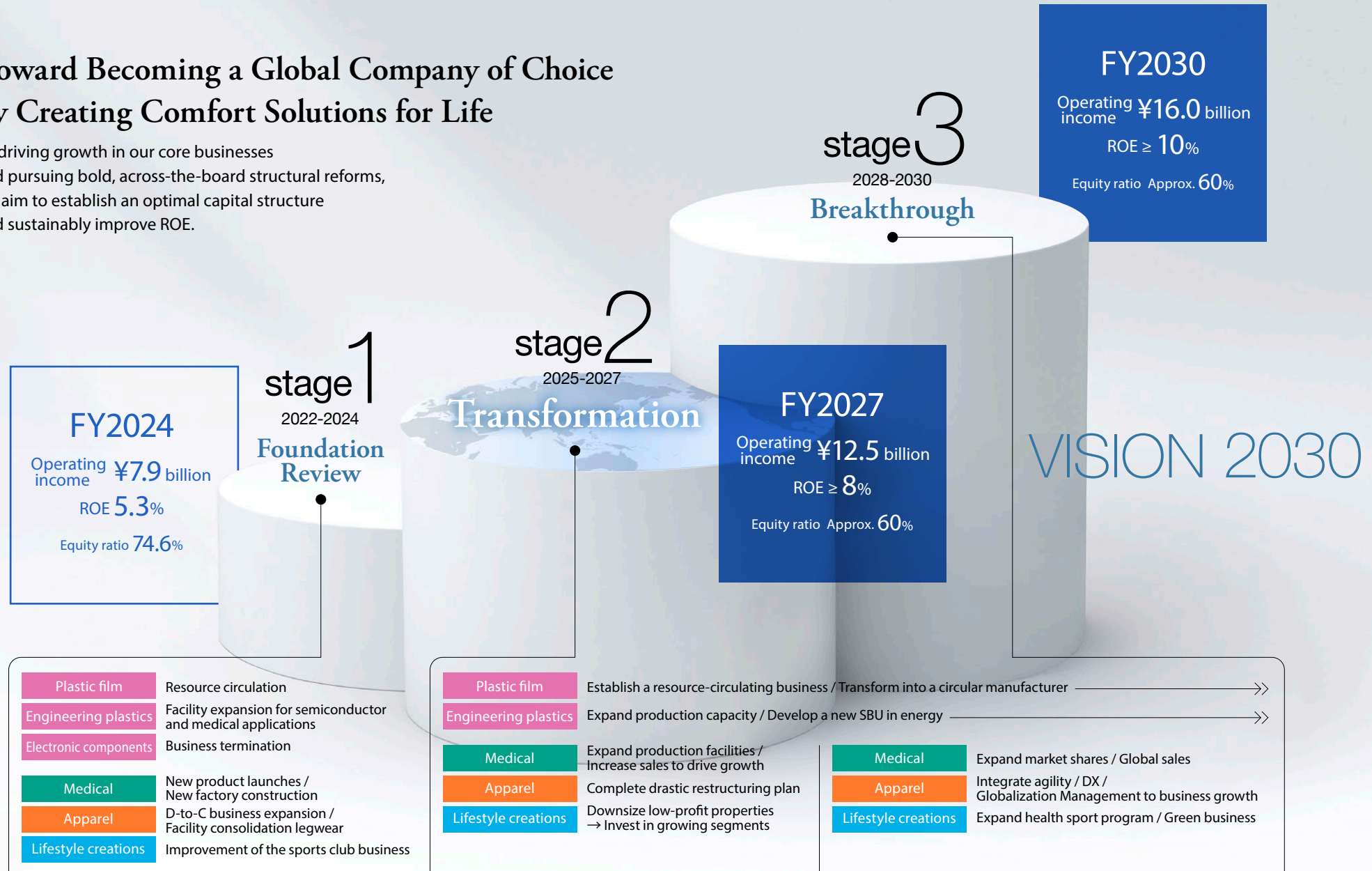


Roadmap to VISION 2030

Toward Becoming a Global Company of Choice by Creating Comfort Solutions for Life

By driving growth in our core businesses
and pursuing bold, across-the-board structural reforms,
we aim to establish an optimal capital structure
and sustainably improve ROE.



Beyond Structural Reform

Throughout its 130-year history, Gunze has grown its businesses and continued to take on new challenges while responding to the changing times. As the business environment evolves at an unprecedented pace, under VISION 2030 we have set a distinct theme for each three-year stage and are advancing initiatives toward realizing our vision for 2030.

During VISION 2030 stage1, we built a foundation for growth in high-value-added fields, primarily through our Functional Solutions and Medical businesses. In areas with the potential to help address social issues, including semiconductors, environmentally related fields, and bioabsorbable materials, we planted the seeds of future growth.

At the same time, our Apparel and Lifestyle Creations businesses have been confronted with profound changes in their operating environments, including market contraction and shifts in consumer behavior. To respond to these changes and achieve sustainable growth, Gunze is committed to embarking on a fundamental transformation that goes beyond extending its existing business model—the challenge of transforming itself.

Under VISION 2030 stage2, we are reforming our business structure and building a business foundation that can adapt to change, while leveraging the strengths developed during stage1 to drive further growth.

Beyond Structural Reform— Toward Sustainable Growth the Gunze Way

Gunze's technologies, cultivated over 130 years, have evolved beyond the boundaries of individual businesses and generated new value for industry and society. They have contributed to advancing resource circulation, as well as improving people's quality of life (QOL) by enabling healthier, more comfortable living.

At the same time, our business portfolio is evolving as we pursue structural reform of the Apparel Business, which is Gunze's core business and has long driven the Company, and seek to realize a new vision for the future.

To continue developing as a sustainable company, we recognize that simply preserving the values we have long cherished is not enough. Unless we evolve, we risk being left behind by the times.

To remain indispensable to customers around the world, we must become more attuned to change and strengthen our ability to adapt.

We believe it is essential for every employee to continue embracing challenges in pursuit of growth, even as they confront change in many forms.

We will boldly change what must be changed, while steadfastly preserving the values that must endure.

We are convinced that the cumulative impact of these transformations will create a new Gunze capable of supporting the next era.

The Challenge of Transforming Gunze

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Editorial Policy

The GUNZE Integrated Report 2026 is published to provide financial and non-financial information about the Gunze Group. In preparing this report, we referred to various guidelines, including the IFRS Foundation's International Integrated Reporting Framework and the Ministry of Economy, Trade and Industry's Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation. The GRI, ISO, and TCFD content indexes are available on our corporate website.

The Report largely focuses on activities in FY2025 (from April 1, 2025 to March 31, 2026) with certain content covering the period after April 2026. Meanwhile, the relevant departments and job titles of individuals introduced are as of the time activities were undertaken.

Key Features of the Gunze Integrated Report 2026 / Information Disclosure Framework

Key Features of the Gunze Integrated Report 2026

1. The future of Gunze envisioned by the new management team

This fiscal year, Toshiyasu Saguchi was appointed Representative Director and Chairman, and Takahiro Oka Representative Director, President and President Corporate Officer. The messages from the new Chairman and President outline Gunze's growth strategy beyond structural reform and its direction for enhancing corporate value. They present the vision of the next-generation Gunze that the new management team aims to create.

Message from the Chairman >>> P08 **Message from the President** >>> P10



2. Strengths built over 130 years and the sources of value creation

The following sections examine the technologies Gunze has cultivated over 130 years and provide a comprehensive overview of the sources of its competitive advantage. By highlighting the core technologies and strengths leveraged across its businesses, it clarifies Gunze's distinctive value creation capabilities and the management resources that support sustainable growth.

Proprietary Technologies Built on Gunze's Core Technologies >>> P16 **Gunze's Strengths** >>> P18



3. Enhancing corporate value through six forms of capital

The following sections map the connections between financial and non-financial capital and recast Gunze's value creation process around six forms of capital. By highlighting the strengths and challenges of each form of capital and its links to business strategies, they clearly show the path to enhancing corporate value over the medium to long term.

Linkage between Financial and Non-financial Capital >>> P19 **Sections on the Six Capitals** >>> P20~40



4. A vision for 2030 and beyond

Looking beyond structural reform, these sections explore Gunze's aspiration to become a company that continues to create value. They set out Gunze's vision for sustainable growth.

Beyond Structural Reform >>> P02 **Special Feature: imaGine2055** >>> P48

Information Disclosure Framework

