

Medium-Term Management Plan

VISION 2030

stage2 FY2025 – FY2027

GUNZE LIMITED

May 14th , 2025



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VISION 2030 Grand Design

VISION 2030 stage1 Review

VISION 2030 stage2 Plan

1. VISION 2030 stage2 Plan
2. Segment Business Strategies
Functional Solutions/Medical/Apparel/Lifestyle Creations
3. Company-wide Key Measures
Financial Strategies / R&D, M&A, New Business Creation /
Globalization and Technologies / Sustainability Management

VISION 2030

VISION 2030 stage1

VISION 2030 stage2

VISION 2030 stage3

GOAL

FY 2022

FY 2023

FY 2024

FY 2025

FY 2026

FY 2027

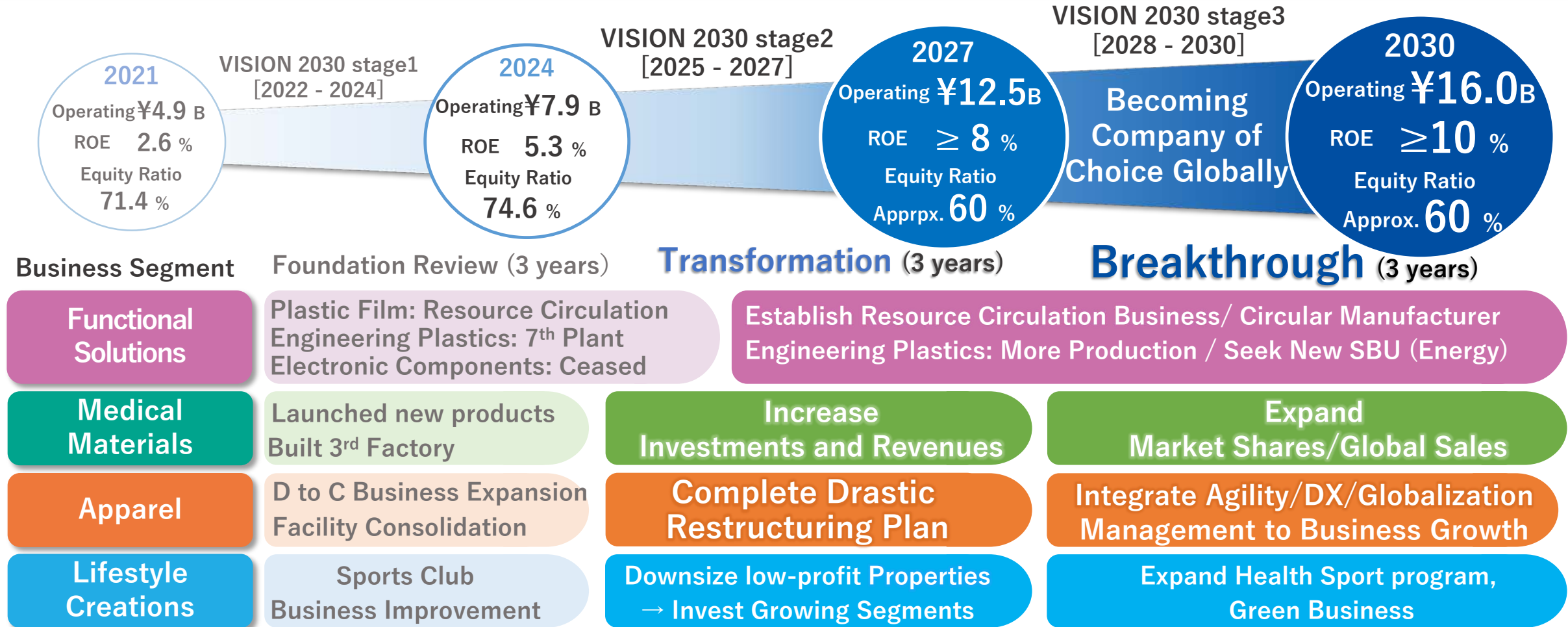
FY 2028

FY 2029

FY 2030

I. VISION 2030 Grand Design

Reach FY 2030 Goal to Implement Core Business Growth and Restructuring Plan with “NO EXCEPTIONS”, Increase ROE sustainably to create proper Equity Structure.



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VISION 2030 stage1 Review



Medium-Term Management Plan
VISION 2030 stage2 Plan

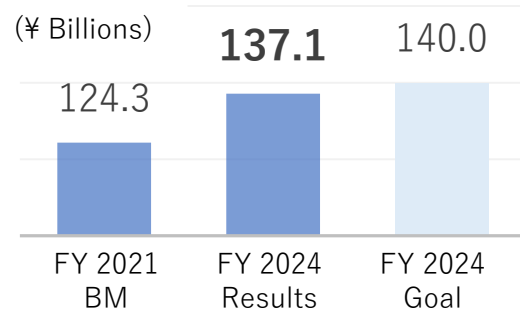
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II. VISION 2030 stage1 Review

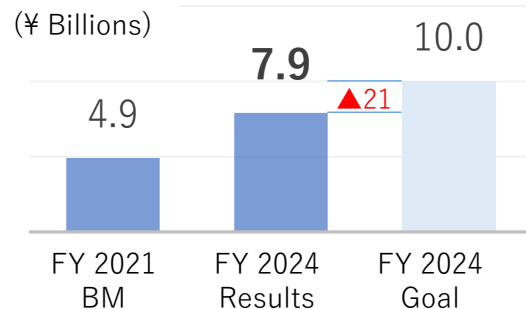
**Net Sales: +110% up (vs. BM), Operating Profit: +¥3.0B up (vs. BM) , ROE: +2.7pt up (vs. BM)
At Next Stage (Stage2-3), More ROE/ROIC Improvement to Achieve PBR ≥ 1**

Consolidated: FY 2024 Results vs. FY 2024 Goal

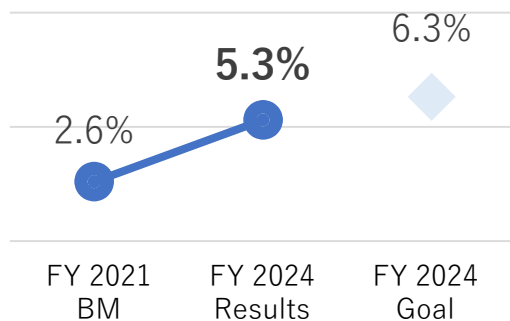
Net Sales



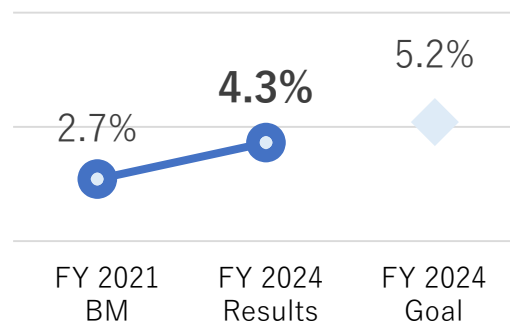
Operating Profit



ROE



ROIC



PBR 0.57 (FY 2021BM) → 0.72 (FY 2024 Results)

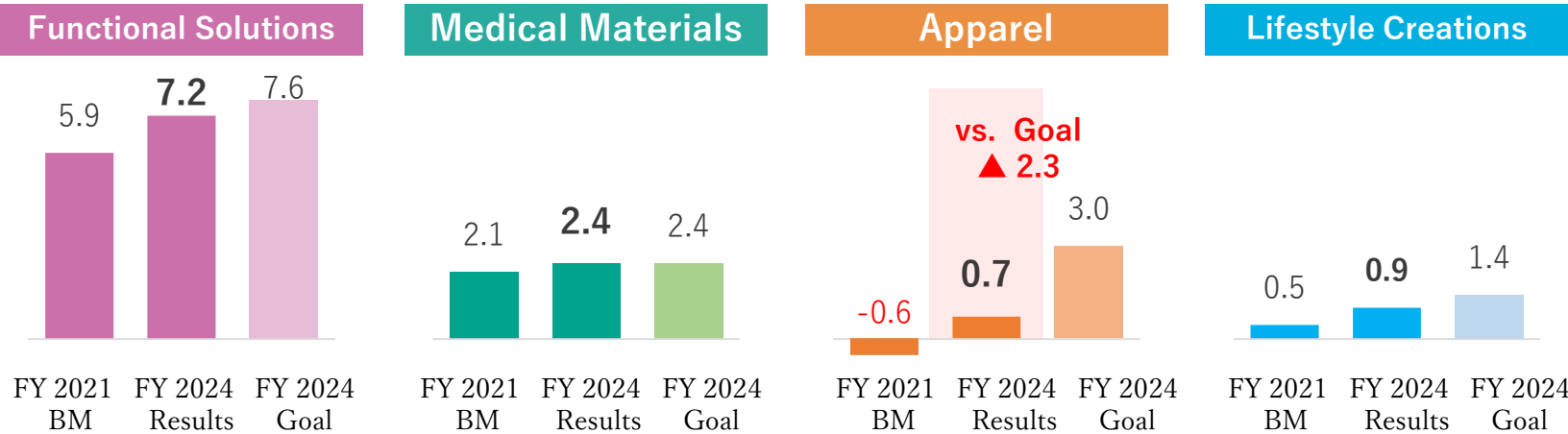
Business Segment: FY 2024 Results vs. FY 2024 Goal

Business Segment		FY 2021 BM	FY 2024 Results	FY 2024 Goal
Functional Solutions	Net Sales	¥45.6 _B	¥52.2 _B	¥51.2 _B
	Operating Profit	¥5.9 _B (13.0%)	¥7.2 _B (13.8%)	¥7.6 _B (14.9%)
	ROIC	10.9%	10.5%	—
Medical Materials	Net Sales	¥10.5 _B	¥12.9 _B	¥12.7 _B
	Operating Profit	¥2.1 _B (20.2%)	¥2.4 _B (18.8%)	¥2.4 _B (18.9%)
	ROIC	24.3%	14.2%	—
Apparel	Net Sales	¥57.2 _B	¥60.7 _B	¥63.3 _B
	Operating Profit	- ¥0.6 _B (-)	¥0.7 _B (1.2%)	¥3.0 _B (4.7%)
	ROIC	- 0.8%	1.3%	—
Lifestyle Creations	Net Sales	¥11.6 _B	¥12.0 _B	¥13.5 _B
	Operating Profit	¥0.5 _B (3.9%)	¥0.9 _B (8.2%)	¥1.4 _B (10.4%)
	ROIC	0.3%	3.8%	—

II. VISION 2030 stage1 Review

[Operating Profit] Increase: Functional Solutions and Medical / Significant Decline: Apparel
[Consolidated] GVA: Goal Incomplete due to Drastic Restructuring Unprofitable Business in stage2

Each Segment: Operating Profit (¥ Billions)



Consolidated GVA* (¥ Billions)



Unprofitable Segment
Apparel
Lifestyle Creations

*GVA (Gunze Value Added)

Strategy	Major Achievements / Results		Issues / Corrective Actions
New Business Creations	Operating Profit (vs.BM)	Functional Solutions: +¥1.3B , Medical:+¥0.3B	• Develop New Business, Implement M&A
Equity Management (High Priority)	Electronic Components : Business Transfer Apparel: Plant (oversea) and Warehouse Consolidation Lifestyle Creations: Sport Club Branch Reorganization		• Restructuring: Apparel/Apparel/Lifestyle Creation • Business Transfer: Mechatronics
Constitutional Improvement Eco-friendly Management	Plastic Film: Promotion of Resource Circular Factory Engineering Plastics: Eco-friendly Expansion/Investment of Plants		• Improve Employee Engagement and Female Employees in Leadership Positions

Non-Financial Results: Almost Achieved FY 2024 Goals
Increase Enterprise Value more to Implement Corrective Actions

Female Employees in Leadership Positions

	Female Managers	Female Workers	Female Employment
2024 Results	6 %	35 %	52 %
2024 Goals	≥ 6 %	35 %	50 %

Almost Reached Out FY2024 Goals▶ More Accelerate Implementation

ECO-Friendly Management

	CO2 Emission Reduction (Scope1+2)	Energy Intensity Reduction
2024 Results	37 %	- 0.2 %
2024 Goals	≥ 28 %(BM FY 2013)	≥ 1 %

CO2 Emission was decreased▶ Continue Improvements

Child Care Support Corporate Culture Working Style

	Male PPL*	Engagement Score	Paid Holidays
2024 Results	78 % <small>* PPL (Paid Parental Leave)</small>	62 points	73 %
2024 Goals	>50 %	70 points (est.)	75 %

Engage Score incomplete▶ More Improvement based on survey Analysis
Start New Human Resource Management

Others

	Productivity (P-Value, YoY)
2024 Results	103 %
2024 Goals	103 %

TOPICS



“CDP2024”
B Score
Acquired



FY 2023
“Kurumin”
Certificate

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1. VISION2030 stage2 Plan (Recognition and Direction against Environment Changes)


More Focus on Restructuring to Survive Critical Environment Changes

Risk Factors

Social/Economic Structure Changes	Climate Changes
<ul style="list-style-type: none">■ <u>Japanese Population Decline</u> – Shrinking Market /Labor Shortage■ <u>Currency (Significant Yen Falling)</u>■ Geopolitical Risks■ AI and DX Delivery Worldwide	<ul style="list-style-type: none">■ <u>Global Warming,</u> <u>Extreme Weather</u>■ <u>CO2 Emission Reduction</u>

Social Demands

Expecting Enterprise Value (EV) Increase
<ul style="list-style-type: none">■ <u>Equity Management</u> – Improve ROE, PBR \geq 1.00■ Inflation, High Interest Rate■ <u>Enhance Human Capital Strategy</u>

 **Move Forward Key Measures;
(Financial Strategy, Globalization/Technology, Sustainability Management)
to Reinforce Corporate Structure against Drastic Environment Changes**

1. VISION2030 stage2 Plan (Summary)

Basic Concept

To Be “Company of Choice Globally”,
Advance Sustainable Business Foundation

■ Financial Goal (FY 2027)
ROE $\geq 8\%$, ROIC $\geq 6.6\%$
Operating Profit: ¥12.5 Billions

■ Non-Financial Goal (FY 2027)
% of Female Managers $\geq 14\%$
% of CO2 Emission Reduction $\geq 31\%$

* Scope1 + 2 (FY 2013BM)

Enhancing/Expanding

■ Functional Solutions

Enhancing Plastic Films, Engineering Plastics Business

■ Medical Materials

Expanding market shares,
developing new markets to support global growth

Restructuring

■ Apparel

Transforming into “Strong Business”
to Survive Environment Changes

■ Lifestyle Creations

Drastic Improvement of Low-Profit Business and Properties

Key Measures

Financial Strategy

R&D/M&A
New Business Creations

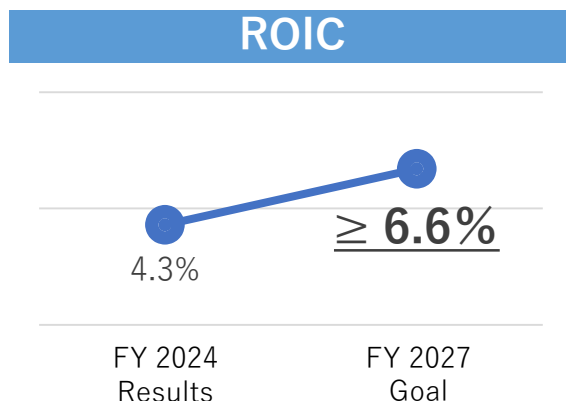
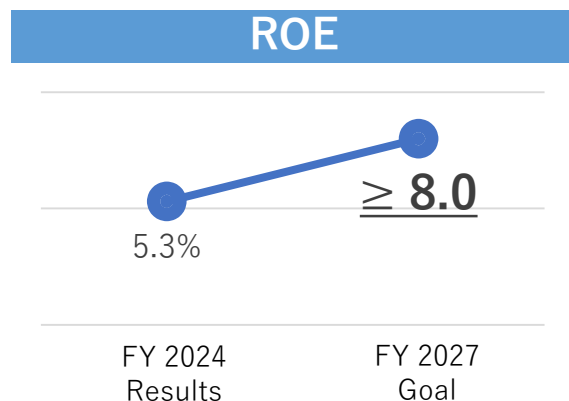
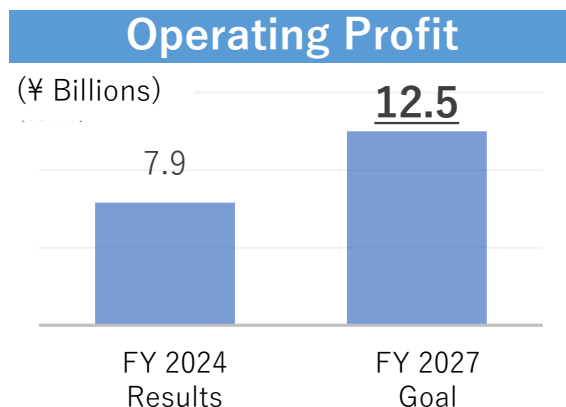
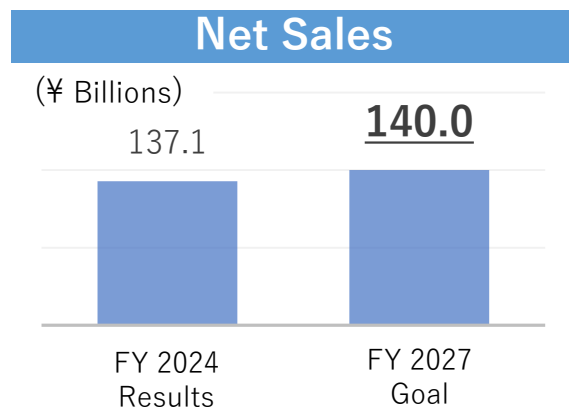
Globalization/Technology
Strengthening

Sustainability
Management

1. VISION2030 stage2 Plan (Financial Goal)

**Accelerate High ROIC Business, Restructure Low-ROIC Business,
Optimize Capital Structure, to Maximize Corporate Growth and Capital Efficiency**

Consolidated: FY 2027 Goal



PBR 0.72 (FY 2024 Results) → **1.00 ~ (FY 2027 Goal)**

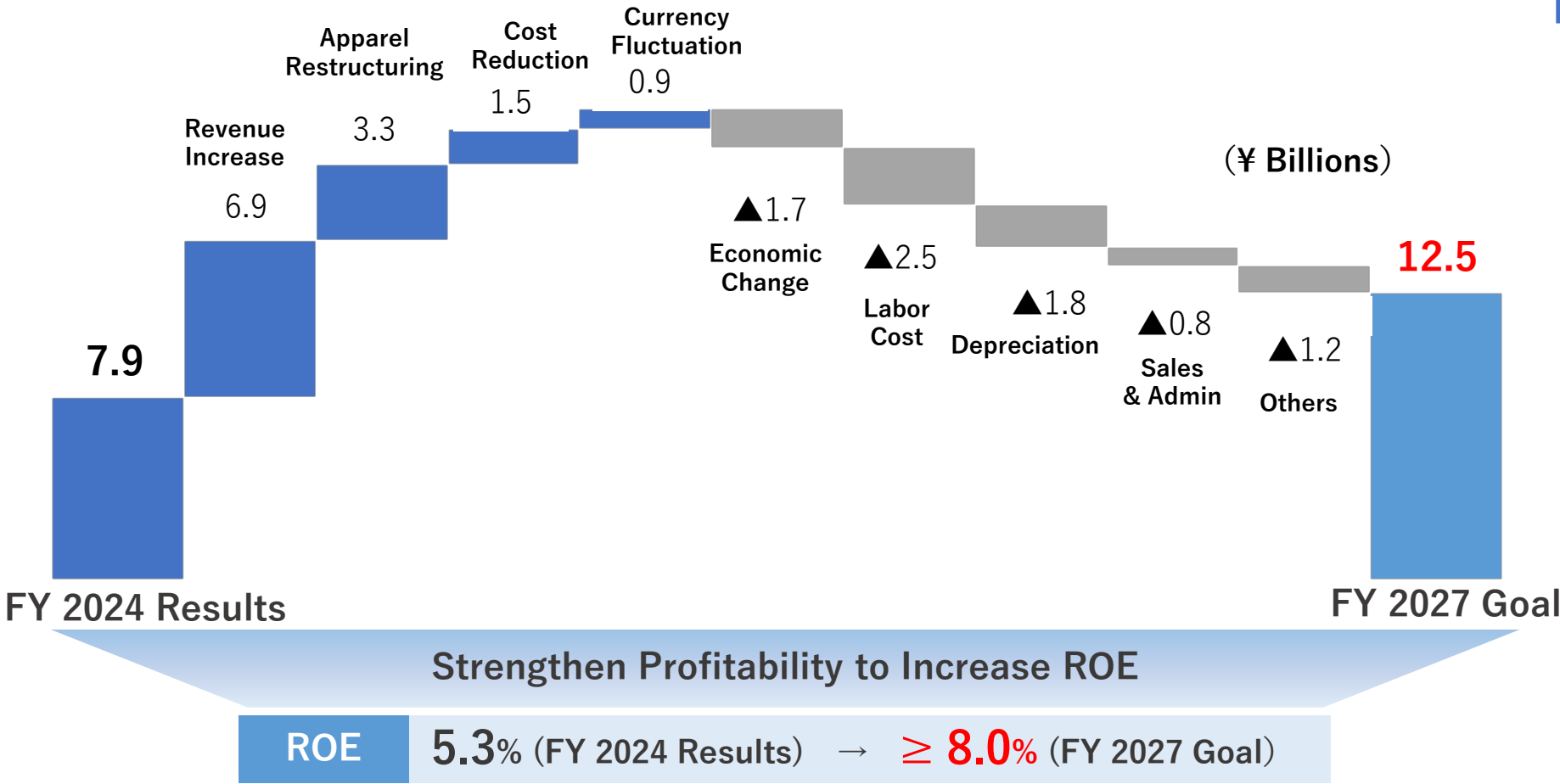
Business Segment: FY 2027 Goal

Business Segment		FY 2024 Results	FY 2027 Goal
Functional Solutions	Net Sales	¥52.2 _B	¥54.0 _B
	Operating Profit	¥7.2 _B (13.8%)	¥8.8 _B (16.3%)
	ROIC	10.5%	11.6%
Medical	Net Sales	¥12.9 _B	¥19.0 _B
	Operating Profit	¥2.4 _B (18.8%)	¥3.9 _B (20.5%)
	ROIC	14.2%	25.0%
Apparel	Net Sales	¥60.7 _B	¥54.1 _B
	Operating Profit	¥0.7 _B (1.2%)	¥2.3 _B (4.3%)
	ROIC	1.3%	5.1%
Lifestyle Creations	Net Sales	¥12.0 _B	¥13.8 _B
	Operating Profit	¥0.9 _B (8.2%)	¥1.4 _B (10.1%)
	ROIC	3.8%	5.4%

1. VISION2030 stage2 Plan (Operating Profit Breakdown)

(Cost Breakdown) Operating Profit Fluctuations 2024 → 2027

Operating Profit Breakdown



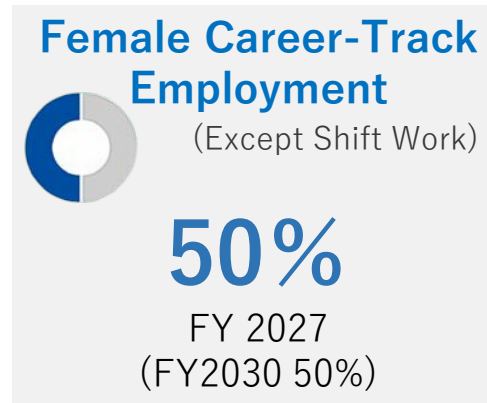
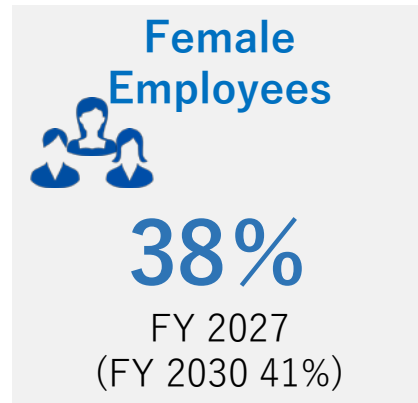
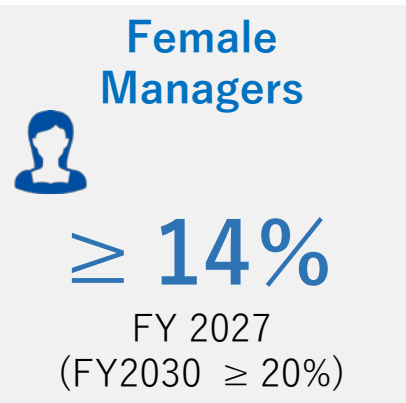
Operation Profit Details

(¥ Billions)	
Revenue Increase	Total +6.9
Functional Solutions	+3.1
Medical	+3.3
Lifestyle Creations	+0.5
Apparel Restructuring	Total +3.3
Concentration Strategy	+21
Value Chain Reform	+5
Others	+7
Cost Reduction	Total +1.5
Yield Improvement	+0.5
Work Efficiency	+0.5
Other Cost Reductions	+0.5
Economic Change	Total ▲1.7
Material Cost	▲1.5
Electric/Energy Saving	▲0.2

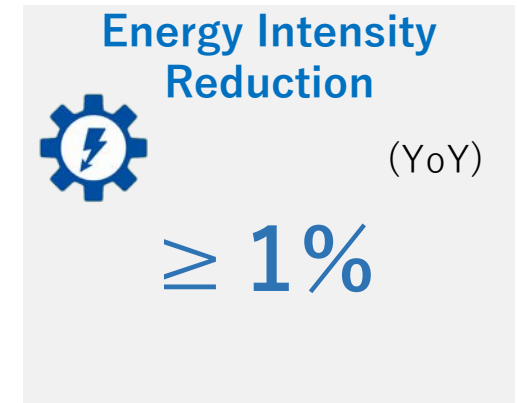
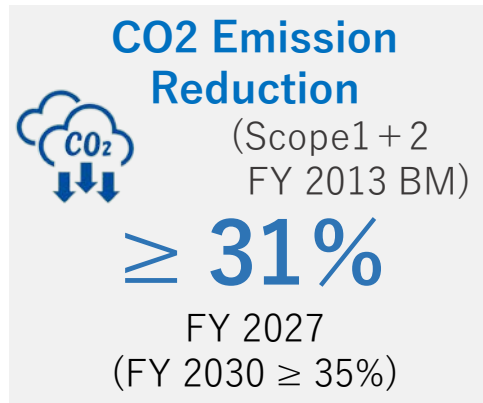
1. VISION2030 stage2 Plan (Non Financial Goal)

Ensure CO2 Emission Reduction, Enhance Corporate Performance and Enterprise Value with Human Resource Empowerment

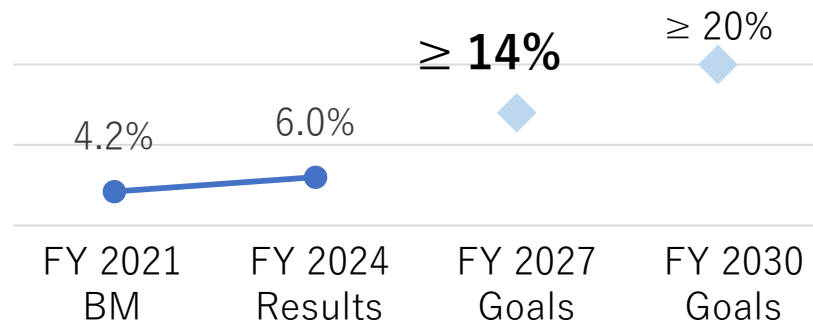
Promoting Women's Empowerment



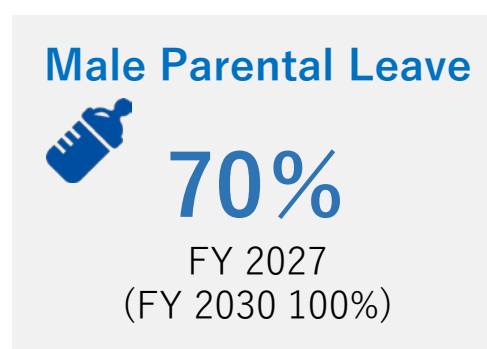
Sustainability Management



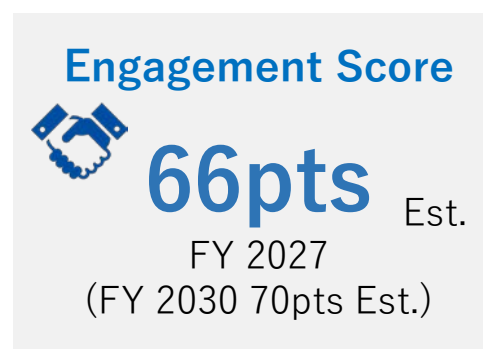
% of Female Managers



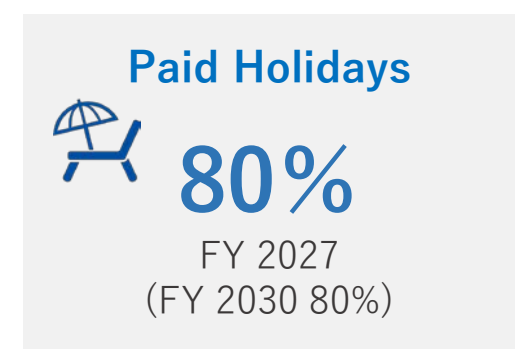
Child Care Support



Corporate Culture



Working Style



2 - 1 Functional Solutions

Plastic Film Company

Engineering Plastics Division

Business Vision

Manage Both Social and Economic Benefit,
Expand Resource Circulation Model in Global

Mix and Match Our Own Technologies,
Contribute to Better Surroundings and Lifestyle

Our Strengths

ECO-Friendly Management

■ Products

Multi-layered and
Thin Film Technologies,
Sustainable Film
(GEOPLAS®)

■ Resource Circulation Recycle Technology



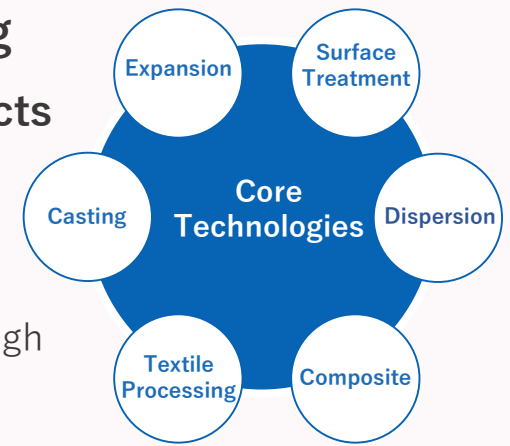
Competitive Advantage, Unique Process Engineering

■ Competitive Advanced Products

Setting Apart Products with Unique
Development and Core Technologies

■ Manufacturing Technology

Seamless Procedure from R&D through
Production with Our Strengths of
Manufacturing Technology



2 - 1. Functional Solutions

Plastic Film : Utilize Capabilities of Recycle Technologies and Functional Solutions, Expand Resource Circulation Business Model around the World

Engineering Plastics : Increase Production Capacity with Factory Expansion, Strengthen Business in Semiconductor and Medical Markets

Plastic Film Company

Engineering Plastics Division

Business Strategy

Transform into Circular Manufacturer with Thin-Film and New Recycle Technologies, Increase Net Sales and Operating Profit by Material Recycling and Selling Recovered Resources

FY 2027: **MFG Cost Reduction ¥1.4Billions** (Material Recycling)

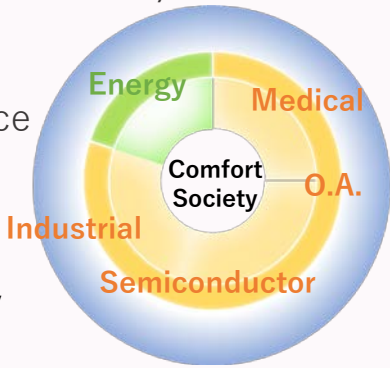


5 Segments: Medical, Industrial, Office Automation, Semiconductor, Energy

Develop New Products to Apply Our Unique Technologies, Increase More Market Presence

New SBU*: Energy

*New SBU to Create ECO-Friendly Products Expedite to Establish Production Technology to Consider Future Market Growth



Investment

Resource Circulation Model: ¥1.0 Billions

- Establish Recycle Technology (Deinking, Separating Mixtures)
- M&A to Obtain Resource Circulation Technology

Production Capacity Increase: ¥5.7Billions

- Investment: 7th Factory (Built in FY2025) for Semiconductor/Medical Markets

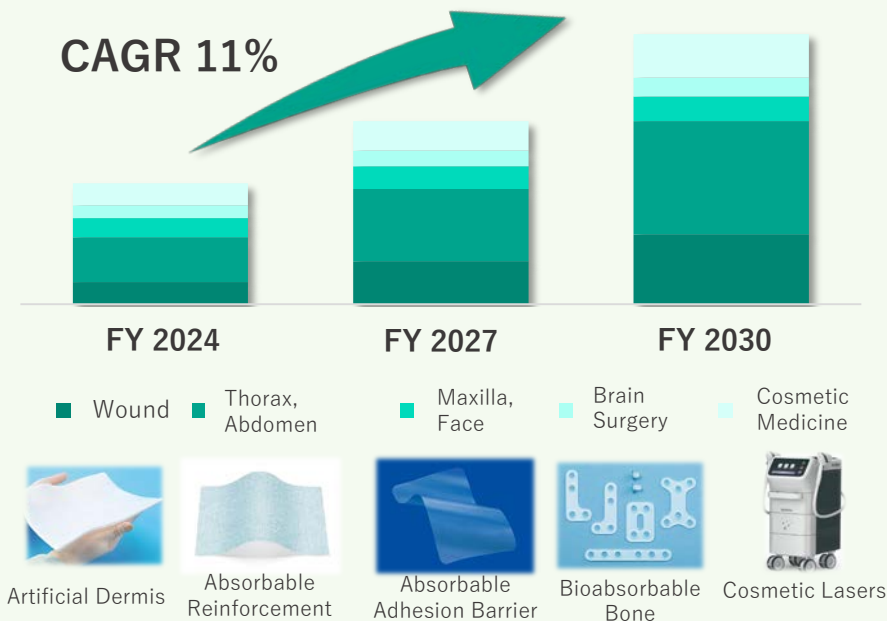
2 - 2. Medical Materials

Business Vision

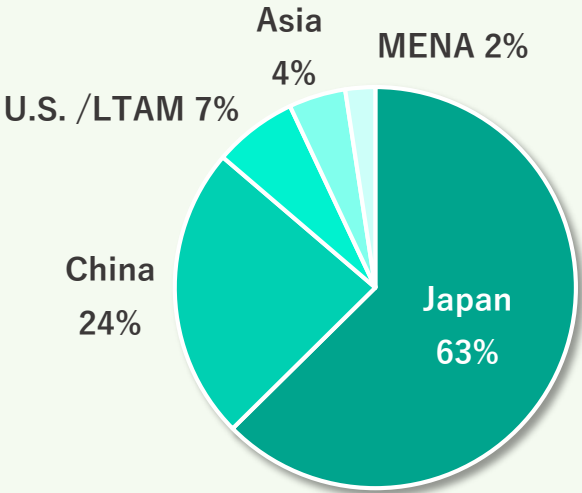
Supply Innovative Solutions with Multiplying “Bio-Material x Device”, and Envision a Bright Future

Segment/ Regional Net Sales Projection

Segment Net Sales



Regional Net Sales (FY 2030)



Foreign Net Sales %:
FY2024 30% → FY 2030 37% (+7pt)

Our Strengths

QOL Improvement × Easy-to-Use

- QOL Improvements of Patients**
No need for Removal after Surgery
Mitigating Postoperative Complications
- Easy Use for Doctors**
High Usability:
Easy to Use, Safety, Security

2 - 2. Medical Materials

Expand Market Share and Explore New Markets,
Invent R&D and Manufacturing more, Success to Global Company

Business Strategy

Under Tighter Drug Approval Process, Regulations for each Country, and Physician Incentive Revised, Implement Strategy **at 4 Key Locations; Japan, China, U.S. and E.U.**

	Strategy	Location
Market Share Expansion	Market Share Expansion to Develop and Launch New Products New Products Sales: ¥2.8B Launching: 18 products/3yrs	Japan/China
Market Development, Penetration	Market Development and Penetration to Find and Train new Sales Rep. / Distributors Net Sales: 225% vs. FY 2024	EU / U.S.
Market Research	Global Regulation Research, Agent/Dist. Exploration with Conference and Expo: 5 Agents	Middle East South America Asia

Investment

**Enhance Production Capacity/
R&D Structure: ¥0.8 Billions**

- Absorbable Adhesion Barrier (Thorax, Abdomen)
New Factory Established (April, 2025)
Domestic/Overseas Sales Increase
to more production 280%up (vs. FY 2024)



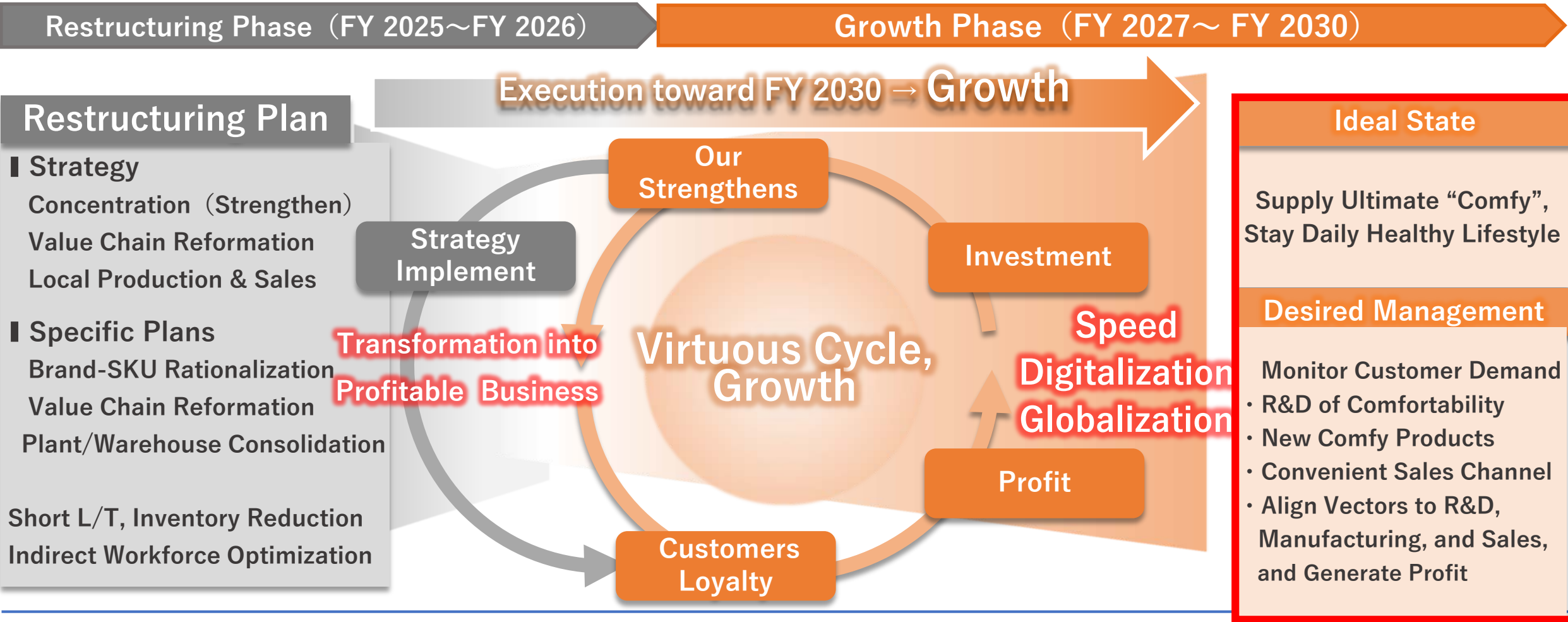
Absorbable adhesion barrier sheet

- Newly Built: R&D Facility
Utilize Prototype Line, and Maintain Rapid Ramp-up from R&D through full production, Quality Stability, and Short Lead-Time



New R&D Building

Implement Restructuring Plan and Transform into Profitable Business
Toward VISION 2030 stage3 Growth



Complete Restructuring Plan with no Exception Next 2 years (FY2025-2026), Execute Sustainable Business Turnaround to More Profitable

■ Equity Efficiency Worse (VISION 2030 stage1 Review and Issues)

Domestic Market Decline	■ Domestic (Japanese) Market Decline. Consumers are Reluctant to Buy Due to Population Decrease, Low Birthrate & Aging, Climate Changes, Real Wages to Fall and etc.
Sales Channel Shift	■ Major Channel, Mass Retailers, are accelerated to exit from Clothing Market and Store Closures, and are shifting to Specialty Stores and E-Commerce.
Exchange Rate Fluctuation	■ Due to Yen Dropped, Advantage of Offshore Manufacturing was lost and Cost of Material and Energy still increasing.

■ Policy of Restructuring (Core Strategy/Plan and Direction to Business Transformation)

Concentration Strategy (for Domestic Market Decline)	■ Chase Our Original Value Proposition, Focus on High-Profit Business Unites
Value Chain Reconfiguration (for Sales Channel Shift)	■ Innovate and Transform Business Procedure (Feasibility Stage through Delivery Stage), Optimize Indirect Work Force, Production, and Logistics
Local Production & Sales (for Currency Fluctuation)	■ Enhance Oversea Production /Sales, Move Indirect Work Force to Offshore. Procure Raw Material

2 - 3. Apparel

Goal

- Move Forward Specific Targeting and Price Revision, Implement Value Chain Reconfiguration and “Local Production / Local Sales” Strategy, Establish and Grow Profitable base
- Improve Operating Profit, + **¥1.7 Billions vs. FY 2024**, by FY 2027

Strategy	BM	Specific Key Measures	
Concentration (Domestic Market Decline)	Brands 60% Less SKU 25% Less	■ Brand/SKU Consolidation	- Concentrate on High-Profit Categories
		■ Sales Price Review (Legwear/Innerwear)	- Clarify Target Customer, Optimize Sales Pricing
Value Chain Reconfiguration (Sales Channel Shift)	Inventory 40% Less	■ Value Chain/Work Force	- Merge Factories/Admin Dep, Automation
		■ Logistics	- Reduce Lead Time and Inventory
Local Production & Local Sales (Currency Fluctuation)	Business Formation by End of FY 2026	■ Overseas Business Scheme Transformation	- Reorganize Overseas Workforce (Planning, Development, Sales) - Reinforce Local Alliance - Enhance Local Manufacturing (Multiproduct)
		■ Central Purchasing	- Main/Sub Material, Dye Stuff, Consumables

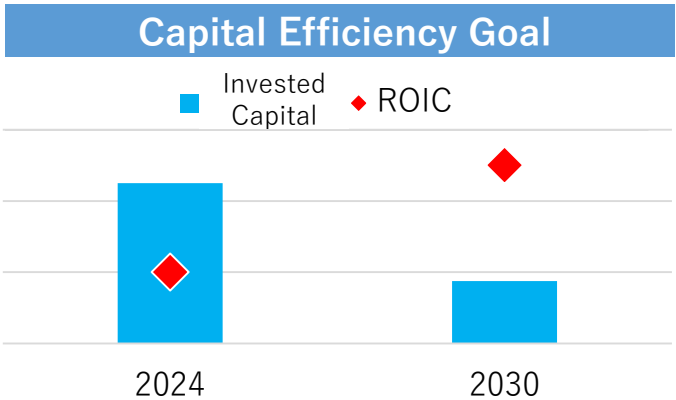
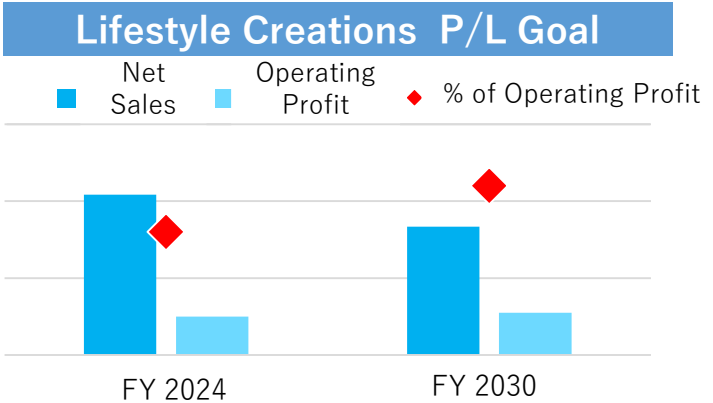
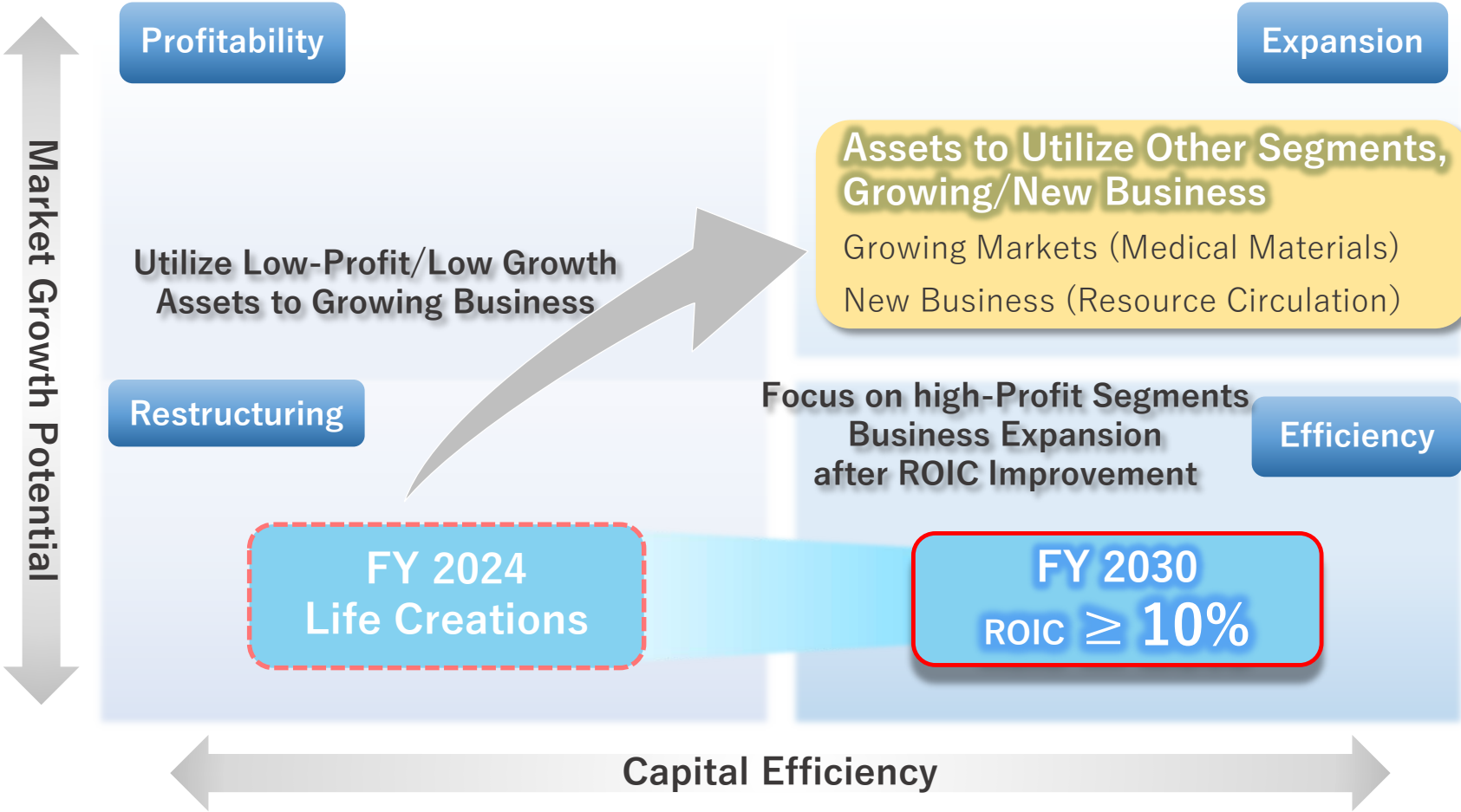
Goal

- Complete Strategy and Restructuring Plan for Next 2 Years (FY 2025 - FY2026)
- Achieve FY 2027 Goal, Operating Profit ¥ 2.3 Billions / GVA Positive**
- Establish Sustainable Profitable Business Base

Financial Indicators	FY 2024 Result	FY 2027 Goal	FY 2027Goal vs. FY 2024 Results
Net Sales	¥60.7 Billions	¥54.1 Billons	↓ △ ¥6.6 Billions
<u>Operating Profit</u>	¥0.7 Billions	¥2.3 Billions	↑ + ¥1.7 Billions
Invested Capital	¥40.3 Billions	31.5 Billions	↓ △ ¥8.8 Billions
<u>GVA</u>	(Negative)	Positive	↑ Positive
ROIC	1.3 %	5.1 %	↑ + 3.8 pts

2 - 4 . Lifestyle Creations

Shift Assets from Low-Profit Business to Growing and New Business,
Enhance Group Growth and ROIC



2 - 4 . Lifestyle Creations

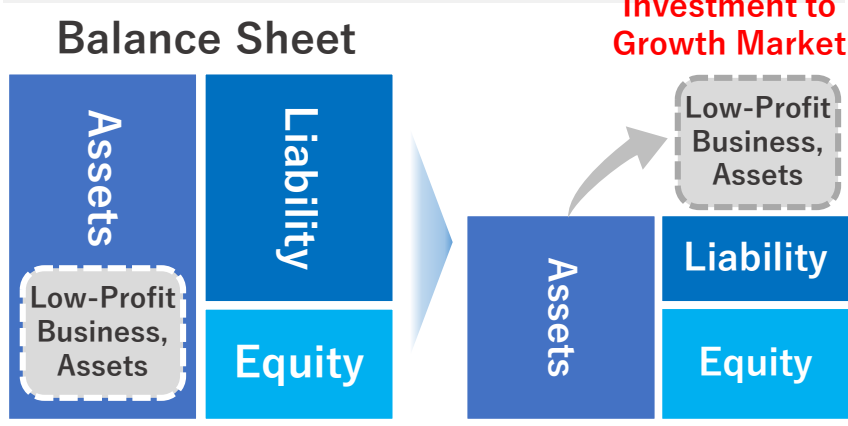
- Appraise Profitability and Continuous Business Growth for Segments and Facilities, Implement Restructuring Plan to Facilities with GVA Deficit.
- Lifestyle Creations: Business Direction to Each Segment

Segment	Profitability	Business Direction
Real Estate	GVA: Deficit Need Profitability Improvement	Implement Restructuring, To be GVA: Surplus , Stable Profit foundation
Sports Club	Sports Club Reorganization Profitability Improved GVA: Surplus by FY 2027	GVA: Surplus More focusing on Public Health Area
Landscaping Greening	GVA: Surplus	Maintain GVA: Surplus , Business Expansion Leading Environmental Contribution

■ Lifestyle Creations Reformation

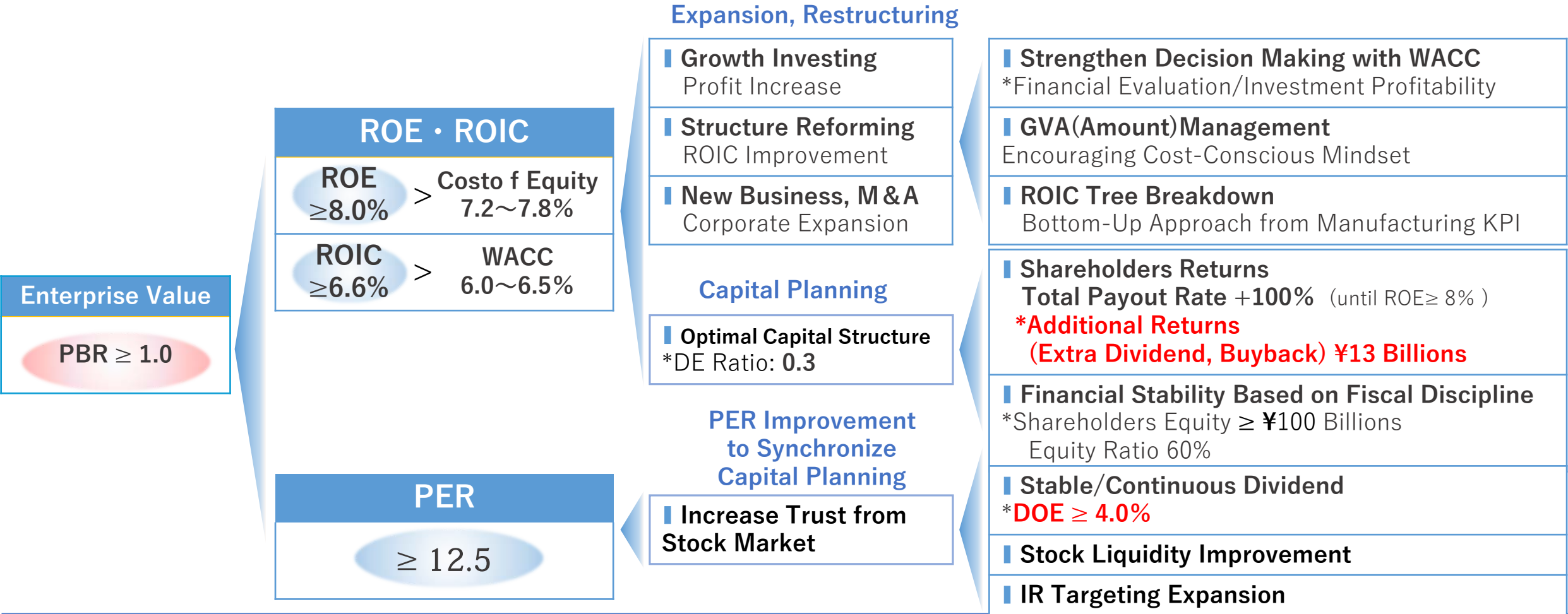
Appraisal, Action Plans for Assets

- Sorting: Assets with GVA Deficit
- Improving: Low-Profit Assets
- Reducing: Unprofitable Assets
- Realizing Low-Profit Assets: Focus on M&A, Growing Business
- Utilizing External Consultants



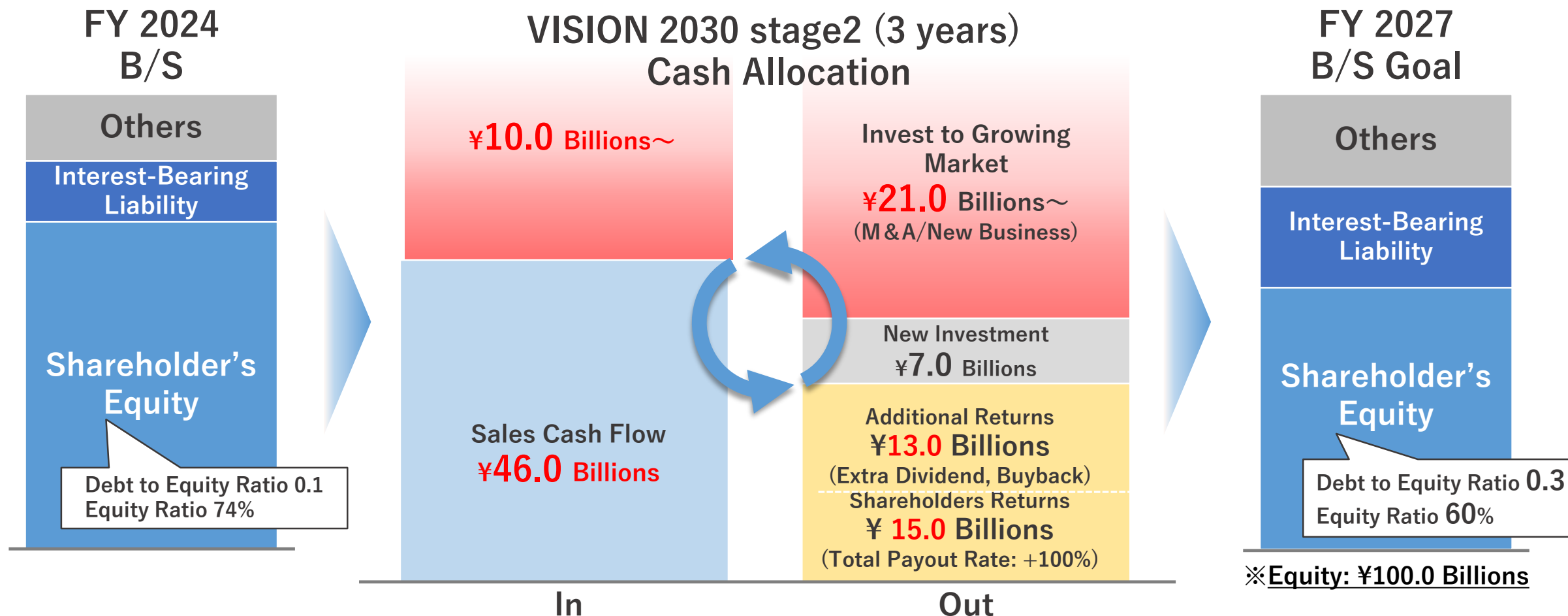
3 - 1. Financial Strategy (Summary)

Implement Restructuring, Capital and PER Improvement Planning,
Achieve $PBR \geq 1.0$ to Enhance Enterprise Value



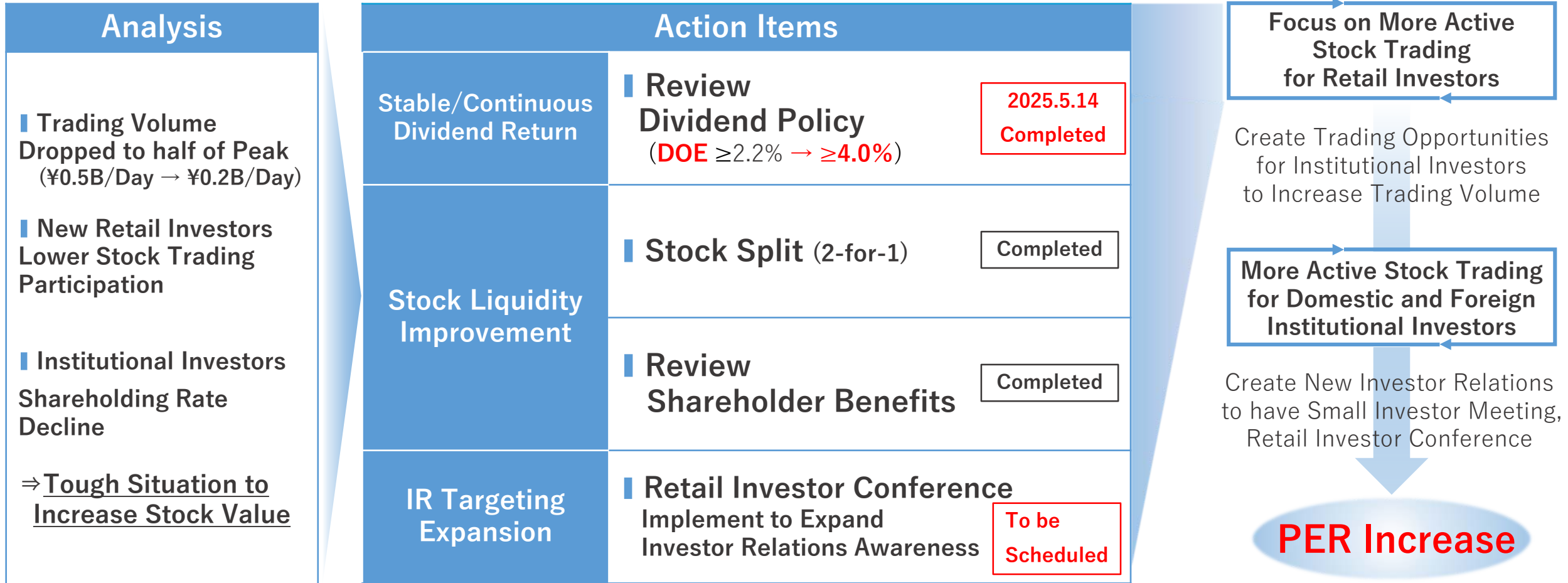
3 - 1. Financial Strategy (Capital Planning)

By Resource Allocation to Growth Investing and Shareholder's Return, and Proactive Leveraging, Optimize Equity to Maximize ROIC and Maintain Financial Stability



3 - 1. Financial Strategy (PER Increase to Synchronize Capital Planning)

PER Increase: Make Stock Trading More Active Step-by-Step, Improve Stock Liquidity, and Earn Trust from Stock Markets



3 - 1. Financial Strategy (Investments)

Enhance and Expand Core Business, Continue Proactive Investment Plans

Key Measures	Main Investment	Amount (FY2025 – FY2027)
New Investments to New Business & New Products	<ul style="list-style-type: none"> ■ Medical: New Factory ■ Engineering Plastics: New Factory and Factory Expansion ■ Plastic Film: New Product Manufacturing ■ Threads and Accessories: New Products in Vietnam 	¥11.0 Billions
Improvement of Production Capacity and Production Efficiency, Investment for Cost Saving	<ul style="list-style-type: none"> ■ Engineering Plastics: Production Capacity Increase for Semiconductor Applications ■ Plastic Film: Streamlining Converting Process ■ Apparel: Transfer Featured Products to Overseas Plants 	¥10.0 Billions
Existing Equipment Renewal, Rationalization	—	¥7.0 Billions

3-year Investment Plan ¥28.0 Billions
(Total Investment for last 3 years: ¥33.1 Billions)

3 - 2. R&D/M&A/New Business Creation

Explore New Values and Execute Practices to Contribute Business Growth and Segment Expansion

Develop Differentiational Technology, Strengthen Business Base (Research and Development)

■ R&D System

Reorganize R&D System,
Prioritize to Enhance Business Base for
Medical Materials, Functional Solutions,
and Apparel

■ Component Technology

Focus on Engineering Materials & Process,
Support Developing and Advancing
Component Technology to Reinforce
Business Base

(New Business Creation)

- Set up Project Teams
“imaGine2055” to Think about
Gunze in Next 30 years
- Encourage Intrapreneurship

Expand Medical Material Business, Realize Resource Circulation Society (Realizing M&A Strategy)

■ M&A Target

Medical Segment

- Bioabsorbable Medical Devices
- Adjacencies Expecting Synergy Effect
- Global Sales Channels

Resource Circulation Segment

- Complementing Recycle and
Environmental Technologies
- Accelerating Commercialization,
Social Implementation (New Business)

■ Fiscal Discipline

- Flexible Financing Activity
[DE Ratio 0.3]
- Utilizing Acquired Cash
[Business Expansion,
Assets Sale]

3 - 3. Globalization and Technology

Utilize Humans and Technology, Open Bright Futures,
Strive for Global Solution Company

Background

■ Market Shrinkage due to Population Decline and Labor Shortage in Japan

■ Cost Increase due to Exchange Fluctuation (Weak JP Yen)

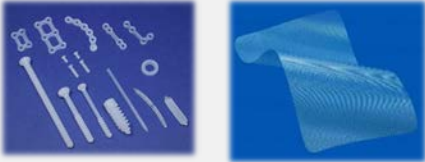
Globalization

■ Global Market	■ Local PROD & Sales	■ DE&I	■ Global IR
Promoting our Solutions Cultivated in Japan	Review Overseas/Domestic Sales Promotion Model	Global Hiring, Growing Global Careers	Enhancing Engagement with Foreign Investors
	Medical Materials	Functional Solutions	Apparel
Business Expansion	China, U.S.	U.S., Asia, E.U.	ASEAN
FY 2027 Overseas Net Sales	¥5.7 Billions (34% UP vs. FY 2024)	¥19.5 Billions (10% UP vs. FY2024)	¥9.2 Billions (7% UP vs. FY2024)

Competitive Advantage Technology


■ Bioabsorbable Devices

Specifying Physicians Needs and Provide Solutions



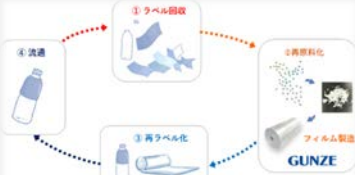
■ Cleaning Technology

Semiconductor Device Manufacturing Segment Expansion




■ Sustainability

Recycling + Renewable Products



■ Natural Materials, Unique Manufacturing

Chasing "Comfy Fit"

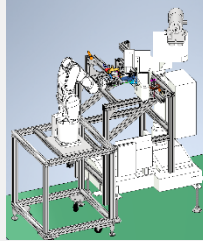


3 - 3. Globalization and Technology

Automation Technology

Automated/Unattended Manufacturing

Image Processing/Handling/Sensing/
Articulated Robotic Technology



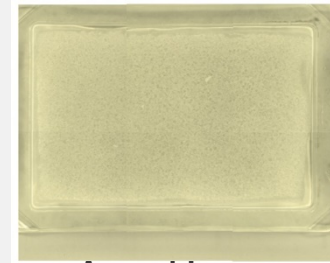
Apparel: Sewing Robot



Medical: Unattended MFG Line

Automated/Unattended Inspection

Technical Combination: Image Processing and AI
Unattended Film Inspection Process



Actual Image

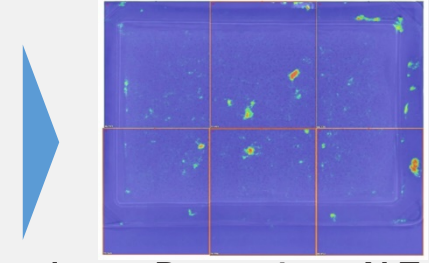


Image Processing + AI Test

Digital, AI Technology

Process Analysis with AI

- Energy Management
Manufacturing Visualization
Optimizing Automation
- Indirect Work-Saving
- Production/Sales Planning with
Demand Forecasting
SCM Process Improve,

Process
Visualization



ML*
Model



Knowledge
Know-How



【 Analysis/Learning/Prediction 】

ML* (Machine Learning)

Production Optimization
(Eliminating Waste, Overburden)

Automated Design

MFG Mix Recipe

[Dyeing (Apparel)]

Machine Setup Condition

[Extrusion Process
(Functional Solutions)]

3 - 4 . Sustainability Management (Human Capital Management)

Build Human Resources and Corporate Culture to Implement Corporate Strategy For Sustainable Enterprise Value and Competitiveness Enhancement

Main Issues

- Hiring Competitions
- Uneven Population Distribution/Reskilling
- Human Resource Development (HRD)
- HR Evaluation System
- Boosting Engagement
- Psychological Safety

- DE&I* Program
- Women's Empowerment

*Diversity, Equity & Inclusion

Key Measures

HR System Reforms

→ Job-Focused Employment for Managers

- Right Person, Right Position
- Strategy Implementation Assessment
- Wages(Role/Responsibility)
- HRD / Work Redesign
- HR Information Visualization
- Reassignment/Internal Recruitment
- HR Transfer System Review
- Fresh Grad : Mid-Career = 50:50

Employee Well-being Section (Newly Established)

→ Corporate Culture Reform

- Healthcare Management
- Mental Health Supports
- Harassment Prevention
- Work-related Injury Prevention
- Engagement Survey Analysis
- Management Skill Upgrades and Corrective Actions

Assignment to Promote Women's Empowerment

→ Enhance Feasibility

- Move Up Work Experience /HR Development Life Events
- Child Care / Nursing Care
- New Graduate Recruiting
- Work-Life Balance Support
- Female Employment 50%

Ideal Goals

Strategic HR Management: Hiring / HRD / HR Allocation

- Self-Driven/Risk-Taking Employees
- Self-Reliance in Career Development
- Executive Development
- Maximizing Employee Potential

Engagement Score

62pts → 66pts (Goal)

- Corporate Culture to Achieve Results
- Safe, Secured Workplace
- "A sound mind in a sound body", Demonstrating True Ability

% of Female Managers ≥ 14%※

※ Consolidated entity disclosure statement

- Innovation Development

Sustainable Enterprise Value,
Competitiveness

3 - 4. Sustainability Management (Reduce Environment Burden)

Mitigate Environmental Burden in Business Activities

CO2 Emission Reduction

Reduce CO2 Emission to 35% by FY 2030 *vs. FY2013 Scope1+2

Energy Saving

CO2 Reduction + Cost Saving

- EMS: Construction & Operation Enhancement
- Aging Equipment: Highly Effective Renewal

Electricity Generation

Growth Investing + Renewable Energy (Solar Panels)

- Factory Extension (Eng. Plastics)
- New Facility (Medical Materials)

Renewal Energy Use

FIT + Environmental Value

- Non-Fossil Certificate for Self-Generating, CO2 Reduction using Solar Photovoltaic Power



Engineering Plastics Plant



Medical Materials New Facility

Develop and Strengthen ECO-Friendly Technologies

Resource
Circulation

Circular Factory

3R + Renewable Promotion



Recycle

- Recycle Plastic wastes as Feedstock, Implement Resource Circulation
- Collect waste solvents, Maintain Horizontal Recycling



Reuse

- Utilize Apparel Disposal for Reuse



Reduce

- Switch to Compact Packaging



Develop New Recycle Technologies, Such as Separation of Mixed Plastics Waste, Expand and Enhance Resource Circulation for All Business Segments

GUNZE

Comfort Solutions for Life

The information contained in this document, including earnings forecasts, is based on judgments made in accordance with information currently available, and does not guarantee any future planned figures or measures

