

## Consolidated Financial Data of the YKK Group for the Past 11 Years

Fiscal year Year ended		2012 March 2013	2013 March 2014	2014 March 2015
Net sales	(million yen)	576,965	696,929	721,037
Ordinary income	(million yen)	33,681	66,022	69,720
Net income attributable to owners of parent	(million yen)	32,692	44,908	46,978
Comprehensive income	(million yen)	70,777	70,447	81,416
Total net assets	(million yen)	471,271	513,543	586,664
Total assets	(million yen)	788,440	883,336	946,283
Net assets per share	(yen)	384,171	417,986	477,438
Net income per share	(yen)	27,265	37,453	39,181
Equity ratio	(%)	58.4	56.7	60.5
Return on equity	(%)	7.7	9.3	8.8
Net cash provided by (used in) operating activities	(million yen)	67,214	85,186	91,254
Net cash provided by (used in) investing activities	(million yen)	(44,013)	(60,708)	(65,976)
Net cash provided by (used in) financing activities	(million yen)	(11,719)	(3,784)	(4,379)
Cash and cash equivalents at the end of period	(million yen)	116,510	143,131	173,558
Employees [The number in square brackets represent the average number of part-time employees not included in the number of regular employees.]	(number)	38,235 [7,123]	40,306 [6,828]	42,154 [5,738]

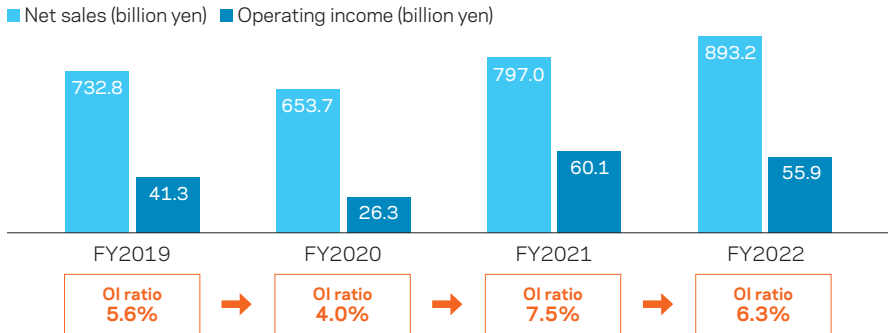
Notes: 1. Diluted net income per share is not shown because there are no dilutive shares.  
2. Price earnings ratio is not presented because the stock is not listed.

2015 March 2016	2016 March 2017	2017 March 2018	2018 March 2019	2019 March 2020	2020 March 2021	2021 March 2022	2022 March 2023
741,935	712,783	747,762	765,781	732,854	653,765	797,019	893,226
70,988	61,545	59,924	64,466	42,661	30,134	63,964	60,689
44,646	45,180	38,728	45,824	23,629	17,340	44,097	37,929
(20,695)	51,998	30,123	38,420	(5,032)	76,289	105,061	72,928
561,547	609,848	636,361	671,195	662,564	735,527	837,264	906,290
954,060	963,231	978,563	1,011,934	983,645	1,014,918	1,156,941	1,221,583
456,991	496,267	518,187	546,662	539,329	599,184	682,026	738,691
37,237	37,683	32,302	38,220	19,708	14,463	36,782	31,638
57.4	61.8	63.5	64.8	65.7	70.8	70.7	72.5
8.0	7.9	6.4	7.2	3.6	2.5	5.7	4.5
101,727	81,619	57,525	68,607	77,731	82,241	81,132	81,724
(95,252)	(59,345)	(67,661)	(53,888)	(68,123)	(40,176)	(40,414)	(55,864)
(4,359)	(14,569)	(4,470)	(3,255)	(5,446)	(5,284)	(5,776)	(7,000)
167,229	171,259	155,076	166,241	164,708	211,378	264,639	291,706
44,250 [5,390]	44,674 [4,801]	45,618 [4,538]	46,167 [4,430]	46,261 [3,701]	44,510 [2,564]	44,410 [3,161]	44,527 [3,183]

# Financial and Non-Financial Highlights

## YKK Group Consolidated Financial Highlights

### Net Sales, Operating Income, and OI Ratio



### ROA

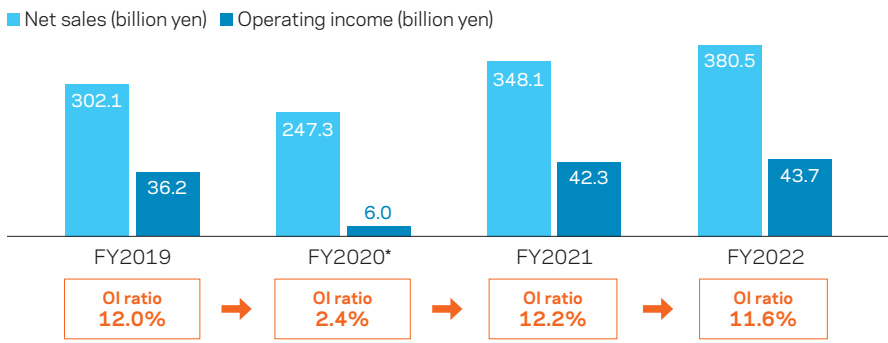


**R&D Expenses**  
**23.8** billion yen  
 (FY2022)

**Capital Investment**  
**60.6** billion yen  
 (FY2022)

## Fastening Business Financial Highlights

### Net Sales, Operating Income, and OI Ratio



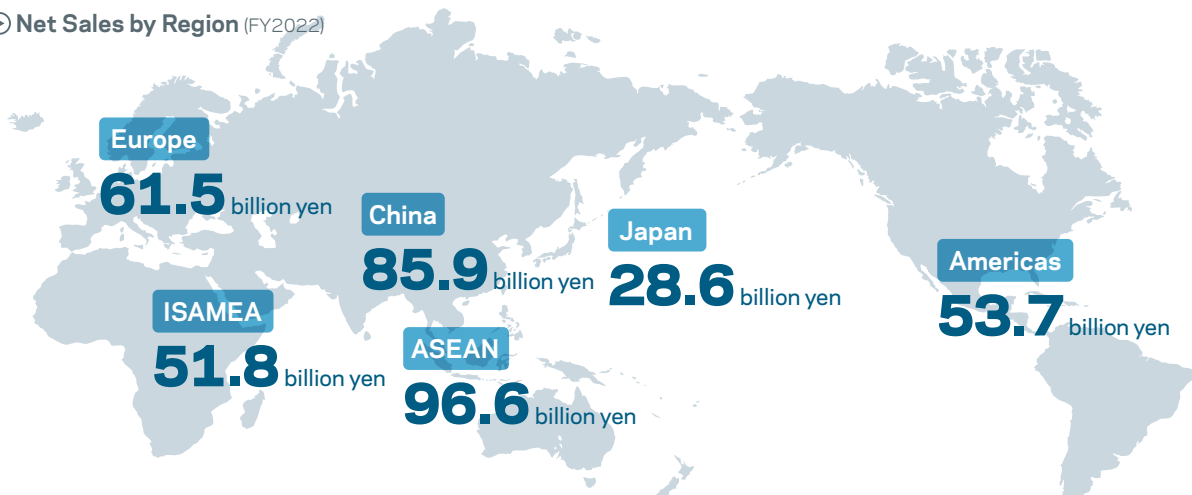
### Zipper units sold (100 million)



**R&D Expenses**  
**13.3** billion yen  
 (FY2022)

**Capital Investment**  
**26.9** billion yen  
 (FY2022)

### Net Sales by Region (FY2022)



\*1 The totals for each business do not include accounting variance adjustments. Accordingly, they differ from the graph at the top.

\*2 The Americas include North, Central, and South America. ISAMEA includes India, South Asia, the Middle East, and Africa.

## Fastening Business Non-Financial Highlights



More detailed data can be found in the YKK CORPORATION integrated report, "This is YKK 2023," Data Book.  
<https://www.ykk.co.jp/english/corporate/csr/eco/report/index.html>

### Countries and regions where we do business

**72** countries and regions  
 (As of March 31, 2023)



### Number of Group Companies and Employees

**67** companies,  
**26,699** employees  
 (As of March 31, 2023)



### Year of First Overseas Expansion (India and New Zealand)

**1959**



### Annual Zipper Production Output

More than **3** million km



### GHG Emissions Reduction Rate (From a 2018 Baseline)

**Scope1, 2**

**-46.9** %  
 (FY2022)



### Proportion of Sustainable Materials (Total Meters)

**26.0** %  
 (FY2022)



### Percentage of Harmful Substances Eliminated Through the AcroPlating® New Plating Technology (Cyanide, chromium, selenium, etc.)

**100** %



### YKK Trademark Registration

In **177** countries and regions  
 (As of March 31, 2023)

