

List of Companies (Fastening Business and Other Businesses Related to Business Operations)

YKK CORPORATION	YKK EUROPE LTD.	YKK INDIA PRIVATE LIMITED
YKK Snap Fasteners Japan Co., Ltd	YKK HOLDING EUROPE B.V.	YKK BANGLADESH PTE. LTD.
YKK KOREA CO., LTD.	YKK (U.K.) LTD.	YKK VIETNAM CO., LTD.
YKK TAIWAN CO., LTD.	YKK DANMARK A/S	YKK (THAILAND) CO., LTD.
YKK REAL ESTATE CO., LTD.	YKK DEUTSCHLAND GMBH	YKK PHILIPPINES, INC.
YKK Business Support Inc.	DYNAT VERSCHLUSSTECHNIK GMBH	YKK LANKA PRIVATE LIMITED
CAFE BONFINO CORP.	YKK STOCKO FASTENERS GMBH	YKK (MALAYSIA) SDN. BHD.
YKK TOURIST CO., LTD.	YKK Poland Sp. zo. o.	PT. YKK ZIPPER INDONESIA
ESSEN	YKK Nederland B.V.	PT. YKK ZIPCO INDONESIA
KUROBE M TECH	YKK FRANCE SARL	YKK OCEANIA LIMITED
KUROBE C G,	YKK CZECH SPOL S.R.O.	GOLDEN HILL TOWER LIMITED
KUROBE MOBILITY SERVICE	YKK Austria GmbH	YKK DEVELOPMENT (S) LTD
YKK Rokko Corporation	YKK ROMANIA S.R.L.	YKK ALUMINIUM (AUSTRALIA) PTY. LTD.
YKK CORPORATION OF AMERICA	YKK ITALIA S.P.A.	YKK GPS (QUEENSLAND) PTY LTD.
YKK (U.S.A.) INC.	YKK MEDITERRANEO S.P.A.	YKK (CHINA) INVESTMENT CO.,LTD
TAPE CRAFT CORPORATION	YKK ESPAÑA S.A.	DALIAN YKK ZIPPER CO.,LTD
YKK CANADA INC.	YKK PORTUGAL – ACESSORIOS PARA VESTUARIO, LDA.	SHANGHAI YKK ZIPPER CO.,LTD
YKK MEXICANA S.A. DE C.V.	YKK HELLAS AEBE	SHANGHAI YKK TRADING CO., LTD.
YKK SNAP FASTENERS MANUFACTURA MEXICO, S.A.de C.V.	YKK METAL VE PLASTIK URUNLERI SANAYI VE TICARET A.S.	YKK SNAP FASTENERS (WUXI) CO., LTD.
YKK HONDURAS, S.A.	YKK MIDDLE EAST SAL	SUZHOU YKK MACHINERY & DIE WORKS CO., LTD.
YKK EL SALVADOR, S.A. DE C.V.	YKK TUNISIA SARL	YKK (XIAMEN) TRADING CO., LTD.
YKK COLOMBIA S.A.S.	YKK TRADING TUNISIA SARL	YKK ZIPPER (SHENZHEN) CO., LTD
YKK DO BRASIL LTDA.	YKK MAROC S.A.R.L	YKK (SHENZHEN) TRADING CO., LTD.
YOSHIDA NORDESTE S/A INDUSTRIA E COMERCIO	YKK EGYPT S.A.E. PRIVATE FREE ZONE	YKK HONG KONG LIMITED.
INDUSTRIA YKK (CHILE) LTDA.	YKK KENYA EPZ LIMITED	
YKK ARGENTINA S.A.	YKK SOUTHERN AFRICA (PTY) LTD	
YKK INSURANCE COMPANY OF AMERICA	YKK HOLDING ASIA PTE. LTD.	
AGRO PECUARIA YKK LTDA.	YKK PAKISTAN (PRIVATE) LIMITED	

Report Scope

Period Covered

- FY2022 (April 1, 2022 to March 31, 2023)

Report Scope

YKK Sustainability Vision 2050

- Fastening business and other businesses related to business operations

Environmental

- Fastening business and other businesses related to business operations
Explanatory notes and the like are included as needed when the extent of coverage differs

Social

- The extent of the data is shown individually

Governance

- The extent of the data is shown individually

Financial Information

- Disclosed for YKK Corporation, its 105 subsidiaries, and one affiliated company accounted for using the equity method on a consolidated basis as the “Group,” and for each segment (Fastening Business, Architectural Products Business, Other Businesses)

YKK PHILOSOPHY

CYCLE OF GOODNESS®**“No one prospers without rendering benefit to others.”**

As an important member of society, a company survives through coexistence.

When the benefits are shared, the value of the company's existence will be recognized by society.

When pursuing his business, YKK's founder, Tadao Yoshida, was most concerned with that aspect, and would find a path leading to mutual prosperity.

He believed that using ingenuity and inventiveness in business activities and constantly creating new value would lead to the prosperity of clients and business partners and make it possible to contribute to society.

This type of thinking is referred to as the Cycle of Goodness, and has always served as the foundation of our business activities.

We have inherited this way of thinking, and have established it as the YKK Philosophy.

YKK MANAGEMENT PRINCIPLE

“YKK seeks corporate value of higher significance.”



Seeking **corporate value** of higher significance,
YKK will pursue innovative **quality** in the seven key areas shown above.

YKK Group companies seek to delight our customers, earn the high regard of society and make our employees happy and proud.

We are improving the quality of our products, technology, and management as the means to achieve this.

We make fairness the fundamental standard for all YKK Group business operations, and this is the basis for our management decisions.

YKK CORE VALUES

**Do not fear failure; experience builds success. /
Create opportunities for employees.**

Insist on quality in everything.

Build trust, transparency and respect.



YKK's Founder, Tadao Yoshida

The Philosophy of YKK's Founder, Tadao Yoshida

YKK is constantly pursuing contributing to a sustainable society through its core business. The foundation of all such corporate activities is the Cycle of Goodness® corporate philosophy of YKK founder Tadao Yoshida. This philosophy clearly expresses YKK's spirit of continuing to prosper together with society, customers, related industries, and employees. It is a concept that is highly compatible with sustainability. The founder repeatedly conveyed the essence of this corporate philosophy to employees, speaking of it in various ways.

Tadao Yoshida's words, "business is like building a bridge," which are connected to the Cycle of Goodness, can be understood in terms of sustainability, as he

believed that unless we benefit society as a whole, we will not be able to prosper ourselves.

The words "manufacturing like clear spring water" and "trash can be a great resource if it is utilized with ingenuity" are linked to environmental consideration, and the words "the strength of a forest is better than a big tree" are linked to respect for human rights and individuality.

A philosophy that is highly compatible with sustainability has been at the core of YKK's management since the time of the founder. It continues to be inherited at the company even today, more than 80 years later.

Business is like building a bridge



(July 1965)

I don't think that a business will prosper unless it is both profitable and also contributes to the world and is useful to human society. Nothing brings more happiness than when we can contribute to the local industry and the local economy, thereby enriching the lives of local people. YKK's "bridges" that bring abundant civilization to developing countries and new affluence to developed countries will continue in the future.

If we make use of our ingenuity, even our waste can be a great resource



(January 1971)

The first thing we should do is think about how to better deal with waste from our own neighborhoods and implement those ideas together. If we continue digging for underground resources, cutting down trees, catching fish, and increasing oceans where fish can't live as we are doing now, it will mean the destruction of humanity.

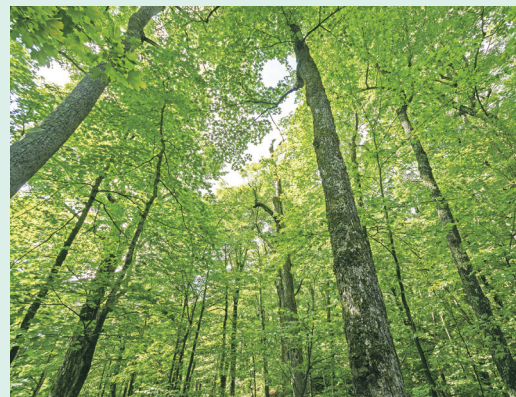
Manufacturing like clear spring water



(January 1984)

Like a wonderful fountain, it bubbles forth, rich and authentic. This is true abundance. The important thing is not to waste valuable resources. Then it will be a great product.

The strength of the forest is greater than the trees



(July 1970)

Some trees are thick with experience and age, others are young and thin. There are tall trees and short trees. We work well together, not under the control of anyone, using our strengths and abilities according to our individuality.

From the Cycle of Goodness[®] to a Sustainable Future

YKK sustainability vision 2050

YKK's action plan for a sustainable future



climate change

- Tackle GHG emissions
- Increase use of renewable energy

In order to combat global climate change, YKK commits to greenhouse gas emissions reduction targets that are required to meet the goals of the Paris Agreement - to limit global warming to well below 2°C above pre-industrial levels and pursue efforts to limit warming to 1.5°C.



material resources

- Increase use of sustainable materials

YKK will reduce waste and the use of petroleum derived materials throughout the lifecycle of our fastening products. We will contribute to the transition to a circular society by eliminating production and plastic waste and developing products designed for circularity.



water resources

- Reduce water use and manage wastewater

To combat serious water resource depletion and degradation, YKK will reduce its water intakes and strictly manage wastewater.



chemical management

- Manage and reduce chemical usage

To ensure a healthy environment for future generations, YKK will reduce the environmental impact caused by chemicals used in the manufacture of our products.



respect people

- Uphold human rights and ensure fair, safe work environments

YKK believes in the universal philosophy of respecting the dignity and rights of all human beings and is committed to contributing to a diverse and sustainable society.

Aiming for Climate Neutrality as a Company that Co-exists and Co-prospers with Society and the Natural Environment

SDGs



Medium-term Direction

Enhancing Sustainability

Management Centered on Sustainability: YKK Sustainability Vision 2050

In October 2020, YKK formulated the YKK Sustainability Vision 2050. Targets were set for five themes—climate change, material resources, water resources, chemical management, and respect people—and we are working toward the achievement of the related SDGs and climate neutrality by 2050.

In FY2022, we redoubled our efforts to tackle issues such as climate change and resource recycling based on the sustainability promotion systems in each region around the world. The promotion of investments into energy-saving production equipment, solar power generation and other such technologies aims to tackle climate change and other social issue to realize a sound global environment.



Enhancing initiatives throughout the entire supply chain
















Asako Yoshioka
Vice President, Sustainability Department

We can say that sustainability is encoded in YKK's very DNA, in the form of our Cycle of Goodness® philosophy and its proposition that “no one prospers without rendering benefit to others.” Going beyond in-house initiatives, the reduction of GHG emissions throughout the entire supply chain is also important. We cooperate with customers, business partners, and external industry organizations to work actively on solving global environmental and social issues.

Sustainability-related investment (capital investment) **8.6 billion yen** (FY2023 business plan)

Portion of investment earmarked for CO₂ emission reductions 6.0 billion yen

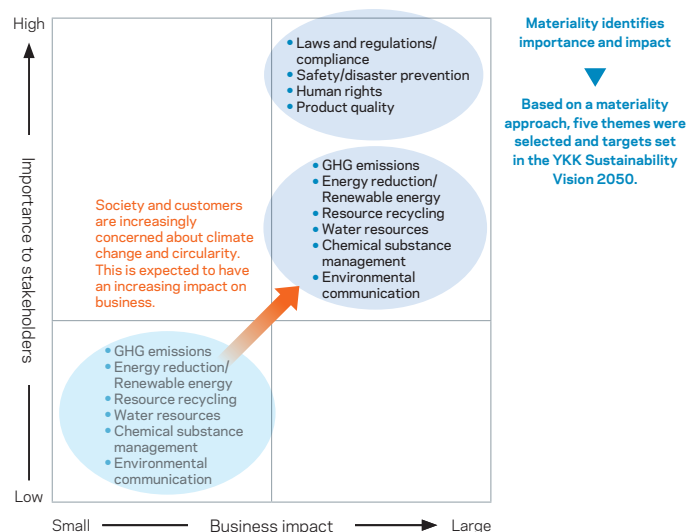
YKK Sustainability Vision 2050 - Achievement of Climate Neutrality by 2050 -

Theme	Goal	SDGs
 climate change Tackle GHG emissions Increase use of renewable energy	Reduce emissions of CO ₂ and other greenhouse gases in our company and supply chain. <ul style="list-style-type: none"> • Scope 1 and 2 50% reduction by 2030 (from a 2018 baseline year) • Scope 3 30% reduction by 2030 (from a 2018 baseline year) Be carbon neutral by 2050.	 
 material resources Increase use of sustainable materials	By 2030, switch to 100% sustainable textile materials (recycled materials, naturally-derived materials, etc.)	
	By 2030, replace all vinyl/plastic packaging materials with sustainable packaging, including recyclable/reusable forms.	
	Reduce the amount of waste to be landfilled or incinerated at all production sites.	
 water resources Reduce water use and manage wastewater	We will reduce our water intake through efficient usage, the development of new water saving production methods, and the increased recycling of wastewater.	
	Strictly manage wastewater at all manufacturing sites in accordance with Government regulations and YKK in-house standards established based on industry standards such as ZDHC (Zero Discharge of Hazardous Chemicals).	
 chemical management Manage and reduce chemical usage	Manage and further reduce the use of chemical substances in product manufacturing from input to output in accordance with our own standards (YKK Restricted Substance List), which was established based on industry standards such as ZDHC MRSL (Manufacturing Restricted Substances List)	 
	Our finished products meets international textile safety standards such as OEKO-TEX® STANDARD 100 ensuring they are free of harmful substances.	
	Develop new production methods that reduce and eliminate the use of toxic chemicals.	
 respect people Uphold human rights and ensure fair, safe work environments	By valuing diversity, being inclusive, respecting human rights, and improving the work environment, we will create better and safe workplaces throughout our supply chains. We will ensure that each individual can work with peace of mind, make the most of his or her individuality, and lead a healthy and happy life.	   
	Implement YGCC audit (YKK Global Criteria of Compliance), a comprehensive standard based upon YKK's Cycle of Goodness philosophy and the ISO26000 guidelines, at YKK Group facilities. Periodic evaluations by 3rd party auditors are conducted to assure transparency and improvement of sustainable practices.	

YKK Sustainability Vision Formulation Process

One important business partner of YKK is the fashion industry. Conventional business models in this sector entail mass production, mass consumption, and large volumes of waste have a huge impact on the environment, which is increasing the importance of CO₂ emission reductions, water resource management, chemical substances management, sustainable use of resources, and other initiatives to respond to environmental issues. Initiatives to tackle social and labor issues are also indispensable, whether those to respect human rights or build safe working environments. The importance of addressing these social issues on a global scale goes beyond the fashion industry to a wide range of other domains. As a company with obligations in these industries, YKK is aiming to actively spearhead initiatives that can solve these environmental and social problems. In response to this business landscape, in the YKK Sustainability Vision 2050 in October 2020, YKK identified five themes as “Materiality” (priority issues) covering not only the environment but also society and labor. These were climate change, material resources, water resources, chemical management, and respect people. We have set targets under each of these five themes and are working toward the related SDGs.

Materiality Analysis (Identifying Priority Issues)



FY2022 results	FY2023 plan
<ul style="list-style-type: none"> • Scope 1 and 2 GHG emissions: 289,543t (46.9% reduction from 2018 baseline) • Scope 3 GHG emissions: 690,418t (20.9% reduction from 2018 baseline) • Renewable energy ratio of all power consumption: 46.1% • Locations running on 100% renewable energy: 31 • Locations using solar power generation systems: 21 	<ul style="list-style-type: none"> • Continue carrying out initiatives that aim to achieve the FY2030 emission reduction targets based on the SBTi certification to limit the temperature rise due to climate change to less than 1.5°C • Scope 1 and 2 GHG emissions FY2023: 432,241t or less (21.0% or more reduction from 2018 baseline) • Scope 3 GHG emissions FY2023: 764,069t or less (12.5% or more reduction from 2018 baseline)
Proportion of sustainable materials: 26% (up 14 points year-on-year)	Proportion of sustainable materials FY2023: 41%
Switch to sustainable packaging materials: 27.6%	Switch more plastic inner packaging materials to sustainable alternatives
Landfill waste: 6,282t (down 525t year-on-year)	Waste intensity FY2023: 4% reduction (year-on-year)
Waste recycling rate: 87.3% (up 0.3 points year on year) Moved forward the target year for a recycling rate of 90% from 2030 to 2025	Waste recycling rate of at least 88.0%
Water intake: 10.086 million t (down 1.338 million t from FY2018)	Water intensity: 2% reduction (compared to FY2022)
Approval of a partnership with Zero Discharge of Hazardous Chemicals Programme (ZDHC) to devise ZDHC guidelines for zippers and buttons	Roll out in-house wastewater management rules revised based on industry wastewater management standards
<ul style="list-style-type: none"> • Addition of the AFIRM Restricted Substances List and per-and polyfluoroalkyl substances (PFAS) as statutory compliance to the annual revisions of YKK RSL based on customer requests • Adoption of the ZDHC Manufacturing Restricted Substances List (ZDHC MRSL) for the management of chemical substances used in manufacturing processes 	<ul style="list-style-type: none"> • Annual revision of YKK RSL and communication of same to suppliers as well as implementation of appropriate surveys for suppliers • Carry out AFIRM RSL and all-encompassing fluorine tests • Verify the level of compliance with the ZDHC MRSL for the chemical substances used in manufacturing processes and expand use of the ZDHC MRSL • Cooperate with suppliers to properly assess the level of ZDHC MRSL compliance for unverified products
<ul style="list-style-type: none"> • Incorporation of the management of restricted substances in the processes for developing new products or changing materials • Periodic renewal of the OEKO-TEX® STANDARD 100 certification 	<ul style="list-style-type: none"> • Add AFIRM RSL testing as an item for the management of restricted substances when developing new products or changing materials • Periodically renew the OEKO-TEX® STANDARD 100 certification
Expansion of the lineup of products made with AcroPlating® technology, a new plating technology	Development to reduce dimethylformamide (DMF) as a measure to reduce chemicals with high atmospheric emissions
<ul style="list-style-type: none"> • Implementation of YGCC self-checks/audits at all applicable locations • Review and revision of YGCC audit items and scope • Revision of the YKK Group Human Rights Policy 	<ul style="list-style-type: none"> • Through implementation of YGCC and the promotion of CSR procurement, continue to identify/assess human rights risks as required by UNGP • Enhance the human rights reporting and consultation services that are made available to business partners

■ Organizations and Initiatives YKK Participates In

Science Based Targets initiative approved YKK's reduction targets of 1.5°C

YKK's emissions reduction targets were approved by the independent Science Based Targets initiative (SBTi) as consistent with levels required to limit global warming to less than 1.5°C above pre-industrial levels. (March 2021)



YKK joined the net-zero recovery efforts

YKK took part in a "net-zero recovery" statement announced on May 19, 2020 by the SBT initiative and UN Global Compact. The statement is based on the idea of aligning the climate control objective of achieving carbon neutrality (reaching net-zero CO₂ emissions) by 2050 with the economic recovery from COVID-19.

YKK signed the Fashion Industry Charter for Climate Action

YKK signed the Fashion Industry Charter for Climate Action in March 2020, which established the fashion industry's initiative under the auspices of United Nations Climate Change at COP24. Based on the long-term objectives of the Paris Agreement, this charter focuses on achieving a 30% reduction of total greenhouse gases (GHG) by 2030 and achieving carbon neutrality by 2050.



YKK joined the Sustainable Apparel Coalition (SAC)

SAC is an apparel organization, which YKK joined in 2018, that works to reduce the impact that products worldwide have on the environment and society. YKK, along with apparel brands, retailers, manufacturers, raw material manufacturers, research institutes, governmental organizations, etc. across the world, works on improving sustainability of supply chains in the apparel, footwear, and textile industries.



YKK joined the Japan Sustainable Fashion Alliance

YKK joined the Japan Sustainable Fashion Alliance in September 2021, which aims to promote the transition to a sustainable fashion industry, as a full member. The Alliance's goals are zero fashion loss through appropriate production, purchase, and recycling and carbon neutrality by 2050.

YKK joined the Ellen MacArthur Foundation Network

For years, YKK has partnered with many fashion brands that are members of the Ellen MacArthur Foundation Network to conduct initiatives aimed at achieving a circular society in the fashion industry. In April 2022, YKK became a member of the Network in order to accelerate further our efforts to contribute to the transition to a circular society as stipulated in YKK Sustainability Vision 2050.

YKK joined the 30by30 Alliance for Biodiversity

YKK participated in the 30by30 Alliance for Biodiversity, which has set out to build a framework to achieve the 30by30 targets that aim to conserve or protect 30% of land and sea as biodiversity areas by 2030 in August 2022. Through participation in this alliance, YKK hopes to contribute to the targets through the acquisition of international certifications for YKK Center Park's "Furusato-no-Mori" (Hometown Forest) on the grounds of the Kurobe Manufacturing Center as an initiative aiming to coexist with nature.

YKK signed the United Nations Convention on Biological Diversity (CBD) COP 15 Business Statement for Mandatory Assessment and Disclosure

Business for Nature is an international coalition of companies pursuing comprehensive action to recover nature that has been destroyed and protect biodiversity. At the 15th Meeting of the Conference of the Parties at the UN Convention on Biological Diversity (CBD) held in 2022, Business for Nature evaluated the impact and the level of dependency companies and other organizations have on biodiversity and called on these companies and other organizations to support and sign a corporate statement committing to mandatory disclosure through 2030.

Awards and Achievements (FY2022)

Please see news release and updates on our website for more details.

https://www.ykk.com/english/corporate/csr/c_news/

Awarded month/year	Name of award and reason	Recipient	Awarding organization
May 2022	Award for Outstanding Student Presentation and Award for Outstanding Student Presentation Supervisor for Joint Research with Toyama Prefectural University	YKK Corporation	Japan Society for Design Engineering
June 2022	18 th Japan Heart Foundation Tachio Kobayashi Prize (Kurobe Health Management Center)	YKK Corporation	Japan Heart Foundation
June 2022	Silver Prize, Quality Engineering Award, Foundation for Precision Measurement Technology	YKK Corporation	The Precise Measurement Technology Promotion Foundation
September 2022	Selected for the 2022 Shenzhen Fortune Global 500 list	YKK Zipper (Shenzhen) Co., Ltd.	Shenzhen Enterprise Confederation/Shenzhen Entrepreneur Association
November 2022	2022 Best HR Center of Excellence in Greater China	Shanghai YKK Zipper Co., Ltd.	2022 China Human Capital Forum
November 2022	2021 Shanghai Pudong New Area Top 20 Outstanding Contributor to Advanced Manufacturing Industry	Shanghai YKK Zipper Co., Ltd./YKK (China) Investment Co., Ltd.	People's Government of the Pudong New Area, Shanghai City
November 2022	2021 Outstanding Contribution to Pudong's Economy	YKK (China) Investment Co., Ltd.	People's Government of the Pudong New Area, Shanghai City
November 2022	YKK Digital Showroom Phoenix Award (web/digital platform categories)	YKK Corporation	Public Relations Society of America, Georgia Chapter
December 2022	CDP Climate Change 2022 Questionnaire (A-)	YKK Corporation	CDP
December 2022	Company Performance Rating Program (Blue)	P.T. YKK Zipper Indonesia	Indonesian Ministry of Environment and Forestry (KLHK)
December 2022	2021/2022 Annual Awards for China's Outstanding Foreign-invested Enterprises in Shenzhen (Harmonious Labour Relations Promotion Award, Green Low Carbon Promotion Award, Safety and Environmental Protection Incentive Award, and Mutual Excellence Award)	YKK Zipper (Shenzhen) Co., Ltd.	China Association of Enterprises with Foreign Investments/ Shenzhen Association of Enterprises with Foreign Investments
December 2022	Great Place to Work 2022 Award (Community category)	YKK PORTUGAL-ACESSORIOS PARA VESTUARIO, LDA.	Great Place To Work®
January 2023	Selected as one of the top 100 Bao'an enterprises in 2022 (top 100 industrial enterprises, top 100 companies with increased value, and top 100 foreign trading companies)	YKK Zipper (Shenzhen) Co., Ltd.	Industry and Information Technology Bureau, Bao'an District, Shenzhen Municipality
March 2023	Highest CPD Supplier Engagement Rating (Supplier Engagement Leader)	YKK	CDP