

YKK Corporation and YKK AP Inc. have announced their respective business policies toward realization of the YKK Group Fifth Mid-Term Management Plan and will be promoting a sound business. Below are messages from the two presidents for the companies going forward.



Hiroaki Otani
President, YKK Corporation

Creating Value through *Monozukuri* that Leads to the Happiness of Society

In the Fifth Mid-Term Management Plan, YKK lists “Development and innovation in *monozukuri*: An endeavor for YKK’s *monozukuri* in the ‘Standard’ category,” as the mid-term management policy.

YKK has always ensured that it provides high quality products. It does so by utilizing the technology accumulated since its founding more than 80 years ago and an integrated production system, from materials and manufacturing equipment to products. While we have insisted on quality, it must be said that our efforts in response to the so-called Standard category—the high-volume market centering on Asia and China—was far from adequate. Based on this recognition, the Fifth Mid-Term Management Plan aims to not only further strengthen our value propositions in the high-quality, high-function field—focused in the Western markets—but also achieve quantitative growth in the Standard category.

Our philosophy of the “Cycle of Goodness” underlies YKK’s business activities. I understand it to mean that it is our mission to contribute to even greater numbers of customers as well as contribute to a better life for as many people as possible. Zippers may be small in size as a component, but people can no longer wear an outfit if its zipper breaks. That is why, for example, providing zippers of good quality for the standard outfits worn by children in emerging countries of Asia is also one of our missions.

As a *monozukuri* company, we will further enhance our technology under the management vision of “Technology Oriented Value Creation.” We will aim to provide sound value that leads to the happiness of customers and people by manufacturing better products at a lower cost and greater speed.



Hidemitsu Hori
President, YKK AP Inc.

Toward Sustainable Growth Unaffected by Business Environments

With our diverse line of architectural products, YKK AP promotes more comfortable lifestyles and urban spaces, while also contributing to realizing a sustainable society where people lead a rich life. Based on these aims, our management policy under the Fifth Mid-Term Management Plan is “Sustainable growth of the AP business through added-value and demand creation.”

The business environment is undergoing big changes with each passing day, inside and outside of Japan. We are constantly thinking about what we should do to sustain growth in these business conditions. How can we provide high value that satisfies customers? How can we create new demand and provide products that help people live healthily and comfortably? In order to realize these visions and manufacture better products, we go one step further to improve our product appeal, proposals, and technology, which we have been cultivating through the years.

Windows and doors are areas of buildings and other structures that can result in great amounts of heat loss. The energy-efficiency of windows, therefore, plays an important part in the energy-efficiency of the whole structure. To help reduce the energy consumption of homes and offices, we will actively develop products that provide higher energy-efficiency features such as thermal barrier, insulation and ventilation. We will increase the visibility of a product’s energy-saving effect and lifecycle CO₂ reduction effect. We will also continue to provide information as well as products that can be used by customers for a long time, safely and with peace of mind. YKK AP will further strengthen the structure that will protect the various rights of consumers and contribute to society by continuing to provide the products and services sought by customers.