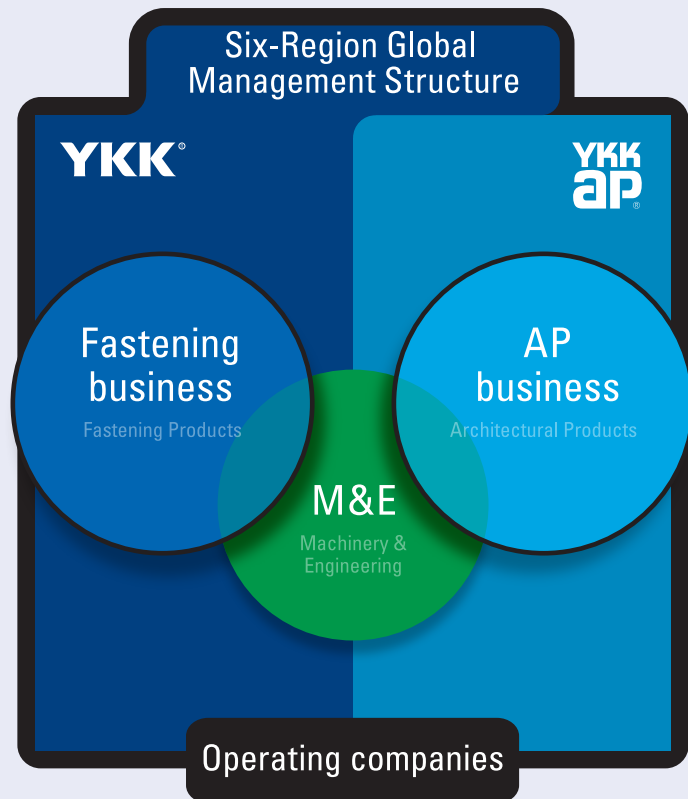


YKK Group Business Activities

Global Business Management

A Global Business Management Structure, with the Fastening and Architectural Products Businesses as Core Operations

The YKK Group global management matrix consists of two core operations—the Fastening Business and the Architectural Products (AP) Business—supported by the Machinery & Engineering Group, which provides the two core operations with an integrated system of production; and a six-region global management structure which conducts regional business.



Conducting Business under a Six-Region Global Management Structure

The YKK Group is currently engaged in business in 71 countries/regions around the world. Our management system divides the world into six regional bases: North and Central America; South America; Europe, the Middle East & Africa (EMEA); China; Asia; and Japan. The global business is carried out with YKK Group companies of each region playing a leading role and making the most of their respective regional characteristics.

