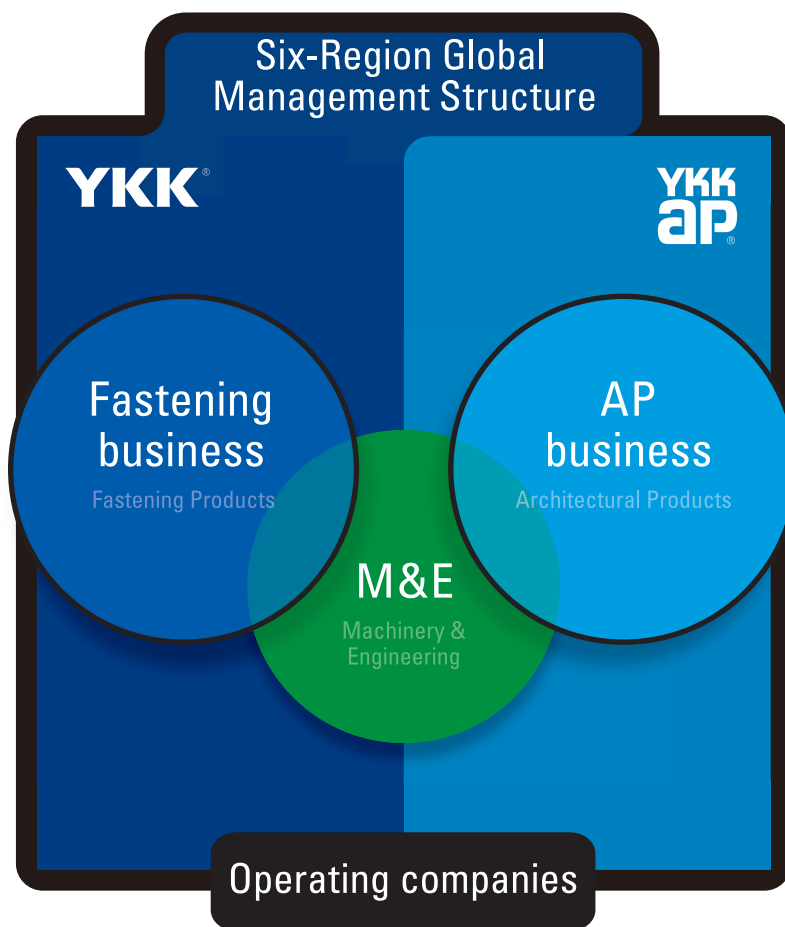


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## Global Business Management

### 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.



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Zipper sales  
volume (YKK)

**9.53**

billion pcs

(As of March 31, 2018)

Proportion of  
eco-friendly products  
developed (YKK AP)

**100%**

(As of March 31, 2018)

Registration of Japan's first  
firewall testing center  
(Machinery & Engineering Group  
Analysis Center Laboratory)

**2011\***

\* First testing laboratory in Japan to be registered by the U.S. Consumer Product Safety Commission (CPSC) for analysis and certification of lead content in products

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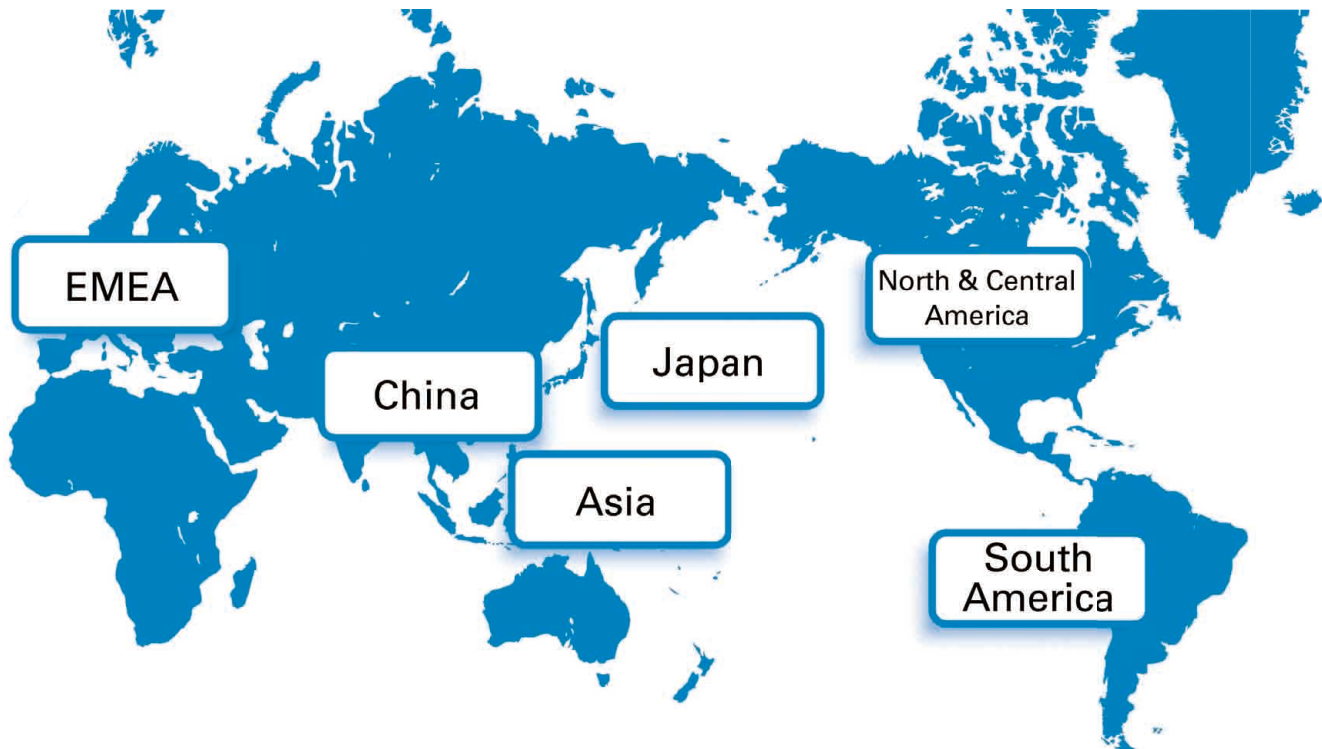
## Six-Region Global Management Structure

### Conducting Business under a Six-Region Global Management Structure

The YKK Group is currently engaged in business in 73 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.



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Start of overseas operations  
(New Zealand)

**1959**

Global network

**73** countries/regions

**111** companies  
(As of March 31, 2018)

Environmental Management  
Survey ranking

**5**<sup>th</sup> place

in the 21st Nikkei Environmental  
Management Survey