

# Message from the Presidents

The YKK Group is contributing to the creation of a sustainable society through its business activities, based on the YKK philosophy of the "Cycle of Goodness." Below are messages from the presidents of YKK and YKK AP on achieving this goal.

## Better Products at a Lower Cost and Greater Speed—Striving toward a Happier Society through Manufacturing



### Hiroaki Otani

President, YKK Corporation

*Hiroaki Otani*

How should a company go about fulfilling its social responsibility as a corporate citizen? We believe that as it seeks to answer this question, the first thing that is required of a company is a corporate philosophy that serves as the basis of its business activities. For the YKK Group, that basis is the YKK philosophy of the "Cycle of Goodness."

YKK founder Tadao Yoshida spent his life committed to *monozukuri*\* under the belief that "No one prospers without rendering benefit to others." He had a strong conviction to contribute to society through business activities that brought even better value to all people.

Tadao Yoshida's belief has been robustly passed down to the present.

In the Fifth Mid-Term Management Plan (FY2017–FY2020), the fastening business has made "Aim for Further Quantitative Growth" one of its mid-term business policies. Under this policy, a target of selling 12.88 billion zippers in FY2020 has been established. However, this number is simply a barometer of our business performance. What we should really aim for is to steadily resolve our customers' issues on a one-to-one basis, implement "Better products at a lower cost and greater speed," and continue to provide sound value to as many customers as possible and to society. Fasteners are small items, but they are important parts that support customers' brands. I would like the company to remain one for which every employee can work with pride and joy under the concept that all are management executives.

There are many environmental issues and social challenges, and I believe that YKK's responsibility as a corporate citizen is to engage on a daily basis to contribute steadily to society through its business activities based on the "Cycle of Goodness."

Under the mid-term management vision of "Technology Oriented Value Creation," we will mobilize the technology that we have nurtured over the past 80-years-plus and continue to strive for a happier society through manufacturing.

\* The art of manufacturing

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## Contributing to an Even Better Society through the Simultaneous Pursuit of Sustainable Growth of Our Business and Environmental Conservation

YKK AP's business policy under the Fifth Mid-Term Management Plan is "Sustainable growth of the AP business through added-value and demand creation." Our business environment is changing greatly, and to achieve sustainable growth under such circumstances, we work continuously to create new demand by providing high value, healthy, and comfortable lifestyles to customers.

Our primary business domain of windows and doors plays an important role in actualizing energy-efficient buildings and comfortable indoor spaces. The thermal insulation performance of a window can have an impact on the health of people, and we are seeing an increase in health-related incidents that occur within residences. The majority of these incidents are due to sudden changes in temperatures between rooms, caused by the lack of central heating in most Japanese homes. Enhancing the thermal insulation performance of windows plays an important role in its prevention.

YKK AP is enhancing product energy-efficiency to help achieve net zero energy residences and offices. We are developing high-thermal-insulation windows to contribute to creating healthy and comfortable living environments. We are also undertaking activities to build awareness and spread the use of such products.

During development and production, YKK AP is reducing CO<sub>2</sub> emissions, making cyclical use of resources, and considering the ecosystem. Our desire is to help realize a sustainable society while simultaneously pursuing the growth of our business and conservation of the



environment. We will provide products and information that will allow customers to use our products safely and with peace of mind. Our system for protecting the rights of a wide range of consumers will also be reinforced. To do so, we will further refine our product appeal and proposal capabilities as well as the supporting technological capabilities. Under our philosophy of the "Cycle of Goodness," we will treat our customers, society and employees fairly, be honest as a manufacturer in our *monozukuri* endeavors, and take a no-nonsense approach to technology. We will contribute to the realization of an even better society by continually providing products and services that deliver happiness for customers.

**Hidemitsu Hori**  
President, YKK AP Inc.

*Hidemitsu Hori*