

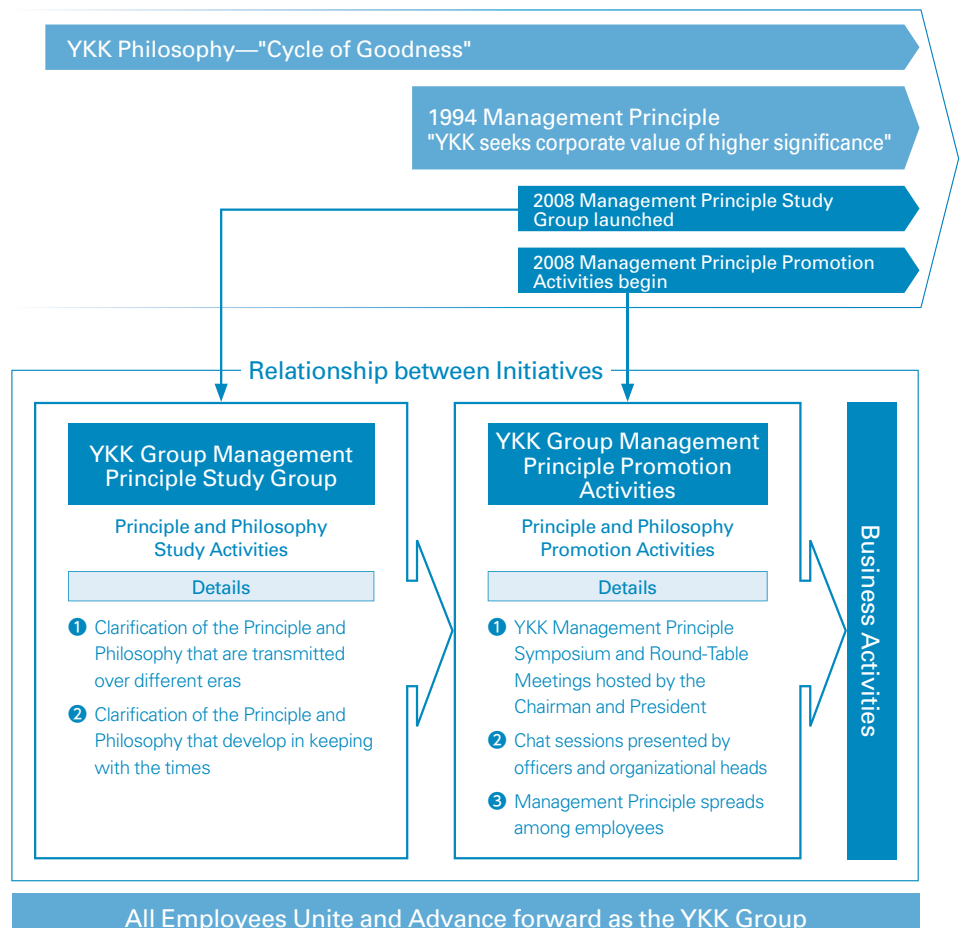
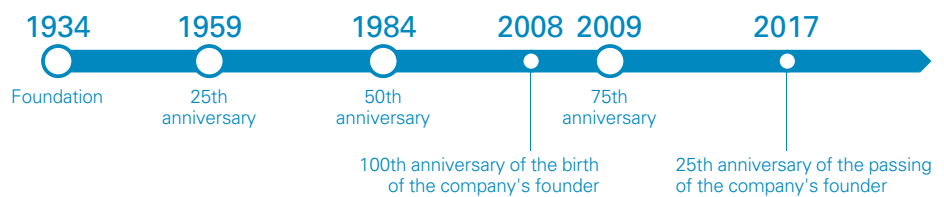
# Developing People and Corporate Culture to Increase Corporate Value

The YKK Group, whose business extends to countries and regions throughout the world, has employees from diverse cultural backgrounds who hold different values. Consequently, the permeation of the YKK Philosophy and Core Values is an important topic for management. Through long-standing initiatives to share the YKK Philosophy and related ideologies, we strive to create people and a corporate culture that help enhance our corporate value.

## Aiming to Instill the YKK Management Principle and Core Values in All Employees

The YKK Philosophy, which has been passed down since the founding of the company, has always served as the foundation for business activities and has supported the Group's expansion. In 1994, developing the Philosophy in keeping with the times, we launched the new Management Principle, "YKK seeks corporate value of higher significance." Since then, we have been promoting the YKK

Management Principles and Philosophy throughout our organization so that each employee understands and inherits them in order to ensure their succession down the generations. We have also been expanding our promotion activities in our overseas companies and have further solidified the position of the Management Principles throughout the Group.



## Notable YKK Management Principle Promotion Activities

The YKK Group, whose business activities extend to 73 countries and regions, aims to promote the YKK Management Principle through various activities while respecting differences in cultures and values. Below, we describe examples of YKK Group Management Principle Promotion Activities.

### Round-Table Meetings Hosted by the Chairman and President

The Round-Table Meeting is a global Management Principle promotion activity in which the chairman, president, and employees can meet and talk. Employees can interact with the chairman and president candidly and freely express their thoughts. Through lively discussion between the parties, they can understand the origin of the Management Principle, and share issues and opinions concerning its practice in day-to-day work. The

president also visits production sites and speaks with employees. The chat sessions enable employees to learn practical implementation of the Management Principle and Core Values from the experiences of senior employees. They provide opportunities for employees to hear actual examples of the past successes and failures of officers and exchange opinions with them, deepening their awareness of the Management Principles.



YKK Management Principle Symposium



A production site employee speaks with President Otani

### Formulation of the 25 Fundamental Behaviors by the YKK North and Central America Group

The YKK North and Central America Group has formulated fundamental behavior guidelines based on the YKK Philosophy, Management Principle, and Core Values. These guidelines describe 25 Fundamental Behaviors that all employees are to practice. Business-card sized guideline booklets have been created and distributed to all employees. In order to further promote these behaviors, weekly emails are sent out in

English, Spanish, and French containing an anecdote or explanation from each member of top management in the YKK North and Central America Group.

We aim to promote business activities and attitude transformations among employees based on these fundamental behavior guidelines to further improve our corporate culture and make the YKK Group even better.



The Cover of Fundamental Behaviors (English edition)

### YKK Group Management Principle Study Group

The Study Group's theme for FY2017 was "Creating Systems and Proposing Tools for Connecting the Management Principle and Employees."

This theme was decided based on the idea that the most important thing is that each and every employee recognizes that their daily work is inextricably linked to the implementation of the Management Principle. The committee created study tools that promoted understanding of the Management Principle and presented

practical implementation examples, as well as magnets showing the Core Values, to be affixed near desks and on lockers to serve as visual reinforcement. These will continue to be used as tools to promote the Management Principle.



One of the Management Principle Promotion Tools (magnet)



FY2017 Management Principle Study Group members