

The YKK Group has been able to develop to this point because of our unwavering commitment to the Cycle of Goodness.

No one prospers unless he renders benefit to others. We call this belief the "Cycle of Goodness" and have conducted our business in pursuit of this ideal since we first became a company. We must unfailingly endeavor to innovate with creativity and provide new value to the world. Our efforts to create good return to us after their effects reverberate through society. By carrying our corporate philosophy wherever we go throughout the world, we have been able to achieve great growth to reach our current scale.

At the YKK Group, we always share the following beliefs.

"If at first you don't succeed, try, try again." Even failure is a good thing. If high goals are set and pursued, failure is inevitable. We had this experience when we sought to develop higher quality fasteners and tried to develop our own fastener manufacturing machinery to replace the foreign made equipment that we had relied upon. We failed miserably time after time, but we never gave up and, as a result, YKK's productive abilities evolved rapidly. The important thing is to believe in yourself and keep trying. Getting a result eventually is what is important. If at first you don't succeed, try, try again. The YKK Group has kept this spirit constantly since the beginning.

"Become a local." When we expand our operations to countries outside of Japan, our intentions are not to cut costs by using inexpensive local labor. We plant roots in each country, build our understanding of the local market so that we can respond to its needs and expand our business locally. We also return our profits to the local economy. In addition, in order to further our growth, we seek to become an enterprise where talented people of each country will want to work. This is how we "become a local."

"Start at the source." Throughout the history of the YKK Group, our enthusiasm for "providing ever better products to the people of the world" has grown continuously. The development of our own manufacturing machinery is one aspect of this and taking on the creation of our own dies reflects this commitment. We even pursue the direct development of our parts and raw materials. In order to raise the level of quality and productivity to meet our ideals, we must be involved in every stage from the acquisition of raw materials to delivery of the final product. In other words, we start with the sources of our products in order to fulfill our goals and spare no expense in the pursuit of our ideals. The depth of our commitment underlies the strength of YKK Group manufacturing abilities.

"Train battlefield veterans." Learning theory and established practices is important. Academic understanding alone, however, is not enough to foster the creative innovation needed to break through the barriers that will eventually be encountered. Rather than becoming masters of fencing school rules, we need to become expert swordsmen capable of responding with adaptability to any situation through battlefield experience. This is the YKK Group approach to personnel development. By gaining a variety of experience in real work situations, knowledge steeped in reality is cultivated. The ability to solve complex and unanticipated problems is gained in the field. The YKK Group entrusts important work to our young employees for exactly this reason.