



● Efforts in business activities

Last year the YKK Group established three core values to promote the "Cycle of Goodness" on a permanent basis and formulated practical instructions to encourage each employee to reaffirm their commitment to these values. Seventy-five years after the company's founding it has set up operations in countries all over the world and is engaged in business activities that go beyond national identities. Because of this, differences in understanding regarding the YKK philosophy, which was thought to be a given at the time, are bound to arise. The basic approach of dividing results into three categories has been put in writing in plain and easy-to-understand terms.

Particularly significant is the process that was used to come up with the language, working together with and listening to the ideas and proposals of employees not only in Japan but all over the world. These are the cornerstone of the employee's values, so by taking the time and getting everyone's input rather than forcing them down on everyone from above, these core values are something which all employees can agree upon. For that reason, I trust that they will sink in and take hold within the company.

● Social and Environmental Report 2008

This year's report again contains information on many of the activities that are carried out overseas, providing a look into the CSR activities of the YKK Group that are taking place on a global scale. Below I will comment on the response to last year's comments and the characteristics I have observed in this year's efforts.

● The YKK Group's unique relations with employees

This year there is a special emphasis on the various efforts going into cultivation of human resources on top of the way the company deals with its employees from an institutional and management perspective with things like the personnel system and safety and health programs. The issue of bringing up the business leaders of tomorrow as well as female leaders is carefully addressed, showing that the core values are being put into practice.

It would be nice to see the results in terms of how many leaders have come out of these training programs and how they are having a positive impact on the company's business. I don't mean just providing the numbers but clearly reporting on and conveying the situation with some kind of measurement of the results.

● Community contributions around the world

The YKK Group's perspective on communities has been a global one from an early stage. Improving the social infrastructure in developing nations is an issue of particular importance to the global economy. Last year, YKK opened its Social Development & Vocational Training Center in India and is engaged in activities to respond to the needs of the local community. The efforts do not stop with simply helping the community but include practical programs to help the local workers become self-sufficient, which is a policy that will lead to future economic growth. I hope you will keep up your community contributions and continue to engage in activities on an ongoing basis that will lead to future benefits for the countries in which you have set up operations.

● Environmental efforts

Measures to combat the increasingly serious issue of global warming are being stepped up around the world. Efforts that have already been underway with respect to CO₂, including switching to other basic fuels, have led to significant reductions in emissions. As the price of fuel rises, these measures will also contribute to cost reductions. The fundamental changes made to the dyeing process for hook-and-loop tape and other products have resulted in a substantial reduction in the amount of water used. I urge you to continue these kinds of efforts in all your operations around the world.



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Profile of Mizue Unno

After graduating from Chiba University Graduate School, Unno worked at a management consulting company until she founded So-Tech Consulting, Inc. in 1996. External director of Brother Industries
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