



● Efforts in business activities

• Infusion of core values

I have seen that the core values established by the YKK Group the year before last are being steadily infused into your business activities. These are values that each employee should take to heart, so I encourage you to recognize their long-term importance and put them into practice even as the global economy takes a downturn and attention tends to be on turning performance around in the short term.

• Proactive efforts to address environmental problems

Global environmental problems are becoming increasingly serious, and the YKK Group is at a stage where it is seeking to build a sustainable society that is both recycling-oriented and low in CO₂ emissions. The approach being taken is not a passive one of simply addressing the problems at hand but involves responding to the challenge by making the environment a business pillar and placing higher priority on the development of eco-products. Among the group's main businesses, this approach is especially evident in the window business of YKK AP.

Specifically, I am aware of the plan to supply windows through a process that integrates all the steps from manufacturing to on-site construction. This can be described as an effort to guarantee product quality from an environmental perspective as well. It is also going to involve cutting into the established practices of the industry and will lead to increased trust as the emphasis is placed less on the manufacturer and more on the end-user. Please bring a new environmental perspective to the industry as one of its leaders.



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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. Guest lecturer at the graduate schools of the University of Tokyo and Hosei University. Member of various governmental committees including those of the Cabinet Office



● Social and Environmental Report 2009

• Community contributions around the world

Around the world, the economic growth of developing and emerging countries is striking, and stakeholders everywhere are scrutinizing the considerations being made by corporations with respect to society and the environment in those regions. The program at the Social Development & Vocational Training Center in India, which was opened the year before last, is coming along favorably. Please continue making contributions to local communities and engaging in ongoing activities that will lead to future benefits for the countries in which you have set up operations.

• Voluntary efforts at environmental restoration

Environmental management activities are being steadily implemented as usual. It is worth noting that this year, on top of the daily management activities, the group has taken steps to clear an unused landfill. It is significant that while many companies do the bare minimum to comply with the law, you have engaged in large-scale voluntary restoration efforts. I believe this has led to deeper trust from the local community. I understand there are no more plans for such large-scale restoration efforts in the future, but there are still measures that need to be taken with respect to soil pollution and asbestos which fall within the scope of laws and ordinances, so please continue to address these concerns.

• Employee relations

The YKK Group is engaged in business operations on a global scale, and the core value of cultivating human resources has consistently been put into practice all around the world. Training of business leaders and female leaders continues in Japan, and I am sure it is producing results, but I would like to see a report that shows what the training has accomplished. In particular, there are still relatively few female leaders, so I look forward to seeing more results in the future.