

Message from the Presidents

Pursuing the Possibilities of Manufacturing and Providing Value that Brings Joy to Customers and Society



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When we think about how our business can contribute to a sustainable society, we always find ourselves back at the YKK Philosophy – the "Cycle of Goodness." While developing his business, YKK founder Tadao Yoshida reached the conclusion that "no one prospers without rendering benefit to others." As he searched for a way to prosper with customers and society using his life-long passion for manufacturing, the founder believed that using ingenuity and inventiveness in business activities, constantly creating new value, and providing it to customers would lead to the prosperity of customers and business partners, and make it possible to contribute to society. This has been passed soundly down to us, even now as we do business in 72 countries and regions.

Under the Fifth Mid-Term Management Plan (FY2017 – FY2020), the Fastening Product Group established "Aim for

further quantitative growth – Better products at a lower cost and greater speed" as its mid-term business policy. It is working toward achievement of the goal of selling 12.88 billion zippers in FY2020. In FY2018, the Group achieved its goal of selling 10 billion zippers, reaching a significant milestone. However, numbers are only a business barometer. What we are truly aiming for is the "Technology Oriented Value Creation" described in our mid-term management vision and to use our technologies to provide value that goes beyond customers satisfaction – to provide value that creates customer joy. For this and from the perspective of making things simpler and even more stress free, we emphasize concepts that help resolve any bother and stress that might be felt by customers. At the same time, we want to be a company where each employee can work with joy and pride, and with the thinking that every one of us is a member of management.

When looking at the world, we see many issues that could be an obstacle to the achievement of a sustainable society. Addressing such challenges is a shared mission of companies and a responsibility as a corporate citizen. In particular, environmental issues that should be addressed as a manufacturing company have been summarized as the "YKK Group Environmental Vision 2050," which also takes into account the feelings of Group employees around the world.

We will contribute to a sustainable society by continuing to devote ourselves to corporate activities that are based on the YKK Philosophy – the "Cycle of Goodness."