YKK™

Little Parts. Big Difference.

This is YKK 2025

YKK CORPORATION Integrated Report

English

YKK Philosophy

CYCLE OF GOODNESS®

"No one prospers without rendering benefit to others."

As an important member of society, a company survives through coexistence.
When the benefits are shared, the value of the company's existence will be recognized by society.
When pursuing his business, YKK's founder, Tadao Yoshida, was most concerned with that aspect, and would find a path leading to mutual prosperity.
He believed that using ingenuity and inventiveness in business activities and constantly creating new value would lead to the prosperity of clients and business partners and make it possible to contribute to society.
This type of thinking is referred to as the CYCLE OF GOODNESS®, and has always served as the foundation of our business activities.
We have inherited this way of thinking, and have established it as the YKK Philosophy.

Management Principle

"YKK seeks corporate value of higher significance."

Seeking corporate value of higher significance,
YKK will pursue innovative quality in the seven key areas shown above.

YKK Group companies seek to delight our customers, earn the high regard of society and make our employees happy and proud.
We are improving the quality of our products, technology, and management as the means to achieve this.
We make fairness the fundamental standard for all YKK Group business operations, and this is the basis for our management decisions.

Core Values

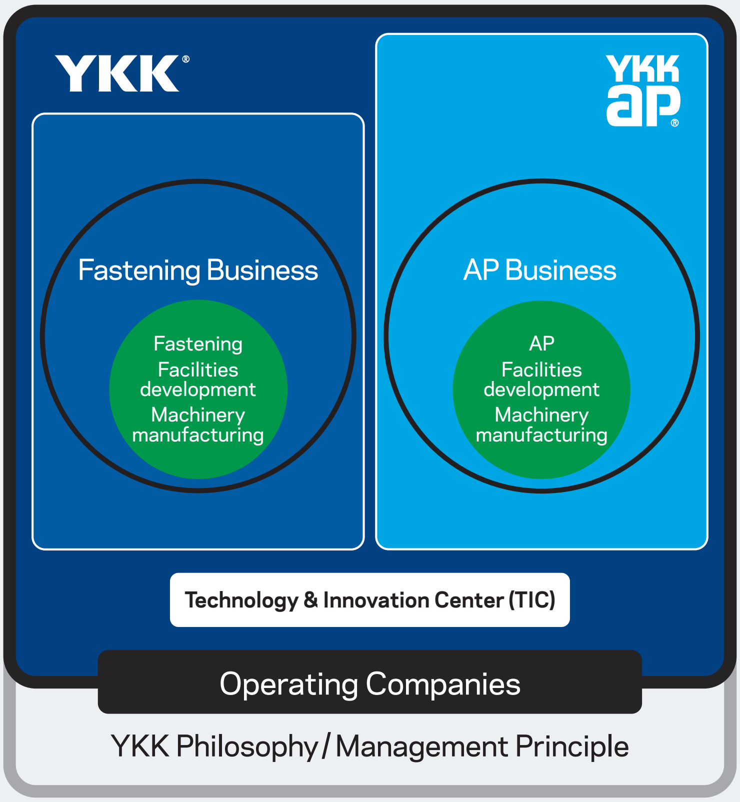
Do not fear failure; experience builds success. / Create opportunities for employees.

Insist on quality in everything.

Build trust, transparency and respect.

YKK Group Management Structure

The YKK Group operates in 70 countries and regions around the world, with the Fastening Business and Architectural Products (AP) Business as core operations.



Supporting the Two Businesses Through the Development of Equipment and Manufacture of Machinery

In FY2021, the Machinery and Engineering Group was integrated to the Fastening Business and AP Business respectively to enable speedier development of machinery and equipment as well as the manufacture of machinery that are specialized to each business. The Technology & Innovation Center provides technical support to each business to enhance their competitiveness.

YKK Group Consolidated

Number of Group Companies and Employees
118 companies **46,305** employees

Net Sales
998.2 billion yen

Operating Income
62.4 billion yen

For detailed YKK Group consolidated financial information, read the securities report (in Japanese only).
https://www.ykk.com/corporate/financial/securities/

Fastening Business

The Fastening Business has been producing and marketing fastening products, including zippers (slide fasteners), hook & loop (textile products), buckles (plastic products), and snap & buttons, for over 90 years.

Number of Group Companies and Employees
68 companies **27,210** employees

Net Sales
433.1 billion yen

Operating Income
47.5 billion yen

Architectural Products Business

Windows and doors are significant attributes to creating comfortable living spaces. Building facades create beautiful urban scenery. The YKK AP business aims to deliver good health, comfort, safety, and security through its architectural products.

- Residential
- Exterior
- Commercial
- Global Curtain Wall
- Aluminum Profile
- Overseas AP Businesses

Number of Group Companies and Employees
33 companies **18,252** employees

Net Sales
561.6 billion yen

Operating Income
18.1 billion yen

Other Businesses

In addition to YKK Real Estate Co., Ltd., YKK Business Support Inc., which supports business operations within the YKK Group, and YKK Rokko Corporation printing company (a special YKK Group subsidiary), we are developing businesses rooted in local regions, such as the agricultural and livestock business in Brazil (Agro Pecuaria YKK Ltda.).

Agro Pecuaria YKK Ltda.

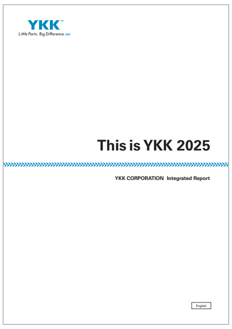
YKK Rokko Corporation

Number of Group Companies and Employees
18 companies **843** employees

*1 Net sales and operating income are figures for the year ended March 31, 2025. Other figures are as of March 31, 2025.
*2 Duplicate entries for companies (one company) that come under both the Fastening Business and other businesses have been excluded from the number of consolidated Group companies.

Editorial Policy of the YKK Corporation Integrated Report "This is YKK 2025"

The YKK Corporation integrated report, "This is YKK 2025," is an overview of management and business activities that are rooted in the CYCLE OF GOODNESS® YKK Philosophy embraced by YKK from its founding to the present day. The report is focused around YKK's Fastening Business.



Key Points to Note in "This is YKK 2025"

Launch of a new management structure with the appointment of a new president: Koichi Matsushima took office in April 2025. We have published messages from the president and each executive vice president as they take on the 7th Mid-term Management Plan under the banner of "ONE YKK," continuing the YKK Philosophy of the CYCLE OF GOODNESS®. ➡ P13

Start of a new Mid-term Business Plan: In FY2025, the four-year Mid-term Business Plan began. Having adopted the business policy of "contributing to a sustainable society as ONE YKK," we would like to report on our strategies and priority measures for evolving into a company that creates inspiring experiences for customers, employees, and society. ➡ P21

YKK Sustainability Vision 2050 progress: We are accelerating our efforts to place sustainability at the core of our business and achieve climate neutrality and coexistence with nature. ➡ P39

Message from the Outside Audit & Supervisory Board members: Three Outside Audit & Supervisory Board members provided messages regarding YKK's Principles-based management and improving corporate governance as a non-listed company operating in 70 countries and regions. ➡ P47

Report Scope

Financial Information
Disclosed for YKK Corporation, its 115 subsidiaries, and two affiliated companies, accounted for using the equity method on a consolidated basis as the "Group," and for each segment (Fastening Business, Architectural Products Business, Other Businesses)

YKK Sustainability Vision 2050 / Environment
- Fastening Business at the center, and other businesses involved in business operation
- Explanatory notes and the like are included as needed when the extent of coverage differs

Society
- The extent of the data is shown individually

Governance
- The extent of the data is shown individually

Period Covered

FY2024 (April 1, 2024 to March 31, 2025)
* Includes some activities from outside this period

Reference Guidance

"Guidance for Collaborative Value Creation," Ministry of Economy, Trade and Industry (METI)
"International <IR> Framework,"
The International Financial Reporting Standards Foundation (IFRS)

Date of Publication

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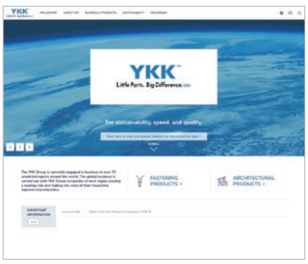
<Website>



This is the official YKK Corporation website. Visit for an introduction to our businesses, a corporate profile, financial and sustainability information, news releases, and more.

<Sustainability Journal>

This booklet shares stories illustrating our desire to achieve the YKK Sustainability Vision 2050. The Sustainability Journal is used globally as a customer communication tool.

This is YKK 2025

Contents

YKK Philosophy & Sustainability

Business Strategy

Platform

Data Section

Positioning of the Management Plan and Business Plan

YKK has formulated the Mid-term Management Plan as a framework for the entire Group, including the Architectural Products Business. Within that framework, the "Mid-term Business Plan" clearly outlines specific initiatives and goals for the Fastening Business.

From the CYCLE OF GOODNESS® to a Sustainable Future

The Philosophy of YKK's Founder, Tadao Yoshida, Which is Carried On Today

YKK is constantly pursuing contributing to a sustainable society through its core business. The foundation of all such corporate activities is the CYCLE OF GOODNESS® corporate philosophy of YKK founder Tadao Yoshida. This philosophy, "No one prospers without rendering benefit to others," clearly expresses YKK's spirit of continuing to prosper together with society, customers, related industries, and employees. This concept, which is highly compatible with sustainability, has been placed at the core of management, and it continues to be passed down at the company even today.

July 1965

Business is like building a bridge

I don't think that a business will prosper unless it is both profitable and also contributes to the world and is useful to human society. Nothing brings more happiness than when we can contribute to the local industry and the local economy, thereby enriching the lives of local people. YKK's "bridges" that bring abundant civilization to developing countries and new affluence to developed countries will continue in the future.

CYCLE OF GOODNESS®

"No one prospers without rendering benefit to others."

YKK sustainability vision 2050

– achieve climate neutrality and coexistence with nature –

January 1971

If we make use of our ingenuity, even our waste can be a great resource

The first thing we should do is think about how to better deal with waste from our own neighborhoods and implement those ideas together. If we continue digging for underground resources, cutting down trees, catching fish, and increasing oceans where fish can't live as we are doing now, it will mean the destruction of humanity.

January 1984

Manufacturing like clear spring water

Like a wonderful fountain, it bubbles forth, rich and authentic. This is true abundance. The important thing is not to waste valuable resources. Then it will be a great product.

July 1970

The strength of the forest is greater than the trees

Some trees are thick with experience and age, others are young and thin. There are tall trees and short trees. We work well together, not under the control of anyone, using our strengths and abilities according to our individuality.

CO_2 Climate change

Develop business activities to combat and respond to climate change

Material resources

Achieve manufacturing that increases the sustainable use of resources

Water resources

Achieve sustainable use of water

Chemical management

Management and reduction of chemical substances

Respect people

Upholding human rights and ensuring fair, safe work environments

History of Value Creation and Growth

"Better products at a lower cost and greater speed, more sustainably"

The history of YKK is also a history of technological innovation to provide customers with better products. YKK will continue taking on challenges to keep creating new value for our customers and for society.

Main topics

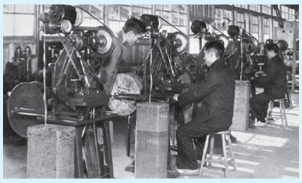
1934
Founding
Founded in Nihonbashi Kakigara-cho, Tokyo
Engaged in the production and sale of zippers

1936
Zippers exported for the first time
Sent to the U.S., Mexico, Canada, India, various South American countries, and Australia

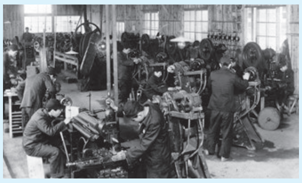
1939
YKK utility model No.1
Metal slider for zippers

1946
YKK registered as a trademark

1950
From a handicraft industry to mechanization
Four zipper chain machines imported from the U.S.



1952
Establishment of a fully integrated production system
Predecessor of the former Machinery & Engineering Group launched



1953
YKK patent No.1
Intermittent chain production machine developed

1959
Global expansion
Exported zipper manufacturing equipment to India
Opened first overseas base in New Zealand

1964
Achieved high-speed manufacturing
Commenced manufacturing using the YKK-CM6 (a chain machine developed in-house)
Certified in 2011 as a Mechanical Engineering Heritage*1

1974
Launched integrated production system overseas
First overseas integrated zipper production plant

YKK (U.S.A.) Inc. Macon Plant

1992
Expansion into growing markets
Full-scale base for expansion into China

Shanghai YKK Zipper Co., Ltd.

1994
Formulated the YKK Group Environmental Pledge

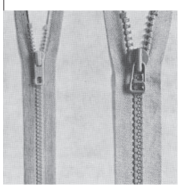
1934- Foundation to Establishment of the Integrated Production System

1959- Continuing global expansion and improving our production capability

The Provision of Value Through Products and Technology

1952
Nylon zippers

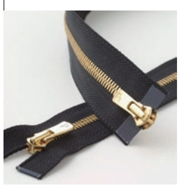
1961
Delrin zipper
(currently VISLON®)



1966
YZiP®
A metal zipper

1983
Watertight and airtight zipper
(currently PROSEAL® zipper)

2000
EXCELLA®
With fully polished elements



• **1958**
CONCEAL®
A zipper in which the element is not visible

• **1960s**
Recycling of plastics begun

• **1980s**
Recycling of yarn from internal yarn waste begun

1994
NATULON®
Using recycled PET

2016
ECO-DYE®
A dye technology that reduces water consumption in dyeing arrangements assembly to almost zero

*Shows the fiscal year of the undertaking, development, commercial launch, trademark registration, or receipt of award

Graph **Zipper production trends**

More than 3 million km (FY2024)

Enough to encircle the earth 80 times

2011
International-level quality assurance system

Registered Japan's first "fire walled" third party conformity assessment body*2

The former Machinery and Engineering Group, Analysis Technology Center

2017
Established and enhanced R&D locations

Promoted product and technology development

YKK R&D Center

2017
Aiming for full automation

Efforts made to achieve smart, digital facilities

Advanced factory robotic automation center opens

2023
Revision of the YKK Corporation logo

YKK™ Little Parts. Big Difference.

2014
Received the Porter Prize as a global leader in zippers

PORTER PRIZE-2014 AWARD WINNER

2017
New forms of collaboration

Launched inter-company joint development

Joint development with JUKI Corporation

2018
Japan Company established

Integrating manufacturing, development, and sales, and strengthening service systems in Japan

2021
Restructuring of YKK organization and overseas regional management system

2023
Organization restructuring aimed at further boosting customer satisfaction

New Business Strategy Division; Global Sales Headquarters restructuring and moving of headquarters' functions to Vietnam

2024
Revision of the YKK Sustainability Vision 2050 which was formulated in 2020

Aiming to achieve climate neutrality and coexistence with nature

*1 Items that made contributions of historical significance to the development of technology and industry in Japan. They include machines, equipment, and related facilities and documents, which are considered cultural heritage for passing on to future generations. They are certified by the Japan Society of Mechanical Engineers (JSME).

*2 The first testing laboratory in Japan to be registered by the U.S. Consumer Product Safety Commission (CPSC) that can ensure the analytical value of lead content in products.

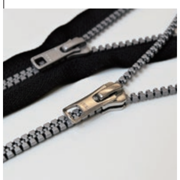
2001- New value creation

2021- Towards the "right time, right material, and right amount" era

2018
QuickFree®
Improved operability, allowing for easy opening and closing, even for children and older adults

2019
AcroPlating®
A new plating technology for brass that eliminates the use of conventional chemicals from the brass plating process

2019
AiryString®
Tapeless zipper



2019
GreenRise®
A zipper which uses a plant-based polyester

2020
Can be closed by using magnetic force
click-TRAK® Magnetic

2021
NATULON Plus®
with an increased ratio of recycled materials

2024
Parts are replaceable, which allows for extended product life
Revived Renewal Components

Aiming to Put the Management Principles into

Towards our 100th anniversary, each employee understands the principles and puts them into practice

The YKK Philosophy and Management Principles serve as the foundation that connects approximately 46,000 Group employees spread across countries and regions around the world. We believe that each and every employee inheriting these Management Principles and Philosophy and internalizing them will be the cornerstone of providing value for the future, and we are deploying Management Principles Promotion Activities throughout the entire organization.

1934 Founding

1959 25th Anniversary

1984 50th Anniversary

2008 100th Anniversary of the Founder's Birth

2009 75th Anniversary

YKK Philosophy CYCLE OF GOODNESS®

1994 Management Principle: "YKK seeks corporate value of higher significance"

2007 Core Values

2008 YKK Group Management Principles Study Group

2008 YKK Group Management Principles Promotion Activities
- Roundtable meeting with the Chairman and President
- Discussion forum
- Manufacturing site visits by the

42% (FY2008)

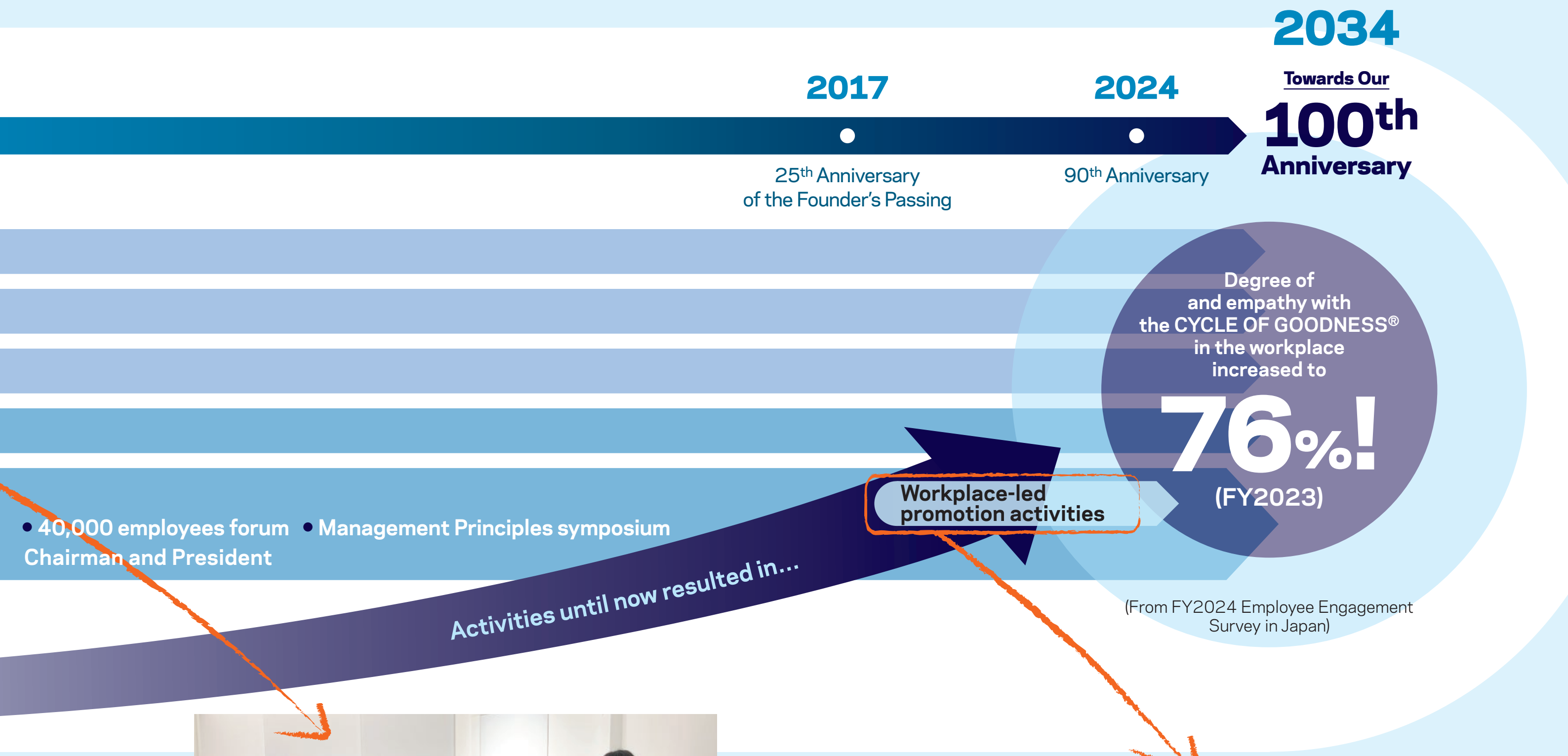
Roundtable meeting with the Chairman
(YKK INDIA PRIVATE LIMITED)

Roundtable meeting with the President (Tokyo)

Venues for Dialogue Between Top Management and Employees

We prioritize frank communication between the management team and employees and have established a variety of venues for dialogue. In "roundtable meetings" with the Chairman and President, employees meet face-to-face with the Chairman and President, and through active discussions, they learn about the origin of the Management Principles and share issues and ideas to put them into practice in their daily work. We hold in-person meetings, not only in Japan but also overseas, to actively engage in dialogue with employees at our overseas locations. In addition, a wide variety of dialogues are held throughout the year such as "forums for discussion" with top management, including executive vice presidents, and roundtable talks at production sites. In FY2024, we held these dialogues with 425 employees in Japan and overseas.

Practice




Members of the FY2024 YKK Group Management Principles Study Group

YKK Group Management Principles Study Group

The YKK Group Management Principles Study Group is made up of members selected from each business every year.

It carries out research on the nature of YKK's Management Principles and Philosophy to enable them to be passed on, and reports its findings to the management team every March. In FY2024, the Study Group conducted a renewal of the "assessment game" (created by the Study Group in FY2023) for the purpose of having each employee gain a deeper understanding of the YKK Management Principles by coming into contact with them anew and putting them into practice. The Group considered how to encourage employees to play the game and increased the variety of questions and diagnostic results. It also enhanced internal communication through email newsletters and other means.

Workplace-led Initiatives to Instill the Management Principles at Each Location

The YKK Group does business in countries and regions around the world and has employees from diverse cultural backgrounds who hold different values.

In order to ensure that the Management Principles and Philosophy are shared and inherited, we plan and proactively implement activities to instill the Management Principles in a manner unique and suitable to that region. Since 2018, Management Principles Promotion Teams, formed at each location and in each organization, have been spearheading these activities. The teams promote unique activities so that each employee can be aware that they are responsible for carrying on the Management Principles and can engage in their daily work with that in mind.


Viewing tools (videos) for Management Principles Promotion and having discussions (YKK (U.S.A.) Inc.)


Tour of Maruyane Exhibition Hall in YKK Center Park (YKK Business Support Inc.)

Message from the President

As we approach our centennial anniversary, we will continue to embrace new challenges under a new organizational structure built on the foundation of the CYCLE OF GOODNESS®, driving forward the vision of ONE YKK.

Koichi Matsushima

President
YKK Corporation

April 1991	Joined the company
1998 - 2017	Worked in Italy, Poland, China, Indonesia, and Bangladesh
April 2017	Executive Vice President, Fastening Products Group
June 2018	Director and Executive Vice President, Fastening Products Group
April 2021	Director and Executive Vice President, Global Sales Headquarters
April 2023	Director and Executive Vice President, Business Strategy Division
April 2025	Appointed President

Inheriting the YKK Philosophy of the CYCLE OF GOODNESS® and responding swiftly to the evolving times, we continue our journey toward our 100th anniversary. Under a new structure that harnesses the strengths of our global organization and business operations, we aim to realize ONE YKK through "Forest Management" — a people-centered approach that values and leverages each individual's uniqueness.

Responding Flexibly to Changes in the Market and Customer Requirements, Based on the CYCLE OF GOODNESS®

In April 2025, along with the launch of the 7th Mid-term Management Plan, I took up the baton as the President of YKK Corporation.

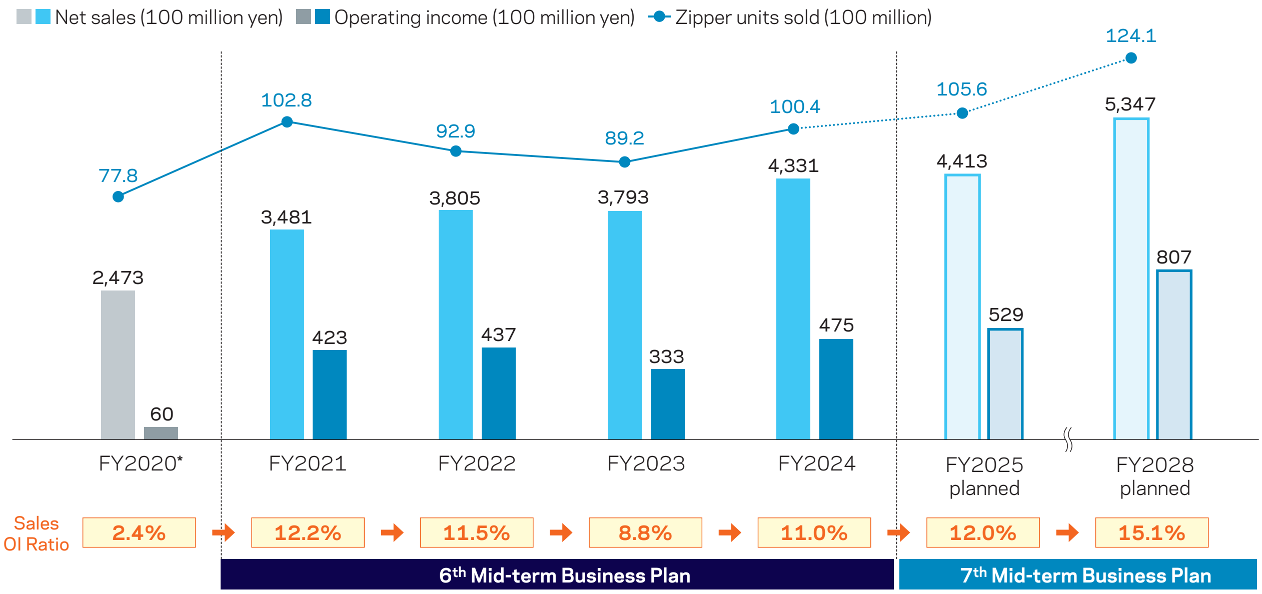
After joining the company in 1991, I worked for approximately 20 years in Italy, Poland, China, Indonesia, and Bangladesh. I have worked in completely different cultures and business environments in different countries and regions. In Japan, I led strategy implementation as Executive Vice President at both the Global Sales Headquarters and Business Strategy Division during the 6th Mid-term Business Plan, starting in FY2021. I intend to use these various experiences to fulfill my job responsibilities to the best of my ability.

YKK has the philosophy of the CYCLE OF GOODNESS®, which has been passed down from the era of the company's founder, Tadao Yoshida. This is a management philosophy born out of actual implementation, and in the past, when I have felt lost or hesitant, the YKK Philosophy has constantly been my pillar of support. Though I will be the first president of my generation not to have interacted directly with the founder, I am determined to carry on this corporate spirit, which is the foundation of our business.

Looking back at our most recent results, in FY2024, net sales were 433.1 billion yen, and our operating income was 47.5 billion yen, both higher than the actual and planned figures from the previous fiscal year. In terms of zipper unit sales, which we have positioned as one of our key management indicators, YKK successfully surpassed the 10 billion unit mark for the third time. I interpret the fact that we were able to achieve such high figures, despite the lack of growth in total demand, as the result of the various measures we have taken up to the 6th Mid-term Business Plan bearing fruit.

Even after the COVID-19 pandemic was finally contained, the business environment around us continues to fluctuate due to issues that include challenges regarding U.S. tariffs. We need to respond swiftly and flexibly to changes in the market and customer requirements, while treating the CYCLE OF GOODNESS® as something valuable that must not change with the times. Notably, we will place a strategic focus on new sectors, such as countries and regions with significant potential for growth, as well as industrial materials.

Fastening Business 6th Mid-term Business Plan Results and the 7th Mid-term Business Plan



* After adjustment for reorganization

Improving Our Power as a Team Through ONE YKK

Going forward, the apparel and luggage industry is expected to shift and disperse garment manufacturing locations in line with changes to the political and economic environment, and to push forward with high-mix, low-volume production in accordance with a growing awareness of sustainability and changing consumer preferences. Increasingly, we will need to respond quickly to customer requirements on an ever-more global scale.

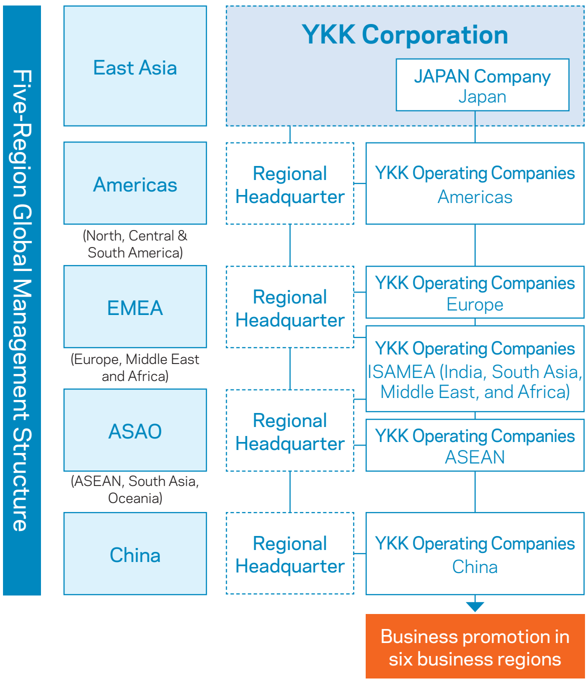
YKK has developed its business under the Five-Region Global Management Structure in six operating regions around the world. Each of our operating companies has increased its competitiveness through highly independent and flexible business operations. However, along with the expansion of globalization and digitalization, the fact is that there have also been cases where our customers – especially those operating in multiple countries/regions – have expressed dissatisfaction with the services we provide when goods are procured in different countries/regions due to variance in product specifications, delivery times, and other services.

That is why we adopted ONE YKK as the key phrase for the 7th Mid-term Business Plan. Each of our operating companies, as well as individual employees, will work to hone their skills together while mutually complementing one another to improve the strength of one team: YKK. This is an attitude that is also in line with the philosophy of Forest Management once set out by our founder, which aims to develop the individuality and abilities of each employee and to encourage growth for all. We will establish a system that can respond promptly to any customer request by linking the supply infrastructure and networks that YKK has built up in each country/region to date to create a global value chain, and by enhancing our sense of unity as ONE YKK.

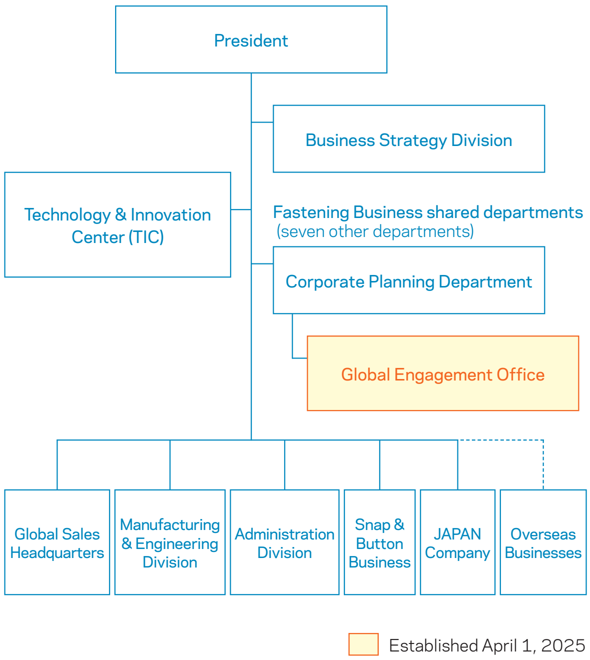
YKK always aims for sustainable growth from a medium- to long-term perspective. We were one of the first to introduce an officer system that separates management execution and supervision, and we have also focused on enhancing our global governance through efforts such as establishing the YKK Global Criteria of Compliance (YGCC), our unique global compliance standards. Despite being an unlisted company, we continue to pursue the high level of corporate governance systems demanded of listed companies.

Furthermore, in 2025, we newly established the Global Engagement Office under the control of the Corporate Planning Department. We will accelerate the development of a sense of unity by promoting initiatives to improve global engagement, centered on this office, and with our strong belief in "contributing to the creation of a sustainable society," we will pursue future enhancements to our corporate value.

7th Mid-term Regional Management Structure



FY2025 YKK Corporation Organizational Chart



Reviewing the 6th Mid-term Business Plan: Results and Challenges

Until last fiscal year, under the 6th Mid-term Business Plan, we adopted the theme of "Better products at a lower cost and greater speed, more sustainably," and promoted the "three optimizations" – the right time, the right material, and the right amount – to supply customers when necessary with the products they require, in the quantities they demand. I feel that our efforts to steadily build up our strength when the future was unclear during the COVID-19 pandemic – with that crisis as an impetus – have paid off, and we have achieved solid results.

In particular, the changes to the organizational structure in 2021 have resulted in closer communication within the Group, which has led to a much faster pace of business decisions and other actions. I also feel that we have made steady progress in terms of reducing manufacturing equipment costs, as well as making lead times shorter through the promotion of projects for reform in lead time. I am aware that we need to accelerate our efforts in terms of product development and digital support.

Furthermore, we established the theme of "Contribute to a sustainable society as ONE YKK" in the 7th Mid-term Business Plan. I would like us to have the strong desire to deliver YKK fastening products not only to our direct customers, but also beyond them, to consumers all over the world. I also believe that it is important to increase our competitiveness in all aspects, including products, price, quality, and brand, and to create discoveries and surprises for the global market, such as "YKK is all around you."

To that end, we will create a sense of "WOW" and joy through more innovative products and services and push forward with initiatives aimed at making YKK the company of choice for many customers.

The 7th Mid-term Business Plan and Seven Priority Measures

The 7th Mid-term Business Plan has seven specific priority measures.

The first is to "advance sustainability," which YKK has made a cornerstone of management. In addition to continuing our initiatives to achieve the YKK Sustainability Vision 2050 which was formulated in 2020, we will also devote ourselves to resource recycling and bringing about a circular economy.

The second is to "propose exciting products." While the word "WOW" can be interpreted in various ways depending on the person, we would like to create exciting and moving experiences for our customers, society, and our employees, which are felt from different perspectives. We want to work together with sales, development, and production to create products that can provide those exciting and moving experiences. To achieve this, I believe we need to make a series of small improvements and make big changes.

The third pillar, pursuing cost competitiveness through new technology, is an eternal challenge for us. To ensure that customers continue choosing YKK products, we will conduct a comprehensive review of our *monozukuri* practices – including manufacturing equipment – building on the initiatives undertaken through the 6th Mid-Term Business Plan.

We will build and optimize our global/local supply chain, while simultaneously using digital technology to build a globally connected business foundation. By doing this, we will achieve the "right time," "right material," and "right amount" on a global scale at an

Contributing to the Achievement of a Sustainable Society Through ONE YKK
- Evolving Into a Company That Creates Inspiring Experiences for Customers, Employees, and Society -

"Better products at a lower cost and greater speed, more sustainably"
"Providing exciting products and services to 'WOW' our stakeholders"

- Advance sustainability
- Propose exciting products
- Pursue cost competitiveness through new technology
- Optimize global/local supply chain
- Build a globally connected business foundation
- Tackle the untapped market
- Enhance employee engagement and strengthen the YKK brand

"I want to take on the challenge of WOW-ing more stakeholders by changing what needs to be changed."

even higher level, and bring our products to consumers in untapped markets, including those in emerging economies where YKK products have not become widespread.

The driving force behind all of these efforts is "people." If each and every employee can work with a sense of joy, we will be able to provide joy to our customers and to society. In that sense, human assets are important as the source of all business activities, and we need to actively invest in them. Enhancing the YKK brand is also only possible if employees have confidence in our products and become "messengers" to communicate their value. "Enhancing employee engagement" and "strengthening the YKK brand" as introduced in the Seven Priority Measures make a pair; they are one and the same.

In addition, we plan to invest 80.3 billion yen in FY2025 to implement these priority measures, compared to the actual figure of 38.6 billion yen we invested in FY2024. A total of 247 billion yen is planned for the four years of the 7th Mid-term Business Plan, and in addition to making active investments in emerging countries, which will be responsible for future growth, we will invest in mature nations as well.

Toward Our 100th Anniversary in 2034

YKK celebrated its 90th anniversary in 2024. We will deliver solid value to our stakeholders – our customers, employees and society – and ensure that we lay the foundation for our next milestone at 100 years.

As I feel from my own past experience, work is not something you can do alone. You build confidence in yourself by forging relationships of trust with the colleagues you work with, and by repeatedly being in situations where you gain the trust of customers by responding to their requests. I believe that is also when our "convictions" are developed, which become our points of reference when we have to make decisions.

I would like to level up as ONE YKK without leaving even a single person behind, so that all our employees will be able to build on such work. We will continue to tirelessly challenge ourselves in order to become a more exciting and vibrant company.

[MY TURNING POINT]

YKK booth at a fashion materials exhibition in Italy in 2003

Opening Up Luxury Markets at YKK ITALIA S.P.A.

A major turning point for me was my experience at YKK ITALIA S.P.A., where I was posted in 1998, my seventh year with the company. At the time, the business environment surrounding YKK ITALIA S.P.A. was becoming increasingly difficult, due to garment manufacturing bases being shifted to Eastern Europe. Dealing with luxury markets, including high-end brands, was essential. Together with my colleagues, I worked on branding and upgrading our products, and the refined item was our top-class EXCELLA® zipper. This product is now highly popular. However, at the time, in the highly competitive European market, products from Japanese companies were being rejected at the door. Nevertheless, I persevered in promoting the new product, which was developed and manufactured together with local colleagues, and as a result, the product was adopted by customers. Locally based management gave me a sense of unity and achievement with my local colleagues; it also made me realize the importance of taking the perspective of others and striving to gain their trust, which is something I now believe in.

Message from the Executive Vice Presidents

Taking on the 7th Mid-term Plan

As the 7th Mid-term Management Plan (hereafter referred to as the 7th Mid-Term Plan) gets underway, we would like to introduce messages from the

Being Unified Across Regional and Functional Boundaries

Toru Shikita
Executive Vice President, Business Strategy Division Director

The role of the Business Strategy Division is to strengthen our competitiveness as ONE YKK by linking the functions of individual operating companies and divisions to find the next opportunities for growth in diverse markets around the world. In the 7th Mid-term Plan, under collaboration between the Glocal Supply Strategy Group (GSSG) and the Global Marketing Group (GMG), we will link operating companies in each country and region to accelerate cooperation between development, manufacturing, and sales functions. As consumer markets, other than China, which is vast, and ASEAN countries, which have had remarkable growth, opening up new potential frontiers such as South Asia and Africa will be key for us going forward.

"Proposing exciting products" was also one of the points adopted in the business policy of the new Mid-term Plan. A sense of "WOW" does not come from mere product specifications and features, but from the go-for-it attitude and passion of employees who are committed to solving customers' problems. When each employee embraces this mindset in their work, and all departments unite in the pursuit of excitement, we can deliver a new kind of value - emotional impact - to our customers and society, further strengthening the YKK brand.

Delivering "Speed" and "Joy" to Customers

Reisuke Aratani
Executive Vice President, Global Sales Headquarters

At the Global Sales Headquarters, we adopted "speed" and "joy" as two keywords during the 7th Mid-term Plan. Speed refers to "providing comfort." Speed in all aspects - including response, development and delivery - and not keeping customers waiting, will generate high levels of satisfaction and also enable YKK to grow in a sustainable way.

On the other hand, "joy" is something that arises from "WOW" products that go beyond conventional thinking and imagination. The AiryString® tapeless zipper is one example. We could say it is a dream product for zipper manufacturers and customers alike, which even changes the way that *monozukuri* should be. We aim to continue creating such exciting products together, while also fostering a work environment where employees can feel inspired and engaged. We believe this sense of excitement leads to joy in each individual's work. Additionally, we will strategically incorporate more sustainable product offerings—with the ultimate goal of making all our products sustainable.

(from left)
Reisuke Aratani, Toru Shikita, Satoshi Honda, Yoshimine Kobayashi

Challenge of the as ONE YKK

Executive Vice Presidents responsible for each function of business strategy, sales, manufacturing & engineering, and business administration.

Photo location: YKK 80 Building
In 2016, the YKK 80 Building became the first office building in Japan to be awarded the Leadership in Energy & Environmental Design-Core and Shell (LEED-CS) Platinum certification (the highest rank).

Focusing on Implementation of Smart Factories

Yoshimine Kobayashi
Executive Vice President, Manufacturing & Engineering Division
Director

The Manufacturing & Engineering Division will continue to focus on implementing smart factories under the business policy of "Contribute to a Sustainable Society as ONE YKK." The demands of customers and society are constantly changing with the times. In this context, we are in the process of developing new lines to quickly respond to our next challenges: high-mix, low-volume production and added value creation. We will build on the various strengths of our locations in each country/region to create a system that will enhance our strength as a whole.

Furthermore, in addition to "strengthening cost competitiveness" and "improving delivery times," which were also addressed in the 6th Mid-term Plan, another important aspect of the 7th Mid-term Plan is focusing on improving efficiency by also utilizing digitalization and AI technology. This will not only improve customer satisfaction, but will also help to reduce stress among employees who are responsible for day-to-day operations. We will make YKK a stronger organization by attempting to use new technologies without fear and by taking on challenges with the attitude of getting things done, no matter what.

Enhancing the Foundation of ONE YKK Globally

Satoshi Honda
Executive Vice President, Administration Division
Director in Charge of Pension Policies and Chief Financial Officer (CFO)

During the 7th Mid-term Plan, we aim to build on the foundation established by the Administration Division and deepen collaboration with business divisions to actively contribute to business growth. As demand grows for high-quality products trusted worldwide, traditional siloed organizational structures within administrative functions are no longer effective. We must take our advanced expertise on functional axes, such as accounting and human resources, and combine them on regional axes based on the characteristics of each country/region. Another important key is to set up each of our operations so that they are optimized as ONE YKK worldwide, and to create an environment in which global human assets can be trained and play active roles.

I believe that our role as an administrative department is to serve as an assistant to the management and business units, to step on the accelerator to boost businesses, to apply the brakes to manage risks, and to make decisions based on accurate situational assessments. While valuing both a global perspective and an understanding of each country/region, we will push forward with making our business management functions more advanced and continue to refine our comprehensive strength as ONE YKK.

Contribute to a Sustainable

— Evolving into a Company that Creates Inspiring Experiences

YKK will celebrate its 100th anniversary milestone in 2034.
With the YKK Philosophy of the CYCLE OF GOODNESS® and the Management Principles at our core, we will continue taking on challenges for the future by enhancing our unity through the ONE YKK framework in order to deliver even greater value and inspiring experiences to stakeholders around the world.

Americas

Net sales
51.2 billion yen

Europe

Net sales
61.6 billion yen

ISAMEA

Net sales
69.2 billion yen

Society as ONE YKK

for Customers, Employees, and Society —

ASEAN

Net sales
103.2 billion yen

China

Net sales
115.7 billion yen

Japan

Net sales
29.6 billion yen

Net Sales by Region (FY2024)

7th Mid-term Business Policy and Strategy

Contribute to a Sustainable Society as ONE YKK

— Evolving into a Company that Creates Inspiring Experiences for Customers, Employees, and Society —

For the 6th Mid-term Business Plan (from FY2021 to FY2024), under the theme of "sustainable growth under the new normal," we worked to improve our business competitiveness in order to respond to diverse customer needs. In order to deliver "better products at a lower cost and greater speed, more sustainably" to our customers, we adopted the "right time, right material, and right amount" as keywords, and engaged in efforts to enhance development of sustainable products, address customer issues via the use of digital technologies, and thoroughly reduce manufacturing costs. This has enabled us to supply customers with the products they need, when they need them, in the necessary quantities, and as a result, we have achieved steady gains in areas such as effective resource use, waste reduction, shorter lead times, and improved operational efficiency.

In the apparel industry, where fastening products are widely used, it is expected that going forward, procurement diversification, greater awareness of sustainability, and changes in consumer preferences will continue driving trends towards high variety, low volume, and shorter cycles. To meet this challenge, we must respond quickly to customer requests globally. However, our approach of emphasizing the independence of each overseas subsidiary has led to cases where customers perceived YKK as a non-cohesive supplier and were not fully satisfied.

For the 7th Mid-term Business Plan (from FY2025 to FY2028), we will cultivate human assets who have the ambition and confidence to contribute to a sustainable society, and who can face customer issues head-on. In addition, we will promote the creation of a sense of unity in the Fastening Business by utilizing digital technology and build a value chain through the ONE YKK system; our policy is to create value unique to YKK.

Business Environment

Social

- The risk of a global economic downturn due to reciprocal tariffs
- Increasing geopolitical risks
- The possibility of a retreat from climate change measures and relaxation of environmental regulations

Market

- The possibility of declining demand due to a wait-and-see attitude towards production by global customers
- Relocation and dispersal of garment manufacturing locations
- The possibility of slowing demand for sustainability products
- Expanding demand in growing countries, including countries and regions in Asia

Technology Innovation

- Changes in the customer value chain due to progress in information technology

YKK Philosophy, CYCLE OF GOODNESS® / Management

YKK Group Code

(Fastening Business 7th Mid-term Business Policy)

Contribute to a Sustainable

— Evolving into a Company that Creates Inspiring

"Better products at a lower cost and

"Provide exciting products and services

- Advance sustainability
- Propose exciting products
- Pursue cost competitiveness through new technology
- Optimize global/local supply chain

YKK Sustainability

Plans for Investments and Businesses in the 7th Mid-term Business Plan

To adapt to changes in the market and environment and to achieve sustainable growth and a competitive advantage, we are actively investing in streamlining, sustainability, and digital transformation. We aim to achieve the performance targets set out in the 7th Mid-term Business Plan through these efforts.

Investment plans

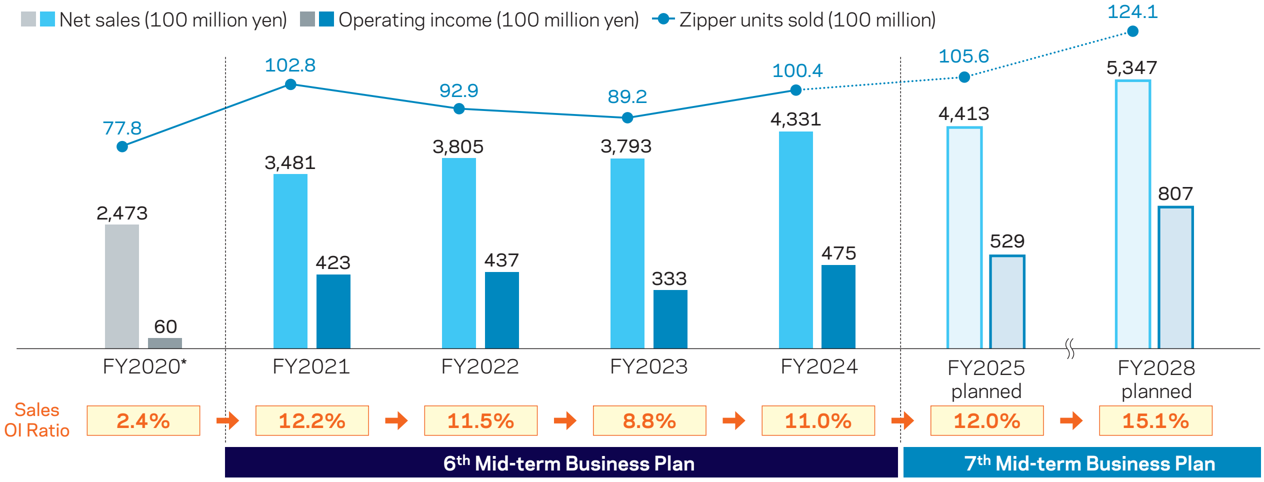
Total amount **247.0** billion yen
FY2025 (planned): **80.3** billion yen

Regional Breakdown	
China/ASEAN/ISAMEA	54.1 billion yen
Japan/Americas/Europe	24.9 billion yen

Main objectives	
Sustainability-related	8.4 billion yen
Digital-related	5.4 billion yen

* Total also includes the amount from investment plans by regional headquarters.

Fastening Business 6th Mid-term Business Plan Results and the 7th Mid-term Business Plan



* After adjustment for reorganization

Principle "YKK seeks corporate value of higher significance."

of Conduct

Society as ONE YKK

Experiences for Customers, Employees, and Society —

greater speed, more sustainably"
to 'WOW' our stakeholders"

- Build a globally connected business foundation
- Tackle the untapped market
- Enhance employee engagement and strengthen the YKK brand

Vision 2050

2034
Towards our centennial anniversary

7th Mid-term Business Policy and Strategy

7 Priority Measures

We have adopted the following seven priority measures to accomplish the 7th Mid-term Business Policy. For YKK to evolve into a company that creates inspiring experiences for customers, employees, and society, it must be driven by a strong belief in delivering its products to consumers around the world. To achieve this, we will enhance our business competitiveness in every aspect – including our products, prices, quality, and brand – and create new discoveries and surprises for all markets and consumers around the world.

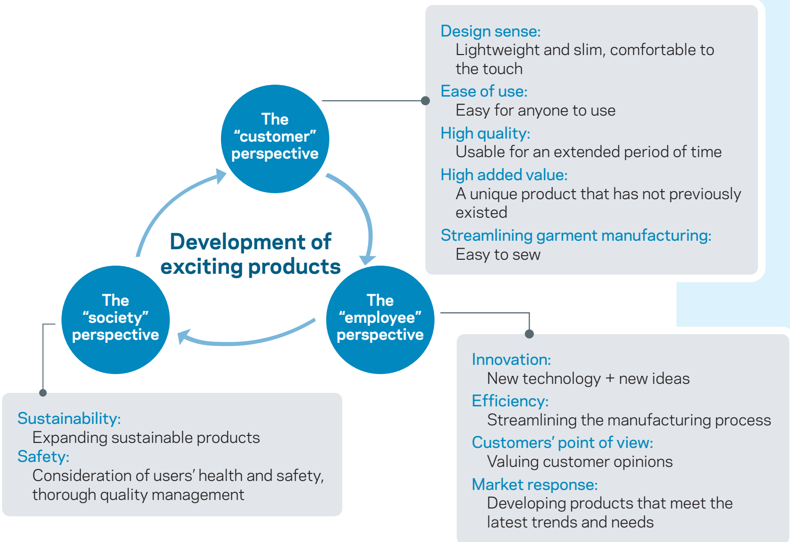
01 Advance sustainability

We have strongly promoted advancing sustainability to achieve the YKK Sustainability Vision 2050, which was formulated in 2020. Sustainability is a mindset similar to the YKK Philosophy of the CYCLE OF GOODNESS®. In the 7th Mid-term Business Plan, we will accelerate our decarbonization efforts and focus on various initiatives and product development in order to promote bringing about a circular economy, which is an urgent issue especially in Europe.

NATULON® Fiber Sourced™

02 Propose exciting products

We will integrate sales, development, and manufacturing in product development, and focus on initiatives to "WOW" both creators and users through exciting products and services. The three perspectives that form the basis for considering the creation and provision of a sense of "WOW" are "customers," which includes business partners and general consumers, "society," and "employees." We will respond to the requests and expectations of each stakeholder and create products and services that excite everyone.



03 Pursue cost competitiveness through new technology

To pursue cost competitiveness, we will conduct a comprehensive review of our *monozukuri* practices – including manufacturing equipment – and build on them. The core of that initiative is establishing the foundation for "smart factories," utilizing the elemental technologies of non-stop/unmanned production lines that we have cultivated over the years. We will aim to improve customer service via ONE YKK through automation of *monozukuri* and technology which connects customers with manufacturing sites and factories all over the world.

04

Optimize global/local supply chain

With the market environment and consumer awareness surrounding fastening products changing rapidly, there is a growing demand for a wide variety of products, low volume, and short lead times. In response, we will focus on establishing an optimal supply system which combines the advantages of both global and local operations. We plan to achieve equalized production through network coordination among our global bases, while also promoting flexible costs and improved on-time delivery performance in local markets.

05

Build a globally connected business foundation

We will focus on establishing a standardized business foundation on a global scale, so that our customers can appreciate the value we provide as ONE YKK to an even greater extent. With the Digital Business Development Department established in FY2024 playing a central role, we will work to integrate the management of product codes at a global level and reform our overall business operations, while also focusing on developing the human assets to support these efforts.

06

Tackle the untapped market

Currently, YKK operates in 70 countries and regions around the world, and we believe that there is still room for growth in delivering our company's products to the world, with its eight billion inhabitants, and having them put to use. We will also develop fastening products that meet the needs of consumers in emerging countries, where future growth is expected, and strive to deliver YKK products to as many people as possible.

07

Enhance employee engagement and strengthen the YKK brand

YKK™ Little Parts. Big Difference.

Our "people" are the driving force for all of our business activities. We will build a vibrant organizational foundation by implementing a value chain through ONE YKK, boosting the confidence and joy of employees, and providing opportunities for them to flourish and take on challenges globally. In addition, we will execute a unified brand strategy to improve YKK's brand value over the medium- to long-term, with the Global Brand Strategy Department of the Business Strategy Division at the center of these efforts. It is our employees who enhance the value of our brand, and we will move forward with these two themes in an integrated manner.

The foundation for achieving these goals is the realization of a smart factory, built upon the elemental technologies developed through our experience with uninterrupted, unmanned production lines. On the following pages, we will introduce initiatives that we will particularly focus on for FY2025.

ONE YKK

Advance Sustainability

The theme of "advance sustainability," as outlined in the 7th Mid-term Business Plan, is an important one which YKK has placed at the core of its management since the 6th Mid-Term Business Plan. At the root of that idea is the founder's conviction that the YKK Philosophy of the CYCLE OF GOODNESS® and "manufacturing like clear spring water" – which does not cause precious material resources to be lost – are the true meaning of wealth. We have inherited that conviction, and we will continue to take on challenges towards realizing decarbonization and a circular economy, based on activities targeted at achieving the YKK Sustainability Vision 2050.

Towards the Realization of Decarbonization

In the course of expanding business activities globally, YKK formulated the YKK Sustainability Vision 2050 to achieve net-zero GHG emissions and coexistence with nature by the year 2050, and has been promoting multifaceted initiatives for sustainability.

In terms of climate, we are promoting the reduction of GHG emissions within our company and the supply chain under the net-zero target*1 certified by SBTi. To reduce emissions within our company, we are expanding the introduction of energy-efficient production equipment and factory infrastructure, and installing solar power generation systems. We installed solar power generation systems at the YKK Vietnam Co., Ltd. Dong Van Factory (Phase 2), which was completed in January 2024, and procured electricity through a PPA*2. The plant has received LEED Silver*3 certification – a U.S. building environmental performance evaluation system – in recognition of its environmentally conscious features such a drainage recycling system and the creation of green spaces that promote biodiversity, in addition to measures that result in reduced CO_2 emissions, including the installation of high-efficiency lighting and EV charging stations.

*1 Net-zero target certification in the textile/apparel/footwear/luxury goods sector (obtained in December 2024)
*2 Power Purchase Agreement
*3 LEED v4 BD+C: New Construction and Major Renovations

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Net-Zero Target

YKK will achieve net-zero GHG emissions across the entire value chain by FY2050.

Near-Term (FY2030)

Scope1+2	50% reduction (from FY2018 baseline)
Scope3	30% reduction (from FY2018 baseline)

Long-Term (FY2050)

Scope1+2	90% reduction (from FY2018 baseline)
Scope3	90% reduction (from FY2018 baseline)

* Measures to absorb and eliminate carbon emissions will be implemented for the remaining 10%

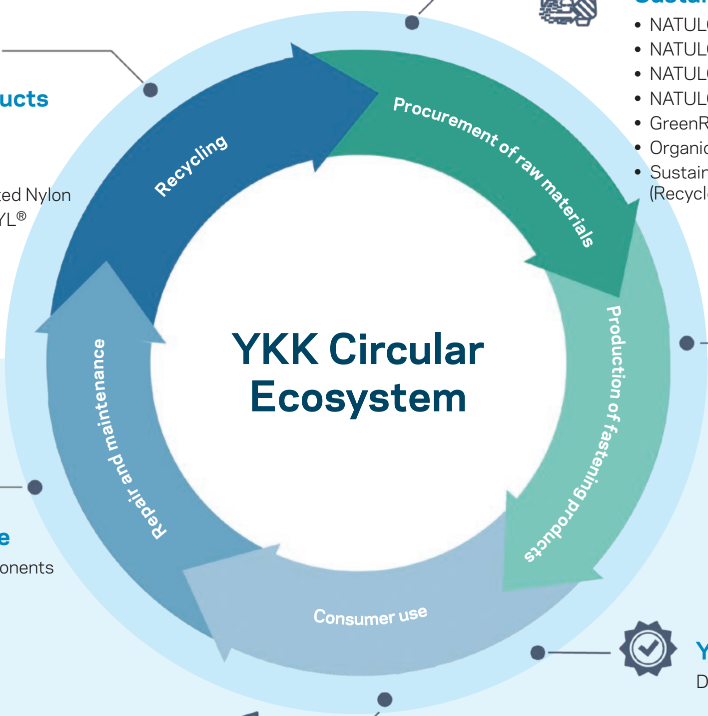
The YKK Vietnam Co., Ltd. Dong Van Factory (Phase 2, from the center-back section to the right-back section of the facility, has obtained LEED Silver certification)

Towards Bringing About a Circular Economy

Sustainable materials
- NATULON®
- NATULON Plus®
- NATULON® Ocean Sourced™
- NATULON® Fiber Sourced™
- GreenRise®
- Organic Cotton Tape Zipper
- Sustainable Packaging (Recycled/Biomass Material)

Recycling-oriented products
- NATULON Plus® with Recycled PET Open Parts
- VISLON® NATULON® made with ECONYL® Regenerated Nylon
- ADVANCEN® made with ECONYL® Regenerated Nylon
- Detachable Tack / Rivet

Waste recycling
- zip TO zip™



Low impact Manufacturing
- Renewable Energy
- On-site solar PV
- Water Recycling
- ECO-DYE® technology
- AcroPlating® technology

Longer product life
- Revived Renewal Components

YKK quality
Durable Made to last

Digital Product Passport
- TouchLink®

* ECONYL is a registered trademark of AQUAFIL S.p.A.

A circular economy is an economic system in which existing materials and products are utilized as long as possible, and continue to circulate through processes such as being repaired, reused, and recycled. In order to contribute to the transition to this sustainable economic system, YKK is focusing on developing new products and technologies, such as switching to the NATULON® zipper series which uses recycled material in the zipper tape segment, the Revived Renewal Components which were announced in the fall of 2024, and a zipper for PET garment recycling, made from PET materials as much as possible, with recycling after use in mind.

We have also launched zip TO zip™, an initiative to reuse discarded fastening products and transform them into new fastening ones.

Details are listed in the Data section.

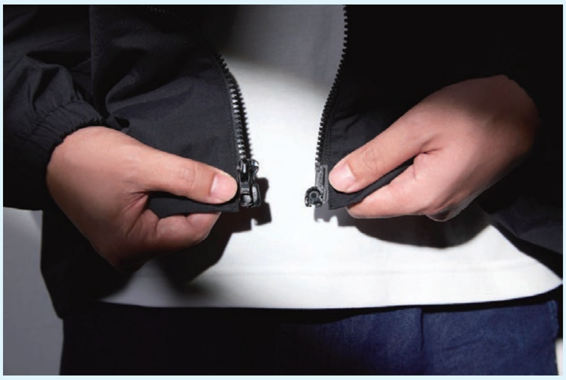
Revived replacement elements for VISLON®: Zippers can be repaired by attaching die-cast revived replacement elements, using a special tool to replace elements that have come off

ONE YKK

Proposing Exciting Products

"Proposing exciting products," which we adopted in the 7th Mid-term Business Plan, refers to our goal of developing products that offer new impressions from use, are easier to handle, and are conscious of the environment and safety, thereby delivering a sense of "WOW" to our business partners and general consumers. Our founder continually told employees, "Anyone can become an inventor and discover ingenuity." We will give shape to ideas born from the various perspectives of our customers, society, and employees, and create inspiring and valuable products.

A magnetic zipper that anyone can easily open and close with a snap to the left and right



QuickFree® click-TRAK® Magnetic Zipper

This innovative zipper allows for easy opening and closing without lowering the puller. The slider will "snap" open when the chain is pulled to the left and right. The magnets built into the left and right open parts attract each other, allowing them to snap together instantly without the use of human hands.

Customers The QuickFree® click-TRAK® Magnetic zipper was created in response to feedback from people with limited hand mobility who found zippers difficult to open and close, and was developed with an emphasis on universal design that is easy to use for everyone. It has been lauded by Paralympic athletes as "being convenient for putting items on and taking them off during matches."

Society YKK's products meet the diverse needs of customers and society, while also using materials and manufacturing processes that take sustainability and safety into consideration. We will contribute to the spread of socially useful products by adding the value of easy on-and-off functionality to sportswear and clothing for children and seniors.

Employees We would like more people to experience the comfort of easy on-and-off functionality with a new sensation. We are continuing to build on this product even now through repeated discussions with stakeholders, prototyping, and refinement. Regarding co-creation activities with people with dementia, we were commended for the process of participatory development for three items – including this product – which involved those affected by dementia, and won the top prize at the "Orange Innovation Award 2024."

We will continue to value the perspective of customers to create innovative products and technologies.

ORANGE INNOVATION AWARD

Freedom from a "prickly sensation" Hook and loop fasteners which combine sleek slimness and strength

POWERHOOK™ fastener (Item code:1QCLF-E)

While conventional hook and loop fasteners are manufactured by weaving or knitting fibers, the POWERHOOK™ fastener uses a continuous injection molding manufacturing method. The hooks have a narrow and smooth "X-shaped" pitch, providing a pleasant feel against the skin and preventing lint from getting easily entangled.

Customers We improved the issue of the prickly sensation which has been a problem with conventional hook and loop fasteners by positioning the hooks closely together, resulting in a smooth feel against the skin. In addition, the POWERHOOK™ fastener can be easily removed with minimal force, making it suitable for use in situations where ease of use and comfort are required, such as underwear, children's clothing, and medical supplies.

Society Combining this product with a special loop surface makes it thinner and more resistant to pulling than conventional hook and loop fasteners. It is also used in waist supports to take advantage of its thinness and strength. In addition, lint and hair do not easily get tangled in it, making the POWERHOOK™ fastener ideal for sportswear and dog shoes – which are washed repeatedly – and providing an option for long-term use.

Employees This product, which solves the problems of conventional hook and loop fasteners in a unique way, is the result of our careful consideration of customer needs, as well as trial and error from the customer's perspective. In particular, we want to bring new comfort to the many people who have endured the prickliness of hook and loop fasteners until now.

Can handle heavy loads, even with a small contact area

Buttons for jeans that make it easy to recycle clothing

Customers In the apparel industry, which is promoting a transition to a circular economy, it is recommended that metal components – such as buttons – be removable in designs for jeans. We improved the product and made it possible to remove the part attached to the inside of the jeans. Another important point is that the product is easy to use, as it looks no different than conventional products and the attachment process is the same.

Society As the circular use of clothing garners attention, the popularization of this product will contribute to improving the recycling rate of clothing. Previously, the fabric would be cut into pieces; however, this product allows for easy removal of only the metal parts with a special tool, enabling safer and more efficient recycling than before.

Employees In order to pursue safety and convenience in recycling while maintaining product quality without changing the installation process for our customers, we had to consider various perspectives. Going forward, we will use this product as a starting point to develop sustainable products that are easier for customers to recycle, such as ones made of a single material.

Detachable Tack / Rivet

In order to improve the recycling rate of apparel products, we have developed a structure that allows tacks and rivets to be removed. This product is designed to be safely and easily removed from jeans and other garments using a special tool, making it possible to completely separate it from the fabric.

ONE YKK

Implementing Smart Factories

In terms of manufacturing and technology, we will focus on implementing smart factories that further evolve our existing non-stop/unmanned production lines. YKK founder Tadao Yoshida long-aimed to implement "dark factories" which do not need to be lit because they are fully automated and unmanned. Through the use of digital technologies, we will implement factories which operate 24 hours a day, 365 days a year, and reform employees' ways of working, while connecting manufacturing locations around the world to further advance *monozukuri*.

Expanding our "model factories for production" to locations in various countries and regions

The 7th Mid-term Business Plan aims to implement smart factories through global expansion, solve customer issues, and reform employees' ways of working. The following is a sampling of recent initiatives at our locations in various countries and regions around the world.

Cultivating a culture which embraces new technology is also an important process

YKK Vietnam Co., Ltd.

Cao Van Hoc
FA Group Manager

We are currently promoting a project to optimize picking, transport, and distribution tasks within warehouses in a quick and accurate manner via an automated warehouse system centered around Automated Guided Vehicles (AGVs) and automated conveyers. During the initial implementation phase, there was some hesitation among on-site staff about transitioning from manual processes to automation. However, through careful explanations and training by on-site managers, trust in the system grew, and now everyone is able to handle their duties with confidence. Through this process, I learned many lessons about factory automation and human assets development. I would like to continue fostering a culture of embracing new technologies, actively share information between our various locations, and move forward together with all our employees.

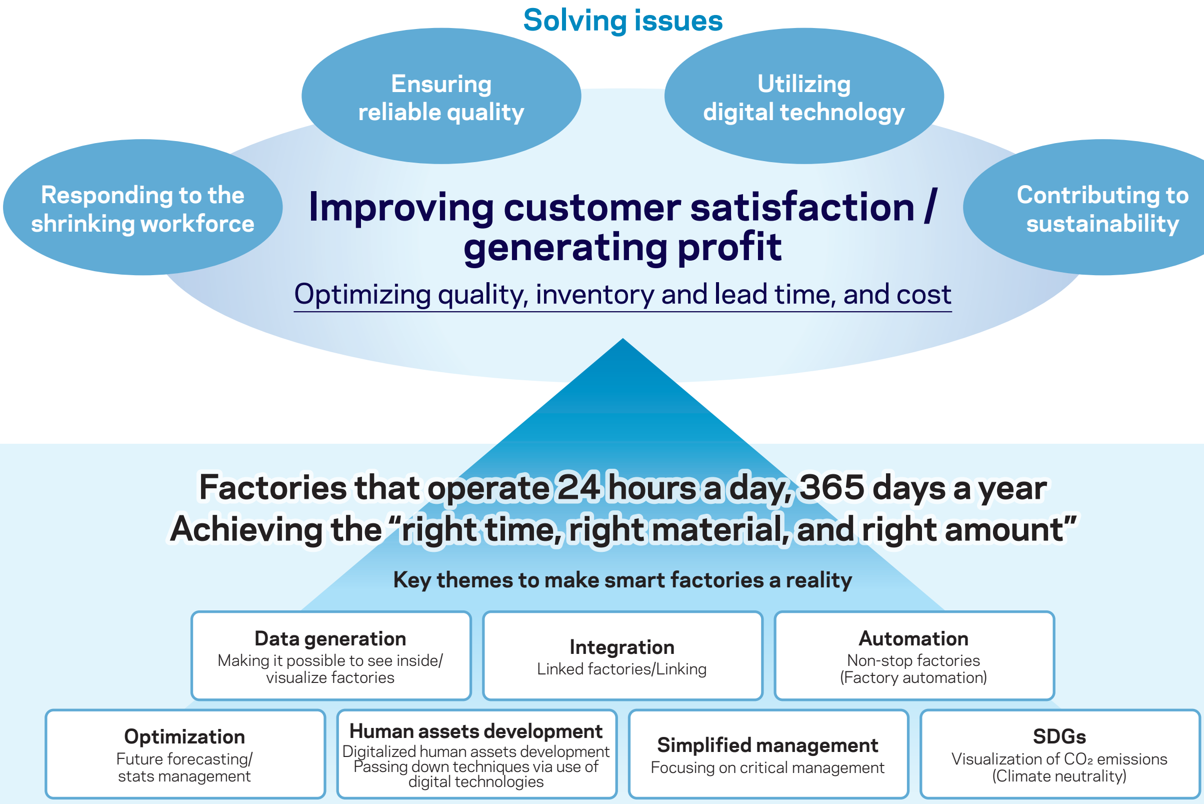
YKK Italia S.p.A.

Riccardo Galli
Finishing Process Manager, Manufacturing Division
Vercelli Factory

Achieving more stable high quality through quality inspections using AI technology

We have introduced and are operating a quality inspection system for cut zippers using AI technology on our production lines. Standardizing quality control using the latest technology eliminates the human error that occurred in conventional visual inspections, while also improving work efficiency and contributing to shorter delivery times and cost reductions. The system's operability has been very well received by employees in the field, enabling them to concentrate on their duties in a better working environment. We have also seen a noticeable improvement in employee awareness of quality. We will continue to work with Japanese engineers to improve the system, striving to deliver the highest quality products that meet our customers' expectations and earn their satisfaction.

Desired Outcomes and Expected Effects of Smart Factory Implementation



Linking automation to the provision of new value to customers and consumers

Hun Hwei Chang
Production Technical DEPT
FA Promotion Team

We have established a new organization to implement smart factories and are promoting the introduction of automated equipment and warehouse management systems. As production speed has increased and large-scale data analysis has become possible, work procedures have simultaneously been clarified, which has enabled even new employees to quickly participate in line work. In addition, by introducing the latest equipment, the barriers between processes have been lowered, and communication between employees has become easier, which I feel has increased the speed of problem solving. Ultimately, I would like to use the results of these activities to create new products that set trends and further satisfy our customers and end consumers.

TPM activities also contribute to changing employee awareness

Sanjeet Kumar
Production Engineering

We are working on TPM* activities throughout the factory, including real-time data collection through the introduction of a POP traceability system, automation of inspections and logistics, and the introduction of RPA. We faced many difficulties when introducing these initiatives, such as concerns about unfamiliar tasks and coordination with existing equipment. However, we have handled them with the belief that combining advanced technology with human-centric design is the key to becoming a strong, intelligent company. These activities have not only improved safety and productivity, but also brought about a significant change in that employees have developed a stronger sense of ownership toward their workplace. Going forward, I think strengthening ties not only within the company, but also with suppliers and customers, will be crucial.

* Total Productive Maintenance

ONE YKK

Increased Employee Engagement

Our employees are the driving force for all our business activities. The concept of Forest Management, as described by the founder, aims to create a vibrant organization that grows autonomously by utilizing the individuality of each tree, just like trees in a forest, and it conveys that YKK's most important assets are its people. For the 7th Mid-term Business Plan, we will create an environment where diverse and talented human assets can thrive globally, thereby improving employee engagement, strengthening our business promotion capabilities, and making contributions to our customers.

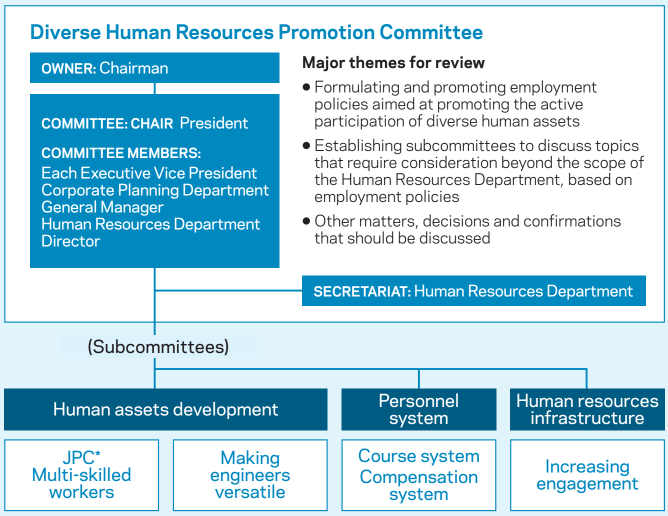
Promotion of the active participation of diverse human assets

YKK strives to create an organization that pursues diversity among employees–regardless of factors such as age, gender, and nationality–and links that diversity to results.

In FY2021, we established the Diverse Human Resources Promotion Committee, with the president as committee chair. We are formulating policies to promote the active participation of diverse human assets, and are discussing measures related to important themes in subcommittees established under said Committee to address human assets development, our personnel system, and human resources infrastructure.

In addition, in FY2021, we introduced a system in Japan that eliminated the mandatory retirement age and allows employees to choose their careers independently, regardless of age. We will continue to implement various measures such as human assets development and skills development.

YKK System For Promoting the Active Participation of Diverse Human Assets



* Japan Company

Global (Fastening Business and other businesses, etc.)

Employees
28,053 people

Group company presidents of foreign nationality
24 people
85 Group companies

Development personnel
(FY2024 performance)
1,025 people

In Japan

Total number of participants in the next-generation leadership training program "Value Creation School"
212 people

Employees who are 60 years old or over
481 people

Average length of service Male / female
18.2 years / **18.3** years

(As of March 31, 2025)

Toward even greater employee engagement (in Japan)

At YKK, where human assets with diverse backgrounds and personalities play active roles, we believe that job satisfaction and vitality of our employees will lead to satisfying customers and gaining their trust, which in turn will enhance the company's corporate value. In order to link increased engagement to improved corporate value, we have revamped our traditional employee awareness survey. Starting in 2023, we have begun conducting surveys that place greater emphasis on improving employee engagement. The analysis results are shared with employees via the intranet, enabling them to understand the company's strengths and weaknesses and develop specific measures to improve.

Measures for increasing engagement introduced to date

- Life design support leave (spouse transfer)
- Expansion of remote working system operations (nursing care, spouse transfer)
- Revision of rules for granting annual paid leave
- Introduction of refreshment leave
- Expansion of the nursing care work system
- Introduction of job return recruitment
- Casual dress code (self-managed business attire) etc.

SURVEY OVERVIEW

Objective	To implement workplace development so that employees can work energetically and vibrantly, we will conduct surveys that focus on improving employee engagement and use those results to promote autonomous actions aimed at improving the workplace
Implementation period	Once a year (FY2024: May 13 to May 29)
Survey method	Internet
Response rate	Approximately 98%
Survey items (examples)	• Expectations and level of satisfaction with regard to the company, superiors, and the workplace • Overall level of satisfaction with the company, superiors, and the workplace • Company-related opinions and requests

Observed strengths and weaknesses

Strengths

Company policies and benefits, support from superiors, and cooperation within the workplace

Weaknesses

There are issues with openness, appropriate recruitment and deployment, adequate facilities, environment, and activities for future change

Response

- Disclosed results to general employees and managers
- Held workshops for managers on how to interpret results, create improvement action plans, and implement them
- Created and implemented improvement action plans for each workplace
- Continued the response by the Diverse Human Resources Promotion Committee

Aiming to be a company where many employees can experience the joy of working

In this employee engagement survey, we confirmed improvements in "ease of work," which we have been focusing on, but it also highlighted remaining issues in terms of employee expectations and their satisfaction with the content of the work they do. The Diverse Human Resources Promotion Committee's subcommittee for increasing engagement includes members from across departments, and we hope to consider effective measures from a variety of perspectives. After the survey, we held workshops for the heads of each workplace, and we feel that improving engagement in their own departments is becoming a personal matter for them. So that as many employees as possible will feel the joy of working for YKK, we will continue to deepen discussions and move forward with our efforts to gain their trust, confidence, and conviction.

Sayuri Tanaka
General Manager of the HR Planning Group
Human Resources Department,
Administration Division

Yoshio Shinoda
Vice President,
Human Resources Department,
Administration Division

Hiroaki Otani
Chairman

Jessica Cork
Vice President,
Global Engagement Office,
Corporate Planning Department

ONE YKK
ROUNDTABLE DISCUSSION

Our People Are YKK's Core
— Advancing Global Human Capital —

Strengthening human capital is a key theme of the 7th Mid-term Management Plan (the 7th Mid-Term Plan), which began in 2025. How will we develop the human assets who will drive YKK's future expansion, based on the YKK Philosophy of the CYCLE OF GOODNESS®? Chairman Hiroaki Otani, Vice President Yoshio Shinoda of the Human Resources Department, and Vice President Jessica Cork of the Global Engagement Office engaged in a discussion about that question.

Key Drivers Behind YKK's Talent Development

——YKK has various teachings pertaining to talent development that were left by the founding president, and they are passed down even today. From among those teachings, what sayings do you feel strongly about?

Otani "You carry the front, I'll carry the back" is a phrase that deeply resonates with me and reflects a strong passion for talent development. To nurture people, you must trust them, delegate responsibilities, and allow them to gain valuable experiences. Supporting them from behind is equally important. I believe this mindset is timeless and universally applicable.

Cork For me, it's "Let's think of Japan as a province of the country called Earth" and "People – go out into the world and open your eyes. Young people – be inspired." Our founder had a global perspective from early on, and I find it truly inspiring that these words were spoken. I believe the reason the YKK Philosophy of CYCLE OF GOODNESS® is beloved by employees around the world today is precisely because of this inclusive mindset.

Shinoda My favorite saying is "Do not fear failure; experience builds success," which is also one of the Core Values. In 2008, I was posted to YKK Zipper (Shenzhen) Co., Ltd. in the South China region as a human resources specialist and was assigned a project to introduce a manufacturing human resources system by Mr. Otani, who was the president of YKK Zipper (Shenzhen) Co., Ltd. at the time. Although I had only been in the role for a few months, I was able to take the plunge and try to solve problems in the manufacturing sector. Looking back, I remember that it was exactly as the quotations said: "You carry the front, and I'll carry the rear," and "Do not fear failure; experience builds success."

Strengthening Human Capital
—— Key Points for the 7th Mid-term Plan

—— Please reflect on the past in terms of strengthening human capital and improving employee engagement.

Otani For the three years of the COVID-19 pandemic, YKK experienced hardships in many countries/regions, including unavoidable closures. In this context, we shared the Management Policy of "not inflicting losses on employees" across all companies and protected their employment. We were able to move forward with our employees all over the world precisely because we had a clear policy: the CYCLE OF GOODNESS®. At the same time, I was also reminded that the CYCLE OF GOODNESS® clearly shows us the significance of our existence in society, and who we are as YKK.

Shinoda A major endeavor in terms of our human resources policy was abolishing the mandatory retirement age system in Japan in 2021 as part of the "Challenge to Change the Way We Work" project.

Furthermore, starting in FY2022, we put the Diverse Human Resources Promotion Committee into full operation and also made efforts to promote multi-skilled workers in the manufacturing sector. We also reviewed the rules for granting annual paid leave, and introduced refreshment leave and a job return system in Japan. We have made considerable progress in the last four years in terms of systems, with remote work and flexible working systems becoming more normal. Instead of all employees aiming for the same goals, as in the past, we are building a system where everyone can achieve their own goals, with "autonomy" as the key word.

—— Given the current situation, how do you perceive the challenges we face in this 7th Mid-term Plan?

Cork To improve employee engagement, the first step is to help employees feel that their work is meaningful - and to ensure that their supervisors actively support them in discovering and deepening that sense of meaning together. We also need to take a look from different perspectives, such as whether employees feel valued and supported by colleagues and supervisors, and whether there are opportunities for growth.

When it comes to developing global talent, cultural differences are another key factor. Behaviors can vary by country or region. For example, Japan has a culture where things are often understood without being explicitly stated, but this doesn't apply in the U.S., where expressing gratitude clearly in words is expected.

In the long run, we want to increase opportunities for YKK employees around the world to work outside of their own countries. I believe that YKK's unique strength in "Forest Management" and the philosophy of allowing diverse talent to grow by leveraging their individual characteristics also contribute to improving engagement.

Shinoda During the 7th Mid-term Plan, we want to implement an approach in which all YKK employees around the world can work organically as one. We would also like to systematically promote the form of YKK employees from all over the world working outside of their own countries, as described by Ms. Cork, while pooling human assets.

What Should the Ideal Employee Look Like as We Approach Our 100th Anniversary?

—— As we approach 2034, our 100th anniversary, tell us your thoughts on what YKK employees should be, and what kind of company YKK should aspire to be.

Shinoda For the 100th anniversary and beyond, I hope that employees will keep the YKK Philosophy of the CYCLE OF GOODNESS® and the Management Principle with them as their spiritual axes. In these uncertain times, we want them to be adaptable and able to cope with change.

Cork We want to make YKK a company where each and every employee around the world puts the CYCLE OF GOODNESS® into practice. We also want to foster an inclusive corporate culture that embraces diverse talent and a climate where all employees are respected, and can continue to grow while taking on challenges.

Otani YKK always has been extremely focused on people. At the end of the day, a company is its people. I believe that if we can increase the number of employees who love the company and take pride in it, are highly ambitious, and enjoy their jobs, we are sure to see results. The development of employees is directly linked to business growth. This is exactly the mindset of Forest Management: the growth of individual trees enriches the forest.

From this perspective, we want to develop leaders who can increase engagement within teams that share common goals - leaders who can say, "Even if you fail, I will support you, so go ahead and take on the challenge." I myself have made mistakes and been supported by many people, but I don't want to simply say, "I was lucky to have had great managers." If we develop more outstanding leaders like that, we will be able to cope with any changes in the future, and results will naturally follow. That's why I want to invest even more in developing our people.

Management Founda

Enhancing the Management Foundation

Sustainability

Management Foundation Based on the YKK Philosophy

- Corporate Governance / Messages from the Outside Audit & Supervisory Board Members
- Risk Management / Compliance / Intellectual Property Management

Key Financial and Non-Financial Highlights

tion

YKK's purpose as a company is to co-exist and co-prosper with all of our stakeholders, and to contribute to the creation of a sustainable society. We will implement management based on the YKK Philosophy of the CYCLE OF GOODNESS®, and continue focusing on sustainability initiatives and strengthening corporate governance.

(Photo) YKK Center Park Furusato-no-Mori (Hometown Forest) (Kurobe City, Toyama Prefecture)
Obtained certification from the Ministry of the Environment as a Nature Coexistence Site for the first time in October 2023.

Sustainability

Management Centered on Sustainability: – YKK Sustainability Vision 2050 –

To contribute to solving the environmental and human rights issues caused by mass production, mass consumption, and mass disposal in the fashion industry, and bring about a sustainable society through business activities, YKK formulated the YKK Sustainability Vision 2050 in October 2020, and is aspiring to accomplish five themes – climate change, material resources, water resources, chemical management, and respect people – as well as associated SDGs.

October 2020

YKK Sustainability Vision 2050 was announced
Established five priority issues: climate change, material resources, water resources, chemical management, and respect people

↓

August 2024

Revised the YKK Sustainability Vision 2050
In addition to climate change, new KPIs were added to further accelerate efforts to make biodiversity and a circular society a reality

Comment from executive in charge

Accelerating efforts to implement a circular society

We can say that sustainability is encoded in YKK's very DNA, in the form of the YKK Philosophy of the CYCLE OF GOODNESS® and its proposition that "no one prospers without rendering benefit to others." In addition to climate change, we will strongly focus on resolving issues related to resource recycling, including biodiversity and promotion of the use of sustainable materials. We will actively work to make a circular society a reality throughout our supply chains, while appropriately disclosing supporting data such as LCA evaluations.

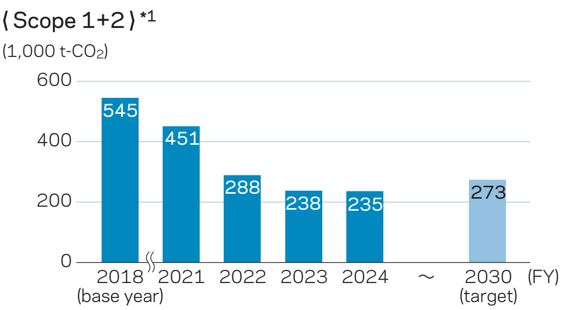
Asako Yoshioka
Vice President,
Sustainability Department
Operating Officer

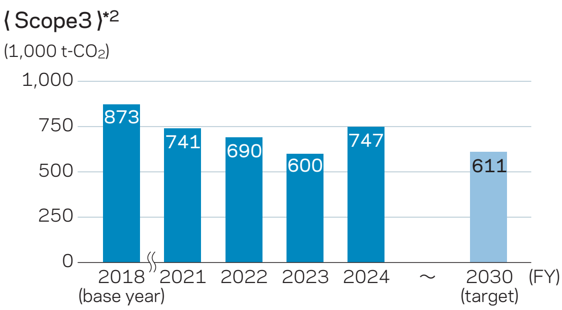
Activity Highlights for FY2024

- Obtained validation by the SBTi Net-Zero Standard
- FY2024 CDP Climate Change Program Recognized with the highest A List rating (two years in a row)
- CDP Supplier Engagement Rating Received Supplier Engagement Leader (three years in a row)
- Sustainability-related investment (capital investment) ¥8.4 billion (FY2025 plan)

As a company that has endorsed the Task Force on Climate-Related Financial Disclosures (TCFD), YKK discloses information in accordance with its recommendations. Read the Data section for more information.

CO_2 emissions performance





*1, *2: GHG emissions performance in FY2021, FY2022, and FY2023 (Scope 1 and 2 emissions, as well as Scope 3 emissions in categories 1, 2, and 3) underwent third-party verification by SGS Japan Inc.

For details on the scope of verification, please refer to the verification report.
https://www.ykk.com/english/csr/eco/report/verification/

Life Cycle Assessment (LCA)

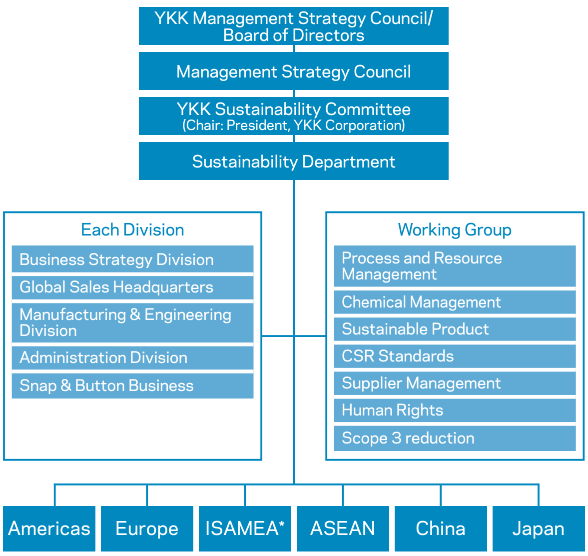
In 2023, YKK set up a specialized department for estimating environmental impact (LCA). We are striving to visualize and quantify our progress towards achieving the goals laid out in the YKK Sustainability Vision 2050, as well as our contributions to reducing the environmental impact of our customers, by calculating the environmental impact of products manufactured by YKK. We are gradually releasing information about the environmental impact of YKK products on the Higg Material Sustainability Index (MSI).

Sustainability Management

Promotion Structure

YKK has established the YKK Sustainability Committee, chaired by the President of YKK, to work toward achieving the goals of the "YKK Sustainability Vision 2050." Specialized subcommittees have been formed for each theme to address specific issues. Overseas, sustainability committees for each region have been established since FY2021, mirroring the committee structure at Headquarters, in order to disseminate and implement Headquarters' sustainability policies and measures, thereby establishing a global system to handle the demands of customers and society. In addition, in order to enhance our efforts to respond to growing demands for biodiversity and information disclosure, we set up a new sub-group for biodiversity within the Process and Resource Management Working Group in FY2025.

Sustainability Promotion Structure



* India/South Asia/Middle East/Africa

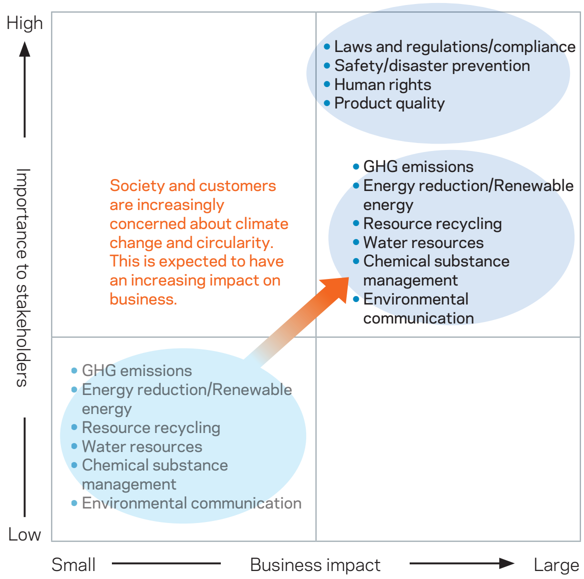
Sustainability Committee Meeting Results

Meeting No.	Month	Content
#1	May 2024	Reports about the policies and activity plans of working groups (WGs) and about efforts undertaken by Sustainability Committees in each region (such as climate change initiatives)
#2	September 2024	Reports about the priority measures of each WG and the progress of other priority measures
#3	March 2025	Reports about the priority measures of each WG, activity policies for the 7th Mid-term, and activity plans for next fiscal year

Process for Formulating the Vision

Based on a materiality analysis through industry initiatives and dialogues with customers and NGOs, YKK determined five themes as priority issues for dealing with environmental and social challenges: climate change, material resources, water resources, chemical management, and respect people.

Materiality Analysis (Identifying Priority Issues)



Organization Memberships/Initiatives, etc.

(As of March 31, 2025)

- Joined Cascade (formerly known as the Sustainable Apparel Coalition) September 2018
- Signed the Fashion Industry Charter for Climate Action March 2020
- Signed the Net-Zero Recovery statement May 2020
- Joined the Textile Exchange September 2020
- Acquired 1.5°C target commitment certification under the Science Based Targets initiative (SBTi) March 2021
- Joined the Japan Sustainable Fashion Alliance September 2021
- Joined the Ellen MacArthur Foundation Network April 2022
- Joined the 30by30 Alliance for Biodiversity August 2022
- Signed the United Nations Convention on Biological Diversity (CBD) COP 15 Business Statement for Mandatory Assessment and Disclosure October 2022
- Joined Accelerating Circularity January 2023
- Joined METI's GX League May 2023
- Joined the Japan Climate Leaders' Partnership (JCLP) May 2023
- Joined METI's Circular Partners (CPs) November 2024

YKK sustainability vision 2050

– Action plan for Net-Zero GHG emissions and Coexistence with nature

Theme/Policy	Goal
Climate change **Develop business activities to combat and respond to climate change** To combat global climate change, YKK commits to GHG emissions reduction targets to achieve climate neutrality by 2050 and support the Paris Agreement, which seeks to limit global warming to 1.5°C above pre-industrial levels. Additionally, YKK will adapt to climate change and respond by developing stable business activities.	(By 2030) ▪ Reduce emissions of CO_2 and other GHGs in our company and supply chains. Scope 1+2: 50% reduction* Scope 3: 30% reduction* ▪ 100% renewable energy ratio for power consumption. (By 2050) ▪ Aim for zero GHG emissions (Net Zero). ▪ Reduce energy consumption through improved manufacturing methods and equipment, streamlined operations and processes. ▪ Install renewable power sources at Fastening Business locations where feasible. ▪ Reduce our Scope 2 emissions by purchasing external renewable energy where possible. ▪ Reduce our Scope 3 emissions by switching to more sustainable materials. ▪ By 2025, abolish all coal use in YKK facilities. ▪ Reduce risks associated with climate-related disasters (flooding, heat waves, reduced precipitation, etc.) ▪ Build supply chains that take climate change-related disaster risks into account.
Material resources **Achieve manufacturing that increases the sustainable use of resources** In the Fastening Business, we will reduce the environmental impact of the products that we make and the packaging that we use, and shift to sustainable materials, in order to reduce waste and the use of petroleum derived materials throughout the lifecycle of our products. We will help achieve a circular society, protect ecosystems, and engage in enriching activities.	(By 2030) ▪ Switch to 100% sustainable textile materials for fastening products (recycled materials, naturally-derived materials, etc.). ▪ Replace all vinyl/plastic packaging materials with sustainable packaging, including recyclable/reusable forms, in the Fastening Business. ▪ Sustain a waste recycling rate of at least 90%. ▪ Reduce the amount of waste to be landfilled or incinerated at all production sites. ▪ Promote procurement that takes biodiversity (environmental issues) into account. ▪ Contribute to resource recycling by implementing manufacturing and product design that reuses resources and avoids producing waste. Focus product design on improving durability, making products repairable and recyclable. ▪ Develop fastening product resource recycling technologies. ▪ Engage in ecosystem conservation activities.
Water resources **Achieve sustainable use of water** With the goal of sustainable water usage, reduce the load on local communities and ecosystems by reducing water intake and strengthening wastewater management according to regional circumstances.	(By 2050) ▪ Reduce water intake by 30%* ▪ Reduce water intake through initiatives such as streamlined use/reuse of water. ▪ Strictly manage wastewater at all manufacturing sites in accordance with government regulations and YKK in-house standards, which are based on industry standards such as ZDHC (Zero Discharge of Hazardous Chemicals). ▪ Reduce water risks at manufacturing sites.
Chemical management **Management and reduction of chemical substances** We will work to minimize the impact on the natural environment and people by appropriately managing and reducing the amounts of chemical substances we used to help ensure a healthy environment for future generations.	(By 2030) ▪ Promote reductions of harmful chemical substances. ▪ Establish our own standards (YKK RSL) for managing the use of chemical substances in all products and manufacturing processes, and promote the reduction of harmful chemical substances via ongoing risk communication with stakeholders. ▪ Ensure compliance with industry standards utilizing OEKO-TEX. STANDARD 100 and AFIRM RSL for products standards, and our own standards based on ZDHC MRSL for manufacturing process management standards. Mandate compliance with industry standards at our locations around the world. ▪ Develop new production methods that reduce the use of hazardous chemical substances and that lower environmental impacts while maintaining product quality. ▪ Formulate air and soil pollution countermeasures when using hazardous chemical substances. Help protect the global environment through use of these countermeasures.
Respect people **Upholding human rights and ensuring fair, safe work environments** YKK believes in the universal philosophy of respecting the dignity and rights of all human beings and is committed to contributing to a diverse and sustainable society.	▪ By valuing diversity, being inclusive, respecting human rights, and improving the work environment, we will create better and safer workplaces throughout our supply chains. We will ensure that everyone can work with peace of mind, make the most of his or her individuality, and lead a healthy and happy life. ▪ Enact improvements based on changing societal demands and implement ongoing YGCC audits based on the YKK Philosophy of the CYCLE OF GOODNESS® and UN Guiding Principles on Business and Human Rights.

* from FY2018 baseline
* OEKO-TEX is a registered trademark of ÖTI-Institut für Ökologie, Technik und Innovation GmbH.

YKK's Higg Index Certification is disclosed here.
External audit: evaluation results by location https://www.ykkfastening.com/sustainability/higg.html

SDGs	FY2024 results	FY2025 plan
7, 13	• Scope 1+2 GHG emissions: 234,679t (57.0% reduction from FY2018 baseline) • Scope 3 GHG emissions: 747,276t (14.4% reduction from FY2018 baseline) • Renewable energy ratio of all power consumption: 61.2% • Locations running on 100% renewable energy: 45 • Solar power generation facilities in operation: 7 (34 sites in total) • Arranged for replacement equipment to phase out coal-fired boilers	• Continue carrying out initiatives that aim to achieve the FY2030 emission reduction targets based on the SBTi certification to limit the temperature rise due to climate change to less than 1.5°C, and to reduce emissions that exceed that threshold • Scope 1+2 GHG emissions: 385,082t or less (29.4% or more reduction from FY2018 baseline) • Scope 3 GHG emissions: 720,408t or less (17.5% or more reduction from FY2018 baseline) • 9 solar power generation facilities planned • Introduce alternative equipment that does not use coal
12	• Proportion of sustainable materials: 48% (up 10 points year-on-year) • Switched to sustainable packaging materials: 20% across all companies[*1] • Waste recycling rate: 93.9% (up 2 points year-on-year) • Solely targeted suppliers with "The Copper Mark" certification[*2], and encouraged non-certified suppliers to obtain certification • Announced NATULON Plus® zipper with Recycled PET Open Part, made with PET to enable garment recycling for a circular society • Started selling new Revived Renewal Components so that YKK zippers can be used for longer durations • Conducted trials at the Kurobe Plant towards practical application of an in-house recycling system for the copper alloys and zinc alloys used in zippers • Conducted tree-planting activities and clean-up activities	• Proportion of sustainable materials: 58% • More switchovers from plastic packaging materials to sustainable alternatives • Solely target suppliers with "The Zinc Mark" certification[*4] in addition to "The Copper Mark" certification, and encourage non-certified suppliers to obtain certification • Plan to begin sales of NATULON Plus® zipper with Recycled PET Open Part, made with PET to enable garment recycling • Expand the lineup of Revived Renewal Components • With regard to the in-house recycling system for the copper alloys and zinc alloys used in zippers, launch operations at the Kurobe Plant and conduct verification towards practical application at overseas locations • Implement community-based ecosystem conservation activities
6	• Water intake: 10.638 million t (7.5% reduction compared to FY2018) • Water intensity: 3.2% increase[*3] (compared to FY2023) • Introduced production facilities that will lead to reduced water consumption, as well as two new water recycling facilities (15 sites in total) • Wastewater quality management based on ZDHC Wastewater standards • Conducted activities to reduce water risks	• Water intensity: 2% reduction (compared to FY2024) • Continue to introduce production facilities that will lead to reduced water consumption, as well as new water recycling facilities (3 in total) • Wastewater quality management based on ZDHC Wastewater standards • Conduct activities to reduce water risks
14, 15	• Informed suppliers about the YKK RSL (2024 version) and conducted compliance surveys (1,793 companies) • Conducted annual revisions of the YKK RSL (2025 version) based on social and customer needs • Conducted tests to monitor status of compliance with the OEKO-TEX® STANDARD 100 certification (44 companies) and the AFIRM RSL (39 companies) • Introduced and deployed InCheck reports for ZDHC MRSL compliance assessments (17 companies) • Selected alternative materials for non-compliant materials in the YKK RSL (2024 version) and promoted the development of materials, manufacturing processes, etc. • Formed a company-wide, cross-departmental organization for non-compliance with the YKK RSL • Started establishing rules for regular inspections and conducting them at chemical management sites to prevent soil pollution	• Inform suppliers about the YKK RSL (2025 version) and build awareness, together with conducting compliance surveys • Conduct annual revisions of the YKK RSL (2026 version) based on social and customer needs • Conduct tests to monitor status of compliance with the OEKO-TEX® STANDARD 100 certification and the AFIRM RSL • Maintain and improve compliance rates with ZDHC MRSL, and expand the scope of substances subject to compliance surveys • Select alternative materials for non-compliant materials in the YKK RSL (2025 version) and promote the development of materials, manufacturing processes, etc. • Reliably conduct regular inspections at chemical management sites to prevent soil pollution
5, 8, 10, 16	• Established a weekly management system for working hours at each manufacturing location • With regard to identifying and assessing the risk of human rights violations according to the YKK Global Criteria of Compliance (YGCC), implemented self-checks at all applicable locations (51 locations) and on-site audits conducted by a third-party organization (24 locations)	• Continue to promote compliance with guiding principles regarding business and human rights • Consider and establish mechanisms that should be put in place as a company regarding access to relief • Strengthen the audit system through systematization of the YGCC

*1 Numerical corrections were made due to revision of the calculation method. Not expected to be used in FY2025.
*3 Due to the use of water resources for environmental measures at the Kurobe Makino Plant in FY2024.
*2 The Copper Mark certification is an international framework for responsible production and contributing to the UN SDGs in the copper industry.
*4 The Zinc Mark certification is an international framework for responsible production and contributing to the UN SDGs in the zinc industry.

Initiatives Toward Achievement of the YKK Sustainability Vision 2050

climate change

GHG emissions
Scope 1+2:
57.0%
reduction
Scope 3:
14.4%
reduction
(from FY2018 baseline)

In FY2024, the YKK Group reduced its GHG emissions (Scope 1+2) by 57.0%, far surpassing its reduction target of 25.2% or more in comparison to FY2018, which was certified under the Science Based Targets initiative (SBTi) to limit global warming to 1.5°C. This is largely thanks to measures that include broader adoption of energy-saving production equipment and plant infrastructure, as well as the installation of solar power generation systems. As a result of actively introducing renewable energy, we were able to increase the number of sites that have shifted purchased power to 100% renewable energy by eight locations compared to FY2023, and YKK now has 45 locations solely using renewable energy worldwide. We are also pushing to reduce GHG emissions by purchasing renewable energy certificates, and the renewable energy-derived electricity ratio of all power consumption was 61.2%.

In addition, by promoting the use of recycled polyester materials through a shift to and increase in sales of the NATULON® zipper series and other means, we reduced GHG emissions by about 21,134 metric tons compared to using virgin materials; however, in FY2024, Scope 3 emissions increased in line with the increase in production volume. In the future, we will also work to reduce emissions by moving forward with a shift to recycled materials for the main materials used in our fastening products.

Solar power generation facilities (YKK Korea Co., Ltd.)

material resources

48%
Proportion of sustainable materials (Total meters)
(FY2024)

93.9%
Waste recycling rate
(FY2024)

Sustainable Materials for Fastening Products

In FY2024, we enhanced the NATULON® zipper series product lineup using recycled materials and promoted a shift to said materials, mainly for apparel, resulting in 48% of all products sold being made from sustainable materials. Going forward, we will continue to promote switchovers to the NATULON® zipper series and sales of bio-based zippers such as GreenRise® with the goal of raising this percentage to 58% in FY2025, which will also contribute to reducing Scope 3 GHG emissions.

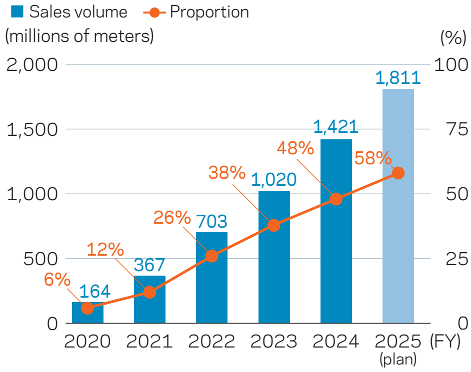
Contributing to resource recycling

⟨Easily Recycling⟩ We announced NATULON Plus® zippers with Recycled PET Open Parts, which utilize PET materials to the fullest extent, and are moving forward with launch preparations.

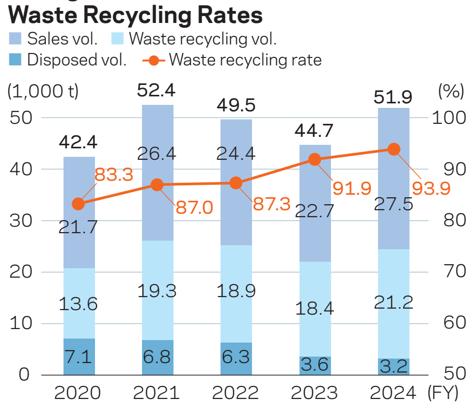
⟨Repair⟩ We launched the new Revived Renewal Components, which are working to extend the life of textile products by using YKK zippers for longer periods of time.

⟨Material Resources Recycling Initiative (zip TO zip™)⟩ We conducted trials at the Kurobe Plant towards practical application of an in-house recycling system for the copper alloys and zinc alloys used in YKK zippers. We developed recycling technology, introduced equipment, and established operational procedures to demonstrate that metal scraps generated internally can be properly processed and used as recycled material.

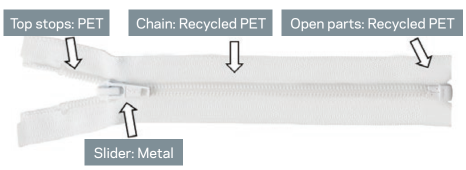
Volume and Proportion of Sustainable Materials Sales



Changes in Waste Emissions/ Waste Recycling Rates



NATULON Plus® Zippers with Recycled PET Open Parts



Details regarding "Easy Recycling" and "zip TO zip™" are listed in the Data section.

*According to the definition of "recycling" under Japanese law, it includes both material recycling and thermal recovery.

Details regarding FY2024 initiatives are listed in the Data section.

water resources

7.5% reduction
Water intake reduction rate
(from FY2018 baseline)

In FY2024, at two companies, we introduced production equipment that consumes less water and new water recycling facilities. As a result, we reduced water intake by 10.638 million tons (a 7.5% reduction compared to FY2018). In addition, in order to ensure the sustainable use of water resources – important regional assets – for future generations, we conduct surveys once a year using the in-house YKK standard, our water risk checklist. We promoted activities to reduce water risks and strengthened our response to risks at six sites that were assessed in FY2023 as having high water risks.

In terms of wastewater management, we have established strict internal standards that exceed the legal regulations of each country and comply with wastewater quality standards. Furthermore, starting FY2024, we introduced the ZDHC Wastewater Guidelines – chemical substances management standards for the apparel industry – as water quality management indicators at all of our global locations. In order to strengthen the technical and management aspects of our wastewater treatment, we conducted wastewater treatment assessments and provided technical guidance at 12 overseas locations.


Water recycling facilities
(YKK Vietnam Co., Ltd. Dong Van Factory)

chemical management

27% reduction
Percentage of unit sales in the brass sliders category that were produced using AcroPlating® technology
(up three points year-on-year)

In FY2024, we surveyed 1,793 suppliers about their compliance with the YKK Restricted Substance List (RSL), which is based on chemical substance regulations, laws, and industry standards related to fastening products. We revise the YKK RSL annually to reflect social and customer needs, and we have continued to inform suppliers through the 2025 version and conduct compliance surveys. We have established a new Chemical Management Working Group to enhance and promote our response to materials that are not in compliance.

In addition, regarding chemical substances used in the production process, we have expanded the locations where we conduct surveys regarding compliance with the Manufacturing Restricted Substance List (ZDHC MRSL), the industry standard for hazardous chemical substances. By promoting the switch to safer chemicals, we are working to minimize their impact on the natural environment and our employees who handle them.

In terms of new manufacturing technology to eliminate hazardous chemical substances, we have expanded our lineup of products made with the AcroPlating® technology, a revolutionary plating technology for brass that eliminates 100% of hazardous substances such as cyanide, chromium, and selenium. The percentage of units sold in the brass sliders category that were produced using AcroPlating® technology increased to 27% in FY2024 (an increase of three points year-on-year).

respect people

Building structures for **respecting human rights** based on international standards

In an effort to continually reduce the risk of human rights violations, YKK performs YKK Global Criteria of Compliance (YGCC) assessments at all applicable locations to grasp the CSR status of suppliers and other business partners, and conducts activities to identify and reduce risks.

In FY2024, in addition to managing and complying with traditional working hours in accordance with the laws of each country at all manufacturing sites in the Fastening Business, we established a working hour management system with a maximum of 60 hours per week, as required at manufacturing sites in the textile industry. In addition, in order to comply with the complaint handling mechanism required by the UN Guiding Principles on Business and Human Rights, we reorganized our traditional contact point for business partners and turned it into the YKK Group Stakeholders (Business Partners, etc.) Contact Point, which is compliant with the core requirements of Principle 31.

YKK Group Human Rights Policy
https://www.ykk.com/english/csr/responsibility/humanrights/

Sustainability-related investment (capital investment)
¥8.4 billion (FY2025 plan)

Management Foundation Based on the YKK Philosophy

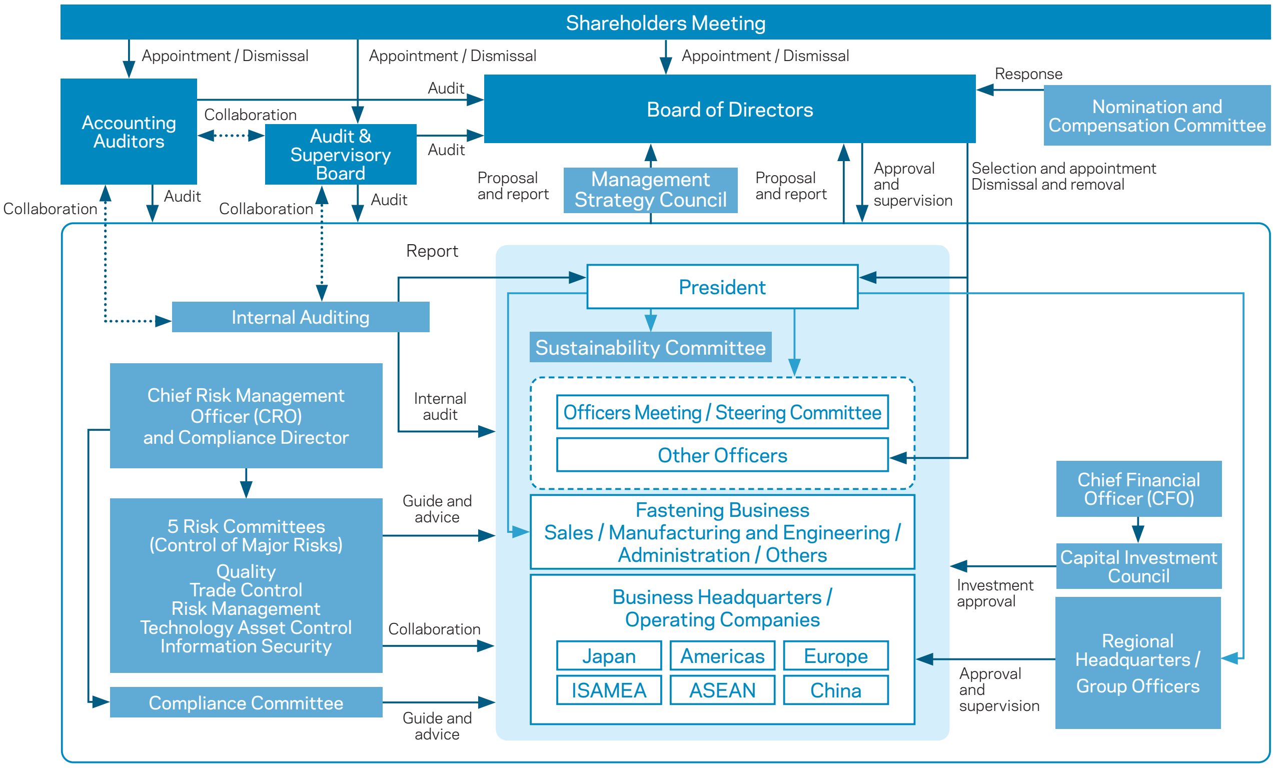
Corporate Governance

Fundamental Approach and System

The philosophy of the YKK Group in conducting our corporate activities is based on the CYCLE OF GOODNESS®. In other words, "No one prospers without rendering benefit to others." This principle of consistent fairness is the foundation of all our management activities. In accordance with this thinking, we work to implement comprehensive corporate governance systems with the goal of further enhancing our corporate value.

The governance structure of the Fastening Business, which is the mainstay of YKK Corporation, is as follows.

Fastening Business Corporate Governance Structure



Internal Control Systems Related to the Execution of Operations

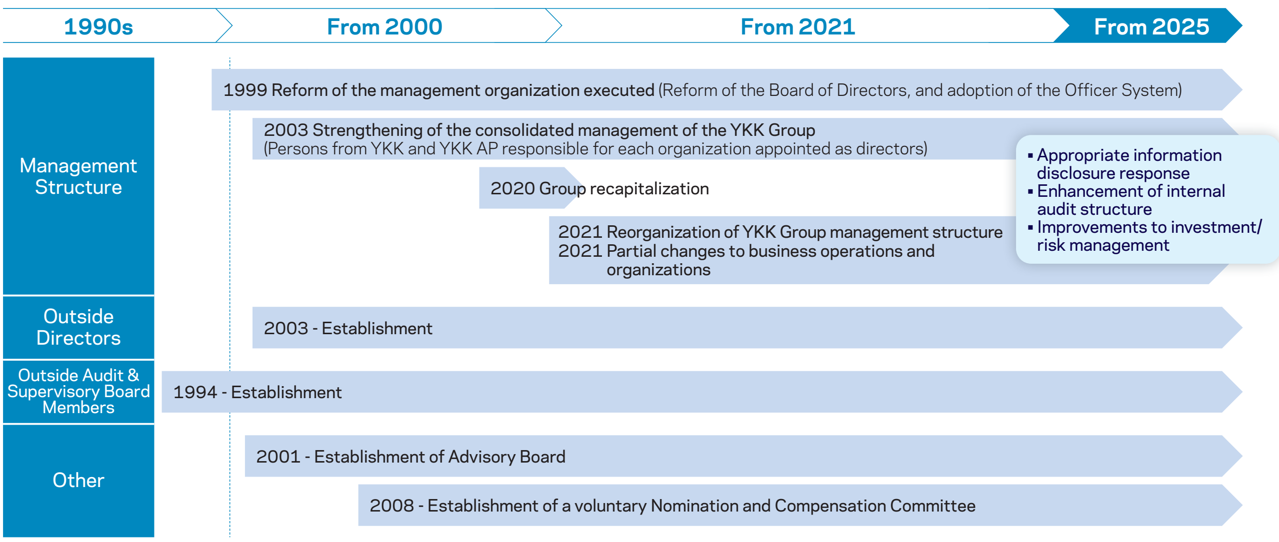
- The company's directors establish the Board of Directors regulations and other necessary internal rules and otherwise conduct business appropriately in compliance with laws, regulations, and the articles of incorporation.
- The company ensures prompt decision-making and business execution – while appropriately supervising the status of business affairs – by separating management decision-making and supervision from business execution.
- The company established its Management Strategy Council to make careful decisions after thoroughly discussing, from multiple perspectives, the YKK Group Management Principles, management policies, management strategies, and important matters for resolution by the Board of Directors, etc.
- Important committees are established to appropriately deliberate, manage, and oversee important issues related to management. The Sustainability Committee, which was established in FY2021, reports to the Management Strategy Council – under which it was established – on the progress of relevant policies from the perspective of achieving the YKK Sustainability Vision 2050 targets, based on the basic policy of contributing to the creation to creating a sustainable society.
- As for the management structure in the Fastening Business, there is a clear separation between role of governance by the regional headquarters and the role of promoting business through supervision in each business region in light of the characteristics, etc., of products and commercial distribution.

The status of the internal control structure and operation has been disclosed on page 43 of the 90th annual securities report. (in Japanese only)
https://www.ykk.com/corporate/financial/securities/

Overview of Individual Meetings and Committees, and the Status of Meetings Held

Name	Structure, etc.	Overview	Number of meetings
Board of Directors	Composed of 10 directors, including two outside directors	In addition to the roles stipulated in the Companies Act, the Board of Directors formulates management policy, allocates management resources, and supervises business execution by the vice presidents. In FY2024, provided a wide range of oversight from overseeing the YKK Group's basic management policies, mid-term management plans and annual business plans to important investments, basic policies on personnel systems, risk management, basic compliance polices and all other matters related to decision-making and the progress of business execution by the directors and vice presidents of YKK and its subsidiary companies.	13 times
Audit & Supervisory Board	Composed of four Audit & Supervisory Board Members, including three outside Audit & Supervisory Board Members	The company has an Audit & Supervisory Board, which generally convenes once a month to hold meetings, or when necessary. In FY2024, formulated auditing policies and audit plans, confirmed the status of establishment and operation of internal control systems, evaluated accounting auditors, etc.	15 times
Nomination and Compensation Committee	Composed of five members, including two outside directors (not including persons who serve concurrently as vice presidents)	Established as an advisory committee for the Board of Directors. Has been set up to deliberate on policy and systems related to the compensation of directors, vice presidents, etc., criteria and amounts of compensation, establishment, revision, and abolition of internal rules for compensation, and matters related to evaluation of performance, etc., then report those results to the Board of Directors. For FY2024, reviewed the nomination of candidates for director and corporate auditor, appointment of vice presidents and specialized officers, revisions to internal rules, reviews of performance evaluations, and other such matters.	11 times
Management Strategy Council	Composed of management and executive members	Has been established to make careful decisions after thoroughly discussing, from multiple perspectives, the YKK Group Management Principles, management policies, management strategies, and important matters for resolution by the Board of Directors, etc.	13 times
Five Risk Committees	Chaired by the Chief Risk Management Officer (CRO)	Five risk committees have been established according to the type of risk: the Quality Committee, the Trade Control Committee, the Risk Management Committee, the Technology Asset Management Committee, and the Information Security Committee. These committees are responsible for making policy decisions related to each risk, and supervising executive departments.	3 times/ Each committee
Compliance Committee	Chaired by the Chief Risk Management Officer (CRO)	Established to develop appropriate compliance promotion activities in each organization. In FY2024, committee activities focused on reporting and discussing compliance activities and priority measures in each business and region, as well as the results of the YKK Global Criteria of Compliance (YGCC) audit.	1 time
Investment Committee	Chaired by the Chief Financial Officer (CFO)	Established to appropriately manage investment risks in the YKK Group.	12 times

History of the Strengthening of Corporate Governance



Messages from the Outside Audit & Supervisory Board Members

Towards the strengthening of corporate governance

— The YKK Management Principles and governance from the viewpoint of outside Audit & Supervisory Board members —

Evaluating internal controls as a global company

Saeko Arai
Outside Audit & Supervisory Board Member

After working in accounting audit and taxation at several accounting firms, Ms. Arai launched an IT venture company with her co-founder and became the first female CFO of a Japanese company. Worked to build the company's accounting, general affairs, and human resource systems from the ground up, and was involved in business planning, capital policy, and fundraising, among other endeavors. Has served as CFO, director, and advisor in the hotel wedding and environmental energy industries. Currently serves as Representative for Acuray, Inc., Outside Audit & Supervisory Board Member for teamS Inc., Outside Audit & Supervisory Board Member for Kao Corporation, Deputy Chairman of the Lifelong Health and Wellness Association, Professor at Hakuoh University, and Independent Director at KONICA MINOLTA, INC.

Establishing a high-level system despite being a non-listed company

Hikaru Minami
Outside Audit & Supervisory Board Member

Was involved with finance and accounting at Marubeni Corporation, and has served as Director at Daiei, Inc., in addition to the roles of Vice President, Managing Executive Officer, Representative Director and Managing Executive Officer, Audit & Supervisory Board Member at Marubeni Corporation. Currently an outside director at Frontier Management Inc.

Understanding the essence of the CYCLE OF GOODNESS® and putting it into practice is the key to the future

Kouhei Morita
Outside Audit & Supervisory Board Member

Has been involved in corporate legal affairs such as M&A, corporate governance, and crisis management as a lawyer at Mori Hamada & Matsumoto for many years. Currently a partner lawyer at Mori Hamada & Matsumoto and a part-time lecturer at the Kyoto University Law School.

Activity Status of Outside Audit & Supervisory Board members (FY2024)

	Apr.			Jul.	
Audit & Supervisory Board-related (major topics for discussion)	Summary of audit opinions from the previous fiscal year	Audit report by the Audit & Supervisory Board	Selection of chair	Approval of remuneration for accounting auditors	
	Confirmation of internal controls status (reports on individual issues from the business execution department)				
Other auditing activities	Internal audit end-of-term report	Exchange of Representative Director opinions			Exchange of Representative Director opinions
	Individual internal audit reports and internal audit observations (as appropriate throughout the year)				

In addition to Ms. Arai, who was appointed as an outside Audit & Supervisory Board member in FY2023, Mr. Minami and Mr. Morita were newly appointed to the Audit & Supervisory Board in FY2024. We also received opinions from outside Audit & Supervisory Board members regarding principle-driven management based on the YKK Philosophy of the CYCLE OF GOODNESS® towards the improvement of corporate governance.

It has been two years since I was appointed to the Audit & Supervisory Board, and I feel that YKK's governance has continued to steadily evolve. The composition of the executive officers ensures diversity in terms of skills and knowledge, and both the Board of Directors and the Audit & Supervisory Board have fostered an atmosphere in which everyone can freely share their insights. I believe that overall, the company is being managed appropriately. The YKK Global Improvement Activity (YGIA), which we launched in FY2023, could be considered best practice in terms of establishing internal control systems and ensuring their effectiveness. As a global company with a worldwide network, I would like management to aspire to even greater heights when it comes to the effectiveness of internal controls.

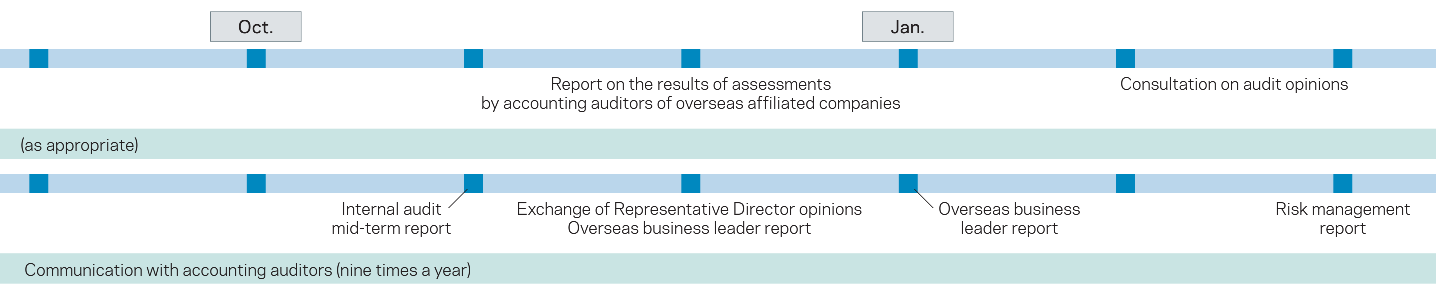
At present, with global market expansion and new operational deployment becoming increasingly important, lean startup-type human assets who are not afraid to take on challenges, learn from their experiences, and use that knowledge to inform their next actions, are especially sought after. I expect that we will continue to take on even greater challenges under the YKK Philosophy of the CYCLE OF GOODNESS®, which has been passed down from the past to the present and into the future.

I was appointed to the Audit & Supervisory Board in June 2024. I intend to contribute to strengthening governance by appropriately auditing the execution of the directors, based on my experience and knowledge of company management.

I was impressed by YKK's attitude of listening carefully to different opinions and making use of them when making management decisions, and felt that the company had established an extremely high-level system for governance, despite being non-listed. In addition, as we take on new challenges in our business activities, there are situations where the intuition and instincts of each individual are important. I think that effectively integrating them into the organization's decision-making process is key. As a non-listed company, YKK is able to maintain a dignified stance without having to pander to anyone. I believe it is one of the few Japanese companies that has the potential to be respected worldwide, beyond being simply a "good company." Each employee has a strong awareness that the products they make are contributing to society, and this is deeply connected to the philosophy of the CYCLE OF GOODNESS®; you could say this profound corporate culture is exactly what makes YKK strong.

Since becoming an Audit & Supervisory Board member, I have been impressed by how often the management team and employees talk about the CYCLE OF GOODNESS®. Through the repetition of this phrase, I can clearly see how it has influenced everyone's actions and awareness. I was impressed by the fact that, despite being a for-profit company, it also has another axis of "goodness," and that putting this philosophy into practice is deeply ingrained.

With regard to governance, the discussions at board meetings are very lively, with all directors actively debating each agenda item. The management team will listen sincerely to questions and opinions from outside directors, and without fail, feedback will be provided at the next meeting. We are currently facing a period of great change, including a shift in the international landscape, and the true value of each company is being questioned. The key to YKK's continued status as an excellent company will be employees deeply understanding the essence of the CYCLE OF GOODNESS® and implementing it themselves. Each individual is expected to act with a clear awareness that "this is my company."



Status of Directors and Audit & Supervisory Board Members (as of June 27, 2025)

The company selects inside directors from the perspective of global business management that is critical to the Group's consolidated management. We have selected two outside directors to obtain advice and oversight related to the company's management, based on a broad range of insight and abundant experience from the perspective of enhancing corporate governance. In addition, we have appointed human assets who have the appropriate experience and abilities and the necessary knowledge regarding finance, accounting, and legal affairs to be Audit & Supervisory Board members.

(Numbers in brackets are board attendance in FY2024) *1 Outside directors *2 Outside Audit & Supervisory Board members

Hiroaki Otani
Chairman

(Board meetings: **13/13**)

After working for many years in the Fastening Business, including being stationed in China, became a director of the company in June 2014, and was appointed president of the company in April 2017. Was appointed Representative Director and Chairman (Chairman of the Board) in April 2025.

Koichi Matsushima
President

(Board meetings: **13/13**)

After working for many years in the Fastening Business, including being stationed in Europe, China, and Asia, became a director of the company in June 2018. Was appointed president of the company in April 2025.

Satoshi Honda
CFO
in Charge of Pension Policies

(Board meetings: **13/13**)

After working for many years in corporate planning, including being stationed in the United States, was appointed executive vice president over business administration in April 2019. Became director of the company assigned to pension policies and was appointed Chief Financial Officer (CFO) in June 2020.

Yoshimine Kobayashi
Director

(Board meetings: **13/13**)

After working for many years in the company's Machinery and Engineering Division, including being stationed in the United States and Asia, was appointed executive vice president over the Manufacturing & Engineering Division in April 2023. In June 2023, became a director of the company.

Fumio Ikeda
Research & Development
Director

(Board meetings: **13/13**)

After working for many years in the company's Machinery and Engineering Division, was appointed executive vice president over the Machinery & Engineering Group in April 2017. In June 2018, became a director of the company.

Katsuya Yumoto
CRO
Compliance
Director

(Board meetings: **13/13**)

After working in the United States, was appointed vice president over the Legal & IP Center in April 2010. In June 2022, became compliance director and Chief Risk Management Officer (CRO).

Hidemitsu Hori
Director

(Board meetings: **13/13**)

After working in the United States, served as vice president of YKK AP Inc. from April 2007, then was appointed director of the same company in June 2009, president in June 2011, and Chairman Representative Director in April 2023. In June 2023, became a director of the company.

Toru Shikita
Director
NEWLY APPOINTED

After working for many years in the Fastening Business, including being stationed in China and Asia, became executive vice president over the Business Strategy Division of the company in April 2025. In June 2025, became a director of the company.

Keinosuke Ono
Director*1

(Board meetings: **12/13**)

Has served as a professor at Keio University and Chubu University, has a deep understanding of management and experience as an outside director for other companies. In June 2007, was appointed as an outside director of the company.

Erica Okada
Director*1

(Board meetings: **13/13**)

Has conducted research related to consumer behavior at universities and graduate schools in Japan and overseas, giving her a high level of expertise related to marketing. Also has experience as an outside director for other companies. In June 2022, was appointed as an outside director.

Saeko Arai
Audit & Supervisory Board Member*2

(Board meetings: **12/13**)
(Audit & Supervisory Board meetings: **14/15**)

Possesses specialized knowledge as a certified public accountant and has experience as an outside director for other companies. In June 2023, was appointed as an Outside Audit & Supervisory Board member of the company.

Shinichi Asano
Audit & Supervisory Board Member
(Full-time)
NEWLY APPOINTED

After working for many years in the company's Manufacturing & Engineering Division, served as executive vice president over the company's Kurobe Manufacturing Center. In June 2025, was appointed as a full-time Audit & Supervisory Board member of the company.

Hikaru Minami
Audit & Supervisory Board Member*2

(Board meetings: **10/10**)
(Audit & Supervisory Board meetings: **11/11**)

Possesses experience as a Representative Director, Audit & Supervisory Board member, and outside director at other companies. In June 2024, was appointed as an Outside Audit & Supervisory Board member of the company.

Kouhei Morita
Audit & Supervisory Board Member*2

(Board meetings: **10/10**)
(Audit & Supervisory Board meetings: **11/11**)

Has practiced law for many years as an attorney. In June 2024, was appointed as an Outside Audit & Supervisory Board member of the company.

Skills Matrix

We have listed the knowledge, experience, and abilities of Directors and the Audit & Supervisory Board Members in a skills matrix, and strive to ensure a balanced and diverse composition in terms of knowledge, experience, and abilities.

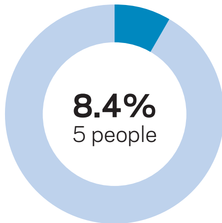
Category	Name	Company Management	Global	Specialist Fields				
				Sales/ Marketing	Manufacturing & Engineering	Financial/ Accounting	Organization/ HR	Legal/ Compliance
Director	Hiroaki Otani	●	●	●				
	Koichi Matsushima	●	●	●				
	Satoshi Honda		●			●	●	
	Yoshimine Kobayashi		●		●			
	Fumio Ikeda				●			
	Katsuya Yumoto		●					●
	Hidemitsu Hori	●	●	●		●	●	
	Toru Shikita	●	●	●				
	Keinosuke Ono (Outside)	●			●	●	●	
	Erica Okada (Outside)	●	●	●			●	
Audit & Supervisory Board Member	Saeko Arai (Outside)	●	●			●	●	
	Shinichi Asano		●		●			
	Hikaru Minami (Outside)	●		●		●		●
	Kouhei Morita (Outside)						●	●

Note: The above text does not include all the specialized expertise, knowledge, and experience of the individuals concerned.

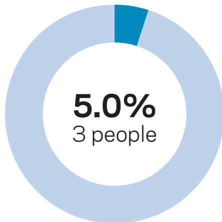
Status of Directors, Audit & Supervisory Board Members, Vice Presidents, Specialized Officers, and Group Officers

Total number: 59

Number and ratio of female officers



Number and ratio of officers with foreign nationality



Towards Effective Management of the Board of Directors

At YKK, in order to enhance the deliberations of the Board of Directors and ensure their effectiveness, we are working on various initiatives.

At the Board of Directors meetings, which are held 13 times a year, we deliberate on various management issues such as management strategy and business planning, technology development, investment, quality control, promoting sustainability, and compliance and risk management. Issues raised during discussions at Board of Directors meetings are reflected in the operations of the executive department at the right time.

From the perspective of improving the effectiveness of the Board of Directors and communication between inside and outside directors and Audit & Supervisory Board members, we hold YKK Group off-site meetings. Training sessions are conducted and discussions are held on important topics such as human capital, management, geopolitical risks, and the promotion of overseas business, even outside of board meetings. Furthermore, outside directors and Audit & Supervisory Board members participate in internal YKK major business meetings and compliance officer training sessions as needed, and conduct on-site inspections of overseas operating companies to gain a deeper shared understanding of YKK Group operations and knowledge related to external risks.

In addition, in FY2024, we conducted an assessment of the effectiveness of the Board of Directors with the support of a third-party organization. The effectiveness assessment was conducted through interviews with all inside and outside directors and Audit & Supervisory Board members, and measures to ensure that the Board of Directors appropriately fulfills its roles and functions were discussed and shared.

Board of Directors meeting

Succession Plan (Developing and Appointing Successors)

Regarding successors to the management team, it is important to share the Management Principles, confirm past achievements, experiences, skills, qualifications, and character of the candidates, then review them at the right time at the Nomination and Compensation Committee. In addition, in order to further promote the succession plan, we revised the operating officer system on April 1, 2025. We will establish new operating officer positions to strengthen the development and awareness of management human assets, and reinforce operations to ensure that human assets are allocated appropriately.

Operating Officer System (April 2025 -)

	Prior to change	After change
Operating officer position	President	President
	Executive Vice President	Executive Vice President
	Operating officer	Senior Vice President
		Vice President

Directors and Corporate Auditors' Remuneration

Regarding compensation for company directors, the basic policy is to have a compensation structure which takes consistent improvement of corporate value and stable provision of dividends to shareholders, as well as the company's accomplishments to increase awareness for improving performance, into account. Each director's compensation is set at an appropriate level in light of their responsibilities and duties. Specifically, directors' compensation consists of basic compensation and directors' bonuses.

- Basic compensation is fixed on a monthly basis, and depends on the position and responsibilities of the director. It is determined by comprehensively taking the level of other companies, their performance at the time compensation is determined, and the level of employee salaries into consideration.
- The basic policy is to determine performance-linked compensation (directors' bonuses) based on consolidated performance for a single fiscal year, in order to raise awareness of the need to improve the Group's overall performance in each fiscal year.
- We have set a higher percentage for basic compensation in the individual compensation of directors. Our system for compensation as a whole is designed to encourage not only the achievement of solid performance targets each term, but also a medium- to long-term mindset, as well as the sustainable improvement of corporate value.

The composition of director compensation and the amount of compensation have been disclosed from page 48 of the 90th annual securities report. (in Japanese only)
https://www.ykk.com/corporate/financial/securities/

Ensuring Continuous Educational Opportunities for the Management Team

YKK provides ongoing education and training opportunities to ensure that directors can accurately perform their roles and responsibilities. For example, for the off-site meeting in FY2024 (refer to page 50), participants gained insights based on the latest trends in human capital management, investment in human capital, and operational deployment in China, and gained a more in-depth understanding through discussions. In addition, we conduct separate training for directors who are responsible for business execution. When formulating the 7th Mid-term Business Plan, while undergoing System Coaching™ at a team retreat, the YKK management execution team responsible for management starting in FY2025 thoroughly examined management strategies from various angles and gained a more in-depth understanding of team dynamics through a variety of practical exercises.

Work at a coaching retreat

* System Coaching is a trademark of CRR Global Japan Ltd.

Risk Management

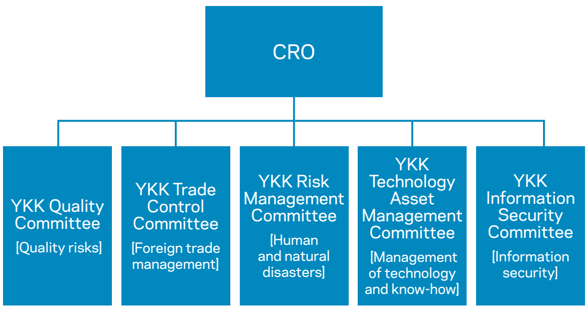
Fundamental Approach and System

YKK has established a Group Risk Management Policy and is engaged in risk management. A Chief Risk Management Officer (CRO) has been appointed to promote risk management. Various committees – Quality Committee, Foreign Trade Control Committee, Crisis Management Committee, Technical Asset Management Committee, and Information Security Committee – have been established, with regulations on risk management adopted and enforced. Furthermore, a Chief Financial Officer (CFO) has also been appointed, and a system established for appropriately managing financial and investment risks at YKK. In addition, YKK has established risk response guidelines to ensure that it responds appropriately and promptly to any risks that may arise.

YKK Group Risk Management Policy

By actively controlling risk levels and preventing various corporate risks, we will reduce or avoid the loss of human, material, and other management resources, and in the event of an emergency, we will promote risk management throughout the Group to minimize damage and losses, thereby leading to sustainable growth and increasing corporate value.

Risk management structure



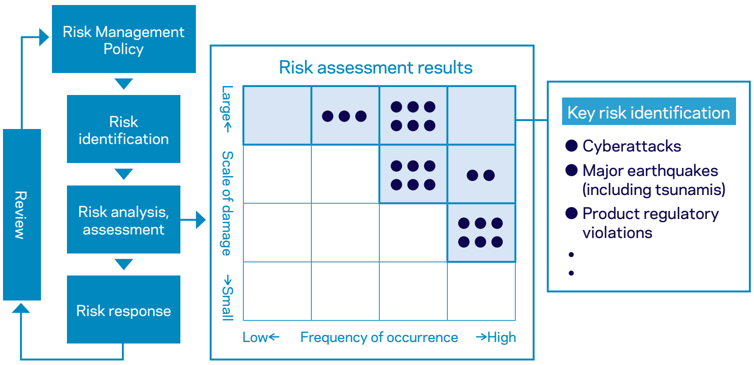
Risk Assessment Process and the Flow of Identifying Key Risks

We identify risks at each organization, based on the Risk Management Policy. After worst-case scenarios and the status of their responses are taken into account, we assess risks according to the scale of loss and damage and the frequency of occurrence. We evaluate the scale of damage by taking into account the financial impact, impact on human life and health, impact on credit and reputation, and impact on social order. We identify those risks with large potential impact as key risks that should be managed at the corporate management level, and conduct risk management while understanding those trends and making the progress of our responses visible.

Our CFO, CRO, and other responsible personnel take the lead in responding to financial risks identified through the process, as well as key risk items in the Fastening Business.

Details of risk analysis have been disclosed from page 25 of the 90th annual securities report. (in Japanese only)

Risk Assessment Process and the Flow of Identifying Key Risks (Conceptual Diagram)



Risk Item Classification

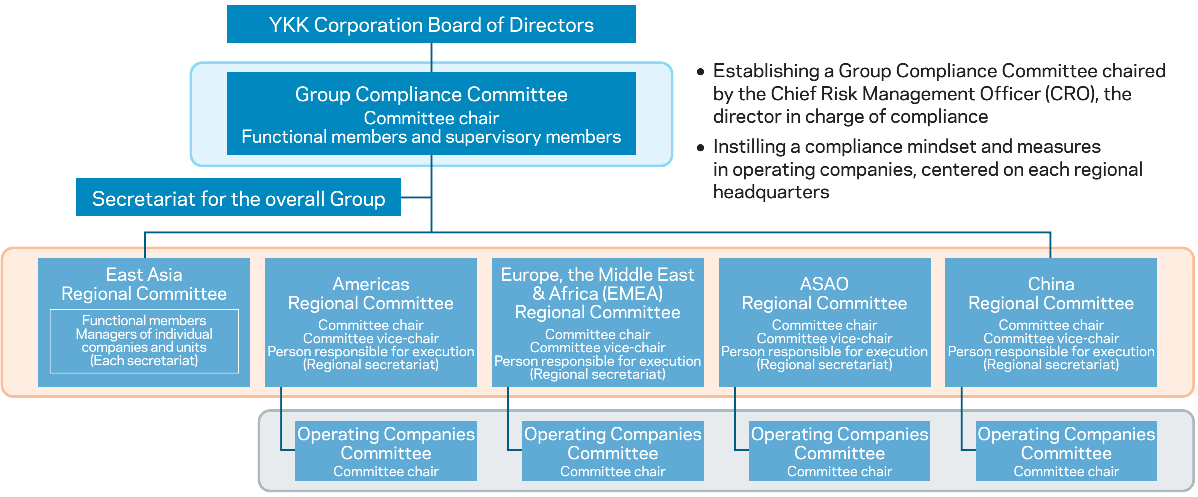
Financial risks	The addition of projected benefit obligations, drops in the share prices of held stock, etc.
Risks in the Fastening Business	International conflicts/civil war, cyber-incidents, soaring prices for raw materials and fuel, tight supply situations, failed investments in machinery and equipment, delays in responding to technological advances, an economic downturn, sluggish demand, increased competition, currency exchange rate fluctuations, marketing failures/delayed entry, violations of antitrust and subcontracting laws, violations of foreign exchange laws, bribery, violations of laws and regulations related to personal information protection, major earthquakes (including tsunamis), major storms and floods, product regulatory violations, transfer pricing tax violations

Compliance

Fundamental Approach and System

YKK considers compliance as "responding to societal demands." This means, in addition to abiding by laws, regulations, and internal rules, the company must conform to social standards when conducting business activities. The company has appointed a Compliance Director and established a Corporate Legal and Compliance Department to maintain a compliance system for YKK. In addition, to deploy appropriate compliance promotion activities from the standpoint of business management, YKK has established Compliance Committees for three tiers – each of its operating companies, each regional headquarters, and the Group Headquarters – and deliberates on the operational status of compliance and responses to issues, as well as the latest regulatory developments, with a focus on six priority issues (raising compliance awareness, competition law, prevention of bribery, personal information protection, human rights, and whistleblowing and complaint handling mechanisms).

YKK Compliance Committee Organization Chart

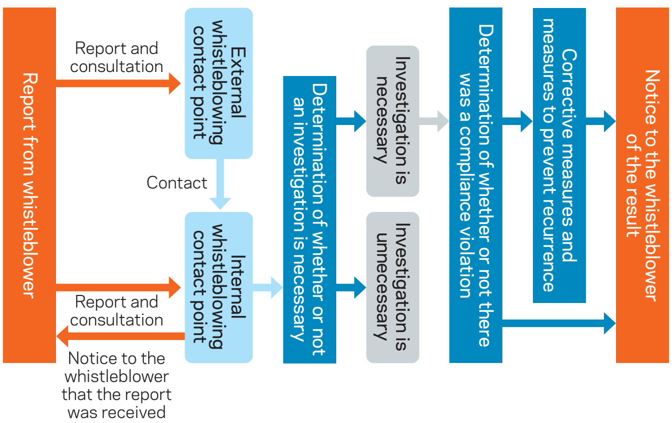


- Establishing a Group Compliance Committee chaired by the Chief Risk Management Officer (CRO), the director in charge of compliance
- Instilling a compliance mindset and measures in operating companies, centered on each regional headquarters

Establishment of Contact Point for Internal Whistleblowing

The YKK Group has established a whistleblowing system to detect and address illegal activity at an early stage. Established in 2006, the whistleblowing system is currently usable by employees worldwide, and whistleblowers are guaranteed protection from dismissal or other adverse treatment. We confirm the level of awareness of the internal whistleblowing system through employee awareness surveys, and are striving to maintain a structure for gathering employee feedback.

Internal Whistleblowing System Mechanisms



Whistleblowing Cases Reported (FY2024)

Region	Number
East Asia	51
Americas	91
EMEA	19
ASAO	38
China	43

YKK Group Stakeholder (Business Partners, etc.) Contact Point
https://ml.helpline.jp/ykkjapan-partner/index_en.html

Intellectual Property Management

Fundamental Approach and System

YKK conducts intellectual property activities on a global basis as part of its business activities. Intellectual Property Department sites are located at the Kurobe Manufacturing Center, as well as in China, Vietnam, England, and the United States. A system has been laid out which can support businesses and development departments to contribute to business activities in any country or region of the world. Under this system, in the event, for example, that an invention is created at a development site somewhere in the world, it is promptly reported to the Patent Review Committee in Japan and the optimal rights are secured in accordance with YKK business strategy. In addition, when enforcing rights against a patent infringer or company making counterfeit products, etc., the Intellectual Property Department in each country/region collaborates with the business division to devise measures concurrently for the country where the violating items were manufactured and the country in which they were distributed. This is to ensure that customers purchase authentic YKK products, etc. Moreover, with the Trademark Committee in Japan taking the lead, we manage and operate product trademarks including NATULON® and AcroPlating®, according to standardized Group rules so as to increase value from the perspective of the intellectual property under the YKK brand. In addition, to effectively promote measures against counterfeit products, we have established a Brand Counterfeit Product Countermeasures Committee in the company. We also partner with customers and many other companies and organizations outside the company to operate a Brand Protection Partnership (B.P.P.™), an association for the exchange of opinions on anti-counterfeit.

Status of Trademarks/Patents

YKK Trademark Registration
(Class 26)

180 countries and regions

Patents, utility models, and designs
(including pending applications)

5,829

Registered trademarks for zippers, etc.
(including pending applications)

4,899

B.P.P.™ (Brand Protection Partnership)
Number of participants (organizations) in workshops for measures against counterfeit products

4,422 participants
(2,491 organizations)

Intellectual Property Achievement Award
METI Minister Award
Intellectual property-utilizing company
(trademarks)

2021

(As of April 2025)

Intellectual property protection initiatives in cooperation with government agencies

To ensure that our fastening products can be used with peace of mind by customers and consumers both in Japan and overseas, YKK cooperates with judicial and administrative agencies and client companies in various countries and regions and proactively conducts anti-counterfeit activities. In 2023, following reports of counterfeit products from consumers, we conducted an internal investigation, and a large-scale crackdown on counterfeit products was carried out in March 2024 with the cooperation of the administrative authorities in Changshu City, Jiangsu Province, China. These steady efforts are playing a role in preventing the use of counterfeit products in the garment manufacturing industry. We will continue to strengthen our cooperation in anti-counterfeit operations.

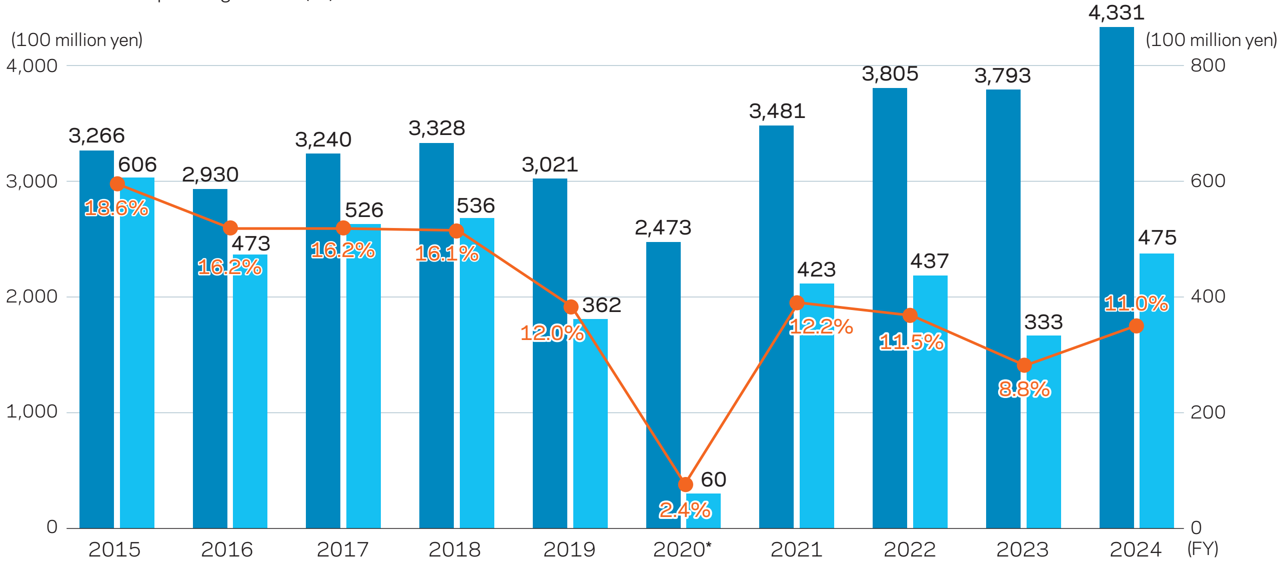
Site of seized counterfeit goods

Key Financial and Non-Financial Highlights

⟨ Key points regarding FY2024 financial results ⟩

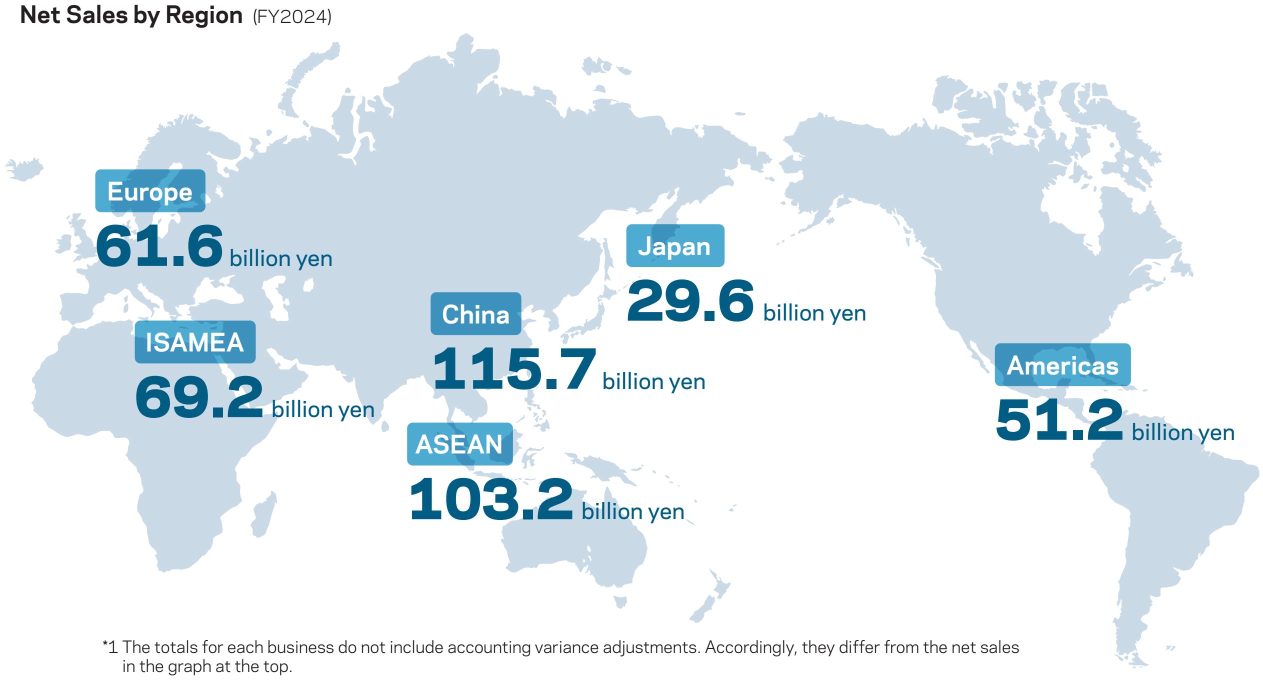
For the Fastening Business, despite the uncertain business environment caused by global inflation, economic stagnation in Europe and China, and the impact of the change in administration in the U.S. on the global economy, measures such as efforts to respond to customer requests and improve on-time delivery performance proved successful, and sales remained strong, particularly in ISAMEA, ASEAN, and China. As a result, net sales reached a record high of 433.1 billion yen, and operating income increased to 47.5 billion yen due to improved operating rates, ongoing cost reductions, and currency exchange effects.

Net Sales, Operating Income, and OI Ratio



*After reclassification and correction

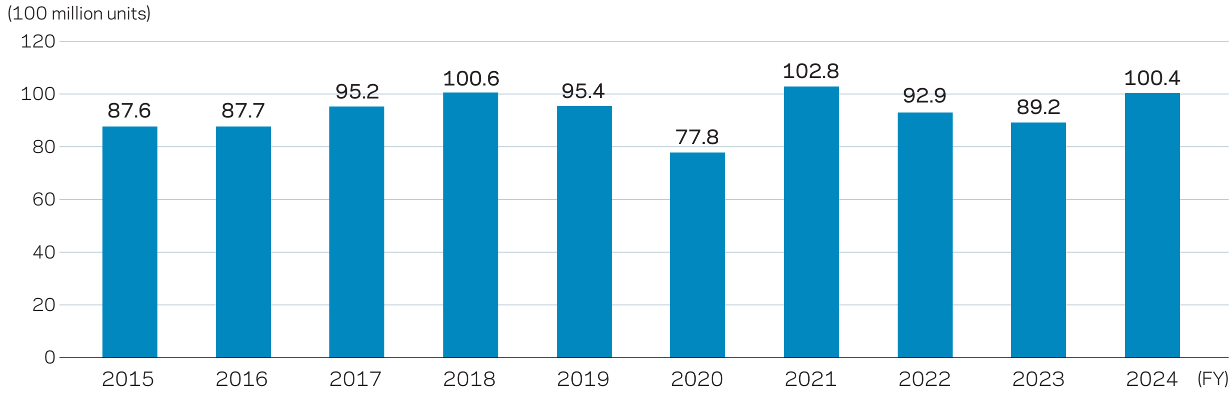
Net Sales by Region (FY2024)



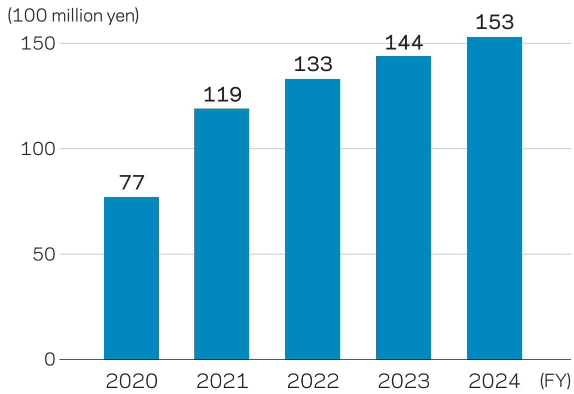
*1 The totals for each business do not include accounting variance adjustments. Accordingly, they differ from the net sales in the graph at the top.

*2 The Americas include North, Central, and South America. ISAMEA includes India, South Asia, the Middle East, and Africa.

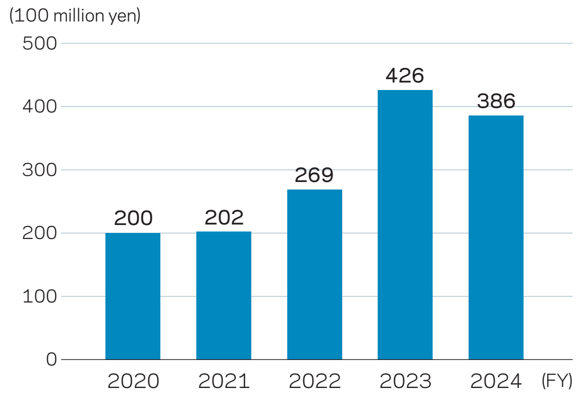
Zipper unit sales



R&D Expenses

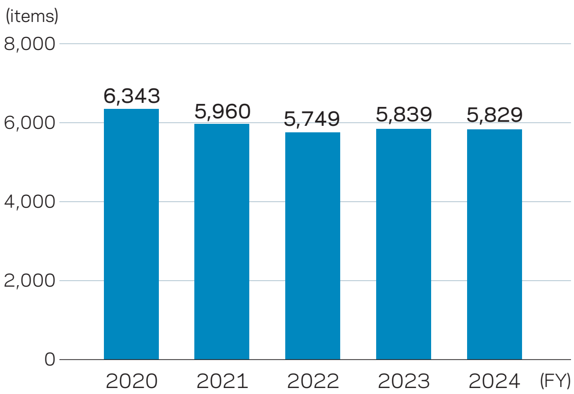


Capital Investment



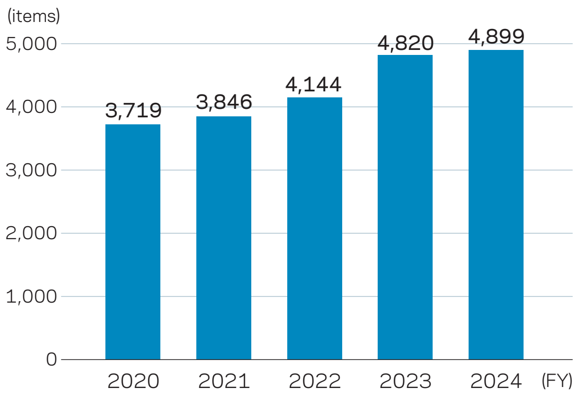
Patents, utility models, and designs

(including pending applications)



Trademarks for zippers, etc.

(including pending applications)



Countries/Regions Where We Do Business

70 countries/regions
(As of March 31, 2025)

Number of Group Companies and Employees

68 companies
27,210 employees
(As of March 31, 2025)

Year of First Overseas Expansion (India and New Zealand)

1959

Annual Zipper Production Output

More than **3** million km

GHG Emissions Reduction Rate (From a 2018 Baseline)

Scope1+2 **-57.0** %
(FY2024)

Proportion of Sustainable Materials (Total Meters)

48 %
(FY2024)

Percentage of Hazardous Substances Eliminated Through the AcroPlating® New Plating Technology

(Cyanide, chromium, selenium) **100** %

YKK Trademark Registration

In **180** countries and regions
(As of March 31, 2025)

Reference YKK Group Consolidated Financial Information

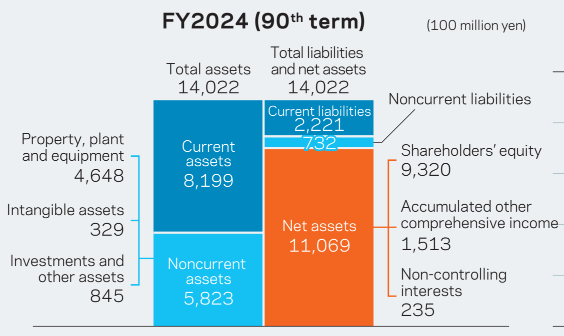
Changes in key management indicators over the previous five consolidated fiscal years

For detailed YKK Group consolidated financial information, read the securities report. (in Japanese only)
https://www.ykk.com/corporate/financial/securities/

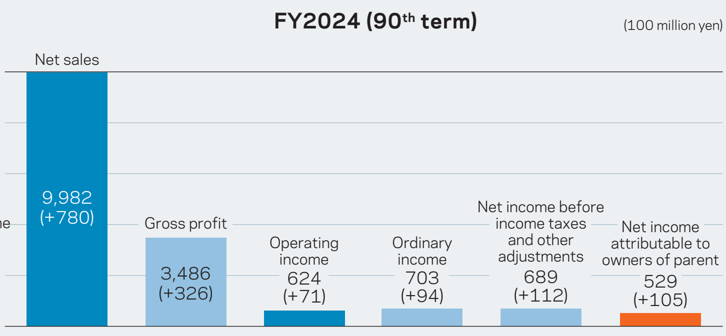
Period Year ended		86th term March 2021	87th term March 2022	88th term March 2023	89th term March 2024	90th term March 2025
Net sales	(million yen)	653,765	797,019	893,226	920,234	998,299
Ordinary income	(million yen)	30,134	63,964	60,689	60,824	70,314
Net income attributable to owners of parent	(million yen)	17,340	44,097	37,929	42,365	52,955
Comprehensive income	(million yen)	76,289	105,061	72,928	152,000	56,460
Net assets	(million yen)	735,527	837,264	906,290	1,054,493	1,106,961
Total net assets	(million yen)	1,014,918	1,156,941	1,221,583	1,355,312	1,402,292
Net assets per share	(yen)	599,184	682,026	738,691	860,211	903,763
Net income per share	(yen)	14,463	36,782	31,638	35,339	44,173
Net income per share after adjusting for dilutive shares	(yen)	–	–	–	–	–
Equity ratio	(%)	70.8	70.7	72.5	76.1	77.3
Return on equity	(%)	2.5	5.7	4.5	4.4	5.0
Price-earnings ratio	(multiplier)	–	–	–	–	–
Net cash provided by (used in) operating activities	(million yen)	82,241	81,132	81,724	105,708	118,690
Net cash provided by (used in) investing activities	(million yen)	(40,176)	(40,414)	(55,864)	(99,612)	(75,243)
Net cash provided by (used in) financing activities	(million yen)	(5,284)	(5,776)	(7,000)	1,394	(8,483)
Cash and cash equivalents at the end of period	(million yen)	211,378	264,639	291,706	323,941	353,329
Employees [The number in square brackets represent the average number of part time employees not included in the number of regular employees]	(people)	44,510 [2,564]	44,410 [3,161]	44,527 [3,183]	45,363 [2,585]	46,305 [3,079]

Notes: 1. Diluted net income per share is not shown because there are no dilutive shares.
2. Price earnings ratio is not presented because the stock is not listed.

Consolidated Balance Sheet (Summary)

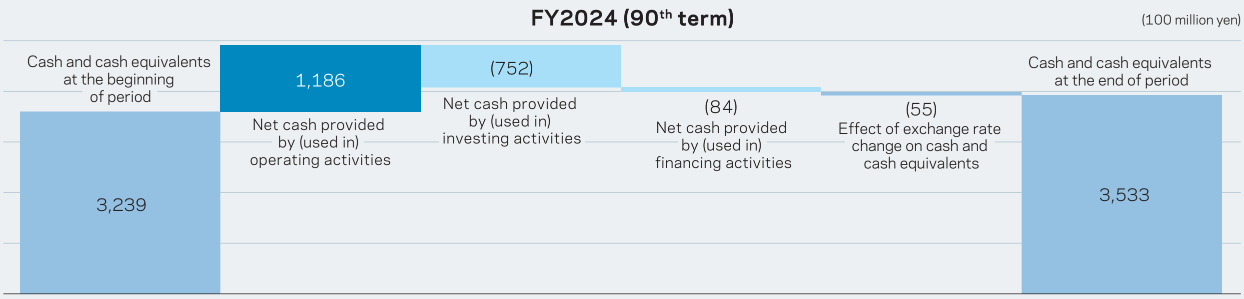


Consolidated Income Statement (Summary)



* Parentheses indicate a year-on-year comparison

Consolidated Statement of Cash Flows (Summary)



Data Section

Contents

List of Companies (Fastening Business and Other Businesses Related to Business Operations)

YKK CORPORATION

YKK SNAP FASTENERS JAPAN CO., LTD

YKK KOREA CO., LTD.

YKK TAIWAN CO., LTD.

YKK CORPORATION OF VIETNAM CO., LTD.

YKK REAL ESTATE CO., LTD.

YKK BUSINESS SUPPORT INC.

CAFE BONFINO CORP.

YKK TOURIST CO., LTD.

ESSEN

KUROBE M TECH

KUROBE C G,

KUROBE MOBILITY SERVICE

YKK ROKKO CORPORATION

YKK CORPORATION OF AMERICA

YKK (U.S.A.) INC.

TAPE CRAFT CORPORATION

YKK CANADA INC.

YKK MEXICANA S.A. DE C.V.

YKK SNAP FASTENERS MANUFACTURA MEXICO, S.A.de C.V.

YKK HONDURAS, S.A.

YKK EL SALVADOR, S.A. DE C.V.

YKK COLOMBIA S.A.S.

YKK DO BRASIL LTDA.

YOSHIDA NORDESTE S/A INDUSTRIA E COMERCIO

INDUSTRIA YKK (CHILE) LTDA.

YKK ARGENTINA S.A.

YKK INSURANCE COMPANY OF AMERICA

AGRO PECUARIA YKK LTDA.

YKK EUROPE LTD.

YKK HOLDING EUROPE B.V.

YKK (U.K.) LTD.

YKK DANMARK A/S

YKK DEUTSCHLAND GMBH

DYNAT VERSCHLUSSTECHNIK GMBH

YKK STOCKO FASTENERS GMBH

YKK POLAND SP.ZO.O.

YKK NEDERLAND B.V.

YKK FRANCE SARL

YKK CZECH SPOL S.R.O.

YKK AUSTRIA GMBH

YKK ROMANIA S.R.L.

YKK ITALIA S.P.A.

YKK MEDITERRANEO S.P.A.

YKK ESPAÑA S.A.

YKK PORTUGAL — ACESSORIOS PARA VESTUARIO, LDA.

YKK HELLAS AEBE

YKK METAL VE PLASTIK URUNLERI SANAYI VE TICARET A.S.

YKK MIDDLE EAST SAL

YKK TUNISIA SARL

YKK TRADING TUNISIA SARL

YKK MAROC S.A.R.L

YKK EGYPT S.A.E. PRIVATE FREE ZONE

YKK TRADING ACCESSORIES LLC

YKK KENYA EPZ LIMITED

YKK SOUTHERN AFRICA (PTY) LTD

YKK HOLDING ASIA PTE. LTD.

YKK PAKISTAN (PRIVATE) LIMITED

YKK INDIA PRIVATE LIMITED

YKK BANGLADESH PTE. LTD.

YKK VIETNAM CO., LTD.

YKK (THAILAND) CO., LTD.

YKK PHILIPPINES, INC.

YKK LANKA PRIVATE LIMITED

YKK (MALAYSIA) SDN. BHD.

PT. YKK ZIPPER INDONESIA

PT. YKK ZIPCO INDONESIA

YKK OCEANIA LIMITED

GOLDEN HILL TOWER LIMITED

YKK DEVELOPMENT (S) LTD

YKK ALUMINIUM (AUSTRALIA) PTY. LTD.

YKK GPS (QUEENSLAND) PTY LTD.

YKK (CHINA) INVESTMENT CO., LTD

DALIAN YKK ZIPPER CO., LTD

SHANGHAI YKK ZIPPER CO., LTD

SHANGHAI YKK TRADING CO., LTD.

YKK SNAP FASTENERS (WUXI) CO., LTD.

SUZHOU YKK MACHINERY & DIE WORKS CO., LTD.

YKK (XIAMEN) TRADING CO., LTD.

YKK ZIPPER (SHENZHEN) CO., LTD

YKK (SHENZHEN) TRADING CO., LTD.

YKK HONG KONG LIMITED.

Reporting Period/Scope

Period Covered

- FY2024 (April 1, 2024 to March 31, 2025) * Includes some activities from outside this period

Report Scope

YKK Sustainability Vision 2050 / Environment

- Fastening Business at the center, and other businesses involved in business operation
- Explanatory notes and the like are included as needed when the extent of coverage differs

Social

- The extent of the data is shown individually

Governance

- The extent of the data is shown individually

Environment

Environmental Management

Fundamental Approach

As a *monozukuri* company, YKK believes that we need to minimize our impact on the environment and make effective use of material resources in order to continue our business activities. We have defined that mindset as the YKK Sustainability Vision 2050, and are promoting activities to achieve it.

As a system for promotion, we established the YKK Sustainability Committee under the Management Strategy Council. With the company president as its chair, the Committee is addressing environmental issues, such as climate change. The Committee is doing so by determining policies and strategies as well as by building a global structure for promoting sustainability.

6th Mid-term Environmental Activities

YKK formulates a Mid-term Environmental Policy every four years to fit the Mid-term Business Policy. In the 6th Mid-term Environmental Policy, starting from FY2021, we carried out activities to achieve a sustainable society focusing on the concept of "Technology Oriented Value Creation," and with the aim of becoming a company for the social good that is in harmony with the environment.

In terms of climate measures, as a result of each company's transition to renewable energy, we were able to reduce Scope 1 and 2 GHG emissions for FY2024 by 57.0%, compared to FY2018. In addition, our climate change initiatives have been awarded an A rating by CDP for two consecutive years, in FY2023 and FY2024.

7th Mid-term YKK Environmental Policy

"Coexistence with nature" was newly added to the 7th Mid-term YKK Environmental Policy, starting in FY2025, and we will engage in activities as "ONE YKK" with the aim of being a sustainable company that can provide environmental value to all stakeholders.

7th Mid-term YKK Environmental Policy (FY2025 to FY2028)

As ONE YKK, we will contribute as a sustainable company by providing value to stakeholders toward achieving "climate neutrality" and "coexistence with nature" through all of our business activities, products, and social contribution activities.

Guidelines for Action

- In addition to ensuring environmental compliance, we will strive for continuous improvements by strengthening management and other measures to reduce environmental impact on the atmosphere, soil and water caused by hazardous chemical substances.
- By transitioning to renewable energy as our main energy source, we will reduce greenhouse gas emissions and contribute to mitigating climate change.
- We will reduce waste throughout the product lifecycle and contribute to achieving a circular economy by improving raw materials and disposal methods.
- To promote the sustainable use of ecosystem services, we will strive to conserve the rich natural environment through environmental contribution activities such as reducing water intake.

1st April 2025
YKK Corporation
President
Koichi Matsushima

FY2025 YKK Environmental Objectives

In response to the 7th Mid-term YKK Environmental Policy, we added "conserving the natural environment" to our FY2025 environmental objectives. In addition, we will strengthen human assets development at each company to further enhance environmental compliance, and work to improve the level of our environmental activities across all of YKK.

FY2025 YKK Environmental Objectives

Contribute to the society by maintaining harmony with the environment

1 Thorough environmental compliance and reduction of environmental impact

- Develop environmental human resources through enhanced environmental training
- Strengthening the environmental management system
- Promote zero environmental accidents in the air, wastewater, soil, etc., and the reduction of environmental impact
- Reduce water (water intake) intensity by 2% compared to the previous fiscal year
  (Water intake amount in 2030 = equivalent amount in 2018)
- Implementing water risk reduction measures based on the results of water risk assessments that considering the local environment

2 Mitigating climate change

- Scope 1 & 2 CO_2 emissions: Reduce by 29.4% compared to FY2018 (reduce by 50% by FY2030)
- Scope 3 CO_2 emissions: Reduce by 17.5% compared to FY2018 (reduce by 30% by FY2030)

3 Achieving a circular economy

- Waste recycling rate: 92% or more
- Reduce waste intensity by 4% reduction compared to the previous fiscal year
  (FY2030 waste emissions = equivalent to FY2018)

4 Conservation of the natural environment

- Selection of key locations for biodiversity conservation
- Implementation of natural environment conservation activities

1st April 2025
YKK Corporation
Environment & Safety & Facility Management Dept
Minoru Maeda

Climate Change

Fundamental Approach

In March 2020, YKK signed the Fashion Industry Charter for Climate Action aimed at achieving the objectives of the Paris Agreement, to enable the company to achieve climate neutrality by 2050. In March 2021, we also set a CO_2 emissions reduction target of limiting the average worldwide temperature increase to 1.5°C (objective approved by the SBT initiative), and we are working to implement energy conservation and renewable energy in an effort to reduce CO_2 emissions at each of our business sites around the world.

FY2024 Initiatives

For YKK's GHG emissions (Scope 1 and 2) in FY2024, we achieved the target of a reduction of 25.2% or more compared to FY2018 (a 57.0% reduction compared to FY2018).

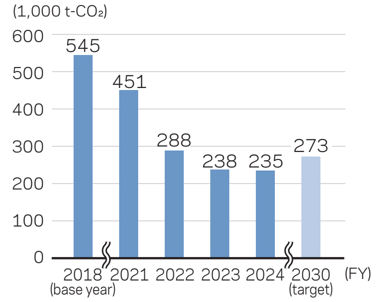
We are moving forward with renewable energy procurement as the entire Group, and 45 of our plants around the world have achieved procurement of 100% of their used power as renewable energy.

In addition, we are also creating renewable energy, including the operation of solar power generation systems, at 34 locations (total generation capacity: 28,200 kW).

Changes in CO_2 emissions

In March 2021, YKK obtained certification under the SBTi 1.5°C target.
We will aim for a 50% reduction (compared to FY2018) of Scope 1 and 2 GHG emissions, and a 30% reduction (compared to FY2018) of Scope 3 emissions by 2030.

Scope 1 and 2 * Calculated using the YKK Group GHG calculation rules (CO_2 conversion factor fluctuation of electricity)

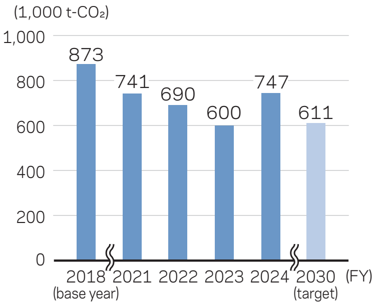


CO_2 emissions in FY2024 were reduced by 57.0% compared to the base year of FY2018

Unit: 1,000 t-CO_2

	2018	2021	2022	2023	2024
Japan	77	66	37	36	41
Americas	41	34	30	26	26
Europe	27	21	19	16	14
ISAMEA	45	47	26	14	14
ASEAN	225	171	159	130	125
China	129	113	16	16	16

Scope 3 * Calculated using the Scope 3 calculation method noted on page 64



CO_2 emissions in FY2024 were reduced by 14.4% compared to the base year of FY2018

Unit: 1,000 t-CO_2

	2018	2021	2022	2023	2024
Japan	232	153	163	155	193
Americas	107	88	81	55	57
Europe	41	42	40	38	41
ISAMEA	57	47	49	49	62
ASEAN	239	213	191	165	226
China	198	198	167	138	169

* Note that GHG emissions performance in FY2021, FY2022, and FY2023 (Scope 1 and 2 emissions, as well as Scope 3 emissions in categories 1, 2, and 3) underwent third-party verification by SGS Japan Inc.
For details on the scope of verification, please refer to the verification report.
https://www.ykk.com/english/csr/eco/report/verification/

Breakdown of CO_2 Emissions Across All Supply Chains *(FY2024 results in six regions)

Unit: 1,000 t-CO_2

			Region Total	Japan	Americas	Europe	ISAMEA	ASEAN	China
Scope 1	Direct emissions from fuels burned on-site, etc.		73	9	9	12	9	22	12
Scope 2	Indirect emissions from purchased power and the use of heat		162	32	17	1	5	102	4
Scope 3	Category 1	Purchased Goods and Services	438	116	25	11	24	144	118
	Category 2	Capital Goods	124	58	8	13	13	19	13
	Category 3	Fuel- and Energy-Related Activities Not Included in Scope 1 and Scope 2	27	6	4	2	1	12	2
	Category 4	Upstream Transportation and Distribution	68	3	14	8	9	24	9
	Category 5	Waste Generated in Operations	1	0	0	0	0	0	0
	Category 6	Business Travel	3	1	0	1	0	0	0
	Category 7	Employee Commuting	13	6	1	1	0	4	1
	Category 8	Upstream Leased Assets	–	–	–	–	–	–	–
	Category 9	Downstream Transportation and Distribution	–	–	–	–	–	–	–
	Category 10	Processing of Sold Products	0	0	0	0	0	0	0
	Category 11	Use of Sold Products	–	–	–	–	–	–	–
	Category 12	End-of-Life Treatment of Sold Products	73	3	6	4	14	21	25
	Category 13	Downstream Leased Assets	–	–	–	–	–	–	–
	Category 14	Franchises	–	–	–	–	–	–	–
	Category 15	Investments	–	–	–	–	–	–	–
		Other	–	–	–	–	–	–	–
		Scope 3 Total	747	193	57	41	62	226	169
		Scope 1, 2, and 3 Total	982	234	83	54	76	351	184

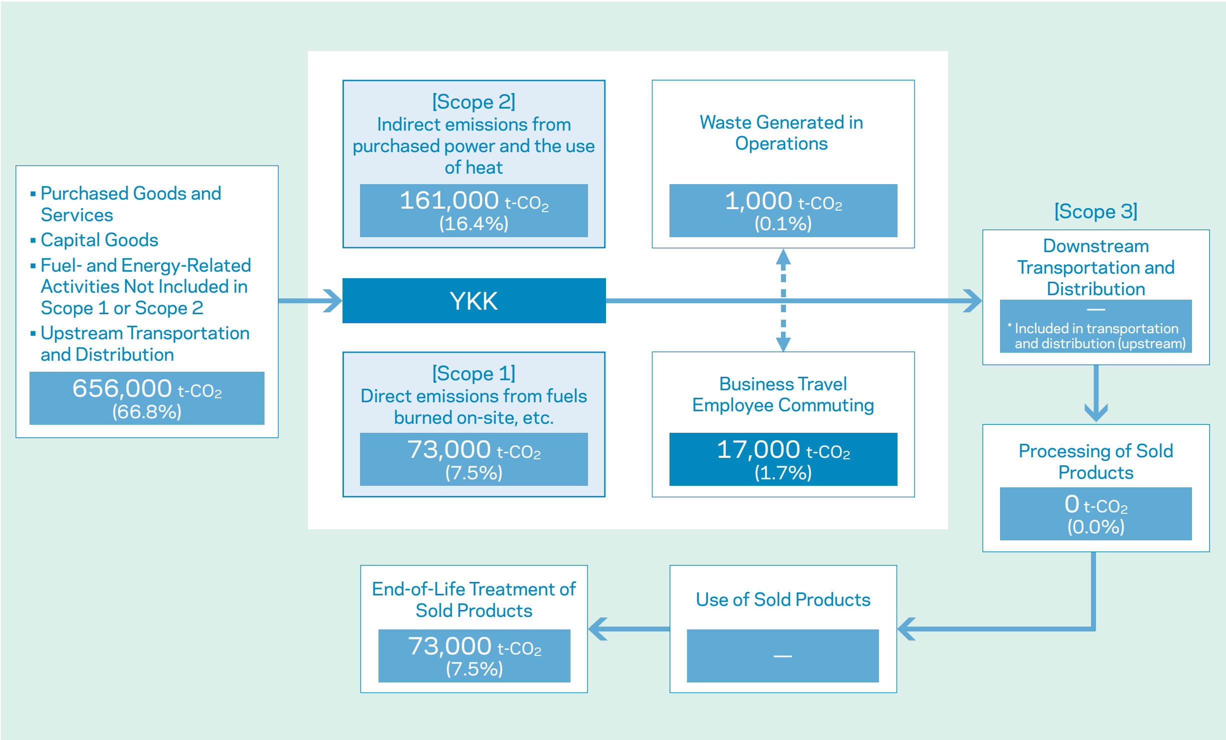
* Calculated using the YKK Group GHG calculation rules (CO_2 conversion factor fluctuation of electricity) and the Scope 3 calculation method noted later

Scope 3 Calculation Method (Amount of Activity x Emission Intensity)

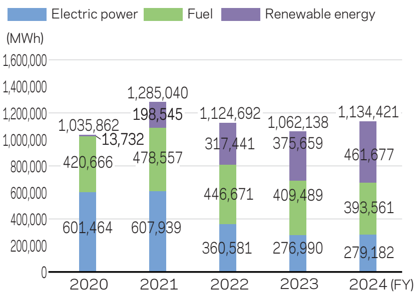
Categories		Calculation method	
		Amount of activity	Emission intensity
Category 1	Purchased Goods and Services	Weight of purchased raw materials	Intensity database (*1, *3)
Category 2	Capital Goods	Equipment investment value of capital goods	Intensity database (*1)
Category 3	Fuel- and Energy-Related Activities Not Included in Scope 1 and Scope 2	Amount of energy (electricity and fuel) consumption	Intensity database (*1, *2)
Category 4	Upstream Transportation and Distribution	Cargo owner's procurement ton-kilometers	Intensity database (*1, *2)
Category 5	Waste Generated in Operations	Amount of processed waste materials per type	Intensity database (*1, *2)
Category 6	Business Travel	Transportation allowance per transportation means	Intensity database (*1)
Category 7	Employee Commuting	Transportation allowance per transportation means	Intensity database (*1, *2)
Category 8	Upstream Leased Assets	We excluded emissions associated with the operation of the leased assets because they were included in Scope 1 and 2.	
Category 9	Downstream Transportation and Distribution	We excluded it because we included it in category 4 because the product is shipped directly to the customer.	
Category 10	Processing of Sold Products	Amount of production (duration and number of pieces)	Intensity per amount of production in YKK processing process
Category 11	Use of Sold Products	We excluded this because there are no use-stage emissions from the products we sold.	
Category 12	End-of-Life Treatment of Sold Products	Amount of production (weight)	Intensity database (*1, *3)
Category 13	Downstream Leased Assets	We excluded this because we do not lease to others.	
Category 14	Franchises	We excluded this because we do not preside over franchises.	
Category 15	Investments	We excluded this because we are neither an investment business, nor a financial services provider.	
	Other	We excluded this because it is optional.	

*1 "Emission Intensity Database for Calculating Greenhouse Gas Emissions for Organizations through Supply Chains (Ver. 3.4)"
*2 "LCI Database IDEAv2 (for Calculating Green-house Gas Emissions for Supply Chains)"
*3 "GaBi Database"

CO_2 Emissions in Supply Chains (FY2024 Results)



Changes in Energy Consumption



Unit: MWh

		2020	2021	2022	2023	2024
Electric power	Japan	90,237	110,204	56,495	52,476	62,781
	Americas	59,665	61,838	61,257	49,250	50,606
	Europe	24,698	22,305	7,855	4,235	3,747
	ISAMEA	45,634	62,408	30,857	12,010	9,842
	ASEAN	235,036	214,545	201,355	158,725	152,206
	China	146,194	136,640	2,761	294	0
Fuel	Japan	40,471	45,280	45,659	44,757	43,104
	Americas	45,111	59,957	54,854	50,507	46,976
	Europe	83,513	90,722	91,715	76,758	64,252
	ISAMEA	32,765	47,799	45,041	39,036	41,976
	ASEAN	123,922	130,187	125,067	113,103	116,035
	China	94,883	104,611	84,334	85,329	81,219
Renewable energy	Japan	244	7,878	49,894	47,934	50,859
	Americas	7,835	13,075	9,334	9,214	13,905
	Europe	5,169	22,358	22,254	22,114	23,641
	ISAMEA	183	53,948	33,036	68,031	80,524
	ASEAN	183	51,856	61,205	80,402	118,235
	China	119	49,431	141,718	147,964	174,513

* The graphs and tables have been created based on the combination of electric power, fuel, and renewable energy. Fuel is the sum of A heavy fuel, kerosene, LPG, LNG, town gas, natural gas, diesel oil, gasoline, coal, and steam. 3.6MJ/kWh was used as the coefficient for thermal conversion.

COLUMN

Certification of Net-Zero Targets by SBTi — Towards Achieving Net-Zero GHG Emissions Across the Entire Supply Chain by FY2050 —

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

YKK's long-term objective of "achieving net-zero GHG emissions across the entire supply chain by FY2050" has been certified by an international organization, the Science-Based Targets initiative (hereafter, SBTi), as meeting SBTi's net-zero standards.

In March 2021, YKK had obtained SBTi certification for our short-term GHG emissions reduction targets through FY2030, but in December 2024, we also obtained SBTi certification for our long-term targets of reducing GHG emissions by 90% for Scope 1 and 2 emissions and 90% in Scope 3 emissions (both compared to FY2018 levels) by FY2050.

Furthermore, emissions within the remaining 10% of the net-zero target must be reduced to zero through carbon sequestration and removal.

YKK Selected for CDP Climate Change Highest "A List" Rating for Second Year in a Row

Climate
CDP
A List
2024

In FY2024, YKK was selected for the second straight year as an "A List" company, the highest rating, in a study on climate change conducted by the international environmental non-profit organization CDP*. To achieve the sustainable objective of "climate neutrality" adopted in the YKK Sustainability Vision 2050 by the year 2050, we are promoting various measures–such as energy conservation and renewable energy, and promoting transparent information disclosure–in order to achieve net-zero GHG emissions across the entire supply chain. Through this selection, it can be understood that YKK's efforts to address climate change and its transparent disclosure of information have been highly rated worldwide.

We will continue to actively work to reduce our GHG emissions and environmental impact throughout our value chain in order to enhance our trustworthiness with all of our stakeholders, including our environmentally conscious customers and suppliers.

* An international non-profit organization with a system to disclose environmental information by companies and local governments. CDP is leading the way in corporate environmental information disclo-sure and environmental protection activities.

Completion of the Fifth Block of PASSIVETOWN™

5th Block exterior

PASSIVETOWN™*1 is an initiative that proposes low-energy town planning and housing construction that is appropriate for a sustainable society. Composed of five blocks in total, the 1st through 3rd Blocks in the first phase have adopted passive design, exploring sustainable living spaces that utilize natural energy sources such as the winds of Kurobe and groundwater. For the blocks in the later phase (the 4th and 5th Blocks), we are challenging ourselves to achieve decarbonization by utilizing locally sourced timber and renewable energy, based on the knowledge gained at the blocks in the earlier phase.

The 5th Block is the first mid- to high-rise wood-built apartment complex in the Hokuriku region to make maximum use of local forest resources. In addition to solar power generation, one of the three apartment buildings is equipped with Japan's first hydrogen energy supply system, Power to Gas (P2G)*2, for apartment complexes. By shifting renewable energy to seasonal use, we aim to achieve climate neutrality and create independent communities powered by green energy.

*1 PASSIVETOWN™
https://www.passivetown.jp/
*2 A technology that utilizes surplus electricity from renewable energy sources to generate hydrogen through water electrolysis, which is then stored and utilized.

[Reference] Information Disclosure Based on TCFD Recommendations

Since the adoption of the Paris Agreement in December 2015, there has been more and more momentum to evaluate the impact climate change has on business activities worldwide. Within this business climate, the TCFD announced its recommendations in June 2017, which YKK signed onto as a supporter in September 2019.

YKK evaluates and strives to incorporate the impact climate change may have on its business activities into its business strategies according to the TCFD recommendations.

Governance

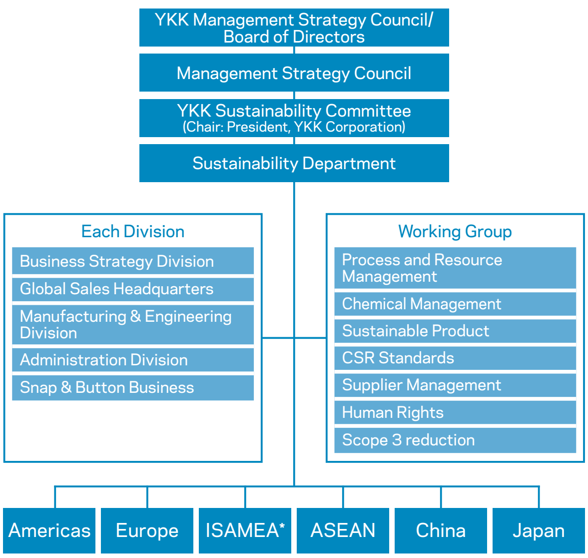
The YKK corporate governance system essentially consists of the Board of Directors, which carries out decision-making and supervisory functions related to management policies and other important matters, and the Audit & Supervisory Board, which carries out auditing functions. We have also introduced an officer system to promote business execution. In addition to regular meetings held once a month, the Board of Directors holds extraordinary meetings as necessary to discuss and make decisions on business plans, organizations, and risk management, as well as other important management matters. It receives reports and supervises the progress of the business execution of each Group company, as well.

The Sustainability Committee, launched as an advisory body for the Board of Directors, discusses and promotes management policies, objectives, and strategy related to sustainability, such as climate change. The president serves as chair of this committee, which formulates sustainability policies and strategies and works to build global sustainability promotion systems. Through these policies, strategies, and global sustainability promotion systems, the Sustainability Committee makes final decisions about how to respond to climate change and other sustainability issues.

At the Sustainability Committee, the president serving as chair formulates sustainability policies and strategies and works to build global sustainability promotion systems. Through these policies, strategies, and global sustainability promotion systems, the Sustainability Committee makes final decisions about how to respond to climate change and other sustainability issues. We have established seven expert subcommittees under the Sustainability Committee to take the lead in formulating and promoting specific action plans for each of these challenges. For example, the Process and Resource Management Working Group evaluates and executes the development and adoption of manufacturing equipment that will help reduce GHG emissions. The Sustainable Product Working Group deliberates on and approves policies on the development of products using sustainable materials.

To promote these sustainability policies and specific action plans globally, YKK has set up sustainability committees in each of the six regions where it does business around the world. The regional sustainability committees disseminate the Sustainability Committee's policies to each region, then report the results of the action plans in each region back to the Sustainability Committee in Japan. The president who serves as chair of the Sustainability Committee in Japan monitors and deliberates on the progress of action plans from these regional reports. In addition, the president supervises and provides guidance for strategy revisions and improvement measures with the aim of achieving sustainability targets.

Sustainability Promotion Structure



* India/South Asia/Middle East/Africa

Strategy

YKK identifies and evaluates major risks and opportunities for these businesses related to climate change according to the TCFD recommendations.

Type		Financial impact on business	Response
Transition risk	Current regulation	The YKK Headquarters is already complying with the carbon tax in Japan. Although the carbon tax in Japan is low and has a relatively small impact, there are risks of higher operation costs for YKK factories and YKK buildings if the carbon tax rises in the future.	In FY2021, we introduced an internal carbon pricing system and have been actively working to invest in facilities and equipment which will lead to reduced GHG emissions, such as solar power generation systems and energy-saving manufacturing facilities and infrastructure. We also actively collect information on renewable energy source development by directly confirming with electric power companies and utilizing external consultants at major locations in Japan and overseas.
	New regulation	The EU Plastics Strategy may raise production costs due to its new rules that require the use of recycled plastics. We may also see costs go up in order to support the shift to renewable energy happening in each nation around the world, such as the purchase of equipment and green power. These are some risks that may reduce revenue.	Therefore, we will strive to broaden sales of products using sustainable material – including recycled plastics – to improve profitability as well as develop technologies to reduce manufacturing costs. In addition, YKK Headquarters and subsidiary companies research and collect information on regulatory reinforcements in advance and implement measures to deal with them.
	Technology	A delay in our response to advanced technologies to combat climate change could make YKK businesses less competitive, while inaccurate forecasts of demand could make capital investments fail. These are some risks that could impact revenue.	Therefore, we will respond through action that includes verifying the progress of main development themes on a monthly basis and clarifying rules in writing about processes such as methods to calculate the effectiveness of capital investment plans as well as discretionary and approval processes.
	Market	There is also the risk of losing sales opportunities if YKK products and manufacturing processes cannot satisfy the environmental requirements of customers or the environmental regulations of each government. Specifically, the apparel industry is said to be just behind the oil industry in CO_2 emissions, which could impact sales if YKK products do not comply with customer requirements and environmental regulations.	YKK will develop and manufacture products based on the global climate change-related actions of each nation and organization, as well as the product preferences of consumers. We will also develop products by anticipating the medium- to long-term outlook of environmental action while further supporting evaluations of our impact on the environment and compliance with the regulations in each country.
		A rise in the average temperature has the potential to decrease demand for winter clothing, which in turn would impact the sales of YKK fastening products.	We will respond through market analyses, accurate prior supplementation of consumer demand, and various other measures.
	Reputation	A delay in climate change-related initiatives comes with the risk of harming the reputation of YKK with its main sustainability-oriented customers worldwide. In addition, setting forth goals and visions without actual substance could be perceived as "greenwashing."	We formulated and announced the YKK Sustainability Vision 2050 and have laid out and are engaging in specific initiatives to reduce GHG emissions and increase the use of renewable energy. Each year, we disclose their progress on our website.
Physical risk	Acute	There is also the risk of harmful effects on health and the environment around our factories in the event that hazardous substances leak from YKK manufacturing bases damaged by more frequent and severe flooding due to the rising global temperature.	We see flood damage as one major risk that would have a severe impact on corporate management. Water damage guidelines were formulated in FY2020 to clarify policies to minimize this damage. These guidelines primarily pertain to Japan. With reference to local hazard maps and risk survey results, the policies define flooding, evacuation, and other soft measures to carry out in order to reduce and prevent damage to any facilities in flood zones.
	Chronic	There are also risks of declining profits due to higher air conditioning costs at YKK factories and skyrocketing raw material prices driven by the rising average temperature worldwide.	We are developing technologies to reduce our running costs and manufacturing costs by introducing energy-efficient air conditioning systems. At the same time, we are working to establish systems that enable us to secure raw materials and supplies at optimal prices and in optimal quantities, while keeping an eye on global economic trends.
Opportunity	Energy source	YKK can expand product sales by proactively adopting renewable energy and meeting customer demands.	We have set a target of generating 100% of our electric power from renewable energy sources by FY2030. We are working to expand the use of renewable energy to achieve this goal. Specifically, we are actively promoting the installation of solar panels on our premises, contracting with electric power companies for renewable energy power menus, entering into PPAs, and purchasing renewable energy certificates.
	Products and services	By expanding sales of products that use recycled materials and help contribute to the reduction of GHG emissions in other ways, we will contribute to solutions to the climate-related issues of our customers and can expect higher sales.	In the YKK Sustainability Vision 2050, we have set the goal of replacing all textile materials with sustainable materials, such as recycled materials, by 2030. Specifically, by 2030, we aim to switch 100% of the polyester materials used in products manufactured worldwide to recycled polyester materials that generate less CO_2 emissions and use PET bottles and textile waste as raw materials. To this end, we are expanding our product designs and product lines, and promoting gradual expansion of sales into wide-ranging applications that include apparel, bags, and automotive parts.
			We also engage in various dialogues to solve various issues by disclosing information to customers using CDP and industry standards in addition to sharing our activities. Trials for switching products to recycled materials as well as efforts for product LCA disclosure are underway.

Risk Management

In our Fastening Business, risks are identified by each organization. After worst-case scenarios and the status of their responses are considered, we assess risks according to the scale of loss and damage and the frequency of occurrence. We evaluate the scale of loss and damage by taking into account the financial impact, impact on human life and health, impact on credit and reputation, and impact on social order. We identify those risks with large potential impact as key risks that should be managed at the corporate management level.

We also incorporate climate change-related risks into the Group-wide risk assessment and management process to anticipate not only the short and medium-term but also the long-term impact (up to about 2030). The impact of torrential rains due to physical risks and the rising temperature in particular could flood YKK plant facilities and stop supplier operations. We have formulated a Business Continuity Plan (BCP) in an effort to reduce and prevent these risks.

*See page 52 for the Risk Assessment Process and the Flow of Identifying Key Risks (conceptual diagram).

Metrics and Targets

In this business, we aim to become climate neutral (net-zero emissions) by FY2050. Therefore, we have set targets to reduce CO_2 and other GHG emissions from our company and our supply chains. In addition, we obtained SBT (Science Based Targets) initiative certification for our short-term targets for FY2030 in FY2020, and in FY2024, we obtained certification for our long-term targets for FY2050. We have disclosed our progress in the Integrated Report.

Metric		Target
Scope 1 and 2	Reduction of direct CO_2 emissions	50% reduction by FY2030 (compared to FY2018)
Scope 3	Reduction of indirect CO_2 emissions from supply chains	30% reduction by FY2030 (compared to FY2018)
Scope 1, 2, 3	Reduction of CO_2 emissions by our company and from supply chains	90% reduction by FY2050 (compared to FY2018) Measures to absorb and eliminate carbon emissions will be implemented for the remaining 10%

* See page 63 for the actual Scope 1, 2, and 3 CO_2 emissions.

Material Resources

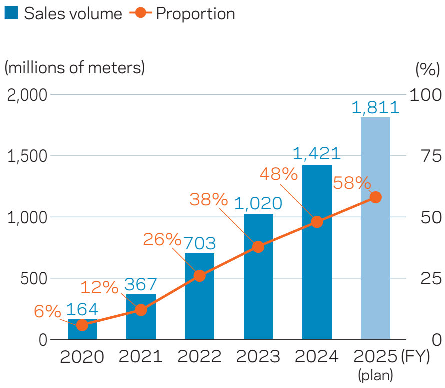
Fundamental Approach

Resources are crucial for *monozukuri* (manufacturing) companies, but the amount available is limited. In order to conduct sustainable business management, YKK is promoting efforts to achieve a circular economy. For example, we proactively research the use of recycled materials and plant-based materials and adopt and provide them with an aim to reduce waste throughout the life cycle of our products. Meanwhile, we strive to recycle any generated waste materials as much as possible and to reduce the amount of waste that ends up in landfills.

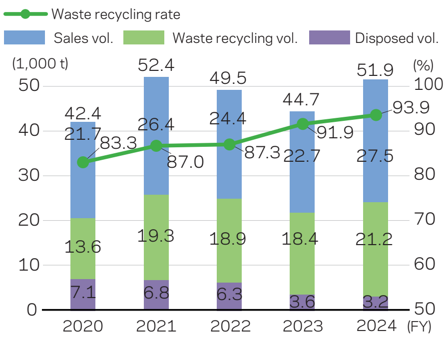
FY2024 Initiatives

In the YKK Sustainability Vision 2050, YKK has set the target of increasing the recycling rate to 90% by 2030. In FY2024, we conducted activities aimed at achieving a waste recycling rate of 92.0% or more. Thoroughly separating waste materials and strengthening reuse at each of our operating companies and improved waste processing technology in the Asia Region, and other factors, combined to result in a waste recycling rate of 93.9%, greatly exceeding the target. The amount of waste increased 100.6% compared to FY2018, due to increased production volume. As the world shows increasing interest in a circular economy, YKK is moving forward with efforts to recycle and reuse resources and reduce waste.

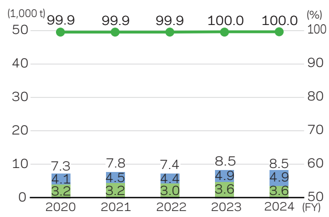
Volume and Proportion of Sustainable Materials Sales



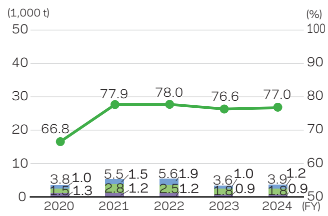
Changes in Waste Emissions/ Waste Recycling Rates



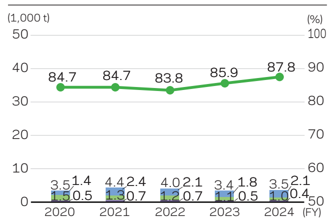
Japan



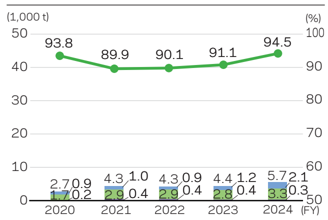
Americas



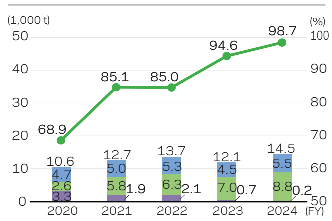
Europe



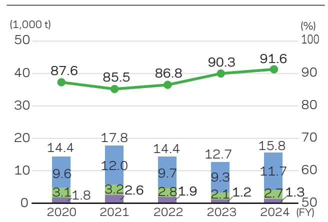
ISAMEA



ASEAN



China



COLUMN

Promoting Transactions with Suppliers Certified by “The Copper Mark” for Sustainable Procurement

In procuring copper, one of the main materials used in fastening products, YKK aims to only do business with suppliers that have “The Copper Mark” certification, and we are encouraging suppliers that have not yet obtained certification to do so.

“The Copper Mark” is a certification system that guarantees the responsible production of metals such as copper and zinc, certifying production sites that meet 32 criteria related to the environment, society, and governance. The assessment criteria include environmental protection, workers' rights, community impact, and ethical business practices.

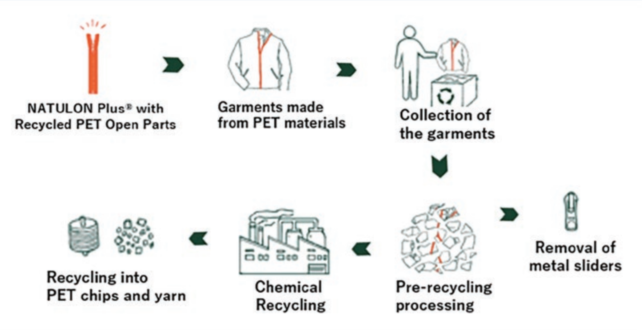
In FY2025, we will solely target suppliers with “The Zinc Mark” certification in addition to “The Copper Mark” certification to support the sustainable production of copper, zinc, and other metals.

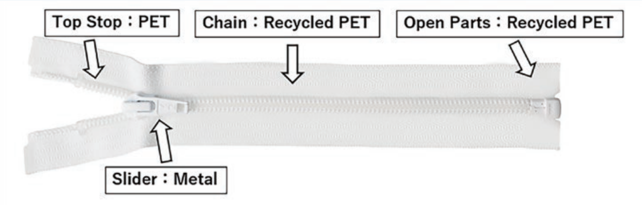
A Zipper for PET Garment Recycling for Bringing About a Circular Society

In the fashion industry, there is a growing demand for easily recyclable products—which are designed to be recycled with ease after the end products are used—in order to make a circular society a reality. The NATULON Plus® zippers with Recycled PET Open Parts announced by YKK, which were conceived as easy-to-recycle products, are zippers that utilize PET materials to the fullest extent. The chain and the open parts are made of recycled PET, and the PET materials for the injection molding of the open parts were developed by YKK in-house. The slider is made of metal for ease of sorting and durability.

Successfully making the major parts out of PET, other than the slider, simplifies the process of sorting materials after clothing and other PET material end products have been used, and also contributes to improving the recycling rate.

Illustration of the recycling process of NATULON Plus® zippers with Recycled PET Open Parts





* https://www.ykk.com/english/newsroom/g_news/2024/20241115.html

COLUMN

YKK Wins the Red Dot Award 2025 in the Sustainable Design Category

The Recycled Mono-material Detachable Button & Rivet won the Red Dot Award 2025 in the Sustainable Design category at the world-renowned Red Dot Design Award for product designs. This award is given to designs that achieve sustainability throughout the entire product life cycle.

The award-winning item, a detachable button and rivet made entirely from recycled materials and a single type of material, is designed to be easily recycled by having the metal components completely separate such as buttons from the fabric. Not only can it be detached, but both the fabric and metal parts can be recycled due to it being a mono-material item.

Winning the Red Dot Award 2025 will serve as a pioneering model for innovation toward a sustainable society and will further accelerate YKK's efforts to bring about a circular society.

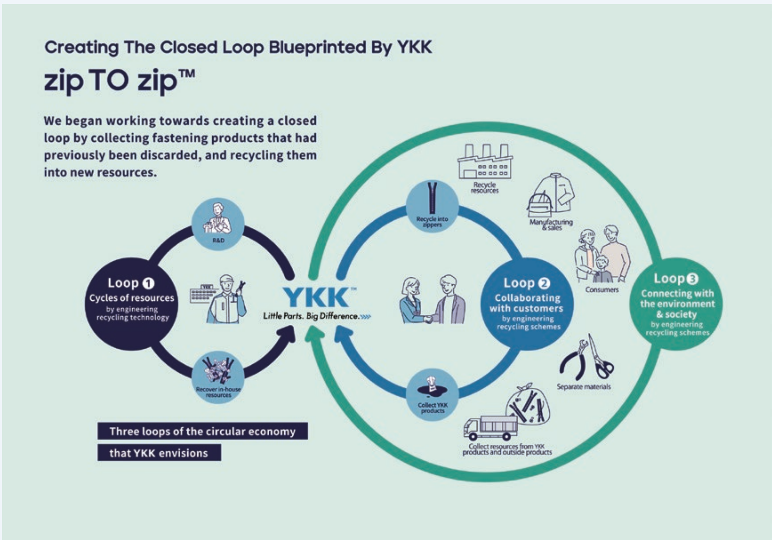
Material Resources Recycling Initiative (zip TO zip™)

To contribute to resource circulation, we have launched zip TO zip™, an initiative to reuse discarded fastening products and transform them into new fastening ones. We aim to achieve three loops in zip TO zip™: the first being internal resource circulation, the second being collaboration with customers, and the third being collaboration with the environment and society.

In FY2024, as part of our efforts to promote the first loop–internal resource circulation–we demonstrated that copper alloys and zinc alloys used in zippers can be recycled as recycled materials.

A joint study with a third party confirmed that the zip TO zip™ initiative is contributing not only to resource circulation but also to reducing environmental impact. The CO_2 reduction effect of reusing copper alloys used in zippers was announced at the international conference EcoBalance 2024, which was held in Sendai in November 2024*.

Going forward, we will also promote initiatives with an eye toward the second loop of collaboration with customers, as well as the third loop of collaboration with the environment and society.



* Itaru Hasegawa, Takuya Koizumi, Shinsuke Murakami: "Effect of Different Scopes on the Evaluation of CFP between Cascading and Horizontal Processes: Case for Brass Zipper Recycling," 178, EcoBalance 2024.

Water Resources

Fundamental Approach

We believe that water resources are indispensable for all living things, and are an important shared property of the community. As a member of the community, YKK promotes water-related initiatives with the aim of achieving sustainable water use in the region. Specifically, we are protecting water resources by reducing our water intake, as well as reducing our environmental impact through wastewater management using standards that are stricter than those required by law.

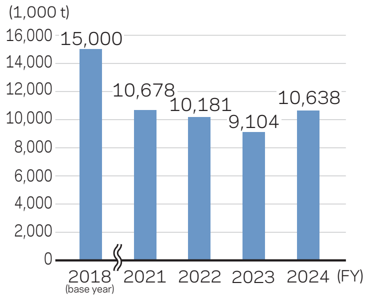
FY2024 Initiatives

Our work to achieve our environmental targets in FY2023 reduced the water intake 2% compared to the previous year. Our global water intake for FY2024 was 10,638,000 metric tons. Although this was a decrease of 7.5% compared to FY2018, intensity increased by 3.2%. The main reason for the increase in intensity is that although overseas factories have made progress in improving the efficiency of water consumption in the dyeing arrangements assembly process and introducing new water recycling facilities, the Kurobe Makino Plant has used a large amount of water for environmental measures.

In terms of wastewater management, we provided technical support for wastewater treatment by experts at 12 overseas locations in order to enhance our global wastewater management. We manage the quality of wastewater across the globe on a daily basis by setting voluntary management standards which are stricter than those required by law. Furthermore, with the aim of further reducing environmental impact, we conducted water quality checks at least once a year, referring to the wastewater standards set forth in the ZDHC Wastewater Guidelines, which are guidelines for chemical substances in the apparel industry.

We are continuing to conduct water risk surveys and water risk reduction activities to promote sustainable water use.

Changes in Intake Water (Total Amount)

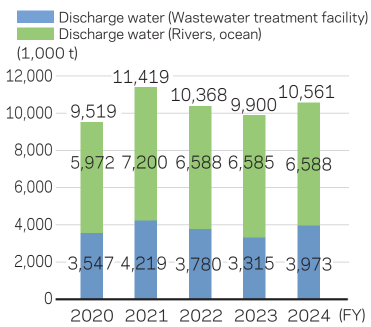


* Review of past water intake data in Japan

Unit: 1,000 t

	2018	2021	2022	2023	2024
Japan	3,733	3,210	3,497	2,992	3,930
Americas	785	732	679	615	595
Europe	762	779	728	575	522
ISAMEA	778	927	1,058	1,043	1,259
ASEAN	3,399	3,126	2,693	2,322	2,614
China	2,043	1,904	1,525	1,557	1,718

Changes in Discharge Water (Total Amount)



* Review of past discharge water data for Japan, ISAMEA, and China

Discharge water (Wastewater treatment facility) Unit: 1,000 t

	2020	2021	2022	2023	2024
Japan	20	25	38	38	43
Americas	490	580	499	476	476
Europe	366	446	446	373	378
ISAMEA	222	492	343	116	335
ASEAN	1,112	1,197	1,276	1,117	1,367
China	1,337	1,479	1,178	1,195	1,374

Discharge water (Rivers, ocean) Unit: 1,000 t

	2020	2021	2022	2023	2024
Japan	4,909	5,597	5,158	5,303	5,691
Americas	47	90	92	71	65
Europe	139	150	130	93	61
ISAMEA	47	205	335	328	10
ASEAN	739	1,056	808	731	691
China	91	102	65	59	70

COLUMN

Water Risk Reduction Activities for Sustainable Water Use

Response drill for emergency situations

Around the world, various water issues (water risks) are becoming apparent depending on the country/region, such as water problems caused by heavy rainfall, flooding, and droughts due to climate change, as well as water shortages caused by population growth and economic development.

YKK assesses water risks and implements risk reduction measures with the aim of ensuring the sustainable use of water resources, an important regional asset, for future generations. We conduct water risk assessments using the results of the Aqueduct (provided by the World Resources Institute) and Water Risk Filter (provided by the World Wide Fund for Nature) water risk assessment tools, as well as our own checklists composed of questions to confirm the status of our locations. At the six sites that were assessed as having moderately high water risks, we conducted activities in FY2024 to identify water-related policies and requests in the region and reflect them in our own site targets, in addition to sharing water-related issues with regional stakeholders. Even at locations with low water risks, we are striving for sustainable water use in those regions by reducing water consumption through the introduction of low-water-use manufacturing equipment and water recycling facilities, and by conducting emergency response training at least once a year for wastewater and chemical substance leak incidents.

Chemical Management

Fundamental Approach

YKK works to maintain manufacturing and product safety through proper understanding and management of chemical substances related to fastening products and minimize human exposure and environmental impacts by reducing the usage of chemical substances. We comply with laws, regulations, and agreements and also take action to mitigate environmental risks, such as environmental conservation which includes land, ground water, air, and water, and are taking steps to prevent environmental accidents before they occur.

FY2024 Initiatives

Every year, we revise the YKK Restricted Substance List (RSL), which is based on chemical substance regulations, laws, and industry standards related to fastening products, based on the needs of society and customers. In the newly revised 2024 edition, we conducted awareness and compliance surveys of 1,793 suppliers.

With regard to chemical substances used in our production processes, we are promoting compliance assessments with the ZDHC MRSL (Manufacturing Restricted Substances List), the industry standard, through the Chemical Management Working Group which was established in 2024. We are promoting initiatives to minimize the impact on the natural environment and our employees by selecting safer chemical substances.

In addition, we have worked to formulate guidelines for preventing health hazards when using chemical substances, so that workers who actually use chemical substances can work safely and with peace of mind. We will comply with these guidelines, and promote safer use and management of chemical substances globally.

COLUMN

Promotion of Chemical Substances Management and Reduction Activities by Expert Subcommittees

In order to strengthen chemical substances management in all processes, YKK is expanding the activities of the Chemical Management Working Group, which was newly established in FY2024, on a global scale.

This Working Group is promoting the following initiatives.

- Collecting information on international, regional, and national laws and regulations regarding chemical substances, as well as industry association standards
- Expanding YKK policies and activities to suppliers
- Global expansion toward compliance with ZDHC MRSL
- Compliance with revisions to laws, regulations, and industry standards

Furthermore, this Working Group collects information on legal regulations, including those overseas, utilizing external resources and the support system provided by regional legal departments and lawyers.

Through these activities, we are promoting the switch to safer chemical substances and actively developing new manufacturing methods with the aim of minimizing our impact on the natural environment and people, not just for fastening products, but also for *monozukuri*.

Biodiversity

Fundamental Approach

People's lives and business activities are supported by biodiversity, which is shaped by the interactions of many organisms. YKK believes that our most precious stakeholder is nature and strives to become a company that can coexist and prosper together with nature. In addition to activities to protect traditional ecosystems, such as reducing the environmental impact of business activities, we are promoting initiatives to enrich ecosystems, such as tree planting and clean-up activities.

FY2024 Initiatives

As specific measures for preserving biodiversity in order to enrich ecosystems, we have implemented activities to preserve ecosystems and species at our locations in Japan and overseas, as well as educational activities for our employees and the children who will be the next generation. For example, in terms of ecosystem conservation activities, we conducted tree planting and clean-up activities in various countries. At the Kurobe Manufacturing Center in Japan, we have conducted surveys of aquatic life for over 20 years to check the ecosystems of the rivers into which wastewater is discharged. In terms of species conservation activities, YKK Mediterraneo S.p.A. has been engaged in the protection of rare wild orchids, while companies in the United States and Europe have been involved in activities to preserve pollinators such as honeybees. Through activities to raise awareness, we educated employees, students, and children about the importance of environmental conservation, including biodiversity.

In addition, we analyzed the connections between YKK domestic and overseas production sites and nature, using TNFD's*1 proposed LEAP approach*2 as reference. As a result of said analysis, we were able to learn that many of YKK's production sites are located in important biodiversity areas that are inhabited by rare species. On the other hand, it has become clear that environmental pollution and other factors are advancing in these regions and posing an increasing threat to biodiversity. In response to this result, going forward, YKK will continue to further promote activities to reduce environmental impact, such as reducing GHG emissions and exhaust gas emissions, reducing waste, reducing water consumption, and reducing wastewater load, as well as activities to preserve ecosystems in order to enrich them.

*1 A framework for assessing and disclosing the impact of business on biodiversity
*2 A process of understanding the degree of dependence on and impact on nature through business activities, and undertaking risk management

Main Ecosystem Conservation Activities (FY2024)

Category	Activity details	Activity location	Number of implementing locations	Objective
Ecosystem preservation	Tree-planting activities	Around the factory	13 (Total 108 trees)	Absorption of GHGs by plants and maintenance of the ecosystem
		Community (parks, etc.)	9 (Total 494 trees)	
	Tree-planting activities	Region	1	Tree-planting by treading around seedlings and cutting undergrowth
	Grassland maintenance	Inside the factory	1	Ecosystem preservation through planting wild grasses and grazing sheep in areas where solar power generation systems have been installed
	Clean-up activities	Around the factory	10	Maintenance of the ecosystem through removal of waste
	Biological survey	Region (rivers)	1	Assessment of the impact of industrial wastewater on aquatic organisms in rivers where wastewater is discharged by factories
Species preservation	Biodiversity conservation activities	Inside the factory	2	Protection of living organisms that are subject to national or regional protection
	Pollinator conservation activities	Inside the factory	4	Conservation of pollinators (such as honeybees) that aid in plant pollination through beekeeping and planting
Awareness raising	Implementation of awareness-raising activities and education	Internal	2	Raising employee awareness of environmental conservation and biodiversity conservation
		Region (schools, etc.)	6	Educating the next generation about environmental conservation and biodiversity conservation

COLUMN

Creating the Furusato-no-Mori (Hometown Forest) That Aims to Recreate the Original Landscape of Kurobe

Teal ducks that fly to Furusato-no-Mizube (Hometown Waterside)

Kurobe City in Toyama Prefecture – the core location for the manufacturing and development of the YKK Group – is located on the Kurobe River alluvial fan area, which is created by the Kurobe River. The Kurobe River is known for flooding more frequently than in the past, when those floodplains were dotted with small forests and rich ecosystems. However, forests have been lost and some species have disappeared due to recent urbanization and other factors. Therefore, YKK began developing the forests and waterfront areas within its factory grounds in 2006 with the aim of recreating the original landscape of Kurobe, which was once rich in nature, and realizing the ideal of a "Factory in a Forest" as envisioned by YKK founder Tadao Yoshida.

In order to conserve the genes of local organisms, we raised seedlings from seeds collected from nearby mountains and fields, and with the cooperation of employees and local residents, we planted 20,000 trees from 20 species. Furusato-no-Mori has been open to the public since 2009 as YKK Center Park, integrated with industrial tourism facilities. As the forest has grown, it has come to attract approximately 370 different species (including endangered species). We also use the forest to provide environmental education for children, who will be responsible for the next generation.

Based on these activities, the area has been certified by the Ministry of the Environment as a Nature Coexistence Site, and recognized as reaching the Superlative Stage, the highest rank in the Social and Environmental Green Evaluation System (SEGES).

Environmental Contribution Activities

Fundamental Approach

Under founder Tadao Yoshida's philosophy of "becoming part of the local community," YKK keeps in mind achieving prosperity together with the community, and places value on the connection with the local community as a member of society. Each business site conducts cleaning activities and other environmental contribution activities based on that thinking. In addition, we believe that teaching the children who are the next generation is crucial to solving environmental issues, so we host environmental learning at many business sites.

FY2024 Initiatives

As an environmental contribution activity aiming to coexist with the community, YKK takes part in a wide range of activities. This includes clean-up activities around our plants at locations around the world, environmental education for the local children, and participation in other local events.

At the YKK Kurobe Manufacturing Center, we ran events and held an environmental education program for elementary school students to make tree boards and pick up seeds from the trees in Furusato-no-Mori, with the belief that it is essential to educate the children who will lead the next generation.

COLUMN

Implementing Environmental Education for Children in Furusato-no-Mori

Making name boards for trees

Within the Kurobe Manufacturing Center, there is YKK Center Park's Furusato-no-Mori (Hometown Forest), which aims to replicate the original landscape of Kurobe. Taking advantage of the natural environment of Furusato-no-Mori, we conduct environmental education activities for elementary school students in collaboration with local science museums and elementary schools. The environmental education program aims to raise children's environmental awareness by allowing them to experience the rich nature of Kurobe and learn about the importance of the environment.

The educational program on making name boards for trees has been running since 2022. After having the children develop an in-depth understanding of the trees in Furusato-no-Mori through a quiz about trees in their hometown, they will make original name boards to display on the trees in the forest. In addition, we have been holding a Furusato-no-Mori exploration program in collaboration with elementary schools since 2023. After learning about YKK's environmental activities and the role of forests, the students go out into Furusato-no-Mori to observe the flora and fauna.

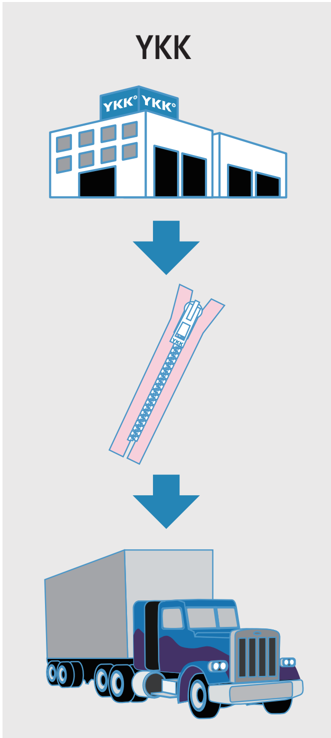
YKK will continue to engage in locally-rooted environmental education activities in the future.

[Reference] Fastening Business and Other Businesses Related to Business Operations (Japan)

Environmental impact mass-balance (FY2024 results)

INPUT

Electric power (purchased from electric power companies)	113,090 MWh
Fuel (heavy fuel oil, kerosene, gas, light oil, gasoline)	Energy equivalent 43,104 MWh
Water (not including reused water)	3.93 million t
Chemical substances (PRTR substances)	506.5 t
Raw materials (metal, resin, etc.)	31,836 t



OUTPUT

CO_2	41,000t-CO_2
Estimated amount of fluorocarbons leaked	343.5 t-CO_2
NOx	1.75 t
SOx	0.94 t
Wastewater	5.37 million t
BOD	12.1 t
Amount of waste emitted	8,513.7 t
Amount of waste recycled (Waste recycling rate)	8,512.4 t (100%)

Violations of Environmental Laws and Regulations

We have not had any administrative actions or fines imposed related to environmental laws and regulations in the past five years.

YKK Corporation and YKK Snap Fasteners (YSF) Co., Ltd. (hereafter, YSF) Status of Compliance (Results)

Air Pollution Control Act: Exhaust Gas (Production sites in Japan, FY2024 results)

Equipment	Plant	Soot and dust (g/Nm³)					Nitrogen oxide (ppm)				
		National emissions standard	Municipal agreed value	Highest value measured in FY2024	Assessment	(Reference) Voluntary emissions standard	National emissions standard	Municipal agreed value	Highest value measured in FY2024	Assessment	(Reference) Voluntary emissions standard
Boilers	YKK Corporation	–	–	0.02	Acceptable	–	180	–	64	Acceptable	60
	YSF	–	–	–	–	–	–	–	–	–	–

Water Pollution Prevention Act: Wastewater (Production sites in Japan, FY2024 results)

Unit: mg/l (except pH)

Item	Plant	National emissions standard	Prefectural water emissions standard	Municipal agreed value	Highest value measured in FY2024	Assessment	(Reference) Voluntary management standard
pH	YKK Corporation *1	5.8～8.6	5.8～8.6	5.8～8.6	Min.: 6.6 Max.: 7.4	Acceptable	6.0～8.4
	YSF *2	–	–	5.0～9.0 *2	Min.: 7.1 Max.: 7.7	Acceptable	5.2～8.8
BOD	YKK Corporation	120	15	15	5.7	Acceptable	5
	YSF	–	–	600	76.5	Acceptable	200
COD	YKK Corporation	–	–	–	9.4	Acceptable	—
	YSF	–	–	–	–	Acceptable	—
Suspended solids	YKK Corporation	150	90	50	5.0	Acceptable	10
	YSF	–	–	600	32.0	Acceptable	120
Oil	YKK Corporation	5	–	3	Below 0.5	Acceptable	1
	YSF	–	–	35	14.4	Acceptable	18
Cyanide	YKK Corporation	1	–	0.1	Below 0.01	Acceptable	0.02
Hexavalent chromium compound	YKK Corporation	2	–	0.1	Below 0.02	Acceptable	0.02

*1: Discharge into rivers
*2: Discharge into sewers

Water Pollution Prevention Act: Groundwater (Production sites in Japan, FY2024 results)

Unit: mg/L

	Substance	Environmental standard*	Measurement results for FY2024	Assessment
Volatile organic compounds	Dichloromethane	0.02 or less	Below 0.002	Acceptable
	Carbon tetrachloride	0.002 or less	Below 0.0002	Acceptable
	1,1-Dichloroethylene	0.1 or less	Below 0.002	Acceptable
	Cis-1,2-Dichloroethylene	0.04 or less	Below 0.004	Acceptable
	1,1,1-Trichloroethane	1 or less	Below 0.001	Acceptable
	Trichloroethylene	0.01 or less	Below 0.001	Acceptable
	Tetrachloroethylene	0.01 or less	Below 0.001	Acceptable
Heavy metals	Cadmium	0.003 or less	Below 0.0003	Acceptable
	Cyanide	Not detected	Below 0.1	Acceptable
	Lead	0.01 or less	Below 0.005	Acceptable
	Hexavalent chromium	0.05 or less	Below 0.02	Acceptable
	Selenium	0.01 or less	Below 0.001	Acceptable
	Fluorine	0.8 or less	0.2	Acceptable
	Boron	1 or less	0.18	Acceptable

* Environmental standard: Keeping the amount below this standard is desirable for protection of human health and preservation of the living environment.

Noise Regulation Act: Noise (Production sites in Japan, FY2024 results)

Unit: db

Plant	Category	Prefectural standard	Municipal agreement on pollution control	Highest value measured in FY2024	Assessment	(Reference) Voluntary standards
YKK Corporation	Daytime (8:00 A.M. to 7:00 P.M.)	70	60	58	Acceptable	60
YKK Corporation	Morning (6:00 A.M. to 8:00 A.M.) Evening (7:00 P.M. to 10:00 P.M.)	65	55	58	Acceptable	65
YKK Corporation	Late night (10:00 P.M. to 6:00 A.M.)	63	70	57	Acceptable	63
YSF	Daytime (8:00 A.M. to 7:00 P.M.)	70	65	35	Acceptable	70
YSF	Late night (7:00 P.M. to 8:00 A.M.)	60	60	34	Acceptable	60

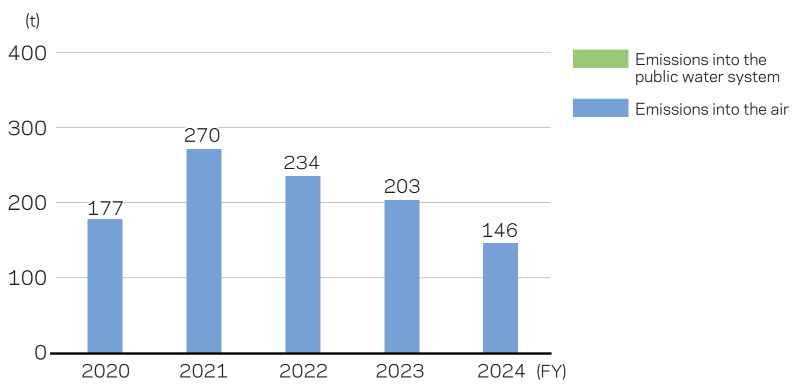
PRTR Method: PRTR Calculations (Production sites in Japan, FY2024 results)

Unit: t

Substance number	Substance	Volume handled	Emissions				Transformed amount	Transfer amount		Consumption
			Atmospheric emissions	Public water emissions	Soil emissions	Landfill volume		Waste materials	Sewage	
53	Ethylbenzene	2.28	2.26	0.0	–	–	0.0	0.01	–	0.02
80	Xylene	25.53	3.95	Below 0.01	–	–	0.0	0.34	–	21.23
144	Inorganic cyanide compounds	16.15	0.03	0.02	–	–	3.21	12.79	–	0.10
232	N,N-Dimethylformamide	146.17	98.24	Below 0.01	–	–	47.94	0.0	–	Below 0.01
300	Toluene	39.05	36.06	0.0	–	–	0.0	1.74	–	2.45
308	Nickel	86.92	0.26	Below 0.01	–	–	0.0	1.91	–	84.75
395	Water-soluble peroxodisulphate salts	2.04	0.0	0.0	–	–	2.01	0.02	–	0.0
412	Manganese and manganese compounds	180.00	0.54	0.0	–	–	0.0	Below 0.01	–	179.46
438	Methylnaphthalene	4.75	0.00	0.0	–	–	0.0	0.0	–	4.75
594	Ethylene glycol monobutyl ether	2.92	2.80	0.02	–	–	0.1	Below 0.01	–	Below 0.01
691	Trimethylbenzene	1.54	0.73	0.0	–	–	Below 0.01	Below 0.01	–	0.81
737	Methyl isobutyl ketone	1.18	1.18	0.0	–	–	Below 0.01	Below 0.01	–	0.0

* Aggregated substances of which we handle one metric ton or more (0.5 metric tons or more per year for Class 1 Designated Chemical Substances) per year at our domestic production locations
* Consumed: The amount consumed as raw materials, the amount contained in products, or the amount recycled by being sold
* Transformed amount: The amount that has been transformed into other substances by incineration, reactive processing, etc.

Changes in Emissions of PRTR Substances (Production sites in Japan)



Social

Human Resources and Hiring

Related Data: Number of Employees *Consolidated/YKK Corporation

	Unit	End of FY2020	End of FY2021	End of FY2022	End of FY2023	End of FY2024
Consolidated	people	44,510	44,410	44,527	45,363	46,305
YKK Corporation	people	4,849	4,454	4,398	4,364	4,408

Related Data: Classification of Employees, Etc. *YKK Corporation

			Unit	End of FY2020	End of FY2021	End of FY2022	End of FY2023	End of FY2024
Gender	By gender	Male	people	3,280	2,960	2,901	2,867	2,878
		Female	people	1,569	1,494	1,497	1,497	1,530
	Gender %	Male	%	68	66	66	66	65
		Female	%	32	34	34	34	35
Average age			years old	41.7	42.0	42.5	42.5	42.5
	By gender	Male	years old	42.5	42.1	42.6	42.6	42.5
		Female	years old	40.8	41.8	42.3	42.2	42.3
Age	10s - 20s		people	1,196	1,062	985	917	899
	30s		people	1,107	1,008	996	1,075	1,119
	40s		people	1,085	1,005	1,018	990	987
	50s		people	936	892	906	912	922
	60s or older		people	525	487	493	470	481
No. of new hires			people	181	93	133	241	251
	Ratio of experienced hires		%	9.9	32.3	57.9	54.8	48.6
Average length of service			years	18.3	18.5	18.7	18.4	18.2
Turnover			people	175	170	175	180	171

Related Data: Employees on Overseas Assignments *Fastening Business and Other Businesses, Etc.

	Unit	End of FY2020	End of FY2021	End of FY2022	End of FY2023	End of FY2024
Male	people	468	497	519	545	553
Female	people	21	17	23	27	29

COLUMN

System That Abolished the Mandatory Retirement Age

In April 2021, we abolished the mandatory retirement age at operating companies in Japan. This makes it possible for individuals to work regardless of their age as long as they are able to fulfill the role required by the company. Employees decide themselves when they will retire. Each individual determines the ideal nature of his or her own life and work and puts achievement of those goals into action.

The company will achieve a truly “fair” personnel system based on roles that are not restricted by age, gender, or nationality. The pursuit of employee autonomy and the fairness sought by the company generates a synergetic effect and aims at a higher level of revitalization.

Human Asset Development

Fundamental Approach

Based on our personnel philosophy of "Autonomy and Coexistence," we want every employee to take the initiative to learn, work with others and improve through friendly rivalry, and proactively take on the challenge of achieving their individual goals, and grow through the experience. In addition to encouraging each employee to engage in self-improvement and giving them support in that effort, the company will create opportunities for employees to utilize their strengths and gain experience and connect those efforts to the growth of both the employee and the company.

FY2024 Initiatives

We scrutinize the results of the annual employee engagement survey, and for training sessions hosted by the Human Resources Department, consider and implement programs that invigorate the workplace and improve the meaningfulness of work at the individual level.

As an example, for tiered training, we provided support so that employees would become aware of their own roles through self-analysis and group work, and be able to act with positive attitudes as leaders. For career training, employees were separated by life stage, and each participant re-examined their relationship with their job. They sorted out how their own role is connected to previous and ensuing processes, and thought about what makes work worthwhile for them.

In addition to these programs, we also provide training when employees need it—such as selective training, job-specific training, and training prior to overseas assignments—to continuously support their growth.

Related Data *YKK Corporation

	Unit	End of FY2020	End of FY2021	End of FY2022	End of FY2023	End of FY2024
Training cost per person*1	yen	63,275	64,865	79,097	118,842	144,409
Training time per person	hours	8.0	7.3	9.4	16.5	18.5
People who took OFF-JT training*2	people	1,436	1,636	2,107	2,075	2,686
People who took distance learning	people	829	705	236	354	361
People who received doctorates	people	25	27	28	30	33
Percentage of employees undergoing periodic reviews related to work performance and career development	%	100	100	100	100	100

*1 Including the opportunity cost for those undergoing training
*2 Training hosted by the Human Resources Department

COLUMN

Supporting Leaders in Obtaining the Skills and Mindset They Need, and Aiming to Enhance Management of the Organization as a Whole

Holding discussions propelled by an external lecturer (Tiered training in FY2024)

YKK conducts tiered training programs with four tiers (General Manager, Manager, Chief/Assistant Manager, and Supervisor) when employees are promoted, as opportunities for them to acquire the necessary skills and mindset. The program is designed to be taken during the year of promotion, so that participants can learn in a timely manner after they are promoted, and is tailored to the content of each tier, with group training for those working in Japan and online participation during overseas assignments.

<Contents of the training for managers (Example)>

- Roles and skills of managers (policy deployment, workplace administration)
- Workplace concepts
- Leadership that connects senior employees with their team members
- Understanding team members and team/workplace development

Diversity & Inclusion

Fundamental Approach

Diverse human assets work at YKK, which has been expanding globally, with each person exhibiting their respective skills, experiences, and other strengths of their diverse backgrounds based on their age, gender, or nationality. Following the mobilization of highly diverse human assets, at YKK we are aiming to achieve diversity and inclusion in which our human assets function organically to strengthen business competitiveness.

FY2024 Initiatives

We are working on designing a fair system that accepts various working styles, to make it possible for diverse human assets to fully utilize their abilities and form their long-term careers. We have introduced a "Life Design Support Leave Program" which allows employees to take a leave of absence for a certain period of time to avoid resigning due to their spouse's transfer, as well as a "job return recruitment" system that allows former employees to return to work at YKK if they wish. In FY2024, we revised the work-life balance support system to relax the length of service requirement, and allow employees to also be able to use "leave for gradual entry into childcare" when transferring their children to a new nursery school. We are encouraging employees to work from home, use staggered work schedules, flex time, and other flexible works styles, and are also working on structural development for YKK to be a company where each employee can enjoy work and feel motivated.

Related Data *YKK Corporation

		Unit	End of FY2020	End of FY2021	End of FY2022	End of FY2023	End of FY2024
Average working hours		hours	1,650	1,842	1,828	1,839	1,858
Paid vacation utilization rate		%	77.7	83.7	85.0	82.7	80.7
Ratio of male employees taking childcare leave		%	46.2	69.6	61.7	86.5	73.4
Number of male employees taking childcare leave		people	55	71	66	90	69
Days of childcare leave taken by male employees		days	17	20	26	50	51
Childcare system users		people	175	187	192	208	217
Nursing care system users		people	6	8	5	9	18
Flex time system users		people	548	698	943	1,259	1,460
Female managers		people	53	54	68	73	83
Female management rate		%	6.1	7.0	8.5	8.9	9.1
Employment rate of people with disabilities	YKK Corporation	%	2.30	2.49	2.54	2.58	2.52
	YKK Group Five companies* in total	%	2.50	2.52	2.63	2.67	2.68

* YKK Corporation, YKK AP Inc., YKK Business Support Inc., Kurobe Clean & Green Service Inc., YKK Rokko Corporation

COLUMN

YKK Rokko Corporation, Which Continues to Provide an Environment Where Everyone Can Work Energetically, Irrespective of Disability Status

YKK Rokko Corporation

YKK Rokko Corporation, established in 1998, is a special subsidiary of the YKK Group. Starting with printing operations, the company has expanded its business, mainly for the YKK Group, including website operations and the production of sample books for zippers and windows. In response to requests from Group companies, YKK Rokko has implemented personnel placement based on the right person for the right job, regardless of their disability status. In addition, the company focuses on developing human assets who can support other people and take the initiative in thinking and acting by identifying each employee's characteristics and taking the time to engage with them. Furthermore, while taking each employee's individual circumstances into account, YKK Rokko places great importance on creating an environment where individuals with disabilities can demonstrate their abilities and overcome challenges through their own efforts to the greatest extent possible, thereby supporting employees' drive to take on new challenges.

COLUMN

Building a Team of Diverse Human Assets in Vietnam

Employees of YKK Vietnam Co., Ltd.

In 2023, YKK relocated the Global Sales Headquarters' functions to Vietnam. The local team is made up of employees from a variety of countries and regions, and we are making progress with building a diversity-rich team. Young and mid-career employees transferred from Japan have also joined, expanding the scope for diverse human assets to thrive.

YKK, which operates globally, conducts business with various countries and regions as a matter of course. To facilitate smooth communication with our customers, forming teams of employees based on such diversity enables us to listen broadly to detailed needs and voices, thereby helping to fulfill diverse customer requirements. Furthermore, we aim to foster the emergence of diverse ideas and perspectives through the gathering of employees with a broad range of values, thereby enabling us to deliver new value to our customers.

We will continue to promote the development of globally active human assets by proactively recruiting and training individuals from diverse countries and regions.

Holding a roundtable meeting with Mr. Alex Gregory


The roundtable meeting

We held a roundtable meeting in September 2024, and over 100 employees gathered around Mr. Alex Gregory – outside director at YKK AP America Inc. – for the meeting, both in-person at the YKK 50 Building and online.

From 2002 to 2018, Mr. Gregory served as President, Chair, and CEO of YKK Corporation of America (hereafter, YCA), and at YKK Corporation, he became the first non-Japanese person to hold the positions of Group executive officer and director.

Presidents and employees from Group companies across various countries and regions joined the roundtable meeting and listened to Mr. Gregory speak about the challenges faced by YCA, his experiences, and the sentiments embodied in the Americas' Fundamental Behaviors. Numerous questions were asked, and the meeting was an opportunity for participants to gain a more in-depth understanding of the YKK Philosophy of the CYCLE OF GOODNESS® and the Management Principles.

Introduction of an Internal Hiring System

We started an internal hiring system in FY2021 as a program to transfer human assets based on the will of the employee for the purpose of further improving the career autonomy of every employee, and 148 employees have transferred to another role (as of March 31, 2025). The program is held twice a year to expand the areas where diverse human assets can actively participate and take on challenges to realize their own goals. YKK will take full advantage of the internal hiring system as it works to build an enthusiastic workplace for all employees.

Occupational Health and Safety

Fundamental Approach

In 1994, the YKK Group formulated the YKK Group Health and Safety Pledge as the universal policy that indicates the direction each company should move in its efforts. We implement a variety of health and safety activities aimed at the formation of a workplace where people can work in safety and without worry, by getting each employee to align himself or herself with the stipulations of the Declaration, have strong self-awareness regarding health and safety, and take health and safety into consideration.

6th Mid-term Health and Safety Activities

YKK formulates a Mid-term Health and Safety Policy every four years to fit the Mid-term Business Policy. For the 6th Mid-term Health and Safety Policy which started in FY2021, "Safety above all" towards making employees safer and healthier was the keyword, and with the participation of all employees, we promoted initiatives for creating a safe and secure workplace environment and developing better health.

As part of our efforts towards achieving zero occupational accidents, through initiatives such as top management conducting site inspections and implementing proactive risk assessments, we achieved a 60% reduction in the number of people who suffered occupational accidents in FY2024, compared to FY2021.

Furthermore, as part of our efforts towards achieving zero fires, we established fire prevention standards, conducted self-checks, and advanced improvements, thereby enhancing the fire prevention framework across all of our business locations.

7th Mid-term YKK Health and Safety Policy

The 7th Mid-term YKK Health and Safety Policy commencing in FY2025 will continue to uphold the idea of "Safety above all." We will pursue health and safety activities with the participation of all employees, while simultaneously promoting the creation of a safe and secure workplace environment that supports employee engagement.

7th Mid-term YKK Health and Safety Policy (FY2025 to FY2028)

Safety is the top priority before everything else

We will ensure that every employee has a strong awareness of safety and health, and that everyone participates in safety and health activities, while promoting the creation of a safe and secure working environment that supports employee engagement.

Guidelines for Action

- We will strive to improve safety awareness and ensure safe behavior among all employees, and eliminate occupational accidents caused by human error.
- We will eliminate occupational accidents caused by machine by identifying hazards in equipment and the work environment and taking appropriate measures to eliminate or reduce risks.
- To ensure safety and health compliance, we will establish a system for safety and health activities and continuously improve it.
- We will thoroughly inspect, maintain, and clean equipment with a high risk of fire, and eliminate fires by minimizing the risk of fires occurring.

1st April 2025
Koichi Matsushima
President
YKK Corporation

FY2025 YKK Health and Safety Objectives

For FY2025, our health and safety objectives remain unchanged from FY2024: zero occupational accidents and zero fires. We will enhance our efforts to conduct thorough safety and fire prevention training, strengthen our compliance with laws, regulations, and internal standards, and work across the entire YKK organization to improve our safety management standards.

FY2025 YKK Health and Safety Objectives

Safety is the top priority before everything else

Safety and Health Zero Occupational Accidents

1 Zero occupational accidents caused by machine
- Thorough assessment and countermeasures for potential risks in all business processes

2 Zero occupational accidents caused by human error
- Enhancing risk awareness through regular educational activities and comprehensive safety education
- Creating an age-friendly workplace

3 Proper chemical controls in the manufacturing process
- Implementation and strict compliance with Standard for Preventing Health Hazards When Using Chemical Substances

4 Ensure the compliance of safety and health
- Top management-led compliance with laws and regulations related to safety and health
(Strengthening management system)
- Improving the safety management competency with using YGCC

Fire Prevention Zero Fires

1 Ensure the implementation of fire prevention measures across the entire YKK Group
- Thorough compliance with global fire prevention management standards

2 Improve fire prevention control competency
- Enhancing fire prevention knowledge and awareness through fire safety education

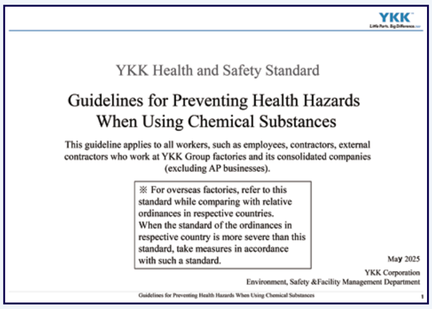
1st April 2025
Minoru Maeda
VP of Environment, Safety & Facility Management Dept
YKK Corporation

Industrial Injury Statistics *Fastening Business and Other Businesses Related to Business Operations

Industrial injury statistics		FY2020	FY2021	FY2022	FY2023	FY2024
Domestic	Frequency rate (one day or more of absence from work) * employees	0.22	0.00	0.24	0.36	0.35
	* Frequency rate: Metric to show the frequency of industrial injuries	$\frac{\text{Number of employees on leave due to industrial injuries}}{\text{Total actual working hours}} \times 1{,}000{,}000$				
Overseas	Annual rate per 1,000 (one day or more of absence from work) * Employees and dispatched workers	1.7	2.1	2.6	1.5	1.4
	* Injuries and deaths per 1,000: Percentage of industrial injuries and deaths per 1,000 workers per year	$\frac{\text{Number of employees on leave due to industrial injuries per year}}{\text{Average number of employees per year}} \times 1{,}000$				

COLUMN

Publishing Guidelines for Preventing Health Hazards When Using Chemical Substances


YKK
YKK Health and Safety Standard
Guidelines for Preventing Health Hazards When Using Chemical Substances
This guideline applies to all workers, such as employees, contractors, external contractors who work at YKK Group factories and its consolidated companies (excluding AP businesses).
※ For overseas factories, refer to this standard while comparing with relative ordinances in respective countries. When the standard of the ordinances in respective country is more severe than this standard, take measures in accordance with such a standard.
May 2025
YKK Corporation
Environment, Safety &Facility Management Department
Guidelines for Preventing Health Hazards When Using Chemical Substances 1

We have established guidelines for the safe use of chemical substances in order to prevent all employees who work at YKK from suffering health problems caused by such substances. The guidelines stipulate specific procedures and policies with regard to the handling, storage, and disposal of chemical substances; the selection and use of personal protective equipment; workplace environment management; and accident response. We will deploy them globally as enhanced safety standards.

Each and every employee handling chemical substances must understand their inherent hazards and toxicity, and handle them appropriately. By doing so, we will promote the creation of a safe and secure workplace environment free from occupational accidents and health problems.

Employee Health

Fundamental Approach

YKK established the Health Declaration to designate employee health as a management issue and clearly share its approach both inside and outside the company. The YKK Group Health Promotion Committee, which is made up of Human Resource Departments, industrial physicians, the YKK Health Insurance Society, other health related functions, and persons with responsibility for promoting health in individual businesses, promotes health management such as reducing lifestyle-related diseases and mental health issues.

FY2024 Initiatives

In FY2024, we worked on five priority measures. (1) In regard to the reduction of lifestyle-related diseases, we implemented initiatives to achieve a health checkup implementation rate of 100%, and a specific health check-up implementation rate of 90%, a specific health guidance implementation rate of 56%, and smoking cessation toward a smoking rate of 20% or less. (2) In regard to preventing psychological disorders, we provided training to applicable employees, conducted interviews with individuals who were identified as having a high stress level in the stress check, and carried out activities to improve the workplace environment. (3) The company collaborated with health management centers to promote support for balancing the treatment of illnesses and work. (4) In order to strengthen the health management system, we promoted the creation of a system that enables all employees to receive services from the healthcare staff. (5) We sponsored health promotion campaigns with an aim to raise awareness about exercise habits with a more than 75% participation rate, which was our target.

Related data *YKK Corporation

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Percentage of people taking the stress check	%	99.1	98.4	99.1	99.4	98.6
Percentage of people under high levels of stress (according to Ministry of Health, Labour and Welfare standards)	%	10.3	11.8	11.6	11.7	11.6
Percentage of people who exercise regularly (Exercise for 30 minutes or more a day, at least once a week)	%	47.9	47.4	48.1	47.8	49.1
Rate of participation in health promotion campaigns	%	68.0	60.5	66.5	65.2	65.4
Percentage of people who undergo regular health checkups	%	99.7	99.9	100	100	–*
Percentage of people who undergo detailed health checkups	%	78.0	85.6	83.2	89.2	–*
Percentage of people with metabolic syndrome	%	16.8	16.0	16.0	14.6	–*
Percentage of people targeted for special health guidance	%	19.7	18.8	19.2	18.2	–*
Percentage of people undergoing special health guidance	%	51.3	50.4	52.3	58.4	–*
Long-term leave days (leave of absence)	days	6,904	7,641	7,891	9,752	8,960
Presenteeism (average points) (WHO-HPQ absolute presenteeism)	points	57	60	60	60	62

* Numbers for FY2024 are still being aggregated

COLUMN

YKK Chosen as a Certified Health & Productivity Management Outstanding Organization ("White 500" in 2025)

In addition to YKK's efforts on five priority measures, our progress in disclosing employee health-related information externally during FY2024, alongside strengthening health promotion activities encompassing our supply chain, was recognized. Consequently, YKK was certified as one of the White 500 organizations in the large enterprises category of the Certified Health & Productivity Management Outstanding Organizations 2025 program, whose winners are selected by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, marking our first such recognition in five years.

Major KPI: Encouraging employees to quit smoking

YKK recognizes the high rate of smokers as a problem, and aims for 20% or less of all its employees to be smokers. In FY2024, we conducted two campaigns for quitting smoking, implemented company-wide smoke-free days on World No Tobacco Day and the 22nd of each month for a total of 13 occasions, and established a smoke-free workplace policy during working hours by the end of the fiscal year. We also provide support to individuals who take on the "Smoking Cessation Challenge" to quit smoking.

- FY2024 campaigns for quitting smoking: May 27 to June 30, December 23 to January 31, 2025 (two occasions)
- FY2024 company-wide smoke-free days: May 31 (World No Tobacco Day) + Every 22nd of the month
- Ban on smoking during working hours: System established (implemented from April 2025)

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
Percentage of people who smoke	%	21.7	21.2	20.4	20.6	18.9

Human Rights

Fundamental Approach

The YKK Group adopted a Human Rights Policy Statement and conducts business activities that respect human rights.

YKK Group Human Rights Policy

● Values

The YKK Group places the YKK Philosophy of the CYCLE OF GOODNESS® at the core of all its business activities. As an important member of society, a company survives through coexistence. When the benefits are shared, the value of the company's existence will be recognized by society. YKK founder Tadao Yoshida made this point the major focus in the pursuit of his business, and sought a path that would lead to the mutual prosperity of all the members of society. His thinking was that companies should, in the course of their business, strive to develop the business with inventions, creativity and ingenuity and by constantly creating new value, thereby contributing to society by helping customers and business partners to prosper.

YKK Group acts in a responsible manner toward society in order to conduct business activities in accordance with this philosophy. As part of this philosophy, the YKK Group Code of Conduct consists of seven principles and 29 detailed rules that define the Guidelines for Action shared and recognized by YKK Group employees in each country and region around the world. The Code of Conduct includes clear stipulations against discrimination and the violation of human rights for any reason whatsoever. This Policy complements the principle of respect for human rights that is set forth in the YKK Group Code of Conduct.

● Scope

The YKK Group applies this Policy to all YKK Group officers and employees. When the human rights of persons involved in the business, products, or services of the YKK Group, its business partners including suppliers, and their business partners, are adversely (negatively) impacted, and when this negative impact is directly related to the YKK Group business, products, or services, we will undertake to encourage those concerned to respect human rights, avoid human rights violations, and address any negative impacts on human rights pertaining to them.

● Commitment to Human Rights

The YKK Group supports and respects international standards relating to human rights, including the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work as based on the UN Guiding Principles on Business and Human Rights. In all its corporate activities, the YKK Group fulfills its responsibilities in respecting the human rights of all people impacted by its business activities.

YKK will pursue every way possible to fully respect the core international human rights of people even if these international human rights are not properly protected by the laws and regulations in each country and region or in the execution of those laws and regulations.

● Organization and Governance

The YKK Group advocates "YKK seeks corporate value of higher significance" as a management principle. This principle of consistent fairness is the foundation of all our management activities. In accordance with this thinking, we work to implement comprehensive corporate governance systems with the goal of further enhancing our corporate value.

As an organization directly under the YKK Management Council and Board of Directors, the YKK Sustainability Committee chaired by the YKK President addresses human rights and other sustainability issues. This includes not only putting in place and expanding policies to relevant departments and Group companies in Japan and the rest of the world but also carrying out cross-departmental efforts.

● Human Rights Due Diligence

Based on the UN Guiding Principles on Business and Human Rights, the YKK Group observes due diligence with respect to human rights. We are able to identify any negative impact on human rights through this framework to reduce and prevent any human rights violations from happening.

● Human Rights Education

To instill this Policy in all corporate activities and ensure its effective implementation, the YKK Group provides appropriate education and training to its officers and employees and encouragement to its business partners and other related parties.

● Corrections and Remedies

If it becomes apparent that a YKK Group business, product or service has caused or contributed to a negative impact on the human rights of anyone affected by that business, product or service, the YKK Group will deal with the concerned persons in good faith and work to correct the corporate activities that were the cause of the issue. Furthermore, if it becomes clear that there is a direct relation via a related party between a YKK Group business, product or service and a negative impact on human rights, or if such a relation is suspected, we will strive to remedy the situation by communicating with the related party. We will work to build systems by which we can receive the concerns and complaints of stakeholders and strive to solve problems or implement remedies. These systems will include internal and external consultation desks by which people who have, or may have, suffered negative impacts to their human rights can consult with our company.

● Ensuring Transparency/Communication

The YKK Group periodically assesses the progress of its human rights initiatives and works to enact ongoing improvements. At the same time, the Group communicates this progress through websites, reports, and other communication channels.

With respect to human rights affected by its business activities, the YKK Group will continue to develop a series of initiatives under this Policy to respond appropriately to changes in the business and environment, so as to enable it to understand, address, and improve its activities from the point of view of those impacted.

● Maintaining Initiatives for Respecting Human Rights

In order to maintain and strengthen our initiatives directed at respecting human rights into the future, we will respond to human rights issues appropriately in accordance with changes in the business and environment, and review our policies as needed.

FY2024 Initiatives

At YKK, we have set out the YKK Group Human Rights Policy, and are promoting initiatives to respect human rights and identify and address risks that would infringe on those rights. We performed the YKK Global Criteria of Compliance (YGCC) self-checks and on-site audits at all applicable locations based on YGCC, which includes respect for human rights, and identified the level of CSR procurement carried out by our suppliers and other business partners in an effort to continually identify and evaluate human rights risks. YKK responds to any issues that are found to correct those issues and reduce human rights risks.

In response to increasing demands for working hour management, we formulated a stricter working hour management policy in FY2023. By FY2024, we will have completed the establishment of a weekly working hours management system at all manufacturing sites within the Fastening Business. In addition, as part of our efforts to respect human rights, we have continued to conduct in-person training, conduct e-learning, distribute pamphlets, and disseminate notices to prevent harassment.

YKK Group Code of Conduct

The YKK Group Code of Conduct is composed of seven principles and 29 detailed rules. They use as reference and conform to the 10 Principles of the UN Global Compact and the eight fundamental conventions of the International Labour Organization (ILO). They are also linked to the SDGs. We will work to ensure that every one of our employees implements the YKK Group Code of Conduct to “build trust, transparency and respect” with all our stakeholders, as stipulated in our Core Values.

YKK Group Code of Conduct (entire text)
https://www.ykk.com/english/philosophy/guidelines.html

**YKK Group Code of Conduct
Seven Principles of the YKK Group Code of Conduct**

- Compliance
- Fair operating practices
- Respect for human rights
- Harmony with the environment
- Health and safety
- Product quality and safety
- Contribution to communities

Operational Status of the YKK Global Criteria of Compliance (YGCC)

Starting in 2013, we adopted the YGCC as a system that would demonstrate and monitor the standards for compliance required in the YKK Group. The YGCC undergoes periodic reviews based on international standards and customer requirements, and was updated to YGCC 4.1 in 2024. Specifically, the YGCC establishes over 400 items in total across topics such as management systems, working conditions, working hours and wages, health and safety, the environment, and fair business practices, and we conduct voluntary self-assessments and external audits by consultants. Where any item fails to meet the required standard, it shall be obligatory to implement improvements within a period determined according to the item's level of importance. Through the YGCC, we verify whether the compliance systems of each operating company meet the standards required within the YKK Group, and whether they are being maintained.

Related data

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
YGCC third-party audits performed	cases	6*	9*	16	14	24

* Only performed at the bare minimum required number of operating companies due to the impact of the COVID-19 pandemic in FY2020 and FY2021.

Related data: FY2024

	Region	East Asia	Americas	EMEA	ASAO	China
Number of self-assessments performed	cases	2	4	6	6	6
Mechanisms for Handling Complaints	cases	4	7	21	12	7

Mechanisms for Handling Complaints

YKK regards the internal whistleblowing system, a mechanism for handling complaints, as a crucial human rights initiative for collecting information on human rights risks and addressing identified adverse impacts. As part of those efforts, since FY2023, we have begun accepting consultations from business partners concerning misconduct and legal violations by YKK Group directors and employees in the course of business. Furthermore, since FY2024, we have established a contact point relating to fraud, legal violations, human rights abuses, etc. in order to receive consultations regarding human rights abuses from both internal and external stakeholders, including those involving employees of our business partners, and this contact point will accept concerns and consultations from all stakeholders.

Supply Chain Management

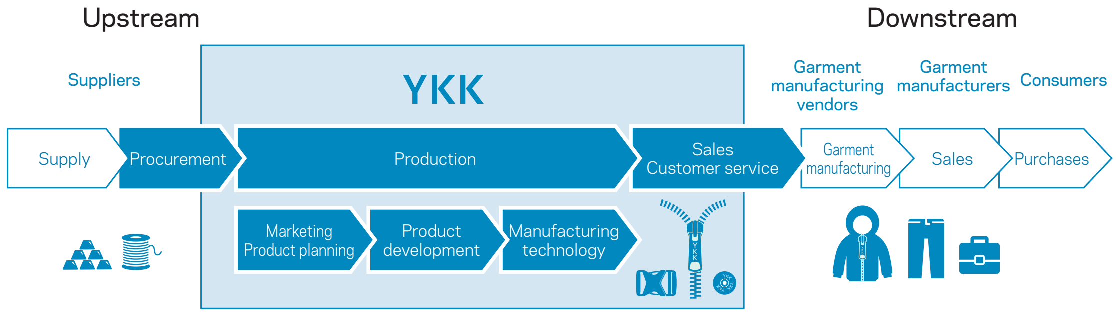
Fundamental Approach

The YKK Group adopted the following Procurement Policy so that it can fulfill its social responsibilities throughout the supply chain.

YKK Group Procurement Policy

We have based our business activities on the conviction, under the CYCLE OF GOODNESS® YKK Philosophy, that an enterprise is an important member of society, that it must thereby coexist with other elements of society, and the value of its existence will be recognized by the benefits it shares with society. The belief behind this is that no one prospers without rendering benefit to others. We carry out business activities with the aim of bringing mutual prosperity, and our intent is that creativity and ingenuity, as well as our inventions, will result in business expansion for the YKK Group, which in turn would bring prosperity to customers and business partners, and thus benefit all society. This is none other than our execution of corporate social responsibility.

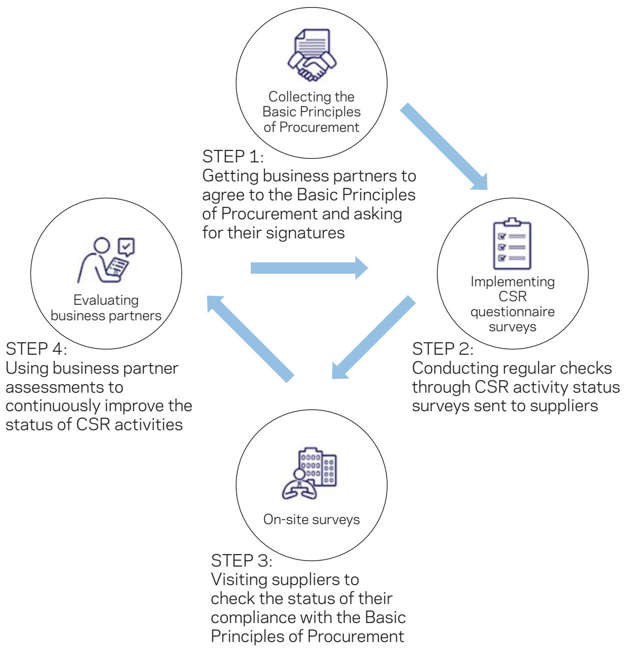
YKK Supply Chain (illustration)



CSR Procurement and Requests for Business Partners

YKK is pushing forward with initiatives across all supply chains, in addition to our own activities, with the aim of achieving the targets set out in the Sustainability Vision 2050.

In addition to implementing CSR procurement activities that take society and the environment into consideration, we have established the Basic Principles of Procurement as requirements for business partners. These Basic Principles of Procurement follow OECD guidelines. They aim to improve partnerships for fulfilling social responsibilities together, by having our business partners confirm the status of compliance with those principles. Furthermore, in the CSR questionnaire survey (see Step 2 illustration below), from FY2025, we have added items to clarify the content of human rights measures for foreign migrant workers, thereby engaging in more in-depth activities.



Requests for Business Partners' Basic Principles of Procurement

- Compliance with laws and regulations
- Fair and ethical business practices
- Human rights
- Wages
- Working hours
- Health and safety / Workplace environment
- Environment
- Quality and product safety
- Information security
- Auditing

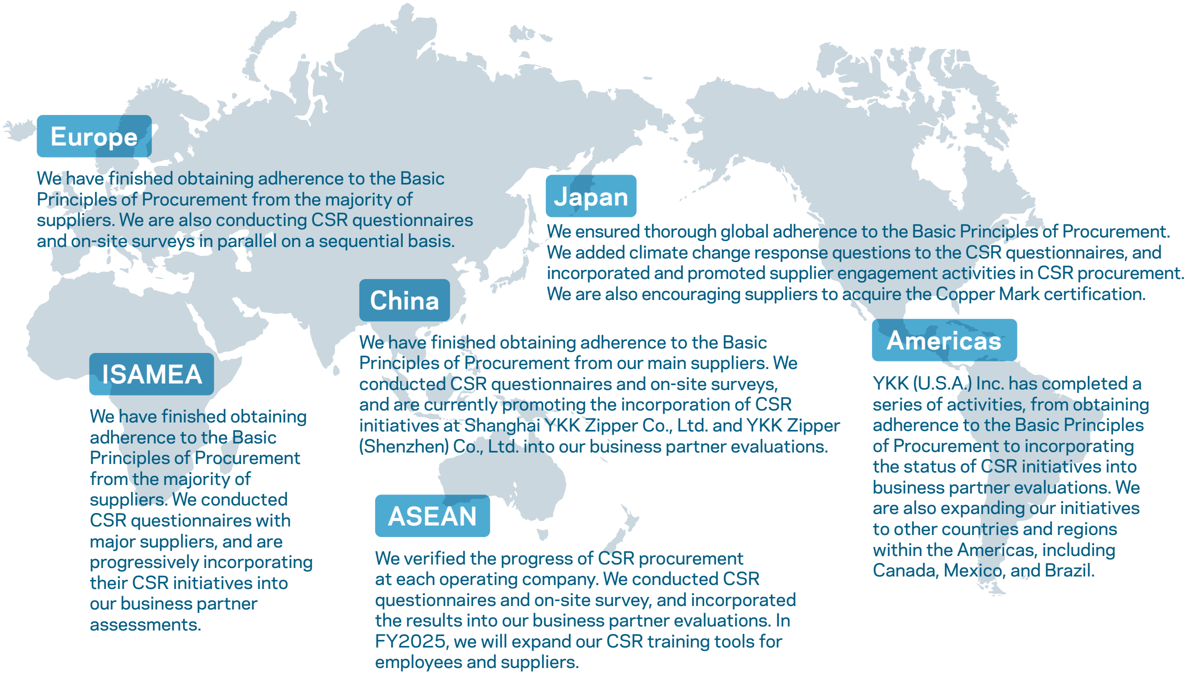
FY2024 Initiatives

We undertake CSR procurement in the Fastening Business so that we can fulfill our social responsibilities throughout all supply chains. In all processes, from raw materials to finished products, we take measures to procure materials that do not contain hazardous substances and were produced through appropriate manufacturing processes and labor environments, to reduce our carbon footprint, and to procure materials with the aim of promoting recycling.

We continuously administer CSR procurement questionnaires to determine the CSR conditions of suppliers and provide feedback on the evaluation results. We also make visits and conduct interviews as necessary to encourage suppliers to make improvements. Further, recognizing that our partnerships with our suppliers are important, and so that we may promote mutual understanding with them, the YKK Group has specified our requests as the "Basic Principles of Procurement." We ask for their understanding and assent, and we hope that they will join us in the fulfillment of our responsibilities to society.

We have also been enhancing our supplier engagement activities since FY2022 to build cooperative relationships with our business partners, in the hope of achieving the targets set for the five themes identified in the YKK Sustainability Vision 2050 (climate change, material resources, water resources, chemical management, and respect people). In FY2024, to further promote the collection of carbon footprint information and the adoption of low-carbon and recycled material, we expanded the scope of business partners subject to memos incorporating climate change requirements. We are also promoting more in-depth verification, which includes confirmation of specific carbon footprint calculation standards and the presence or absence of third-party certification.

Note: See here for details regarding the Basic Principles of Procurement.
https://www.ykk.com/english/corporate/csr/pdf/ykk_procurement_en.pdf



COLUMN

Selected as a Supplier Engagement Leader

In the Supplier Engagement Rating 2024, CDP selected YKK as a company for its Supplier Engagement Rating Leaderboard for the third year in a row. The CDP praised and designated our company a global leader for initiatives ranging from governance and targets to reduce GHG emissions throughout the entire supply chain to cooperative efforts to reduce GHG emissions with suppliers. In February 2025, the CDP also gave YKK an "A" on its FY2024 climate change questionnaire, the second time that YKK has earned the highest "A" rating. We will continue our work to combat climate change to achieve the Paris Agreement and provide transparent information disclosure.

Supplier Engagement Leader
CDP
2024

Quality

Fundamental Approach

In order to provide new value for the needs of customers and society, we are fastidious about quality in the entire process, from development to manufacturing, sale, and after-service. In the Fastening Business, including overseas, we have acquired ISO 9001 certification, continued to improve our quality management system, and established global quality standards, and provide our customers with products that all meet the same standard of quality.

6th Mid-term Quality Activities

Based on the 6th Mid-term YKK Quality Policy, we have worked to provide safe and secure services and contribute to a sustainable society by reducing the extent of our impact and burden placed on the environment due to chemical substances. With regard to enhancing chemical substances management, we attempted to improve our products' chemical substances management and conformity with standards in line with the revised YKK Restricted Substances List (YKK RSL). We focused on achieving the highest quality at the lowest cost, promoting quality cost management and activities to reduce quality risks in each process.

7th Mid-term YKK Quality Policy

We established the 7th Mid-term YKK Quality Policy based on the 7th Mid-term Business Policy, and will continue to promote these initiatives.

YKK 7th Mid-term Quality Policy (FY2025 to FY2028)

Under our 7th Mid-term Business Policy, "Contributing to the realization of a sustainable society as ONE YKK – Evolving into a company that creates inspiring experiences for customers, employees, and society - ", YKK will continue to focus on quality in order to provide " better products at a lower cost and greater speed, more sustainably". And we will strive to provide exciting products and services that lead the industry.

Guidelines for Action

- Responding sensitively and sincerely to the voices of our customers and the need of society, we will propose and provide safe and reliable products and services that inspire our customers in processes from research and development to manufacturing, sales and after-sales service.
- We will promote quality cost management and make continuous improvements and upgrades to address quality issues through technology to achieve "Highest Quality at Lowest Cost".
- We will contribute to the realization of a sustainable society by minimizing the impact and load on the environment in order to leave a prosperous society to future generations.

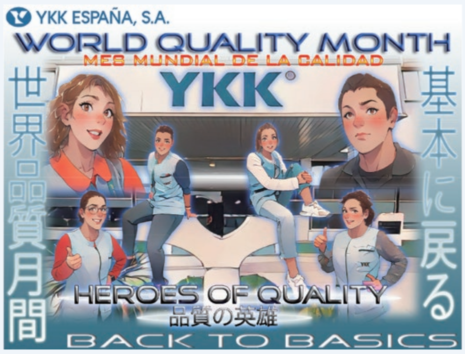
April 1st, 2025
Koichi Matsushima
President
YKK Corporation

Status of acquisition of quality-related certification

Certifications	Overview
ISO 9001 / ISO 14001 / ISO 45001	YKK has acquired ISO 9001, ISO 14001, and ISO 45001 certification at many of its business sites. * Please inquire for more information about the certification status of each business site.
OEKO-TEX® STANDARD 100	OEKO-TEX® STANDARD 100 is one of the world's best-known labels that certifies only textiles that have passed strict tests for over 350 hazardous chemical substances as safe products (https://www.oeko-tex.com/en/our-standards/oeko-tex-standard-100). Many YKK business sites have acquired STANDARD 100 by OEKO-TEX® Product Class I certification. See https://www.oeko-tex.com/en/buying-guide for the latest information. In 2017, YKK received the Grand Prize, the highest award, at the JAPAN OEKO-TEX® AWARD 2017 ceremony. * OEKO-TEX is a registered trademark of ÖTI-Institut für Ökologie, Technik und Innovation GmbH.
bluesign System	The bluesign system is a system to certify sustainable supply chains in the textiles industry from the perspectives of the environment, labor, and consumers. YKK has been certified as a bluesign System Partner. See the YKK Digital Showroom (https://ykkdigitalshowroom.com/en/b1f/eco-friendly_products/bluesign_approved/) for details on products that have received the bluesign certification (zippers, plastic parts, etc.).

COLUMN

World Quality Month 2024 Contest Held



YKK has designated November as its quality month every year, and promotes a wide range of activities to raise awareness about quality. The theme for FY2024 was "Back to Basics! Quality Builds Trust and Satisfaction," and we held a contest to raise employee awareness by inviting entries from our global manufacturing sites. Participants around the world then voted to select a winner. In 2024, YKK India Pvt. Ltd. and YKK España S.A. won the grand prize from among all 36 entries.

Governance

Corporate Governance

Matters Regarding the Accounting Auditor

Name of the accounting auditor

Ernst & Young ShinNihon LLC

Amount of Compensation, Etc. Paid to the Accounting Auditor for the Current Fiscal Year

	Amount of compensation, etc.
(1) Amount of compensation, etc. for services related to Article 2, Paragraph 1 of the Certified Public Accountants Act	97 million yen
(2) Total amount of monetary and other financial benefits payable by the Company and its subsidiaries	138 million yen

*1 In the audit contract between the company and the accounting auditor, the amount of compensation, etc. for the audit by the accounting auditor under the Companies Act and the amount of compensation, etc. for the audit under the Financial Instruments and Exchange Act are not clearly distinguished, so the total amount is listed in (1).
*2 There are no matters related to non-audit services.
*3 Matters concerning persons conducting audits of accounting documents of key subsidiaries
Among the company's key subsidiaries, YKK Corporation of America, YKK (U.S.A.) Inc. and 15 other companies are audited by certified public accountants or audit firms other than the company's accounting auditor (including those with qualifications equivalent to these qualifications in foreign countries) (limited to those stipulated by the Companies Act or the Financial Instruments and Exchange Act (including foreign laws equivalent to these laws)).
*4 Reasons for the Audit & Supervisory Board's approval of compensation of the accounting auditor
The Audit & Supervisory Board obtained necessary materials and reports from the Board of Directors, relevant internal departments, and the accounting auditor, confirmed the contents of the accounting auditor's audit plan, the status of the accounting auditor's performance of duties, and the basis for calculating the compensation estimate, and as a result of its review, agreed on the compensation of the accounting auditor.

Policy on the dismissal or non-reappointment of the accounting auditor

In addition to dismissal of the accounting auditor by the Audit & Supervisory Board as stipulated in Article 340 of the Companies Act, if it is deemed that the accounting auditor is unable to perform its duties appropriately, a proposal regarding the dismissal or non-reappointment of the accounting auditor will be submitted at the Shareholders Meeting, based on the decision of the Audit & Supervisory Board.

Risk Management

The main risks that we recognize as having a significant impact on our financial condition and operating results are as follows.

(1) Financial Risks

No.	Risk item	Expected main impact	Major countermeasures
1	Increase of retirement benefit obligations	· Increase in retirement benefit expenses and retirement benefit obligations, due to a decrease in the discount rate used in calculating retirement benefit obligations and a deterioration in the rate of return on pension assets	· Construction of a diversified portfolio that matches the target rate of return · With regard to high-risk stocks, preparation for plunging stock prices using a dynamic hedging method, based on the assumed principal amount of the asset balance
2	Decline in the stock prices of shares held	· Impairment or valuation loss of stocks held, due to a significant decline in the stock prices of listed stocks held	· Prohibition of stock trading for speculative purposes under regulations · Exclusively holding shares of affiliated companies and strategically held shares

(2) Risks in the Fastening Business

No.	Risk item	Expected main impact	Major countermeasures
1	International conflicts and civil wars	· Long-term production stoppages, withdrawal, and confiscation of assets due to conflicts and civil wars in countries where we operate	· Minimizing production stoppage risks by diversifying overseas production bases and strengthening production management systems · Formulation of BCP, creation of crisis management response manuals, and crisis management training · Strengthening cooperation with regional headquarters, and providing Group support based on requests from the field
2	Cyberattacks	· Data leakage due to ransomware attacks on internal systems and servers, and business stoppages due to encryption by attackers	· Offline backups, strengthening our response to vulnerabilities, information security education · Strengthening incident response systems
3	Soaring prices and supply shortages of raw materials and fuel	· Increase in production costs due to soaring prices for raw materials and supplies · Increased costs of fuel, etc. due to environmental regulations to curb climate change	· Establishing a multiple purchasing system for raw materials and supplies · Implementing continuous manufacturing cost reduction measures and developing raw material alternatives and substitute products
4	Failed capital investment	· Failed capital investment due to errors in business judgement and demand forecasting	· Strengthening capital investment management-including effectiveness calculations, evaluation and approval processes-with regard to the formulation of capital investment plans
5	Delays in responding to technological advances	· Decline in business competitiveness due to delays in responding to technological advances, including environmental measures	· Monthly progress checks on key development themes
6	Economic downturn, sluggish demand, intensifying competition	· Declining sales and intensifying competition due to economic downturn, falling demand, climate change, and declining birthrate	· Securing a market advantage by providing competitively priced products and high value-added products
7	Currency exchange fluctuations	· Rapid and significant currency depreciation, leading to a surge in payments for imported raw materials	· Renegotiating currency for transactions, as well as prices, with customers and suppliers · Hedging through forward foreign exchange contracts, etc. · Only holding foreign currency based on actual demand · Hedging through foreign currency loans from overseas Group companies
8	Marketing failures and delays in market entry	· Loss of business opportunities due to marketing failures and delays in market entry	· Improving market analysis accuracy and strengthening sales promotion in collaboration with operating companies
9	Violation of the Antimonopoly Act and the Subcontract Act	· Exclusion orders, penalty payments, and criminal penalties for violations of laws such as the Competition Law and the Subcontract Act	· Public awareness of legal reforms · Compliance training through various training programs, E-learning, etc. · Formulating various regulations and guidelines and implementing them (Competition Law contact reporting system, YGCC, and other monitoring operations) · Properly implementing disciplinary measures and preventing recurrences
10	Violations of the Foreign Exchange and Foreign Trade Act	· Administrative sanctions for violations of the Foreign Exchange and Foreign Trade Act and lost company credibility	· Establishing guidelines based on the impact of legal revisions, and thoroughly disseminating and implementing them
11	Bribery	· Damage for bribery, as well as lost company credibility	· Monitoring based on anti-bribery policies, gift-giving regulations and guidelines, the YGCC, and assessment tools · Compliance training through various training programs, E-learning, etc. · Establishing an internal whistleblowing contact point and conducting regular monitoring · Properly implementing disciplinary measures and preventing recurrences
12	Violation of personal information protection laws	· Payment of fines for violating personal information protection laws (such as GDPR) in various countries	· Thoroughly disseminating and enforcing regulations with regard to the handling of information · Preparing Incident Response Plans (IRP)
13	Major earthquakes (including tsunamis)	· Employee deaths or injuries, suspended operations or shipments, and repair costs due to major natural disasters such as earthquakes and volcanic eruptions	· Conducting regular disaster prevention drills and continually reviewing emergency response training BCP · Conducting seismic diagnosis and reinforcement work for buildings, as well as preparing disaster response for important equipment
14	Major wind and flood damage	· Increased frequency of damage caused by increased torrential rains due to typhoons and climate change	· Selecting risk locations and expanding preliminary investigations (impact assessments) · Flood prevention measures for important facilities, and accumulation and utilization of expertise · Preparing initial response manuals
15	Product regulatory violations	· Product recalls, damages, and fines due to violations of product-related laws and regulations	· Identifying quality-related laws and regulations in each country · Establishing and implementing management regulations for applicable laws and regulations · Education about product laws and internal regulations
16	Additional taxation under transfer pricing rules	· Additional taxation due to allegations of improper internal transactions and service provision with overseas subsidiaries, following investigations by the tax authorities	· Sharing information and awareness with regard to transfer pricing between our company and subsidiaries, and strengthening cooperation · Strengthening tax risk management and tax compliance systems through the use of external experts, etc.

Compliance

Implementation of Compliance Awareness Surveys

The YKK Group regularly conducts employee compliance awareness surveys, and strives to understand the status of compliance awareness and the occurrence of compliance violations. We are engaged in compliance promotion activities in response to issues identified by the surveys.

The compliance awareness surveys conducted in YKK's East Asia region include basic questions common to other companies for comparison purposes and questions unique to YKK, and scores are calculated on a seven-point scale. With a score of 5 or higher considered good, various compliance measures such as compliance training have enabled us to maintain a score of five or higher and further improve on the previous year's results.

Average Compliance Awareness Survey Score (Out of seven Points)

Compliance awareness survey questions and results (example)	FY2022	FY2023	FY2024
Is your department mindful of preventing harassment?	5.30	5.05	5.41
Are you familiar with the laws and regulations that apply to your job, as well as the internal rules and regulations that you must follow in the course of your work?	5.66	5.32	5.67
Are you familiar with the contents of the internal whistleblowing system (reportable acts, protection of whistleblowers, etc.) and where to make reports?	5.80	5.13	5.54

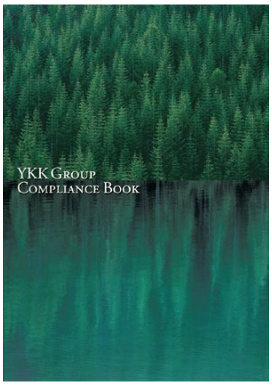
Implementation of Compliance Training

The YKK Group conducts compliance training at each level of the organization to eliminate compliance violations, and promotes compliance education to prevent illegal and improper conduct. In FY2024, we increased the number of E-learning training sessions from two to three, and also conducted face-to-face harassment prevention training for managers and general employees at each location. In addition, in FY2021, we distributed a revised edition of the YKK Group Compliance Book to all employees in order to promote understanding of compliance and raise awareness of contact points for internal whistleblowing and consultations and significantly updated the first edition created in FY2010, ensuring that YKK Group employees can refer to this booklet at any time if they have any questions regarding compliance in their work.

Globally, we have created the YKK Group Code of Conduct – a behavioral code that YKK Group employees in countries and regions around the world have a common understanding of, and must adhere to – and compliance manuals for each region which translate these guidelines for action into specific actions that employees should take, and we are distributing them to local employees.

Number of employees who underwent compliance training

	Unit	FY2020	FY2021	FY2022	FY2023	FY2024
1st	people	4,105	4,042	4,398	4,395	4,290
2nd	people	Not held	4,287	4,319	4,351	4,424
3rd	people	Not held	Not held	Not held	Not held	4,383
Total	people	4,105	8,329	8,717	8,746	13,097



YKK Group Compliance Book

Intellectual Property Management

FY2024 Initiatives

YKK is engaged in various activities related to intellectual property management on a global scale. As part of our main initiatives for FY2024, we will introduce examples of anti-counterfeit initiatives and trademark-related initiatives.

COLUMN

Expanding the Circle of Brand Protection
Promotion of B.P.P.™ (Brand Protection Partnership) Activities

Workshop held at the YKK 80 Building in September 2024
Employee giving a presentation at the 47th B.P.P.™ workshop

YKK is promoting B.P.P.™ initiatives as part of its anti-counterfeit efforts. Anti-counterfeit measures have their limits when taken by a single company; therefore, complementing and strengthening these measures through collaboration with customers, experts, government agencies, and other parties leads to effective and strategic activities.

Since 2012, we have been holding B.P.P.™ workshops to facilitate opinion exchanges and expertise sharing among stakeholders, conducting presentations and seminars on brand protection, and introducing specific examples of anti-counterfeit measures. Currently held twice a year, a total of 2,491 organizations and 4,422 people have participated in 48 workshops that have been held up to May 2025.

In recent years, in response to the COVID-19 pandemic, we have focused on hybrid events that include online participation, adapting to the changing times and making it possible for people from far away and overseas to participate, thereby further expanding the scope of our brand protection activities.

In recognition of these and other activities, the company received an Award from the Minister of Economy, Trade and Industry as an Intellectual Property Utilization Company (Trademarks category) at the 2021 Intellectual Property Achievement Awards, which were presented by the Japan Patent Office of the Ministry of Economy, Trade and Industry.

Efforts to Prevent Defamation and Dilution of "YKK" and Other Trademarks

YKK zippers

YKK has registered "YKK" and other trademarks and protects them carefully, as proof for customers and business partners that we can be trusted. As part of those initiatives, concerning third-party trademarks that cause confusion and misidentification with "YKK" and other trademarks, we are promoting efforts to prevent rights infringement and use in order to prevent defamation and dilution* of YKK trademarks.

In FY2024, we took action on 89 cases globally, which includes those in progress (66 cases to prevent rights from being granted, and 23 cases to prevent use).

* Dilution refers to a decrease in a trademark's functionality and effectiveness.

Trademark Registration of the YKK Corporation Logo

YKK™
Little Parts. Big Difference.

YKK revised the YKK Corporation Logo in 2023. The YKK Corporation Logo embodies the YKK Philosophy of the CYCLE OF GOODNESS®, the Management Principle, "YKK seeks corporate value of higher significance," and the YKK Core Values. The logo expresses the desire of YKK employees to place sustainability at the center of the company's management and to continue its long-standing work to act rapidly and provide trusted quality.

To promote and protect the YKK Corporation Logo, we have filed trademark applications in 73 countries and regions around the world to date.

Organization Memberships/Initiatives, etc. (As of March 31, 2025)

Cascale (formerly known as the Sustainable Apparel Coalition)

Cascale is an apparel organization, which YKK joined in 2018, that works to reduce the impact that products worldwide have on the environment and society.

YKK, along with apparel brands, retailers, manufacturers, raw material manufacturers, research institutes, governmental organizations, etc. across the world, works on improving sustainability of supply chains in the apparel, footwear, and textile industries.

The Fashion Industry Charter for Climate Action

YKK signed the Fashion Industry Charter for Climate Action in March 2020, which established the fashion industry's initiative under the auspices of the United Nations Framework Convention on Climate Change (UNFCCC) secretariat. Based on the long-term objectives of the Paris Agreement, this charter focuses on achieving a 30% reduction of total greenhouse gas (GHG) emissions by 2030 and achieving carbon neutrality by 2050.

Net-zero Recovery

YKK took part in a "net-zero recovery" statement announced by the SBT initiative and UN Global Compact in May 2020. The statement is based on the idea of aligning the climate change measure of achieving net-zero CO_2 emissions by 2050 with economic recovery from the COVID-19 pandemic.

Textile Exchange

YKK has participated in the Textile Exchange, an international NPO working to popularize eco-friendly textile materials, since September 2020. YKK is participating in the Recycled Polyester Challenge, which is co-sponsored by the Textile Exchange and the Fashion Industry Charter for Climate Action.

Science Based Targets Initiative (SBTi)

We obtained SBTi certification in March 2021 for our short-term targets of reducing GHG emissions by 50.4% for Scope 1 and 2 emissions and 30% for Scope 3 emissions (both compared to FY2018 levels) by FY2030. In December 2024, we have obtained SBTi certification for our long-term targets of reducing GHG emissions by 90% for Scope 1 and 2 emissions and 90% for Scope 3 emissions (both compared to FY2018 levels) by FY2050.

Japan Sustainable Fashion Alliance

YKK joined the Japan Sustainable Fashion Alliance in September 2021, which aims to promote the transition to a sustainable fashion industry, as a full member. The Alliance's goals are zero fashion loss through appropriate production, purchase, and recycling and climate neutrality by 2050.

Ellen MacArthur Foundation Network

For years, YKK has partnered with many fashion brands that are members of the Ellen MacArthur Foundation Network to conduct initiatives aimed at achieving a circular economy in the fashion industry. In April 2022, YKK became a member of the Network in order to accelerate further our efforts to contribute to the transition to a circular society, as stipulated in YKK Sustainability Vision 2050.

Ministry of the Environment 30by30 Alliance for Biodiversity

In August 2022, YKK participated in the 30by30 Alliance for Biodiversity, which has set out to build a framework to achieve the 30by30 targets that aim to conserve or protect 30% of land and sea as biodiversity areas by 2030. The Furusato-no-Mori (Hometown Forest), which YKK set up within the Kurobe Manufacturing Center (Kurobe City, Toyama), was recognized as a Nature Coexistence Site by the Ministry of the Environment in October 2023.

United Nations Convention on Biological Diversity (CBD) COP 15 Business Statement for Mandatory Assessment and Disclosure

Business for Nature is an international coalition of companies pursuing comprehensive action to recover nature that has been destroyed and protect biodiversity. At the 15th Meeting of the Conference of the Parties (COP15) at the UN Convention on Biological Diversity (CBD) held in 2022, Business for Nature evaluated the impact and the level of dependency companies and other organizations have on biodiversity, and called on these companies and other organizations to support and sign a corporate statement committing to mandatory disclosure through 2030.

Accelerating Circularity

YKK has become affiliated with Accelerating Circularity, a non-profit organization in the U.S. that works on textile recycling, and is participating in a working group that is compiling recommendations to promote recycling of trims, such as zippers and snaps and buttons.

Japanese Ministry of Economy, Trade and Industry GX League

The GX League was established as a forum for companies aiming to take on Green Transformation (GX) and achieve sustainable growth in the present and future society to collaborate with a group of companies engaged in similar initiatives, together with government and academia, in order to achieve climate neutrality and social change by 2050. In May 2023, YKK became a participating company in the League.

Japan Climate Leaders' Partnership (JCLP)

In May 2023, YKK joined the JCLP, a group of companies that supports the goal of zero GHG emissions worldwide by 2050, and aims to make a sustainable and carbon free society a reality. Through participation in the JCLP, YKK will show its willingness and demonstrate actions to support the realization of a carbon neutral society, in accordance with the Paris Agreement, and contribute to international and regional sustainable development through its own decarbonization practices.

Circular Partners (CPs)

The Ministry of Economy, Trade and Industry has established the "Circular Partners" partnership to promote collaboration between industry, government, and academia with the aim of achieving a circular economy, based on the "Growth-Oriented, Resource-Autonomous Circular Economy Strategy" which was formulated in March 2023. YKK became a participating company in November 2024.

Awards and Achievements

Please see news releases on our website for more details
https://www.ykk.com/english/newsroom/g_news/2024/

Awarded month/ year	Name of award and reason	Recipient	Awarding organization
April 2024	Corporate Advisor Tadahiro Yoshida is awarded the Order of the Rising Sun, Gold and Silver Star in Spring 2024	YKK	Cabinet Office
April 2024	Selected as an Outstanding Clean Production Enterprise in Shenzhen City for 2023	YKK Zipper (Shenzhen) Co., Ltd. (Gong Ming Factory)	Ecology and Environment Bureau of Shenzhen Municipality
May 2024	High Quality Development Contribution Award	Shanghai YKK Zipper Co., Ltd.	Shanghai Pudong New Area, Nicheng Town Committee
May 2024	10th "International Renowned Brand" Awards	YKK Zipper (Shenzhen) Co., Ltd.	United Nations Industrial Development Organization, China South-South Industrial Cooperation Center Shenzhen Famous Brand Evaluation Committee
May 2024	21st "Shenzhen Famous Brand" Awards	YKK Zipper (Shenzhen) Co., Ltd.	Shenzhen Famous Brand Evaluation Committee
May 2024	21st "Bay Area Famous Brand" Awards		
May 2024	Shenzhen May Day Labor Award	YKK Zipper (Shenzhen) Co., Ltd.	Shenzhen Federation of Trade Unions
May 2024	Smart Manufacturing Capability Maturity Standard Achievement Certificate (Level 3)	YKK Zipper (Shenzhen) Co., Ltd.	BIFNC BRICS China Future Network Research Institute (Shenzhen, China)
May 2024	Paritrana Award for Employment Social Security (3rd place) at the Provincial Level of West Java	P.T. YKK Zipper Indonesia Cimanggis Factory	Governor of West Java
June 2024	Green Housing Construction, Promoting Eco-Civilization	YKK Zipper (Shenzhen) Co., Ltd.	Moon Bay Park, Shenzhen City
June 2024	Fuhai Emergency Safety Star	YKK Zipper (Shenzhen) Co., Ltd.	Fuhai Street Temporary Management Office
August 2024	Pancasila Industrial Relations, Bekasi District (1st place)	P.T. YKK Zipco Indonesia	Bekasi District Manpower Office
August 2024	Certificate of Appreciation In recognition of contributions of goods (gifts, rice, milk, etc.) to support abandoned and orphaned children for a better life	YKK Vietnam Co., Ltd. Nhon Trach Factory	Phuc Lam Shelter for the Homeless and Orphans
September 2024	30+ Supplier Award	YKK Metal ve Plastik Ürünleri Sanayi ve Ticaret A.Ş.	Mavi Supplier Day 2024
September 2024	Selected as a top 500 company in Shenzhen for 2024	YKK Zipper (Shenzhen) Co., Ltd.	Shenzhen Enterprise Confederation Shenzhen Entrepreneurs Association
October 2024	Letter of Appreciation In recognition of the donation of 500,000,000 VND to support people affected by Storm No. 3	YKK Vietnam Co., Ltd. Nhon Trach Factory	Vietnam Fatherland Front Committee of Dong Nai Province
October 2024	Supporting compatriots to overcome Typhoon No. 3 (Yagi) with an amount of 1 billion VND recorded by the Vietnam Fatherland Front Committee of Ha Nam province on October 4, 2024	YKK Vietnam Co., Ltd. Dong Van Factory (formerly Ha Nam Factory)	Vietnam Fatherland Front Committee of Ha Nam Province
October 2024	Typical enterprises in Customs—Business partnership	YKK Vietnam Co., Ltd. Dong Van Factory (formerly Ha Nam Factory)	Ha Nam Province's Customs Department
October 2024	Excellent achievements in production and business activities in 2024, contributing to the socio-economic development of Ha Nam province.	YKK Vietnam Co., Ltd. Dong Van Factory (formerly Ha Nam Factory)	People's Committee of Ha Nam Province
October 2024	Quality Excellence Award from INTERLOOP in category Accessories	YKK Pakistan (Private) Limited	Interloop Pvt Ltd
November 2024	Won the Silver Award in the Fashion and Jewelry Category, Part 2 (Tie-up) of the 66th Japan Magazine Advertising Awards	YKK	Japan Magazine Advertising Association
December 2024	Certified as a Liaoning Province Green Factory	Dalian YKK Zipper Co., Ltd.	Liaoning Provincial Department of Industry and Information Technology
December 2024	One of the top 500 manufacturing enterprises in Guangdong Province in 2024	YKK Zipper (Shenzhen) Co., Ltd.	Guangdong Manufacturing Association

Awards and Achievements

Awarded month/ year	Name of award and reason	Recipient	Awarding organization
December 2024	Chosen as a Green Eco Company for FY2024	YKK Zipper (Shenzhen) Co., Ltd.	Shenzhen Surface Engineering Association
December 2024	Received a Special Contribution Award as an Outstanding Manager of a Shenzhen Enterprise with Foreign Investment	YKK Zipper (Shenzhen) Co., Ltd.	Shenzhen Association of Enterprises with Foreign Investment
December 2024	Received an Innovation Development Award as an Outstanding Manager of a Shenzhen Enterprise with Foreign Investment		
December 2024	National (Shenzhen) Outstanding Enterprise with Foreign Investment Compliance Construction Promotion Award (FY2023-2024)	YKK Zipper (Shenzhen) Co., Ltd.	China Association of Enterprises with Foreign Investment Shenzhen Association of Enterprises with Foreign Investment
December 2024	National (Shenzhen) Outstanding Enterprise with Foreign Investment Harmonious Labor Relations Promotion Award (FY2023-2024)		
December 2024	National (Shenzhen) Outstanding Enterprise with Foreign Investment Green Carbon Reduction Promotion Award (FY2023-2024)		
December 2024	National (Shenzhen) Outstanding Enterprise with Foreign Investment Double Excellence Enterprise Award (FY2023)	YKK Zipper (Shenzhen) Co., Ltd.	China Association of Enterprises with Foreign Investment Shenzhen Association of Enterprises with Foreign Investment
December 2024	National (Shenzhen) Outstanding Enterprise with Foreign Investment Chosen as a Top Ten Tax-Paying Company in Shenzhen (FY2023)		
December 2024	Samutprakarn Labour Management Excellence Award 2024 The award for the establishment that has continuously implemented the Thai labor standard system for 10 years	YKK (Thailand) Co., Ltd.	Department of Labour Protection and Welfare, Ministry of Labour
February 2025	YKK selected for CDP Climate Change Highest "A List" Rating for the second straight year	YKK	CDP
February 2025	YKK Wins Top Prize at the "Orange Innovation Award 2024"	YKK	Ministry of Economy, Trade and Industry
February 2025	The Green Industry Level 4 (Green Culture)	YKK (Thailand) Co., Ltd.	Department of Industrial Works, Thai Ministry of Industry
February 2025	Company Performance Rating Assessment Program in Environmental Management (BLUE)	P.T. YKK Zipco Indonesia	Ministry of Environment and Forestry Indonesia (KLHK)
February 2025	Customs Award 2nd best MITA 2024, (MITA is Mitra UTAma or Priority Lane)	P.T. YKK Zipper Indonesia	Customs of Soekarno Hatta-Jakarta, Indonesian Ministry of Finance
March 2025	YKK chosen as a Certified Health & Productivity Management Outstanding Organization ("White 500")	YKK	Ministry of Economy, Trade and Industry
March 2025	Advanced Company in Safety Production, Minhang Economic and Technological Development Zone, Shanghai	Shanghai YKK Zipper Co., Ltd.	Administrative Office, Minhang Economic and Technological Development Zone, Shanghai
March 2025	Happiness Works 2025 "Happy Companies" - HR Policies and Employees Voice	YKK Portugal - Acessorios Para Vestuario LDA.	Happiness Works Institute in Portugal and FORBES magazine
March 2025	1st Place in Western Dance Category - International Women's Day Competition	YKK Lanka (Private) Limited	BOI–Avissawella Export Processing Zone
March 2025	1st Place in Creative Dance Category - International Women's Day Competition		
April 2025	Won the Pudong New Area High Growth Enterprise Outstanding Contribution Award for FY2024	Shanghai YKK Zipper Co., Ltd.	Shanghai Pudong New Area, People's Government
April 2025	Obtained FY2024 certification as an Advanced Technology Enterprise with Foreign Investment	Shanghai YKK Zipper Co., Ltd.	Shanghai Municipal Commission of Commerce
April 2025	Red Dot Award: Sustainable Design	YKK Metal ve Plastik Ürünleri Sanayi ve Ticaret A.Ş.	Red Dot GmbH & Co. KG
May 2025	IHKIB Stars of Export Award 2024 - Silver Award	YKK Metal ve Plastik Ürünleri Sanayi ve Ticaret A.Ş.	IHKIB (Istanbul Apparel Exporters' Association)

TCFD Comparison Table

Governance

Disclose the organization's governance around climate-related risks and opportunities.

Recommended disclosure	Relevant sections	
	This is YKK 2025	CDP2024
a) Explain the Board of Directors' monitoring system for climate-related risks and opportunities.	・P. 67 [Reference] Information Disclosure Based on TCFD Recommendations > Governance	4.1.2
b) Explain the role of management in assessing and managing climate-related risks and opportunities.	・P. 67 [Reference] Information Disclosure Based on TCFD Recommendations > Governance	4.3

Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the organization's business, strategy and financial plans, when important.

Recommended disclosure	Relevant sections	
	This is YKK 2025	CDP2024
a) Describe climate change-related risks and opportunities over the short, medium, and long term chosen by the organization.	・P. 68 [Reference] Information Disclosure Based on TCFD Recommendations > Strategy ・P. 69 [Reference] Information Disclosure Based on TCFD Recommendations > Risk Management	2.1, 3.1, 3.1.1, 3.6, 3.6.1
b) Describe the impact of climate-related risks and opportunities on the organization's business, strategy, and financial plans.	・P. 68 [Reference] Information Disclosure Based on TCFD Recommendations > Strategy	3.1.1, 3.6.1, 5.1.2, 5.2, 5.3.1, 5.3.2
c) Explain the resilience of the organization's strategy based on various climate-related scenarios, including scenarios below 2°C.	・P. 68 [Reference] Information Disclosure Based on TCFD Recommendations > Strategy	5.1, 5.1.1, 5.1.2

Risk Management

Disclose how the organization identifies, manages and assesses climate-related risks.

Recommended disclosure	Relevant sections	
	This is YKK 2025	CDP2024
a) Describe the process by which the organization identifies and assesses climate-related risks.	・P. 69 [Reference] Information Disclosure Based on TCFD Recommendations > Risk Management	2.1, 2.2.1, 2.2.2
b) Describe the process by which the organization manages climate-related risks.	・P. 69 [Reference] Information Disclosure Based on TCFD Recommendations > Risk Management	2.1, 2.2.1
c) Explain how the process of identifying, assessing, and managing climate-related risks is integrated into the organization's overall risk management.	・P. 69 [Reference] Information Disclosure Based on TCFD Recommendations > Risk Management	2.1, 2.2.1

Metrics and Targets

Disclose indicators and targets used to assess and manage climate-related risks and opportunities, where important.

Recommended disclosure	Relevant sections	
	This is YKK 2025	CDP2024
a) The organization discloses metrics used to assess climate-related risks and opportunities in line with their own strategy and risk management processes.	・P. 69 [Reference] Information Disclosure Based on TCFD Recommendations > Metrics and Targets ・P. 41-42 YKK Sustainability Vision 2050 Goals and Progress	7.54, 7.54.1, 7.54.2
b) Disclose GHG emissions under Scope 1 and 2, as well as Scope 3, when applicable.	・P. 63 Climate change > Changes in CO_2 emissions ・P. 64 Climate change > Breakdown of CO_2 emissions across all supply chains ・P. 65 Climate change > CO_2 emissions in supply chains	7.6, 7.7, 7.8, 7.8.1
c) Explain the objectives used by the organization to manage climate-related risks and opportunities, and the performance against those objectives.	・P. 63 Climate change > Changes in CO_2 emissions ・P. 41-42 YKK Sustainability Vision 2050 Goals and Progress	7.53, 7.53.1, 7.54, 7.54.1, 7.54.2

Ripe coffee berries (at Agro Pecuaria YKK Ltda.)

This is also YKK

YKK's founder, Tadao Yoshida, had long wanted to also contribute to society in the area of "food," one of the basic necessities of life. In 1985, Agro Pecuaria YKK Ltda. was established in Bonfinópolis de Minas, Brazil, approximately 300 km to the southeast of Brasilia, the capital city. Through repeated trial and error, the company expanded production by cultivating land, growing crops, and raising livestock, and Agro Pecuaria YKK Ltda. celebrated its 40th anniversary in 2025. Currently, in addition to selling coffee in Japan as Café Bonfino, the company produces livestock, dairy products, and soybeans for sale in the Brazilian domestic market. Going forward, based on the founder's desire to also contribute to society in the realm of food based on the YKK Philosophy of the CYCLE OF GOODNESS®, we will continue locally-rooted business activities by contributing to regional communities.

YKK CORPORATION

https://www.ykk.com/