

Data Section

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

YKK CORPORATION	YKK INSURANCE COMPANY OF AMERICA	YKK SOUTHERN AFRICA (PTY) LTD
YKK SNAP FASTENERS JAPAN CO., LTD	AGRO PECUARIA YKK LTDA.	YKK HOLDING ASIA PTE. LTD.
YKK KOREA CO., LTD.	YKK EUROPE LTD.	YKK PAKISTAN (PRIVATE) LIMITED
YKK TAIWAN CO., LTD.	YKK HOLDING EUROPE B.V.	YKK INDIA PRIVATE LIMITED
YKK CORPORATION OF VIETNAM CO., LTD.	YKK (U.K.) LTD.	YKK BANGLADESH PTE. LTD.
YKK REAL ESTATE CO., LTD.	YKK DANMARK A/S	YKK VIETNAM CO., LTD.
YKK BUSINESS SUPPORT INC.	YKK DEUTSCHLAND GMBH	YKK (THAILAND) CO., LTD.
CAFE BONFINO CORP.	DYNAT VERSCHLUSSTECHNIK GMBH	YKK PHILIPPINES, INC.
YKK TOURIST CO., LTD.	YKK STOCKO FASTENERS GMBH	YKK LANKA PRIVATE LIMITED
ESSEN	YKK POLAND SP.ZO.O.	YKK (MALAYSIA) SDN. BHD.
KUROBE M TECH	YKK NEDERLAND B.V.	PT. YKK ZIPPER INDONESIA
KUROBE C G,	YKK FRANCE SARL	PT. YKK ZIPCO INDONESIA
KUROBE MOBILITY SERVICE	YKK CZECH SPOL S.R.O.	YKK OCEANIA LIMITED
YKK ROKKO CORPORATION	YKK AUSTRIA GMBH	GOLDEN HILL TOWER LIMITED
YKK CORPORATION OF AMERICA	YKK ROMANIA S.R.L.	YKK DEVELOPMENT (S) LTD
YKK (U.S.A.) INC.	YKK ITALIA S.P.A.	YKK ALUMINIUM (AUSTRALIA) PTY. LTD.
TAPE CRAFT CORPORATION	YKK MEDITERRANEO S.P.A.	YKK GPS (QUEENSLAND) PTY LTD.
YKK CANADA INC.	YKK ESPAÑA S.A.	YKK (CHINA) INVESTMENT CO., LTD
YKK MEXICANA S.A. DE C.V.	YKK PORTUGAL — ACESSORIOS PARA VESTUARIO, LDA.	DALIAN YKK ZIPPER CO., LTD
YKK SNAP FASTENERS MANUFACTURA MEXICO, S.A.de C.V.	YKK HELLAS AEBE	SHANGHAI YKK ZIPPER CO., LTD
YKK HONDURAS, S.A.	YKK METAL VE PLASTIK URUNLERI SANAYI VE TICARET A.S.	SHANGHAI YKK TRADING CO., LTD.
YKK EL SALVADOR, S.A. DE C.V.	YKK MIDDLE EAST SAL	YKK SNAP FASTENERS (WUXI) CO., LTD.
YKK COLOMBIA S.A.S.	YKK TUNISIA SARL	SUZHOU YKK MACHINERY & DIE WORKS CO., LTD.
YKK DO BRASIL LTDA.	YKK TRADING TUNISIA SARL	YKK (XIAMEN) TRADING CO., LTD.
YOSHIDA NORDESTE S/A INDUSTRIA E COMERCIO	YKK MAROC S.A.R.L	YKK ZIPPER (SHENZHEN) CO., LTD
INDUSTRIA YKK (CHILE) LTDA.	YKK EGYPT S.A.E. PRIVATE FREE ZONE	YKK (SHENZHEN) TRADING CO., LTD.
YKK ARGENTINA S.A.	YKK TRADING ACCESSORIES LLC	YKK HONG KONG LIMITED.
	YKK KENYA EPZ 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 CO₂ emissions: Reduce by 29.4% compared to FY2018 (reduce by 50% by FY2030)
- Scope 3 CO₂ 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 CO₂ 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 CO₂ 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.

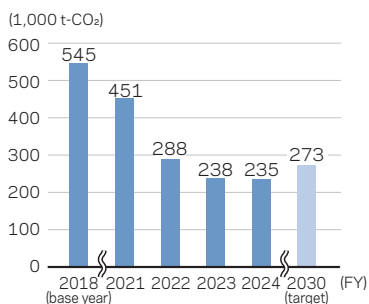
In addition, we are also creating renewable energy, including the operation of solar power generation systems, at 34 locations (total generation capacity: 28,200 kW).

Changes in CO₂ 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 (CO₂ conversion factor fluctuation of electricity)

Unit: 1,000 t-CO₂

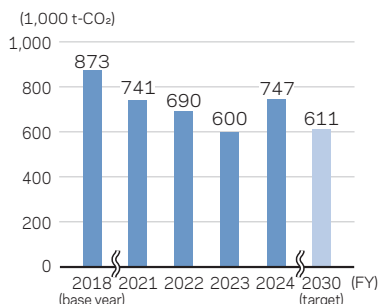


CO₂ emissions in FY2024 were reduced by 57.0% compared to the base year of FY2018

	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

Unit: 1,000 t-CO₂



CO₂ emissions in FY2024 were reduced by 14.4% compared to the base year of FY2018

	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 CO₂ Emissions Across All Supply Chains *(FY2024 results in six regions)Unit: 1,000 t-CO₂

		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 (CO₂ conversion factor fluctuation of electricity) and the Scope 3 calculation method noted later

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

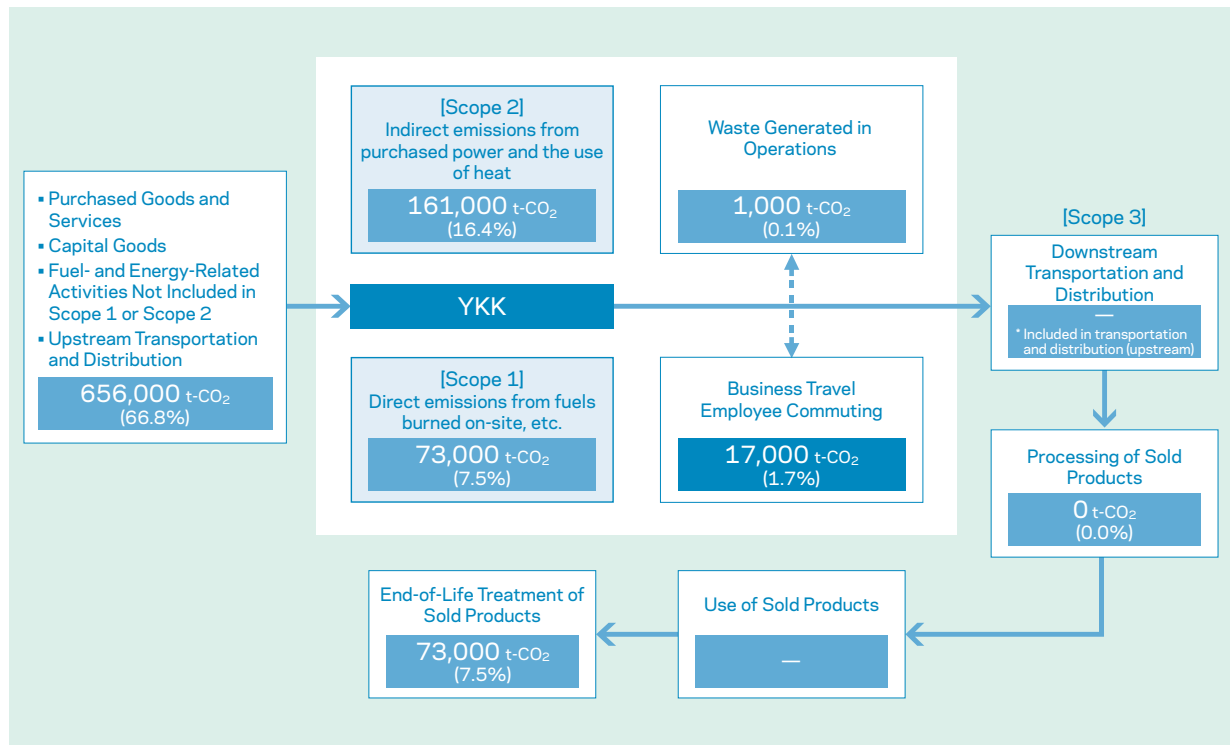
Categories		Calculation method	
		Amount of activity	Emission intensity
Category 1	Purchased Goods and Services	Weight of purchased raw materials	Intensity database (*1, *3)
Category 2	Capital Goods	Equipment investment value of capital goods	Intensity database (*1)
Category 3	Fuel- and Energy-Related 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)"

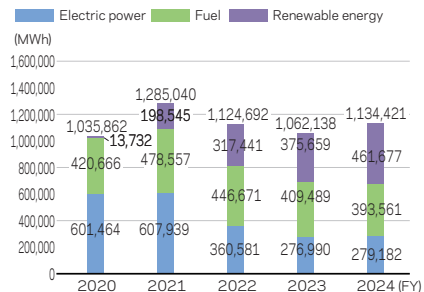
*3 "GaBi Database"

CO₂ Emissions in Supply Chains (FY2024 Results)



Unit: MWh

Changes in Energy Consumption

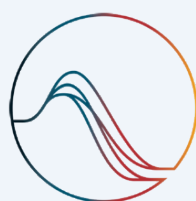


		2020	2021	2022	2023	2024
Electric power	Japan	90,237	110,204	56,495	52,476	62,781
	Americas	59,665	61,838	61,257	49,250	50,606
	Europe	24,698	22,305	7,855	4,235	3,747
	ISAMEA	45,634	62,408	30,857	12,010	9,842
	ASEAN	235,036	214,545	201,355	158,725	152,206
	China	146,194	136,640	2,761	294	0
Fuel	Japan	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



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 disclosure 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

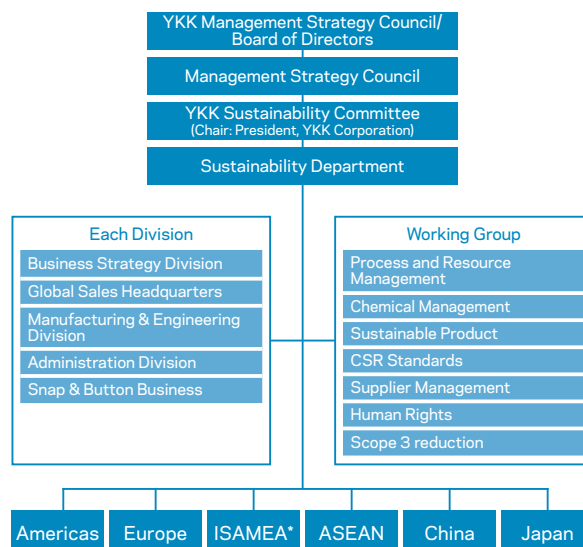
The YKK corporate governance system essentially consists of the Board of Directors, which carries out decision-making and supervisory functions related to management policies and other important matters, and the Audit & Supervisory Board, which carries out auditing functions. We have also introduced 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 CO₂ 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 CO₂ emissions.

Material Resources

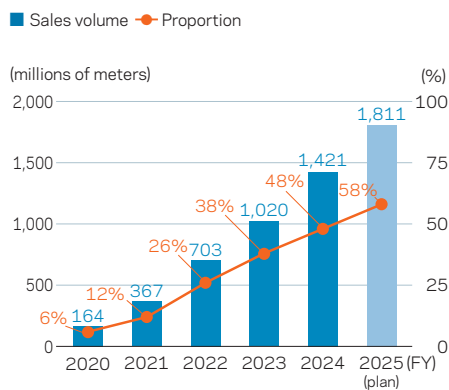
Fundamental Approach

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.

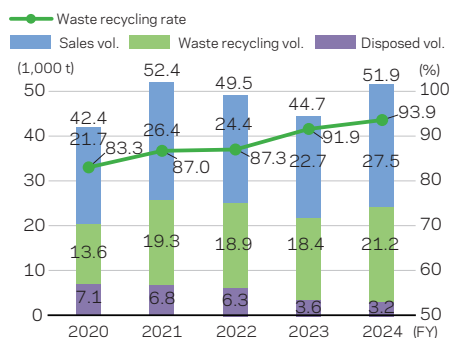
FY2024 Initiatives

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.

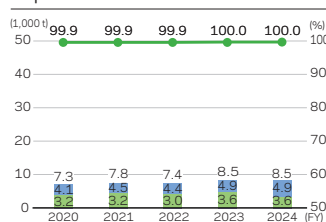
Volume and Proportion of Sustainable Materials Sales



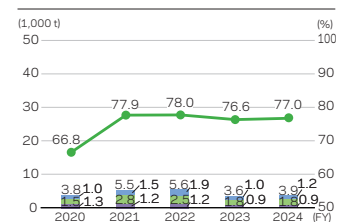
Changes in Waste Emissions/ Waste Recycling Rates



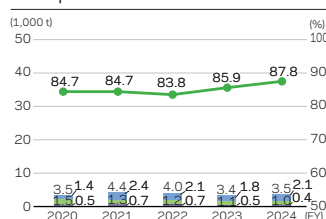
Japan



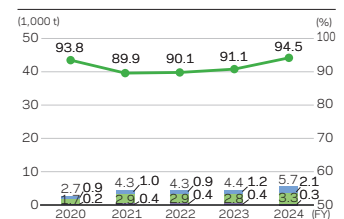
Americas



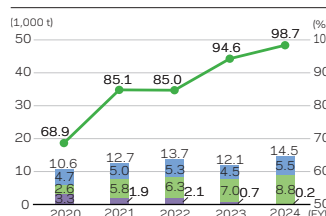
Europe



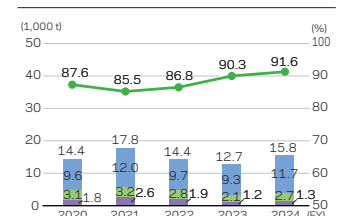
ISAMEA



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.

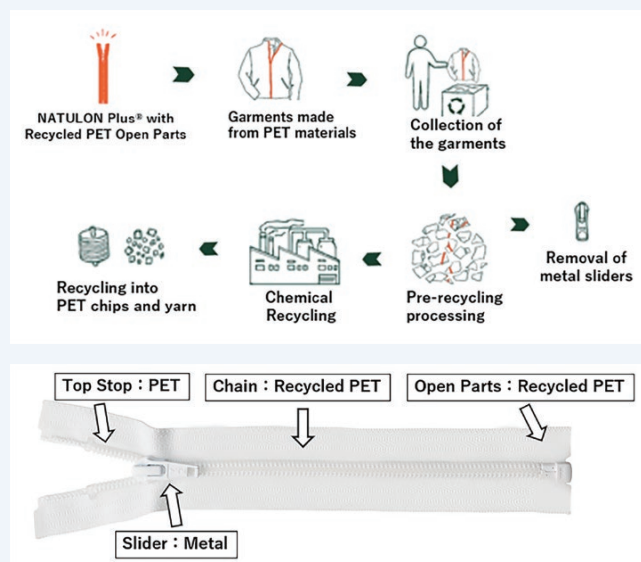
In FY2025, we will solely target suppliers with “The Zinc Mark” certification in addition to “The Copper Mark” certification to support the sustainable production of copper, zinc, and other metals.

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™)

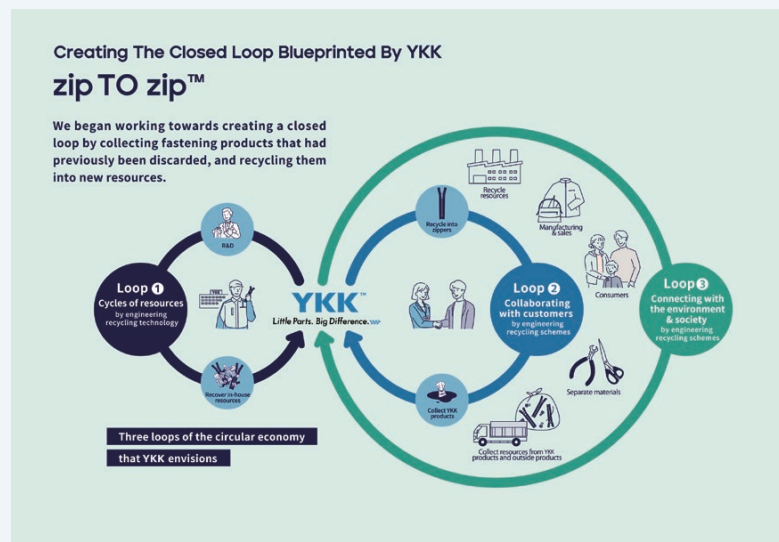
To contribute to resource circulation, we have launched zip TO zip™, an initiative to reuse discarded fastening products and transform them into new fastening ones. We aim to achieve three loops in zip TO zip™: the first being internal resource circulation, the second being collaboration with customers, 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 CO₂ 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," 17B, 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

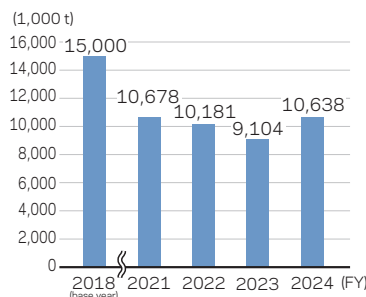
Our work to achieve our environmental targets in FY2023 reduced the water intake 2% compared to the previous year. Our global water intake for FY2024 was 10,638,000 metric tons. Although this was a decrease of 7.5% compared to FY2018, intensity increased by 3.2%. The main reason for the increase in intensity 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)

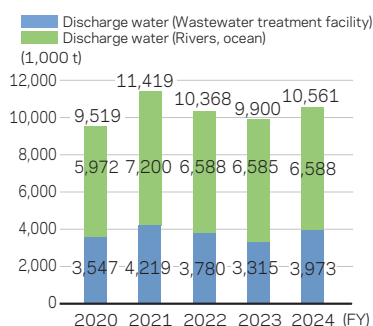
Unit: 1,000 t



* Review of past water intake data in Japan

	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

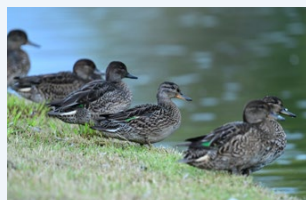
^{*2} A process of understanding the degree of dependence on and impact on nature through business activities, and undertaking risk management

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

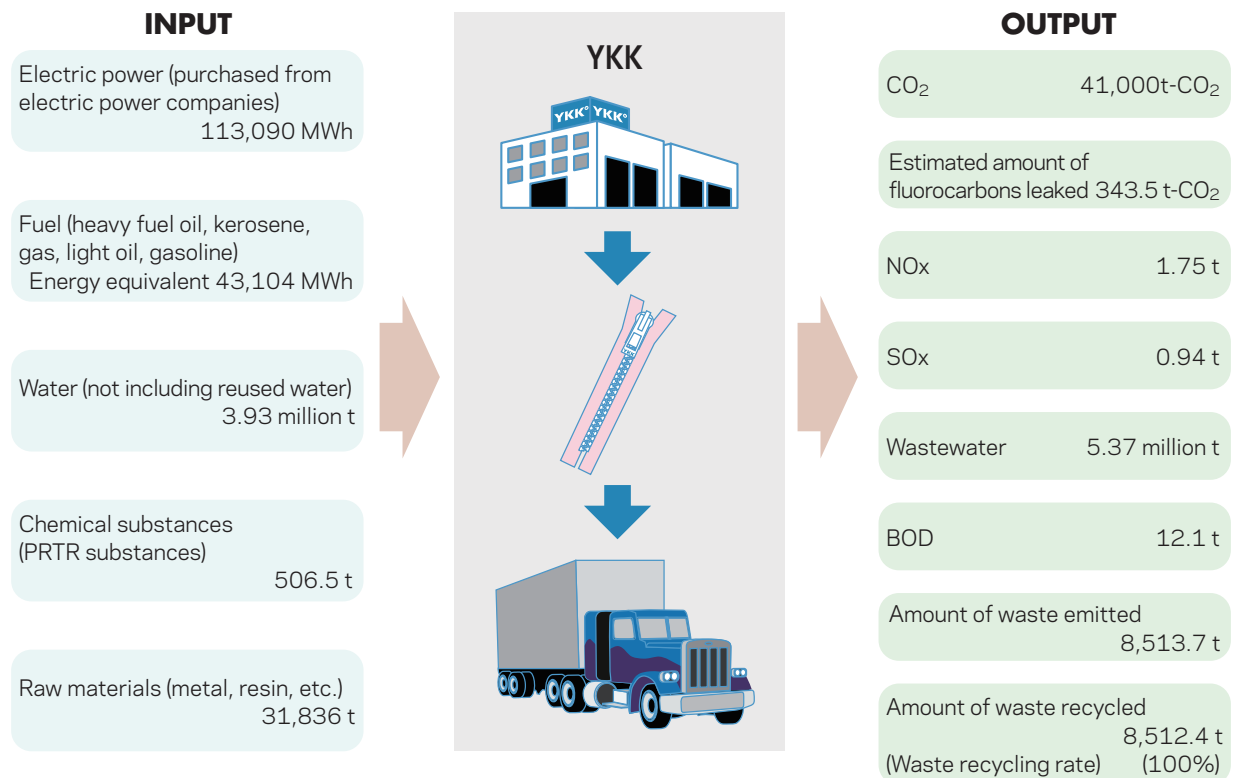
Within the Kurobe Manufacturing Center, there is YKK Center Park's Furusato-no-Mori (Hometown Forest), which aims to replicate the original landscape of Kurobe. Taking advantage of the natural environment of Furusato-no-Mori, we conduct environmental education activities for elementary school students 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)



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/Nm ³)					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

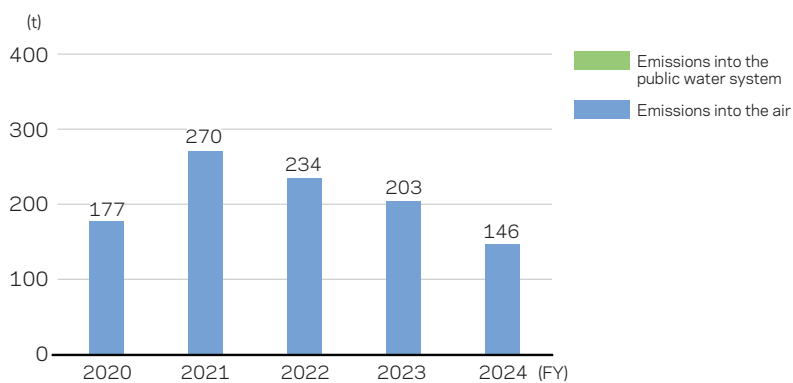
Substance number	Substance	Volume handled	Emissions				Transformed amount	Transfer amount		Consumption
			Atmospheric emissions	Public water emissions	Soil emissions	Landfill volume		Waste materials	Sewage	
53	Ethylbenzene	2.28	2.26	0.0	–	–	0.0	0.01	–	0.02
80	Xylene	25.53	3.95	Below 0.01	–	–	0.0	0.34	–	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

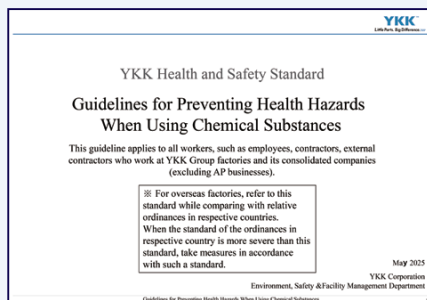
VP of Environment, Safety & Facility Management Dept
YKK Corporation

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



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.

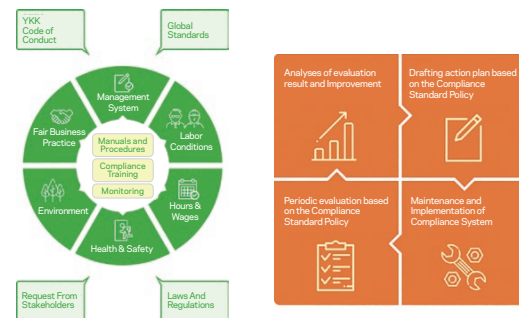
YKK Group Code of Conduct (entire text)
<https://www.ykk.com/english/philosophy/guidelines.html>

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

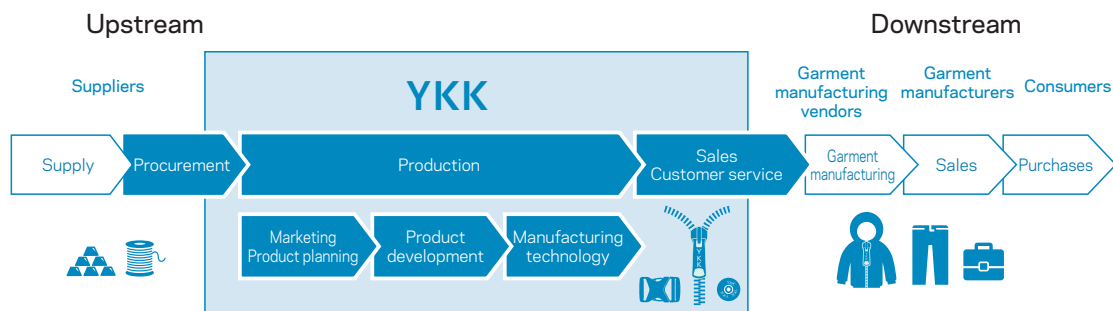
Fundamental Approach

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.

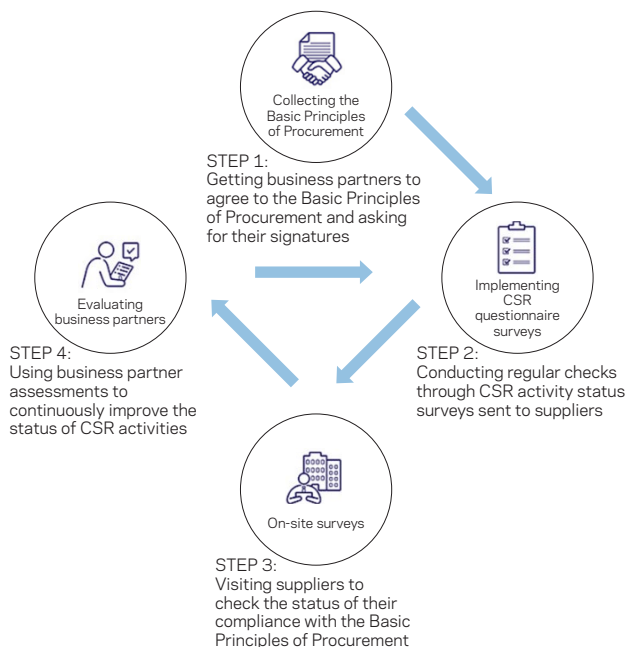
YKK Supply Chain (illustration)



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.



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.

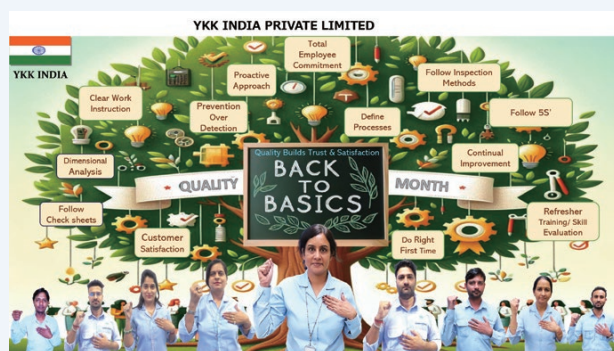
April 1st, 2025
Koichi Matsushima
 President
 YKK Corporation

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

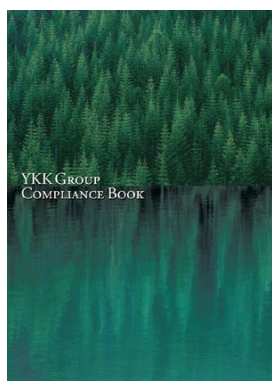
Implementation of Compliance Training

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.TM (Brand Protection Partnership) Activities



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

YKK is promoting B.P.P.TM 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.TM 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 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 CO₂ 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.

► Data Section

Organization Memberships/Initiatives, etc.

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	10 th "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	21 st "Shenzhen Famous Brand" Awards	YKK Zipper (Shenzhen) Co., Ltd.	Shenzhen Famous Brand Evaluation Committee
May 2024	21 st "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 (3 rd 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 (1 st 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

► Data Section

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 2 nd 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)

YKK, YKK Little Parts. Big Difference., YKK \ap, CYCLE OF GOODNESS, AcroPlating, ADVANCEN, AiryString, B.P.P., click-TRAK, CONCEAL, ECO-DYE, EXCELLA, Fiber Sourced, GreenRise, NATULON, NATULON Plus, Ocean Sourced, POWERHOOK, PROSEAL, QuickFree, TouchLink, VISLON, YZip, zip TO zip, and Passivetown are registered trademarks or trademarks of YKK Corporation in Japan and other countries/regions.

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