



YKK ASAO Kids Football Clinic (Colombo, Sri Lanka)

This is **also** YKK

YKK strives to contribute to regional development through business activities that leverage the unique characteristics of each region, while also helping address local community challenges as a member of those communities. We have held the YKK ASAO Kids Football Clinic in the ASAO* region since 2007. The clinic has grown with the goal of supporting the learning and healthy development of local children through soccer. Over 8,000 children and more than 800 coaches have received world-class instruction to date. In addition, the equipment used for the clinic is donated to participating support facilities and other organizations. In FY2025, the clinic was held in Colombo, Sri Lanka. YKK will continue activities that enable us to prosper together with local communities, learn from one another, and help build a shared future.

* ASAO: ASEAN/South Asia/Oceania

This is YKK 2026

YKK CORPORATION Integrated Report

YKK Philosophy

CYCLE OF GOODNESS®

"No one prospers without rendering benefit to others."



As an important member of society, a company survives through coexistence. When the benefits are shared, the value of the company's existence will be recognized by society.

When pursuing his business, YKK's founder, Tadao Yoshida, was most concerned with that aspect, and would find a path leading to mutual prosperity.

He believed that using ingenuity and inventiveness in business activities and constantly creating new value would lead to the prosperity of clients and business partners and make it possible to contribute to society.

This type of thinking is referred to as the CYCLE OF GOODNESS®, and has always served as the foundation of our business activities.

We have inherited this way of thinking, and have established it as the YKK Philosophy.

Management Principle

"YKK seeks corporate value of higher significance."



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

YKK Group companies seek to delight our customers, earn the high regard of society and make our employees happy and proud.

We are improving the quality of our products, technology, and management as the means to achieve this.

We make fairness the fundamental standard for all YKK Group business operations, and this is the basis for our management decisions.

Core Values

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

Insist on quality in everything.

Build trust, transparency and respect.

YKK Group Management Structure

The YKK Group operates its businesses with the **Fastening Business, Architectural Products (AP) Business, and Housing Solutions (HS) Business as its core business segments.**

* Through YKK Investment Inc., its intermediate holding company, YKK acquired 80% of the issued shares of Panasonic Housing Solutions Co., Ltd. on March 31, 2026, and incorporated the company into its business portfolio as the Housing Solutions (HS) Business. The sales and operating income of the HS Business are not included in the YKK Group's consolidated financial results for the fiscal year ended March 31, 2026.

YKK Group Consolidated

Number of Group Companies and Employees	
142 companies	56,899 employees
Net Sales	Operating Income
992.5 billion yen	46.7 billion yen

YKK Group Consolidated Information

[For further details, please refer to the YKK Group website and pages 57-58 of this report.](https://www.ykk.com/english/)
<https://www.ykk.com/english/>

Fastening Business



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

Number of Group Companies and Employees	
68 companies	27,692 employees
Net Sales	Operating Income
431.4 billion yen	39.2 billion yen

Information on the Fastening Business

[Please refer to this report for details.](https://www.ykk.com/english/csr/eco/report/)
<https://www.ykk.com/english/csr/eco/report/>

Architectural Products Business



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

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

Number of Group Companies and Employees	
38 companies	18,422 employees
Net Sales	Operating Income
557.6 billion yen	12.0 billion yen

Information on the AP Business

[Please refer to the YKK AP website.](https://www.ykkapglobal.com/en/company/download/)
<https://www.ykkapglobal.com/en/company/download/>

Housing Solutions (HS) Business



The Housing Solutions (HS) Business is committed to continuing to provide living spaces for a better life. Under its slogan, "For an Everlasting Tomorrow 'Green Housing'," the business manufactures, sells, and installs housing equipment, interior and exterior building materials, and provides comprehensive proposals covering the design, development, and handling of its products.

Number of Group Companies and Employees	
19 companies	9,905 employees

Information on the HS Business

[Please refer to the Panasonic Housing Solutions website.](https://panasonic.net/phs/)
<https://panasonic.net/phs/>

Other Businesses



Agro Pecuaría YKK Ltda. YKK Rokko Corporation

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

Number of Group Companies and Employees	
18 companies	880 employees

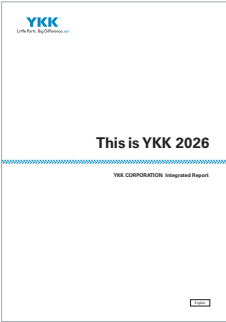
*1 Net sales and operating income are figures for the year ended March 31, 2026. Other figures are as of March 31, 2026.
 *2 Duplicate entries for companies (one company) that come under both the Fastening Business and other businesses have been excluded from the number of consolidated Group companies.

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

This is YKK 2026

Editorial Policy of the YKK Corporation Integrated Report “This is YKK 2026”

The YKK Corporation integrated report, “This is YKK 2026,” is an overview of management and business activities that are rooted in the CYCLE OF GOODNESS® YKK Philosophy embraced by YKK from its founding to the present day. The report is focused around YKK’s Fastening Business.



Key Points to Note in “This is YKK 2026”

- Progress on the Seven Priority Areas of the 7th Mid-term Business Plan:**
In FY2025, the second year of the plan, initiatives aimed at creating value advanced across all priority areas, including the establishment of the Digital Transformation Headquarters. → **P21**
- Strengthening Human Capital:** Based on its “Forest Management” concept, YKK positions human capital as the foundation of value creation and promotes various initiatives and strategies to develop and empower its people. → **P35**
- YKK Sustainability Vision 2050 progress:** With sustainability positioned at the core of management, we introduce the progress and achievements of initiatives integrated with our business operations as we strive to realize climate neutrality and coexistence with nature. → **P39**
- Strengthening Governance:** We introduce our efforts to strengthen governance in support of enhancing corporate value, including a dialogue with Outside Audit & Supervisory Board Members, and also report on initiatives to strengthen Group governance. → **P45**

Report Scope

Financial Information

Disclosed for YKK Corporation, its 140 subsidiaries, and one affiliated company, accounted for using the equity method on a consolidated basis as the “Group,” and for each segment.

YKK Sustainability Vision 2050 / Environment

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

Society / Governance

The extent of the data is shown individually

Period Covered

FY2025 (April 1, 2025 to March 31, 2026)

* Includes some activities from outside this period

(Due to the recent incorporation of the Housing Solutions (HS) Business into the Group’s business portfolio, the term “the Group” as used in this report does not necessarily include the HS Business.)

Reference Guidance

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

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About the Fastening Line (Cover Design)

The Fastening Line is one of the key visual identities of the YKK brand.

The “7 Elements” featured at the lower right as part of the YKK corporate logo symbolizes how every YKK employee is a link connecting us to the future and contributing to an even greater “Big Difference.”



Little Parts. Big Difference. >>>>

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From the CYCLE OF GOODNESS® to a Sustainable Future

The Philosophy of YKK’s Founder, Tadao Yoshida, That Continues to Guide Us Today

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



CYCLE OF GOODNESS®

“No one prospers without rendering benefit to others.”



July 1965

Business is like building a bridge

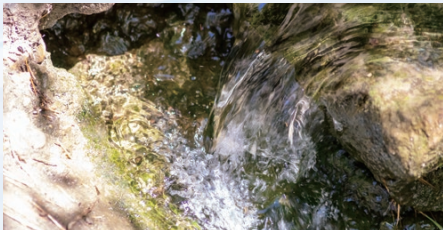
I don't think that a business will prosper unless it is both profitable and also contributes to the world and is useful to human society. Nothing brings more happiness than when we can contribute to the local industry and the local economy, thereby enriching the lives of local people. YKK's "bridges"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



January 1971

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

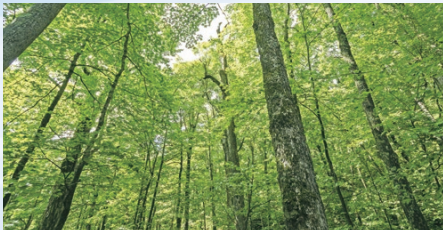
The first thing we should do is think about how to better deal with waste from our own neighborhoods and implement those ideas together. If we continue digging for underground resources, cutting down trees, catching fish, and increasing oceans where fish can't live as we are doing now, it will mean the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



January 1984

Manufacturing like clear spring water

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



July 1970

The strength of the forest is greater than the trees

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

YKK sustainability vision 2050

- achieve climate neutrality and coexistence with nature -



More than **3** million km (FY2025)

 Enough to encircle the earth 80 times

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

Annual zipper production trends

2021- Toward ONE YKK with a New Structure

Putting the Management Principles into Practice

Towards Our 100th Anniversary, Each Employee Understands the Principles and Puts Them into Practice

The YKK Philosophy and Management Principles are the foundation that connects Group employees around the world and are the starting point of our business activities. We believe that passing on these Principles and Philosophy—and enabling each employee to understand and put them into practice—will serve as the cornerstone of future value creation. With this conviction, we are advancing Management Principles Promotion Activities throughout the entire organization.

Venues for Dialogue Between Top Management and Employees

We prioritize candid communication between the management team and employees and have established a variety of venues for dialogue. In roundtable discussions with the Chairman, President, and Senior Advisor, employees gain insight into the origins of the Management Principles through active discussions, then share challenges and ideas for putting them into practice in their daily work. We hold the roundtable discussions on a global scale and actively engage in dialogue with employees at our overseas Group companies. In addition, we organize a variety of dialogue sessions throughout the year, such as discussion forums with executive vice presidents, division heads, and other officers. In FY2025, we held these dialogues with 621 employees in Japan and overseas.



Roundtable discussion with the Senior Advisor (YKK Southern Africa (Pty) Ltd.)

Roundtable discussion with the Chairman (YKK India Pvt. Ltd.)



It was an honor to hear directly from Senior Advisor Sarumaru, who served as Chairman until 2025. It was a truly memorable experience. The valuable lessons I gained from this experience will continue to inspire and encourage me in the years ahead.

Andrew Semple, YKK Southern Africa (Pty) Ltd.



Through the dialogue, I was very impressed by the management team's commitment to valuing people, trust, and long-term relationships, which has further strengthened my sense of pride in being part of the YKK Group.

Nikhil Kaushik, YKK India Pvt. Ltd.



Members of the FY2025 YKK Group Management Principles Study Group



We took care to create an environment where members from across different companies and departments felt comfortable speaking up. By repeatedly reflecting on the Management Principles, I have come to understand them more deeply, and I am even more conscious of them as guiding principles in my work.

Junji Yoneyama,
Philosophy Academy, Corporate Planning Department

YKK Group Management Principles Study Group

The YKK Group Management Principles Study Group is made up of young employees selected from each business every year. It carries out research on the nature of YKK's Management Principles and Philosophy to enable them to be passed on, and reports its findings to the management team every March. The FY2025 YKK Group Management Principles Study Group welcomed members from overseas Group companies, as well, and engaged in activities themed around "Exploring the Origins of the YKK Philosophy as We Approach Our 100th Anniversary." The study group traced the origins of the CYCLE OF GOODNESS® through Andrew Carnegie's writings. At the same time, members deepened their understanding of YKK by comparing its philosophy with those of other companies. They then organized a roundtable discussion for members as a forum for sharing the outcomes of this process. Participants shared the insights they gained from the activities in their own words.



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

The YKK Group operates in countries and regions around the world and has employees from diverse cultural backgrounds who hold different values. In order to ensure that the Management Principles and Philosophy are shared and inherited, we proactively implement activities to instill the Management Principles in each region. Since 2018, these efforts have been led by members of the Management Philosophy Promotion Teams established within each site and organization. The teams make plans and promote unique activities suited to the characteristics of each region so that each employee can be aware that they are responsible for carrying on the Management Principles and can engage in their daily work with that in mind.



Discussion using the Management Principles promotion tools (Dalian YKK Zipper Co., Ltd.)



We developed deeper understanding through the use of Management Principles promotion tools. Going forward, we will continue to organize face-to-face activities, incorporating topics of great interest to our staff and gauging feedback from the field as we proceed.

Zhao Jiamian, YKK (China) Investment Co., Ltd.

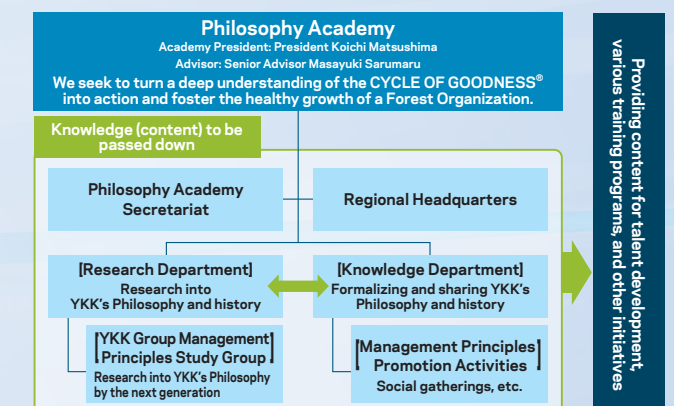


Through these activities, I have come to recognize once again the link between our day-to-day work and the Management Principles. We want to support these activities by emphasizing dialogue, collaboration, and a long-term perspective, so that the Principles will continue to spread as something effective.

Erin Scott, YKK Corporation of America

Establishing the Philosophy Academy

In response to today's rapidly evolving business environment, YKK recognizes the need for employees to deepen their understanding of the company's philosophy and to carry its practice forward as a key management priority. To this end, YKK established the Philosophy Academy within the Corporate Planning Office in April 2026. The Academy is an implementation-focused organization dedicated to building a stronger management foundation through the study of the YKK Group's philosophy and history, and through the systematic codification and accumulation of knowledge. Its activities are designed to promote the practice of YKK's philosophy, support the development of future talent, and cultivate a corporate culture aligned with the Group's values and Principles.



Message from the President



Carrying forward the Philosophy of the CYCLE OF GOODNESS® and aiming to be a company that employees can be proud of

It is precisely because we are in a digital age that we must return to the YKK Philosophy of the CYCLE OF GOODNESS® and put it into practice. Amidst an increasingly uncertain business environment, we will continue to take on new challenges with ONE YKK as our common language, while keeping firmly in sight the future we aspire to achieve as we approach our 100th anniversary.

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

Looking Back on the First Year of the 7th Mid-term Business Plan

In June 2026, YKK received a recommendation from the Japan Fair Trade Commission pursuant to the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors in relation to its transactions in Japan. I would like to sincerely apologize for the considerable concern and inconvenience this has caused our business partners and all other stakeholders. We take this recommendation seriously, and by resolution of our Board of Directors, we have confirmed that similar issues will not arise in future transactions. Along with that, we will implement measures such as reviewing our internal training programs and strengthening our monitoring systems to ensure compliance with the Act Against Delay in Payment of Fees, etc. to Small and Medium-sized Entrusted Business Operators in Manufacturing and Other Specified Fields (formerly the Subcontract Act). By thoroughly communicating these initiatives to all executives and employees, we will strive to further strengthen compliance and prevent recurrence.

Amidst an Uncertain Business Environment

The business environment surrounding us has become increasingly uncertain in recent years, due to factors such as the spread of global geopolitical risks and the resulting changes to our structure for procurement. In particular, the reciprocal tariffs imposed by the United States in April 2025 were also applied to Asian countries, where many garment manufacturing factories are located. This spread confusion among our customers regarding where to source their products, leading to a decline in demand and a slowdown in orders. I believe that we certainly cannot feel optimistic about this situation going forward. For that very reason, we must be cautious with regard to investing. However, if we determine that it is necessary in the medium- to long-term, we must proceed without hesitation. Ever since becoming president, I have consciously worked to make management decisions without assuming that “the business environment will return to normal.”

However, in terms of results, net sales in FY2025 were 431.4 billion yen and operating income was 39.2 billion yen, and neither was able to meet planned figures. My honest impression is that as the first year of our 7th Mid-term Business Plan, this was a challenging start.

Our zipper unit sales reached 9.73 billion, falling below our planned figure of 10.56 billion units. However, given the challenging circumstances in which total global demand for zippers is expected to decline, these figures are the result of our own efforts and are proof

that YKK has not lost its competitiveness. We view it as a major achievement that the number of new customers is increasing, and that we are receiving increasingly high overall evaluations not just for our traditional quality but also for factors such as cost competitiveness, delivery performance, and product variety.

ONE YKK—Our Common Language for Behavior and Decision-Making

“ONE YKK,” the key phrase of our 7th Mid-term Business Plan, is not merely a slogan. We view it as the common language that guides behavior and decision-making across the Group. Personally, I have often spoken to employees using the phrase “ONE YKK,” encouraging them to reject sectionalism and build connections across organizational and regional boundaries.

The GMG*¹ and the Global Sales Headquarters’ GSSG*² are already collaborating with various operating companies, and new approaches are emerging, such as delivering a unified presentation to a single client that spans multiple countries and regions. In addition, even in situations when employees have different opinions, ultimately, an atmosphere has been created where everyone strives to overcome challenges by facing the same direction and putting their heads together under the phrase “ONE YKK.” This was also the first fiscal year in which I strongly felt that it was becoming embedded in our corporate culture.

*1 Global Marketing Group
*2 Global Supply Strategy Group

Fastening Business Performance Trends and Planned Figures

		(Actual)			(Plan)
		FY2023	FY2024	FY2025	FY2026
Zipper unit sales (billion)		8.92	10.03	9.73	10.33
	YoY	96.0 %	112.4 %	96.9 %	106.1 %
Net sales (billion yen)		379.3	433.1	431.4	466.4
	YoY	99.6 %	114.1 %	99.6 %	108.1 %
Operating income (billion yen)		33.3	47.5	39.2	53.5
	YoY	76.2 %	142.5 %	82.6 %	136.1 %
Sales OI ratio (%)		8.8	11.0	9.1	11.5
	YoY	-2.7 pt	+2.2 pt	-1.9 pt	+2.4 pt
Exchange rates	USD	144.49 yen	152.46 yen	150.70 yen	150.00 yen
	EUR	156.67 yen	163.65 yen	174.67 yen	175.00 yen
	RMB	20.15 yen	21.11 yen	21.09 yen	21.40 yen

Results of Seven Priority Measures and Issues

“Advance Sustainability” and “Propose Exciting Products”

Progress has also been made on each of the seven priority measures we identified in the Mid-term Plan.

For our “advance sustainability” efforts, we have continued our initiatives to achieve the YKK Sustainability Vision 2050 we formulated in 2020 and were able to earn the top “A” ranking in the Climate Change survey conducted by CDP for the third straight year. In terms of product development, the global sales share of NATULON® zippers using recycled polyester exceeded 50%. Meanwhile, amid the shifting social landscape, the next challenge of how to proceed with further CO₂ reductions and the transition to renewable energy has also come into view.

With regard to our “propose exciting products” efforts, to be frank, I do not think we have reached a satisfactory level yet. Even so, we saw several encouraging signs, such as the positive reception of the self-propelled zipper Zippilot™, which can open and close automatically, as well as progress in developing new applications in the industrial sector.

We are also accelerating our efforts to lay the groundwork for the future, such as through the establishment of the Global Product Innovation Center (GPIC), which aims to strengthen collaboration with startups, universities, and other organizations. We are also planning to release an interesting new product developed by young engineers that completely breaks with conventional thinking, and we have high hopes for it.

To “pursue cost competitiveness through new technology,” we have focused on reducing costs through streamlining measures that can withstand rising prices, particularly for labor and primary materials. We are also moving forward with the development of machinery and equipment which incorporates robotics

and modularization and making steady progress toward achieving results.

Employee Engagement and the YKK Brand Are One and the Same

Regarding our “optimize global/local supply chain” efforts, we are working to establish a multi-source procurement system that is not reliant on specific suppliers, with geopolitical risks and global trade policies—particularly those of the U.S.—in mind. At the same time, to put the principles of “products at the right time, made with the right material (at the right location), in the right amount” into practice, we have also focused on local procurement and in-house production. We recognize that further improving our ability to meet customer needs and delivery deadlines is a key challenge for next year and beyond, as well as for the second half of our current Mid-term Business Plan.

In addition, for our efforts to “build a globally connected operating foundation,” we are standardizing the codes and business processes for the same products, which had previously been optimized individually by each company, while also introducing a Product Lifecycle Management (PLM) system and centralizing digital data. Once again, we recognize that the goal of digital technology is not simply implementing it but leveraging it to create further value.

As part of our efforts to drive future growth by strengthening our ability to tackle untapped markets, we are aiming to further expand our business in the ISAMEA region, building on the momentum of China and other large, rapidly growing domestic markets such as India and Indonesia. The results may not come immediately, but I believe this is a challenge that is very much in the YKK spirit—one that will ultimately bear

fruit if we persist for 10 or 20 years without giving up. In addition, we made our debut at CES 2026 (Consumer Electronics Show), one of the world’s largest technology exhibitions, where we showcased new possibilities for fastening products in cutting-edge fields.

Finally, I would like to touch on our efforts to enhance employee engagement and strengthen the YKK brand. I believe that employee engagement and the YKK brand are inseparable. Employees taking pride in their work is the starting point for strengthening our brand, and we have advanced our initiatives based on the belief that employees are the driving force behind the creation of corporate value.



Debuting at CES 2026, one of the world’s largest technology trade shows, held in the United States in January 2026

Points of Focus Going Forward

Pursuing “YKK-Style Sustainability” and “Digital Transformation”

In light of the current situation, I would also like to discuss our points of focus going forward.

With regard to sustainability, in an era where one could say there is no longer a single “right answer,” I feel it is becoming increasingly important not only to respond to societal demands, but also to take an active role in making our own choices. In the first place, the YKK Philosophy of the CYCLE OF GOODNESS® is a mindset highly compatible with sustainability. I believe that a YKK-style sustainability rooted in that Philosophy, and continuing the distinctive initiatives that define YKK, is vital.

Furthermore, amid rapid changes in the times, including the accelerated evolution of digital technologies, there is a growing recognition that digital transformation is becoming a prerequisite for competitiveness. To remain competitive in this environment, we need to restructure our technology strategy by leveraging AI and robotics. We must move forward with adopting them while gathering information from the United States and China, which are at the forefront of this field.

At the same time, I believe that it is precisely because we are living in a digital age—an age in which AI is becoming increasingly integrated into our daily work—that the value of people is being called into question. More than ever, I want our employees to think carefully about how they choose to act. Rather than continuing to perform the same tasks mechanically, I want to foster a corporate culture that encourages people to take bold challenges and embrace new opportunities.

Philosophy Academy, which allows employees to learn about the YKK Philosophy and the Management Principles in depth. While I am the fifth President of YKK, I am also the first president from a generation which did not receive direct guidance from the founder. I was taught about the CYCLE OF GOODNESS® and the Management Principles by senior colleagues, including the presidents who came before me, and learned about them through firsthand experience. I would like to provide younger employees with opportunities to learn from others and deepen their understanding in the same way. I would like to help foster a “true understanding” of what the company YKK values.

Furthermore, as part of our efforts to enhance our talent strategy, we established the YKK Talent Strategy Committee. We believe that we need to identify the individual skills and experience of more than 27,000 employees who support the Fastening Business, and develop global plans for systematic training, personnel interaction, and job rotations. In FY2026, we will move forward with the design of those systems to enhance global engagement.



President Matsushima with employees from the EMEA region in London, U.K. (third from left)

Establishment of the Philosophy Academy

In addition, in April 2026, we established the new

Contribute to a sustainable society as ONE YKK

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

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

“Providing exciting products and services to “WOW” our stakeholders”

■ Advance sustainability

■ Propose exciting products

■ Pursue cost competitiveness through new technology

■ Optimize global/local supply chain

■ Build a globally connected business foundation

■ Tackle the untapped market

■ Enhance employee engagement and strengthen the YKK brand

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Toward the 100th Year of Our Founding

Returning to the Starting Point of the CYCLE OF GOODNESS®

The YKK Philosophy of the CYCLE OF GOODNESS®, which has been passed down since the time of our founder and continues to serve as the guiding principle for my own decision-making, is something I occasionally worry may not be being passed on correctly to our employees. Has the YKK Philosophy become a mere formality? Are we taking a defensive stance out of fear of failure? By continually asking ourselves these questions, I believe we must repeatedly return to our roots and deepen both understanding and practice of the Philosophy throughout the company.

I believe this is especially important in today's era of rapidly advancing digital technologies. If AI can take over part of the work we do today, then I would like our employees to focus on the work that truly matters—creating shared value with stakeholders, beginning with our customers, and contributing to the CYCLE OF GOODNESS® by enhancing corporate value. To do so, I hope they will continue to develop the uniquely human ability to understand what customers truly want—the kind of human insight and judgment that AI cannot replicate.

In 2034, YKK will celebrate its 100th anniversary. What kind of company do we want YKK to be when that time comes? With a clear vision of that future in mind, we will approach management from a backcasting perspective, considering what we need to do to make it a reality. At the same time, just as we have done up to now, I intend to work together with employees to ensure that we carry out each and every task before us thoroughly and reliably.



Handing Off the Baton to the Next Generation

As we head towards our 100th anniversary, I intend to launch this project, based on a backcasting approach, as soon as possible. We will discuss and implement the necessary steps, not only in relation to events, but also in terms of management and business strategy, to achieve our vision of what we want YKK to be on its 100th anniversary. In particular, we aim to draw up a road map for the future with a diverse group of people, including the next generation of employees, and to hand off the baton to the next generation beyond our 100th anniversary.

YKK is a manufacturing company that has built up a long history while being involved in and making contributions to all aspects of the essentials of life: clothing, food, and shelter. I hope that everyone who works for this company takes pride in that. Naturally, I will also do my best to ensure that YKK remains a company we can be proud of. I will not be content with our current situation but continue to grow together with employees.

Renewing the Maruyane Exhibition Hall, Showcasing YKK's History and Future



Manufacturing machinery that underpinned global expansion

Maruyane Exhibition Hall is located within YKK Center Park in Kurobe City, Toyama Prefecture. The facility introduces the history, philosophy, and technologies behind the YKK Group's manufacturing, including the mechanisms of zippers and windows, the management philosophy and journey of the founder, and the craftsmanship that supports YKK's global business operations. In addition to the exhibits, the facility offers hands-on activities like zipper-making workshops, providing visitors with an opportunity to experience the world of *monozukuri* for themselves.

In June 2026, we reopened the technology exhibition hall after renovating it to offer visitors a deeper insight into the evolution of our technology, as well as the challenges we have faced from our founding to the present day. The facility is continuing to evolve as a platform for showcasing YKK's technology capability and the appeal of *monozukuri*.

ONE YKK

Contribute to a Sustainable Society as ONE YKK

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

FY2025 Highlights

- FY2025 net sales: **431.4 billion yen** ; operating income: **39.2 billion yen**
- Zipper unit sales volume reached **9.73 billion units**
- Executed a **share transfer agreement for Bluclad S.p.A.**, an Italy-based developer and supplier of plating solutions
- Global sales ratio of NATULON® zipper series **exceeded 50%**
- Established the **Digital Transformation Division** and plans digital-related investments of **6.8 billion yen** in FY2026

YKK's Value Creation Process

— The Founder's Management Philosophy Explained Through the YKK Philosophy CYCLE OF GOODNESS® Chart —

YKK places founder Tadao Yoshida's Philosophy of the CYCLE OF GOODNESS® at the core of all its business activities. The idea that "No one prospers without rendering benefit to others" is the management philosophy born of YKK's efforts to overcome various challenges it has encountered in the process of business expansion. Keinosuke Ono, an outside director of the company and scholar of business administration, has studied the company's philosophy for many years and explains its underlying principles through the YKK Philosophy CYCLE OF GOODNESS® Chart.

* This content has been developed based on YKK Sōgyōsha Yoshida Tadao to Sono Keiei Tetsugaku "Zen no Junkan" o Kataru [YKK Founder Tadao Yoshida and His Management Philosophy, CYCLE OF GOODNESS®] (2008), which was released to commemorate the 100th anniversary of Tadao Yoshida's birth.

The CYCLE OF GOODNESS® is a concept that represents a dynamic and sustainable cycle in which contributing to society leads to one's own prosperity; in turn, that prosperity contributes to the development of society. The keys to making this cycle work are four principles that reflect the founder's beliefs and values: "saving," "employees as stockholders," "three-party sharing," and "wisdom and effort."

The Chart of YKK Philosophy CYCLE OF GOODNESS® shown below illustrates the mechanism of value creation through the lens of these four principles. Through the economic cycle generated by the continual pursuit of new value, the circle of prosperity expands throughout society. The CYCLE OF GOODNESS® is more than a concept; it is a practical philosophy grounded in firmly held beliefs, shared values, and economic rationality, and is deeply embedded in every aspect of YKK's business activities.



The lecture session (June 2026)

Lecture by Outside Director Keinosuke Ono

As part of the Philosophy Academy's activities (refer to page 12), Outside Director Keinosuke Ono gave a lecture about the significance and structure of the CYCLE OF GOODNESS® for directors, executive vice presidents, and employees of the company. Drawing on the Chart of the YKK Philosophy CYCLE OF GOODNESS® (shown at right), which Dr. Ono has systematically developed, the lecture explored the essence of the YKK Philosophy and the mechanisms that drive sustainable value creation. While management strategies and business activities evolve with the times, Dr. Ono emphasized that the fundamental mechanisms underpinning them remain unchanged. He further explained that putting the CYCLE OF GOODNESS® into practice means continuously sustaining daily virtuous cycles within a larger virtuous cycle, and that sincere consideration for others fosters trust, which in turn becomes "goodness."

Wisdom and effort

To improve quality and reduce costs, we must think hard and make a continuous effort to come up with creative solutions and improvements. This not only enhances competitiveness but also serves as a driving force for value creation. This commitment to making better products leads to the generation of new markets, which fosters greater customer trust and support, and this ultimately leads to the expansion of opportunities for our company's growth.

Saving

The first principle of the CYCLE OF GOODNESS® is saving. From the very beginning, YKK has established an employee savings plan and an employee stock ownership plan, accumulating capital through employee savings and building a stable foundation for our business. These savings and stocks are not only an accumulation of capital, they are one of the sources that support active utilization (investment) for the future and business development. This gives YKK the strength to maintain financial resources without relying on external funding.

Employees = stockholders

The founder believed that stocks are a certificate of participation in the business, and that stockholders should fundamentally be employees. The idea that employees who create value are the heart of a company is also one of the reasons that YKK remains privately owned. By fairly distributing the profits generated to employees as dividends, we have fostered a greater awareness of participation in management among them. This also enables active investment, leading to improved quality and reduced costs.

Three-party sharing

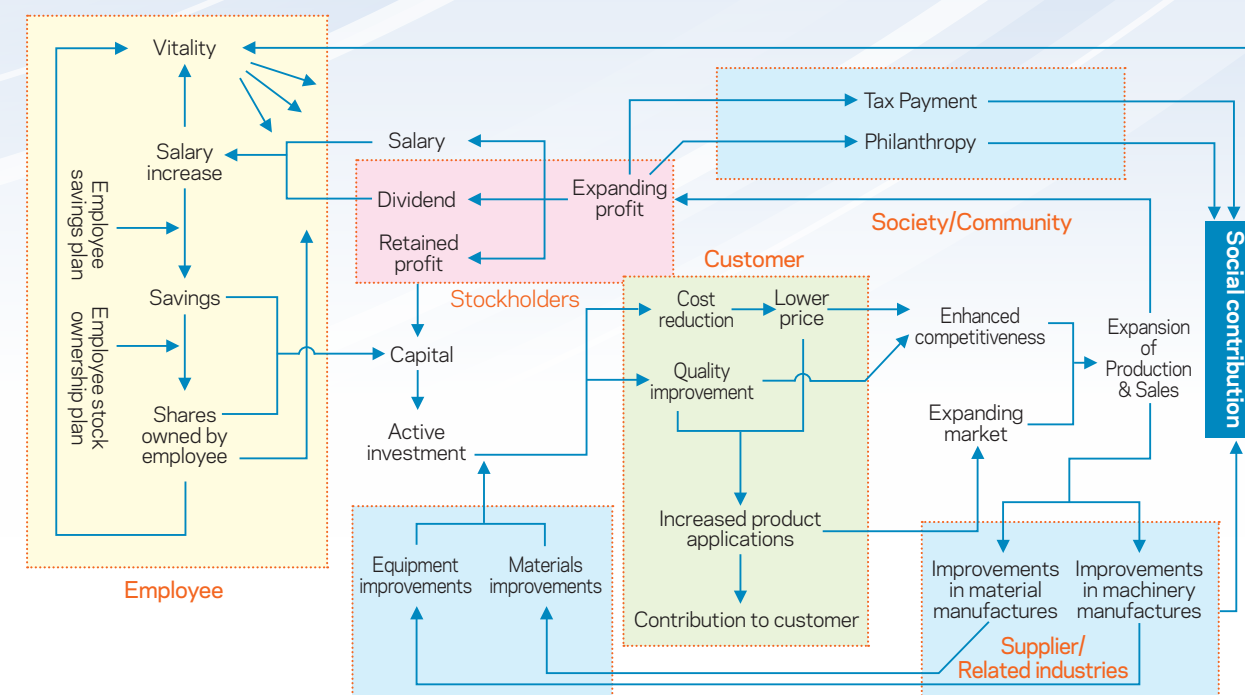
"Three-party sharing" refers to the idea of sharing the added value, or profit, generated through business activities among three parties: customers, business partners, and the company's management and employees. This approach creates a virtuous cycle of growth: employees are rewarded through salaries and dividends; the company can use funds for new investments; customers receive better products quickly and at stable prices; and business partners can build relationships that lead to mutual growth.

* The employee stock ownership plan is administered through an employee stock ownership association established in Japan and is available to employees who are eligible for membership.

One's own prosperity

Social prosperity

The Chart of YKK Philosophy CYCLE OF GOODNESS®



Adapted from: Ono, Keinosuke, *Misshon Keiei no Susume [Recommendations for Mission-Driven Management]* (Tokyo: Tōyō Keizai Shinpōsha, 2005).

7th Mid-term Business Plan and Strategy

Contribute to a Sustainable Society as ONE YKK

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

For the 7th Mid-term Business Plan (FY2025 - FY2028), which began in FY2025, we adopted ‘Contribute to a Sustainable Society as ONE YKK’ as our policy and are advancing our business activities accordingly. Based on a strong conviction that we want to deliver YKK fastening products not just to the customers we directly deal with, but to consumers worldwide, we believe it is important to enhance our business competitiveness in every aspect, including products, prices, quality, and brand. Along with utilizing digital technology to promote an increased sense of unity across the entire Fastening Business, we will build a value chain through the ONE YKK system, and we aim to create value that is uniquely YKK.

In FY2025, the first fiscal year of the Mid-term Business Plan, sales remained sluggish amid an uncertain business environment driven by rising geopolitical risks. Although we made ongoing efforts to reduce costs, profitability declined due to factors such as a decrease in sales volume, lower capacity utilization, and rising labor costs driven by inflation. As a result, our financial performance fell short of both the previous year’s results and our targets, resulting in lower revenue and profit. At the same time, the various initiatives we have been promoting are beginning to yield concrete results, such as enhanced competitiveness and a strengthened customer base, and we are making steady progress in strengthening our foundation for medium- to long-term growth.

Fastening Business 7th Mid-term Business Policy

Contribute to a Sustainable Society as ONE YKK

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

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

“Providing exciting products and services that create ‘WOW’ experiences”

■ Advance sustainability

■ Propose exciting products

■ Pursue cost competitiveness through new technology

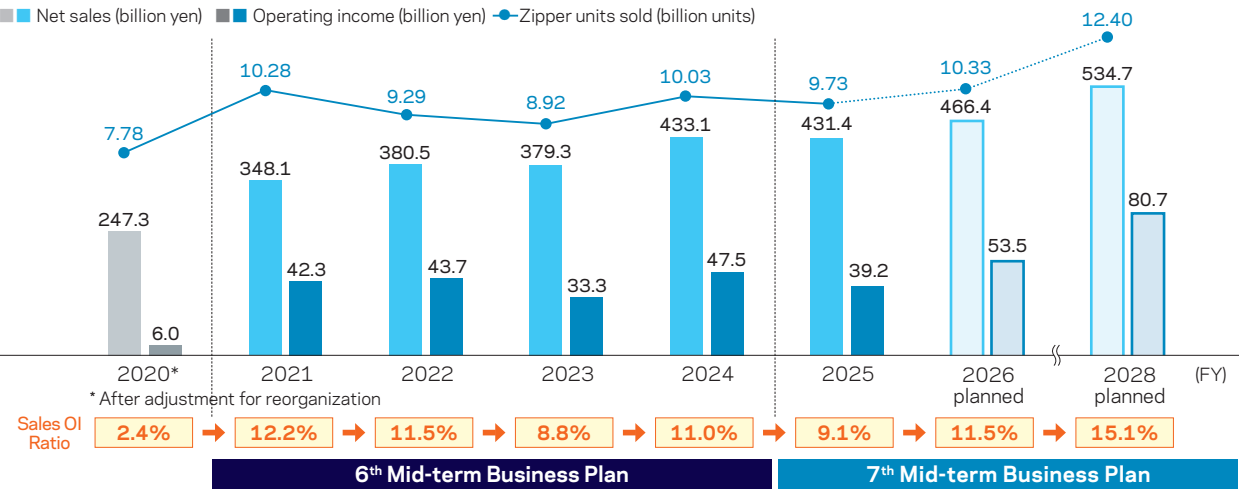
■ Optimize global/local supply chain

■ Build a globally connected business foundation

■ Tackle the untapped market

■ Enhance employee engagement and strengthen the YKK brand

Fastening Business Performance Trends and Planned Figures



Business Plan for FY2026

Against a backdrop of cascading geopolitical risks, the economic outlook remains uncertain, with soaring raw material prices and concerns about inflation. Furthermore, with the ongoing restructuring of global supply chains across the industry as a whole and the tightening of regulations aimed at reducing environmental impact, the business environment is expected to continue to change. In this environment, we will promote initiatives that combine our efforts to “propose exciting products” laid out in the Mid-term Policy with promoting initiatives based on the principles of the “right timing, right materials, right quantity, and right location” with a view to further improving on-time delivery performance and enhancing cost competitiveness. We will also promote talent strategies and employee engagement initiatives that underpin value creation, and continue to develop our business infrastructure by combining digital technology with operational standardization.

Furthermore, in order to achieve sustainable growth and establish a competitive advantage, we intend to make clear and proactive investments with a view to the future, even in this uncertain business environment.

Global Management Structures

YKK, which operates in 69 countries and regions around the world, has established a five-region management structure, in which five regional headquarters provide management support—focusing primarily on capital management and strengthening governance—to six business regions, categorized according to characteristics such as trade areas and distribution channels. Each of our operating companies has enhanced its competitiveness by maintaining a high degree of independence and operating flexibly. At the same time, the progress of globalization has at times led to variations in service levels across countries and regions, which has presented a challenge. Having adopted ONE YKK for the 7th Mid-term Business Plan, we are working to enhance our team responsiveness and value creation capabilities by strengthening collaboration between our operating companies and building a global value chain that brings together our supply bases and networks.

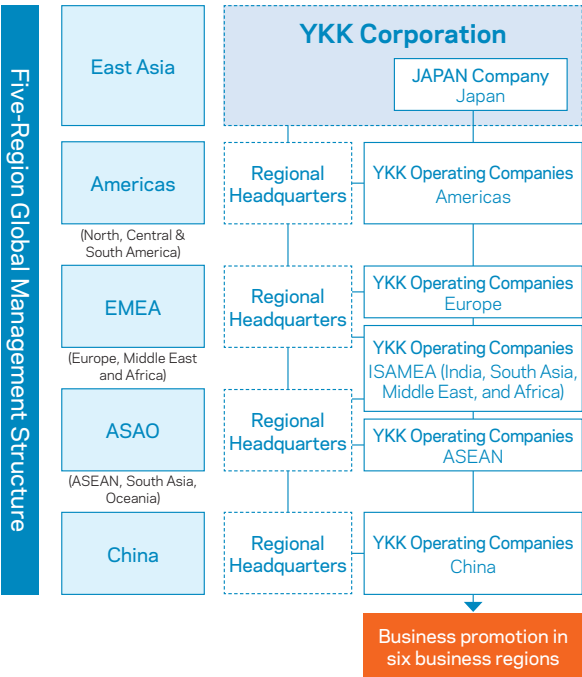
Key Points for FY2026 Plan Formulation

- Proposing exciting products
- Responding with products at the right time, made with the right material (at the right location), in the right amount
 - Rebuilding competitiveness in mature markets (Japan, the United States, Europe, etc.)
 - Establishing a framework for capturing opportunities in growth markets (China, the Asian region, etc.)
- Human asset strategy and engagement initiatives to create value
- Building a foundation by combining digital technology with operational standardization

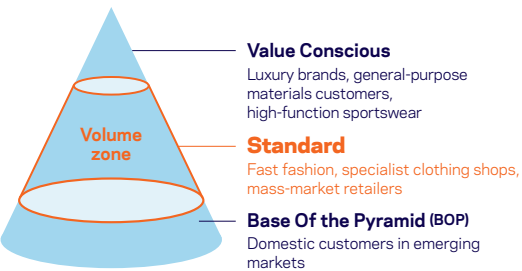
Investment Plans

Total amount for the 7 th Mid-term	247.0 billion yen
FY2026 (planned)	88.0 billion yen
Regional breakdown	
China/ASEAN/ISAMEA	62.3 billion yen
Japan/Americas/Europe	24.6 billion yen
Break down by purpose	
Sustainability-related	8.4 billion yen
Digital-related	6.8 billion yen

7th Mid-term Regional Management Structure



“Unless you pursue two rabbits, you will not catch even one.” — YKK’s Strategy for the Standard Segment



YKK set a target of selling 10 billion zippers annually around the time of the Mid-term Plan covering 2013 to 2017. Amid intensifying competition in the zipper market, rather than choosing to improve profitability by focusing exclusively on the high-end, value-conscious market, we have consistently pursued volume growth in the “standard” segment, the largest volume zone, by leveraging our comprehensive strengths in quality, cost, delivery, and product variety. Delivering YKK zippers to as many people as possible around the world is YKK’s Strategy for the Standard Segment.

Messages from Division Heads

Taking on the Challenge of the 7th Mid-term Plan as ONE YKK

The leaders of each function share their reflections on the first year of the 7th Mid-term Business Plan, along with their outlook for the future. Please note that the Digital Transformation Division was established in April 2026.



Toru Shikita

Executive Vice President
Business Strategy Division

Joined YKK in 1992. He has held a number of leadership positions, including President of YKK Vietnam and Head of ASEAN Operations, and was involved in the relocation of Global Sales Headquarters functions to Vietnam. His favorite quotation^{*1} is

"Make just a little more effort, even if it's only paper-thin."



Reisuke Aratani

Vice President
Global Sales Headquarters

Joined YKK in 1998. Has held roles ranging from sales to regional management, primarily in Asia, and currently heads the Global Sales Headquarters in Vietnam, a key hub for the apparel industry. He is fond of the quotation, "Convey the Philosophy in your own words."

Business Strategy Division

Earning Our Customers' Trust Through YKK's Hidden Strength

Looking back on FY2025, despite the challenging business environment, our operating companies around the world worked together and put in steady, hard work to support our performance. This was certainly a year where I got a sense of YKK's hidden strength. With "delivery" as our watchword, collaboration across departments and regions is progressing, and a cross-border customer support system is being steadily established through the activities of GMG^{*2} and GSSG^{*3}.

Going forward, we will continue investing in untapped markets and enhance our medium- to long-term competitiveness. Furthermore, in mature markets, we will take on the challenge of new manufacturing approaches and the creation of demand that take regional characteristics into account. Notably, we will move swiftly to deliver value to the luxury market through the participation of Bluclad S.p.A. We will continue taking on new challenges as ONE YKK, striving to become a company that more customers can confidently turn to, saying, "YKK will find a way."

Global Sales Headquarters

ONE YKK and Innovation Driving Growth

Amid a challenging business environment characterized by uncertainty, our operating companies in each region pooled their wisdom and took on the challenge of creating value. Although we fell short of our volume plan, we were able to maintain a certain level of performance thanks to strong sales of value-added products. In particular, it is certainly true that the enhanced cross-functional collaboration between sales and development has led to improved services through ONE YKK, which is beginning to result in positive feedback from customers and the acquisition of new business.

Going forward, we will utilize external expertise through the newly established GPIC^{*4} to further enhance product innovation, while accelerating our efforts to capture market share and create new demand through exciting products. Under ONE YKK, we will further strengthen our cross-national, cross-organizational, and cross-functional framework and build a solid sales foundation as we head towards our 100th anniversary.

Manufacturing & Engineering Division

Enhancing *Monozukuri* Competitiveness Through Operational Excellence

It was a year in which we maintained our factory operations and did our utmost to secure profits, even with limited production volumes, despite the challenging business climate. In particular, the steady improvements we have made in meeting our customers' delivery time requests are a major achievement. I believe this shows the ingenuity of each and every employee who took the initiative to streamline and improve processes on the front lines, and is the result of the sales and manufacturing departments working as one to quickly and accurately convey customer feedback to the factories.

Going forward, further improving our speed in development of machinery and equipment and customer response will be our top priority for strengthening our competitiveness. Furthermore, with the goal of making smart factories a reality, as our next step, we will move forward with full-scale implementation throughout our factories. By establishing a ONE YKK approach to *monozukuri* that brings together engineering, development, and manufacturing, while also investing in the development of our people, we will continue to take on the challenge of creating new value.



Yoshimine Kobayashi

Executive Vice President
Manufacturing & Engineering Division

Joined YKK in 1988. After serving as an engineer in the United States and Asia, he now oversees the manufacturing and engineering divisions from Kurobe. He is fond of the quotation,

"Never neglect the study of products."

Administration Division

Supporting Value Creation Through a Strong Operational Foundation

Guided by our basic policy of enhancing corporate management functions and creating value for the business through those functions, we focused on building the necessary foundations over the past year. One of our most significant achievements was the increasingly proactive involvement of our administrative functions in major initiatives, including M&A transactions. Through hands-on participation in these projects, we accumulated valuable expertise, developed our people, and further strengthened our capabilities to operate effectively on a global scale.

Looking ahead, we will continue to advance the development of a globally connected operational foundation and enhance the value we provide to our business units through greater standardization and efficiency. At the same time, we will implement initiatives to improve employee engagement and, with the establishment of the YKK Talent Strategy Committee as a key milestone, accelerate the development of our global talent management framework. Under the banner of ONE YKK, we will support greater integration across the Group and drive sustainable growth through our administrative and corporate management functions.



Katsuya Yumoto

Director in Charge of Compliance,
Chief Risk Officer (CRO)
Executive Vice President,
Administration Division

Joined YKK in 1989. Has extensive experience, primarily in administrative departments such as legal affairs, intellectual property, and compliance. Licensed to practice law in the state of New York. He is fond of the quotation,

"Draw a picture in your mind."

Digital Transformation Division

Contributing to Our Customers and Employees through Digital Technology

In April 2026, we merged the Digital Business Promotion Department and the Information Systems Department, and the Digital Transformation Division was established. In addition to contributing to our customers and employees through business reform that leverages digital technology, the division also plays a proactive role in creating value that goes beyond just optimizing operations. We are currently promoting the development of infrastructure that connects code standardization, specifications, processes, quality control, traceability, and other related areas.

As for what's next, we have a major goal: "standardizing *monozukuri* through digital means and introducing the same systems at locations around the world." Another important topic for us is promoting a "with AI" working style among our employees and creating an environment where they can fully utilize their expertise and abilities. We will continue working to make ONE YKK—a world where customers can receive the same service and employees can work in the same environment, no matter where they are—into a reality.



Ryuichi Tsuneda

Senior Vice President, Digital Transformation Division

Joined YKK in 1993. Took up his current position after gaining extensive on-the-job experience across a wide range of business processes and working in China and Europe. He is fond of the quotation,

"You cannot have time to spare unless you make that time yourself."

^{*1} Quotations and other sayings by founder Tadao Yoshida, which have been passed down through the generations at YKK ^{*2} Global Marketing Group

^{*3} Global Supply Strategy Group ^{*4} Global Product Innovation Center (headquartered in Silicon Valley, U.S.A.)

Progress and Future Initiatives for the Seven Priority Measures

We have adopted the following seven priority measures to accomplish the 7th Mid-term Business Plan. We will enhance our business competitiveness in every aspect—including our products, prices, quality, and brand—and create new discoveries and surprises for all markets and consumers around the world. In this section, we will introduce the progress we made in FY2025, as well as future initiatives.

Priority measures		FY2025 Progress	Priority Initiatives Going Forward
01	Advance sustainability We have strongly promoted sustainability initiatives to achieve the YKK Sustainability Vision 2050, which was formulated in 2020. Sustainability is a concept that aligns with the YKK Philosophy of the CYCLE OF GOODNESS®. In the 7 th Mid-term Business Plan, we will accelerate our decarbonization efforts and focus on various initiatives and product development in order to help realize a circular economy, which is an urgent issue especially in Europe.	• Sustainability-related investment (capital investment) 5.9 billion yen • CO₂ emissions reduced by 67.1% (Scope 1 and 2 emissions, in comparison to FY2018) • Promoting the switch to sustainable materials • NATULON® zipper series using recycled materials comprising 56% of sales • NATULON Plus® Fiber Sourced™ Zipper with Recycled PET Open Parts won a top-five spot in the ISPO Textrends Awards Accessories Category (December 2025) • Revived Replacement Elements for VISLON® won the iF Design Award 2026 (March 2026) • Recognized by the CDP with the top “A” ranking for our climate change efforts for the third straight year	• Sustainability-related investment (capital investment) 8.4 billion yen (planned for FY2026) • Further promoting measures to reduce GHG emissions with a view to achieving climate neutrality by 2050 • Making products with specific environmental attributes the norm by switching to sustainable materials • Reaching a sales share of 63% for NATULON® zipper series, which utilize recycled yarn in components such as the tape (FY2026 planned) • Developing proprietary YKK technologies and products aimed at bringing about a circular economy • Expanding Revived Renewal Series availability • Product development aimed at promoting resource recycling for fibers, including the use of fiber-derived recycled materials and the move towards mono-material products * Refer to page 41 for progress on achieving the goals of the YKK Sustainability Vision 2050
02	Propose exciting products We will integrate sales, development, and manufacturing in product development, and focus on initiatives to “WOW” both creators and users through exciting products and services. The three perspectives that form the basis for considering the creation and provision of a sense of “WOW” are “customers,” which includes business partners and general consumers, “society,” and “employees.” We will respond to the requests and expectations of each stakeholder and create products and services that inspire excitement among all stakeholders.	• Developing innovative products at the Silicon Valley-based Global Product Innovation Center • Started collaborations with design firms and material suppliers, as well as industry-academia partnerships • 3D composite puller won the Best Product Award at the ISPO Textrends Awards in the Accessories Category (December 2025) and the Red Dot Award in the Product Design Category (April 2026)	• Creating innovative products from the user’s perspective by drawing on external expertise • Promoting collaborations with R&D partners [Product examples] Snag-less zipper used on duvet covers and similar items Plastic parts: Cord stopper for shoes, flat lace adjuster Snaps and buttons: Low-profiled Lightweight Snap with a lighter weight thanks to a slimmer profile and a simple design
03	Pursue cost competitiveness through new technology To pursue cost competitiveness, we will conduct a comprehensive review of our <i>monozukuri</i> practices—including manufacturing equipment—and build on them. The core of that initiative is establishing the foundation for smart factories, utilizing the core technologies of non-stop production lines that we have cultivated over the years. We will aim to improve customer service via ONE YKK through automation of <i>monozukuri</i> and technology which connects customers with manufacturing sites and factories all over the world.	• Bluclad S.p.A., a company based in Italy specializing in the development and sale of plating solutions, became part of the Group • Achieved cost reductions through the introduction of SICD (Standard Item Cost Reduction) machinery and streamlining of various processes • Promoted the automation of in-factory logistics • Established the Tokyo office of the YKK R&D Center	• Strengthening advanced plating and coloring core technologies (creating mutual synergies with Bluclad) • Development of machinery and equipment capable of handling small-lot modules to enable a rapid response to fashion trends and seasonal fluctuations • Giving shape to smart factories through the use of cutting-edge technologies such as AI and robotics
04	Optimize global/local supply chain With the market environment and consumer awareness surrounding fastening products changing rapidly, there is a growing demand for a wide variety of products, low volume, and short lead times. In response, we will focus on establishing an optimal supply system which combines the advantages of both global and local operations. We plan to achieve equalized production through network coordination among our global bases, while also responding flexibly to cost and delivery lead-time requirements in local markets.	• Capital investment of 50.8 billion yen • The Fastening Business has established operations in 69 countries and regions. Example: Vietnam Nhon Trach Phase 3 Factory, currently being extended Launched a production line for snaps and buttons at the Dong Van Factory	• Capital investment of 88.0 billion yen • Establishing a supply system that ensures production at the right time, with the right material (in the right location) and in the right amount Building models for mature markets and establishing systems to capture growing markets • Promoting rapid response systems in each region and country
05	Build a globally connected business foundation We will focus on establishing a standardized business foundation on a global scale, so that our customers can appreciate the value we provide as ONE YKK to an even greater extent. With the Digital Transformation Division established in FY2026 playing a central role, we will work to integrate the management of product codes at a global level and reform our overall business operations, while also focusing on developing the talent to support these efforts.	• Built the ONE YKK foundation by launching operation of PLM E-BOM functions • Established a structure to drive these initiatives through the creation of the Digital Transformation Division Global code unification, comprehensive reform of business operations, and the development of digital talent	• Establishing the Digital Transformation Division • Promoting the introduction of a Product Lifecycle Management (PLM) system and its effective use • Promoting the use of data and digital technology → Building a foundation for data-driven management • Reconstruction of core systems and strengthening of IT governance • Digital talent development
06	Tackle the untapped market Currently, YKK operates in 69 countries and regions around the world, and we believe that there is still room for growth in delivering our company’s products to the world, with its eight billion inhabitants, and having them put to use. We will also develop fastening products that meet the needs of consumers in emerging countries, where future growth is expected, and strive to deliver YKK products to as many people as possible.	• Cultivated deeper domestic demand in growth markets / continued investment Example: Development and launch of indios™ brand products for the Indian market • Developed new zipper applications, including zippers for fishing nets and the self-propelled zipper Zippilot™ • Expanded sales of new products such as Transportation Fastening Materials (TFM)	• Bringing concepts to life in growth markets and further developing our business models Domestic demand in China, India, and African markets • Continuously developing new applications in mature markets • Expanding sales of hook and loop fasteners for disposable diapers to leading brands
07	Enhance employee engagement and strengthen the YKK brand Our people are the driving force behind everything we do. By realizing the ONE YKK value chain, empowering employees with confidence and a sense of accomplishment, and providing opportunities to grow and take on challenges on a global stage, we will build a vibrant and resilient organization. In addition, we will execute a unified brand strategy to improve YKK’s brand value over the medium-to long-term, with the Global Brand Strategy Department of the Business Strategy Division at the center of these efforts. It is our employees who enhance the value of our brand, and we will move forward with these two themes in an integrated manner.	• Implemented Global Engagement Office initiatives • Promoted a consistent global brand strategy and measures	• Enhance employee engagement • Strengthening global talent strategy: Establishment of the YKK Talent Strategy Committee → Optimizing recruitment, transfers, talent development, and policy design from a global perspective • Strengthening the YKK brand: Contributing to the business by enhancing global brand value • Established the Philosophy Academy to evolve and deepen the passing down of YKK’s Management Principles

* Unless otherwise noted, the investment amounts shown on this page are based on order values. The capital investment amount of ¥50.8 billion, however, is calculated on an inspection acceptance basis.

Seven Priority Measures: FY2025 Topics

Here we outline the key initiatives for FY2025 under the priority measures of the 7th Mid-term Business Plan. Through these various initiatives, we will strategically strengthen our management capital, including our technology, business infrastructure, and brand strength, to deliver further value and achieve sustainable growth.

03 Pursue cost competitiveness through new technology

Enhancing product value through improvements in plating solution technology

We obtained all issued shares of the Italian company Bluclad S.p.A., making it a subsidiary of the YKK Group, with the aim of strengthening our capabilities for developing plating solutions, a key technology for the Fastening Business. Bluclad specializes in the development and manufacture of high-quality plating solutions for the European luxury goods industry, and its commitment to quality, along with its ongoing dedication to pioneering new initiatives aimed at bringing about a sustainable society, is highly aligned with YKK's values. By leveraging the synergies between the two companies to enhance our technological capabilities, and by making use of our global network, we will provide customers worldwide with high-value-added products featuring high-quality, high-grade plating.



04 Optimize global/local supply chain

Strengthening customer proposals and product offerings that combine zippers with snaps and buttons

In October 2025, we began operating a new production line for snaps and buttons at the Dong Van Factory of YKK Vietnam Co., Ltd. With the launch of this production line, we will be able to offer product solutions combining zippers and snaps and buttons to our customers—particularly global brands—in Vietnam, which has grown to become one of the world's leading garment manufacturing hubs. Furthermore, we will be able to deliver our products more quickly.

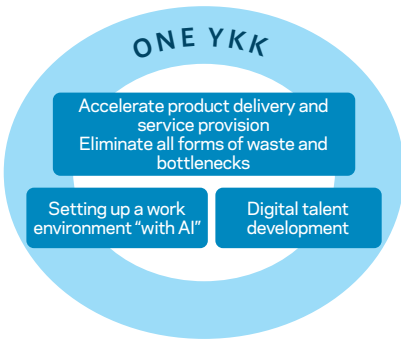
In addition, the factory has obtained Silver certification under the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) system, in recognition of measures such as sourcing electricity from solar power generation systems and the introduction of high-efficiency lighting and EV charging stations.



05 Build a globally connected business foundation

Organizational Restructuring: Establishing the Digital Transformation Division

From FY2026, the second year of our 7th Mid-term Business Plan, we revised our organizational structure and established the new Digital Transformation Division which reports directly to the President. This division was formed through the merger and reorganization of the former Digital Business Development Department and the Information Technology Department under the Administration Division. It brings together IT and digital functions, and is responsible for comprehensively driving a proactive digital strategy. It will focus on the reconstruction of core systems to support the advancement of our business, the promotion of digital technology adoption, the strengthening of IT governance, and the development of the talent required to support these initiatives, with the aim of establishing a business foundation that will enable us to achieve ONE YKK.



06 Tackle the untapped market

New brand proposals for the growing Indian market

As part of our priority measures to “tackle the untapped market,” we launched the new zipper brand indios™ by fundamentally reevaluating every aspect of our zippers—from the materials to manufacturing processes—to develop new products that combine price, quality, and mass-production capabilities with an eye toward the rapidly growing Indian apparel market. indios™ is a term we coined meaning “special zippers for the Indian market.” Our goal is to create new value in the Indian market, with its population of approximately 1.4 billion, and to grow together with it. Going forward, we will continue to further expand the value we provide in growing markets by developing products that meet local needs and strengthening our supply systems.



06 Tackle the untapped market

Application proposals for the automotive market Deploying CONCEAL® zippers (Item Code: 5CCPLF8)

As part of our efforts to develop new applications in untapped markets, we are expanding the deployment of CONCEAL® zippers (Item Code: 5CCPLF8) for automotive use. This product uses a design with a hidden tape section, a first for automotive seat zippers, achieving a luxurious look that was difficult to achieve with conventional zippers. Since sales of CONCEAL® zippers began in 2010, primarily in the United States, adoption has expanded globally to include Europe, China, Asia, and Japan, contributing to the improved aesthetics of automotive seats. Furthermore, we are expanding sales by meeting the demand for lighter vehicles driven by the recent industry trend toward battery electric vehicles (BEVs).



07 Enhance employee engagement and strengthen the YKK brand

Strengthening brand communication

As part of our efforts to strengthen brand communication, we began rolling out a new promotional visual starting in FY2026. This serves as a visual representation of the YKK brand and the direction of the 7th Mid-term Business Policy. In addition, the “Fasten UP.” slogan conveys the message that through its fastening products, YKK helps empower people to take action and move forward to the next step.

We will further enhance our brand value by utilizing this visual in various interactions and communications with stakeholders and by conveying a globally unified message.



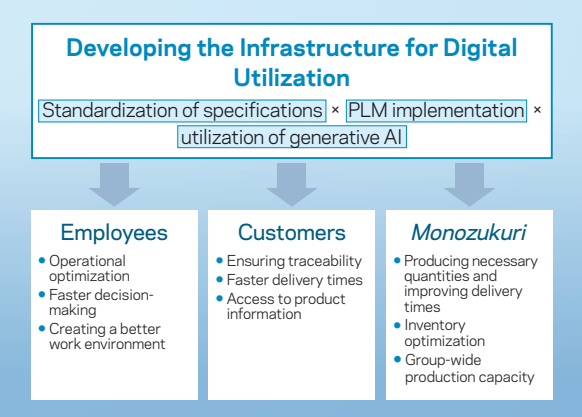
Seven Priority Measures Highlight

Strengthening Competitiveness Through Digitalization

The key to enhancing our competitiveness and continuing to deliver new value as ONE YKK will be building a business foundation that combines digital technology with operational standardization. By leveraging digital technology to connect YKK's locations across 69 countries and regions, and standardizing business processes globally, we will improve quality and delivery speed while creating a work environment that is more conducive to employee well-being.

Supporting Business Transformation Through Digital Technology

Under the 7th Mid-term Business Plan, we will promote a proactive digital strategy centered on the Digital Transformation Division, which was newly established in FY2026, to support the advancement of our business. The Digital Transformation Division provides cross-functional support for the initiatives of each division and is responsible for formulating and advancing a digital strategy that aligns with the initiatives of each division. Through the implementation of these initiatives, we will address our customers' challenges, strengthen our *monozukuri* capabilities, and reform the way our employees work.



Employee Operational Optimization

By incorporating generative AI into our operations, we are driving greater efficiency in business processes and more sophisticated decision-making. By implementing and utilizing AI agents, we can eliminate the need for the multiple screen operations that are required in traditional workflows. At the same time, by organizing and presenting past case studies and related information, staff members will be able to focus on final decision-making and specialized analysis. In this way, AI will help reduce work time and speed up decision-making.

For example, we have developed a slider search system that allows users to search for YKK sliders using

images or text, and we have begun rolling it out at our global locations. Since it is a web application with an intuitive user interface that anyone can easily use in a browser, it has been well-received by employees. The system has reduced the time required to handle tasks such as product information searches and inquiries, leading to improved operational efficiency. To ensure the sustainability of these initiatives, we are also focusing on improving employees' information literacy and working to raise the overall skill level across the company through seminars on AI utilization and other programs.



An AI workshop

Employee voices

Atsushi Imagawa
Sales Management Division, Japan Company

With the introduction of the slider search system, I can now quickly identify products that previously required manual work or individual verification, which has significantly improved operational efficiency and directly reduced the time needed to prepare proposals. In addition, I can now instantly access information on products manufactured overseas that previously took significant time to verify, which has greatly improved convenience. I am looking forward to even greater improvements in accuracy in the future.

Solving Customer Challenges

As digitalization continues to advance in the apparel industry, the use of 3D data is expected to expand further in the future. In response to these changes, YKK is promoting the digitization of products into 3D data and consolidating and providing it through its dedicated digital platform, "3D Port," for distribution. This makes it possible for users inside the company to download product data in a format suitable for their specific needs and share it. Using this data in the design development process lets customers cut down on the time required for development and promotional activities, which previously relied on physical samples, thereby improving efficiency and lowering costs.

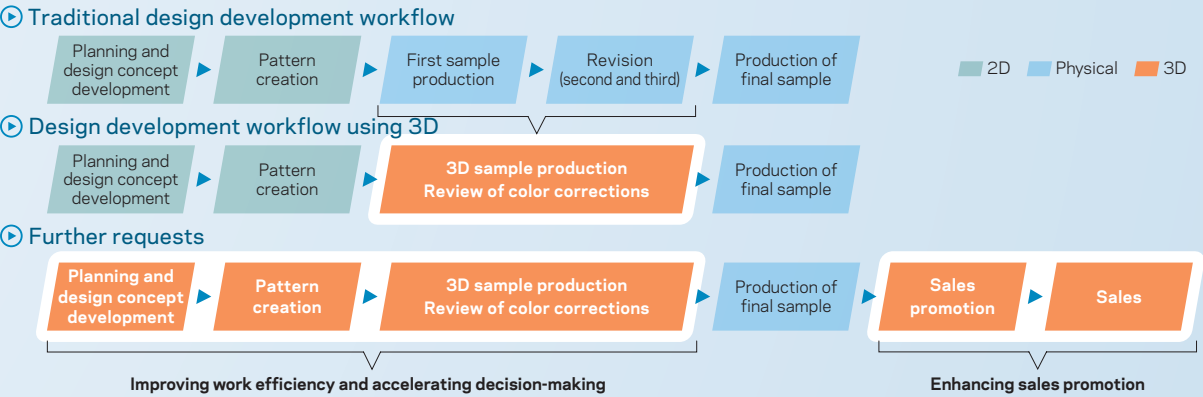


3D product data

Employee voices

Angela Mueller
YKK Global Marketing Group

The implementation of "3D Port" has made it easier for both employees and customers to access data, improving efficiency and accessibility across the board. By reducing the need for manual data sharing and repeated requests, it has enabled faster customer response times and contributed to a smoother, more reliable service experience. Adoption continues to grow steadily, reflecting strong demand for digital assets. Going forward, we hope to further expand its applications, enhance functionality, and leverage 3D Port to support faster development and more effective decision-making.



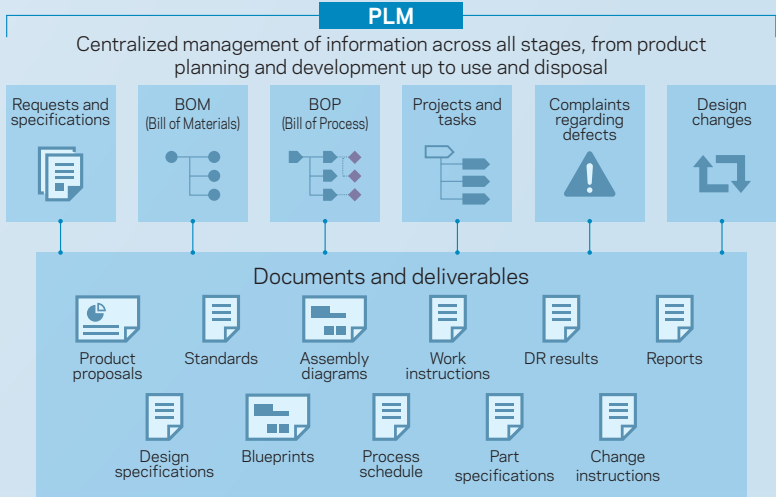
Strengthening Monozukuri

To achieve *monozukuri* through ONE YKK, we plan to launch initiatives in August 2026 focusing on code unification and the implementation of a PLM (Product Lifecycle Management) system, starting with Japan Company and then gradually expanding globally.

Through code standardization, we will make master data such as specifications and part numbers common across the globe, thus establishing a foundation for company-wide business operations. The initiative will first be introduced in Japan Company and then progressively deployed across our global operations.

Building on this foundation, we commenced operation of the PLM system in February 2026. This PLM system is a tool that unifies product and manufacturing specifications globally and allows them to be managed digitally. By standardizing business processes that had previously been optimized individually in each country and region,

we will enhance manufacturing consistency, thereby ensuring quality and improving production efficiency. Furthermore, this will enable the integrated management of sustainability and traceability information, helping us to establish a system capable of promptly providing customers with the information they require.



Seven Priority Measures

Highlight

Toward a Circular Economy

YKK is guided by the founder’s conviction that the YKK Philosophy of the CYCLE OF GOODNESS® and “manufacturing like clear spring water,” which does not cause precious material resources to be lost, are the true meaning of wealth. We have inherited that conviction, and we will continue to take on challenges towards realizing decarbonization and a circular economy, based on activities targeted at achieving the YKK Sustainability Vision 2050.

Recycling-oriented products

A Zipper Supporting Textile-to-Textile Circularity

YKK’s NATULON Plus® Fiber Sourced™ Zipper with Recycled PET Open Parts, which uses recycled PET for the tape, elements, open parts, and core cord, features a circular design that aims to maximize mono-material construction, facilitating the zipper to be recycled together with the garment. It also incorporates a slider made from recycled zinc alloy to ensure durability and practicality, thereby achieving a high level of balance between sustainability, quality, and functionality. This product was chosen as a top-five item in the Accessories category at the ISPO Textrends Awards.

* This product is currently under development



YKK’s NATULON Plus® Fiber Sourced™ Zipper with Recycled PET Open Parts



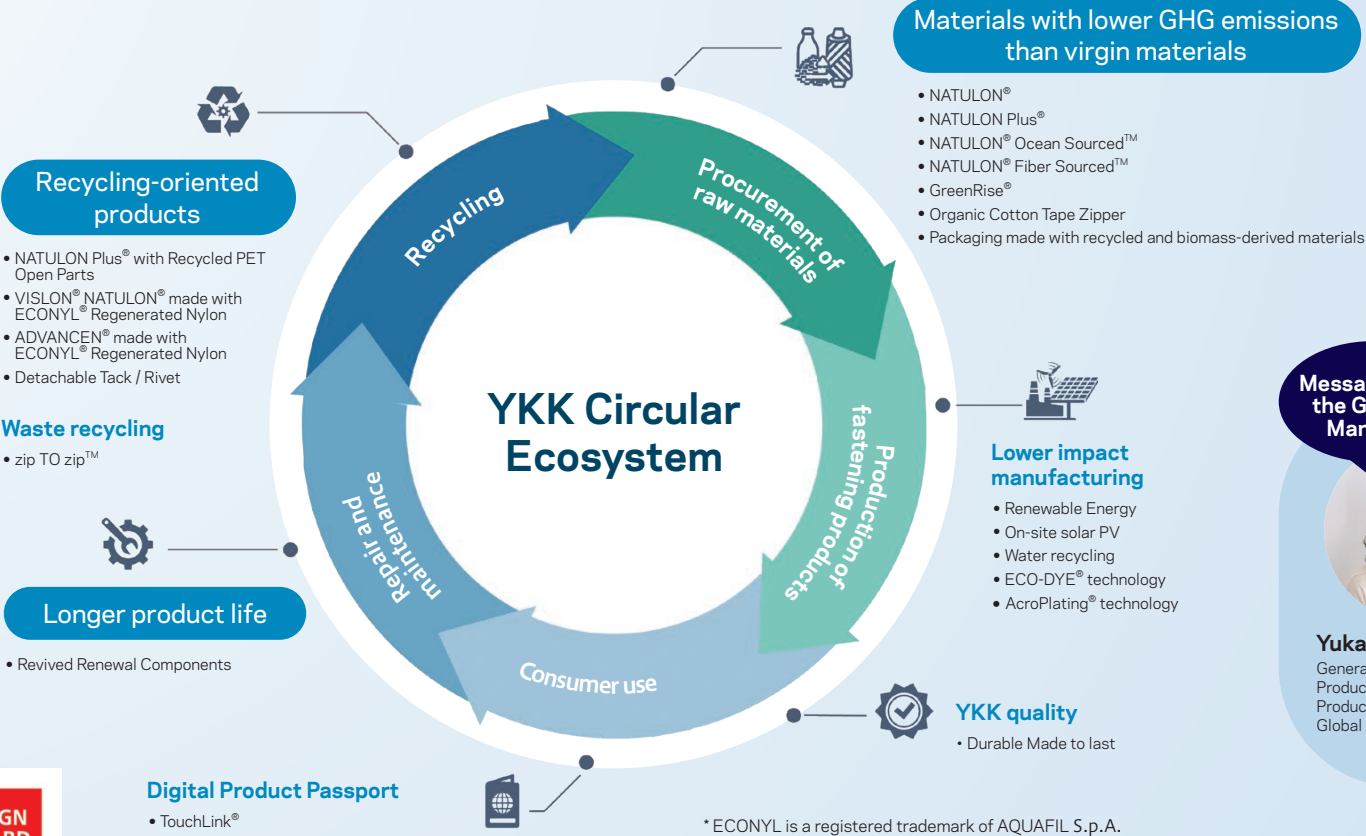
Longer product life

Deployment of the Revived Renewal Series



With the aim of extending the lifespan of textile products, we have launched the Revived Renewal Series, which makes it easier to repair zippers, and currently have four items in the lineup. In particular, the Revived Replacement Elements—which make it possible to repair only the damaged section when elements are damaged, instead of having to replace the entire zipper—have been highly acclaimed as a solution that simultaneously improves repair efficiency and reduces waste, and they were awarded the internationally prestigious German iF Design Award 2026. YKK aims to make effective use of material resources and reduce waste by extending the lifespan of its products through repairs.

* YKK repair products are designed for use by professional repair centers to help keep products in use longer.



Materials with lower GHG emissions than virgin materials

NATULON® zipper series surpasses 50% of global sales

The global sales share of the NATULON® zipper series, which use recycled materials in components such as the tape, has exceeded 50%. That percentage stood at just 3% in FY2019, and has risen to 56% as of the end of FY2025, after the full-scale implementation of this change as a company-wide policy from FY2021 onwards. This result is the outcome of our efforts, with the support of our customers, to ensure a stable supply from YKK factories around the world while maintaining quality and functionality.

Starting with NATULON®, a project launched in 1994, YKK has been committed to developing products that make effective use of limited material resources. Through our business activities, we are steadily putting into practice the shift towards materials with lower GHG emissions than virgin materials, which we set out in the YKK Sustainability Vision 2050.

Message from the General Manager



Yuka Suzuki

General Manager, Sustainable Product Strategy Department, Product Strategy Division Global Sales Headquarters

YKK places great importance on co-existence and mutual prosperity with society and nature, based on the YKK Philosophy of the CYCLE OF GOODNESS®. To ensure that sustainability is not merely an optional extra but becomes the norm, we are not waiting for the market or our customers to dictate our course; instead, we are making decisions on our own initiative and working as a united company to drive the transition to NATULON® zippers. Going forward, we will not limit ourselves to simply supplying materials; we will continue to work with our customers to explore approaches to sustainable manufacturing and put forward concrete proposals.

Discovering and Nurturing the Next Generation of Designers Driving Circular Fashion

To date, YKK has worked to discover and support the next generation of fashion designers around the world. To celebrate the 25th anniversary of the YKK Fastening Awards—Japan’s largest fashion design contest for students—in FY2025, we newly established the Circular Design Special Award with the aim of identifying and nurturing talent that will help advance circular fashion. In the same fiscal year, a design by Kanade Konno from Bunka Fashion College—which enabled garments to be taken apart and repaired using zippers—won the award and was also awarded the Grand Prix in the Apparel category.

For details, please refer to the Data Section.

Grand Prix in the Apparel Category, as well as the Circular Design Special Award, at the 25th Fastening Awards “Re Tree” by Kanade Konno, Bunka Fashion College



Seven Priority Measures *Highlight*

Propose Exciting Products

“Propose exciting products,” which we adopted in the 7th Mid-term Business Plan, refers to our goal of developing products that provide new user experiences, are easier to handle, and are conscious of the environment and safety, thereby delivering a sense of “WOW” to our customers. By bringing together sales, development, and production, we use technology and creativity to redefine conventional notions of “closing” and “fastening,” giving shape to that sense of “WOW.”

Keeping pace with the era of lightweight activewear

▶ **Low-Profiled Lightweight Snap (Item Code: SKL30)**

Compared to the conventional Ring-spring Snap, the new snap achieves approximately 16% reduction in thickness and approximately 14% reduction in weight*, making it an extremely slim option in YKK’s snap product lineup. Recently, lightweight, high-strength materials have been widely adopted in the sports and outdoor sectors. Designed to meet such needs, this snap is intended for garments made with thin fabrics and is lightweight, helping to improve both the comfort and functionality of the product. It is expected to find use in a wide range of fields, including sports and outdoor activities. We also plan to roll out a version that minimizes the visibility of the springs to enhance the snap’s visual appeal, while reducing thickness to the absolute minimum (Item Code: SKL31).

16%
reduction in
thickness



* Results of internal YKK research; in comparison to SK35

The snap is not just lightweight. It also achieves smooth and reliable operability.

▶ **The YZiP® Light Zipper, A New Option for Cotton Pants**



YZiP® Light, an aluminum alloy zipper designed for cotton pants, was developed as a new addition to the YZiP® family, which is widely used for jeans. After over eight years of research and development, we have achieved the lightness and ease of use needed by cotton pants with this product, a NATULON® zipper that uses recycled material for the tape. In addition to reducing the weight of YZiP® Light zippers by approximately 50%*¹ compared to YZiP® copper alloy zippers for jeans, we improved lateral pull strength by approximately 26%*² compared to a conventional aluminum alloy zipper. Combining smooth opening and closing with abundant color variations, the YZiP® Light zipper blends lightness, functionality, and aesthetic appeal.

*¹ Results of internal YKK research; in comparison to YZiP® (YGRC-39 GSBN8 1.5 cm)

*² Results of internal YKK research; in comparison to a conventional aluminum alloy zipper (YARNC-39 DS14GS1)

Functional without being reliant on springs. High grip strength, even with a two-part design.

▶ **Innovative Cord Stopper for Footwear (Item Code: FC02VX)**

This cord stopper has a simple two-part design that securely holds shoelaces in place without the use of springs. It combines intuitive operability with strength, while keeping the number of components to a minimum. Drawing inspiration from the principle of the wedge used in architectural structures, we applied this wedging mechanism to shoelace fastening. Although compact, it offers excellent grip and is ideal for use in running shoes and similar applications. It is simple to use—the user just pinches the stopper with their fingers to tighten it—which ensures smooth operation. Furthermore, we are aiming to make recycling easier by using the same material for all components.



From “closed by the user” to “self-closing.” Works reliably even in hard-to-reach places.

▶ **Zippilot™ Self-Propelled Zipper**



The Zippilot™ self-propelled zipper is a unique mechanism developed by YKK with a motor-powered slider, which allows the zipper to be opened and closed. A drive mechanism comprising a motor and gears is built into the slider, which opens and closes the zipper by traveling over it. Developed for industrial materials, including those used in tents, it can be opened and closed remotely. This ensures quick and reliable opening and closing even in environments where manually operating a zipper is difficult, such as at heights, in confined spaces, or in hazardous areas. We moved forward with development in light of the need to ensure safety and improve work efficiency in the construction, industrial materials, and disaster-prevention applications, and this technology is expected to contribute to increased productivity across all types of work sites.

Shedding Light on Hidden Challenges and Unlocking Future Possibilities through Open Innovation
3D Composite Puller Offering Design Freedom Beyond Tooling and Minimum-Order Constraints

The Global Product Innovation Center (GPIC), which was established within the Product Strategy Division, is the organization responsible for planning future products and creating new business models through thinking that transcends conventional frameworks. The GPIC is promoting open innovation by focusing on latent challenges and future possibilities and collaborating with external partners. This new composite puller, which utilizes 3D printing technology, was developed in collaboration with Variloom. By using bio-based thermoplastic polyurethane (TPU), the team achieved a high degree of design freedom, texture, and customizability, which were difficult to achieve with conventional injection molding. This product embodies GPIC’s commitment to discovering new possibilities and creating added value.



Seven Priority Measures Highlight

Strengthening Human Capital

Our employees are the driving force behind all our business activities. The concept of “Forest Management,” as described by our founder, reflects our aspiration to create a vibrant organization in which each individual can make the most of their unique qualities and grow autonomously, like the trees in a forest. Under the 7th Mid-term Business Plan, we will create an environment where diverse employees can thrive, thereby improving employee engagement and strengthening our ability to drive the business forward.

Talent Strategy for Value Creation

YKK strives to create an organization that pursues diversity among employees—regardless of factors such as age, gender, and nationality—and links that diversity to results, with the understanding that YKK’s greatest asset is its people.

As part of our initiatives to date, in FY2021, we established the Diverse Talent Promotion Committee, with the president as committee chair. We formulated policies to promote the active participation of diverse talent, and discussed measures related to important themes in subcommittees established under the committee to address talent development, our HR system, and talent infrastructure. In Japan, in FY2021, we introduced a system that eliminated the mandatory retirement age and allows employees to choose their careers independently, regardless of age.

Going forward, we will further promote the strengthening of talent not only within Japan but also on a global scale. The new YKK Talent Strategy

Committee, which was established in April 2026, will collaborate with the Global Engagement Office, which was set up in FY2025, and develop talent measures based on the Management Principles. Specifically, through the utilization of global talent and the design of relevant systems, we will create an environment in which diverse talent can maximize their potential. In addition, we will encourage employees to take the initiative in pursuing new challenges by creating opportunities for global communication and strengthening engaging leadership among management.

It is our employees who enhance the value of our brand, and we will move forward with our employee engagement and brand strengthening efforts in an integrated manner. Each employee will promote consistent, global brand communication both within and outside the company, and work to raise awareness of the YKK brand and strengthen its value.

Highly engaged employees enhance ONE YKK’s ability to execute a consistent brand strategy and serve as a source of value creation.

Direction and desired state	Measures
Employee pride / Belonging /A sense of fulfillment Fostering a corporate culture that allows employees to perform at their best	1. Talent Strategy • Establish YKK Talent Strategy Committee • Develop global talent utilization frameworks 2. Employee Engagement • Strengthen communication • Promote engaging leadership 3. Brand Integration • Execute a globally consistent brand strategy • Align internal and external brand communications
Source of brand value Employees are the key drivers of business value creation	
→ Ultimately leading to the delivery of customer value	

Establishing the New YKK Talent Strategy Committee

— Bringing Together the Strengths of Global Talent to Create Value as ONE YKK —

In FY2026, we established the new YKK Talent Strategy Committee by reorganizing the Diverse Talent Promotion Committee, which had previously focused mainly on operations in Japan, and transitioning to a structure that promotes a global talent strategy for the Fastening Business Group’s business activities.

This committee is meant to ensure the appropriate matching of talent with roles, with a view to making better use of talent on a global scale. At the same time, it will establish a framework that enables the integrated management of recruitment, placement and promotion, development, and the administration of systems. To achieve this, we have established four working groups —Recruitment and Transfers, Global Talent, HR System Design, and Talent Development and Reskilling—and will be implementing specific measures. In rolling out our talent strategy, we have established a system in which global policies are planned and formulated in Japan, where Headquarters’ functions are based, while individual regional headquarters are able to respond flexibly to talent management and HR challenges in their respective countries and regions.

Message from Leader Yoshio Shinoda

Based on the Forest Management mindset, viewing the diverse talent that underpin our company from a global perspective and making the most of their capabilities is a vital foundation for sustainable growth. This committee serves as the central forum for positioning talent strategy as a key management priority, and for discussing and implementing the utilization and optimal allocation of talent on a global basis. We want to foster a relationship in which both the company and its employees continue to grow together: the company supports the development of talent through investment in talent, while employees create value through the results of their work.



Committee Chair: Koichi Matsushima, President (center-left); Leaders: Koji Matsumoto, Senior Vice President, Corporate Planning Department (center-right); Yoshio Shinoda, Vice President, Human Resources Department, Administration Division (left); Jessica Cork, Vice President, Global Engagement Office, Corporate Planning Department (right)

Basic Policy

- Investing in talent, and pursuing talent management that promotes diversity and harmony
- Contributing to sustainable business development
- Enhancing the sophistication and expertise of HR functions

Major activities (examples)

- Utilizing global talent (talent mapping, matching systems, etc.)
- Talent development / reskilling
- Designing systems with a view to global implementation



YKK Talent Strategy Committee kickoff meeting (April 2026)

Global (Fastening Business and other businesses, etc.)

Employees

28,572 people

Group company presidents of non-Japanese nationality

25 people
* 85 Group companies

Number of R&D Personnel in FY2025

1,059 people

In Japan

Total number of participants in the next-generation leadership training program “Value Creation Academy”

221 people

Employees who are 60 years old or over

488 people

Average length of service Male / female

17.9 years / 17.9 years

(As of March 31, 2026)

▶ Improving Engagement at Sites Around the World

At our locations around the world, we are working to improve employee engagement through a variety of initiatives that draw on local characteristics and our employees’ ideas. Through activities designed to foster bonds between employees and with their families, and to cultivate a shared commitment to the Management Principles, we are promoting a sense of unity within the organization and encouraging proactive behavior.

YKK Canada Inc.

Pride and Inclusion Fostered by National Flags

Reflecting Canada’s social context of welcoming a diverse range of immigrants, our workforce comprises employees of 29 different nationalities. The factory displays the flags of all countries represented among our employees, and every year, new employees pose for a commemorative photograph with the president, each holding their own country’s flag. Launched in 2013, this initiative has become an important part of our efforts to respect the diversity of our workforce and to foster a sense of pride, belonging, and inclusion amongst our staff.



Pamela Galley
YKK Canada Inc.



YKK Pakistan (Private) Limited

Improving Teamwork Between Departments Through Sports

We organized a cross-departmental cricket tournament as a staff social event. With employees and their families cheering them on, the venue was abuzz with energy. Many participants commented that interacting with colleagues from other departments helped strengthen teamwork and a sense of unity. It proved to be a meaningful initiative that went beyond mere recreation, helping to strengthen relationships of trust and boost motivation.



Mahwish Munaf
YKK Pakistan (Private) Limited



Shanghai YKK Zipper Co., Ltd.

A Sense of Connection and Unity, Together with Families

We hosted a Family Day event to express our gratitude for our employees’ daily efforts and to help their families gain a better understanding of the company. In addition to the factory tour, we organized interactive games for children, which provided a great opportunity to strengthen bonds with family and colleagues. We intend to continue holding this event on an ongoing basis and to work together as one to further the company’s development.



Qian Yong
Shanghai YKK Zipper Co., Ltd.



YKK Portugal - Acessorios Para Vestuario LDA.

Building Engagement Through Experiences that Bring the Vision to Life

We are promoting unique, people-centric initiatives, such as establishing a Happiness and Well-Being Coordinator function to support the well-being of our employees. Most recently, as part of our in-house sustainability initiative YGreen, we hosted a beach clean-up involving our employees and their families. By gaining firsthand exposure to the environmental issues behind YKK’s resource recycling initiatives, employees are beginning to change their day-to-day behavior at work.



Catarina Costa
YKK Portugal - Acessorios Para Vestuario LDA.



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

Management Foundation Based on the YKK Philosophy

FY2025 Highlights

- CDP Climate Change Program Recognized with the highest **A List rating** (three years in a row)
- Sustainability-related investments totaled **5.9 billion** yen in FY2025, with **8.4 billion yen planned** for FY2026
- **Conducted an assessment of the effectiveness of the Board of Directors**
- Revised the Succession Plan (Developing and Appointing Successors)

Sustainability

Sustainability-Driven Management: – YKK Sustainability Vision 2050 –

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

Message from the Executive in Charge



Mai Mizubayashi
Operating Officer and Vice President,
Sustainability Department

Aiming to Balance Sustainability and Business Growth

The concept of sustainability, which is connected to the YKK Philosophy of the CYCLE OF GOODNESS®, is deeply rooted in our technological development and manufacturing sites and inextricably linked to business growth. Drawing on the experience I have personally gained in the field of research and development, we are working to formulate effective sustainability strategies and develop technologies in key areas to help achieve our vision, expanding the use of materials with lower GHG emissions than virgin materials, and advancing resource recycling. In our operations, we adhere strictly to the “Three Real” principle – real place, real object, real situation – to ensure that our judgments and improvements are based on facts. Going forward, we will continue to pursue initiatives that balance the reduction of our environmental impact with business growth through the integration of technological innovation and on-site capabilities, whilst conducting our business activities with a view to making a circular society a reality.

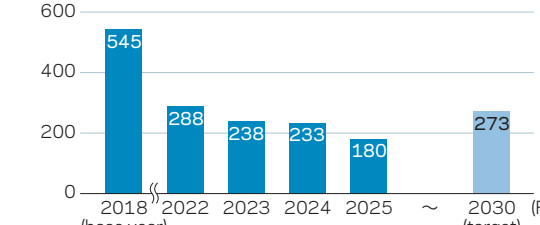
Activity Highlights for FY2025

- Received the highest “A List” rating in the CDP Climate Change 2025 Questionnaire (third consecutive year)
- CDP Supplier Engagement Rating Received Supplier Engagement Leader (fourth consecutive year)
- Sustainability-related investment (capital investment) 5.9 billion yen (FY2025 performance)

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

CO₂ Emissions Performance

<Scope1+2> *1

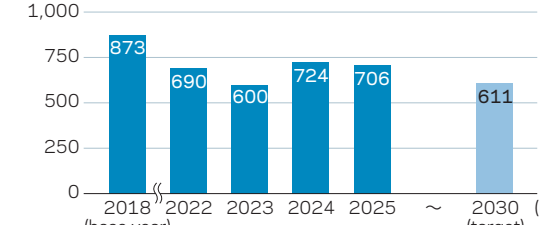


Year	CO ₂ Emissions (1,000 t-CO ₂ e)
2018 (base year)	545
2022	288
2023	238
2024	233
2025	180
2030 (FY target)	273

*1, *2: GHG emissions performance in FY2021, FY2022, FY2023, and FY2024 (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. GHG emission reduction targets, including Scope 2 GHG emissions, use market-based emissions.

CO₂ Emissions Performance

<Scope3> *2



Year	CO ₂ Emissions (1,000 t-CO ₂ e)
2018 (base year)	873
2022	690
2023	600
2024	724
2025	706
2030 (FY target)	611

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

Life Cycle Assessment (LCA)

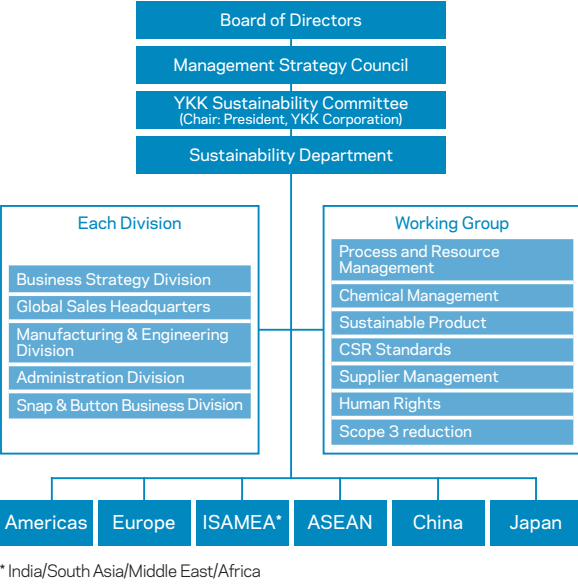
In 2023, YKK established a dedicated Life Cycle Assessment (LCA) department to calculate the environmental impact of products manufactured by YKK. Through these efforts, we are working to visualize and quantify both our progress toward achieving the goals of the YKK Sustainability Vision 2050 and the environmental attributes of our products. Information on the environmental impact of individual YKK products is being disclosed progressively through the Higg Material Sustainability Index (MSI).

Sustainability Management

Governance Structure

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

Sustainability Governance Structure



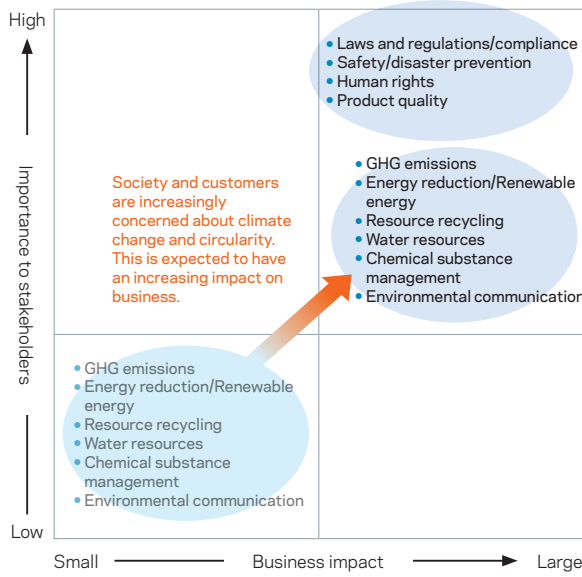
Sustainability Committee Activities

Meeting No.	Month	Content
#1	May 2025	Reports about the policies and activity plans of working groups (WGs) and about efforts undertaken by Sustainability Committees in each region (such as climate change initiatives)
#2	September 2025	Reports about the priority measures of each WG and the progress of other priority measures
#3	March 2026	Reports about the priority measures of each WG and activity plans for next fiscal year

Vision Development and Review Process

Based on a materiality assessment conducted through industry initiatives and dialogue with customers and NGOs, YKK determined five themes as priority issues for dealing with environmental and social challenges: climate change, material resources, water resources, chemical management, and respect people. In August 2024, we revised our KPIs by adding new ones to accelerate our initiatives in areas such as climate change, biodiversity, and resource recycling.

Materiality Analysis (Identifying Priority Issues)



Organization Memberships/Initiatives, etc.

- (As of May 31, 2026)
- Joined Cascale (formerly known as the Sustainable Apparel Coalition) September 2018
 - Signed the Fashion Industry Charter for Climate Action March 2020
 - Signed the Net-Zero Recovery statement May 2020
 - Joined the Textile Exchange September 2020
 - Received validation of its 1.5°C-aligned targets from the Science Based Targets initiative (SBTi) March 2021
 - Joined the Japan Sustainable Fashion Alliance September 2021
 - Joined the 30by30 Alliance for Biodiversity August 2022
 - Signed the United Nations Convention on Biological Diversity (CBD) COP 15 Business Statement for Mandatory Assessment and Disclosure October 2022
 - Joined METI's GX League May 2023
 - Joined the Japan Climate Leaders' Partnership (JCLP) May 2023
 - Joined METI's Circular Partners (CPs) November 2024
 - Joined the Policy Hub Circularity for Apparel and Footwear February 2026
 - Joined the Zero Discharge of Hazardous Chemicals (ZDHC) program as a Signatory Supplier May 2026

YKK sustainability vision 2050

– achieve climate neutrality and coexistence with nature –



YKK's Higg Index Certification is disclosed here.
External audit: evaluation results by location <https://www.ykk.com/english/csr/responsibility/eco/higg.html>

Theme/Policy	Goal		FY2025 Results	FY2026 Plan
 Climate change Develop business activities to combat and respond to climate change To combat global climate change, YKK commits to GHG emissions reduction targets to achieve climate neutrality by 2050 and support the Paris Agreement, which seeks to limit global warming to 1.5°C above pre-industrial levels. Additionally, YKK will adapt to climate change and respond by developing stable business activities.	Quantitative	(By 2030) - Reduce emissions of CO₂ and other GHGs in our company and supply chains. - Scope 1+2: 50% reduction (from FY2018 baseline) - Scope 3: 30% reduction (from FY2018 baseline) 100% renewable energy ratio for power consumption. (By 2050) - Aim for zero GHG emissions (Net Zero).	- Scope 1+2 GHG emissions: 179,532t (67.1% reduction from FY2018 baseline) - Scope 3 GHG emissions: 705,957t (19.2% reduction from FY2018 baseline) - Renewable energy ratio of all power consumption: 72.3%	- Continue carrying out initiatives that aim to achieve the FY2030 emission reduction targets based on the SBTi validation to limit the temperature rise due to climate change to less than 1.5°C, and to reduce emissions that exceed that threshold - Scope 1+2 GHG emissions: 362,173t or less (33.6% or more reduction from FY2018 baseline) - Scope 3 GHG emissions: 698,577t or less (20.0% or more reduction from FY2018 baseline)
	Qualitative	(By 2050) - Reduce energy consumption through improved manufacturing methods and equipment, streamlined operations and processes. - Install renewable power sources at Fastening Business locations where feasible. - Reduce our Scope 2 emissions by purchasing external renewable energy where possible. - Reduce our Scope 3 emissions by switching to more sustainable materials. - By 2025, abolish all coal use in YKK facilities. - Reduce risks associated with climate-related disasters (flooding, heat waves, reduced precipitation, etc.) - Build supply chains that take climate change-related disaster risks into account.	- Locations running on 100% renewable energy: 47 - Solar power generation facilities in operation: 15 (77 in total, 37 sites) - Phased out coal-fired boilers	13 on-site solar PV systems planned
 Material resources Achieve manufacturing that increases the sustainable use of resources In the Fastening Business, we will reduce the environmental impact of the products that we make and the packaging that we use, and shift to materials with lower GHG emissions than virgin materials in order to reduce waste and the use of petroleum derived materials throughout the lifecycle of our products. We will help achieve a circular society, protect ecosystems, and engage in enriching activities.	Quantitative	(By 2030) - Switch to 100% sustainable textile materials for fastening products (recycled materials, naturally-derived materials, etc.). - Replace all vinyl/plastic packaging materials with sustainable packaging, including recyclable/ reusable forms, in the Fastening Business. - Sustain a waste recycling rate of at least 90%. - Reduce the amount of waste to be landfilled or incinerated at all production sites.	- Proportion of materials with lower GHG emissions than virgin materials: 54% (up 6 points year-on-year) - Switched to packaging materials with lower GHG emissions than virgin materials: 35% across all companies - Waste recycling rate: 94.6% (up 3.6 points year-on-year)	- Proportion of materials with lower GHG emissions than virgin materials: 63% - More switchovers from plastic packaging materials to packaging materials with lower GHG emissions than virgin materials - Waste recycling rate: 95% or more
	Qualitative	(By 2030) - Provide product and technical solutions to support the repair of key fastening products. - Contribute to resource recycling by implementing manufacturing and product design that reuses resources and avoids producing waste. Focus product design on improving durability, making products repairable and recyclable. - Develop fastening product resource recycling technologies. - Promote procurement practices that take biodiversity into account. (By 2050) - Engage in ecosystem conservation activities.	- Added availability of top stops that support slider repairability - Launched the NATULON Plus® zipper with Recycled PET Open Parts, made with PET to support garment recycling - Successfully implemented an in-house recycling system for the copper alloys used in zippers; expanded trials overseas with a view to implementing an in-house recycling system for zinc - Solely targeted suppliers with the “The Copper Mark” certification*1 that also have the “The Zinc Mark” certification², and encouraged non-certified suppliers to obtain certification - Conducted tree-planting activities and clean-up activities on and off company grounds	- Add availability of Revived Replacement Elements for VISLON® zippers - Further expand product lineup of zippers that support PET garment recycling - Expand the scope of sites and product categories covered to promote the implementation of an in-house recycling system for the copper alloys and zinc used in zippers - Solely target suppliers with “The Zinc Mark” certification in addition to “The Copper Mark” certification, and encourage non-certified suppliers to obtain certification (ongoing) - Publish internal guidelines on biodiversity conservation activities - Implement activities that take guidelines into account
 Water resources Achieve sustainable use of water With the goal of sustainable water usage, reduce the load on local communities and ecosystems by reducing water intake and strengthening wastewater management according to regional circumstances.	Quantitative	(By 2050) Reduce water intake by 30% (compared to FY2018)	- Water intake: 9.234 million t (19.4% reduction compared to FY2018) - Water intensity: 12.0% decrease (compared to FY2024)	Water intensity: 2% reduction (compared to FY2025)
	Qualitative	(By 2050) - Reduce water intake through initiatives such as streamlined use/reuse of water. - Strictly manage wastewater at all manufacturing sites in accordance with government regulations and YKK in-house standards, which are based on standards established by the industry organization ZDHC (Zero Discharge of Hazardous Chemicals). - Reduce water risks at manufacturing sites.	- Introduced production facilities that will lead to reduced water consumption, as well as four new water recycling facilities, bringing the total number of water recycling facilities to 19 sites. - Continued wastewater quality management based on ZDHC Wastewater Guidelines - Conducted activities to reduce water risks	- Continue to introduce production facilities that will lead to reduced water consumption, as well as new water recycling facilities - Continue to check wastewater quality based on ZDHC Wastewater Guidelines - Promote further reductions in water intake in water-stressed areas
 Chemical management Management and reduction of chemical substances We will work to minimize the impact on the natural environment and people by appropriately managing and reducing the amounts of chemical substances we use to help ensure a healthy environment for future generations.	Qualitative	(By 2030) - Promote reductions of harmful chemical substances. - Establish our own standards (YKK Restricted Substance List) for managing the use of chemical substances in all products and manufacturing processes and promote the reduction of hazardous chemical substances via ongoing risk communication with stakeholders. - Ensure compliance with industry standards utilizing OEKO-TEX® STANDARD 100 and AFIRM RSL for product standards, and our own standards based on ZDHC MRSL for manufacturing process management standards. Mandate compliance with industry standards at our locations around the world. - Develop new production methods that reduce the use of hazardous chemical substances and that lower environmental impacts while maintaining product quality. - Formulate air and soil pollution countermeasures when using hazardous chemical substances. Help protect the global environment through use of these countermeasures.	- Informed suppliers about the YKK Restricted Substance List (RSL) (2025 version) and conducted compliance surveys - Informed suppliers about the YKK RSL (2025 version) and conducted compliance surveys (1,798 companies) - Conducted tests to monitor status of compliance with the OEKO-TEX® STANDARD 100 certification (46 companies) and the AFIRM RSL (39 companies) - Introduced and deployed InCheck reports for ZDHC MRSL compliance assessments (34 companies) - Selected alternative materials for non-compliant products in the YKK RSL (2023 version) and promoted the development of materials, manufacturing processes, etc. - Established a new sub-group for non-compliant products in the YKK RSL; reviewed a company-wide, cross-departmental approach to developing alternatives and ensuring rigorous sales management, then implemented it for certain products.	- Conduct annual revisions of the YKK Restricted Substance List (RSL) (2026 version) based on social and customer needs - Inform suppliers about the YKK RSL (2026 version) and conduct compliance surveys - Conduct tests to monitor status of compliance with the OEKO-TEX® STANDARD 100 certification and the AFIRM RSL - Maintain and improve the ZDHC MRSL compliance rate. Select materials to improve the compliance rate. - Select alternative materials for non-compliant products in the YKK RSL (2024 and 2025 versions) and promote the development of materials, manufacturing processes, etc. - Develop alternatives for products that are not YKK RSL-compliant and promote rigorous sales management across all departments
 Respect people Upholding human rights and ensuring fair, safe work environments YKK believes in the universal philosophy of respecting the dignity and rights of all human beings and is committed to contributing to a diverse and sustainable society.	Qualitative	- By valuing diversity, being inclusive, respecting human rights, and improving the work environment, we will create better and safer workplaces throughout our supply chains. We will ensure that everyone can work with peace of mind, make the most of his or her individuality, and lead a healthy and happy life. - Enact improvements based on changing societal demands and implement ongoing YKK Global Criteria of Compliance (YGCC) audits based on the YKK Philosophy of the CYCLE OF GOODNESS® and UN Guiding Principles on Business and Human Rights.	- Established a weekly management system for working hours at each manufacturing location - With regard to identifying and assessing the risk of human rights violations according to the YKK Global Criteria of Compliance (YGCC), implemented self-checks at all applicable locations (48 locations) and on-site audits conducted by a third-party organization (21 locations)	- Continue to promote compliance with guiding principles regarding business and human rights - Consider and establish mechanisms that should be put in place as a company regarding access to relief - Strengthen the audit and evaluation system through systematization of the YGCC

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

*1 The Copper Mark certification is an international framework for responsible production and contributing to the UN SDGs in the copper industry.
*2 The Zinc Mark certification is an international framework for responsible production and contributing to the UN SDGs in the zinc industry.

Initiatives Toward Achievement of the YKK Sustainability Vision 2050

Details regarding FY2025 initiatives are listed in the Data section.

Climate change



GHG emissions:
Scope 1+2:
67.1% reduction
Scope 3:
19.2% reduction
(from FY2018 baseline)

In FY2025, the YKK Group reduced its GHG emissions (Scope 1+2) by 67.1%, surpassing its reduction target of 29.4% or more in comparison to FY2018, which was validated under the Science Based Targets initiative (SBTi) to limit global warming to 1.5°C. This is largely thanks to measures that include broader adoption of energy-saving production equipment and plant infrastructure, as well as the installation of solar power generation systems. As a result of actively introducing renewable energy, in FY2025, we were able to increase the number of sites that have shifted purchased power to 100% renewable energy by two locations compared to FY2024. YKK now has 47 locations solely using renewable energy worldwide. We are also pushing to reduce GHG emissions by purchasing renewable energy certificates, and the renewable energy-derived electricity ratio of all power consumption was 72.3%¹ in FY2025.

In addition, by promoting the use of recycled polyester materials through a shift to and increase in sales of the NATULON® zipper series and other means, we reduced GHG emissions by about 20,790t compared to using virgin materials. In the future, we will also work to reduce Scope 3 emissions by increasing the use of recycled materials in the key components of our fastening products.



On-site solar PV systems (YKK Portugal - Acessorios Para Vestuario LDA.)

Water resources



19.4% reduction
Water intake
reduction rate
(from FY2018 baseline)

In FY2025, we introduced production equipment that consumes less water and new water recycling facilities. As a result, water intake totaled 9.234 million tons, representing a 19.4% reduction compared with FY2018. In addition, in order to ensure the sustainable use of water resources – important regional assets – for future generations, YKK conducts an annual assessment using its Water Risk Checklist (our in-house standard). We promoted activities to reduce water risks and made preparations at two sites that were assessed in FY2024 as having high water risks.

For wastewater management, in order to strengthen the technical and management aspects of wastewater treatment,

we conducted wastewater treatment assessments and provided technical guidance at 10 overseas locations. We have also published guidelines setting out principles for the proper maintenance and management of wastewater treatment facilities, and for the ongoing management and improvement of wastewater quality.



Water recycling facilities (P.T. YKK Zipper Indonesia)

Material resources



54%
Proportion of items
using sustainable
materials
(Total meters)
(FY2025)

94.6%
Waste recycling rate
(FY2025)

(Switchover from plastic packaging materials to packaging materials with lower GHG emissions than virgin materials)

We have already achieved a 100% transition at multiple sites in Japan, Vietnam, Europe, and South Asia, demonstrating that it is possible to switch to packaging materials with lower GHG emissions than virgin materials whilst maintaining quality. Building on these results, we are working to roll out the initiative to other regions.

(Easy recycling)

We launched NATULON Plus® zippers with Recycled PET Open Parts, which utilize PET materials to the fullest extent, and are moving forward with development to further expand our lineup.



(Repair)

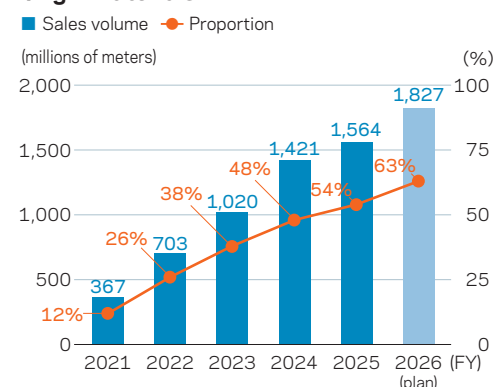
We launched the new Revived Renewal Series, designed to extend the lifespan of textile products by enabling YKK zippers to be used for longer periods.

(Resource recycling of fastening products zip TO zip™)

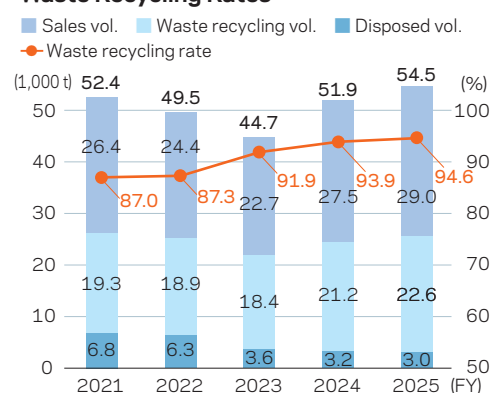
In Japan, through collaboration with companies in Toyama Prefecture, we have successfully implemented an in-house recycling system for the copper alloys used in zippers, and are currently working to expand the range of items covered by the scheme. Furthermore, with

regard to the zinc used in zippers, we have commenced trials in China, as well as in Japan, with a view to putting our in-house recycling system into practical use.

Sales Volume and Share of Products Using Materials with Lower GHG Emissions than Virgin Materials



Changes in Waste Emissions/ Waste Recycling Rates



¹ Renewable energy from a combination of on-site Solar PV generation, EAC certificates and PPA's.

Refer to "Toward Bringing About a Circular Economy" on pages 31 and 32 as well.

² According to the definition of "recycling" under Japanese law, it includes both material recycling and thermal recovery.

Chemical management



31%
Percentage of unit
sales in the brass
sliders category
that were produced
using AcroPlating®
technology (up four
points year-on-year)

In FY2025, we surveyed 1,798 suppliers about their compliance with the YKK Restricted Substance List (RSL), which is based on chemical substance regulations, laws, and industry standards related to fastening products. We have further revised the YKK RSL to create the 2026 version, based on social and customer needs, and we continue to inform suppliers and conduct compliance surveys. In response to the results of the compliance surveys, we are promoting company-wide, cross-departmental efforts through the Non-Compliant Materials Subgroup to strengthen and advance our response to non-compliant materials.

Regarding chemical management standards used in the production process, we are implementing management practices in accordance with the requirements of the ZDHC Manufacturing Restricted Substances List

(MRSL), an industry standard. In FY2025, we introduced the ZDHC Performance InCheck, a compliance assessment method, at all relevant production sites. Through regular monitoring of InCheck reports, we are working to reduce the environmental impact of our production processes and minimize health risks to employees who handle chemical substances.

In terms of new manufacturing technology to eliminate hazardous chemical substances, we have expanded our lineup of products made with the AcroPlating® technology for finishing, a revolutionary plating technology that does not use hazardous chemicals containing cyanide, chromium, and selenium in the finishing process. The percentage of units sold in the brass sliders category that were produced using this technology increased to 31% in FY2025.

Respect people



Building structures
for respecting
human rights
based on international
standards

To continuously reduce the risk of human rights violations, we are conducting human rights due diligence based on the YKK Global Criteria of Compliance (YGCC) at all relevant sites, and assessing and identifying any adverse impacts. We are also assessing the CSR status of our business partners, such as suppliers, and are taking steps to identify and mitigate risks. In FY2026, based on our previous evaluations and findings, we plan to revise the framework to "YGCC 5.0" and conduct audits and evaluations under the new standards.

In FY2025, in addition to managing and complying with working hours in accordance with the laws of each country at all manufacturing sites in the Fastening Business,

we established a working hour management system with a maximum of 60 working hours per week, as required at manufacturing sites in the leather and textile industries.

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

Sustainability-related investment (capital investment)

8.4 billion yen (FY2026 plan)

Corporate Governance

Message from the Chairman of the Board of Directors

Strengthening Governance and the Background to Changes in Director Nominees

First of all, I would like to sincerely apologize for the concern and inconvenience caused to our stakeholders regarding the inappropriate expense processing related to entertainment expenses at YKK AP, which was disclosed in May 2026.

Under the YKK Philosophy of the CYCLE OF GOODNESS®, the YKK Group has long upheld “Fairness” as one of its core management principles and has placed great importance on compliance. We take this matter extremely seriously. The issue came to light through an internal whistleblower report, and after a careful investigation confirmed the facts, we took appropriate action based on a fair and impartial assessment. Based on the results of the ongoing investigation, we will promptly implement the necessary corrective measures and recurrence prevention initiatives.

Until now, YKK and YKK AP have operated their businesses independently while maintaining a framework of mutual trust and empowerment. While the two companies have collaborated where appropriate, we deeply regret that our management oversight was insufficient in certain respects and take this matter very seriously. To strengthen governance and management oversight across the YKK Group, I will assume responsibility for leading these efforts in my capacity as Representative Director and Chairman of YKK Corporation, while also serving concurrently as Chairman of the Board of Directors of YKK AP. By establishing a governance structure under a common board chair, we aim to ensure greater consistency, transparency, and accountability across the Group. In addition, we will further strengthen the involvement of our governance bodies and enhance oversight of top management while

reinforcing Group-wide internal controls. While no system can completely eliminate the possibility of misconduct, we will ensure ongoing oversight and transparency through measures such as reconfirming rules for executive expense management, further strengthening audit functions, and providing regular reports to the Board of Directors.



Hiroaki Otani
Chairman

Toward the Continuous Evolution of Governance

The Board of Directors of YKK is committed to continuously enhancing its effectiveness as a forum for management oversight and strategic discussions that contribute to medium- and long-term value creation. We believe it is essential to accurately identify changes in the business environment and emerging risks through candid dialogue with outside directors who bring diverse expertise, while providing constructive advice and effective oversight of management execution.

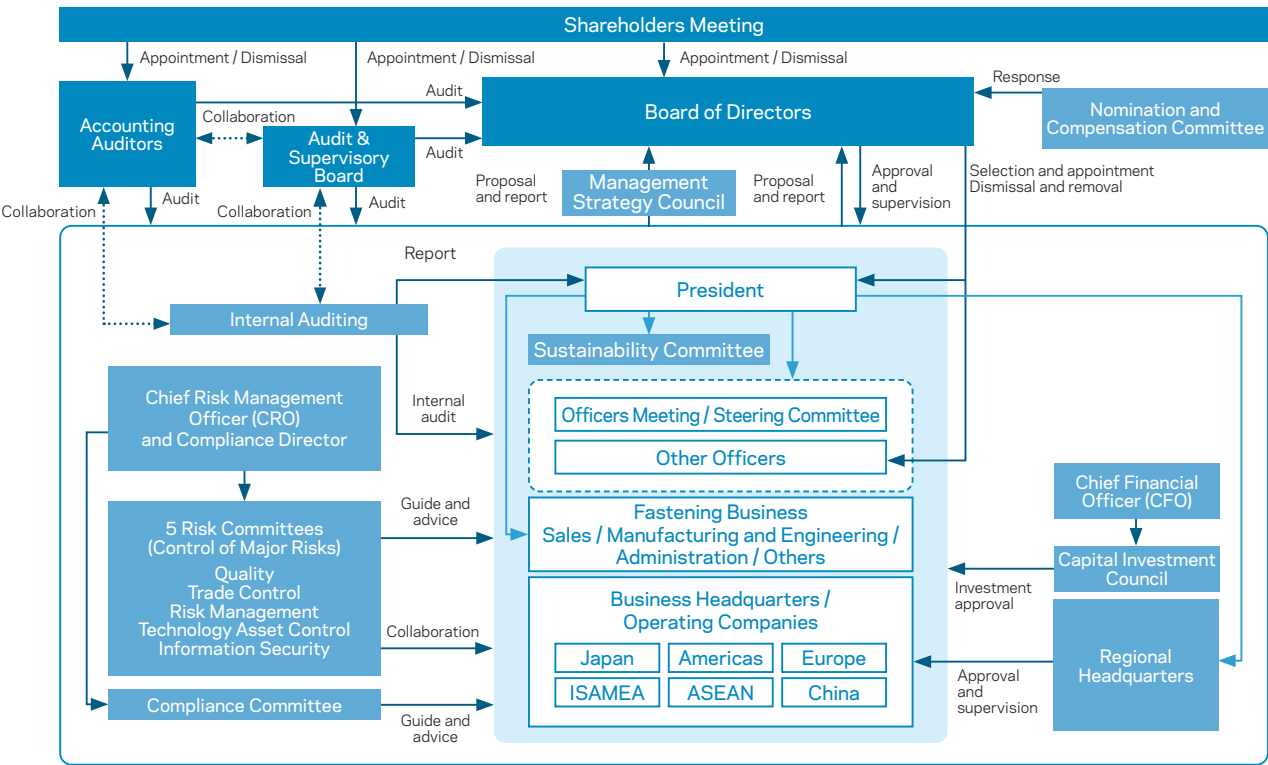
Furthermore, guided by the practice and succession of the YKK Philosophy of the CYCLE OF GOODNESS®, we will drive business growth through locally led management across our global operations. In the Fastening Products Group, the regional headquarters, various committees, and the Internal Audit Department will work in concert to further enhance governance worldwide. By clearly separating oversight from execution and enabling the Board of Directors to concentrate on strategic decision-making and supervision, we will strengthen both the agility and accountability of management execution, thereby delivering sustainable growth and creating value for society.

Fundamental Approach and System

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

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

Fastening Business Corporate Governance Structure



Internal control systems related to the execution of operations

- The company's directors establish the Board of Directors regulations and other necessary internal rules and otherwise conduct business appropriately in compliance with laws, regulations, and the articles of incorporation.
- The company ensures prompt decision-making and business execution—while appropriately supervising the status of business affairs—by separating management decision-making and supervision from business execution.
- The company established its Management Strategy Council to make careful decisions after thoroughly discussing, from multiple perspectives, the YKK Group Management Principles, management policies, management strategies, and important matters for resolution by the Board of Directors, etc.
- Important committees are established to appropriately deliberate, manage, and oversee important issues related to management. The Sustainability Committee, which

was established in FY2021, reports to the Management Strategy Council—under which it was established—on the progress of relevant policies from the perspective of achieving the YKK Sustainability Vision 2050 targets, based on the basic policy of contributing to the creation of a sustainable society.

- As for the management structure in the Fastening Business, there is a clear separation between the governance role of the regional headquarters and the role of promoting business through supervision in each business region in light of the characteristics, etc., of products and commercial distribution.

The status of the internal control structure and operation has been disclosed on page 43 of the 91st annual securities report. (in Japanese only)
<https://www.ykk.com/corporate/financial/securities/>

Background to the Partial Changes in Director Nominees

April 24, 2026	• YKK Corporation (“YKK”) and YKK AP Inc. (“YKK AP”) announced their respective nominees for directors to be submitted to their annual general shareholders’ meetings.
May 22, 2026	• Subsequently, inappropriate expense processing related to entertainment expenses within YKK AP was identified involving multiple nominees. As a result, changes to certain director nominees were announced. Corresponding changes were also announced for certain director nominees dispatched from YKK AP to Panasonic Housing Solutions Co., Ltd. (PHS). • At a meeting of the YKK Board of Directors held on the same day, a Special Investigation Committee composed solely of independent external experts was established. None of the committee members, all of whom are external experts, has any material conflict of interest with YKK or YKK AP.
June 9, 2026	• At the YKK AP Annual General Shareholders’ Meeting, the director nominees announced on May 22 were elected as directors.
June 16, 2026	• At the PHS Annual General Shareholders’ Meeting, the director nominees announced on May 22 were elected as directors.
June 26, 2026	• At the YKK Annual General Shareholders’ Meeting, the director nominees announced on May 22 were elected as directors.

Notice Regarding Partial Changes to Director Candidates at YKK Corporation and YKK AP Inc. and the Establishment of a Special Investigation Committee
<https://www.ykk.com/english/newsroom/important/2026/20260522.html>

Status of Directors and Audit & Supervisory Board Members (as of June 26, 2026)

The company selects Inside Directors from the perspective of global business management that is critical to the Group's consolidated management. We appoint two Outside Directors in order to benefit from their advice and oversight, based on their broad insight and extensive experience, thereby strengthening corporate governance. In addition, we appoint individuals with appropriate experience and capabilities, as well as the necessary knowledge of finance, accounting, and legal affairs, as Audit & Supervisory Board members.

(Numbers in parentheses indicate attendance at meetings in FY2025) *1 Outside Director *2 Outside Audit & Supervisory Board Member



Hiroaki Otani
Chairman

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

After a long career in the Fastening Business, including assignments in China, he was appointed Director of the Company in June 2014 and Representative Director and President in April 2017. He has served as Representative Director and Chairman of the Company since April 2025.



Toru Shikita
Director

(Board meetings: **10/10**)

After many years in the Fastening Business, including assignments in China and Asia, he was appointed Executive Vice President and Head of the Business Strategy Division in April 2025. He has served as Director of the Company since June 2025.



Saeko Arai
Audit & Supervisory Board Member*2

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

She possesses specialized knowledge as a certified public accountant and has experience serving as an outside officer of other companies. She has served as an Outside Audit & Supervisory Board member of the Company since June 2023.



Koichi Matsushima
President

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

After spending many years in the Fastening Business, including assignments in Europe, China, and Asia, he was appointed Director of the Company in June 2018. Since April 2025, he has served as Representative Director and President of the Company.



Satoshi Honda
Director in Charge of Pension Policy and Chief Financial Officer (CFO)

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

After a long career in corporate planning, including an assignment in the United States, he was appointed Executive Vice President of the Company in April 2019. He has served as Director in Charge of Pension Policy and Chief Financial Officer (CFO) since June 2020.



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

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

After a long career in the Company's Manufacturing & Engineering Division and related functions, he served as Executive Vice President and General Manager of the Kurobe Manufacturing Center. He has served as a Full-time Audit & Supervisory Board member of the Company since June 2025.



Katsuya Yumoto
Director in Charge of Compliance and Chief Risk Officer (CRO)

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

After a long career in the legal affairs function, including an assignment in the United States, he was appointed Operating Officer of the Company in April 2010. He has served as Director in Charge of Compliance and Chief Risk Officer (CRO) since June 2022.



Keinosuke Ono
Director*1

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

Having served as a professor at Keio University and Chubu University, he possesses deep insight into corporate management and has experience serving as an outside officer of other companies. He has served as an Outside Director of the Company since June 2007.



Hikaru Minami
Audit & Supervisory Board Member*2

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

He possesses experience as a Representative Director, Audit & Supervisory Board member, and Outside Director of other companies. He has served as an Outside Audit & Supervisory Board member of the Company since June 2024.



Yoshimine Kobayashi
Director

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

After many years in the Company's Manufacturing & Engineering Division, including assignments in the United States and Asia, he was appointed Executive Vice President and Head of the Manufacturing & Engineering Division in April 2023. He has served as Director of the Company since June 2023.



Erica Okada
Director*1

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

Having conducted research on consumer behavior at universities and graduate schools in Japan and abroad, she possesses extensive expertise in marketing and experience serving as an outside officer of other companies. She has served as an Outside Director of the Company since June 2022.



Kouhei Morita
Audit & Supervisory Board Member*2

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

He has practiced law for many years as an attorney. He has served as an Outside Audit & Supervisory Board member of the Company since June 2024.

Skills Matrix

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

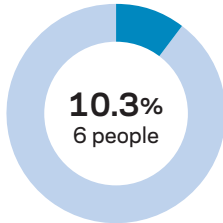
Category	Name	Corporate Management	Global	Areas of Expertise				
				Sales/Marketing	Manufacturing & Engineering	Financial/Accounting	Organization/HR	Legal/Compliance
Director	Hiroaki Otani	●	●	●			●	
	Koichi Matsushima	●	●	●				
	Katsuya Yumoto		●					●
	Yoshimine Kobayashi		●		●			
	Toru Shikita	●	●	●				
	Satoshi Honda		●			●	●	
	Keinosuke Ono (Outside)	●			●	●	●	
Audit & Supervisory Board member	Erica Okada (Outside)	●	●	●			●	
	Saeko Arai (Outside)	●	●			●	●	
	Shinichi Asano		●		●			
	Hikaru Minami (Outside)	●		●		●		●
	Kouhei Morita (Outside)						●	●

*The above matrix does not represent all of the expertise, knowledge, and experience possessed by each individual.

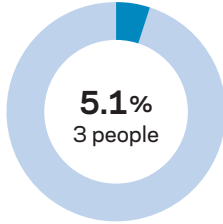
Status of Directors, Audit & Supervisory Board members, Vice Presidents, Overseas Business Officers, and Specialized Officers

Total number: 58

Ratio of Female Directors and Officers



Ratio of Non-Japanese Directors and Officers



Enhancing the Effectiveness of the Board of Directors

At YKK, we undertake a variety of initiatives to enhance the quality of Board deliberations and ensure the effectiveness of the Board of Directors. At the Board of Directors meetings, which are held 13 times a year, we hold broad deliberations on key management issues such as management strategy and business planning, technology development, investment, quality control, promoting sustainability, and compliance and risk management. Matters raised during Board discussions are promptly reflected in executive management decision-making and business execution.

In FY2026, we will strengthen oversight of the AP Business and, taking into account its relationship with the Housing Solutions Business, which has recently been added to the Group's business portfolio, work to establish and implement an appropriate governance framework.

In addition, starting in FY2024, we have been conducting an annual assessment of the Board of Directors' effectiveness. The evaluation is carried out through questionnaires and other methods involving all Directors and Audit & Supervisory Board members,

both internal and external. By identifying the Board's strengths and challenges and implementing necessary measures based on the results—including revisions to Board regulations—we seek to enhance the Board's ability to fulfill its expected roles and responsibilities effectively.



Board of Directors Meeting

Overview and Activities of Key Governance Bodies (FY2025)

Name	Structure, etc.	Overview and Activities	Number of meetings per Year
Board of Directors	Chairperson: Hiroaki Otani Composition: 10 members (including 2 Outside Directors)	In addition to the roles stipulated in the Companies Act, the Board of Directors formulates management policy, allocates management resources, and supervises business execution by the vice presidents. In FY2025, provided a wide range of oversight from overseeing the YKK Group's basic management policies, mid-term management plans and annual business plans to important investments, basic policies on personnel systems, risk management, basic compliance policies and all other matters related to decision-making and the progress of business execution by the directors and vice presidents of YKK and its subsidiary companies.	13 times
Audit & Supervisory Board	Chairperson: Saeko Arai Composition: 4 members (including 3 Outside Audit & Supervisory Board Members)	The company has an Audit & Supervisory Board, which generally convenes once a month to hold meetings, or when necessary. In FY2025, formulated auditing policies and audit plans, confirmed the status of establishment and operation of internal control systems, evaluated accounting auditors, etc.	14 times
Nomination and Compensation Committee	Chairperson: Hiroaki Otani Composition: 5 members (including 2 Outside Directors) Not including persons who serve concurrently as vice presidents	Established as an advisory committee for the Board of Directors. Has been set up to deliberate on policy and systems related to the compensation of directors, vice presidents, etc., criteria and amounts of compensation, establishment, revision, and abolition of internal rules for compensation, and matters related to evaluation of performance, etc., then report those results to the Board of Directors. For FY2025, reviewed the nomination of candidates for director and corporate auditor, appointment of vice presidents and specialized officers, revisions to internal rules, reviews of performance evaluations, and other such matters.	9 times

Overview of the Key Governance Bodies Responsible for Business Execution (FY2025)

Name	Structure, etc.	Overview	Number of meetings per Year
Management Strategy Council	Composed of management and executive members	Has been established to make careful decisions after thoroughly discussing, from multiple perspectives, the YKK Group Management Principles, management policies, management strategies, and important matters for resolution by the Board of Directors, etc.	13 times
Five Risk Committees	Chaired by the Chief Risk Management Officer (CRO)	Five committees covering quality, trade control, risk management, technology asset management, and information security have been established. These committees are responsible for making policy decisions related to each risk and supervising executive departments.	3 times/ Each committee
Compliance Committee	Chaired by the Chief Risk Management Officer (CRO)	Established to develop appropriate compliance promotion activities in each organization.	1 time
Investment Committee	Chaired by the Chief Financial Officer (CFO)	Established to appropriately manage investment risks in the YKK Group.	12 times
Sustainability Committee	Chaired by the President	Discusses and promotes management policies, targets, and strategies related to sustainability, including climate change action and the transition to a circular economy.	3 times

Strengthening Oversight Functions Through Training for Directors and Audit & Supervisory Board Members

To enhance the effectiveness of the Board of Directors and deepen communication and shared understanding among internal and external Directors and Audit & Supervisory Board Members, YKK holds the YKK Group Off-Site Meeting. Through training sessions on key topics such as economic security, geopolitical risks, the use of generative AI, human capital, and corporate management, participants deepen their knowledge and engage in active discussions. In addition, Outside Directors and Outside Audit & Supervisory Board Members regularly participate in major internal business meetings and compliance training programs for officers. They also conduct site visits to overseas group companies to further strengthen their understanding of the YKK Group's operations and broaden their knowledge of the external environment and associated risks.



YKK Group Off-Site Meeting

Succession Plan (Developing and Appointing Successors)

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

Operating Officer System (April 2025-)

Operating officer position	President
	Executive Vice President
	Senior Vice President
	Vice President

Directors and Corporate Auditors' Remuneration

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

- Basic compensation is fixed on a monthly basis, and depends on the position and responsibilities of the director. It is determined by comprehensively taking the level of other companies, their performance at the time

compensation is determined, and the level of employee salaries into consideration.

- The basic policy is to determine performance-linked compensation (directors' bonuses) based on consolidated performance for a single fiscal year, in order to raise awareness of the need to improve the Group's overall performance in each fiscal year.
- We have set a higher percentage for basic compensation in the individual compensation of directors. Our system for compensation as a whole is designed to encourage not only the achievement of solid performance targets each term, but also a medium- to long-term mindset, as well as the sustainable improvement of corporate value.

 The composition of director compensation and the amount of compensation have been disclosed from page 48 of the 91st annual securities report. (in Japanese only)
<https://www.ykk.com/corporate/financial/securities/>

Reference History of the strengthening of corporate governance



Dialogue Between the Chairman of the Board and an Outside Audit & Supervisory Board Member

Strengthening Governance Globally

— Seeking corporate value of higher significance, with the YKK Philosophy of the CYCLE OF GOODNESS® at our core —

To achieve sustainable growth and enhance corporate value, establishing effective corporate governance and improving management transparency is essential. What is the essence of governance, and what do we need to strengthen governance on a global scale? YKK Corporation Chairman Hiroaki Otani and Outside Audit & Supervisory Member Hikaru Minami exchanged views on these issues.



Hikaru Minami
Outside Audit &
Supervisory Board
Member

Hiroaki Otani
Chairman

After working in finance and accounting at Marubeni Corporation, he served as Director of Daiei, Inc. and subsequently held various leadership positions at Marubeni Corporation, including Executive Officer, Managing Executive Officer, Representative Director and Managing Executive Officer, and Audit & Supervisory Board Member.

After many years in the Fastening Business, including assignments in China, he was appointed Director of the Company in June 2014 and Representative Director and President in April 2017. He has served as Representative Director and Chairman of the Company since April 2025, and as a Director of YKK AP Inc. since June 2025.

What is the Essence of Governance?

Minami Governance is a general term for the mechanisms designed to ensure that a company is managed in accordance with its fundamental purpose. From that perspective, YKK has established effective governance in every region and at each company around the world. Locally driven management, in which each company takes responsibility for its own business operations, serves as YKK's core principle. At the same time, I feel that mechanisms such as regional headquarters, various committees, and the Internal Auditing Department are functioning effectively.

Furthermore, as a globally operating company, I highly value the way headquarters effectively coordinates and aligns the Group as a whole. The fact that the YKK Philosophy, including the CYCLE OF GOODNESS®, and the Management Principles are shared as the common foundation throughout the Group, together with headquarters' commitment

to ongoing dialogue with each location—taking into account its unique business environment and characteristics and working together to develop appropriate measures—enhances organizational cohesion and contributes to strong governance.

Otani I believe that the essence of governance lies in ensuring that all employees share the Management Principles and business objectives, and that these serve as a constant basis for decision-making. In that regard, I think YKK is a company with a very clear purpose. Our reason for existence is to contribute to our customers, employees, and society through superior technology, products, and management, and the guiding principle behind our decisions is "Fairness," as enshrined in our Corporate Values. I view the act of repeatedly articulating the core of this mindset as a form of governance in the broadest sense.

We are also constantly mindful of ensuring that the Board of Directors, the highest decision-making body, does not become a mere formality. As the Group

continues to expand, I believe that in order to maintain effective governance, we need to not only ensure a thorough understanding of and commitment to the Management Principles, but also to ensure that our policies and regulations are properly codified.

The Role of the Board of Directors and the Global Governance Framework

Minami Since the topic of the Board of Directors has come up, I believe that the most important role expected of outside officers on the Board is overseeing management.

Otani That's right. Before I joined the Board of Directors, a director at the time told me, "Precisely because we are a privately held company, there can be no leniency or compromise in our management." With the addition of outside officers to the Board, the Board gains not only an accelerator, but also a brake, creating a healthy tension between execution and oversight. I think that ensures YKK is subject to effective governance.

Minami For the Board to fulfill such a role effectively, it is important to enhance information sharing and communication, and I believe YKK is at a very high level in this regard, as well. With regard to the agenda items, the fact that information is shared openly before a vote helps us develop a deeper understanding. I believe it is very beneficial for making informed decisions that personnel from the relevant departments participate in the discussions, whether in-person or online.

From a communication perspective, it is particularly commendable that approximately half of the Board's discussions are devoted to reports, information sharing, and other matters that do not require formal resolutions.

Otani We do not rush through resolutions because of time constraints or the number of agenda items. We make sure that those in attendance gain an in-depth understanding of the matters under discussion, express their views from their respective perspectives, and engage in thorough discussions before moving on to a resolution.

Minami In particular, when considering YKK's global governance, effective communication, not merely systems and structures, is essential. I also believe it is important not just to point out problems and challenges, but to share improvement processes and best practices.

As mentioned earlier, the fact that each region has its own management functions is a major feature

of YKK's governance structure. I also believe that the YKK Global Improvement Activity (YGIA), in which audit findings and corrective measures from each company are shared through regional headquarters, is a very interesting initiative that is effective from a risk management perspective as well.

Otani The establishment of regional headquarters marked the start of our efforts to build a global governance structure. This is a key function for ensuring that the Management Principles are fully instilled and our business objectives are thoroughly shared.

YGIA was launched in FY2023, based on an idea that emerged from a weekly management team meeting. I believe that by making audit information visible and accessible across our operating companies and using it to build mechanisms that prevent recurrence, we are improving the level of governance at each operating company.

Minami I hope that in the future, we will see even more support not just for sharing information, but also for incorporating and embedding that information into the daily operations at each location.

Otani I would like to establish a company-wide culture at YKK of "not repeating the same mistakes."

Evolving What We Have Inherited and Passing It Down to the Next Generation

Minami YKK will soon celebrate its 100th anniversary. There are not many companies that have continued to grow and take on new challenges for such a long time.

I think the reason behind this is YKK's culture of taking what we've inherited from the previous generation, further developing it, and passing it down to the next. I think having a sense of solidarity across generations and eras is a major asset for YKK. I would like us to continue to be committed to sharing the YKK Philosophy and Management Principles while valuing that solidarity and handing over an even stronger organization to the next generation.

Otani Our 100th anniversary is not the goal, but simply a milestone along the way. In order to continually enhance corporate value, it will be necessary to constantly return to the YKK Philosophy of the CYCLE OF GOODNESS® and respond to the changes of the times.

In this way, the very act of passing down the YKK Philosophy across generations serves as a solid foundation for governance. I think that this is precisely what creates YKK's strength and leads to business expansion and our continued growth as a company.



Risk Management

Fundamental Approach and Organizational Structure

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

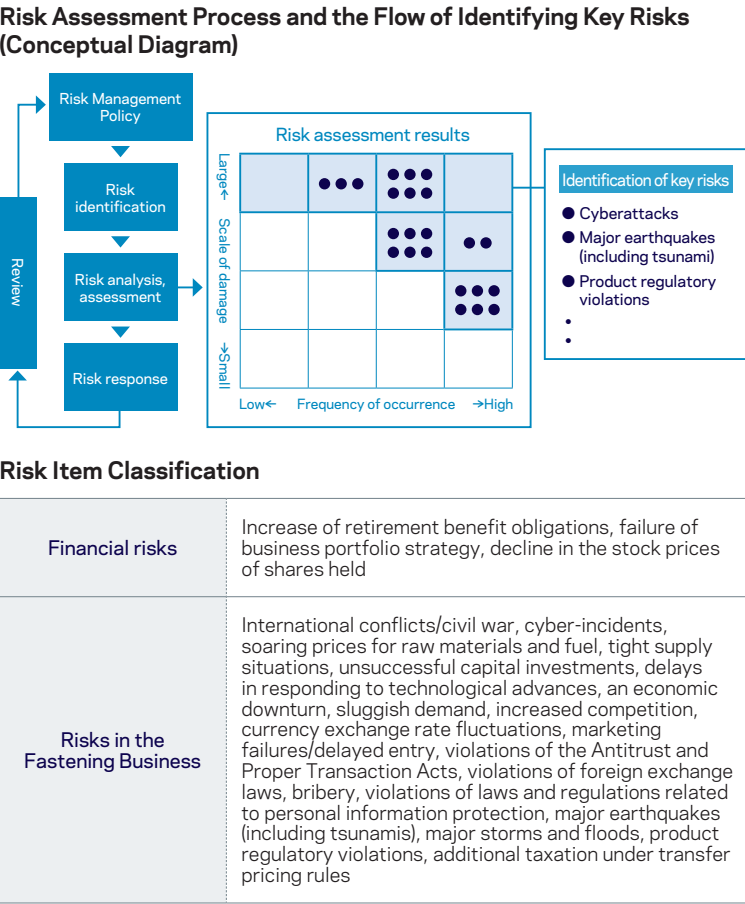


Risk Assessment Process and the Flow of Identifying Key Risks

Based on the Risk Management Policy, each organization identifies and assesses its risks. Risks are evaluated according to their potential impact and likelihood of occurrence, taking into account worst-case scenarios and the status of mitigation measures. Impact is assessed from multiple perspectives, including financial consequences, effects on human life and health, reputational impact, and impact on social order. Risks with potentially significant impact are identified as key risks requiring management-level oversight. We monitor trends related to these risks and visualize the progress of response measures to support effective risk management.

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

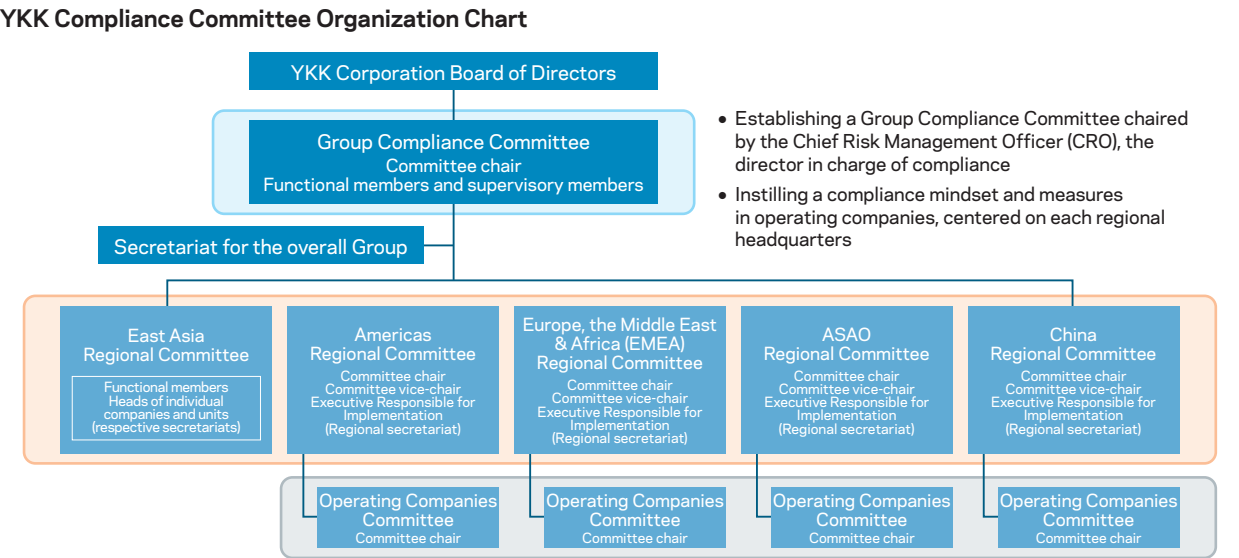
Details of risk analysis have been disclosed from page 24 of the 91st annual securities report. (in Japanese only)
<https://www.ykk.com/corporate/financial/securities/>



Compliance

Fundamental Approach and Organizational Structure

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



Implementation of Compliance Awareness Surveys

The YKK Group regularly conducts employee compliance awareness surveys and strives to assess the level of compliance awareness among employees and monitor the occurrence of compliance violations. We are engaged in compliance initiatives in response to issues identified by the surveys.

In FY2025, we conducted a compliance awareness survey concurrently with the engagement survey and the Management Principles survey, achieving a response rate of 96% (a 15% increase from the previous year). We also conducted a correlation analysis of the survey results and confirmed a strong correlation among compliance awareness, employee engagement, and understanding of the Management Principles. We will hold workshops featuring external experts and conduct compliance and harassment training for managers in order to further strengthen compliance awareness, and plan to measure the effectiveness of these efforts in the survey for FY2026.

Response to a Recommendation from the Japan Fair Trade Commission and Efforts to Strengthen Compliance

On June 23, YKK received a recommendation from the Japan Fair Trade Commission pursuant to the Act against Delay in Payment of Subcontract Proceeds, etc. to Subcontractors (hereafter, this recommendation). We take this recommendation very seriously. Through a resolution of the Board of Directors, we have confirmed our commitment to preventing similar issues from occurring in future transactions. We will also review our internal training programs and strengthen our monitoring systems to ensure compliance with the Act Against Delay in Payment of Fees, etc. to Small and Medium-sized Entrusted Business Operators in Manufacturing and Other Specified Fields (formerly the Subcontract Act). By thoroughly communicating these initiatives to all officers and employees, we will further strengthen compliance and work to prevent recurrence.

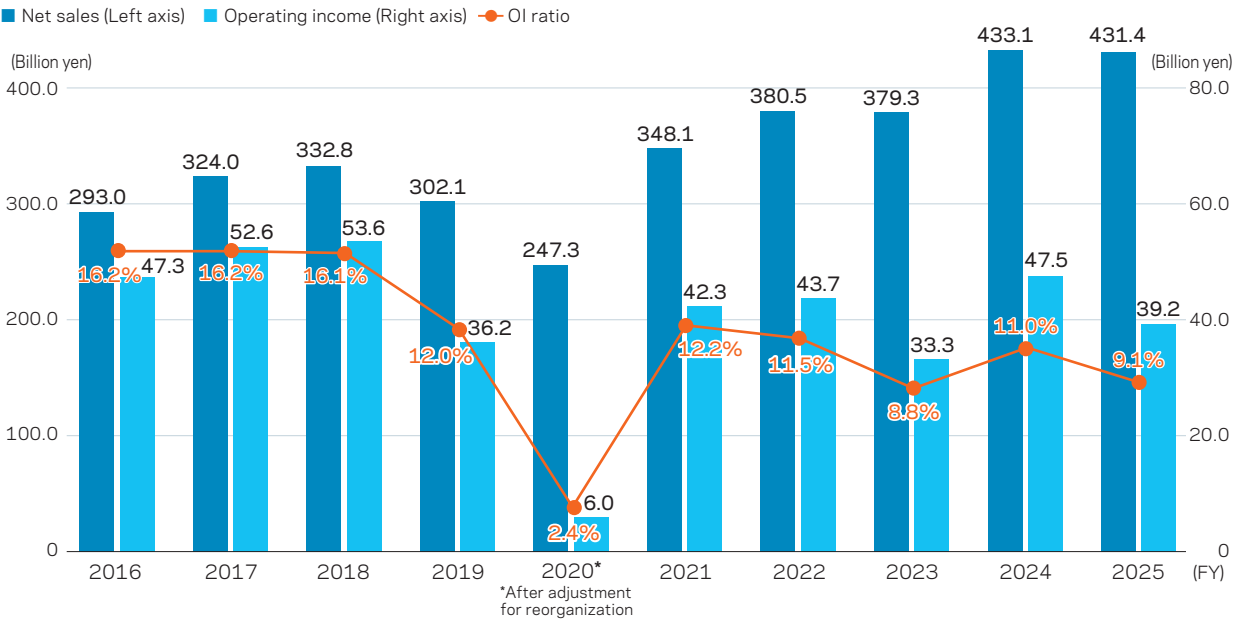
Fastening Business Key Financial and Non-Financial Highlights

Detailed information on intellectual property management is provided in the Data Section.

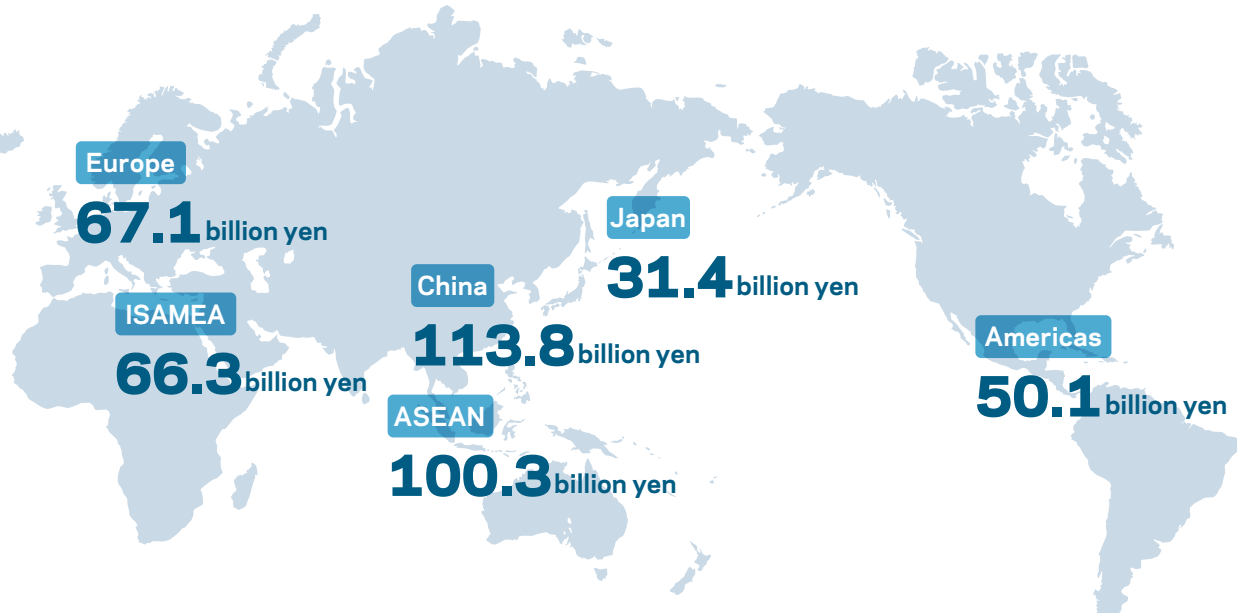
《Key points regarding FY2025 financial results》

In the Fastening Business, the economic outlook remained uncertain due to rising trade and geopolitical risks, such as the imposition of additional tariffs by the U.S. and instability in the Middle East. In this business environment, sales volume of processed products for export declined due to the impact of U.S. trade policy and other factors. As a result, net sales declined to 431.4 billion yen and operating income fell to 39.2 billion yen. Despite ongoing cost-reduction efforts, lower capacity utilization, increased labor costs due to inflation-driven wage adjustments, and higher raw material prices resulted in decreases in both revenue and profit.

Net Sales, Operating Income, and OI Ratio

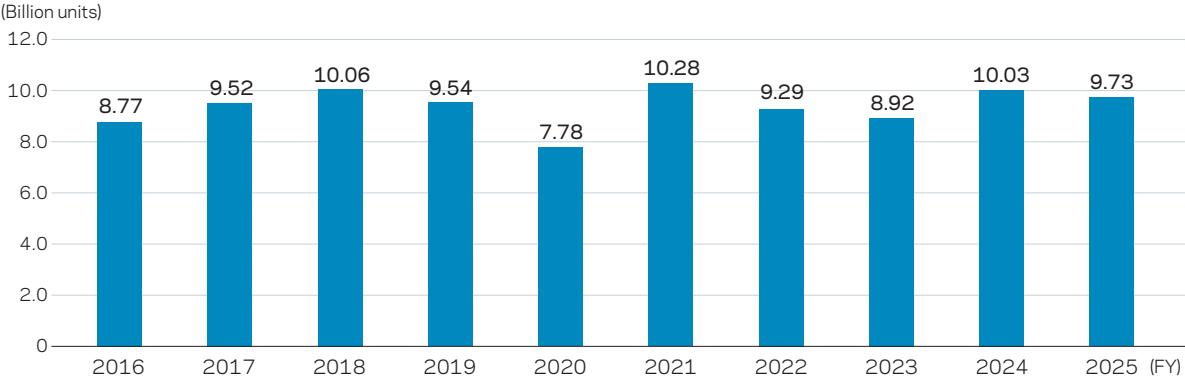


Net Sales by Region (FY2025)

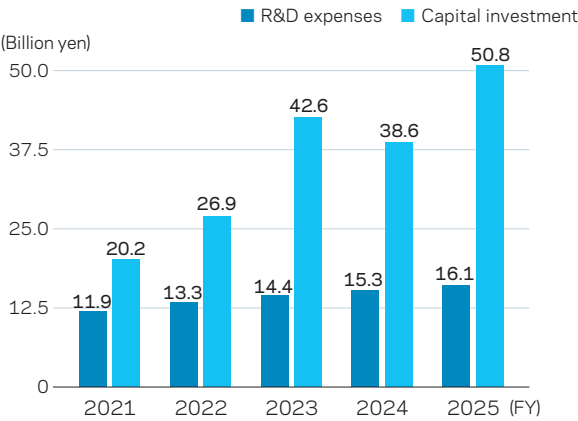


*1 The totals for each business do not include accounting variance adjustments. Accordingly, they differ from the net sales in the graph at the top.
*2 The Americas include North, Central, and South America. ISAMEA includes India, South Asia, the Middle East, and Africa.

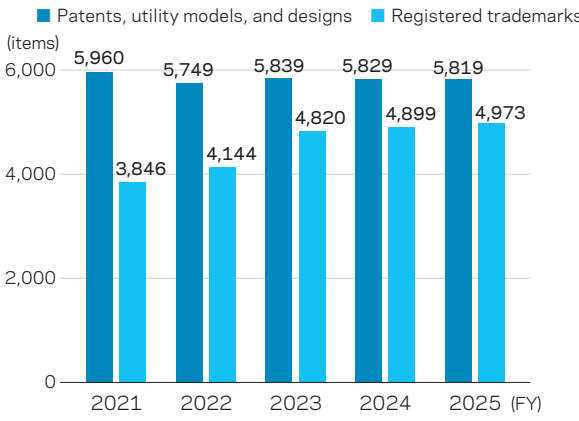
Zipper Units Sold



R&D Expenses Capital Investment



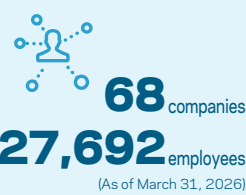
Patents, Utility Models and Designs (Including Pending Applications), and Trademarks (Including Pending Applications)



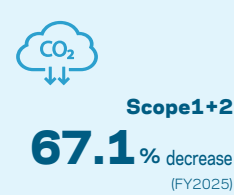
Countries/ Regions Where We Operate



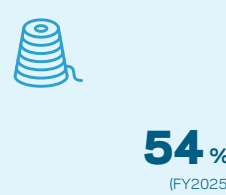
Number of Companies and Employees



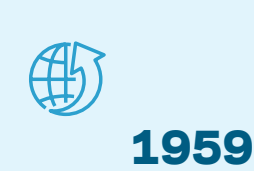
GHG Emissions (From a 2018 Baseline)



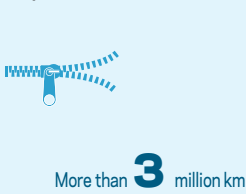
Proportion of Sustainable Materials (Total Meters)



First Overseas Expansion (India and New Zealand)



Annual Zipper Production Output



Hazardous Substance Elimination Rate Achieved Through AcroPlating® Technology

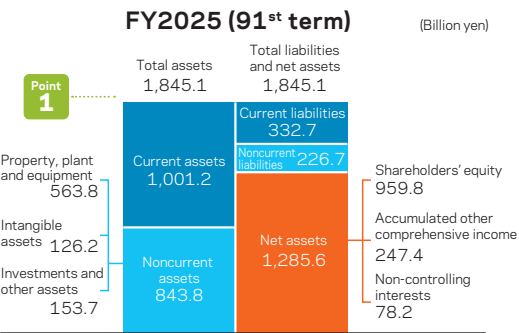


Countries/Regions Where the YKK Trademark Is Registered

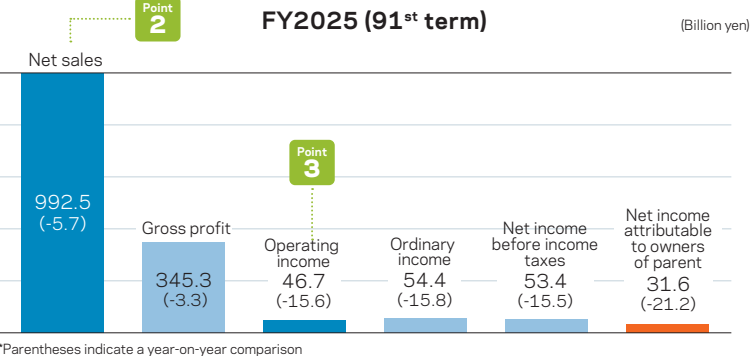


Reference YKK Group Consolidated Financial Information

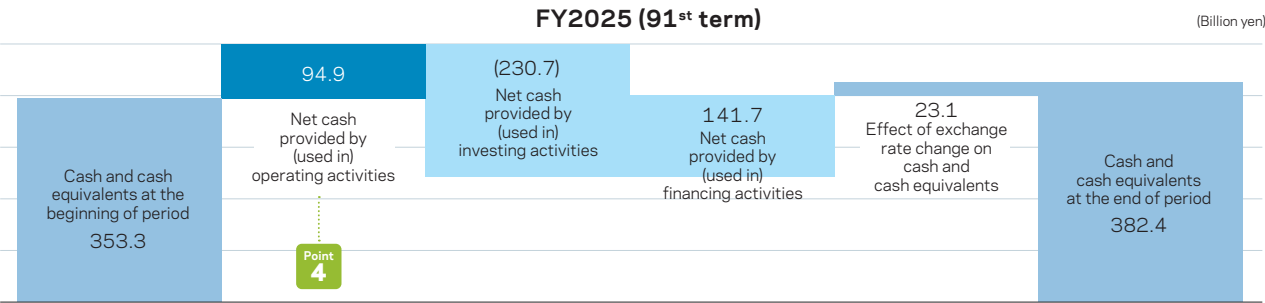
Consolidated Balance Sheet (Summary)



Consolidated Income Statement (Summary)



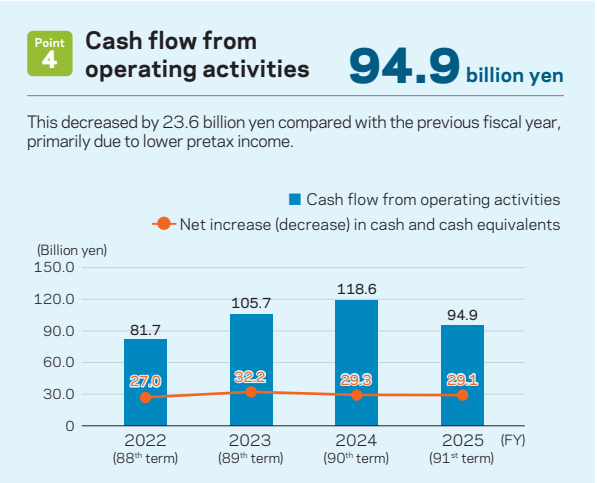
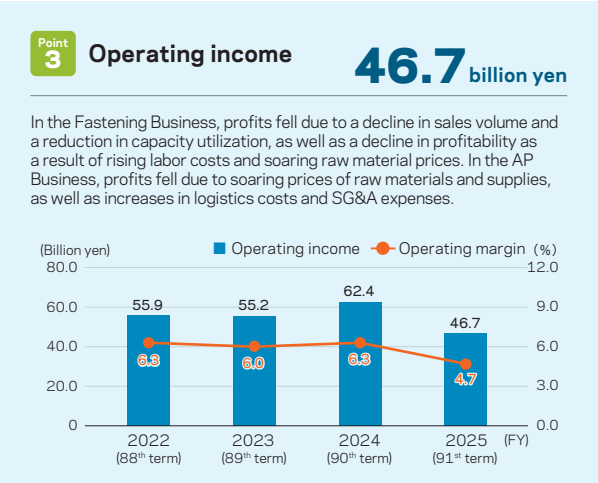
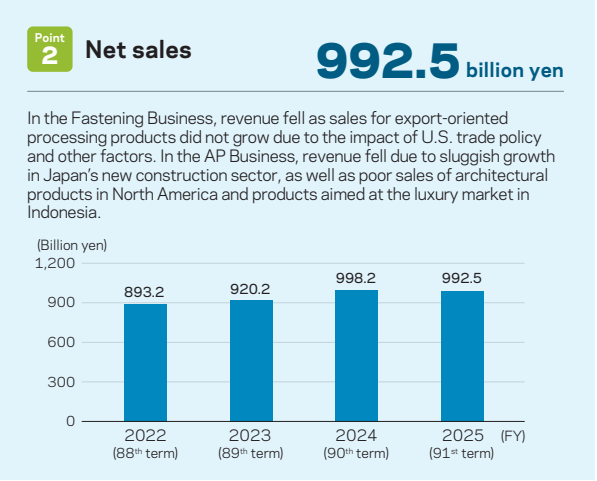
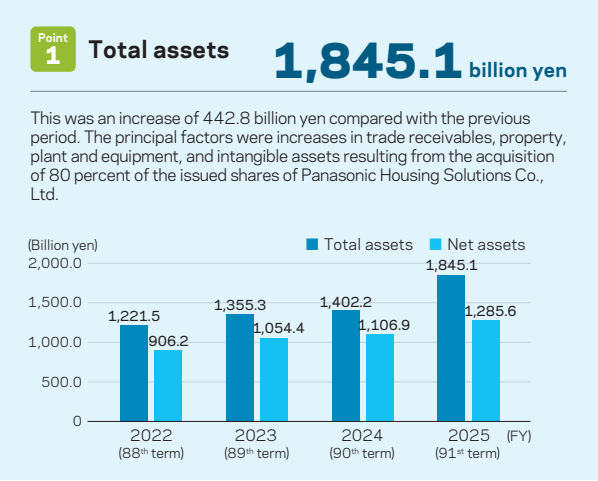
Consolidated Statement of Cash Flows (Summary)



Changes in Key Management Indicators Over the Previous Five Consolidated Fiscal Years

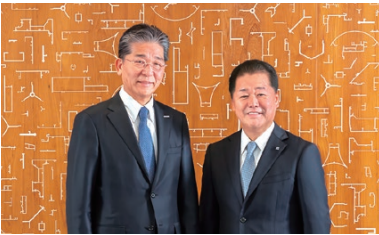
Period Year ended		87 th term March 2022	88 th term March 2023	89 th term March 2024	90 th term March 2025	91 st term March 2026
Net sales	(billion yen)	797.019	893.226	920.234	998.299	992.561
Ordinary income	(billion yen)	63.964	60.689	60.824	70.314	54.461
Net income attributable to owners of parent	(billion yen)	44.097	37.929	42.365	52.955	31.667
Comprehensive income	(billion yen)	105.061	72.928	152.000	56.460	131.504
Net assets	(billion yen)	837.264	906.290	1,054.493	1,106.961	1,285.630
Total assets	(billion yen)	1,156.941	1,221.583	1,355.312	1,402.292	1,845.123
Net assets per share	(yen)	682,026	738,691	860,211	903,763	1,007,190
Net income per share	(yen)	36,782	31,638	35,339	44,173	26,416
Net income per share after adjusting for dilutive shares	(yen)	—	—	—	—	—
Equity ratio	(%)	70.7	72.5	76.1	77.3	65.4
Return on equity	(%)	5.7	4.5	4.4	5.0	2.8
Price-earnings ratio	(multiplier)	—	—	—	—	—
Net cash provided by operating activities	(billion yen)	81.132	81.724	105.708	118.690	94.991
Net cash provided by (used in) investing activities	(billion yen)	(40.414)	(55.864)	(99.612)	(75.243)	(230.712)
Net cash provided by (used in) financing activities	(billion yen)	(5.776)	(7.000)	1.394	(8.483)	141.731
Cash and cash equivalents at the end of period	(billion yen)	264.639	291.706	323.941	353.329	382.486
Employees [Figures in square brackets indicate the average number of temporary employees, excluding regular employees.]	(people)	44,410 [3,161]	44,527 [3,183]	45,363 [2,585]	46,305 [3,079]	56,899 [1,927]

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



TOPIC YKK AP Inc. and Panasonic Housing Solutions Co., Ltd. Form a Strategic Partnership

YKK Corporation and Panasonic Holdings Co., Ltd. (PHD) completed the formalities relating to the share transfer agreement for Panasonic Housing Solutions Co., Ltd. (PHS), which was signed on November 17, 2025, on March 31, 2026. Consequently, YKK Investment Inc., a newly established intermediate holding company created by YKK, acquired 80% of PHS's issued shares, whilst PHD will continue to hold the remaining 20%; PHS will become an equity-method affiliate of PHD. Going forward, by combining YKK AP's advanced technology capability and extensive product range in the architectural products sector with PHS's strengths in the manufacture, sale and engineering of housing equipment and building materials, we will generate significant synergies and create new value as a leading company which shapes the future of the architectural supplies and housing equipment industry.



(Left) Masashi Yamada, Panasonic Housing Solutions Co., Ltd. President and Representative Director
(Right) Akira Uozu, President Representative Director, YKK AP Inc.



More detailed information on the YKK Group's consolidated financial results is available at the links below.

- Company information, business and sustainability information, etc.: YKK website <https://www.ykk.com/english/>
- Financial information: annual securities reports, financial results presentations, business reports, etc. (In Japanese only) <https://www.ykk.com/corporate/financial/>

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

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

Reporting Period/Scope

- Period Covered

 - FY2025 (April 1, 2025 to March 31, 2026) * 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

Due to the recent incorporation of the Housing Solutions (HS) Business into the Group's business portfolio, the term "the Group" as used in this report does not necessarily include the HS Business.

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. The Sustainability Committee, launched as an advisory body for the Board of Directors, discusses and formulates management policies, objectives, and strategy related to sustainability. 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 deals with sustainability issues such as climate change and works to enhance corporate value.

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.

April 1, 2025
President, YKK Corporation
Koichi Matsushima

FY2026 YKK Environmental Objectives

In our environmental objectives for FY2026, we continue to regard further strengthening of environmental compliance as a key priority, as we did in the previous fiscal year. We will strengthen employee development initiatives for all employees, and work to improve the standard of our environmental initiatives across the entire company.

FY2026 YKK Environmental Objectives

Contribute to society by maintaining harmony with the environment

1

Thorough environmental compliance and reduction of environmental impact

- Improving environmental awareness among all employees through enhanced environmental education
- Zero environmental compliance violations via thorough compliance assessments
- Reducing environmental impact on the local community and achieving zero environmental incidents via thorough management of exhaust gases, wastewater, chemicals, etc.
- Reducing water (water intake) intensity by 2% compared to the previous fiscal year
(water intake amount in 2030 = equivalent amount in 2018)

2

Mitigating climate change

- Scope 1 and 2 CO₂ emissions 33.6% reduction compared to FY2018 (50% reduction by FY2030)
- Scope 3 CO₂ emissions 20.0% reduction compared to FY2018 (30% reduction by FY2030)
- Reducing energy intensity via thorough energy conservation

3

Achieving a circular economy

- Waste recovery rate of 95% or higher
- Reducing waste intensity by 4% compared to the previous fiscal year
(FY2030 waste emissions = equivalent to FY2018)

4

Conservation of the natural environment

- Implementing activities aimed at conserving biodiversity on YKK premises
- Actively joining local environmental conservation activities

April 1, 2026
Vice President, Environment, Safety & Facility Management Department,
YKK Corporation
Minoru Maeda

Climate Change

Fundamental Approach

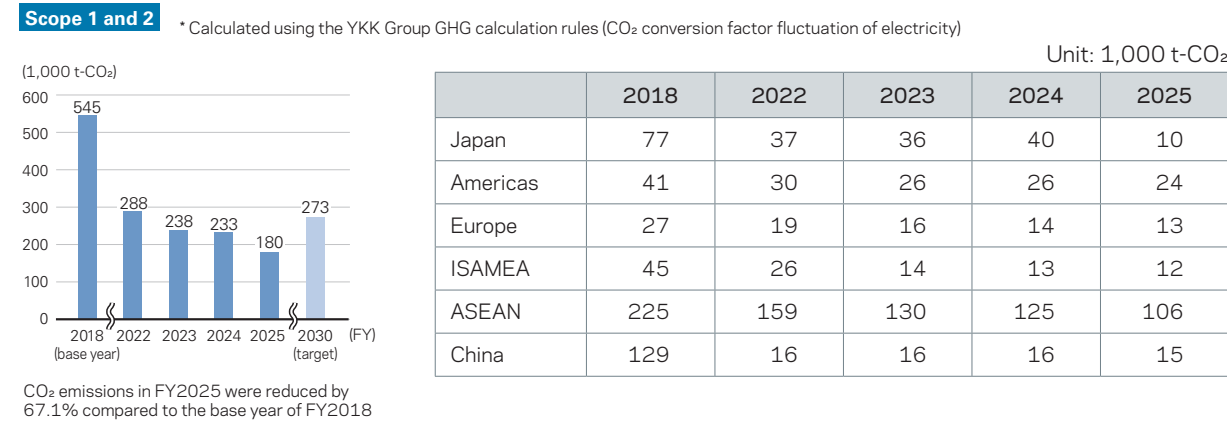
In March 2020, YKK signed the Fashion Industry Charter for Climate Action aimed at achieving the objectives of the Paris Agreement, to enable the company to achieve climate neutrality by 2050. In March 2021, we established science-based CO₂ reduction targets aligned with the 1.5°C pathway and received validation from the Science Based Targets initiative (SBTi), 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.

FY2025 Initiatives

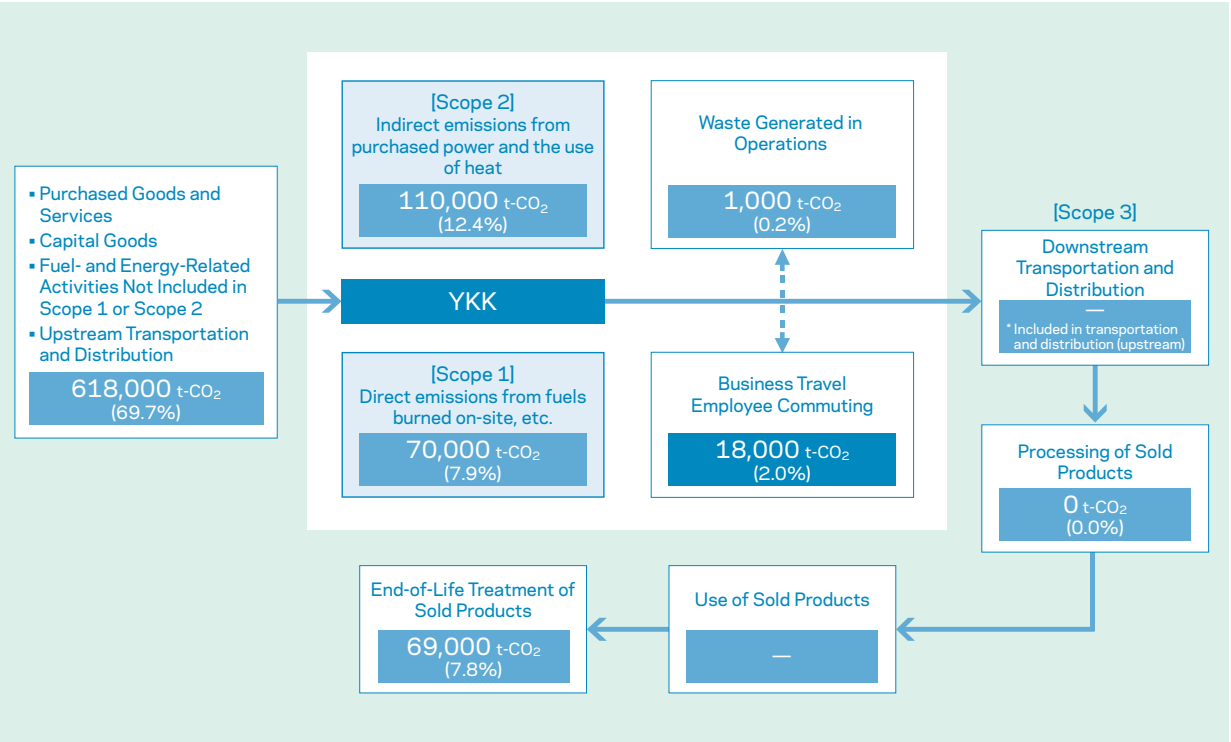
For YKK's GHG emissions in FY2025, we achieved the target of a reduction of 29.4% or more compared to FY2018 (estimated result: a 67.1% reduction compared to FY2018). We are moving forward with renewable energy procurement across the entire Group, and 47 manufacturing sites worldwide now procure 100% of their electricity from renewable energy sources. In addition, we are also generating renewable energy through initiatives such as solar photovoltaic (PV) systems operating at 37 sites (total generating capacity: 30,324 kW).

Changes in CO₂ emissions

In March 2021, YKK obtained verification 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.



CO₂ Emissions in Supply Chains (FY2025 Results)



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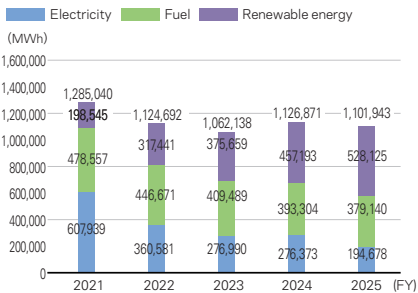
YKK Selected for CDP Climate Change Highest “A List” Rating for Third Year in a Row



In FY2025, YKK was selected for the third 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*. This selection shows that YKK's efforts to address climate change and its highly transparent disclosure of information have been well-regarded worldwide. In order to achieve net zero GHG emissions across the entire supply chain by FY2050, YKK is pursuing sustainability in all processes, and we are accelerating our efforts through technological innovation, from the selection of sustainable materials to manufacturing processes. We will continue to promote reducing our GHG emissions and environmental impact throughout our value chain in order to live up to the trust from a broad range of 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.

Changes in Energy Consumption



		Unit: MWh				
		2020	2021	2022	2023	2024
Electricity	Japan	110,204	56,495	52,476	61,017	4,411
	Americas	61,838	61,257	49,250	50,736	49,458
	Europe	22,305	7,855	4,235	3,750	3,575
	ISAMEA	62,408	30,857	12,010	8,043	6,105
	ASEAN	214,545	201,355	158,725	152,827	131,129
	China	136,640	2,761	294	0	0
Fuel	Japan	45,280	45,659	44,757	43,115	40,705
	Americas	59,957	54,854	50,507	46,934	43,080
	Europe	90,722	91,715	76,758	64,619	62,961
	ISAMEA	47,799	45,041	39,036	41,976	42,794
	ASEAN	130,187	125,067	113,103	115,443	110,400
	China	104,611	84,334	85,329	81,218	79,201
Renewable energy	Japan	7,878	49,894	47,934	50,859	105,468
	Americas	13,075	9,334	9,214	9,834	13,781
	Europe	22,358	22,254	22,114	24,471	22,784
	ISAMEA	53,948	33,036	68,031	80,911	86,561
	ASEAN	51,856	61,205	80,402	118,175	131,617
	China	49,431	141,718	147,964	172,944	167,914

* The graphs and tables have been created based on the combination of electricity, 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.

[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

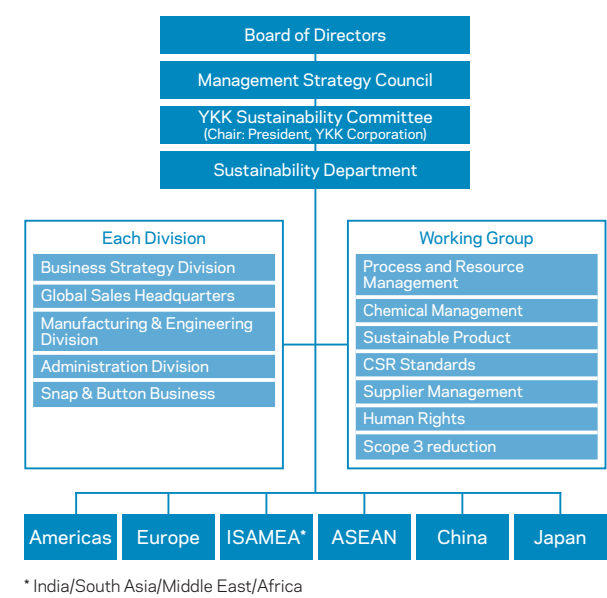
The YKK corporate governance system essentially consists of the Board of Directors, which carries out decision-making and supervisory functions related to management policies and other important matters, and the Audit & Supervisory Board, which carries out auditing functions. We have also introduced 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 Headquarters' policies to each region, then report the results of the action plans in each region back to the Sustainability Committee at Headquarters. The president, who serves as chair of the Sustainability Committee at Headquarters, 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



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	Japan, where YKK's headquarters is located, has already introduced a carbon tax. 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.	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 electricity 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 often cited as one of the world's highest-emitting industries, second only to the oil industry, 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 are addressing this risk through market analysis and more accurate forecasting of future customer demand.
Physical risk	Acute	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.
		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 established a target of sourcing 100% of our electricity from renewable energy 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 electricity 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 53 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

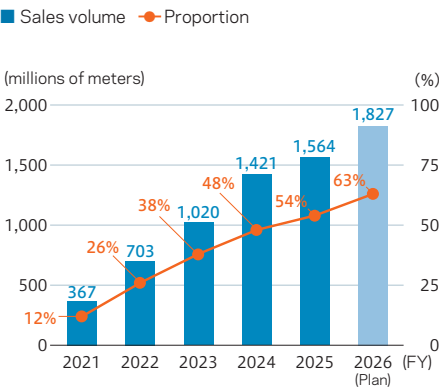
Fundamental Approach

Resources are crucial for *monozukuri* (manufacturing) companies, but the amount available is limited. As a foundation for sustainable business management, YKK is promoting optimization of the way we use material resources in order to bring about a circular society. Specifically, we research and promote the adoption of alternative materials, including recycled materials and plant-based materials, with an aim to reduce waste throughout the life cycle of our products. In addition, with regard to waste generated through our business activities, we are working to reduce our environmental impact by promoting the effective use of waste and reducing the amount of waste sent to landfills.

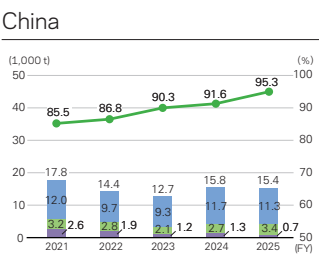
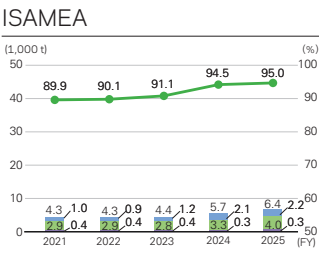
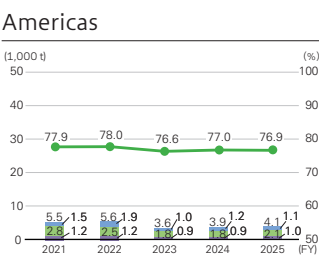
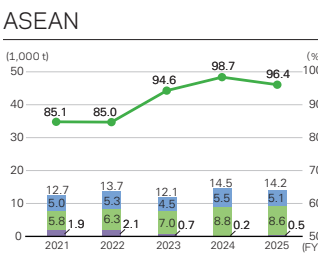
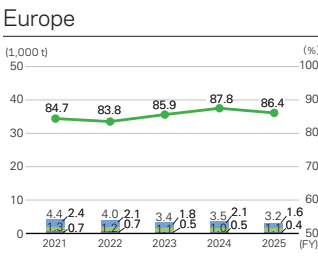
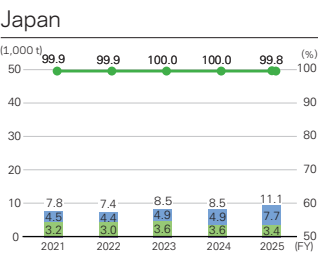
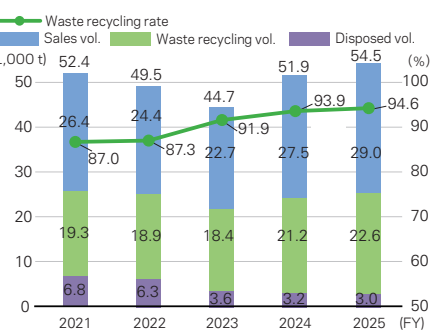
FY2025 Initiatives

In the YKK Sustainability Vision 2050, YKK has set the target of increasing the recycling rate to 90% by 2030. In FY2025, our volume of waste increased to 105.7% of the FY2018 level due to the sale of factory demolition debris in Kurobe. However, thanks to a combination of thorough waste separation by each of our operating companies, enhanced reuse efforts, and improvements in waste treatment technology, our waste recycling rate significantly exceeded the target, reaching 94.6%. As the world shows increasing interest in a circular economy, YKK is making an even greater effort to promote efforts to recycle and reuse resources and reduce waste.

Sales Volume and Share of Products Using Materials with Lower GHG Emissions than Virgin Materials



Changes in Waste Emissions/ Waste Recycling Rates



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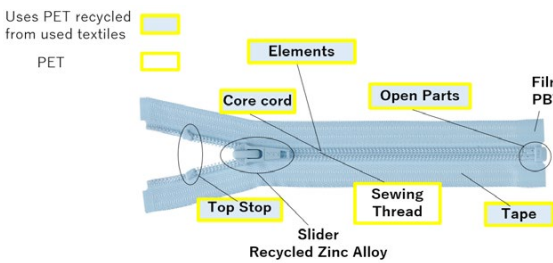
Chosen as a Top-Five Item in the Accessories Category at the ISPO Textrends Awards

At the ISPO Textrends Awards, a global sports/outdoor-related trade show held twice a year, the NATULON Plus® Fiber Sourced™ Zipper with Recycled PET Open Parts was chosen as a top-five item in the Accessories category.

This product's tape, elements, core cord, and open parts are all made of fiber-sourced recycled PET. We aimed to make this product from a single material so that the zipper could be recycled along with the garment when discarded, with the goal of supporting the transition toward a circular economy that utilizes textile waste as a resource (currently in development). In addition, to ensure the product's durability and practicality, we have adopted recycled zinc alloy for the sliders, striving to balance ease of recycling with product quality.

Given that less than 1%* of used clothing worldwide is recycled into new clothing, YKK will continue to advance initiatives aimed at realizing a "fiber-to-fiber" approach and a circular society.

* Source: Ellen MacArthur Foundation, A new textiles economy: Redesigning fashion's future (2017).



Revived Renewal Series That Extends Product Life and Promotes Resource Efficiency

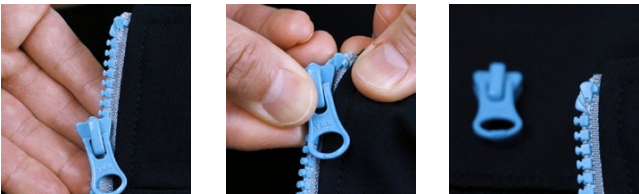
With the goal of extending the lifespan of products that use zippers, YKK offers the Revived Renewal Series, which is designed to make zipper repairs easier; at present, four items in the series are available. For this series, we take two approaches products designed from the outset to facilitate easy repair and repair parts and tools that make repairs easy even for conventional zippers.

One of our products designed for easy repair is the "Revived Top Stop," which is specially designed for easy removal and repair of the slider. In FY2025, we expanded the product lineup to include not only the existing products for VISLON® zippers but products for AquaGuard® and METALUXE® zippers, as well. On the other hand, for repair parts and tools, we have rolled out the revived replacement elements and replaceable sliders. YKK aims to make effective use of material resources and reduce waste by extending the lifespan of its products through repairs.

Revived Top Stop

The slider can be replaced by moving it in a zigzag motion through the specially designed top stop.

Detachment



Attachment



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Discovering and Nurturing the Next Generation of Designers Who Will Be Responsible for Implementing Circular Fashion



25th YKK Fastening Awards Fashion Show featuring selected entries



26th YKK Fastening Awards key visual

With an eye toward the transition to a circular economy, YKK is working to create opportunities for the next generation of designers to gain practical experience in product design approaches that incorporate environmental considerations as a fundamental premise. At the core of those efforts is the YKK Fastening Awards, the largest fashion design contest for students in Japan. The Awards celebrated their 25th anniversary in FY2025, and to mark this milestone, we established a new "Circular Design Special Award." Through seminars, design projects, and programs for the award winners, we provide participating students with opportunities to gain practical experience in designing products with long-term use in mind and to learn about resource recycling concepts based on repair, reuse, and recycling.

The YKK Fastening Awards also won the "People's Choice Award" at the 2025 (43rd) Mainichi Fashion Grand Prix. In the rationale for its win, YKK was highly commended for its contribution to the development of the fashion industry, not only for its ongoing support of creative work centered on the theme of wearable art through the use of fastening products, but also for its commitment to nurturing the next generation of designers through the establishment of the new "Circular Design Special Award."

New Uniforms for the China Group, Born from the Implementation of a Resource Recycling Model

YKK's China Group has worked to recycle fiber, plastic, and metal scraps and waste materials generated during the manufacturing process of fastening products. Through collaboration with recycling companies and apparel firms, which handle the entire process from separating to processing, including the collection of clothing, we have established a circular model that reuses resources that would otherwise have been discarded.

As part of this initiative, we introduced new uniforms to be worn across all China Group companies starting in January 2026. The new company uniforms feature fabrics containing recycled polyester made from materials such as zipper scraps, as well as zippers, snaps, and buttons made from recycled materials. By incorporating employee feedback on both functionality and design, and creating a design that ensures comfort for a diverse workforce, we have improved work efficiency while embodying the essence of YKK and promoting diversity. Our efforts to transform waste materials into material resources have been implemented in the form of company uniforms.



Redesigned uniforms for the China Group

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 part of the community, YKK conducts business operations with a full understanding of the impact these activities have on water resources, and we are promoting initiatives aimed at achieving sustainable water use in the region. Specifically, in addition to conserving water resources by reducing our water withdrawal, we are working to reduce the impact on the aquatic environment by establishing and enforcing discharge standards that are stricter than those required by law.

FY2025 Initiatives

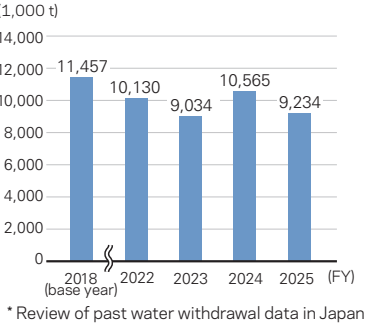
We set an environmental target of reducing water withdrawal intensity by 2% year on year and conducted related improvement activities. We continued to upgrade production equipment to models that use less water in production processes, such as dyeing processes, and introduced new water recycling facilities. Our global water withdrawal totaled 9,234,000 m³, representing a 12% reduction per unit of sales compared to the previous fiscal year.

In terms of wastewater management, we provided technical support for wastewater treatment by experts at 10 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.

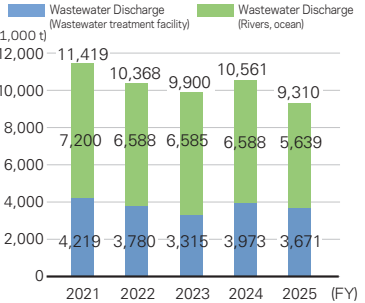
Changes in Water Intake (Total Amount)

Unit: 1,000 t



	2018	2022	2023	2024	2025
Japan	3,690	3,446	2,922	3,856	2,921
Americas	785	679	615	595	547
Europe	762	728	575	553	533
ISAMEA	778	1,058	1,043	1,259	1,103
ASEAN	3,399	2,693	2,322	2,624	2,561
China	2,043	1,525	1,557	1,718	1,568

Changes in Wastewater Discharge (Total Amount)



Discharge to Wastewater Treatment Facilities

Unit: 1,000 t

	2018	2022	2023	2024	2025
Japan	25	38	38	43	58
Americas	580	499	476	476	430
Europe	446	446	373	378	387
ISAMEA	492	343	116	335	209
ASEAN	1,197	1,276	1,117	1,367	1,373
China	1,479	1,178	1,195	1,374	1,214

Direct Discharge to Rivers and Oceans

Unit: 1,000 t

	2018	2022	2023	2024	2025
Japan	5,597	5,158	5,303	5,691	4,792
Americas	90	92	71	65	40
Europe	150	130	93	61	52
ISAMEA	205	335	328	10	11
ASEAN	1,056	808	731	691	670
China	102	65	59	70	74

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Reducing Environmental Risks by Strengthening Our Wastewater Management System



Water treatment assessment: YKK España S.A., Tortosa Factory

At each operating company, experts from Headquarters conduct wastewater treatment assessments and provide technical guidance on operation and management. By conducting expert assessments of the operational status and management systems of wastewater treatment facilities and providing support from the planning to the implementation of improvement plans, we proactively prevent violations of wastewater discharge standards, which pose compliance risks, while also enhancing the technology capability and management skills of on-site operations managers through direct guidance. In FY2025, we conducted wastewater treatment assessments at a total of 10 locations, combining online meetings with on-site visits. Through these efforts, we are working to raise the standard of wastewater management at our operating companies and further strengthen our efforts to reduce environmental risks.

In addition, we formulated and published “Guidelines for Managing and Operating Wastewater Treatment Facilities” as a set of shared guidelines for the proper maintenance and management of wastewater treatment facilities and for the ongoing monitoring and improvement of effluent water quality. Using these guidelines as a starting point, we aim to establish a system that enables each of our operating companies to independently manage their wastewater treatment and implement improvement measures.

Contributing to Food Culture Through “Aquaponics”



Trout salmon farming

The Kurobe Manufacturing Center is blessed with an abundant supply of groundwater from the Kurobe River, which originates at Mt. Washiba in the Northern Alps, and we use this groundwater to manufacture zippers. To expand the use of these abundant natural resources to contribute to food culture, we have embarked on a project to explore “aquaponics.”

Aquaponics is a method that combines fish farming and plant cultivation within a single system by using a water recirculation system to break down fish waste produced during aquaculture using microorganisms, then using that as a nutrient source for plants. We aim to efficiently utilize the region’s abundant yet limited shared resources to create new specialty products for Kurobe.

We are currently raising trout salmon and growing plants such as wasabi, turmeric, and watercress in plastic greenhouses set up inside the factory. We are working to verify the feasibility of our business model, from production to sales, and to develop large-scale production technologies so that we can make the products available to as many people as possible.



Aquaponics

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, groundwater, air, and water, and are taking steps to prevent environmental accidents before they occur.

FY2025 Initiatives

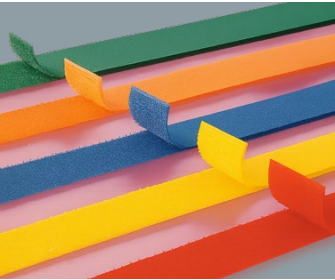
Every year, we revise the YKK Restricted Substance List (RSL), which is based on chemical substance regulations, laws, and industry standards related to fastening products, based on the needs of society and customers. In the newly revised 2025 edition, we conducted awareness and compliance surveys of 1,798 suppliers.

With regard to chemical substances used in our production processes, we are promoting compliance assessments globally with the ZDHC MRSL (Manufacturing Restricted Substances List), the industry standard, through the Sustainability Committee's Chemical Management Working Group. In FY2025, we completed the implementation of this structure at all factories with relevant processes, and established a framework for evaluating and selecting safer chemicals.

By continuously advancing these initiatives, we aim to minimize the impact we have on the natural environment and on employees who handle chemical substances.

COLUMN

Addressing Regulatory Trends and Ensuring a Safe Work Environment Through Organic Solvent-Free Technology



Quicklon®

Regulations on chemical substances are becoming stricter each year, and there is a growing trend toward restricting the use of organic solvents and tightening their management. Even for substances that have been used without issue to date, it cannot be ruled out that they may become subject to new regulations in the future.

Chemical substances management in the manufacturing process is also a critical factor in protecting workers' safety and health. In particular, organic solvents may pose a risk of exposure to workers depending on the amount used and how they are managed.

Against this backdrop, in the manufacturing process for hook and loop fasteners, we have worked to establish materials and manufacturing processes that do not rely on organic solvents. Doing so not only addresses future regulatory trends, but also mitigates risks from the perspective of improving the safety of workers on the production floor. Development has already been completed, and we have established a system that enables the production of hook and loop fastener products without relying on organic solvents.

This initiative proactively works to reduce chemical substances instead of merely reacting to regulations, thereby mitigating future risks while also improving the work environment, safeguarding workers' health, and achieving a balance between ensuring a stable supply and reducing environmental impact.

Biodiversity

Fundamental Approach

People's lives and business activities are supported by biodiversity, which is shaped by the interactions of diverse organisms. YKK recognizes nature as one of its important stakeholders and aims to realize a society that coexists with nature. In addition to conserving ecosystems by reducing the environmental impact of our business activities, we are continuously advancing initiatives aimed at restoring and creating ecosystems, such as tree planting.

FY2025 Initiatives

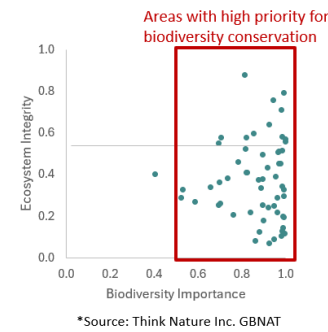
●Selection of Key Locations for Biodiversity Conservation Through Promotion of the LEAP Approach

YKK is analyzing the connections between YKK domestic and overseas production sites and nature, using TNFD's^{*1} proposed LEAP approach^{*2} as reference. As of now, we have completed the Locate and Evaluate phases.

[L(Locate): Identifying Key Locations in Relation to Nature]

We analyzed the relationship between our manufacturing sites which operate on a global scale and the biodiversity of the regions where they are located, and assessed the state of the natural environment at each site. In conducting the analysis, we evaluated the sites based on two criteria: ecosystem integrity and biodiversity importance. The analysis confirmed that many of our sites are located in areas that are high priorities for biodiversity conservation. Based on this, our company designates all of its manufacturing sites as priority locations.

Evaluation Criteria: Location Factors for the 56 Manufacturing Sites of the Fastening Business



[E(Evaluate): Assessing Dependence on and Impact on Nature]

We used the ENCORE tool to assess our business activities, as well as our dependence on nature and our impact on it.

- Dependence on Nature
- Our business operations rely heavily on the following natural capital (material resources derived from nature).
- ✓ Water resources: For dyeing applications in dyeing processes, and for cleaning and cooling applications in metalworking and surface treatment processes
 - ✓ Natural functions (ecosystem services): Water purification, climate regulation, etc.
 - ✓ Mineral resources: Metal raw materials used in zippers and buttons

In particular, we assess that we are critically dependent on water and mineral resources for business continuity.

Impact on Nature

On the other hand, our business activities affect nature as follows.

- ✓ Discharge of water pollutants and soil contaminants during dyeing processes and surface treatment processes, etc.
- ✓ GHG emissions related to energy use
- ✓ The impact of waste generation on land and ecosystems
- ✓ Noise and vibrations generated by metalworking and weaving machines
- ✓ Emissions of air pollutants from boilers and painting processes

[Going Forward]

Through our analysis, we will promote initiatives aimed at maintaining and restoring ecosystems at all manufacturing sites identified as key locations. In addition, regarding our business activities' dependence and impact on nature, we will continue to manage and improve our efforts based on the YKK Sustainability Vision 2050. Going forward, we will continue our analysis of the "Assess" and "Prepare" phases, which have not yet been implemented as part of the LEAP approach.

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

●Implementation of Natural Environment Conservation Activities

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.

In Japan, in addition to conducting reforestation efforts at the Kurobe Manufacturing Center with the aim of restoring Kurobe’s original landscape, we have been conducting surveys of aquatic organisms for over 20 years to assess the ecosystems of the rivers into which our wastewater is discharged. In addition, our overseas locations also carried out community-based environmental conservation activities: YKK Vietnam Co., Ltd. conducted tree-planting activities in collaboration with government agencies and schools, YKK Zipper (Shenzhen) Co., Ltd. planted trees in city parks, and YKK Metal ve Plastik Ürünleri Sanayi ve Ticaret A.Ş. organized forest cleanup activities.

Main Ecosystem Conservation Activities (FY2025)

Category	Activity details	Activity location	Number of implementing locations	Objective
Ecosystem preservation	Tree-planting activities	Around the factory	12 (Total 58 trees)	Absorption of GHGs by plants and maintenance of the ecosystem
		Community (parks, etc.)	10 (Total 3,022 trees)	
	Tree-planting activities	Region	1	Maintaining and enhancing ecosystems by promoting the growth of planted trees
	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, in the region	5	Maintenance of the ecosystem through removal of waste
Species preservation	Biological survey	Region (rivers)	1	Assessment of the impact of industrial wastewater on aquatic organisms in rivers where wastewater is discharged by factories
	Habitat restoration activities	Inside the factory	2	Conservation of protected species and the creation of habitats conducive to wildlife
Awareness raising	Pollinator conservation	Inside the factory	4	Conservation of pollinators (such as honeybees) that aid in plant pollination through beekeeping and planting
		Internal	5	Raising employee awareness of environmental conservation and biodiversity conservation
	Implementation of awareness-raising activities and education	Region (schools, etc.)	5	Educating the next generation about environmental conservation and biodiversity conservation

COLUMN

Conservation of Wild Orchids at the YKK Mediterraneo S.p.A. Ascoli Piceno Factory



A wild orchid that was growing naturally on the factory grounds (left) and a newly appeared wild orchid (right)
Photo provided by: Francesca Marcucci

In 2019, we discovered that the protected wild orchid species *Anacamptis pyramidalis* was growing naturally on the grounds of our factory in Ascoli Piceno, Italy. This chance discovery led to a renewed appreciation of the region’s ecological value, and served as a catalyst for conservation efforts focused on these delicate plants.

We carefully observed their leaves spreading out in a radial pattern before flowering and installed protective fencing to promote the growth of the orchids. In addition, we shared this information with the gardening staff and took thorough measures to protect the affected area. As a result of these efforts, the number of orchid species has increased year by year, and more than six additional orchid species have now been observed.

Through this activity, we learned that conscious actions can have a lasting positive impact on biodiversity, that industry and nature can coexist, and that we can contribute to the conservation of local ecosystems.

Survey of Plant Genetic Diversity in the YKK Center Park Furusato-no-Mori (Hometown Forest)



Furusato-no-Mori (Hometown Forest), where local genetic diversity is protected and people live in harmony with nature

Since 2006 at the YKK Kurobe Manufacturing Center, we have been developing the forests and waterfront areas within factory grounds with the aim of recreating the original landscape of Kurobe and realizing the ideal of a “Factory in a Forest” as envisioned by founder Tadao Yoshida. When it comes to forest management, in order to conserve the genes of local organisms, we have raised seedlings from seeds collected from nearby mountains and fields, and with the cooperation of employees and local residents, we planted approximately 20,000 trees from 20 species.

In FY2025, the Tohoku University COI-NEXT Nature Positive Sustainable Development Hub evaluated whether the trees planted actually took genetic diversity into account. As a result, it was confirmed that the trees studied are genetically closely related to those native to Toyama Prefecture, and it was scientifically demonstrated that genetic diversity has been preserved. Going forward, we will continue to carefully preserve Furusato-no-Mori (Hometown Forest) which carries the region’s genetic heritage, while utilizing it as a site for relaxation and learning within the community.

* A hub led by Tohoku University through a collaboration among industry, government, and academia, aiming to realize a “nature-positive” society under the Program on Open Innovation Platforms for Industry-academia Co-creation (COI-NEXT) of the Japan Science and Technology Agency (JST), a national research support organization.

Environmental Contribution Activities

Fundamental Approach

Guided by founder Tadao Yoshida’s philosophy of “becoming part of the local community,” YKK values prospering together with the regions in which it operates. Each business site conducts cleaning activities and other environmental contribution activities based on that thinking. In addition, we believe that the children who are the next generation must understand environmental issues in order to solve them, so we strive to provide opportunities for environmental learning at many business sites.

FY2025 Initiatives

As part of our environmental contribution activities aimed at fostering harmony with local communities, we issued a message from the president on World Environment Day in June and organized commemorative tree-planting events and participation in local events at each of our locations. Through these activities, we demonstrate our core value of environmental consideration and help raise environmental awareness among each and every employee. In addition, at our locations around the world, we conducted cleanup activities in the areas surrounding our factories and provided environmental education for local children.

Furthermore, since 2019, we have been participating in Earth Hour, an initiative organized by the World Wildlife Fund (WWF), to demonstrate our commitment to combating global warming and conserving biodiversity. FY2025 marked our participation for the eighth time, with 47 locations in Japan and overseas, as well as approximately 1,250 individuals in Japan, taking part.

COLUMN

Environmental and Safety Initiatives at YKK Philippines Inc. for the Local Community and Nearby Schools

YKK Philippines Inc. participates in activities organized by the First Philippines Industrial Park (FPIP), where our factory is located. Together with various companies located within the FPIP, we conduct sessions on the environment and safety for students at nearby schools.

We have been participating in this initiative since 2017, when we relocated our factory to the FPIP. In addition to having YKK employees serve as instructors for sessions, we are involved in various ways each year, such as supporting the activities of other companies and participating in local cleanup efforts.

In a session co-hosted by YKK and other companies, a lecture was given to approximately 300 students from a nearby elementary school, during which the students were taught about emergency response procedures in the event of an earthquake and how PET bottles are recycled. We also carried out a parallel initiative to collect PET bottles from students and companies and deliver them to recycling companies.

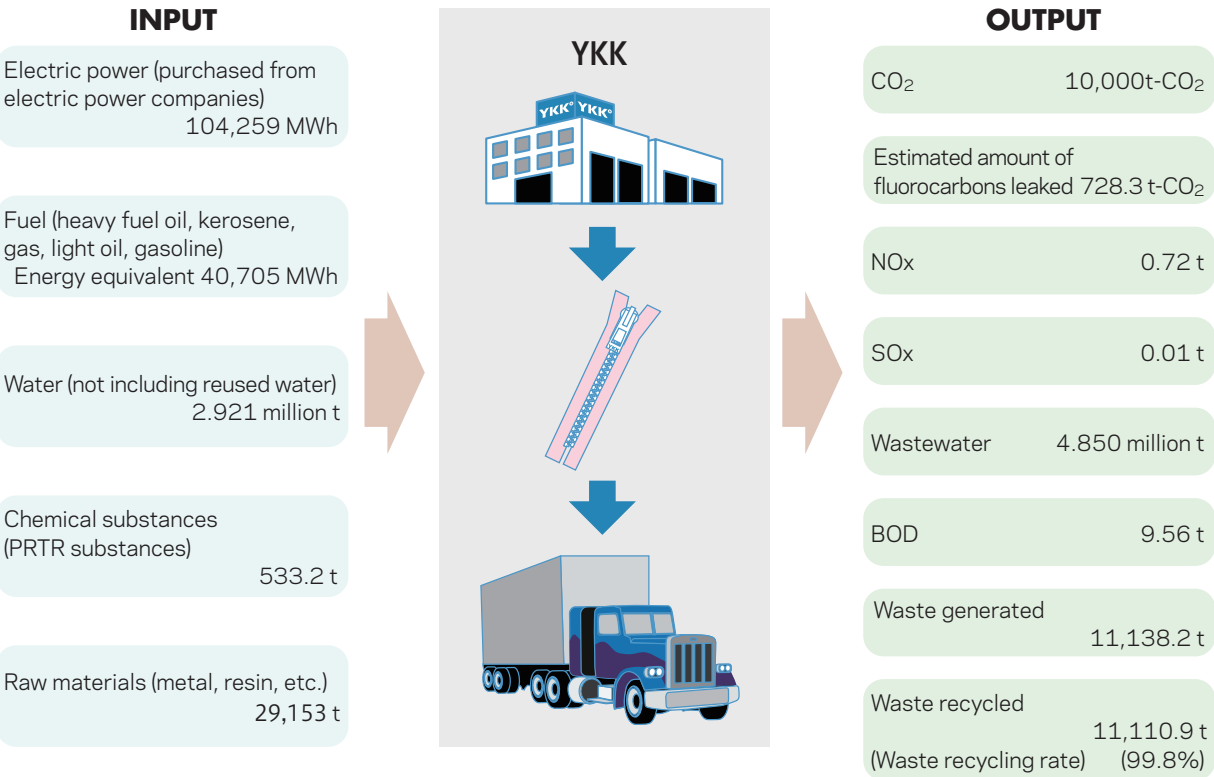
Moving forward, YKK Philippines Inc. will continue to participate in the FPIP’s activities with the goal of bringing about a sustainable society, and we will carry out initiatives that encourage local children to think more deeply than before about the environment and safety.



(Left) Community-oriented program conducted in collaboration with companies in the industrial park
(Right) Educational session conducted by employees at a local school

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

Environmental impact mass-balance (FY2025 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)

Exhaust Gas: Air Pollution Control Act (Production sites in Japan, FY2025 results)

Equipment	Plant	Soot and dust (g/Nm³)					Nitrogen oxide (ppm)				
		National emissions standard	Municipal agreed value	Highest value measured in FY2025	Assessment	(Reference) Voluntary emissions standard	National emissions standard	Municipal agreed value	Highest value measured in FY2025	Assessment	(Reference) Voluntary emissions standard
Boilers	YKK Corporation	—	—	Below 0.01	Acceptable	—	150	—	72	Acceptable	75
	YSF	—	—	—	—	—	—	—	—	—	—

Wastewater: Water Pollution Prevention Act (Production sites in Japan, FY2025 results) Unit: mg/l (except pH)

Item	Plant	National emissions standard	Prefectural water emissions standard	Municipal agreed value	Highest value measured in FY2025	Assessment	(Reference) Voluntary management standard
pH	YKK Corporation *1	5.8~8.6	5.8~8.6	5.8~8.6	Min.: 6.9 Max.: 7.1	Acceptable	6.0~8.4
	YSF *2	—	—	5.0~9.0 *2	Min.: 7.3 Max.: 7.6	Acceptable	5.2~8.8
BOD	YKK Corporation	120	15	15	3.7	Acceptable	4.5
	YSF	—	—	600	104.0	Acceptable	200
COD	YKK Corporation	—	—	—	8.5	Acceptable	—
	YSF	—	—	—	—	Acceptable	—
Suspended solids	YKK Corporation	150	90	50	13.0	Acceptable	10
	YSF	—	—	600	22.0	Acceptable	120
Oil	YKK Corporation	5	—	3	Below 0.5	Acceptable	1
	YSF	—	—	35	16.0	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 the sewer system

Groundwater: Environmental Quality Standards under the Basic Environment Act (Production Sites in Japan, FY2025 Results) Unit: mg/L

	Substance	Environmental standard*	Measurement results for FY2025	Assessment
Volatile organic compounds	Dichloromethane	0.02 or less	Below 0.002	Acceptable
	Carbon tetrachloride	0.002 or less	Below 0.0002	Acceptable
	Chloroethylene	0.002 or less	Below 0.0002	Acceptable
	1,1-Dichloroethylene	0.01 or less	Below 0.002	Acceptable
	1,2-Dichloroethylene	0.04 or less	Below 0.004	Acceptable
	1,1,1-Trichloroethane	1 or less	Below 0.001	Acceptable
	1,1,2-Trichloroethane	Below 0.0006	0.006 or less	Acceptable
	Trichloroethylene	0.01 or less	Below 0.001	Acceptable
Heavy metals	Tetrachloroethylene	0.01 or less	Below 0.001	Acceptable
	Cadmium	0.003 or less	Below 0.0003	Acceptable
	Cyanide	Not detected	Below 0.01	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	0.3	Acceptable
	Boron	1 or less	0.11	Acceptable

* Environmental Quality Standard: A standard that should be maintained in order to protect human health and preserve the living environment.

Noise: Noise Regulation Act (Production sites in Japan, FY2025 results)Unit: dB

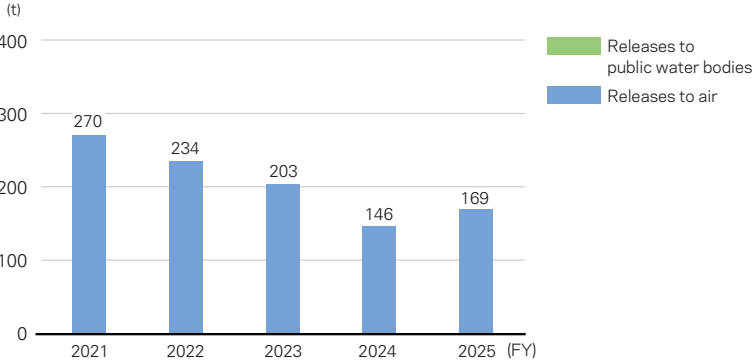
Plant	Category	Prefectural standard	Municipal Pollution Prevention Agreement	Highest value measured in FY2025 (prefectural standard testing sites)	Highest value measured in FY2025 (municipal agreement testing sites)	Assessment
YKK Corporation	Daytime (8:00 A.M. to 7:00 P.M.)	70	60	59	49	Acceptable
YKK Corporation	Morning (6:00 A.M. to 8:00 A.M.)	65	55	52	50	Acceptable
YKK Corporation	Evening (7:00 P.M. to 10:00 P.M.)					
YKK Corporation	Late night (10:00 P.M. to 6:00 A.M.)	63	50	54	49	Acceptable
YSF	Daytime (8:00 A.M. to 7:00 P.M.)	70	–	64	–	Acceptable
YSF	Late night (7:00 P.M. to 8:00 A.M.)	60	–	53	–	Acceptable

PRTR Reporting Results: PRTR Method (Production sites in Japan, FY2025 results)Unit: t

Substance number	Chemical Substance	Volume handled	Emissions				Transfer amount		Amount consumed
			Releases to air	Releases to public water bodies	Soil emissions	Landfill volume	Transformed amount	Waste materials	
1	Zinc compounds (water-soluble)	1.10	Below 0.01	0.01	–	–	0.35	Below 0.01	0.74
53	Ethylbenzene	15.29	1.14	0.00	–	–	1.90	0.20	Below 0.01
80	Xylene	15.37	1.19	0.00	–	–	1.92	0.20	Below 0.01
144	Inorganic cyanide compounds	22.00	0.04	0.02	–	–	4.39	17.54	0.00
232	N,N-Dimethylformamide	168.54	126.65	Below 0.01	–	–	41.90	0.00	Below 0.01
300	Toluene	36.72	32.17	0.00	–	–	1.04	1.27	Below 0.01
308	Nickel	77.40	Below 0.01	Below 0.01	–	–	0.00	2.37	72.91
309	Nickel compounds	2.90	Below 0.01	Below 0.01	–	–	0.27	0.07	2.55
389	Hexadecyltrimethylammonium chloride	1.05	0.00	0.00	–	–	1.05	0.00	0.00
395	Water-soluble peroxodisulphate salts	2.50	0.00	0.00	–	–	2.49	Below 0.01	0.00
412	Manganese and manganese compounds	138.12	0.00	0.00	–	–	0.00	0.00	133.99
567	Di(2-ethylhexyl)adipate	7.03	0.01	0.00	–	–	0.00	0.00	7.02
594	Ethylene glycol monobutyl ether	4.08	1.70	0.00	–	–	2.31	0.07	0.00
627	Diethylene glycol monobutyl ether	1.32	0.30	0.00	–	–	1.02	0.00	0.00
691	Trimethylbenzene	11.26	3.52	0.00	–	–	7.73	Below 0.01	Below 0.01
705	(Bis(2,2,6,6-tetramethyl-4-piperidyl) sebacate)	23.23	0.00	0.00	–	–	0.00	Below 0.01	23.23
707	N,N-Bis(2-hydroxyethyl)alkanamides (limited to those where the alkane is a linear chain with 8, 10, 12, 14, 16 or 18 carbon atoms and mixtures thereof), (Z)-N,N-bis(2-hydroxyethyl)octadec-9-enamide and (9Z,12Z)-N,N-bis(2-hydroxyethyl)octadeca-9,12-dienamide and mixtures thereof.	2.95	Below 0.01	Below 0.01	–	–	2.95	Below 0.01	0.00
737	Methyl isobutyl ketone	2.34	2.22	0.00	–	–	0.11	Below 0.01	0.00

* 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
* Amount treated and transformed: The amount that has been transformed into other substances by incineration, reactive processing, etc.

Trends in PRTR Substance Emissions (Production sites in Japan)



Social

Human Resources and Hiring

Fundamental Approach to Talent Strategy

In the Fastening Business and other businesses, we believe that people are the driving force behind all value creation as we work toward the realization of a sustainable society through ONE YKK. We aim to continuously enhance corporate value by actively investing in talent—the foundation of our business activities—and creating an environment where every employee can take on new challenges with confidence, a sense of purpose, and a feeling of excitement.

Related Data: Number of Employees *Consolidated/YKK Corporation

	Unit	End of FY2021	End of FY2022	End of FY2023	End of FY2024	End of FY2025
Consolidated	people	44,410	44,527	45,363	46,305	56,899
YKK Corporation	people	4,454	4,398	4,364	4,408	4,491

Related Data: Employee Composition and Demographics *YKK Corporation

			Unit	End of FY2021	End of FY2022	End of FY2023	End of FY2024	End of FY2025
Gender	By gender	Male	people	2,960	2,901	2,867	2,878	2,934
		Female	people	1,494	1,497	1,497	1,530	1,557
	Gender Ratio	Male	%	66	66	66	65	65
		Female	%	34	34	34	35	35
Average age			years old	42.0	42.5	42.5	42.5	42.3
	By gender	Male	years old	42.1	42.6	42.6	42.5	42.3
		Female	years old	41.8	42.3	42.2	42.3	42.2
Age	10s - 20s		people	1,062	985	917	899	935
	30s		people	1,008	996	1,075	1,119	1,146
	40s		people	1,005	1,018	990	987	1,028
	50s		people	892	906	912	922	894
	60s or older		people	487	493	470	481	488
No. of new hires			people	93	133	241	251	286
	Ratio of experienced hires		%	32.3	57.9	54.8	48.6	50.7
Average length of service			years	18.5	18.7	18.4	18.2	17.9
Employee turnover			people	170	175	180	171	137

Related Data: Employees Seconded Overseas from Japan *Fastening Business and other Businesses, etc.

	Unit	End of FY2021	End of FY2022	End of FY2023	End of FY2024	End of FY2025
Male	people	497	519	545	553	563
Female	people	17	23	27	29	30

COLUMN

Abolishing the Mandatory Retirement Age in Japan



In April 2021, the YKK Group 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 employee determines their own vision for their life and career and takes action toward achieving it.

The company will achieve a truly fair personnel system based on roles that are not restricted by age, gender, or nationality. Employee autonomy and the company's commitment to fairness create a powerful synergy that further energizes the organization.

Talent 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.

FY2025 Initiatives

Investment in talent development (total training costs) for FY2025 was 715 million yen, which amounted to 159,260 yen per person and 21.5 hours *1, *2. The main factors behind the increase in both the amount of money and training time, compared to the previous fiscal year, were the rise in the number of new hires through regular recruitment and the strengthening of training programs for mid-career hires.

As one part of the seven priority measures in the 7th Mid-term Business Plan, we are aiming to “optimize global/local supply chain” and “build a globally connected operating foundation” using digital technology. To support these initiatives from a people perspective as ONE YKK, we launched a global leadership development program in FY2025. Through cross-border learning conducted both inside and outside YKK, participants are cultivating a global perspective and building their professional networks (14 participants as of the end of FY2025).

In addition, to promote digital transformation (DX) within the company and strengthen our business competitiveness, we have rolled out a multilingual online learning platform globally. In FY2025, 431 people in Japan took courses, primarily focusing on courses such as “AI Applications” and “Introduction to Copilot,” and the platform is being used as a tool for self-improvement (the number of course participants includes those enrolled in distance learning programs). As a domestic measure in Japan, we also launched a graduate school sponsorship program through an open application process in FY2025. We will continue to strengthen expertise and develop leaders across our global operations.

Related Data *YKK Corporation

	Unit	End of FY2021	End of FY2022	End of FY2023	End of FY2024	End of FY2025
Total training cost*1	million yen	324	348	519	637	715
Total training time	hours	36,420	41,387	71,917	81,761	96,761
Training cost per person*1*2	yen	64,865	79,097	118,842	144,409	159,260
Training time per person*2	hours	7.3	9.4	16.5	18.5	21.5
People who took OFF-JT training*3	people	1,636	2,107	2,075	2,686	2,625
People who took distance learning	people	705	236	354	361	798
People who received doctorates	people	27	28	30	33	33
Percentage of employees undergoing periodic reviews related to work performance and career development	%	100	100	100	100	100

*1 Both the total training cost and the training cost per person include the opportunity cost for training participants.
*2 Training cost per person and training time per person are calculated by dividing the total training cost and total training time, respectively, by the total number of employees at YKK Corporation (4,491 in FY2025).
*3 Training hosted by the Human Resources Department (not including training hosted by other departments)

COLUMN

Promoting the Development of Next-Generation Global Leaders Across Countries and Regions



FY2025 program for global leaders

Developing the talent that supports our global operations is a vital foundation for YKK’s sustainable growth. Based on this philosophy, and with the aim of nurturing the next generation of leaders who will shape the future, we have relaunched the Fastening Talent Development Program (FTDP), a selective training program that transcends national and regional boundaries, starting in October 2025. Through the FTDP, participants selected from around the world gather to visit YKK operating companies outside their home countries and external companies in different industries, broadening their perspectives through cross-border experiences. In addition, by encouraging participants to network with one another, we will lay the groundwork for global collaboration.

We will continue to invest in growth opportunities through challenges, unlocking the potential of our diverse talent and working to enhance our corporate value.

Diversity & Inclusion

Fundamental Approach

As a company that has expanded its business globally, YKK employs people with diverse backgrounds and individual characteristics, including differences in age, gender, nationality, skills, and experience. Each employee contributes by leveraging their unique strengths. By bringing together a diverse workforce, YKK aims to foster diversity and inclusion in which differences are valued and leveraged organically to strengthen our business competitiveness.

FY2025 Initiatives

We are working on designing a fair system that accepts various working styles, to make it possible for diverse talent to fully utilize their abilities and form their long-term careers. In Japan, 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 FY2025, as part of our support system for balancing work and childcare, in Japan we revised the existing Childcare and Family Care Leave program and expanded its eligibility to include grandchildren. With regard to supporting employees in balancing work and caregiving responsibilities, we are also working to raise awareness and promote understanding through initiatives such as e-learning for leaders, seminars tailored to specific audiences that include managers and all employees, and the distribution of email newsletters. We promote flexible work arrangements, including remote work, staggered working hours, and flextime, while continuing to develop systems and practices that enable employees to enjoy their work and find it rewarding.

Related data *YKK Corporation

		Unit	End of FY2021	End of FY2022	End of FY2023	End of FY2024	End of FY2025
Average working hours		hours	1,842	1,828	1,839	1,858	1,844
Paid vacation utilization rate		%	83.7	85.0	82.7	80.7	81.5
Ratio of male employees taking childcare leave		%	69.6	61.7	86.5	73.4	94.4
Number of male employees taking childcare leave		people	71	66	90	69	102
Days of childcare leave taken by male employees		days	20	26	50	51	62
Number of employees using childcare support programs		people	187	192	208	217	205
Number of employees using caregiving support programs		people	8	5	9	18	17
Number of employees using the flextime system		people	698	943	1,259	1,460	1,802
Number of female managers		people	54	68	73	83	90
Ratio of female managers		%	7.0	8.5	8.9	9.1	10.9
Employment rate of people with disabilities	YKK Corporation	%	2.49	2.54	2.58	2.52	2.47
	YKK Group five companies* in total	%	2.52	2.63	2.67	2.68	2.77

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

COLUMN

Strengthening Recruitment and Retention Support for Non-Japanese Employees

Since 2025, with support from JETRO (Japan External Trade Organization), YKK in Japan has been strengthening efforts to recruit and retain non-Japanese employees. We clarify challenges and goals related to recruitment and retention, create individualized road maps, and address the specific concerns and questions that are unique to non-Japanese employees when they are hired, to ensure they can join YKK with peace of mind. In addition, regarding workplace support after joining the company, we will work closely with departments to provide guidance on plain Japanese communication, cultural practices, and workplace norms. We will also conduct interviews between the company's Career Support Office and non-Japanese employees, and continue to work on developing structures to encourage long-term employment. Going forward, we will work to create a more employee-friendly environment, with a focus not only on international students but also on new hires from universities outside Japan.

Supporting International Women's Day 2025



ASAO region employees

Companies across the ASAO* region jointly carried out initiatives in support of International Women's Day (IWD) 2025 on March 8. Under the IWD 2025 campaign theme of #AccelerateAction, companies within the ASAO region participated in and carried out various activities. YKK Vietnam Co., Ltd. held a cooking contest, and YKK Lanka (Private) Limited joined a dance contest. The purpose of these activities was to promote the empowerment of women and girls around the world and to demonstrate solidarity and an ongoing commitment to achieving gender equality. Each company's events took place in a warm and friendly atmosphere, providing an opportunity not only to strengthen bonds among employees but also to express gratitude for the daily contributions of each and every employee who has supported the company's growth.

* ASAO: ASEAN/South Asia/Oceania

Kurobe Clean and Green Service Employs Older Adults and People with Disabilities



Participants enjoy fruit harvesting at the orchard during the exchange event

Kurobe Clean and Green Service is a company that primarily focuses on landscaping projects (landscaping, exterior construction, and civil engineering) and cleaning services (cleaning inside and outside buildings) in order to maintain a workplace environment where YKK Group employees can work in a safe, comfortable, and engaging environment. With the goal of being a company that nurtures forests and people, the company has focused on talent development while also promoting employment for older adults, a goal which it has upheld since its founding in 1991. Furthermore, in 2022, the company established a support team for employees with disabilities that reports directly to the president. As of March 31, 2025, the company employed 15 people with disabilities. The 7th Mid-term Management Basic Policy also identifies talent development as one of its pillars, stating that YKK will promote talent development that emphasizes diversity, with a focus on professional development and educational support for people with disabilities. Through these business operations, older adults and people with disabilities are actively contributing in a

variety of settings, and Kurobe Clean and Green Service has established a comprehensive support system as a company. Since 2023, as part of its efforts to support people with disabilities, the company has been holding exchange events in collaboration with YKK Rokko. The purpose of this initiative is to bring together companies and organizations connected to the YKK Group, create opportunities for people with disabilities to interact, and contribute to the promotion of employment. The exchange events provide a wonderful opportunity to experience the joy of connecting with nature by experiencing fruit-picking at the Aramata Greenbelt Orchard in Kurobe City, while also expanding the participants' network of personal connections as members of the YKK Group.

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. Based on this declaration, we promote a wide range of occupational health and safety activities to create a safe and secure workplace by encouraging every employee to maintain a strong awareness of health and safety and prioritize both safety and well-being.

7th Mid-term YKK Health and Safety Policy

With "Safety Above All" as the foundation of the 7th Mid-term YKK Health and Safety Policy which began in FY2025, 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 machinery 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.

April 1, 2025
Koichi Matsushima
President, YKK Corporation

FY2026 YKK Health and Safety Objectives

For FY2026, our health and safety objectives remain unchanged from FY2025: 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.

FY2026 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 machinery**
 - Reduce the risk of machine-caused accidents by implementing risk assessments for maintenance work.
 - Thorough implementation of countermeasures to prevent the recurrence of occupational accidents and thorough verification of completion.
- 2 Zero occupational accidents caused by human error**
 - Improve the risk sensitivity of all employees through the deployment and enhancement of work risk assessments.
 - Identify risk factors through near-miss activities and reduce potential risks through countermeasures.
- 3 Proper chemical controls in the manufacturing process**
 - Enhance independent management at the workplace by complying with chemical substance guidelines.
- 4 Ensure the compliance of safety and health**
 - Develop safety personnel and enhance management systems through comprehensive health and safety education.

Fire Prevention Zero Fires

- 1 Ensure the implementation of fire prevention measures across the entire YKK Group**
 - Compliance with the Global Fire Safety Management Standard and enhancement of responses to required items.
- 2 Improve fire prevention control competency**
 - Improvement of sensitivity to fire risk through training to reinforce management standards and knowledge.

April 1, 2026
Minoru Maeda
Vice President, Environment, Safety & Facility
Management Department, YKK Corporation

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

Industrial injury statistics		FY2021	FY2022	FY2023	FY2024	FY2025
Domestic	Frequency rate (one day or more of absence from work) * employees	0.00	0.24	0.36	0.35	0.46
	* Frequency rate: Metric to show the frequency of industrial injuries	Number of employees on leave due to industrial injuries Total actual working hours ×1,000,000				
Overseas	Annual rate per 1,000 (one day or more of absence from work) * Employees and dispatched workers	2.1	2.6	1.5	1.4	1.5
	* Accidents per 1,000: Percentage of occupational accidents per 1,000 workers per year	Number of employees on leave due to industrial injuries per year Average number of employees per year ×1,000				

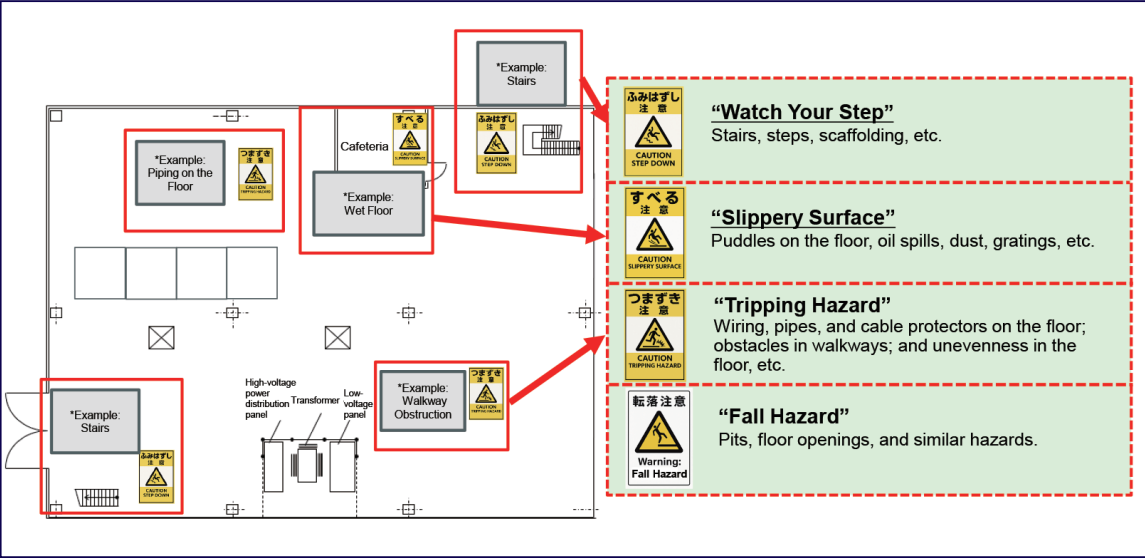
COLUMN

Work Safety from an Age-Friendly Perspective: Raising Awareness and Making Hazards Visible to Prevent Falls

YKK is promoting safety initiatives that incorporate an “age-friendly” perspective with the goal of developing a workplace where everyone can continue to work safely, regardless of age or experience. In recent years, because falls account for a high percentage of all workplace accidents, we have been implementing targeted measures on a global scale.

In FY2025, in conjunction with the World Day for Safety and Health at Work (April 28), we conducted workplace inspections focusing on the risk of falls, checking for uneven floor surfaces, slippery areas, obstacles in walkways, and lighting levels. In addition, we identified potential fall hazards in workplaces across various countries and locations throughout the year, and created and posted fall hazard maps. We have incorporated measures that allow anyone to intuitively recognize such hazards by using pictograms to make them “visible.”

Falls tend to occur during everyday activities due to complacency or a sense of familiarity, and can happen to anyone, regardless of age. At YKK, through regular inspections and risk mapping, we are aiming to enhance our ability to identify issues and, by making small, incremental improvements, create an age-friendly workplace environment where employees can continue to work safely and confidently.



Creation of Fall Hazard Maps:
Maps were created using pictograms so that anyone could intuitively understand potential hazards.

Communication and Posting of Fall Hazard Maps:
The maps were shared during safety meetings and posted throughout workplaces to raise awareness of potential risks.

Installation of warning signs:
Warning signs featuring pictograms were installed in areas with a risk of falls to “visualize” the danger, thereby helping to further prevent fall-related accidents

Health and Productivity Management

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 Resources 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.

FY2025 Initiatives

In FY2025, in Japan 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 58%, and smoking cessation toward a smoking rate of 20% or less. (2) In regard to preventing mental health 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	FY2021	FY2022	FY2023	FY2024	FY2025
Percentage of people taking the stress check	%	98.4	99.1	99.4	98.6	99.1
Percentage of people under high levels of stress (according to Ministry of Health, Labour and Welfare standards)	%	11.8	11.6	11.7	11.6	9.8
Percentage of employees who exercise regularly (at least 30 minutes per day, one or more times per week)	%	47.4	48.1	47.8	49.1	43.7
Rate of participation in health promotion campaigns	%	60.5	66.5	65.2	65.4	66.6
Percentage of people who undergo regular health checkups	%	99.9	100	100	99.9	—*
Percentage of people who undergo detailed health checkups	%	85.6	83.2	89.2	90.8	—*
Percentage of people with metabolic syndrome	%	16.0	16.0	14.6	14.2	—*
Percentage of people targeted for special health guidance	%	18.8	19.2	18.2	17.3	—*
Percentage of people undergoing special health guidance	%	50.4	52.3	58.4	55.6	—*
Long-term leave days (leave of absence)	days	7,641	7,891	9,752	8,960	9,204
Presenteeism (average points) (WHO-HPQ absolute presenteeism)	points	60	60	60	62	64

* Numbers for FY2025 are still being aggregated

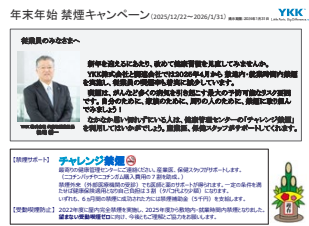
COLUMN

YKK Recognized as a 2026 Certified Health & Productivity Management Outstanding Organization (White 500)



In addition to YKK’s efforts on five priority measures, in FY2025, we were recognized for enhancing the quality of our employee health management initiatives through measures such as strengthening our health promotion framework with management team-level commitment, as well as contributing to society through cohort studies utilizing accumulated health data, among other efforts. Consequently, YKK was certified as one of the White 500 organizations in the large enterprises category of the Certified Health & Productivity Management Outstanding Organizations 2026 program, whose winners are selected by the Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi, marking our second straight year receiving the award.

Major KPI: Encouraging employees to quit smoking



YKK recognizes its relatively high smoking rate as a key health management challenge and has set a target of reducing the rate to 17% or below. Beginning in FY2025, we implemented a comprehensive smoking ban across company premises and during working hours. In addition, through a smoking cessation campaign featuring a message from the President, as well as support provided by occupational physicians and healthcare staff for employees seeking to quit smoking, we successfully achieved our target.

	Unit	FY2021	FY2022	FY2023	FY2024	FY2025
Percentage of people who smoke	%	21.2	20.4	20.6	18.9	15.7

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.

The YKK Group acts responsibly toward society as it conducts its business activities in accordance with this philosophy. As part of this commitment, the [YKK Group Code of Conduct](#), consisting of seven principles and 29 detailed rules, establishes 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

This Policy applies to all officers and employees of the YKK Group. In addition, where adverse human rights impacts involving business partners, including suppliers and their business partners, or other parties connected to the YKK Group's business, products, or services are directly linked to the YKK Group's operations, products, or services, the YKK Group will seek to influence those parties to respect human rights, prevent human rights violations, and address adverse human rights impacts.

● 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 responsibility to respect the human rights of all people impacted by its business activities.

Where internationally recognized human rights are not adequately protected by national or regional laws and regulations or the enforcement thereof, YKK will seek to honor the principles of internationally recognized human rights to the fullest extent possible.

● Organization and Governance

The YKK Group advocates "YKK seeks corporate value of higher significance" as its 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.

Sustainability issues, including human rights, are governed by the YKK Sustainability Committee, chaired by the President of YKK Corporation and positioned directly under the YKK Management Strategy Council and the Board of Directors. The Committee formulates policies and drives cross-functional initiatives by rolling them out to relevant departments and Group companies both in Japan and overseas.

● Human Rights Due Diligence

Based on the UN Guiding Principles on Business and Human Rights, the YKK Group conducts human rights due diligence. Through this process, we identify actual and potential adverse human rights impacts and take steps to prevent and mitigate them.

● 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.

● Corrective Actions and Remedies

If it becomes apparent that the YKK Group has caused or contributed to adverse human rights impacts through its business activities, products, or services, we will engage in good faith with affected stakeholders and work to remedy the business activities that gave rise to those impacts. Furthermore, where the YKK Group's business activities, products, or services are found to be directly linked to adverse human rights impacts through a business relationship, or where such a linkage is suspected, we will seek to enable remediation through engagement with the relevant parties. We will also work to establish effective mechanisms through which stakeholders can raise concerns or grievances, including internal and external reporting channels accessible to individuals who have experienced or may be at risk of adverse human rights impacts, and we will strive to resolve issues and provide appropriate remedy.

● Ensuring Transparency and 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.

The YKK Group will continue to enhance the initiatives set forth in this Policy by responding appropriately to changes in its business activities and operating environment, with the aim of understanding, addressing, and improving the human rights impacts of its business from the perspective of affected stakeholders.

● Continuous Commitment to 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.

FY2025 Initiatives

YKK has established the YKK Group Human Rights Policy and promotes initiatives aimed at respecting human rights and identifying and remediating potential human rights risks. In addition, under the YKK Global Criteria of Compliance (YGCC), which incorporates human rights requirements, we conduct self-assessments and on-site audits at all applicable locations. We also continuously identify and assess human rights risks through CSR assessments of suppliers and other business partners, and work to address identified issues through corrective actions and risk mitigation measures.

In response to increasing demand for working hour management, we formulated a stricter working hour management policy in FY2023 in accordance with international standards. In FY2024, we completed the establishment of a weekly working hours management system at all manufacturing sites within the Fastening Business. For FY2025, in light of changes in the social and business environment, we have reviewed risks that could lead to human rights violations and revised the assessment targets and criteria for the YGCC.

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 core labor standards 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	FY2021	FY2022	FY2023	FY2024	FY2025
YGCC third-party audits performed	numbers	9*	16	14	24	21

* 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: FY2025

	Region	East Asia	Americas	EMEA	ASAO	China
YGCC third-party audits performed	numbers	2	3	6	9	1
Number of self-assessments performed	numbers	4	7	18	12	7

Grievance Mechanisms

The YKK Group regards its grievance mechanism as a key component of its human rights initiatives, serving as a means to identify human rights risks and address adverse impacts that have been identified. 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

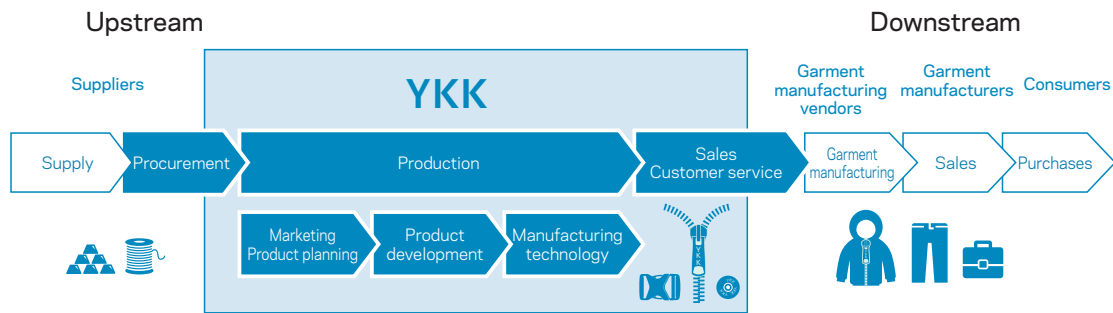
Fundamental Approach

The YKK Group adopted the following Procurement Policy to fulfill its social responsibilities across the entire supply chain.

YKK Group Procurement Policy

Under the YKK Philosophy of the CYCLE OF GOODNESS®, we conduct our business based on the belief that corporations are integral members of society and can sustain their existence only through harmonious coexistence with it. We believe that a company's value is recognized by society when it shares the benefits it creates. This philosophy reflects the principle that true prosperity cannot be achieved without contributing to the prosperity of others. Through innovation, ingenuity, and sound business development, we seek to create mutual prosperity that benefits our customers, business partners, and society at large. We view these efforts as a direct expression of our commitment to corporate social responsibility.

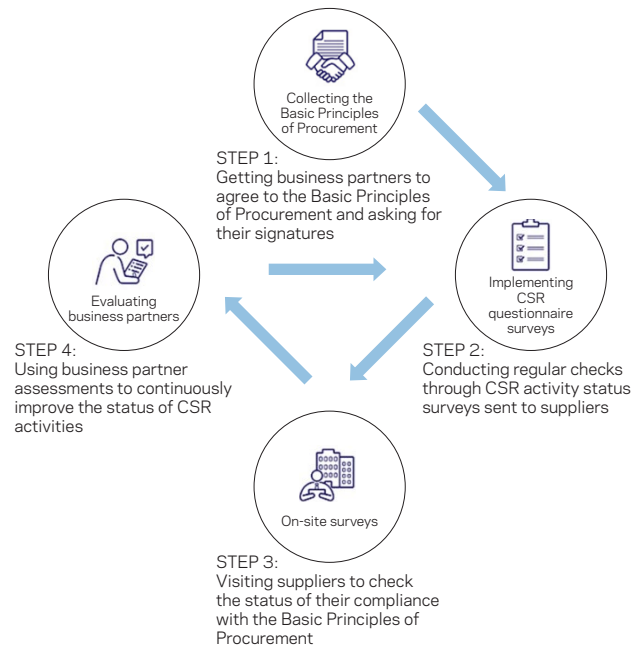
YKK Supply Chain (illustration)



CSR Procurement and Requests to Business Partners

YKK is pushing forward with initiatives across the entire supply chain, in addition to our own activities, with the aim of achieving the targets set out in the YKK 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 our 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 to 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

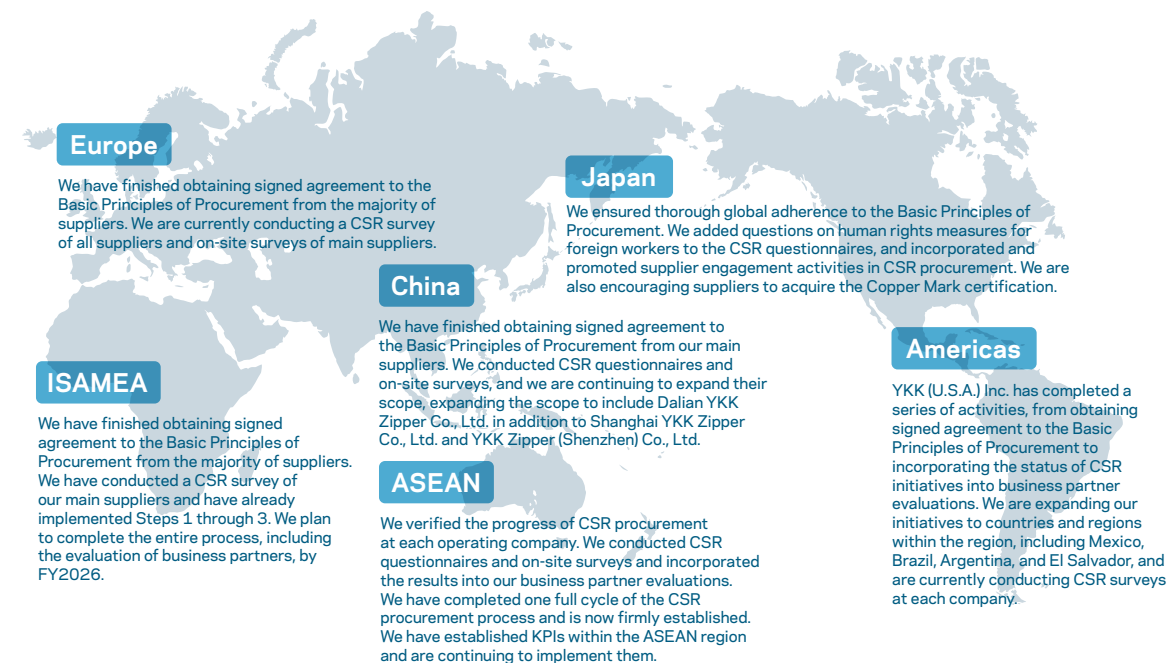
FY2025 Initiatives

In the Fastening Business, we promote CSR procurement to fulfill our social responsibilities across the entire supply chain. Through every stage, from raw materials to finished products, we work to procure materials free of hazardous substances, products manufactured through appropriate production processes and labor environments, and materials that help reduce carbon footprints and promote 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 aim to fulfill our social responsibilities together with them.

Since FY2022, we have also strengthened supplier engagement activities and have been working to build cooperative relationships with our business partners to achieve the targets set under the five themes of the YKK Sustainability Vision 2050: climate change, material resources, water resources, chemical management, and respect people. To further promote the collection of carbon footprint information and the adoption of low-CO₂ and recycled materials, we have expanded the scope of business partners covered by memoranda incorporating climate-change requirements. We are also promoting more detailed verification, including 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 CDP Supplier Engagement Leader

In CDP's 2025 Supplier Engagement Rating, YKK was selected for the Supplier Engagement Leaderboard for the fourth consecutive year. YKK was recognized as a global leader for its governance and targets to reduce greenhouse gas emissions across the entire supply chain, as well as for its collaborative initiatives with suppliers to reduce greenhouse gas emissions. In December 2025, YKK also received the highest rating of "A" for the third consecutive year in CDP's FY2025 climate change questionnaire. We will continue working to address climate change and contribute to the goals of the Paris Agreement, while ensuring transparent information disclosure.



Quality

Fundamental Approach

To provide new value that meets the needs of customers and society, we are committed to quality throughout the entire process, from development and manufacturing to sales and after-sales service. Across the Fastening Business worldwide, we have obtained ISO 9001 certification and continuously improve our quality management system. We have established global quality standards to provide our customers with products that consistently meet the same quality standards worldwide.

7th Mid-term Quality Activities

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

7th Mid-term YKK 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.” We will also provide exciting products and services that lead the industry.

Guidelines for Action

- Responding sensitively and sincerely to the voices of our customers and the needs 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 promote quality cost management and continuously leverage technology to improve and enhance quality-related processes, striving to achieve the highest quality at the lowest possible cost.
- To help ensure a prosperous society for future generations, we work to minimize the environmental impact of chemicals associated with our Fastening Business and contribute to the advancement of a sustainable society.

April 1, 2025
President, YKK Corporation
Koichi Matsushima

Status of Quality-Related Certifications

Certifications	Overview
ISO 9001 / ISO 14001 / ISO 45001 	YKK has obtained ISO 9001, ISO 14001, and ISO 45001 certifications at many of its business sites. * Please contact us for more information about the certification status of specific site.
OEKO-TEX® STANDARD 100 	OEKO-TEX® STANDARD 100 is a globally recognized certification for textile products that have passed rigorous testing for more than 350 hazardous substances (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 2025 Contest Held



Work by YKK Metal ve Plastik Ürünleri Sanayi ve Ticaret A.Ş.

At YKK, we have designated November as our annual Quality Month, and we promote a wide range of activities to raise awareness about quality. As part of this initiative, we set a theme each year and hold a contest in which we solicit entries from our global manufacturing sites with the aim of raising employee awareness. For FY2025, we assigned the topic “Exceeding Expectations and Building Trust Through Consistent Quality,” and following a global vote conducted across YKK sites, the work submitted by YKK Metal ve Plastik Ürünleri Sanayi ve Ticaret A.Ş. was chosen as the best out of 32 entries.

Quality Month Badge Design Contest Held



The award ceremony

To mark the start of the 7th Mid-term Business Plan, YKK held a badge design contest open to all employees during FY2025 Quality Month. Many employees from across departments and job categories participated, and the best design was selected through a vote. This design, which symbolizes the connection between people and the organization under ONE YKK, will serve as the symbol for Quality Month activities, helping to foster a company-wide culture of quality and driving future initiatives.

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	92 million yen
(2) Total amount of monetary and other financial benefits payable by the Company and its subsidiaries	161 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 and cannot be practically separated; therefore, 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 16 other companies are audited by certified public accountants or audit firms other than the company's accounting auditor (including persons holding equivalent qualifications in foreign jurisdictions) (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	Potential impact	Key mitigation measures
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	Business portfolio strategy failure	• A decline in business performance due to the misallocation of management resources across multiple business sectors	• Conducting thorough preliminary research and establishing a framework to ensure profitability • Ongoing monitoring by the Board of Directors of merger effects and the progress of business operations • Conducting a timely review of business strategy and organizational structure if the expected results are not achieved
3	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	Potential impact	Key mitigation measures
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	Unsuccessful capital investments	• Unsuccessful capital investments due to errors in business judgment 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. • Holding foreign currency only to the extent required for actual business needs • 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 Proper Transaction Act	• Exclusion orders, penalty payments, and criminal penalties for violations of laws such as the Competition Law and the Proper Transaction Act	• Communicating legal amendments throughout the organization • 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	• Financial and reputational damage resulting from violations of anti-bribery regulations	• 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 Channel 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-preparedness drills and emergency response training, and continuously reviewing the 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 Training

The YKK Group is promoting compliance training to prevent illegal and improper conduct before it occurs. In addition to delivering e-learning programs three times a year to all employees, we also provide tiered compliance training to new recruits (including mid-career hires), managers, employees who have been promoted, and executives. Compliance training for executives is held four times a year, with external experts such as lawyers, university professors, and consultants invited to deliver the sessions. The table below outlines the executive compliance training conducted in FY2025.

In addition, we distributed 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, 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 established the YKK Group Code of Conduct, which serves as a common standard of behavior for all YKK Group employees worldwide. We have also developed regional Compliance Books that translate the Code into specific actions employees should take and have distributed them to local employees in each region.

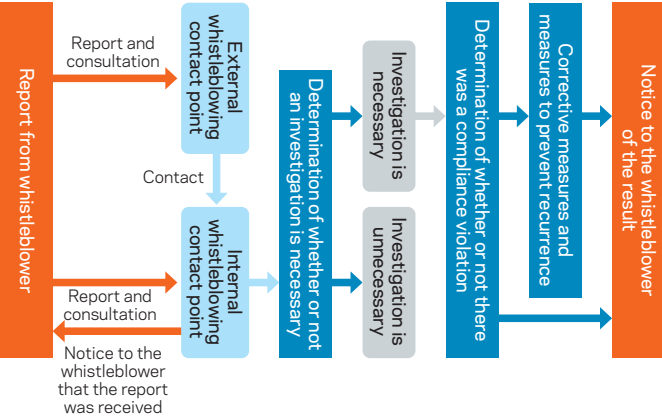
FY2025 Compliance Training for Executives

Schedule	Topic
April 22, 2025	Trump 2.0 and the Future of the International Economic Order: Enhancing Corporate Value in an Era of Geopolitical Risks
July 25, 2025	Amendments to the Subcontract Act and the Latest Developments in Competition Law in the Era of Passing Costs on to Customers
October 28, 2025	Compliance and Governance in the AI Era
January 27, 2026	Corporate Culture as a Form of Risk Management
	Constructive Feedback Which is Distinct from Power Harassment

Establishment of Contact Point for Internal Whistleblowing

The YKK Group has established a whistleblowing system to detect and address illegal activity at an early stage. Established in 2006, the whistleblowing system is currently usable by employees worldwide, and whistleblowers are guaranteed protection from dismissal or other adverse treatment. We confirm the level of awareness of the internal whistleblowing system through employee awareness surveys and are striving to maintain a structure for gathering employee feedback. In this column, we will outline the practical operation of the internal whistleblowing system, drawing on past internal case studies (as examples).

Internal Whistleblowing System Mechanisms



Whistleblowing Cases Reported (FY2025) *Fastening Business and other Businesses, etc. Unit: Cases

Region	Labor	Power harassment	Sexual harassment	Accounting fraud	Illegal transactions	Other	Total
East Asia	32	41	6	1	1	24	105
Americas	25	24	1	0	1	8	59
EMEA	10	0	1	0	0	1	12
ASAO	4	24	4	3	2	11	48
China	24	6	0	0	5	5	40
Total	95	95	12	4	9	49	264

COLUMN

Internal Whistleblowing System Case Studies

Case Study 1: Power Harassment

[Reception of whistleblowing report]

An employee, using their real name, reported via the Internal Whistleblowing Channel (website) that they had received a one-sided verbal reprimand in a harsh tone from a senior manager in a different department. Via the secretariat, the person who filed the report was notified that the report had been received.

[Conducting the investigation]

The secretariat reviewed the details of the report and decided to conduct an investigation, then requested the investigators appointed for each business to verify the facts. The lead investigator conducted interviews with the person who filed the report, the person alleged to have made the verbal reprimand, and others involved in this matter, such as those present at the time, and thoroughly reviewed the information submitted (including emails and internal documents). As a result, the investigators determined that although the person alleged to have issued the verbal reprimand had no intention of harassing the person who made the report, their conduct may have constituted power harassment as defined in the company's internal regulations.

[Corrective measures]

Based on the findings set out above, the person who issued the verbal reprimand was required to read the recommended literature and submit a report, in addition to taking appropriate measures in accordance with internal regulations.

[Communication with the person who filed the report]

We informed the person who made the report that the matter had been resolved.

[Prevention of recurrence]

After omitting specific details, the timing of the incident, the name of the department involved, and any other information that could identify the individuals involved, we posted an overview and the measures taken on the internal bulletin board. We have implemented company-wide measures to prevent a recurrence and concluded our handling of this matter.

Case Study 2: Improper Dealings with a Government Agency

[Reception of whistleblowing report]

An anonymous report was received via a whistleblowing channel set up at an external law firm. The report alleged that a certain employee had given money or gifts to an administrative agency and provided expensive hospitality to officials in order to commence business dealings with that agency. The law firm that received the report shared the details of the report with the secretariat, and the person who filed the report was notified that the report had been received.

[Conducting the investigation]

The secretariat reviewed the details of the report and decided to conduct an investigation, then asked the lead investigators appointed for each business to verify the facts. Although the lead investigator requested that the person who filed the report provide detailed information and cooperate with an interview, no reply was received. The lead investigator reviewed payment records, including those for entertainment and hospitality expenses and donations, as well as gift application records based on internal procedures. However, no facts corresponding to the allegations made in the report were confirmed.

[Communication with the person who filed the report]

When we contacted the person who filed the report about the investigation findings, they informed us that they wished to have the investigation carried out again. In order to verify the facts regarding the individual who filed the report, the secretariat contacted them to request their cooperation in attending interviews with relevant parties, including themselves, and in providing relevant documentation. Although we sent several reminders, we received no reply and were therefore compelled to temporarily close this case.

Intellectual Property Management

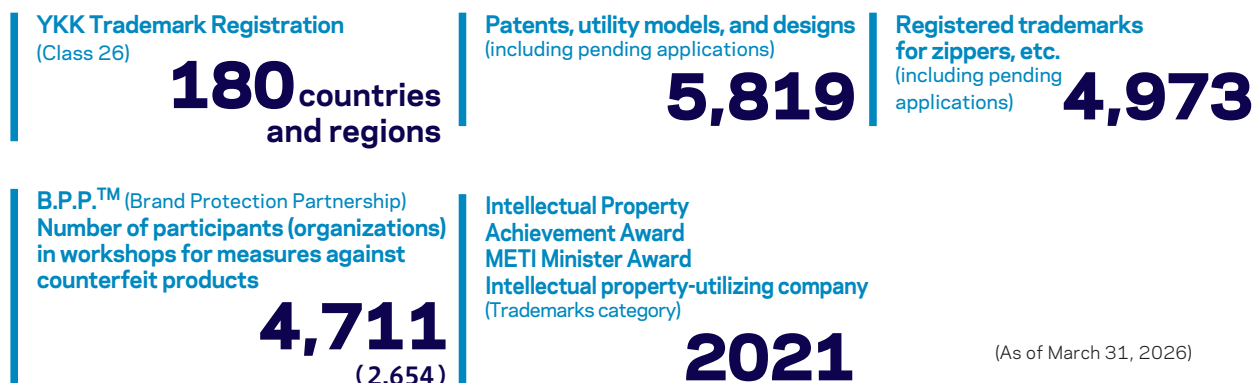
Fundamental Approach and System

YKK conducts intellectual property activities on a global basis as part of its business activities. Intellectual Property Department sites are located at the Kurobe Manufacturing Center, as well as in China, Vietnam, the U.K., and the United States. This structure enables the Intellectual Property Department to support business and development functions and contribute to business operations in every country and region where YKK operates.

Under this system, in the event, for example, that an invention is created at a development site somewhere in the world, it is promptly reported to the Patent Review Committee in Japan and the optimal rights are secured in accordance with YKK business strategy. In addition, when enforcing rights against a patent infringer or company making counterfeit products, etc., the Intellectual Property Department in each country/region collaborates with the business division to devise measures concurrently for the country where the violating items were manufactured and the country in which they were distributed. This is to ensure that customers purchase authentic YKK products, etc. Moreover, with the Trademark Committee in Japan taking the lead, we manage and operate product trademarks including NATULON® and AcroPlating®, according to standardized Group rules so as to increase value from the perspective of the intellectual property under the YKK brand.

In addition, to effectively promote measures against counterfeit products, we have established a Brand Counterfeit Product Countermeasures Committee in the company. We also partner with customers and many other companies and organizations outside the company to operate a Brand Protection Partnership (B.P.P.™), a forum for sharing information and exchanging views on anti-counterfeiting measures.

Status of Trademarks/Patents



(As of March 31, 2026)

COLUMN

Public-Private Partnerships for Intellectual Property Protection: Participating in the Campaign to Eradicate Counterfeit Goods

In March 2026, YKK took part in the “Campaign to Eradicate Counterfeit Goods” organized by Tokyo Customs, distributing a total of 500 sets of leaflets and promotional items to passersby in Akihabara, Tokyo. On the day of the campaign, we collaborated with the Japan Patent Office and other companies and organizations to raise awareness, through a joint public-private effort, of the risks associated with counterfeit goods and how to choose genuine products. People of all ages stopped to take a look at the venue, with young people in particular showing a great deal of interest. YKK regards anti-counterfeit measures as a vital initiative for safeguarding and nurturing a market environment in which authentic YKK products are chosen correctly. We will continue to work to maintain and enhance our brand value and achieve sustainable business growth in collaboration with relevant organizations.



Employees from the YKK Trademark Group who participated in the campaign

Organization Memberships/Initiatives, etc. (As of May 31, 2026)

Cascale (formerly known as the Sustainable Apparel Coalition)

Cascale is an apparel organization, which YKK joined in 2018, that works to reduce the impact 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 to improve the 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 action goal 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 non-governmental organization (NGO) 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 obtained SBTi verification of our long-term targets of reducing GHG emissions by 90% for Scope 1 and 2 emissions and 90% for Scope 3 emissions (both compared with 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.

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 and effectively manage more than 30% of land and sea areas as healthy ecosystems 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

YKK endorsed and signed a business statement led by Business for Nature, an international coalition advocating comprehensive corporate action to halt and reverse nature loss and protect ecosystems. The statement, presented at the 15th meeting of the Conference of the Parties (COP15) to the United Nations Convention on Biological Diversity (CBD) in 2022, called for the adoption of mandatory requirements for companies and other organizations to assess and disclose their impacts and dependencies on biodiversity by 2030.

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 realize carbon neutrality and societal transformation 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 realize a sustainable decarbonized society. 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-Circulating Economy Strategy” which was formulated in March 2023. YKK became a participating company in November 2024.

Policy Hub - Circularity for Apparel and Footwear

The Policy Hub is an initiative launched in 2019 through a collaboration between Cascale, GFA, and FESI. While leveraging the diverse expertise of members across the entire textile value chain, the Policy Hub conducts in-depth technical analyses of textile circularity. Through policy recommendations, it aims to shape European policies that are both feasible and ambitious while reflecting the realities of textile industries. YKK joined the Policy Hub in February 2026.

ZDHC (Zero Discharge of Hazardous Chemicals)

ZDHC is an international organization focused primarily on the textile and apparel industries, with the goal of eliminating hazardous chemical substances from manufacturing processes and ensuring the proper management of chemicals. Its members include global apparel brands, companies involved in the supply chain, and testing organizations. YKK joined ZDHC as a signatory supplier in May 2026.

Awards and Achievements

Please see news releases on our website for more details.
https://www.ykk.com/english/newsroom/g_news/2025/

Award Date	Name of award and reason	Recipient	Awarding organization
April 2025	Top 20 High-Growth Companies with Outstanding Contributions	Shanghai YKK Zipper Co., Ltd.	People's Government of Pudong New Area
June 2025	2025 TBHN Supplier Meeting Outstanding Cost Performance Awards	YKK Vietnam Co., Ltd.	Toyota Boshoku Hanoi Co., Ltd. (TBHN)
July 2025	Selected as a CDP Supplier Engagement Leader (2024)	YKK	CDP
July 2026	FY2025: Certificate of Appreciation from the Governor of Toyama Prefecture to Organizations Cooperating in the Promotion of Blood Donation Campaigns	YKK Furumido Plant	Toyama Prefecture
August 2025	19 th Kids Design Award (QuickFree® click-TRAK® Magnetic)	YKK	NPO Kids Design Association
September 2025	YKK Fastening Awards 43 rd Mainichi Fashion Grand Prix “People’s Choice Award”	YKK	Organizer: The Mainichi Newspapers Co., Ltd. Sponsor: Ministry of Economy, Trade and Industry
September 2025	Selected as a top 500 company in Shenzhen for 2025 (#324)	YKK Zipper (Shenzhen) Co., Ltd.	Shenzhen Enterprise Confederation/ Shenzhen Entrepreneur Association
September 2026	Award for Organizations Which Contribute to Traffic Safety National Award for Outstanding Road Safety Organizations	YKK Kurobe Manufacturing Center	Cabinet Office, Toyama Prefecture
October 2025	FY2025 Economic Contribution Award	Shanghai YKK Zipper Co., Ltd.	Minhang Economic and Technological Development Zone, Shanghai
October 2025	Chosen as a Green Company	YKK Zipper (Shenzhen) Co., Ltd.	Shenzhen Surface Engineering Association
October 2025	PASSIVETOWN™ 5 th Block wins Ministry of Agriculture, Forestry and Fisheries Award in a Competition for the Promotion of Wood Use	YKK Real Estate Co., Ltd.	Japan Council for Advancement of Timber Utilization
October 2025	Certified as an AEO High-Level Enterprise	Dalian YKK Zipper Co., Ltd.	Dalian Customs, People's Republic of China
October 2025	One of the top 500 manufacturing enterprises in Guangdong Province in 2025, according to the Guangdong Manufacturers Association (#187)	YKK Zipper (Shenzhen) Co., Ltd.	Jinan University Institute of Industrial Economics, Guangdong Manufacturers Association, Guangdong Provincial Development and Reform Research Institute
November 2025	China Customs Trade Sentiment Survey: Import Sample Enterprise TPI-I-53-174-2025	YKK Zipper (Shenzhen) Co., Ltd.	General Administration of Customs of the People's Republic of China
December 2025	ISPO Textrends Awards ・3D Composite Puller wins Best Product in the Accessories category ・YKK’s NATULON Plus® Fiber Sourced™ Zipper with Recycled PET Open Parts is chosen as a top-five item in the Accessories category	YKK	ISPO
December 2025	Great Place to Work Certification - HR Policies and Employees' Voice	YKK Portugal - Acessorios Para Vestuario LDA.	Great Place to Work
December 2025	Best Employers 2025	Shanghai YKK Zipper Co., Ltd.	Hroot
December 2025	National (Shenzhen) Outstanding Enterprise with Foreign Investment Green Carbon Reduction Promotion Award (FY2024-2025)	YKK Zipper (Shenzhen) Co., Ltd.	Shenzhen Association of Enterprises with Foreign Investment
December 2025	National (Shenzhen) Outstanding Enterprise with Foreign Investment Compliance Construction Promotion Award (FY2024-2025)		
December 2025	National (Shenzhen) Outstanding Enterprise with Foreign Investment Harmonious Labor Relations Promotion Award (FY2024-2025)		

Award Date	Name of award and reason	Recipient	Awarding organization
December 2025	National (Shenzhen) Outstanding Enterprise with Foreign Investment Double Excellence Enterprise Award (FY2024)	YKK Zipper (Shenzhen) Co., Ltd.	Shenzhen Association of Enterprises with Foreign Investment
December 2025	National (Shenzhen) Outstanding Enterprise with Foreign Investment Chosen as a Top Ten Tax-Paying Company in Shenzhen (FY2024)		
December 2025	Women's Day Dancing Competition – Western Dancing and Creative Dancing	YKK Lanka (Private) Limited	Board of Investment of Sri Lanka
December 2025	YKK receives CDP 'A List' Rating for Climate Change	YKK	CDP
January 2026	Outstanding Taxpayer of Dong Nai Province in 2024	YKK Vietnam Co., Ltd. Nhon Trach Factory	The Dong Nai Provincial Tax Department
March 2026	National-Level Green Factory	Dalian YKK Zipper Co., Ltd.	Ministry of Industry and Information Technology of the People's Republic of China
March 2026	YKK Chosen as a Certified Health & Productivity Management Outstanding Organization ("White 500" in 2026)	YKK	Ministry of Economy, Trade and Industry and the Nippon Kenko Kaigi (Japan Health Council)
March 2026	Revived Replacement Elements for VISLON® won the iF Design Award 2026	YKK	iF Design Foundation
March 2026	Great Place to Work and Recognized as the 3 rd Best Workplace in Sri Lanka	YKK Lanka (Private) Limited	Great Place to Work - Sri Lanka
April 2026	Best Employer Award KWSP Johor 2025	YKK (Malaysia) SDN BHD	KWSP Negeri Johor
April 2026	Outstanding Enterprise at Import-Export Business Conference	YKK Vietnam Co., Ltd. Dong Van Factory	Ninh Binh Provincial People's Committee
April 2026	Red Dot Award in the Product Design category (3D Composite Puller)	YKK	Red Dot GmbH & Co. KG
May 2026	Selected as a CDP Supplier Engagement Leader (2025)	YKK	CDP

YKK, YKK Little Parts. Big Difference., YKK \ap, CYCLE OF GOODNESS, AcroPlating, ADVANCEN, AiryString, AquaGuard, B.P.P., click-TRAK, CONCEAL, ECO-DYE, EXCELLA, Fiber Sourced, GreenRise, indios, METALUXE, NATULON, NATULON Plus, Ocean Sourced, PROSEAL, QuickFree, Quicklon, TouchLink, VISLON, YZIP, zip TO zip, Zippilot 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 2026	CDP2025
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 2026	CDP2025
a) Describe the climate-related risks and opportunities that the organization has identified over the short, medium, and long term.	• 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 2026	CDP2025
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 2026	CDP2025
a) Disclose the metrics used to assess climate-related risks and opportunities in line with the organization's 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