

Data Section

Contents

List of Companies and Reporting Period/Scope	60
Environment	61
Environmental Management	61
Climate Change	63
[Reference] Information Disclosure Based on TCFD Recommendations	67
Material Resources	70
Water Resources	73
Chemical Management	75
Biodiversity	76
Environmental Contribution Activities	78
[Reference] Fastening Business and Other Businesses Related to Business Operations (Japan)	79
Social	82
Human Resources and Hiring	82
Talent Development	83
Diversity & Inclusion	84
Occupational Health and Safety	86
Health and Productivity Management	88
Human Rights	89
Supply Chain Management	91
Quality	93
Governance	95
Corporate Governance	95
Risk Management	96
Compliance	97
Intellectual Property Management	99
Organization Memberships/Initiatives, etc.	100
Awards and Achievements	102
TCFD Comparison Table	104

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.	Bluciad 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).

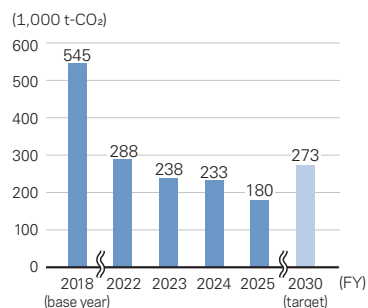
Changes in CO₂ emissions

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.

Scope 1 and 2

* Calculated using the YKK Group GHG calculation rules (CO₂ conversion factor fluctuation of electricity)

Unit: 1,000 t-CO₂



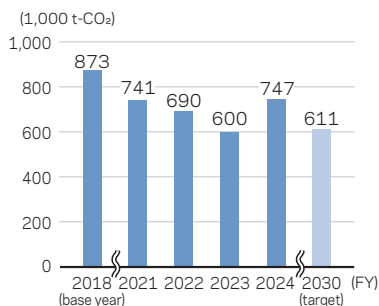
CO₂ emissions in FY2025 were reduced by 67.1% compared to the base year of FY2018

	2018	2022	2023	2024	2025
Japan	77	37	36	40	10
Americas	41	30	26	26	24
Europe	27	19	16	14	13
ISAMEA	45	26	14	13	12
ASEAN	225	159	130	125	106
China	129	16	16	16	15

Scope 3

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

Unit: 1,000 t-CO₂



CO₂ emissions in FY2025 were reduced by 19.2% compared to the base year of FY2018

	2018	2022	2023	2024	2025
Japan	232	163	155	193	175
Americas	107	81	55	57	44
Europe	41	40	38	41	39
ISAMEA	57	49	49	61	65
ASEAN	239	191	165	205	210
China	198	167	138	166	173

* Note that GHG emissions performance from FY2021 to 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.

For details on the scope of verification, please refer to the verification report.

<https://www.ykk.com/english/csr/eco/report/verification/>

GHG emission reduction targets, including Scope 2 GHG emissions, use market-based emissions.

Breakdown of CO₂ Emissions Across All Supply Chains ^(FY2025 results in six regions)

Unit: 1,000 t-CO₂

		Region Total	Japan	Americas	Europe	ISAMEA	ASEAN	China
Scope 1	Direct emissions from fuels burned on-site, etc.	70	8	8	12	9	21	12
Scope 2	Indirect emissions from purchased power and the use of heat	110	2	15	1	3	85	3
Scope 3	Category 1 Purchased Goods and Services	414	109	22	11	22	136	115
	Category 2 Capital Goods	140	52	6	14	17	28	22
	Category 3 Fuel- and Energy-Related Activities Not Included in Scope 1 and Scope 2	22	1	4	2	2	11	2
	Category 4 Upstream Transportation and Distribution	42	3	4	6	9	10	10
	Category 5 Waste Generated in Operations	1	0	0	0	0	0	0
	Category 6 Business Travel	4	1	0	1	0	0	0
	Category 7 Employee Commuting	14	6	1	1	1	4	1
	Category 8 Upstream Leased Assets	–	–	–	–	–	–	–
	Category 9 Downstream Transportation and Distribution	–	–	–	–	–	–	–
	Category 10 Processing of Sold Products	0	0	0	0	0	0	0
	Category 11 Use of Sold Products	–	–	–	–	–	–	–
	Category 12 End-of-Life Treatment of Sold Products	69	3	6	4	14	20	23
	Category 13 Downstream Leased Assets	–	–	–	–	–	–	–
	Category 14 Franchises	–	–	–	–	–	–	–
	Category 15 Investments	–	–	–	–	–	–	–
	Other	–	–	–	–	–	–	–
Scope 3 Total		706	175	44	39	65	210	173
Scope 1, 2, and 3 Total		885	185	68	52	77	315	189

* Calculated using the YKK Group GHG calculation rules (CO₂ conversion factor fluctuation of electricity) and the Scope 3 calculation method noted later

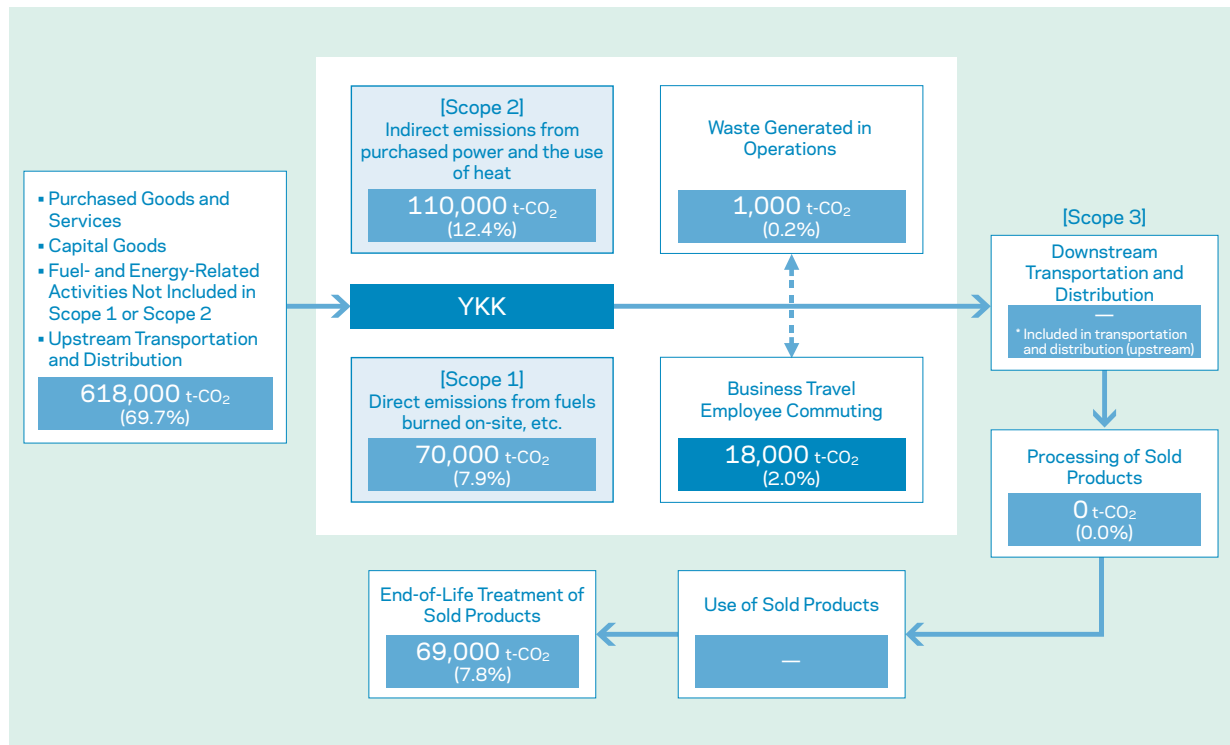
Scope 3 Calculation Method (Amount of Activity x Emission Intensity)

Categories		Calculation method	
		Amount of activity	Emission intensity
Category 1	Purchased Goods and Services	Weight of purchased raw materials	Intensity database ^(*1, *3)
Category 2	Capital Goods	Equipment investment value of capital goods	Intensity database ^(*1)
Category 3	Fuel- and Energy-Related Activities Not Included in Scope 1 and Scope 2	Amount of energy (electricity and fuel) consumption	Intensity database ^(*1, *2)
Category 4	Upstream Transportation and Distribution	Cargo owner's procurement ton-kilometers	Intensity database ^(*1, *2)
Category 5	Waste Generated in Operations	Amount of processed waste materials per type	Intensity database ^(*1, *2)
Category 6	Business Travel	Transportation allowance per transportation means	Intensity database ^(*1)
Category 7	Employee Commuting	Transportation allowance per transportation means	Intensity database ^(*1, *2)
Category 8	Upstream Leased Assets	We excluded emissions associated with the operation of the leased assets because they were included in Scope 1 and 2.	
Category 9	Downstream Transportation and Distribution	Transportation to customers is outsourced by YKK and is accounted for under Category 4 (Upstream Transportation and Distribution); therefore, emissions are not reported under Category 9.	
Category 10	Processing of Sold Products	Processing of Sold Products	Emission intensity per unit of production in YKK manufacturing processes
Category 11	Use of Sold Products	We excluded this because there are no use-stage emissions from the products we sold.	
Category 12	End-of-Life Treatment of Sold Products	Amount of production (weight)	Intensity database ^(*1, *3)
Category 13	Downstream Leased Assets	We excluded this because we do not lease to others.	
Category 14	Franchises	We excluded this because we do not preside over franchises.	
Category 15	Investments	This category is excluded because YKK does not engage in investments for speculative purposes.	
	Other	We excluded this because it is optional.	

*1 "Emission Intensity Database for Calculating Greenhouse Gas Emissions for Organizations through Supply Chains (Ver. 3.4)"

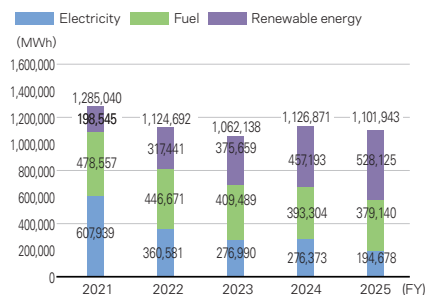
*2 "LCI Database IDEAv2 (for Calculating Greenhouse Gas Emissions for Supply Chains)"

*3 "GaBi Database"

CO₂ Emissions in Supply Chains (FY2025 Results)

Unit: MWh

Changes in Energy Consumption



		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.

COLUMN

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.

[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

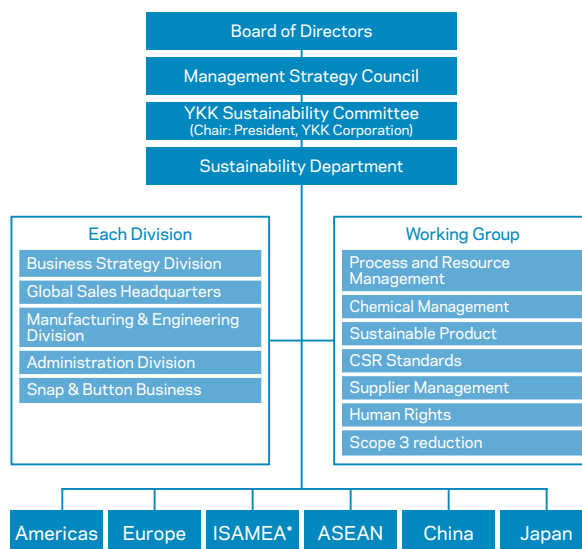
The YKK corporate governance system essentially consists of the Board of Directors, which carries out decision-making and supervisory functions related to management policies and other important matters, and the Audit & Supervisory Board, which carries out auditing functions. We have also introduced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



* India/South Asia/Middle East/Africa

Strategy

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

	Type	Financial impact on business	Response
Transition risk	Current regulation	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.
	Reputation	A delay in climate change-related initiatives comes with the risk of harming the reputation of YKK with its main sustainability-oriented customers worldwide. In addition, setting forth goals and visions without actual substance could be perceived as "greenwashing."	We formulated and announced the YKK Sustainability Vision 2050 and have laid out and are engaging in specific initiatives to reduce GHG emissions and increase the use of renewable energy. Each year, we disclose their progress on our website.
Physical risk	Acute	There is also the risk of harmful effects on health and the environment around our factories in the event that hazardous substances leak from YKK manufacturing bases damaged by more frequent and severe flooding due to the rising global temperature.	We see flood damage as one major risk that would have a severe impact on corporate management. Water damage guidelines were formulated in FY2020 to clarify policies to minimize this damage. These guidelines primarily pertain to Japan. With reference to local hazard maps and risk survey results, the policies define flooding, evacuation, and other soft measures to carry out in order to reduce and prevent damage to any facilities in flood zones.
	Chronic	There are also risks of declining profits due to higher air conditioning costs at YKK factories and skyrocketing raw material prices driven by the rising average temperature worldwide.	We are developing technologies to reduce our running costs and manufacturing costs by introducing energy-efficient air conditioning systems. At the same time, we are working to establish systems that enable us to secure raw materials and supplies at optimal prices and in optimal quantities, while keeping an eye on global economic trends.
Opportunity	Energy source	YKK can expand product sales by proactively adopting renewable energy and meeting customer demands.	We have 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

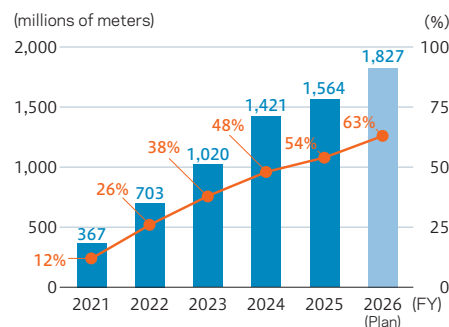
Resources are crucial for *monozukuri* (manufacturing) companies, but the amount available is limited. As a foundation for sustainable business management, YKK is promoting optimization of the way we use material resources in order to bring about a circular society. Specifically, we research and promote 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

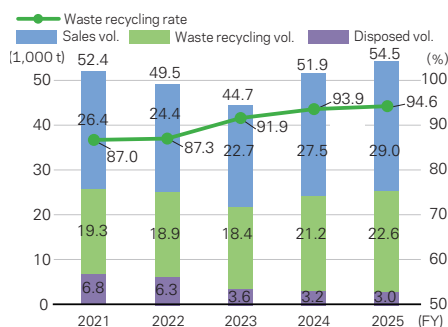
In the YKK Sustainability Vision 2050, YKK has set the target of increasing the recycling rate to 90% by 2030. In FY2025, our volume of waste increased to 105.7% of the FY2018 level due to the sale of factory demolition debris in Kurobe. However, thanks to a combination of thorough waste separation by 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

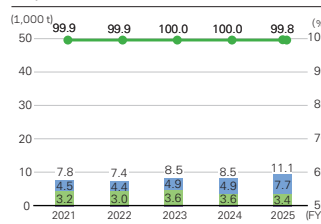
■ Sales volume ■ Proportion



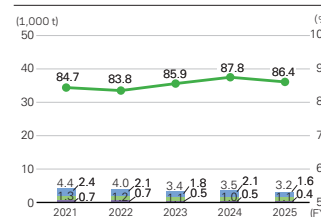
Changes in Waste Emissions/ Waste Recycling Rates



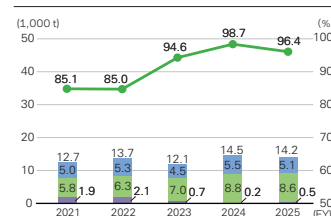
Japan



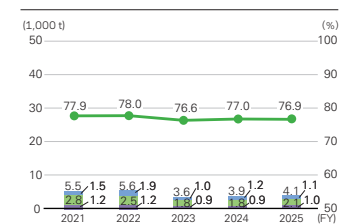
Europe



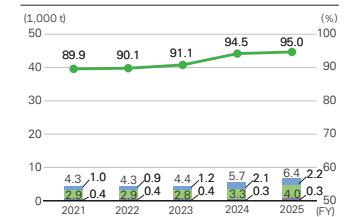
ASEAN



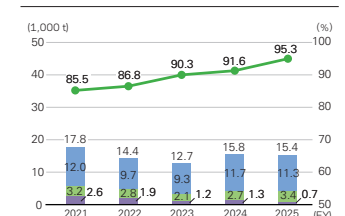
Americas



ISAMEA



China



COLUMN

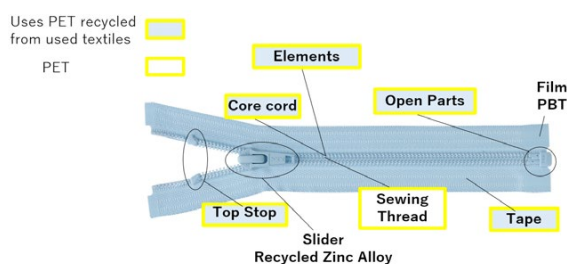
Chosen as a Top-Five Item in the Accessories Category at the ISPO Textrends Awards

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

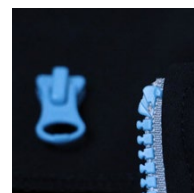
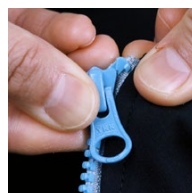
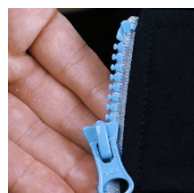
With the goal of extending the lifespan of products that use zippers, YKK offers the Revived Renewal Series, which is designed to make zipper repairs easier; at present, four items in the series are available. For this series, we take two approaches products designed from the outset to facilitate easy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

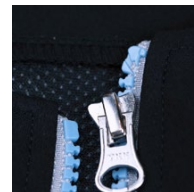
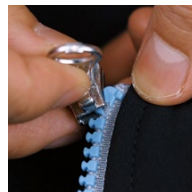
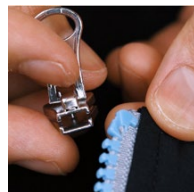
Revived Top Stop

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

Detachment



Attachment



COLUMN

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

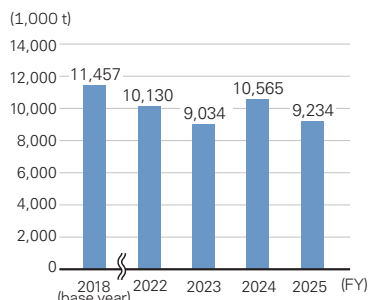
We set an environmental target of reducing water withdrawal intensity by 2% year on year and conducted related improvement activities. We continued to upgrade production equipment to models that use less water in production processes, such as dyeing processes, and introduced new water recycling facilities. 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)

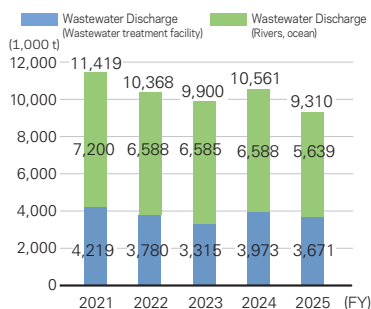
Unit: 1,000 t



* Review of past water withdrawal data in Japan

	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)



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

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

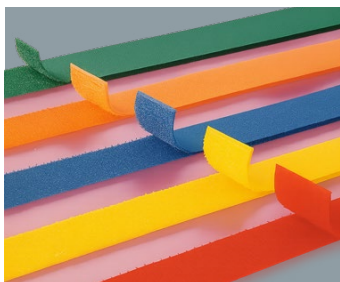
Every year, we revise the YKK Restricted Substance List (RSL), which is based on chemical substance regulations, laws, and industry standards related to fastening products, based on the needs of society and customers. In the newly revised 2025 edition, we conducted awareness and compliance surveys of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

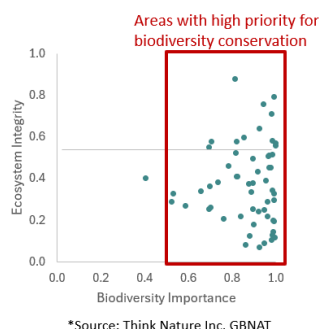
● Selection of Key Locations for Biodiversity Conservation Through Promotion of the LEAP Approach

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
	Biological survey	Region (rivers)	1	Assessment of the impact of industrial wastewater on aquatic organisms in rivers where wastewater is discharged by factories
Species preservation	Habitat restoration activities	Inside the factory	2	Conservation of protected species and the creation of habitats conducive to wildlife
	Pollinator conservation	Inside the factory	4	Conservation of pollinators (such as honeybees) that aid in plant pollination through beekeeping and planting
Awareness raising	Implementation of awareness-raising activities and education	Internal	5	Raising employee awareness of environmental conservation and biodiversity conservation
		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.

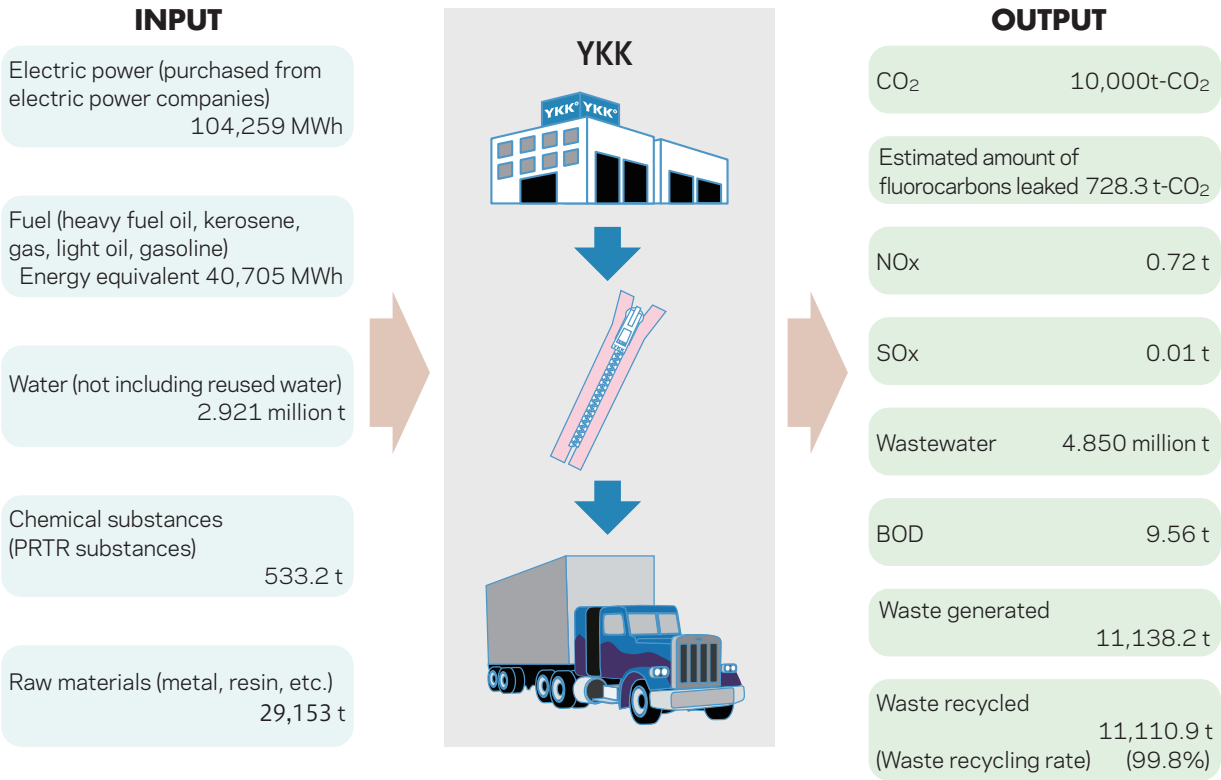
Moving forward, YKK Philippines Inc. will continue to participate in the FPIP's activities with the goal of bringing about a sustainable society, and we will carry out initiatives that encourage local children to think more deeply than before about the environment and safety.



(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/Nm ³)					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
	Tetrachloroethylene	0.01 or less	Below 0.001	Acceptable
Heavy metals	Cadmium	0.003 or less	Below 0.0003	Acceptable
	Cyanide	Not detected	Below 0.01	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.) Evening (7:00 P.M. to 10:00 P.M.)	65	55	52	50	Acceptable
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

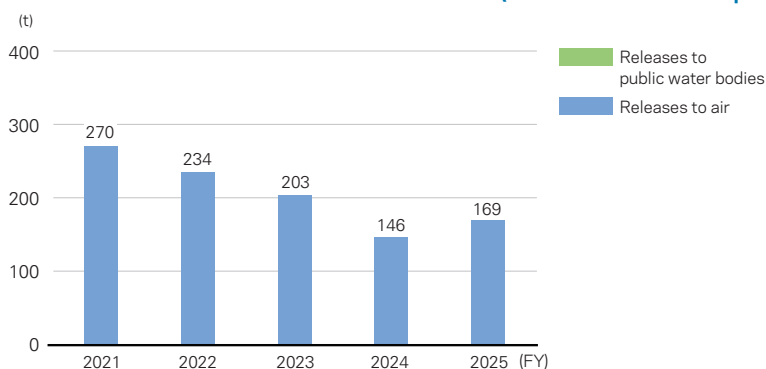
Substance number	Chemical Substance	Volume handled	Emissions				Transformed amount	Transfer amount		Amount consumed
			Releases to air	Releases to public water bodies	Soil emissions	Landfill volume		Waste materials	Sewage	
1	Zinc compounds (water-soluble)	1.10	Below 0.01	0.01	–	–	0.35	Below 0.01	–	0.74
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	$\frac{\text{Number of employees on leave due to industrial injuries}}{\text{Total actual working hours}} \times 1,000,000$				
Overseas	Annual rate per 1,000 (one day or more of absence from work) * Employees and dispatched workers	2.1	2.6	1.5	1.4	1.5
	* Accidents per 1,000: Percentage of occupational accidents per 1,000 workers per year	$\frac{\text{Number of employees on leave due to industrial injuries per year}}{\text{Average number of employees per year}} \times 1,000$				

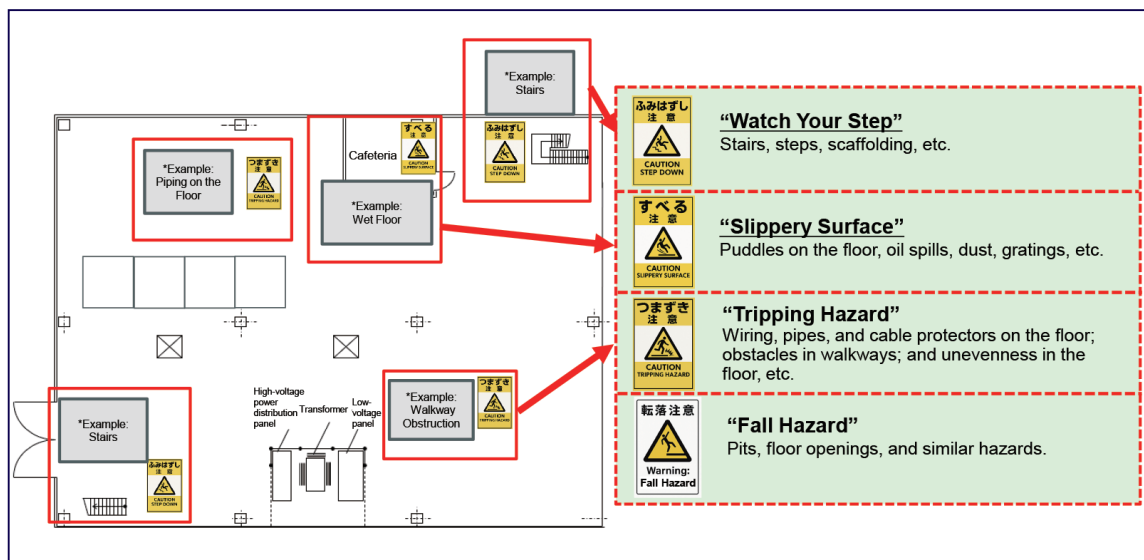
COLUMN

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

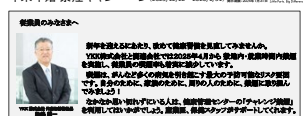
YKK Recognized as a 2026 Certified Health & Productivity Management Outstanding Organization (White 500)



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

年末年始 禁煙キャンペーン (2025/12/22～2026/1/31) 



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.

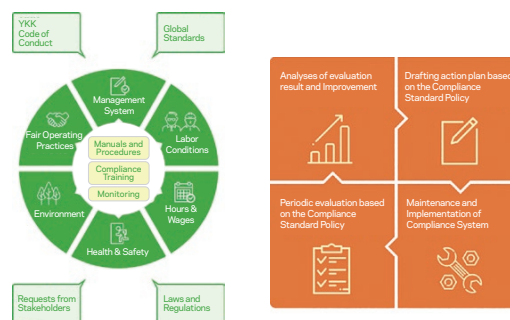
YKK Group Code of Conduct (entire text)
<https://www.ykk.com/english/philosophy/guidelines.html>

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

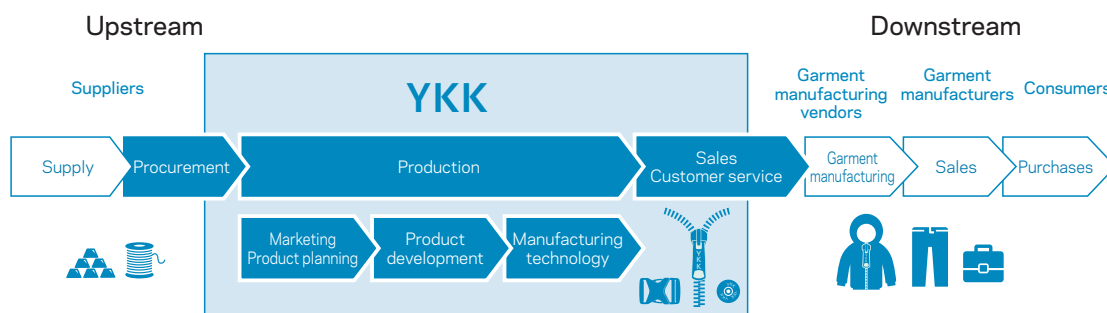
Fundamental Approach

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.

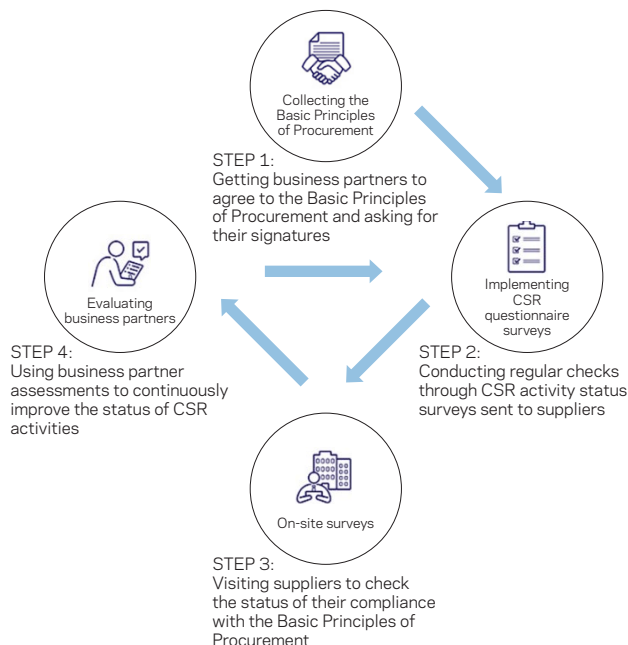
YKK Supply Chain (illustration)



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.

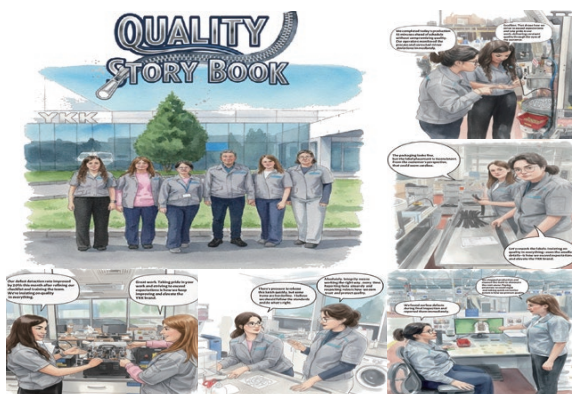
April 1, 2025
President, YKK Corporation
Koichi Matsushima

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.

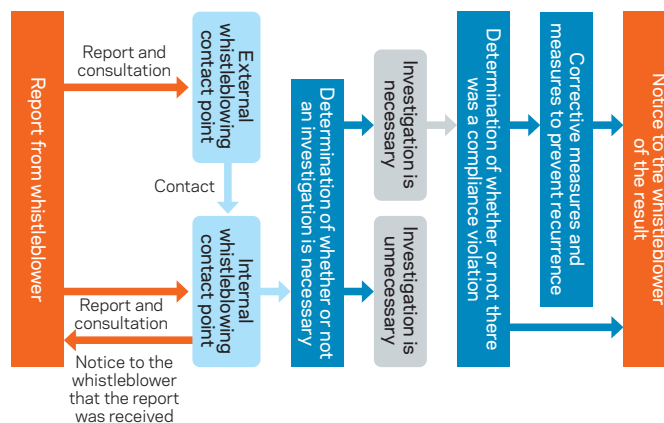
FY2025 Compliance Training for Executives

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

YKK Trademark Registration
(Class 26)

180 countries
and regions

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

5,819

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

4,973

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

4,711
(2,654)

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

2021

(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