

CYCLE OF GOODNESS®

"No one prospers without rendering benefit to others."



As an important member of society, a company survives through coexistence.

When the benefits are shared, the value of the company's existence will be recognized by society.

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

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

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

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

YKK MANAGEMENT PRINCIPLE

“YKK seeks corporate value of higher significance.”



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

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

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

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

YKK CORE VALUES

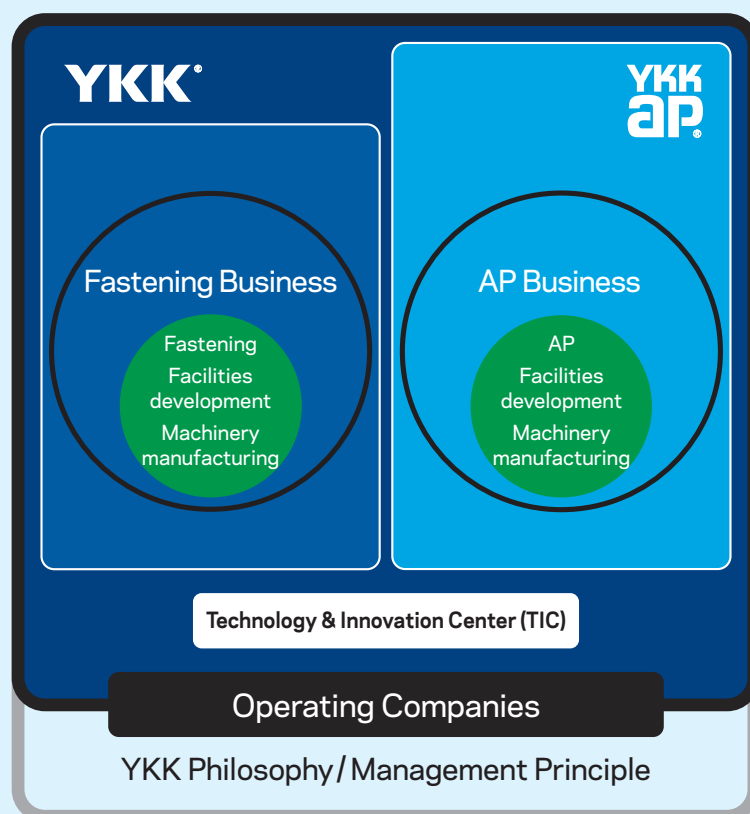
**Do not fear failure; experience builds success. /
Create opportunities for employees.**

Insist on quality in everything.

Build trust, transparency and respect.

YKK Group Management Structure

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



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

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

YKK Group Consolidated

Number of Group Companies and Employees

112 companies **45,363** employees

Net sales

920.2 billion yen

Operating income

55.2 billion yen

Fastening Business



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

Fastening Products / Snaps & Buttons Businesses

Number of Group Companies and Employees

67 companies **26,696** employees

Net sales

379.3 billion yen

Operating income

33.3 billion yen

Architectural Products (AP) Business



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

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

Number of Group Companies and Employees

28 companies **17,834** employees

Net sales

538.1 billion yen

Operating income

25.6 billion yen

Other Businesses



AGRO PECUARIA YKK LTDA.

YKK Rokko Corporation

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

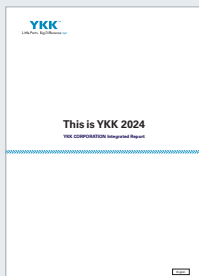
Number of Group Companies and Employees

18 companies **833** employees

(Note) Net sales and operating income are figures for the year ended March 31, 2024. Other figures are as of March 31, 2024.

Editorial Policy of the YKK CORPORATION Integrated Report “This is YKK 2024”

The YKK CORPORATION integrated report, “This is YKK 2024,” is an overview of management and business activities that are rooted in the CYCLE OF GOODNESS® YKK philosophy embraced by YKK from its founding to the present day. The report is focused around YKK’s Fastening Business.



Main Text of Report

We publish an integrated report on financial and non-financial information, such as an overview of long-term value creation, the medium-term management strategy toward sustainable growth, financial performance, and sustainability efforts.

Data Book

The Data Book is a collection of detailed data pertaining to the achievements of YKK’s sustainability-related activities and our ESG performance, as well as our financial affairs.

Environment

Environmental Management
Climate Change
Information Disclosure Based on TCFD Recommendations
Material Resources
Water Resources
Chemical Management
Biodiversity
Environmental Contribution Activities

Social

Human Resources and Hiring
Human Asset Development
Diversity & Inclusion
Industrial Health and Safety
Employee Health
Human Rights
Supply Chain Management
Quality

Governance

Corporate Governance
Risk Management
Compliance
Intellectual Property Management

Financial Information

Awards and Achievements

Report Scope

Financial Information

Disclosed for the YKK Corporation, its 109 subsidiaries, and two affiliated companies, accounted for using the equity method on a consolidated basis as the “Group,” and for each segment (Fastening Business, Architectural Products Business, Other Businesses)

Sustainability Vision / Environmental

- With the Fastening Business at the center, 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

Period Covered

FY2023 (April 1, 2023 to March 31, 2024)

* Includes some activities from outside this period

Reference Guidance

“Guidance for Collaborative Value Creation,”
Ministry of Economy, Trade and Industry (METI)
“International <IR> Framework,”
The International Integrated Reporting Council (IIRC)

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Other Disclosure Information (See Here for Details)

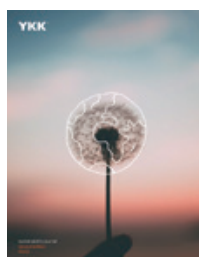
<Website>



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



<Sustainability Journal>



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



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