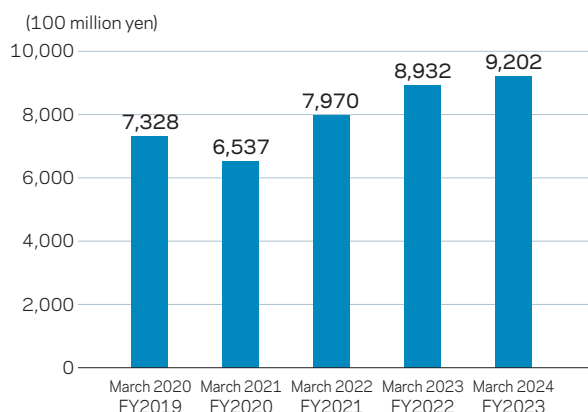


Consolidated Consolidated Financial Data of the YKK Group for the Past 11 Years

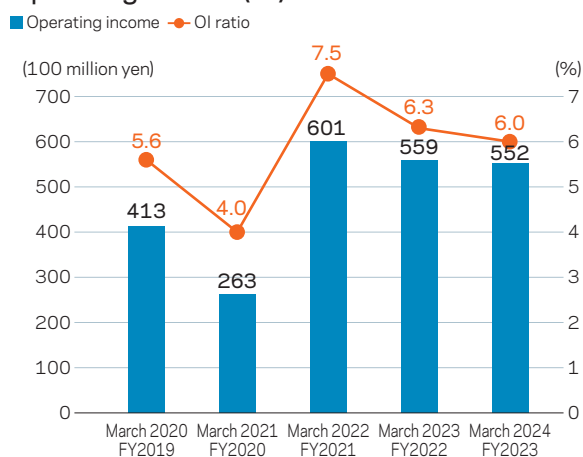
	Fiscal year Year ended	2013 March 2014	2014 March 2015	2015 March 2016
Net sales	(million yen)	696,929	721,037	741,935
Ordinary income	(million yen)	63,028	66,743	69,164
OI ratio	(%)	9.0	9.3	9.3
Net income attributable to owners of parent	(million yen)	66,022	69,720	70,988
Comprehensive income	(million yen)	44,908	46,978	44,646
Total net assets	(million yen)	70,447	81,416	(20,695)
Total assets	(million yen)	513,543	586,664	561,547
Net assets per share	(yen)	883,336	946,283	954,060
Net income per share	(yen)	417,986	477,438	456,991
Equity ratio	(%)	37,453	39,181	37,237
Return on equity	(%)	56.7	60.5	57.4
Net cash provided by (used in) operating activities	(million yen)	9.3	8.8	8.0
Net cash provided by (used in) investing activities	(million yen)	85,186	91,254	101,727
Net cash provided by (used in) financing activities	(million yen)	(60,708)	(65,976)	(95,252)
Cash and cash equivalents at the end of period	(million yen)	(3,784)	(4,379)	(4,359)
Employees		143,131	173,558	167,229
[The number in square brackets represent the average number of part-time employees not included in the number of regular employees.]		40,306 [6,828]	42,154 [5,738]	44,250 [5,390]

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

Net sales

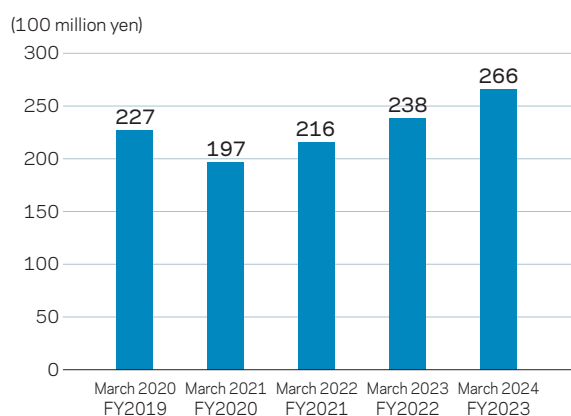


Operating Income (OI) and OI Ratio

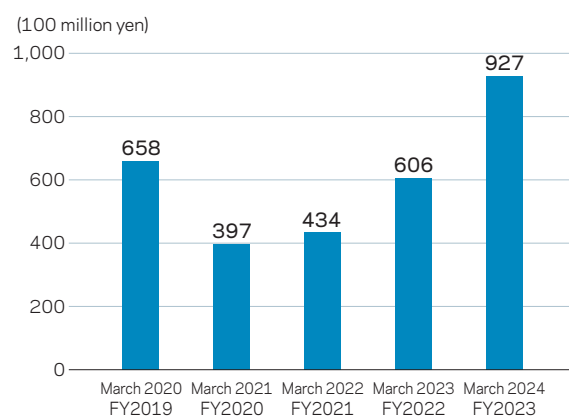


2016 March 2017	2017 March 2018	2018 March 2019	2019 March 2020	2020 March 2021	2021 March 2022	2022 March 2023	2023 March 2024
712,783	747,762	765,781	732,854	653,765	797,019	893,226	920,234
60,282	59,347	61,775	41,341	26,346	60,161	55,962	55,241
8.5	7.9	8.1	5.6	4.0	7.5	6.3	6.0
61,545	59,924	64,466	42,661	30,134	63,964	60,689	60,824
45,180	38,728	45,824	23,629	17,340	44,097	37,929	42,365
51,998	30,123	38,420	(5,032)	76,289	105,061	72,928	152,000
609,848	636,361	671,195	662,564	735,527	837,264	906,290	1,054,493
963,231	978,563	1,011,934	983,645	1,014,918	1,156,941	1,221,583	1,355,312
496,267	518,187	546,662	539,329	599,184	682,026	738,691	860,211
37,683	32,302	38,220	19,708	14,463	36,782	31,638	35,339
61.8	63.5	64.8	65.7	70.8	70.7	72.5	76.1
7.9	6.4	7.2	3.6	2.5	5.7	4.5	4.4
81,619	57,525	68,607	77,731	82,241	81,132	81,724	105,708
(59,345)	(67,661)	(53,888)	(68,123)	(40,176)	(40,414)	(55,864)	(99,612)
(14,569)	(4,470)	(3,255)	(5,446)	(5,284)	(5,776)	(7,000)	1,394
171,259	155,076	166,241	164,708	211,378	264,639	291,706	323,941
44,674 [4,801]	45,618 [4,538]	46,167 [4,430]	46,261 [3,701]	44,510 [2,564]	44,410 [3,161]	44,527 [3,183]	45,363 [2,585]

R&D Expenses



Capital Investment



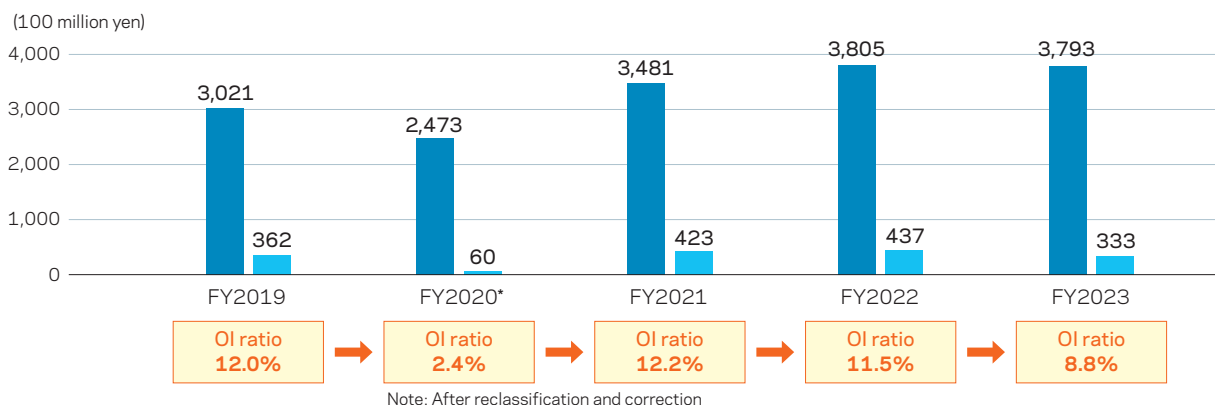
Non-consolidated

Financial and Non-Financial Highlights (Fastening Business)

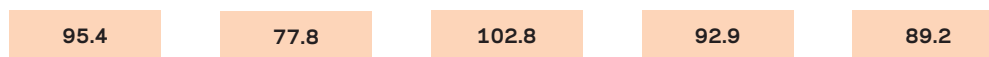
Fastening Business Financial Highlights

Net Sales, Operating Income, and OI Ratio

■ Net sales ■ Operating income

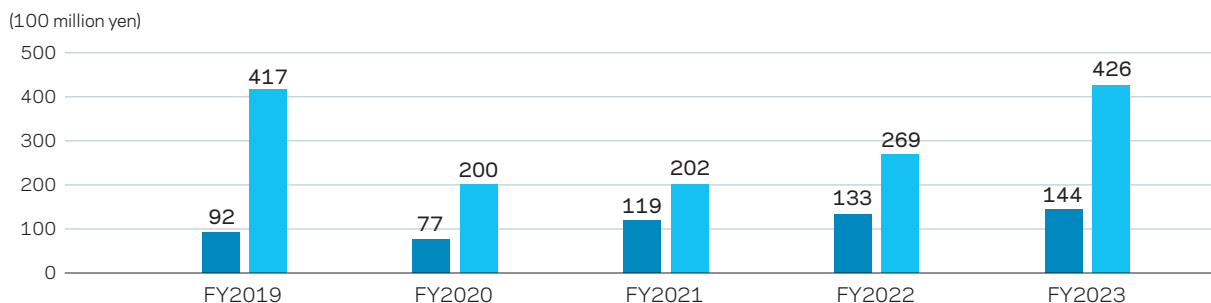


Zipper units sold (100 million)

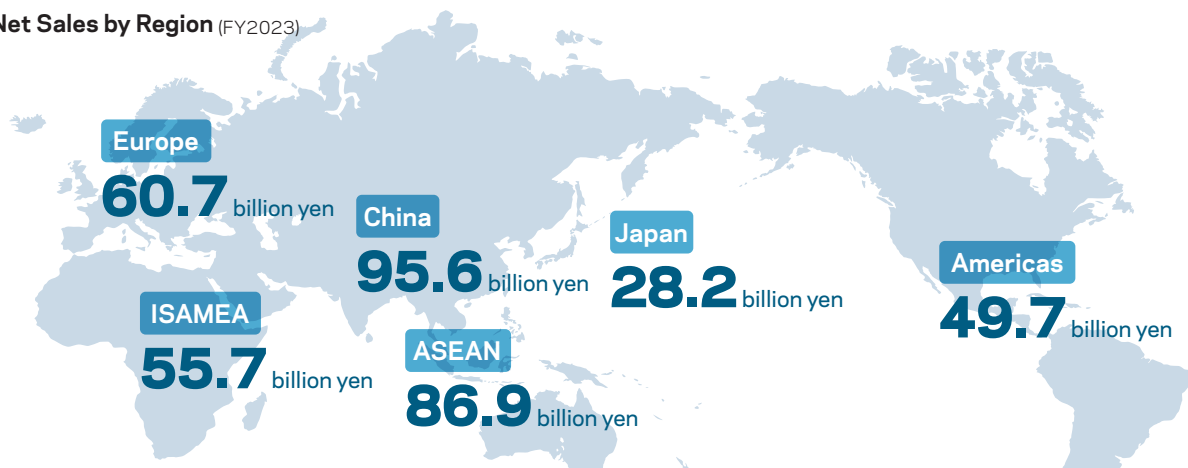


R&D Expenses and Capital Investment

■ R&D expenses ■ Capital investment



Net Sales by Region (FY2023)



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

Fastening Business Non-Financial Highlights



More detailed data can be found in the "This is YKK 2024" Data Book.
<https://www.ykk.com/english/csr/eco/report/>

Countries and regions where we do business

70 countries and regions
 (As of March 31, 2024)



Number of Group Companies and Employees

67 companies,
26,696 employees
 (As of March 31, 2024)



Year of First Overseas Expansion (India and New Zealand)

1959



Annual Zipper Production Output

More than **3** million km



GHG Emissions Reduction Rate (From a 2018 Baseline)

Scope1+2
-56.2 %
 (FY2023)



Proportion of Sustainable Materials (Total Meters)

38.0 %
 (FY2023)



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

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



YKK Trademark Registration

In **177** countries and regions
 (As of March 31, 2024)

