

Social

Human Resources and Hiring

Related data: Number of employees *Consolidated/YKK Corporation

	Unit	End of FY2019	End of FY2020	End of FY2021	End of FY2022	End of FY2023
Consolidated	people	46,261	44,510	44,410	44,527	45,363
YKK Corporation	people	4,823	4,849	4,454	4,398	4,364

Related data *YKK Corporation

			Unit	End of FY2019	End of FY2020	End of FY2021	End of FY2022	End of FY2023
Gender	By gender	Male	people	3,240	3,280	2,960	2,901	2,867
		Female	people	1,583	1,569	1,494	1,497	1,497
	Gender %	Male	%	67	68	66	66	66
		Female	%	33	32	34	34	34
Average age			years old	41.7	41.7	42.0	42.5	42.5
	By gender	Male	years old	42.4	42.5	42.1	42.6	42.6
		Female	years old	40.6	40.8	41.8	42.3	42.2
Age	10s - 20s		people	1,194	1,196	1,062	985	917
	30s		people	1,075	1,107	1,008	996	1,075
	40s		people	1,088	1,085	1,005	1,018	990
	50s		people	970	936	892	906	912
	60s or older		people	496	525	487	493	470
No. of new hires			people	224	181	93	133	241
	Ratio of experienced hires		%	24.6	9.9	32.3	57.9	54.8
Average length of service			years	18.3	18.3	18.5	18.7	18.4
Turnover			people	153	175	170	175	180

Related data: Employees on overseas assignments *Fastening Business and other businesses, etc.

	Unit	End of FY2019	End of FY2020	End of FY2021	End of FY2022	End of FY2023
Male	people	514	468	497	519	545
Female	people	22	21	17	23	27

COLUMN

Abolition of the Mandatory Retirement Age



In April 2021, we abolished the mandatory retirement age at operating companies in Japan. This makes it possible for individuals to work regardless of their age as long as they are able to fulfill the role required by the company. Employees decide themselves when they will retire. Each individual determines the ideal nature of his or her own life and work and puts achievement of those goals into action.

The company will achieve a truly “fair” personnel system based on roles that are not restricted by age, gender, or nationality. The pursuit of employee autonomy and the fairness sought by the company generates a synergetic effect and is aimed at a higher level of revitalization.

Human Asset Development

Fundamental Approach

Based on our personnel philosophy of “Autonomy and Coexistence,” we want every employee to take the initiative to learn, work with others and improve through friendly rivalry, and proactively take on the challenge of achieving their individual goals, and grow through the experience. In addition to encouraging each employee to engage in self-improvement and giving them support in that effort, the company will create opportunities for employees to utilize their strengths and gain experience and connect those efforts to the growth of both the employee and the company.

FY2023 Initiatives

We scrutinize the results of the annual engagement survey, and for training sessions hosted by the Human Resources Department, we consider and implement programs that are conducive to invigorating the workplace and improving worthwhile work at the individual level.

As an example, for tiered training, we provided support so that employees would become aware of their own roles through self-analysis and group work, and be able to act with positive attitudes as leaders. For career training, employees were separated by life stage, and each participant re-examined their relationship with their job. They sorted out how their own role is connected to previous and ensuing processes, and thought about what makes work worthwhile for them.

In addition to these programs, we also provide training when employees need it—such as selective training, job-specific training, and training prior to overseas assignments—to continuously support their growth.

Related data: YKK Corporation

	Unit	End of FY2019	End of FY2020	End of FY2021	End of FY2022	End of FY2023
Training cost per person	yen	59,317	25,690	30,553	34,769	41,215
People who took OFF-JT training*	people	2,442	1,436	1,636	2,107	2,075
People who took distance learning	people	656	829	705	236	354
People who received doctorates	people	21	25	27	28	30
Percentage of employees undergoing periodic reviews related to work performance and career development	%	100	100	100	100	100

* Training hosted by the Human Resources Department

COLUMN

Supporting the Acquisition of the Skills and Mindset That Leaders Need, and Aiming to Improve Management Capabilities Across the Whole Organization



Holding discussions propelled by an external lecturer (Tiered training in FY2023)

YKK conducts tiered training programs with four tiers (General Manager, Manager, Chief, and Supervisor) when employees are promoted, as opportunities for them to acquire the necessary skills and mindset. The program is designed to be taken during the year of promotion, so that participants can learn in a timely manner after they are promoted, and is tailored to the content of each tier, with group training for those working in Japan and online participation during overseas assignments.

<Contents of the training for managers (Example)>

- Roles and skills of managers (policy deployment, workplace administration)
- Workplace concepts
- Leadership that connects senior employees with their team members
- Understanding team members and team/workplace development

Diversity & Inclusion

Fundamental Approach

Diverse human assets work at YKK, which has been expanding globally, with each person exhibiting their respective skills, experiences, and other strengths of their diverse backgrounds based on their age, gender, or nationality. Following the mobilization of highly diverse human assets, at YKK we are aiming to achieve diversity and inclusion in which our human assets function organically to strengthen business competitiveness.

FY2023 Initiatives

We are working on designing a fair system that accepts various working styles, to make it possible for diverse human assets to fully utilize their abilities and form their long-term careers.

To avoid losing employees who must accompany a spouse transferred to another location, YKK looked into a program for employees to take extended leave for a certain period of time, and adopted the Life Design Support Leave Program which launched in FY2023. We are not only encouraging employees to work from home as well as to use staggered work schedules, flex time, and other flexible works styles, but are also working to create a mechanism for YKK to be a company at which each employee can enjoy work and feel motivated.

Related data: YKK Corporation

	Unit	End of FY2019	End of FY2020	End of FY2021	End of FY2022	End of FY2023
Average working hours	hours	1,894	1,650	1,842	1,828	1,839
Paid vacation utilization rate	%	85.9	77.7	83.7	85.0	82.7
Ratio of male employees taking childcare leave	%	34.5	46.2	69.6	61.7	86.5
Number of male employees taking childcare leave	people	38	55	71	66	90
Days of childcare leave taken by male employees	days	23	17	20	26	50
Childcare system users	people	188	175	187	192	208
Nursing care system users	people	11	6	8	5	9
Flex time system users	people	340	548	698	943	1,259
Female managers	people	51	53	54	68	73
Female management rate	%	5.9	6.1	7.0	8.5	8.9
Employment rate of people with disabilities YKK Corporation	%	2.24	2.30	2.49	2.54	2.58
Employment rate of people with disabilities YKK Group	%	2.45	2.50	2.52	2.63	2.67

Points of focus

Promotion of the active participation of diverse human assets

In order to achieve “creativity to realize a sustainable society,” the most important point of the 6th Mid-term Management Plan, we have added “diverse human assets” that transcend age, gender, and citizenship, etc., including abolition of the mandatory retirement age, to the four strengths of “product appeal & proposal capability” and “technology & manufacturing capability.”

We define “diverse human assets” as “employees who can contribute to the company using their individual experiences and knowledge.” YKK will find the optimal ways to hire, develop, and utilize such individuals, and will strive to establish an environment in which they can work without reserve. As a company-wide management strategy, YKK launched a Diverse Human Resources Promotion Committee, with the President serving as chair of the committee in FY2021 and established a system for dynamic and effective examination of matters aimed at resolving issues, in order to evolve and accelerate active participation of diverse human assets.

COLUMN

Introduction of an Internal Hiring System

We started an internal hiring system in FY2021 as a program to transfer human assets based on the will of the employee for the purpose of further improving the career autonomy of every employee, and 107 employees have transferred to another role (as of March 31, 2024). The program is held twice a year to expand the areas where diverse human assets can actively participate and take on challenges to realize their own goals. YKK will take full advantage of the internal hiring system as it works to build an enthusiastic workplace for all employees.

Receiving the “Kanazawa University Diversity Award” Which Recognizes Outstanding Female Researchers



Product Development
Division Natsuko Saitsu

At the Kanazawa University Diversity Awards, which celebrate outstanding female researchers who have contributed to the creation of a diverse research environment, such as university faculty and staff members, Natsuko Saitsu of the YKK Product Development Division received the Purple Flower Award, which is given to those who show promise of future achievement.

Ms. Saitsu worked for 10 years in the Product Development Division, developing injection-molded products such as plastic buckles, then engaged in the development of injection-molded plastic zippers. She played a leading role in the development of new manufacturing methods for zippers intended for outdoor jackets. In recent years, she has been visiting customers in Japan and overseas, in addition to being involved with product planning. She is carrying out her duties while balancing work with parenting.

Building an Inclusive Workplace Environment at YKK FRANCE SARL



Test introduction of a power suit
(exoskeleton robot)

YKK FRANCE SARL strives daily to create an inclusive workplace environment where it is comfortable for everyone to work, regardless of whether or not they have a disability. For example, we are conducting ergonomic risk assessments for workstations, making improvements to systems with the assistance of occupational physicians and outside experts, and introducing innovative technologies, including the pilot implementation of power suits to assist employees in their work. We also collaborate with ESAT (a welfare work support and services organization) and accept employees with disabilities, while working to improve employee awareness through measures such as employee visits to ESAT.

Diversity, equity, and sharing are common fundamental values that we all share at YKK FRANCE SARL. We believe that we have a responsibility as part of the community to create an inclusive work environment and to be there for and support our employees, and we will continue our efforts to do so.

Occupational Health and Safety

Fundamental Approach

In 1994, the YKK Group formulated the YKK Group Health and Safety Pledge as the universal policy that indicates the direction each company should move in its efforts. We implement a variety of health and safety activities aimed at the formation of a workplace where people can work in safety and without worry, by getting each employee to align himself or herself with the stipulations of the Declaration, have strong self-awareness regarding health and safety, and take health and safety into consideration.

FY2023 Initiatives

Every YKK employee engages in health and safety efforts, emphasizing safety above all.

To prevent occupational accidents caused by machinery, we utilize shared checklists, both in Japan and overseas, and conduct thorough safety inspections when adopting machinery and equipment. In addition, we have conducted risk assessments and actively implemented risk reduction measures, particularly for high-risk work, resulting in a significant reduction in machine-related accidents.

In response to accidents caused by people, the management team conducts on-site inspections to raise the safety awareness of each and every employee and to eliminate unsafe behavior.

Creation and Operation of the Occupational Health and Safety Management System

YKK has created an occupational health and safety management system at all its production sites in Japan and overseas and is striving to adhere to the stipulations of the relevant laws, regulations, and restrictions, etc., related to occupational health and safety, and to prevent industrial accidents.

Fire/Disaster Prevention Measures

YKK has thoroughly implemented fire/disaster prevention measures and is addressing the matter with human life as the top priority.

6th Mid-term YKK Health and Safety Policy (FY2021 to FY2024)

Safety above all

YKK places the highest priority on safety to improve the health and safety of its employees. We will promote the creation of a safe and secure work environment and good health by ensuring that everyone has a strong awareness of health and safety and that all employees participate in health and safety activities.

Guidelines for Action

- Create a safe and secure work environment
We will identify potential risks and strengthen risk reduction measures.
- Raise awareness of safety
We will enhance each employee's awareness of safety and improve the capabilities of workplace managers.
- Maintain and improve safety management level
We will establish an occupational health and safety management system and promote ISO 45001.
- Promote corporate efforts for disaster prevention
We will strengthen fire prevention and disaster prevention system to eradicate fire breakouts.

April 1, 2021

Hiroaki Otani

President, YKK Corporation

FY2024 YKK Health and Safety Objectives

Safety above all

Industrial Safety Zero occupational accidents

- 1 Zero accidents caused by machinery**
 - Conducting thorough safety checks of external equipment (using checklists and conducting risk assessments)
- 2 Zero accidents caused by people**
 - Re-establishing awareness of 2S (sort & set-in order) activities, and thoroughly implementing them
 - Visualizing potential hazards and harmful factors in the workplace (hazard mapping)
- 3 Promoting appropriate chemical management in production processes**
 - Ensuring that all employees are aware of the dangers and hazards associated with the use of chemical substances, and conducting thorough safety education and training
- 4 Ensuring health and safety compliance**
 - Complying with laws and regulations related to health and safety (strengthening the management system) under the leadership of the management team
 - Raising safety management standards that use YGCC

Fire prevention Zero fires

- 1 Ensuring horizontal deployment to prevent the reoccurrence of fire breakouts**
 - Ensuring compliance with fire prevention notices (cooling fans, duct measures, updating distribution boards)
- 2 Improving the level of fire prevention management**
 - Launching the operation of global management standards for fire prevention, implementing improvements

April 1, 2024

Minoru Maeda

Vice President, Environment & Safety Management Department, YKK Corporation

Industrial injury statistics *Fastening business and other businesses, etc. related to business operations

Industrial injury statistics		FY2019	FY2020	FY2021	FY2022	FY2023
Domestic	Frequency rate (1 day or more of absence from work) * employees	0.38	0.22	0.00	0.24	0.36
	* 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 (1 day or more of absence from work) * employees and dispatched workers	1.7	1.7	2.1	2.6	1.5
	* Injuries and deaths per 1,000: Percentage of industrial injuries and deaths per 1,000 workers per year	$\frac{\text{Number of employees on leave due to industrial injuries per year}}{\text{Average number of employees per year}} \times 1,000$				

COLUMN

Providing Safety Technical Guidance On-Site to Reduce Occupational Accidents



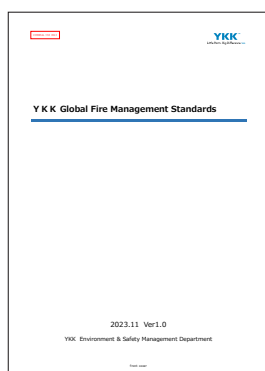
Safety training in progress

Since FY2023, with the aim of improving the safety management system for companies where occupational accidents have been occurring, safety staff from Japan temporarily go on-site, and management supervisors (managers, workplace supervisors) provide safety technology guidance and education* to enable the early detection and improvement of potential sources of danger and problems in the workplace.

Management supervisors correctly instruct workers based on a high level of safety knowledge and awareness, and implement production activities with safety as the top priority, thereby decreasing the number of occupational accidents.

* Training content: 5S, prevention of human error, KYT, workplace patrols, risk assessment, equipment and machinery safety, chemical substance management, etc.

Establishment and Enactment of YKK Global Fire Management Standards



YKK Global Fire Management Standards

To prevent fires in Japan and overseas, we established and enacted the Global Fire Management Standards in November 2023.

Until now, there had been multiple internal regulations regarding fire prevention management. Because they were based on Japanese laws and regulations, mutual understanding and spread among employees at overseas locations, where local laws and regulations and ways of thinking differ, was a challenge.

Therefore, we have established unified and practical internal standards to promote company-wide fire prevention management, including at overseas locations. We are working to improve the level of fire management at all of our locations by conducting self-checks, based on established standards and on-site diagnoses by specialists.

Employee Health

Fundamental Approach

YKK established the [Health Declaration](#) to designate employee health as a management issue and clearly share its approach both inside and outside the company. The [YKK Group Health Promotion Committee](#), which is made up of personnel 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.

FY2023 Initiatives

In FY2023, 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 55%, and a smoking cessation toward a smoking rate of 20% or less. (2) In regard to preventing psychological disorders, we provided training to applicable employees, conducted interviews with individuals who were identified as having a high stress level in the stress check, and carried out activities to improve the workplace environment. (3) The company collaborated with health management centers to promote support for balancing the treatment of illnesses and work. (4) In order to strengthen the health management system, we promoted the creation of a system that enables all employees to receive services from the healthcare staff. (5) We sponsored health promotion campaigns with an aim to raise awareness about exercise habits with a more than 75% participation rate, which was our target. These initiatives resulted in YKK being named a 2024 Certified Health & Productivity Management Outstanding Organization.

Related data YKK Corporation

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
Percentage of people taking the stress check	%	99.7	99.1	98.4	99.1	99.4
Percentage of people under high levels of stress (according to Ministry of Health, Labour and Welfare standards)	%	12.4	10.3	11.8	11.6	11.7
Percentage of people who exercise regularly (Exercise for 30 minutes or more a day, at least once a week)	%	43.4	47.9	47.4	48.1	47.8
Percentage of people who undergo regular health checkups	%	99.8	99.7	99.9	100	-*
Percentage of people who undergo detailed health checkups	%	97.5	78.0	85.6	83.2	-*
Percentage of people with metabolic syndrome	%	15.5	16.8	16.0	16.0	-*
Percentage of people targeted for special health guidance	%	19.0	19.7	18.8	19.2	-*
Percentage of people undergoing special health guidance	%	54.2	51.3	50.4	52.3	-*
Percentage of people who smoker	%	22.8	21.7	21.2	20.4	20.6
Long-term leave days (leave of absence)	days	7,680	6,904	7,641	7,891	9,752
Presenteeism (average points) (WHO-HPQ absolute presenteeism)	points	58	57	60	60	60

* Numbers for FY2023 are still being aggregated

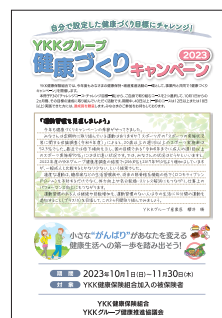
COLUMN

Main KPI: Implementation of Health Promotion Campaign 2023 in Japan

The lack of exercise is one YKK employee health issue. We conduct a “Health Promotion Campaign” aimed at making improvements to individual lifestyles with the goal of a participation rate of at least 75%. In the ‘Health Promotion Campaign’, you can choose a course that suits you from goals related to diet, exercise, and lifestyle, and challenge yourself for two months. Additionally, the health promotion app ‘QOlistm’ offers not only participation in the campaign through the app but also features for health management such as recording steps, meals, weight, and sleep, as well as providing tips.

Participation rate

FY2019	FY2020	FY2021	FY2022	FY2023
52.8%	68.0%	60.5%	66.5%	62.2%



Campaign brochure

Main KPI: Implementation of a Smoking Cessation Campaign in Japan

YKK recognizes the high rate of smokers as a problem and is undertaking various measures with a target for 20% or less of all employees to be smokers. In FY2023, we conducted the smoking cessation campaign twice, and the company-wide no-smoking days six times. We also provide support to individuals who take on the “Smoking Cessation Challenge” to quit smoking. YKK has successfully prohibited smoking indoors as of the end of FY2022 and will now aim to prohibit smoking anywhere on the premises by the end of FY2024.

- FY2023 smoking cessation campaign May 25 to June 30, 2023 / December 20 to January 31, 2024 (2 times)
- FY2023 company-wide no-smoking day May 31, July 21, September 22, November 22, January 22, March 22 (6 times)
- Smoking prohibited indoors (as of the end of FY2022)

Human Rights

Fundamental Approach

The YKK Group adopted a Human Rights Policy Statement and conducts business activities that respect human rights.

YKK Group Human Rights Policy

● Values

The YKK Group places the YKK Philosophy of the CYCLE OF GOODNESS® at the core of all its business activities. As an important member of society, a company survives through coexistence. When the benefits are shared, the value of the company's existence will be recognized by society. YKK founder Tadao Yoshida made this point the major focus in the pursuit of his business, and sought a path that would lead to the mutual prosperity of all the members of society. His thinking was that companies should, in the course of their business, strive to develop the business with inventions, creativity and ingenuity and by constantly creating new value, thereby contributing to society by helping customers and business partners to prosper.

YKK Group acts in a responsible manner toward society in order to conduct business activities in accordance with this philosophy. As part of this philosophy, the [YKK Group Code of Conduct](#) consists of seven principles and 29 detailed rules that define the Guidelines for Action shared and recognized by YKK Group employees in each country and region around the world. The Code of Conduct includes clear stipulations against discrimination and the violation of human rights for any reason whatsoever. This Policy complements the principle of respect for human rights that is set forth in the YKK Group Code of Conduct.

● Scope

The YKK Group applies this Policy to all YKK Group officers and employees. When the human rights of persons involved in the business, products, or services of the YKK Group, its business partners including suppliers, and their business partners, are adversely (negatively) impacted, and when this negative impact is directly related to the YKK Group business, products, or services, we will undertake to encourage those concerned to respect human rights, avoid human rights violations, and address any negative impacts on human rights pertaining to them.

● Commitment to Human Rights

The YKK Group supports and respects international standards relating to human rights, including the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work as based on the UN Guiding Principles on Business and Human Rights. In all its corporate activities, the YKK Group fulfills its responsibilities in respecting the human rights of all people impacted by its business activities.

YKK will pursue every way possible to fully respect the core international human rights of people even if these international human rights are not properly protected by the laws and regulations in each country and region or in the execution of those laws and regulations.

● Organization and Governance

The YKK Group advocates "YKK seeks corporate value of higher significance" as a management principle. This principle of consistent fairness is the foundation of all our management activities. In accordance with this thinking, we work to implement comprehensive corporate governance systems with the goal of further enhancing our corporate value.

As an organization directly under the YKK Management Council and Board of Directors, the YKK Sustainability Committee chaired by the YKK President addresses human rights and other sustainability issues. This includes not only putting in place and expanding policies to relevant departments and Group companies in Japan and the rest of the world but also carrying out cross-departmental efforts.

● Human Rights Due Diligence

Based on the UN Guiding Principles on Business and Human Rights, the YKK Group observes due diligence with respect to human rights. We are able to identify any negative impact on human rights through this framework to reduce and prevent any human rights violations from happening.

● Human Rights Education

To instill this Policy in all corporate activities and ensure its effective implementation, the YKK Group provides appropriate education and training to its officers and employees and encouragement to its business partners and other related parties.

● Corrections and Remedies

If it becomes apparent that a YKK Group business, product or service has caused or contributed to a negative impact on the human rights of anyone affected by that business, product or service, the YKK Group will deal with the concerned persons in good faith and work to correct the corporate activities that were the cause of the issue. Furthermore, if it becomes clear that there is a direct relation via a related party between a YKK Group business, product or service and a negative impact on human rights, or if such a relation is suspected, we will strive to remedy the situation by communicating with the related party. We will work to build systems by which we can receive the concerns and complaints of stakeholders and strive to solve problems or implement remedies. These systems will include internal and external consultation desks by which people who have, or may have, suffered negative impacts to their human rights can consult with our company.

● Ensuring Transparency/Communication

The YKK Group periodically assesses the progress of its human rights initiatives and works to enact ongoing improvements. At the same time, the Group communicates this progress through websites, reports, and other communication channels.

With respect to human rights affected by its business activities, the YKK Group will continue to develop a series of initiatives under this Policy to respond appropriately to changes in the business and environment, so as to enable it to understand, address, and improve its activities from the point of view of those impacted.

● Maintaining Initiatives for Respecting Human Rights

In order to maintain and strengthen our initiatives directed at respecting human rights into the future, we will respond to human rights issues appropriately in accordance with changes in the business and environment, and review our policies as needed.

■ FY2023 Initiatives

At YKK, we have set out the YKK Group Human Rights Policy, and are promoting initiatives to respect human rights and identify and address risks that would infringe on those rights. We performed the YKK Global Criteria of Compliance (YGCC) self-checks and on-site audits at all applicable locations based on YGCC, which includes respect for human rights, and identified the level of CSR procurement carried out by our suppliers and other business partners in an effort to continually identify and evaluate human rights risks. YKK responds to any issues that are found to correct those issues and reduce human rights risks.

In FY2023, among initiatives we made progress on, we formulated a stricter working hour management policy in response to increasing demands for working hour management. In FY2024, we will establish a policy-based system for weekly management of working hours at each company. In addition, as part of our efforts to respect human rights, we focus on harassment prevention, and in addition to in-person training, we conduct e-learning, distribute pamphlets, and disseminate notices.

Going forward, we will also continue to identify and evaluate human rights risks through YGCC implementation and CSR procurement, continue to promote the building of relief systems, and work to transition to structures that conform to UNGP and due diligence directives that will be enacted in the future in Europe.

Related data

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023
YGCC third-party audits performed	cases	13	6* ¹	9* ¹	16	14
Number of people who underwent training that includes harassment prevention content (total number of people)* ²	people	598	183	89	209	947
Whistleblowing cases reported* ³	cases	31	20	16	19	27

*¹ Only performed at the bare minimum required number of operating companies due to the impact of the COVID-19 pandemic in FY2020 and FY2021.

*² Number of people who participated in group training that was primarily online, in addition to face-to-face. This does not include e-learning.

Targets: YKK Corporation, YKK Snap Fasteners Japan Co., Ltd., YKK Business Support Inc., and affiliated companies in Japan.
For FY2023, the number of participants increased due to a review of eligible training programs.

*³ The total number of inquiries received at the Japan contact point pertaining to YKK Corporation, YKK Snap Fasteners Japan Co., Ltd., YKK Business Support Inc., affiliated companies in Japan, and affiliated companies overseas.

■ 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.

We renewed the “Compliance Line,” one of several internal and external contact points, to further improve convenience. We extended phone service hours for accepting calls and added multilingual support in Japanese, Chinese, English, and Korean, as well as two-dimensional code support for web forms, etc. Furthermore, we outsourced the acceptance of reports to a third-party organization to avoid any detriment to the whistleblower, and made improvements to ensure that whistleblowers are protected by an independent server with a high level of security.

Since FY2023, we have also been working to establish a system to appropriately address and remedy concerns and complaints from external stakeholders. The YKK Group Supplier Reporting Contact Point Human Rights Grievance Hotline was established to receive consultations from suppliers regarding misconduct, legal violations, and human rights abuses committed by YKK Group officers and employees.

Supply Chain Management

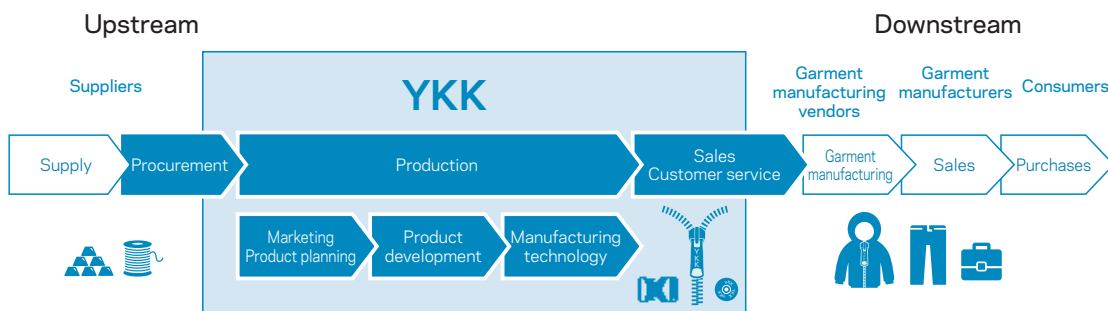
Fundamental Approach

The YKK Group adopted the following Procurement Policy so that it can fulfill its social responsibilities throughout the supply chain.

YKK Group Procurement Policy

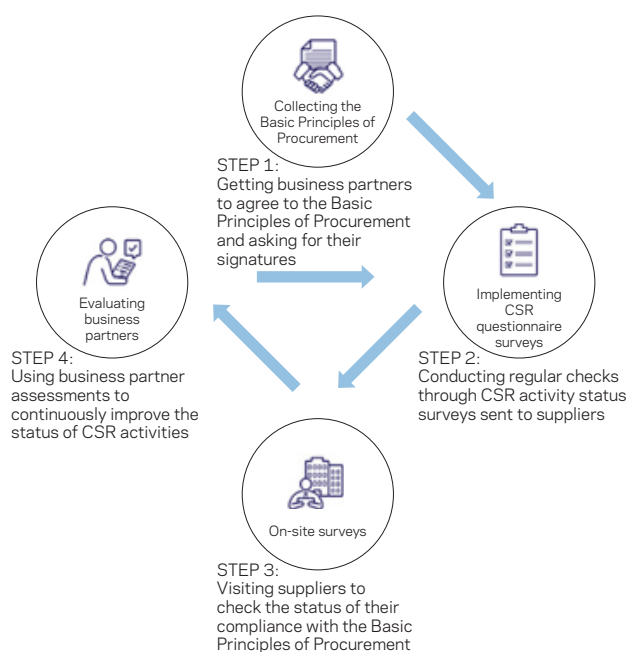
We have based our business activities on the conviction, under the CYCLE OF GOODNESS® YKK Philosophy, that an enterprise is an important member of society, that it must thereby coexist with other elements of society, and the value of its existence will be recognized by the benefits it shares with society. The belief behind this is that no one prospers without rendering benefit to others. We carry out business activities with the aim of bringing mutual prosperity, and our intent is that creativity and ingenuity, as well as our inventions, will result in business expansion for the YKK Group, which in turn would bring prosperity to customers and business partners, and thus benefit all society. This is none other than our execution of corporate social responsibility.

YKK Supply Chain (illustration)



CSR Procurement and Requests for Business Partners

YKK is pushing forward with initiatives across all supply chains, in addition to our own activities, with the aim of achieving the targets set out in the Sustainability Vision 2050. In addition to implementing CSR procurement activities that take society and the environment into consideration, we have established the Basic Principles of Procurement as requirements for business partners. These Basic Principles of Procurement follow OECD guidelines. They aim to improve partnerships for fulfilling social responsibilities together, by having our business partners confirm the status of compliance with those principles.



Requests for Business Partners Basic Principles of Procurement

- Compliance with laws and regulations
- Fair and ethical business practices
- Human rights
- Wages
- Working hours
- Health and safety / Workplace environment
- Environment
- Quality and product safety
- Information security
- Audits

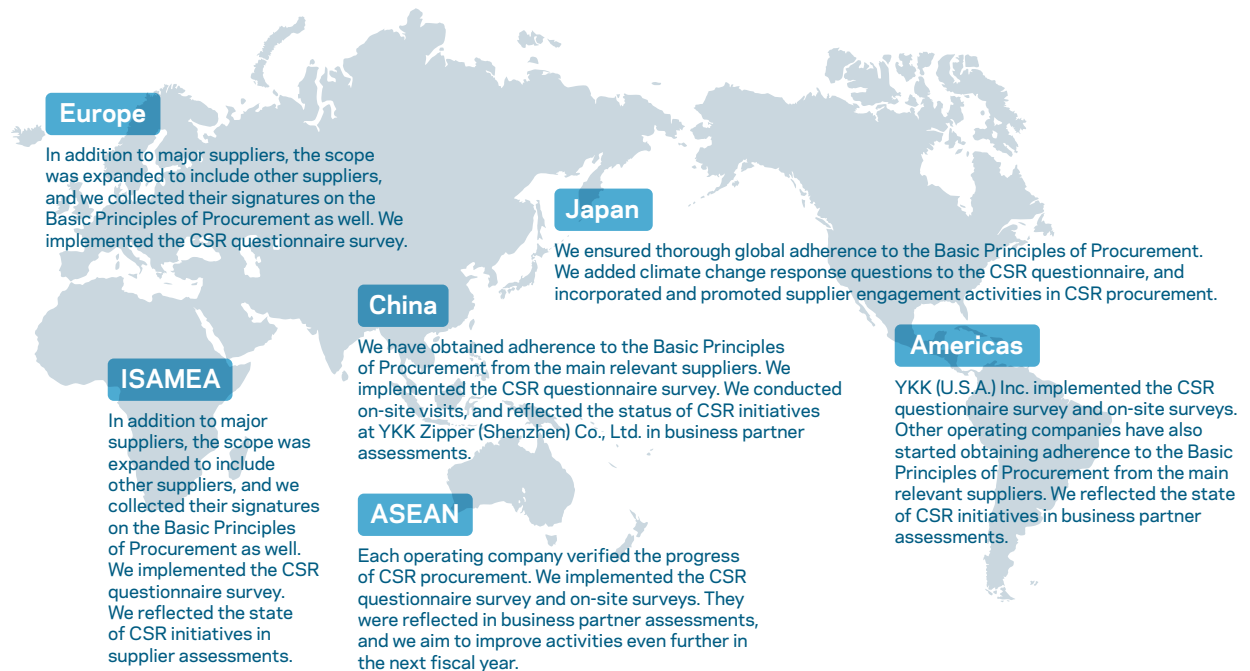
FY2023 Initiatives

We undertake CSR procurement in the Fastening Business so that we can fulfill our social responsibilities throughout all supply chains. In all processes, from raw materials to finished products, we take measures to procure materials that do not contain hazardous substances and were produced through appropriate manufacturing processes and labor environments, to reduce our carbon footprint, and to procure materials with the aim of promoting recycling.

We continuously administer CSR procurement questionnaires to determine the CSR conditions of suppliers and provide feedback on the evaluation results. We also make visits and conduct interviews as necessary to encourage suppliers to make improvements. Further, recognizing that our partnerships with our suppliers are important, and so that we may promote mutual understanding with them, the YKK Group has specified our requests as the “Basic Principles of Procurement.” We ask for their understanding and assent, and we hope that they will join us in the fulfillment of our responsibilities to society.

We have also been enhancing our supplier engagement activities since FY2022 to build cooperative relationships with our suppliers, in the hope of achieving the targets set for the five themes identified in the YKK Sustainability Vision 2050 (climate change, material resources, water resources, chemical management, and respect people). For FY2023, we began signing memorandums of understanding with business partners that incorporate climate change requirements in order to further promote the collection of carbon footprint information and the shift toward low-CO₂ materials and recycled materials.

Note: See here for details regarding the Basic Principles of Procurement.
https://www.ykk.com/english/corporate/csr/pdf/ykk_procurement_en.pdf



COLUMN

Selected as a Supplier Engagement Leader

In the Supplier Engagement Rating 2023, CDP selected YKK as a company for its Supplier Engagement Rating Leaderboard for the second year in a row. The CDP praised and designated our company a global leader for initiatives ranging from the governance and targets to reduce GHG emissions throughout the entire supply chain to cooperative efforts to reduce GHG emissions with suppliers. In March 2024, the CDP also gave YKK an “A” on its FY2023 climate change questionnaire, the first time that YKK has earned the highest “A” rating. We will continue our work to combat climate change to achieve the Paris Agreement and provide transparent information disclosure.



Quality

Fundamental Approach

In order to provide new value for the needs of customers and society, we are fastidious about quality in the entire process, from development to manufacturing, sale, and after-service. In the Fastening Business, including overseas, we have acquired ISO 9001 certification, continued to improve our quality management system, and established global quality standards, and provide our customers with products that all meet the same standard of quality.

FY2023 Initiatives

In FY2023, under the YKK 6th Mid-term Quality Policy, we focused on providing safe and worry-free services, contributing to a sustainable society by reducing the environmental impact/burden of chemical substances, and achieving the highest quality at the lowest cost through promotion of quality cost management. We have promoted activities to mitigate quality risks in each process, revised the YKK Restricted Substance List (YKK RSL) to strengthen the chemical management of products, and promoted improvement activities through quality cost management to 15 main locations around the globe.

YKK 6th Mid-term Quality Policy

Under our 6th Mid-term Management Vision, "Technology-Oriented Value Creation," YKK will continue to focus on quality in order to meet diverse customer needs and acquiring customers, providing safe, reliable, better products and services at a lower cost and greater speed, more sustainably.

Guidelines for Action




- We will provide safe and reliable products and services that sincerely satisfy our customers in all processes from research and development to manufacturing, sales, and after-sales service, by being sensitive to the voices of our customers and the needs of society.
- We will contribute to the realization of a sustainable society by minimizing the impact and load on the environment caused by Fastening Business-related chemical substances in order to leave a rich life for future generations.
- We will promote quality cost management and make fundamental improvements and upgrades to address quality issues through technology to achieve "the highest quality at the lowest cost."

April 1, 2021

Hiroaki Otani

President, YKK Corporation

Status of acquisition of quality-related certification

Certifications	Overview
ISO9001 / ISO14001 / ISO45001 	YKK has acquired ISO 9001, ISO 14001, and ISO 45001 certification at many of its business sites. * Please inquire for more information about the certification status of each business site.
OEKO-TEX® STANDARD 100 	OEKO-TEX® STANDARD 100 is one of the world's best-known labels that certifies only textiles that have passed strict tests for over 350 hazardous chemical substances as safe products (https://oeko-tex-japan.com/about/standard100/). 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, vinyl parts). * bluesign is a registered trademark of bluesign technologies.

COLUMN

YKK Receives Chairman Award at the 31st Robust Quality Engineering Presentation Conference



Left to right: Tsukasa Yamamoto, Yuki Matsuda, Seiya Yamagishi, Executive Committee Chair Hamada, Mamoru Hatakeyama, Sachi Suzuki, Yuki Kitajima, Takashi Nakamura (honorifics omitted)

The 31st Robust Quality Engineering Presentation Conference was held in June 2023, and companies and organizations from all over Japan gave presentations on many case studies. The YKK Group gave a presentation on six themes, which were highly rated as “initiatives that utilize quality engineering for sustainable development and SDGs,” and received the Chairman Award from the Robust Quality Engineering Society.

Quality engineering is a development and improvement technique which identifies factors that cause variations in quality for customers, and finds ways to approach them. The YKK Group started an initiative to utilize quality engineering in 2011 with a study session led by outside instructors, and has been promoting more efficient and higher-quality monozukuri under the theme of “quality engineering that continues to be used in practice.”

As for the relationship between quality engineering and the SDGs, which was the key to receiving this award, quality engineering is a development technique that is very compatible with the SDGs because of its significance with regard to reducing energy and social losses. We believe that the YKK Group’s efforts to make conscious efforts to address the SDGs by correlating our practical themes with certain SDG targets also contributed to receiving this award.

World Quality Month 2023 Contest Held



YKK España S.A. entry winning the grand prize

YKK has designated November as its quality month every year, and promotes a wide range of activities to raise awareness about quality. The theme for FY2023 was “Accomplish Our Competitiveness with Quality,” and we held a contest to raise employee awareness by inviting entries from our global manufacturing sites. Participants then voted to select a winner. In FY2023, YKK España S.A. won the grand prize from among all 37 entries.