

## YKK PHILOSOPHY

# CYCLE OF GOODNESS®

“No one prospers without rendering benefit to others.”



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

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

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

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

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

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

## 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

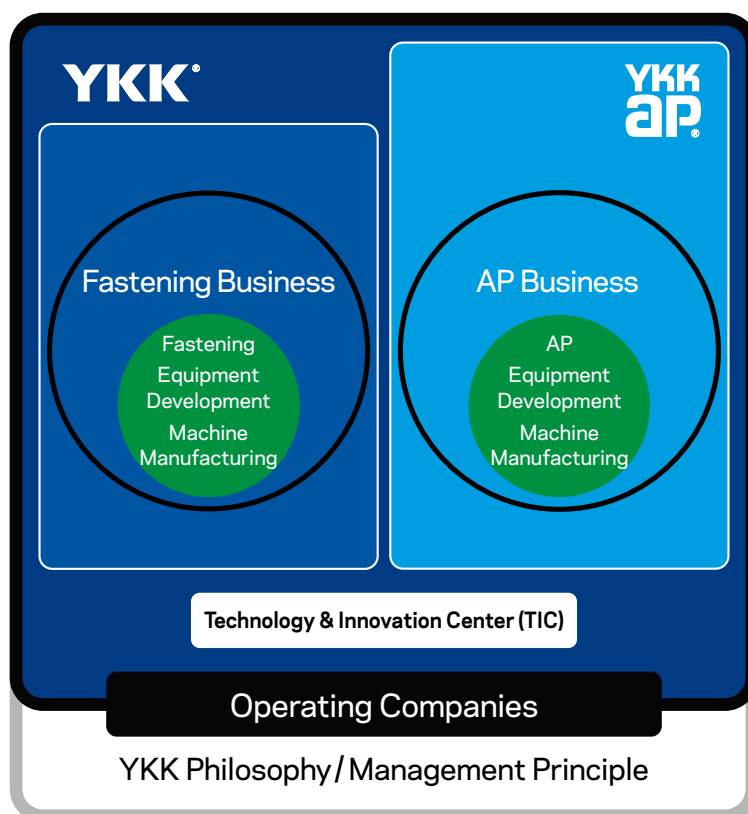
**Do not fear failure; experience builds success. /  
Create opportunities for employees.**

**Insist on quality in everything.**

**Build trust, transparency and respect.**

# YKK Group Management Structure

The YKK Group operates in 72 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

**106** companies **44,410** employees

Net sales

**797.0** billion yen

Operating income

**60.1** 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 over 80 years.

Fastening Products / Snaps & Buttons Businesses

Number of Group Companies and Employees

**67** companies **26,983** employees

Net sales

**348.1** billion yen

Operating income

**42.3** 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 / Commercial / Exterior / Renovation / Industrial Products / Overseas AP Businesses

Number of Group Companies and Employees

**23** companies **16,788** employees

Net sales

**446.3** billion yen

Operating income

**17.3** 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 Pecuaría YKK Ltda.).

Number of Group Companies and Employees

**16** companies **639** employees

(Note) Net sales and operating income are figures for the year ended March 31, 2022. Other figures are as of March 31, 2022.