

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

	Fiscal year Year ended	2011 March 2012	2012 March 2013	2013 March 2014
Net sales	(million yen)	544,434	576,965	696,929
Ordinary income	(million yen)	26,681	33,681	66,022
Net income attributable to owners of parent	(million yen)	16,334	32,692	44,908
Comprehensive income	(million yen)	14,336	70,777	70,447
Total net assets	(million yen)	403,169	471,271	513,543
Total assets	(million yen)	715,364	788,440	883,336
Net assets per share	(yen)	328,395	384,171	417,986
Net income per share	(yen)	13,622	27,265	37,453
Equity ratio	(%)	55.0	58.4	56.7
Return on equity	(%)	4.2	7.7	9.3
Net cash provided by (used in) operating activities	(million yen)	32,076	67,214	85,186
Net cash provided by (used in) investing activities	(million yen)	(39,667)	(44,013)	(60,708)
Net cash provided by (used in) financing activities	(million yen)	6,636	(11,719)	(3,784)
Cash and cash equivalents at the end of period	(million yen)	96,891	116,510	143,131
Employees [The number in square brackets represent the average number of part-time employees not included in the number of regular employees.]	(number)	37,719 [7,127]	38,235 [7,123]	40,306 [6,828]

- Notes: 1. Net sales are presented exclusive of consumption tax.
2. Diluted net income per share is not shown because there are no dilutive shares.
3. Price earnings ratio is not presented because the stock is not listed.
4. The scope of employees has changed from the year ended March 31, 2014, as the number of employees includes contractors, senior employees, and other applicable employees, who were previously included under the average number of part-time employees.

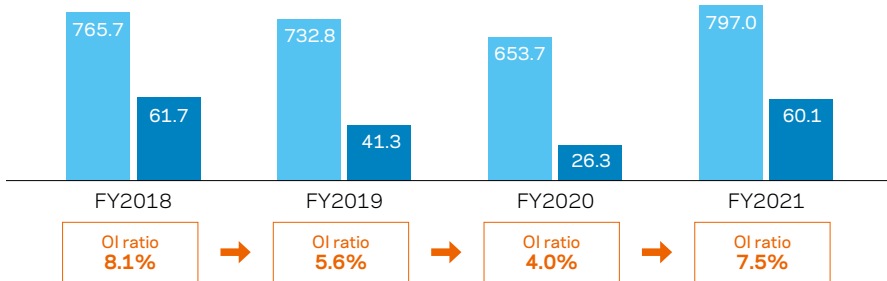
2014 March 2015	2015 March 2016	2016 March 2017	2017 March 2018	2018 March 2019	2019 March 2020	2020 March 2021	2021 March 2022
721,037	741,935	712,783	747,762	765,781	732,854	653,765	797,019
69,720	70,988	61,545	59,924	64,466	42,661	30,134	63,964
46,978	44,646	45,180	38,728	45,824	23,629	17,340	44,097
81,416	(20,695)	51,998	30,123	38,420	(5,032)	76,289	105,061
586,664	561,547	609,848	636,361	671,195	662,564	735,527	837,264
946,283	954,060	963,231	978,563	1,011,934	983,645	1,014,918	1,156,941
477,438	456,991	496,267	518,187	546,662	539,329	599,184	682,026
39,181	37,237	37,683	32,302	38,220	19,708	14,463	36,782
60.5	57.4	61.8	63.5	64.8	65.7	70.8	70.7
8.8	8.0	7.9	6.4	7.2	3.6	2.5	5.7
91,254	101,727	81,619	57,525	68,607	77,731	82,241	81,132
(65,976)	(95,252)	(59,345)	(67,661)	(53,888)	(68,123)	(40,176)	(40,414)
(4,379)	(4,359)	(14,569)	(4,470)	(3,255)	(5,446)	(5,284)	(5,776)
173,558	167,229	171,259	155,076	166,241	164,708	211,378	264,639
42,154 [5,738]	44,250 [5,390]	44,674 [4,801]	45,618 [4,538]	46,167 [4,430]	46,261 [3,701]	44,510 [2,564]	44,410 [3,161]

Financial and Non-Financial Highlights

YKK Group Consolidated Financial Highlights

Net Sales, Operating Income, and OI Ratio

■ Net sales (billion yen) ■ Operating income (billion yen)



ROA



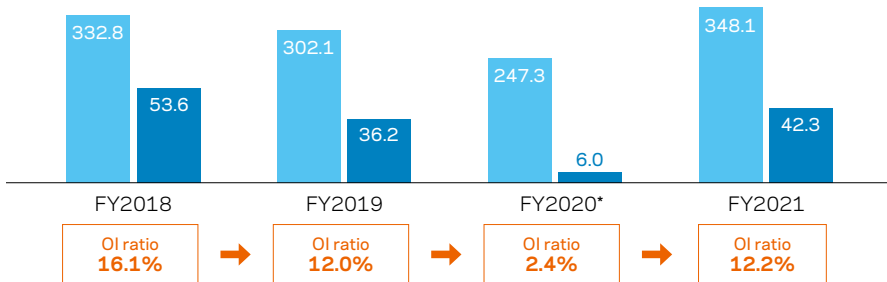
R&D Expenses
21.6 billion yen
 (FY2021)

Capital Investment
43.4 billion yen
 (FY2021)

Fastening Business Financial Highlights

Net Sales, Operating Income, and OI Ratio

■ Net sales (billion yen) ■ Operating income (billion yen)



Number of Zippers in Sold (in billions)

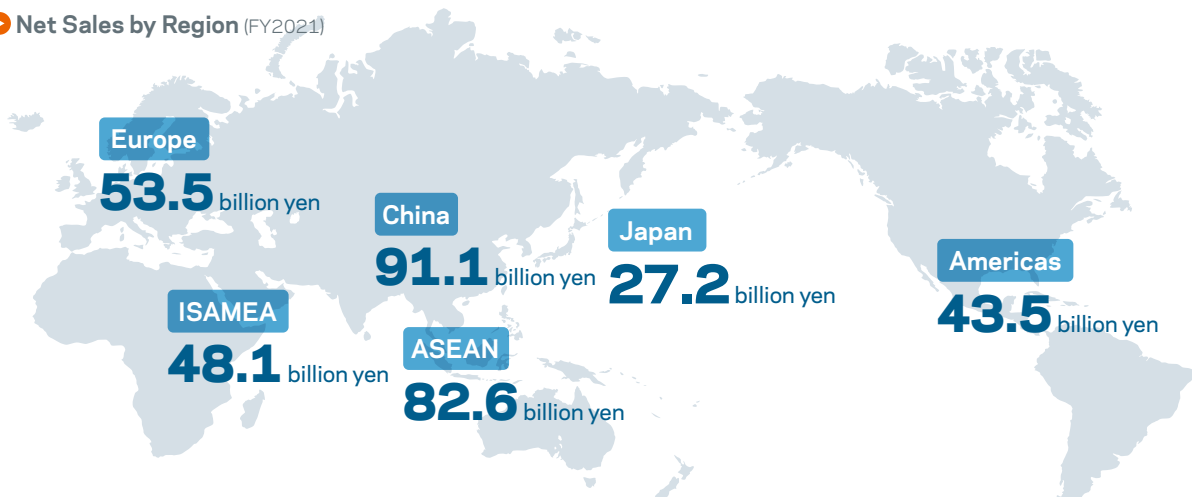


* After reclassification and correction

R&D Expenses
11.9 billion yen
 (FY2021)

Capital Investment
20.2 billion yen
 (FY2021)

Net Sales by Region (FY2021)



*1 The totals for each business do not include accounting variance adjustments. Accordingly, they differ from 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 YKK CORPORATION integrated report, "This is YKK 2022," Data Book.
<https://www.ykk.co.jp/english/corporate/csr/eco/report/index.html>

Countries and regions where we do business

72 countries and regions
(As of March 31, 2022)



Number of Group Companies and Employees

67 companies,
26,983 employees
(As of March 31, 2022)



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

-18 %
(FY2021)



Proportion of Sustainable Materials (Total Meters)

13 %
(FY2021)



Percentage of Harmful Substances Eliminated Through the AcroPlating® New Plating Technology (Cyanide, chromium, selenium, etc.)

100 %



YKK Trademark Registration

In **177** countries and regions
(As of March 31, 2022)



YKK, YKK\ap, CYCLE OF GOODNESS, AcroPlating, AiryString, AquaGuard, CONCEAL, ECO-DYE, EXCELLA, FLATKNIT, GreenRise, METALUXE, NATULON, NATULON Plus, PROSEAL, QuickFree, SOFIX, TouchLink, VISLON, YZiP are registered trademarks of YKK CORPORATION in Japan and other countries/reasons. OceanSourced is a trademark of YKK CORPORATION. B.P.P. and YKK Center Park are registered trademarks of YKK CORPORATION in Japan. OEKO-TEX is a registered trademark of ÖTI - Institut Für Ökologie, Technik und Innovation GmbH