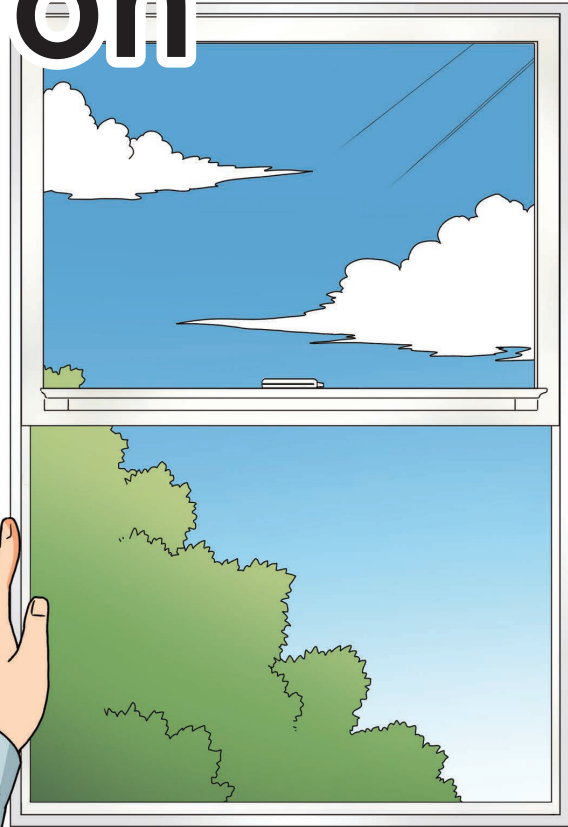
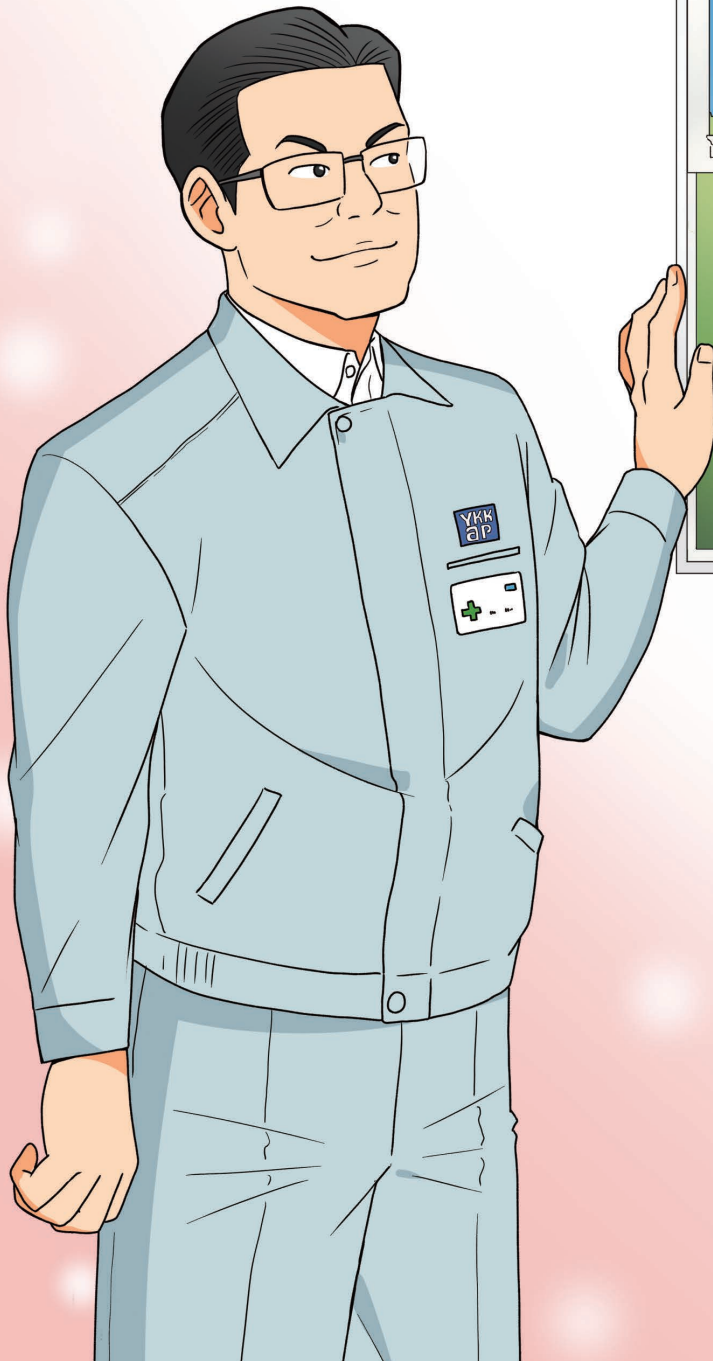


Episode 9

Realization



A new brand category of windows, in anticipation of an age when consumers can choose their own windows——

APW®

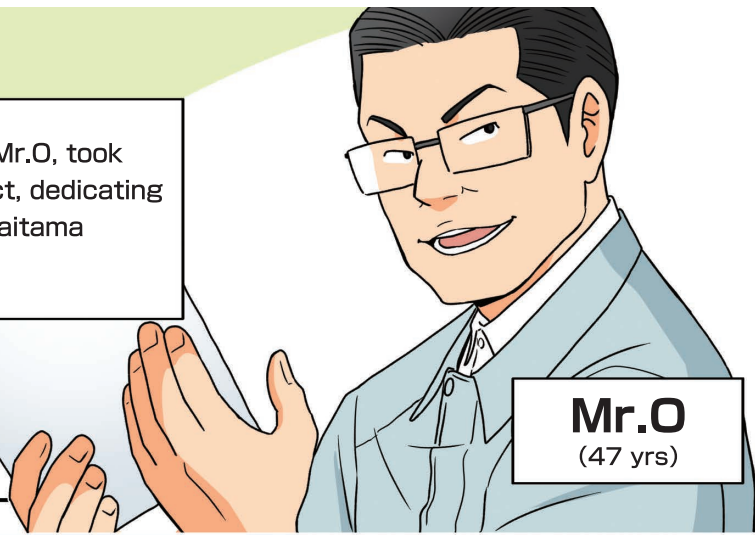
APW windows are highly insulated and energy-saving, and have a great design.

They have many variations and support people's everyday lives.

APW continues to evolve.

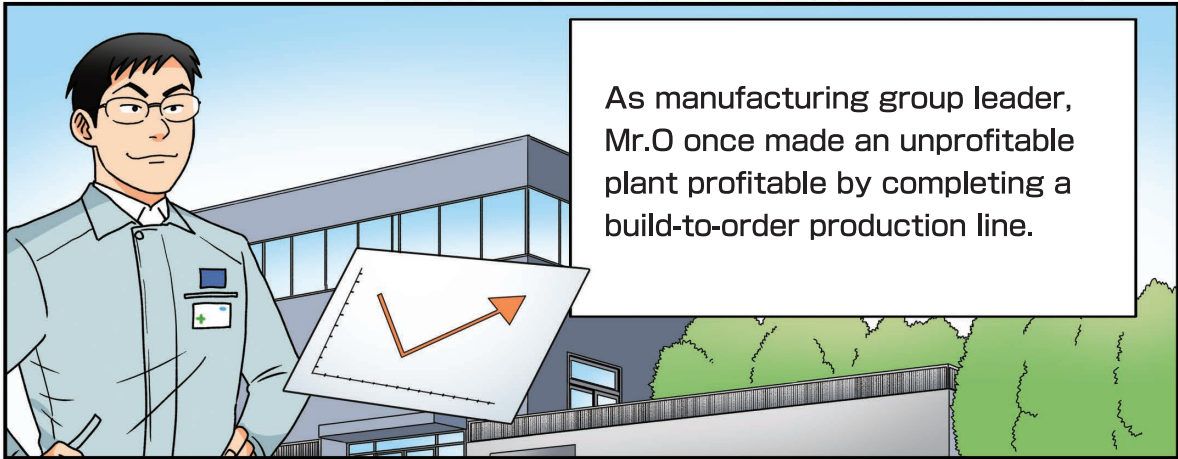
Saitama Mado Plant, which began operations in 2011 and manufactures high-quality, high-performance windows, is the first window plant in Japan to have an integrated manufacturing system.

The plant's first manager, Mr.O, took responsibility for the project, dedicating himself to the start-up of Saitama Mado Plant.



Mr.O
(47 yrs)

As manufacturing group leader, Mr.O once made an unprofitable plant profitable by completing a build-to-order production line.

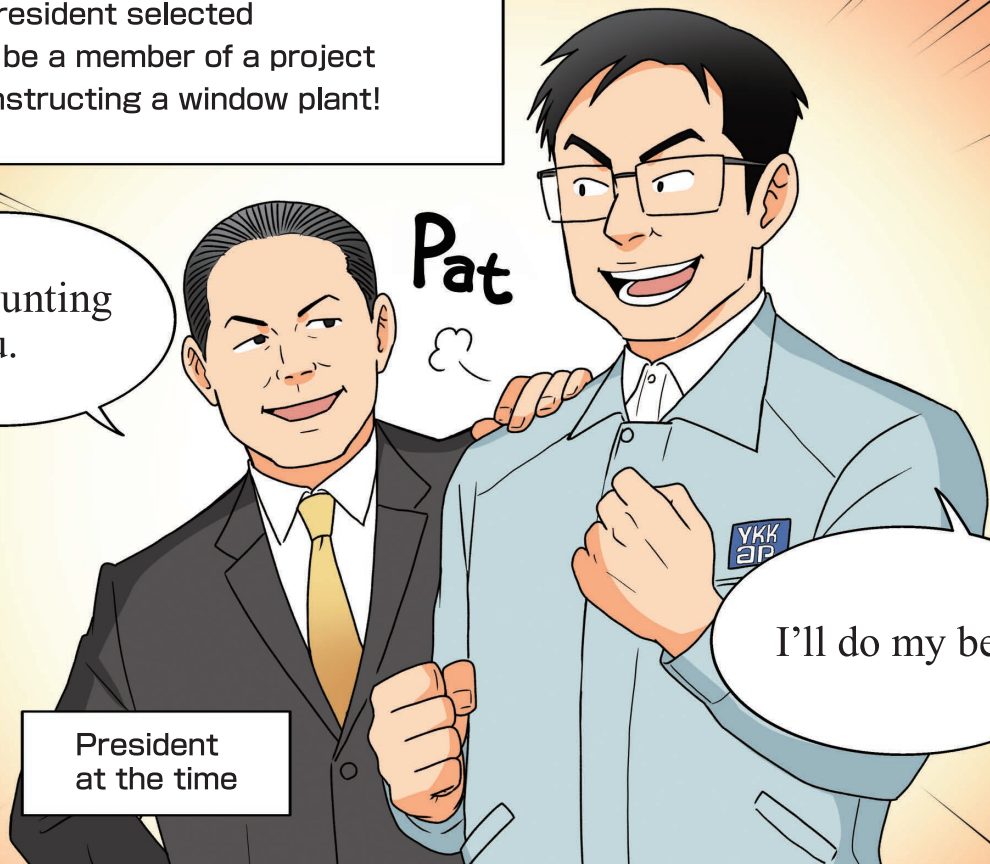


Because of Mr.O's achievement, the then president selected him to be a member of a project for constructing a window plant!

I'm counting on you.

Pat

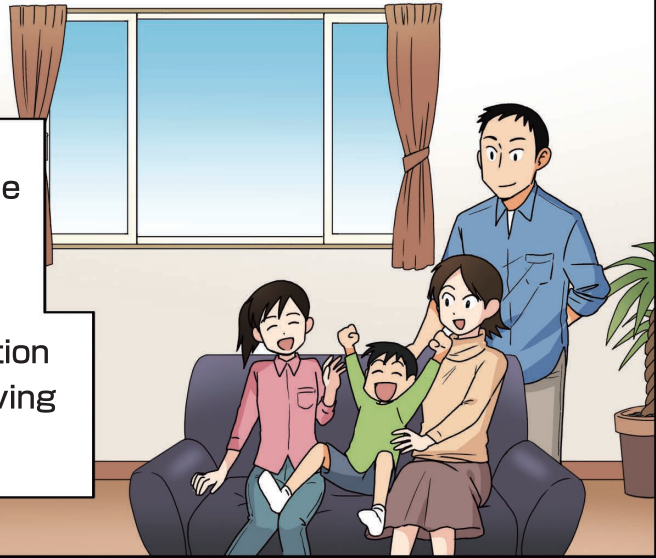
President at the time



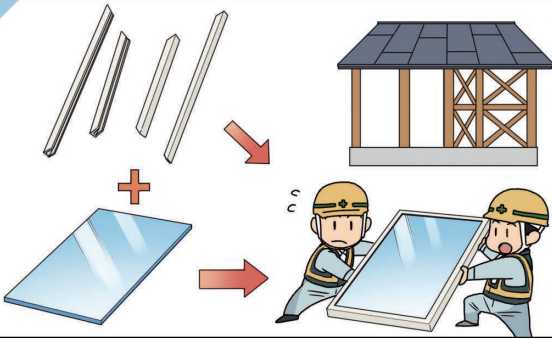
I'll do my best!

The goal of the project is to provide a high-performance vinyl window

to reduce energy consumption and realize a comfortable living environment.



Instead of using the conventional method where the window sash(frames) and glass are separately supplied, assembled by a specialist and delivered (sash business),



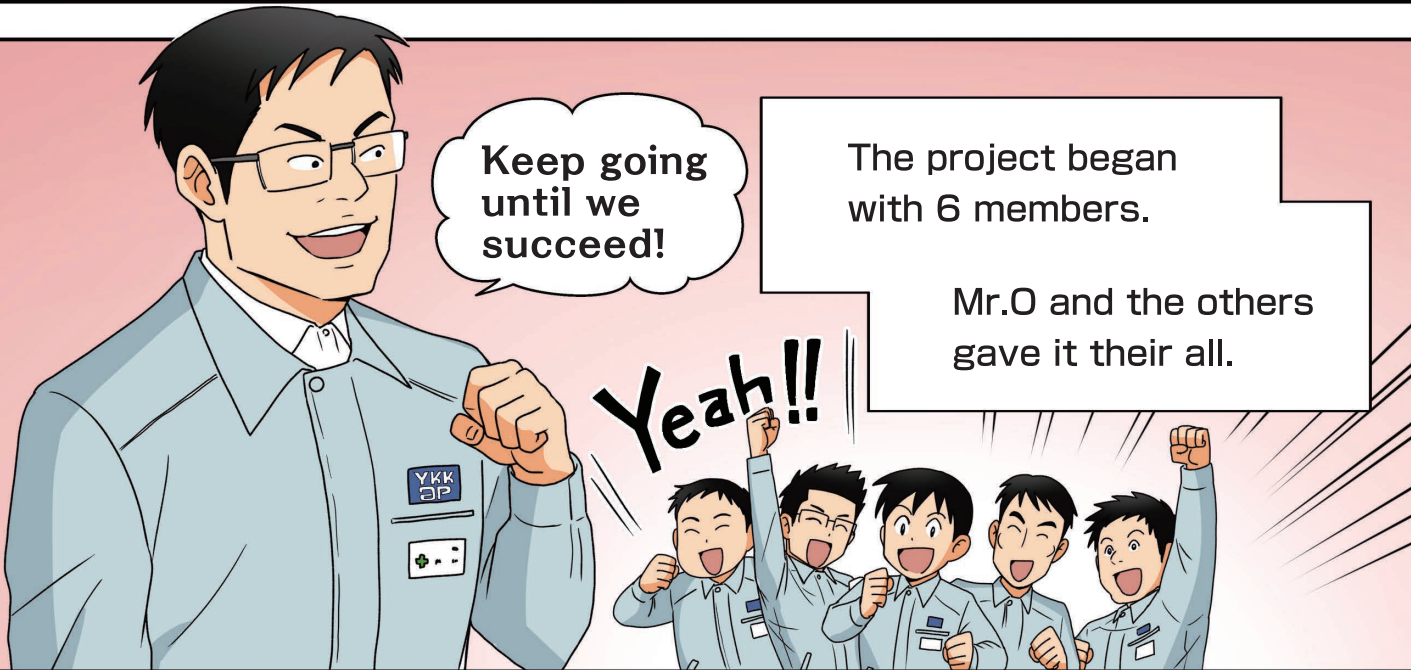
we had to establish a window business with a series of in-house processes designed to deliver windows in their completed state.

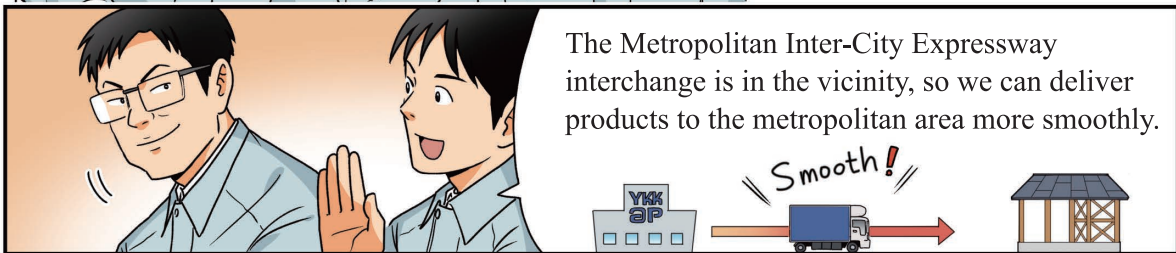
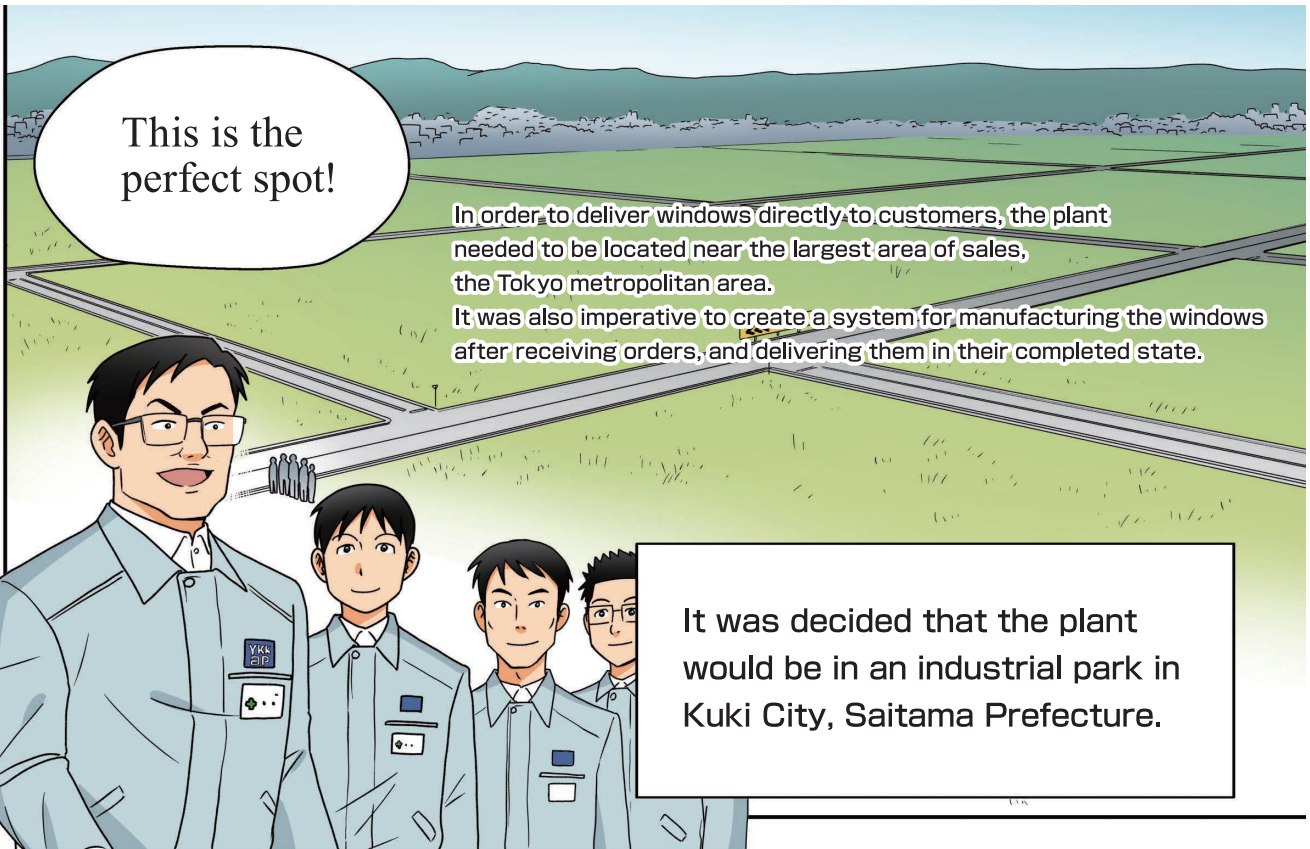
Keep going until we succeed!

The project began with 6 members.

Mr.O and the others gave it their all.

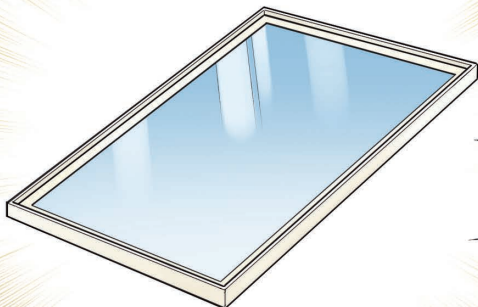
Yeah!!





Again, this project involved more than simply building a new plant.

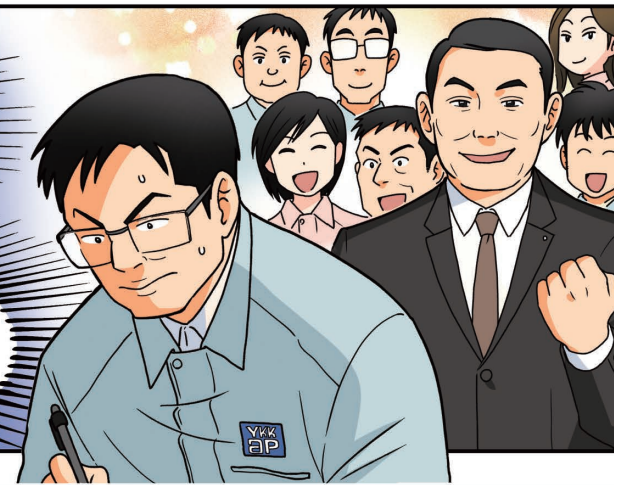
It was an evolution of the successful business model for the sash(frames) business, which YKK AP had cultivated over many years.



Now, YKK AP would endeavor to create a new business model for the window business.

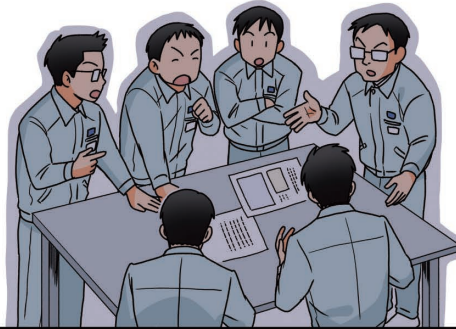
Creating a new business model and business plan was difficult, and the project members became frustrated at times.

But the support they received from within the company gave them the strength to push through to the end.



Although this challenge was completely new to them, Mr.O and his team never lost the passion they'd had since the start of the project.

It was because they always kept in mind YKK Group's Core Value:
"Do not fear failure; experience builds success.
Create opportunities for employees."



As a result, the plant was completed in 2011, two and a half years after the project began.

The plant is an eco-friendly plant that reduces the environmental load by insulating buildings, using clean energy such as wind and solar power, and planting trees, thereby making effective use of the natural environment.

*The build-to-order production system was made possible thanks to the "window-only production line" developed through cooperation with the Machine and Engineering Group.

