

Our History of Value Creation

The AP business began in 1959, leveraging our knowledge of aluminum materials acquired through fastener manufacturing. Since then, we have continued to develop and supply products that meet customer needs in every era and also provide new value.

1957-1989

Architectural products business begins
Widespread adoption of aluminum sashes through mass production



Aluminum extruder installed in 1959

Yoshida Shoji Co., Ltd., the company that would eventually become YKK AP, established in 1957 to undertake the sales and exports of fasteners manufactured by Yoshida Kogyo K.K. (now YKK). In 1959, the company began aluminum casting and extrusion operations, marking the beginning of YKK Group's involvement with architectural products. In 1966, the company launched sales of the residential aluminum product "High Sash." This helped to popularize aluminum sashes, which, thanks to the ease of processing and mass production, could meet the large-volume residential demand of the high economic growth period. Product development was also greatly expanded.

- 1959 Aluminum casting and extrusion work begin
- 1961 Manufacture and sales of interior aluminum architectural products begin
- 1962 Manufacture and sales of aluminum window sashes begin
- 1976 Our first overseas affiliate, YKK Industries (Singapore) Pte. Ltd. (now YKK AP Singapore Pte Ltd), established
- 1983 Manufacture and sales of vinyl sashes begin
- 1986 First overseas plant with an integrated production system, YKK Almico Indonesia (now PT YKK AP INDONESIA), established

1990-2004

The founding of YKK AP
Toward a system that responds to needs



President's inaugural press conference in May 1990

In 1990, YKK Architectural Products (abbreviated to YKK AP) was founded out of its parent company, Yoshida Shoji Co., Ltd., as the core company of the YKK Group's architectural products business. The first president, Tadahiro Yoshida (currently a corporate advisor), shifted the company from a mass-production/ mass-market product-out approach to a market-in system, which sought to respond to diversifying customer needs. In 2003, all architectural products businesses in the YKK Group were fully consolidated into one. Business expansion continued overseas and the structure of the company called YKK AP was built.

- 1990 The company is renamed YKK Architectural Products Inc. (YKK AP)
- 1990 EXIMA system sashes for commercial buildings begin
- 2002 The company is renamed YKK AP Inc.
- 2003 YKK's Architectural Products Manufacturing Group is integrated into YKK AP Inc. and the architectural products business of the YKK Group becomes a fully integrated organization
- 2003 Sales of SYSTEMA series of system sashes for non-residential buildings begin

2005-2010

From sash manufacturer to window manufacturer
Improving Japan's windows



The APW 330, launched in 2009

The company set out to transform itself from a sash manufacturer to a window manufacturer. It turned away from its business supplying knockdown style sashes and began to provide finished window products. The window business brand APW series was launched, driven by a desire to improve windows in Japan. 2009 saw the launch of the APW 330 vinyl window, which helped spread awareness of these products throughout Japan. In 2008, YKK AP Facade Pte. Ltd. was established in Singapore, marking the group's definitive move into the facade business.

- 2005 Proclamation to promote insulating glass for residential windows
- 2006 The window business brand APW series is launched
- 2007 Value Verification Center established
- 2008 YKK AP Facade PTE. LTD. established
- 2009 Sales of APW 330 vinyl windows begin

2011-2022

A company committed to products and manufacturing
An ongoing commitment to monozukuri



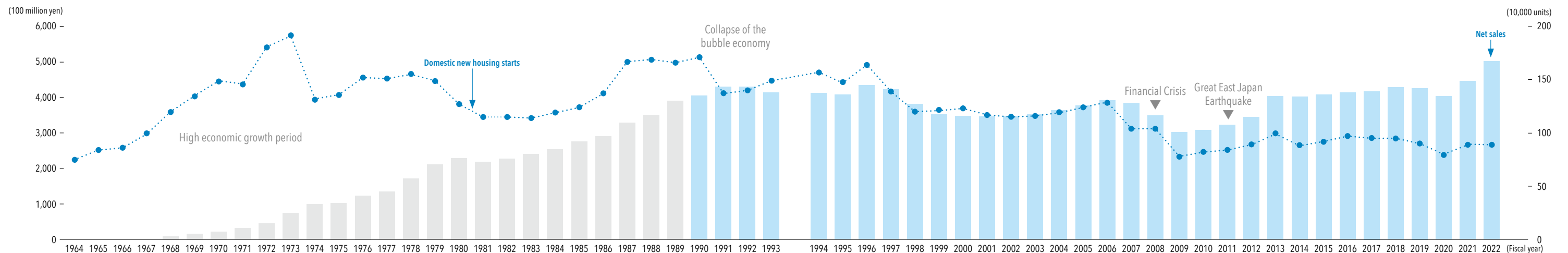
The Saitama MADO (window) Plant, which began operations in 2011

In 2011, YKK AP's second president, Hidemitsu Hori, demonstrated our adherence to monozukuri under the policy of "a company committed to products and manufacturing." We further promoted the window business through our dedicated "MADO (window) Plant" and awareness-raising activities about vinyl windows, expanded our exterior and remodeling product lineup, and strengthened the engineering capabilities of the commercial products business to expand our market share. We also established a structure to adapt to a drastically changing society, including the reorganization of our overseas affiliates in FY2020.

- 2011 Operations begin at the Saitama MADO (window) Plant
- 2012 Sales of the Venato electronic smart door begin
- 2014 Sales of the LUCIAS series of exterior products begin
- 2016 YKK AP R&D Center is opened
- 2020 Reorganized overseas AP business and integrated capital relations and business operations of overseas affiliated companies into YKK AP
- 2021 Part of the YKK Machinery & Engineering Group is transferred and the "Machinery & Engineering Department" established

2023- Become a Global Leading Company Through the Evolution of Architectural Products

When Akira Uozu assumed the office of president in 2023, a review was conducted of "how we seek to be in 2030 and how we ought to be," and the vision "Evolution 2030" put forth the goal of "Become a Global Leading Company Through the Evolution of Architectural Products."



The Value Creation Process

Purpose → P5

We Build a Better Society Through Architectural Products

We Build a Better Society Through Architectural Products

Vision

Evolution 2030 → P7

Become a Global Leading Company Through the Evolution of Architectural Products

Opportunities and Risks

- Health and Comfort/Safety and Security
- Climate Change and Disaster Countermeasures
- Demographics
- Ecosystem Conservation and Resource Recycling



Materiality → P20

Human resources to support sustainable growth

- Diversity & inclusion
- Fullfilling workplace environment
- Development and training of human resources to create new value
- Respect for human rights

“Monozukuri” to support resolution of social issues through products and competitiveness

- Co-creation with stakeholders
- Generating innovation
- Products/services which continue to solve social issues

“Trust/Reliance” to fulfill social responsibility

- Fair business practices
- Resilient business foundation
- Co-existence with the environment

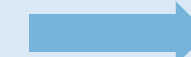
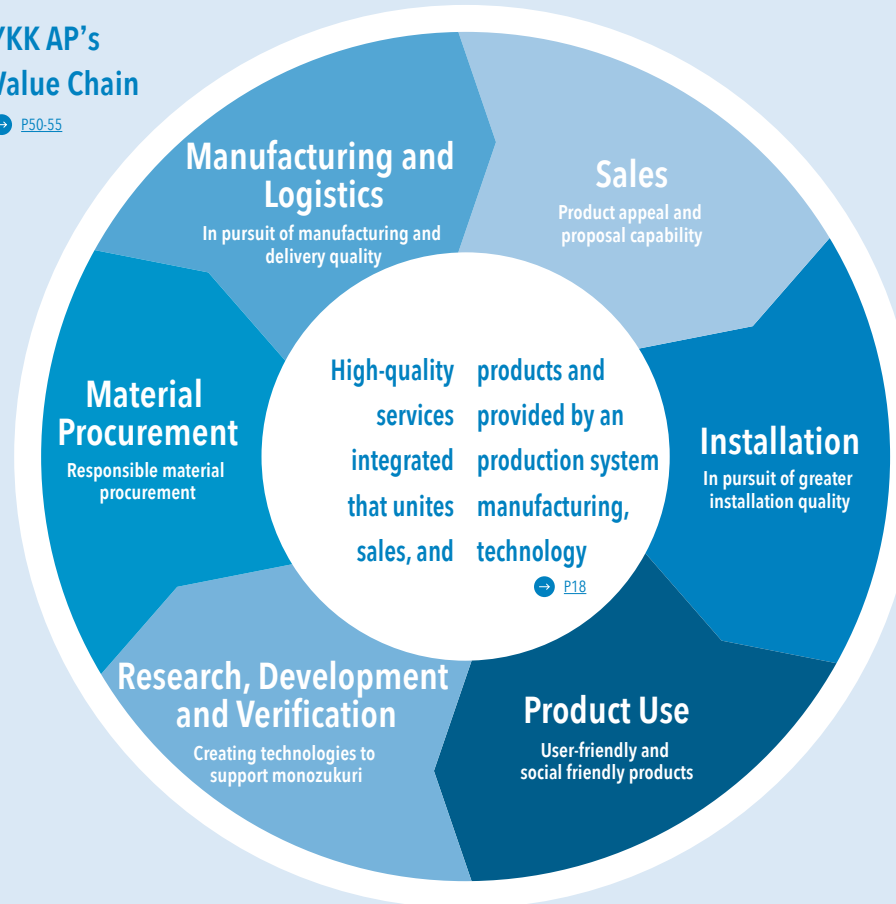


Management capital → P16-17



The 6th Mid-term Business Policy Providing Social Value through Products and Realizing Manufacturing Reform → P21-23

YKK AP's Value Chain → P50-55



YKK AP's Business Segments

- Residential Business
- Commercial Business
- Exterior Business
- Industrial Products Business → P42-49
- Overseas AP Business

Foundations Supporting our Business

- Corporate Governance
- Human Rights and Human Resources
- Compliance
- Risk Management → P24-41
- Environmental Management
- DX Promotion

Outcomes

- [Customers] Products, solutions and services that meet the demands of society regarding safety, security, energy conservation, health, easy installation, disaster prevention, ventilation, and more, based on a shift to high thermal insulation performance and higher added value
- [Society] Building mechanisms for generating profits together with business partners and regions, as well as solving environmental issues throughout the value chain, such as decarbonization and realization of a recycling-oriented society
- [Employees] A company that is chosen by a wide variety of individuals for its management that creates jobs, as well as for the growth and fulfillment that it offers to each employee with their diverse skills and experience through the creation of a comfortable work environment, investment in employees, and opportunities for growth



Output

Net sales	508.6 billion yen
Operating income	17.8 billion yen
Rate of sustainable product sales	37.8%
Sustainability-related investment (Japan)	2.9 billion yen
Greenhouse gas emissions (Scopes 1 and 2)	304 kt CO ₂
Greenhouse gas emissions (Scope 3)	1,737 kt CO ₂
Aluminum: Recycled external products (Japan) *1	27%
Vinyl: Recycled internal products (Japan) *2	28%
Employee engagement (Japan)	49%

*1 Ratio of input of recycled materials from the market to the input of aluminum raw materials
*2 Rate of internal reuse of internally generated vinyl scraps

* Results as of March 31, 2023 or FY2022 unless otherwise noted, scope of coverage is YKK AP Group (Japan + overseas)

Principles that Support the Value Creation Process → P4-5

YKK Philosophy — Cycle of Goodness®: “No one prospers without rendering benefit to others.”



Management Principle: “YKK seeks corporate value of higher significance.”



Management Capital as a Base for Value Creation

YKK takes as its Purpose “We Build a Better Society Through Architectural Products.”

These six types of capital are the source of this cycle of providing value to customers, society, and employees through corporate activities that create high quality products and services.

We aim to achieve sustainable growth by strategically investing capital while assessing business opportunities and risks.

Financial Capital



Equity ratio **57.9%**

Net assets: 266.0 billion yen / Total assets: 455.8 billion yen

Financial foundations supporting our business

Despite the overall increase in operating income in FY2022, we will endeavor to improve profitability through continued price revisions and manufacturing cost reductions to address surging material prices and related issues. To realize our “Evolution 2030” vision, which aims to achieve net sales on the order of one trillion yen, we plan to allocate business resources first to information and other management infrastructure that forms the foundation of our corporate activities, and then to facilities and human resources. While keeping in mind business indicators and the growth rates of individual businesses, we will also continue to pursue capital efficiency.

Human Capital



Employees in Japan: **12,802**

Employees overseas: **4,341**

“Forest Organization” with a shared corporate philosophy

Based on the idea of “autonomy and coexistence,” we work to create systems and environments in which each and every employee can demonstrate their full potential. The goal is to create a “Forest Organization,” a company in which every employee has a consciousness of being a manager, and grows strongly together as a group, like a forest that is made up of individual trees. To improve employee engagement, which is the source of value creation, we will pursue the design of systems and the development of a fulfilling and pleasant working environment that enable a diverse range of personnel to play an active role.

Social and Relational Capital



Japan business sites: **195**

Overseas business sites: **11** countries/regions

Affiliated companies – Japan: 5 Overseas: 17 (as of August 1, 2023)

Co-creation relationships based on trust and reliance with stakeholders

We work with all stakeholders, including employees, customers, business partners, and local communities, to continue being a company that is trusted by the community and loved by society. We provide opportunities for various forms of dialogue and co-creation to improve our workplaces and operations, as well as the quality of our products. In addition, we are engaged in industry-government-academia-private sector partnership to develop recycling technologies and mechanisms for vinyl and aluminum materials.

Information on stakeholder communication is available on our website. <https://www.ykkap.co.jp/company/jp/sustainability/stakeholder/>

→ Purpose P5

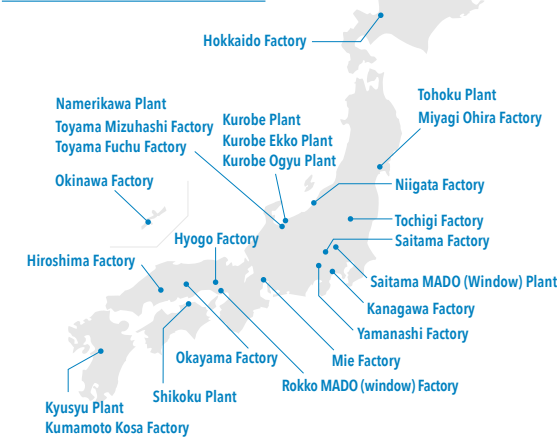
→ Evolution 2030 P7

→ Message from the Financial Officer P11

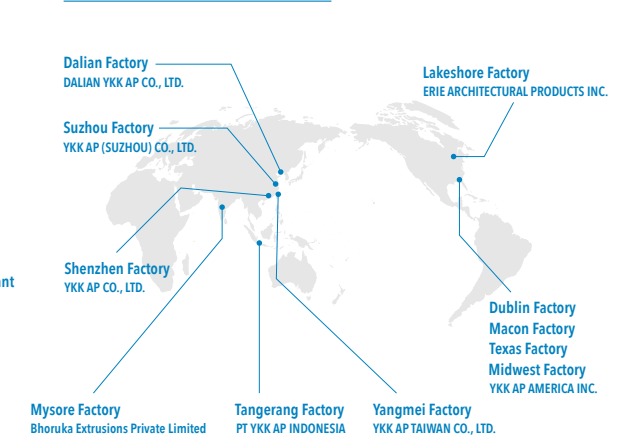
→ Human resources strategy P31-32

→ Recycling of vinyl and aluminum materials P38-40

Manufacturing sites in Japan



Overseas manufacturing sites



Manufacturing Capital



Manufacturing sites – Japan: **24** Overseas: **11**

Manufacturing capital investment: **13.8** billion yen

→ Integrated production system P18

→ Smart factory P41

Natural Capital



Energy consumption: **161,000** kl (crude oil equivalent)

Water use: 8.9 million m³

Raw materials – aluminum: 125 kt, vinyl: 22 kt

→ Environmental Management P36-40

→ Evolution 2030 P7

Intellectual Capital



Global R&D organization: **3** sites

Research and development expenses: **9.3** billion yen

Patents held: 1,418

→ Research, development and verification P50

Technology capabilities to support an integrated production system from raw material production to shipping and delivery

YKK AP manufactures products using integrated production at domestic and overseas sites, and has established a manufacturing and supply system rooted in various countries and regions under the basic principle of manufacturing close to where demand is found. In addition, we are working to enhance our technological competitiveness through machinery engineering technology used to develop and manufacture production equipment for our products. We are also stepping up our efforts in DX promotion as well as research and development into AI, robotics and other technologies for realizing smart factories.

Creating environmental value at all stages of the lifecycle

Aiming to leave a better society/environment for the next generation, we are taking on the challenge of creating new value and achieving zero environmental burden, through technical innovation. Along with the conservation and effective use of natural capital, we are working to create environmental value and solve environmental issues at all stages of the product lifecycle, from research and development to manufacturing, logistics, installation, use, and disposal. Under the “Evolution 2030” vision, YKK AP aims to reduce its own CO₂ emissions by 80% by FY2030 and by 100% by FY2040 (both relative to FY2013), and we will strengthen our efforts to achieve these goals.

Creating technology through the challenge of solving social issues

Kurobe, YKK AP’s technology headquarters

Home to three technical facilities of the YKK AP R&D Center, the Value Verification Center, and the Partners Support Studio, Kurobe City in Toyama Prefecture is positioned as YKK AP’s technology headquarters. R&D centers are also located in Germany and Indonesia to conduct research, development, and verification on a global basis. Furthermore, we are putting our efforts into strategic management and application of intellectual assets as well as training and development of employees, with the aim of improving our competitiveness and brand value through patent applications and ownership of patent rights.

* Results as of March 31, 2023 or FY2022 unless otherwise noted, scope of coverage is YKK AP Group (Japan + overseas)

Solving Social Issues through our Strengths in Monozukuri and our Products

YKK AP continues to provide value to customers, society, and its employees through high-quality products and services based on its integrated production system, while proactively addressing social and environmental issues.

Integrated Production System

YKK AP's strength lies in its "integrated production system" business model, in which the company itself handles everything from materials, parts, and production equipment to processing and assembly.

The glass used for our vinyl windows and other core products is procured as raw sheets and processed in-house. In addition, all manufacturing processes, from smelting the raw metal for aluminum and blending the base materials for vinyl, are carried out in-house at our domestic and overseas manufacturing sites.

Even the development and manufacture of parts, which constitute the backbone of our products, is carried out in-house. We build on our technological development capabilities, including elemental technologies, to produce metal and plastic functional parts such as door rollers, screws, and netting for screens. We also have various types of test and evaluation functions, ensuring more reliable quality of parts.

In addition, an in-house division called Machinery and Engineering is responsible for the development and manufacture of equipment for making our products. We are working to further enhance our technical competitiveness through seamless and rapid collaboration between the Machinery and Engineering Department, the Research and Development Division, and the Manufacturing Division.

As part of the "Realization of Manufacturing Reform," in the 6th Mid-term Business Policy, we will also pursue a shift to smart factories. We are building new city-based, unattended production lines that do not rely on human labor, making full use of robots as well as AI and other digital technologies.

We believe that our insistence on integrated production enables us to develop technology quickly, control costs throughout the supply chain, and guarantee reliable quality.

The cornerstone of YKK AP's monozukuri: the Integrated Production System

Materials


We produce materials in-house: for aluminum, this involves everything from melting to extrusion and surface treatment, and for resin, from raw material blending to extrusion.



High-performance glass

We process our own high-performance and high-functioning double and triple insulating glass.





Components

YKK AP produces everything in-house, from operating and functional components to screws and screen netting.



Production equipment

YKK AP has developed its own manufacturing equipment, production lines, and process control systems, etc., and has deployed them in the company's plants in Japan and overseas.



Processing, assembling, packaging

Our APW vinyl window series products are produced in our carefully controlled plants, from preparing the glass to manufacturing the components and assembling the windows, thereby ensuring high performance.

- [Integrated production system](#) P52
- [The 6th Mid-term Business Policy](#) P21
- [DX Promotion](#) P41

Products and services to address social issues

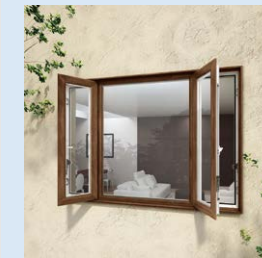
As YKK AP pursues sustainability management, it is identifying issues and developing technologies while staying attuned to the needs of its various customers in Japan and overseas. The 6th Mid-term Business Policy calls for "Providing Social Value through Products and Realizing Manufacturing Reform," and we have set the "rate of sustainable product sales" as a key

indicator. The social value that YKK AP provides can be categorized into "energy conservation," "easy installation," "disaster prevention/mitigation," "safety/security," and "health/hygiene," and we are engaged in business activities that contribute to a sustainable society by developing a wide range of sustainable products that enhance these types of value.

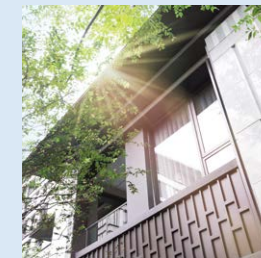
- [The 6th Mid-term Business Policy](#) P21
- [Rate of sustainable product sales](#) P22-23

Energy conservation

We are developing products that can contribute to improving the energy-saving performance of buildings. We are developing products with thermal insulation performance that meets the energy-saving standards set by various regions in Japan and overseas.



APW vinyl windows series
A window series using vinyl with high thermal insulation performance for the frame.



LD series (China)
A series of aluminum profile thermal insulation windows with high thermal insulation performance that can be used in a wide range of areas, from eastern to northern and western China.

Easy installation

We are developing products that shorten installation time, do not involve specific skills or hazards, and are safe to install.



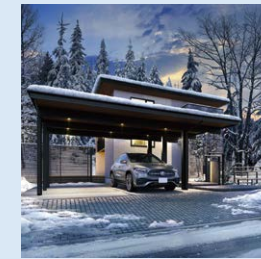
No-weld installation
A new flame-free sash installation method that replaces the conventional welding method by filling with mortar.



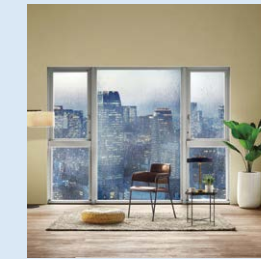
Kantan Door Remo series
A door series that allows new products to be installed over the existing frame without breaking the wall.

Disaster prevention/mitigation

We have a lineup of products that reduce damage to buildings, indoor environments, and surrounding environments caused by wind, rain (water), snow, lightning, and other natural phenomena.



GPort Pro Series
Carport series with industry-leading snow and wind resistance to prepare for increasingly severe natural disasters.



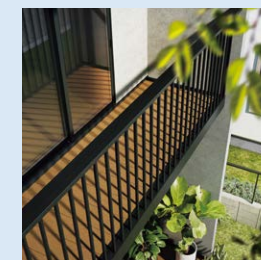
YRB-A (Taiwan)
High water-tightness sashes developed as a core product for Taiwan, where typhoon damage is common.



ProTek® (U.S.A.)
Hurricane and explosion-proof products targeted mainly at commercial facilities in the U.S.A.

Safety/Security

We are committed to developing products with higher safety performance by employing functions and technologies that work effectively against dislocation, falls, pinching, collisions, abrasions, catching, locking-in, catching fire, criminal activity and more.



Lucias balconies
Balconies with handrails to prevent children from falling

Health/Hygiene

We develop products that contribute to improving the quality of the indoor environment and creating a hygienic lifestyle.



Natural ventilation windows (Balance Way)
The grid itself is balanced to provide efficient ventilation.

Materiality and the 6th Mid-term Management Plan

To drive YKK AP's sustained growth, we have identified materiality (priority issues) based on our Purpose. We will promote materiality through the implementation of the 6th Mid-term Management Plan (FY2021-FY2024).

Materiality

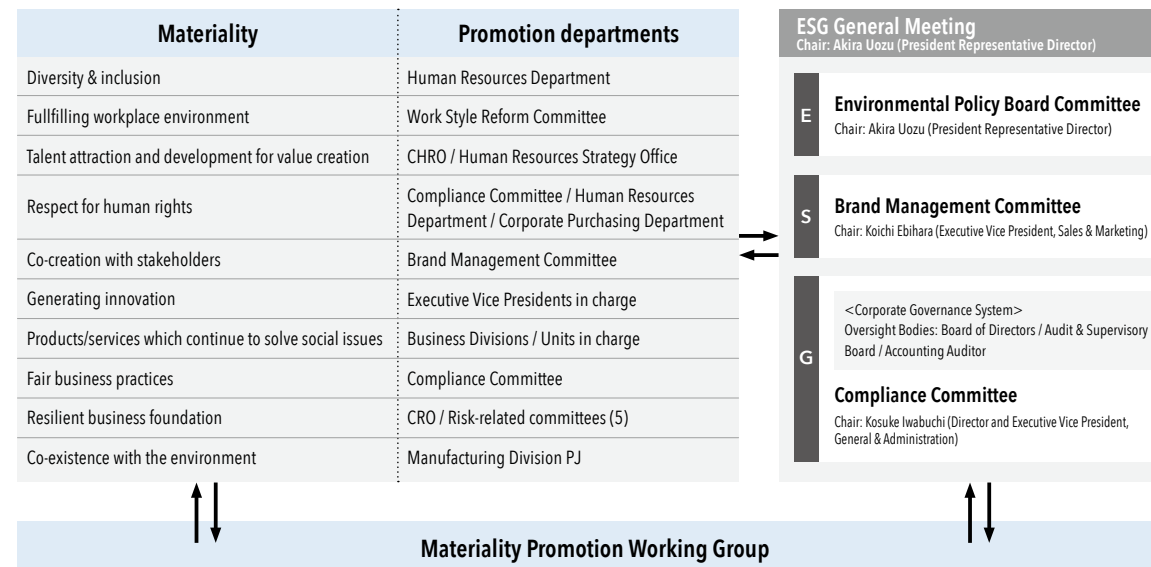
To drive YKK AP's sustained growth, we have identified materiality (priority issues) for FY2021 based on our Purpose. We have established a system for promoting materiality and are further advancing specific initiatives by setting KPIs.

Materiality		
<p>"Human Resource" to support sustainable growth</p> <ul style="list-style-type: none"> ● Diversity & inclusion ● Fulfilling workplace environment ● Talent attraction and development for value creation ● Respect for human rights 	<p>"Monozukuri" to support resolution of social issues through products and competitiveness</p> <ul style="list-style-type: none"> ● Co-creation with stakeholders ● Generating innovation ● Products/services which continue to solve social issues 	<p>"Trust/Reliance" to fulfill social responsibility</p> <ul style="list-style-type: none"> ● Fair business practices ● Resilient business foundation ● Co-existence with the environment

Materiality promotion system

We have established a promotion department for each materiality and are stepping up our initiatives accordingly. Furthermore, the ESG General Meeting, headed by the President, consists of the Environmental Policy Board Committee that takes the lead on environmental topics, the Brand Management Committee that

handles social topics, and the Compliance Committee, which handles governance. Each is chaired by the President or an Executive Vice President. The "Materiality Promotion Working Group," which reports directly to the ESG General Meeting, conducts materiality efforts and manages KPIs in cooperation with the ESG General Meeting and the promotion department for each materiality.



→ The approach and process for identifying materiality is described on our website. <https://www.ykkap.co.jp/company/en/sustainability/materiality/>

The 6th Mid-term Management Plan

The YKK Group 6th Mid-term Management Vision

Technology Oriented Value Creation

● **Creativity to Realize a Sustainable Society** Product appeal & proposal capability / Technology & manufacturing capability / Diverse human assets

The 6th Mid-term Business Policy

Providing Social Value through Products and Realizing Manufacturing Reform

● **Providing Social Value through Products** Providing products that meet the demands of society, including safety, security, energy conservation, easy installation, health, disaster prevention, ventilation, and others

● **Realization of Manufacturing Reform** Manufacturing reform by enhancing technological capabilities (Machinery and Engineering (KOKI) integration), platforming & smart factorization / Developing technologies for achieving carbon neutrality

The 6th Mid-term Business Plan

The 6th Mid-term Management Plan, which began in FY2021, takes as its core the purpose "We Build a Better Society Through Architectural Products." The 6th Mid-term Business Policy, "Providing Social Value through Products and Realizing Manufacturing Reform," has been developed as a policy to fulfill this purpose.

In FY2022, we achieved net sales of 508.6 billion yen, a record high for the second year in a row, thanks to the promotion of

- [Purpose P5](#)
- [3-ministry subsidy scheme P43,45](#)
- [Saitama Factory new building P45](#)
- [New plant for manufacturing residential vinyl windows \(U.S.A.\) P49](#)
- [Message from the Financial Officer P11](#)
- [New plant for manufacturing residential vinyl windows \(U.S.A.\) P49](#)

Unit: 100 million yen

	FY2021 (Results)	FY2022 (Results)	FY2023 (Plan)	FY2024 (Plan)
Net sales	4,463	5,086	5,479	5,440
Operating income	173	178	276	386
Operating income margin	3.9%	3.5%	5.0%	7.1%

*The FY2024 plan is the mid-term plan developed in FY2021.

high thermal insulation windows and strengthening of proposals in the commercial building renovation field in Japan, as well as significant growth both in Japan and overseas, especially in architectural products for commercial buildings in North America. Operating income was affected by surging material prices and higher SG&A expenses in Japan, but increased sales and price revisions overseas led to an overall increase.

In Japan in FY2023, we will enhance production equipment for remodeling products and glass, for which demand is expected to rise due to the three ministry-supported subsidy scheme. In the commercial business, we will further strengthen our competitiveness in the Tokyo metropolitan area by commencing operations at the new Saitama Factory building. In North America, we will strengthen our production and supply systems by establishing supply bases for architectural products for commercial buildings and commencing operations at a new factory producing vinyl windows for residential use.

The 6th Mid-term Investment Plan

In order to further grow our business both domestically and internationally, we have drawn up a record-breaking investment plan for the 6th Mid-term Management Plan. With respect to

Unit: 100 million yen

	FY2021 (Results)	FY2022 (Results)	FY2023 (Plan)	FY2024 (Plan)
Japan	226	201	378	300
Overseas	37	135	125	92
Total	264	337	503	392

*Note: Based on orders

*The FY2024 plan is the mid-term plan developed in FY2021.

capital investment plans, in addition to investments necessary for business continuity, such as for replacement of aging equipment and health and safety reasons, we plan to advance aggressive production expansion and rationalization investments where the expected returns ensure the investment's rationality.

In FY2023, we plan to invest a record 50.3 billion yen. In Japan, this will mainly be allocated to increased production, new product support, and digital-related activities, and overseas, for construction of a new plant in the U.S.A., with the aim of achieving sustainable business growth and early generation of investment benefits.

The 6th Mid-term Materiality Targets

Extent of Coverage
 ◇1: YKK AP (non-consolidated)
 ◇2: YKK AP Group (Japan)
 ◇3: YKK AP Group (Japan and overseas)

Materiality	Initiatives	Indicators	FY2021 (Results)	FY2022 (Results)	FY2023 (Targets)	FY2024 (Targets)	Related SDGs	
Human resources to support sustainable growth	Diversity & inclusion	Promote an inclusive corporate culture where employees with a diverse range of skills and experiences respect one another and work together	Number of women in management positions ◇1	113	122	133	140	
		Rate of persons with disabilities among employees ◇1	2.29%	2.32%	2.35%	2.50%		
		Ratio of men's to women's wages (average) ◇1 * Parentheses indicate the ratio of men's to women's wages for senior section managers	68.6% (86.4%)	69.7% (87.7%)	70.0%	71.0%		
	Establishment of a fulfilling working environment	Develop a fulfilling workplace environment in which each employee can thrive with motivation and demonstrate his/her best performance	Rate of employees who take childcare leave (men) ◇1	53.2%	73.2%	Over 50%	Over 50%	
			Employee engagement ◇1	51%	49%	65%	70%	
	Development and training of human resources to create new value	Attract, train, and promote next-generation leaders and invest in the necessary talent for sustainable growth	Number of employees who obtained qualifications eligible for public qualification incentives (cumulative total of employees) ◇1	15,714	17,083	18,500	20,000	
			"Value Creation Academy," the next-generation leader development program ◇1 ● Number of participants *Figures in parentheses indicate cumulative number of participants ● Number of corporate officers appointed (cumulative total)	9 (195) 29	9 (204) 32	9 (213) -	9 (222) -	
			Number of employees dispatched by the company to obtain degrees (PhD, MBA, MOT) ◇1	13	17	24	27	
	Respect for human rights	As part of corporate social responsibility, give consideration to human rights not only in the company itself, but also in the supply chain and other areas associated with the company	Enforcement of the YKK AP Human Rights Policy in business activities in each country/region Expand and enhance content of human rights and harassment training					
			Number of companies that we have concluded an agreement with regarding the basic transaction principles (cumulative total) ◇1	821	1,184	1,184	1,184	
Monozukuri to support resolution of social issues through products and competitiveness	Co-creation with stakeholders	Continue to create value through active dialogue with our key stakeholders: customers, society, and employees	Customers: Expansion of technical proposal and training options for domestic and overseas business partners Society: Promote activities that link customer feedback to the development and improvement of products and services and the provision of information Employees: Promote initiatives to gather a wide range of employee ideas and apply them to our business					
	Generating innovation	Promote innovation in business concepts and production/business processes from a medium- to long-term perspective for sustainable growth	Establish programs to develop and create innovative human resources ● Establish AP innovation programs and systems to accelerate and promote creation of new business ● Develop a foundation for fostering an innovative organizational culture and developing innovative human resources					
	Products/services which continue to solve social issues	Create new value and contribute to the sustainable development of society by taking on the challenge of solving social issues through our products and services	Rate of high thermal insulation window use (For single-family houses) ◇2	70%	75%	84%	90%	
			Rate of vinyl window use (For single-family houses) ◇2	31%	31%	35%	40%	
			Rate of sustainable product sales ◇3	38.4%	37.8%	40.6%	39.1%	
	Fair business practices	Conduct business activities ethically and with integrity by ensuring compliance with laws, regulations, and social norms under a global governance system	Number of sites implementing YKK Global Criteria of Compliance (YGCC) ◇3 *Number in parentheses indicates number of sites where internal audits have been conducted	55 (20)	56 (27)	57 (27)	57 (28)	
			Expand and enhance content of compliance training ● Conduct compliance video training and e-learning for all employees					
	Trust/reliance to fulfill responsibilities to society	Increase resilience through risk management that enhances management transparency and honest and fair corporate governance, in addition to responding to unforeseen events	Strengthen the CRO-led risk management system and speed up the response to emergencies Review BCP on an all-hazards basis ● Responses to infectious diseases, major natural disasters, supply chain interruptions, cyber incidents, etc. ● Recovery and operation through reliable management after the BCP is activated					
			Co-existence with the environment	Contribute to reducing environmental impact and mitigating and adapting to climate change by promoting a decarbonized, recycling-based society and expanding sales of environmentally friendly products	YKK AP CO ₂ emissions ◇3	325 kt CO ₂	304 kt CO ₂	
	Waste output (Manufacturing sites) ◇3 * Figures in parentheses represent units of intensity	15.9 kt (3.57 t/100 million yen)	15.4 kt (3.03 t/100 million yen)	14.3 kt (2.61 t/100 million yen)	13.9 kt (2.56 t/100 million yen)			
Water consumption (Manufacturing sites) ◇3 * Figures in parentheses represent units of intensity	9.8 million m ³ (2,200 m ³ /100 million yen)	8.9 million m ³ (1,750 m ³ /100 million yen)	8.6 million m ³ (1,580 m ³ /100 million yen)	8.5 million m ³ (1,570 m ³ /100 million yen)				

* Sustainable products are defined as architectural products that contribute to achieving the SDGs by solving priority social issues such as energy conservation, easy-installation, disaster prevention/mitigation, safety/security, and health/hygiene
 *The FY2024 targets are the mid-term targets developed in FY2021.