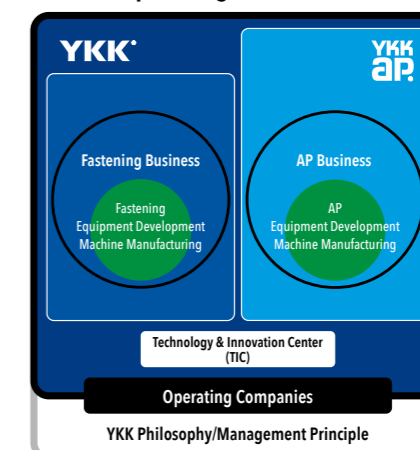




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YKK Group Management Structure



Since 1934, when YKK founder Tadao Yoshida began processing and selling fasteners, the YKK Group has developed its business by creating new value in fasteners through the establishment of an integrated production system and overseas expansion. Today, the YKK Group is a group of companies that share the YKK philosophy of "Cycle of Goodness" and the Management Principle, "YKK seeks corporate value of higher significance," with YKK's fastening business and YKK AP's AP business at its core. While sharing common ideas and philosophies, we are enhancing our business competitiveness through management structures that are best suited to each of our businesses.