

Financial and Non-Financial Data

Key Consolidated Financial Data

	FY2020	FY2021	FY2022	FY2023 (Plan)	FY2024 (Plan)
Net sales (consolidated)	402.8 billion yen	446.3 billion yen	508.6 billion yen	547.9 billion yen	544.0 billion yen
Japan	353.2 billion yen	388.6 billion yen	425.7 billion yen	458.4 billion yen	459.9 billion yen
Overseas	66.2 billion yen	79.7 billion yen	115.8 billion yen	116.8 billion yen	107.9 billion yen
Overseas ratio	13%	14%	17%	17%	16%
Operating income	20.9 billion yen	17.3 billion yen	17.8 billion yen	27.6 billion yen	38.6 billion yen
Operating income margin	5.2%	3.9%	3.5%	5.0%	7.1%

	FY2020	FY2021	FY2022	
Profit and loss	Ordinary income	23.0 billion yen	18.6 billion yen	21.3 billion yen
	Net income attributable to owners of parent company	21.3 billion yen	11.1 billion yen	15.2 billion yen
	Comprehensive income	48.3 billion yen	19.7 billion yen	27.6 billion yen
Financial status	Net assets	225.1 billion yen	241.8 billion yen	266.0 billion yen
	Total assets	389.7 billion yen	426.5 billion yen	455.8 billion yen
Financial indicators	Return on assets (ROA)	5.5%	2.7%	3.5%
	Equity ratio	56.9%	56.2%	57.9%
	Return on equity (ROE)	9.6%	4.8%	6.1%
Cash flow	Cash flow from operating activities	29.6 billion yen	26.9 billion yen	32.3 billion yen
	Cash flow from investing activities	△3.8 billion yen	△19.8 billion yen	△22.8 billion yen
	Cash flow from financing activities	△9.6 billion yen	△5.4 billion yen	△4.9 billion yen
	Ending balance of cash and cash equivalents	27.2 billion yen	31.7 billion yen	37.6 billion yen
Capital investments/ R&D expenses	Capital investments	14.8 billion yen	20.6 billion yen	29.6 billion yen
	R&D expenses	8.0 billion yen	9.0 billion yen	9.3 billion yen

*Transactions with parties inside the Group have been offset in net sales (consolidated).

*The overseas ratio is the proportion of overseas sales out of net sales to external customers.

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

*Return on assets (ROA) for FY2020 is calculated based on total assets at the end of the fiscal year, as this was the first year of consolidation.

*Return on equity (ROE) for FY2020 is calculated based on ending equity capital, as this was the first year of consolidation.

*Figures have not been audited by a certified accountant or audit firm.

*The consolidated financial data for profit and loss, financial status, financial indicators, and cash flow have been reviewed by an audit firm since FY2021.

→ Details of Financial Data are presented in our Sustainability Data Book (in Japanese only)
<https://www.ykkap.co.jp/company/jp/sustainability/data/basic-information/>

Key Non-Financial Data

	FY2020	FY2021	FY2022		
Number of employees ^{◇3}	Japan	12,389	12,630	12,802	
	Ratio of men to women (Japan)	Men 74 % Women 26 %	Men 74 % Women 26 %	Men 74 % Women 26 %	
	Overseas	4,328	4,158	4,341	
Average age ^{◇1}	Men	43.7 years old	43.8 years old	44.2 years old	
	Women	41.0 years old	41.4 years old	41.8 years old	
Number of women in management positions ^{◇1}	Number of employees	110	113	122	
	Ratio	5.9%	5.8%	6.2%	
Rate of employees who take childcare leave ^{◇1}	Men	64.2%	53.2%	73.2%	
	Women	93.6%	97.5%	96.6%	
Employment rate of persons with disabilities (average for each fiscal year) ^{◇1}		2.35%	2.29%	2.32%	
Rate of mid-career hires ^{◇1}		20.0%	43.2%	43.3%	
Rate of employees who take paid leave ^{◇1}		60.9%	67.1%	71.3%	
Contributions to CO ₂ reductions through high thermal insulation products ^{◇2}	vs FY2020	100%	117%	127%	
	Quantity	468 kt CO ₂	548 kt CO ₂	594 kt CO ₂	
Ratio of new constructions to remodeling projects ^{◇2 *1}	Residential	New construction	75%	77%	76%
		Remodeling	25%	23%	24%
	Commercial	New construction	76%	70%	69%
		Remodeling	24%	30%	31%
Rate of vinyl window use ^{◇2 *2}		29%	31%	31%	
Number of locations ^{◇3}	Japan	200 sites	201 sites	195 sites	
	Overseas	11 countries/regions	11 countries/regions	11 countries/regions	
Manufacturing locations ^{◇3}	Japan	24 sites	24 sites	24 sites	
	Overseas	11 sites	11 sites	11 sites	

Extent of Coverage

◇1: YKK AP (non-consolidated)

◇2: YKK AP Group (Japan)

◇3: YKK AP Group (Japan and overseas)

*1 Based on net sales

*2 Rate of vinyl window use in sales for single family homes

Supported Initiatives and Key External Assessments

Supported Groups and Initiatives

◆United Nations Global Compact/UNGC
May 2021



◆Task Force on Climate-related Financial Disclosures/TCFD
(Financial Stability Board) May 2019



◆SBTi/Science Based Targets initiative
February 2021



◆Minister of the Environment-certified
"Eco-First Company"
(Ministry of the Environment)
April 2023



◆Japan Climate Initiative/JCI
June 2022

◆Partnership Building Declaration
(Conference for the Promotion of Building Partnerships
for the Future) June 2022



Major Awards (awards received as a corporation)

◆KDLB 2022 Environmental Stewards Award
(Keep Dublin Laurens Beautiful Organization)
YKK AP AMERICA INC. Dublin Factory
June 2022



◆Digital Popular Brand
Platinum Award 2018-2022
(INFOBRAND)
Received the Digital Popular Brand Award for five
consecutive years
PT YKK AP INDONESIA, January 2023



◆Maintained certification as a Gold product safety
companies
(Ministry of Economy, Trade and Industry)
January 2023



◆Top 10 Aluminium Products
Manufacturers in India 2023
("Industry Outlook" business magazine)
Bhoruka Extrusions Private Limited, February 2023



◆The 11th Green Social Contribution Award
(Organization for Landscape and Urban Green
Infrastructure)
Manufacturing Department, Tohoku Plant, March 2023



Major Awards (awards received for products)

◆Good Design Award 2022
(Japan Institute of Design Promotion)
"famitto" interior door series
October 2022



◆Most Desirable Architectural Products and Equipment
Manufacturers Ranking 2022 (Nikkei Architecture)
●Residential Window Sash: 1st Place for the 12th consecutive year
●Residential Entrance Door: 1st Place for the 7th consecutive year
●Commercial Building Aluminum Sash and Curtain Wall: 1st
Place for the 18th consecutive year
November 24, 2022 issue



◆16th Kids Design Award
(NPO Kids Design Association)
August 2022



◆Designs to contribute to the safety and security
from children

- Western-Style Blind "Outer Shade"
- "Lucias Fence" and "Simpleo Fence" block-built, high blindfold type
- Promotion of natural (Cross-opening) ventilation through the installation of inner windows for school facilities

◆Designs to support comfortable raising of children

- "famitto" interior door series



◆Manufacturer of the most desirable architectural
products and facilities for use in an ideal home
(Taiwan Architectural Aesthetics Culture and Economy
Association; an incorporated association/ National Chengchi
University College of Commerce Public Opinion and Market
Research Center)



Window Sash Category: 1st Place for the 11th consecutive year YKK AP TAIWAN CO., LTD
November 2022

◆2022 BLT Built Design Awards
(3C AWARDS)
YKK AP AMERICA INC., "YWW 60 XT"
November 2022



◆Desirable Architectural Products Brand Award
(China Real Estate Association)
Window Category: Selected for the 12th consecutive time,
YKK AP CO., LTD
March 2023



Company Outline

Corporate Name YKK AP Inc.
Headquarters Address 1, Kanda Izumi-cho, Chiyoda-ku, Tokyo, 101-0024, Japan
Capital 14.0 billion yen
Foundation July 22, 1957
Accounting Period March 31 of every year

Affiliated Companies

Domestic Affiliated Companies

YKK AP Okinawa Inc.
Pros Inc.
Iwabuchi Inc.
YKK AP Ruxy Inc.
Nitto Inc.

Overseas Affiliated Companies

YKK AP AMERICA INC.
ERIE ARCHITECTURAL PRODUCTS INC.
ERIE ARCHITECTURAL PRODUCTS USA, INC.
YKK AP (CHINA) INVESTMENT CO., LTD.
DALIAN YKK AP CO., LTD.
YKK AP CO.,LTD.
YKK AP (SUZHOU) CO., LTD.
YKK AP HONG KONG LIMITED
YKK AP TAIWAN CO., LTD.
PT YKK AP INDONESIA
YKK AP MYS SDN. BHD.
YKK AP (THAILAND) CO.,LTD.
Bhoruka Extrusions Private Limited
YKK AP FACADE PTE. LTD.
YKK AP SINGAPORE PTE LTD
YKK AP FACADE VIETNAM COMPANY LIMITED
YKK AP Technologies Lab (NA) Inc.

Memberships

Japan Sash Manufacturers Association
Japan Building Openings Association
Japan Construction Material & Housing
Equipment Industries Federation
Association of Living Amenity
Japan Federation of Housing Organizations

Wooden Home Builders Association of Japan
Japan International Association for the Industry of Building
and Housing
Japan - China Association for Building and Housing Industry
Japan Aluminium Association, etc.

Editorial Note

We produced the YKK AP Integrated Report 2023 to introduce our stakeholders to our initiatives to be a company that makes society a better place through its business activities, with the YKK AP Purpose, "We Build a Better Society Through Architectural Products," at its core. The report communicates YKK AP's value creation story in an easy-to-understand manner and provides a comprehensive summary of financial and non-financial information, including the values we offer to society and the strategies and business foundations that enable us to realize these values. Going forward, we will continue to reflect your opinions and ideas in our efforts to create a more comprehensive Integrated Report that will provide you with a better understanding of our company.

YKK AP Integrated Report 2023

Extent of Coverage YKK AP Inc./
YKK AP Domestic Affiliated Companies/
YKK AP Overseas Affiliated Companies

Period Covered FY2022
(April 1, 2022 - March 31, 2023)
Note: Some of the information included in this report is
from outside of the period covered.

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