

# YKK Group and YKK AP Philosophy

At the core of YKK AP's business activities are the "YKK Philosophy," the "Management Principle," and the "Purpose."

These ideals form the basis of employees' conduct and management decisions.

Taking these to heart, YKK AP will continue to take on the challenges presented by this new era, and aim to be a company that builds a better society.

## YKK Philosophy

**CYCLE OF GOODNESS®:**  
**"No one prospers without rendering benefit to others."**



YKK's founder  
**Tadao Yoshida** (1908-1993)

As an important member of society, a company survives through coexistence. When the benefits are shared, the value of the company's existence will be recognized by society. When pursuing his business, YKK's founder, Tadao Yoshida was most concerned with that aspect, and would find a path leading to mutual prosperity. He believed that using ingenuity and inventiveness in business activities and constantly creating new value would lead to the prosperity of clients and business partners, making it possible to contribute to society. This way of thinking is referred to as the CYCLE OF GOODNESS, and has always served as the foundation of our business activities. We have inherited this way of thinking and have established this as the YKK Philosophy.

## Management Principle

**"YKK seeks corporate value of higher significance."**



Seeking corporate value of higher significance, YKK will pursue innovative quality in the seven key areas shown above.



YKK AP's founder, Currently Corporate Advisor of YKK and YKK AP  
**Tadahiro Yoshida**

The YKK Group's Management Principle, based on the spirit of the CYCLE OF GOODNESS, is "YKK seeks corporate value of higher significance." We aspire to become a company that is appreciated by our customers, valued by society, and where all employees are able to work with pride and pleasure. As a means to achieve this, we will enhance the quality of our products, technology, and management. In putting these into practice, we always place Fairness at the foundation of all our business activities. This Management Principle was formulated in 1994 by Tadahiro Yoshida, then president of YKK and YKK AP.

## Purpose

*We Build a Better Society  
 Through Architectural Products*

With a spirit of curiosity and exploration, we develop architectural products of true value that connect people, planet, and the future. We want to create a better society, while remaining committed to the art and technology that have always been fundamental to architectural culture.

YKK AP's Purpose expresses our desire to be a company that contributes to society through our products and services. That is, to continue to meet the desires of our customers and business partners with the Architectural Products that form the structural elements of houses and buildings. In doing so, we continue to be a company that contributes to customers, business partners, and society at large. While carrying on the ideals embodied in the company name "YKK AP," we aspire to remain an integral and essential part of this ever-changing society.

## Initiatives to Instill our Philosophy

In order to support sustainable business growth, YKK AP is working to create an environment in which employees are conscious of the YKK Philosophy, Management Principle, and Purpose in their daily work. One example of this is the "talking sessions," where employees at each location and division share their own practices and ideas. These meetings are held annually to create opportunities for every employee to think about the connection between their work and the YKK Philosophy, Management Principle, and Purpose, and to help these ideals become widely understood and embraced. Through communication based on exchange and dialogue, we aim to foster a sense of unity in each division and the company as a whole, as well as to develop the people and culture that will support sustainable growth. In FY2023, talking sessions were held at all of the approximately 2,000 divisions in Japan (sales, development, technology, manufacturing, and management).

