

YKK Group and YKK AP Philosophy

YKK's founder Tadao Yoshida established the philosophy of CYCLE OF GOODNESS® as the foundation of the company's business activities. In line with this philosophy, Tadahiro Yoshida, the second president of YKK and founder of YKK AP, formulated the Management Principle — "YKK seeks corporate value of higher significance." Based on these principles, YKK AP has established a "Purpose" as its reason for being, which has now taken root at the heart of our employees' conduct and business decisions. We will maintain our commitment to the architectural products that give our company its name, striving to become a company that contributes to the happiness of society.

YKK's Founder Tadao Yoshida and the YKK Philosophy

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

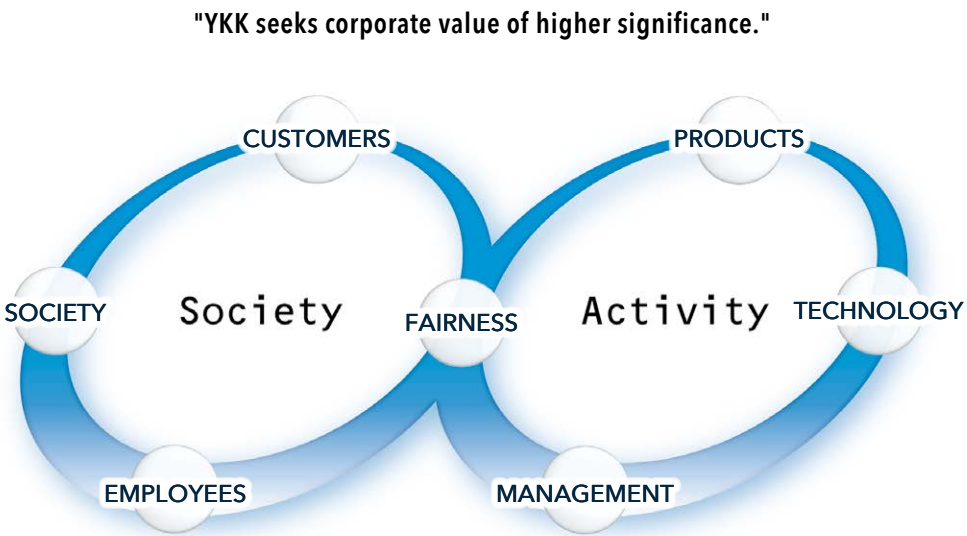


YKK's founder
Tadao Yoshida (1908–1993)

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.

YKK Group Management Principle

The YKK Philosophy has served as the foundation of our business activities, supporting the growth of the group for many years. Our Management Principle — "YKK seeks corporate value of higher significance," represents the evolution of this philosophy in line with the trends of the times. The Management Principle expresses the importance of enhancing corporate value and represents our commitment to ongoing efforts in creating value based on Fairness, which is the foundation of all our decision-making.



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

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.



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

The 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 FY2024, talking sessions were held at all of the approximately 2,000 divisions in Japan (sales, development, technology, manufacturing, and administrative).

Activities of the Purpose Awareness Working Group

Since establishing our Purpose in 2021, we have been implementing various initiatives to instill it throughout the company, such as distributing leaflets and booklets and holding roundtable discussions. In FY2024, we further implemented our YKK AP Purpose awareness activities under the name "Everyone's Blue Bird Program." Approximately 12,000 employees participated in e-learning to help them develop a more thorough understanding. Based on this e-learning, we held "talking sessions" nationwide to share, at the department level, examples of how the Purpose was put into practice. Representative examples were gathered from each department and compiled into a "Purpose Episode Map." This map was then used to hold thematic cross-departmental talking sessions, and we will continue to implement measures to further raise awareness of our Purpose.



Employees in discussion at a thematic cross-departmental talking session
(YKK AP 30 Building)



Twelve representative examples collected from individual departments in Japan were compiled into a "Purpose Episode Map."