

YKK AP Sustainability Data Book 2025

CONTENTS

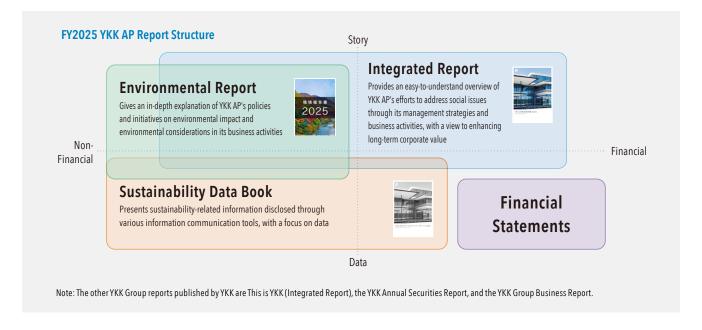
Basic Data	
■ Basic Data·····	·····3
■ Financial Data ······	5
■ Philosophy ·····	·····6
■ Concept of Sustainability ······	·····7
■ Materiality and Indicators ······	·····8
Supported Initiatives, Certifications, and Key External Assessme	nts 13
Governance	
■ Corporate Governance ······	15
■ Compliance ······	22
Risk Management ·····	26
■ Information Security ······	29
Environment	
■ Environmental Management······	31
■ Material Flow ······	38
■ Energy Conservation・Prevention of Global Warming ······	·····39
■ Resource Conservation・Recycling ······	46
Pollution Prevention	48
Conservation of Biodiversity	·····49
■ Contributions to CO ₂ Reductions through Products ······	·····50
Society	
■ Human Rights·····	·····51
■ Human Resources ·····	····· 55
■ Industrial Health and Safety ······	····· 58
■ Health Management·····	······64
■ Customer Satisfaction	······ 66
Supply Chain Management	······68
■ Innovation Management	······69
■ Stakeholder Communication ······	······70

Basic Data

Editorial Policy

This "YKK AP Sustainability Data Book 2025" is a data-focused compilation of sustainability-related information disclosed in the "YKK AP Integrated Report 2025" and on the YKK AP website. Please refer to the "YKK AP Integrated Report 2025," "YKK AP Environmental Report 2025" and the website.

We will continue to improve the report to make it easier to understand, taking into account your opinions, with the aim of making it a communication tool that contributes to dialogue with our stakeholders.





 Environmental Report https://www.ykkapglobal.com/ja/sustainability/environment/report/

Publication Date	November 2025 (Japanese edition: Augus	November 2025 (Japanese edition: August 2025)				
Period Covered Report Scope		FY2024 (April 1, 2024 to March 31, 2025) Note: This report partially includes information outside the coverage period YKK AP Inc./ YKK AP Affiliated Companies/ YKK AP Overseas Affiliated Companies				
Company Data	Corporate Name YKK AP Inc. Headquarters Address Capital Stock 14.0 billion yen Established July 22, 1957 Accounting Period March 31 of every year					
Number of Employees (Japan / Overseas) (Japan / Overseas) (Japan / Overseas) (Japan / Overseas) (Japan / Overseas)						
* As of the End of Each Fiscal Year	(Overseas) 4,915 (FY2024) 4,843 (FY2023) 4,341 (FY2022) 4,158 (FY2021) * YKK AP Group (Overseas)					
Affiliated Companies * As of April 2025	Domestic Affiliated Companies YKK AP Okinawa Inc. Pros Inc. Iwabuchi Inc. YKK AP Ruxy Inc. Nitto Inc. YKK AP Healthcare Inc. RYUKYU YKK AP INDUSTRY CO., LTD YKK AP Landscape Inc.* TERAYAMA Inc. Shiki Koubou Inc.	Overseas Affiliated Companies YKK AP AMERICA INC. ERIE ARCHITECTURAL PRODUCTS INC. ERIE ARCHITECTURAL PRODUCTS USA, INC. YKK AP Technologies Lab (NA) Incorporated YKK AP Europe GmbH* YKK AP (CHINA) INVESTMENT CO., LTD. DALIAN YKK AP CO., LTD. YKK AP (SUZHOU) CO., LTD. YKK AP (SHANGHAI) INTERNATIONAL TRADING CO., LTD YKK AP (JIANGSU) CO., LTD. YKK AP HONG KONG LIMITED	YKK AP TAIWAN CO., LTD. PTYKK AP INDONESIA YKK AP MYS SDN. BHD. YKK AP (THAILAND) CO., LTD. YKK AP CORPORATE SERVICES (THAILAND) CO., LTD. YHS International Ltd. Siam Metal Co., Ltd. YKK AP VIETNAM COMPANY LIMITED Bhoruka Extrusions Private Limited YKK AP FACADE PTE. LTD. YKK AP SINGAPORE PTE. LTD			
Business Sites (Japan / Overseas)	Japan: 172 Overseas: 59					
Manufacturing Sites (Japan / Overseas)	Japan: 25 Overseas: 13					

Financial Data

	FY2021	FY2022	FY2023	FY2024
Net Sales (Consolidated)*	446.3 billion yen	508.6 billion yen	538.1 billion yen	561.6 billion yen
Net Sales (Japan Total)	388.6 billion yen	425.7 billion yen	450.4 billion yen	460.7 billion yen
Net Sales by Business Segment (Residential)	186.7 billion yen	196.4 billion yen	214.8 billion yen	213.6 billion yen
Net Sales by Business Segment (Commercial)	114.8 billion yen	134.3 billion yen	140.4 billion yen	150.2 billion yen
Net Sales by Business Segment (Exterior)	63.0 billion yen	65.0 billion yen	63.1 billion yen	63.6 billion yen
Net Sales by Business Segment (Other)	20.5 billion yen	24.9 billion yen	24.3 billion yen	27.2 billion yen
Net Sales (Overseas Total)	79.7 billion yen	115.8 billion yen	119.5 billion yen	134.7 billion yen
Net Sales by Region (North America)	34.7 billion yen	49.0 billion yen	49.3 billion yen	51.7 billion yen
Net Sales by Region (China)	7.4 billion yen	9.5 billion yen	10.3 billion yen	12.4 billion yen
Net Sales by Region (Asia)	18.5 billion yen	29.7 billion yen	35.7 billion yen	42.9 billion yen
Overseas Ratio	14 %	17 %	18 %	19 %
Operating Income*	17.3 billion yen	17.8 billion yen	25.6 billion yen	18.0 billion yen
Operating Income Ratio*	3.9 %	3.5 %	4.8 %	3.2 %
Ordinary Income*	18.6 billion yen	21.3 billion yen	28.3 billion yen	21.8 billion yen
Net Income Attributable to Owners of Parent Company*	11.1 billion yen	15.2 billion yen	18.8 billion yen	15.4 billion yen
Comprehensive Income*	19.7 billion yen	27.6 billion yen	48.7 billion yen	21.5 billion yen
Net Assets*	241.8 billion yen	266.0 billion yen	312.1 billion yen	329.3 billion yen
Total Assets*	426.5 billion yen	455.8 billion yen	478.8 billion yen	494.7 billion yen
Return on Assets (ROA)	2.7 %	3.5 %	4.0 %	3.2 %
Equity Ratio	56.2 %	57.9 %	64.6 %	66.0 %
Return on Equity (ROE)	4.8 %	6.1 %	6.6 %	4.8 %
Cash Flow from Operating Activities*	26.9 billion yen	32.3 billion yen	53.4 billion yen	39.4 billion yen
Cash Flow from Investing Activities*	-19.8 billion yen	-22.8 billion yen	-44.1 billion yen	-40.5 billion yen
Cash Flow from Financing Activities*	-5.4 billion yen	-4.9 billion yen	-5.6 billion yen	10.9 billion yen
Ending Balance of Cash and Cash Equivalents*	31.7 billion yen	37.6 billion yen	46.8 billion yen	54.1 billion yen
Capital Investments	20.6 billion yen	29.6 billion yen	44.4 billion yen	38.8 billion yen
Sustainability Investments	-	-	3.9 billion yen	2.8 billion yen
R&D Expenses	9.0 billion yen	9.3 billion yen	10.6 billion yen	11.9 billion yen
Depreciation Expenses*	18.5 billion yen	19.6 billion yen	20.5 billion yen	22.4 billion yen
Ratio of R&D Expenses to Sales	2.0 %	1.8 %	2.0 %	2.1 %

 $Transactions\ with\ parties\ inside\ the\ Group\ have\ been\ offset\ in\ Net\ Sales\ (Consolidated).$

 $Net \, Sales \, (Japan \, Total) \, and \, Net \, Sales \, (Overseas \, Total) \, include \, transactions \, with \, parties \, inside \, the \, Group.$

 $The \ Overseas\ Ratio\ is\ the\ proportion\ of\ overseas\ sales\ out\ of\ Net\ Sales\ to\ external\ customers.$

 $Sustainability\ Investment\ represents\ the\ amount\ ordered\ for\ the\ current\ fiscal\ year.$

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.



https://www.ykkapglobal.com/en/company/information/financial-information/

Philosophy

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®

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."

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.

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.

"Purpose" — Defines our Ideas at YKK AP

Through "Architectural Products," that is, industrial products for architecture such as windows, doors, curtain walls, and exterior products, we will continue to pursue technology and beauty in architecture. To use our products to contribute to energy conservation and CO₂ reduction, to contribute to comfortable living, and to build a better society as a whole by accumulating each small happiness one by one. YKK AP's Purpose is the embodiment of these ideas.

Our hope is that, by connecting people, the planet, and the future, we can work to create a better 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).

Concept of Sustainability

Corporate Social Responsibility Based on the YKK Philosophy

[Fundamental Approach]

Ever since YKK's founding, the spiritual pillar of all YKK Group business activities has been the CYCLE OF GOODNESS® YKK Philosophy, which embodies our belief that no one prospers without rendering benefit to others.

An enterprise is an important member of society, and as such it must coexist with other elements of society. The value of its existence will be recognized by the benefits it shares with society. In pursuing our business, YKK has devoted great attention to the way in which we can realize such mutual prosperity-that this can be best achieved by the continual creation of new value through innovative ideas and inventions. This would result in business expansion for the YKK Group, which in turn would bring prosperity to consumers and trading partners, and thus benefit all society.

Every YKK company based in approximately 70 countries and regions around the world shares the CYCLE OF GOODNESS® Philosophy and the Management Principle "YKK seeks corporate value of higher significance." "Fairness" is the standard on which we base our conduct.

[The YKK Group's Corporate Social Responsibility]

We do not take lightly our responsibilities as a good corporate citizen, not only toward society but also in the execution of fair business management. Significant changes are taking place in the environments that surround the YKK Group. Whether in Japan or abroad, it is our duty to respect diversity—of cultures, customs, and viewpoints—and play a role in the development of society through our business operations. The YKK Group is committed to helping build a more sustainable society through its main businesses.

The YKK Group promotes initiatives aimed at realization of a sustainable society through its core businesses by implementation of the YKK Philosophy — CYCLE OF GOODNESS® and its Management Principle "YKK seeks corporate value of higher significance."

 Corporate Social Responsibility Based On The YKK Philosophy https://www.ykk.com/english/csr/responsibility/

Materiality and Indicators

Materiality

To drive YKK AP's sustained growth, we have conducted a review of our Materiality (Priority Issues) in FY2024 based on our Purpose. We have established a system for promoting Materiality and are further advancing specific initiatives by setting KPIs.

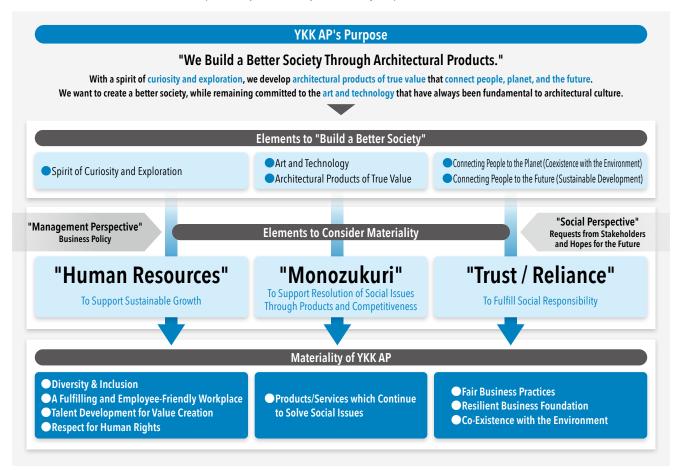
"Human Resources" to Support Sustainable Growth	"Monozukuri" to Support Resolution of Social Issues through Products and Competitiveness	"Trust/Reliance" to Fulfill Social Responsibility
 Diversity & Inclusion A Fulfilling and Employee-Friendly Workplace Talent Development for Value Creation Respect for Human Rights 	Products/Services which Continue to Solve Social Issues	 Fair Business Practices Resilient Business Foundation Co-Existence with the Environment

The Approach to Identifying Materiality Issues

We conducted repeated discussions from both a management perspective and a social perspective, focusing on the three key elements that constitute our Purpose.

Three Key Elements of the YKK AP Purpose

- The "Human Resources" to support sustainable growth, indicated by "The Spirit of Curiosity and Exploration,"
- The resolution of social issues through products and the "Monozukuri" at its source, indicated by "Art and Technology" and "Architectural Products of True Value,"
- "Trust / Reliance" to fulfill our social responsibility, indicated by "Connecting People to the Planet and the Future."



Materiality Identification and Review Process

As part of the Materiality review process, we identified issues from the following perspectives.

Issue Perspectives

- Confirmation of Alignment with the YKK AP 7th Mid-Term Business Policy
- Employee Awareness Survey (Engagement Survey)
- Materiality of Business Partners
- The Global Risks Report, SASB, SDGs

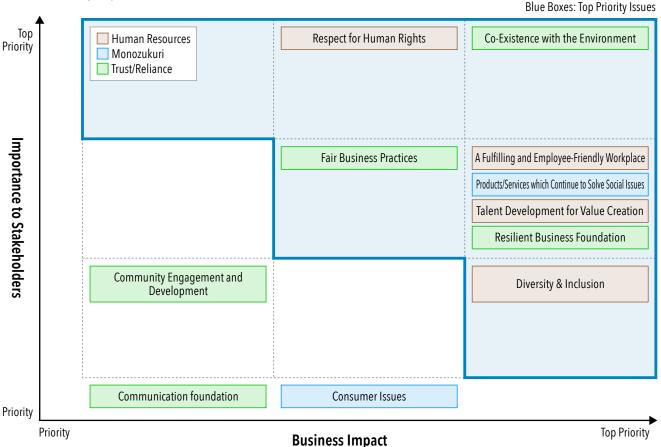
The issues identified were analyzed and considered comprehensively based on two evaluation criteria: "Importance to Stakeholders" and "Impact on Business." We determined the importance of each item based on a matrix evaluation that took both perspectives into account, and then ranked the Materiality options in order of priority.



We re-examine and evaluate the importance of Materiality options and the suitability of the identification process with input from external experts. The final list of Materiality options is then compiled after consultations with directors.

The final Materiality was determined through discussions at Management Meetings and reports to the Board of Directors.

YKK AP Materiality Map



9

Materiality-Based Initiatives

In line with the start of our 7th Mid-Term Management Plan (FY2025-2028), we reviewed our Materiality (Priority Issues). To promote these initiatives, we have established promotion departments for each Materiality Issue, and are working to achieve our goals through the implementation of our 7th Mid-Term Management Plan.

Materiality Targets in the 7th Mid-Term Management Plan and Promotion Divisions

Materiality		Reasons for selection / Issues identified	How we seek to be	Promotion divisions	FY2024 (results)	FY2025 (targets)	FY2028 (targets)	Related SDGs
	Diversity & inclusion	and improvements that draw on a diverse range of perspectives in the areas of sales, manufacturing, technology, and management.	Involving female leaders with diverse values and perspectives in decision-making will promote innovation. We will also improve employee engagement to enhance productivity and creativity, thereby contributing to society.	Human Resources Department	148	by end	r more FY2028	
		To enable diverse work styles, the Work Style Reform Committee will continue to discuss initiatives for	While continuing to create an employee-			mployee engagement		
	A fulfilling	new work styles, determine policies, and implement	friendly workplace, we will enhance work		50 %		/ FY2028	3 -/\/&
	and employee- friendly		fulfillment (motivating factors) through company-wide performance evaluations and	Work Style Reform Committee		ees who take childcare		485.
	workplace	continue to work on both practical and psychological measures to improve work fulfilment and the working	career development, sharing of company philosophy and policies, and active workplace	Committee	69.0 % Presenteeis		or over	*==== 211
		environment, as well as to identify and quickly address	communication.		63	64	67	
"Human		any issues that may arise.			Achi	evability of career goa yees who feel they can acl	ils ^{©1}	
Resources" to support			We will promote human resource development		46 %	47 %	50 %	
sustainable growth	iaieiit	new value. Our employees are expected to take the initiative in enhancing their skills and experience, and to continue generating new ideas and solutions.	with the aim of enabling each and every employee to pursue their own career goals and continue learning independently. By fostering	CHRO		ployees obtained qual c qualification incenti		4 885.
	development for value creation	Because independent learning and action toward	many talented individuals who continue to	Development	1,509	1,525	1,580	8 =====
	value creation	achieving career goals lead to value creation for the organization, we provide support for our employees'	take on new challenges without fear of change, we will contribute to the sustainable growth of	Department		ion leader developme res in parentheses indicate cum	nt program " ' nulative number of participants	
		career autonomy.	the organization.			rporate officers appointed (cun	••••••	
					9 (213) 41	9 (222) 43	9 (249)	
		The YKK Group Code of Conduct, which serves as a set of quidelines for our business activities, clearly stipulates				in "Business and Hum		1700
	Respect for	challenge for us is to ensure that our human rights policy, which complements the principle of "respect	respect for human rights a fundamental part of our corporate activities, not only within the company but also throughout our supply	Compliance	81 %	83 %	95%	
	human rights			activities, not only within also throughout our supply		ies conducting human rights risk assessments for our supply chains 11		* *****
			chain, identifying and correcting any adverse impacts.		111 ^{©1}	120 ^{©2}	180 ^{⇔3}	
		All residential and non-residential buildings are required to comply with energy-saving standards by April 2025, and these standards are scheduled to be raised to TEH and TEB levels by 2030. High thermal insulation windows are already widely used for single-family houses, but they are yet to see widespread use in commercial buildings, so we must	We will continue to develop and release products for new construction and renovation of multi-family residences, raise awareness of the effects and benefits of high thermal insulation windows, and promote our proposals to design offices and developers.	Business Divisions / Departments in Charge	Rate of high thermal insulation window use (for single-family houses) $^{\diamondsuit 2}$ *Based on windows sales volume			
"Monozukuri" to support resolution of social issues	Products/services which continue				88 %	95 %	100%	-√• / Ø:
through products and competitiveness	to solve social issues				Rate of high thermal ins *Based	ulation window use (for c l on orders for windows re		8 A
		keep working to promote the adoption of windows with higher thermal insulation performance.			8 %	10 %	25%	
		Our basic approach to compliance involves not only adhering to laws, regulations and internal rules, but also to the social norms expected of us in our corporate	Building on a foundation of unwavering trust based on high ethical standards and		Activities to reinforce the Management Principle (rate of participation in talking sessions) *Calculated based on the number of locations in FY2024		O MICHINE	
	Fair business practices	activities. In response to growing expectations from stakeholders regarding compliance with laws, regulations, and ethical standards, we face the challenges of promoting a CYCLE OF GOODNESS*, ensuring fairness, deepening our global compliance system, and strengthening internal controls, thereby enhancing our corporate value and earning trust.	compliance awareness, we aim to establish organizational governance that embodies fairness throughout our value chain and corporate culture. This will produce a CYCLE OF GOODNESS* under an effective compliance system, helping to realize our purpose and enhance our value as a company.	Compliance Committee	95 %*	92 %	99%	
		We will conduct education and training to raise awareness of important risks among all employees	We will implement responses and countermeasures for key risks and improve		Rate of part	icipation in risk-relate	d training ^{© 2}	
"Trust/Reliance"		and to increase the effectiveness of risk management.	the effectiveness of risk-related education and training, thereby ensuring the safety of our	CRO	79 %	90 %	95%	alda 12 mm
to fulfill social foundation responsibility		implement well-considered risk countermeasures to improve resilience and reduce incidents that affect	employees and reducing or avoiding the loss of business resources, leading to sustainable	Risk Committees (5)		r of serious cyber incid		¯
	<u> </u>	business continuity.	growth and increased corporate value.		0	0	0	
						centage reduction rel	. ,	
					37 % Scope 3 (percer	43 % ntage reduction relativ	65 % /e to FY2013) ^{©3}	-W• <u>□</u>
		Reducing CO ₂ emissions from our business activities is essential to helping achieve carbon neutrality. It is	To help make carbon neutrality a reality, we aim	Dalieu Daard	19 %	21 %	26%	7== === \$
	Co-existence with the environment	possible to significantly reduce CO₂ emissions across	to achieve an 80% cut in emissions by FY2030, zero emissions by FY2040, and a 100% recycled		Contributions to r	eductions in CO₂ durir	ng product use ^{♦3*2}	1 1
		the entire supply chain by reducing emissions involved in the procurement of raw materials such as aluminum.	aluminum usage rate by FY2030.		832	nit: kt CO₂ over 30 yea 954	· · · · · · · · · · · · · · · · · · ·	• ************************************
						led aluminum usage r	1,056 rate ^{©2}	" ==== ⊗
				E4 W	40.0/	710		

 $\textbf{Extent of Coverage} ~ \diamondsuit 1: \textbf{YKKAP (Non-Consolidated)} ~ \diamondsuit 2: \textbf{YKKAP Group (Japan)} ~ \diamondsuit 3: \textbf{YKKAP Group (Japan and Overseas)} \\$

Materiality and the Targets of the 7th Mid-Term Management Plan https://www.ykkapglobal.com/en/company/management/materiality/#goal

^{*1} The survey was conducted for large-lot business partners and business partners that handle particularly important materials and components

^{*2 &}lt;< Comparison Baseline>> Japan, China: FY2013 / U.S.A.: 2020 Georgia Energy Code

Furthermore, in the 6th Mid-Term Management Plan (FY2021-FY2024), we advanced each initiative through practical implementation.

Materiality Targets in the 6th Mid-Term Management Plan and Promotion Divisions

Mater	Materiality Promotion divisions Indicators FY2021 FY2024 FY2024 (results)		Review					
			Number of women in managemer		113	140	148	The "AP Women's Career Development Program" to promote the active participation of women, launched in 2015, has been successful, and as a result of steady progress in the development
	Diversity &	Human Resources	Rate of persons with disabilities amon	ii	2.28 %	2.50%	2.37 %	of female leaders, we have achieved our target for the number of women in management positions. Due to an increase in retirements among people with disabilities, a result of
	inclusion	Department	Ratio of men's to women's wages (average) ^{© 1} *Parentheses indicate the ratio of men's to women's wages for section managers		68.6 % (86.4 %)	71.0 %	70.0 % (90.5 %)	advancing age, and increased competition in hiring people with disabilities in recent years, new hiring has not kept pace, and the target employment rate of persons with disabilities has not been achieved (however, the target for the YKK Group as a whole was reached).
	A fulfilling and employee-	Work Style Reform	Rate of employees who take ch (men) ^{© 1*1}	ildcare leave	53.2 %	50 % or over	69.0 %	In addition to our ongoing efforts to promote the use of childcare leave, we continue to promote further initiatives in FY2024, such as holding pregnancy experience events for newly appointed managers. In addition, in line with our support for KUKYU.PJT, the sales divisions have taken steps to create a workplace environment conducive to taking leave, such as issuing a document promoting the use of childcare leave from the executive vice president in charge. These efforts have borne fruit, and we have achieved our target for the rate of employees who
	friendly workplace	Committee	Employee engagement ^{©1}		51%	70 %	50 %	take childcare leave. Regarding employee engagement, the 6th Mid-term Management Plan focused on addressing complaints regarding the work environment, excessive workloads, harassment, and other issues for each job category and location, while also promoting diversity of work styles and improving working conditions (hygiene factors). However, we were unable to achieve our targets.
"Human Resources"			Number of times employees ol qualifications eligible for publ qualification incentives		2,548	1,500 or over	1,509	In addition to significant progress in employees' acquisition of qualifications required for
to support sustainable growth	Talent development for value creation	CHRO Human Resources Department Human Resources Development Department	"Value Creation Academy," the generation leader developmer Mumber of participants *Fig parentheses indicate cumul of participants Number of corporate officer (cumulative total)	nt program ^{©1} gures in lative number	9 (195) 29	9 (213) —	9 (213) 41	promotion, there has been an increase in the acquisition of information-related qualifications subjile for public souch as information security management, and the number of qualifications eligible for public qualification intensives that were obtained by employees reached the target level. In addition, the appointment of participants in the Value Creation Academy to corporate officer positions is progressing, confirming the consistency and effectiveness of the selection process for this program and the training provided after completion. The number of employees obtaining degrees through graduate school dispatching and MOI/MBA overseas studies has been increasing every year, but in PY2024, due to the extension of the period required to obtain a degree, the target for the number of employees obtaining
			Number of employees sent by t to obtain degrees (cumulative t (Ph.D., MBA, MOT)	he company total) ^{© 1}	13	27	24	degrees through company dispatch was not achieved.
		Compliance Committee	Enforcement of the YKK AP Huma Expand and enhance content of	human rights a			ntry and region	We have established the YKK AP Human Rights Policy, and are gradually conducting human rights impact assessments covering employees and supply chains both in Japan and overseas.
	Respect for Resources human rights Departmen		Number of companies that we had an agreement with regarding the transaction principles (cumulati	e basic	821	1,226	1,276	Starting in FY2023, we expanded our video training program on the background and relevance of our human rights policy, previously offered to domestic employees, to overseas employees too. This will continue to be conducted once a year. In addition, we are conducting CSR questionnaires based on the conclusion of agreements on the Basic Transaction Principles with
			Number of companies for which CSR surveys have been	Previous version	48*2	-	-	major suppliers, with risk assessments based on analysis of the results.
			implemented ^{⇔†}	Revised version		111*3	111*3	
	of social issues Generating through products and innovation Executive Vice President		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					In addition to opening "Installation Skills Training Academies" at two locations in collaboration with the YKR AF Group Installation Cooperative, we are working to resolve the shortage of exterior installation technicians by operating "DO SPACE" Exterior Installation Academies at another four sites in Japan. Meanwhile, we established a permanent "Product Safety Learning Area" at the Kurobe Ogyu Plant in 2023 to provide product safety training. In addition to initiatives for training installation technicians and transferring installation skills, we have continued to verify product value from the perspective of consumers, to share inquiries and opinions received by the Customer Service Center with relevant company departments, and to improve our products and service.
to support resolution of social issues			Establish programs to develop and create innovative human resources • Establish AP innovation programs and systems to accelerate and promote creation of new business • Establish a foundation for fostering an innovative organizational culture and developing human resources for innovation.					We have begun developing Building Integrated Photovoltaics (BIPV) in accordance with APIP, and are conducting demonstration testing based on collaboration agreements with local governments. We are also dispatching researchers selected through an internal recruitment process to a research institute in the U.S.A. (Autodesk Technology Center). We are also defining competency requirements for the purpose of discovering innovative human resources, and will assess individual abilities such as zero-based thinking, transformational capabilities, and diversity management that lead to innovation, and use these to develop and select talent.
	Products/services	Business	Rate of high thermal insulatior (for single-family houses) ^{◇2}	n window use	70%	90%	88%	The revision of thermal insulation standards aimed at achieving carbon neutrality has raised awareness of the importance of higher thermal insulation performance in residences and
	which continue to solve social issues	Divisions/ departments in charge	Rate of vinyl window use (for si houses) ^{© 2}	ingle-family	31%	41%	39%	windows. As a result, our targets for the rates of high thermal insulation and vinyl window use have been largely achieved. However, due to a lower-than-expected number of new housing istarts and slower-than-expected bud
	1,530,63	munarye	Ratio of "Sustainable Product"		38%	43%	40%	Program, the rate of sustainable product sales in FY2024 fell short of the target.
	Fair business	Compliance	Number of sites implementing Criteria of Compliance (YGCC) *Number in parentheses indic of sites where internal audits conducted	YKK Global ⇔3 ates number	55 (20)	53 (27)	54 (24)	We completed the introduction of the YKK Global Criteria of Compliance (YGCC) and worked to ensure their uptake while addressing the needs of new business sites. Going forward, we mill identify sustainability issues and visualize operational challenges regarding the YGCC to further enhance their effectiveness. In addition to utilizing training videos that can be viewed at any time, we have launched dialogue-based training for some of our locations. Going forward, in order to further enhance
"Trust/Reliance"	practices	Committee	Expand and enhance content o Conduct compliance video t			mployees		compliance awareness, we will gadually expand the extent of coverage of this dialogue- based training and plan training content tailored to the specific issues faced by each unit. Furthermore, in order to respond quickly to changing demands from society and new challenges, we will strengthen cooperation with related departments and external experts, ensure that necessary information is thoroughly publicized, and strengthen our support systems.
to fulfill social responsibility	Resilient business foundation	CRO Risk Committees (5)	Review BCP on an all-hazards b Responses to infectious dise cyber incidents, etc. Recovery and operation thro	oasis eases, major na	ntural disasters, s	supply chain into	erruptions, vated	We have been working on BCP measures based on an all-hazard approach in response to major incidents such as the COVID-19 pandemic and the Noto Peninsula earthquake. We are working to improve resilience by conducting joint Tokyo-Kurobe training to enable rapid response by the crisis management headquarters and by establishing a reporting system through escalation drills.
	Co-existence with		YKK AP CO ₂ emissions ³ Waste emissions (manufacturi * Figures in parentheses represent	ng sites) ^{©3} units of intensity	325 kt CO ₂ 15.9 kt (3.57 t/100 million yen)	275 kt CO ₂ 17.0 kt (2.94 t/100 million yen)	271 kt CO ₂ 18.7 kt (3.34 t/100 million yen)	By introducing energy conservation and energy generation equipment alongside reduction measures such as water recycling, we have achieved our targets for YKK AP-internal CO-emissions and water use. Although we did not achieve our waste emissions reduction targets due to the expansion of
	are environment	DIVIDIOII FJ	Water use (manufacturing sites) ³ * Figures in parentheses represent i		9.8 million m³ (2,205 m³/100 million yen)	8.2 million m³ (1,419 m³/100 million yen)	8.1 million m³ (1,449 m³/100 million yen)	our overseas business, we will strive to reduce waste in the next mid-term plan by introducing crushing and volume reduction equipment, focusing on glass waste in Japan and sludge overseas.

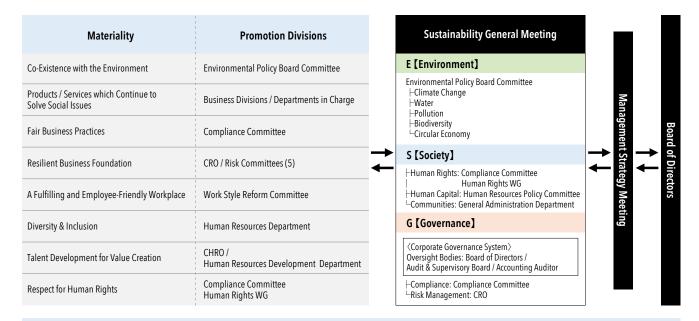
Extent of Coverage \diamondsuit 1: YKK AP (Non-Consolidated) \diamondsuit 2: YKK AP Group (Japan) \diamondsuit 3: YKK AP Group (Japan and Overseas)

- *1 Until FY2021, calculated based on the Ministry of Health, Labour and Welfare's Basic Survey of Gender Equality in Employment Management. From FY2022 onwards, calculated in accordance with the method of publication under the revised Act on Childcare Leave and Caregiver Leave.
- *2 In FY2021, the survey was conducted for business partners with whom an agreement on the Basic Transaction Principles had been concluded.
- *3 In FY2024, the survey was conducted for large-lot business partners and business partners that handle particularly important materials and components.
- *4 Defined "Sustainable Product" 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.

Materiality Promotion System

We have established a promotion department for each Materiality and are stepping up our initiatives accordingly. Furthermore, the Sustainability General Meeting, chaired by the President, consists of the Environmental Policy Board Committee, which focuses on the Environment, the Human Rights Working Group (WG) within the Compliance Committee, which focuses on Social Issues, the Human Resources Policy Committee, the General Administration Department, the Compliance Committee, which focuses on Governance, and the Chief Risk Management Officer (CRO). The "Materiality Promotion Working Group," which reports directly to the Sustainability General Meeting, conducts Materiality efforts and manages KPIs in cooperation with the Sustainability General Meeting and the promotion department for each Materiality.

The Sustainability General Meeting meets twice a year, and progress reports are submitted to senior management and the Board of Directors, which supervises the committee's activities. The committee reviews Materiality on a regular basis in line with the formulation of the Four-Year Mid-Term Management Plan.



Materiality Promotion WG (Secretariat: Corporate Planning Office · Sustainability Promotion Department)

→ Materiality Promotion System

https://www.ykkapglobal.com/en/company/management/materiality/#system

Supported Initiatives, Certifications, and Key External Assessments

Supported Initiatives and Groups, Certifications

January 2019



Obtains Science Based Targets initiative (SBTi) Certification (Renewed in February 2021)

May 2019



Endorses the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD)

May 2021



Signs United Nations Global Compact (UNGC)

June 2022



Endorses the Japan Climate Initiative Message



Formulates and publishes the Declaration of Partnership Building in support of the aims of the Conference for the Promotion of Building Partnerships for the Future promoted by the Cabinet Office, the Small and Medium Enterprise Agency, and other Organizations

October 2022



Participates in the Japan Partnership for Circular Economy (J4CE)

April 2023



Becomes certified by the Ministry of the Environment as an Eco-First Company



Participates in the Ministry of Economy, Trade and Industry's "GX League"

May 2023



Joins the Japan Climate Leaders Partnership (JCLP), a group of companies committed to realizing a Sustainable Decarbonized Society

August 2023



Receives Resilience Certification for Contributions to National Resilience (Renewed in July 2025)

February 2024



Participates in "Circular Partners," a partnership led by the Ministry of Economy, Trade and Industry to promote collaboration between Industry, Government, and Academia

October 2024



Certified as a "Water Recycling ACTIVE Company" under the new certification system established by the Cabinet Office's Headquarters for Water Cycle Policy for companies that implement initiatives contributing to the Water Cycle

Evaluations of Product Safety Initiatives

November 2017

YKKAP

Maintained Certification as a Gold Product Safety Companies (Ministry of Economy, Trade and Industry)



In 2017, YKK AP received the Minister of Economy, Trade and Industry Award for the third time at the Product Safety Awards (PS Awards) and was certified as a "Gold Contributor to Product Safety." The first follow up, which is conducted every five years after certification, was conducted, and certification was extended in January 2023.

Major Award Topics for the Year

2024	May 24	Bhoruka Extrusions Private Limited	"IWIN" Series receives GRIHA Council Certification in the Windows and Doors Category
	July 1	PT YKK AP INDONESIA	"FRONTERRA" wins the Good Design Indonesia Award 2024
	September 25	YKK AP Inc.	"APW 331/APW 431 Support Handle & Pull" wins the Special Jury Award at the 18th Kids Design Awards
	October 16	YKK AP Inc.	Received the FY2024 Good Design Award for the "ELBEAUT Handrail Two-sided Support" and "ELBEAUT Handrail Frame-in Four-Sided Support" Balcony Handrail Products
	October 30	YKK AP TAIWAN CO., LTD.	Selected as one of Taiwan's Trusted Brands
	December 3	YKK AP AMERICA INC.	The "enerGfacade®" trademark received the Trademarks for Humanity Award
2025	January 6	YKK AP Inc.	"APW 651" Wooden Window with Triple Insulating Glass received the Grand Prix at the 2024 Nikkei Superior Products and Services Awards
	March 19	YKK AP CO., LTD.	Selected for the 14th consecutive time in the System Windows Category of the Desirable Architectural Products Brand Award

Corporate Governance

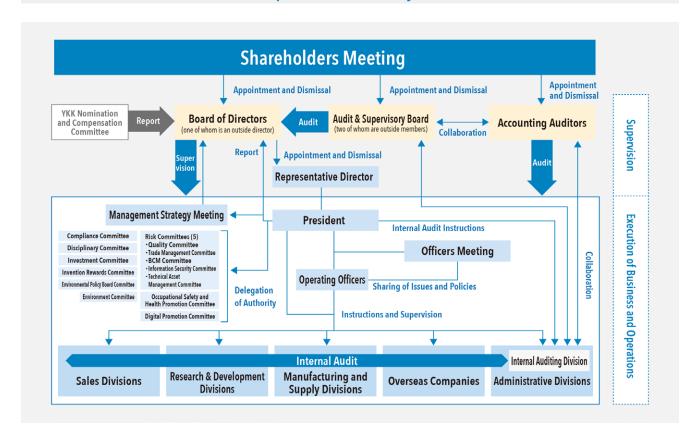
Our Basic Principle

Underlying YKK AP's corporate activities is the YKK philosophy — CYCLE OF GOODNESS®, which states that "No one prospers without rendering benefit to others." Accordingly, we have consistently made fairness the foundation of all our business activities. In line with this approach, we aim to enhance our corporate governance system with the goal of further increasing corporate value. Based on an organizational system in which the Board of Directors serves as the decision-making and supervisory body and the Audit & Supervisory Board serves as the auditing body, YKK AP has adopted an Operating Officer System to promote the execution of business and operations.



https://www.ykkapglobal.com/en/sustainability/governance/corporate-governance/

Corporate Governance System



Board of Directors

Number of Directors, Number of Audit & Supervisory Board Members	2025 (as of August)
Total Number of Directors	11 (No more than 11 Members)
of which Outside Directors	1
Total Number of Audit & Supervisory Board Members	4
of which Outside Audit & Supervisory Board Members	2

Corporate Officers' Bio and Number of Attendances

Directors	Biography	Number of Attendances
Chairman Representative Director Chairman of the Board Director, YKK Corporation Hidemitsu Hori	March 1981: Joined Yoshida Kogyo K.K. (now YKK Corporation) 1989 to 2006: Served in the U.S.A. January 2000: Senior Executive Vice President, Management Planning, YKK Corporation of America October 2006: Corporate Planning April 2007: Vice President, Corporate Planning April 2009: Senior Vice President, Business Division June 2009: Director, Senior Vice President, Business Division June 2011: President Representative Director April 2023: Chairman Representative Director (Current) June 2023: YKK Director (Current)	14/14
President Representative Director Akira Uozu	March 1985: Joined Company April 2013: Vice President, Window Business Planning Department, Sales Division April 2017: Vice President, Residential Business April 2019: Vice President, Sales & Marketing April 2021: Senior Vice President, Residential Business June 2021: Director, Senior Vice President, Residential Business April 2022: Director, Executive Vice President, International Business April 2023: President Representative Director (Current)	14/14
Vice Chairman Director Shinichiro Yamaji	March 1981: Joined Company April 2009: Vice President, Residential Architectural Products Department, Business Division April 2012: Vice President, Kansai Management Division, Business Division April 2013: Vice President, Kansai Division, Sales Division April 2014: Vice President, Sales & Marketing April 2017: Executive Vice President, Sales & Marketing and Sales Division April 2019: Executive Vice President, Sales & Marketing June 2020: Director, Executive Vice President April 2023: Director, Vice Chairman (Current)	14/14
Director Executive Vice President, Head of Internal Auditing Division Kosuke Iwabuchi	March 1986: Joined Company 1996 to 2009: Served in the U.S.A. and China April 2009: Vice President, Corporate Planning April 2012: Vice President, Corporate Planning April 2013: Vice President, Corporate Planning April 2016: Executive Vice President, General & Administration June 2016: Director, Executive Vice President (Current)	14/14
Director Executive Vice President Hiroshi Abe	March 1985: Joined Company April 2014: Vice President, Kyushu Office, Manufacturing Division April 2015: Vice President, Kyushu Plant, Manufacturing April 2019: Vice President, Kurobe Plant, Manufacturing April 2021: Senior Vice President, Manufacturing April 2022: Executive Vice President, Manufacturing June 2023: Director, Executive Vice President (Current)	14/14
Director Executive Vice President Koichi Ebih ara	March 1984: Joined Company April 2014: Vice President, Kansai Division, Sales Division April 2018: Vice President, Renovation Business April 2020: Vice President, Residential Tokyo Metropolitan Area Division, Sales Division April 2021: Senior Vice President, Tokyo Metropolitan Area Division, Residential Division April 2022: Senior Vice President, Residential Business April 2023: Executive Vice President, Sales & Marketing June 2024: Director, Executive Vice President (Current)	12/14

Directors	Biography	Number of Attendances
Director Kazuo Matsutani	March 1981: Joined Yoshida Kogyo K.K. (now YKK Corporation) April 2009: Vice President, Tokyo Residential Architectural Products Management Division, Business Division April 2011: Vice President, Tokyo Residential Architectural Products Management Division, Business Division April 2012: Vice President, Manufacturing April 2013: Vice President, Manufacturing April 2014: Vice President, Tohoku Plant, Manufacturing April 2016: Vice President, Manufacturing June 2016: Director, Vice President April 2018: Director, Executive Vice President October 2021: Director, Executive Vice President, CHRO April 2023: Director, CHRO April 2025: Director (Current)	14/14
Director Shuichi Mizukami	July 1985: Joined Yoshida Kogyo K.K. (now YKK Corporation) April 2009: Executive Chief Specialist/Engineer, Development Planning Department, Research & Development Division April 2010: Vice President, Product Planning Department, Business Division April 2011: Vice President, Product Planning Department, Business Division April 2013: Vice President, Product Planning Department, Research & Development Division April 2017: Vice President, Research & Development June 2020: Director, Vice President April 2021: Director, Senior Vice President April 2022: Director, Executive Vice President April 2025: Director (Current)	14/14
Director Chairman, YKK Corporation Hiroaki Otani	March 1982: Joined Yoshida Kogyo K.K. (now YKK Corporation) December 1984 to March 2014: Served in Hong Kong and China April 2014: YKK Executive Vice President, Fastening Business June 2014: YKK Director, Executive Vice President, Fastening Business April 2017: YKK President Representative Director April 2025: YKK Chairman Representative Director (Current) June 2025: Director (Current)	-
Director Executive Vice President, Administration Division Director in Charge of Pension Policies and CFO, YKK Corporation Satoshi Honda	April 1989: Joined Yoshida Kogyo K.K. (now YKK Corporation) March 1991 to March 2009: Served in the U.S.A. April 2009: YKK Vice President, Corporate Planning Department April 2013: YKK Vice President, Corporate Planning Department and Group Officer South America April 2017: YKK Vice President, Corporate Planning Department April 2019: YKK Executive Vice President, Business Management and Corporate Planning Department April 2020: YKK Executive Vice President, Business Management June 2020: YKK Director, Pension Policies, CFO (Chief Financial Officer) Executive Vice President, Financial Policy and Business Management April 2021: YKK Director, Pension Policies, CFO Executive Vice President, Administration Division April 2023: YKK Director, Pension Policies, CFO Executive Vice President, Business Management and Administration Division April 2025: YKK Director, Pension Policies, CFO Executive Vice President, Administration Division (Current) June 2025: Director (Current)	-
Director (Outside) Tomoko Inoue	April 1983: Joined Hino Motors April 2017: Consultant for Hino Motors June 2019: Full-time Audit & Supervisory Board Member of Hino Motors (Current) June 2024: YKK AP Outside Director (Current)	12/14

as of June 2025

Audit	Biography	Number of Attendances
Chairman of the Audit & Supervisory Board Audit & Supervisory Board Member (Outside) Fuminao Hachiuma	April 1983: Joined Ajinomoto Co., Inc. June 2013: Ajinomoto Executive Officer June 2015: Ajinomoto Executive Officer & Vice President J-Oil Mills, Inc. President and Representative Director June 2016: J-Oil Mills Representative Director, President, and CEO April 2022: J-Oil Mills Director (until June 2022) May 2023: Outside Director, Seven & i Holdings Co., Ltd. (Current) June 2023: YKK AP Outside Audit & Supervisory Board Member (Current) Outside Director, Subaru Corporation (Current)	11/14
Audit & Supervisory Board Member (Full-Time) Hisao Miyamura	March 1978: Joined Yoshida Kogyo K.K. (now YKK Corporation) December 2002 to March 2008: Served in China April 2008: YKK Vice President, Group Finance and Accounting Center April 2009: YKK Vice President, Group Finance and Accounting Center April 2011: YKK Vice President, Finance and Accounting Center April 2012: YKK Vice President, Accounting & Finance Department April 2013: YKK Vice President, Accounting & Finance Department (until March 2018) June 2018: Full-time Audit & Supervisory Board Member (Current)	14/14
Audit & Supervisory Board Member (Full-Time) Wataru Otani	March 1981: Joined Yoshida Kogyo K.K. (now YKK Corporation) April 2001: YKK Vice President, Corporate Planning Department April 2004: YKK Senior Vice President, Corporate Planning Department June 2004: YKK Director, Senior Vice President, Corporate Planning Department April 2006: YKK Director, Senior Vice President for Compliance, and Corporate Planning Department April 2009: YKK Director, Executive Vice President, Technology Enhancement April 2010: YKK Director, Executive Vice President, Machinery & Engineering Group April 2017: YKK Director, Executive Vice President, Business Competitiveness Enhancement June 2018: Director, Executive Vice President, Renovation Business April 2022: Director, Executive Vice President, Business Process Re-engineering April 2023: Director (until June 2024) June 2025: Full-time Audit & Supervisory Board Member (Current)	-
Audit & Supervisory Board Member (Outside) Mina Sekiguchi	April 1993: Joined Arthur Andersen L.L.P. Dallas Office June 2022: Managing Partner, Resonancia LLC (Current) Outside Director, Penta-Ocean Construction Co., Ltd. (Current) September 2022: Auditor, Japan Atomic Energy Agency (Current) October 2022: Outside Director, EX4Energy, Inc. (Current) June 2023: YKK AP Outside Audit & Supervisory Board Member (Current)	12/14

as of June 2025

Activities of the Board of Directors and the Audit & Supervisory Board

	Number of Meetings	14 (Including Extraordinary Meetings)
	Average Number of Agenda Items	11
	Average Time per Meeting	3.5 Hours
Board of Directors (FY2024 Results)	Main Agenda Items and Reporting Items	 Matters related to the Shareholders Meeting Matters related to Directors, Operating Officers, and Executive Specialists Matters related to Organizations and Personnel Matters related to Business Matters related to the Disposal and Transfer of Important Assets Matters related to Japan and Overseas Affiliated Companies
	Holding Management Strategy Meeting	The council streamlines deliberations at the Board of Directors by holding thorough discussions on the YKK Group's Management Principle, Management Policy, Management Strategy, and important matters to be resolved on at Board of Directors Meetings.

	Number of Meetings	14 (Including Extraordinary Meetings)					
	Average Number of Agenda Items	3					
A Proc	Average Time per Meeting	1.5 Hours					
Audit & Supervisory Board (FY2024 Results)	Key Audit Items	 Initiatives for Improving Employee Engagement Initiatives to Establish a Common Infrastructure for AP Business Compliance Initiatives Sustainable Management Initiatives Initiatives to Strengthen the Business Management System for Overseas Affiliated Companies 	 Confirmation of Internal Controls at Group Affiliated Companies Initiatives to Strengthen the Quality Assurance System Initiatives to Strengthen the Safety Management System Initiatives to Strengthen Governance 				

Skill Matrices

			Global	Specialist Field					
Category	Name	Company Management		Sales and Marketing	Manufacturing and Technology	Financial and Accounting	Organization and Personnel	Legal and Compliance	
	Hidemitsu Hori	•	•	•		•	•		
	Akira Uozu	•	•	•					
	Shinichiro Yamaji			•					
	Kosuke Iwabuchi		•			•	•	•	
	Hiroshi Abe				•				
Director	Koichi Ebihara			•					
	Kazuo Matsutani			•	•		•		
	Shuichi Mizukami				•				
	Hiroaki Otani	•	•	•					
	Satoshi Honda		•			•	•		
	Tomoko Inoue (Outside)					•	•	•	
Audit & Supervisory	Fuminao Hachiuma (Outside)	•	•	•			•		
	Hisao Miyamura		•			•			
Board	Wataru Otani				•	•	•	•	
Member	Mina Sekiguchi (Outside)		•	•		•	•		

Note: The above does not represent all of the expertise, knowledge, or experience possessed by each individual.

Policy on Determination of Individual Compensation for Directors

In order to raise awareness of ensuring consistency between sustainably increases in corporate value and paying stable dividends to shareholders, as well as improving business performance, YKK AP's basic policy is to set compensation for directors in consideration of the company's results and to determine the appropriate level of compensation for each director in accordance with their responsibilities. Specifically, directors' compensation consists of base salary and bonuses.

Corporate Governance Functions (Committees)

YKK Group Committees

Name	Members, Number of Meetings	Outline
YKK Nomination and Compensation Committee	Members: 5 (Including 2 YKK Outside Directors) Number of Meetings in FY2024: 11	The YKK Group has set up the Nomination and Compensation Committee in YKK as an advisory body, and its members are appointed by resolution of the YKK Board of Directors. The committee deliberates on matters such as the election and dismissal of directors, Audit & Supervisory Board members, operating officers, and specialized officers, as well as their compensation, and reports back to the YKK Board of Directors and the YKK AP Board of Directors.

Number of Committee Members as of June 2025

YKK AP's Main Committees

Name	Members, Number of Meetings	Outline
Compliance Committee	Members: 15 Number of Meetings in FY2024: 2	We work to improve the compliance system of our company and subsidiaries. A compliance director is appointed, and he reports to the directors and audit & supervisory board members regarding the development of the compliance system and compliance status.
Disciplinary Committee	Members: 60 Number of Meetings in FY2024: 19	Based on the employment regulations of YKK AP and its subsidiaries, when behavior that may be subject to disciplinary action is suspected, we ensure fairness by verifying the facts of the matter and determining the appropriate disciplinary action.
Investment Committee	Members: 7 Number of Meetings in FY2024: 10	The committee reviews and discusses investment economics calculations, costs of capital, free cash flow, and sets ICPs for promoting carbon neutrality for significant investment projects. By going through review in the committee, these can be evaluated more efficiently by the Board of Directors meeting.
Invention Rewards Committee	Members: 21 Number of Meetings in FY2024: 3	We have established an Invention Rewards Committee and operate an appropriate invention rewards system. In addition, by motivating employees to invent, we will promote the ongoing creation of intellectual property, which will serve as a source of competitiveness in business.
Environmental Policy Board Committee	Members: 12 Number of Meetings in FY2024: 1	The Environmental Policy Board Committee was established to develop our environmental policies and strategies, and
Environment Committee	Members: 65 Number of Meetings in FY2024: 4	to supervise the progress of our environmental measures. Also, the Environment Committee promotes the policies of business execution divisions, plans and formulates measures, and supervises their progress.

Name	Members, Number of Meetings	Outline
Risk Committees (5)	Quality Committee Members: 8 Number of Meetings in FY2024: 4 Trade Management Committee Members: 13 Number of Meetings in FY2024: 3 BCM Committee Members: 13 Number of Meetings in FY2024: 3 Information Security Committee Members: 12 Number of Meetings in FY2024: 3 Technical Asset Management Committee Members: 12 Number of Meetings in FY2024: 3	We have appointed a Chief Risk Management Officer (CRO) to promote YKK AP's risk management. We established a Quality Committee, Trade Management Committee, BCM Committee, Information Security Committee, and Technical Asset Management Committee in order to maintain and enforce regulations.
Occupational Safety and Health Promotion Committee	Members: 28 Number of Meetings in FY2024: 3	The Occupational Safety and Health Promotion Committee has been established to formulate, implement, and manage the progress of measures to support the elimination of accidents in Japan and overseas, including those at installation sites, and the maintenance and promotion of the physical and mental health of employees.
Digital Promotion Committee	Members: 57 Number of Meetings in FY2024: 2	Covering the entire company, the Digital Promotion Committee develops DX policies and performs governance accordingly. This committee oversees cross-sectional DX activities, and by strengthening company-wide governance of systems, data, and SoD (segregation of duties), it aims to accelerate company-wide DX promotion and improve the competitiveness of the company as a whole.

Number of Committee Members as of June 2025

Compliance

Basic Approach

Compliance in the YKK Group refers to "not only observing laws and regulations and internal rules, but also complying with the social norms expected of us in the course of our corporate activities."

Through our compliance initiatives, we will manage risk appropriately, conduct sound corporate management, and further enhance our corporate value.

Code of Conduct

The YKK Group Code of Conduct was formulated in 2008 as the code of conduct to be implemented by YKK Group employees around the world. Its foundation is the YKK Philosophy and Management Principle. The Code was revised in FY2021 in light of recent changes in the demands of society and increased importance of sustainability. It applies to all YKK Group corporate officers and employees.

The YKK Group Code of Conduct consists of seven principles and 29 bylaws. These principles and bylaws take into consideration and are compliant with the ten principles of the United Nations Global Compact and the eight fundamental Conventions of the International Labour Organization (ILO), and contribute to achievement of the SDGs as well. We will work to ensure that every one of our employees around the world implements the YKK Group Code of Conduct and to gain the trust of all of our stakeholders.

Seven Basic Principles of the YKK Group Code of Conduct

Compliance

We always comply with laws, regulations, and our internal rules, and are committed to responding to societal demands.

Fair Operating Practices

We build relationships based on trust in order to maintain a fair and healthy relationship with society and ensure our mutual prosperity.

Respect for Human Rights

As a company that develops its business on a global scale, we respect the human rights, character, and individuality of people involved in our business activities and all members of our communities and societies.

Harmony with the Environment

We strive to coexist in harmony with the environment and contribute to society.

Health and Safety

We create workplace environments that are easy to work in and enable full employee participation.

Product Quality and Safety

We place great importance on Trust with our customers and provide safe and secure products and services with a Commitment to quality.

Contributing to Communities

In order to grow together with local communities and continue to be a company that is loved by every generation, we actively engage in actions that contribute to international society through our business activities.



https://www.ykkapglobal.com/en/sustainability/governance/compliance/

Standards for Compliance Activities: "YKK Global Criteria of Compliance"

YKK AP has set out the YKK Global Criteria of Compliance (YGCC), the YKK Group's compliance standards based on the YKK Philosophy and ISO 26000, and is working to instill them at its locations in Japan and overseas.

We regularly carry out YGCC audits such as self-inspection and internal audits, and have standardized monitoring items to improve the effectiveness of the audit process and ensure continuous improvement.



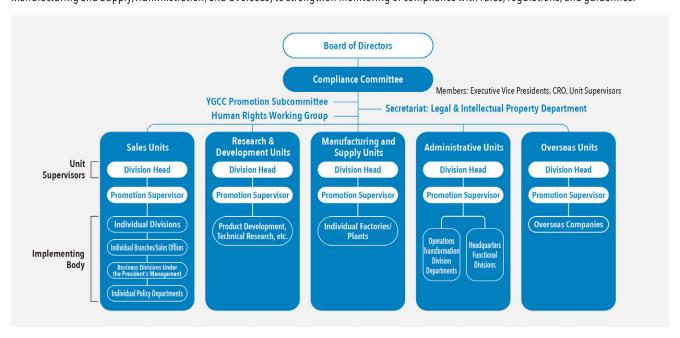
	FY2021	FY2022	FY2023	FY2024
Number of Sites Implementing YKK Global Criteria of Compliance (YGCC)	55	56	57	54
	(20)	(27)	(27)	(24)

Data from YKK AP Group (Japan and Overseas)

Number in parentheses indicates number of sites where internal audits have been conducted

Corporate Compliance System

To realize compliance management, we have established a Compliance Committee consisting of five units (Sales, Development and Technology, Manufacturing and Supply, Administration, and Overseas) to strengthen monitoring of compliance with rules, regulations, and guidelines.



Whistleblowing System

The YKK Group implemented the "YKK Group Whistleblowing System" in 2006, operating a system that enables individuals to consult with/report to consultation desks inside and outside the company anonymously regarding behavior that violates laws, work regulations, or internal rules. Efforts are underway to ensure that all users are aware of this system. In addition, the principle of whistleblower protection prohibits the disadvantageous treatment of any individual for making a consultation. In FY2024, 71 consultations and reports were received by the Japan Contact consultation desk.

We are also committed to the mental and physical health of our employees, and have established a consultation service to address workplace environment problems, mental health concerns, and other health issues. Whistleblowing systems have also been established at overseas companies, with systems for consultation and notification put in place.

Furthermore, in July 2023, a new "YKK Group Supplier Reporting Contact Point" was established to provide redress for those involved with the company from human rights violations that may arise in the course of corporate activities.

	FY2021	FY2022	FY2023	FY2024
Number of Whistleblowing Cases	42	49	59	71

Total number of inquiries received by the Japan Consultation Desk regarding the YKK AP Group (Japan)

Practicing the Code of Conduct

[Activities to instill the Management Principle]

In order to develop the people and culture that will support sustainable business growth, YKK AP is actively engaged in activities to instill the Management Principle.

In addition to the YKK Philosophy — CYCLE OF GOODNESS®, and the Management Principle "YKK seeks corporate value of higher significance," the principles covered by our activities to foster the Management Principle includes the Core Values and YKK AP's Purpose, "We Build a Better Society Through Architectural Products."

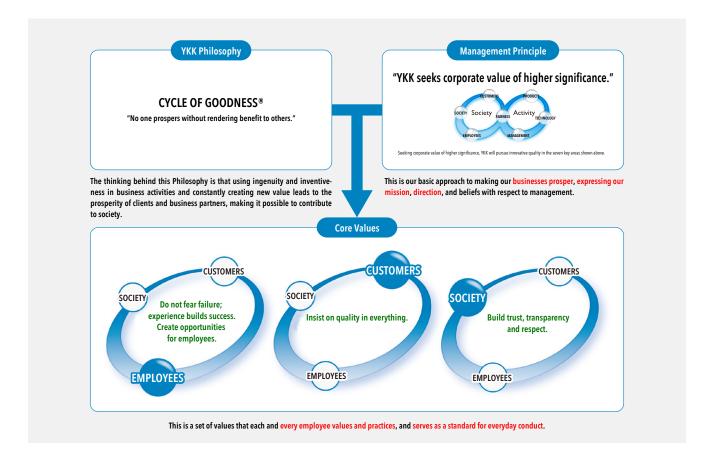
The Core Values are three basic values compiled by the YKK Group in 2007 through interviews with many employees.

A 2021 project led by young YKK AP employees defined our unique Purpose, or the reason the company exists from the perspective of society, as "We Build a Better Society Through Architectural Products."

Through activities to instill these management principles in all employees, we strive to foster a sense of unity throughout the entire company and divisions.

Specific activities in Japan include "Talking Sessions" and the "Core Value Practice Level Check Sheet." At the talking sessions, each division head discusses the management principles with employees in their own words. The sessions are held annually at all of our locations in Japan to raise awareness through communication. In FY2024, talking sessions were held at all of the approximately 2,000 divisions in Japan (Sales, Development, Technology, Manufacturing, and Administrative). In addition, the "Core Value Practice Level Check Sheet" is used during internal interviews to create opportunities for each employee to reflect on their own actions and think about the company's Core Values.

YKK AP's overseas operating companies are also actively engaged in activities to foster the Management Principle. For example, in the U.S.A., "Fundamental Behaviors" have been defined for 25 themes, and examples of employee conduct consistent with each theme are shared with all employees via internal bulletin boards and email. These examples are presented at the beginning of major meetings to encourage more indepth discussions. In addition, our Taiwanese subsidiary conducts online training sessions on the Management Principle and compliance for all employees.



Risk Management

Basic Approach

To realize YKK AP's management and business strategies and drive sustainable growth, we are working to strengthen risk management based on a "resilient business foundation," as set forth in our materiality. In addition to taking swift and appropriate measures for initial response and recovery, thereby minimizing damage from risks that have arisen, we are working to build a system for anticipating, preventing, and controlling risks in our business.

In order to strengthen the risk management system and establish governance systems for emergencies, we have established various committees under the CRO (Chief Risk Management Officer), including the Quality Committee, Trade Management Committee, BCM Committee, Information Security Committee, and Technical Asset Management Committee. Rules and regulations have been established for each committee and are in operation accordingly.



Risk Management

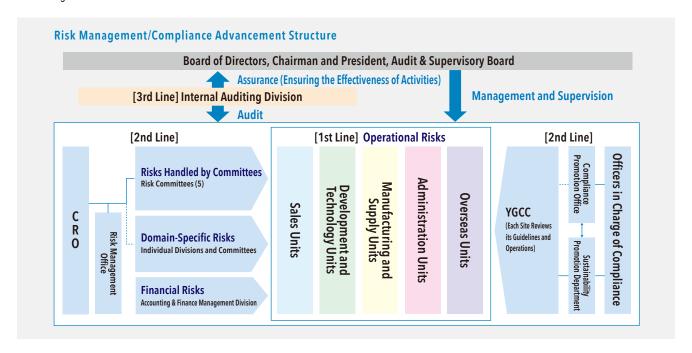
https://www.ykkapglobal.com/en/sustainability/governance/risk-management/

YKK AP's Risk Management Policy

We will foresee, prevent, and control business risks, ensure the safety of our employees, reduce or avoid the loss of management resources, and in the event of contingencies, we will promote risk management in order to minimize damage and losses and achieve quick recovery of the business, leading to sustainable growth and increased corporate value.

Risk Management Promotion Structure

YKK AP's risk management promotion structure is based on a three-line model. The five basic units (Sales, Development and Technology, Manufacturing and Supply, Administration, and Overseas) serve as the first line, taking the lead in risk management activities. Risk management departments and committees, which serve as the second line, support the first line with their specialized knowledge and expertise. The Internal Auditing Division, which serves as the third line, audits the effectiveness of the risk management activities of the first and second lines. Furthermore, by allowing self-checks of risk management activities based on the YKK Group's compliance standards, the YKK Global Criteria of Compliance (YGCC), we are clarifying the roles and responsibilities of each person and division in charge of conducting these activities, thereby enhancing their effectiveness.



Key Risk Identification Process

In FY2024, we reviewed our process for identifying key risks and, in addition to consultations with risk management departments, conducted risk surveys of business divisions and interviews with senior management to identify and analyze risks. In evaluating risks, we determine the level of risk based on the likelihood of occurrence and impact, as well as reputational risks and internal and external factors. This is then used as a basis for discussion and decision-making by the Board of Directors to identify key risks.

Response to Main Key Risks

For FY2025, we have identified 27 categories of key risks, including system failures, cybersecurity, major natural disasters, product defects, and recalls. We will prioritize the allocation of business resources to these areas and implement measures to develop systems and countermeasures.

Type of Risk	Major Risk Countermeasures for FY2025
System Failures, Cybersecurity	 IT-BCP development, implementation, and training Implementation of backups, strengthening of vulnerability response Implementation of employee training on information security Compliance with conformity assessment systems (establishment of company-wide promotion system)
Major Natural Disasters	 Tabulation of damage estimates in the event of a major earthquake and incorporation into evacuation plans at each location Implementation of BCP drills and BCP training at each location Implementation of BCP monitoring
Product Defect-Related Accidents and Recalls	 Thorough quality compliance and defect reporting Process audit and conformity verification for minister-certified products Ongoing communication and enhancement of safety awareness information
Fires/Explosions	 Implementation of global fire safety management standards and improvements based on self-checks Consideration and implementation of dust control measures in the casting process Emergency inspection of preventive measures against small fires caused by aging buildings and equipment
Violation of Laws and Regulations in the Course of Business	 Thorough implementation of various regulations and guidelines Implementation of audits as important audit items Expansion of field-specific legal education and training
Health and Safety Risks (Occupational Accidents at Construction Sites etc.)	 Promotion of safety measures and improvement of working environments (detection of unsafe behavior using AI cameras, etc.) Enhanced training for installation contractors (using CG videos, etc.)
Governance Risks	 Establishment of administration systems for affiliated companies in Japan and overseas, enhanced monitoring Regular compliance awareness surveys and compliance training, activities to reinforce the Management Principle based on survey results
Compliance Risks	 Implementation of harassment prevention education Operation of internal whistleblowing desks and regular monitoring Customer harassment countermeasures (preparation of manuals, operation of external consultation desk and response support)

We have established five materiality indicators to evaluate the effectiveness of risk management. "Rate of participation in risk-related training" is an indicator (FY2028 target: 95 %) for raising the risk awareness of every employee in order to prevent cyberattacks and phishing emails, which have been on the rise in recent years, as well as misconduct and violations of laws and regulations. "Number of locations that have formulated BCPs" serves as an indicator to confirm whether BCPs are being properly developed and implemented at all Japanese and overseas sites. "Number of serious quality and product liability incidents," "number of serious cyber incidents," and "number of serious violations of laws and regulations" are indicators for showing that our day-to-day efforts are leading to reduced risks.

	FY2021	FY2022	FY2023	FY2024
Rate of participation in risk-related training*1	-	-	-	79 %
Number of Locations That Have Formulated BCPs*2	-	-	-	64
Number of Serious Quality and Product Liability Incidents*2	-	-	-	1
Number of Serious Cyber Incidents*2	-	-	-	0
Number of Serious Violations of Laws and Regulations (Risk Committees (5) Area) *2	-	-	-	0

^{*1} Data from YKK AP Group (Japan)

BCM (Business Continuity Management) Initiatives

We are working to acquire the appropriate business continuity capabilities necessary to respond to major emergencies. To this end, we are enhancing our organizational strength through repeated training and preparation to enable rapid initial response and implementation of BCPs based on an all-hazards approach, covering large-scale natural disasters, supply chain disruptions, cyber incidents, and the spread of infectious diseases.

The first basic policy is "Prioritize human life, ensure safety, and prevent secondary disasters." In FY2024, based on the scenario of a major earthquake directly under Tokyo or a Nankai Trough earthquake, we conducted joint training exercises involving manufacturing and sales operations across different areas, briefings for sales managers, and training exercises with Kurobe, which will serve as a backup base for the local disaster response headquarters in the event of a disaster in the Tokyo metropolitan area. Measures will be considered for each location to address issues identified during the training, and these will be reflected in BCP revisions and future training. We are also conducting initiatives that involve external contractors such as truck drivers and cafeteria staff in evacuation drills.

^{*2} Data from YKK AP Group (Japan and Overseas)

Information Security

Basic Approach

YKK AP is engaged in initiatives to protect information assets from various threats to ensure business continuity and minimize damage to the business in the event of an emergency. In recognition of the fact that information security is the most significant risk, we will ensure sustainable growth by strengthening security across our businesses, including domestic, overseas, and affiliated companies, thereby maximizing return on investment and business opportunities.

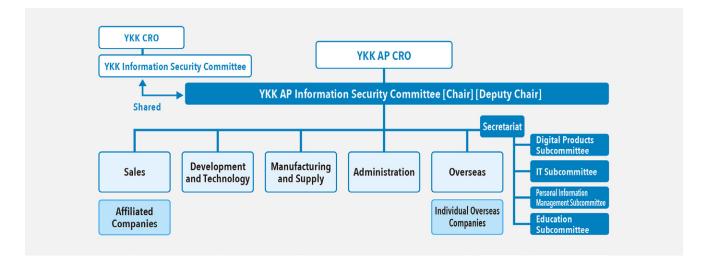
Code of Conduct for Information Security

YKK Group Code of Conduct: [Principle2] Fair Operating Practices "Management and use of assets and information" https://www.ykkapglobal.com/en/company/philosophy/code-of-conduct/

Information Security System

The Information Security Committee has been established for promoting the information security system at YKK AP. We are implementing company-wide information security measures along two axes: a vertical functional promotion system covering all divisions, and a horizontal specialized subcommittee system to promote measures in each area of specialization.

The function promotion system conducts monitoring activities inside an organization to regularly check compliance with various regulations and the level to which information security training has been absorbed. Through this kind of continuous monitoring, we are working to enhance our information security management system.



Handling of Customer Information

In order to ensure the appropriate management and use of customers' personal information, YKK AP has established a system of authorized agents for the handling of personal information in Japan. With the aim of preventing leaks of personal information, the system to authorize companies involves training sessions for these companies to improve and enhance their management skills to handle personal information provided to them and the signing of a written agreement.

Monitoring is conducted to verify the effectiveness regarding handling personal information, ensuring that personal information is properly managed.

Information Security Measures

YKK AP has introduced EDR*1 company-wide, including at its global locations, as part of its information security measures, thereby enhancing its cyberattack monitoring system. In addition, we have established a system to promptly escalate information security incidents to the Information Security Committee and notify all employees globally. In the unlikely event of an incident, the Information Security Committee will take the lead in implementing swift and appropriate measures in accordance with the risk level of the incident, ensuring that damage is kept to a minimum and preventing recurrence.

*1 EDR (Endpoint Detection and Response): A system for monitoring suspicious behavior and attacks on endpoint devices such as computers and implementing a rapid response.

Information Security Education

YKK AP systematically conducts training aimed at raising awareness of information security and instilling it as a habit among all employees worldwide.

In terms of education within Japan, we conduct e-learning on risks to the company posed by security information leaks and examples of incidents that could arise in everyday situations, as well as twice-yearly targeted email attack drills. Through detailed follow-up based on their learning results, we strive to ensure that all employees acquire accurate information security knowledge and response skills.

We also help improve the IT literacy of all our employees by encouraging them to obtain information security-related certifications.

In addition, to improve business continuity capabilities in emergencies, we conduct annual Business Continuity Plan (BCP) drills based on practical scenarios that simulate system shutdowns caused by cyberattacks, with joint participation from system users and operators.

Furthermore, through WPS (Workplace Security) -based inspections of the work environment in which all employees participate, we are striving to put information security into practice.

We are also working to strengthen information security globally by applying the educational content developed in Japan overseas and implementing unique educational programs tailored to the circumstances of each country.

Environmental Management

Environmental Management

In addition to complying with environment-related laws, regulations, agreements, and voluntary management standards, YKK AP is working to clarify risks and opportunities in its business and strengthen global environmental management by the senior leadership.

In addition, the YKK AP Group (Japan) operates an integrated company-wide ISO 14001 system to ensure structured operation of its environmental management system. Each of our overseas business sites has acquired and is implementing ISO 14001 Certification, and all employees are united in their efforts to promote environmental management.

Environmental Report 2025 — Promote Global Environmental Management https://www.ykkapglobal.com/ja/sustainability/environment/report/global/

YKK AP Environmental Management Policy (FY2025 to FY2028)

Contributing to the Global Environment through Environmental Value Creation \sim Towards Achieving Carbon Neutrality \sim

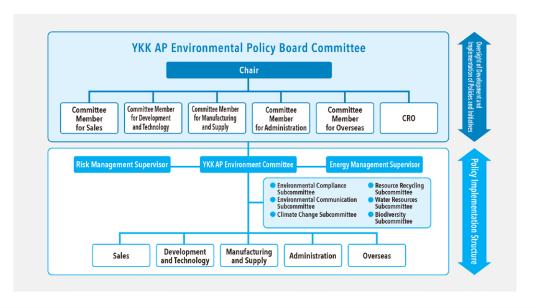
YKK AP contributes to the realization of rich lives for current and future generations and to the global environment by reducing environmental impact and creating environmental value.

- We will work to develop technologies and reduce the environmental impact in order to realize a decarbonized, recycling-oriented society.
- We address climate change, resource circulation, water conservation, and biodiversity throughout the entire life cycle.
- Based on a diverse workforce, we will work to create new environmental value with an eye to the future.

 Environmental Report 2025 — YKK AP Environmental Management Policy https://www.ykkapglobal.com/ja/sustainability/environment/report/commitment/#Policy

Environmental Promotion System

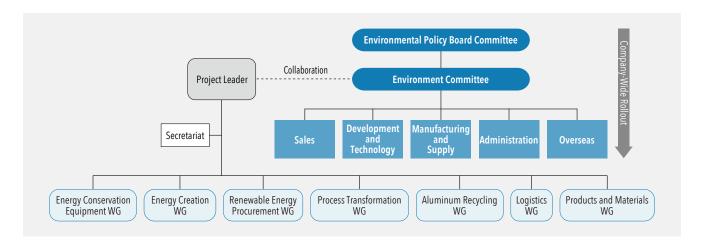
As part of our environment-friendly practices, the YKK AP Environmental Policy Board Committee, chaired by the president, formulates and approves management policies and strategies regarding climate change and other environmental policies from a management perspective, and confirms the progress thereof. The YKK AP Environment Committee implements these environmental management policies and strategies in sales, development, technology, manufacturing, supply, administration, and overseas divisions, and confirms their implementation status through internal environmental audits among divisions.



Environmental Report 2025 — Environment Promotion System https://www.ykkapglobal.com/ja/sustainability/environment/report/governance/

Carbon Neutral Project Highlights

In June 2021, we launched the "Carbon Neutral Project." With the head of the Manufacturing Division as project leader, seven working groups were established with the participation of young engineers. Each working group has been working on its respective initiatives, and a carbon neutral technology roadmap has been developed. Aiming to achieve, relative to FY2013, an 80% reduction in Scopes 1 and 2 and a 30% reduction in Scope 3 by FY2030, we will strengthen technological development aimed at carbon neutrality while reviewing our products, manufacturing, and platforms.

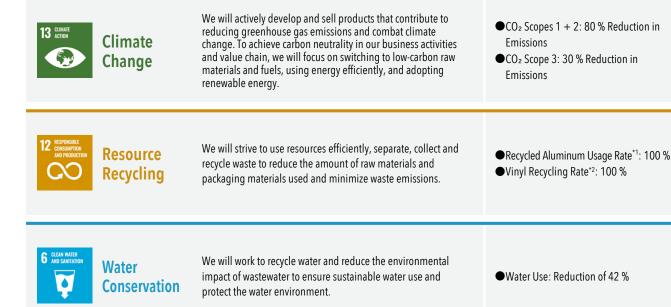


Environmental Targets

YKK AP sets environmental targets for each medium term based on "How We Ought To Be" for 2050 and Environmental Management Policy. Under the 7th Mid-Term Environmental Business Plan (FY2025–FY2028), we are working toward "How We Ought To Be" for 2050 by backcasting our targets for 2030, and then setting mid-term achievement targets to be achieved in FY2028, on the basis of which we will set numerical targets and action plans for each fiscal year.

[Environmental Issues and Initiatives]

[FY2030 Environmental Targets (Relative to FY2013)]





Biodiversity

We will minimize the impact of our business activities on ecosystems, conserve biodiversity, and work with local communities to protect the natural environment.

_

- *1 Proportion of aluminum raw materials supplied from company-internal scrap materials and market-obtained recycled materials
- *2 Rate of internal reuse of internally generated vinyl scraps
 - Environmental Report 2025 Environmental Strategy: History of YKK AP's Environmental Initiatives and our "How we Ought to Be" for 2050 https://www.ykkapglobal.com/ja/sustainability/environment/report/manage/#sugata
 - Environmental Report 2025 Targets and Results: Numerical Targets and Action Plans for FY2025 https://www.ykkapglobal.com/ja/sustainability/environment/report/target/#plan

Performance Against Environmental Targets (Single Fiscal Year)

*Achievement Levels — \odot : Exceeded Plan, \odot : Achieved as Planned, \triangle : Partially Achieved (>90%), \times : Not Achieved

Theme				FY2024	
		Indicators	Plan	Results	Degree of Progress
Envi	ronmental Compliance	Pollution and Environmental Incidents ^{*2}	0	0	0
Gree	en Talent	Environmental Training Participation Rate ^{*1}	100 %	100 %	0
		SDGs Action Participation Rate*1	Over 98 %	Summer 99 % • Winter 98 %	0
	Climate Change	Contributions to CO ₂ Reductions during Product Use*1	1,012 kt CO ₂ (216 % vs FY2020)	821 kt CO ₂ (175 % vs FY2020)	×
		YKK AP CO ₂ Emissions* ²	275 kt CO₂ (-36 % vs FY2013)	271 kt CO ₂ (-37 % vs FY2013)	0
_		Energy Use per Unit of Intensity ^{*1}	-4.3 % vs FY2024	-1.1 % vs FY2024	Δ
Environmental Issues		Waste Emissions ^{*3}	17.0 kt (-17 % vs FY2016)	18.7 kt (-9 % vs FY2016)	×
ntal Iss	Resource Recycling	Waste Emissions per Unit of Intensity*3	-48 % vs FY2016	-33 % vs FY2016	×
ues		Waste Recycling Rate*3	99 %	98 %	Δ
	Water Conservation	Water Use ^{*3}	8.2 million m ³ (-35 % vs FY2013)	8.1 million m ³ (-35 % vs FY2013)	0
		Water Use per Unit of Intensity*3	-55 % vs FY2013	-54 % vs FY2013	Δ
	Biodiversity	Number of Social Contribution Activities*2	At least Two per Location	Total: 217	0

^{*1} YKK AP Group (Japan)

Details of SBTi-Certified Targets

Science Based Targets (SBT) is an international initiative that provides a mechanism for companies to set long-term CO₂ reduction targets consistent with the 2°C target established by the Paris Agreement.

YKK AP obtained certification from the SBT initiative in January 2019. The CO₂ reduction target established in FY2017 was to reduce Scope 1+2 emissions by 30% by 2030 (vs FY2013 levels), but in response to the prospect of achieving this target ahead of schedule in FY2020, the target has been revised to a 50% reduction by 2030 (vs FY2013 levels).

FY2030 Greenhouse Gas Reduction Targets (Relative to FY2013)

	Established FY2017 (SBTi-Certified in January 2019)	Established FY2020 (SBTi-Certified in February 2021)
YKK AP CO_2 Emissions Scopes $1^{-1} + 2^{-2}$	30 % Reduction	50 % Reduction
CO ₂ Emissions in the Supply Chain Scope 3 ^{*3}	30 % Reduction	30 % Reduction (No Change)

^{*1} Direct emissions from burning fuel at YKK AP

^{*2} YKK AP Group (Japan and Overseas)

^{*3} YKK AP Group (Japan and Overseas Manufacturing Sites)

^{*2} Indirect emissions from the use of electricity at YKK AP

 $^{{\}rm \star 3\,Indirect\,emissions\,across\,the\,entire\,supply\,chain\,(emissions\,other\,than\,Scope\,1\,and\,Scope\,2)}$

To achieve these targets, we will implement long-term measures focused on energy conservation of 1.3% or more per year, fuel conversion, and the introduction of renewable energy. Through these efforts, we will reduce Scope 1+2 emissions by 80% by 2030 and aim to achieve carbon neutrality ahead of schedule by 2040.

Environmental Management System Accreditation

In March 2025, the YKK AP Group (Japan) underwent a periodic audit by an external review organization using the 2015 edition of ISO 14001. The results showed the environmental management system to be functioning effectively as an environmental management tool. Eleven of our overseas business sites have obtained ISO 14001 certification.



*As of April 2025 YKK Group (Japan) includes YKK AP Okinawa Inc. and Pros Inc.

Environmental Report 2025 — Implement and Promote the Environmental Management System https://www.ykkapglobal.com/ja/sustainability/environment/report/global/#system

Percentage of Companies Certified to ISO 14001 Environmental Management Standards

	FY2021	FY2022	FY2023	FY2024
Manufacturing	80 %	80 %	82 %	82 %
Sales, Other	38 %	38 %	31 %	31 %
Total	57 %	57 %	52 %	52 %

Number of Pollution and Environmental Incidents

	FY2021	FY2022	FY2023	FY2024
Number of Pollution and Environmental Incidents	0	0	0	0

Data from YKK AP Group (Japan and Overseas)

Third-Party Verification

YKK AP has obtained certification of its greenhouse gas emissions (Scope 1, Scope 2, and Scope 3 Category 1) and renewable energy usage from SGS Japan in order to enhance the reliability and transparency of this information.

Third-Party Verification

https://www.ykkapglobal.com/ja/sustainability/environment/report/asset/pdf/verification.pdf

Percentage of Employees who have Received Training on Environmental Issues

	FY2021	FY2022	FY2023	FY2024
Environmental Training Participation Rate	100 %	100 %	100 %	100 %
Environmental Activities (SDGs Action) Participation Rate	98 %	99 %	99 %	99 %

Data from YKK AP Group (Japan)

➡ Environmental Report 2025 — Initiatives with Stakeholders: Green Talent https://www.ykkapglobal.com/ja/sustainability/environment/report/employee/

Percentage of Business Sites where Environmental Risk Assessments have been Conducted

		FY2021	FY2022	FY2023	FY2024
Manufacturing Sites	Japan	100 %	100 %	100 %	96 %
	Overseas	58 %	58 %	67 %	62 %
	Overall	86 %	86 %	89 %	84 %
Number of Companies	Japan	57 %	57 %	57 %	40 %
	Overseas	53 %	50 %	53 %	48 %
	Overall	54 %	52 %	54 %	45 %

YKK AP's Major Manufacturing Sites in Japan and Overseas (Site Data)

YKK AP's manufacturing sites, located mainly in Tohoku, Kurobe, Namerikawa, Shikoku, and Kyushu in Japan, and in North America, China, and other parts of Asia overseas, develop, manufacture, and sell products tailored to the needs of each region and country.

YKK AP's Manufacturing Sites in Japan

	Product Category	Premise Area	CO ₂ Emissions	Water Use	Final Disposal of Industrial Waste*1	Emissions of Chemical Substances ^{*2}
Tohoku Plant (Osaki-shi, Miyagi)	Residential Architectural Products, Commercial Architectural Products	745,200 m²	37,409 t CO ₂	1.362 million m ³	0 t	4 t
Saitama MADO(Window) Plant (Kuki-shi, Saitama)	Windows, Insulating Glass	86,716 m²	0 t CO ₂	0.046 million m ³	0 t	0 t
Kurobe Plant (Kurobe-shi, Toyama)	Architectural Products	301,000 m²	64,370 t CO ₂	3.454 million m³	0 t	35 t
Kurobe Ekko Plant (Kurobe-shi, Toyama)	Architectural Parts	234,000 m²	7,293 t CO ₂	0.4 million m³	0 t	0 t
Kurobe Ogyu Plant (Kurobe-shi, Toyama)	Residential Architectural Products	337,000 m²	7,892 t CO ₂	0.141 million m³	0 t	0 t
Namerikawa Plant (Namerikawa-shi, Toyama)	Commercial Architectural Products, Residential Architectural Products	667,317 m²	11,430 t CO ₂	0.366 million m³	0 t	0 t
Shikoku Plant (Utazu-cho, Ayagawa-gun, Kagawa)	Residential Architectural Products, Industrial Profiles	324,300 m²	26,414 t CO ₂	0.678 million m³	0 t	2 t
Kyushu Plant (Yatsushiro-shi, Kumamoto)	Residential Architectural Products, Commercial Architectural Products, Industrial Profiles	342,000 m²	27,754 t CO ₂	0.954 million m³	0 t	5 t

^{*1} Industrial waste that is sent for landfill disposal, industrial waste that is not recycled as fuel

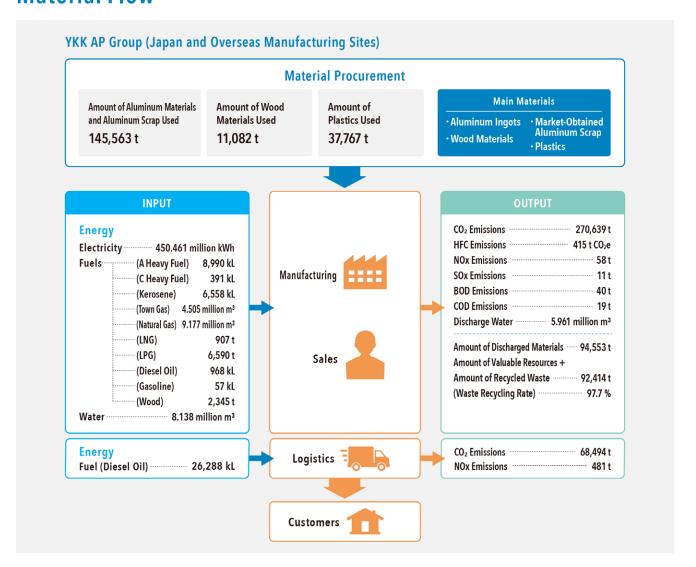
YKK AP's Overseas Manufacturing Sites

	Areas of Business	Premise Area	CO ₂ Emissions	Water Use	Final Disposal of Industrial Waste [*]
YKK AP AMERICA INC. Dublin Factory	Manufacture and Sale of Aluminum Sashes and Windows for Commercial Buildings	817,052 m²	19,525 t CO ₂	0.238 million m³	670 t
YKK AP AMERICA INC. Macon Factory	Manufacture and Sale of Vinyl Windows for Residential Use	202,343 m²	2,251 t CO ₂	0.009 million m³	190 t
ERIE ARCHITECTURAL PRODUCTS INC. Lakeshore Factory (Canada)	Design, Manufacture, and Sale of Unitized Curtain Walls	57,000 m²	453 t CO ₂	0.002 million m³	702 t
DALIAN YKK AP CO., LTD.	Manufacture and Sale of Vinyl Architectural Products	60,000 m²	2,490 t CO ₂	0.012 million m³	7 t
YKK AP(SUZHOU) CO., LTD.	Manufacture and Sale of Aluminum Architectural Products and Components	396,315 m²	7,362 t CO ₂	0.109 million m³	196 t
YKK AP CO.,LTD. Shenzhen Factory	Manufacture and Sale of Aluminum Architectural Products	112,152 m²	10,079 t CO ₂	0.138 million m³	0 t
YKK AP TAIWAN CO., LTD. Yangmei Factory	Manufacture and Sale of Aluminum Architectural Products	16,088 m²	925 t CO ₂	0.013 million m³	37 t
PTYKK AP INDONESIA	Manufacture and Sale of Aluminum Architectural Products and Aluminum Profiles	182,940 m²	25,313 t CO ₂	0.078 million m³	0 t
Bhoruka Extrusions Private Limited	Manufacture and Sale of Aluminum Architectural Product- Related Items	64,742 m²	3,770 t CO ₂	0.014 million m³	338 t

^{*} Industrial waste that is sent for landfill disposal, waste that is not recycled as fuel

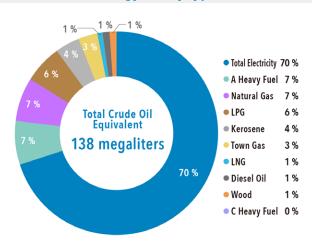
^{*2} Indicates emissions of substances subject to PRTR (1 ton or more handled)

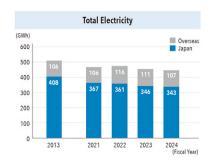
Material Flow



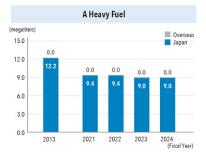
Energy Conservation • Prevention of Global Warming

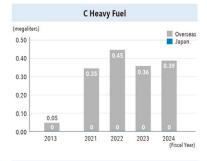
Energy Use by Type



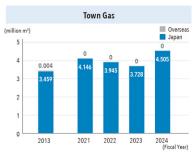


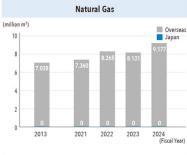






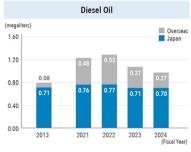


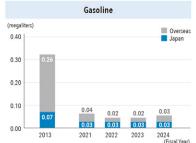


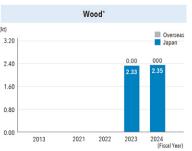










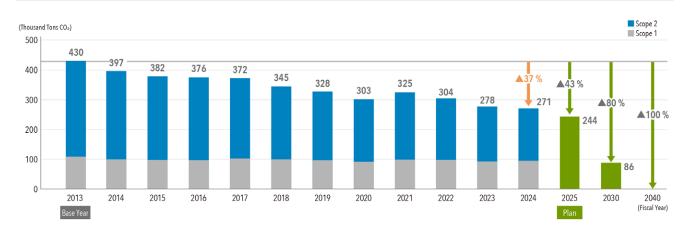


	FY2013 (Base Year)	FY2021	FY2022	FY2023	FY2024
Total Electricity	514.15 GWh	472.46 GWh	476.62 GWh	456.69 GWh	450.46 GWh
of Which Renewable Energy	0.38 GWh	10.60 GWh	63.45 GWh	74.47 GWh	★ 91.85 GWh
A Heavy Fuel	12.25 megaliters	9.45 megaliters	9.42 megaliters	9.01 megaliters	8.99 megaliters
C Heavy Fuel	0.05 megaliters	0.35 megaliters	0.45 megaliters	0.36 megaliters	0.39 megaliters
Kerosene	10.95 megaliters	7.91 megaliters	7.51 megaliters	6.98 megaliters	6.56 megaliters
Town Gas	3.463 million m³	4.146 million m³	3.945 million m³	3.728 million m³	4.505 million m³
Natural Gas	7.038 million m³	7.360 million m³	8.265 million m³	8.131 million m³	9.177 million m³
LNG	0.99 kt	1.00 kt	0.98 kt	1.04 kt	0.91 kt
LPG	5.86 kt	6.74 kt	6.71 kt	6.46 kt	6.59 kt
Diesel Oil	0.80 megaliters	1.24 megaliters	1.30 megaliters	1.08 megaliters	0.97 megaliters
Gasoline	0.33 megaliters	0.06 megaliters	0.05 megaliters	0.05 megaliters	0.06 megaliters
Wood	-	-	-	2.33 kt	2.35 kt
Total Energy (Crude Oil Equivalent)	174.30 megaliters	160.64 megaliters	161.41 megaliters	140.77 megaliters	138.38 megaliters
Total Energy Consumption	998 GWh	926 GWh	935 GWh	890 GWh	893 GWh

Data from YKK AP Group (Japan and Overseas)

^{*} Data marked with \bigstar has received third-party verification

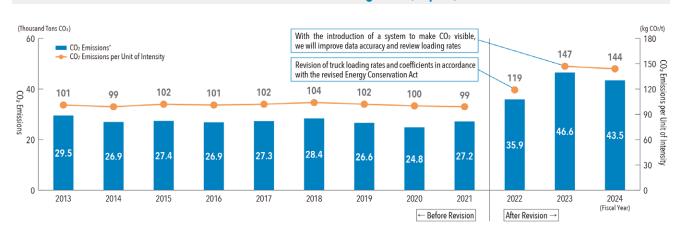
Greenhouse Gas Emissions (Scopes 1 and 2)



	FY2013 (Base Year)	FY2021	FY2022	FY2023	FY2024
Scope 1: Direct Emissions	107 kt CO ₂	98 kt CO2	99 kt CO2	93 kt CO ₂	★ 95 kt CO2
Scope 2: Emissions from Electricity Used	323 kt CO ₂	227 kt CO ₂	205 kt CO ₂	185 kt CO ₂	★ 176 kt CO ₂
Scopes 1+ 2	430 kt CO ₂	325 kt CO ₂	304 kt CO ₂	278 kt CO ₂	271 kt CO ₂
CO ₂ Emissions per Unit of Net Sales	107 t CO2/100 million yen	73 t CO ₂ /100 million yen	61 t CO2/100 million yen	52 t CO ₂ /100 million yen	48 t CO ₂ /100 million yen

Data from YKK AP Group (Japan and Overseas)

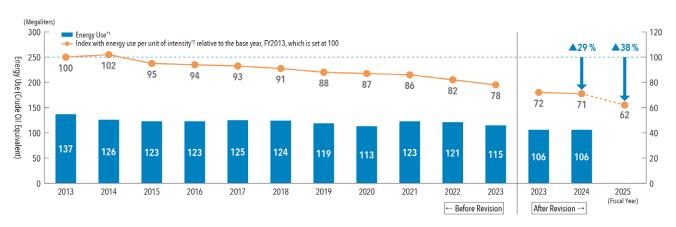
CO₂ Emissions from Logistics (Japan)



^{*} Calculated based on the calculation method for specified shippers specified in the Act on Rationalization of Energy Use and Shift to Non-Fossil Energy

^{*} Data marked with 🖈 has received third-party verification

Energy Use and Energy Use per Unit of Intensity (Manufacturing and Sales Sites in Japan)



- *1The crude oil conversion coefficients used are those specified in the Act on Rationalization of Energy Use and Shift to Non-Fossil Energy. FY2023 and earlier are calculated using coefficients from before the revision of the Energy Conservation Act
- *2 Energy use per shipment amount

Renewable Energy Ratio

	FY2021	FY2022	FY2023	FY2024
Renewable Energy Ratio	2.2 %	13.3 %	16.3 %	20.4 %

Data from YKK AP Group (Japan and Overseas)

Greenhouse Gas Emissions (Scope 3)

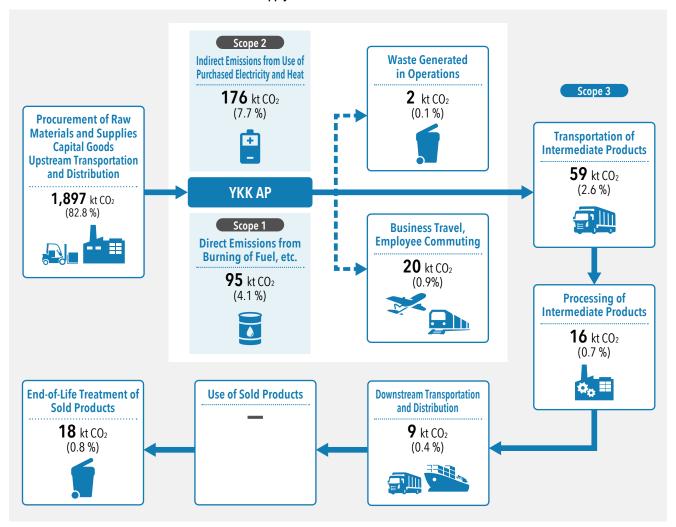
	FY2013 (Base Year)	FY2021	FY2022	FY2023	FY2024
(Greenhouse Gas Emissions) Scope 3	2,495 kt CO ₂	1,932 kt CO₂	2,079 kt CO ₂	1,984 kt CO₂	2,021 kt CO ₂

 $Data\,from\,YKK\,AP\,Group\,(Japan\,and\,Overseas)$

 $[\]hbox{* Percentage of total electricity derived from renewable energy sources}$

^{*} Based on the latest CO₂ emission coefficients, retroactively revised for past years

FY2024 Breakdown of CO₂ Emissions from the Entire Supply Chain



YKK AP Group (Japan and Overseas Manufacturing Sites)

		Japan	Overseas	Total
Scope 1: Dir	ect Emissions	72 kt CO ₂	23 kt CO ₂	★ 95 kt CO ₂
Scope 2: Em	issions from Electricity Used	126 kt CO ₂	50 kt CO ₂	★ 176 kt CO ₂
	Purchased Goods and Services	1,060 kt CO ₂	555 kt CO ₂	★ 1,615 kt CO ₂
	Capital Goods	184 kt CO ₂	21 kt CO ₂	205 kt CO ₂
	Fuel-and Energy-Related Activities not Included in Scope 1 or Scope 2	62 kt CO ₂	16 kt CO ₂	78 kt CO ₂
	Upstream Transportation and Distribution	42 kt CO ₂	16 kt CO ₂	59 kt CO ₂
	Waste Generated in Operations	1 kt CO ₂	1 kt CO ₂	2 kt CO ₂
	Business Travel	5 kt CO ₂	0 kt CO ₂	5 kt CO ₂
	Employee Commuting	14 kt CO ₂	1 kt CO ₂	15 kt CO ₂
Scope 3	Upstream Leased Assets	0 kt CO ₂	0 kt CO2	0 kt CO ₂
	Downstream Transportation and Distribution	1 kt CO ₂	8 kt CO ₂	9 kt CO ₂
	Processing of Sold Products	14 kt CO ₂	2 kt CO ₂	16 kt CO ₂
	Use of Sold Products	0 kt CO ₂	0 kt CO ₂	0 kt CO ₂
	End-of-Life Treatment of Sold Products	16 kt CO ₂	2 kt CO ₂	18 kt CO ₂
	Downstream Leased Assets	0 kt CO ₂	0 kt CO ₂	0 kt CO ₂
	Franchises	0 kt CO ₂	0 kt CO ₂	0 kt CO ₂
	Investments	0 kt CO ₂	0 kt CO ₂	0 kt CO ₂
	Scope 3 Total	1,398 kt CO ₂	623 kt CO ₂	2,021 kt CO ₂
Scope 1, 2, a	nd 3 Total	1,596 kt CO ₂	696 kt CO ₂	2,291 kt CO ₂

Data from YKK AP Group (Japan and Overseas)

Environmentally Conscious Investment Policy and Results

In order to contribute to a sustainable society through our products and monozukuri, YKK AP is actively investing in the development of sustainable products and initiatives to reduce the burden on the global environment, such as reducing CO₂ emissions and recycling. At the same time, we will clarify cost-effectiveness and explain our results to stakeholders.

^{*} Data marked with \bigstar has received third-party verification

FY2024 Environmental Accounting Results

	FY20	021	FY2	022	FY2	023	FY2	024
	Capital Investments	Expenses	Capital Investments	Expenses	Capital Investments	Expenses	Capital Investments	Expenses
Costs within Business Areas / Pollution Prevention Costs / Wastewater Treatment Equipment Operation and Administration Costs	234 million	721 million	138 million	741 million	188 million	767 million	89 million	775 million
	yen/year	yen/year	yen/year	yen/year	yen/year	yen/year	yen/year	yen/year
Costs within Business Areas / Global Environmental Conservation Costs / Introduction of Waste Heat Recovery Equipment and High Efficiency Lighting Equipment	540 million	217 million	1,635 million	326 million	2,611 million	341 million	1,627 million	384 million
	yen/year	yen/year	yen/year	yen/year	yen/year	yen/year	yen/year	yen/year
Costs within Business Areas / Resource Recycling Costs / Promotion of Recycling and Waste Volume Reduction	986 million	468 million	64 million	441 million	132 million	489 million	248 million	501 million
	yen/year	yen/year	yen/year	yen/year	yen/year	yen/year	yen/year	yen/year

YKK AP Group (Japan)

Basic Data **Environment** Governance Society

Resource Conservation · Recycling

Waste Emissions and Recycling

	FY2016 (Base Year)	FY2021	FY2022	FY2023	FY2024
Waste Emissions	20.5 kt	15.9 kt	15.4 kt	17.4 kt	18.7 kt
Waste Emissions per Unit of Net Sales*	4.95 t/100 million yen (100)	3.57 t/100 million yen (72)	3.03 t/100 million yen (61)	3.23 t/100 million yen (65)	3.34 t/100 million yen (67)
Amount of Landfill Disposal	3.0 kt	1.2 kt	1.3 kt	1.8 kt	2.1 kt
Amount of Valuable Resources + Amount of Waste Recycled	87.9 kt	95.2 kt	100.2 kt	95.0 kt	92.5 kt
Waste Recycling Rate	97 %	99 %	99 %	98 %	98 %

Data from YKK AP Group (Japan and Overseas Manufacturing Sites)

Aluminum Recycling

Because the smelting of new aluminum ingots requires a great deal of electricity and generates a large amount of CO₂ emissions, improving the recycling rate will contribute to achieving carbon neutrality.

As an initiative in this regard, introducing recycling furnaces will greatly increase the input rate of market-obtained recycled materials, thereby reducing the rate of new ingots used, which leads to significantly reducing CO₂ emissions across the entire supply chain.

Starting with introducing a recycling furnace at the Shikoku Plant, we plan to expand this initiative to other sites, and will step up efforts to achieve a 100% recycling rate by 2030.

In addition to improving the recycling rate, we are also working to further cut CO2 emissions by promoting the procurement of "green aluminum," which is smelted from bauxite using renewable energy.

Vinyl Recycle

During the manufacturing process for vinyl frame materials and vinyl windows, we strive to minimize the generation of vinyl scraps and chips through efficient production. By reclaiming scraps and chips generated from the production process as vinyl materials, we are working to improve the rate at which they are recycled. We are also actively developing new applications for vinyl scraps. We are also engaged in industry-governmentacademia collaboration to establish a system to collect and recycle vinyl windows once they have been used.

Environmental Report 2025 — Resource Recycling (Circular Economy): Reduce and Recycle Vinyl Materials https://www.ykkapglobal.com/ja/sustainability/environment/report/circulate/#recycling

^{*} Figures in parentheses indicate a relative amount to the base year, FY2016, which is set at 100

Approach to Water Resources

YKK AP undertakes initiatives to achieve sustainable water use by reducing the amount of water withdrawn and the environmental impact of wastewater discharge through the recycling and reuse of water in the production process.



● Environmental Report 2025 — Water Conservation https://www.ykkapglobal.com/ja/sustainability/environment/report/water/

Water Use (Water Withdrawal), Wastewater Discharge Volume, Reuse and Reclamation Volume

	FY2013 (Base Year)	FY2021	FY2022	FY2023	FY2024
Water Use (Water Withdrawal) ^{*1}	12.575 million m³	9.840 million m³	8.894 million m³	8.285 million m³	8.138 million m³
Water Use per Unit of Net Sales*2	3,121 m³/100 million yen (100)	2,205 m³/100 million yen (71)	1,749 m³/100 million yen (56)	1,538 m³/100 million yen (49)	1,449 m³/100 million yen (46)
Wastewater Discharge*3	11.457 million m³	8.447 million m³	6.293 million m³	5.878 million m³	5.961 million m³
Reuse and Reclamation Volume ^{*1}	0.053 million m³	0.038 million m³	0.041 million m³	0.060 million m³	0.056 million m³

^{*1} Data from YKK AP Group (Japan and Overseas Manufacturing Sites)

^{*2} Data from YKK AP Group (Japan and Overseas Manufacturing Sites). * Figures in parentheses represent an index relative to the base year, FY2013, which is set at 100

^{*3} Data from YKK AP Group (Japan Manufacturing Sites)

Pollution Prevention

PRTR Substances, Air Pollutants

	FY2021	FY2022	FY2023	FY2024
(PRTR Substances) Volume Handled*1	1,046 t	985 t	1,025 t	994 t
(PRTR Substances) Emissions*1	54 t	52 t	83 t	80 t
(PRTR Substances) Transfer Amount to Sewer System*1	12 t	13 t	21 t	26 t
(Air Pollutants) SOx*2	9 t	7 t	11 t	11 t
(Air Pollutants) NOx ^{*2}	54 t	51 t	61 t	58 t
(Air Pollutants) VOC*2	29 t	29 t	27 t	26 t

^{*1} Data from YKK AP (Non-Consolidated)

Pollutants Discharged into Water

	FY2021	FY2022	FY2023	FY2024
Total Weight of Pollutants Discharged into Water*	44 t	34 t	37 t	31 t

YKK AP Group (Japan Manufacturing Sites)

BOD: Biochemical Oxygen Demand (Discharge into Rivers)

COD: Chemical Oxygen Demand (Discharge into Seas)

^{*2} Data from YKK AP Group (Japan and Overseas Manufacturing Sites)

^{*} COD, BOD Emission

Conservation of Biodiversity

Basic Approach

Companies derive enormous benefits from ecosystems, including the use of biological resources and land, and the purification of water and air. Loss of biodiversity is said to pose the risk of a serious economic crisis.

YKK AP's business activities also depend heavily on the abundant resources provided by the earth, and we believe that the conservation of biodiversity is essential for the realization of a sustainable society. We will minimize the impact of our business activities on ecosystems and collaborate with local communities to protect the natural environment.

➡ Environmental Report 2025 — Biodiversity

https://www.ykkapglobal.com/ja/sustainability/environment/report/ecology/

Basic Data **Environment** Society

Contributions to CO₂ Reductions through Products

Contributions to CO₂ Reductions through High Thermal Insulation Products

	FY2021	FY2022	FY2023	FY2024
Contributions to CO ₂ Reductions through High Thermal Insulation Products	561 kt CO₂	607 kt CO ₂	824 kt CO ₂	832 kt CO ₂

Data from YKK AP Group (Japan and Overseas)

Environmental Report 2025 — Climate Initiative (Toward achieving carbon neutrality) Contributions to CO2 reductions https://www.ykkapglobal.com/ja/sustainability/environment/report/climate/#contribution

Sustainable Products

"Sustainable Product" 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.

	FY2021	FY2022	FY2023	FY2024
Rate of "Sustainable Product" Sales	38.4 %	37.8 %	40.3 %	40.4 %

Data from YKK AP Group (Japan and Overseas) Based on Net Sales

Rate of Vinyl Window Use

	FY2021	FY2022	FY2023	FY2024
Rate of Vinyl Window Use (For Single-Family Houses)	31 %	31 %	35 %	39 %

 $Data\,from\,YKK\,AP\,Group\,(Japan)\,\,Rate\,of\,vinyl\,window\,use\,in\,sales\,for\,single\,family\,homes$

Rate of High Thermal Insulation Window Use

	FY2021	FY2022	FY2023	FY2024
Rate of High Thermal Insulation Window Use (For Single-Family Houses) *1	70 %	75 %	79 %	88 %
Rate of High Thermal Insulation Window Use (For Commercial Buildings) *2	2 %	2 %	6 %	8 %

Data from YKK AP Group (Japan)

- *1 Rate of vinyl, wood, and aluminum-vinyl composite windows in sales for single family homes
- *2 Rate of vinyl, wood, and aluminum-vinyl composite windows in orders received for commercial buildings

Ratio of New Constructions to Remodeling Projects

			FY2021	FY2022	FY2023	FY2024
	Residential	New Construction	68 %	67 %	63 %	62 %
Ratio of New Constructions	Kesidelitiai	Remodeling	32 %	33 %	37 %	38 %
to Remodeling Projects	Commercial	New Construction	70 %	69 %	68 %	68 %
	Commercial	Remodeling	30 %	31 %	32 %	32 %

Data from YKK AP Group (Japan) Based on Net Sales

Human Rights

Our Basic View

Of foundational importance to the YKK Group's business activities is the concept of the CYCLE OF GOODNESS®, which states that "no one prospers without rendering benefit to others." In order to carry out its business activities in accordance with this concept, YKK AP upholds the YKK Group Code of Conduct, which consists of 7 principles and 29 bylaws that employees of the YKK Group in all countries and regions must follow with a common understanding, and clearly states that it will not engage in discrimination or the violation of human rights for any reason. This policy complements one of the Code's principles, namely Respect for Human Rights, and both supports and respects international norms on human rights, such as the UN Guiding Principles on Business and Human Rights.

YKK AP Human Rights Policy

At a meeting on March 24, 2023, the YKK AP Board of Directors adopted the YKK AP Human Rights Policy Statement. Accompanying the revision of the YKK Group Human Rights Policy Statement, YKK AP has formulated its own policy that, while sharing the fundamentals of the YKK Group, takes into account the human rights issues that arise in relation to YKK AP's business activities.



YKK AP Human Rights Policy

https://www.ykkapglobal.com/en/sustainability/society/humanrights/policy/

Human Rights Relating to Business Activities

YKK AP is aware that addressing the following human rights issues relating to its business activities is a key part of its human rights responsibilities and responds with the following appropriate procedures.

Prohibition on Child Labor and Forced Labor	YKK AP works to prevent and eliminate child labor, which impedes the healthy growth of children and denies them educational opportunities. As well, we do not tolerate any kind of forced or prison labor. We engage in initiatives to avoid any risk of forced or prison labor occurring in our business activities.
Prohibitions on Discrimination, Harassment, and Abuse	YKK AP prohibits employees from committing any form of discrimination, including that based on race, ethnicity, nationality, religion, beliefs, creed, sex, age, physical characteristics, gender identity, or sexual orientation. As well, we do not tolerate any types of behavior that undermine an individual's dignity, including but not limited to, bullying, abuse (including physical, sexual, and mental abuse), or harassment.
Respect for Freedom of Association and Collective Bargaining Rights	YKK AP respects the basic rights of employees, including the freedom of association and collective bargaining rights. Through dialog and consultation, we build good relationships between management and employees.
Understanding of Customs and Compliance with Laws and Regulations	YKK AP works to understand the customs of all the countries and regions in which we conduct business activities, and complies with labor laws and other laws. Should there be such countries and regions in which international human rights are not properly protected by local laws and regulations, YKK AP will seek ways to maximize respect for international human rights principles.
Respect for Diversity	YKK AP respects all diversity, including race, ethnicity, nationality, religion, beliefs, creed, sex, age, physical characteristics, gender identity, and sexual orientation, and promotes diversity management. As well, we build systems and environments that enable diverse human resources to fully express their abilities.
Health and Safety	In all workplaces, YKK AP strives to prevent industrial accidents and maintain and promote both the physical and mental health of employees, and works to build, maintain, and improve workplace environments that allow safe and secure work.
Working Hours and Wages	YKK AP complies with all laws and regulations relating to working hours and wages in the countries and regions in which we conduct our business activities, and endeavors to pay living wages.

Human Rights Due Diligence

Based on the UN Guiding Principles on Business and Human Rights, YKK AP conducts due diligence with respect to human rights. Through this framework, we identify negative human rights impacts and work to prevent or mitigate them.

Human Rights Promotion System

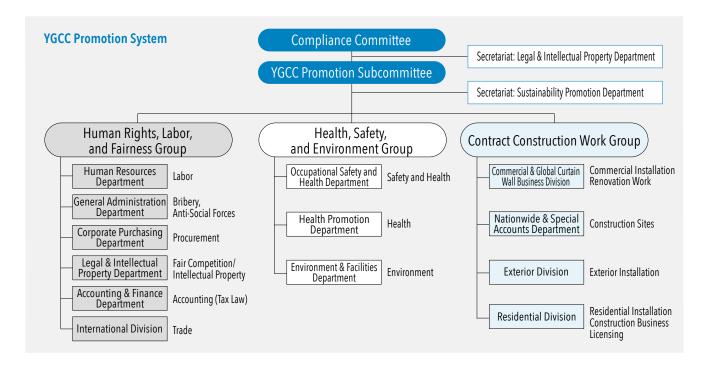
Our policy for addressing human rights issues is formulated from a company-wide perspective at the Sustainability General Meeting. Based on this policy, the Human Rights Working Group (WG) within the Compliance Committee and related divisions take the lead in promoting interdepartmental activities across the entire group, both Japan and overseas.

Human Rights WG	Number of Meetings	6
(FY2024 Results)	Main Agenda Items	Implementation of Risk Assessments (Review of Overseas Human Rights Risk Map) Survey of Domestic Suppliers

We are continuously working to fulfill our responsibility to respect human rights.

	Category		Main Initiatives		
Policy Commitment	Establishment of a Human Rights Policy		• Revision of the Human Rights Policy		
Human Rights Impact Assessment		Assessment	 Analysis of adverse impacts on Human Rights Risk Mapping Japan: Monitoring Overseas: Risk Survey using YGCC Suppliers: Improved mapping accuracy based on questionnaire results 		
	Imp of I Tra		 Implementation of "Business and Human Rights" Video Training (once a year) → All Domestic YKK AP Group Employees 		
Human Rights	Implementation of Preventive/ Corrective Measures Against Adverse Impacts	Development of Internal Environment/ Systems	Work Style Reform Committee: Improvement of the workplace environment and support for diverse work styles (support for balancing work with childcare and nursing care, part-time regular employees, working from home, location-independent work, etc.)		
Due Diligence	impacts	Supply Chain Management	 Implementation of revised supplier questionnaire → Continued implementation of questionnaires and expansion to domestic affiliated companies 		
	Implementation of Mo	onitoring	Employees: Engagement Survey, Compliance Awareness Survey Exchange of opinions with labor unions, employee work conditions Confirmation of various health and safety items Environment: Confirmation based on various laws and regulations and group environmental standards Overall: Regular site audits by the Internal Audit Office, YGCC audits		
	Disclosure of Informat	ion to External Parties	• "Integrated Report" "Environmental Report" "Sustainability Data Book"		
Remedial Measures	Establishment of Griev	vance Mechanisms	 "YKK Group Whistleblowing Desks" "YKK Group Stakeholder (Business Partners, etc.) Contact Point" Establishment of Customer Service Center 		

The Human Rights WG promotes human rights due diligence by utilizing the YGCC promotion system. Human rights risks are identified through an assessment of the current situation, and relevant departments reflect preventive and corrective measures based on an evaluation using a matrix of impact and likelihood. This is then reported to the Compliance Committee.



Activity Results and Plans

We have compiled a list of human rights issues and have formulated countermeasures and specific action plans.

Schedule o	f Initiatives	FY2022 (Results)	FY2023 (Results)	FY2024 (Results)	FY2025 (Plan)
Establishment of a	Human Rights Policy	Revision of the Human Rights Policy	Human Rights Policy		
Human Rights Im (Human Rights R		Risk Assessment (Severity)	Likelihood Assessment (Domestic Employees)	Likelihood Assessment (Overseas Likelihood Assessment (Domestic	
	Implementation of Education and Training	"Business and Human Rights" Vid	eo Training		>
Implementation of Preventive/ Corrective Measures	Development of Internal Environment/ Systems	Work Style Reform Committee: Imp	orovement of Workplace Environme	nt and Support for Diverse Work Styl	es
Against Adverse Impacts	Supply Chain Management	Introduction and Implementation of	Questionnaire (Domestic Suppliers)	Revision of Questionnaire (Dome	stic Suppliers) Rollout of Questionnaire (Domestic Affiliated Companies)
Implementation	of Monitoring		Human Rights Due Diligence Mo	nitoring	
Disclosure of Info External Parties	rmation to	Integrated Report Environmental Report	Sustainability Data	: : : : : : : : : :	
Establishment of Handling Mechan		YKK Group Whistleblowing Desks Customer Service Center	YKK Group Stakeholde	: : : or (Business Partners, etc.) Contact Po	int

Reviews and Impact Assessments relating to Human Rights

By assessing new human rights risks, the Human Rights Working Group (WG) is working to ascertain the current situation and evaluate these risks' importance and severity. In FY2023, a human rights impact assessment was conducted for employees in Japan. In accordance with the YKK Global Criteria of Compliance (YGCC), the YKK Group's compliance standards based on ISO 26000, human rights risks were identified by mapping an assessment of severity and likelihood of occurrence for each human rights issue. Based on the results of the assessment, we have established a governance system and preventive and corrective measures to reduce risks related to "Long Working Hours," "Discrimination," "Harassment," "Workplace Accidents," and "Leakage of Personal Information," and are stepping up our efforts accordingly. In addition to the risks identified in the human rights impact assessment, we are also pursuing zero-tolerance initiatives in the areas of "Child Labor," "Forced Labor," and "Emergency Planning and Fire Safety."

In FY2024, as part of our overseas initiatives, we expanded the scope of human rights impact assessments to include overseas employees and made progress in identifying human rights risks. In addition, we will improve the accuracy of our assessments by supplementing the information necessary for assessing risk through YGCC audits and individual company consultations, thereby enabling us to formulate effective countermeasures going forward.

Regarding the supply chain, we revised our CSR Questionnaire in line with trends in international norms and industry standards, and reviewed the definition of important suppliers to be surveyed. Specifically, we will implement preventive measures that take into account adverse impacts on human rights through the implementation of questionnaires and analysis of the results. We have conducted CSR Questionnaires for 111 companies to date, and will analyze the results to assess the likelihood of human rights risks occurring.

Establishment of Business Partner Consultation and Reporting Channel

If it becomes apparent that a YKK AP business, product, or service has caused or contributed to a negative impact on the human rights of anyone affected by that business, product, or service, YKK AP will deal with the concerned persons in good faith and work to correct the corporate activities that were the cause of the issue. Furthermore, if it becomes clear that there is a direct relation between a YKK AP business, product, or service and a negative impact on human rights, or if such a relation is suspected, we will strive to remedy the situation by communicating with the related party. We will work to build systems by which we can receive the concerns and complaints of stakeholders and strive to solve problems or implement remedies. These systems will include internal and external communication channels by which people who have, or may have, suffered negative impacts to their human rights can communicate with our company.



YKK Group Stakeholder (Business Partners, etc.) Contact Point - Human Rights Grievance Hotline https://ml.helpline.jp/ykkjapan-partner/index_en.html

Human Resources

Our Basic View

Based on the idea of "autonomy and coexistence," YKK Group creates systems and environments in which each and every employee can demonstrate their full potential, regardless of age, gender, educational background, and so on. 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 create value as such an organization, we work to develop human resources and achieve truly fair personnel systems.

Regarding the reform of the personnel system, we are further focusing on "Performance-Based Meritocracy" in terms of roles, under the philosophy of "Fairness," "Job (role)," and "Autonomy," while aiming for equality of roles, results, and treatment regardless of age, gender, educational background, or nationality. In FY2021, we abolished the mandatory retirement age, enabling employees to continue working regardless of age as long as they are able to fulfill the roles required by the company. This makes it possible for individuals to work regardless of their age as long as they are able to fulfill the role required by the company. The company supports independent working styles by clarifying the expected working methods and the abilities and experience needed to perform roles, and provides opportunities for employees to forge their own careers and put forth their own intentions.



Human Resources Approach and System

https://www.ykkapglobal.com/en/sustainability/society/hr-strategy/#human

Basic Data

Japan

		FY2021	FY2022	FY2023	FY2024
Number of Employees		12,819	12,802	12,991	13,337
Ratio of Male to Female Employees		Men 74 % Women 26 %	Men 74 % Women 26 %	Men 73 % Women 27 %	Men 73 % Women 27 %
Average Age		Men 43.8 years old Women 41.3 years old	Men 44.2 years old Women 41.8 years old	Men 44.3 years old Women 42.0 years old	Men 44.5 years old Women 41.9 years old
	10s-20s	2,308	2,277	2,358	2,484
30:	30s	2,431	2,344	2,319	2,390
Number of Employees by Age Group	40s	3,629	3,445	3,300	3,037
3	50s	3,373	3,619	3,834	4,044
	60s and Above	1,078	1,117	1,180	1,382
Personnel Turnover Rate		2.6 %	2.6 %	2.3 %	2.2 %
Average Length of Service		Men 20.7 years Women 18.3 years	Men 21.0 years Women 18.7 years	Men 20.9 years Women 18.6 years	Men 19.8 years Women 17.2 years

Data from YKK AP Group (Japan)

Overseas

	FY2021	FY2022	FY2023	FY2024
Number of Employees	4,158	4,341	4,843	4,915

Data from YKK AP Group (Overseas)

Promoting Diversity & Inclusion

YKK AP has issued the "Diversity & Inclusion Declaration" with the aim of utilizing the diversity of human resources to create new value and increase our future competitiveness in the international community.

We are undertaking initiatives to provide support for balancing work with childcare and nursing care, including promoting systems such as flextime and telework, holding seminars on balancing work and caregiving, and implementing a company-sponsored "Petit MBA for Childcare Leave" program to help employees return to work after taking childcare leave. A system has been in place since FY2022 that allows employees to apply for a change of work location if they wish to accompany their spouse on a job transfer, allowing them to continue their careers without having to resign.



Promoting Diversity

https://www.ykkapglobal.com/en/sustainability/society/diversity-inclusion/#diversity

	FY2021	FY2022	FY2023	FY2024
Rate of Mid-Career Hires	34.9 %	44.5 %	58.0 %	46.1 %
Rate of Women Among New Hires	28.0 %	29.2 %	30.2 %	38.9 %
Ratio of Men's to Women's Wages	68.6 %	69.7 %	70.1 %	70.0 %
Ratio of Men's to Women's Wages per Managerial Position	86.4 %	87.7 %	88.4 %	90.5 %
Number of Women in Management Positions	113	122	133	148
Female Management Rate	5.8 %	6.2 %	6.5 %	6.8 %
Number of Women in Section Manager Positions or Equivalent	411	447	474	494
Rate of Persons with Disabilities Among Employees	2.28 %	2.30 %	2.44 %	2.37 %

Data from YKK AP (Non-Consolidated)

Work Style

	FY2021	FY2022	FY2023	FY2024
Take-Up Rate of Annual Paid Leave	67.1 %	71.3 %	76.7 %	77.7 %
Total Actual Hours Worked per Person (Annual)	1,983 hours	1,974 hours	1,963 hours	1,951 hours
Number of Employees Using Childcare Leave	Men 134 Women 78	Men 169 Women 90	Men 157 Women 74	Men 149 Women 91
Rate of Employees who Take Childcare Leave*	Men 53.2 % Women 97.5 %	Men 73.2 % Women 96.6 %	Men 67.7 % Women 102.8 %	Men 69.0 % Women 102.2 %
Number of Employees Using Nursing Care Leave	0	3	5	5

Data from YKK AP (Non-Consolidated)

^{*} Until FY2021, calculated based on the Ministry of Health, Labour and Welfare's Basic Survey of Gender Equality in Employment Management.

From FY2022 onwards, calculated in accordance with the method of publication under the revised Act on Childcare Leave and Caregiver Leave. For FY2022, the number of employees $who \, took \, child care \, leave \, across \, fiscal \, years \, is \, included.$

Human Resources Development

	FY2021	FY2022	FY2023	FY2024
Number of Times Employees Obtained Qualifications Eligible for Public Qualification Incentives	2,548	1,748	1,313	1,509
Number of Employees sent by the Company to Obtain Degrees*1	13	17	21	24
"Value Creation Academy," the Next-Generation Leader Development Program				
• Number of Participants ^{*2}	9 (195)	9 (204)	9 (204)	9 (213)
• Number of Corporate Officers Appointed*3	29	32	34	41
Percentage of Employees who have Received Career- Related Training		-	7.3 %	9.5 %

Data from YKK AP (Non-Consolidated)

- $\star 1$ Degrees counted in the Cumulative Total: PhD, MBA, MOT
- *2 Figures in Parentheses indicate Cumulative Number of Participants
- *3 Cumulative Total of Employees

Employee Engagement

Establishment of a Fulfilling Working Environment

In order to enable diverse work styles, we have established a cross-organizational "Work Style Reform Committee" and are conducting employee engagement surveys to identify issues and make rapid improvements. As examples of our efforts to date, we have established annual paid leave encouragement days, introduced a "refresh leave system," enhanced our telework centered on working from home, updated our communication tools, and provided smartphones to all employees. We are also actively investing in the ongoing improvement of the workplace environment, including air conditioning, cafeterias, restrooms, and break rooms.

	FY2021	FY2022	FY2023	FY2024
Employee Engagement	51 %	49 %	50 %	50 %

Data from YKK AP (Non-Consolidated)

Results of Periodic Internal Engagement Survey (Rate of Positive Responses)

Industrial Health and Safety

Our Basic View

In accordance with its Health and Safety Pledge, the YKK Group strives to create work environments where employees can work safely and with reassurance by taking health and safety into consideration and promoting a strong awareness of health and safety by every employee.

YKK Group Health and Safety Pledge

Enhancement of corporate quality is needed today so that we may respond appropriately in all of our business activities to the rapid changes occurring in social circumstances.

The YKK Group will aim to eliminate causes of hazard and harm at all of its workplaces, and maintain and promote good psychological and physical health by creating working environments that are friendly to all employees.

We proclaim that the YKK Group will forge ahead, with all participating, to realize workplaces that are suitable for today's age.

YKK AP Health and Safety Basic Policy

YKK AP recognizes that its most important corporate management obligation is to put an end to industrial accidents, and to build healthy, comfortable workplaces.

All employees join together to achieve the goal of creating safe, secure working environments.

"Exceptional Safety"

Safety, quality, and customers should all come first.

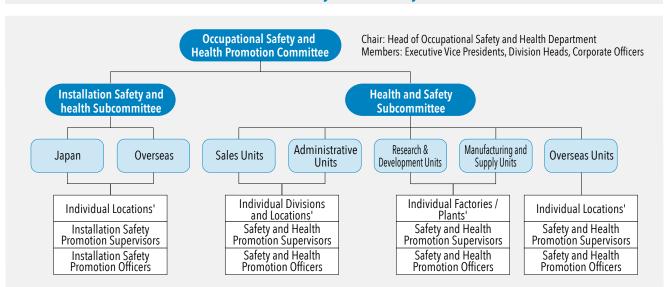
However, safety is in a class all of its own.

Basic Policy and Social Compliance Policy for Occupational Safety and Health Promotion Committee Activities

Toward "Fostering a Mutually Enlightened Culture of Safety and Health" aiming to create people and workplaces that can think and act autonomously

- In our business activities, we will prioritize the industrial health and safety for all employees, including temporary staff and contractors, and ensure a safe and comfortable working environment
- We will comply with local labor standards, laws, and regulations in each country and region
- We will actively support the maintenance and promotion of the physical and mental health of our employees and practice health management
- We will actively implement education on industrial health and safety and health promotion on an ongoing basis
- We will work to prevent work-related accidents in all workplaces through appropriate management systems

Health and Safety Promotion System



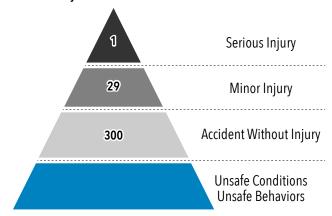
Work-Related Accident Prevention Initiatives

Workplace Environment: Elimination of Potential Risks

As a proactive safety measure to prevent (anticipate) work-related accidents, we identify and improve awkward tasks (unsafe conditions) and shortcuts (unsafe behaviors) based on feedback from operators and near-miss reports, and implement improvements to prevent accidents before they occur (proactive efforts).

- Active consultation including talking to operators (communication)
- Ensuring that feedback from operators (observations) is addressed and that feedback is provided (creating a virtuous cycle of workplace improvements)
- · Sharing and horizontal rollout of best practices at each location (overall improvement)

The Accident Pyramid



	FY2021	FY2022	FY2023	FY2024
Number of Proposals	1,182	553	695	1,205

YKK AP Group (Japan)

Number of shortcuts eliminated and awkward tasks improved

Manufacturing Equipment: Equipment Safety Inspections

In order to ensure safety and prevent accidents by detecting equipment deterioration and problems at an early stage, to maintain performance by preventing deterioration, and to ensure stable operation, we conduct regular equipment safety inspections.

The equipment subject to these inspections is new equipment, reactivated equipment, and existing equipment (inspected every three years).

New Equipment

Reactivated Equipment

Existing Equipment (Inspected Every Three Years)

Safety Inspection

Conditional Pass

Provisional Compliance Mark Time-Limited Operating Permission

<Approvers>
Factory / Plant Manager
Manufacturing Department Manager /
Section Manager



During safety inspections, if any issues are identified indicating non-compliance with safety standards or leading to difficulties performing work, operation will be permitted under certain conditions (with a time limit) until the issues are resolved.

Pass

Compliance Mark Operating Permission

<Approvers>
Factory / Plant Manager



Operation shall be permitted only after the person in charge (Factory / Plant Manager) has confirmed that the equipment can be operated safely.

	FY2021	FY2022	FY2023	FY2024
Number of Pieces of Equipment Inspected	1,473	2,805	2,576	2,343

YKK AP Group (Japan)

The number of pieces of equipment that passed the safety inspection based on the safety inspection checklist for new equipment, reactivated equipment, and existing equipment (regular inspection every three years)

Responding After Work-Related Accidents

Work-Related Accident Response Procedure

In the event of a work-related accident, we follow the procedure below.

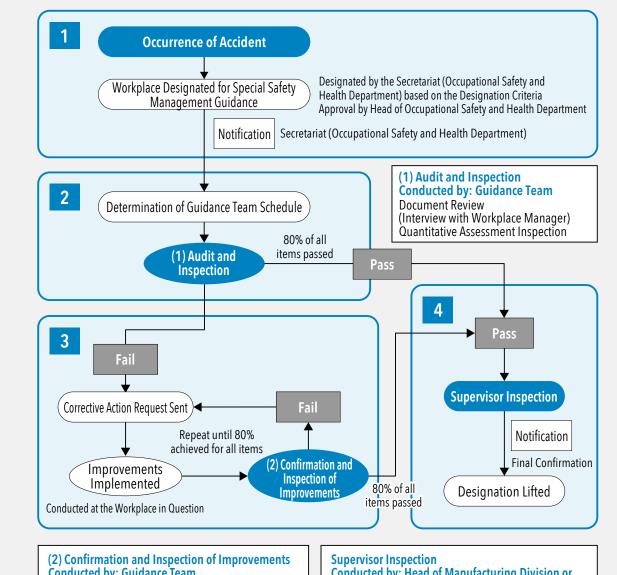
- (1) Situation report to the Occupational Safety and Health Department within 24 hours (initial report within 3 hours)
- (2) Share information on the situation with other domestic and overseas locations (within two days of occurrence)
- (3) Investigate the circumstances surrounding the accident (within one week of occurrence)
- (4) Formulate measures to prevent similar disasters and make improvements (confirm whether similar equipment or operations exist in Japan or Overseas ⇒ roll out horizontally)

Designation for Special Safety Management Guidance

In workplaces where there are frequent work-related accidents, serious accidents, or other issues that are considered to be serious safety concerns, we aim to thoroughly identify potential unsafe conditions and behaviors, as well as deficiencies in management, eliminate or minimize the contributing factors discovered, and raise the overall level of safety management.

Scope	Designation Standards
Japan	 Death, Serious Accident or 2 Incidents (Missed Work + No Missed Work) per Year (Factory, Section, Overall Production Line)
Overseas	 Death, Serious Accident or 3 Incidents (Missed Work) per Year (Factory, Section, Overall Production Line)

The workplaces covered are Factories, Sections, and Overall Production Lines, with approximately 150 employees



Conducted by: Guidance Team

Confirmation of improvements made to issues pointed out in (1)

2nd Quantitative Assessment Inspection Repeat until 80% achieved for all'items

Conducted by: Head of Manufacturing Division or Head of Occupational Safety and Health Department

Improvements made to issues pointed out in (1) and (2) Confirmation that improvements firmly established

	FY2021	FY2022	FY2023	FY2024
Number of Designations for Workplace Special Safety Management Guidance	1	0	5	3

YKK AP Group (Japan and Overseas)

Industrial Injury

	FY2021	FY2022	FY2023	FY2024
Frequency of Work-Related Accidents ^{*1}	0.31	0.22	0.10	0.20
Annual Rate of Work-Related Accidents per 1,000 Persons*2	0.07	0.09	0.08	0.10
Work-Related Accident Severity Rate*3	0.02	0.01	0.00	0.02

^{*1} Data from YKK AP (Japan)

The number of work-related fatalities and injuries that result in one or more days of absence from work or the loss of a body part or its function. Calculated as "the number of fatalities and injuries due to work-related accidents / the total number of actual working hours \times 1,000,000"

*2 Data from YKK AP Group (Overseas)

 $The number of work-related fatalities and injuries that result in one or more days of absence from work or the loss of a body part or its function. \\ Calculated as "the number of fatalities and injuries (one or more days of absence from work) per year / the average number of workers per year <math>\times$ 1,000"

*3 Data from YKK AP (Japan)

 $Calculated \, as\,"the total \, number of \, days \, of \, lost \, labor \, (one \, or \, more \, days \, of \, absence \, from \, work) \, / \, the \, total \, number \, of \, actual \, working \, hours \, \times \, 1,000"$

Health Management

Our Basic View

We view the health of our employees and their families as a management issue, and under our "Health Declaration" adopted in 2018, we have promoted the establishment of a healthy environment, etc., to reduce lifestyle-related diseases and control psychological disorders. As such, we have been recognized as a "2025 Certified Health & Productivity Management Outstanding Organization (Large Corporation Division)."

Health Declaration

YKK AP aspires to become a company where all employees are able to work with pride and pleasure.

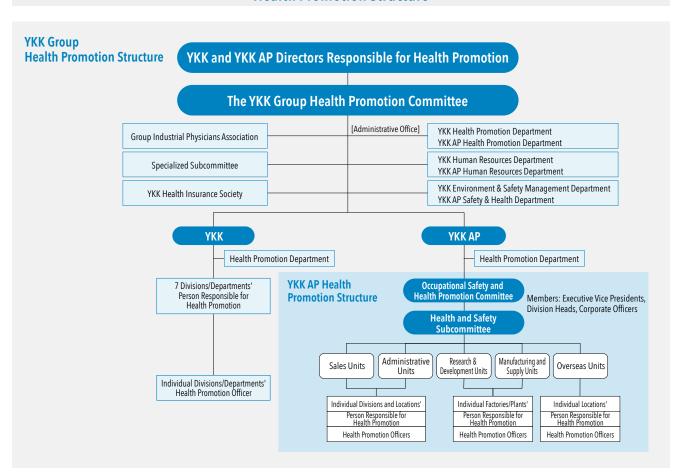
We believe that a prerequisite for achieving this goal is for all our employees and their family members to maintain and improve their mental and physical health, which will enable every employee to demonstrate their unique qualities and capabilities to the maximum and to propel our company's growth and contribute to society.

Based on this concept, our company, Health Insurance Society, employees and their families are united in their endeavors for health promotion.

Fundamental Health Promotion Policy

The YKK Group sees the health of its employees is an important company asset, and we work with employees to promote good health by supporting the ability of each employee to continue working on good physical and mental health and reducing lifestyle-related disease and mental illness.

Health Promotion Structure



Health Promotion Targets and Initiatives

YKK implements various initiatives based on policies and plans formulated by the "YKK Group Health Promotion Council."

[Action Targets (Japan)]

- 01. Take action to reduce lifestyle-related disease
- 02. Take measures to reduce mental illness
- 03. Take measures to support a balance between treatment for illness and work

We are promoting both prevention and treatment through a nationwide system of health management centers and industrial physicians. To prevent lifestyle-related disease, we are working to improve the quality of health management through employee health evaluations using a health management support system, promoting the implementation of post-checkup measures, and cooperating with the Health Insurance Society to encourage lifestyle improvements. In addition, we are promoting smoke-free workplaces to reduce smoking opportunities and achieve the goal of zero unwanted exposure to secondhand smoke. To prevent mental health issues, we are expanding mental health training, supporting self-care using a stress check system, and improving work environments.

[Initiatives for Health Promotion]

We have established a health consultation service both inside and outside the company to promote the maintenance of employee physical and mental health. Inside the company, employees can consult with industrial physicians at business locations and nurses at health management centers, at any time. We also work with external organizations to provide appropriate mental healthcare for employees through counseling by email, by phone, and via remote interviews. This program makes it possible for employees to consult with counselors about a wide variety of concerns regarding their future and their career, etc., and also promotes mental health and increases motivation for work. We help employees to engage in their work actively and comfortably through these efforts.

Health Management Indicators

	FY2021	FY2022	FY2023	FY2024
Percentage of People Taking the Stress Check	95.5 %	97.2 %	98.0 %	98.1 %
Rate of Highly Stressed Persons (the Ministry of Health, Labour and Welfare Standards)	14.6 %	14.7 %	16.0 %	13.5 %
Percentage of People who Exercise Regularly (Exercise for 30 Minutes or More a Day for Once or More a Week)	44.8 %	46.5 %	44.6 %	47.5 %
Take-Up Rate of Regular Health Checks	99.8 %	99.9 %	99.9 %	_*
Take-Up Rate of Full Medical Examinations	70.3 %	68.0 %	78.0 %	_*
Percentage of People with Metabolic Syndrome	18.3 %	18.6 %	15.5 %	_*
Percentage of People Targeted for Special Health Guidance	20.8 %	20.6 %	19.7 %	_*
Percentage of People Undergoing Special Health Guidance	57.8 %	54.1 %	59.3 %	_*
Percentage of Smokers	29.3 %	28.6 %	28.3 %	26.2 %
Number of Days of Long-Term Absence Due to Mental Illness (Days of Absence)	12,650 days	16,267 days	20,397 days	20,633 days
Presenteeism (Average Score) (WHO-HPQ Absolute Presenteeism)	62 points	61 points	62 points	63 points
Participation Rate in Health Promotion Campaigns	67.5 %	69.5 %	67.9 %	77.0 %

Data from YKK AP (Non-Consolidated)

^{*} Numbers for FY2024 are currently being aggregated

Customer Satisfaction

Our Basic View

The YKK Group provides products in response to societal and market demands with particular attention paid to quality based on an integrated production philosophy. We adopted the YKK Group Quality Charter to make clear our stance of continuing to value this concept even as the times change.



YKK Group Quality Charter

https://www.ykk.com/english/csr/responsibility/consumer/quality.html

[YKK AP Product Safety Basic Policy]

In order to contribute to establishing a culture of product safety as promoted by the Ministry of Economy, Trade and Industry as well as to bring the entire company together and work as one to actively implement product safety efforts so that we can provide our customers with safety and security, YKK AP adopted the YKK AP Product Safety Basic Policy, comprised of the Product Safety Pledge and Product Safety Action Guidelines, at its Board of Directors meeting on November 21, 2008.

While the YKK Group has conducted its business activities centered on its commitment to quality since its founding, we will take this opportunity to further strengthen our efforts in pursuit of product safety.

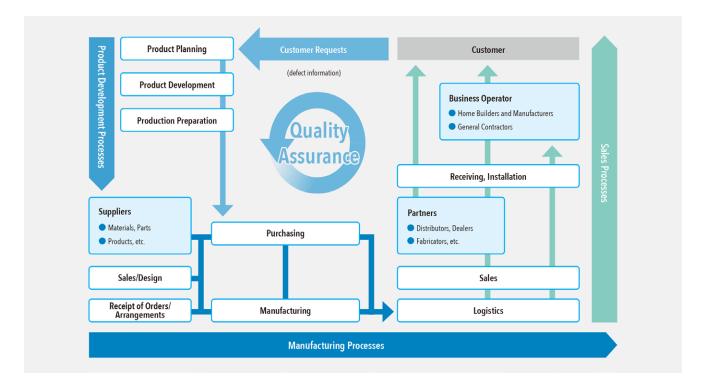


YKK AP Product Safety Basic Policy

https://www.ykkapglobal.com/en/sustainability/society/product-safety/

Promotion System for Improving Customer Satisfaction

We are working to realize a quality assurance cycle by feeding back customer requests to product development.



Facilities for Improving Customer Satisfaction

- YKK AP Experience Showroom (for professional users): These facilities allow architects and designers to experience the performance of YKK AP windows for themselves.
- Collaboration Showroom (for general customers): These facilities allow customers to "See, Touch, and Feel" products from three manufacturers of architectural products for residential properties, including YKK AP.

	FY2021	FY2022	FY2023	FY2024
Number of Visitor Groups to YKK AP Experience Showrooms	625	1,250	1,707	1,839
Number of Visitor Groups to Alliance Collaboration Showrooms	63,635	76,811	95,039	94,666

Data from YKK AP (Non-Consolidated)



Showrooms

https://www.ykkap.co.jp/consumer/showroom/

Initiatives for Improving Customer Satisfaction

[FE (Field Engineers)]

The Field Technical Center (FTC), located in Fabrication Technology Department in the Manufacturing Division, was launched to provide technical support to enhance the competitiveness of distributors, as well as offering training and guidance on assembly and delivery to ensure product quality. Assigned to the FTC are 39 FEs, who work at 13 locations nationwide and are active on the front lines of installation sites. By expanding the educational program for FEs and providing technical guidance at training sessions for professional users in each area, we will ensure final quality and conduct education on defect prevention. Further, in addition to visiting the site and investigating the causes when a fault has occurred, they provide feedback to the FTC and Product Development, leading to improved products.

[Maintenance Support]

Less than six years after launching the YKK AP Certified Maintenance Technician Association in 2019, more than 300 technicians with a wide range of skills have now joined, strengthening our response capabilities. In addition, there are more than 600 certified maintenance technicians who have taken technical training courses sponsored by YKK AP and have cleared certain standards, and they play an active role in maintenance support in each area. We have also newly enhanced our warranty scheme, launching an extended warranty scheme on October 31, 2023. We will continue striving to improve our services so that our customers can use them with peace of mind for many years to come.

	FY2021	FY2022	FY2023	FY2024
Number of Participants Attending Workshops Given by FEs	9,129	11,075	11,714	13,077
Number of Certified Maintenance Technicians	521	525	612	620

Data from YKK AP (Non-Consolidated)



FE (Field Engineers)

https://www.ykkapglobal.com/en/sustainability/value-chain/installation/#engineer



Maintenance Support

https://www.ykkapglobal.com/en/sustainability/value-chain/product-use/#maintenance

Supply Chain Management

YKK Group Procurement Policy

YKK Group enforces a procurement policy consisting of organizational governance, human rights, labor practices, the environment, fair business practices, and consumer issues. This policy is used as a basis for conducting CSR procurement aimed at fulfilling our social responsibilities throughout the supply chain. In order to deepen mutual understanding with our business partners, we have established our Basic Principles of Procurement that stipulate the following five principles: Compliance with laws, regulations, and social norms along with fair and ethical transactions; Consideration for human rights and the labor environment; Consideration for health, safety, and the environment; Quality and product safety assurance; and Information security assurance.



YKK Group Procurement Policy

https://www.ykkapglobal.com/en/sustainability/society/procurement/#basic

Basic Principles of Procurement

For this reason, and so that we may promote mutual understanding with our trading partners, the YKK Group has specified the following requests as "Basic Principles of Procurement." We ask for your understanding and assent, and we hope that you will join us in the fulfillment of our responsibilities to society.



Basic Principles of Procurement

https://www.ykkapglobal.com/en/sustainability/society/procurement/asset/data/transaction_basic_principles_en.pdf

Supply Chain Management Data

In FY2022, we conducted a CSR survey of 1,184 suppliers with whom we have concluded agreements on the Basic Transaction Principles. Since FY2023, we have conducted a CSR survey with more in-depth questions for our major business partners and suppliers who handle particularly important materials and components. We will continue to undertake improvement activities based on analysis of the results of this CSR survey and strive for mutual understanding with our suppliers.

	FY2021	FY2022	FY2023	FY2024
Number of Companies that we have Concluded an Agreement with Regarding the Basic Transaction Principles*	821	1,184	1,226	1,276
Number of Companies for which CSR Surveys have been Implemented	48	1,184		
Number of Companies for which the Revised CSR Survey has Been Implemented			106	111

Data from YKK AP (Non-Consolidated)

^{*} Cumulative Total of Companies

Innovation Management

Intellectual Property Management Systems

YKK AP's intellectual property activities are premised on the basic policy of "contributing to the prosperity of our customers and business partners and contributing to society by encouraging the creation of intellectual property that generates new value while respecting the intellectual property of others, and by protecting and utilizing such intellectual property to promote the development of our business." By practicing the YKK Philosophy — CYCLE OF GOODNESS® in accordance with this policy we are working to achieve sustainable growth and enhance corporate value through activities centered on the following four perspectives.



Number of Patents Held Japan Overseas 1,600 1,517 1,467 1.418 1,336 1.400 1,271 1,200 1,243 1,212 1,139 1,000 800 400 200 2021 2022 2023 2024 (Fiscal Year) Data from YKK AP Group (Japan and Overseas)

Stakeholder Communication

Approach to Stakeholder Engagement

YKK AP collaborates 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 strive to improve our corporate value by providing a place for dialog as necessary to be of use in business innovation and product quality improvement.

Our "Multi-Stakeholder Policy" is formulated based on a recognition of the importance of value co-creation between a variety of stakeholders - including employees, clients, end users, and regional communities - in our business operations according to YKK AP's Purpose of "We Build a Better Society Through Architectural Products." Please refer to the following link for details on our policy and our concrete initiatives at implementing it.



Multi-Stakeholder Policy

https://www.ykkapglobal.com/en/sustainability/society/stakeholder-communication/multistakeholder/

Opportunities for Communication with Various Stakeholders

Stakeholders	Relationship with Stakeholders	An Example of Communication
Customers	Provide better products and services Verify product value from a consumer perspective Communicate by phone or email to address inquiries and requests Introduction and proposal of products and services at showrooms Enhancing quality management through the introduction of a shared company-wide database Improving and ensuring consistency of response quality in maintenance Provide timely information through social media and websites, etc.	 When natural disasters such as typhoons and snow storms are predicted, we disseminate information on disaster preparedness through our official social media accounts and website. This timely dissemination of information contributes to safe and secure living. We share inquiries and opinions received by the Customer Service Center with relevant company departments to improve our products and services. At our showrooms, where customers can actually see, touch, and feel our products, we suggest the products best suited to their needs. To prevent accidents caused by our products, we regularly issue safety reminders through our official social media accounts, website, advertisements, and other channels.
Business Partners	Sustainable business initiatives through partnerships Explain YKK AP's performance and policies Exchange opinions for product planning and improvement of existing products Operation of facilities for technical proposals aimed at professional users	 We hold "Policy Briefings" for our business partners every year in various places throughout Japan to explain the company's performance and policies for the fiscal year. Together with MADO (window) Shop, which handles window remodeling, we exchange and review opinions on product planning and existing products, leading to product improvements and enhancements. At the Kurobe Ogyu Plant, we operate the Partners Support Studio, where we provide technological proposals to professional users. 2025 marks the studio's seventh year of operation, and it has achieved 6,000 visitors to date.
Suppliers and Vendors	Promotion of social responsibility in our supply chain Provide activity summaries, explain YKK AP's performance and business policies Explain YKK AP's research and development, manufacturing, supply and purchasing policies Training installation technicians and passing on the skills	 Each year, YKK AP hosts a "Procurement Policy Briefing" for suppliers to give them an explanation of the company's performance and policies. In this way, we are providing more opportunities to brief suppliers, including webcasts since FY2020. In a joint effort with the "YKK AP Group Installation Cooperative," which is composed of specialists in the installation of sashes and curtain walls for commercial buildings, we established "Installation Skills Training Academy" at two sites. Within this facility, we have established new training booths for unitized curtain walls and renovation work. In this way, we are continuing to enhance our efforts aimed at developing engineers and technicians. In addition, with the aim of resolving the shortage of sash and curtain wall installation technicians in the exteriors industry, we operate "DO SPACE" Exterior Installation Academies at four sites in Japan.
Local Communities	Promoting social responsibility as a corporate citizen • Explain YKK AP's performance and policies • Safe operations and consideration for the environment and noise • Community-based volunteer and environmental conservation activities • Supporting education of the next generation	 Each plant and factory holds regular results briefings for the local government and neighborhood association in which it is located. In November 2024, we invited local community associations and elementary school students to participate in a tree-planting project near the newly opened YKK AP Technology Museum, aiming to restore the forests that once covered the Kurobe area. In 2024, Bhoruka Extrusions conducted an environmental awareness campaign in which approximately 100 employees participated. In addition to learning more about the environment, the participants planted 40 saplings around the factory and engaged in cleaning activities and resource conservation efforts.
Employees	Dialogue with management, and the Employee Stockholding Association (YKK "Koyu-Kai" Partnership) Explanation of management policies, reporting of business results Promote uptake and application of YKK AP's Management Principle Employee participation in management through the Employee Stockholding Association	 Roundtable meetings are held in various locations as an opportunity for dialogue between management and employees. In FY2024, these meetings were held a total of 47 times at 40 locations in Japan, with more than 470 participants. Employee opinions obtained through these dialogues are then reflected in a variety of policies. Under the management philosophy of YKK's founder, Tadao Yoshida, that "stocks are certificates for participating in business," we have established the YKK "Koyu-Kai" Partnership (employee stockholding association), in which about 80 % of all eligible individuals participate. Reports on management performance and Q&A sessions, etc., are conducted in meetings held twice each year.