

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]

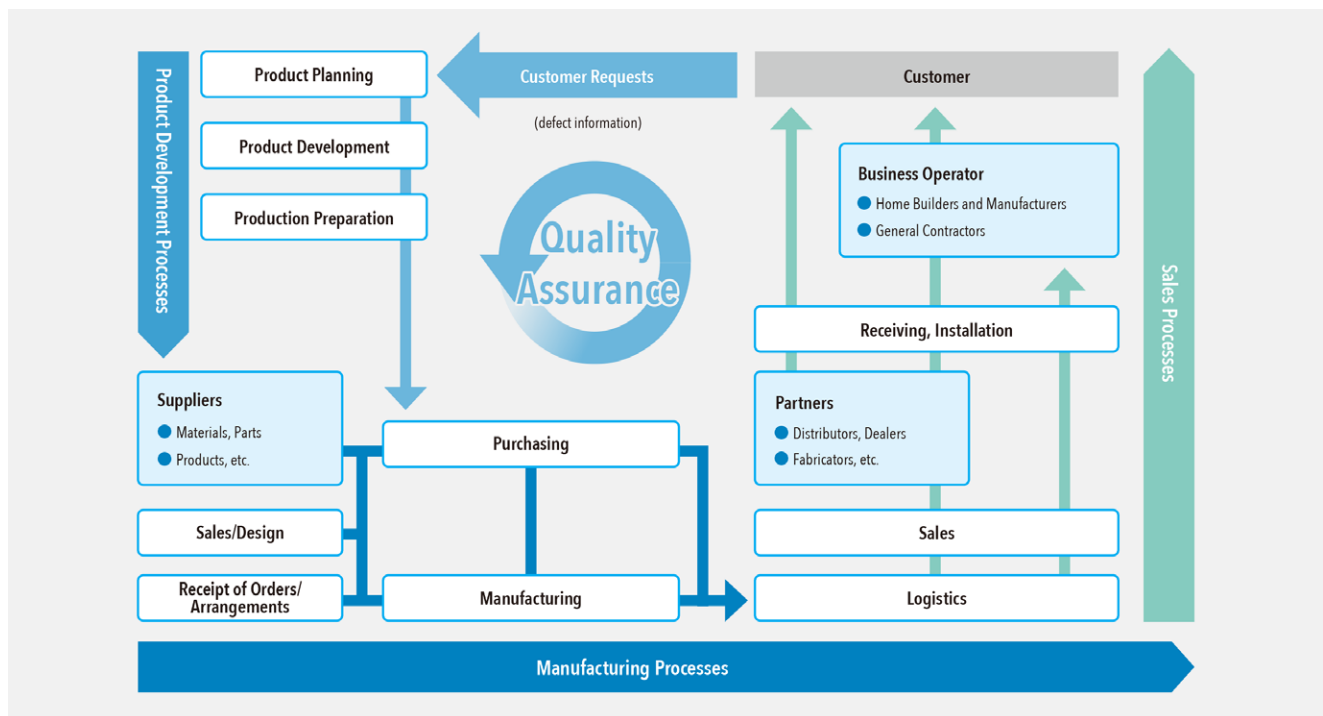
In order to contribute to establishing a culture of product safety as promoted by the Ministry of Economy, Trade and Industry as well as to bring the entire company together and work as one to actively implement product safety efforts so that we can provide our customers with safety and security, YKK 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

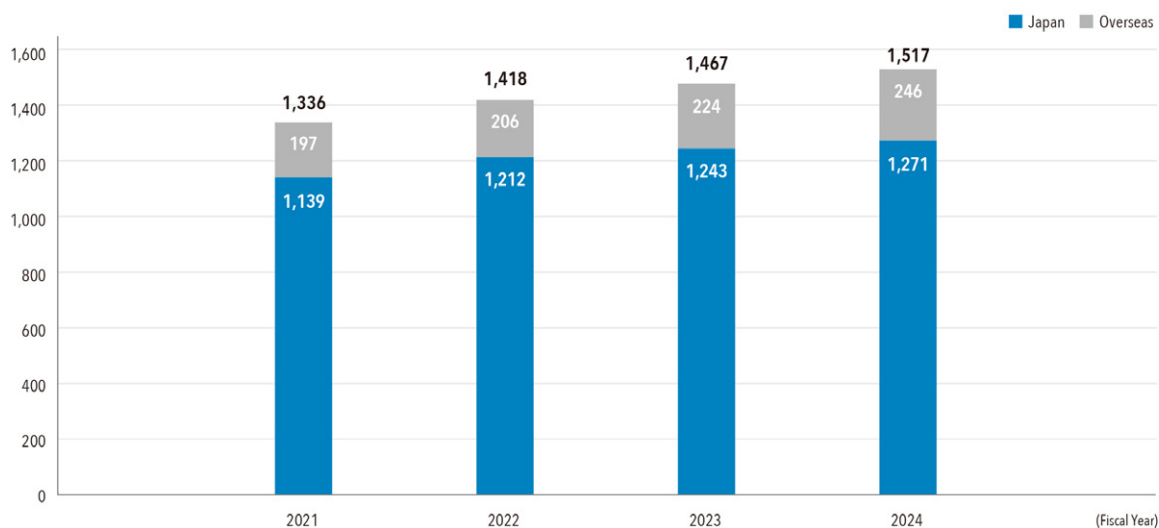
Innovation Management

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.

(1) Ensuring Business Continuity	• Strict avoidance of infringement on others' intellectual property • Early consideration and implementation of measures to resolve intellectual property issues
(2) Leveraging Business Advantages	• Differentiation from other companies' products and services through the protection and utilization of intellectual property
(3) Energizing Intellectual Property Creation Activities	• Building a foundation for creating new value through intellectual property training seminars and invention promotion activities
(4) Optimizing Intellectual Property Costs	• Cutting down on unnecessary applications • Discarding of intellectual property rights that contribute little to business

Number of Patents Held



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/)
<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, Boruka 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.