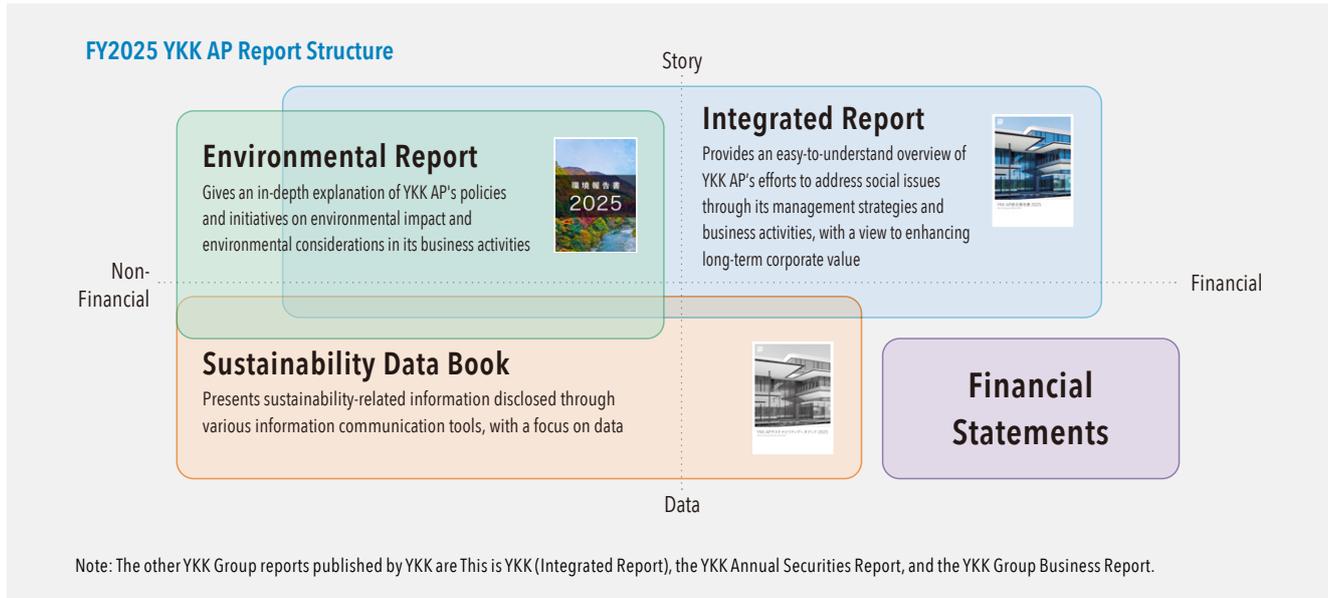


# Basic Data

## 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.



→ [Integrated Report](https://www.ykkapglobal.com/en/company/download/asset/data/report2025_en.pdf)  
[https://www.ykkapglobal.com/en/company/download/asset/data/report2025\\_en.pdf](https://www.ykkapglobal.com/en/company/download/asset/data/report2025_en.pdf)

→ [Environmental Report](https://www.ykkapglobal.com/ja/sustainability/environment/report/)  
<https://www.ykkapglobal.com/ja/sustainability/environment/report/>

<b>Publication Date</b>	November 2025 (Japanese edition: August 2025)		
<b>Period Covered Report Scope</b>	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		
<b>Company Data</b>	Corporate Name YKK AP Inc. Headquarters Address 1, Kanda Izumi-cho, Chiyoda-ku, Tokyo, 101-0024, Japan Capital Stock 14.0 billion yen Established July 22, 1957 Accounting Period March 31 of every year		
<b>Number of Employees (Japan / Overseas) * As of the End of Each Fiscal Year</b>	(Japan) 13,337 (FY2024) 12,991 (FY2023) 12,802 (FY2022) 12,819 (FY2021) * YKK AP Group (Japan) (Overseas) 4,915 (FY2024) 4,843 (FY2023) 4,341 (FY2022) 4,158 (FY2021) * YKK AP Group (Overseas)		
<b>Affiliated Companies * As of April 2025</b>	<ul style="list-style-type: none"> <li>● Domestic Affiliated Companies</li> <li>YKK AP Okinawa Inc.</li> <li>Pros Inc.</li> <li>Iwabuchi Inc.</li> <li>YKK AP Ruxy Inc.</li> <li>Nitto Inc.</li> <li>YKK AP Healthcare Inc.</li> <li>RYUKYU YKK AP INDUSTRY CO., LTD</li> <li>YKK AP Landscape Inc.*</li> <li>TERAYAMA Inc.</li> <li>Shiki Koubou Inc.</li> </ul>	<ul style="list-style-type: none"> <li>● Overseas Affiliated Companies</li> <li>YKK AP AMERICA INC.</li> <li>ERIE ARCHITECTURAL PRODUCTS INC.</li> <li>ERIE ARCHITECTURAL PRODUCTS USA, INC.</li> <li>YKK AP Technologies Lab (NA) Incorporated</li> <li>YKK AP Europe GmbH*</li> <li>YKK AP (CHINA) INVESTMENT CO., LTD.</li> <li>DALIAN YKK AP CO., LTD.</li> <li>YKK AP CO., LTD.</li> <li>YKK AP (SUZHOU) CO., LTD.</li> <li>YKK AP (SHANGHAI) INTERNATIONAL TRADING CO., LTD</li> <li>YKK AP (JIANGSU) CO., LTD.</li> <li>YKK AP HONG KONG LIMITED</li> </ul>	<ul style="list-style-type: none"> <li>YKK AP TAIWAN CO., LTD.</li> <li>PTYKK AP INDONESIA</li> <li>YKK AP MYS SDN. BHD.</li> <li>YKK AP (THAILAND) CO., LTD.</li> <li>YKK AP CORPORATE SERVICES (THAILAND) CO., LTD.</li> <li>YHS International Ltd.</li> <li>Siam Metal Co., Ltd.</li> <li>YKK AP VIETNAM COMPANY LIMITED</li> <li>Bhoruka Extrusions Private Limited</li> <li>YKK AP FACADE PTE. LTD.</li> <li>YKK AP SINGAPORE PTE. LTD</li> </ul>
<b>Business Sites (Japan / Overseas)</b>	Japan: 172 Overseas: 59		
<b>Manufacturing Sites (Japan / Overseas)</b>	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.

### Financial Information

<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 CO<sub>2</sub> 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/)  
<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.

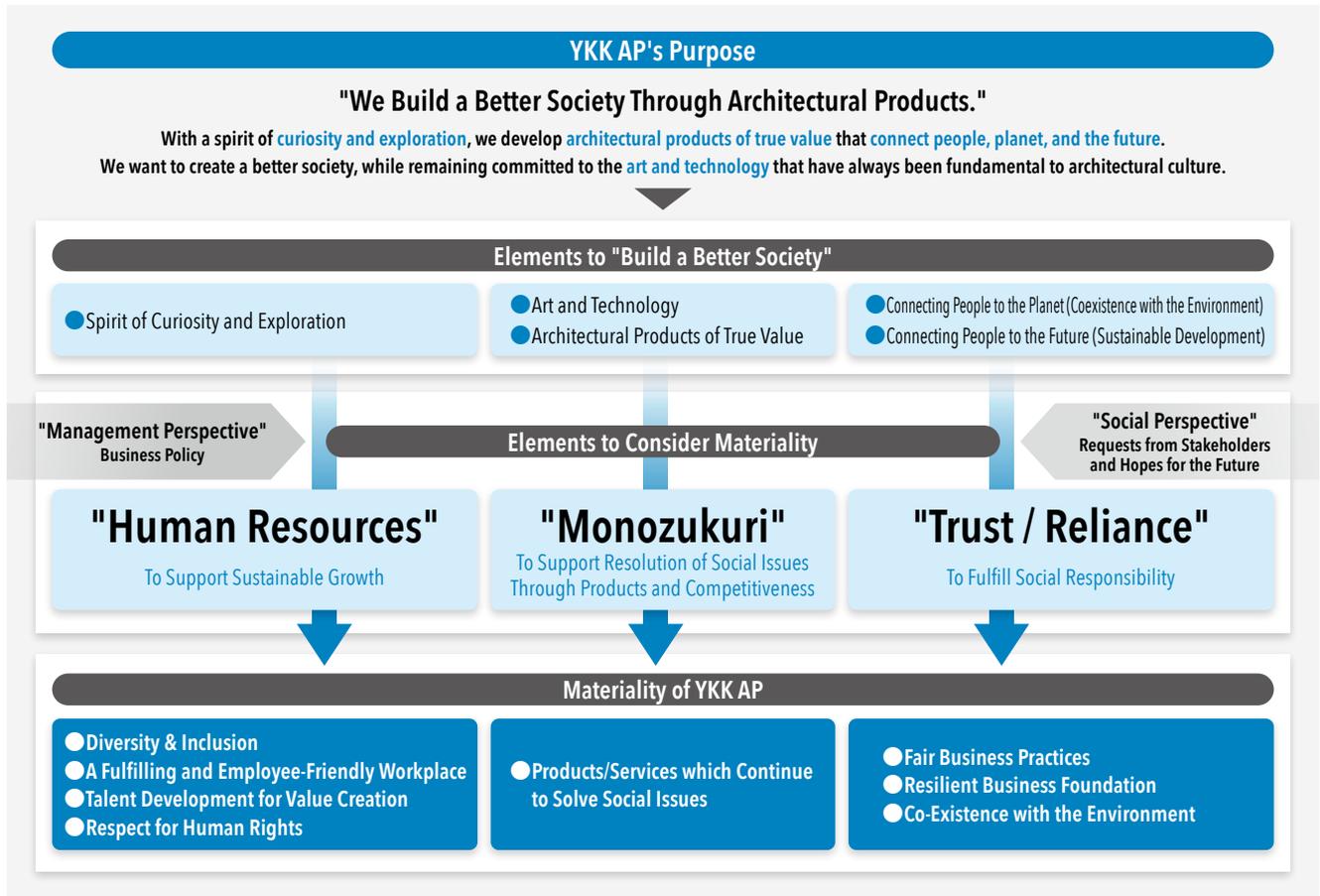
"Human Resources" to Support Sustainable Growth	"Monozukuri" to Support Resolution of Social Issues through Products and Competitiveness	"Trust/Reliance" to Fulfill Social Responsibility
<ul style="list-style-type: none"> <li>• Diversity &amp; Inclusion</li> <li>• A Fulfilling and Employee-Friendly Workplace</li> <li>• Talent Development for Value Creation</li> <li>• Respect for Human Rights</li> </ul>	<ul style="list-style-type: none"> <li>• Products/Services which Continue to Solve Social Issues</li> </ul>	<ul style="list-style-type: none"> <li>• Fair Business Practices</li> <li>• Resilient Business Foundation</li> <li>• Co-Existence with the Environment</li> </ul>

## 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

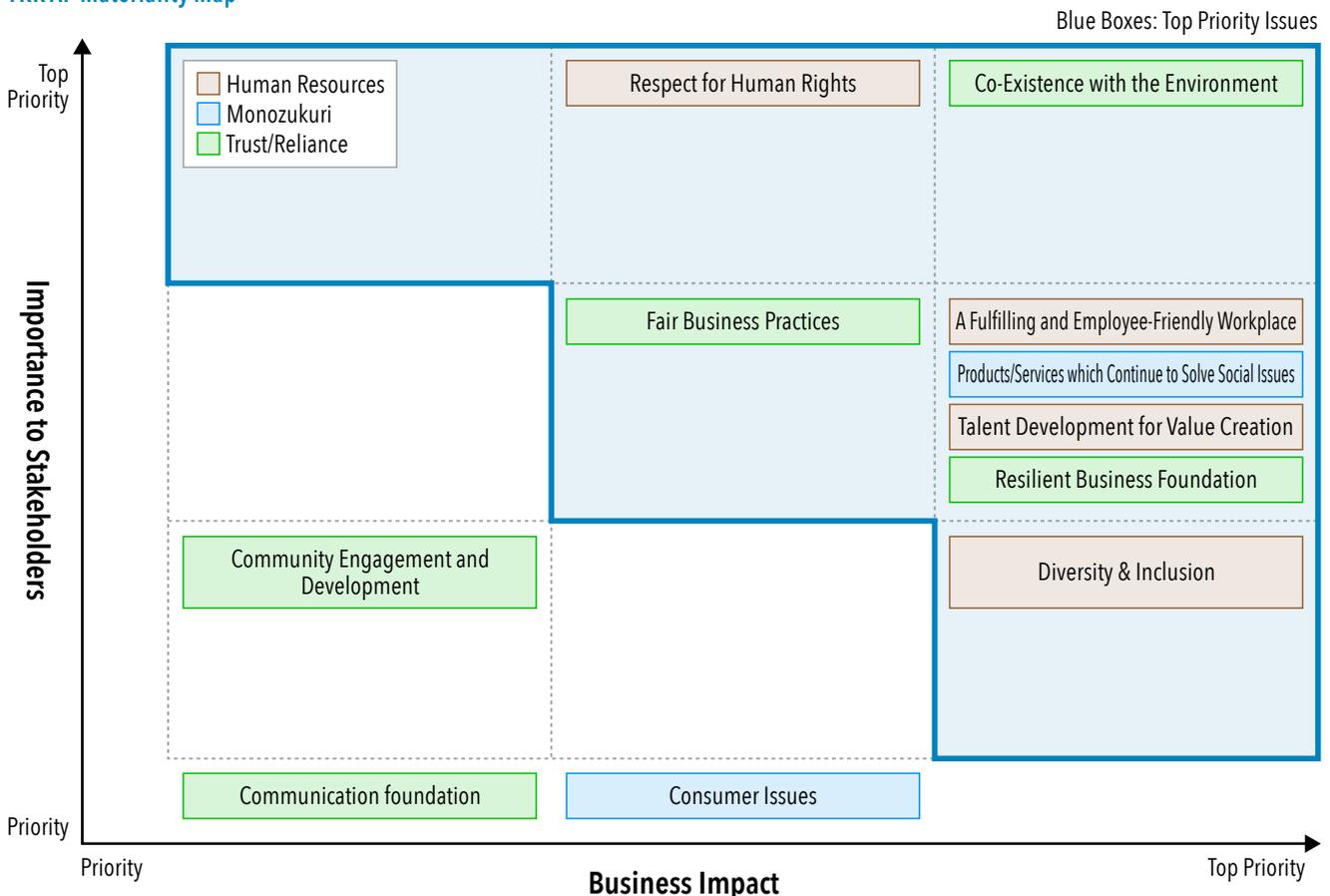
The issues identified were analyzed and considered comprehensively based on two evaluation criteria: "Importance to Stakeholders" and "Impact on Business." We determined the importance of each item based on a matrix evaluation that took both perspectives into account, and then ranked the Materiality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



## 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	
"Human Resources" to support sustainable growth	Diversity & inclusion	As stated in our Diversity & Inclusion Declaration, in order to create new value, we must work on developing female leaders who can make proposals 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	Number of women in management positions <sup>○1</sup>			
					148	200 or more by end FY2028		
	A fulfilling and employee-friendly workplace	To enable diverse work styles, the Work Style Reform Committee will continue to discuss initiatives for new work styles, determine policies, and implement measures to create a fulfilling work environment. Along with conducting employee engagement surveys, we will continue to work on both practical and psychological measures to improve work fulfillment and the working environment, as well as to identify and quickly address any issues that may arise.	While continuing to create an employee-friendly workplace, we will enhance work fulfillment (motivating factors) through company-wide performance evaluations and career development, sharing of company philosophy and policies, and active workplace communication.	Work Style Reform Committee	Employee engagement <sup>○1</sup>			
					50%	55% by FY2028		
					Rate of employees who take childcare leave (men) <sup>○1</sup>			
					69.0%	70% or over		
	Talent development for value creation	Sustainable growth requires the constant creation of new value. Our employees are expected to take the initiative in enhancing their skills and experience, and to continue generating new ideas and solutions. Because independent learning and action toward achieving career goals lead to value creation for the organization, we provide support for our employees' career autonomy.	We will promote human resource development with the aim of enabling each and every employee to pursue their own career goals and continue learning independently. By fostering many talented individuals who continue to take on new challenges without fear of change, we will contribute to the sustainable growth of the organization.	CHRO Human Resources Development Department	Achievability of career goals <sup>○1</sup>			
					*Percentage of employees who feel they can achieve their career goals			
					46%	47%	50%	
					Number of times employees obtained qualifications eligible for public qualification incentives <sup>○1</sup>			
Respect for human rights	The YKK Group Code of Conduct, which serves as a set of guidelines for our business activities, clearly stipulates that we will not engage in discrimination or violate human rights under any circumstances. An important challenge for us is to ensure that our human rights policy, which complements the principle of "respect for human rights," is firmly integrated into all of our corporate activities and implemented effectively.	As part of our corporate social responsibility, we will promote business activities that aim to realize safety and security by making respect for human rights a fundamental part of our corporate activities, not only within the company but also throughout our supply chain, identifying and correcting any adverse impacts.	Compliance Committee Human Rights WG	Rate of participation in "Business and Human Rights" training <sup>○2</sup>				
				81%	83%	95%		
				Number of companies conducting human rights risk assessments for our supply chains <sup>○1</sup>				
				111 <sup>○1</sup>	120 <sup>○2</sup>	180 <sup>○3</sup>		
				Rate of high thermal insulation window use (for single-family houses) <sup>○2</sup>				
				88%	95%	100%		
"Monozukuri" to support resolution of social issues through products and competitiveness	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 ZEH and ZEB 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 keep working to promote the adoption of windows with higher thermal insulation performance.	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 across the country with even greater vigor. In order to achieve a decarbonized, circular society, we will provide high thermal insulation products that help reduce CO <sub>2</sub> emissions.	Business Divisions / Departments in Charge	Rate of high thermal insulation window use (for commercial buildings) <sup>○2</sup>				
				*Based on orders for windows received				
				8%	10%	25%		
				Rate of participation in risk-related training <sup>○2</sup>				
Fair business practices	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 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.	Building on a foundation of unwavering trust based on high ethical standards and 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	Activities to reinforce the Management Principle (rate of participation in talking sessions) <sup>○1</sup>				
				*Calculated based on the number of locations in FY2024				
				95%*	92%	99%		
				Rate of participation in risk-related training <sup>○2</sup>				
"Trust/Reliance" to fulfill social responsibility	We will conduct education and training to raise awareness of important risks among all employees and to increase the effectiveness of risk management. There is also a need to establish appropriate BCPs and implement well-considered risk countermeasures to improve resilience and reduce incidents that affect business continuity.	We will implement responses and countermeasures for key risks and improve the effectiveness of risk-related education and training, thereby ensuring the safety of our employees and reducing or avoiding the loss of business resources, leading to sustainable growth and increased corporate value.	CRO Risk Committees (5)	Rate of participation in risk-related training <sup>○2</sup>				
				79%	90%	95%		
				Number of serious cyber incidents <sup>○3</sup>				
				0	0	0		
Co-existence with the environment	Reducing CO <sub>2</sub> emissions from our business activities is essential to helping achieve carbon neutrality. It is possible to significantly reduce CO <sub>2</sub> emissions across the entire supply chain by reducing emissions involved in the procurement of raw materials such as aluminum.	To help make carbon neutrality a reality, we aim to achieve an 80% cut in emissions by FY2030, zero emissions by FY2040, and a 100% recycled aluminum usage rate by FY2030.	Environmental Policy Board Committee	Scope 1 and 2 (percentage reduction relative to FY2013) <sup>○3</sup>				
				37%	43%	65%		
				Scope 3 (percentage reduction relative to FY2013) <sup>○3</sup>				
				19%	21%	26%		
				Contributions to reductions in CO <sub>2</sub> during product use (Unit: kt CO <sub>2</sub> over 30 years) <sup>○3,2</sup>				
				832	954	1,056		
Recycled aluminum usage rate <sup>○3,2</sup>								
56%	60%	71%						

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

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

\*2 <<Comparison Baseline>> Japan, China: FY2013 / U.S.A.: 2020 Georgia Energy Code

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

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

Materiality	Promotion divisions	Indicators	FY2021 (results)	FY2024 (targets)	FY2024 (results)	Review	
"Human Resources" to support sustainable growth	Diversity & inclusion	Human Resources Department	Number of women in management positions <sup>○1</sup>	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 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 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).
		Rate of persons with disabilities among employees <sup>○1</sup>	2.28%	2.50%	2.37%		
		Ratio of men's to women's wages (average) <sup>○1</sup> *Parentheses indicate the ratio of men's to women's wages for section managers	68.6% (86.4%)	71.0%	70.0% (90.5%)		
	A fulfilling and employee-friendly workplace	Work Style Reform Committee	Rate of employees who take childcare leave (men) <sup>○1,1)</sup>	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 IKUKYU-PJI, 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 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.
			Employee engagement <sup>○1</sup>	51%	70%	50%	
	Talent development for value creation	CHRO Human Resources Department Human Resources Development Department	Number of times employees obtained qualifications eligible for public qualification incentives <sup>○1</sup>	2,548	1,500 or over	1,509	In addition to significant progress in employees' acquisition of qualifications required for promotion, there has been an increase in the acquisition of information-related qualifications such as information security management, and the number of qualifications eligible for public qualification incentives 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 MOT/ MBA overseas studies has been increasing every year, but in FY2024, due to the extension of the period required to obtain a degree, the target for the number of employees obtaining degrees through company dispatch was not achieved.
			"Value Creation Academy," the next-generation leader development program <sup>○1</sup> ● Number of participants *Figures in parentheses indicate cumulative number of participants ● Number of corporate officers appointed (cumulative total)	9 (195) 29	9 (213) —	9 (213) 41	
			Number of employees sent by the company to obtain degrees (cumulative total) <sup>○1</sup> (Ph. D., MBA, MOT)	13	27	24	
	Respect for human rights	Compliance Committee Human Resources Department Corporate Purchasing Department	Enforcement of the YKK AP Human Rights Policy in business activities in each country and region Expand and enhance content of human rights and harassment training				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. 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 major suppliers, with risk assessments based on analysis of the results.
			Number of companies that we have concluded an agreement with regarding the basic transaction principles (cumulative total) <sup>○1</sup>	821	1,226	1,276	
Number of companies for which CSR surveys have been implemented <sup>○1</sup> Previous version Revised version			48 <sup>2</sup> —	— 111 <sup>3</sup>	— 111 <sup>3</sup>		
"Monozukuri" to support resolution of social issues through products and competitiveness	Co-creation with stakeholders	Brand Management Committee	Customers: Expansion of technical proposal and training options for domestic and overseas business partners			In addition to opening "Installation Skills Training Academies" at two locations in collaboration with the YKK AP 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 services.	
			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				
	Generating innovation	Executive Vice President	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 AP/PI, 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 which continue to solve social issues	Business Divisions/ departments in charge	Rate of high thermal insulation window use (for single-family houses) <sup>○2</sup>		70%
		Rate of vinyl window use (for single-family houses) <sup>○2</sup>	31%	41%	39%		
		Ratio of "Sustainable Product" <sup>4</sup> sales <sup>○3</sup>	38%	43%	40%		
"Trust/Reliance" to fulfill social responsibility	Fair business practices	Compliance Committee	Number of sites implementing YKK Global Criteria of Compliance (YGCC) <sup>○3</sup> *Number in parentheses indicates number of sites where internal audits have been conducted	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 will 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 compliance awareness, we will gradually 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.
			Expand and enhance content of compliance training ● Conduct compliance video training and e-learning for all employees				
	Resilient business foundation	CRO Risk Committees (5)	Strengthen the CRO-led risk management system and speed up the response to emergencies Review BCP on an all-hazards basis ● Responses to infectious diseases, major natural disasters, supply chain interruptions, cyber incidents, etc. ● Recovery and operation through reliable management after the BCP is activated			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 the environment	Manufacturing Division PJ	YKK AP CO <sub>2</sub> emissions <sup>○3</sup>		325 kt CO <sub>2</sub>
		Waste emissions (manufacturing sites) <sup>○3</sup> * Figures in parentheses represent units of intensity (3.57/100 million yen)	15.9 kt	17.0 kt	18.7 kt		
		Water use (manufacturing sites) <sup>○3</sup> * Figures in parentheses represent units of intensity (2.205 m <sup>3</sup> /100 million yen)	9.8 million m <sup>3</sup>	8.2 million m <sup>3</sup>	8.1 million m <sup>3</sup>		

Extent of Coverage ◇1: YKK AP (Non-Consolidated) ◇2: YKK AP Group (Japan) ◇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.

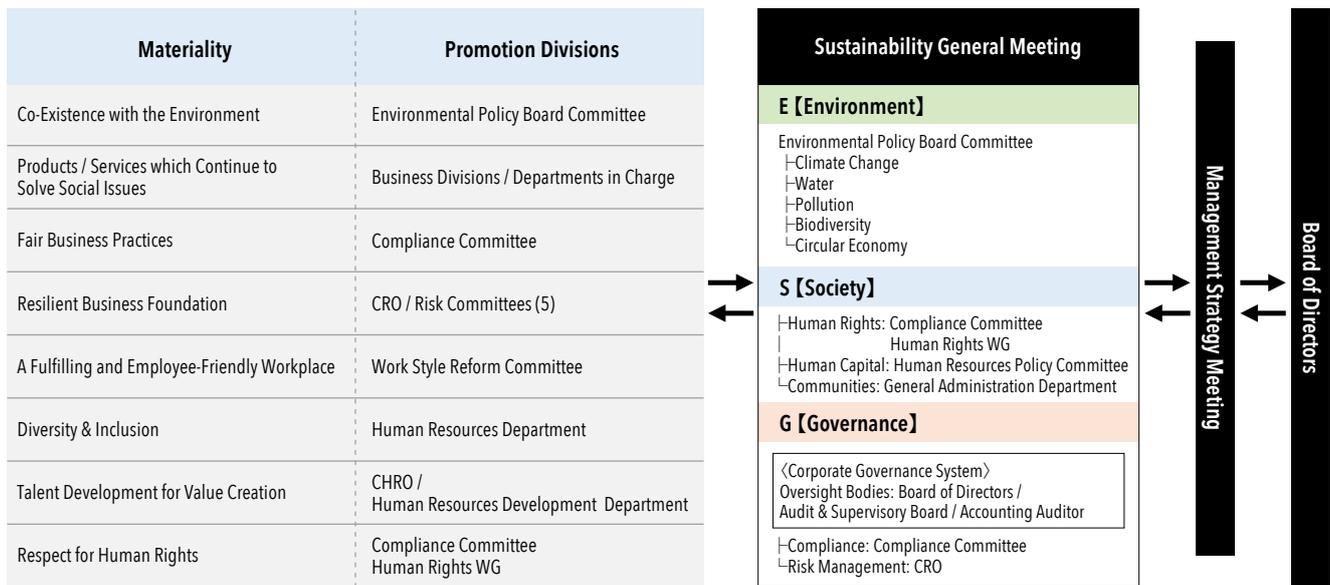
\*3 In FY2024, the survey was conducted for large-lot business partners and business partners that handle particularly important materials and components.

\*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)  
<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
- October 2022



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
- May 2023



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

YKK AP

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	PTYKK 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