

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

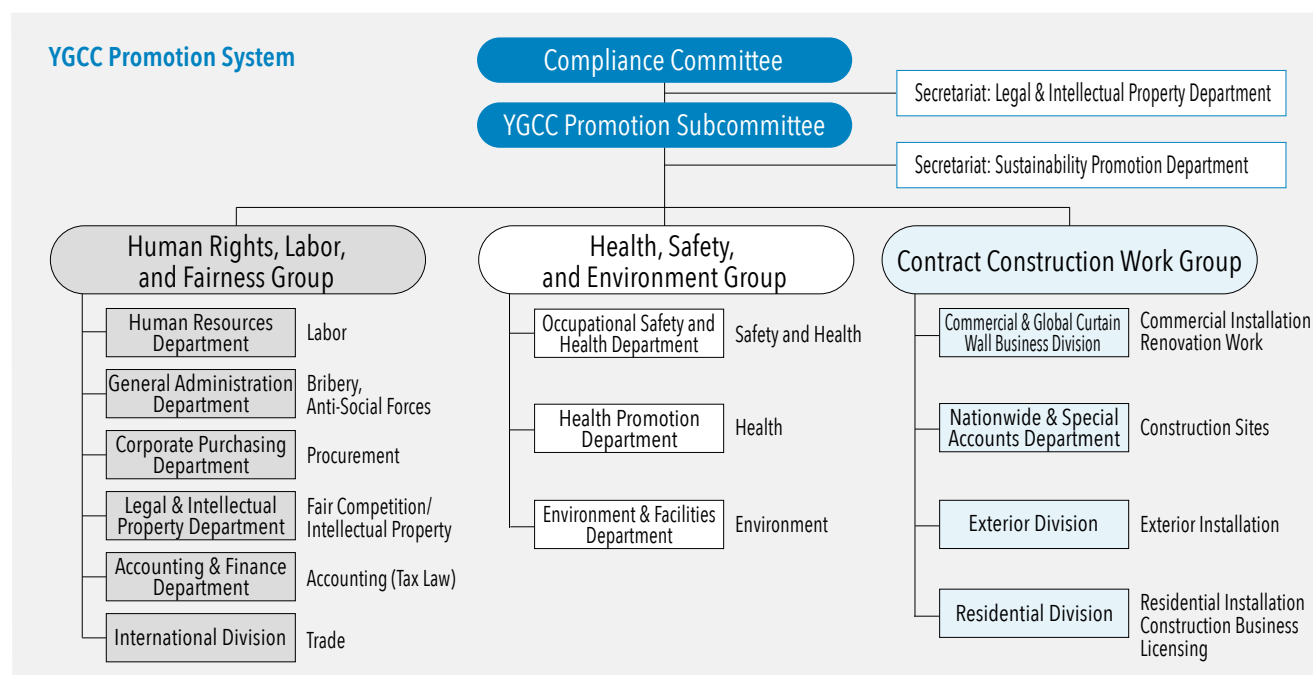
Our policy for addressing human rights issues is formulated from a company-wide perspective at the Sustainability General Meeting. Based on this policy, the Human Rights Working Group (WG) within the Compliance Committee and related divisions take the lead in promoting interdepartmental activities across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

Human Rights WG (FY2024 Results)	Number of Meetings	6
	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 Due Diligence	Human Rights Impact 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)
	Implementation of Preventive/ Corrective Measures Against Adverse Impacts	Implementation of Education and Training	• Implementation of "Business and Human Rights" Video Training (once a year) → All Domestic YKK AP Group Employees
		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.)
		Supply Chain Management	• Implementation of revised supplier questionnaire → Continued implementation of questionnaires and expansion to domestic affiliated companies
	Implementation of Monitoring		• 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 Information to External Parties		• "Integrated Report" "Environmental Report" "Sustainability Data Book"
Remedial Measures	Establishment of Grievance 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 of 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 Impact Assessment (Human Rights Risk Map)		Risk Assessment (Severity)	Likelihood Assessment (Domestic Employees)		
				Likelihood Assessment (Overseas Employees)	
				Likelihood Assessment (Domestic Suppliers)	
Implementation of Preventive/ Corrective Measures Against Adverse Impacts	Implementation of Education and Training	"Business and Human Rights" Video Training			
	Development of Internal Environment/ Systems	Work Style Reform Committee: Improvement of Workplace Environment and Support for Diverse Work Styles			
	Supply Chain Management	Introduction and Implementation of Questionnaire (Domestic Suppliers)			
				Revision of Questionnaire (Domestic Suppliers)	
					Rollout of Questionnaire (Domestic Affiliated Companies)
Implementation of Monitoring			Human Rights Due Diligence Monitoring		
Disclosure of Information to External Parties		Integrated Report			
		Environmental Report			
			Sustainability Data Book		
Establishment of Complaint Handling Mechanisms		YKK Group Whistleblowing Desks			
		Customer Service Center			
			YKK Group Stakeholder (Business Partners, etc.) Contact Point		

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)
<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
Number of Employees by Age Group	10s-20s	2,308	2,277	2,358	2,484
	30s	2,431	2,344	2,319	2,390
	40s	3,629	3,445	3,300	3,037
	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 childcare 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)

*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.

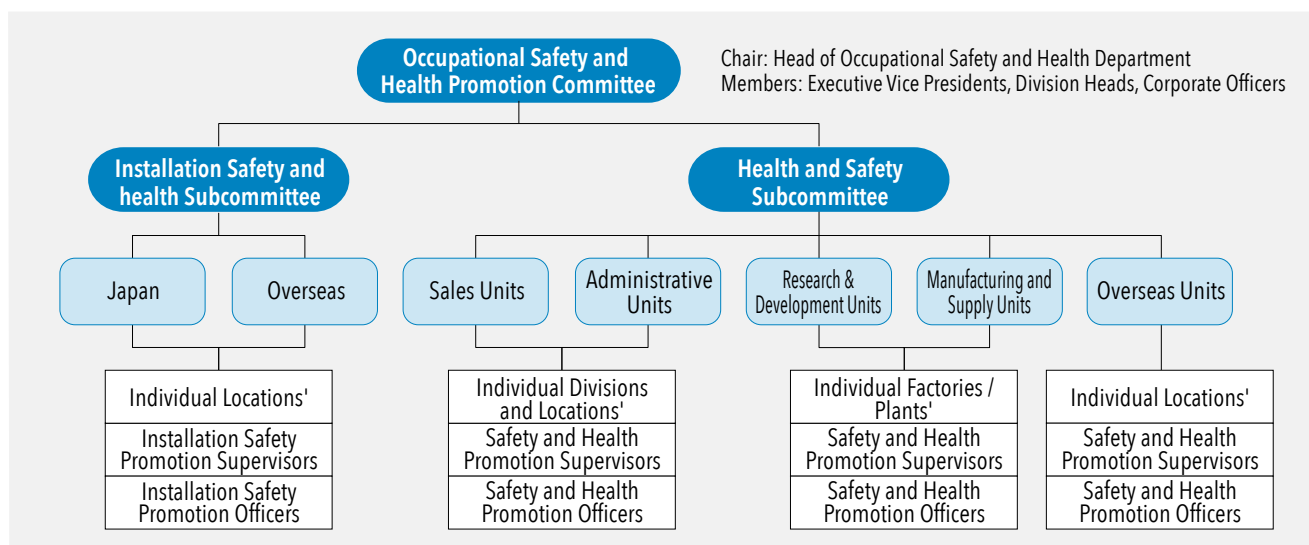
However, safety is in a class all of its own.

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



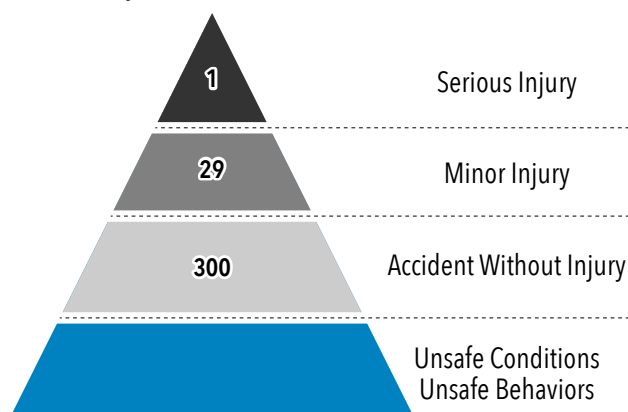
Work-Related Accident Prevention Initiatives

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.

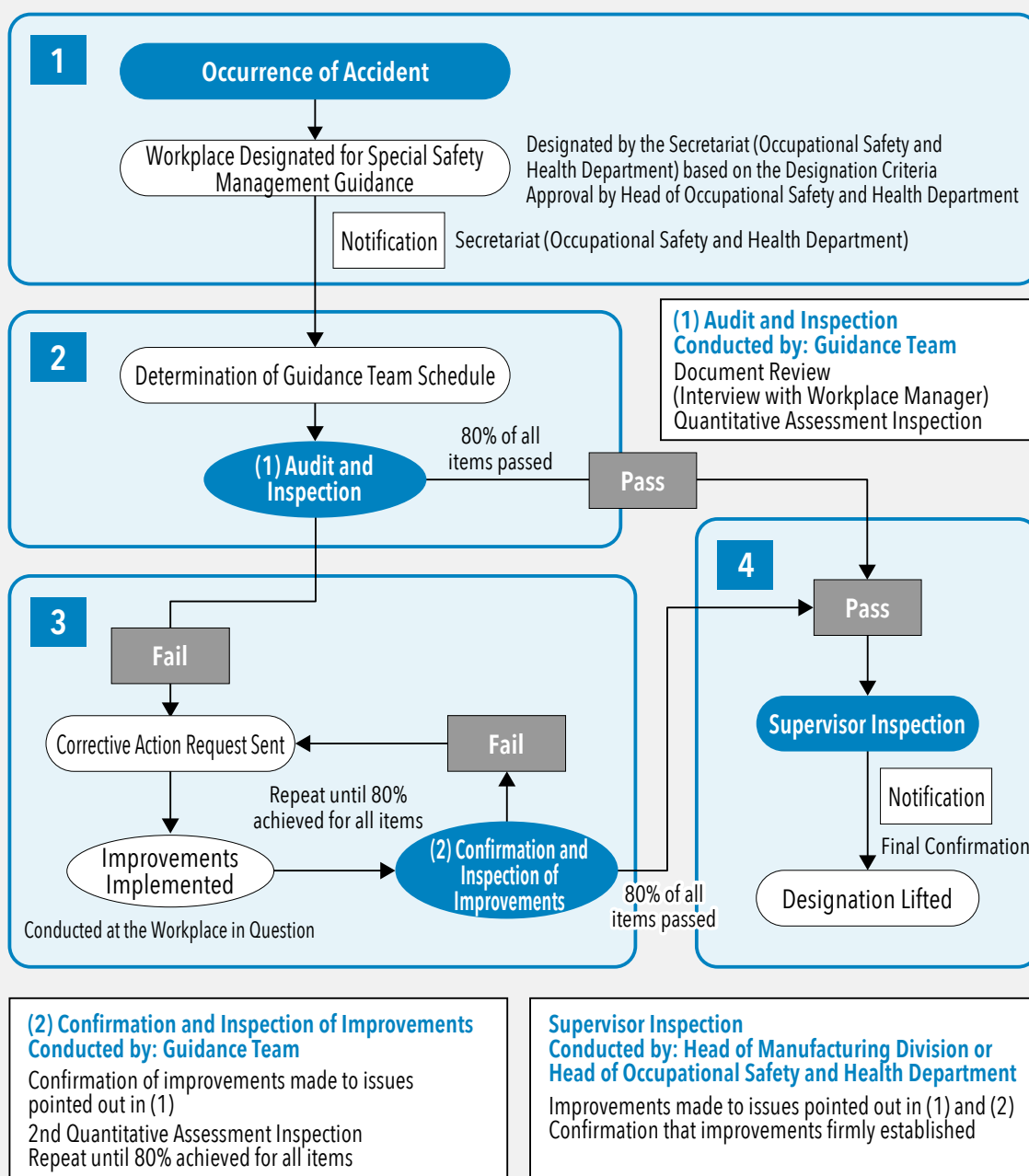
- (1) Situation report to the Occupational Safety and Health Department within 24 hours (initial report within 3 hours)
- (2) Share information on the situation with other domestic and overseas locations (within two days of occurrence)
- (3) Investigate the circumstances surrounding the accident (within 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



	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 × 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 × 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 × 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.

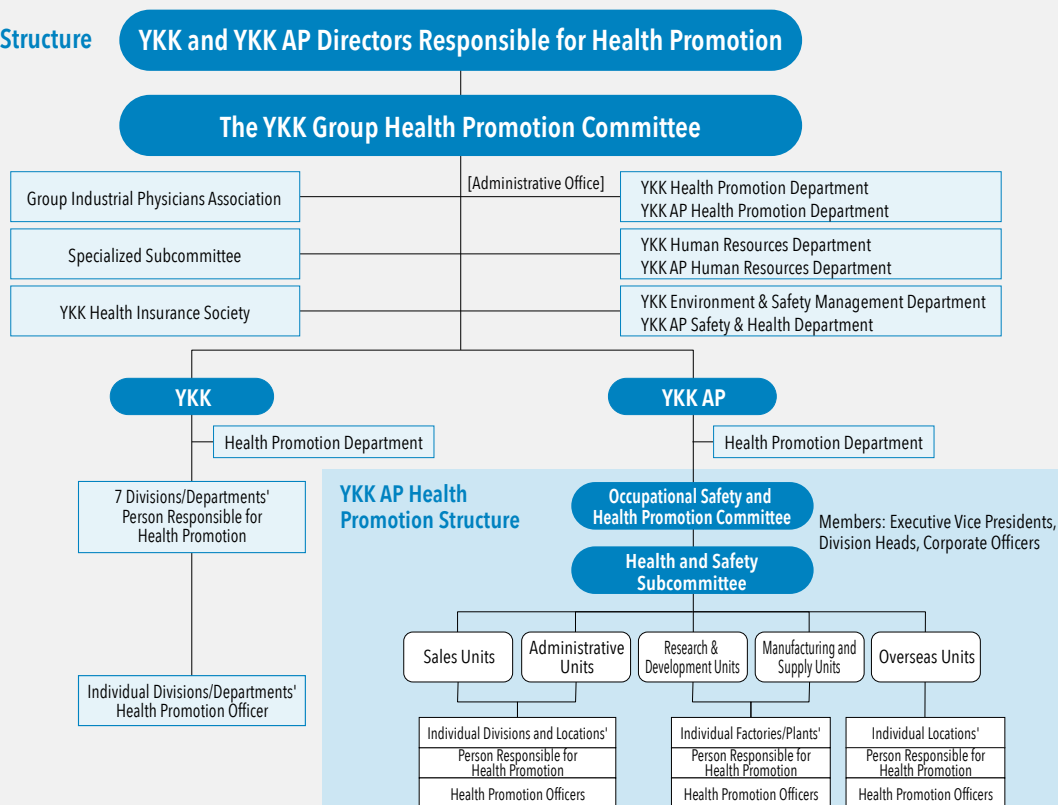
Based on this concept, our company, Health Insurance Society, employees and their families are united in their endeavors for health promotion.

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

YKK Group 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]

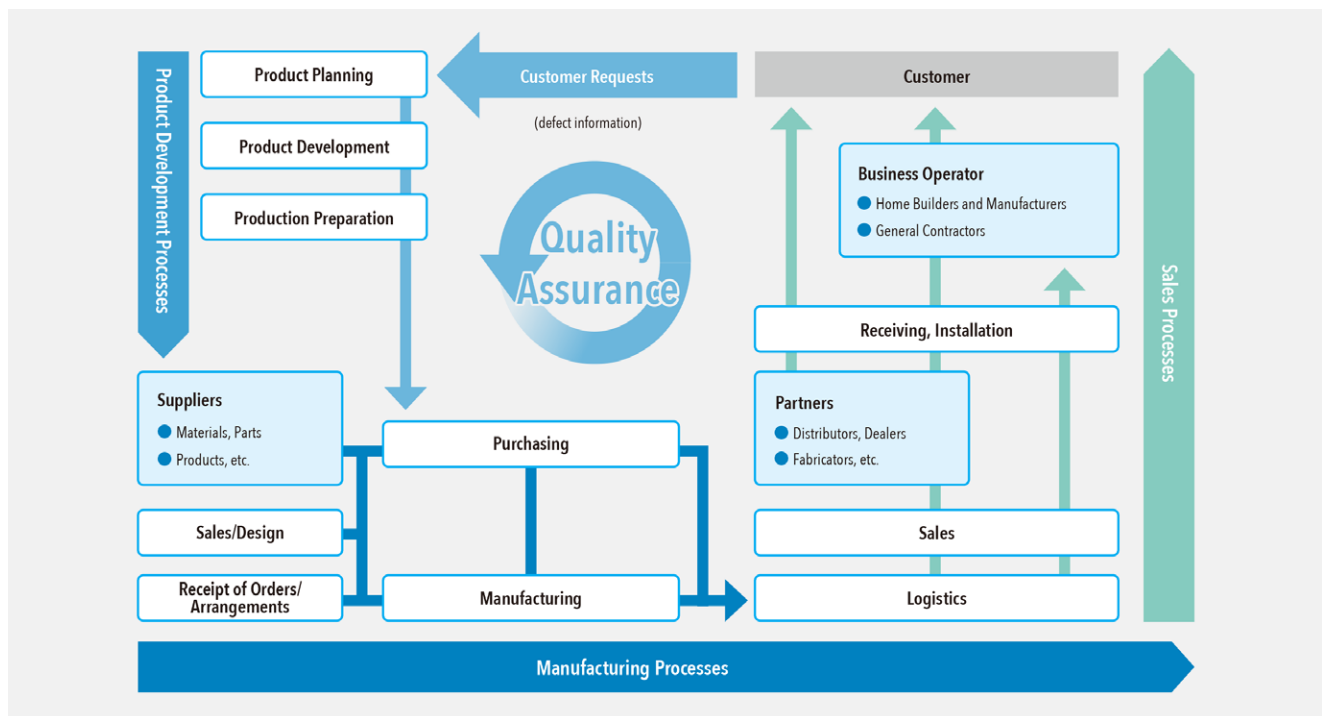
In order to contribute to establishing a culture of product safety as promoted by the Ministry of Economy, Trade and Industry as well as to bring the entire company together and work as one to actively implement product safety efforts so that we can provide our customers with safety and security, YKK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

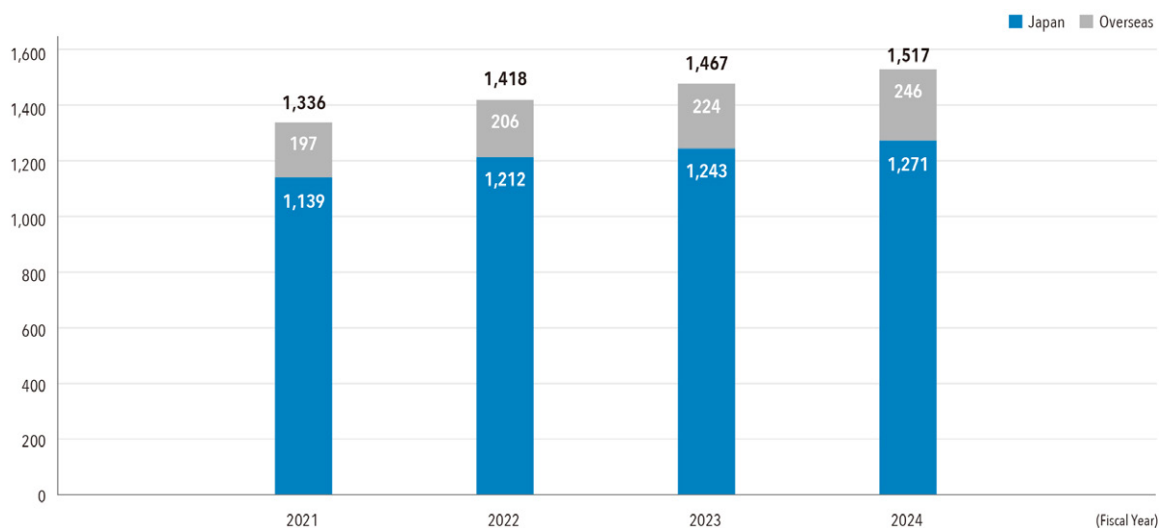
Innovation Management

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.

(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.