

YKK AP Sustainability Data Book 2026

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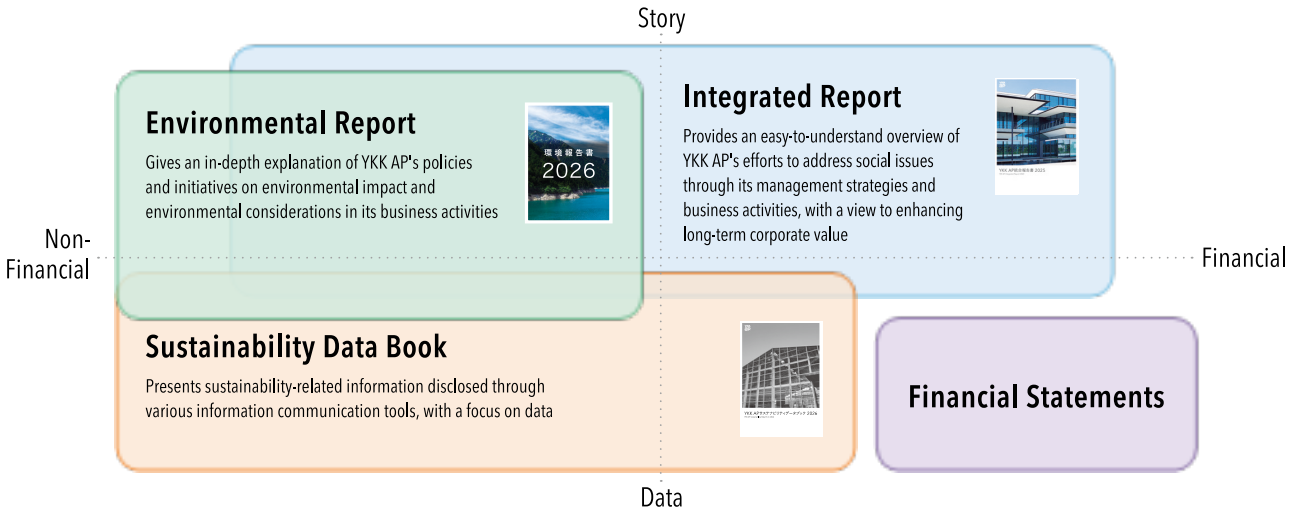
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Editorial Policy

This "YKK AP Sustainability Data Book 2026" is a data-focused compilation of sustainability-related information disclosed in the "YKK AP Integrated Report 2026" and on the YKK AP website. Please refer to the "YKK AP Integrated Report 2026," "YKK AP Environmental Report 2026" 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.

Guidelines Referenced: GRI Standards



Note: The other YKK Group reports published by YKK are This is YKK (Integrated Report), the YKK Annual Securities Report, and the YKK Group Business Report.

Publication date	August 2026
Period covered / Report scope	FY2025 (April 1, 2025 to March 31, 2026) Note: This report partially includes information outside the coverage period. YKK AP Inc. / YKK AP Affiliated Companies / YKK AP Overseas Affiliated Companies

➤ Integrated Report
https://www.ykkapglobal.com/en/company/download/asset/data/report2025_en.pdf

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

Message from the Head of the Sustainability Department



Head of Sustainability Department
Satoshi Himeno

Building on the CYCLE OF GOODNESS® to co-create a sustainable future with all our stakeholders

The YKK Group's corporate philosophy, the CYCLE OF GOODNESS®, is based on the idea that "no one prospers without rendering benefit to others." As such, it is the contribution we make to the sustainability of society, the environment, and our partners that leads to our own sustainable growth. For us, with this unchanging DNA, the demands of modern sustainability management are not merely obligations imposed from outside, but an inevitable step back to our roots.

Today, the social challenges facing companies, such as addressing climate change and ensuring respect for human rights in supply chains, are wide-ranging and intricately intertwined. To not only manage these as business risks but also transform them into opportunities for value creation, the power of "co-creation" – the ability to collaborate across departmental boundaries to generate new value together – is essential.

To this end, in FY2026, YKK AP established the Sustainability Department as a cross-functional organization, enabling the entire company to work as one to vigorously drive forward and realize sustainability management. Under this new structure, our goal is to create a true "cycle" of value with all our stakeholders.

First and foremost, the driving force behind value creation is our employees. We will foster an organizational culture in which every individual takes pride in their work, finds a strong sense of purpose, and boldly tackles the challenges facing society. Furthermore, by providing our customers and wider society with architectural products that promote energy efficiency in buildings and offer comfortable living environments, we will contribute to the decarbonization of society as a whole and the realization of enriched lifestyles.

To drive this creation of future value forward, the core of our sustainability as a manufacturer lies in fulfilling our responsibilities throughout the entire product lifecycle. In addition to reducing CO_2 emissions during the material procurement and manufacturing stages, we will implement rigorous measures to conserve water resources and strictly manage chemical substances throughout our manufacturing processes. Essential to achieving this is partnerships with all members of our supply chain. By working together to enhance our commitments to the environment and human rights, we will build a solid foundation of trust and jointly create new value through sustainable monozukuri.

This Sustainability Data Book presents not only our ideals and commitments, but also transparently discloses the facts and data derived from our day-to-day business activities. By candidly presenting not only our achievements but also the challenges we currently face, we aim to maintain a high level of transparency in our disclosures and continue to be our stakeholders' most trusted partner.

We hope this data book, which outlines where we stand today and our resolve for the future, will help foster deeper dialogue with all of you.

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_2 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 FY2025, talking sessions were held at all of the approximately 2,000 divisions in Japan (Sales, Development, Technology, Manufacturing, and Administrative).

Sustainability

Corporate Social Responsibility Based on the YKK Philosophy

[Fundamental Approach]

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

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

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

[The YKK Group's Corporate Social Responsibility]

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

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

➤ Corporate Social Responsibility Based on the YKK Philosophy
https://www.ykk.com/english/csr/responsibility/

Materiality

To drive sustainable growth, YKK AP identifies and reviews its Purpose-based materiality (priority issues) in conjunction with the formulation of its four-year Mid-term Management Plan. Following the most recent review conducted in FY2024, we have established an implementation framework and are advancing specific initiatives based on established KPIs.

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.

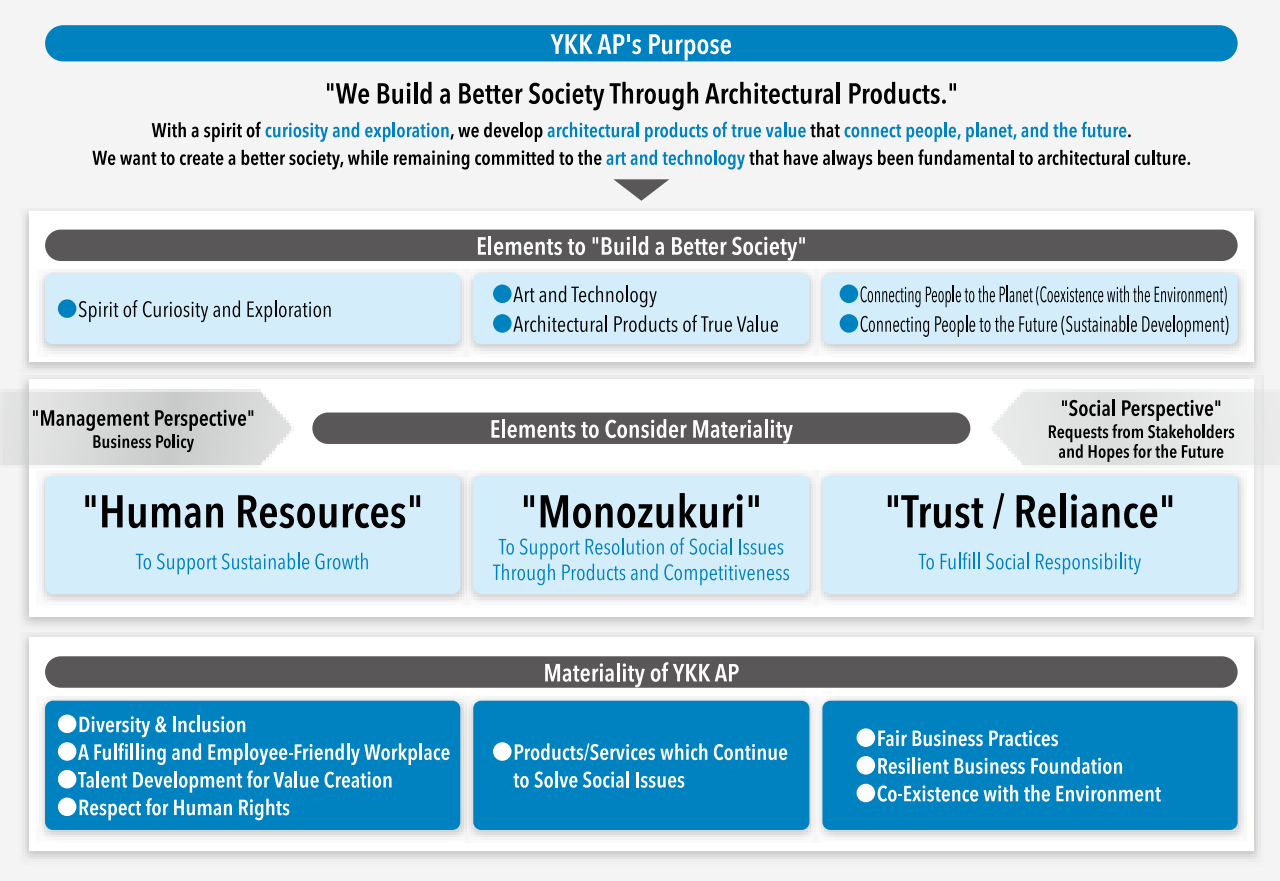
Three Key Elements of the YKK AP Purpose

- 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."

Elements to Consider Materiality

- Management perspective: Does this align with our business policy and serve as a foundation for sustainable growth?
- Social perspective: Are we meeting the needs and future expectations of our stakeholders?

Based on these criteria, we have identified eight materiality issues (priority issues) to prioritize.



Materiality Identification and Review Process

We identify and assess priority issues through our review process.

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

In identifying our current materiality, we comprehensively analyzed and considered the identified issues based on two perspectives: "impact on business (management perspective)" and "importance to stakeholders (social perspective)." We determined the importance of each item based on a matrix evaluation that took both perspectives into account, and then ranked the materiality candidates in order of priority.

Impact on Business

Evaluation Criteria
Financial Impact：Opportunities・Risks
Qualitative Evaluation based on Importance and Values in Business

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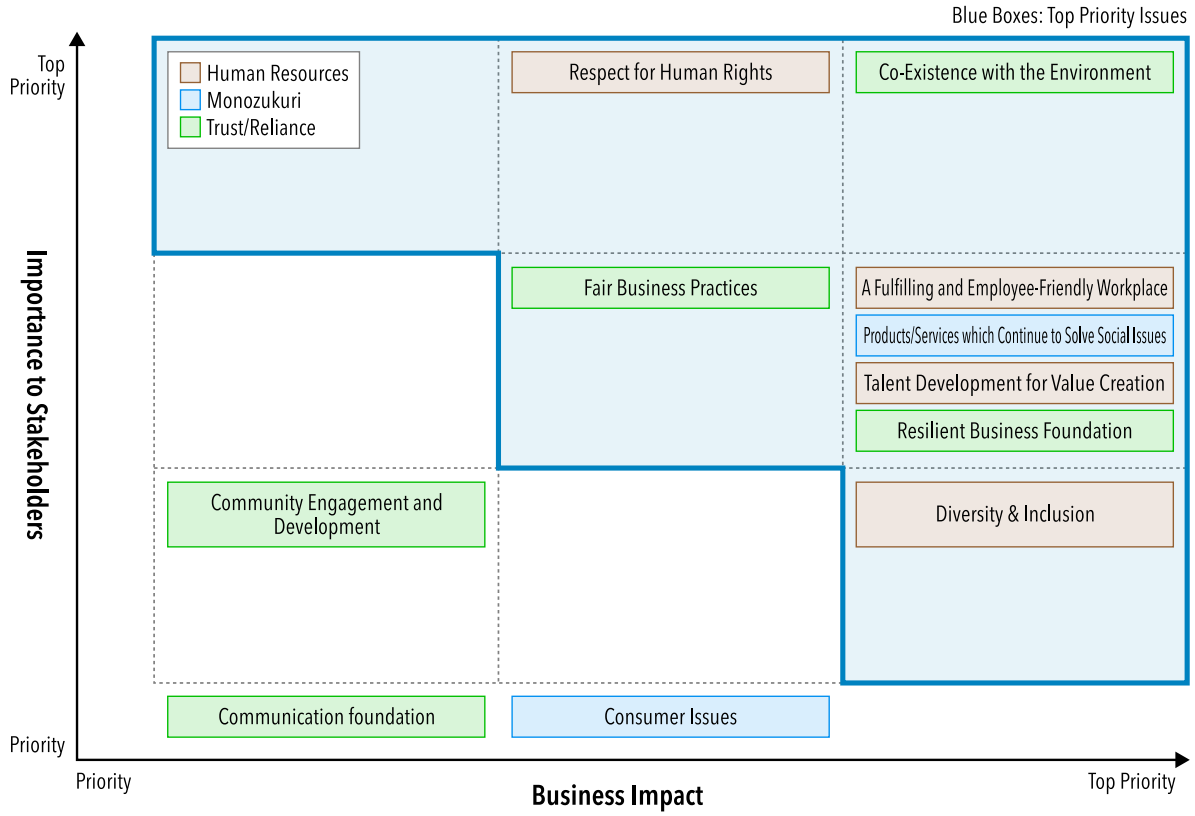
Importance to Stakeholders

Evaluation Criteria
Customers：Materiality Survey of Business Partners (Top 20 Companies in Terms of Net Sales)
Society　：SASB Standards・Global Risks
Employees: YKK Philosophy・Management Principle・Core Values
Engagement Survey/Compliance Awareness Survey

We re-examine and evaluate the importance of materiality candidates and the suitability of the identification process with input from external experts. The final list of materiality candidates 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



Indicators and Targets

Materiality targets in the 7th Mid-term Management Plan and promotion divisions

Materiality		Reasons for Selection / Issues Identified	How We Seek to Be	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.	
	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.	
	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.	
	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.	
"Monozukuri" to support resolution of social issues through products and competitiveness	Products/services which continue to solve social issues	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 window units 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_2 emissions.	
"Trust/Reliance" to fulfill social responsibility	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.	
	Resilient business foundation	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.	
	Co-existence with the environment	Reducing CO_2 emissions from our business activities is essential to helping achieve carbon neutrality. It is possible to significantly reduce CO_2 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.	

Materiality		Promotion Divisions	FY2025 (Targets)	FY2025 (Results)	FY2028 (Targets)	Review of FY2025
"Human Resources" to support sustainable growth	Diversity & inclusion	Human Capital Strategy Division	Number of women in management positions ◇1			To address challenges such as boosting the willingness to advance to management positions and developing succession plans for department head roles, we are working to enhance our career development programs and mentoring programs.
			–	158	200 or more	
	A fulfilling and employee-friendly workplace	Work Style Reform Committee	Rate of employees who take childcare leave (men) ◇1			To address the factors preventing employees from taking desired leave, we are implementing initiatives such as "Pregnancy Experience Training for Male Managers" to foster greater understanding among supervisors, alongside displaying awareness-raising pamphlets.
			70 % or over	74 %	75 % or over	
			Employee engagement ◇1			We analyze the survey results and implement measures tailored to both the company as a whole and individual divisions (for example, in the development division, we ensure sufficient time for design review and creative work through development theme coordination meetings).
			52 %	57 %	59 %	
			Presenteeism ◇1 *WHO-HPQ absolute presenteeism			While psychological well-being has improved due to the diversification of work styles and improvements in the workplace environment, an area in which we achieved our targets for FY2025, there has been an increase in the percentage of employees with abnormal findings in their health checkups, so we will consider countermeasures moving forward.
			64	64	67	
	Talent development for value creation	CHRO Human Capital Strategy Division	Achievability of career goals ◇1 *Percentage of employees who feel they can achieve their career goals			In October 2025, we launched "AP Career NAVI," a platform that connects employees' desire to take on new challenges with growth opportunities. As a result of implementing various initiatives to support career autonomy, we achieved our targets in the second-half engagement survey.
			47 %	50 %	53 %	
			Number of times employees obtained qualifications eligible for public qualification incentives ◇1			We achieved these targets by raising awareness of internal programs and promoting self-development. We are also on track to achieve our mid-term targets in this area.
			1,525	1,558	1,580	
			Next-generation leader development program ◇1 Number of participants *Figures in parentheses indicate cumulative number of participants / Number of corporate officers appointed (cumulative total)			In addition to launching the "PRIME" next-generation leadership development program in FY2025, we plan to launch "EDGE" in FY2026, a program targeting the subsequent generation of leaders. We are on track to meet our mid-term targets for the number of participants. Regarding the number of participants appointed to executive roles, we will continue to carefully assess candidates and provide follow-up support for their career planning to achieve our mid-term targets.
			9 (222) 43	22 (235) 41	24 (305) 49	
	Respect for human rights	Compliance Committee Human Rights WG	Rate of participation in "Business and Human Rights" training ◇2			In addition to improving training accessibility to achieve our FY2028 participation rate target of 95%, we will conduct expert reviews to enhance the effectiveness of our human rights risk assessments and countermeasures, and refine our methods accordingly.
			83 %	90 %	95 %	
			Number of companies conducting human rights risk assessments for our supply chains ◇1			We reviewed our content to align with evolving international norms and industry standards, thereby improving the accuracy of our human rights risk assessments. We will analyze the results of the assessments conducted at 123 companies, develop countermeasures, and consider revising the survey questions as necessary.
			120 ◇2	123 ◇2	180 ◇3	
"Monozukuri" to support resolution of social issues through products and competitiveness	Products/services which continue to solve social issues	Sustainability Strategy Business Divisions / Departments in Charge	Rate of high thermal insulation window use (for single-family houses) ◇2 *Based on windows sales volume			We are moving forward with sales initiatives aligned with our efforts to refine and expand our product lineup as we work toward achieving 100% high thermal insulation performance. In preparation for the phase-out of aluminum windows, we are proposing upgrades to composite, vinyl, and wooden windows; suggesting specifications that include "APW 330/430" vinyl windows (designed for GX-oriented homes); and conducting seminars for external audiences.
			95 %	94 %	100 %	
			Rate of high thermal insulation window use (for commercial buildings) ◇2 *Based on orders for windows received			We are expanding our product lineup and specifications for multi-family housing in both the renovation and new construction sectors. Furthermore, in addition to strengthening proposals in anticipation of the new "GX ZEH-M" energy-efficiency certification for multi-family housing, we are expanding the reach and functionality of our "Energy Efficiency Assessment Web Service." This tool is aimed at helping clients avoid non-compliance with stricter energy-efficiency standards for small- and medium-sized non-residential buildings.
			10 %	10 %	25 %	

Materiality		Promotion Divisions	FY2025 (Targets)	FY2025 (Results)	FY2028 (Targets)	Review of FY2025
"Trust/Reliance" to fulfill social responsibility	Fair business practices	Compliance Committee	Activities to reinforce the Management Principle (rate of participation in talking sessions) ◇1			To restructure our internal controls, we have strengthened our internal policies and governance framework. Furthermore, in order to maintain fair business practices, it is essential to foster an organizational culture that emphasizes a thorough understanding of our management principle and encourages mutual understanding and dialogue. As part of these efforts, we hold annual "talking sessions," and in FY2025, we used the "Purpose Episode Map" to provide employees with an opportunity to reflect on how to connect our purpose to their own work and conduct.
			92 %	98 %	99 %	
	Resilient business foundation	CRO Risk Committees (5)	Rate of participation in risk-related training ◇2			In terms of our response and countermeasures for key risks, in addition to establishing a risk management and compliance promotion system, we conducted monitoring of our affiliated companies in Japan and overseas, providing support for improvement initiatives aimed at addressing any issues identified. The promotion system will enter into full-scale operation in FY2026. Regarding risk-related training, we performed selection for "evaluation criteria and methods to verify effectiveness" and "training tools to efficiently maintain high participation rates." In terms of the number of locations where BCPs were developed, we visited domestic affiliated companies to provide support for BCP development and helped affiliated companies that had recently joined the group to establish simplified BCPs. To reduce the number of major cyber incidents, we implemented security measures at domestic and overseas affiliated companies, including the deployment of EDR (Endpoint Detection and Response) systems.
			90 %	93 %	95 %	
			Number of locations that have formulated BCPs ◇3			
			68	67	69	
			Number of serious quality and product liability incidents ◇3			
			0	0	0	
			Number of serious cyber incidents ◇3			
			0	0	0	
			Number of serious violations of laws and regulations (Risk Committees (5) area) ◇3 *2			
			0	0	0	
	Co-existence with the environment	Environmental Policy Board Committee	Scope 1 and 2 (percentage reduction relative to FY2013) ◇3			We have achieved our targets for Scopes 1, 2, and 3, and we continue to promote energy conservation, fuel conversion, and investment in renewable energy. Regarding contributions to CO_2 reductions during product use, while we did not meet our sales targets for vinyl windows and inner windows in FY2025, we will continue to promote the adoption of highly insulated windows and expand sales of insulation remodeling products in FY2026. Although our recycled aluminum usage rate rose by 3 percentage points from the previous year, reaching 59%, it fell 1 percentage point short of the target. We will continue to promote the development and adoption of technologies for utilizing market-obtained recycled materials.
			43 %	44 %	65 %	
			Scope 3 (percentage reduction relative to FY2013) ◇3 *3			
			21 %	30 %	32 %	
			Contributions to reductions in CO_2 during product use ◇3 *4 (Unit: kt CO_2 over 30 years)			
			1,211	1,084	1,284	
			Recycled aluminum usage rate ◇2			
			60 %	59 %	71 %	

Extent of Coverage ◇1: YKK AP (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 Laws within the committee's scope regarding quality, trade, information security, and technical assets, such as the Foreign Exchange and Foreign Trade Act, the Unfair Competition Prevention Act, and the Act on the Protection of Personal Information

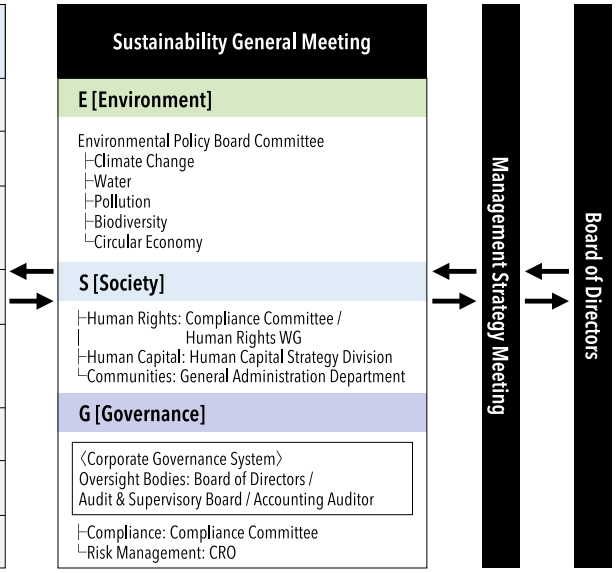
*3 Scope 3 emissions are estimated based on actual aluminum procurement data for Category 1.

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

System

We have established a promotion department for each Materiality issue 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 issue. 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. At the FY2025 interim reporting meeting (held in September), we shared our first-half progress across the environmental (decarbonization and resource circularity), social (human rights and human capital), and governance (risk and compliance) domains. Discussions focused particularly on our contributions to CO_2 reductions across the entire supply chain (Scope 3), progress on human rights due diligence, and measures to improve employee engagement. The outcomes of these discussions were subsequently reported to and overseen by the Board of Directors.

	Materiality	Promotion Divisions
Human Resources	Diversity & inclusion	Human Capital Strategy Division
	A fulfilling and employee-friendly workplace	Work Style Reform Committee
	Talent development for value creation	CHRO / Human Capital Strategy Division
	Respect for human rights	Compliance Committee / Human Rights WG
Mono zukuri	Products/services which continue to solve social issues	Sustainability Strategy Business Divisions / Departments in Charge
Trust/ Reliance	Fair business practices	Compliance Committee
	Resilient business foundation	CRO / Risk Committees (5)
	Co-existence with the environment	Environmental Policy Board Committee



Materiality Promotion WG (Secretariat: Sustainability Department, Corporate Planning Department)

Initiatives

Initiatives to Promote Materiality (Promoting Company-Internal Understanding)

The understanding and active participation of all employees are essential to advancing materiality. Approved policies and details of discussions are promptly shared with all employees via the company intranet (such as AP-Link). In addition, to foster a deeper understanding across our global locations, we conduct ongoing training programs in seven languages (Japanese, English, Chinese (Simplified and Traditional), Indonesian, Thai, and Vietnamese).

The training for this fiscal year focused on shifting mindsets to view environmental and social considerations not merely as costs (trade-offs), but as new sources of growth (trade-ons). Specifically, using best practices from other companies and the growth process of our own vinyl window business as case studies, we provide opportunities for employees to learn "backcasting," an approach that involves working backward from a desired outcome. We also help them explore how to implement solutions to social issues across various business functions, including development, manufacturing, and sales.

Supported Initiatives, Certifications, and Key External Assessments

Supported Initiatives and Groups, Certifications

Science Based Targets initiative

Task Force on Climate-related Financial Disclosures

Japan Climate Initiative

Japan Climate Leaders' Partnership

GX Future Consortium / GX Future League

Japan Partnership for Circular Economy

Circular Partners

Eco-First Company

Water Cycling ACTIVE Company

United Nations Global Compact

Resilience Certification

Evaluations of Product Safety Initiatives

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.

Selected as a CDP "Supplier Engagement Leader"

YKK AP has achieved the highest "A" score in the Supplier Engagement Rating (SER) conducted by CDP –an international non-profit organization that evaluates corporate and municipal environmental disclosure and climate change initiatives. This recognition reflects our strong commitment to driving decarbonization throughout our supply chain.

Major Award Topics for the Year

April 24, 2025	YKK AP AMERICA INC.	Won the Bronze Stevie® Award at The American Business Awards
September 17	YKK AP CO., LTD.	2025: Awarded "Preferred Supplier" in the Luxury Housing Products Innovation and Research Case Studies Category
October 6	YKK AP Inc.	At the 19th Kids Design Award, the "Rayos" retractable gate received the Minister of Economy, Trade and Industry Award (Excellence Award), and the "Uchi Remo (inner window remodeling)," a vinyl window for home remodeling, received the Kids Design Association Chairman's Award (Encouragement Award)
October 8	Bhoruka Extrusions Private Limited	Won the Bronze Award at the IBAAS-Cetizion Verifica ESG Awards 2025
October 15	YKK AP Inc.	The "PLAIN ROOF" Carport won the Good Design Award 2025
November 14	YKK AP Inc.	The YKK AP 30 Building achieved "WELL Platinum" Certification
November 25	PT YKK AP INDONESIA	Won the "Innovative Leader in Architectural Aluminum Systems" award at the Properti Indonesia Award 2025
January 29, 2026	YKK AP TAIWAN CO., LTD.	Won both the Taiwan Integrity Brand Award and the Taiwan Architecture Gold Award at the Chinese Architectural Golden Stone Award

Company Outline

Company Data	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	
Number of Employees (Japan / Overseas) *As of the end of each fiscal year	(Japan) 13,302 (FY2025) / 13,337 (FY2024), 12,991 (FY2023), 12,802 (FY2022) * YKK AP Group (Japan)	
	(Overseas) 5,120 (FY2025) / 4,915 (FY2024), 4,843 (FY2023), 4,341 (FY2022) * YKK AP Group (Overseas)	
Affiliated Companies	●Domestic Affiliated Companies YKK AP Okinawa Inc. Pros Inc. Iwabuchi Inc. YKK AP Ruxy Inc. Nitto Inc. YKK AP Healthcare Inc. RYUKYU YKK AP INDUSTRY CO.,LTD YKK AP Landscape Inc. TERAYAMA Inc. Tanushimaru Landscape Design & Construction Inc. Shiki Koubou Inc.	●Overseas Affiliated Companies YKK AP AMERICA INC. ERIE ARCHITECTURAL PRODUCTS INC. ERIE ARCHITECTURAL PRODUCTS USA, INC. YKK AP Technologies Lab (NA) Incorporated YKK AP Europe GmbH Seufert-Niklaus GmbH YKK AP (CHINA) INVESTMENT CO., LTD. DALIAN YKK AP CO., LTD. YKK AP CO., LTD. YKK AP (SUZHOU) CO., LTD. YKK AP (SHANGHAI) INTERNATIONAL TRADING CO., LTD YKK AP (Jiangsu) CO., LTD. YKK AP HONG KONG LIMITED YKK AP TAIWAN CO., LTD. PT YKK AP INDONESIA YKK AP MYS SDN. BHD. YKK AP (THAILAND) CO., LTD YKK AP CORPORATE SERVICES (THAILAND) CO., LTD. YHS International Ltd. Siam Metal Co., Ltd. YKK AP VIETNAM COMPANY LIMITED Bhoruka Extrusions Private Limited YKK AP FACADE PTE. LTD. YKK AP SINGAPORE PTE LTD
Business sites (Japan / Overseas)	Japan: 171 Overseas: 65	
Manufacturing sites (Japan / Overseas)	Japan: 25 Overseas: 15	

Financial Data

	FY2022	FY2023	FY2024	FY2025
Net Sales (Consolidated)*	508.6 billion yen	538.1 billion yen	561.6 billion yen	557.6 billion yen
Net Sales (Japan Total)	425.7 billion yen	450.4 billion yen	460.7 billion yen	452.4 billion yen
Net Sales by Business Segment (Residential)	196.4 billion yen	214.8 billion yen	213.6 billion yen	211.1 billion yen
Net Sales by Business Segment (Commercial)	134.3 billion yen	140.4 billion yen	150.2 billion yen	144.7 billion yen
Net Sales by Business Segment (Exterior)	65.0 billion yen	63.1 billion yen	63.6 billion yen	61.6 billion yen
Net Sales by Business Segment (Other)	24.9 billion yen	24.3 billion yen	27.2 billion yen	34.9 billion yen
Net Sales (Overseas Total)	115.8 billion yen	119.5 billion yen	134.7 billion yen	139.4 billion yen
Net Sales by Region (North America)	49.0 billion yen	49.3 billion yen	51.7 billion yen	51.9 billion yen
Net Sales by Region (China)	9.5 billion yen	10.3 billion yen	12.4 billion yen	13.0 billion yen
Net Sales by Region (Asia)	29.7 billion yen	35.7 billion yen	42.9 billion yen	42.8 billion yen
Net Sales by Region (Europe)	-	-	-	3.3 billion yen
Overseas Ratio	17 %	18 %	19 %	20 %
Operating Income*	17.8 billion yen	25.6 billion yen	18.0 billion yen	12.0 billion yen
Operating Income Ratio*	3.5 %	4.8 %	3.2 %	2.2 %
Ordinary Income*	21.3 billion yen	28.3 billion yen	21.8 billion yen	11.9 billion yen
Net Income Attributable to Owners of Parent Company*	15.2 billion yen	18.8 billion yen	15.4 billion yen	5.8 billion yen
Comprehensive Income*	27.6 billion yen	48.7 billion yen	21.5 billion yen	37.5 billion yen
Net Assets*	266.0 billion yen	312.1 billion yen	329.3 billion yen	362.7 billion yen
Total Assets*	455.8 billion yen	478.8 billion yen	494.7 billion yen	699.5 billion yen
Return on Assets (ROA)	3.5 %	4.0 %	3.2 %	1.0 %
Equity Ratio	57.9 %	64.6 %	66.0 %	51.4 %
Return on Equity (ROE)	6.1 %	6.6 %	4.8 %	1.7 %
Cash Flow from Operating Activities*	32.3 billion yen	53.4 billion yen	38.8 billion yen	30.6 billion yen
Cash Flow from Investing Activities*	△22.8 billion yen	△44.1 billion yen	△39.8 billion yen	△191.1 billion yen
Cash Flow from Financing Activities*	△4.9 billion yen	△5.6 billion yen	10.9 billion yen	155.1 billion yen
Ending Balance of Cash and Cash Equivalents*	37.6 billion yen	46.8 billion yen	54.1 billion yen	52.9 billion yen
Capital Investments	29.6 billion yen	44.4 billion yen	38.8 billion yen	35.2 billion yen
Sustainability Investment	-	3.9 billion yen	2.8 billion yen	3.2 billion yen
R&D Expenses	9.3 billion yen	10.6 billion yen	11.9 billion yen	12.2 billion yen
Depreciation Expense*	19.6 billion yen	20.5 billion yen	22.4 billion yen	24.5 billion yen
Ratio of R&D Expenditures to Sales	1.8 %	2.0 %	2.1 %	2.2 %

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.

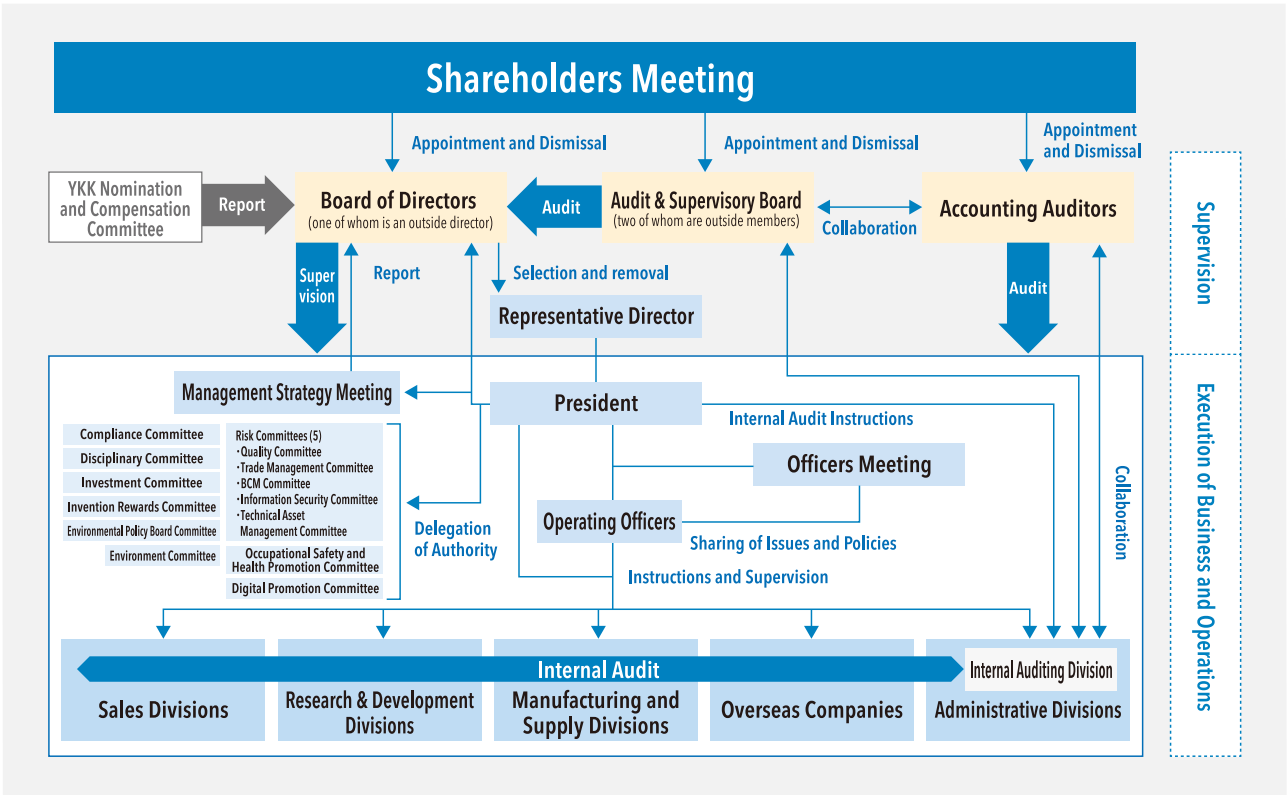
➤Financial Information
https://www.ykkapglobal.com/en/company/information/financial-information/

Corporate Governance

Underlying YKK AP's corporate activities is the YKK philosophy — CYCLE OF GOODNESS®, which states that "No one prospers without rendering benefit to others." Accordingly, we have consistently made fairness the foundation of all our business activities. In line with this approach, we aim to enhance our corporate governance system with the goal of further increasing corporate value.

System

Based on an organizational system in which the Board of Directors serves as the decision-making and supervisory body and the Audit & Supervisory Board serves as the auditing body, YKK AP has adopted an Operating Officer System to promote the execution of business and operations.



Corporate Governance Functions (Committees)

YKK Group Committees

Name	Members, Number of Meetings	Outline
YKK Nomination and Compensation Committee	Members: 5 (Including 2 YKK Outside Directors) Number of Meetings in FY2025: 9	The YKK Group has set up the Nomination and Compensation Committee in YKK as an advisory body, and its members are appointed by resolution of the YKK Board of Directors. The committee deliberates on matters such as the election and dismissal of directors, Audit & Supervisory Board members, operating officers, and specialized officers, as well as their compensation, and reports back to the YKK Board of Directors and the YKK AP Board of Directors.

YKK AP's Main Committees

Name	Members, Number of Meetings	Outline
Compliance Committee	Members: 15 Number of Meetings in FY2025: 2	We work to improve the compliance system of our company and subsidiaries. A compliance director is appointed, and he reports to the directors and audit & supervisory board members regarding the development of the compliance system and compliance status.
Disciplinary Committee	Members: 60 Number of Meetings in FY2025: 17	Based on the employment regulations of YKK AP and its subsidiaries, when behavior that may be subject to disciplinary action is suspected, we ensure fairness by verifying the facts of the matter and determining the appropriate disciplinary action.
Investment Committee	Members: 7 Number of Meetings in FY2025: 11	For significant investment projects, the committee evaluates investment viability, cost of capital, and free cash flow, while mandating regular progress reports. Completing these preliminary reviews in the committee ensures more efficient deliberations and resolutions at Board of Directors meetings.
Invention Rewards Committee	Members: 21 Number of Meetings in FY2025: 2	We have established an Invention Rewards Committee and operate an appropriate invention rewards system. In addition, by motivating employees to invent, we will promote the ongoing creation of intellectual property, which will serve as a source of competitiveness in business.
Environmental Policy Board Committee	Members: 12 Number of Meetings in FY2025: 1	The Environmental Policy Board Committee was established to develop our environmental policies and strategies, and to supervise the progress of our environmental measures. Also, the Environment Committee promotes the policies of business execution divisions, plans and formulates measures, and supervises their progress.
Environment Committee	Members: 65 Number of Meetings in FY2025: 4	
Risk Committees (5)	● Quality Committee Members: 8 Number of Meetings in FY2025: 4 ● Trade Management Committee Members: 13 Number of Meetings in FY2025: 3 ● BCM Committee Members: 13 Number of Meetings in FY2025: 3 ● Information Security Committee Members: 12 Number of Meetings in FY2025: 3 ● Technical Asset Management Committee Members: 12 Number of Meetings in FY2025: 3	We have appointed a Chief Risk Management Officer (CRO) to promote YKK AP's risk management. We established a Quality Committee, Trade Management Committee, BCM Committee, Information Security Committee, and Technical Asset Management Committee in order to maintain and enforce regulations.
Occupational Safety and Health Promotion Committee	Members: 32 Number of Meetings in FY2025: 2	The Occupational Safety and Health Promotion Committee has been established to formulate, implement, and manage the progress of measures to support the elimination of accidents in Japan and overseas, including those at installation sites, and the maintenance and promotion of the physical and mental health of employees.
Digital Promotion Committee	Members: 58 Number of Meetings in FY2025: 3	The Digital Promotion Committee formulates company-wide DX policies and supports their implementation across the organization. This committee aims to accelerate digital transformation (DX) and enhance overall corporate competitiveness by coordinating cross-functional DX initiatives and establishing a governance framework that enables the secure and agile utilization of systems and data.

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

Board of Directors (FY2025 Results)	Number of Meetings	13 (Including Extraordinary Meetings)
	Average Number of Agenda Items	11
	Average Time per Meeting	3.5 Hours
	Main Agenda Items and Reporting Items	● Matters related to the Shareholders Meeting ● Matters related to Directors, Operating Officers, and Executive Specialists ● Matters related to Organizations and Personnel ● Matters related to Business ● Matters related to the Disposal and Transfer of Important Assets ● Matters related to Japan and Overseas Affiliated Companies
	Holding Management Strategy Meeting	The council streamlines deliberations at the Board of Directors by holding thorough discussions on the YKK Group's Management Principle, Management Policy, Management Strategy, and important matters to be resolved on at Board of Directors Meetings.

Audit & Supervisory Board (FY2025 Results)	Number of Meetings	14 (Including Extraordinary Meetings)
	Average Number of Agenda Items	4
	Average Time per Meeting	2.0 Hours
	Key Audit Items	● Initiatives for Business Execution ● Initiatives to Establish a Common Infrastructure for AP Business ● Compliance Initiatives ● Initiatives to Strengthen the Quality Assurance System ● Initiatives to Strengthen the Safety Management System ● Initiatives to Strengthen Governance

Board of Directors

Number of Directors, Number of Audit & Supervisory Board Members	2026 (as of September)
Total Number of Directors	10 (No more than 11 Members)
of which Outside Directors	1
Total Number of Audit & Supervisory Board Members	4
of which Outside Audit & Supervisory Board Members	2

Corporate Officers' Bio and Number of Attendances

Directors	Biography	Number of Attendances
President Representative Director **Akira Uozu**	March 1985: Joined Company April 2013: Vice President; Window Business Planning Department, Sales Division April 2017: Vice President, Residential Business April 2019: Vice President, Sales & Marketing April 2021: Senior Vice President, Residential Business June 2021: Director, Senior Vice President, Residential Business April 2022: Director, Executive Vice President, International Business April 2023: President Representative Director (Current)	13/13
Representative Director & Executive Vice President **Kosuke Iwabuchi**	March 1986: Joined Company April 2009: Vice President, Corporate Planning April 2012: Vice President, Corporate Planning April 2013: Vice President, Corporate Planning April 2016: Executive Vice President, General & Administration June 2016: Director, Executive Vice President April 2025: Director, Executive Vice President July 2025: Director, Executive Vice President & Head of Internal Auditing Division April 2026: Director, Executive Vice President June 2026: Representative Director (Current)	13/13
Chairman of the Board Director Chairman, YKK Corporation **Hiroaki Otani**	March 1982: Joined Yoshida Kogyo K.K. (now YKK Corporation) December 1984 to March 2014: Served in Hong Kong and China April 2014: YKK Executive Vice President, Fastening Business June 2014: YKK Director, Executive Vice President, Fastening Business April 2017: YKK President Representative Director April 2025: YKK Chairman Representative Director (Current) June 2025: Director June 2026: Director, Chairman of the Board (Current)	11/11*
Director CTO (Chief Transformation Officer) **Kazuo Matsutani**	March 1981: Joined Yoshida Kogyo K.K. (now YKK Corporation) April 2009: Vice President, Tokyo Residential Architectural Products Management Division, Business Division April 2011: Vice President, Tokyo Residential Architectural Products Management Division, Business Division April 2012: Vice President, Manufacturing April 2013: Vice President, Manufacturing April 2014: Vice President, Tohoku Plant, Manufacturing April 2016: Vice President, Manufacturing June 2016: Director, Vice President, Manufacturing April 2018: Director, Executive Vice President, Manufacturing April 2020: Director, Executive Vice President, Manufacturing April 2021: Director, Executive Vice President, Manufacturing October 2021: Director, Executive Vice President, CHRO April 2023: Director, CHRO April 2026: Director, CTO (Current)	13/13
Director **Shuichi Mizukami**	July 1985: Joined Yoshida Kogyo K.K. (now YKK Corporation) April 2009: Executive Chief Specialist/Engineer, Development Planning Department, Research & Development Division April 2010: Vice President, Product Planning Department, Business Division April 2011: Vice President, Product Planning Department, Business Division April 2013: Vice President, Product Planning Department, Research & Development Division April 2017: Vice President, Research & Development June 2020: Director, Vice President, Research & Development April 2021: Director, Senior Vice President, Research & Development October 2021: Director, Technology, Senior Vice President, Research & Development April 2022: Director, Executive Vice President, R&D and Technology April 2025: Director (Current)	13/13

Director Director in Charge of Pension Policies and CFO, YKK Corporation **Satoshi Honda**	April 1989: Joined Yoshida Kogyo K.K. (now YKK Corporation) March 1991 to March 2009: Served in the U.S.A. April 2009: YKK Vice President, Corporate Planning Department April 2013: YKK Vice President, Corporate Planning Department April 2016: YKK Vice President, Corporate Planning Department and Group Officer South America April 2017: YKK Vice President, Corporate Planning Department April 2019: YKK Executive Vice President, Business Management and Corporate Planning Department April 2020: YKK Executive Vice President, Business Management June 2020: YKK Director, Pension Policies, CFO (Chief Financial Officer) Executive Vice President, Financial Policy and Business Management April 2021: YKK Director, Pension Policies, CFO Executive Vice President, Administration Division April 2023: YKK Director, Pension Policies, CFO Executive Vice President, Business Management and Administration Division April 2025: YKK Director, Pension Policies, CFO Executive Vice President, Administration Division (Current) June 2025: Director (Current) December 2025: YKK Investment Inc. Representative Director (Current) March 2026: Panasonic Housing Solutions Co., Ltd. Audit & Supervisory Board Member (Current) April 2026: YKK Director in Charge of Pension Policies and CFO (Current)	11/11*
Director **Masashi Yamada**	April 1983: Joined Matsushita Electric Works, Ltd. April 2011: Panasonic Electric Works Co., Ltd. Executive Officer April 2015: Corporate Officer, Panasonic Corporation June 2018: Executive Officer of same April 2019: Managing Executive Officer of same April 2022: Panasonic Housing Solutions Co., Ltd. Representative Director, President (Current) June 2026: YKK AP Director (Current)	—
Director **Joji Tatsumi**	April 1994: Joined Matsushita Electric Works, Ltd. April 2022: Panasonic Housing Solutions Co., Ltd. Managing Executive Officer April 2023: Executive Vice President and Executive Officer of same April 2025: Director and Executive Vice President of same (Current) June 2026: YKK AP Director (Current)	—
Director **Akio Fujikawa**	April 1998: Joined Matsushita Electric Works, Ltd. April 2022: Panasonic Housing Solutions Co., Ltd. Managing Executive Officer (Current) June 2026: YKK AP Director (Current)	—
Director (Outside) **Tomoko Inoue**	April 1983: Joined Hino Motors April 2017: Consultant for Hino Motors June 2019: Full-time Audit & Supervisory Board Member of Hino Motors June 2024: YKK AP Outside Director (Current)	13/13

as of June 2026

* Applies to events held since taking office

Audit	Biography	Number of Attendances
Chairman of the Audit & Supervisory Board Audit & Supervisory Board Member (Outside) **Fuminao Hachiuma**	April 1983: Joined Ajinomoto Co., Inc. June 2013: Ajinomoto Executive Officer June 2015: Ajinomoto Executive Officer & Vice President J-Oil Mills, Inc. President and Representative Director June 2016: J-Oil Mills Representative Director, President, and CEO April 2022: J-Oil Mills Director (until June 2022) May 2023: Outside Director, Seven & i Holdings Co., Ltd. (Current) June 2023: YKK AP Outside Audit & Supervisory Board Member (Current) Outside Director, Subaru Corporation (Current)	13/14
Audit & Supervisory Board Member (Full-Time) **Wataru Otani**	March 1981: Joined Yoshida Kogyo K.K. (now YKK Corporation) April 2001: YKK Vice President, Corporate Planning Department April 2004: YKK Senior Vice President, Corporate Planning Department June 2004: YKK Director, Senior Vice President, Corporate Planning Department April 2006: YKK Director, Senior Vice President for Compliance, and Corporate Planning Department April 2009: YKK Director, Executive Vice President, Technology Enhancement April 2010: YKK Director, Executive Vice President, Machinery & Engineering Group April 2017: YKK Director, Executive Vice President, Business Competitiveness Enhancement June 2018: Director, Executive Vice President, Renovation Business April 2022: Director, Executive Vice President, Business Process Re-engineering April 2023: Director (until June 2024) June 2025: Full-time Audit & Supervisory Board Member (Current)	11/11*
Audit & Supervisory Board Member (Full-Time) **Toshitsugu Adachi**	March 1984: Joined Company April 2018: YKK Corporation, Head of Accounting & Finance Department Finance Group April 2024: YKK AP Ruxy Inc. Chairman Representative Director March 2026: Panasonic Housing Solutions Co., Ltd. Audit & Supervisory Board Member (Current) June 2026: Full-time Audit & Supervisory Board Member (Current) June 2026: YKK FUDOSAN CO., LTD. Audit & Supervisory Board Member (Current)	—
Audit & Supervisory Board Member (Outside) **Mina Sekiguchi**	April 1993: Joined Arthur Andersen L.L.P. Dallas Office June 2022: Managing Partner, Resonancia LLC (Current) Outside Director, Penta-Ocean Construction Co., Ltd. (Current) September 2022: Auditor, Japan Atomic Energy Agency (Current) October 2022: Outside Director, EX4Energy, Inc.(Current) June 2023: YKK AP Outside Audit & Supervisory Board Member (Current)	12/14

as of June 2026

*Applies to events held since taking office

Skill Matrices

Category	Name	Company Management	Global	Specialist Field				
				Sales and Marketing	Manufacturing and Technology	Financial and Accounting	Organization and Personnel	Legal and Compliance
Director	Akira Uozu	●	●	●				
	Kosuke Iwabuchi		●			●	●	●
	Hiroaki Otani	●	●	●			●	
	Kazuo Matsutani			●	●		●	
	Shuichi Mizukami				●			
	Satoshi Honda		●			●	●	
	Masashi Yamada	●			●		●	
	Joji Tatsumi			●				
	Akio Fujikawa				●		●	
	Tomoko Inoue (Outside)					●	●	●
Audit & Supervisory Board Member	Fuminao Hachiuma (Outside)	●	●	●			●	
	Wataru Otani			●	●	●	●	●
	Toshitsugu Adachi					●		
	Mina Sekiguchi (Outside)		●	●		●	●	

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

Policy on Determination of Individual Compensation for Directors

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

Compliance

Strategy

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

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

Code of Conduct

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

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

Seven Basic Principles of the YKK Group Code of Conduct

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

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

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

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

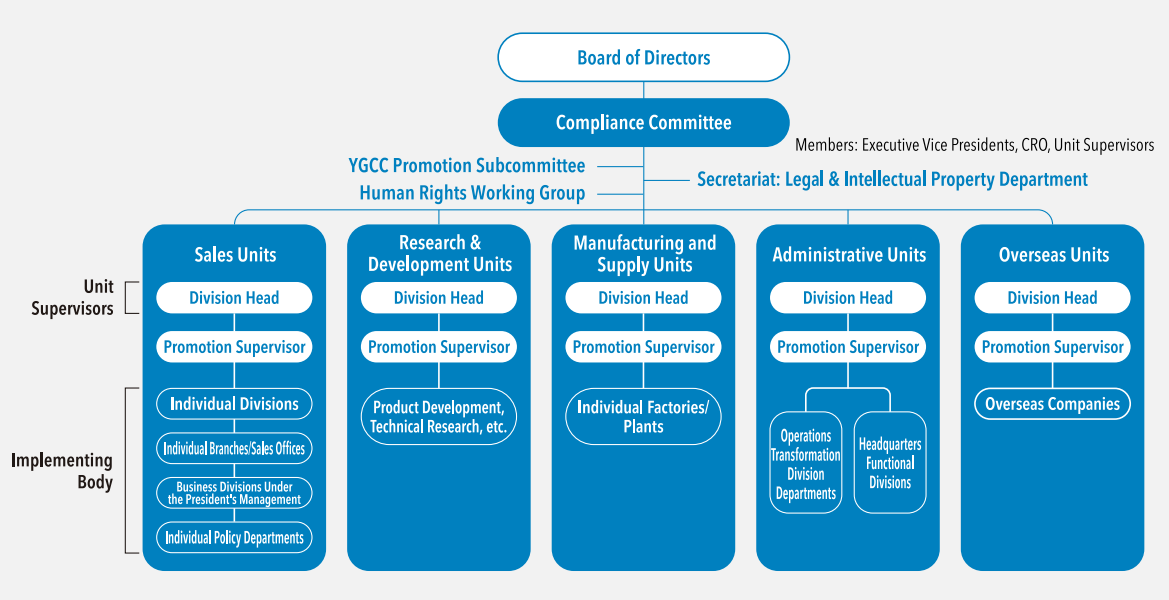
Health and Safety
We create workplace environments that are easy to work in and enable full employee participation.

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

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

System

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



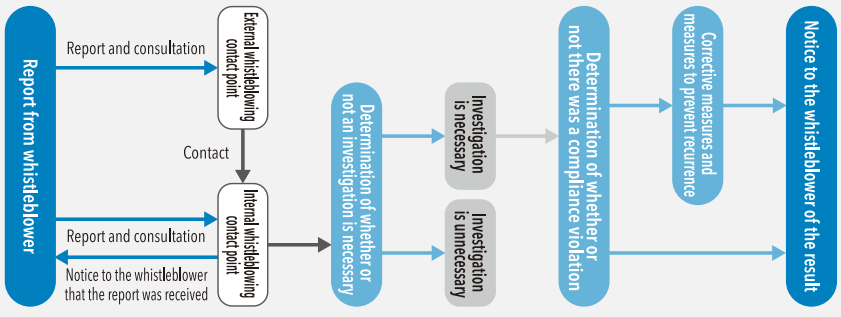
Risk management

Whistleblowing System

The YKK Group implemented the "YKK Group Whistleblowing System" in 2006, operating a system that enables individuals to consult with/report to consultation desks inside and outside the company anonymously regarding behavior that violates laws, work regulations, or internal rules. Efforts are underway to ensure that all users are aware of this system. In addition, the principle of whistleblower protection prohibits the disadvantageous treatment of any individual for making a consultation. We are also committed to the mental and physical health of our employees, and have established a consultation service to address workplace environment problems, mental health concerns, and other health issues. Whistleblowing systems have also been established at overseas companies, with systems for consultation and reporting put in place. Furthermore, since July 2023, a new "YKK Group Supplier Reporting Contact Point" has been in place to provide redress for those involved with the company from human rights violations that may arise in the course of corporate activities. In FY2025, 64 consultations and reports were received by the Japan Contact consultation desk.

The YKK Group conducts training for personnel responsible for operating the whistleblowing system. This multifaceted training ranges from the basics of handling reports to practical exercises using case studies, aiming to strengthen the practical response capabilities across the entire Group.

Internal Whistleblowing System Mechanisms



	FY2022	FY2023	FY2024	FY2025
Number of Whistleblowing Cases	49	59	71	64

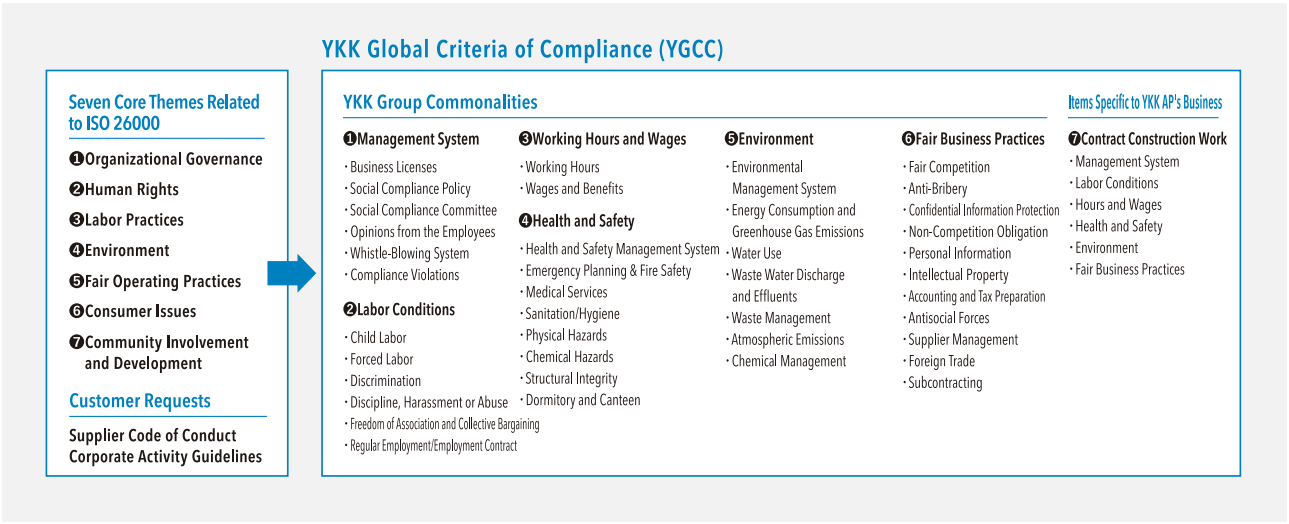
Total number of inquiries received by the Japan Consultation Desk regarding the YKK AP Group (Japan)

Initiatives

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

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

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



	FY2022	FY2023	FY2024	FY2025
Number of Sites Implementing YKK Global Criteria of Compliance (YGCC)	56 (27)	57 (27)	54 (24)	54 (22)

Data from YKK AP Group (Japan and Overseas)

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

Practicing the Code of Conduct

Activities to instill the Management Principle

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

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

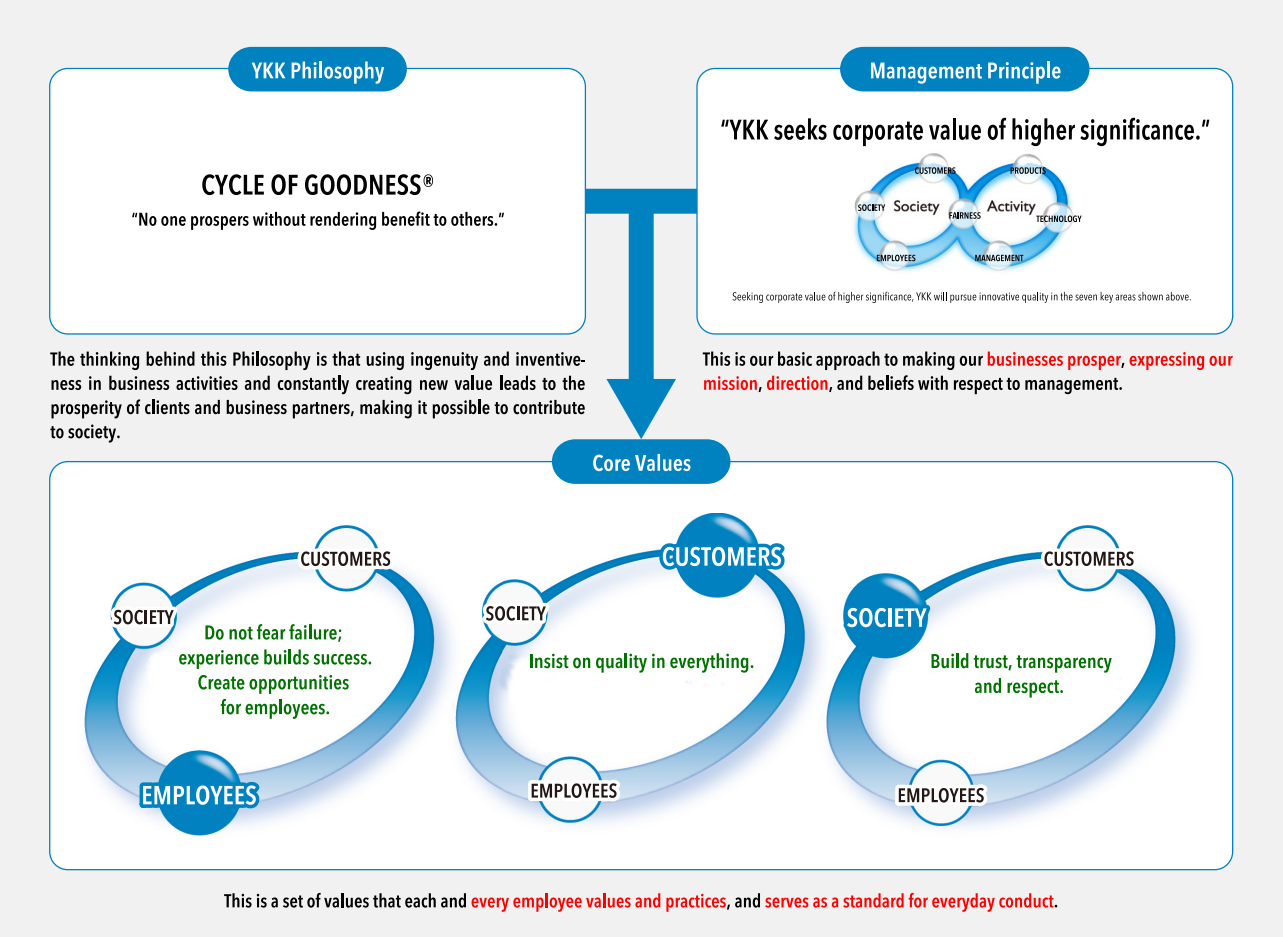
The Core Values are three basic values compiled by the YKK Group in 2007 through interviews with many employees.

A 2021 project led by young YKK AP employees defined our unique Purpose, or the reason the company exists from the perspective of society, as "We Build a Better Society Through Architectural Products." Through activities to instill these management principles in all employees, we strive to foster a sense of unity throughout the entire company and divisions.

Specific activities in Japan include "Talking Sessions" and the "Core Value Practice Level Check Sheet." At the talking sessions, each division head discusses the management principles with employees in their own words. In FY2025, talking sessions were held at all of the approximately 2,000 divisions in Japan, including sales, development, engineering, manufacturing, and administration, providing an

opportunity for approximately 12,300 participating employees to share inspiring stories from the "Purpose Episode Map." In addition, the "Core Value Practice Level Check Sheet" is used during internal interviews to create opportunities for each employee to reflect on their own actions and think about the company's Core Values.

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



Risk Management

Strategy

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

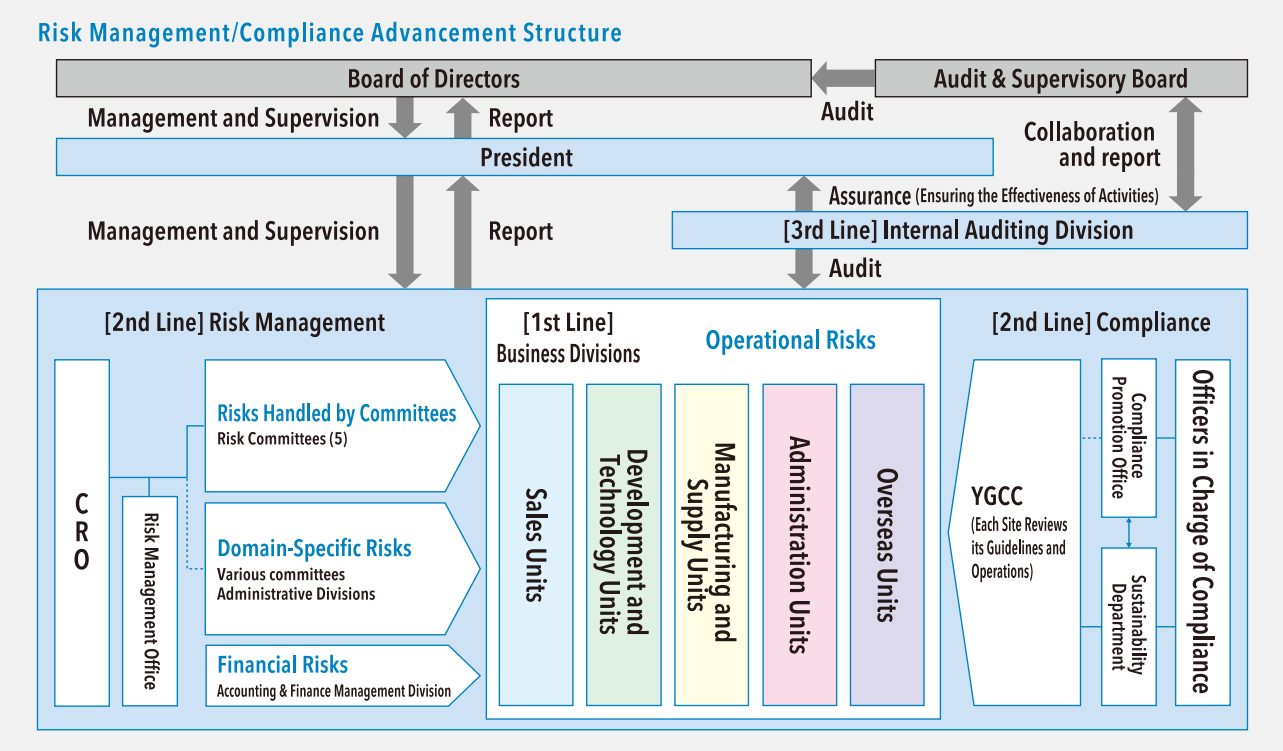
In order to strengthen the risk management system and establish governance systems for emergencies, we have established various committees under the CRO (Chief Risk Management Officer), including the Quality Committee, Trade Management Committee, BCM Committee, Information Security Committee, and Technical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

YKK AP's Risk Management Policy

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

System

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



Risk management

Key Risk Identification Process

We identify and analyze risks through interviews with senior management and surveys of business divisions and risk management departments. In evaluating these risks, we determine their level based on the likelihood of occurrence and degree of impact, taking into account reputational risks as well as internal and external factors. Following this evaluation, the Board of Directors formally identifies the key risks through a resolution.

Response to Main Key Risks

For FY2026, we have established 26 categories of key risks, including cybersecurity, market fluctuations, major natural disasters, and quality risks. While continuously implementing and monitoring countermeasures across all categories, we designate those requiring especially focused planning, implementation, and control as "priority management risks," prioritizing the allocation of corporate resources to them in order to strengthen our frameworks and response capabilities.

Type of Risk	Major Risk Countermeasures for FY2026
Cybersecurity	● IT-BCP development, implementation, and training ● Implementation of backups, strengthening of vulnerability response ● Conducting information security training and email security drills for employees ● Addressing security assessment systems to strengthen the supply chain ● Promoting and enhancing security measures at domestic and overseas affiliates
Major Natural Disasters	● Response to new weather warnings ● Systematic implementation of risk surveys and progress management for improvements ● Implementation of BCP drills and BCP training at each location ● Updating BCPs covering everything from initial response to business recovery ● Reassessing BCPs for manufacturing, supply, and the supply chain
Quality Risks	● Ensuring thorough reporting of quality-related issues, establishing systems to prevent recurrence, and continuing monitoring ● Conducting quality compliance audits and updating regulations and quality documentation ● Enhancing QMS training and education on ministerially certified products
Violation of Laws and Regulations in the Course of Business	● Establishment and operation of a legal compliance management system ● Strict enforcement of operational regulations ● Execution of regular internal audits ● Enhancement of employee training and assessment of comprehension levels
Violations of Personal and Confidential Information Protection	● Consideration of introducing tools to prevent data leaks and unauthorized use ● Establishment and enforcement of management systems for confidential and personal information ● Establishment of personal information management systems across Group companies ● Employee training to ensure understanding of personal information handling rules
Risks Associated with Trading	● Establishment of a system to prevent regulatory violations and development of a framework in collaboration with external organizations ● Strengthening of voluntary management systems and training for trade personnel ● Establishment of import/export control systems among overseas affiliates

Indicators and targets

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

	FY2022	FY2023	FY2024	FY2025	FY2028 (targets)
Rate of participation in risk-related training*1	-	-	79%	93%	95%
Number of Locations That Have Formulated BCPs*2	-	-	64	67	69
Number of Serious Quality and Product Liability Incidents*2	-	-	1	0	0
Number of Serious Cyber Incidents*2	-	-	0	0	0
Number of Serious Violations of Laws and Regulations (Risk Committees (5) Area)*2 *3	-	-	0	0	0

*1 Data from YKK AP Group (Japan)

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

*3 Laws within the committee's scope regarding quality, trade, information security, and technical assets, such as the Foreign Exchange and Foreign Trade Act, the Unfair Competition Prevention Act, and the Act on the Protection of Personal Information

Initiatives

BCM (Business Continuity Management) Initiatives

We are working to further enhance our business continuity capabilities in the event of major emergencies. To this end, we are strengthening our organizational resilience through continuous training and preparation to enable rapid initial responses and the implementation of BCPs based on an all-hazards approach, covering risks such as large-scale natural disasters and supply chain disruptions.

Our foremost basic policy is to "prioritize human life, ensure safety, and prevent secondary disasters." In FY2025, based on a Nankai Trough earthquake scenario, we conducted joint cross-regional training exercises, including coordination drills with the Kurobe site, which will serve as a proxy base for the local disaster response headquarters in the event of a disaster in the Tokyo metropolitan area.

Furthermore, to help each location establish autonomous BCM, educational materials and videos have been made available on the corporate portal. The on-site BCP response headquarters established at each location utilize these resources as needed to continuously improve their on-site BCP response capabilities.

Information Security

Strategy

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

Code of Conduct for Information Security

YKK Group Code of Conduct

2. Fair Operating Practices

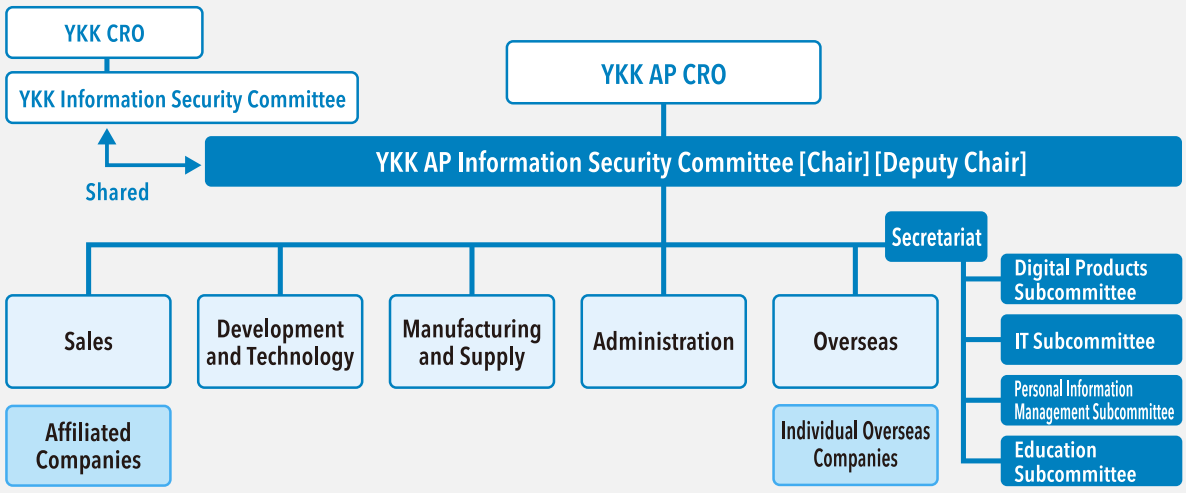
Management and use of assets and information

In accordance with laws, regulations, and internal rules, we endeavor to manage and protect company assets, confidential information, and personal information, and appropriately handle the assets and information of third parties. As well, we establish rules for the management of information, undertake appropriate management and make continuous improvements, and strive to maintain and improve information security.

System

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

Through the functional promotion system, monitoring activities are conducted to ensure proper internal information management. Monitoring is also carried out at overseas and affiliated companies in coordination with the risk management promotion system, as we remain committed to maintaining and improving the management framework throughout the entire Group.



Risk management

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

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

Initiatives

Handling of Customer Information

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

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

Information Security Education

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

In terms of education within Japan, we conduct e-learning sessions on the risks that data breaches pose to the company, utilizing real-world examples that can occur in everyday work situations. Furthermore, to ensure that all personnel are aware of proper escalation channels and the correct actions to take when receiving fraudulent emails, we conduct targeted email attack drills twice a year for all employees in Japan, including executive management. Through detailed follow-up based on their learning results, we strive to ensure that all employees acquire accurate information security knowledge and response skills.

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

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

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

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

Environmental Management

Strategy

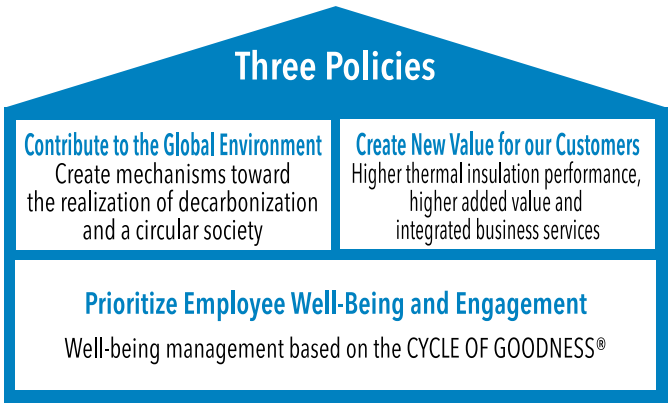
YKK AP has established a goal for 2050 of "achieving zero environmental impact in our business activities throughout the entire product lifecycle." Furthermore, in our "Evolution 2030" vision, we have adopted a policy to "Contribute to the Global Environment –Create mechanisms toward the realization of a decarbonized and circular society." To achieve this, we have set specific indicators in our Mid-term Environmental Policy.

Under the Mid-term Environmental Policy for FY2025 to FY2028, we have set targets for four major environmental issues: climate change, resource circulation, water conservation, and biodiversity, and we are working to achieve them.

➤Environmental Report 2026 – Promote Global Environmental Management
https://www.ykkapglobal.com/ja/sustainability/environment/report/global/

The Three Policies of "Evolution 2030"

Become a Global Leading Company Through the Evolution of Architectural Products



YKK AP Environmental Management Policy (FY2025 to FY2028)

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

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

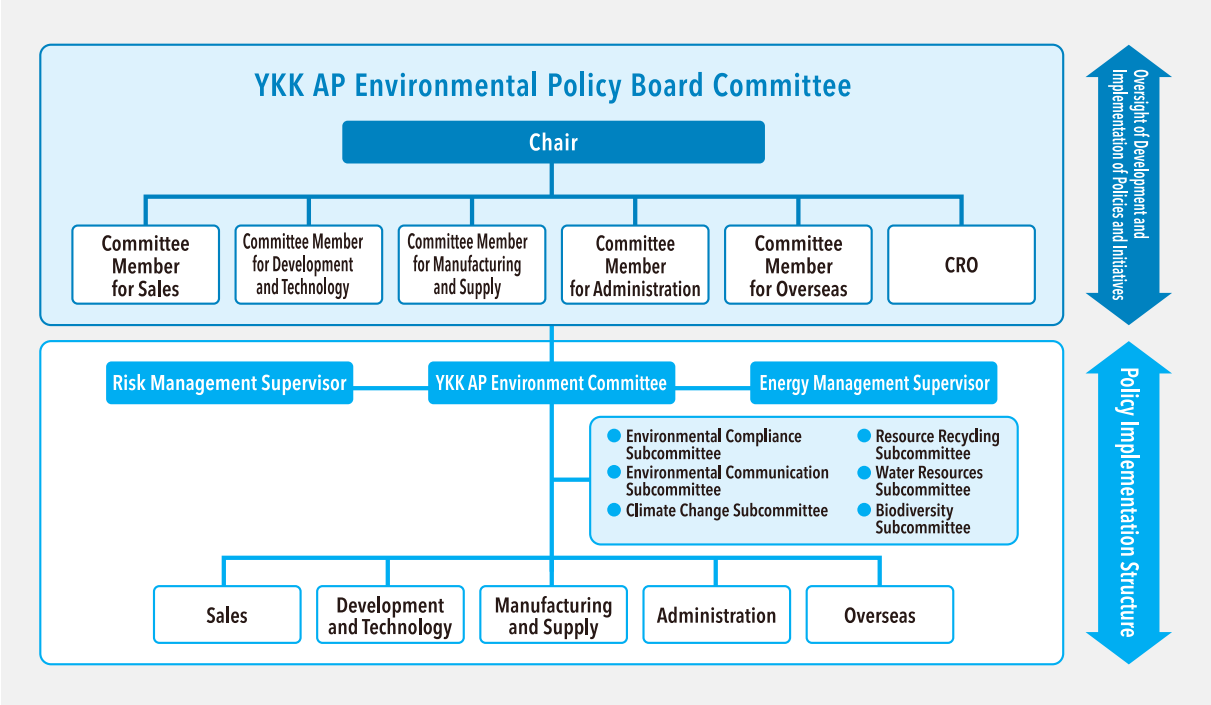
- We will work to develop technologies and reduce the environmental impact in order to realize a decarbonized, recycling-oriented society.
- We address climate change, resource circulation, water conservation, and biodiversity throughout the entire life cycle.
- Based on a diverse workforce, we will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

Chair, YKK AP Environmental Policy Board Committee
YKK AP President Representative Director
魚津 彰

➤Environmental Report 2026—YKK AP Environmental Management Policy
https://www.ykkapglobal.com/ja/sustainability/environment/report/commitment/#Policy

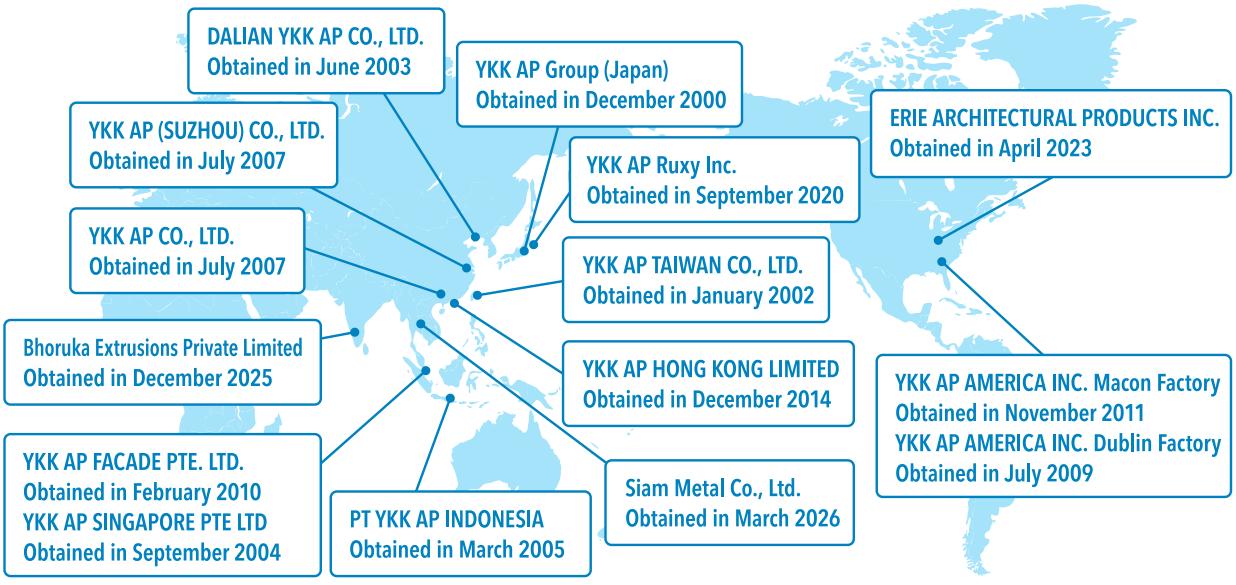
System

Under YKK AP's environmental promotion framework, the YKK AP Environmental Policy Committee, chaired by the President, formulates and approves management policies and strategies regarding climate change and other environmental initiatives from a management perspective, reporting its progress to and operating under the oversight of the Board of Directors. The YKK AP Environment Committee implements these environmental management policies and strategies in sales, development, technology, manufacturing, supply, administration, and overseas divisions, and confirms their implementation status through internal environmental audits among divisions.



Environmental Management System Accreditation

In March 2026, the YKK AP Group (Japan) underwent a periodic audit by an external review organization using the 2015 edition of ISO 14001. The results showed the environmental management system to be functioning effectively as an environmental management tool. Twelve of our overseas business sites have obtained ISO 14001 certification.



* As of April 2026 YKK Group (Japan) includes YKK AP Okinawa Inc. and Pros Inc.

Percentage of Companies Certified to ISO 14001 Environmental Management Standards

	FY2022	FY2023	FY2024	FY2025
Manufacturing	80%	82%	82%	85%
Sales, Other	38%	31%	31%	24%
Total	57%	52%	52%	47%

➤Environmental Report 2026 — Promotion of Global Environmental Management: Operation and Promotion of the Environmental Management System
https://www.ykkapglobal.com/ja/sustainability/environment/report/global/#system

Risk Management

Identification and Assessment of Environmental Risks

In addition to complying with environment-related laws, regulations, agreements, and voluntary management standards in our business activities, we clearly identify the risks and opportunities associated with our business.

As part of this process, we conduct environmental risk assessments at each location to identify and mitigate significant environmental aspects and risks.

Monitoring

We monitor the operational status of our management system and the effectiveness of our risk mitigation measures through internal environmental audits and periodic reviews conducted by external auditing bodies.

Green Procurement

Under the "YKK AP Basic Policy on Green Procurement," stipulated in the "Green Procurement Guidelines" established to promote products and manufacturing that contribute to a sustainable society, we also promote "Green Procurement" initiatives, prioritizing purchasing environment-friendly materials from environmentally conscious companies.

YKK AP Basic Policy on Green Procurement

In accordance with YKK AP's Environmental Management Policy, we will purchase environmentally-friendly materials and parts from environmentally-friendly companies (companies that are proactive about the environment) to reduce the environmental impact of our business activities as a whole and promote the development and provision of environmentally friendly products, thereby contributing to the realization of a low-carbon, recycling-oriented society.

➤YKK AP Basic Policy on Green Procurement
https://www.ykkapglobal.com/en/sustainability/society/procurement/#green-procurement

Indicators and Targets

Environmental Targets

YKK AP sets environmental targets for each medium term based on "how we ought to be" for 2050 and Environmental Management Policy.

Under the 7th Mid-term Environmental Business Plan (FY2025–FY2028), we are working toward "how we ought to be" for 2050 by backcasting our targets for 2030, and then setting mid-term achievement targets to be achieved in FY2028, on the basis of which we will set numerical targets and action plans for each fiscal year.

[Environmental Issues and Initiatives]		[FY2030 Environmental Targets (Relative to FY2013)]
Climate Change	We will actively develop and sell products that contribute to reducing greenhouse gas emissions and combat climate change. To achieve carbon neutrality in our business activities and value chain, we will focus on switching to low-carbon raw materials and fuels, using energy efficiently, and adopting renewable energy.	●CO_2 Scopes 1 + 2: 80 % Reduction in Emissions ●CO_2 Scope 3: 34 % Reduction in Emissions
Resource Recycling	We will strive to use resources efficiently, separate, collect and recycle waste to reduce the amount of raw materials and packaging materials used and minimize waste emissions.	●Recycled Aluminum Usage Rate*1: 100 % ●Vinyl Recycling Rate*2: 100 %
Water Conservation	We will work to recycle water and reduce the environmental impact of wastewater to ensure sustainable water use and protect the water environment.	●Water Use: Reduction of 42 %
Biodiversity	We will minimize the impact of our business activities on ecosystems, conserve biodiversity, and work with local communities to protect the natural environment.	—

*1 Proportion of aluminum raw materials supplied from company-internal scrap materials and market-obtained recycled materials
*2 Rate of internal reuse of internally generated vinyl scraps

➤Environmental Report 2026 — Environmental Strategy: History of YKK AP's Environmental Initiatives and our "How we Ought to Be" for 2050
https://www.ykkapglobal.com/ja/sustainability/environment/report/manage/#sugata

➤Environmental Report 2026 – Targets and Results: Vision and Indicators of Our Environmental Policy
https://www.ykkapglobal.com/ja/sustainability/environment/report/target/

➤Environmental Report 2026 — Targets and Results: Numerical Targets and Action Plans for FY2026
https://www.ykkapglobal.com/ja/sustainability/environment/report/target/#plan

Performance Against Environmental Targets (Single Fiscal Year)

We have set numerical targets for the four environmental issues specified in our Environmental Management Policy – climate change, resource circulation, water conservation, and biodiversity – and are advancing initiatives aimed at achieving carbon neutrality and a circular economy.

Regarding pollution and environmental issues, there was a violation of dross storage standards at an overseas site in FY2025, but the necessary corrective actions have been completed. In terms of environmental performance, we achieved our plans for key themes such as reducing our own CO_2 emissions and waste.

*Achievement Levels – ◎: Exceeded Plan, ○: Achieved as Planned △: Partially Achieved (>90%) × : Not Achieved

Theme		Indicators	FY2025		
			Plan	Results	Degree of Progress
Environmental Compliance		Pollution and Environmental Incidents*2	0	1	×
Green Talent		Environmental Training Participation Rate*1	100 %	100 %	○
		SDGs Action Participation Rate*1	Over 98 %	98 %	○
Environmental Issues	Climate Change	Contributions to CO_2 Reductions during Product Use*2	1,211 kt CO_2 (252 % vs FY2020)	1,084 kt CO_2 (226 % vs FY2020)	×
		YKK AP CO_2 Emissions*2	244 kt CO_2 (-43 % vs FY2013)	239 kt CO_2 (-44 % vs FY2013)	○
		Energy Use per Unit of Intensity*1	-1.3 % vs FY2024	-0.4 % vs FY2024	△
	Resource Recycling	Waste Output*3	18.4 kt (-10 % vs FY2016)	16.9 kt (-18 % vs FY2016)	◎
		Waste Emissions per Unit of Intensity*3	-37% vs FY2016	-39% vs FY2016	○
		Waste Recycling Rate*3	98 %	98 %	○
	Water Conservation	Water Use*3	7.94 million m^3 (-37 % vs FY2013)	7.99 million m^3 (-36 % vs FY2013)	△
		Water Use per Unit of Intensity*3	-57 % vs FY2013	-54 % vs FY2013	△
	Biodiversity	Number of Social Contribution Activities*2	220	Total: 234	○

*1 YKK AP Group (Japan)
*2 YKK AP Group (Japan and Overseas)
*3 YKK AP Group (Japan and Overseas Manufacturing Sites)

Analysis of Factors Behind Unmet Targets and Actions for Improvement

- Pollution and Environmental Incidents
  - Factors: There was an incident at an overseas business site in which the company was fined after aluminum dross, which is subject to regulations, was found to have come into contact with rainwater during transport.
  - Actions for improvement: We switched to indoor storage, including for transport vehicles, and established strict storage regulations.
- Energy Use per Unit of Intensity
  - Factors: Although we met our total CO_2 emissions target, we were unable to fully offset the impact of fluctuations in production volume (net sales) resulting from changes in the business environment.
  - Actions for improvement: We will work to improve energy intensity by promoting energy conservation and energy generation, and by enhancing production efficiency.
- Contributions to CO_2 Reductions during Product Use
  - Factors: In Japan, although there was sales growth in remodeling products –primarily highly insulated windows and inner windows for residential use– as well as in the commercial building renovation sector, the new construction sector struggled to gain momentum, resulting in an overall shortfall against the target.
  - Actions for improvement: We will work to further promote the adoption of highly insulated windows and expand sales of thermal insulation remodeling products.
- Water Use per Unit of Intensity
  - Factors: The target was not met due to an increase in the amount of water used for cleaning and a decrease in production volume.
  - Actions for improvement: We will pursue further reductions, focusing primarily on water conservation and the multi-stage reuse of cleaning water.

Climate Change

Risk Management

We identify and assess climate-related risks by integrating them into our enterprise management process and utilizing the TCFD framework.

Indicators and Targets

Details of SBTi-certified Targets

Science Based Targets (SBT) is an international initiative that provides a mechanism for companies to set long-term CO_2 reduction targets consistent with the 2°C target established by the Paris Agreement.

YKK AP obtained certification from the SBT Initiative in January 2019. The CO_2 reduction target established in FY2017 was to reduce Scope 1+2 emissions by 30 % by 2030 (vs FY2013 levels), but in response to the prospect of achieving this target ahead of schedule in FY2020, the target has been revised to a 50 % reduction by 2030 (vs FY2013 levels).

Moving forward, by advancing long-term measures centered on annual energy savings of at least 1.3%, fuel conversion, and the adoption of renewable energy, we aim to raise our Scope 1 and 2 emissions reduction target to 80% by FY2030, while accelerating our carbon neutrality goal to FY2040.

FY2030 Greenhouse Gas Reduction Targets (Relative to FY2013)

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

*1 Direct emissions from burning fuel at YKK AP

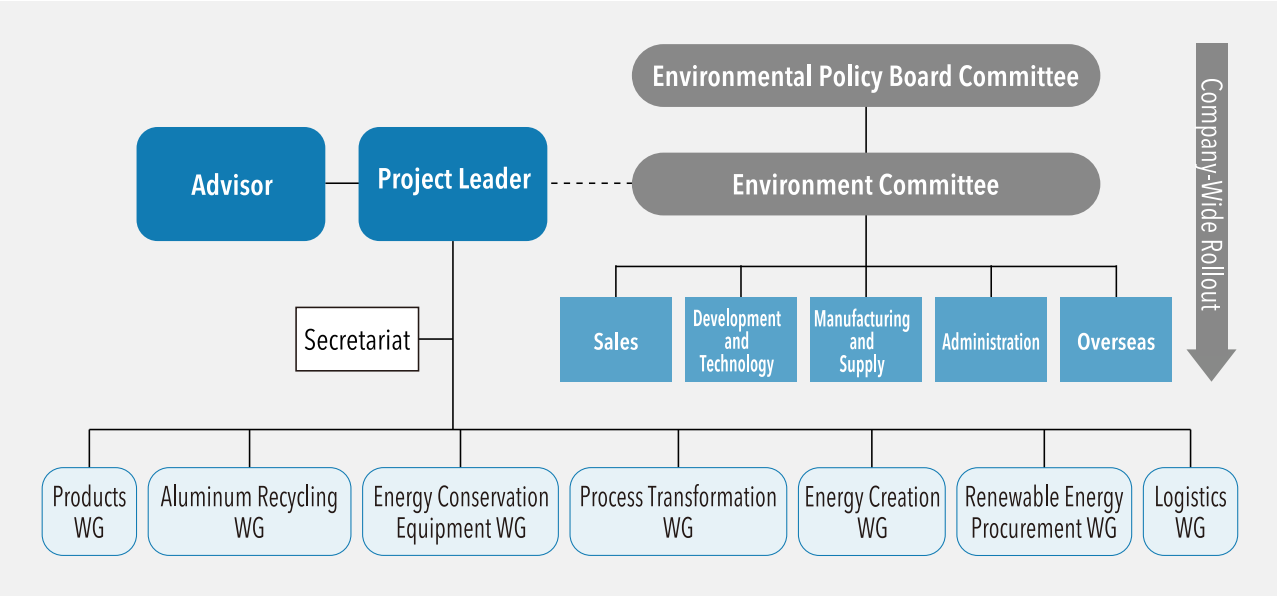
*2 Indirect emissions from the use of electricity at YKK AP

*3 Indirect emissions across the entire supply chain (emissions other than Scope 1 and Scope 2)

Initiatives

Carbon Neutral Project Highlights

In June 2021, we launched the "Carbon Neutral Project." With the head of the Sustainability Department as project leader, seven working groups were established with the participation of young engineers. Each working group has been working on its respective initiatives, and a carbon neutral technology roadmap has been developed. Aiming to achieve, relative to FY2013, an 80% reduction in Scopes 1 and 2 and a 34% reduction in Scope 3 by FY2030, we will strengthen technological development aimed at carbon neutrality while reviewing our products, manufacturing, and platforms.



Aluminum Recycling

Because the smelting of new aluminum ingots requires a great deal of electricity and generates a large amount of CO_2 emissions, improving the recycling rate will contribute to achieving carbon neutrality.

As an initiative in this regard, introducing recycling furnaces will greatly increase the input rate of market-obtained recycled materials, thereby reducing the rate of new ingots used, which leads to significantly reducing CO_2 emissions across the entire supply chain.

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

In addition to improving the recycling rate, we are also working to further cut CO_2 emissions by promoting the procurement of "green aluminum," which is smelted from bauxite using renewable energy.

Resource Recycling

Indicators

	FY2016 (Base Year)	FY2022	FY2023	FY2024	FY2025
Waste Emissions	20.5 kt	15.4 kt	17.4 kt	18.7 kt	16.9 kt
Waste Emissions per Unit of Net Sales*	4.95t/100 million yen (100)	3.03t/100 million yen (61)	3.23t/100 million yen (65)	3.34t/100 million yen (67)	3.02t/100 million yen (61)
Amount of Landfill Disposal	3.0 kt	1.3 kt	1.8 kt	2.1 kt	1.7 kt
Amount of Valuable Resources + Amount of Waste Recycled	87.9 kt	100.2 kt	95.0 kt	92.5 kt	91.2 kt
Waste Recycling Rate	97 %	99 %	98 %	98 %	98 %

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

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

Initiatives

Vinyl Recycle

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

➤Environmental Report 2026 — Resource Recycling (Circular Economy): Reduce and Recycle Vinyl Materials
https://www.ykkapglobal.com/ja/sustainability/environment/report/circulate/#recycling

Water Conservation

Strategy

Approach to Water Resources

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

➤Environmental Report 2026 — Water Conservation
https://www.ykkapglobal.com/ja/sustainability/environment/report/water/

Risk Management

- Process for Identifying and Assessing Water Risks: Recognizing that water resources are essential capital for our business activities, YKK AP identifies and assesses risks through the following process.
  - Site-specific risk assessments: At major manufacturing sites where risks may be high, we identify risks using the YKK Group's proprietary water risk checklist.
  - Identifying water intake risks: Regarding water stress (the severity of imbalances in water supply and demand) at our Japan and overseas manufacturing sites, we assess the annual available water volume per capita on a five-point scale (from 1: Low to 5: Extremely high) and prioritize water reduction efforts in high-risk areas.
- Water Pollution Risk Management and Monitoring: We implement rigorous water quality management to minimize the risk of environmental pollution caused by wastewater from our production processes.
  - Implementation of voluntary management standards: We have established voluntary management standards that are stricter than the laws and regulations of the countries and regions where we operate, and we conduct regular monitoring of pollutant discharges such as BOD (biochemical oxygen demand) and COD (chemical oxygen demand).
  - Emergency response: We conduct drills simulating malfunctions and leaks in our wastewater treatment facilities and have established emergency response procedures accordingly.

Indicators

	FY2013 (Base Year)	FY2022	FY2023	FY2024	FY2025
Water Use (Water Withdrawal)*1	12.575 million m³	8.894 million m³	8.285 million m³	8.138 million m³	7.991 million m³
Water Use per Unit of Net Sales*2	3,121 m³/ 100 million yen (100)	1,749 m³/ 100 million yen (56)	1,538 m³/ 100 million yen (49)	1,449 m³/ 100 million yen (46)	1,424 m³/ 100 million yen (46)
Wastewater Discharge*3	11.457 million m³	6.293 million m³	5.878 million m³	5.961 million m³	6.382 million m³
Reuse and Reclamation Volume*1	0.053 million m³	0.041 million m³	0.060 million m³	0.056 million m³	0.048 million m³

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

Initiatives

We have worked to expand the recycling of cooling water through the use of cooling towers and other measures, while also reviewing our overall water usage. Additionally, at certain overseas sites, we have implemented water reuse through advanced treatment processes, striving to reduce our total water withdrawal.

We also monitor our water withdrawal and recycled volumes to track our progress. Going forward, we will pursue further reductions by focusing on water conservation and the multi-stage reuse of cleaning water.

Biodiversity

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

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

➤Environmental Report 2026 – Biodiversity
https://www.ykkapglobal.com/ja/sustainability/environment/report/ecology/

Risk Management

- Dependency risks: We identify risks of supply instability due to resource depletion or ecosystem degradation by examining our reliance on ecosystems in the procurement of raw materials (such as aluminum, wood, and vinyl).
- Impact risks: We identify the negative impacts that land use, water use, and chemical emissions at manufacturing sites have on surrounding ecosystems, and assess the risks associated risks, such as stricter environmental regulations and reputational damage.
- Conservation efforts around our facilities: At each manufacturing site, we strictly manage wastewater quality to prevent harm to aquatic life, and we monitor the restoration and conservation of the natural environment through tree-planting and greening activities carried out in collaboration with local communities.

Environmental Data

		Japan	Overseas	Total
Scope 1: Direct Emissions		67 kt CO_2	23 kt CO_2	★89 kt CO_2
Scope2: Emissions from Electricity Used		111kt CO_2	40 kt CO_2	★150 kt CO_2
Scope3	Purchased Goods and Services	880 kt CO_2	545 kt CO_2	★1,425 kt CO_2
	Capital Goods	117 kt CO_2	19 kt CO_2	136 kt CO_2
	Fuel-and Energy-Related Activities not Included in Scope 1 or Scope 2	59 kt CO_2	16 kt CO_2	★74 kt CO_2
	Upstream Transportation and Distribution	35 kt CO_2	15 kt CO_2	49 kt CO_2
	Waste Generated in Operations	2 kt CO_2	1 kt CO_2	3 kt CO_2
	Business Travel	5 kt CO_2	0 kt CO_2	5 kt CO_2
	Employee Commuting	13 kt CO_2	1 kt CO_2	14 kt CO_2
	Upstream Leased Assets	0 kt CO_2	0 kt CO_2	0 kt CO_2
	Downstream Transportation and Distribution	1 kt CO_2	7 kt CO_2	9 kt CO_2
	Processing of Sold Products	13 kt CO_2	2 kt CO_2	15 kt CO_2
	Use of Sold Products	0 kt CO_2	0 kt CO_2	0 kt CO_2
	End-of-Life Treatment of Sold Products	16 kt CO_2	2 kt CO_2	17 kt CO_2
	Downstream Leased Assets	0 kt CO_2	0 kt CO_2	0 kt CO_2
	Franchises	0 kt CO_2	0 kt CO_2	0 kt CO_2
	Investments	0 kt CO_2	0 kt CO_2	0 kt CO_2
	Scope3 Total	1,141 kt CO_2	607 kt CO_2	1,748 kt CO_2
Scope1,2, and 3 Total		1,318 kt CO_2	670 kt CO_2	1,988 kt CO_2

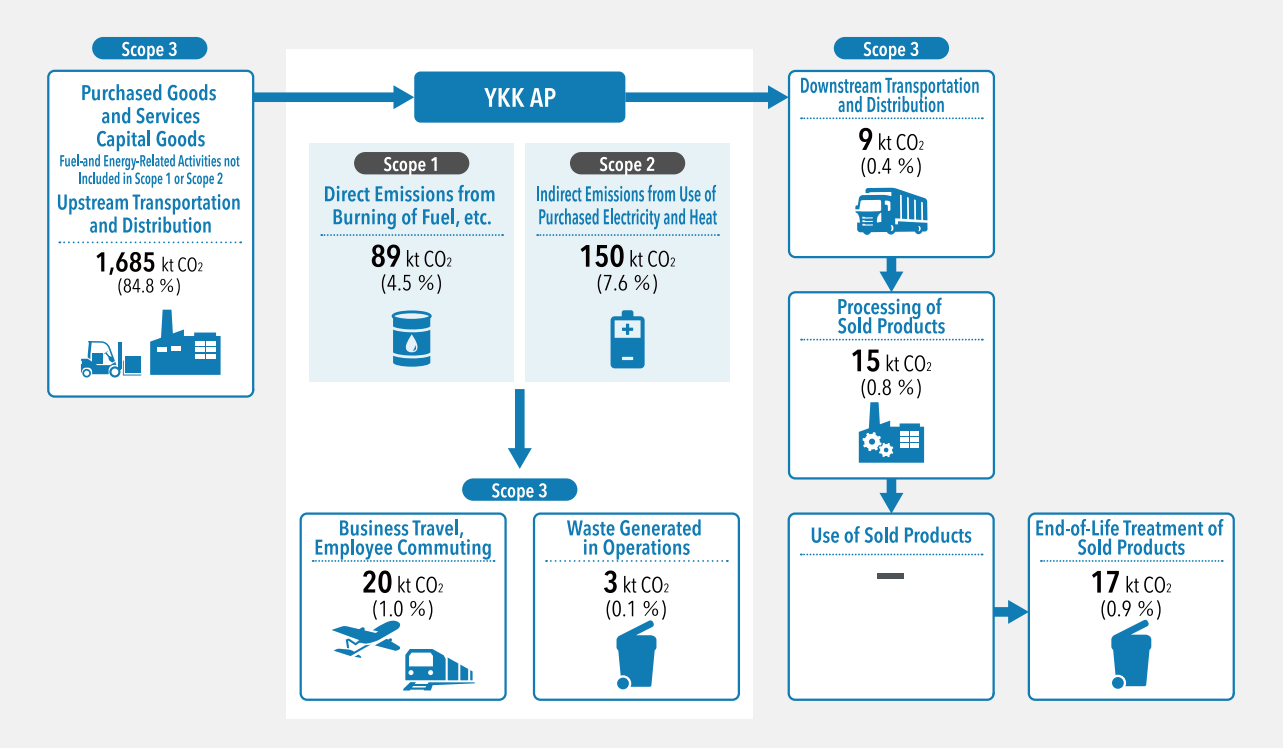
Data from YKK AP Group (Japan and Overseas)

* Data marked with ★ has received third-party verification

Although the verifications are based on t-CO_2 figures, in this table they are converted to thousands of t-CO_2 and rounded to the nearest thousand.

For detailed figures on the items subject to third-party verification, please refer to the verification reports.

FY2025 Breakdown of CO_2 Emissions from the Entire Supply Chain



YKK AP Group (Japan and Overseas Manufacturing Sites)

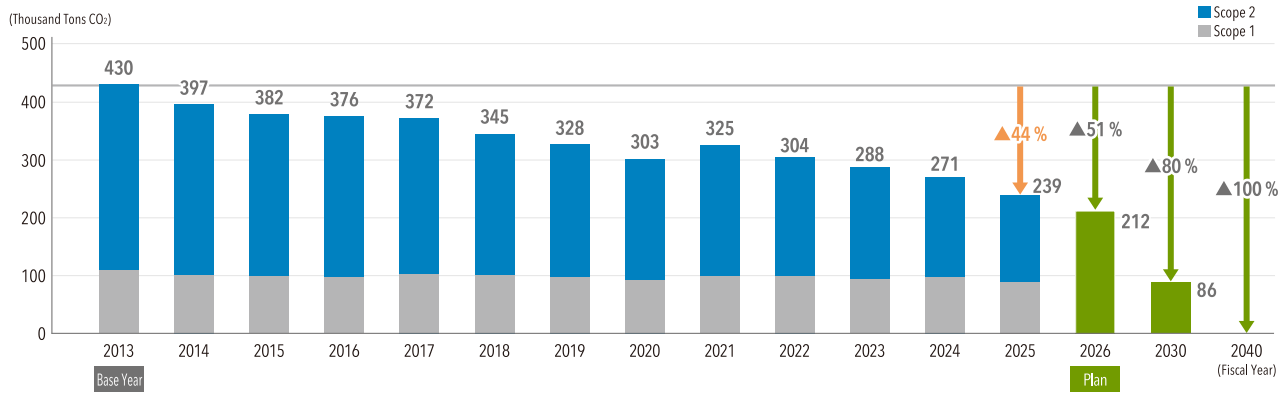
Greenhouse Gas Emissions (Scope3)

	FY2013 (Base Year)	FY2022	FY2023	FY2024	FY2025
(Greenhouse Gas Emissions) Scope3	2,495 kt CO_2	2,079 kt CO_2	1,984 kt CO_2	2,021 kt CO_2	1,748 kt CO_2

Data from YKK AP Group (Japan and Overseas)

* Based on the latest CO_2 emission coefficients, retroactively revised for past years

Greenhouse Gas Emissions (Scopes 1 and 2)



	FY2013 (Base year)	FY2022	FY2023	FY2024	FY2025
Scope1: Direct Emissions	107 kt CO_2	99 kt CO_2	93 kt CO_2	95 kt CO_2	★89 kt CO_2
Scope2: Emissions from Electricity Used	323 kt CO_2	205 kt CO_2	195 kt CO_2	176 kt CO_2	★150 kt CO_2
Scopes 1+2	430 kt CO_2	304 kt CO_2	288 kt CO_2	271 kt CO_2	239 kt CO_2
CO_2 Emissions per Unit of Net Sales	107 t-CO_2/100 million yen	61 t-CO_2/100 million yen	52 t-CO_2/100 million yen	48 t-CO_2/100 million yen	43 t-CO_2/100 million yen

Data from YKK AP Group (Japan and Overseas)

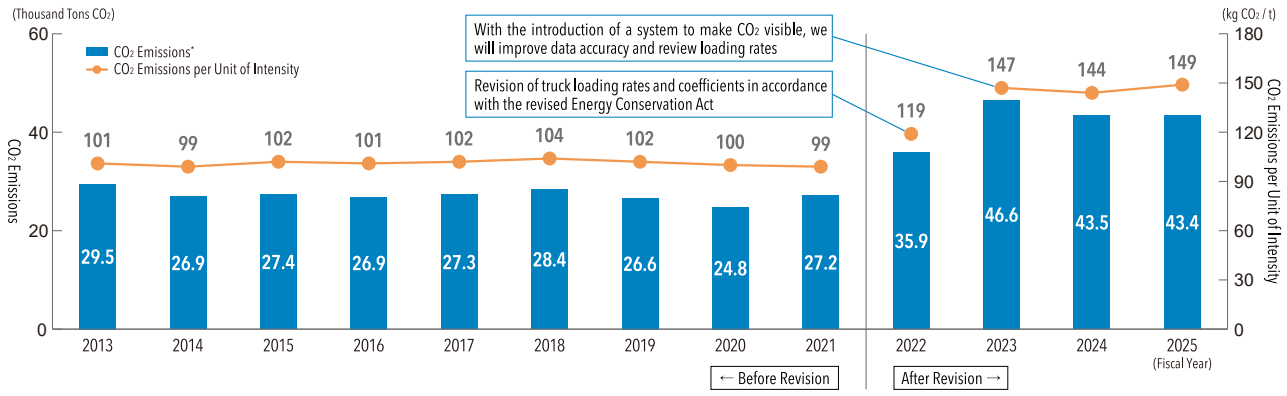
* Based on the latest CO_2 emission coefficients, retroactively revised for past years

* Data marked with ★ has received third-party verification

Although the verifications are based on t-CO_2 figures, in this table they are converted to thousands of t-CO_2 and rounded to the nearest thousand.

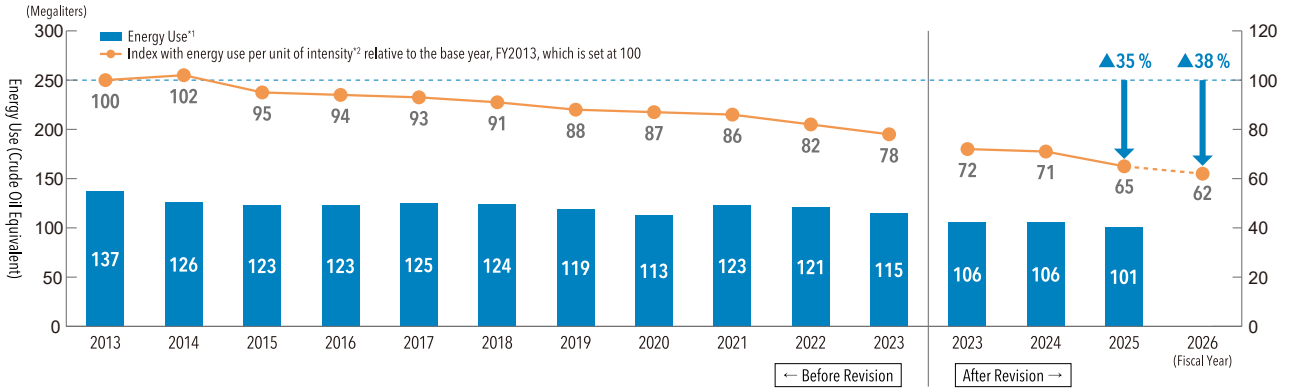
For detailed figures on the items subject to third-party verification, please refer to the verification reports.

CO_2 Emissions from Logistics (Japan)



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

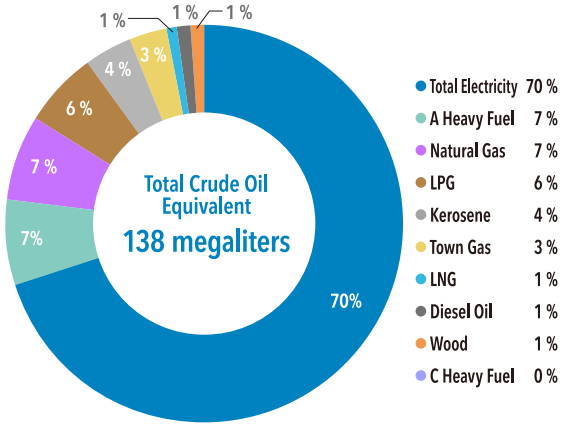
Energy Use and Energy Use per Unit of Intensity (Manufacturing and Sales Sites in Japan)



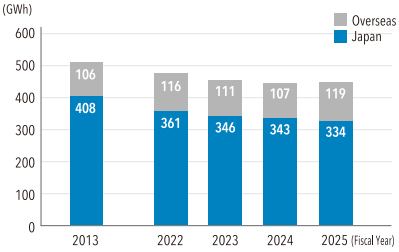
*1 The crude oil conversion coefficients used are those specified in the Act on Rationalization of Energy Use and Shift to Non-fossil Energy. FY2023 and earlier are calculated using coefficients from before the revision of the Energy Conservation Act

*2 Energy use per shipment amount

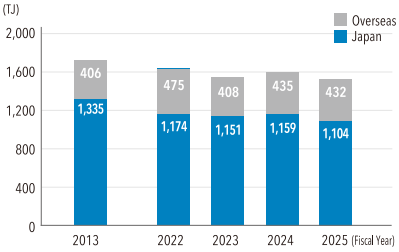
Energy Use by Type



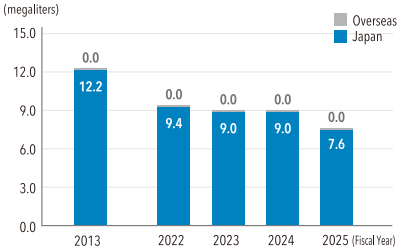
Total Electricity



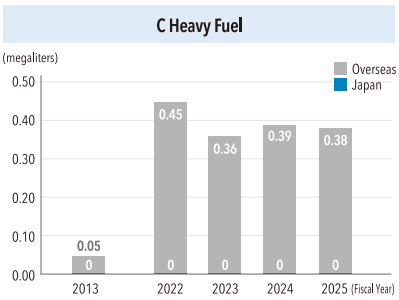
Total Fuel (Converted to Terajoules)



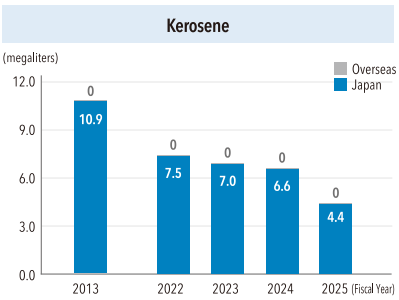
A Heavy Fuel



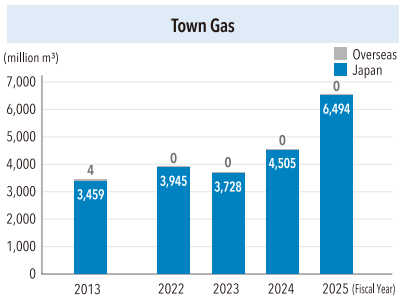
C Heavy Fuel



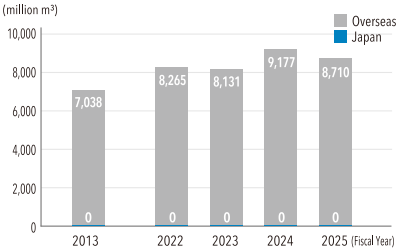
Kerosene



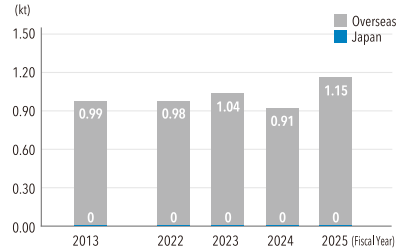
Town Gas



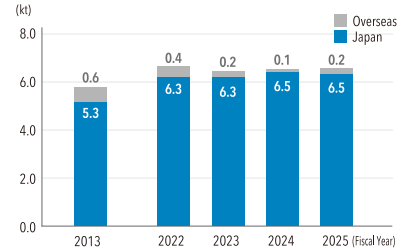
Natural Gas



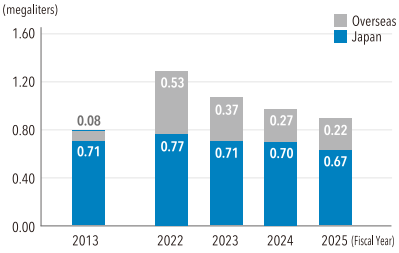
LNG



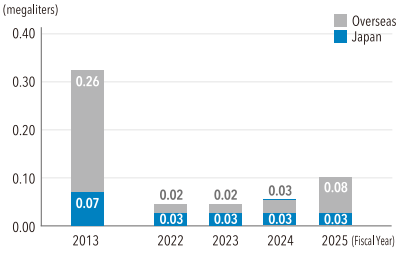
LPG



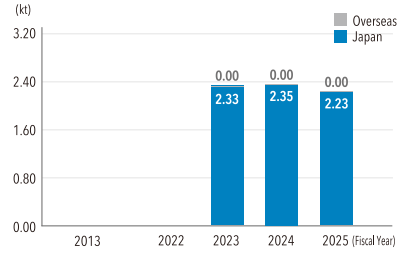
Diesel Oil



Gasoline



Wood*



* Non-fossil fuels added in accordance with the revised Energy Conservation Act

	FY2013 (Base Year)	FY2022	FY2023	FY2024	FY2025
Total Electricity	514.15 GWh	476.62 GWh	456.69 GWh	450.46 GWh	453.42 GWh
of Which Renewable Energy	0.38 GWh	63.45 GWh	74.47 GWh	91.85 GWh	★134.08 GWh
A Heavy Fuel	12.25 megaliters	9.42 megaliters	9.01 megaliters	8.99 megaliters	7.56 megaliters
C Heavy Fuel	0.05 megaliters	0.45 megaliters	0.36 megaliters	0.39 megaliters	0.38 megaliters
Kerosene	10.95 megaliters	7.51 megaliters	6.98 megaliters	6.56 megaliters	4.39 megaliters
Town Gas	3.463 million m³	3.945 million m³	3.728 million m³	4.505 million m³	6.494 million m³
Natural Gas	7.038 million m³	8.265 million m³	8.131 million m³	9.177 million m³	8.710 million m³
LNG	0.99 kt	0.98 kt	1.04 kt	0.91 kt	1.15 kt
LPG	5.86 kt	6.71 kt	6.46 kt	6.59 kt	6.62 kt
Diesel Oil	0.80 megaliters	1.30 megaliters	1.08 megaliters	0.97 megaliters	0.89 megaliters
Gasoline	0.33 megaliters	0.05 megaliters	0.05 megaliters	0.06 megaliters	0.11 megaliters
Wood	-	-	2.33 kt	2.35 kt	2.23 kt
Total Energy (Crude Oil Equivalent)	174.30 megaliters	161.41 megaliters	140.77 megaliters	138.38 megaliters	136.42 megaliters
Total Energy Consumption	998 GWh	935 GWh	890 GWh	893 GWh	880 GWh

Data from YKK AP Group (Japan and Overseas)

* Data marked with ★ has received third-party verification
Although the verifications are based on kWh figures, in this table they are converted to GWh and rounded to the nearest unit.
For detailed figures on the items subject to third-party verification, please refer to the verification reports.

Renewable Energy Ratio

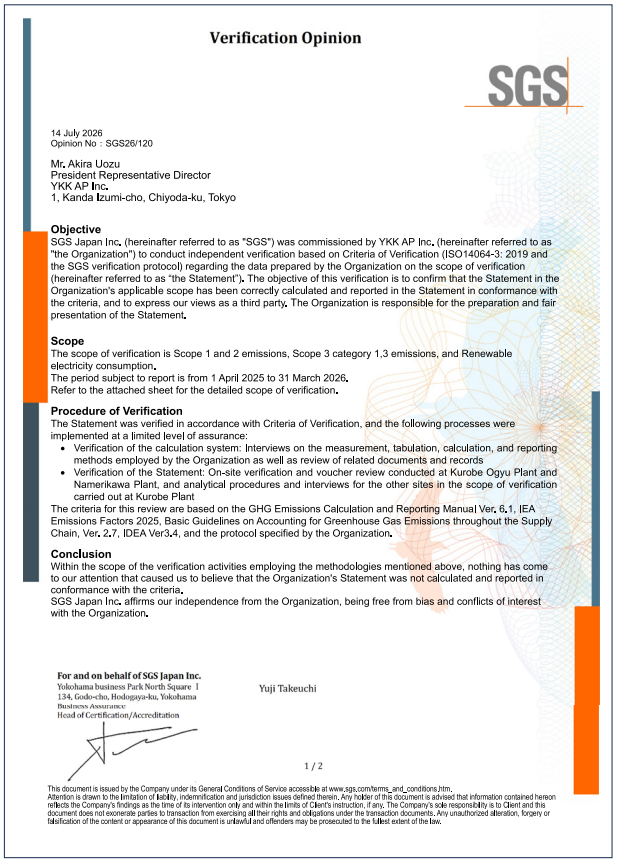
	FY2022	FY2023	FY2024	FY2025
Renewable Energy Ratio	13.3 %	16.3 %	20.4 %	29.6 %

Data from YKK AP Group (Japan and Overseas)

* Percentage of total electricity derived from renewable energy sources

Third-Party Verification

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



Verification Opinion

SGS

14 July 2026
Opinion No : SGS26/120

Mr. Akira Uozu
President Representative Director
YKK AP Inc.
1, Kanda Izumi-cho, Chiyoda-ku, Tokyo

Objective
SGS Japan Inc. (hereinafter referred to as "SGS") was commissioned by YKK AP Inc. (hereinafter referred to as "the Organization") to conduct independent verification based on Criteria of Verification (ISO14064-3: 2019 and the SGS verification protocol) regarding the data prepared by the Organization on the scope of verification (hereinafter referred to as "the Statement"). The objective of this verification is to confirm that the Statement in the Organization's applicable scope has been correctly calculated and reported in the Statement in conformance with the criteria, and to express our views as a third party. The Organization is responsible for the preparation and fair presentation of the Statement.

Scope
The scope of verification is Scope 1 and 2 emissions, Scope 3 category 1,3 emissions, and Renewable electricity consumption.
The period subject to report is from 1 April 2025 to 31 March 2026.
Refer to the attached sheet for the detailed scope of verification.

Procedure of Verification
The Statement was verified in accordance with Criteria of Verification, and the following processes were implemented at a limited level of assurance:

- Verification of the calculation system: Interviews on the measurement, tabulation, calculation, and reporting methods employed by the Organization as well as review of related documents and records
- Verification of the Statement: On-site verification and voucher review conducted at Kurobe Ogyu Plant and Namerikawa Plant, and analytical procedures and interviews for the other sites in the scope of verification carried out at Kurobe Plant

The criteria for this review are based on the GHG Emissions Calculation and Reporting Manual Ver. 6.1, IEA Emissions Factors 2025, Basic Guidelines on Accounting for Greenhouse Gas Emissions throughout the Supply Chain, Ver. 2.7, IDEA Ver3.4, and the protocol specified by the Organization.

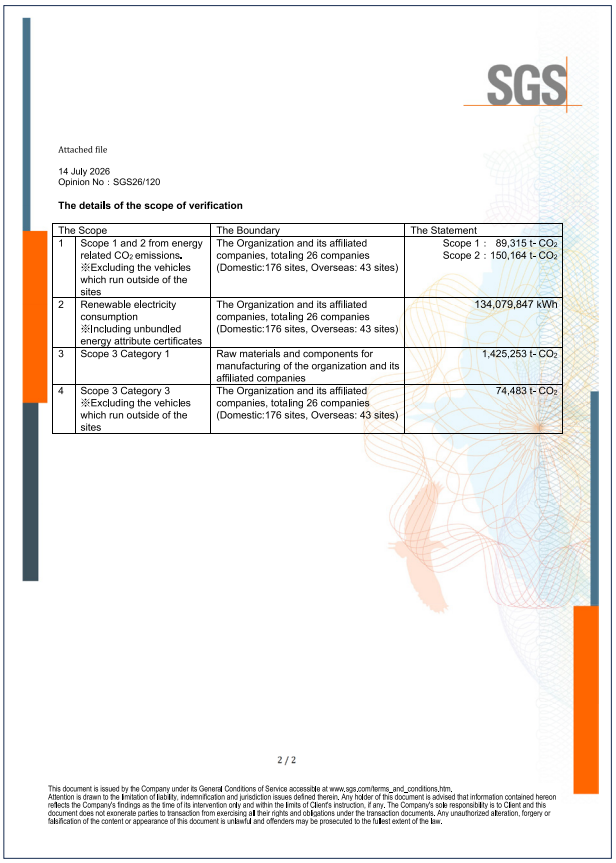
Conclusion
Within the scope of the verification activities employing the methodologies mentioned above, nothing has come to our attention that caused us to believe that the Organization's Statement was not calculated and reported in conformance with the criteria.
SGS Japan Inc. affirms our independence from the Organization, being free from bias and conflicts of interest with the Organization.

For and on behalf of SGS Japan Inc.
Yokohama business Park North Square 1
134, Godo-cho, Hodogaya-ku, Yokohama
Business Assurance
Head of Certification/Accreditation

Yuji Takeuchi

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SGS

Attached file

14 July 2026
Opinion No : SGS26/120

The details of the scope of verification

The Scope		The Boundary	The Statement
1	Scope 1 and 2 from energy related CO_2 emissions. ※Excluding the vehicles which run outside of the sites	The Organization and its affiliated companies, totaling 26 companies (Domestic:176 sites, Overseas: 43 sites)	Scope 1 : 89,315 t- CO_2 Scope 2 : 150,164 t- CO_2
2	Renewable electricity consumption ※Including unbundled energy attribute certificates	The Organization and its affiliated companies, totaling 26 companies (Domestic:176 sites, Overseas: 43 sites)	134,079,847 kWh
3	Scope 3 Category 1	Raw materials and components for manufacturing of the organization and its affiliated companies	1,425,253 t- CO_2
4	Scope 3 Category 3 ※Excluding the vehicles which run outside of the sites	The Organization and its affiliated companies, totaling 26 companies (Domestic:176 sites, Overseas: 43 sites)	74,483 t- CO_2

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➤Third-Party verification
https://www.ykkapglobal.com/ja/sustainability/environment/report/asset/pdf/verification.pdf

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

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

YKK AP's Manufacturing Sites in Japan

	Product Category	Premise Area	CO_2 Emissions	Water Use	Final Disposal of Industrial Waste*1	Emissions of Chemical Substances*2
Tohoku Plant (Osaki-shi, Miyagi)	Residential Architectural Products, Commercial Architectural Products	745,200 m²	41,775 t-CO_2	1.418 million m³	0 t	4 t
Saitama MADO(Window) Plant (Kuki-shi, Saitama)	Windows, Insulating Glass	86,716 m²	0 t-CO_2	0.042 million m³	0 t	0 t
Kurobe Plant (Kurobe-shi, Toyama)	Architectural Products	301,000 m²	61,149 t-CO_2	3.354 million m³	0 t	5 t
Kurobe Ekko Plant (Kurobe-shi, Toyama)	Architectural Parts	234,000 m²	7,482 t-CO_2	0.383 million m³	0 t	0 t
Kurobe Ogyu Plant (Kurobe-shi, Toyama)	Residential Architectural Products	337,000 m²	7,968 t-CO_2	0.138 million m³	0 t	0 t
Namerikawa Plant (Namerikawa-shi, Toyama)	Commercial Architectural Products, Residential Architectural Products	667,317 m²	10,522 t-CO_2	0.406 million m³	0 t	0 t
Shikoku Plant (Utazu-chō, Ayagawa-gun, Kagawa)	Residential Architectural Products, Industrial Profiles	324,300 m²	27,859 t-CO_2	0.675 million m³	0 t	2 t
Kyushu Plant (Yatsushiro-shi, Kumamoto)	Residential Architectural Products, Commercial Architectural Products, Industrial Profiles	342,000 m²	29,783 t-CO_2	0.865 million m³	0 t	4 t
RYUKYU YKK AP INDUSTRY CO.,LTD (Nakagami-gun, Okinawa)	Architectural Products	–	2,301 t-CO_2	–	–	–

*1 Industrial waste that is sent for landfill disposal, industrial waste that is not recycled as fuel
*2 Indicates emissions of substances subject to PRTR (1 ton or more handled)

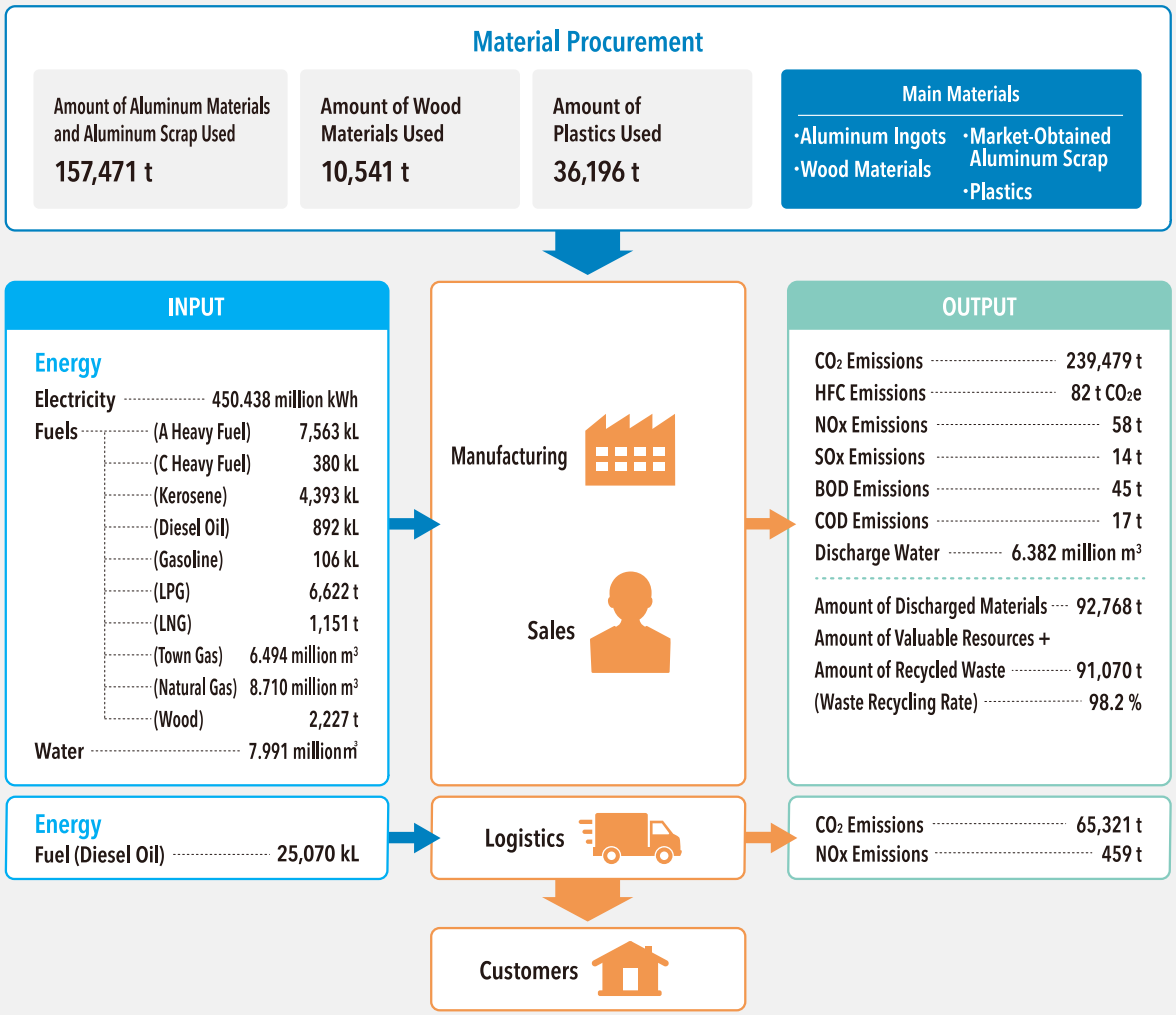
YKK AP's Overseas Manufacturing Sites

	Areas of Business	Premise Area	CO_2 Emissions	Water Use	Final Disposal of Industrial Waste*
YKK AP AMERICA INC. Dublin Factory	Manufacture and Sale of Aluminum Sashes and Windows for Commercial Buildings	817,052 m²	18,582 t-CO_2	0.238 million m³	607 t
YKK AP AMERICA INC. Macon Factory	Manufacture and Sale of Vinyl Windows for Residential Use	202,343 m²	2,033 t-CO_2	0.009 million m³	138 t
ERIE ARCHITECTURAL PRODUCTS INC. Lakeshore Factory (Canada)	Design, Manufacture, and Sale of Unitized Curtain Walls	57,000 m²	453 t-CO_2	0.002 million m³	603 t
DALIAN YKK AP CO., LTD.	Manufacture and Sale of Vinyl Architectural Products	60,000 m²	2,422 t-CO_2	0.012 million m³	6 t
YKK AP (SUZHOU) CO., LTD.	Manufacture and Sale of Aluminum Architectural Products and Components	396,315 m²	5,810 t-CO_2	0.109 million m³	175 t
YKK AP CO., LTD. Shenzhen Factory	Manufacture and Sale of Aluminum Architectural Products	112,152 m²	9,630 t-CO_2	0.138 million m³	0 t
YKK AP TAIWAN CO., LTD. Yangmei Factory	Manufacture and Sale of Aluminum Architectural Products	16,088 m²	446 t-CO_2	0.013 million m³	37 t
PT YKK AP INDONESIA	Manufacture and Sale of Aluminum Architectural Products and Aluminum Profiles	182,940 m²	22,733 t-CO_2	0.078 million m³	8 t
Siam Metal Co., Ltd. Samutsakhon Factory	Manufacture of curtain walls	26,089m²	848 t-CO_2	0.011 million m³	0 t
Bhoruka Extrusions Private Limited	Manufacture and Sale of Aluminum Architectural Product-Related Items	64,742 m²	3,698 t-CO_2	0.014 million m³	130 t

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

Material Flow

YKK AP Group (Japan and Overseas Manufacturing Sites)



PRTR Substances, Air Pollutants

	FY2022	FY2023	FY2024	FY2025
(PRTR Substances) Volume Handled*1	985 t	1,025 t	994 t	786 t
(PRTR Substances) Emissions*1	52 t	83 t	80 t	80 t
(PRTR Substances) Transfer Amount to Sewer System*1	13 t	21 t	26 t	18 t
(Air Pollutants) SOx*2	7 t	11 t	11 t	14 t
(Air Pollutants) NOx*2	51 t	61 t	58 t	58 t

*1 Data from YKK AP (Non-Consolidated)
*2 Data from YKK AP Group (Japan and Overseas Manufacturing Sites)

Pollutants Discharged into Water

	FY2022	FY2023	FY2024	FY2025
Total Weight of Pollutants Discharged into Water*	34 t	37 t	31 t	28 t

YKK AP Group (Japan Manufacturing sites)
* COD, BOD Emission
BOD: Biochemical Oxygen Demand (Discharge into Rivers)
COD: Chemical Oxygen Demand (Discharge into Seas)

Percentage of Business Sites Where Environmental Risk Assessments Have Been Conducted

		FY2022	FY2023	FY2024	FY2025
Manufacturing Sites	Japan	100 %	100 %	96 %	96 %
	Overseas	58 %	67 %	62 %	67 %
	Overall	86 %	89 %	84 %	85 %
Number of Companies	Japan	57 %	57 %	40 %	40 %
	Overseas	50 %	53 %	48 %	50 %
	Overall	52 %	54 %	45 %	47 %

Percentage of Employees who have Received Training on Environmental Issues

	FY2022	FY2023	FY2024	FY2025
Environmental Training Participation Rate	100 %	100 %	100 %	100 %
Environmental Activities (SDGs Action) Participation Rate	99 %	98 %	99 %	98 %

Data from YKK AP Group (Japan)

➤Environmental Report 2026 — Initiatives with Stakeholders: Green Talent
https://www.ykkapglobal.com/ja/sustainability/environment/report/employee/

Number of Pollution and Environmental Incidents

	FY2022	FY2023	FY2024	FY2025
Number of Pollution and Environmental Incidents	0	0	0	1

Data from YKK AP Group (Japan and Overseas)

Environmentally Conscious Investment Policy

In order to contribute to a sustainable society through our products and monozukuri, YKK AP is actively investing in the development of environmentally friendly products and initiatives to reduce the burden on the global environment, such as reducing CO_2 emissions and recycling. At the same time, we will clarify cost-effectiveness and explain our results to stakeholders.

Environmental Accounting Results

	FY2022		FY2023		FY2024		FY2025	
	Capital Investments	Costs	Capital Investments	Costs	Capital Investments	Costs	Capital Investments	Costs
Costs within Business Areas / Pollution Prevention Costs / Wastewater Treatment Equipment Operation and Administration Costs	138 million yen/year	741 million yen/year	188 million yen/year	767 million yen/year	89 million yen/year	775 million yen/year	54 million yen/year	780 million yen/year
Costs within Business Areas / Global Environmental Conservation Costs / Introduction of Waste Heat Recovery Equipment and High Efficiency Lighting Equipment	1,635 million yen/year	326 million yen/year	2,611 million yen/year	341 million yen/year	1,627 million yen/year	384 million yen/year	2,740 million yen/year	446 million yen/year
Costs within Business Areas / Resource Recycling Costs / Promotion of Recycling and Waste Volume Reduction	64 million yen/year	441 million yen/year	132 million yen/year	489 million yen/year	248 million yen/year	501 million yen/year	172 million yen/year	534 million yen/year

YKK AP Group (Japan)

Contributions to CO_2 Reductions through Products

Indicators and Targets

Sustainable Products

Sustainable products are defined as architectural products that contribute to achieving the SDGs by solving priority social issues such as energy conservation, easy-installation, disaster prevention/mitigation, safety/security, and health/hygiene.

	FY2022	FY2023	FY2024	FY2025
Rate of "Sustainable Product" Sales	37.8 %	40.3 %	40.4 %	41.2 %

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

Contributions to CO_2 Reductions through High Thermal Insulation Products

	FY2022	FY2023	FY2024	FY2025
Contributions to CO_2 Reductions through High Thermal Insulation Products	607 kt CO_2	824 kt CO_2	832 kt CO_2	1,084 kt CO_2

Data from YKK AP Group (Japan and Overseas)

➤Environmental Report 2026 — Climate Change (Toward achieving carbon neutrality) Contributions to CO_2 reductions
https://www.ykkapglobal.com/ja/sustainability/environment/report/climate/#contribution

Rate of Vinyl Window Use

	FY2022	FY2023	FY2024	FY2025
Rate of Vinyl Window Use (For Single-Family Houses)	31 %	35 %	39 %	41 %

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

Rate of High Thermal Insulation Window Use

	FY2022	FY2023	FY2024	FY2025
Rate of High Thermal Insulation Window Use (For Single-Family Houses) *1	75 %	79 %	88 %	94 %
Rate of High Thermal Insulation Window Use (For Commercial Buildings) *2	2 %	6 %	8 %	10 %

Data from YKK AP Group (Japan)
*1 Rate of vinyl window, wooden window and aluminum-vinyl composite windows use in sales for single family homes
*2 Rate of vinyl, wood, and aluminum-vinyl composite windows in orders received for commercial buildings

Ratio of New Constructions to Remodeling Projects

			FY2022	FY2023	FY2024	FY2025
Ratio of New Constructions to Remodeling Projects	Residential	New Construction	67 %	63 %	62 %	61 %
		Remodeling	33 %	37 %	38 %	39 %
	Commercial	New Construction	69 %	68 %	68 %	64 %
		Remodeling	31 %	32 %	32 %	36 %

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

Human Rights

Strategy

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

Values

The YKK Group places the YKK Philosophy of the "CYCLE OF GOODNESS®," at the core of all its business activities.
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. YKK founder Tadao Yoshida made this point the major focus in the pursuit of his business, and sought a path that would lead to the mutual prosperity of all the members of society. His thinking was that companies should, in the course of their business, strive to develop the business with inventions, creativity and ingenuity and by constantly creating new value, thereby contributing to society by helping customers and business partners to prosper.
YKK AP acts in a responsible manner toward society in order to conduct business activities in accordance with this philosophy.
We have standardized this in the YKK Group Code of Conduct, which consists of 29 articles grouped into seven basic principles. These seven principles set out guidelines for action that YKK Group employees in all countries and regions are expected to follow with a common awareness. The Code of Conduct includes clear stipulations against discrimination and the violation of human rights for any reason whatsoever. This Policy complements the "Respect for Human Rights" principle set forth in the YKK Group Code of Conduct.

Scope

YKK AP applies this Policy to all YKK AP officers and employees. When the human rights of persons involved in the business, products, or services of the YKK AP, its business partners including suppliers and their business partners, are adversely (negatively) impacted, and when this negative impact is directly related to the YKK AP business, products, or services, we will undertake to encourage those concerned to respect human rights, avoid human rights violations, and address any negative impacts on human rights.

Commitment to Human Rights

YKK AP supports and respects international standards relating to human rights, including the International Bill of Human Rights and the ILO Declaration on Fundamental Principles and Rights at Work as based on the UN Guiding Principles on Business and Human Rights. In all its corporate activities, YKK AP fulfills its responsibilities in respecting the human rights of all people impacted by its business activities.
In countries and regions where 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.

Organization and Governance

Under the YKK Group Management Principle that states we "seek corporate value of higher significance," we place consistent fairness at the center of all our management activities. In accordance with this thinking, we work to implement comprehensive corporate governance systems with the goal of further enhancing our corporate value.
Sustainability issues including human rights are addressed by the Sustainability General Meeting, which is chaired by the President Representative Director of YKK AP. The Sustainability General Meeting formulates policy from the viewpoint of the group as a whole. It disseminates that policy to the relevant divisions and group companies in Japan and overseas and undertakes cross-divisional activities.

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 Education

In order to instill this Policy in all corporate activities and ensure its effective implementation, YKK AP provides appropriate education and training to its officers and employees and encouragement to its business partners and other related parties.

Corrections and Remedies

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.

Ensuring Transparency / Communication

YKK AP periodically assesses the progress of its human rights initiatives and works to enact ongoing improvements. At the same time, the Group communicates this progress through websites, reports, and other communication channels.
With respect to human rights affected by its business activities, YKK AP will continue to develop a series of initiatives under this Policy to respond appropriately to changes in the business and environment, so as to enable it to understand, address, and improve its activities from the point of view of those impacted.

Maintaining Initiatives for Respecting Human Rights

In order to maintain and strengthen our initiatives directed at respecting human rights into the future, we will respond to human rights issues appropriately in accordance with changes in the business and environment, and review our policies as needed.

April 3, 2023
Representative Director and President, YKK AP Inc.
Akira Uozu

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.

System

Human Rights Promotion System

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 in Japan and overseas. This working group comprises members from the Human Capital Strategy Division, the Legal Group, the Compliance Promotion Office, the Corporate Purchasing Department, and the Occupational Safety and Health Department.

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.

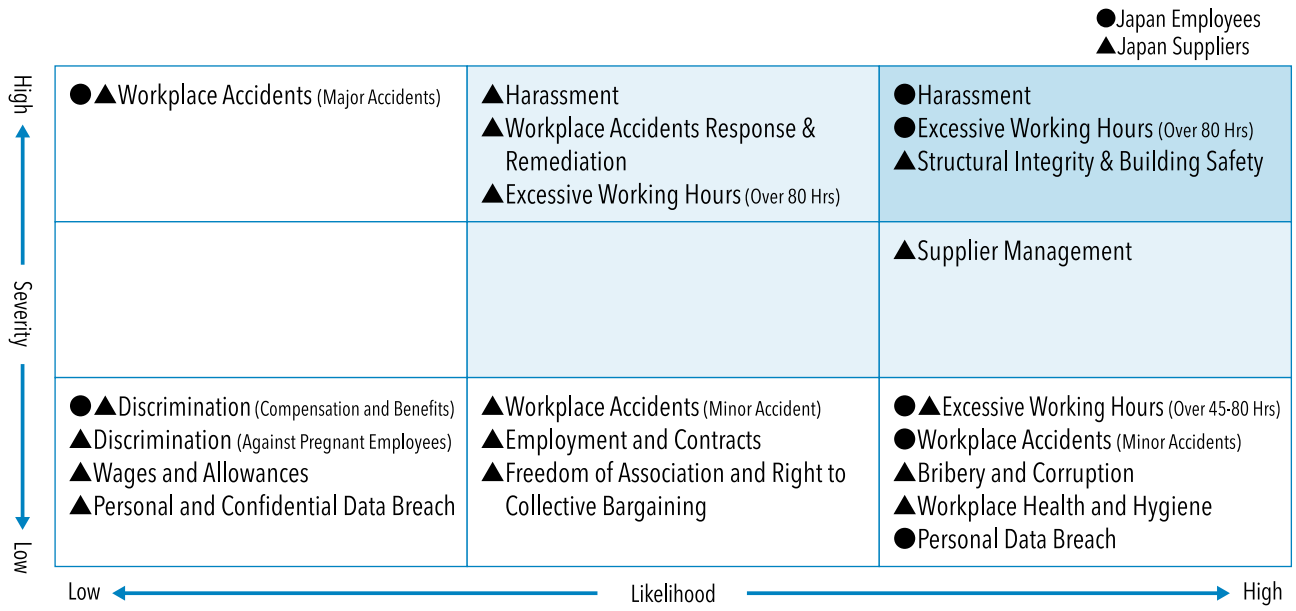
Human Rights WG (FY2025 Results)	Number of Meetings	7
	Main Agenda Items	●Sharing of progress on human rights due diligence and the of interviews with individual overseas companies ●Review of the criteria for assessing domestic human rights risks ●Assessment of the effectiveness of preventive and corrective measures to mitigate risk

➤Corporate Compliance System
https://www.ykkapglobal.com/en/sustainability/governance/compliance/#system

Risk Management

The Human Rights WG conducts human rights impact assessments based on the "YKK Global Criteria of Compliance (YGCC)," which aligns with ISO 26000 standards. Following the assessment of domestic employees in FY2023, we expanded the scope to include overseas employees in FY2024, actively identifying and addressing human rights risks.

To address priority risks identified in Japan –such as long working hours, discrimination, harassment, occupational accidents, and personal data leaks –we re-evaluated our definitions and assessment criteria for risk likelihood in FY2025, updating our domestic human rights risk map. Furthermore, based on first-half monitoring results, we evaluated the effectiveness of our initiatives to date and worked to optimize our preventive and corrective measures. Regarding our zero-tolerance items –child labor, forced labor, and emergency planning and fire safety –continuous monitoring confirmed zero violations in FY2025.



Initiatives to Address Human Rights Risks (Japan)

- Long Working Hours

  Governance: Regular reporting to the Work Style Reform Committee and oversight by the Board of Directors

  Prevention and Management: Operation of an attendance management system linked to PC logs, alongside monthly monitoring by managers

  Corrective Action: Guidance on occupational physician consultations for employees exceeding working-hour thresholds

  FY2025 Evaluation and Response: While the number of violations is on a downward trend, we are conducting video-based training to prevent unpaid overtime and ensure proper working-hour compliance

- Harassment

  Governance: Oversight through the issuance of a "Declaration on the Eradication of Harassment" by senior management and regular reporting to the Board of Directors

  Prevention and Management: Regular harassment training for all employees and officers, alongside maintaining a robust monitoring framework through YGCC audits

  Corrective Action: Establishment of internal and external consultation/whistleblowing helplines, prevention of recurrence through formal written warnings, and internal disclosure of disciplinary actions

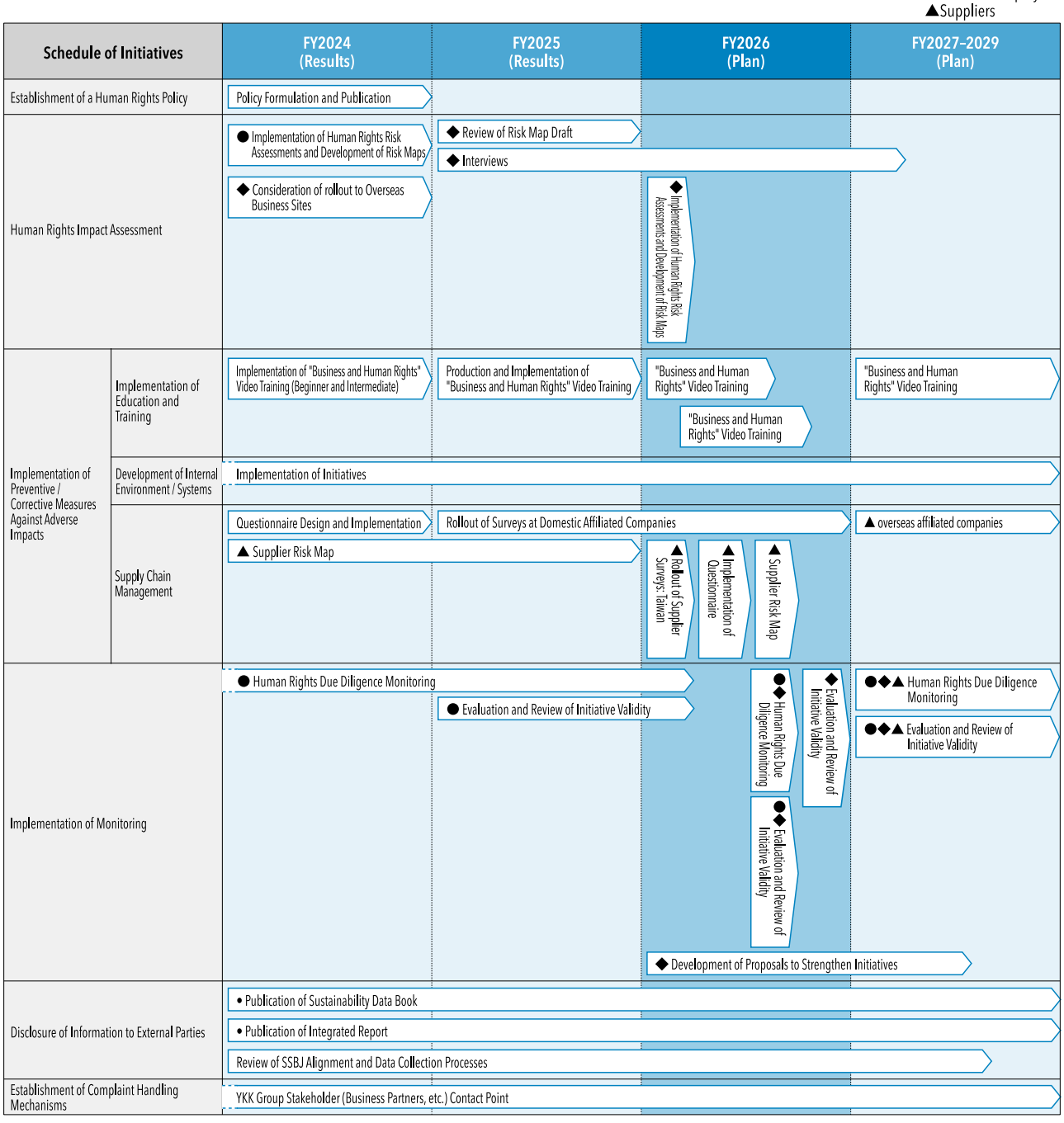
  FY2025 Evaluation and Response: While the number of substantiated harassment cases shows a slight downward trend, consultation helplines receive steady inquiries, reflecting growing trust in the reporting system. Moving forward, we will strengthen awareness by sharing case studies via the company intranet

Initiatives

Activity Results and Plans

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

●Japan Employees
◆Overseas Employees
▲Suppliers



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

Human Rights Activities Cycle			Main Initiatives
Policy Commitment	Establishment of a Human Rights Policy		●Publication of the Human Rights Policy
Human Rights Due Diligence	Human Rights Impact Assessment		●Analysis of adverse impacts on Human Rights and Risk Mapping Japan: Updating the risk maps Overseas: Risk surveys initiated via YGCC Suppliers (Japan): 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 (Japan: June; Overseas: January–February 2026) - For all employees of the Group in Japan (11,741 employees trained) - Participation Rate: 90% / Comprehension Rate: 98% / Satisfaction Rating: 94% - Overseas Group employees (1,574 employees trained) - Comprehension Rate: 98% / Satisfaction Rating: 94%
		Development of Internal Environment/Systems	●Operation of attendance management systems, integration of PC logs as objective record tracking, establishment of internal and external reporting channels, introduction of a new HR system, and public disclosure of disciplinary cases within the company ●Recurrence Prevention Measures (further strengthening of inherent safety and enhancement of equipment safety reviews)
		Supply Chain Management	●Implementation of revised supplier questionnaire (Japan) → Rolled out to domestic affiliated companies Implemented to 123 companies
	Implementation of Monitoring		Establishing priority focus items for each human rights risk, validating their effectiveness, and ensuring appropriate assessment criteria for risk likelihood ●Monitored Indicators: Engagement surveys, disciplinary actions (harassment, discrimination, etc.), internal whistleblowing reports, employees with excessive overtime, personal data leaks, and occupational accidents ●Audits & Reviews: Regular site audits by the Internal Audit Division, alongside YGCC Self-Inspections and Internal Audits
	External Information Disclosure		Publication of the Integrated Report and 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

Instilling and Embedding Awareness of Human Rights / Activities to Promote Awareness of Human Rights

To enhance human rights awareness among all employees, we continue to provide ongoing education on "Business and Human Rights." We are steadily expanding the scope of our regions and target audiences, with training materials available in seven languages (Japanese, English, Simplified Chinese, Traditional Chinese, Indonesian, Thai, and Vietnamese).

- FY2022 Key Focus: Global trends in "Business and Human Rights" and corporate practices in human rights due diligence
- FY2023 Key Focus: Fostering personal ownership by raising awareness of everyday human rights risks and deepening understanding of company initiatives
- FY2024 Key Focus: Disseminating the "YKK AP Human Rights Policy" and deepening understanding of business and human rights
- FY2025 Key Focus: Deepening practical understanding of human rights issues through specific case studies across each stage of the value chain

	FY2022	FY2023	FY2024	FY2025
Number of Participants	2,164	9,533	10,472	11,741
Comprehension Rate	96 %	93 %	97 %	98 %

YKK AP Group (Japan) Results

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 Business Partner Consultation and Reporting Channel – Complaints and Consultations Related to Human Rights
https://ml.helpline.jp/ykkjapan-partner/index_en.html

Human Resources

Strategy

Guided by the philosophy of the CYCLE OF GOODNESS®, the YKK Group is committed to upholding fairness and creating systems and environments where each employee can unleash their full potential, without regard to age, gender, or educational background.

Our vision is to cultivate a "Forest Organization" –a business where every employee adopts a "managerial mindset" and grows together as a collective, much like individual trees forming a thriving forest. To deliver sustained corporate value, we strive to build truly fair HR systems alongside comprehensive human resource development.

To embody this philosophy, we are rolling out "Architect HR," a workforce strategy designed to transition our organization from a traditional "managed" structure to a "self-organizing" one where employees actively create value. Applying architectural principles to organizational development, this approach "designs" an ecosystem where individuals thrive. By integrating five essential architectural elements –a solid Foundation, a flexible Framework, optimal Materials, diverse Connections, and Transparency –we build a system for continuous, sustainable organizational evolution.

Specifically, we are advancing "frameless careers" by shifting toward job- and skill-based evaluation and compensation models. Furthermore, through tailored education frameworks such as "AP Academeia" and the "Next-Generation Manager Development Program," we systematically foster technical, sales, and executive talent. Ultimately, our goal is to build an organization where every employee can continuously embrace new challenges and grow with a strong sense of conviction.

➤Our Basic View on Human Resources
https://www.ykkapglobal.com/en/sustainability/society/hr-strategy/#human

Diversity & Inclusion Declaration

Based on the concept of "fairness," we will create new value through mutual recognition and acceptance of differences in age, gender, educational background, nationality, and disability, etc.

1. We aim to create a workplace where anyone can engage in their work actively and comfortably with motivation, regardless of generation.
2. We aim to cultivate female leaders who can make proposals and improvements utilizing diverse perspectives in the fields of sales, manufacturing, technology, and management.
3. We aim for a company that can respond to the demands of society through each employee's diverse values.

System

To drive human capital management for the sustainable enhancement of corporate value, we have built a robust governance framework where executive management oversight and operational execution work in tandem.

We established the Role and Personnel Evaluation Committee to ensure optimal organizational design and talent allocation aligned with our business and departmental policies. Concurrently, the Human Resources Policy Committee conducts overall coordination across divisions to make recommendations to the Role and Personnel Evaluation Committee. Meeting on a monthly cycle, this committee facilitates the sharing, reporting, and evaluation of company-wide HR initiatives, thereby driving cross-functional optimization across the entire organization.

Risk Management

To drive sustainable corporate value creation by enhancing job satisfaction and workplace fulfillment, we conduct annual engagement surveys covering all employees. By visualizing organizational health and identifying key challenges through workplace dialogue, each division implements targeted improvements and integrates these insights into subsequent annual policies. Guided by regular monitoring from senior leadership and ongoing dialogue across operations, we execute a continuous PDCA cycle to maximize organizational vitality.

Additionally, we established the Employee Relations and Internal Reporting Governance Committee to prevent harassment, enhance the quality of handling labor consultations and reports, and proactively mitigate similar risks through deep-dive case analyses. Meeting monthly, the committee deliberates on response strategies for individual cases, formulates recurrence prevention measures based on root-cause analysis, and drives continuous improvement through post-implementation monitoring.

Indicators and Targets

	FY2022	FY2023	FY2024	FY2025	FY2028 (Targets)
Number of Women in Management Positions	122	133	148	158	200 or more
Employee Engagement*1	48 %	48 %	49 %	57 %	59 %
Rate of Employees who Take Childcare leave (Men) *2	73 %	68 %	69 %	74 %	75 % or over
Achievability of Career Goals	-	-	46 %	50 %	53 %
Number of Times Employees Obtained Qualifications Eligible for Public Qualification Incentives	1,748	1,313	1,509	1,558	1,580
Next-Generation Leader Development Program					
・Number of Participants*3	9 (204)	9 (204)	9 (213)	22 (235)	24 (305)
・Number of Corporate Officers Appointed*4	32	34	41	41	49

Data from YKK AP (Non-Consolidated)
*1 Following changes to the survey questions in January 2026, historical data has been recalculated to align with the updated standards.
*2 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.
*3 Figures in Parentheses indicate Cumulative Number of Participants
*4 Cumulative Total of Employees

Diversity & Inclusion

	FY2022	FY2023	FY2024	FY2025
Rate of Mid-Career Hires	44.5 %	58.0 %	46.1 %	23.1 %
Rate of Women Among New Hires	29.2 %	30.2 %	38.9 %	37.4 %
Ratio of Men's to Women's Wages	69.7 %	70.1 %	70.0 %	70.9 %
Ratio of Men's to Women's Wages per Managerial Position	87.7 %	88.4 %	90.5 %	89.4 %
Female Management Rate	6.2 %	6.5 %	6.8 %	7.1 %
Number of Women in Section Manager Positions or Equivalent	447	474	494	521
Rate of Persons with Disabilities Among Employees	2.30 %	2.44 %	2.37 %	2.48 %

Data from YKK AP (Non-Consolidated)

Work Style

	FY2022	FY2023	FY2024	FY2025
Take-Up Rate of Annual Paid Leave	71.3 %	76.7 %	77.7 %	79.9 %
Total Actual Hours Worked per Person (Annual)	1,974 hours	1,963 hours	1,951 hours	1,936 hours
Number of Employees Using Childcare Leave (Men)	169	157	149	182
Number of employees using childcare leave (Women)	90	74	91	75
Rate of Employees who Take Childcare Leave (Women) *	96.6 %	102.8 %	102.2 %	104.2 %
Number of Employees Using Nursing Care Leave	3	5	5	4

Data from YKK AP (Non-Consolidated)
* 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

	FY2022	FY2023	FY2024	FY2025
Number of Employees sent by the Company to Obtain Degrees*	17	21	24	26
Percentage of Employees who have Received Career-Related Training	-	7.3 %	9.5 %	11.1 %

Data from YKK AP (Non-Consolidated)

* Degrees counted in the cumulative total: PhD, MBA, MOT

Initiative

We actively support employees in balancing work with childcare and nursing care. Key measures include promoting flextime and telework, hosting seminars on balancing work with nursing care, and offering company-sponsored "Petit MBA for Childcare Leave" programs to ease the transition back to work. Furthermore, since FY2022, we have operated a system allowing employees to request a location transfer if relocating with a transferred spouse, enabling career continuity without resignation.

To realize diverse work styles, our cross-functional Work Style Reform Committee leverages engagement survey results to identify challenges and implement prompt improvements. Key measures implemented to date include designating encouraged annual paid leave days, establishing a "refresh leave" system, enhancing telework options, introducing flextime to manufacturing divisions, issuing secondary employment guidelines, and providing smartphones to all employees. Additionally, we actively invest in workplace environment enhancements, continuously upgrading air conditioning, cafeterias, restrooms, and break rooms.

Human Resources Data

Japan

		FY2022	FY2023	FY2024	FY2025
Number of Employees		12,802	12,991	13,337	13,302
Ratio of Male to Female Employees	Men	74 %	73 %	73 %	72 %
	Women	26 %	27 %	27 %	28 %
Average Age	Men	44.2 years old	44.3 years old	44.5 years old	44.7 years old
	Women	41.8 years old	42.0 years old	41.9 years old	42.0 years old
Number of Employees by Age Group	10s-20s	2,277	2,358	2,484	2,481
	30s	2,344	2,319	2,390	2,404
	40s	3,445	3,300	3,037	2,847
	50s	3,619	3,834	4,044	4,088
	60s and above	1,117	1,180	1,382	1,482
Personnel Turnover Rate		2.6 %	2.3 %	2.2 %	2.0 %
Average Length of Service	Men	21.0 years	20.9 years	19.8 years	19.9 years
	Women	18.7 years	18.6 years	17.2 years	17.1 years

Data from YKK AP Group (Japan)

Overseas

	FY2022	FY2023	FY2024	FY2025
Number of Employees	4,341	4,843	4,915	5,120

Data from YKK AP Group (Overseas)

Industrial Health and Safety

Strategy

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 the creation of a health and safety culture based on mutual education
Developing people and workplaces that can think and act with autonomy

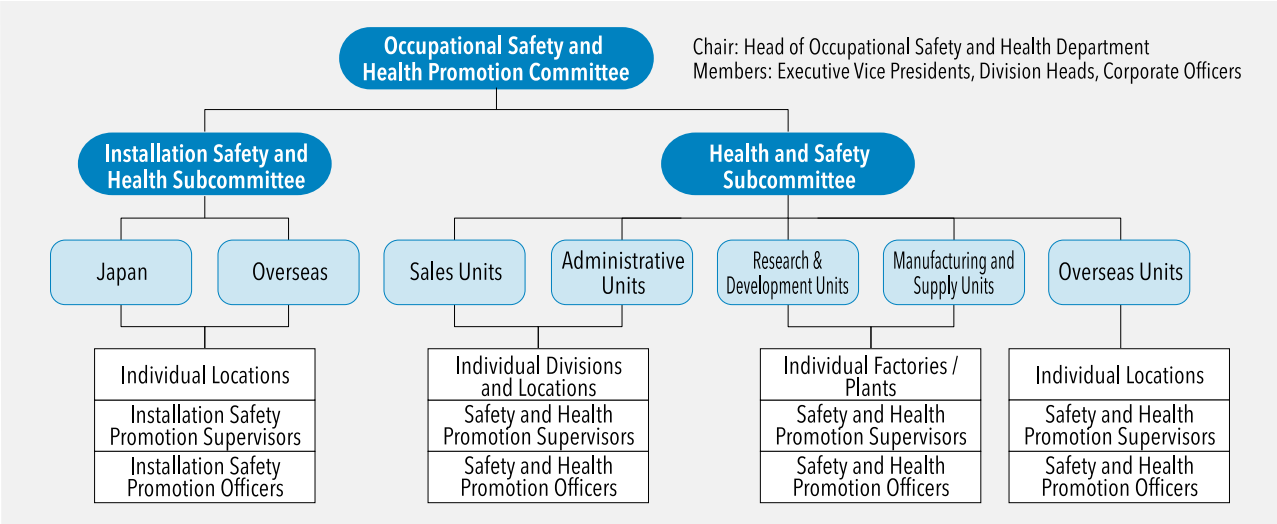
- In our business activities, we will prioritize the industrial health and safety for all employees, including temporary staff and contractors, and ensure a safe and comfortable working environment
- We will comply with local labor standards, laws, and regulations in each country and region
- We will 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

April 2026
Occupational Safety and Health Promotion Committee
Chair: Kazuhiro Matsumoto

System

Policies, structures, measures, and reporting standards related to safety and health are deliberated and decided by the Installation Health and Safety Subcommittee and the Occupational Health and Safety Promotion Subcommittee. Decisions are then reviewed and approved by the Occupational Safety and Health Promotion Committee before being rolled out to each location, division, manufacturing facility, and plant. At each location, measures are implemented under the leadership of the designated health and safety officer, while head office divisions manage progress and conduct monitoring, thereby ensuring company-wide health and safety governance.

Health and Safety Promotion System



Risk Management

Workplace Environment: Elimination of Potential Risks

As a proactive safety measure to prevent (anticipate) work-related accidents, we conduct risk assessments based on workplace inspections by supervisors and interviews with workers. By addressing unsafe conditions and behaviors early, before they become apparent, we strive to reduce health and safety risks and optimize the workplace environment.

Manufacturing Equipment: Equipment Safety

To ensure stable operation and maintain performance, we conduct equipment safety diagnostics upon initial installation and routinely every three years. By establishing a diagnostic framework capable of detecting and addressing equipment deterioration and anomalies at an early stage, we actively work to prevent accidents and occupational injuries resulting from equipment failures.

Measures to Prevent Similar Disasters

For workplaces identified with significant safety concerns –such as a high frequency of occupational injuries or severe accidents –we take proactive steps to reinforce their safety management systems.

Compliance

To quickly assess situations and prevent improper handling –such as the non-reporting or concealment of occupational injuries –we strictly enforce prompt reporting to the Occupational Safety and Health Management Department upon any work-related accident. By ensuring transparency and speed in our escalation process, we systematically investigate root causes, enable the horizontal deployment of preventive measures, and maintain strict regulatory compliance.

Indicators

	FY2022	FY2023	FY2024	FY2025
Frequency of Work-Related Accidents*1	0.22	0.10	0.20	0.10
Annual Rate of Work-Related Accidents per 1,000 Persons*2	0.09	0.08	0.10	0.04
Work-Related Accident Severity Rate*3	0.01	0.00	0.02	0.00

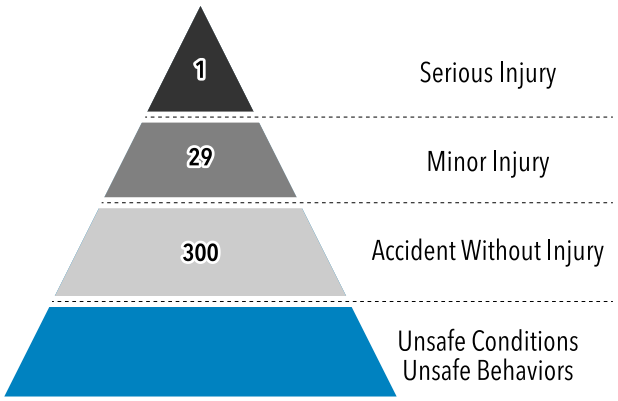
*1 Data from YKK AP (Japan)
The number of work-related fatalities and injuries that result in one or more days of absence from work or the loss of a body part or its function.
Calculated as "the number of fatalities and injuries due to work-related accidents / the total number of actual working hours × 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 x 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 x 1,000"

Initiative

Workplace Environment

Sharing "Good Practice" Case Studies: We promote the Sharing of "Good Practice" Case Studies, conducting risk assessments based on near-miss incidents to drive tangible workplace improvements. According to the accident pyramid model, eliminating serious occupational injuries requires the systematic removal of underlying unsafe conditions and unsafe behaviors at the base. At YKK AP, we share and horizontally deploy improvement examples derived from frontline insights across all operating locations nationwide. Through this approach, we foster bottom-up safety awareness among all employees while continuously raising safety standards across the entire organization.

The Accident Pyramid



	FY2022	FY2023	FY2024	FY2025
Number of Improvements Implemented	553	695	1,205	985

YKK AP Group (Japan)
Number of shortcuts eliminated and awkward tasks improved

Manufacturing Equipment

Equipment Safety Inspections: At each workplace, supervisors, specialized maintenance engineers, and technicians conduct diagnostics alongside equipment operators using standardized safety criteria. Equipment that successfully passes the diagnostic process is affixed with an "Equipment and Machinery Use Permit," with inspection progress centrally tracked in our integrated equipment database (DB).

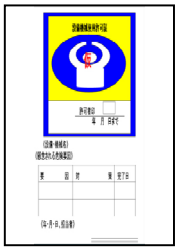
New Equipment | Reactivated Equipment | Existing Equipment (Inspected Every Three Years)

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.

	FY2022	FY2023	FY2024	FY2025
Machinery Units Passing Safety Diagnostics	2,805	2,576	2,343	2,658

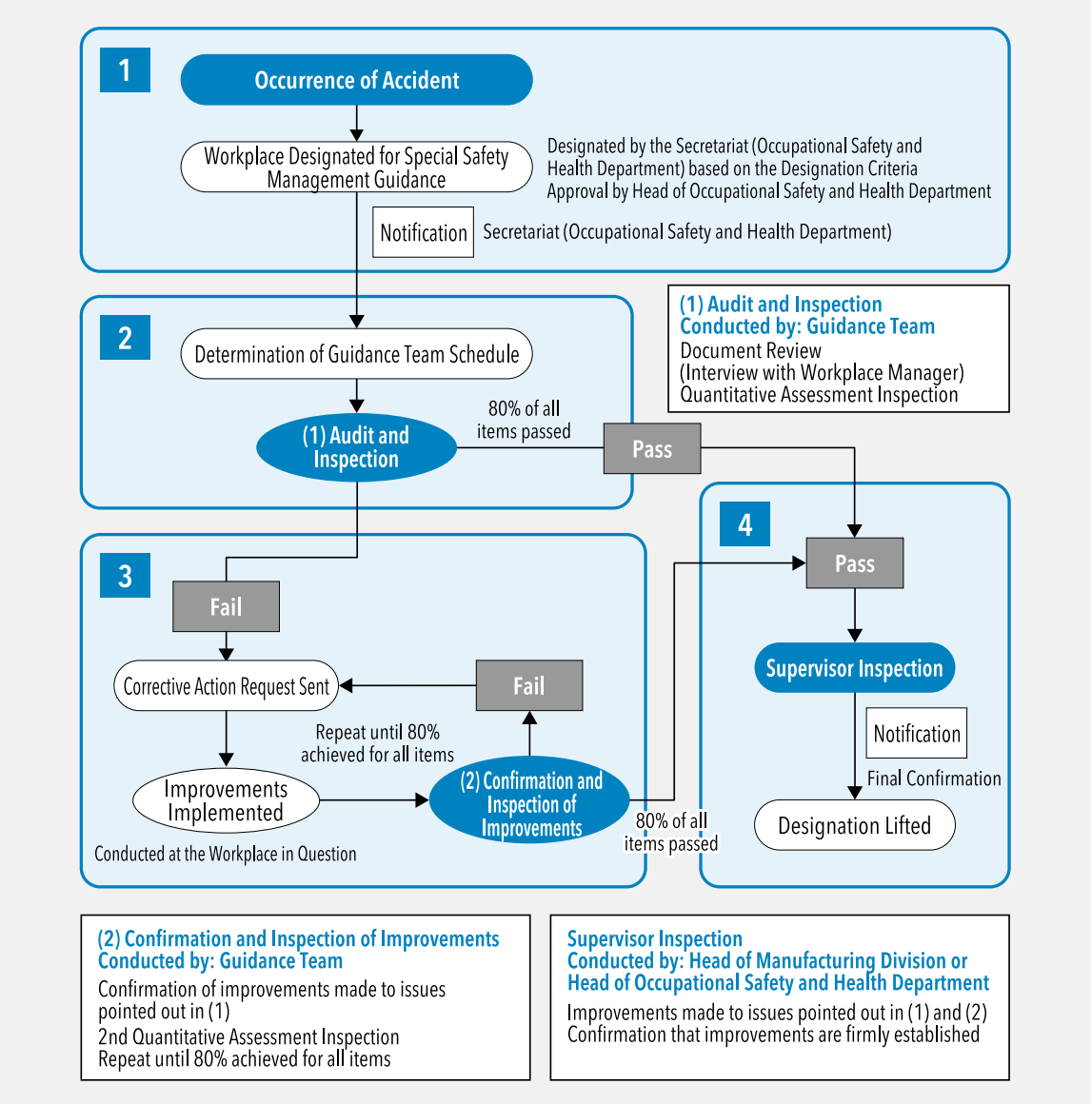
YKK AP Group (Japan)
The number of pieces of equipment that passed the safety inspection based on the safety inspection checklist for new equipment, reactivated equipment, and existing equipment (regular inspection every three years)

Measures to Prevent Similar Disasters

Designation for Special Safety Management Guidance: Under our Special Safety Guidance Designation criteria, formal notifications are issued to designated high-risk workplaces. A dedicated guidance team then conducts documentation audits and quantitative safety patrols, providing continuous instruction and improvement support until the facility achieves an 80% or higher score across all evaluation criteria.

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



	FY2022	FY2023	FY2024	FY2025
Number of Designations for Workplace Special Safety Management Guidance	0	5	3	3

YKK AP Group (Japan and Overseas)

Compliance

Enforcing Strict Escalation of Occupational Accidents

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)

Health Management

Strategy

YKK AP views 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 "2026 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.

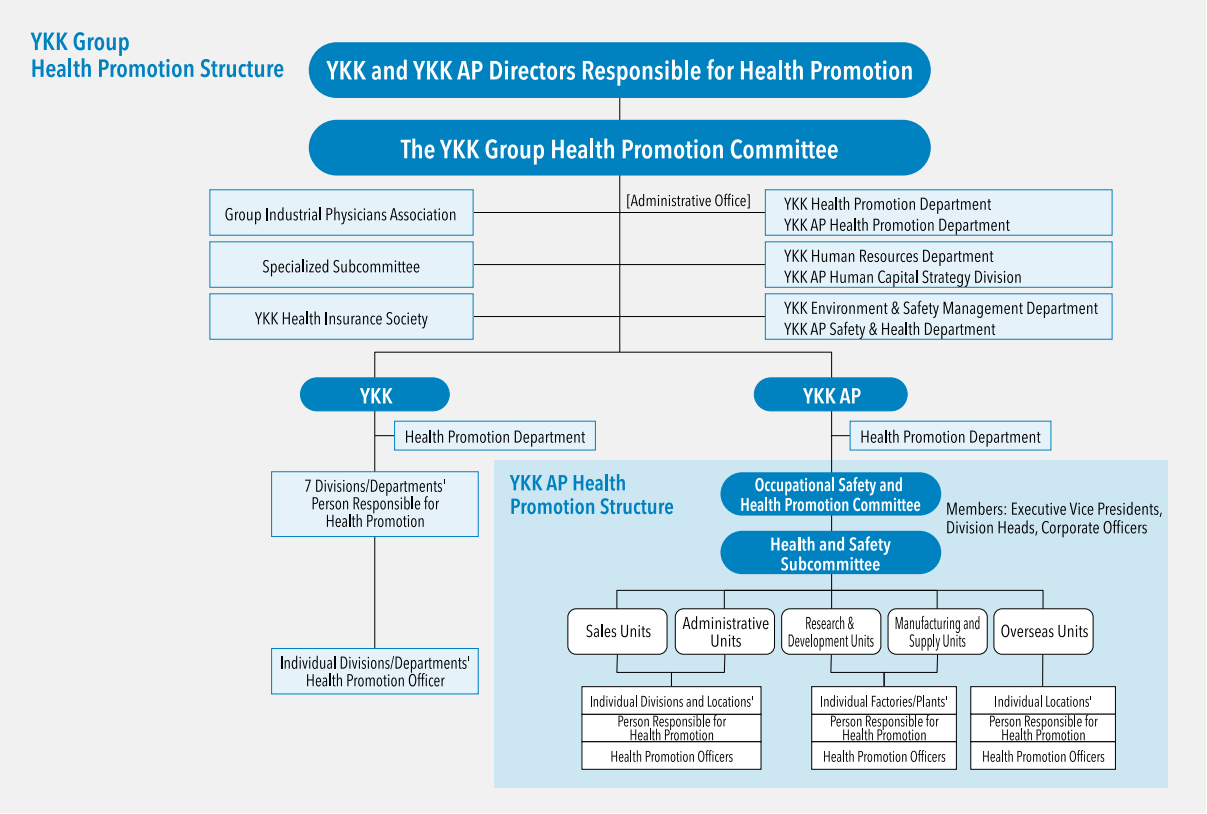
Fundamental Health Promotion Policy

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.

System

The YKK Group Health Promotion Committee is responsible for establishing, implementing, and evaluating the Group's health promotion policies, organizational structure, and initiatives. At YKK AP, the planning and progress of initiatives are approved by the Occupational Safety and Health Promotion Committee, and these initiatives are implemented by persons with responsibility for promoting health (designated officers for each location and region) and other relevant staff (such as HR and health and safety personnel).

Health Promotion Structure



Risk Management

Matters related to the management of personal information and information disclosure are handled after consultation with the YKK Group Health Promotion Committee, which consists of physicians (industrial physicians) and health insurance societies.

Indicators and Targets

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, to reduce opportunities for smoking and eliminate unwanted secondhand smoke, we have implemented a policy of "no smoking on company premises or during working hours." To prevent mental health issues, we are expanding mental health training, supporting self-care using a stress check system, and improving work environments.

Health Management Indicators

	FY2022	FY2023	FY2024	FY2025
Presenteeism (Average Score) (WHO-HPQ Absolute Presenteeism)	61 points	62 points	63 points	64 points
Percentage of People Taking the Stress Check	97.2 %	98.0 %	98.1 %	97.8 %
Rate of Highly Stressed Persons (the Ministry of Health, Labour and Welfare Standards)	14.7 %	16.0 %	13.5 %	11.5 %
Percentage of People who Exercise Regularly (Exercise for 30 Minutes or More a Day for Once or More a Week)	46.5 %	44.6 %	47.5 %	42.5 %
Take-Up Rate of Regular Health Checks	99.9 %	99.9 %	99.9 %	— *
Take-Up Rate of Full Medical Examinations	68.0 %	78.0 %	75.0 %	— *
Percentage of People with Metabolic Syndrome	18.6 %	15.5 %	16.5 %	— *
Percentage of People Targeted for Special Health Guidance	20.6 %	19.7 %	19.7 %	— *
Percentage of People Undergoing Special Health Guidance	54.1 %	59.3 %	59.0 %	— *
Percentage of Smokers	28.6 %	28.3 %	26.2 %	24.7 %
Number of Days of Long-Term Absence Due to Mental Illness (Days of Absence)	16,267 days	20,397 days	20,633 days	15,999 days
Participation Rate in Health Promotion Campaigns	69.5 %	67.9 %	77.0 %	75.9 %

Data from YKK AP (Non-Consolidated)

* Numbers for FY2025 are currently being aggregated

Initiative

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.

Quality

Strategy

YKK Group Quality Charter

Since the establishment of YKK Group, "Quality Management" has been the central focus of all our business activities. YKK Group highly values the trust our customers have placed in our business, and pledges to continue providing products and services with the highest commitment to quality.

- We Value our Customers' Trust: YKK Group offers products and services that fully satisfy our customers' needs and those of society at large. We have attained this high level of satisfaction by closely collaborating with our business partners, and by paying sincere and responsive attention to them, their markets, and society in relation to all aspects of products, sales and service.
- Our Commitment to Quality Craftsmanship: Our customers' point of view is paramount in our pursuit of quality craftsmanship, and this pursuit permits us to attain a global standard of quality based on a philosophy of integrated production.

➤ 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 Inc. adopted the YKK AP Product Safety Basic Policy, comprised of the Product Safety Pledge and Product Safety Action Guidelines.

Product Safety Pledge

YKK AP makes it a top priority to ensure product safety. We have formulated the following Product Safety Basic Policy to provide our customers with safety and security and to put into practice one of the core values we uphold at the YKK Group, which is to continue being committed to quality. We will actively promote product safety efforts to this end.

Product safety Action Guidelines

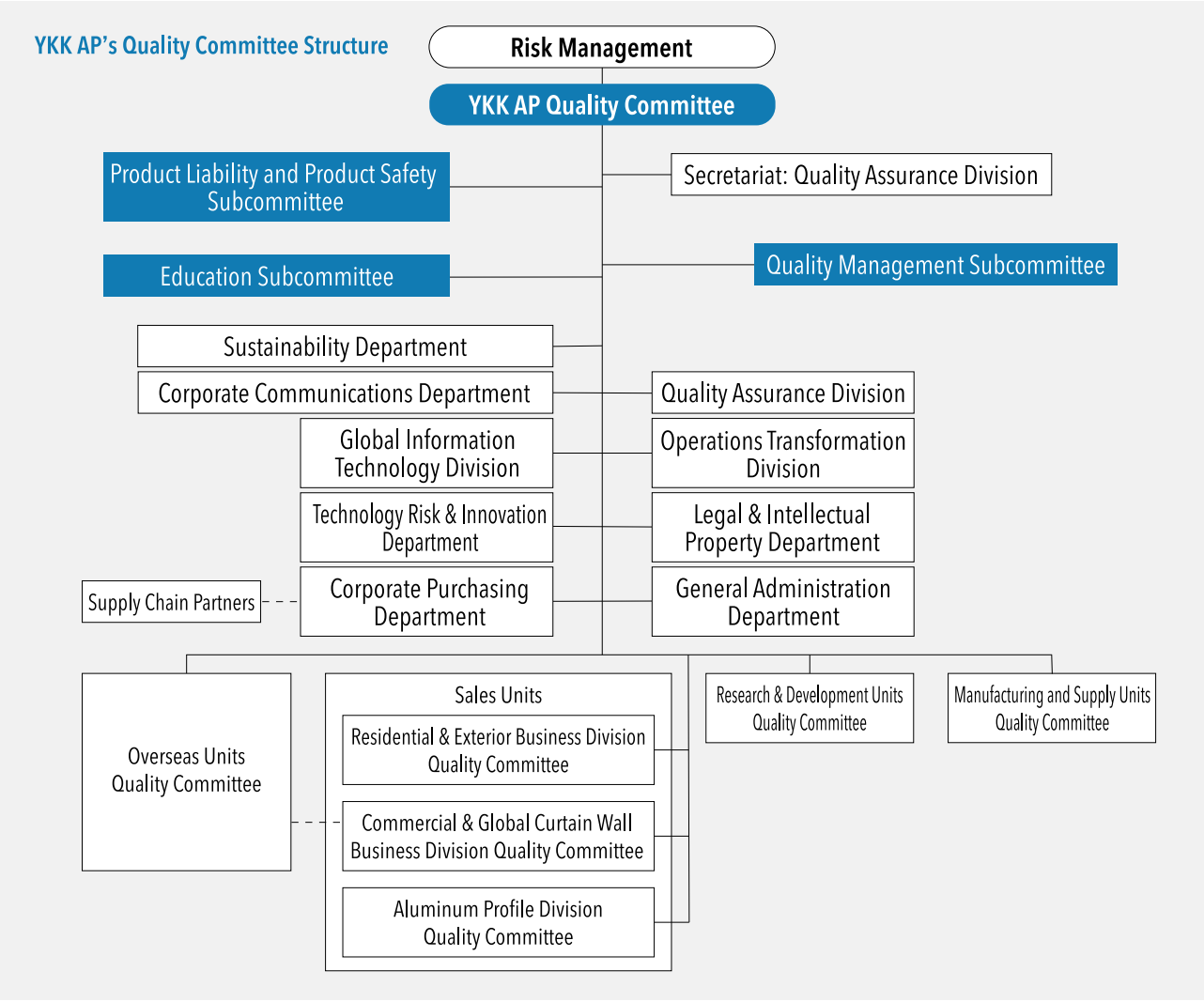
1. **Compliance with laws, regulations, etc.**
   We will comply with various laws, regulations, safety standards, etc. related to product safety established in the regions and areas in which we do business.
2. **Ensuring product safety**
   We will strive to prevent accidents caused by misuse or inattention by taking steps to ensure safety of the products themselves through establishing our own standards from the users' point of view in addition to official standards related to product safety, as well as by providing appropriate information to customers who use our products and businesses that handle our products.
3. **Building a system to promote product safety**
   We will work to analyze and reduce risk at each stage, from planning, developing, and designing products to shipping, assembly, installation, use, and disposal as well as build a system to promote product safety including materials and components, etc.
4. **Formulating and implementing a voluntary action plan**
   We will work to raise consciousness of product safety as well as develop and advance a culture of product safety by formulating and operating a voluntary action plan for product safety to make continuous improvements.
5. **Collecting and disclosing product accident information**
   In addition to proactively collecting information about product accidents, etc. (including potential accidents) from customers, businesses that handle our products, government agencies, etc., we will respond and provide information quickly and appropriately.
6. **Responding when product accidents occur**
   When a product accident occurs, we will immediately confirm the facts, report to relevant agencies in accordance with laws, regulations, etc., investigate the cause, and provide redress for victims. If there is the possibility that the accident may reoccur or spread, we will provide information appropriately and recall the product or take other measures necessary to prevent accident reoccurrence and spread.
7. **Auditing, reviewing, and improving the system to promote product safety**
   We will conduct audits on a regular basis to examine whether each action related to product safety is carried out appropriately and in line with related laws and regulations, official standards, our own standards, etc. We will also review and revise these guidelines and the voluntary action plan as necessary based on changes in the market and social awareness as well as progress in science and technology, etc.

System

Quality Assurance System

YKK AP has established a Quality Committee as a company-wide, cross-organizational oversight body to ensure that we deliver safe and reliable products to all our customers. This committee deliberates on and decides basic policies and key initiatives regarding quality, product liability, and product safety, and is responsible for implementing and monitoring these initiatives across all business divisions and functional divisions.

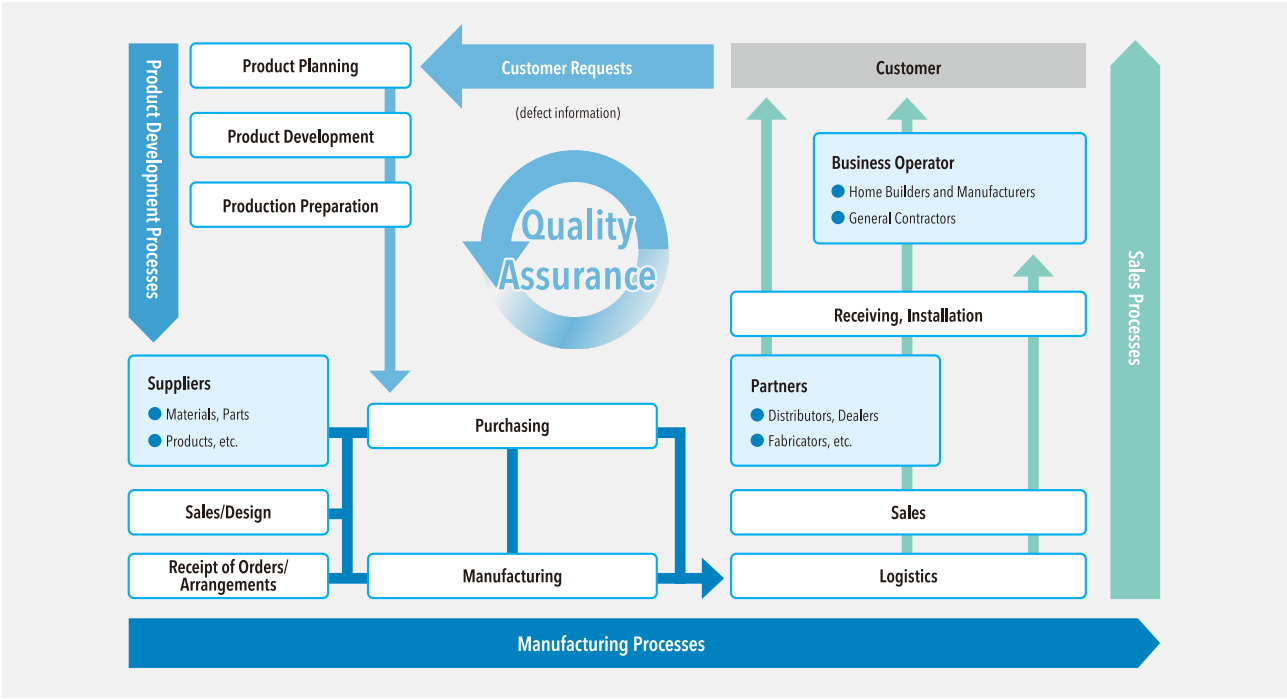
Furthermore, we have established a crisis management system to rapidly gather information and determine countermeasures in the event of a serious accident, thereby forming a governance structure in which senior management is directly involved.



Risk Management

Customer feedback collected by the Customer Service Center and Maintenance Division, along with field quality issue reports, is centrally integrated and managed through a dedicated quality system. This data is promptly fed back to R&D, manufacturing, and sales divisions to drive existing product enhancements, next-generation product design, and manufacturing process optimizations.

From a proactive prevention standpoint, we also enforce rigorous risk assessments during the product development phase, ensuring market risks are minimized prior to commercial rollout.



Initiative

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.

	FY2022	FY2023	FY2024	FY2025
Number of Visitor Groups to YKK AP Experience Showrooms	1,250	1,707	1,839	2,208
Number of Visitor Groups to Alliance Collaboration Showrooms	76,811	95,039	94,666	97,155

Data from YKK AP (Non-Consolidated)

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

Initiatives for Improving Customer Satisfaction

FE (Field Engineers)

The Engineering Service Center (ESC) within the Residential & Exterior Business Division was established to convert on-site expertise into organizational assets and maximize Customer Lifetime Value (CLV). The ESC is structured around six core units: the Quality Assurance Department, Maintenance Promotion Department, Installation Partner Support Department, Field Engineering Department, Fire Prevention & Resistance Measures Office, and Engineering Services Office.

Field Engineers (FEs) belong to the Field Engineering Department, with 55 engineers active at the front lines of installation sites across 15 locations nationwide. By expanding specialized education programs for FEs, we provide hands-on technical guidance in training sessions for regional professional users, ensuring final installation quality and proactive defect prevention. Further, in addition to visiting the site and investigating the causes when a fault has occurred, they provide feedback to the FTC (Field Technical Center) and Product Development, leading to improved products.

	FY2022	FY2023	FY2024	FY2025
Number of Participants Attending Workshops Given by FEs	11,075	11,714	13,077	16,551

Data from YKK AP (Non-Consolidated)

➤FE (Field Engineers)
https://www.ykkapglobal.com/en/sustainability/value-chain/installation/#engineer

Maintenance support

Less than seven 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 Customer Engineers (CE) 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. In FY2026, we established the new Residential & EX Installation Partner Association, welcoming members from our existing Maintenance Partner Association. By fostering even higher technical expertise across our partner network, we remain committed to elevating service quality to ensure that customers can enjoy our products with complete safety and peace of mind for many years to come.

	FY2022	FY2023	FY2024	FY2025
Number of Customer Engineer (CE)	525	612	620	640

Data from YKK AP (Non-Consolidated)

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

Supply Chain Management

Strategy

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.

YKK Group Procurement Policy

We have based our business activities on the conviction, under the CYCLE OF GOODNESS® YKK Philosophy, that an enterprise is an important member of society, that it must thereby coexist with other elements of society, and the value of its existence will be recognized by the benefits it shares with society. The belief behind this is that no one prospers without rendering benefit to others. We carry out business activities with the aim of bringing mutual prosperity, and our intent is that innovative ideas and inventions will result in business expansion for the Group, which in turn would bring prosperity to customers and trading partners, and thus benefit all society. This is none other than our execution of sustainability.

Organizational Governance
In Japan and overseas, we endeavor to understand and know each country's laws and regulations that pertain to our business, and to observe them in our activities. We are committed to fair and transparent dealings, and do not enter into cartels or collusion.

Human Rights
We strive to conduct dealings with due consideration of human rights, and endeavor to conduct transactions that do not involve forced labor, child labor, human trafficking, illegal employment of foreign workers, unfair discrimination, or other such practices.

Labor Practices
We encourage and pursue procurement from business partners whose employment conditions and health and safety standards, including remuneration and working conditions, comply with the laws and regulations of the countries and regions in which they conduct their activities, and who promote the creation of workplaces where employees can work with peace of mind.

Environment
We aim for Sustainable Procurement, which gives due consideration to environmental protection, resource conservation, climate change countermeasures, and similar.

Fair Operating Practices
We appropriately consider the various values involved in a transaction, including quality, price, delivery dates, and procurement periods, and engage in rational decision-making accordingly.
We evaluate the operating conditions, technological capability, and corporate positioning of business partners, and pursue transactions that respect corporate social responsibilities.

Consumer Issues
We listen to the opinions of stakeholders and endeavor to bring an ethical awareness to our dealings.

Basic Principles of Procurement

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. 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

System

To ensure sustainability throughout the entire supply chain, we promote fair and transparent procurement activities in accordance with our Procurement Policy, Basic Transaction Principles, and Basic Policy on Green Procurement. In line with these policies, we strive to build relationships of trust with our business partners while working to achieve responsible procurement that takes environmental and social considerations into account. Important matters regarding material procurement are reported regularly at management meetings, and monitoring and decision-making take place at the management level. In addition, monthly reporting meetings are held across the entire procurement organization, which consists of the Corporate Purchasing Department, the procurement sections at each manufacturing plant, and the procurement functions of overseas affiliated companies, with the aim of sharing information on procurement status and challenges, as well as strengthening governance. With regard to human rights considerations, the Human Rights WG, established under the Compliance Committee, is working to address human rights issues within the supply chain. Through these initiatives, we aim to strengthen governance across the entire supply chain and achieve responsible procurement.

Risk Management

YKK AP regularly conducts CSR surveys of its major suppliers. We analyze the responses from the perspectives of the environment, society, governance, and quality, and request individual improvements from suppliers where issues are identified. Furthermore, by conducting these surveys on an ongoing basis, we monitor each supplier's progress toward improvement, working to reduce risks across the entire supply chain. We are gradually expanding the scope of the surveys to include key suppliers of both our domestic and overseas affiliated companies.

In addition, the Human Rights WG analyzes responses to the human rights-related questions in the CSR survey to create a human rights risk map. These findings are used to address human rights risks in the supply chain, such as by requesting improvements from suppliers identified as carrying such risks.

Indicators

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.

Furthermore, in FY2025, we expanded the survey scope to include key suppliers of four domestic affiliated companies.

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.

	FY2022	FY2023	FY2024	FY2025
Number of Companies that we have Concluded an Agreement with Regarding the Basic Transaction Principles*1	1,184	1,226	1,276	1,301
Number of Companies for which CSR Surveys have been Implemented*2	1,184			
Number of Companies for which the Revised CSR Survey has Been Implemented*3		106	111	123

*1 Data from YKK AP (Non-Consolidated); cumulative total of companies

*2 Data from YKK AP (Non-Consolidated)

*3 Figures through FY2024 represent YKK AP on a non-consolidated basis, while figures for FY2025 represent the YKK AP Group (Japan)

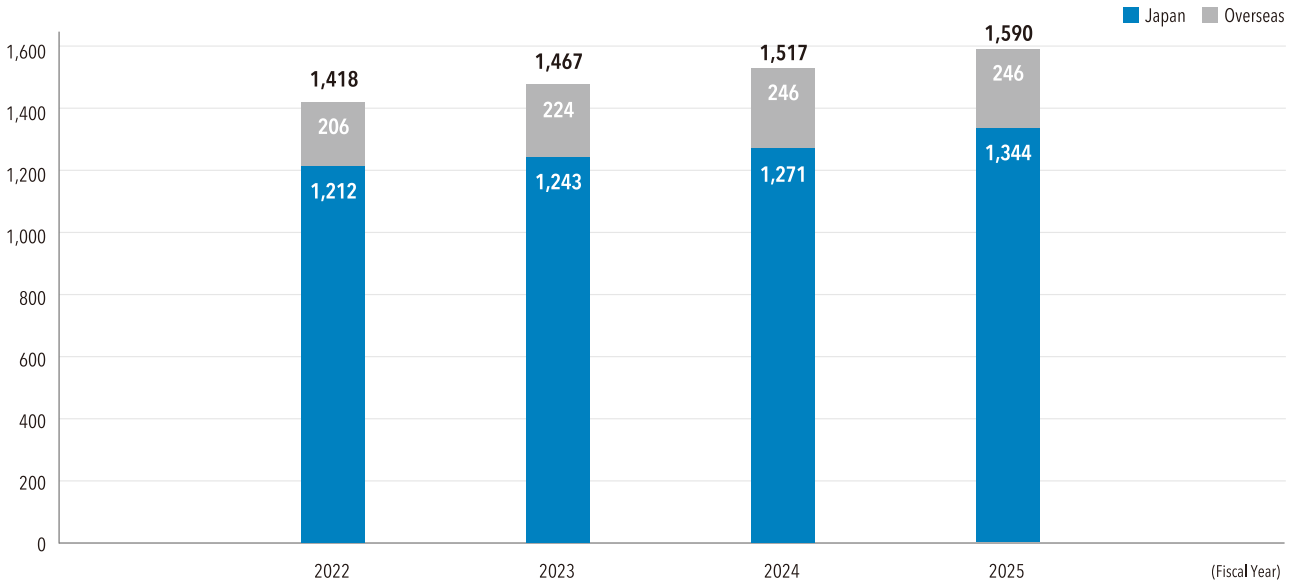
Innovation Management

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

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.

Initiative

Stakeholders	Key Value Created	Relationship with Stakeholders	An Example of Communication
Customers	● Healthy and comfortable living ● Peace of mind and reliability through long-lasting products ● Information that lets customers choose products they can be satisfied with	Provide better products and services ・Verify product value from a consumer perspective ・Addressing inquiries, feedback, and customer 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	● Enhancing the value of buildings ● Enhancing productivity ● Installation risk control ● Strengthening appeal to customers	Sustainable business initiatives through partnerships ・Explain YKK AP's performance and policies ・Exchange opinions for product planning and improvement of existing products ・Organize promotional events and proposal activities ・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. ・In addition to hosting the "National Builders Convention" (with 130 participants)–a study session designed to facilitate information exchange among builders and help them solve challenges–and organizing site visits, we are conducting outreach activities tailored to the needs of our partner companies, such as providing individualized support for problem-solving through our product divisions across eight regions nationwide. ・At the Kurobe Ogyu Plant, we operate the Partners Support Studio, where we provide technological proposals to professional users. 2026 marks the studio's eighth year of operation, and it has achieved 8,000 visitors to date.
Suppliers Vendors	● Building co-creative relationships ● A responsible supply chain ● Medium- to long-term growth opportunities	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 Academies" 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 eight sites in Japan.
Local communities	● Maintaining and creating local employment ● Reductions in energy consumption and CO_2 emissions ● Reducing environmental impact ● Improving resilience	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. ・We are focusing our efforts on cleanup activities aimed at reducing marine litter and protecting the ecological environment of aquatic areas. In October 2025, YKK AP (SUZHOU) conducted a total of eight cleanup activities, both on-site and off-site, with 136 employees participating. In addition to the riverbanks and lawn areas on company premises, employees worked together to conduct a cleanup along the walking path at Yangcheng Lake, a nearby scenic spot.

Employees	● Fulfilling work and growth ● Pride in work that contributes to society and the community ● A sense of solidarity and security working with colleagues who share the same values	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 FY2025, these meetings were held a total of 50 times at 42 locations in Japan, with more than 500 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.