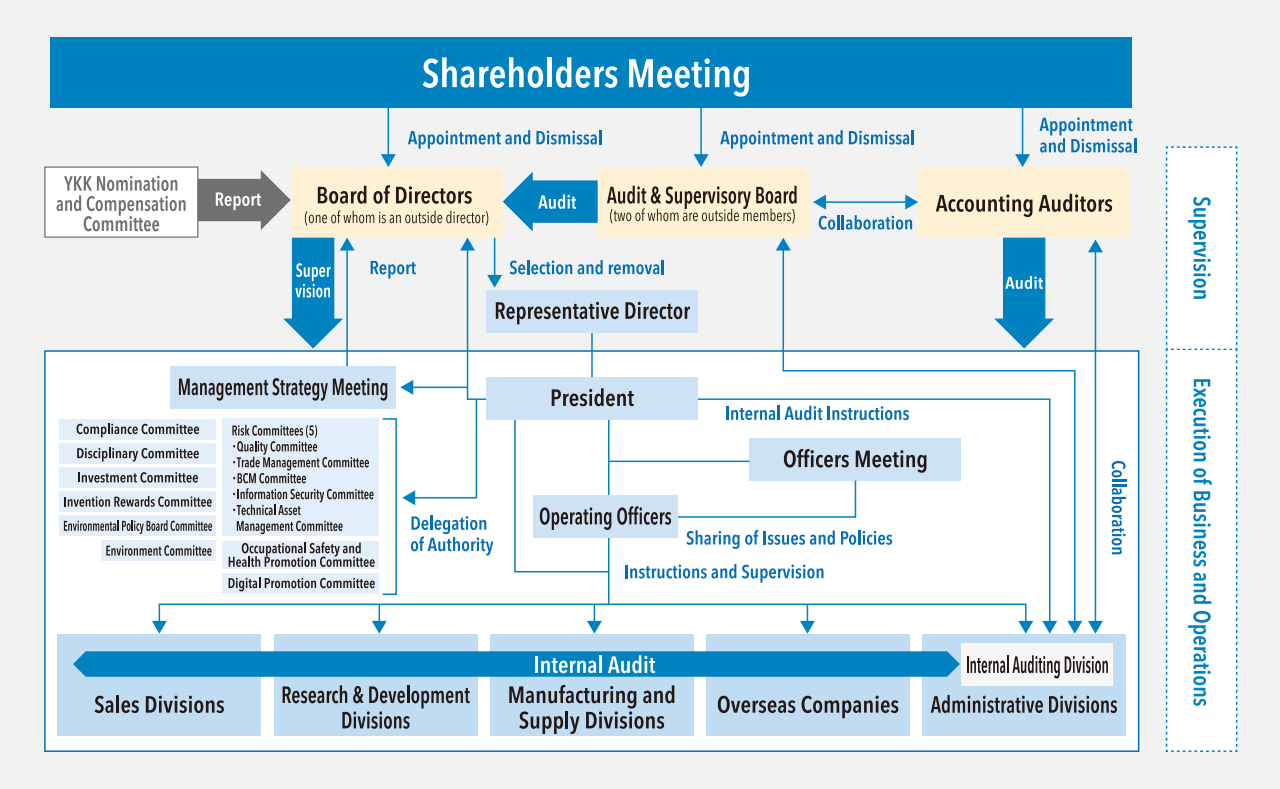
Corporate Governance

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.

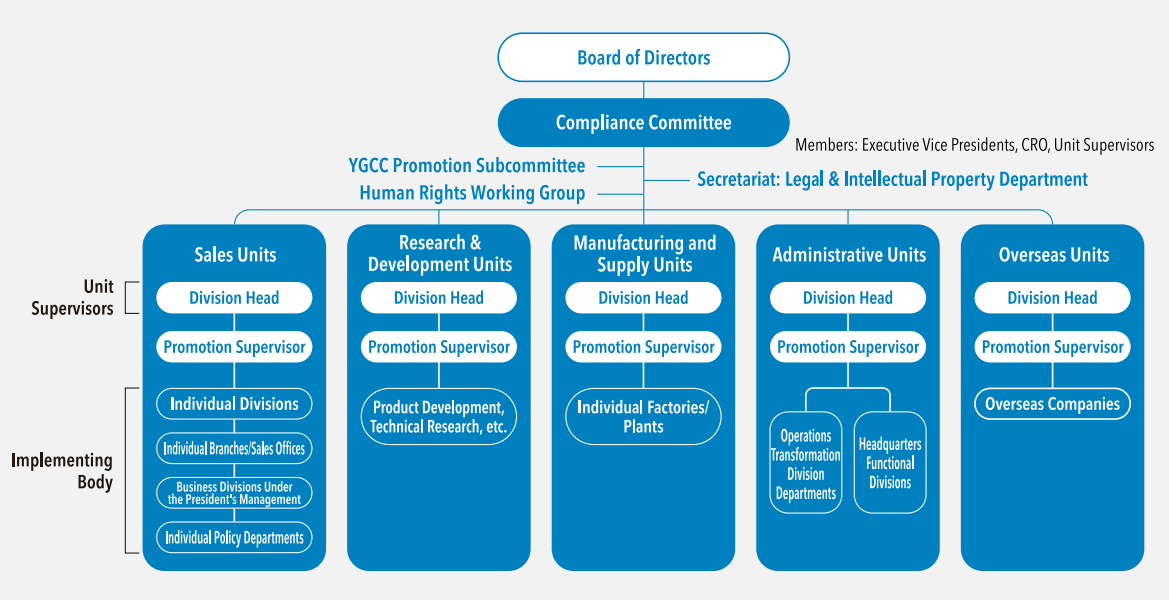
Health and Safety
We create workplace environments that are easy to work in and enable full employee participation.

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.



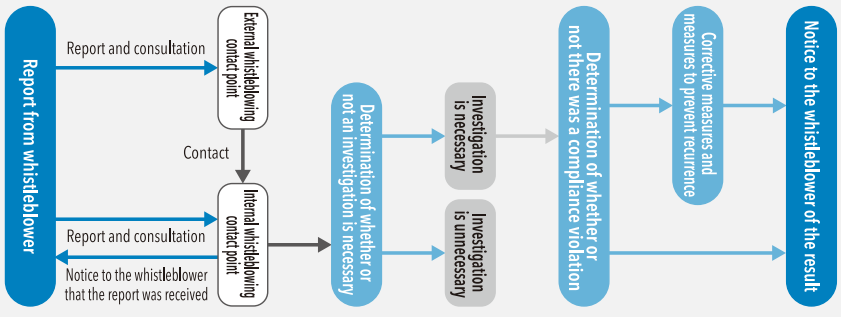
Risk management

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

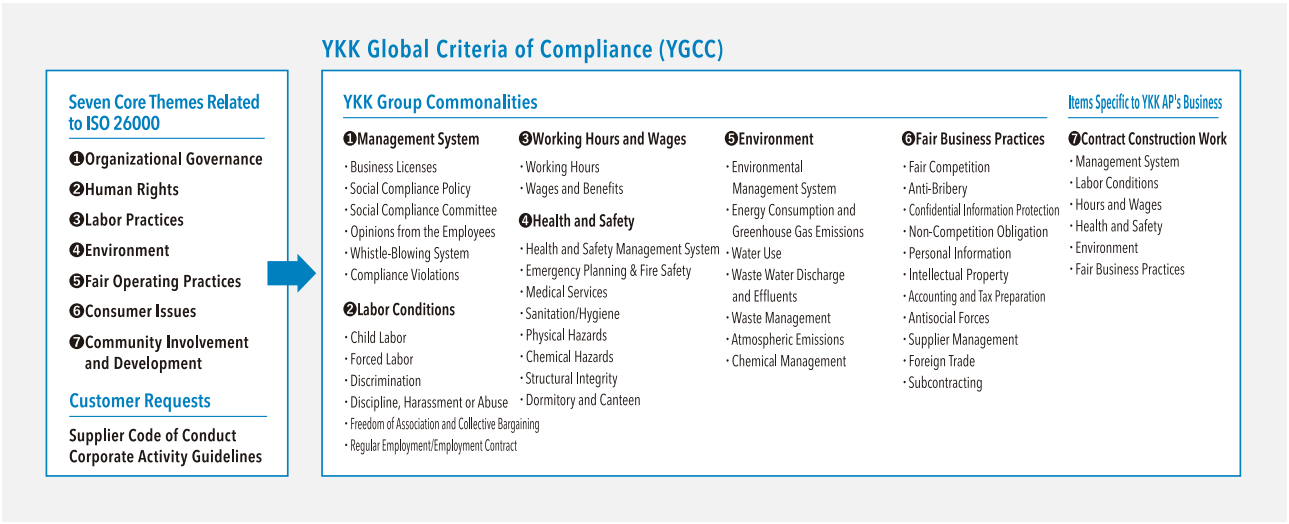
Total number of inquiries received by the Japan Consultation Desk regarding the YKK AP Group (Japan)

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."

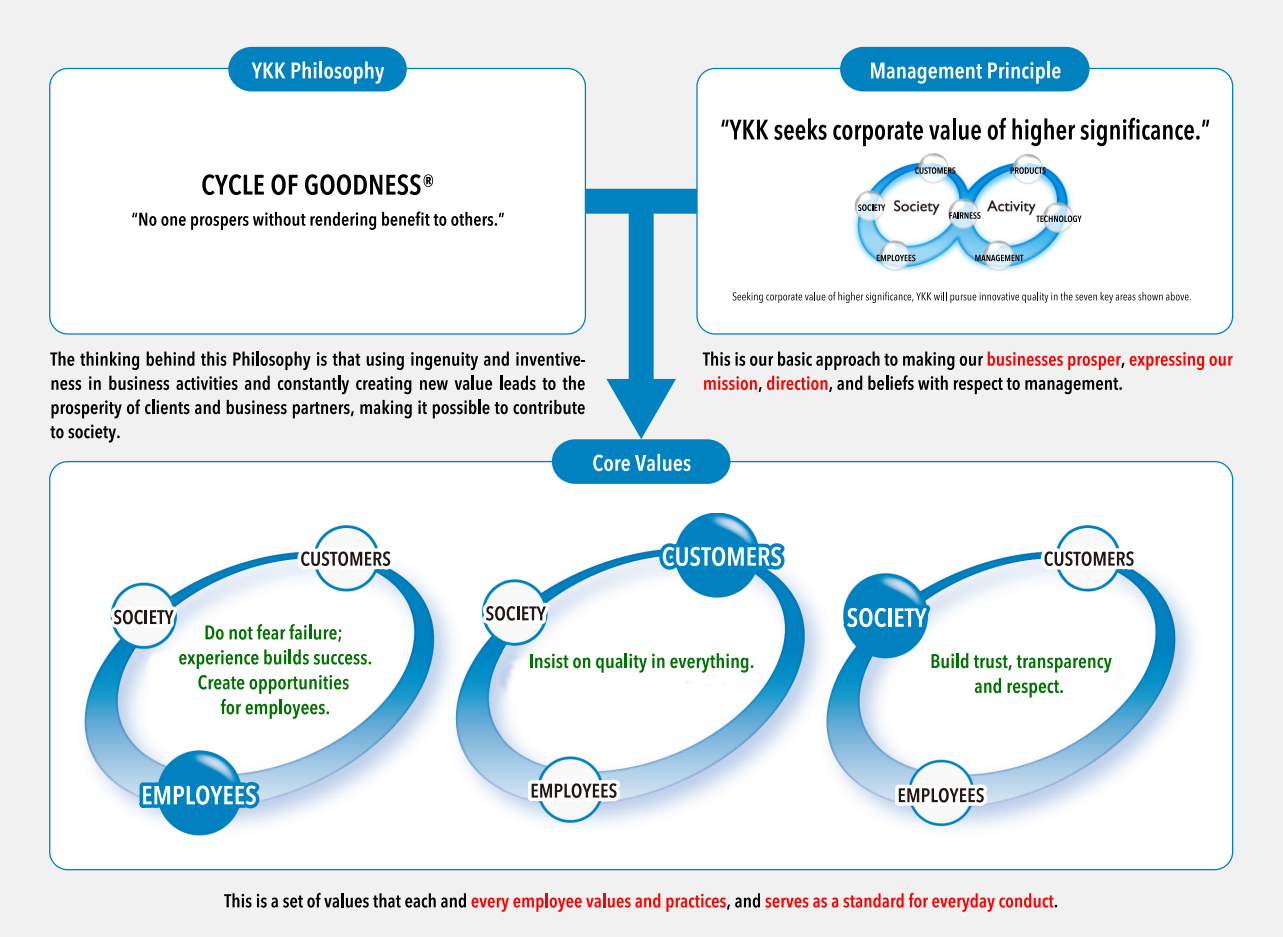
The Core Values are three basic values compiled by the YKK Group in 2007 through interviews with many employees.

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.

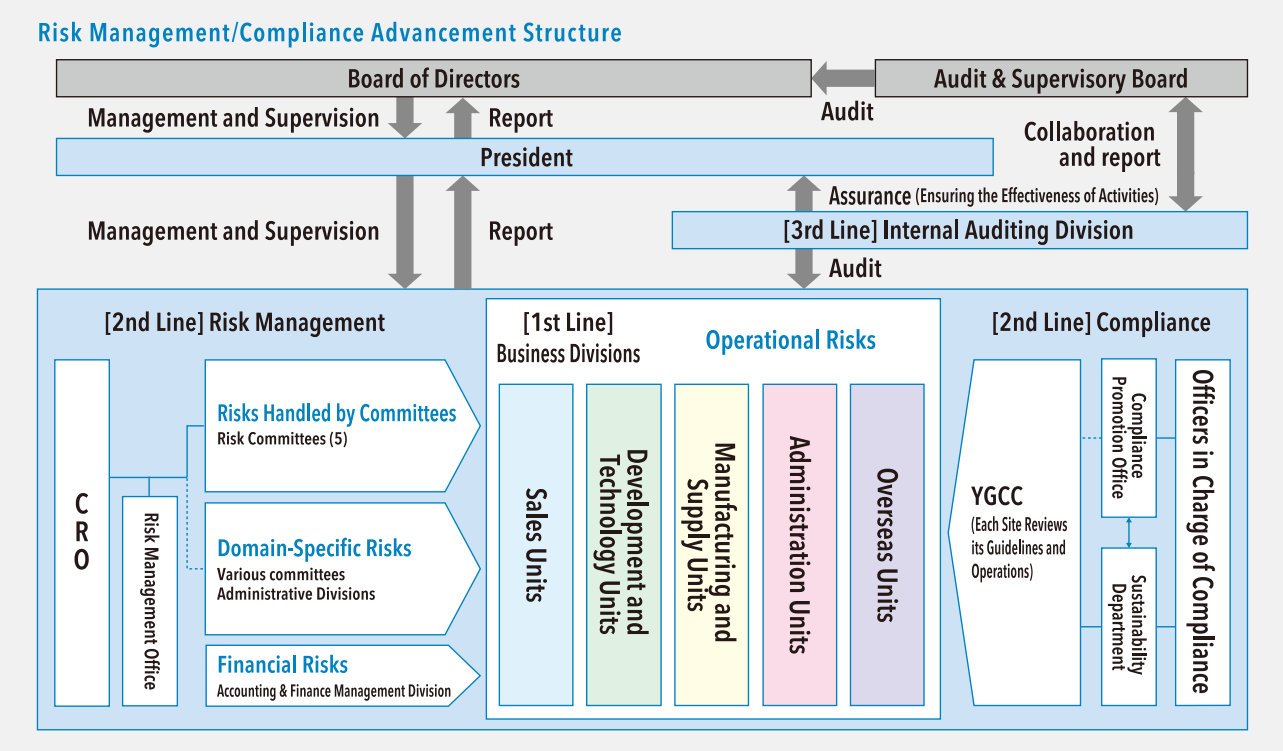
In order to strengthen the risk management system and establish governance systems for emergencies, we have established various committees under the CRO (Chief Risk Management Officer), including the Quality Committee, Trade Management Committee, BCM Committee, Information Security Committee, and Technical 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

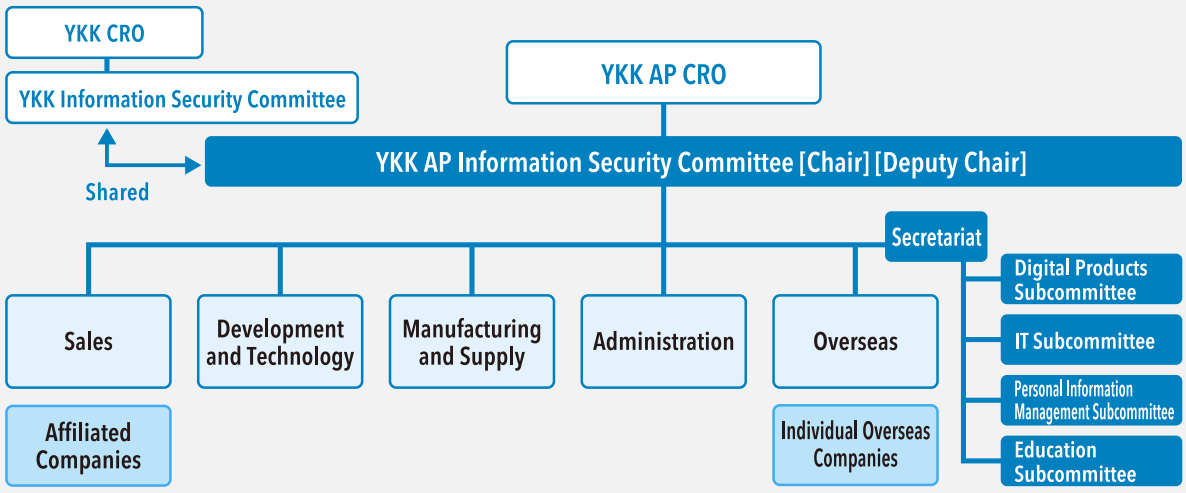
Management and use of assets and information

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.