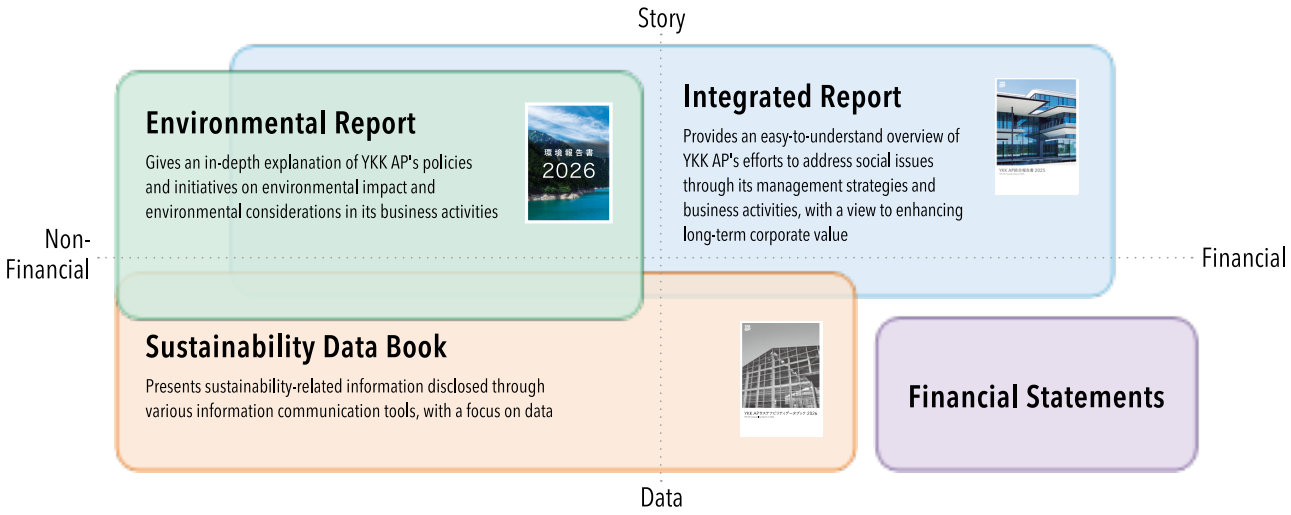
Editorial Policy

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.

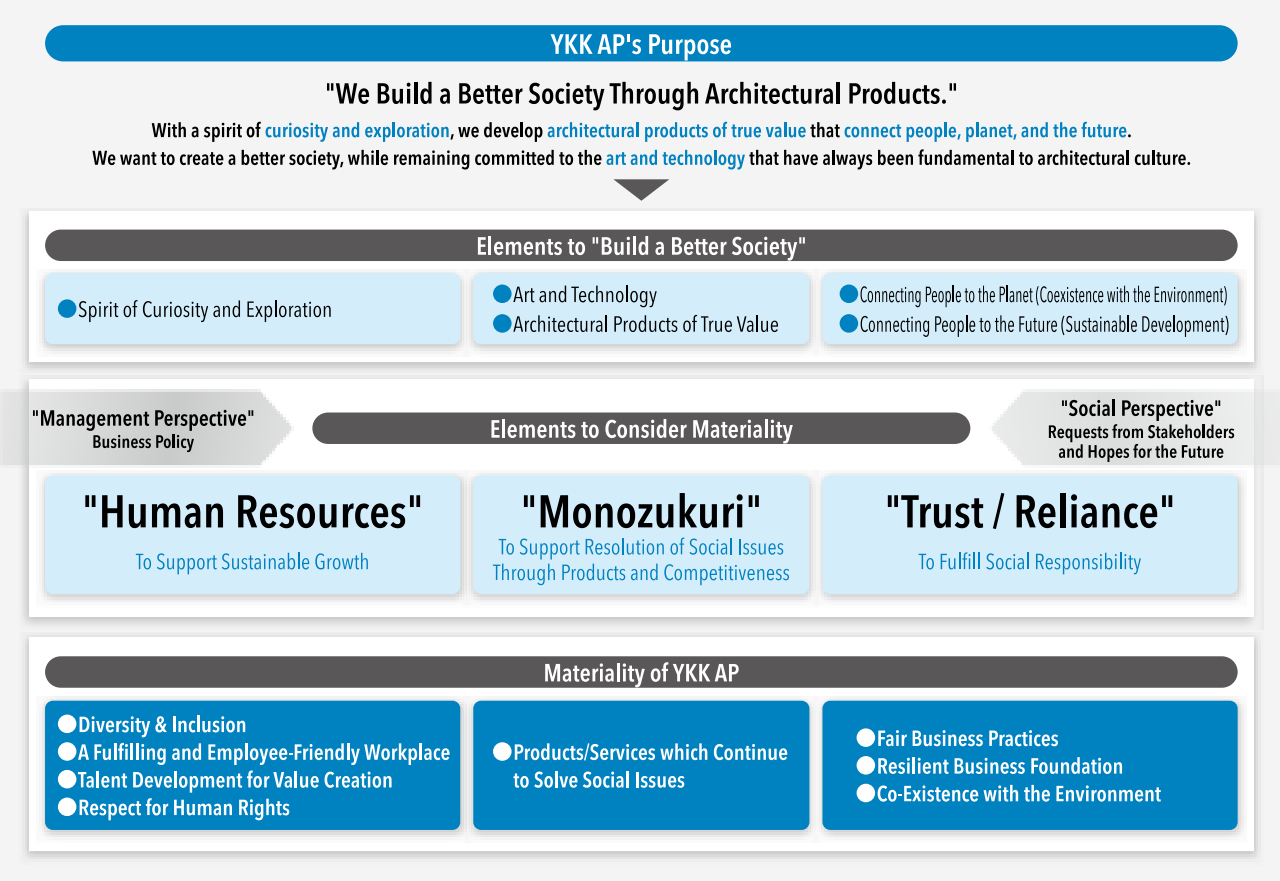
Three Key Elements of the YKK AP Purpose

- 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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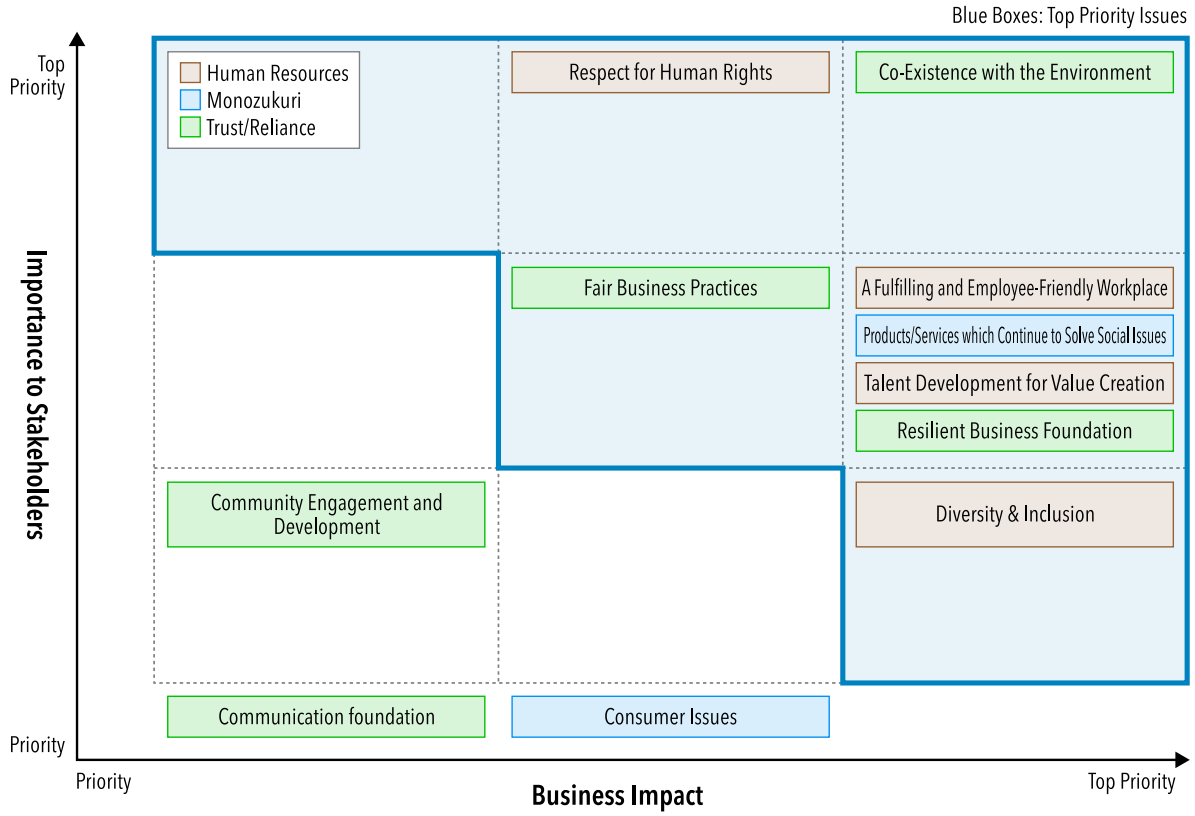
Importance to Stakeholders

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

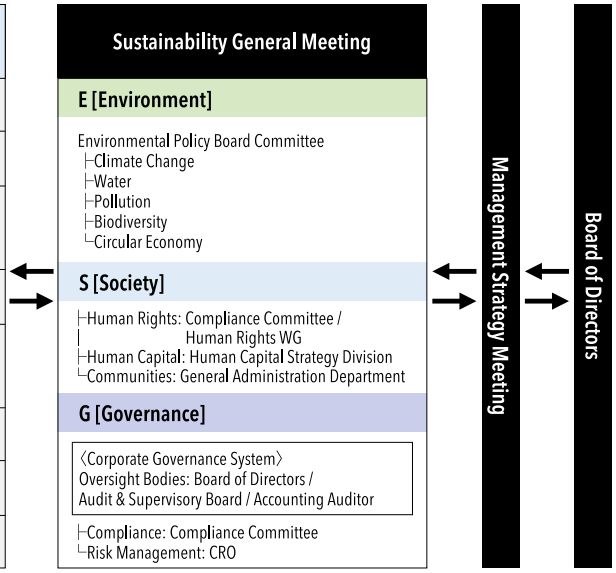
*3 Scope 3 emissions are estimated based on actual aluminum procurement data for Category 1.

*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/