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.

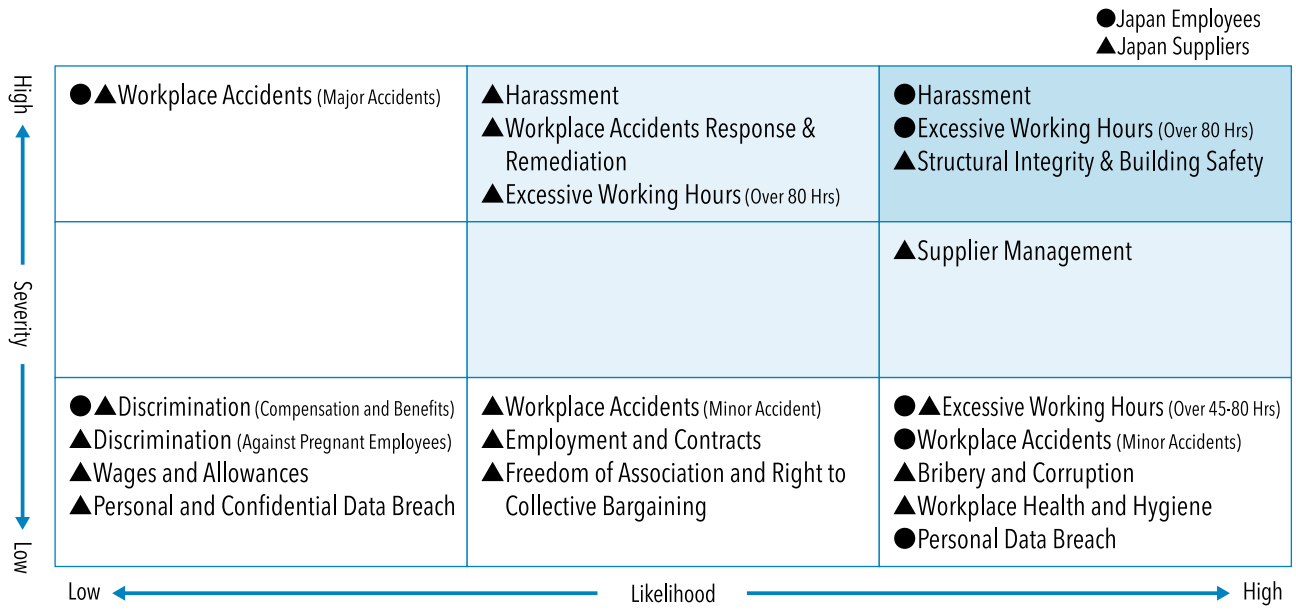
Human Rights WG (FY2025 Results)	Number of Meetings	7
	Main Agenda Items	●Sharing of progress on human rights due diligence and the of interviews with individual overseas companies ●Review of the criteria for assessing domestic human rights risks ●Assessment of the effectiveness of preventive and corrective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

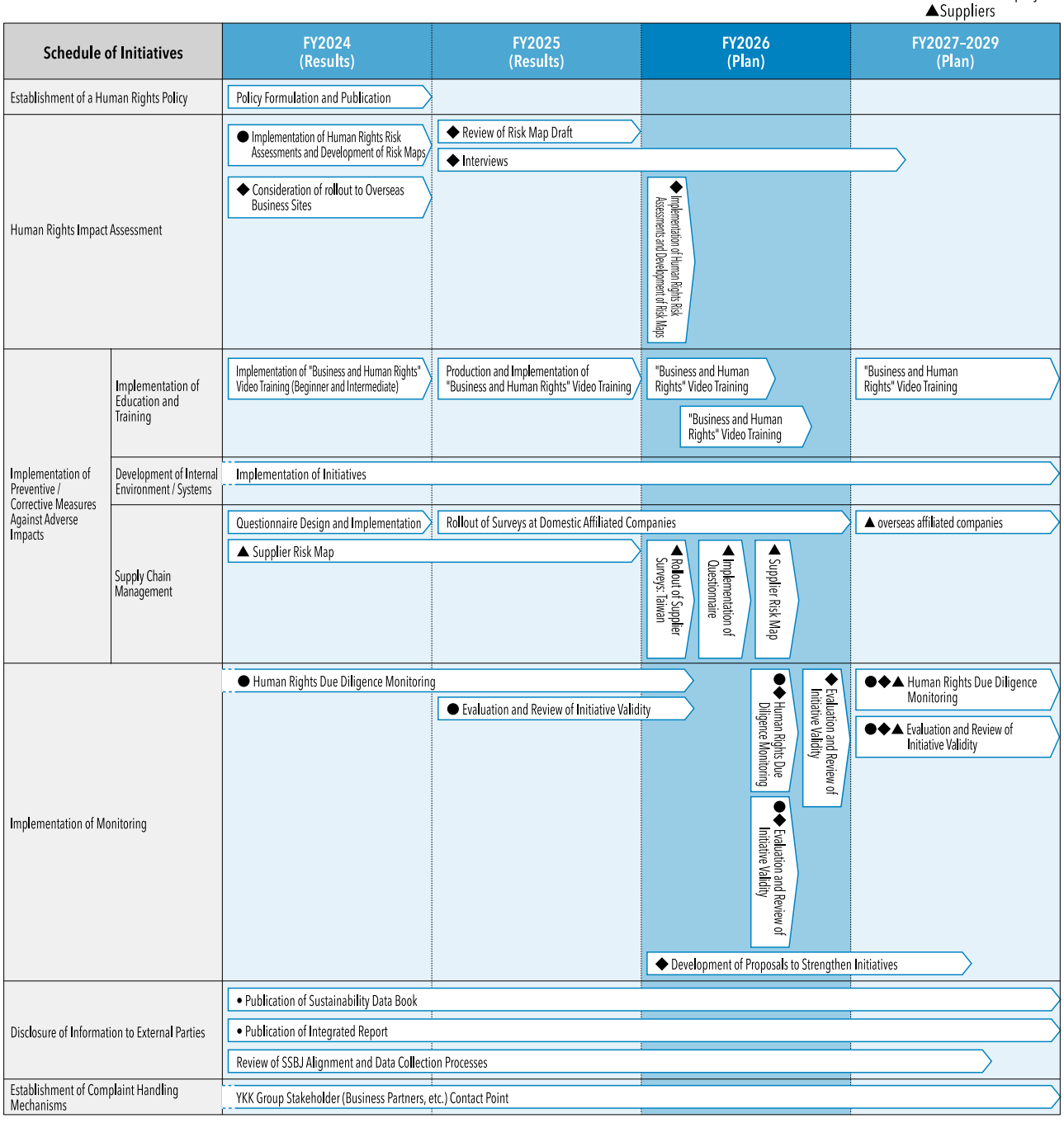
  FY2025 Evaluation and Response: While the number of substantiated harassment cases shows a slight downward trend, consultation helplines receive steady inquiries, reflecting growing trust in the reporting system. Moving forward, we will strengthen awareness by sharing case studies via the company intranet

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

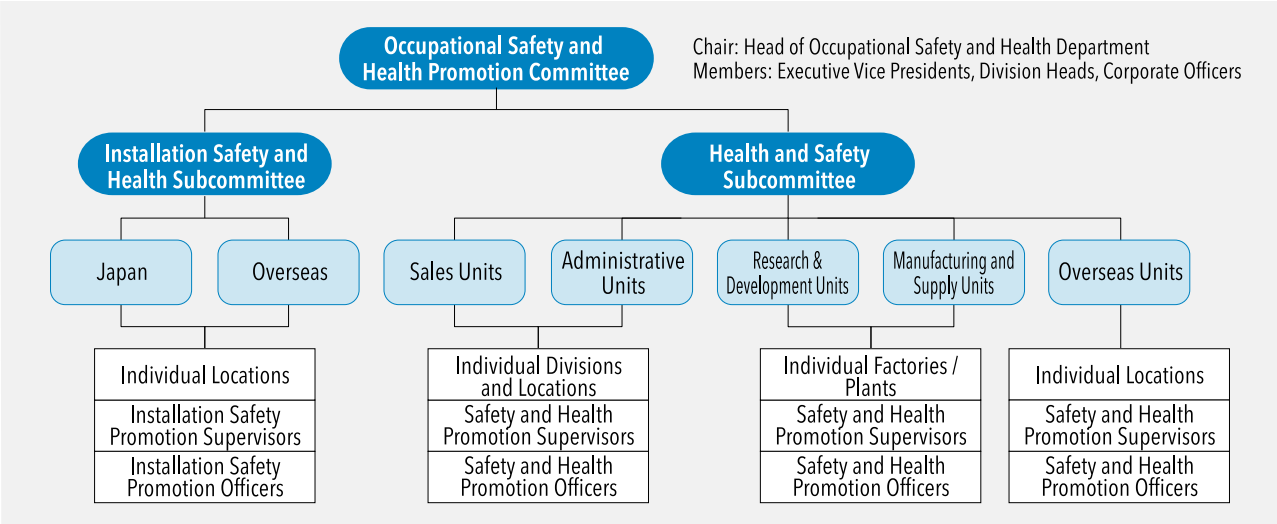
- In our business activities, we will prioritize the industrial health and safety for all employees, including temporary staff and contractors, and ensure a safe and comfortable working environment
- We will comply with local labor standards, laws, and regulations in each country and region
- We will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

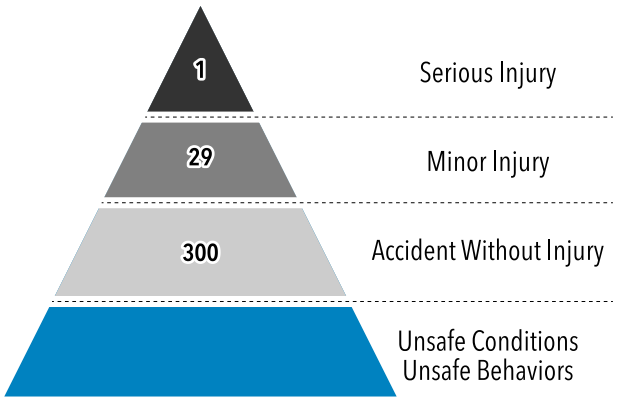
*1 Data from YKK AP (Japan)
The number of work-related fatalities and injuries that result in one or more days of absence from work or the loss of a body part or its function.
Calculated as "the number of fatalities and injuries due to work-related accidents / the total number of actual working hours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

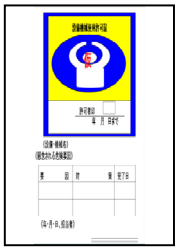
New Equipment | Reactivated Equipment | Existing Equipment (Inspected Every Three Years)

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

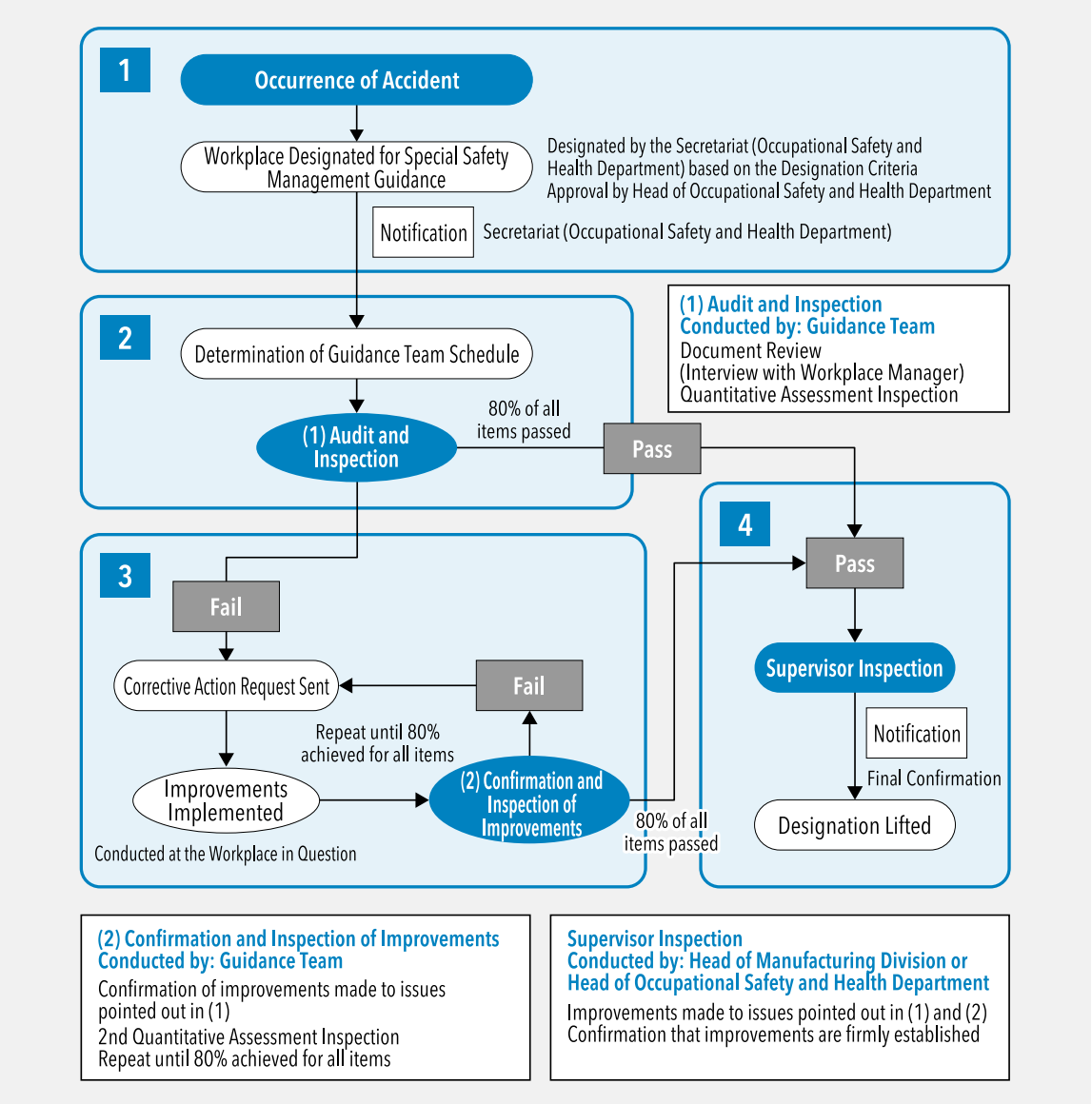
YKK AP Group (Japan)
The number of pieces of equipment that passed the safety inspection based on the safety inspection checklist for new equipment, reactivated equipment, and existing equipment (regular inspection every three years)

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.

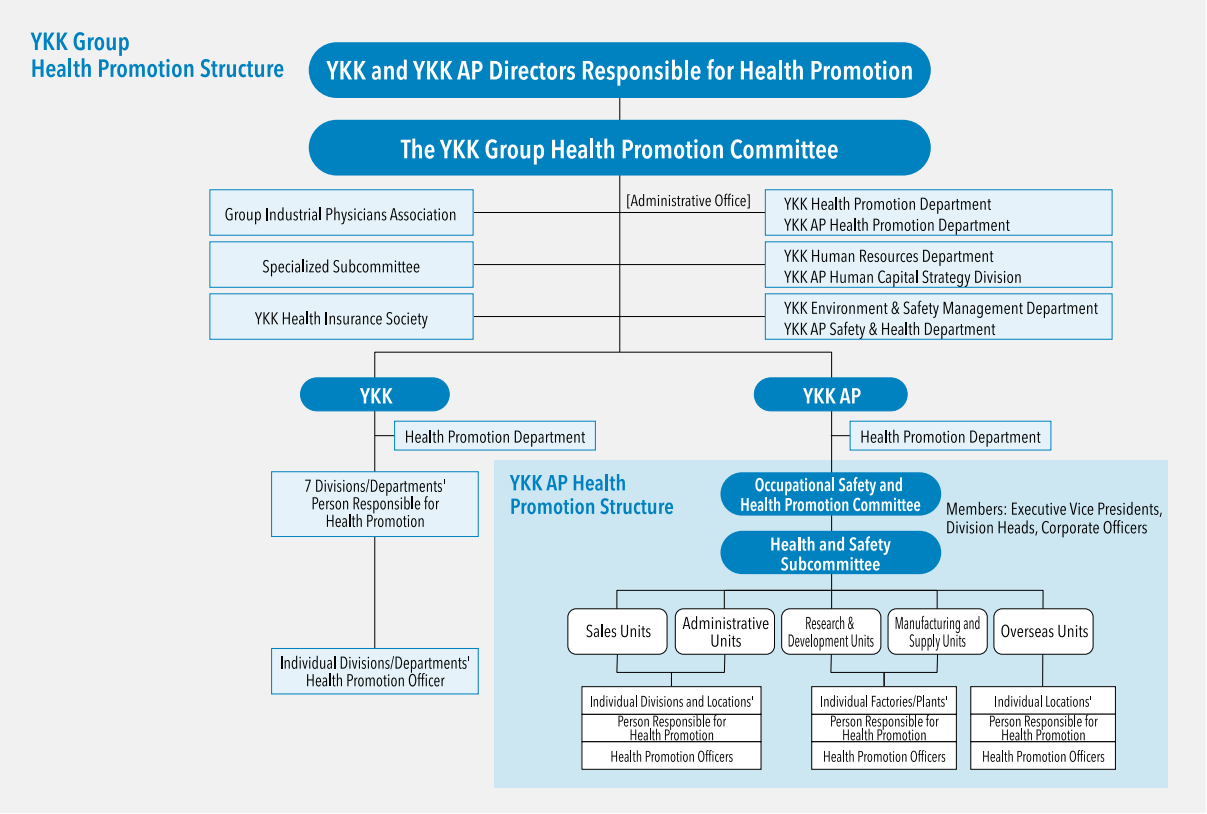
Fundamental Health Promotion Policy

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

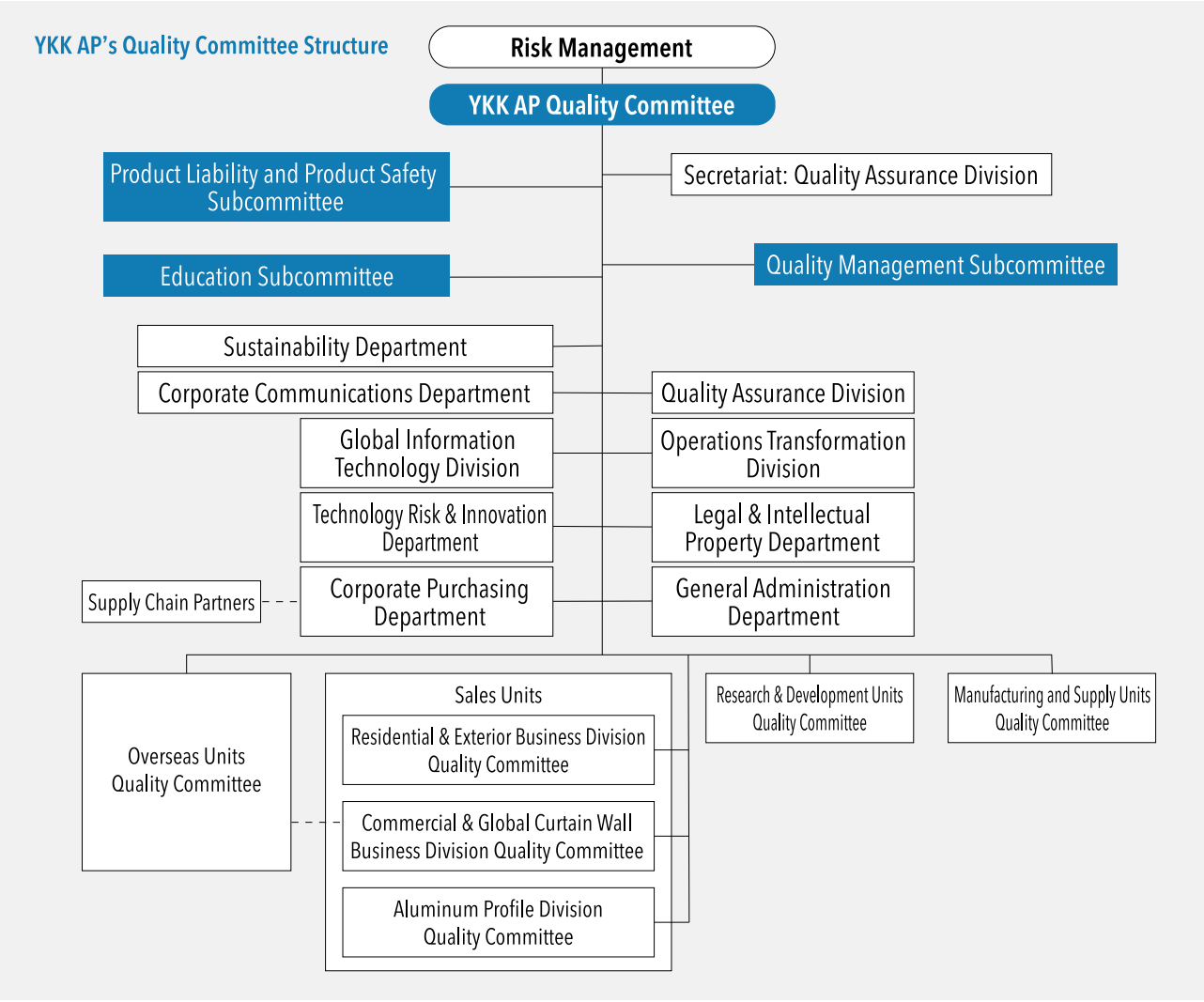
1. **Compliance with laws, regulations, etc.**
   We will comply with various laws, regulations, safety standards, etc. related to product safety established in the regions and areas in which we do business.
2. **Ensuring product safety**
   We will strive to prevent accidents caused by misuse or inattention 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.

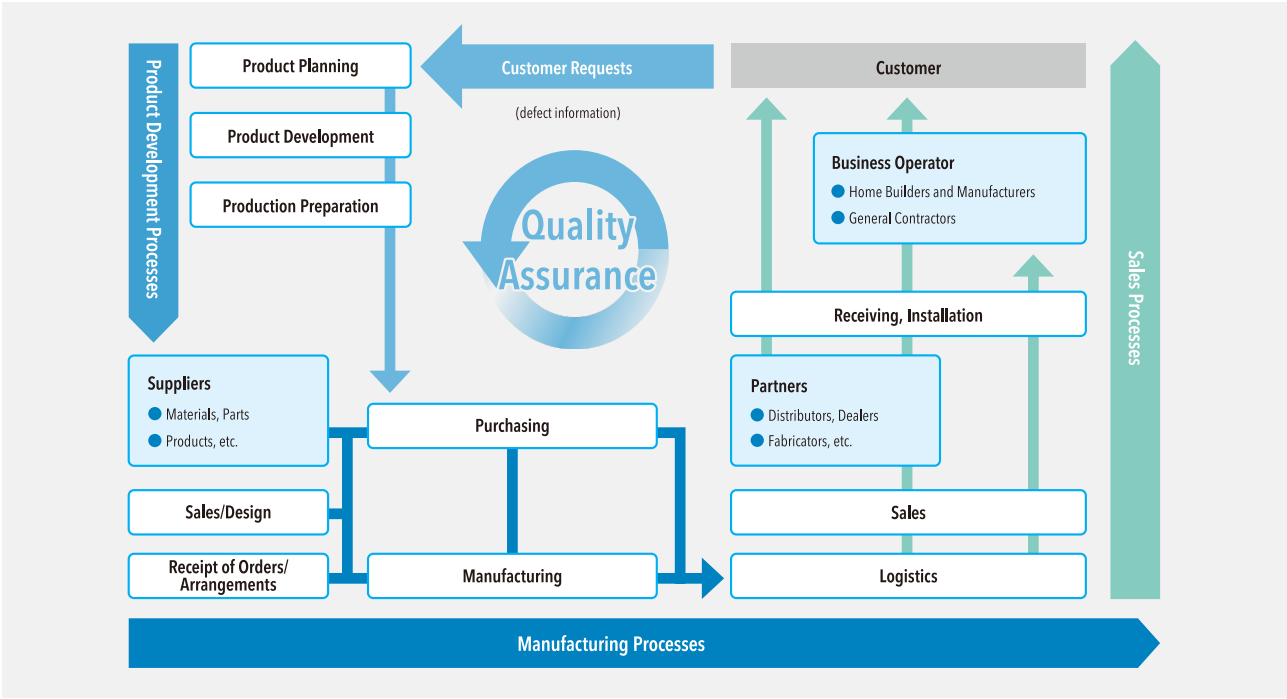
Furthermore, we have established a crisis management system to rapidly gather information and determine countermeasures in the event of a serious accident, thereby forming a governance structure in which senior management is directly involved.



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)

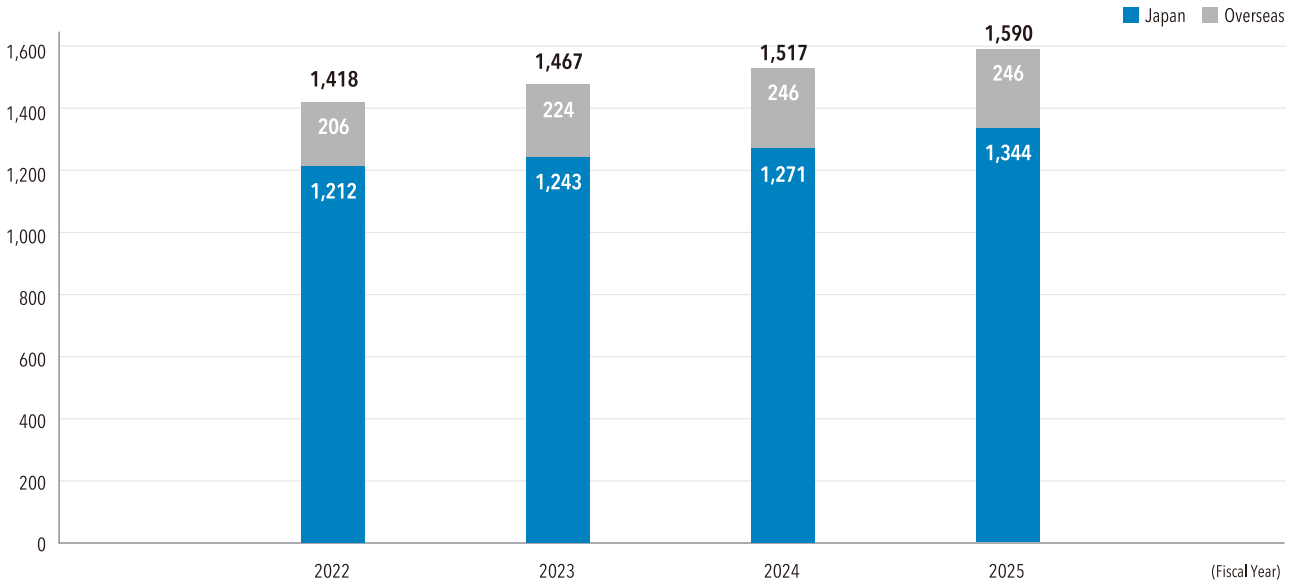
Innovation Management

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.