

YKK Group and YKK AP Philosophy		4	
Chapter 01	Messages from Management		
	President's Message	6	
	Message from the Financial Officer	12	
Chapter 02	Value Creation		
	Our History of Value Creation	14	
	The Value Creation Process	16	
	Management Capital	18	
	Our Strengths in Monozukuri	20	
Chapter 03	Materiality and Initiatives		
	Materiality-based Initiatives	22	
	"Human Resources" to Support Sustainable Growth		
	Respect for Human Rights	24	
	Human Resources Strategy	25	
	Diversity & Inclusion	26	
	Establishment of a Fulfilling Working Environment	27	
	Development and Training of Human Resources to Create New Value	28	
	"Monozukuri" to Support Resolution of Social Issues through Products and Competitiveness		
	Co-creation with Stakeholders	29	
	Generating Innovation	31	
	Product Development for Solving Social Issues	32	
	"Trust/Reliance" to Fulfill Social Responsibility		
	Fair Business Practices	33	
	Roundtable Discussion: Chairman of the Board and Outside Audit & Supervisory Board Members	36	
	Compliance	38	
	Risk Management	39	
	Environmental Management	40	
Chapter 04	Business Strategies for Growth		
	The 6th Mid-term Management Plan	46	
	Business Portfolio	47	
	Residential Business	48	
	Exterior Business	49	
	Commercial Business	50	
	Global Curtain Wall Business	51	
	Aluminum Profile Business	52	
	Overseas AP Business	53	
Chapter 05	Corporate Data		
	Financial and Non-Financial Data	56	
	Supported Initiatives, Certifications, and Key External Assessments	58	
	Company Outline	59	

Editorial Policy

The YKK AP Integrated Report 2024 is intended to provide stakeholders with a broader understanding of our various efforts to be a company that makes people happy through its business activities, in accordance with our Purpose, "We Build a Better Society Through Architectural Products."

This report was produced with reference to the "International Integrated Reporting Framework" of the International Integrated Reporting Council (IIRC), the "Guidance for Collaborative Value Creation" of the Ministry of Economy, Trade and Industry, and the "GRI Standards" of the Global Reporting Initiative (GRI). Based on integrated thinking that balances social value and economic value, it is structured to convey YKK AP's value creation process over the short, medium, and long term as a story of value creation.

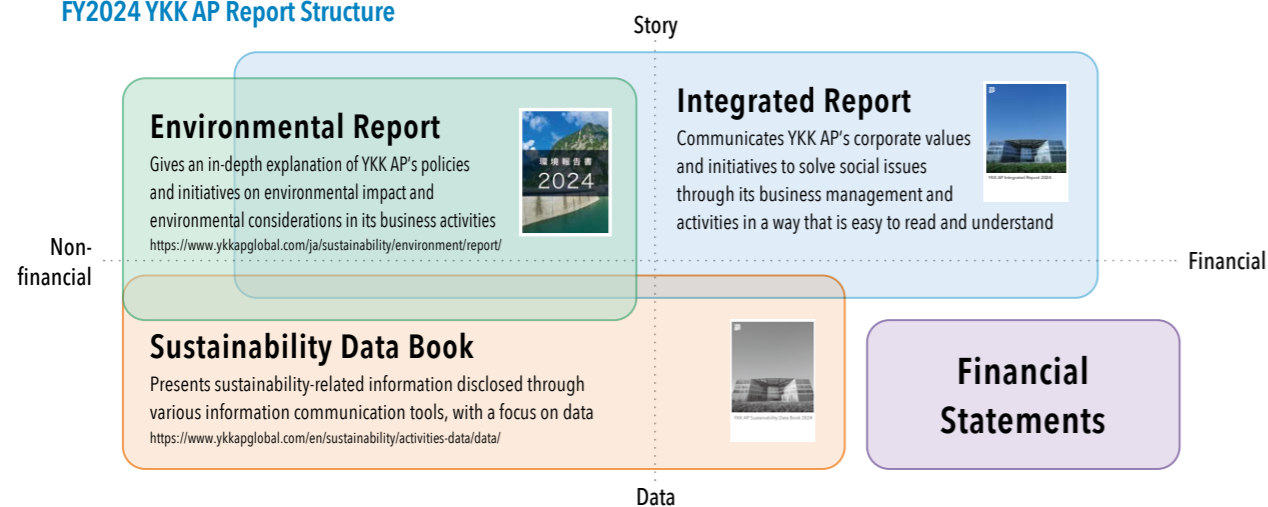
Extent of Coverage

YKK AP Inc.
YKK AP Domestic Affiliated Companies
YKK AP Overseas Affiliated Companies

Period Covered

FY2023
(April 1, 2023 - March 31, 2024)
Note: Some of the information included in this report is from outside of the period covered.

FY2024 YKK AP Report Structure



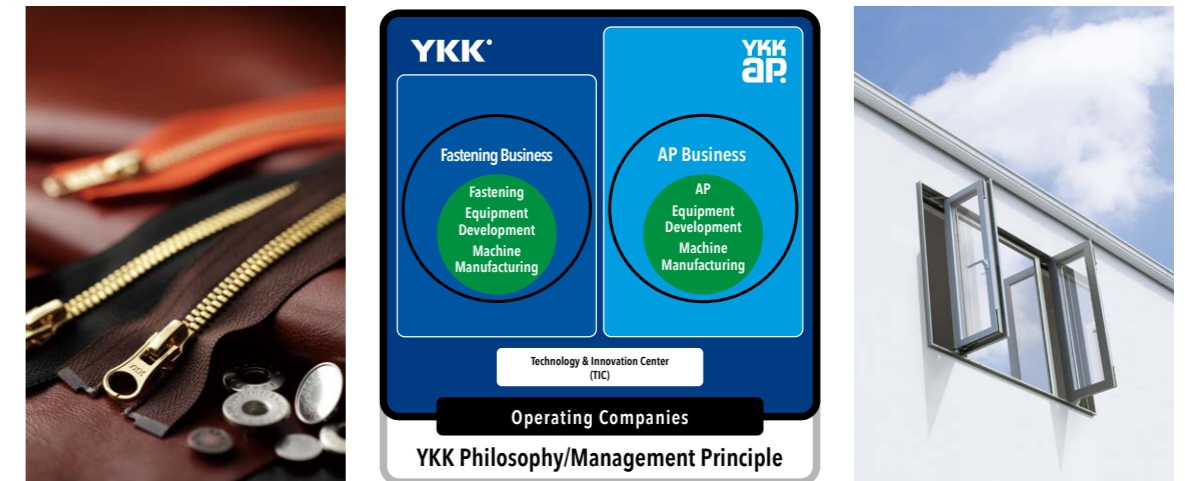
Note: The other YKK Group reports published by YKK are This is YKK (Integrated Report), the YKK Annual Securities Report, and the YKK Group Business Report.

YKK Group Management Structure

Since 1934, when YKK's founder Tadao Yoshida began processing and selling fasteners, the YKK Group has developed its business by creating new value in fasteners through the establishment of an integrated production system and overseas expansion. Today, the YKK Group is a group of companies that share the YKK philosophy of CYCLE OF GOODNESS® and the Management Principle — "YKK seeks corporate value of higher significance," with YKK's fastening

business and YKK AP's AP (Architectural Products) business* at its core. While sharing common ideas and philosophies, since 2021 we have been enhancing our business competitiveness through management structures that are best suited to each of our businesses. The Technology & Innovation Center (TIC) serves as a bridge between the two businesses while making contributions on the technical side.

* A business involving the design, manufacture, installation, and sale of industrial products for construction.



The cover and the image above show the YKK AP M&E CENTER BUILDING (Namerikawa City, Toyama Prefecture). Construction was completed in 1992 on the site of the Namerikawa Plant, which plays a central role in the manufacture of parts for the commercial business, such as highly challenging curtain walls and steel doors.