

## Financial and Non-Financial Data

### Key Consolidated Financial Data

	FY2020	FY2021	FY2022	FY2023	FY2024 (Plan)
Net sales (consolidated)	402.8 billion yen	446.3 billion yen	508.6 billion yen	538.1 billion yen	577.9 billion yen
Japan	353.2 billion yen	388.6 billion yen	425.7 billion yen	450.4 billion yen	478.6 billion yen
Overseas	66.2 billion yen	79.7 billion yen	115.8 billion yen	119.5 billion yen	132.0 billion yen
Overseas ratio	13 %	14 %	17 %	18 %	18 %
Operating income	20.9 billion yen	17.3 billion yen	17.8 billion yen	25.6 billion yen	27.6 billion yen
Operating income ratio	5.2 %	3.9 %	3.5 %	4.8 %	4.8 %

\*Transactions with parties inside the Group have been offset in net sales (consolidated).

\*The overseas ratio is the proportion of overseas sales out of net sales to external customers.

	FY2020	FY2021	FY2022	FY2023	
Profit and loss	Ordinary income	23.0 billion yen	18.6 billion yen	21.3 billion yen	28.3 billion yen
	Net income attributable to owners of parent company	21.3 billion yen	11.1 billion yen	15.2 billion yen	18.8 billion yen
	Comprehensive income	48.3 billion yen	19.7 billion yen	27.6 billion yen	48.7 billion yen
Financial status	Net assets	225.1 billion yen	241.8 billion yen	266.0 billion yen	312.1 billion yen
	Total assets	389.7 billion yen	426.5 billion yen	455.8 billion yen	478.8 billion yen
Financial indicators	Return on assets (ROA)	5.5 %	2.7 %	3.5 %	4.0 %
	Equity ratio	56.9 %	56.2 %	57.9 %	64.6 %
	Return on equity (ROE)	9.6 %	4.8 %	6.1 %	6.6 %
Cash flow	Cash flow from operating activities	29.6 billion yen	26.9 billion yen	32.3 billion yen	53.4 billion yen
	Cash flow from investing activities	△3.8 billion yen	△19.8 billion yen	△22.8 billion yen	△44.1 billion yen
	Cash flow from financing activities	△9.6 billion yen	△5.4 billion yen	△4.9 billion yen	△5.6 billion yen
	Ending balance of cash and cash equivalents	27.2 billion yen	31.7 billion yen	37.6 billion yen	46.8 billion yen
Capital investments/R&D expenses	Capital investments	14.8 billion yen	20.6 billion yen	29.6 billion yen	44.4 billion yen
	Sustainability investment	—	—	—	3.9 billion yen
	R&D expenses	8.0 billion yen	9.0 billion yen	9.3 billion yen	10.6 billion yen

\*Return on assets (ROA) for FY2020 is calculated based on total assets at the end of the fiscal year, as this was the first year of consolidation.

\*Return on equity (ROE) for FY2020 is calculated based on ending equity capital, as this was the first year of consolidation.

\*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 since FY2021.

### Key Non-Financial Data

	FY2020	FY2021	FY2022	FY2023	
Number of employees <sup>◇3</sup>	Japan	12,484	12,819	12,802	12,991
	Ratio of men to women (Japan)	Men: 74 % Women: 26 %	Men: 74 % Women: 26 %	Men: 74 % Women: 26 %	Men: 73 % Women: 27 %
	Overseas	4,328	4,158	4,341	4,843
Average age <sup>◇2</sup>	Men	43.6 years old	43.8 years old	44.2 years old	44.3 years old
	Women	41.0 years old	41.3 years old	41.8 years old	42.0 years old
Number of women in management positions <sup>◇1</sup>	Number of employees	110	113	122	133
	Ratio	5.9 %	5.8 %	6.2 %	6.5 %
Rate of employees who take childcare leave <sup>◇1*1</sup>	Men	64.2 %	53.2 %	73.2 %	67.7 %
	Women	93.6 %	97.5 %	96.6 %	102.8 %
Employment rate of persons with disabilities (average for each fiscal year) <sup>◇1</sup>		2.33 %	2.28 %	2.30 %	2.44 %
Rate of mid-career hires <sup>◇1</sup>		32.4 %	34.9 %	44.5 %	58.0 %
Rate of employees who take paid leave <sup>◇1</sup>		60.9 %	67.1 %	71.3 %	76.7 %
Smoking rate among employees <sup>◇1</sup>		30.7 %	29.3 %	28.6 %	28.3 %
Participation rate in health promotion campaigns <sup>◇1</sup>		67.4 %	67.5 %	69.5 %	67.9 %
Contributions to CO <sub>2</sub> reductions through high thermal insulation products <sup>◇2</sup>	vs. FY2020	100 %	117 %	127 %	173 %
	Quantity	468 kt CO <sub>2</sub>	548 kt CO <sub>2</sub>	594 kt CO <sub>2</sub>	811 kt CO <sub>2</sub>
Ratio of new constructions to remodeling projects <sup>◇2*2</sup>	Residential	New construction: 75 %	New construction: 77 %	New construction: 76 %	New construction: 69 %
		Remodeling: 25 %	Remodeling: 23 %	Remodeling: 24 %	Remodeling: 31 %
	Commercial	New construction: 76 %	New construction: 70 %	New construction: 69 %	New construction: 67 %
		Renovation: 24 %	Renovation: 30 %	Renovation: 31 %	Renovation: 33 %
Rate of vinyl window use <sup>◇2*3</sup>		29 %	31 %	31 %	35 %
Number of locations <sup>◇3</sup>	Japan	200 locations	201 locations	195 locations	194 locations
	Overseas	60 locations	57 locations	57 locations	58 locations
Manufacturing sites <sup>◇3</sup>	Japan	24 sites	24 sites	24 sites	24 sites <sup>*4</sup>
	Overseas	11 sites	11 sites	11 sites	12 sites <sup>*5</sup>

Extent of coverage

◇1: YKK AP (non-consolidated)

◇2: YKK AP Group (Japan)

◇3: YKK AP Group (Japan and overseas)

\*1: Until FY2021, calculated based on the Ministry of Health, Labour and Welfare's Basic Survey of Gender Equality in Employment Management. From FY2022 onwards, 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.

\*2: Based on net sales

\*3: Rate of vinyl window use in sales for single-family homes

\*4: Does not include the Okinawa Factory of Kanehide Aluminum Industry, which became a domestic affiliated company in May 2024.

\*5: Does not include the Los Angeles Factory, which opened in April 2024.

## Supported Initiatives, Certifications, and Key External Assessments

### Supported Initiatives and Groups, Certifications

<p>◆ <b>Task Force on Climate-related Financial Disclosures / TCFD</b> (Financial Stability Board) May 2019</p> 	<p>◆ <b>Science Based Targets / SBT</b> (SBT initiative) February 2021</p> 	<p>◆ <b>United Nations Global Compact / UNGC</b> May 2021</p> 
<p>◆ <b>Partnership Building Declaration</b> (Conference for the Promotion of Building Partnerships for the Future) June 2022</p> 	<p>◆ <b>Japan Partnership For Circular Economy</b> (Ministry of the Environment, Ministry of Economy, Trade and Industry, Keidanren) October 2022</p> 	<p>◆ <b>Minister of the Environment-certified "Eco-First Company"</b> (Ministry of the Environment) April 2023</p> 
<p>◆ <b>GX League</b> (Ministry of Economy, Trade and Industry) April 2023</p> 	<p>◆ <b>Resilience Certification</b> (Association for Resilience Japan) August 2023</p> 	<p>◆ <b>Circular Partners</b> (Ministry of Economy, Trade and Industry) February 2024</p> 

### Evaluations of Product Safety Initiatives

◆ **Certified as a Gold Product Safety Company** (Ministry of Economy, Trade and Industry)  
November 2017  
\*Certification extended in January 2023



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.

### Major Award Topics for the Year

September 4, 2023	<b>YKK AP (THAILAND) CO., LTD.</b>	Showroom Receives Design Excellence Award 2023 for Excellence in Interior Design
September 27	<b>YKK AP Inc.</b>	M30 face recognition automatic door for single-family homes wins Incentive Award (Kids Design Association Chairperson's Award) at the 17th Kids Design Awards
October 4	<b>YKK AP AMERICA INC.</b>	"T Series Entrance Systems" and "YHS 50 TU Storefront System" win at the BLT Built Design Awards 2023
October 18	<b>YKK AP FACADE PTE. LTD.</b>	Awarded the Systems Award at the CTBUH Awards 2023
November 23	<b>YKK AP Inc.</b>	Ranked No. 1 in "sashes for single-family homes" for 13 consecutive years, No. 1 in "entrance doors for single-family homes" for 8 consecutive years, and No. 1 in "aluminum sashes and curtain walls for commercial buildings" for 19 consecutive years in "Most Desirable Architectural Products and Equipment Manufacturers Ranking 2023 (Nikkei Architecture)"
December 7	<b>YKK AP TAIWAN CO., LTD.</b>	No. 1 in the sash category for 12 consecutive years in the "manufacturer of the most desirable architectural products and facilities for use in an ideal home" survey
March 20, 2024	<b>YKK AP CO., LTD.</b>	Selected for the 13th consecutive time in the windows category of the Desirable Architectural Products Brand Award
March 29	<b>YKK AP Inc.</b>	Achieved an "Outstanding Business Operator (Class S)" rating under the Energy Conservation Act's Business Operator Classification Evaluation System for nine consecutive years

## Company Outline

### 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

### Affiliated Companies

#### Japan

YKK AP Okinawa Inc.  
Pros Inc.  
Iwabuchi Inc.  
YKK AP Ruxy Inc.  
Nitto Inc.  
YKK AP Healthcare Inc.  
Kanehide Aluminum Industry Co., Ltd.<sup>\*1</sup>  
TERAYAMA Inc.<sup>\*2</sup>

#### North America

YKK AP AMERICA INC.  
ERIE ARCHITECTURAL PRODUCTS INC.  
ERIE ARCHITECTURAL PRODUCTS USA, INC.  
YKK AP Technologies Lab (NA) Inc.

#### Asia

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.<sup>\*2</sup>  
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

\*1: As of May 2024  
\*2: As of July 2024

## YKK AP Integrated Report 2024

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