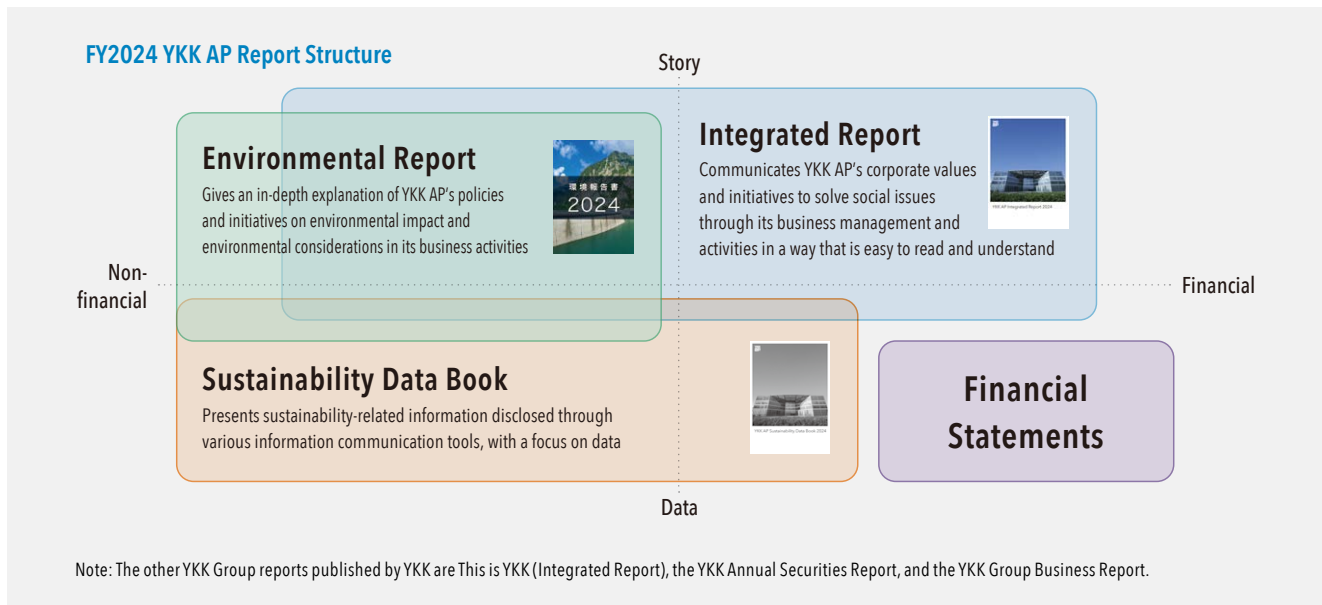


Basic Data

Editorial Policy

This "YKK AP Sustainability Data Book 2024" is a data-focused compilation of sustainability-related information disclosed in the "YKK AP Integrated Report 2024" and on the YKK AP website. Please refer to the "YKK AP Integrated Report 2024" and "YKK AP Environmental Report 2024" in conjunction with 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.



→ **Integrated Report**

https://www.ykkapglobal.com/en/company/download/asset/data/report2024_en.pdf

→ **Environmental Report**

<https://www.ykkapglobal.com/ja/sustainability/environment/report/>

Publication date	November 2024		
Period covered Report scope	FY 2023 (April 1, 2023 to March 31, 2024) Note: This report partially includes information outside the coverage period YKK AP Inc./ YKK AP Affiliated Companies/YKK AP Overseas Affiliated Companies		
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) 12,991 (FY2023) 12,802 (FY2022) 12,819 (FY2021) 12,484 (FY2020) *YKK AP Group (Japan)		
	(Overseas) 4,843 (FY2023) 4,341 (FY2022) 4,158 (FY2021) 4,328 (FY2020) *YKK AP Group (Overseas)		
Affiliated companies	<ul style="list-style-type: none"> ● Domestic Affiliated Companies YKK AP Okinawa Inc. Pros Inc. Iwabuchi Inc. YKK AP Ruxy Inc. Nitto Inc. YKK AP Healthcare Inc. 	<ul style="list-style-type: none"> ● Overseas Affiliated Companies YKK AP AMERICA INC. ERIE ARCHITECTURAL PRODUCTS INC. ERIE ARCHITECTURAL PRODUCTS USA, INC. YKK AP (CHINA) INVESTMENT CO., LTD. DALIAN YKK AP CO., LTD. YKK AP CO., LTD. YKK AP(SUZHOU) CO., LTD. YKK AP HONG KONG LIMITED YKK AP TAIWAN CO., LTD. PT YKK AP INDONESIA 	<ul style="list-style-type: none"> 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 YKK AP Technologies Lab (NA) Inc.
Business sites (Japan / Overseas)	Japan:194 Overseas:58		
Manufacturing sites (Japan / Overseas)	Japan:24 Overseas:12		

Financial Data

	FY 2020	FY 2021	FY 2022	FY 2023
Net sales (consolidated)*	402.8 billion yen	446.3 billion yen	508.6 billion yen	538.1 billion yen
Net sales (domestic total)	353.2 billion yen	388.6 billion yen	425.7 billion yen	450.4 billion yen
Net sales by business segment (Residential)	174.7 billion yen	186.7 billion yen	196.4 billion yen	214.8 billion yen
Net sales by business segment (Commercial)	102.5 billion yen	114.8 billion yen	134.3 billion yen	140.4 billion yen
Net sales by business segment (Exterior)	57.7 billion yen	63.0 billion yen	65.0 billion yen	63.1 billion yen
Net sales by business segment (Other)	18.0 billion yen	23.9 billion yen	29.8 billion yen	32.2 billion yen
Net sales (overseas total)	66.2 billion yen	79.7 billion yen	115.8 billion yen	119.5 billion yen
Net sales by region (North America)	30.2 billion yen	34.9 billion yen	49.3 billion yen	49.4 billion yen
Net sales by region (China)	20.6 billion yen	23.9 billion yen	33.7 billion yen	31.1 billion yen
Net sales by region (Asia)	15.3 billion yen	20.8 billion yen	32.8 billion yen	39.0 billion yen
Overseas ratio	13 %	14 %	17 %	18 %
Operating income*	20.9 billion yen	17.3 billion yen	17.8 billion yen	25.6 billion yen
Operating income ratio*	5.2 %	3.9 %	3.5 %	4.8 %
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
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
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 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	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
Depreciation expense*	18.1 billion yen	18.5 billion yen	19.6 billion yen	20.5 billion yen
Ratio of R&D expenditures to sales	2.0 %	2.0 %	1.8 %	2.0 %

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.

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.

→ Financial Information

<https://www.ykkapglobal.com/en/company/information/financial-information/>

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 CO₂ 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, 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 FY2023, talking sessions were held at all of the approximately 2,000 divisions in Japan (sales, development, technology, manufacturing, and management).

Concept of 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 more than 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 and Indicators

Materiality

To drive our sustained growth, we have identified Materiality (priority issues) for FY2021 based on our Purpose. We have established systems to make progress on the materiality issues, and are further advancing individual initiatives by setting KPIs.

"Human Resources" to support sustainable growth	"Monozukuri" to support resolution of social issues through products and competitiveness	"Trust/Reliance" to fulfill social responsibility
<ul style="list-style-type: none"> • Diversity & inclusion • Establishment of a fulfilling working environment • Development and training of human resources to create new value • Respect for human rights 	<ul style="list-style-type: none"> • Co-creation with stakeholders • Generating innovation • Products/services which continue to solve social issues 	<ul style="list-style-type: none"> • Fair business practices • Resilient business foundation • Co-existence with the environment

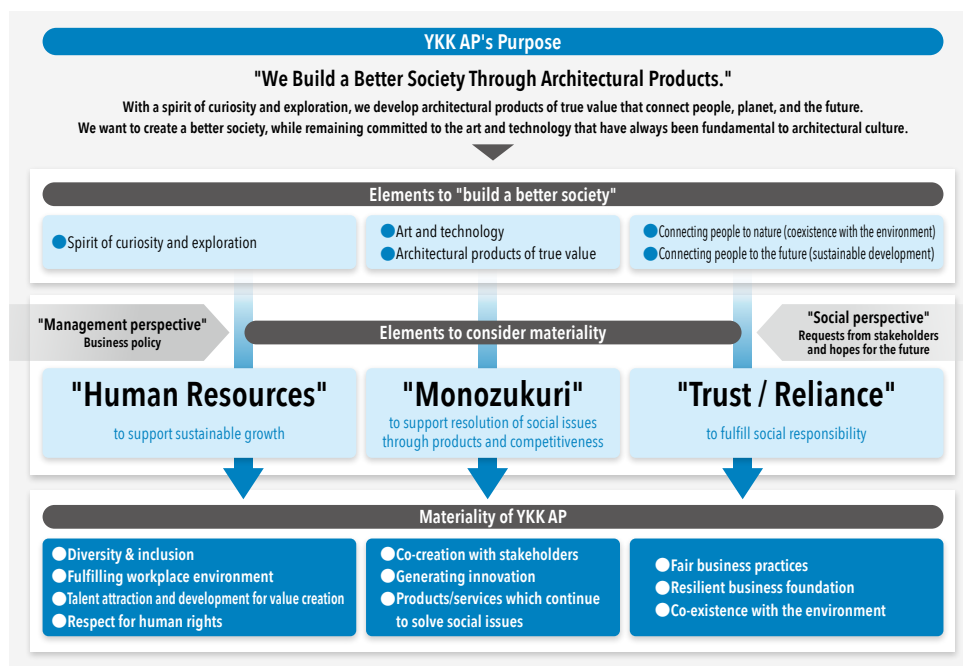
The approach to identifying materiality issues and the identification process

To identify materiality issues, we began with our company's Purpose that we established in 2021. The Purpose consists of three key elements:

- 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 nature and the future."

With these elements as the core, we added a "management perspective" related to sustainable business growth and a social perspective related to sustainable social development.

For the management perspective, we extracted themes with high impact on our business from the business policy. For the social perspective, we analyzed the importance to each of the stakeholders and extracted materiality issue candidates. And from the candidates extracted from these perspectives, we selected the most important ten items as our materiality issues.



Analysis of the external environment

- The Global Risks Report 2021, published by the World Economic Forum.
- Non-financial information disclosure standards of the Sustainability Accounting Standards Board (SASB), a non-profit organization in the U.S.A.

Employee awareness survey/Analysis of key issues for business partners

- Employee awareness survey conducted in FY2020
- Identified key issues raised by major business partners and calculated the level of importance of each

Reviews by board members

January through May 2021

Considered materiality with focus on the Purpose discussed by employees and officers and formulated by resolution of the Board of Directors. Possible choices were submitted for subsequent deliberation and resolution by the Board of Directors.



June 2021 onward

The "Materiality Promotion Working Group" is under the direct control of the "ESG General Meeting," headed by the President, to promote and manage KPIs for the materiality that we have drawn up.

The 6th Mid-term Materiality Targets

The materiality (priority issues) set forth for FY2021 were identified based on our Purpose. We have established a promotion department for each materiality, and are working to tackle them through implementation of the 6th Mid-term Management Plan (FY2021–FY2024).

The 6th Mid-term Materiality Targets and promotion departments

Materiality	Promotion departments	Initiatives	Indicators	FY2021 (Results)	FY2022 (Results)	FY2023 (Results)	FY2024 (Targets)	Related SDGs	
"Human Resources" to Support Sustainable Growth	Diversity & inclusion	Human Resources Department	Promote an inclusive corporate culture where employees with a diverse range of skills and experiences respect one another and work together	Number of women in management positions ^{◇1}	113	122	133	140	
				Rate of persons with disabilities among employees ^{◇1}	2.28 %	2.30 %	2.44 %	2.50 %	
				Ratio of men's to women's wages (average) ^{◇1} *Parentheses indicate the ratio of men's to women's wages for senior section managers	68.6 % (86.4 %)	69.7 % (87.7 %)	68.8 % (88.4 %)	71.0 %	
	Establishment of a fulfilling working environment	Work Style Reform Committee	Develop a fulfilling workplace environment in which each employee can thrive with motivation and demonstrate his/her best performance	Rate of employees who take childcare leave (men) ^{◇1*1}	53.2 %	73.2 %	67.7 %	Over 50 %	
				Employee engagement ^{◇1}	51 %	49 %	50 %	70 %	
	Development and training of human resources to create new value	CHRO Human Resources Department Human Resources Development Department	Attract, train, and promote next-generation leaders and invest in the necessary talent for sustainable growth	Number of times employees obtained qualifications eligible for public qualification incentives ^{◇1}	2,548	1,748	1,313	Over 1,500	
				*"Value Creation Academy," the next-generation leader development program ^{◇1} ● Number of participants *Figures in parentheses indicate cumulative number of participants ● Number of corporate officers appointed (cumulative total)	9 (195)	9 (204)	9 (204)	9 (213)	
				Number of employees sent by the company to obtain degrees (cumulative total) ^{◇1} (Ph.D., MBA, MOT)	13	17	21	27	
	Respect for human rights	Compliance Committee Human Resources Department Corporate Purchasing Department	As part of corporate social responsibility, give consideration to human rights not only in the company itself, but also in the supply chain and other areas associated with the company	Enforcement of the YKK AP Human Rights Policy in business activities in each country and region Expand and enhance content of human rights and harassment training					
				Number of companies that we have concluded an agreement with regarding the basic transaction principles (cumulative total) ^{◇1}	821	1,184	1,226		1,226
"Monozukuri" to Support Resolution of Social Issues through Products and Competitiveness	Co-creation with stakeholders	Brand Management Committee	Continue to create value through active dialogue with our key stakeholders: customers, society, and employees	Customers: Expansion of technical proposal and training options for domestic and overseas business partners Society: Promote activities that link customer feedback to the development and improvement of products and services and the provision of information Employees: Promote initiatives to gather a wide range of employee ideas and apply them to our business					
				Generating innovation	Executive Vice President	Promote innovation in business concepts and production/business processes from a medium-to-long-term perspective for sustainable growth	Establish programs to develop and create innovative human resources ● Establish AP innovation programs and systems to accelerate and promote creation of new business ● Develop a foundation for fostering an innovative organizational culture and developing innovative human resources		
	Products/services which continue to solve social issues	Business Divisions/ Units in charge	Create new value and contribute to the sustainable development of society by taking on the challenge of solving social issues through our products and services	Rate of high thermal insulation window use (for single-family houses) ^{◇2}	70 %	75 %	79 %	90 %	
				Rate of vinyl window use (for single-family houses) ^{◇2}	31 %	31 %	35 %	41 %	
				Ratio of sustainable product*sales ^{◇3}	38.4 %	37.8 %	40.3 %	43.1 %	
	Fair business practices	Compliance Committee	Conduct business activities ethically and with integrity by ensuring compliance with laws, regulations, and social norms under a global governance system	Number of sites implementing YKK Global Criteria of Compliance (YGCC) ^{◇3} *Number in parentheses indicates number of sites where internal audits have been conducted	55 (20)	56 (27)	57 (27)	53 (27)	
				Expand and enhance content of compliance training ● Conduct compliance video training and e-learning for all employees					
	"Trust/Reliance" to Fulfill Social Responsibility	Resilient business foundation	CRO Risk Committees (5)	Increase resilience through risk management that enhances management transparency and honest and fair corporate governance, in addition to responding to unforeseen events	Strengthen the CRO-led risk management system and speed up the response to emergencies Review BCP on an all-hazards basis ● Responses to infectious diseases, major natural disasters, supply chain interruptions, cyber incidents, etc. ● Recovery and operation through reliable management after the BCP is activated				
					Co-existence with the environment	Manufacturing Division PJ	Contribute to reducing environmental impact and mitigating and adapting to climate change by promoting a decarbonized, recycling-based society and expanding sales of environmentally friendly products	YKK AP CO ₂ emissions ^{◇3}	
	Waste output (manufacturing sites) ^{◇3} *Figures in parentheses represent units of intensity	15.9 kt (1.57/100 million yen)	15.4 kt (1.03/100 million yen)	17.4 kt (1.23/100 million yen)				17.0 kt (1.94/100 million yen)	
Water consumption (manufacturing sites) ^{◇3} *Figures in parentheses represent units of intensity	9.8 million m ³ (2.26/100 million yen)	8.9 million m ³ (1.74/100 million yen)	8.3 million m ³ (1.53/100 million yen)	8.2 million m ³ (1.49/100 million yen)					

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: In FY2021 and FY2022, the survey was conducted for business partners with whom an agreement on the Basic Transaction Principles had been concluded.

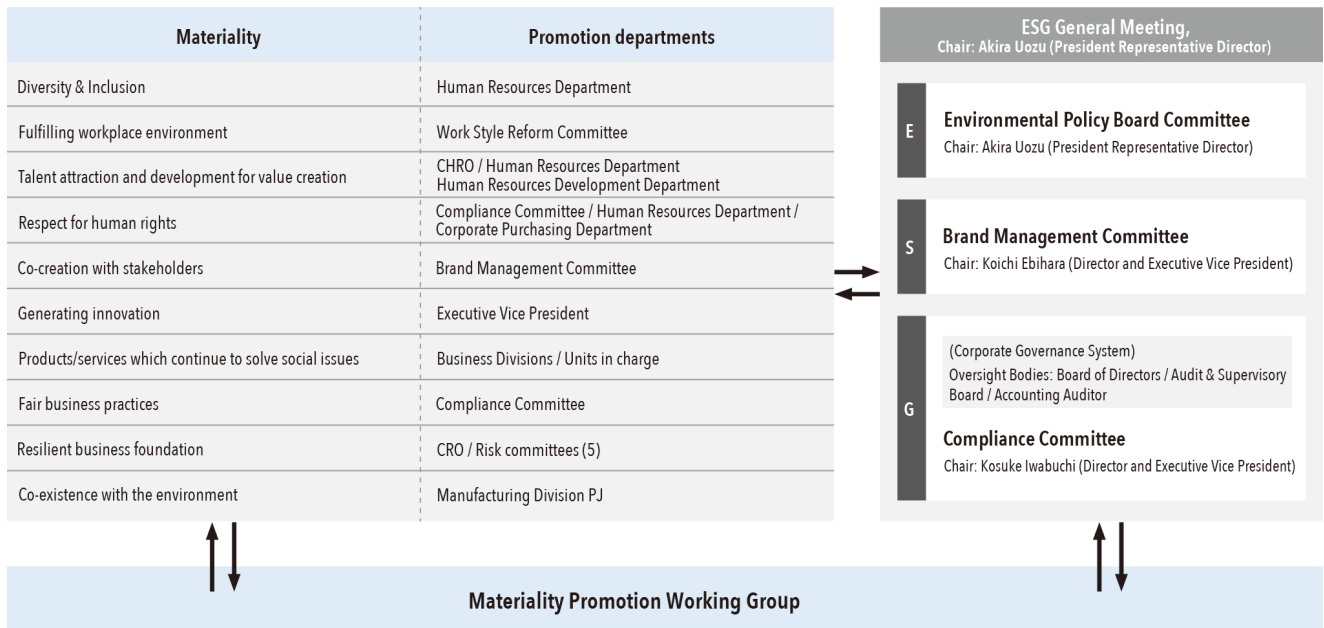
*3: In FY2023 and FY2024, the survey was conducted for large-lot business partners and business partners that handle particularly important materials and components.

*4: Defined as architectural products that contribute to achieving the SDGs by solving priority social issues such as energy conservation, easy installation, disaster prevention/mitigation, safety/security, and health/hygiene.

➔ Materiality and the Targets of the 6th Mid-term Management Plan
<https://www.ykkapglobal.com/en/company/management/materiality/#goal>

Materiality promotion system

We have established a promotion department for each materiality and are stepping up our initiatives accordingly. Furthermore, the ESG General Meeting, headed by the President, consists of the Environmental Policy Board Committee that takes the lead on environmental topics, the Brand Management Committee that handles social topics, and the Compliance Committee, which handles governance. Each is chaired by the President or an Executive Vice President. The "Materiality Promotion Working Group," which reports directly to the ESG General Meeting, conducts materiality efforts and manages KPIs in cooperation with the ESG General Meeting and the promotion department for each materiality.



➔ [Materiality Promotion system](https://www.ykkapglobal.com/en/company/management/materiality/#system)
<https://www.ykkapglobal.com/en/company/management/materiality/#system>

Supported Initiatives, Certifications, and Key External Assessments

Supported Initiatives and Groups, Certifications

- January 2019 Obtains Science Based Targets Initiative (SBTi) Certification (renewed in February 2021)
- May 2019 YKK AP has endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)
- May 2021 Signs United Nations Global Compact (UNGC)
- June 2022 YKK AP Endorses the Japan Climate Initiative Message
- June 2022 Formulates and publishes the Declaration of Partnership Building in support of the aims of the Conference for the Promotion of Building Partnerships for the Future promoted by the Cabinet Office, the Small and Medium Enterprise Agency, and other organizations
- October 2022 Participates in the Japan Partnership for Circular Economy (J4CE)
- April 2023 YKK AP is Certified by the Ministry of the Environment as an Eco-First Company
- April 2023 Participates in the Ministry of Economy, Trade and Industry's "GX League"
- May 2023 Joins the Japan Climate Leaders Partnership (JCLP), a group of companies committed to realizing a sustainable decarbonized society
- August 2023 YKK AP Receives Resilience Certification for Contributions to National Resilience
- February 2024 Participates in "Circular Partners," a partnership led by the Ministry of Economy, Trade and Industry to promote collaboration between industry, government, and academia

Evaluations of Product Safety Initiatives

- November 2017 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 followup, 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	YKK AP (THAILAND) CO., LTD.	Showroom Receives Design Excellence Award 2023 for Excellence in Interior Design
September 27	YKK AP Inc.	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	YKK AP AMERICA INC.	"T Series Entrance Systems" and "YHS 50 TU Storefront System" win at the BLT Built Design Awards 2023
October 18	YKK AP FACADE PTE. LTD.	Awarded the Systems Award at the CTBUH Awards 2023
November 23	YKK AP Inc.	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	YKK AP TAIWAN CO., LTD.	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	YKK AP CO., LTD.	Selected for the 13th consecutive time in the windows category of the Desirable Architectural Products Brand Award
March 29	YKK AP Inc.	Achieved an "Outstanding Business Operator (Class S)" rating under the Energy Conservation Act's Business Operator Classification Evaluation System for nine consecutive years