

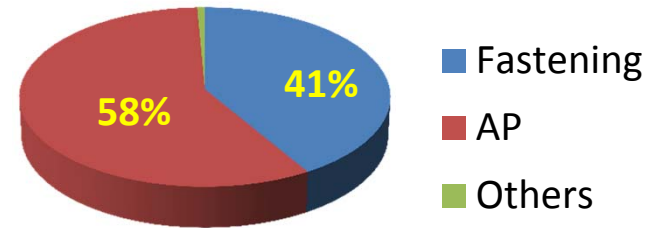
**WORLD
MARKETING SUMMIT
JAPAN 2014**

Technology oriented value creation

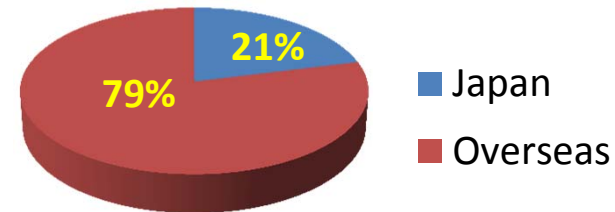
**Tadahiro Yoshida
YKK Corporation
Sept.25 2014**



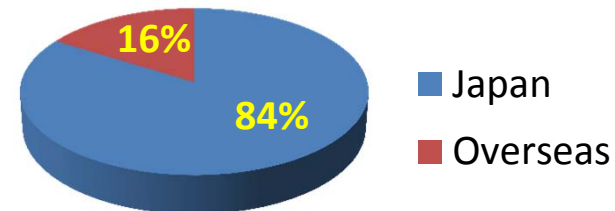
Consolidated Sales Amount
696 billion yen (2013)



Fastening



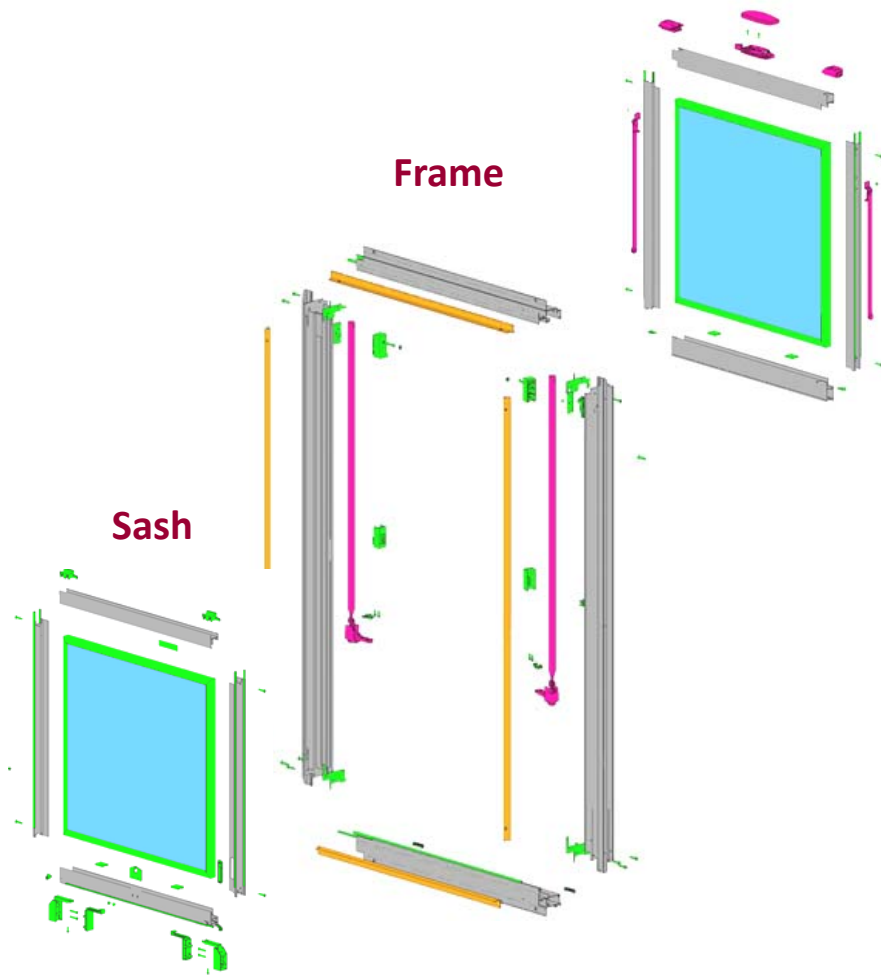
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Manufacturing parts closely connected to people's lives

■ Sash business

■ Window business



Window



Assembled by fabricator

Manufacture and deliver to construction site

From a sash manufacturer to a window manufacturer

- The current state of windows in Japan (the sash market, differences with Europe and the U.S.)
- Why it is necessary to transform into a window manufacturer

⇒ Improve the Japanese living environment

- Low energy
- A healthy, comfortable lifestyle
- Design

⇒ Transformation of the business model

- Development of high-performance windows, construction of window production line
- Assuring quality by supplying finished products
- Logistics reform
- Expansion of the Window Factory
- Innovation of the window business model through integration of hardware and software

"Windows are civilization. Windows are culture."