



副董事长兼总经理井上孝先生 Mr. Takashi Inoue, the Vice President & General Manager

## Contribute to the Development of Strategic and Reciprocal Relations between China and Japan

# 为发展中日战略互惠关系做出贡献

— Interview with Mr. Takashi Inoue, the Vice President & General Manager of YKK (China) Investment Co., Ltd.

— 访 YKK (中国) 投资有限公司副董事长兼总经理井上孝先生

口 本刊记者：李莉

中国是世界上最大的发展中国家，无论是提高人民群众的物质和文化生活水平，还是推进工业化、城镇化建设，都需要在较长的时期内保持合理的投资规模。我们要充分挖掘和释放国内需求潜力，既是我国加快经济发展方式转变的需要，也是一项长期的战略方针和基本的立足点。YKK (中国) 投资有限公司副董事长兼总经理、YKK 集团执行董事常务井上孝先生对中国经济未来的看法非常乐观。他说：“今年是‘十二五’规划的第二年，随着中国加快转变经济增长方式和调整经济结构的推进，我们的在华发展战略也会做一些相应的调整。根据中国扩大内需的方针，我们将加强对内陆地区的投资，在产品上，我们会

生产一些内需市场所需要的产品，希望我们公司这五年的发展紧跟“十二五”规划的步伐。”

综观 YKK 的发展史，有一个惊人的巧合就是该公司的创立和发展与中国是连接在一起的。创始人吉田忠雄先生在 20 世纪 30 年代曾到中国上海学做生意，回国后依靠在上海学到的知识加上自身的商业天赋和勤奋精神，以 100 美元起家创办了如今遍布全球 70 多个国家和地区的以发斯宁事业和建材事业这两大核心事业为基础的 YKK 集团。YKK 集团本着“善之巡环”的企业精神，将“追求更高企业价值”作为经营理念，以“公正”为企业指导思想开展经营活动。吉田忠雄先生率 YKK 再次进入中国是在

1966 年，当年他创办了香港公司，之后又于 1992 年创办了上海吉田拉链有限公司、1995 年又在深圳和大连成立了公司，组成了 YKK 从南到北覆盖全中国的生产和销售网络。YKK (中国) 投资有限公司成立于 2002 年 12 月，主要业务是统括 YKK 集团在中国的发斯宁事业及建材事业。YKK 中国业务发展顺畅，经过数次增资，注册资金已增至四亿一百万美元。共有 11 家事业公司和 63 所营业基地，主要分布于北京、大连、上海、深圳、苏州和无锡。业务范围辐射全国乃至海外各地。

日本吉田工业株式会社 (YKK) 是世界最大的拉链制造公司，年产拉链长度超过 200 万公里，足够绕地球 50 圈以上或从地球到月球之间拉上两个半来回以上，该项业务每年营业额约 25 亿美元。该公司产品占日本拉链市场的 90%，占世界市场的 45%。YKK 拉链是日本现代文化的代表，它改变了 20 世纪的人类生活方式，成为时尚和高雅的象征，为生活现代化增添了一项新的内容。井上孝总经理说：“拉链产品，全世界三分之二也就是超过 60% 的制造业务量是在我们中国制造的，所以我们总部也要配合做好相关的服务工作。我们自己也觉得非常骄傲。YKK 品牌拉链在中国荣获驰名商标称号，这是日资品牌在中国获得的首个驰名商标。该荣誉的获得充分体现了中国人对 YKK 拉链产品品质的认可。我们拉链出口也是比较多的，主要是出口欧美日本等一些国家。随着人们生活水平的提高，对服装和箱包等的品质也提出了更高的要求。我们看到了这一内需市场的增长，尽管我们目前在中国市场的占有率只有百分之十几，但是我们看到了将来的发展趋势，并且非常有信心扩大我们的销售。我们想把今后的注意力适当放到内需方面，如果顺利的话，5 年后我们中国市场的产量会达到现在的 1.5 倍；在 YKK AP 方面，希望 5 年后我们的产量能是目前的 2 倍。我们时刻关注着政府的政策，比如说西部大开发，振兴东北，促进中部崛起，支持东部发展等。前不久，井上孝总经理和井上正弘部长去了哈尔滨进行考察，希望配合政府部署有目标地进行的投资。现在我们在 AP 方面就是在深圳、大连、苏州三个地方有工厂。我们要确保这三家工厂满负荷的运转。YKK AP 建材产品主要是

指塑钢、铝合金门窗和玻璃幕墙，产品以其功能优异和绿色环保概念，受到越来越多开发商的追捧。公司不断致力于开发更加节省能源、更加有利于环境保护、符合特需关爱人群的产品。公司希望立足中国住宅市场，从普通居住者的立场出发，为改善居住环境，提高生活品质以及保护环境做出贡献。比如，YKK AP ‘遮阳及节能门窗系统’的遮阳节能铝合金门窗由可拆卸遮阳百叶组件和断桥铝合金门窗组成。遮阳组件室内侧玻璃采用可拆卸设计，方便维修与保养。厚度不超过 100 毫米的遮阳节能铝合金门窗，系列化程度高，可实现多种开启形式的互换，而排气和排水路径的设计也解决了遮阳组件的换气问题。百叶片收纳方便并可自行调整角度。经江苏省科技查新咨询中心科技查新，认为这些特点在国内均属首创。建材方面可做的事情很多，可做的产品也很多，但是我们还是希望在已有的基础上，做到精益求精。我们和其他的门窗企业有一个不同就是，他们的零部件都是外面有专门的部件厂家向他们提供，但是我们非但是门窗，小到一个螺丝等零部件都是我们自己生产的。据了解，从门窗到零部件都是自己生产的综合工厂，就只有我们 YKK 一家。我们也觉得这是我们的一个优势所在。”

YKK 在衣食住领域都有出色的表现。井上孝总经理开玩笑地说：“在衣服方面有我们的拉链产品，在住方面有我们的门窗产品，但是在食品方面没有我们的产品，其实我们在巴西有我们的畜牧业，也有我们自己品牌的咖啡。今后 YKK 中国在食的方面也有所投入那就更好了。”他还说道，我们 YKK 也有一个五年中期计划，希望结合中国的政策选择比较好的地方进行投资。尽管我们是日本独资企业，但是我们会实施本地化发展目标，扎根中国，扎根于上海，为中国的纺织和住宅产业作出我们的贡献。”今年是中日邦交正常化 40 周年，这将是中日两国关系发展中非常有意义的一年。他表示：“中日两国友好相处，对于两国关系的发展乃至亚洲和世界的和平与稳定都有重要意义。YKK 放眼长远，从战略高度出发，继续推动两国在各领域的友好交流和务实合作，为进一步发展中日战略互惠关系做出贡献。”



As the largest developing country in the world, China need keep a reasonable investment scale for a long term regarding the improvement of people's material and cultural living standard as well as the advancement of industrialization and urbanization. We shall fully tap and release the domestic demand potential, which is not only a drive for speeding up the transformation of China's economic growth mode, but also a long-run strategic policy and a fundamental standpoint. Mr. Takashi Inoue, the Vice President & General Manager of YKK (China) Investment Co., Ltd. as well as the Executive Director of YKK Group, is rather optimistic towards China's future economy. He says, "this year is the second year of '12th Five Year Plan'. With the accelerated transformation of economic growth mode and the enhancement of economic restructuring, some adjustment will be made accordingly on our development strategy in China. In response to China's policy of expanding domestic demand, we will increase our investment in inland of China and provide some products to satisfy the needs of domestic demand market. I hope our company will closely follow the pace of '12th Five Year Plan' in the 5 years."

Looking back to the history of YKK, it is amazing to find that the establishment of the company coincides with the foundation of China. Mr. Tadao Yoshida, the founder, came to Shanghai in 1930s to learn how to run a business. After returning, Mr. Tadao, by virtue of the knowledge acquired in Shanghai as well as his own business talent and diligence spirit, set up YKK Group with 100 US dollars. YKK now has already spread over more than 70 countries and regions, focusing on fastening products and building products. In the spirit of "Cycle of



Goodness", YKK Group adheres to the operation concept of "seeking corporate value of higher significance" and conducts operating activities with the guideline of "fairness". In 1966, Mr. Tadao Yoshida entered China for a second time and introduced YKK into China; at the same year, he set up Hongkong company and later in 1992 Shanghai YKK Zipper Co., Ltd.; in 1995, he founded companies in Shenzhen and Dalian respectively. Hence, YKK has established a production and marketing network throughout China. YKK (China) Investment Co., Ltd. was set up in December 2002 and its main business covers fastening and building products of YKK Group in China. YKK China grows smoothly. After several capital increases, its registered capital has amounted to USD 401 million, with 11 companies and 63 business bases in Beijing, Dalian, Shanghai, Shenzhen, Suzhou and Wuxi. The business scope has radiated throughout China and overseas countries and regions.

YKK is the largest zipper manufacturer in the world, with annual zipper output over 2 million km, which is as long as 50 circles around the earth or two round trips and a half between the earth and the moon; the zipper business contribute about USD 2.5billion to YKK's annual turnover. YKK products account for 90% in the Japanese zipper market and 45% in the global market. YKK zipper, a representative of Japanese modern culture, has changed the life style of human being in the 20th century and become a symbol of fashion and elegance, adding a new scene for modern life. Mr. Takashi says, "two-thirds (over 60%) of the global zipper products are made in China. Thus, our headquarters shall cooperate with relevant services. We also feel proud of ourselves. YKK zippers have been granted the title of well-known trademark in China and it is the first well-known trademark of Japanese brands in China. The honor has fully demonstrated the recognition of Chinese for the quality of YKK zipper products. Many of our zippers are



for export, mainly to Europe, America and Japan. With the improvement of people's living standard, they put forward higher requirements for the quality of garments as well as bags and suitcases. Though we only occupy over 10% of Chinese market at present, we still see the growth of domestic demand market and the trend of future development and have great confidence in sales expansion. In future, we will focus on domestic demand. If everything goes well, our output in Chinese market will reach 1.5 times of the current output in 5 years; for YKK AP, the output is expected to be doubled in 5 years. We always pay close attention to the government policy, such as Western China Development, Northeast China Revitalization, Rise of Central China and Support for the Development of East China. Recently, Mr. Takashi Inoue and Mr. Masahiro Inoue (the Department Head) went to Harbin for investigation in the hope of cooperating the government's deployment and making targeted investment. Now, we have factories for AP in Shenzhen, Dalian and Suzhou, and we need ensure the three factories run in full load. The products of YKK AP building products mainly refer to plastic-steel and aluminum-alloy doors and windows as well as glass curtain wall, which, featured by excellent functions and environment-friendly concept, are becoming more and more popularized among developers. Our company has been dedicated to the development of more energy-saving, environment-friendly and human-caring products. Our company hopes to gain presence in Chinese housing market and start from ordinary residents to improve people's living condition and life quality and contribute to environmental protection. For instance, the sun-shading and energy-saving aluminum-alloy doors and windows of YKK AP 'energy-saving sunshade door and window' consist of demountable sun-shading louver components as well as bridge-broken aluminum-alloy doors and windows. Demountable design is adopted for indoor glass of sun-shading components and convenient for maintenance and repair. The energy-saving sunshade aluminum-alloy doors and windows not greater than 100 mm thick are highly serialized and may subject to alternative opening forms; the design of vent and drainage paths also solve the air change of sun-shading components. The louvre blades can be put away easily and may adjust different angle by themselves. According to the sci-tech novelty search of Jiangsu Science & Technology Novelty Search Center, those features are pioneering in China. We have a lot to do regarding building products, but we still hope keep improving. One difference between other door and window enterprises and us is that, their parts are provided by other special component manufacturers while our doors and windows as well as their parts (even screws) are manufactured by ourselves. It is learned that YKK is the only integrated factory who manufactures from doors and windows to their parts. We believe that it's our advantage."

YKK has demonstrated excellent performance in the fields of clothing, foods and living. Mr. Takashi says jokingly, "we provide zipper products for clothing and



door and window products for living, but we have no products for food. In fact, we have stock farming in Brazil and coffee of our own brand. In future, it will be better for YKK China to invest foods." He also adds, "YKK has a medium-term plan for the five years and hope choose a good place for investment according to China's policy. Though we are a Japanese wholly-owned company, we will implement localization target and get rooted in Shanghai and China so as to make contribution to Chinese textile and housing industry." This year is the 40th anniversary of Sino-Japanese diplomatic relation normalization and will be of great significance for the development of their relations. He expresses, "to keep friendly relation between China and Japan plays an important role in the development of their relations as well as the peace and stability of Asia. YKK will, from a long-term perspective and a strategic height, continue to boost amiable exchanges and concrete cooperation between China and Japan and contribute to the further development of strategic and reciprocal relations for these two countries."

