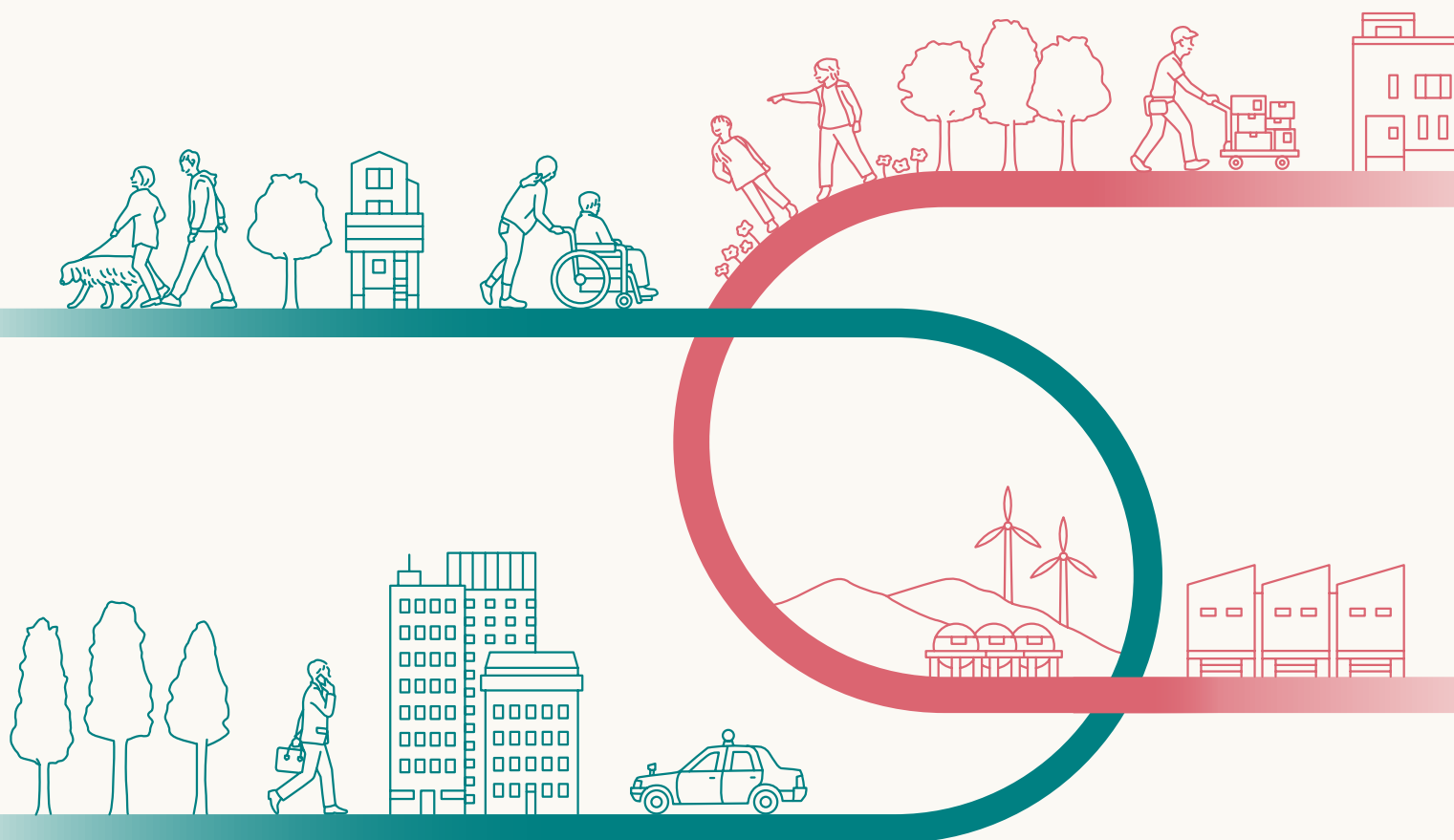


The cover features a vibrant, multi-colored background with large, flowing, rounded shapes in yellow, purple, red, blue, and green. At the top, there are line-art illustrations of a town with buildings, trees, and mountains. Below this, a red and orange curved band contains a person walking a dog and a car. The central text is positioned within a white space. Below the text, a blue and red curved band contains a person in a wheelchair. At the bottom, a green and red curved band contains a truck, a person pointing, and a family walking in a park with trees and flowers.

YAZAKI GROUP
SUSTAINABILITY
REPORT 2025

Sustainability Story

**The Yazaki Group.
A family, as one.
Believing in the power of
Monozukuri and Kotozukuri
Building a prosperous future society.**



In 2024, the Yazaki Group established its Sustainability Policy, which defines the principles and actions guiding our efforts toward a sustainable society.

Aligned with this policy, we have created the Sustainability Story to clearly communicate to our stakeholders why the Yazaki Group is committed to sustainability, as well as the spirit and approach behind our initiatives.

This story weaves together the values we have cherished since our founding, our historical efforts to address social challenges, and our vision for the future, presenting a cohesive narrative that conveys the Yazaki Group's dedication and mindset in pursuing a sustainable society.

What can we do to create a sustainable society?

Since the founding of the Yazaki Group, we have always been led by our north star:
“A Corporation in Step with the World” and “A Corporation Needed by Society”

Heading in the same direction with colleagues around the world,
we pursue this philosophy with the motto “One for All, All for One”.

In conducting our business, we value
to see beyond immediate concerns and envision the distant future,
to willingly do things that benefit others,
to complete tasks to the finish,
and to cherish employees and their families.

Even as times change, we have been honest with our customers and society, guided by these values.

Manufacturing wire harnesses — the automobile’s nerves and blood vessels —
and various automobile parts including HMI, which meet the needs of a diverse mobile society and
bring the joy of driving to people around the world.
Providing diverse products and services for a stable and
efficient energy supply to secure lifestyles that are environmentally friendly, safe, and secure.
Sharing the aim of a transition to a new local society through nursing care, agriculture,
and environment & recycling.

Together with our colleagues who empathize these beliefs, and in pursuit of new colleagues,
the Yazaki Group has built communities and grown around the world.
This is because we believe that our people can be motivated and fulfilled by the work that we do.
And we know that this leads to the smiles of our colleagues,
their families, and even the communities we serve.

Today, the world we live in is facing various changes and crises.
For example, the destruction of the global environment,
depletion of resources, poverty, and the challenges of an aging and declining population.
On the other hand, innovative technologies and industries have emerged to address these issues.

The Yazaki Group will leverage
industry-leading Monozukuri and Kotozukuri with AI and digital technology to contribute to safe,
secure, and comfortable mobility and to optimize energy supplies.

We are committed to creating a future society offering prosperity
and balance for all life on Earth which is an invaluable life form.
Be motivated by innovation, passion, and adventure,
together with our colleagues around the world who seek new challenges.
We are the Yazaki Group.
A family, as one.
Believing in a sustainable society for a better tomorrow.

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Report outline

● Editorial policy

Since fiscal year 2002, the Yazaki Group has published a Sustainability Report* every year to disclose information about company activities aimed at achieving a sustainable society and raise awareness among its employees. In fiscal year 2025, the Group reported on its approach to achieving a sustainable society, as well as initiatives and results over the past year related to environment, society, and governance, aligned with the Group's priority sustainability issues.

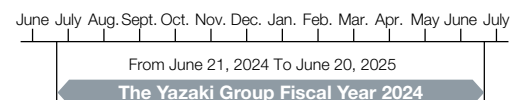
We hope this report will help to deepen understanding of the Yazaki Group's sustainability efforts.

* Published as an Environmental Report in 2002, as a Social & Environmental Report between 2003 and 2016, and as a CSR Report between 2017 and 2022

● Reporting period

This report conveys the details of activities carried out by the Yazaki Group in fiscal year 2024* (June 21, 2024, to June 20, 2025).

* Clarification will be provided when reporting periods differ



Note: The Yazaki Group's fiscal year extends from June 21 of a given calendar year to June 20 of the following calendar year.

Featured content

P. 11 Message from the President



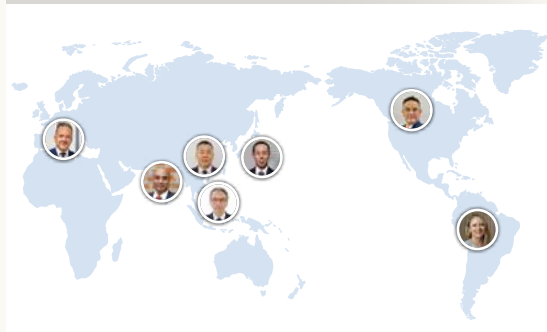
P. 19 Special feature:
Creating new businesses rooted in social challenges



P. 59 Formulation of Yazaki Environmental Vision 2050



P. 17 Message from each region on sustainability management



P. 55 Employee children's exchange program: Yazaki Summer Camp



P. 85 Selected global sustainability initiatives



● Organizations covered

Yazaki Corporation and consolidated companies in Japan and overseas

● Reporting cycle

Published annually

● Guidelines consulted

Global Reporting Initiative (GRI) Standards

● Indication of organization responsible for each activity

Yazaki Corporation and consolidated companies in Japan and overseas are referred to as the Yazaki Group. As for activities conducted by other organizations, the responsible organization is specified in each instance.

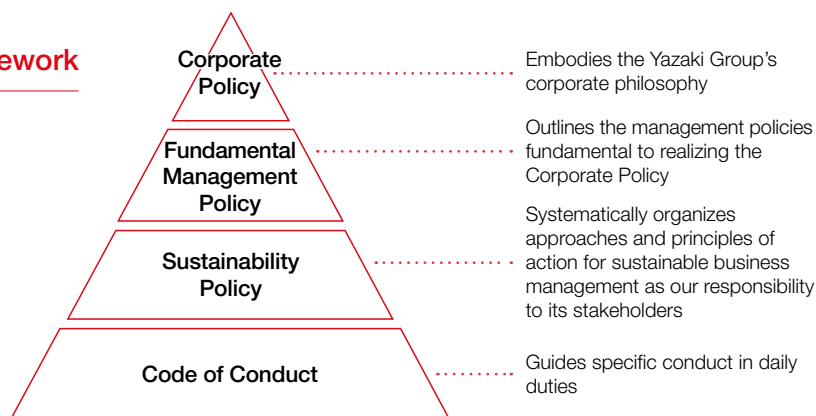
● Website

The PDF version of this report, the GRI content index, and other information on sustainability are available on our website. Please visit the website together with this report.
<https://www.yazaki-group.com/en/csr/>



Corporate Policy / Fundamental Management Policy / Sustainability Policy / Yazaki Spirit

Corporate philosophy framework



Corporate Policy

A Corporation in Step with the World A Corporation Needed by Society

Fundamental Management Policy

In fulfilling our Corporate Policy, Yazaki Group activities are founded upon the following principles:

1. Increase company efficiency and provide the most value to our customers worldwide through continuous effort and the implementation of new concepts.
2. Uphold the law, respect regional cultures, and contribute to economic and social development.
3. Contribute to a prosperous future society through business focused on the environment and security.
4. Conduct business openly and fairly, and aim for coexistence and co-prosperity.
5. Care for people by creating a corporate culture that prioritizes individuality and team-work, while empowering people's dreams.

Yazaki Spirit



The dreams and principles of our founder, as well as the thinking and spirit of many of those who came before us—those who inherited their legacy and proceeded to lay the foundation for the Yazaki Group—have been consolidated into three points that have been passed down as part of the backbone of employees of this group.

Sustainability Policy

Approved by resolution at the Board of Directors meeting held on August 27, 2024

The Yazaki Group achieves the Corporate Policy “A Corporation in Step with the World” and “A Corporation Needed by Society” through living up to the trust and expectations of society.

We believe that achieving sustainable business growth will provide long-term value to all stakeholders.

To achieve this, based on our Fundamental Management Policy and this Sustainability Policy, we will always listen to the voices of our stakeholders while developing business activities that focus on Monozukuri*¹ and Kotozukuri*² and we strive to enhance corporate governance which is the foundation of our business. We carry out these initiatives with the values of the Yazaki Spirit, “Fortitude”, “Service Mind” and “Foresight”. By doing so, we aim to achieve sustainable development for our group and society as a whole, while mapping all the relevant risks and opportunities.

We will also ask our business partners to agree with this policy and act together with us.

Customers

- We provide the value expected by the customers through safe, secure, environment friendly, high-quality products and services which are created from our combined approach of Monozukuri and Kotozukuri.
- We are committed to providing products and services that meet relevant laws and standards regarding safety, quality and environment while responding to customer needs.
- We provide necessary information about our products and services from the customer’s perspective.
- We will properly manage and protect information assets, including confidential information of individual customers and companies that we come to know in the course of our business.
- We take preventive measures against diverse risks and conduct risk management to our business. In the event of an emergency, we take actions to protect the lives of our employees and local residents and ensure business continuity as top priority.

Local and Global Communities

- Through our worldwide business activities, we contribute to create employment, enrich the economy of local communities and facilitate a prosperous society.
- We respect the culture, customs, history of each country and region, and comply with rules such as related laws in all business activities.
- In business activities that cross national and regional boundaries, we comply with the laws and regulations related to import and export, and perform appropriate management and necessary procedures.
- We protect and leverage the intellectual property rights derived from our R&D and respect the legitimate intellectual property rights of others.
- We disclose corporate information timely and properly and establish a dialogue with stakeholders to enhance the transparency of our business management.
- We build and value relationships with the stakeholders with integrity and transparency, without exception. We will also not offer or receive entertainment, gifts, or money to stakeholders for the purpose of obtaining or maintaining undue benefits or preferential treatment.

Global Environment

- Based on the Yazaki Global Environment Charter, we promote activities and initiatives, such as realizing carbon neutrality and promoting a circular economy, to ensure that the global environment is protected for the next generation.

Business Partners

- We develop products and services that contribute to resolving sustainability issues and strive to prosperously co-exist with our business partners throughout the supply chain network and encourage them to do the same.
- We maintain a fair, equitable and transparent relationship with our business partners and conduct transactions with integrity.
- We comply with the laws and regulations of each country and region in order to maintain fair competition.
- We recognize social issues such as human rights and environment, and commit to conducting responsible procurement.

Employees

- We earn the trust of employees through honest and open dialogue, while respecting their right to freely associate or not associate, in accordance with the laws and regulations of the countries and regions where we operate.
- We respect and accept diversity including nationality, race, ethnicity, gender, sexual orientation, gender identity, disability, age, birthplace, educational background, relatives, religion, and employment status of our employees. We provide fair opportunities and eliminate discrimination in order to create a better working environment where employees can maximize their abilities.
- Based on The Yazaki Group Human Rights Policy, we respect human rights, which are fundamental rights that every human is born with, and do not tolerate any violations of those rights. Additionally, we do not engage in forced or child labor.
- We comply with labor laws and regulations of each country and region, including provisions for wages and working hours, and also provide fair working conditions to all employees and maintain a safe and healthy working environment.
- We pursue Hitozukuri*³, which is the base of Monozukuri and Kotozukuri, and support the enhancement of employees’ skills and creativity, and contribute to the career development, well-being and quality of life for the employees.

*1 Monozukuri: Providing high-quality, highly functional and reliable products, by our accumulated experience and wisdom while utilizing the latest technology.

*2 Kotozukuri: Providing products and services that not only meet the demands of customers, but also are enriched with added value such as innovative ideas, stories, and experiences that evoke new experiences and emotions.

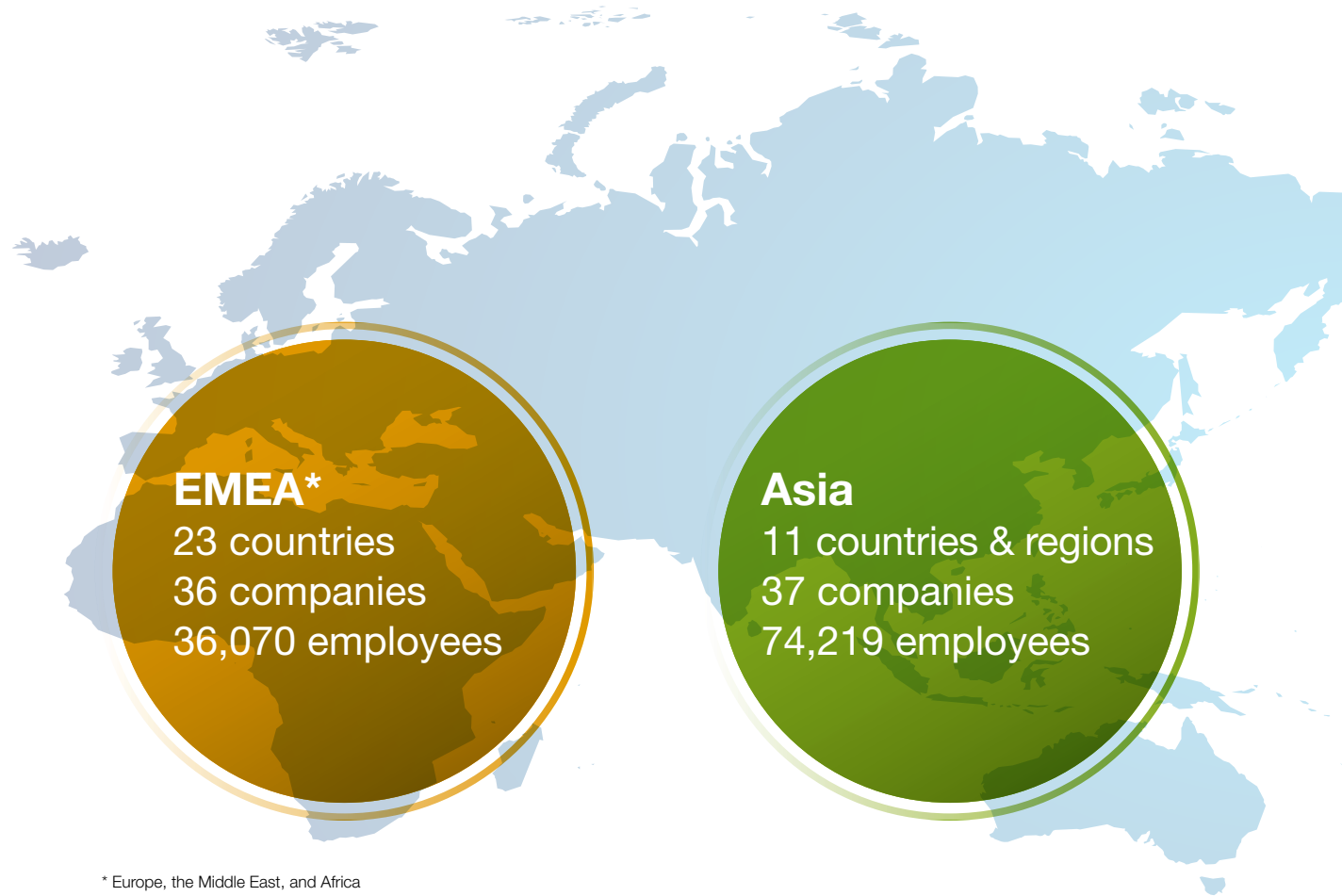
*3 Hitozukuri: Developing employees who understand their roles and responsibilities and can take pride and spirit of challenge in their activities, behavior and work.

Operating in 46 countries and regions around the world with approximately 220,000 employees

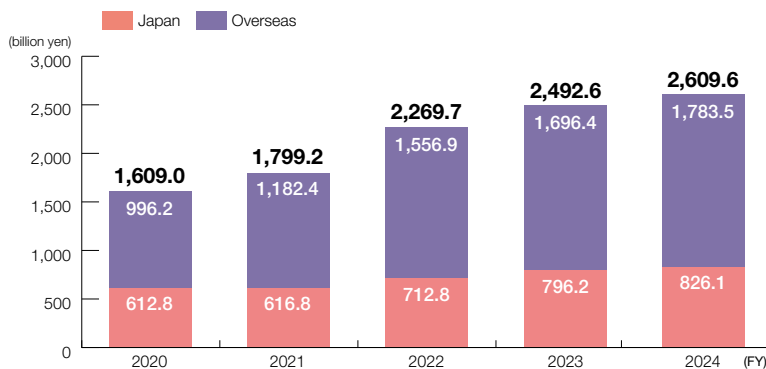
Expanding a global network

From 1960

- Thailand (1962)
- U.S.A. (1964)
- ★ Australia (1965)
- ★ Switzerland (1966)
- Taiwan (1968)
- Philippines (1973)
- United Kingdom (1980)
- Mexico (1982)

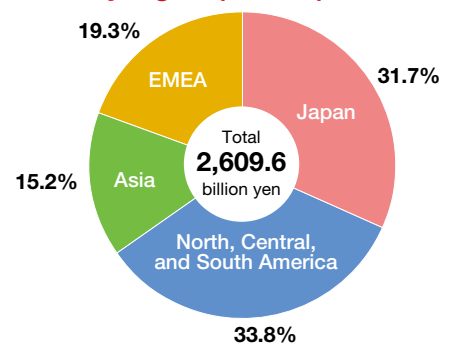


Consolidated net sales



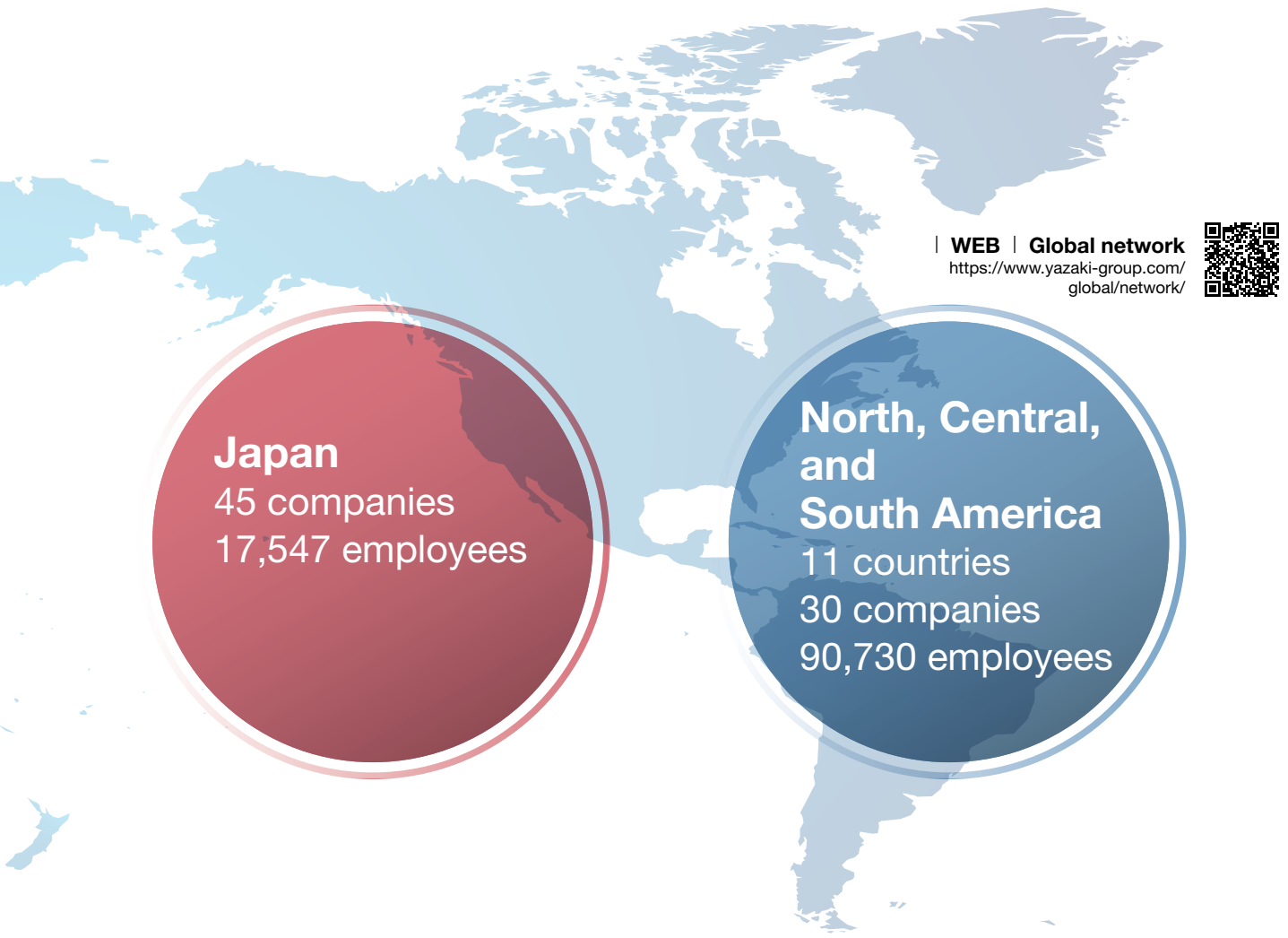
Note: The fiscal year extends from June 21 of a given calendar year to June 20 of the following calendar year.

Breakdown of consolidated net sales by region (FY2024)



Among countries in the timeline, there is no longer a site in the countries with "★."

From 1990	From 2000	From 2010
Portugal (1986)	Colombia (1995)	Poland (2011)
★ New Zealand (1986)	Argentina (1995)	Cambodia (2012)
Canada (1987)	India (1997)	Russia (2012)
Sweden (1988)	Brazil (1997)	Slovenia (2012)
China (1988)	★ Netherlands (1999)	Paraguay (2013)
West Germany (1988)	France (1999)	Serbia (2016)
Present: Germany	Croatia (1999)	Myanmar (2019)
Spain (1988)		Guatemala (2022)
Indonesia (1989)		Egypt (2023)
	Morocco (2000)	
	Nicaragua (2001)	
	★ Lithuania (2001)	
	Czech Republic (2001)	
	Ukraine (2002)	
	Romania (2003)	
	Uruguay (2005)	
	El Salvador (2006)	
	Bulgaria (2006)	
	South Africa (2006)	
	Tunisia (2009)	
	South Korea (2009)	



WEB | Global network
<https://www.yazaki-group.com/global/network/>



Company overview

Company name Yazaki Corporation
Established October 8, 1941
Representative Riku Yazaki, President
Address **Headquarters**
 7th Floor, W Building, 1-8-15 Konan,
 Minato-ku, Tokyo 108-0075, Japan
World Headquarters (Y-CITY)
 Mishuku 1500, Susono City, Shizuoka
 Prefecture 410-1194, Japan
Capital 3,191.5 million yen
 (Yazaki Corporation is an unlisted company.)
Major Yazaki Group companies in Japan
 Yazaki Meter Co., Ltd. (established in 1950)
 Yazaki Parts Co., Ltd. (established in 1959)
 Yazaki Energy System Corporation*1

Number of Yazaki Group companies*2
 Total of 148 companies (Japan/overseas)
Number of employees in the Group*2, 3
 Total of 218,566 employees (Japan/overseas)

*1 Established as Yazaki Electric Wire Co., Ltd. in 1963 and changed its name in 2012
 *2 Yazaki Corporation and consolidated subsidiaries in Japan and overseas. Excludes equity-method subsidiaries, subsidiaries excluded from the scope of consolidation, affiliated companies, and related incorporated foundations.
 *3 Includes permanent employees, associate employees, accepted assigned employees, and reemployed persons. Accepted assigned employees excludes those who have been assigned from the Group to outside the Group, but includes those who have been assigned to the Group from outside.

Connecting cars, people's lives, and society through products and services

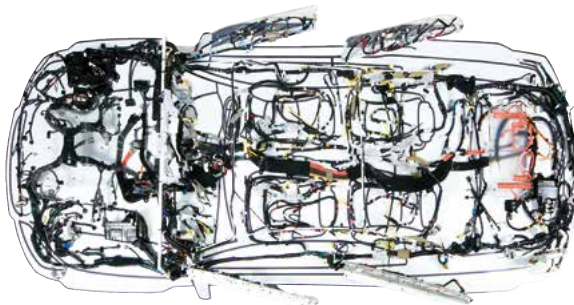
—CONNECT to the Future®—

Connecting cars

We provide a wide range of products with a focus on wire harnesses (assemblies of electric wires), which function as the nervous system or blood vessels of a vehicle, meters, and other devices that support car electronics.

Low voltage wire harnesses / Components

Wire harnesses, which are assemblies of electric wires, run throughout the car and carry electrical power and signals to the electronic equipment in a vehicle.



Low voltage wire harnesses



Semiconductor relay modules

High voltage wire harnesses / Components

With the shift to electric vehicles on the rise, there is a growing need to supply electrical power at high voltages and currents. High voltage wire harnesses address issues such as heat and noise generation, enabling the safe supply of electrical power.



High voltage wire harnesses



High-voltage junction block

Car meters

Our meters, with excellent readability and well-thought-out design, bring safety and security to drivers and enhance driving pleasure.



Full-graphic meter

General transportation equipment

We are contributing to traffic accident prevention and environmental conservation through the provision of products and services that support safe and eco-friendly driving such as digital tachographs and taxi meters.



YDX-8, an integrated driving recorder and digital tachograph



Arofriend 27, a network-enabled taxi meter



Cloud-based operation management system

Connecting people's lives

We provide products and services that can optimize the use of diverse forms of energy including electricity, gas, and solar heat.

Electric wires

In addition to general cables, we provide easy-to-install products that help address social challenges such as workforce shortages on construction sites.



Yawaraka (Moldable) cable



Yazaki Slim Branch branch cable

Gas equipment

We provide various gas devices such as gas meters and gas alarms that assure our customers' safety and security.



Arokko LP gas alarm



Ultrasonic gas meter



LPWA wireless equipment

Air-conditioning equipment

We provide environmentally conscious absorption chiller-heaters that utilize waste heat and renewable energy.



Bio-Aroace wood pellet-fired absorption chiller-heater

Solar thermal equipment

We leverage the solar heating technology we have built up over many years and provide solar heating products for household and commercial use that meet customers' needs.



Eco Solar Multi split-type solar water heating system



Connecting society

In addition to providing products and services that help solve regional issues and advance environmental considerations, we actively take on the challenge of providing new services that utilize big data such as mobility data.

Nursing

We operate a community-based nursing care program across six Group locations, including Kami Fusen.

Yazaki Care Center Kami Fusen



Environment & recycling

Using waste paper from printing processes as raw material, we manufacture and sell environmentally friendly paper-based cushioning materials.



Aro Eco paper foam cushioning material

Agriculture and food

Through agriculture and food businesses in collaboration with local communities, we are working to reduce food loss and promote regional revitalization.



Greenhouse tomato cultivation

Processed foods made from locally produced specialties and cultivated products

AI•Digital

By leveraging data from digital tachographs and other sources, along with AI, we provide solutions that support safe driving for drivers and assist local governments in maintaining road infrastructure.



TRUE SAFE

AI safe driving solution



RoadVision

Road maintenance management solutions



Riku Yazaki

President, Representative Director
Yazaki Corporation

Satoshi Chikami

Specially Appointed Professor, Faculty of Global
Studies, Nihon Fukushi University

President and expert dialogue

Ensuring the Yazaki Group remains sustainable together with society in an era of rapid change

The Yazaki Group operates in 46 countries and regions, with approximately 220,000 employees, navigating major transformations such as globalization, electrification, and the shift toward carbon neutrality. In this context, what should the company preserve, and what should it change?

To explore this question, we invited Satoshi Chikami, Specially Appointed Professor at Nihon Fukushi University, for a dialogue with Riku Yazaki, President and Representative Director of Yazaki Corporation, to discuss the Group's approach and vision for achieving sustainable management.

Changes in the environment surrounding the Yazaki Group

Chikami: The commercial playing on the digital signage at the headquarters reception introduces the daily lives of employees working around the world. It clearly reflects Yazaki's identity as a company guided by the Corporate Policy of being "A Corporation in Step with the World" and "A Corporation Needed by Society."

Yazaki: Thank you. The commercial showcases employees at work and spending time with their families in Canton, USA; Foshan, China; Šabac, Serbia; and Hamamatsu, Japan. We believe it is important to work together with our employees to explore better ways of working, ensuring a balance between personal life and work across different regions of the world.



WEB Yazaki Group commercial: "Smiles Around the World" edition
<https://youtu.be/OqLzk3d1Aw4>

Chikami: Conducting business globally requires initiatives that consider the unique social context of each region. This has become increasingly important, encompassing not only cultural aspects but also economic factors.

Yazaki: You are absolutely right. Each region has its own unique circumstances. Within this context, we carefully consider what we can do and take steady actions on the initiatives Yazaki should pursue now. For example, protecting employees' jobs is a key priority. In every region where we operate, our employees have daily lives that must be respected. Businesses inevitably experience ups and downs, but ensuring that employees can maintain their routines is a critical aspect of business continuity. It is also important to secure our customers' understanding of these efforts. Ultimately, we aim to align our approach with our customers' expectations and identify initiatives that are well-suited to each region.

Chikami: I can clearly see that behind the Yazaki Group's presence in 46 countries and regions lies the accumulation of these efforts. On the environmental front, what areas do you consider most important? Society as a whole is shifting toward zero carbon, and through my involvement in policy development with various municipalities, I feel that entering 2025 we have reached a stage where the path forward needs to be clearly defined. For the automotive industry, too, it seems we are entering a period that requires a leap to the next phase toward zero carbon.

Yazaki: As you know, the most significant change in the automotive industry is the shift toward decarbonization through electrification. The transition from conventional gasoline vehicles to hybrid electric vehicles (HEVs), plug-in hybrid vehicles (PHEVs), and battery electric vehicles (BEVs) is progressing rapidly, reshaping the competitive landscape across the industry. In this business environment, the Yazaki Group seeks to

contribute to the realization of a sustainable mobility society through the technologies and manufacturing that support vehicle electrification.

Chikami: Electrification provides a tailwind for Yazaki to deliver new technologies, and it further increases the importance of wiring harnesses. As vehicle electrification progresses, I believe initiatives across the supply chain are becoming increasingly critical.



Yazaki: In the automotive industry, both automakers and component suppliers are prioritizing the strengthening of global supply chains as an urgent issue. With rising uncertainty from geopolitical risks, such as regional conflicts, and U.S. tariff policies, reinforcing supply chains has become a challenge that the entire industry must address. Additionally, in an automotive industry that employs a large number of people, maintaining employment across Japan is a major concern. This is a societal issue that requires collaboration not only within the private sector but also with the government. It is no longer a challenge that any single company can solve on its own.

Chikami: From a sustainability perspective as well, initiatives such as sustainable procurement highlight the importance of addressing challenges across the entire supply chain.

Yazaki: Core sustainability issues—such as human rights and labor, the environment, and compliance—cannot be fully addressed by a single company alone. It is essential not only to ensure that our business partners and partner companies understand our approach, but also to collaborate with them in tackling these challenges.

Constants in a changing society

Chikami: How do you now view the importance of Yazaki's Corporate Policy, which has served as the foundation of the company for many years?

Yazaki: I believe the Corporate Policy serves as a final point of reference, providing the company with a steadfast sense of direction whenever we face uncertainty or difficult decisions. The phrases "A Corporation in Step with the World" and "A Corporation Needed by

Society” may seem self-evident, but it is essential to continually return to these core principles. In an era defined by VUCA—volatility, uncertainty, complexity, and ambiguity—having a stable guiding axis is invaluable. Furthermore, we consider it part of the Yazaki Group’s intangible value that not only our employees but all stakeholders recognize the company in this way.

Chikami: I have been involved with the Yazaki Group since around 2006, and at that time I heard about the Corporate Policy from the current Honorary Chairman. Until then, I had thought of a corporate policy as something to be framed and displayed in the president’s office. In Yazaki’s case, however, I realized that it truly comes to life and is deeply embedded in the company. I believe it creates a sense of security and trust for business partners, employees, and local communities. I was also impressed by the company’s sincere engagement with the challenges faced by the regions where it operates.



Riku Yazaki

◆ President, Representative Director
Yazaki Corporation

Yazaki: I continue to believe that the approach of operating the company with people who share and embrace the Corporate Policy is still the right one, and we have promoted management based on this principle. In our Fundamental Management Policy, we also state that we will “respect regional cultures, and contribute to economic and social development.” In line with this, we strive to explore the best options in each region by consulting with local communities and working toward mutually beneficial outcomes.

Chikami: I have visited Yazaki’s overseas factories before, and I was impressed by the thoughtful measures designed to make work easier for employees such as the meticulous cleanliness and organization. I believe this clearly demonstrates that the Corporate Policy is truly embedded and alive within the company. It is difficult to summarize the value of the Yazaki Group in a single phrase, but there is no doubt that it is a company that treats people with care. The company consistently considers others’ perspectives, acting not only to unilaterally provide support but also to act thoughtfully to create value within local communities.

At its core, there is a genuine kindness toward people.

Yazaki: I want the Yazaki Group to be a company that can demonstrate true strength and genuine kindness. My vision is to continue providing products and services that bring satisfaction to people. I hope to share this vision with all our stakeholders.

Chikami: In recent years, the Yazaki Group has placed emphasis not only on Monozukuri (manufacturing) but also on Kotozukuri (creating value through experiences and services). A key element supporting these efforts is the employees, and Hitozukuri (human resource development) plays a central role. As a company that invests in employee education, could you share your approach to Hitozukuri?

Yazaki: I became president in 2022, and the first message I wanted to share with our employees was the importance of a spirit of challenge. Naturally, challenges involve the risk of failure. Our priority is to build a strong foundation for Hitozukuri, establishing a system that ensures psychological safety while enabling employees to fully demonstrate their abilities. Through this approach, individuals grow, and the lessons learned from taking on new challenges are leveraged for future growth. We also strive to create an environment where everyone can access a wide range of opportunities.

Chikami: Psychological safety means that within the Yazaki “family,” employees can take risks, make mistakes, embrace challenges, and grow. I believe it is extremely important that employees feel this way.

Yazaki: Even as president, I continue to strive for growth. I believe the desire to grow is shared by many, regardless of age. When all employees grow, the company’s overall capabilities increase, benefiting both individuals and the organization. To support this, I want to foster an environment where people can actively take on new initiatives and explore opportunities. This is an ongoing endeavor that will continue indefinitely.

How to evolve amid societal change

Chikami: So far, we have discussed the company’s enduring values. Next, I would like to ask about the future of the Yazaki Group’s business, particularly its initiatives that contribute to solving social challenges. How do you plan to evolve these efforts going forward?

Yazaki: As global values and industrial structures undergo significant change, we too are required to keep evolving. However, what I always emphasize to our employees is that change itself is not the goal. Take automotive parts as an example: what truly matters is understanding our customers’ needs, identifying what we must do to enhance vehicle performance, and determining how to deliver greater value to them. Pursuing change for its own sake does not provide answers. What is essential is responding to customer needs. By carefully considering and acting on what our customers want—more quickly and effectively than our competitors—we achieve results. I believe that this continuous focus naturally leads to the evolution we seek.

Chikami: Supporting this approach requires careful communication with customers. I believe it is essential to work together with them to identify issues they may not yet recognize or that have not yet become apparent, as well as to explore future directions. Is the concept of Kotozukuri based on the idea that customer and societal needs cannot be fully addressed through Monozukuri alone?

Yazaki: Traditionally, our focus has been on creating and delivering products. However, by thoroughly considering what our customers truly expect from us, we have arrived at the concept of Kotozukuri. In a world of evolving technologies and changing times, it is essential to evaluate whether our current products and services are truly the best, to understand what customers ultimately seek, and to remain open to alternative approaches. As experts, it is our responsibility to propose optimal solutions, to think together with our customers, and to provide not just products and services, but enhanced value.

Chikami: As society and customer needs continue to change, you strongly emphasize to employees the importance of having a clear sense of purpose. What do you focus on to help shift employees' mindset?

Yazaki: Our customers' needs are diverse and varied. It is essential to provide products and services that are tailored to each customer, and we identify these needs through ongoing communication. Through these interactions, we can uncover latent needs that even the customers themselves may not yet recognize. We then incorporate these insights into the planning of our products and services, ultimately driving the development of new offerings.

Chikami: On a different note, with the increasing importance of governance in recent years, how do you approach balancing centralized control with the delegation of authority to local operations?

Yazaki: Communication between all parties is essential. In particular, it is important that everyone shares a common understanding of consultation and reporting. There are many approaches to governance, but they are meaningless without a solid foundation. No matter how well-designed the regulations or systems may be, they will not function effectively without it. As I mentioned earlier, it is vital that the Corporate Policy is firmly established as this foundation.

Chikami: The Japanese term *jiritsu* has two nuances: "to stand on one's own" and "to discipline oneself." I view governance in a similar way. Standing on one's own is important, but it does not mean acting arbitrarily. True independence and self-discipline are achieved only when individuals are able to regulate themselves and carefully consider what actions they should take.



Satoshi Chikami

◆ Specially Appointed Professor, Faculty of Global Studies, Nihon Fukushi University

Areas of expertise Regional environmental planning, environmental education, and education for sustainable development (ESD), etc. He conducts empirical research on approaches to sustainable development by integrating natural and social science perspectives. In Japan, he supports participatory regional development and collaborative community-building involving citizens, businesses, and local governments. Internationally, he conducts field-focused research on creating sustainable communities, primarily in developing regions of Asia.

The vision for the next 10 to 15 years

Chikami: Looking ahead 10 to 15 years, what kind of company does the Yazaki Group aim to become?

Yazaki: We strive to be a company that contributes to the happiness of all our stakeholders. It would be deeply rewarding if every employee, working together with the company and thoughtfully addressing challenges, could help realize our Corporate Policy and contribute to happiness worldwide. Looking 10 to 15 years ahead, we will continue our efforts by translating this vision into concrete strategies to achieve it.

Chikami: In general, sustainable management involves both defensive and proactive approaches. While preventing problems is important, I hope the Yazaki Group will also pursue proactive sustainable management that leverages its strength—approximately 220,000 employees across 46 countries and regions. The company's careful and diligent approach to valuing its employees at this scale is not always fully recognized externally. I would like to see the company further strengthen its communication so that more people feel proud to be part of Yazaki and have a positive view of working here.

Yazaki: We will continue our efforts to communicate the Yazaki Group's initiatives so that they are better understood by a wider range of stakeholders. Thank you very much for your time today.

Value creation process

The Yazaki Group has harnessed strengths cultivated over more than eight decades to manifest its Corporate Policy of being “A Corporation in Step with the World” and “A Corporation Needed by Society.” In doing so, we have developed a business of connecting cars, people’s lives, and society. Building on our Sustainability Policy and Sustainability Story as a foundation, we will continue to provide new value to stakeholders and communities and contribute to the realization of a sustainable society.

Environmental changes

- ◆ Progression of climate change and growing demands for decarbonized management
- ◆ Resource depletion and the growing needs for renewable energy, energy saving and resource recycling
- ◆ Population growth, dwindling birthrates, aging populations and increased demand for mobility services
- ◆ Advancements of CASE (connected, autonomous, shared, and electric), particularly changes in industrial structures driven by electrification
- ◆ Shifting consumer values regarding automobiles
- ◆ Sustainability initiatives becoming a key criterion for corporate evaluation

We respond to these environmental changes by creating value through collaboration with a diverse range of stakeholders, adapting to new models of industry, business and consumption.

▶▶ P. 5
Fundamental Management Policy

Business operations

▶▶ P. 9

Industry-leading Monozukuri

Kotozukuri leveraging AI and digital technologies

The source of value (our strengths)

Human resources supporting Monozukuri and Kotozukuri

Nursing care, agriculture, and environmental recycling business

Production, development and sales operating in 46 countries and regions around the world

Sustainability Story
▶▶ P. 1

Sustainability Policy

▶▶ P. 6

Yazaki Spirit ▶▶ P. 5

Fortitude

Corporate Policy ▶▶ P. 5

A Corporation in Step with the World
A Corporation Needed by Society

Providing economic and social value

Contributing to a safe and comfortable mobility society

Contributing to a decarbonized, recycling-based society

Creating jobs in local communities

Revitalizing local economies

Supporting safety and security in our daily lives

Automotive business

Living environment equipment business

▶▶ P. 27
Priority issues for the promotion of sustainability

Offer solutions to increase society's prosperity

Build healthy and solid supply chains

Establish a truly strong organization

Contribute to development of local communities

Strengthen the global environmental management system

Enhance global governance and internal control

Message from each region on sustainability management

Based on the Sustainability Policy and Sustainability Story established in fiscal year 2024, the Yazaki Group is advancing initiatives toward sustainability management on a global scale, led primarily by its six regional headquarters and India.



■ Japan: Yazaki Corporation

Tetsuya Sugiyama General Manager
Corporate Governance and Legal Affairs Division

As globalization continues to advance, regulations and expectations related to sustainability—such as environmental protection, labor practices, and human rights—are increasingly influencing one another across countries and regions. Our division identifies “the priority issues for the promotion of sustainability” in response to challenges—such as climate change, sustainable resource use, and population decline—by closely monitoring both global and local trends and collaborating across divisions within and outside the country.

In Japan, we revised the “Yazaki Group Code of Conduct” in March 2025 to newly incorporate sustainability elements and have begun distributing it to all employees across our domestic group companies.

Moving forward, we will continue to promote diverse awareness and engagement initiatives to deliver products and services that contribute to solving social issues through our commitment to both Monozukuri and Kotozukuri.



■ EMEA: Yazaki Europe Middle East Africa N.V.

Jorge Monteiro Head of Sustainability, Environment Health & Safety

In the Europe, Middle East, and Africa region, we place sustainability at the core of our business strategy, driving initiatives that foster environmental stewardship, social inclusion, and long-term economic resilience. We are actively contributing to regional priorities such as reducing CO₂ emissions, enhancing supply chain transparency, supporting water efficiency, and strengthening social and economic well-being, all while ensuring full compliance with laws and regulations and upholding diversity, human rights, and EHS (Environment, Health, and Safety) principles. Our key focus areas include advancing decarbonization programs, promoting responsible and ethical supply chains, and deepening community engagement and education. Looking ahead, we will continue collaborating closely with our stakeholders and pursuing ongoing improvement, steadily advancing on our shared journey toward a more sustainable future.



■ North and Central America: Yazaki North America, Inc.

Luis Angulo Vice President
Quality, Sustainability and EHS

In the North and Central America region, we aim to realize a well-balanced society that harmonizes economic growth, social well-being, and environmental preservation. As part of our long-term vision, we have set three key goals: to become a role model for decarbonization and contribute to climate change mitigation; to build a supply chain founded on clear ethical and environmental standards; and to address social, environmental, ethical, and human rights issues throughout our business strategies and operations. To achieve these goals, we are working to minimize the environmental impact of our sites, collaborate with partners and suppliers, promote employee awareness, advance diversity and equity, respect human rights, and eliminate forced and child labor. In recent years, we have also focused on strengthening our organizational structure and enhancing the transparency and scope of our sustainability reporting.



Mercosur: Yazaki do Brasil Ltda.

Cristiane Peixoto de Oliveira Marrara Head of Legal, Compliance, Data Protection and ESG

In the Mercosur region, we regard sustainability as a key factor that will shape the future of our business. We have established a regional sustainability policy that aligns with the YAZAKI Group's sustainability principles and international standards. We are implementing initiatives that seek to balance economic growth, environmental protection, and social responsibility. In FY2024, we joined the Brazil Network of the United Nations Global Compact and published our sustainability report. In recent years, we have strengthened our efforts with a particular focus on decarbonizing the entire value chain. Moving forward, we will continue to advance initiatives under the three pillars of sustainability—environmental, social, and governance—by promoting ESG awareness among all employees and introducing new measures and projects.



ASEAN: YIC Asia Pacific Corp., Ltd.

Masaki Totsuka Chairman

In the ASEAN region, we have traditionally focused on CSR initiatives. However, based on the belief that companies and society must achieve sustainable growth together, we are now strengthening our efforts toward sustainability.

In recent years, the business environment in Asia has been changing due to factors such as border conflicts and the entry of emerging car manufacturers, requiring companies to take proactive measures to manage risks and to respond swiftly and flexibly to unforeseen situations.

Amid these circumstances, we have introduced a new initiative to foster a workplace culture that ensures psychological safety and respects regional cultures, as part of our commitment to being a company that values individual growth.

In addition, by building trust and working together with local communities to address social challenges, we aim to enhance employee engagement and promote a resilient and sustainable business together with our employees and the communities we serve.



Greater China: Yazaki (China) Investment Corp.

Tao Ting Xu Vice President
Administration Division

In China, where economic development is prioritized and competition is intense, sustainable management is essential for the Yazaki Group to remain competitive and continue to grow. Based on the Yazaki Group's sustainability policy, we are committed to appropriate business operations that emphasize customer orientation, legal compliance, and enhancing employee motivation—all of which contribute to improving our corporate value and creating new business opportunities. Given the strong expectations from both customers and local communities regarding environmental initiatives, we have positioned environmental stewardship as a top priority. We are actively promoting initiatives toward carbon neutrality, introducing renewable energy, and advancing environmentally conscious product design. In addition, we are strengthening safety measures and improving the working environment. Moving forward, we will continue to pursue sustainability-oriented management that responds to the evolving social, economic, and automotive industry trends in China.



India: Yazaki India Private Ltd.

Priyadarshee Pradhan Asst. Vice President, Head of ESG
Human Resources

In India, we are undertaking a wide range of sustainability initiatives under the theme of “coexisting with the Earth within the limits of natural resources.” Our efforts include decarbonization projects, the introduction of renewable energy, and social contribution activities focused on water, such as providing safe drinking and irrigation water. We also focus on improving energy efficiency and optimizing resource utilization.

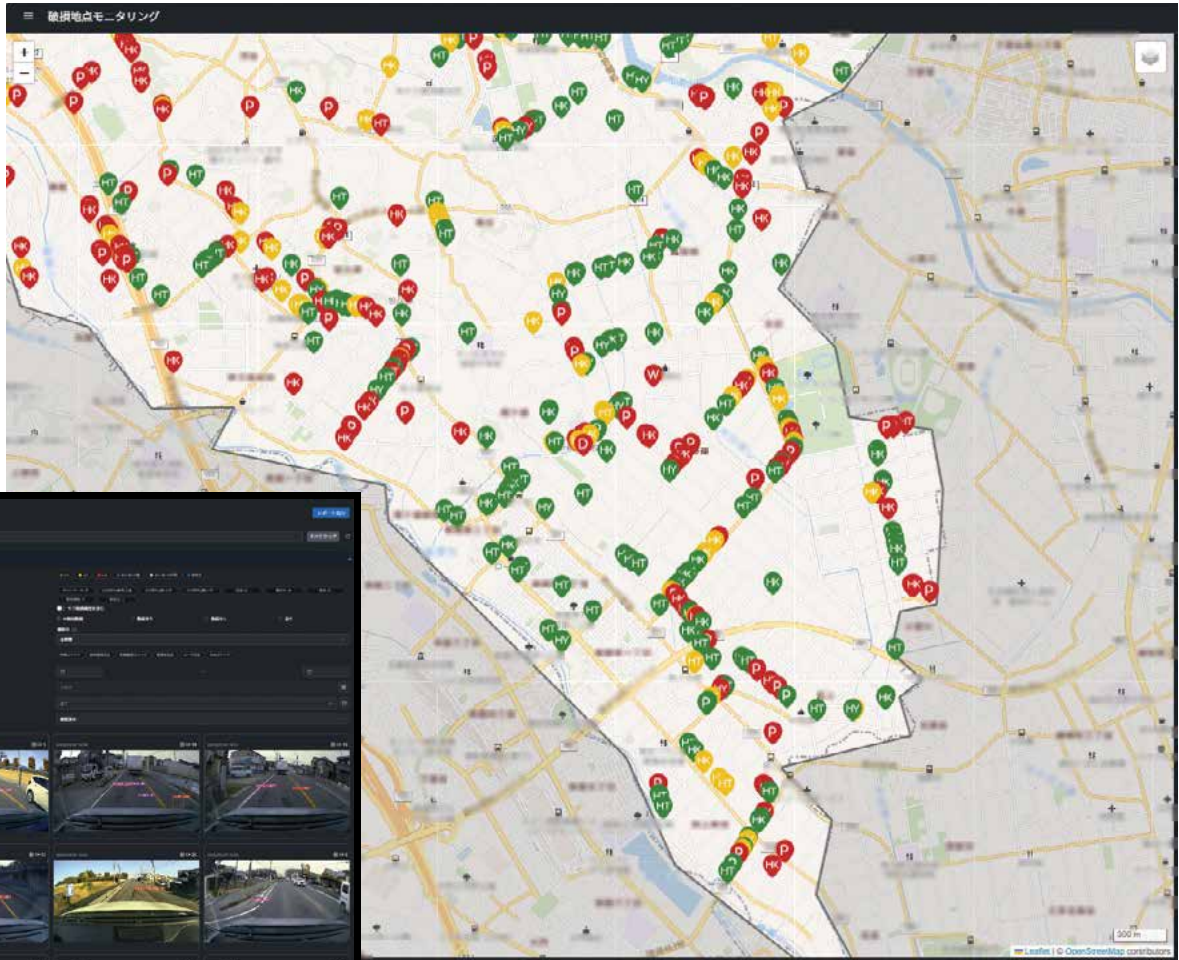
Furthermore, all factories in the region adhere to the Yazaki Group's sustainability policy, carrying out activities that emphasize the conservation of natural resources, minimizing pollution, promoting social equity, and providing a safe and healthy work environment. In addition, we are strengthening initiatives such as drinking water projects under our CSR program, aimed at increasing employee awareness and motivation. We are also implementing Human Rights Due Diligence for suppliers to help build a more sustainable supply chain.



Special feature

Responding to an era of aging infrastructure with AI

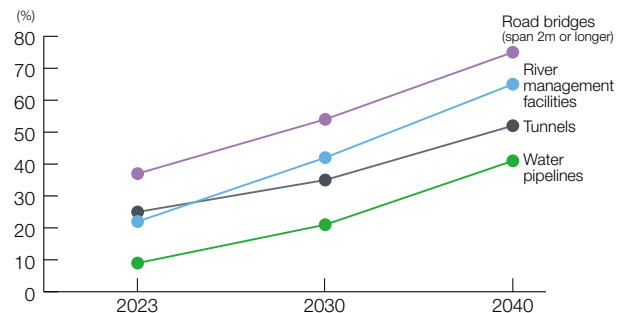
Road maintenance management solution using commercial vehicle big data



Monitor screen of “Road Vision,” which automatically identifies road sections requiring repair and their priority (sample)

As much of Japan’s domestic infrastructure enters an era of major aging—over 50 years since construction—some municipalities are struggling with maintenance and management. The Yazaki Group (hereafter, Yazaki) is commercializing a service called “Road Vision,” which efficiently detects road damage using artificial intelligence (AI) by combining vibration data and video obtained from digital tachographs that record vehicle speed and distance traveled. Demonstration experiments have been ongoing since 2020, and several municipalities have already decided to implement the system.

● Proportion of facilities over 50 years old



(Source) Ministry of Land, Infrastructure, Transport and Tourism, as of March 2023
 * The proportion of facilities over 50 years old is calculated excluding facilities with unknown construction years.

Yazaki's AI initiatives

Providing socially valuable solutions through AI and big data

Yazaki possesses vast amounts of big data accumulated over many years from diverse business operations, including mobility, factory, and energy data. To leverage this data effectively and create new value, Yazaki established the AI Digital Division in 2020, bringing together internal and external experts in AI and digital technologies. The division's mission is to analyze large-scale data with advanced AI techniques and provide solutions that contribute to society.

Among these, mobility data obtained from Yazaki's digital tachographs and drive recorders, which have a top-class market share in commercial vehicles such as trucks, buses, and taxis in Japan, represents a significant

competitive advantage. Yazaki launched its first analog tachograph in 1960 and, in 1999, became the first in Japan to obtain type approval for a digital tachograph. Tachographs are mandatory for trucks with a maximum load of four tons or more, and currently, one in every two commercial vehicles equipped with a digital tachograph uses a Yazaki product (according to our own survey).

Building on over 50 years of relationships with transport companies, including trust, quality, and distribution networks, Yazaki's mobility data is renowned for both its quantity and quality. Moreover, data collected from vehicle routes includes numerous insights into changes in road conditions and early signs of hazards. By analyzing and visualizing this big data through AI, Yazaki aims to contribute to safer and more sustainable communities.

Concept of Road Vision

A transformative approach to road maintenance management using digital technology

Infrastructure such as roads, bridges, and tunnels built during and since Japan's period of high economic growth is deteriorating, and securing resources for maintenance is becoming a challenge for local governments.

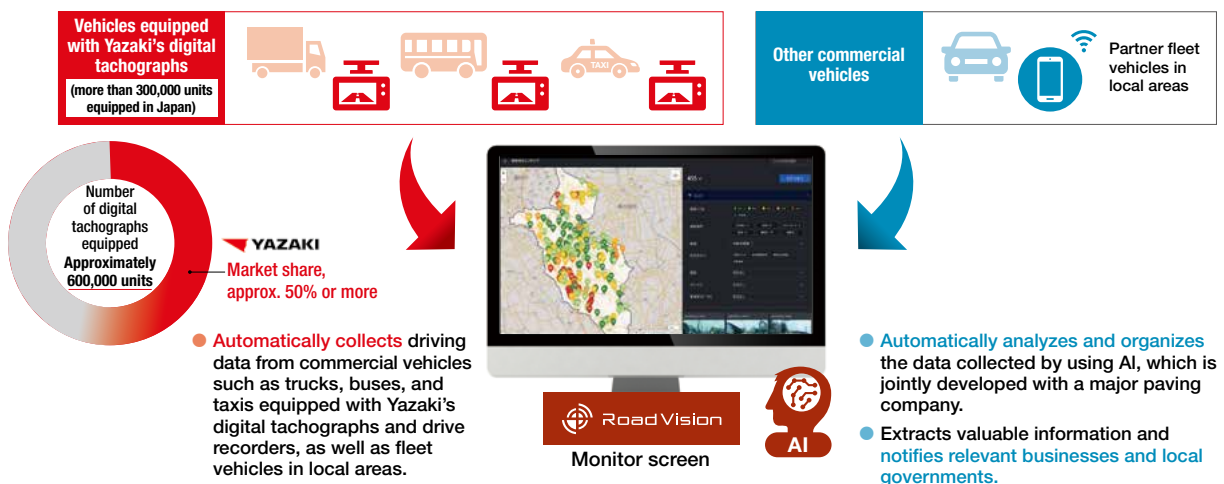
Road Vision is an AI service that automatically collects vibration data and video from digital tachograph-equipped vehicles traveling nationwide and converts it into data useful for road pavement management. Its greatest advantage is the reduction of labor and time previously required for visual inspections of damage

by municipalities or contracted operators. Even when patrolling thousands of kilometers of roads, there is no need to be physically on-site, allowing automatic monitoring of the latest road conditions.

In addition, driving data can be obtained automatically through more than 300,000 vehicles equipped with Yazaki's digital tachographs, in collaboration with multiple transport companies, eliminating the need for significant capital investment. Furthermore, AI selects and extracts the information of highest value and automatically indicates priorities for repairs, making it highly effective for planning maintenance and repair works.

How Road Vision works

An AI service that automatically collects driving data from vehicles equipped with digital tachographs operating nationwide, and converts it into **"Useful data for road maintenance"**



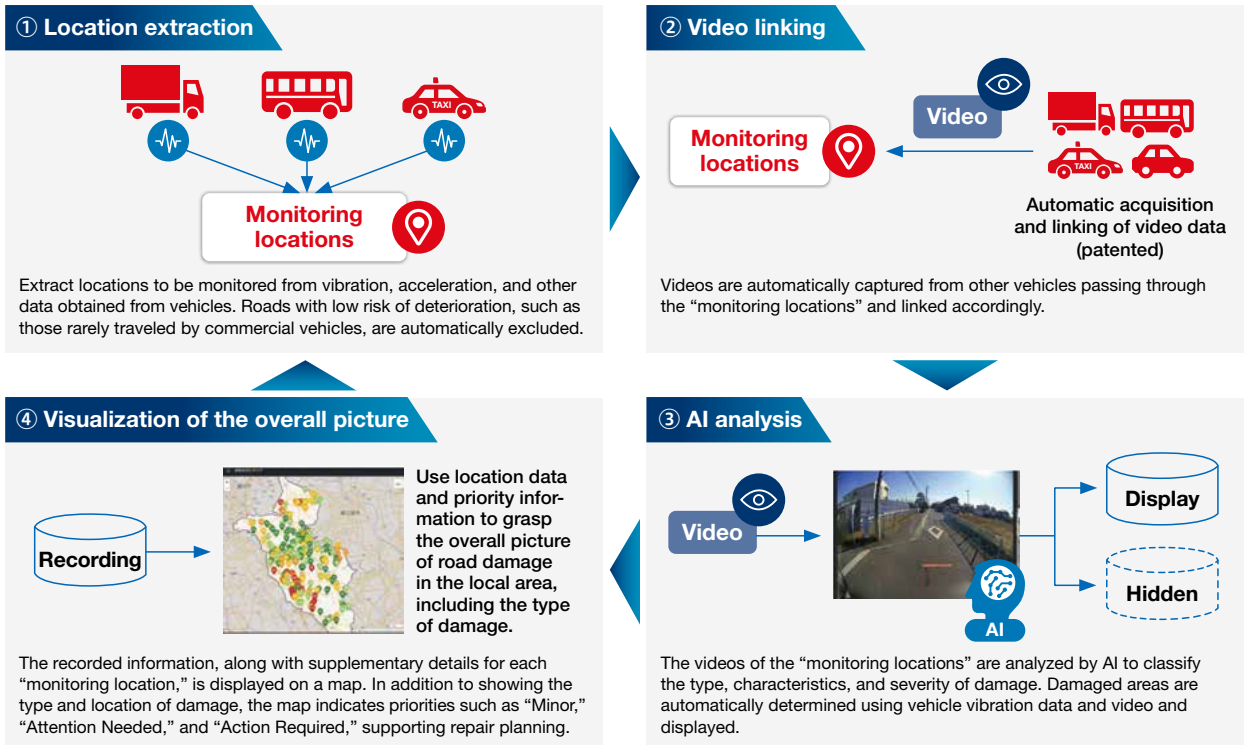


Road Vision process

From identifying monitoring points to visualizing the entire road network

Driving data from more than 300,000 vehicles equipped with Yazaki's digital tachographs is used to extract points that should be monitored, which are then analyzed by AI, recorded and displayed on the system.

When deterioration is detected, it is recorded in the system. In the future, the aim is to automate all these processes and not only detect deterioration early but also predict when it is likely to occur, enabling a repair-before-failure approach.



Yazaki Corporation



Proposing Yazaki-style solutions that create positive societal cycles

Zhiyuan Song

Manager
AI Digital Division,
Road Infrastructure DX Department

After graduating from university in 2011, I worked at a global consulting firm, focusing on strategic consulting for the automotive industry. I then joined an on-demand transportation startup in the U.S. before joining Yazaki in August 2022. Having long been interested in MaaS trends in the automotive industry, I sought to continue my career at a company with extensive mobility-related big data.

Six months after joining, I became involved in the planning, development, and sales of *Road Vision*. Although the business idea had been with me before joining Yazaki, the company already possessed foundational technology to estimate road damage from vibration data, which I leveraged through trial and

error to develop the service. The connection and personal network in local government services from my consulting experience also proved valuable. The AI Digital Division has a strong culture valuing employee initiative and experimentation, with principles such as "fail fast" and "learn through experimentation," which suited me well.

At Yazaki, the corporate philosophy is to be "A Corporation in Step with the World" and "A Corporation Needed by Society." In launching *Road Vision*, we have also applied this philosophy to create a business model that contributes to society through three-way satisfaction for society, customers who are municipalities, paving contractors and transport companies, and Yazaki. Yazaki's role is to have transport companies equip vehicles with digital tachographs and use that data to support municipalities and paving contractors, generating a positive social cycle.

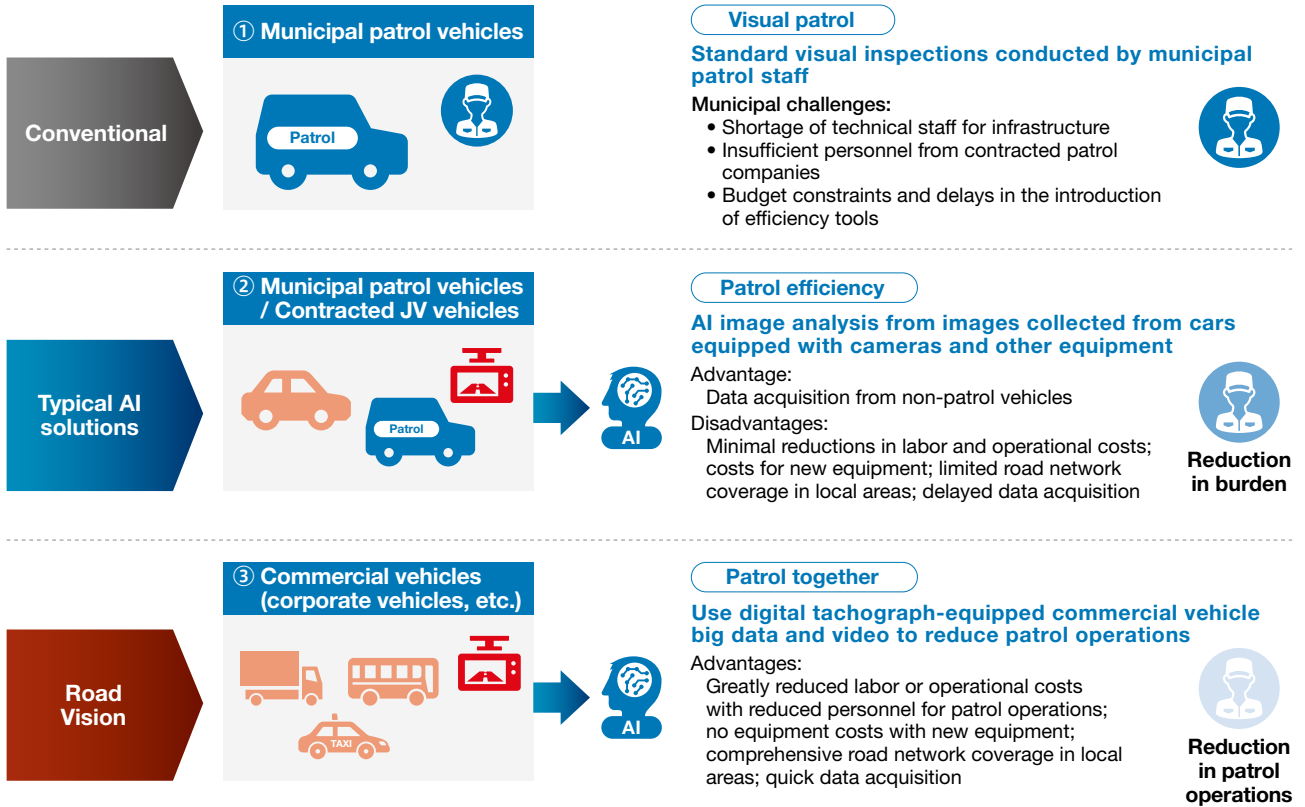
Going forward, I strive to tackle immediate tasks while leveraging Yazaki's big data to explore new possibilities, proactively take on projects that have never been done before, and provide value to both the company and society through our work.

Yazaki's proposed new style of road maintenance

“Patrol together” using commercial vehicles equipped with digital tachographs

Considering personnel and budget constraints faced by municipalities, Yazaki proposes “Patrol Together,” a shift from patrols conducted by municipal and contracted vehicles to surveys using commercial vehicles equipped

with digital tachographs and the utilization of big data, under the motto “Let’s stop patrolling without a plan.” This approach aims to reduce the burden of local patrol operations. Nearly 10 projects have already been introduced and piloted across municipalities nationwide.



Maeda Road Construction Co., Ltd.



Creating new businesses that contribute to society by leveraging strengths of both companies

Mitsuo Takemoto

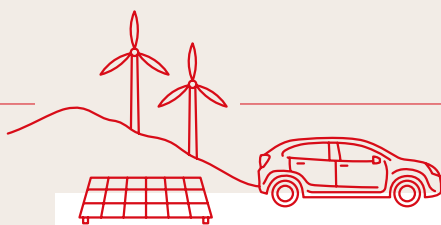
Manager, PPP/PFI Division, Sales Headquarters

In March 2023, we received a proposal from Yazaki for the joint development of *Road Vision*. What first caught our attention was that, through their long-standing business in digital tachographs for commercial vehicles, they possess large-scale vehicle data. This data is highly impactful for our efforts to improve road pavement deterioration, and we were convinced it could bring innovative improvements to our operations. Moreover, Yazaki’s business model of leveraging big data to address social issues aligned closely with our own work and allowed us to envision future growth. Combined with the strong enthusiasm of Mr. Song, who leads the project, this led to a swift conclusion of the contract.

In the joint development, we place great importance on clearly defining the roles of Yazaki and Maeda Construction while integrating each party’s strengths. As a road paving contractor, our primary role is to leverage our relationships with local governments to plan and manage the demonstration experiments.

This was our first collaboration with Yazaki, and we appreciated their hands-on approach, which emphasizes frequent dialogue and clear communication while avoiding unnecessary discussions that could lead to delays. The joint development is progressing steadily and efficiently, thanks to Yazaki’s deep knowledge of their system, the enthusiasm of their team, and, in particular, their proactive approach to learning in new areas. We also value the clarity of their organizational structure and the prompt decision-making by management.

Looking ahead, we will continue analyzing data to support efficient construction planning following the identification of road damage. Although our business fields differ, we aim to continue co-creating projects with Yazaki in new areas and to build a long-term, collaborative partnership.



Addressing social challenges arising from the spread of electric vehicles

Reusable energy storage system product utilizing end-of-life vehicle batteries



BUTTERFLY is a coined term incorporating “Battery”, designed to be catchy, memorable, and approachable. The ON/OFF switching of the battery modules, which isolates or bypasses them, resembles the flapping of butterfly wings. This inspired the positive image of a butterfly spreading its wings and conveys flexibility in handling batteries under varying conditions. The symbol √ expresses the ambition to cover all batteries.

As the spread of xEVs (Electrified Vehicles) advances toward realizing a carbon-free society, the proper disposal of end-of-life vehicle batteries has become a major challenge. The Yazaki Group is developing *BUTTERFLY*, a reusable energy storage system product that leverages proprietary algorithms and control technologies to efficiently utilize used in-vehicle batteries. Demonstration testing began in 2025, with full-scale commercial deployment targeted by 2030.

In this feature, we spoke with two of the developers about the development process, the mechanism of *BUTTERFLY*, and future prospects.

◆ *BUTTERFLY* developers



HV4 Team,
High Voltage Systems R&D Department,
Advanced Technology R&D Center,
Technology R&D Division
Yazaki Corporation

Left

Chihiro Ono

Right

Takahiro Shoda
Team Leader

Q

What issues will arise as the number of xEVs increases?

A

After 2030, a large volume of used automotive batteries will be generated, increasing the demand for reuse.

Ono: Looking at the global market, xEV adoption is expected to continue rising after 2030, with the number of vehicles steadily increasing. Along with maintenance and vehicle retirement, a large number of used automotive batteries will be generated. This not only raises concerns about waste but also drives stronger demand for reuse from the perspectives of cost reduction, environmental impact mitigation, and effective resource utilization.



A

Another challenge is how to reuse used in-vehicle batteries with varying degrees of degradation.

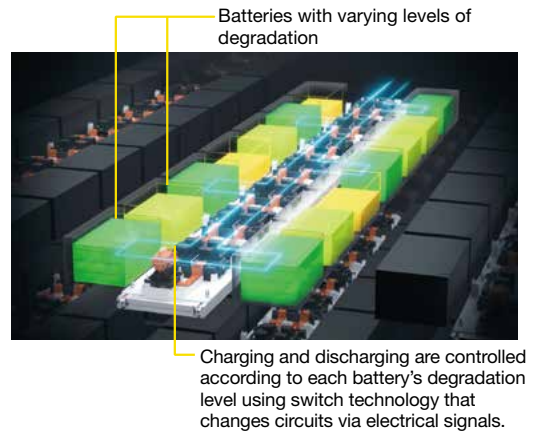
Shoda: The degradation level of automotive batteries varies depending on usage conditions. Differences arise from factors such as mileage, driving style, temperature and humidity, as well as the type of charging—fast or regular. Even within the same battery pack, degradation can vary depending on its position, such as front or rear. Generally, xEV batteries are replaced when their State of Health (SOH) falls below 70%, but replacement timing varies by situation. Due to the aforementioned differences, the degradation states of used in-vehicle batteries are not uniform. Combining batteries with different degradation levels can reduce the overall performance of the storage system and shorten battery life, as weaker batteries affect the system.

Q | What are the key features of *BVTTTERFLY*, developed to overcome these challenges?

A It enables the mixed use of batteries with different levels of degradation.

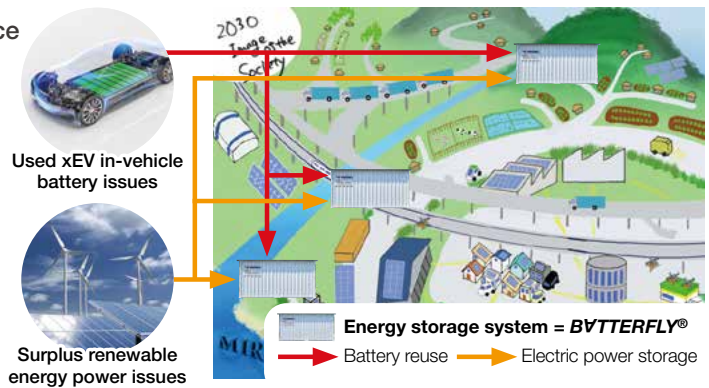
Shoda: In the past, storage systems using used in-vehicle batteries typically relied on sorting batteries by their degradation level and classifying them for specific applications, treating them as if they were new. However, this approach requires significant labor and cost for sorting, and differences in degradation can lead to inconsistent reuse rates. Moreover, even after reuse, batteries may continue to degrade unevenly, making this method less practical as the market expands. At Yazaki, we adapted switch technology that toggles circuits via electrical signals, and by using a proprietary algorithm to control charging and discharging based on each battery's degradation level and remaining capacity, we achieved the mixed use of batteries with varying states of degradation.

● How *BVTTTERFLY* works



A It also addresses the supply-demand balance issue of renewable energy power.

Ono: The adoption of renewable energy is advancing as part of efforts to achieve a decarbonized society. By 2050, the energy mix is expected to evolve so that one-third of global power generation comes from wind and solar sources. However, the increase in renewable energy output is expected to cause mismatches in electricity supply and demand. *BVTTTERFLY*, as a storage system supporting social infrastructure, contributes to solving both the challenges of used in-vehicle batteries and the electricity supply-demand balance simultaneously.



Vision of society in 2030, as imagined by the project members during the conceptual phase

Q | How will the *BVTTTERFLY* business be advanced?

A The demonstration tests are confirming technical feasibility and operational performance.

Ono: In the current demonstration tests, we are verifying whether *BVTTTERFLY*'s proprietary control algorithm can optimize power management according to the condition of each battery and maintain a stable power supply and demand. We are also evaluating the effectiveness of the system's control functions to detect anomalies when operating batteries with varying degradation levels, and automatically stop, or isolate faulty cells while continuing overall system operation.

A We will actively share information and plan joint development with energy storage system manufacturers.

Shoda: We will leverage the data obtained from the demonstration tests for practical application and, toward commercialization, plan a second phase of demonstration tests in collaboration with partner energy storage system manufacturers. To support this, we will actively disseminate information through media and events to ensure a broader understanding of *BVTTTERFLY*.



Exhibited at the Automotive Engineering Exposition 2025

Sustainability management

Sustainability Policy

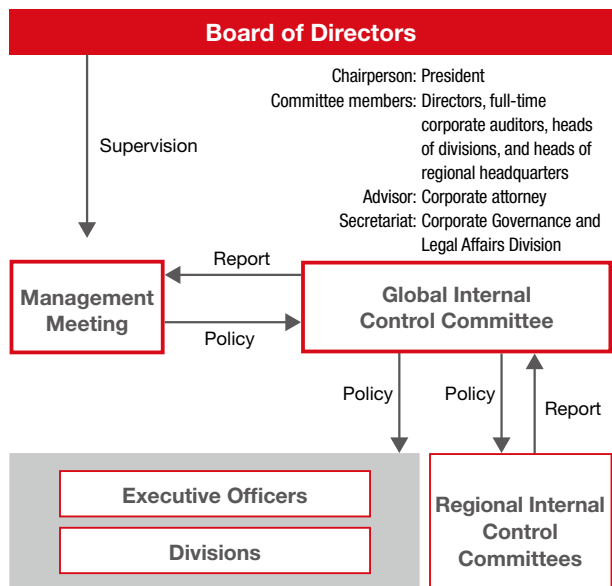
In August 2024, the Yazaki Group established its Sustainability Policy, revising and renaming the former CSR Policy in response to changes in the social environment and the expanding role expected of companies. This policy inherits the previous approach of balancing the realization of a sustainable society with the enhancement of Yazaki Group's corporate value, while further clarifying the perspective of value creation—including generating value through both Monozukuri and Kotozukuri, creating employment, revitalizing local economies, and contributing to the resolution of social challenges. It represents a more practical and action-oriented policy. Going forward, the Yazaki Group will continue to base its management on this Sustainability Policy, practicing sustainability management with a long-term and broad perspective to contribute to the development of a sustainable society.

Organizational structure for sustainability promotion

The Yazaki Group's Global Internal Control Committee is chaired by an officer (the president) appointed by the Board of Directors and its members consist of directors, full-time corporate auditors, heads of various divisions, and heads of regional headquarters. This Committee deliberates on important matters concerning CSR and sustainability for the Yazaki Group. Among these matters, those that concern policy revisions requiring management decisions are reported and deliberated on at management meetings as necessary. The Board of Directors then resolves such matters and supervises the executive team's actions.

The Sustainability Liaison Meeting has also been established as a body that is subordinate to the Japan Internal Control Committee for the domestic Yazaki Group. The Sustainability Liaison Meeting's membership includes department and division heads and other executives with ties to such areas as human resources, legal affairs, and the environment. This body confirms the status of sustainability promotion in each division, ascertains issues, and shares information as required. The Code of Conduct was reviewed by the Sustainability Liaison Meeting and relevant divisions, and after incorporating the input of management meeting members, it was deliberated and approved at the management meeting in March 2025.

Diagram of organizational structure for sustainability promotion

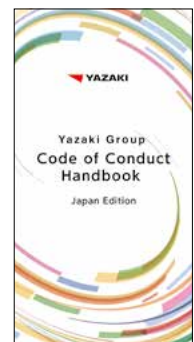


Communicating and ensuring diligent compliance with our Sustainability Policy and Code of Conduct

The Yazaki Group implements initiatives to ensure that its Sustainability Policy is put into practice by every one of its employees.

Domestically, the Yazaki Group publishes the Code of Conduct Handbook, a compilation that includes our Code of Conduct specifying guidelines for specific actions to be taken in the course of business, and information on various consultation offices, and distributes it to all employees, including those belonging to its subsidiaries. In fiscal year 2024, in response to changes in the social environment and the revision and renaming of the CSR Policy to the Sustainability Policy in August 2024, we reorganized and reviewed the content of the Code of Conduct. The revised version was approved at the management meeting in March 2025. The revised Code of Conduct Handbook was distributed in August 2025, accompanied by training to encourage its practical use.

For our overseas subsidiaries, localized versions of the Code of Conduct have been published and compiled based on the laws and customs of each country and region and the regulations of each business site. These will be gradually revised with reference to the 2025 updated version.



The Code of Conduct Handbook Japan Edition

Instilling a sustainability mindset inside the Yazaki Group

In Japan, sustainability training is provided to newly appointed responsible persons (persons responsible for overseas sites, presidents of subsidiaries, heads of business sites), newly appointed department heads and leaders, new employees and newly hired mid-career employees, and employees before they embark on an overseas transfer. Through the training, we explain sustainability trends, the Yazaki Group's approach to sustainability and initiatives on key issues, and how to utilize the Code of Conduct, with the aim of fostering a deeper understanding among employees.

In fiscal year 2024, to raise internal awareness of the Sustainability Story (see P. 1-2), we created video content combining animation and narration. The video was introduced in the company newsletter on the intranet, and on the sustainability website. To increase daily exposure for employees, the content was also distributed via digital signage installed in the cafeterias of some domestic sites. Going forward, we will continue initiatives to help each employee connect sustainability principles to their own work and deepen their understanding.



Showing a video on our Sustainability Story via digital signage in an employee cafeteria

Relationships with stakeholders

The business of the Yazaki Group, which operates in 46 countries and regions around the world, is constituted within the framework of relationships with the various stakeholders. Through constructive dialogue, we are building links of trust with these stakeholders and are working to satisfy their expectations and requests.

● Communications with stakeholders of the Yazaki Group

	Aims of dialogue	Opportunities for dialogue
Customers	<ul style="list-style-type: none"> Identifying customer needs The value expected by customers 	<ul style="list-style-type: none"> Website Sales initiatives Customer satisfaction surveys Sustainability survey response
Local and global communities	<ul style="list-style-type: none"> Solving issues faced by local communities through business development Timely and proper disclosure of corporate information Ensuring transparency of business management 	<ul style="list-style-type: none"> Yazaki Summer Camp Support to develop the next generation Stakeholder meetings Activities to contribute to local communities
Global environment	<ul style="list-style-type: none"> Solving environmental issues to ensure that the global environment is protected for future generations 	<ul style="list-style-type: none"> Environmental education Biodiversity conservation efforts
Employees	<ul style="list-style-type: none"> Earning trust of employees through honest and open dialogue Creating a working environment where employees can maximize their ability 	<ul style="list-style-type: none"> Labor Affairs Review Committee Employee satisfaction surveys Various training systems Intranet Various roundtable discussions
Business partners	<ul style="list-style-type: none"> Coexistence and co-prosperity Maintaining a fair, equitable and transparent relationship Conducting responsible procurement 	<ul style="list-style-type: none"> Global Suppliers Conventions Yaei-kai Business partner briefings Distribution of Supplier Sustainability Guidelines and various check sheets Yazaki Green Purchasing Guidelines

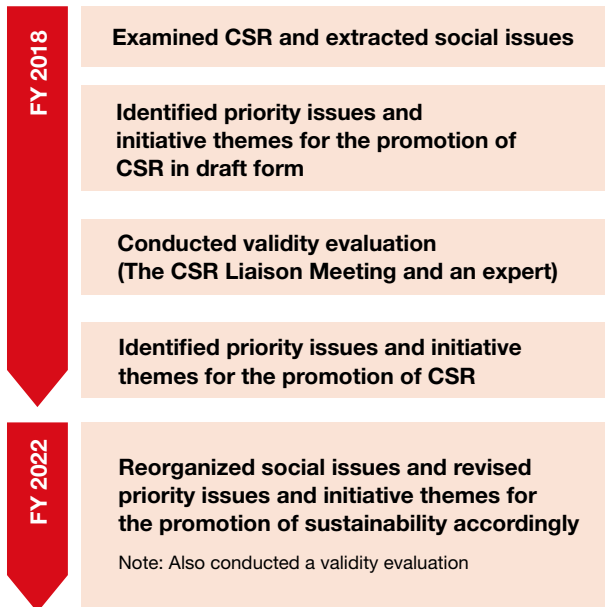
Priority social issues that the Yazaki Group needs to focus on

The Yazaki Group regards sustainability and CSR as management issues and believes it is important that it ascertains and manages the impact of the external environment on the company and the impact of its business activities on society in order to further promote initiatives concerning sustainability and CSR. Accordingly, in fiscal year 2018, we identified important issues in terms of the promotion of CSR that should be addressed on a priority basis.

In addition, we have identified 23 items across six priority issue areas in relation to achieving the SDGs.

With the aim of enhancing our ability to respond to the changing external environment and business risks associated with sustainability, we broadened the important CSR promotion issues identified in fiscal year 2018 and the 23 SDG-related action items to include sustainability perspectives, undertaking revisions in fiscal year 2022. We also established key performance indicators (KPIs) to assess the outcomes of each action item.

Priority issues identification process



Review of priority issues

- ① The list of priority issues identified in fiscal year 2018 was compared with international standards, norms, and customers' expectations and requests related to sustainability. Points to be revised were identified and a review plan was prepared.
- ② The validity of the draft reviewed priority issues (initiative themes) was evaluated by an expert, and the divisions in charge further examined themes and statements to be prioritized. KPIs were also examined.
- ③ The draft priority issues (initiative themes) reviewed in fiscal year 2022 were adopted as the priority issues for the promotion of sustainability after approval was granted at a management meeting held on August 30, 2023. KPIs were set.

Looking to the future

To resolve social issues and enhance our medium- to long-term corporate value, we will regularly evaluate the achievement of the KPIs for each initiative theme and engage in sustainability management activities while implementing the PDCA cycle. We will also proceed with preparations to comply with sustainability disclosure items stipulated in requirements such as CSRD* in Europe. In addition to contributing to the achievement of the SDGs through our efforts relating to these priority issues, we will continue to disseminate and raise awareness of the SDGs through sustainability training to enable each employee to implement initiatives through their daily tasks as we strive toward the resolution of social issues and the sustainable growth of the Yazaki Group.


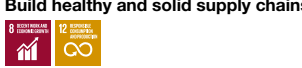




* CSRD: Corporate Sustainability Reporting Directive



The Sustainable Development Goals (SDGs) were adopted by the United Nations (in September 2015) as challenges that are shared by humanity and that should be resolved by 2030. They constitute goals that we should work on achieving together on a global scale.

Results of main initiatives in fiscal year 2024 for addressing priority issues for the promotion of sustainability

* The year will be stated if the target fiscal year differs.

Priority issue	Initiative theme	KPI* (FY2024)	FY2024 result	Organizations covered
Offer solutions to increase society's prosperity 	Provide safe, high-quality products and services	100% maintenance of ISO 9001 certification Note: At domestic and overseas sites where certification is required	100%	Global
	Promote open innovation	Demonstrate evidence of initiatives	Published evidence	Global
	Resolve social issues through our business	Demonstrate evidence of initiatives	Published evidence	Global
Build healthy and solid supply chains 	Promote sustainable procurement	80% response rate for the sustainable procurement survey Note: Target suppliers in Japan, ASEAN, and Greater China	92%	Japan, ASEAN, Greater China
Establish a truly strong organization 	Promote diversity, equity, and inclusion	① Percentage of childcare leave taken by male employees: 50% (2025), 85% (2030) ② Percentage of women in management positions: 5% (2026)	① 56.9% ② 4.7%	Domestic group companies (4)
	Improve job satisfaction	95% response rate of the employee engagement survey	96.6%	Domestic group companies (4)
	Develop the next generation of human resources	Hours spent in training per employee: 5h/person	9.58h/person * Company-wide training only (excluding specialized training by each division)	Domestic group companies (4)
	Foster the corporate culture	Percentage of management members* participating in Corporate Philosophy training: 100% * Leader positions	100% * Company-wide training only (excluding specialized training by each division)	Domestic group companies (4)
	Promote health management	① Physical: Percentage of employees at high health risk: * Less than 5.5% ② Mental: Stress check participation rate: 100% * Individuals corresponding to the health management category set by our company based on health checkup results	① 6.7% ② 97.1%	Domestic group companies (4)
	Strengthen occupational health and safety	① Zero major occupational accidents ② -1 Zero accidents caused by STOP6 violations ③ -2 Zero accidents caused by violations of poketenashi walking fall prevention rules	① : 0 accidents ② -1: 3 accident ③ -2: 0 accidents	Domestic group companies (4)
Contribute to development of local communities 	Contribute to development of local communities	Demonstrate evidence of initiatives	Published evidence	Global
Strengthen the global environmental management system 	Enhance environmental management	Percentage of companies with ISO 14001 certification	62%	Global
	Mitigate and adapt to climate change	Percentage reduction in CO ₂ emissions compared to the base year (FY2017) • FY2024: 10%, FY2030: 39%, FY2050: Carbon neutrality	25%	Global
	Conserve biodiversity	Demonstrate evidence of initiatives	Published evidence	Global
	Closely manage harmful chemicals	Identification of emissions of substances subject to the PRTR * Eight domestic sites subject to the Chemical Substances Control Law: Susono Factory, Ohama Factory, Shimada Factory, Tenryu Factory, Fuji Factory, Numazu Factory, Kan Kogyo, and Oita Parts	Identified emissions: 14.9 tons	Domestic group
	Formation of a recycling-based society	Percentage reduction in waste emissions compared to the base year (FY2018) • FY2024: 4%, FY 2030: 10%	15%	Domestic group
	Water resource response	Percentage reduction in water consumption compared to the base year (FY2018) • FY2024: 4%, FY2030: 17%	15%	Domestic group
Enhance global governance and internal control 	Ensure management soundness, efficiency, and transparency	Demonstrate evidence of initiatives	Published evidence	Global
	Strengthen risk management and BCM	Demonstrate evidence of initiatives	Published evidence	Global
	Promote information security	Risk reduction measures (endpoint security* coverage rate) Japan: 100%, North and Central America: 100%, EMEA: 100%, Asia and South America: 100% * Security measure for end equipment such as PCs and servers	Japan: 100% North and Central America: 100% EMEA: 100% Asia and South America: 100%	Global
	Practice thorough compliance	Participation rate* in Antimonopoly Act training: 100% * Based on number of participants expected to attend in Japan	100%	Domestic group companies (4)
	Prevent all forms of corruption	Zero violations of bribery* * Related regulations	0 incidents	Domestic group companies (4)
	Respect human rights	100% human rights due diligence coverage at six regional headquarters* and India * Japan, North and Central America, EMEA, Greater China, ASEAN, Mercosur	100%	Global

■ Priority issue

Offer solutions to increase society's prosperity

The Yazaki Group's purpose and mission are to continually provide the most value to its customers worldwide and contribute to society through Monozukuri and Kotozukuri. Guided by the Yazaki Spirit, passed down through generations, we remain true to our roots as a manufacturing company, striving to enhance social prosperity and provide solutions that respond to the evolving demands of society and changes in the global environment. Through these efforts, we aim to address social challenges and achieve sustainable growth for the Yazaki Group.



Photo: Nacása&PartnersInc.: Akira Arai

- P. 30 Messages from the heads of our businesses
- P. 32 Provide safe, high-quality products and services
- P. 35 Resolve social issues through our business
- P. 38 Promote open innovation

Messages from the heads of our businesses

Automotive business – automotive

Automotive business strategy responding to electrification, intelligence, and a recycling-based society

Under the rapidly changing automotive business environment, the Yazaki Group provides products and services that keep pace with evolving vehicles. Specifically, we propose wiring and control components tailored to each customer that support vehicle electrification in multi-pathway powertrains and intelligence in vehicle control systems, develop optimal products, and bring them to market.

In addition, to contribute to achieving carbon neutrality, we are advancing material development in collaboration with material manufacturers from the perspective of a circular economy.

Going forward, while responding to changes in the business environment worldwide, including geopolitical factors, and actively collaborating with other companies as well as reviewing our internal structure, we will deliver the value that customers around the world seek. Through these efforts, we will contribute to the development of a sustainable society.



Kunio Tsuyuki

Senior Managing Director
General Manager, Automotive
Business Management Division
Yazaki Corporation

Automotive business – ECI

Advancing the ECI business to support automotive innovation and the future society

The realization of connected vehicles and autonomous driving requires high-speed communication connectors capable of handling large volumes of data. In vehicle electrification, components such as high-voltage junction blocks and cell contacting systems are increasingly critical. The Electronics Component Instrument (ECI) business contributes to a better automotive society by developing, manufacturing, and selling these components that support automotive technological innovation, as well as Human Machine Interface (HMI) products such as Augmented Reality Head-Up Displays (AR-HUDs), which provide dynamic displays and alerts to enhance safe and comfortable driving.

Furthermore, aiming to achieve a prosperous and sustainable future society, we are leveraging the advanced technologies cultivated in the automotive sector and expanding their application to other industries, including agricultural machinery, construction equipment, and motorcycles.



Keishi Takashino

Senior Managing Director
General Manager,
ECI Business Operations
Yazaki Corporation

Mobility business

Yazaki solutions supporting smart cities and a sustainable mobility society

In the Mobility Business, we aim to create the future of automobiles and people, advancing smart cities and a sustainable mobility society through the collaborative creation of products and services with diverse stakeholders.

In the general transportation systems business, we support our customers' efforts to create comfortable work environments, ensure safety and security, and enhance efficiency and convenience from both product and service perspectives. One example is our cloud-based fleet management system, *ESTRA-Web2*, which provides solutions for operational challenges such as aggregating complex driving data, recording driver activity, monitoring health and safe driving, and managing congestion and cargo delivery methods.

Looking ahead, we will continue to respond to environmental changes, including road repairs and avoiding flood- or hazard-prone areas. By leveraging AI to cross-check big data with real-time data collected through various sensing technologies, we will create new value and provide services that are beneficial to both people and the planet, transcending traditional industry boundaries.



Eiji Shimochi

Director
General Manager,
Mobility Business Operations
Yazaki Corporation

AI digital business

Promoting DX at Yazaki Group through AI utilization and talent development

The Yazaki Group's key DX strategy focuses on promoting AI-driven projects and implementing company-wide AI education. This fiscal year, our service *Road Vision*, which uses AI to analyze dashcam footage and sensor data to detect road subsidence at an early stage, received high acclaim from municipalities nationwide. In addition, we have introduced multiple AI systems for wire harness design and factory operations, contributing to improved production efficiency.

Beyond these projects, we have established an environment where employees can safely use company-generated AI. In fiscal year 2025, we will roll out company-wide AI education, reaching thousands of employees, including executives, to cultivate AI talent and support the future of the Yazaki Group.



Hiroshi Tange

Executive Officer
General Manager, AI Digital
Division
Yazaki Corporation

Living environment equipment business

Yazaki Energy System contributing to a sustainable society through diverse energy solutions

Yazaki Energy System Corporation is committed to promoting a resource-saving, circular society as a comprehensive energy solutions company.

For example, in the gas equipment sector, we are developing equipment to support the expanded use of new energy sources, including biomethane concentration meters, hydrogen meters, and hydrogen detectors, accelerating initiatives toward achieving a carbon-neutral society.

Continuing from last year, the installation of solar panels at our internal facilities has produced significant energy-saving effects, with surplus power being supplied to other factories.

Going forward, by providing products and services that optimize the use of diverse energy sources, we will contribute to creating environmentally friendly spaces for all living things, including the global environment, and support the development of a sustainable society through our business activities.



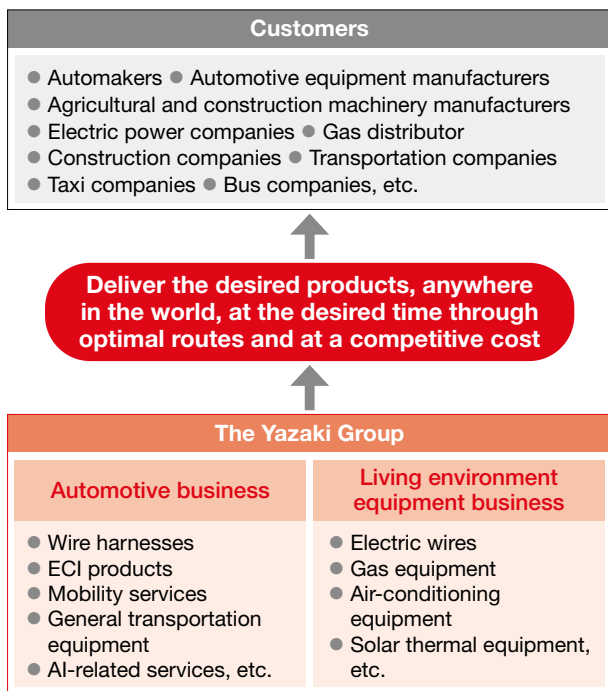
Ko Yazaki

Executive Vice President,
Representative Director
Yazaki Corporation
President, Representative
Director
Yazaki Energy System
Corporation

Provide safe, high-quality products and services

Since its founding, the Yazaki Group has conducted its business activities with a strong commitment to delivering the highest value to customers worldwide. We are dedicated to fulfilling our responsibility to meet customer trust and expectations by providing safe, high-quality products and services, and we strive to remain an indispensable partner to our customers.

Yazaki Group businesses and customers



Providing safe, high-quality products and services

Automotive business (wire harnesses / ECI)

At the Yazaki Group, we center our business on wire harnesses that connect various in-vehicle devices, with EEDDS* as the basis of our business. We have established an integrated in-house system covering everything from material development to product design, development, and manufacturing, enabling us to provide highly reliable products to customers worldwide.

Specifically, our related divisions collaborate to develop valuable products in response to technological advancements such as vehicle electrification, software-defined vehicle (SDV) implementation, and innovative changes in vehicle architecture, as well as environmental shifts including the entry of emerging EV manufacturers and rising costs for materials, logistics, and energy. In addition, we are strengthening our framework through collaboration and technology partnerships, including the establishment of joint ventures for high-voltage and high-speed communication products.

Recently, trends aimed at enhancing EV performance have led to higher-voltage driving batteries and larger charging currents. Compared with hybrid vehicles, EVs have larger battery capacities, which has resulted in high-voltage components such as junction boxes and cell contact systems becoming larger and requiring more production space. To ensure the stable supply of safe, high-quality products and to increase production capacity, the Yazaki Group acquired a former factory site in Kakegawa, Shizuoka Prefecture in fiscal year 2024, and is preparing for operations to begin in 2026.

Going forward, we will continue to leverage our EEDDS technologies to provide safe, high-quality products not only to existing customers but also to new customers, including emerging EV manufacturers. In addition, we will promote new technology development in areas such as high-voltage systems and high-speed communication, as well as new business domains including personal mobility, flying cars, and smart cities.

* Electrical / Electronic Distribution & Display System: A system for the optimal distribution and display of electricity, signals, and information.

Mobility services

In the midst of Japan's period of rapid economic growth, the Yazaki Group began manufacturing and selling the nation's first tachographs in 1960. For more than 60 years since then, guided by a commitment to safety, we have provided systems and services that enhance safety, energy efficiency, environmental performance, and operational effectiveness for commercial vehicles.

Established in fiscal year 2019, Mobility Business Operations provides integrated solutions for next-generation transportation services, addressing the growing demand for enhanced safety, quality, and operational efficiency. Specifically, we accumulate the big data cultivated through our fleet*¹ management service (FMS) business in the *Yazaki Mobility Platform**² and sell it as *Yazaki Commercial Vehicle Probe Data**³. Utilization of this data enables verification of transportation routes during emergencies and contributes to resolving logistical challenges such as the 2024 problem in logistics*⁴, as well as municipal road and traffic concerns. It is also expected to serve as a rational basis*⁵ for transportation policy decisions. In fiscal year 2024, it was selected as a rational basis in the Ministry of Land, Infrastructure, Transport and Tourism's research on the 2024 problem in logistics. Going forward, we will further enhance the data by including vehicle attributes (such as model,

dimensions, and weight) and operational information from taxi meters, providing unparalleled probe data for commercial vehicles in Japan.

*1 Vehicles owned by companies or used in businesses.

*2 A platform for accumulating and analyzing big data constituted through the acquisition of location data and various other types of vehicle information from commercial vehicles equipped with our corporate group's in-vehicle safety & service systems.

*3 Data collected from sensors and measuring devices mounted on vehicles, including vehicle location information, speed, acceleration, and other related data.

*4 A general term for issues arising from the introduction of limits on truck drivers' working hours under the Work Style Reform-related laws from April 2024.

*5 Evidence-Based Policy Making (EBPM) promoted by the Cabinet Office, policy-making based on evidence.

General transportation equipment

At the Yazaki Group, we have established a nationwide sales and service network centered on tachographs and taximeters, working closely with dealers to support operations on the actual worksite (gemba) and provide total support that satisfies our customers. Our core product, the digital tachograph, contributes to safe driving and energy-efficient operations in the freight and transport industry. It is highly regarded by customers for effectively addressing industry challenges such as accidents and environmental issues.

In the freight and transport sector, regulations are becoming stricter, including limits on drivers' overtime work in 2024 and the mandatory installation of digital tachographs on charter buses. Other major challenges include driver shortages, rising fuel prices, and the transition to carbon neutrality. To address these diverse needs, the Yazaki Group offers solutions such as the AI-driven digital tachograph YDX-8, with significantly enhanced functionality, and the cloud-based operation management system *ESTRA-Web2*, providing services that help solve these challenges.

In March 2025, we launched the taxi tablet Y-Tab1, which works in conjunction with the taxi meter *Arofriend 27* and supports multiple dispatch applications. This service is being proposed to taxi companies as a solution that reduces driver workload while expanding business opportunities.

Going forward, we will continue to contribute to improving safety, labor management, and operational efficiency for our customers in the logistics and passenger transport sectors, in response to the evolving business environment.

AI-related services

Yazaki Image Annotation is a service in which Yazaki Group employees around the world handle the annotation* process, a key step in AI development. With the shortage of AI engineers becoming a societal challenge, annotation—reportedly accounting for about 80% of total AI development effort—has attracted significant attention.

To improve the quality of annotation, which has a major impact on AI accuracy, we combine professional annotators with a quality control system unique to the manufacturing industry, delivering high-quality results. Since the service was launched in 2022, it has been adopted by many research institutions and companies in

Japan and North America, receiving high praise. Beyond annotation services, we have steadily expanded our support to include medium- to long-term data acquisition strategies and image generation of hard-to-obtain data as a “partner for acquiring training data.”

Looking ahead, we will continue to strengthen our system and further enhance quality to provide reliable services to even more customers.

* Annotation is the process of adding attributes or meanings as labels to each piece of raw data, creating the training data necessary for building AI and machine learning models.

Electric wires

For more than half a century, the Yazaki Group has manufactured and sold wires and cables, supporting social infrastructure by supplying them to construction sites for power plants, railways, airports, factories, and other facilities, and contributing to the safe and secure development of industry.

In particular, the *Earth-in CV* cable, launched in 2015, has been highly praised by customers as a power cable for operating large machinery in factories. Responding to customer demands for easy-to-handle cables and cables with easily identifiable grounding wires, we have expanded the size lineup. Compared with standard CV cables, *Earth-in CV* is lighter and thinner, reducing the burden during installation and improving work efficiency. Its easily visible grounding wire also helps reduce the risk of fires and electric shocks caused by miswiring, offering both high usability and safety.

Going forward, we will continue to earn our customers' trust by listening carefully to their feedback and providing safe, reliable, and high-quality products and services.

Gas equipment

The Yazaki Group began selling liquefied petroleum (LP) gas meters for the first time in Japan in 1963 and has since worked hard to develop the LP gas industry and ensure a stable supply and the safety of LP gas through the provision of various products and services to date.

In fiscal year 2021, from the perspective of stable supply, we launched the *Hot Water Circulation Type ARORIZER*, an LP gas vaporizer based on the concept of being compact, lightweight, environmentally friendly, and with monitoring capabilities. The industry-first monitoring function (according to our research) enables users to constantly monitor the vaporizer's operation status and ensure a stable supply by carrying out preventative maintenance to avoid breakdowns and other issues.

To help gas distributors acquire expertise and technical skills, we also hold training courses four times a year for the nationally certified LP gas equipment operator qualification. In fiscal year 2024, we held the four training courses online, with 79 of the 80 participants passing.

Environmental systems equipment

The Yazaki Group has been developing heat-focused solutions that utilize renewable energies such as solar thermal and wood biomass, as well as unused energies in

like waste heat, supporting the realization of carbon neutrality through our products and services. In fiscal year 2023, we added solar power systems to our power solutions lineup. Leveraging the engineering expertise and maintenance network cultivated through the *Aroace* air conditioning system, we established a business model capable of handling the entire solar power system process—from design, procurement, and installation to after-sales maintenance—enabling the provision of safe, high-quality renewable energy supply services.

Within the Group, we are promoting a corporate Power Purchase Agreement (PPA)* through our subsidiary, Techno Yazaki Co., Ltd., as the designated PPA provider. In fiscal year 2024, we began expanding Yazaki Energy System Corporation's Hamamatsu Factory (Hamamatsu City, Shizuoka Prefecture) by 0.6 MW, bringing the total expected solar power output to 1.3 MW. Along with increased self-consumption at the Hamamatsu Factory, preparations are underway to transmit surplus power to the Tenryu Factory (Hamamatsu City, Shizuoka Prefecture). Additionally, at our Monozukuri Center, we are constructing one of Japan's largest solar carports, totaling 3.8 MW, and plan to reach approximately 10 MW of solar power generation by the end of 2025. Through renewable energy and other initiatives, we aim to provide low-carbon products and services across the Yazaki Group.

* Power Purchase Agreement (PPA): A contract to purchase electricity generated by renewable energy facilities installed either on-site or off-site by a third party.

Providing information on product safety

The Yazaki Group provides product instruction manuals that include handling precautions to ensure users can operate products safely. In our electric wires, gas equipment, and environmental systems businesses, we post this information, along with product support content, on our websites to improve accessibility for users. In our general transportation equipment business, we provide training for dealers using installation and handling manuals, and conduct regular training sessions on both new and existing products.

Working to improve quality

At the Yazaki Group, all divisions work together not only to comply with relevant laws, regulations, ordinances, and standards, but also to continuously provide safe, high-quality products and services that meet the expectations of customers worldwide.

For example, in our Automotive Business, we have established the Global Process Management System (GPMS), a unified global framework for quality assurance covering all stages from product planning to design, production, and sales. In addition to ensuring the achievement of quality, cost, delivery, environment, and safety (QCDES) goals, this framework allows us to leverage the strengths of the Yazaki Group to provide products and services to customers, effectively improving the quality of our operations. We also obtain, maintain, and manage certifications for quality management systems, including ISO 9001, which underpins the continuous global provision of high-quality products, and IATF 16949, a quality management standard specific to the automotive industry.

Furthermore, in preparation for entering new business domains such as flying cars, each business division is actively pursuing certifications under international standards for quality management systems in the aerospace and defense industries (AS/EN/JIS Q 9100), supporting customer requirements and business expansion.

To prevent compliance violations, including falsification of quality inspections, we implement internal audits and quality management training, ensuring the ongoing delivery of safe and high-quality products and services.

Resolve social issues through our business

The Yazaki Group is helping realize a sustainable society through not just products and services that support a mobility society and products and services that utilize a wide variety of energy sources, such as solar heat, waste heat, and wood pellets, but also an extensive range of business activities corresponding to nursing care, agriculture, environmental recycling, and other areas.

Contributing to the development of a sustainable society

Automotive business (wire harnesses / ECI)

Various initiatives are being promoted around the world to minimize global warming and achieve carbon neutrality. In the automotive industry, one such effort is the promotion of electrification. To support the future of electrification, The Yazaki Group is developing products that contribute to optimal battery placement and installation, helping to meet electric vehicle needs such as extended range, reduced charging time, and the utilization of existing charging infrastructure. As an example, through products such as cell contact systems and highly flexible wires, we are optimizing space within vehicles by reducing the height of components, integrating various elements, and enhancing flexibility. This allows for the installation of more batteries, thereby extending the driving range. Additionally, by utilizing junction blocks that enable high-voltage electric vehicles to charge with existing charging equipment through direct parallel switching of batteries, we are supporting the widespread adoption of EVs.

In the field of HMI products, we have developed an Augmented Reality Head-Up Display (AR-HUD) that minimizes driver eye movement during driving to support safe and comfortable operation. In fiscal year 2024, this product was adopted by a customer in India. By incorporating augmented reality functions, the AR-HUD provides drivers with more intuitive access to information.

Furthermore, we are advancing initiatives toward achieving carbon neutrality by developing components using recycled materials in collaboration with material manufacturers, and by reducing the use of petroleum-based resins in parts through the use of natural materials like bamboo. We have also developed *BYTTERFLY*[®], a reusable storage system product that effectively repurposes used electric in-vehicle batteries, and began demonstration testing in 2025 (see P. 23).

Mobility services

The Yazaki Group leverages its accumulated technologies and data to develop and provide new mobility services that contribute to traffic safety.

For example, in Okinawa Prefecture, we are conducting a demonstration project aimed at reducing rental car accidents among tourists, a key regional challenge.

Five years since its launch, the traffic safety app has demonstrated measurable effectiveness. Its functionality will be integrated into in-vehicle multimedia systems and installed in several thousand rental cars in 2025. In addition, by combining Okinawa Prefectural Police accident data with passenger vehicle data and the Yazaki Group's commercial vehicle big data, we are supporting road safety and infrastructure measures. This approach has contributed to reducing accidents at high-risk intersections by approximately half. This initiative, carried out through collaboration among industry, academia, and government, contributes to improving safety across the entire automotive society.

General transportation equipment

In our general transportation equipment business, the Yazaki Group seeks to realize a safe, low-carbon society through the provision of solution services featuring advanced safety management practices. These services leverage in-vehicle safety & service systems and data to address issues affecting transportation, logistics, and passenger industries, namely safety and security, the environment and energy conservation, productivity improvements, and efficiency and convenience. This aligns with our vision of connecting vehicles, infrastructure, and information.

The AI-driven digital tachograph, *YDX-8*, released in 2023, features enhanced safety driving support functions thanks to its AI-powered image recognition capabilities, which can identify lead vehicles, lanes, road signs, and traffic signals. Additionally, the upgraded cloud-based operation management system, *ESTRA-Web2*, improves on previous models with enhanced driver check and labor management functions, as well as more advanced analysis tools to support safe and energy-efficient driving. Through these new services, we will continue to contribute to solving challenges in the transportation and logistics industries.

AI-related services

The Yazaki Group provides the AI safe driving solution, *TRUE SAFE*, to enhance safety in the transportation industry. This service supports the daily safety guidance efforts of operation managers at transportation companies. By combining millions of data points (operational and accident data) collected from the Yazaki Group digital tachographs with AI technology, *TRUE SAFE* delivers highly reliable accident predictions. According to

transportation companies, around half of all accidents occur within parking lots or facility premises, with most happening during reversing*.

To address this, we launched *TRUE SAFE 2.0* in 2024, focusing on preventing backing accidents while expanding its scope to include accidents at intersections during right and left turns, as well as rear-end collisions, thereby enhancing overall functionality. Customers who have adopted the system report that accidents have actually decreased.

Additionally, leveraging data from digital tachographs and driving recorders combined with AI, we have developed the *Road Vision* solution—a DX tool for road maintenance that automatically extracts and provides data to support early detection of road damage and deterioration, helping municipalities maintain safer roads. Pilot programs using *Road Vision* began in fiscal year 2024 across multiple local governments (See P. 19).

Moving forward, we will continue to expand and refine these functions based on customer feedback, further contributing to the safety and security of the transportation industry.

* The calculation was based on the symposium by the Transportation Digital Business Conference concerning safety in the transportation business 2023 through IT and advanced technologies.

Electric wires


Amid the growing impacts of climate change, companies are being called upon to reduce CO₂ emissions. In recent years, the rapid increase in digital demand, including generative AI, has led to a rise in continuously operating data centers that consume enormous amounts of electricity, making decarbonization in this area an urgent priority.

To address these challenges, the Yazaki Group developed and launched the low-loss 600V-CVT cable (*Sustaina CVT*) in fiscal year 2024. This product is mainly used for power supply to large-scale facilities such as factories and data centers. Compared with conventional 600V-CVT cables, the *Sustaina CVT* reduces unnecessary power consumption that occurs when electricity flows through the cable. In addition to reducing CO₂ emissions, it also contributes to lowering operational costs, including electricity expenses.

Going forward, we will continue to respond to societal trends, challenges, and customer feedback,



Sustaina CVT launched for sale in fiscal year 2024

 **WEB** *Sustaina CVT*
<https://www.yazaki-group.com/file/SustainaCVT.pdf>

contributing to the realization of a sustainable society through manufacturing.

Gas equipment

In recent years, the LP gas industry has been leveraging IoT and LPWA*¹ wireless communication technologies to streamline operations in response to challenges such as depopulation and labor shortages. The Yazaki Group contributes to this effort by providing automatic meter reading and handling night and holiday safety operations at gas centralized monitoring centers, supporting the work-style reform of gas sales operators and helping ensure a stable LP gas supply in local communities. In fiscal year 2024, the LP gas meter and leakage detection unit received certification under SuMPO EPD*² (See P. 72).

*1 Low Power Wide Area: A collective term for low-power, wide-area wireless communications

*2 Sustainable Management Promotion Organization's environmental labeling program managed in accordance with the international standard ISO 14025; renamed from EcoLeaf in April 2024

Environmental systems equipment

The Yazaki Group contributes to a decarbonized society through the development and sale of environmentally conscious products, such as heating and cooling equipment and solar thermal water heating systems that utilize renewable and unused energy sources.

In July 2025, we developed and launched a solar-powered cooling system. This product is a cooling unit that maximizes the use of renewable energy such as solar heat without relying on fossil fuels. Leveraging technology cultivated at Yazaki Energy System Corporation's Hamamatsu Factory (Shizuoka Prefecture) in its closed-type demonstration agricultural greenhouses, the system is designed to be compact, cost-efficient, and affordably priced so that it can be widely adopted by farmers.

For example, the system has been adopted by POMONA FARM in Mie Prefecture. The chilled water produced by the solar cooling system is used to cool the growing medium, enabling stable cultivation in a roughly 2,000 m² solar-type greenhouse for tomatoes even under extreme heat.

By converting solar heat—the primary cause of high temperatures—into cooling energy, the system achieves both reduced energy consumption and carbon neutrality.



Agricultural greenhouse for tomato cultivation at POMONA FARM, utilizing the solar cooling air-conditioning system product

Nursing care, agriculture, and environment & recycling

In the 1990s, as the globalization of the automotive industry progressed, the Yazaki Group also shifted production sites from Japan to overseas, which led to the hollowing out of domestic operations. To address challenges faced by local communities, such as aging populations and depopulation, while protecting local employment, the Yazaki Group in Japan has engaged in businesses related to nursing care, agriculture and food, and environmental recycling.

In our nursing care business, six companies provide services such as home-visit care and nursing homes, serving approximately 620 registered users (as of May 2025). We work daily to ensure that users can live safely and securely. By providing services tailored to local characteristics and culture over many years, these facilities have become firmly rooted as essential resources for local residents. For example, at the Yazaki Care Center *Kami Fusen* (Susono City, Shizuoka Prefecture), we hold a Dementia Support Worker Training Course as part of our community contribution initiatives, fostering local residents who better understand the feelings and care of people with dementia. Approximately 100 support workers are trained each year.

In our agriculture business, we collaborate with local producers, companies, and municipalities to cultivate and sell specialty agricultural products, such as tomatoes. As part of our food loss prevention efforts, irregularly sized products are processed into items such as ready-to-eat meals and juices. In our food business, we manufacture and sell processed foods, such as sorbet and ginger chips, made using local specialty products.

In our environmental recycling business, we manufacture and sell cushioning materials made from recycled shredded postcards. In the future, we plan to expand the use of materials such as wood chips and continue addressing environmental and regional challenges through our business activities.



Processed foods made from locally produced specialties and cultivated products

Forest regeneration initiatives and afforestation projects

Since October 2006, the Yazaki Group has been collaborating with Yusuhara Town in Kochi Prefecture on the Wood Biomass Community Recycling program, a joint initiative led by local government, forestry cooperatives, and companies. In this project, wood that was left unused in forests is processed into wood pellets and effectively utilized as fuel. This approach reduces the disaster risks associated with residual forest materials and provides forestry workers with new sources of income.

Japan's forestry industry continues to face challenges due to the impact of inexpensive imported timber, low wood prices, and a shortage of workers. As a result, the natural forest cycle of "planting, growing, harvesting, and using" does not function effectively, and delays in forest management have increased the risk of landslides and floods.

To address these challenges, the Yazaki Group, together with its subsidiary Shikoku Parts Co., Ltd.—Kochi Factory and Yusuhara Factory (both in Takaoka District, Kochi Prefecture)—launched an afforestation project in Yusuhara Town in April 2023. In fiscal year 2024, approximately 6.0 hectares were planted, contributing to forest regeneration and harmonious coexistence with the local community. Unlike conventional forestry, which focuses on timber production and sales, this project is positioned as "forest creation," reflecting the Yazaki Group's Corporate Policy. The afforestation initiative leverages Yazaki's unique technologies and experience to improve safety and efficiency, while also working to change the perception of forestry, which is traditionally considered difficult, dirty, and dangerous and to transform it into a sustainable and attractive sector.

TOPICS

Creating a work-friendly environment for nursing care staff – Minister of Health, Labour and Welfare Excellence Award

At the Yazaki Care Center *Kami Fusen* (Susono City, Shizuoka Prefecture), we have been working to create a work environment where nursing care staff can perform effectively and comfortably. Using engagement surveys to identify challenges, we implemented solutions such as introducing ICT tailored to each care service and conducting rotation training across services to enhance both operational efficiency and staff skills. As a result, we significantly reduced overtime hours, increased paid leave usage, and maintained full staffing, with all positions filled.

These initiatives were highly recognized, and in September 2024, the center received the Minister of Health, Labour and Welfare Award (Excellence Award). Moving forward, we aim to further contribute to the nursing care industry by promoting the acceptance of foreign care personnel.



Creating a comfortable workplace for nursing care staff –Award ceremony for the Prime Minister's Award / Ministry of Health, Labour and Welfare Award (two people in center, back row)

Promote open innovation

We are promoting open innovation together with companies and universities for the purpose of boosting the sustainable growth of society and companies by solving business issues and developing new technologies and business models with new ideas, through proactive acts of co-creation and partnerships with outside parties.

Examples of open innovation initiatives

Initiatives for soil improvement using high-performance biochar

Yazaki North America Inc., in collaboration with TOWING Co., Ltd., conducted a demonstration experiment using the high-performance biochar "Soratan"* to promote sustainable agriculture in Mexico.

In Mexico, excessive use of chemical fertilizers has degraded farmland soil, contributing to decreased agricultural productivity. By applying Soratan, developed by TOWING, to farmland, it is possible to simultaneously improve soil quality and sequester CO₂ in the soil. In a demonstration conducted in November 2024 on a farm in Guanajuato State, Soratan developed using locally sourced materials was applied together with locally procured organic fertilizers to cultivate lettuce and carrots. The results showed up to a 31% increase in yield and improvements in soil quality.

Furthermore, in February 2025, Soratan was also applied at a tomato farm operated by the Yazaki Group subsidiary Okuetsu Parts Co., Ltd. (Kitatsugaru District, Aomori Prefecture), resulting in approximately a 20% increase in yield and improved plant growth.

Through these initiatives, the Yazaki Group contributes to addressing soil degradation, a major environmental issue in Mexico, while promoting decarbonization

and reducing reliance on chemical fertilizers. Moving forward, the Group will explore the commercialization of biochar and continue working to provide innovative



High-performance biochar "Soratan"



Demonstration experiment using high-performance biochar "Soratan"

solutions that address agricultural challenges and support the realization of a carbon-neutral society.

* Soratan: An agricultural material developed by TOWING that simultaneously reduces CO₂ emissions and improves soil health, promoting reduced chemical fertilizer use and transition to organic farming.

Environmentally adaptive agricultural system

Yazaki Energy System Corporation is working toward the practical application of an off-grid agricultural system that utilizes natural energy and waste heat. In collaboration with the agritech venture company Cultivera Co., Ltd., we conducted a demonstration experiment for an environmentally adaptive agricultural system in fiscal year 2023.

This system aims to reduce energy costs by effectively utilizing unused energy, including renewable energy, achieve the five T's*1 of agriculture, and realize environmentally friendly cultivation. In particular, this system aims to harness solar heat and waste heat—previously challenging to utilize effectively, such as residual heat generated during machinery operations—to produce cold water. By creating a controlled, spring-like climate year-round within the closed demonstration site, the system enables stable crop production.

In the first demonstration experiment conducted from October 2023 to October 2024, the system demonstrated a reduction in electricity consumption for air conditioning compared with conventional electric air conditioners of the same area—approximately 60% in winter and 82% in summer—proving its potential to lower running costs. It was also confirmed that strawberries could be harvested even during the mid-summer period.

In the second demonstration experiment, which began in January 2025, the system was modified to further increase yields and reduce energy use. The shelves inside the greenhouse were changed from fixed to movable, allowing an expansion of the planting area and increasing the number of planted strawberry plants

from 1,200 to 1,600. By consolidating the shelves in one location and managing them with a minimal number of air-conditioning units, the system minimizes the area requiring climate control while also reducing LED light loss.

Moving forward, cultivation of crops other than strawberries will be considered, aiming to overcome the impacts of climate change through technological innovation and contribute to solving challenges in agriculture.

● Overview of the environmentally adaptive agricultural system

Demonstration site location:	Hamamatsu Factory (Hamamatsu City, Shizuoka Prefecture)
Period:	1st cultivation season October 2023 – October 2024 2nd cultivation season January 2025 – ongoing (as of October 2025)
System components	<ol style="list-style-type: none"> 1. Energy control (Solar power, solar heat, wood biomass, and unused heat) 2. Environmental control (Creation of a space with “year-round spring”^{**2}) 3. Cultivation technology (Cultivera's patented membrane-based cultivation method “Moisculture”) 4. AI control (analysis for optimal air-conditioning based on leaf temperature monitoring) 5. ICT technology (remote monitoring of plant growth, optimal equipment control based on external and internal environment) <p>* Components 1, 2, and 5 are provided by Yazaki Energy System Corporation, Component 3 by Cultivera Co., Ltd., and Component 4 jointly developed by both companies.</p>
Utilized energy	Solar power, solar heat, wood biomass, waste heat, unused energy such as well water
Crops cultivated	Strawberries

*1 The 5 T's of agriculture: Timely, Target quantity, Target quality, Target cost, and Target labor

**2 Artificially creating spring-like climate conditions year-round



In the demonstration experiment of the environmentally adaptive agricultural system, strawberries were successfully harvested even in mid-summer.

■ Priority issue

Build healthy and solid supply chains

As social issues become diversified and increasingly complex, it will be important to engage in sustainability across the entire supply chain. Based on the principle of fair, equitable, and good-faith dealing with its suppliers, the Yazaki Group shares its sustainability-related policies and goals with suppliers and works together on resolving social issues. In order to prevail in the face of intense competition in the global marketplace, we will also endeavor to coexist and co-prosper with our suppliers, build strong, strategic partnerships, and forge a system that will allow us to rapidly adapt to changes in the business environment.



P. 41 Promote sustainable procurement

Promote sustainable procurement

The Yazaki Group has prescribed the Purchasing Guidelines for supply chain management, enabling us to share our sustainability expectations with suppliers and work together to advance sustainable procurement.

Purchasing Guidelines

Based on the Fundamental Management Policy (4: Conduct business openly and fairly, and aim for coexistence and co-prosperity), we ensure the maximum business opportunity, set short-/long-term targets to be shared with suppliers, then implement coordinated investment and share the newly planned development and cost reduction achievement.

Action Guidelines

- ① Conduct business openly and fairly
- ② Strengthen competitiveness together with suppliers
- ③ Aim for coexistence and co-prosperity with suppliers
- ④ Share issues and target in cost reduction activity and its achievement
- ⑤ Ensure interactive communication based on mutual trust
- ⑥ In selecting a supplier, consider, not only the quality, cost, delivery time, and technology but also the status of social responsibility initiatives for environment, risk management, compliance, human rights, and labor conditions.

Sustainable procurement initiatives

The Yazaki Group clearly presents expectations to suppliers in regard to such matters as quality, technology, and price, as well as the environment, working conditions, information security, and safety and security, and we promote sustainability activities with our suppliers accordingly.

Specifically, to cultivate a shared understanding of sustainability and actively contribute to the realization of a sustainable society with suppliers, we issue and distribute the Supplier CSR Guidelines. We also issue and distribute the Yazaki Green Purchasing Guidelines, which summarize specific actions we ask suppliers to take regarding environmental protection activities in the Supplier Sustainability Guidelines. Suppliers are asked to carry out sustainability activities based on these guidelines and to encourage the same practices with their own suppliers.

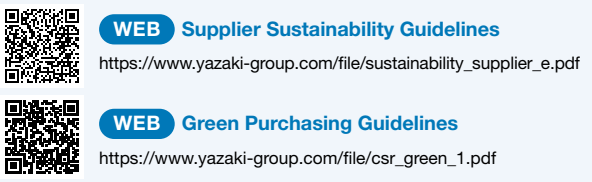
To ensure the guidelines are fully instilled and practiced, we regularly distribute a sustainability self-assessment questionnaire and request suppliers to perform self-assessments of their activities. Based on the results, we provide opportunities for direct dialogue, known as CSR Interviews, with suppliers in need of improvement, to identify issues in detail. We conduct training to further understand sustainability, including respect for human rights, and share both companies' perspectives on improvement.

In fiscal year 2024, the guidelines and questionnaire were distributed to 321 suppliers accounting for more than 80% of the total purchase amount at domestic sites, with responses received from 273 suppliers (85%). CSR Interviews conducted with 18 suppliers enabled a detailed understanding of workplace conditions, internal communication, and other aspects through factory visits in addition to the identification of issues and training described above.

In March 2025, a briefing was held on carbon neutrality trends and the Yazaki Group's activities.

Sustainable procurement initiatives are also being advanced in North and Central America, EMEA, Greater China, ASEAN, Mercosur, and India. In Mercosur, the Supplier Code of Conduct was revised in February 2025 to align with international standards issued by the UN and ILO. Compliance with and awareness of the code are verified through sustainability questionnaires distributed to suppliers. Going forward, we will continue to strengthen collaboration with suppliers through coordination with regional headquarters and promote global sustainable procurement.

In response to the growing societal expectations for corporate sustainability, the content of the Supplier CSR Guidelines was revised, and in June 2025, the guidelines were renamed and updated as the Supplier Sustainability Guidelines.



Dialogue with suppliers

The Yazaki Group, which operates in 46 countries and regions, aims to optimize procurement of raw materials, electronic, instrumentation, and wire harness components, as well as indirect materials.

To share our procurement policies and challenges with suppliers in each country and region, we hold a procurement policy briefing in each location once a year. In fiscal year 2024, 184 suppliers in Japan and 159 suppliers in Greater China and ASEAN participated. In Japan, the briefing was held online for domestic product suppliers, providing an overview of the business environment surrounding the Yazaki Group and our procurement policies. We regularly provide suppliers with updates on the progress of activities based on these policies to ensure smooth implementation and continuous improvement. In addition, five domestic suppliers who contributed to the revitalization of Yazaki Group's procurement activities—through technological innovation, cost reduction, quality improvement, and efforts to ensure stable supply—were invited to a commendation ceremony.

To strengthen collaboration with suppliers and deepen the understanding of suppliers' products and technologies among Yazaki Group employees, we also held an exhibition featuring 17 suppliers. This provided an opportunity for suppliers to present their latest products and technologies directly and served as a platform for information exchange with our employees.

Furthermore, to promote open innovation, we work with suppliers on business matching and initiatives aimed at diversifying operations. Through these efforts, we seek to enhance competitiveness and create new value.



Scene from the annual Yaei-kai general meeting

Supplier consultation service

In Japan, the Supplier CSR Guidelines clearly specify a CSR consultation service that suppliers can reach out to if they become aware of, or suspect, any violation of agreed terms. This contact point has been in operation since 2016.

When an inquiry is received, the inquirer is promptly notified of its receipt. The matter is then handled in cooperation with relevant internal departments, such as Legal or HR, as appropriate. The outcome of the response is also reported back to the inquirer.

For overseas Group companies, similar consultation services available to suppliers are introduced on each company's website and in their respective guidelines.

Initiatives for achieving coexistence and co-prosperity with suppliers

Endorsing the initiative of the Council on Promoting Partnership Building for Cultivating the Future promoted by the Japanese government, four Yazaki Group companies* formulated and announced a Declaration of Partnership Building in April 2022 to strengthen relations with suppliers.

In Japan, the Yazaki Group operates Yaei-kai, a cooperative composed of 22 domestic supplier companies. Through regular general meetings and study sessions, Yaei-kai works to promote sustainability activities across the entire supply chain, foster new value creation, and strengthen partnerships. In July 2024, a general meeting was held along with a seminar by an external lecturer on DX and AI, helping participants deepen their understanding of the need to enhance efficiency and sophistication across the supply chain in a rapidly changing business environment. In May 2025, a study session focused on the development of next-generation leaders was held. Furthermore, site visits were organized to allow members to observe how materials supplied by Yaei-kai companies are used in production processes. Visits to exemplary companies were also conducted to foster personnel with the ability to put thoughts into action about what they have learned in areas such as fire and explosion prevention, sharing best practices in safety and security initiatives.

* Yazaki Corporation; Yazaki Meter Co., Ltd.; Yazaki Parts Co., Ltd.; and Yazaki Energy System Corporation

Thorough management of environmentally hazardous substances

To thoroughly implement recurrence prevention and preventative measures for defects caused by environmentally hazardous substances, the Yazaki Group conducts surveys of suppliers regarding their actual use of chemical substances and regulated substances, as well as their product assurance systems. Based on the survey

results, we review suppliers' processes and ascertain the state of management. For substances expected to be restricted by future regulations, we list them in the Yazaki Group's Self-Control Substance List and take measures such as switching to alternatives before the regulations come into effect.

In addition, when the GADSL*1 is revised, we share information with suppliers to ensure they report appropriately in accordance with the General Rules and Guidelines Concerning the IMDS*2 Data Sheet, and we work together with suppliers to comply with applicable laws and regulations.

*1 Substance list established under the collective agreement of a group comprised of various automotive manufacturers throughout the world

*2 International Material Data System

Responsible procurement of minerals

The Yazaki Group promotes procurement activities based on the Global Responsible Mineral Policy in order to avoid directly or indirectly funding armed groups, the perpetration of every kind of human rights abuse, including abuse stemming from the use of child labor, and environmental destruction in Conflict-Affected and High-Risk Areas (CAHRAs), including the Democratic Republic of the Congo and neighboring countries.

Societal requirements concerning responsible mineral procurement are intensifying, such as those set forth in the U.S. Dodd-Frank Wall Street Reform and Consumer Protection Act (Dodd-Frank Act), the EU's Conflict Minerals Regulation, and the Organisation for Economic Co-operation and Development (OECD)'s

Due Diligence Guidance. With this trend, the number of countries, risks, and minerals targeted by these requirements is also growing. To respond to this changing environment, we collaborate with our suppliers and industry groups to investigate smelters that produce minerals used in our products (tin, tantalum, tungsten, gold, cobalt, and mica). Moreover, as a member of the Responsible Minerals Initiative (RMI), an international organization that works to promote the responsible procurement of minerals, we implement initiatives to ensure that we use smelters that comply with the RMI's audit program and cooperate in activities conducted by the organization.

We will continue to work on further collaborating with suppliers and various industry groups, and take action to refrain from using minerals from smelters of concern whenever their use is identified.



WEB Global Responsible Mineral Policy

<https://www.yazaki-group.com/en/csr/csr/ResponsibleMineralsSourcingPolicy>

Corruption risk assessment of suppliers

The Yazaki Group incorporates anti-corruption provisions into the supplier guidelines issued in each region and requires compliance with them. Through the questionnaire, we also verify the establishment and adherence to internal rules regarding anti-corruption. Furthermore, if there is a violation or suspected violation of the items listed in the guidelines, we request that it be reported to the consultation service.

Voice

Joseph Zerafa

YGP PTE. LTD.

President & Head of
Global Purchasing



YGP believes that sustainability is not just a requirement, but a shared and essential value across our global supply chain. Based on this principle, we actively welcome

innovative proposals on sustainable practices from our suppliers around the world and strive to move forward together. In collaboration with our internal departments, we promote open and prompt communication with our suppliers while pursuing the use of new raw materials, improvements in manufacturing processes, and optimization of logistics, as well as the development of recycled materials, enhanced product lifecycle management, and reduction of our carbon footprint—all in order to achieve more sustainable Monozukuri. Furthermore, to strengthen responsible sourcing and transparency across our supply chain, we are introducing data- and process-driven platforms that enable both our company and our suppliers to effectively respond to continuously evolving legal and ethical standards, and work together toward the realization of a sustainable society.

■ Priority issue

Establish a truly strong organization

The Yazaki Group regards “Care for people by creating a corporate culture that prioritizes individuality and teamwork, while empowering people’s dreams” as our Fundamental Management Policy. Based on this principle, we strive to create a rewarding work environment that accommodates diverse work styles and enables employees to fully demonstrate their abilities, while continuously enhancing organizational strength and productivity. In addition, we are committed to promoting diversity, equity, and inclusion (DE&I), developing human resources who can succeed globally, and securing talented personnel with outstanding skills and expertise.



FY2024 university and technical college new graduate employees

- P. 45 Promote DE&I
- P. 46 Improve job satisfaction
- P. 47 Develop the next generation of human resources

- P. 49 Foster the corporate culture
- P. 50 Promote health management
- P. 52 Strengthen occupational health and safety

Promote DE&I*

The Yazaki Group has a variety of global business segments and considers it important that diverse human resources play active roles in its enterprise. We work to establish a working environment where all employees can achieve their full potential by respecting diversity in terms of nationality, race, ethnicity, gender, sexual orientation, gender identity, disability, age, birthplace, educational background, relatives, religion, or employment status, and by providing equal opportunities to all individuals without being swayed by social backgrounds, prejudices, or assumptions.

* Diversity, Equity, and Inclusion. The practice of respecting and accepting diversity among individuals and providing equal opportunity.

Promoting active roles for women

The Yazaki Group has developed and is implementing a five-year action plan based on the Act on the Promotion of Women's Participation and Advancement in the Workplace to support the active career building of female employees.

In fiscal year 2024, as part of this plan, we relaxed limits on the number of work-from-home days for reasons such as commuting difficulties caused by natural disasters or injuries. As a result, the adoption rate of systems supporting flexible work styles reached 88% as of April 2025, exceeding the initial target of 50%. In addition, the ratio of female experts rose to 9.3%, surpassing the initial target of 8.0%. We will continue our efforts to increase the number of female managerial candidates.

● Action plan for general employers based on the act on promotion of women's participation and advancement in the workplace

Plan period	5 years (From April 1, 2021, to March 31, 2026)
Target 1	Increase the percentage of female management candidates from 3% in April 2021 to 7% or more and female experts from 4% in April 2021 to 8% or more
Target 2	Increase the introduction of systems that contribute to flexible work styles at sites (flextime, staggered working hours, work-from-home) from 23% in April 2021 to 50%

Active roles of older workers

The Yazaki Group strives to establish post-retirement reemployment systems (Senior System, Anchor System, and Elder System) to reemploy retired employees who possess advanced techniques and technical skills. In fiscal year 2024, we employed 126 employees in Senior* positions, 617 in Anchor* positions, and 127 employees in Elder* positions. In addition, we are working to secure employment opportunities for older persons up to the age of 70 in accordance with the Revised Act on Stabilization of Employment of Elderly Persons, which was enforced in April 2021.

* Senior and Anchor Systems target permanent employees, while the Elder System targets associate employees.

Expanding employment and work fields for persons with disabilities

The Yazaki Group is striving to create a working environment where all employees can make the most of their skills and aptitudes and work with enthusiasm; the Group is positively working to employ persons with disabilities. In April 2023, our special subsidiary Yazaki Business Support Co., Ltd., was the fifth Company in Shizuoka Prefecture to be recognized as an outstanding small and medium-sized employer for the employment of persons with disabilities (Monisu Certification System*¹). In fiscal year 2024, we continued to accept trainees from special-needs schools and welfare facilities, and also hosted participants of job coach training programs at our sites as practical training locations.

Including new hires, we employed a total of 354 persons with disabilities*², resulting in a disability employment rate of 2.93%*².

Going forward, we will continue to review and enhance internal systems to make the workplace even more accommodating for employees with disabilities.

*¹ The Monisu Certification System is a program through which the Minister of Health, Labour and Welfare of Japan certifies small and medium-sized enterprises excelling in efforts toward advancing and stabilizing the employment of persons with disabilities.

*² A total of Yazaki Corporation, Yazaki Meter Co., Ltd., Yazaki Parts Co., Ltd., Yazaki Energy System Corporation, and the special subsidiary Yazaki Business Support Co., Ltd., calculated on the basis of the Act on the Promotion of the Employment of Persons with Disabilities

Active utilization of overseas personnel

The Yazaki Group is actively employing foreign nationals, international students, and graduates from overseas universities to further globalize its business activities. In fiscal year 2024, we hired 17 international students and graduates from overseas universities. As of June 2025, 53 employees were on assignment from overseas subsidiaries, bringing the total number of foreign national employees to 113*¹. These employees working in Japan engage in the same functions as Japanese employees, including production, production engineering, quality control, sales, and development. In addition, through a technical intern training program, we provided 183*² overseas personnel with opportunities to acquire technical skills. These employees contribute to the global

operations of the Yazaki Group by applying the skills and know-how they gained in Japan at their home-country locations or at our global headquarters in Japan. We will continue to strengthen these initiatives going forward.

*1 As of June 2025

*2 Corporations covered: Yazaki Corporation; Yazaki Meter Co., Ltd.; Yazaki Parts Co., Ltd.; and Yazaki Energy System Corporation

Improve job satisfaction

The Yazaki Group responds to changes in the social environment and the needs of employees, striving to create workplaces that are both comfortable and fulfilling. In addition to establishing a fair and equitable personnel system, we work to build trust between labor and management through proactive communication and to enhance employee engagement.

Improving comfortable workplaces

The Yazaki Group implements a variety of initiatives to ensure that all employees can work with high motivation and a sense of purpose. At each workplace, we promote awareness of labor management and work style reforms through measures such as monitoring long working hours and preventing overwork, distributing lists of employees exceeding 80 hours of overtime, disclosing the status of monthly paid leave usage, and encouraging use of the interval rest system*, all aimed at protecting employees' physical and mental health. To support flexible work styles, we have introduced systems such as flextime, staggered working hours, hourly paid leave, and work-from-home.

Going forward, we will continue to ensure employee safety and peace of mind while providing healthy, comfortable, and rewarding workplaces that support sustainable growth.

* Interval rest system: a system that ensures a minimum of eight hours between the end of work one day and the start of work the next day.

Promoting work-life balance

The Yazaki Group is fostering a corporate culture that makes it easier for employees to utilize childcare and nursing care-related systems. In fiscal year 2024, in line with the revised Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members effective April 2025, we expanded eligibility for childcare short-time work and restrictions on overtime work from employees with children up to the end of fourth grade of elementary school to those with children up to the start of junior high school. We are also promoting a culture that encourages the use of these systems, for example by featuring male employees who have taken childcare leave in our internal web newsletter. As a result of these efforts, the male childcare leave utilization rate increased from 2.2% in fiscal year 2018 to 56.9% in fiscal year

2024. For nursing care short-time work, we expanded the system from allowing two splits within three years after the start of short-time work, as prescribed by law, to four splits within six years. Going forward, we will continue activities to make our company a place where employees can easily balance their work, childcare, and nursing care obligations.

Sincere dialogue with employees

The Yazaki Group believes that mutual understanding and trust between labor and management contribute to the growth and development of both the company and its employees. Accordingly, the Group works with the Yazaki Labor Union to enhance personnel systems and workplace environments. In the Yazaki Group Labor-Management Joint Declaration, we affirm our commitment to fostering a corporate culture that nurtures both mental and physical well-being. To realize this, the Labor Affairs Review Committee and Branch Office Labor-Management Conference meet once a month, in addition to the annual Central Labor-Management Council, to review regulations and verify outcomes. We also engage in the exchange of opinions between labor and management through biannual branch visits.

In fiscal 2024, to support more flexible work styles, we introduced a system that allows employees to take annual paid leave in hourly units. We also improved conditions for reemployed personnel after retirement in response to significant changes in the environment surrounding older employees.

Going forward, we will continue to advance initiatives to improve the working environment through close collaboration between labor and management.

Further improving the personnel system

Yazaki Group's "Rewarding Employees Who Worked Hard" system is designed to properly evaluate employees who take initiative in their roles and achieve results.

This system covers all employees and uses two evaluation approaches: “Management by Objectives” and “Role Behavior.” At the start of each fiscal year, supervisors and subordinates set and confirm annual goals and priority initiatives, with evaluations conducted semiannually. In fiscal year 2024, to ensure proper labor management, we focused on further embedding the practice of setting appropriate goals in evaluations by providing training for newly appointed managers.

Enhancement of employee welfare benefits

The Yazaki Group is working to enhance employee welfare benefits based on its belief that both the working and living environment are important for enabling employees to play active roles. Cafeterias are provided at most workplaces, and where cafeterias are unavailable, meal allowances are offered to help maintain and improve employees’ health. In addition, the Group provides single and company housing to support stable living, and offers a retirement benefit plan and a defined-benefit pension plan applicable to all employees, along with a voluntary defined-contribution pension plan to help employees prepare for the future. The Yazaki Employee Stock Ownership Plan allows employees to purchase Yazaki Corporation shares through payroll

deductions, with dividends serving as a means of wealth accumulation.

The Yazaki Cooperative Association, established on the foundation of labor–management cooperation, organizes various cultural and sporting activities and events aimed at enhancing employees’ character and education while fostering motivation and camaraderie through mutual support. In addition, the Yazaki Long Service Commemoration Ceremony is held to honor employees’ long years of service and express gratitude for the contributions of their families who supported them.

For overseas group companies, employee welfare programs are operated in consideration of local laws, customs, and practices in each country and region.



The 50th All-Yazaki Sports Festival held in November 2024

Develop the next generation of human resources

As work styles expand with the incorporation of diversity, equity, and inclusion, the Yazaki Group will emphasize employee development and work toward human development to bring out the full potential of the individual and the team.

Training system

The Yazaki Group actively provides learning opportunities to employees who seek growth, aiming to develop individuals who can understand and share the Yazaki Group Corporate Policy, proactively respond to environmental changes, think and act independently, and collaborate effectively. Education and training are fundamentally voluntary, and a range of domestic and international programs are offered to support employees’ development. In fiscal year 2024, we focused on designing training programs to make it easier for employees to apply the knowledge and skills they acquired through training to their daily work.

Yazaki Leadership Development Seminar (YLDS)

This program selects employees with three or more years of service, focusing on young managers and managerial candidates expected to play active roles globally in the future. Participants learn global business skills and mindset, while developing communication skills to build networks across regions and departments. Over the five-day seminar, the goal is for participants to communicate confidently in English and engage in discussions on equal footing with participants from overseas. In fiscal year 2024, 24 employees participated.

Yazaki Global Leadership Program (YGLP)

This program selects future top management candidates from around the world and engages them in discussing and developing proposals on challenges and new themes facing the Yazaki Group. In addition to training in Japan, the program includes a one-week training session at an overseas business school. Through lectures from senior management, participants reflect on the Yazaki Group's Corporate Philosophy, Fundamental Management Policy, and global strategies, while group work and presentations help build relationships and foster a sense of unity among participants. The program aims to enhance motivation, cultivate new perspectives, and develop problem-solving skills in preparation for the next generation of executives. In fiscal year 2024, 15 employees participated.

Yazaki-juku (Management Roundtable Conference and Follow-up Workshop / Discussion Session on Yazaki)

We organized the *Yazaki-juku* (Management Roundtable Conference*1 and Follow-up Workshop*2 / Discussion Session on Yazaki*3) as a place for employees to exchange views directly with top management, deepen mutual understanding, and gain a wider perspective. The Management Roundtable Conference, launched in 1999, allows department managers to discuss their vision of how to manage the workplace with the President. In fiscal year 2024, 29 participants attended. The Follow-up Workshop/Discussion Session on Yazaki provides fifth-year employees the opportunity to engage with the President on the Yazaki Group's philosophy and goals. In fiscal year 2024, 212 employees participated.

*1 For department managers recommended by each division head.
 *2 For fifth-year employees who are technical college, university, or graduate school graduates (including new graduates and mid-year hires).
 *3 For fifth-year employees hired at individual business sites (including new graduates and mid-year hires).

Overseas trainee program

Through this system, employees acquire the skills necessary to perform overseas assignments and related



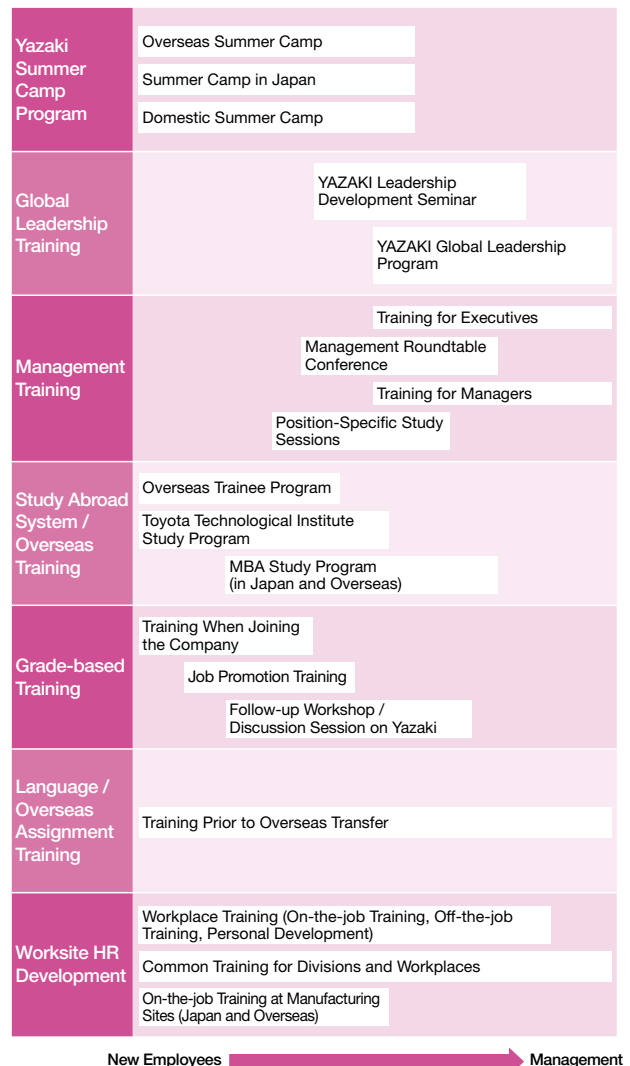
Interaction with local employees (the trainee is third from the left in the front row)

tasks smoothly via language and practical training at overseas locations for up to one year. They also learn new perspectives and approaches to working and communicating within global teams. As of June 2025, five employees had been dispatched overseas.

MBA Study Program

Through the MBA Study Program, employees with more than five years of work experience are sent to educational institutions in North America, China, India, and Japan. The program aims to develop the skills required for Yazaki Group's corporate operations and to cultivate human resources who will play key roles in business in the host countries. Since September 2023, one employee has been dispatched to Ritsumeikan Asia Pacific University in Oita Prefecture and obtained an MBA in fiscal year 2024.

● Educational system chart



Overseas on-the-job training

The Yazaki Group operates manufacturing sites around the world based on the principle that “Gemba (worksite) is the origin.” Employees who can learn and collaborate at overseas production sites, overcoming language and cultural barriers, are essential.

In this program, first-year new employees are dispatched to factories in Europe, Africa, Asia, and Central America, where they engage in hands-on work alongside local staff to experience manufacturing firsthand.

Through practical experience on the production floor, they acquire the fundamentals of manufacturing while developing adaptability and a global perspective by interacting with different languages and cultures.

As of June 2025, three employees have been dispatched to Bulgaria, nine to Morocco, one to the Philippines, and six to Mexico.

Going forward, the Yazaki Group aims to expand the dispatch regions, increase opportunities for challenge, and cultivate global human resources capable of excelling in manufacturing.

Foster the corporate culture

The Yazaki Group believes it is essential for employees with diverse values, working across 46 countries and regions, to move in the same direction toward realizing the Corporate Policy. To support this, we are undertaking various initiatives to foster understanding of and engagement with our Corporate Philosophy.

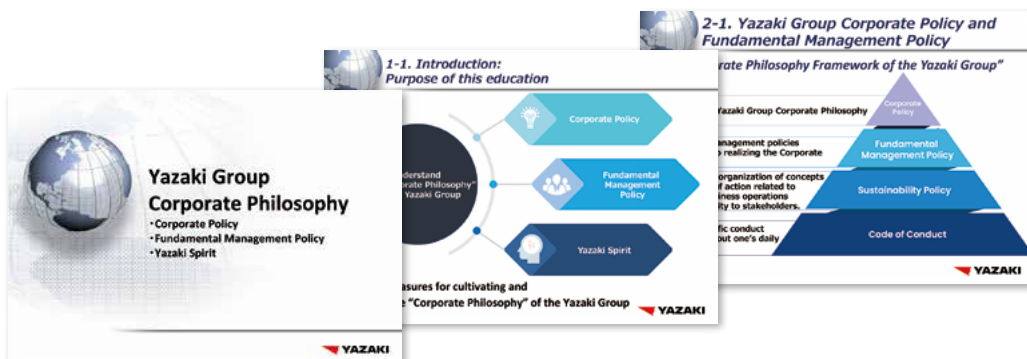
Disseminating the corporate philosophy

At each phase of training—including onboarding, promotion training, position-specific study sessions, pre-overseas assignment training, Yazaki Global Leadership Program, and Yazaki Leadership Development Seminar—employees are educated on the Yazaki Group Corporate Policy to promote understanding, internalization, reaffirmation, and broader dissemination of our Corporate Philosophy. By reflecting on the relationship between their own work and the Corporate Philosophy at both individual and group levels, employees deepen

their understanding and link it to the company’s growth as well as their personal development.

Overseas, globally standardized training materials have been developed, with regional headquarters taking the lead in conducting training for managers. From Japan, we provide support for training, as well as planning and performance management, and collect stories and examples related to training at each site. Regional headquarters also actively organize events related to the Corporate Philosophy. Going forward, support will continue to ensure that these training initiatives are consistently implemented across all regions.

Globally standardized corporate philosophy training materials



Promote health management

Maintaining and improving health is essential for employees to fully demonstrate their abilities. We implement health initiatives aimed at enhancing health literacy* so that each employee can proactively engage in maintaining their own health.

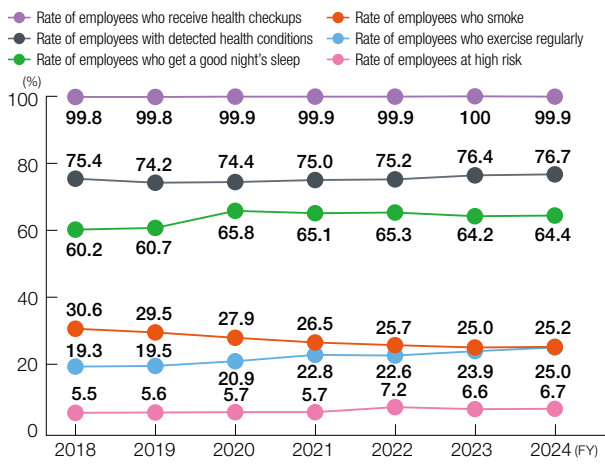
* The ability to find, understand, and use information related to health and medical care.

Improving mental and physical health

In line with the President's Health Declaration and the Yazaki Group Health Management Strategy Map, we

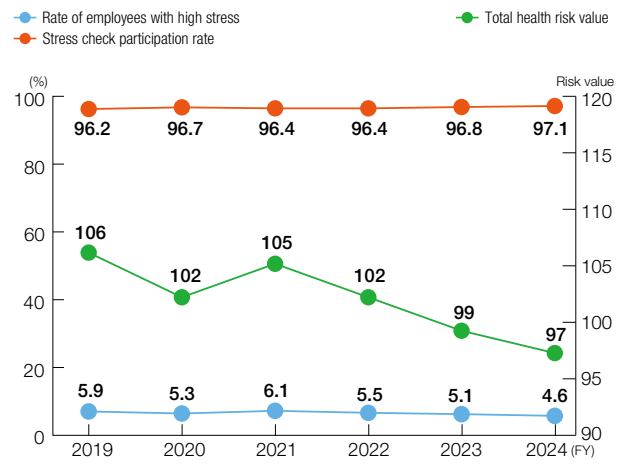
focus on managing physical health to enable early treatment of illnesses and prevent worsening conditions, as well as managing mental health to prevent issues stemming from the workplace environment. Three divisions involved in health management—the General Affairs

Status of physical health*



* Corporations covered: Yazaki Corporation; Yazaki Meter Co., Ltd.; Yazaki Parts Co., Ltd.; and Yazaki Energy System Corporation

Status of mental health*



* Corporations covered: Yazaki Corporation; Yazaki Meter Co., Ltd.; Yazaki Parts Co., Ltd.; and Yazaki Energy System Corporation

Main initiatives for responding to health issues

Action item	Health issue	Target	Results	Initiatives
Lifestyle disease prevention	The percentage of employees with detected health conditions (those requiring follow-up checkups and higher) remained at over 70%, with a high number of people at risk of lifestyle diseases.	Less than 70% of employees with detected health conditions	76.7% of employees with detected health conditions [Measures] We will aim to reduce the percentage of individuals with health concerns in the medium to long term, while assessing the correlation with various health initiatives.	To provide health guidance to employees with detected health conditions, we collaborate with the Yazaki Health Insurance Association and, through supervisors, actively encourage them to undergo specific health guidance. To reduce the smoking rate, we collaborate with the Yazaki Health Insurance Association to hold regular No-Smoking Days and company-wide smoking cessation events, including the "Two-Person Three-Legged Smoking Cessation Challenge." We visualize health issues at each site by summarizing regular health checkup data in the Yazaki Health White Paper. Each site implements its own health measures to tackle its own issues. We conduct health events in collaboration with the General Affairs and Personnel Division, the Yazaki Health Insurance Association, and the Wellness Center.
Reducing the risk of lost work time and illness	The total health risk value of workplaces is higher than average, and there is a high level of risk for lost work time and illness.	Total health risk value of less than 100	Total health risk value of 97	Based on the results of the stress check and engagement survey, all workplaces identify their own issues in their departments and carry out workplace improvement initiatives. The secretariat also supports workplaces with particularly high degrees of stress over time. With the aim of reducing the impact of stressors, we have added a topic called "Improving Support to Reduce Workplace Stress" to our annual Self- and Line-care Training, working to strengthen support between superiors and subordinates and among colleagues. To prevent the recurrence of lost work time due to mental illness, we manage employees using an original health check sheet after they return to work, and have formed a follow-up system for reinstated employees that supports them in their work duties, health management, and other areas.

and Personnel Division, the Yazaki Health Insurance Association, and the Wellness Center—have established a promotion framework and are advancing “collabo-health”,* aiming to create a workplace where employees can work with vitality.

For physical health, in addition to maintaining a 100% participation rate in regular health checkups, we have set a target of ensuring 100% follow-up examinations for high-risk employees to prevent the progression of diseases. In fiscal year 2024, the participation rate for regular health checkups was 99.9%, while the follow-up examination rate for high-risk employees was 81.7%. We will continue working to create an environment that makes follow-up examinations easier to take and will strive to achieve a 100% rate for high-risk individuals. To reinforce these initiatives, we held a company-wide lecture during National Occupational Health Week in October.

For mental health, we conduct stress checks and, to ensure that employees with high stress levels can consult with ease, we provide legally required interviews with physicians as well as health consultations with nurses. To further enhance the work environment, we also use engagement surveys that quantitatively measure the relationship between employees and the company, in combination with workplace stress conditions. As a result, the overall health risk score has remained below 100 since fiscal year 2023.

These efforts have led the Yazaki Group to be certified continuously by the Certified Health & Productivity Management Outstanding Organizations Recognition Program since 2018.

* Collabo-health: A framework in which insurers and employers collaborate proactively together, with clearly defined roles and a positive workplace environment, to efficiently and effectively promote disease prevention and health improvement for members.

Health management for those on overseas assignment

Employees on overseas assignments face long-term living conditions that differ significantly from those in Japan, making it difficult to manage their health in the same way as domestic employees. To address this, the Yazaki Group has established a dedicated health management system for expatriates and provides equivalent management for accompanying family members.

For physical health, we aim for 100% participation in annual health checkups that meet legal requirements, and for mental health, 100% participation in annual mental health checks. In fiscal year 2024, the participation rate for health checkups was 97.8%, and for mental health checks, 95.8%. All checkup results are reviewed by overseas occupational physicians to enable early detection of illness. A 24-hour consultation service is also available exclusively for overseas assignees, allowing them to seek advice regardless of time zone. We will continue to strengthen health management for overseas assignees and aim to achieve 100% participation in both health checkups and mental health assessments.

Before an overseas assignment, the employee’s current and past physical and mental health conditions are carefully assessed, and the availability of local medical services and support at the assigned site is reviewed to determine suitability for assignment, reducing health risks abroad. Additionally, the Yazaki Group supports disease prevention and mitigates the risk of severe illness by covering the costs of region-specific recommended vaccinations and providing a set of medicines for mild conditions.

Efforts of the Wellness Center

The Wellness Center implements a variety of programs aimed at fostering a culture in which employees can learn and maintain healthy lifestyles and ways of working. These initiatives are designed to engage both people and organizations within the Yazaki Group, promoting a workplace environment where all can continuously grow healthily together.

As part of these efforts, each site appoints Wellness Promoters to lead activities that enhance wellness. In addition, the annual Wellness Promoters Conference has seen active participation not only from the promoters but also from site health staff and department managers. In fiscal year 2024, continuing with in-person sessions to ensure higher-quality engagement, a record 86 participants attended an experiential workshop on psychological safety. By bringing this experience back to their workplaces, participants are expected to help raise the level of psychological safety across the organization.

The Wellness Center continues to provide these opportunities under the motto “Working at Yazaki energizes you,” aiming to create a safe, supportive, and positive workplace where employees can thrive.



The Yazaki Group Wellness Wheel. It is comprised of five factors that represent wellness.

Strengthen occupational health and safety

We aim to create a workplace environment where employees can work safely and healthily through cooperation between the company and its employees. To achieve this, we have established the Global Safety and Fire Prevention Policy for our global sites and the Yazaki Group Health and Safety Policy for domestic operations, with the goal of ensuring the smooth and safe execution of business activities.

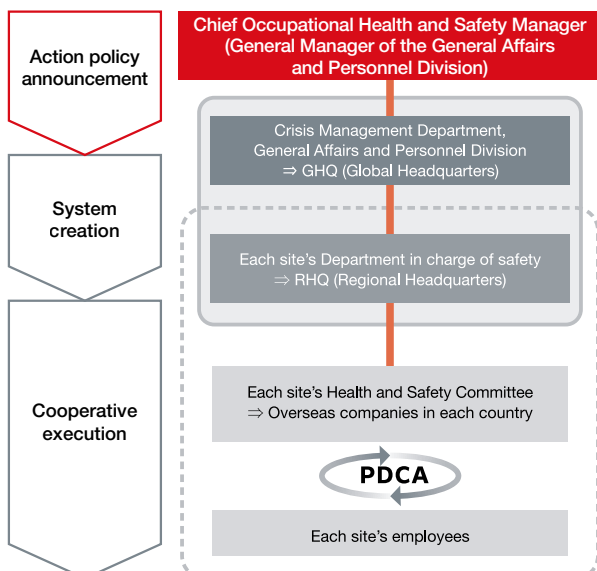
Health and safety system


Globally, we strive to prevent similar accidents by sharing information about workplace injuries and accidents in accordance with the Global Safety and Fire Prevention Policy. Additionally, we focus on enhancing safety awareness by ensuring strict adherence to essential rules to prevent major disasters.

In Japan, we seek to firmly establish a safety culture based on the Yazaki Group Health and Safety Policy and thus promote the establishment of a safe working environment.

Within our domestic production sites, we strive to improve the working environment by prioritizing the safety of employees, temporary staff, and external contractors through such means as conducting workplace diagnoses to evaluate the level of safety and health management based on the occupational safety and health management system. In the event of an industrial accident, we respond immediately and ensure that information and countermeasures are shared within the company in an effort to prevent the recurrence of similar accidents. In addition, we work to reinforce the health and safety management system by having the Health and Safety Promotion Department conduct verifications, provide guidance, and carry out cross-checks


● Diagram of occupational health and safety system (global)



FY84 YAZAKI GLOBAL SAFETY & FIRE PREVENTION ACTIVITY OBJECTIVE 
8 4 期 グローバル安全防火活動方針

Implement the following four items in accordance with "YAZAKI GLOBAL HEALTH & SAFETY 4 GUIDES OF CONDUCT" to prevent occurrence / recurrence of work accidents and fire, with the top management taking the lead in working together with all employees.
 「実効安全衛生4つの行動基準」に従って職制トップ自らが先頭立って全従業員とともに下記4項目を実施し、労働災害、火災の未然防止・再発防止を図る。

- 1. Legal Compliance 法令遵守**
 Comply with laws and regulations on safety and fire prevention in each country and region.
 職場の安全、防火管理に関する各国・地域の法令や規定を遵守する。
- 2. Safety Management 安全管理**
Global Yokoten
 - Implement Yokoten of work accident information and corrective actions at a global level.
 グローバルでの労災情報及びその対策を横展開する。
 - Each region takes corrective actions in order to prevent similar accidents.
 各地域は類似労災発生防止の為に対策を行う。**Work accident KPI 労災 KPI**
 - Share KPIs for all regions to monitor the occurrence and improvement of work accidents in each region.
 各地域のKPIを共有し各地域の労災発生状況及び改善状況を把握する。
 - Share improvement activities and good practices of excellent regions to utilize them to reduce work accidents in each region.
 優良地域の活動/改善好事例を共有し各地域の労災削減に活かす。**Work Safety Risk Assessment 労働安全リスクアセスメント**
 - Perform risk assessment focused on hazard identification.
 危険源の特定を重視したリスクアセスメントを行う。
 To be performed in all regions.
 全地域での実施。
- 3. Safety Training 安全教育**
Safety DOJO 安全道場
 - Raise all employees' sensitivity to danger and foster safety culture to prevent accidents.
 労働災害を発生させない為に働く人すべてが危険感受性を高め、安全風土を向上させる。
 Set up Safety Dojo including STOP6 serious accidents relevant in each region to provide trainings on iron-clad rules.
 STOP6 重大から自地域に該当する鉄則について各地域で安全道場を設けて教育する。
- 4. Fire prevention management 防火管理**
Common Minimum Requirements for Fire Protection (Yazaki global rules on top of local legal requirements) 防火に関する共通最低要件 (地域法令に追加するグローバルの矢張りルール)
 - Incorporate Common Minimum Requirements for Fire Protection in each region's fire prevention rules and regularly check and take actions.
 自地域の防火ルールに防火に関する共通最低要件を含め定期的により各地域でチェックとアクションを行う。**Global Yokoten**
 - Implement Yokoten of fire information and corrective actions at a global level.
 グローバルでの火災情報及びその対策を横展開する。
 - Each region takes corrective actions in order to prevent similar accidents.
 各地域は類似火災発生防止の為に対策を行う。

Signature: 
Date: JUN. 21. 2024

FY2024 Yazaki Group Health and Safety Policy

1. Top management and all employees take unified action for health and safety initiatives based on compliance and to try to firmly establish a safety culture.
2. Our work sites and the Health and Safety Promotion Department cooperate to maintain and strengthen health and safety management systems, conduct risk assessments, and prevent occupational accidents.
3. We work to further enhance workplace communication and maintain and promote employees' physical and mental health with new measures.
4. We adhere to fire safety regulations and internal procedures to prevent fires from occurring.

Hitoshi Sakai
 Director and Executive Vice President
 General Manager, General Affairs and Personnel Division
 Yazaki Corporation

on occupational health and safety at production sites throughout our business.

In fiscal year 2024, we set three safety management activity targets based on the Yazaki Group Health and Safety Policy to address issues in a focused manner.

The industrial accident frequency rate (lost work time) at Yazaki in Japan was 1.16 with a severity rate of 0.0347 in fiscal year 2024. In the future, we will continue company-wide education efforts to prevent the recurrence of workplace accidents related to tasks that place strain on certain parts of the body, aiming to further reduce the number of occupational accidents.

Occupational health and safety training

In Japan, we seek to improve safety awareness among those in the same workplace based on the Yazaki Group Health and Safety Policy and strive to establish a safe working environment. Within the domestic Yazaki Group, we are working to improve the safety awareness of employees by providing employment stage-specific health and safety training for everyone from new employees to management, practical safety training to heighten employee risk sensitivity, risk prediction training, and traffic safety education. We systematically promote the acquisition of qualifications to secure personnel who are able to take over positions requiring the qualifications of health officers and work supervisors.

Globally, we have defined common training items for the prevention of major occupational accidents, and we conduct training in all regions to increase employee safety awareness and prevent occupational accidents.

Fire prevention measures

The Yazaki Group implements fire prevention measures to protect lives, safeguard corporate assets, and prevent impacts on local communities and customers.

In response to the recent increase in fires at overseas sites, the Global Safety and Fire Prevention Policy and the Yazaki Group Health and Safety Policy explicitly emphasize thorough fire prevention management. By promoting fire prevention activities globally and sharing case studies of fire incidents and countermeasures, we work to prevent both the occurrence and recurrence of fires across all regions.

We have strengthened fire prevention management regulations to address risks from electrical facility equipment, chemicals, and other sources. In addition, a fire prevention management system has been established at all domestic sites, with regular checks conducted to ensure proper implementation and continuous improvement.

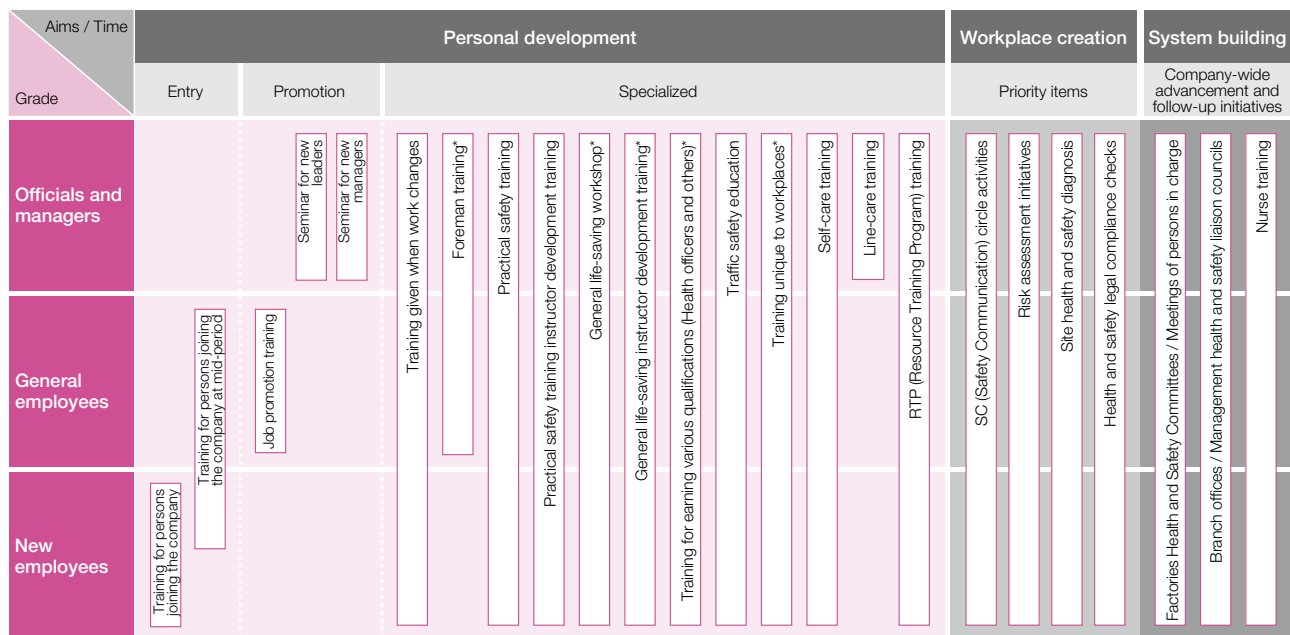
● Safety management activity targets and results (all domestic workplaces)

	Target value	Result
Targets	Zero major occupational accidents	0 accidents (Achieved)
	Zero accidents caused by STOP6*1	3 accidents (Not achieved)
	Zero accidents caused by violations of poketenashi*2 walking fall prevention rules	0 accidents (Achieved)

*1 STOP6 refers to preventing accidents caused by six major hazard sources that are likely to lead to serious incidents: entanglement/crushing by power-driven equipment, heavy objects, forklifts, falls, electric shock, and heat or gas explosions.

*2 Safety acronym for five rules for the prevention of falling while walking

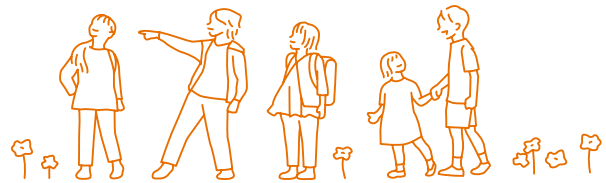
● Health and safety training system diagram (all domestic workplaces) * Includes outside training



■ Priority issue

Contribute to development of local communities

Local communities provide a foundation for the continued survival of enterprises. As such, an enterprise's growth cannot be separated from the economic and social development of the local communities. Because we do business globally, the Yazaki Group is thankful to people in the many countries and regions that have supported us and enabled us to grow. Therefore, we strive to bring joy and happiness to people around the world by actively addressing problems faced by each country and region as we work to resolve those issues. We also strive to support the nurturing of children, who will be the drivers of future development in each country and region.



Yazaki Valente FC with the escort kids (Japan)



Blood donation activities supporting and connecting with the local community (Republic of El Salvador)



Donating school supplies to a local elementary school (Myanmar)



Participation in the Toyama Prefecture middle school manufacturing education program - Shinetsu Parts Co., Ltd. (Japan)

Contribute to development of local communities

At the Yazaki Group, we emphasize the importance of contribution to society through Monozukuri and Kotozukuri and contribution to the development of local communities in partnership with the local people living there. We listen to each community's challenges, expectations, and demands and then promote continuous activities and contribute to nurturing the next generation through our initiatives like the Yazaki Summer Camp Program.

Note: Selected global sustainability initiatives, including those that contribute to the development of local communities, are outlined on pages 85 to 90.

Nurturing the next generation

Yazaki Summer Camp Program

As one of the activities that embody the Yazaki Group Corporate Policy, the Yazaki Group has held the Yazaki Summer Camp Program since 1977 to provide children, who will lead the future, with opportunities for diverse experiences. The program was initiated by the then-president (now honorary chairman) at a time when busy employees had less time to spend with their children. With gratitude toward employees, he aimed to offer children experiences that would become memorable and meaningful. The program consists of three types of camps for children of domestic and overseas employees, attracting participants from various countries and regions each year.

The Domestic Summer Camp, for children of domestic employees, offers an opportunity to experience group life in rich natural settings, fostering an appreciation for the richness and immensity of nature, reflection on environmental issues, and the development of discipline and

teamwork. The Overseas Summer Camp, held in countries with Yazaki overseas sites for children of domestic employees, and the Summer Camp in Japan, which invites children of overseas employees, expose participants to different societies, cultures, and customs. These programs broaden international perspectives, provide opportunities for new friendships and experiences, and promote mutual understanding through cross-cultural exchange. In all camps, children gain insight into their parents' work environments through factory tours and related activities, helping them reflect on the meaning of work. For employees serving as instructors, the program offers pre-camp training and hands-on experience, helping to enhance leadership and communication skills. These camps are organized in collaboration with local schools, government agencies, and others, making them an important opportunity to promote communication with stakeholders.

Since fiscal year 2020, the program was suspended to prevent the spread of COVID-19; however, it resumed in fiscal year 2024.

Overview of the 2024 Summer Camp Program (July - August)

	Domestic Summer Camp	Overseas Summer Camp	Summer Camp in Japan
Participants	Children of domestic employees (5th-6th graders)	Children of domestic employees (2nd-year junior high school)	Children of overseas employees (14 years old)
Objectives	<ol style="list-style-type: none"> 1. Reflect on the value of work by visiting parents' workplaces and seeing production sites 2. Learn the importance of discipline and teamwork through group living 3. Appreciate the vastness of nature and consider environmental issues 4. Become "community ambassadors" through local interactions 	<ol style="list-style-type: none"> 1. Understand differences between Japan and other countries (society, culture, customs) 2. Engage with local communities and maintain a humble learning attitude 3. Reconsider daily lifestyle habits 4. Develop pride in Yazaki products and the importance of hard work 	<ol style="list-style-type: none"> 1. Experience Japanese culture, history, and customs and understand the differences with their own countries 2. Enhance empathy and foster a sense of unity within the group 3. Broaden international perspectives through intercultural exchange 4. Learn about Yazaki's work culture and initiatives
Location	<ul style="list-style-type: none"> • Yusuhara Town, Kochi • Eastern Shizuoka 	<ul style="list-style-type: none"> • Hanoi, Vietnam • Ho Chi Minh, Vietnam 	<ul style="list-style-type: none"> • Shizuoka, Chiba, Tokyo, Kanagawa
Number of Participants	219	135	258 (32 countries)

Voices from Summer Camp participants

The Yazaki Summer Camp provides children, who represent the next generation, with the opportunity to experience diverse values and reflect on a sustainable society. Here, we share what participants—children of employees from both Japan and overseas—felt and learned through their camp experiences.

Domestic Summer Camp

Yusuhara Course

I learned the importance of teamwork, cooperation, and appreciating nature. Going to Kochi by myself and trying various things on my own made me realize how hard my mom and dad work. When I become a junior high student, I want to participate in the overseas course.

Shizuoka Course

At first, I was worried whether we could cooperate for climbing Mount Fuji and outdoor cooking without knowing anything about each other. Through this experience, I realized that even things I cannot do alone can be achieved when we work together. We quickly became close and were able to cooperate right away.



Overseas Summer Camp

Hanoi Course

I learned that the willingness to communicate beyond language barriers is important. I tend to be hesitant in interacting with others, but through meeting many people at the camp, my perspective on communication changed. I want to apply this to my daily life going forward.

Ho Chi Minh Course

It was my first time overseas, and I felt anxious about things like language and food. However, experiencing the kindness and thoughtfulness of the Vietnamese people made me realize that what matters is not whether words are understood, but whether feelings are conveyed. My anxiety turned into excitement and anticipation, and I now feel confident traveling abroad in the future.



Summer Camp in Japan

Through intercultural exchange with participants from various countries and regions, this camp offered a valuable opportunity to broaden my global perspective. By cooperating in activities in the camp while learning about different cultures, languages, and customs, I gained a deep understanding of cultural diversity and the importance of cross-cultural connections with the world. (A child of an employee from the Philippines)

I realized that the privileged environment in which participants, including myself, live is thanks to the hard work of our parents. I also really enjoyed learning about traditional Japanese games. (A child of an employee from Mexico)



Supporting the infrastructure of local communities

Yazaki Kizuna Foundation

The Yazaki Group conducts activities to support the sustainable development of local communities.

With the aim of promoting global mutual understanding and economic cooperation through international exchanges, the Yazaki Kizuna Foundation, established in 2018 with contributions from the Yazaki Group, operates in Samoa, where wire harness production continued until 2017, providing university scholarships and grants for small-scale projects.

The university scholarship program targets students at the National University of Samoa and the University of the South Pacific, Samoa campus, with a total of 199 recipients selected by 2025. Grants for small-scale projects were provided to the Samoa Rugby Union, which aims to develop young male and female athletes for international competition; the Samoa Recycling and Waste Management Association, which addresses waste management challenges; the Samoa Conservation Society, which promotes biodiversity conservation and environmental education for youth; and the Businesses of Salafai Association, which supports local entrepreneurs, including funding for vehicle purchases.

These activities were recognized for contributing to friendship and goodwill between Samoa and Japan, and received the Foreign Minister's Commendations for FY 2024.



August 8, 2024 – Ceremony for Foreign Minister's Commendations for FY 2024 (Photo courtesy of the Ministry of Foreign Affairs)



WEB Yazaki Kizuna Foundation
<https://www.yazaki-kizuna.jp/en/>

Participation in the Reiwa Forest Building Project

The Yazaki Group participates in the Reiwa Forest Building Project led by Yusuvara Town. Aiming to coexist with sustainable natural capital, we have been conducting annual tree-planting activities with employee volunteers since 2006 and engaging in dialogue- and collaboration-focused initiatives to support the formulation and implementation of the "Vision for Redefining the Value of Forests."

On March 23, 2025, the Yusuvara Forest Conference 2025 was held, bringing together companies involved in forest management in Yusuvara Town. This marked the first conference in approximately 18 years since its initial session. Fourteen organizations and individuals participated, including architect Kengo Kuma, exchanging ideas on design and technological innovations to enhance forest value and adopting a joint declaration.

Going forward, the Yazaki Group will continue to act as a "harness" connecting forests, society, companies, and local communities, promoting forest creation that we can proudly pass on to future generations.

● Achievements of the Yusuvara Reiwa Forest Building Project

	Tree planting area	Number of trees planted	Total number of participants (Number from Yazaki Group)
2022	0.2 ha	600	84 (38)
2023	0.39 ha	500	90 (40)
2024	0.3 ha	500	120 (58)



Forest planting in Yusuvara Town



Presentation by the Yazaki Group at the Yusuvara Forest Conference 2025

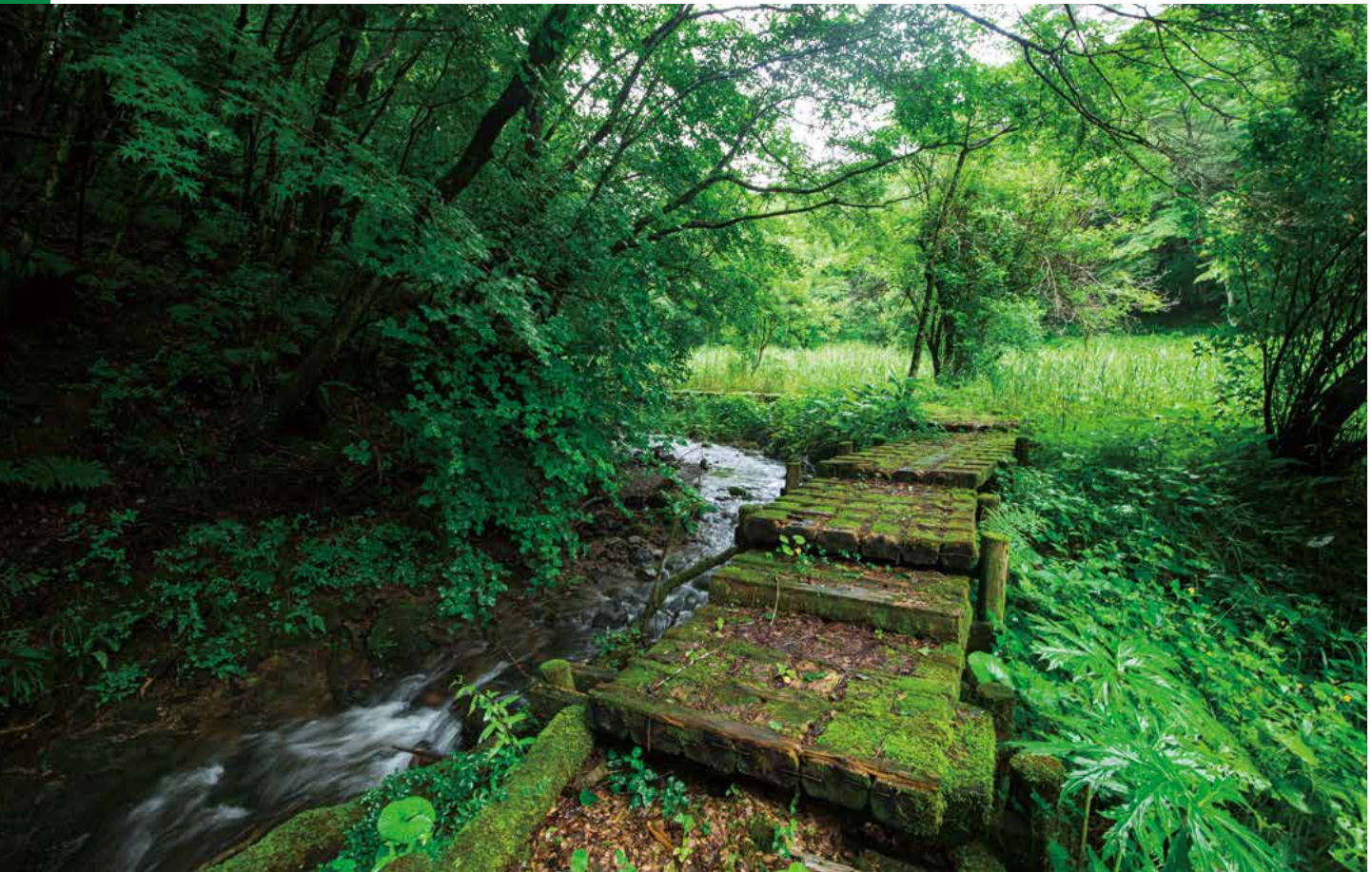
■ Priority issue

Strengthen the global environmental management system



In keeping with the Yazaki Global Environment Charter, the Yazaki Group recognizes that initiatives aimed at preserving the global environment and solving environmental issues are serious challenges shared by all humankind. We will strive to create a society in which all living beings on earth – each an irreplaceable form of life – can thrive, through our corporate activities and the actions of each individual employee.

The Yazaki Group also aims to help resolve global problems and realize a sustainable society by reducing CO₂ emissions throughout the supply chain. This will be achieved by using resources effectively, strictly managing harmful chemicals, and developing and offering environmentally friendly products and services.



P. 59 Formulation of Yazaki Environmental Vision 2050

P. 61 Enhance environmental management

P. 64 Mitigate and adapt to climate change

P. 67 Formation of a recycling-based society

P. 69 Water resource response

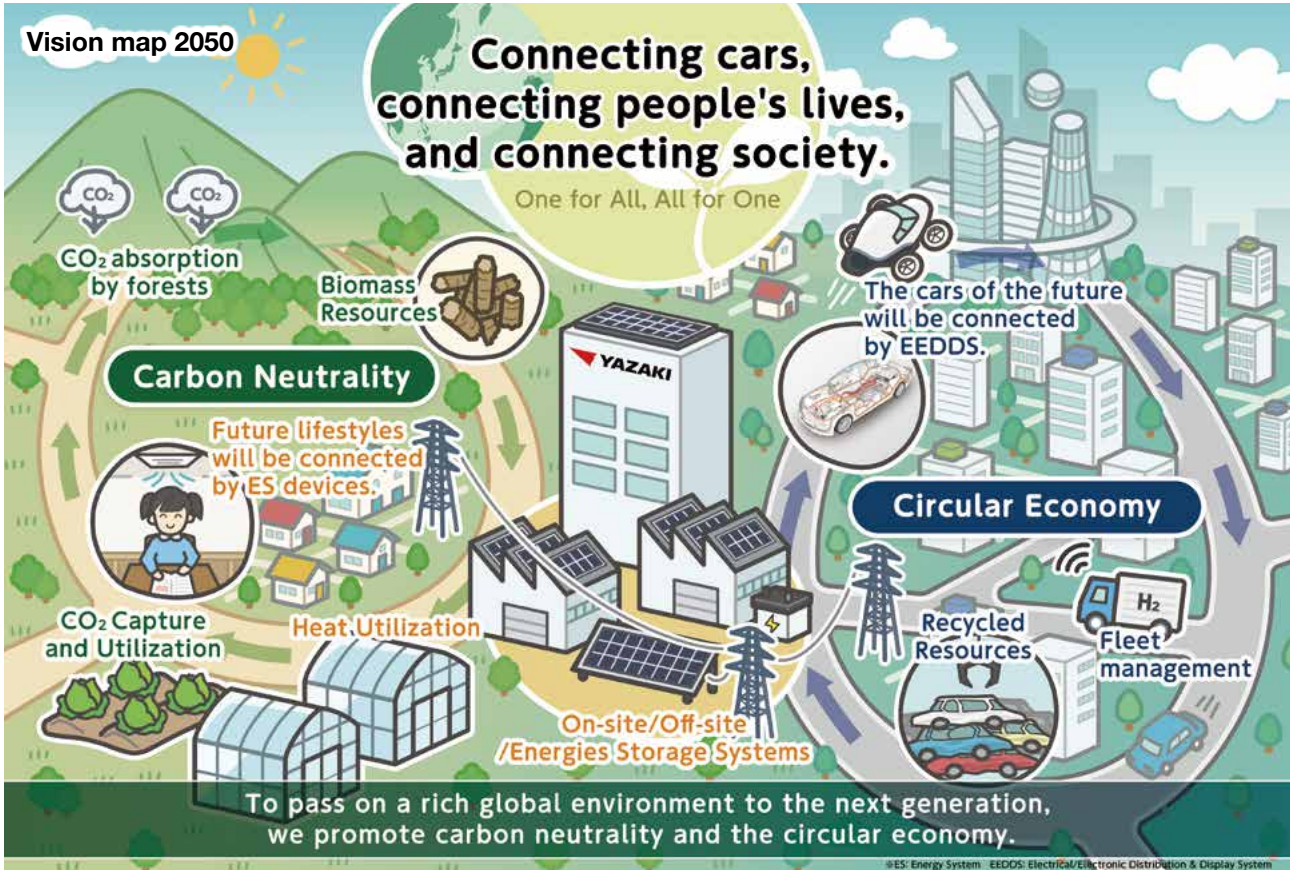
P. 70 Conserve biodiversity

P. 70 Prevent pollution

P. 71 Closely manage harmful chemicals

P. 72 Environmentally friendly design

Formulation of Yazaki Environmental Vision 2050



Message from the Head of the Environmental Division

Passing on a rich global environment to the next generation

Yukinori Yamamoto

Division Manager, Environment & Carbon Neutrality Center
Yazaki Corporation

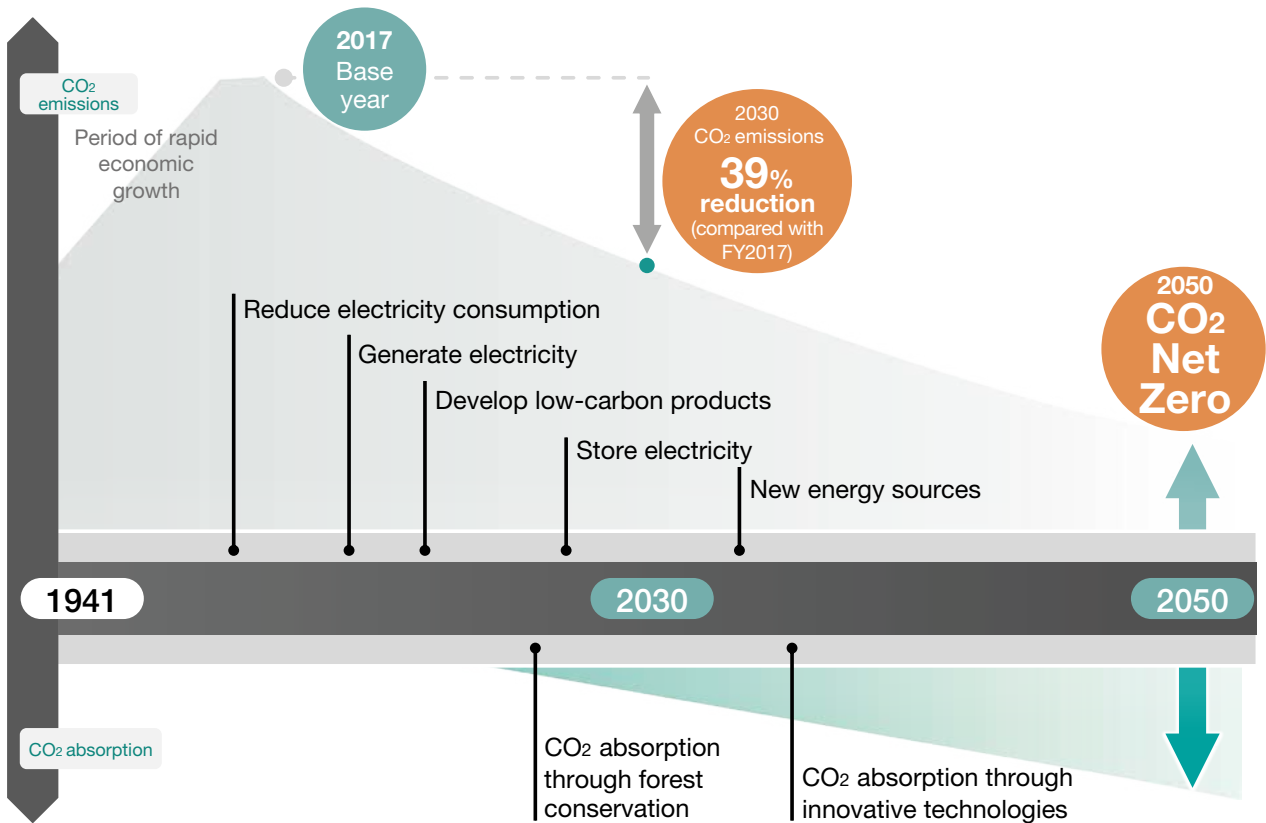
The Yazaki Group is working to expand the use of renewable energy to achieve our voluntary CO₂ reduction target for 2030—39% reduction from fiscal year 2017 levels—as well as to meet national targets for 2035 and carbon neutrality by 2050. Yet climate change has already surpassed the stage once referred to as “global warming,” and we now face an unprecedented crisis described as “global boiling.” If we do nothing, we cannot leave abundant nature or a safe living environment for the next generation.

In fiscal year 2024, the Yazaki Group outlined a Vision Map for 2050 that incorporates not only carbon neutrality but also the circular economy, and developed a roadmap

to realize it, setting a clear direction for addressing environmental challenges. Through activities such as promoting resource circulation across the entire product life cycle and expanding the use of recycled materials, we will contribute to reducing greenhouse gas emissions and curbing consumption of natural resources, while creating products and services that deliver added value through lower environmental impact.

The Yazaki Group will continue to build a sustainable global environment—one in which people today and in the future can live comfortably—by integrating a global perspective with initiatives tailored to each region, and by working together with all our stakeholders.

Roadmap to achieving carbon neutrality



Organizational structure for environmental management

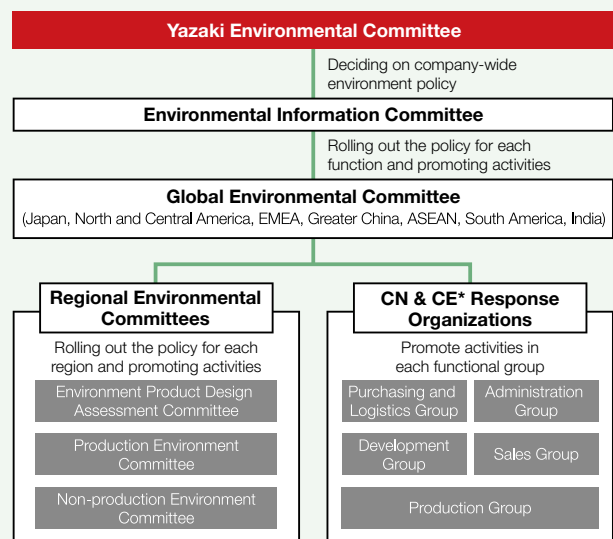
At the Yazaki Group, we established and operate a global environmental management system to ensure that we meet the expectations for environmental conservation from stakeholders worldwide. The Yazaki Environmental Committee, the decision-making body for environmental management, meets every year in May to discuss the direction of the environmental initiatives in Japan and overseas.

In addition, the Group holds a Global Environmental Committee, composed of environmental managers and staff from each region, to share key global priorities and discuss appropriate responses.

The Yazaki Group has established local environmental management systems in each region. In Japan, to promote our efforts in each field, we have established the Environment Product Design Assessment Committee, the Production Environment Committee, and the Non-production Environment Committee to promote company-wide initiatives.

For initiatives related to carbon neutrality and the circular economy, we advance activities through CN & CE*

Response Organizations, which comprise regional environmental managers and heads of relevant functional departments.



* Carbon Neutrality & Circular Economy

Enhance environmental management

The Yazaki Group carries out environmental conservation activities globally based on the Yazaki Global Environment Charter. We also build ISO 14001-based environmental management systems at sites in Japan and overseas, and have established YAZAKI Green Purchasing Guidelines and work to reduce environmental impact throughout the supply chain.

Corporate Policy

A Corporation in Step with the World
A Corporation Needed by Society

Fundamental Management Policy

Contribute to a prosperous future society through business focused on the environment and security. (Article 3)

Sustainability Policy

Global environment

Based on **the Yazaki Global Environment Charter**, we promote activities and initiatives, such as realizing carbon neutrality and promoting a circular economy, to ensure that the global environment is protected for the next generation.

Yazaki Global Environment Charter

(Established in 1997, partly revised in 2012)

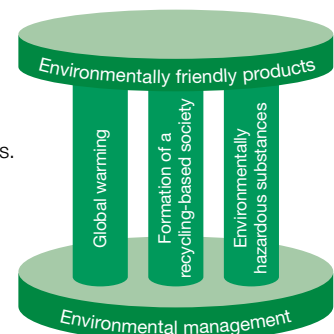
Environmental Policy

The Yazaki Group recognizes that the preservation of the global environment and its resources is a serious concern shared by all humankind. In line with our Fundamental Management Policy, we will strive to make the world a better place and work to enrich our society through environmentally sound business activities and employee volunteerism.

Action Guidelines

- ① Enhance Environmental Management**
 Raise environmental awareness among all employees and empower them as individuals to take responsible actions for environmental preservation.
- ② Take Action to Prevent Global Warming**
 Reduce greenhouse gas emissions at the production process and through the contribution of energy-saving products.
- ③ Promote the Efficient Use of Resources Towards the Formation of a Recycling-based Society**
 Utilize resources by promoting waste recycling and reduce discharges.
- ④ Manage and Reduce Environmentally Hazardous Substances**
 Improve the management of environmentally hazardous substances in the products and the production process.
- ⑤ Develop Environmentally Friendly Products**
 Consider global warming, recycling, and environmentally hazardous substances when developing products.

Organization of the action guidelines



● The Yazaki environment initiative plans (FY 2024 results/evaluation and FY 2025 targets)

Ongoing: continuous implementation of improvements
 Evaluation ✓: target achievement of 100% △: Target achievement of 90% or more ×: Target achievement of less than 90%

Items	Desired states / aims	Target fiscal years	FY 2024 results	Evaluations	FY 2025 targets
Enhance environmental management					
Environmental communication	<ul style="list-style-type: none"> Continuous corporate improvement through two-way communication with stakeholders 	Ongoing	<ul style="list-style-type: none"> Held stakeholder meetings at 11 production sites 	✓	<ul style="list-style-type: none"> Hold stakeholder meetings at 11 production sites
Environmental education	<ul style="list-style-type: none"> All employees have awareness of the natural environment and engage in environmental efforts based on their own initiative 	Ongoing	<ul style="list-style-type: none"> Held specialized training for each region, site, and division (education on environmental laws, management of harmful chemicals, etc.) 	✓	<ul style="list-style-type: none"> Hold specialized training for each region, site, and division (education on decarbonization, environmental laws, management of harmful chemicals, etc.)
Environmental compliance	<ul style="list-style-type: none"> Compliance structure is reinforced by improving mechanisms and operations through regular audits 	Ongoing	<ul style="list-style-type: none"> Conducted planned audits in each region - Cross-audits on environmental laws: 83 sites 	✓	<ul style="list-style-type: none"> Conduct audits based on plans in each region
Strengthening environmental management in the supply chain	<ul style="list-style-type: none"> Environmental issues are shared with suppliers and the PDCA cycle in continually implemented 	2025	<ul style="list-style-type: none"> Identified suppliers' environmental initiatives and supported improvements - Held carbon neutrality study sessions 	✓	<ul style="list-style-type: none"> Ascertain suppliers' environmental initiatives and support improvements to address challenges
Development of an integrated environmental management system	<ul style="list-style-type: none"> Internal control system is strengthened through the integration of environmental management systems 	2027	<ul style="list-style-type: none"> Yazaki Corporation, Yazaki Parts, and their affiliated companies (a total of 56 sites) – Completed ISO 14001:2015 multi-site certification 	✓	<ul style="list-style-type: none"> Integrate environmental management systems Yazaki Corporation, Yazaki Parts, Yazaki Meter, and their affiliated companies (a total of 68 sites) – Promoting ISO 14001:2015 multi-site certification
Consideration and contribution to biodiversity	<ul style="list-style-type: none"> Biodiversity conservation activities carried out continuously in accordance with the characteristics of each region and site 	Ongoing	<ul style="list-style-type: none"> Conducted planned activities in each region and site (forest maintenance, biological habitat conservation, etc.) 	✓	<ul style="list-style-type: none"> Conduct planned activities in each region and site
Take Action to Prevent Global Warming					
Reduce CO ₂ emissions	<ul style="list-style-type: none"> FY 2050: Carbon neutrality FY 2030: 39% reduction in CO₂ compared with FY 2017 globally 	2030	<ul style="list-style-type: none"> CO₂ emissions: 25% reduction compared with FY 2017 	✓	<ul style="list-style-type: none"> CO₂ emissions: 13% reduction compared with FY 2017
Promote Efficient Use of Resources for the Formation of a Recycling-based Society					
Reduce amount of waste	<ul style="list-style-type: none"> Continuous waste reduction in each region 	2030	<ul style="list-style-type: none"> Achieved set targets in each region Amount of waste at all sites in Japan: 15% reduction compared with FY 2018 	✓	<ul style="list-style-type: none"> Achieve targets in each region Amount of waste at all sites in Japan: 4% reduction compared with FY 2018
Effective use of water resources and minimizing impact	<ul style="list-style-type: none"> Effective use of water resources (quantity and quality) and continuous improvement efforts in each region 	2030	<ul style="list-style-type: none"> Achieved set targets in each region Water consumption at all sites in Japan: 15% reduction compared with FY 2018 	✓	<ul style="list-style-type: none"> Continuous implementation of planned improvement activities in each region Water usage at all sites in Japan: 4% reduction compared with FY 2018
Manage and Reduce Environmentally Hazardous Substances					
Substitute regulated substances	<ul style="list-style-type: none"> Compliance with laws and regulations and customer requirements regarding regulated substances 	Ongoing	<ul style="list-style-type: none"> Responding based on a transition plan 	✓	<ul style="list-style-type: none"> Continuous compliance with laws and regulations and customer requirements
Development of Environmentally Friendly Products					
Promote environmentally friendly design	<ul style="list-style-type: none"> Product development with consideration of global warming, resource circulation, and environmentally hazardous substances 	Ongoing	<ul style="list-style-type: none"> Certified environmentally friendly products: 68 	✓	<ul style="list-style-type: none"> Continuous efforts toward environmentally friendly designs

Thorough compliance with environmental laws and regulations

The Yazaki Group established a system of environmental compliance that includes compliance with all environmental laws, regulations, and ordinances. We strengthen that compliance system by checking the structures and the operational status through periodic audits while improving the structure, which ties into our compliance with environmental laws and regulations.

We are introducing cross-audits as part of the environmental audits of factories in Japan and overseas. During the audits, the people responsible for practical operations check each other's sites, find points in need of improvement and discuss how to make those improvements with each other. That helps to strengthen the check function and capacity for improvement. Audit procedures and checklists are reviewed annually, and auditors receive pre-audit training to ensure the necessary skills and maintain audit quality.

In fiscal year 2024, audits were conducted at 84 sites in 20 countries, with no major violations detected. Additionally, many suggestions and good practices were identified, and we are expanding these throughout our sites to achieve further improvements. We will continue our initiatives and remain fully committed to environmental compliance.



Audit in progress at a factory in Thailand

Promoting understanding of environmental conservation

To develop people who can think independently about environmental conservation and take action, the Yazaki Group provides company-wide training and specialized environmental training based on its internal training framework.

Company-wide training is designed for all employees, with the aim of fostering understanding of the importance of environmental conservation and the Yazaki Group's environmental initiatives. Specialized environmental training targets employees responsible for or engaged in environmental work, ensuring they acquire the skills necessary to perform specialized environmental duties. This training includes education on environmental laws and regulations as well as ISO 14001 internal auditor training. Tests and other methods are conducted after training to assess participants' understanding and support thorough comprehension of the content.

In addition, we are promoting the online delivery of environmental education to ensure that employees can access the training they need, when they need it. In fiscal year 2024, educational materials on topics such as the Waste Management and Public Cleansing Law (proper evaluation and contract procedures) and the Water Pollution Control Law were delivered via video. We will continue to expand the range of training materials and enhance accessibility for participants.



Efforts in environmental education

Mitigate and adapt to climate change

To prevent global warming, a key factor in climate change, the Yazaki Group is working to reduce CO₂ emissions at all business sites through energy-saving measures and the adoption of renewable energy. We also contribute to global CO₂ reductions by developing and providing environmentally friendly products and services.

Initiatives to realize a decarbonized society

Setting CO₂ emissions reduction targets

The Yazaki Group regards initiatives toward a decarbonized society as both a social responsibility and an opportunity to enhance corporate value. To advance these efforts as a unified Group, we have established a global response organization that coordinates all divisions, including production, sales, development, management, and procurement, and we are proactively promoting CO₂ reduction activities across the Group.

Following the 2021 Leaders' Summit on Climate and COP26, as countries worldwide strengthened greenhouse gas reduction targets to achieve carbon neutrality, the Yazaki Group also established voluntary targets aligned with the CO₂ reduction goals of the countries and regions where we operate, aiming for carbon neutrality by fiscal year 2050.

For Scope 1 and 2*¹ emissions, we have set a voluntary target of a 39% reduction*² by fiscal year 2030 compared with fiscal year 2017. In fiscal year 2024, global CO₂ emissions totaled 493,000 tons, a 25% reduction from fiscal year 2017. For Scope 3*¹ emissions, we have set a voluntary target of a 15% reduction by fiscal year 2030 compared with fiscal year 2017. By actively reducing CO₂ emissions across Scope 1, 2,

and 3, the Yazaki Group contributes to CO₂ reductions throughout the entire supply chain.

We will continue to promote activities to achieve our fiscal year 2030 targets and realize carbon neutrality by fiscal year 2050.

*1 Scope 1: Direct greenhouse gas emissions by businesses themselves (fuel combustion, industrial processes)

Scope 2: Indirect emissions from the use of electricity, heat, and steam supplied by other companies.

Scope 3: Indirect emissions other than Scope 1 and Scope 2 (emissions by other companies related to the activities of the business)

*2 The reduction rate is rounded up to the nearest whole number.

CO₂ emissions reduction targets of the Yazaki Group

FY 2050: Carbon neutrality

FY 2030: **39% reduction** in **Scope 1 and 2** emissions compared with fiscal year 2017

15% reduction in **Scope 3** emissions compared with fiscal year 2017

Initiatives to reduce CO₂ emissions

As an energy-saving measure, we utilize the Key Points List for CO₂ Reduction Measures, which compiles over 300 key points, including internal examples such as

Voice

Prasanna Suresh Sole

Yazaki India Private Limited

Headquarters Quality Division
(Environment)
Deputy General Manager



India is strengthening its global presence as a leader in climate action through proactive efforts to reduce CO₂ emissions and achieve decarbonization. Key strategies include transitioning to renewable energy, improving energy efficiency, and contributing to the realization of a sustainable society.

As a leading manufacturer of wire harnesses and automotive components in India, Yazaki India Private Limited (YIPL) has established appropriate CO₂ reduction targets and is focusing on reducing emissions across all manufacturing sites. Currently, 94% of YIPL's total CO₂ emissions are Scope 2. Accordingly, all factories are implementing solar power projects, and the current renewable energy ratio stands at 12%. YIPL is also advancing a range of initiatives, including high-volume, low-density (HVLD) fans, dual-fuel diesel and natural gas engines, sensor-based lighting, and solar streetlights. To further enhance material efficiency, we actively adopt circular economy principles, including reduce, reuse, and recycle. In addition, YIPL promotes a sustainable supply chain and makes essential investments in research and development of low-carbon technologies. By working toward carbon neutrality in India, YIPL aims to contribute to mitigating global warming and reducing the impacts of climate change.

reducing energy loss and introducing high-efficiency equipment. Using this list as a reference, each global site implements approximately 1,000 reduction measures, contributing to a total estimated reduction of about 51,000 t-CO₂.

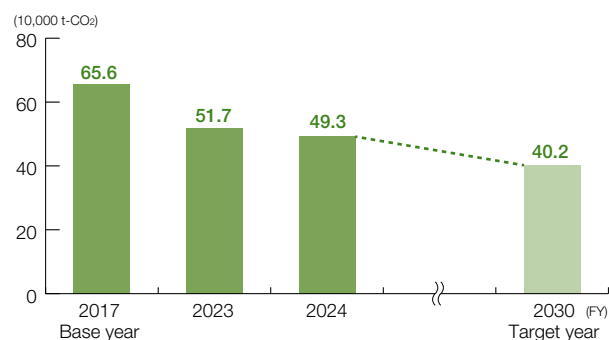
In fiscal year 2024, the horizontal deployment of measures across sites—such as shortening operating hours by reviewing manufacturing conditions, reducing the number of production machines, and addressing air leak points—led to an additional reduction of approximately 11,000 t-CO₂.

We are also promoting the adoption of renewable energy in ways optimized for each country and region. In fiscal year 2024, we introduced 21 GWh of renewable energy, achieving a further reduction of around 10,000 t-CO₂.

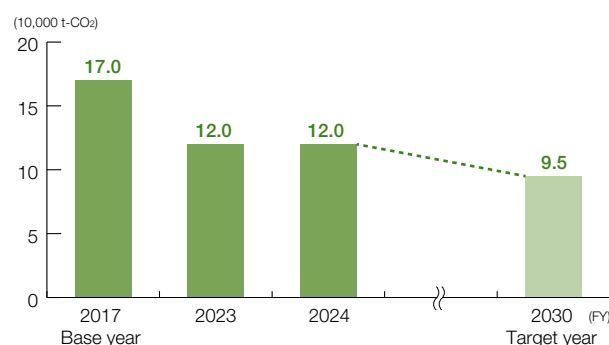
Looking ahead toward achieving carbon neutrality by fiscal year 2050, we will consider carbon-sink measures such as forest conservation and tree-planting initiatives. To reduce CO₂ emissions from our products, we will continue to promote new technologies and expand the use of low-CO₂ materials, including the design of environmentally conscious products through downsizing, lightweighting, and the use of recycled and biomass materials.

Furthermore, to reduce CO₂ emissions across the entire supply chain, we will continue expanding the scope of our efforts by visualizing CO₂ emissions throughout the product lifecycle, collaborating with suppliers to optimize logistics, promoting the development of environmentally friendly products, and exploring business opportunities that contribute to decarbonization.

● Change in CO₂ emissions (Scope 1 and 2, Global)



● Change in CO₂ emissions (Scope 1 and 2, Japan)

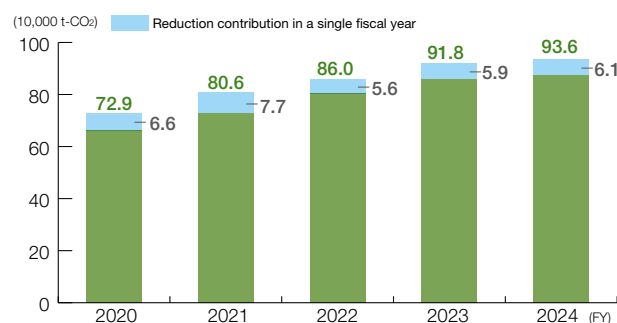


Contribution to CO₂ reduction through Yazaki products

The Bio-Aroace wood pellet-fired absorption chiller-heater achieves an annual CO₂ reduction of approximately 30 tons per unit compared with fossil fuels, taking into account the CO₂ absorbed during the growth of the wood used as the pellet raw material.

In addition, in-vehicle instrumentation such as digital tachographs contributes not only to efficient vehicle operation and safe driving management but also to enhancing fuel efficiency, thereby reducing CO₂ emissions. In fiscal year 2024, these products contributed to a reduction of 61,000 t-CO₂, with a cumulative reduction of 936,000 t-CO₂ since fiscal year 2011.

● Change in CO₂ emissions reduction contribution by in-house products (cumulative amount since FY 2011)



* The cumulative contribution excludes units that have exceeded their service life, so the total may not match the sum of annual contributions. In addition, figures are rounded, so individual numbers may not exactly add up to the totals.

● Breakdown of CO₂ emissions reduction contribution by products in FY 2024

Product	Contribution (10,000 t-CO ₂)
Digital tachograph	5.737
Driving recorder with digital tachograph function	0.129
Taxi meter with digital tachograph function	0.166
Solar equipment	0.037

Promoting green logistics

In Japan, the Yazaki Group is promoting green logistics in accordance with the Energy Conservation Act, setting a target of a 1% reduction in transport energy consumption per unit compared with the previous fiscal year. This applies to specific shippers—Yazaki Parts Co., Ltd. and Yazaki Energy System Corporation—as well as other Group companies that are not designated shippers.

For example, for automotive components produced overseas and delivered to customers in the Tohoku region, we introduced a maritime transport service in fiscal year 2024 that unloads cargo at Sendai Port via transshipment at Shanghai Port. This change resulted in a CO₂ reduction of 476 t-CO₂ (36% reduction year on year). However, due to congestion at Shanghai Port, transshipment was significantly delayed, and some shipments were redirected from Sendai Port to

Tokyo Port for land transport via our logistics subsidiary, Arrow Distribution Service Co., Ltd., Northern Miyagi Sales Office, accounting for 32% of containers to that office. Based on this experience, from fiscal year 2025 onward, we plan to shift to services connecting Tokyo or Yokohama Ports to coastal vessels in Japan, aiming for an additional CO₂ reduction of 199 t-CO₂ compared with fiscal year 2024.

We also implemented modal shifts from trucks to rail and improved truck load efficiency to reduce the number of trips.

As a result, CO₂ emissions from logistics operations* in Japan in fiscal year 2024 decreased by approximately 5.3% from the previous fiscal year, totaling 21,000 t-CO₂. However, CO₂ emissions per transportation amount (ton-kilometer) increased by 2.8% to 127.8 g-CO₂/t-km, due in part to a sharp increase in product demand and special shipments of substitute products.

Going forward, we will implement further measures based on our fiscal year 2024 review and strengthen

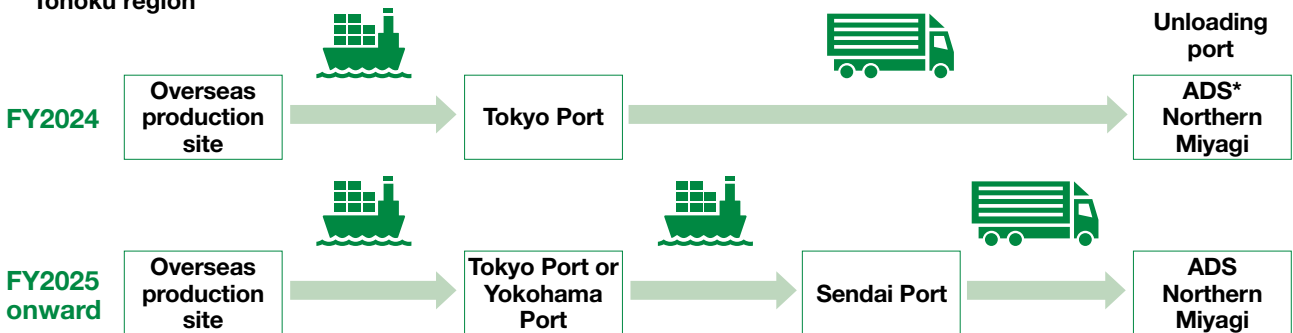
collaboration with stakeholders to continue promoting green logistics.

* Corporations covered: Yazaki Corporation; Yazaki Meter Co., Ltd.; Yazaki Parts Co., Ltd.; and Yazaki Energy System Corporation
However, for fiscal year 2024, the target routes were used only by Yazaki Corporation.



Cargo transport by container ship

● Change of unloading ports for overseas-produced automotive components delivered to customers in the Tohoku region



* Arrow Distribution Service Co., Ltd.

TOPICS

Utilizing renewable energy through solar carports

At the Monozukuri Center in Makinohara City, Shizuoka Prefecture, we have installed a 3.8 MW solar carport, one of the largest in Japan, as part of our efforts toward achieving carbon neutrality by 2050.

The power generated is expected to cover approximately 21% of the total electricity consumption of the center. In addition, we plan to expand capacity by 0.3 MW using thin-film solar panels, which can be installed on lower-strength roofs, contributing an estimated annual CO₂ reduction of 1,980 t-CO₂.

Going forward, we will continue promoting the introduction of renewable energy by installing solar panels on the roofs and open spaces of our various sites.



Top rating achieved in China's low-carbon supplier evaluation

In 2024, China's automotive industry launched the low-carbon supplier evaluation for automotive parts companies to promote decarbonization across the automotive supply chain. Yazaki (China) Investment Corporation received the highest rating of five stars in recognition of its efforts, including the collection and analysis of decarbonization-related regulations, as well as CO₂ emissions target management and reduction initiatives.

Looking ahead, we will continue promoting the use of low-carbon materials and collaboration with suppliers to advance decarbonization.



Certificate recognizing the company's ranking as a low-carbon supplier

Formation of a recycling-based society

The effective use of resources is a major issue. As part of the Yazaki Group's activities to realize a circular economy, we are working to build a resource recycling society based on the 5R* concept by reducing the weight and size of products to save resources, promoting the development of products that utilize waste material and recycled material, reducing loss in manufacturing processes, and reducing the use of plastics for packaging materials.

* Reduce/Reuse/Recycle/Refuse/Repair

Activities to reduce the amount of waste generated

The Yazaki Group implements measures to reduce the total amount of discharge*1 based on the 5R concept, including minimizing losses in the manufacturing process, promoting recycling, and further subdividing waste separation. We set targets to increase recycling rates and reduce waste*2 in accordance with the conditions of each country and region and actively work toward these goals.

In fiscal year 2024, the total amount of discharge globally was 130,000 tons, an 18% reduction compared with fiscal year 2018. At our sites in Japan, we aim to reduce waste by 10% by fiscal year 2030 compared with fiscal year 2018. In fiscal year 2024, the total waste volume was 4,306 tons, a 15% reduction compared with fiscal year 2018, achieved through measures such as reducing in-process defects, reusing jig boards, further subdividing metal composite product sorting, and reducing the use of stretch film for cargo stabilization.

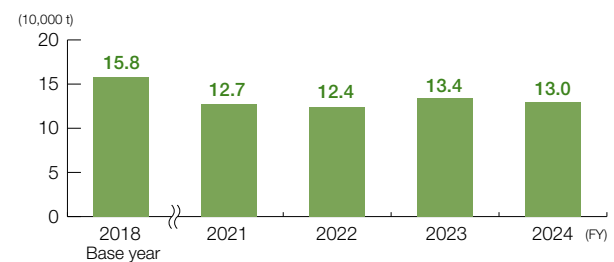
To address the global issue of plastic waste, we are also reducing single-use plastics in product packaging. At production sites in Japan, each site selects themes for reduction from the perspectives of discontinuation, reducing, recovering (reusing), or replacing disposable plastics used for product protection during processing

and shipping. In fiscal year 2024, this initiative was implemented at 50 factories, including overseas sites, resulting in an annual reduction of approximately 43 tons of single-use plastics.

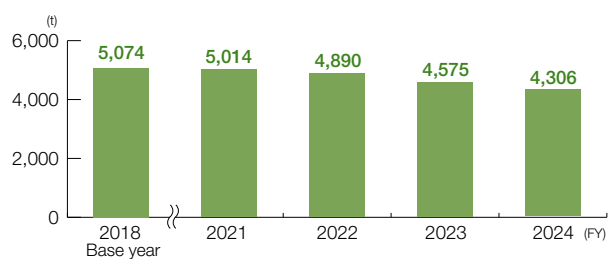
*1 Unnecessary things generated at factories. They are classified into waste and valuables.

*2 Among all discharge, those other than valuables including general waste such as bulky trash and waste oil and industrial waste

Change in the amount of discharge (Global)



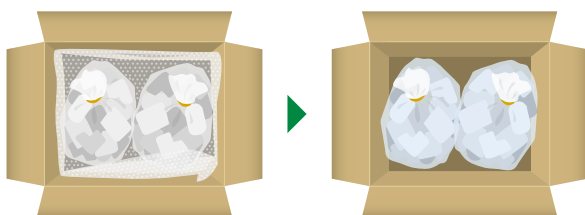
Change in the amount of waste (Japan)



Examples of reducing disposable plastics

Discontinuation

Plastic cushioning material surrounding products was eliminated (approximately 250 kg reduction per year)



Before improvements

After improvements

Cushioning material was used to fill gaps between the product and the cardboard box → the cushioning material became waste.

The thickness of the polybags used for product packaging was adjusted to stabilize the product within the cardboard box → surrounding cushioning material was no longer needed.

Use alternates

Plastic bags used for waste collection were replaced with collection using waste carts (approximately 1,300 kg reduction per year)



Before improvements

After improvements

Plastic and paper waste was placed in plastic bags, loaded onto carts, and transported to the collection point

Waste was placed directly into carts and transported to the collection point, eliminating the use of plastic bags

Reusing products and utilizing recycled materials

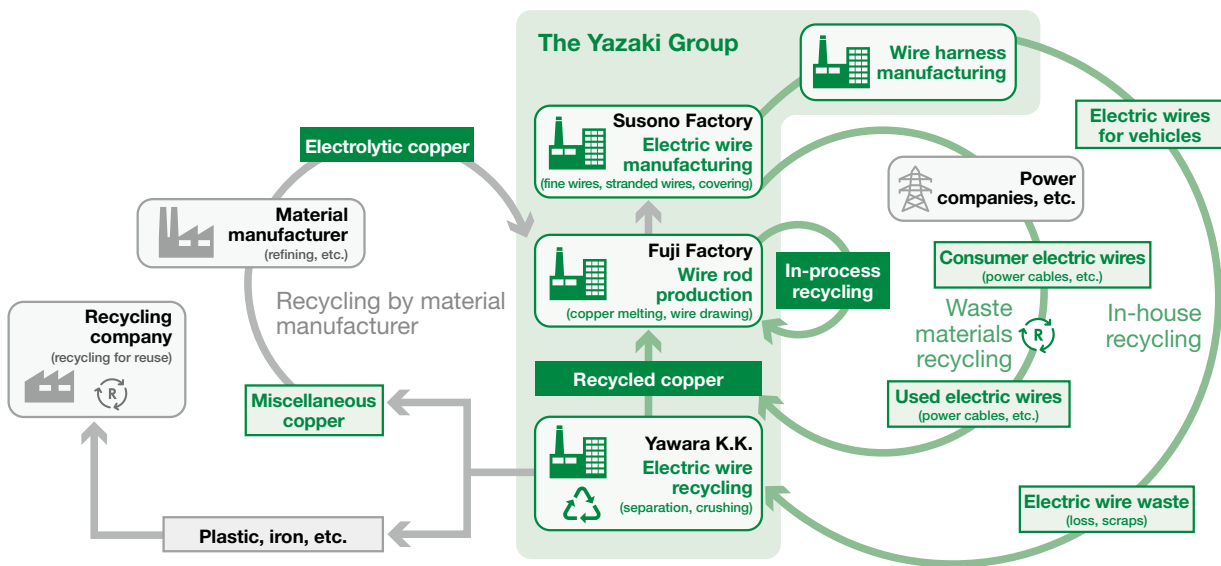
At the Yazaki Group, we manufacture electric wires for our wire harnesses through processes covering the melting of raw materials, production of wire rods*, and wire thinning and covering.

Yawara K.K. (Numazu City, Shizuoka Prefecture) operates an electric wire recycling business, in which it collects and sorts waste material from the Yazaki Group's wire harness factories to manufacture recycled copper.

Yazaki Energy System Corporation's Fuji Factory (Gotemba City, Shizuoka Prefecture), which manufactures wire rods, uses the recycled copper produced by Yawara K.K. and some of the waste materials generated in manufacturing processes to manufacture copper wires. In fiscal year 2024, we used approximately 13,000 tons of recycled materials, achieving a recycled copper utilization rate of approximately 15.6%. We will continue to increase the amount of recycled copper we use.

* An intermediate material for the manufacture of copper wires and winding wires. It is stretched into a wire shape with a diameter of approx. 8 mm.

● Manufacturing of electric wires using waste material from production and used electric wires



Reducing the environmental impact of end-of-life products

The Yazaki Group recovers, reuses, and recycles used electric wires, wooden drums, gas meters, absorption solutions from absorption chiller-heaters, and other items to promote effective resource use. We share examples of successful waste reduction initiatives across sites within the Group and leverage them to advance reduction activities throughout the Yazaki Group.

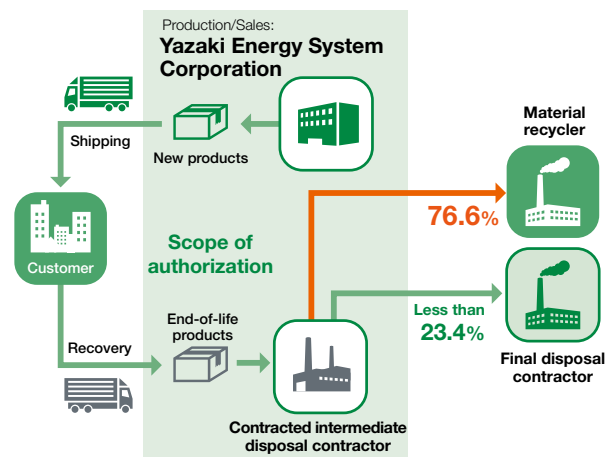
At the Hamamatsu Factory of Yazaki Energy System Corporation (Hamamatsu City, Shizuoka Prefecture), used Aroace absorption chiller-heaters are recovered under the Wide-area Certification System* and their components are reused or recycled. By separating and reusing steel plates forming the product body, copper tubes forming the heat exchangers, and absorption solutions, the factory achieved a recycling rate of 76.6% by weight in fiscal year 2024.

In addition, the disposal process for asbestos has been reviewed in response to increasingly stringent regulations. Improvements have been made to ensure safer

and more secure recycling of certain older products that contained asbestos.

* A system designated to enable manufacturers authorized by the Minister of the Environment to collect their own products that have been discarded over a wide area (two or more prefectures) so that they can be appropriately processed and recycled

● Recovery of air conditioning equipment under the wide-area certification system



Water resource response

By 2050, roughly half of the world's population will experience the effects of water stress* from the impact of issues such as population growth and climate change. The Yazaki Group strives to minimize water use by recycling and conserving water and practices stronger management of factory water discharges. Thus, we are protecting water resources.

* Inconvenience in everyday life as the amount of water usable per person becomes less than 1,700 m³ a year

Initiatives to address water risks

Globally, water risks are recognized at each site, and we work on the issue from the two perspectives of water amounts and quality. Every year, we conduct risk evaluations using Aqueduct* and also verify risks at local sites. In fiscal year 2024, we identified high water risks at 38 sites in 8 countries.

We are continuing our efforts to reduce water consumption at production sites in Japan while we implement efforts that enable our management systems to prevent water pollution from discharged water.

We will continue to implement risk reduction measures at these sites.

* A water risk assessment tool developed by the World Resources Institute (WRI)

Initiatives to conserve water resources

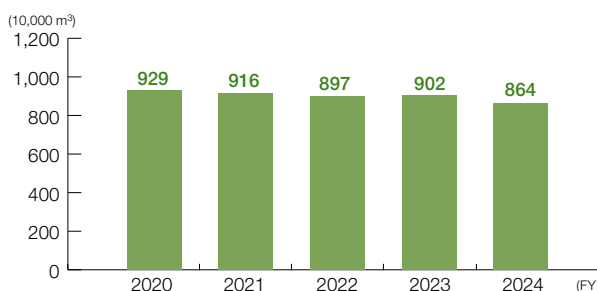
The manufacture of electric wires, one of the Yazaki Group's representative products, and the manufacture of resin components for wire harnesses consume significant amounts of water for cooling and other processes. The Yazaki Group has set voluntary targets for reducing water usage and improving the quality of discharged water, and implements initiatives tailored to each country and region.

At each site, water resources are effectively utilized through measures such as regular inspections of cooling water systems to prevent leaks, effective use of rainwater, and multi-stage rinsing in manufacturing processes such as component surface treatment. As a result, global water consumption in fiscal year 2024 was 8.64 million m³, a 17% reduction compared with fiscal year 2018.

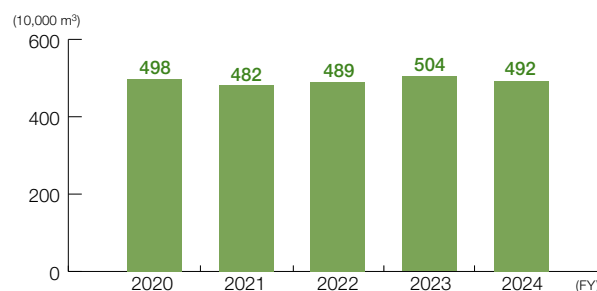
In Japan, sites are working toward a 17% reduction in water usage by fiscal year 2030 compared with fiscal year 2018. In fiscal year 2024, water consumption was 4.92 million m³, a 15% reduction from fiscal year 2018.

For wastewater discharged from our sites, we set the voluntary regulation value stricter than the values provided by regulatory standards, and we regularly monitor compliance. As a safeguard against potential risks, automatic shut-off devices are installed at final drainage outlets to prevent any wastewater exceeding control values from being released off-site. We remain committed to the conservation of finite water resources.

Change in water usage (Global)



Change in the amount of water usage (Japan)



TOPICS

Providing safe water resources through the installation of water purification equipment in India

Yazaki India Private Limited donated a reverse osmosis water purification system to a school in Bengaluru, Karnataka, to provide safe drinking water. This enables approximately 200 students and staff to access water with peace of mind.



Treatment tank and filtration system

Conserve biodiversity

The Yazaki Group collaborates with local communities to preserve biodiversity and engages in awareness-raising activities, contributing to the resolution of international environmental issues.

Biodiversity conservation efforts in collaboration with the community

The Yazaki Group implements biodiversity-conscious measures such as planting tree species native to the region and creating biotopes when constructing new sites.

Across our global sites, we collaborate with local communities on activities such as forest maintenance and the removal of invasive plant species. For example, the Sendai Branch of Yazaki Energy System Corporation has participated since 2016 in a coastal forest restoration project organized by the Organization for Industrial, Spiritual and Cultural Advancement (OISCA). This initiative involves growing and planting black pine seedlings and ongoing conservation activities to restore disaster-affected coastal forests in Natori City, Miyagi Prefecture, thereby contributing to the recovery of disaster prevention functions and local environmental restoration.

In addition, the Yazaki Group supports



Conservation activities

the Keidanren Initiative for Biodiversity Conservation, organized by the Keidanren Committee on Nature Conservation.

TOPICS

Participation in tree-planting activities at a UNESCO-designated national park

YIC Asia Pacific Corporation (Thailand) conducts annual conservation activities each June to foster employees who are environmentally conscious and proactive.

In fiscal year 2024, the activities were held at a UNESCO-designated national park, where participants worked to replenish minerals in the soil and engaged in tree planting using slingshots, allowing them to enjoy the process while contributing to reforestation. In the surrounding area, wildlife habitats have been reduced due to development, causing animals to appear in human-inhabited areas because of mineral deficiencies. These activities are expected to help restore the forest and ecosystem. In fiscal year 2024, 250 employees and their family members participated.



Prevent pollution

The prevention of environmental pollution is a fundamental responsibility in our manufacturing activities and is recognized as a significant risk. We set voluntary control values stricter than legal and regulatory standards and maintain thorough management.

Prevention of localized pollution

Water and air quality, noise, and vibrations can cause discomfort to local communities even when regulatory standards are met. The Yazaki Group sets voluntary control values stricter than legal and regulatory limits for factory wastewater, exhaust gas, noise, and vibrations, and regularly monitors compliance.

As part of our own initiatives, we create risk maps indicating locations of environmental hazards, such as chemical storage areas and noisy equipment, and implement

measures including dike installation, noise reduction for equipment, and upgrading air-conditioning systems to oil-free models to reduce smoke emissions.

For example, underground waste liquid storage tanks have been relocated aboveground to enable early detection of hazardous substance leaks. Wastewater is regularly analyzed and monitored to prevent discharges. To prepare for environmental emergencies, such as hazardous substance leaks, we conduct emergency drills at least once a year to verify the effectiveness of response procedures. In fiscal year 2024, no major incidents involving pollutant leaks occurred.

Closely manage harmful chemicals

The Yazaki Group operates global systems to ensure compliance with chemical substance regulations in each country and to meet customer requests regarding chemical management. We strictly manage chemicals in our products and require our suppliers to prevent the inclusion of prohibited substances.

Managing chemicals in products

We collect information on the establishment and revision of chemical regulations in each country and formulate medium-term plans to substitute raw materials and components containing chemicals that may face future usage restrictions, promoting related activities.

In fiscal year 2024, for raw materials and components containing chlorinated and brominated flame retardants, which are subject to regulatory consideration under the EU REACH Regulation* and the Stockholm Convention on Persistent Organic Pollutants, we conducted prototype evaluations based on our substitution plan and implemented replacements for some products. We will continue to implement substitutions according to our activity plan.

* A regulation of the European Union on the registration, evaluation, authorization and restriction of chemicals

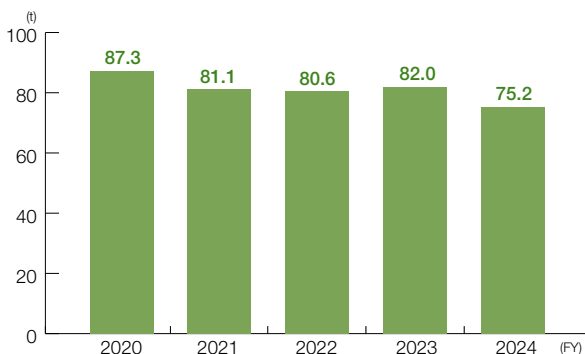
Reducing and managing chemical emissions

In Japan, the Yazaki Group implements design changes and production process improvements to reduce emissions of volatile organic compounds (VOCs) that generate suspended particulate matter*¹ and photochemical oxidants*², which contribute to air pollution.

Key initiatives include switching to VOC-free cleaning solutions for jigs and equipment, minimizing painted areas to reduce VOC use, and reusing spent solvents. As a result, VOC emissions from applicable sites*³ in Japan in fiscal year 2024 decreased by 8.3% compared with the previous fiscal year.

Additionally, at sites*⁴ in Japan subject to the PRTR Law*⁵, we monitor emissions and transfers of designated

Change in VOC emissions (sites in Japan*³)



chemical substances. In fiscal year 2024, emissions of designated substances totaled 14.9 tons, and the transfer amount was 5.0 tons.

*¹ Of the particulate matter suspended in the atmosphere, those with a particle diameter of 10µm or smaller, including those found in the exhaust from diesel vehicles and the soot emitted from factories

*² The general term for matter created when nitrogen oxides and hydrocarbons in the smoke emitted from automobiles, factories, and other sources come into contact with the sun's UV rays and a photochemical reaction occurs

*³ Susono Factory, Ohama Factory, Shimada Factory, Kan Kogyo, and Cable Technica

*⁴ Susono Factory, Ohama Factory, Shimada Factory, Numazu Factory, Fuji Factory, Tenryu Factory, Oita Parts, Kan Kogyo, and Kansai Gas Meter

*⁵ Act on the Assessment of Releases of Specified Chemical Substances in the Environment and the Promotion of Management Improvement

Appropriate disposal of PCB waste

The Yazaki Group in Japan has been taking steps to comply with the disposal of polychlorinated biphenyl (PCB)*¹ waste before the legal deadline set forth in the Act on Special Measures Concerning Promotion of Proper Treatment of PCB Wastes. At sites storing PCB waste, we appoint persons responsible for preventing loss, damage, or leakage by locking storage sites, conducting regular inspections, and implementing earthquake countermeasures.

In fiscal year 2024 we disposed of 52 PCB waste containers. We also periodically checked the 279 PCB waste containers*² that we currently have in storage, and no leaks or other such defects were detected.

*¹ Previously used as insulating oil for electric equipment, including transformers and capacitors. However, its manufacture and import have been prohibited since 1975 because the material was found to be harmful to human health and the environment.

*² Includes electrical equipment currently being verified

Management of ozone-depleting substances

The Yazaki Group uses its own non-CFC air-conditioning units, "Aroace," at many sites. However, some sites still use air conditioners that employ ozone-depleting substances such as CFCs, HCFCs, HFCs, PFCs, and halons as refrigerants.

At these sites in Japan handling such substances, management is conducted rigorously in accordance with the Fluorocarbons Emissions Control Act, with regular inspections to prevent leaks. Management practices include simple voluntary inspections every three months and periodic inspections conducted by certified contractors either annually or every three years. Lists of applicable equipment and inspection results are retained at each site until the equipment is decommissioned.

Environmentally friendly design

The Yazaki Group established original certification standards for environmentally friendly design. All development divisions strive to reduce the environmental impact of products from the design stage and to enhance the added value of products. We additionally evaluate the environmental impact of our products across their life cycles (the stages of production and use*1) using LCA*2 techniques. Those products that meet internal certification standards are certified as environmentally friendly products.

*1 Applies to automotive components

*2 Life Cycle Assessment: Assessment of a product's environmental impact

Development of wire harness parts using recycled polypropylene (PP)

The Yazaki Group develops products that utilize waste and recycled materials. As an example, we have developed protectors for bundling wires and securing them to vehicles, as well as connector blocks for fixing connectors, using recycled resin material recovered and reprocessed from used battery cases from end-of-life vehicles.

In general, plastics from end-of-life vehicles face challenges in meeting high quality standards due to contaminants and aging. However, by using high-quality recycled material derived from such vehicles, we were able to maintain physical properties equivalent to those of conventional materials.

This initiative reduces the use of virgin materials by approximately 18 tons per year and contributes to the effective reuse of waste plastics. Compared with petroleum-derived materials, CO₂ emissions during material production are expected to be reduced by about 58% annually.



Manufacturing process of connector blocks using recycled PP from end-of-life vehicles

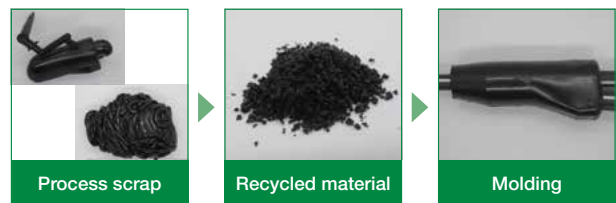
Effective use of molding material for branch cables by utilizing material loss

Branch cables, which simplify electrical wiring in buildings, apartments, and tunnel lighting, require insulation at the junction between the main and branch cables using polyvinyl chloride (PVC) resin.

The size of this branching section varies depending on cable thickness and number, resulting in frequent mold changes and adjustments during the molding process, which generate significant material loss.

By establishing suitable recycling and molding

conditions, this material loss is effectively utilized, reducing in-process plastic waste by approximately 7.5 tons annually. In addition, CO₂ emissions associated with material production and transport are expected to decrease by approximately 8.4 tons per year.



Process for producing branch cable molding material using process scrap

Acquisition of SuMPO EPD for LP gas meters

In fiscal year 2024, the LP gas meter and its leakage detection unit acquired the SuMPO EPD*.

SuMPO EPD is a framework that quantitatively evaluates environmental information throughout a product's life cycle—from the earliest stages to disposal—using life cycle assessment methods, with third-party verification and disclosure. A key feature is that it covers not only global warming but also impacts on the atmosphere and water bodies. To obtain the certification, transparent environmental information was disclosed, and data on energy use, waste volume, and logistics were collected not only from our own manufacturing processes but also with the cooperation of our suppliers. Going forward, we will expand the models covered and continue efforts to reduce environmental impacts across the entire product life cycle.



Registration number: JR-BJ-24001E
Gas meter with SuMPO EPD label

* Sustainable Management Promotion Organization's environmental labeling program, managed in accordance with the international standard ISO 14025; renamed from "EcoLeaf" in April 2024.
URL: <https://ecoleaf-label.jp/en/epd/2108>

■ Priority issue

Enhance global governance and internal control

With a view to realizing “A Corporation in Step with the World” and “A Corporation Needed by Society,” as stated in the Yazaki Group Corporate Policy, the Yazaki Group continues to build a sound, efficient, and transparent global governance system and strengthen internal controls, while fostering positive relationships through dialogue with stakeholders to enhance corporate value.



P. 74 Ensure management soundness, efficiency, and transparency

P. 76 Strengthen risk management and BCM

P. 77 Promote information security

P. 78 Practice thorough compliance

P. 79 Prevent all forms of corruption

P. 80 Respect human rights

Ensure management soundness, efficiency, and transparency

The Yazaki Group is building sound relationships with its stakeholders and fulfilling its social responsibilities as a company in order to realize the Yazaki Group Corporate Policy, as it endeavors to strengthen its corporate governance with the aims of achieving sustainable growth and increasing corporate value.

Corporate governance system

Yazaki Corporation operates as a company with a Board of Directors and has established management meetings in addition to the Board of Directors and the Board of Auditors. Although privately held, as a global company with operations in 46 countries and regions, we recognize our significant social responsibility. Accordingly, we have a Board of Auditors composed of full-time and outside corporate auditors, working to enhance audit effectiveness and maintain the trust of our stakeholders.

Board of Directors

In principle, the Board of Directors meets once a month (with additional ad hoc meetings as needed) to decide on matters prescribed by law and other important management issues, and to supervise the execution of duties by directors. To enable swift decision-making and operational execution, the Board of Directors Regulations and submission standards specify the matters that must be submitted to the Board. For example, the annual budget and transactions involving assets or funds above a certain threshold are deliberated and resolved by the Board. In addition, we have stipulated in our code of ethics that we will not engage in any improper transactions that may harm the interests of our company.

Board of Auditors

Meetings of the Board of Auditors are attended by all corporate auditors of the company (one full-time corporate auditor and two outside corporate auditors) and chaired by the full-time corporate auditor. In principle, such meetings are held monthly, deliberating on the appropriateness of the agenda at meetings of the Board of Directors and the status of the execution of duties by executive directors and others.

Management meetings

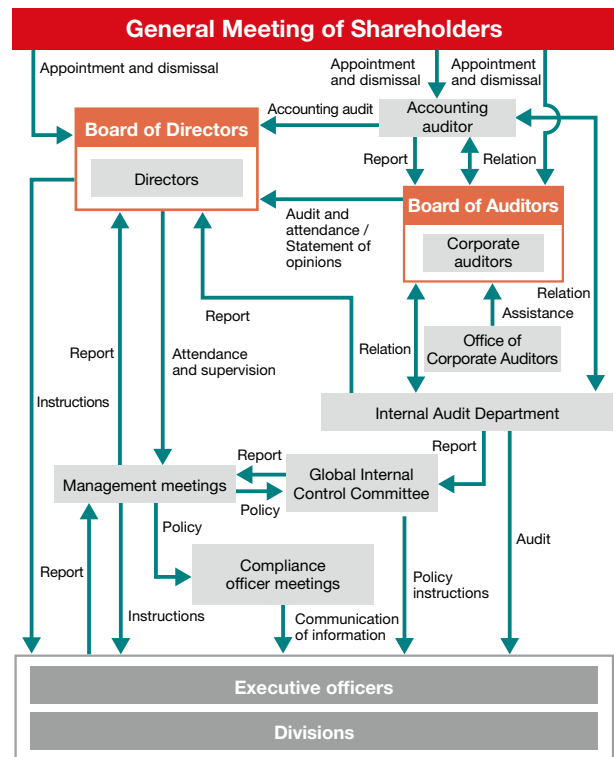
Management meetings are held in principle once a month to deliberate and make decisions on matters submitted in advance to the Board of Directors as well as other important matters related to Group operations and business.

Executive officer system

We have introduced an executive officer system that separates management decision-making and oversight

functions from business execution functions. This separation enables faster decisions on company-wide management strategies while streamlining the Board of Directors and strengthening its decision-making capabilities.

Diagram of the corporate governance system



Composition of key management committee bodies

Key committee body	Frequency of meetings	Chaired by	Members
Board of Directors	Monthly	President	• Directors
Board of Auditors	Monthly	Full-time corporate auditor	• Full-time corporate auditor • Outside corporate auditors
Management meetings	Monthly	President	• Directors • Full-time corporate auditor • Managing executive officers and others

Toward enhancing the effectiveness of governance

Training

To ensure that directors, corporate auditors, and executive officers can properly fulfill their roles and responsibilities, we provide training to deepen their understanding and equip them with the necessary knowledge. In fiscal year 2024, a total of 33 newly appointed directors, corporate auditors, and executive officers attended study sessions for directors and auditors of domestic and overseas subsidiaries.

Governance of group companies

We also promote governance strengthening at both domestic and overseas subsidiaries through their boards of directors. In fiscal year 2024, we continued monitoring and supporting decision-making at domestic and overseas subsidiaries based on the approval (decision-making) procedures, which are a key element of Yazaki Group governance. The fiscal year 2022 regulatory amendments facilitated appropriate delegation of authority to subsidiaries for certain capital investments, enabling more agile decision-making.

Additionally, to establish the electronic application and approval system originally introduced for overseas projects in domestic operations, following the last fiscal year, we again held system training sessions in fiscal year 2024 at domestic sites and divisions. These sessions also included a review of the approval rules (authority rules) to enhance understanding among executive officers and employees. Based on internal audit findings, follow-up training was provided at locations where the decision-making process under the approval rules had not been fully implemented.

Strengthening internal controls

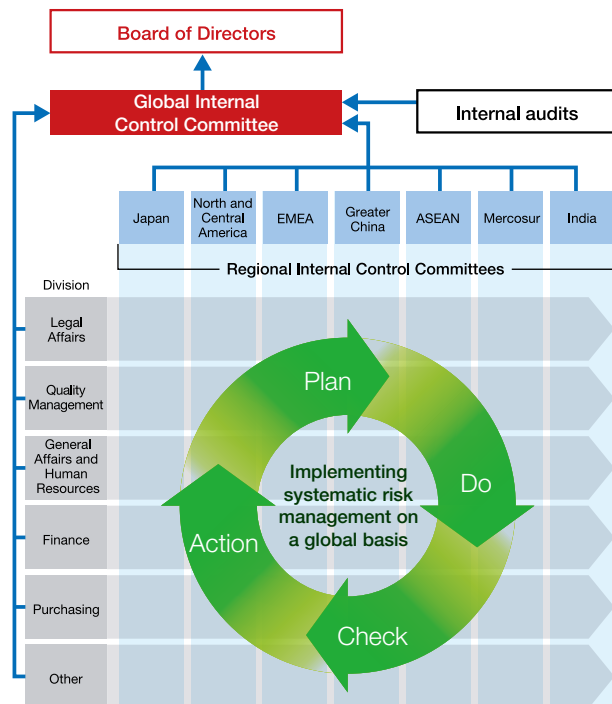
The Global Internal Control Committee, which is chaired by the president, monitors and evaluates the effectiveness of internal controls, including risk management as it relates to compliance, sustainability, BCP and information security within the Yazaki Group.

Material matters concerning internal controls are reported semiannually by management divisions and the internal control committees of each region to the Global Internal Control Committee, where key management risks and specific countermeasures are discussed. As the highest decision-making body for global internal control, the committee also reported and deliberated on various global issues and risks in fiscal year 2024.

In addition to Group-wide initiatives, we continue to strengthen internal controls at the regional level, led by the regional headquarters. Since fiscal year 2018, systems for risk management and internal control promotion have been established in each region. These systems now operate under a PDCA cycle (appropriate identification, control, monitoring, and remediation of risks), enabling deeper regional initiatives and the sharing of best practices across regions.

In fiscal year 2024, internal control committee meetings were held in each region, with active remote participation from the Japan headquarters. Internal Control Committee meetings were also continuously held in Japan.

Structure for the promotion of internal controls



Global Internal Control Committee important agenda items (FY2024)

1. Compliance

- Report on the status of activities related to global compliance issues
- Report on compliance activities in overseas regions

2. Internal audits

- Expansion and strengthening of global internal audit activities and monitoring progress
- Reporting on global internal audits (Strengthening corrective management and resolving long-outstanding issues)

3. Sustainability

- Strengthening human rights initiatives (Human rights due diligence at our company and in the supply chain)

4. Cybersecurity

- Reporting on cybersecurity measures

5. Human resources strategy

- Promoting female managers globally

Strengthen risk management and BCM*

The Yazaki Group implements the PDCA cycle to appropriately manage various risks associated with its business activities and takes measures to ensure the smooth continuation or restoration of operations in the event of a large-scale disaster.

* Business Continuity Management

Risk management

The Yazaki Group continues to apply the PDCA cycle for risk management to implement appropriate measures for all risks facing the company and its Group companies, according to their nature and significance. For major Group-wide risks, the Global Internal Control Committee, chaired by the president, reviews countermeasure proposals based on functional divisions' assessments and implements initiatives to reduce risk across the company.

At each site, operational and site managers conduct inspections. Results are reviewed by regional headquarters for issues and measures, then reported to each region's Internal Control Committee. These committees assess major risks, evaluate the adequacy of responses, and monitor their implementation. Since fiscal year 2023, in addition to continuing our existing risk management activities, the Group has also maintained a database of past risk management incidents within the Yazaki

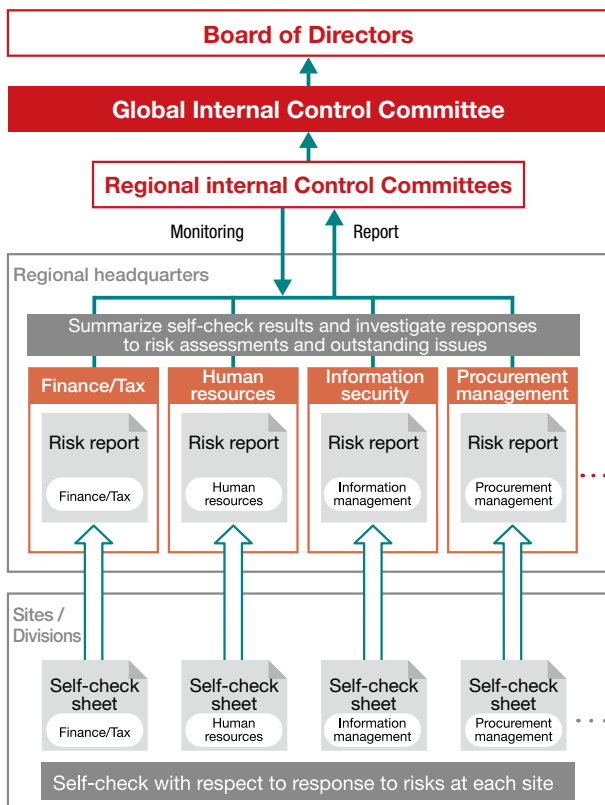
Group. Newly recorded cases are incorporated into risk management activities to strengthen self-inspections at each site. The Internal Control Committees continue to collect and share this information across the Group.

Disaster measures and BCP initiatives

To address events such as infectious disease outbreaks or geopolitical conflicts, we have established a crisis management system that prioritizes employee safety and aims to minimize business damage or losses. Leveraging this system, we make swift decisions and implement cross-functional global measures, including business continuity plans (BCPs) for each operation and dissemination of preventive and countermeasure information. In preparation for natural disasters, such as a major earthquake along the Nankai Trough, we ensure business continuity under our BCPs to fulfill our responsibility to supply products and services while maintaining and enhancing corporate trust.

To protect employees and facilities from natural disasters and minimize their impact on communities and customers, we have developed various response manuals: the Wind and Flood Response Manual for typhoons, heavy rain, and storm surges; the Earthquake Response Manual for earthquakes and tsunamis; and the Eruption Response Manual for volcanic eruptions. Based on these manuals, we have established a disaster management system, conducted education and training, promoted understanding of disaster preparedness, and ensured readiness for appropriate action during emergencies.

● Framework of risk management activities



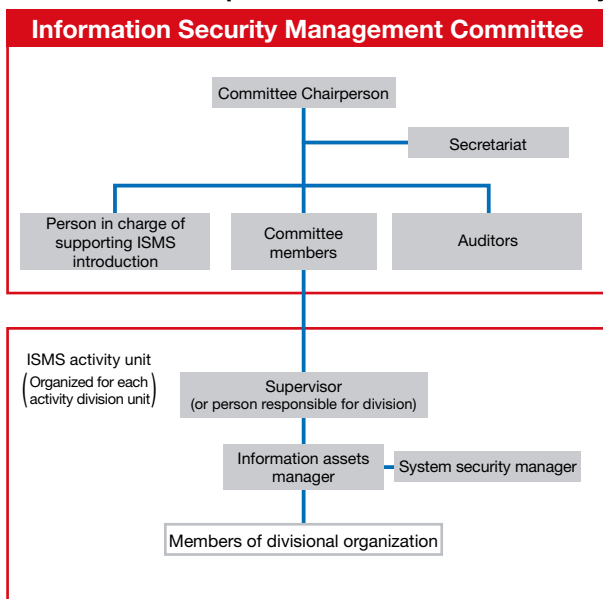
Promote information security

At the Yazaki Group, we strive to strengthen relationships of trust with customers and other stakeholders by enhancing Group-wide information security measures, establishing frameworks for raising the security awareness of each employee, and implementing global cybersecurity measures.

System for the promotion of information security

The Yazaki Group has established an Information Security Management System (ISMS) in line with the ISO/IEC 27001 international standard. To maintain a high level of information security, we have set up the Information Security Management Committee in Japan, with a representative in each division. The committee meets quarterly to review divisional information security activities and promote standardization, common measures, and employee education, ensuring that all employees work with strong security awareness.

Structure for the promotion of information security



Information security initiatives

With the evolution of technology and the expansion of digitalization in recent years, the importance of data held by companies and organizations has increased alongside threats such as data leaks, hacking, and malware attacks. To respond to these threats, many countries and regions are tightening laws and regulations for data protection and security, and the development of international frameworks and standards is also advancing.

In response to this situation, the Yazaki Group has

established a fundamental policy to protect various confidential information, including personal information of customers and business partners acquired in the course of operations, and to properly manage necessary product-related information. We have also implemented the necessary rules to support these efforts. Additionally, to promote security measures in accordance with personal information protection laws such as the EU GDPR* and other regulations in different countries, we have established systems in each region (EMEA, North and Central America, Asia, and South America).

* General Data Protection Regulation

Cybersecurity initiatives

In response to recent cyberattacks, the Yazaki Group is actively working on a global scale based on the following policies:

- Establishing an organization to promote unified strategies and execution globally
- Implementing standard tools globally
- Timely adoption of the latest cybersecurity technologies
- Building a common infrastructure foundation

We will continue to address challenges such as global approaches, employee education, reducing cybersecurity risks in the supply chain, and mitigating vulnerabilities.

Information security education

The Yazaki Group is committed to raising information security awareness through employee education and training. We publish an information security guidebook to ensure that every employee understands its importance and applies it in their daily work.

Additionally, we provide e-learning for easy access to educational content and conduct simulated phishing email exercises to improve recognition of suspicious emails.

Practice thorough compliance

To properly “Uphold the law, respect regional cultures, and contribute to economic and social development” as set forth in our Fundamental Management Policy, the Yazaki Group is carrying out activities with a four-pronged approach consisting of the clarification of laws and regulations with which we must comply, compliance training, monitoring legal compliance, and management of the whistle-blowing system.

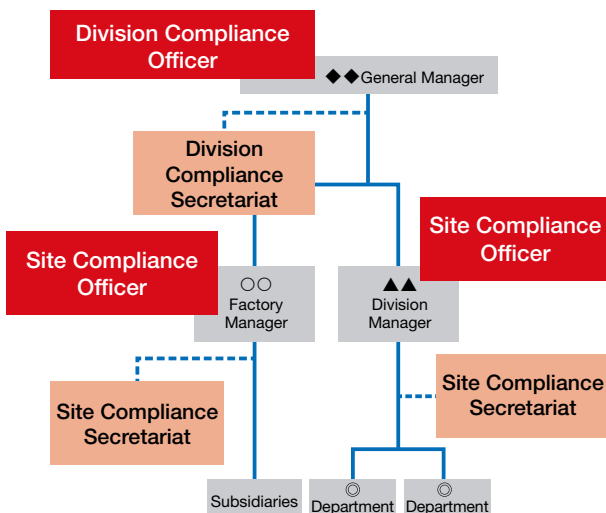
Structure to ensure compliance

In Japan, to ensure that each division takes the initiative in compliance activities, division heads and other relevant personnel have been appointed as Compliance Officers, responsible for compliance management within their respective divisions, since 2014. The Compliance Officers Meeting, held twice a year, serves to share compliance management issues and disseminate information on the enactment and revision of laws and regulations. In fiscal year 2024, the meetings included reports on the company’s compliance status, the impact of new or amended laws, policies for responding to government guidelines, and examples of compliance cases from both inside and outside the company.

Moreover, the Subsidiary Legal Affairs Support Department was established to ensure legal compliance and proper contract management across the Yazaki Group in Japan. This department provides support for legal compliance, contract management, and various other legal activities at domestic subsidiaries.

Globally, compliance structures are established based on the Global Compliance Policy, which sets minimum requirements for each region’s compliance system (including legal information collection, organizational structure, reporting lines), and the whistle-blowing system. In fiscal year 2024, we continued to review the status of compliance systems in each region and confirmed that proper structures were in place.

● Structure for the promotion of compliance



Clarifying laws and regulations with which we must comply

In Japan, we make use of the Yazaki-wide Legal Compliance Control Item Table, which consists of a compilation of laws and regulations commonly applicable to all of our businesses and their respective requirements. In fiscal year 2024, we updated the table to reflect the enactment and revision of laws, and based on the results of internal audits and the occurrence of cases both inside and outside the company, the risk assessments for each law were reviewed and distributed to all domestic divisions, including subsidiaries.

Globally, each overseas region developed policies in line with the Global Compliance Policy, identifying applicable laws and implementing measures to ensure compliance.

Compliance training

In Japan, we provide compliance training by job role, hierarchy, and law, including officer compliance training for those in management. Training uses case studies relevant to participants and introduces internal compliance activities to deepen understanding and raise awareness. As an example, in fiscal year 2024, ahead of the enactment of the Freelance Workers Act in November, we held training for divisions, offices, and subsidiaries that transact with freelancers, covering the transactions affected by the law, obligations to comply, and prohibited actions.

In fiscal year 2024, we also continued to hold the Global Legal & Compliance Conference (formerly the Yazaki Legal Conference) for presidents of domestic subsidiaries, providing updates on legal revisions and lectures by external experts.

Globally, regional headquarters conduct compliance, anti-bribery, and competition law training in accordance with the Global Compliance Policy.

Monitoring of legal compliance

To monitor the effectiveness of legal compliance in Japan, regular self-checking based on the use of a Compliance Check Sheet is conducted. We also make efforts to ensure the achievement of legal compliance through

the implementation of site checks by the departments in charge of laws and regulations for various areas, such as personnel, financial, and environmental, and a regular audit conducted by our Internal Audit Department. In fiscal year 2024, self-checks were carried out at 55 domestic Group companies, and the departments in charge of laws and regulations checked the detected risks at worksites.

Globally, regional headquarters monitor key risks, including conducting analyses of major risk factors.

Operation of the whistle-blowing system

To detect violations of the laws and regulations at an early stage and prevent their occurrence, the Yazaki Group has put in place whistle-blowing hotlines in each region.

In Japan, the domestic whistle-blowing system, Yazaki Ai, includes both an internal reporting office and an independent external office at a law firm to ensure whistleblower anonymity and thoroughly protect them from reprisals or any disadvantage resulting from reporting. In fiscal year 2024, based on employee feedback from a survey on Yazaki Ai, we began improving

the system's content.

Also, as part of the global whistle-blowing system, from fiscal year 2024, the headquarters in Japan has been reviewing its role while respecting the whistle-blowing systems in each region and is developing a common operational framework.

TOPICS

Raising compliance awareness Information sharing with domestic subsidiaries

From fiscal year 2024, we launched online seminars and email newsletters to provide domestic subsidiaries with basic knowledge and updates on laws, regulations, and contracts. By making the content accessible and easy to understand, we are creating an environment that promotes higher compliance awareness across domestic subsidiaries.



The "Chiho-chan no Hitorigoto" email newsletter

Prevent all forms of corruption

The Yazaki Group has established mandatory common rules for compliance with competition laws and the prevention of bribery across all regions, both domestic and overseas, and conducts compliance activities in accordance with these rules.

Complying with the Antimonopoly Act

The Yazaki Group solemnly accepts that it violated the Antimonopoly Act in the past and has since developed a framework and implemented countermeasures to prevent recurrence. In fiscal year 2020, marking the tenth anniversary of the violation involving automotive parts we launched an initiative to prevent the erosion of compliance awareness over time.

In Japan, we continued these education programs in fiscal year 2024 to prevent the erosion of compliance awareness. In the training, participants watch video footage of interviews with people connected to the incident, and each employee is encouraged to discuss what actions should be taken. In this way, we ensure the incident is remembered and that similar incidents are prevented.

In addition, at Yazaki Energy System Corporation, we created learning materials to study past violations in

the electric wire and gas equipment businesses, and in fiscal year 2024, we conducted education using these materials to prevent erosion of compliance awareness. Globally, under the leadership of regional legal divisions, we provide training for employees with high exposure to competition law risks, covering rules and expected behaviors to ensure strict compliance with competition laws in business activities.

Preventing corruption

To promote fair business practices in all countries and regions where we operate, we have developed and are operating a framework to make sure that employees do not commit acts of corruption and are focused on securing a sound management environment.

In fiscal year 2024, we conducted anti-bribery training at our sites in Europe, the Middle East, Africa, and India, including raising awareness of internal rules

revised in the previous year. Anti-bribery training was also carried out at Mercosur sites, and in Greater China,

each site conducted surveys on compliance with anti-bribery rules.

Voice

Manish Mehta

Yazaki North America, Inc.

Head of Corporate Planning, Governance, & Legal Affairs



Strengthening compliance across borders

In the North and Central America region, addressing anti-trust laws and anti-corruption measures has become a key challenge due to the complexity of regulations and the global business environment. Yazaki North America (YNA),

as the regional headquarters, has been enhancing compliance through focused training in these areas and cross-regional collaboration.

By fiscal year 2024, more than 50,000 employees across six countries completed training designed to promote understanding of local laws, recognize violations, and understand their rights. As part of strengthening anti-trust compliance, onboarding training was introduced for relevant departments, and knowledge was shared with the global headquarters and other regional headquarters. Efforts were also made to address internal risks arising from information sharing. Regarding trade compliance, onboarding training included content to raise awareness of transactions with sanctioned companies, taking geopolitical risks into account.

YNA will continue its ongoing efforts to strengthen compliance throughout the North and Central America region.

Respect human rights

In accordance with the Yazaki Group Human Rights Policy, the Yazaki Group respects the human rights of all stakeholders involved in its business activities while taking international norms and the laws and customs of each country into account.

The Yazaki Group Human Rights Policy

The Yazaki Group has established the Yazaki Group Human Rights Policy based on the United Nations Guiding Principles on Business and Human Rights. As stated in the policy, we support and respect international human rights standards, including the International Bill of Human Rights (the Universal Declaration of Human Rights and the International Covenants on Human Rights) and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work.

This policy takes precedence over individual policies and documents that include references to respecting human rights—such as the Sustainability Policy, Responsible Mineral Procurement Policy, and Code of Conduct. It applies to all Yazaki Group companies and employees worldwide, and we also request the cooperation and support of our business partners and other stakeholders.

Initiatives to reduce human rights risks

The Yazaki Group implements a range of initiatives to reduce human rights risks, including those in the supply chain, in line with the Yazaki Group Human Rights Policy.

Human rights risk assessments within the Yazaki Group

In Japan, we use a compliance check sheet that includes items on child labor, forced labor, and harassment to understand how each Group company is addressing these issues. In addition, at 14 domestic sites that accept technical trainees, we conduct on-site audits of the acceptance framework based on a check sheet that includes items on child labor and forced labor. As a result, no issues were identified at the applicable sites in fiscal year 2024, as well.

Overseas, we have conducted human rights due diligence annually since fiscal year 2020. Using our risk management framework, we perform a comprehensive inspection and assessment of the occurrence of issues such as forced labor, child labor, discrimination, and



WEB Yazaki Group Human Rights Policy

<https://www.yazaki-group.com/en/csr/csr/#humanrights>

harassment as well as the effectiveness of management systems and day-to-day practices. The results are reported to the Internal Control Committee in each region, which then reviews improvement measures for identified risks and monitors their implementation.

As in the previous fiscal year, we conducted human rights risk assessments in all regions of the Yazaki Group in fiscal year 2024. At the Global Internal Control Committee held in May 2025, each region reported its assessment results and the status of improvement measures, and no material human rights risks were identified. We will continue to conduct these assessments and work to prevent and mitigate human rights risks globally.

We also conduct surveys at overseas sites to confirm compliance with the minimum working age requirements set out in international standards and national laws. In fiscal year 2024, surveys were conducted at 95 entities, all of which reported no violations. We will continue monitoring compliance going forward.

Human rights risk assessment of suppliers

The Yazaki Group raises awareness of and assesses human rights risks within its supply chain to its suppliers, reporting regional progress to the Global Internal Control Committee. Each region evaluates suppliers' efforts to respect human rights and provides support or guidance for improvements as needed.

As an example, in India, audits are conducted for 50 key suppliers to ensure supply chain transparency and sustainability. Assessments cover compliance, human rights, and labor conditions in the suppliers' business operations to detect risks early and address deficiencies. For certain suppliers, joint audits with external human rights specialists are conducted to enhance accuracy by evaluating from a more specialized and objective perspective. For matters confirmed with the management of audited companies, we conduct interviews with workers to gain a clear understanding of actual conditions on the ground, beyond what is recorded in documents. Consultations with the United Nations Development Programme (UNDP) are also conducted to identify high-risk industries and sectors. We will continue to incorporate input and advice from experts and specialized organizations when identifying key suppliers and advancing related initiatives.

In Japan, the Group distributes its Supplier CSR Guidelines and questionnaire regarding sustainability, which include human rights items, to verify suppliers' sustainability and human rights initiatives. In fiscal year 2024, interviews were conducted with 17 domestic suppliers based on questionnaire responses. After explaining the importance of sustainability and human rights efforts, suppliers' policies and consultation channels regarding human rights were reviewed, and guidance for improvement was provided.

Preventing discrimination and harassment

The Yazaki Group's Sustainability Policy clearly emphasizes respect for diversity and the elimination of discrimination. In addition, our Code of Conduct, explicitly prohibits all forms of discrimination, including on the basis of nationality, race, ethnicity, gender, sexual orientation, gender identity, disability, age, birthplace, educational background, relatives, religion, or employment status, reflecting our commitment to respecting diversity and eliminating discrimination.

We are also expanding the scope of harassment prevention education. From fiscal year 2024, new employee training and training sessions for newly appointed managers have been added. Furthermore, the company-wide e-learning course on harassment prevention, conducted annually during Harassment Prevention Month in December, continues to be offered, and from fiscal year 2024, overseas assignees have also been included among the participants.

Human rights education

In Japan, we continue to provide sustainability training for newly appointed responsible persons (such as heads of overseas sites, subsidiary presidents, and business site managers), newly appointed department heads and leaders, new and mid-career employees, and employees prior to overseas assignments. These programs aim to foster understanding of international human rights standards and societal expectations regarding respect for human rights, including the prevention of child labor and forced labor. For management, the Global Internal Control Committee and other forums are used to report on trends in human rights-related laws and regulations, as well as media coverage of human rights issues, helping to deepen awareness of increasing societal expectations.

Responding to the UK Modern Slavery Act

Each year, in accordance with the UK Modern Slavery Act of 2015, which was enacted for the purpose of eradicating modern slavery, the boards of directors of Yazaki Europe Middle East Africa and Yazaki Europe Limited, which conduct business in the United Kingdom, and Yazaki Corporation, as their parent company, resolve statements on dealing with modern slavery in their supply chain and post them on their respective websites.



WEB Slavery and Human Trafficking Statement

<https://www.yazaki-group.com/en/csr/csr/#StatementontheUKModernSlaveryAct>

ESG data

Environment

		Organizations covered	Unit	FY2020	FY2021	FY2022	FY2023	FY2024	Remarks
CO ₂ emissions		Global	10,000 t-CO ₂	57.0	56.1	52.7	51.7	49.3	
		Japan	10,000 t-CO ₂	13.7	12.9	11.9	12.0	12.0	
	Scope 1	Global	10,000 t-CO ₂	9.0	8.7	6.7	6.5	6.3	
	Scope 2	Global	10,000 t-CO ₂	48.6	47.4	46.0	45.2	43.0	
CO ₂ emissions intensity of sales		Global	t-CO ₂ / 100 million yen	35.8	31.5	23.2	20.7	18.9	
		Japan	t-CO ₂ / 100 million yen	22.2	20.9	16.7	15.1	14.5	
Energy consumption		Global	TJ	8,923	8,791	8,154	7,586	7,348	
		Japan	TJ	2,712	2,670	2,543	2,410	2,287	
Energy consumption intensity of sales		Global	TJ / 100 million yen	0.555	0.489	0.359	0.304	0.282	
		Japan	TJ / 100 million yen	0.443	0.433	0.357	0.303	0.277	
Amount of renewable energy introduced		Global	GWh	—	—	—	62	80	
Renewable energy adoption rate		Global	%	—	—	—	—	4.7	Proportion of renewable energy in total energy consumption
Amount of discharge		Global	10,000 t	13.8	12.7	12.4	13.4	13.0	
Amount of waste		Japan	t	5,220	5,014	4,890	4,575	4,306	
Amount recycled		Japan	t	5,215	5,008	4,876	4,569	4,297	
Recycling rate		Japan	%	99.9	99.9	99.7	99.9	99.8	
Amount of final disposal		Japan	t	5	6	14	6	9	
Water consumption		Global	10,000 m ³	929	916	897	902	864	
Quantity of water intake	Tap water	Global	10,000 m ³	381	385	359	334	309	
	Industrial water	Global	10,000 m ³	80	77	77	82	74	
	Groundwater, etc.	Global	10,000 m ³	469	454	462	486	481	
VOC emissions		Sites subject to JAPIA reporting	t	87	81	81	82	75	Applicable sites: Susono Factory, Ohama Factory, Shimada Factory, Kan Kogyo, and Cable Technica
Emissions of substances subjected to the PRTR Law		Reporting sites	t	9	7	6	13	15	Sites covered in FY2024: Susono Factory, Ohama Factory, Shimada Factory, Numazu Factory, Fuji Factory, Tenryu Factory, Oita Parts Co., Ltd., Kan Kogyo Co., Ltd., Kansai Gas Meter Co., Ltd.
Transfer amounts of substances subjected to the PRTR Law		Reporting sites	t	4	3	4	5	5	Sites covered in FY2024: Susono Factory, Ohama Factory, Shimada Factory, Numazu Factory, Fuji Factory, Tenryu Factory, Oita Parts Co., Ltd., Kan Kogyo Co., Ltd., Kansai Gas Meter Co., Ltd.
Number of companies with ISO 14001 certification		Overseas	Companies	56	57	55	55	56	
		Japan	Companies	35	35	35	35	35	
Percentage of companies with ISO 14001 certification		Global	%	61.0	61.0	60.0	62.0	62.0	

Society

		Organizations covered	Unit	FY2020	FY2021	FY2022	FY2023	FY2024	Remarks
Consolidated net sales		Global	Billions of yen	1,609.0	1,799.2	2,269.7	2,492.6	2,609.6	
Breakdown of consolidated net sales by region		Japan	%	38.1	34.3	31.4	31.9	31.7	
		North, Central, and South America	%	26.8	29.1	32.0	32.7	33.8	
		Asia	%	17.7	19.2	18.3	16.1	15.2	
		EMEA	%	17.4	17.4	18.3	19.3	19.3	
Number of employees		Total	Persons	239,753	235,554	241,484	230,492	218,566	Excludes equity-method subsidiaries, subsidiaries excluded from the scope of consolidation, affiliated companies, and related incorporated foundations
		Japan	Persons	18,026	17,961	17,873	17,628	17,547	
		North, Central, and South America	Persons	81,963	83,732	91,149	88,537	90,730	
		Asia	Persons	95,158	90,501	87,204	81,712	74,219	
		EMEA	Persons	44,606	43,360	45,258	42,615	36,070	
Average years of service	Total	Japan	Year	17.0	17.8	18.5	18.4	18.2	*1, 2 Excluding non-regular employees Fiscal year 2021 onward: target conditions were changed.
	Male		Year	17.4	18.2	18.8	18.8	18.6	
	Female		Year	15.2	16.3	17.2	17.1	16.9	
Average age	Total	Japan	Age	40.3	41.1	42.3	42.4	42.2	*1, 2 Excluding non-regular employees Fiscal year 2021 onward: target conditions were changed.
	Male		Age	41.0	41.8	42.8	42.9	42.8	
	Female		Age	37.2	38.3	40.8	40.7	40.3	
Number of employees covered by a collective bargaining agreement		Japan	Persons	6,578	6,606	6,364	6,203	5,871	Number of employees in the Yazaki Labor Union (Comprised of employees from Yazaki Meter Co., Ltd., Yazaki Parts Co., Ltd., and Yazaki Energy System Corporation)
Number of women in management positions		Japan	Persons	36	43	53	69	74	*1, 2
		Overseas	Persons	—	—	—	—	974	
Percentage of management positions held by women		Japan	%	2.3	2.7	3.2	4.1	4.7	*1, 2
		Overseas	%	—	—	—	—	26	
Percentage of female employees		Japan	%	22.3	22.9	22.9	26.7	23.9	*1, 2
Number of employees with disabilities		Japan	Persons	329	335	329	338	354	A total of Yazaki Corporation, Yazaki Meter Co., Ltd., Yazaki Parts Co., Ltd., Yazaki Energy System Corporation, and the special subsidiary Yazaki Business Support Co., Ltd., calculated on the basis of the Act on the Promotion of the Employment of Persons with Disabilities
Percentage of employees with disabilities		Japan	%	2.67	2.76	2.74	2.82	2.93	
Percentage of non-regular employees		Japan	%	7.2	8.0	8.7	10.3	11.7	*1 Non-regular employment: Part-time, casual, temporarily reemployed retirees, other temporary workers, and technical trainees
Number of employees by type of employment contract		Regular	Persons	—	—	—	10,926	10,900	*1
		Non-regular	Persons	—	—	—	1,257	1,446	
Number of workers other than employees		Temporary employees	Persons	—	—	—	2,379	2,332	*1
Percentage of top management positions at regional headquarters held by local employees		Global	%	—	—	—	50.0	50.0	
Number of people employed under post-retirement reemployment systems		Anchor System (Permanent employees)	Persons	443	490	588	612	627	*1
		Elder System (Associate employees)	Persons	153	133	136	135	131	*1
		Senior System Persons	Persons	16	37	60	83	144	*1 Reemployment system that enables retired employees to do the same work as regular employees
Average hours of overtime per month		Japan	Hours	9.7	12.8	11.9	12.7	13.0	*1
Paid leave usage rate		Japan	%	69.7	72.3	76.4	80.6	76.4	*1
Number of employees who took childcare leave		Total	Persons	90	113	147	173	201	*1
		Male	Persons	33	53	78	106	144	
		Female	Persons	57	63	69	67	57	
Childcare leave usage rate		Male	%	14.7	20.5	35.3	53.3	56.9	*1
		Female	%	100.0	100.0	100.0	100.0	100.0	
Reinstatement rate after childcare leave		Male	%	100.0	100.0	100.0	100.0	100.0	*1
		Female	%	100.0	96.5	98.3	100.0	100.0	
Retention rate after childcare leave the previous fiscal year		Male	%	100.0	100.0	90.6	96.6	94.9	*1
		Female	%	100.0	96.5	96.7	100.0	100.0	
Number of employees who used short working hours during childcare		Japan	Persons	225	347	340	383	322	*1
Number of employees who took nursing care leave		Japan	Persons	94	121	124	180	208	*1

*1 Corporations covered: Yazaki Corporation; Yazaki Meter Co., Ltd.; Yazaki Parts Co., Ltd.; and Yazaki Energy System Corporation
*2 Figures as of end of each fiscal year (June 20)

	Organizations covered	Unit	FY2020	FY2021	FY2022	FY2023	FY2024	Remarks
Number of employees who took continuous elderly care leave	Japan	Persons	5	6	5	4	6	*1
Number of employees who used short working hours during elderly care	Japan	Persons	6	7	4	4	4	*1
Number of employees who took elderly care leave	Japan	Persons	24	25	25	32	34	*1
Number of new graduate hires	Japan	Total	166	72	78	124	112	*1
		Male	122	62	64	97	85	
		Female	44	10	14	27	27	
Retention rate of new employees after three years	Japan	%	93.6	80.6	79.5	83.3	88.8	Retention rate of new graduates hired in April (from technical colleges, universities, and graduate schools) as of June 20, three years after joining. The figures for fiscal years 2020–2023 have been revised due to the change in the calculation period starting in fiscal year 2024. *1
Mid-career hire ratio	Japan	%	—	—	—	—	47	
Answer rate of the employee engagement survey	Japan	%	85.6	94.2	95.0	95.0	96.6	*1
Trends in employee engagement survey scores	Japan	%	41.1	39.5	40.4	40.0	43.9	Percentage of respondents who selected positive answers in the engagement survey *1
Hours spent in training per employee	Japan	Hours	5.0	4.3	5.0	10.2	9.58	*1
Turnover rate	Japan	%	—	—	—	—	3.6	*1
Gender gap in base salary and total compensation	Japan	%	—	—	—	62.3	64.1	*1
Frequency rate of occupational accidents	Japan	—	0.36	0.45	0.29	0.37	1.16	<ul style="list-style-type: none"> All factories in Japan Frequency rate = (Number of people injured or who died due to occupational accidents / Total number of actual hours worked) x 1,000,000 The number of people injured or who died due to occupational accidents refers to the number of people who lost their lives or were forced to take one or more days off work due to a bodily injury or loss of bodily function.
	North, Central, and South America	—	0.089	0.118	0.081	0.096	0.115	<ul style="list-style-type: none"> Frequency rate = (Number of people with recordable work-related injuries / Total number of actual hours worked) x 200,000 Number of people with recordable work-related injuries refers to the number of people who lost their lives in work-related accidents, or lost consciousness, or required one or more days off work, one or more days of restricted duties, transfer of workplace, or medical treatment greater than first aid.
	EMEA	—	0.041	0.021	0.010	0.015	0.005	
	Greater China	—	0.185	0.232	0.129	0.276	0.116	
	ASEAN	—	0.042	0.036	0.028	0.028	0.044	
	South America	—	0.000	0.011	0.039	0.009	0.014	
India	—	0.000	0.010	0.000	0.007	0.000		
Severity rate of occupational accidents	Japan	—	0.0066	0.0068	0.0084	0.0055	0.0347	All factories in Japan
Number of sites with ISO 9001 certification	Japan	Sites	—	24	24	24	24	*2
	Overseas	Sites	—	24	24	19	19	*2
Number of sites with IATF 16949 certification	Japan	Sites	—	2	2	2	2	*2
	Overseas	Sites	—	134	134	133	130	*2
Sustainability training implementation rate for purchasing personnel	Newly assigned members of domestic purchasing division	%	—	—	—	100.0	100.0	Calculated as the implementation rate for the target personnel
Sustainability training implementation rate for suppliers	Global	%	—	—	—	100.0	100.0	10 companies in Japan, 25 companies overseas

Governance and compliance

	Organizations covered	Unit	FY2020	FY2021	FY2022	FY2023	FY2024	Remarks
Directors	Japan	Persons	—	7	9	8	8	Corporation covered: Yazaki Corporation
Number of outside directors	Japan	Persons	—	0	0	0	0	Corporation covered: Yazaki Corporation
Number of female directors	Japan	Persons	—	0	0	0	0	Corporation covered: Yazaki Corporation
Age groups of directors	Japan	Age	—	—	—	59.8	62.1	Corporation covered: Yazaki Corporation
Number of Board of Directors' meetings	Japan	Times	—	16	14	16	16	Corporation covered: Yazaki Corporation
Number of corporate auditors	Japan	Persons	—	3	3	3	3	Corporation covered: Yazaki Corporation
Number of whistleblower reports / consultations	Japan	Cases	46	43	64	69	73	
	Overseas	Cases	—	—	—	—	744	
Compliance assessment implementation rate	Global	%	—	—	—	100.0	100.0	Six regional headquarters—Japan, North and Central America, EMEA, Greater China, ASEAN, Mercosur—and India
Antimonopoly Act e-learning completion rate	Japan	%	—	—	—	100.0	100.0	*1
Number of customer privacy violations and data loss incidents	Global	Cases	—	0	0	0	0	
Number of bribery violations	Japan	Cases	—	—	0	0	0	

*1 Corporations covered: Yazaki Corporation; Yazaki Meter Co., Ltd.; Yazaki Parts Co., Ltd.; and Yazaki Energy System Corporation

*2 Figures as of end of each fiscal year (June 20)

Selected global sustainability initiatives

The Yazaki Group engages in various initiatives that reflect the characteristics of the countries and regions in which it operates. Here, we will introduce some of the initiatives.

Category		
Contribution to the environment	Contribution to development of local communities	Initiatives with employees

EMEA

EMEA

YAZAKI EUROPE MIDDLE EAST AFRICA N.V. (Y-EMEA)

Become a buddy for newcomers!

Y-EMEA has introduced the Buddy Program to help ease the anxiety of newcomers and support their smooth adaptation to the workplace. Under this program, each new employee is paired with an experienced colleague who serves as their buddy. The buddy warmly welcomes the newcomer, answers questions, offers advice, and shares insights about the company culture, helping the new employees feel comfortable and integrated more quickly. This initiative fosters trust among employees and promotes a collaborative work environment. Serving as a buddy is also a rewarding experience, offering the opportunity to gain fresh perspectives from new team members.



Croatia

YEL ZAGREB BRANCH OFFICE (YEL-Z)

A cross-cultural talk: discovering Croatian culture

In November 2024, YEL Zagreb Branch Office hosted a Cross-Culture Talk, bringing together employees from diverse cultural backgrounds. Employees from Croatia introduced the country's history, traditions, and way of life. They explored Croatia's breathtaking natural beauty—from the picturesque Adriatic coastline to the stunning Plitvice Lakes. The participants also learned about cultural customs, local festivals, and iconic landmarks, such as Dubrovnik's Old Town. The session concluded with an introduction to Croatian cuisine, a unique blend of Mediterranean and Central European flavors that left everyone inspired to try some Croatian dishes!



Portugal

YAZAKI SALTANO DE OVAR PRODUTOS ELECTRICOS LDA. (YSE)

Employees' quarter-centuries honored at YSE

In December 2024, YSE held a recognition ceremony to honor eight employees who celebrated their 25th work anniversary. The ceremony expressed deep appreciation and respect for their dedicated contributions over the past 25 years, with certificates and gifts presented to each honoree. A lunch was also arranged to encourage interaction among participants, creating a warm and friendly atmosphere that strengthened unity among colleagues. Congratulations to all jubilarians.





South Africa

HESTO HARNESSES (PROPRIETARY) LIMITED (HESTO)

Employee awareness of energy efficiency

At HESTO, employees are encouraged to help improve energy efficiency and reduce CO₂ emissions. To promote a more sustainable workplace and demonstrate environmental responsibility, employees are encouraged to switch off lights during lunch breaks and at the end of their shifts. In addition, manufacturing lines and departments that consistently follow this practice are recognized for their efforts. This recognition has yielded positive results.

Serbia

YAZAKI SERBIA D.O.O. (YSD)

Workplace tour for children of employees



Three children of YSD employees, who are scheduled to participate in Summer Camp in Japan 2025, had the opportunity to visit YSD to observe and learn about their parents' work. YSD teams warmly welcomed the young

visitors and explained the importance of quality in the manufacturing process and the value of teamwork. The children asked many questions and, under employee supervision, even experienced operating some machinery. Through this experience, they gained a deeper understanding of and respect for their parents' work. For the employees, it was also a meaningful opportunity to connect the workplace with the next generation. Showing their passion for their work may one day inspire these children to pursue a future career at Yazaki. YSD takes pride in being a company that opens both its doors and its heart to families and looks forward to the adventures these children will have in Japan.



Bulgaria

YAZAKI BULGARIA EOOD (YBE)

Participating in the "Be a Human" project

YBE is taking part in the "Be a Human" project, a well-established social initiative in Bulgaria. This initiative provides food support to families in need and elderly individuals living alone, while also fostering community connections and a spirit of compassion. During the 2024 Christmas holiday, YBE participated in the largest support campaign. A donation drive was organized within the company, with more than 70 employees contributing food. Additionally, 10 employees joined other volunteers to personally visit the homes of more than 65 elderly individuals and deliver the food. These visits were not only about providing food—they were opportunities to share moments of connection and care.

Morocco

YAZAKI MOROCCO S.A. KENITRA FACTORY (YMO)

Spending Sunday cleaning a beach with 100 children



In May 2024, YMO Kenitra Factory organized an environmental awareness event led by our Green Ambassadors, bringing together 250 participants, including employees and their children. Attendees took part in a beach cleanup, collecting approximately 50 kilograms of waste. In addition, participants joined creative and educational

workshops and environmental awareness sessions hosted by our environmental partner organization, Manarate Ecologia, centered around themes such as painting, poetry, and recycling. This event served as a meaningful opportunity for families to foster their environmental awareness and encouraged younger generations to take action toward building a sustainable society. By combining hands-on cleanup with engaging activities, this initiative offered a thoroughly positive, fun, and impactful learning experience for all participants.

Romania

YAZAKI COMPONENT TECHNOLOGY S.R.L. (YCT)

YCT improves women's work lives



At YCT, it has become a tradition to give female employees a small token called Mărțișor every year on March 1st. This decorative charm, woven from red and white threads, carries a symbolic meaning—respect and appreciation for women, along with wishes for good fortune in the new season. For the 2024 celebration, the charms were provided by the NGO Dalia Association, an organization devoted to improving the lives of children diagnosed with severe and rare diseases, while also supporting their families. To contribute to this important mission, YCT made a donation to the Dalia Association and, in return, received these Mărțișor tokens of appreciation.

Türkiye

YAZAKI SYSTEMS TECHNOLOGIES TURKEY OTOMOTIV SANAYI VE TICARET LTD. STI. (YST)

YAZAKI OTOMOTIV YAN SANAYI VE TICARET A.S. (YOT)

YAZAKI WIRING TECHNOLOGIES TÜRKİYE ELEKTRİK SİSTEMLERİ SANAYİ VE TICARET LTD. STI. (YWTT)

Celebrating women in Engineering Day

Türkiye celebrated Women in Engineering Day in June 2025, to promote diversity and inclusion for female engineers. The event celebrated and empowered women working in technical fields by sharing the voices and contributions of female engineers active in areas such as production and design. Through the company's internal portal, inspiring words and stories from these women were shared to resonate with others. Although it was a one-day event, it aligned perfectly with our vision of creating an inclusive workplace. The celebration helped raise awareness of gender equality across the organization and fostered cross-departmental dialogue. Yazaki Türkiye is proud of the female engineers who bring positive change to our workplace every day.



EMEA

Ukraine

YAZAKI UKRAINE LLC. (YUL)

Caring for the wellbeing of all employees

The simple question “How are you?” marked the beginning of important and well-organized mental health training held by YUL for its employees in May 2025. This session was a part of the All-Ukrainian Mental Health Program, where participants learned from external experts how to listen, understand, and support others regarding mental health. Together, they discussed topics such as conflict resolution, prevention of occupational burnout, and effective ways to support individuals returning from military service. The day was filled with sincerity, mutual support, and deep insights and the participants gained new knowledge and skills that could make a real difference in their colleagues’ well-being. This initiative is planned to continue in the future.



Tunisia

YAZAKI TUNISIA S.A.R.L (YTU)

YTU scores big: two league titles in a row

YTU won the Gafsa Sports & Work League for the second consecutive year. This remarkable accomplishment is a testament to the team’s unwavering dedication, strategic precision, and fortitude.



From kickoff to the final whistle, the team showcased not only athletic talent but also the company’s core values—respect, teamwork, and integrity. Their focus and unity were key drivers of this success, which reflects the high level of teamwork within the organization. Players, coaches, and support staff all played vital roles, backed by the encouragement of YTU’s leadership. To celebrate, a special dinner was held in honor of the team recognizing their hard work and inspiring performance.

Czech Republic

YAZAKI WIRING TECHNOLOGIES CZECH S.R.O. (YWTC)

Employee influenza prevention measures



In October 2024, YWTC provided supplements to all employees to help boost their immune systems and build resilience against viruses and germs. Employees could choose the supplement that best suited their individual needs from a wide selection, including vitamins C, D, B, and magnesium. This initiative was planned in response to the results of the previous year’s employee engagement survey, with the aim of promoting employee health. As YWTC’s first such program, it received an overwhelmingly positive response. YWTC remains committed to supporting the health and well-being of its employees.

Egypt

YAZAKI EDS EGYPT, EGYPTIAN J.S.C (YEG)

YEG’s support for breast cancer awareness and prevention

YEG is actively supporting the fight against breast cancer. In February 2025, YEG partnered with the Bahya Foundation, a nonprofit organization dedicated to raising awareness about breast cancer, promoting early detection, and supporting women undergoing treatment. Together, YEG and the Bahya Foundation plan to provide up to 200 breast cancer screenings for women in the Fayoum region at Bahya Hospital. As part of its commitment to the local community, YEG will also launch an awareness campaign in Fayoum focused on breast cancer prevention and early detection.



Asia

India

YAZAKI INDIA PRIVATE LIMITED (YIPL)

Clean drinking water initiatives



As part of YIPL’s CSR activities, we partnered with an NGO supporting sustainable rural development to implement a transformative clean drinking water project in four villages in the Trimbak and Surgana tribal regions of Nashik District. The initiative ensured household-level access to safe drinking water through solar-powered water lifting systems, open wells, ground storage reservoirs, and a comprehensive pipeline network. Each of the 248 households now benefits from individual tap connections, positively impacting over 1,220 lives. The project has significantly reduced the physical burden on women who previously had to walk long distances to collect water, while also contributing to improved hygiene and overall health in these underserved communities.

China

FOSHAN SHUNDE YAZAKI AUTO PARTS CO., LTD. (FSY)

Supporting career advancement for persons with disabilities

Since 2009, FSY has been promoting employment opportunities for persons with disabilities by developing roles suited to individual abilities, providing skills training, and creating barrier-free work environments. To date, the company has employed 60 persons with disabilities, supporting their career growth. These efforts have been recognized with a certificate of appreciation from the local disability employment service center, and FSY has been officially designated by the government as a base for employing persons with disabilities. Going forward, FSY will continue to contribute to the promotion of employment for persons with disabilities and the inclusive development of society through concrete actions, thereby creating social value.



Thailand

THAI ARROW PRODUCTS CO., LTD. CHACHOENGSAO FACTORY (TAP-C)

Community engagement through school safety initiatives



In July 2024, TAP-C organized a safety promotion event at Wat Srisuttaram School, Chachoengsao Province as part of the "Safe School Initiative – 10th Anniversary." The activity, led by Thai and Japanese management teams of TAP-C and the TAP-C Safety Committee,

included basic fire safety and CPR training for teachers and students, as well as environmental improvements around the school, such as electrical system repairs. TAP-C also donated fire extinguishers and educational scholarships, and provided free lunches to both teachers and students. The event aimed to advance safety awareness and bring meaningful benefits to the youth and the local community.

Cambodia

YAZAKI (CAMBODIA) PRODUCTS CO., LTD. (YCP)

Donating school supplies to local elementary schools



As part of its community engagement, YCP annually donates school supplies and carries out school repair activities for nearby elementary schools. In fiscal year 2024, YCP donated school supplies to the Vong Katak Annex Elementary School and hosted a presentation ceremony with students, teachers, and PTA members invited to the company. Initially nervous, the children began smiling as they listened to the president's speech. Afterwards, they received stationery sets and lunches from the president and plant manager, and enjoyed their meals with friends. YCP employees were also energized by the children's bright smiles. Moving forward, YCP will continue fostering strong ties with the community and supporting the creation of learning environments where children can study with joy.

Vietnam

YAZAKI EDS VIETNAM CO., LTD. (YEV)

Contributing to stable employment for hearing-impaired workers



Since 2006, YEV has actively promoted the employment of hearing-impaired individuals. However, communication challenges created obstacles in training, including longer education times, reduced comprehension, and higher rates of retraining and retesting. To address this, YEV created a work environment that makes tasks easier for hearing-impaired employees to understand and perform, and improved the training methods. By introducing video manuals with sign language for both classroom and practical training, education time was reduced by 15%, and the retesting rate in classroom training dropped from 50% to 7%. As a result, the number of hearing-impaired operators increased from 56 to 66. YEV will continue expanding training across a wider range of tasks, contributing to a society where everyone can access safe, stable, and fulfilling work.

Myanmar

MYANMAR YAZAKI THILAWA COMPANY LIMITED (MYT)

Short-term employment program for students



MYT hosted 10 students from the Government Technical Institute (GTI) Thanlyin for a short-term employment program from April to May, 2025. During this period, the students worked across various departments, including ICT, Production, QA, Production Control, and HR, gaining practical experience and contributing effectively to daily operations. The program provided valuable opportunities to acquire practical skills and receive career guidance. The plant manager and department representatives highly praised the students' performance and sincere attitude. This initiative supports MYT's sustainability goals and reflects our ongoing commitment to nurturing young talent in the local community.

Japan

YAZAKI PARTS CO., LTD.

Initiatives to preserve local cultural heritage



In July 2024, four volunteer employees from the Tochigi Factory participated as helpers in the Yamaage Festival in Nasu Karasuyama City, a festival with a 460-year history. Registered as a UNESCO Intangible Cultural Heritage, the festival has faced severe labor shortages in recent years due to population aging and declining birth rates. One major challenge is securing over 100 young participants needed to set up the stage using the festival's iconic floats for Kabuki performances. The employees took on a critical task in erecting the Ooyama, assembling bamboo structures and wooden frames adorned with traditional Japanese landscape paintings on washi paper, entirely by hand. Despite extreme heat and rain, they persevered with service mind and fortitude. Yazaki Parts will continue to value its connections with the local community through such initiatives.

South Korea

YAZAKI CORPORATION KOREA BRANCH OFFICE (YKBO)

YKBO's sustainable initiatives supporting local communities and nature



YKBO conducts community contribution activities twice a year. In the first half of the year, employees donated funds to participate in a bread-making activity in cooperation with the Korean Red Cross. Despite being a new experience for many, a variety of delicious breads were made and delivered to local senior care facilities. In the second half, under the theme of creating a green environment for people and nature, employees removed vines and applied fertilizer at a forest fire-affected area to support the growth of young trees. Additionally, employees initiated a coastal cleanup activity. These activities not only increased awareness of social contribution but also strengthened teamwork. YKBO will continue to engage in diverse community and volunteer activities, addressing social and environmental challenges as an integral part of the company.

Taiwan

TAIWAN YAZAKI CORPORATION (TYC)

Supporting migrant workers



Since 2017, TYC has been employing Vietnamese workers to address local labor shortages. Currently, 205 migrant workers are employed, with a stable support system in place. In fiscal year 2024, nine TYC employees participated in the "2025 Immigration Implementation Plan," an exchange event for foreign workers organized by the Pingtung County Government. Participants enjoyed concerts and movie screenings while strengthening ties with the local community. One Vietnamese employee shared that they were very happy to participate in a government-organized event, meeting new friends and being deeply moved by the movie. Going forward, TYC will continue contributing to a safe and supportive work environment where everyone can work with peace of mind, in line with our corporate policy.

Asia

The Philippines

EDS MANUFACTURING, INCORPORATED (EMI)

Service Drivers' Pasasalamat Day: honoring our everyday heroes



In October 2024, EMI held a heartfelt event dedicated to the 28 service drivers who start their day early to ensure employees arrive at work safely. These drivers are more than just transportation providers—they are the unsung heroes who wake up before dawn to bring everyone safely to our workplace. Their commitment and reliability are essential for us to perform our best every day, and we are proud and grateful to have such dedicated individuals supporting our company family. Aply named Service Drivers' Pasasalamat Day, this special occasion was a sincere expression of gratitude for the hard work and dedication of the drivers. To show our appreciation, each driver received practical gifts such as cushions, towels, and tumblers to support their comfort while driving. We look forward to many more safe journeys with them.

Singapore

YGP PTE. LTD. (YGP)

Engaging minds through the power of science



In November 2024, 20 YGP staff volunteers accompanied 34 children from a social welfare organization on an educational trip to Science Centre Singapore. This Centre promotes science and technology among students, displaying more than 1,000 interactive exhibits. The field trip started with a 3D movie screening, followed by a full day exploring various interactive exhibits. Through this field trip, YGP provided the children with an opportunity to foster their interest in science and technology. This activity also recognized YGP's commitment to being a responsible corporate citizen by actively contributing to society.

Indonesia

PT. AUTOCOMP SYSTEMS INDONESIA (PASI)

Building strong and healthy supply chains



With the aim of strengthening collaboration with suppliers for business sustainability, PASI held a Supplier Sharing Meeting. A total of 44 suppliers participated, during which PASI introduced several policies, including global ESG sustainability policies and human rights due diligence policies based on the United Nations Guiding Principles on Business and Human Rights. PASI also called for proactive efforts to prevent human rights violations. Furthermore, PASI and its suppliers signed a joint commitment to promote sustainability. PASI has actively participated in training programs and seminars organized by the United Nations Development Program (UNDP), the Japan International Cooperation Agency (JICA), and other organizations, helping deepen understanding across the entire supply chain. Moving forward, PASI plans to expand these activities to multiple domestic locations.

North, Central, and South America

United States

YAZAKI NORTH AMERICA, INC. (YNA)

Promoting crisis management activities to support business continuity

At YNA, regular training and reviews of crisis response procedures are conducted to ensure appropriate actions can be taken in the event of an emergency. When a crisis does occur, YNA responds swiftly to ensure business continuity. In fiscal year 2024, to prepare for potential future crises, tabletop exercises and workshops were held with external instructors. The tabletop exercises simulated responses to emergencies such as fires and cyberattacks. The workshops provided practical knowledge to overseas staff and executives on support systems and response measures in the event of a kidnapping. Similar initiatives were carried out at other locations, strengthening crisis management across the entire Group.



Mexico

ARNECOM S.A. DE C.V. (ARC)

Donation of a plastic bottle cap collection container to an elementary school

As part of its efforts to contribute to the Sustainable Development Goals (SDGs), Arnecom's YIM plant donated an arrow-shaped container, inspired by the Yazaki logo, to Luis López Mina Elementary School through the InstruAliados program. This container is used to collect plastic bottle caps, which are then delivered to the Granito de Ayuda ("A Grain of Help") Foundation. The foundation provides treatment, resources, and support, as well as comprehensive assistance to children battling cancer. This collaborative initiative embodies our corporate values of "Acting with Integrity" and "Valuing Our People," while reaffirming our commitment to community contribution and environmental responsibility through InstruAliados. It also promotes a shared sense of responsibility among all participants.



El Salvador

ARNECOM DE EL SALVADOR S.A. DE C.V. (ARCES)

ARCES blood donation campaign in partnership with the local community

In January and April 2025, ARCES organized blood donation campaigns, with approximately 60 team members participating. Each participant voluntarily extended a helping hand to assist individuals they may never meet. Blood donation is not only a medical procedure but a profound act of humanity. The collected blood plays a vital role in medical emergencies, surgeries, and complex treatments. These initiatives demonstrate that the Yazaki Group is not only a manufacturer of automotive components but also a company that values community, mutual support, and compassion.



Guatemala

YAZAKI DE GUATEMALA, S.A. (YGS)

Celebrating academic achievement to support the growth of children

At YGS, children of employees who have achieved outstanding academic performance are recognized through an award program. In fiscal year 2024, approximately 200 employees and their children attended the award ceremony, where recipients were presented with school backpacks filled with educational supplies appropriate for their academic level. Education is regarded as an important pathway to success for children in Guatemala. By ensuring access to essential learning materials, YGS reaffirms the importance of education and supports children's motivation to learn.



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Nicaragua

YAZAKI DE NICARAGUA S.A. (YN)

Celebrating employees' children for outstanding academic performance

At YN, employees' children with outstanding academic achievements are recognized at each site through an award program. The 2025 ceremony was held in April, with a total of 1,182 participants, including the children and their parents. Award recipients received a certificate, a medal, refreshments, a school bag filled with supplies, and a special gift based on the number of times they had participated. In addition, recognition was extended to the employees' parents for their ongoing efforts and support of their children's education. This initiative, which was launched in 2005, continues to foster children's motivation for academic success and demonstrates the company's long-standing commitment to supporting education.



Colombia

YAZAKI CIEMEL S.A. (YCSA)

Reduction of single-use cup consumption through reusable alternatives at YCSA

YCSA implemented a strategy aimed at reducing the consumption of single-use cups within its facilities, aiming to minimize the amount of non-recyclable plastic waste and raise environmental awareness among employees. Reusable cups were distributed to all employees, resulting in a reduction of average monthly usage from 12,300 disposable cups to just 495— achieving a 96% decrease. This initiative helped avoid the disposal of approximately 140,000 cups annually. Furthermore, a fee system was introduced for the use of disposable cups in beverage vending machines, encouraging more conscious use of reusable alternatives. These initiatives significantly reduced



single-use plastic waste and mitigated its environmental impact, reaffirming the company's commitment to continuous improvement in environmental performance.

Brazil

YAZAKI DO BRASIL LTDA.
YAZAKI BRASIL MINAS GERAIS, SISTEMAS ELÉTRICOS LTDA. (YBL)

Join the UN Global Compact – Rede Brasil

In February 2025, YBL joined the United Nations Global Compact in Brazil. More than 21,000 organizations across 162 countries and 65 regions are currently participating in this initiative, working to implement and report on the Ten Principles in the areas of human rights, labor, environment, and anti-corruption, while also striving to achieve the SDGs. Brazil hosts the second-largest Global Compact network in the world, with more than 1,900 participating organizations. The network promotes projects across more than 50 themes, including water and sanitation, food and agriculture, energy and climate, human rights and labor, anti-corruption, and engagement and communication. Through the implementation of the Ten Principles and annual reporting, YBL is reinforcing its commitment to sustainable business practices.



Paraguay

YAZAKI PARAGUAY S.R.L. (YPY)

Environmental initiative on the banks of the Paraguay River

In October 2024, Yazaki Paraguay's Environmental Committee performed a major environmental initiative along the Paraguay River, near the Remanso fish market. The event brought together employees committed to environmental causes, who actively participated in cleanup activities, waste collection, and awareness campaigns, highlighting the importance of preserving our natural resources. This initiative had a positive and tangible impact on improving the local environment, while also demonstrating the company's ongoing dedication to fulfilling its social and environmental responsibilities. It fostered the spirit of collaboration and teamwork between employees and the local community.



Argentina

YAZAKI ARGENTINA S.R.L. (YAS)

Support initiative for the community cafeteria in La Esperanza

Residents of the La Esperanza district, together with church members, provide snacks and dinners once a week to more than 80 children and adults in difficult circumstances. This activity takes place in a vacant lot cleaned by the members themselves and is operated solely through local donations and volunteer efforts, without any support from the government or organizations. Through the It Depends on Us program, 19 volunteers from YAS created mobile storage cabinets using recycled pallets and collected and donated cooking utensils. This project improved the working environment and optimized the efficiency of organizing ingredients and tools. It also strengthened community bonds through teamwork and solidarity.



Third-party opinion



Mitsuo Ogawa President Craig Consulting Co., Ltd.

Profile Graduated from Waseda University, and after working for a major automotive-related manufacturer, earned an MBA from the University of Pittsburgh. Engaged in management consulting at Sanwa Research Institute and PwC Consulting. Became independent in 2004 and has continued in this capacity since. Specializes in organizational theory and human resource activation theory. Visiting Professor, Graduate School of Management, Nagoya University of Commerce & Business.

The expansive Y-CITY site of Yazaki Corporation, located at the foot of Mount Fuji, is an open space that blends into the local community and coexists harmoniously with residents. For example, at the on-site care facility, Yazaki Care Center “*Kami Fusen*,” only 10% of the residents are relatives of employees, with the majority being elderly members of the surrounding community. This is a concrete embodiment of the Corporate Policy “A Corporation Needed by Society,” as stated by President Yazaki in his message (page 11), clearly demonstrating that the policy is not merely a slogan or a framed phrase, but a principle actively put into practice.

The featured “*Road Vision*” (page 19) is another excellent example of the Corporate Policy in action. By analyzing data obtained from the company’s tachographs, the service uses AI to detect road deterioration—truly a valuable solution that leverages Yazaki’s technology to address societal challenges. In a previous article, I noted a desire to see initiatives that represent “the face of the company,” and this service exemplifies exactly that. Comments from the lead developer appear on page 21, stating that the project was driven by Yazaki’s Corporate Policy, further demonstrating the central role the policy plays in guiding the company’s initiatives.

On page 59, the “Yazaki Environmental Vision 2050” is presented. This marks the company’s first announcement of an environmental vision and represents an ambitious commitment to achieving carbon neutrality by 2050. A mid-term target has been set for 2030: a 39% reduction in CO₂ compared with 2017 levels—a goal that is far from simple. Reducing CO₂ emissions inevitably involves higher product costs, making technological innovation essential for achieving these targets. As one approach to realizing carbon neutrality, the company has been steadily pursuing a circular economy.

For example, the initiative described on page 72—collecting used battery cases from end-of-life vehicles, recycling them into polypropylene resin, and using the material in connector blocks—is a prime example of the company’s advanced technological capabilities in action. The company’s willingness to set ambitious goals and proactively address them through its own technology deserves high recognition.

On the other hand, I would like to point out two challenges for the future.

On the final page of this report (page 92), the results of the external EcoVadis assessment are disclosed. These results provide an objective evaluation from an independent rating organization and can be regarded as a “report card” on the company’s sustainability activities. EcoVadis is structured so that even as Yazaki progresses in its initiatives, the score will not improve if other companies achieve greater results. This score should be shared company-wide, including with senior management. Since EcoVadis provides individual scores for highly visible topics such as the environment and human rights, these scores should not be viewed with simple joy or disappointment. Rather, they can serve as a valuable resource for internal discussion on why the scores were given and what actions should be taken going forward.

The second point concerns the organizational framework: I believe a dedicated sustainability committee should be established. Currently, the Global Internal Control Committee serves as the driving body, but given the expansion of sustainability initiatives and increasing expectations from external stakeholders, it would be appropriate to create a specialized committee as an advisory body to the Management Meetings. As a first topic for the committee, one option would be to begin by reviewing the EcoVadis assessment results mentioned earlier.

Tetsuya Sugiyama General Manager, Corporate Governance and Legal Affairs Division Yazaki Corporation

We would like to express our sincere gratitude to Mr. Ogawa for sharing his valuable insights with us again this fiscal year.

He highlighted examples such as the on-site care facility accessible to external users, Yazaki Care Center “*Kami Fusen*,” and the featured *Road Vision* initiative, noting that our Corporate Policy, “A Corporation Needed by Society,” is not merely a slogan or words on a plaque. We are truly pleased that our employees’ ongoing efforts to embody the policy in their daily work have been recognized by an external third

party. We will continue to drive our business with the policy as our foundation.

Regarding the two challenges he suggested, we will go beyond last year’s focus on promoting internal understanding of sustainability. We will further engage senior management and establish the necessary structures and processes to ensure that sustainability considerations are incorporated into decision-making from the earliest stages of business planning.

External evaluation

■ EcoVadis Sustainability Rating

In the 2024 sustainability assessment conducted by EcoVadis, an international sustainability rating organization, we received the “Commitment Badge.”



■ CDP

In 2024, we submitted responses in the Climate Change and Water Security categories of CDP (Carbon Disclosure Project), an international environmental NGO that provides a global environmental information disclosure system.



■ NIKKEI Sustainable Management Survey, SDGs Management Edition

In the 2024 NIKKEI Sustainable Management Survey, SDGs Management Edition conducted by Nikkei Inc., we received an overall rating of 3.0 stars.



■ Clarivate Top 100 Global Innovator

We were selected as one of the “Clarivate Top 100 Global Innovators 2025” by Clarivate, a UK-based company, recognizing us as one of the 100 organizations leading the world in technology research and innovation.



■ Monisu Certification

In 2023, Yazaki Business Support Co., Ltd. was recognized under the Monisu Certification System by the Ministry of Health, Labour and Welfare as an outstanding small and medium-sized business in the employment of persons with disabilities.



■ Certified Health & Productivity Management Outstanding Organization

Since 2018, we have been continuously selected as a Certified Health & Productivity Management Outstanding Organization under the Health & Productivity Management Outstanding Organizations Recognition Program 2025 conducted by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange.



Initiatives we support

■ Keidanren Initiative for Biodiversity Conservation

Since 2023, we have supported the Keidanren Initiative for Biodiversity Conservation, a framework promoted by the Japan Business Federation (Keidanren) to encourage and support voluntary corporate and organizational efforts for biodiversity conservation.



■ Sustainable Development Goals (SDGs)

We support the SDGs, which consist of 17 goals and 169 targets aimed at achieving a sustainable world by 2030.



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