

A Corporation in Step with the World

A Corporation Needed by Society

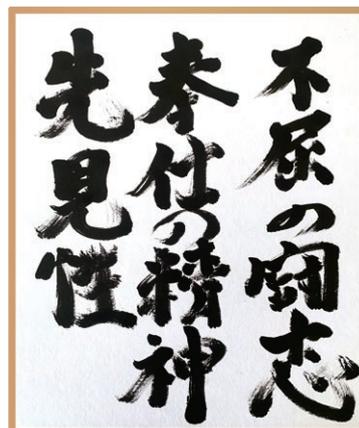
Fundamental Management Policy

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.



Foresight Service Mind Fortitude

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* Titles in red are priority issues

Report Outline

Editorial policy

Since fiscal year 2002,* the Yazaki Group has continuously published a CSR Report for the purposes of disclosing information on company activities undertaken in order to achieve a sustainable society and raising awareness among our employees. This fiscal year, we report on the initiatives undertaken and results obtained over the past year by the Yazaki Group in line with priority CSR issues affecting our five key stakeholders—customers, local and global communities, the global environment, business partners, and employees—in accordance with our CSR policy. Featured photographs were either taken before the spread of COVID-19 infections or taken to capture facial expressions that were momentarily revealed. We hope that this report will help to deepen understanding of the CSR activities carried out by the Yazaki Group.

* Published as an Environmental Report in fiscal year 2002 and as a Social & Environmental Report between fiscal years 2003 and 2016

Reporting period

This report conveys the details of activities carried out by the Yazaki Group in fiscal year 2020* (June 21, 2020, to June 20, 2021).

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

Organizations covered

Yazaki Corporation and consolidated companies in Japan and overseas

Reporting cycle

Published each year as an annual report

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.

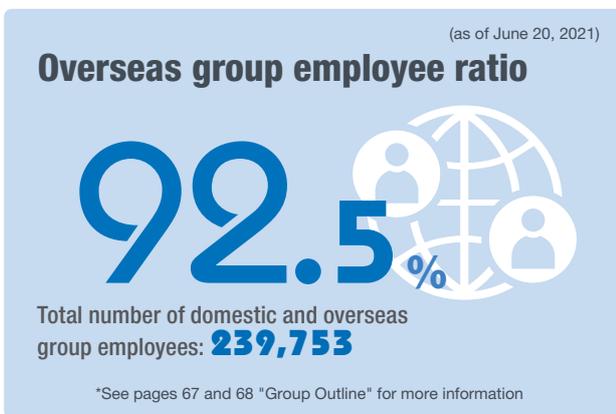
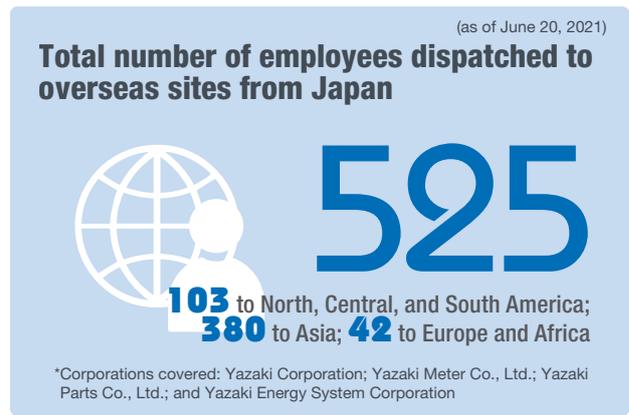
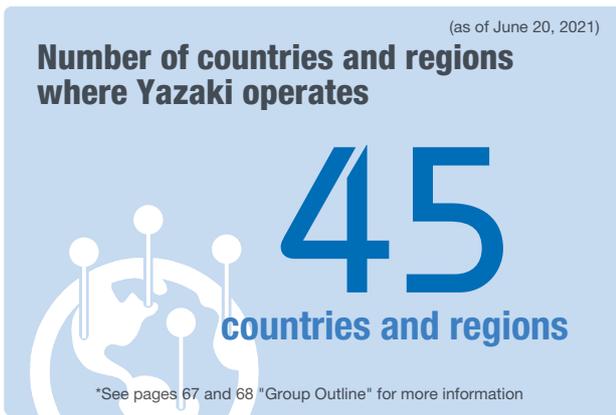
This report and our website

While this report provides an outline of activities of the Yazaki Group, our website presents more detailed information and ESG data. Please visit the website together with this report.

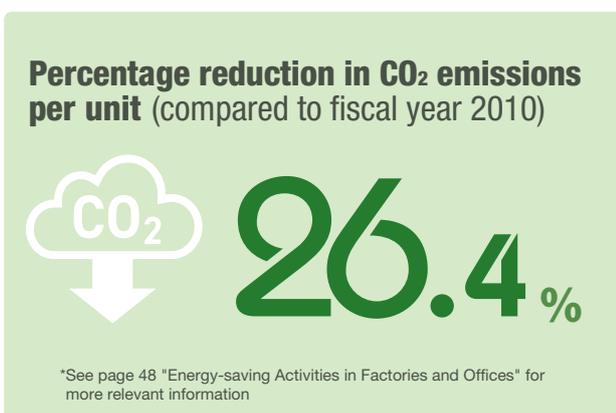
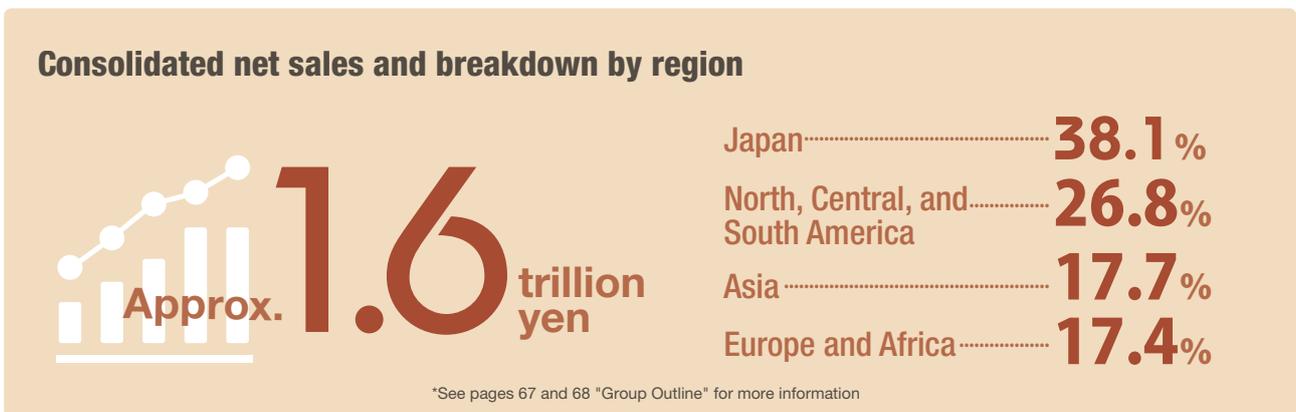
[| Web | Yazaki Group's CSR
https://www.yazaki-group.com/global/csr/2021.html](https://www.yazaki-group.com/global/csr/2021.html)



The Yazaki Group at a Glance



FY 2020 The Yazaki Group Introducing the characteristics of the Yazaki Group at a Glance



Electric wires
Use of cables on construction sites
Domestic share
Top class

Wire harness
Global share
Top class

In-vehicle safety & service systems
(Digital tachographs, driving recorders, taxi meters)
Share of each domestic sector
Top class

Number of global automakers that utilize Yazaki products

Over **20** companies

Approximately half of all taxis in Japan feature a Yazaki-made taxi meter

Approx. **1/2** of all taxis

Aggregate length of cables sold per year

Enough to encircle the globe approximately

10 times
420,313 km

Number of times recognized as one of the Clarivate Top 100 Global Innovators

3 times
2015, 2016, 2021

*See page 26 "Topics" for more relevant information

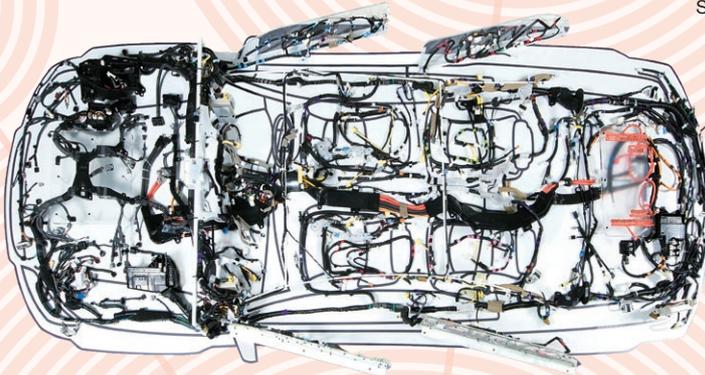
The Yazaki Group's Business and Products

Wire Harness/Electronic Equipment

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.



Smart junction block



Wire harnesses

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

FOR
CARS

Yazaki provides a wide range of products with a focus on wire harnesses, which function as the nervous system or blood vessels of a vehicle, meters, and other devices that support car electronics.



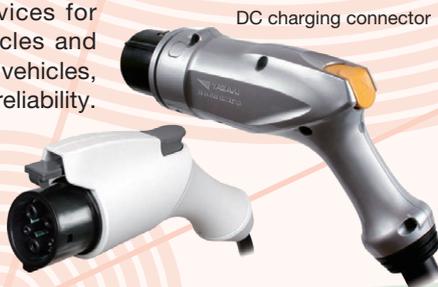
Arofriend 27, a taxi meter compatible with wireless LAN



DTG 7 Digital tachograph

Charging Connectors

Yazaki's connectors, which are indispensable devices for charging electric vehicles and plug-in hybrid electric vehicles, are renowned for their reliability.



DC charging connector

AC charging connector

In-Vehicle Safety & Service Systems

We are contributing to traffic accident prevention and environmental conservation through the provision of equipment that supports safe and eco-friendly driving.

For Cars,
Daily Lives, and
Communities

With products that contribute to safety and the environment

Electric Wires

We provide lead-free general cables, environmentally friendly ecology cables, and halogen-free cables. Additionally, we were the first in the industry to acquire the Eco Leaf environmental label.



Yawaraka Cable 600 V lineup



Yazaki Slim Branch



FOR
DAILY LIVES

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



LPWA wireless equipment



U-Smart ultrasonic gas meter

Air-Conditioning Equipment

Our absorption chiller-heaters that utilize exhaust heat and renewable energy are environmentally friendly air-conditioning systems.



Bio-Aroace wood pellet-fired absorption chiller-heater

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

Eco Solar Multi split-type solar water heating system



Solar Equipment

We leverage solar heating technology refined over many years to provide solar heating products for household and commercial use that meet customers' needs.

Nursing Care

We operate a community-based nursing-care program.



Yazaki Care Center Kamifusen

Agriculture

We run a community-based agricultural business for cultivating local specialties consisting of vegetables and rice on rented farmland.



Growing tomatoes in a plastic greenhouse

We actively endeavor to be a business needed by society through such means as reducing environmental impacts and contributing to local communities.



FOR
COMMUNITIES



Paper foam cushioning material

Environment & Recycling

We contribute to conservation of the environment through a business involving the recycling of wastepaper.



Using a Period of Great Change as an Opportunity to Contribute to Solve Social Issues

President, Yazaki Corporation

Shinji Yazaki

Our daily lives are still being affected more than a year after the COVID-19 pandemic first emerged. I would like to take this opportunity to extend my sincerest condolences to those who lost their lives because of COVID-19, and I extend my heartfelt sympathy to everyone who contracted the infection or who had their lives upended by the pandemic. I would express my deepest respect and gratitude to the healthcare workers who have been on the frontlines of the battle against COVID-19 for long period, as well as everyone else who has been working to support social functions and economic activities.

Further Promoting CSR and Contributing to the Achievement of the SDGs

Companies are expected by society to work on solving a variety of different issues related to climate change, human rights, social infrastructure, and other issues currently affecting modern society through business activities. In order to fulfill these expectations, the Yazaki Group, a corporate group that operates globally, identified 23 items across six areas as priority issues for the promotion of CSR and linked them to the SDGs (sustainable development goals) in fiscal year 2018. We positioned these items as management challenges and are committed to addressing these challenges through business activities and by promoting CSR with the aim of contributing to the achievement of the SDGs. In particular, our entire corporate group must pursue the addressing of environmental issues and the undertaking of initiatives which relate to respect for human rights even more vigorously than before.

Accelerating Initiatives for Achieving Carbon Neutrality

In recent years, numerous large-scale natural disasters frequently occurred around the world and it is believed to have been caused by climate change. Decarbonization is regarded as a way to address global warming, which is considered a major factor behind climate change. Many companies throughout the world, including the manufacturers of automobiles, are working on initiatives to achieve carbon neutrality. The automotive sector of Japan has also declared that it will expand options for achieving carbon neutrality by various ways such as raising the proportion of electric vehicles, hybrid vehicles, plug-in hybrid vehicles, and fuel-cell vehicles on the road. In order to contribute to a decarbonized society, the Yazaki Group will further accelerate environmental initiatives to achieve carbon neutrality. To this end, it will be necessary to act across the entire product life cycle from the procurement of raw materials that takes the supply chain into account to the production of products, logistics, distribution, disposal, and recycling, and we will be required to contribute to reduce carbon dioxide emissions from the stage at which products are developed and designed. To achieve the foregoing, the Yazaki Group will coordinate with customers, suppliers, and each industry association to an even greater extent than before and strive to reduce the generation of carbon dioxide throughout the entire supply chain.

We will consider where the Yazaki Group needs to be in five to ten years and beyond and what we need to do now to achieve our goals. Therefore we can properly proceed while remaining mindful of the ever-changing social context in which the automotive industry operates by also considering the requirements to be satisfied by this industry.

Demonstrating Our Strength with Our “One for All, All for One” Mindset

By facing this collective experience with COVID-19 reminded me of just how critically important it is to ensure safety and security and to maintain production activities at the same time. With the mission of the Yazaki Group as a collection of manufacturing entities being the fulfillment of the responsibility to supply goods in a way that does not generate any inconvenience to customers even by prioritizing human life. In order to do so, we have been striving to make our Global Flexible Production System function at the greatest extent. This system has been developing since before the current crisis, and our employees have been responding as one. Under these circumstances, we need a mindset that focuses not only on the self but rather “One for All, All for One” mindset that pushes us to support one another as we try to achieve our goals. Manufacturing sites that are imbued with this mindset are indeed the source of strength of our company.

While COVID-19 is a daunting crisis, it also offers us the opportunity to review our approach to work as something that we have taken for granted and to rebuild the foundation for management as a *monozukuri* (craftsmanship) company so that we can better adapt to changes in the world. The fact that employees believe that we should take advantage of this opportunity to further develop the Yazaki Group is highly meaningful for the future of the Group. Despite the constraints imposed by COVID-19, I would like to visit the various sites we operate as often as possible to listen to the concerns and issues affecting each site, determine solutions together with local workers, and pursue activities with an eye on strengthening the elements of risk management and BCP (business continuity plans).

In our BCP, we must maintain and strengthen not only the Yazaki Group but also the entire supply chain to continue our business. Consequently, the development of a sound and robust supply chain is a priority issue for the promotion of CSR, such that we are building and reinforcing a system of mutual cooperation while sharing procurement policies and issues through interactive communications with global suppliers. In addition, we will continue to promote the type of CSR procurement that considers the quality, performance, and prices of raw materials and parts, as well as the state of initiatives undertaken by suppliers to address their social responsibilities in terms of the environment, human rights, and labor.

Further Strengthening of Human Rights Initiatives

As a theme behind the initiatives undertaken to promote CSR

by the Yazaki Group, the issue of human rights is becoming increasingly important on a global scale, as seen in recent developments concerning laws and regulations related to human rights in the EU and elsewhere. It has been expected that companies deepen their understanding of the issues concerning human rights and take appropriate action in the countries and regions where they operate.

Because of our presence in 45 countries and regions around the world, we have been strongly aware of issues concerning human rights and have been addressing these issues for a long time. In response to the societal background described above, we enacted the Yazaki Group Human Rights Policy and clarified our commitment to human rights in fiscal year 2020. This policy applies to all Yazaki Group companies in Japan and overseas and the employees of these companies. Currently, we also ask our suppliers and other parties with whom we interact to agree to this policy.

Furthermore, we have begun undertaking human rights due diligence in accordance with this policy at sites starting from the ASEAN and greater China region, where the pertinent risks are relatively high. In addition to the initiatives for our own sites, we have also begun developing guidelines for our suppliers on our requirements for CSR, including with respect to initiatives for human rights.

Challenges of Making the Next-generation Mobility Society a Reality

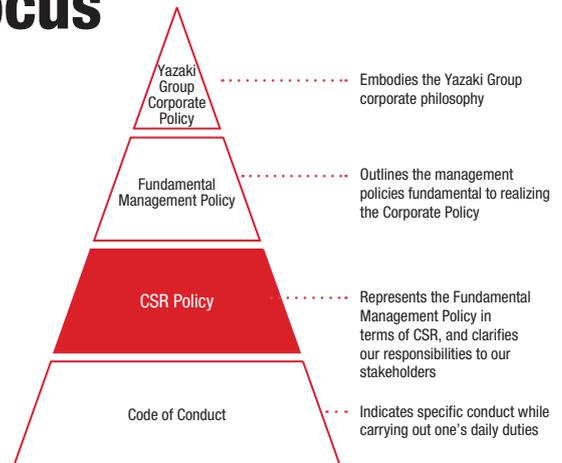
The automotive sector is in an era of once-in-a-century great change. A descriptive term that helps capture the essence of this period is the mobility business. Initiatives for building the mobility business based on CASE, MaaS, and other new technologies are expected to continue to develop and diversify, while new lifestyles and behavioral patterns that conform to the new normal are incorporated.

The Yazaki Group is developing businesses in a variety of fields that contribute to the next-generation mobility society that is geared for cars, daily lives, and communities. We are confident that we will continue to take advantage of this focus as we go forward. This process must also encompass the accurate ascertainment of the changing needs of society and our customers, the development of business operations for which sustainability is a consideration, and efforts to achieve the SDGs. To this end, we need to take a multi-pronged approach and render the mobility society of the future more fulfilling. The Yazaki Group regards this period of great change as an opportunity and would like to create new value and contribute to resolve social issues while utilizing our global network.

We will continue to contribute to build a sustainable society through *monozukuri* as we aim to fulfill the Yazaki Group Corporate Policy while we keep ourselves apprised of developments in society.

The Yazaki Group's CSR Focus

The Yazaki Group has set forth a CSR policy and is steadily implementing CSR activities while working to ensure its realization. With the aim of contributing to the development of a sustainable society, we will continue to engage in more proactive initiatives with a long-term and broad outlook.



CSR Policy

The Yazaki Group Corporate Policy of “A Corporation in Step with the World” and “A Corporation Needed by Society” will only be realized by responding to the trust and needs of our global society. In implementing our Fundamental Management Policy, we will listen to the voices of our stakeholders and reflect them in our business activities. Our goal is to contribute to the sustainable development of the earth and society, and we will encourage our business partners to support this policy and work together with us toward its achievement.

Customers

- We will develop and provide safe and high quality products and services that meet the expectations of our customers, and comply with relevant laws and standards.
- We will provide necessary product information properly from the perspective of customers.
- We will protect our intellectual property rights. At the same time, we will respect the legitimate intellectual property rights of others.
- We will carefully manage and protect confidential information of our business partners that we may have acquired through business activities.
- We will take preventive measures against all foreseeable risks surrounding our business and conduct risk management so that in the event of an emergency, we will be able to protect the safety of our employees and local residents as well as maintain business continuity.

Local and global communities

- We will respect the culture and laws of each country and territory, and in conducting all corporate activities comply at all times with relevant laws as well as internal regulations, including this policy.
- We will comply with laws and regulations regarding import and export control of the country or region where we operate.
- We will prohibit the offering of bribes to public officials and politicians and maintain a sound and transparent relationship with government agencies.
- As good corporate citizens, we will endeavor to create an affluent society by promoting social contribution activities and proactive dialogue.

Global environment

- Based on the Yazaki Global Environment Charter, we will actively promote environmental conservation activities to ensure that a rich global environment is passed on to the next generation.

Business partners

- We will maintain a fair, just, and transparent relationship with our business partners and conduct transactions with integrity.
- We will comply with the laws and regulations of each country, region, or territory in order to maintain fair competition.
- In procurement activities, we will expect business partners to act in accord with this policy.

Employees

- We will build working relations of mutual trust through an open and sincere dialogue with our employees.
- We will respect the diversity of our employees, provide equal employment opportunities, and not conduct discriminatory practices.
- We will respect human rights and not tolerate human rights violations. We will not practice forced or child labor.
- We will comply with laws and regulations related to labor, including wages and working hours, and at the same time, and we will provide fair working conditions to all of our employees and maintain a safe and healthy working environment.
- We will actively pursue human resource development and improving the capacity and creativity of our employees.

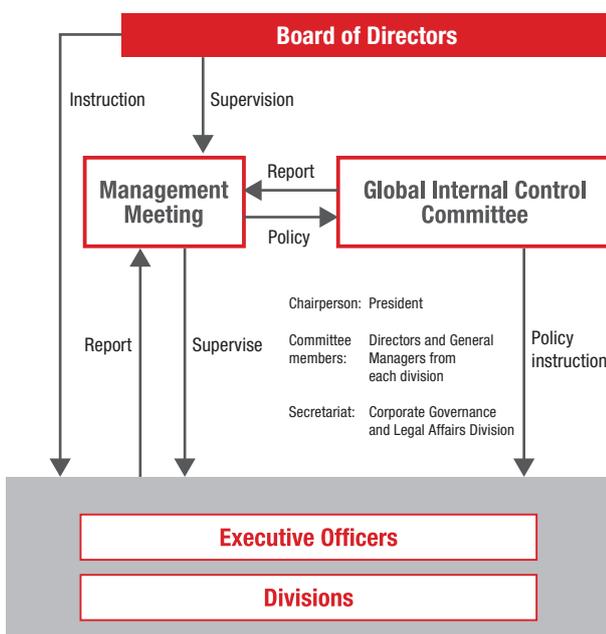
Communicating and Ensuring Diligent Compliance with Our CSR Policy and Code of Conduct

The Yazaki Group sets forth a code of conduct that should be undertaken for the implementation of our CSR policy by every one of our employees. Domestically, the Yazaki Group published the Code of Conduct Handbook, a compilation that includes our CSR policy, code of conduct, and information on various consultation offices, and distributed it to all employees, including those belonging to our subsidiaries. For our overseas subsidiaries, localized versions of the Code of Conduct as compiled based on the laws and customs of each country and region and the regulations of each business site have been established. Certain subsidiaries that have implemented their own codes of conduct have engaged in dialog with regional headquarters in an effort to ensure consistency with a code of conduct that should be complied with by Yazaki Group employees. By thoroughly implementing this code of conduct, we will promote globally integrated activities to allow each and every one of our employees to fulfil his or her social responsibilities.

Organizational Structure for CSR Promotion

The Yazaki Group's Global Internal Control Committee, which is headed by the president and whose members consist of directors and persons responsible for the different divisions in the company, investigates and deliberates on important matters concerning CSR for the Yazaki Group. The CSR Liaison Meeting has also been established as a body that

Diagram of Organizational Structure for CSR Promotion

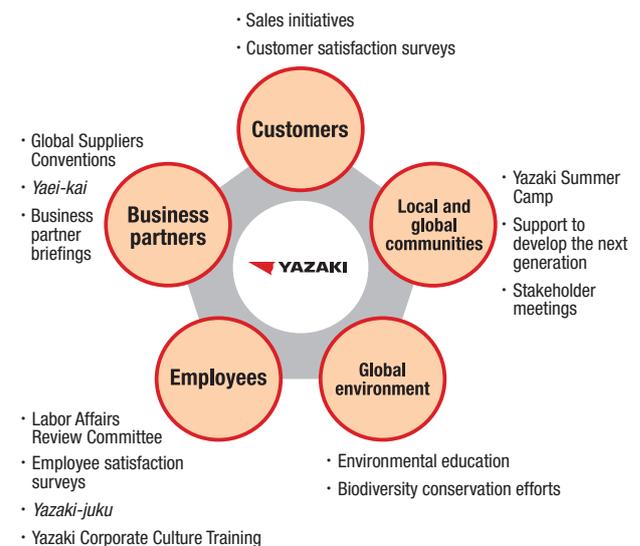


is subordinate to the Global Internal Control Committee for the domestic Yazaki Group. The CSR Liaison Meeting's membership includes department and division heads and other executives with ties to such areas as human resources, legal affairs, and the environment. This body confirms the status of CSR promotion in each division, ascertains issues, and shares information as required.

Relationships with Stakeholders

The business of the Yazaki Group, which operates in 45 countries and regions around the world, is constituted within the framework of relationships with the various stakeholders. Through constructive dialog, we are building links of trust with these stakeholders and are working to satisfy their expectations and requests.

Communicating with Yazaki Group Stakeholders



Social Issues That the Yazaki Group Needs to Focus On

Priority Issues for Promoting CSR

The Yazaki Group regards CSR as a management issue and believes that it is important that we ascertain and manage the impact of the external environment on our company and the impact of our business activities on society in order to further promote initiatives concerning CSR. Accordingly, we identified important issues in terms of the promotion of CSR that should be addressed on a priority basis in fiscal year 2018. By promoting efforts to address priority issues as accordingly identified, we will focus on both solving social issues and facilitating the sustainable growth of the Yazaki Group.

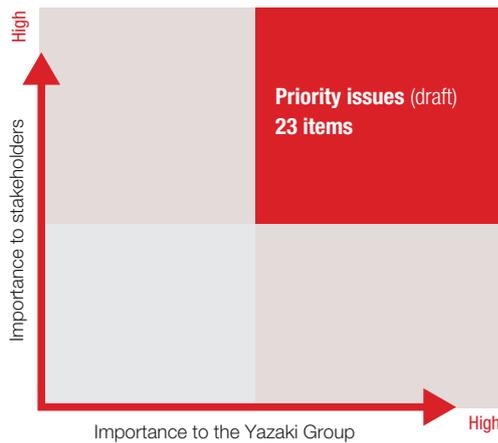
Priority Issues Identification Process

STEP 1 Understanding and Having an Awareness of CSR and Extracting Issues

- Our understanding of CSR shall be deepened by sharing the background behind the identification of priority issues and details concerning activities for the promotion of CSR with members of the CSR Liaison Meeting.
- Social issues are extracted and listed based on international standards for CSR (GRI, SDGs, and ISO 26000), norms (such as those contained in the Keidanren's Charter of Corporate Code), and customer expectations and requests.

STEP 2 Identifying Priority Issues (draft) for Promoting CSR

- Each issue is evaluated by the relevant divisions in terms of both importance to stakeholders and importance to the Yazaki Group. A matrix is then produced based on this evaluation to identify high-priority issues.
- After issues are shared with members of the CSR Liaison Meeting, their validity is evaluated, and 23 priority issues are tentatively determined.
- The positive and negative impacts of the Yazaki Group's business on these 23 issues are identified, and the manner in which these issues are connected to SDGs in the context of our business domains is investigated.



STEP 3 Evaluating Validity

The validity of priority issues (draft) is evaluated by outside experts.

STEP 4 Identifying Priority Issues

- Six areas (23 items) were determined as priority issues after approval was granted by management at a management meeting held in August 2019.
- These issues were shared with members of the CSR Liaison Meeting.

Looking to the Future

We will link identified priority issues with our medium- to long-term business strategy and the policies and mission of each of our divisions, carry out the management of goals, and report on the results thereof and on our progress with respect to these issues in this report. In addition, we will conduct a review in light of the direction being taken by the Yazaki Group after the validity of the foregoing is verified through dialog with stakeholders and outside experts.

Initiatives with Respect to the SDGs

In order to contribute to the achievement of the SDGs based on an awareness of our status as a corporate group operating a wide range of businesses in countries around the world, we organized the ways in which the six fields of priority issues (23 items) relate to the SDGs. We will help achieve the SDGs through our efforts in regard to these priority issues and also disseminate and raise awareness of the SDGs to enable each employee to carry out initiatives as they carry out their daily tasks.



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.

Relationship Between Priority Issues for Promoting CSR and the SDGs

Relevant SDGs



Themes behind initiatives

- Ensure management soundness, efficiency, and transparency
 - Strengthen risk management and BCM*
 - Practice thorough compliance
 - Prevent all forms of corruption
 - Respect human rights
- *Business continuity management

➔ P56 – 64

Relevant SDGs



Themes behind initiatives

- Provide safe, high-quality products and services
- Solve social issues through our business
- Promote open innovation

➔ P23 – 29

Relevant SDGs



Themes behind initiatives

- Strengthen the global environmental management system
- Mitigate and adapt to climate change
- Prevent pollution
- Conserve biodiversity
- Closely manage harmful chemicals
- Use resources effectively
- Respond to water problems

➔ P45 – 55

Priority Issues for the Yazaki Group

Strengthen the global environmental management system

Enhance global governance and internal control

Offer solutions to increase society's prosperity

Build healthy and solid supply chains

Contribute to development of local communities

Establish a truly strong organization

Relevant SDGs



Themes behind initiatives

- Promote CSR Procurement

➔ P30 – 32

Relevant SDGs



Themes behind initiatives

- Contribute to development of local communities

➔ P42 – 44

Relevant SDGs



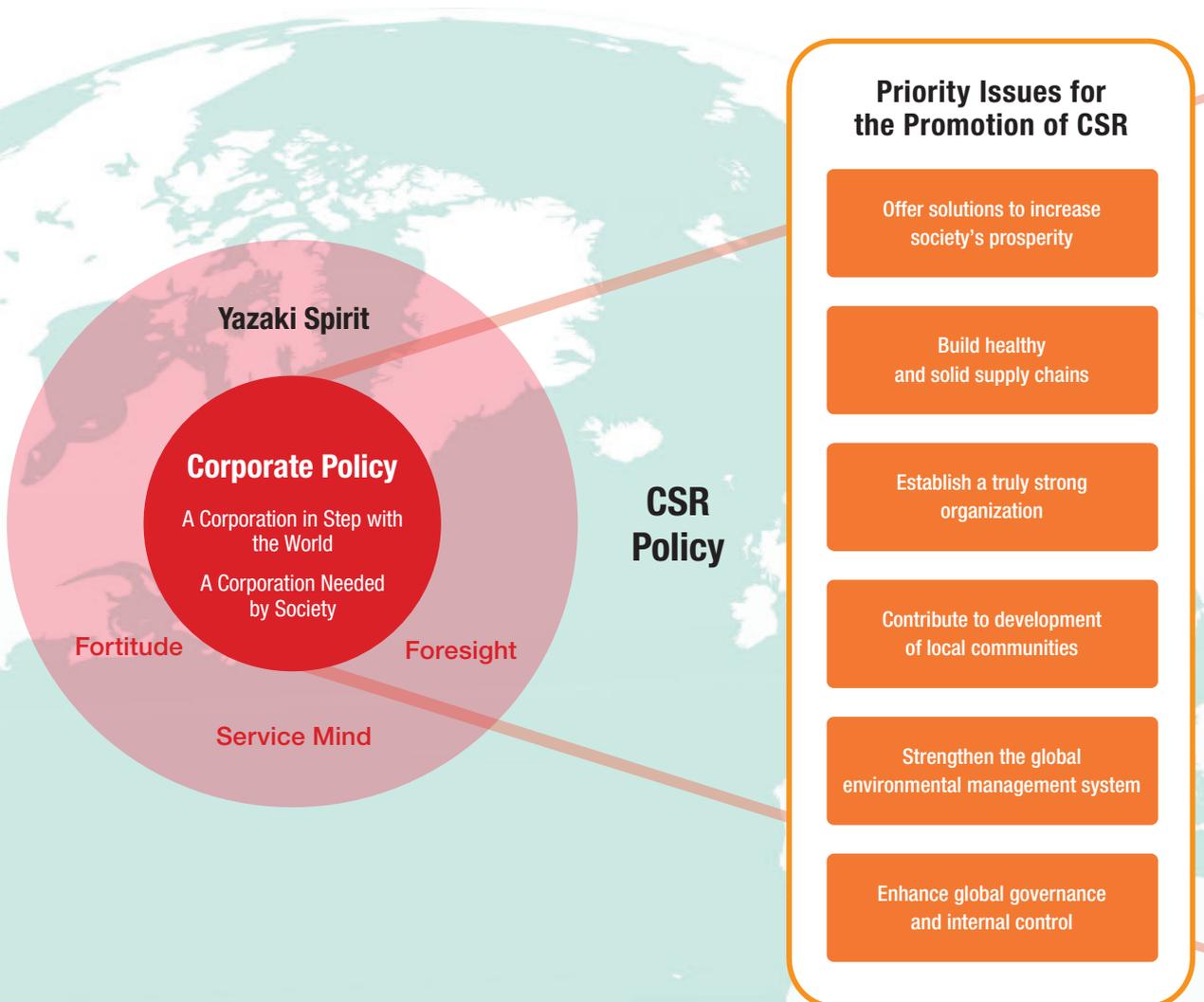
Themes behind initiatives

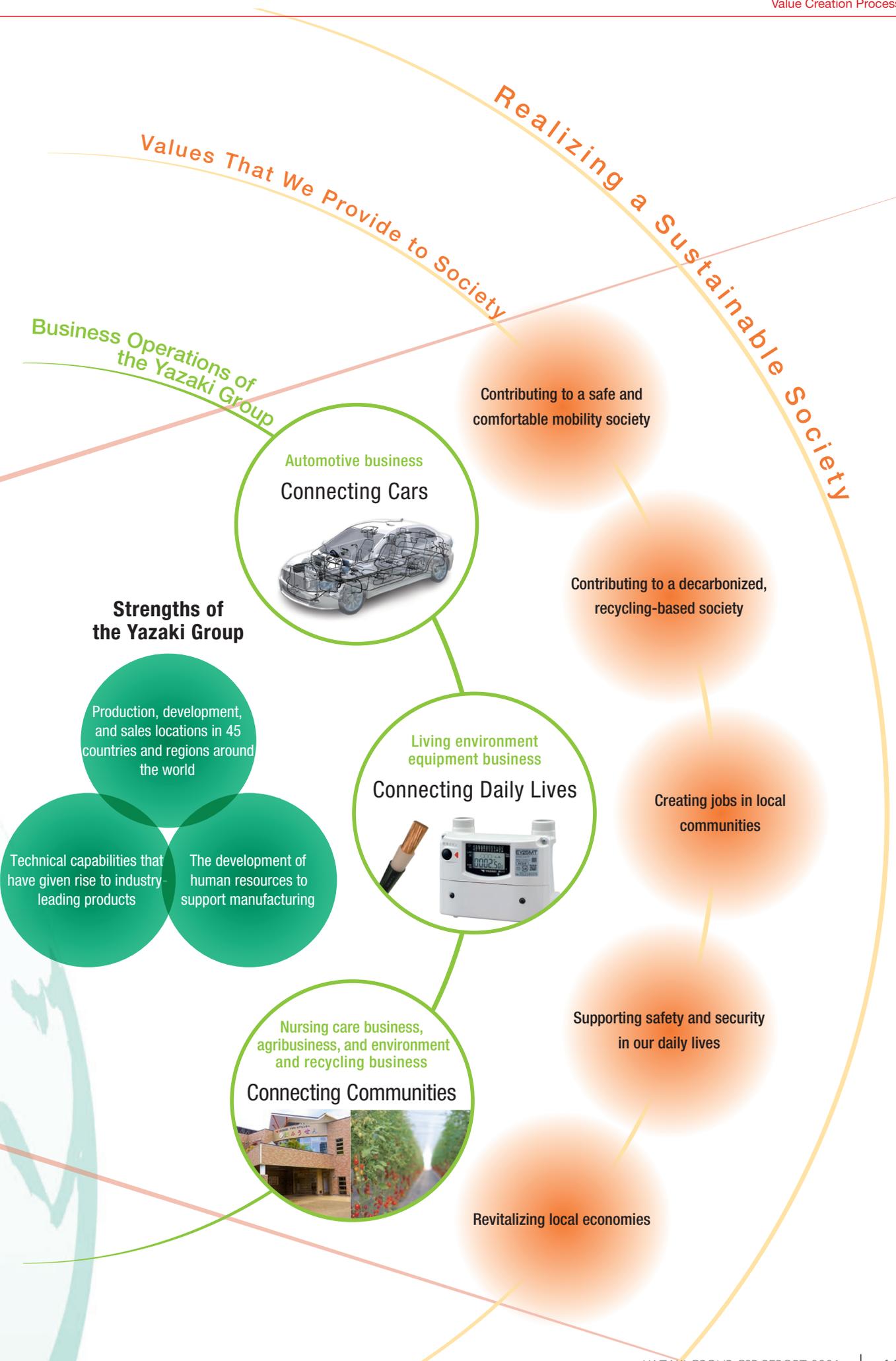
- Promote diversity
- Promote efficient work styles
- Increase employee satisfaction
- Develop the next generation of human resources
- Foster the corporate culture
- Promote health management and strengthen occupational health and safety

➔ P33 – 41

Value Creation Process

The Yazaki Group harnessed the strengths that it had cultivated over a period of eight decades to develop in accordance with a corporate policy that called for it to serve as “A Corporation in Step with the World” and as “A Corporation Needed by Society”, a business for cars, for the daily lives of people, and for communities. By addressing priority issues for the promotion of our CSR through a business of connecting cars, the daily lives of people, and communities and related initiatives centered around our Corporate Policy, we will continue to provide new value to stakeholders and communities and help realize a sustainable society.







Yazaki Spirit was exercised following Typhoon Vera in 1959 Yazaki relief team of 20 members arrived at a customer's plant with relief supplies only three days after the typhoon.

Monozukuri (Craftsmanship) Maintained by Hitozukuri (Human Resource Development)

Wire harnesses, key products of Yazaki, are assembled by many people at plants around the world. To consistently produce high-quality products that meet customer requirements at any plant in any region, the Yazaki Group places *hitozukuri* (human resource development) before everything else and performs *monozukuri* (craftsmanship) by leveraging its human resources.

Hitozukuri Forms the Basis of Monozukuri at Yazaki

The Yazaki Group has focused on *hitozukuri* since the foundation of the company, so that diverse human resources working around the world can exercise their skills in support of *monozukuri*. This approach is based on the Yazaki Spirit, which consists of Fortitude, Service Mind, and Foresight, and has been inherited as the unwavering mindset of each employee to attain the Yazaki Group Corporate Policy of becoming “A Corporation in Step with the World” and “A Corporation Needed by Society”. To disseminate the Yazaki Group Corporate Policy and the Yazaki Spirit to be practiced in everyday work, rather than theoretical terms, we provide Yazaki Group Corporate Philosophy Training for employees around the world. The training is provided in global leadership training, and each phase of trainings in Japan, which are induction training, pre-promotion training, and pre-departure training for employees transferring overseas. The training is also provided in stages for managers and executives in higher positions at overseas sites. The Yazaki Spirit may sometimes be regarded as a mindset unique to a Japanese company, but we explain the significance of each term in detail through training and deepen the employees’ understanding by sharing the respect for humans as the foundation of the company spirit, as well as the idea that the significance of Yazaki is contributing to society through *monozukuri*. By July 2019, more than 730 employees in eight countries and regions participated in the training.

For the Yazaki Group to undertake its corporate activities toward the attainment of the Corporate Policy, we consider it important that our colleagues around the world are headed in the same direction with a shared spirit. We will continue to instill the Corporate Policy and the Yazaki Spirit through the Corporate Philosophy Training, thereby endeavoring to develop human resources capable of contributing to society through *monozukuri*.

In the aspect of skills, we introduced the Operation License System to develop human resources who satisfy customer requirements for quality, cost, and delivery time (QCD). Under this system, all processing operations and

Production plant in Tunisia



Training at GTC



instructions require licensing, and only persons who have acquired the necessary knowledge and skills are licensed to upgrade operational levels. Licenses are categorized into operation licenses and instructor licenses. Instructors are classified into Grade 2 instructors, who guide operators, and Grade 1 instructors, who guide Grade 2 instructors. To develop instructors, the Global Training Center (GTC) was opened at the Monozukuri Center, Makinohara City, Shizuoka Prefecture, in 2003. To date, more than 5,000 persons have participated in instructor training at the GTC. Each production site has training rooms with equipment equivalent to the GTC, where operators are provided with the necessary guidance to improve quality and productivity.

Wire harnesses are mainly assembled manually; therefore, operators need to become accustomed to certain operations. As part of the efforts to disseminate skills,



The Number of Participants in Instructor Training

outstanding operators are identified in the wire harness assembly process, and their work is recorded to produce Standard Work Videos that indicate key points in the operations. These videos are distributed to production sites as training tools. The work manuals have been translated into nine languages so that local instructors can use these videos to train operators after learning at the GTC. Our skills are passed on through these measures.

Global Flexible Production System

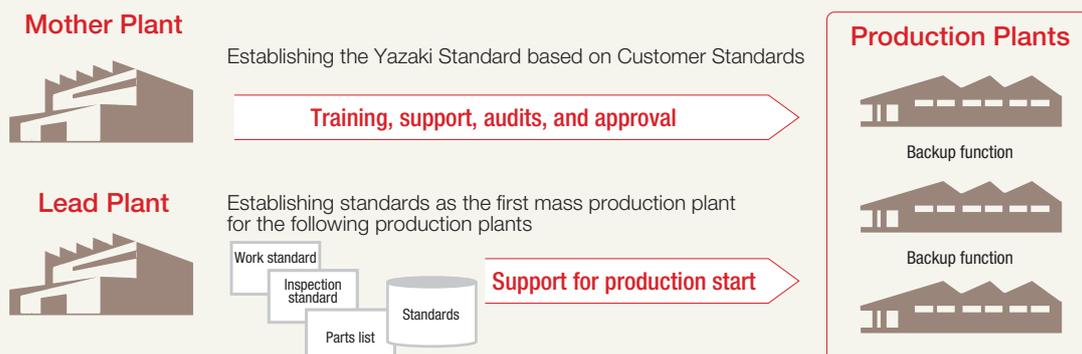
The Yazaki Group established the Global Flexible Production System for fulfilling its responsibility to supply high-quality products in the necessary quantities as required by global customers and maintains close collaboration among production sites in different countries. Also, we are continuously considering how to improve for further strengthening this system.

Wire harnesses are regarded as the nerves or blood vessels of automobiles. Because they require different designs by model and because Yazaki's products are used by key automakers throughout the world, we deploy production sites in many countries to satisfy the requests of local customers in detail. The Global Flexible Production System was established to streamline production processes while satisfying the requirements of each customer, as well as to continue the stable production of high-quality products in large quantities.

Under the Global Flexible Production System, production plants are supported by a Mother Plant and a Lead

Plant. The Mother Plant is familiar with customer-specific requirements and establishes the Yazaki Standard for safety, the environment, and quality based on the Customer Standards. The Mother Plant provides training, support, audits, and approval to ensure conformity to the Customer Standards at the plants that manufacture the customer's products and the plants that will start production. The Lead Plant serves to lead production preparation on a vehicle basis. The Lead Plant is the first production plant to mass produce when vehicle assembly is performed in two or more countries. The plant provides the process design and establishes work standards, inspection standards, and other standards for all other production plants that will launch later to ensure an efficient start of production.

In this manner, we make it possible to manufacture products of equal quality at several plants that have the same equipment and work processes and flexibly adjust production quantities in response to customer requirements. In the event of an emergency, the plants function as backups to one another, thereby supporting the establishment of a BCP structure.



Global Flexible Production System Functioning During the COVID-19 Pandemic

On March 16, 2020, a lockdown was initiated in the Philippines under a presidential order to prevent the spread of COVID-19, which caused operations to be suspended at all 52 plants of the supply chain, including four wire harness production sites of the Yazaki Group and 13 suppliers of parts for use in their products.

Production in the Philippines accounts for approximately 8% of all wire harness production of the Yazaki Group. Most of the products manufactured in the Philippines are exported to North America and Japan. Fortunately, the supply of products for North America was not affected by the suspension of operations. However, there was an urgent need to establish a production support system at other sites in order to continue to supply products to Japanese customers, which accounted for approximately 40% of production in the Philippines.

Twenty-six models from six manufacturers required production support. In order to accomplish this, 32 sites in Japan (with approximately 700 employees) and four sites in Asia (with approximately 2,000 employees) were required,

and production preparation needed to be completed in one-fifth the normal time. In this situation, the backup function of the Global Flexible Production System that is constantly in place during normal times demonstrated its strength.

Measures in Japan

Production was transferred from the Philippine plants with operations suspended to the Makinohara Factory of Yazaki Parts Co., Ltd., in Makinohara City, Shizuoka Prefecture, as well as the group subsidiaries in Japan, and special production lines were established for emergency operations. Production was performed by 333 support staff in total, including employees from non-manufacturing divisions who had experienced working in factories as part of their new employee training. In addition, stock at the North America sites was transported by air to Japan and delivered to Japanese customers after specific work processes. For these processes, special production lines were established in the gymnasium in Y-City* (Susono City, Shizuoka Prefecture), where 47 support staff were engaged in the operation.

In the Yazaki Group, requirements and standards are managed for each customer with training and support structures established for each production plant. In addition, work standards, inspection standards, and other standards for wire harness products have been established, which permits a flexible response to emergency production transfer when needed as described above. Even employees from non-manufacturing divisions with little experience in production can participate on the production line after several hours of training because the work procedures in each process have been standardized under the Global Flexible Production System. Under such systems, we successfully fulfilled our responsibility of supply to customers, through group-wide efforts that enabled an agile response.

In the Philippines, we repeatedly negotiated with the administrative organs of the country to achieve an early restart of operations, satisfied the conditions for the restart by implementing infection control measures, and succeeded in restarting operations on April 13, 2020, in spite of restrictions on the scale.

* Collectively refers to the site that combines an area with the Global Headquarters functions of the Yazaki Group with the canteen, company housing, dorm, preschool, gymnasium, and other welfare facilities as well as the elderly care facilities.

Hitozukuri Taking Effect in Response to an Emergency

The Global Flexible Production System consists of the physical production systems and backup systems based on *hitozukuri*. We have staff called relief operators at the overseas sites in Asia and other regions, as well as at production sites in Japan. They play a role similar to that of relief pitchers in baseball by visiting the actual worksites to fill any gaps in the workforce where support is needed or by providing training and guidance to other employees

Voice

Fortitude and Corporate Unity in an Emergency

Jose Gabriel Rodriguez Guerra

Assistant Manager, Monozukuri Standardization Leading Sub-Division Monozukuri Business Management Division



I have been assigned from Yazaki North America, Inc., to work in Japan since 2019 (assignment planned for five years) and serve as the chief of standardization planning for the Monozukuri business (wire harness production, parts production, procurement, and production engineering). During the lockdown in the Philippines, staff from the administrative divisions provided emergency production support, except special operations and quality inspections. Therefore, satisfying the daily targeted quantities without producing nonconforming products was demanding. We strove to increase motivation by frequently communicating and showing how to do the operations. Operators at the actual worksites (*gemba*) had the sense of unity to achieve the targets, and the support staff demonstrated fortitude. Standing work was exhausting for employees who usually did not work that way, but the work progressed in a vigorous atmosphere and was completed earlier than scheduled.

with their expert skills, thereby contributing to the upgrading of the worksite. Relief operators usually participate on the production lines in place of employees who take leaves. Especially, in an emergency as in the case of the Philippines above, the relief operators guided and supported employees who undertook the urgent non-regular operations, thereby demonstrating their effectiveness. In addition to the relief operators, the strengths of multi-skilled workers were recognized during the emergency response to the COVID-19 pandemic.

Unlike many manufacturers that increasingly segment and specialize operations to increase production efficiency, the Yazaki Group emphasizes the development of multi-skilled workers capable of undertaking a variety of different operations. Multi-skilled workers offer the advantage that they can be assigned to the needed locations in the necessary numbers in accordance with the workload, thereby equalizing the overall workload; they increase the flexibility of the organization, and enhance teamwork through mutual support. Thanks to the support provided by the multi-skilled workers, we managed to supply the necessary quantities of products by the delivery time while maintaining high quality, even under the restricted production condition with a limited workforce.

Many employees from non-manufacturing divisions with little production experience and other members from non-relevant worksites participated in this emergency support operation because all employees of the Yazaki Group in Japan and overseas have been trained in the Yazaki Spirit and the mindset of “One for All, All for One” demonstrating the effect of *hitozukuri* at the Yazaki Group to develop human resources who act based on instilled values. From the end of January 2020, when COVID-19 started to spread, until the end of December 2020, approximately 16,000 staff members in total engaged in the support operation in Japan.

Measures for the Supply Chain

With regard to production support during the COVID-19 pandemic, cooperation was essential from within our group, as well as from suppliers and the contract manufacturers of parts and jig boards. Because of the relationship of trust that we had established with our business partners, we gained the necessary cooperation from many business partners for the emergency operations.

Even if COVID-19 continues to spread around the world and calls for global emergency measures. However, the mindset of “One for All, All for One” has taken root in the Yazaki Group and has been disseminated not only throughout the group companies, but also to contract manufacturers and suppliers, providing the group with a strong force for business continuity based on the supply chain.



Special lines for production support established in the gymnasium in Y-City



Recognizing the Force Generated by Human Relationships Beyond the Work

Jiro Aikawa

Assistant Manager,
System Innovation Department
W/H Production Management Division



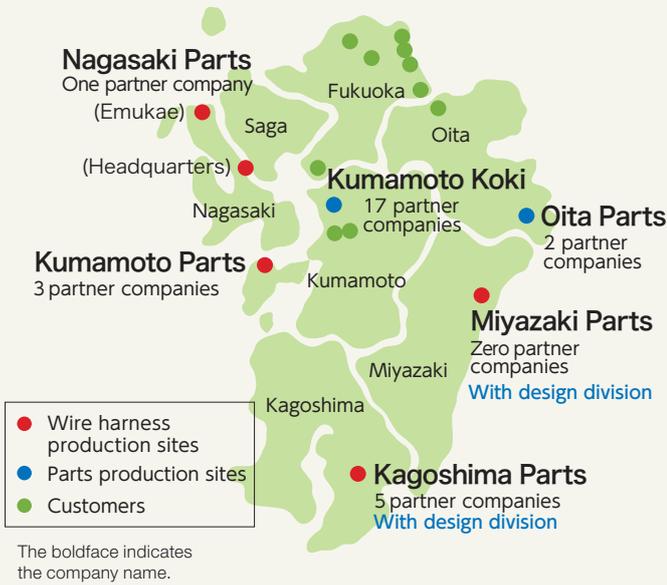
When the lockdown took place in the Philippines, I was serving as the president of Tanshin Kogyo Co., Ltd. (Kosai City, Shizuoka Prefecture), a subsidiary that manufactures jigs* for wire harnesses. On March 20, 2020, I received a call requesting an emergency response since the stock for certain vehicle would run out in six days (on March 26). In response, I rapidly gathered additional support staff from the administrative division and the R&D division in our company and acquired support from the Makinohara Factory and the Washizu Branch Factory of Yazaki Parts Co., Ltd.

With the cooperation of suppliers, the necessary parts and materials were delivered as scheduled, and we managed to meet the extraordinary emergency requests, during the peak months from April to June 2020 we achieved 489% more assembly jigs and 325% more inspection jigs than in normal months. In addition to the favorable relationships that we had established with our suppliers, Yazaki's respect for partners was conveyed to the suppliers by delivering nonwoven masks and hypochlorous acid, which were seldom available at that time, probably motivating them to avoid production interruptions at all costs. We formed our relationships through work, but I recognized the importance of relationships beyond the work.

* Collectively refers to assembly jigs (for positioning attached parts and guaranteeing their direction) and inspection jigs (for checking the presence or absence of parts and guaranteeing the circuits) used in the assembly of wire harnesses

Special Feature 2

Kyushu Region



Monozukuri Foreseeing the Future

The Yazaki Group provides new value that satisfies the expectations of stakeholders through regional revitalization and *monozukuri* (craftsmanship) featuring local strengths combined with measures aimed at smart factories.

Kyushu Revitalization Activity to Revitalize the Local Economy via Monozukuri

Since the 1990s, regional economies in Japan have been shrinking because the automotive parts industry has hollowed out due to the increasing offshoring of business. The Yazaki Group has two subsidiaries for parts production and four subsidiaries for wire harness production in Kyushu region, but is also forced to decrease business through the offshoring of production. Furthermore, the regional economy slowed substantially because of the Kumamoto Earthquake in 2016, wind and flood damage from torrential rains, and the impact of the COVID-19 pandemic. An additional problem has been that we could not leverage the local strengths of production in Kyushu because approximately 70% of the wire harnesses produced there were delivered to automobile manufacturers in Honshu (the main island of Japan).

Therefore, Kyushu Revitalization Activity started in 2020 to maintain employment in the Kyushu region and to revitalize the regional economy. We minimize wasteful operations by synchronizing the production of wire harnesses and parts and by optimizing warehousing and logistics, while reorganizing the group businesses in Japan to achieve optimal production combining the wire harness and parts businesses. Another goal is to establish an autonomous distributed structure where each subsidiary can take optimal action independently.

This initiative allows regional production and regional consumption that keeps production to delivery within the region, thereby resolving the problem that local strengths are not leveraged. In addition, the initiative will help achieve a carbon-neutral society by reducing logistics costs and CO₂ emissions. Kyushu is also expected to function as a backup site for global operations from the perspective of the BCP. In the near future, we will introduce this initiative overseas in order to expand the autonomous distributed structure, and improve productivity and quality. We regard this initiative as the starting point for the reform of Japanese production sites into value centers that create added value, and will continue promoting the initiative in cooperation with regional stakeholders including partner companies.



Voice

Achievements Through Advanced Efforts for Regional Revitalization

Ryoji Nakano

Advisor, Production Control Department
Kumamoto Parts Co., Ltd.



After I reached mandatory retirement age in September 2020, I handled information collection and coordination in the related departments as an advisor for promoting the Kyushu Revitalization Activity. This initiative was started with the aim of achieving *monozukuri* of regional production and regional consumption. I feel a sense of fulfillment from the initiative, though it is a difficult task requiring different forms of cooperation across the borders of automobile manufacturers and wire harness and parts manufacturers. I will achieve the goals by broadening the horizons of the task leveraging my experience in improvement activities.

Toward the Realization of Smart Factories

The automotive sector is facing major reforms on the largest scale in once-in-a-century. In the wire harness segment, we must develop the next-generation EEDDS*¹ to optimize in-vehicle networks and develop technology as required in individual cases. Shifts are expected to occur for the shared use and streamlining of wire harnesses and toward common design for vehicles. In response to these changes, we introduced cutting-edge production technology into the mass production lines and maintain an environment for optimal production. Furthermore, we need to optimize product design, the process sequence, and the construction method from the viewpoint of *monozukuri* by foreseeing the advances in automobiles in the next ten years and make the shift to smart factories to improve the production processes and streamline operations with advanced technologies of AI and IoT.

In order to realize smart factories, the Yazaki Group is developing technologies in cooperation with business entities, universities, and other institutions. As an example of industry-academia-administration partnerships, we are promoting the research and development of production technology using real haptics. Real haptics is a technology to interactively transmit tactile information between a real object and the surrounding environment and reproduce the sensation of force.*² For example, by remotely manipulating a robot arm at an overseas plant from a plant in Japan using real haptics, fine skills can be shared with any plant. The technology can save, edit, expedite, enlarge, and diminish any movement. By memorizing the movements of skilled



R&D of real haptics (photo provided by Keio University Haptics Research Center)

workers, accurate tasks can be automated, and more robot arms can be operated at high speed at the same time without interruption. Even though the production of wire harnesses requires the fine skills of expert operators, real haptics is the only technology in the world that quantifies and reproduces the skills possessed by R&D partners.

We also started to examine new services using XR technology*³ as represented by AI and VR, drones, and other devices based on the technologies and expertise accumulated through efforts to achieve smart factories. For example, the AI cameras introduced on the plant production lines can monitor elderly persons receiving care at elderly care facilities.

In order to realize these services, we promote demonstration experiments in Y-City, where complex facilities comprising offices, company housing, preschool, and elderly care facilities are located. Linked to the Kyushu Revitalization Activity described above, we also contribute to the realization of smart cities by linking automobiles, daily life activities, and society with our technology.

*1 Electrical/Electronic Distribution and Display System; a system for the optimal distribution and display of electricity, signals, and information

*2 Quoted from the website of the Keio University Haptics Research Center

*3 Collectively refers to technology for combining reality with virtual information and feeding it back to human senses

Voice

Examining Monozukuri for the Future from Scratch

Takahito Saito

Manager, Business Innovation Department
Monozukuri Business Management
Division



To promote the shift to smart factories, examining *monozukuri* from scratch outside the box from a new perspective will be very important. We will establish new production methods using advanced technologies, and through proactive collaboration with companies and schools, we will foresee the advancement of the wire harness production environment.

The roles of humans will also change through the shift to smart factories. Focusing on coexistence with humans, we will examine the new roles of human resources that become available through personnel savings.

Measures in Response to COVID-19

To cope with the global COVID-19 pandemic, the Yazaki Group implemented the appropriate measures to prevent the spread of infection by placing the highest priority on the health and safety of employees, their families, customers, suppliers, and other stakeholders.

Measures to Protect the Health and Safety of Employees

In response to the spread of the novel coronavirus (COVID-19), the Yazaki Group established the COVID-19 Crisis Management Team in March 2020. Under the basic policy of protecting the safety and security of employees, as well as the health and safety of stakeholders, the COVID-19 Crisis Management Team consists of managers and operators from divisions and overseas sites. The Team implemented the respective BCP measures for the automotive business and the living environment equipment business and provided support to the business divisions, as well as implementation of infection prevention measures.

The Yazaki Group in Japan issued the Guidelines for COVID-19 in 2020 and revised them to third edition in June 2021 based on subsequent situational changes. We are disseminating and implementing the guidelines within the group and to affiliated companies, contractors, and subcontractors in order to achieve higher safety and security and minimize human casualties.

We are implementing stringent measures at each site by urging commuting employees to take thorough infection prevention precautions to prevent the spread of infection among employees in the workplace by establishing the initial response protocol in the event of identified workplace infections in the workplace, as well as rules for periodic ventilation and the use of meeting rooms.

By leveraging the strengths of the Yazaki Group with sites across the world, our headquarters team collects and lists information concerning infection measures overseas, as well as the vaccination, segregation, and infection statuses in each country to share with sites in each region. When there are good practices that can be expanded, we urge other sites to proactively introduce them along with providing the collected information. While we work to disseminate and implement the necessary measures as above, problems have also been identified in certain regions. We will continue to make further improvements and prevent the spread of infection.

Flexible Work Styles for Employees

For employees in the Yazaki Group in Japan, working from home is promoted for possible job types as a new work style. A flexible work system, staggered commuting, online training, and online meetings are also promoted to reduce commuting traffic and congestion. In addition, employees who have children can take special leaves in response to the closing of elementary and other schools, while special leaves are approved on vaccination days as part of efforts to provide flexible work styles for employees. We also established a training environment so that employees dispatched from Japan to overseas sites can take pre-departure training online. The guidelines for overseas transfer stipulates the measures for COVID-19 so that employees working abroad can transfer safely and securely based on the rules even during the COVID-19 pandemic.

Key Measures for the Prevention of COVID-19

As of April 20, 2021

Daily measures	Temperature measurement and health check before leaving home (in the case of ill health, contact the manager and stay home)
	Staggered commuting by employees who use public transportation
	Ensure handwashing, hand antiseptics, and the wearing of masks
Measures on the job	Overseas trips are prohibited, in principle, and employees should refrain from domestic trips
	Meetings with external partners in person are prohibited, in principle
	Meetings and events are postponed or canceled, and meeting methods should be changed accordingly (by meeting online)
	Promote working from home
	Avoid closed spaces, crowded places, close-contact settings, etc.

Examples of Measures in the Yazaki Group Overseas Sites



[Cambodia] Body temperatures are taken twice a day at the start and end of work



[Romania] Group vaccination at the site



[Mexico] Seminar on infection prevention



[North and Central America/Europe] COVID-19: Yazaki Guide was issued and distributed



[Vietnam] Partitions are installed in canteens for protection from droplets



[Thailand] Sharing of related information by public announcement



[India] Awareness raising by online



[Greater China] Declaration of epidemic prevention



[Myanmar] Improved the faucets to enable non-contact use



[Philippines] Disinfection of equipment and goods in the office

Example in MERCOSUR



Jair Sebastião Pontes

Senior Director, Human Resources
Yazaki do Brasil Ltda.

At sites located in MERCOSUR (the Southern Common Market),* we conducted the "I want to help" project to raise infection awareness because we thought it was important that employee families and local communities join forces to counter COVID-19. We recommended that they share good practices, measures, and knowledge using social media and digital tools, while enhancing exchange with colleagues and families.

We also implemented a

variety of programs such as mask competition, production of wall art by families, and days of gratitude to enhance the understanding of infection control and to establish an environment where employees could work safely. An application was introduced to record the health of employees as part of infection prevention and control, which required the employees to present the screen of the commuting permit and the results of temperature measurements when coming to work. These measures were highly evaluated by the municipalities and local authorities and were introduced to other companies as good practices.



Mask competition

Cooperation in the Inspire Project

Yazaki do Brasil Ltda. cooperated in the Inspire Project, where universities, companies, and other institutions collaborated to supply ventilators. The goal of this project was the low cost, rapid production of ventilators using Brazilian technology. Experts gathered from all parts of the country, and we intensively produced wire harnesses for

use in the ventilators at the Tatsui Factory of Yazaki do Brasil Ltda. The produced ventilators are used for the treatment of patients with COVID-19 at hospitals in many places of Brazil.



Produced ventilator

* A customs union established in 1995, comprising Argentina, Brazil, Paraguay, Uruguay, etc.



Priority issue

Offer solutions to increase society's prosperity

- P25 Provide safe, high-quality products and services
- P27 Solve social issues through our business

P29 Promote open innovation



Prompted by a corporate policy that calls for us to serve as “A Corporation in Step with the World” and as “A Corporation Needed by Society”, we believe that our mission and purpose are to continue to provide unsurpassed value to customers around the world and contribute to society through manufacturing. With the Yazaki Spirit (Fortitude, Service Mind and Foresight) that has been constantly handed down from our founder and other predecessors, we shall seek to improve social prosperity and provide solutions that meet the needs of a changing society without forgetting our origin as a manufacturing company.

Message from the Heads of Our Businesses

Automotive Business

Contributing to the Realization of Carbon Neutrality

Changes in industrial structures through collaborations between companies in different sectors are being made in response to the arrival of the CASE (connected, autonomous, shared, electric) era and for the adoption of a mobility society as represented by MaaS (mobility as a service) and smart cities. By leveraging the technologies and strengths that we have pursued since our founding, we will create new value in line with these reforms and changes. Amid the shift that we see from a low-carbon society to a society that will hopefully be decarbonized in response to climate change and to promote energy conservation, we are transitioning from automobiles to electric vehicles* with

Makoto Katsumata

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



the result that the roles played by high-voltage wire harnesses and battery peripherals are becoming increasingly more important. In order to support the electrification of automobiles at the outset of this period of increasingly widespread adoption by consumers, we will work to reduce carbon dioxide emissions and provide safe, high-quality, environmentally friendly products by improving products and the processes by which they are manufactured with an eye toward achieving carbon neutrality.

* Electric vehicles (EV), hybrid vehicles (HV), plug-in hybrid electric vehicles (PHEV), and fuel cell vehicles (FCV)

Mobility Business

Toward Operating a Mobility Business That Resolves Issues Affecting Communities

The mobility revolution, which is a once-in-a-century revolution sparked by the emergence of CASE and MaaS, is having an impact on automobiles and on all sorts of different sectors. In order to address the changes brought by this revolution, we established the Mobility Business Operations in fiscal year 2019 and promoted the building of a foundation for the next-generation mobility business by keeping relation with other divisions. We will henceforth seek to expand business into the segments of MaaS and smart cities by accelerating open innovation and using the

Noboru Osada

General Manager, Mobility Business Operations
Senior Managing Director
Yazaki Corporation



comprehensive power of Yazaki, as reflected in our automotive business, which includes automotive parts, and our living environment equipment business, which consists of the use of gas, electric wires, air-conditioning systems, and solar heat, as well as the elements of the Big Data that we accumulated through our products and services. In addition, we aim to provide solutions to the different issues plaguing communities and contribute to the achievement of the SDGs through our mobility business.

Living Environment Equipment Business

Comprehensively Producing All Types of Energy

In an era where we face the social and environmental issues of climate change and resource depletion, we have provided customers with products and services that allow for the optimal use of energy by leveraging the strengths of each of our businesses—electric wires, gas equipment, environmental systems equipment, and in-vehicle safety & service systems—while remaining committed to our corporate policy, which encapsulates our points of origin. Amid the massive changes in the environment surrounding the energy industry, we have begun the development with a focus on a hydrogen society in the future by accepting

Ko Yazaki

President
Yazaki Energy System Corporation



the challenge of providing services for new social connections made possible by DX* through the use of gas appliances and in-vehicle safety & service systems. As society undergoes massive changes, the company activities that are the most important are those predicated on coexistence with all living organisms and on harmony with the global environment. On this note, we will continue to contribute to the growth of a sustainable society through business activities for which the environment is a consideration as a company that comprehensively produces all types of energy.

* Digital Transformation: Transformation (of life and business) through digital technology

Provide safe, high-quality products and services

Since our founding, the Yazaki Group has continued to engage in business activities with a commitment to providing the best value to customers around the world. We aim to remain an invaluable partner to our customers by fulfilling our responsibility to provide safe, high-quality products and services that are consistent with trust placed in us by customers and that meet their expectations.

Working to Improve Quality

The Yazaki Group has built a quality assurance system applicable across all processes—from the stage at which products are developed to the stages at which they are designed, manufactured, and sold—in order to continue providing safe, high-quality products and services in accordance with relevant laws and regulations/standards and the expectations of our customers. For example, in our Automotive Division, our Development, Manufacturing, Sales, and Management Divisions have come together to establish the Global Process Management System (GPMS), an integrated framework for ensuring high quality and attaining QCDE (quality, cost, delivery, and environmental) goals on a global basis. By applying this system to all products and services, we are helping to improve our client satisfaction. In addition, we are promoting the acquisition of ISO 9001 certification, an international standard for quality

management systems, at our production sites in Japan and overseas as well as the acquisition of IATF 16949 certification, a standard for the automotive industry, in our automotive business.

Providing Safe, High-quality Products and Services

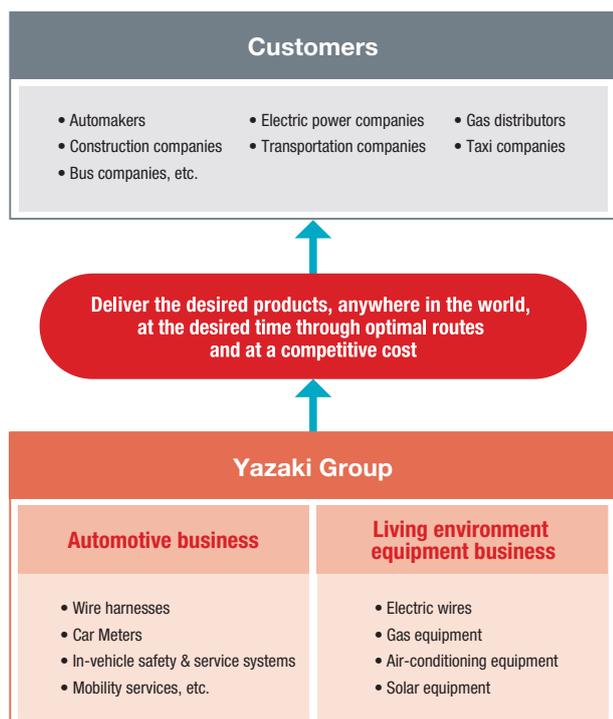
Automotive Business

In our automotive business, all relevant sections of our company are cooperating and collaborating with one another to meet the demands of customers around the world amid a state of dizzying changes, including technical innovations to accommodate the CASE era, changes in terms of the spread of new mobility services through MaaS, and the emergence and growing seriousness of such social issues as the spread of COVID-19 and climate change. To illustrate, we have standardized operational processes and are accordingly fortifying links among divisions and promoting activities for making manufacturing preparations to promptly accommodate customers' new vehicles and model changes in the area of vehicle product development.

Mobility Services

The Yazaki Group has been providing fleet management services (FMS) that help fleet operators streamline the management of their fleets by obtaining various types of data through digital tachographs and taximeters from trucks, buses, taxis, and other commercial vehicles. In order to meet the needs for advanced safety, quality, and efficiency improvements by way of compound services targeting end-to-end arrangements from the standpoint of MaaS in our mobility business, we are accumulating Big Data as cultivated through our FMS business on the Yazaki Mobility Platform,* analyzing and processing data with the use of AI, and providing total solutions based on new ideas generated through linkages with outside data.

Yazaki Group Businesses and Customers



* 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

In-vehicle Safety & Service Systems

In our in-vehicle safety & service systems business, we have established a nationwide sales and service network primarily built around tachographs (devices that record driving operations) and taxi meters and are working with dealers to upgrade after-sales services, including the installation of systems, the replacement of parts, and repairs. In November 2020, we released the *YLD 1* driving recorder for forklifts to join a lineup that meets the needs of various industries with products and services consisting of the *DTG 7*, an integrated driving recorder and digital tachograph, *Arofriend 27*, a taxi meter with a built-in digital tachograph, and taxi cloud services. We are thereby contributing to customers safety, vehicle and labor management, and improvements in the efficiency of logistics.

Electric Wires

The Yazaki Group has been selling power cables, communications cables, branch cables, and other social infrastructure-supporting products for over half a century. These products are used on many construction sites. In response to customer feedback to the effect that thicker cables are hard to handle due to their rigidity, we released the *Yawaraka cable* in 2010 as a product that has been well-received by customers for being more pliable than conventional options despite being thick and for the ease with which it can be reformed. On the other hand, we have also received feedback to the effect that it is less workable in low-temperature environments in winter. In this connection, we aimed to achieve the same level of workability in low-temperature environments as can be achieved at room temperature and succeeded in launching sales of *Premium Yawaraka cable* in 2017 for cold-climate markets only. In October 2020, we expanded the range of and size options for this product and began nationwide sales. We will continue to listen to what our customers have to say and provide products that help improve the safety and workability of wiring work.

Gas Equipment

The Yazaki Group began selling liquefied petroleum (LP) gas meters for the first time in Japan in 1963 and has 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 order to help gas distributors acquire expertise and technical skills as part of our activities, we hold training courses four times a year for them to become certified LP gas equipment operators. In fiscal year 2020, the spread of COVID-19 caused us to limit the number of persons who could participate in these courses and the regions in which participation would be allowed and to implement other such measures, as a result of which these courses were held twice

for 22 participants, all of whom successfully passed their course. In order to ensure that these courses flexibly adapt to changes in the social environment, we are looking into the possibility of holding them on an online basis. In fiscal year 2020, we also began to engage in sales activities directed at the Chinese market in order to promote the overseas spread of gas shutoff systems and gas alarm devices outfitted with Japanese safety technology.

Environmental Systems Equipment

In our environmental systems business, we are meeting a wide range of customer needs in anticipation of the arrival of a new society predicated on natural capital by providing products and services that utilize renewable energy sources, such as solar heat and wood biomass, and unused energy sources, such as waste heat. Techno Yazaki Co., Ltd., a company that sells, designs, and installs as well as offers maintenance services for *Super Aroace*, an absorption chiller-heater system, and solar equipment is working on developing a quality manual that includes check sheets and manuals for each process. By thoroughly providing in-house education and on-site guidance based on this quality manual, we are endeavoring to bolster systems of design and construction and provide safe, high-quality products and services through a series of initiatives related to product sales, design and construction, and maintenance services.

Topics

Recognized as One of the Clarivate Top 100 Global Innovators 2021



We were recognized as one of the Clarivate Top 100 Global Innovators 2021 as selected by Clarivate Plc. This award is conferred based on an analysis of intellectual property and patent trends through the use of patent data possessed by Clarivate Plc, a global information services company. Recipients are chosen by evaluating innovations based on four elements: number of patents, success rate, global qualities, and the influence of patents in terms of their use by others. The top 100 innovative companies and institutions in the world are selected. We were recognized for our success rate, which is one of the four elements of evaluation and which is calculated by determining the ratio of registered patents to patent applications published in the last five years. This was the third time we have received this award. We will continue to promote intellectual property activities for which our global network will be leveraged in order to accelerate innovations and create new value.

Solve social issues through our business

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

Contributing to the Development of a Sustainable Society

Automotive Business

The shift to electric vehicles with a view to achieving carbon neutrality and a decarbonized society is underway around the world. High-voltage wire harnesses that safely and reliably supply high-voltage power from batteries to the motor are needed in electric vehicles that operate with motors. The role of wire harnesses is thus becoming increasingly important. The Yazaki Group, which has constantly been spearheading the evolution of wire harnesses, began producing such high-voltage wire harnesses and power distribution systems more than two decades ago. These products are widely used in many electric vehicles. We will continue to refine our technologies and support the evolution of electric vehicles as we herald the arrival of an age of full-scale popularization.

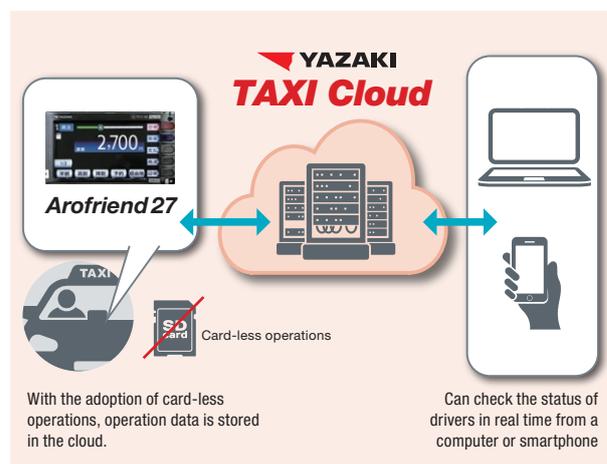
Mobility Services

We develop and provide services that can help solve social issues by way of the use of technologies and data cultivated through our mobility services business as one aspect of the business activities that the Yazaki Group is engaged in with a focus on contributing to the achievement of the SDGs. To illustrate, we improve the efficiency of road maintenance and management by local governments and provide support for early recovery in the event of a disaster. The former entails a service to determine the uneven state of roads by applying AI (artificial intelligence) analysis to forward-facing camera images and vibration data obtained with digital tachographs. The latter entails a service by which the state of a disaster can be visualized with forward-facing camera images and a car-requesting app and by which disaster volunteers can be matched with recovery sites where they are needed. We will continue to promote initiatives designed to solve social challenges.

In-vehicle Safety & Service Systems

In our in-vehicle safety & service systems business, we seek to realize safe, low-carbon smart communities through the provision of solution services featuring advanced safety management practices based on the use of in-vehicle safety

and service systems and data to address issues affecting transportation, logistics, and passenger businesses, namely safety and security, the environment and energy conservation, productivity improvements, and efficiency and convenience, in accordance with the concept of connecting vehicles, infrastructure, and information.



By providing fare information from taximeters to customers in real time through a cloud-based system, we have managed to improve convenience and efficiency and revised fares through communication technology for the first time in the industry.

To illustrate, we have teamed up with a local company in Thailand to sell *iQsan*, a GPS telematics system that helps manage vehicle dynamics and provides services for safe driver operations in real time, to commercial vehicle manufacturers and major Japanese logistics firms. In order to meet diversifying needs in different sectors, we are seeking to expand applications and back-end services and designing and developing new on-board devices to comply with revised laws and regulations. In this way, we are contributing to the management of safety, eco-driving initiatives, and profit improvements as promoted by businesses.

Gas Equipment

In recent years, new initiatives to harness the IoT and LPWA*¹ systems for wireless communications with the aim of rationalizing the LP gas business in response to such issues as depopulation and labor shortages in the LP gas industry have begun. The Yazaki Group is using FAN*² construction technology for LPWA systems to help solve issues for customers who find it difficult to read meters. For example, we have achieved automatic meter reading functionality at mountain peak-situated properties where meter reading is a challenge in the Okutama area.

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

*² Field Area Network: Large-scale outdoor network

Environmental Systems Equipment

In the business of environmental systems, we are helping achieve a decarbonized society through the development and sale of such environmentally friendly products as heating and cooling equipment based on the use of renewable energy and unused energy sources. Local governments aiming to recycle forestry resources in their communities are working to use wood pellets made from thinned wood and wood waste from sawmills and have adopted *Bio-Aroace*, our wood pellet-fired absorption chiller-heater, for this purpose. For example, a wood pellet production factory has been established for inclusion in the plans for a biomass industrial city in the town of Okinoshima, Shimane Prefecture. *Bio-Aroace* was also adopted in this case to promote the local production and local consumption of wood pellets. In addition, our *hot-water-fired Aroace* exhaust heat-utilizing absorption chiller-heater, which can use exhaust heat from heat and power supply systems and biomass boilers, solar heat, and other forms of unused heat energy, has been adopted at sports centers, plant factories, and elsewhere in Europe and North, Central, and South America. We will



Bio-Aroace, a wood pellet-fired absorption chiller-heater installed at the Okinoshima Town Municipal Library

continue to endeavor to contribute to the achievement of SDGs and decarbonization by offering environmentally-friendly products to customers.

Nursing Care, Agriculture, and Environment & Recycling

Amid the globalization of the automotive industry, the Yazaki Group has been relocating its production sites overseas with the result that its domestic business has shrunk. The Yazaki Group is working on businesses related to nursing care, agriculture, and the environment and recycling in order to take on the challenge of solving problems faced by local communities, including declining rates of childbirth, aging, and depopulation, while protecting local jobs. A total of eight companies belonging to the Yazaki Group in Japan are operating a nursing care business while a total of four companies operating in the field of agriculture are producing local specialty agricultural products and processed foods made using local specialty products. In our environmental and recycling business, we manufacture and sell refurbished printer and toner cartridges and cushioning materials made from recycled cut-up postcards.

In hopes of containing the destruction of national land being caused by the devastation being visited on forests and climate change in recent years, we are continuing to engage in a forest regeneration project that aims to protect forests, revive the forestry industry, and promote a new cycle of forestry in collaboration with the town of Yusuvara in Kochi Prefecture. We will continue to be involved in projects to induce the resolution of social issues faced by local communities in concert with regional partners.

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

Developing a Monitoring System with the National Institute of Technology, Numazu College

The Yazaki Group aims to ensure the safety of the residents of nursing care facilities and realize improvements in settings in which nursing care staff members work and has teamed up with the National Institute of Technology, Numazu College to work on developing a remote monitoring system that can be used even at night. We developed this system by combining AI worker analysis technology that has been set up at our production sites, data annotation* technology possessed by the National Institute of Technology, Numazu College, and the unrestrained ideas put forth by students and have conducted demonstration tests at Yazaki Care Center *Kamifusen*, a nursing care facility operated by the company. We intend to introduce this system to not just nursing care facilities but also childcare facilities and hotels and will facilitate further studies with an eye on its eventual commercialization.

* Annotation of information related to various types of data, including text, audio, and images.



Monitoring cameras installed in each room at *Kamifusen*

Research and Development Work Conducted with the University of Miyazaki on Preventing Mango Stem-end Rot

The Yazaki Group has begun working on preventing mango stem-end rot* in collaboration with the University of Miyazaki, where research on this disease is being conducted. By combining the University of Miyazaki's research to clarify the bactericidal effects of electric discharges with the Yazaki Group's own high-voltage technology, we took note of the possibility that we can prevent mango stem-end rot and are pursuing research and development work with an eye on achieving commercial viability. The Yazaki Group regularly presents the results it obtained through the development of electric wires at academic conferences. It was through our activities at these conferences that we came to find out that producers of mango in Miyazaki were suffering from problems caused by mango stem-end rot. This in turn led us to undertake this initiative.

* A disease whereby harvested mango fruit softens and turns brown from around the peduncle and then rapidly undergoes decay. In many cases, this disease manifests during the shipping of the fruit, which can be significantly damaging to the brand reputation of the region where mangos are grown.



(Left) Mango stem-end rot
(Right) Mangos that have undergone sterilization by a process of electrical discharge



Priority issue

Build healthy and solid supply chains

P31 Promote CSR Procurement



As social issues become diversified and increasingly complex, it will be important to engage in CSR across the entire supply chain. The Yazaki Group aims to share its CSR-related policies and goals and work together on solving social issues in accordance with fair, equitable, and good-faith dealings with its suppliers. In order to prevail in the face of intense competition in the global marketplace, we will also endeavor to coexist with our suppliers in a state of mutual prosperity, build strong, strategic partnerships, and forge a system that will allow us to rapidly adapt to changes in the management environment.

Promote CSR Procurement

The Yazaki Group has prescribed the Purchasing Guidelines for supply chain management to ensure that there is a shared understanding of CSR matters with its suppliers and to promote procurement in line with CSR together with these parties.

Purchasing Guidelines

Based on fundamental management policy (4. Conduct business openly and fairly, and aim for co-existence and co-prosperity), we ensure the maximum business opportunity, set short/long term target 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 co-existence 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

CSR Procurement Initiatives

The Yazaki Group has published and distributed the Supplier CSR Guidelines for the purpose of cultivating a shared understanding of CSR and promoting CSR activities with suppliers. In addition to having suppliers carry out their own CSR activities based on these guidelines, we encourage them to do the same with their own suppliers. In fiscal year 2020, having enacted the Yazaki Group Human Rights Policy and amended the Global Responsible Mineral Policy, we partially amended the Supplier CSR Guidelines to require suppliers to engage in initiatives that are consistent with these policies. In order to ensure that these guidelines are disseminated to and followed by our suppliers, we regularly distribute the Supplier CSR Self-Assessment Sheet to our suppliers and ask them to carry out self-assessments related to the state of their CSR initiatives. In fiscal year 2020, we produced and distributed a self-assessment sheet with an expanded list of human rights-related items, including items concerning forced labor and child labor, based on the aforementioned amendment to our guidelines. After grading self-assessment sheets that are returned to us, we provide feedback on the results of this process to suppliers and take the initiative in engaging in direct dialog

with suppliers who wish to improve and encouraging them to take action while we take the results of this process in terms of grading and other factors into account. We will continue to promote CSR procurement in collaboration with our suppliers.

[| Web | Supplier CSR Guidelines](https://www.yazaki-group.com/global/pdf/csr_supplier_e.pdf)

https://www.yazaki-group.com/global/pdf/csr_supplier_e.pdf



Initiatives for Achieving Co-existence and Co-prosperity with Suppliers

The Yazaki Group runs *Yaei-kai*, a cooperative whose members consist of supplier companies, to promote CSR and encourage a thorough commitment to daily management across the entire supply chain through regular general meetings and information exchange meetings. In fiscal year 2020, we held an online information-sharing meeting concerning COVID-19 and explained the state of infections in different countries as well as the state of operations and initiatives within the Yazaki Group. In addition, we held a CSR study session featuring outside lecturers in June 2021 for the purpose of strengthening our CSR initiatives and have endeavored to promote mutual increases in corporate value in accordance with the Yazaki Group's procurement policy.

Dialogue with Suppliers

Operating in 45 countries and regions around the world, the Yazaki Group aims to optimally procure raw materials, electronic parts, wire harness parts, instrument parts, equipment, and materials. In order to share procurement policies and issues through two-way communications with suppliers in different regions around the world, we hold a general meeting of global suppliers once a year. In fiscal year 2020, we held the Fiscal Year 2020 Procurement Policy Briefing Session on an online basis instead in response to the COVID-19 pandemic. A total of 257 companies in Japan and overseas participated to share details on business environments and procurement policies as they relate to the Yazaki Group. In addition, we clearly presented items concerning quality, performance, and price as well as expected values related to the environment, the labor environment, information security, and other matters and have worked on promoting CSR activities with our suppliers accordingly.

Thorough Management of Environmentally Hazardous Substances

The Yazaki Group conducts questionnaires on use by suppliers of chemical substances and substances subject to regulations and approval and on the state of product warranties in order to ascertain the state of the management of environmentally hazardous substances. If there is a risk for which there is some concern regarding a product warranty, we will visit the supplier in question to carry out field validation work and otherwise act to eliminate the risk. In addition, we survey, in accordance with the YAZAKI Green Purchasing Guidelines, the environmental conservation

activities being carried out by suppliers and are working to solve social environmental issues together with suppliers through products offered by the Yazaki Group. In order to comply with environmental regulations in different countries, representative of which are the EU REACH regulation*¹ and the RoHS Directive,*² we promote the thorough management of environmentally hazardous substances by mandating that suppliers subject to regulations report on chemical substances contained in the items they supply and otherwise requesting compliance.

*¹ EU regulation governing the registration, evaluation, authorization, and restriction of chemical substances

*² EU directive on the restriction of the use of specified hazardous substances in electrical and electronic equipment

[Web | YAZAKI Green Purchasing Guidelines](https://www.yazaki-group.com/global/pdf/csr_green_e.pdf)
https://www.yazaki-group.com/global/pdf/csr_green_e.pdf



Responsible Procurement of Minerals

The Yazaki Group promotes the responsible procurement of minerals 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. In addition to fulfilling our social responsibilities in carrying out procurement activities, we collaborate with our suppliers and industry groups to investigate smelters that produce specific metals used in our products (tin, tantalum, tungsten, and gold) by tracing them back through the entire supply chain each year to verify the existence of any local risks or concerns as regards CSR procurement in accordance with societal requirements concerning procurement, such as those set forth in the United States' Dodd-Frank Wall Street Reform and Consumer Protection Act (Dodd-Frank Act), the EU's Conflict Minerals Regulation, and the OECD's (Organization for Economic Co-operation and Development) Due Diligence Guidance. Moreover, we cooperate with investigations of smelters conducted by the Responsible Minerals Initiative (RMI), an international organization that works to promote the responsible procurement of minerals, as a member of this organization. We will continue to work on further collaborating with suppliers and various industry groups to refrain from using minerals of concern wherever their use is revealed.

[Web | Global Responsible Mineral Policy](https://www.yazaki-group.com/global/csr/conflict.html)
<https://www.yazaki-group.com/global/csr/conflict.html>



Topics

Holding Study Sessions on Our Environmental Management System

In February 2021, we held an online study session on our environmental management system for the purpose of fortifying the environmental management system in place across the supply chain of the Yazaki Group. Approximately 100 suppliers participated in this study session, which covered societal trends concerning environmental issues affecting companies, information on amendments to environmental laws and regulations, the objectives of our environmental management system, and good practices for the operations of our system. We will continue to collaborate with suppliers as we strive to fortify our environmental management system across the entire supply chain.



Priority issue

Establish a truly strong organization

- P34 Promote diversity
- P35 Promote efficient work styles
- P36 Increase employee satisfaction
- P36 Develop the next generation of human resources

- P38 Foster the corporate culture
- P38 Promote health management
- P40 Strengthen occupational health and safety



The Yazaki Group believes that realizing the Fundamental Management Policy principle of “Care for people by creating a corporate culture that prioritizes individuality and team-work, while empowering people's dreams” will allow us to grow as an enterprise. In keeping with this principle, we intend to establish a satisfying working environment where all employees can reach their potential and where diverse work styles can be accommodated. In addition, our intent is to continually increase organizational capability and productivity. Our focus will be on promoting diversity, developing global human resources, and securing excellent personnel with outstanding skills.

Promote diversity

The Yazaki Group has a variety of global business segments and considers it important that human resources play active roles in our enterprise. We work to establish a working environment where all employees can achieve their full potential, regardless of nationality, race, sex, sexual orientation, age, place of origin, educational background, family relationships, disabilities, religion, and differences in the form of employment.

Promoting Active Roles for Women

The Yazaki Group established a new action plan in response to the Act on the Promotion of Women's year Participation and Advancement in the Workplace in fiscal 2020 to support the active career building of female employees. In order to achieve plan targets, we will strive to enhance group systems and create a corporate culture that encourages workplace participation and self-improvement.

Plan period	Five 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 a system that contributes to flexible work styles (flextime system, staggered working hours system, etc.) from 23% in April 2021 to 50%.

Topics

Yazaki Group in Europe International Women's Day Campaign

Many female employees with a variety of different qualities and skills work for the Yazaki Group in Europe. Commemorating International Women's Day, we expressed our gratitude to the female employees who were leading the innovation in the automobile industry. Using social media, we introduced eight female employees from different countries in different positions who represented the many female employees contributing to the success of the company.



Active Roles of Older Workers

The Yazaki Group strives to establish post retirement re-employment systems (Anchor System and Elder System) to re-employ retired employees in order to use the advanced skills and techniques of experienced workers and help to provide employment for older workers. In fiscal year 2020, we employed 433 employees in Anchor* positions and 153 employees in Elder* positions. In addition to existing systems, we introduced a new post retirement re-employment system (Senior* System) of letting employees work like ordinary employees and employed 16 employees. Thus, we are further enhancing the environment for senior workers.

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

Expanding Employment and Work Fields of 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 now positively working to employ persons with disabilities. We have standardized operations and reinforced follow-up systems to create a disability-friendly working environment. We established a recruiting page in Japanese for persons with disabilities on the Yazaki Group's main recruiting website in fiscal year 2019 to propel the employment of a broader variety of personnel. In fiscal year 2020, we employed 329 persons* with disabilities, including those newly hired, for an employment rate of persons with disabilities of 2.67%*. We have continuously reviewed and improved the internal system so that employees with disabilities can work comfortably. In addition, we sponsored internal events during the Disabled Person's Week since fiscal year 2019.

* 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

Promote efficient work styles

The Yazaki Group responds to changes in the social environment and satisfies the needs of employees. Our goal is to be an enterprise that is attractive for employees, their families, and other stakeholders, as well as the community, and thus we strive to create workplaces where employees can work comfortably and feel rewarded.

Improving Comfortable Workplaces

The Yazaki Group strives to create workplaces where all employees can demonstrate high motivation and achieve satisfaction. In order to protect the mental and physical health of employees, we set upper limits on overtime and make sure that all employees take at least five paid leaves a year. Specifically, we visualize overtime and the acquisition of paid leave with an attendance management system for employees and their superiors and provide education to raise the awareness of labor management and work-style reform. In fiscal year 2020, in addition to the previously established flextime system, we started a staggered work system to support the flexible work styles of employees. In the future, we will set work options for different types of jobs in production, sales, development, and management. Thus, we will provide employees with rewarding workplaces where safety and the reassurance of employees are secured, and where the work is healthy and comfortable for employees so that they can continue to develop professionally.

Promoting Work-life Balance

The Yazaki Group is creating a culture where employees can use the related childcare and nursing care systems as needed. In fiscal year 2019, we established a rule specifying that managers create opportunities to explain the Group childcare support system to subordinates and began operation of the system. In addition to these activities, the rate of male employees using parental leave increased from 2.2% in fiscal year 2018 to 14.7% in fiscal year 2020 as a result of efforts to improve awareness of diversity. Thus, we achieved the target of 5% by March 2024 well ahead of schedule.

With regard to nursing care leave, we extended the period of leave from the statutory period of 93 days to one year to prepare for the rapidly progressing aging society of the future, and we are working to disseminate a system for nursing care and to promote understanding. We introduced the Job Return System from fiscal year 2016 where we provide re-employment opportunities for employees who were forced to leave the company due to childcare, nursing care, or domestic and overseas transfer of a spouse.

We have now re-employed four employees. Also, from September 2020, we applied this system to employees who left the company to study again at universities and who acquired additional qualifications, such as an MBA, or who participated in long-term volunteer activities like the JICA Overseas Cooperation Volunteers.

Number of employees who took leave for childcare, nursing care, and elderly care*1

Category		FY	2016	2017	2018	2019	2020
Continuous childcare leave	Male		3	8	6	20	33
	Female		102	76	66	78	57
	Total		105	84	72	98	90
Retention rate after childcare leave the previous fiscal year*2	Male		100.0 %	66.7 %	100.0 %	100.0 %	100.0 %
	Female		98.9 %	98.0 %	98.6 %	98.4 %	100.0 %
Short working hours due to childcare			172	190	222	206	225
Nursing care			74	86	85	109	94
Continuous elderly care leave			5	2	1	2	5
Short working hours due to elderly care			2	2	4	3	6
Elderly care leave			9	11	11	11	24

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

*2 Retention rate = Number of employees working 12 months after returning from childcare leave / Number of employees who returned to work from childcare leave



Yazaki Childcare Brochure

Increase employee satisfaction

The Yazaki Group is striving to build trust relationships between labor and management through active communication, establishment of a fair personnel system, and increase the motivation and satisfaction of employees.

Sincere Dialog with Employees

The Yazaki Group believes mutual understanding and trust between labor and management are connected to the growth and development of both the Group companies and employees; consequently, the Group is working to improve its personnel system and the workplace environment in the collaboration with the Yazaki Labor Union. Our focus is on the realization of one of the declarations: the creation of a corporate atmosphere and culture that fosters mental and physical health, which is included in the Yazaki Group Labor-Management Joint Declaration. Labor Affairs Review Committee and Branch Office Labor-management Conference meet once a month, in addition to the annual labor council, to examine regulations and verify performance. We also strive to exchange opinions between labor and management through biannual branch office visits. In fiscal year 2020, we had many serious discussions about the Senior System in creating opportunities for older workers and the Telecommuting System for a new work style.

We will continue to promote activities aimed at a better working environment through the collaboration of labor and management.

Further Improving the Personnel System

A personnel system of the Yazaki Group called Rewarding Employees Who Worked Hard has been established to properly evaluate employees motivated in their roles and who have produced excellent results. In fiscal year 2020, we reinforced management training for focusing on thorough observation of the rules for evaluation, such as clarifying plans and numerical targets between superiors and subordinates when goals are set, in an effort to further disseminate the practice of setting appropriate goals for evaluations. In addition, we are considering making part of the evaluation index for management at the overseas regional headquarters the same as the index used at domestic sites in order to create fair and equitable personnel evaluations throughout the Group.

Develop the next generation of human resources

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

Training System

Opportunities for education and training are always available for everyone. This is our basic rule. The educational system of the Yazaki Group is characterized by providing appropriate educational opportunities that meet the wishes of those who want to develop further skills. In this way, we develop the next generation of human resources. Company-wide education in fiscal year 2020 was reviewed and continuously provided in consideration of measures implemented for

the COVID-19 pandemic. However, we suspended some educational opportunities whose purposes could not be achieved with a different method.

Yazaki Leadership Development Seminar

The seminar is provided for young managers and manager candidates who were recommended by their division heads. The purpose of the seminar is to develop basic management knowledge and leadership, along with business skills and the mindset of playing an active role under diverse environments.

Yazaki-juku (Dialog with Top Management)

We organized the *Yazaki-juku* as a place for employees to exchange views directly with top management, deepen mutual understanding, and gain a wider perspective. A Follow-up Workshop was first held in 1983 where employees who had worked for the Yazaki group for over five years discussed the principles and objectives of the Yazaki Group with the chairman. At the Management Roundtable Conference, first held in 1999, department managers exchanged views with the president about their visions of how to manage the workplace.

Yazaki Corporate Culture Training

This human resource development program invited employees of the overseas group companies to Japan. They study the Japanese language and culture and gain work experience in Japan to promote an understanding of the Yazaki Group's corporate culture.

Overseas Trainee Program

In this system, employees acquire the skills required to smoothly conduct overseas work and related operations through language and business training in overseas business offices for up to one year. They acquire new perspectives on communication and on how to proceed with operations on a global team. Also, this system gives employees an opportunity to think deeply again about the Yazaki Group Corporate Policy.

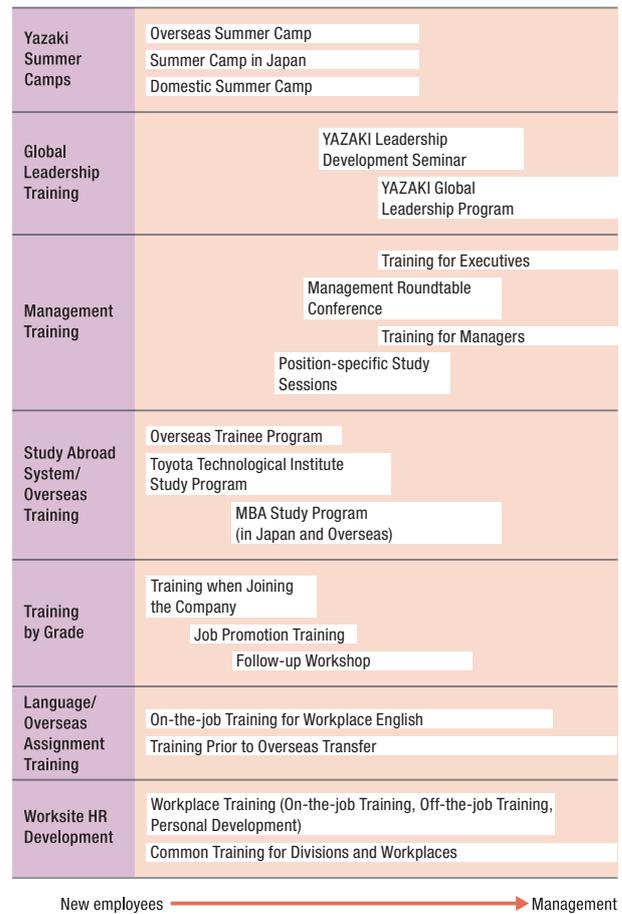
MBA Study Program

We send employees with five or more years of work experience to educational institutions in North America, China, India, and Japan to acquire an MBA. This program aims to develop the skills required for the corporate operation of the Yazaki Group and to develop human resources who will play core roles in business in dispatched countries.

Promotion of International Understanding Support Center Preparation Project

The Yazaki Group believes that it is important for employees to combine the skills of creativity, autonomy, language, and an understanding of different cultures to foster global personnel who face themselves and take on challenges. We would like to expand support through an international understanding support center in the future by aiding the development of global personnel using local educational institutions and companies. The Adventure School, started in 1993, is part of the internationalization project. So far, more than 1,300 people from 44 host countries have participated in gaining skills overseas.

Educational System Chart



Voice

Participation in Adventure School 2016 Before Joining the Company

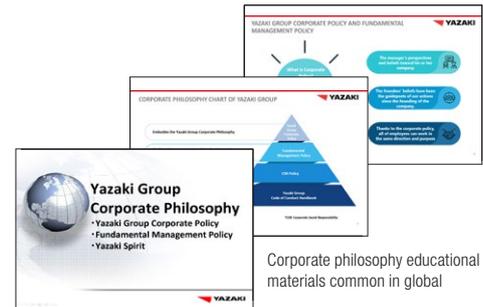
Takahiko Hakamata

TBU / Yazaki Parts Co., Ltd.

I stayed in Australia, Papua New Guinea, and Malaysia for about one year. I sometimes felt lonely during my stay, but I built human relationships through work and homestays. I learned the importance of action, something more important than language. Also, I acquired the attribute of resourcefulness, accepting different cultures, and feeling empathy.

Foster the corporate culture

The Yazaki Group believes that it is important for employees working in 45 countries and regions throughout the world to share the same ideas and head in the same direction to achieve the Yazaki Group Corporate Policy. Thus, we are working to disseminate corporate philosophy.



Corporate philosophy educational materials common in global

Disseminating Corporate Philosophy

We provide education in the Yazaki Group Corporate Policy for the purpose of understanding, dissemination, entrenching, and re-acknowledgement of each phase of training when joining the company, job promotion training, and training prior to an overseas transfer. We tell employees that an understanding of corporate philosophy by thinking about the relationship between their own work and corporate

philosophy by individuals and as a group will lead to the development of the company as well as the individuals. Additionally, we prepare common training materials for global dissemination and entrenchment of corporate philosophy and provide training sessions for management in cooperation with the regional headquarters. We provide support so that the training can be continuous in each region in the future.

Promote health management

The maintenance and promotion of good health for employees are vital in order to achieve their best possible potential. We enforce health measures that allow each employee to be individually and independently active in improving their health.

Improving Mental and Physical Health

The Yazaki Group puts efforts into the management of physical health for early recovery from illness and prevention of exacerbation, as well as the prevention of mental health disorders caused by the workplace environment, and we strive for a workplace where its employees can work enthusiastically. For physical health measures, we ensure that 100% of Yazaki Group employees receive regular health checkups, and we recommend follow-up checkups to employees at high risk. We implement the Lifestyle Disease Improvement Program for some employees observed as being close to high risk before they enter that stage. Additionally, we actively take steps against smoking, which includes initiatives to prevent passive smoke exposure by relocating smoking areas and efforts to lower the percentage of employees who smoke by educating them on quitting.

Mental health measures include stress checks. We actively conduct interviews and offer guidance from doctors which is legally required and health-related consultations with nursing staff for employees with a high degree of stress so they can feel comfortable voicing any concerns. In order to realize a workplace environment where all

employees can work comfortably, we strive to improve the workplace environment by combining the degree of stress in workplaces with the results of engagement surveys that measure mutual understanding and mutual engagement between employees and the company.

Status of Health Management*



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

Major Health Measures

Action item	Contents
Lifestyle disease improvement program	This voluntary program for employees with mild hypertension guides them to an exercise program and offers dietary advice to prevent hypertension from worsening. The program is being gradually expanded to more sites.
Lunch cost assistance	Employees are given assistance with lunch costs, regardless of whether there is a cafeteria, to encourage good physical health by eating proper meals.
Workplace environment improvement	Based on the results of the stress check and engagement survey, all workplaces find their own issues and try to improve their workplaces. In particular, the workplaces with high degrees of stress over time are trying to prevent mental illness and create workplaces that are rewarding for employees with the support of the Safety and Health Promotion Department.
Support for smoking cessation	We took physical measures for passive smoking at all business sites for the last three years and achieved the goal of zero passive smoking in 2021. Currently, we promote the support for smoking cessation for smokers in cooperation with the Yazaki Health Insurance Association and regularly conduct a company-wide non-smoking day.

Efforts of Wellness Center

The Wellness Center* offers a variety of programs to create a corporate culture where employees can develop and nurture healthy ways of living and working and conducts activities to get people working in the Yazaki Group and the organization involved with one another to realize a culture where both can grow healthy. Specifically, the Center appoints Wellness Promoters in each department, who lead activities that heighten wellness. At the Wellness Promoters Conference,

which was held online due to the COVID-19 pandemic, we introduce project activities and practice from each workplace in addition to spreading best practices. In fiscal year 2020, we introduced best practices from five workplaces and awarded Wellness Promoters.

* It became an organization as the Wellness Center from fiscal year 2021 to entrench the results of the project activities in the Group.

Health Management for Those on Overseas Assignment

For employees working abroad, practicing the same health management as in Japan has proved difficult because these individuals must live long term in places very different from Japan in terms of healthcare, sanitation, and food. Therefore, the Yazaki Group provides a special health management system for employees working abroad to help with health management at least a bit closer to that of employees working in Japan and provides equivalent health management to accompanying families. Employees working abroad and family members undergo very thorough medical checkups for physical health and mental health once a year in their health management system with all health data examined by occupational physicians overseas in order to ensure early detection of any illness. We also have a 24-hour advice line just for these workers, who can access the service at any hour from any country. Before the transfer, we require that they be vaccinated as recommended by the government for each region and distribute household medicine in response to mild symptoms of diseases. Thus, we emphasize the prevention of contracting and worsening diseases in the assigned countries.

Efforts for Health Management at Shizuoka Parts Co., Ltd.

At Shizuoka Parts Co., Ltd. (Fujinomiya City, Shizuoka Prefecture), we work to implement measures for the COVID-19 pandemic and support the enhancement of employee health. For example, we introduced the Fuji 33 health and longevity program to promote the improvement of lifestyle habits in an enjoyable manner unique to Shizuoka Prefecture and the Health Day Program on the first day of each month (providing a healthy menu and no smoking all day). Thus, we raise the health awareness of employees.

This effort was evaluated, and we were awarded the Governor Reward for Health Creation Activity in February 2021 and recognized as the Certified Health & Productivity Management Outstanding Organizations in the Small and Medium Sized Enterprises Category (Bright 500) in March 2021. We will support enhancement of the health of employees and keep improving the workplace environment in the future.



Strengthen occupational health and safety

The Yazaki Group established the Yazaki Group Health and Safety Policy through the mutual cooperation of the Yazaki Group and employees to ensure health and safety in the workplace and strive to accomplish assigned duties.

Health and Safety System

The Yazaki Group seeks to firmly establish a safety culture based on the Yazaki Group Health and Safety Policy and thus promotes 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. We also work to reinforce the safety and health management system through the verification, guidance, and follow-up by the Safety and Health Promotion Department.

We strive to prevent similar accidents globally by sharing information on industrial accidents based on the Global Health and Safety Policy. We also try to thoroughly follow the rules to prevent serious disasters and strive to increase safety awareness. For fiscal year 2020, we set the activity goal at zero major accidents and a reduction in the number of occupational accidents by up to 50% compared with the previous period. We also set and were active in our goal

FY 2020 Yazaki Group 80th Period
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 sites and the Health and Safety Promotion Department cooperate to maintain and strengthen health and safety systems and eliminate accidents.
- 3 We work to enhance workplace communication and maintain and promote employees' physical and mental health with new measures.

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



of achieving the following at a rate of 100%: verification of compliance with health- and safety-related year laws and ordinances and improvement of such issues, development of employees taking over for those with statutory qualifications, improvement of issues found at site health and safety diagnoses, risk assessment based on accident trends and employment of measures to reduce those risks, and the entrenchment of activities for safety actions in employees, health and safety training. The industrial accident frequency rate (lost work time) at the Yazaki Group in Japan was 0.36 with a severity rate of 0.0066 in fiscal year 2020. We aim to move forward in further reducing the number of industrial accidents by working Group-wide with training to prevent the recurrence of minor industrial accidents in the future.

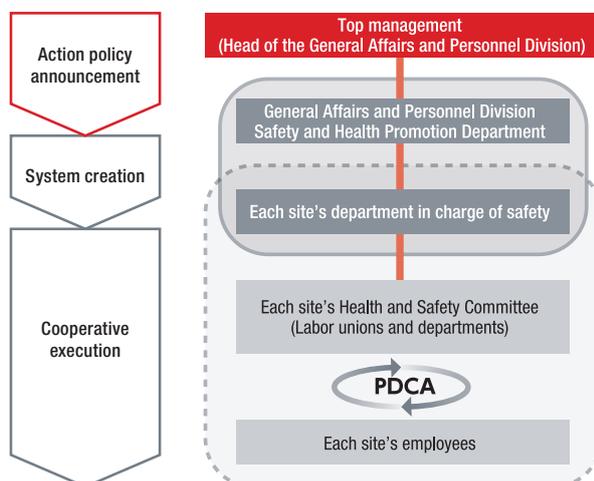
Frequency Rates of Occupational Accidents/ Severity Rate/ Number of Accidents (all factories in Japan)

	FY 2018	FY 2019	FY 2020
Frequency rate*1	0.26	0.41	0.36
Severity rate*2	0.0039	0.0099	0.0066

*1 Frequency rate of occupational accidents: Number of people injured or who died due to occupational accidents per 1 million working hours. Indicating the frequency of occupational accidents.

*2 Severity rate of occupational accidents: Number of workdays lost per 1,000 working hours. Indicating the severity of occupational accidents.

Diagram of Occupational Health and Safety System



Occupational Health and Safety Training

The Yazaki Group seeks to improve safety awareness among those in the same workplace based on the Yazaki Group Health and Safety Policy and strives 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

Voice

Participation in the Practical Safety Training



Manaka Arai

Quality Management Division
Yazaki Corporation

I participated in practical safety training in December 2020. I learned of the potential dangers in our daily duties and at production sites through simulations, and I freshly recognized various dangers around me in the management department. In addition to protecting my own safety, I will be careful in the future so that my carelessness will not put other people in danger.

to secure personnel who are able to take over positions requiring the qualifications of health officers and work supervisors.

Fire Prevention Measures

The Yazaki Group is proceeding with fire prevention measures to protect the lives of employees and corporate assets from fires and prevent any influence on the community and customers. We are improving the fire prevention management rules to prevent fires caused by electric facility equipment and chemicals, as well as the fire prevention management system for domestic sites. We periodically check whether fire prevention management is properly conducted and make progress in improvement. In addition, we provide managers with fire prevention management training to increase their awareness of the Fire Service Act and fire prevention management.



Fire prevention management training

Health and Safety Training System Diagram *Includes outside training

Aims/time	Personal development			Workplace creation	System building
	Entry	Promotion	Specialized		
Grade				Priority items	Company-wide advancement and follow-up initiatives
Officials and managers		Seminar for new assistant managers Seminar for new managers	Training given when work changes Foreman training* Practical safety training Practical safety training instructor development training General life saving workshop* General life saving instructor development training* Training for earning various qualifications (health officers and others)* Traffic safety education Trainings unique to workplaces* Self-care training Line care training RTP (Resource Training Program) training	SC (Safety Communication) circle activities Risk assessment initiatives Site health and safety diagnosis Health and safety legal compliance checks	Nurse training Branch offices/management health and safety liaison councils Factories Health and Safety Committees / meetings of persons in charge
General employees	Training for persons joining company in mid-period* Job promotion training				
New employees	Training for persons joining company				



Priority issue

Contribute to development of local communities

P43 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 solve those issues. We also strive to support the nurturing of children, who will be the drivers of future development in each country and region.

Contribute to development of local communities

At the Yazaki Group, we emphasize the contribution to society through manufacturing and the 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 summer camp.

Nurturing the Next Generation

Yazaki Summer Camp

In order to provide children, who are the future, with the opportunity for diverse experiences, we have held a summer camp for the children of our employees since 1977. This initiative embodies the Yazaki Group Corporate Policy. This program started from the idea of the then president (present honorary chairman). Since the time busy employees can spend with their children decreased at that time, he wanted to show his gratitude and so he provided an experience that would serve as a wonderful experience for the children of employees. This camp has programs for the children of employees in Japan and from the overseas workplaces, and children from various countries and

regions participate the programs every year. Particularly in the Overseas Summer Camps in the countries with overseas business sites for children of domestic employees and Summer Camp in Japan for overseas children who are invited to Japan, children can broaden their horizons to an international level through an understanding of the differences between one's home country and foreign countries while they have opportunities to make new friends and have new experiences, in addition to increasing their interest in protecting the global environment and deepening mutual understanding through international exchanges while expanding their international perspective. The camp, through advance training sessions and the day of the event, also serves as a place to develop the leadership and communication skills of the employees who participate in the camp as instructors. We partner with schools in the local communities, government agencies, and other bodies to put on this summer camp, so it is also an important opportunity to promote communication with stakeholders. In fiscal year 2020, from the perspective of prevention of the COVID-19 infections, we gave first priority to lives of participating children, employees, and stakeholders and called off the camp.



Yazaki Summer Camp in Japan participants in July 2019



Abroad at an Overseas Summer Camp exchange with local junior high students in August 2019

Voice

Yazaki Summer Camp Secretariat

Kazuma Matsumoto

General Affairs and Personnel Division
Yazaki Corporation



The COVID-19 pandemic taught me how grateful we should be to share an experience with friends in the same place at the same time. When we return to normal life and when we can resume Summer Camp under a safe and reassuring environment, I will be thankful to be able to share the experience with other participants and would like to provide the best memories to children in cooperation with others.

Activities in Fiscal Year 2020

Restoration Support Activities for Gust Disaster

On May 1, 2021, the disaster caused by a tornado caused enormous damage in Makinohara City, Shizuoka Prefecture, where the Monozukuri Center of Yazaki Parts Co., Ltd., is located. Roofs were blown off, and glass was broken. As many as 177 buildings and agricultural facilities were damaged. The employees of the Monozukuri Center supported the restoration of the facilities by separating and transporting the rubble in the neighborhood. The employees also donated the collected money to the Makinohara Tornado Disaster Fund.



Restoration work

Supporting Local Companies/Organizing Mobile Sales

The Miyagi Head Factory of Tohoku Parts Co., Ltd., (Kurihara City, Miyagi Prefecture) organized mobile sales by inviting local sales stores in March and May 2021. This program was conducted with the purpose of supporting local companies



Mobile sales

that were affected by the COVID-19 pandemic. At the event location, we sold vegetables, baked sweets, bread, and handmade pizza while implementing sufficient infection precautions. Many products sold out, and we successfully finished the event with many visitors. We will work to activate the community in the future and plan and carry out events to provide refreshing opportunities for our employees.

Donation of Used Table Calendars

At Thai Arrow Products Co., Ltd., we have been donating used table calendars to the support group for the visually impaired since fiscal year 2020. These calendars had previously been discarded. Paper used for table calendars is thick, and each table calendar comprises a bundle of several sheets. Thus, they can be reused for Braille materials for the visually impaired and Braille books for children. We could collect and donate about 2,500 volumes of calendars after seeking cooperation in a poster. We will continue this activity in the future.

Poster for calendar collection



Donating table calendars



Priority issue

Strengthen the global environmental management system

- | | | | |
|-----|---|-----|----------------------------------|
| P46 | Strengthen the global environmental management system | P51 | Closely manage harmful chemicals |
| P48 | Mitigate and adapt to climate change | P52 | Use resources effectively |
| P50 | Prevent pollution | P54 | Respond to water problems |
| P50 | Conserve biodiversity | P55 | Environmentally friendly design |



The Yazaki Group recognizes that preserving 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 society through environmentally sound business activities and employee volunteerism.

The Yazaki Group aims to help solve global problems and realize a sustainable society by reducing CO₂ emissions throughout the supply chain using resources effectively, strictly managing environmentally hazardous substances, and developing and offering environmentally friendly products and services.

Strengthen the global environmental management system

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

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 mankind. 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 by contribution of energy-saving product.

- 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



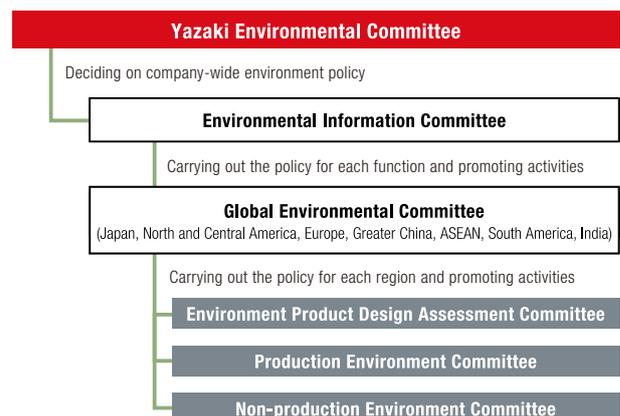
Organizational Structure for Environmental Management

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 April to discuss the direction of the environmental initiatives in Japan and overseas. We also hold a special decision-making meeting to rapidly respond to sudden changes in social trends. In fiscal 2020, we had a discussion particularly focusing on the future direction about carbon neutral*. People who are responsible for environmental issues and people in charge of practical environmental operations in each region around the world coordinate the direction of future initiatives through the Global Environmental Committee. Specifically, we share

* Making the total amount of carbon emission zero (zero in total) by absorbing and removing carbon

priority themes that need to be addressed at a global level, such as reduction of CO₂ emissions and management of chemical substances in products, in addition to discussing the responses to issues in order to promote environmental conservation activities throughout the supply chain while

Organizational Structure of the Environmental Committee in Global



encouraging interregional collaboration. The Yazaki Group has established local environmental management systems in each region. In Japan, in order 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.

Thorough Compliance with Environmental Laws and Regulations

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

We conduct cross-audits as part of the environmental audits of factories in Japan. During the cross-audits, the people responsible for practical operations check each other's sites. The people responsible for practical operations find points in need of improvement and discuss how to make those improvements with each other, which strengthens the check function and capacity for improvement. In fiscal year 2020, we conducted online audits of some factories due to the COVID-19 pandemic.

We also began cross-audits at overseas factories in

China, Thailand, and Europe by fiscal year 2020. We plan to expand the areas of cross-audits in the future.

Environmental Education

In an effort to develop people who can think and carry out environmental efforts on their own, we provide company-wide training and specialized environmental training based on the training system of the Yazaki Group.

Company-wide training is geared to all new employees, persons promoted to specific grades, and those assigned to overseas sites. The training is provided to deepen the employee understanding of the significance of environmental conservation and the environmental conservation initiatives of the Yazaki Group. We also provide specialized environmental training for employees who supervise and engage in environmental work with the aim of ensuring the skills needed for specialized work related to the environment. This training includes education on environmental laws and regulations and education for ISO 14001 internal auditors. We additionally implement tests and other methods to confirm the degree of understanding after training and take the initiative to promote a firm understanding of the training by participants.

In fiscal year 2020, because of the COVID-19 pandemic, training was mostly provided online in factories in Japan and overseas (9,402 participants). We will introduce e-learning in the future and build a system so that employees can have the training they need at the time they want.

Voice

Environmental Laws and Regulations in Yazaki (China) Investment Corp.

Zhao Kun Peng

Deputy Department Manager,
Quality and Environmental Affairs Department
Yazaki (China) Investment Corp.



In China, regulations for the management of toxic and hazardous waste are strict. In addition, legal requirements differ depending on the region, and the time for law enforcement is short. Thus, it is difficult to respond to environmental laws and regulations. In fiscal year 2020, we introduced an external service to collect the latest information on laws and regulations, started the process of disseminating information throughout the company, and confirmed compliance. In addition, we established a mechanism to systematically investigate the trends in factory environmental regulations and published related procedures and instructions. We will collect the information on laws and regulations, customer requirements, and industry trends in order to seriously respond to them. Thus, we will promote an environmental response in greater China in cooperation with the headquarters and each site.

Topics

Training of Environmental Laws and Regulations in China

We have invited an external instructor for the persons responsible for the environment in each factory and provided training in the recently revised Law on the Prevention and Control of Environmental Pollution by Solid Waste, waste disposal of chemicals specified under the same law, and regulations related to organic solvents in paint, adhesives, ink, and detergents. The participants commented that the points to control became clear and the problems in the practical work were solved.



Mitigate and adapt to climate change

To prevent the global warming that allegedly causes climate change, the Yazaki Group is working to reduce CO₂ emissions at all sites through energy saving measures, and we are contributing to reductions in CO₂ at a global level by developing and providing products that help to lower CO₂.

Energy-saving Activities in Factories and Offices

The Yazaki Group is working on energy saving activities with the target of reducing global CO₂ emissions per unit of sales by 20% from fiscal 2010 by fiscal 2020 as a countermeasure to global warming.

Specific initiatives include optimization of the number of operational units and operation time of production equipment and infrastructure equipment, updating to energy-saving type burners, insulation of high-temperature equipment, and measures to prevent air leakage. Additionally, we continually implement the long-standing initiatives of ensuring that lighting is turned off during lunchtime and breaks and using the eco mode for PCs.

Because of these initiatives, CO₂ emissions per unit of sales in fiscal year 2020 were 35.4 t-CO₂/100 million yen, a decrease of 26.4% compared to fiscal year 2010. Thus, we achieved the goal of fiscal year 2020.

Initiatives to Realize a Decarbonized Society

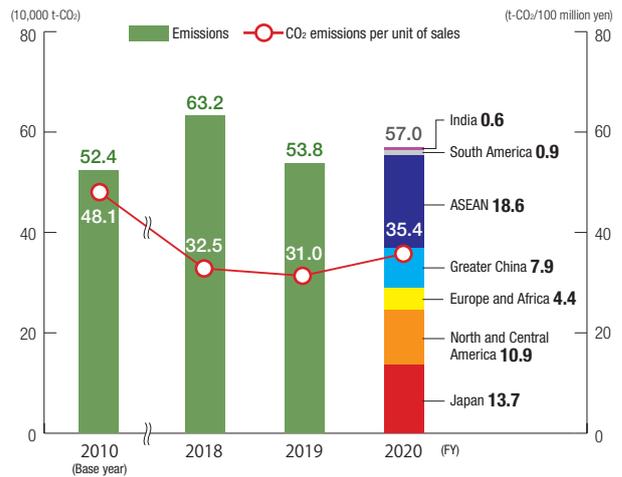
As a worldwide movement, countries throughout the world declared the goal of achieving carbon neutral by 2050 at the Paris Agreement (December 2015) and the UN Climate Action Summit (April 2021). In Japan, the Suga administration established the goal of reducing CO₂ emission by 46% by 2030 compared to 2013 into the green growth strategy.

The Yazaki Group regards these goals for decarbonization as a corporate social responsibility and an opportunity to improve corporate value. Additionally, we established a global response organization with the cooperation of all production, sales, development, management, and procurement divisions to tackle this issue as the Group and will proactively work on activities toward the realization of a decarbonized society.

In addition, we have our own goal of reducing CO₂ emission by 26.3% by 2030 compared to 2018 toward the reduction of CO₂ emissions associated with the business activities of the Yazaki Group. To accelerate previous energy-saving activities, we spread the activities to factories overseas and will develop energy-saving production equipment, review all production methods, and actively use recyclable energy.

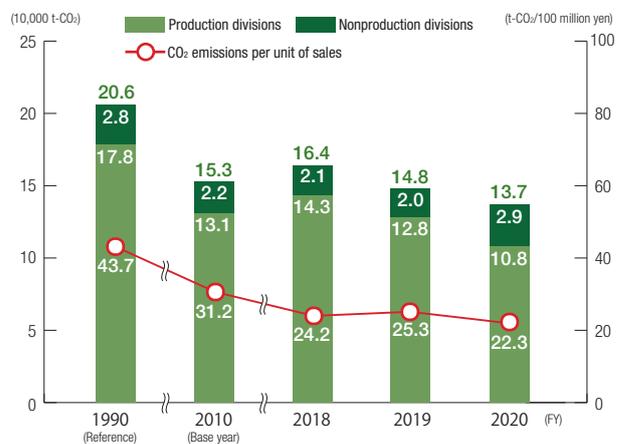
Furthermore, to reduce CO₂ emissions throughout the entire supply chain, we will promote a wider range of activities that include visualization of the lifecycle CO₂ emissions from products, reduction of CO₂ emissions in cooperation with suppliers, examination of optimal logistics, promotion of the development of environmentally friendly products, and consideration of businesses contributing to decarbonization.

Change in CO₂ Emissions (Global)



* Estimations are included in regional emission values.
 * The categories of ASEAN and India were reviewed in fiscal year 2020.

Change in CO₂ Emissions (Japan)



* The categories of part of the production divisions and non-production divisions were reviewed in fiscal year 2020.

Topics

Promoting Energy Saving Activities in Japan Chain Terminal Co., Ltd.

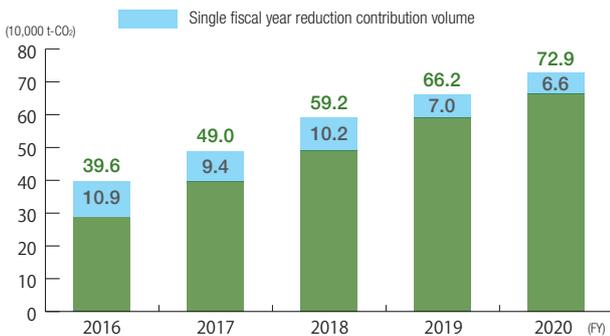
At Yamagata Factory of Japan Chain Terminal Co., Ltd., we promote a variety of different energy saving activities to prevent the daily consumption of unnecessary energy, such as energy-saving patrols that check whether or not the lighting or power supply is turned off, inspection of air leakage before long holidays to reduce the load on compressors, and thorough notification of powering off of the main power supply of equipment not operated due to production adjustment or planned suspension to reduce standby power. Thanks to these activities, we were evaluated as S class (business operator with excellent energy saving) in 2019 and 2020 according to the classification of business operators based on the energy-saving statutory periodic reports.

Yazaki Products' Contribution to Reducing CO₂

Solar thermal equipment and air-conditioning appliances using wood pellets contribute to reducing CO₂ emissions. The *Bio-Aroace* wood pellet-fired absorption chiller-heater is a carbon-neutral air-conditioning appliance. In consideration of the volume of CO₂ absorption during the growth of the wood used as the raw material for wood pellets, there is an annual reduction of about 30 tons of CO₂ emissions per unit compared with the use of fossil fuels. Also, in-vehicle safety and service systems, such as digital tachographs, not only make driving more efficient and safer but also contribute to reducing CO₂ emissions, leading to improvements in fuel economy. The contribution to CO₂ emission reductions from these products in fiscal year 2020 was 66,000 tons, and the cumulative reduction in CO₂ emissions since fiscal year 2011 is 729,000 tons. Moving forward, we will offer support in the

Change in CO₂ Reduction Contribution by In-house Product

(Global, Cumulative Amount Since FY 2011)



* The results in fiscal year 2016, 2017, and 2018 were reviewed.
 * Since numbers are rounded off, individual numbers and totals may not match.

prevention of global warming through the development and sale of products contributing to CO₂ reductions.

Promoting Green Logistics

In accordance with the Energy Conservation Act, the designated shippers of the Yazaki Group in Japan, Yazaki Parts Co., Ltd., as well as Yazaki Energy System Corporation and similarly Group companies that are not designated shippers, are working to reduce energy consumption per unit of transportation with cooperative transportation, transportation route consolidation, and modal shifts with the goal of a 1% decrease from the previous fiscal year.

Sho Unyu, Inc., a Yazaki Group shipping company, is equipping all of its vehicles with Yazaki digital tachographs. Through this initiative, we intend to create a noticeable change in sudden starts, acceleration, and stopping, as well as with idling time, and to improve driver awareness and techniques in an effort to protect the environment. The company also aims to improve the understanding of eco-friendly driving by creating and distributing the Eco-Friendly Driving Handbook and stickers for drivers. The Eco-Friendly Driving Handbook explains fuel-efficient truck driving tips like exactly how to step on the accelerator, apply the brakes, and increase speed. Truck drivers pay special attention to these aspects as they make an effort to drive in more eco-friendly ways. We are also distributing the handbook to our contracted crewmembers to promote the widespread adoption of eco-driving.

In addition to these activities, because of the influence from the decrease in transportation activities during the COVID-19 pandemic, CO₂ emissions from domestic logistics* in fiscal year 2020 dropped to 16,000 tons, an 8% decrease compared with the previous fiscal year. CO₂ emissions per transportation amount (ton-kilometer) were 110 g-CO₂/ton-kilometer, a 5% decrease from the previous fiscal year. We will continue to work on reducing CO₂ emissions in the future.

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



Eco-friendly Driving Handbooks

Prevent pollution

The prevention of environmental pollution is the least we can do as a company in business. We recognize it as a significant risk factor and set the voluntary regulation value stricter than those provided by laws and regulations. Thus, we conduct thorough management.

Local Pollution Prevention

Air and water quality problems, noise, and vibrations can be uncomfortable for local communities even as we comply with the regulations set by laws and local ordinances. That is why the Yazaki Group takes steps to control these nuisances at their origin and build soundproof walls under its own original initiatives. We additionally establish our own control levels, which are stricter than regulation levels, together with periodic compliance checks with our control levels. We installed an automatic circuit breaker at the end of the drain so that wastewater exceeding the control value does not flow outside the premises. In fiscal year 2020, there was no serious leakage of chemicals and waste that may pollute the environment.



The end of the drain



Automatic circuit breaker installed at the end of the drain

Conserve biodiversity

The conservation of biodiversity is an issue requiring attention on a global scale. The Yazaki Group works in cooperation with communities in taking action for biodiversity conservation and will continue helping to solve global problems.

Biodiversity Conservation Efforts in Collaboration with the Community

The Yazaki Group conducts biodiversity awareness activities and pays attention to ecosystems through such examples as planting tree species indigenous to the regions of the establishment of new sites and creating biotopes within the premises of our facilities. We work together with nearby communities in forest maintenance and the eradication of exotic plant species at sites around the world. As an example, we installed nest boxes for owls in the mountains behind the premises to secure their habitats as an initiative to recover the natural environment damaged at the time of construction. It has been confirmed that owls come to these nest boxes every year.



Cleaning the nest boxes



Baby owls

Closely manage harmful chemicals

The Yazaki Group operates systems worldwide to ensure compliance with the laws and regulations related to the chemical substances in each country and to meet customer requests for the thorough management of chemicals. We demand that suppliers ensure that prohibited chemicals are not used in our products.

Managing Chemicals in Products

The Yazaki Group collects information on the revisions and enforcement of laws and regulations in each country and is ready to respond promptly to cases where chemical substances may be regulated in the future. In fiscal year 2020, we surveyed and evaluated alternative technology for the chemicals that are regulated under the EU REACH Regulation*¹ and the POPs Convention*² based on the midterm reduction activity plan.

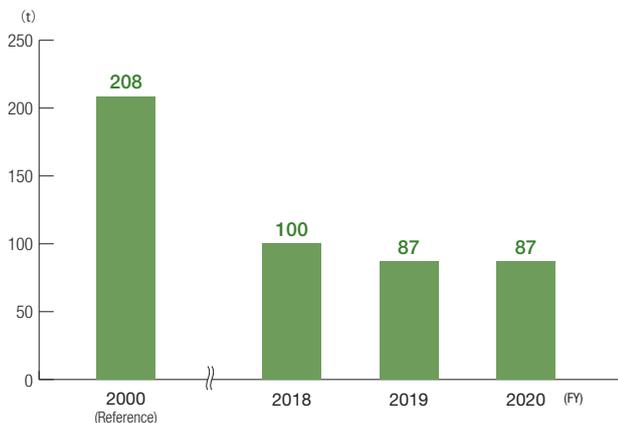
*1 A regulation of the European Union's on the registration, evaluation, authorization, and restriction of chemicals

*2 The Stockholm Convention on Persistent Organic Pollutants

Reducing and Managing Chemical Emissions

The Yazaki Group in Japan makes design changes and production process improvements to reduce emissions of volatile organic compounds (VOCs) that generate suspended particulate matter*¹ and photochemical oxidants*² that cause air pollution. Major initiatives include reducing VOC use by switching to VOC-free cleaning solutions for jigs and equipment and minimizing coated areas, as well as reusing previously used solvents. At our domestic sites,*³ we set the goal of reducing VOC emissions by 30% compared with fiscal year 2000 by fiscal year 2020, and our VOC emissions for fiscal year 2020 totaled 87 tons, a decrease of 58% compared with fiscal year 2000.

Change in VOC Emissions (Sites in Japan*³)



*The results in fiscal year 2000, 2018, and 2019 were reviewed.

Additionally, we are identifying emissions of designated chemical substances and their transfer amounts caused by substances adhering to products from sites required to submit a report*⁴ in Japan and subject to PRTR Law*⁵ regulations.

The emissions of designated chemical substances from these sites for fiscal year 2020 totaled 9.3 tons, and the transfer amount, for reasons such as substances adhering to products, was 3.5 tons.

*1 Of the particulate matter suspended in the atmosphere, those with a particle diameter of 10 μm or smaller are 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, and Kan Kogyo

*5 A law related to identify the emissions of specific chemical substances released into the environment and to promote improvements in the management of the substances

Appropriate Disposal of PCB Waste

The Yazaki Group in Japan takes steps for the early disposal of PCB (polychlorinated biphenyl)* waste within the domestic Yazaki Group before the legal deadline set forth in the Act on Special Measures concerning the Promotion Proper Treatment of PCB Waste. 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 2020, there were zero PCB leaks. We also concluded the disposal of PCB waste at six sites.

* 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.

Use resources effectively

As the global population grows and economies develop, the risk of resource depletion increases. The effective use of resources is a major issue. The Yazaki Group is working to build a resource recycling society by reducing loss in the manufacturing processes, promoting recycling, and reducing the use of plastics for packaging materials based on the 5R* concept.

* Reduce/Reuse/Recycle/Refuse/Repair

Activities to Reduce the Total Amount of Waste

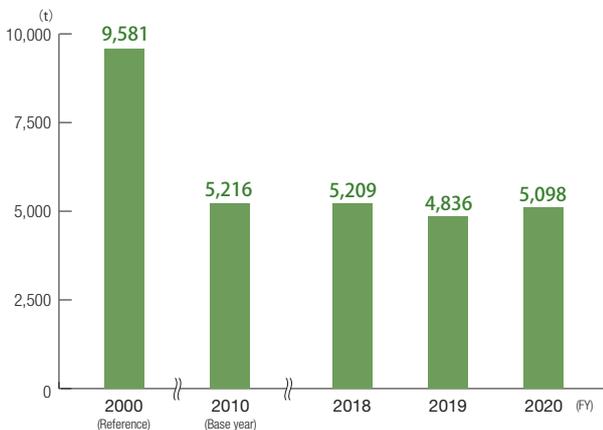
The Yazaki Group works to reduce the total amount of discharge*1 through activities that include reducing loss in the manufacturing process, promoting recycling, and further subdividing waste separation based on the 5R concept. We establish goals to improve our recycling rate and reduce the amount of waste*2 in line with the conditions of each country and region and are moving forward with these efforts.

The Yazaki Group in Japan aims to reduce waste at all sites in Japan by 10% compared with fiscal year 2010 by fiscal year 2020. In fiscal year 2020, the total amount of waste was 5,098 tons, a reduction of 2.3% compared with fiscal year 2010, because of the generation of waste associated with production transfer. In addition, the total amount of waste by the global Yazaki Group was 125,000 tons. We are working to reduce single-use (disposable) plastics used for packing products as our response to the plastic waste issue, one of the global issues. We promote the review of package specifications and reuse the plastic bags for the manufacturing processes. Toward further reductions in waste, we will discuss reduction measures for factories where large quantities of packing materials are used for products and then spread the measures to the global factories.

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

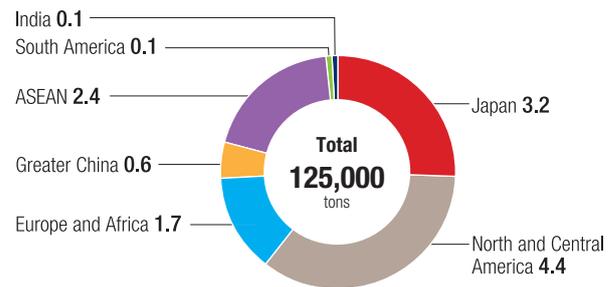
*2 Among discharge, those other than valuables including general waste such as bulky trash and waste oil and industrial waste.

Change in the Amount of Waste (Japan)



*The results in fiscal year 2010, 2018, and 2019 were reviewed.

The Total Amount of Discharge by Regions (10,000 tons)



* The categories of ASEAN and India were reviewed in fiscal year 2020.

* Estimations are included in some regional emission values.

Topics

Prevention of Load Shifting Reduction in Single-use Stretch Film

At the Ohama Factory of Yazaki Parts Co., Ltd. (Kakegawa City, Shizuoka Prefecture), we use recyclable polypropylene loading belts instead of disposable stretch film, which has been used to prevent empty boxes from shifting. As a result, we successfully reduced the use of 44.8 kg stretch film in June 2021, which also contributed to cost reductions and streamlining of work. We will implement this in other factories in the future to further expand our initiative.

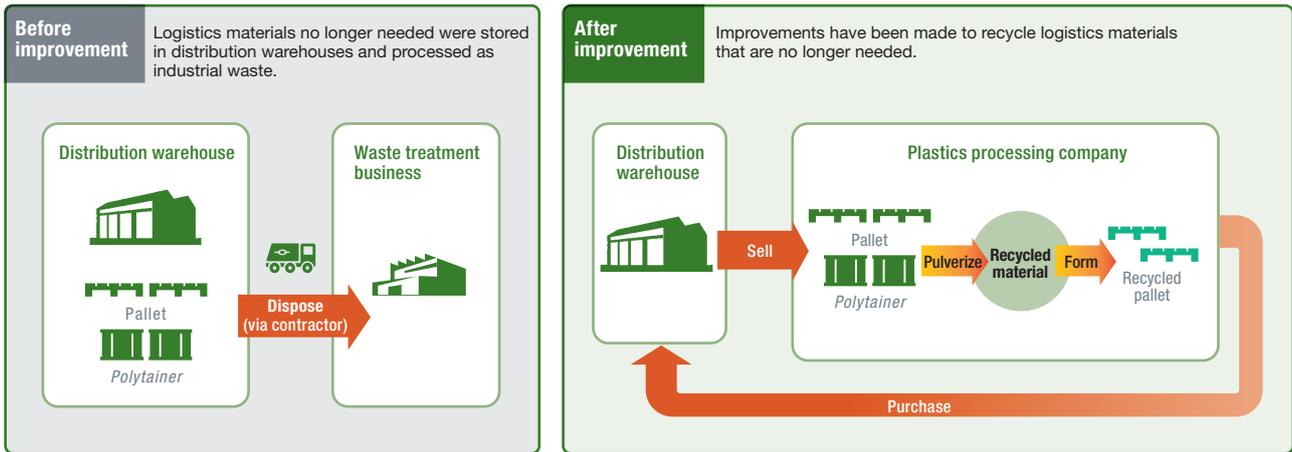


Reusing Products and Using Recycled Materials

The Yazaki Group works on reuse and recycling for reduction of plastic waste. We use plastic *Polytainer* containers and pallets in the transport of components and products, but only dispose of those that break after the longest possible

repeated use. Sho Unyu, Inc., a Yazaki Group shipping company, collects *Polytainer* containers and pallets for disposal, crushes them, and uses them for recycled plastic pallets. Such recycled use of plastics enabled us to reduce about 364 tons of waste in fiscal year 2020.

Plastic *Polytainer* Container and Pallet Recycling System



Result **Waste Reduction of *Polytainer* Containers and Pallets** 364 t/year = *Polytainer* 324 t/year + Pallets 40 t/year
⇒ Reduced amount is recycled and used.

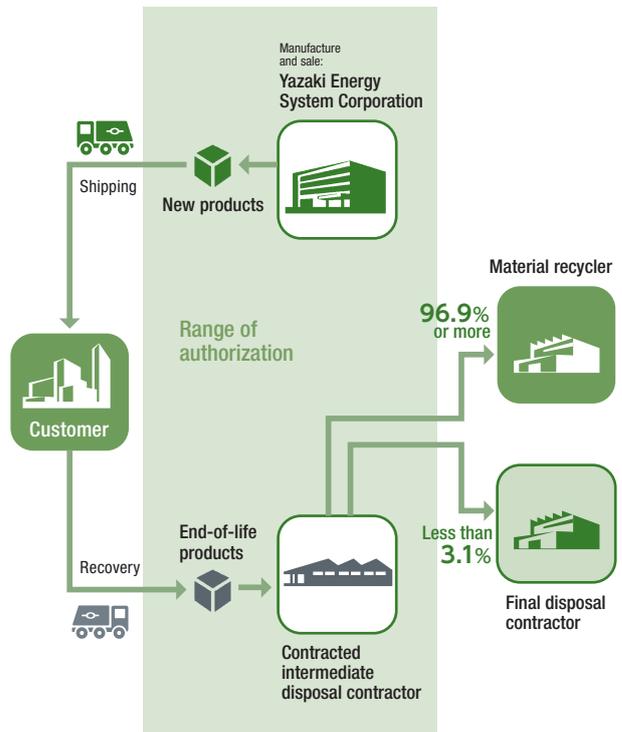
Reducing the Environmental Impact of End-of-life Products

The Yazaki Group recovers, reuses, and recycles used electric wires, wooden drums, gas meters, absorption solutions from absorption chiller-heaters, and more for the effective use of its resources. We share information within the Group on examples of good practices at each site to reduce waste and will push to disseminate these reduction efforts throughout the Yazaki Group.

Under the wide-area certification system,* the Hamamatsu Factory recovers *Aroace* absorption chiller-heaters when they are used up and reuses and recycles their components. By separating and reusing the steel plates that make up the product body, the copper tubes that make up the heat exchangers, and the absorption solution, we recycled 96.9% of these products by weight in fiscal year 2020.

* 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 they can be appropriately processed and recycled

Recovery of Air-conditioning Equipment under the Wide-area Certification System



Respond to water problems

By 2050, about half of the world's population will experience the effects of water stress* from the impact of issues like 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 with Water Risks

We are continuing our efforts to reduce water consumption at production sites in Japan while we implement efforts that enhance our management systems preventing water pollution from discharged water. In fiscal year 2020, we invited an outside instructor for an online workshop on the theme of preventing the leakage of substances like oil and chemicals for managers and the persons responsible for environment management at each of our facilities.

We then checked the management system for hazardous substances and the management status of workplaces handling hazardous substances*¹ used in the plating of metal terminals composing wire harnesses. We share the issues that are found and details on improvements with other sites, which lead to reducing the risk of water quality contamination throughout the entire Yazaki Group.

Globally, water risks are recognized at each site, and we work on the issue from two perspectives of water amounts and quality. In July 2020, we conducted an evaluation using AQUEDUCT*² and identified sites with high water risks. We implemented measures for these sites to reduce water risks.

*¹ Substances that may harm human health and the environment as stipulated in the Water Pollution Prevention

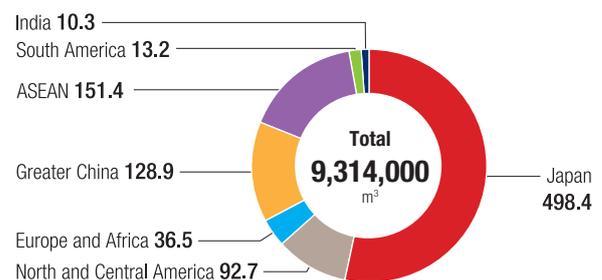
*² A water risk assessment tool developed by the World Resources Institute (WRI)

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 our wire harnesses use a lot of water for cooling and other processes. The Yazaki Group sets voluntary goals for water usage reduction and improvement in the quality of discharged water and conducts initiatives in all countries and regions. At each site, we work to conserve water by reusing cooling water in equipment, preventing water leaks through regular maintenance of equipment, and using rainwater and purified discharged water from canteens to water plants.

In fiscal year 2020, water consumption was 9.314 million m³ globally, a decrease of 4.4% from the previous fiscal year.

Water Consumption by Region (10,000 m³)



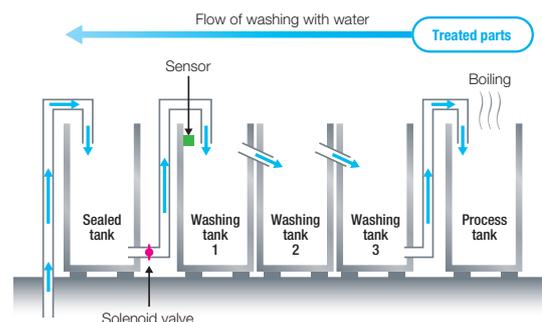
* The categories of ASEAN and India were reviewed in fiscal year 2020.

* Estimations are included in some overseas site water consumption values.

Topics

Prevention of Leakage of Water for Treating Chemicals

The Hamamatsu Factory of Yazaki Energy System Co., Ltd. (Hamamatsu City, Shizuoka Prefecture), manufactures the absorption chiller-heater *Aroace* and solar equipment. The process is one where the surface of parts is treated with chemicals during the production of solar equipment. In this process, chemicals are always boiled and evaporated in the process tank for treating chemicals. Therefore, we ensure to prevent the water for treating chemicals from being leaked to the outside of the process. In this process, we also use a multi-stage washing method where the water discharged from other processes is used to wash parts, which leads to a reduction in water use (about 120 m³/year).



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

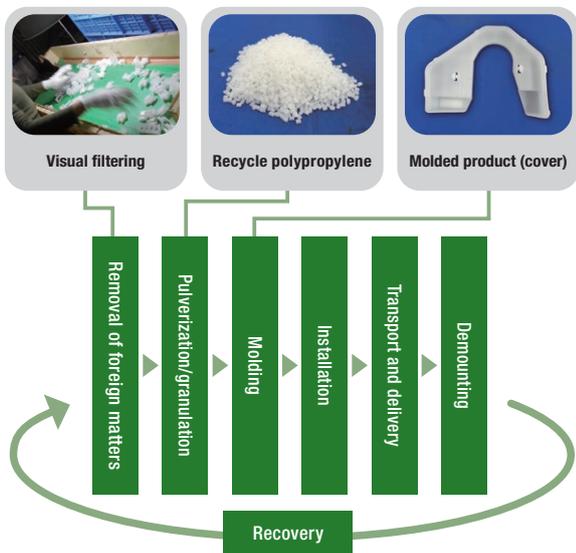
*2 Life Cycle Assessment: assessment of a product's environmental impact

Examples of Environmentally Friendly Products

Development of Grommet Cover using Recycled Resin

Polypropylene covers are sometimes installed on the rubber grommets used for wire harnesses to prevent damage during transportation. These covers are disposed of after use. We recovered and reproduced these covers and developed covers using recycled material. We will review the recovery system and introduce the recycling process listed below within fiscal year 2021, which is expected to allow us to reuse about 3 tons of plastic waste generated per month.

Recycle Process of Grommet Cover



Development of Driving Recorders for Forklifts

Customers who use forklifts in their business or warehouse business asked to increase the use efficiency by grasping the operational status in addition to safety management. To meet the request, we developed the YLD1 driving recorder for forklifts. We visualize the use status of a forklift by showing the loading and operation rates; thus, we achieved improvements in the rate of use efficiency. The previously optional devices of wireless LAN, Bluetooth, and gyroscopes are now built in. Thus, we can make the size 32% smaller and the weight 7% lighter compared with the existing

product. We expect a reduction in the use of resources by 2.1 tons for every 50,000 units.

Comparison between Existing and Newly Developed Product

	Existing product	Newly developed product
	Driving recorders for vehicles 	YLD1 
Volume	802cm ³	549cm ³ (-32%)
Weight	636g	594g (-7%)

Development of Optical Communication System for Relay Transmission of Wireless Signal

For a connected car, communication equipment and automotive antenna are connected via a coaxial cable. The services of the 5th Generation Mobile Communication System (5G) were started in 2020. The radio waves of 5G have a higher frequency than the previous 4G, which made it difficult to transmit wireless signals. Thus, we developed a communication system where the wireless signal is transformed into an optical signal. With the new system, multiple amplifiers or signal processing circuits are not necessary, which allows us to reduce the power consumption by more than 61% compared with the previous technology.

Consumption Power Reduction Effects by Developed Technology

	Composition	Power consumption
Conventional technology	Antenna → Amplifier A → Amplifier B → Coaxial cable → Communication equipment	0.49 W
Developed technology	Antenna → Signal processing → Power-Optical conversion → Optical fiber → Optical-Power conversion → Signal processing → Communication equipment	1.5 W
Developed technology	Antenna → Amplifier A → Power-Optical conversion → Optical fiber → Optical-Power conversion → Communication equipment	0.19 W

Reducing power consumption by 61% or more



Priority issue

Enhance global governance and internal control

P57 Ensure management soundness, efficiency, and transparency

P59 Strengthen risk management and BCM

P61 Practice thorough compliance

P63 Prevent all forms of corruption

P63 Respect human rights



The establishment of a sound foundation for management is vital for the sustainable growth of a company.

With an eye on becoming “A Corporation in Step with the World” and “A Corporation Needed by Society” as outlined in the Yazaki Group Corporate Policy, the Yazaki Group continuously works to establish a global governance system that is sound, efficient, and transparent and strengthens its internal controls in order to increase its corporate value by building positive relationships through an emphasis on dialogs with stakeholders.

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 and as it endeavors to strengthen its corporate governance with the aims of achieving sustainable growth and increasing corporate value.

System of Corporate Governance

We are a company that has established a board of auditors and management meetings in addition to a board of directors. In principle, we hold meetings of the board of directors once a month (as well as meetings on an ad hoc basis) to make decisions on statutory matters and material matters concerning management and to oversee the execution of duties by directors. In order to ensure rapid decision-making and the execution of operations, matters to be discussed by the board of directors are specifically set forth. For example, the annual budget and matters related to assets or funds above a certain threshold are subject to deliberations and resolutions of the board of directors.

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 once a month, at which time members deliberate on the appropriateness of the agenda at meetings of the board of directors and the state of the execution of duties by executive directors and others.

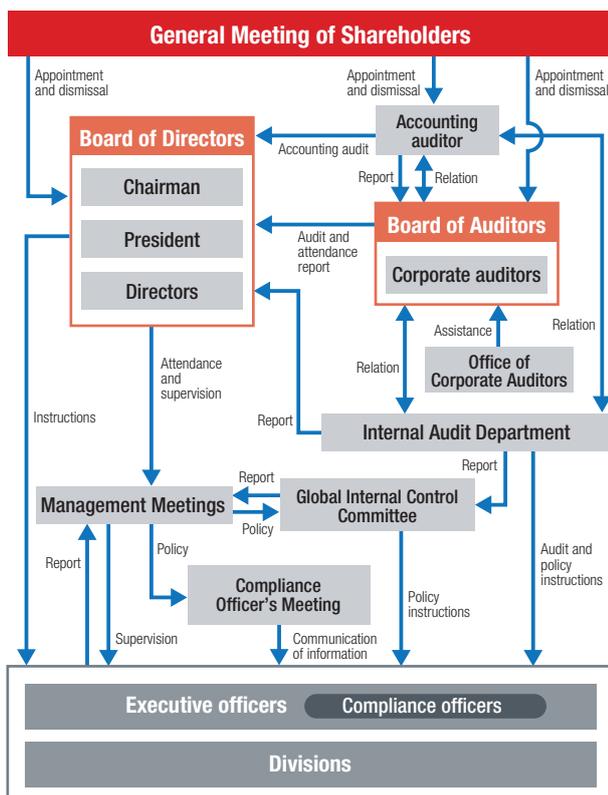
We have also established management meetings. In principle, they are held once a month, at which time members deliberate and make decisions on prior deliberations undertaken with respect to agenda items submitted to the board of directors and other material matters related to Group operations and businesses.

In order to ensure that the roles and responsibilities expected of directors, auditors, and executive officers are properly fulfilled, we provide training to deepen their understanding of their roles and responsibilities and allow them to acquire the necessary knowledge.

We also promote the fortification of governance through meetings of the board of directors for subsidiaries located in Japan and overseas. In fiscal year 2020, we standardized and optimized matters to be discussed by the board of directors of our domestic subsidiaries and sought to make improvements that have the effect of ensuring that material agenda items affecting management are appropriately submitted by way of the production of explanatory documents for each matter. In addition, we worked to improve the effectiveness of the board of directors at each of our subsidiaries by clarifying the roles and responsibilities of directors dispatched by Yazaki Corporation to its subsidiaries and prescribing new appointment standards based on these roles and responsibilities.

Furthermore, we periodically review internal decision-

Diagram of Corporate Governance System



Composition of Key Management Committee Bodies

Key committee body	Frequency of meetings	Chaired by	Members
Board of Directors	Monthly	President	- Chairman - President - Directors
Board of Auditors	Monthly	Full-Time Corporate Auditor	- Full-Time Corporate Auditor - Outside Corporate Auditors
Management Meetings	Monthly	President	- Chairman - President - Directors - Executive Officers and others

making rules (regulations governing authority), which are regarded as important for governance in the Yazaki Group, and we implement the PDCA cycle to carry out improvements. We are also building a framework for faster and more appropriate management decision-making and the management of risks by appropriately delegating authority to domestic and overseas subsidiaries based on changes in the management environment and working to further reinforce management related to material matters that could affect the Group as a whole.

To ensure thorough compliance and the implementation of these decision-making rules, we produced e-learning content and introduced it to all overseas regions. Moreover, we are also working to introduce IT systems for the facilitation of electronic applications and decision-making in order to streamline procedures and strengthen document management.

Strengthening Internal Controls

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

Material matters as concerns internal controls are reported semiannually by our management divisions and the Internal Control Committee for each region to the Global Internal Control Committee, whereupon important management risks and specific measures are discussed. In fiscal year 2020, meetings of the Global Internal Control Committee were held twice to discuss material matters related to internal controls to be addressed by the entire Group, including the further fortification of initiatives concerning human rights and measures to deal with COVID-19.

Furthermore, we regularly hold meetings of working groups that are subordinate to this committee to work on implementing measures through more in-depth discussions on specific cases. An Internal Control Committee has also been established in each region overseas to promote the

fortification of internal controls around efforts spearheaded by each regional headquarters as a means of supplementing initiatives by the entire Group. While we have been establishing a system of risk management and the promotion of internal controls in each region since fiscal year 2018 in accordance with a framework that we have prescribed, we are implementing a PDCA cycle for activities, deepening initiatives in each region, and expanding good practices to other regions.

In fiscal year 2020, meetings of Internal Control Committees were generally held in each region on an online basis, which then encouraged communications between Japan and overseas through remote participation as proactively carried out from our headquarters.

Structure for the Promotion of Internal Controls



Working Group for the Strengthening of internal Controls

Voice

Corporate Planning in YAZAKI India Private Ltd.

Deepa Dinesh
Assistant Vice President, Corporate Planning
YAZAKI India Private Ltd.

Yazaki India introduced a compliance manager system and Internal Audit Committee in fiscal year 2014 and has continuously implemented the PDCA cycle encompassing an Internal Control Committee since fiscal year 2018. Beginning fiscal year 2021, we will begin the operation of working groups. With reviewing related regulations and rules, we will work to further strengthen our activities in collaboration with the headquarters.



Strengthen risk management and BCM

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

Risk Management

The risks surrounding companies are changing on a daily basis and need to be addressed flexibly. The Yazaki Group promotes the company-wide use of the PDCA cycle for risk management (appropriate ascertainment, control, monitoring, and remediation of risks) in order to develop suitable measures to address all risks surrounding the Company and other companies belonging to our corporate group in accordance with their respective nature and level of importance.

In fiscal year 2020, we expanded the list of items related to human rights in our self-check sheet, and inspection work has since been conducted by the persons responsible for practical operations and the persons responsible for the worksites. The results of the self-check at each worksite are reported to the Internal Control Committee in each region after the regional headquarters looks into whether or not there are any outstanding issues and studies possible measures. The Internal Control Committee for each region

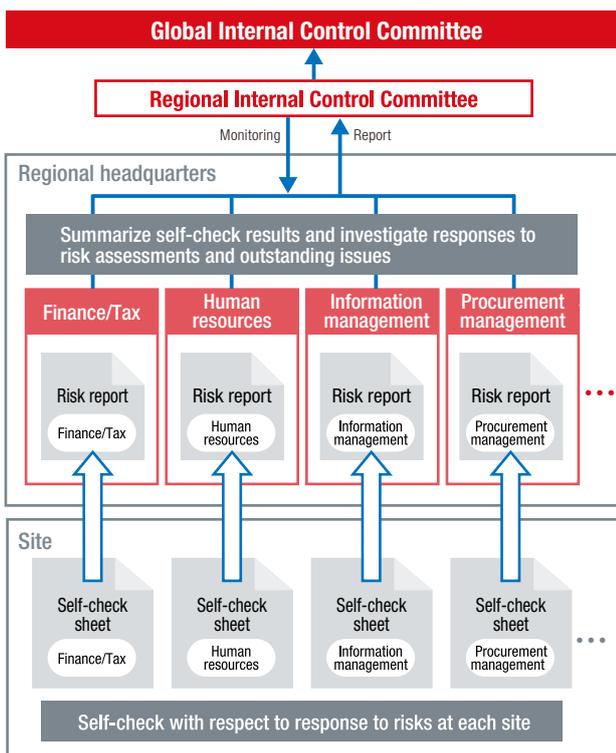
examines any major risks that are present and deliberates on the appropriateness and sufficiency of responses to these risks and monitors the state of any responses that are undertaken.

Disaster Measures and BCP Initiatives

In response to the risk of such natural disasters as a giant earthquake striking the Nankai Trough, we aim to maintain and enhance trust in our company in anticipation of such disasters by endeavoring to ensure business continuity in accordance with a business continuity plan (BCP) for which human life is regarded as our top priority.

We formulated manuals and are working on measures to protect our employees and facilities from the increasing numbers of natural disasters that are caused by climate change and other factors and to minimize any damage sustained as a way to prevent communities and customers from being unduly affected by disasters. We have prepared the Wind and Flood Response Manual to respond to typhoons, torrential rain, and storm surges, the Earthquake Response Manual to respond to earthquakes and tsunamis, and the Eruption Response Manual to respond to volcanic eruptions. We have also developed a disaster prevention management system and provide education and training in accordance with these manuals, seeking to promote understanding of disaster prevention management and making preparations to ensure that everyone is capable of appropriately responding in an emergency.

Framework of Risk Management Activities



Information Security

System for the Promotion of Information Security

The Yazaki Group considers it a matter of basic policy to protect all confidential information, including the personal information of customers and business partners obtained through the performance of operations, and appropriately manage the required information in connection with products. On this note, we have enacted a variety of rules, including a privacy policy, and are working on initiatives concerning information security.

In recent years, cyberattacks have become increasingly sophisticated, prolonged, and expansive in terms of their targets. An information leak that occurs because of a cyberattack could lead to a loss of trust in us by customers

and other stakeholders and a loss of profits.

In order to promote a high level of information security, we established the Information Security Management Committee in Japan, which is chaired by the head of our ICT Division, and assigned a committee member to each division. At meetings of this committee, which are held every other month, 28 members verify the state of information security activities in each division and work to promote standardization, the introduction of common measures and schemes, and education. To prepare for potential cyberattacks, we have reinforced our system for minimizing the damage from cyberattacks in collaboration with outside security firms.

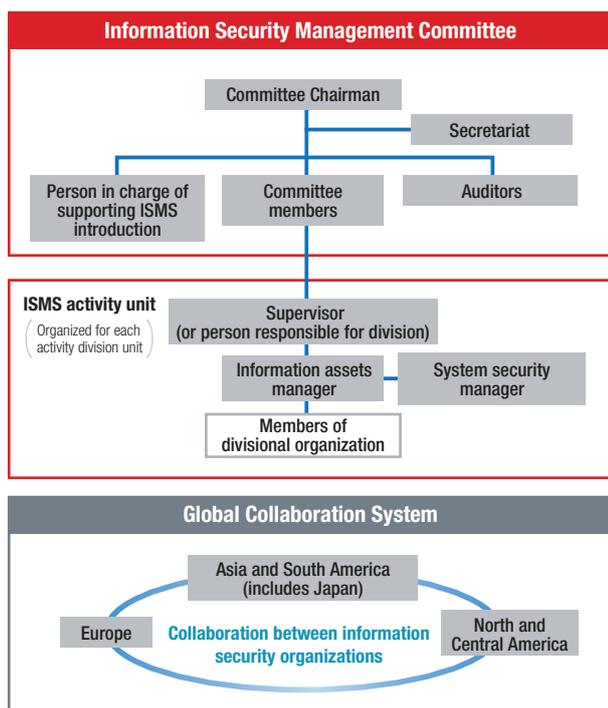
We also developed a system for the promotion of information security in different regions (Europe, North and Central America, and Asia and South America) in order to comply with national laws on the protection of personal information, such as the EU's GDPR*, and local security requirements. We will further fortify relationships of trust on the part of customers and other stakeholders by continuing to promote information security activities.

* General Data Protection Regulation

Information Security Initiatives

In order to protect information assets from cyberattacks and various other kinds of threats that are becoming increasingly complex and sophisticated, the Yazaki Group has implemented a variety of measures from the human, physical, technological, and organizational perspectives.

Structure for the Promotion of Information Security



In order to efficiently manage the resources necessary for these measures, an information security management system (ISMS) based on the ISO/IEC 27001 international standard has been adopted by 40 domestic companies and 43 overseas companies belonging to the Yazaki Group and plans call for this system to be promoted to divisions that have not yet adopted it. We have also verified that ISO/IEC 27001 international standard certification has been obtained and that the ISMS continues to be in compliance with requirements for this standard at 17 domestic divisions spanning sales, development, and ICT functions as well as three overseas companies.

Whenever a security incident occurs, efforts are undertaken to promptly inform the Information Security Management Committee and thoroughly contain the spread of the incident and prevent any recurrence of the incident through a rapid initial response. In addition, mock email training, log monitoring, network monitoring, and other actions are carried out in anticipation of cyberattacks. Globally, we have introduced common technical measures to address potential threats.

In fiscal year 2020, we reinforced and expanded third-party diagnostics in order to verify the effectiveness of measures introduced to date and check for leaks. We are also helping to formulate the Automobile Industry Cybersecurity Guidelines published by the Japan Automobile Manufacturers Association (JAMA) and Japan Auto Parts Industries Association (JAPIA) and are working to improve the level of security for supply chains. In fiscal year 2020, there were zero cases that emerged in connection with the infringement of customer privacy or loss of customer data in Japan or overseas.



Information Security in Thai Yazaki Group

Tasanee Roongchewin

General Manager, IT Management Division
YIC Asia Pacific Corporation, Ltd.



The Thai Yazaki Group began to reinforce information security 4 years ago and has been working to use IT to solve problems and raise awareness of security among its workforce in order to prevent information leaks caused by internal and external threats, vulnerabilities, and human factors. We will promote information security rules to ensure proper compliance with the Personal Data Protection Act in Thailand when this law comes into full effect.

Practice thorough compliance

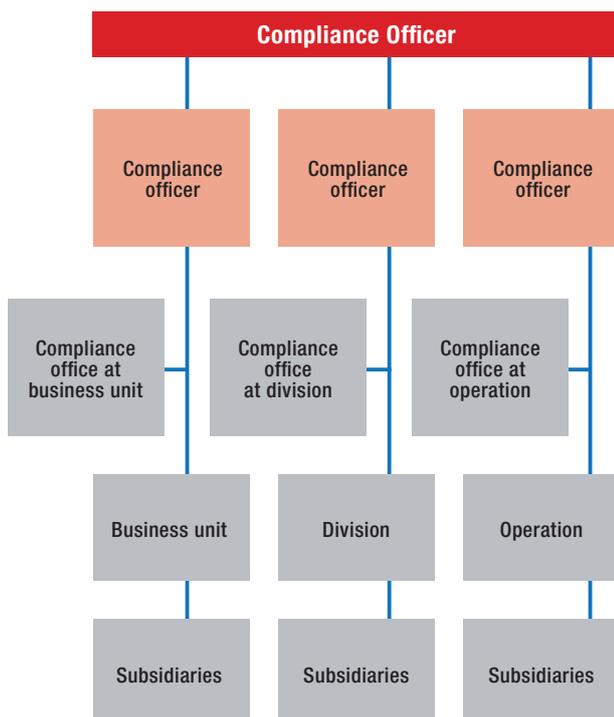
In order to properly “Uphold the law, respect regional cultures, and contribute to economic and social development” as set forth in our Fundamental Management Policy, we are carrying out activities with a four-pronged approach consisting of the clarification of laws and regulations that we must comply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

Structure to Ensure Compliance

In order to ensure that each division in Japan carries out compliance activities, we have appointed the head of each division to the position of compliance officer, which is the person responsible for compliance activities in the assigned division, and have been holding the Compliance Officers Meeting at which compliance management issues are shared and the latest information on laws and regulations are disseminated four times a year since 2015.

At the Compliance Officers Meeting in fiscal year 2020, reports on the state of legal compliance were presented, information on the building of a framework for the management of ordinances at domestic sites and on our policy on dealing with amended laws and regulations was shared, and training on the importance of psychological safety in the context of compliance (state in which one can securely express one’s own opinions and thoughts without fear of being judged or responded to negatively by others) was provided.

Structure for the Promotion of Compliance in Japan



In order to realize compliance with laws and regulations and the appropriate management of contracts on the part of everyone belonging to the Yazaki Group, we established a Subsidiary Legal Affairs Support Department in fiscal year 2020. Support for various legal activities undertaken by subsidiaries, including in terms of compliance with laws and regulations and the management of contracts, is being extended.

As a way to promote compliance globally, we have set up a meeting body whose members consist of persons responsible for legal affairs at regional headquarters. Each regional headquarters’ legal affairs division selects a global coordinator, whose job is to consult with the legal affairs division of the assigned region on globally common issues affecting the company. We began providing support for compliance activities to overseas joint ventures and sites not coming under the jurisdiction of regional headquarters in fiscal year 2020.

Clarifying Laws and Regulations We Must Comply With

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 the matters therein that should be properly followed. In fiscal year 2020, we continued to review this table in accordance with the state of legal amendments and past cases within the company and deployed it across all domestic division, including subsidiaries.

In August 2020, we enacted our Global Compliance Policy. In enacting this policy, we carried out thorough discussions with the persons in charge of compliance in different regions beginning in 2019 and prescribed minimum requirements to be observed globally in connection with our compliance system, bribery, competition laws, and our whistle-blowing system. Based on this policy, we are reviewing existing rules and establishing new rules at each of our overseas sites.

Compliance Training

In Japan, we provide training by job position, level, and law and regulation, including officer compliance training for management executives. Through training, we endeavor to deepen the understanding of relevant laws and regulations on the part of participants, as well as touch on the compliance activities in the company and raise awareness of compliance matters. In fiscal year 2020, we also held the Yazaki Legal Conference for the presidents of our domestic subsidiaries, for which we invited an outside attorney to give a lecture and hold a discussion on the theme of labor compliance with a focus on power harassment-prevention measures whose implementation became mandatory on June 1, 2020.

Monitoring

In order to monitor the effectiveness of compliance activities in Japan, regular self-checking based on the use of a Compliance Check Sheet are conducted. We also make efforts to ensure the achievement of legal compliance through the implementation of site checks by divisions in

charge of laws and regulations, such as personnel, financial, and legal divisions, and a regular audit conducted by our Internal Audit Department. In fiscal year 2020, we revised compliance regulations in each of our overseas regions in line with our Global Compliance Policy. From fiscal year 2021 onwards, we plan to begin implementing these regulations in each region and gradually conduct monitoring surveys to keep on top of what is happening with the implementation of these regulations.

Establishment of Whistle-blowing System

In order to detect violations of the law and regulation at an early stage and prevent their occurrence, the Yazaki Group has created whistle-blowing reception hotlines in each region. Yazaki Ai, a domestic whistle-blowing system, established an internal office for reporting and an independent outside office for reporting at an outside law firm and is designed to strictly maintain the anonymity of whistleblowers and keep whistleblowers rigorously protected from reprisals and other detrimental treatment. The Yazaki Ai system is made known to employees through compliance training and posters. Received reports are always properly handled.

Compliance Week

The Yazaki Group has been holding Compliance Week events since fiscal year 2017 as an opportunity for each employee to become more familiar with and aware of compliance matters and requirements. Themes common to all divisions and offices and discretionary themes for each division and office are set for events related to compliance. In fiscal year 2020, we marked the passage of ten years since the incident involving a violation of the Antimonopoly Act by planning events related to the Antimonopoly Act as the central theme for Compliance Week while discretionary themes were addressed with a lecture delivered by a compliance officer and various activities, including those entailing the composition of an original poem on compliance and a spot-the-errors game.



Workshop regarding compliance with rules

Prevent all forms of corruption

In order to maintain a free and fair competitive environment at all times, the Yazaki Group works to ensure fair transactions in compliance with competition law, including such statutes as the Antimonopoly Act and the Subcontract Act, and prohibits conduct at odds with the laws and regulations of each country and generally accepted commercial norms in connection with the provision of entertainment and gifts to customers and business partners.

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 for preventing the recurrence of such a violation. In fiscal year 2020, a decade after we violated the Antimonopoly Act, we reviewed the case in question and reaffirmed our policy of ensuring that no such case will ever be allowed to occur again through the provision of compliance training for our executive officers. In educating our employees to keep the memory of our violation of the Antimonopoly Act from fading away, we are helping deepen their understanding of the prevention of a recurrence, such as by showing video clips of interviews with employees who were sent to prison at the time for their involvement in the case in question and other concerned parties and holding discussions on what each employee should do in this respect. We plan on translating

these video clips of interviews into multiple languages and educating employees in a similar manner at our overseas sites.

Preventing Corruption

In order to promote fair business practices in all countries and regions in which we operate, we have developed and are operating a framework to make sure that employees are not involved in acts of corruption and are focused on securing a sound management environment. In fiscal year 2020, we set forth provisions on the minimum requirements for bribery-related rules in each region in our Global Compliance Policy and deployed them at all of our domestic and overseas sites. In each region, we are gradually producing and reviewing rules in accordance with this policy and are working to disseminate them to our entire workforce by posting them on our intranet and holding education and training sessions.

Respect human rights

In accordance with the Yazaki Group Human Rights Policy, the Yazaki Group respects the human rights of all stakeholders involved in our business activities while it takes international norms and the laws and customs of each country into account. We respect the human rights of our employees and are working to develop an environment in which each individual can fully demonstrate their skills.

Enacting the Yazaki Group Human Rights Policy

Respect for human rights, which is a priority theme of the Yazaki Group for the promotion of CSR, has become increasingly important on a global scale, and companies are being required to deepen their understanding and take appropriate action on a variety of different issues concerning human rights as they relate to the countries and regions in which they operate. Based on this awareness of the challenges at hand, we enacted the Yazaki Group Human Rights Policy with the approval of the board of directors on October 28, 2020. This policy sets forth the basic policy of our group in connection with respect for human rights

and has been formulated based on the Guiding Principles on Business and Human Rights, a set of global standards prescribed by the United Nations. Positioned above individual related policies and documents mentioning respect for human rights (such as our CSR policy, Global Responsible Mineral Policy, and Code of Conduct), this policy applies to all domestic and overseas companies belonging to the Yazaki Group and their employees. We will also be asking our business partners and other concerned parties to agree to this policy.

| Web | Yazaki Group Human Rights Policy

<https://www.yazaki-group.com/global/csr/humanrights.html>



Human Rights Due Diligence

The Yazaki Group has implemented initiatives to reduce human rights risks within our supply chain. As specific initiatives for reducing human rights risks, we added child labor and forced labor to our Compliance Check Sheet and ascertained the state of initiatives being carried out by companies in Japan. In addition, on-site audits of programs that accept technical trainees are conducted in accordance with check sheets that include items pertaining to child labor and forced labor at domestic companies running such programs.

Overseas, in fiscal year 2020 we have begun undertaking human rights due diligence from the ASEAN and the greater China region, where human rights risks are thought to be comparatively high. By harnessing an existing framework for risk management activities, we conducted a comprehensive self-checking and evaluation of the appropriateness of the system and daily operations at each site and the existence of human rights risks in such terms as forced labor, child labor, and discrimination. The results of this process were reported to the Internal Control Committee in each region, whereupon measures for ameliorating identified risks were discussed, and the monitoring of the state of the implementation of these measures was undertaken. The state of responses to important matters discussed at meetings of the Internal Control Committee in each region has also been reported to the Global Internal Control Committee. We will commence human rights due diligence in other regions as well and promote initiatives for reducing risks on a global basis next fiscal year.



Review and discussion of the results of human rights due diligence conducted by management in Thai Yazaki Group Internal Control Committee

As for child labor, we have conducted a survey of the state of compliance with minimum working-age standards based on international norms and the laws and regulations of each country at our overseas sites. In fiscal year 2020, a report on child labor was submitted at a global meeting of the General Affairs and Human Resources Division, where it was decided that we would continue to check on the state of compliance with these standards on a global basis.

In reinforcing how we address human rights risks within our supply chain, we expanded the scope of the human rights items in our Supplier CSR Guidelines after taking into account the enactment of and revisions made to the Yazaki

Group Human Rights Policy and the Global Responsible Mineral Policy. We have also produced and distributed a check sheet on the state of initiatives related to human rights. The results of undertaking human rights due diligence are checked and discussed by management.

Preventing Discrimination and Harassment

Along with clearly stating respect for diversity and the elimination of discrimination in our CSR Policy, we are working to ensure respect for diversity and eliminate discrimination by stipulating that all forms of discrimination, including discrimination on the basis of nationality, ethnicity, sex, sexual orientation, age, place of birth, educational background, connections and relations, disability, religion, and employment status, are to be eliminated in our Code of Conduct, which constitutes a guide to actions carried out by employees. In Japan, we implemented online power harassment-prevention training for all employees in order to prevent workplace harassment. We will study measures to further ensure the thorough prevention of power harassment by administering employee questionnaires after training sessions and will continue to promptly ascertain and respond to any occurrences of human rights violations through a harassment hotline.

Human Rights Education

In Japan, we continue to provide CSR training for newly appointed responsible persons (persons responsible for overseas sites, presidents of subsidiaries, and heads of business sites), newly appointed department heads and leaders, new employees and mid-career employees, and employees prior to embarking on an overseas transfer and are endeavoring to properly instill greater understanding of respect for human rights and matters concerning child and forced labor in employees as part of this training. The latest trends concerning human rights are shared with management-level employees at management meetings.

Responding to the UK Modern Slavery Act

In October 2015, the UK Modern Slavery Act 2015 came into force with the goal of eradicating modern slavery. Each year, the boards of directors of Yazaki Europe Ltd. which is based in the United Kingdom, and Yazaki Corporation, as Yazaki Europe's parent company, formally endorse a statement on dealing with modern slavery in our supply chain and post this statement on our respective websites for the purpose of complying fully with the law and regulation.

[Web | Statement on the UK Modern Slavery Act](https://www.yazaki-group.com/global/csr/statement.html)
<https://www.yazaki-group.com/global/csr/statement.html>





Precisely Because We Are in an Era of Rapid Change, We Should Not Lose Sight of Our First Principles

Yasuhiko Yazaki

Honorary Chairman
Yazaki Corporation

The Yazaki Group operates in 45 countries and regions around the world, supported by a truly diverse employees comprising more than 230,000 individuals. While we have experienced dire circumstances numerous times in the eight decades that the company has been in business to date, employees in each era have managed to come together to share their wisdom and cooperate with one another to overcome whatever difficulties they faced. Why was this possible? I believe that the answer lies in the way employees have embraced the common goal of serving the interests of society.

My father, the founding president of this company, used to repeatedly say, “Unless a company is needed by society, it will invariably fail no matter how effectively it is managed.” We have kept these words alive and in our minds by thinking seriously about how we can contribute to society and put this philosophy into action through our business activities.

Gratitude toward people is just as important as any contributions to society. We stay close to the local people with the idea of “renting an eaves.” It is important for global operations that we strive at all times to work with local people, that we remain grateful to others in all situations, and that we respect the customs, values, and cultures of other parties.

I believe that by consistently acting in accordance with the first principles that call on us to contribute to society and be grateful to people, we will become “A Corporation in Step with the World” and “A Corporation Needed by Society” as stipulated in the Yazaki Group Corporate Policy.

Precisely because of the sense of uncertainty about the future and because we are in an age of rapid change, we must respond to change in an unperturbed manner with a steely resolve. We will further endeavor to be a company that serves you better without ever losing sight of our first principles.

On Reading the CSR Report

As was indicated last time, I see that the company clearly values its employees because of the way it develops workplaces where individuals can work in comfort and grow in a state of good health. The enactment of a human rights policy is also a definite move in the right direction. In addition, I feel strongly that it has the proper framework in place to pursue innovation and promote unflinching quality.

The company's structure and system to develop human resources as the foundation for quality, as highlighted in Feature 1, are worthy of society's trust. In my opinion, the system that emerged from the efforts of many years and the structure of cooperation with components of the supply chain—for example, the company's Global Flexible Production System, which has enabled the company to take responsibility for supplying customers even in the midst of the COVID-19 crisis—are magnificent.

The creative activities in Kyushu, which were initiated to revitalize communities through *monozukuri* (craftsmanship) as mentioned in Feature 2, are not simply examples of contributions to society but are exciting positive case studies that showcase a company's engagement in the revitalization of communities through its core business.

Allow me to make several points through which I hope to see future improvements and further notable progress made.

The Yazaki Group at a Glance as presented at the beginning of this report indicates that the percentage reduction in CO₂ emissions per unit over fiscal year 2010 was 26.4%. In the last fiscal year's report, however, the percentage reduction in CO₂ emissions per unit was 35.5%. Does this not mean that there was a deterioration over the past year?

A temporary deterioration can be attributed to many different factors. Rather than see such a deterioration as a problem, it is important that we accept it, analyze the causes, and clarify and report on any measures that can be implemented. Unfortunately, the deterioration in question was not explained. Indeed, situations that go wrong should be reported, and a stance taken towards this orientation will cultivate trust.

Since former Prime Minister Suga made his declaration on carbon neutrality, we have seen an increase in the number

Junko Edahiro

Professor, Graduate School of Leadership and Innovation, Shizenkan University
 President, Institute for Studies in Happiness, Economy and Society (ISHES)
 President of Miraisozobu (dba For Future Company)
 Environmental Journalist



of companies that are working on decarbonization with a sense of urgency. However, this report does not convey a strong awareness of the challenges involved on the part of the company. In the third-party opinion that I provided last year, I said that I wanted to see a greater focus placed on initiatives for climate change. However, not much in the way of improvements have taken place in this area. While the message from the president mentions carbon neutrality, the company has offered no long-term goals in line with scientific knowledge that we see presented by many other companies. Although it appears that this is currently under review, I would like to see goals set and a system to facilitate steady reductions developed as soon as possible. As with *monozukuri*, I believe that we will see proper progress once a system has been implemented.

On another point, this report provides a brief overview of the efforts to reduce waste and encourage reutilization in the section on the effective use of resources; however, I would like the company to report this topic as one of the most important challenges that it faces and properly share its thinking, initiatives, and achievements by considering itself as a company committed to manufacturing. The ideal situation would be if the company were to proceed by treating this topic in terms of achieving a circular economy, which is now a global trend, rather than just something that can be addressed by focusing on the 5R in terms of actions that result in a reduction in the waste generated, as well as an industrial policy for securing a stable supply of raw resources.

I strongly hope to see the company—in addition to promoting remarkable initiatives in its role as a company that cares for people—become a company that strives to be a leader in its approach to global warming and resource issues and concerned about its role as a company that cares for the Earth.

Responding to Third-party Feedback

Junichi Kitami
 General Manager, Corporate Governance and Legal Affairs Division
 Managing Executive Officer
 Yazaki Corporation

I am deeply grateful to Professor Edahiro for once again providing valuable feedback as she did last fiscal year. In this report, we tried to further expand the initiatives to resolve social issues through business operations and the details of this report as they relate to the rate of childcare leaves taken by male employees in accordance with the suggestions from last year. We are encouraged to have been recognized for the Group's attitude on the importance of developing human resources, for the production system based on this attitude, and for the enactment of a policy on human rights.

At the same time, we received important feedback on

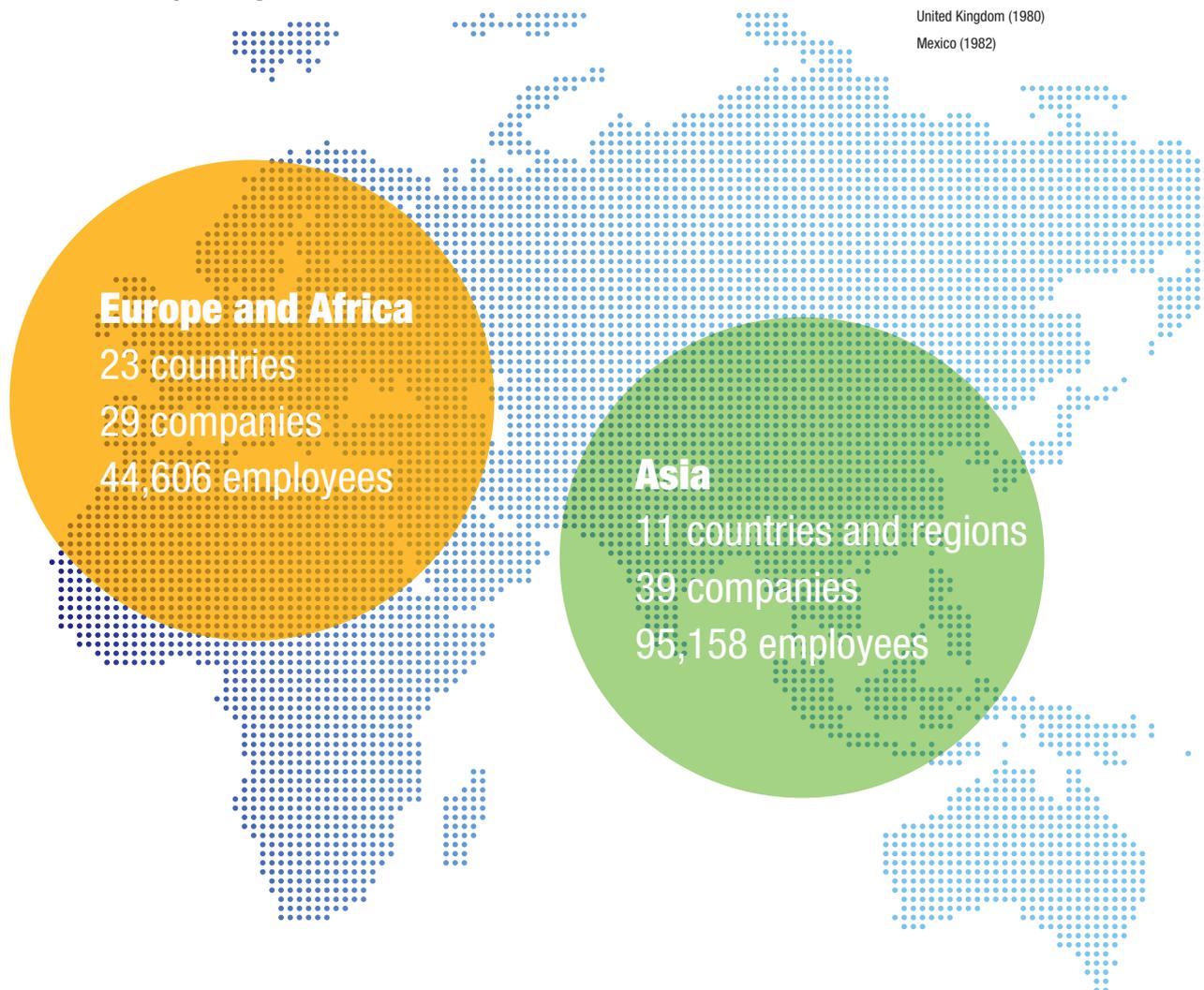
our initiatives for the environment. While the deterioration in the percentage reduction in CO₂ emissions per unit over fiscal year 2010 was primarily attributable to a decrease in production efficiency caused by the spread of COVID-19, we will henceforth appropriately report the outcome and the reasons for the outcome and the measures that can be implemented in response.

We pursue initiatives to achieve carbon neutrality upon setting forth appropriate long-term objectives based on scientific grounds and conduct more proactive initiatives through a focus on forming a circular economy for the effective use of resources. Beginning with the report we will issue next fiscal year, we will properly report on the progress made and the achievements attained through our efforts in this area. Our corporate group will continue to accurately ascertain the changing social issues and the expectations of stakeholders and customers and promote CSR initiatives with the aim of contributing to solve social issues.

1960 ~

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

45 countries and regions
140 companies
239,753 employees



Europe and Africa

23 countries
 29 companies
 44,606 employees

Asia

11 countries and regions
 39 companies
 95,158 employees

Company Overview

Company name Yazaki Corporation
 Established October 8, 1941
 Representative Shinji Yazaki, President
 Address Headquarters
 17th floor, Mita Kokusai Building, 4-28,
 Mita 1-chome, Minato-ku, Tokyo 108-8333 Japan
World Headquarters (Y-CITY)
 Mishuku 1500, Susono City, Shizuoka Prefecture, 410-1194 Japan
 Capital 3.1915 billion 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*2,3

Total of 140 companies (Japan/overseas)

Number of employees in the Group*3

Total of 239,753 employees (Japan/overseas)

*1 Established as Yazaki Electric Wire Co., Ltd. in 1963 and changed its name in 2012

*2 Excludes equity-method subsidiaries, subsidiaries excluded from the scope of consolidation, affiliated companies, and related incorporated foundations

*3 As of June 20, 2021

The aggregation method was changed from fiscal year 2018.

Among countries in the table, there is no site any more in the countries with "★".

1990 ~

2000 ~

2010 ~

Portugal (1986)	Italy (1991)	Colombia (1995)	Morocco (2000)	El Salvador (2006)	Poland (2011)
★New Zealand (1986)	★Western Samoa (1991) Present: Samoa	Argentina (1995)	Nicaragua (2001)	Bulgaria (2006)	Cambodia (2012)
Canada (1987)	Belgium (1991)	India (1997)	Lithuania (2001)	South Africa (2006)	Russia (2012)
Sweden (1988)	Slovakia (1994)	Brazil (1997)	Czech (2001)	Tunisia (2009)	Slovenia (2012)
China (1988)	Singapore (1995)	Netherlands (1999)	Ukraine (2002)	South Korea (2009)	Paraguay (2013)
West Germany (1988) Present: Germany	Turkey (1995)	France (1999)	Romania (2003)		Serbia (2016)
Spain (1988)	Vietnam (1995)	Croatia (1999)	Uruguay (2005)		Myanmar (2019)
Indonesia (1989)					

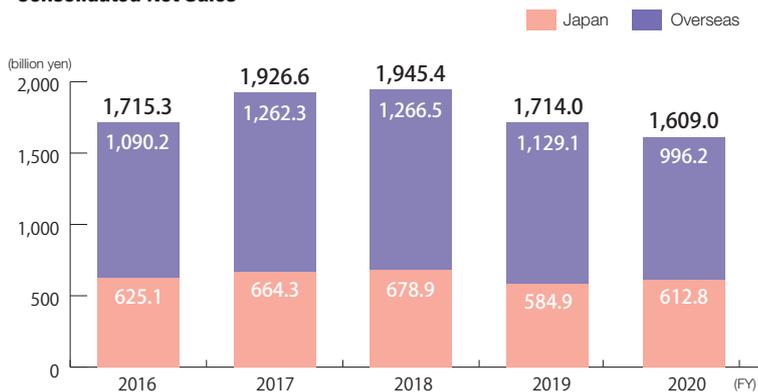
Web | Global Network
<https://www.yazaki-group.com/global/network/>



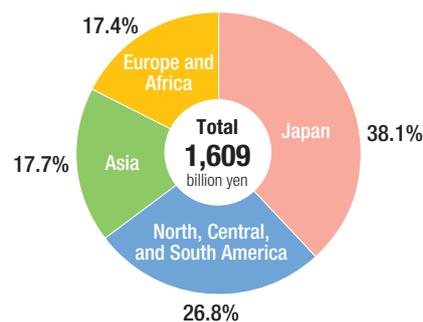
Japan
 44 companies
 18,026 employees

**North, Central,
 and South America**
 10 countries
 28 companies
 81,963 employees

Consolidated Net Sales



Breakdown of Net Sales by Region (FY 2020)



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