

A Message from the Chairman

The keyword for people and the environment is diversification

I would like to express my deepest appreciation to our stakeholders for their understanding and support for the Yazaki Group.

Our company celebrated its 75th anniversary, and this milestone represents a new step forward toward the next era.

I would like to take this opportunity to discuss the future prospects of our company.

Yasuhiko Yazaki
Chairman, Yazaki Corporation



The founder's spirit remains alive after 75 years

In 1941, the Yazaki Group established Yazaki Densen Kogyo K.K., the predecessor to Yazaki Corporation, and began full-scale production and sales of wire harnesses. Sadami Yazaki, the founder, launched the business out of his dedication to *contributing to society through manufacturing*. Today, Yazaki Corporation has grown into a global enterprise with 290,000 employees in 45 countries around the world. While the scale of business has expanded compared to the inception of the company,

the founder's spirit remains unchanged and alive in the Corporate Policy and the Yazaki Spirit as values of the employees.

The manufacture of wire harnesses, one of our core businesses, is difficult to mechanize and requires a considerable amount of manual labor. Consequently, we owe our company's development to our employees and to the support of local communities around the world—this is the fundamental reason that our mission lies in the pursuit of profits and in returning those profits to the development of the local communities.

Yazaki's history is the development of human resources

The 75-year history of the company is the history of the development of *human resources*.

Our founder had a passion for employee education. For financial reasons, the founder was not able to advance to higher education after graduating from elementary school. Through this experience, he knew the importance of education better than anyone. In fact, he provided learning opportunities to as many employees as possible by sending them to the high school he had established in collaboration with an external organization and by conducting travel classes for employees and their families.

The development of human resources was, is, and will be the cornerstone of the development of the company, and this will never change.

Aiming to be a company where everyone can work to achieve their potential

Since its inception, the focus of the company has been to demonstrate that we value our employees by enriching the employee welfare program and system. In the future, we need to take another step forward by diversifying employment and workstyles. This is because a company must encompass different values and create a corporate culture accepting of diversity in order to respond to the ever evolving technology and new trends in the emergence of global businesses across borders.

The achievement of diversification in employment and workstyles is not easy in a group with 290,000 employees. However, we expect excellent synergy if, by promoting diversification, employees achieve their potential. To this end, our company must have an appropriate system for diversification that inspires pride and motivates employees, while at the same time, management creates interesting, challenging jobs. We believe that diversification will enhance corporate value as a manufacturer and result in the delivery of attractive products and services to customers.

Passing a sound global environment, home to a variety of living creatures, on to the next generation

Nature abounds on earth where human beings and a variety of living creatures live. However, the global environmental issues of an abnormal climate due to greenhouse gases have worsened. In order to address these issues, we need a 50- or 100-year plan, since it takes a long time to resolve environmental issues. Naturally, a resolution will require more than one generation. One of the important responsibilities of adults is to pass on environmental conservation activities to the children of the next generation.

To that end, Yazaki Corporation sponsors a summer camp each year to provide children with an opportunity to experience nature. Through this camp, we expect children to experience, study, and develop an interest in nature. We believe that through this experience, children will realize that environmental issues require urgent action and must be squarely addressed.

Similarly, as part of the 75th anniversary commemorative project, we published *Rediscover Our Forests*. This picture book illustrates that the forests are the center of life in nature and all living creatures. We hope that people of all ages will read it.

We would be more than happy if these activities were to lead to the emergence of next-generation leaders who will build a sustainable society. Indeed, our activities may have only a marginal impact in light of the scale of global environmental issues. However, we believe that we can take action now, and so we will continue our low-profile efforts.

As a business manager, I am determined to sincerely address the development of our business, as well as the local community issues I mentioned in the beginning. While helping to solve local community issues, I am committed to making the company more attractive to stakeholders and thus ask for your continued support and understanding.