

## Third-Party Comments



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**[Areas of Specialization]** His areas of specialization include regional environmental planning, environmental learning, and education for sustainable development (ESD). He conducts empirical research on sustainable development while integrating the approaches of natural science and social science. In Japan, he helps promote participatory regional development and collaborative urban development among citizens, businesses, and local governments, whereas he conducts field-oriented surveys and research on the development of a sustainable society overseas centering on the developing regions in Asia.

The Social and Environmental Report 2016, the 75th anniversary year, introduces collaboration with stakeholders and activities filled with dialog with employees under the clear policy and commitment of top management.

### 75 years of commitment to people

The President said in his message (pp. 7-8) that based on 75 years of efforts, the company will return anew to the starting point as a manufacturer. I think that this is a very important attitude to assume in the pursuit of the embodiment of the corporate policy, “A Corporation in Step with the World” and “A Corporation Needed by Society.” I believe that the company was able to continue developing its business over the past 75 years because of the fact that it has always listened to the views of various stakeholders through the supply chain and valued the production sites, 290,000 employees, and their families in 45 countries around the world based on the spirit of “One for All, All for One.”

Moreover, the Chairman said that Yazaki’s history is the development of human resources (pp. 25-26). The workshops on Yazaki corporate culture, the Adventure School, and summer camps, which the company has long conducted, are proof of its commitment to the development of human resources. I have every expectation that in the future, the company will continue developing human resources as human assets through its various efforts, including the global human resources development project (p. 22).

### Clear attitude toward the solution of regional issues (pp. 9-12)

Efforts toward solving traffic congestion, the most serious regional issue in Bangkok, are featured under the title, “Aiming to realize a safe and comfortable transportation culture in Thailand.” The traffic congestion in Thailand, in particular in Bangkok, the capital city, poses a serious social loss, and its solution is urgently needed. I regard highly of the layout and content of the feature story: It first analyzes the conditions of traffic accidents and thoroughly reviews views and activities by a public institution (Ministry of Transport) and stakeholders and then clearly shows how to deal with the urgent regional issue by stating the need for and effect of the introduction of digital tachograph and communication network services.

I hope that CSV (creating shared value) will be further

promoted by connecting the spread of the company’s products (digital tachograph, etc.) with the solution of regional issues, such as a significant reduction in traffic accidents.

### Realization of healthy people and organization – Expectations for the Wellness Wheel (p. 22)

The Wellness Promotion Project that aims to realize healthy people and organization is introduced. I think that the interaction between people and the organization will facilitate the growth of people and the activation of the organization and that the wellness of both people and the organization will produce positive synergy. While the five aspects of wellness shown in the Wellness Wheel of Yazaki, namely, mental health, physical health, environmental health, social health, and occupational health, have been recognized and addressed individually over the past few years, I look forward to the future development of the Wellness Wheel as a new concept that embodies the corporate DNA of Yazaki, which focuses on the development of human resources.

### Progress in global environmental management

Most of the key environmental items that the Yazaki Environmental Activity Plan (p. 28) addresses have already achieved their targets in the past years. In particular, it is worth noting that CO<sub>2</sub> emissions per unit of sales have been reduced by 27.0%, almost 30%, from the 2010 level. This demonstrates that the emissions reduction efforts have been actively addressed at each overseas production site and that the global environmental management has been making stable progress. The specific efforts in China, Indonesia, Philippines, and Thailand, which are introduced on pages 32–34, show collective commitment by employees based on their awareness and understanding of the need for environmental management. Moreover, it should also be noted that Yazaki’s 241 global sites have been certified to ISO 14001.

Since the targets of many items specified in the Yazaki Environmental Activity Plan have already been achieved, I think that the company should set new medium-term goals based on the Yazaki Global Environment Charter.

### Conclusion

Upon the 75th Anniversary, I hope that the company, which has made steady growth while meeting the needs of local communities and the times, will further develop globally toward its 80th anniversary and beyond while valuing people and society.