YAZAKI GROUP

Corporate Profile  2019
Corporate Policy

A corporation in step with the world.
A corporation needed by society.

Fundamental Management Policy

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

1. Increase company efficiency and provide the most value to our customers worldwide through continuous effort and the implementation of new concepts.
2. Uphold the law, respect regional cultures, and contribute to economic and social development.
3. Contribute to a prosperous future society through business focused on the environment and security.
4. Conduct business openly and fairly, and aim for coexistence and prosperity.
5. Care for people by creating a corporate culture that prioritizes individuality and team-work, while empowering people’s dreams.
Company Profile (As of June 20, 2019)

Name: Yazaki Corporation
Established: October 8, 1941
Representative: Yasuhiko Yazaki, Chairman
Shinji Yazaki, President
Address: Headquarters
Mita-Kokusai Bldg.17F., 1-4-28 Mita, Minato-ku, Tokyo, 108-8333 Japan
World Headquarters (Y-CITY)
Mishuku 1500, Susono-shi, Shizuoka 410-1194 Japan
Capital: 3,191.5 million yen
Yazaki Corporation is an unlisted company.

Group Companies
1. Yazaki Meter Co., Ltd. (established 1950)
2. Yazaki Parts Co., Ltd.(established in 1959)
3. Yazaki Energy System Corporation

Group Companies
1. Japan: 44
2. Overseas: 99
Total: 143

Group employees
1. Japan: 18,557
2. Overseas: 231,110
Total: 249,667

Consolidated Sales
Japan: 1,715.3 billion yen
Overseas: 1,262.3 billion yen
Total: 3,977.6 billion yen

Breakdown of Net Sales by Region
- Japan: 34.9%
- Asia: 17.4%
- Europe & Africa: 17.4%
- North, Central & South America: 30.3%
- Total: 1,945.4 billion yen

Development, Manufacturing, Sales Structure of Yazaki Group

Japan: Automakers, Electric Power Companies, Gas suppliers, Construction industry, Taxi companies, Others

Outside Japan: Automakers, Electric Power Companies, Gas suppliers, Construction industry, Taxi companies, Others

Legend
- Yazaki Meter Co., Ltd. (Factory)
- Yazaki Parts Co., Ltd. (Factory)
- Yazaki Energy System Corporation (Branch office)
- Yazaki Energy System Corporation (Factory)
- Regional Sales Company
Global Network
(As of June 20, 2019)

45 countries and regions
143 companies
249,667 employees

Europe & Africa
23 countries
29 companies
49,518 employees

Japan
44 companies
18,557 employees

Asia
11 countries and regions
39 companies
97,635 employees

North, Central & South America
10 countries
31 companies
83,957 employees

History of Overseas Expansion

<table>
<thead>
<tr>
<th>Year</th>
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<tr>
<td>1960</td>
<td>Thailand</td>
<td>1990</td>
<td>Italy</td>
<td>2000</td>
<td>Colombia</td>
<td>2010</td>
<td>Canada</td>
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<td>Australia</td>
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<td>Brazil</td>
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<td>Argentina</td>
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<td>China</td>
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<td>1966</td>
<td>Switzerland</td>
<td>1994</td>
<td>Czech Republic</td>
<td>2000</td>
<td>Russia</td>
<td>2012</td>
<td>Indonesia</td>
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<td>Taiwan</td>
<td>1995</td>
<td>Turkey</td>
<td>2000</td>
<td>Singapore</td>
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<td>2000</td>
<td>Czech Republic</td>
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<td>1988</td>
<td>France</td>
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<td>Japan</td>
<td>2013</td>
<td>Mexico</td>
<td>2014</td>
<td>Cambodia</td>
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* The tallying method was changed in 2018.
* Includes Yazaki Corporation and consolidated subsidiaries in Japan and overseas, but not equity method subsidiaries, non-consolidated subsidiaries, affiliates or foundations.
* The number of employees does not include those seconded to or from the Group or temporary employees, such as fixed term or part-time workers, etc.
Yazaki’s automotive parts are developed based on the concept of EEDDS (see details on page 8). Yazaki started manufacturing its core wire harnesses in 1939, and currently holds a top share of the global market. The automotive wire harness is a bundle of electric wires that serve much the same function in the automobile as nerves and blood vessels do in the human body. In recent years, the many electric and electronic devices in automobiles have come to be used not only for basic performance such as moving, turning and stopping, but also for various functions to ensure safety and convenience. The wire harness plays the crucial role of reliably ‘connecting’ these electric and electronic devices, supplying power and transmitting signals. Yazaki led the world in realizing the high voltage wire harnesses required by electrically powered vehicles such as the HEV, PHEV, and EV, and provides a wide variety of products as a system, including meters and head-up displays, that connect people and their cars.

EEDDS products supporting the core wire harness

Yazaki Group Vertical Integration

From the manufacture of raw materials to design, production, construction method and final product production, all processes are performed in-house to realize complete product development according to the characteristics of the wire harness. By developing new materials, we create new value and new products and contribute to a safe and comfortable motorized society.
Connecting Lifestyles

**Electric Wire**

"Yawanaka" 600V cable series

Yazaki Wire Branch

We are an integrated manufacturer that performs all processes in-house from raw materials (copper smelting and compound production) up to finished products. In addition to producing a wide range of general electric wires, we actively develop designs tailored to the diverse needs of our customers, such as the "Yawanaka" electric wire series, branch/unit cables and environmentally friendly ecology cables.

**Gas Equipment**

U-Smart

LPMA Wireless Telecommunication

With operations in three system sectors—air-conditioning, wood biomass and solar heating—we are contributing to a sustainable global environment and a resource-saving, recycling-based society through environmental and energy-saving solutions.

**Environmental Systems Equipment**

Eco Solar Multi

Bio-Aroace

Under the concept of "connecting cars with infrastructure," we contribute to the realization of safe and low carbon smart communities by providing concrete system solutions that help solve the issues faced by a motorized society, such as safety and security, environment and energy saving, and efficiency and convenience.

**General Transportation Equipment**

GT607

Anthem 27

**Connecting Society**

**Nursing**

"Kari Fusetan" Yazaki Care Center

Day service

Visiting care

Nursing support

Group homes

Names for the elderly

Home-visit nursing

We are venturing into businesses with the aim of reducing environmental impact, contributing to local communities and creating new employment.

**Environment and Recycling**

Recycled toner cartridges

Paper foam cushioning material

**Agribusiness**

White leek preparation

Greenhouse tomato cultivation

Crop production

Food processing

■  Paper foam cushioning material

■  Reused toner cartridges

Nursing

Agribusiness

We support comfortable living by providing gas meters, gas alarms and other supply equipment to secure the safety and security of gas users. Furthermore, we are proposing even greater convenience through gas meters connected by IoT wireless technology, while continuing to expand business for the entire gas energy market through our sales bases located nationwide.

**Human Resource Development**

**F.I.A. Adventure School**

This is a one-year overseas training program for soon-to-be employees of the company. Participants in this global human resource development program challenge themselves and live overseas with the aim of nurturing cross-cultural skills, creativity, independence and language skills. Since 1993, more than 1,300 people have participated in 44 countries.

Overseas Trainees

We conduct language and onsite trainings at overseas bases for up to one year to gain new perspectives and learn how to communicate and work on global teams. Employees of different ages and different career paths challenge individual goals.

**Study at Toyota Institute of Technology**

To train future engineers and researchers, we support outside study programs for young employees with at least two years of practical experience, which can lead to graduate school, a master's degree or a doctorate. Over the years, many employees have studied and applied the results of advanced engineering theory and practice to their own work.

Overseas Summer Camp

These camps are for employee children in their second year of junior high school, and take place overseas in countries where the Yazaki Group has business bases. Through the camp, children gain an accurate understanding of the differences between Japan and foreign countries in terms of society, culture and customs.

**Domestic Summer Camp**

These camps are for the fifth and sixth grade children of Group employees in Japan. The goal is to learn discipline and teamwork through group activities and experience the importance of the environment by interacting with nature.

**Study Abroad for MBA**

It takes time to learn to actually live and work abroad, such as accepting different cultures, acquiring language skills and connecting with people. Through a system of studying abroad at business schools, in addition to acquiring management knowledge, individuals hone their skills to respond to the differences in the culture and customs of other countries.

**Yazaki Summer Camp Program**

Domestic Summer Camp

Overseas Summer Camp

Summer Camp in Japan

Climbing Mt. Fuji

Exchange with a local junior high school (Vietnam)

Strolling in Tokyo

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