

The Power of Connection

YAZAKI GROUP
CSR Communication Book

Corporate Policy

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

Fundamental Management Policy

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

- 1. Increase company efficiency and provide the most value to our customers worldwide through continuous effort and the implementation of new concepts.**

- 2. Uphold the law, respect regional cultures, and contribute to economic and social development.**

- 3. Contribute to a prosperous future society through business focused on the environment and security.**

- 4. Conduct business openly and fairly, and aim for coexistence and co-prosperity.**

- 5. Care for people by creating a corporate culture that prioritizes individuality and team-work, while empowering people's dreams.**

About this publication

Editorial policy

The Yazaki Group launched the CSR Communication Book to supplement the annual *CSR Report* by communicating to as many stakeholders as possible the information centered on the Group's philosophy, values, and related businesses and initiatives as expressed in its CSR initiatives. We hope this publication will help to deepen readers' understanding of the Yazaki Group CSR activities.

Organizations Covered

Yazaki Corporation and consolidated companies in Japan and overseas

Indication of organization responsible for each activity:

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

Reporting Cycle

Once every three years (planned)

Always contributing to people, local communities and the global environment through *monozukuri*

Yazaki Group management is based on our Corporate Policy of “A Corporation in Step with the World” and “A Corporation Needed by Society.” In line with this Corporate Policy, we consistently cherish our belief by contributing to society through *monozukuri* (craftsmanship). We pursue *monozukuri*, which contributes to society, by thinking thoroughly and acting to contribute through our products and services that connect cars, daily lives and local communities. In addition, our goals are to meet customer expectations, grow together with business partners, bring happiness to employees and their families, facilitate the development of local communities, and preserve the Earth’s environment.

I am always telling employees how important it is to “think globally, act locally” in order to put *monozukuri* into practice worldwide as our contribution to society. While the Yazaki Group develops business globally, the challenges and demands of each country and region, as well as our roles, vary widely. For this reason, in order to put into practice initiatives for the true needs of society, it is essential to engage in repeated dialogue with local people and have a mutual respect for each other’s ideas and values. Such an understanding shall be grounded in a deep appreciation of factors such as culture, history, customs, values, and economic conditions of each individual country and region.

As the automotive industry undergoes a value transformation from products to services, accompanying the spread of new mobility concepts, technologies, and services known by the acronyms CASE^{*1} and MaaS^{*2}, the business environment of the Yazaki Group is also changing from day to day. Even during such a time of dramatic change, the importance of thinking and acting in ways rooted in local communities remains unchanged. We intend to focus on activities that contribute to the progress of each country and region based on the perspective of what we can do now to contribute to the happy lives of people in the community for decades to come. I am confident that accumulating such activities, one at a time, will lead us to realize our Corporate Policy and, by extension, a sustainable society.

Nothing makes me happier than to see the smiling faces of colleagues, friends, and family where we develop business around the world as they welcome the Yazaki Group through *monozukuri* that contributes to society. The Yazaki Group will continue to work toward the realization of sustainable development together with society.

*1 Connected, Autonomous/Automated, Shared and Electric

*2 Mobility as a Service

Shinji Yazaki
President, Yazaki Corporation



The Yazaki Group has moved forward together with its Corporate Policy

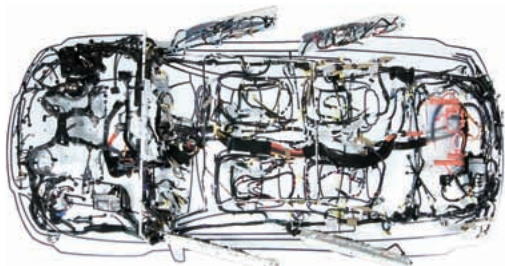
The Yazaki Group got its start in 1941 when the founder Sadami Yazaki established Yazaki Densen Kogyo Co.,Ltd. to manufacture and sell automotive wire harnesses, 12 years after he had begun selling them on his own. Since then, keeping at heart his philosophy of “contributing to society through *monozukuri*,” we have proactively grown our businesses in automotive components and electric wires, as well as instruments, gas devices, and air-conditioning and solar heat equipment, along with businesses deeply rooted in local communities. Today, the Yazaki Group has grown into a global enterprise with more than 200,000 employees and facilities in more than 40 countries and regions.

Based on our Corporate Policy, the Yazaki Group will continue growing as a company needed by society by moving forward with the world.

Encounter with wire harnesses

Mitsuya Densen founded as the sole specialized wire harness manufacturer in Japan

When he came to Tokyo from his home in Nagano at the age of 15 to work as an apprentice at Morita Shokai in Nihonbashi, Sadami Yazaki was employed to sell electric wires. Focusing on automobiles, which still were rare at that time, he learned about wire harnesses by making the rounds of garages and electric wire factories. In 1929, at the tender age of 21, he founded Mitsuya Densen by himself which specializes in wire harnesses. This company was well received during later wartime materials shortages as the only domestic wire harness manufacturer, and its business grew steadily. In 1938, Yazaki Densen Eigyo-bu was established as a joint stock company, and in 1939, the Ogu Factory (Tokyo) opened as the company began to manufacture general electrical wires and wire harnesses.



Wire harnesses

The age of the automobile will definitely come

Yazaki Densen Kogyo Co., Ltd. established

In 1941, Yazaki Densen Kogyo Co.,Ltd. was established as a specialized wire harness manufacturer, absorbing Yazaki Densen Eigyo-bu. But this was the year in which World War II broke out in the Pacific. Tough times for the company continued as its employees were drafted and its head office and plant burned down as a result of earthquakes and the war. Even so, Sadami Yazaki believed that “the age of the automobile will definitely come,” and soon after the war, the company began manufacturing general electrical wires to support the recovery of homes and the manufacturing industry. Immediately after, the automotive industry rapidly began to recover, and he decided to concentrate on wire harnesses. This decision led to massive advances for Yazaki Densen Kogyo Co., Ltd.

Aiming to make the world's best instruments

The birth of Nihon Jidosha Keiki Co., Ltd.

In 1950, the company recruited engineers from Toyo Tokei Co., Ltd. a manufacturer of automotive meters that was suffering from a labor dispute, and established Nihon Jidosha Keiki Co., Ltd. jointly with automotive related companies aiming to make the world's best automotive meter. Later, in 1959 the Yazaki Group acquired all shares of the company and changed its name to Yazaki Meter Co., Ltd. These automotive meters were the first steps toward the later businesses of tachographs, taximeters, and gas meters.



Meter for Toyopet Model SA, made in 1953



The founder describes a product to executives of auto manufacturer in 1951



A TCO-8 tachograph, made in 1960

Products useful to society

Japan's first tachograph, the TCO-8, released

With the progress of motorization, traffic accidents increase dramatically in the late 1950s. Around 1959, so-called kamikaze trucks and taxis* became a serious social issue. In response, the Yazaki Group focused on the transportation industry's desire to prevent accidents by managing drivers and government demands to ensure the safety of commercial-vehicles. Through joint research with Kienzle, developing the first tachograph to be produced in Japan went successfully. This enabled safer driving management, labor management, and fuel savings. In 1962, the first law on tachographs required their installation in vehicles like charter and route buses and trucks, and even now, they are essential products.

* A term for vehicles recklessly weaving in and out of traffic at excessive speeds, while ignoring traffic signals, passing other vehicles aggressively, and making sudden turns

Serving as a bridge of friendship between Japan

Thai Yazaki Electric Wire Co., Ltd. established

In 1962, Sadami Yazaki's long-held dream of advancing into overseas markets was realized. At that time, it was still rare for a Japanese company to open a production facility overseas. The Yazaki Group chose Thailand for its first overseas facility out of a desire to serve as a bridge of friendship between Japan and Thailand while contributing to Thailand's economic and industrial progress. Sadami Yazaki, who was confident that diplomatic relations with

China, which were cut off at the time, would eventually be restored, also started the Thailand business in anticipation of later business in China. He thought of building a factory in Thailand first to build connections with overseas Chinese who would have an influence on the Thai economy. The Thailand business, which was started with about 60 employees, now includes six companies in Thailand, about 10,000 employees, and plays a major role in the Yazaki Group's consolidated sales.

A wish to give employees opportunities to learn

The launch of a program to dispatch personnel to universities

The Yazaki Group launched a program to dispatch personnel to universities when it sent employees to Tamagawa University in 1963. This has expanded to include other universities and graduate schools today, starting with the Toyota Technological Institute in 1982. Today, in order to develop human resources that can play an active role globally, there is an MBA dispatch program and a trainee program in which employees learn business and foreign languages at overseas facilities. These programs were launched based on the faith that the basis of enterprise development arises from human resource development and, Sadami Yazaki's desire to provide opportunities to the ambitious employees who drive business growth. This idea continues today in the wide range of educational programs available to Yazaki Group employees.

The start of global expansion

Expanding production facilities to Europe and the Americas

The wave of globalization hit the Japanese automotive industry during the 1980s. After establishing Thai Yazaki Electric Wire Co., Ltd. in 1962, the Yazaki Group established sales office in the United



Yazaki Saltano de Ovar Produtos Electricos, Lda., established in 1992

States in 1964 and a first sales office of Europe in Switzerland in 1966. The Yazaki Group, which was one of the first companies to expand overseas, established a plant in Ciudad Juárez, Mexico, in 1983. Over the next decade, it opened 19 factories in Mexico, and from the 1990s through the 2000s, it expanded further into global markets in Europe, the Americas, ASEAN, and Oceania.

A desire to solve challenges in new ways

Developing businesses to contribute to local communities and the environment

As globalization advanced in the automotive industry and the Yazaki Group shifted its production facilities overseas, its businesses in Japan necessarily decreased in size. In response, the Group began proactively advancing into new businesses that were able to contribute to local communities and environmental preservation, aiming to protect employment and deliver solutions to the community issues of the declining birth rate and aging population and depopulation in the fields of nursing care, agriculture and food, in addition to the environment and recycling. This CSR Communication Book reports on the nursing care business (p. 13).



Yazaki Care Center Kamifusen in the nursing care business

Beliefs the Yazaki Group cherishes

We have a number of beliefs that we would like to carry on into the future.

These are based on the Corporate Policy that has been built up and passed along with care by our founder and other predecessors, and they continue today.

These beliefs are introduced below from the three aspects of opening, operating, and closing factories.

Our belief on opening facilities

Further into the hinterland

Advancement



The spirit of helping each other, deeply rooted in Yazaki Group employees around the world

The Yazaki Group treasures the spirit of “One for All, All for One” by helping each other in times of need. For example, if difficulties are encountered when opening up a new plant, a support team is dispatched to the site that includes experienced engineers. Experienced engineers often visit factories around the world, and trainees from overseas are trained in Japan to ensure helping each other whenever needed. We have been able to overcome numerous challenges through solidarity rooted in this spirit.

The Yazaki Group operates in more than 40 countries and regions, each of which has its own laws, culture, language, and values. Sometimes the differences between working methods and practices in Japan and overseas have resulted in difficulties. However, instead of forcing Japan’s way of doing things we want people to understand

Contributing to economic development by creating jobs in local communities with few industries

“Let’s go even further, let’s go in with Yazaki value.” These are the words of president of the company at the time, Yasuhiko Yazaki (current Chairman), when the opening of a new plant in Mexico was under consideration. While it may be more common in opening factories overseas to choose convenient locations, such as industrial parks with a well-developed infrastructure environment, however it is not rare to see Yazaki Group’s overseas facilities located 200-300 km away from the capital. This is based on thinking wholeheartedly about and implementing what the Yazaki Group can do in local communities truly in need of employment opportunities. We believe that it is truly valuable for us to create jobs by manufacturing wire harnesses, which requires a large number of workers, and to contribute even a little

to regional development. When expanding a plant in Chihuahua, Mexico, a village elder who had repeatedly visited us to have their community chosen as the site, even prepared a petition on providing the community center for use as a plant. The employees were impressed by their enthusiasm and visited the village, and people repeatedly told of their hopes and dreams for the Yazaki Group coming to their village. Later, employees stayed with local residents as the plant was built in a way that reflected community feedback. The exterior of the hall, which had been used as a community center, was preserved while the interior was remodeled for plant use.

We stay close to the local people with the idea of “renting an eaves.” We seek out methods best suited to communities. The accumulation of these efforts will surely become a basis for true relations of trust. We have always thought so, and we will always think so.

Our thoughts on operating facilities

One for All



the Yazaki Group concept of *monozukuri*, while respecting the local culture, environment, and working values. For this reason, by patiently sharing the idea and philosophy of the Yazaki Group and accumulating small things from the same perspective, we have created a corporate culture of understanding and helping each other.

Today, there are valuable human resources who have been trained to understand and inherit the spirit of “One for All, All for One” in all of our factories. Our aim is to enable all employees to experience the rewards and responsibilities of working for somebody and to feel the sense of accomplishment and pride by working together with colleagues, allowing them to broaden the spirit of helping each other among colleagues. We believe that we can continue to create the outstanding value that the Yazaki Group delivers by cherishing this spirit of “One for All, All for One.”

Business continuation, expansions

Closure

Our thoughts on closing facilities

Friends forever



Operation

All, for One

Contributing with sincerity to local communities even after deciding to leave

In today's dramatically changing world, sometimes a company is forced to make the difficult decision to withdraw from a business. In such a case, the Yazaki Group believes the most important thing is to have an honest dialogue until earning the other parties' understanding.

In 2017, we closed our business of manufacturing wire harness in Samoa, which had been in operation for 26 years. Following repeated dialogue with associates and the Samoan government, we decided to provide training to help associates secure new employment and establish a foundation to support Samoa's sustainable growth. This was based on our philosophy of

giving maximum consideration to former colleagues and ensuring that people will remain fans of the Yazaki Group even after such a tough business decision. We could not be happier when a local community says that they are hoping that we visit them again even after the facility has closed. In addition, in response to the threat of the hollowing out of industry in Japan as automotive production shifts overseas, we cooperate with local communities to maintain employment by seeking out new businesses in fields, such as nursing care and agriculture. We want to be friends forever with the employees and community residents with whom we have shared the joys and challenges of doing business. This belief remains unchanged even in the event of closure of a factory.

With the power of “Connection” we contribute to the realization of a sustainable society

“Connection” is a concept shared by all Yazaki Group products and services.

Through our businesses and initiatives that connect automotive equipment, the lives of people and communities as a whole, we aim to increase our corporate value while contributing to the realization of a sustainable society.

The Yazaki Spirit of “Fortitude” “Service Mind” and “Foresight” has been inherited as the unchanging values of employees who are responsible for realizing our Corporate Policy, regardless of changes in the environment surrounding the Yazaki Group. Through businesses and initiatives of “Connection” based on our Corporate Policy, we contribute to delivering solutions for society by tracking priority issues for promoting CSR that we set in 2019, to bring smiles to the faces of stakeholders around the world.

This CSR Communication Book describes examples of activities to realize a sustainable society (pp. 9-20) and human resource development in the Yazaki Group (pp. 21-24).

The Yazaki Spirit

- Fortitude
- Service Mind
- Foresight

Corporate Policy

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

The Adventure School that challenges the latent power of human beings

▶ p. 21

Yazaki's human resources development

Summer Camp that nurtures richness of spirit

▶ p. 23



Connecting cars



Connecting daily lives



Connecting communities

Business activities

Offer solutions to increase society's prosperity

Build healthy and solid supply chains

Priority Issues for promoting CSR

Establish a truly strong organization

Contribute to development of local communities

Strengthen the global environmental management system

Enhance global governance and internal control



With "Connecting technologies" supporting the future mobility society

Automotive equipments business [▶ p. 09](#)

Related SDGs



Protecting children's health

BOP sanitation improvement project [▶ p. 11](#)

Related SDGs



Helping to solve issues in local communities

Nursing care business [▶ p. 13](#)

Related SDGs



Toward Realizing a Sustainable Society



Continuing to use resources carefully with the slogan "Mottainai"

Cable-drum reusing business [▶ p. 15](#)

Related SDGs



Preserving abundant and beautiful forests for future generations

Reforestation project [▶ p. 17](#)

Related SDGs



Getting close to the local communities and supporting their growth

Contributing to sustainable development in Samoa [▶ p. 19](#)

Related SDGs





With “Connecting technologies” supporting the future mobility society

The Yazaki Group’s continually evolving automotive equipment business



To be a company needed by society in a time of dramatic changes

“The age of the automobile will definitely come.” -This was his belief when our founder Sadami Yazaki struck out on his own to sell wire harnesses in 1929. Most of the cars on the roads in Japan at that time were foreign made, and of course, they used foreign made wire harnesses. Under these circumstances, Sadami Yazaki resolved to form Japan’s first wire harness manufacturer, and then in 1941, he established Yazaki Densen Kogyo Co.,Ltd. The company’s later growth would take place in step with Japan’s motorization as it expanded its lines of business to automotive meters and instruments and then started its operations in more than 40 countries and regions around the world.

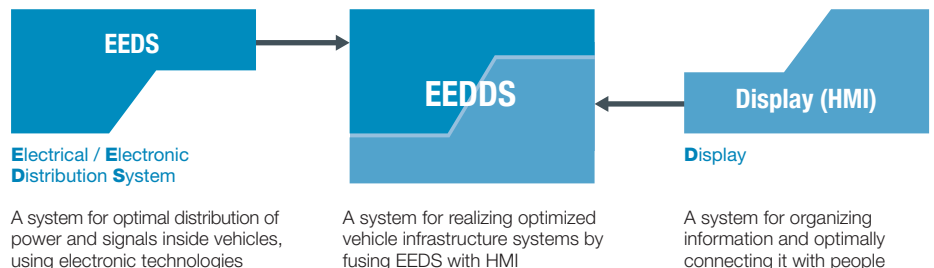
Currently, we are pursuing the technologies needed to accurately and reliably transmit power and information inside vehicles under the EEDDS concept (Electrical/Electronic Distribution and Display System) combining

Electrical/Electronic Distribution System (EEDS) that optimally connects electricity and signals on board and Display (HMI*) technologies that communicate various types of internal and external information to drivers in optimal ways. We support the progress of motorization around the world through connections not only inside vehicles but between vehicles and both people and society as well.

* Human-Machine Interface

Today, the automotive industry is entering a time of dramatic change, as seen in the CASE and MaaS concepts. But even if the forms taken by vehicles themselves change, the importance of the Yazaki Group’s connecting technologies will remain unchanged. In order to remain a company needed by society in the coming age, we will contribute to the future of the mobility society by pursuing connecting technologies.

The Yazaki Group’s EEDDS technical concept



Yazaki’s vision of a mobility city





Connecting **inside** vehicles

The evolution of wire harnesses, the nervous systems and blood vessels of cars

Wire harnesses supply power and convey information through reliably connecting the numerous electrical and electronic components inside vehicles.

Serving as the vehicle's nervous system and blood vessels, the wire harness may total 3-4 km in length and 50 kg or more in weight in a single luxury car.

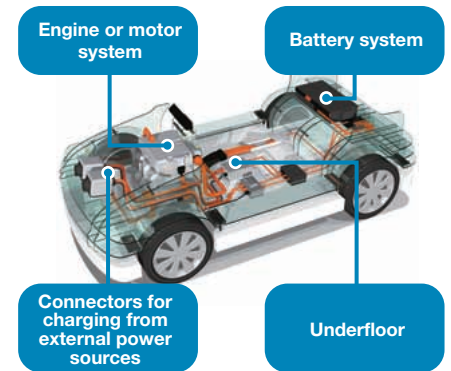
In recent years, the shift toward electric vehicles* is advancing globally, to help combat climate change and conserve energy. Driven by electric motors, these vehicles require high-voltage wire harnesses to safely and reliably deliver high-voltage power from batteries to motors and other devices. As such, the

roles of wire harnesses are growing even more important.

As a leader in the evolution of wire harnesses, the Yazaki Group has produced such high-voltage wire harnesses and power distribution systems for more than 20 years. They are used in many electric vehicles. We will continue supporting the evolution and adoption of electric vehicles, which are entering a period of full-scale popularization, through further technological progress.

* Includes electric vehicles (EVs), hybrid vehicles (HVs), plug-in hybrid vehicles (PHEVs), and fuel-cell vehicles (FCVs)

A high-voltage power-distribution system in an electrified vehicle



Connecting vehicles and **people**

Supporting safe, comfortable driving through conveying information to drivers



Developing HMIs to convey accurate information to drivers visually and intuitively by combining meters with displays

The Yazaki Group develops and manufactures HMI products that convey information from vehicles to people including meters, head-up displays, and vehicle cabin lighting.

In recent years, advances in technologies, such as CASE and MaaS, have led to increasing volumes of information available from various onboard devices. The Yazaki Group is advancing the development of new HMIs that fuse HMI integrated control units*1 and driver monitors*2 to process and communicate such information optimally.

For example, in level-three automated driving, which involves a mix of manual and automated driving, these support safe driving by providing drivers with the

information they need to make better decisions when driving manually. During automated driving, passengers can even enjoy entertainment and relax. We are developing technologies to help realize these new kinds of vehicles.

*1 Systems making it possible to display the information needed in the optimal place and at the optimal time through integrated control of information input to HMI products from devices, such as meters, heads-up displays, navigation systems, and audio systems, which traditionally have been controlled individually

*2 Systems helping to raise awareness and confirm safety by judging driver conditions, in addition to coordinating the positioning of displays on meters and heads-up displays in accordance with driver's lines of sight and facial positions



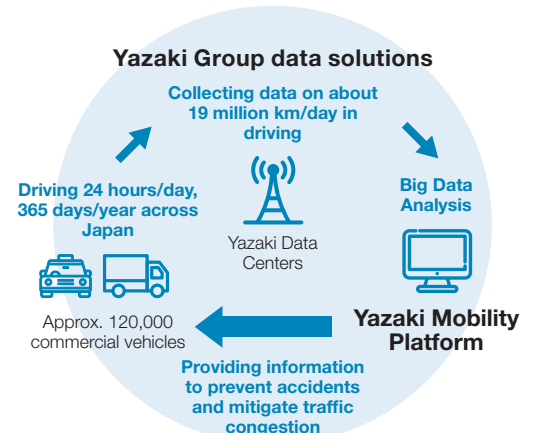
Connecting vehicles and **communities**

Contribute to safe driving and efficient logistics by Big Data utilization.

As a leading company of instrument devices, Yazaki Group has supplied digital tachograph and taxi meter for accident prevention and environment protection. Today, more than 120,000 trucks and taxis in Japan are equipped with such instruments that include telecommunications functions and 19 million km per day of driving record data such as locations, speeding, acceleration and braking information is sending and stored in the Yazaki Group Data Centers.

Yazaki is creating the Yazaki Mobility Platform in order to create new services by data utilization. If traffic congestion and accidents could be forecasted using big data analysis, it can help with safe driving, mitigate traffic congestion and improve logistics optimization.

We will continue striving to contribute to traffic safety, efficient logistics, and environmental protection through Yazaki Group data solutions.





Challenges of Yazaki
CASE 2



Protecting children's health

Taking on the challenges of the BOP* sanitation improvement project in Indonesia

Piwa x Piwa sanitizer spray

Indonesia

● Jakarta



**Tackling sanitation problems in the emerging world:
A project born from employees' strong desire**

About 1.8 billion people worldwide are drinking contaminated dirty water, and more than 800 children per day die from diarrheal diseases. In emerging countries where the Yazaki Group has some facilities, not a few regions rely on unsuitable sources of drinking water, and sometimes children, especially those with weak immune systems, develop diarrhea from drinking unsanitary water—in the worst case scenario, they could die.

Yazaki Energy System Corporation's BOP sanitation improvement project started with the idea of creating a society where people can enjoy good health even in emerging countries by solving these social issues through sustainable business activities. The company promotes "bottom-up activities" led by younger

employees with the goal of starting up new businesses that contribute to solving social issues. In the activities, employees with a strong desire and motivation to contribute to solving social issues gather from various business divisions to work on creating new business through trial and error.

The BOP sanitation improvement project started with the desire of the employees to participate in this activity. In the project, members from various business units were divided into teams for production, product development, planning and legal affairs, and started examining ways to commercialize the product by utilizing each individual's skill and know-how from their current jobs. We, the members of the project, decided to develop the project in Indonesia. This is because the

country has a serious sanitation problem with 2.39 million diarrhea cases per year and 1.1 diarrhea deaths per hour. Against the backdrop, the Yazaki Group has more than 10,000 employees in nine facilities and has accumulated resources of local networks and knowledge in Indonesia. In the planning process, we visited Indonesia many times to thoroughly investigate the local sanitation environment, people's lifestyles and awareness of sanitation, and conducted a series of studies to formulate the most appropriate solution for the local community. As a result, we decide to develop the project based on the two pillars: physical improvement through the use of "sanitizer" and awareness improvement through "sanitation education."

* Base of the Pyramid (low-income group)



Delivering high quality sanitizers to more BOP people

The first pillar, “sanitizer” is intended for use by mothers to sanitize their own and their children’s hands and dishes before eating meals at home. By using hypochlorous acid solution, some bacteria and viruses that cannot be sterilized with alcohol, such as norovirus, can be sterilized, and also a deodorizing effect can be expected. Furthermore, considering the fact that 80% of Indonesians are Muslims, we decided to manufacture alcohol-free sanitizer.

Our strong hope is that especially BOP people will use this sanitizer. Therefore, we decided to build a “sustainable business model” to contribute to improving the sanitation environment in more people’s lives. Fortunately, Rohto Laboratories

Indonesia agreed to join the project as a partner to manufacture and sell the sanitizer, sympathizing with the products and business concepts that aim to solve the problems of BOP people. In addition, the circle of people who have come together in sympathy with our vision, such as material suppliers, is expanding from within the group to outside the group and overseas. Currently, we are conducting a monitoring study using samples to understand the effects on diarrhea, as well as research and development to improve the sterilization capability and shelf life of the products in preparation for product launch in September 2021.



Survey of bacteria on children’s hands



A meal at home in Indonesia



License signing ceremony with Rohto Laboratories Indonesia



Raising sanitation awareness through working with local people

Even if good quality sanitizers are sold, they will not be widely used unless people understand why sanitation is necessary and what is the relationship between bacteria, viruses and diarrhea. This is why “sanitation education” was set as the second pillar of the project. We designed a sanitation education plan in line with the unique circumstances and needs of the local community. For local education and awareness activities, it is essential to have the cooperation of people who are trusted by the local people, such as clinic doctors and area leaders.

For this reason, we first identified an area where the BOP people live and a large

number of mothers and children are expected to participate in the activities. Then, we conduct demonstrations of sanitizer and group work with the understanding and cooperation of the leaders in the area. We design the program to make participants more interested in the sanitation issues by showing educational videos and digital storyboards, singing hand washing songs, etc.

We will continue to support the improvement of sanitation awareness among Indonesian people by taking surveys to verify the effectiveness of the program and exploring more communicative programs and implementation methods.

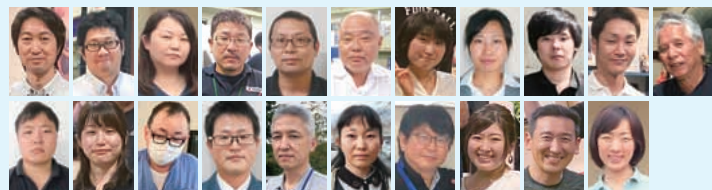


Teaching Children hand-washing song in sanitation education program

Voice of project members



All of us have been working together to achieve the goal of “saving children from diarrhea.” In the development of the manufacturing equipment of the sanitizer and the field surveys, we repeated trial and error many times but the strength of this project is that many colleagues and people inside and outside the company are always willing to help us. We are proud of this business, which does not seek profit alone, but focuses on contributing to society in accordance with our corporate policy. (Koji Nakamura, Yuji Kobayashi, Rie Yamamoto, Nana Sakamoto, Hiroki Mizuno)



All members of the BOP sanitation improvement project



Helping to solve issues in local communities

The nursing care business protects employment and brings smiles to people's faces



Aiming to solve issues faced by local communities

Aiming to realize sustainable growth together with local communities, the Yazaki Group produced wire harnesses in areas of Japan where employment opportunities were limited. However, as the automotive components business has shifted overseas since the 1990s, the domestic industry has been hollowing out, threatening the continued employment of the people who supported our production business rooted in communities. In response to such environmental changes, companies in the Yazaki Group have strived to find new

businesses, not restricted to automotive businesses alone, through which the Yazaki Group could contribute to solutions to issues faced by Japanese society and local communities while preserving employment opportunities.

The nursing care business is one of those started based on this approach. It is predicted that by 2025, 18% of Japan's population will be aged 75 or older, and 30% will be aged 65 or older. Since many of the communities where the Yazaki Group has manufactured wire harnesses

are in rural areas experiencing high rates of depopulation by the outflow of young people with high increases in their senior populations, they face a much higher shortage of nursing care workers than the national average. Becoming familiar with the challenges that communities face led the Yazaki Group to have a serious desire to help seniors continue to live their own lives in surrounding they are familiar with. The desire led the Yazaki Group's to take on the challenge of entering the nursing care business.





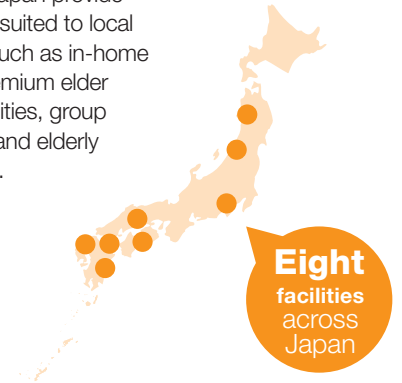
Continuing to be a company needed by community residents

The first subsidiary of the Yazaki Group to launch a nursing care business was the Shikoku Parts Co.,Ltd. Behind this move was employees' strong desire to take part in the business. First, the company became certified as a facility for training nursing care helpers, and then it began training programs during working hours. The company actively promoted the acquisition of qualifications by inviting doctors from local clinics as lectures and trained more than 200 qualified helpers. Then, in 2000, the company began providing in-home nursing care services based on the

relations of trust it had built in the community through its wire-harness plant. In the next year, its services expanded to include in-home bathing and outpatient nursing care, and in 2005 it opened an eldercare facility with nursing care, which now is used by about 3600 people/year.

In cooperation with local governments, the Yazaki Group aims to enhance nursing care in our communities through user-friendly services and by considering the characteristics of each community. Based on the valuable lessons of trial and error carried out up to now, the number of

subsidiaries participating in the nursing care business is increasing. Today, eight facilities across Japan provide services suited to local needs, such as in-home care, premium elder care facilities, group homes, and elderly day care.



Operating community salons where seniors can casually come together and training supporters for dementia

Yazaki Care Center *Kamifusen*, which opened in 2004 in Y-CITY*1 in the city of Susono, Shizuoka Prefecture, plays an important role in the city's nursing care services vision by providing a variety of combined services. In addition to operating a group home, it also provides elderly day care and in-home care, as well as holding a wide range of events, including day trips, exchanges with children at the nursery school on site, and interacting with the community in the annual *Kamifusen* Festival.

In 2017, it took advantage of its network in the community to launch community salons in which seniors can casually come together with the concept of making friends, a place to meet up and stay healthy. In a barrier-free venue, highly experienced nursing staffs encourage a wealth of interactive activities that even beginners can enjoy. It contributes to reducing the sense of isolation among

seniors and improving shut-ins, which are caused by the weakness of community ties and increase of single-person households.

In addition, since 2018, the care center has supported the training activities of dementia supporters*2 which the Ministry of Health, Labor and Welfare promotes. The center holds the dementia supporter training courses as a part of the Yazaki Group training program for new employees. This is intended to train human resources with broadened perspectives who can assist seniors whenever needed, through experience interacting with seniors who have dementia. About 300 people completed the training in its first three years. Having community residents participate in this training as instructors is intended to raise awareness of dementia throughout the community as a whole. The Yazaki Group's nursing care business was started



Community Salon

to remain a part of the communities in which we have done business for so long. We will continue efforts to provide services to assist the communities in the future.

*1 A site combining the Yazaki Group global headquarters functions with welfare facilities including dining halls, company housing and dormitories, and a nursery school as well as a nursing care facility

*2 People who can properly understand dementia and assist those suffering from dementia in the community and workplaces

Voice of employees



When *Kamifusen* was first opened, everything was a trial and error, but today we are able to provide six types of nursing care services with a stable manner and we are able to interact with users appropriately.

The Community Salon program plays an important role in connecting Yazaki and the community. In addition, the dementia support training program is one of the important events for those of us working at the center to foster understanding and support for dementia. Yazaki is a unique manufacturer that also provides this kind of experience. We hope that new employees who participate will make use of their experience interacting with actual nursing and dementia in their later lives.

Emi Nogiwa, Yuka Nakamura Yazaki Care Center *Kamifusen*



Ms. Nogiwa (L) and Ms. Nakamura (R)



Continuing to use resources carefully with the slogan “Mottainai”

The cable drums reusing business, in which we have taken the industry lead



One of the first companies to reuse cable drums, with an eye toward a better future

Normally, cables, a main product of the Yazaki Group, are delivered to customers wrapped on cable drums. While drums may be made of various materials, including wood, iron, and plastic, most of the cable drums are made of wood.

In the postwar years, most cable drums used in Japan were brand new, and after use, they were discarded or burned in the open. In 1971, the Yazaki Group became the first in Japan to begin reusing cable drums. This was inspired by the founder

Sadami Yazaki who had doubts about the disposal of wooden drums and his view that “Drums should be reused from the perspective of environmental protection, because they were made of the valuable resource of lumber.”

When the Group started reusing drums, the industry did not understand at first, as competitors mocked that Yazaki started to cut corners. Even so, 10 years later in 1981, YAWARA Kogyo Corp. was established as a drum reusing subsidiary,

and since then the business has grown steadily. Today, about 50 years after the drum reusing business began, society has shifted from one premised on single use to one that stresses reuse and recycling, and the percentage of drums that come back in good condition is increasing year by year. This shows how a business that was once mocked has now earned the respect of society.



Using forestry resources without waste by checking each individual drum

The New Zealand pine used to make drums is reforestation timber harvested in a 25-to-30-year cycle. Sustainable afforestation efforts are advanced through repeated systematic planting and harvesting of the lumber. The Yazaki Group's drum reusing business is intended to enable the continued use of this valuable lumber resource over the long term.

About 20 craftsmen check each individual drum on a daily basis. They have worked based on not only their high levels of drum repair skills but also the philosophy inherited from our founder that drums should be reused as much as possible instead of disposed of as waste.

They constantly build on their knowledge to enable drums to be used over the long term. In doing so, since 2016 they have developed a process of reusing defective drums by combining two of them into one good drum and selling unusable drums by naming a part of them *Doramakki* to campgrounds as firewood. With the slogan "Mottainai," they aim to eliminate the waste of limited resources and reduce waste. As a result of these efforts, the percentage of reused drums has risen from about 60% in the past to a stable level of more than 90% today.

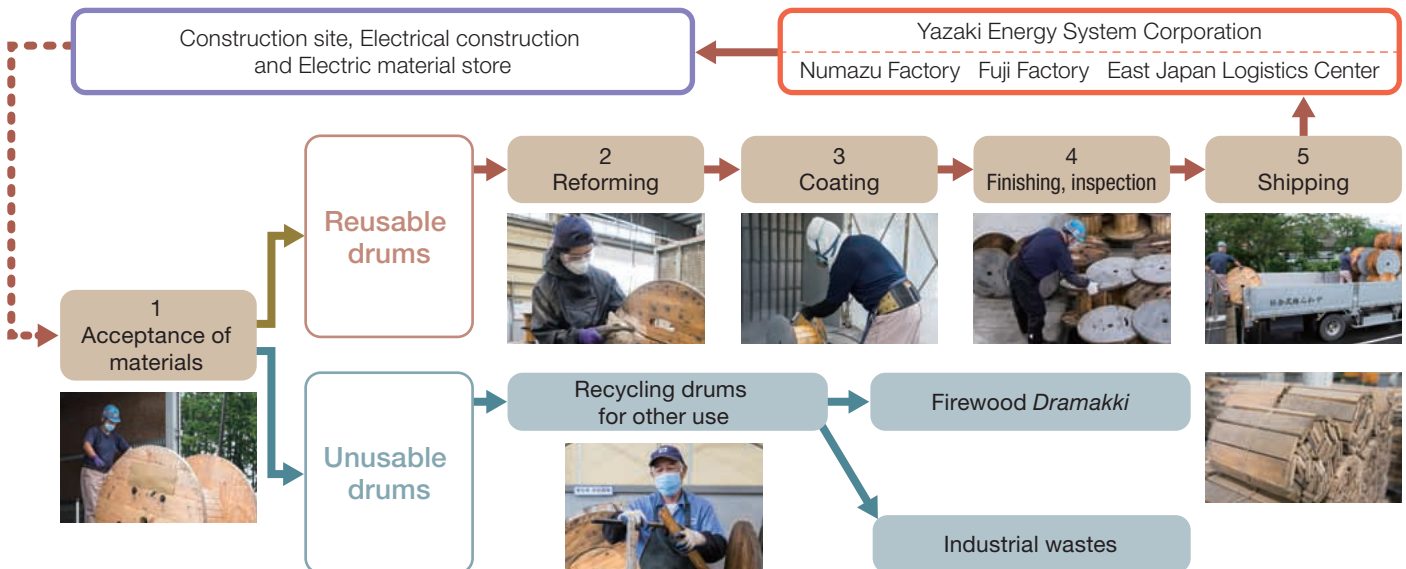
During fiscal 2019, about 94,000 drums were reused. This is equivalent to



Inspection of collected used drums

enough lumber to build about 188 homes. We are confident that we can increase this figure further. Future plans call for increasing the volume of drums reused through strengthening cooperation with subsidiaries in the Yazaki Group. We also would like to utilize what is discharged as waste in the Group as a resource by utilizing expertise from drums recycling.

Recycling process of wooden drum



Voice of employee



Reusing drums is done by hand, one at a time. Since part of the process is performed outdoors, we sometimes have to work in the rain or snow. Under such conditions, everybody on the team works toward a shared goal, helping each other across our areas of responsibility to share a sense of achievement and joy. The firewood *Dramakki* we began producing and selling in 2016 is very popular among campgrounds. It is because firewood with no splinters is safe for children to carry. All of us are happy to learn that there are more cases where children come to buy the firewood to help.

As a matter of fact, my father also works for the company, and the Yazaki Group has been a familiar presence in my life since childhood. I always wanted to work here someday. I am very proud to play a role in carrying on the founder's philosophy by reusing drums, and we will continue seeking out new possibilities for drum recycling.

Shingo Kashiwazaki Drum Recycling Team Leader, Recycling Division, YAWARA Corp.

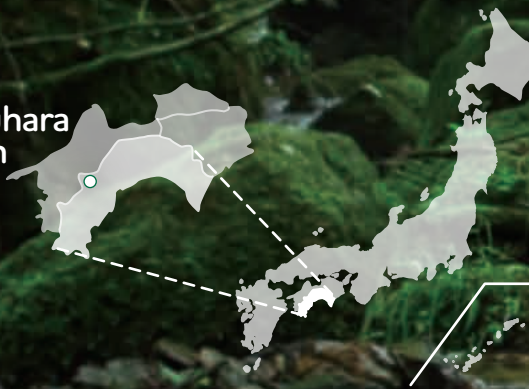




Preserving abundant and beautiful forests for future generations

The reforestation project in Yusuhara town aims to be a place taking the lead in resolving global issues

Yusuhara town



Aiming to solve national and local forest and forestry issues

Located in the watershed of the clear Shimanto River in west-central Kochi Prefecture, Yusuhara town is a mountain community in which 91% of the land is covered in forests. Since establishing the Yusuhara Plant of Shikoku Parts Co.,Ltd., a subsidiary manufacturing wire harnesses, here in 1990, the Yazaki Group has built up strong ties with the community over 30 years. Today, the Group and the town are working on a reforestation project based on a vision for 100 years from now.

Forests are the source of an abundant ecosystem. They also benefit people's lives by storing water, clearing the air, and



Yusuhara Town Hall in harmony with the forest

preventing landslides. However, Japan's forests are faced with the issues of devastation due to insufficient thinning and increasing landslides. One reason for this is the lack of forestry workers caused by depopulation, a declining birth rate and aging population.

Up to now, Yusuhara town has focused on forest improvement activities of thinning and the development of forestry roads and work roads. In 2000, its forestry cooperative was the first organization in Japan to earn FSC certification*. However, similar to the problems of Japanese forestry, the shortage of personnel in Yusuhara town is a serious problem. Since it is also difficult to ensure profitability, we are facing the limits of the human, economic, and natural cycles needed for sustainable forest management.

* An international certification system by the Forest Stewardship Council® (FSC) for appropriate forest management and wood and wood products from appropriately managed forests.



Aiming for coexistence with nature together with Yusuhara town

The Yazaki Group sees forests as important natural resources that must be inherited by future generations. But reforestation needs to be grounded in the local community. There are limits to what a company can do on its own. This is why we launched this reforestation project with Yusuhara town which aims to take the lead in resolving global issue by cooperating with local government and community. The woody biomass regional circulation model project was launched in 2005 to promote the recycling of forestry resources by the town, the forestry cooperative, and the Yazaki Group working together as one. In addition to forest improvement and preservation activities on a town-owned forest known as the Yazaki Forest, in June 2019, we launched a reforestation project together with Yusuhara town and forestry cooperative.

Voice of key persons involved in this new tripartite reforestation model



ReMORI

Training young forestry personnel as the first step

Human hands are essential to maintaining abundant and beautiful forests. Today, forestry in Yusuhara town is poised on the line between prosperity and decline due to the shortage of personnel. ReMORI is an association formed mainly by community residents, government, and local businesses who share this sense of crisis. We will continue to promote various projects together with the government and Yazaki Corporation to ensure the sustained future prosperity of Yusuhara.

Takashi Sasaoka

Chairman, Yusuhara Reiwa Forest Creation Council "ReMORI"



Government

Inheriting the natural heritage of Yusuhara town by future generations

The landscape of Yusuhara town is splendid. Even to somebody like me who was born and raised here it feels beautiful every day. Through dialogue with the forest, the town, its residents, and living creatures are all connected by enjoying the blessings of nature. Our generation has a responsibility to preserve and further develop this tradition and the beauty of our hometown in order to pass it along to future generations. We will continue to focus on the town's initiatives to pass along nature and culture, including this reforestation project.

Hitoshi Tatemichi

Manager, Forest Culture Development and Promotion of Forest culture Yusuhara town Kochi Prefecture



Yazaki Corporation

Helping to preserve the warm and beautiful town for future generations

In training forestry workers, we strive to provide individualized attention based on the human-resources development expertise that the Yazaki Group has amassed over the years. The people in the town of Yusuhara are warm and friendly, and the town cares diligently for the forest in every detail. We aim to continue doing what we can to help preserve this wonderful town and help it thrive over the next 50 to 100 years.

Tomoyuki Ujihara

Corporate Planning Division
Yazaki Corporation
(stationed at Yusuhara Town Hall)



Passing on the abundance and beauty of the forest to future generations

The reforestation project's vision for the future is to enrich the forest and enjoy its blessings. The first steps in doing so are zoning* based on the vision for the forest, analyzing aerial photographs, and an ecosystem approach toward development of environments in which factories and animals can thrive together with economic and technological initiatives. Also, in order to train the future generations, Yusuhara Reiwa Forest Creation Council "ReMORI" launched, in June 2020 with membership,

including forest landowners, forestry businesses, lumber mills, and construction companies. It aims to build a forest through coordination in the forestry business from upstream to downstream. As part of these initiatives, the Yazaki Group is expected to contribute based on the networks and human-resources development expertise it has built up through its businesses over the years.

The Yazaki Group is participating in this project based on its strong desire to address the challenges of forestry in Yusuhara town over the long term. As a first step, we have assigned employees to Yusuhara Town Hall to work together with

the local government and the community as town residents. This project is intended to preserve the blessing of clear river water in the forest, involved with many young people as a member for forestry, and to ensure that rural communities will be ringing with children's happy voices.

This Yusuhara model of sustainable reforestation and community development aims to be a model for other regions which are faced with similar challenges both in Japan and around the world.

* Classification of forest zones by function, so that they can demonstrate the diverse benefits of the forest



Members of ReMORI
(total membership is 25 people)

Future vision

Communicating the Yusuhara model to the world

Preserving the blessings of clear river water in the forest, being involved with young people, and ensuring that rural communities will ring with children's happy voices 100 years in the future

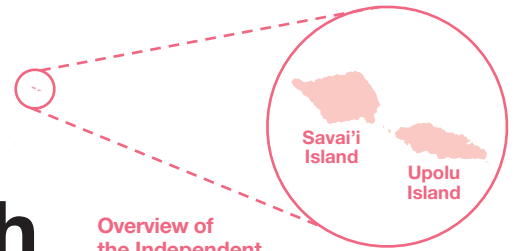




Samoa

Getting close to the local communities and supporting their growth

Contributing to sustainable development in Samoa



Overview of the Independent State of Samoa

The Independent State of Samoa is an island state in the South Pacific, home to about 200,000 people in a land area about 1.3 times that of Tokyo. Its main industries are agriculture, fishing, and tourism based on its natural beauty and the earth of its people. Progress in the development of digital infrastructure in the nation in recent years is leading to expectations of new growth.



26 years of deepening ties with the people of Samoa

The Yazaki Group first advanced into Samoa in 1991. For many people in Samoa where the main industries are agriculture, fishing, and tourism, this was the first opportunity to work for an enterprise. Each person has a different concept on work, meaning that there were a variety of misunderstandings in the beginning, but, efforts were made to get to know each other.

For example, 25 promising local associates of Yazaki EDS Samoa (YES)

went to Japan to learn about Japanese culture and language and Japanese employees who were assigned to Samoa thought about how to interpret the Yazaki Group's ways of working and monozukuri in ways suited to Samoan culture. In addition, close ties and relations of trust with local people were reinforced by donating books and saplings to local schools and sending newly employed Japanese young people at the head office in Japan to learn hands-on about

manufacturing at YES with staying at Samoan local people's homes as a part of training for new employees which is called "Samoa Adventure School."*

After building these strong ties with the community, YES grew to be Samoa's largest enterprise, providing employment to 40,000 people in total by 2017, contributing along the way to Samoa's social and economic development.

* A total of 527 new employees took part in this Samoa Adventure School (1996-2000)

Voice of former YES employee



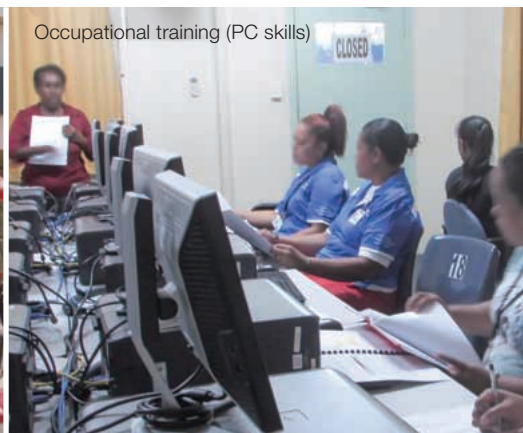
Today, I provide information and the follow-up support needed in Yazaki Kizuna Foundation's activities under a contract with the foundation. At YES, I was able to learn of the variety of different methods and responsibilities of management, as well as Japan's own unique management tools. It's also clear that YES raised the level of business skills in Samoa by providing associates with skills and discipline because it always sought to realize a high level of results. I am confident that the decision to establish the foundation was a wonderful guarantee of future ties between Samoa and the Yazaki Group. I hope to continue to contribute to maintaining such ties through supporting the foundation's future activities.

Oliver Vaai

Advisor, Yazaki Kizuna Foundation,
former General Manager, Yazaki EDS Samoa



The completion ceremony of YES's Vaitele Plant



Occupational training (PC skills)



Occupational training (Cloth dyeing)



Acting wholeheartedly for the community even after business withdrawal

In response to dramatic changes in the business environment, the Yazaki Group was forced to make the difficult decision to cease production in Samoa from August 2017.

Considering open and honest dialogs to earn the understanding of people in the community to be of utmost importance, the Yazaki Group started communicating with people involved such as associates and government representatives of Samoa soon after the decision to close YES. It did all it could to help associates find new work, including providing life skills training for about 600 volunteers, so that they could support the Samoan economy in the future as well.

In addition, in January 2018 the Yazaki Group established Yazaki Kizuna Foundation to provide scholarships aiming to create education opportunities and grants to businesses aiming to create employment. In support of education, it has established a scholarship program for students at the National University of Samoa where 15 students were receiving scholarships as of November 2020. To

support businesses, the foundation has been supporting Women In Business Development Incorporated* (WIBDI) since 2019, and the foundation provided grants to WIBDI for the purchase of four vehicles to aid families whose incomes had decreased due to COVID-19 in 2020. WIBDI's Executive Director Adimaimalaga Tafunai says, "All the people in Samoa are aware of the Yazaki Group. These vehicles are emblazoned with the Yazaki logo, which leads many people to ask about the relationship between WIBDI and the Yazaki Group. Each time, I tell them about Yazaki Kizuna Foundation, and people smile to learn how the Yazaki Group still cares about the Samoan people even after the withdrawal of their business."

In the YES closing ceremony in August 2017, Samoan's Prime Minister Tuilaepa Dr. Sailele Malielegaoi said, "You have made a huge contribution to our economy, and created job opportunities for our people, and for that I thank you for your decision to invest in our Country." "Whenever you may be should you decide again to return, we



The grant aided in the purchase of vehicles to support farmers

will always be here to welcome you back with open arms." These warm words will leave a mark on the Yazaki Group in the future as we remain friends with the associates and communities with whom we shared joys and challenges.

* A Samoan non-governmental incorporated society established in 1991 to help women in Samoa become economically independent. It contributes to rural development using new and traditional technologies, while valuing Samoa's traditional culture.

Voice of former YES employee



After the decision was made to close YES, I completed training in tie-dyeing, printing, and sewing as a part of the support for reemployment. During the training, I was most impressed by the opportunity to sell my own products in an exhibition held inside YES. After that, I was able to sell my own tie-dye works to stores, and following the training, I established my own tie-dye studio. Today, I handle sewing as well. There are many young people and mothers looking for employment in Samoa. I hope to contribute to the community and society by telling them what I learned at YES and how I am able to earn an income to support my family.

Imeleta. M. Kaisa Manager, Johlins Tie Dye and Fashion
Former Engineering Support Officer to Production Yazaki EDS Samoa



YES closing ceremony





The Adventure School that challenges the latent power of human beings

The Adventure School is an overseas training program for tentative new employees during the year before they join the company.

This optional program is available to any new employee who wants to take part.

Some employees even take leave after they join the company to participate in the program.

Up to now, more than 1,300 employees have taken on various challenges around the world.



Flying into a new environment and improving personal abilities in solitude

When Chairman Yasuhiko Yazaki was studying in Germany during his youth, his father, company founder Sadami Yazaki, told him, "What you need to learn from studying abroad is solitude." The Adventure School concept is based on his experience with coming face to face with himself in solitude in the remote German countryside, where there were no other Japanese people and no chances to speak Japanese. He believes that overcoming such an experience of solitude helps people grow considerably.

With this background, he created this program as one where employees could interact with people around the world in their own languages, with no contact with other Japanese people or the Japanese language.

Supporting young people who think, act, and take on challenges on their own

Adopting as its motto George Bernard Shaw's* words "Activity is the only road to knowledge," the Adventure School is intended to foster intellectual abilities, creativity, and the spirit of taking on challenges.

The program consists of realizing an idea developed on one's own. Various examples include building a small library at an African orphanage, teaching soccer to South American children, assisting in research at an American university laboratory, becoming a qualified yoga instructor in India, swimming with the dolphins in Hawaii, and flying aircraft in Canada. The Yazaki Group supports young people who think, act, and take on challenges on their own, without fear of failure.

* An Irish dramatist active in the 19th to 20th centuries who won the Nobel Prize for literature in 1925



Through now, More than **1,300** employees

Have taken on challenges in **44** countries and regions

Voice of participant 

Breaking new ground in what I can do

I joined this program to help others and contribute to society through self-realization in an unknown land overseas. At first, I taught soccer to children in Singapore, but while living in a multilingual environment, I started to take an interest in the Chinese language. As I looked for something I could do, a colleague's relative introduced me to a continuation school in Taiwan. They were impressed by my experience teaching children, and they thought I could help out. I think I learned a lot by being able to move forward and overcome obstacles using the networks that I had built myself. I feel that today I take advantage of this experience in both my work and my private life.


Yoshiaki Idesaki Yazaki India Private Limited A participant in the Adventure School Program in 2012



Mr. Idesaki (R)



Children of overseas employees experience Japanese culture in the Summer Camp in Japan

Yazaki's human resources development for the future 

Summer Camp that nurtures richness of spirit

Since our founding, the Yazaki Group has stressed human resource development. For more than 40 years, we have continued a program of Summer Camps for employees' children, as one contribution to educating the next generation.

Providing children who will lead the next generation with diverse experiences

During the 1970s, as not only the automotive industry but the entire Japanese economy experienced rapid growth, employees were so busy with work every day that they lacked time to spend with their children, even on weekends. Then-President Yasuhiko Yazaki (now Chairman), who believed that both employees and their children were part of the Yazaki family, wanted to repay employees for their hard work by giving their children pleasant memories of summer vacation and opportunities to develop new interests through contact with new cultures and customs. The Domestic Summer Camps that began in 1977 were the fruit of this belief.

Experiences among the riches of nature not only teach children about the importance of the environment but also improve their social skills through living and acting in a group, learning discipline, and improving their communication skills. Then, amid the progress of globalization in the 1980s, Overseas Summer Camps were established in 1985 to provide opportunities for Japanese children, who tend to be overprotected, to experience the world hands on. Furthermore, in 1988 Summer Camps in Japan were launched to provide children of employees overseas with opportunities to experience different cultures. We are confident that participants' experiences as impressionable preteens and teens of deepening friendships across national and religious boundaries will provide valuable assets in their future lives.

Tours of Yazaki Group factories during the camp programs teach them about the challenges of work and foster stronger respect and gratitude toward their parents.

	Domestic Summer Camp	Overseas Summer Camp	Summer Camp in Japan
First year	1977	1985	1988
Eligible children	Fifth and sixth graders	Eighth graders	Students of overseas employees, ages 14-15
Goals	Experiencing the importance of the environment and learning discipline and teamwork	Properly understanding and learning about society, culture, customers, and others in Japan and overseas	Broadening international perspectives and understanding differences with their own countries
Program details	Experiencing group living in rich natural surroundings in Japan	Site tours and exchange with local middle school students in countries where Yazaki Group facilities are located	Experiencing Japanese culture, history, customs, etc.
2019 venues	<ul style="list-style-type: none"> Yusuhara, Kochi Prefecture Eastern Shizuoka Prefecture 	<ul style="list-style-type: none"> Ho Chi Minh City, Vietnam Changzhou and Beijing, China 	Chiba, Tokyo, Shizuoka, Yamanashi
2019 programs contents (sample)	<p>Yusuhara program</p> <ul style="list-style-type: none"> Opening ceremony The Sakamoto Ryoma Memorial Museum Walking on Katsurahama Beach Homestay Walking in Yazaki Forest Playing in the river Walking in the town Letters from families Touring a pellet plant Plant tour, wire-harness manufacturing experience Papermaking experience Yosakoi dance Farewell ceremony Closing ceremony 	<p>Vietnam program</p> <ul style="list-style-type: none"> Opening ceremony Tours of local Yazaki Group factories Performance by/reception with local Yazaki Group employees Exchange with local middle school students Tour of My Tho Tour of War Remnants Museum Walking in Ben Thanh Market Walking in the city (free time) Closing ceremony 	<ul style="list-style-type: none"> Arrival in Japan (Narita Airport) Tour of Meiji Jingu Shrine Tour of the National Museum of Emerging Science and Innovation Tour of the Mt. Fuji World Heritage Centre and Oshino Hakkai Music recital Party at Ikkyusou (Yazaki Group Guesthouse) Shopping experience Tours of Yazaki Group factories Exchange with local middle school students Visit to Tokyo Disneyland Farewell party Return to home countries (Narita Airport)

A total of **17,679** children have participated in the 42 years since the camps began



Employees' children experience nature at Yazaki Forest in Yusuhara, Kochi Prefecture during the Domestic Summer Camp



Employees' children meet with Vietnamese middle school students during the Overseas Summer Camp in Vietnam

A desire to Pass on the Corporate Policy to employees and their children

The Summer Camp programs are meaningful not only to the children who participate but to employees as well. Camp instructor posts are filled by employee volunteers. Pre-camp training and various experiences during the camps themselves prove opportunities to improve their leadership and communication skills.

It is people who will convey into the future the philosophy behind the Yazaki Group's Corporate Policy of being "A Corporation in Step with the World" and "A Corporation Needed by Society." In fact, some employees who participated in the Summer Camps as children later joined the Yazaki Group after growing up so that they could help children enjoy the same experience, attending the camps once again as volunteer instructors. The Summer Camps will continue in the future, to pass on this desire to children and employees.

Voice of employee

Summer Camp is an activity that helps all people involved to grow

I participated in the Summer Camp when I was 10 years old. I still remember how excited I was at my first experience of spending time in an out-of-the-ordinary environment away from my parents. I joined the Yazaki Group because I wanted to help children have the same experience and emotions. I learned something new when I served as an instructor at the camp: that this activity is possible only thanks to the cooperation of local communities, and it provides an opportunity for mutual respect among children, their families, instructors, and community residents. I want to put this lesson to use in my life in the future. I also hope that this experience will help the children who attended the camp to grow as a source of their own strength.

Miyuki Mori

ECI Production Management Division
Yazaki Meter Co.,Ltd.



Developing the next generation based on the Corporate Policy

Yasuhiko Yazaki

Chairman, Yazaki Corporation



Just like an individual, a company has its own character. This corporate character is expressed through a company's attitude and behavior toward society. In the case of the Yazaki Group, the character is rooted in the philosophy of our founder. "Let's become a company needed by society. We should be a company needed in the world based on the spirit of helping each other as a member of the global community." This strong philosophy of the founder has been passed on through generations of employees and recognized and supported by customers and community residents, which now form the corporate character of the Yazaki Group. Our Corporate Policy is a written statement of the philosophy and our own character.

This corporate character is also expressed in the Yazaki Group's attitude of aiming for sustainable growth together with the local communities. In opening business facilities around the world, we have proactively advanced into regions where the residents face challenges in securing employment—places where people will be glad we came. At the root of this attitude is the desire to continue working with the local people and revitalize the region. For this reason, even when forced to downsize or close facilities because of changing business conditions, we have stressed open and honest dialogue to earn the understanding of people in the community. We have also worked to maintain employment by

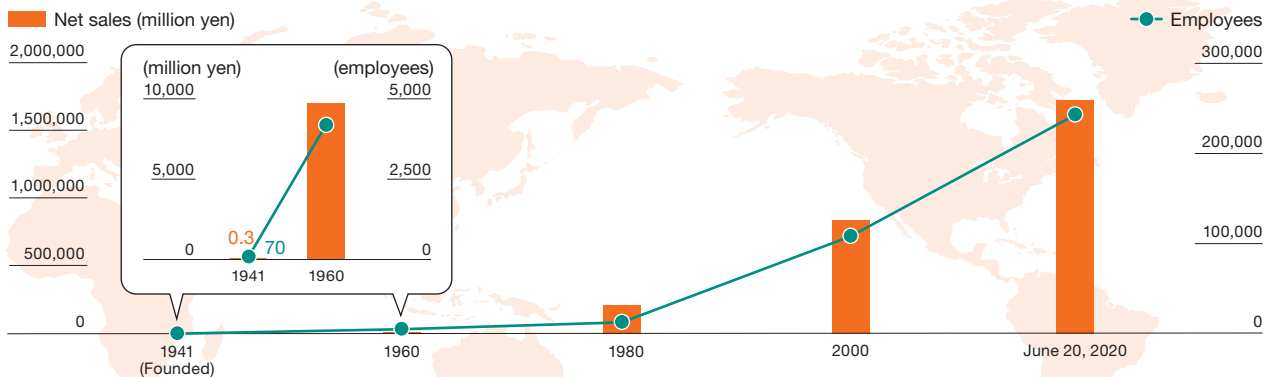
launching new businesses in such communities and continued activities to contribute to their progress, valuing the further strengthening of connections with the communities where we have done business.

Ultimately, it is people who inherit the Corporate Policy and put it into practice. Therefore, the Yazaki Group has valued human resource development by implementing various training programs to reflect employees' desire to learn since our founding. Examples of these programs are the Adventure School and Summer Camps described in this CSR communication book. The aim of these programs is to develop human resources who can understand the positions of others, acquire social perspective and overcome challenges on their own. This is intended to make it possible to carry out and pass on the Corporate Policy thoroughly under any conditions, anywhere in the world. Especially in this time of dramatic and bewildering change in the business environment, it is vital to develop human resources who are able to conceive of new ideas and take on challenges without being bound by existing rules.

I believe that the true social contribution of a company is developing human resources who are able to contribute to society. The Yazaki Group will continue developing such human resources around the world.

[Changes related to the description]
Yasuhiko Yazaki has been appointed Honorary Chairman on September 17, 2021.
(Corresponding page: p.25, 26)

Net sales and employees



Countries and regions in which the Yazaki Group operates

Years in parentheses are years entered. A white circle indicates where we no longer have any facilities.

- Thailand (1962)
- U.S.A (1964)
- Australia (1965)
- Switzerland (1966)
- Taiwan (1968)
- Philippines (1973)
- United Kingdom (1980)
- Mexico (1982)
- Portugal (1986)
- New Zealand (1986)
- Canada (1987)
- Sweden (1988)
- Spain (1988)
- China (1988)
- West Germany*1 (1988)
- Indonesia (1989)
- Belgium (1991)
- Western Samoa*2 (1991)
- Italy (1991)
- Slovakia (1994)
- Argentina (1995)
- Singapore (1995)
- Turkey (1995)
- Vietnam (1995)
- Colombia (1995)
- India (1997)
- Brazil (1997)
- France (1999)
- Netherlands (1999)
- Croatia (1999)
- Morocco (2000)
- Nicaragua (2001)
- Lithuania (2001)
- Czech Republic (2001)
- Ukraine (2002)
- Romania (2003)
- Uruguay (2005)
- El Salvador (2006)
- Bulgaria (2006)
- South Africa (2006)
- Tunisia (2009)
- South Korea (2009)
- Poland (2011)
- Cambodia (2012)
- Russia (2012)
- Slovenia (2012)
- Paraguay (2013)
- Serbia (2016)
- Myanmar (2019)

*1 current Germany *2 current Samoa

Business segments

Cars



Yazaki provide 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.



Wire harness



Full-graphic meter



DTG7 digital tachograph

Daily lives



We deliver products and services for more comfortable living using diverse energy sources based on electricity, gas, and solar heat. These include eco-friendly cables and gas meters, devices using solar heat, and air-conditioning equipment.



Yawaraka Cable 600 V lineup



Ultrasonic gas meter



Eco Solar Multi split-type solar water heating system

Communities



We are active in a wide range of businesses rooted in local communities, including environmental and recycling businesses, nursing care, and agriculture. We proactively endeavor to be a business needed by society through such means as reducing environmental impacts and contributing to local communities.



Reused toner cartridges



Yazaki Care Center Kamifusen



Growing tomatoes in a plastic greenhouse

Overview of Company

Company name	Yazaki Corporation
Established	October 8, 1941
Representatives	Yasuhiko Yazaki, Chairman 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 1950) Yazaki Parts Co.,Ltd. (established 1959) Yazaki Energy System Corporation*1
Number of Yazaki Group companies*2	Japan: 44 Overseas: 98 Total: 142

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

*2 Excludes equity-method subsidiaries, subsidiaries excluded from the scope of consolidation, affiliated companies, and related incorporated foundations (partial changes have been made in the corporations and employee categories counted since fiscal 2018.).

Yazaki Group CSR



Please see below for more information on CSR in the Yazaki Group.
URL: <https://www.yazaki-group.com/global/csr/>

For inquiries, please contact

Corporate Governance and Legal Affairs Division
Yazaki Corporation
Mishuku 1500, Susono City, Shizuoka Prefecture 410-1194 Japan
E-mail: smb_yazaki-csr@jp.yazaki.com