

YAZAKI EMEA

SUSTAINABILITY

REPORT 2022





"At Yazaki EMEA, we focus on balancing the interests of all stakeholders with our own ambitious goals and healthy, sustainable growth – for a successful common future."

Hans Lemmens
President & CEO Y-EMEA

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ENVIRONMENT SOCIAL GOVERNANCE

01. INTRODUCTION

Yazaki Europe Middle East Africa region (referred to throughout this document as "Y-EMEA") publishes its first Annual Sustainability Report, reaffirming its commitment to sustainability.

This Report focuses in our environmental, social and governance performance associated to our everyday activities, and it has been prepared in alignment with the Global Reporting Initiative (GRI) Standards.

It also presents the initiatives being implemented to achieve each of our ambitions and our contribution towards the United Nations Sustainable Development Goals (UN SDGs) we have prioritized.

The data herein refers to our fiscal year (FY) 2021 which covers the period from July 2021 to June 2022. Some information is put in relation to FY2017 (baseline), to provide a perspective of the evolution of Y-EMEA's performance.

In addition to this Report, additional information on our company's practices and policies may be accessed through Y-EMEA's website.



For further information see
<https://www.yazaki-europe.com/about-us/sustainability>

02. MESSAGE OF THE PRESIDENT

Our industry is moving forward fast, we are on the path to a zero-carbon economy. The evolution of customer trends and a fast-changing regulatory landscape require our customers – and consequently all the supply chain – to re-evaluate products and operations in terms of Sustainability. We need to set the right course today to be fit for the future.

Therefore, we have developed a holistic transformation strategy based on the three pillars of Business Excellence, Product Diversification and Human Development. Under the Business Excellence pillar we have defined a specific focus on Sustainability. We have set a Sustainability Organization for the EMEA region and gave ourselves a challenging vision: Carbon neutrality by 2039.

In addition to our decarbonization priorities, we also recognize our responsibility to contribute to the UN Sustainable Development Goals as a whole: We will continue to invest in the communities where we operate, and in our people. Diversity is key to our success and safety will always be our number one priority and we will never compromise on that.

Through this Sustainability Report, you will read more about our strategic goals and initiatives. They are the initial steps towards an ambitious future for Yazaki in the EMEA region. Looking ahead, during the coming years we will continue to work with maximum energy on our transformation into a sustainable company with focus, prioritization, teamwork, agile processes and strong collaboration with our customers and business partners.

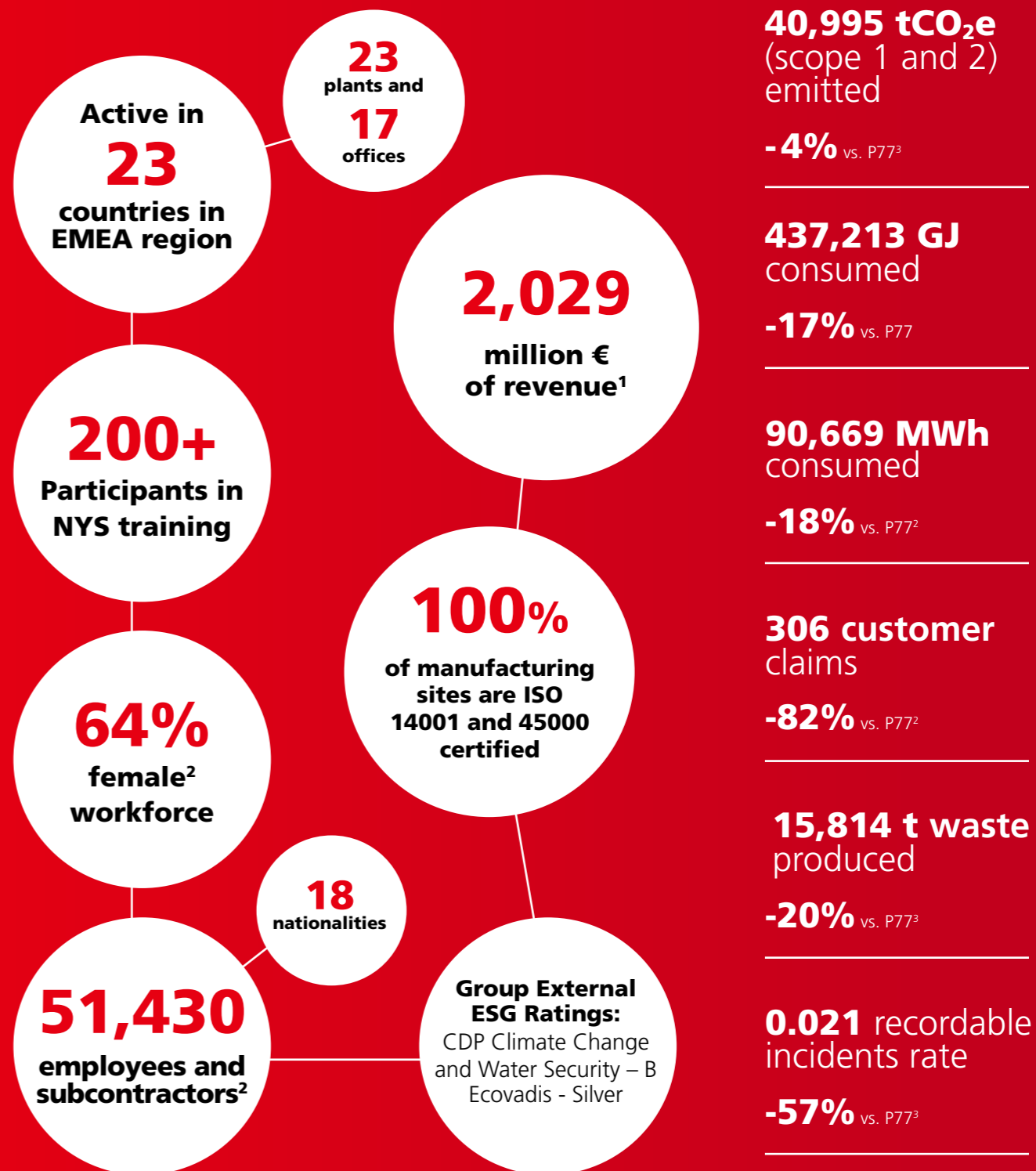


Because we have an important role to play in future mobility.

Sincerely,

Hans Lemmens
President & CEO Yazaki EMEA

03. Y-EMEA AT A GLANCE FY2021 HIGHLIGHTS



¹ The revenue figure refers only to YEL Legal Group and covers the period from April 2021 to March 2022. Information about entities under the scope of this indicator is available in the annex Methodological Notes.
² Figure includes employees with permanent and temporary contracts as well as subcontractors at the end of P81 (FY2021).
³ P77 refers to FY2017.

04. OUR COMPANY

WHO WE ARE

With over 235,000 employees worldwide, Yazaki is one of the world's largest privately-owned automotive suppliers. Founded in Japan in 1941, Yazaki is a family business that became a global leader in the research, development and delivery of vehicle power and data solutions for automotive applications. Yazaki produces wire harnesses, power distribution & control products, connectors, driver information systems, sensors and hybrid & electric vehicle products.

Every day we put our resources to work for one specific purpose: to help our customers achieve success. Defined by an unyielding commitment to the success of our customers, Yazaki has become a valued supplier to virtually every major automotive manufacturer in the world.

Our customer-centric focus guides the global manufacturing footprint, allowing us to deliver the right products in the right quantities at the right time – anywhere in the world.

Focusing on the automotive business and with over 51,000 employees in 23 countries, Y-EMEA is the Yazaki Group's most diverse region. Following the worldwide integrated business system of Yazaki, we think global and act local according to the demands and requirements of our customers, by providing the best quality and service.

Our European operations started in 1980 with a sales office in UK, followed by the first R&D center in Cologne, Germany in 1989. In Europe, Middle East & Africa we currently have 23 standardized manufacturing plants, 5 R&D centers and customer-tailored service centers.

OUR VISION, MISSION AND YAZAKI SPIRIT

VISION

We are the leader in Electrical and Electronics Distribution Systems.

MISSION

**We bring millions of vehicles to life every day through excellence in all we do.
One for all, all for one.**

YAZAKI SPIRIT



SERVICE MIND

The desire to serve the best interests of our partners (employees and community)

We at Yazaki demonstrate concern for others. We consider how business decisions impact employees and the community. We seek to improve our community. We respect others.



FORTITUDE

The will to see matters through to the end

We at Yazaki strive to overcome obstacles. We challenge ourselves to get out of comfort zone. We don't give up and try again. We bounce back from setbacks.



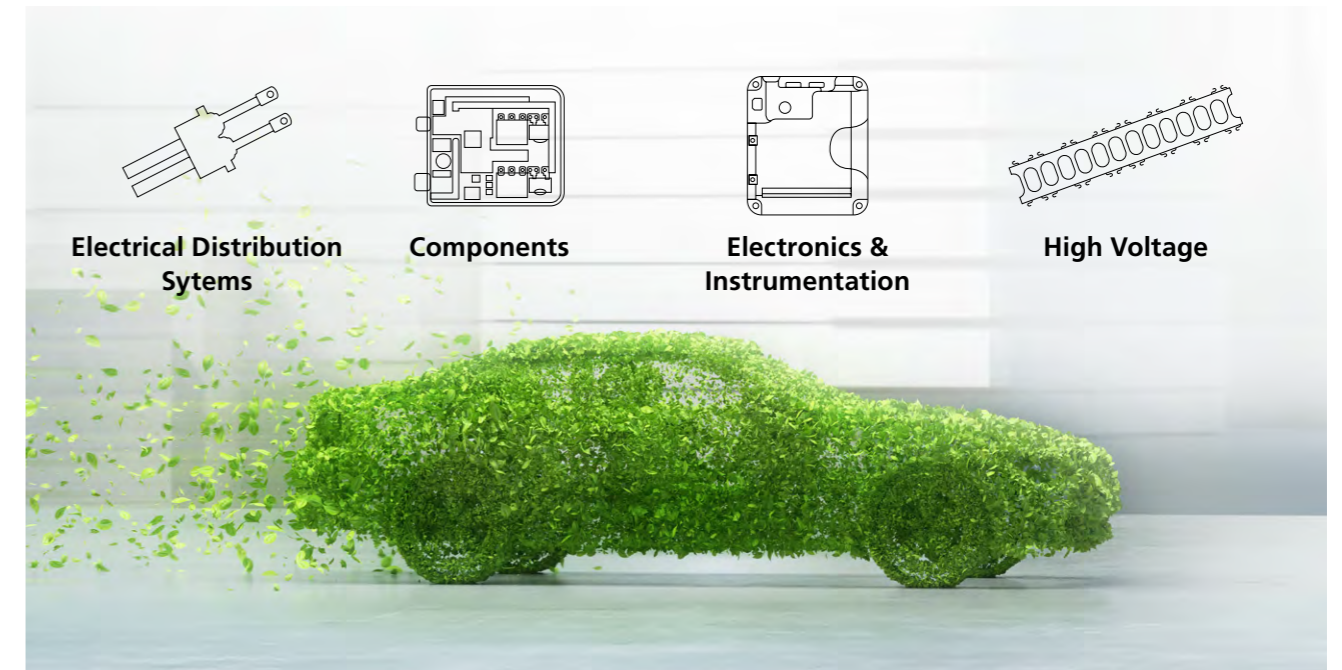
FORESIGHT

The ability to see beyond immediate concerns


We at Yazaki identify future needs and opportunities. We see the big picture. We anticipate problems. We anticipate customer needs.


OUR PRODUCT PORTFOLIO

In close cooperation with our customers, we develop products and systems that optimize vehicle functionality, reliability and quality.



Our sustainability performance is also assessed by external entities on a regular basis.

- Yazaki Corporation submits annually the CDP Climate Change and Water Security questionnaires - Management (B) Score achieved in both.
- Yazaki Corporation submits annually the Ecovadis questionnaire – Silver rating
- Y-EMEA: 



EXTERNAL RECOGNITIONS

Toyota Awards Yazaki Turkey For Quality (YOT, December 2021)

With the so-called "Zero World Activity", Toyota Motor Manufacturing Turkey (TMMT) enrolls all its suppliers to contribute to the OEM's challenging 2025 Premium Quality Target. On December 20, 2021, Yazaki Turkey (YOT) received its first Zero World Award for having reached all targets agreed upon with the OEM.

McLaren Awards Yazaki for Delivering Excellence (YSE, June 2022)

McLaren honored us with the prestigious "Supplier Excellence Award" for Delivery & Operations.

Stellantis 2022 Supplier Awards (YELP, June 2022)

Yazaki received the 2022 Stellantis Supplier Award for outstanding performance in terms of savings (commercial, process, technical solutions and logistics) and proposals for a cost reduction portfolio.



05. GOVERNANCE



MUNENORI YAMADA
CHAIRMAN Y-EMEA



More information about our Senior Leadership Team available here: <https://www.yazaki-europe.com/about-us>



HANS LEMMENS
PRESIDENT & CEO Y-EMEA



ERGÜN TAN*
CSO & CFO, Y EMEA



ANDREAS DI VECE
COO Y-EMEA

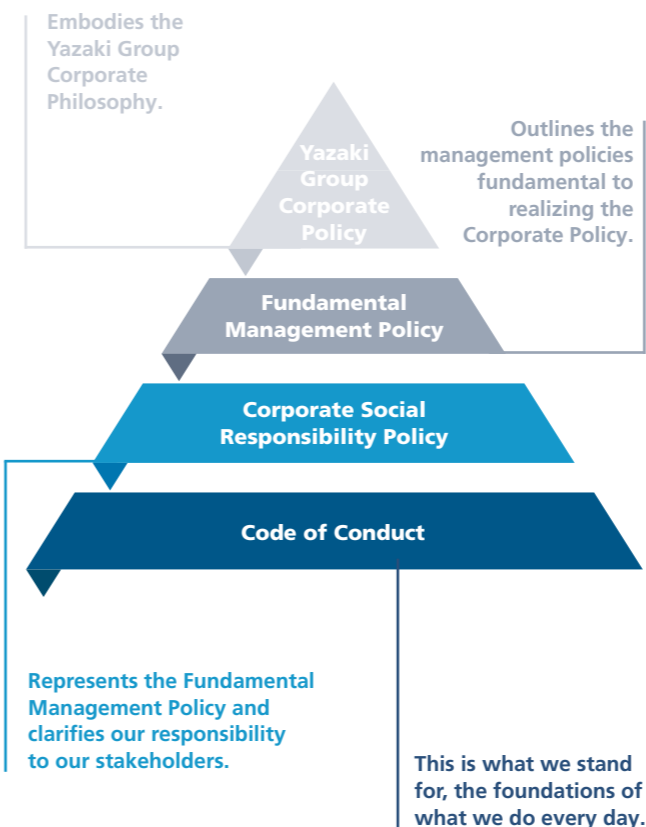
* During P81 and until November 2022 Mr. Per Nielsen was the CFO for Y-EMEA. As of December 1st, 2022, Mr. Ergün Tan joined Y-EMEA.

SENIOR LEADERSHIP TEAM

Y-EMEA region is governed by a Senior Leadership Team composed by a Chairman and three C-level executives.

Our Senior Leadership Team is guided by the Yazaki Corporate Policy – a Company in Step with the World, a Company needed by Society – as well as the Fundamental Management Policy which are the building blocks of Yazaki globally.

Corporate Philosophy



To support effective management, Y-EMEA has several active committees serving as privileged fora for the discussion and evaluation of cross-cutting topics, approving and providing support for informed decision-making on the current activities. There are several committees at global level but also at EMEA level. These committees include, among others:

Internal Control Committee (Y-EMEA ICC)

The Y-EMEA ICC is operated by a strong cross-functional approach with the objective to monitor the efficiency and effectiveness of the incorporated Internal Control System (ICS) in Y-EMEA. The Y-EMEA

ICC has the purpose to reasonably guarantee four objectives:

- effectiveness and efficiency of operations
- reliability of financial reporting
- compliance with laws and regulations concerning business activities
- safeguarding assets, including the achievement level and issues to be solved. In case of identified deficiencies to the ICS the Y-EMEA ICC shall review and align on countermeasures to strengthen and continuously improve the ICS by adequately managing related risks to the organization.

Ethics and Compliance Committee (ECC)

The ECC has been established by the Board of Directors to assist with the fulfillment of its obligation to ensure compliance of all entities within the Y-EMEA region in accordance with applicable legal requirements and high ethical standards. The purpose of the ECC is to integrate key stakeholders from Y-EMEA Core Functions and to support the Y-EMEA Compliance Department with the design, implementation, and continuous improvement of an effective Compliance Management System and Corporate Compliance Program respectively. The ECC shall further provide periodic reports to the Y-EMEA ICC on material violations and recommendations on improvements of the Corporate Compliance Program in relation to risks that may have a material effect on Yazaki's financial statements.

Sustainability Steering Committee (SSC)

The SSC is a deliberative body of the Y-EMEA Senior Leadership Team (SLT), responsible for the assessment, decision, debate and monitoring of the implementation of Y-EMEA's Sustainability Strategy and Ambitions. Permanent members of the SSC are members of SLT, representatives of Sustainability, Legal & Compliance and Corporate Governance departments as well as representatives of the Corporate Functions with topics in agenda.

On annual basis global meetings take place to communicate strategic direction and share best practices.

ETHICS AND CONDUCT

The Yazaki Group is governed by various policies that are in place to maintain a high standard and are made public available at our website to ensure its accessibility to all stakeholders:

- > CSR Policy
- > Yazaki Group Human Rights Policy
- > Yazaki Global Responsible Mineral Policy
- > Code of Conduct
- > Supplier CSR Guidelines

 Group policies available here
<https://www.yazaki-group.com/global/csr/2022.html>

Y-EMEA Code of Conduct



The Y-EMEA Code of Conduct sets out the expected ethical behavior and conduct when doing business. The Code of Conduct requires not only that companies in the region comply with national laws and regulations, but also requires that all employees act ethically, are aware of and comply with applicable laws and regulations as their personal responsibilities and to fulfill their social responsibilities.

The Code of Conduct thereby encourages all employees to deal more ethically and honestly with their business partners and aims to strengthen the relationship of trust with all stakeholders, such as local communities and authorities.

In FY2021, the Group published an updated Code of Conduct on the internal and external website to ensure that the Code of Conduct is accessible to all stakeholders. The 2021 Code of Conduct is structured in three separate chapters focusing on our (i.e. Yazaki's) responsibilities (1) in the workplace, (2) as a business partner and (3) as a member of society.

The updated Code of Conduct, in conjunction with our CSR and Human Rights Policy, further strengthens Y-EMEA's commitment to creating a workplace where everyone can share a sense of ownership for Yazaki's success by creating an atmosphere defined by a performance-based culture and strong teamwork.

 Our Code of Conduct is available here:
<https://www.yazaki-europe.com/about-us/sustainability>

Whistleblowing

As part of its processes for handling reports on non-compliance and internal investigations, Y-EMEA has set up an external "Whistleblowing Hotline" – Y-EMEA Integrity Hotline – which is accessible via its external website and internal intranet site.

The Y-EMEA Integrity Hotline enables employees and business partners to submit reports on alleged violations of legal requirements and Yazaki rules. This includes, but is not limited to, fraud, abuse, environmental issues or (Supplier-) Code of Conduct violations, either anonymously or by name. Through this hotline, Y-EMEA has further strengthened its processes and policies to identify, investigate and correct any potential violations in relation to its business conduct. The hotline is a confidential, 24-hours-a-day, 365-days-per-year service that can be accessed from any location.

Y-EMEA follows a "zero tolerance" approach in relation to confirmed violations and applies its own

Guidelines on Consequences. The application of these guidelines shall ensure that all confirmed violations are subject to adequate consequences, based on objective criteria and related case-by-case decisions.

The Whistleblowing Hotline is one element of the Y-EMEA Whistleblowing set up (i.e. the entirety of measures to enable submission, receipt, review and investigation or reports on violations [both legal requirements and Yazaki rules]), as required under the Regional Compliance Policy.

The further elements are:

1. the process for receiving and investigating reports on violations,
2. the Whistleblowing Policy (informing employees on their rights and obligations in internal investigations on violations and the possible ways to submit a concern,
3. the ECC and its competences in internal investigations and
4. the Y-EMEA Guidelines on Consequences of Violations (implementing the "zero tolerance" principle while ensuring both a case-by-case decision and comparability of consequences for comparable violations).

STAKEHOLDER ENGAGEMENT

Our Senior Leadership Team fosters and maintains an open and transparent dialogue with key stakeholders. A good relationship with our stakeholders is essential in supporting the implementation of our strategy.

We have in place several active relationship channels to ensure a continuous and effective dialogue with the various groups of stakeholders.

As a multinational and global operator, we interact with different stakeholder groups:

- > Customers
- > Employees
- > Suppliers
- > Business Associations
- > Regulators and Governments
- > Communities (NGOs, Education and Charity Institutions)

Main channels of communication

- > Regular meetings – ongoing
- > Supplier surveys – as per need
- > Weekly Update – weekly
- > Leadership Meetings – quarterly
- > Local All Employee Meetings – monthly
- > Workers Council Meetings – scheduled
- > Global Functional Meetings – yearly
- > Exhibitions & Events – yearly
- > Intranet & Internet – ongoing
- > Social Media – ongoing
- > Printed Publications – 2/3 times per year

 See here to know more about our holistic approach on stakeholder engagement outlined in the Section 172 Statement: <https://www.yazaki-europe.com/service-navigation/s172-statement>

MEMBERSHIPS

In line with our Vision and continuous efforts related to our Corporate Policy, Y-EMEA is taking a proactive approach and is in constant alignment and communication with our customers and suppliers, participates in Working Groups in the Automotive Supplier Association and convenes as a good corporate citizen in best tradition with our company values.

CLEPA, the European Association of Automotive Suppliers
<https://clepa.eu/>

CharIN e.V., Charging Interface Initiative
<https://www.charin.global/>

VDA – German Association of the Automotive Industry
<https://www.vda.de/en/association>

06. STRATEGY

SUSTAINABILITY ORGANIZATION

Sustainability is understood as a crucial part of Yazaki's values as a good corporate citizen.

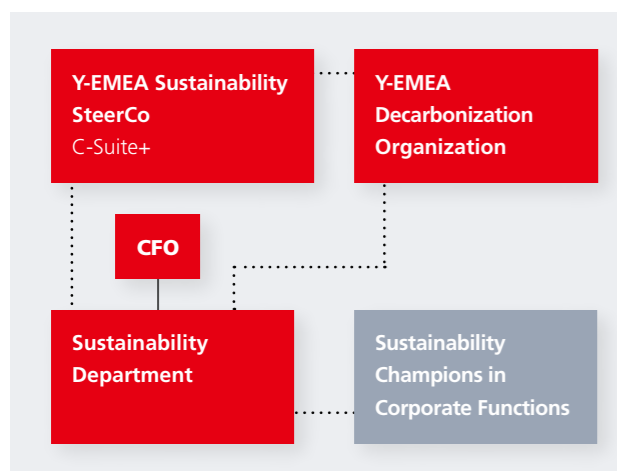
Yazaki is committed to sustainable growth in manufacturing and supplying products that are not only the "best in class", but also assure a sustainable future for all partners and stakeholders that Yazaki interacts with.

Y-EMEA aims to

- > **be a role model** in terms of decarbonization, contributing to a better future while mitigating Climate Change.
- > **assure sustainable growth** with clear ethical and environmental standards defined within our entire supply chain.

To make this happen, a Sustainability organization was set up in 2022 and a Sustainability department has been created to support the Y-EMEA organization in successfully implementing a holistic Sustainability approach with clear, attainable and communicable targets. Thereby we assure Y-EMEA's ability to fulfill the Yazaki Corporation's Decarbonization Organization strategies and targets while also considering our customers' and other external stakeholders' requirements on sustainability.

Sustainability organization



The Sustainability organization comprises the following responsibilities:

- > **Governance:** responsibility for oversight and continuous tracking on Sustainability Management
- > **Common or defined processes:** responsibility to find standardized processes for identifying, capturing, storing and reporting of sustainability activities
- > **Central Functions' initiative portfolio management:** responsibility to support and guide the Central Functions' initiatives
- > **Targets and KPI's tracking:** responsibility includes continuous tracking and follow-up of Central Functions' targets and KPIs
- > **Resource allocation and coordination between projects:** responsibility to facilitate and assure Sustainability Management implementation across the organization

SUSTAINABILITY AMBITIONS

Semiconductor shortages, material prices increase, geopolitical unrest, new technologies, changing on sustainability requirements – along with the rest of the automotive industry, our company faces numerous challenges and headwinds. Y-EMEA's top management introduced a new strategy that will enable us to navigate these turbulent times with clearly defined goals for the next five to ten years.



THE THREE STRATEGIC PILLARS ARE:

BUSINESS EXCELLENCE

Step up from process excellence to operational excellence and, finally, towards business excellence.

PRODUCT DIVERSIFICATION

Achieve Y-EMEA's diversification strategy with a unique value proposition to our customers.

HUMAN DEVELOPMENT

Enhance human development, human engagement and human well-being.

next decade and half in alignment with the strategic direction that Y-EMEA established and the decarbonization targets set by the Yazaki Corporation for the entire Group. After a careful materiality analysis of our European customers' expectations and requirements and the challenging regulatory landscape and trends, Y-EMEA has defined its own regional Sustainability ambitions.

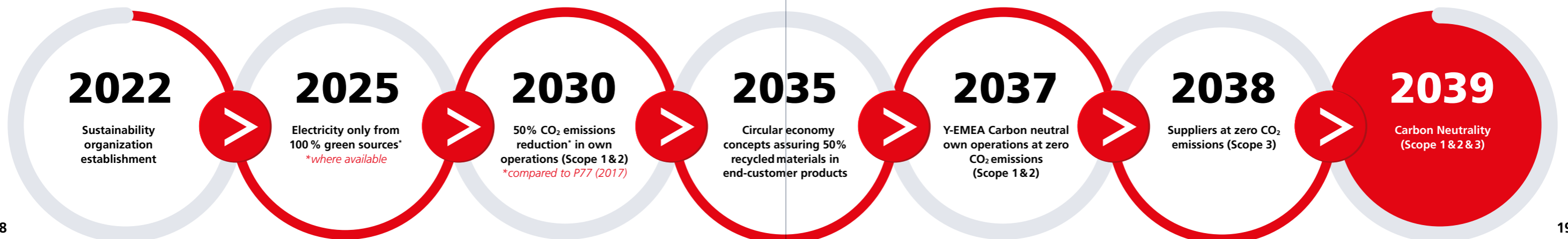
Within this context, a Sustainability Ecosystem of people involved in the subject was set up across the company engaging all departments and Y-EMEA developed a Sustainability Roadmap addressing six main areas of structural intervention that reflects the Corporate Functions' actions for decarbonization – Purchasing and Supply Chain Management; Real Estate and Manufacturing, Sales, Logistics, Engineering and EHS & Risk Management.

One important step is to minimize the footprint of our locations in terms of CO₂ emissions and waste. Measures also include promoting both internal circular economy initiatives and a sustainable way of thinking among employees and partners. An internal sustainability communication plan was built to inspire and educate staff throughout the company. Furthermore, our active engagement with partners and suppliers for sustainability is key for common success.

By integrating sustainability into our operations, we recognize the achievement of the 17 UN Sustainable Development Goals (SDGs) is a shared purpose. Not only the governments but also the private sector and civil society need to do their part. Businesses play a critical role in achieving these 17 global goals by 2030. Our activities contribute to all SDGs, some in a more significant way than others.

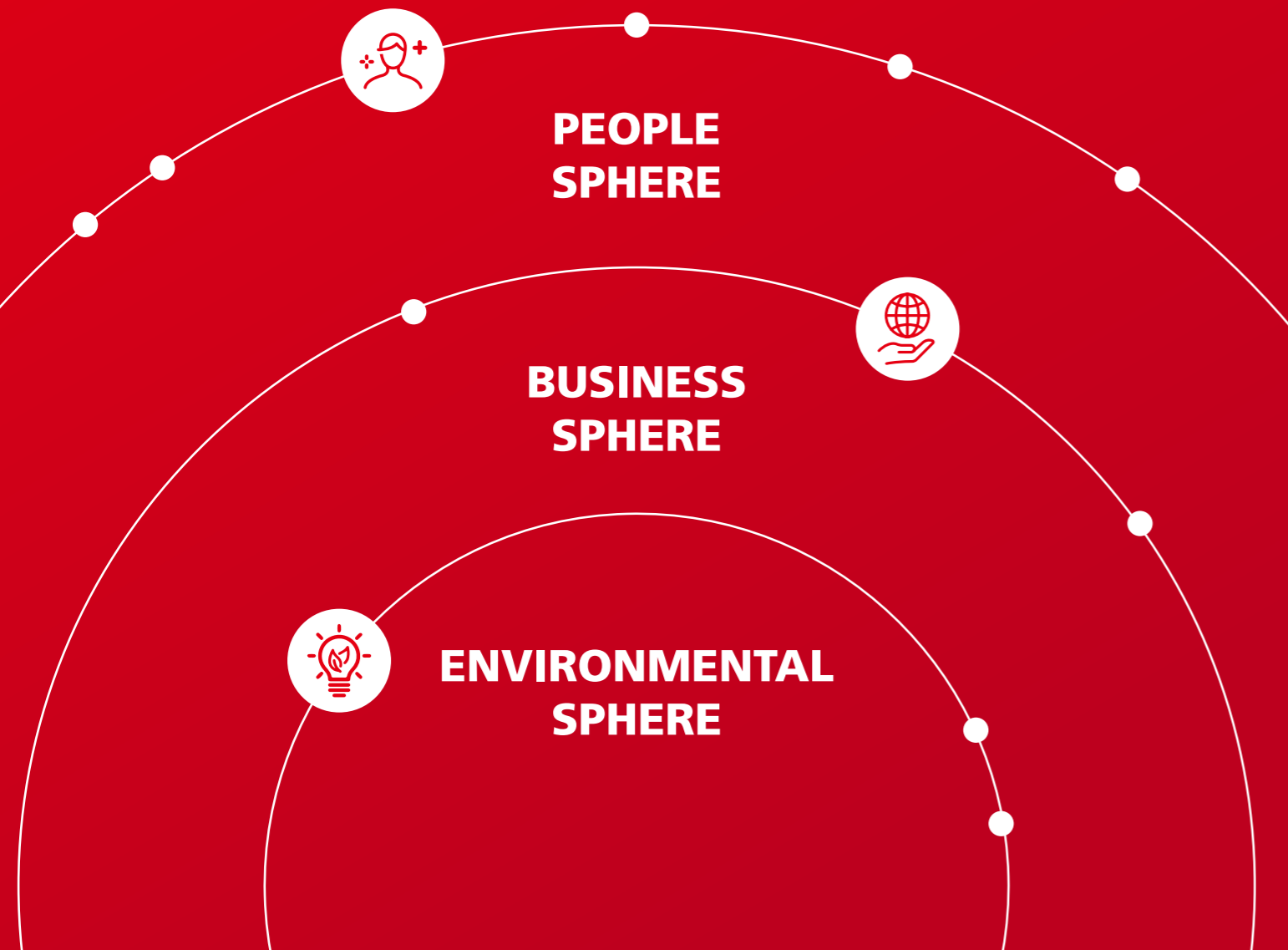
Our Senior Leadership Team defined a specific focus on Sustainability under the Business Excellence pillar to establishing a dedicated organization and taking efforts to meet the challenging sustainability requirements, especially related to decarbonization within the whole supply chain as a strategic task.

Sustainability is a crucial part of Yazaki's values, but it also becomes an increasingly important factor for successfully selling our products, for how our customers and other stakeholders view us as a company. In this way, Sustainability ambitions were defined for the



Given the specificities and challenges of the automotive sector, we at Y-EMEA prioritize and focus the following nine sustainability areas, divided into

3 SPHERES



| PEOPLE SPHERE | BUSINESS SPHERE | ENVIRONMENTAL SPHERE |
|---|---|---|
| <p>4 QUALITY EDUCATION Our people: decent work, training and development</p> <p>8 DECENT WORK AND ECONOMIC GROWTH</p> | <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION Responsible production</p> <p>9 INDUSTRY INNOVATION AND INFRASTRUCTURE Innovation and infrastructure</p> | <p>13 CLIMATE ACTION Environmental soundness: climate action, clean water and energy</p> <p>6 CLEAN WATER AND SANITATION</p> <p>7 AFFORDABLE AND CLEAN ENERGY</p> |
| <p>1 NO POVERTY No poverty and reduced inequalities</p> <p>10 REDUCED INEQUALITIES</p> | | <p>11 SUSTAINABLE CITIES AND COMMUNITIES Sustainable communities</p> |
| <p>5 GENDER EQUALITY Gender equality</p> | | |
| <p>3 GOOD HEALTH AND WELL-BEING Good health and well-being</p> | | |
| <p>17 PARTNERSHIPS FOR THE GOALS Social community service and support of social institutions</p> | | |



On the following pages, we address initiatives that contribute to each area.

PEOPLE SPHERE



07. OUR PEOPLE: DECENT WORK, TRAINING AND DEVELOPMENT

HUMAN VALUE

The automotive industry is undergoing rapid and profound change, which naturally affects Y-EMEA as well. To address this change successfully, Y-EMEA has given itself a new Vision for the year 2022.

Our purpose is to transform ourselves in the next ten years to be the leader in Electrical and Electronics Distribution Systems. With a clear Mission that we want to fulfill – using our cultural strengths as the Yazaki team in EMEA – we stand together 'One for all, All for one' and bring millions of vehicles literally to life every day through our products and through excellence in everything we do. A clear set of four values gives us orientation and a basis for achieving a successful transformation of our company.

The four values (We act with integrity; We strive for innovation; We focus and prioritize and We value our diversity) give our Human Resources teams the framework for an operative and strategic approach on how to support the achievement of our Vision and Mission.

By ensuring compliance with employment laws and regulations as well as taking appropriate action in cases of any wrongdoings, Human Resources provides the base for integrity.

At the end of P81, from 51,038 employees 79% had permanent employment contracts, and 21% temporary contracts. In addition, Y-EMEA had 392 subcontractors. Reference should also be made to the fact that 99.8% of Y-EMEA's employees work on a full-time basis.

Diversity is the key to success for Y-EMEA. Already today, 18 different nationalities are represented in our management team and more and more women are taking on key positions. HR support to use these strengths to further diversify our workforce by providing equal opportunity regarding recruiting, development and promotion.

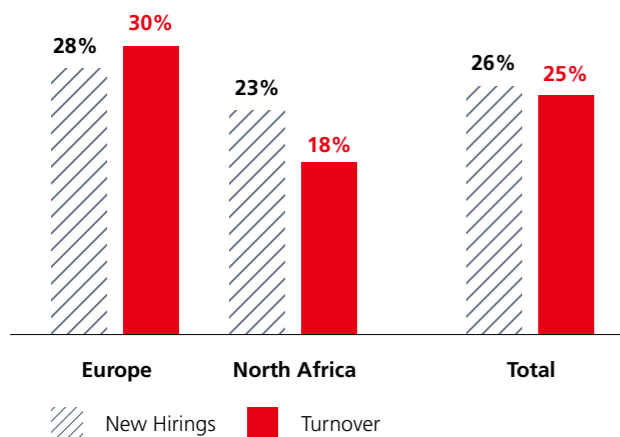
More information on diversity is available on section 9. Gender equality.

TALENT ATTRACTION AND RETENTION

Y-EMEA is active in 23 countries in the EMEA region. Each country has its own specific job market with particular challenges in attracting new talent. Hence a local approach creates the most value.

Posting job opportunities on the Yazaki homepage is the most commonly used search instrument for potential employees, but it just covers immediate need. To be known and viewed as an Employer of Choice in the job market accompanying measures are taken, e.g. establishing relationships with local and regional colleges and universities, visiting job fairs and forming relations with the local communities. These and similar instruments help us to further raise our employer profile in the job market and increase public awareness in the local and regional communities we are active in.

Turnover and hiring rates P81 (FY2021) (%)



But talent is not only found externally but also internally. To further leverage internal talent Y-EMEA has implemented a new talent management approach. We have always been a people-oriented company. This core part of Yazaki's identity has been reaffirmed by the current President's policy and its commitment to foster and develop internal talent. Therefore, Y-EMEA has set up a new holistic talent management approach that focusses on our own employees. **Their knowledge of our customers, our spirit and culture as well as our way of doing things are what makes us succeed in the market.** The new process leverages our internal expertise and potential as a competitive advantage. At the same time, it gives the employees the opportunity to raise their hands to be recognized as a talent.

The new talent management approach is based on a holistic concept, from a clear profile for identifying talents to a concept on how to develop and prepare the talents for future tasks and, finally, how to place them in open positions. This is an ongoing process, not a yearly activity: **HR and leadership will work with the talent and regularly talk about their development on a local, regional and international level.**

This continuous commitment is crucial to the success of the new approach.

Another significant change in the new talent management process is the introduction of a new career path besides a managerial career. In our industry, technical knowledge and expertise are essential for success. The new expert career offers an opportunity for advancement for skilled and highly qualified employees who

are not interested in managing people, but still are extremely valuable assets to our company.

However, this new talent management approach is not only a way to attract talent but also to retain them. By offering the opportunity to develop and grow within Yazaki we position ourselves as an attractive employer for both, internal as well as external candidates. But not only giving the opportunity for growth is crucial to the retention of our employees, but also how we treat our employees. Adhering to the high moral standards of the Yazaki family we always work with our employees fairly, openly and without prejudice. In the same way we interact with our customers and suppliers. But not only the culture employees experience in their work environment is important on how they view Yazaki as an employer. By offering benefits which reflect the local needs Yazaki provides additional support to employees, e.g. transportation, canteens with subsidized meals, medical care etc.



TRAINING AND DEVELOPMENT

Faced with a variety of challenges in an ever-faster environment the automotive industry needs a workforce which is eager to learn and develop. Considering that innovation is one of Yazaki's key values, it is our commitment that the skills and qualifications of our employees contribute to this value to ensure Yazaki's success in the business. But it is not only about how we lay the groundwork for future innovative solutions but also about how we guarantee a consistently great quality in our products that meet customer require-

ments. Therefore, Yazaki places *hitozukuri* (human resources development) before everything else and performs *monozukuri* (craftsmanship) by leveraging its human resources.

Talent development

In aspects of skills in production Y-EMEA utilizes the Operational License System (OLS) to develop human resources who satisfy customer requirements for quality, cost, and delivery time (QCD). Under this system, all processing operations and instructions require licensing and only persons who have acquired the necessary knowledge and skills are licensed to perform in production. Each production site has a local OLS organization which contains: Qualified trainers, Standard Training center (MiniFactory concept – Ryouhin Jouken environment), Standard training method and materials and Standard evaluation process. This allows, to the local OLS team, the tools to provide qualified operators who can assure QCD into production.

Yazaki actively advocates the development of its employees as we strongly believe in their potential. In our plants one focus is on identifying and subsequently training employees for future managerial positions. To have a structured and standardized approach in all plants we developed and implemented the First Line Leadership Program in the end of 2021. As named this program aims at our First Line Leaders to enable them to make the next step in their career. The approach for identification and training is based on a competency model. Line leaders' current job profiles have to be complemented by leadership competencies like driving results, developing talent and building teams. This serves as a base for the training program, the first line leader will take part, e.g. Delegation, Decision Making, Conflict Management and Managing Change. As a pilot the First Line Leadership Program was rolled out in Turkey in November 2021 and more countries will be profiting within the next months.

As part of our Talent Initiative Program two "Leader as a Coach" trainings were held in June 2022. This course supports our managers in learning coaching techniques particularly for employee development conversations. It helps to make the talks even more constructive and solution focused. Employees benefit directly, it aids them in growing professionally:

the focus shifts from delivering quick solutions by leaders to finding answers and solutions themselves by asking the right questions. Eventually this helps to grow skills, encourage a trustful relationship and unleash even more of the employee's potential. The leaders can use their extended coaching skills also for providing constructive feedback as well as apply it for instance in planned leadership conversations, development talks, challenging interpersonal communication and conflict management.

Employee performance assessment

We continue to strive for excellence in production and business processes to fulfil our objectives and become the leader in Electrical and Electronics Distribution Systems. Employee assessments are a valuable contribution as this gives us an indication of where we need to train and develop our employees as well as give them the opportunity to support their quest for success and development.

The established Performance Management Process (PMP) for white collars provides a framework for identifying, evaluating and developing performance to help employees meet organizational, work area and individual professional objectives. It also ensures a constructive and dialogue-based working culture between employees and their managers and a collaborative approach towards the achievement of results and individual development. In addition, it serves as a transparent and fair decision-making tool regarding appraisal, compensation, promotion and disciplinary actions.

For our blue collar employees, a different approach is taken on evaluating their individual performance. Because they are part of a highly structured and standardized production process performance is constantly measured based on their work output, also with the intention to ensure consistent and high product quality. Measurements taken are for instance attendance and productivity. There are several initiatives taken on a local level to motivate our blue collars to fulfill their quality and quantity goals. For instance, *the Line of the Month* rewards the employees, whose production line is the best in the respective KPIs compared to other production line. A similar concept is the *Employee of the Month*, which brings this to an individual level.




08. NO POVERTY AND REDUCED INEQUALITIES

Eradicating poverty is one of the biggest and most complex problems, nevertheless it's an act of justice and the key to unlocking an enormous human potential. Since 2020 it has been exacerbated by the COVID-19 pandemic that has intensified discrimination and inequalities and has likely exacerbated existing disparities in working poverty rates for youth and women. Further, rising inflation and the impacts of the war in Ukraine may push that number even higher.

For nations to flourish, equality and prosperity must be available to everyone – regardless of gender, race, religious beliefs or economic status. When every individual is self-sufficient, the world prospers.

Businesses are a significant engine of economic growth and can contribute to reduce poverty by creating jobs and buy locally.

Y-EMEA is committed to the Yazaki Group statement for Corporate Social Responsibility. This includes sincere dialogue with employees, establishing comfortable workplaces, preventing discrimination, harassment and child or forced labor.

 To get more information about Yazaki Group Corporate Social Responsibility policy available here <https://www.yazaki-group.com/global/csr/csr.html>

Anchored in our Yazaki Spirit values, we care about our people and communities, having in place measures to reduce inequalities and promote social inclusion in the locations where we operate.

RESPECT FOR DIVERSITY AND NON-DISCRIMINATION

We embrace diversity actively and support inclusion to better understand and meet the needs and expectations of an increasingly diverse and global

customer base. We comply with labor laws and we expect the same conduct from our suppliers.

We respect the diversity of our employees and provide equal opportunities to all our employees. As stated in our Code of Conduct, we value what each individual brings to our teams regardless of their ethnic decent, origin, nationality, religion, ideology, gender, sexual orientation, gender identity, age, disability, medical condition, color or their social background or any other characteristics.

Y-EMEA is also committed to supporting employees with disabilities independently of being a legal requirement in countries where we operate. Local EHS Teams in most of our locations with the help of the local safety committees define the workplaces that are suitable for people with disabilities.

We are committed to providing equal employment opportunities and the observance of "equal pay". We provide fair working conditions and also offer our employees benefits that reflect the local needs.

RESPECT FOR HUMAN RIGHTS

Respect for human rights has become increasingly important on a global scale and companies are being required to deepen their understanding and take appropriate action on a variety of different issues concerning human rights as they relate to the countries and regions in which they operate.

Based on this awareness of the challenges at hand the Yazaki Group enacted the Yazaki Group Human Rights Policy. Positioned above all other relevant policies and documents mentioning respect for human rights (such as CSR policy, Global Responsible Mineral Policy, and Code of Conduct), this policy applies to all companies belonging to Yazaki Group and their employees and it requests Yazaki Group's suppliers and other stakeholders to endorse it.

This policy sets out Yazaki Group's fundamental policy on respect for human rights and declares to fulfill its responsibility to respect human rights through support and respect for international human rights norms, such as the International Bill of Human Rights and the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, as well as implementation of the UN Guiding Principles on Business and Human Rights.

As part of the overall Yazaki Human Rights Due Diligence beginning of 2022 Y-EMEA took part in the Human Rights Risk Assessment.

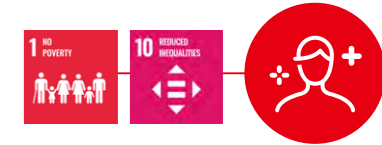
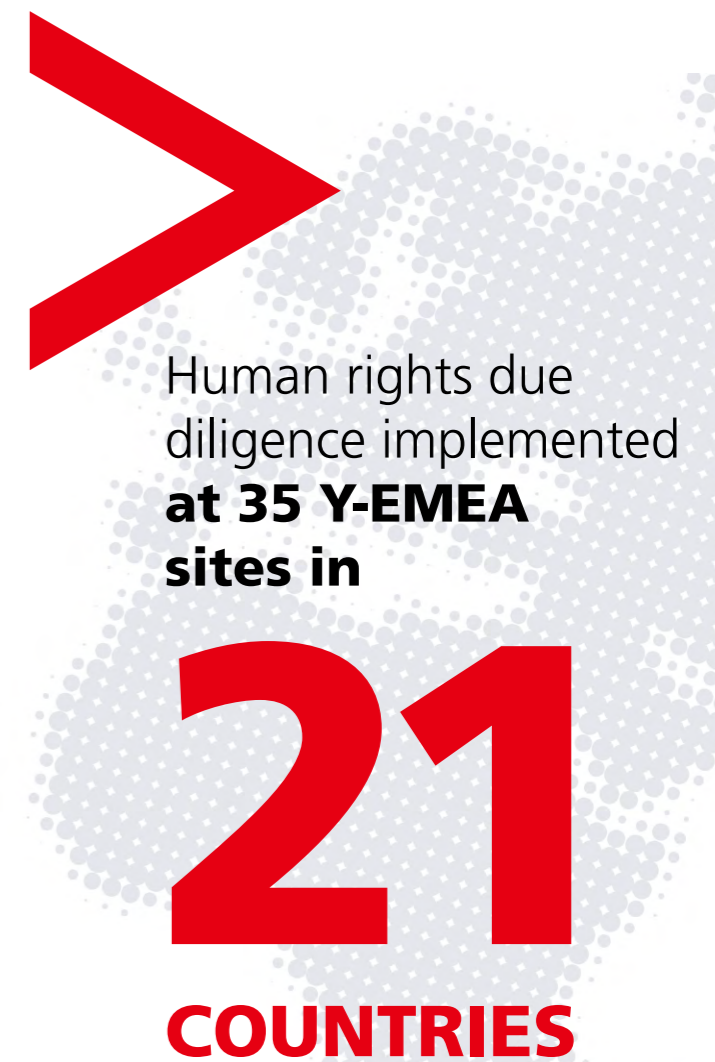
The results of this process were reported to the Y-EMEA Internal Control Committee as well as the Global Internal Control Committee. The overall result came out as very positive as all locations reported compliance with laws and regulations to Human Rights, e.g. ban of child labor, no forced labor and discrimination. To ensure adherence the Human Resources department in the locations has established various procedures, especially focusing on the onboarding process, in which new employees are informed about the existence and contents of the CSR Policy, Human Rights Policy, Code of Conduct, and other related policies. In addition, these policies are available on the Yazaki intranet. Reference should be made to the fact that the revised Code of Conduct now includes a dedicated chapter on the respect for human rights. This chapter defines Yazaki's expectation on the prevention of human trafficking, modern slavery and child labor.

Regarding child labor we also have conducted a survey of the state of compliance with minimum working-age standard based on international norms and the laws and regulations of each country at our respective sites. Results were reported to Global HR of Yazaki Group and showed compliance with the respective norms, laws and regulations.

Y-EMEA introduced measures at all locations to reduce risks, including human rights, through improvement measures in day-to-day management and annual assessments for the follow-up of these measures and existence of significant risks. Also, Y-EMEA manages this topic from the legal risk perspective on

an ongoing basis with the management team, performing continuous legal monitoring to address regulatory requirements and with ad-hoc management reports in case of any potential concern and bi-annual risk assessments to the Y-EMEA Internal Control Committee.

Overall, Y-EMEA is in the process of integrating its human rights due diligence framework with those risk management activities to ensure compliance with legal requirements. In addition to our Supplier Code of Conduct and given the varied countries and regions where we run our activity, we have started to consider how to approach suppliers globally on this topic.



At the Y-EMEA Internal Control Committee meeting in P81 (FY2021), Y-EMEA informed and educated its executive and middle management about human rights risks and the trends in laws and regulations that Yazaki Group should be aware of, and about the reporting of Y-EMEA human rights due diligence. In P82 (FY2022), Y-EMEA will proceed to raise further awareness of the Code of Conduct among all employees in Europe and to carry out related educational initiatives.

 More information about the Yazaki Group Human Rights policy are available here: <https://www.yazaki-group.com/global/csr/humanrights.html> and our Slavery and Human Trafficking Statement is available here: <https://www.yazaki-europe.com/modern-slavery-act-statement>

JOB CREATION

As a responsible employer, Yazaki has a vision to achieve the best through understanding cultural and social differences. This approach allows for the achievement of long-term and sustainable financial success and growth, and also contributes to the creation of socio-economic stability.

We are pleased to play a role in driving prosperity across the regions where we operate. Through job creation we contribute to enhancing the quality of life for local residents and local economic development. Please see some examples from our operations.



MOROCCO Y-EMEA invests in Morocco

Yazaki Morocco's Plant Managers signed agreements with Ryad Mezzour, the Minister of Industry and Trade, for the construction of a new unit in Meknes and for the expansion of the existing Kenitra and Tangier plants with over 69 million euros. As part of the signing ceremony, other international automotive suppliers signed agreements to enlarge their investments in Morocco.



ROMANIA Visit of Romanian Prime Minister to Braila Plant

Romanian Prime Minister Nicolae Ciucă (center) visited Yazaki Europe's Braila plant (YRL-B), one of the largest employers in the region. During a tour through the manufacturing area, the Prime Minister and his team showed a lot of interest in the wire harness technology and the production processes. Ciucă also talked with local colleagues about the good working conditions and benefits that Yazaki offers. This was followed by a brief company presentation, including an outlook on Yazaki's development prospects in Romania. The delegation and the plant management also addressed future projects and Yazaki business development in Braila. Ciucă left the plant impressed by the advanced manufacturing facilities, the emphasis on quality and the entire work environment at Yazaki, saying that it offered opportunities for growth and professional development to all employees.



UKRAINE Support for the Uzhhorod Plant (YUL)

Despite the war in Ukraine with Russian Federation, our Ukrainian plant in Uzhhorod (YUL) has continued its operations and, due to our local team's commitment, we were able to avoid any impact on our customers. **YUL employed a lot of refugees from affected areas and together with other Yazaki plants supported local Ukrainian humanitarian hubs.**

A lot of effective assistance has also been organized for Ukrainians who have fled to neighboring countries. Yazaki Romania for instance set up a dedicated job campaign dedicated to Ukrainian refugees. The program helps with logistics too: it supplies the new colleagues with working permits, supports them and their families in finding accommodation and, if required, places for their kids in local schools.



Winning the Citizen & Employability Company Trophy

As a result of Yazaki's great role in integrating young people, our site in Tangier (YMO) was honored with "The Citizen & Employability Company Trophy" by the Non-governmental organization *Casal dels Infants*, organized in partnership with the Education, Culture & Development Initiative. The event was attended by a group of companies and a network of partner associations working all together to improve the employability of young people.



TUNISIA Visit of the Minister of Industry, Energy & Mines

As part of the "Invest in Gafsa" Forum held on June, 2022, Neila Noura, Minister of Industry, Energy & Mines, accompanied by a government delegation, made a visit to our Tunisia entity which is considered the largest manufacturer in the country.

From her side, the minister expressed Yazaki's leading and effective role in the economic and social growth based on attracting more employees and creating great professional opportunities for young people graduating from universities and vocational training centers.



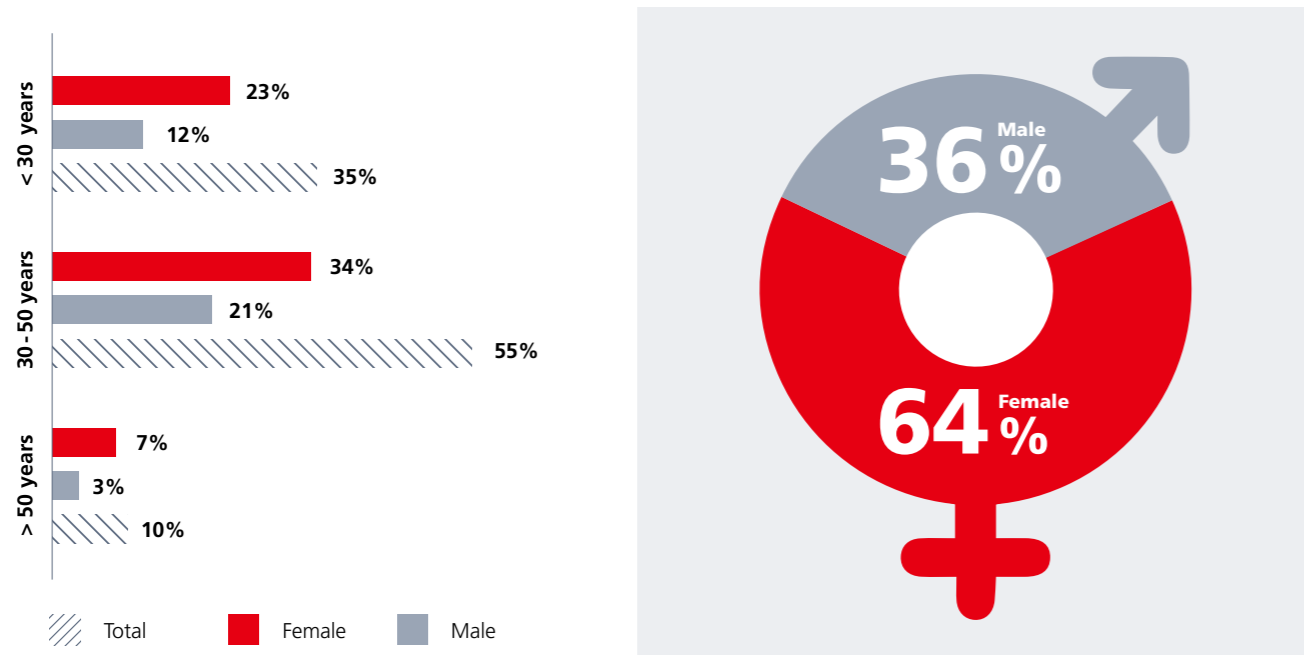
09. GENDER EQUALITY

Y-EMEA embraces diversity actively and supports inclusion to better understand and meet the needs and expectations of an increasingly diverse and global customer base.

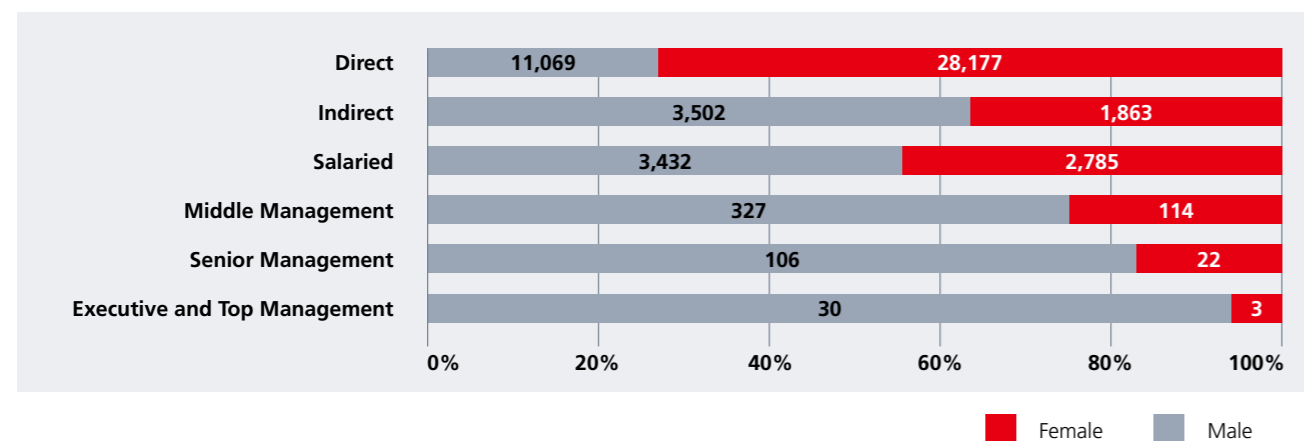
Y-EMEA pursues an inclusive policy respecting gender diversity and providing equal opportunities to all our employees.

The gender distribution of Y-EMEA employees shows that, of the total of 51,430 employees (including subcontractors) in P81 (FY2021), 64% are female and 36% male. However, there is a greater representation of the male gender in the several professional categories, including the leadership ones, except for the "Direct" category composed by 72% of female.

Distribution by gender and age group – FY2021 (%)



Distribution by gender and professional category – FY2021 (no.)



During the year local initiatives to promote gender diversity and equal opportunities have been developed. In this context we present below some examples of initiatives carried out.

MOROCCO

International Women's Day Event

The International Women's Day is an opportunity to honor and recognize women who have significantly contributed to Yazaki Morocco's success. On this occasion, all of our plants and units in Morocco have honored this event as part of our company's culture that values equality.

Participation with CGEM & IFC

#Morocco4Diversity Initiative

On the 22nd of June, Yazaki Morocco has participated in a workshop organized by the International Finance Corporation (IFC) and the General Confederation of Moroccan Enterprises (CGEM) in the #Morocco4Diversity Initiative. During this event, companies asides with Yazaki Morocco shared best practices to support gender equity, the integration of women in technical and leadership positions.

TUNISIA

World Women's Day

As is the custom every year, our company Yazaki Tunisia at Gafsa celebrated World Women's Day which is observed on the March 8th to raise awareness about accelerating gender parity with the purpose to make our company a better place to work, which aligns with this year's slogan "Break the Bias". We strongly believe that fostering a culture celebrating differences and an inclusive environment should naturally result in greater representation of women in leadership.

TURKEY

On Women's Day, our YWT-T and YOT-G plants prepared a presentation featuring successful women who shaped history and showed it on all TV screens at the factory. Apart from this, pictures of successful women were placed on cookies which were distributed at mealtime. All staff participated in the event.

Additionally in YWT-T employees started an intrafactory movement to challenge prejudices to raise awareness on "Gender Equality". For this purpose, a "Break the Bias" movement video was created. Of the colors of International Women's Day, "Purple" was symbolizing justice and dignity, "Green" symbolizing hope and "White" symbolizing purity.




10. GOOD HEALTH AND WELL-BEING



Companies have a responsibility to provide fair working conditions that allow people to live long and healthy lives.

Protecting the health & safety of our teams is a top priority management issue at Y-EMEA. We are continuing to strive in providing employees with rewarding workplaces where safety and the reassurance of employees are secured, and where the work is healthy and comfortable for employees so that they can continue to develop professionally.

We continually strive to improve our performance to provide a workplace that is safe and secure, promoting healthy lifestyles and adopting cost-effective practices that eliminate, minimize or mitigate safety and health risks. We maintain a healthy working environment and medical care services are made available to all employees.

 Environmental, Health and Safety policy available here: https://www.yazaki-europe.com/fileadmin/user_upload/About_us/Sustainability/YAZAKI_EUROPE_ENVIRONMENT_HEALTH_and_SAFETY_POLICY.pdf

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT SYSTEM

Y-EMEA maintains an Environmental, Health and Safety Management (EH&S) System at all manufacturing plants and continually improves its effectiveness in accordance with the requirements of ISO 14001 and ISO 45001 Standards to enhance EH&S performance, meet legal and other requirements and achievement of Environmental, Health and Safety objectives and related business requirements. This system includes employees and service providers/contractors and it is audited and certified annually.

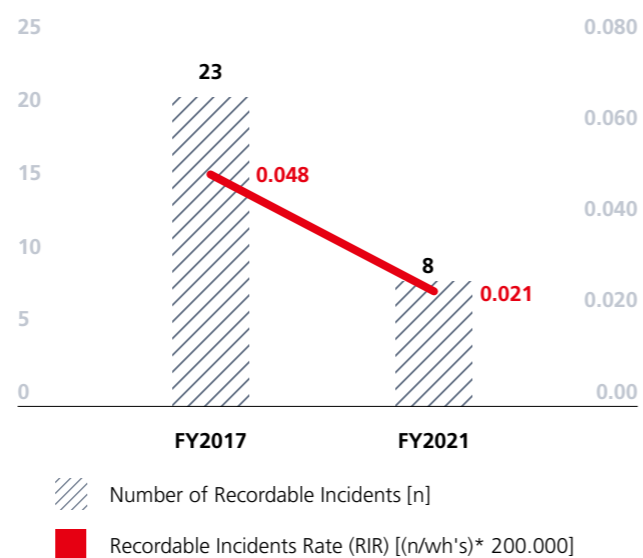
The effectiveness of the EH&S management System can only be enhanced by developing an open

culture. Therefore, we encourage active and ongoing participation of, and consultation with, workers in the development and review of EH&S practices and, where appropriate, the development of the EH&S Management System.

It is up to the location to determine the best way of ensuring effective worker consultation and participation, and whether it is needed to set up formal mechanisms such as Health and Safety committees (where specific legal requirements may apply). All manufacturing plants have in place a Health & Safety committee as a standard requirement.

In addition to observing all applicable laws and regulations, Y-EMEA continually implements improvements in workplace environments and health management. The health and safety activities adopted by the senior management at each site are implemented systematically with the cooperation of all personnel involved. As result of the efforts invested, in global the recordable incidents rate has decreased, including both manufacturing plants and offices.

Recordable incidents



HAZARD IDENTIFICATION, RISK ASSESSMENT AND INCIDENT INVESTIGATION

Each Y-EMEA site takes an ongoing and proactive identification of hazards, considering (but not limited to): how work is organized; people and social factors (including workload, work hours, victimization, harassment and bullying), leadership and the culture in the organization; routine and non-routine activities and situations; past relevant incidents (Global and European YOKOTEN), internal or external to the Organization, including emergencies, and their causes.

To prevent or reduce undesired effects, to achieve the annual targets defined for each plant, and to consequently achieving continuous improvement, there is a process established to determine periodically and address risks and opportunities in the maintenance of the EH&S management system, taking into consideration environmental aspects and occupational hazards and safety risks, legal and other requirements, relevant internal and external issues, interested parties and the context of the location.

All plants maintain procedures for the elimination of hazards and reduction of EH&S risks following hierarchy of controls:

- > Eliminate the hazard
- > Substitute with less hazardous processes, operations, materials or equipment
- > Use engineering controls and reorganization of work
- > Use administrative controls, including training
- > Use adequate personal protective equipment

Further, each location determines potential emergency/temporary situations (like fire, chemical spill, severe weather...) which could arise and constitute a risk or an environmental impact; and put in place emergency response and crisis management plans to prepare response to potential emergency situations, incident prevention and control.

At least once a year, each location tests their Emergency Preparation and Response Programs by conducting relevant drills.

WORKER TRAINING ON OCCUPATIONAL HEALTH AND SAFETY

Y-EMEA identifies EH&S training needs at each location, according to respective schedules associated with its EH&S management system and its ability to fulfill its legal and other requirements. The location training programs are intended to provide instruction needed by personnel whose jobs may create a significant impact on the environment and/or have a significant role in safety activities.

Induction and periodical H&S trainings are performed every year for all new and existing employees. This Health and Safety training comprises several areas, such as risk assessment, first aids, emergency drills, firefighting, automated external defibrillator (AED), response to emergency evacuation/fire, hazardous material, severe weather/natural disasters, hazardous chemicals & material safety data sheets (MSDS), ergonomics and railroad & traffic safety rules.

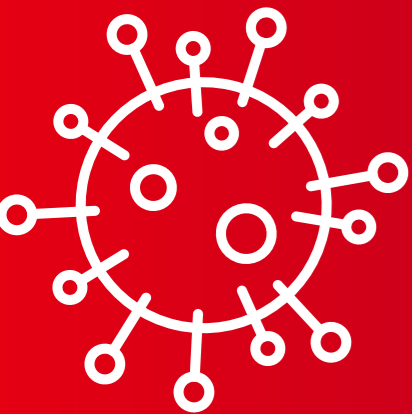
Health and safety inspections

Despite the challenges of the past years due to the COVID-19 pandemic, Yazaki's global commitment to health and safety has never wavered. As a result, Y-EMEA facilities have passed 100% of all unplanned health and safety inspections since the onset of the pandemic.





The safety and well-being of Yazaki people, customers and communities remains our primary concern.



Medical services and health promotion

In compliance with legal obligations, periodic medical exams and regular health checks-ups are performed.

Y-EMEA ensures access to primary health care, making available medical services to all employees for the cases it's not possible to have a medical center in the facilities, provisioning occupational and curative medicine, and medical assistance.

In locations where medical services are not available for each shift, at least one worker trained in First Aid Procedures is on duty whenever production or maintenance personnel are working.

We make information about prevention of illnesses and promotion of well-being and healthy lifestyles available through our internal communication channels.

COVID-19 contingency plan

The safety and well-being of Yazaki people, customers and communities remains our primary concern.

The health and well-being of employees in the context of COVID-19 pandemic has continued to be a priority for the organization, which has been adopting, at each moment, the most appropriate solutions based on the guidelines of public authorities and available scientific knowledge. Several procedures including close monitoring of COVID-19 pandemic evolution, mass vaccination of employees to create "collective immunity of the enterprise", and awareness activities were implemented to reduce the risk of spreading COVID-19. Also, in our intranet all COVID-19 and travel information was centralized on a single page to help our employees making informed decisions on travel and health to keep them safe.

To help manage this systemic change affecting not only the health of our people, but the health of our company, we have developed the "COVID-19: Yazaki Guide". This Yazaki Interactive Guide for COVID-19 Pandemic Preparedness and Response is designed to provide and share information and guidance in order to assist all Yazaki locations during the COVID-19 virus pandemic outbreak. Yazaki's current practices are, as

far as reasonable, aligned with the Center for Disease Control (CDC) and World Health Organization (WHO) recommendations. The handbook provides a summary of key considerations, tools, best practices, and lessons learned that help our operations meet and exceed new European and North American health and safety protocols and guidelines. As an educational tool, the handbook has been updated as we have restarted production operations. It helps to ensure safe working environments using sustainable processes managed by our leadership and cross-functional, cross-regional teams.

PORTUGAL

Work-related musculoskeletal disorders are one of the most common work-related illnesses. It affects millions of employees. Yazaki Portugal has been implementing labor gymnastics for several years to prevent its employees from being affected by occupational diseases. **No workout without warm-up!** – This motto holds true not only for the field or gym, but also for the average workday. Whether in the office or at Gemba, staying in the same posture or repeating the same motions for long periods of time puts stress on your tendons, joints and muscles. For this reason it is very important to do daily exercises to heat the muscles and tendons before starting work.

TURKEY

Ergonomic Analysis System

Yazaki Turkey in Bursa (YWTT) had a successful system trial lead by the Manufacturing Excellence Center (MEC) with involvement of Business Units and Central Functions: Gemba activities at the location have been analyzed with the support of an integrated ergonomic analysis system. It allows to synchronize videos while the operator performs tasks with a live avatar of the operator. The movements of the operator are continuously monitored and risks for him or her are reported to detailed charts. This is achieved by attaching 15 wearable sensors to the operator. Furthermore, force and grasp information are analyzed showing the static and dynamic risks the person is exposed to. This is done by using two-finger sensors and up to eight force sensors.



Portugal: Warm-up!



Portugal: Warm-up!



Turkey: Static and dynamic analysis



TUNISIA

World Blood Donor Day

Each year on June 14, the World Health Organization (WHO) is promoting World Blood Donor Day – because while the need for transfusions is universal, access to blood is not. That's why, in line with the Yazaki Spirit's "service mind", our colleagues in YAP-T organized a week-long campaign to raise awareness and highlight the critical contribution blood donors make to saving lives. The campaign culminated in a donation drive on June 13, led by the medical staff of the regional public health service and the Tunis National Blood Transfusion Center.

Donation of Medical Equipment to Gafsa's Regional Hospital

During the tough wave of COVID-19 in Tunisia, Yazaki was taking the initiative to support the regional medical authorities in Gafsa where our YTU plant is located. Yazaki provided the Regional Hospital with Oxygen Concentrators and different medical aids to support the efforts deployed to save lives and overcome the unprecedented health crisis. The donation was reflecting the Yazaki spirit of a company needed by society.

COVID-19 Vaccination Campaign

In order to encourage employees to vaccinate against COVID-19 through registration in the EVAX system, Yazaki Tunisia at Gafsa launched an awareness campaign under the slogan #Passez à l'Action, led by the Tunisian Red Crescent organization. This campaign aimed at encouraging all employees to learn about the Coronavirus vaccine.

Despite the scale of the challenge, we have sought to make this opportunity a success: in the end more than 1,000 employees were vaccinated.

World Health Day

On April 7, Yazaki Tunisia at Gafsa celebrated World Health Day with the purpose to remind our employees that the way they eat impacts their health at home, as well as their performance at work. Providing our employees with healthy snacks was a simple way to encourage them to be healthy eaters and adopt healthier lifestyles.

ROMANIA

The project "Ergonomics in each workplace" in the YRL-B plant is a very important project to improve the working environment at Yazaki. The main goal is to prevent the occurrence of musculoskeletal and articular diseases, reducing and even eliminating risks, by adapting working conditions, improving the "well-being" and health of employees. A smart application was developed, customized according to Yazaki's requirements, with the support of the President of the Romanian Health & Safety Agency, in order to implement ergonomic control strategies in Romanian Yazaki plants.

In addition, fresh fruits are made available every month for all YRL-B employees to support well-being and develop the mindset of a healthy lifestyle.

A cancer prevention and ophthalmological campaign was carried out to encourage employees to periodically check their health status.

BULGARIA

A "Health Calendar" was created in our YBE-D plant where, every month, a different initiative takes place to promote health (e.g. iron deficiency anaemia, fight obesity, tuberculosis prevention, stop smoking, etc.).

In addition, our plant launched a plastic cap recycling campaign, where the money collected from caps was aimed to purchase children's incubators. YBE-D received a certificate for the donator with the biggest quantity of collected plastic caps for recycling.

MOROCCO

Breast Cancer Awareness

During the Breast Cancer Awareness month in October, a sensibilization day has been organized in our plants in Morocco by medical staff to provide advice and information regarding breast cancer and the best prevention methods. Female employees with an age above 50 benefited from breast cancer screening.



Tunisia: World Blood Donor Day



Tunisia: Donation of Medical Equipment



World Blood Donor Day



COVID-19 Vaccination



Bulgaria: Cap recycling



Morocco: Breast Cancer Awareness



11. SOCIAL COMMUNITY SERVICE AND SUPPORT OF SOCIAL INSTITUTIONS

Engagement with our communities and key stakeholders is key to build sustainable partnerships and consequently contributing to a better, sustainable society. We are working on global challenges through a local approach. Y-EMEA partners with NGOs and other associations to give support to vulnerable groups' needs including children. We also organize donation campaigns and volunteering activities among our employees across the year to support people living in difficult situations.

MOROCCO

Participation in inclusive event

Our sites in Kenitra participated in the "WEEK-Hand Inclusif" event organized by the Mohammed Six National Center for People with Special Needs in Rabat. The participation in this activity is part of a continuity of actions of Yazaki that stands for the favor of raising awareness for the education and professional inclusion of people with reduced mobility or special needs, as to promote an inclusive society.

Sponsoring of medical equipment of Naim Center for children with special needs

Yazaki Morocco participated in the support of the newly inaugurated Naim Center in Meknes. This center offers mentorship, pedagogical care, lunch, and medical equipment to about 80 children – thanks to our plant in Meknes, which is offering to fund a portion of costs related to medical and health equipment for the center.

Winter Caravane

YMO organized a winter campaign in a rural area: Douar Ifri Toujgalt in the Khenifra commune, known by its harsh weather conditions in winter, by its precariousness infrastructure, and people living in a difficult situation. The team distributed clothes, warm blankets, books and coloring material, food and chocolate.

YMO Open House

Around 260 children between ten and 17 years took the opportunity to visit their parents' workplace. During a plant tour they received an introduction regarding EHS at YMO and could have a look at our manufacturing operations. Other activities for fun were also organized: Canvas Art, Handiworks, Glass painting, Juggling, etc. At the end of the day, personalized mugs were offered to all the participants as a remembrance of the day.

Cooperation with universities

During the reporting year, we have collaborated with several universities in Morocco and have participated in several job fairs meeting students. We have also organized visits to the future talents inside our premises where students were able to discover the business activities and social responsibility of Yazaki Morocco as a major player in the automotive industry. The exchange is intended to enable synergies between the academic and business worlds and thus support the training and development of high potentials for the African continent.

BULGARIA

As part of the charity campaign "Bulgarian Christmas", YBE-Y has made a donation to help orphanages in supporting socially disadvantaged families and children in need of medical treatment. The YBE-D plant donated Christmas baskets full of goodies to the day care center for children with disabilities in Dimitrovgrad.

ROMANIA

Volunteers from Yazaki Braila have started collecting plastic bottle caps for a local charity project since July 2021. The initiative "Capace cu suflet" ("Caps with soul") sells the caps to recycling companies, thus protecting the environment and reducing carbon dioxide emissions. The revenue will be donated to

small humanitarian causes supporting elderly people and sick children. When it comes to good deeds, even small actions can make the difference.

SERBIA

Yazaki Serbia Collects "Caps for Handicap" (YSD)

Improving the quality of life for people with disabilities and preserving the environment – the Serbian non-profit organization "Caps for Handicap" combines two important goals in order to contribute to a better society. The association collects and recycles plastic bottle caps to raise funds for orthopedic aids and other medical equipment for disabled patients. In order to support this initiative, Yazaki Serbia (YSD) has managed to collect and donate 100 kg of plastic caps in less than three months. The colleagues achieved this impressive number by setting up a competition: each department received its own collection box to see who could amass the most caps. To put larger and smaller teams on an equal footing, the final weight of the collected caps was divided by the number of employees in the department.

TUNISIA

Donation of heaters to elderly home

Yazaki Tunisia made a visit to a retirement home located in Gafsa and donated heaters for the cold season. The visit had a very positive impact on the well-being of these people who live in emotional isolation and a lack of social interactions.

Knowledge sharing

As part of synergy strengthening between the manufacturing field, universities, and technology, Yazaki Tunisia at Gafsa organized an Open Day in September by inviting the team of the competitiveness cluster and members of its innovation and technological research center (GRTI Center of Gafsa). During this event, a lot of ideas and knowledge had been shared, exchanged, and translated into field visits with important discussions between the YTU team and experts.

YTU supports Cultural Seminars

In June, Yazaki Tunisia supported the Cultural Poetry Symposium organized by the Union of Tunisian Writers, which hosted a group of poets, critics, and intellectuals. During the event, the Yazaki culture with its desire to build a solid bridge of communication based on cultural exchanges was introduced.



Serbia: "Caps for Handicap"



"Bulgarian Christmas" campaign



Tunisia

BUSINESS SPHERE



12. RESPONSIBLE PRODUCTION

Responsible production requires manufacturing goods in an ethical and sustainable way that ensures compliance with product quality and safety requirements and that also minimizes waste and non-renewable resources consumption. The development of more sustainable processes is essential. Moreover, businesses act as consumers as well, and must establish ethical and sustainability criteria when selecting suppliers and materials.

SUPPLIER MANAGEMENT

Our supply chain is fundamental in supporting the long-term plans of Y-EMEA. Our suppliers of production and non-production goods and services play an integral role in our business and help us to serve our globally operating customers. Y-EMEA purchases parts/materials for its products from various suppliers inside and outside of Europe.

Our supply chain

10,000+
active suppliers

Key commodities

- > Bulk
- > Connection systems
- > Electronics & Instrumentation
- > Equipment
- > Raw materials
- > Routing
- > Services and other indirect commodities

The sourcing process in EMEA, supported by the Global Supply Chain Management of the Yazaki Corporation, is used to identify partners with the right

capability to support our company on new programs. Product Quality Planning practices are deployed with suppliers to support the engineering of products, techniques and processes including a Supplier Risk Management approach are used to assess their financial stability and ability to provide continuous supply. This has been put to the test as a result of the COVID-19 pandemic as well as in the context of recent geostrategic risks.

Furthermore, due to very high logistics costs we have already tried to localize the purchasing of parts as far as possible. This is nothing we can do easily but Purchasing and Logistics are working gradually on this issue. The development will definitely influence us and indirectly contribute to our carbon footprint reduction and to the local and economic development of the communities surrounding our operations.

In line with the Group Supplier CSR Guidelines (see here: https://www.yazaki-group.com/global/pdf/csr_green_e.pdf), Y-EMEA set out the "Supplier Code of Conduct" (see here: https://www.yazaki-europe.com/fileadmin/user_upload/Supplier/Supplier_s_Code_of_Conduct.pdf) promoting sustainability principles upstream, as a way to mitigate environmental and social risks, through ethical principles and good business practices. This Code has been rolled out to Y-EMEA's suppliers with the aim of achieving mutual understanding and agreement on the Yazaki Group's CSR requirements.

Y-EMEA is in the process of revising its existing "Supplier Code of Conduct" to further clarify and reinforce the expectations and requirements to its suppliers in relation to human rights, such as modern slavery and human trafficking.

In addition and based on the Yazaki Global Responsible Mineral Policy (see here: <https://www.yazaki-group.com/global/csr/conflict.html>), responsible mineral



procurement activities are being promoted in response to the growing social demand for procurement. Yazaki continues to adhere to the Dodd Frank Act in the United States, the EU Conflict Minerals Regulation, the Due Diligence of the Organization for Economic Cooperation and Development, and all global, country, state and local laws for conflict minerals reporting and works diligently to ensure our suppliers support with yearly reporting and monitoring of their supply chain.

Yazaki continues to push for all smelters in our supply chain to become Responsible Minerals Initiative compliant and to ensure they are not supporting conflict regions, child labor or unsafe work practices.

NEW YAZAKI SYSTEM (NYS)

The NYS is a philosophy and process of Yazaki's wide reform to meet the increasing demands of car makers for Q (Quality), C (Cost) and E (Environment). Yazaki must be able to satisfy these customer requests to survive and for that, we must establish the new methods

by radically altering the traditional methods. The New Yazaki System cannot be defined as a task or activity. It's a mindset, the Yazaki way to work and to behave.

All Yazaki members should apply it, considering it on daily business life. The purpose is to contribute to our company's continuous improvement and ensuring the company's long-term viability. We have been focusing on human asset development. We strongly believe that by spreading the knowledge, we are contributing to the future. The NYS University is our concept this year to teach NYS Tools that can be utilized to level up plant condition using the Yazaki way.

By applying NYS Tools, we can not only solve actual issues, but also find and solve hidden ones. We ensure to deliver good quality output, leading us to improve the company's condition. NYS skills enable employees to identify their own task problems, and work on them continuously which has an indirect impact on good parts products.

P81 NYS Indicators

240

Theoretical training participants from overall Y-EMEA affiliates
(Directors, Managers, Leaders, Engineers, etc.)

Practical Training: NYS University

60 NYS University participants
20 Plants and affiliates
29 Practical implementation

Jishuken Activity*

23

Trained members

Kaizen Promotion Activity

Plant Kaizen Submission Ratio from **P80 (FY2020) 48% to P81 (FY2021) 98%.**
248 Kaizen submitted from plants
26 Kaizen submitted to YC

* The Jishuken is a core Yazaki Management System that transfers knowledge of the NYS.

NYS POLICY

Top-down activity

Passion of the company top encourages the employees

Activity with full participation

Participation of entire Yazaki Group including Development/Sales/ Production-Administrative and control Division, President, designers, operators and office workers

Activity based on quality

Quality is the principal of manufacturing

Establishment of business structure of continuous improvement

Establish a human resources development system that can improve the current situation to meet the external change

NYS Triangle – The Philosophy of Yazaki

- QCD BM Monitoring
- Plant strategy
- GPMS

- Jishuken
- NYS University
- NYS Promotion License
- NYS Conference

- Capability KPI
- MOTO activity
- 7level activity

Y-EMEA GROWTH
As Yazaki, right management and growth of management

CONNECTING TO YAZAKI WAY

QCD STRETCH CHALLENGE
As Yazaki, right kaizen activity and growth of coaching staff

QCD BUDGET ACHIEVEMENT
As Yazaki, implementation of common sense and growth of human

MOTO

BASED ON YAZAKI WAY

EFFICIENCY GROWTH

NYS ACTIVITY

QUALITY

As per Y-EMEA's vision, we want to be recognized as the "Best-in-Class" supplier of Electrical/ Electronics Distribution Systems, Components & Instrumentations. We aspire to be the benchmark for these products on a global basis and the company of choice for both customers and individuals. For these reasons, continuous improvement & product innovation is key.

Yazaki maintains various management systems throughout all its affiliates in line with internationally recognized standards for automotive quality, environmental requirements and health & safety.

This provides a common platform to manage all Yazaki business requirements.

Quality for us is ensuring that:

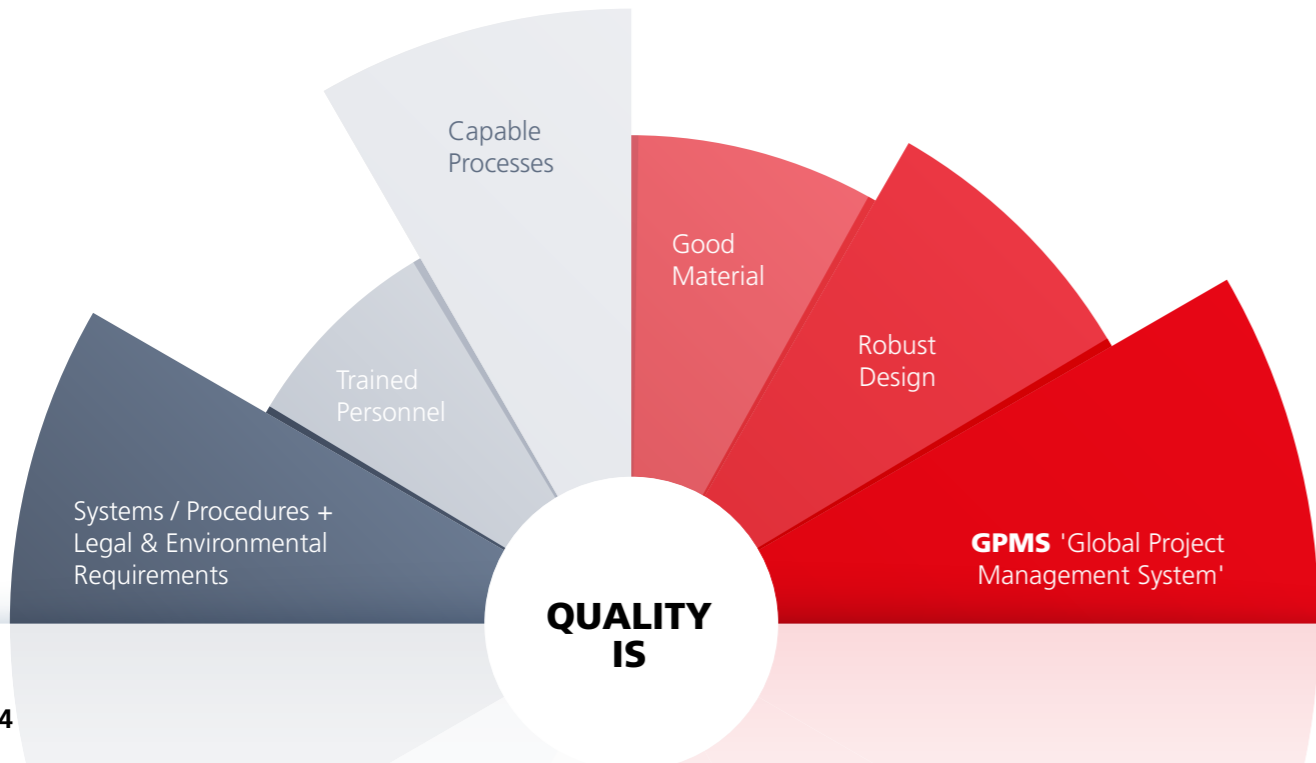
- > **Customer and applicable statutory and regulatory requirements** are determined, understood and consistently met.
- > **Risks and opportunities** that can affect product or service conformity and customer satisfaction are determined and addressed.
- > Focus on enhancing **customer satisfaction** is maintained via a good project management system, robust design, good material, capable processes and available competences.

For continuous improvement we manage our processes using a PDCA cycle with overall focus on risk-based thinking, aiming to take advantage of opportunities & preventing undesirable results to:

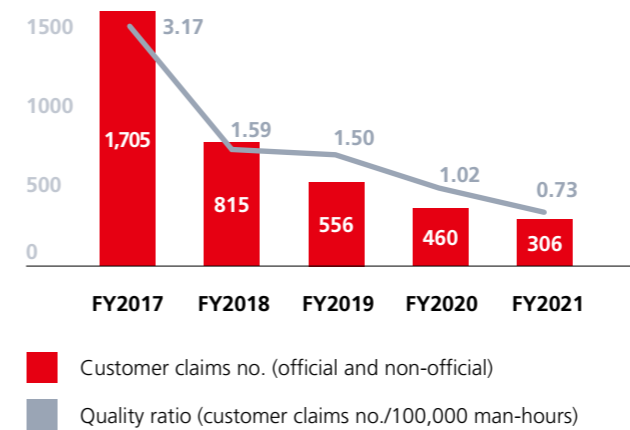
- > understand and stay consistent in meeting customer requirements,
- > consider processes in terms of added value,
- > achieve effective performance,
- > improve processes based on evaluation of data and information.

To focus on key business measurables, we operate under a Business Operating System (BOS) principle to promote standardization within the organization and between the different Business Units and to ensure a common method of business performance measure.

We run our activity under Global Quality Standards. Across the years we have been developing several tools and systems for prevention, quality control and continuous improvement, including a Global Project Management System for product development, a Global Quality Reporting System, quality improvement plans, internal learning sharing activities, quality control circles, among other tools. Significant progress has been made across the years resulting in a 82% reduction in the number of customer claims and an improvement of 77% in our quality ratio in P81 (FY2021) comparing to P77 (FY2017).



Key Quality Indicators



WASTE MANAGEMENT

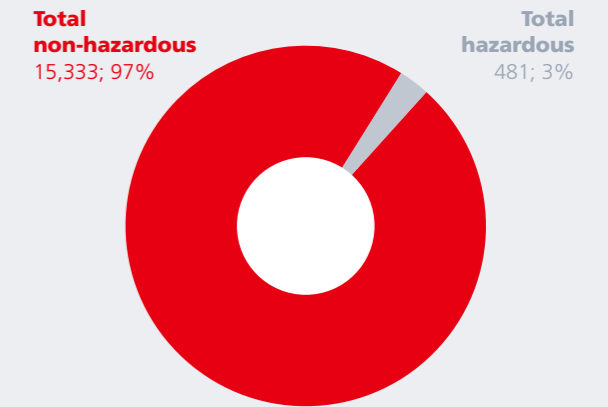
Our activities generate different types of waste. Each plant manager, with the support of the local EH&S Department, assures that an internal process for waste management is implemented and in line with applicable Yazaki and legal requirements. For achieving this, a waste avoidance perspective is taken in consideration when planning the different work activities and processes and by promoting environmental education to all workers. In parallel, Y-EMEA implements activities to promote a Reduction, Reuse and Recycling Policy and to reduce the landfill rate as much as possible.

A monthly overview of the generated waste including quantity and type is reported by each site. We have annual targets for reduction of landfill to zero at all manufacturing sites. The recycling and recovery methods are audited as a part of the ISO 14001 Management System.

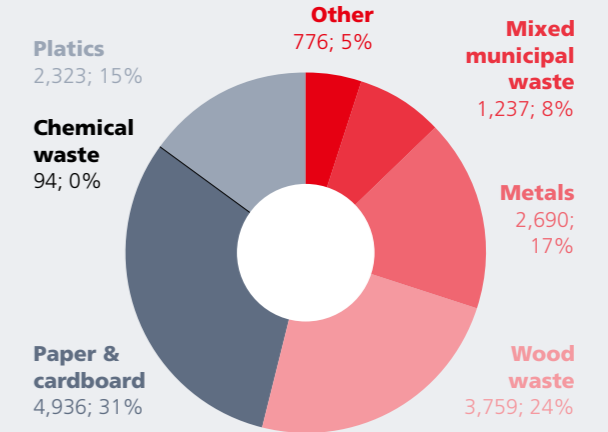
During the business year 2021, Y-EMEA manufacturing sites and offices produced approximately a total of 15,814 tons of waste, of which 97% was non-hazardous. In absolute terms, this represents a 20% decreasing compared to 2017.

The waste total index was impacted by a further reduction in working hours, given the impact of the pandemic, the crisis in the semiconductor sector and more recently, the war in Ukraine.

Waste generation by type FY2021 (Ton; %)

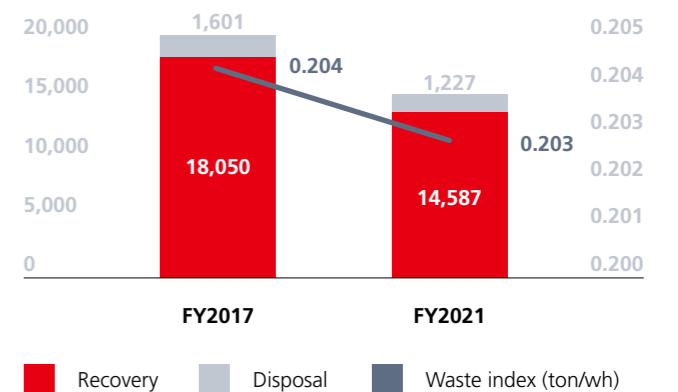


Composition of waste FY2021 (Ton; %)



In FY2021, the waste recovery rate was 92% and the disposal rate 8%.

Waste production by disposal method (ton)



13. INNOVATION AND INFRASTRUCTURE

Y-EMEA recognizes the importance of innovation as a key driver of business growth and investing in resilient infrastructure at operations and/or revamp existing infrastructure to make it more sustainable.

We continuously work on improving our products and on upgrades to our infrastructure with increased resource-use efficiency and an ever-greater adoption of clean and environmentally sound technologies and industrial processes.

INNOVATION AND DESIGN FOR ENVIRONMENT

Environmental performance in the automotive industry is becoming ever more important. In order to ensure that these goals are met, it is necessary to consider environmental performance at an early stage of the design process. New vehicle programs have several important targets for environmental product design:

- > Improving reusability, recyclability, and recoverability to minimize impact on the end-of-life process
- > Reducing substances of concern to eliminate risk to human health and the environment
- > Increasing fuel efficiency to provide vehicles with lower emission levels

The environmental impact of various life cycle stages of a product, from the raw material through to end-of-life treatment, must be considered. To promote and improve environmental product design, Y-EMEA has deployed Design for Environment (DfE) guidelines, which enable the engineer to assess the environmental performance of future products, or to evaluate the impact of proposed design changes on the environment.

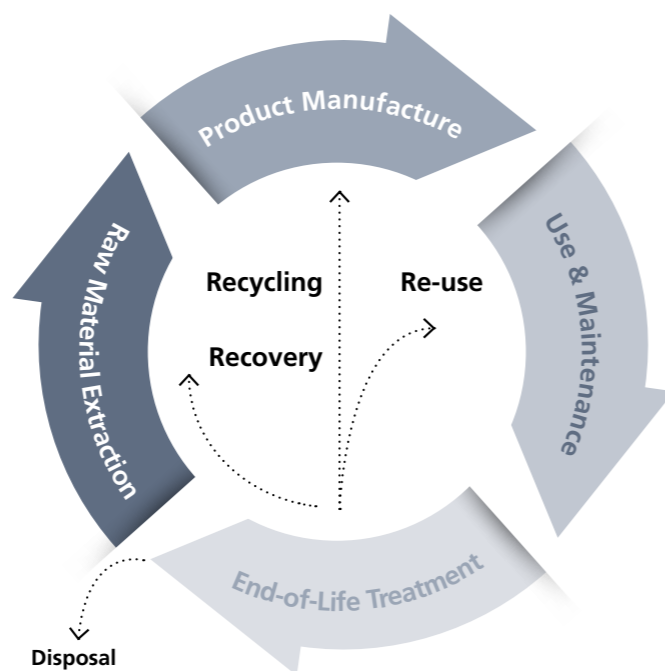
Highest importance is given to several EU directives and regulations affecting the automotive industry. Some are product specific, whereas others are generic and are applicable across all sectors. Mandatory

measures are compliant with environmental legislation and avoidance of substances of concern, material marking and "recyclates".

Research and development (R&D) investment, when integrated into business models, can produce significant growth. We are already working for environmental protection aiming to contribute to transition of the development paradigm, the economy decarbonization and sustainable mobility.

R&D is systematically identifying opportunities to generate ideas and transform them into innovations. We have been looking for sustainable alternative materials, efficiency measures, miniaturization and integration.

We also promote innovation spirit among our employees and stakeholders globally and have been working on collaboration projects with our customers to support the transition for a more sustainable and electric mobility.



SUSTAINABLE INFRASTRUCTURES

Sustainable infrastructures mean resilient buildings with renewable and recyclable resources and materials. During facilities development projects, care must be taken to protect the natural environment around the site, to reduce waste and energy consumption where possible. Investment in renewable and recyclable resources and materials is key to get environmentally friendly buildings or environments.

During the reporting year we have planned and developed real estate projects with environmental and energy efficiency benefits at several locations. These include LED lighting and charging points for electric cars; investigation studies for solar panels installation; space optimization; high insulation panels with rock wool for new buildings and roof design to withstand solar panels weight in future investments.

Further, to achieve our carbon neutrality roadmap, one of the fronts of action we are working on is the development of a sustainability construction framework with minimum requirements and best practices. This will happen in alignment with international standards to be taken in consideration when designing and constructing new buildings and to evaluate existing ones.

We are working on the incorporation of clean and renewable energy into our company's power portfolio to reach our ambition of 100% green electricity (where available) by 2025, through installation of solar panels and green energy certificates.

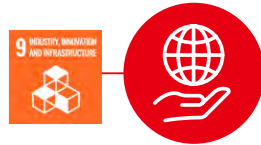
Our plants in Turkey (YOT-G and YOT-K) have already green electricity certificates in place since beginning of 2022 and our plant in Portugal (YSE) since July 2022.

MOROCCO

Our plants in Morocco have been developing several upgrades on its facilities taking into consideration environmental and well-being criteria, amongst which we highlight:

- > **Hydrocarbon separator:** there are three hydrocarbon separators installed in the parking area to ensure proper wastewater treatment.
- > **Vaults for natural lighting:** the vaults are installed to provide natural light and reduce the building's energy consumption by up to 30% and to improve the well-being of employees.
- > **LED lighting:** all the lighting systems installed in our plant in Kenitra are based on LED technology.
- > **Water recycling:** recycling of gray waters for reutilization in irrigation and sanitary needs in order to reduce water consumption and waste.
- > **Solar panels-installation:** the energy obtained is used for on-site electricity demand.
- > **Solar water heaters** are installed for hot water production
- > **Compressors with speed variation:** two compressors at the plant are chosen with speed variation, allowing lower energy consumption levels.
- > **Exterior window frames:** the windows are with thermal break via double glasses that ensure thermal insulation in order to reducing the electricity consumption needs for climatization.

Recently 1,296 solar panels were installed in our plant in Meknes, with the capacity of producing 1,104 MWh annually.



ENVIRONMENTAL SPHERE



14. ENVIRONMENTAL SOUNDNESS

CLIMATE ACTION, CLEAN WATER AND ENERGY

Y-EMEA takes on key commitments in its Environmental, Health and Safety policy, through compliance with environmental law and other applicable requirements, as well as a proactive attitude to prevent pollution and continually improve our environmental performance adopting cost-effective practices that eliminate, minimize or mitigate environmental impacts. Compliance with this policy is the responsibility of every employee, contractor and visitor.

[www](https://www.yazaki-europe.com/fileadmin/user_upload/About_us/Sustainability/YAZAKI_EUROPE_ENVIRONMENT_HEALTH_and_SAFETY_POLICY.pdf) Environmental, Health and Safety policy available here: https://www.yazaki-europe.com/fileadmin/user_upload/About_us/Sustainability/YAZAKI_EUROPE_ENVIRONMENT_HEALTH_and_SAFETY_POLICY.pdf

All manufacturing sites maintained their Environmental Management System (EMS) certified under ISO 14001.

Several environmental performance indicators are monitored per manufacturing site on a monthly basis and per office on a yearly basis in order to follow up Y-EMEA's eco-efficiency and, based on the performance results, develop action plans to improve it. In P81 (FY2021) some indicators remain constrained not allowing a significant comparative analysis given the impacts related to the COVID-19 pandemic.

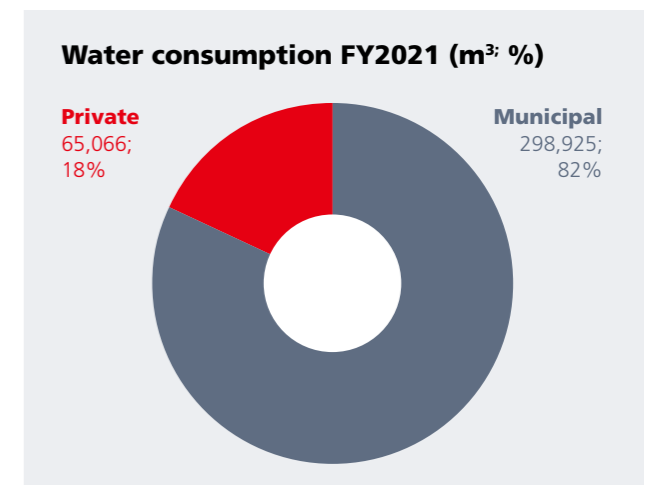
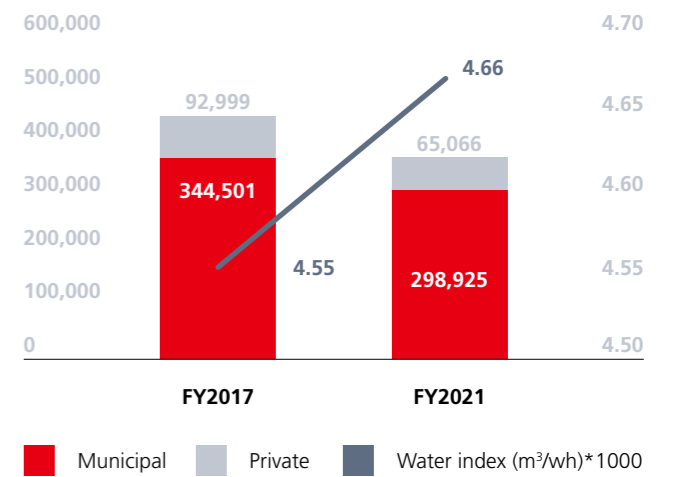
WATER CONSUMPTION

During business year 2021 Y-EMEA consumed 363,991 m³ in total – 82% municipal water and 18% private water (water wells). This represented a 17% reduction in water consumption compared

to FY2017. Although the index increased due to the 19% decrease in working hours.

Nevertheless, Y-EMEA continued to implement measures to rationalize the water consumption, including employee awareness, installation of foot activation mechanisms, presence sensing faucets and pressure shut-off valves as well as regular maintenance to eliminate leaks.

Water consumption (m³)

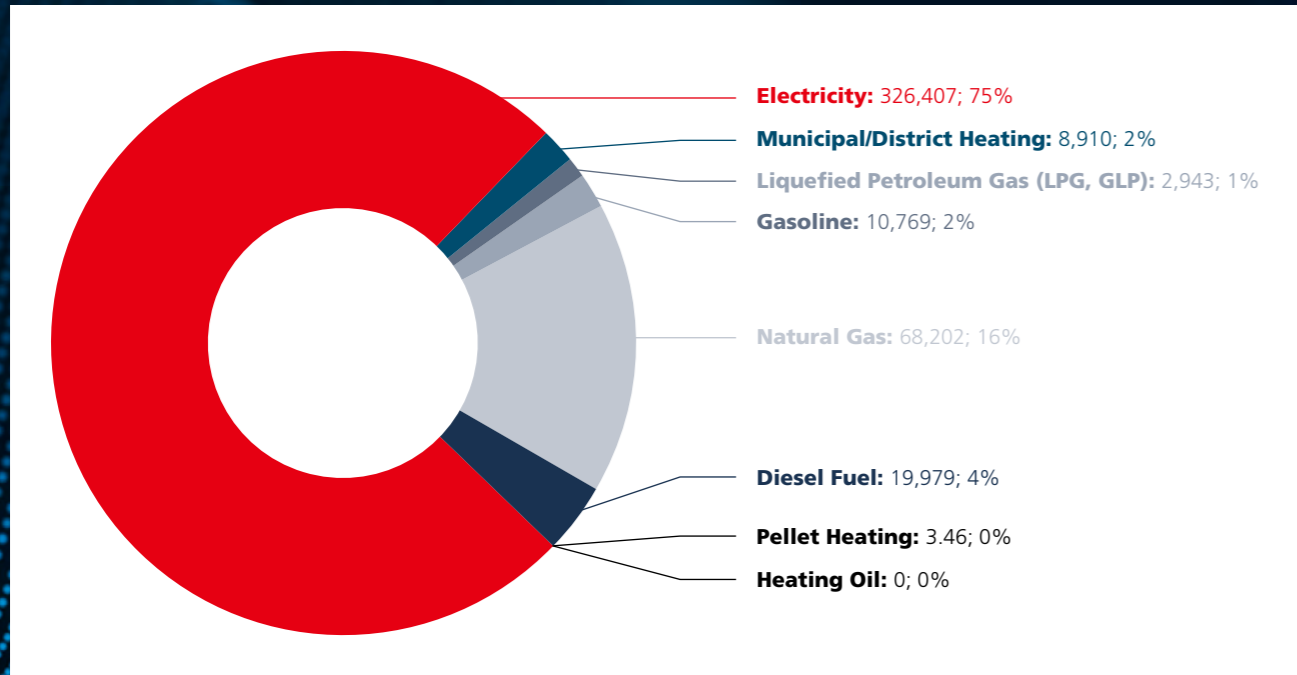




ENERGY CONSUMPTION

Our total annual energy consumption comprising manufacturing sites and offices was 437,213 GJ in business year 2021 (a 17% reduction comparing to FY2017). Electricity power is the main energy type we consume in our operations, representing 75% of our energy footprint.

Energy consumption FY2021 (GJ; %)

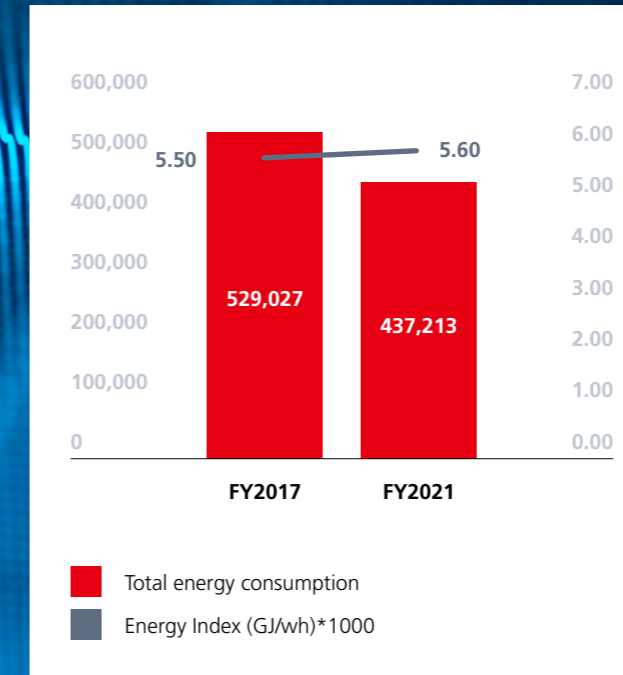


Total energy consumption by type (GJ)

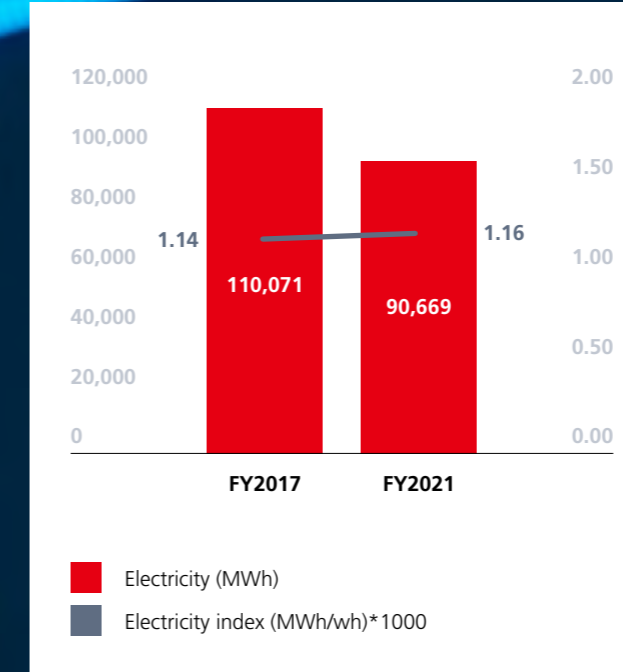
| | FY2017 | FY2021 | Var. 21-17 |
|------------------------------------|----------------|----------------|-------------|
| Diesel Fuel | 44,364 | 19,979 | -55% |
| Electricity | 396,256 | 326,407 | -18% |
| Gasoline | 8,691 | 10,769 | 24% |
| Heating Oil | 199 | 0 | -100% |
| Liquefied Petroleum Gas (LPG, GLP) | 2,097 | 2,943 | 40% |
| Municipal/District Heating | 4,725 | 8,910 | 89% |
| Natural Gas | 72,695 | 68,202 | -6% |
| Pellet Heating | 0 | 3.46 | - |
| Total energy consumption | 529,027 | 437,213 | -17% |

During the business year we consumed 90,669 MWh of electricity, representing a 18% reduction against FY2017.

Energy consumption (GJ)



Electricity consumption (MWh)



Y-EMEA has invested in improving the efficiency of its processes, as well as implementing eco-efficiency measures to reduce energy consumption in its operations across several locations. Some examples:

- > Optimizing facility equipment and lighting: purchasing more energy efficient equipment, replacement by LED lamps, installation of sensors for motion, employee awareness on turn-off lights in areas when not in use
- > Investment in renewable energies through installation of solar panels and expanding contracts with green energy providers
- > Reducing company car fleet with high CO₂ emissions limiting purchased/leased cars to 200 gCO₂/km and preferring hybrid vehicles
- > Environmental awareness and education for employees to promote the adoption of more responsible behaviors on resources consumption.

The energy mix we receive from our electricity providers includes renewable sources, but we are also working to increase the green energy share to make progress towards our 2025 ambition. Feasibility studies for solar panels installation and for green energy certificate providers availability have been conducted in several locations.

More information available on section 13. Innovation and infrastructure – Sustainable infrastructures

GHG EMISSIONS

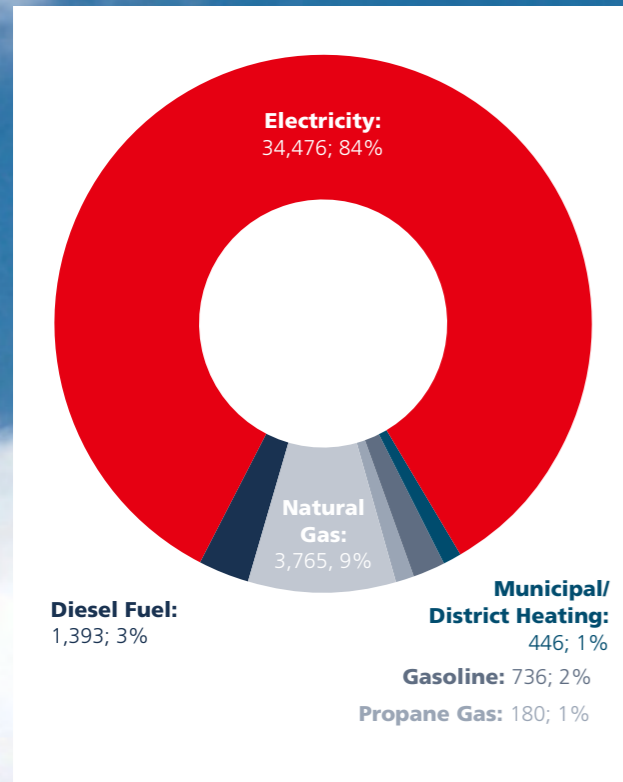
Y-EMEA has been monitoring the company's GHG emissions for several years across the different locations, subdivided into 2 scopes:

- > **Scope 1:** Direct emissions associated to fuel combustion in buildings and by our company's vehicle fleet
- > **Scope 2:** Indirect emissions of electricity and district/municipal heating from external sources

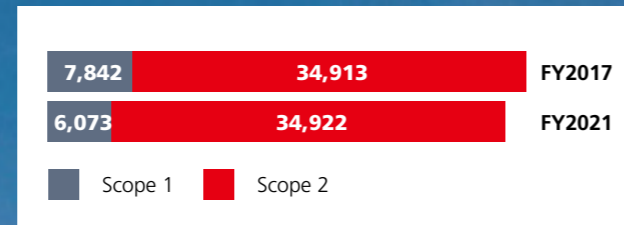
During business year 2021 Y-EMEA emitted 40,995 tCO₂e, reducing its scopes 1 and 2 by 4% against FY2017. While we have reduced our tCO₂e scope 1 emissions by 23% during this period, our scope 2 emissions haven't decreased despite the reduction in electricity consumption. This is mainly given to electricity emission factors variations associated to changes in the energy sources mix.

Y-EMEA aims to meet its ambition of achieving carbon neutrality resulting from the company's own operations (scope 1+2) by 2037.

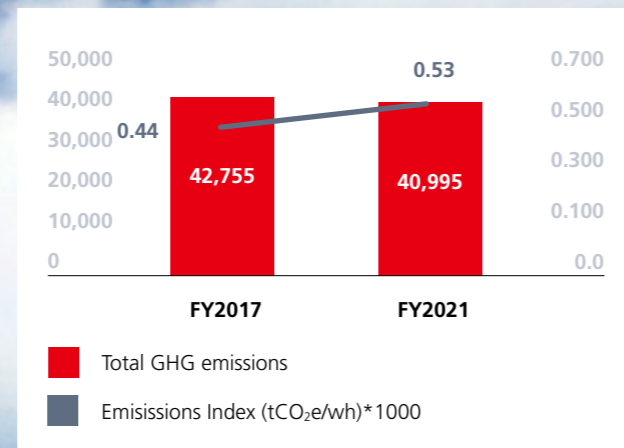
GHG emissions FY2021 (tCO₂e; %)



GHG emissions by scope (tCO₂e)



GHG emissions (tCO₂e)



| | FY2017 | FY2021 | Var. 21-17 |
|----------------------------|---------------|---------------|--------------|
| Scope 1 | 7,842 | 6,073 | -23% |
| Diesel Fuel | 3,094 | 1,393 | -55% |
| Gasoline | 593 | 736 | 24% |
| Heating Oil | 16 | 0 | -100% |
| Propane Gas | 128 | 180 | 40% |
| Natural Gas | 4,013 | 3,765 | -6% |
| Scope 2 | 34,913 | 34,922 | 0.02% |
| Electricity | 34,677 | 34,476 | -1% |
| Municipal/District Heating | 236 | 446 | 89% |
| Total | 42,755 | 40,995 | -4% |

We will continue to work on the incorporation of clean and renewable energy into our company's power portfolio and other measures to reduce our carbon footprint and accelerate the achievement of our carbon neutrality ambitions.



EMPLOYEES' AWARENESS

During the period of reporting, in the regions where Y-EMEA operates, several awareness initiatives were carried out dedicated to promoting environmental responsible behaviors and best practices among employees.

MOROCCO

Best EH&S initiative competition

An internal competition was launched to enhance and improve the EH&S culture within YMO employees. 29 employees participated in this event proposing initiatives to contribute to the enhancement of safety risk reduction: environmental impact reduction and worker health conditions improvement. As a result, the team selected three winner initiatives: 1st reduction of the plastic consumption in the subcontractor area; 2nd implementation of a specific system to prevent compressed air leakages; and 3rd hazardous waste reduction.

TUNISIA

National Tree Day

Yazaki Tunisia at Gafsa (YTU) celebrated National Tree Day on the second Sunday of November 2021. This valuable day is observed as an ecological awareness day to teach and remind every one of the vital roles that trees play in our lives and the environment. A tree planting event was organized with the purpose to encourage all employees from all departments to participate.

World Environment Day

Yazaki Tunisia chose to celebrate World Environment Day on June 5th, 2022, at the Association "Optimism" for people with organic disabilities by carrying out a clean-up campaign and planting shrubs in the area surrounding the association's headquarters. This volunteer action was our initiative not only to protect and maintain the environment but also to integrate with these people who are active in planting biological plants and then sell them in the local market.

TURKEY

Yazaki Turkey Starts Green Office Initiative

At the end of P81 (FY2021), Yazaki Turkey at Bursa introduced the Green Office Program consisting entirely of volunteer employees. The goals were to raise awareness towards sustainable consumption practices in everyday office work, to support climate change mitigation and to reduce operating costs.



15. SUSTAINABLE COMMUNITIES



We have developed a close relationship with the local communities surrounding our plants and offices. Through strategic partnerships, the company actively assists local communities' players supporting them through community engagement initiatives and development of environmental activities.

BULGARIA

Yazaki Yambol (YBE-Y) factory planted trees in a newly created park in Yambol town. The event was attended by representatives of the municipality who participated in the planting as well. Our employees also made benches and tables from pallets.

Green Entrepreneurship Bootcamp

Yazaki Morocco Meknes (YMM) sponsored the Green Entrepreneurship Bootcamp organized by the University of Moulay Ismail in Meknes. The event lasted three days with multiple activities, which were centered around sustainability.

A team from YMM was present, and in total there were 23 participants presenting nine projects to address social and environmental challenges. Several expert trainers gave conferences and took part in the juries.

ROMANIA

Tree and Flowers Planting Event

In order to increase green space in town, Yazaki Romania rolled out two environment initiatives in the factories in Ploiesti and Braila. The employees of Yazaki Ploiesti planted hyacinths, Yazaki Braila teamed up with the local authorities and planted 150 trees of the Fraxinus Ornus Mecsek species all over the city. These projects represent a simple way to build an infrastructure to support people's health, to improve well-being and air quality for the whole community.

PORTUGAL

Our plant in Portugal (YSE) developed a close relation with the community including promotion of events as trees planting and woods or beach cleaning. Our colleagues have participated also in job fairs and internship programs for students. During the year several social, humanitarian and environmental activities were developed such as: family day; blood donation campaign; free flu vaccination; safety posters and slogans contest, planting trees; donations to social local entities resulting from waste recovery, etc.



Romania: Pine Tree Planting Event



Romania: Orange Tree Planting

16. ANNEXES

A. GRI INDEX

| GRI STANDARD | DISCLOSURE | LOCATION |
|---|---|--|
| GRI 2: General Disclosures 2016 | 102-1 Name of the organization | 1. Introduction |
| | 102-2 Activities, brands, products, and services | 4. Who we are |
| | 102-3 Location of headquarters | https://www.yazaki-europe.com/about-us/yazaki-worldwide |
| | 102-4 Location of operations | 3. Y-EMEA at a glance 4. Who we are |
| | 102-5 Ownership and legal form | 1. Introduction 4. Who we are |
| | 102-6 Markets served | 4. Our product portfolio |
| | 102-7 Scale of the organization | 3. Y-EMEA at a glance 4. Our product portfolio 7. Human value |
| | 102-8 Information on employees and other workers | 3. Y-EMEA at a glance 7. Human value |
| | 102-9 Supply chain | 12. Supplier management |
| | 102 -10 Significant changes to the organization and its supply chain | This is the first Yazaki EMEA Region Sustainability Report. No significant changes occurred in the reporting period. |
| | 102-11 Precautionary Principle or approach | 14. Environmental soundness: climate action, clean water and energy |
| | 102-12 External initiatives | 5. Memberships 12. Supplier management 8. Respect for human rights Y-EMEA has been participating in working groups related to ESG topics at industry associations where it holds a membership position. |
| | 102-13 Membership of associations | 5. Memberships |
| | 102-14 Statement from senior decision-maker | 2. Message of the President |
| | 102-16 Values, principles, standards, and norms of behavior | 5. Ethics and conduct |
| | 102-17 Mechanisms for advice and concerns about ethics | 5. Ethics and conduct |
| | 102-18 Governance structure | 5. Senior leadership team 6. Sustainability organization |
| | 102-19 Delegating authority | 6. Sustainability organization |
| | 102-20 Executive-level responsibility for economic, environmental, and social topics | 6. Sustainability organization |
| | 102-40 List of stakeholder groups | 5. Stakeholder engagement |
| 102-41 Collective bargaining agreements | We respect the freedom of association and the right to collective bargaining. At the end of Business Year 81 (June 2022) 55% of our employees (54% if including subcontractors) were covered by collective agreements. | |

| | | |
|--|---|--|
| | 102-42 Identifying and selecting stakeholders | 5. Stakeholder engagement |
| | 102-43 Approach to stakeholder engagement | 5. Stakeholder engagement |
| | 102-44 Key topics and concerns raised | 5. Ethics and conduct 6. Sustainability ambitions |
| | 102-45 Entities included in the consolidated financial statements | Financial data scope disclosed in the report refers to YEL Legal Group. This covers the same perimeter of reporting as the annual consolidated financial statements that incorporate the financial statements of the Company and its subsidiaries. More information available in the annex Methodological Notes. |
| | 102-46 Defining report content and topic Boundaries | 6. Sustainability ambitions Annex B. Methodological notes |
| | 102-47 List of material topics | 6. Sustainability ambitions Annex B. Methodological notes |
| | 102-48 Restatements of information | Not applicable since this is the first Yazaki EMEA Region Sustainability Report. |
| | 102-49 Changes in reporting | Not applicable since this is the first Yazaki EMEA Region Sustainability Report. |
| | 102-50 Reporting period | 1. Introduction |
| | 102-51 Date of the most recent report | Not applicable since this is the first Yazaki EMEA Region Sustainability Report. |
| | 102-52 Reporting cycle | 1. Introduction |
| | 102-53 Contact point for questions regarding the report | 1. Introduction |
| | 102-54 Claims of reporting in accordance with the GRI Standards | 1. Introduction |
| | 102-55 GRI content index | Present table |
| | 102-56 External assurance | The present Sustainability Report was not submitted to external assurance, but we are considering doing it in the future. Regarding financial data, consolidated financial statements referred in GRI 102-45 have been verified by an external auditor. |
| Material topic: Environmental soundness: climate action, clean water and energy | | |
| 103-1 | Explanation of the material topic | 6. Sustainability ambitions 14. Environmental soundness: climate action, clean water and energy |
| 103-2 | Forms of management and their components | Y-EMEA has in place a set of initiatives related to this topic: 14. Environmental soundness: climate action, clean water and energy /water consumption / energy consumption/ GHG emissions; 13. Sustainable infrastructures |
| 103-3 | Evaluation of the form of management | 6. Sustainability organization Y-EMEA monitors indicators associated with this topic: water consumption, energy consumption, GHG emissions |
| GRI 302: Energy 2016 | 302-1 Energy consumption within the organization | 14. Energy consumption |
| | 302-3 Energy intensity | 14. Energy consumption |
| | 302-4 Reduction of energy consumption | 14. Energy consumption 13. Sustainable infrastructures |
| GRI 303: Water and Effluents 2018 | 303-3 Water withdrawal | 14. Water consumption |
| | 303-5 Water consumption | 14. Water consumption |
| GRI 305: Emissions 2016 | 305-1 Direct (Scope 1) GHG emissions | 14. GHG emissions |
| | 305-2 Energy indirect (Scope 2) GHG emissions | 14. GHG emissions |
| | 305-4 GHG emissions intensity | 14. GHG emissions |
| | 305-5 Reduction of GHG emissions | 14. GHG emissions 13. Sustainable infrastructures |

| Material topic: Responsible production | | |
|--|---|--|
| 103-1 | Explanation of the material topic | 6. Sustainability ambitions 12. Responsible production |
| 103-2 | Forms of management and their components | Y-EMEA has in place a set of initiatives related to this topic: 12. Responsible production / Supplier management / New Yazaki System / Quality / Waste Management |
| 103-3 | Evaluation of the form of management | 5. Senior leadership team 6. Sustainability organization 12. Responsible production Y-EMEA monitors indicators associated with this topic. |
| GRI 306: Waste 2020 | 306-3 Waste generated | 12. Waste management |
| | 306-4 Waste diverted from disposal | 12. Waste management |
| | 306-5 Waste directed to disposal | 12. Waste management |
| Material topic: Our people: decent work, training and development | | |
| 103-1 | Explanation of the material topic | 6. Sustainability ambitions 7. Our people: decent work, training and development 8. No poverty and reduced inequalities |
| 103-2 | Forms of management and their components | Y-EMEA has in place measures related to this topic: 7. Our people: decent work, training and development 8. No poverty and reduced inequalities |
| 103-3 | Evaluation of the form of management | 5. Senior leadership team 6. Sustainability organization 7. Our people: decent work, training and development 8. No poverty and reduced inequalities Y-EMEA monitors indicators associated with this topic. |
| GRI 401: Employment 2016 | 401-1 New employee hires and employee turnover | 7. Talent attraction and retention |
| GRI 404: Training and Education 2016 | 404-2 Programs for upgrading employee skills and transition assistance programs | 7. Training and development |
| Material topics: No poverty and reduced inequalities; Social community service and support of social institutions | | |
| 103-1 | Explanation of the material topic | 6. Sustainability ambitions 8. No poverty and reduced inequalities 11. Social community service and support of social institutions |
| 103-2 | Forms of management and their components | Y-EMEA has in place measures related to this topic: 8. No poverty and reduced inequalities; 11. Social community service and support of social institutions |
| 103-3 | Evaluation of the form of management | 5. Senior leadership team 6. Sustainability organization 8. No poverty and reduced inequalities 11. Social community service and support of social institutions Y-EMEA monitors indicators associated with this topic. |
| GRI 203: Indirect Economic Impacts 2016 | 203-1 Infrastructure investments and services supported | 11. Social community service and support of social institutions |
| | 203-2 Significant indirect economic impact | 8. Job creation |
| Material topic: Gender equality | | |
| 103-1 | Explanation of the material topic | 6. Our people: decent work, training and development 7. Sustainability ambitions 9. Gender equality |
| 103-2 | Forms of management and their components | Y-EMEA has in place measures related to this topic: 7. Our people: decent work, training and development 9. Gender equality |
| 103-3 | Evaluation of the form of management | 5. Senior leadership team 6. Sustainability organization 7. Our people: decent work, training and development 9. Gender equality Y-EMEA monitors indicators associated with this topic. |

| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | 9. Gender equality |
|--|---|--|
| Material topic: Good health and well-being | | |
| 103-1 | Explanation of the material topic | 6. Sustainability ambitions 10. Good health and well-being |
| 103-2 | Forms of management and their components | Y-EMEA has in place measures related to this topic: 10. Good health and well-being |
| 103-3 | Evaluation of the form of management | 6. Sustainability organization 7. Our people: decent work, training and development 10. Good health and well-being Y-EMEA monitors indicators associated with this topic. |
| GRI 403: Occupational Health and Safety 2018 | 403-1 Occupational health and safety management system | 10. Good health and well-being |
| | 403-2 Hazard identification, risk assessment, and incident investigation | 10. Good health and well-being |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | 10. Good health and well-being |
| | 403-5 Worker training on occupational health and safety | 10. Good health and well-being |
| | 403-6 Promotion of worker health | 10. Good health and well-being |
| | 403-8 Workers covered by an occupational health and safety management system | 10. Good health and well-being |
| | 403-9 Work-related injuries | 10. Good health and well-being |
| Material topic: Innovation and infrastructure | | |
| 103-1 | Explanation of the material topic | 6. Sustainability ambitions 13. Innovation and infrastructure |
| 103-2 | Forms of management and their components | Y-EMEA has in place initiatives related to this topic: 13. Innovation and infrastructure |
| 103-3 | Evaluation of the form of management | 6. Sustainability organization 13. Innovation and infrastructure |
| GRI 203: Indirect Economic Impacts 2016 | 203-1 Infrastructure investments and services supported | 13. Sustainable infrastructures |
| Material topic: Sustainable communities | | |
| 103-1 | Explanation of the material topic | 6. Sustainability ambitions 15. Sustainable communities |
| 103-2 | Forms of management and their components | Y-EMEA has in place initiatives related to this topic: 15. Sustainable communities |
| 103-3 | Evaluation of the form of management | 6. Sustainability organization 15. Sustainable communities |
| GRI 203: Indirect Economic Impacts 2016 | 203-1 Infrastructure investments and services supported | 13. Sustainable infrastructures 15. Sustainable communities |

B. METHODOLOGICAL NOTES

The GRI Index cross-references our company's nine material topics/goals outlined in section 6. Strategy – Sustainability ambitions with applicable GRI Standards.

| Material topics | GRI Standards Disclosures | Section |
|--|---|---|
| 1. Our people: decent work, training and development | 401-1 New employee hires and employee turnover | 7. Talent attraction and retention |
| | 404-2 Programs for upgrading employee skills and transition assistance programs | 7. Training and development |
| 2. No poverty and reduced inequalities | 203-1 Infrastructure investments and services supported | 11. Social community service and support of social institution |
| | 203-2 Significant indirect economic impacts | 8. Job creation |
| 3. Gender Equality | 405-1 Diversity of governance bodies and employees | 9. Gender equality |
| 4. Good health and well-being | 403-1 Occupational health and safety management system | 10. Good health and well-being |
| | 403-2 Hazard identification, risk assessment, and incident investigation | |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | |
| | 403-5 Worker training on occupational health and safety | |
| | 403-6 Promotion of worker health | |
| | 403-8 Workers covered by an occupational health and safety management system | |
| 5. Social community service and support of social institutions | 403-9 Work-related injuries | 11. Social community service and support of social institutions |
| | 203-1 Infrastructure investments and services supported | |
| 6. Responsible production | 306-3 Waste generated | 12. Waste management |
| | 306-4 Waste diverted from disposal | |
| | 306-5 Waste directed to disposal | |
| 7. Innovation and infrastructure | 203-1 Infrastructure investments and services supported | 13. Innovation and infrastructure |
| 8. Environmental soundness: climate action, clean water and energy | 302-1 Energy consumption within the organization | 14. Energy consumption |
| | 302-3 Energy intensity | |
| | 302-4 Reduction of energy consumption | |
| | 303-3 Water withdrawal | 14. Water consumption |
| | 303-5 Water consumption | |
| 305-1 Direct (Scope 1) GHG emissions | 14. GHG emissions | |
| 305-2 Energy indirect (Scope 2) GHG emissions | | |
| 305-4 GHG emissions intensity | | |
| 305-5 Reduction of GHG emissions | | |
| 9. Sustainable communities | 203-1 Infrastructure investments and services supported | 15. Sustainable communities |

Financial indicator:

The revenue figure disclosed comprises the same scope as the YEL Legal Group consolidated financial statements and refers to the reporting year from April 1st 2021 to March 30th 2022. The scope of consolidation includes the following subsidiaries of Yazaki Europe Limited over which the Group has the power to govern the financial and operating policies so as to obtain benefits from their activities:

- Yazaki Europe Limited-Paris SARL
- Yazaki Systems Technologies GmbH
- Yazaki Systems Technologies France SAS
- Yazaki Systems Technologies Spain S.L.U.
- Yazaki Systems Technologies Turkey Otomotiv Sanayi ve Ticaret Ltd. Sti.
- Yazaki Systems Automotive s.r.l

Environmental data: The environmental figures cover Y-EMEA's manufacturing plants and offices operating in the reporting years. The annual environmental data for offices refers to the consumptions occurred during calendar year, while for the manufacturing sites refers to consumptions occurred during the business year (Jul N – Jun N+1).

302-1

Energy consumption within the organization was converted to energy units (GJ), using the following Energy Information Administration (EIA) conversion factors:

| Electricity | Heating oil | Municipal/District Heating | Pellet Heating | Natural gas | Propane | Petrol (Gasoline) | Diesel |
|-------------|-------------|----------------------------|----------------|---------------------|---------|-------------------|---------|
| 3,6 | 36 | 1 | 1 | 35 | 46.35 | 0.03458 | 0.03857 |
| GJ/MWh | MJ / L | GJ | GJ | MJ / m ³ | MJ / kg | GJ / L | GJ / L |

302-3 and 305-4

The energy and carbon intensity are calculated considering total man hours (working hours) performed in each business year.

305-1 and 305-2

The GHG emissions data included in this Report cover carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O) emissions.

The following table shows the emission factors considered for each energy source consumption reported at 302-1 and 302-2, respectively.

| Electricity | Heating oil | Municipal/District Heating | Pellet Heating | Natural gas | Propane | Petrol (Gasoline) | Diesel |
|---|------------------------------|----------------------------|---------------------------|--|-------------------------------|------------------------------|-------------------------------|
| Market based approach used with annual emission factor (EF) provided by electricity provider. Average EF is used and EF is monitored twice a year to accommodate any change on electricity supplier and sources change. Location based approach is used if energy provider's EF is not available. | 0.002823 tCO ₂ /L | 0.05 tCO ₂ /GJ | 0.00 tCO ₂ /GJ | 0.00193 tCO ₂ /m ³ | 0.0015375 tCO ₂ /L | 0.002349 tCO ₂ /L | 0.0026878 tCO ₂ /L |

Emissions factors to calculate CH₄ and N₂O were obtained from GHG Protocol: GHG Emissions Calculation tool. Global Warming Potentials (GWP) obtained from the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6) were used to convert GHG emissions into carbon dioxide equivalents (CO₂e).

401-1

The formulas used to calculate this indicator were the following:

- Turnover rate = (No. of employees exits during the reporting period / total No. of employees at the end of the reporting period) x 100, by age group and gender considered.
- Rate of new hirings = (No. of new hirings / total no. of employees at the end of reporting year) x 100, by age group and gender considered.

403-9

The formula used to calculate this indicator was the following:

Recordable Incidents Rate (RIR) = The total number of Recordable Injuries, including Restricted Cases, Medical Treatment and Lost Time Cases for both Illnesses and Injuries related to a common exposure base of 100 full-time workers.

This rate is calculated as:

- $n \times 200,000 / \text{wh}'s$
- n = number of Lost Work Day Cases + Restricted Cases + Medical Cases for both Illnesses or Injuries - $\text{wh}'s$ = total hours worked by all employees during month or year
- 200,000 = base for 100 full-time equivalent workers (working 40 hours per week 50 weeks per year)

405-1

The data disclosed includes employees with permanent and temporary contracts as well as subcontractors at the end of the reporting period.

C. ABBREVIATIONS

Throughout the report several acronyms are mentioned, namely:

7 level activity: Serves together with MOTO activity as fundament of Yazaki internal improvement activities. It comprises the basic requirements and tools for visual management in order to provide good shopfloor management.

GEMBA: Term for "actual place/location" referring to the shopfloor or production area

GPMS: Global Process Management System

JIDOKA: Arrangement of work to enable production lines to stop in the event of problem such as equipment malfunctions, quality problem and delay of operation

JISHUKEN: Is a core Yazaki Management System, that transfers knowledge of the NYS

JIT: Just in time; Manufacture (and transfer) a necessary amount of necessary goods when it is needed

MONOJO: Diagram to explain all system dynamics of complete supply chain (logistic flow, production concept)

MOTO: A Japanese term which describes a daily production control system that is specific for Yazaki

QCD: Quality, Cost, Delivery

YOKOTEN: Horizontal deployment

Also acronyms used along the document that refer to some of our plants (not being an exhaustive Y-EMEA plants list) are:

YAP-T: Yazaki Automotive Products Tunisia S.A.R.L.

YBE-D: Yazaki Bulgaria EOOD – Krepost Branch

YBE-Y: Yazaki Bulgaria EOOD

YCT: Yazaki Component Technology S.R.L

YEL: Yazaki Europe Limited

YELP: Yazaki Europe Ltd. – Paris Branch

YMM: Yazaki Morocco Meknes S.A.

YMO: Yazaki Morocco S.A.

YOT-G: Yazaki Otomotiv Yan Sanayi ve Ticaret A.S. – Gemlik

YOT-K: Yazaki Otomotiv Yan Sanayi ve Ticaret A.S – Kuzuluk

YRL: Yazaki Romania S.R.L. – Ploiesti

YRL-B: Yazaki Romania S.R.L. – Braila

YSD: Yazaki Srbija DOO

YSE: Yazaki Saltano de Ovar Productos Electricos, Lda.

YTU: Yazaki Tunisia S.A.R.L

YUL: Yazaki Ukraine LLC

YWT-T: Yazaki Wiring Technologies Turkiye

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