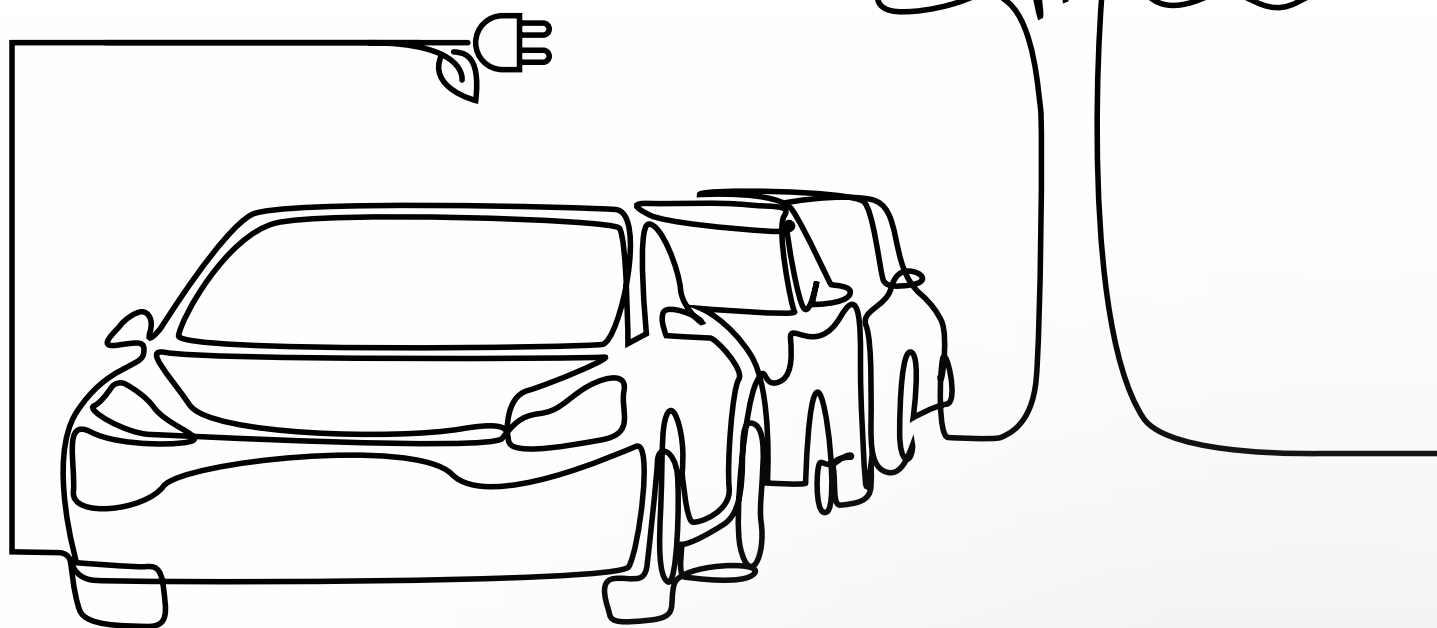


SUSTAINABILITY

REPORT

YAZAKI EMEA



2024

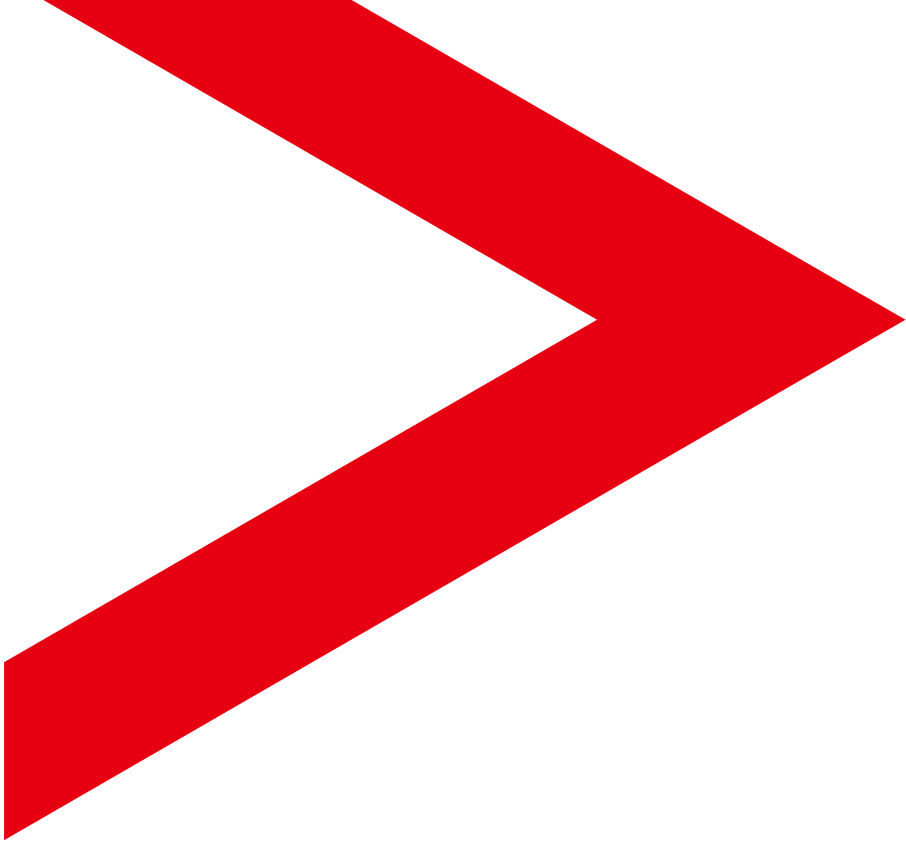
 **YAZAKI**



"We consider the topic of sustainability to be essential for the successful development of our company. Y-EMEA will continue addressing the challenges ahead, remaining steadfast in our commitment **to find effective solutions for a sustainable future.**"

Hans Lemmens
CEO, Y-EMEA





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ENVIRONMENTAL SOCIAL GOVERNANCE

01. INTRODUCTION

Yazaki Europe Middle East Africa region (referred to throughout this document as “Y-EMEA”) publishes its third Annual Sustainability Report, underscoring its commitment to sustainability.

The Report, prepared in alignment with the Global Reporting Initiative (GRI) Standards, delves into the key highlights of our environmental, social and governance performance across the year. It explores our ongoing initiatives aligned with Y-EMEA aspirations, emphasizing our contributions to the UN Sustainable Development Goals (UN SDGs).

In preparation for the EU Corporate Sustainability Reporting Directive (CSRD), which will apply to Y-EMEA, we have integrated disclosures on our Impacts, Risks, and Opportunities (IROs) management, for the material topics identified through our double materiality assessment. These disclosures are embedded throughout this report, inspired by the upcoming regulatory reporting requirements.

All figures presented in this report refer to business year period, unless explicitly mentioned otherwise. The data contained herein pertains mainly to our Business Year 2023 (P83), spanning from July 1, 2023, to June 30, 2024. To provide a contextualized view of the evolution of Y-EMEA's performance, certain information is compared to the previous business years including the baseline-year 2017 (P77).



For supplementary details regarding our company's practices and policies, please refer to Y-EMEA's official website at <https://www.yazaki-europe.com/about-us/sustainability>

As part of our ongoing commitment to excellence, Y-EMEA actively seeks continuous improvement in our Sustainability Report. We invite valuable feedback from our esteemed readers and stakeholders, and you may reach us at sustainability@yazaki-europe.com for further engagement.

02. MESSAGE FROM THE CEO

Dear valued Stakeholders,

With great pleasure I can present Y-EMEA region's third annual Sustainability Report. It highlights the progress we have made in enhancing our environmental, social, and governance (ESG) performance over the past Business Year.

Organizational transformation was one of the key topics that accompanied us through the last year: Y-EMEA took important steps to enhance efficiency. All EMEA legal entities were consolidated under our new holding company Yazaki Europe Middle East Africa NV (Y-EMEA NV).

In our dynamic and change-driven economic environment, we consider the topic of sustainability to be essential for the successful development of our company. I am proud to report that we made huge progress in **anchoring sustainability** across the organization: We increased continuous cross-functional engagement, while involving different teams, skills and topics to meet growing customer demands and regulatory requirements.

Our focus was particularly on **decarbonization**: We have made great leaps forward on our journey to carbon neutrality, which means in figures a reduction of nearly one-third (31%) emissions in Business Year 2023, compared to 2017. At the same time, we know that there still is a long way to go. We know that moving forward on this road will require continuous, collective joint efforts across our entire value chain to reach our decarbonization ambitions.

Aligned with our three-pillar strategy Business Excellence, Product Diversification, and Human Development, we have initiated preparatory work to ensure compliance with the upcoming EU **sustainability-related regulations**. To meet those future requirements, we have reinforced our commitment to transparency and accountability, including the Corporate Sustainability Reporting Directive (CSRD).

A valuable sign that our activities are being appreciated outside of Y-EMEA are **external recognitions**: In 2024, Y-EMEA has received an important award in the field of sustainability – the Ecovadis Silver Medal. This prestigious honor came as a sign of gratitude to our employees, a “thank you” note for their dedicated efforts and commitment to our common journey.

We will continue addressing the challenges ahead, remaining steadfast in our commitment to find effective solutions for a sustainable future. And despite looking on a dynamically changing global landscape, despite facing the automotive industry in transformation, I am confident that we can build a resilient future, achieving **“Sustainable Growth Together”**.

Your support is invaluable on this journey.
Thank you.



Hans Lemmens
CEO, Y-EMEA



03. BUSINESS YEAR 2023 PROGRESS



PEOPLE SPHERE

- 100% of active manufacturing sites are ISO 45001 certified
- 76% of employees with permanent contracts
- 25% women in management positions
- 0.014 recordable incidents rate
- 33 sites with Human Rights due diligence implemented
- 65 community social support initiatives



BUSINESS SPHERE

- 3,020 million € of sales
- Active in 19 countries in EMEA region
- 183 product carbon footprint calculated (part level)
- Avg. 16% recycled copper content in wire used
- 17% in customer complaints vs. 2022
- Zero product safety recalls and claims



ENVIRONMENTAL SPHERE

- 100% of active manufacturing sites are ISO 14001 certified
- 31% carbon emissions vs. 2017
- 14% electricity consumed vs. 2017
- 55% renewable electricity used
- 23% waste produced vs. 2017



RESPONSIBLE CONDUCT AND ESG COMPLIANCE

- 100% targeted executives¹ completed anti-corruption training
- 55% of active direct suppliers accepted our Business Partner Code of Conduct
- Y-EMEA Ecovadis rating 2024 – Silver Medal²

¹ Executives refer to members of the Y-EMEA Senior Leadership Team, as defined in previous Sustainability Reports (now Y-EMEA NV Board Members) as well as their direct reports.
² Y-EMEA awarded the Ecovadis Silver Medal in October 2024. During the reporting period Yazaki Group was awarded with Committed badge.



EXTERNAL RECOGNITIONS

Yazaki Portugal (YSE) received the prestigious **McLaren Supplier Excellence Award for Quality**, marking Y-EMEA's third award from McLaren.

Toyota Motor Europe (TME) presented Y-EMEA with the **"Achievement Award"** for successful Value Analysis (VA) activities and implementations in 2023.

Yazaki Systems Technologies Romania (YST-R) was named the top company in its category at the **"National Top of Companies Gala"** by the Romanian Chamber of Commerce. The recognition highlights YST-R's excellence in turnover, efficiency, and profitability within the electrical and electronic manufacturing sector for automotive.

Yazaki Romania Secures Four Business Awards: Yazaki Romania (YRL) earned four awards in 2023 from ListaFirme.ro, including first place in **Top Profit, Top Business, and Largest Company for Prahova County**. These accolades recognize Yazaki Romania's outstanding financial and business performance nationwide.

The Yazaki Kotozukuri Hub in Türkiye (YKHT) received four prestigious awards in 2023 at the **Atlas Logistics Awards**, including the Jury Special Award and three honors for innovation from Turkish logistics associations. These recognitions underscore YKHT's leadership in supply chain and project excellence.

Yazaki Bulgaria (YBE) was ranked among the **"Top 20 Best Employers in Bulgaria"** by **Forbes**, based on extensive employee feedback. The evaluation praised Yazaki for opportunities for development, salary structure, work-life balance, management, and company culture.

Yazaki Tunisia in Bizerte (YAPT) received the 2023 **National Health & Safety Award** for its commitment to employee wellbeing. This recognition reflects YAPT's dedication to creating a safe and healthy workplace, inspiring the team to maintain high safety standards.

Yazaki Morocco was awarded for making its staff **Feel Good from ReKrute**, for fostering a friendly culture that reflects the Yazaki Spirit. This recognition, presented in Casablanca, highlights Yazaki's dedication to employee wellbeing and its positive reputation in Africa as an employer of choice.

Sustainability external raters

Our sustainability performance undergoes evaluation by external sustainability rating agencies. Annually, both Yazaki Corporation and Y-EMEA conduct and submit specialized sustainability assessment questionnaires.

CDP

Yazaki Corporation submits annually the Climate Change and Water Security questionnaires at Group level.

Management score (B) in both.

NQC | SUPPLIER ASSURANCE



04. OUR COMPANY

WHO WE ARE

Yazaki is one of the world's largest privately-owned automotive suppliers, with over 241,000 employees worldwide in 46 countries. 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 Group's business activities encompass four pillars: Automotive Supplier, Energy Systems, Meters, and Care.

In Y-EMEA, we currently operate in the Automotive sector under Yazaki Corporation. Our European operations started in 1980 with a sales office in UK, followed by a W/H Manufacturing plant in Portugal in 1987 and the first R&D center in Cologne, Germany in 1989. Focusing on the automotive business and with approximately 48,000 employees in 19 countries, Y-EMEA is 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.

Yazaki produces wire harnesses, power distribution & control products, connectors, sensors, hybrid & electric vehicle products, and driver information systems. Our products and systems are developed to optimize vehicle functionality, reliability and quality in close cooperation with our customers.

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. Every day we put our resources into work for one specific purpose: to help our customers achieve success and provide products ultimately supporting end customers and mobility of society at large. 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 SUPPLY CHAIN

- > Instrumentation, electronics & components
- > Wiring harness components
- > Indirect material & services
- > Capital equipment



OUR OPERATIONS

- > 19 countries
- > 21 standardized manufacturing plants³
- > 5 R&D centers
- > Customer Service Centers



OUR SOLUTIONS

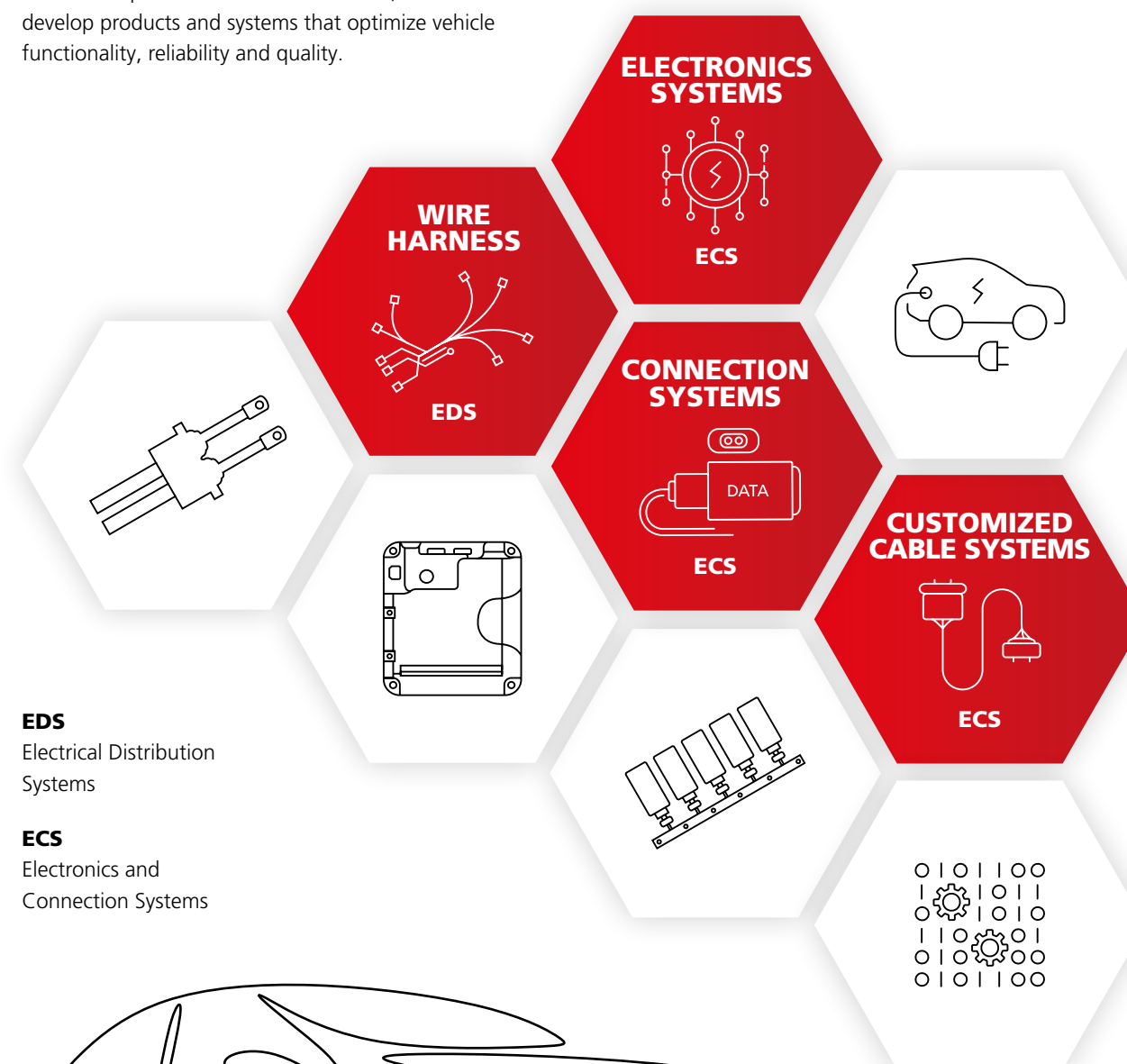
- > Electrical Distribution Systems
- > Components
- > Electronics & Instrumentation
- > High Voltage



³ 21 plants operating and Yazaki Egypt under construction at the time of closing this report.

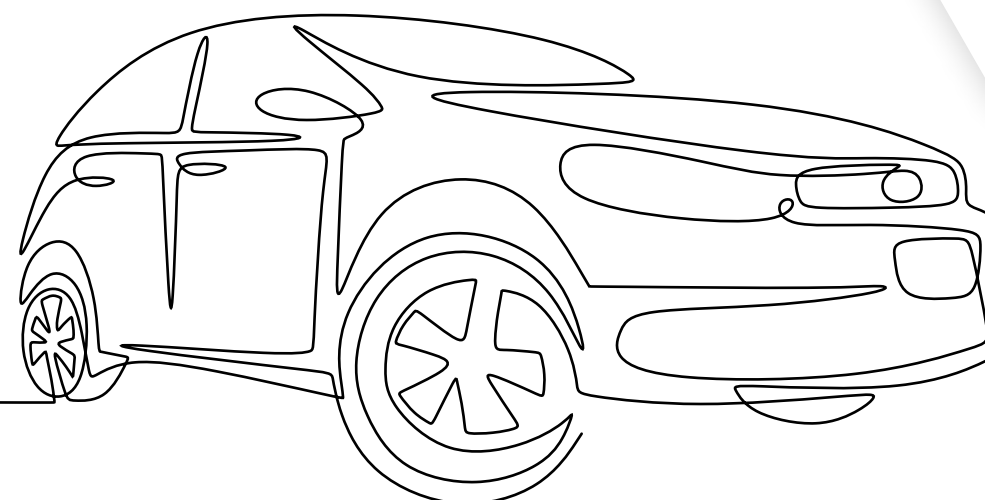
OUR PRODUCT PORTFOLIO

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



EDS
Electrical Distribution Systems

ECS
Electronics and Connection Systems



OUR MISSION, VISION AND VALUES

Material topic:
Corporate Culture

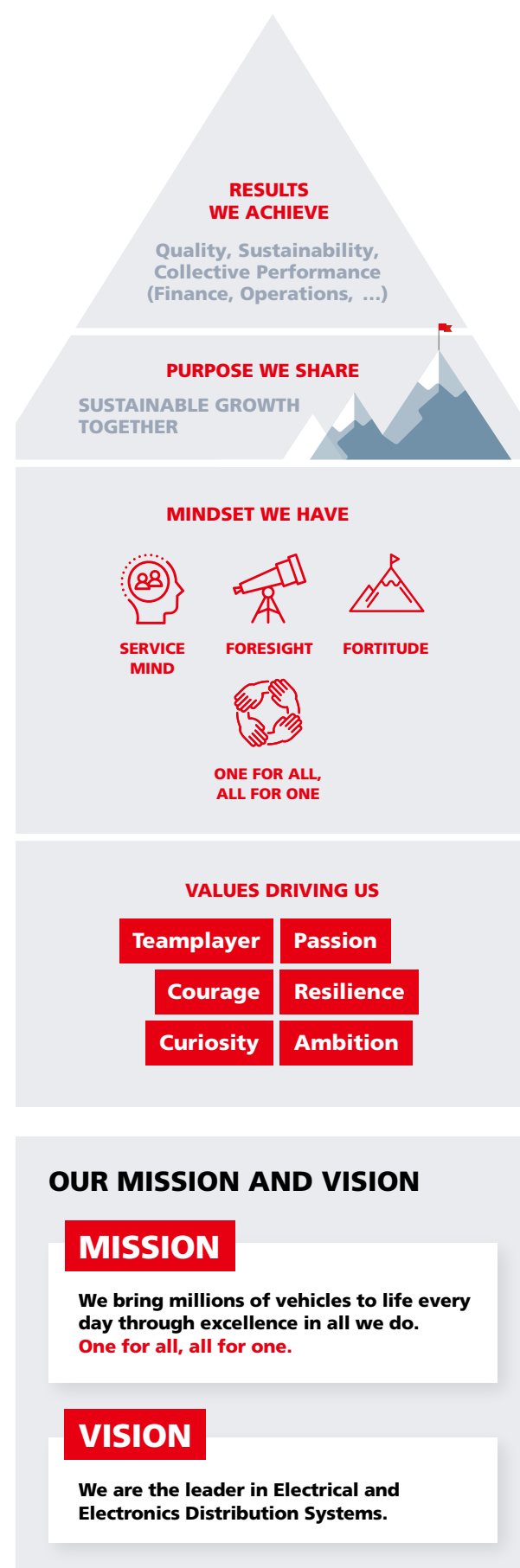
Corporate culture plays a pivotal role in determining the success of any organization. It encompasses beliefs, values, and attitudes, which significantly influence employee behavior. At Y-EMEA, corporate culture is a cornerstone of both our internal success and our commitment to sustainability.

Impacts, Risks and Opportunities

Corporate Culture	
Impact Materiality	High
Financial Materiality	Moderate
Time Span	Medium (2-5 years) and long term (> 5 years)
Impact and exposure along the Value Chain	Upstream Moderate to High Own Operations Moderate to High Downstream High

A positive work environment, built on respect, collaboration, and accountability, drives high employee engagement and productivity and reinforces ethical behavior. It becomes part of the culture to the extent defined as an expectation and part of company culture, ensuring compliance with regulations and protecting the company's reputation. However, if not carefully nurtured, Yazaki's corporate culture could face negative impacts. A toxic or disengaging culture could result in low morale, poor performance, and high turnover, incurring significant costs in recruitment and training.

Ethical risks, such as non-compliance or misconduct, may arise, damaging the company's reputation and exposing it to legal consequences. Furthermore, a lack of collaboration or resistance to change could hinder adaptability, limiting the company's ability to stay competitive. To mitigate these risks, Yazaki continually promotes ethical behavior, and leadership development and inclusivity, while fostering a work environment that supports employee wellbeing and collaboration, ensuring long-term success and growth.

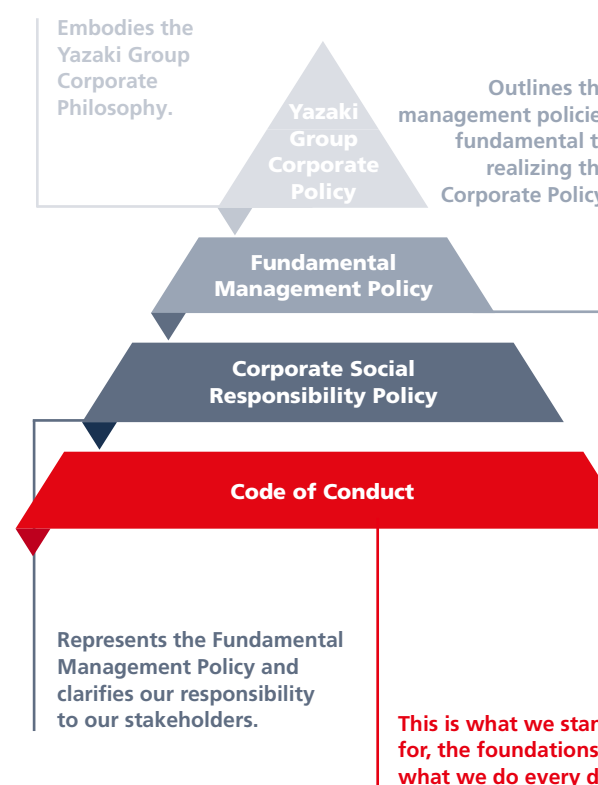


Policies, targets, actions, and performance

The Yazaki Corporation Corporate Policy – "a company in step with the world, a company needed by society" – and the Fundamental Management Policy form the foundation of Yazaki's global operations. These principles guide conduct across all levels of the organization, from our Senior Leadership Team to operational teams, ensuring a unified commitment to our core values and societal responsibilities.

Y-EMEA has started an organizational culture transformation program in which we embarked our leadership teams focusing on team collaboration and an open exchange about our Yazaki Spirit and Y-EMEA values in on-site workshops. This is only the start to ensure everyone's commitment towards the same target culture that allows us to drive sustainable growth together.

Corporate Philosophy



05. GOVERNANCE

The Y-EMEA region is governed by a Senior Leadership Team⁴ composed by a chairman and four executives.

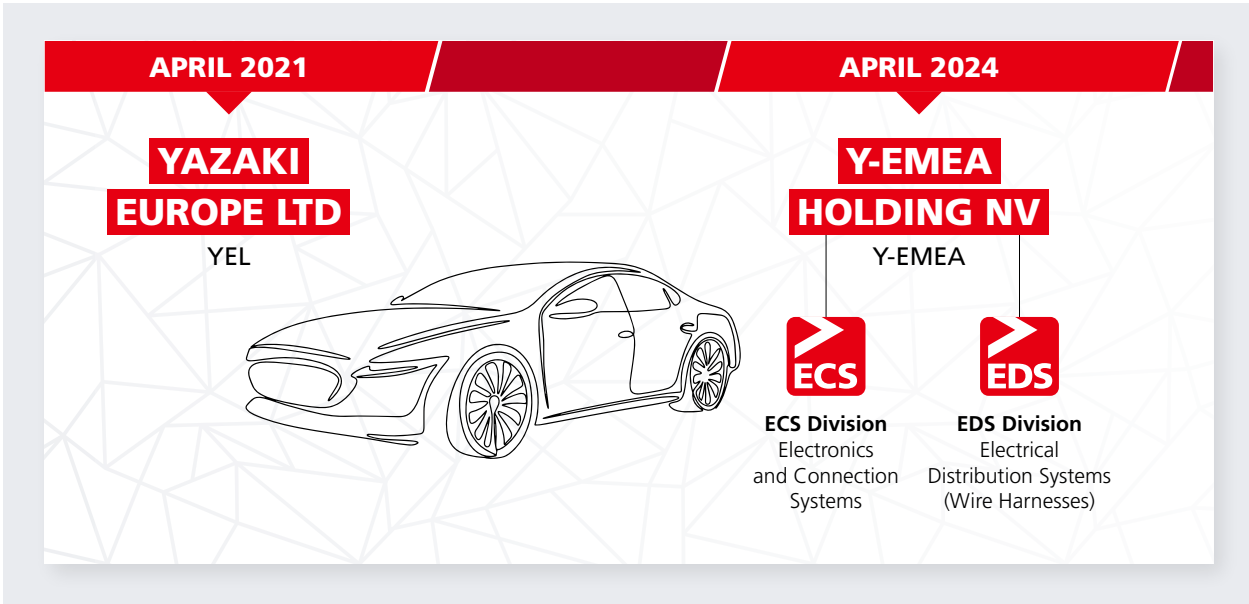
On April 1, 2024, Y-EMEA took important steps towards organizational transformation to enhance efficiency. All EMEA legal entities were consolidated under Yazaki Europe Middle East Africa NV (Y-EMEA NV), a new holding company based in Oudsbergen, Belgium, simplifying the company's legal structure and business structure.

In the course of this transformation the business organization was restructured into two business divisions:

- **EDS Business Division** (Electrical Distribution Systems), led by Divisional President Andreas Di Vece (formerly COO).
- **ECS Business Division** (Electronics and Connection Systems), led by Divisional President Jeroen Deen (formerly CCO).

To facilitate effective governance and management of Y-EMEA Group, various functional committees have been implemented to align and decide on strategically relevant cross-cutting topics. This structure enables organizational risk-based and informed decision-making in line with strategy and objectives and targeted information of our stakeholders.

Divisional Split



SENIOR LEADERSHIP TEAM



⁴ The Senior Leadership Team listed on this page reflects changes implemented, effective from April 2, 2024.

Y-EMEA ICC

INTERNAL CONTROL COMMITTEE

Yazaki operates a holistic and integrated approach for corporate governance, risk management and internal control system. All such activities are governed within the established Y-EMEA Internal Control Committee.

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

The Y-EMEA ICC has the purpose of reasonably ensuring 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.

Y-EMEA ECC

ETHICS AND COMPLIANCE COMMITTEE

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 Corporate 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.

In light of the organizational transformation of the Y-EMEA region and its governance, the ECC setup is subject to review and likely to evolve moving forward.

Y-EMEA SSC

SUSTAINABILITY STEERING COMMITTEE

The SSC has been established for the purpose of aligning, approving and adjusting Y-EMEA's Sustainability Strategy and Ambitions.

SUSTAINABILITY ORGANIZATION

Advancing our organizational culture toward sustainability is a strategic, long-term commitment that demands a shared vision and dedication at every level of our company. To lead this initiative, Y-EMEA has instituted a governance model for sustainability, ensuring the effective implementation of the sustainability approach across the business. This model is designed to uphold Y-EMEA's capacity to fulfill Yazaki Corporation's Decarbonization Organization strategies and targets while also considering sustainability requirements from customers and other external stakeholders.

The Sustainability governance structure is based on a cross-functional approach to ensure shared accountability and the effective implementation of the sustainability initiatives across the business, managing priorities, ambitions and targets setting and reporting processes, strengthen relations with internal and external stakeholders.

Y-EMEA Senior Leadership Team (SLT): The SLT is responsible for approving and overseeing the company's sustainability initiatives. The CEO holds direct responsibility for the EHS & Sustainability Central Function.

Sustainability Steering Committee (SSC): The SSC plays a pivotal role in shaping our sustainability strategy, providing valuable insights, and ensuring that sustainability considerations are fully integrated into our decision-making processes. The SSC oversees Y-EMEA's sustainability efforts and progress by:

- 1 Integrating sustainability** into the business strategy, establishing guidelines, and approving policies aligned with sustainability goals.
- 2 Approving and reviewing** the 5-Year Sustainability Strategy and Annual Sustainability Plan.
- 3 Approving the Annual Sustainability Report,** budgets, and resources for sustainability initiatives.
- 4 Evaluating participation in forums,** monitoring external assessments, and aligning strategies with Yazaki Group guidelines.

The committee is composed of the Chairman, Senior Leadership Team (C-Suite), and top management from the EHS & Sustainability Central Function. Regular meetings are held at least quarterly to foster continuous dialogue among members and ensure effective board oversight.

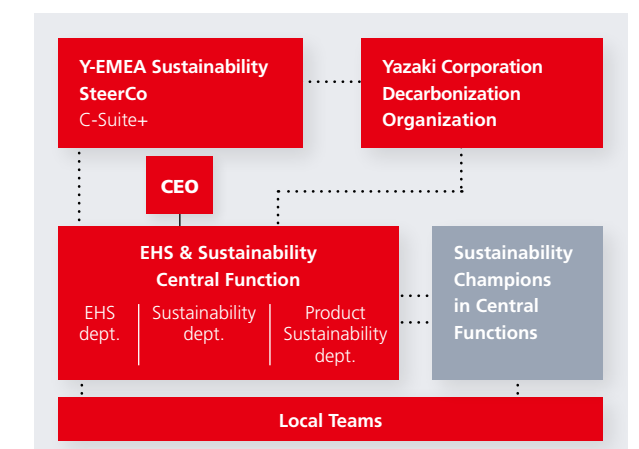
The **EHS & Sustainability Central Function** fosters a culture of sustainability across the organization and, supported by regular communication with internal stakeholders and Yazaki Corporation, has the following main responsibilities:

- **EHS Department:** The Environmental, Health and Safety (EHS) department is responsible for overseeing the maintenance of the EHS management system and procedures in accordance with the ISO 14001 and 45001 Standards, monitoring regularly EHS performance across the organization with the support of local EHS teams.
- **Sustainability Department:** The Sustainability Department coordinates the development, implementation, and progress reporting of Y-EMEA's sustainability strategy and performance at corporate level, in collaboration with Central Functions and Business Divisions.
- **Product Sustainability Department:** The Product Sustainability Department is responsible for the Product Carbon Footprint calculations and coordination of sustainability activities at product level, also with cross-functional collaboration.

Sustainability Champions in Central Functions:

The Central Functions have responsibility to set up the resources and processes for the effective implementation of the Sustainability Strategy and Annual Sustainability Plan under their respective areas of action and influence. It includes also making and assessing proposals for sustainability initiatives, ambitions, targets and key performance indicators, as well as recommendations for improvement to be proposed to the SSC.

Local Functions: Support the deployment of Sustainability Strategy and execution of sustainability and EHS activities at local level.



06. RESPONSIBLE CONDUCT

Material topics: Corruption and Bribery; Information Security; Political Engagement and Lobbying Activities; Management of Relationships with Suppliers

BUSINESS CONDUCT

Our policies

The Yazaki Group upholds a range of policies designed to maintain high standards, and most of these policies are publicly accessible on our website, ensuring accessibility to all stakeholders.

- > [Yazaki Corporate Policy and Fundamental Management Policy](#)
- > [Yazaki Group Corporate Social Responsibility Policy](#)
- > [Y-EMEA Code of Conduct](#)
- > [Y-EMEA Anti-Corruption Policy](#)
- > [Y-EMEA Business Partner Code of Conduct](#)
- > [Yazaki Group Human Rights Policy](#)
- > [Yazaki Global Responsible Mineral Policy](#)
- > [Y-EMEA Environment, Health and Safety Policy](#)
- > [Y-EMEA Quality Policy](#)
- > [Yazaki Group Supplier CSR Guidelines](#)
- > [Y-EMEA Information Security Policy](#)
- > [Y-EMEA Privacy Policy](#)
- > [Y-EMEA Policy on Handling of Reports and Investigation of Violations](#)

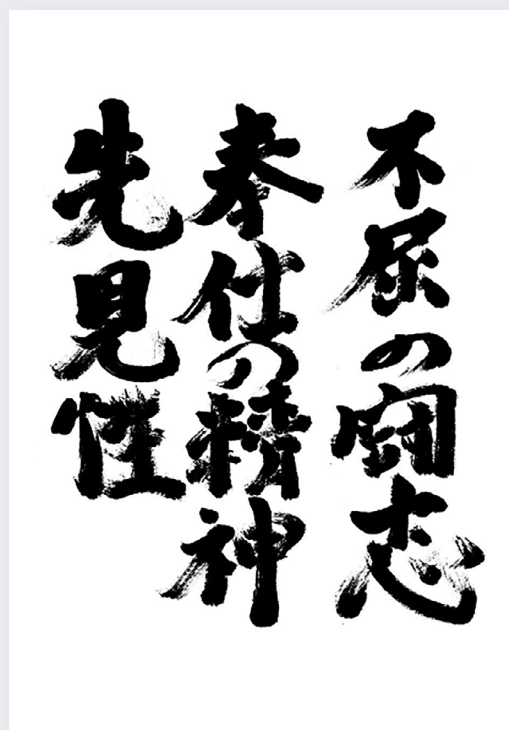
Code of Conduct



Our [Code of Conduct](#) sets out the expected ethical behavior and conduct when doing business. The Code of Conduct requires not only that Y-EMEA companies 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 ethically and honestly with their business partners and aims to strengthen the relationship of trust with all stakeholders, such as local communities and authorities. The Code of Conduct is accessible to all stakeholders on the internal and external website, and it is structured in three separate chapters focusing on Yazaki's responsibilities:

- 1 in the workplace
- 2 as a business partner
- 3 as a member of society



FORTITUDE

The will to see matters through to the end



SERVICE MIND

The desire to serve the best interests of our partners



FORESIGHT

The ability to see beyond immediate concerns

Prevention and detection of corruption and bribery

Y-EMEA values speak for respect, trust and integrity. Therefore, we do not tolerate any form of corruption. This commitment safeguards the company's reputation, builds trust with stakeholders, and ensures compliance with legal and ethical standards. Prevention of corruption is a priority for Y-EMEA because corruption undermines Yazaki's credibility, distorts competition and damages the quality of life of local communities.

Corruption and bribery would significantly harm Yazaki's credibility, erode stakeholder confidence, and jeopardize its ability to operate in key markets. Corruption-related violations can result in costly penalties and damages, posing a risk to its continued operation in certain regions. Negative media coverage and public scrutiny can severely damage customer confidence and brand value, making it difficult to attract new business or retain existing customers. By fostering transparency, accountability, and a strong ethical culture, Yazaki mitigates these risks and reinforces its global standing.

Implementing anti-corruption measures presents significant opportunities for Yazaki. Transparent practices enhance the company's reputation, strengthen stakeholder trust, and ensure compliance with anti-bribery regulations, reducing legal risks. These measures also bolster corporate governance, distinguish Yazaki in competitive markets, and foster a culture of integrity among employees. Training programs on ethics and anti-corruption empower employees, promote engagement, and solidify Yazaki's commitment to responsible and sustainable growth.

Policies, targets, actions, and performance

In the reporting year, the existing anti-bribery policies have been reviewed and updated to reflect the latest legislative trends, internationally recognized standards and best practices. The revised Y-EMEA Anti-Corruption Policy raises employees' awareness of the dangers of corruption, defines rules for employees' behavior and provides guidance to help employees make the right decisions.

The Anti-Corruption Policy has been adopted by the regional holding company, Yazaki Europe Middle East Africa NV, and is being rolled out across the entire Y-EMEA region.

The Policy lays down binding rules on:

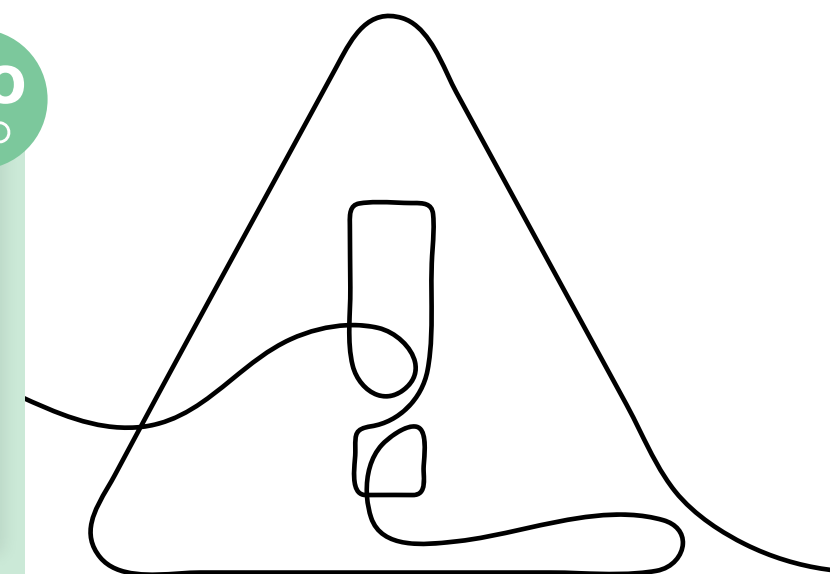
- 1 prevention of corruption in the public sector
- 2 prevention of corruption in the private sector
- 3 dealings with intermediaries
- 4 gifts and hospitality
- 5 donations and sponsorships
- 6 disclosing and resolving conflicts of interest
- 7 reporting violations

In addition, a new Y-EMEA Donation and Sponsorship Policy was adopted in P83, with the goal, among others, to prevent the risk of donations and sponsorships being used to circumvent corruption prohibitions. The policy excludes certain types of donations, which might create the appearance of undue influence, sets out a three-step approval process for all donations and sponsorships, irrespective of their value, and introduces reporting obligations to ensure transparency and accountability.

Impacts, Risks and Opportunities

Corruption and Bribery

Impact Materiality	High
Financial Materiality	Moderate
Time Span	Short (1 year), medium (2-5 years) and long term (> 5 years)
Impact and exposure along the Value Chain	Upstream Moderate to High Own Operations Moderate to High Downstream High



4 QUESTIONS TO ...



Markus Kornmaier
Y-EMEA Head of
Corporate Governance



Dirk Schaefer
Y-EMEA Head of
Corporate Compliance

In your experience, which tools and internal processes are most effective in supporting responsible behavior and mindset in terms of compliance and code of conduct?

A sound Corporate Culture with clearly established values provides orientation on the expected behavior and forms the basis for principled performance to meet our objectives. The Y-EMEA Code of Conduct embraces the company culture and enables our employees to act with integrity when doing business. This is supplemented with further preventive measures (for example our Y-EMEA Anti-Corruption Policy), as well as the operation of a holistic Whistleblowing System. This Whistleblowing System provides employees and business partners with dedicated channels to report potential misconduct (also anonymously). This also includes related follow-up in the form of case handling and adequate actions to recognize and end violations as well as continuous improvement of our internal control system in case of identified weaknesses.

A variety of communication and training tools is a key for successful and effective Compliance Management. The purpose thereof is to connect our employees and stakeholders with the different programs by communicating compliance relevant information and rules of conduct in a targeted, systematic and user-friendly manner that facilitates real understanding and engagement. An essential part thereof is that our internal policies and standards are provided in local languages where required. In addition, we make use of the opportunities provided by the Y-EMEA Corporate Communications Team to communicate regularly on different channels via the intranet website, Weekly Newsletter, and meeting targeted local needs with the help of the Y-EMEA Employee App in local language.

How can the increasing demands for ethical and sustainable practices be implemented best by your partners in the supply chain?

At Y-EMEA we are approaching ethical and sustainable topics by operating a cross-functional team to ensure holistic, aligned and sound practices, in line with the needs of our stakeholders and expectations from society. Together with the Purchasing Team we further improved and updated our Supply Chain Sustainability Strategy. We carefully listened to the changes in the business and regulatory environment. On this basis, we re-designed our Business Partner Code of Conduct and prepared training for our colleagues and our business partners in the light of the applicable regulatory environment, customer needs and expectations from society.

Together we have integrated Business Partner Code of Conduct in our business processes and proceed with the implementation within our supply chain. We bring our commitment and the expectations of our stakeholders to life, by passing on the expectation for responsible and ethical business conduct. We do so by explaining and negotiating the acknowledgement and commitment of our Business Partner Code of Conduct by our business partners. Thereby, we ensure sustainable growth along our supply chain – in concertation with the relevant stakeholders.

Are there examples where stakeholders particularly value the Y-EMEA attitude of ensuring ESG compliance? Does exceeding the requirements represent a real competitive advantage?

We are proud that Y-EMEA is recognized by our customers for our ESG compliance efforts and performance. Very important for Y-EMEA is the close collaboration with local communities we are operating, as an employer of choice as well as a good corporate citizen.

Y-EMEA strives to implement a common high standard across all countries. By orientation on strict EU ESG regulatory requirements, we do meet ESG compliance requirements while at the same time exceeding ESG compliance requirements for countries with less strict requirements. With this approach we achieve a competitive advantage as an employer of choice while also providing full coverage of high ESG requirements for all Y-EMEA locations to our customers.

What has been your personal highlight looking at the successful implementation of ethical and integrity standards?

The successful implementation and the training campaign initiated by our Corporate Compliance Team is raising the level of awareness and competence on ethical and integrity standards in relation to our overall sustainability ambitions. We would therefore not highlight a specific topic but a pattern that we started to recognize. We see that our colleagues feel encouraged to ask and reflect: What does this mean for us? How can we live it in everyday business activities?

In our understanding, the active engagement and raising of questions and issues is the best contribution we can expect: Colleagues that embrace our standards and strive to act ethically and with full integrity.

Y-EMEA does business with partners who share the same values, including the commitment to combat corruption. In the reporting year, Y-EMEA has revised the Business Partner Code of Conduct, which now includes detailed provisions on anti-corruption, anti-money laundering, gifts and hospitality and conflicts of interest.

Y-EMEA employees, employees of business partners as well as third parties can report corruption incidents using the Y-EMEA Speak-Up Line, which is available in all Y-EMEA languages on the Y-EMEA Internet and Intranet pages. Reports are independently checked and followed upon. The applicable Guidelines on Consequences of Violations require that adequate consequences are implemented in case of confirmed violations, which may include employment related discipline. The decision on consequences is dependent on the seriousness of the violation and its impact, taking account of all aggravating and mitigating factors (case-by-case decision based on the principle of “zero tolerance”).



Y-EMEA regularly reviews the effectiveness of measures to prevent corruption and strives to continuously improve its compliance program.

Anti-Corruption compliance training and communication

Y-EMEA requires all its officers and employees to fully comply with all applicable anti-corruption laws.

It is critical that all Y-EMEA employees understand that, besides exposure to large fines and corporate criminal charges, violations of anti-corruption laws may give rise to damage claims from business partners, as well as

mandatory or discretionary exclusion of Y-EMEA from tender procedures and result in serious reputational damage. Consequently, **Y-EMEA has a zero-tolerance policy for violations of anti-corruption laws** by its employees.

In line with the regional policy management approach (regional Procedure for the Creation and Control of Documents) the regional Code of Conduct and Y-EMEA Anti-Corruption Policy are uploaded in the regional EQMS database, the Y-EMEA Intranet page and, in this way, communicated to all white-collar employees in all countries and locations. In addition, based on related resolutions by the Board of Directors of all regional entities, the Code of Conduct and the Anti-Corruption Policy are made binding for all locations and employees across the region. The Policy was translated in most Y-EMEA languages and communicated to employees.

In recognition that not all employees or functions are exposed to the same level of inherent compliance risks related to anti-corruption laws, Y-EMEA follows a risk-based approach to assign compliance training and communication to relevant functions and operations, according to their risk exposure level to violations of anti-corruption laws.

For example, all employees in bribery-risk categories B and C are obliged to complete online basic training on anti-bribery compliance within 90 days of becoming Y-EMEA employees. The online basic training should be repeated every two to three years (mandatory participation).

Key ambitions include:

5-year Sustainability Strategy Business Conduct 2030 Ambitions	KPI	P83 status
Foster a culture of integrity and ethical behavior	Participation in anti-corruption trainings (number of actual participants in relation to overall training population) target: > 90%	100% of targeted participants (Senior Leadership Team and its direct reports) 75% of targeted white-collars completed Global Anti-Bribery eLearning

Thus far, eLearning programs on Global Anti-Bribery are operated in cooperation with the Central HR Department through the regional Learning Management System. By the end of P83, the cumulative overall employee completion rate was 75%. After the roll-out of the updated Anti-Corruption Policy, in line with the regional Anti-Bribery Training and Concept, dedicated trainings were rolled-out covering 47 participants, members of the Senior Leadership Team (C-Level) and their direct reports, with a participation rate of 100%. In P84 the Y-EMEA Corporate Compliance Department will focus on the further expansion, improvement and communication of the measure to prevent and detect corruption across the entire Y-EMEA region.

Process to report outcomes to the administrative, management and supervisory bodies

In line with the Regional Compliance Policy and the applicable procedural rules, the Regional Compliance Officer reports bi-annually on the regional internal investigations activities, including related KPIs as well as information on proven violations and related consequences as well as identified needs to improve existing policies, procedures and/or internal controls.

There were no confirmed incidents of corruption or bribery during P83 (Business Year 2023). To the best of our knowledge, Y-EMEA entities have not been involved in any ongoing, initiated, or completed public legal cases related to corruption or bribery in the reporting period. Additionally, there have been no fines, internal disciplinary actions within our company, or actions taken against business partners in connection with such matters.

Speak-up culture and protection of whistleblowers

Protecting whistleblowers at Yazaki promotes ethical business practices, builds trust, and mitigates risks by encouraging employees to report unethical behavior without fear of retaliation. This approach fosters early identification of issues, enhances employee confidence, and strengthens corporate integrity, reducing risks of legal violations, reputational damage, and financial penalties. Failure to protect whistleblowers undermines trust and exposes the company to legal and reputational harm.

Impacts, Risks and Opportunities

Protection of whistleblowers	
Impact Materiality	High
Financial Materiality	Low
Time Span	Medium (2-5 years) and long term (> 5 years)
Impact and exposure along the Value Chain	Upstream Moderate to High Own Operations Low to High Downstream High

By promoting whistleblower protection, Yazaki fosters a culture where ethical behavior is rewarded, and wrongdoing is promptly addressed. This helps to sustain a positive corporate culture, encouraging employees to act with integrity and responsibility in all aspects of their work. It reinforces accountability, aligns with corporate governance best practices and sustains stakeholder trust for long-term success.

Policies, targets, actions, and performance

We recognize the vital role that whistleblowers play in identifying unethical practices that could undermine the integrity of the company. To ensure that employees feel safe and supported when reporting misconduct, Y-EMEA has implemented a robust whistleblower protection framework that empowers individuals to speak up without fear of retaliation.

Y-EMEA encourages reporting of violations of legal regulations and internal policies as well as unethical conduct. For this purpose, Y-EMEA has been operating an external, web-based speak-up channel for many years. All employees (current and former), business partners and third parties can report concerns on potential or committed violations. To ensure protection of whistleblowers, Y-EMEA operates a speak-up channel, which enables submission of anonymous reports, and ensures confidentiality of the communication. Whistleblowers’ rights and the process of investigation of reports are set out in the respective policy and process. Under [the applicable Policy on Handling of Reports and Conducting of Investigations \(Whistleblowing Policy\)](#) and related Annex 1 (Violation Reporting and Investigation

Process Description), reports are reviewed and addressed by designated persons ensuring compliance with local laws, as well as independent and objective triage and investigation. Depending on the subject-matter of the report, other functions/departments may be involved in an investigation, provided this does not cause conflicts of interest in relation to the underlying allegation, the identity of the whistleblower is not revealed, and the communication with the whistleblower remains confidential.

During the reporting year, Y-EMEA reviewed the newly adopted national laws which implement the EU Directive on the protection of whistleblowers [Directive (EU) 2019/1937], with a particular focus on whistleblower protection requirements, data protection obligations and employment law related implications. As a result of this review and a detailed legal analysis in all Y-EMEA countries local policies were revised in various countries to meet local requirements.

Y-EMEA encourages personnel and business partners to use the Y-EMEA Speak-Up Line to share information of potential or committed violations and assures that any reported information can be submitted confidentially and without fear of retaliation. The external whistleblowing channel is available from any location, “24/7” in all Y-EMEA languages. The Speak-Up Line is accessible via a web-based reporting portal or via toll-free phone numbers accessible [here through this portal](#).

We will continue promoting a speak-up culture by various communication and training initiatives and will further update and improve the existing whistleblowing setup in P84.

EMEA SPEAK-UP LINE



Information security

Protecting confidentiality, integrity, availability, and resilience of information based on its importance and sensitivity is not only a legal obligation but also a crucial aspect of maintaining trust of all stakeholders.

Impacts, Risks and Opportunities

Information-related impacts

Impact Materiality	Moderate
Financial Materiality	Low
Time Span	Short (1 year) and medium term (2-5 years)
Impact and exposure along the Value Chain	Upstream Low to High Own Operations Low to Moderate Downstream Low to Moderate

IRO

Ensuring robust information security practices is essential to ensure compliance with evolving regulations. This includes safeguarding information, protecting against data incidents, and preventing security incidents. Strengthening cybersecurity and implementing the more stringent information security requirements of customers is of highest priority for Yazaki. Failure to maintain strict information security measures could lead to legal liabilities, regulatory fines, loss of customer confidence, and reputational damage. Strengthening information security and engaging proactively with customers fosters trust and loyalty positioning our company as a reliable and responsible partner.

Policies, targets, actions, and performance

Y-EMEA has implemented an Information Security Framework that defines our approach to safeguarding data and ensuring robust information security practices across the organization. Additionally, Y-EMEA has established an Incident Management Procedure in line with TISAX (Trusted Information Security Assessment Exchange) and ISO 27001 (Information security, cybersecurity and privacy protection) best practices.

Complementary to this framework, our Code of Conduct, accessible on our external website, outlines our commitments to information security.

Y-EMEA operates an Information Security Management System (ISMS) to protect relevant information in line with the applicable information security principles. The primary goal of the ISMS is to prevent and minimize the impact of security incidents by safeguarding information assets against all types of threats and risks, whether internal, external, deliberate, or accidental. The implementation of this commitment ensures business continuity and minimizes disruptions caused by potential data security. The ISMS activities are managed by the IT department and supported cross-functionally by other relevant teams.

The program encompasses:

- **Risk Assessments** conducted at each location to evaluate potential threats and vulnerabilities.
- **Incident Management** to ensure effective response to incidents via the Yazaki Service Portal, chat, and phone.

In addition, the joint information security and data protection due diligence program is operated via assessments as part of the sourcing activities provided to suppliers for risk-based categories. Y-EMEA passes on such requirements into the supply chain as part of the Business Partner Code of Conduct requirements.

To raise employees’ awareness, Y-EMEA provides eLearning programs on information security and cybersecurity, managed through our Learning Management System (LMS) by the HR department. Y-EMEA’s commitment to information security is reinforced by continuous enhancements to our policies and systems.

Y-EMEA is ISO 27001 certified for locations where requested. Based on additional customer requirements we are currently running a project to obtain Trusted Information Security Assessment Exchange (TISAX) group certification. TISAX certification is a standardized assessment and certification framework initially designed for the automotive industry. The objective is to get awarded TISAX Group Certification level 3 for all Y-EMEA locations by end of 2025.

Key ambitions include:

5-year Sustainability Strategy Business Conduct 2030 Ambitions	KPI	P83 status
Achieve TISAX certification at group level, until end of 2025	No. of sites certified under ISO 27001 or TISAX.	7 sites certified

Data protection

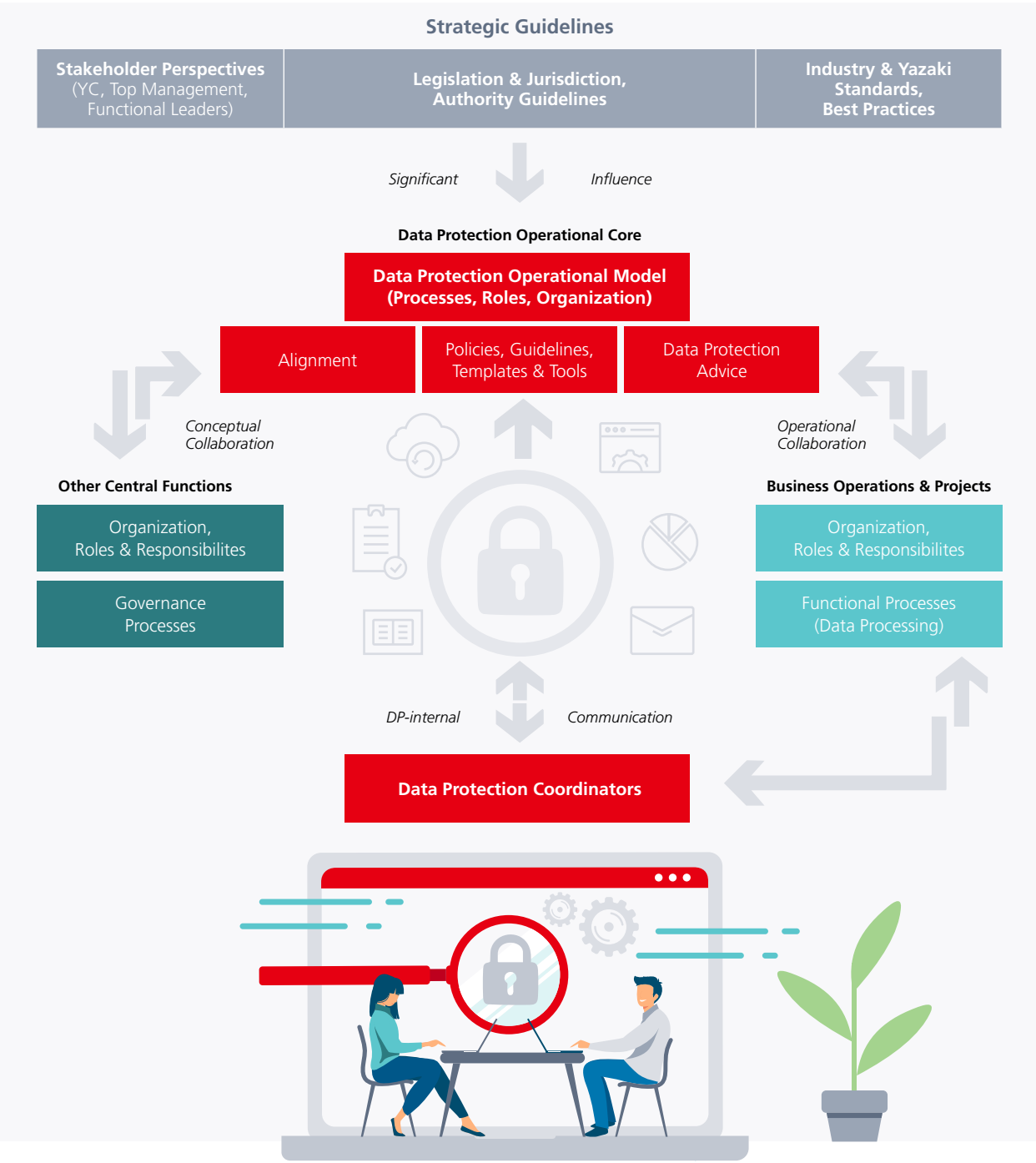
Personal data is an essential part of information that is processed during our business activities throughout its entire lifecycle in accordance with applicable laws and regulations.

Data protection management contributes to strengthening the trust of our stakeholders, including but not limited to customers and suppliers.

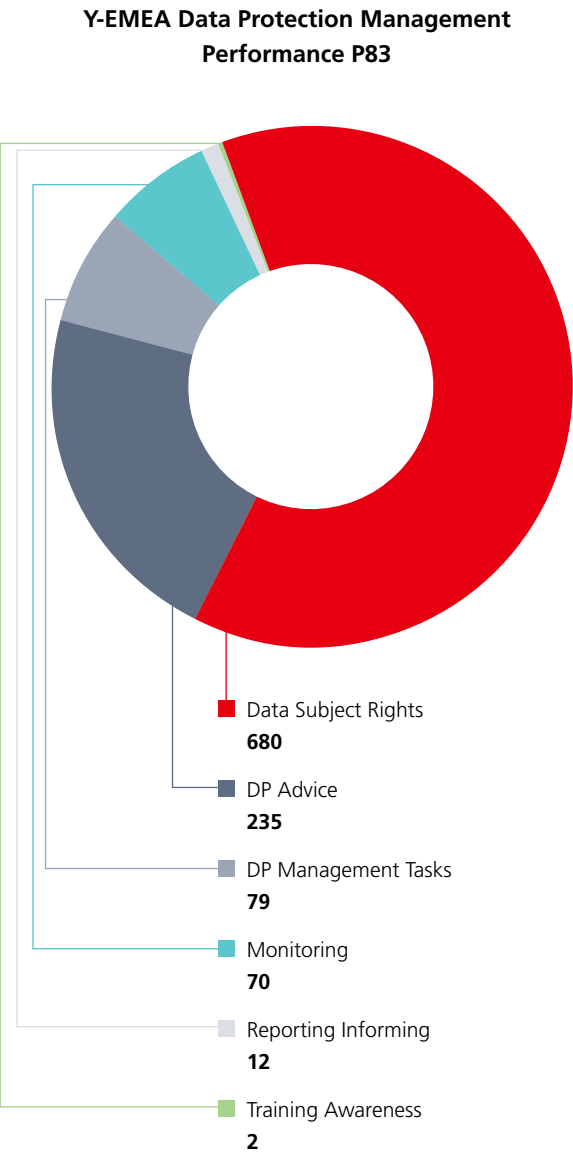
For Y-EMEA, data protection management is a key part of social responsibility and is based on the following framework.

In this Business Year, the drivers of Y-EMEA's data protection management were the ongoing business transformation coupled with increasing cloud-based data processing and the integration of artificial intelligence as well as rising customer requirements for data security.

Y-EMEA Data Protection Framework



Against this background the performance of the data protection management team in P83 can be summarized as follows:



As one focus, a status review of local and central data protection management was carried out as part of the Data Protection Management System (DPMS) improvement. In the first step, 72 premises (external and internal) relevant to processing activities were identified and gradually reviewed in the context of the necessary integration of the relevant internal processes with the business model. Based on the results, the gap analysis for 70 premises and the evaluation of potential for improvement were carried out. Following an integrative approach, all related activities were carried out under central supervision of the data protection management

team in collaboration with the local data protection coordinators, thereby enhancing their competencies. Ongoing implementation of the improvement potential will continue in the next year.

As part of effective third-party risk management, adjustments were made to the process of selecting and integrating suppliers by linking information security and data protection requirements as a first step. In addition, the data protection vendor due diligence was expanded to include Artificial Intelligence (AI) relevant aspects. The establishment of comprehensive AI governance will systematically continue in P84.

With the documentation of data protection processes in the Y-EMEA Enterprise Operating System (EOS), the integration of data protection into business processes finally started. This integration will proceed by adoption of data protection related Operation System Assessment Standards to ISO 27701.

Key ambitions include:

5-year Sustainability Strategy Business Conduct 2030 Ambitions	KPI	P83 status
Achieve complete implementation of ISO 27701 (Security techniques – Extension to ISO/IEC 27001 and ISO/IEC 27002 for privacy information management) requirements in Y-EMEA	No. of Y-EMEA locations with complete implementation of ISO 27701 requirements	0 locations with complete implementation

NO PENDING CLAIMS
NO DATA BREACHES
NO LEGAL ACTIONS

STAKEHOLDER ENGAGEMENT

At Y-EMEA, we prioritize fostering open and transparent communication with our key stakeholders. By maintaining continuous, meaningful interactions, we can better understand their expectations, align on priorities, and cultivate trust-based relationships.

Stakeholder engagement is fundamental to the success of our strategic initiatives. To ensure ongoing and effective dialogue, we utilize a wide array of communication channels tailored to meet the needs of our diverse stakeholder groups across our global operations.

Key stakeholder engagement ambitions include:

5-year Sustainability Strategy
Stakeholder engagement 2030 Ambitions

Foster collaborative customer relationships by actively continue to address sustainability inquiries and requirements

Foster internal and external stakeholder engagement on sustainability through communication channels and collaborative platforms

For more details about our comprehensive stakeholder engagement approach, please refer to the [Section 172 Statement](#) available on our corporate website.

Political engagement and lobbying activities

At Yazaki, we recognize that addressing our opinion on key topics and challenges through industry and employers’ associations plays a vital role in shaping the regulatory environment in which we operate. As a global leader in the automotive industry, our commitment to ethical practices is fundamental to ensuring that our advocacy efforts contribute to good governance and foster policies that benefit not only our business but also the communities where we work. We engage in advocacy activities only if they align with our values of transparency, integrity, and responsibility.

In addition, according to our corporate policies, including Donations and Sponsorship Policy and Anti-Corruption Policy, we prohibit donations and sponsorships to political parties/associations. For further details, please refer to the sections "Memberships" and "Community Engagement", where additional related information is provided.

Impacts, Risks and Opportunities

Political Engagement and Lobbying Activities

Impact Materiality	Moderate
Financial Materiality	Low
Time Span	Medium (2-5 years) and long term (> 5 years)
Impact and exposure along the Value Chain	Upstream Low to Moderate Own Operations Low to Moderate Downstream Low

IRO

Key Stakeholder Groups



Communication Channel	Frequency
Board of Directors Meetings	Bi-annual
Shareholder Meetings	As per need
Surveys	As per need
Weekly Update	Weekly
All Employees Meetings, Leadership Meetings and Strategy Meetings	Every six months
Local All Employees Meetings	Monthly
Intranet, Local Intranets, Local newsletters	Ongoing
MyYazaki Employee App	Ongoing
Workers Council Meetings	Pre-scheduled
Global Functional Meetings	Annually
Business & Breakfast Meeting series	Bi-annual
Skip-Level Talks for employees with leaders	Weekly
Exhibitions and Events	Annually
Internet and Social Media	Continuously updated
Printed Publications	2/3 times per year



RESPONSIBLE SUPPLY CHAIN

Our network of suppliers, providing both production and non-production goods and services, constitutes an indispensable component of our business framework, facilitating our ability to supply to a diverse global customer base.

Y-EMEA strategically sources parts and materials for its products from a multitude of suppliers, encompassing both domestic and international entities within and beyond the European borders. This intricate supply chain plays a vital role in ensuring the seamless flow of resources essential for our operations, underscoring the strategic significance of our supplier relationships in sustaining our commitment to global customer satisfaction.

We believe that strong, fair, and responsible relationships with our suppliers are essential for maintaining a sustainable and resilient supply chain – as well as they are critical to the success of our business and our ability to deliver high-quality products to customers.

Fair and responsible supplier relationships are vital to a sustainable supply chain, ensuring equitable treatment, timely payments, and supplier stability.

Unfair or exploitative practices, such as delayed payments or inconsistent terms, can financially strain suppliers, disrupt supply chain stability, and lead to legal, compliance, and reputational risks. Suppliers may fail to meet deadlines, causing delays, quality issues, and increased costs for Yazaki.

Our supply chain

10,000+
active suppliers

Key commodities

> Bulk

> Connection systems

> Electronics & Instrumentation

> Equipment

> Raw materials

> Routing

> Services and other indirect commodities

Impacts, Risks and Opportunities

Management of Relationships with Suppliers	
Impact Materiality	Moderate
Financial Materiality	Moderate
Time Span	Short (1 year) and medium term (2-5 years)
Impact and exposure along the Value Chain	Upstream Low to High Own Operations Moderate Downstream Low to High

By implementing ethical procurement practices, including fair payment terms, Yazaki can build stronger, more stable relationships with its suppliers. On the other hand, by setting clear expectations for suppliers and working collaboratively can create a more resilient and responsible supply chain.

Policies, targets, actions, and performance

The *Y-EMEA Business Partner Code of Conduct*, delineates the expectations and minimum requirements for our business partners, essential for maintaining a successful collaboration with Yazaki. This includes responsible business practices, social responsibility and respect for human rights associated with workforce and communities, as well as protection of the environment and ecosystems. Suppliers are requested to sign and confirm their understanding, sharing, respect and adherence to this code provisions.

We expect our business partners to not only adhere to these requirements but also to effectively communicate them to their employees, directors as well as their direct suppliers. Moreover, we expect suppliers to appropriately cascade these expectations and minimum requirements throughout the entire supply chain. This approach is crucial to ensuring compliance and fostering a commitment to responsible and ethical business practices across all levels of our partnerships. In addition, our Supplier Quality Manual, that includes provisions associated with environmental and social aspects, is part of the Y-EMEA Purchase and Supply Agreement that is signed by the suppliers.



Key ambitions include:

5-year Sustainability Strategy Responsible Supply Chain 2030 Ambitions	KPI	P83 status
Y-EMEA Business Partner Code of Conduct (BP CoC) signed/accepted by 100% suppliers by end of P85	% of direct suppliers that signed Y-EMEA BP CoC	55% of active direct suppliers
Develop and deploy a sustainable supply chain program in alignment with applicable ESG regulations and customer requirements	Annual completion level	Supplier engagement on decarbonization and sustainability data collection approach initiated

The Y-EMEA Whistleblowing Hotline and/or nationally defined reporting channels enable our 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.

Yazaki has in place the *Yazaki Global Responsible Mineral Policy* to avoid the use of minerals derived from all human rights violations including child labor and other social issues in high-risk areas (CAHRAs-Conflict Affected and High-Risk Areas), including the Democratic Republic of the Congo and adjoining countries.

Based on this policy, we strive to fulfill its responsibilities as a company by responding to the growing social demand for procurement, such as the Dodd-Frank Act in the United States, the EU Conflict Minerals Regulation, and the OECD Due Diligence Guidance for Responsible Business Conduct.

Specifically, in cooperation with suppliers we investigate smelters which produce the minerals (i.e. tin, tantalum, tungsten, gold and cobalt) used in our products and promote initiatives to use smelters that comply with the audit program of the Responsible Mineral Initiative (RMI), that is an international organization that promotes responsible mineral procurement.

Also, as a member of the RMI, we cooperate in its promoting activities of responsible mineral procurement. Yazaki fills in the Conflict Minerals Reporting Template from RMI at Group level.

Capacity building and training

Empowering our purchasing team is critical for fostering successful supplier engagement in sustainability. To this end, Y-EMEA has implemented targeted training and communication initiatives.

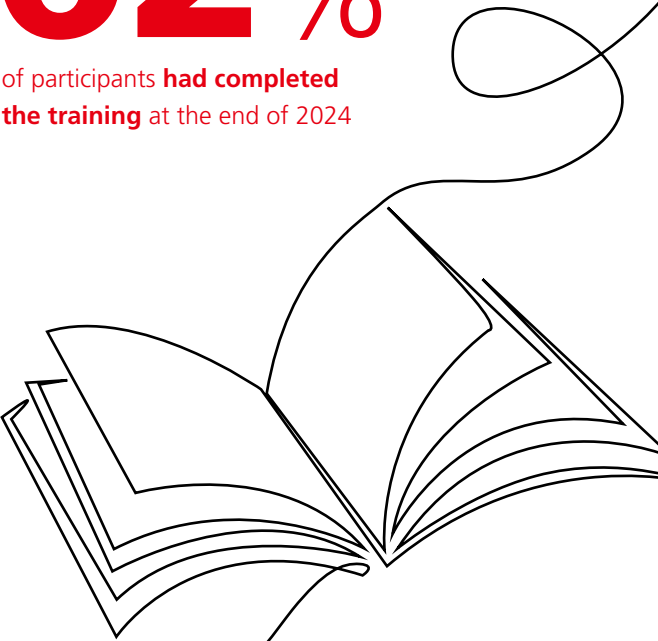
A Business Partner Code of Conduct Training covering ESG topics has been developed and launched in July 2024 in Y-EMEA Learning Management System. 100% of the purchasing team members were assigned to complete this eLearning. By the end of 2024, 62% of participants had completed the training. In addition, 116 purchasing employees attended internal sessions focused on a supplier communication letter issued at the end of 2024. This letter highlighted Y-EMEA's decarbonization ambitions and was shared to cascade these goals throughout the supply chain.

100%

of the purchasing team members were assigned to complete this eLearning

62%

of participants had completed the training at the end of 2024



Supply chain monitoring and risk assessment

Y-EMEA actively monitors suppliers' resiliency risk, managing supply chain risks through a combination of tools and methodologies designed to ensure resilience and sustainability.

To assess financial stability, Y-EMEA uses the confidential Dun & Bradstreet Report, which provides valuable insights into suppliers' financial risks, helping to build a strong and reliable supplier network.

In addition, Y-EMEA has implemented the Resilinc Digital Platform, a 24/7 global supply chain event monitoring tool, to enhance visibility and manage supply chain dependencies effectively. This platform enables proactive crisis response and safeguards supply continuity through comprehensive multi-tier supply chain visibility and part mapping. Y-EMEA held 4 different webinars as kick-off with our suppliers for the Resilinc implementation and some suppliers have already joined the platform.

Resilinc facilitates collaborative risk assessments by providing real-time event monitoring, risk alerts, and "war rooms" for strategic mitigation of potential supply chain disruptions. By identifying and assessing threats, it helps Y-EMEA take proactive measures to avoid incidents that could jeopardize customer relationships. The platform provides daily event notifications and reports.

The platform tracks various types of supply chain events, including but not limited to:

- **Social Factors:** Pandemics, protests, labor strikes, human rights
- **Accidents:** Factory fires, airport disruptions, power outages, and other force majeure events
- **Corporate Events:** Bankruptcies, leadership changes, anti-corruption and bribery lawsuits
- **Environmental Incidents:** Floods, extreme weather, earthquakes, volcanic eruptions, hurricanes
- **Cybersecurity Threats:** Data breaches or attacks

When an event is detected in a region where a supplier is located, Resilinc generates "war rooms" and initiates supplier impact confirmations. If the supplier response rate is insufficient, we escalate outreach via email or, when necessary, involve purchasing teams to establish contact and ensure timely resolution.

In anticipation of the forthcoming EU Deforestation Regulation, Y-EMEA started the design of a process to

monitor EUDR compliance from our suppliers and a survey was conducted to evaluate supplier compliance readiness. Over 3,000 suppliers were contacted, yielding a response rate of 19%. This low response highlights the global supply chain's current challenges in meeting the stringent requirements of this regulation, which has been deferred to the end of 2025 to allow impacted stakeholders additional time for preparation.

In the second half of 2024, Y-EMEA also began exploring ESG supplier data collection platforms offer in the market to address the growing regulatory focus on sustainability reporting. Recognizing the complexity of our supply chain, we developed a methodology to prioritize suppliers based on country and industry risks, as well as Resilinc-related events.

To support these efforts, Y-EMEA has prepared an ESG Self-Assessment Questionnaire that will be distributed to selected suppliers. This initiative, set to launch in early 2025, reflects our commitment to supplier sustainability due diligence and aligning with emerging ESG requirements.

Supplier audits

As part of Y-EMEA's supplier monitoring and development activities, high-impact suppliers are evaluated monthly using a Supplier Quality Scorecard, which includes environmental and social criteria. Y-EMEA monitors 100% of direct material suppliers compliance with key certifications, including ISO 14001, ISO 45001, ISO 9001, and IATF 16949.

Category Supplier Quality Engineers initiate and conduct supplier audits (second-party audits) to verify and enhance supplier manufacturing processes. These audits also include follow-up actions on corrective action plans when required. Audits are conducted according to the annual audit plan and performed in compliance with the VDA 6.3 standard, which is widely recognized in the automotive industry for assessing and improving supplier quality management systems and manufacturing processes. The VDA 6.3 standard evaluates process performance on-site and includes sustainability aspects such as employee recruitment and training practices.

In P83 100% of planned audits (90/90) have been completed. All audited suppliers are engaged in corrective action plans, and 100% of audits were closed within 90 working days, with all corrective actions completed in this timeframe.

Continuous improvement

For continuous improvement, Y-EMEA conducts regular business review meetings with suppliers to analyze overall quality performance and identify areas for improvement.

As part of this process, Supplier Quality Improvement Plans (SQIP) are developed. These plans outline specific actions for suppliers to enhance their performance, which progress is regularly reviewed through follow-up meetings. This comprehensive approach ensures the alignment of supplier performance with Y-EMEA's quality and sustainability standards, strengthening partnerships and driving supply chain excellence.

Through these measures, Y-EMEA continues to strengthen its approach to supply chain resilience and sustainability, ensuring alignment with evolving industry and regulatory expectations.

MEMBERSHIPS

Aligned with our vision and the principles defined in our Corporate Policy, Y-EMEA takes a proactive approach to fostering strong and continuous collaboration with our customers and suppliers. Our active participation in working groups within automotive supplier associations highlights our dedication to advancing industry-wide progress and innovation. Guided by our core values, we uphold the highest standards of ethical business practices, reflecting our role as a responsible corporate citizen.

Recognizing that addressing societal and industry challenges requires collective action, Y-EMEA is committed to being a catalyst for positive change both within our operations and across the broader industry. As a global player, we contribute to creating the necessary conditions for a sustainable future, including the critical transition to a low-carbon economy.

Y-EMEA actively collaborates with industry peers through participation in various associations. The Compliance function offers dedicated support to these activities, emphasizing strict adherence to competition law. For further information, please find an overview of the key memberships and associations where we contribute actively:



AAAM – African Association of Automotive Manufacturers



Automotive Cluster – Bulgaria (ACB)



AFIA – Portuguese Manufacturers Association for the Automotive Industry



ANIMEE – Portuguese Association of Companies in the Electrical and Electronic Sector



CLEPA – the European Association of Automotive Suppliers



FIEV – French Federation of Vehicle Equipment Industries



Mobinov – Cluster Automóvel Portugal



TAA – Tunisian Automotive Association



VDA – German Association of the Automotive Industry



07. STRATEGY

CORPORATE STRATEGY

Y-EMEA's strategy focuses on three main pillars: Business Excellence, Product Diversification, and Human Development. This plan guides the company for the next five to ten years, ensuring readiness for the future and aligning with "Ambition 2030". Our strategic vision is articulated in the annual Y-EMEA Policy, serving as a direction for the Business Year.

PILLAR 1
HUMAN DEVELOPMENT

Re-establish the Yazaki way by implementing the NYS Philosophy throughout the entire organization.

This pillar emphasizes improving collaboration between departments with a shared understanding of the roles and responsibilities and enhanced leadership; promoting personnel development through the culture of challenge, while ensuring employees' safety. Additionally, Y-EMEA seeks to reconnect with its original corporate culture, rooted in the three spirits and six core values, and guided by the principle that "Gemba is the origin".

PILLAR 2
PRODUCT DIVERSIFICATION

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

The second pillar centers on the execution and delivery of the Connection Systems and Power Management Electronics Strategy, install our value as an Electrical & Electronic Distribution System (EEDS) supplier to the customer using the comprehensive power of the Global Yazaki Group, as well as develop new business fields responding to the changing era and utilizing our advantage of the conventional (core) business.

PILLAR 3
BUSINESS EXCELLENCE

Restructure the business management foundation: step up to operational excellence and finally towards business excellence.

This pillar focuses on simplifying the company's legal structure, implementing Target Costing, GPMS, and EOS to ensure profitability. By improving cost, quality, and efficiency, Yazaki aims to strengthen its contractual position and prepare Y-EMEA to meet sustainability requirements, including taking decisive steps toward carbon neutrality.



SUSTAINABLE DEVELOPMENT GOALS

PEOPLE SPHERE

4 QUALITY EDUCATION

Our people: decent work, training and development

8 DECENT WORK AND ECONOMIC GROWTH

No poverty and reduced inequalities

5 GENDER EQUALITY

Gender equality

3 GOOD HEALTH AND WELL-BEING

Good health and wellbeing

17 PARTNERSHIPS FOR THE GOALS

Social community service and support of social institutions

BUSINESS SPHERE

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Responsible production

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Innovation and infrastructure

ENVIRONMENTAL SPHERE

13 CLIMATE ACTION

Environmental soundness: climate action, clean water and energy

6 CLEAN WATER AND SANITATION

7 AFFORDABLE AND CLEAN ENERGY

11 SUSTAINABLE CITIES AND COMMUNITIES

Sustainable communities

35

SUSTAINABILITY STRATEGY

Sustainability has always been at the heart of Yazaki's spirit and culture. As we address the challenges of our times, Yazaki's values guide our operations and shape a better future for the planet and our communities. Our sustainability approach is rooted in our corporate policies and integrates seamlessly into our operational framework, reaffirming our commitment to contributing to the United Nations Sustainable Development Goals (UN SDGs).

At Y-EMEA, sustainability is embedded within our corporate strategy under the pillar of Business Excellence. This approach addresses market and societal expectations while navigating the complex regulatory landscape in Europe. Sustainability is a significant megatrend in the automotive industry, driven by increasing demands from Original Equipment Manufacturers (OEMs) for decarbonization and energy transition. Our customer base now requires comprehensive sustainability information about our company and products.

A double materiality assessment was conducted inspired by the European Union Corporate Sustainability Reporting Directive (EU CSRD) requirements. The results informed the 5-year sustainability strategy, which was developed after the reporting period at the end of 2024.

Building on our previous sustainability framework, which was structured around three spheres, 9 areas aligned with 13 SDGs, we have developed a new strategy for the next five years to drive our sustainability journey. In response to evolving legal and customer requirements, we have reorganized our approach into four strategic blocks, providing a clearer framework that better reflects our key focus areas and activities, ensuring continued progress and impact.

These four strategic blocks (see page 38) were defined for the following reasons:

- address material topics identified through the double materiality assessment.
- meet customer demands for sustainability.
- support our priority United Nations Sustainable Development Goals (UN SDGs).

The ambitions per strategic block are presented throughout the report. To ensure measurable progress, we have also established an annual plan for the upcoming year, outlining specific actions within these ambitions. This plan serves as a roadmap for driving meaningful change, ensuring transparency, and maintaining accountability in our sustainability journey.

By integrating sustainability into our operations, Y-EMEA reaffirms its dedication to advancing sustainability, contributing to the achievement of the UN SDGs, and creating a lasting, positive impact for our organization, customers, and the communities we serve.

Materiality Assessment

At the end of 2023, Y-EMEA initiated a stakeholders consultation to conduct a double materiality analysis as part of our proactive measures to meet the upcoming regulatory requirements from the European Union Corporate Sustainability Reporting Directive (EU CSRD).

This analysis is aimed to provide comprehensive insights into the company's impact on society and the environment, as well as its exposure to Environmental, Social, and Governance (ESG) risks and opportunities.

THE PROCESS HAS COMPRISED THE FOLLOWING PHASES:

PHASE 1 Planning

- Identification of sustainability topics aligned with the ESRS
- Selection of internal and external stakeholders sample to invite to the stakeholders consultation (employees, customers, suppliers, social institutions/ NGOs)
- Preparation of external and internal survey, interview script and scoring methodology

PHASE 2 Stakeholders consultation

- Application of online survey to selected stakeholders
- Interview ESG topic owners to validate/calibrate results about sustainability impacts, risks and opportunities

PHASE 3 Results report

- Results analysis
- Materiality matrix submitted to C-level approval

- The assessment focused on two key dimensions:
- Impact materiality (inside-out): The material impacts of Y-EMEA's activity on people and the environment.
 - Financial materiality (outside-in): The material influence that sustainability risks and opportunities have or may have on Y-EMEA's financial position and performance.

We collected feedback from 44 stakeholders (internal and external), ensuring a diverse representation of perspectives.

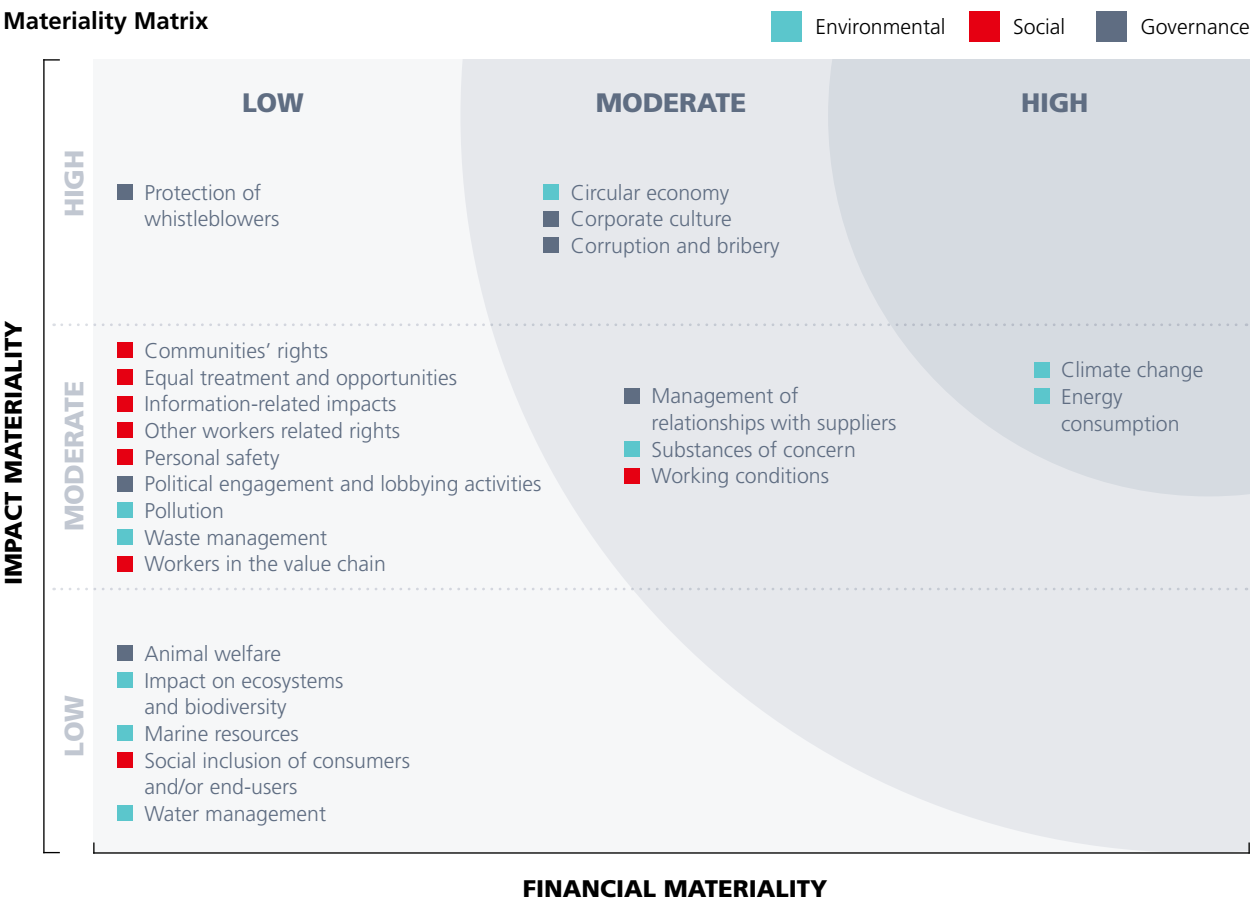
For impact materiality assessment, the perception of both internal and external stakeholders was collected. Financial materiality of ESG topics in our own operations has been assessed by internal stakeholders based on their perception on risks & opportunities – likelihood of occurrence and magnitude of financial effects on Y-EMEA – and they categorized these two criteria against a five qualitative level scale (1-5 Rare/Insignificant to Near certain/Very High or Catastrophic). Considering the analysis of answers obtained, a weighted scoring methodology has been designed to value the perception of key internal stakeholders that through their roles have more direct

exposure, management influence as well as visibility on impacts, risks and opportunities associated with the topics under analysis.

Regarding the stages of our upstream and downstream value chain, industry proxies public available from reliable sources have been used. We have identified as material topics for our business those perceived by the stakeholders we consulted (internal and external) to have a moderate to high level of impact and/or financial materiality. For all material topics, impacts have been considered as actual and potential. The results have been translated into the matrix below.

Moving forward, as Y-EMEA progresses in its journey toward EU CSRD and ESRS compliance, these results will be periodically reviewed and updated as needed, serving as a key input for the development of our Corporate Sustainability Strategy and the next annual sustainability reports. On the following pages, we delve into initiatives that actively contribute to each identified sustainability area, providing detailed insights into our material topics and our efforts in these specific domains.

Materiality Matrix



FIVE-YEAR SUSTAINABILITY STRATEGY –

4 STRATEGIC BLOCKS

1



RESPONSIBLE CONDUCT
AND ESG COMPLIANCE

Maintain the **highest integrity and ethical standards** in our operations, including **responsible sourcing**, while ensuring **ESG compliance**, **transparent reporting**, and building a solid **reputation** in sustainability

- > **Business Conduct** to ensure ethical behavior and integrity in operations
- > **Board Oversight** to ensure ESG initiatives alignment with overall strategy
- > **External Reputation** gaining recognition from external raters to build trust and credibility
- > **Transparency and Reporting** ensuring compliance with regulation
- > **Stakeholder Engagement** as a foundation for continuous improvement
- > **Responsible Supply Chain** to foster ethical and sustainable practices throughout the supply chain



2



SOCIAL
RESPONSIBILITY

Foster a **safe, inclusive, and supportive environment** for our employees and community

- > **Employee Wellbeing** to ensure a safe and healthy working environment and foster people development
- > **Diversity, Equity and Inclusion** to cultivate a workplace culture that values and supports diverse perspectives and backgrounds
- > **Community Engagement** through initiatives that drive positive social impact in our local communities, addressing both immediate needs and fostering long-term resilience



3



SUSTAINABLE
BUSINESS GROWTH

Develop **sustainable and safe solutions** and **diversify our company's business portfolio** supporting the transition to a low-carbon economy

- > **Sustainable Product Portfolio** that offer products that are environmentally friendly and sustainably produced
- > **Circular Economy Design** integrated in our products prioritizing the use of feasible sustainable and recycled materials
- > **Business Diversification** exploring new markets and diversify our business to enhance resilience and sustainability
- > **Product Safety** to ensure all our products meet the highest safety standards and protect end-users



4



ENVIRONMENTAL
STEWARDSHIP

Minimize the environmental impact of our operations

- > **Carbon Footprint Reduction** through energy-efficient practices and renewable energy adoption in our sites and supply chain
- > **Resource Efficiency** to optimize the use of energy and water, reducing waste and promoting recycling
- > **Pollution Prevention and Protection of Nature** to safeguard natural ecosystems and biodiversity through responsible sourcing and conservation efforts



PEOPLE SPHERE



MATERIAL TOPICS

Working conditions
Equal treatment and opportunities
Other workers related rights
Communities' rights
Workers in the value chain

1 NO POVERTY



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



10 REDUCED INEQUALITIES



17 PARTNERSHIPS FOR THE GOALS



08. SOCIAL RESPONSIBILITY

EMPLOYEES' WELLBEING

In an era of rapid technological advancements and shifting demands within the automotive sector, Y-EMEA remains dedicated to fostering a resilient, skilled, and sustainable workforce. Our employment practices are rooted in core values such as equitable employment, safe workplaces, social protection, and continuous learning. These foundations not only contribute to our economic growth but also highlight our unwavering commitment to the wellbeing and advancement of our employees. By empowering individuals with skills for meaningful employment, we create a secure and positive work environment that drives both personal and organizational growth.

Impacts, Risks and Opportunities

Working conditions	
Impact Materiality	Moderate
Financial Materiality	Moderate
Time Span	Short (1 year) and medium term (2-5 years)
Impact and exposure along the Value Chain	Upstream Low to High Own Operations Moderate Downstream Moderate to High

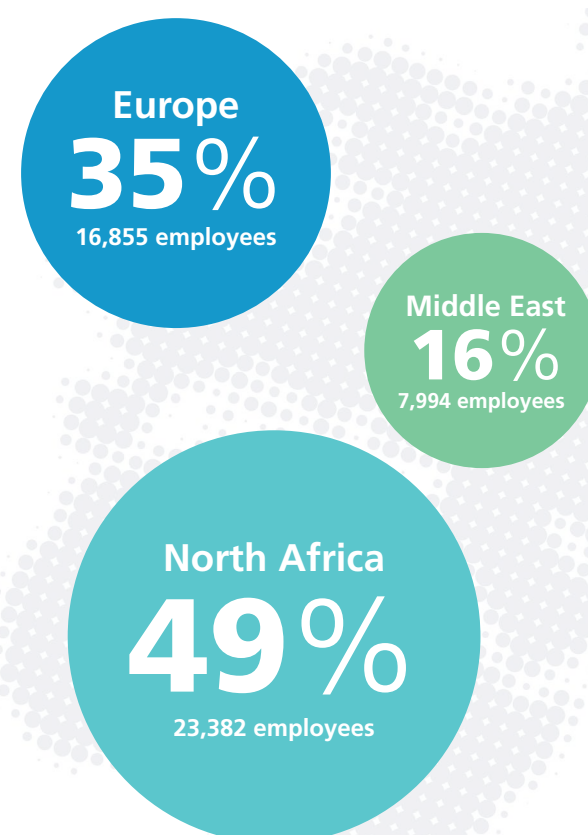
Yazaki's working conditions significantly influence employee satisfaction, operational stability, and compliance. Neglecting these aspects can lead to low morale, high turnover, reduced productivity, and potential safety incidents, exposing the company to financial, legal, and reputational risks.

Conversely, providing safe, fair, and inclusive working conditions boosts morale, enhances loyalty, and fosters a culture of wellbeing. Yazaki's commitment to health and safety, equity, and work-life balance not only ensures compliance but also supports talent attraction and retention, positioning the company as an employer of choice. This approach strengthens organizational culture, drives productivity, and empowers employees to thrive professionally.

Policies, targets, actions, and performance

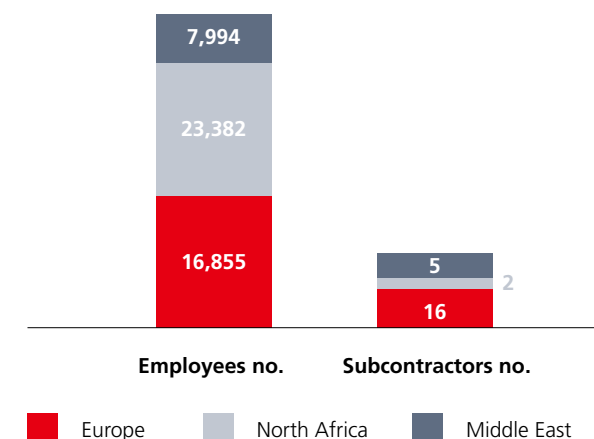
Commitment to sustainable employment and workforce development

With a vision to lead in Electrical and Electronics Distribution Systems, Y-EMEA is adapting to the evolving demands of the automotive industry by actively nurturing a culture of sustainability and resilience. In Business Year 2023, our workforce stands at **48,231 employees**, strategically distributed across:



This diverse, regionally distributed talent allows us to respond dynamically to local market needs, align with regulatory standards, and embed sustainability into our employment structure. Additionally, 23 subcontracted employees contribute to our operations, further strengthening our team.

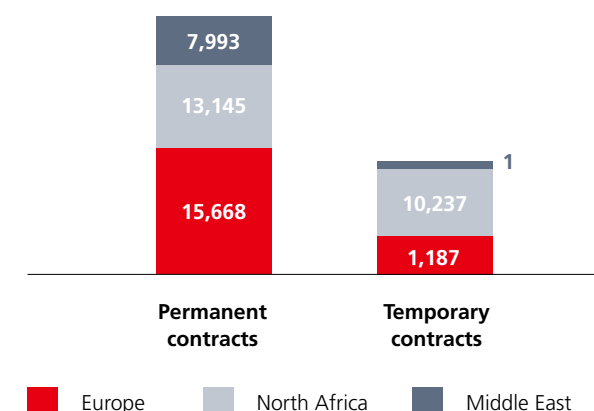
Employees and subcontractors per sub-region – 2023



Embracing the future: Sustainable talent management

Current trends in the automotive industry, such as the shift to electric vehicles and digitalization, demand a workforce skilled in new technologies. To meet these needs sustainably, Y-EMEA emphasizes a balanced employment model, with 36,806 employees on permanent contracts (76%) and 11,425 on temporary contracts (24%), all working full-time. This structure provides stability for our employees while offering the flexibility to adapt to market changes.

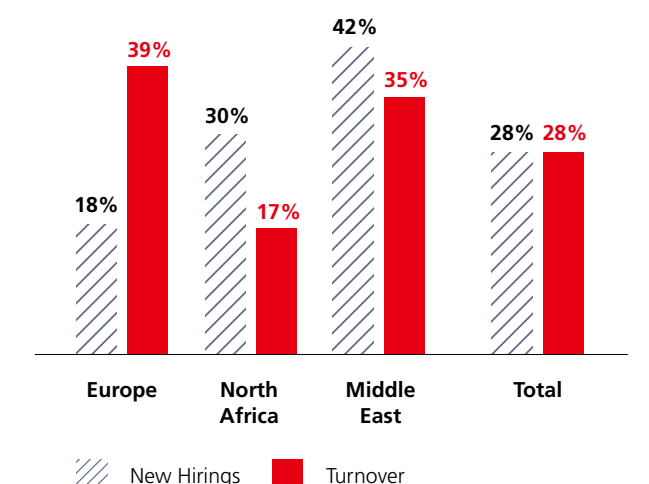
Employees' contract type (no.) – 2023



Our talent management approach is geared towards nurturing both new and existing talent through a holistic model that includes skill development, career growth, and opportunities for advancement.

In 2024, we implemented a strengthened internal hiring policy to prioritize the promotion of our own people. This policy encourages employees to explore new roles within the organization, providing avenues for growth and career development that align with Yazaki's commitment to nurturing internal talent. By filling open positions with internal candidates whenever possible, we not only retain valuable institutional knowledge but also increase employee engagement and motivation. This approach supports a sustainable talent pipeline and reinforces our dedication to investing in our people for the long term.

Turnover and hiring rates (%) – 2023



In 2024, we achieved a 28% new hiring rate and maintained a 28% turnover rate, reflecting our focus on attracting fresh talent while retaining our skilled workforce. To foster a robust talent pipeline, we engage with regional colleges and universities, participate in job fairs, and maintain strong community connections. These initiatives not only enhance our employer profile but also establish Yazaki as an Employer of Choice within the job markets where we operate. In 2024, 13,351 new hires joined Y-EMEA, while 13,479 employees exited the organization, underscoring our commitment to balanced and strategic workforce management.

Our goal is to create a resilient workforce that not only meets the challenges of today's automotive industry but also plays an active role in shaping a sustainable future. Through this comprehensive approach to employment, Y-EMEA is committed to delivering on its promise of social responsibility, workforce development, and operational excellence, ensuring that we remain at the forefront of sustainable practices in the automotive sector.

Recognizing that talent is not solely found externally but also within our organization, Y-EMEA has implemented a new talent management approach that focuses on our own employees. As a people-oriented company, this core part of Yazaki's identity has been reaffirmed by the Y-EMEA policy and its commitment to foster and promote personnel development through the culture of challenge.

The success we achieve in the market is attributed to our employees' profound understanding of our customers, our spirit and culture as well as our way of doing things. This process leverages our internal expertise and potential as a strategic advantage, concurrently providing employees with 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, giving them the opportunity to seek internal advancement. This is an ongoing and joint effort of our human resources community and our leaders. They regularly talk to the talents about their development on a local, regional and international level. This continuous commitment is crucial to the success of the new approach.

Retention is key in managing our talent. Therefore, we have – for the first time at Y-EMEA – prepared an Employee Engagement Survey to measure enablement and engagement of our people. Engaged employees are a pivotal factor to Yazaki's business success by driving innovation that leads to our diversified product portfolio. The employee survey gives us the opportunity to enter a dialogue with our employees and to address areas for improvement on an organizational level. The survey was conducted in P83 (2023) for the first time across our region.

At the team level, Yazaki has initiated the Cultural Transformation program that is based around the Yazaki Spirit and our six values. During the reporting Business Year, the values were defined to lay the foundation to ensure we



drive our purpose of "Sustainable Growth Together" by equally driving strategy deployment, structural adjustments as well as cultural foundation.

YAZAKI SPIRIT AND VALUES

FORESIGHT



CURIOSITY
AMBITION

FORTITUDE



COURAGE
RESILIENCE

SERVICE MIND



TEAMPLAYER
PASSION

In a workshop format, every team is guided through the process to assess their current state and to define areas for improvement against our six values. After a pilot phase with workshops in some plants, business units and central functions, we are ready to deploy further and onboard every leadership team within the next two years – ultimately reaching all our employees to embody the Yazaki Spirit.

Key ambitions include:

5-year Sustainability Strategy

Employee Wellbeing and Diversity, Equity and Inclusion
2030 Ambitions

Improve Y-EMEA employee engagement and enablement score (conducted every 2 years)

Reach an internal hire rate of 75% for management level position to ensure growth from within by end of 2025

Training and development

In an automotive industry characterized by constant evolution and complex challenges, cultivating a workforce dedicated to lifelong learning and skill enhancement is more critical than ever. At Yazaki, we are deeply committed to equipping our employees with the competencies necessary to ensure our sustained success in a competitive market. Our efforts not only lay the groundwork for innovative solutions but also guarantee the delivery of consistently high-quality products that meet and exceed customer expectations. This commitment is embodied in our prioritization of *Hitozukuri* (human resource development), which serves as the foundation for our *Monozukuri* (craftsmanship), leveraging skilled individuals to achieve excellence.

In the realm of production, Y-EMEA implements the Operational License System (OLS) to ensure the development of personnel capable of meeting stringent

quality, cost, and delivery (QCD) standards. This system mandates that all processing operations and instructions are carried out exclusively by licensed individuals who possess the required knowledge and skills. Through this, OLS not only upholds high standards but also fosters a culture of accountability and precision on the production floor.

Each production site integrates a local OLS organization, comprising certified trainers, a Standard Training Center based on the MiniFactory concept (*Ryouhin Jouken* environment), unified training materials and methods, and an objective evaluation system. This structured framework empowers local OLS teams to cultivate skilled operators capable of sustaining QCD benchmarks while adapting to evolving production demands.

Yazaki actively promotes the development of its employees, recognizing and investing in their inherent potential. Across our facilities, we focus on identifying employees with leadership capabilities and equipping them with the necessary training for managerial roles. To standardize this development approach, the First Line Leadership Program for our First Line Leaders across all plants has continued to be deployed. This program not only ensures consistency in leadership training but also strengthens the foundation for a future-ready organization.

HITO-ZUKURI

HUMAN RESOURCES DEVELOPMENT

MONO-ZUKURI

CRAFTSMANSHIP

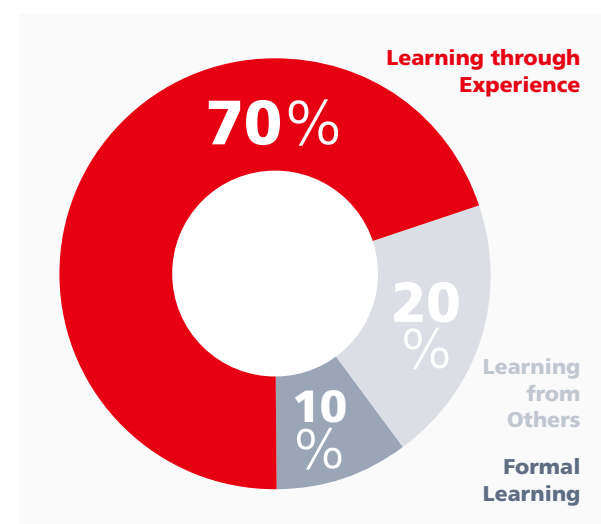
To support employee development, we have granted our workforce – including talents, leaders, and the HR community – access to an eLearning platform that primarily focuses on leadership and business skills. This platform offers a mix of self-paced online courses, hands-on practice, virtual live classes, and compliance training. By providing these resources, we encourage continuous learning and improvement, helping employees refresh their current skills while embracing new ones.

At our company, we believe that each employee's development journey is unique. We encourage our people to utilize Individual Development Plans (IDPs) to create personalized roadmaps tailored to achieving their career goals and unlocking their full potential.

An IDP is a dynamic tool designed to help employees enhance their professional aspirations, identify the skills and experiences needed, and outline actionable steps to reach their objectives.

To support our employees in their developmental efforts, we created a video focused on the 70/20/10 learning approach, which aligns closely with the Development Plan.

70/20/10 learning approach

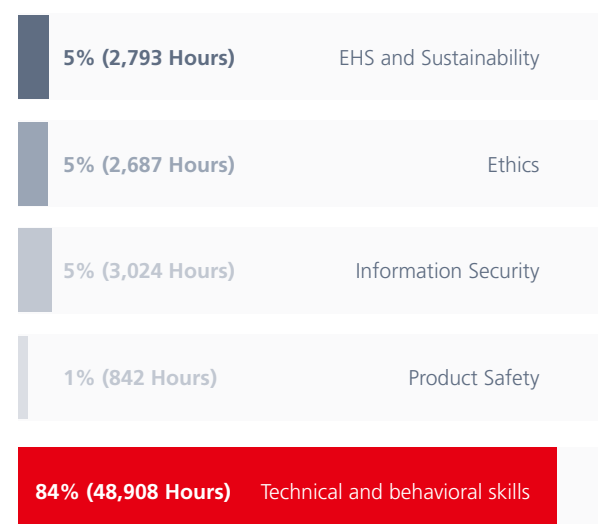


The active use of Individual Development Plans (IDPs) in the Talent Development program has served as a model and a strong foundation for expanding the tool's adoption across the organization. By actively engaging with their IDPs, our employees are not only investing in their future but also contributing to our shared goal of sustainable growth.

All white-collar employees have access to eLearnings through the Learning Management System (LMS). For blue-collar employees, licensing is a prerequisite, and all receive periodic skills training under our Operational License System (OLS). In total, we recorded 2,933,157 training hours in P83, with 2,874,903 hours attributed to blue-collar employees and 58,254 hours to white-collar employees. This effort translates to an average of 60.8 hours of training per employee, underscoring our dedication to continuous skill development across all roles.

During the reporting year, 84% of eLearning hours completed by white collars were dedicated to technical and behavior skills development.

eLearning training topics



2,933,157
TRAINING HOURS in P83

Talent Initiative

Developing talent lies at the heart of the Y-EMEA Talent Initiative, which focuses on fostering employee growth through tailored Individual Development Plans (IDPs).

This comprehensive initiative encompasses various activities:

- 1 Talent Connect**
Facilitates engaging interactions between employees and C-level executives or Functional Heads, creating opportunities for shared learning and development experiences.
- 2 Talent Learning**
Offers diverse learning opportunities on a range of strategic topics, expanding participants' understanding of critical business areas.
- 3 Mentoring Partnerships**
Encourages senior leaders to share their expertise, providing valuable guidance and inspiration to emerging talents.
- 4 Corporate Citizenship**
Enables employees to actively contribute to local social projects, reinforcing their sense of purpose while positively impacting the community.

During the business year, the Y-EMEA Talent Initiative has actively engaged not only the talents themselves, but also our leaders and respective mentors of the talents. Each of them undergoes their own development activities to strengthen the joint focus of the development of our talents. Our leaders were offered intense training sessions on "Coaching skills for leaders" as well as "Feedback culture". For the mentors, the Talent Management team offers internal best practice sharing as well as mentors' skills sessions to best support them in their mentoring role.

Throughout the year, Y-EMEA reached a total of 169 Talents. Among them, 41 participants completed the two-year Talent Development program and have transitioned to the Alumni Talent Pool.

To celebrate their efforts in driving their own development and professional growth, a Talent Journey Ceremony was held, attended by Talents, top management, their leaders and HR representatives.

All activities, events, and training programs are designed to enhance the talents' confidence in their abilities and empower them to contribute even more to the organization's growth.

As a result of the collaborative efforts of the talents, their leaders, and HR, 70% of Alumni Talents successfully secured new positions while still being in the active pool.





Leadership development

Nowadays Yazaki operates in highly competitive markets, where competent leadership response to disruption and changes is crucial. The company also constantly develops its leadership organization structure to adapt to the macroeconomic challenges. Leaders need to not only quickly adapt and implement changes, but take fast decisions, communicate and inspire their teams. For these reasons the company invests in the development of its leaders. All Leadership Development activities are united by the Yazaki Leadership Competency Framework.

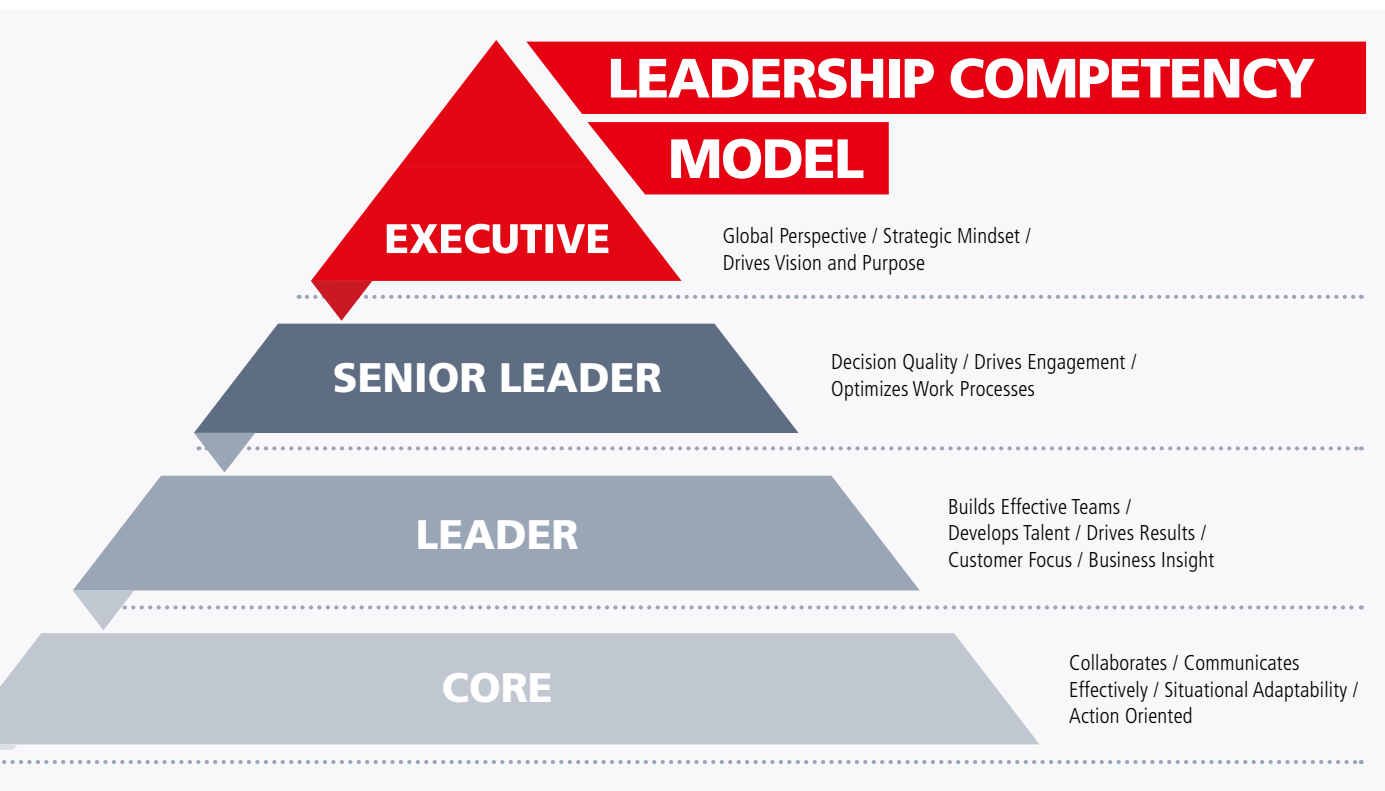
Competencies are the key skills and behaviors that Yazaki leaders and employees need to demonstrate in their daily work. They are also in the base of all people management processes – recruiting, talent development, 360° assessments, leadership development programs, performance management. They together with the company values create the blood vessel system of the company.

Employee performance assessment

Employee assessments provide valuable insights into training requirements and development opportunities while fostering a supportive culture that prioritizes individual success and growth.

Our Performance Management Process (PMP) for white-collar employees offers a comprehensive framework enabling the identification, evaluation, and development of performance in alignment with organizational, functional, and individual objectives. By promoting open, constructive dialogue between employees and managers, the PMP cultivates a collaborative working culture that drives results and encourages personal and professional development. Additionally, the process ensures transparency and fairness in key decisions regarding appraisals, compensation, promotions, and disciplinary actions. We are improving our capacity to monitor the effectiveness of this process and by the end of the reporting period, we obtained data from 19 sites, showing that on average 98% of white-collar employees completed the assessment.

For our blue-collar workforce, we employ a tailored evaluation approach that reflects the structured nature of production roles. Performance is consistently monitored, focusing on maintaining high standards of product quality and operational efficiency. Key metrics include attendance, productivity, and adherence to quality benchmarks. To motivate and engage employees, local initiatives are implemented to encourage the achievement of both quality and quantity targets.



Programs such as "Line of the Month" and "Employee of the Month" recognize and celebrate outstanding team and individual contributions, reinforcing our commitment to a culture of excellence across all levels of the organization.

Employee engagement

Y-EMEA implemented a standardized and fully digital approach to assess the company and its leaders on different success factors related to employees' engagement and enablement, to allow employees to voice their outlooks and opinions and, above all, to identify any rooms for improvement and work on these with tailored and sustainable action plans and action items.



But not only does the Employee Engagement Concept enable Yazaki to identify challenges our employees and we as an organization are facing. It also allows us to understand our strengths and which aspects of their worklife Y-EMEA employees value the most to further build on these. Our Employee Engagement Concept consists of different components, such as

- **Employee Engagement Survey** (regularly every two years throughout all Y-EMEA; in local language)
- **Action planning and action plan implementation** including sustainable follow-ups and monitoring activities; action plans are established on a regional, functional and local level
- **Ad-hoc surveys and pulse surveys** to further investigate and reinforce and reprioritize existing action items

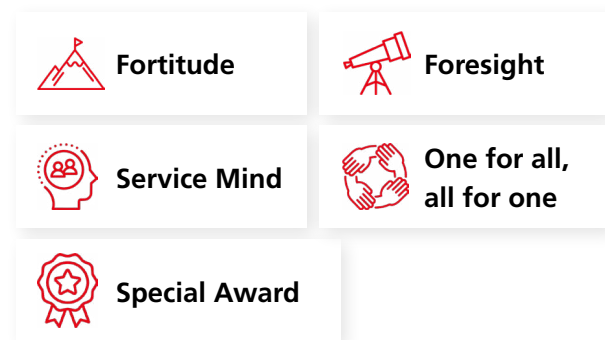
Since all our surveys are anonymous or strictly confidential, they transparently reflect our employees' voice through their valuable and clear feedback. Our current engagement framework investigates the dimensions:

EMPLOYEE ENGAGEMENT		EMPLOYEE ENABLEMENT	
Employee's commitment to the organization		Employee feeling supported by the organization	
Leadership and Vision	Cultural Alignment	Leadership Skills	
Open communication from leaders, understanding one's contribution to the business	Understanding and embedding Yazaki's spirit	Immediate manager skills: communication, action orientated, talent development	
Innovation and Customer	Decisions Process/Agility	Collaboration	
Mindset of continuous improvement, digitization	Efficiency and agility in taking continuous decisions at the right level	Effective working relationships and exchange within and across teams	
People Development	Pay and Benefits	Diversity, Equity and Inclusion	
Training, opportunities for professional growth and development	Adequate and equitable pay/benefits system	Respect, fair and equal treatment	
Working Conditions		Safety and Wellbeing	
Availability of tools and equipment, facilities at location		Work-life balance, freedom of speech, care for employees as individuals	

Through this holistic approach, we enable ourselves to understand our employees' wishes, concerns and needs to do their best job and to feel comfortable and safe in their workspace and in all areas of their worklife.

Yazaki Spirit Award

The Yazaki Spirit Award is a unique, employee-driven initiative designed to celebrate individuals and teams who exemplify the Yazaki mindset and values. This prestigious recognition is categorized into five key areas:



It offers employees the opportunity to honor their colleagues – whether as individuals or entire teams – who consistently bring the Yazaki spirit to life through their actions and contributions.

Employees' health and safety

Our Senior Leadership remains steadfast in prioritizing the health, safety, and overall wellbeing of our teams. This commitment is rooted in creating rewarding workplaces that emphasize not only safety and comfort but also opportunities for personal and professional growth in a supportive environment.

Under the guidance of our comprehensive [Environmental, Health, and Safety \(EH&S\) policy](#), we consistently strive for excellence through proactive measures and continuous improvement to sustain a secure and healthy workplace that fosters wellness, encourages healthy lifestyle choices, and reduces safety and health risks using innovative and cost-effective strategies. Additionally, we ensure that all employees have access to medical care services, empowering them to thrive both inside and outside the workplace.

Occupational Health and Safety Management System

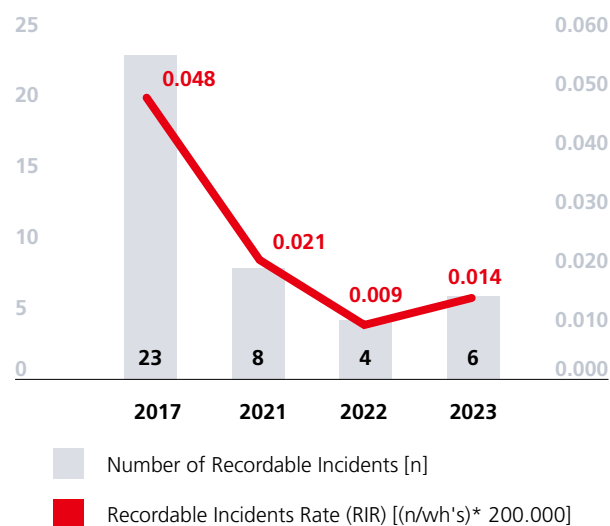
Y-EMEA has maintained an ISO 14001 and 45001 certified Environmental, Health, and Safety Management (EH&S) System in 100% of active manufacturing plants.

Each manufacturing site is supported by dedicated EH&S teams focused on driving continuous improvement, achieving objectives, and ensuring compliance to legal requirements with the active engagement of senior management and all personnel.

We foster an open and transparent culture to enhance the effectiveness of our EH&S Management System. This system involves employees, service providers, and contractors, who participate in annual audits. Active consultation and participation of workers are central to refining EH&S practices. To ensure effective collaboration, manufacturing plants employ mechanisms such as Health and Safety committees, a standard feature across all our manufacturing sites, to facilitate meaningful dialogue and proactive solutions.

Thanks to these collaborative efforts, the recordable incident rate has been reduced by 71% since our baseline year of 2017 across both manufacturing plants and offices. In P83, the number of days lost to work-related injuries was 303 due to 6 accidents, compared to 112 days in P82 with 4 accidents, reflecting an increase in both incidents and lost workdays. While the number of incidents increased in P83 comparing to previous year (from 4 to 6), none resulted in fatalities.

Recordable incidents – Manufacturing sites and offices



By proactively identifying, addressing, and eliminating unsafe behaviors and near misses, we aim to prevent potential injuries and break the chain of events that could lead to harm. This approach reinforces our unwavering commitment to protecting our workforce and fostering a culture of safety excellence that prioritizes prevention and continuous improvement.

Key ambitions include:

5-year Sustainability Strategy Employee Wellbeing 2030 Ambitions	KPI	P83 status
Ensure that all operational manufacturing sites have a Health and Safety system certified in accordance with ISO 45001 standards	% of operational manufacturing sites ISO 45001 certified	100%
Prioritize employee safety, striving for zero accidents, with a goal of maintaining an annual Recordable Incidents Rate of no more than 0.033 by end of P83 and 0.026 by the end of P84 in our manufacturing sites	Recordable incidents rate (RIR) [(n. of recordable incidents/wh's)* 200.000 – No./WH	0.015 in manufacturing sites

Hazard identification, risk assessment, and incident investigation

Y-EMEA adopts a proactive and continuous approach to hazard identification, risk assessment, and incident investigation at every site. This comprehensive process takes into consideration multiple factors, including organizational work structures, social dynamics, leadership practices, cultural influences, routine and non-routine activities, historical incidents, and potential internal or external emergencies. By assessing risks and opportunities periodically within the EH&S management system, we work to prevent undesired outcomes and achieve annual safety and environmental targets.

Each plant employs a hierarchical strategy to eliminate hazards and minimize EH&S risks. This involves steps such as hazard elimination, substitution with safer alternatives, the use of engineering controls, reorganization of work processes, implementation of administrative controls (including training), and ensuring appropriate personal protective equipment is utilized. Additionally, potential emergency scenarios – such as fires, chemical spills, or

severe weather – are identified, and comprehensive emergency response and crisis management plans are developed to address these risks effectively.

To reinforce preparedness, each site conducts annual tests of their Emergency Preparation and Response Programs through realistic and relevant drills. This structured and forward-thinking approach reflects Y-EMEA's commitment to continuous improvement and excellence in EH&S management, safeguarding both people and the environment.

Worker training on occupational health and safety

Y-EMEA places a strong emphasis on comprehensive training programs to ensure occupational health and safety across all locations. Training needs are systematically identified and tailored to each site, aligning with EH&S management system schedules and legal requirements. These programs are designed for personnel whose roles significantly impact environmental and safety outcomes, providing them with the knowledge and skills to mitigate risks effectively.

Location-specific training covers a wide range of critical topics, including risk assessment, first aid, emergency drills, firefighting, automated external defibrillator (AED) usage, evacuation and fire response, hazardous materials handling, severe weather preparedness, chemical and material safety data sheets (MSDS), ergonomics, and railroad and traffic safety rules.

To reinforce these efforts, annual induction training is provided for new employees, while periodic refresher health and safety training ensures existing employees stay updated with the latest protocols and best practices.





Medical services and health promotion

Y-EMEA ensures access to primary healthcare for all employees, even in locations where an on-site medical center is not feasible. Periodic medical examinations and regular health check-ups are conducted in full compliance with legal requirements, supporting the health and wellbeing of the workforce. The company provides a range of occupational and curative medical services, along with immediate medical assistance as needed.

In facilities without dedicated medical staff available during every shift, Y-EMEA ensures that at least one worker trained in First Aid procedures is present during production or maintenance activities. Additionally, the company actively promotes illness prevention, wellbeing, and healthy lifestyle choices through internal communication channels, fostering a culture of health awareness and proactive care across all locations.

Recognizing the importance of visual health, Yazaki Serbia (YSD) and Yazaki Kenitra (YMO-K) for example offered free ophthalmological exams to all employees. External specialists provided professional care, ensuring participants received quality services.

In conjunction with World Health Day, Yazaki Romania in Arad organized a cancer awareness campaign. Employees were educated about breast and prostate cancer prevention, early detection, and treatment options. This initiative emphasized the importance of health awareness and encouraged self-examinations as a proactive measure to enhance personal wellbeing.



DIVERSITY, EQUITY AND INCLUSION

At Yazaki, we believe that creating a diverse, inclusive, and equitable workplace is essential for both the wellbeing of our employees and the overall success of our business. We are committed to ensuring equal treatment and opportunities for all, fostering an environment where each individual is respected, valued, and provided the resources and support needed to thrive. By doing so, we aim to have a positive impact on society and the environment while mitigating risks and embracing opportunities related to diversity, equity and inclusion (DEI).

Impacts, Risks and Opportunities

Equal Treatment and Opportunities	
Impact Materiality	Moderate
Financial Materiality	Low
Time Span	Short (1 year) and medium term (2-5 years)
Impact and exposure along the Value Chain	Upstream Low to High Own Operations Low to Moderate Downstream Moderate to High



While Yazaki strives to create an inclusive environment, potential situations of discrimination and bias can undermine efforts to ensure equal treatment for all. Discrimination – whether conscious or unconscious – can lead to unequal opportunities in career advancement, access to resources, and recognition within the organization. These disparities may not only affect individuals but also harm the overall morale and cohesion of our workforce.

If instances of bias or discrimination go unaddressed, Yazaki could face legal consequences in the form of discrimination claims from employees. This can result in reduced employee engagement, diminished productivity, and a negative reputation for the company.

Promoting equal treatment and opportunities for all employees building an inclusive, fair and equitable workplace enhances employee engagement and collaboration making Yazaki an Employer of Choice for talents from different backgrounds. Diverse teams bring varied perspectives, which drive creativity, problem-solving, and better decision-making, enabling our company to better adapt to changes and understand customer needs.

Policies, targets, actions, and performance

At Y-EMEA, we honor the diversity of our employees and are committed to providing equal opportunities for all, as outlined in our Code of Conduct. We value the unique contributions of every individual, regardless of ethnicity, nationality, religion, ideology, gender, sexual orientation, gender identity, age, disability, medical condition, skin color, or other personal characteristics.

Aligned with the [Yazaki Group's Corporate Social Responsibility \(CSR\) policy](#), Y-EMEA fosters a diverse and inclusive workplace, protects human rights, rejects forced and child labor, and ensures compliance with labor laws to provide fair wages, reasonable working hours, and safe working conditions.

Y-EMEA is committed to implementing an inclusive policy that respects and promotes gender diversity, ensuring equal opportunities for all employees. This dedication not only enhances our organizational culture and employee satisfaction but also boosts our reputation as an Employer of Choice for a diverse workforce. Ultimately, this approach contributes to a more dynamic, innovative, and socially responsible workplace.

Gender equality is integral to our business strategy, driving innovation, creativity, and better decision-making. By embracing diversity, we access a broader talent pool enriched by unique perspectives, strengthening our ability to meet the needs of our global customer base. Research consistently shows that diverse teams deliver superior business performance, reinforcing our competitiveness.

Our commitment to equal employment opportunities encompasses adherence to "equal pay" principles, provision of fair working conditions, and locally relevant employee benefits. To ensure a consistent understanding of roles and responsibilities of different positions inside Yazaki, we are currently upgrading the existing job architecture to have an analytical job evaluation method established across all countries in Y-EMEA. This will enable us to have an even more advanced market benchmarking established, which allows structural adjustments to ensure equal treatments (e.g. for gender pay gap analysis). This project will enable us to scope with the requirements from the EU Directive on pay transparency according to defined deadlines.

Key ambitions include:

5-year Sustainability Strategy Diversity, Equity and Inclusion 2030 Ambitions	KPI	P83 status
Achieve higher representation of women in management level positions, namely 30% by the end of Business Year 2025 (P85) and 40% by the end of Business Year 2028 (P88).	Women in management positions – %	25%





While supporting employees with disabilities is a legal requirement in the countries where we operate, Y-EMEA goes beyond compliance by actively promoting inclusion. In collaboration with local EHS teams, we create tailored workplaces to support individual needs. By the end of P83 (2023), we proudly employed 705 employees with disabilities.

With 17 nationalities represented in our management team and a growing number of women in leadership roles, Y-EMEA is dedicated to diversity in recruitment, development, and promotion. This commitment fosters a dynamic, innovative, and socially responsible workplace, enhancing both employee satisfaction and our reputation as an Employer of Choice.

Gender distribution

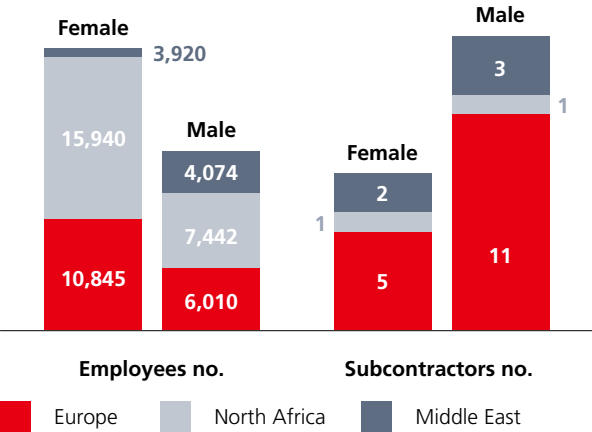
The gender distribution of Y-EMEA employees shows that, of the total of 48,254 employees and subcontractors at the end of P83 (Business Year 2023), 64% are female and 36% male.

While our company overall has a higher number of women than men, there remains a noticeable gender imbalance in many professional categories, particularly in leadership roles. The "Direct" category stands out as an exception, with women representing 74% of this group. As of the end of the reporting period, 25% of management positions are held by women.

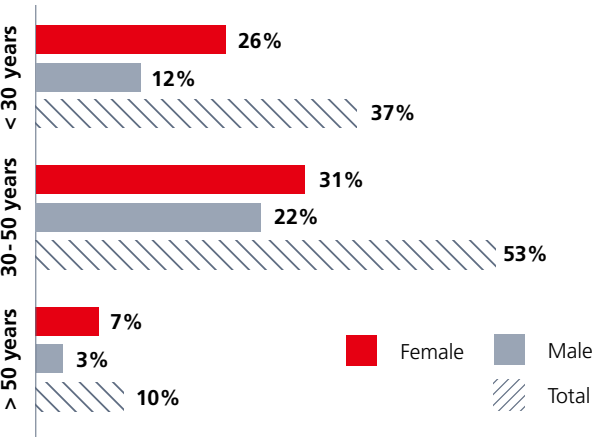
Acknowledging the value of gender diversity, the company has set ambitious targets to enhance female representation in leadership roles. By the end of Business Year 2025 (P85), we aim to have 30% of management positions occupied by women, with an even more progressive ambition of 40% by the end of Business Year 2028 (P88). These goals reflect our commitment to fostering a more balanced and inclusive leadership structure, driving positive change throughout the organization.

By actively embracing diversity, we prioritize inclusion to better understand and meet the expectations of our diverse global customer base. In addition to adhering to labor laws within our operations, we hold our suppliers to the same high standards.

Gender distribution per sub-region (no.) – 2023



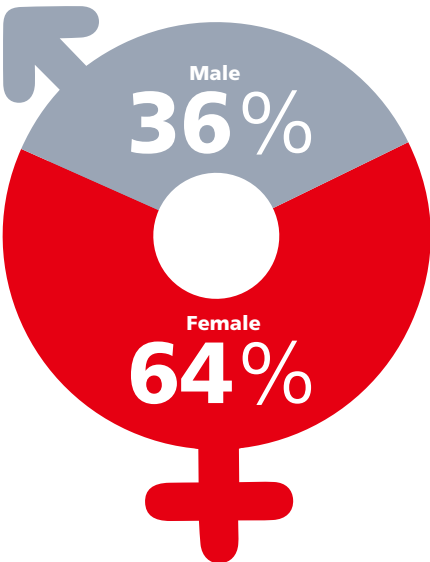
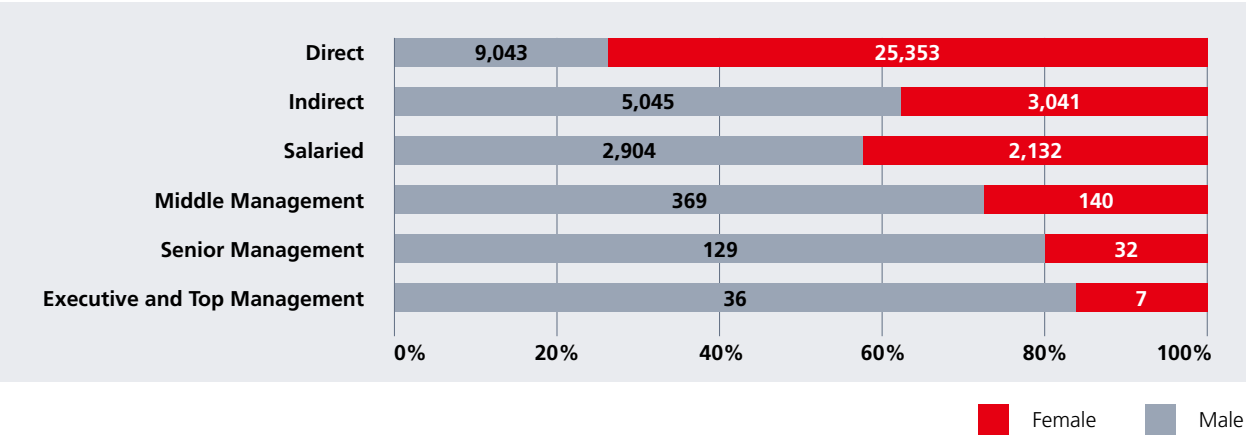
Employees distribution by gender and age group (%) – 2023



Number of employees by professional category and gender (no.) – 2023

	< 30 years old		Between 30 and 50 years old		> 50 years old	
	No.	%	No.	%	No.	%
Executive and Top Management	0	0%	23	53%	20	47%
Senior Management	0	0%	105	65%	56	35%
Middle Management	3	1%	398	78%	108	21%
Salaried	1,036	21%	3,246	64%	754	15%
Indirect	1,611	20%	5,559	69%	916	11%
Direct	15,295	44%	16,038	47%	3,063	9%
Total	17,945	37%	25,369	53%	4,917	10%

Employees distribution by gender and professional category (no.) – 2023





Throughout the year, various initiatives have been undertaken at both corporate and local levels to **advance gender diversity and ensure equal opportunities**. Below, we showcase key examples of these efforts, demonstrating our dedication to creating an inclusive workplace.

> Yazaki honored **International Women's Day** by recognizing the invaluable contributions of its female colleagues. Celebrations included gifts, flowers, and events across EMEA, highlighting empowerment and equality. From flowers and traditional trinkets in Romania to brunch and social games in Croatia, every location uniquely expressed appreciation for Yazaki women.

dream BIG!

#YAZAKIWOMEN

> During the reporting period, Y-EMEA launched the **StrongHER initiative** to empower women by enhancing skills, confidence, and career development. This program provides a platform for accelerated growth, fostering diverse perspectives and mutual support among participants. The inaugural event, "Emotional Intelligence: Stereotypes of Successful Women," drew over 160 attendees. Additionally, the program introduced one-on-one StrongHER Tandems, pairing female colleagues with inspiring leaders to focus on personal growth, career advancement, and work-life balance. This initiative supports skill-building and networking, reinforcing Yazaki's commitment to empowering women.



> Yazaki Meknes and Kenitra in Morocco celebrated **the Chaabana event** with a focus on women's resilience. Special attention was given to expectant mothers, with doctor consultations provided.

> Y-EMEA actively participates in the initiative **Pink October**, a global campaign aimed at raising awareness about breast cancer and emphasizing the importance of regular checkups.

> The **Care & Share program** across Y-EMEA, providing sanitary products in workplace restrooms, has reached 17 Y-EMEA locations across 12 countries. Starting with company-sponsored setups, the initiative encourages women to contribute, fostering a sense of community and mutual support.

> Yazaki Romania (YRL) reaffirmed its commitment to equality and inclusion by signing the **Romanian Diversity Charter**. This step underscores Yazaki's dedication to creating a workplace where all employees can thrive, free of discrimination.

> YCT Arad in Romania celebrated the **World Day of Cultural Diversity** with a cooking contest showcasing international dishes. Participants prepared meals like Hungarian Goulash and Romanian Sarmale, with the event highlighting the importance of cultural exchange and teamwork.

> Yazaki Serbia participated in **the inaugural Regional Employers' Forum** in Šabac. The event featured discussions on employing people with disabilities, regional economic trends, and recruitment strategies, fostering expertise-sharing and innovative human resources approaches.

> Yazaki Germany **received a student with autism**, who excelled during his IT internship demonstrating outstanding technical skills and adaptability, completing complex tasks and integrating into the team. His achievements highlight Yazaki's dedication to inclusion and individual potential.



HUMAN RIGHTS

At Yazaki, respecting and upholding workers' rights is a core value that guides our operations and interactions across the globe. We understand that ensuring human rights are protected in every aspect of our operations is not only an ethical responsibility but also essential for fostering a healthy, productive, and sustainable workplace. Our commitment to respecting workers' rights extends to both our direct employees and those within our extended supply chain. We are dedicated to providing a safe, fair, and supportive environment where every worker is treated with dignity and respect.

Impacts, Risks and Opportunities

Other Workers' Rights
(Human Rights)

Impact Materiality	Moderate
Financial Materiality	Low
Time Span	Medium term (2-5 years)
Impact and exposure along the Value Chain	Upstream Low to High Own Operations Low to Moderate Downstream Moderate to High



Failing to adequately monitor and address workers' rights could result in the perpetuation of exploitative labor practices such as forced and child labor. This not only harms workers but also perpetuates systemic inequality and social injustice in the regions where these practices occur. By setting high standards of conduct for workers' rights in alignment with international best practices and frameworks and enforcing them across our supply chain, Yazaki helps create a ripple effect that encourages positive labor practices across industries and regions.

Yazaki may face risks related to human rights violations, whether within our operations or across the supply chain. These risks could result in breaches of local and international laws, exposing the company to financial, regulatory and reputational consequences as well as supply chain disruptions.

However, addressing workers' rights presents opportunities to enhance due diligence, ensure

ethical labor practices, and improve transparency. By eliminating exploitative practices and promoting fair labor standards, Yazaki strengthens its supply chain, aligns with global sustainability goals, and builds trust with stakeholders while contributing to equitable communities worldwide.

Policies, targets, actions, and performance

The Yazaki Group is deeply committed to addressing human rights risks within its operations and supply chain, guided by its comprehensive [Human Rights Policy](#). This policy affirms the Group's dedication to international human rights principles, including the Universal Declaration of Human Rights, the International Labour Organization standards, and the UN Guiding Principles on Business and Human Rights. It takes precedence over related policies, such as the CSR Policy, the Yazaki Global Responsible Mineral Policy, and the Code of Conduct. Applicable to all Yazaki Group companies, executives, and employees, the policy mandates proactive measures to prevent human rights violations and encourages suppliers and stakeholders to align with and uphold these standards.

[Y-EMEA Business Partner Code of Conduct](#) dedicates one chapter to the holistic sphere on human rights and encompasses all related topics. The Business Partner Code of Conduct is being cascaded to our suppliers and has been integrated into our purchasing processes and standards for passing-on requirements from our customers to our suppliers as part of our supply chain management activities. To ensure full transparency, also for potential new suppliers, on expectations being a trusted business partner, the Business Partner Code of Conduct is also publicly available in the supplier portal at our website and is accessible via <https://www.yazaki-europe.com/supplier>

The Yazaki Group has established a global whistleblowing policy, enabling employees to report irregularities or illegal activities, including anonymously, with protections against retaliation. A global whistleblowing system is being developed to allow overseas employees to report directly to the headquarters, ensuring early detection and prevention of legal violations. Preparations include compliance with regional legal regulations.

3 QUESTIONS TO ...



Tamara Skacel-Danchuk
Y-EMEA Head of HR

Can you tell how Y-EMEA approaches creating a safe and healthy working environment and how you foster the development of your employees?

We prioritize creating a positive, safe, and supportive work environment where employees can thrive. To promote work-life balance, we offer flexible work arrangements, including remote work and adaptable schedules, tailored to individual needs. In our manufacturing facilities, we prioritize employee health with regular medical check-ups and a strong focus on ergonomic working conditions.

Additionally, we are deeply committed to fostering people's development through comprehensive training programs, leadership development programs in manufacturing, mentorship opportunities, the discussion on our people's Individual Development Plans and clear guidance for career advancement. Our Talent Initiative connects over 170 talents across the region, allowing proactive employees to utilize cross-country exchange and networking while driving their own professional growth. Our goal is to create a workplace where everyone feels supported, valued, and empowered to do their best work while growing personally and professionally.

How does Yazaki cultivate a workplace culture that truly values and supports diverse perspectives and backgrounds?

We believe diversity and inclusion are fundamental to innovation and success, not just buzzwords. Our company is committed to supporting employees of all cultural, religious, and individual backgrounds by fostering a workplace where everyone feels valued and empowered. We provide platforms for networking, mentorship, and advocacy, ensuring everyone has opportunities to thrive. Through regular training programs, we raise awareness about unconscious bias, cultural differences, and the importance of inclusivity. Additionally, our well-established Cross-Cultural Talks series and StrongHER initiatives have been widely embraced, creating meaningful conversations and celebrating diverse perspectives. At our core, we strive to create a true sense of belonging for all.

Can you share some examples of how Yazaki is making a positive social impact in its local communities?

We are committed to being responsible corporate citizens and making a meaningful difference in the communities where we operate. Our employees are encouraged to volunteer their time and expertise with local nonprofits and charitable organizations. We also actively collaborate with community partners on initiatives addressing critical needs such as poverty alleviation, child welfare, and environmental sustainability. Additionally, we support local charities and organizations through financial contributions and in-kind donations. By working together with our communities, we aim to foster a more sustainable and equitable future for all.

Y-EMEA operates a holistic "Whistleblowing System" that is accessible both to internal and external individuals on its website to raise any (potential) violations against the Code of Conduct or laws and regulations, either anonymously or by name. Amongst various categories to report, in particular this includes the opportunity to receive reports by employees and business partners on legal violations, including violations of human rights, and acts of modern slavery and human trafficking. No reports related to modern slavery or human trafficking were received across the Yazaki Group during FY 2023. More information about this system is available in section "Business Conduct".

Yazaki Group is operating a human rights due diligence system for all aspects of human rights, such as prevention of child labor and forced labor. Specifically, each of Yazaki Group's locations conducts an annual assessment of human rights-related risks and inspection of the status of mechanisms in place to reduce these risks and the appropriateness of business operations. The results of these assessments and inspections are reported to the Internal Control Committee established in each region, which deliberates the appropriateness and sufficiency of risk responses and corrective measures and monitors the status of responses. In FY 2023, following the previous financial year, human rights risk assessments were conducted in each region. The results of the risk assessment, along with identified risks and corresponding countermeasures, were reported to the Regional Internal Control Committee, where monitoring activities were also carried out.

Y-EMEA is working to integrate its human rights due diligence framework with existing risk management activities to enhance their comprehensiveness and effectiveness. This integration ensures that the human rights due diligence process aligns with the requirements of applicable laws and regulations. In FY 2023, the human rights due diligence questionnaire has been amended with additional questions, based on continuous improvement activities within Yazaki, and has been implemented at 33 locations in 19 countries under Y-EMEA revealing no specific violations related to modern slavery and human trafficking. Any potential issues will be reported to the Y-EMEA ICC and the Global Internal Control Committee, as the basis for continuous improvement to risk mitigation and prevention of modern slavery and human trafficking.

Looking ahead, we plan to assess human rights risks among our suppliers, aligning with the global implementation schedule and prioritizing due diligence

activities. These initiatives aim to enhance data-driven decision-making in supply chain risk management and to meet upcoming regulatory requirements such as the EU Corporate Sustainability Due Diligence Directive, which impacts Y-EMEA's supply chain risk management.

Same as in previous business years we remain dedicated to further promoting awareness and understanding of human rights topic among all executives and employees, as well as to carrying out related educational initiatives.



More information about the Yazaki Group Human Rights approach is available at our [Slavery and Human Trafficking Statement](#) that is issued annually to ensuring Compliance with the UK Modern Slavery Act.

Human rights due diligence implemented at 33 Y-EMEA sites in

19

COUNTRIES

in FY 2023



DID YOU KNOW

36 million people live in modern slavery today, many of who are working in the supply chains of Western brands.

Workers in the value chain

At Yazaki, we recognize that the wellbeing and rights of workers in our value chain are essential to the long-term success and sustainability of our business. As a global company, we are committed to ensuring that all workers, from those directly employed by Yazaki to those employed by our suppliers and contractors, are treated with fairness, respect, and dignity. We believe that fostering positive working conditions across our value chain contributes not only to the success of our company but also to the broader goal of improving labor standards globally.

By setting high standards for the treatment of workers in our supply chain, Yazaki has a significant opportunity to improve overall labor conditions. This includes ensuring fair wages, safe working environments, and equitable treatment for workers in every tier of the value chain. Our approach encourages suppliers to adopt similar standards, which help to enhance the livelihoods and wellbeing of workers worldwide.

Poor working conditions and the violation of workers' rights can harm their physical and mental health, ultimately reducing workforce productivity and ultimately lead to supply chain disruptions affecting our business performance. Negative publicity surrounding labor violations within the value chain can severely damage Yazaki's brand.

Yazaki can take steps to promote responsible sourcing by working with suppliers who align with our commitment to ethical labor practice, by engaging with our suppliers and implementing due diligence and auditing practices to ensure ethical treatment of workers in the value chain.

Impacts, Risks and Opportunities

Workers in the Value Chain	
Impact Materiality	Moderate
Financial Materiality	Low
Time Span	Medium term (2-5 years)
Impact and exposure along the Value Chain	Upstream Low to High
	Own Operations Low to Moderate
	Downstream Low to High

For more information, consult section "Responsible Supply Chain".



COMMUNITY ENGAGEMENT

Yazaki recognizes that our operations can impact the communities in which we operate. We are committed to respecting the rights of these communities, contributing to their development and wellbeing, and minimizing any potential negative effects.

Impacts, Risks and Opportunities

Communities' Rights
(Affected Communities)

Impact Materiality	Moderate
Financial Materiality	Low
Time Span	Medium (2-5 years) to long term (>5 years)
Impact and exposure along the Value Chain	Upstream Low to High Own Operations Low to Moderate Downstream Moderate

IRO

By respecting the rights of local communities and engaging in responsible business practices, Yazaki can contribute to the economic growth of the regions where we are present. Engaging with communities to understand their concerns and needs fosters positive relationships and strengthens social ties. Local economies benefit from job creation, procurement from local suppliers, and increased economic activity because of our operations. Yazaki contributes to their development and quality of life improvement through social initiatives and donations.

Neglecting community rights or failing to align with their needs and interests can lead to disengagement, loss of local support, community opposition, legal challenges, and reputational harm. By supporting local development initiatives and respecting community rights, Y-EMEA can create long-lasting relationships with local stakeholders strengthening our social license to operate.

Policies, targets, actions, and performance

Following the Yazaki motto of being “a corporation needed by society”, Y-EMEA is committed to making regular donations to support meaningful causes that align with our Yazaki Spirit and corporate philanthropy values. At Y-EMEA, our approach to community investments is guided by a robust framework of internal policies that reflect our commitment to ethical and responsible practices.

Key policies governing our community investments include the Y-EMEA Code of Conduct, the Yazaki CSR Policy, the Yazaki Human Rights Policy, the Donations & Sponsorship Policy – which outlines our principles for donations and sponsorships, areas of focus, and forms of support – and the Y-EMEA Business Partner Code of Conduct, which extends our commitment to communities within our supply chain. Together, these policies serve as the foundation of our community engagement efforts, fostering integrity, respect, and accountability.

Key ambitions include:

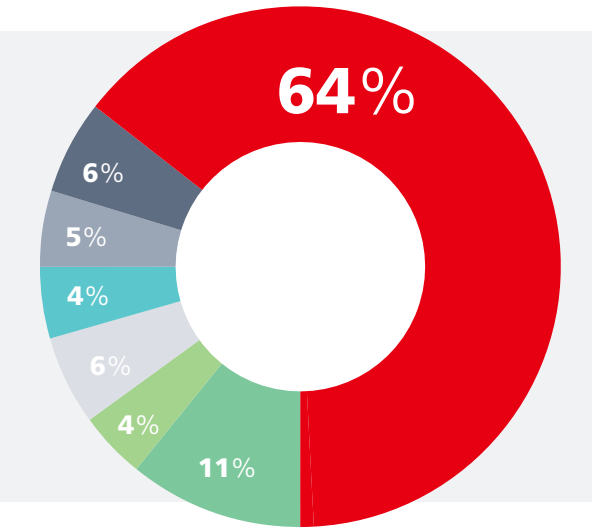
5-year Sustainability Strategy Community Engagement 2030 Ambitions	KPI	P83 status
Ensure that all manufacturing sites have at least one social measure per year to support local communities	Sites that have conducted at least one initiative to support local communities during the year – no. and %	23 of our sites (64% in total) 18 manufacturing sites (86% of our manufacturing footprint)

We actively engage in social improvement initiatives to empower the communities where we live and work, helping them reach their full potential while strengthening our reputation as a responsible brand. Through giving back, we also cultivate a positive culture within the company, reinforcing our shared values and commitment to making a difference.

Y-EMEA collaborates with NGOs and associations to support vulnerable groups, through financial contributions, donation campaigns and volunteering activities. By addressing global challenges with localized solutions, we aim to create a lasting positive societal impact and build meaningful relationships with communities and stakeholders.

During P83, we have recorded 65 initiatives of community investment and charitable donations.

Community contribution by subject



- Emergency Relief

Environmental protection

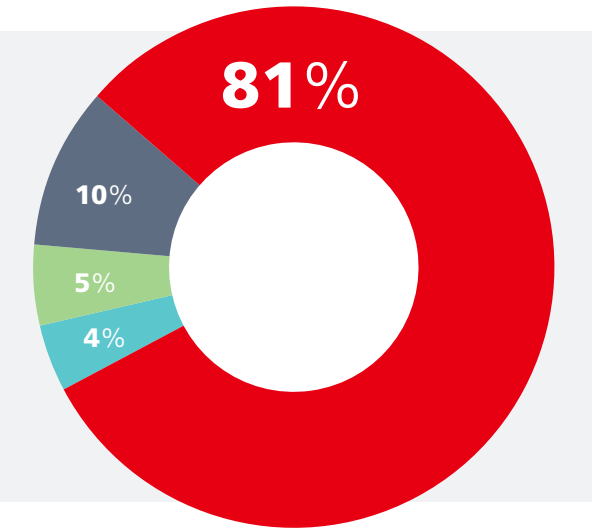
Health

Other
- Social welfare

Child care

Economic development and education

Community contribution by type



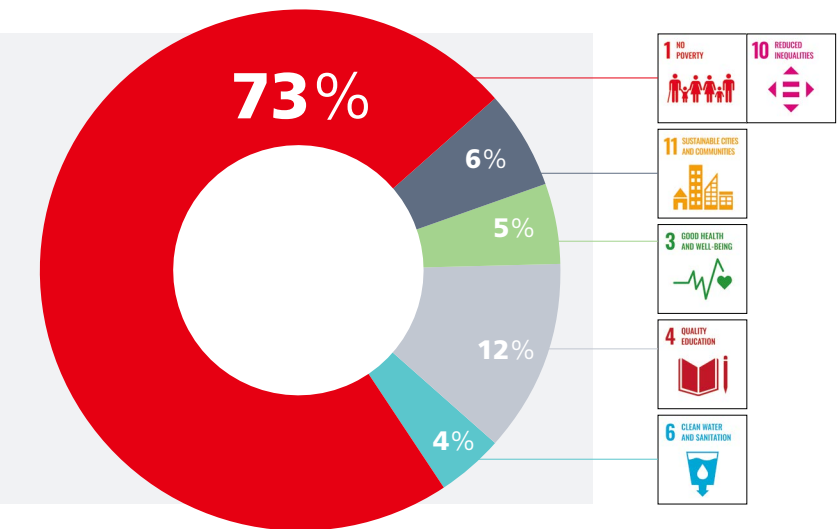
- Financial donation

Time donation

In-kind donation

Management costs

Community contribution by UN SDG



- No poverty and reduced inequalities

Sustainable cities and communities

Good health and wellbeing

Quality education

Clean water and sanitation

65 initiatives

of community investment and charitable donations.





SOCIAL INITIATIVES

Bulgaria: Easter Decoration Contest, raising funds for children's hospital

Croatia, Morocco, Portugal, Romania, Slovakia, Ukraine: Blood donation events to support regional hospitals

Germany: Employees volunteering at the 'Euro 2024' football championship

Morocco:

- Transportation support to a mobile health clinic
- Support for earthquake victims – 500 families – in central Morocco with essential supplies (food, water, medicines), donated by Moroccan employees (€90,000) and Yazaki (€90,000)

Poland:

- Volunteering day at a children's home with improvement activities as painting, assembling play equipment, repairing facilities, and landscaping
- Traditional support of a children's home with Christmas gifts (toys, sports equipment, sweets and more)

Portugal:

- Promotion of a solidarity marathon for non-professional female athletes, raising funds for cancer treatments
- Donation of firefighting equipment to local firefighters
- Collection and sale of plastic caps to support treatments for a child with a serious health problem
- Solidarity Angels donation campaigns to assist families with hygiene products, food, clothes, and other essentials and to support children in need with toys and hygiene products

Romania: Celebration of the arrival of spring with traditional "martisors", symbolic tokens of unity and renewal to support children and young adults with Down Syndrome

Serbia:

- Support of "Cap for Handicap" by collecting 86 kilograms of plastic caps to fund orthopedic aids for individuals with disabilities
- Donation of toys to orphans and children with disabilities at the "Centar za socijalni rad Šabac"

Türkiye: Celebration of World Humanitarian Day with volunteering activities organized at Arifiye Children's Homes – a social institution that provides shelter and support to children in need

United Kingdom:

- Charity coffee morning to support cancer patients at Macmillan Cancer Support
- "Save the Children's Christmas Jumper Day" to support children facing hardships

Ukraine: Support of orphanages with beds, mattresses, diapers, and specialized equipment. Psychological support is also provided to help the children recover from traumatic experiences.

EDUCATION

Croatia: 4-week internships for engineering students

Egypt: Academic partnership with Fayoum Faculty of Technology to attract top talents

Morocco:

- Participation in several school activities and job fairs
- Fostering connections with future professionals in engineering, finance, and logistics.

Romania:

- Donation of school supplies for 30 students in the preparatory and first grades
- Children's Day, welcoming 250 children for plant tours and fun activities

Serbia: Participation in the annual Šabac job fair, presenting workplaces and job opportunities

Tunisia: Participation in Tunis job fair, showcasing Yazaki culture and career opportunities

Türkiye:

- Participation in Awareness Day in partnership with the Turkish Japanese University
- Participation in Bursa Uludağ University's career fair and student engagement

Ukraine: Participation in the Uzhhorod job fair, engaging with numerous candidates



GREEN ACTIVITIES

Bulgaria: Celebration of International Day of the Forest and Earth Day, with green space cleaning and tree and flower planting activities

Italy: Financial support to install free water dispensers and to distribute reusable aluminum bottles in elementary and middle schools, aiming to reduce plastic usage

Romania: Celebration of Earth Day, planting 200 cherry trees in Arad

Tunisia: Celebration of National Tree Day, with tree planting, educational activities on plant care and soil protection

Türkiye: Volunteering at beach cleanups in Karacaali and Güzelyalı districts

Ukraine: Volunteering at the local recycling station, collecting 1,250 kg waste by cleaning the embankments of Uzh river with the result of 20 cubic meters of waste for recycling

BUSINESS SPHERE



MATERIAL TOPICS

Climate change
Circular economy
Energy
Pollution and substances of concern
Personal safety of customers and end-users





09. SUSTAINABLE BUSINESS GROWTH

ENVIRONMENTAL PRODUCT COMPLIANCE

Y-EMEA has a systematic approach to ensure Environmental Product Compliance, managing legal, customer and Yazaki environmental product requirements. We are committed to ensuring the safety and sustainability of our products, operations, and supply chains.

Impacts, Risks and Opportunities

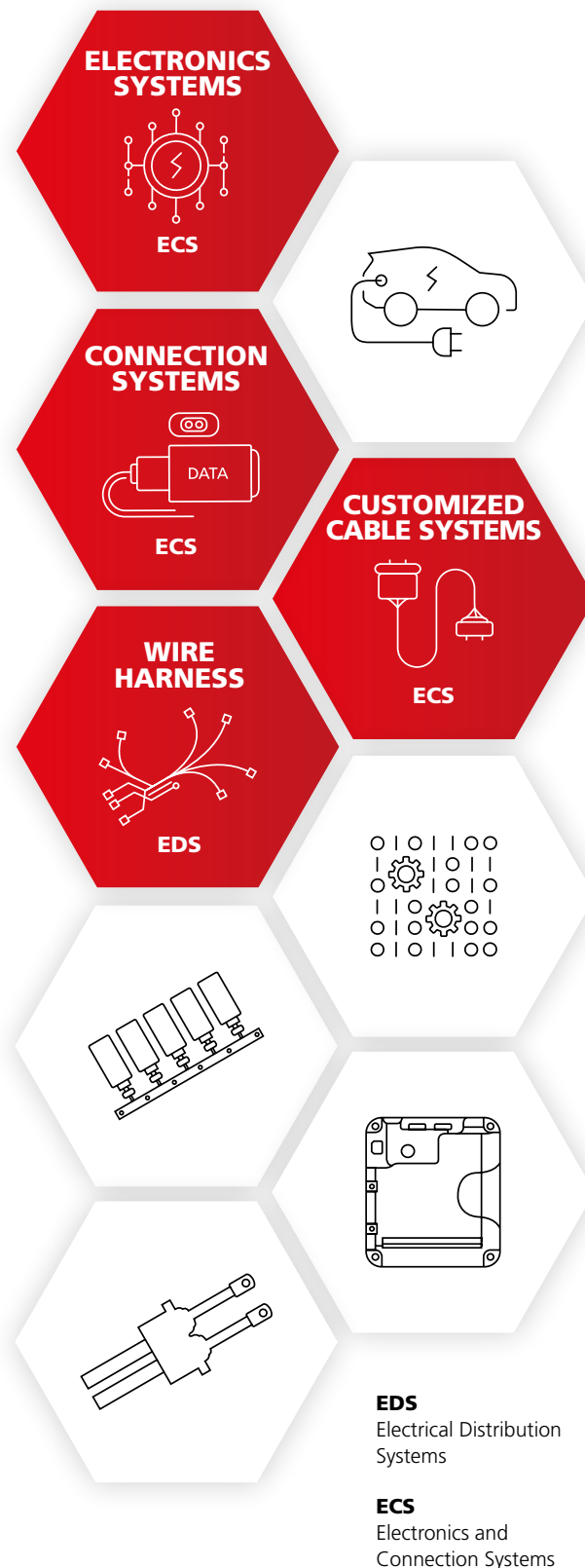
Substances of Concern

Impact Materiality	Moderate
Financial Materiality	Moderate
Time Span	Short (1 year), medium (2-5 years) and long term (> 5 years)

IRO

Substances of Concern (SoC) and Substances of Very High Concern (SVHC) are crucial in the automotive industry, impacting the entire value chain. As the sector prioritizes sustainability, identifying and managing hazardous substances is essential to ensure environmental product compliance and protect human health.

Failing to manage substances of concern effectively can harm both people and the environment. Worker safety is at risk from exposure to toxic substances, while improper handling or disposal can contaminate air, water, and soil. End-of-life disposal in landfills may release pollutants, causing long-term environmental damage and affecting surrounding communities.



Responsible chemical management and safety practices at Yazaki bring positive impacts by reducing the use of hazardous substances and minimizing pollutant release. This approach ensures a safer workplace, protects the environment, and improves product safety.

Yazaki's management of substances of concern avoids product recalls and products being banned from the market due to failure to comply with regulations which can result in financial and reputational costs. Additionally, non-compliance by suppliers can disrupt the supply chain, causing delays, recalls, and operational challenges, impacting negatively on our customer relationships.

By ensuring products remain within acceptable limits for substances of concern and progressively replacing them with viable alternatives – safer, non-toxic alternatives – Y-EMEA can strengthen its market position and secure long-term business opportunities.

Policies, targets, actions, and performance

Y-EMEA sites have established procedures for the handling and storage of chemical products. At the product level, procedures for Design for Environment and Environmental Product Compliance Management are in place to address SoC and SVHC. These procedures ensure that the company continuously adheres to all relevant regulations, such as REACH (Registration, Evaluation, Authorization, and Restriction of Chemicals) as well as customer-specific requirements within the automotive industry.

Y-EMEA does not set specific targets or action plans for SoC or SVHC, as its focus is on ensuring compliance with existing and evolving regulatory frameworks. Y-EMEA relies on robust procedures and management systems to monitor, control, and eliminate restricted substances

in accordance with regulations. This approach ensures legal compliance, minimizes risks, and prevents the introduction of restricted substances into products, making a dedicated action plan unnecessary.

We use the International Material Data System (IMDS) as a main tool to monitor and to communicate to our customers the substances used on our products.

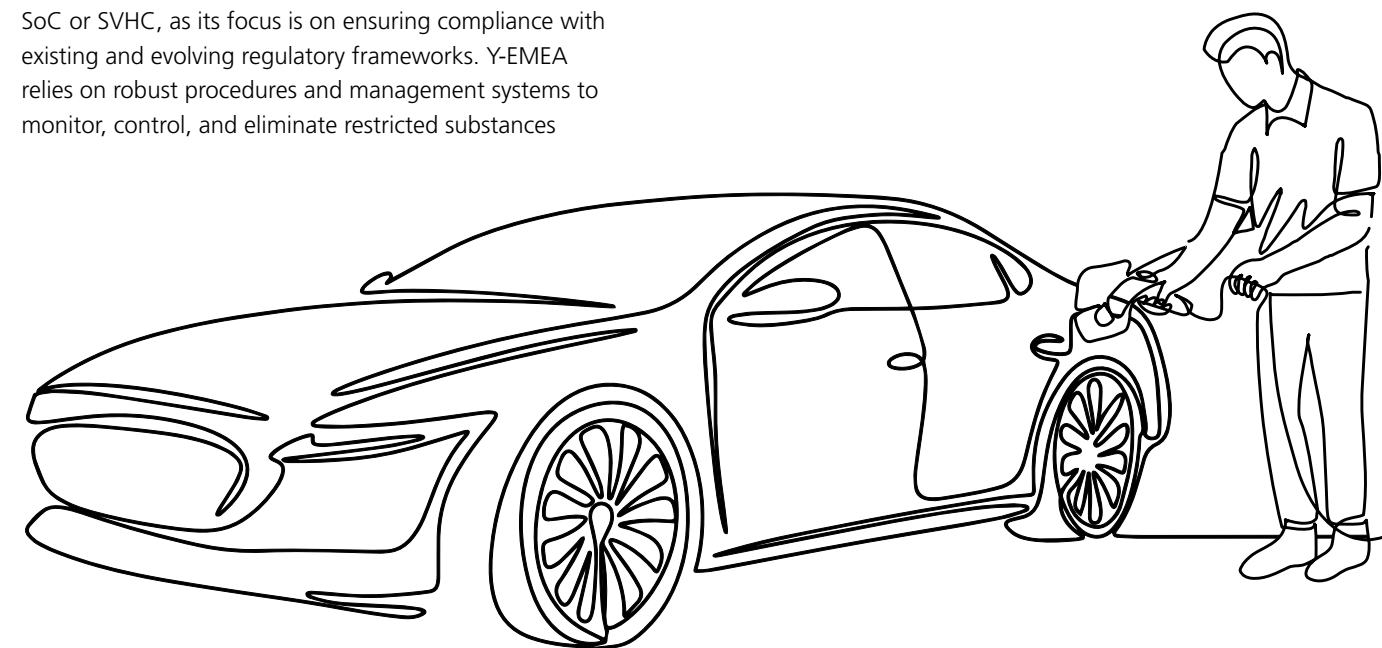
We actively engage with both upstream and downstream partners to address management of Substances of Concern (SoC).

Our Y-EMEA Business Partner Code of Conduct, which outlines sustainability expectations for our suppliers, specifically includes guidelines on SoCs.

In the downstream value chain, many of our customers, particularly OEMs, maintain strict lists of substances that must be either declared or entirely excluded from product composition. The automotive industry often goes beyond legal requirements, prioritizing the elimination and minimization of SoCs – even if those substances are not legally prohibited.

As a result, we focus on selecting materials and suppliers that are aligned with legal and customer requirements. This ensures compliance not only with legal requirements but also with the higher sustainability expectations set by our key stakeholders.

We actively work to identify SoCs and SVHCs in our products since the design phase and, when possible, implement alternatives to reduce the hazardous substances in our products.





DESIGN FOR ENVIRONMENT

Y-EMEA integrates a Design for Environment (DfE) approach, emphasizing early and systematic consideration of environmental aspects and requirements during product development to minimize the negative impacts of products on environment.

The primary focus of the Design for Environment (DfE) is to confirm that the legal, Yazaki and customer environmental requirements are met during the design phase.

The DfE process is aligned with the new EU Circular Economy Action Plan, facilitating circular business models, aiding in the implementation of circular strategies by way of product design that addresses end-of-life treatment, rules on mandatory recycled content for certain materials of components, improving recycling efficiency and design for life-time maximization. In addition, EU chemicals policy and legislations, in particular REACH, encourage a shift to “safe-by-design chemicals” through the progressive substitution of hazardous substances to better protect citizens and the environment.

DfE is a process to support Y-EMEA engineers to create better and sustainable products in compliance with environmental requirements by taking into attention:

- **Environmental product assessment:**
To verify if the products/materials are compliant with legal, customer and Yazaki environmental requirements (recycle-friendly, green, sustainable materials).
- **Design considerations:**
Until now, the environmental impacts were mainly attributed to the use phase and raised from vehicle carbon emissions. However, the impact of the use phase tends to be reduced, with the electrification, increasing the importance of design considerations, selected materials and of the manufacturing stage.
- **Waste generated during product manufacture:**
If these wastes are classified as hazardous then the costs for its disposal and their environmental impact can be very high. As a rule, waste from manufacture should be minimized, and hazardous waste should be avoided.

DfE, with the integration of circular design principles and guidelines, is one of the keystones on the Circular Economy and carbon footprint reduction to support Y-EMEA in achieving its sustainability ambitions.

PRODUCT CARBON FOOTPRINT

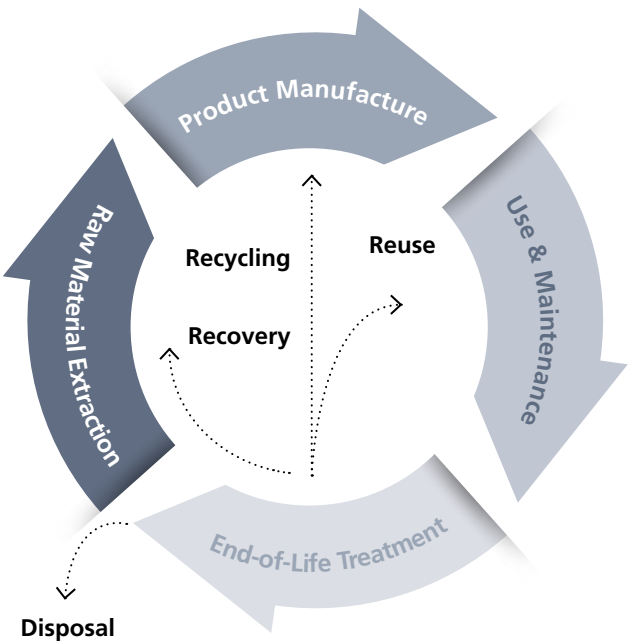
Y-EMEA is committed to achieving carbon neutrality by 2039, aligning with the sustainability goals of our customers and the targets set by the European Union. This ambition reflects our dedication to supporting the automotive industry’s transition toward a greener future.

As part of this effort, we recognize the growing importance of addressing product carbon footprint requirements set by our automotive customers. To stay ahead of these demands, we have taken a proactive approach. We have established a methodology for calculating our Product Carbon Footprint (PCF) in alignment with the Standards ISO 14040, ISO 14044, ISO 14067 and Catena-X Rule Book, as well as the Greenhouse Gas Protocol Product Standard, considering emissions from raw material extraction and processing, production, distribution and storage – Cradle-to-Gate.

Y-EMEA works on transparency and dialogue with suppliers and other value chain partners, obtaining sustainability primary data from their activities and products. When this information is not made available, secondary data is taken from databases, such as Ecoinvent.

After collecting all the inventory data, the impact of climate change in CO₂e of greenhouse gases emitted from a product is calculated.

During the reporting period, the carbon footprint of 183 products (part level) was calculated.



DID YOU KNOW



The automotive industry is under increasing pressure to reduce its carbon footprint, and this extends to everything from material sourcing to manufacturing processes. By improving energy efficiency in production and sourcing raw materials sustainably, the industry can meet these regulatory standards.

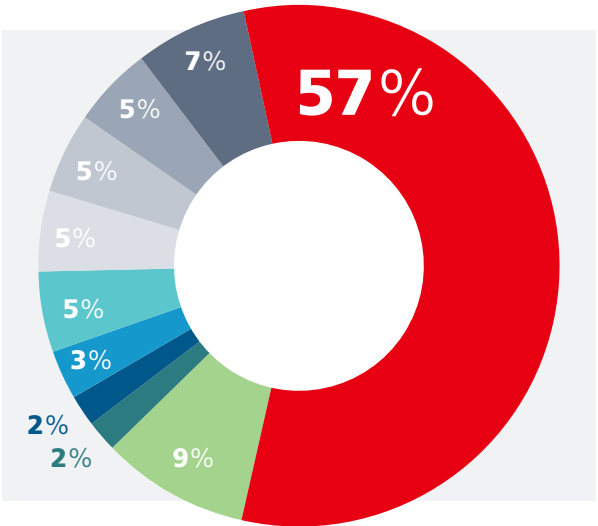
Key ambitions include:

5-year Sustainability Strategy
Sustainable business growth 2030 Ambitions

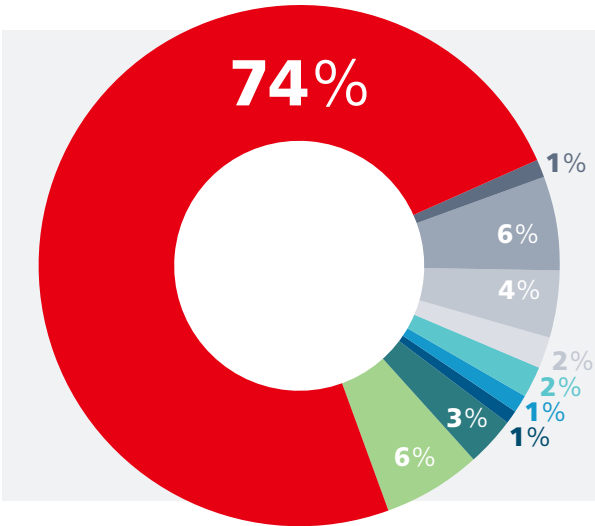
- Transition our product portfolio to include more sustainable options by 2030
- Identify new business opportunities for Y-EMEA associated to sustainable activities

By calculating the Product Carbon Footprint (PCF) of our products, we can achieve a more precise understanding of the emissions associated with our products, including deeper insights into the carbon emissions of the materials used in their production, as shown in the pie charts below. Developing more sustainable products also requires evaluating purchased materials and components against the same standards that we uphold internally.

Top 10 Materials used in our products (%)



Top 10 materials CO₂ emissions share (%)



Copper | Magnesium hydroxide | COPE | PBT | LDPE | PP | PVC | EPDM | PA66 | Others
COPE – Copolyester elastomer | PBT – Polybutylene terephthalate | LDPE – Low-density polyethylene | PP – Polypropylene | PVC – Polyvinyl chloride | EPDM – Ethylene propylene diene monomer rubber | PA66 – Polyamide 66



During the reporting period, Y-EMEA has set the following product decarbonization strategies:

MATERIAL ACQUISITION & PRE-PROCESSING STAGE:

This stage is the major contributor to our product's overall carbon footprint. It involves sourcing and preparing the raw materials that will be included in our products. Because the environmental impact at this stage is largely determined by the materials we use, we place a strong emphasis on collaborating closely with our suppliers. Their cooperation is crucial in implementing practices and innovations that can significantly reduce emissions during this phase.

- Obtain sustainability primary data from our suppliers to measure our footprint in a more accurate way
- Promote localization of the main suppliers to reduce the logistic impacts
- Continuously work on the optimization of logistic processes and means of transportation, selecting less-harmful alternatives such as electric vehicles for transportation where feasible
- Continuously work with our suppliers to identify and integrate sustainable alternative raw materials and components in our products and implement green solutions

DISTRIBUTION & STORAGE STAGE

This stage includes the transportation of Y-EMEA products to our customers' facilities. The selection of packaging materials during the production stage will impact this stage's emissions, as it affects the overall weight of the products during transportation.

- Optimize transport loaded capacities and select the transportation routes/ modes with the lowest CO₂ footprint (ex. switching from air to sea, road to multimodal/short sea, ...)
- Buy sustainable fuel for air shipments

PRODUCTION STAGE

This stage relates to all activities involved in manufacturing of our products, including energy consumption, machinery operation and all the auxiliary materials needed, scrap generation, waste management and the packaging of Y-EMEA products.

- Efficiency improvement of internal manufacturing processes, by designing efficient production flows
- New equipment acceptance to include energy efficiency
- Work on the implementation of self-production and green energy where feasible (PPA, Solar Panels)
- Optimize equipment and packaging use (e.g. use returnable packaging, reduce packaging weights)

PRODUCT DEVELOPMENT AND ADVANCED MANUFACTURING

According to the Ellen MacArthur Foundation, approximately 80% of a product's environmental impact is determined during the design phase. This underscores the critical importance of making informed, strategic decisions during product development to optimize the carbon footprint of Y-EMEA's products.

- Developing lighter solutions
- Incorporate green materials alternatives, including bio-based and recycled materials
- Design for life-time maximization: remanufacturing, refurbishment and increased durability and reliability

By integrating these measures, Y-EMEA is not only advancing its decarbonization ambitions but also reinforcing its role as a trusted partner in helping customers achieve their own ambitions and targets.

CIRCULAR ECONOMY

At Yazaki, we recognize the importance of transitioning to a circular economy in our industry. By applying circular economy principles, we aim to optimize resource efficiency, minimize waste, and reduce our environmental footprint while maintaining high product quality and competitiveness.

Impacts, Risks and Opportunities

Circular economy	
Impact Materiality	High
Financial Materiality	Moderate
Time Span	Short (1 year), medium (2-5 years) and long term (> 5 years)
Impact and exposure along the Value Chain	Upstream Low to High Own Operations Moderate to High Downstream High



Yazaki's operations, if not aligned with circular economy principles, can contribute to resource waste, leading to negative environmental impacts. Inefficient material use and improper disposal can result in increased landfill waste, resource depletion, pollution, harming ecosystems and local communities. Additionally, implementing circular economy practices across a complex supply chain can be challenging.

Through circular economy practices, our company can drive long-term positive impacts on both the environment and society by focusing on the use of alternative low carbon materials (e.g. biobased, recycled, recyclable) without compromising product quality and performance. Sustainable sourcing ensures that these materials are obtained responsibly and helps preserve ecosystems and reduce the depletion of natural resources. These efforts not only contribute to environmental sustainability but also create value through cost savings, improved product quality, and enhanced supply chain resilience.

As we advance with circular economy initiatives, several risks must be managed: increased production costs during the transition phase, regulatory changes, and potential supply chain disruptions. Additionally, there are product design and quality risks related to balancing sustainability

with performance, as well as market uncertainties regarding demand for recycled materials and the monetization of circular business models. Careful management of these risks is essential to ensure the long-term success of circular economy practices while maintaining operational efficiency and product quality. Despite the challenges, Yazaki has several opportunities to benefit from the circular economy: improving resource efficiency, designing sustainable products easier to recycle, repair and reuse, and adopting circular principles can reduce emissions, cut costs, and promote a low-carbon economy.

Policies, targets, actions, and performance

With a firm commitment to sustainability, Y-EMEA is determined to expand its circular products portfolio, offering customers a wide array of environmentally responsible and circular solutions.

To align with the rapidly growing economic trends and demand for sustainability and circular products, Y-EMEA has developed a circular product design and development approach. It will guide our initiatives in the coming years, focusing on reducing material usage, enhancing recyclability, and integrating sustainability throughout all phases of product development and lifecycle management.

By integrating these principles and strategies into its operations, as shown in the table on the next page, Y-EMEA aims to empower and support its teams in driving the Yazaki portfolio further in this direction. In doing so, Y-EMEA not only meets the demands of a changing market but also contributes to the transition toward a more sustainable and circular economy.

DID YOU KNOW



The "Circular Economy" concept is being applied in the automotive industry, where parts like wire harnesses are designed for reuse and recycling at the end of their lifecycle.



REFUSE

- **Refuse alternatives** to product parts/modules which compromise product durability, safety & reliability
- **Refuse not sustainable alternatives** to product parts/modules viable only for a single-use life

RETHINK

- **Disruptive designs** for 'Upgradeable' & 'Repurposable' HV products
- **Design for increased performance**, durability, safety and reliability including utilization of advanced materials
- **Accurate prediction & simulation** of failures

REDUCE

- **Reduce wastes** associated with processing/manufacturing
- **Reduce the extent of use of synthetic and toxic substances**

REUSE

- **Reuse parts/modules at the end-of-life** of HV products
- **Use returnable packaging**

REPAIR

- **Design for assembly, disassembly and reassembly**
- **Design modular parts** to aid in ease of detection of damaged components and ease of repair

REFURBISH

- **Product ReDesign** for refurbishing
- **Advanced manufacturing technologies** for refurbishing

REMANUFACTURE

- **Product ReDesign** for remanufacturing
- **Advanced manufacturing technologies** for remanufacturing

REPURPOSE

- **Repurpose parts/modules at the end-of-life** of HV products

RECYCLE

- **Improve the waste recycling rates** in our operations (at site level)
- **Use metallic and non-metallic materials** with higher recycled content
- **Use biobased recyclable materials** for different applications

RECOVER

- **Establish Circular Business Models** such as 'Hardware as a Service' to support recovery of HV products from customer/end user
- **Extract selected material groups** from product scraps for possible further utilization

Research and Development (R&D) plays a vital role in this effort, driving innovation through the conception and design of new circular products, the use of sustainable materials, and the development of advanced manufacturing systems. These initiatives aim not only to enhance resource and product efficiency but also to extend product lifespans, contributing to reduced waste and environmental impact. The related activities are divided into five research pillars as shown besides.

A cross-functional working group has been created in Y-EMEA to define current and future actions towards circular economy ambitions. Monthly meetings are being held to share the sustainability projects and achievements in a collaborative environment. These projects include testing new materials, developing innovative products and processes and raising awareness across departments on circular economy topics and updates. Legal and customer requirements are also discussed during the meetings to ensure readiness for upcoming challenges.

Key ambitions include:

5-year Sustainability Strategy Sustainable Business Growth 2030 Ambitions	KPI	P83 status
Develop circular economy concepts assuring 50% recycled materials in end-customer products by 2035	Recycled content in purchased materials per key material group - %	16% avg. recycled content in wire ⁵

Customers are increasingly demanding and requesting complex information that can be challenging to obtain. Additionally, new EU regulations require greater transparency and material-related actions. To address these requirements and measure progress in implementing circular economy principles, Y-EMEA is establishing circular economy KPIs. These KPIs will enable the measurement of key sustainability parameters at the product level throughout various project phases. Pilot projects will be used to test the feasibility of applying these KPIs across all Y-EMEA projects in the future.

Regarding materials, Y-EMEA is monitoring progress in recycled content to set interim targets for the coming years to align with our corporate ambition of achieving at least 50% recycled materials in end-customer products by 2035. Benchmarking studies are being conducted to study the applicability of various green materials (recycled and biobased) for various Yazaki applications in order to develop the green circular products portfolio for Yazaki in the future.

Wires, primarily made of copper, are the main component of wire harnesses. Y-EMEA has prioritized the introduction of recycled copper in its products. In the reporting period (P83), an average of 16% recycled copper was incorporated into the 40,950 tons of wires used for wire harness production.

Research Pillars for Circular Economy:

Green materials

Recycling – Renewable feedstock

Revitalizing – Biobased with low carbon footprint

Green processes

Demand-oriented

No toxic waste

Renewable energy

Form to function

Efficiency

Reliability

Function-specific – modularity

Sustainable product use

Less toxicity

Durability

Safety

Low environmental impact

Lifetime maximization

Remanufacturing

Repurposing

Refurbishing

Reuse & Repair

⁵ We utilize recycled and biobased materials, with some development components incorporating 100% recycled content. However, we are currently unable to quantify the total percentage of recycled materials, which we estimate to be less than 1% for the components under development. For purchased components, we have initiated the process of collecting this data. Efforts are underway to implement automated tools to establish a baseline. In our primary business of wire harnesses, currently wires constitute more than 60% of the product, with 16% recycled material content in average.



Ongoing collaboration with research institutes for the application of green thermoplastics towards the development of 'Green Circular Products'

The collaboration with the research institute NMF (Neue Materialien Fürth GmbH) is aiding to unfold new possibilities for the replacement of synthetic plastics with a variety of green thermoplastics with either biobased or recycled content. With the ongoing feasibility studies being undertaken, a multitude of applications in the Electronics and Connection Systems (ECS) domain are targeted. The materials selected have a minimum recycled or biobased content of 45% and the maximum associated PCFs of up to 2.5 CO₂e/kg product.

Thesis activities providing significant support

The initial thesis project, aimed at identifying the most significant material classes and applications in the context of sustainability and circularity, has been successfully completed. This work has paved the way for several follow-up investigative studies. Among them is a subsequent thesis project focused on exploring the use and performance of recycled polymers in various Electrical & Electronic Distribution System (EEDS) applications.

Introduction of new study proposals towards the generation of the 'Circular Products Portfolio'

Study proposals have been introduced towards EEDS products suited for repair & remanufacturing utilizing different 'reusable' connection systems, devices and structural modules, to name a few. With a target reusability quotient of 30% in the first step, these proposals are currently being studied for a range of ECS applications, taking into consideration the Product (Re)Design and utilization of green materials (biobased or recycled) at the same time, to keep the associated carbon footprints low in what are termed as 'Green Circular Products'.

Investigation of new technologies suited for repair, refurbishment and remanufacturing

As part of the introduced study proposals, we are investigating new technologies to facilitate the possible repair, refurbishment and remanufacturing. Different advanced manufacturing technologies are being currently investigated depending on the application in question.

Publication of the Y-EMEA Circular Design Approach whitepaper

Following the presentation by the Y-EMEA R&D Innovation Team at the LBCG Conference in Berlin, which outlined the implementation of Y-EMEA's circular design approach for automotive components and various circular strategies such as reuse, reduce, repair, refurbish, and remanufacture, a whitepaper has been published. The full document is available on our website.

Implementation of the circular approach for other Advanced Engineering projects

The R&D Innovation Team is actively sharing design strategies for creating more circular product designs across various Advanced Engineering projects. To support this effort, a catalog of tailored design measures for specific applications is being developed to guide designers in incorporating circularity into their designs.

Reducing virgin materials and toxic substances in our products

Y-EMEA continues to offer sustainable solutions by reducing the use of virgin materials and toxic substances. In line with customer requests, we developed cable protectors and connector supports made from 100% recycled materials, such as PP-TD20 and PE-TD20, successfully supplying over 430,000 parts and 68,000 parts, respectively, during the Business Year. Additionally, we produce connector holders from PLA bioplastic, a biodegradable material, through 3D printing at our manufacturing sites. Over 46,000 PLA parts were produced during P83, contributing to the reduction of synthetic materials and minimizing transportation impacts.

Reducing the use of virgin materials through polymer scrap regrinding

An innovative project has been launched to transform polymer scraps into raw materials for plastic components with minimal technical requirements. This initiative offers several advantages, including material reuse, reduced waste production, and a lower logistics footprint, as the new parts are manufactured in-house. Y-EMEA has successfully integrated these components into our production processes to safeguard our terminals.

Increased use of simulations in product development

The goal is to leverage simulations to reduce the need for physical prototypes, lowering costs and lead times while optimizing product performance. One example is topology optimization, which reduces material usage by optimizing the material layout and structure within a 3D design space based on designer-set rules. This method enhances performance by considering factors such as external forces, load conditions, and material properties. Key advantages include reduced weight, material usage, and logistics footprint.

QUALITY

Y-EMEA strives to establish itself as the "Best-in-Class" provider of Electrical & Electronic Distribution Systems, components, and insrtrumentations, aiming to set a global standard and become the top choice for customers and employees alike. The company prioritizes continuous improvement and product innovation to realize these ambitions.

Quality, according to Yazaki, involves meeting customer and applicable statutory and regulatory requirements, addressing risks and opportunities, and maintaining a focus on enhancing customer satisfaction through robust project management, design, materials, processes, and competencies.

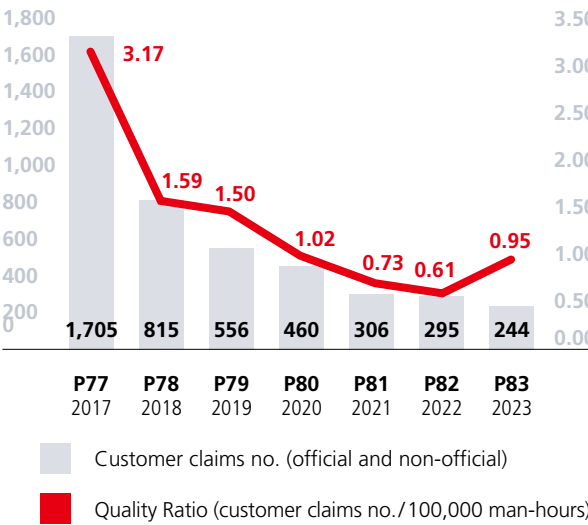
The company adopts the PDCA (Plan-Do-Check-Act) cycle combined with a risk-based thinking approach to drive continuous improvement. To enhance efficiency and ensure reliable performance measurement, Yazaki operates under the Business Operating System (BOS) framework.

This approach provides a unified platform to manage all Yazaki business requirements effectively, fostering standardization across the organization and its Business Units. It ensures a consistent methodology for evaluating business performance and supports streamlined operations.

Our operations are firmly aligned with Global Quality Standards. Over time, we have developed a range of tools and systems focused on prevention, quality assurance, and ongoing enhancement. These include a Global Project Management System for product development, an extensive Global Quality Reporting

System, quality enhancement strategies, internal knowledge-sharing programs, quality control circles, rigorous testing procedures, and continuous defect monitoring, among other essential resources.

Key quality indicators



Over the years, we have recorded significant progress that has ensured consistent evolution in Y-EMEA quality assurance. Compared to 2017, there was a significant 86% decrease in the volume of customer complaints and a 70% decrease in the quality index. Additionally, we achieved a 17% reduction in claims compared to the previous year P82 (2022).





NEW YAZAKI SYSTEM (NYS)

The New Yazaki System (NYS) is a transformative philosophy that addresses the evolving needs of automakers for Quality (Q), Cost (C), Environment (E) and Delivery (D). In a competitive market, Yazaki must balance customer requirements with cost-effectiveness to maintain its position. NYS promotes innovative methods to drive efficiency and long-term success, aiming to enhance Y-EMEA's operational performance and create a foundation for growth. More than just a set of tasks, NYS embodies a mindset – encouraging all employees to integrate it into their daily practices. This unified approach fosters continuous improvement, resilience, and supports Yazaki's commitment to innovation and sustainability.

The Y-EMEA Production Consulting Center (PCC) is key to advancing the New Yazaki System (NYS) through Human Asset Development, reflecting Yazaki's core belief that knowledge dissemination is vital for success. The NYS University was created to enhance Kaizen promotion and deepen the understanding of NYS principles. Tailored in-house training programs address skill gaps and promote a culture of continuous improvement.

The NYS University ensures employees are equipped to independently implement NYS principles and NYS tools effectively, fostering a proactive, problem-solving mindset while driving cost optimization and operational excellence. With over 100 trainees during the reporting year, the NYS University has introduced the NYS Preschool concept, offering beginner-level training to increase efficiency before advancing to intermediate courses.



P83 NYS Indicators

NYS Conference
17 Plants

Practical Training: NYS University

100+ NYS University participants
26 plants and **4** affiliates⁶
65 practical implementation

Jishuken Activity⁷
56 Trained members

Kaizen Promotion Activity

Plant Kaizen Submission Ratio from
P82 (2022) 99% to P83 (2023) 87%.
202 Kaizen submitted from plants
11 Kaizen submitted to YC

⁶ The indicator includes the Y-EMEA plants and the plants that attended to the pre-Global NYS University coming from different regions America, India and South Africa.

⁷ 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

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

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

EFFICIENCY GROWTH

NYS ACTIVITY

MOTO

BASED ON YAZAKI WAY

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



PRODUCT SAFETY

Our safety approach encompasses not only the health and safety of our employees but also the safety of the products we manufacture.

At Yazaki, ensuring product safety is a top priority, as we recognize the critical role our products play in the safety and performance of vehicles. As a global leader in automotive components, particularly wiring harnesses and electrical systems, we are dedicated to creating safe, reliable products that meet rigorous legal and industry standards and consequently protecting the consumers who use our products.

Impacts, Risks and Opportunities

Product Safety	
Impact Materiality	Moderate
Financial Materiality	Low
Time Span	Short (1 year) to medium term (2-5 years)
Impact and exposure along the Value Chain	Upstream Low to High Own Operations Low to Moderate Downstream Low to Moderate

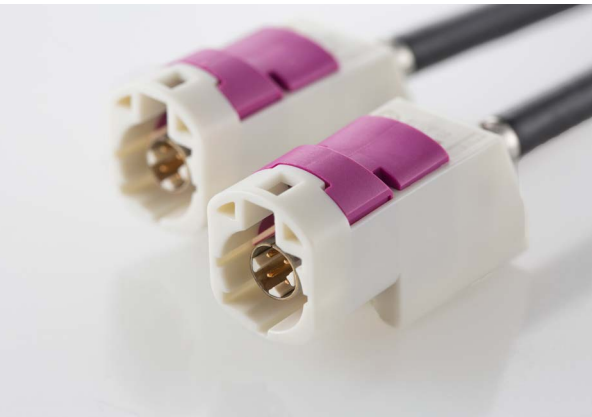
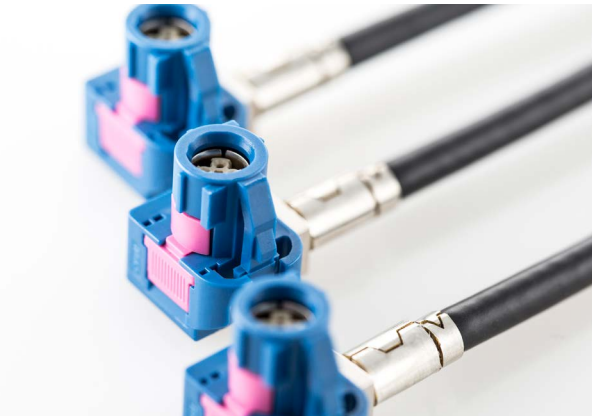
Ensuring product safety directly benefits consumers by reducing the risk of accidents and injuries caused by faulty or unsafe products. Yazaki's products play a critical role in the safety of vehicles, particularly in electrical systems. By prioritizing product safety, Yazaki helps protect our customers and end-users. If Yazaki fails to meet the necessary safety standards for its products, it could lead to defects that compromise the safety of end-consumers, and the company may face costly product recalls, legal liabilities and reputational damage.

Yazaki can further strengthen its commitment to safety by continuously monitoring and ensuring compliance with evolving global safety regulations and industry standards. The company further enhances its product safety through rigorous testing and validation processes. By implementing quality control measures, Yazaki can detect potential defects early on and prevent unsafe products from being shipped to customers. This proactive approach minimizes the risk of safety incidents and helps maintain product integrity.

Policies, targets, actions, and performance

As outlined in our Product Integrity Policy, Y-EMEA is committed to upholding the highest standards of product integrity, focusing on both product safety and product conformity. This commitment spans the entire product lifecycle, including the requirements phase, development phase, production phase, usage phase, after-sales phase and recycling phase, ensuring compliance with customer specifications, national and international regulations within a product safety framework that promotes continuous improvement.

At our manufacturing plants, we have established procedures at both the product and process levels to ensure compliance with safety-related requirements. These procedures are part of a broader commitment to product integrity, supported by the implementation of relevant processes, detailed record-keeping, and a focus on continuous enhancement of product safety and compliance. The Product Integrity procedures in place in our company take a broad view of safety. In this context, "customer" refers not only to direct customers (OEMs/Tier N) but also to drivers, passengers, other road users (including pedestrians, cyclists, and maintenance workers), as well as manufacturing, maintenance, and after-sales personnel.



Key ambitions include:

5-year Sustainability Strategy Product Safety 2030 Ambitions	KPI	P83 status
Maintain zero product recalls associated with product safety	No. product recalls associated with product safety	Zero
Maintain zero product safety claims	No. product safety claims	Zero

Our approach includes regular evaluations and performance measurements. Testing, controls, and inspections are conducted regularly to ensure our products meet the highest safety standards for our customers and end users.

Y-EMEA follows a rigorous product integrity procedure, incorporating risk management tools. Risk assessments guide the categorization of risks, and preventive and detection actions are taken accordingly, with control instructions created to mitigate potential hazards.

Training programs are delivered to our employees to enhance technical and behavioral competencies, raising awareness of product integrity across the organization. To ensure compliance with defined procedures, processes and requirements, Y-EMEA conducts safety audits which verify that our processes and products align with established standards. These audits have been conducted on time and are an integral part of our ongoing product safety efforts.

In conclusion, through a robust system of procedures and audits, Y-EMEA is fully committed to delivering safe and high-quality products.



ENVIRONMENTAL SPHERE



MATERIAL TOPICS

Climate change
Energy
Pollution
Waste



10. ENVIRONMENTAL STEWARDSHIP

Y-EMEA is steadfast in its commitment to the principles outlined in its *Environmental, Health, and Safety Policy*, serving as the cornerstone of Y-EMEA's proactive environmental approach, acting as an overarching framework that guides and aligns environmental practices across all our operations. This policy focuses on preventing pollution, adopting cost-effective practices to eliminate or mitigate environmental impacts, mitigating safety and health risks, and ensuring compliance with legal, customer, and Yazaki obligations. It also emphasizes key principles such as injury prevention, risk control, performance improvement, and fostering awareness of EH&S practices throughout the organization.

Responsibility for upholding this policy is shared by every employee, contractor, and visitor. The EH&S Policy endorsed by the CEO aligns with ISO 14001:2015 and ISO 45001:2018 standards. The policy undergoes an annual review by the CEO, Executive Management Board, and Heads of Central Functions to ensure its continued relevance and suitability. The EH&S Policy is accessible to employees via the intranet and website. Local General Managers/Plant Managers, supported by local EH&S teams, are responsible for ensuring all workers understand the policy and that it is visibly posted in relevant areas.

Each location establishes and maintains procedures to involve workers in the development, planning, implementation, and improvement of EH&S practices.

Environmental performance indicators are monitored monthly at manufacturing sites and annually at office locations. These insights inform the development of targeted action plans designed to further enhance our environmental practices, ensuring a continuous cycle of improvement. All manufacturing plants have annual environmental monitoring plans in place. Our sites undergo regular external and internal EHS audits. Periodic management system audits are conducted by local staff, to ensure that the EHS management system has been properly implemented, maintained and conform with the local requirements and the international standard ISO14001:2015. During the reporting period, all active manufacturing sites have successfully maintained their Environmental

Management Systems certification under ISO 14001, reaffirming Y-EMEA's dedication to sustainable and eco-friendly practices. To foster environmental responsibility throughout our supply chain, our Business Partner Code of Conduct establishes clear expectations for environmental stewardship, social responsibility, and ethical practices among our suppliers.

CLIMATE CHANGE

At Y-EMEA, we recognize climate change as one of the most critical challenges facing society and the environment. As a global organization, we are dedicated to mitigating our negative impacts while leveraging our expertise to contribute positively to a sustainable future.

As a global manufacturing company, Yazaki's operations involve energy-intensive processes that contribute to greenhouse gas (GHG) emissions and climate change. Additionally, our supply chain is more carbon-intensive, especially metals and packaging materials, further amplifying our overall environmental impact. Addressing these challenges is at the forefront of our climate action strategy.

Impacts, Risks and Opportunities

Climate Change Mitigation and Adaptation

Impact Materiality	Moderate
Financial Materiality	High
Time Span	Short (1 year), medium (2-5 years) and long term (> 5 years)
Impact and exposure along the Value Chain	Upstream Moderate to High Own Operations Moderate to High Downstream High

Y-EMEA is exposed to various climate-related risks, including regulatory changes with the rising of stricter



emissions regulations, which may increase compliance costs; energy costs are becoming higher and that may impact profitability and extreme weather events, driven by climate change, pose risks of physical damage to our facilities and disruptions to our supply chain. These risks necessitate proactive measures to ensure resilience and compliance with evolving standards.

However, these challenges also present opportunities. The growing demand for EVs and low-carbon solutions positions Y-EMEA to expand our market presence, leveraging our expertise to drive sustainable growth.

Our company conducts regular analysis, with risks and opportunities ranked from 1 to 3 (low to high) based on probability, severity, benefit and feasibility. Actions are implemented for any risk and/or opportunity with a result score equal to or above 4. The identification of risks and opportunities are conducted at group and manufacturing site levels and associated documents are reviewed once

per year or when there are significant changes in the conditions. The main results of these analysis are presented in the management review and integrated in the decarbonization strategy development.

The output of this process has been combined with the results from the double materiality assessment and is shown in the table on page 86.

Policies, targets, actions, and performance

At Y-EMEA, we are committed to addressing climate change through robust policies and strategic initiatives. Our Environmental, Health, and Safety (EH&S) Policy encompasses climate change mitigation and adaptation, supported by an Environmental Management System aligned with ISO 14001 standards. In addition, we have implemented several procedures and guidelines to manage our climate-related impacts, risks and opportunities, like for example our EH&S Prevention Manual that includes a Business Contingency Plan to ensure business continuity in the event of recurring natural disasters.

In response to the evolving European Union regulatory and market landscape, Y-EMEA has established a climate strategy that encompasses decarbonization ambitions to be achieved by 2039 in our region and in alignment with the decarbonization targets set by Yazaki Corporation for the entire Group. These ambitions are outlined through several key milestones.

We have set ambitions to reduce our GHG emissions in both operations and in our value chain. Y-EMEA decarbonization targets can align with limiting global warming to 1.5°C in line with the Paris Agreement, but this depends on several factors, particularly the pace and depth of emissions reductions. Our 2039 carbon neutrality ambition places our company about a decade ahead of the broader global goal of reaching net-zero by 2050, which is what the IPCC identifies as necessary to limit warming to 1.5°C. We also acknowledge the need to implement robust strategies to address Scope 3 emissions, which are more complex. A mix of deep emissions reductions, supported by technological innovation and operational changes, alongside responsible offsetting for remaining emissions will be fundamental.

Our strategy is to integrate climate-related considerations into our core business operations. Climate-related risks and opportunities influence our strategy in several ways, and we have set a decarbonization roadmap that includes several levers of action.



Main climate change-related risks exposure		Main actual and potential impacts to Y-EMEA business	Mitigation measures
Extreme weather events	Physical risks to employees from heatwaves and cold snaps (e.g., dehydration)	– Employees' dehydration due to extreme temperature and cold snaps – Cost increase associated with higher air conditioning use	– Ensuring quality potable water availability and temperature regulation within plants – Monitoring power usage and improving equipment efficiency
	Production interruptions due to fire from high temperatures and floods affecting manufacturing plants and transportation (own operations and supply chain)	– Revenue loss due to interruption of production and materials supply	– Conducting fire prevention audits and reinforcing fire prevention measures during heatwaves – Following the Y-EMEA Crisis Management Manual and local contingency plan
Policy and regulatory changes	Risk of non-compliance with the regulatory updates	Increased compliance costs related to climate change policies and carbon taxes	– Conducting quarterly and annual legal audits to ensure compliance with evolving regulations
	Stricter emissions regulations		– Defining and deploying of decarbonization ambitions and plans – Establishing green electricity contracts where available
Energy price	Volatile energy prices and higher energy costs	– Cost increase due to increased electricity prices	– Conducting feasibility studies for self-generation technology installation – Identifying and implementing energy efficiency measures
Changing customer preferences in term of sustainability approach	Changing emissions reduction goals due to customer requirements	Increased costs to meet customers' demands on carbon reduction, associated with: – Carbon emission reduction investments at our facilities – Procurement of alternative and more sustainable materials – R&D investments – Carbon offsetting – Decreased revenue due to failure to meet customer demands	– Encouraging carbon footprint reduction initiatives and establishing medium- to long-term carbon reduction strategies – Establishing 100% renewable electricity contracts where available – Searching for less carbon and energy intensive materials
Potential climate change-related opportunities		Main actual and potential impacts to Y-EMEA business	Actions
Product development innovation, green energy and low carbon materials usage	Green energy adoption	– Mitigation of electricity price risks caused by changes in fossil fuel prices – Enhanced brand reputation	Feasibility studies on green energy and power purchase agreements availability, including self-generation installation, by country and by plant
	Cost savings and efficiency improvements	– Improved plant energy, water and waste efficiency and associated cost savings	– Support and oversee implementation of initiatives targeting water consumption reduction, waste reduction, and energy efficiency at plant level – Annual best practice standardization and plant insulation improvement – Investing in energy-cost effective technologies
	Development of carbon neutral/low carbon/energy-efficient products portfolio	– Increased revenue by satisfying customer demands on developing low carbon footprint products – Enhanced brand reputation – Increased costs associated with procurement of alternative and more sustainable materials and R&D investments	– Development of decarbonization plans focused on product development, including principles on circular economy and sustainability across the supply chain

3 QUESTIONS TO ...



Jorge Monteiro
Y-EMEA Head of Sustainability & EHS

How do you see the work that has been done over the last years on our carbon footprint reduction?

I believe that we have made positive progress by reducing our carbon footprint of our operations, particularly in the countries within the European Union. This achievement is mainly related to the market availability of sourcing electricity from green sources. Unfortunately, not all countries have this possibility, generating some challenges for our progress.

Nevertheless, we are actively searching for alternatives that could allow us to minimize our carbon footprint as well, looking for partnerships with local partners that can improve our carbon efficiency.

Talking about our operations, what kind of activities are implemented to assure resource efficiency and minimize the environmental impacts of our operations?

Y-EMEA has a long tradition of actively working to minimize our impact on the environment. For more than two decades we have been maintaining an external ISO 14001 certification on our Environment Management System in our manufacturing plants. This allows us to have a systematic approach when monitoring and implementing measures that affect the environment. As an example, over the years we have reached a recycling rate of the waste generated in our manufacturing plants higher than 90%.

What is Y-EMEA doing to minimize the impact on local ecosystems?

At Y-EMEA, we are deeply committed to minimizing our impact on ecosystems and promoting biodiversity throughout our operations. To achieve this, we conduct thorough environmental due diligence studies in collaboration with external partners. These assessments ensure that before we open any new manufacturing site, we rigorously evaluate potential environmental risks associated with the location. By identifying and addressing these risks proactively, we aim to safeguard local ecosystems, protect wildlife habitats, and contribute positively to the surrounding environment. Our dedication to sustainability and responsible practices reflects our belief in the importance of preserving biodiversity for future generations while maintaining our operational integrity.

2022

Sustainability organization establishment

2025

Electricity only from 100% green sources*
*where available

2030

50% CO₂ emissions reduction* in own operations (Scope 1 & 2)
*compared to P77 (2017)

2035

Circular economy concepts assuring 50% recycled materials in end-customer products

2037

Y-EMEA Carbon neutral own operations at zero CO₂ emissions (Scope 1 & 2)

2038

Suppliers at zero CO₂ emissions (Scope 3)

2039

Carbon Neutrality (Scope 1, 2 & 3)

This includes and is not limited to:

- Expanding the renewable energy share, where available, and enhancing energy efficiency to reducing emissions across our facilities
- Collaborating with suppliers and logistics providers to create a sustainable and resilient supply chain
- Investing in product environmental design and circular economy principles to develop innovative, low-carbon automotive components and solutions

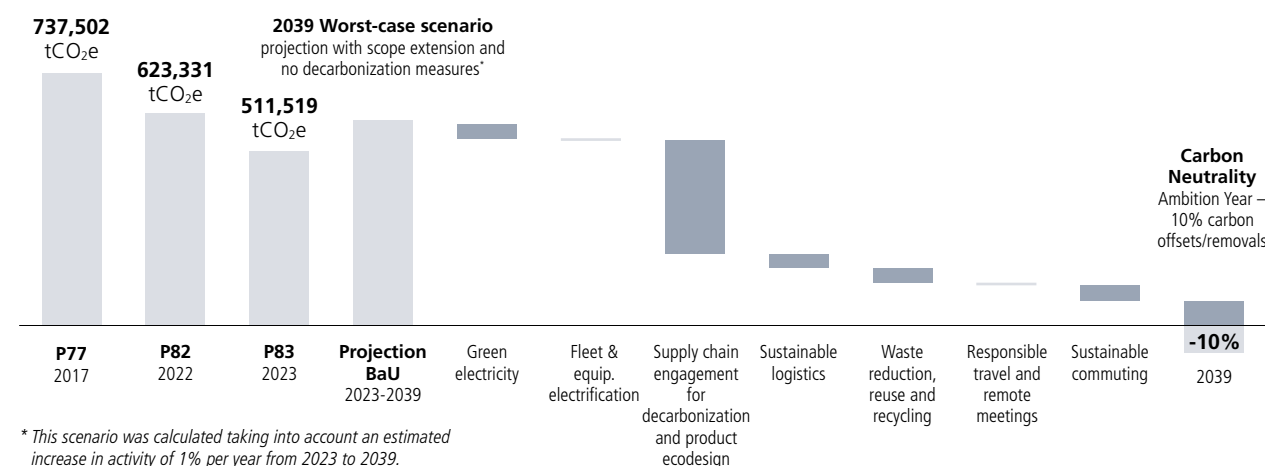
Resilience of the strategy

Ensuring resilience of our business model against climate-related risks involves consideration of different climate scenarios. This helps to identify potential risks and opportunities (that are being mentioned previously), allowing strategic adjustments to mitigate adverse impacts and capitalize on beneficial changes.

To provide insights into climate trends over the mid-to-long term and ensure business resilience against climate impacts, our Sustainability Department identified two publicly available scenarios for different climate trajectories. With these scenarios, we performed a qualitative assessment aimed at understanding the potential impacts of climate risks and opportunities on our operations and financial performance and integrate those insights into our planning processes.

This way we enhance our ability to make informed strategic decisions and investments and adopt effective risk management approaches, ensuring that our strategy remains resilient, and our business prepared to face diverse climate futures.

Decarbonization levers



High-Emission Scenario (RCP 8.5)

RCP 8.5 is a high greenhouse gas emissions scenario, often referred to as the "business-as-usual" scenario, where there is minimal mitigation effort, leading to significant warming. This scenario assumes continued high greenhouse gas emissions by the end of the century, including increase of energy use mostly from fossil fuels, limited availability of renewable energy and low implementation of climate policies. This context leads to severe climate impacts such as increased temperatures, extreme weather events, and significant sea level rise.

Low-Emission Scenario (RCP 2.6)

RCP 2.6 is a low greenhouse gas emissions scenario that assumes substantial mitigation efforts, aiming to keep global temperature rising below 2°C by the end of the century. This scenario assumes that emissions will decline becoming negative by end of the century as well as aggressive mitigation efforts to limit emissions, including decline in the use of fossil fuel.

for innovation in materials and products and renewable energy projects. There is the need to focus on enhancing supply chain resilience, exploring renewable energy where feasible and searching for resilient infrastructure markets/opportunities.

The low-emission scenario (RCP 2.6) presents lower immediate risks but will lead to stronger regulations and requirements that require significant adjustments in product portfolio and investments in sustainable practices. There is the need to prioritize the development of low-carbon and energy-efficient products as well as sustainable manufacturing practices. Adapting quickly to market shifts towards low-carbon technologies will be crucial.

In summary, managing physical and transition risks under RCP 2.6 involves proactive compliance with regulations, continuous investment in technologies for transition to a low-carbon economy, and leveraging market shifts towards sustainability. Under RCP 8.5, the focus shifts to building robust physical infrastructure to withstand extreme weather, staying agile for sudden regulatory changes, and preparing for market volatility due to severe climate impacts.

RCP 8.5 and RCP 2.6 are well-established and widely used in the scientific community, having been developed by the Intergovernmental Panel on Climate Change (IPCC). This ensures that our analysis is based on robust scenarios, providing credibility and reliability to our assessments.

Based on these scenarios we made a qualitative assessment. The high-emission scenario (RCP 8.5) presents higher risks due to potential supply chain disruptions, operational challenges, and increased regulatory pressures. However, it also opens opportunities



Our performance is regularly monitored and disclosed to ensure transparency and accountability. In the past year, we have made tangible progress.

Our decarbonization ambitions are:

Y-EMEA Corporate Decarbonization Ambitions	KPI	Progress towards ambition (P83 results)
Consume electricity only from 100% green sources, where available, by 2025 (P85)	Share of renewable electricity at the end of the reporting period ⁸ (%)	55%100%
Reduce 50% CO ₂ emissions in own operations (Scope 1+2) by 2030 vs. 2017 (P77)	Reduction of Scope 1+2 emissions (%)	38%50%
Develop circular economy concepts assuring 50% recycled materials in end-customer product by 2035	Recycled content (%)	In P83, 16% avg. recycled content in wire
Y-EMEA carbon neutral own operations (Scope 1+2) by 2037 (P97)	Reduction of Scope 1+2 emissions vs 2017 (P77) – %	38%100%
Suppliers at Zero CO ₂ emissions (Scope 3) by 2038 (P98)	Purchased Goods & Services emissions reduction (%) – spend based method	43%100%
Achieve carbon neutrality (Scope 1+2+3) by 2039 (P99)	Reduction of Scope 1+2+3 emissions vs 2017 (P77) – %	31%100%

Progress P83 Target

GHG emissions by scope (tCO₂e)



We conduct an annual assessment of our corporate carbon footprint, evaluating emissions across Scope 1, Scope 2, and Scope 3 in alignment with the GHG Protocol standards. This comprehensive methodology enables us to account for:

Scope 1

Direct emissions from our operations, including fuel combustion in buildings, emissions from our vehicle fleet, and fugitive gases from refrigerants

Scope 2

Indirect emissions from purchased electricity and district or municipal heating

Scope 3

A wide range of indirect emissions spanning our entire value chain.

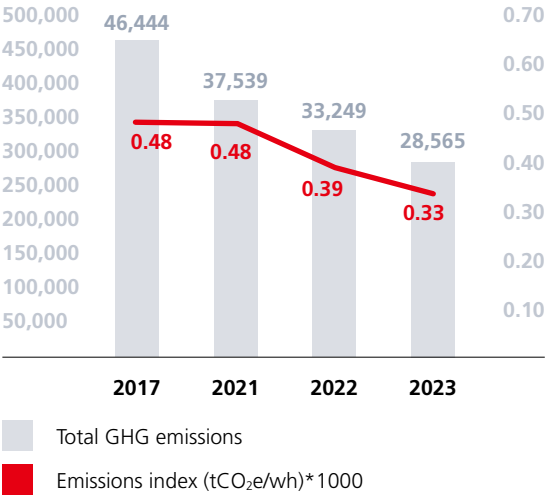
Compared to the previous Business Year (P82), our emissions decreased by 18%. Furthermore, when benchmarked against the baseline year (2017), our emissions dropped by 31%.

Our Scope 1 and 2 emissions amounted to approximately 28,565 tCO₂e, representing just 6% of our total carbon footprint. The majority of our emissions, at 94%, fall under Scope 3.

In comparison with the previous year (Business Year 2022), we have achieved an absolute reduction of 14% in Scope 1 and 2 emissions, and a 38% reduction in relation to 2017. These reductions can be attributed to three factors: the increased use of green electricity, reduced diesel and natural gas consumption, and recalibrated emissions factors for electricity from previous years. Furthermore, our emissions intensity per working hour for Scope 1 and 2 decreased by 14% in comparison to 2022 and 31% compared to our baseline year, 2017.

In relation to our Scope 3 emissions, we are pleased to announce an 18% reduction compared to the previous year and a 30% reduction in comparison to our baseline year (2017).

Scope 1 and 2 GHG emissions (tCO₂e)



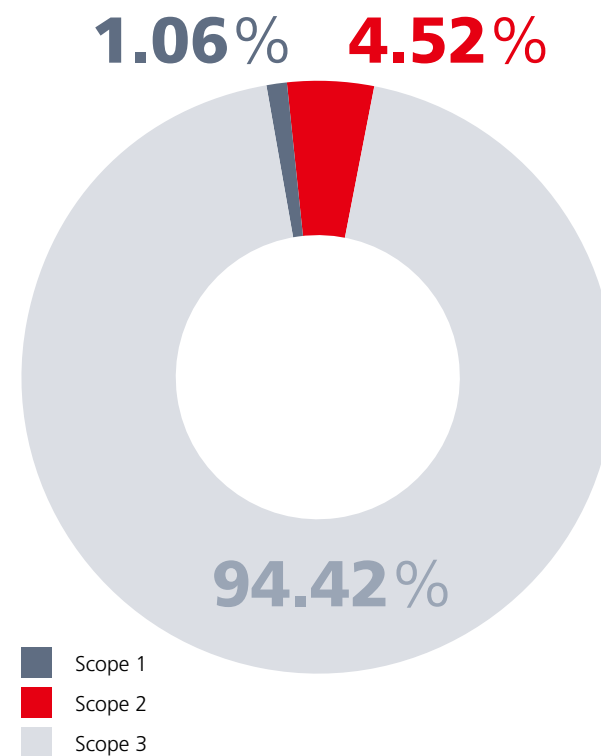
tCO ₂ e	2017	2021	2022	2023	Var. 23–17	Var. 23–22
Scope 1	8,917	7,133	6,135	5,431	-39%	-11%
Diesel Fuel	3,094	1,397	1,343	1,233	-60%	-8%
Gasoline	593	736	914	1,238	109%	35%
Heating Oil	16	0	0	0	-100%	–
Propane Gas	128	180	253	256	100%	1%
Natural Gas	4,012	3,745	2,550	2,323	-42%	-9%
Refrigerants ⁹	1 075	1 075	1 075	381	-56%	-56%
Scope 2	37,526	30,405	27,114	23,134	-38%	-15%
Electricity	37,290	29,960	26,850	22,883	-39%	-15%
Municipal/District Heating	236	446	264	252	7%	-5%
Total (Scope 1 and 2)	46,444	37,539	33,249	28,565	-38%	-14%
Scope 3	691,058	513,282	590,082	482,954	-30%	-18%
Purchased Goods & Services	501,862	281,051	335,572	287,198	-43%	-14%
Capital Goods	20,834	17,670	24,839	46,331	122%	87%
Fuel and Energy Related Activities	15,001	12,824	13,466	14,447	-4%	7%
Upstream Transportation and Distribution	67,630	114,527	129,422	40,258	-40%	-69%
Waste Generated in Operations	24,443	37,911	37,749	43,927	80%	16%
Business Travel	4,356	1,328	2,280	2,347	-46%	3%
Employee Commuting	55,985	47,151	46,004	46,814	-16%	2%
Upstream Leased Assets	947	820	748	1,633	72%	118%
Total (Scope 1, 2 and 3)	737,502	550,820	623,331	511,519	-31%	-18%

⁸ At the end of the reporting period there was no technical / legal framework to allow sourcing of 100% renewable electricity in Morocco and Tunisia.

⁹ The value of emissions linked to fugitive gases from refrigerants calculated for P82 (2022) has been applied to prior years to ensure consistency for comparative purposes.



Y-EMEA carbon footprint (tCO₂e) – 2023



The reduction compared to the 2017 business year is mainly explained by the adoption of decarbonization measures, namely the expanded implementation of green energy where feasible and phased replacement of the diesel vehicle fleet with electric and hybrid vehicles.

Y-EMEA remains firmly committed to achieving carbon neutrality by 2039. Recognizing the complexities and challenges of this ambition, we continuously explore opportunities to enhance our decarbonization roadmap, prioritizing significant carbon reductions and achieving key milestones.

In markets where conventional energy is still in use, we actively seek opportunities to transition our operations to green electricity, reflecting our commitment to cleaner energy solutions. Looking ahead, we will place heightened emphasis on the selection of refrigerants in our cooling systems, prioritizing options with lower Global Warming Potential (GWP) whenever feasible.

The majority of Y-EMEA's annual carbon footprint arises from Scope 3 categories, particularly purchased goods and services, as well as employee commuting and waste; these 3 categories account for more than 74% (56%, 9% and 8.6% respectively).

In 2024, we strengthened our engagement with 170 direct material suppliers and 20 key freight forwarders to enhance the accuracy of carbon footprint calculations, address Carbon Border Adjustment Mechanism (CBAM) requirements, and gain insights into their decarbonization plans.

Although we have low initial response rates, we issued a formal letter to our suppliers urging alignment with our decarbonization objectives and collaboration on data sharing. Y-EMEA recognizes that obtaining primary data and identifying CO₂ reduction opportunities within the supply chain is critical yet challenging, necessitating continuous engagement and collaboration.

Our logistics team has identified and implemented targeted measures to reduce CO₂ emissions, with several projects demonstrating significant potential. Examples include:

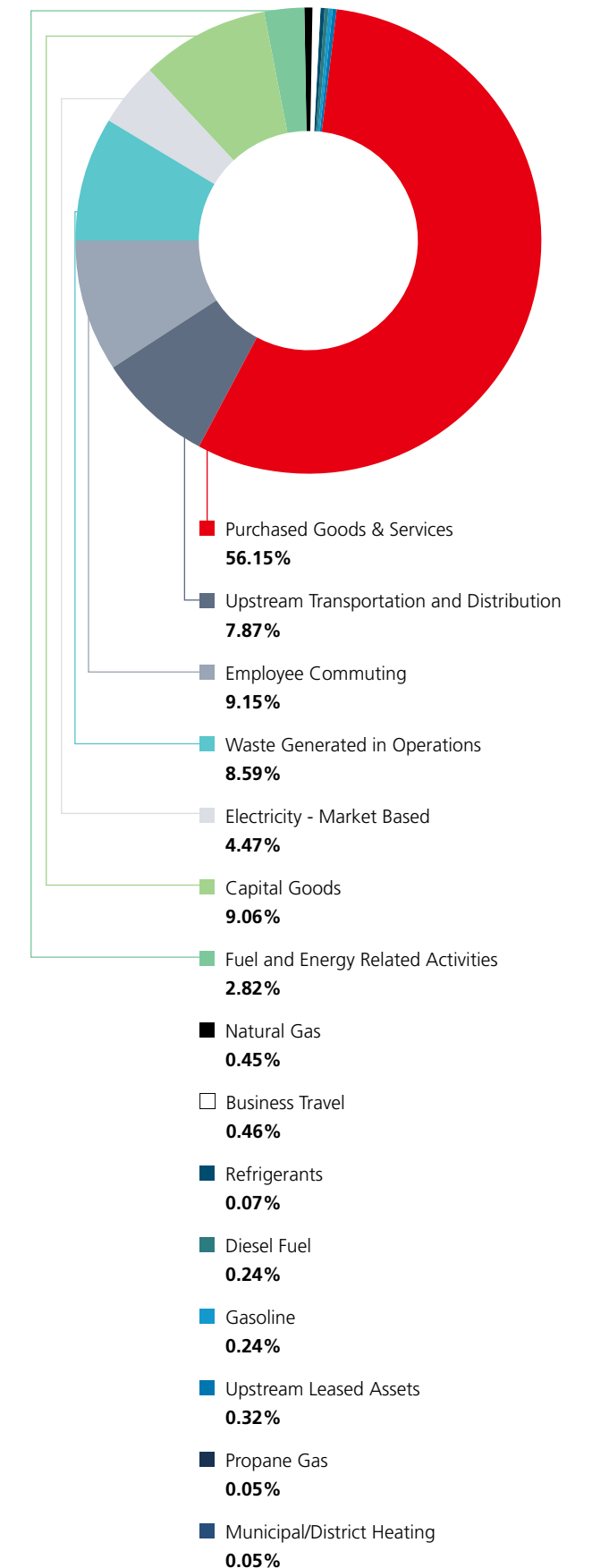
- 1 Switching** transport modes, such as air to sea and road to multimodal or short-sea solutions
- 2 Optimizing** equipment and packaging utilization for inbound and outbound deliveries
- 3 Installing** sustainable technologies in warehouses, such as LED lighting, solar panels, electric forklifts, and gravity conveyors
- 4 Exploring** electric vehicles for transportation where feasible
- 5 Procuring** sustainable fuels for air shipments
- 6 Transitioning** to paperless processes, such as electronic customs declarations and transport documents.

Through workshops with freight forwarders, the logistics team has prioritized carbon reduction strategies. For the reporting period, implemented and forecasted measures are estimated to deliver annual savings of €3M and avoid 1,830 tCO₂e emissions.

Beyond logistics, Y-EMEA incorporates environmental and circular economy principles into product design and development. This includes, but is not limited to, identifying environmental hotspots through product carbon footprint analyses and evaluating the feasibility for integration of more sustainable and recycled materials without compromising our product safety and performance. More information is available in "Circular Economy" and "Product Carbon Footprint" sections.

These efforts underscore Y-EMEA's dedication to environmental stewardship, demonstrating a proactive and continuous approach to achieving meaningful progress on our journey toward carbon neutrality.

Y-EMEA carbon footprint (tCO₂e) – 2023



ENERGY

Energy consumption is a key material topic for Yazaki, reflecting its critical role in our operations optimization and decarbonization ambitions.

Impacts, Risks and Opportunities

Energy	
Impact Materiality	Moderate
Financial Materiality	High
Time Span	Short (1 year), medium (2-5 years) and long term (> 5 years)
Impact and exposure along the Value Chain	Upstream Low to Moderate Own Operations Moderate to High Downstream Low

Yazaki's energy-intensive manufacturing processes, particularly in electricity consumption, can strain local energy resources and increase greenhouse gas (GHG) emissions. These challenges underscore the importance of addressing energy consumption to mitigate environmental impacts. Through efficient manufacturing processes, Yazaki minimizes energy consumption and reduces environmental impact. Our portfolio of products, including components for electric vehicles (EVs), supports customers in lowering their energy use and carbon footprint.

Volatile energy prices and limited access to green energy in some regions present challenges to operational costs, profitability, and Y-EMEA's renewable energy transition ambitions, while dependence on fossil fuels increases regulatory and reputational risks amid global climate action. However, opportunities arise from implementing energy-saving measures to reduce costs and emissions, adopting renewable energy to improve energy security and cut carbon footprints, and expanding energy-efficient product offerings to bolster market position and brand reputation.

Policies, targets, actions, and performance

Sustainable infrastructure is a cornerstone of our strategy, playing an important role in minimizing our environmental impact while enhancing operational efficiency. Yazaki is committed to sustainable energy management, with several actions and policies designed to reduce our environmental footprint. Our EHS Policy emphasizes the promotion of sustainable use of resources through cost-effective practices, aligning with our efforts to improve energy efficiency and deploy renewable energy solutions.

We have also in place energy related procedures and guidelines, including:

- Energy saving:** This energy saving guideline includes a set of measures to encourage the adoption of energy-efficient practices across all locations, supporting our ambitions of reducing energy consumption and associated emissions.
- Solar panel projects:** We have established guidelines for the inspection, maintenance, and implementation of solar panel projects. Solar energy production is a cornerstone of our strategy to reduce our carbon footprint, lower energy costs, and minimize overall environmental impact. These guidelines provide a framework for preparing and structuring solar panel initiatives effectively and inspection and maintenance.
- Real estate construction and architecture policy,** providing a comprehensive framework to systematically embed sustainable practices, including renewable energy technologies, into the planning and execution of both new construction projects and renovations of existing facilities ensuring that sustainability is embedded into the design and development of our facilities. This standard has been applied across our organization, driving consistent adoption of environmentally friendly methods. Y-EMEA is committed to reducing energy consumption across its operations as part of our broader sustainability strategy, especially at manufacturing sites.

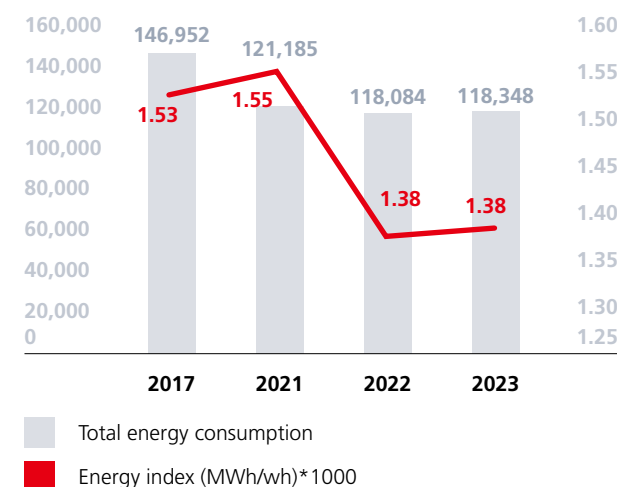
Key ambitions include:

5-year Sustainability Strategy Carbon Footprint Reduction and Resource Efficiency 2030 Ambitions	KPI	P83 status
Electricity from 100% green sources by 2025, where available	Share of renewable electricity at the end of the reporting period ¹⁰ (%)	55%
	No. of sites with 100% renewable electricity in place	8
Reach an Energy Total Index by the end of P83 of 5.003 and by the end of P84 of 4.971 in manufacturing site	Energy Total Index [GJ/wh's)*1,000] (Manuf. sites) – GJ/WH	4,582

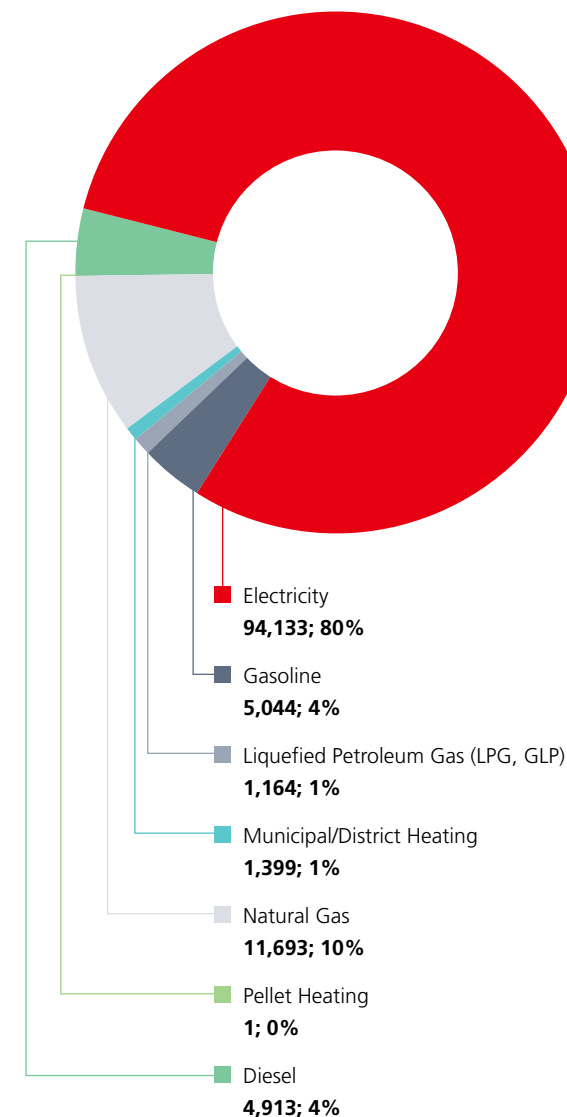
In the Business Year 2023, our total annual energy consumption at our plants and offices reached 118,348 MWh (corresponding to 426,052 GJ), which represents an absolute decrease of 19% compared to 2017 and an absolute increase of 0.2% compared to 2022.

Electricity is the main source of energy for our operations, accounting for approximately 80% of our total energy footprint.

Energy consumption (MWh)



Energy consumption (MWh, %) – 2023



During the business year, our total electricity consumption amounted to 94,133 MWh, reflecting a 14% decrease compared to 2017. However, electricity consumption intensity, calculated in working hours, increased slightly by 1% compared to the previous year.

Although our current energy mix includes renewable sources, we are committed to increasing the share of green electricity to achieve our 2025 ambitions. By the end of the reporting period, 55% of the electricity consumed at Y-EMEA sites came from renewable sources.

¹⁰ At the end of the reporting period there was no technical / legal framework to allow sourcing of 100% renewable electricity in Morocco and Tunisia.

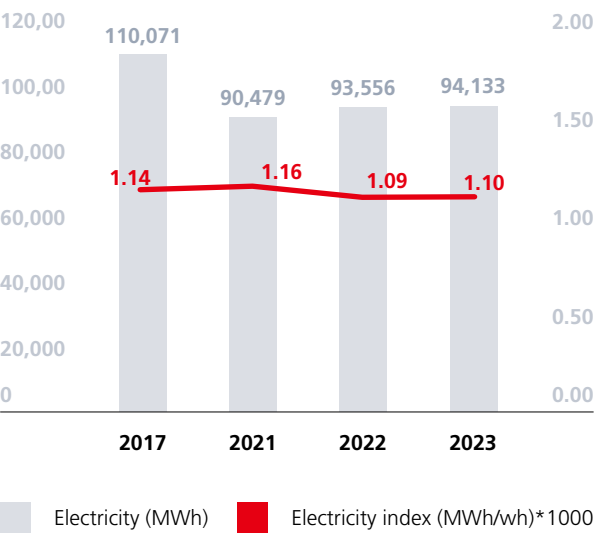


Total energy consumption by type (MWh and GJ)

	2017		2021		2022		2023		Var. 23-17	Var. 23-22
	MWh	GJ	MWh	GJ	MWh	GJ	MWh	GJ		
Diesel Fuel	12,323	44,364	5,566	20,036	5,350	19,259	4,913	17,685	-60%	-8%
Electricity	110,071	396,256	90,479	325,725	93,556	336,802	94,133	338,880	-14%	1%
Gasoline	2,414	8,691	3,000	10,799	3,725	13,409	5,044	18,160	109%	35%
Heating Oil	55	199	0	0	0	0	0	0	-100%	–
Liquefied Petroleum Gas (LPG, GLP)	583	2,097	817	2,943	1,150	4,141	1,164	4,192	100%	1%
Municipal/ District Heating	1,313	4,725	2,475	8,910	1,466	5,279	1,399	5,035	7%	-5%
Natural Gas	20,193	72,695	18,847	67,849	12,835	46,207	11,693	42,094	-42%	-9%
Pellet Heating	0	0	1	4	2	7	1	5	–	-30%
Total energy consumption	146,952	529,027	121,185	436,265	118,084	425,103	118,348	426,052	-19%	0,2%

While being aware of the current challenging global landscape to access clean energy in certain regions of the globe, Y-EMEA is taking a proactive approach by exploring the availability of local green energy suppliers to expand green electricity contracts and carrying out feasibility studies for solar panel installations.

Electricity consumption (MWh)



Currently we have solar panels projects in our facilities in Morocco and Portugal.

Solar Panels Portugal (YSE)

- Phase 1: Installation of 3,985 panels is in progress (expected to be completed in 2025)
- Production capacity of 3,463 MWh/year, covering approximately 17% of YSE's electricity consumption needs
- Annual CO₂ emissions reduction is not applicable, as green electricity from the grid is already in use
- Estimated electricity cost savings of 7% compared to market prices
- Capex demand: zero €

Solar Panels Morocco (YMM2)

- 1,296 solar panels installed
- Production capacity of 1,104 MWh/year, covering approximately 16% of YMM2's electricity consumption in winter and 38% in summer, with equivalent estimated cost savings compared to market prices > 600 tCO₂ emissions per year avoided
- Capex demand: ~ 482,000 €



Yazaki Morocco Meknes (YMM) became the first Y-EMEA site to receive the EDGE Advanced Certificate for sustainable building design. The plant's innovations include energy savings of 65%, water savings of 46%, and reduced embodied energy by 38%, marking a significant step in Yazaki's environmental commitment. EDGE is a green building certification system focused on making buildings more resource-efficient, created by the International Finance Corporation (IFC), a member of the World Bank Group.

Y-EMEA has been investing in process efficiency enhancements and implemented eco-efficiency measures across multiple sites. Throughout the years we have been optimizing facility equipment and lighting, switching to LED lighting, adding motion sensors and continuously raising employee awareness of the importance of switching off lights when not in use.

Furthermore, efforts to reduce the company car fleet's carbon footprint include limiting purchased/leased cars to 180g CO₂/km and prioritizing hybrid vehicles. The company has also prioritized environmental awareness and education for employees, promoting responsible resource consumption behaviors.

Over the past year, we have launched projects aligned with our Construction and Architecture Policy, focusing on implementing sustainable practices in the development of new sites (like for example our new plant under construction in Egypt) and the renovation of existing facilities. The forthcoming Egypt plant development will adhere to the established Yazaki Construction Standard, featuring solar panels on the roof, and we aim to secure an EDGE Advanced Certification for this facility as well.

We combine centralized guidelines with local empowerment to drive our sustainability strategy. By respecting each plant's unique context, we enable them to identify and implement energy and carbon reduction initiatives tailored to meet their local needs while aligning with overarching objectives. This approach ensures flexibility and shared commitment to reducing energy consumption and emissions.

WASTE

At Yazaki, we are committed to reducing waste generation, increasing recycling rates, and promoting sustainable waste management practices throughout our operations. Waste management is an essential part of our sustainability strategy as we work toward minimizing our environmental impact and contributing to a circular economy. By focusing on responsible waste practices, we aim to reduce landfill use, prevent pollution, and ensure that valuable resources are reused and recycled whenever possible.

Impacts, Risks and Opportunities

Waste management	
Impact Materiality	Moderate
Financial Materiality	Low
Time Span	Short (1 year), medium (2-5 years) and long term (> 5 years)
Impact and exposure along the Value Chain	Upstream Low to High Own Operations Low to Moderate Downstream Low

Improper waste disposal, especially hazardous materials, can contaminate land, water, and air, harming ecosystems, wildlife and human health. Resource depletion occurs when materials aren't recycled or reused, increasing environmental strain and waste. By adopting waste

Key annual waste management ambitions at our manufacturing sites include:

5-year Sustainability Strategy Resource Efficiency 2030 Ambitions	KPI	P83 status
Obtain a Waste Total Index by the end of P83 of 1.168 and by end of P84 of 1.164 in manufacturing sites	Waste Total Index [kg/ wh's] (Manuf. sites)	0.176
Secure a recovery waste disposal rate of 92.71% by end of P83 and of 93.90% by end of P84 in manufacturing sites	Waste recovery rate (Manuf. sites) – %	93.62%

reduction and recycling strategies, Yazaki optimizes resource use, cuts disposal costs, and minimizes pollution. Responsible waste management helps conserve resources and protect ecosystems.

Y-EMEA may be exposed to risks related to waste management, including legal liabilities from non-compliance with disposal and recycling regulations, which could lead to fines and reputational damage, as well as increased disposal costs from inefficient practices. Supply chain disruptions due to waste issues at suppliers' sites could also cause production delays. Despite the low likelihood and financial magnitude of these risks, Yazaki continually explores waste reduction strategies, recycling programs, and waste-to-energy initiatives to further mitigate any potential issues and enhance sustainability efforts.

DID YOU KNOW

Recycling one ton of paper saves 2,584 liters of oil, 26,498 liters of water and 2.5 cubic meters of landfill space.

Policies, targets, actions, and performance

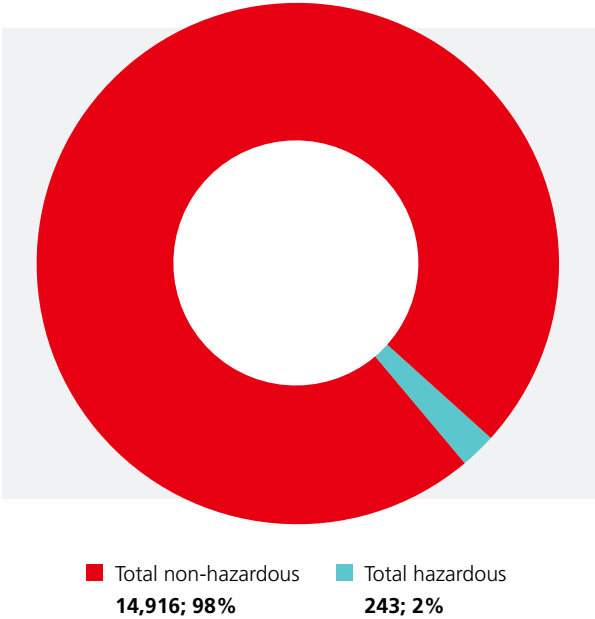
In alignment with the EHS Policy and the ISO 14001-certified Environmental Management System, waste management procedures are implemented at the local level to ensure compliance with legal requirements and to promote a Reduction, Reuse, and Recycling Policy. This approach aims to minimize the volume of waste sent to landfill as the final destination.

Plant managers collaborate closely with local EHS teams to integrate waste prevention measures into the planning

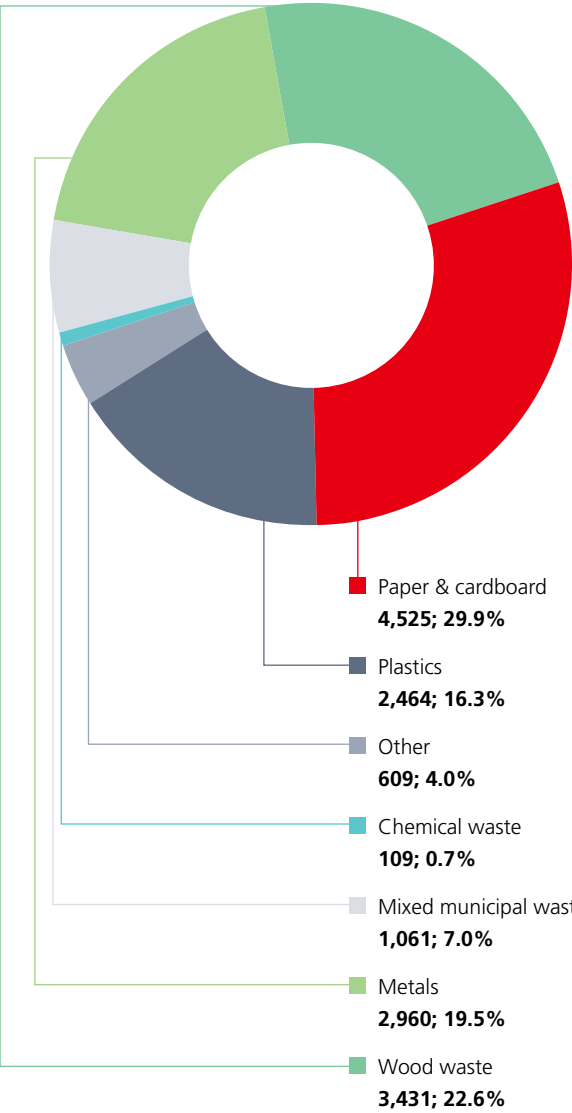
of work activities and processes. Additionally, initiatives are undertaken to educate employees on environmental responsibility and foster a culture of sustainability.

During the business year, Y-EMEA manufacturing sites and offices generated approximately 15,160 tons of waste, 98% of which was classified as non-hazardous. This represents a decrease of 23% and 6% compared to 2017 and 2022 levels, respectively. The waste recovery rate improved slightly to 93% (a 1 percentage point increase from 2022), while the disposal rate decreased to 7%.

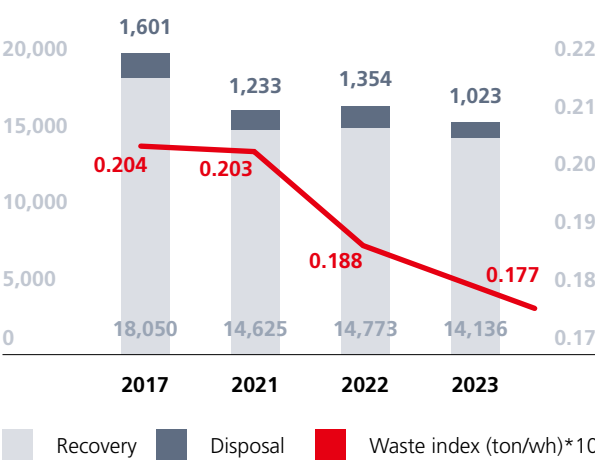
Waste generation by type (ton, %) – 2023



Waste composition (ton, %) – 2023



Waste production (ton) – 2023



WATER

Our company, as an automotive parts manufacturer, typically focuses on resources and processes directly related to its production, such as energy use, emissions, waste management, and materials sourcing, rather than large-scale water consumption.

Water is not considered a material topic for Y-EMEA because our operations are likely to have a minimal impact on these areas. Water is not material as our standard industrial processes do not utilize water, except for our site in Portugal (YSE), where water is used but in a closed-loop system for cooling. For this reason, materiality results show that water has been considered to a low level in both impact and financial materiality levels in our own operations.

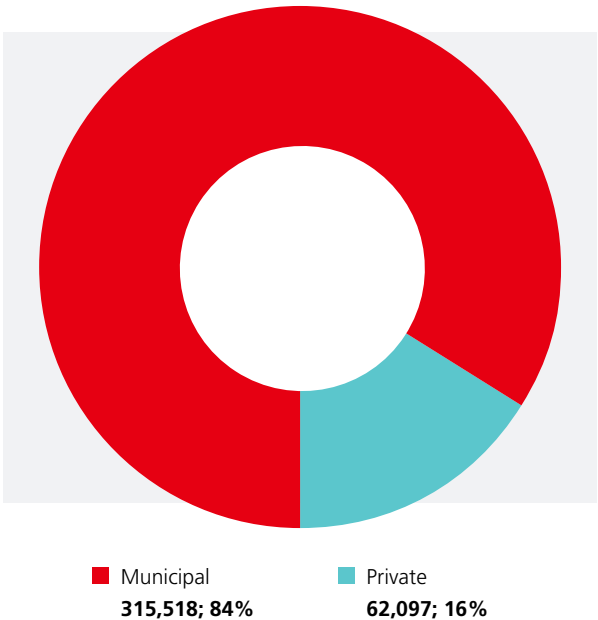
However, given that some of our sites are located in cities with high water stress risk levels, water usage and conservation are becoming increasingly relevant. Operating in water-scarce regions highlights a need for responsible water management to ensure sustainable operations and reduce potential risks to local communities. Therefore, we acknowledge that while marine resources remain not material, water management measures – such as efficiency improvements and wastewater reduction – can play an important role in Y-EMEA's overall sustainability framework, addressing both local environmental concerns and operational resilience in high-risk areas.

Policies, targets, actions, and performance

Our EHS policy and associated procedures also encompasses the water aspect. Y-EMEA has in place instructions related to wastewater quality measurement activities to ensure compliance with local laws. To contribute to sustainable use of natural resources, all active manufacturing sites are ISO 14001 certified and have annual targets associated with water consumption intensity (based on working hours).

Y-EMEA remains committed to reducing water consumption through a range of initiatives, including employee awareness programs, the adoption of water-efficient technologies, and regular maintenance to promptly detect and repair any leaks. Furthermore, some of our facilities have already implemented systems for water recycling and reuse, thereby further enhancing our sustainable water management practices. Three of our plants in Morocco are already implementing recycling systems and rainwater reuse, achieving 10% to 20% water reuse levels.

Water consumption (m³, %) – 2023



At the end of the reporting period, Y-EMEA's total water usage was 377,614m³, with 84% sourced from municipal supplies and 16% from private water wells. This represents a 6% decrease compared to the previous year and a 14% reduction when compared to 2017.

Key ambitions include:

5-year Sustainability Strategy Resource Efficiency 2030 Ambitions	KPI	P83 status
Achieve a Water Total Index [(m³/wh's)*1.000] by end of P83 of 4.597 and by end P84 of 4.591 in manufacturing sites	Water Total Index [(m³/ wh's)*1.000] – m³/ wh (Manuf. sites)	4.450
Establish water stewardship initiatives at all sites located in water-stressed areas by 2030	Percentage of sites in high and extremely high water-stressed areas with active water stewardship initiatives – No. and %	13 active sites corresponding to 36% of total

Although water use is not a material topic in Yazaki's business operations, we are committed to ensuring responsible water management in all our locations. Proactively addressing water-related challenges, we monitor the water risk exposure of our sites to identify areas facing potential water stress.

In 2024, we conducted a water risk screening across all our offices and manufacturing plants using the World Resources Institute's Aqueduct platform. This tool provided valuable insights enabling us to identify sites located in water-stressed areas and those expected to face similar challenges in the near future.

Based on the water risk assessment conducted there are 13 active sites located in locations currently considered to be in water stress risk (high to extremely high), nine manufacturing sites and four offices, accounting for 50% of our total annual water footprint.

In response, we have in place water stewardship initiatives to minimize as much as possible the impact of water stress in these locations while safeguarding the wellbeing of our employees and surrounding communities.

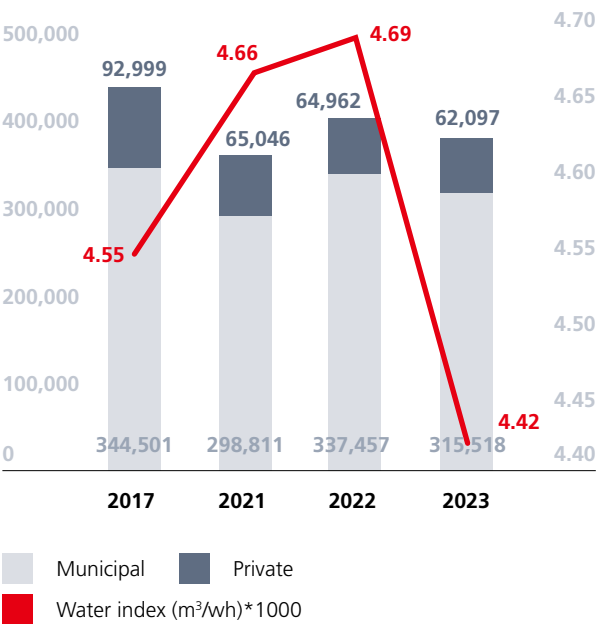
For manufacturing sites, there is an annual water consumption target, in accordance with the ISO 14001 requirements, which requires monitoring of consumption and inherent action plans to reduce and optimize water consumption. These manufacturing sites affected by the analysis represent 49% of Y-EMEA's annual water consumption in P83.

DID YOU KNOW

Rainwater harvesting is a great way to collect otherwise wasted water for future uses. Rainwater harvesting is more and more becoming a building requirement in warmer countries. In wetter countries the chance of collecting and potentially being partially self sufficient in water usage seems like a great way to save money and the environment.

The remaining locations identified as having a high level of water stress are warehouses or offices where water consumption is minimal and there are fewer employees compared to manufacturing sites, representing only 1% of Y-EMEA's annual water consumption.

Water consumption (m³) – 2023





POLLUTION PREVENTION AND PROTECTION OF NATURE

Y-EMEA operates in the automotive and electronic systems sector, where the primary environmental impacts are often related to energy use, greenhouse gas (GHG) emissions, and resource efficiency rather than direct pollution of air, water, or soil.

Impacts, Risks and Opportunities

Pollution	
Impact Materiality	Moderate
Financial Materiality	Low
Time Span	Short (1 year), medium (2-5 years) and long term (> 5 years)
Impact and exposure along the Value Chain	Upstream Low to High Own Operations Low to Moderate Downstream Low to Moderate



Y-EMEA's manufacturing processes do not involve significant emissions or discharge of pollutants into the air, soil, or water. Unlike industries that rely on fossil fuels or chemical-intensive processes, Y-EMEA's operations generate comparatively minimal pollutants. However, we have assessed the IROs associated with pollution.

Air pollution is not material because our industrial processes do not involve significant emissions of air pollutants, aligning with strict environmental compliance standards. Water pollution is not material as our standard industrial processes do not utilize water, except for our site in Portugal (YSE), where water is used but in a closed-loop system for cooling. Soil pollution, however, can be material due to waste generation, which is managed and monitored through disclosed waste management indicators.

Yazaki is deeply committed to minimizing its impact associated with this environmental topic through responsible waste management and pollution control practices. Y-EMEA adheres to stringent rules for chemical substance handling outlined in our EH&S, Site Protection and Plant Loss Prevention and EHS Policy

Statement Manuals, to prevent spills and accidents. While we do not generate microplastics in our business operations, we address plastic waste management as part of our waste management practices and indicators.

Improper waste disposal, chemical handling, or untreated wastewater can release pollutants into the air, water, and soil, causing environmental degradation, harming ecosystems, impacting human health, and compromising local access to safe drinking water.

By actively addressing pollution through responsible operations, Yazaki contributes positively to both the environment and society. Through efficient waste disposal, chemical handling, and pollution prevention measures, Yazaki minimizes the release of pollutants into air, water, and soil, safeguarding ecosystems and the health of living organisms. By mitigating pollution levels, Y-EMEA contributes to better health outcomes for surrounding communities.

Y-EMEA comply with stringent environmental regulations concerning pollution control. Failure to meet these regulations can lead to legal actions, fines, or operational disruptions. Environmental pollution, especially when it affects surrounding communities or ecosystems, can harm Yazaki's reputation. Public awareness of pollution-related issues can lead to stakeholders' backlash, including customers and local communities.

Y-EMEA has the opportunity to implement sustainable waste management strategies, such as recycling, and proper disposal of hazardous materials. These initiatives reduce pollution, conserve resources, and minimize the company's environmental footprint.

Proactive engagement with communities and regulators allows Y-EMEA to work collaboratively to address any potential pollution concerns. This engagement fosters transparency, builds trust, and helps ensure that our operations align with community expectations and environmental standards.

By adopting cleaner production methods, energy-efficient technologies, circular economy principles, waste reduction initiatives, recycling and proper hazardous material disposal, Y-EMEA prevents pollution at its source, reducing remediation costs and environmental impact.

Policies, targets, actions, and performance

Pollution-related risks that do arise from Y-EMEA's operations are managed through strict compliance with environmental regulations and under the Environmental Management System (EMS) in place in each of our active manufacturing sites. 100% of our active manufacturing sites are ISO 14001 certified.

This includes ensuring that waste, emissions, and effluents are managed responsibly and do not pose a significant threat to air, soil, or water quality. To manage pollution control, each manufacturing site includes in its EHS annual plan periodic measures to check compliance with local laws also associated with controlling pollution, including inspections and tests, internal audits as well as employees training and awareness. Depending on the local legal requirement, activities associated with air pollution (e.g. air quality tests) with water pollution (e.g. water treatment facilities for drinking water with monthly tests to check chemical parameters) and associated with soil pollution take place. In addition, we have established a dedicated target to improve our recycling rate, which contributes to reducing pollution associated with waste disposal in landfills.

We consider our EMS provides a framework for managing environmental risks, ensuring continuous monitoring and control of pollution without the need for additional targets and action plans. In terms of pollution control, the necessary investments and actions were undertaken in previous years, and we are now focused on maintenance, alongside regular inspections and tests as referred previously.

More information about waste management and pollution control in the figure of substances of concern can be found in the sections "Waste" and "Sustainable Business Growth".

Biodiversity and ecosystems

Though the company operates outside sensitive or protected areas, Yazaki's industrial activities, including waste generation and resource use, can impact ecosystems. Improper waste disposal or emissions may harm local ecosystems but are unlikely to cause large-scale biodiversity loss.

At Yazaki, we are committed to minimizing our impact on ecosystems and biodiversity by adopting sustainable business practices that not only protect the environment but also contribute to the wellbeing of the communities in which we operate.

Though ecosystem impacts pose low financial risk, supply chain disruptions, regulatory changes, and resource depletion may increase costs or affect sourcing. Yazaki has opportunities to enhance biodiversity conservation collaborating with environmental organizations, through sustainable material sourcing and promoting circular economy practices.

While Yazaki's direct operations may not significantly impact biodiversity and ecosystems, its dependency on upstream activities, like metals and mining, aluminum, paper packaging may involve land degradation, deforestation, water pollution, and habitat destruction, which can threaten biodiversity and disrupt ecosystems. This impact is particularly relevant in regions with high biodiversity, where mining activities can endanger local species and ecological balance.

DID YOU KNOW



Did you know that, on average, a mature tree can absorb approximately 22 kilograms of carbon dioxide annually? This natural process plays a vital role in mitigating climate change and enhancing environmental sustainability.





Policies, targets, actions, and performance

Despite none of our sites are located in protected and biodiversity sensitive areas, our EHS Policy and local annual EHS plans include biodiversity protection aiming to supporting nature conservation efforts in our surrounding communities. On an annual basis our manufacturing sites implement nature conservation measures in the surroundings of our facilities like for example beaches cleaning, forest cleaning and trees plantation.

In addition, and to promote mitigation of environmental impacts across our value chain, our Business Partner Code of Conduct includes expectations towards suppliers related ecosystems and biodiversity. By proactively adopting sustainable sourcing practices, such as using certified or recycled metals, Yazaki can reduce its reliance on environmentally damaging extraction methods. This approach aligns with evolving customer expectations and sustainability standards in the automotive industry.



Key ambitions include:

5-year Sustainability Strategy	KPI	P83 status
Pollution Prevention and Protection of Nature 2030 Ambitions		
Ensure that all operational manufacturing sites have an environmental management system certified in accordance with ISO 14001 standards	% of operational manufacturing sites ISO 14001 certified	100%
Implement at least one annual measure at all manufacturing sites to support nature conservation and biodiversity protection efforts	No. of manufacturing sites that have conducted at least one initiative associated to biodiversity and nature protection	19 corresponding to 90% of total manufacturing footprint

To help business teams assess, report and address their nature-related dependencies, impacts, risks and opportunities, the Working Group on Nature-Related Financial Disclosures (TNFD) recently introduced a set of

disclosure recommendations and guidelines to support companies evaluating how their operations depend on and affect natural ecosystems.

As part of this effort, we began developing our Nature and Biodiversity Assessment at our production sites in 2024. This assessment is being developed and supported using IBAT (Integrated Biodiversity Assessment Tool), a tool to measure natural capital, the risks, impacts and drivers. Specific indicators for each service, such as key biodiversity areas, grouped into five categories: threatened biodiversity; geographically restricted biodiversity; ecological integrity; biological processes; and irreplaceability allows us to evaluate the situation of these services in the locations of our manufacturing sites.

This combination of assessments helps us identify locations that rely heavily on natural resources, as well as those located in biodiversity-rich environments.

Although none of our sites are located in regions with high intact biodiversity, we will voluntarily continue to review our interactions with the natural environment.

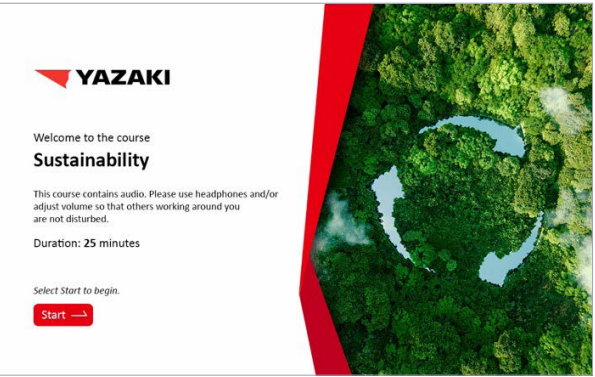
For more information about how we manage the environmental impacts associated with our supply chain, please consult the section "Responsible Supply Chain".

EMPLOYEE AWARENESS

Our employees play a crucial role in our sustainability efforts. We support them by offering learning opportunities and channels for participation in sustainability initiatives.

Key stakeholder engagement ambitions include:

5-year Sustainability Strategy	KPI	P83 status
Stakeholder Engagement 2030 Ambitions		
100% of employees are being offered training on sustainability by end of P86 (June 2027)	% white-collar employees that completed mandatory Sustainability eLearning	46%
Deployment of Green Ambassador Program in P84		
Foster internal and external stakeholder engagement on sustainability through communication channels and collaborative platforms		



During the reporting period, Y-EMEA launched an online sustainability course for white-collar employees to foster a sustainability culture. The course covers key concepts and practical steps to contribute to sustainability efforts, with plans to expand to all employees in the future.

The Green Ambassador Program, under the motto "Think Green, Act Green," encourages Y-EMEA employees to lead eco-friendly initiatives within the company. Ambassadors can raise awareness and inspire others to adopt sustainable practices.

We also continue to engage with our customer base and other stakeholders on sustainability matters, particularly focusing on decarbonization progress. Dedicated meetings with customers are held to communicate our efforts and advancements in this critical area. In addition, we foster collaboration with external stakeholders, ensuring alignment on shared sustainability goals. This ongoing engagement highlights the importance of capacity building and awareness within our teams, enabling us to meet expectations, strengthen partnerships, and contribute meaningfully to sustainable development.

Yazaki Portugal (YSE) collaborated with Mobinov, the country's association for the automotive industry, for the development of an automotive industry roadmap for decarbonization. Yazaki Portugal (YSE) hosted a "Sustainability Open Day". The event featured a "Green Breakfast", promoting reusable materials, followed by lectures on carbon footprint and circular economy from local universities. Y-EMEA also showcased sustainable products like wire harness protectors made from 100% recycled plastic and highlighted ongoing sustainability efforts.

Yazaki Bulgaria (YBE) participated in the "Forward Green Expo" in Greece and the "Automotive Expo 2023" in Sofia, emphasizing green entrepreneurship and circular economy while attracting new talent. Yazaki Romania hosted workshops with students on climate change and resource management.

More engagement initiatives with stakeholders described across the Report.

11. ANNEXES

A. GRI INDEX

Statement of use	Yazaki Europe Middle East Africa region (Y-EMEA) has reported the information cited in this GRI content index for the period July 1, 2023 to June 30, 2024 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
GRI STANDARD	DISCLOSURE	LOCATION
GRI 2: General Disclosures 2021	2-1 Organizational details	1. Introduction 3. Business Year 2023 progress 4. Who we are https://www.yazaki-europe.com/about-us/yazaki-worldwide
	2-2 Entities included in the organization's sustainability reporting	Yazaki sites located in EMEA region. https://www.yazaki-europe.com/about-us/yazaki-worldwide
	2-3 Reporting period, frequency and contact point	1. Introduction 3. Business Year 2023 progress
	2-4 Restatements of information	Some performance metrics related to environmental indicators in previous years have been recalculated using updated data received after publication of Annual Sustainability Report 2023. 10. Environmental Stewardship
	2-5 External assurance	The current Sustainability Report has not undergone external assurance. However we are considering it for future reports in alignment with the EU Corporate Sustainability Reporting Directive. Regarding financial data, the sales amount disclosed in this report refers to the Business Year from July 2023 to June 2024. The Y-EMEA Group's annual consolidated financial statements, which follow a Fiscal Year from April to March, will undergo external verification starting in 2025 for FY 2024 (April 2024 – March 2025).
	2-6 Activities, value chain and other business relationships	4. Who we are / Our product portfolio 6. Responsible Conduct/ Responsible Supply Chain
	2-7 Employees	3. Business Year 2023 progress 8. Social Responsibility/ Employees' Wellbeing 8. Social Responsibility/Diversity, Equity and Inclusion
	2-8 Workers who are not employees	8. Social Responsibility/ Employees' Wellbeing 8. Social Responsibility/Diversity, Equity and Inclusion
	2-9 Governance structure and composition	5. Governance/ Senior Leadership Team 5. Governance/ Sustainability Organization
	2-13 Delegation of responsibility for managing impacts	5. Governance/ Sustainability organization
	2-22 Statement on sustainable development strategy	2. Message from the CEO
	2-23 Policy commitments	6. Responsible Conduct/ Business Conduct 8. Social Responsibility/ Human Rights 10. Environmental Stewardship
	2-26 Mechanisms for seeking advice and raising concerns	6. Responsible Conduct/ Business Conduct
	2-28 Membership associations	6. Responsible Conduct/ Memberships Y-EMEA has been participating in working groups related to ESG topics at industry associations where it holds a membership position.
	2-29 Approach to stakeholder engagement	6. Responsible Conduct/ Stakeholder Engagement 7. Strategy/ Sustainability Strategy
	2-30 Collective bargaining agreements	We respect the freedom of association and the right to collective bargaining. At the end of Business Year P83 (2024), 87% of our employees were covered by collective bargaining agreements.

GRI 3: Material Topics 2021	3-1 Process to determine material topics	7. Strategy/ Sustainability Strategy/ Materiality Assessment
	3-2 List of material topics	7. Strategy/ Sustainability Strategy/ Materiality Assessment
Climate change; energy; pollution and substances of concern; circular economy and waste		
3-3	Management of material topics	5. Governance/ Sustainability Organization 7. Strategy/ Sustainability Strategy Y-EMEA has in place a set of initiatives related to this topic: 9. Sustainable Business Growth / Circular Economy 10. Environmental Stewardship Y-EMEA monitors indicators associated with these topics.
GRI 302: Energy 2016	302-1 Energy consumption within the organization	10. Environmental Stewardship/ Energy Annex D – Sustainability data per country
	302-3 Energy intensity	10. Environmental Stewardship/ Energy
GRI 303: Water and Effluents 2018	302-4 Reduction of energy consumption	3. Business Year 2023 progress 10. Environmental Stewardship/ Energy
	303-3 Water withdrawal	10. Environmental Stewardship/ Water Annex D – Sustainability data per country
	303-5 Water consumption	10. Environmental Stewardship/ Water
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	10. Environmental Stewardship/ GHG emissions Annex D – Sustainability data per country
	305-2 Energy indirect (Scope 2) GHG emissions	10. Environmental Stewardship/ GHG emissions Annex D – Sustainability data per country
	305-3 Other indirect (Scope 3) GHG emissions	10. Environmental Stewardship/ GHG emissions Annex D – Sustainability data per country
	305-4 GHG emissions intensity	10. Environmental Stewardship/ GHG emissions
	305-5 Reduction of GHG emissions	3. Business Year 2023 progress 10. Environmental Stewardship/ GHG emissions
GRI 306: Waste 2020	306-3 Waste generated	10. Environmental Stewardship/ Waste Annex D – Sustainability data per country
	306-4 Waste diverted from disposal	10. Environmental Stewardship/ Waste
	306-5 Waste directed to disposal	10. Environmental Stewardship/ Waste
Own workforce – Working conditions; other workers related rights; workers in the value chain		
3-3	Management of material topics	5. Governance/ Sustainability Organization 7. Strategy/ Sustainability Strategy 6. Responsible Conduct/ Responsible Supply Chain 8. Social Responsibility/ Employees' Wellbeing Y-EMEA has in place a set of initiatives related to this topic: 8. Social Responsibility/ Employees' Wellbeing Y-EMEA monitors indicators associated with these topics.
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	8. Social Responsibility/ Employees' Wellbeing Annex D – Sustainability data per country
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	8. Social Responsibility/ Employees' Wellbeing
	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	
	403-9 Work-related injuries	

GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	8. Social Responsibility/ Employees' Wellbeing Annex D – Sustainability data per country
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	6. Responsible Conduct / Responsible Supply Chain 8. Social Responsibility/ Human Rights
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	6. Responsible Conduct / Responsible Supply Chain 8. Social Responsibility/ Human Rights
Own workforce – Equal treatment and opportunities		
3-3	Management of material topics	5. Governance/ Sustainability Organization 7. Strategy/ Sustainability Strategy Y-EMEA has in place a set of initiatives related to this topic: 8. Social Responsibility/ Diversity, Equity and Inclusion Y-EMEA monitors indicators associated with this topic.
GRI 401: Employment 2016	401-3 Rates of return to work and retention after maternity/paternity leave, by gender	2,466 employees have enjoyed parental leave during P83: 2,394 Female and 72 Male employees Rate of return to work (%): Male 65%; Female 66%; Total: 66% Retention rate (%): Male 75%; Female 71%; Total: 72% Annex D – Sustainability data per country
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	8. Social Responsibility/ Diversity, Equity and Inclusion Annex D – Sustainability data per country
Affected communities – Communities' rights		
3-3	Management of material topics	5. Governance/ Sustainability Organization 7. Strategy/ Sustainability Strategy Y-EMEA has in place a set of initiatives related to this topic: 6. Responsible Conduct / Responsible Supply Chain 8. Social Responsibility/ Human Rights 8. Social Responsibility/ Community Engagement Y-EMEA monitors indicators associated with this topic.
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	8. Social Responsibility/ Community Engagement
	203-2 Significant indirect economic impacts	8. Social Responsibility/ Community Engagement
Customers: Personal safety, information-related impacts		
3-3	Management of material topics	5. Governance/ Sustainability Organization 7. Strategy/ Sustainability Strategy Y-EMEA has in place a set of initiatives related to this topic: 6. Responsible Conduct/ Business Conduct 9. Sustainable Business Growth/ Product Safety Y-EMEA monitors indicators associated with these topics.
Business Conduct: Corporate culture; corruption and bribery; protection of whistleblowers; management of relationships with suppliers; workers in the value chain, political engagement and lobbying activities		
3-3	Management of material topics	5. Governance/ Sustainability Organization 7. Strategy/ Sustainability Strategy Y-EMEA has in place a set of initiatives related to this topic: 4. Our company 6. Responsible Conduct/ Business Conduct 6. Responsible Conduct/ Stakeholder Engagement 6. Responsible Conduct/ Responsible Supply Chain Y-EMEA monitors indicators associated with these topics.

B. METHODOLOGICAL NOTES

Environmental indicators

The environmental figures cover only all 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).

Russian plants have been excluded from Business Year 2022 reporting scope in response to the sanctions imposed by the EU against Russia following Russia's war of aggression against Ukraine.

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 / m³	MJ / kg	GJ / L	GJ / L

Electricity renewable share

The renewable electricity share was calculated based on available data for the locations analyzed. Locations fully powered by renewable electricity, with available green electricity certificates, were assigned a 100% share.

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, 305-2 and 305-3

The Scope 1 and 2 GHG emissions included in this Report cover carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O) emissions and have been estimated according to the GHG Protocol.

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 /m³	0.0015375 tCO ₂ /L	0.002349 tCO ₂ /L	0.0026878 tCO ₂ /L

The Scope 3 GHG emissions included in this Report cover carbon dioxide (CO₂), methane (CH₄), and nitrous oxide (N₂O) emissions and have been estimated according to the GHG Protocol using emission factors from several databases (US EPA Emission Factor Hub, DEFRA, USEEIO database, Ecoinvent, and/or published studies).

Some assumptions have been taken to estimate emissions according to the data available.

Emissions factors to calculate CH₄ and N₂O were obtained from the 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).

Certain carbon emissions data reported in previous years have been revised to incorporate updated emission factors and necessary adjustments.

306-4
Waste recovery rate includes waste generated sent to fuel blending/refuse-derived fuel, recycling and reuse.

Social indicators

203-1
The quantitative information disclosed regarding our community investment and charitable donations was calculated based on the information made available by each site. An average hourly cost rate was calculated based on the hourly cost rate per country sourced by public sources to estimate costs associated with employee volunteering time during paid working hours and management hours dedicated to managing the initiatives.

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

401-3
The formulas used to calculate this indicator were the following:

Rate of return to work = (Total no. of employees returning to work following maternity or paternity leave/Total no. of employees in maternity or paternity leave) x 100, total and per gender

Retention rate = (Total no. of employees retained 12 months after returning to work following maternity or paternity leave/Total no. of employees returning from maternity or paternity leave during the preceding reporting period) x 100, total and per gender

403-9
The formula used to calculate this indicator was the following:
Recordable Incidents Rate (RIR) = Total no. 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 = no. of lost workday cases + restricted cases + medical cases for both illnesses or injuries
- 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 at the end of the reporting period.

C. GLOSSARY

Throughout the report several terms and acronyms are mentioned, namely:

- 7 level activity**
Serves together with MOTO activity as fundamentals 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 problems such as equipment malfunctions, quality problems and delay of operation
- Jishuken**
Core Yazaki Management System that transfers knowledge of the NYS
- JIT**
Just-in-time; manufacturing (and transferring) a necessary amount of necessary goods when it is needed
- Monojo**
Material & information flow chart; diagram to explain all system dynamics of complete supply chain (logistic flow, production concept)
- MOTO**
Japanese term which describes a daily production control system that is specific for Yazaki
- QCD**
Quality, Cost, Delivery
- Yokoten**
Horizontal deployment

Acronyms used in 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.
- YCT** Yazaki Component Technology S.R.L.
- 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
- 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 Türkiye

IMPRINT

Published by:
Yazaki Europe Middle East Africa N.V.,
Bosstraat 52, 3560 Lummen, Belgium

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D. SUSTAINABILITY DATA PER COUNTRY

Environmental indicators

Country	Waste Generated (t)	Water Consumption (m³)	Total Energy (MWh)	Total Energy (GJ)	Scope 1 (tCO ₂ e)	Scope 2 Market Based (tCO ₂ e)	Scope 2 Local Based (tCO ₂ e)	Scope 3 (tCO ₂ e)	Scope 1/2&3 Market Based (tCO ₂ e)	Scope 1/2&3 Local Based (tCO ₂ e)	Electricity (MWh)	Renewable Electricity (MWh)	Shared of renewable Electricity (%)
Belgium	368	975	2,655	9,557	429	0	155	11,205	11,634	11,789	615	615	100%
Bulgaria	1,113	43,079	7,451	26,823	316	1,770	5,494	57,176	59,262	62,987	6,028	2,687	45%
Croatia	19	1,505	1,794	6,460	7	232	520	923	1,161	1,450	1,768	1,284	73%
Czech Republic	8	610	629	2,263	71	0.01	251	467	538	789	278	0	0%
France	9	440	787	2,832	118	3	49	2,789	2,910	2,955	308	0	0%
Germany	16	2,350	691	2,489	126	70	119	5,846	6,042	6,091	183	0	0%
Italy	78	1,412	1,278	4,602	181	201	182	933	1,314	1,296	440	0	0%
Morocco	4,552	114,356	24,071	86,656	679	13,625	16,167	118,331	132,636	135,178	22,191	0	0%
Poland	31	693	1,827	6,577	43	431	461	918	1,392	1,423	253	0	0%
Portugal	1,899	25,465	21,623	77,843	381	0	7,867	73,545	73,926	81,792	20,210	20,210	100%
Romania	2,099	45,459	22,018	79,266	995	889	8,638	67,409	69,293	77,042	17,649	13,758	78%
Serbia	749	18,434	4,727	17,016	124	0	4,633	21,968	22,092	26,725	4,268	4,268	100%
Slovakia	67	2,015	1,852	6,668	173	477	329	5,354	6,004	5,856	992	0	0%
Tunisia	916	23,876	7,070	25,451	320	3,890	2,728	28,430	32,641	31,479	5,833	0	0%
Türkiye	2,722	84,558	16,039	57,739	1,303	456	3,787	71,213	72,972	76,303	10,066	9,241	92%
UK	0	325	150	540	2	41	53	1,436	1,479	1,492	141	0	0%
Ukraine	514	12,062	3,686	13,271	162	1,049	2,238	15,011	16,222	17,412	2,913	0	0%
Total	15,160	377,614	118,348	426,052	5,431	23,134	53,672	482,954	511,519	542,057	94,133	52,062	55%

Social indicators

Country	No. of Y-EMEA employees	No. of subcon-tractors	No. of sub-contractors + Y-EMEA employees	Gender		< 30 years old	Between 30 and 50 years old	> 50 years old	Training hours (h)	Employees who have enjoyed parental leave		No. of employees with disabilities	New Hirings Rate (%)	Turnover Rate (%)	Senior Leadership Team (C-Level)	Management Positions (%)		Non-management positions (%)	
				Male	Female					Male	Female				% Women	Male	Female	Male	Female
Belgium	165	1	166	111	54	16	95	54	1,272	1	4	1	18%	22%	0%	68%	32%	67%	33%
Bulgaria	2,820	0	2,820	965	1,855	539	1,653	628	221,304	3	257	87	51%	64%	–	59%	41%	34%	66%
Croatia	179	0	179	144	35	38	115	26	3 038	0	4	1	10%	9%	–	43%	57%	82%	18%
Czech Republic	79	0	79	57	22	14	52	13	429	0	0	0	10%	16%	–	80%	20%	72%	28%
Egypt	33	0	33	27	6	14	19	0	130	0	0	0	97%	9%	–	100%	0%	77%	23%
France	184	1	185	134	50	13	118	53	1,936	0	0	0	19%	11%	0%	75%	25%	72%	28%
Germany	474	4	478	339	135	17	295	162	2,915	18	14	12	10%	8%	0%	79%	21%	69%	31%
Italy	115	1	116	88	27	2	35	78	561	0	0	4	2%	4%	–	89%	11%	74%	26%
Morocco	18,769	2	18,771	6,233	12,536	10,486	8,172	111	953,319	4	647	202	34%	16%	–	75%	25%	33%	67%
Poland	267	0	267	69	198	9	209	49	243	0	67	0	0%	55%	–	60%	40%	25%	75%
Portugal	2,244	0	2,244	874	1,370	279	1,048	917	54,823	5	22	68	5%	8%	–	74%	26%	37%	63%
Romania	6,004	0	6,004	1,799	4,205	842	3,559	1,603	246,620	36	502	28	8%	51%	–	74%	26%	30%	70%
Serbia	2,274	0	2,274	637	1,637	498	1,212	564	116,192	0	229	48	15%	27%	–	76%	24%	28%	72%
Slovakia	209	1	210	92	117	0	139	70	175	0	20	6	2%	24%	–	67%	33%	43%	57%
Spain	4	0	4	4	0	0	3	1	23	0	0	0	0%	225%	–	100%	0%	100%	0%
Sweden	5	0	5	5	–	0	3	2	20	0	0	0	0%	20%	–	100%	0%	100%	0%
Tunisia	4,580	0	4,580	1,182	3,398	1,476	3,050	54	161,449	1	257	3	12%	22%	–	100%	0%	25%	75%
Türkiye	7,994	5	7,999	4,074	3,920	3,288	4,555	151	1,092,129	2	243	168	42%	35%	–	71%	29%	51%	49%
UK	124	8	132	97	27	4	76	44	1,746	1	1	0	12%	10%	–	82%	18%	77%	23%
Ukraine	1,708	0	1,708	595	1,113	410	961	337	74,835	1	127	77	28%	35%	–	53%	47%	35%	65%
Total	48,231	23	48,254	17,526	30,705	17,945	25,369	4,917	2,933,157	72	2,394	705	28%	28%	0%	75%	25%	36%	64%

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