

DENSO
Crafting the Core

Corporate Profile





ZERO

DENSO aims to be an inspiring company that creates a brighter future for all people through its commitment to being "green" and creating "peace of mind."

DENSO will pursue sustainability management with "zero" as our ultimate goal.



社 是
 一、信用を尊び責任を重んず
 一、虚飾を排し和衷協力誠実事に當る
 一、研究と創造に努め常に時流に先んず
 一、最善の品質を以て社会に奉仕す

The DENSO Creed
 "Be trustworthy and responsible."
 "Cherish modesty, sincerity, and cooperation."
 "Be pioneering, innovative, and creative."
 "Provide quality products and services."

The DENSO Creed, which represents our founding spirit, was the starting point for us as a company. Our sustainability management is based on our commitment to inheriting and practicing the ideals of our predecessors encapsulated in the DENSO Creed and passing them on to the next generation. The DENSO Creed includes the phrase "Provide quality products and services," which epitomizes our great cause of contributing to the fields of "green" and "peace of mind" for society and customers. In the field of "green," as worldwide trends are shifting from low-carbon to carbon-free to realize a carbon-neutral society, we also aim to become carbon-neutral, namely, achieve net zero emissions, in production operations at our plants and also our products by offsetting the CO₂ we emit by the CO₂ we absorb. This goes far beyond our previous target of achieving a 50% reduction in CO₂ emissions. In the field of "peace of mind," we remain fully committed to our goal of realizing a world with zero traffic accidents.

We hope to contribute to creating a better society by pursuing "zero" as the ultimate goal in both the "green" and "peace of mind" fields. I sincerely hope our company will inspire society through such efforts.

Koji Arima
 Representative Director,
 President & CEO

DENSO at a Glance

A Quick Guide to DENSO

Past

History to the present

Management Foundation & Policy

Since our founding in 1949, we have built our foundation on "DENSO Quality First." We operate our business based on our long-term policy.

Technology Development & Manufacturing

We strive to develop technologies with a vision of the future. We continue to improve our manufacturing capabilities to make the impossible possible.

Global Deployment

We were quick to launch in various countries to meet the needs of customers. We operate both manufacturing plants and R&D centers all over the world.

1949



NIPPON ELECTRICAL EQUIPMENTS CO., LTD., later changed its name to NIPPONDENSO CO., LTD., split from Toyota Motor Co., Ltd., and was established as a separate entity

1953



Started technical cooperation with Robert Bosch GmbH of Germany
This agreement allowed us to expand our technical expertise using knowledge from outside the company, to achieve world-class engineering.

1954



Established the Technical Training Center
The principles of "Monozukuri is Hitozukuri (our performance relies on our people)" and "engineering and technique, hand in hand" are still being practiced today.

1968



Established the IC Research Center
In-house R&D of integrated circuits (IC) was launched at an early stage, in anticipation of electronic control for automotive components. Today, electronic components are some of the main products that we sell.

1966



Established a sales office in Chicago and branch offices in Los Angeles, USA
The first sales office outside of Japan was established in anticipation of global trends such as trade liberalization.

1972



Established NIPPONDENSO (AUSTRALIA) PTY. LTD., and NIPPONDENSO THAILAND CO., LTD., our first manufacturing companies located outside of Japan
We decided to manufacture products near to our customers, in order to better meet their needs.

1956

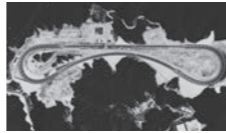
Created the mission statement on which DENSO is founded
It was established in order to maintain and further develop the spirit of our founding.

1961



Received the Deming Prize, one of the most prestigious awards for quality control
The efforts made by all of our employees to win the prize laid the foundations for our culture based on the concept of "Quality First."

1984



Opens Nukata Proving Ground
We opened a test course at a comparatively early stage for a parts manufacturer. We have evaluation facilities equivalent to those of automakers, to help us ensure product performance and quality that exceeds our customers' expectations.

1991

Opened DENSO Research Laboratories
We carry out R&D on new technologies that may emerge in the next 5 to 20 years. Our research covers a range of topics, from semiconductor materials to microalgae that produce oil.

1996

Adopted our new corporate name, DENSO CORPORATION
The company name was changed from NIPPONDENSO to DENSO. Removing "Nippon," the Japanese word for Japan, reflects our aims of being a truly global company.

2017

Created the DENSO Group Long-term Policy 2030
The slogan of this plan is "Bringing hope for the future for our planet, society and all people."

2005

Establishment of the global R&D system
DENSO develops cutting-edge technologies and products in collaboration with internal and external partners, including automakers, research institutes, and universities, through its global technical centers (located in Japan, the U.S., Germany, China, Thailand, India, and Brazil).

2004

DENSO Spirit
The DENSO Spirit is one of foresight, credibility, and collaboration. It expresses values and beliefs shared by our employees around the world that have driven us to contribute to the automotive industry and society as a whole since our establishment in 1949.

2016

Introduced a global common personnel management system
DENSO introduced a global common personnel management system targeting the members of senior management at its headquarters and at each group company. This system incorporates a "Global Individual Grade" that focuses on the individual capabilities of senior management members. By using a common grading tool to evaluate and promote its senior staff, DENSO allows its personnel around the world to develop their careers on a global scale.

Present

DENSO in figures

Employees
170,000

Consolidated Revenue
¥4.9 trillion

World-First Products
over 130

Patents Held
41,500

Medals at the WorldSkills Competition
69

Global Network
35 countries and regions

Overseas Revenue Ratio
54%

As of March 31, 2021

Future

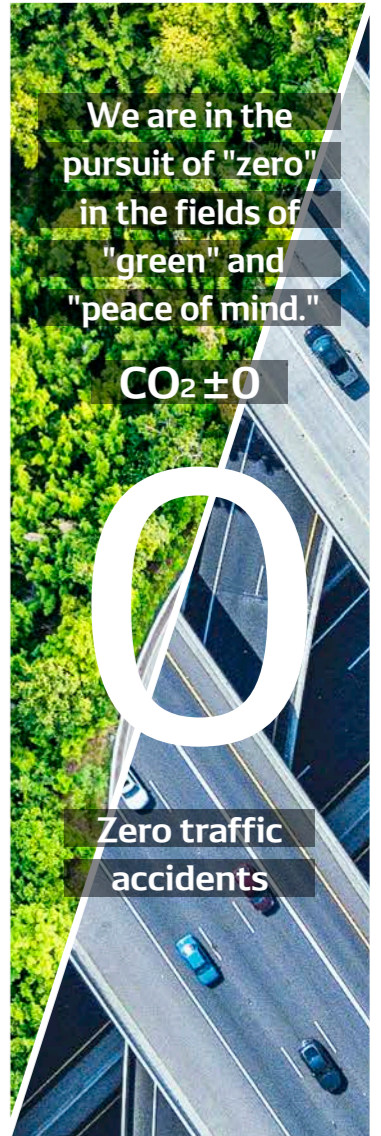
Future vision

We are in the pursuit of "zero" in the fields of "green" and "peace of mind."

CO₂ ±0

0

Zero traffic accidents



Green

Aiming to Become Carbon Neutral by 2035

DENSO has been promoting "environmental management," under which it works to reduce the environmental burden in all areas of its business activities and create economic value through environmental conservation activities. Meanwhile, initiatives to first lower carbon and then become carbon neutral are accelerating around the world. In light of these developments, we aim to realize carbon neutrality within our production activities in the not-too-distant future of 2035 by further promoting the environmental efforts in which we have engaged thus far. To make this ambition a reality, we are pursuing efforts in the three fields of "Monozukuri (manufacturing)," "mobility products," and "energy use."

Monozukuri (Manufacturing)

Realize carbon neutrality at our plants

We will reduce CO₂ emissions by utilizing renewable energy such as solar power and enhancing the efficiency of our manufacturing process. In addition, we aim to realize carbon neutrality at our plants by capturing the CO₂ emitted in the production process and reusing it as energy.



Mobility Products

Contribute to the electrification of cars to reduce CO₂ emissions to the greatest extent possible

We will help popularize HEVs, BEVs, FCEVs, and other electrified vehicles (xEVs). In addition, we will apply the electrification technologies cultivated in the automotive industry to the field of air mobility in an effort to significantly reduce CO₂ emissions in all facets of mobility.



Energy Use

Capture and reuse CO₂ to contribute to carbon neutrality within society as a whole

We will capture CO₂ within the atmosphere and reuse it as an energy source. By doing so, we will help reduce CO₂ emissions throughout society.



Realizing Carbon-Neutral Factories Promoting *Monozukuri* without CO₂



Developing the CO₂ Circulation Plant

In 2020, DENSO announced its goal to realize carbon neutrality within its production activities by 2035. To accomplish this goal, we are promoting a broad range of initiatives in the domains of "mobility products," "Monozukuri," and "energy use." As part of these efforts, we are currently focusing our attention on the CO₂ Circulation Plant development project.

To pursue our goal of attaining carbon neutrality in the *Monozukuri* domain, we are first placing emphasis on "promoting the shift to energy-conserving and electrified production facilities" and "transitioning to renewable energy for the energy we use." However, facilities such as furnaces, for which electrification is not possible and renewable energy is difficult to use, emit CO₂ regardless, and the key

to addressing this issue is the CO₂ Circulation Plant.

The CO₂ Circulation Plant is a facility that captures CO₂ from the exhaust created during the production process at our plants and combines it with hydrogen (H₂) to synthesize methane gas (CH₄). This methane gas can be used as fuel for the plant.

At typical production facilities in the manufacturing industry, there is still not a compact solution that can efficiently capture CO₂. For that reason, we promoted the CO₂ Circulation Plant development project based on our desire to actively pursue an action plan to become carbon neutral by 2035, without waiting around for technology to improve via the efforts of external parties. In July 2020, we were able to create a plant that achieved CO₂ circulation.

Peace of mind

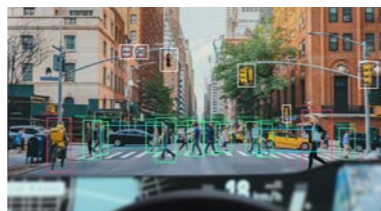
Aiming to Become a Leading Company That Provides "Peace of Mind" to Society

For a company like DENSO, which aims to contribute to the happiness of people, it is absolutely essential that we provide peace of mind to society by resolving social issues through our business activities. This section introduces the three pillars of DENSO's contributions to the field of "peace of mind." Supported by these pillars, we aim to resolve various social issues, such as traffic accident injuries and deaths, the declining birthrate and aging population, air pollution, infectious diseases, and natural disasters, and become a leading company that provides peace of mind to society.

Elimination of Traffic Accidents

Popularize safety products through efforts focused on "depth" and "width," thereby realizing free mobility without traffic accidents

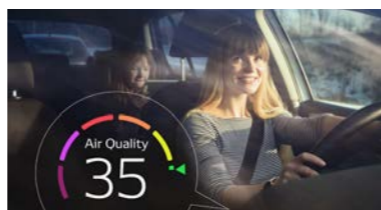
With the aim of eliminating traffic accidents, we are promoting efforts under a two-pronged approach focused on "depth," which involves reaching the cutting edge of technology, and "width," which involves realizing the widespread adoption of advanced driver assistance system (ADAS)-related products in a large number of cars. For "depth," we are further evolving our safety products and working to have them adopted in a greater number of advanced mobility fields. For "width," we are working to realize attractively priced safety products and enhance our lineup of retrofitted products.



Creation of Comfortable Spaces

Enhance relevant technologies for creating peaceful, comfortable spaces

Following the progression of automated driving, there has been a growing need for providing cars not simply as a means of transportation but also as a "private space that enables mobility." To that end, DENSO seeks to create comfortable spaces by evolving the four environments within vehicles: temperature, sound, air, and visibility.



Support for Working People

Draw on the technologies we have calculated in the automotive domain to establish a society where people are supported and their potential is nurtured

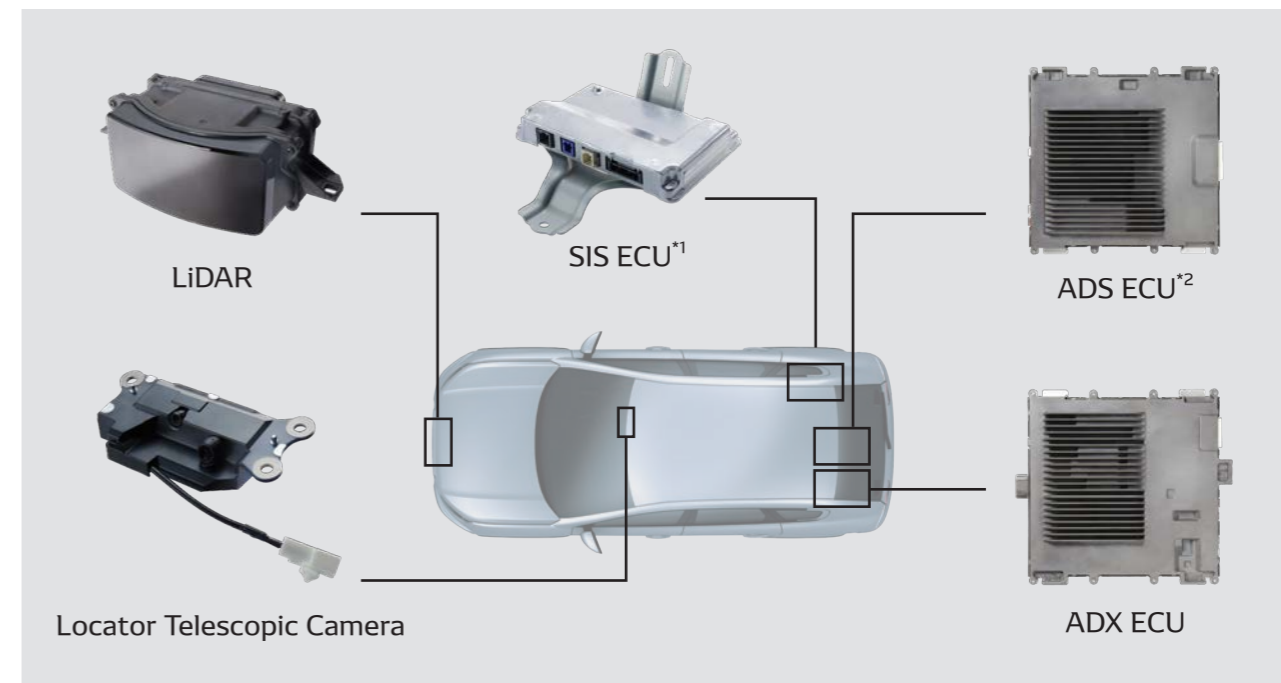
One major social issue is the significant decline in the workforce in various industries. To address this issue, DENSO will draw on the technologies it has cultivated in the automotive domain, such as automation technologies and ICT, to realize a society where all people are supported and can take on new challenges with peace of mind.



CASE STUDY

Striving to Realize a Safe and Secure Mobility Society

Initiatives toward Traffic Accident Elimination and "Advanced Drive" Installed with DENSO Products



*1. SIS ECU: Spatial Information Service Electronic Control Unit *2. ADS ECU: Advanced Drive System Electronic Control Unit

Aspiring for a Society without Traffic Accidents

To date, DENSO has provided anticollision and accident prevention and safety products with the aim of maximizing the value of "peace of mind." By doing so, we have helped minimize injury to passengers and pedestrians during a collision and reduce the number of traffic accidents. Now, we are working to develop various products that support advanced safety and automated driving in an effort to realize a society without traffic accidents. Numerous DENSO products have been adopted in "Advanced Drive," an advanced driver assistance technology installed in the new LEXUS LS and TOYOTA MIRAI. "Advanced Drive" features an onboard system that can appropriately

detect the situation, make decisions, and assist driving under the driver's supervision according to actual traffic conditions on highways and other roadways. It can keep the vehicle in its lane, maintain distance from other vehicles, navigate a lane split, change lanes, and overtake other vehicles until leaving the roadway for the destination. To realize advanced driver assistance technology, it is essential to enhance the technology's ability to detect the area surrounding the vehicle, identify car position in a highly accurate manner, and process sensor information at extremely fast speeds. DENSO's products are able to realize these functions.

Business Overview

DENSO operates seven core businesses in a broad range of domains, centered on automotive-related fields. The Company has established a business portfolio for creating new value that can address the future needs of the mobility society. Through this portfolio, DENSO strives to maximize value in its seven core businesses so that it can enhance the potential of the mobility society. Going forward, DENSO will take steps to reshuffle its business portfolio in order to realize sustainable growth under a rapidly changing business environment.

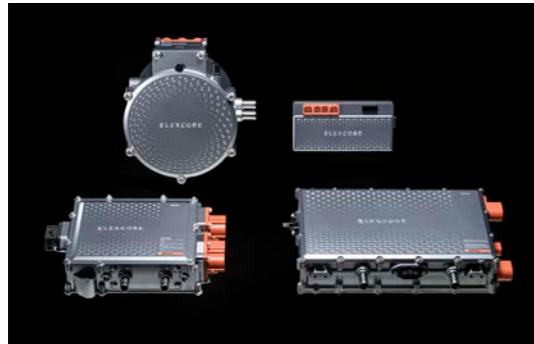
	Segment	Contribution to Long-term Policy (value of green and peace of mind)	Revenue by Product (Ratio)
	Electrification Systems	Green	¥1 trillion (19.4%)
	Powertrain Systems	Green	¥1.1 trillion ^{*2} (22.5%)
Automotive Businesses	Thermal Systems	Green Peace of Mind	¥1.2 trillion (23.6%)
	Mobility Electronics	Green Peace of Mind	¥1.1 trillion (21.9%)
	Advanced Devices ^{*1}	Green Peace of Mind	¥100 billion ^{*3} (3.0%)
Non- automotive Businesses	Industrial Solutions	Green Peace of Mind	¥200 billion (3.3%)
	Food Value Chain	Green Peace of Mind	

*1. Established January 1, 2022 (by integrating the mechatronics components business of powertrain systems and the sensing & semiconductor business)

*2. Consolidated revenue of the former powertrain systems business in FY2021 (ratio)

*3. Consolidated revenue of the former sensing systems & semiconductor business in FY2021 (ratio)

Electrification Systems



Supporting electrification in all areas of mobility to realize an enriched environment and the joy of driving

To deliver electrification systems for vehicles that are eco-friendly and enable even more comfortable travel, we have built up a solid track record with the development of electrification technologies, realizing high performance, compactness, and fuel efficiency for the major products needed for HEVs. Going forward, we will leverage our expansive business domains to form linkages between various in-vehicle systems and products in an effort to efficiently manage energy within vehicles. In this manner, we will further improve fuel efficiency and contribute to the conservation of energy.

Business Activities

- Development and manufacture of HEV and BEV drive systems, power supply and related products, and power supply and starting system parts such as alternators and starters
- Development and manufacture of electric power steering motors, control brake motors, and electric control units (ECUs)
- Development and manufacture of various kinds of small motor system products, such as windshield wiper systems, power window motors, engine control motors, and blower fans

Features

- Wide variety of technological know-how across a broad range of business domains that extend from internal combustion engine starting systems and power charging products to products powered by electricity such as HEVs, BEVs, and FCEVs. Ability to draw on know-how and extensive business domains to engage in comprehensive system-based development



Powertrain Systems



Solutions that achieve the optimum balance of performance, eco-friendliness and flexible mobility — for all vehicle types.

In addition to supplying high-quality systems and components, we will minimize the environmental impact of vehicles, facilitate the use of carbon-neutral fuels, and meet stricter regulations. By doing so, we strive to deliver new value to society.

Business Activities

- Development and manufacture of gasoline and diesel engine management systems, which cover everything from combustion to intake and exhaust
- Development and manufacture of engine-related products, such as VCT* systems, exhaust gas sensors, and spark plugs
- Planning and development of products and systems for efficient power generation by fuel cells based on electric drive and thermal management technologies, which have been refined through experience with hybrid vehicles, and fuel cell management

* VCT: Variable Cam Timing

Features

- From the perspective of systems, we maintain and comprehensively develop a wide variety of technologies and are active across a broad range of business domains related to powertrains, extending from gasoline and diesel vehicles to xEVs. We are also able to manufacture products in these domains using highly advanced production techniques



Thermal Systems



Contributing to a more pleasant society for the earth and its people through eco-friendly heat management technologies and comfortable vehicle interiors

With the arrival of a carbon-free society and the CASE generation, the automotive industry is undergoing a paradigm shift. Amid this shift, the Thermal Systems Business Group is working to leverage its strengths as a leading-global air-conditioning systems supplier to the greatest extent possible to help create the society of the future through heat management systems, which resolve issues related to xEVs, and products that improve air quality, which create comfortable vehicle interiors.

Business Activities

- Development and manufacture of thermal management systems and air conditioner systems, which create a comfortable space in cars and buses
- Development and manufacture of products for cooling, such as radiators and condensers

Features

- Comprehensive capabilities for developing and producing car air-conditioning systems
- Ability to develop heat management technologies cultivated in the thermal domain, such as car air-conditioning systems and radiators, as well as heat management products for xEVs that leverage these technologies, such as heat pump systems and cooling systems for power control units (PCU's)

* PCU: Power Control Unit



Mobility Electronics



Realizing a society in which all people can move comfortably and with peace of mind (Quality of Mobility)

By combining advancements from the perspective of integrated systems, including sensors, semiconductors, ECUs, platforms, and software, and developments from the perspective of vehicles and end-users, we are building systems to link cars with greater society and provide optimized controls as we aim to help realize a safe, secure, and eco-friendly mobility society amid the diverse kinds of mobility available today.

Business Activities

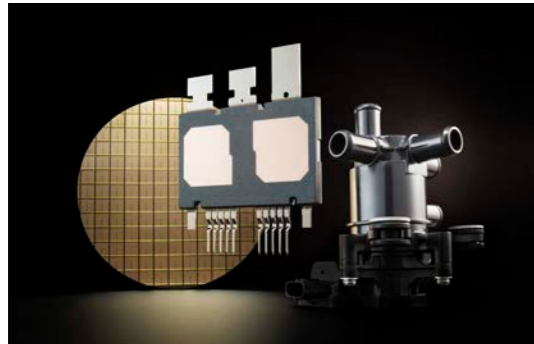
- Development and provision of electronic systems, services, and platforms that support all aspects of mobility
- Development and manufacture of cockpit products such as human-machine interface (HMI) control units, meters, head-up displays (HUDs), and center information displays
- Development and manufacture of connected driving products and services, including telematics control units (TCUs), electronic toll collection (ETC) on-board devices, and road-to-vehicle and vehicle-to-vehicle communication devices
- Development and manufacture of automated driving (AD) and advanced driver assistance system (ADAS)-related products, such as vision sensors, millimeter-wave radar sensors, sonar sensors, AD electronic control units (ECUs), sensors and ECUs for airbags, and driver status monitors (DSMs)
- Development and manufacture of electronic products, including powertrain ECUs and body ECUs
- Planning and development of retrofitted products such as acceleration control devices for when drivers accidentally step on the gas pedal

Features

- Broad range of technologies, including road environment recognition, HMI, connected driving, and powertrain ECUs. Ability to undertake the development of products that draw on the competitive strengths of these technologies
- Ability to develop products with outstanding levels of reliability and security by melding the unique value and performance of in-vehicle products with IT products



Advanced Devices



Using semiconductors to power systems and devices that help build a better society and address social issues including mobility

We will create new devices and systems with flexible ideas by combining core technologies in semiconductors (the brain), sensing (the eyes), and actuation (the limbs). We will thereby contributing to achieving carbon neutrality. Our mobility systems that will enable safe and comfortable mobility and offer peace of mind, and solving social issues such as labor shortages and food problems by deploying electrification products.

Business Activities

- Develop and manufacture products for drive systems, such as oil pressure control valves, evaporator products like ELCMs^{*1} and energy management products like MCVs^{*2}
- Develop and manufacture microelectronic devices, such as in-vehicle power semiconductors and integrated circuits (ICs)
- Develop and manufacture in-vehicle/non-automotive sensing systems

^{*1} ELCM: Evaporative Leak Check Module
^{*2} MCV: Multi-flow Control Valve

Features

- Apply flexible product development capabilities through the use of extensive sensing and actuation technologies
- Development of custom ICs that meet the needs for higher functionality and miniaturization in line with the evolution of car electronics
- Develop and manufacture silicon/SiC power semiconductors and power modules, and build a strong supply foundation through collaboration with partners



Industrial Solutions



Enhancing the productivity of the *Monozukuri* (manufacturing) industry and improving quality of life

Our mission in the Industrial Solutions Business Group is to realize carbon-neutral *Monozukuri* (manufacturing), from the perspective of “green,” and to build a society that expands human potential, from the perspective of “peace of mind.” Guided by this mission, we will work to earnestly address the *Monozukuri*-related issues facing our customers, providing them with solution packages that resolve such issues in a manner that best suits their needs. By doing so, we will make significant contributions to industrial and social progress.

Business Activities

- Development and manufacture of industrial equipment best exemplified by our automated equipment, modules, and industrial-use robots
- Development and manufacture of equipment for use by society, including handy terminals and QR and RFID* payment and recognition solutions, and provision of services (building access management systems, automated checkout systems for company cafeterias, facial recognition systems, etc.)

*RFID: RFID is a system that uses electromagnetic waves to simultaneously scan multiple sales tags without contact.

Features

- *Monozukuri* (manufacturing)-related know-how and skills that have served as DENSO's competitive edge over the 70 years since the Company's establishment as well as high-quality, highly durable production assets such as the facilities and robots that we have verified and refined at our 130 factories across the globe



Food Value Chain



Combining technologies and ideas to provide new value and contribute to a society where all people can live safely and with peace of mind

Food is essential to human life. Together with our business partners, we will integrate the technologies for industrialization that we have cultivated in our automotive businesses, with a focus on the entire food value chain. While doing so, we will provide solutions that cater to each region of the world.

Business Activities

- Manufacture and sale of turnkey solutions* for horticultural facilities (consulting and cloud services related to greenhouse materials, devices, and cultivation) as well as the provision of after-sales services
- Manufacture and sale of in-vehicle refrigeration units and compact mobile refrigeration units as well as the provision of after-sales services

*A lineup of products and services combined in an optimized way to enable all people involved in agriculture to produce crops in a stable manner

Features

- Proposal of optimal horticultural facility-related product combinations that integrate cutting-edge technologies from Europe and other regions advanced in agriculture to address the individual needs and issues facing agricultural producers
- Provision of high-quality cold chain products that meet a broad range of needs related to food delivery



Foundation for Creating New Value



Over its 70-year history, DENSO has cultivated various unique strengths. These strengths have been passed down since DENSO's founding and further refined through the Company's DNA, the DENSO Spirit, which permeates the actions of all DENSO employees around the world. The connections between these strengths have driven DENSO's growth over the years. Amid a challenging business environment going forward, DENSO will further enhance these strengths as the driving force behind value creation that is uniquely DENSO.

Research and Development

Through the accumulation of a long research and development (R&D) track record, which has supported our cutting-edge car manufacturing techniques, we are able to make full use of technologies that cover a broad range of fields, including chemistry, physics, electronic engineering, and software. This in turn enables us to create competitive products.



Creating Over 130 World-First Products

We have established "contributing to a better world by creating value together with a vision for the future" as the DENSO Philosophy. By keenly ascertaining social changes, we have been engaging in product development with a commitment to world-firsts since our establishment. We have created over 130 world-first products, including gas injection heat pump systems, common rail systems, millimeter-wave radar, and ejectors, which have provided us with a driving force for growth.



Technical Centers in Seven Regions throughout the World and Laboratories in Epicenters of Innovation

We have established technical centers in seven regions across the globe, in addition to laboratories in Canada, Israel, Silicon Valley, and other epicenters of innovation. We also promptly incorporate diversified regional needs into our development process to create competitive products, which are subsequently delivered to our customers.



Advanced Research That Estimates and Anticipates the Future Mobility Society

Since establishing the Fundamental Research Center in 1991 (renamed the Advanced Technology Research Laboratories in 2017), we have been carrying out research and development for over 30 years with a focus on 5 to 20 years in the future in an effort to develop and popularize techniques that will comprehensively resolve social issues. We position materials technology, which creates new functional materials, advanced *Monozukuri* (manufacturing) skills, which underpin DENSO's value creation, and AI technologies, which are essential to automated driving, as core technologies and are conducting advanced research in a wide range of fields aimed at realizing the practical application of such technologies.

Monozukuri

Through our *Monozukuri* (manufacturing) capabilities that combine our technologies and techniques, we create innovative, world-first ideas one after the other. Through the high-level production technologies we possess, we create added value in the form of high efficiency and high quality. We also independently create semiconductors that require a high level of accuracy.



Production Structure That Enables Mass Production of World-First and World-Only Products

DENSO leverages world-class micro-processing, paying attention to detail down to the 1/1000 mm, and an assembly line that improves production efficiency and quality. DENSO also supports world-first products and the world's highest level of product performance and quality from a *Monozukuri* (manufacturing) perspective by designing and manufacturing its own equipment and production lines.



Working to Improve Productivity That Connects People and Factories Globally

We take our abundance of data on people, products, and facilities and convert it into valuable information, such as information on signs of equipment flaws and information that contributes to expert know-how. We offer such information to people that desire it at the times they need it and in a format that they prefer. By doing so, we are accelerating activities aimed at making improvements and contributing to the growth of people. We aim to form global linkages between our 130 plants in an effort to improve productivity on a Groupwide basis.



Promoting EF Activities Focused on Eliminating Product Defects and Lost Operational Time

Our plant general managers lead the way with excellent factory (EF) activities in which all factory workers participate. By focusing on making improvements to areas that are easily overlooked and establishing production lines that create high-quality products, EF activities make it easy to identify issues within our factories. Through the continued efforts of all employees to address issues when they do occur, EF activities cultivate human resources that are dedicated to making improvements and also help us realize a global-leading level of competitiveness.

Hitozukuri

Based on the idea that “the best products are made by the best human resources,” we have been instilling the DENSO Spirit, our DNA, in all employees in an effort to cultivate personnel who can tackle the issues they face and create new technologies and products without fearing change.



Boldly Taking On New Challenges No Matter What the Circumstances

The DENSO Spirit is one of foresight, credibility, and collaboration. It also establishes a culture of values and beliefs that DENSO has cultivated since its establishment in 1949. Accordingly, the DENSO Spirit is shared among all employees. As an action guideline that provides the driving force for contributing to the mobility society and the lifestyles of people as well as the source of our competitiveness, the DENSO Spirit permeates the actions of the approximately 170,000 DENSO Group employees around the world. Guided by this spirit, we are using the passion and ambition of all our employees as the driving force for implementing our day-to-day work procedures and accelerating innovation amid this period of dramatic change.



Introducing a Global Common Personnel Management System to Promote the Active Role of a Diverse Group of Employees

In 2016, DENSO introduced a global common personnel management system targeting the members of senior management at its headquarters and at each Group company. This system incorporates a “Global Individual Grade” that focuses on the individual capabilities of senior management members. By using a common grading tool to evaluate and promote its senior staff, DENSO allows its personnel around the world to develop their careers on a global scale. Through this system, DENSO aims to further develop its global business by recruiting employees with a diverse range of values and abilities.



Nurturing Advanced Technicians as the Key to Corporate Growth

To nurture advanced engineers and technicians, DENSO has been operating the DENSO Industrial School (offering industrial high school and specialized vocational high school courses), which carries on the tradition of the technical training schools established in 1954. In addition to domestic Group companies, this school supports the development of technicians from certain suppliers and overseas offices. Many young technicians who participated in our educational systems have gone on to become WorldSkills Competition medalists who compete at the world's highest level.

Sustainability Management

DENSO aims to be a force for good, whether it's crafting technology that improves the safety and efficiency of vehicles, or in our sustainable management of all of our facilities. DENSO has aligned with the United Nations 17 Sustainable Development Goals to promote prosperity while protecting the planet.

To conduct sound and stable business activities and realize sustainable growth amid the rapidly changing business environment, a solid corporate foundation is essential. To this end, DENSO is engaged in efforts to promote the active role of its personnel and to enhance the motivation of its employees through health management and other measures to ensure they are able to use their abilities to the greatest extent possible. DENSO is also working to strengthen information security and compliance. Efforts such as these help ensure that the Company does not damage its corporate value.



Promoting Diversity & Inclusion

We value new ideas that are created by our employees with diverse backgrounds, and we believe that nurturing kindhearted, thoughtful employees who respect each other's individuality is essential for realizing sustainable growth. To this end, we are promoting diversity and inclusion, which involves making full use of the skills and perspectives of our employees around the world in order to realize an organizational environment and culture that embraces all individuals, regardless of gender, age, nationality, disability, sexual orientation, career history, and value systems.

Ways of Working with Tremendous Speed and Efficiency

By carrying out three reforms to improve the workplace, DENSO will increase job satisfaction, speed up business and become more competitive.

Work Reform

We will create an environment where employees can concentrate on their work and give their best.

Management Reform

We will provide training for managers to increase synergies and communicate better with subordinates so that personnel from different backgrounds can maximize the results.

Communication Reform

We will encourage communication among employees and make the workplace more lively and enjoyable so that employees can find greater job satisfaction.

Corporate Data

Company Profile

As of March 31, 2021

Company name	DENSO CORPORATION
Established	December 16, 1949
Head Office	1-1, Showa-cho, Kariya, Aichi 448-8661, Japan
Capital	¥187.5 billion
Revenue	Consolidated basis ¥4,936.7 billion (US\$44.6 billion)* ¹
Operating Profit	Consolidated basis ¥155.1 billion (US\$1.4 billion)* ¹
Profit* ²	Consolidated basis ¥125.1 billion (US\$1.1 billion)* ¹
Employees	Consolidated basis: 168,391 Non-consolidated basis: 46,272
Consolidated Subsidiaries	200 (Japan 64, North America 23, Europe 32, Asia 74, Others 7)
Affiliates under the Equity Method	88 (Japan 24, North America 11, Europe 17, Asia 32, Others 4)
Fiscal Year	From April 1 to March 31

*1: U.S. dollar amounts have been translated, for convenience only, at the rate of 110.71 yen = US\$1, the approximate exchange rate prevailing on March 31, 2021. Billion is used in the American sense of one thousand million.

*2: Profit attributable to owners of the parent company.

Main Facilities in Japan

As of April 1, 2021

Headquarters / Plants / Laboratories	Employees * ¹	Main Business
Headquarters	13,125	-
Anjo Plant	4,778	Manufacture starters, alternators, inverters, motor generators, electric power steering motors
Nishio Plant	7,236	Manufacture car air-conditioners, radiators, electronic diesel/gasoline fuel injection components
Takatana Plant	3,070	Manufacture of instrument clusters, head-up displays, millimeter-wave radar sensors, vision sensors, various sensors components
Kosai Plant	3,669	Manufacture of compact motors for wiper systems, power windows, etc.
Daian Plant	4,664	Manufacture of ignition components, advanced safety products, valve train components, exhaust emission control components
Kota Plant	3,420	Manufacture of integrated circuits and electronic control components
Toyohashi Plant	1,062	Functional parts for car air-conditioners and water pump for fuel-cell vehicle and servo motor module and CO ₂ heat pump hot water supply systems
Hirose Plant	1,055	Manufacture of inverters, ECUs and power semiconductors
Agui Plant	850	Manufacture of machinery and tools
Toyohashi East Plant	781	Manufacture of compact motors for blowers, cooling fans, etc.
Zenmyo Plant	964	Manufacture electronic diesel/gasoline fuel injection systems
Advanced Research and Innovation Center	242	Research in functional materials, AI and ergonomics
Global R&D Tokyo	127	R&D in advanced driver assistance systems, connected fields, and automotive electronic systems fields
Global R&D Tokyo, Haneda	109	Advanced mobility development
Nukata Proving Ground	27	Test driving for automotive components
Obu Technology Training Institute	26	Engineers training
Shin Yokohama Innovation Lab	26	Research and development of MaaS
Akihabara Innovation Lab	5	Research and development of connected car services

*1. As of March 31, 2021

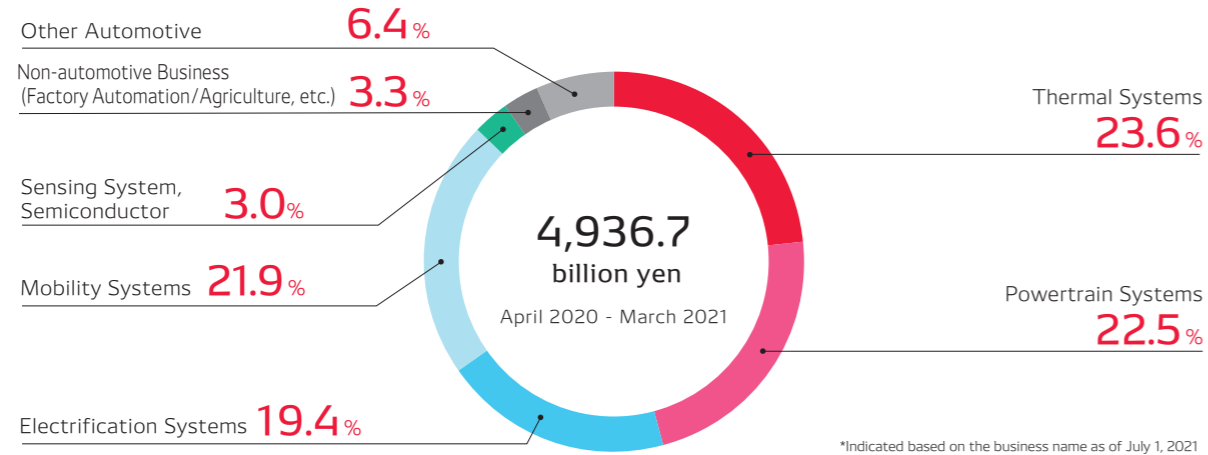
Offices / Divisions / Branches

Tokyo Office	Osaka Division	Iwate Branch	Muromachi Branch
Tokyo Division	Hiroshima Division	Kobe Branch	Takamatsu Branch
Tokyo Division Utsunomiya Office	Nagoya Office	Nagoya Minami Branch	Kohoku Branch * ²

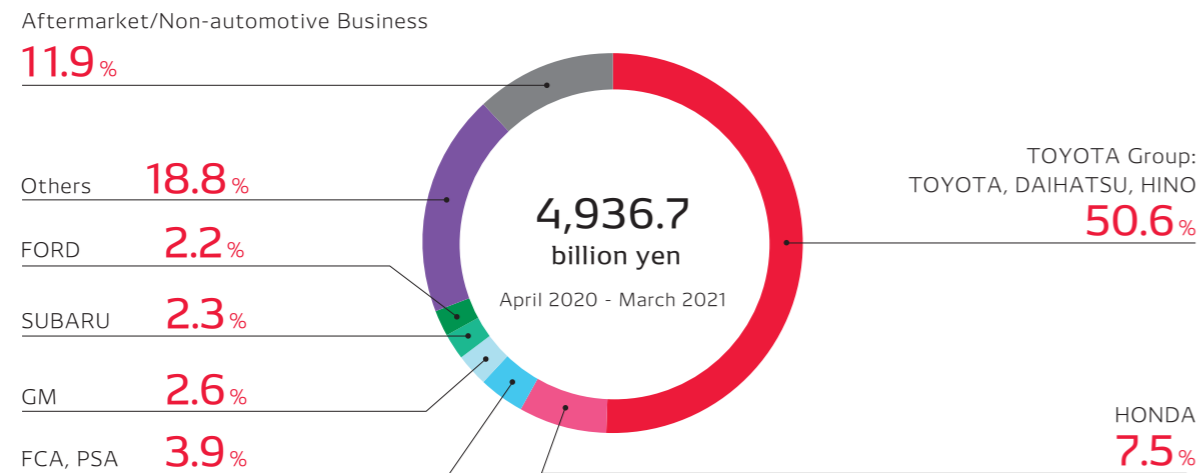
*2. Opened in May 2021

Financial Data

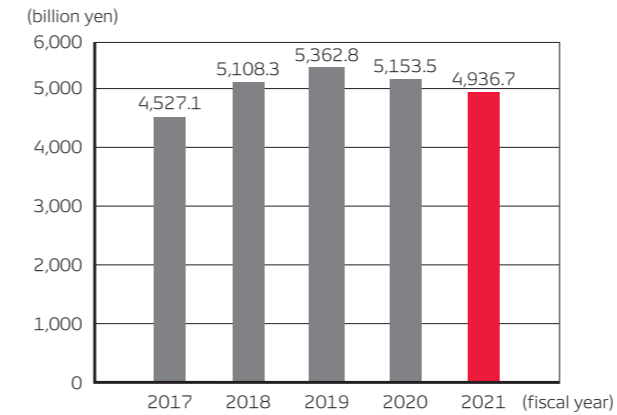
Consolidated Revenue by Business Group*



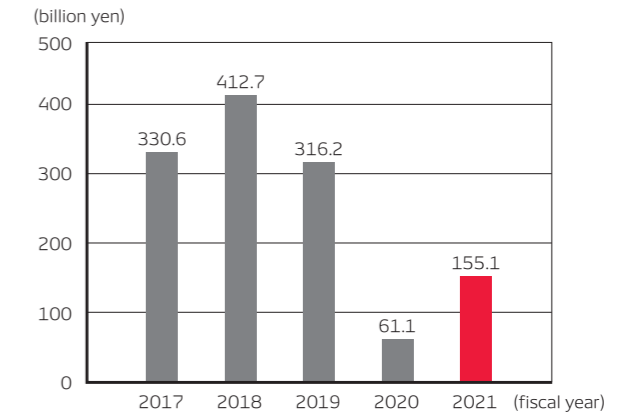
Sales by Customers



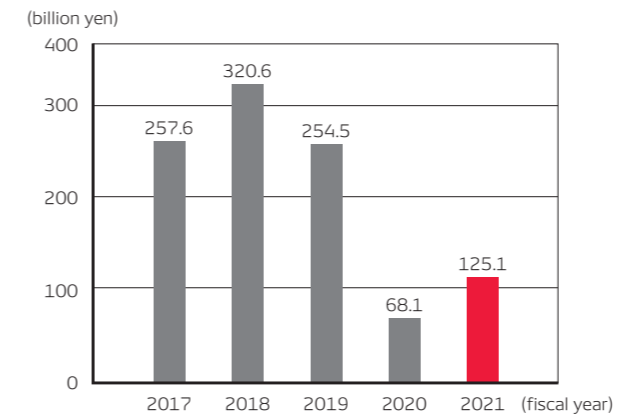
Revenue



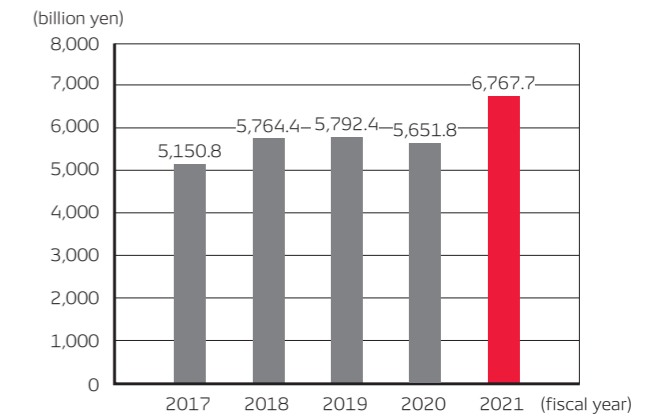
Operating Profit



Profit



Total Assets

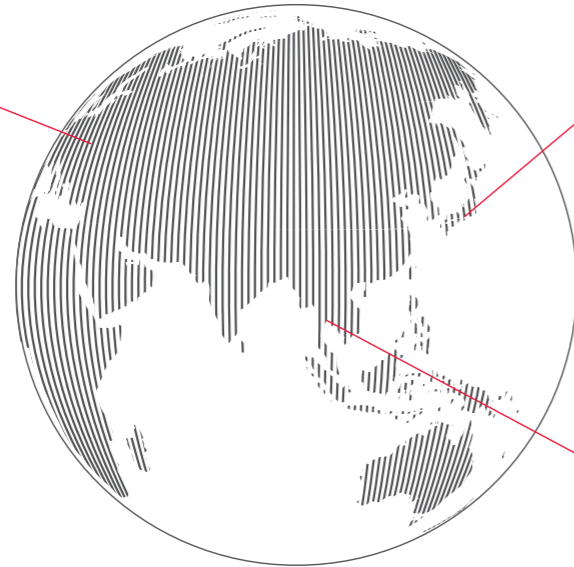


Global Network

As of March 31, 2021

Europe

Companies
32
Employees
15,324
Revenue
519.7 billion yen



Japan

Including DENSO CORPORATION

Companies
65
Employees
79,267
Revenue
3,177.0 billion yen

Asia

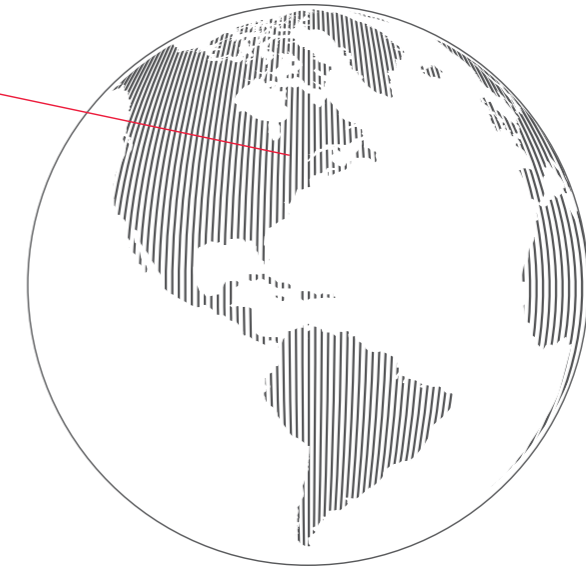
Companies
74
Employees
46,476
Revenue
1,303.8 billion yen

North America

Companies
23
Employees
24,516
Revenue
1,026.2 billion yen

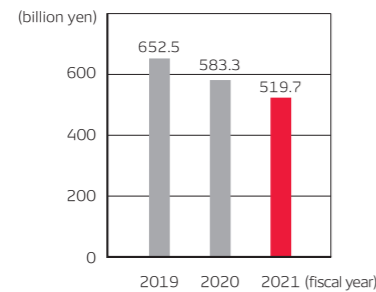
Others

Companies
7
Employees
2,808
Revenue
40.4 billion yen

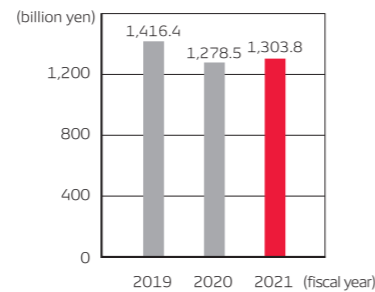


Revenue by Segment

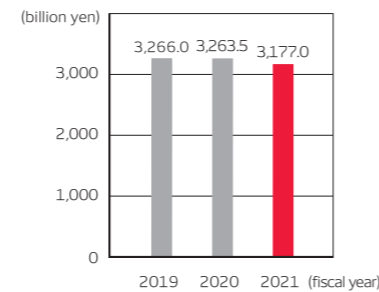
Europe



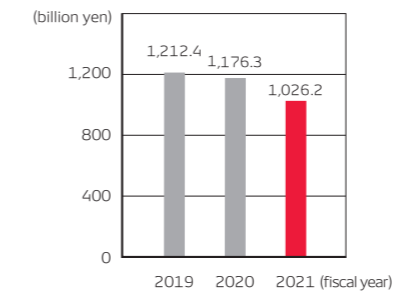
Asia



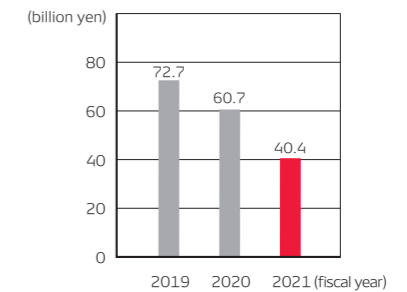
Japan



North America



Others



*The number of employees excludes personnel dispatched to consolidated companies but includes personnel on loan from consolidated companies. Temporary staff are also excluded from the number of employees.
*Consolidated revenue is from external customers.

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LinkedIn



Integrated Report



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DENSO is making efforts
for accomplishing the globally shared SDGs.

