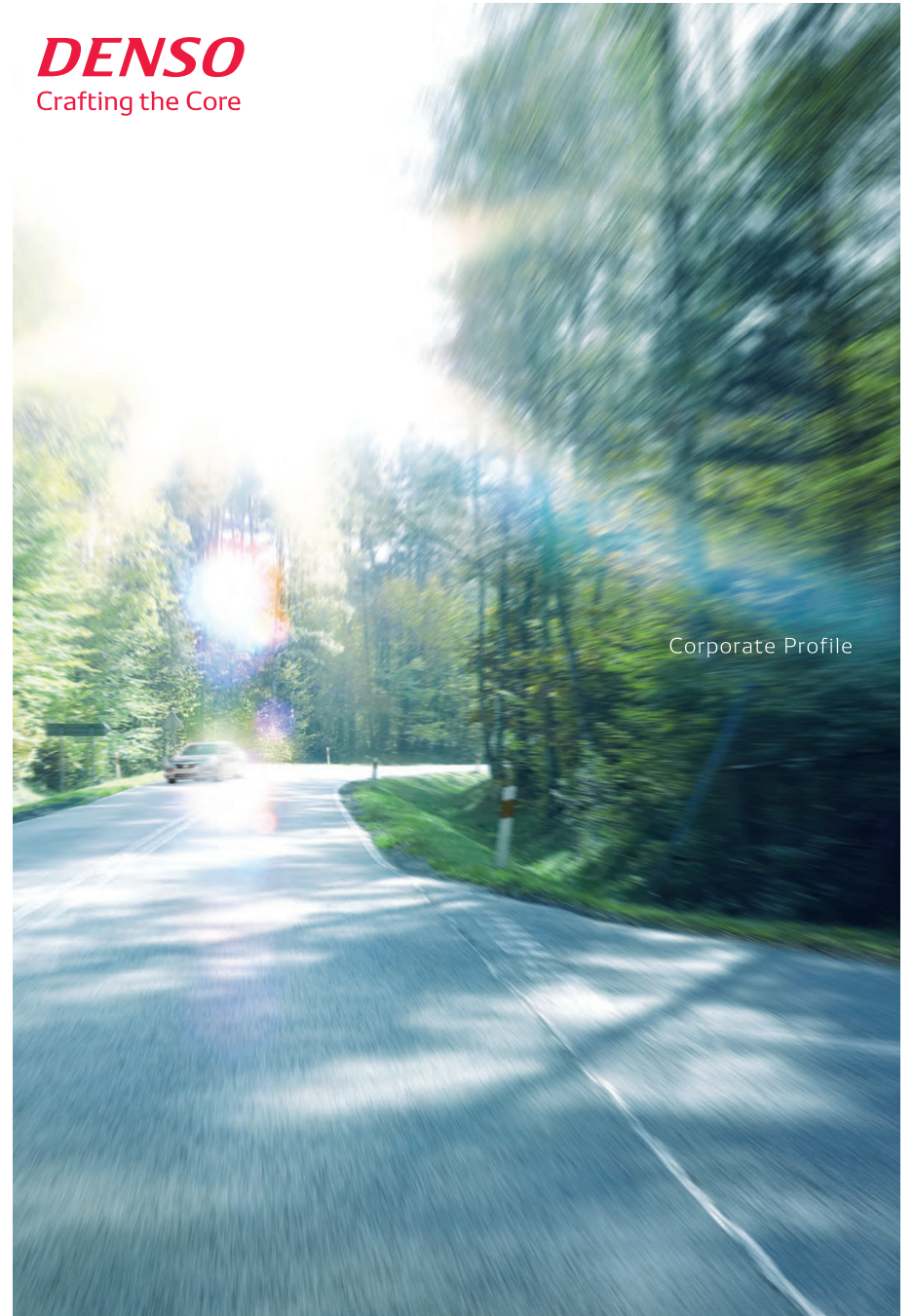
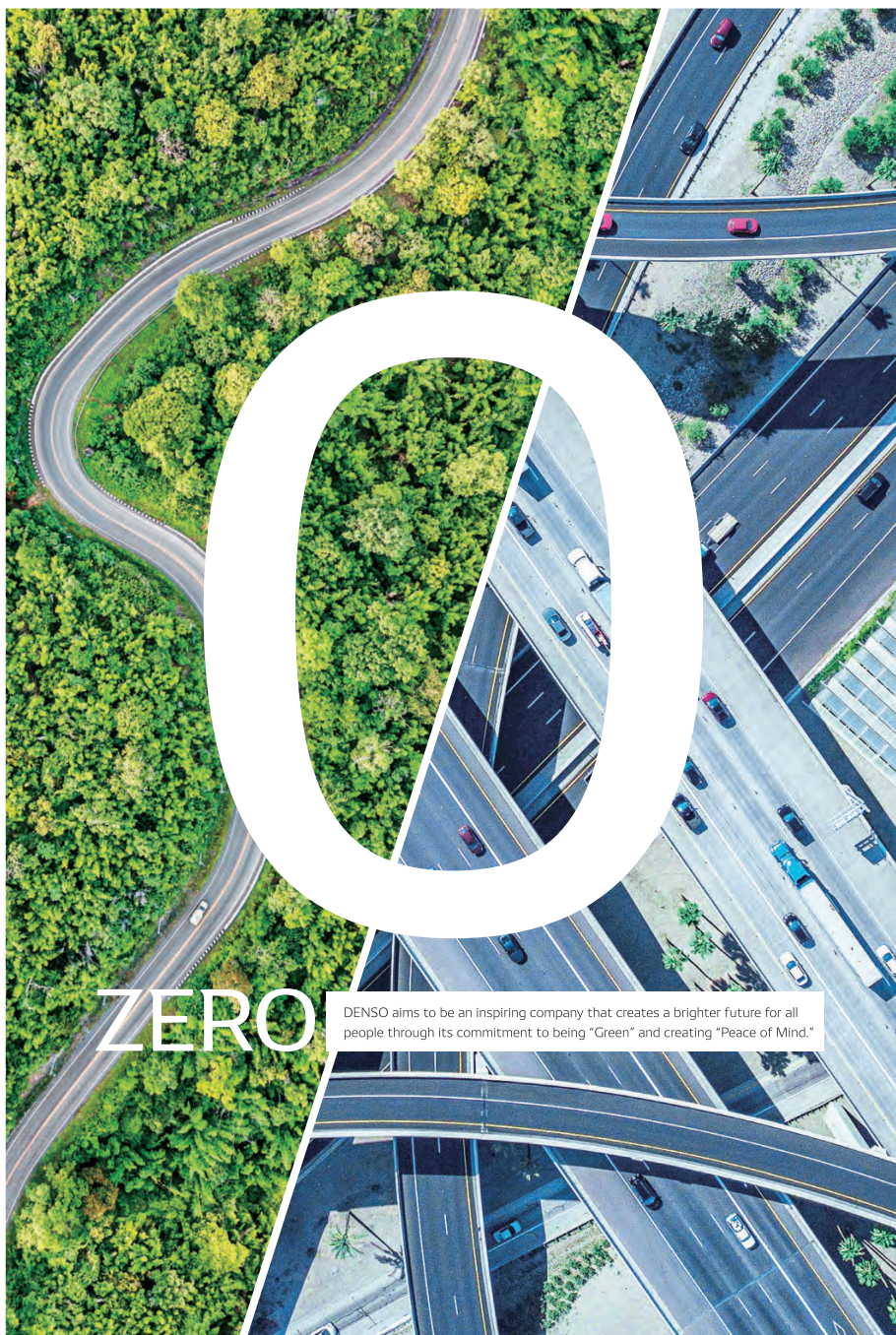


DENSO
Crafting the Core

Corporate Profile





Our mission is to contribute to a better world. We want to help power society's shift to green, safe and worry-free mobility. Everything we do is to advance us toward our Two Great Causes – Green and Peace of Mind.

To achieve our vision for Green, we aim to achieve net-zero CO₂ emissions and a carbon-neutral society by capturing CO₂, both in our production facilities and with our products. For Peace of Mind, we aim to realize zero traffic fatalities. In both domains, we will achieve our ultimate goal of zero.

With global issues, such as environmental problems and resource shortages, becoming more serious, we seek to deliver value by contributing to the mobility field and a recycling-oriented society. We will strive to increase the value of mobility and beyond.

In the future, as vehicles become more advanced and connected to drivers and infrastructure, we must create new products and services quickly by combining diverse technologies. We will strengthen our ability to adapt to change, continue to create new value with our partners, and increase recycling for mobility and society as a whole.

President & CEO Representative Member of the Board

S. Hayashi

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.

1949



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.

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."

R&D, Manufacturing

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

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.

1984



Opened 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.

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.

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.

Past

History to the present

Management Foundation & Policy

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

The slogan of this plan is "Bringing hope for the future for our planet, society and all people."

Present

DENSO in figures

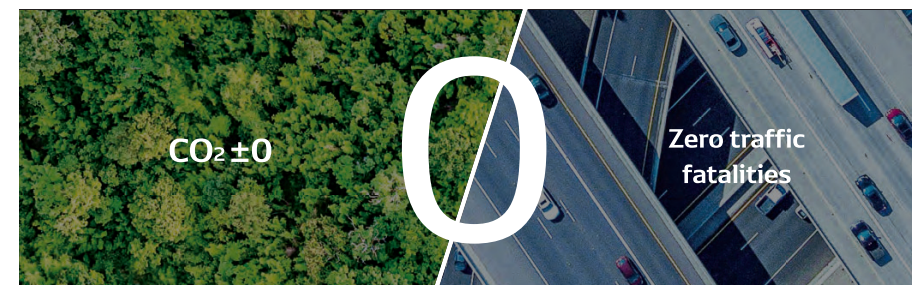
Employees 158,056	Consolidated Revenue ¥ 7.2 trillion	World-First Products over 180	Patents Held 38,000
Medals at the WorldSkills Competition 81	Global Network 35 countries and regions	Overseas Revenue Ratio 59%	

As of March 31, 2025

Future

Future vision

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



Green

Aiming to Become Carbon Neutral by Fiscal 2036

We aim to realize carbon neutrality within our *Monozukuri* activities in the not-too-distant future of fiscal 2036 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,” while making use of the Green Innovation Fund* and other frameworks.

*Green Innovation Fund: An initiative offered by the New Energy and Industrial Technology Development Organization (NEDO) to provide ongoing support to companies committed to achieving ambitious goals related to achieving carbon neutrality through the research, development, demonstration, and practical application of their technologies over the long term within the priority areas for which action plans have been established under the Green Growth Strategy.

Realize complete carbon neutrality in our *Monozukuri* activities

We will reduce CO₂ emissions by encouraging the use of renewable energy such as solar power and enhancing the efficiency of our manufacturing process. In addition, we aim to realize complete carbon neutrality in our *Monozukuri* activities, by reducing CO₂ emissions from the production process through the use of green hydrogen generated from renewable energy.



Monozukuri (Manufacturing)

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

We will help popularize HEVs, BEVs, FCEVs, and other electric vehicles (xEVs) by advancing products powered by electricity. 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 through various kinds of electrically powered mobility.



Mobility Products

Realize an energy-recycling society through the development and popularization of technologies that make effective use of renewable energy

We will establish technologies that store and reuse energy in an efficient manner, regardless of location or time, and work to popularize them around the world. By doing so, we will help realize an energy-recycling society.



Energy Use

TOPIC : Green

In the quest for carbon neutrality, as well as the reduction of CO₂ through decarbonization, the capture and reuse of CO₂ emissions, known as carbon recycling, is becoming a focus of attention. To efficiently realize CO₂ capture anywhere, DENSO is developing and introducing a compact, highly efficient CO₂ capture system.

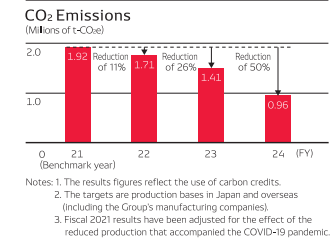
Realize Carbon Neutrality through Collaboration between DENSO and Suppliers

At the Partnership Building Symposium, held by the Ministry of Economy, Trade and Industry, DENSO's procurement business group was awarded the Partnership Building Grand Prize, “Special Theme Award (GX Award),” in recognition of its efforts to help small to medium-sized suppliers become carbon neutral. This marked the first time this award was won by an organization in the automotive industry. By continuing to collaborate with suppliers, we will aim to realize carbon neutrality across the entire supply chain. At the same time, we will take steps to ensure that society recognizes the added value that carbon neutrality provides to the supply chain.



Achieve Complete Carbon Neutrality in *Monozukuri*

We have reduced CO₂ emissions by 50% compared with fiscal 2021, achieving our fiscal 2024 target for a 50% reduction, by thoroughly implementing energy-saving activities, which are one of our long-standing strengths; by introducing renewable energy; and by utilizing carbon credits. In addition, as of fiscal 2023, we achieved carbon neutrality at the Anjo, Nishio, and Hirose plants, DENSO FUKUSHIMA CORPORATION, and all DENSO plants in Europe. As of fiscal 2024, we also achieved carbon neutrality at the Takatana, Daian, Kota, Zenmyo, and Kosai plants.



Realize an Energy-Recycling Society through the Development and Popularization of Technologies That Make Effective Use of Renewable Energy

We will establish technologies that use energy in a highly efficient manner, regardless of location or time, and work to popularize them on a global basis. By doing so, we will help realize an energy-recycling society. For example, we have commenced verification tests for SOFCs, which create electricity from hydrogen, and SOECs, which produce hydrogen from electricity, by utilizing the heat management and material technologies that we have cultivated in the automotive field. Through these kinds of verification tests, we will pursue the efficiency of fully utilizing green hydrogen energy and the durability of being able to safely use energy systems over long periods of time. By doing so, we will take on the challenges of development aimed at balancing environmental sustainability and economic viability.



Peace of Mind

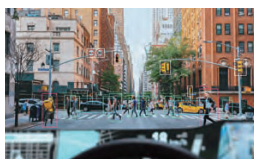
Aiming to Become a Leading Company That Provides Peace of Mind to Society

For a company like DENSO, which aims to contribute to the happiness of people, part of our mission is to provide peace of mind to society by resolving social issues through our business activities. This section introduces the three pillars of DENSO's contributions through which we aim to become a leading company that provides peace of mind to society.

Elimination of Traffic Accident Fatalities

Popularize safety products through efforts focused on "depth" and "width," thereby realizing free and safe mobility

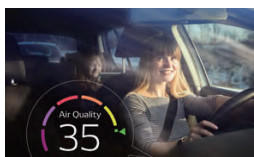
With the aim of eliminating traffic accident fatalities, we are promoting efforts under a two-pronged approach focused on "depth," which involves reaching the cutting edge of technology, and "width," which involves realizing the widespread adoption of safety products in a large number of cars. For "depth," 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 promoting the further popularization of our safety products by 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 even more relaxing spaces by evolving the environment within vehicles.



Support for Working People

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

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



TOPIC : Peace of Mind

We are striving to develop safety products, provide services that realize comfortable spaces, and utilize the technologies we have cultivated in the mobility domain.

Realize a system that is effective in 100% of accident scenarios by fiscal 2036

We believe that to eliminate traffic accident fatalities, increasing the accident scenarios for which advanced driver assistance systems (ADAS) are effective and promoting their widespread use is important. Aiming to realize a system that is effective in 100% of accident scenarios by fiscal 2036, DENSO will develop advanced technologies that combine the respective benefits of ADAS functions, human-machine interface (HMI), and infrastructure linkage. As for promoting the widespread use of ADAS, we will enhance our lineup of sensor and system packages optimized to meet the diverse needs of each region and customer.



Announcement of Everycool cooler for idling trucks that offers effective cooling while lowering environmental burden

We have announced a cooling system for idling trucks that balances the efficient use of energy with reductions in environmental burden by cutting fuel consumption, while improving the working conditions of drivers during hot summers.



Helping to address the shortage of truck drivers and reduce CO₂ emissions Demonstration testing of trunk relay transportation service

Working together with logistics providers, DENSO has commenced demonstration tests of a trunk relay transportation service as an effective means of helping to reduce environmental load and eliminate overtime hours and labor shortages in the logistics industry.

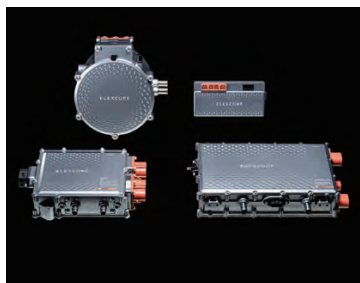


Business Overview

DENSO operates seven core businesses in a range of domains, with particular emphasis on the mobility domain. The Company has built its business portfolio with a view to creating new value for the future and enabling respective businesses to resonate together as they maximize value creation. Moreover, at present reweighting the business portfolio is a priority strategy. Even in a volatile operating environment, a reweighted business portfolio will allow us to market products and services that reflect demand and to continue to grow.

Segment		Revenue by Product (Ratio)
Automotive Businesses	Electrification Systems	¥1,354.4 billion (18.9%)
	Powertrain Systems	¥1,438.6 billion (20.1%)
	Thermal Systems	¥1,728.5 billion (24.1%)
	Mobility Electronics	¥2,017.3 billion (28.2%)
	Advanced Devices	¥388.8 billion (5.4%)
Non- automotive Businesses	Factory Automation & Social Solutions	¥120.5 billion (1.7%)
	Food Value Chain	

Electrification Systems



Popularizing vehicle electrification systems and products to lead the global carbon-neutral trend and help provide mobility that is safe, reassuring, and highly convenient

We are working to reduce the size, enhance the performance, and improve the quality of electrification products such as inverters and motor generators. In addition, we are striving to enhance system technologies such as energy management technologies, which efficiently control electricity and thermal energy, and power supply system technologies, which can optimize and safely make full use of batteries. By doing so, we will continue to improve the performance of various kinds of mobility as we work to realize a carbon-neutral society and provide safe, secure, and highly convenient mobility.

Business Strengths 1 Technology Development Capabilities and Product Lineup

Our basic strategy is vertical integration. At each operational level, from systems through to products and semiconductors, we establish in-house production capabilities, and the competitiveness of each operational level is further strengthened through the mutual sharing of technological know-how among the levels. Built up during more than 25 years of experience in vehicle electrification operations, our technology capabilities at each operational level are competitive. Going forward, we will expand our vertical integration to the energy management field to create further competitiveness and provide a product lineup that meets customer expectations.

Business Strengths 2 Global Production and Supply System

To meet the growing demand for electric vehicle components, we have more than 50 bases in 19 countries, supplying products to customers around the world. At the Anjo Plant, which is DENSO's global mother plant, the Electrification Innovation Center is rapidly and efficiently developing and introducing next-generation manufacturing technologies. For example, on the mass production lines of the adjoining electric vehicle component plant, the center is conducting verification tests of a CO₂ recycling plant and an energy-saving environmental production line that curbs CO₂ emissions.

Business Strengths 3 In-vehicle Reliability

Quality is becoming increasingly more important in order to reduce vehicle breakdowns. We must manage quality-related breakdowns while realizing systems that optimally integrate vehicle functions for driving, turning, stopping, and comfort. DENSO has built up expertise in the reliability of in-vehicle systems, products, and semiconductors based on experience garnered in its founding electrical equipment business and from vehicle electrification operations. We provide optimal quality by managing the stress that products are subjected to as well as the strength of products throughout entire systems.



Powertrain Systems



Balancing the joy of life with vehicles with superior environmental performance —Providing solutions that help overcome this seemingly contradictory task

We will reduce the environmental burden of vehicles to the greatest extent possible and respond to the diversification of fuel and various environmental regulations, which are becoming stricter by the year. We will also work to supply high-quality systems and components. By doing so, we will strive to create and deliver new value in order to contribute to society as a whole.

Business Strengths 1 R&D Capabilities That Have Led the Evolution of Powertrains

DENSO has mass-produced a number of world-first products, such as common rail systems and a product that directly injects fuel in diesel internal combustion engines, while pursuing greater environmental performance in vehicles. We will apply our core technologies and development capabilities to increase the options in relation to carbon-neutral powertrains, such as hydrogen and biofuel engines.

Business Strengths 2 Highly Reliable *Monozukuri* Technologies That Enable Cars to Run Safely

To enable cars to run well, DENSO has refined its highly reliable *Monozukuri* technologies, which are integrated from the stages of highly complex and precise processing at the micron-unit level, technologies for high-speed assembly, and materials preparation through to the stages of molding and sintering. We will further enhance such technologies by using our longstanding skills and *Monozukuri* expertise in combination with robots, AI, digital technologies, and other leading-edge technologies.

Business Strengths 3 Personnel, Masters of Powertrains, Form Organically Coordinating Organizational Capabilities

In working with automakers on the creation of vehicles that can satisfy tough environmental regulations and withstand harsh operating environments, we have developed a varied range of professionals, each of whom has expertise in particular elemental technologies or technical skills and works in a team of professionals focused on vehicle specifications. In other words, we have advanced organizational capabilities that allow us to leverage specializations in all areas, from components through to systems.



Thermal Systems



Contributing to a more pleasant world by spreading *Monozukuri* that is based on energy management technologies and clean energy

To halt global warming, the curbing of greenhouse gas emissions is an urgent task. With a view to addressing this social issue, the Thermal Systems Business Group will build and disseminate new paradigms for cars and society by going beyond existing frameworks to advance creation with internal and external partners. In these initiatives, we will primarily use environmental technologies that we have developed for the thermal management of cars. Further, we will endeavor to realize a carbon-neutral society as soon as possible by popularizing environmentally friendly products through utilization of the advantages of our well-established global supply chain, which is deeply rooted in many different regions.

Business Strengths 1 Numerous World-Leading Environmental Technologies

By further evolving its environmental technologies, which are underpinned by some 2,400 environmental technology patents—the largest patent group of its kind in the world—and by numerous world-first products and products that boast leading market shares, the business group will extend the scope of DENSO's technological contributions from thermal management systems to energy management systems and from cars to society as a whole.

Business Strengths 2 Co-creation beyond Organizational Boundaries

In a co-creation initiative with Toyota Motor, DENSO FUKUSHIMA CORPORATION has created a carbon-neutral plant by establishing local production and local consumption of hydrogen. Through such initiatives, the Thermal Systems Business Group will continue creating and raising the profile of new business models by going beyond business group boundaries to mobilize and concentrate DENSO's technology capabilities and collaborate with customers and new partners around the world.

Business Strengths 3 Global Supply Chain

At the approximately 50 bases we operate worldwide, we will help address environmental issues in each country by accurately understanding the diversifying customer demand in countries and regions and providing timely supplies of competitive products through our locally rooted supply chain.



Mobility Electronics



Realizing a society in which all people can access mobility conveniently and with peace of mind (enhancing the quality of mobility)

DENSO helps realize zero traffic fatalities and carbon neutrality by continuing to introduce products in tune with the times, using its software and electronics technologies (sensors, semiconductors, ECUs), while precisely understanding the needs of users and advances and developments in society brought about by the CASE revolution.

Business Strengths 1 Ability to Create Large-scale Integrated Systems That Connect Cars, People, and Society

The demand for electronic systems is evolving as vehicles become more intelligent due to the introduction of software-defined vehicles (SDVs) and the revolution resulting from the increased production of connected, autonomous, shared & service, and electric (CASE) vehicles. In addition to existing demand for powertrains, bodies, chassis, cockpits, advanced driver assistance systems (ADAS), and other single-domain control systems, new demand for large-scale systems that integrate and coordinate these systems is emerging. Moreover, demand is growing for systems that connect cars with the outside environment. DENSO will realize appealing products by utilizing the technological capabilities and integration capabilities that it has garnered in the course of developing a full range of the aforementioned systems.

Business Strengths 2 Product Development Capabilities with Reliability and Sophistication Accumulated in Automotive Products

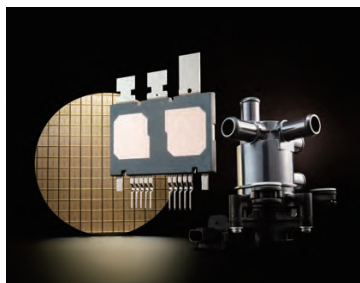
Automotive products must realize high levels of reliability and performance in harsh environments and under operational restrictions. We have been engaged in the automotive electronic product business for many years—ever since the early days of vehicle electrification—and accumulated extensive vehicle-related expertise as a result. By utilizing the advantages of this expertise, DENSO is developing competitive products that combine the differentiated reliability and performance of its automotive products with the latest electronics and software technologies.

Business Strengths 3 Global Network

To expedite the realization of large-scale systems in the SDV era, collaboration with partners is essential. DENSO has developed human capital, intellectual capital, and a global production system by overcoming numerous obstacles in partnership with semiconductor manufacturers, software vendors, and automakers around the world. Using these strengths, we will refine our SDV-related technologies while providing various solutions to customers, thereby moving the world one step closer to safe mobility that provides peace of mind and is environmentally friendly.



Advanced Devices



Creating and growing businesses that solve issues faced by society and customers beyond the mobility domain

As a company reorganized to go beyond technologies and focus more on helping society and our customers, we are collaborating on the sensing and actuation fronts, and enhancing the value of systems through semiconductors that leverage our strengths derived from vertical integration. While creating new devices and systems, we aim to win the trust of our customers with an all-points approach to quality, cost, and delivery (QCD) in the expanding electrification market.

Business Strengths 1 Creation of New Value with Sensing and Actuation

Within this business group, our core technologies in actuation (i.e., hands and legs) are combined with semiconductors (i.e., brains) and sensing (i.e., eyes) to create new devices and systems based on nimble concepts, enabling the development of “great-if-possible” solutions for issues faced by our customers.

Business Strengths 2 Robust Semiconductor Supply Capabilities Based on In-house and Consignment Production and Partnerships

In preparation for expansion in the electrification market, DENSO will internally produce silicon (Si) and silicon carbide (SiC) power semiconductors, which are key devices that incorporate world-first technologies. Moreover, we will build the supply chain needed to increase cost competitiveness and supply capabilities.

Business Strengths 3 On-site Capabilities That Support Production Technologies Highly Resilient to Changes in Specifications and Volumes in New Product Domains

DENSO is broadening the scope of applications for new product domains where it is competitive, thanks to human resource development and handpicked young employees. DENSO leverages digital-twin technology and collaborative robots to build a production system that can be optimally organized and configured by changing production line shapes and locations in accordance with fluctuations in volumes for new products.



Factory Automation & Social Solutions



Enhancing the productivity of the *Monozukuri* industry and improving quality of life

Our mission in the Industrial Solutions Business Unit 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 issues facing our customers, providing them with solutions 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 Strengths 1 Production Assets That Have Been Rigorously Honed in Frontline Manufacturing Operations

Using our high-quality, highly durable facilities that have been refined on auto part production lines, as well as our core factory automation (FA) equipment, such as robots and sensors, we are playing a role in improving productivity throughout the manufacturing industry and society at large while spreading our reach from stand-alone equipment to processes and modules.

Business Strengths 2 *Monozukuri* Expertise Garnered Over More Than 70 Years

DENSO solves serious issues directly affecting the manufacturing industry, such as labor shortages, carbon neutrality and digital transformation (DX), with its know-how in flexible and lean manufacturing and lean automation technologies.

Business Strengths 3 Solutions for Society Using QR Codes® Developed by DENSO

Three decades ago, DENSO applied for and registered QR Code® patents. By utilizing our longstanding expertise in QR Code® reader technologies and QR Codes® while incorporating outside ideas, we will continue creating value for new fields and applications.



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, while observing the entire food value chain, we will provide solutions that deliver food safety and security to each region of the world, anytime, anywhere, and to anyone, forever.

Business Strengths 1

Greenhouses That Ensure Reliable Harvests While Dealing with Labor Shortages and Climate Change

By applying our *Monozukuri* technologies gained with automobiles to agricultural production, we are supporting technologies that condition environments for reliably harvesting agricultural products. We introduce automation technologies to create environments where people can move around easily, and globally supply solutions for greenhouses in a highly productive way that sustains growth.

Business Strengths 2

Portable Compact Freezer/Refrigerators That Help Deal with Driver Shortages and Delivery Diversification

By utilizing thermal control technologies developed for automobiles, we have created compact, light versions of conventional automotive freezer/refrigerators. These portable battery-powered products allow non-specialized drivers with passenger cars to flexibly deliver a range of small-lot items. Our freezer/refrigerators do not use engines or dry ice for freezing or refrigeration, which reduces CO₂ emissions.

Business Strengths 3

New Distribution DX Solutions That Reflect Changing Needs in Food Distribution

By utilizing QR Code® and RFID technologies developed in frontline manufacturing operations, we have created a fully integrated food distribution platform that digitizes a range of different food-related information. The platform caters to consumer demand for safety and reassurance with respect to food by visualizing food distribution information from production through to sale and facilitates supply-demand optimization in distribution operations and the rightsizing of inventories.



Foundation for Creating New Value

Robust business foundations

DENSO's business activities are supported by robust foundations built over many years, giving the Company an advantage that cannot be easily replicated. The driving force behind all our business activities is the expertise of our approximately 160,000 employees across the globe as well as our relationships with diverse stakeholders, including customers, suppliers, and business partners. By evolving and increasing such relationships and expertise, we will realize further growth.



Human resources that support value creation

DENSO split from Toyota Motor Co., Ltd., and was established as an independent company amid worsening economic conditions. Since that time, our employees have been making achievements under challenging operating environments, passing on an unbreakable spirit for developing technologies and promoting *Monozukuri* activities that offer social value from one generation to the next. Throughout our history, we have continued to develop talent that will lead the future of DENSO. At the moment, our roughly 160,000 employees around the world are making tireless efforts to ascertain the needs and trends in each region in a timely and accurate manner and apply that knowledge to our R&D and *Monozukuri* activities.



Solid financial capital structure

Over the course of 75 years engaging in our business activities, we have built strong trust-based relationships with a broad range of customers, pursued technologies that cater to customer needs, and deepened our insight together with our customers. We have also established a stable supply structure as a direct response to customer needs. Underpinned by a robust financial foundation enabling us to tackle new pursuits, we are realizing unprecedented new value by combining the knowledge we have refined across the globe with the strengths of our diverse business partners.



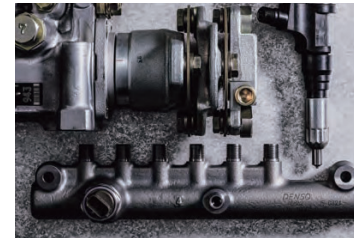
Robust supply structure

While closely sharing information with our customers, we will actively select and adopt recommended components based on the perspective of QCD*. By doing so, we aim to reduce the risk of discontinued production (end-of-life products) while also enhancing the ability of our suppliers to offer a sustainable supply. Also, while actively communicating long-term trends and sharing information with suppliers and customers, we will promote examinations for transitioning production in response to requests for the discontinuation of production by suppliers, as soon as there is any indication of such requests. In this way, we will help establish a sound business environment together with our suppliers. By working with our suppliers to build a supply structure that earns the trust of society, we will ensure a stable supply and bolster our competitiveness.

*QCD: Quality, Cost, and Delivery. QCD is an indicator used to evaluate production management in the manufacturing industry.

Advanced R&D

DENSO has contributed to the development of the mobility society by creating an array of competitive products that accurately cater to social needs. Amid diversifying values and increasingly complex social issues, we aim to extend the scope of our contribution with mobility as our starting point. To this end, we have defined priority fields in accordance with our green and peace of mind principles. Moreover, we are planning technologies and strengthening R&D capabilities with an eye on the future. We will continue creating new value through internal and external collaborative initiatives that transcend organizational boundaries and include global research institutions and universities.



Commitment to creation in anticipation of the changing times

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. We have created over 180 world-first products since our establishment, and to this day we remain committed to developing new technologies and products that address complex social issues.



Global development structure

We completed the establishment of technical centers in seven regions across the globe, in addition to laboratories in Israel, Silicon Valley, and other epicenters of innovation. By doing so, we established a structure that enables us to promptly incorporate diversified regional needs into our development process to create and deliver competitive products to our customers. Through industry-government-academia partnerships and collaborations with business partners, we are creating innovative technologies that help resolve social issues.



World-leading R&D foundation

To further sharpen our competitive edge into the future, we invested ¥550.9 billion in R&D expenditure in fiscal 2024. By promoting better efficiency through a digital transformation, including the use of AI, we will continue to strengthen our R&D activities centered on the focus fields of green and peace of mind.

Three-pronged Solutions for Systems

DENSO has always optimized its business portfolio ahead of the times to provide society with valuable products and services that meet customer needs. For example, we expanded from our founding business in the mechanical parts field to foray into the electronics and software fields. While expanding, we enhanced our capabilities in each field and, as a result, we are now able to go beyond the manufacture of stand-alone components to offer optimal whole-system solutions that combine mechanical parts, electronics, and software. These system solution capabilities provide us with a competitive edge unique to a comprehensive manufacturer such as DENSO, as they could not be acquired easily by a company working solely in one specific business domain.



Ascertaining real needs

In addition to the mechanical parts field, in which we have been engaged since our earliest days, we have been involved in the electronics and software fields for more than half a century. Combining our expertise in each business domain, we are able to gain a timely and accurate understanding of the needs and future outlook of our customers as well as end-users.



Collaboration with partners that exceeds the frameworks of organizations

Our professional personnel in the fields of mechanics, electronics, and software work to gain expertise on advanced technologies around the world through partnerships that transcend organizational boundaries to include research institutions and universities and incorporate such expertise into our products. Our personnel also rigorously conduct product evaluation and testing under actual vehicle use conditions, considering factors such as temperature and how the vehicle is used. By promoting industry–government–academia collaboration both inside and outside Japan and accumulating technological capabilities and experience in the automotive, electronic components, and semiconductor fields, together with business partners, we will further enhance our competitiveness as a world-leading R&D organization.



Ability to realize concepts through the integration of hardware and software

DENSO has contributed to the development of mobility by combining its technologies in the fields of mechanical parts, electronics, and software to create next-generation inverters and advanced safety systems. We handle a wide range of components and have a deep understanding of the requirements needed for vehicle development. For this reason, we are able to develop technologies and products that, when installed in vehicles, truly meet the needs of users—a strength that other companies active in only one domain cannot offer.

Highly efficient, high-quality *Monozukuri*

Since its inception, DENSO has consistently emphasized the creation and utilization of in-house technologies. We design and manufacture equipment, production lines, materials, and processing methods. This emphasis on in-house *Monozukuri* (manufacturing) has enabled us to provide society with products that give concrete form to the leading-edge technologies conceived by our R&D team. Having our own production technologies has also allowed us to develop high-speed, efficient production lines and compact facilities as well as streamline distribution and inspection. By digitalizing know-how and utilizing it as explicit knowledge, we are adding even more competitiveness and value to our products.



Industry-leading *Monozukuri* foundation

DENSO boasts micro-processing accurate to 1/1000mm and assembly lines that increase both production efficiency and quality. Our research on leading-edge production, elemental, processing, and measurement technologies as well as our development of production lines and systems that incorporate these technologies underpin products with world-leading performance and quality.



Initiatives to achieve carbon-neutral *Monozukuri*

We have connected our roughly 130 plants across the globe to a network allowing us to analyze a broad range of data obtained from personnel and equipment on the production front lines. In this way, we have greatly enhanced our competitiveness. By promptly detecting and addressing signs of equipment malfunctions, establishing the know-how of our talented personnel at each individual production site as explicit knowledge for global use, and bolstering productivity through data-driven energy conservation activities, we are working to further enhance our *Monozukuri* foundation. With the aim of achieving carbon-neutral *Monozukuri* by 2035, we are leading the industry with efforts to reduce environmental burden not just within the Group but across the entire supply chain.



Advanced *Monozukuri* personnel

Our cutting-edge *Monozukuri* activities are underpinned by our advanced *Monozukuri* personnel. The DENSO Industrial School, a technical training school created based on the concept of “*Monozukuri* is *Hitozukuri* (Our performance relies on our people)” and dedicated to strengthen both our technologies and capabilities, celebrated its 70th anniversary in 2024. Throughout its history, the school has fostered students with exceptional skills that are globally recognized, including students that have won gold medals at the WorldSkills Competition.

Sustainability Management

The DENSO Creed calls on us to “provide quality products and services,” expressing the essence of our approach to sustainability management, which focuses on benefiting society by utilizing businesses to pursue ambitious initiatives that address social issues. Today, our mission is to continue our legacy by putting into practice the commitment that our predecessors established when drafting the creed and by passing on this commitment to the next generation.



Tradition of sustainability management

Since its founding, DENSO has taken on ambitious initiatives to address social issues through its businesses. In other words, we practice sustainability management and continuously provide society with new green value and peace of mind value. Our consistent approach to business is ingrained in the spirit of the DENSO Creed, which calls on us to “provide quality products and services.” To continue in the spirit of our creed and keep practicing sustainability management even as times change, we have established the DENSO Group Sustainability Policy and incorporated social issues into the Long-term Policy for 2030 and as an integral part of our material issues. We are currently tackling these social issues through our business activities.

Promotion structure for sustainability management

The executive vice president and representative member of the Board supervises the Corporate Strategy Division, which is responsible for promoting Companywide sustainability management. This division is involved in such efforts as drafting policies and action plans related to sustainability, providing follow-up support for the sustainability activities of each division, and engaging in internal and external communication. Furthermore, matters such as the direction of sustainability management and the status of Companywide sustainability activities are reported to and deliberated on by the Company's formal committees (such as the Management Deliberation Meeting) and overseen by the Board of Directors. In addition, the divisions in charge of individual sustainability themes promote activities to address these themes in collaboration with relevant divisions and after deliberation on said themes by each expert committee.

Corporate Data

Company Profile

As of March 31, 2025

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 ¥7,161.8 billion (US\$47.9billion) ^{*1}
Operating Profit	Consolidated basis ¥519.0 billion (US\$3.5billion) ^{*1}
Profit ^{*2}	Consolidated basis ¥419.1 billion (US\$2.8 billion) ^{*1}
Employees	Consolidated basis: 158,056 Non-consolidated basis: 43,781
Consolidated Subsidiaries	187 (Japan 54, North America 22, Europe 36, Asia 70, Others 5)
Affiliates under the Equity Method	37 (Japan 17, North America 3, Europe 3, Asia 12, Others 2)
Fiscal Year	From April 1 to March 31

*1: U.S. dollar amounts have been translated, for convenience only, at the rate of 149.48 yen = US\$1, the approximate exchange rate prevailing in the Tokyo Foreign Exchange Market on March 31, 2025. Billion is used in the American sense of one thousand million.

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

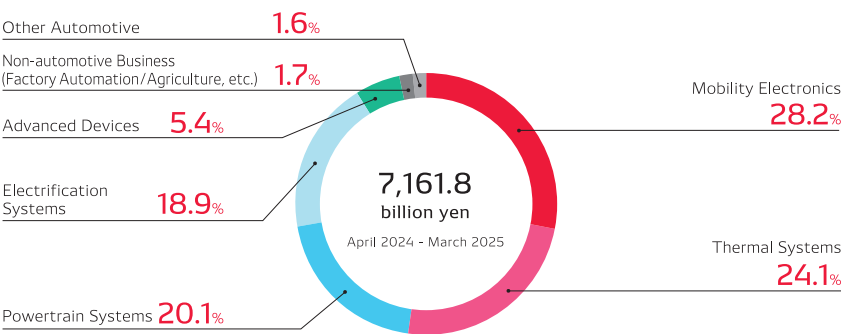
Main Facilities in Japan

As of March 31, 2025

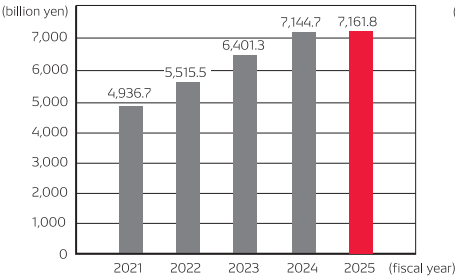
Headquarters/Plants/ Laboratories	Employees	Main Business
Headquarters	12,321	-
Anjo Plant	4,982	Manufacture starters, alternators, inverters, motor generators, electric power, steering motors
Nishio Plant	6,059	Manufacture car air-conditioners, radiators, electronic diesel/gasoline fuel injection components
Takatana Plant	2,710	Manufacture of instrument clusters, head-up displays, millimeter-wave radar sensors, vision sensors, power modules, various sensors components
Kosai Plant	3,310	Manufacture of compact motors for wiper systems, power windows, etc.
Daian Plant	4,322	Manufacture of ignition components, advanced safety products, valve train components, exhaust emission control components
Kota Plant	3,429	Manufacture semiconductor wafers, integrated circuits and electronic control components
Toyohashi Plant	972	Functional parts for car air-conditioners and heat pump module and servo motor module and CO ₂ heat pump hot water supply systems
Hirose Plant	1,104	Manufacture of inverters, ECUs and power semiconductors
Agui Plant	813	Manufacture of machinery and tools
Toyohashi East Plant	677	Manufacture of compact motors for blowers, cooling fans, etc.
Zenmyo Plant	1,313	Manufacture electronic diesel/gasoline fuel injection systems
Advanced Research and Innovation Center	278	Research in functional materials, AI and ergonomics
Global R&D Tokyo, Haneda	189	Advanced mobility development
Nukata Proving Ground	27	Test driving for automotive components

Financial Data

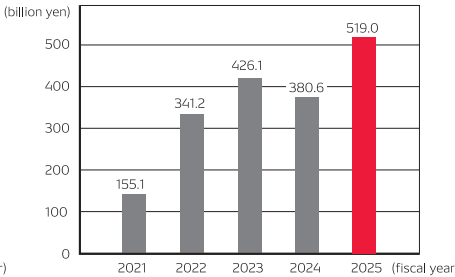
Consolidated Revenue by Business Group



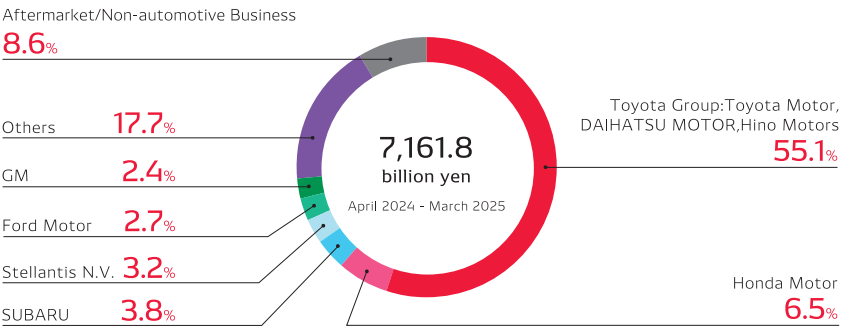
Revenue



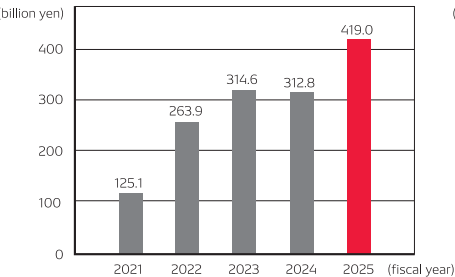
Operating Profit



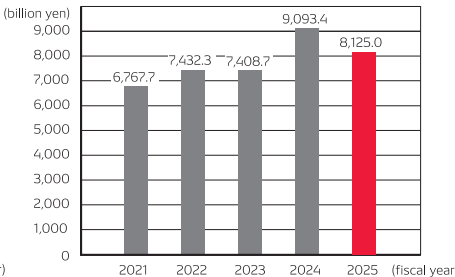
Sales by Customers

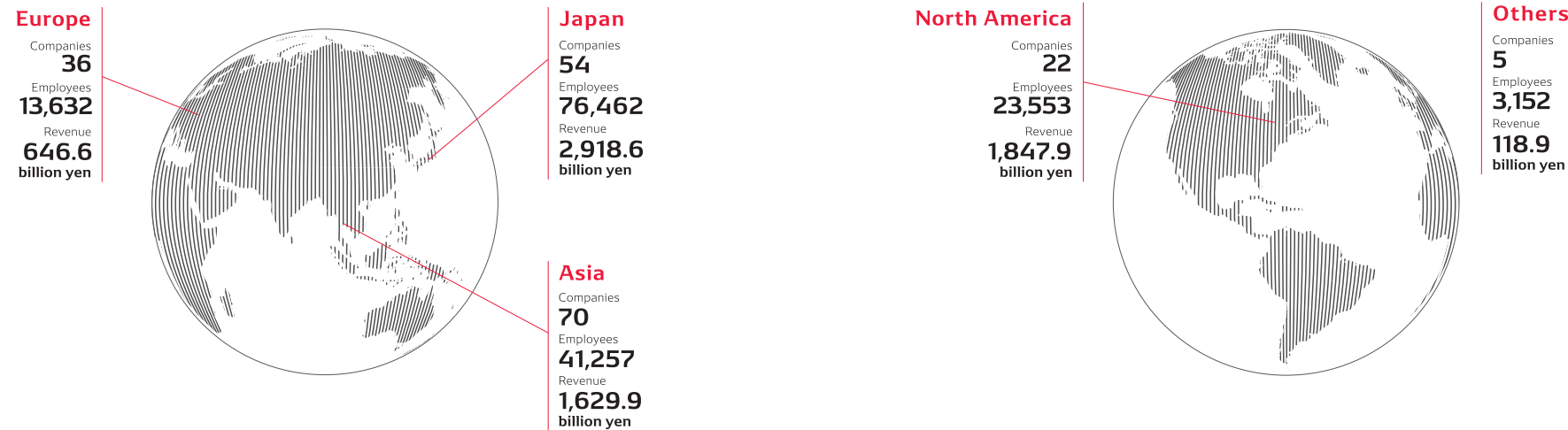


Profit

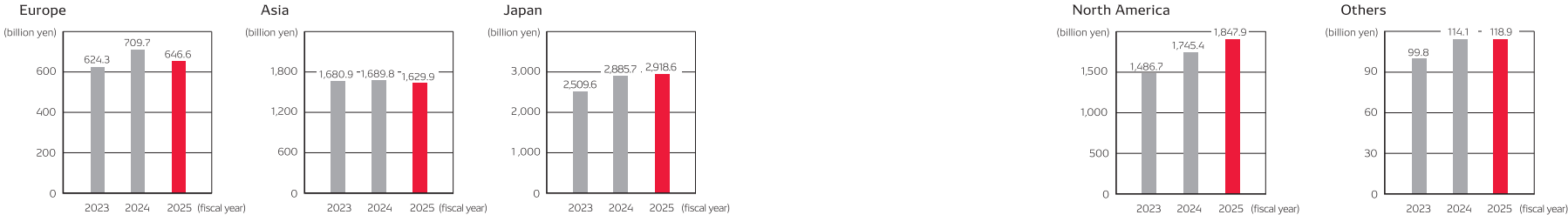


Total Assets





Revenue by Segment



The figures for revenues are for external customers and include adjustments between segments.

DENSO CORPORATION

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<https://www.denso.com/jp/ja/>

Global
Site



LinkedIn



Integrated
Report



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DENSO is making efforts
for accomplishing the globally shared SDGs.

