

MESSAGES



I will continue growing through work by taking on ambitious initiatives without being overly focused on my job description.

Risa Sakai
Brand Promotion Department
Public Relations Division

After joining the Company as a new graduate, I was assigned to a “practical position” that mainly involved routine duties. During my first three years, I mostly provided support to other employees. I then took on planning work, which included conducting brand education targeting managers of overseas regions and domestic Group companies as part of brand penetration activities. The more I gained a sense of personal growth from my various jobs, the more I felt the need to pass the mantle on to the next generation. In 2020, I switched to a career-track position, and since then I have worked with a greater sense of ownership.

In fiscal 2025, the Company abolished the division between practical and career-track positions. As the scope of my work has broadened, I have begun mapping out the kind of career that I would never have envisioned when first joining the Company. For this reason, I would like to convey to others the fulfillment and happiness work gives me.



Through recurrent training, I am envisioning a target profile for myself and building a new career as a software engineer.

Takayuki Hirose
Software Production Innovation Division

In the roughly 16 years since I joined the Company, I have developed a career as a hardware engineer in charge of designing car air conditioners. When I had reached a point where my growth as an engineer felt as if it were slowing in inverse proportion to the confidence I was gaining with experience, I learned about recurrent training in software development, which enables trainees to begin from the basics of programming. Although I had absolutely no experience in the field, the training seemed very supportive, bolstering my belief that I might be able to reskill. So, I decided to take on the challenge.

I acquired basic skills through around six months of classroom and practical training. I was then reassigned and am now engaged in process improvement-related software development in the Software Production Innovation Division. I have now taken the first step on the path I want to take. To become someone who can be relied on in this new field, however, I still need to acquire a huge amount of knowledge and build up more experience. Through continuous self-study and accumulation of on-the-job practice, I will move closer to the person I want to be one step at a time.

Value Creation Case Study

Creating Truly Open Workplaces through Mutual Understanding of Corporate Strategy and On-site Issues; Developing Organizations That Heighten Realization Capabilities and Grow

In April 2024, we held Conversations with Our President and Vice Presidents, in which more than 1,000 workplace leaders, the president & CEO, and our two executive vice presidents gathered for dialogue aimed at establishing mutual understanding of Companywide strategy and on-site issues. Rather than one-way explanations of strategy from the president and vice presidents, the meeting was interactive, with participating employees using a chat application to ask questions and share opinions in real time. These employees provided a great deal of immediate feedback on such issues as strategy and corporate culture improvement. The president went on to say, “We will create more opportunities for dialogue, and I hope that you convey the gist of our discussions to your teams.”

At DENSO, we believe on-site issues drive change. Accordingly, officers, department personnel, and plant personnel at each level of the Company work on solving such issues. However, if everyone pursues efforts with a different goal in mind, the overall workplace culture cannot be changed. To strengthen our realization capabilities, we aim to ensure that not just some but all workplace personnel have an in-depth understanding of Companywide strategy and that each employee and organization thinks and acts swiftly and with precision. To this end, as well as creating opportunities for dialogue with officers, we are establishing venues for dialogue within workplaces. Our goal is to develop organizations in which employees can experience growth through the creation of a workplace culture that enables them to meet any changes in the environment head-on and pursue new challenges.

