

Mobility Electronics

We closely monitor the evolution of and changes in society, and accurately capture user needs amid advances in CASE, while strengthening our electronics technologies (ECUs, sensors, semiconductors) and software development capabilities. By continuously introducing products that provide new value for increasingly large-scale and software-defined mobility systems, we aim to achieve carbon neutrality and zero traffic accidents, contributing to the creation of a society where all people can access mobility conveniently and with peace of mind, enhancing the quality of mobility.

Hisashi Iida Head of Business Group



Business Strengths	Opportunities	Risks
- Broad technological expertise and implementation capabilities across all vehicle domains, enhancing efforts to create new user experiences - Provision of compelling products that combine reliability and advanced features cultivated through in-vehicle applications - Partnerships with global automakers, semiconductor manufacturers, and software vendors	- Progress in electrification and software-defined vehicles (SDVs) that is reshaping the future of mobility - Large-scale integrated systems that coordinate in-vehicle functions and enhance added value - Accelerated adoption of advanced technologies in vehicles to support intelligent vehicles	- Development of advanced technologies and faster development speed driven by emerging manufacturers - Increasing investment in technology development to keep pace with functional advances and growing complexity - Securing software developers in preparation for SDV evolution, where the value of software continues to grow

Business Strategy

With vehicle electrification and the transition to SDVs, electronic platforms are undergoing major renewal, and the mobility electronics market is polarizing into the traditional field of single-function electronic control units (ECUs) and the growth field of large-scale integrated ECUs. We view this transition as an opportunity, and by managing our portfolio based on our expertise in vehicle-wide electronics and software, we will strengthen our presence in the growth areas of advanced driver assistance systems (ADAS) and large-scale integrated ECUs. At the same time, we will enhance the added value of software and establish a business model that enables monetization, aiming for sustained business growth.

Progress on Mid-term Policy for 2025 and Outlook

Growth in Sales of ADAS

In fiscal 2025, we achieved record-high sales of ¥2.0 trillion, a 25% increase from fiscal 2023, the baseline year for the Mid-term Policy for 2025, driven by strong expansion of ADAS adoption. In the ADAS domain, sales reached ¥503.0 billion versus the medium-term target of ¥520.0 billion, and we are strengthening development efforts to achieve this goal. At the same time, to prevent excessive investment in development, we are reshaping our overall business portfolio and making disciplined investments.

Toward Carbon Neutrality

In fiscal 2025, DENSO began supplying next-generation energy-efficient products for BEVs, HEVs, and PHEVs, achieving 250% sales growth compared with fiscal 2021. We are building low-power vehicle systems with electronic platforms that optimally integrate and control the entire vehicle systems by developing ECUs that enhance the precision of electric power control to reduce energy consumption.

Toward Zero Traffic Accidents

With GSP3,* we improved sensing area, detection range, and accuracy, achieving the planned 37% coverage of fatal accident scenarios, and accelerating market penetration. Going forward, we will continue introducing next-generation systems that further enhance the safety performance of advanced driver assistance systems, aiming for 80% scenario coverage by fiscal 2031 and 100% by fiscal 2036.

* GSP3 (Global Safety Package 3): A system that assists drivers with millimeter-wave radar and image sensors. Development of next-generation systems is also underway for market commercialization.

Strengthening Development of Integrated ECUs

In ADAS, we aim to further grow the business by enhancing awareness of the vehicle's surroundings, acquiring autonomous driving technologies, and offering high added value through industry-first systems that interlink ADAS and HMI, enabling

interaction between the vehicle and the driver with technologies that understand the driver and passengers. We are also reinforcing development of large-scale integrated ECUs that process and analyze vast amounts of vehicle data to fulfill user needs through control systems, enhancing our product features through integration technologies that leverage multifunctionality across all domains.

Accelerating Vehicle Intelligence

By 2030, we aim to expand our pool of software-related personnel by 1.5 times, to 18,000 employees, compared with fiscal 2024, focusing on project managers and software architects, in order to generate a diverse range of intellectual property that delivers new value. We will accelerate vehicle intelligence and establish a competitive edge through software.

Overview of Revenue Growth (Overall ADAS Domain) (Billions of yen)

Setting of Fiscal 2031 Sales Target Centered on Japanese Customers

