

DENSO Health Declaration

DENSO believes that good physical and mental health allows its employees to fully demonstrate their individual capabilities and personalities, which in turn further invigorates the Company as a whole. DENSO also believes that the happiness and passion that stem from being in good physical and mental health provide the driving force for energizing the Company and helping it attract new talent. In addition to enhancing the health-related initiatives we have thus far promoted, we hereby declare our intention to create a company in which employees can maintain good health and work in an energetic fashion. In doing so, we will realize our management principle of "corporate vitality and respect for individuality."

September, 2016

<Specific Initiatives>

Taking steps to improve health invigorates each employee, each workplace, and the Company as a whole

To have all of our employees take their first step toward better health together with the Company and to improve the overall level of health on an organizational basis, we place emphasis on three specific areas and are promoting activities within these areas. We are also moving forward with health-related initiatives on a workplace and Companywide level so that we can boost our overall health literacy and have each employee pursue his or her work in a fun and positive manner.

■ Improving the health of each employee

- · Conduct "health visualization" using health-support tools in order to identify the individual health issues each employee faces and establish targets to address these issues
- Promote activities that focus on disease prevention through such means as introducing

Boosting health literacy in the workplace

- · Assign "health care leaders" to each workplace to collect health-related information. Stimulate communication centered on these health care leaders to help improve overall health levels at each workplace
- Guided by health care action plans drafted for each workplace, foster an environment that encourages employees to care about each other's health through fun team-building activities in the office.

■ Establish a more employee-friendly environment Companywide

- Based on data collected by DENSO and DENSO Health Insurance Society, continue to collaborate with related divisions to pursue efforts such as those that help employees quit smoking, address metabolic syndrome, and support mental health
- · Enhance health-support tools
- · Create a workplace environment that encourages health and celebrates diversity in such ways as introducing systems that make the workplace friendlier for all employees, regardless of age, gender, and nationality, and pursuing efforts to reform workstyles