Corporate Profile
Providing a better future for the next generation

To provide a better future for the next generation amid a paradigm shift, which occurs once every 100 years, we will reaffirm our significance to society as we accelerate sustainability management—the management ideology we have adopted since our founding—going forward.

Crafting the Core

Look at the world with a brighter vision for the future.
Cherish nature and learn to live together in harmony.
Welcome changes and meet challenges unafraid.
Embrace diversity and cooperate to enhance technologies.
More than ever before, we will value the DENSO tradition of Monozukuri as we pursue new value and create new “Cores” for years to come.
After all, everything we do is to provide a better future for the next generation.

CEO Message

To deliver a better future to the next generation through our products and services, we will work with passion and excitement to realize an enriched mobile society and contribute to the sustainable growth of that society.

Koji Arima
President & CEO
DENSO Philosophy

Contributing to a better world by creating value together with a vision for the future

DENSO Spirit

A spirit of foresight, credibility and collaboration

The DENSO Spirit 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.

Foresight

Providing surprises and impressions in a way that only DENSO can
Vision
Creativity
Challenge

Credibility

Providing quality and reliability beyond customer expectations
Quality First
On-site Verification
Kaizen, Continuous Improvement

Collaboration

Achieving the highest results by working as a team
Communication
Teamwork
Human Development

DENSO Spirit

Boldly taking on new challenges no matter what the circumstances

The DENSO Spirit is one of foresight, credibility, and collaboration. It also embodies the values and beliefs that DENSO has cultivated since its founding in 1949. The DENSO Spirit permeates the actions of all DENSO employees around the world.

Research and Development, Monozukuri, and Hitozukuri

We are committed to creating the best products

DENSO’s three greatest strengths are its R&D, Monozukuri (the art of making things), and Hitozukuri (human resource development). By having these strengths complement each other, DENSO is able to push forward with its business activities and provide new value to society.

Expansive Business Domains

Clearing the way for future automobiles through DENSO’s six core businesses that create green value and provide peace of mind

Since its founding, DENSO has promoted the development of advanced technologies related to automobiles. At the same time, the Company has expanded its business domains by applying these technologies in various fields.

Global Business Foundation

Leveraging our global foundation to bring happiness to people around the world and create a better tomorrow

Aiming to be a company that can meet the needs of its various customers around the world and earn their trust, DENSO has expanded its business with 200 consolidated subsidiaries in 35 countries and regions across the globe.

Foundation Major Points for Understanding DENSO

170,000
Number of DENSO Employees Practicing the DENSO Spirit

40,000
Number of Patents Held Globally

69
Number of Medals Won at World Skills Competitions

¥5.2trillion
Consolidated Revenue

55%
Ratio of Overseas Employees

55%
Ratio of Overseas Revenue to Total Revenue

* Ratio of employees at overseas subsidiaries to total employees

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DENSO has formulated the Long-term Policy, which serves as a vision for what the Company aims to be by 2030. In addition to maximizing the value we provide through “green” and “peace of mind,” two of our conventional areas of focus, we have adopted the new theme of “inspiring.” Guided by these three themes, we will strive to gain the understanding of our shareholders regarding the various efforts we pursue. By combining the strengths we possess under each theme, we will generate new value for society.

**Long-term Policy**

**Slogan**

Bringing hope for the future for our planet, society and all people

**Our Goal for 2030**

A company that continuously generates value to enrich mobility that achieves sustainability, happiness and peace of mind for everyone

**Green**

Lasting vitality for the environment
Contribute to sustainability by increasing efficiency and reducing environmental impact

**Peace of mind**

Providing a sense of well-being
Contribute to future mobility that is safer, more comfortable and convenient for everyone

**Inspiring**

Making a difference
Contribute to happiness for everyone through inspiring value-added offerings

**Principles**

Approach and Attitude for achievement of goals

**Open**

Work hand in hand with diverse partners to enrich society
- Contribute to an enriched mobile society
- Cultivate relationships to address shared goals
- Explore new business fields

**Fair**

Deliver value for all people worldwide
- Take the initiative in environmental stewardship
- Provide mobility for all people
- Make smart functionality the standard

**Reliable**

Earn people’s confidence by offering value that transcends expectations
- Generate value that addresses latent needs
- Exhibit comprehensive technological capabilities
- Maintain a commanding edge in manufacturing

**Attitude**

Passion & Initiative

A proactive sense of commitment to challenge for a bright future

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In order to fulfill our slogan of “Bringing hope for the future for our planet, society and all people”, DENSO is focusing on the fields of electrification, advanced safety and automated driving, and connected driving. We are also working to provide new mobility value and establish factory automation and agriculture as our non-automotive businesses. In these ways, we are contributing to the improvement of industrial and social productivity.

**Four Focus Fields**

**Electrification**

**Provided Value**: Reducing environmental burden and realizing highly efficient mobility

DENSO has been engaged in the development of electric vehicle systems that are eco-friendly and enable even more comfortable travel. As a result, DENSO has realized high-functioning, compact, and fuel-efficient products that are essential for hybrid vehicles and is producing these products around the world. 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.

**Advanced Safety and Automated Driving**

**Provided Value**: Realizing a safe society without accidents, and free and comfortable mobility

DENSO aims to create a mobile society without accidents and in which all people can move safely and with peace of mind. Guided by this aim, DENSO has developed reliable, high-quality safety technologies. By enhancing our long-cultivated sensing technologies as well as our AI and information technologies, we will further contribute to the development of automated driving. Maintaining our firm commitment to quality, which we have adopted since our founding, we will deliver genuine peace of mind for the future of the mobile society.

**Connected Cars**

**Provided Value**: Realizing a new mobile society that connects vehicles, people, and goods

Amid the major transition from the trend of owning a vehicle to the trend of using a vehicle as a service, DENSO is pursuing efforts in the Mobility-as-a-Service (MaaS) business, which involves providing mobility services that move people and goods. Going forward, we aim to provide safe, secure, and efficient transportation methods with low environmental burdens for people with and without vehicles, thereby contributing to the realization of an even mobile society.

**Non-Automotive Businesses (Factory Automation and Agriculture)**

**Provided Value**: Contributing to improved social and industrial productivity

DENSO has a solid track record of introducing factory automation (FA) systems in 130 factories. Leveraging this record, we will propose and provide FA systems that can meet the diverse needs of our customers, thereby making extensive contributions to the development of the manufacturing industry. Also, with the aim of delivering happiness to all people through agriculture, we will draw on the expertise and know-how we have cultivated in the automotive field to offer new value in agricultural fields.

/ Business Overview /
DENSO is using its extensive experience in thermal systems to adapt to the changes in mobility. Our focus will continue to be on reducing fuel consumption while offering comfortable thermal management systems and components.

**Thermal Systems**

Providing safe, comfortable systems that use the least amount of energy possible in consideration of the environment

**Business Activities**

- Development and production of air conditioning systems for cars and buses, truck refrigeration units, air purifiers and related air conditioning products, radiators, and cooling systems.

**Features**

- Collective capabilities enabling systematic development and manufacturing of car air-conditioning condensers.
- Capabilities for developing world-first heat pump systems for vehicle electrification and cooling systems for PCUs (Power Control Units), etc.

To reduce the environmental burden of vehicles to the greatest extent possible, we will support the development of internal combustion engines through the pursuit of both environmental and driving performance.

While continuing to provide systems and components, we will strive to create and deliver new value in order to contribute to society as a whole.

**Powertrain Systems**

Providing solutions that help overcome the seemingly contradictory task of balancing the joy of driving with superior environmental performance

**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 variable cam timing (VCT) systems and exhaust gas sensors; and products for drive systems, such as oil pressure control valves.

**Features**

- We maintain and comprehensively develop a wide variety of technologies and systems that are active across a broad range of business domains related to powertrains, extending from gasoline and diesel vehicles to hybrid and electric vehicles. We are also able to manufacture products in these domains using highly advanced production techniques.
**Electrification Systems**
Supporting electrification in all areas of mobility to realize an enriched environment and the joy of driving

We have been engaged in the development of electrification technologies for many years. Through these efforts, we have amassed a solid production track record around the world, enhancing the performance and reducing the size of key products that are essential for hybrid vehicles while also realizing reduced fuel consumption. Moving forward, we will leverage the wide range of business fields in which we are involved to form links between various in-vehicle systems and products and thoroughly manage energy efficiency. In these ways, we will further enhance fuel performance and contribute to the conservation of energy.

**Business Activities**
- Development and production of hybrid and electric car drive systems, power supply and related products.
- Power supply and starting system parts such as alternators and starters.
- Development and production of small motor systems for automobiles, such as wiper systems, power windows, power seats, power steering, engine control motors, blowers, and cooling fans.

**Features**
- We have the capability to comprehensively carry out development and production using our technological know-how and knowledge across a broad range of business domains, from starting/recharging products for internal combustion engine vehicles to battery-driven products such as hybrid, electric and fuel cell vehicles.

**Mobility Electronics**
Aiming to realize Quality of Mobility so that all people can enjoy mobility safely and comfortably

DENSO aims to realize Quality of Mobility so that all people can enjoy mobility safely and comfortably by combining its advanced comprehensive systems, including sensors, semiconductors, engine control units (ECUs), and platforms, while taking the initiative in terms of vehicles and end users and striving to eliminate traffic accidents and traffic congestion to add value.

**Business Activities**
- Development and provision of electronic systems, services, and platforms that support all aspects of mobility.
- Development and manufacture of cockpit products, including HMI control units, meters, high-up displays (HUDs), or condenser panels, and driver status monitors (DSMs).
- Development and manufacture of connected car products, including telematics control units (TCUs), ETC2.0 in-vehicle devices, and road-to-vehicle and vehicle-to-vehicle communication devices.
- Development and manufacture of automated driving (AD) and advanced driver assistance systems (ADAS) products, including vision sensors, millimeter-wave radar sensors, laser sensors, driver assistance ECUs, and steering sensors and ECUs.
- Development and manufacture of electronics products, including powertrain control ECUs and body control ECUs.
- Planning and development of retrofit products, including false acceleration control devices.

**Features**
- We have a broad range of technologies that are essential for realizing advanced driver assistance systems (ADAS) and automated driving (AD), including real-time environment recognition, human machine interface (HMI) control units, and driver monitoring systems. We are also able to undertake the development of products that draw on our comprehensive strengths in these areas.

By melding the unique value and performance of in-vehicle products with IT products, we are able to build trust with our customers that encourages them to continue using our products with peace of mind. We are also able to develop highly secure products and services that protect the safety of our customers.

**H M I:** Human Machine Interface  **HUD:** Head-Up Display  **DSM:** Driver Status Monitor  **TCU:** Telematics Control Unit  **ETC:** Electronic Toll Collection System  **AD:** Autonomous Driving  **ADAS:** Advanced Driver Assistance System  **ECU:** Electronic Control Unit
DENSO will consolidate and greatly enhance its cross-organizational technological development of semiconductors (brain) and sensors (eyes) in order to support innovation in automobiles. Moreover, through the development of electronic elemental technologies that offer value optimized for the new mobile society, we will reduce the environmental burden and help build a society in which people can move safely and with peace of mind.

**Sensor & Semiconductor**

*DENSO proprietary integrated semiconductor development, from semiconductors to ECUs and actuators.

**Non-Automotive Businesses: Factory Automation**

Enhancing the productivity of the manufacturing industry and contributing to an improved quality of life with a commitment to our long-cultivated technologies.

**Car Air-conditioner Assembly Process**

Utilizing our solid track record of introducing factory automation at 130 factories around the world, DENSO will propose and provide factory automation systems capable of meeting customers’ needs. Incorporating process design and on-site management know-how we have cultivated over many years of manufacturing automobile components, our lean automation packages offer automated processes incorporating robots, QR and barcodes, radio frequency identification (RFID*), and other technologies, as well as support for making improvements using IoT. Through these packages and other products, we will contribute to the evolution of the manufacturing industry.

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

**Business Activities**

- Development and manufacture of microelectronic devices, including in-vehicle power semiconductors, semiconductor sensors, and integrated circuits (ICs).
- Extensive product lineup from sensors to power modules and development capabilities in elemental technologies.
- Advanced technological strengths capable of in-house semiconductor manufacturing.
- Development capabilities in vertical integration of semiconductors* that satisfy needs for higher functionality and smaller sizes of system products.

**Features**

- Integration of technologies accumulated in the automotive field and unique technologies created in non-automotive fields.
Non-Automotive Businesses: Agriculture

Combining technologies and ideas to contribute to an enriched society where all people can live safely and with peace of mind.

In addition to our accumulated technologies to control the environment in greenhouse cultivation, we will leverage the industrial technologies we have cultivated in the automotive field to accurately assess the food supply chain, enhance the efficiency of agricultural production, and realize a safe and stable supply of food.

**Business Activities**
- Development, manufacture, and sale of agricultural production equipment and cloud services, in addition to the provision of after-sale services.

**Features**
- Process design, front-line management, and sophisticated air-conditioning control and sensing technologies cultivated in the automotive field.
Commitment to World-First

With technical centers based worldwide (Japan, the United States, Germany, China, Thailand, India, and Brazil), DENSO transcends the internal and external boundaries of the Company and collaborates with automakers, research institutions, universities, and other organizations to develop advanced technologies and products that meet the needs of each region.

Global R&D structure

DENSO provides technologies and products to the world’s automakers. As the best partner with the best solutions, DENSO collaborates with automakers to meet a wide range of end-user needs with technologies and know-how accumulated through the development of new technologies in every field.

Strong partnerships

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In research and development—a starting point for creating new value—DENSO is taking steps to further strengthen planning and R&D by accurately perceiving society’s needs in order to produce competitive products. Every year we formulate roadmaps that incorporate changes in regulations and trends in the global community, deciding what R&D themes are to be started or terminated.

Research and Development

Advanced research focused on the future

The Advanced Research and Innovation Center was established in 1991. These laboratories are responsible for long-term R&D and are state-of-the-art facilities. At these laboratories, we conduct research and development of future technologies looking five to 20 years ahead. We perform advanced technology research in a wide range of fields, from power semiconductors such as silicon carbide (SiC) to key AI technologies for automated driving, which has led to commercialization over the near term.

Furthermore, in order to advance the development of competitive products in accordance with our customers’ needs, we are locating R&D functions on the front lines of innovation, such as in Finland and Israel, and establishing working relationships with various like-minded partners, including local universities, research organizations, and start-up companies.

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To pursue product performance and quality, if we don’t have suitable general purpose materials, we create them. This is part of our commitment to DENSO’s Monozukuri. DENSO’s materials engineers are active on a global scale and collaborate with materials manufacturers to develop materials that help us achieve world-first products and world-best performance.

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 by 30% on a Groupwide basis.

Early in our history, DENSO established a proving ground and test chambers, which was very unique for an auto parts manufacturer. These state-of-the-art facilities, equal to those of auto manufacturers, are used to ensure the quality and durability of DENSO products and technologies.

DENSO's First-Class factory IoT* that leverages the knowledge of people

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* Factory Internet of Things

Materials technology that creates things that don’t exist

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Production technology that gives shape to World-First ideas

DENSO leverages world-class micro-processing 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 perspective by designing and manufacturing its own equipment and production lines.

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In January 2016, DENSO introduced a global common personnel management system targeting the nearly 2,300 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 ideas and abilities.

DENSO believes nurturing advanced engineers and technicians who can develop and manufacture innovative products is key to the growth of the company. Based on this concept, we are operating DENSO Industrial School (providing the curriculum of technical high school and technical college) which takes over the tradition of the technical training school established in 1954.

We also support the development of technicians in the domestic group companies and our suppliers. In overseas, we have established the training facilities at the manufacturing bases and are currently providing various support such as introducing training tools, dispatching instructors, and accepting trainees at DENSO Industrial School.

Trainees of our training system have become full-fledged young technicians and some of them won the medals in WorldSkills Competition. A total of 20 technicians of 10 work categories participated in the 45th WorldSkills Competition held in Kazan in August 2019 from Japan, Thailand, Indonesia, Vietnam, and Mexico and won one gold medals, two silver medals, and three bronze medals.

DENSO implements an overseas training program with the purpose of having employees in their 20s to early 30s experience different value systems, cultures, and business practices and acquire the necessary experience and knowledge to be active on a global scale. Additionally, we are actively increasing the number of opportunities for overseas employees to work at our headquarters in Japan. In doing so, we are encouraging our young employees to develop themselves from a global perspective.

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Cultivating people in the software technologies

Innovations such as automated driving and connected vehicles require unique skills and expertise. DENSO is focusing on expanding the capabilities of our engineers in software-related technologies as well as optimally assigning teams to the right projects. Through our “Software Engineer Grade System,” which visualizes software engineers’ capabilities, DENSO is working to strengthen the skills of individual engineers and allocate the right talent to the right project.

Introduction of advanced development method

In agile development, it is assumed that changes will occur to specifications and design from the early stages of development. Instead of strictly determining requirements from the beginning, agile development starts by breaking development work into small increments based on a flexible set of requirements and gradually moving forward with development by repeating a process that involves frequent installation and test execution. For example, mobility services, which involve providing transportation methods to people as a service, represent a new domain for both DENSO and its customers, who are automobile manufacturers. The needs of end-users are diverse and change rapidly, which means that we cannot adopt a conventional approach to development in which requirements are rigorously determined before actual development begins. Rather than waiting until requirements are determined to begin the development process, we take an agile development approach in which we work together with automobile manufacturers to expand functions while receiving feedback from end-users.

Under an approach of “Creating together with end-users,” DENSO shares the progress of project development with end-users once a week. Through this kind of close communication, we will rapidly establish a cycle of improvement within the development process.

As vehicles become more connected, the presence of software technologies in the auto industry is increasing. To enhance our competitiveness in these fields, DENSO is expanding its expertise within the company, introducing advanced development opportunities and actively pursuing external collaboration, strengthening our capabilities and accelerating our overall development speed.

Systematically cultivating and certifying people in the software technologies, and allocating the best personnel for each project

### Toward Future Growth

**Cultivating and Certifying people in the software technologies**

**Current**

- Development support
- Planning and research
- Systems development
- Software development
- Mass production

**Future**

- Development support
- Planning and research
- Systems development
- Software development
- Mass production

- Certification Method
  - Knowledge
    - External certification
      - In-house exam
    - Self-study
  - Skills
    - In-house certification
      - Completion of training
    - External seminars and exchanges
      - Gathering
  - Work
    - Work experience
      - On-the-job training
      - Iteration

**Future Development**

- Development support
- Planning and research
- Systems development
- Software development
- Mass production

**Difference between agile development and conventional development**

**Conventional Development (Waterfall System Development)**

- Define conditions
- Estimations / Orders
- Development
- Testing
- Quality control
- Service in
- Response to defects

**Agile Development**

- Design
- Develop things that are operable and can be expanded
- Defect repair
- New function design
- Development and test production
  - IT infrastructure
- Testing
- New function services
- Defect repair
- New function design

Develop things that are only operable at the final stage

- Develop things that are operable and can be expanded throughout the development process

- Expand functions while receiving feedback from end-users

- Develop things that are only operable at the final stage
Strengthen external collaboration (Technologies and talent)

In automated driving and other new domains, response technologies that rely on software are becoming more complex and sophisticated, and the speed of technological innovation is increasing. There is a limit to what can be achieved using only the technologies that are currently available.

Through collaboration with key business partners, DENSO is working to strengthen our technological capabilities and accelerate our developmental speed by acquiring new technologies and personnel.

Through these collaborations, we have access to resources and technologies that are essential in the short-to-medium term, as well as longer-term future technologies and new business models. To attract outstanding talent in software technologies, DENSO established a branch office in Tokyo in 2016, followed by an R&D office in Shinagawa, Tokyo, in April 2018.

* DENSO Hirose Plant from April 1, 2020

Partnership and industry-academia collaboration: April 1, 2019 to June 1, 2020 (as of the time of announcement)
DENSO ECO VISION 2025

DENSO ECO VISION is an action plan focused on realizing sustainable regions and societies in 2050. This latest ECO VISION sets three targets (Target 3) to be achieved in 2025: ENERGY 1/2; CLEAN × 2; and GREEN × 2.

The Company will also promote 10 specific actions (Action 10) to realize these three targets in the respective categories of products, production (factories), associates (employees), and management.

Major Action

DENSO ECO VISION 2025

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.

Three Targets (Target 3)

- Aim to halve CO2 emissions through technologies that resolve global warming as well as energy and resource issues
- Aim to halve the amount of environmentally hazardous substances, discharge, and waste through the continuous promotion of improvements
- Aim to create environmentally friendly communities through business activities that realize a harmonious coexistence with nature

Action 10

| 01 | Ultimate fuel efficiency |
| 02 | Minimize CO2 emissions |
| 03 | Optimal design for transport |
| 04 | Eco-materials & low emissions |
| 05 | Minimum impact production |
| 06 | Earth-conscious vehicle knowledge & data |
| 07 | New green technologies |
| 08 | Material risk workplace |
| 09 | Environmental volunteer active |
| 10 | Environmental value efficient management |

DENSO, since its foundation, has promised to provide safe, reliable, and high-quality services that will satisfy customers’ needs and earn their trust. We have designated the “thorough implementation of the Quality First principle, the practice of quality assurance from the beginning of production, and the promotion of quality assurance with full employee participation” as our basic quality assurance policies, and we are promoting the “Customer First” principle in our product creation.

Primary Activities

Quality Assurance

DENSO, not only offers products that ensure safety, it also implements traffic safety educational activities, which are carried out by employees for members of local communities around the world. These activities focus on traffic accidents and aim to offer peace of mind to those most vulnerable to accidents, including children and the elderly. Educational activities commenced in fiscal 2016 and, as of fiscal 2020, have been carried out by 95 Group companies, including DENSO CORPORATION, in Japan and 16 other countries and regions around the world.

Global Traffic Safety Project

TOPIC

Vision Sensor

A nighttime pedestrian model used in our assessment of collision avoidance braking systems

Millimeter-Wave Radar Sensor

Related SDGs

Peace of Mind

DENSO is strengthening our efforts in the fields of factory automation and artificial intelligence. In addition to quality control activities that ensure the delivery of safe and secure products to customers, these fields contribute to the provision of products that realize open and convenient mobility, which in turn provides peace of mind. These fields also promote technological development that helps reduce traffic accidents and traffic safety activities, as well as address the issue of the declining workforce amid Japan’s population decline.

In order to realize a sustainable mobile society that is eco-friendly and in which all people can experience happiness and peace of mind, DENSO is working to reduce the environmental impact of our business activities, while implementing environmental management that creates economic value through the pursuit of world-leading environmental efficiency and high resource productivity.

The Environment

In order to realize a sustainable mobile society that is eco-friendly and in which all people can experience happiness and peace of mind, DENSO is working to reduce the environmental impact of our business activities, while implementing environmental management that creates economic value through the pursuit of world-leading environmental efficiency and high resource productivity.
Corporate Foundation

Primary Activities

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.

Primary Activities

Health and productivity management

Good physical and mental health is essential for ensuring the happiness of our employees and their families, and provides the source for working in a lively and energetic manner. DENSO positions promoting the health of its employees as an important management task, and announced its Health Declaration in September 2016. At the same time, to encourage activities that promote employee health and raise the level of health awareness in the workplace, DENSO is working to enhance its health-related initiatives from the perspective of both physical and mental health.

As a result of such efforts, DENSO was included in the Health & Productivity Stock Selection,*2 a joint initiative carried out by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE), as well as the Superior Health & Productivity Companies (the White 500) Program,*3 which is promoted by the TSE and the Nippon Kenko Kaigi (Japan Health Council) for the fourth year in a row. In addition, 12 domestic Group companies have also been included in the White 500 Program.

Social Contribution Activities (Volunteer)

Preserving the rich, abundant nature of each community

In addition to promoting environmentally friendly manufacturing as part of our business activities, as a corporate citizen DENGOS also undertakes environmental preservation activities in the local community.

Safe and reliable urban development

For a society where people can live with peace of mind

DENGOS carries out a variety of activities to ensure that people can live with peace of mind, including traffic safety and crime prevention activities and support for areas affected by natural disasters. In 2014, a group of employees was formed to carry out traffic safety educational activities on a voluntary basis.

Cultivating people

Aiming to foster children’s creativity and realize a barrier-free society

DENGOS carries out various initiatives generating community interest with the aim of providing local children with opportunities to experience the fascination and joy of creating things (manufacturing) as well as promoting the independence of people with various disabilities.

Related SDGs

1. Health and productivity management

2. Promoting diversity & inclusion

3. Safe and reliable urban development
Soon after the company’s foundation in the 1950s, DENSO began establishing sporting clubs with the aim of “Generating energy in the workplace.” Today, the entire DENSO group in Japan is supporting teams and individual athletes in a variety of sports under the motto of “Let’s move hearts together through sports.”

**Sports Activities**

**Reasons Why We Make Efforts in Sports**

- **Encouraging our employees**
  - Through the emotions, excitement, and inspiration that come from sports, we aim to increase the vitality of the workplace.

- **Creating connections with local communities**
  - We wish to deepen our interaction with local communities by offering excitement to people living near Company offices and sharing with them our dreams and energy.

- **Making progress together with the sports industry**
  - We hope to realize people’s dreams by supporting teams and athletes that are active on a global stage. Through sports, we will show our gratitude toward society.

- **Passionately enhancing our technological capabilities**
  - We develop and provide products to the teams we sponsor. Through the support we have continued to offer to motorsports since the 1960s, we have been pursuing outstanding levels of quality and world-leading advanced technologies.

**Teams and Athletes Representing DENSO**

- **[Basketball]** DENSO Iris
- **[Basketball]** DENSO Iris
- **[Boating]** DENSO Boating Club
- **[Nine-member volleyball]** DENSO TEN Red Phoenix
- **[Short-distance running]** Mariko Nagano, Miki Sugiyama, Hinami Yamanaka
- **[Alpine skiing]** Konatsu Hasumi
- **[Ice hockey]** Nana Fujimoto
- **[Archery]** Ren Hayakawa
- **[Volleyball]** DENSO Airybees
- **[Softball]** DENSO Bright Pegasus
- **[Long-distance running]** DENSO Fleet Serose
- **[Table tennis]** DENSO Polaris

/ Sports Activities of DENSO Group /
Thermal Systems

- Car Air-conditioner
- Condenser
- Evaporator
- Heater Core
- Water Cooled Intercooler
- Radiator
- Electric Refrigerator for Truck
- Electric Compressor
- Electric Bus Air-conditioner

/ Products /
Non-automotive business (Factory Automation, Agriculture, Industry/Home)

- Automated Modules
- Vertical Articulated Robot
- Collaborative Robot
- Automated Harvesting Robot (Under verification testing)
- Environmental Control Systems for Greenhouse Cultivation
- QR Solution Services
- Spot Cooler
- HEMS (Home Energy Management System)
- CO₂ Refrigerant Heat-Pumps

/ History of DENSO /
History of DENSO

1949
NIPPONDENSO EQUIPMENT 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.

1954
Established the Technical Training Center

1956
Created the mission statement on which DENSO is founded

1961
Received the Deming Prize, one of the most prestigious awards for quality control

1964
Opened Nakakita Proving Ground

1966
Established the IC Research Center

1968
Established IC Dep. in-house R&D of ICs was launched at an early stage, in anticipation of electronic control for automotive components.

1971
Established sales office in Chicago and branch offices in Los Angeles, USA

1972
Established NIPPONDENSO (AUSTRALIA) PTY LTD, and NIPPONDENSO THAILAND CO., LTD., our first manufacturing companies located outside of Japan

1973
Founded NIPPONDENSO (THAILAND) LTD., our first manufacturing company in Thailand at time of establishment.

1977
Received our first WorldSkills Competition gold medal

1981
Established DENSO Research Laboratories

1982
Developed QR code technology

1984
Open Japanese Regional Training Center

1991
Opened DENSO Research Laboratories

1994
Adopted the DENSO Philosophy

1996
Adopted our new corporate name, DENSO CORPORATION

1997
Opened the Toyota Center

2005
Established DENSO Training Academy Thailand, our first overseas regional training center

2007
Adopted the DENSO Green 2020 and VISION 2025

2016
Developed QR code technology

2017
Created the DENSO Group Long-term Policy 2030

2018
Created DENSO ECO Vision 2025

The slogan of this plan is “Bringing hope for the future for our planet, society and all people.”
DENSO CORPORATION

Regional Headquarters

North America
DENSO INTERNATIONAL AMERICA, INC.
26777 Denso Drive, P.O. Box 5507, Southfield, Michigan 48033-5244, U.S.A.
Tel +1-248-350-7500

Europe
DENSO INTERNATIONAL EUROPE B.V.
World Trade Center, Tower I, 4th Floor Strawinskylaan 1805, 1077 XX, Amsterdam, The Netherlands
Tel +31-20-2261789
https://www.denso.com/ireu/

Asia
DENSO INTERNATIONAL ASIA CO., LTD.
868-Mon 1, Bangna-Trad Rd., Klong 15, Taenoi Bangna, Amphur Bangna, Samutprakan 10260, Thailand
Tel +66-2-315-6500 Fax +66-2-315-6559
https://www.denso.com/ia/en/

DENSO INTERNATIONAL ASIA PTE., LTD.
51 Science Park Road, #01-19 The Atrium, Science Park II, 117586, Singapore
Tel +65-67768268 Fax +65-67768698
https://www.denso.com/sing/

LinkedInGlobal Site

DENSO is making efforts for accomplishing the globally shared SDGs.
# Company Profile

<table>
<thead>
<tr>
<th>Company name</th>
<th>DENSO CORPORATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Established</td>
<td>December 16, 1949</td>
</tr>
<tr>
<td>Head Office</td>
<td>1-1, Showa-cho, Kariya, Aichi 448-8661, Japan</td>
</tr>
<tr>
<td>Capital</td>
<td>¥187.5 billion</td>
</tr>
<tr>
<td>Revenue</td>
<td>Consolidated basis ¥5,153.5 billion (US$47.6 billion)(^{*1})</td>
</tr>
<tr>
<td>Operating Profit</td>
<td>Consolidated basis ¥611 billion (US$563.8 million)(^{*2})</td>
</tr>
<tr>
<td>Profit(^{*2})</td>
<td>Consolidated basis ¥68.1 billion (US$628.6 million)(^{*3})</td>
</tr>
</tbody>
</table>
| Employees                 | Consolidated basis: 170,932  
                           | Non-consolidated basis: 45,280 |
| 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 108.33 yen = US$1, the approximate exchange rate prevailing on March 31, 2020. Billion is used in the American sense of one thousand million.

\(^{*2}\): Profit attributable to owners of the parent company.
Consolidated Revenue by Business Group

Non-automotive Business (Factory Automation / Agriculture, etc.) 3.5%
Other Automotive 6.3%
Sensor & Semiconductor 2.7%
Mobilie Electronics 21.6%
Electrification Systems 17.4%
Thermal Systems 24.8%
Powertrain Systems 23.7%

Total Revenue: 5,153.5 billion yen

April 2019 - March 2020

Sales of Business Partners

Aftermarket / Non-automotive Business 11.5%
Others 21.5%
SUBARU 2.5%
FORD 2.5%
GM 3.1%
FCA 3.6%
HONDA 7.6%
TOYOTA Group: TOYOTA, DAIHATSU, HINO 47.7%

Revenue

Operating Profit

Profit

Total Assets
As of March 31, 2020

Global Network

Europe
- Companies: 32
- Employees: 16,254
- Revenue: 583.3 billion yen

Asia
- Companies: 74
- Employees: 49,139
- Revenue: 1,278.5 billion yen

Japan (Including DENSO CORPORATION)
- Companies: 65
- Employees: 77,589
- Revenue: 3,263.5 billion yen

North America
- Companies: 23
- Employees: 25,117
- Revenue: 1,176.3 billion yen

Others
- Companies: 7
- Employees: 2,833
- Revenue: 60.7 billion yen

Revenue by Segment

Europe (billion yen)
- 2018: 1,121.5
- 2019: 1,285.5
- 2020 (fiscal year): 1,416.4

Asia (billion yen)
- 2018: 3,172.4
- 2019: 3,286.0
- 2020 (fiscal year): 3,493.3

Japan (billion yen)
- 2018: 3,245.1
- 2019: 3,339.0
- 2020 (fiscal year): 3,493.3

North America (billion yen)
- 2018: 1,156.3
- 2019: 1,192.4
- 2020 (fiscal year): 1,212.4

Others (billion yen)
- 2018: 270.2
- 2019: 293.3
- 2020 (fiscal year): 270.2

*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.

*As of March 31, 2020

05
DENSO CORPORATION Main Facilities in Japan
As of March 31, 2020

<table>
<thead>
<tr>
<th>Headquarters / Plants / Laboratories</th>
<th>Employees</th>
<th>Main Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headquarters</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anjo Plant</td>
<td>3,362</td>
<td>Manufacture of Starters, Alternators, Inverter, and MG</td>
</tr>
<tr>
<td>Nishio Plant</td>
<td>7,333</td>
<td>Manufacture of Car air-conditioners, Radiators, Electronic desulphur gasoline fuel injection components</td>
</tr>
<tr>
<td>Takatana Plant</td>
<td>3,015</td>
<td>Manufacture of Instrument cluster, Head-up display, Mm/silently wave radar sensor, Vision sensor, various sensors components</td>
</tr>
<tr>
<td>Kosei Plant</td>
<td>3,822</td>
<td>Manufacture of Compact motors for wiper systems, Power windows, etc.</td>
</tr>
<tr>
<td>Daian Plant</td>
<td>6,666</td>
<td>Manufacture of Ignition components, Advanced safety products, Valve train components, Exhaust emission control components</td>
</tr>
<tr>
<td>Kota Plant</td>
<td>3,408</td>
<td>Manufacture of Integrated circuits and Electronic control components</td>
</tr>
<tr>
<td>Toyohashi Plant</td>
<td>1,113</td>
<td>Manufacture of Air conditioners and Water pump for fuel-cell vehicle and Servo motor module and Natural refrigerant (CO2) heat-pump hot water supply systems</td>
</tr>
<tr>
<td>Hisse Plant *</td>
<td>1,113</td>
<td>Manufacture of Inverter, ECU and Power semiconductor</td>
</tr>
<tr>
<td>Aga Plant</td>
<td>870</td>
<td>Manufacture of machinery and tools</td>
</tr>
<tr>
<td>Toyohashi East Plant</td>
<td>789</td>
<td>Manufacture of Compact motors for blowers, Cooling fans, etc.</td>
</tr>
<tr>
<td>Zenra Plant</td>
<td>939</td>
<td>Manufacture of Electronic fuel injection systems</td>
</tr>
<tr>
<td>Hijashi Hinozima Plant</td>
<td>89</td>
<td>Manufacture of Compact motors for wiper systems, Washer systems, etc.</td>
</tr>
<tr>
<td>Advanced Research and Innovation Center</td>
<td>487</td>
<td>Research on advanced functional materials, electronics materials, AI, ergonomics, etc.</td>
</tr>
<tr>
<td>Global RD &amp; Tokyo</td>
<td>286</td>
<td>R&amp;D of advanced driver assistance, connected cars, and in-vehicle electronic systems</td>
</tr>
<tr>
<td>Global RD &amp; Tokyo, Hareda (July, 2020 open)</td>
<td>286</td>
<td>R&amp;D and demonstration of automated driving</td>
</tr>
<tr>
<td>Nokata Proving Ground</td>
<td>30</td>
<td>Test driving for automotive components</td>
</tr>
<tr>
<td>Engineering Center in Oita</td>
<td>32</td>
<td>Planning, organization, and promotion of measures to train engineers</td>
</tr>
<tr>
<td>Shin-Yokohama Innovation Laboratory</td>
<td>30</td>
<td>Technology development in the Max’s Field</td>
</tr>
<tr>
<td>Amakusa Innovation Laboratory **</td>
<td>5</td>
<td>Technology development in connected services</td>
</tr>
</tbody>
</table>

| Offices / Divisions / Branches       | |
|-------------------------------------| |
| Tokyo Office                        | |
| Osaka Division                      | |
| Osaka Branch                        | |
| Tokyo Division                      | |
| Hiroshima Division                  | |
| Kobe Branch                         | |
| Tokyo Division Utsunomiya Office    | |
| Nagoya Office                       | |
| Nagoya South Branch                 | |

Group Companies

Japan

<table>
<thead>
<tr>
<th>Organization</th>
<th>Main Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>3D INCORPORATED</td>
<td></td>
</tr>
<tr>
<td>ANDEN CO., LTD.</td>
<td></td>
</tr>
<tr>
<td>AIPRES CO., LTD.</td>
<td></td>
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<tr>
<td>ALIBASS CO., LTD.</td>
<td></td>
</tr>
<tr>
<td>DENGU ENGINEERING INC.</td>
<td></td>
</tr>
<tr>
<td>DENGU AIR SYSTEMS CORPORATION</td>
<td></td>
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<tr>
<td>DENGU AIR SYSTEMS TOSHIBA CORPORATION</td>
<td></td>
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<tr>
<td>DENGU AIR SYSTEMS YASAWA CORPORATION</td>
<td></td>
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<tr>
<td>DENGU AIRCOOL CORPORATION</td>
<td></td>
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<tr>
<td>DENGU AIRCOOL OTANI CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENGU ASIA CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENGU BLOSSOM CO., LTD.</td>
<td></td>
</tr>
<tr>
<td>DENGU COMMUNICATIONS CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENGU CREATE, INC.</td>
<td></td>
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<tr>
<td>DENGU DAISHIN CORPORATION</td>
<td></td>
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<tr>
<td>DENGU NORTH AMERICA CORPORATION</td>
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<tr>
<td>DENGU SHINDEN CORPORATION</td>
<td></td>
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<tr>
<td>DENGU SERVICE CORPORATION</td>
<td></td>
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<tr>
<td>DENGU SOLUTION, JAPAN CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENGU TAYO CO., LTD.</td>
<td></td>
</tr>
<tr>
<td>DENGU TECHNO CO., LTD.</td>
<td></td>
</tr>
<tr>
<td>DENGU TEN Limited</td>
<td></td>
</tr>
<tr>
<td>DENGU TEN STAFF Limited</td>
<td></td>
</tr>
<tr>
<td>DENGU TEN TECHNOLOGY Limited</td>
<td></td>
</tr>
<tr>
<td>DENGU TEN TECHNOLOGYFEIL LIMITED</td>
<td></td>
</tr>
<tr>
<td>DENGU TEN TRIM CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENGU TRAY SERVICE CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENGU WAVIC CORPORATION</td>
<td></td>
</tr>
</tbody>
</table>

* Transferred from Toyota Motor Corporation in April 2020
** Opened in April 2020

Denso Website (Global Network)
As of April 1, 2020

08
## Group Companies

### North America  
**Remarks:** Below table shows 'Country or Region name'.

<table>
<thead>
<tr>
<th>Country</th>
<th>Company Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>DENSO INTERNATIONAL AMERICA, INC.</td>
</tr>
<tr>
<td></td>
<td>DENSO AIR SYSTEMS MICHIGAN, INC.</td>
</tr>
<tr>
<td></td>
<td>DENSO MANUFACTURING ARKANSAS, INC.</td>
</tr>
<tr>
<td></td>
<td>DENSO MANUFACTURING ATHENS TENNESSEE, INC.</td>
</tr>
<tr>
<td></td>
<td>DENSO MANUFACTURING MICHIGAN, INC.</td>
</tr>
<tr>
<td></td>
<td>DENSO MANUFACTURING NORTH CAROLINA, INC.</td>
</tr>
<tr>
<td></td>
<td>DENSO PERSONNEL SERVICE AMERICA, INC.</td>
</tr>
<tr>
<td></td>
<td>DENSO PRODUCTS AND SERVICES AMERICAS, INC.</td>
</tr>
<tr>
<td></td>
<td>DENSO RENTAL RENTAL AMERICA, INC.</td>
</tr>
<tr>
<td></td>
<td>DENSO TEN AMERICA Limited</td>
</tr>
<tr>
<td></td>
<td>KYOSAN DENSO MANUFACTURING KENTUCKY, LLC</td>
</tr>
<tr>
<td></td>
<td>SYSTEX PRODUCTS ARKANSAS COMPANY</td>
</tr>
<tr>
<td></td>
<td>SYSTEX PRODUCTS CORPORATION</td>
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</tbody>
</table>

### Europe  
**Remarks:** Below table shows 'Country or Region name'.

<table>
<thead>
<tr>
<th>Country</th>
<th>Company Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Netherlands</td>
<td>DENSO INTERNATIONAL EUROPE B.V.</td>
</tr>
<tr>
<td></td>
<td>DENSO EUROPE B.V.</td>
</tr>
<tr>
<td>Belgium</td>
<td>DENSO BELGIUM N.V.</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>DENSO CZECH s.r.o.</td>
</tr>
<tr>
<td></td>
<td>DENSO MANUFACTURING CZECH s.r.o.</td>
</tr>
<tr>
<td></td>
<td>LIPLASTEC s.r.o.</td>
</tr>
<tr>
<td>France</td>
<td>DENSO AUTOMOTIVE FRANCE S.A.R.L.</td>
</tr>
<tr>
<td>Germany</td>
<td>DENSO ADAS Engineering Services GmbH</td>
</tr>
<tr>
<td></td>
<td>DENSO AUTOMOTIVE Deutschland GmbH</td>
</tr>
<tr>
<td></td>
<td>DENSO TEN EUROPE GmbH</td>
</tr>
<tr>
<td></td>
<td>DENSO WAVE EUROPE GmbH</td>
</tr>
<tr>
<td>Hungary</td>
<td>DENSO MANUFACTURING HUNGARY LTD.</td>
</tr>
<tr>
<td>Italy</td>
<td>DENSO ITALY S.R.L.</td>
</tr>
<tr>
<td></td>
<td>DENSO MANUFACTURING ITALIA S.p.A.</td>
</tr>
<tr>
<td></td>
<td>DENSO THERMAL SYSTEMS S.p.A.</td>
</tr>
<tr>
<td>Morocco</td>
<td>DENSO THERMAL SYSTEMS MOROCCO S.A.R.L.</td>
</tr>
</tbody>
</table>

### Other Countries

<table>
<thead>
<tr>
<th>Country</th>
<th>Company Name</th>
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<tbody>
<tr>
<td>Poland</td>
<td>DENSO POLAND Sp. 2 o.o.</td>
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<td>DENSO THERMAL SYSTEMS POLSKA Sp. 2 o.o.</td>
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<tr>
<td>Portugal</td>
<td>AUTO RADIADORES JDEUS, LDA.</td>
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<td>AUTO RADIADORES DAS BEIRAS, LDA.</td>
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<td>JOAO DE DEUS &amp; FILHOS, S.A.</td>
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<td>Radiomotive - SOCIEDADE DE RADIADORES DO NORTE, LDA.</td>
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<td>SULRADIADORES, UNIPESSOAL, LDA.</td>
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<tr>
<td>Russia</td>
<td>DENSO SALES RUS L.L.C.</td>
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<tr>
<td>Spain</td>
<td>DENSO BARCELONA S.A.</td>
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<td>DENSO SISTEMAS TERCICOS ESPANA S.A.</td>
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<td>FUJITSU TEN ESPANA, S.A.</td>
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<td>Sweden</td>
<td>DENSO SWEDEN AB</td>
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<td>Turkey</td>
<td>DENSO OTOMOTIV PARCALARI SANAYI A.S.</td>
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<tr>
<td>UK</td>
<td>DENSO AUTOMOTIVE UK LTD.</td>
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<tr>
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<td>DENSO MANUFACTURING UK LTD</td>
</tr>
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<td>DENSO MARSTON LTD</td>
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</table>
Group Companies

Asia

China
- DENSO (CHINA) INVESTMENT CO., LTD.
- DENSO CHANGZHOU FUEL INJECTION SYSTEM CO., LTD.
- DENSO (GUANGZHOU) NANGHAO CO., LTD.
- DENSO (TIANJIN) BODY PARTS CO., LTD.
- DENSO (TIANJIN) THERMAL PRODUCTS CO., LTD.
- DENSO AUTO PARTS SALES (TIANJIN) CO., LTD.
- DENSO FA SHANCHAI Co., Ltd.
- DENSO AIR SYSTEMS TIANJIN CO., LTD.
- DENSO ISETTE AUTOMOTIVE ELECTRONICS (WUHAN) CO., LTD.
- DENSO MANUFACTURING (HANGZHOU) CO., LTD.
- DENSO MANUFACTURING (TIANJIN) MOTOR CO., LTD.
- DENSO SHANGHAI SMART MOBILITY TECHNOLOGY CO., LTD.
- DENSO TEN (CHINA) Limited
- DENSO TEN ELECTRONICS (WUXI) Limited
- DENSO TEN PRECISION ELECTRONICS (TIANJIN) Limited
- DENSO TEN RESEARCH AND DEVELOPMENT (TIANJIN) Limited
- DENSO TEN TRADING (TIANJIN) Limited
- GONGCHENG DENSO (CHONGQING) CO., LTD.
- GUANGZHOU DENSO CO., LTD.
- TIANJIN DENSO ELECTRONICS CO., LTD.
- TIANJIN DENSO ENGINE ELECTRICAL PRODUCTS CO., LTD.
- TIANJIN FAKER DENSO AIR CONDITIONER CO., LTD.
- TIANJIN FUJITSU TEN ELECTRONICS CO., LTD.
- TIANJIN SHIMIZU PENG YING PLASTICS CO., LTD.
- WUXI DENSO AUTOMOTIVE PRODUCTS CO., LTD.
- YANTAI SHOUKANG DENSO CO., LTD.

Singapore
- DENSO INTERNATIONAL ASIA PTE. LTD.
- DENSO TEN SINGAPORE Private Limited
- DENSO WAVE SINGAPORE PTE. LTD.

Thailand
- DENSO INTERNATIONAL ASIA CO., LTD.
- AIR SYSTEMS (THAILAND) CO., LTD.
- ANDEN (THAILAND) CO., LTD.
- DENGSAI (THAILAND) CO., LTD.
- DENGSALES (THAILAND) CO., LTD.
- DENGSTOL (THAILAND) Limited
- SIAM DENSO MANUFACTURING CO., LTD.
- SIAM KYOSAN DENSO CO., LTD.
- Toyota Tsusho DENSO Electronics (Thailand) Co., Ltd.

Australia
- DENSO AUTOMOTIVE SYSTEMS AUSTRALIA PTY LTD
- DENSO INTERNATIONAL AUSTRALIA PTY LTD
- DENSO TEN AUSTRALIA PTY Limited

Cambodia
- DENSO (CAMBODIA) CO., LTD.
- PIT E QI AUTOMOTIVE SERVICE (CAMBODIA) CO., LTD.
- SAMIKYO RADATOR (CAMBODIA) CO., LTD.
- TIANJIN SHIMIZU PENG YING PLASTICS CO., LTD.
- WUXI DENSO AUTOMOTIVE PRODUCTS CO., LTD.
- YANTAI SHOUKANG DENSO CO., LTD.

India
- DENSO INTERNAL ASIA PVT. LTD.
- DENSO HARVANA PVT. LTD.
- DENSO KIRLOSKAR INDUSTRIES PVT. LTD.
- DENGSO SUBIOS THERMAL ENGINEERING CENTRE INDIA PVT LTD
- DENGSALE (TIANJIN) PVT. LTD.
- DENGTEINDIA PVT. LTD.
- DENGSALE THERMAL SYSTEMS PUNE PVT. LTD.

Indonesia
- PT. DENSO INDONESIA
- PT. DENSO MANUFACTURING INDONESIA
- PT. DENSO SALES INDONESIA
- PT. DENSO TEN AVE INDONESIA
- PT. DENSO TEN MANUFACTURING INDONESIA
- PT. HAMADEN INDONESIA MANUFACTURING

Malaysia
- DENSO (MALAYSIA) SDN. BHD.
- NIPPON WIPER BLADE (MI) SDN. BHD.

Myanmar
- DENSO MYANMAR CO., LTD.

Philippines
- DENSO PHILIPPINES CORPORATION
- DENSO TECHNO PHILIPPINES, INC.
- DENSO TEN PHILIPPINES CORPORATION
- DENSO TEN SOLUTIONS PHILIPPINES CORPORATION
- DIEZ CORPORATION
- QUINTESSENTIAL PROPERTIES DEVELOPMENT CO., LTD.

Singapore
- DENSO INTERNATIONAL ASIA PTE. LTD.
- DENSO TEN SINGAPORE Private Limited
- DENSO WAVE SINGAPORE PTE. LTD.

Others

Argentina
- DENSO MANUFACTURING ARGENTINA S.A.

Brazil
- DENSO DO BRASIL LTDA.
- DENSO INDUSTRIAL DA AMAZONIA LTDA.
- DENSO MAQUINAS ROTANTES DO BRASIL LTDA.
- DENSO SISTEMAS TERMICOS DO BRASIL LTDA.
- DENSO TEN DO BRASIL LTDA.

Dec 2020

Remarks: Below table shows 'Country or Region name'.
Directors and Audit & Supervisory Board Members

**Directors**

*President & CEO*
Koji Arima

*Executive Vice President*
Yasushi Yamanaka

Hiroyuki Wakabayashi

Executive Vice President
Sadahiro Usui

Akio Toyoda

Outside Member of the Board
Shigeki Kushida

Outside Member of the Board
George Olcott

Outside Member of the Board
Yuko Mitsuya

**Audit & Supervisory Board Members**

Audit & Supervisory Board Member
Atsuhiko Shimmura

Outside Audit & Supervisory Board Member
Yasuko Gotoh

Outside Audit & Supervisory Board Member
Haruo Kitamura

Audit & Supervisory Board Member
Motomi Niwa