

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

A handwritten signature in black ink that reads "Koji Arima".



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

Foundation Major Points for Understanding DENSO

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.

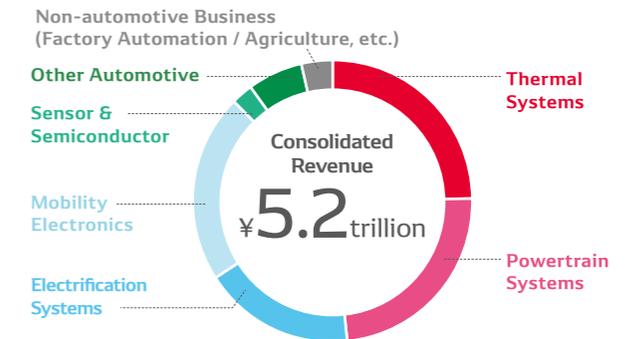


Number of DENSO Employees Practicing the DENSO Spirit
170,000

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.



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.



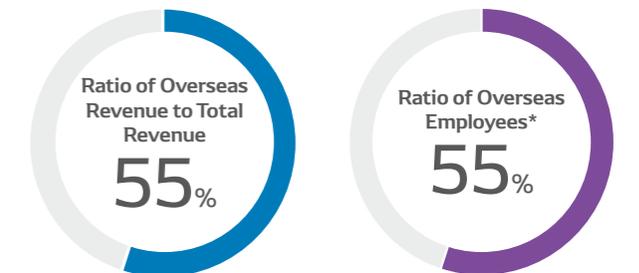
Number of Patents Held Globally
40,000

Number of Medals Won at World Skills Competitions
69

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.



* Ratio of employees at overseas subsidiaries to total employees



/ Vision /

Long-term Policy

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.

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

Approach

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
- Mobilize comprehensive technological capabilities
- Assert a commanding edge in manufacturing

Attitude

Passion & Initiative

A proactive sense of commitment to challenge for a bright future

Four Focus Fields

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.

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 burden for people with vehicles and for those without, thereby contributing to the realization of a new mobile society.



Non-Automotive Businesses (Factory Automation and Agriculture)

Provided Value

Contributing to improved social and industrial productivity

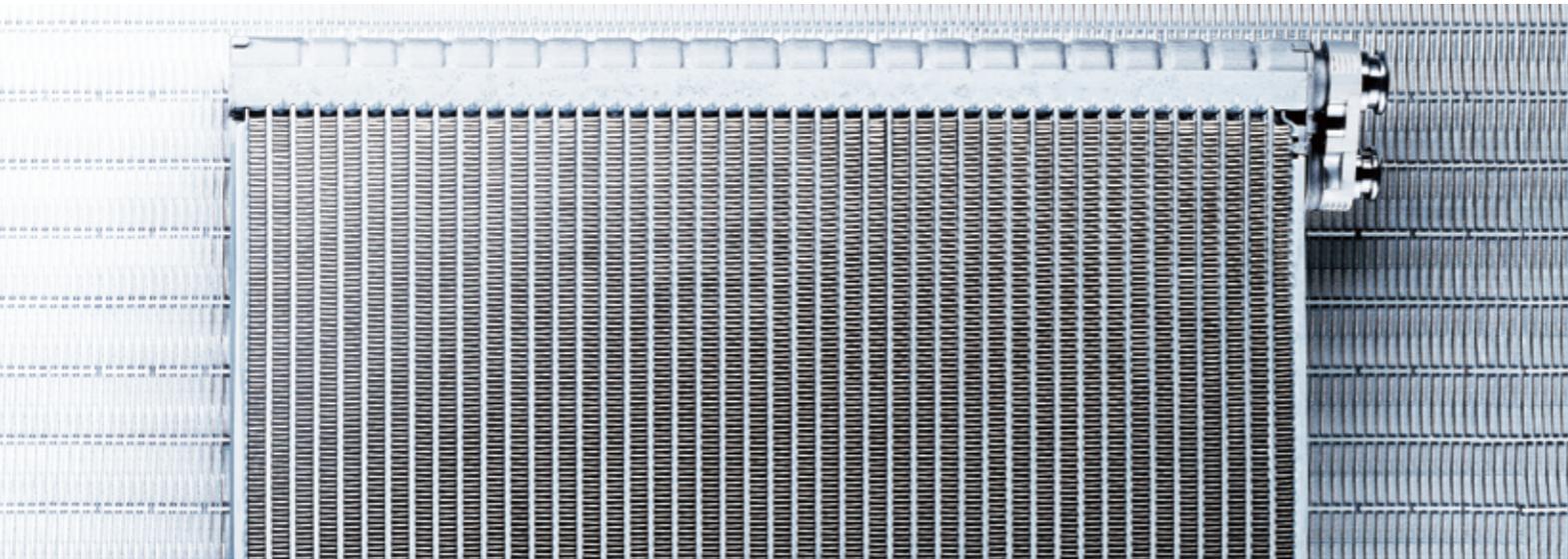
DENSO has a solid track record of introducing factory automation (FA) systems in 130 factories. Leveraging this record, we will propose and provide FA systems that can meet the diverse needs of our customers, thereby making extensive contributions to the development of the manufacturing industry. Also, 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 /

Thermal Systems

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



Car Air-conditioning Condenser

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.

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.



Powertrain Systems

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



Common Rail for Diesel Engines

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.

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 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



MG (Motor Generator) for Hybrid Vehicles

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



Full Graphic Instrument Cluster (Demo Screen)

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, head-up displays (HUDs), air conditioner 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 system (ADAS) products, including vision sensors, millimeter-wave radar sensors, sonar sensors, driver assistance ECUs, and airbag sensors and ECUs.
- Development and manufacture of electronics products, including powertrain control ECUs and body control ECUs.
- Planning and development of retrofittable 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 road environment recognition, human machine interface (HMI), connected cars, and powertrain control. 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.

HMI: Human Machine Interface
TCU: Telematics Control Unit
ADAS: Advanced Driver Assistance System

HUD: Head-Up Display
ETC: Electronic Toll Collection System
ECU: Electronic Control Unit

DSM: Driver Status Monitor
AD: Autonomous Driving



Sensor & Semiconductor

Pioneering the industry through semiconductor and sensing technologies to realize an eco-friendly, comfortable, and safe mobility and society



Transmission control device

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.

Business Activities

- Development and manufacture of microelectronic devices, including in-vehicle power semiconductors, semiconductor sensors, and integrated circuits (ICs).

Features

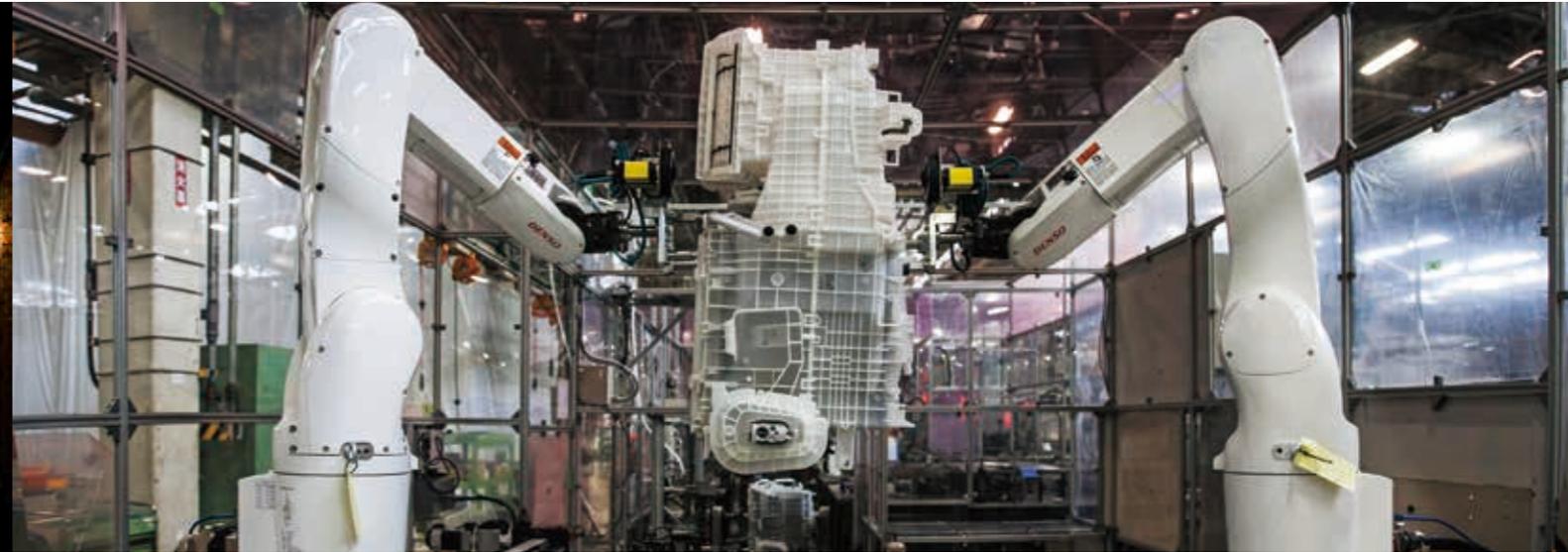
- Extensive product lineup from sensors to power modules and development capabilities in elemental technologies.
- Advanced technological strengths capable of in-house semiconductor manufacturing.
- Development capabilities in vertical integration of semiconductors* that satisfy needs for higher functionality and smaller sizes of system products.

* 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 sales tags without contact.

Business Activities

- Development and manufacture of industrial equipment best, exemplified by our automated equipment, modules, and industrial-use robots
- Development and manufacture of equipment for use by society, including handy terminals and QR and RFID payment and recognition solutions, and provision of services.

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



Tomato Cultivation Greenhouse

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.



/ Create the Future /

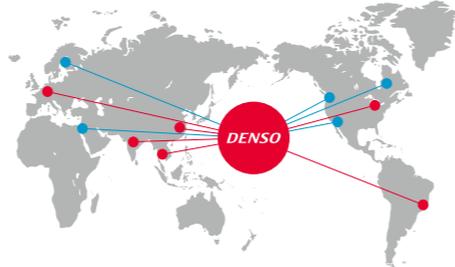
Research and Development

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.

Advanced research focused on the future

The Advanced Research and Innovation Center were 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.



Commitment to World-First

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 since our establishment. We have developed over 130 world-first products, including gas injection heat pump systems, common rail systems, millimeter-wave radar, and ejectors, which have provided us with a driving force for growth.



Global R&D structure

With technical centers based throughout the world (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.



Strong partnerships

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.

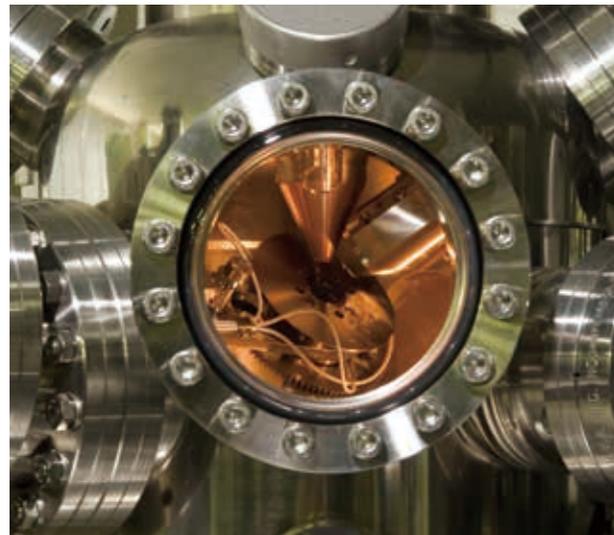


Monozukuri

Since its inception, DENSO has thoroughly integrated in-house technologies. Through *Monozukuri* positive steps are taken to design and manufacture equipment, production lines, materials, and processing methods. This enables us to provide society with the world's most advanced groundbreaking technologies and products conceived by our R&D.

Materials technology that creates things that don't exist

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.



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.



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

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.

* Factory Internet of Things



Quality Assurance that helps protect precious lives

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.



Hitozukuri

“The best products are made by the best people.”
DENSO has positioned associates as its most important assets.
That's why DENSO has focused on the training and skill development of employees based on the idea that human resource development supports R&D and *Monozukuri*.

Introducing a global common personnel management system to promote the active role of a diverse group of employees

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.



Developing young employees who will play global roles

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.



Nurturing young technicians

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.

Accumulated Medals Won at All World Skills Competitions



Development of leaders for the manufacturing sector

In addition to the training for the Group companies in Japan, DENSO has been accepting trainees from overseas since 2000 to develop leaders and production supervisors of overseas Group companies and production divisions. (a total of 476 trainees from 32 bases in 12 countries) We provide the one-year courses for production engineers, production workers, and machine maintenance, aiming at recognition of roles, nurturing strong awareness and responsibilities as core human resources, and improving knowledge about applied technology in terms of production. We also provide a short-term course for production workers (7 months) for the employees who cannot take a long-term course.

As of November 2019 at DENSO Industrial School



Toward Future Growth

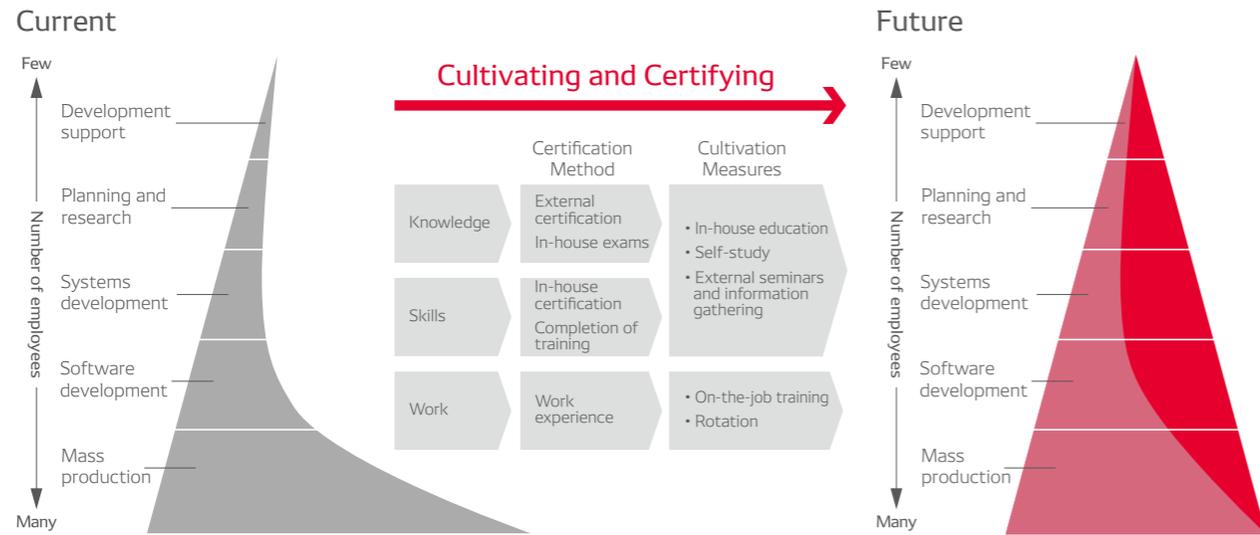
As vehicles become more connected, the presence of software technologies in the auto industry is increasing. To enhance our competitiveness in these fields, DENSO is expanding its expertise within the company, introducing advanced development opportunities and actively pursuing external collaboration,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

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.



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

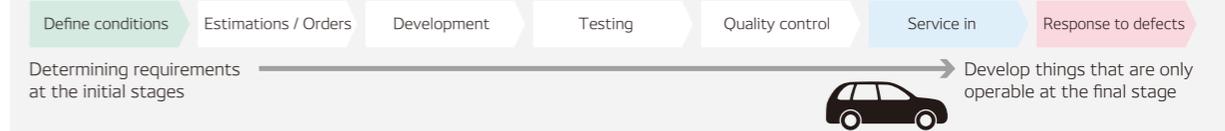
cannot adopt a conventional approach to development in which requirements are rigorously determined before actual development begins. Rather than waiting until requirements are determined to begin the development process, we take an agile development approach in which we work together with automobile 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.

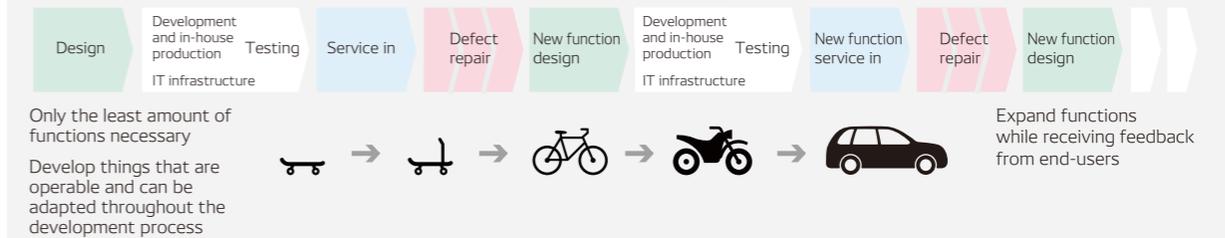
Difference between agile development and conventional development

Agile development is an optimal development method for meeting the needs of end-users in this era of rapid change.

Conventional Development (Waterfall System Development)



Agile Development



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's Business Alliance Strategy

DENSO

Advanced Safety / Automated Driving	Blaize (investment)	JOLED Inc. (investment)	Renesas Electronics Corporation (investment)
	Global Positioning Augmentation Service Corporation (newly established)	Metawave Corporation (investment)	Toyota Research Institute - Advanced Development, Inc. (newly established)
Electrification	Infineon Technologies (investment)	Morpho, Inc. (investment)	TriLumina Corporation (investment)
	MIRISE Technologies Corporation (newly established)	quadric.io (investment)	Uber Advanced Technologies Group (investment)
Connected Vehicles	BluE Nexus Corporation (newly established)	Qualcomm Technologies, Inc. (collaboration)	
	EV C.A.Spirit Corporation (newly established)		
Software Development / Development Resource Reinforcement	FLOSFIA INC. (investment)	eSOL Co., Ltd. (investment)	NTT DATA MSE Corporation (investment)
	Honeywell International, Inc. (collaboration)	Tokyo Institute of Technology (industry-academia collaboration)	PINTeam Holding GmbH (investment)
Non-Automotive	Ibiden Co., Ltd. (investment)	Toshiba Information Systems (Japan) Corporation (investment)	Toyota Tsusho DENSO Electronics (Thailand) Co., Ltd (newly established)
Advanced Safety / Automated Driving	TDSG (newly established)		
	Toyota's Hirose Plant* (transfer of business)		
Advanced Safety / Automated Driving	Airbiquity Inc. (investment)	InfiniteKey, Inc. (acquisition)	AgriD, Inc. (newly established)
	BlackBerry Limited (collaboration)	MaaS Global Ltd. (investment)	Certhon Build B.V. (investment)
Advanced Safety / Automated Driving	Bond Mobility Inc. (investment)	NDIAS, LTD. (newly established)	DENSO AgriTech Solutions, Inc. (newly established)
	CREATIONLINE, INC. (investment)	NTT Communications Corporate (collaboration)	Iwasaki Co., Ltd. (investment)
Advanced Safety / Automated Driving	DellFer, Inc. (investment)	Peloton Technology (investment)	OPEX PARK Inc. (newly established)
	Global Mobility Service, Inc. (investment)	RideCell, Inc. (investment)	Triceed-Agri Corporation (newly established)

* 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)



/ Sustainability Management /

Sustainability Management

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.

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.

Related SDGs



Major Action 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 x 2; and GREEN x 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.

Three Targets (Target 3)

ENERGY 1/2
Aim to halve CO₂ emissions through technologies that resolve global warming as well as energy and resource issues

CLEAN x2
Aim to halve the amount of environmentally hazardous substances, discharge, and waste through the continuous promotion of improvements

GREEN x2
Aim to create environment-friendly communities through business activities that realize a harmonious coexistence with nature

Action 10



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.

Related SDGs



Primary Activities Quality Assurance

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 control with full employee participation" as our basic quality assurance policies, and we are promoting the "Customer First" principle in our product creation.



Vision Sensor



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



Millimeter-Wave Radar Sensor

TOPIC

Global Traffic Safety Project

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). Our employees act as models for practicing traffic safety and work to form connections with local communities. By doing so, we believe we can encourage people around the world to give consideration to sustainability.



Corporate Foundation

To conduct sound and stable business activities and realize sustainable growth amid the rapidly changing business environment, a solid corporate foundation is essential. To this end, DENSO is engaged in efforts to promote the active role of its personnel and to enhance the motivation of its employees through health management and other measures to ensure they are able to use their abilities to the greatest extent possible. DENSO is also working to strengthen information security and compliance. Efforts such as these help ensure that the Company does not damage its corporate value.

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.



Related SDGs



Primary Activities

Health and productivity management*1

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.



*1 "Health and productivity management" is a registered trademark of the NPO Kenko Keiei Kenkyukai. *2 The Health & Productivity Stock Selection selects listed companies on the TSE that strategically consider and implement health and productivity management for their employees as a top management priority. The Health & Productivity Stock Selection introduces the selected corporations as an attractive investment option for investors who prioritize the improvement of corporate value from a long-term perspective. Through this effort, METI and the TSE aim to encourage corporations to further pursue efforts in "health and productivity management." *3 The Superior Health & Productivity Companies (the White 500) Program is not restricted to listed companies and recognizes corporations that implement superior health and productivity management in collaboration with insurers such as health insurance associations. This program commenced in 2017.

Social Contribution Activities (Volunteer)

As a good corporate citizen, DENSO proactively undertakes community-based social contribution activities with the objective of contributing to society's sustainable development. We want to be known as a good corporate neighbor, trusted by our communities.

Symbiosis with the environment

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 DENSO also undertakes environmental preservation activities in the local community.



SAY NO PLASTIC BAGS drive (Thailand)

Safe and reliable urban development

For a society where people can live with peace of mind

DENSO carries out a range 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.



Traffic safety education (USA)

Cultivating people

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

DENSO 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.



Supporting the sports for the challenged



[Basketball]
DENSO Iris

/ Sports Activities of DENSO Group /

Sports Activities

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."

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

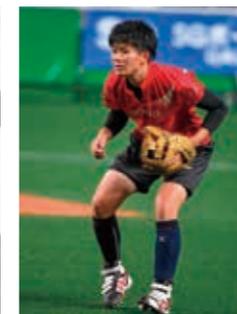


We develop and provide products to the teams we sponsor. Through the support we have continued to offer to motorsports since the 1960s, we have been pursuing outstanding levels of quality and world-leading advanced technologies.

Teams and Athletes Representing DENSO



[Volleyball]
DENSO Airybees



[Softball]
DENSO Bright Pegasus



[Long-distance running]
DENSO Fleet Serosé



[Table tennis]
DENSO Polaris

[Boating] DENSO Boating Club
[Nine-member volleyball] DENSO TEN Red Phoenix
[Short-distance running] Mariko Nagano, Milki Sugiyama, Hinami Yamanaka
[Alpine skiing] Konatsu Hasumi
[Ice hockey] Nana Fujimoto
[Archery] Ren Hayakawa



/ Products /

Thermal Systems



Car Air-conditioner



Condenser



Evaporator



Heater Core



Water Cooled Intercooler



Radiator



Electric Refrigerator for Truck



Electric Compressor



Electric Bus Air-conditioner

Powertrain Systems



Direct Injection High Pressure Injector



Direct Injection High Pressure Pump



Variable Cam Timing



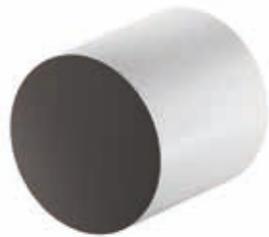
Iridium Spark Plug



Ignition Coil



Oxygen Sensor



Substrate



Common Rail Systems



Accelerator Pedal Module

Electrification Systems



Inverter



Motor Generator



Battery Pack



Alternator



Starter



Lithium-Ion Battery Electronic Control Unit



Electric Power Steering Motor



Wiper System



Power Window Motor

Mobility Electronics



Stereo Vision Sensor



Millimeter-Wave Radar Sensor



Instrument Cluster



Head-Up Display Unit



Driver Status Monitor



Telematics Control Unit
DCM (Data Communication Module)



ETC2.0 On-Board Equipment



11.6-inch Touch Display



Engine ECU

Sensor & Semiconductor



Solar Sensor



Matrix IR Sensor



Intake Air Pressure Sensor



Engine Oil Level Switch



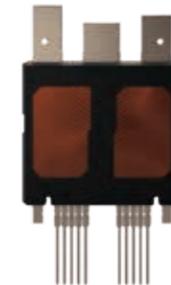
Steering Torque Sensor



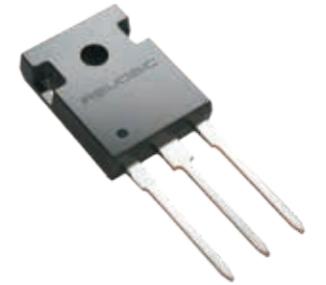
Wheel Speed Sensor



Rain Sensor



Power Module for Automobiles



SiC Power Device for Audio

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



Automated Modules



Vertical Articulated Robot



Collaborative Robot



QR Solution Services



Automated Harvesting Robot
(Under verification testing)



Environmental Control Systems for
Greenhouse Cultivation



Spot Cooler



HEMS
(Home Energy Management System)



CO₂ Refrigerant Heat-Pumps



/ History of DENSO /

History of DENSO

1949

NIPPON ELECTRICAL EQUIPMENTS CO., LTD, later changed its name to NIPPONDENSO CO., LTD., split from Toyota Motor Co., Ltd., and was established as a separate entity



NIPPONDENSO's main building at the time of establishment.

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.



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."



The Deming Prize medal.

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.



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.



Manufacturing company in Thailand at time of establishment.

1984

Opens Nukata Proving Ground

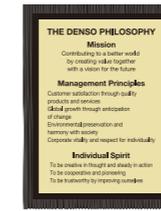
We opened a test course at a comparatively early stage for a parts manufacturer. We have evaluation facilities equivalent to those of automakers, to help us ensure product performance and quality that exceeds our customers' expectations.



1994

Adopted the DENSO Philosophy

We adopted a philosophy that meets the needs of the modern world, based on our original mission statement (our corporate philosophy since our founding). It reminds us of our corporate philosophy of contributing to the world through our technologies and products.



Developed QR code technology

QR codes make high-speed reading possible, which is particularly helpful as production sites increasingly shift toward producing a wider range of products.



2005

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

A system was established to provide education for engineers and technicians at a regional level, rather than just at the global head office.



2017

Created the DENSO Group Long-term Policy 2030

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

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.



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.



DENSO meets with overseas manufacturers.

1971

Established NIPPONDENSO OF LOS ANGELES, INC., our first overseas sales company

Operations outside of Japan helped us enhance our engineering capabilities and increase the commercial value of our products.



1977

Received our first WorldSkills Competition gold medal

Since our founding we have continually invested resources into skills training, and it has produced great results. DENSO has earned more than 60 WorldSkills medals since 1977, and the recipients of these medals work together with engineers to develop technologies, and bring our products from prototype to production.



1991

Opened DENSO Research Laboratories

We carry out R&D on new technologies that may emerge in the next five to 20 years. Our research covers a range of topics, from semiconductor materials to microalgae that produce oil.



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.



2016

Created DENSO ECO VISION 2025

This action plan aims to tackle issues such as the environment and energy usage.



DENSO CORPORATION

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Tel +81-566-25-5511 (Information Center)
<https://www.denso.com/global/en/>
<https://www.denso.com/jp/ja/>

Global
Site



LinkedIn



Integrated
Report



Regional Headquarters

North America

DENSO INTERNATIONAL AMERICA, INC.

24777 Denso Drive, P.O. Box 5047, Southfield,
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Tel +1-248-350-7500
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DENSO INTERNATIONAL EUROPE B.V.

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Tel +31-202-261789
<https://www.denso.com/nl/en/>

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<https://www.denso.com/th/en/>

China

DENSO (CHINA) INVESTMENT CO., LTD.

Room No. 518, The Beijing Fortune Building,
No. 5 Dong San Huan Bei Lu,
Chaoyang District, Beijing, 100004, China
Tel +86-10-6590-8337 Fax +86-10-5758-2781
<https://www.denso.com/cn/zh/>

DENSO INTERNATIONAL ASIA PTE., LTD.

51 Science Park Road, #01-19 The Aries,
Science Park II, 117586, Singapore
Tel +65-67768268 Fax +65-67768698
<https://www.denso.com/sg/en/>

DENSO is making efforts
for accomplishing the globally shared SDGs.



A red trapezoidal shape with a slanted right edge, serving as a background for the DENSO logo and tagline.

DENSO
Crafting the Core

Corporate Profile
Appendix

Crafting the Core



DENSO website

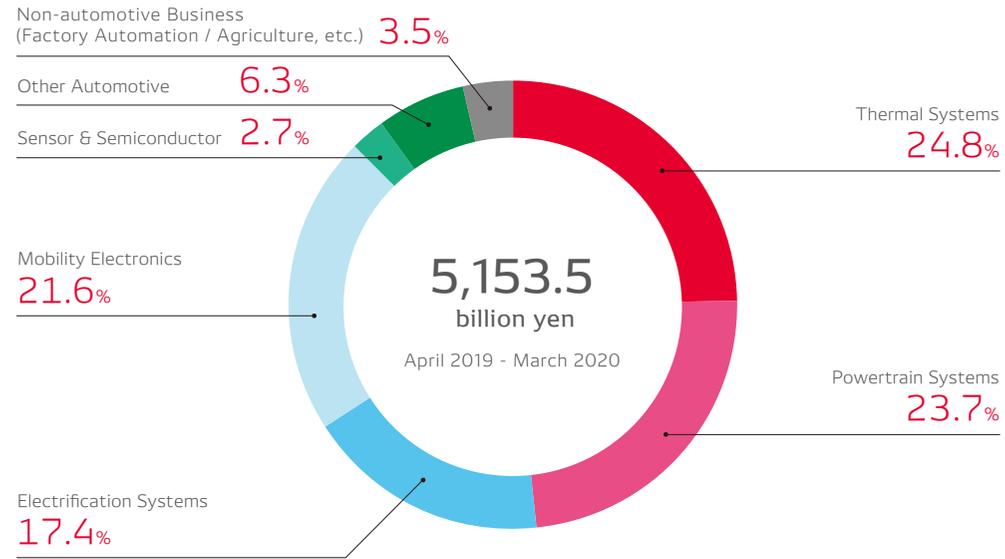
Company Profile

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 ¥5,153.5 billion (US\$47.6 billion)* ¹
Operating Profit	Consolidated basis ¥61.1 billion (US\$563.8 million)* ¹
Profit* ²	Consolidated basis ¥68.1 billion (US\$628.6 million)* ¹
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

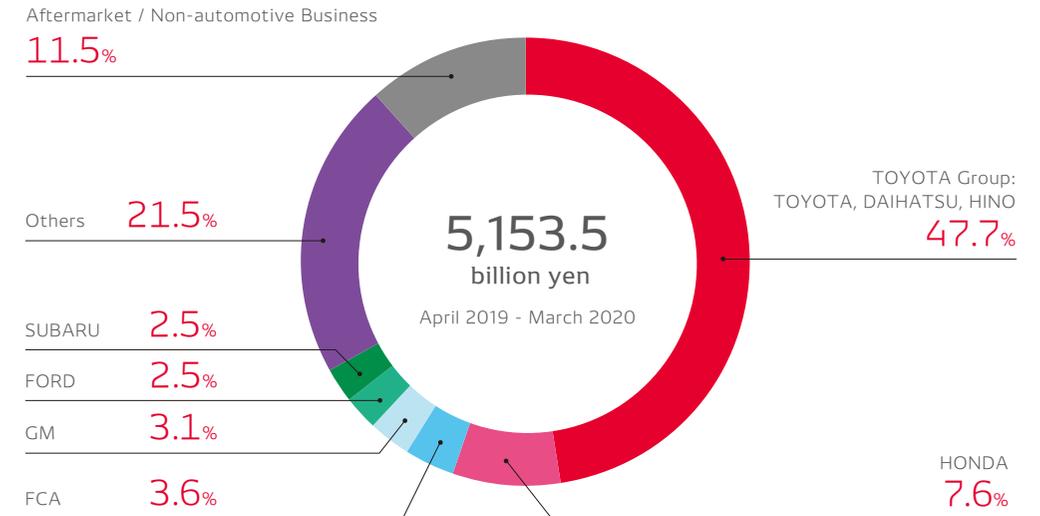
*1: U.S. dollar amounts have been translated, for convenience only, at the rate of 108.33 yen = US\$1, the approximate exchange rate prevailing on March 31, 2020. Billion is used in the American sense of one thousand million.

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

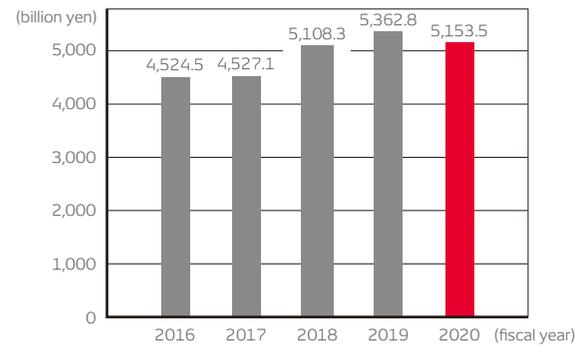
Consolidated Revenue by Business Group



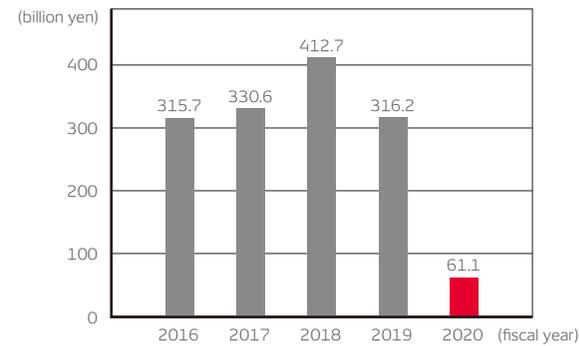
Sales of Business Partners



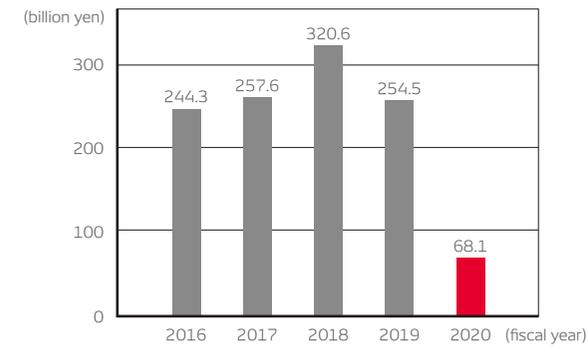
Revenue



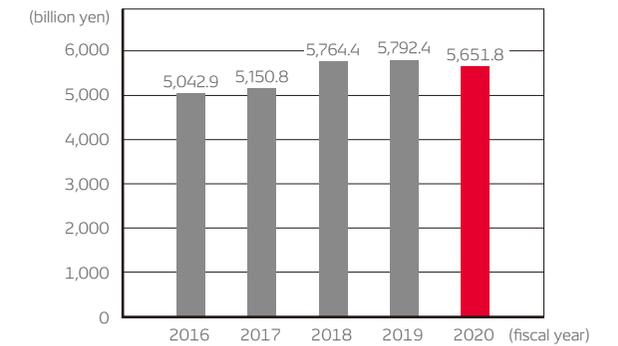
Operating Profit



Profit



Total Assets

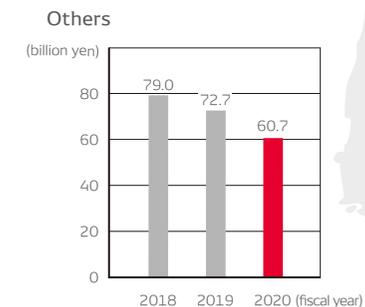
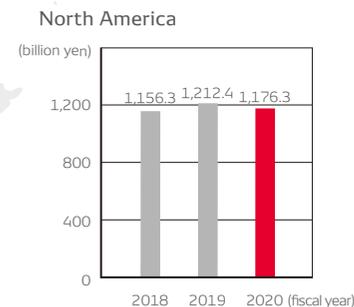
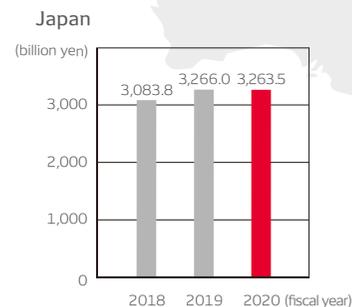
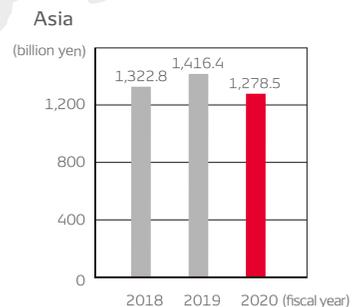
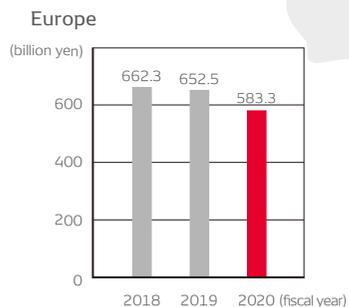


Global Network

As of March 31, 2020



Revenue by Segment



*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.

DENSO CORPORATION Main Facilities in Japan

As of March 31, 2020

Headquarters / Plants / Laboratories	Employees	Main Business
Headquarters	14,012	-
Anjo Plant	3,362	Manufacture of Starters, Alternators, Inverter, and MG
Nishio Plant	7,332	Manufacture of Car air-conditioners, Radiators, Electronic diesel/gasoline fuel injection components
Takatana Plant	3,015	Manufacture of Instrument cluster, Head-up display, Millimeter-wave radar sensor, Vision sensor, various sensors components
Kosai Plant	3,822	Manufacture of Compact motors for wiper systems, Power windows, etc.
Daian Plant	4,666	Manufacture of Ignition components, Advanced safety products, Valve train components, Exhaust emission control components
Kota Plant	3,448	Manufacture of Integrated circuits and Electronic control components
Toyohashi Plant	1,144	Manufacture of Air conditioners and Water pump for fuel-cell vehicle and Servo motor module and Natural refrigerant (CO ₂) heat-pump hot water supply systems
Hirose Plant *	1,113	Manufacture of Inverter, ECU and Power semiconductor
Agui Plant	870	Manufacture of machinery and tools
Toyohashi East Plant	789	Manufacture of Compact motors for blowers, Cooling fans, etc.
Zenmyo Plant	939	Manufacture of Electronic diesel fuel injection systems
Higashi Hiroshima Plant	89	Manufacture of Compact motors for wiper systems, Washer systems, etc.
Advanced Research and Innovation Center	487	Research on advanced functional materials, electronics materials, AI, ergonomics, etc.
Global R&D Tokyo	286	R&D of advanced driver assistance, connected cars, and in-vehicle electronic systems
Global R&D Tokyo, Haneda (July, 2020 open)		R&D and demonstration of automated driving
Nukata Proving Ground	30	Test driving for automotive components
Engineering Education Center in Obu	32	Planning, organization, and promotion of measures to train engineers
Shin-Yokohama Innovation Laboratory	30	Technology development in the MaaS field
Akihabara Innovation Laboratory **	5	Technology development in connected services

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

Offices / Divisions / Branches

Tokyo Office	Osaka Division	Iwate Branch
Tokyo Division	Hiroshima Division	Kobe Branch
Tokyo Division Utsunomiya Office	Nagoya Office	Nagoya South Branch

Group Companies

DENSO Website
<Global Network>



As of April 1, 2020

Japan

3D INCORPORATED
ANDEN CO., LTD.
APINES CO., LTD.
AUBASS CO., LTD.
DENSO ABASHIRI TEST CENTER CORPORATION
DENSO AIR SYSTEMS CORPORATION
DENSO AIR SYSTEMS TOYOSHINA CORPORATION
DENSO AIR SYSTEMS YASAKA CORPORATION
DENSO AIRCOOL CORPORATION
DENSO AIRCOOL OTARI CORPORATION
DENSO BLOSSOM CO., LTD.
DENSO COMMUNICATIONS CORPORATION
DENSO CREATE, INC.
DENSO DAISHIN CORPORATION
DENSO EMC ENGINEERING SERVICE CORPORATION
DENSO FA YAMAGATA CO., LTD.
DENSO FACILITIES CORPORATION
DENSO FINANCE & ACCOUNTING CENTER CO., LTD.
DENSO FUKUSHIMA CORPORATION
DENSO HOKKAIDO CORPORATION
DENSO IT LABORATORY, INC.
DENSO IT SOLUTIONS, INC.
DENSO IWATE CORPORATION

DENSO KATSUYAMA CO., LTD.
DENSO KYUSHU CORPORATION
DENSO LOGITEM CORPORATION
DENSO MIYAZAKI, INC.
DENSO MTEC CORPORATION
DENSO NEXT CO., LTD.
DENSO POWERTRAIN TECHNOLOGIES CORPORATION
DENSO PRESS TECH INC.
DENSO REMANI CORPORATION
DENSO SEIBI CO., LTD.
DENSO SERVICE NISHISAITAMA CO., LTD.
DENSO SERVICE OKINAWA CO., LTD.
DENSO SI CORPORATION
DENSO SOLUTION JAPAN CORPORATION
DENSO TAIYO CO., LTD.
DENSO TECHNO CO., LTD.
DENSO TEN Limited
DENSO TEN STAFF Limited
DENSO TEN TECHNOLOGY Limited
DENSO TEN TECHNOSEPTA Limited
DENSO TRIM CORPORATION
DENSO UNITY SERVICE CORPORATION
DENSO WAVE INCORPORATED

DENSO WELL CORPORATION
DENSO WIPER SYSTEMS, INC.
DENSO WISETECH CORPORATION
DENSO YAMAGATA CO., LTD.
DENSO YUSEN TRAVEL CORPORATION
HAMADEN P & S CO., LTD.
HAMANAKODENSO CO., LTD.
IPICS CORPORATION
J-QUAD DYNAMICS INC.
KYOSAN DENKI CO., LTD.
KYOSAN SERVICE CORPORATION
KYOSAN TECS CO., LTD.
MAULTECH CORPORATION
MIRISE Technologies Corporation
NSITEXE, INC.
SANKYO RADIATOR CO., LTD.
SHIMIZU INDUSTRY CO., LTD.
SOKEN, INC.
TD MOBILE CORPORATION

Group Companies

DENSO Website
 <Global Network>



As of March 31, 2020

North America

Remarks : Below table shows 'Country or Region name'.

USA	DENSO INTERNATIONAL AMERICA, INC. DENSO AIR SYSTEMS MICHIGAN, INC. DENSO MANUFACTURING ARKANSAS, INC. DENSO MANUFACTURING ATHENS TENNESSEE, INC. DENSO MANUFACTURING MICHIGAN, INC. DENSO MANUFACTURING NORTH CAROLINA, INC. DENSO MANUFACTURING TENNESSEE, INC. DENSO PERSONNEL SERVICE AMERICA, INC. DENSO PRODUCTS AND SERVICES AMERICAS, INC. DENSO REINSURANCE AMERICA, INC. DENSO TEN AMERICA Limited DENSO TEN TECHNOSEPTA USA, Limited KYOSAN DENSO MANUFACTURING KENTUCKY, LLC SYSTEX PRODUCTS ARKANSAS COMPANY SYSTEX PRODUCTS CORPORATION	Canada	DENSO MANUFACTURING CANADA, INC. DENSO SALES CANADA, INC. DENSO TEN CANADA Limited
		Mexico	ASMO MANUFACTURING DE MEXICO, S.A. DE C.V. DENSO AIR SYSTEMS DE MEXICO S.A. DE C.V. DENSO MEXICO S.A. DE C.V. DENSO TEN MEXICO, S.A. DE C.V. HAMADEN MEXICO S.A. DE C.V.

Europe

Remarks : Below table shows 'Country or Region name'.

Nether-lands	DENSO INTERNATIONAL EUROPE B.V. DENSO EUROPE B.V.	Poland	DENSO POLAND Sp. z o.o. DENSO THERMAL SYSTEMS POLSKA Sp. z o.o.
Belgium	DENSO BELGIUM N.V.	Portugal	AUTO RADIADORES JDEUS, LDA. AUTO RADIADORES DAS BEIRAS, LDA. JOAO DE DEUS & FILHOS, S.A. Radinorte - SOCIEDADE DE RADIADORES DO NORTE, LDA. SULRADIADORES, UNIPESSOAL, LDA.
Czech Republic	DENSO CZECH s.r.o. DENSO MANUFACTURING CZECH s.r.o. LIPLASTEC s.r.o.	Russia	DENSO SALES RUS L.L.C.
France	DENSO AUTOMOTIVE FRANCE S.A.R.L.	Spain	DENSO BARCELONA S.A. DENSO SISTEMAS TERMICOS ESPANA S.A. FUJITSU TEN ESPANA, S.A.
Germany	DENSO ADAS Engineering Services GmbH DENSO AUTOMOTIVE Deutschland GmbH DENSO TEN EUROPE GmbH DENSO WAVE EUROPE GmbH	Sweden	DENSO SWEDEN AB
Hungary	DENSO MANUFACTURING HUNGARY LTD.	Turkey	DENSO OTOMOTIV PARCALARI SANAYI A.S.
Italy	DENSO ITALY S.R.L. DENSO MANUFACTURING ITALIA S.p.A. DENSO THERMAL SYSTEMS S.p.A.	UK	DENSO AUTOMOTIVE UK LTD. DENSO MANUFACTURING UK LTD. DENSO MARSTON LTD.
Morocco	DENSO THERMAL SYSTEMS MOROCCO S.A.R.L.		

Group Companies

DENSO Website
<Global Network>



As of March 31, 2020

Asia

Remarks : Below table shows 'Country or Region name'.

China	DENSO (CHINA) INVESTMENT CO., LTD. DENSO (CHANGZHOU) FUEL INJECTION SYSTEM CO., LTD. DENSO (GUANGZHOU NANSHA) CO., LTD. DENSO (TIANJIN) BODY PARTS CO., LTD. DENSO (TIANJIN) THERMAL PRODUCTS CO., LTD. DENSO AUTO PARTS SALES (TIANJIN) CO., LTD. DENSO FA SHANGHAI Co.,Ltd. DENSO AIR SYSTEMS TIANJIN CO., LTD. DENSO KOTEI 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 FAWER 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 SHOUGANG DENSO CO., LTD.	Singapore	DENSO INTERNATIONAL ASIA PTE. LTD. DENSO TEN SINGAPORE Private Limited DENSO WAVE SINGAPORE PTE. LTD.	India	DENSO INTERNATIONAL INDIA PVT. LTD. DENSO HARYANA PVT. LTD. DENSO INDIA PVT. LTD. DENSO KIRLOSKAR INDUSTRIES PVT. LTD. DENSO SUBROS THERMAL ENGINEERING CENTRE INDIA PVT. LTD. DENSO TEN MINDA INDIA Private Limited DENSO THERMAL SYSTEMS PUNE PVT. 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.
		Thailand	DENSO INTERNATIONAL ASIA CO., LTD. AIR SYSTEMS (THAILAND) CO., LTD. ANDEN (THAILAND) CO., LTD. DENSO (THAILAND) CO., LTD. DENSO SALES (THAILAND) CO., LTD. DENSO TEN THAILAND Limited DENSO TOOL & DIE (THAILAND) CO., LTD. SIAM DENSO MANUFACTURING CO., LTD. SIAM KYOSAN DENSO CO., LTD. Toyota Tsusho DENSO Electronics (Thailand) Co., 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	UAE	DENSO SALES MIDDLE EAST & NORTH AFRICA FZE.
		Australia	DENSO AUTOMOTIVE SYSTEMS AUSTRALIA PTY. LTD. DENSO INTERNATIONAL AUSTRALIA PTY. LTD. DENSO TEN AUSTRALIA PTY. Limited	Malaysia	DENSO (MALAYSIA) SDN. BHD. NIPPON WIPER BLADE (M) SDN. BHD.	Viet Nam	DENSO MANUFACTURING VIETNAM CO., LTD. HAMADEN VIETNAM CO., LTD.
		Cambodia	DENSO (CAMBODIA) CO., LTD. PIT & GO AUTOMOTIVE SERVICE (CAMBODIA) CO., LTD. SANKYO RADIATOR (CAMBODIA) CO., LTD.	Myanmar	DENSO MYANMAR CO., LTD.	Argentina	DENSO MANUFACTURING ARGENTINA S.A.
				Republic of Korea	DENSO KOREA CORPORATION DENSO TEN KOREA Limited KOREA WIPER BLADE CO., LTD.	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.
Taiwan	DENSO TAIWAN CORP.					South Africa	DENSO SALES SOUTH AFRICA (PTY), Limited

Others

Remarks : Below table shows 'Country or Region name'.

Directors and Audit & Supervisory Board Members

Directors

<Member of the Board>
*Representatives



President & CEO*
Koji Arima



Executive Vice President*
Yasushi
Yamanaka



Executive Vice President*
Hiroyuki
Wakabayashi



Executive Vice President
Sadahiro Usui



Member of the Board
Akio Toyoda



Outside Member of
the Board
George Olcott



Outside Member of
the Board
Shigeki
Kushida



Outside Member of
the Board
Yuko Mitsuya

Audit & Supervisory Board Members



Audit & Supervisory
Board Member
Atsuhiko
Shimmura



Audit & Supervisory
Board Member
Motomi Niwa



Outside Audit &
Supervisory Board
Member
Yasuko Gotoh



Outside Audit &
Supervisory Board
Member
Haruo
Kitamura

DENSO CORPORATION

July, 2020