DENSO Philosophy

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

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.

The DENSO Creed

Be trustworthy and responsible.
Cherish modesty, sincerity, and cooperation.
Be pioneering, innovative, and creative.
Provide quality products and services.

DENSO Integrated Report 2022

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DENSO Integrated Report 2022 includes specific information on the strategies and initiatives DENSO is pursuing toward "green" and "peace of mind" with the aim of realizing its Long-term Policy for 2030 as well as the details of the new Mid-term Policy for 2025, formulated in fiscal 2021, and efforts to strengthen its non-financial capital, a topic that has garnered a great deal of attention in recent years. In addition, the report introduces the Company’s financial strategies for continuing to create corporate value even under an uncertain business environment.

Going forward, DENSO will continue its efforts to disclose accurate information to its stakeholders in a timely manner and engage in dialogue with them. Lastly, I would like to assure the readers that the creation process for this report was done in an appropriate fashion.

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DENSO has pledged its support for the Task Force on Climate-related Financial Disclosures (TCFD). For DENSO Integrated Report 2022, we referenced the climate-related disclosure items recommended by the TCFD. This information and the TCFD-related disclosures have been presented in accordance with the TCFD recommendations. Furthermore, this integrated report includes sections that disclose opportunities and risks based on scenario analysis and summarize DENSO's initiatives in accordance with the TCFD recommendations. Please see pages 73 to 76 for details.

### Value Creation Process

#### Corporate Governance

**P .75: Efforts to Maximize the Value of "Green" Governance**

- Corporate Governance System
- Corporate Governance Structure
- Corporate Governance System and Principles
- Governance

**P .76: Efforts to Maximize the Value of "Green" Governance**

- Risk Management
- Risk Management System
- Risk Management System and Principles

**P .76: Efforts to Maximize the Value of "Green" Governance**

- Metrics and Targets
- Metrics and Targets System
- Metrics and Targets System and Principles

### Strategies for Green and Peace of Mind

#### DENSO's Businesses (Overview)

- DENSO's Businesses (Overview)

#### DENSO's Strengths

- DENSO's Strengths

#### Business Environment and Long-term Policy for 2030

- Corporate Governance System (Materiality)

#### DENSO's Value Creation Process

- DENSO's Value Creation Process

#### Universal Way of Value Creation and Value Targets

- Universal Way of Value Creation and Value Targets

### Long-term Policy for 2030

- Long-term Policy for 2030

### Business Environment

- Business Environment

### Value Creation Process

- Value Creation Process

### Strategies for Achieving Value through Corporate Governance

- Strategies for Achieving Value through Corporate Governance

### DENSO's Strengths

- DENSO's Strengths

### DENSO's Philosophy

- DENSO's Philosophy

### Business Environment and Long-term Policy for 2030

- Long-term Policy for 2030

### Business Environment

- Business Environment

### Value Creation Process

- Value Creation Process