



Software Strategy

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DENSO supports the Sustainable Development Goals (SDGs).



New Mobility Envisioned by DENSO



Roles of vehicles

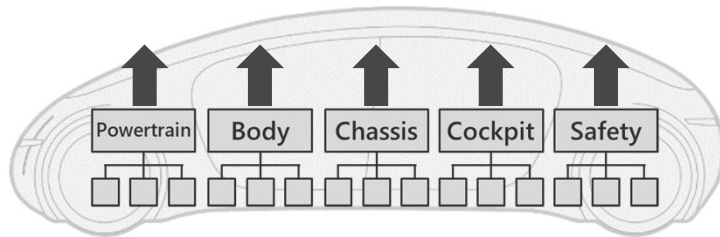
- Further evolution
Highly intelligent vehicles
- Nodes of infrastructure
Vehicles serving as part of social infrastructure (as sensors and actuators of infrastructure)

Software is the key to achieving the vision.

DENSO's Progress toward Future Mobility

Past

Evolution of each single domain



Single domain

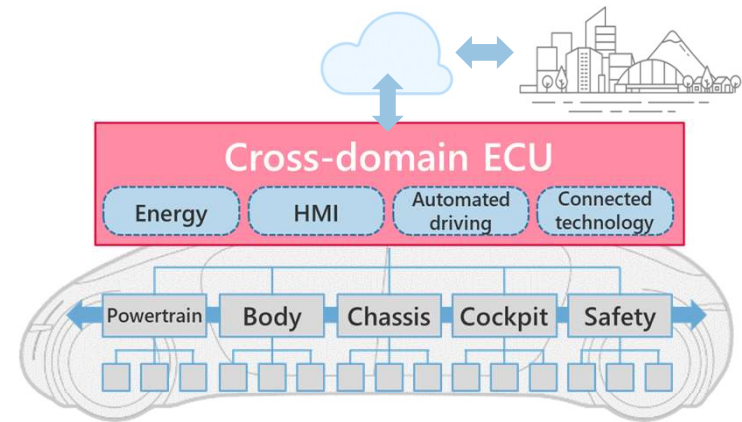
Competition of independent values

Changes in the value proposition

Changes in the social structure

Future

Cross-domain evolution



Cross-domain

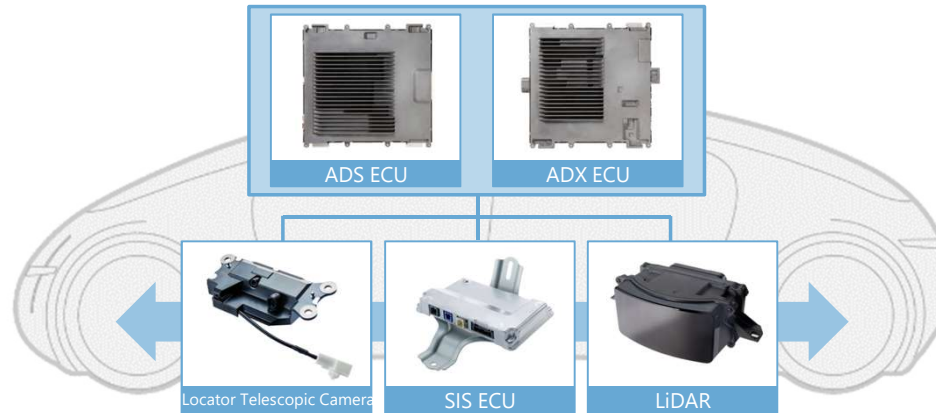
Coordination in the ecosystem

Step up efforts in both cross-domain value and foundation

Offer cross-domain value

Development of a cross-domain system (example):
Advanced driver assistance products (marketed in April 2021)

Software first



Vehicle level viewpoint

Architecture
Electronic platforms
Hardware/software separated architecture
Brain/limb ECU architecture

Development methodology
Distributed development of large-scale software systems
Globally coordinated development environment
Model-based/virtual development

Quality
Integration with high enough liability
Security
Fail-operational, Functional safety

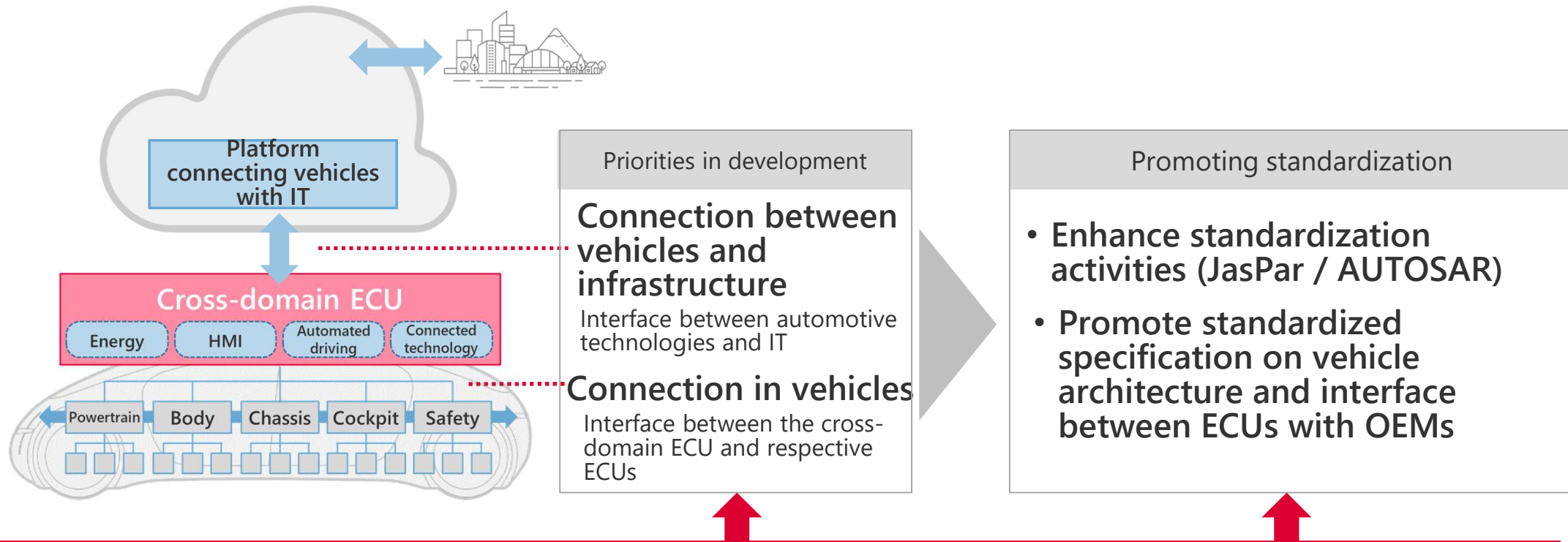
Powertrain Body Chassis Cockpit Safety

DENSO's strength

Software technologies and development know-how in all domains

Continue to lead the evolution of the cross-domain value based on DENSO's proprietary technologies and development expertise

Build the foundation of the industry standard



DENSO's strength Development experience and mutual trust with OEMs and mobility industry

Continue to help expand the ecosystem that reflects "green" and "peace of mind" through partnerships across the industry

Changes in Human Resources and Organization

Human resources

Recurrent training of software developers (from January 2021)

Establishment and deployment of recurrent training system
(skill definition, education curriculum, accreditation system)

Accelerate two shifts **towards 2025**

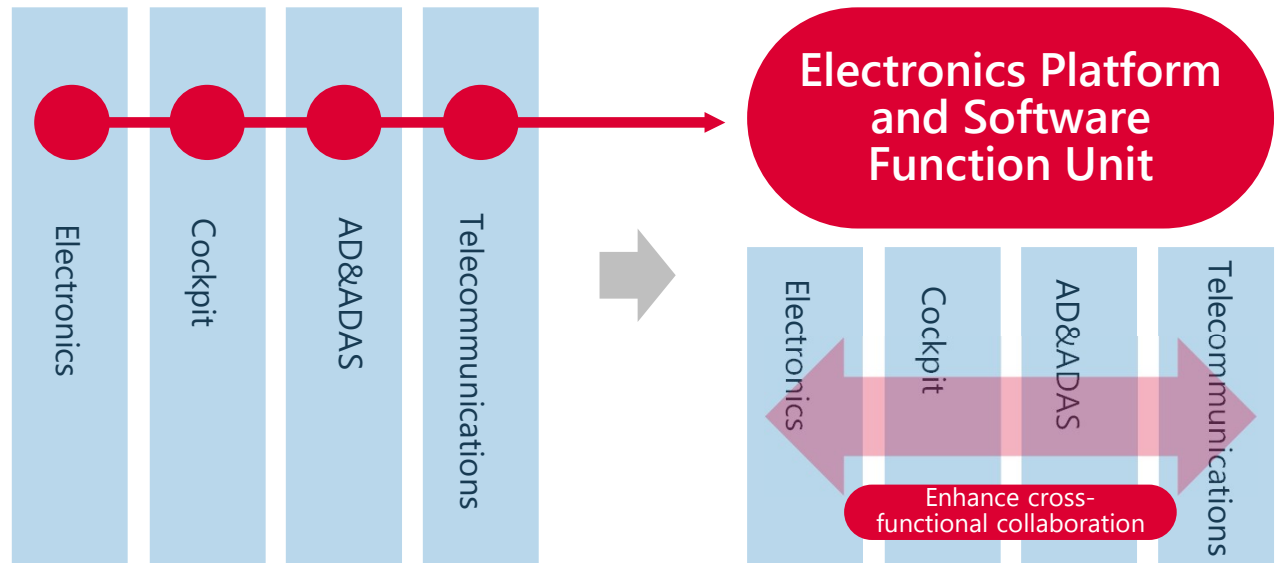
Mature field → Growth field
2,000 engineers

Hardware → Software
1,000 engineers

Organization

Development of a cross-domain organization (from June 2021)

Integrated control of software development through a cross-functional organization



**Encourage engineers to innovate own career,
in the organization that gives opportunities to play an active role**

DENSO
Crafting the Core