



Opening Speech

President & CEO Koji Arima



Changes in mobility by CASE



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

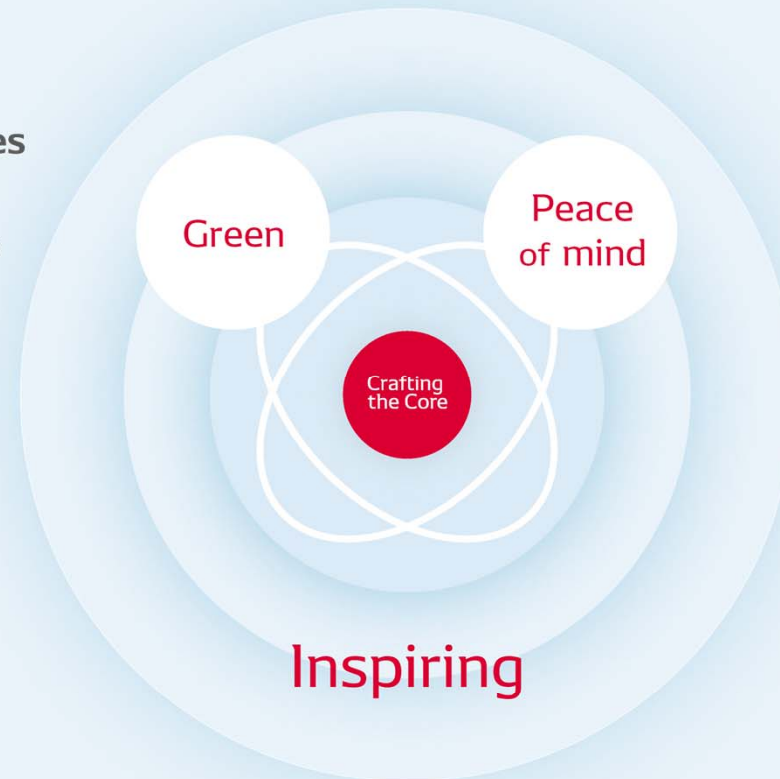
Lasting vitality for the environment

Peace of mind

Providing a sense of well-being

Inspiring

Making a difference



DENSO Group Long-term Plan 2025 – Basic strategy –

Growth

Promote the value of vehicles and drive growth in the new mobility field.

Profitability

Increase the profitability of existing business as a solid foundation for profits.

Organizational Capabilities

Accelerate the execution of our business and increase the vitality of the workplace in order to prevail in the rapidly changing business environment.

DENSO Group Long-term Plan 2025 – Initiatives in focus fields –

Electrification



Connected Cars



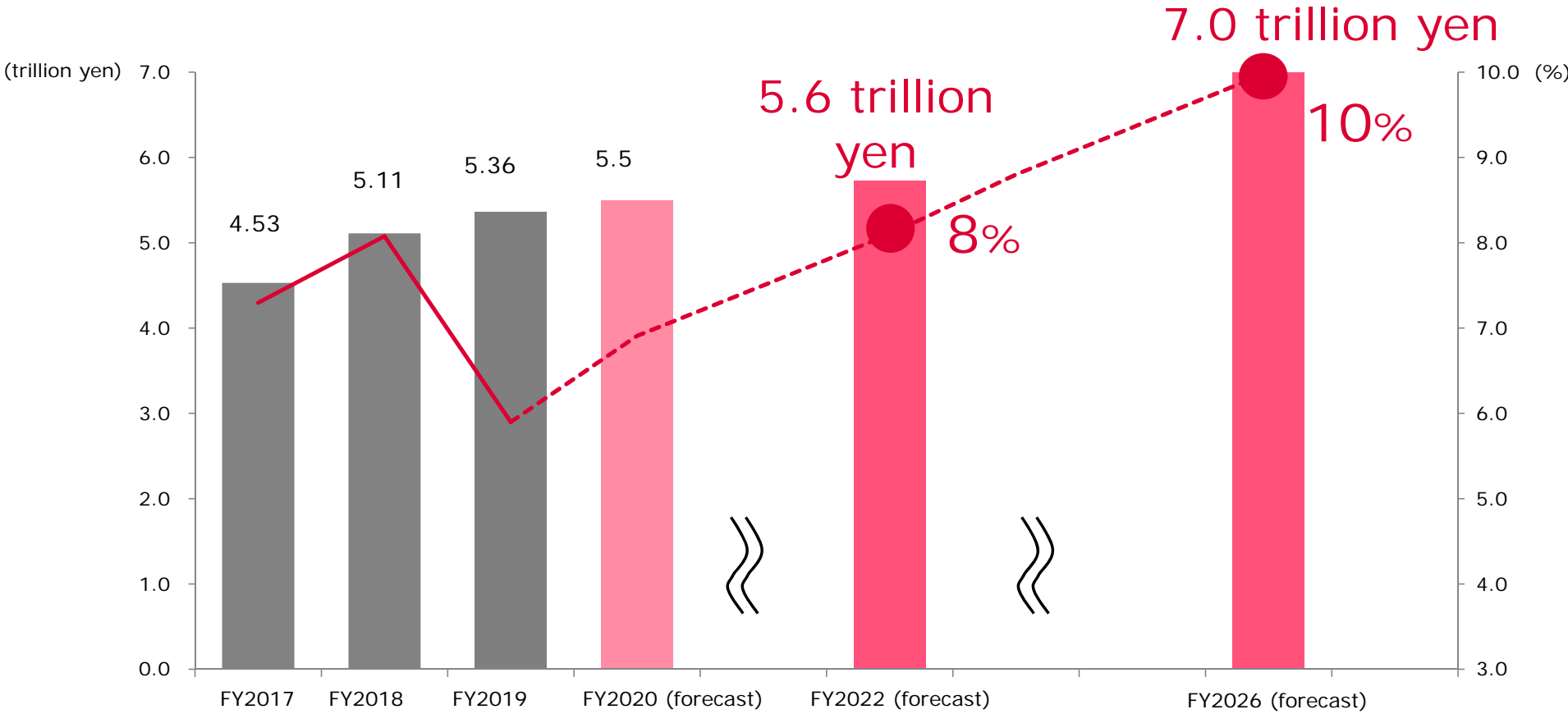
Automated Driving



Non-Automotive Business (FA, agriculture)



DENSO Group Long-term Plan 2025 – Medium- to long-term growth targets



DENSO Group Mid-term Policy 2021

1. Creating New Kinds of Value

- Broaden our range of collaborations in integrated vehicle platforms that straddle product sectors to help assert leadership in electrification and in automated driving.
- Create and deploy business models for spawning new value in mobility services and leaps in convenience.
- Position factory automation and agriculture as pillars of new-business development and employ bold concepts to assert a strong presence in those sectors.
- Connect with brilliant minds at centers of innovation worldwide to increase our agility in nurturing a continuing stream of new products.
- Build on the wisdom that resides in the Toyota Group to cope with the unprecedented change that is transforming the automobile industry and generate benefits for customers and society worldwide.

2. Strengthening Profitability in Support of Future Growth

- Upgrade our interregional interaction and increase our management agility by reworking our organization on the lines of a smaller but stronger headquarters and performance-oriented business units and subsidiaries.
- Advance the performance of key products, such as motors, ECU, semiconductor devices, and sensors, with leading-edge technology, and reinforce the basis of our competitiveness through a commitment to asserting key product standards.
- Anticipate customer expectations in growing markets and in changing markets and address those needs through new projects undertaken with optimal partners.
- In our core product sectors, generate unprecedented workplace performance by pressing ahead with measures for achieving further advances in dantotsu (“best by far”) plants and for animating our plants through the Factory Internet of Things.
- Accelerate product development and achieve high profitability by working with partners and independently to revolutionize processes.

3. Transforming Our Business Foundation

- Exercise our shared awareness of working fundamentals, accumulated over the 70 years since DENSO’s establishment, to address social expectations and earn customers’ trust.
- Honor the spirit of the DENSO Creed in laying a foundation of uncompromising safety and quality that will support peace of mind for customers in traditional sectors and in new sectors, such as intelligent and information-based functions.
- Tap the full potential of each team member and maximize our workplace vitality and our responsiveness to challenges and opportunities by nurturing a motivational workplace and by making the most of advanced information technology.
- Improve our responsiveness to fluctuations in demand by accelerating our Excellent Factory (EF) activities, and shape a lean production system throughout our supply chain.
- Do our part to address expectations in the international community for fulfilling sustainable development goals, and undertake sustainability management with an eye to generating both economic value and social value.



Toward the future of mobility that meets the needs of all people

DENSO

Crafting the Core