

# Business Portfolio and Value Creation

DENSO operates seven core businesses in a broad range of domains, centered on the mobility domain. The Company has established a business portfolio for creating new value that can address the future needs of the mobility society. Through this portfolio, DENSO strives to maximize value in its businesses so that it can enhance the potential of the mobility society.

In addition, DENSO will accelerate the reshuffling of its business portfolio in order to realize sustainable growth under a rapidly changing business environment.

## Business Composition and Focus Fields

In its automotive businesses, DENSO supplies an extensive lineup of products and systems as a Tier 1 supplier that is trusted by car manufacturers around the globe. We operate a total of five automotive businesses, starting with the Electrification Systems Business, which provides the key for the shift to electrification. In addition, we operate the Powertrain Systems Business, which can manufacture powertrains for all types of vehicles, and the Thermal Systems Business that manufactures such products as in-vehicle air-conditioning systems, for which we boast the No. 1 global share. We also operate the Mobility Electronics and Advanced Devices businesses, which will be crucial for mobility-related development in the future. These five businesses contribute to development in three of

our focus fields: electrification, advanced safety and automated driving, and connected driving.

Furthermore, in our non-automotive businesses, we leverage the technologies cultivated in our automotive businesses to contribute to the field of factory automation (FA) and AgTech.

Four Focus Fields: □□ P.28–29

## Value Creation in Our Businesses

In each of our seven core businesses, we contribute to development in our four focus fields and work to maximize the value of “green” and “peace of mind,” which are adopted as part of our Long-term Policy for 2030. In addition, through our business activities, we will work to achieve the targets of the SDGs and create new value for the future mobility society.

Segment		Contribution to Long-term Policy for 2030 (Value of Green and Peace of Mind)	Revenue Ratio by Segment in Fiscal 2022 (Based on organizational structure as of fiscal 2022)	Relevant Focus Fields		Relevant SDGs
Automotive businesses	Electrification Systems	Green Peace of Mind	20.6%	Electrification Connected Driving	Advanced Safety and Automated Driving Non-Automotive Businesses (FA and AgTech)	7, 9, 13
	Powertrain Systems	Green Peace of Mind	22.6%	Electrification Connected Driving	Advanced Safety and Automated Driving Non-Automotive Businesses (FA and AgTech)	9, 12, 13
	Thermal Systems	Green Peace of Mind	23.2%	Electrification Connected Driving	Advanced Safety and Automated Driving Non-Automotive Businesses (FA and AgTech)	7, 12, 13
	Mobility Electronics	Green Peace of Mind	24.6%	Electrification Connected Driving	Advanced Safety and Automated Driving Non-Automotive Businesses (FA and AgTech)	7, 9, 17
	Advanced Devices	Green Peace of Mind	3.2%*	Electrification Connected Driving	Advanced Safety and Automated Driving Non-Automotive Businesses (FA and AgTech)	7, 9, 13
Non-automotive businesses	Industrial Solutions	Green	3.4%	Electrification	Advanced Safety and Automated Driving	2, 3, 9
	Food Value Chain	Peace of Mind		Connected Driving	Non-Automotive Businesses (FA and AgTech)	8, 17

\* Sales including semiconductors (power semiconductors, ASICs, sensors, etc.) produced internally for other businesses: ¥420.0 billion