

Business Information and Main Products

Relationship of Companywide Strategy and Business Strategies

Business strategies linked to the Companywide strategy are key to realizing the Mid-term Policy for 2025 and achieving “green” and “peace of mind” strategies. DENSO is able to provide value to society by steadily shuffling its business portfolio based on strategies for each growth business and strategies for businesses nearing their final stages, and accelerating the pace for developing and increasing sales of environmentally friendly and safe products. Leveraging its unique strengths in each business and capital resources,

each year, DENSO draws up, deliberates on and monitors specific short-, medium-, and long-term scenarios for realizing the Companywide strategy based on the current business environment and progress on strategies. Additionally, the Company is committed to reinforcing its strengths in R&D, *Monozukuri*, and *Hitozukuri* in each business. On the following pages, we introduce the results of these activities.

Segment	Business Activities	Core Products That Contribute to Green and Peace of Mind
Automotive businesses	Electrification Systems <ul style="list-style-type: none"> Development and manufacture of HEV and BEV drive systems, power supply systems, and aircraft propulsion systems Development and manufacture of electric power steering motors, control brake motors, and electric control units (ECUs) Development and manufacture of various kinds of small motor system products, such as windshield wiper systems, power window motors, engine control motors, and blower fans 	<ul style="list-style-type: none"> Power control units Motor generators Battery ECUs Lithium-ion battery packs Electric power steering motors Control brakes (Motor: ECU) Windshield wiper systems Power window regulator motors
	Powertrain Systems <ul style="list-style-type: none"> Development and manufacture of gasoline and diesel engine management systems, which cover everything from combustion to intake and exhaust Development and manufacture of valve-related products, such as variable cam timing (VCT) systems and exhaust gas sensors; and products for drive systems, such as oil pressure control valves 	<ul style="list-style-type: none"> Common rail systems Gasoline direct injectors (High-pressure injectors, high-pressure pumps) Ignition coils Spark plugs Exhaust gas sensors Variable cam timing (VCT) systems Motorcycle products (AGC-S, ECUs)
	Thermal Systems <ul style="list-style-type: none"> Development and manufacture of air-conditioning systems for passenger and commercial vehicles Development and manufacture of air quality products, etc., that provide comfortable spaces Development and manufacture of cooling products, such as radiators and inverter coolers Development and manufacture of thermal management systems and heat pump systems 	<ul style="list-style-type: none"> HVAC units Condensers Radiators Bus air-conditioners Heat pump systems Inverter cooling systems Battery cooling systems
	Mobility Electronics <ul style="list-style-type: none"> Development and manufacture of environmental products, such as engine ECUs, HEV ECUs, BEV ECUs, and body ECUs Development and manufacture of HCUs,*1 meters, HUDs,*2 CIDs,*3 ETC*4 systems for vehicles, road-to-vehicle and vehicle-to-vehicle communication devices, vision sensors, millimeter-wave radar sensors, sonar sensors, self-driving car ECUs, airbag sensors & ECUs, DSMS,*5 and other safety-related products Development and provision of mobility-related electronic systems and platforms <p>*1 HCUs: Human-machine interface control units *2 HUDs: Head-up displays *3 CIDs: Center information displays *4 ETC: Electronic toll collection *5 DSMS: Driver status monitors</p>	<ul style="list-style-type: none"> Engine ECUs HEV ECUs BEV ECUs Vision sensors Millimeter-wave radar sensors Integrated cockpit systems Full graphic meters Road-to-vehicle and vehicle-to-vehicle communication devices
	Advanced Devices <ul style="list-style-type: none"> Development and manufacture of transmission hydraulic control valves, shift-by-wire system actuators, and other drive-related products Development and manufacture of energy management products, such as BEV/engine coolant water volume control valves Development and manufacture of microelectronic devices, such as in-vehicle power semiconductors, semiconductor sensors, and custom integrated circuits (ICs) 	<ul style="list-style-type: none"> Multi-flow control valve (MCV-e) (Coolant water volume control valve for BEVs) Shift-by-wire system actuators Accelerator pedal modules Power cards Semiconductor sensors Application-specific integrated circuit (ASIC)
	Industrial Solutions <ul style="list-style-type: none"> 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 (building access management systems, automated checkout systems for company cafeterias, facial recognition systems, etc.) 	<ul style="list-style-type: none"> Automated modules Vertical articulated robots Collaborative robots IoT data servers Barcode and 2D code handy terminals QR solution services
Non-automotive businesses	Food Value Chain <ul style="list-style-type: none"> Manufacture and sale of turnkey solutions* for horticultural facilities (consulting and cloud services related to greenhouse materials, devices, and cultivation) as well as the provision of after-sales services Manufacture and sale of in-vehicle refrigeration units and compact mobile refrigeration units as well as the provision of after-sales services Building and sale of systems for digitization of food distribution and data-linked services <p>* A lineup of products and services combined in an optimized way to enable all people involved in agriculture to produce crops in a stable manner</p>	<ul style="list-style-type: none"> Horticultural facility-related products (From left: Products for large and medium-sized greenhouses and horticultural facilities as well as systems for controlling the environment of greenhouses in Japan) Compact mobile refrigeration units In-vehicle refrigeration units QR traceability systems (plan to sell) Production source verification support systems (plan to sell)