

Tradition of Sustainability Management

Since its founding, DENSO has taken on ambitious initiatives to address social issues through its businesses. In other words, we practice sustainability management and continuously provide society with new green value and peace of mind value. Our consistent approach to business reflects the DENSO Creed, which calls on us to “provide quality products and services.”

To continue in the spirit of our creed and keep practicing sustainability management even as times change, we have established the DENSO Group Sustainability Policy and incorporated social issues into the Long-term Policy for 2030 and as an integral part of our material issues (Materiality [P.36-37](#)). We are currently tackling these social issues through our business activities. This section provides an overview of our structure for promoting sustainability management implementation as well as specific related initiatives.



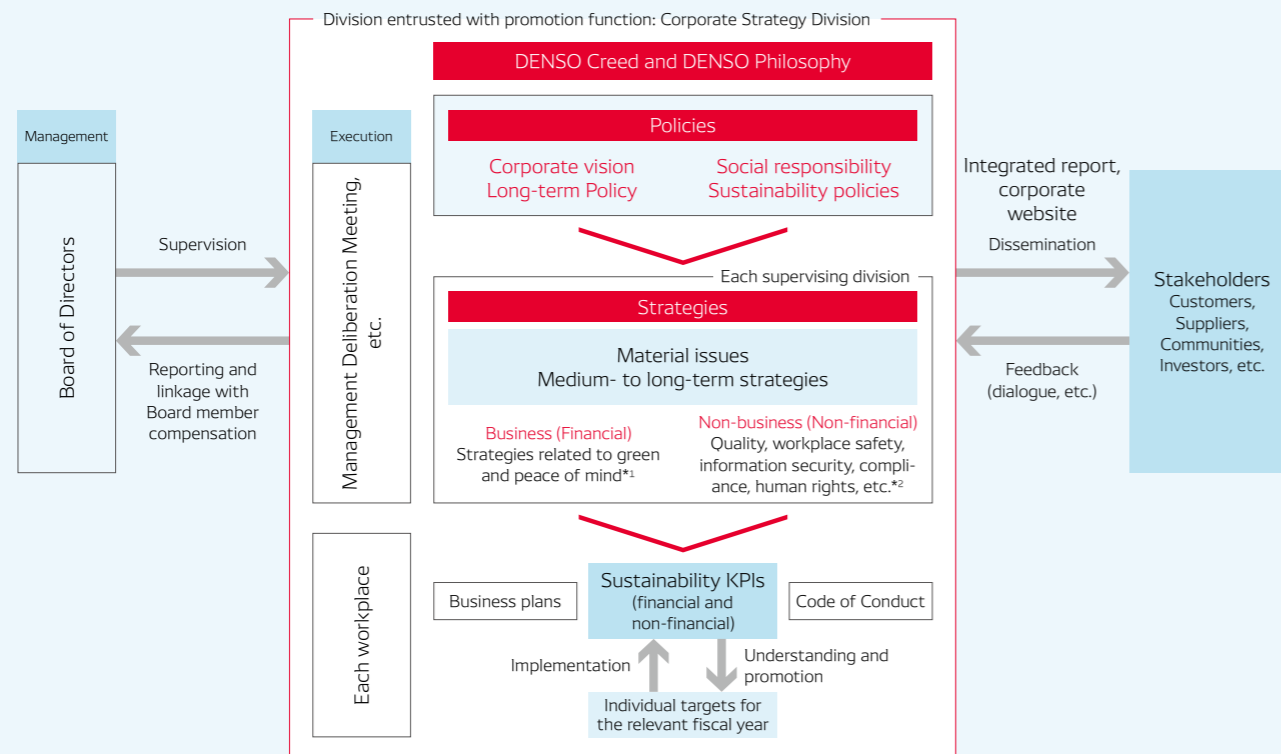
Promotion Structure for Sustainability Management

The executive vice president and representative member of the Board supervises the Corporate Strategy Division, which is responsible for promoting Companywide sustainability management. This division is involved in such efforts as drafting policies and action plans related to sustainability, providing follow-up support for the sustainability activities of each division, and engaging in internal and external communication.

Furthermore, matters such as the direction of sustainability management and the status of Companywide sustainability activities are reported to and deliberated on by the Company's formal committees (such as the Management Deliberation Meeting) and overseen by the Board of Directors. In addition, the divisions in charge of individual sustainability themes promote activities to address these themes in collaboration with relevant divisions and after deliberation on said themes by each expert committee.

Also, to promote and entrench a culture of sustainability and disseminate related information, each DENSO CORPORATION division, domestic Group company, and overseas regional headquarters appoints one sustainability leader, who is tasked with ensuring the penetration of a culture of sustainability throughout workplaces.

Promotion Structure and Division for DENSO's Sustainability Management



*1 Strategies deliberated on by the Management Strategy Meeting and the Management Deliberation Meeting (see page 100)

*2 With committees in charge of these themes, such as the Quality Assurance Meeting and the Companywide Safety, Health, and Environment Committee serving as the secretariat, initiatives to address these themes are deliberated on by the Company's formal committees.

Please see this URL to view the DENSO Group Sustainability Policy.
<https://www.denso.com/global/en/-/media/global/about-us/sustainability/management/management-doc-sustainability-policy-en.pdf>



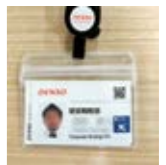
TOPIC

The DENSO Group is further accelerating the implementation of sustainability management by advancing the following initiatives.

- Company and Management** Establishing sustainability KPIs and following up on progress toward Company goals [P.36-37](#)
Incorporating sustainability KPI achievement levels into evaluation indicators for officer remuneration [P.104-106](#)
- Employees** Group companies and regional headquarters educate and communicate information to employees in effective ways that reflect the culture of their respective region or company so that each individual can practice and discuss sustainability in their work.

Example 1: Communication Sheet (Personal Work Goals) × SDGs × Employee ID Cards (Japan and other countries)

When setting personal work goals for the year, employees consider which SDGs their work contributes to, and the icons of these SDGs are then displayed on their employee ID cards and business cards. This allows employees to recall at any time the SDG-related personal goals that they have set themselves. Also, sharing these goals with coworkers from time to time provides employees with an opportunity to talk about contributions to the SDGs.



Example 2: “The SDGs and I” Essay Contest (China)

To encourage each employee to think about the connection between their work and the SDGs, we invited employees throughout China to submit essays themed on “The SDGs and I.” From among the approximately 500 submissions, we selected a first-place essay and other excellent essays and presented awards accordingly. Via the intranet, the essays were shared with the DENSO Group employees not only in China but also in other countries to provide Group employees with a reference for thinking about the connections between their work and the SDGs.



Example 3: Caravan Activities for Group Companies in Europe

In Europe, our Group companies operate across multiple countries. To share the sustainability management philosophy throughout our operations in the region, SDG ambassadors and SDG experts held briefing sessions for the senior management of European Group companies. We also instilled the philosophy by sharing a video on the SDGs, which the head of the European headquarters created, and by holding workshops at Group companies, which sustainability leaders from the European headquarters conducted.



MESSAGE

Each Employee × Sustainability Realization of Sustainability through My Work



I want to realize carbon-neutral Monozukuri and create a sustainable society.
Yusuke Shioya
Safety, Health & Environment Division



I am proud that the spread of automated driving will save many lives.
Nanami Maki
Vehicle Safety System Technology Department

I formulate and promote energy strategies aimed at achieving carbon-neutral *Monozukuri*. I find my work very satisfying because purchasing the most inexpensive and stable renewable energy helps DENSO achieve both competitiveness and CO₂ emissions reduction, which in turn advances the Company. My goal is to realize carbon neutrality so that we remain competitive while helping society as a whole grow sustainably.

I am responsible for the development specifications of the interface of Global Safety Package, a product that assists drivers and helps improve the safety performance of vehicles. My mission is to provide society with high-quality products. I take great pride in the fact that my work is directly linked to the reduction of automotive accidents, which saves many lives.