

Fiscal 2020 Results and Issues, and Future Initiatives

Corporate		Fiscal 2020 Plan		Fiscal 2020 Results and Remaining Issues		Fiscal 2021 Initiatives		Mid-term Policy 2021 (Goals and Targets)	
Main Sustainability Themes	Priority Measures	Targets	● Goal achieved ▲ Remaining issue	Assess ○ All targets attained △ Most targets attained △ Challenge remains judging from results	Assess ○ All targets attained △ Most targets attained △ Challenge remains judging from results	Assess ○ All targets attained △ Most targets attained △ Challenge remains judging from results	Assess ○ All targets attained △ Most targets attained △ Challenge remains judging from results	Assess ○ All targets attained △ Most targets attained △ Challenge remains judging from results	Assess ○ All targets attained △ Most targets attained △ Challenge remains judging from results
<b>Corporate Governance</b>	<ul style="list-style-type: none"> <li>Operating internal control systems, including Group companies</li> <li>Improve levels in terms of determining agenda for Board of Directors' meetings, creating documents, providing information to outside directors, and evaluating effectiveness of the Board of Directors</li> <li>Improve outside directors' understanding through factory tours and explanations of business</li> </ul>	<ul style="list-style-type: none"> <li>Complete overall review of operations</li> <li>Complete benchmark survey of other companies</li> </ul>	<ul style="list-style-type: none"> <li>Established process for determining agenda for Board of Directors' meetings and document preparation guidelines</li> <li>Held briefings for outside Audit &amp; Supervisory Board members and other outside officers prior to Board of Directors' meetings, arranged product displays immediately before Board of Directors' meetings, and fostered atmosphere conducive to additional explanations and discussions to deepen understanding of outside officers</li> <li>Planned multiple tours of factories and research institutions and held meetings of Independent Officer Meeting</li> <li>Administered surveys for evaluating effectiveness of the Board of Directors and conducted additional data-driven analyses</li> <li>Identified a lack of analyses of competitiveness in briefing materials</li> <li>Held an insufficient number of meetings of Independent Officer Meeting</li> </ul>	○	<ul style="list-style-type: none"> <li>Share information on agenda of meetings among internal officers with outside officers during pre-meeting briefings</li> <li>Include information on competition and DENSO's strategies in briefing materials</li> <li>Explain long-term policies, long-term vision, and medium-term plans to outside officers and clarify the relationship between individual proposals and plans</li> <li>Increase number of meetings of Independent Officer Meeting</li> <li>Continue inspections of domestic manufacturing sites</li> </ul>	○	<ul style="list-style-type: none"> <li>Ensure effectiveness of compliance systems through reforms to corporate ethics reporting system aimed at fully addressing misconduct issues</li> <li>Optimize following compliance initiatives in core legal risk areas and protect personal information</li> <li>Strengthen data compliance system, develop frameworks for addressing security risks stemming from U.S.-China conflict, enhance zero-trust security systems based on changes in boundaries between inside and outside of the Company</li> <li>Adopt security and privacy development processes in out-car field</li> </ul>	○	<ul style="list-style-type: none"> <li>Implement effective compliance system to minimize risks related to Group management</li> <li>Optimize compliance activities in high-priority legal risk areas</li> </ul>
<b>Compliance</b>	<ul style="list-style-type: none"> <li>Ensuring thorough awareness of compliance among all employees</li> <li>Strengthen compliance systems matched to Group companies</li> <li>Revise corporate ethics reporting system</li> <li>Establish and steadily implement measures in compliance with antitrust laws relevant to the business of each business unit</li> </ul>	<ul style="list-style-type: none"> <li>Build a compliance management system for Group companies</li> <li>Develop a new corporate ethics reporting system</li> <li>Implement measures to improve compliance (antitrust law education, audits, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Developed framework for regular investigation of compliance risks and implementation of response measures at Group companies</li> <li>Evaluated corporate ethics reporting system based on Consumer Affairs Agency guidelines and revised Whistleblower Protection Act</li> <li>Completed global transition to measures targeting sustainability through reforms to match measures for compliance with antitrust laws to business domain and regional characteristics</li> </ul>	○	<ul style="list-style-type: none"> <li>Foster systematic understanding of risk management and rules through training for newly appointed division representatives</li> <li>Confirm issues requiring attention with regard to initial and post-fact response measures for specific risks together with affected and supervising divisions</li> </ul>	○	<ul style="list-style-type: none"> <li>Ensure effectiveness of compliance systems through reforms to corporate ethics reporting system aimed at fully addressing misconduct issues</li> <li>Optimize following compliance initiatives in core legal risk areas and protect personal information</li> <li>Strengthen data compliance system, develop frameworks for addressing security risks stemming from U.S.-China conflict, enhance zero-trust security systems based on changes in boundaries between inside and outside of the Company</li> <li>Adopt security and privacy development processes in out-car field</li> </ul>	○	<ul style="list-style-type: none"> <li>Implement effective compliance system to minimize risks related to Group management</li> <li>Optimize compliance activities in high-priority legal risk areas</li> </ul>
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>Reinforcing crisis response capabilities</li> <li>Improve initial and post-fact response measures at Group companies through coordination with risk management departments</li> </ul>	<ul style="list-style-type: none"> <li>Complete review of prevention and follow-up measures for all risk items</li> </ul>	<ul style="list-style-type: none"> <li>Confirmed issues requiring attention with regard to initial and post-fact response measures for specific risks together with affected and supervising divisions</li> </ul>	○	<ul style="list-style-type: none"> <li>Foster systematic understanding of risk management and rules through training for newly appointed division representatives</li> <li>Confirm issues requiring attention with regard to initial and post-fact response measures for specific risks together with affected and supervising divisions</li> </ul>	○	<ul style="list-style-type: none"> <li>Ensure effectiveness of compliance systems through reforms to corporate ethics reporting system aimed at fully addressing misconduct issues</li> <li>Optimize following compliance initiatives in core legal risk areas and protect personal information</li> <li>Strengthen data compliance system, develop frameworks for addressing security risks stemming from U.S.-China conflict, enhance zero-trust security systems based on changes in boundaries between inside and outside of the Company</li> <li>Adopt security and privacy development processes in out-car field</li> </ul>	○	<ul style="list-style-type: none"> <li>Implement effective compliance system to minimize risks related to Group management</li> <li>Optimize compliance activities in high-priority legal risk areas</li> </ul>
<b>Information Security</b>	<ul style="list-style-type: none"> <li>Raising the risk management level of Group companies</li> <li>Establish risk management system through coordination with regional headquarters</li> </ul>	<ul style="list-style-type: none"> <li>Revise cooperative system</li> </ul>	<ul style="list-style-type: none"> <li>Evaluated materiality and management status of risk items, identified issues currently faced by the Group, and set directives for future improvement activities</li> </ul>	○	<ul style="list-style-type: none"> <li>Develop risk management system facilitating stronger coordination between regional headquarters</li> </ul>	○	<ul style="list-style-type: none"> <li>Ensure effectiveness of compliance systems through reforms to corporate ethics reporting system aimed at fully addressing misconduct issues</li> <li>Optimize following compliance initiatives in core legal risk areas and protect personal information</li> <li>Strengthen data compliance system, develop frameworks for addressing security risks stemming from U.S.-China conflict, enhance zero-trust security systems based on changes in boundaries between inside and outside of the Company</li> <li>Adopt security and privacy development processes in out-car field</li> </ul>	○	<ul style="list-style-type: none"> <li>Implement effective compliance system to minimize risks related to Group management</li> <li>Optimize compliance activities in high-priority legal risk areas</li> </ul>
<b>Information Security</b>	<ul style="list-style-type: none"> <li>Strengthening information security and raising employee awareness</li> <li>Improve employee awareness and promote security measures at Group companies</li> <li>Establish and promote autonomy within the in-vehicle product development process and implement post-Tokyo Olympics measures</li> <li>Apply these mechanisms to car platforms that support connected services and formulate security rules and processes</li> </ul>	<ul style="list-style-type: none"> <li>Introduce office entry management at Group companies and complete implementation of factory network security measures</li> <li>Establish security development process for business units</li> <li>Formulate and implementation of "Clarify mechanisms for out-car platforms, begin application for advanced services, and formulate security rules and processes"</li> </ul>	<ul style="list-style-type: none"> <li>Made progress that will enable completion of introduction of office entry management at Group companies and implementation of factory network security measures in fiscal 2021</li> <li>Completed establishment of KPIs for determining degree of measure entrenchment in business units and commenced introduction of improvement measures</li> <li>Prepared to launch audit and assessment systems in quality assurance divisions</li> <li>Clarified systems for out-car platforms and began application of initiative service offerings</li> <li>Implemented and improved process and assessments for early projects set to serve as model cases for future projects</li> </ul>	○	<ul style="list-style-type: none"> <li>1. Strengthening of Group governance and development of defense system that covers the entire Group, encompassing everything from buildings to factories - Standardize IT security systems pertaining to information and other assets</li> <li>2. Establishment of life cycle management for in-vehicle products and independent systems for business divisions</li> <li>3. Evolution of information security practices that will be powerful assets in connected social businesses</li> </ul>	○	<ul style="list-style-type: none"> <li>1. Strengthening of Group governance and development of defense system that covers the entire Group, encompassing everything from buildings to factories - Standardize IT security systems pertaining to information and other assets</li> <li>2. Establishment of life cycle management for in-vehicle products and independent systems for business divisions</li> <li>3. Evolution of information security practices that will be powerful assets in connected social businesses</li> </ul>	○	<ul style="list-style-type: none"> <li>1. Information security for existing personal and corporate data</li> <li>2. Information security measures directly linked to businesses</li> <li>3. Response to trend toward digital transformations and CAS</li> <li>4. Evolve and accommodate information security practices that will be powerful assets in connected social businesses</li> </ul>

Report on Social Responsibility

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<b>Responsibility to Customers</b>	<ul style="list-style-type: none"> <li>Promoting education, training, and enlightenment activities throughout the Group with a view to pursuing quality</li> <li>Disseminate 5-S throughout business units</li> <li>Promote activities to improve process reliability</li> <li>Develop new quality assurance rules in new business areas</li> <li>Develop human resources that can utilize AI and big data</li> </ul>	<ul style="list-style-type: none"> <li>100% of application rate for new other weak portions in the development of new products integrating machines with electronics; performed 5-S checks on 100% of initial flow products in the Motor Business Unit</li> <li>Achievement of targets for reducing deliveries of defective products</li> <li>Formulation and implementation of quality assurance rules</li> <li>Training of personnel for instruction, etc. (45 persons)</li> </ul>	<ul style="list-style-type: none"> <li>Secured capacity for 5-S design (288 projects) centered on connection portions and other weak portions in the development of new products integrating machines with electronics; performed 5-S checks on 100% of initial flow products in the Motor Business Unit</li> <li>Applied all 14 priority confirmation items to 48 newly launched lines</li> <li>Failed to eliminate deliveries of products with defects associated with 14 priority confirmation items (zero deliveries of products with defects associated with 14 priority confirmation items from in-house production lines)</li> <li>Established initial flow management guidelines compatible with short-term development of products for mass production (defined five guidelines that differ from conventional guidelines)</li> <li>Completed education of 12 instructors through internal training program</li> </ul>	○	<ul style="list-style-type: none"> <li>Extensively assess quality risks of marketed products and eliminate potential causes of defects</li> <li>Secure capacity for 5-S design</li> <li>Guarantee global process reliability</li> <li>Develop fundamental quality technologies from a forward-looking perspective</li> <li>Improve quality of IT services</li> <li>Develop human resources that can utilize AI and big data</li> </ul>	○	<ul style="list-style-type: none"> <li>Secure capacity for 5-S design (including development of fundamental quality technologies)</li> <li>1. Develop 5-S analysis technologies matched to product roadmap</li> <li>2. Appropriately verify 5-S capacity during initial flow</li> <li>3. Guarantee global process reliability</li> <li>4. Eliminate issues with important quality characteristics associated with manufacturing and deliveries of products with defects associated with 14 priority confirmation items</li> <li>5. Construct quality assurance frameworks to prepare for mass production in out-car field</li> <li>6. Active swift launches and assured quality in marketed products without impacting development speed</li> <li>7. Develop human resources that can utilize AI and big data</li> <li>8. Systematize data science human resource development programs, implement development cycle, and apply to various fields</li> </ul>	○	<ul style="list-style-type: none"> <li>Secure capacity for 5-S design (including development of fundamental quality technologies)</li> <li>1. Develop 5-S analysis technologies matched to product roadmap</li> <li>2. Appropriately verify 5-S capacity during initial flow</li> <li>3. Guarantee global process reliability</li> <li>4. Eliminate issues with important quality characteristics associated with manufacturing and deliveries of products with defects associated with 14 priority confirmation items</li> <li>5. Construct quality assurance frameworks to prepare for mass production in out-car field</li> <li>6. Active swift launches and assured quality in marketed products without impacting development speed</li> <li>7. Develop human resources that can utilize AI and big data</li> <li>8. Systematize data science human resource development programs, implement development cycle, and apply to various fields</li> </ul>		
<b>Responsibility to Employees</b>	<ul style="list-style-type: none"> <li>Assuring respect for human rights</li> <li>Investigate whether human rights training is conducted at Group companies</li> <li>Enhance human rights training materials</li> <li>Implement human rights training and instructor training for Group companies with bases in Japan and apply to make human rights training mandatory</li> </ul>	<ul style="list-style-type: none"> <li>Complete survey of domestic consolidated subsidiaries</li> <li>Complete training materials for Group companies</li> <li>Implement human rights training and instructor training for Group companies with bases in Japan and apply to make human rights training mandatory</li> </ul>	<ul style="list-style-type: none"> <li>Completed preparation of human rights training materials for Group companies</li> <li>Conducted training at one Group company</li> <li>Commenced full-fledged deployment at 14 domestic consolidated subsidiaries</li> </ul>	○	<ul style="list-style-type: none"> <li>Introduce training materials at 14 domestic consolidated subsidiaries</li> <li>Request that human rights training be incorporated into fiscal 2022 training plans</li> </ul>	○	<ul style="list-style-type: none"> <li>Implement and entrench independent human rights training programs by Group companies (15 domestic consolidated subsidiaries)</li> </ul>	○	<ul style="list-style-type: none"> <li>Implement and entrench independent human rights training programs by Group companies (15 domestic consolidated subsidiaries)</li> </ul>		
<b>Responsibility to Shareholders and Other Investors</b>	<ul style="list-style-type: none"> <li>Promoting human resource development</li> <li>Review and reinforcement of values</li> <li>Reinvigorating Group spirit on the occasion of 70th anniversary (domestic)</li> <li>Regional/site-specific management</li> <li>Maintain understanding of current status of senior management development in each region and at each site</li> </ul>	<ul style="list-style-type: none"> <li>Review and reinforcement of values</li> <li>Ensure that various measures are implemented</li> <li>Regional/site-specific management</li> <li>Begin looking into common global measures based on current situation</li> </ul>	<ul style="list-style-type: none"> <li>Deployed on a Companywide basis online content describing the relationship between the unique characteristics of DENSO and past successes, the words of the Company's forebears, and the DENSO Spirit to facilitate discussion on these characteristics in the workplace (held discussion forums)</li> <li>Examined global network policies pertaining to PITBGO as well as to AODS and other new Asian market policies</li> <li>Created example of one successful store improvement measure powered by store management data</li> <li>Improve consultation centers for end-users</li> <li>Advanced 32 improvement-oriented activities that utilized proposals made through consulting services</li> </ul>	○	<ul style="list-style-type: none"> <li>Review and reinforcement of values</li> <li>Implement rank-based training capitalizing on division histories (e.g., training for new employees)</li> <li>Regional/site-specific management</li> <li>Regional/site-specific management</li> <li>Regional/site-specific management program aimed at senior managers at domestic and overseas bases</li> <li>Continued to examine shared Group measures</li> </ul>	○	<ul style="list-style-type: none"> <li>Review and reinforcement of values</li> <li>Implement rank-based training capitalizing on division histories (e.g., training for new employees)</li> <li>Regional/site-specific management</li> <li>Regional/site-specific management</li> <li>Regional/site-specific management program aimed at senior managers at domestic and overseas bases</li> <li>Continued to examine shared Group measures</li> </ul>	○	<ul style="list-style-type: none"> <li>To be decided (in fiscal 2023)</li> </ul>		
<b>Responsibility to Shareholders and Other Investors</b>	<ul style="list-style-type: none"> <li>Promoting workforce diversity</li> <li>Women</li> <li>Further increase recruitment of female employees and provide continued career development support</li> <li>Seniors</li> <li>Complete review of reemployment system for administrative positions</li> <li>Begin implementation of new work transfer system</li> <li>Persons with disabilities</li> <li>Develop conceptual medium- to long-term employment plan for persons with disabilities</li> <li>Increase employment of persons with disabilities in administrative departments</li> <li>Establish support system for persons with mental and developmental disabilities</li> </ul>	<ul style="list-style-type: none"> <li>Women</li> <li>Increase ratio of women in managerial-track positions (administrative 40%, technical 15%)</li> <li>Achieved goal of appointing 100 female managers in January 2020</li> <li>Seniors</li> <li>Introduced new system for prior managers being rehired after retirement in April 2020</li> <li>Begin offering individual support for new transfer system (matching of people with positions inside and outside of the Company)</li> <li>Persons with disabilities</li> <li>Begin identifying areas in which persons with disabilities can contribute (through analyses of work process needs) as part of the establishment of conceptual medium- to long-term employment plan for persons with disabilities</li> <li>Achieved an employment rate of persons with disabilities of 2.25%, ahead of the legally mandated 2.2%</li> <li>Hired five persons with disabilities in administrative departments (hired three managerial-track employees and practical business position employees, strengthened recruitment foundation through development of pipeline with universities despite failure to achieve target)</li> </ul>	<ul style="list-style-type: none"> <li>Women</li> <li>Increase recruitment of female managerial-track employees (ratio of new female employees in April 2019: administrative 52%, technical 14%)</li> <li>Achieved goal of appointing 100 female managers in January 2020</li> <li>Seniors</li> <li>Introduced new system for prior managers being rehired after retirement in April 2020</li> <li>Begin offering individual support for new transfer system (matching of people with positions inside and outside of the Company)</li> <li>Persons with disabilities</li> <li>Begin identifying areas in which persons with disabilities can contribute (through analyses of work process needs) as part of the establishment of conceptual medium- to long-term employment plan for persons with disabilities</li> <li>Achieved an employment rate of persons with disabilities of 2.25%, ahead of the legally mandated 2.2%</li> <li>Hired five persons with disabilities in administrative departments (hired three managerial-track employees and practical business position employees, strengthened recruitment foundation through development of pipeline with universities despite failure to achieve target)</li> </ul>	○	<ul style="list-style-type: none"> <li>Women</li> <li>Continue to enhance efforts to recruit female employees</li> <li>Promote appointment of female employees to managerial positions based on career development support programs</li> <li>Seniors</li> <li>Expand range of positions to which seniors can be appointed (matching of people with positions inside and outside of the Company)</li> <li>Persons with disabilities</li> <li>Begin identifying areas in which persons with disabilities can contribute (through analyses of work process needs) as part of the establishment of conceptual medium- to long-term employment plan for persons with disabilities</li> <li>Maintain an employment rate for persons with disabilities that surpasses the legally mandated rate of 2.2%</li> <li>Enhance efforts to recruit and retain persons with disabilities in administrative and technical departments</li> </ul>	○	<ul style="list-style-type: none"> <li>Women</li> <li>Increase ratio of women in managerial-track positions (administrative 40%, technical 15%)</li> <li>Increase appointment of female managers (new target in the process of being set)</li> <li>Seniors</li> <li>Implement plan for accommodating government-imposed obligation to provide employment up to age 70</li> <li>Persons with disabilities</li> <li>Achieve an employment rate for persons with disabilities of 2.3%</li> <li>Foster a corporate culture in which working together with persons with disabilities is seen as completely normal</li> </ul>	○	<ul style="list-style-type: none"> <li>Women</li> <li>Increase ratio of women in managerial-track positions (administrative 40%, technical 15%)</li> <li>Increase appointment of female managers (new target in the process of being set)</li> <li>Seniors</li> <li>Implement plan for accommodating government-imposed obligation to provide employment up to age 70</li> <li>Persons with disabilities</li> <li>Achieve an employment rate for 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<b>Responsibility to Shareholders and Other Investors</b>	<ul style="list-style-type: none"> <li>Promoting occupational safety</li> <li>Strengthen measures to prevent major accidents, explosions, and fires (DNIP)</li> <li>Review fire risks with team of experts, assess prevention measures versus major accidents and explosions</li> <li>Ensure reliable practice of "3S + D" and "stop, call, and wait" methods</li> <li>Innovate ways to convey the Company's safety tradition</li> </ul>	<ul style="list-style-type: none"> <li>DNIP Domestic Overseas Group Group</li> <li>Safety points 50 52 84</li> <li>Rate of lost time 0.04 0.06 0.1</li> <li>Number of serious accidents 4 6 10</li> </ul>	<ul style="list-style-type: none"> <li>Assessed maintenance level at facilities with high risk of explosions and fires and confirmed absence of problems (that defects have been corrected)</li> <li>Eliminated accidents caused by direct employee negligence by implementing "3S and first touch" use on demirks (3S + D) disaster prevention method</li> <li>Sampled and completed efforts to strengthen the structure of specific Group companies</li> </ul>	○	<ul style="list-style-type: none"> <li>Have no major accidents (DENSO Group)</li> <li>Reduce number of serious accidents in fiscal 2021 (three cases, DNIP)</li> </ul>	○	<ul style="list-style-type: none"> <li>Have no major accidents (DENSO Group)</li> <li>Reduce number of serious accidents in fiscal 2024 (DENSO Group)</li> </ul>	○	<ul style="list-style-type: none"> <li>Have no major accidents (DENSO Group)</li> <li>Reduce number of serious accidents in fiscal 2024 (DENSO Group)</li> </ul>		
<b>Responsibility to Shareholders and Other Investors</b>	<ul style="list-style-type: none"> <li>Promoting employee health</li> <li>Develop basic policies and support activities at overseas Group companies</li> <li>Promote activities in line with the actual conditions at domestic Group companies with Excellent Enterprise of Health and Productivity Management certification by over 50% year on year</li> <li>Introduce new measures to reduce absenteeism</li> <li>Improve non-stationary health checkups</li> <li>Strengthen preventive measures against lifestyle-related diseases</li> <li>Improve usability of health support tools</li> </ul>	<ul style="list-style-type: none"> <li>Develop health management promotion plans for overseas regions</li> <li>Increase ratio of domestic Group companies with Excellent Enterprise of Health and Productivity Management certification by over 50% year on year</li> <li>Introduce new measures to reduce absenteeism</li> <li>Improve non-stationary health checkups</li> <li>Strengthen preventive measures against lifestyle-related diseases</li> <li>Improve usability of health support tools</li> </ul>	<ul style="list-style-type: none"> <li>Development of basic policies and support for activities at overseas Group companies</li> <li>Formulated and enacted the Group's basic health management policy</li> <li>Identified state of activities and issues in specific countries and set directives for future initiatives</li> <li>Activities in line with the actual conditions at domestic Group companies</li> <li>Received Excellent Enterprise of Health and Productivity Management certification at 30 companies</li> <li>Provided support for health management and receipt of Excellent Enterprise of Health and Productivity Management certification to other Group companies based on their specific condition</li> <li>Measures for reducing absenteeism</li> <li>Developed directives for tracking sleep trends on an individual and workplace level and for measures for responding to specific risks</li> <li>Introduced risk-specific improvement measures</li> <li>Support for personal and workplace health activities</li> <li>Achieved a 2% improvement in lifestyle score* from 2017</li> <li>Promoted workplace action and expanded range of measures for providing individuals with opportunities for improvement</li> <li>Lifestyle score: A unique indicator that scores individual lifestyle practices and health checkup data</li> <li>Measures for preventing secondhand smoke</li> <li>Prepared to prohibit cigarettes at head offices, the Advanced Technology Research Laboratories, and the Koto Plant and spread awareness in this regard</li> <li>Prohibited cigarettes at other business sites</li> <li>Strengthening of preventive measures against lifestyle-related diseases</li> <li>Introduced support programs for employees identified as being at risk on several occasions, utilizing the services of external institutions</li> <li>Implemented measures targeting age groups prone to weight increases based on data analyses</li> </ul>	○	<ul style="list-style-type: none"> <li>Promote and support activities at overseas Group companies worldwide</li> <li>Stamp up health management initiatives at domestic Group companies</li> <li>Introduce sleep improvement measures aimed at reducing absenteeism</li> <li>Strengthen secondhand smoke countermeasures</li> <li>Launch health support measures accounting for gender, age, weight, and other characteristics</li> <li>Enhance response toward new infectious diseases</li> </ul>	○	<ul style="list-style-type: none"> <li>Promote and support activities at overseas Group companies worldwide</li> <li>Stamp up health management initiatives at domestic Group companies</li> <li>Introduce sleep improvement measures aimed at reducing absenteeism</li> <li>Strengthen secondhand smoke countermeasures</li> <li>Launch health support measures accounting for gender, age, weight, and other characteristics</li> <li>Enhance response toward new infectious diseases</li> </ul>	○	<ul style="list-style-type: none"> <li>Vision: To be a company that can operate in a vibrant manner over the long term</li> <li>Targets/ KPIs</li> <li>1. Formulate a Group health management policy and action plan</li> <li>2. Establish a basic policy for health management and expand policy to include domestic and overseas Group companies</li> <li>3. Complete action plan specific to each country and Group company and create support systems</li> <li>4. Establish an effective and efficient collaborative promotion system with health insurance associations</li> <li>5. Promote measures for optimal health through thorough use of data</li> <li>6. Recognize losses stemming from poor health, and promote and evaluate measures to minimize losses</li> <li>7. Plan and develop long-term anti-smoking policy</li> <li>8. Consider voluntary medical exams such as newly developed cancer screening tests, complete introduction of examinations</li> <li>9. Introduce risk-specific measures to combat metabolic syndrome</li> <li>10. Improve methods to encourage a healthy lifestyle</li> <li>11. Improve Companywide lifestyle score average (8% increase from 2017)</li> <li>12. Establish workplace activities (100%)</li> </ul>	○	<ul style="list-style-type: none"> <li>Vision: To be a company that can operate in a vibrant manner over the long term</li> <li>Targets/ KPIs</li> <li>1. Formulate a Group health management policy and action plan</li> <li>2. Establish a basic policy for health management and expand policy to include domestic and overseas Group companies</li> <li>3. Complete action plan specific to each country and Group company and create support systems</li> <li>4. Establish an effective and efficient collaborative promotion system with health insurance associations</li> <li>5. Promote measures for optimal health through thorough use of data</li> <li>6. Recognize losses stemming from poor health, and promote and evaluate measures to minimize losses</li> <li>7. Plan and develop long-term anti-smoking policy</li> <li>8. Consider voluntary medical exams such as newly developed cancer screening tests, complete introduction of examinations</li> <li>9. Introduce risk-specific measures to combat metabolic syndrome</li> <li>10. Improve methods to encourage a healthy lifestyle</li> <li>11. Improve Companywide lifestyle score average (8% increase from 2017)</li> <li>12. Establish workplace activities (100%)</li> </ul>
<b>Responsibility to Shareholders and Other Investors</b>	<ul style="list-style-type: none"> <li>Improving corporate value and enhancing information disclosure</li> <li>Disclose information for institutional investors aimed at easing anticipation for growth</li> </ul>	<ul style="list-style-type: none"> <li>growth story</li> <li>Enhance opportunities for discussion with the president through IR Day events</li> <li>Deepen understanding of DENSO's growth story and sustainability management through integrated reports</li> <li>Enhance content of convocation notices for General Meeting of Shareholders and shareholder newsletters</li> <li>Hold face-to-face briefings for individual shareholders</li> <li>Disclose information for new investors via IR website</li> </ul>	<ul style="list-style-type: none"> <li>Published integrated report containing ESG information</li> <li>Developed discussions with investors specializing in ESG</li> <li>Worked to accommodate rapidly changing information disclosure expectations of investors</li> </ul>	△	<ul style="list-style-type: none"> <li>Practice conservative and proactive investor relations activities targeting institutional investors</li> <li>Enhance integrated reports</li> <li>Thoroughly report information on risks and implement response measures</li> </ul>	△	<ul style="list-style-type: none"> <li>Complete establishment of indicators and initial rating activities targeting institutional investors</li> <li>Enhance integrated reports and entrench such activities</li> <li>Complete surveys and establish response policies</li> <li>Receive awards for integrated report and thereby increase corporate recognition</li> <li>Hold dialogue days and factory tours</li> </ul>	△	<ul style="list-style-type: none"> <li>Practice conservative and proactive investor relations activities targeting institutional investors</li> <li>Enhance integrated reports</li> <li>Thoroughly report information on risks and implement response measures</li> </ul>	△	<ul style="list-style-type: none"> <li>Complete establishment of indicators and initial rating activities targeting institutional investors</li> <li>Enhance integrated reports and entrench such activities</li> <li>Complete surveys and establish response policies</li> <li>Receive awards for integrated report and thereby increase corporate recognition</li> <li>Hold dialogue days and factory tours</li> </ul>
<b>Responsibility to Business Partners</b>	<ul style="list-style-type: none"> <li>Implementing CSR activities throughout the supply chain</li> <li>Practice ongoing supply chain management</li> <li>Administer self-assessments and arrange dialogues with suppliers based on assessment results</li> <li>Conduct conflict minerals surveys, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Implement management plan indicated to the left</li> </ul>	<ul style="list-style-type: none"> <li>Administered sustainability self-assessments to 100% of applicable suppliers</li> <li>Administered conflict minerals surveys to suppliers and received responses from 100% of applicable suppliers</li> <li>Delayed scheduled CSR dialogues to revise workflows</li> </ul>	○	<ul style="list-style-type: none"> <li>Practice ongoing supply chain management (self-assessments, conflict minerals surveys, dialogues, etc.)</li> </ul>	○	<ul style="list-style-type: none"> <li>Administer CSR self-assessments to suppliers (every other year)</li> <li>Administer CSR dialogues (with around six companies)</li> <li>Conduct conflict minerals surveys (100% response rate)</li> </ul>	○	<ul style="list-style-type: none"> <li>Administer CSR self-assessments to suppliers (every other year)</li> <li>Administer CSR dialogues (with around six companies)</li> <li>Conduct conflict minerals surveys (100% response rate)</li> </ul>		
<b>Responsibility to Global and Local Communities</b>	<ul style="list-style-type: none"> <li>Promoting activities unique to DENSO</li> <li>Expand global traffic safety activities</li> <li>Formulate DENSO Group traffic safety policy</li> <li>Formulate and review global KPIs for the reduction of traffic accidents</li> <li>Continued promotion of Green &amp; Clean activities</li> </ul>	<ul style="list-style-type: none"> <li>1. Global promotion of traffic safety activities</li> <li>Enhance activities on a Groupwide basis in Japan and at 65 Group companies overseas</li> <li>Establish DENSO Group traffic safety policy, traffic accident policy</li> <li>Complete formulation and development of global KPIs</li> <li>2. Introduce at 145 companies in Japan and overseas</li> </ul>	<ul style="list-style-type: none"> <li>Promoted traffic safety activities for local communities (undertaken by employees)</li> <li>Promoted activities on a Groupwide basis in Japan and at 65 Group companies overseas</li> <li>Established and completed deployment of DENSO Group traffic safety policy and global KPIs</li> <li>Undertook Green &amp; Clean activities at 108 companies in Japan and overseas</li> </ul>	○	<ul style="list-style-type: none"> <li>Judge feasibility of measures on a by-company basis considering conditions surrounding the COVID-19 pandemic</li> <li>Promote traffic safety activities for local communities</li> <li>Arrange Community Service Day and Communication Day (social contribution activities)</li> </ul>	○	<ul style="list-style-type: none"> <li>In new plan to be formulated based on circumstances surrounding the COVID-19 pandemic</li> </ul>	○	<ul style="list-style-type: none"> <li>In new plan to be formulated based on circumstances surrounding the COVID-19 pandemic</li> </ul>		

Sustainability Communication

Sustainability Communication		Fiscal 2020 Plan		Fiscal 2020 Results and Remaining Issues		Fiscal 2021 Initiatives		Mid-term Policy 2021 (Goals and Targets)	
Main Sustainability Themes	Priority Measures	Targets	● Goal achieved ▲ Remaining issue	Assess ○ All targets attained △ Most targets attained △ Challenge remains judging from results	Assess ○ All targets attained △ Most targets attained △ Challenge remains judging from results	Assess ○ All targets attained △ Most targets attained △ Challenge remains judging from results	Assess ○ All targets attained △ Most targets attained △ Challenge remains judging from results	Assess ○ All targets attained △ Most targets attained △ Challenge remains judging from results	Assess ○ All targets attained △ Most targets attained △ Challenge remains judging from results
<b>Sustainability Communication</b>	<ul style="list-style-type: none"> <li>Disclosing information to stakeholders and enhancing mutual communication</li> <li>Promote further measures to encourage sustainability among employees (current focus on internal measures)</li> <li>Disseminate sustainability-related information based on social expectations and demand (ongoing)</li> </ul>	<ul style="list-style-type: none"> <li>Enable all employees to convey the connection that their work has to sustainability</li> <li>Receive high evaluations from society for sustainability initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Employee awareness</li> <li>Illustrated link between work of all employees and sustainability</li> <li>Promoted global awareness-raising activities</li> <li>Advanced measures with a particular focus on manufacturing departments</li> <li>Information disclosure</li> <li>Coordinated ESG information disclosure with investor relations activities (integrated reports, ESG briefings, etc.)</li> <li>Worked to accommodate rapidly changing information disclosure expectations</li> </ul>	○	<ul style="list-style-type: none"> <li>Employee awareness</li> <li>Raise awareness of managers that will be essential to promoting employee awareness</li> <li>Ramp up efforts to raise awareness in manufacturing departments</li> <li>Information disclosure</li> <li>Disseminate sustainability-related information based on social expectations and demand (ongoing)</li> <li>Coordinate ESG information disclosure with investor relations activities</li> </ul>	○	<ul style="list-style-type: none"> <li>Employee awareness (ongoing)</li> <li>Enable all employees to convey the connection that their work has to sustainability</li> <li>Information disclosure (ongoing)</li> <li>Receive high evaluations from society for sustainability initiatives</li> </ul>	○	<ul style="list-style-type: none"> <li>Employee awareness (ongoing)</li> <li>Enable all employees to convey the connection that their work has to sustainability</li> <li>Information disclosure (ongoing)</li> <li>Receive high evaluations from society for sustainability initiatives</li> </ul>