

Fiscal 2023 Results and Issues, and Future Initiatives

Assessment ◎ All targets attained ○ Most targets attained △ Challenges remain judging from results × No progress made

Corporate Governance		Fiscal 2023 Plan		Assessment	Fiscal 2024 Initiatives
Sustainability Themes	Priority Measures and Targets	Fiscal 2023 Results and Remaining Issues (● Goals achieved ▲ Remaining issues)			
Corporate Governance	<ul style="list-style-type: none"> Operating internal control system, including at Group companies 	<ol style="list-style-type: none"> Provision of support to outside Board members and outside Audit & Supervisory Board members <ul style="list-style-type: none"> Eliminate information gap with inside officers Oversight by the Board of Directors <ul style="list-style-type: none"> Enhance ideas for improving corporate value Deepen strategic discussions Dialogue with stakeholders <ul style="list-style-type: none"> Increase discussion and reporting from the perspective of stakeholders 	<ul style="list-style-type: none"> Disclosed information about important matters in a timely manner <ul style="list-style-type: none"> Examined collaborations with other companies; reported on items pertaining to information security and other risks Strengthened understanding of business through on-site tours <ul style="list-style-type: none"> Participated in management discussions via visits to domestic Group companies (total of 10 people at four companies) Systematically put strategic discussions on agenda for Board of Directors' meetings <ul style="list-style-type: none"> Discussed topics such as semiconductor strategy, analysis of competitors, and activities to ensure economic security, etc. Established opportunities for discussions outside of Board of Directors' meetings <ul style="list-style-type: none"> Executive Workshop: Discussions on enhancing perspectives of company management and the scope of new businesses pertaining to flow of five elements, etc. Enhanced discussion of strategies by deliberating on individual investments <ul style="list-style-type: none"> Further increased opportunities for on-site visits Had various personnel explain agenda items Addressed the large information gap between inside and outside officers in terms of stakeholder dialogue 	<ul style="list-style-type: none"> Systematically put strategic discussions on agenda for Board of Directors' meetings <ul style="list-style-type: none"> Cover topics such as business portfolio, investment in human resources, sustainability, capital cost-oriented management, semiconductors, etc. Delegate authority to consolidate the Board's agenda items <ul style="list-style-type: none"> Facilitate transition to discussion of strategies (execution → supervision) by revising decision-making standards Utilize opportunities outside of Board meetings to deepen discussion of strategies <ul style="list-style-type: none"> Discuss business models and business strategies in a constantly changing business environment at the Executive Workshop Strengthen understanding of business by continuing and enhancing on-site tours <ul style="list-style-type: none"> Establish on-site visits involving strategic discussions Create opportunities for communication with personnel other than members of the Board of Directors <ul style="list-style-type: none"> Arrange lunch meetings between senior executive officers and Board member presenting agenda items Deepen discussions by enhancing explanations of agenda items <ul style="list-style-type: none"> Examine online participation from local personnel during explanations of agenda items pertaining to overseas matters Report comprehensively on dialogue with stakeholders 	
Compliance	<ul style="list-style-type: none"> Ensuring thorough awareness of compliance among all employees 	<ul style="list-style-type: none"> Introduce corporate ethics reporting systems at DENSO CORPORATION and domestic Group companies to appropriately address Japan's revised Whistleblower Protection Act and engage in awareness-raising activities pertaining to these systems <ul style="list-style-type: none"> Link and consolidate all other types of consultation centers (general consultation office, harassment hotline, etc.), aside from corporate ethics reporting systems Rebuild and reinforce internal reporting systems in order to steadily acquire information on misconduct from a global perspective 	<ul style="list-style-type: none"> Completed the introduction of a Business Ethics Hotline at DENSO CORPORATION and domestic Group companies in accordance with the revisions to Japan's Whistleblower Protection Act and the implementation of awareness-raising activities for this hotline Promoted steady and appropriate support via consultation centers by strengthening collaboration between the hotline and other consultation centers Confirmed the operational status of whistleblowing systems in overseas regions 	<ul style="list-style-type: none"> Promote awareness-raising activities in response to the introduction of whistleblowing systems at the Toyota Group Investigate operational status of whistleblowing systems in overseas regions and examine measures for improvement 	
Risk Management	<ul style="list-style-type: none"> Bolstering the level of risk management to enable immediate response to changes in the operating environment and put such management into practice 	<p>Priority Measures</p> <p>Strengthen risk resiliency on a Groupwide basis by promoting and entrenching global risk management activities</p> <p>Targets</p> <ol style="list-style-type: none"> Comprehensively inspect risk response activities in each functional department and complete the reflection of inspection results in each department's activities Introduce management systems for forecasting all risks in order to further enhance the "5 Step Risk Countermeasure Process"^{*1} and complete the revision of the CCM^{*2} <p>^{*1}The 5 Step Risk Countermeasure Process entails (1) prevention, (2) controlling of signs of risk, (3) initial response, (4) recovery activities, and (5) reflection. ^{*2}CCM = Crisis Communication Manual</p>	<ol style="list-style-type: none"> Shared issues via regular opinion exchanges between chief risk officer, senior executive officers of each division, and overseas CEOs and completed discussions on policy direction Completed efforts to introduce management systems for forecasting all risk items and clarify response rules in the event of a crisis (initial reporting, process for establishing task forces, etc.) in the form of the Emergency First Response Manual Strengthened risk response measures on a Groupwide basis 	<ol style="list-style-type: none"> Establish risk management structure for perpetually responding to changes in the external environment (Revamp risk management structure and strengthen risk prevention measures) Strengthen risk response measures on a Groupwide basis Bolster first response capabilities when risks occur 	
Information Security	<ul style="list-style-type: none"> Strengthening information security and raising employee awareness 	<ol style="list-style-type: none"> Implement emergency response measures in light of two incidents that recently occurred and strengthen information security with a focus on fiscal 2026 <ul style="list-style-type: none"> Prevent hacking: Thoroughly implement educational activities and training for employees. Carry out emergency inspections of servers Minimize damage through early-stage detection Establish policies aimed at realizing the following visions: <ul style="list-style-type: none"> For the Company: Ensure that all employees at all locations constantly verify safety without relying on boundaries based on rigid deterrent measures that do not interfere with reasonable employee convenience For products: Anticipate a wide range of threats and offer safety and peace of mind in the global market 	<ol style="list-style-type: none"> Implementation of emergency response measures in light of two incidents that recently occurred and strengthening of information security focused on fiscal 2026 <ul style="list-style-type: none"> Rolled out various measures to block hacking routes on a global basis (completed reinforcement measures for important divisions) Promoted the use of AI technologies to detect activities that differ from regular activities (completed global rollout) Establishment of measures to achieve the following vision <ul style="list-style-type: none"> For the Company: Ensure that all employees at all locations constantly verify safety, without relying on boundaries, based on deterrent measures that are thorough but do not interfere with reasonable employee convenience Completed the formulation of rules pertaining to the secure transfer and sharing of data. Planned for application of data protection tools in the upcoming fiscal year For products: Anticipate a wide range of threats and offer safety and peace of mind in the global market Completed the establishment of a structure to respond to overseas product security regulations and the promotion of relevant educational activities Completed the preparation of digital tools for product security confirmation. Commenced operation for IoT services Conducted investigation pertaining to improving foundation for product security and revised relevant rules. Completed introduction of risk management portal 	<ol style="list-style-type: none"> Realize zero trust security model by establishing structure for swift detection, response, and recovery, in addition to robust defensive measures <ul style="list-style-type: none"> Thoroughly implement cyberattack mitigation measures, centered on data protection, and establish operational structure for normal times and times of emergency that includes redefining each role and promoting educational activities and drills Strengthen quarantine and monitoring functions for shadow IT and internal irregularities with a view toward realizing zero trust security model Establish policies aimed at realizing the following visions <ul style="list-style-type: none"> For the Company: Ensure that all employees at all locations constantly verify safety, without relying on boundaries, based on deterrent measures that are thorough but do not interfere with reasonable employee convenience (introduce data protection, strengthen monitoring of cloud/internal irregularities) For products: Anticipate a wide range of threats and offer safety and peace of mind in the global market (steadily incorporate security features to accommodate changes in vehicle architecture, apply product privacy policies to domestic Group companies, acquire international certifications for vehicle cybersecurity, develop and expand application of operational support tools in the out-car domain) 	

Report on Social Responsibility

Assessment ◎ All targets attained ○ Most targets attained △ Challenges remain judging from results × No progress made

Sustainability Themes		Fiscal 2023 Plan		Assessment	Fiscal 2024 Initiatives
Sustainability Themes	Priority Measures and Targets	Fiscal 2023 Results and Remaining Issues (● Goals achieved ▲ Remaining issues)			
Responsibility to Customers	<ul style="list-style-type: none"> Promoting education, training, and enlightenment activities throughout the Group with a view to pursuing quality 	<ol style="list-style-type: none"> Solidify fundamental quality technologies (zero unresolved issues, cultivation of successors) Enhance activities to improve process reliability (proper operation, 100% target achievement rate) Promote the utilization of AI and big data (100% target achievement rate) 	<ol style="list-style-type: none"> Promoted development in line with plans thanks to veteran leadership based on highly difficult Companywide themes and proceeded with cultivation of successors Systematically introduced cameras to trace manufacturing defects and prevent their outflow; reduced delivery of defective products caused by human error Incorporated AI and big data analysis and ensured support for internal and external educational activities. Completed systematic cultivation of personnel who can utilize such technologies in their work 	<ol style="list-style-type: none"> Accelerate the establishment of fundamental quality-related technologies in focus fields (carbon neutrality/circular economy, electrification, new businesses) (ensure no issues go unresolved) Strengthen structure for improving product quality (eliminate delivery defects caused by human error through the utilization of cameras) Expand the applicable personnel for DOJO training and analyze the results to improve problem-solving capabilities (100% plan achievement rate) Study the history of DENSO's commitment to quality and hold training sessions at the DENSO Heritage Center to encourage employees to reflect on their behavior (100% plan achievement rate) 	
	<ul style="list-style-type: none"> Enhancing after-sale service structure 	<ol style="list-style-type: none"> Maintain customer satisfaction score of 4.0 points for home installation Stabilize repair consultation center, including during busy times of the year Maintain 80% consultation response rate Draft global medium- to long-term policies based on an awareness of circular economy/carbon neutrality and hold meetings of the Global Service Committee 	<ol style="list-style-type: none"> Attained a comprehensive score of 4.7 (out of 5) for HEMS, storage batteries (V2H), and EcoCute and Smart Airs (central air-conditioning systems). However, reexamination of operating methods necessary due to low number of "n" (11) Rate of consultation center responses 85% Formulated medium-term service policy for 2025 and communicated policy details to core overseas offices Held meeting of the Global Service Committee with overseas locations 	<ol style="list-style-type: none"> Maintain customer satisfaction (CS) score for home installation and change to format where customers can submit their feedback via forms Formulate long-term policies in light of the world view for 2035 (awareness of circular economy/carbon neutrality) Hold meetings of Global Service Committee and Local Service Committee in the post-COVID-19 era 	
Responsibility to Employees	<ul style="list-style-type: none"> Assuring respect for human rights 	<ul style="list-style-type: none"> Implement human rights due diligence in accordance with UN Guiding Principles on Business and Human Rights Identify potential human rights issues (risk assessment) Evaluate the severity of identified human rights issues (impact assessment) 	<ul style="list-style-type: none"> Completed risk assessment and identified four potential human rights risks Of the identified risks, implemented impact assessment pertaining to the rights of non-Japanese workers in Japan. Received report via third-party institution verifying the absence of any major issue that could lead to human rights risks 	<ul style="list-style-type: none"> Implement human rights due diligence in accordance with UN Guiding Principles on Business and Human Rights Entrench human rights policy (Group companies and suppliers) Introduce items pertaining to human rights for conditions of new transactions Investigate actual situation pertaining to non-Japanese technical interns 	
	<ul style="list-style-type: none"> Promoting human resource development 	<ol style="list-style-type: none"> Next-generation leaders <ul style="list-style-type: none"> Foster growth through challenging assignments Management <ul style="list-style-type: none"> Implement programs for enhancing subordinate support skills (feedback and coaching) Introduce multi-angle feedback program for identifying new growth potential Junior employees <ul style="list-style-type: none"> Strengthen fundamental skills of junior employees in their first three years through on-the-job/off-the-job training and self-study/group-study opportunities All employees <ul style="list-style-type: none"> Provide support for self-study 	<ol style="list-style-type: none"> Next-generation leaders <ul style="list-style-type: none"> Fostered growth through challenging assignments and promoted development plans Management <ul style="list-style-type: none"> Increased implementation rate of one-to-one support training; promote the cultivation of co-creation leaders that can bring out the potential of team members Introduced 360-degree feedback program in advance in certain divisions Rolled out Companywide introduction activities Junior employees <ul style="list-style-type: none"> Established three-year development curriculum and created PDCA cycle for development initiatives All employees <ul style="list-style-type: none"> Expanded internal e-learning content for self-study and utilized external educational services 	<ol style="list-style-type: none"> Next-generation leaders <ul style="list-style-type: none"> Improve diversity of and cultivate next-generation leader candidates Management <ul style="list-style-type: none"> Introduce 360-degree feedback program Companywide to identify new growth potential Implement measures for enhancing subordinate support skills (ensure measures are conducted face-to-face) Junior employees <ul style="list-style-type: none"> Collaborate with workplaces to discover and resolve issues to ensure the independence of employees in their first three years All employees <ul style="list-style-type: none"> Expand self-study support measures and increase study time 	
	<ul style="list-style-type: none"> Promoting workforce diversity 	<ol style="list-style-type: none"> Women <ul style="list-style-type: none"> Initiatives geared toward achieving targets for empowering female employees (recruitment, work-life balance, promotions) Promote recruitment of women in technical positions: Expand candidate groups by strengthening information dissemination (utilize owned and earned media) Increase rate of male employees taking childcare leave: Provide encouragement from employees in managerial positions, raise awareness through lectures and other venues Strengthen cultivation activities aimed at promotion to managerial positions Technical: Discover role models and enhance career awareness among individual female employees Business: Introduce a mentorship system <ol style="list-style-type: none"> Persons with disabilities <ul style="list-style-type: none"> Formulate details of policy for establishing multiple reemployment courses after retirement in professional roles aside from those in which employees previously served Enhance initiatives aimed at realizing active and diverse roles for all employees, regardless of age (particularly in technical positions where there are a large number of applicable employees), including revising the required retirement age for corporate officers and managers and introducing work-sharing systems Persons with disabilities <ul style="list-style-type: none"> Review conceptual medium- to long-term employment plan for persons with disabilities and draft and commence said plan in a highly effective manner Expand duties of persons with disabilities with a view toward greater recruitment: Search for new types of office support work in house Strengthen recruitment of persons with disabilities on a Groupwide basis and enhance support for making such recruitment common practice 	<ol style="list-style-type: none"> Women <ul style="list-style-type: none"> Promote recruitment of women in technical positions: Unable to achieve target of 15% (falling short at 10%) despite forming broad candidate groups and reducing incidence of refusal by prospective employees Childcare leave for male employees: Achieved 40% compared with target of 13%, owing to efforts by employees in managerial positions to encourage acquisition Appointment of female managers in technical positions: Carried out role model roundtable discussions with 300 participants and raised career awareness Appointment of female managers in business positions: Commenced mentor system via female managers. Courses taken by two female section chiefs Seniors <ul style="list-style-type: none"> Completed the introduction of the following initiatives aimed at realizing active and diverse roles for all employees, regardless of age Introduced efforts in April 2023 to establish multiple reemployment courses for instructor position or lower after mandatory retirement Eliminated retirement age for corporate officers and managers in January 2023 and introduced work-sharing systems in July 2023 Persons with disabilities <ul style="list-style-type: none"> Carried out review of conceptual medium- to long-term employment plan for persons with disabilities and began undertaking efforts to strengthen recruitment and provide support for acclimation process regarding new position Commenced the expansion of cleaning areas and work pertaining to circular economy, etc., at special-purpose subsidiary Bolstered Groupwide efforts to recruit persons with disabilities and help them acclimate to their positions 	<ol style="list-style-type: none"> Women <ul style="list-style-type: none"> Initiatives geared toward achieving targets for empowering female employees (recruitment, work-life balance, promotions) Enhance recruitment of women in technical positions: Expand broad candidate groups by strengthening PR activities and prevent incidence of refusals by prospective employees through exchanges with senior employees Childcare leave for male employees: Foster environment where it is easy to take leave through awareness-raising activities and encouragement from employees in managerial positions Appointment of female managers in technical positions: Discover and expand number of role models and enhance awareness between employees and their supervisor with a view toward promotion to team leader Appointment of female managers in business positions: Enhance awareness between employees and their supervisor with a view toward promotion to team leader, hold individual interviews with employees and propose resolutions to their issues Seniors <ul style="list-style-type: none"> Formulate medium- to long-term policies and plans with a focus on the further progression of the aging society Promote prompt career awareness-raising activities for employees in their 50s Persons with disabilities <ul style="list-style-type: none"> Implement recruitment plans for persons with disabilities Expand scope of duties for persons with disabilities Bolster Groupwide efforts to recruit persons with disabilities and help them acclimate to their positions 	

<p>■ Promoting occupational safety</p>	<p>1. Conduct on-site safety inspections and guidance by senior management</p> <ul style="list-style-type: none"> Identify issues through safety communication activities and promote relevant improvements Strengthen communication with Group companies through comprehensive manufacturing cross-checks Conduct on-site safety inspections and guidance for "Grade 1 accidents" by senior management involved in manufacturing at the head office and regional headquarters <p>2. Prevent explosions, fires, major accidents, and Grade 1 accidents</p> <ul style="list-style-type: none"> Confirm the effectiveness and appropriateness of measures to prevent recurrence, on-site Enhance safety structure through inspections and support <p>3. Reinforce the Group's safety management frameworks</p> <ul style="list-style-type: none"> Pass on safety knowledge through classes provided by the DENSO Heritage Center and on DENSO Group Safety Day Foster a risk assessment (an RA) culture by strengthening RA equipment frameworks and operational support Establish and roll out systems for strengthening the management of chemical risks 	<p>● Incorporated plans to reduce the number of employees in each division with a view to entrenching the importance of not touching moving parts of machinery in order to prevent Grade 1 accidents, and conducted on-site safety inspections by senior management of the Company and Group companies and via third parties (DNJP: Safety communication; Group companies: Comprehensive manufacturing cross-checks + Pre-QC diagnosis), thereby realizing safety targets</p> <p>● With regard to fires and explosions, thoroughly implemented prevention measures and conducted on-site inspections of safety management status via specialists as well as third parties and promoted ongoing improvement measures, thus achieving the target of no major accidents</p> <p>▲ Unable to achieve safety score targets only at certain domestic Group companies</p>	<p>○</p> <ul style="list-style-type: none"> Have no major accidents, explosions, or fires (DENSO Group) Halve number of serious accidents in fiscal 2026 (less than 2 at DNJP, 4 at domestic Group companies, and 5 at overseas Group companies)
<p>■ Promoting employee health</p>	<p>1. Formulate and clarify a solid medium- to long-term employee health scenario (vision for 2025)</p> <ul style="list-style-type: none"> Clarify output and targeted outcome for each initiative, formulate resource plan <p>2. Examine and roll out measures for fostering a sense of health responsibility among all employees</p> <ul style="list-style-type: none"> Disclose health-related data by department <p>3. Promote measures to prevent lifestyle diseases (prevention, early detection, treatment)</p> <ul style="list-style-type: none"> Rate of employees receiving specialized health guidance: 100%; completing health guidance program: 80% <p>4. Promote measures to address mental health issues (prevention, early detection, treatment)</p> <ul style="list-style-type: none"> Foster an environment and culture of promptly detecting signs of illness Create frameworks for preventing long-term leave due to mental illness in collaboration with each workplace <p>5. Provide Groupwide health support</p> <ul style="list-style-type: none"> Offer support measures for lifestyle diseases and mental health (introduce examples of successful initiatives, etc.) Recommend application to the Certified Health & Productivity Management Organization Recognition Program 	<p>1. Formulate and clarify a solid medium- to long-term employee health scenario (vision for 2025)</p> <ul style="list-style-type: none"> Drafted a long-term vision for 2035, established the direction for which we should aim, and clarified specific measures to be implemented by 2025 <p>2. Examine and roll out measures for fostering a sense of health responsibility among all employees</p> <ul style="list-style-type: none"> Distributed a message from the president (video) to encourage independent actions for better health (each workplace and Group company) Provided health-related data by department to promote actions for improvement (monthly) Held seminars to encourage employees to change behavior (seven sessions) Fiscal 2023 lifestyle score target: 77.0 → Results: 74.5 (up 0.5 year on year) Enhanced the provision of information to workplaces and to individuals (data, examples of successful initiatives) <p>3. Promote measures to prevent lifestyle diseases (prevention, early detection, treatment)</p> <ul style="list-style-type: none"> Rate of employees receiving specialized health guidance: 96.0% (up 10.6pp year on year); completing health guidance program: 90.1% (up 26.1pp year on year) <p>4. Promote measures to address mental health issues (prevention, early detection, treatment)</p> <ul style="list-style-type: none"> Provided data on trends of employees taking leave of absence, launched mental health support website, and strengthened information provision Increasing trend of employees taking leave of absence Providing support for individual stress management and enhancing efforts to predict and prevent stress through the use of data <p>5. Provide Groupwide health support</p> <ul style="list-style-type: none"> Established shared Groupwide targets, offered assistance and opportunities for individual opinion exchanges to 53 Group companies to provide them with support Companies authorized under the Certified Health & Productivity Management Organization Recognition Program: 41 (increase of 2 year on year) 	<p>○</p> <p>1. Set target values that positively impact each workplace and individual</p> <ul style="list-style-type: none"> Establish shared Groupwide KPIs for the next period and make them well-known <p>2. Foster a sense of health responsibility among all employees</p> <ul style="list-style-type: none"> Provide data by workplace and make dialogue engagement in the office commonplace Identify and support workplaces needing improvement based on data <p>3. Promote measures to prevent lifestyle diseases</p> <ul style="list-style-type: none"> Percentage of employees needing specialized health guidance: 22% or less Rate of employees who received such guidance receiving examinations from medical institutions: 95% or more <p>4. Promote measures to address mental health issues</p> <ul style="list-style-type: none"> Implement self-care training for all employees Create environments where it is easy to seek help by strengthening collaboration between HR and each workplace
<p>Responsibility to Shareholders and Other Investors</p>	<p>■ Improving corporate value and enhancing information disclosure</p> <ul style="list-style-type: none"> Plan and carry out communication events and tools for stakeholders Enhance efforts to communicate the opinions of investors to management and other relevant personnel 	<ul style="list-style-type: none"> Held DENSO DIALOG DAY , briefings on semiconductor business, and on-site tours of CO₂ recycling facility and electrification plant Integrated report: <ul style="list-style-type: none"> Received the Silver Award for excellence of the WICI Japan Integrated Report Award 2022 Received the "Excellence Award" at the NIKKEI Integrated Report Award 2022 (first time) Included in the "Most-Improved Reports" category by the Government Pension Investment Fund (GPIF)'s asset managers entrusted with domestic equity investment Received a second-place ranking in the Automobiles/Parts/Tires division of the 2022 Award for Excellence in Corporate Disclosure Commenced disclosure of status of dialogue on corporate website Revised activities for reporting investor feedback internally Discovered and fleshed out details of technology topics to communicate externally 	<p>○</p> <ul style="list-style-type: none"> Communicate IR information in a manner that meets stakeholder needs and encompasses key areas
<p>Responsibility to Business Partners</p>	<p>■ Implementing CSR activities throughout the supply chain</p> <ul style="list-style-type: none"> Gain more detailed understanding of human rights within the supply chain Investigate the status of and conduct due diligence regarding workers from overseas and non-Japanese technical interns Conduct supplier-based and/or local due diligence, an issue gaining the attention of stakeholders (scheduled implementation domestically and in Thailand) Expand conflict minerals investigation to include cobalt and mica (conduct investigation if mica becomes applicable) 	<ul style="list-style-type: none"> Completed investigation and due diligence regarding workers from overseas and non-Japanese technical interns Conducted due diligence on (dialogue with) key domestic suppliers. Planned the enhancement of human rights due diligence at overseas Group production companies, prior to suppliers (human resources division) Organized policies and investigation methods for cobalt and mica in fiscal 2023 and planned for implementation in fiscal 2024 	<p>○</p> <ul style="list-style-type: none"> Deepen sustainability activities for human rights and labor, etc., within the supply chain Introduce cobalt to conflict minerals investigation (mica not applicable) Establish response to sustainability risks as a condition for new transactions Strengthen awareness of human rights among suppliers (hold briefings, etc.)
<p>Responsibility to Global and Local Communities</p>	<p>■ Promoting activities unique to DENSO</p> <ul style="list-style-type: none"> Globally promote traffic safety activities Promote DENSO Group HEARTFUL Day (DENSO Group Community Service Day) Note: Activities to be advanced while taking steps to prevent the spread of COVID-19 	<ul style="list-style-type: none"> Traffic safety activities: Carry out initiatives at 145 companies in Japan and overseas DENSO Group HEARTFUL Day (DENSO Group Community Service Day): Carry out initiatives at 20 companies in Japan and overseas 	<p>◎</p> <ul style="list-style-type: none"> Globally promote traffic safety activities Promote DENSO Group HEARTFUL Day (DENSO Group Community Service Day)

Sustainability Communication

Sustainability Themes		Fiscal 2023 Plan		Assessment	Fiscal 2024 Initiatives
		Priority Measures and Targets	Fiscal 2023 Results and Remaining Issues (● Goals achieved ▲ Remaining issues)		
<p>■ Enhancing information disclosure and mutual communication with stakeholders</p>	<p>1. Realize strategies and establish a management structure aimed at achieving the Long-term Policy</p> <p>Incorporated sustainability KPIs into Companywide targets and established follow-up structure via upper management. Also, incorporated the achievement of sustainability KPIs as an item for calculating director remuneration in an effort to secure effectiveness</p> <p>2. Promote employee understanding</p> <p>Promoted understanding of the connection between the individual work of employees and sustainability (ongoing)</p> <p>Strengthened efforts to facilitate understanding particularly within manufacturing divisions (ongoing)</p> <p>3. Engage in external communication</p> <p>Responded to information disclosure demands in each country and disclosure needs related to ESG evaluating institutions, etc., through the promotion of information disclosure</p>	<p>● 1. Realize strategies and establish a management structure aimed at achieving the Long-term Policy</p> <p>Established KPIs for material issues and incorporated them into Companywide targets and established follow-up structure via Management Deliberation Meeting/Board of Directors. Completed incorporation of seven items among sustainability KPIs as benchmarks for calculating director remuneration. Communicated information on such efforts via DENSO Integrated Report 2022</p> <p>● 2. Promote employee understanding</p> <p>Continued to forge connections between individual goals for the fiscal year and the Sustainable Development Goals (SDGs) and carry out an initiative in which employees put an SDGs sticker on their ID badge, thereby attaining a 5% increase in the level of employee understanding</p> <p>● 3. Engage in external communication</p> <p>Enhanced information disclosure focused on environmental and human rights themes for which disclosure needs are high. Successfully improved FTSE score from ESG evaluation institutions (June 2023)</p>	<p>○</p> <p>1. Enhance level of sustainability KPIs</p> <p>Expand scope of application of KPIs, currently for DENSO CORPORATION only</p> <p>2. Promote employee understanding</p> <p>Promote understanding that is reflected in work (ongoing)</p> <p>3. Strengthen awareness-raising activities within the supply chain and among employees of procurement divisions</p> <p>4. Steadily respond to requests for new sustainability information disclosure, such as Corporate Sustainability Reporting Directive (CSRD)</p>	<p>◎</p>	