Corporate Brochure & Profile
Look at the world with a brighter vision for the future.
Cherish nature and learn to live together in harmony.
Welcome changes and meet challenges unafraid.
Embrace diversity and cooperate to enhance technologies.
More than ever before, we will value the DENSO tradition of Mono zukuri as we pursue new value and craft the core of a better future.

Providing a better future for the next generation

Look at the world with a brighter vision for the future. Cherish nature and learn to live together in harmony. Welcome changes and meet challenges unafraid. Embrace diversity and cooperate to enhance technologies. More than ever before, we will value the DENSO tradition of Mono zukuri as we pursue new value and craft the core of a better future.
DENSO will transform itself into a company that is truly inspiring to society.

Koji Arima
President & CEO

DENSO Spirit
Boldly taking on new challenges no matter what the circumstances

The DENSO Spirit is one of foresight, credibility, and collaboration. It also embodies the values and beliefs that DENSO has cultivated since its founding in 1949. The DENSO Spirit permeates the actions of all DENSO employees around the world.

Research and Development, Monozukuri, and Hitozukuri
We are committed to creating the best products.

DENSO’s three greatest strengths are its R&D, Monozukuri (the art of making things), and Hitozukuri (human resource development). By having these strengths complement each other, DENSO is able to push forward with its business activities and provide new value to society.

Global Business Foundation
Leveraging our global foundation to bring happiness to people around the world and create a better tomorrow

Aiming to be a company that can meet the needs of its various customers around the world and earn their trust, DENSO has expanded its business with 211 consolidated subsidiaries in 35 countries and regions across the globe.

For details, please see the DENSO Integrated Report 2018.
DENSO has formulated the Long-term Policy, which serves as a vision for what the Company aims to be by 2030. In addition to maximizing the value we provide through "green" and "peace of mind," two of our conventional areas of focus, we have adopted the new theme of "inspiring." Guided by these three themes, we will strive to gain the understanding of our shareholders regarding the various efforts we pursue. By combining the strengths we possess under each theme, we will generate new value for society.

Long-term Policy

Slogan
Bringing hope for the future for our planet, society and all people

Our Goal for 2030
A company that continuously generates value to enrich mobility that achieves sustainability, happiness and peace of mind for everyone

Green
Lasting vitality for the environment
Contribute to sustainability by increasing efficiency and reducing environmental impact

Peace of mind
Providing a sense of well-being
Contribute to future mobility that is safer, more comfortable and convenient for everyone

Inspiring
Making a difference
Contribute to happiness for everyone through inspiring value-added offerings

Principles
Approach and Attitude for achievement of goals

Approach
Work hand in hand with diverse partners to enrich society
- Contribute to an enriched mobile society
- Cultivate relationships to address shared goals
- Explore new business fields

Fair
Deliver value for all people worldwide
- Take the initiative in environmental stewardship
- Provide mobility for all people
- Make smart functionality the standard

Reliable
Earn people’s confidence by offering value that transcends expectations
- Generate value that addresses latent needs
- Employ comprehensive technological capabilities
- Assert a commanding edge in manufacturing

Passion & Initiative
A proactive sense of commitment to challenge for a bright future

Vision

Approach and Attitude
Open
- Contribute to an enriched mobile society
- Cultivate relationships to address shared goals
- Explore new business fields

Fair
- Take the initiative in environmental stewardship
- Provide mobility for all people
- Make smart functionality the standard

Reliable
- Generate value that addresses latent needs
- Employ comprehensive technological capabilities
- Assert a commanding edge in manufacturing

Green
- Lasting vitality for the environment
- Contribute to sustainability by increasing efficiency and reducing environmental impact

Peace of Mind
- Providing a sense of well-being
- Contribute to future mobility that is safer, more comfortable and convenient for everyone

Inspiring
- Making a difference
- Contribute to happiness for everyone through inspiring value-added offerings

Passion & Initiative
- A proactive sense of commitment to challenge for a bright future

Vision

Work hand in hand with diverse partners to enrich society
- Contribute to an enriched mobile society
- Cultivate relationships to address shared goals
- Explore new business fields
In order to fulfill our slogan of “Bringing hope for the future for our planet, society and all people”, DENSO is focusing on the fields of electrification, advanced safety and automated driving, and connected driving. We are also working to provide new mobility value and establish factory automation and agriculture as our non-automotive businesses. In these ways, we are contributing to the improvement of industrial and social productivity.

Electrification

Reducing environmental burden and realizing highly efficient mobility

DENSO has been engaged in the development of electric vehicle systems that are eco-friendly and enable even more comfortable travel. As a result, DENSO has realized high functioning, compact, and fuel-efficient products that are essential for hybrid vehicles and is producing these products around the world. Going forward, we will leverage our expansive business domains to form linkages between various in-vehicle systems and products in an effort to efficiently manage energy within vehicles. In this manner, we will further improve fuel efficiency and contribute to the conservation of energy.

Advanced Safety and Automated Driving

Realizing a safe society without accidents, and free and comfortable mobility

DENSO aims to create a mobile society without accidents and in which all people can move safely and with peace of mind. Guided by this aim, DENSO has developed vehicle, high-quality safety technologies. By enhancing our long-cultivated sensing technologies as well as our AI and information technologies, we will further contribute to the development of automated driving. Maintaining our firm commitment to quality, which we have adopted since our founding, we will deliver genuine peace of mind for the future of the mobile society.

Connected Cars

Realizing a new mobile society that connects vehicles, people, and goods

Amid the major transition from the trend of owning a vehicle to the trend of using a vehicle as a service, DENSO is pursuing efforts in the Mobility-as-a-Service (MaaS) business, which involves providing mobility services that move people and goods. Going forward, we aim to provide convenient, safe, and secure transportation methods for people with vehicles and for those without, thereby contributing to the realization of a new mobile society.

Non-Automotive Businesses (Factory Automation and Agriculture)

Contributing to improved social and industrial productivity

DENSO has a solid track record of introducing factory automation (FA) systems in 130 factories. Leveraging this record, we will propose and provide FA systems that can meet the diverse needs of our customers, thereby making extensive contributions to the development of the manufacturing industry. Also, with the aim of delivering happiness to all people through agriculture, we will draw on the expertise and know-how we have cultivated in the automotive field to offer new value in agricultural fields.

/ Create the Future /
**Research and Development**

In research and development—a starting point for creating new value—DENSO is taking steps to further strengthen planning and R&D by accurately perceiving society’s needs in order to produce competitive products. Every year we formulate roadmaps that incorporate changes in regulations and trends in the global community, deciding what R&D themes are to be started or terminated.

## Advanced Research Focused on the Future

The Advanced Technology Research Laboratories were established in 1991. These laboratories are responsible for long-term R&D and are state-of-the-art facilities. At these laboratories, we conduct research and development of future technologies looking five to 20 years ahead. We perform advanced technology research in a wide range of fields, from power semiconductors such as silicon carbide (SiC) to key AI technologies for automated driving, which has led to commercialization over the near term.

Furthermore, in order to advance the development of competitive products in accordance with our customers’ needs, we are locating R&D functions on the front lines of innovation, such as in Finland and Israel, and establishing working relationships with various like-minded partners, including local universities, research organizations, and start-up companies.

## Commitment to World-First

Based on our mission of “contributing to people’s well-being through new value creation,” DENSO is pouring its efforts into creating world-first products that contribute to the environment, security, and safety. DENSO has created many world-first products including stereo image sensors and millimeter-wave radars that help drivers to detect pedestrians and support pedestrian-avoidance steer assist systems.

## Global R&D Structure

With technical centers based throughout the world (Japan, the United States, Germany, China, Thailand, India, and Brazil), DENSO transcends the internal and external boundaries of the Company and collaborates with automakers, research institutions, universities, and other organizations to develop advanced technologies and products that meet the needs of each region.

## Strong Partnerships

DENSO provides technologies and products to the world’s automakers. As the best partner with the best solutions, DENSO collaborates with automakers to meet a wide range of end-user needs with technologies and know-how accumulated through the development of new technologies in every field.
To pursue product performance and quality, if we don’t have suitable general purpose materials, we create them. This is part of our commitment to DENSO’s Monozukuri. DENSO’s materials engineers are active on a global scale and collaborate with materials manufacturers to develop materials that help us achieve world-first products and world-best performance.

We take our abundance of data on people, products, and facilities and convert it into valuable information, such as information on signs of equipment flaws and information that contributes to expert know-how. We offer such information to people that desire it at the times they need it and in a format that they prefer. By doing so, we are accelerating activities aimed at making improvements and contributing to the growth of people. By 2020, we aim to form global linkages between our 130 plants in an effort to improve productivity on a Groupwide basis.

DENSO established a proving ground and test chambers, which was very unique for an auto parts manufacturer. These state-of-the-art facilities, equal to those of auto manufacturers, are used to ensure the quality and durability of DENSO products and technologies.

DENSO leverages world-class micro-processing and an assembly line that improves production efficiency and quality. DENSO also supports world-first products and the world’s highest level of product performance and quality from a Monozukuri perspective by designing and manufacturing its own equipment and production lines.

DENSO’s First-Class Factory IoT* That Leverages the Knowledge of People
We take our abundance of data on people, products, and facilities and convert it into valuable information, such as information on signs of equipment flaws and information that contributes to expert know-how. We offer such information to people that desire it at the times they need it and in a format that they prefer. By doing so, we are accelerating activities aimed at making improvements and contributing to the growth of people. By 2020, we aim to form global linkages between our 130 plants in an effort to improve productivity on a Groupwide basis.

Materials Technology That Creates Things That Don’t Exist
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Production Technology That Gives Shape to World-First Ideas
DENSO leverages world-class micro-processing and an assembly line that improves production efficiency and quality. DENSO also supports world-first products and the world’s highest level of product performance and quality from a Monozukuri perspective by designing and manufacturing its own equipment and production lines.

Quality Assurance That Helps Protect Precious Lives
Early in our history, DENSO established a proving ground and test chambers, which was very unique for an auto parts manufacturer. These state-of-the-art facilities, equal to those of auto manufacturers, are used to ensure the quality and durability of DENSO products and technologies.

Monozukuri
Since its inception, DENSO has thoroughly integrated in-house technologies. Through Monozukuri positive steps are taken to design and manufacture equipment, production lines, materials, and processing methods. This enables us to provide society with the world’s most advanced groundbreaking technologies and products conceived by our R&D.
In January 2016, DENSO introduced a global common personnel management system targeting the nearly 2,300 members of senior management at its headquarters and at each Group company. This system incorporates a “Global Individual Grade” that focuses on the individual capabilities of senior management members. By using a common grading tool to evaluate and promote its senior staff, DENSO allows its personnel around the world to develop their careers on a global scale. Through this system, DENSO aims to further develop its global business by recruiting employees with a diverse range of ideas and abilities.

Believing that the development of advanced engineers and technicians who enable innovative product development and production is the key to corporate growth, DENSO operates the DENSO Industrial School (offering industrial high school and specialized vocational high school courses), which carries on the tradition of the technical training schools established in 1954. In addition to domestic Group companies, this school supports the development of technicians from certain suppliers. Also, we are providing support to develop technicians at our overseas locations in such ways as establishing training facilities, introducing educational tools, sending lecturers from Japan, and accepting overseas employees as trainees at the DENSO Industrial School. Many young technicians who have participated in our educational systems have gone on to become World Skills Competition medalists who compete at the world’s highest level. At the 44th World Skills Competition, held in Abu Dhabi, United Arab Emirates, in October 2017, 17 of our technicians from Japan, Thailand, Indonesia, Vietnam, and Mexico competed in eight categories, winning gold and bronze medals.

DENSO implements an overseas training program with the purpose of having employees in their 20s to early 30s experience different value systems, cultures, and business practices and acquire the necessary experience and knowledge to be active on a global scale. Every year, nearly 100 employees enter this program and are sent to an overseas location to work for a maximum of two years. Additionally, we are actively increasing the number of opportunities for overseas employees to work at our headquarters in Japan. In doing so, we are encouraging our young employees to develop themselves from a global perspective.

“The best products are made by the best people.” DENSO has positioned associates as its most important assets. That’s why DENSO has focused on the training and skill development of employees based on the idea that human resource development supports R&D and Monozukuri.
Cultivating People in the Software Technologies

Innovations such as automated driving and connected vehicles require unique skills and expertise. DENSO is focusing on expanding the capabilities of our engineers in software-related technologies as well as optimally assigning teams to the right projects. Through our “Software Engineer Grade System,” which visualizes software engineers’ capabilities, DENSO is working to strengthen the skills of individual engineers and allocate the right talent to the right project.

Introduction of Advanced Development Method

In agile development, it is assumed that changes will occur to specifications and design from the early stages of development. Instead of strictly determining requirements from the beginning, agile development starts by breaking development work into small increments based on a flexible set of requirements and gradually moving forward with development by repeating a process that involves frequent installation and test execution. For example, mobility services, which involve providing transportation methods to people as a service, represent a new domain for both DENSO and its customers, who are automobile manufacturers. The needs of end-users are diverse and change rapidly, which means that we cannot adopt a conventional approach to development in which requirements are rigorously determined before actual development begins. Rather than waiting until requirements are determined to begin the development process, we take an agile development approach in which we work together with automobile manufacturers to expand functions while receiving feedback from end-users.

Under an approach of “Creating together with end-users,” DENSO shares the progress of project development with end-users once a week. Through this kind of close communication, we will rapidly establish a cycle of improvement within the development process.

Difference between agile development and conventional development

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Systematically cultivating and certifying people in the software technologies, and allocating the best personnel for each project

As vehicles become more connected, the presence of software technologies in the auto industry is increasing. To enhance our competitiveness in these fields, DENSO is expanding its expertise within the company, introducing advanced development opportunities and actively pursuing external collaboration, strengthening our capabilities and accelerating our overall development speed.
Strengthen External Collaboration (Technologies and Talent)

In automated driving and other new domains, response technologies that rely on software are becoming more complex and sophisticated, and the speed of technological innovation is increasing. There is a limit to what can be achieved using only the technologies that are currently available.

Through collaboration with key business partners, DENSO is working to strengthen its technological capabilities and accelerate its developmental speed by acquiring new technologies and personnel.

DENSO's Business Alliance Strategy

Through these collaborations, we have access to resources and technologies that are essential in the short-to-medium term, as well as longer-term future technologies and new business models. To attract outstanding talent in software technologies, DENSO established a branch office in Tokyo in 2016, followed by an R&D office in Shinagawa, Tokyo, in April 2018.
Thermal Systems
Providing safe, comfortable systems that use the least amount of energy possible in consideration of the environment

DENSO is using its extensive experience in thermal systems to adapt to the changes in mobility. Our focus will continue to be on reducing fuel consumption while offering comfortable thermal management systems and components.

Business Activities
- Development and production of air conditioning systems for cars and buses, truck refrigeration units, air purifiers and related air conditioning products, radiators, and cooling systems

Features
- Collective capabilities enabling systematic development and manufacturing of car air conditioning condensers
- Capabilities for developing world-first heat pump systems for vehicle electrification and cooling systems for PCUs (Power Control Units), etc.

Powertrain Systems
Providing solutions that help overcome the seemingly contradictive task of balancing the joy of driving with superior environmental performance

To reduce the environmental burden of vehicles to the greatest extent possible and offer the joy of driving well into the future, we will support the development of internal combustion engines needed by society through the pursuit of both environmental and driving performance. While continuing to provide systems and components, we will strive to create and deliver new value in order to contribute to society as a whole.

Business Activities
- Development and manufacture of gasoline and diesel engine management systems, which cover everything from combustion to intake and exhaust
- Development and manufacture of engine-related products, such as variable cam timing (VCT) systems and exhaust gas sensors; and products for drive systems, such as oil pressure control valves

Features
- We maintain and comprehensively develop a wide variety of technologies and systems that are active across a broad range of business domains related to powertrains, extending from gasoline and diesel vehicles to hybrid and electric vehicles. We are also able to manufacture products in these domains using highly advanced production techniques.
Electrification Systems
Supporting electrification in all areas of mobility to realize an enriched environment and the joy of driving

We have been engaged in the development of electrification technologies for many years. Through these efforts, we have amassed a solid production track record around the world, enhancing the performance and reducing the size of key products that are essential for hybrid vehicles while also realizing reduced fuel consumption. Moving forward, we will leverage the wide range of business fields in which we are involved to form links between various in-vehicle systems and products to thoroughly manage energy efficiency. In these ways, we will further enhance fuel performance and contribute to the conservation of energy.

Business Activities
- Development and production of hybrid and electric car drive systems, power supply and related products
- Power supply and starting system parts such as alternators and starters
- Development and production of small motor systems for automobiles, such as wiper systems, power windows, power seats, power steering, engine control motors, blowers, and cooling fans

Features
- We have the capability to comprehensively carry out development and production using our technological know-how and knowledge across a broad range of business domains, from starting/recharging products for internal combustion engine vehicles to battery-driven products such as hybrid, electric and fuel cell vehicles.

DENSÖ's advanced comprehensive systems, including sensors, semiconductors, engine control units (ECUs) and platforms will be key to safer, more secure and comfortable mobility and an accident free society. Our vision of future mobility is a safe and seamless connectivity.

Business Activities
- Development and provision of electronic systems, services, and platforms that support all aspects of mobility
- Development and manufacture of advanced safety and automated driving products, such as millimeter-wave radar sensors, vision sensors, driver status monitors, airbag systems, and electric power steering; and connected cockpit products, such as telematics control units, vehicle-to-vehicle and road-to-vehicle communication devices, head-up displays, meters, and cockpit systems

Features
- We are active in four key areas that are essential to realizing advanced driver assistance systems (ADAS) and automated driving (AD). These areas are road environment recognition, human machine interface (HMI), information and communications, and vehicle motion control technologies. We are able to undertake the development of products that draw on our comprehensive strengths in these four areas.
- By melding the unique value and performance of in-vehicle products with IT products, we are able to earn a level of trust with our customers that encourages them to continue to use our products with peace of mind. We are also able to develop products with outstanding levels of security to ensure the safety of our customers.

Mobility Systems
Aiming to realize Quality of Mobility* by achieving a three-way harmony between people, vehicles, and society as a whole

We have the capability to comprehensively carry out development and production using our technological know-how and knowledge across a broad range of business domains, from starting/recharging products for internal combustion engine vehicles to battery-driven products such as hybrid, electric and fuel cell vehicles.

Business Activities
- Development and provision of electronic systems, services, and platforms that support all aspects of mobility
- Development and manufacture of advanced safety and automated driving products, such as millimeter-wave radar sensors, vision sensors, driver status monitors, airbag systems, and electric power steering; and connected cockpit products, such as telematics control units, vehicle-to-vehicle and road-to-vehicle communication devices, head-up displays, meters, and cockpit systems

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- By melding the unique value and performance of in-vehicle products with IT products, we are able to earn a level of trust with our customers that encourages them to continue to use our products with peace of mind. We are also able to develop products with outstanding levels of security to ensure the safety of our customers.

*Refers to enhancing the quality of a mobile society and offering the joy of driving to people all over the world.
DENSO will consolidate and thoroughly enhance our cross-organizational technological development of ECUs (head), semiconductors (brain), and sensors (eyes) in order to support innovation in automobiles. Moreover, through the development of electronic elemental technologies that offer value optimized for the new mobile society, we will reduce the environmental burden and contribute to the realization of a society in which people can move safely and with peace of mind.

**Business Activities**
- Development and manufacture of powertrain control ECU, body control ECU, and other electronic devices
- Development and manufacture of in-car semiconductor sensors and microelectronic devices such as integrated circuits

**Features**
- Extensive product lineup in the field of in-car electronics and development capabilities in elemental technologies
- Advanced technological strengths capable of in-house semiconductor manufacturing
- Development capabilities in vertical integration of semiconductors* that satisfy individual product needs

*Denko-manufactured semiconductor development, from semiconductors to ECUs and actuators.

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**Non-Automotive Businesses: Factory Automation**

Enhancing the productivity of the manufacturing industry and contributing to an improved quality of life with a commitment to our long-cultivated technologies.

**Business Activities**
- 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 solutions, and provision of services

**Features**
- Integration of technologies accumulated in the automotive field and unique technologies created in non-automotive fields

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**Electronic Systems**

Driving the industry with electronic technologies to promote the widespread use of electric vehicles and automated driving.

**Business Activities**
- Development and manufacture of powertrain control ECU, body control ECU, and other electronic devices
- Development and manufacture of in-car semiconductor sensors and microelectronic devices such as integrated circuits

**Features**
- Extensive product lineup in the field of in-car electronics and development capabilities in elemental technologies
- Advanced technological strengths capable of in-house semiconductor manufacturing
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**Car Air Conditioner Assembly Process**

Utilizing our solid track record of introducing factory automation at 130 factories around the world, DENSO will propose and provide factory automation systems capable of meeting customers’ needs. Incorporating process design and on-site management know-how we have cultivated over many years of manufacturing automobile components, our lean automation packages offer automated processes incorporating robots, QR and barcodes, radio frequency identification (RFID*), and other technologies, as well as support for making improvements using IoT. Through these packages and other products, we will contribute to the evolution of the manufacturing industry.

* RFID: Radio Frequency Identification RFID is a system that uses electromagnetic waves to simultaneously scan multiple sales tags without contact.
Non-Automotive Businesses: Agriculture

Combining technologies and ideas to contribute to an enriched society where all people can live safely and with peace of mind

In addition to our accumulated technologies to control the environment in greenhouse cultivation, we will leverage the industrial technologies we have cultivated in the automotive field to accurately assess the food supply chain, enhance the efficiency of agricultural production, and realize a safe and stable supply of food.

**Business Activities**
- Development, manufacture, and sale of agricultural production equipment and cloud services, in addition to the provision of after-sale services.

**Features**
- Highly sophisticated control and sensing technologies cultivated in the automotive field.

/ Sustainability Management /

Tomato Cultivation Greenhouse
Sustainability Management

The Environment

In order to realize a sustainable mobile society that is eco-friendly and in which all people can experience happiness and peace of mind, DENSO is working to reduce the environmental impact of its business activities, while implementing environmental management that creates economic value through the pursuit of world-leading environmental efficiency and high resource productivity.

Major Action
DENSO Eco Vision 2025

DENSO Eco Vision is an action plan focused on realizing sustainable regions and societies in 2050. This latest Eco Vision sets three targets (Target 3) to be achieved in 2025: ENERGY 1/2; CLEAN × 2; and GREEN × 2. The Company will also promote 10 specific actions (Action 10) to realize these three targets in the respective categories of products, production (factories), associates (employees), and management.

Three Targets (Target 3)

- Aim to halve CO2 emissions through technologies that resolve global warming as well as energy and resource issues
- Aim to halve the amount of environmentally hazardous substances, discharge, and waste through the continuous promotion of improvements
- Aim to create environment-friendly communities through business activities that realize a harmonious coexistence with nature.

Action 10

- 01 Ultimate safety technologies
- 02 Environment Management
- 03 Emission reduction & transport
- 04 Environmentally friendly
- 05 Recyclability of parts & end-of-life products
- 06 Waste prevention & reuse
- 07 Use of green energy
- 08 Environmentally friendly
- 09 Industrial activity

External Evaluation

Through the active disclosure of environmental information, DENSO is promoting environmental communication with its stakeholders. In fiscal 2018, DENSO received a “B” ranking in CDP’s Climate Change Survey 2017.

Peace of Mind

DENSO is strengthening its efforts in the fields of factory automation and artificial intelligence. In addition to quality control activities that ensure the delivery of safe and secure products to customers, these fields contribute to the provision of products that realize open and convenient mobility, which in turn provides peace of mind. These fields also promote technological development that helps reduce traffic accidents and traffic safety activities, as well as address the issue of the declining workforce amid Japan’s population decline.

Primary Activities
Quality Assurance

DENSO, since its foundation, has promised to provide safe, reliable, and high-quality services that will satisfy customers’ needs and earn their trust. We have designated the “thorough implementation of the Quality First principle, the practice of quality assurance from the beginning of production, and the promotion of quality control with full employee participation” as our basic quality assurance policies, and we are promoting the “Customer First” principle in our product creation.

Global Traffic Safety Project

DENSO not only offers products that ensure safety, it also implements traffic safety educational activities, which are carried out by employees for members of local communities around the world. These activities focus on traffic accidents and aim to offer peace of mind to those most vulnerable to accidents, including children and the elderly (educational activities commenced in fiscal 2016 and, as of fiscal 2018, have been carried out by 63 Group companies, including DENSO CORPORATION, in Japan and 19 other countries and regions around the world).

Our employees act as models for practicing traffic safety and work to form connections with local communities. By doing so, we believe we can encourage people around the world to give consideration to sustainability.
Corporate Foundation

To conduct sound and stable business activities and realize sustainable growth amid the rapidly changing business environment, a solid corporate foundation is essential. To this end, DENSO is engaged in efforts to promote the active role of its personnel and to enhance the motivation of its employees through health management and other measures to ensure they are able to use their abilities to the greatest extent possible. DENSO is also working to strengthen information security and compliance. Efforts such as these help ensure that the Company does not damage its corporate value.

Related SDOs

| Primary Activities | Health and Productivity Management*1 | Promoting Diversity & Inclusion |

Health and Productivity Management*1

Good physical and mental health is essential for ensuring the happiness of our employees and their families, and provides the source for working in a lively and energetic manner. DENSO positions promoting the health of its employees as an important management task, and announced its Health Declaration*2 in September 2016. At the same time, to encourage activities that promote employee health and raise the level of health awareness in the workplace, DENSO is working to enhance its health-related initiatives from the perspective of both physical and mental health.

For the second year in a row, DENSO was included in the Health & Productivity Stock Selection,*3 a joint initiative carried out by the Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange (TSE), as well as the Superior Health & Productivity Companies (the White 500) Program,*4 which is promoted by the TSE and the Nippon Kenko Kaigi (Japan Health Council). In addition, eight domestic Group companies*5 have also been included in the White 500 Program.

Social Contribution Activities (Volunteer)

As a good corporate citizen, DENSO proactively undertakes community-based social contribution activities with the objective of contributing to society’s sustainable development. We want to be known as a good corporate neighbor, trusted by our communities.

Symbiosis with the environment

Preserving the rich, abundant nature of each community

In addition to promoting environmentally friendly manufacturing as part of our business activities, as a corporate citizen DENSO also undertakes environmental preservation activities in the local community.

Safe and reliable urban development

For a society where people can live with peace of mind

DENSO carries out a range of activities to ensure that people can live with peace of mind, including traffic safety and crime prevention activities and support for areas affected by natural disasters. In 2014, a group of employees was formed to carry out traffic safety educational activities on a voluntary basis.

Cultivating people

Aiming to foster children’s creativity and realize a barrier-free society

DENSO carries out various initiatives generating community interest with the aim of providing local children with opportunities to experience the fascination and joy of creating things (manufacturing) as well as promoting the independence of people with various disabilities.

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*1 “Health and productivity management” is a registered trademark of the NPO Kenko Keiei Kenkyukai.

*2 To read the entire DENSO Health Declaration, please refer to the “Sustainability Information” section of the Company’s corporate website.

*3 The Health & Productivity Stock Selection selects listed companies on the TSE that strategically consider and implement health and productivity management for their employees as a top management priority. This selection introduces the selected corporations as an attractive investment option for investors who wish to invest in companies that are making a long-term effort in the field. Together with the Denso Health & Productivity Stock Selection, eight domestic Group companies*5 were included in the White 500 Program.

*4 The Superior Health & Productivity Company (the White 500) Program is promoted by the TSE and the Nippon Kenko Kaigi (Japan Health Council). This program commenced in 2017.

*5 Including ASMO Co., Ltd., which was DENSO integrations in April 2018.
Soon after the company’s foundation in the 1950s, DENSO began establishing sporting clubs with the aim of “Generating energy in the workplace”. Today, the entire DENSO group in Japan is supporting teams and individual athletes in a variety of sports under the motto of “Let’s move hearts together through sports.”

Creating Connections with Local Communities
We wish to deepen our interaction with local communities by offering excitement to people living near Company offices and sharing with them our dreams and energy.

Passionately Enhancing Our Technological Capabilities
We develop and provide products to the teams we sponsor. Through the support we have continued to offer to motorsports since the 1960s, we have been pursuing outstanding levels of quality and world-leading advanced technologies.

Encouraging Our Employees
Through the emotions, excitement, and inspiration that come from sports, we aim to increase the vitality of the workplace.

Making Progress Together with the Sports Industry
We hope to realize people’s dreams by supporting teams and athletes that are active on a global stage. Through sports, we will show our gratitude toward society.

Teams and Athletes Representing DENSO

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<tr>
<th>Sport</th>
<th>Club Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Basketball</td>
<td>DENSO Iris</td>
</tr>
<tr>
<td>Table tennis</td>
<td>DENSO Polaris</td>
</tr>
<tr>
<td>Volleyball</td>
<td>DENSO Airybees</td>
</tr>
<tr>
<td>Softball</td>
<td>DENSO Bright Pegasus</td>
</tr>
<tr>
<td>Long-distance running</td>
<td>DENSO Fleet Serose</td>
</tr>
<tr>
<td>Boating</td>
<td>DENSO Boating Club</td>
</tr>
<tr>
<td>Nine-member volleyball</td>
<td>DENSO TEN Red Phoenix</td>
</tr>
<tr>
<td>Short-distance running</td>
<td>Konatsu Hasumi</td>
</tr>
<tr>
<td>Alpine skiing</td>
<td>Nana Fujimoto</td>
</tr>
<tr>
<td>Ice hockey</td>
<td>Mariko Nagano</td>
</tr>
<tr>
<td>Archery</td>
<td>Ren Hayakawa</td>
</tr>
</tbody>
</table>

/ Sports Activities of DENSO Group /
Powertrain Systems

Gasoline Direct Injector
High Pressure Pump
VCT (Variable Cam Timing)
Spark Plug
Ignition Coil
Exhaust Gas Sensor
Common Rail Systems
DPF (Diesel Particulate Filter)
AT Control Valve

Electrification Systems

PCU (Power Control Unit)
Power Control Unit for FCV
Motor Generator
Lithium-ion Battery Pack
Alternator
Starter
Battery ECU
Windshield Wiper System
Power Window Regulator Motor
Mobility Systems

- Stereo Vision Sensors
- Millimeter-Wave Radar Sensor
- Instrument Cluster
- Head-Up Display Unit
- DSM (Driver Status Monitor)
- TCU (Telematics Control Unit)
- ETC 2.0 On-Board Equipment
- Car Navigation System
- Large HD Multi-Function Display

Electronic Systems

- Engine Electronic Control Unit
- Transmission Control Unit
- Powertrain Electronic Control Unit
- In-Car Semiconductor Sensor
- Wheel Speed Sensor
- Rain Sensor
- Fuel Injection ECU for Motorcycles
- SiC Power Module for Automobiles
- SiC Power Device for Audio
Non-automotive business (Factory Automation, Agriculture, Industry/Home)

Automated Modules
Environmental Control Systems for Greenhouse Cultivation
Spot Cooler
Vertical Articulated Robot
Equipment for Maintaining Freshness
HEMS (Home Energy Management System)
QR Solution Services
CO₂ Heat Pump Hot Water Supply System

/ History of DENSO /
1949
Establishment of Nippondenso Co., Ltd. (currently DENSO CORPORATION)

1953
Technical cooperation with Robert Bosch GmbH of Germany is started

1954
Establishment of technician training center

1956
Establish mission statement on which DENSO is founded

1961
Receives the Deming Prize

1966
Establishment of first overseas sales/service office in Chicago

1968
Establishment of IC Research Center

1971
Establishment of first overseas subsidiary company near Los Angeles

1972
Establishment of first overseas manufacturing companies in Australia and Thailand

1977
DENSO employee wins the Gold Medal in the WorldSkills Competition for the first time

1984
Opens Nukata Proving Ground

1985
Establishment of Nippondenso America, Inc. (currently DENSO INTERNATIONAL AMERICA, INC.) and the first overseas technical center near Detroit

1986
Renames company DENSO CORPORATION

1994
Establishment of the DENSO Philosophy

1996
DENSO recognizes the unique skills of both engineers and technicians in developing high-quality products

1994
Develop QR code technology

1996
Develop QR code technology

1996
Develop QR code technology

1997
DENSO meets with overseas manufacturers

2005
Establishment of first overseas regional training center in Thailand

2016
DENSO ECO VISION 2025

2017
Development of DENSO’s Long-term Policy 2030

History of DENSO

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2005
Establishment of first overseas regional training center in Thailand

2016
DENSO ECO VISION 2025

2017
Development of DENSO’s Long-term Policy 2030
DENSO is making efforts for accomplishing the globally shared SDGs.
**Company Profile**

<table>
<thead>
<tr>
<th>Company Name</th>
<th>DENSO CORPORATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Established</td>
<td>December 16, 1949</td>
</tr>
<tr>
<td>Head Office</td>
<td>1-1, Showa-cho, Kariya, Aichi 448-8661, Japan</td>
</tr>
<tr>
<td>Capital</td>
<td>¥1,875.5 billion</td>
</tr>
<tr>
<td>Revenue</td>
<td>Consolidated basis ¥5,362.8 billion (US$48.3 billion)*1</td>
</tr>
<tr>
<td>Operating Profit</td>
<td>Consolidated basis ¥316.2 billion (US$2.8 billion)*1</td>
</tr>
<tr>
<td>Profit*2</td>
<td>Consolidated basis ¥254.5 billion (US$2.3 billion)*2</td>
</tr>
<tr>
<td>Employees</td>
<td>171,992</td>
</tr>
<tr>
<td>Non-consolidated</td>
<td>45,304</td>
</tr>
<tr>
<td>Consolidated Subsidiaries</td>
<td>211</td>
</tr>
<tr>
<td>Affiliates under the Equity Method</td>
<td>71</td>
</tr>
<tr>
<td>Fiscal Year</td>
<td>From April 1 to March 31</td>
</tr>
</tbody>
</table>

*1: U.S. dollar amounts have been translated, for convenience only, at the rate of 110.99 yen = US$1, the approximate exchange rate prevailing on March 31, 2019. Billion is used in the American sense of one thousand million.

*2: Profit attributable to owners of the parent company.
Consolidated Revenue by Business Group

- **Non-automotive Business (Factory Automation / Agriculture, etc.)**: 3.7%
- **Other Automotive**: 2.0%
- **Electronic Systems**: 12.4%
- **Mobility Systems**: 17.0%
- **Electrification Systems**: 14.9%
- **Thermal Systems**: 26.2%
- **Powertrain Systems**: 23.8%
- **Total**: 5,362.8 billion yen (April 2018 - March 2019)

Sales of Business Partners

- **Aftermarket / Non-automotive Business**: 11.2%
- **TOYOTA Group**: 46.3%
- **TOYOTA, DAIHATSU, HINO**: 46.3%
- **HYUNDAI/KIA**: 2.5%
- **FORD**: 2.6%
- **FCA**: 4.0%
- **GM**: 4.0%
- **HONDA**: 7.8%

Revenue

- **(billion yen)**
  - 2015: 4,309.8
  - 2016: 4,627.1
  - 2017: 4,527.1
  - 2018 (fiscal year): 4,369.4
  - 2019 (fiscal year): 4,524.5

Operating Profit

- **(billion yen)**
  - 2015: 231.4
  - 2016: 315.7
  - 2017: 330.6
  - 2018 (fiscal year): 312.7
  - 2019 (fiscal year): 316.2

Profit*

- **(billion yen)**
  - 2015: 208.4
  - 2016: 246.3
  - 2017: 257.8
  - 2018 (fiscal year): 254.5

Total Assets

- **(billion yen)**
  - 2015: 5,283.3
  - 2016: 5,552.8
  - 2017: 5,158.9
  - 2018 (fiscal year): 5,164.4
  - 2019 (fiscal year): 5,192.9
Global Network

Europe
- Companies: 35
- Employees: 16,688
- Revenue: 652.5 billion yen

Asia
- Companies: 74
- Employees: 50,099
- Revenue: 1,416.4 billion yen

Japan
- Including DENSO CORPORATION
- Companies: 71
- Employees: 76,770
- Revenue: 3,266.0 billion yen

North America
- Companies: 26
- Employees: 25,126
- Revenue: 1,212.4 billion yen

Others
- Companies: 6
- Employees: 3,309
- Revenue: 72.7 billion yen

As of March 31, 2019

*The number of employees excludes personnel dispatched to consolidated companies but includes personnel on loan from consolidated companies. Temporary staff are also excluded from the number of employees.

*Consolidated revenue is from external customers.
## DENSO CORPORATION (Domestic Facilities)

**As of March 31, 2019**

<table>
<thead>
<tr>
<th>Headquarters/Plants/Laboratories</th>
<th>Main Business</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headquarters</td>
<td></td>
<td>13,744</td>
</tr>
<tr>
<td>Anjo Plant</td>
<td>Manufacture starters, alternators, inverter, and MG</td>
<td>3,275</td>
</tr>
<tr>
<td>Nishio Plant</td>
<td>Manufacture Car air conditioners, radiators, electronic diesel/gasoline fuel injection components</td>
<td>719</td>
</tr>
<tr>
<td>Takatana Plant</td>
<td>Manufacture Instrument Cluster, Head-Up Display, Millimeter-Wave Radar Sensor, Vision Sensor, various Sensors components</td>
<td>3,045</td>
</tr>
<tr>
<td>Daisan Plant</td>
<td>Manufacture ignition components, Advanced safety products, valve train components, exhaust emission control components</td>
<td>4,216</td>
</tr>
<tr>
<td>Kato Plant</td>
<td>Manufacture integrated circuits and electronic control components</td>
<td>3,527</td>
</tr>
<tr>
<td>Toyohashi Plant</td>
<td>Manufacture air conditioners and Water pump for Fuel-cell vehicle and Servo Motor module and natural refrigerant (CO2) heat pump hot water supply systems</td>
<td>1,100</td>
</tr>
<tr>
<td>Aga Plant</td>
<td>Manufacture machinery and tools</td>
<td>865</td>
</tr>
<tr>
<td>Zenryo Plant</td>
<td>Manufacture electronic fuel injection systems</td>
<td>1,058</td>
</tr>
<tr>
<td>Kosai Plant</td>
<td>Manufacture of compact motors for washer systems, power windows, etc</td>
<td>6,391</td>
</tr>
<tr>
<td>Toyohashi East Plant</td>
<td>Manufacture of compact motors for blowers, cooling fans, etc</td>
<td>756</td>
</tr>
<tr>
<td>Higashi-Hiroshima Plant</td>
<td>Research in semiconductor devices, functional materials, electronics, AI and ergonomics</td>
<td>91</td>
</tr>
<tr>
<td>Global R&amp;D东京</td>
<td>R&amp;D for advanced driving assistance, automated driving and connected field</td>
<td>213</td>
</tr>
<tr>
<td>Nokata Proving Ground</td>
<td>Test driving automotive components</td>
<td>31</td>
</tr>
</tbody>
</table>

### Branches

<table>
<thead>
<tr>
<th>Branch</th>
<th>Main Business</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tokyo</td>
<td>Research and development of semiconductor products</td>
<td>20</td>
</tr>
<tr>
<td>Tokyo</td>
<td>Design and development of automotive semiconductor products</td>
<td>34</td>
</tr>
</tbody>
</table>

### Office/Division

- Tokyo Office
- Tokyo Division
- Tokyo Division Utsunomiya Office
- Osaka Division
- Hiroshima Division
- Nagoya Office

## Group Companies

### Japan

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Main Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>IPCS CORPORATION</td>
<td></td>
</tr>
<tr>
<td>ASAMY MANUFACTURING CO., LTD</td>
<td></td>
</tr>
<tr>
<td>ANDEN CO., LTD</td>
<td></td>
</tr>
<tr>
<td>NSTEXE, INC</td>
<td></td>
</tr>
<tr>
<td>AUBASS CO., LTD</td>
<td></td>
</tr>
<tr>
<td>KYOSAN TEC CO., LTD</td>
<td></td>
</tr>
<tr>
<td>KYOSAN DENKI CO., LTD</td>
<td></td>
</tr>
<tr>
<td>SANKYO RADIATOR CO., LTD</td>
<td></td>
</tr>
<tr>
<td>J-QUAD DYNAMICS INC</td>
<td></td>
</tr>
<tr>
<td>SYSTEM JAPAN, INC</td>
<td></td>
</tr>
<tr>
<td>SHIMIZU INDUSTRY CO., LTD</td>
<td></td>
</tr>
<tr>
<td>3D INCORPORATED</td>
<td></td>
</tr>
<tr>
<td>SOKEN, INC</td>
<td></td>
</tr>
<tr>
<td>TD MOBILE CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENSO IT SOLUTIONS, INC</td>
<td></td>
</tr>
<tr>
<td>DENSO IT LABORATORY INC</td>
<td></td>
</tr>
<tr>
<td>DENSO ASASHIRI TEST CENTER CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENSO E&amp;M ENGINEERING SERVICE CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENSO I&amp;WATE CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENSO WAVE INCORPORATED</td>
<td></td>
</tr>
<tr>
<td>DENSO WELL CORPORATION</td>
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</tr>
<tr>
<td>DENSO AIRCOOL CORPORATION</td>
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<tr>
<td>DENSO AIRCOOL OTARI CORPORATION</td>
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<tr>
<td>DENSO AIR SYSTEMS CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENSO AIR SYSTEMS YASAKA CORPORATION</td>
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</tr>
<tr>
<td>DENSO AIR SYSTEMS YOSHIMA CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENSO SI CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENSO FA YAMAGATA CO., LTD</td>
<td></td>
</tr>
<tr>
<td>DENSO MTEC CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENSO KATSUYAMA CO., LTD</td>
<td></td>
</tr>
<tr>
<td>DENSO KYUSHU CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENSO CREATE, INC</td>
<td></td>
</tr>
<tr>
<td>DENSO COMMUNICATIONS CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENSO SERVICE OKINAWA CO., LTD</td>
<td></td>
</tr>
<tr>
<td>DENSO SERVICE NISHIYAMA CO., LTD</td>
<td></td>
</tr>
<tr>
<td>DENSO FINANCE &amp; ACCOUNTING CENTER CO., LTD</td>
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</tr>
<tr>
<td>DENSO SEIBI CO., LTD</td>
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</tr>
<tr>
<td>DENSO SOLUTION JAPAN CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENSO TAYO CO., LTD</td>
<td></td>
</tr>
<tr>
<td>DENSO DAISHIN CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENSO TECHNO CO., LTD</td>
<td></td>
</tr>
<tr>
<td>DENSO TEN LTD</td>
<td></td>
</tr>
<tr>
<td>DENSO TEN STAFF LTD</td>
<td></td>
</tr>
<tr>
<td>DENSO TEN TECHNOSEPTA LTD</td>
<td></td>
</tr>
<tr>
<td>DENSO TEN TECHNOLOGY LTD</td>
<td></td>
</tr>
<tr>
<td>DENSO ITOMI CO., LTD</td>
<td></td>
</tr>
<tr>
<td>DENSO NEXT CO., LTD</td>
<td></td>
</tr>
<tr>
<td>DENSO POWERTRAIN TECHNOLOGIES CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENSO FACILITIES CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENSO FUKUSHIMA CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENSO BLOSSOM CO., LTD</td>
<td></td>
</tr>
<tr>
<td>DENSO PRESS TECH INC</td>
<td></td>
</tr>
<tr>
<td>DENSO HOKKAIDO CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENSO MIYAZAKI, INC</td>
<td></td>
</tr>
<tr>
<td>DENSO YAMAGATA CO., LTD</td>
<td></td>
</tr>
<tr>
<td>DENSO YUSEN TRAVEL CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENSO UNITY SERVICE CORPORATION</td>
<td></td>
</tr>
<tr>
<td>DENSO REMAN CORPORATION</td>
<td></td>
</tr>
</tbody>
</table>

### Other Companies

- IPICS CORPORATION
- ASAMY MANUFACTURING CO., LTD
- ANDEN CO., LTD
- NSTEXE, INC
- AUBASS CO., LTD
- KYOSAN TEC CO., LTD
- KYOSAN DENKI CO., LTD
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- SOKEN, INC
- TD MOBILE CORPORATION
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- DENSO IT LABORATORY INC
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- DENSO I&WATE CORPORATION
- DENSO WAVE INCORPORATED
- DENSO WELL CORPORATION
- DENSO AIRCOOL CORPORATION
- DENSO AIRCOOL OTARI CORPORATION
- DENSO AIR SYSTEMS CORPORATION
- DENSO AIR SYSTEMS YASAKA CORPORATION
- DENSO AIR SYSTEMS YOSHIMA CORPORATION
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- DENSO TEN STAFF LTD
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- DENSO NEXT CO., LTD
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- DENSO FUKUSHIMA CORPORATION
- DENSO BLOSSOM CO., LTD
- DENSO PRESS TECH INC
- DENSO HOKKAIDO CORPORATION
- DENSO MIYAZAKI, INC
- DENSO YAMAGATA CO., LTD
- DENSO YUSEN TRAVEL CORPORATION
- DENSO UNITY SERVICE CORPORATION
- DENSO REMAN CORPORATION

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### Notes
- As of April 1, 2019
- Design and development of automotive semiconductor products
- Research in semiconductor devices, functional materials, electronics, AI and ergonomics
- R&D for advanced driving assistance, automated driving and connected field
### Group Companies

**North America**

<table>
<thead>
<tr>
<th>Country</th>
<th>Company Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.A.</td>
<td>DENSO INTERNATIONAL AMERICA, INC.</td>
</tr>
<tr>
<td></td>
<td>DENSO MANUFACTURING ARKANSAS, INC.</td>
</tr>
<tr>
<td></td>
<td>DENSO MANUFACTURING ATHENS, TENNESSEE, INC.</td>
</tr>
<tr>
<td></td>
<td>DENSO MANUFACTURING MICHIGAN, INC.</td>
</tr>
<tr>
<td></td>
<td>DENSO MANUFACTURING TENNESSEE, INC.</td>
</tr>
<tr>
<td></td>
<td>DENSO PERSONNEL SERVICE AMERICA, INC.</td>
</tr>
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<td></td>
<td>DENSO PRODUCTS AND SERVICES AMERICAS, INC.</td>
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<td>DENSO RENTINSURANCE AMERICA, INC.</td>
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<td>DENSO MANUFACTURING NORTH CAROLINA, INC.</td>
</tr>
<tr>
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<td>DENSO AIR SYSTEMS MICHIGAN, INC.</td>
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<td></td>
<td>DENSO TEN AMERICA Limited</td>
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<tr>
<td></td>
<td>DENSO TEN TECHNOSEPTA USA, Limited</td>
</tr>
<tr>
<td></td>
<td>FILTRATION MANAGEMENT, INC.</td>
</tr>
<tr>
<td></td>
<td>KYOSAN DENSO MANUFACTURING KENTUCKY, LLC</td>
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<tr>
<td></td>
<td>SYSTEX PRODUCTS ARKANSAS COMPANY</td>
</tr>
</tbody>
</table>

**Mexico**

<table>
<thead>
<tr>
<th>Country</th>
<th>Company Name</th>
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</thead>
<tbody>
<tr>
<td>Mexico</td>
<td>DENSO MEXICO S.A. DE C.V.</td>
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<tr>
<td></td>
<td>ASMO MANUFACTURING DE MEXICO, S.A. DE C.V.</td>
</tr>
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<td>DENSO AIR SYSTEMS DE MEXICO S.A. DE C.V.</td>
</tr>
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<td>DENSO TEND MEXICO, S.A. DE C.V.</td>
</tr>
<tr>
<td></td>
<td>HAMADEN MEXICO S.A. DE C.V.</td>
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</tbody>
</table>

**Europe**

<table>
<thead>
<tr>
<th>Country</th>
<th>Company Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nether-lands</td>
<td>DENSO INTERNATIONAL EUROPE B.V.</td>
</tr>
<tr>
<td></td>
<td>DENSO EUROPE B.V.</td>
</tr>
<tr>
<td>Belgium</td>
<td>DENSO BELGIUM N.V.</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>DENSO MANUFACTURING CZECH s.r.o.</td>
</tr>
<tr>
<td></td>
<td>ASMO CZECH s.r.o.</td>
</tr>
<tr>
<td></td>
<td>LIPLASTEC s.r.o.</td>
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<tr>
<td>France</td>
<td>DENSO AUTOMOTIVE FRANCE S.A.R.L.</td>
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<tr>
<td>Germany</td>
<td>DENSO AUTOMOTIVE Deutschland GmbH</td>
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<td></td>
<td>DENSO ADAS Engineering Services GmbH</td>
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<td></td>
<td>DENSO TEN EUROPE GmbH</td>
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<td></td>
<td>DENSO WAVE EUROPE GmbH</td>
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<tr>
<td>Hungary</td>
<td>DENSO MANUFACTURING HUNGARY LTD</td>
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<td>Italy</td>
<td>DENSO ITALY S.R.L.</td>
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**Remarks:** Below table shows 'Country or Region name'.

As of April 1, 2019

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**DENSO Website**

〈Global Network〉

09

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10
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**Remarks:** Below table shows 'Country or Region name'.
Directors / Audit and Supervisory Board Members

**Directors**

*Member of the Board>*

- Koji Arima
- Yasushi Yamanaka
- Hiroyuki Wakabayashi
- Akio Toyoda
- Shigeki Kushida

*Representatives*

- Atsuhiko Shimmura
- Shoji Tsuzuki
- Outside Member of the Board

**Audit and Supervisory Board Members**

- Audit & Supervisory Board Member
  - Motomi Niwa
  - Koji Arima
  - Atsuhiko Shimmura
  - Outside Audit & Supervisory Board Member
  - Haruo Kitamura

**Outside Members**

- Outside Audit & Supervisory Board Member
  - George Olcott
  - Yuko Mitsuya

- Outside Audit & Supervisory Board Member
  - Shigeki Kushida