

Fiscal 2018 Results and Issues

Area	2025 Goals/ Action No.	Sixth Phase of Environmental Action Plan			2018 Results Note: Figures in parentheses indicate rate of progress.	Assess-ment	2019 Plans
		Initiatives	2020 Goals	2018 Plans			
Eco products	ENERGY 1/2 ①	① Improve fuel efficiency	CO2 emissions of all new vehicles equipped with DENSO products compared with FY2013	· Enhance injector development	· Completed basic design of common rail system	✓	· Increase power train and air-conditioner efficiency · Search for and initiate new themes
	CLEAN x 2 ④	Replace environmental impact substances	Minimize environmental impact with regulatory trends in mind	· Switch to SoC, strengthen management	· Promoted switch	✓	· Complete switchover
	GREEN x 2 ⑦	Microalgae biofuel	Green environment-related business scale 1.5 times compared with 14 years ago (non-consolidated)	· Outdoor culture demonstration: Improve productivity	· Established outdoor stable cultivation technology	✓	· Outdoor culture demonstration: Improve productivity

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Eco factories	ENERGY 1/2 ②	<ul style="list-style-type: none"> <li>① Reduction in production CO2 emissions Basic unit reduction (t-CO2/hundred million yen)</li> <li>② Reduction in distribution CO2 emissions</li> </ul>	<ul style="list-style-type: none"> <li>① Production CO<sub>2</sub> (<u>basic unit</u>) <ul style="list-style-type: none"> <li>•Down 30% compared with consolidated FY2013</li> <li>•Down 40% compared with non-consolidated FY2013</li> </ul> </li> <li>② <u>Distribution CO<sub>2</sub></u> down 8% compared with FY2013</li> </ul>	<ul style="list-style-type: none"> <li>① Non-consolidated: Down 25% compared with FY2013 Group in Japan and overseas: Down 32% compared with FY2013</li> </ul>	<ul style="list-style-type: none"> <li>① Non-consolidated: Down 26% compared with FY2013 Group in Japan and overseas: Down 32% compared with FY2013</li> <li>② 1.58 (98.9%)</li> </ul>	✓	<ul style="list-style-type: none"> <li>•Promote development plans</li> <li>•Promote lateral rollout and strengthen support</li> </ul>
	CLEAN x 2 ⑤	<ul style="list-style-type: none"> <li>[Resource recycling]</li> <li>① Reduce emissions</li> <li>② Advance zero emissions</li> <li>③ Pursue zero landfill</li> <li>④ Reduce packaging materials</li> <li>[Water]</li> <li>⑤ Water management</li> <li>⑥ Water reduction</li> <li>[Chemical substances]</li> <li>⑦ Environmental burden material risk reduction</li> <li>⑧ Earth issue initiatives</li> </ul>	<ul style="list-style-type: none"> <li>•Emissions Non-consolidated compared with FY2004 Global Group companies top level in each country</li> <li>•Waste materials Down 25% compared with non-consolidated FY2013 Global Group companies top level in each country</li> </ul>	<ul style="list-style-type: none"> <li>[Resource recycling]</li> <li>① Non-consolidated: &lt; 59.2</li> <li>② Establish promotion system</li> <li>③ Continue zero emissions</li> <li>④ Basic unit &lt; 3.05</li> <li>[Water]</li> <li>⑤ Formulate plans at each company</li> <li>⑥ Establish measurement system</li> <li>[Chemical substances]</li> <li>⑦ Review evaluation index</li> <li>⑧ Track performance of six gases/VOCs, etc.</li> </ul>	<ul style="list-style-type: none"> <li>•Emissions: 5.58 t (102%)</li> <li>•Promotion of zero emissions [increase in recycling quality (100%)]</li> </ul>	✓	<ul style="list-style-type: none"> <li>[Resource recycling]</li> <li>① Promote and follow up on plans</li> <li>② Formulate and promote Companywide plan</li> <li>③ Promote ongoing zero emissions efforts</li> <li>④ Promote and follow up on plans</li> <li>⑤ Plan and promote based on assessment</li> <li>⑥ Launch water measurement, promote reductions</li> <li>⑦ Create assessment index, test, establish elimination plans, etc.</li> <li>⑧ Ongoing monitoring, ascertain current situation</li> </ul>
	GREEN x 2 ⑧	Rich greenery creation	Rich greenery assessment index Two times compared with FY2013	•Promote green construction with redevelopment plan Promote construction on the greening of parks, etc.	•Completed FY2018 plan	✓	•Promote FY2019 plan

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Eco-friendly	ENERGY 1/2 ③	Reduction of off-site transportation energy	Off-site transportation energy Down 30% compared with FY2013 (non-consolidated)	<ul style="list-style-type: none"> <li>Promote eco-driving and other projects</li> <li>Promote household electricity savings and other projects</li> </ul>	<ul style="list-style-type: none"> <li>Conducted eco-driving awareness month</li> <li>Developed Hello Kitty Eco Notebook</li> </ul>	✓	<ul style="list-style-type: none"> <li>Plan and promote events aimed at cultivating the next generation</li> </ul>
	CLEAN x 2 ⑥	Improve environmental awareness among all employees	S-rank certified employees 1.5 times compared with FY2016 (global)	<ul style="list-style-type: none"> <li>Promote eco action stickers and other projects</li> </ul>	<ul style="list-style-type: none"> <li>Displayed eco action stickers and action declaration posters</li> </ul>	✓	<ul style="list-style-type: none"> <li>Plan and hold environmental history exhibition</li> </ul>
	GREEN x 2 ⑨	One DENSO Action deployment	Number of participating companies 1.5 times compared with FY2015 (global)	<ul style="list-style-type: none"> <li>Promote greening and other projects</li> </ul>	<ul style="list-style-type: none"> <li>Held Green Curtain contest</li> <li>Introduced green projects at various sites</li> </ul>	✓	<ul style="list-style-type: none"> <li>Plan and promote ongoing and new events</li> </ul>
Eco-management	Value creation ⑩	<ul style="list-style-type: none"> <li>Minimize risks</li> <li>Visualize environmental value (LCA)</li> <li>Enhance EMS based on ISO</li> </ul>	Environmental infractions, etc., incidents: 0 (global)	<ul style="list-style-type: none"> <li>Strengthen Group company EMS</li> <li>Enhance information dissemination</li> <li>Put in place CO2 calculation method and structure</li> </ul>	<ul style="list-style-type: none"> <li>Conducted a compliance diagnosis on 14 Group companies</li> <li>Posted information on the corporate website</li> <li>Began research from a long-term perspective</li> </ul>	✓	<ul style="list-style-type: none"> <li>Promote 100% conformance and Group company rollout</li> <li>Strengthen green procurement in the supply chain</li> <li>Consider CO2 reduction items</li> </ul>