

Management Strategy



Message from the President

On behalf of all at the DENSO Group, I would like to take this opportunity to express our sincere gratitude for the support we have received from all our stakeholders.

My name is Koji Arima, the newly appointed president and CEO. Upon taking up my post, I would like to extend my personal greetings to all stakeholders.

Amid expectations of energy and environmental challenges as well as of an increasing number of road traffic accidents in emerging countries, the DENSO Group formulated a Mid-term Policy targeting 2018 to continue contributing to society and sustainably growing in the years to come. Under the terms of the new Mid-term Policy, we set down three fields for particular attention over the coming three years—the environment, security and safety; the aftermarket and new business; and the global market. Consideration is being given to accelerating the pace of technological developments in the environment, security and safety field and continuing diversification in terms of products and services. Raising our proposal capabilities as system supplier, we will enhance our global development, production, and quality assurance systems.

With regard to the Company's performance in fiscal 2015, the fiscal year ended March 31, 2015, revenue rose to ¥4,309.8 billion due to increases in vehicle production volumes overseas, but operating profit decreased to ¥331.4 billion due to investment in future growth and an increase in plant establishment costs. Amid an ongoing increase in vehicle production, expected to again be primarily overseas, we will step up our performance efforts in fiscal 2016 by reducing costs and improving production efficiency, as we target revenue of ¥4,470.0 billion and operating profit of ¥380.0 billion.

In addition to delivering convenience as well as the joy of driving to people all over the world, we will aim for sustainable growth and respected individual life. We will maintain the trust of all our stakeholders as we continue to contribute to the creation of a better society.

In grateful and appreciative anticipation of receiving the ongoing support of all our stakeholders,

August 2015

President and CEO

A handwritten signature in black ink, reading "Koji Arima".