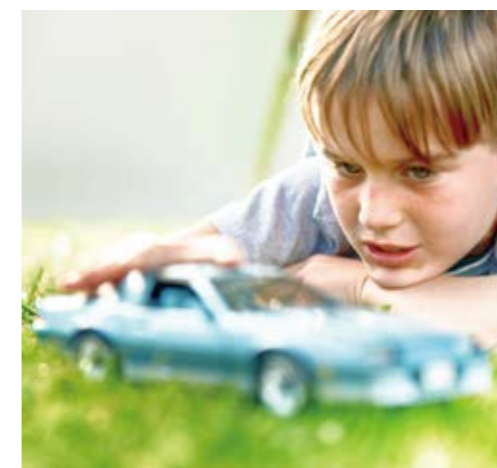


We hope...

Spearheading *Monozukuri*, "we aim to create a bright future."



"Knowing that automotive parts have been a matter of life or death in DENSO's business development for more than 60 years, I learned how necessary high quality and high precision are. As a matter of life or death, we want to show commitment to consistently high quality. That is the thought that runs through DENSO's very foundation."

Koji Arima, President & CEO

"Clearing a 1,000-hour endurance test to bring to fruition absolutely unbreakable products was astonishingly brief. It's a battle of one in a million. Although not a soaring achievement, I would like to repeat the seesawing and move forward little by little."

Masahiko Miyaki, Executive Vice President and Board member who oversees overall production

"Continuing to demonstrate theories that exceed customer expectations is essential in gaining trust. For that reason, we must not assume that customer trends have their own logical categories. We have to gather more multi-faceted information, rack our brains for wisdom and form every hypothesis."

Haruya Maruyama, Executive Vice President and Board member who oversees sales & marketing

"When taking on new challenges, the more we know, the more the thinking is that we are never likely to succeed and the normal thing to do in the end is to give up. However, a company that will not give up under those circumstances is DENSO. The thought that 'we view development as really something for the benefit of the world' has become a driving force."

Yasushi Yamanaka, Executive Vice President and Board member who oversees future creation technology

DENSO's Mission

Contributing to a better world by creating value together with a vision for the future

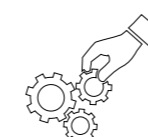
KEY FIGURES



R&D expenditure
(as a proportion of revenue)



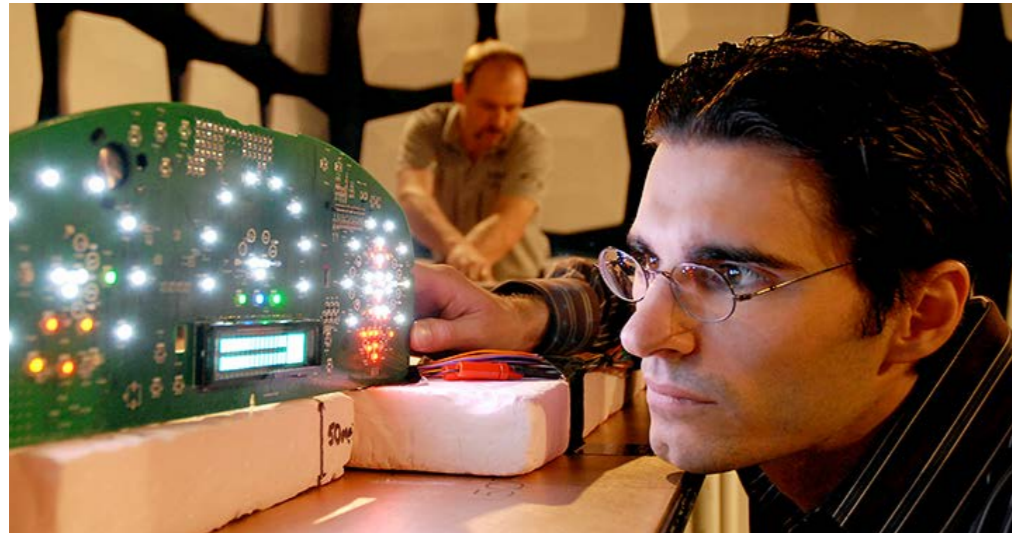
399.3 billion yen (9%)



Number of worldwide patents held



Approx. **38,000**



"Rather than focusing on short-term profit, DENSO is a company that aspires to long-term sustainable growth and aims to consistently deliver joy and new value to society for the future. It is precisely because DENSO is a company that aims to foster growth in people and communities that we are able to bring these kinds of ideas to fruition."

Manager, North American Regional Headquarters

"Maintaining close relationships with customers and following a way of working that emphasizes teamwork are of vital importance in verifying the real situation on the front line of manufacturing. Doing things that our competitors have yet to do—that is what I feel is the essence of DENSO."

Manager, European Regional Headquarters

"The way we see it, we are strongly committed to turning the negative aspects of society into positive situations. In other words, beyond society we would like to be of immediate assistance to someone and make them smile."

Manager, South China Regional Headquarters

On a global scale

Expanding onto the world stage

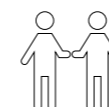
KEY FIGURES



Development regions /
Number of bases
(Number of consolidated
subsidiaries)

35 countries and regions

188 bases



Number
of employees

151,775



"The overcoming of a number of difficulties together, that is what DENSO means to me. Going forward with high aspirations, I would like to continue to confront challenges that makes the impossible possible. I am fully expecting that DENSO will propose technologies that provide new value to society in the years to come."

Manager in charge of development at automaker

"A corporation representative of the local area, DENSO is a company that I have known since childhood. It is not only a business but also proactively serves as a member of our community, for example, by participating in local cleanup activities. I find its attitude of trying to coexist with society very impressive. DENSO is a company that is indispensable to this area."

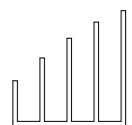
Local resident living in the vicinity of DENSO headquarters



To connect to society

That feeling of satisfaction when delivering to society

KEY FIGURES



Revenue



4,524.5 billion yen

SLOGAN

Protecting Lives,
Preserving the Planet,
and Preparing a Bright Future
for Generations to Come

Note: All the numerical data published on pages 1-4 is for the fiscal year ended March 31, 2016, or as at March 31, 2016.