

**DENSO**  
Crafting the Core

Corporate Profile



**ZERO**

DENSO aims to be an inspiring company that creates a brighter future for all people through its commitment to being "Green" and creating "Peace of Mind."



We will take on the challenge of achieving the ultimate zero and creating new value, in order to contribute to mobility and society as a whole.

Our mission is to contribute to a better world. We want to help power society's shift to green, safe and worry-free mobility. Everything we do is to advance us toward our Two Great Causes – Green and Peace of Mind. To achieve our vision for Green, we aim to achieve net-zero CO<sub>2</sub> emissions and a carbon-neutral society by capturing CO<sub>2</sub>, both in our production facilities and with our products. For Peace of Mind, we aim to realize zero traffic fatalities. In both domains, we will achieve our ultimate goal of zero.

As global issues such as environmental problems and resource shortages become more serious, it is our mission to create value for mobility and society as a whole, contributing to the realization of a circular society.

In the future, as vehicles become more advanced and connected to drivers and infrastructure, we must create new products and services quickly by combining diverse technologies. We will strengthen our ability to adapt to change, continue to create new value with our partners, and increase recycling for mobility and society as a whole.

President & CEO Representative Member of the Board

# DENSO at a Glance A Quick Guide to DENSO

## Past

History to the present

### Management Foundation & Policy

Since our founding in 1949, we have built our foundation on "DENSO Quality First." We operate our business based on our long-term policy.

### 1949



NIPPONDENSO CO., LTD., split from Toyota Motor Co., Ltd., and was established as a separate entity

### 1953



Started technical cooperation with Robert Bosch GmbH of Germany

This agreement allowed us to expand our technical expertise using knowledge from outside the company, to achieve world-class engineering.

### 1956

Created the mission statement on which DENSO is founded

It was established in order to maintain and further develop the spirit of our founding.

### 1961

Received the Deming Prize, one of the most prestigious awards for quality control

The efforts made by all of our employees to win the prize laid the foundations for our culture based on the concept of "Quality First."



### R&D, Manufacturing

We strive to develop technologies with a vision of the future. We continue to improve our manufacturing capabilities to make the impossible possible.

### 1954



Established the Technical Training Center

The principles of "Monozukuri is Hitozukuri (our performance relies on our people)" and "engineering and technique, hand in hand" are still being practiced today.

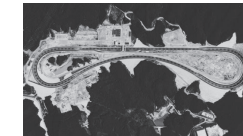
### 1968



Established the IC Research Center

In-house R&D of integrated circuits (IC) was launched at an early stage, in anticipation of electronic control for automotive components. Today, electronic components are some of the main products that we sell.

### 1984



Opened Nukata Proving Ground

We opened a test course at a comparatively early stage for a parts manufacturer. We have evaluation facilities equivalent to those of automakers, to help us ensure product performance and quality that exceeds our customers' expectations.

### Global Deployment

We were quick to launch in various countries to meet the needs of customers. We operate both manufacturing plants and R&D centers all over the world.

### 1966



Established a sales office in Chicago and branch offices in Los Angeles, USA

The first sales office outside of Japan was established in anticipation of global trends such as trade liberalization.

### 1972



Established NIPPONDENSO (AUSTRALIA) PTY. LTD., and NIPPONDENSO THAILAND CO., LTD., our first manufacturing companies located outside of Japan

We decided to manufacture products near to our customers, in order to better meet their needs.

## Past

History to the present

### Management Foundation & Policy

**1996**

Adopted our new corporate name, **DENSO CORPORATION**. The company name was changed from NIPPONDENSO to DENSO. Removing "Nippon," the Japanese word for Japan, reflects our aims of being a truly global company.

**2017**

Created the DENSO Group Long-term Policy

The slogan of this plan is "Bringing hope for the future for our planet, society and all people."

### R&D, Manufacturing

**1991**

Opened DENSO Research Laboratories

We carry out R&D on new technologies that may emerge in the next 5 to 20 years. Our research covers a range of topics, from semiconductor materials to microalgae that produce oil.

**2015**

Establishment of the global R&D system

DENSO develops cutting-edge technologies and products in collaboration with internal and external partners, including automakers, research institutes, and universities, through its global technical centers (located in Japan, the U.S., Germany, China, Thailand, India, and Brazil).

### Global Deployment

**2004**

DENSO Spirit

The DENSO Spirit is one of foresight, credibility, and collaboration. It expresses values and beliefs shared by our employees around the world that have driven us to contribute to the automotive industry and society as a whole since our establishment in 1949.

**2016**

Introduced a global common personnel management system

DENSO introduced a global common personnel management system targeting the 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.

## Present

DENSO in figures

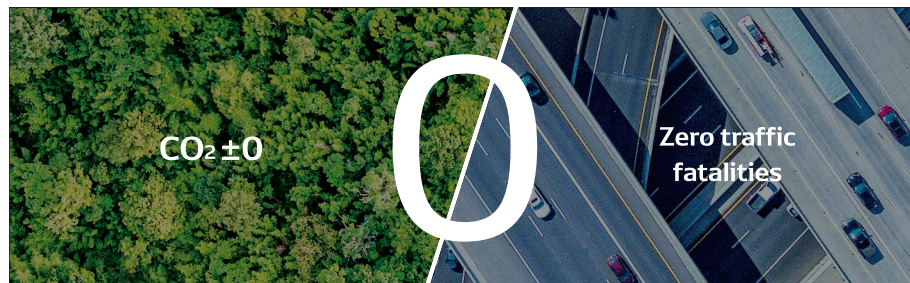
Employees <b>154,716</b>	Consolidated Revenue <b>¥7.5 trillion</b>	World-First Products <b>over 180</b>	Patents Held <b>36,000</b>
Medals at the WorldSkills Competition <b>81</b>	Global Network <b>35 countries and regions</b>	Overseas Revenue Ratio <b>59%</b>	

As of March 31, 2026

## Future

Future vision

We are in the pursuit of "zero" in the fields of "green" and "peace of mind."



### Deepening Collaboration between DENSO and Suppliers

With the aim of realizing carbon neutrality, DENSO is working with its suppliers to visualize CO<sub>2</sub> emissions throughout its supply chain. Having shared specific CO<sub>2</sub> emissions reduction targets with 360 major suppliers, we are promoting various initiatives to attain these targets.



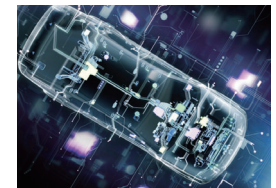
### Realizing New Monozukuri through Unflinching Efforts and Innovative Technologies

DENSO is thoroughly implementing energy-saving activities, which have always been one of its strengths, and securing and utilizing renewable energy sources, including the utilization of carbon credits. In addition, we are developing innovative energy-creating technologies by combining our many different types of manufacturing expertise. At model plants in Japan, we will verify and enhance the leading-edge technologies required for energy creation and then incorporate them into optimal energy creation activities tailored to the energy situations of respective regions.



### Strengthening Powertrain Systems

To respond swiftly and proactively to diverse powertrain market needs and accelerate carbon neutrality, resources will be flexibly allocated between electrification and internal combustion, synergies will be maximized through the integration of technology and talent, and collaboration between powertrain and thermal management systems will be significantly enhanced to deliver solutions that balance energy efficiency and comfort.



## Technology Road Map

Partial Introduction of DENSO's Technological Development and Road Map  
Supporting Future Growth in Focus Fields

### Electrification and Energy Management Domains

#### Main technologies:

Systems for automatically charging BEV batteries while driving or stopped via power transmission devices embedded in the road. Viewed as a key technology by governments and industries for its potential to fundamentally address issues with BEV charging and driving distance

#### Competitiveness:

Reduces battery capacity to one-tenth while extending driving distance to virtually unlimited levels, without relying solely on battery performance, by leveraging optimized cross-domain control technologies cultivated over many years of developing electrification products

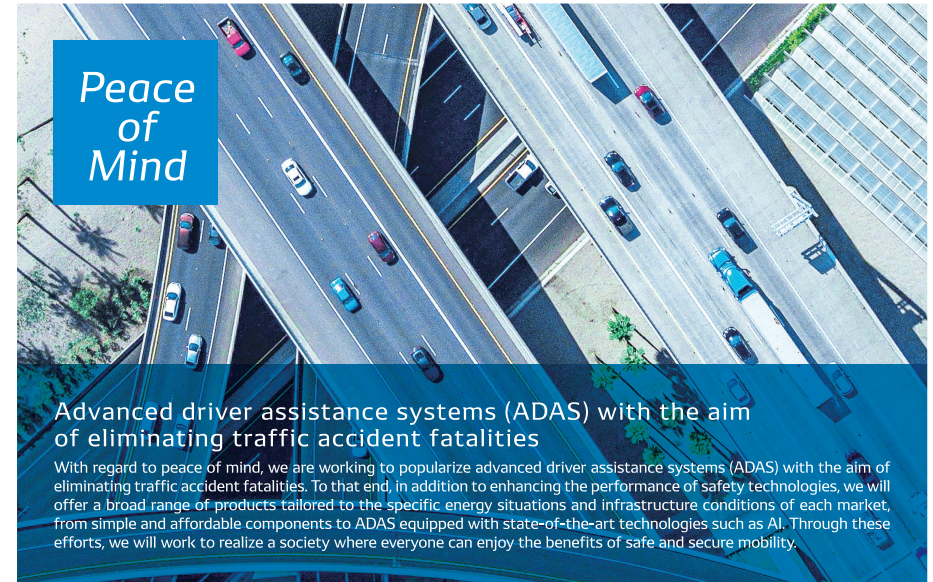
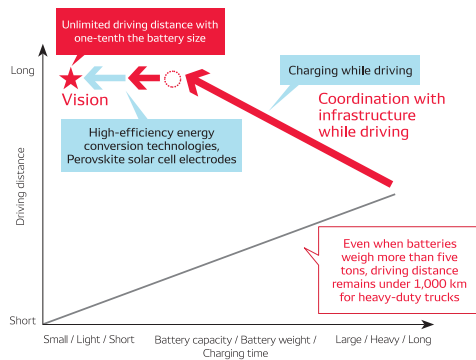
#### Issues:

Participation in large-scale projects for practical application and establishment of production systems that ensure quality for in-vehicle products

#### Road map:

Completion of technological verification, development of vehicle-mounted components, and completion of demonstration on low-speed track test. Currently implemented verification test on public roads with the aim of realizing commercialization during fiscal 2029

Changes in Battery Load and Driving Distance with Power Supplied While Driving



### Approach to Peace of Mind Strategy

DENSO aims for the elimination of traffic accident fatalities through a two-pronged approach involving the development of cutting-edge technologies that further evolve its safety products and the rollout of attractively priced safety products. By integrating the expertise in product evaluation and design gained from our long track record in the mass production of safety products, which ensures that products operate without defects and with advanced, data-driven development technologies, we deliver safety performance that users around the world can rely on with peace of mind.



### Providing Added Value with Greater Peace of Mind through an Approach Centered on Coordination between People, Vehicles, and Infrastructure

In addition to products and technologies in the advanced driver assistance systems (ADAS) domain, DENSO offers products and technologies in the human-machine interface (HMI) domain, such as driver and passenger monitoring systems. By forming linkages between control technologies in the ADAS and HMI domains, we are able to deliver integrated ADAS-HMI systems that promote coordination between people, vehicles, and infrastructure based on an understanding of not only the environments surrounding vehicles but also the people (driver and passengers) inside the vehicle. This kind of advanced system is made possible through our extensive expertise in both the ADAS and HMI domains.

By having AI study the passenger data detected and accumulated via HMI systems, our integrated systems are able to understand the state of the status of drivers, including their skill level and level of fatigue. Furthermore, by linking this information with information gained from data on the environment surrounding the vehicle captured by the ADAS system, our integrated systems can anticipate risks that the driver may not even notice. Moreover, these systems encourage behavior modification that helps drivers avoid dangers while providing them with assistance in an unobtrusive manner—an industry-first approach tailored to the driver. In these ways, our integrated ADAS-HMI systems help us realize our goal of eliminating fatalities from traffic accidents.



## Technology Road Map

Partial Introduction of DENSO's Technological Development and Road Map  
Supporting Future Growth in Focus Fields

### ADAS Domain

#### Main technologies:

Technologies that utilize AI to swiftly realize automated driving through data-driven development.  
Technologies that predict human behavior and encourage behavioral modification

#### Competitiveness:

Realize safety of automated driving technologies, leveraging track record in the mass production of ADAS.  
Provide safe mobility to all people through coordination between people and infrastructure

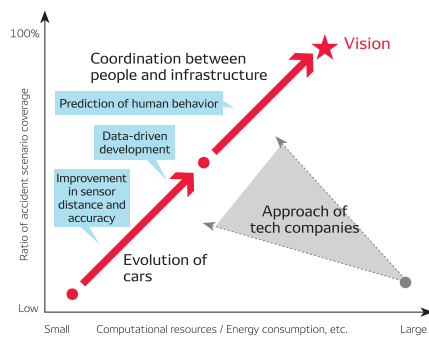
#### Issues:

Acceleration of development speed through collaboration with partner companies

#### Road map:

Utilization of data-driven development to establish automated driving technologies that can be rolled out globally.  
Aim to realize comprehensive accident scenario coverage by 2035 through the integration of people, vehicles, and infrastructure

Change in Accident Scenario Coverage through Coordination between People, Vehicles, and Infrastructure



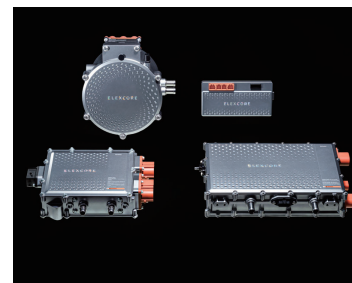
## Business Overview

## Business Overview

DENSO operates seven core businesses in a range of domains, with particular emphasis on the mobility domain. The Company has built its business portfolio with a view to creating new value for the future and enabling respective businesses to resonate together as they maximize value creation. Moreover, at present reweighting the business portfolio is a priority strategy. Even in a volatile operating environment, a reweighted business portfolio will allow us to market products and services that reflect demand and to continue to grow.

Segment	Revenue by Product (Ratio)	
Electrification Systems	¥1,433.5 billion (19.0%)	
Powertrain Systems	¥1,479.7 billion (19.6%)	
Automotive Businesses	Thermal Systems	¥1,780.4 billion (23.6%)
	Mobility Electronics	¥2,198.7 billion (29.2%)
	Advanced Devices	¥390.3 billion (5.2%)
	Factory Automation (FA)	¥148.9 billion (2.0%)
Non-automotive Businesses	Food Value Chain	

## Electrification Systems



We have downsized and improved the performance and fuel efficiency of major products that are essential in mobility solutions, in order to provide electrification systems that contribute to carbon neutrality. Leveraging DENSO's broad business domains, we connect various systems and products within the vehicle to efficiently manage electrical and thermal energy, thereby improving fuel economy, extending driving distance, and shortening charging time for enhanced convenience.

### Business Strengths

- Technological capabilities honed through vertical integration and a lineup of high-quality products that meet customer expectations
- Ability to create systems that optimize energy management in the entire vehicle
- A global five-pole production and supply system that meets regional needs around the world

### Business Strategy

Even as the trend toward electric vehicles becomes more complex, we aim to achieve a 30% share of the electrification domain by fiscal 2031 through the development of technologies ahead of our competitors, the establishment of supply capabilities that meet customer expectations, and the provision of quality that exceeds customer expectations. This is how we are contributing to the realization of a sustainable carbon-neutral society. We are further enhancing the competitiveness of our widely adopted products, such as inverters and motor generators, while advancing the development of technologies for power supply systems and energy management systems and continuing to expand our product lineup. Furthermore, we are extending our electrification technologies to support all types of electric mobility solutions beyond passenger vehicles—including two-wheelers; in-plant automated conveyance (telemotion) for factories and warehouses; compact mobility solutions; commercial, agricultural, and construction machinery; and air mobility—so that we can continue to lead the global electrification market.



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## Powertrain Systems

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We aim to minimize impact on the global environment while supporting fuel diversification and compliance with increasingly stringent regulations. By supplying high-quality systems and components, we offer solutions that balance the pleasure of driving a car with environmental performance.

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### Business Strengths

- R&D and mass production capabilities for world-first products that have driven the evolution of powertrains
- Highly reliable *Monozukuri* capabilities that support safe and secure driving of cars
- Organizational capabilities for organic collaboration among experts in powertrains

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### Business Strategy

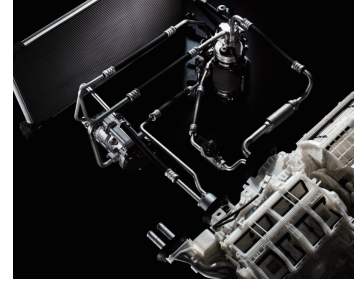
The Powertrain Systems Business has helped the spread of mobility by pursuing the simultaneous realization of lower environmental impact and convenience. Through these efforts, we have acquired additional technologies and skills. Moreover, meeting the needs of markets and customers has honed the capabilities of our personnel and organization. We have a responsibility to utilize these technologies and skills and thereby continue contributing to the realization of a sustainable mobility society. Starting in fiscal 2026, with a view to helping achieve a sustainable future while ensuring that all our personnel can continue working with enthusiasm, pride, and vitality, we will continue efforts toward internal combustion engine products throughout supply chains and commercialize new energy businesses (hydrogen) in order to effectively address ongoing needs for internal combustion engines while taking note of the recent diversification of approaches to realizing a carbon-neutral society and the resulting variety of powertrain market needs.



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## Thermal Systems

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As the company with the world's top market share in thermal products that deal with the increasing heat issues of vehicles, we see it as our responsibility to address an increasing number of thermal challenges in vehicles by applying our technologies in air-conditioning and cooling technologies to comprehensive thermal management systems for vehicles and expanding our area of contribution. By incorporating industry-leading energy-saving technologies into our thermal management products, we aim to move one step closer to carbon neutrality. At the same time, through early adoption of recycled resin and aluminum, we will lead the circular economy and pass on a sustainable global environment to the next generation.

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### Business Strengths

- Over 2,500 environmental technology patents, world-first products, and products with number one shares of global markets
- Internal co-creation that marshals technological strengths, along with customers and new partners around the world
- A regionally rooted global supply chain supporting 56 bases worldwide

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### Business Strategy

We will further refine the refrigerant, water, and air heat exchange technologies we have cultivated in automotive applications to continuously support our customers through improvements and advances in core products, thereby achieving sustainable operations. We will also expand from air-conditioning to full-vehicle thermal management, further accelerating efforts toward carbon neutrality and the circular economy, while expanding our business portfolio with products featuring enhanced environmental performance. In addition, we will take on the challenge of developing innovative technologies to "control" heat and create new value. By broadening the scope of our contributions from people and vehicles to society as a whole, we aim to provide concrete solutions to climate change.



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## Mobility Electronics

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We closely monitor the evolution of and changes in society, and accurately capture user needs amid advances in CASE, while strengthening our electronics technologies (ECUs, sensors, semiconductors) and software development capabilities. By continuously introducing products that provide new value for increasingly large-scale and software-defined mobility systems, we aim to achieve carbon neutrality and zero traffic accidents, contributing to the creation of a society where all people can access mobility conveniently and with peace of mind, enhancing the quality of mobility.

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### Business Strengths

- Broad technological expertise and implementation capabilities across all vehicle domains, enhancing efforts to create new user experiences
- Provision of compelling products that combine reliability and advanced features cultivated through in-vehicle applications
- Partnerships with global automakers, semiconductor manufacturers, and software vendors

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### Business Strategy

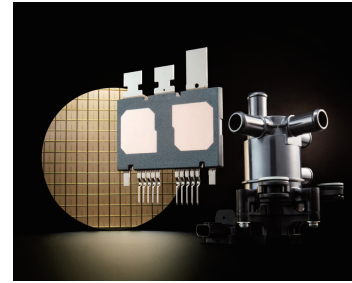
With vehicle electrification and the transition to SDVs, electronic platforms are undergoing major renewal, and the mobility electronics market is polarizing into the traditional field of single-function electronic control units (ECUs) and the growth field of large-scale integrated ECUs. We view this transition as an opportunity, and by managing our portfolio based on our expertise in vehicle-wide electronics and software, we will strengthen our presence in the growth areas of advanced driver assistance systems (ADAS) and large-scale integrated ECUs. At the same time, we will enhance the added value of software and establish a business model that enables monetization, aiming for sustained business growth.



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## Advanced Devices

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Beyond the mobility domain, in order to create and expand businesses that solve social and customer challenges, our organization has been restructured around the ability to contribute to society and customers, rather than a pure focus on technology. We are enhancing the value of systems through the integration of sensing and actuation while leveraging our strengths in vertical integration in semiconductors. While creating new devices and systems, we aim to win the trust of our customers with an all-points approach to quality, cost, and delivery (QCD) in the expanding electrification market.

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### Business Strengths

- Creation of new value through sensing and actuation
- Robust semiconductor supply base through in-house production, consignment production, and partnerships
- Advanced production technologies and on-site expertise to handle changes in models and volumes in new product domains

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### Business Strategy

With steady diversification in mobility, there has been a shift toward HEVs/PHEVs in the electrification domain, alongside accelerated system integration and intelligence in the ADAS domain. In such an environment, we recognize that the success of our business hinges on the swift rollout of products needed by customers and greater society. Looking ahead to 2030, the Advanced Devices Business Group has identified its key success drivers as “enhancing the value of systems,” “collaborating with partners,” and “promoting a product lineup,” and is keen to strengthen competitiveness in semiconductors, sensing, and actuation.



## Factory Automation (FA)



We provide solutions that enable reliable *Monozukuri*, contributing to the sustainable growth of the manufacturing industry as a whole. Through standardization and digital technologies, we are able to improve quality, lower costs, and shorten lead times, offering optimal solutions to customers facing on-site challenges caused by inadequate production technology. While supporting the continuous evolution of *Monozukuri* at customers, we also act as a line builder that innovates the art of *Monozukuri* itself across the entire industry, helping to enhance the competitiveness of the manufacturing industry as a whole.

### Business Strengths

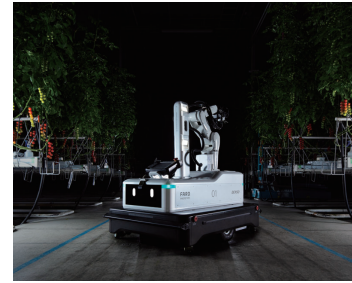
- *Monozukuri* expertise cultivated over 75 years across a wide range of fields
- Expertise spanning the entire engineering chain, from conceptual design to maintenance
- In-house production capabilities for equipment and robots, refined for optimized production across over 130 global sites

### Business Strategy

We provide optimal solutions for customers dealing with inadequate production technology, centered on our line-building services that cover everything from conceptual design to maintenance. In addition to upstream engineering services, such as conceptual design and specifications, we continue to engage with customers through production improvement services after mass production commences. This accelerates standardization of on-site data and know-how, informing the continuous evolution of *Monozukuri* at customers. We also collaborate with partners who share our vision to drive cross-industry *Monozukuri* innovation as a line builder, enhancing the overall competitiveness of the manufacturing industry through standardization and digital technologies that transcend individual customers and industries.



## Food Value Chain



Food is essential to people's lives. Together with our partners, we take a holistic view of the entire food value chain and provide solutions that ensure food safety and security to each region of the world, anytime, anywhere, and to anyone, forever. By combining technology with creative ideas, we aim to create new value and contribute to a society where everyone can live with peace of mind.

### Business Strengths

- Horticultural greenhouse and automation technologies that enable stable cultivation amid labor shortages and climate change
- Compact mobile refrigeration/freezing units utilizing thermal control technologies and downsizing/weight reduction technologies developed for automobiles
- QR Code®, RFID, and digitalization technologies developed for manufacturing sites

### Business Strategy

By applying DENSO's industrial technologies to food cultivation and distribution, we aim to deliver solutions that ensure safe and secure access to food anytime, anywhere, and to anyone, forever. Specifically, by industrializing farms through the integration of agricultural and industrial technologies, we will provide stable and planned food production solutions that flexibly respond to labor shortages, energy constraints, and climate change. Together with our partners, we will also globally roll out one-stop food distribution solutions that deliver high-quality food efficiently to consumers, thereby addressing food-related issues in society.



## Foundation for Creating New Value

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## Robust business foundations

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### Human resources that support value creation

DENSO split from Toyota Motor Co., Ltd., and was established as an independent company amid worsening economic conditions. Since that time, our employees have been making achievements under challenging operating environments, passing on an unbreakable spirit for developing technologies and promoting *Monozukuri* activities that offer social value from one generation to the next. Since the Company's establishment in 1949, we have positioned people as our most important resource, and we have continued to develop talent that will lead the future of DENSO by putting into practice management that cares for people.



### Robust supply structure

Over the long history of our business activities, we have built strong trust-based relationships with a broad range of customers, pursued technologies that cater to customer needs, and deepened our insight together with our customers. We have also established a stable supply structure as a direct response to customer needs. Along with our approximately 7,480 suppliers around the world, we are building a supply network to deliver value in a timely manner when and where it is needed by customers, realizing *Monozukuri* as a coalescence of our collective intellect and wisdom.



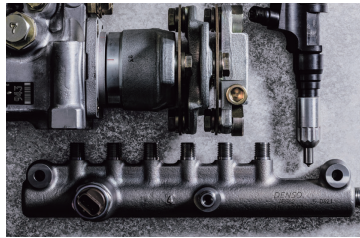
### Solid financial capital structure

This robust business foundation is the source of DENSO's competitiveness that cannot easily be replicated overnight. Underpinned by a robust financial foundation enabling us to tackle new pursuits, we are realizing unprecedented new value by reinforcing and expanding our foundation with the power of our human resources and relationships of trust built with stakeholders.

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## Advanced R&D

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### Commitment to creation in anticipation of the changing times

DENSO has remained acutely attuned to changes in society and has engaged in product development with a strong commitment to achieving world-first innovations. To date, DENSO has created over 180 world-first products, the likes of which did not exist in the world, and it continues to drive the development of new technologies and products that address complex social challenges. Since its founding, when there was a clear technological gap between Japan and the West, DENSO has remained relentless in its commitment to technology and product development.



### Global development structure

In 1985, DENSO established its first overseas technical center in the United States, followed by the establishment of its Advanced Research and Innovation Center in 1991, where it leads the development of cutting-edge technologies, including semiconductors, electronics, materials, AI, ergonomics, and quantum computing, that continue to be a source of its competitiveness today. By 2014, DENSO had established technical centers across all seven global regions and has continued to pursue innovation in technology hubs such as Israel and Silicon Valley.



### World-leading R&D foundation

To further sharpen our competitive edge into the future, we invested ¥619.4 billion, equivalent to 8.6% of revenue, in R&D expenditure in fiscal 2025. By promoting better efficiency through digital transformation, including the use of AI, we will continue to strengthen our R&D activities centered on the focus fields of green and peace of mind.

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## Three-pronged Solutions for Systems

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### Ascertaining real needs

To accurately and promptly grasp the needs and future visions of customers and end-users, it is essential to propose optimal solutions from a vehicle-wide perspective. DENSO has been engaged not only in the mechanical domain since its founding but has also developed technologies in electronics and software for over 50 years. This has allowed the Company to develop a unique competitive edge as a comprehensive manufacturer, something difficult for companies operating in only one of these domains to replicate.



### Collaboration with partners that exceeds the frameworks of organizations

Anticipating a future where automotive components would be electronically controlled, DENSO established the IC Research Center in 1968 and built an entirely in-house semiconductor production system. In 1995, DENSO became the first in the world to mass-produce an electronically controlled fuel injection system, taking the lead in proposing systems from an entire vehicle perspective. In 2007, DENSO began mass-producing a double-sided cooling inverter integrating its proprietary technologies. The unique system, which optimally combines mechanical, electronic, and software elements, was highly regarded in the market. By integrating its expertise from these domains, DENSO engages with customers from the early stages of vehicle development, at times working alongside them as part of the team to build cars together.



### Ability to realize concepts through the integration of hardware and software

This unparalleled competitive strength is proving even more valuable today, as the role and importance of software in vehicles continue to grow, serving as a key differentiator from competitors. In 2021, DENSO launched a recurrent education program for software engineers to better meet the growing demand for software development. Moreover, by applying across a wide range of industries its advanced technologies and reliable quality cultivated through automotive development, DENSO is delivering genuine value to society.

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## Highly efficient, high-quality *Monozukuri*

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### Industry-leading *Monozukuri* foundation

DENSO boasts micro-processing accurate to 1/1000mm and self-designed assembly lines that increase both production efficiency and quality. By combining Excellent Factory (EF) activities, a production site-led plant improvement initiative rooted in a kaizen (improvement) culture that has been ongoing since 1997, with Factory-IoT (F-IoT), a global network launched in 2019 connecting approximately 120 plants, DENSO aims to strengthen its *Monozukuri* foundation by analyzing various data from people, equipment, and facilities to detect and fix malfunctions early, and by codifying expert knowledge for global application.



### Initiatives to achieve carbon-neutral *Monozukuri*

DENSO is promoting the development of technologies for the production process and engaging in rigorous energy-saving activities with the participation of all employees. In addition, we have been proactively promoting energy-saving activities, including Just-in-Time (JIT) activities that aim for the utilization and supply of just the right amount of energy at the necessary time. Going forward, we will continue to enhance energy-saving activities utilizing Factory-IoT (F-IoT) and other technologies, and, at the same time, we will purchase electricity and gas derived from economically rational renewable energy sources and introduce self-power generation (solar power). Through such efforts, we will aim to make our *Monozukuri* completely carbon neutral.



### Advanced *Monozukuri* personnel

DENSO's cutting-edge *Monozukuri* capabilities are underpinned by its advanced *Monozukuri* personnel. The DENSO Industrial School, a technical training school created based on the concept of "*Monozukuri* is *Hitozukuri* (Our performance relies on our people)" and dedicated to strengthen both our technologies and capabilities, celebrated its 70th anniversary in 2024. Throughout its history, the school has fostered students with exceptional skills that are globally recognized, including students that have won many gold medals at the WorldSkills Competition.

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## Sustainability Management

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The DENSO Creed calls on us to "provide quality products and services," expressing the essence of our approach to sustainability management, which focuses on benefiting society by utilizing businesses to pursue ambitious initiatives that address social issues. Today, our mission is to continue our legacy by putting into practice the commitment that our predecessors established when drafting the creed and by passing on this commitment to the next generation.



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### Placing Sustainability Management at the Core of DENSO

In 1956, seven years after the Company's founding, DENSO formulated the DENSO Creed in order to preserve and pass on a mindset of pursuing new challenges to the next generation with a strong sense of determination. In 1994, we established the DENSO Philosophy to express the essence of the DENSO Creed in more contemporary terms. Furthermore, as we expanded our business globally and the number of employees around the world increased, we introduced the DENSO Spirit in 2004 to serve as an action guideline to ensure that our global employees share the same values and conviction.

The DENSO Creed and DENSO Philosophy center on contributing to society through our business activities. This concept has been continuously passed down and remains at the core of our sustainability management. It is also embraced by the roughly 160,000 DENSO Group employees across the globe.

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### Promotion structure for sustainability management

With the executive in charge of the Corporate Strategy Center serving as overall leader, the Corporate Strategy Division oversees Companywide sustainability management functions. We have established the Sustainability Meeting as a forum for Companywide discussion on the direction of sustainability management for the DENSO Group. The Sustainability Meeting is responsible for advancing sustainability management by identifying opportunities and risks, deliberating on proposed Materiality, and monitoring and adjusting activities. The matters discussed are then submitted to the Board of Directors.

## Corporate Data

## Company Profile

As of March 31, 2026

Company name	DENSO CORPORATION
Established	December 16, 1949
Head Office	1-1, Showa-cho, Kariya, Aichi 448-8661, Japan
Capital	¥187.5 billion
Revenue	Consolidated basis ¥7,540.0 billion (US\$50.0billion) <sup>*1</sup>
Operating Profit	Consolidated basis ¥552.5 billion (US\$3.7billion) <sup>*1</sup>
Profit <sup>*2</sup>	Consolidated basis ¥443.8 billion (US\$2.9billion) <sup>*1</sup>
Employees	Consolidated basis: 154,716 Non-consolidated basis: 43,889
Consolidated Subsidiaries	190 (Japan 52, North America 21, Europe 45, Asia 68, Others 4)
Affiliates under the Equity Method	33 (Japan 17, North America 2, Europe 2, Asia 10, Others 2)
Fiscal Year	From April 1 to March 31

<sup>\*1</sup>: U.S. dollar amounts have been translated, for convenience only, at the rate of 150.8 yen = US\$1, the approximate exchange rate prevailing in the Tokyo Foreign Exchange Market on March 31, 2026. Billion is used in the American sense of one thousand million.

<sup>\*2</sup>: Profit attributable to owners of the parent company.

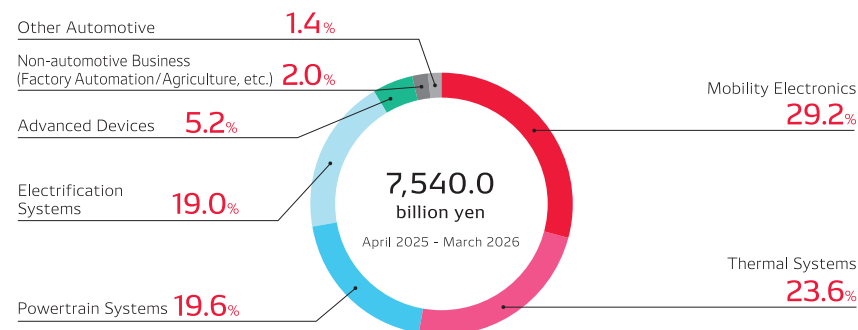
## Main Facilities in Japan

As of March 31, 2026

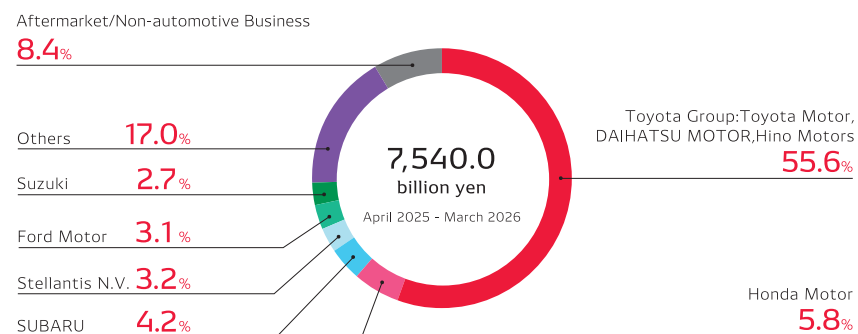
Headquarters/Plants/ Laboratories	Employees	Main Business
Headquarters	12,579	-
Anjo Plant	4,921	Manufacture starters, alternators, inverters, motor generators, electric power, steering motors
Nishio Plant	6,073	Manufacture car air-conditioners, radiators, electronic diesel/gasoline fuel injection components
Takatana Plant	2,589	Manufacture of instrument clusters, head-up displays, millimeter-wave radar sensors, vision sensors, power modules, various sensors components
Kosai Plant	3,267	Manufacture of compact motors for wiper systems, power windows, etc.
Daian Plant	4,288	Manufacture of ignition components, advanced safety products, valve train components, exhaust emission control components
Kota Plant	3,424	Manufacture semiconductor wafers, integrated circuits and electronic control components
Toyohashi Plant	966	Functional parts for car air-conditioners and heat pump module and servo motor module and CO <sub>2</sub> heat pump hot water supply systems
Hirose Plant	1,157	Manufacture of inverters, ECUs and power semiconductors
Agui Plant	792	Manufacture of machinery and tools
Toyohashi East Plant	650	Manufacture of compact motors for blowers, cooling fans, etc.
Zenmyo Plant	1,331	Manufacture electronic diesel/gasoline fuel injection systems
Advanced Research and Innovation Center	266	Research in functional materials, AI and ergonomics
Global R&D Tokyo, Haneda	173	Advanced mobility development
Nukata Proving Ground	19	Test driving for automotive components

## Financial Data

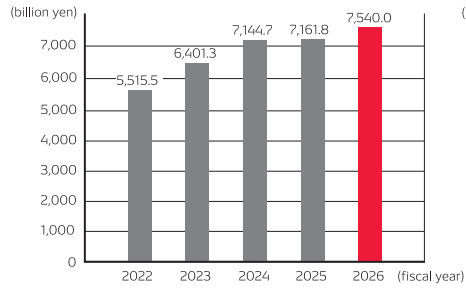
### Consolidated Revenue by Business Group



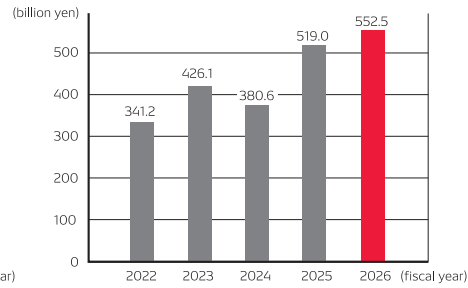
### Sales by Customers



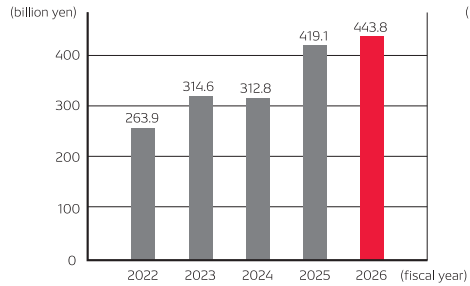
## Revenue Growth



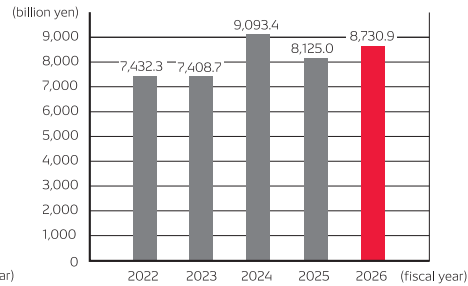
## Operating Profit Growth



## Profit

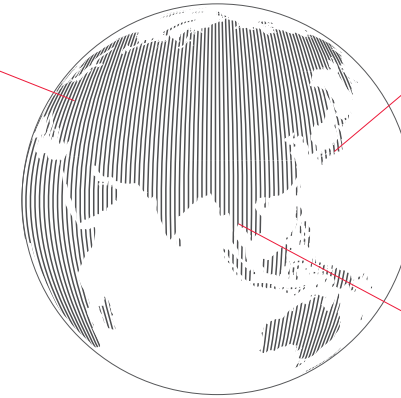


## Total Assets



## Europe

Companies  
**45**  
Employees  
**12,939**  
Revenue  
**691.5 billion yen**



## Japan

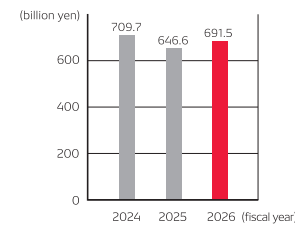
Including DENSO CORPORATION  
Companies  
**52**  
Employees  
**76,417**  
Revenue  
**3,087.9 billion yen**

## Asia

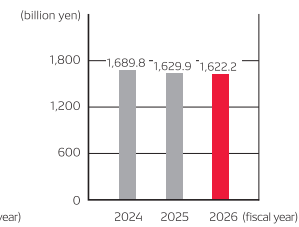
Companies  
**68**  
Employees  
**39,195**  
Revenue  
**1,622.2 billion yen**

## Revenue by Segment

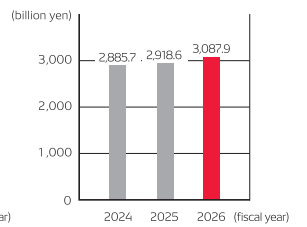
### Europe



### Asia

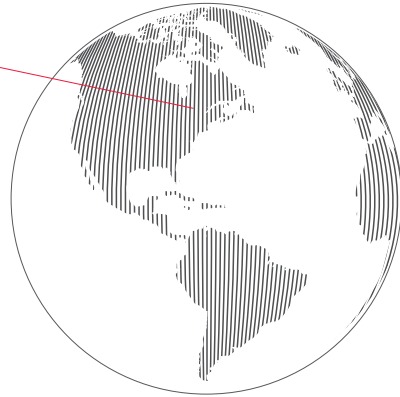


### Japan



### North America

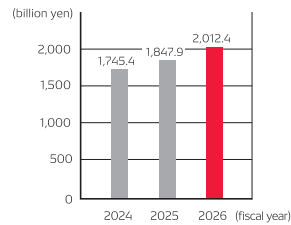
Companies  
**21**  
Employees  
**22,878**  
Revenue  
**2,012.4**  
billion yen



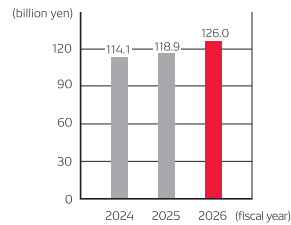
### Others

Companies  
**4**  
Employees  
**3,287**  
Revenue  
**126.0**  
billion yen

#### North America



#### Others



The figures for revenues are for external customers and include adjustments between segments.

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LinkedIn



Integrated Report



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DENSO is making efforts for accomplishing the globally shared SDGs.

