

## PREFACE

# Aiming For Future Growth

Senior Executive Officer and Director  
Toshiyasu ASAI



---

Over the past few years, the world has been changing at the most rapid pace ever. Cloud computing, IoT, big data, AI, robots.... These words are used as a matter of course and are bringing about major changes to the automotive industry in which we are engaged. I believe that, in the future world these technologies bring about, a great potential that changes society is hidden.

To take a familiar example, I explain a world of the cloud computing. In the era of IoT where devices such as smartphones, tablets, home electrical appliances and sensors are connected to the Internet, the data center can be integrated with the devices and data processing is moved from the devices to the data center side. As the capability of supercomputers further increases in the future, with the development of AI, services that use image and voice as an interface will evolve more and more. For example, smart speakers that have rapidly spread this year are connected to a cloud and are bringing an incredibly convenient world to the home. The advanced voice recognition technology on the cloud side makes an instant response (service) just by being asked. In Japan, the products of some companies will be on the market for the end of 2017, so there may be few people who experienced the value of the products. However, in the U.S. market, a compact smart speaker that fits into a cup holder of a vehicle was also released, and it may drastically change the HMI of the vehicle if linked to the on-vehicle communication device. I am focusing on the possibilities that the changes in the network services caused by connecting such a device to the cloud will also happen to vehicles. In the future, it is natural that computers speak and, as in the world of Shogi and Igo, by the development of AI, the day when computers become self-thinking is already within sight.

On the other hand, the cloud computing may change commercial distribution, commodity distribution and money flows (service, product and money) at once.

Services that have never existed before, immediate prompt decisions, no transaction fee, etc. are natural things to do and there is an environment where a new venture company can easily turn around an existing business in a short time. An example where hundreds of millions of clients are drawn into the business in a short time occurred in the world of SNS represented by facebook. As the AI technology further evolves so that the agent's function dramatically improves, the strongest relationship of trust with customers that has ever been built is created, which results in causing an inseparable relationship. It may be a digression, but under such an environment, the concept of large companies that have taken advantage of economies of scale may change. Currently, all electronics including vehicles are integrated with digital services and are becoming a system. This new environment will be the foundation of the society and create new business forms and values. Connected cars are typical examples in the automotive industry. If the automotive industry is shifting its business from selling vehicles (products) to services after selling (services), the relationship with users through products will change to the relationship through services and connecting will be the most important matter to get users.

Although the changes that have been occurring over the past few years are the ones that have never occurred before, users are accepting them without hesitation. This is because convenient and comfortable services are loved by everyone. While the changes in the world are speeding up, with our new company name, DENSO TEN is encouraged to change toward the future growth. It is possible not only by thinking on the extension of the past but also by creating a new value toward the realization of a true mobility society. I will collect the wisdom of newborn DENSO TEN and accelerate the development of products that can continue to capture customers' hearts toward a sustainable future.

facebook is a registered trademark of Facebook, Inc.

A handwritten signature in black ink, appearing to read "Shiroshi". The signature is fluid and cursive, with a large initial 'S' and a long, sweeping tail.