



DENSO TEN Group Sustainability Report 2025



Corporate Philosophy and Declaration of Corporate Behavior (Sustainability Policy)

Contains our corporate philosophy and sustainability policy.

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Top Message

We will contribute to solving social issues by “Improved car value”, “Improved lifestyle value” and achieving “Carbon neutral”.

A message from President Yonemoto will be shared with you.



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Sustainability Management of the DENSO TEN Group

Overview of sustainability management is available.

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VISION2030

This section introduces the long-term vision of the DENSO TEN Group.

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Special Feature – Initiatives to Achieve VISION2030

Presenting our efforts to "Improved car value" and "Improved lifestyle value" in FY2024, along with the developers' voice.

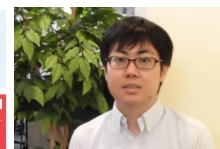
Participation in the “Dora Miru” demonstration experiment of elderly driver driving diagnostic service field trial
 ~ New Monitoring Service Supporting Safe Driving for Senior Drivers ~



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Develop AI technology to estimate a person’s internal self from facial images captured by a camera.

~ Learns the relationship between biological information such as brain waves and heart rate and facial features to detect near-misses and signs of drowsiness ~



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Business Domains and Main Products

Main products of each business group are introduced.

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CSR of the DENSO TEN Group

DENSO TEN Group CSR priority issues/Promotion system/SDGs/Major activities in FY 2024 and related SDGs

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Initiatives for CSR Priority Issues

Consumer Issues

Pursuit of Quality and Product Safety / Enhancement of Quality Awareness and Human Resource Development / After-Sales Service Response / Information Security

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【TOPICS】 Expanding Reduce and Reuse in After-Sales Service

【TOPICS】 Establishing cybersecurity and privacy measures for products and services

【TOPICS】 Responding to sophisticated cyberattack on enterprises

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Human Rights and Labor Practices

Respect for human rights / Acceptance of diversity / Promotion of work-life balance / Advancement of women in the workplace / Human resource development / Employment of persons with disabilities/Mental and physical health support / Safety and health management

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【TOPICS】 Strengthening support for employees' autonomous career development

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Procurement Policy: “Basic Approach” / Promoting Sustainability in the supply chain

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Initiatives other than CSR Priority Issues

Organizational Governance

Aiming to be a company trusted by society and the community / Corporate governance / Compliance / Whistleblowing system /Risk management / Business continuity management / Information security and personal information protection

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Participation in community

Overview of Denso Ten's community contribution activities / Safety / Environment / Support for sports for persons with disabilities / Sound / Activities of overseas group companies

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【TOPICS】 Our community-focused initiatives have been recognized with four awards

【TOPICS】 Overseas group companies have received various awards for their contributions to the local community

Environmental Initiatives (Details)

DENSO TEN Group Eco-Vision/Eco factory (production and logistics)/Management system/Response to environmental risks/Business activities and environmental aspects

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Company Profile/Location List

This is the company profile of DENSO TEN Group.

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Editorial Policy

It is published annually with the aim of disclosing information on CSR and efforts to realize a sustainable society in an easy-to-understand manner and promoting communication with various stakeholders. The 2025 report focuses on important initiatives and topics in fiscal 2024.

This report was compiled with reference to the Ministry of the Environment's “Environmental Reporting Guidelines” and “ISO26000:2010”.

Reporting period

This report focuses on activities during fiscal 2024 (April 1, 2024 to March 31, 2025). Some information for other periods is also included.

Organization covered by the report

This report describes the activities of DENSO TEN Group and its group companies. Some data and cases are limited to specific range or sites.



"Sincerity is the way of Heaven."

The "Ten" in our company name "Denso ten" means heavenly, in the sense of ultimate or supreme. The character that means "heaven" has been our trademark since the company was first known as Kawanishi Machine Works and then later as Kobe Industries. We have always followed the ideal that "Sincerity is the way of Heaven," as stated in the classic Confucian text "The Doctrine of the Mean."

Corporate Philosophy

"Sincerity is the way of Heaven."

We will work with the utmost sincerity to support our customers and contribute to society.

Focus, Highest Possible Quality

We always think first how to best serve our customers, to create products of the highest quality that exceed our customers' expectations.

Responsibility and Contributions to Society

Recognizing we are a part of society, we shall our social responsibilities and contribute to our society through our corporate activities.

Work Values

Each and everyone shall take pride in their work, and utilize their own abilities to realize a workplace where everyone shares in our achievements.

Behavior Declaration (Sustainability Policy)

We, DENSO TEN, shall contribute in building a better relationship between human and automobiles by providing our products and endeavor to become a corporation trusted by both regional and international society. In order to realize this goal, we cherish "MAKOTO" ("sincerity" in Japanese) and strive to resolve social issues through the implementation of this "DENSO TEN Group Corporate Behavior Manifesto" based on the "DENSO TEN Corporate Philosophy" and contribute to the sustainable development of society.

☐ Customers

Customer is number one, optimal product quality, and products/services that exceed expectations
Improve safety and product quality
Protect personal information
Proper information and honest communication

☐ Employees

Respect for human rights
Prohibition of forced and child labor
Actualize job satisfaction
Fair labor conditions and safe work environment

☐ Clients

Co-existence and co-prosperity
Fair and transparent business opportunities, and just relationships

☐ Shareholders

Improve corporate value

☐ Environment

Reduce environmental impact

☐ Society

Proper information disclosure
Compliance with all international and local rules
Proper relationship with governmental authority
Handling of antisocial forces
Thorough risk management

☐ Social contribution

Contribute to creating prosperous society and local communities

☐ Role of Executive management

Realization of the spirit of these guidelines
Building effective governance



We will contribute to solving social issues by “Improved car value”, “Improved lifestyle value” and achieving “Carbon neutral”.

Since our founding, guided by our corporate philosophy “Sincerity is the Way of Heaven”—which also inspired our company name ‘Ten’—we have pursued our business activities with the aspiration to “serve the world and humanity,” striving to contribute to solving societal challenges.

The automotive industry is currently undergoing rapid change. While electrification advances toward realizing a decarbonized society, automakers are successively revising their electrification strategies.

This transformation also encompasses technological progress toward intelligent systems and the integration of ECUs. Furthermore, corporate and individual values are shifting significantly due to factors such as U.S. tariff policies, rising prices, and the occurrence of various conflicts and disasters. Amidst these major shifts in our lifestyles and society, a key challenge in the mobility sector is how to provide consumers with “safe, secure, and environmentally friendly transportation.”

Amidst these circumstances, we are advancing sustainability management that “contributes to solving social issues while also achieving business growth,” thereby contributing to the achievement of SDGs.

In our business activities, we are advancing initiatives aimed at achieving the goals set forth in our “VISION2030,” established in March 2020: “Improved car value”, “Improved lifestyle value,” and “Carbon neutral.”

Last fiscal year, we participated in a proof-of-concept experiment for a driving diagnosis service for elderly drivers utilizing our company's dashcams and AI analysis technology developed by Denso. We also developed AI technology capable of estimating a person's internal state, such as near-misses or signs of drowsiness, from facial images captured by cameras. Furthermore, to achieve carbon neutrality in manufacturing, we implemented power visualization on key production lines at our domestic manufacturing sites to improve power loss in factory equipment.

Additionally, we are strengthening the foundation for realizing our vision in our daily corporate activities. For diversity initiatives, we held the “Diversity EXPO” to encourage behavioral change among employees, featuring wheelchair experience sessions and “Action Declarations.” For disaster preparedness awareness, we held a disaster prevention event to mark the 30th anniversary of the Great Hanshin-Awaji Earthquake. This event aimed to reaffirm the terror of disasters and the actions required during them, leading to reliable responses.

Furthermore, based on the belief that “people are the driving force behind realizing our vision,” we respect each employee's individuality and diversity. To foster fulfilling lives and the company's sustainable growth, we are advancing initiatives to enhance individual employee growth and job satisfaction. In addition to the development of each person's career plan, we developed and implemented a program to enhance expertise and introduced a workplace management support system, leading to improved employee satisfaction.

We will continue to advance sustainability management, cultivate a corporate culture of transformation and challenge, and contribute to achieving the SDGs while prioritizing the happiness and growth of our people. Through these efforts, we aim to become a company trusted by our customers and society.

米本 宜司

President and Representative Director
DENSO TEN Limited



DENSO TEN Group promotes "sustainability management," aiming to enhance corporate value by contributing to solving social issues while also achieving business growth. Sustainability management is the very practice of our corporate philosophy of "We value MAKOTO (Sincerity) and work to contribute to our customers and society." We will continue to contribute to solving social issues through our business activities and aim to become a company that is trusted by society.

Contribute to solving social issues and achieve company growth to enhance corporate value

Solving Social Issues



Realization of company growth

Corporate Philosophy

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Behavior Declaration (Sustainability Policy)

We, DENSO TEN, shall contribute in building a better relationship between human and automobiles by providing our products and endeavor to become a corporation trusted by both regional and international society.

VISION 2030

Improved car value

Carbon neutral

Improved lifestyle value

Contributing SDGs



Contributing through Products and Services

HMI Solutions Business

- We will contribute to the realization of a safe, secure, and comfortable mobility society through products with connectedness functions.

- We will contribute to reducing road traffic accidents, optimizing urban transport flow, and cutting CO₂ emissions through the avoidance of traffic congestion.

Electronics & Electrification Business

We will contribute to the prevention of global warming through products designed to have lower fuel consumption.

Contribution through daily corporate activities

Important issues of CSR of DENSO TEN Group

Fair operating practices

Human rights

Labor practices

Environment

Consumer issues

Principles

Challenge
Originality

We will aim high and boldly take on challenges
We will hone our ideas and winning techniques to create what only we can

Right
Speedy
Respect

We will doing the "Right Work" and "Careful Work"
We will go for it and quickly
We will respect individuals and utilize diversity

VISION2030

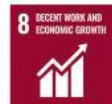
Corporate Philosophy

"Sincerity is the way of Heaven."
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Principles

Challenge	We will aim high and boldly take on challenges
Originality	We will hone our ideas and winning techniques to create what only we can
Right	We will do the "Right Work" and "Careful Work"
Speedy	We will take the initiative and act quickly
Respect	We will respect individuals and utilize diversity

A mobility solutions partner that continues to create value in mobility for the realization of a jubilant mobility society in which everyone experiences comfort and freedom



The DENSO TEN Group has established VISION2030, which describes the image and directions we will strive toward as we approach 2030 and the guidelines for actions we want to value.

Along with further deepening and advancing "Improved car value" to increase the appeal of cars with people-friendly and environmentally friendly products, we will contribute to "Improved lifestyle value" by solving mobility-related problems and enriching people's lives.

Through the declaration of these two offerings of "Improved car value" and "Improved lifestyle value," and by revolving our work around these two axes, we will create synergies and support all kinds of lifestyle situations, to continue to offer new mobility value.

With our slogan of "Freedom in Mobility and Make People Smile," we will become a solutions partner that creates an interface between people, mobility, and society and contribute to our customers and society.

Our cherished spirit of "sincerity" and SDGs perspectives will be the foundations of these activities, which the entire DENSO TEN Group will unite to promote.

As a “Mobility Solution Partner that creates the interface between people, mobility, and society,” as stated in VISION 2030, we are promoting initiatives to “enhancing the value of vehicles” and “enhancing the value of people’s lives.” In this special feature, we introduce our efforts to realize a mobility society where everyone can feel comfort and freedom and where smiles abound.



Initiatives to “Improved lifestyle value”



We will continue to provide new value in mobility, supporting each individual in every aspect of daily life.

TOPICS①

Participation in the “Dora Miru” Demonstration Experiment of Elderly Driver Driving Diagnostic Service ~ New Monitoring Service Supporting Safe Driving for Senior Drivers ~

“Dora Miru※1” is a driving diagnostic service developed to support safe driving for elderly drivers. By utilizing a dashcam and AI analysis technology to visualize and analyze daily driving behavior, it aims to reduce accident risks and support continued driving. Demonstration experiment for this service was conducted jointly with Denso and other related companies, universities, and local governments from December 2022 to March 2025. Our company's dashcam was installed in vehicles, where AI automatically detected and evaluated 14 types of risky driving scenarios caused by human factors, such as failing to stop at stop signs or speeding. By providing feedback and advice to drivers, improvements in driving behavior were confirmed.

The main constituent of demonstration experiment and its primary role

General Incorporated Foundation primary Mobility Fund	Overall project planning and management
DENSO CORPORATION	Development and operation of AI driving diagnostic system
Tokio Marine & Nichido Fire Insurance Co., Ltd. / DENSO TEN Limited	Providing dashcams and supporting the verification of data analysis results related to driving performance feedback
Institute of Science	Providing knowledge and advice on analyzing driving behavior among the elderly and movement support measures
Toyota city	Execution of demonstration experiments as part of the 'Jiko Zero Operation' and preparation of the environment for citizen participation.



Our drive recorder
(Dual-camera integrated model)

※1 'DoraMiru' is a registered trademark of the Toyota Mobility Foundation.

※2 A public-private partnership project aimed at achieving zero traffic fatalities in Toyota City.

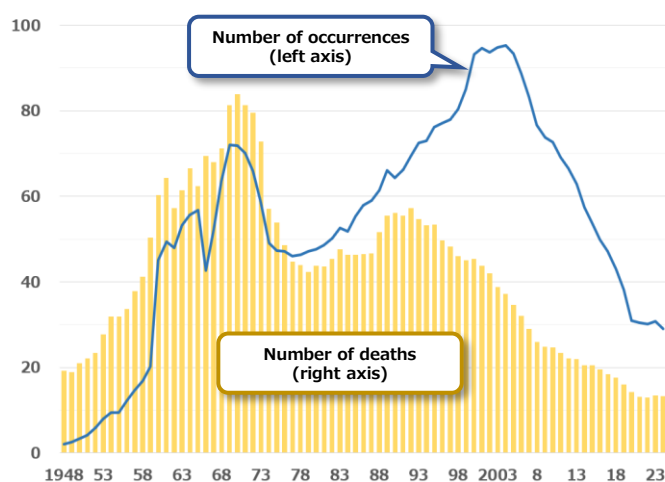
【 Senior driver accidents as a social issue 】

Supporting safe driving for the elderly and the possibility of “Dora Miru”

In recent years, while the number of traffic accident fatalities in Japan has been declining, the proportion of fatal accidents involving individuals aged 65 and older has been increasing. Of the 2,663 traffic accident fatalities in 2024, those aged 65 and older accounted for a significant 56.8% (1,513 people). Particularly among those aged 85 and older, the accident rate is higher compared to other age groups, presenting a significant societal challenge.

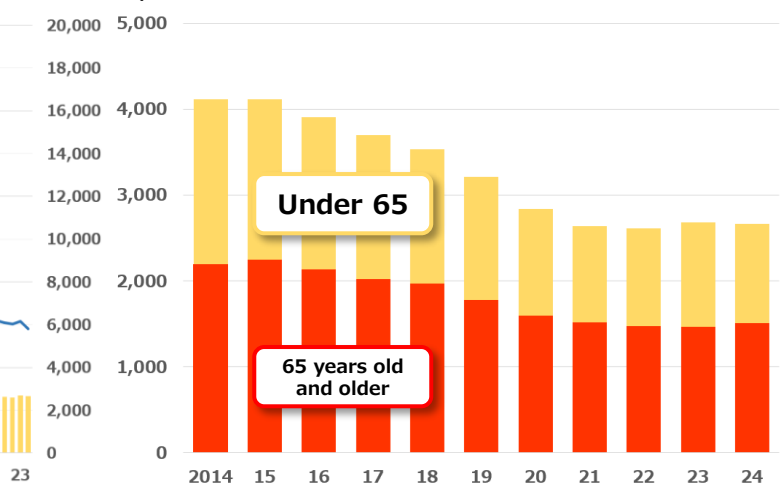
Trends in the number of automobile accidents and fatalities

10K (cases)



Trends in traffic accident fatalities among those aged 65 and over and under 65

(Person) a)



Created based on data from the National Police Agency

Against this backdrop, DENSO has developed “Dora Miru,” a driving diagnostic service designed to support safe driving for older adults. “Dora Miru” utilizes our company's drive recorders and AI analysis technology developed by DENSO to visualize and analyze daily driving behavior, aiming to reduce accident risks and support continued driving.

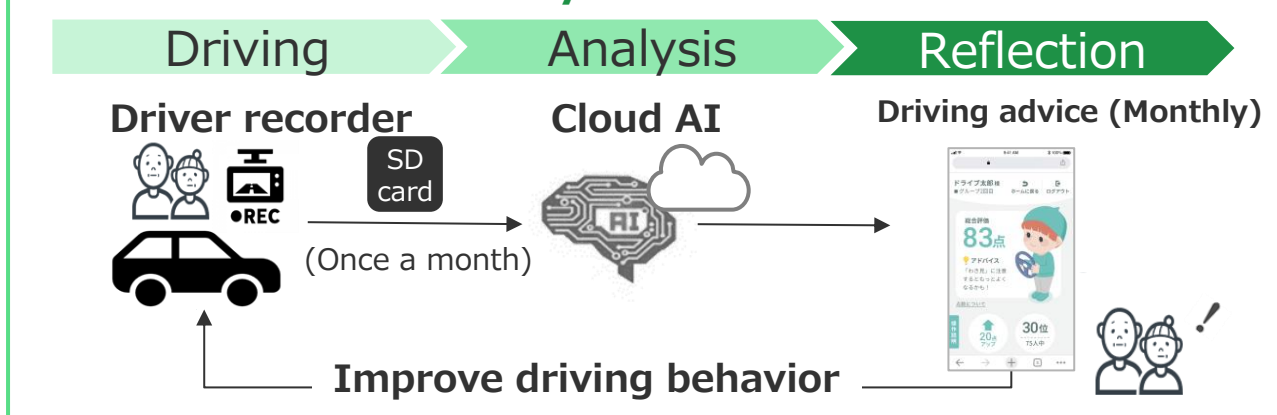
During the demonstration experiment conducted from December 2022 to March 2025, AI automatically detected and evaluated 14 risk driving behaviors corresponding to human error factors in accidents, such as failing to stop at stop signs and speeding. By providing feedback and advice to drivers, improvements in driving behavior were confirmed.

【 Main Features of Dora Miru 】

Collection and analysis of driving data

Install dashcams in vehicles driven by seniors and record daily driving footage onto microSD cards. Collect the cards monthly and analyze the footage using a cloud-based diagnostic system.

Current Dora Miru System



[Main features of Dora Miru]

Identify 14 types of risky driving

“Dora Miru” uses vehicle sensor data, dashcam footage, map information, facial recognition modules and the like, and analyzes driving behavior using AI to identify risky driving. The extraction targets include 14 items such as “failure to stop at stop signs,” “insufficient checking of getting caught in an accident,” “sudden maneuvers,” and “ignoring traffic signals,” each with dedicated detection logic and thresholds.

This enables visualization of law violations, lapses in attention, and inadequate environmental awareness, facilitating feedback to drivers and safety training. Extracted results are displayed in a list format and can be utilized for corrective guidance and internal evaluations.

A list of 14 scenes with accident risks that can be extracted and evaluated using AI.

Failure to stop at stop signs	Not stop at the railroad crossing	One-way violation	Ignoring traffic signals	Insufficient check for safety on both sides
Insufficient checking of getting caught in an accident	Distracted driving	Drowsiness	Distance between cars not maintained	Sudden braking
Sudden steering	Sudden acceleration	Long-distance driving	Speeding	

Diagnosis result feedback

Detailed feedback is provided including overall evaluation scores, comparisons with the previous month, checking footage of risky driving, and the occurrence of risky driving at accident-prone locations.



[The future of Dora Miru]

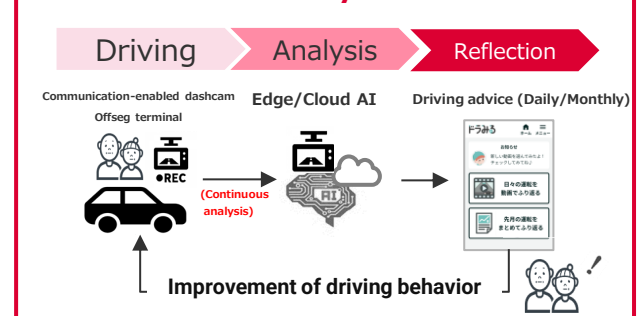
Evolution into the new “Dora Miru”

Starting in August 2025, we will begin testing the new “Dora Miru” system as part of our second-phase demonstration experiment. This system is developed based on our telematics service “Offseg※3” for safe driving management, utilizing our communication-enabled drive recorder.

Whereas the previous version primarily focused on post-analysis of recorded data, the new version uses cloud integration and edge AI to detect dangerous behaviors like sudden maneuvers or running red lights in real time. It instantly transmits and analyzes driving footage and sensor data to the cloud, enhancing functions for reviewing dangerous driving footage, evaluation, and feedback.

※3 “Offseg” is a registered trademark of Denso Ten Corporation.

New Dora Miru System



Voice of the person in charge

There is an elderly driver in my family, and I sometimes worry, “Is it really okay for them to keep driving like this?” Getting involved with “Dora Miru” made me realize the importance of a system that visualizes driving. This allows the driver to reflect on their own driving, gain insights, and make improvements.

I believe it not only prevents accidents but also contributes to their quality of daily life by giving them confidence and peace of mind that they can still drive safely. I want to continue contributing to this initiative, hoping to play even a small part in building a society where seniors can drive with confidence.



HMI Solution Business Group
Business Planning Div.
Business Planning Dept.
Business Planning Sect. 4
Kazunori Saiki

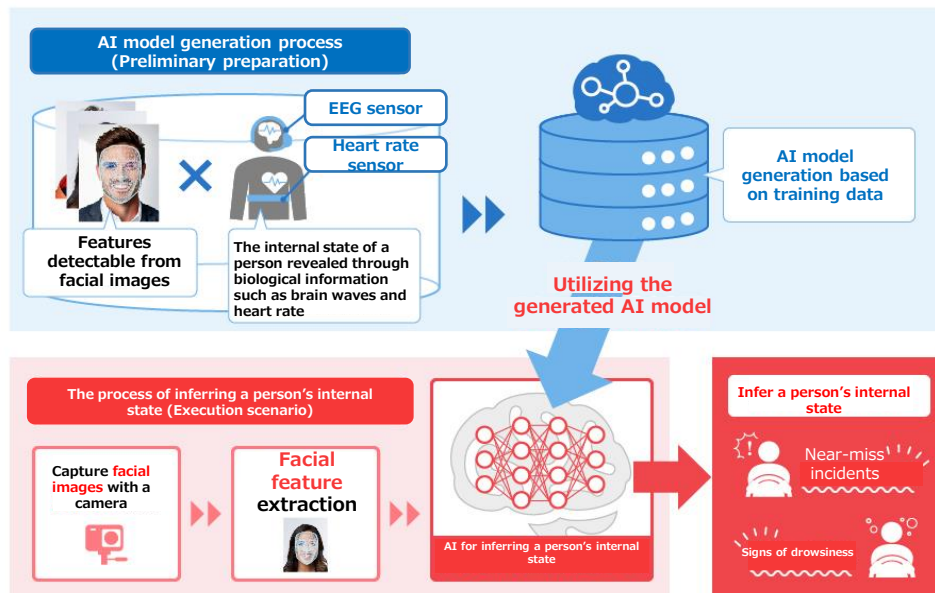
TOPICS②

Developed AI technology to estimate a person’s internal state from facial images captured by a camera~

Learns the relationship between biometric information such as brain waves and heart rate, and facial features to detect near-misses and signs of drowsiness~

We have developed AI technology capable of estimating a person's internal state—such as near-miss incidents or signs of drowsiness—from facial images captured by a camera.

In this technology, we first learn the relationship between states that can be inferred from physiological information such as brain waves and heart rates, like being startled or absent-minded, and features that can be determined from facial images taken at that time (data quantifying the positions and shapes of facial parts such as eyebrows, eyes, and mouth). AI model is then generated from this. Subsequently, we can extract features from actual facial images and compare them with this AI model, allowing us to infer a person’s internal state from their expressions.



Our company has developed emotion estimation technology by constructing a unique emotion model based on a medical approach (physical functions) that examines the relationship between brain and heart activity and emotions, using contact-type sensors such as EEG sensors and heart rate sensors.

When considering in-vehicle implementation, contact-type sensors present high barriers to adoption. However, we believe the development of this non-contact AI technology significantly enhances practicality.

* This development utilizes commercially available EEG and heart rate sensors.

Voice of the person in charge

We developed this technology believing that understanding a driver's internal state can help reduce traffic accidents and contribute to realizing a safe and secure society where many people can travel with peace of mind. Utilizing this technology enables support such as prompting drivers to take breaks when they lose concentration, or sharing near-miss information perceived internally with other drivers.

In developing this technology, we are consciously leveraging insights from our existing contact-type biosensor sensing technology to overcome the challenge of in-vehicle application.

In the future, we will focus on enhancing the performance of this technology to contribute to "enhancing the value of cars" and "enhancing the value of daily life."



Innovation Development Center
Kazuma Hashimoto

Business Domain and Main Products

DENSO TEN Group contributes to the intelligence and electrification of vehicles with **HMI integrated ECU in the safety domain**, as well as **drive system and power system products**.

HMI Solutions Business

Provides comfortable and safe mobility with human-friendly HMI technology



Electronics & Electrification Business

Contributes to carbon neutrality with drive and power supply products that are indispensable for vehicles

IVI(AVN/DA)・CID



IVI : In Vehicle Infotainment
CID : Center Infotainment Display

Emergency call service for policyholders



Sound system



Safe driving management Telematics Service for corporate customers



Offseg®

*Offseg is a registered trademark of DENSO TEN Limited.

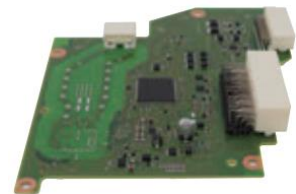
Charging communication ECU



Battery monitoring ECU



Charging integrated ECU



ECU for electric vehicles



By practicing Sincerity in its day-to-day activities, the DENSO TEN Group aims to contribute to the international and local communities and further improve its corporate value.

□ CSR Priority Issues

We mapped the various social problems from the two perspectives of their degree of importance to stakeholders and their degree of importance to the company. Based on that process, we identified the key issues (materialities) that we should address as a priority, and have been pursuing activities that meet our stakeholders' expectations and demands in a way that is typical of DENSO TEN.



□ Promotion Structure

Since 2017, our company's corporate divisions have played a central role in promoting concerted CSR activities as a group. In April 2020, Corporate Strategy Group Corporate Planning Division began to supervise CSR activities company-wide in order to strengthen initiatives aimed at resolving social issues through business, by incorporating the perspective of sustainability into its management strategy.

□ Response to SDGs

With the aim of contributing to the achievement of the SDGs through its business activities, the DENSO TEN Group has established KPI related to the SDGs in each division's medium-term and annual plans, and is implementing various measures.

As an activity to raise awareness among employees, a special SDGs website has been set up on the Group intranet, and information is distributed through e-learning and the in-house newsletter.



■ Major Activities in FY 2024 and Related SDGs

CSR key issues		Key activities and achievements for 2024	Related SDGs	Related pages
Consumer Issues	Protection of customer data	Strict management and protection of personal information based on the “Personal information protection policy” (Ongoing)	 	P.15 - 16
	Improvement of customer satisfaction	- Maintain a globally implemented quality assurance system based on ISO 9001 and IATF 16949.(Ongoing) - Implementing privacy protection processes for automotive products and IT services, promoting workforce development and guideline establishment to address privacy risks inherent in various business models.		
Environment	Environmental contributions through our products	To improve power loss by visualizing the power consumption and operational status of factory equipment, we are promoting power visualization for key production lines at domestic manufacturing sites.	 	P.18
Human rights	Due Diligence (Respect for Human Rights)	In addition to tiered training, we implement (and continue) human rights e-learning for all employees	 	P.19
Labor practices	Diversity in Human Resources (Diversity)	- Compiling basic knowledge about types of disabilities and employment, along with examples of support ideas that can be implemented in the workplace, creating “Ideas for supporting the active participation of people with disabilities” sharing it company-wide - Hosting the “Diversity EXPO.” to encourage behavioral change among employees and conducting wheelchair experiences and lectures on a wide range of themes (including persons with disabilities, men's childcare, cancer treatment, LGBTQ, etc.) (ongoing)	  	P.19
	Work life balance	- November is designated as Caregiving Month, and we provide information such as newsletters, guidance for consultation services, introduction of useful tools, and seminar videos to support the balancing of caregiving and work. - To improve the effectiveness of career plans, we have started career counseling training for executive positions, the implementation of specialization enhancement programs for each department, and activities to promote rotation.		P.19 - 21
	Promotion of Employee Health	Denso Ten was certified as a Health Management Excellent Corporation 2024 (Large Corporation Category - White 500) for 7 consecutive years.		P.22
Fair business practices	Fair and impartial transactions	Continue to promote activities based on the purpose of the 'Supplier Sustainability Guidelines', such as requesting suppliers to perform self-checks using a self-inspection checklist.	 	P.25

Initiatives other than CSR Priority Issue

Organizational governance	Seize opportunities such as “Compliance Month” to conduct e-learning and comprehensive inspections of compliance risks in the workplace (ongoing)		P.27
Community involvement	Conducted social contribution activities at each Group site in Business, such as traffic safety classes, sports support for the disabled, tree planting, etc. (continued)	   	P.29 - 33

Our first priority is to help our customers.

We will create products and services that are ahead of expectations by focusing on what is helpful to our customers and striving to improve quality and safety. In addition, personal information of customers is collected with the consent of the customer, and is strictly managed and protected with limited purposes of use.



Pursuing Quality and Product Safety

In order to deliver products that our customers can trust and be satisfied with, we have developed a global quality assurance system based on international quality management standards, and are implementing a cycle for quality improvement at each of our domestic and overseas sites. Regarding the international quality management system, we have obtained certification for 'IATF16949', which is the standard for the automotive industry, in addition to 'ISO9001', and we are operating it. In these efforts, based on the 'DENSO Group Product Safety Charter', we ensure quality and product safety at each stage from product planning to mass production, as well as working to obtain reliable regulatory certifications.



IATF16949 Certification

Raising Quality Awareness and Human Resource Development

Since 2020, we have been conducting quality education (such as e-learning) and awareness activities while utilizing online resources to adapt to changes in work styles, aiming to enhance quality awareness among all employees and develop personnel with a high sensitivity to quality. In addition, we conduct "training to strengthen the ability to pursue the true cause" with the aim of improving the quality of work.

Our company's concept of "pursuit of the true cause" is to look back at the work process (business process) that created the problem, find the work that should have been done but could not be done, pursue the true causes of the work that could not be done, and create a condition in which the work can be done reliably, thereby strengthening the skills and practical ability of the work.

After-service Response

Response to Repair of Defective Products

With the motto of "quick, inexpensive, high-quality repairs" at repair bases in Japan and overseas, we provide environmentally friendly repair services by replacing the minimum number of parts. In addition, to ensure that our products can be used with confidence for a long time after repair, our repair bases are equipped with an "automatic inspection system" that can guarantee the same functionality and performance without omission as at the production plant, thereby realizing high-quality repairs.



Parts replacement work

Management and Protection of Customer Data

We strictly manage and protect personal information obtained during repairs, such as customer names, addresses, and e-mail addresses, that can be used to identify specific individuals, in accordance with our "Personal Information Protection Policy."

Furthermore, we have mandated the protection of personal information stored in car navigation systems by appointing a person responsible for the management of such information at each repair location.



[Privacy Policy](#)

Information security

Amid increasing cyber threats, we strive to ensure every employee recognizes the importance of information security and heightens their security awareness. Alongside our commitment to providing safe and secure products, we aim to protect our information assets from cyber threats and risks, thereby becoming a company trusted by our customers.

Product security

To ensure our customers can use our products with confidence, we implement the latest security technologies and conduct ongoing audits and improvements. Furthermore, we aim to provide a secure environment for our customers by responding promptly when product vulnerabilities are discovered. In recent years, we have strengthened our product security measures to prevent cyberattacks targeting information leaks, tampering, and malfunctions, which have increased alongside the rise of in-vehicle IoT products.

Corporate Security

As cyber threats escalate, we aim to provide an environment where every employee can work with peace of mind by enhancing their security awareness as the last line of defense. Furthermore, we strive to prevent recurrence by responding swiftly and appropriately when information security incidents occur. We also deeply recognize that handling personal information is a corporate social responsibility and endeavor to protect it in accordance with the laws of each country.

TOPICS

After-sales service

- **Expanding reduce and reuse in after-sales service**

We are working to reduce replacement parts (reduce) and reuse components (reuse) by automating circuit board quality inspection and expanding the scope of software rewriting (enabling rewriting at deeper levels), aiming to further reduce waste starting from the smallest unit of component replacement.

Product security

- **Establishing cybersecurity and privacy measures for products and expand, user awareness of privacy protection is increasing both dservices**

As connected services domestically and internationally. In fiscal year 2024, we implemented privacy protection processes for in-vehicle products and IT services, and worked on developing personnel and establishing guidelines to address privacy risks inherent in various business models.

In fiscal year 2025, we will continue developing products compliant with increasingly stringent global requirements, collaborating with automakers to ensure readiness for new regulatory demands ahead of China's automotive cybersecurity regulations. For IT services, we will further strengthen governance by expanding the implementation of management and operational frameworks for vulnerability management.

Corporate security

- **Responding to sophisticated cyber attacks on enterprises**

By integrating into Denso Group's information systems, we have strengthened security measures across the entire group. We are also focusing on security risks associated with the spread of AI and DX, and advancing enhancement activities.

In fiscal year 2025, we will identify security risks at Gemba level and strengthen global control activities to achieve the desired security posture by 2030.

Furthermore, to enhance the security awareness of each employee against increasingly sophisticated cyberattacks, we will implement realistic education, awareness programs, and training.

Environment

We will pass on our beautiful planet to the next generation

We are deeply aware of the need to protect the environment on a global scale and promote the reduction of environmental impact in all areas of our corporate activities.



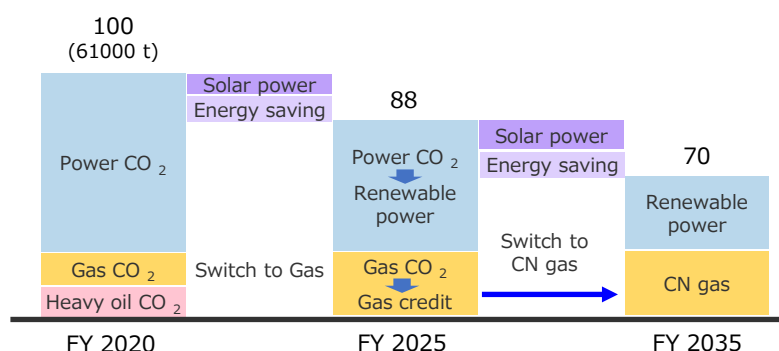
The 9th Environmental Action Plan Targets and Results

We are promoting to achieve the targets of "The 9th Environmental Action Plan," which covers the period from FY2021 to FY2025.

Field	Working Target	FY 2024	
		Target	Actual Results
Minimum CO ₂ manufacturing	Reduce CO ₂ emissions (per value added in production by 30% from the FY2012 level by the end of FY2025	Compared to FY 2012 ▲48%	Compared to FY 2012 ▲50%
	Reduce CO ₂ emissions (per net sales) in logistics by 13% from the FY2012 level by the end of FY2025	Compared to FY 2012 ▲50%	Compared to FY 2012 ▲55%
Ecomaterials & low emission	0 noncompliance with laws and regulations due to stricter regulations on environmentally hazardous substances in products	0 non-conforming	0 non-conforming
Minimum environmental impact production	Reduce emissions (per value added) by 20% from FY 2012 levels by the end of FY 2025	Compared to FY 2012 ▲25%	Compared to FY 2012 ▲40%
	Reduce the amount of chemical substances used (per value added) by 52% from the fiscal 2012 level by the end of fiscal 2025	Compared to FY 2012 ▲67%	Compared to FY 2012 ▲72%
	Reduce water resource consumption (per value added) by 52% from FY 2012 levels by the end of FY 2025	Compared to FY 2012 ▲54%	Compared to FY 2012 ▲55%
Natural symbiosis action	Maintain the implementation of environmental activities based on the annual plan	100% maintained	100% maintained
Management of environmental value creation	Maintain DENSO TEN Group EMS operation that integrates product EMS and manufacturing EMS to strengthen environmental management	100% maintained	100% maintained
	Thorough compliance through environmental risk reduction activities	Violation of laws and regulations Abnormalities 0	Violation of laws and regulations Abnormalities 0

Promote carbon neutrality in manufacturing

Through thorough energy conservation and procurement of renewable energy electricity and gas credits, we aim to achieve zero CO₂ emissions by FY2025 and zero CO₂ emissions by FY2035 by switching gas credits to carbon neutral gas.



Initiatives in FY2024

Through the following initiatives, we further accelerated the expansion of renewable energy utilization and the achievement of carbon neutrality across the entire group.

- Promoting the introduction of solar power generation facilities

By fiscal year 2024, we have installed solar panels at all overseas production sites.

In fiscal year 2025, we will install solar panels at our headquarters and advance efforts to introduce them at domestic production sites.

- Initiative aimed at creating a manufacturing process that considers energy conservation

We advanced technological development to significantly reduce the power consumption of high-power soldering equipment (flow dip), and expanded the “Energy-Saving Equipment Design Manual” based on the Denso Group’s approach to energy-saving equipment. This enabled the development and continuous introduction of energy-saving equipment in assembly and inspection processes.

Furthermore, to visualize the power consumption and operational status of factory equipment and improve power loss, we expanded the lines equipped with Energy Management Systems (EMS) at two domestic production sites. We have also formulated a plan to introduce the system at three overseas production sites by 2025. Translated with DeepL.com (free version)

We value "job satisfaction" for each person

We aim to create a workplace where the human rights of each employee are respected and where each employee can work with pride and satisfaction while demonstrating their abilities. We also strive to maintain and improve a safe and healthy working environment while providing fair working conditions for all employees.



Respect for human rights

As a global company, we have stated "respect for human rights" in our corporate action guidelines and declaration of corporate behavior (sustainability policy), and clearly stipulate that we will not engage in discrimination or human rights violations based on race, color, religion, creed, gender, social status, family origin, disability, sexual orientation, etc., nor will we engage in forced labor or child labor.

- In addition to conducting training on human rights for new employees and for each level of employees, we strive to raise their awareness through the display of posters and other means during human rights week in December each year.
- Established guidelines for the human rights consultation counter, clearly stating the role of the counter, prohibition of disadvantageous treatment of consultants, protection of privacy, etc., and made these guidelines known to all employees.

Initiatives in FY2024

- Education of staff in charge and exchange of information were conducted to improve the responsiveness of the human rights consultation offices set up at each site.
- Conduct annual human rights education for all employees, in addition to education by job level. Conducted e-learning covering case studies on power harassment, sexual harassment, and maternity harassment.
- "Communication training to lower the risk of harassment and promote the success of diverse subordinates" was conducted. The content of the training was to learn communication skills for the purpose of preventing harassment and promoting diversity..

Acceptance of diversity

We embrace and leverage the diversity of each employee, believing this fosters individual growth while enhancing corporate competitiveness and driving growth. Based on this philosophy, we are committed to cultivating a corporate culture that respects diversity, promoting work-life balance, and supporting individual autonomy and active participation.

Initiatives in FY2024

- We worked to deepen and broaden understanding through activities such as strengthening diversity-related communications and expanding content on our information website.
- We created the "Support Ideas for Persons with Disabilities" handbook, which compiles basic knowledge about different types of disabilities and employment, along with examples of workplace support ideas, and disseminated it throughout the company.
- To engage more employees, we held seminars and roundtable discussions on a wide range of themes (persons with disabilities, male childcare, cancer treatment, LGBTQ, etc.). We also implemented various participatory events under the name Diversity EXPO. Translated with DeepL.com (free version)

Promotion of work-life balance

We have developed various measures to enable employees to balance their lives and work by realizing work styles that suit their lifestyles and life stages. We have developed and enhanced various systems, such as childcare and nursing care leave systems, and disseminated information and raised awareness to promote the use of these systems.

As a result of these ongoing efforts, in May 2015 we received special certification (Platinum Kurumin Certification) from the Hyogo Labor Bureau based on the "Law for Measures to Support the Development of the Next Generation". Since then, we have renewed the certification every year to maintain it.



Initiatives in FY2024

- We utilize our telework and flex-time systems, which allow employees to choose their work location and hours based on their family circumstances and work productivity.
- To enable employees raising children to work with a sense of fulfillment, we provide a consultation system held three times—before childcare leave, before returning to work, and after returning—as well as training opportunities.
- We held in-person “Children’s Workplace Visits” at four locations—Kobe Headquarters, Oyama Plant, Nakatsugawa Plant, and Toyota Plant—where children visited their parents’ actual workplaces.
- To support balancing infertility treatment with work and promote workplace understanding, we created an informational booklet.
- We designate November as Caregiving Month each year. To support balancing caregiving and work, we provide useful information for emergencies, including email newsletters, consultation service information, introductions to helpful tools like checklists, and seminar videos.

Promote women's activities

We are striving to create a workplace where women can work comfortably, and are working to continue hiring women, expand job opportunities, develop and expand systems to support work and childcare balance, and foster a culture that encourages the use of these systems.

Initiatives in FY2024

- For young female employees who will be able to choose diverse careers in the future, we held a career development discussion session with the aim of creating an image of their individual career and networking with senior employees and other women.
- In July 2016, we received certification as an “Eruboshi” company from the Minister of Health, Labor and Welfare in recognition of our efforts to promote the advancement of women. Since then, the certification has been renewed annually and maintained.



Eruboshi mark
(Stage 3)

Human resource development

Under the slogan “Continuously refining ourselves while guiding and nurturing talent,” we implement various educational programs. Since fiscal year 2020, we have focused on more practical talent development as part of our “management centered on development,” with the president and executives themselves serving as instructors for in-house training to directly educate employees.

- Self-development “TEN Academy” offers courses in areas such as “Expertise (Technology)” and “Global”.
- In technical education, we offer more than 100 e-learning programs for employees to choose from according to their areas of expertise and interests.
- We have introduced the “Young Employee Training System” to follow up young employees up to their third year of employment through on-the-job training at their workplace.

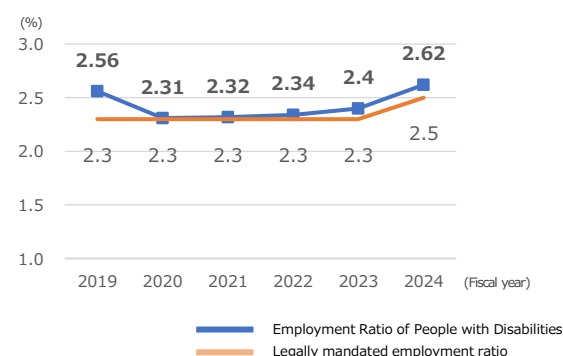
Initiatives in FY 2024

- To enhance organizational expertise based on our talent portfolio and support individual career plans, we have expanded educational investments and launched specialized enhancement programs planned and operated by each division.

Employment of people with disabilities

We are actively working to hire people with disabilities through employment support organizations and other means, and to develop workplaces and job areas that are comfortable for people with disabilities to work in. The number of employees with disabilities has increased by five since last year, and as of the end of FY2024, we have met the legally mandated employment ratio (2.5%).

• Employment Ratio of People with Disabilities



TOPICS

● Strengthening support for employees' autonomous career development

To enhance the effectiveness of the career plan introduced in fiscal year 2023, the following new initiatives were implemented in fiscal year 2024.

- In addition to existing supervisor training (e-learning on the necessity of career support), we have launched career counseling training for all line managers to effectively utilize 1-on-1 meetings following career plan creation.
- To provide opportunities for skill development in the specialized areas clarified in career plans, we have formulated and begun implementing specialized enhancement programs for each headquarters.
- Aiming to invigorate rotational assignments for career plan realization, we have established a promotion committee and launched company-wide activities to encourage rotation.

■ What is career plan?

Each employee proactively develops their own mid-to-long-term career plan.

Through dialogue with their supervisor, they clarify their desired state in 10 years, 5 years, and 3 years, along with the Expertise and experience they wish to acquire to achieve it. Both parties commit to a capability development plan.

This system facilitates effective development by enabling employees to proactively secure capability development opportunities and systematically providing growth opportunities such as rotations.



※GLS : Global Learning management System

Support for mental and physical health

Based on the recognition that “ensuring employees' health is the foundation of management,” we support employees' health awareness and voluntary health promotion, both physically and mentally. Since then, we have been promoting health promotion activities, including the dissemination of health information, the provision of opportunities through seminars, and the visualization of health levels, in order to reduce the number of employees with health risks and raise the level of health among employees.

Initiatives for 2024

- We promoted activities to reduce the number of individuals with health risks.
 - Provided careful motivation and encouragement for those targeted for metabolic syndrome guidance to participate in positive guidance sessions (including messages of support from the president, videos explaining the benefits of participating, and expansion of guidance courses)
 - Strengthened prevention and early response to mental health issues (Identifying changes in the work environment as risk factors and promoting early consultation)
- To enhance knowledge about women's health issues and increase understanding and awareness of women's health challenges in the workplace, we implemented initiatives aligned with Pink Ribbon Day in October and Women's Health Week in March each year. These included distributing information to all employees, establishing dedicated consultation services, conducting awareness seminars on gynecological cancer screenings, and offering in-house health checkups, and cost assistance to promote a workplace where women can thrive.
- To encourage action among employees who are “uninterested/less interested” in health promotion, we introduced a new approach: a health support app. Over 1,000 employees, primarily younger workers, have downloaded the app and are using it to practice healthy behaviors.
- To enhance work performance (productivity) through both physical and mental health development, we implemented team-based walking events to improve exercise habits, held seminars to raise sleep literacy, and conducted power nap awareness events.



Hands-on seminar for women

TOPICS

● Continuous Advancement of Health Management – Certified for the 7th Consecutive Year in the White 500

We view improving employee performance (enhancing productivity) and creating a vibrant workplace where people find meaning and fulfillment in their work (revitalizing the organization) as key management challenges to be addressed through health management. To achieve this, we have set target metrics: reducing absenteeism and presenteeism while improving work engagement. We are working to “reduce the number of employees with health risks” and “promote health improvement activities for all employees.”

In fiscal year 2024, we implemented the “Health Challenge Event” (a three-month program where participants select one of approximately 30 courses focused on lifestyle improvements like diet, exercise, sleep, and stress relief) to promote self-directed health management. We expanded participation and enhanced satisfaction/fulfillment by offering a “Family Course” allowing employees' family members to join and a “Group Course” enabling participation with workplace colleagues.

Additionally, we calculated and provided feedback on lifestyle scores (a visualization of health status), allowing employees to recognize their current health habits and identify health challenges based on their health data. This has raised awareness about the importance of taking proactive steps toward daily health management.

As a result of these activities, in March 2025, we were certified for the seventh consecutive year as a “Health Management Excellence Corporation 2025 (Large-Scale Corporation Category) ~White 500~” under the Health Management Excellence Corporation Certification System selected by the Ministry of Economy, Trade and Industry and the Japan Health Council.



Health and safety management

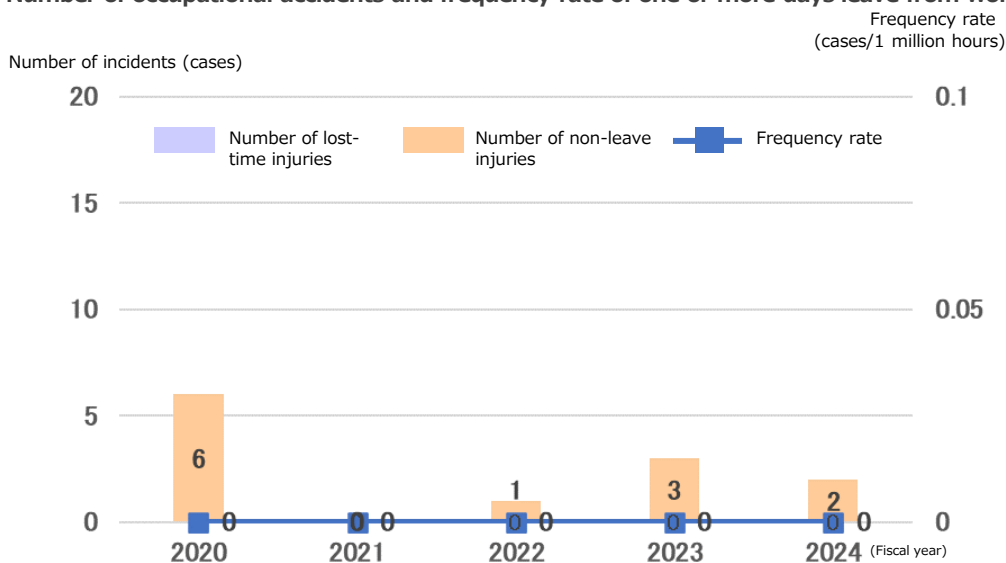
Based on the basic philosophy that “ensuring the safety and health of our employees is the foundation of our management,” we are working to establish and operate a health and safety management system with an emphasis on preventing occupational accidents. We have acquired global combined certification with ISO45001, the international standard for safety and health management systems, and ISO14001, the environmental management system.

- Risk assessment activities are conducted to identify dangerous sources at each workplace and systematically implement countermeasures against the risk of occupational accidents.

Initiatives in FY2024

- To strengthen workplace safety management systems and safety management, we expanded the placement of safety managers down to the section level (last year they were placed at the department/division level). Furthermore, as an activity to communicate the company's safety stance to employees, we continued implementing safety sentry duty by the president, executives, and managers upon arrival at work on the 1st of every month (distributing safety awareness items), working to enhance safety awareness company-wide.
- For factories, we continued two initiatives: ① **“Inter-site Mutual Learning”** where supervisors gather at each location for on-site inspections and opinion exchanges to enhance their safety management skills. ② **“Halting Work for Hazard Identification by Everyone”** to cultivate safe behaviors and awareness among workers.

Number of occupational accidents and frequency rate of one or more days leave from work (consolidated)



Frequency rate: Number of work-related lost time injuries ÷ total working hours × 1,000,000

TOPICS

● Implementing “Ownership Activities”

To establish a corporate culture where safety is the top priority, we have launched the Ownership Initiative. In this initiative, we assign an owner (safety representative) to every area within the company, including shared spaces. Owners personally monitor every operational hour of their assigned area without exception, identifying risks (such as difficult tasks or hard-to-follow rules) and devising countermeasures. Together with team members, they envision the ideal state and drive continuous improvement. Through this initiative, we will continuously cycle the PDCA process for workplace safety, building a culture where safety is the absolute priority.

Fair operating practices

Open and fair business practices and responsible procurement practices

We will strive for open, fair, free, and proper business transactions, and we will also strive to conduct responsible procurement activities to ensure that this policy is implemented not only within DENSO Group, but also in our supply chain. We also respect our suppliers as partners and aim to build a relationship of trust and mutual development.



Procurement policy “Basic concept”

DENSO Group has established the following procurement policies: “Open Door Policy,” “Mutual Development Based on Mutual Trust,” “Promotion of Environmentally Friendly ‘Green Procurement,’” “Promotion of Local Procurement Aimed at Being a Good Corporate Citizen,” and “Thorough Legal Compliance and Confidentiality.” “DENSO Group Supplier Sustainability Guideline” has been published and is being developed as a more concrete formulation of these policies.

Procurement policy: Basic approach to procurement

1. Open door policy

With regard to the procurement of parts, materials, and production equipments for its products, DENSO Group is developing procurement activities by seeking a wide range of suppliers with a fair and equitable attitude, both in Japan and outside of Japan. In selecting suppliers, we take into consideration not only quality, technology, cost, and delivery time, but also the supplier's attitude and system for continuous improvement.

2. Mutual development based on mutual trust

DENSO Group hopes to achieve mutual development through business transactions. To this end, we believe it is important to build a strong relationship of trust through close communication with our suppliers.

3. Promotion of environmentally friendly ‘Green Procurement’

DENSO Group promotes environmentally friendly development, design, and production activities from a total perspective. To this end, we aim to “purchase products with minimal environmental impact from environmentally conscious suppliers.”

4. Promotion of local procurement aimed at being a good corporate citizen

DENSO Group is actively engaged in local production and local procurement, seeking to expand the scope of its corporate activities around the world. Through these activities, we aim to contribute to local communities and be a good corporate citizen.

5. Thorough legal compliance and confidentiality

DENSO Group complies with all relevant laws and regulations in its procurement activities. In addition, we take sufficient care in handling confidential information obtained through transactions.

Concrete measures

Strengthen partnerships with suppliers

In order to promote mutual growth with suppliers in the midst of global competition, DENSO TEN strives to strengthen partnerships by sharing information on procurement policies and fostering communication through the company website and “DENSO TEN Supplier Appreciation Meetings,” as well as by strengthening the corporate structure of suppliers and recognizing outstanding suppliers.

In the Group companies outside of Japan, the procurement departments of each regional site take the lead in deepening mutual understanding through company-specific gatherings with suppliers and implementing measures that lead to the development of both sides.

Partnership-building declaration

Denso Ten declares that, under our corporate philosophy of “Working with integrity to contribute to our customers and society,” we recognize our role and responsibility within the automotive parts industry. We will proactively advance collaboration and mutual prosperity with our supply chain partners and value-creating businesses to foster sustainable industrial development. Through building new partnerships, we commit to prioritizing the following initiatives.

Priority activities

1. Coexistence and co-prosperity throughout the supply chain and new collaboration beyond scale and affiliations
2. Compliance with “promotion standards”
 - ① Pricing method
 - ② Cost burden such as mold management
 - ③ Payment terms such as bills
 - ④ Intellectual property and know-how
 - ⑤ Workload burden due to reforms in work styles, etc.

Practical activities for free, fair, and open transactions in the procurement department

DENSO Group is promoting awareness-raising activities by distributing the “Employee Action Guidelines,” which clearly states the concept and code of conduct, to all employees involved in procurement so that the procurement department itself can also share the concept of “free, fair, and open transactions.”

DENSO Group also distributes the “Buyer's Business Manner” to all employees involved in procurement and encourages suppliers to utilize the internal reporting system. The “Declaration of Compliance,” which clarifies the items to be observed in transactions, is distributed and shared with suppliers and internal procurement departments to ensure thorough compliance.

Compliance with free, fair and open transactions

DENSO Group has been making group-wide efforts to ensure proper transactions and compliance with laws and regulations, and has been communicating closely with each supplier to discuss cost fluctuations and to identify any problems that may arise. In the midst of rising prices, we are working to promote a positive cycle in the industry and economy as a whole by appropriately passing on higher wages in the supply chain, in addition to unavoidable cost increases such as raw material and energy costs. Through further communication, we will continue to clearly discuss cost fluctuations and problems, and implement initiatives to ensure legal compliance in order to achieve sustainable development based on mutual trust with our suppliers.

Promote sustainability in the supply chain

We request that all suppliers agree to the intent of the “DENSO Group Sustainability Policy,” sign a “Basic Transaction Agreement” that includes “adherence to social responsibilities such as compliance, respect for human rights, environmental conservation, and workplace safety,” and promote sustainability by assigning a contact person at the supplier and clarifying the policy regarding sustainability..

We also ask our suppliers to promote our sustainability policy by educating, surveying, and inspecting them at various occasions. We inform our major suppliers about our sustainability-related policies, such as strengthening risk tolerance and sustainable business expansion, along with DENSO TEN's business policies, at the “DENSO TEN Supplier Appreciation Meeting.”

Concrete measures

Promote sustainability based on the “DENSO Group Supplier Sustainability Guidelines”

Denso Ten shares the “Denso Group Supplier Sustainability Guidelines” with all suppliers to efficiently promote sustainability together with them, based on requests from domestic and international industry associations and customers. Furthermore, based on these guidelines, we regularly request suppliers to conduct self-checks using the “Denso Group Sustainability Self-Assessment Checklist.” This ensures agreement on advancing activities aligned with the purpose of the “Supplier Sustainability Guidelines.” We also request improvements for necessary items. We also request suppliers to extend similar initiatives to their own suppliers (Denso Group's secondary and subsequent suppliers), thereby implementing supply chain initiatives.

Green procurement

"DENSO Group Green Procurement Guideline" has been established to continuously reduce environmentally hazardous substances based on 'DENSO Group Eco Vision 2025'. We request our suppliers to do the following based on this.

1. Establish an environmental management system
2. Control and reduce environmentally hazardous substances
3. Reduce CO2 emissions and packaging materials related to logistics
4. Efforts to improve the environment

Promotion of carbon neutrality in the supply chain

The global temperature rise since the Industrial Revolution is supported by data. Curbing rising temperatures is an important issue for DENSO Group. We need to promote activities jointly with our suppliers to solve this issue. We share with our suppliers our mid-term goal of reducing CO2 emissions by 25% (=2.5%/year) from the FY2020 level by FY2030 and our long-term goal of achieving carbon neutrality by FY2050, and ask them to promote our activities.

We understand our suppliers' CO2 emissions and the issues they face, and provide support measures tailored to their needs. Specifically, we support activities from multiple angles, such as lending energy measurement equipment, switching to low-CO2 materials, and sharing procurement methods for renewable energy, by horizontally expanding the energy-saving know-how of DENSO Group, aiming for carbon neutrality in the entire supply chain.

Additionally, we hold communication events such as the "Carbon Neutral Explanation Meeting" and the "Carbon Neutral Factory Tour" where participants can observe examples of factory improvements. Through these gatherings, we confirm the intentions and situations of our suppliers and promote collaborative activities.

Anti-Bribery Initiatives

Under the basic anti-bribery policy and expert committee, DENSO Group has developed anti-bribery rules and educated its employees to prevent briber.

All suppliers involved in the business of DENSO Group are also requested not to engage in bribery in relation to politics and government, and not to give or receive entertainment, gifts, or money to third parties for the purpose of obtaining or maintaining improper benefits for DENSO Group.

Initiatives for responsible procurement of resources and raw materials

With the globalization of business, supply chains are becoming increasingly global and diversified. At the same time, there are situations in the world where workers' rights are not taken into consideration, such as forced labor, child labor, and labor under poor conditions.

As one such example, DENSO Group recognizes the issue of minerals (3TG, cobalt, mica, etc.) mined under labor conditions in areas with a high risk of conflict and human rights abuses as an important issue in our supply chain.

Specifically, DENSO Group has formulated a responsible "Conflict Minerals Response Policy" and revised the "DENSO Group Supplier Sustainability Guidelines. Based on these guidelines", we request our suppliers to procure resources and raw materials responsibly. In addition, once a year, we conduct a mineral survey (for conflict minerals called 3TG and cobalt and mica) with the cooperation of all relevant suppliers.

Since the target minerals are expanding in line with changes in the market, such as electrification, we will periodically review the risk targets and consider how to respond to them as DENSO Group.

We will continue to work with suppliers to avoid the use of minerals of concern throughout the supply chain.

Organizational Governance

We value MAKOTO (Sincerity) and fulfill our social responsibility

Under the leadership of top management, we will establish systems to fulfill our social responsibilities and foster an organizational culture befitting a company that is trusted by the international and local communities.



Aiming to Become a Company Trusted by Society and the Community

We have established the "Group Corporate Action Guidelines," which indicate the ideal behavior of our employees, and have formulated and are operating the "Group Corporate Action Declaration (Sustainability Policy)," which declares our responsibility to our stakeholders and what we should be as a corporate group.



Behavior Declaration (Sustainability Policy)

Corporate Governance

The company has a general meeting of shareholders, a board of directors, corporate auditors, and accounting auditors as its corporate bodies. We have also adopted an executive system that streamlines the management team to speed up decision-making and flexibly and optimally allocates talented human resources to increase the speed of business execution.

The Board of Directors is to concentrate on the management supervisory function from the standpoint of shareholders and the group as a whole, to streamline the Board of Directors, to promote active discussion and speed up decision-making at the Board of Directors meetings, and to appoint management officers who are responsible for solving company-wide management issues and executing operations.

In addition to these officers, the Board of Directors also appoints executive officers to serve as the top management and leaders of important projects and to exercise executive responsibility and authority in their areas of responsibility.

Compliance

In addition to clarifying laws and regulations related to business activities, we have established internal rules, educational programs, and monitoring systems to promote compliance throughout the Group.

Initiatives in FY2024

We established an initiative centered on "Compliance Month" to promote thorough compliance awareness, where each workplace looks back on its work and recognizes compliance issues, leading to autonomous improvements at the work site.

Through periodic and comprehensive company-wide inspections, compliance awareness is refreshed, and discussions between supervisors and subordinates have been effective in creating a more open workplace.

Furthermore, by continuously monitoring near-miss incidents that could lead to problems, we strive to prevent issues from escalating early and to identify underlying structural challenges at an early stage.

Internal Reporting System

We have set up a compliance line for employees of domestic Group companies to receive whistleblowing and consultation, and it is open to suppliers. The reports and consultations we receive help us identify and resolve problems at an early stage.

Risk Management

To enhance corporate value, we are working to prevent and minimize damage from various risks, including compliance violations.

- The Risk Compliance Committee takes the lead in promoting risk control activities, including the identification and assessment of potential risks, consideration of preventive measures, and confirmation of the status of implementation, together with the responsible departments for each risk.
- As part of employee awareness-raising activities, we educate employees on the importance of prevention activities and on how to act and what to do when risks occur, through training at the time of hiring and by job level.

Business Continuity Management

Along with the Business Continuity Plan, a disaster prevention plan is in place, mainly for the Kobe head office area, in preparation for a massive Nankai Trough earthquake. In addition, we are working to strengthen our business continuity management by establishing a recovery support system, including a central disaster task force to determine policies and measures in the event of a disaster.

TOPICS

● Disaster Preparedness Event Marking the 30th Anniversary of the Great Hanshin-Awaji Earthquake

To commemorate the significant milestone of 30 years since the Great Hanshin-Awaji Earthquake, our company—having experienced the disaster firsthand—organized a disaster preparedness event at our Kobe headquarters in January 2025. The purpose was to reaffirm the severity of natural disasters and the actions workplaces and individuals should take during such events, ensuring readiness translates into concrete action. The event was themed around “Know, Experience, and Learn”, featuring:

- Exhibitions of videos and photographs from the time of the earthquake, both within the company and across Kobe City.
- Panels showcasing our disaster preparedness initiatives and practical measures for households.
- Hands-on programs such as an earthquake simulation vehicle and AED-based lifesaving training.
- A keynote speech by the Kobe City Crisis Management Office, introducing the city’s initiatives in anticipation of a potential Nankai Trough earthquake and offering comprehensive insights on information gathering, stockpiling, and everyday preparedness.

This event provided participants with new awareness and a renewed sense of personal responsibility for disaster preparedness, fostering a stronger commitment to safety.



Exhibition venue



Earthquake experience vehicle



AED resuscitation training

Community Involvement and Development

Toward a more prosperous society and community

Based on the awareness that "We are members of society" we will contribute to the creation of a more prosperous society and community through our corporate activities.



In order to contribute to "making the city more attractive" through "youth development," we promote activities in the four areas of safety, environment, sound, and support for sports for people with disabilities.

Overview of DENSO TEN's community contribution activities



[Safety]

Bicycle Traffic Safety Class (Classrooms designed with school district accident characteristics in mind)



Held in collaboration with the police station for elementary school students



Traffic safety awareness campaign



School Commute Safety Patrol



Distributing safety awareness tools to nearby elementary schools



Co-produced traffic safety awareness posters with the police station

【Environment】

Environmental education at Hyogo Canal (Eelgrass Planting, Canal Creature Study)



Held an environmental outreach class themed around the “Satoumi” of the Hyogo Canal at a nearby elementary school



Providing a venue for eelgrass planting mat seeding experiences

Environmental awareness activities



Opening a booth for an original art experience utilizing clam shells raised in the Hyogo Canal

【Sports support for the disabled】

Disabled Volleyball Experience Class

(Teaching and interacting with able-bodied individuals in wheelchair volleyball)



Host the sitting volleyball experience class for elementary and junior high school students as Denso Ten Cup

Disability sports awareness activities



Assisting as an organizer for the city-sponsored para-sports festival

【Sound】

Sponsorship for music events



Sponsored exhibition at "COMING KOBE 25", the music event to share the story of recovery from the earthquake with young people

Donation of musical instruments to welfare facilities



Annual donation of musical instruments to welfare facilities that provide music therapy

【Activities of overseas group companies】

【Safety】



Thailand



Philippines



China

Donated bicycle helmets to elementary schools as part of a traffic safety program

Fire safety and traffic safety education for junior high school students

【Environment】



Spain



India



Philippines



China

Tree-planting activities in each country and office



China



China



United States



Thailand

Cleanup of parks, beaches, etc. in each country and office



Philippines



Philippines

Releasing baby sea turtles

[Other community contribution activities]



India



China



Mexico



United States

Donation and contribution activities of school supplies and foodstuffs in each country and office



China



India



China



Philippines

Hosted an exchange event with neighborhood children

Implemented a scholarship program aimed at nurturing the next generation

TOPICS

● Our community-focused initiatives have been recognized with four awards

Our company aims to “contribute to creating attractive communities centered on youth development.” We have addressed regional challenges in four key areas—“Safety,” “Environment,” “Disability Sports,” and “Sound”—advancing our activities through approaches unique to our company. Our continuous efforts have been recognized, resulting in the receipt of four awards.

Hyogo universal society creation award 'Governor's Award'

To promote sports for people with disabilities, our employees and club teams have long contributed through coaching, officiating, and tournament operations. Support that responded to on-site needs, such as making the gymnasium barrier-free and donating equipment, was highly regarded.



Hyogo prefecture traffic safety citizens' convention: 'Governor's Appreciation'

To protect children's lives, we partnered with local schools to conduct traffic safety classes and distribute awareness materials. As a representative company in the community, we received a letter of appreciation.



Hyogo police station chief's letter of appreciation

In collaboration with the police station, we conduct activities supporting community safety, such as standing guard along school routes and holding bicycle safety classes. Our employees' proactive and ongoing participation in these activities was highly regarded.



Kobe city council of social welfare 'Chairman's Appreciation'

The continuity of our support, which has delivered instruments essential for music therapy settings while engaging in ongoing dialogue with the community over many years, has been recognized for our ongoing instrument donation activities to welfare facilities since 1997.



We will continue to expand our activities while walking alongside the community under the guiding principle of “contributing to the creation of an attractive city centered on youth development”.

TOPICS

- **Overseas Group Company Receives Multiple Awards for Community Contribution**

TNPH : Awarded “Outstanding Community Contribution” by the Philippine Economic Zone Authority (PEZA)

On December 3, 2024, DENSO TEN Philippines (TNPH) was honored with the “Outstanding Community Contribution Award” by the Philippine Economic Zone Authority (PEZA). This award recognizes PEZA-registered companies that have demonstrated continuous social contribution activities. In fiscal year 2024, only 5 companies out of approximately 4,000 received this distinction.

This marks TNPH’s third time receiving the award, following previous wins in 2016 and 2019. The recognition was based on TNPH’s sustained efforts across a wide range of initiatives, including medical support, greening and cleanup activities, animal protection, and charitable donations, which have positively impacted many people in the community.



TNTH : Award for Promoting Education from Rayong Technical College

On October 28, 2024, DENSO TEN Thailand (TNTH) received the “Award for Promoting Education” from Rayong Technical College. This award is presented to companies that support the school’s educational activities.

TNTH was recognized for its contribution through active cooperation in the student internship program, helping to enhance learning opportunities for students.



TNWX : Recognized as a “Caring Company” by Wuxi Vocational and Technical College

On October 29, 2024, DENSO TEN Electronics (Wuxi) Co., Ltd. (TNWX) was honored as a “Caring Company” by Wuxi Vocational and Technical College.

This award is presented to companies that have made significant contributions to the local community. TNWX was recognized for establishing the DENSO TEN Scholarship at the college in 2011 and providing scholarships for 14 consecutive years through 2024, supporting students’ educational opportunities and development.



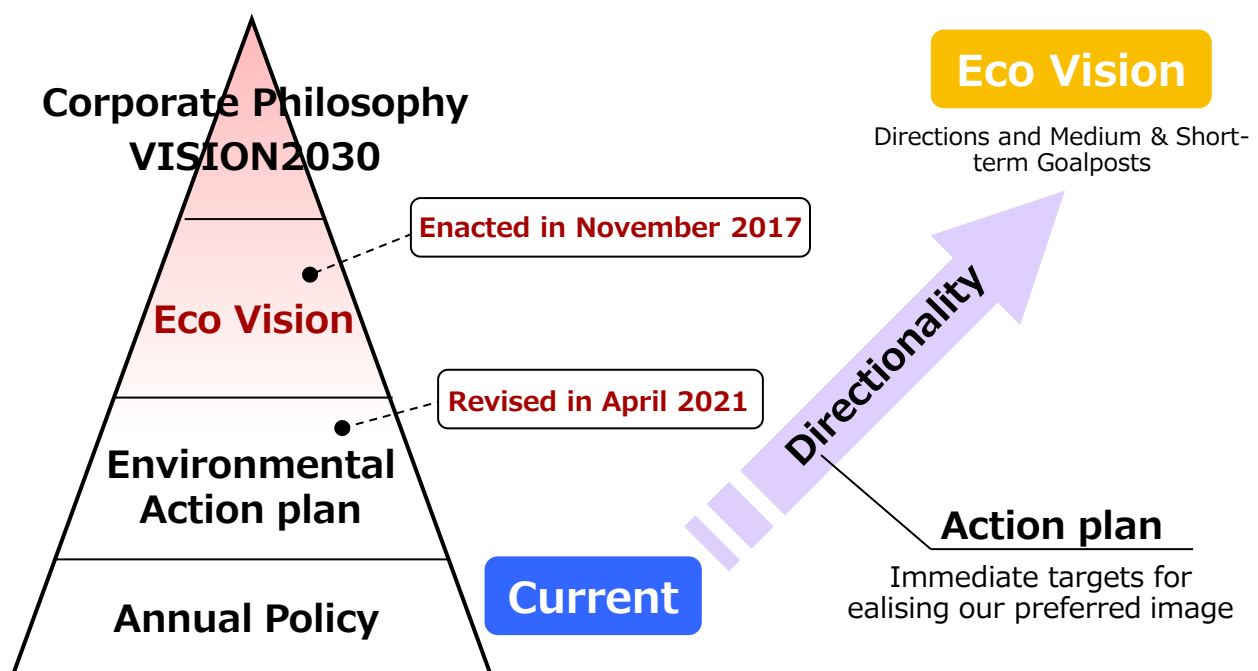
Environmental Initiatives (Details)

Environmental Protection Initiatives of the DENSO TEN Group

Aiming to reduce our environmental footprint in all areas of corporate activity

The DENSO TEN Group has declared a corporate philosophy of "recognizing we are a part of society, we shall fill our social responsibilities and contribute to our society through our corporate activities." As such, we actively promote environmentally oriented management.

In November 2017, we established a new DENSO TEN Group Eco Vision to promote activities as a united group in which all members are moving in the same direction. In April 2021, we are also purchasing activities based on our Environmental Action Plan, which sets out our concrete goals for the realisation of the Eco Vision.



DENSO TEN Group Eco Vision

I. Commitment (~ 2050)

The DENSO TEN Group is aware that the environment and economy to coexist harmoniously is our critical business task, and by aiming to solve environmental and energy problems and achieve coexistence with nature through all of our corporate behaviors, we will promote the better relationships of people with cars and the environment. We will boldly understand challenges for the vital environment issues faced by society. Aiming for sustainable regions and society, we will create new environmental value, protect the Earth, and deliver a bright future to the next generation.

Commit 2050: Achieve balance between the absorption and emission of greenhouse gases caused by humans (zero-emissions)

II. Environmental Policy (~ 2025)

Through the framework of our globally established environmental management system, We will reflect and promote the DENSO Group eco-vision in our environmental activities plan.

Target 3	Basic Policy	Commit 2025
Energy 1/2	Contribute to permanent maintenance of global environment by the technologies that can solve the problems of global warming, energy and resources.	•Contribute to cutting CO₂ from cars in half. •Promote cutting factory energy in half.
Clean x 2	Comply with law and promote continuous improvement in order to promote reassurance to all stakeholders and remain a cooperation that grounds with the society.	•Promote cutting the effect of hazardous chemical substances, as well as emissions, waste, and the amount of water used, in half. •Develop technology to reduce the emissions gas of automobiles.
Green x 2	Realize a society with sharing nature's wife and benefit in order to take over rich natural environment to the next generation through cooperate activity aiming at symbiosis with nature.	•Develop products and promote projects that contribute to the environment. •Promote greeting.
Category	Specific effects	
Eco Products Project/ product area	•Promote technical development and environmental contribution projects that help promote car fuel efficiency, as well as the design of environmentally friendly products. •Thorough carry out management of chemical substances contained in products through our supply chain, as well as quickly grasp trends in global regulations and promote autonomous replacement of regulated substances.	
Eco Factories Factory/ logistics area	•Promote global warming measures and improvement of energy efficiency for the achievement of a declared society. •Thorough carry out the 3Rs (Reduce/Reuse/Recycle) to contribute to a recycling society, thus rising to reduce waste and improve recycling rates. •Promote activities to cut the amount of water used in consideration of the circumstances of the water environment in each country and region. •Promote measures that reduce the environmental risk and cut the amount used of hazardous substances. •Promote green logistics in both the upstream and downstream of production.	
Eco friendly People and living	•Expand environmental education for the purpose that each associate of DENSO group focuses on "preservation of global environment " and takes action aimed at sustainable society in each position and situation on a voluntary bases as our mission. •Strive for eco-friendly driving and energy-saving at home, cutting the usage of energy. •Promote environmental contribution activities for the region and society including activities for the preservation of biodiversity.	
Eco Management Systems/informati on transmission	•Continuously improve our environmental management system and drive to brush up on our management methods, as well as drive to improve the foundation of our environmental management and create environmental value. •Minimize environmental risk and actively transmit information to all our stakeholders.	

Eco-factory (production)

We are promoting initiatives rooted in our core business at all of our sites to realize environmentally friendly production sites and offices.

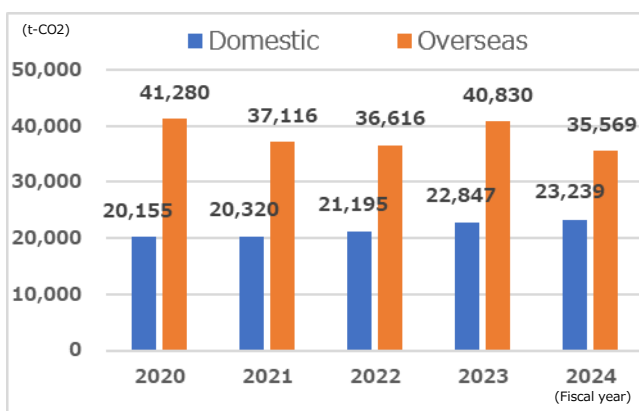
Global warming countermeasures

With the aim of achieving carbon neutrality, we are continuously working to reduce CO2 emissions by introducing energy-saving equipment, saving electricity and other energy-saving activities, and improving the efficiency of production and operations.

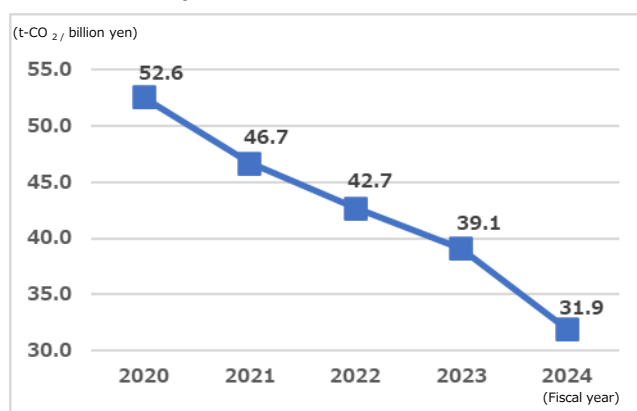
Results of Activities in FY 2024

As part of our carbon neutrality initiatives, through implementing energy-saving measures at each location and conducting energy conservation awareness activities for employees, our global CO2 emissions intensity achieved a 50% reduction compared to fiscal year 2012 levels, which is the 48% reduction target.

•Emissions



•CO2 emissions per unit of value added



Measures against emissions

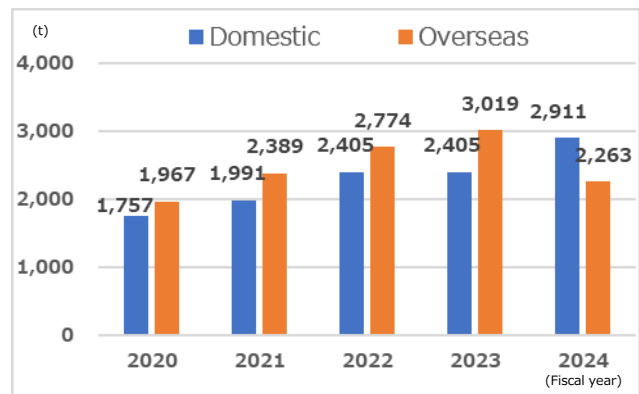
With an eye on a resource-recycling society, we are working to reduce industrial waste and achieve zero emissions* based on the 3Rs (Reduce, Reuse, Recycle).

*Definition of "zero emissions" in the DENSO TEN Group: Reduce to zero the amount of waste that is not effectively used, such as incinerated or disposed of in landfills, through the 3Rs of reducing, reusing, and recycling emissions from our sites.

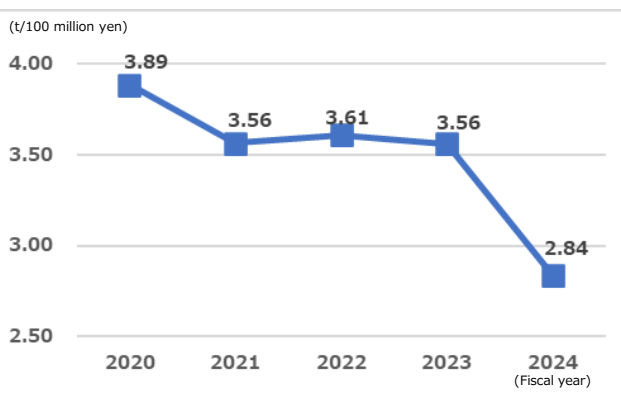
Results of Activities in FY 2024

Through promoting internal utilization via repurposing studies (reducing waste volume), the global emissions intensity achieved a 40% reduction compared to fiscal year 2012 levels, which is the 25% reduction target.

• Emissions



•CO2 emissions per unit of value added



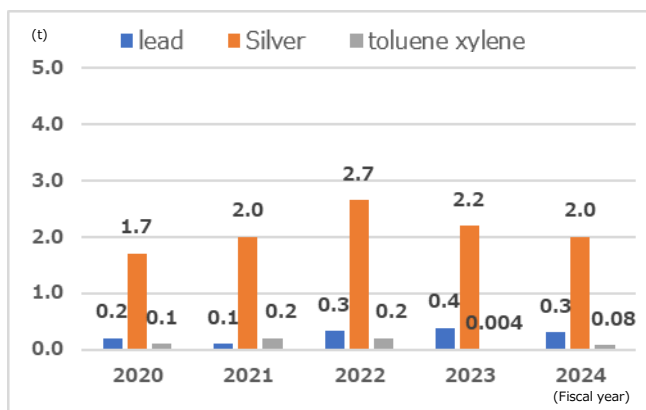
Measures against hazardous substances

We conduct chemical substance assessments of all chemical products used at our sites in Japan and abroad, identify chemical products with high environmental risk, and work to reduce their use.

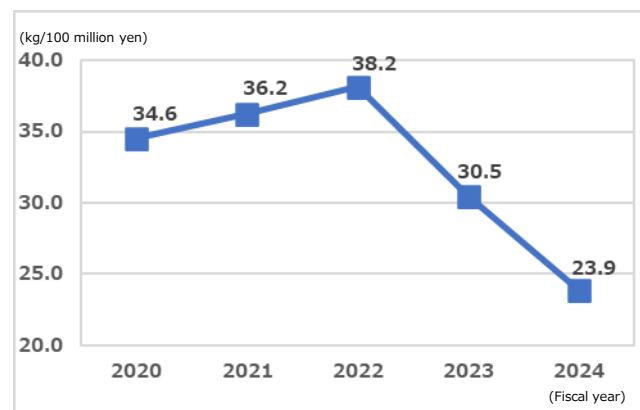
Results of Activities in FY 2024

Through recycling and reuse of IPA (isopropyl alcohol), the global chemical substance (PRTR, VOC) intensity achieved a 72% reduction compared to fiscal 2012 levels, which is the 67% reduction target.

•PRTR substances use



• Chemical substance intensity per unit of value added



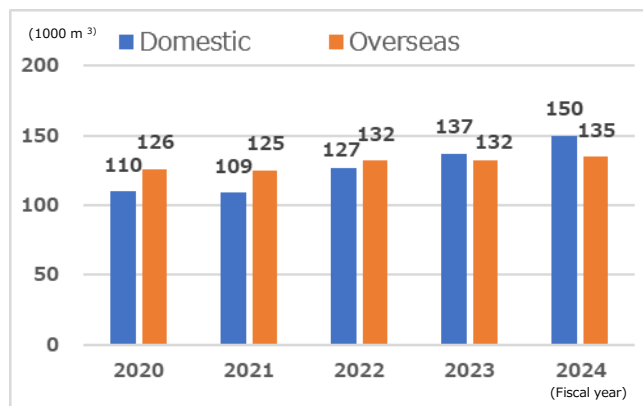
Measures for water resources

Recognizing that water is a limited resource, we are striving to reduce the amount of domestic water (water used for hand washing, toilets, employee cafeterias, etc.) used in our production facilities and offices.

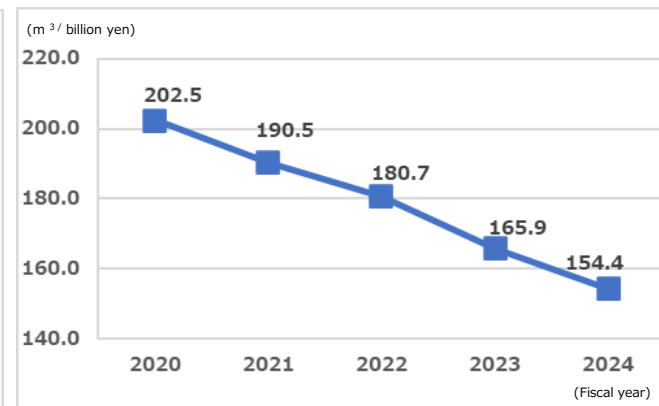
Results of Activities in FY 2024

Through optimizing irrigation volumes and implementing water conservation awareness campaigns for employees, our global water resource intensity achieved a 55% reduction compared to fiscal year 2012 levels, which is the 54% reduction target.

•Water resource consumption



•Water intensity per unit of value added



Eco-factories (logistics)

We are working to reduce CO2 emissions based on the recognition that we need to act not only on our own but also throughout our supply chain to prevent global warming.

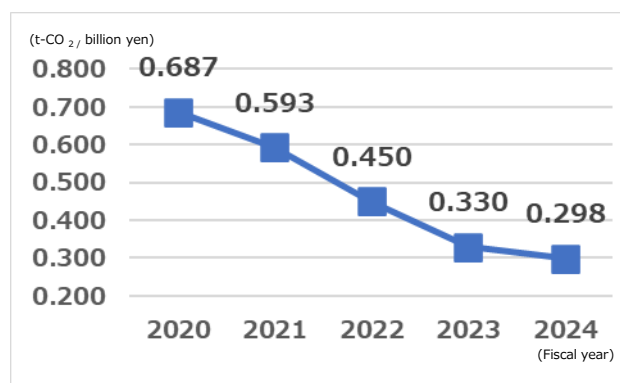
Measures against global warming through improved logistics

In order to contribute to the prevention of global warming, we are working to improve transportation routes, cargo shapes, and cargo loading with the aim of reducing CO2 emissions in transportation.

Results of Activities in FY 2024

By optimizing loading efficiency for the regular delivery service of Denso brand products operating between Nakatsugawa and Nishio, we reduced the number of trips from four to three. This resulted in a 54.8% reduction in CO2 emissions per unit of sales compared to fiscal year 2012.

• Transportation CO2 emissions per sales in logistics improvement



*Figures are calculated based on transportation CO2 emissions generated in Japan and non-consolidated sales.

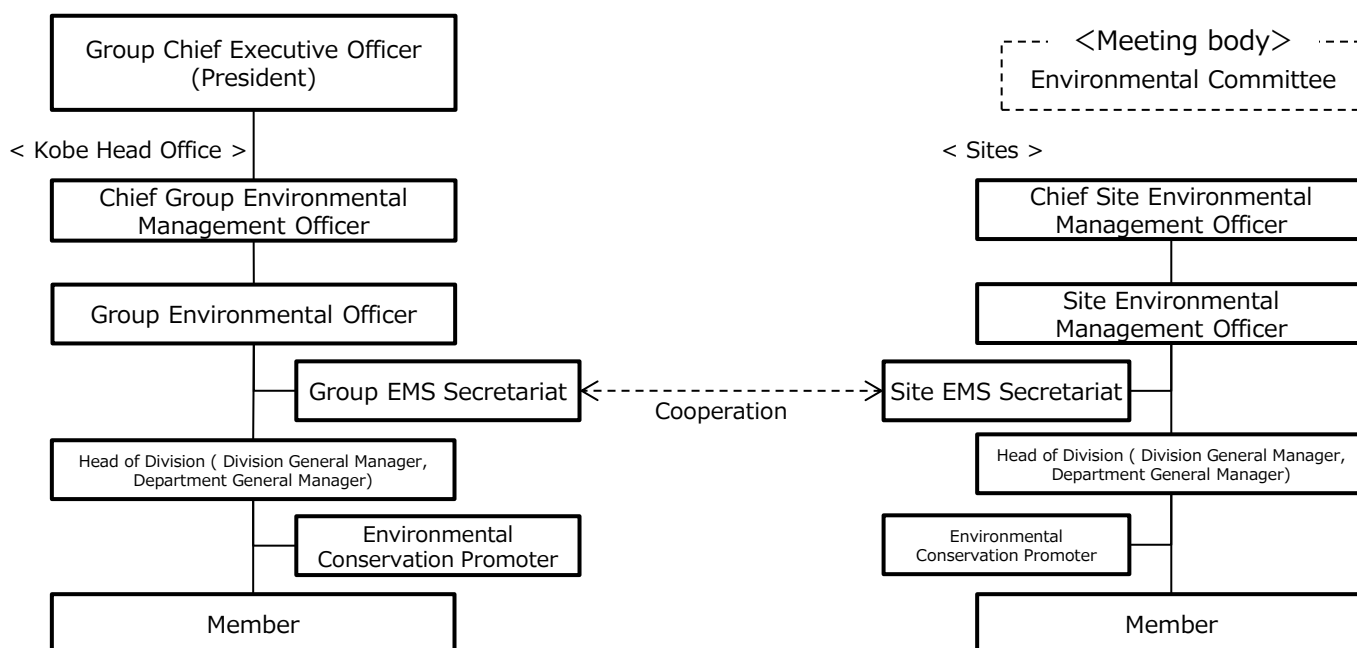
Management System

With a strong awareness of the need to protect the environment on a global scale, we are working together as a group to promote environmental management by strengthening our organization and systems and continually improving our environmental management system.

Promotion System

We have established a management system at our Kobe headquarters to maintain and enhance environmental conservation activities across the entire group, promoting environmental initiatives in collaboration with each location. Furthermore, we have obtained ISO 14001 global integrated certification, implementing unified environmental management across all group locations.

We have established an Environmental Committee as an advisory body for the group's environmental management. This committee deliberates and makes decisions on a wide range of environmental management issues, including initiatives aimed at achieving carbon neutrality.



ISO 14001 Certification Status

In 1997, we completed certification at all domestic production sites, followed by certification at all overseas production sites in 2006, and in 2009, we were one of the first in Japan to receive global integrated certification.

On February 19, 2017, we acquired the first global integrated certification in the car electronics industry under ISO14001:2015, a revised standard of the ISO14001 environmental management system, for our headquarters and 58 offices of 25 companies in Japan and overseas.

Environmental education

To enhance each employee's environmental awareness and sustain environmental activities through full participation, we implement systematic environmental education and awareness programs, including "tiered training," "general training," and "specialized training."

Following training for Environmental Conservation Promoters and Internal Auditors, comprehension tests are administered to maintain and improve competency levels. Additionally, group-wide training is conducted at overseas locations.

Furthermore, to accurately respond to the expanding and increasingly complex environmental regulations governing our products, we implement "Significant Task Training" targeting workers engaged in relevant operations, promoting the acquisition of knowledge directly applicable to their practical work.

Handling of Environmental Risks

To minimize the risks of environmental pollution and the destruction of ecosystems, we engage in initiatives such as setting voluntary control values that are strict than those prescribed by law.

State of compliance with environmental neglect

All production sites have established voluntary control values that are stricter than legal limits for water quality, air quality, noise, and vibration, and monitor them regularly. No violations of the law occurred in FY2024.

Environment-related emergencies, complications, accidents, and mitigation

In FY 2024, there were no emergencies or complications, accidents, mitigation, or exposures of finishes related to the environment.

Soil and groundwater contamination countermeasures (Japan)

Based on the Rules for Management of Soil, etc., we investigate soil and groundwater in a systematic banner and, if any pollution is detected, we make the prescribed reports and take the required action. Regarding land that was purchased with the knowledge of past soil contamination, this land has been registered by Kobe City as a Zone for Notification of Change of Form, as posing no harm to health.

We continue to monitor the groundwater at that site. Regarding land for which there was confirmation of new soil contamination in excess of the standard values in July 2014 and March 2018, because no groundwater contamination was detected, we have completed measures to ensure that there would be no damage to health by filling in the site and paving it with asphalt. We will continue to monitor these contaminated sites regularly, while consulting with the government, and discard the outcomes of that monitoring.

Environmental aspects of our business operations

The products and business activities of the DENSO TEN Group place a burden on the environment in various forms. As a Group, we will unite to promote environmentally-oriented management and drive to reduce our environmental footprint at all stages of our operations.

INPUT

Energy

Electricity	75,011 Mwh
Electricity (Renewable energy purchase)	16,449 Mwh
PPA	1,797 Mwh
Solar power	3,185 Mwh
City gas	405,000 m ³
LP gas	1,172 t
Natural gas	211,000 m ³
Kerosene	4 KL
Light oil	12 KL
Gasoline	4 KL

Forest resources

Paper	26 t
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Water resources

Upper water	178,849 m ³
Industrial water	87,429 m ³
Groundwater	16,435 m ³

OUTPUT

CO₂

CO ₂ output	63,678 t-CO ₂
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Emissions

Total	5,809 t
Amount recycled	5,611 t
Valuables	3,374 t
Recycling rate	97 %

Chemical Substances

Substances subject to PRTR (Japan) only	
Amount released	1 t
Amount transferred	0.2 t
IPA released	46 t

Water

Wastewater discharge	136,067 m ³
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Corporate Profile/Location List

■ Corporate Profile

Name	DENSO TEN Limited
Location	Head Office 1-2-28 Gosho-dori 1-chome, Hyogo-ku, Kobe 652-8510 TEL 078-671-5081
Representative	Takashi Yonemoto, President and Representative Director
Established	October 25, 1972
Capital	5.3 billion yen
Shareholder	DENSO CORPORATION Toyota Motor Corporation Fujitsu Limited

■ List of offices

Domestic bases

DENSO TEN Limited DENSO TEN STAFF Limited

Overseas bases

Asia/Oceania

P h i l i p p i n e s	DENSO TEN PHILIPPINES CORPORATION DENSO TEN SOLUTIONS PHILIPPINES, CORPORATION
T h a i l a n d	DENSO TEN (THAILAND) Limited
I n d i a	DENSO TEN UNO MINDA INDIA PRIVATE LIMITED UNO MINDA D-TEN INDIA PRIVATE LIMITED
C h i n a	DENSO TEN (CHINA) Limited. DENSO TEN ELECTRONICS (WUXI) Limited DENSO TEN PRECISION ELECTRONICS (TIANJIN) Limited DENSO TEN TRADING (TIANJIN) Limited DENSO TEN RESEARCH AND DEVELOPMENT (TIANJIN) Limited

Europe

S p a i n DENSO TEN ESPAÑA, S.A.U.

Americas

United States DENSO TEN AMERICA Limited
M e x i c o DENSO TEN MEXICO, S.A. DE C.V.



Global Network

DENSO TEN Limited

1-2-28 Gosho-dori 1-chome, Hyogo-ku, Kobe 652-8510

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Please send your comments and opinions on sustainability to the contact form below.
[Contact Form](#)

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Forecasts, projections and plans regarding the future
This report contains not only the past and present facts of Denso Ten Group, but also forecasts, projections, and plans for the future. These forecasts, projections and plans are based on assumptions and judgments made in light of information available at the time of writing and are subject to uncertainties.
Accordingly, there is a possibility that the results of future business activities or future events may differ from the forecasts, projections, and plans described in this booklet, but DENSO TEN GROUP assumes no responsibility for such events. We ask our readers to be aware of the above.