



"Green" strategy

Good afternoon, ladies and gentlemen. I'm Yukihiro Shinohara, Chief Corporate Revolution Officer (CCRO). Today, I will talk about DENSO's "green" strategy. Our mission is to create new value so that we can contribute to the happiness of all people and solve social issues.

Our top priority is to reduce CO2 emissions and prevent global warming. DENSO will accelerate its conventional environmental efforts through Reborn 21. We aim to achieve carbon neutrality, namely, zero CO2 emissions, by 2035. We hereby commit ourselves to achieving the goal in the near future, not the distant future. If successful, we will become the world's first manufacturing company to do so. We aim to achieve carbon neutrality in three fields: manufacturing, mobility products, and energy use.

In manufacturing, we will achieve zero CO2 emissions from plants. In mobility products, we will minimize CO2 emissions. In energy use, we will collect and reuse CO2 to achieve reductions below zero. This is how we will attain zero emissions in the overall balance.

I will explain our specific action plan to quickly achieve and accelerate the environmentally neutral business and contribute to society and customers.

Let's start with manufacturing which is the foundation of our business.

First of all, it is important to secure renewable energy to achieve this goal. In the future, we would like to take on new challenges such as purchasing energy on our own such as collecting sunlight in space.

We will create minimum-energy plants, and promote minimum-energy manufacturing. And we will study the possibility of reorganizing plants to minimize CO2 emissions. We will innovate plants by carrying out comprehensive energy conservation activities, utilizing F-IoT, and develop innovative eco-friendly technologies.

First, we carry through these activities, and we will achieve carbon neutral plant with 100% renewable energy. Let's move on to mobility products. We will contribute to spreading electrification and FC products.

We have contributed to eliminating CO2 through our mobility products, but from now, we would like to expand our goal to how clean mobility will spread to society including Out Car and infrastructure. Charging during driving so that vehicles can continue to drive without having to stop for charging. EPS motors for improving the driving performance of compact mobility vehicles.

Adding to these, we will also participate in the revolution of clean and comfortable air mobility. In the field of long-distance commercial vehicles and buses, we will promote mobility and infrastructure utilizing clean energy such as hydrogen and E-Fuel. Through these activities, we will contribute to a clean mobility society by developing technologies in all fields, from EVs, hybrids and FCVs to e-VTOL.

Finally, let's take a look at energy use.

We will collect CO2 from the atmosphere and CO2 emissions from plants, homes, cities, and materials manufacturing.

In addition, we aim to be environmentally neutral, that is, to return to a state where human activities do not affect the global environment, by recovering CO2 emitted through human activities directly from the atmosphere. In addition, we are thinking more than simply storing collected CO2 to underground. We plan to reuse CO2 as a new resource in various fields.

We have already started demonstration experiment at Anjo plant, which we convert e-fuels and methane emitted by plants into fuels for reuse.

Regarding utilization of CO2 everywhere in society, we will achieve carbon neutral society through developing technology to collect and reuse CO2.

Senior Director Ishizuka, thank you very much.

I have a request to associates so that DENSO can contribute to people's happiness and solve social issues in the environmental field.

Please look outside the company, not inside, and do whatever is best for society and customers.

Aim for the best possible situation for society and customers, instead of optimizing for the ideal situation.

To achieve our environmental mission in the near future, not the distant future, you are encouraged to take action based on your own scenario and pursue your own goals.

If the DENSO Group unites these efforts, we will be able to achieve carbon neutrality by 2035. Let's work together to accomplish the goal.

Yukihiro Shinohara

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