

Strength
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Hitozukuri

“The best products are made by the best human resources.”

DENSO has positioned human resources as its most important management resource. Accordingly, the Company has focused on the training and skill development of employees based on the idea that human resource development supports R&D and *Monozukuri*. We are also promoting a broad range of initiatives on a global scale to develop leaders who can take charge of new businesses and oversee the future of DENSO so that we can continue to achieve continuous growth going forward.

The Key to Our Strength



Boldly Taking on New Challenges No Matter What the Circumstances

The DENSO Spirit is one of foresight, credibility, and collaboration. It also establishes a culture of values and beliefs that DENSO has cultivated since its founding in 1949. Accordingly, the DENSO Spirit is shared among all employees. As an action guideline that provides the driving force for contributing to the automotive society and the lifestyles of people as well as the source of our competitiveness, the DENSO Spirit permeates the actions of the 170,000 DENSO Group employees around the world. Guided by this spirit, we are using the passion and ambition of all our employees as the driving force for implementing our day-to-day work procedures and accelerating innovation amid this period of dramatic change.

(DENSO Spirit □□ P.1)



For details on the DENSO Spirit:
<https://www.denso.com/global/en/about-us/philosophy-and-vision/denso-spirit/>



Introducing a Global Common Personnel Management System to Promote the Active Role of a Diverse Group of Employees

In January 2016, DENSO introduced a global common personnel management system targeting the nearly 2,300 members of senior management at its headquarters and at each Group company. This system incorporates a “Global Individual Grade” that focuses on the individual capabilities of senior management members. By using a common grading tool to evaluate and promote its senior staff, DENSO allows its personnel around the world to develop their careers on a global scale. Through this system, DENSO aims to further develop its global business by recruiting employees with a diverse range of values and abilities.



Nurturing Advanced Technicians as the Key to Corporate Growth

To nurture advanced engineers and technicians, DENSO has been operating the DENSO Industrial School (offering industrial high school and specialized vocational high school courses), which carries on the tradition of the technical training schools established in 1954. In addition to domestic Group companies, this school supports the development of technicians from certain suppliers and overseas offices. Many young technicians who participated in our educational systems have gone on to become WorldSkills Competition medalists who compete at the world’s highest level. At the 56th National Skills Competition held in 2018, our technicians won 16 medals, including seven gold medals. In addition, our technicians won two silver medals at the 38th National Abilitympics.