

NEWS RELEASE



IMMEDIATE RELEASE

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DENSO Announces Long-term Policy 2030 and Long-term Plan 2025

-- Vision lays out future with enhanced mobility and safety, less impact on environment --

KARIYA (Japan) — [DENSO Corporation](#) today announced that it has formulated the DENSO Group Long-term Policy 2030, which defines business goals to achieve by 2030, and the DENSO Group Long-term Plan 2025, which sets forth milestones to achieve these goals.

1. Long-term Policy 2030: Bringing hope for the future for our planet, society and all people

DENSO strives to enrich society with new offerings that enhance mobility and achieve sustainability, happiness and peace of mind for everyone.

With the Long-term Policy 2030 as a guide, DENSO will focus on translating its expertise and technological achievements into environmental benefits and greater peace of mind. DENSO will craft inspiring products that make mobility something to smile about for people everywhere.

2. Long-term Plan 2025

The Long-term Plan 2025 sets milestones for achieving goals defined in the Long-term Policy 2030.

DENSO will generate revenue of seven trillion yen and operating profit of 10% by achieving growth in new fields of mobility, such as electrification and automated driving. To this end, DENSO will focus on four fields: electrification, automated driving, connected driving and non-automotive businesses (factory automation and agriculture). Part of this plan involves reforming DENSO's management structure to achieve speed and business agility.

Management Reform: Five Pillars

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1) Enhancement of vehicle perspective and cross-sector functions

DENSO will enhance the system for developing integrated platforms and promote cross-functional activities among its business fields, including ECUs, semiconductors, sensors and motors.

2) Advanced R&D function to realize agile development globally

To quickly predict and verify the early signs and results of innovation around the world, satellite facilities for R&D will be established within and outside of Japan.

3) Business Unit evolution and smaller but stronger headquarters

More discretion and autonomy will be given to business units to promote speedy business management and innovation. The head office will be streamlined to form a team that can create new value at extraordinarily high speed.

4) Global management with optimal use of group and regional power

Directors of respective regional headquarters will operate the business based on quick decision making by taking regional characteristics into account to achieve truly independent management by region.

5) Way of working with tremendous speed and efficiency

DENSO will enhance business processes, HR systems and information systems to promote a culture of speed and efficiency.

About DENSO in North America

DENSO is a leading global automotive supplier of advanced technology, systems and components in the areas of thermal, powertrain control, electronics and information and safety. With its North American headquarters located in Southfield, Michigan, DENSO employs more than 23,000 people at 28 consolidated subsidiaries and 4 affiliates across the North American region. Of these, 25 are manufacturing facilities located in the United States, Canada and Mexico. In the United States alone, DENSO employs more than 17,000 people in Alabama, Arkansas, California, Iowa, Georgia, Kentucky, Michigan, North Carolina, Ohio, Pennsylvania, South Carolina, Tennessee and Texas. DENSO's North American consolidated sales totaled US\$9.6 billion for the fiscal year ending March 31, 2017. For more information, go to www.denso.com/us-ca/en. Connect with DENSO on Facebook at www.facebook.com/DENSOinNorthAmerica.

DENSO Worldwide

DENSO Corp., headquartered in Kariya, Aichi prefecture, Japan has more than 200 subsidiaries and

affiliates in 38 countries and regions (including Japan) and employs more than 150,000 people worldwide. Consolidated global sales for the fiscal year ending March 31, 2017, totaled US\$40.4 billion. Last fiscal year, DENSO spent 8.8 percent of its global consolidated sales on research and development. DENSO common stock is traded on the Tokyo and Nagoya stock exchanges. For more information, go to www.denso.com, or visit our media website at www.denso.com/global/en/news/media-center/

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