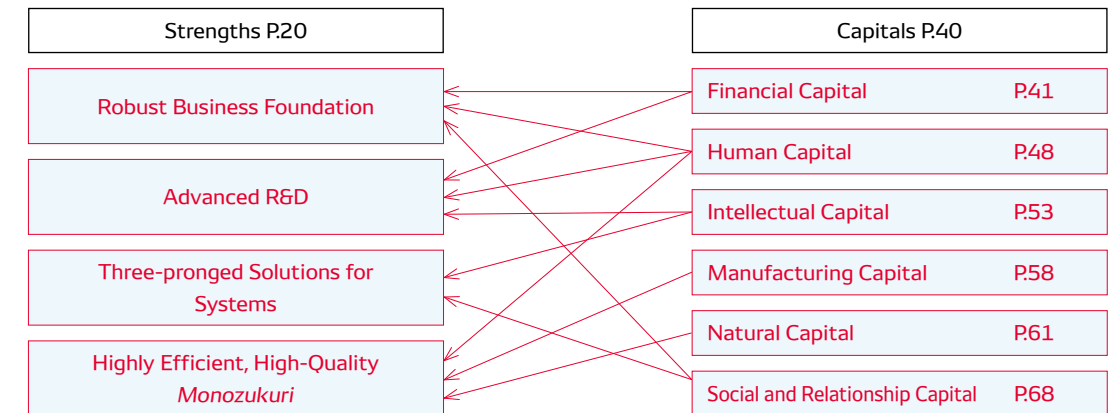


DENSO's Value Creation Process

Maximizing the Value of Green and Peace of Mind to Continue to Grow with Society

DENSO puts sustainability management into practice by taking the resolution of social issues as a starting point and then utilizing accumulated strengths and capitals to implement business activities and advance value creation processes. By having each employee respect and faithfully practice our management philosophy, which serves as a mindset for resolving social issues and pursuing new developments, we aim to enhance our corporate value while contributing to a sustainable society.

Relationship between DENSO's Strengths and Capital



Reinforcement

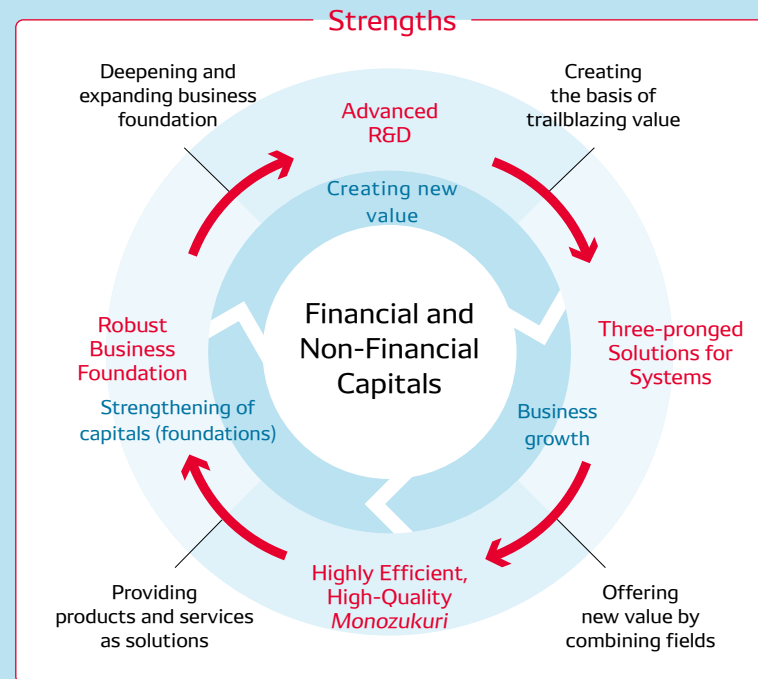
External Environment

Awareness of Business Environment,
Business Portfolio, and Value Creation

□ P.26–27, P.73

Foundation of Our Value Creation

DENSO Philosophy
DENSO Creed
DENSO Spirit



Our Cultivated Strengths □ P.20–21

Capital Strategies □ P.40–71

Materiality

Growth Strategy

Mid-term Policy for 2025
Serves as a path for completing targets by fiscal 2026 that will help us realize our Long-term Policy for 2030

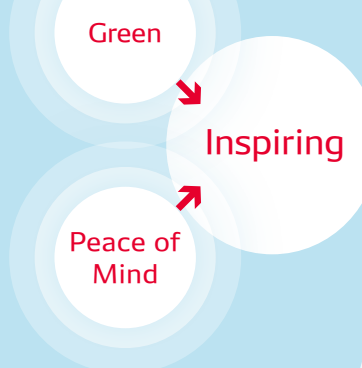
Strategies Related to Green and Peace of Mind
Medium- to long-term strategies aimed at promoting efforts toward maximizing the value of green and peace of mind

Seven Core Businesses

Growth Strategy □ P.25–39
Overview by Product □ P.72–82

DENSO's Vision

Maximizing the Value of Green and Peace of Mind to Be Inspiring



Focus Fields

Electrification, energy, FA, advanced safety/automated driving, food and agriculture

Realizing a Sustainable Society

Contributing to the SDGs through our corporate activities



Social Needs and Social Issues

The DENSO Creed, which embodies the spirit of our founding; the DENSO Philosophy, which clarifies the spirit of the DENSO Creed in accordance with social changes; and the DENSO Spirit, which serves as an action guideline for values that we share on a global basis, form the foundation of our value creation.

Foundations Underpinning Value Creation

Human Capital
□ P.48–52

Corporate Governance
□ P.83–101

Controlling Factors That Negatively Impact Our Value Creation

We are implementing measures to respond to risks that could negatively impact our value creation.

Efforts to Maximize the Value of "Green" (TCFD) □ P.64–67

Risk Management and Compliance □ P.98–101

Undertaking Initiatives toward Respecting Human Rights □ P.71