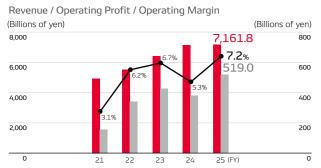
Facts & Figures

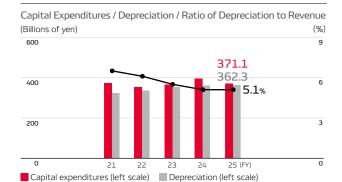
Financial Highlights

Profitability and Growth Potential



■ Revenue (left scale) ■ Operating profit (right scale) ◆ Operating margin In fiscal 2025, revenue reached a record high, increasing year on year with a boost from yen depreciatio despite a decline in automobile production caused by weak sales in Asia and suspended operations at Japanese automakers. Operating profit also hit a record high, rising year on year thanks to streamlining efforts and foreign exchange gains, which offset lower production volumes and higher material costs.

Future Investments

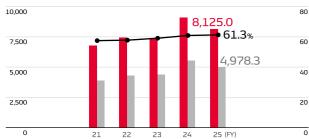


◆ Ratio of depreciation to revenue (right scale)

DENSO has been strengthening investment in the priority areas of electrification, advanced safety products, and semiconductors, while conducting disciplined investment assessments and reallocating resources from mature businesses to establish a robust production framework. With a target of keeping capital investment within the scope of depreciation, the Company intends to continue reducing the ratio of depreciation to revenue.

Financial Security and Leverage

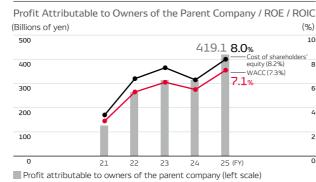




Total assets (left scale) Equity attributable to owners of the parent company (left scale) ◆ Ratio of equity attributable to owners of the parent company to total assets (right scale) DENSO has been reducing low-return assets by cutting inventories and selling cross-shareholdings. While naintaining strong financial soundness, the Company will actively utilize borrowings and corporate bonds in order to improve capital efficiency.

For more financial information, please see the following website. https://contents.xj-storage.jp/xcontents/AS04353/108b120e/215a/4cc3/96f2/

Profitability



◆ ROE (right scale) ◆ ROIC (right scale)

DENSO promotes ROIC-minded management, which includes reshuffling its business portfolio and pursuing structural reforms in each region of operation. In fiscal 2025, ROE came to 8.0%, below the cost of capital, due in part to the impact of a one-time provision for quality measures.

Note: ROIC = Profit attributable to owners of the parent company + Invested capital (Invested capital is calculated by taking the average of the results figure at the end of the previous fiscal year and that

ted capital = Equity attributable to owners of the parent company + Interest-bearing debt

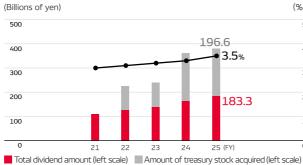
Future Investments



■ R&D expenditure (left scale) ◆ Ratio of R&D expenditure to revenue (right scale) We continuously reinforce our development structure, investing more in focus fields such as electrifica next-generation advanced safety technologies, and semiconductors. Meanwhile, the ratio of R&D expenditure to revenue has stayed at around 9%, reflecting our efforts to accelerate automation and greater efficiency in development activities, including through Al.

Shareholder Returns

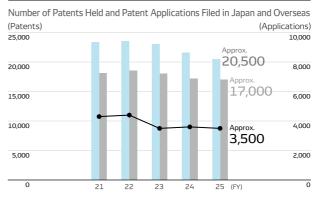
Total Dividend Amount / Amount of Treasury Stock Acquired / DOE



◆ DOE (right scale)

improved dividend on equity (DOE) for four consecutive years, raising it by 0.5 percentage point, to 3.5%, compared with fiscal 2021. In fiscal 2025, DENSO announced a ¥450 billion share buyback on the open market, its largest ever, based on its policy of taking a flexible approach to buybacks.

Non-Financial Highlights



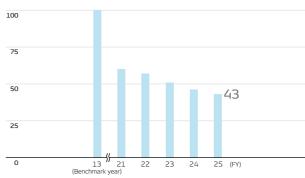
No. of patents held in Japan (left scale) ◆ No. of patent applications filed in Japan and overseas (right scale)

Intellectual properties (IPs) provide the source of the Company's competitiveness. To that end, the Company seeks to create, acquire, and effectively utilize IPs through proactive research and development activities. The number of new patent registrations in the automotive industry in fiscal 2025 was four in Japan and eight in the United States.

Note: The number of patent applications filed shows the total number of filings in Japan and overseas.

This figure includes patents filed during DENSO's fiscal year. The number of patent applications filed in Japan includes withdrawn items for priority claim based on Japanese patent applications and divisional applications. The number of patent applications filed overseas includes continuing and

CO₂ Emissions Intensity* (Scope 1 and 2 / Global Group Companies) Fiscal 2013 indexed to 100 as the reference year's emissions

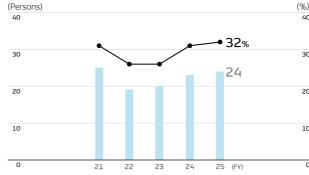


Under DENSO Eco Vision 2025, we set and have been working toward the fiscal 2026 target of "energy half," which aims to halve CO₂ emissions intensity compared with fiscal 2013. Through the development of innovative technologies for production processes, energy-saving activities like Just-in-Time (JIT) energy management, and the adoption of renewable energy, we achieved this target ahead of schedule in fiscal

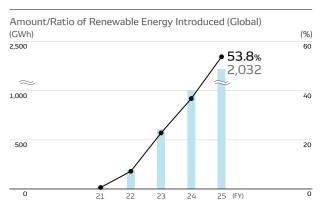
2024, two years earlier than planned.

* Emissions intensity = CO₂ emissions ÷ Value added

Number and Ratio of Non-Japanese Employees Appointed as Heads of Overseas Bases



Number of non-Japanese employees appointed as heads of overseas bases (left scale) Ratio of non-Japanese employees appointed as heads of overseas bases (right scale) We are focused on training and appointing future leader candidates to foster an organizational culture where diverse talent can thrive in the right roles. In overseas regions, we are enhancing training opportunities such as selective global training programs, to achieve a 50% ratio of non-Japanese heads of overseas bases by fiscal 2031.

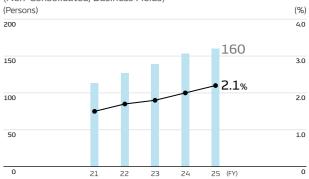


Amount of renewable energy introduced (left scale)

- Ratio of renewable energy introduced (right scale)

As of fiscal 2025, the head office and all production sites of DENSO CORPORATION in Japan (11 sites), Advanced Research and Innovation Center, DENSO FUKUSHIMA CORPORATION, DENSO HOKKAIDO CORPORATION, DENSO INVATE CORPORATION, and DENSO KYUSHU CORPORATION, and all overseas production companies (excluding subsidiaries of subsidiaries) in Europe (16 bases), China (13 bases), and Asia (10 bases) had completed the introduction of renewable energy and achieved carbon neutrality.

Number and Ratio of Female Employees in Management Positions (Non-Consolidated, Business Fields)*

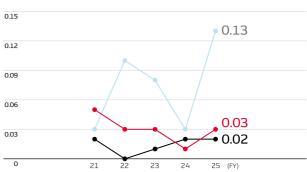


Number of female employees in management positions (left scale) ◆ Ratio of female employees in management positions (right scale)

As part of efforts to empower women, we promote integrated career development, establishing indicators As part of entires to enjoyers without a member of the properties at each phase for recruitment, the balance between work and life events, and training and promotion after navigating them. We also conduct tailor-made activities, such as mentoring and training in accordance with the personal qualities of each management position candidate in addition, in fiscal 2025 we integrated the general-duties course, 99% of the participants of which are women, with the career track course and removed any upper limitations on the promotion of employees in administrative positions * Includes employees seconded from DENSO to other companies but not employees who have been seconded from other companies to DENSO

Lost-Time Frequency Rate*

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◆ DENSO CORPORATION ◆ Domestic Group companies ◆ Overseas Group companies

In fiscal 2025, we aimed to design equipment that does not impose stress or urgency on operators and incorporated initiatives to reduce minor equipment stoppages into our activity plans. However, accidents caused by inadequate equipment safeguards occurred at domestic Group companies, resulting in a deterioration of the lost-time frequency rate. Based on these lessons, we are prioritizing the completion o safety countermeasures for equipment as a key initiative.

* Lost-time frequency rate: Number of fatalities and injuries due to work-related accidents per million total working hours. It indicates the frequency of incidents (lost-time frequency rate for entire manufacturing industry in Japan in 2024: 1.30).

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