

Road Map for Our 2030 Vision

The DENSO Philosophy provides the foundation for drawing the outline of the Company's corporate policies, and sustainability management acts as the core mechanism for realizing these policies. In light of the aforementioned changes in the business environment and from the perspectives of both risks and opportunities, DENSO has formulated its Long-term Policy for 2030. In addition, to provide a medium-term milestone on the way toward achievement of this policy, we have established the Mid-term Policy for 2025. In parallel with the long-term policy, we are moving forward with Strategies for Green and Peace of Mind as medium- to long-term strategies for the furtherance of measures focused on the long-term policy's goal of maximizing the value of green and peace of mind.

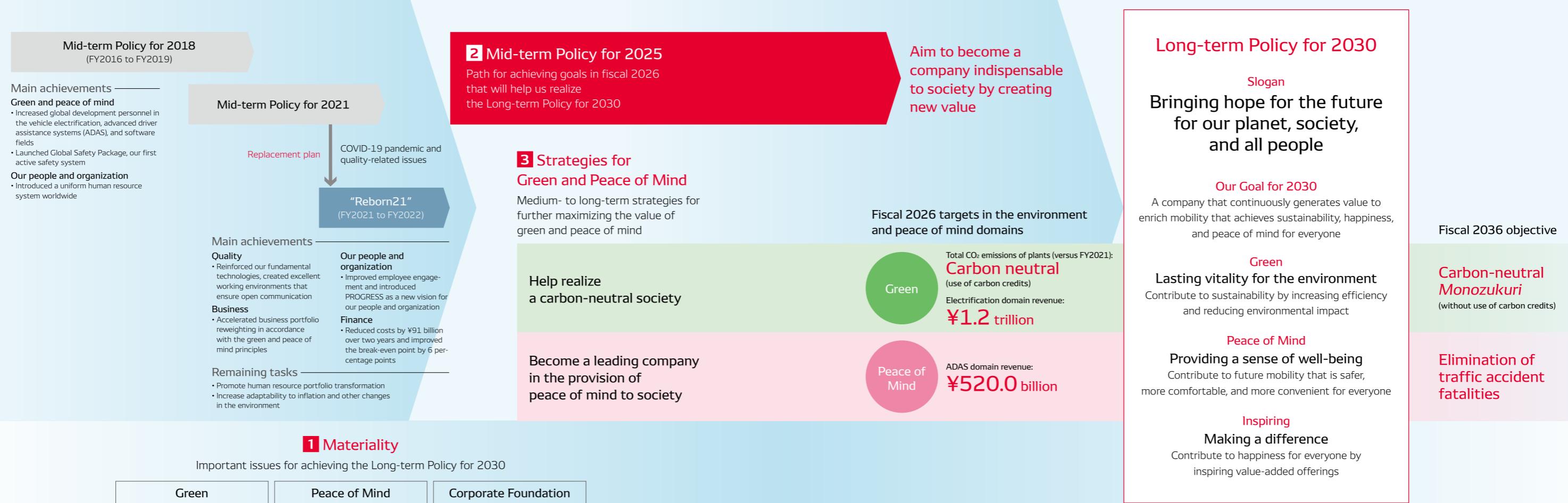
Growth Indicators to Realize the Long-term Policy for 2030

To realize its Long-term Policy for 2030, DENSO is working to achieve business growth by realizing growth in a wide range of domains that go beyond the automobile, and by promoting management reforms, among other efforts. However, with the increased level of uncertainty regarding the outlook for the business environment, and, based on the fact that our highest priority issue recently has been to establish a structure that is resilient to changes in the business environment, we are now placing the most emphasis on profitability as an indicator for growth and aim to achieve ROE of 10% or higher and an operating margin of 10% by fiscal 2026.

2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024

2025

2030



Awareness of the projected business environment of 2030 used to formulate the Long-term Policy for 2030

Revenue / Operating Margin / ROE (Targets)

