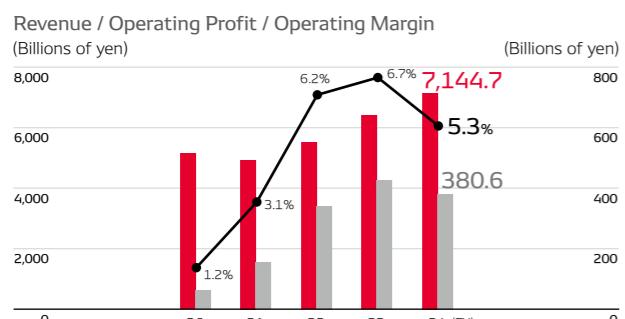


## Facts & Figures

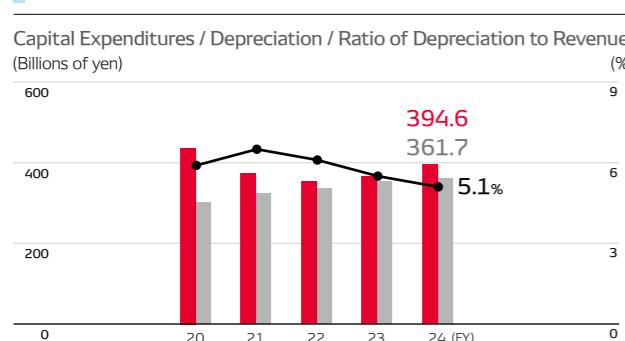
### Financial Highlights

#### Profitability and Growth Potential



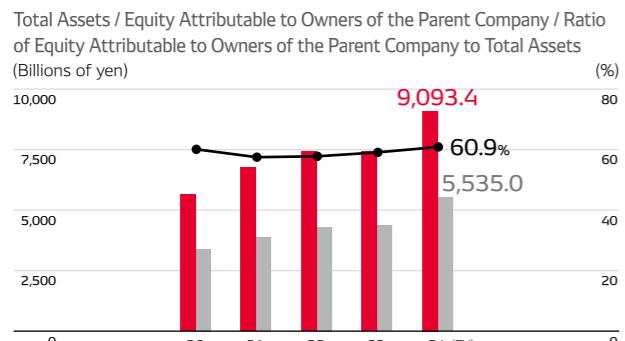
In fiscal 2024, the Company achieved record-high revenue owing primarily to strong vehicle sales as semiconductor shortages eased, yen depreciation, and expanded sales of electrification and advanced safety products. Operating profit declined year on year, due mainly to the impact of establishing a provision for quality measures, centered on fuel pumps, which outweighed improved operational capacity, streamlining activities, and efforts to strengthen our ability to respond to change, in addition to foreign exchange gains driven by yen depreciation.

#### Future Investments



In addition to expanding investments in electrification, advanced safety products, and the semiconductor field, and strengthening investments for establishing a solid production structure, including safety and quality, we work continuously to reduce the ratio of depreciation to revenue by closely examining investments in a highly disciplined manner and shifting resources away from maturing fields.

#### Financial Security and Leverage



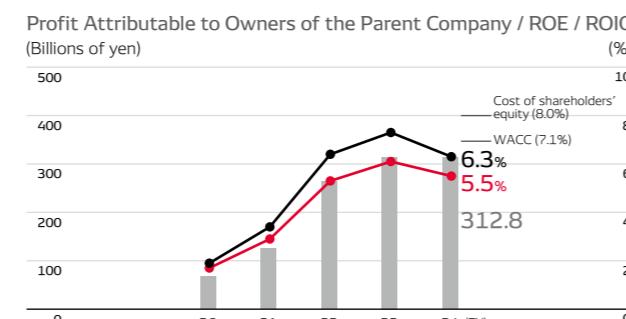
Despite a reduction in inventories and the sale of cross-shareholdings, total assets increased significantly from the previous fiscal year as a result of exchange rate adjustments due to yen depreciation and valuation and to translation adjustments of shareholdings. Equity attributable to owners of the parent company also increased, reflecting a rise in retained earnings and valuation and translation adjustments of shareholdings.

Please see the following URL for more financial information.

<https://www.denso.com/global/en/-/media/secure-investors/settlement/2024/financial-report2024.pdf>

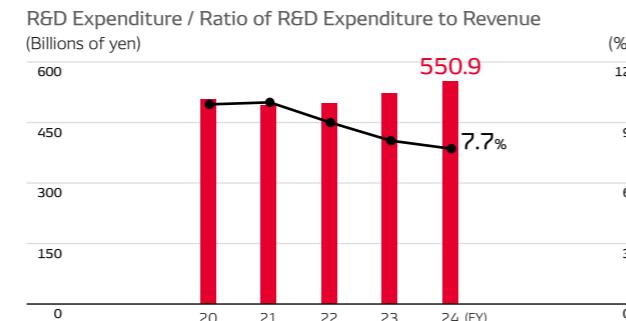


#### Profitability



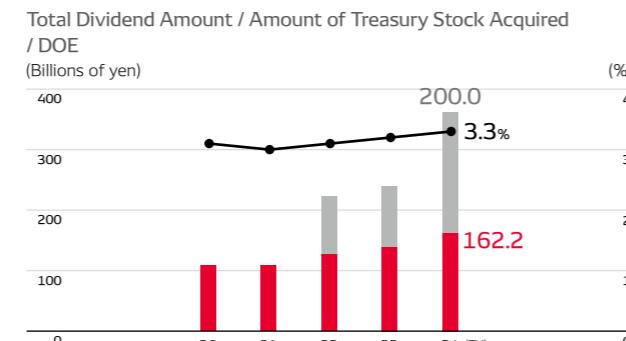
DENSO promotes ROIC-minded management, such as reshuffling its business portfolio and pursuing structural reforms in each region of operation. In fiscal 2024, ROE came to 6.3% (9.0% when excluding the provision for quality measures), due in part to the impact of establishing a provision for quality measures. 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 at the end of the current fiscal year.) Invested capital = Equity attributable to owners of the parent company + Interest-bearing debt

#### Future Investments



We continuously strengthen our development structure, which led to an increase in R&D expenditure of ¥29.3 billion year on year, due to investments in focus fields such as electrification, semiconductors, and next-generation advanced safety technologies. Meanwhile, the ratio of R&D expenditure to revenue declined 0.4 percentage point, reflecting efforts to accelerate automation and greater efficiency in our development activities, including through AI.

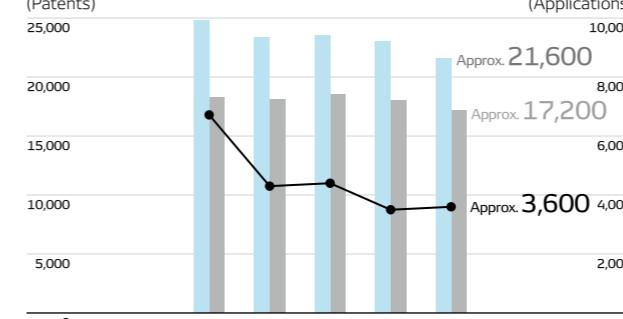
#### Shareholder Returns



Guided by our basic policy of realizing stable increases in dividend levels over the long term, we set dividend on equity (DOE) at 3.3%, an increase of 0.1 percentage point year on year, for the third consecutive fiscal year, in addition to acquiring ¥200.0 billion in treasury stock, our largest-ever acquisition. We are committed to continuously strengthening shareholder returns.

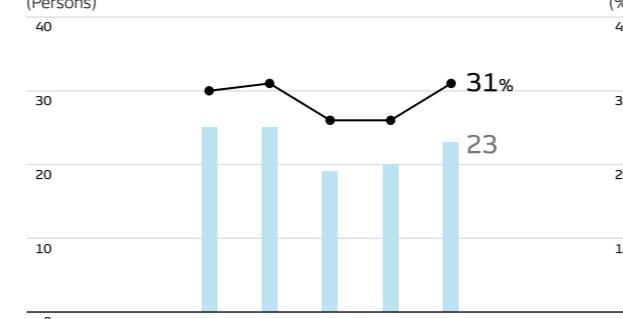
### Non-Financial Highlights

#### Number of Patents Held and Patent Applications Filed in Japan and Overseas



No. of patents held in Japan (left scale) No. of patents held overseas (left scale) No. of patent applications filed in Japan and overseas (right scale) Intellectual properties (IP) provide the source of the Company's competitiveness. To that end, the Company seeks to create, acquire, and effectively utilize IP through proactive research and development activities. The number of new patent registrations in the automotive industry in fiscal 2024 was three in Japan and nine 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 divisional applications.

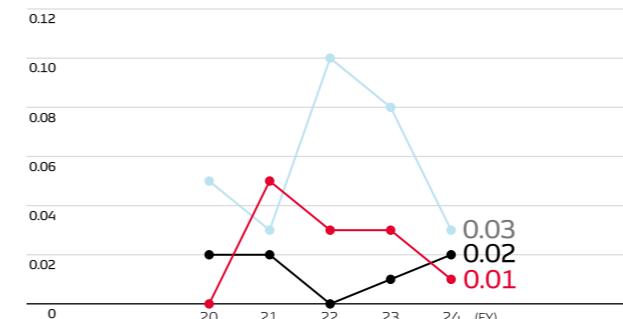
#### Number and Ratio of Non-Japanese Employees Promoted to Leadership Roles at Overseas Bases



Number of non-Japanese employees promoted to leadership roles at overseas bases (left scale) Ratio of non-Japanese employees promoted to leadership roles at overseas bases (right scale)

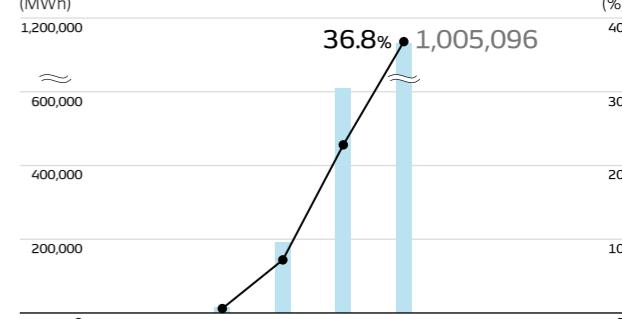
We are focusing efforts on activities for training and promoting future leader candidates to realize an organizational culture that enables diverse human resources to play active roles in suitable positions. In overseas regions, we are strengthening opportunities for recognition and training of human resources in various ways to ensure that non-Japanese employees account for 50% of employees in leadership roles at overseas bases by fiscal 2031. These include discussions and follow-up activities regarding training and promotion at selective global training and meetings concerning human resource development, and one-on-one dialogues between corporate officers and overseas employees.

#### Lost-Time Frequency Rate\*



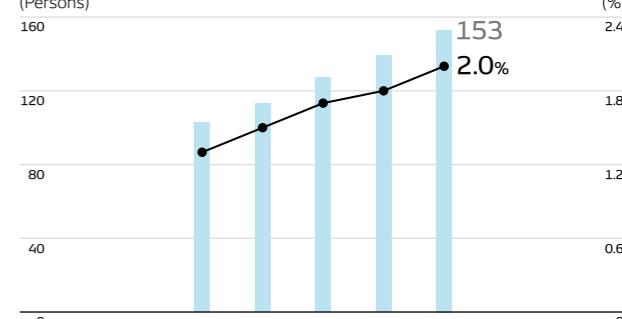
DENSO CORPORATION Domestic Group companies Overseas Group companies In fiscal 2024, we strengthened efforts to improve workplace safety, including safety communication tours by divisional managers, on-the-spot checks by third parties, and inspections to prevent fire and explosions focused on high-risk facilities. As a result, we maintained a high level of safety relative to industry peers (2023 lost-time frequency rate for all manufacturing industries: 1.29 [Source: Ministry of Health, Labour and Welfare]) \* Lost-time frequency rate: Indicates the frequency of accidents using the number of fatalities and injuries through work-related accidents per one million cumulative working hours

#### Amount/Ratio of Renewable Energy Introduced (Global)



Amount of renewable energy introduced (left scale) Ratio of renewable energy introduced (right scale) In fiscal 2024, we achieved a 100% transition to renewable energy at nine bases in Japan and at all of our bases in Europe, bringing our Groupwide renewable energy introduction rate to 36.8%. Looking ahead, we will systematically increase this rate with a view toward completing the introduction of renewable energy at all locations worldwide in fiscal 2026.

#### Number and Ratio of Female Employees in Management Positions

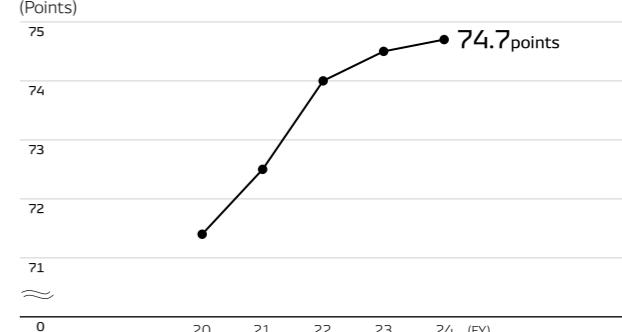


Number of female employees in management positions (left scale) Ratio of female employees in management positions (right scale)

As part of efforts to empower women, we promote integrated career development, establishing indicators 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 will integrate the general-duties course, 99% of the participants of which are women, with the career-track course to further support the active roles of female employees.

\* Includes employees seconded from DENSO to other companies but not employees who have been seconded from other companies to DENSO

#### Employee Lifestyle Score (Non-Consolidated)



DENSO promotes initiatives to encourage the development of a health-focused workplace culture and the autonomous adoption of healthy behavior with the aim of creating a company where people can work energetically and vigorously in good health for as long as they choose. We have improved the employee lifestyle score year by year by conducting awareness-raising activities through organization-based collaboration with division leaders, and engaging with low-scoring employees, among other efforts. In fiscal 2025 and beyond, we plan to expand the same activities to domestic Group companies.