

Aims and Road Map for 2030

The DENSO Philosophy provides the foundation for drawing the outline of the Company's management 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, which serves as our vision for 2030. The Company also established material issues (Materiality) and various strategies as a path for realizing its Long-term Policy for 2030. Through these efforts, DENSO is implementing sustainability management.

Recently, we integrated our Long-term Plan for 2025, our Mid-term Policy for 2021, and the three strategies we are promoting under Reborn21 into the new Mid-term Policy for 2025. By promoting this policy alongside our strategies related to green and peace of mind, we will aim to realize our Long-term Policy for 2030.

Growth Indicators to Realize the Long-term Policy for 2030 and Social Issues We Aim to Resolve

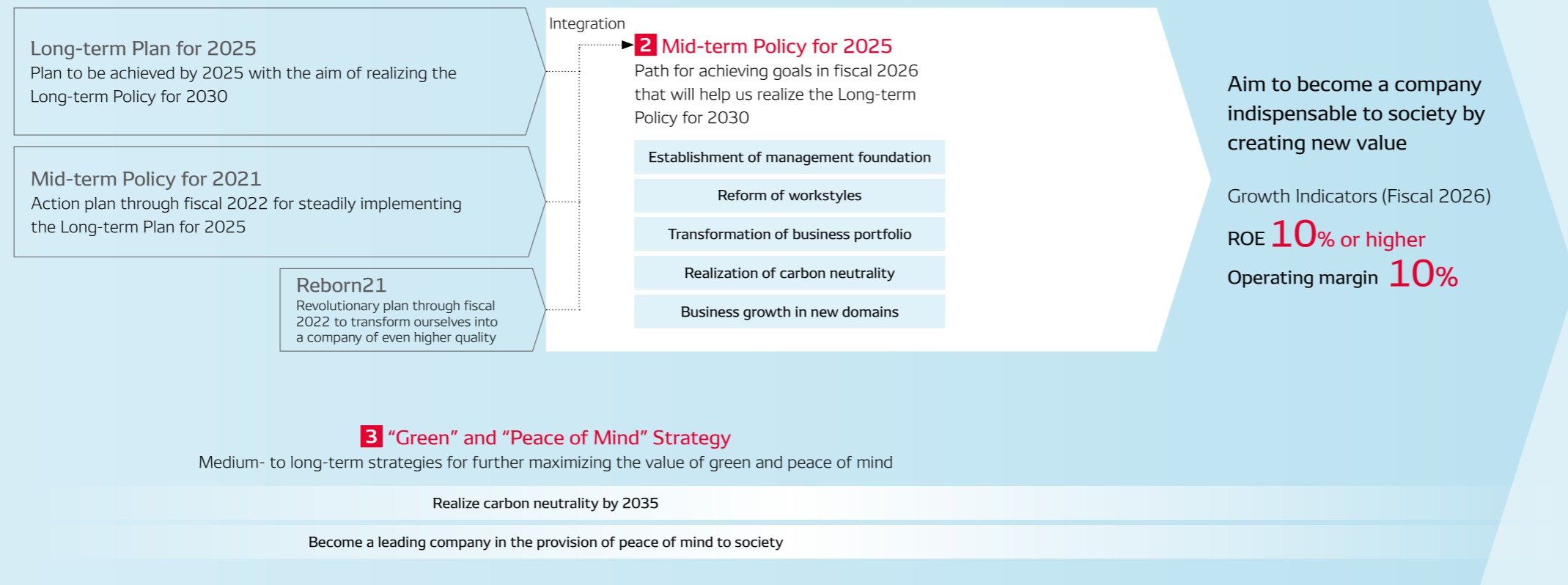
To realize its Long-term Policy for 2030, DENSO is working to achieve growth in its top line by realizing growth in new mobility domains and promoting management reforms, among other efforts. However, with the increased level of uncertainty regarding the outlook for consumption demand, and based on the 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.

Furthermore, we have made connections between the social issues we aim to resolve through our business activities and the Sustainable Development Goals (SDGs), and have clarified the goals we aim to achieve on a Companywide level. At the same time, our employees have determined individual goals that they can work toward through their job and are working on a daily basis to do so.

DENSO Philosophy: Contributing to a better world by creating value together with a vision for the future



Sustainability Management



Long-term Policy for 2030

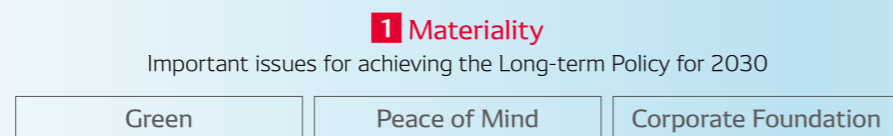
Slogan
Bringing hope for the future for our planet, society, and all people

Our Goal for 2030
A company that continuously generates value to enrich mobility that achieves sustainability, happiness, and peace of mind for everyone

Green
Lasting vitality for the environment
Contribute to sustainability by increasing efficiency and reducing environmental impact

Peace of Mind
Providing a sense of well-being
Contribute to future mobility that is safer, more comfortable, and convenient for everyone

Inspiring
Making a difference
Contribute to happiness for everyone through inspiring value-added offerings



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

SDGs We Aim to Achieve through Our Business Activities

