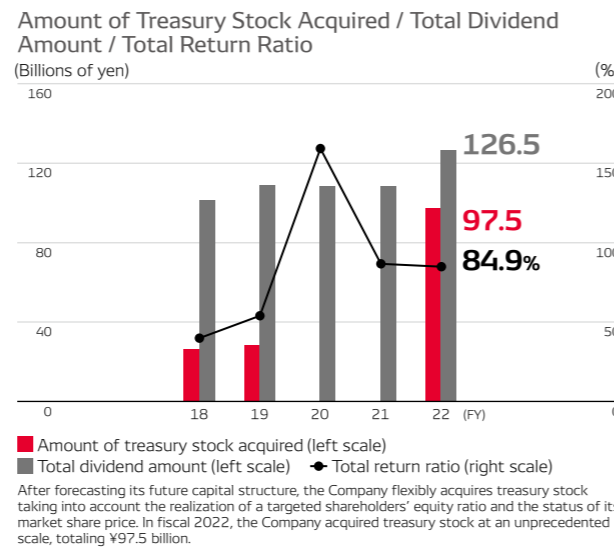
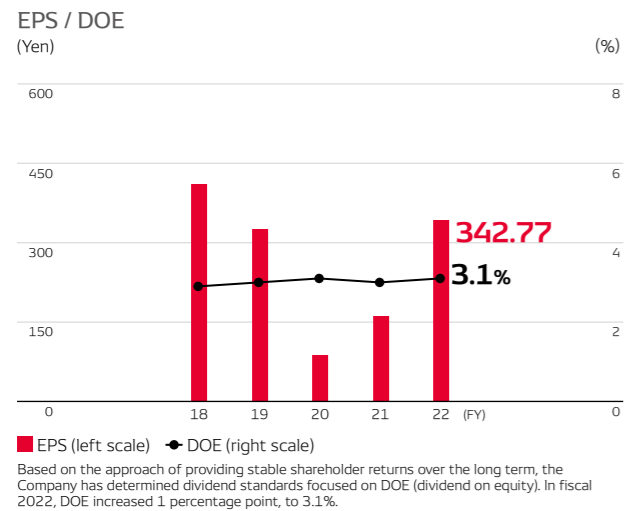
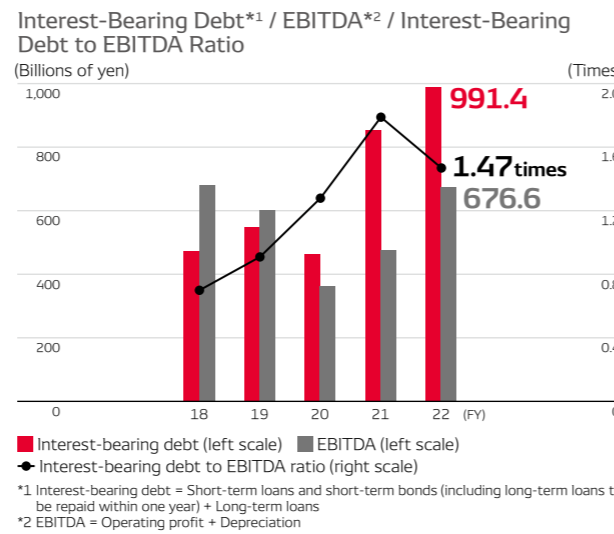
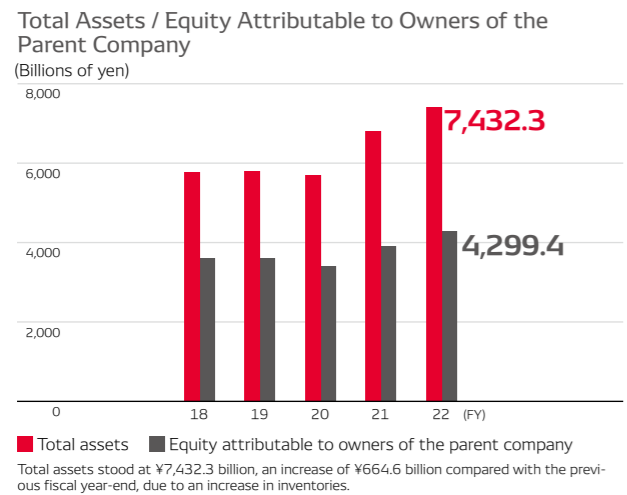
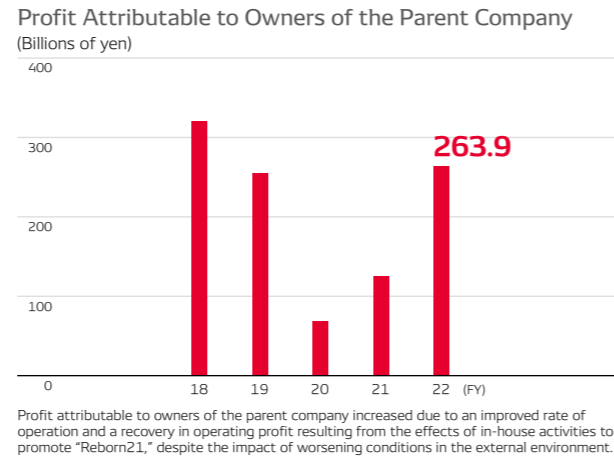
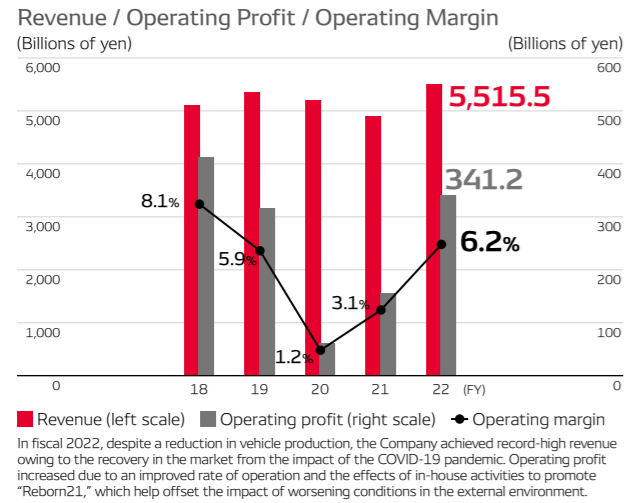


Facts & Figures

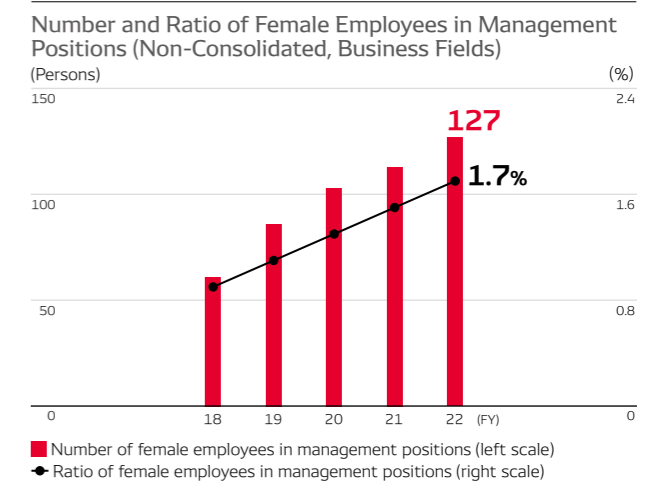
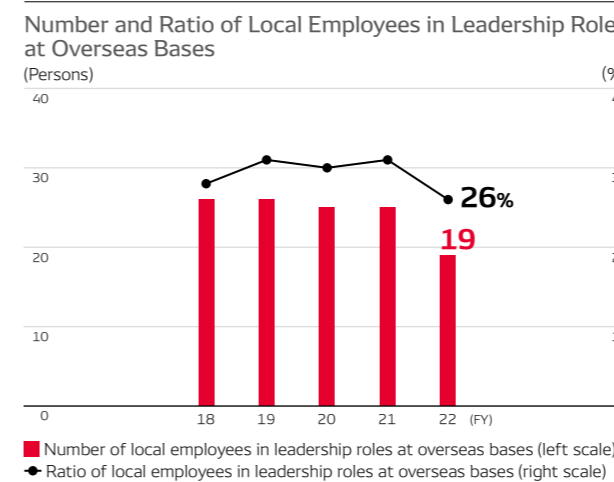
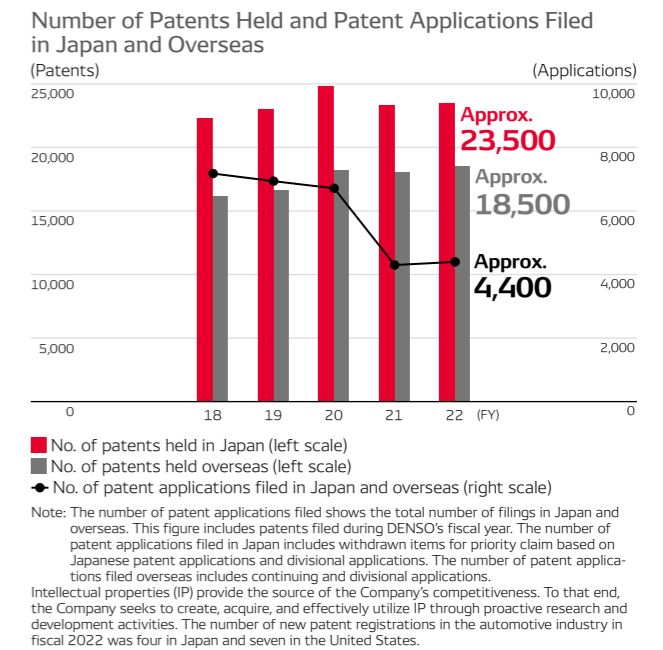
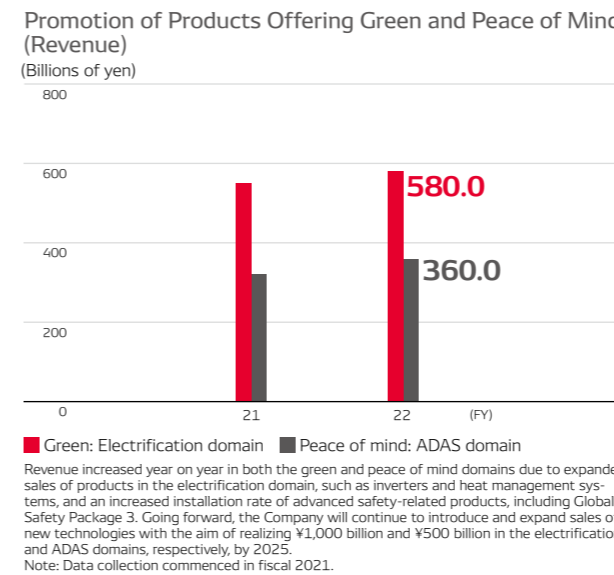
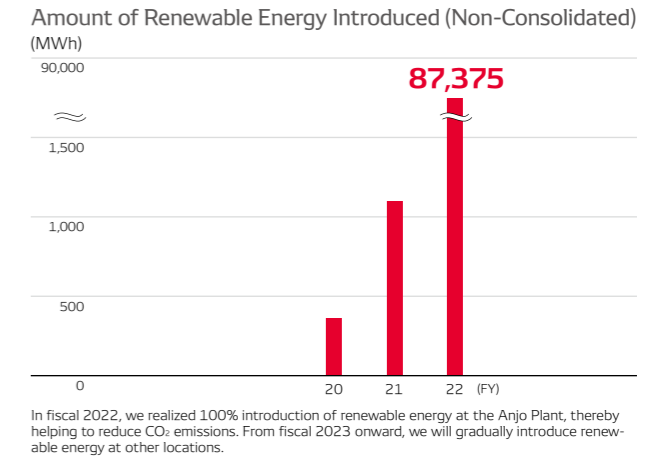
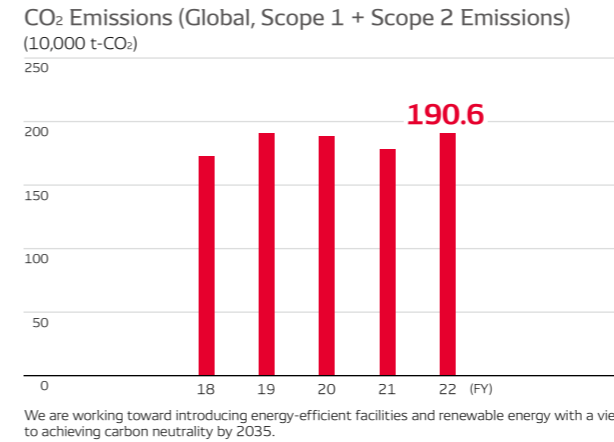
Financial Highlights



Please see the following URL for more financial information.
<https://www.denso.com/global/en/-/media/global/about-us/investors/settlement/2022/financial-report2022.pdf>



Non-Financial Highlights



DENSO is promoting initiatives on a global scale to realize a working environment and organizational culture that enables active and fulfilling roles for diverse human resources in terms of gender, gender identity, sexual orientation, age, race, nationality, religion, and disabilities as well as in terms of unseen differences such as experience and value systems. With regard to overseas human resources, in fiscal 2023, we adopted the target of appointing 20 local personnel in leadership roles at our major overseas consolidated management companies and will focus our efforts on systematically cultivating personnel for leadership positions so that we can reach this target. For promoting the active role of women, we adopted a target of appointing 200 women for management positions in business fields and 200 women for management positions in technical fields by fiscal 2026. Going forward, we will continue to engage in such efforts as roundtable discussions between female employees serving as role models and other female employee and diversity training for supervisors.