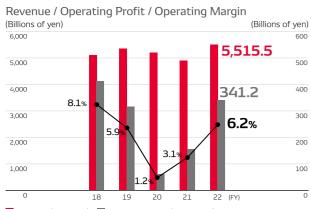
CONTENTS	PROLOGUE	CEO MESSAGE	DENSO's Value Creation Story	Growth Stra

Facts & Figures

Financial Highlights



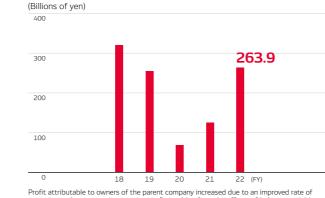
Revenue (left scale) Operating profit (right scale) + Operating margin In fiscal 2022, despite a reduction in vehicle production, the Company achieved record-high revenue owing to the recovery in the market from the impact of the COVID-19 pandemic. Operating profit increased due to an improved rate of operation and the effects of in-house activities to promote "Reborn21," which help offset the impact of worsening conditions in the external environment.



(Billions of yen)

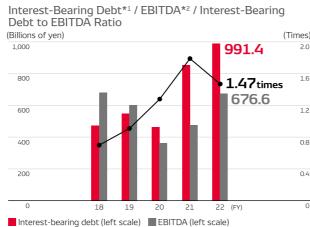


Total assets Equity attributable to owners of the parent company Total assets stood at ¥7,432.3 billion, an increase of ¥664.6 billion compared with the previ-ous fiscal year-end, due to an increase in inventories.



Profit Attributable to Owners of the Parent Company

Profit attributable to owners of the parent company increased due to an improved rate of operation and a recovery in operating profit resulting from the effects of in-house activities to promote "Reborn21," despite the impact of worsening conditions in the external environment.



← Interest-bearing debt to EBITDA ratio (right scale)

*1 Interest-bearing debt = Short-term loans and short-term bonds (including long-term loans to be repaid within one year) + Long-term loans
*2 EBITDA = Operating profit + Depreciation

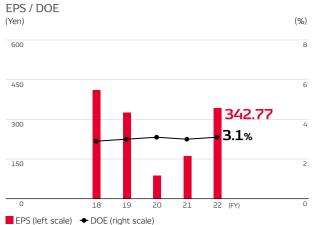
Amount / Total Return Ratio

(Billions of yen)

In terms of interest-bearing debt, the Company curtails capital increases through the proactive utilization of loans while maintaining a balance with sufficient financial soundness and effi-ciency, thereby working to enhance capital efficiency. In fiscal 2022, EBITDA increased due to the rise in operating profit and depreciation.

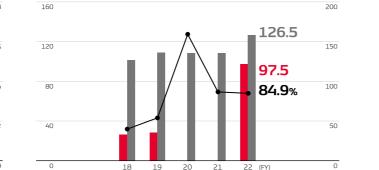
(%)

Amount of Treasury Stock Acquired / Total Dividend



Based on the approach of providing stable shareholder returns over the long term, the Company has determined dividend standards focused on DOE (dividend on equity). In fiscal 2022, DOE increased 1 percentage point, to 3.1%.

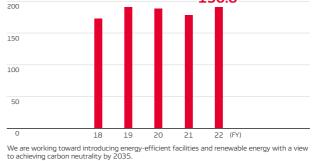
Please see the following URL for more financial information. https://www.denso.com/global/en/-/media/global/about-us/inv



Amount of treasury stock acquired (left scale)

■ Total dividend amount (left scale) Total return ratio (right scale) After forecasting its future capital structure, the Company flexibly acquires treasury stock taking into account the realization of a targeted shareholders' equity ratio and the status of its market share price. In fiscal 2022, the Company acquired treasury stock at an unprecedented scale_totaling ¥97.5 billion



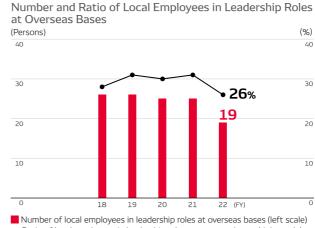


Promotion of Products Offering Green and Peace of Mind (Revenue) (Billions of yen)

800



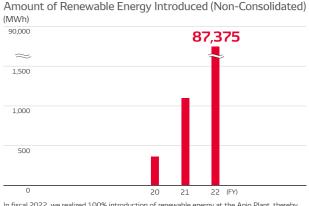
Revenue increased year on year in both the green and peace of mind domains due to expanded sales of products in the electrification domain, such as inverters and heat management sys-tems, and an increased installation rate of advanced safety-related products, including Global Safety Package 3. Going forward, the Company will continue to introduce and expand sales of ancey's backgive, solving on single and the aligning with the single sector of the sec



Ratio of local employees in leadership roles at overseas bases (right scale)

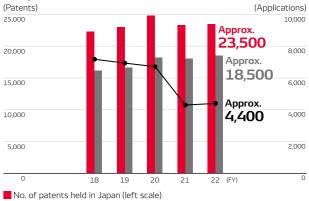
DENSO is promoting initiatives on a global scale to realize a working environment and organizational culture that enables active and fulfilling roles for diverse human resources in terms of gender, gender identity, sexual orientation, age, race, nationality, religion, and disabilities as well as in terms 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 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.

Non-Financial Highlights



In fiscal 2022, we realized 100% introduction of renewable energy at the Anjo Plant, thereby helping to reduce CO_2 emissions. From fiscal 2023 onward, we will gradually introduce renewable energy at other locations.

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

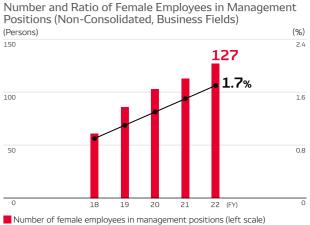


No. of patents held overseas (left scale)

No. of patent applications filed in Japan and overseas (right scale)

Note: The number of patent applications filed shows the total number of filings in Japan and The number of patent applications need shows the total number of might applications of overseas. This figure includes patents field 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 applica-tions filed overseas includes continuing and divisional applications.

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 2022 was four in Japan and seven in the United States.



Ratio of female employees in management positions (right scale)