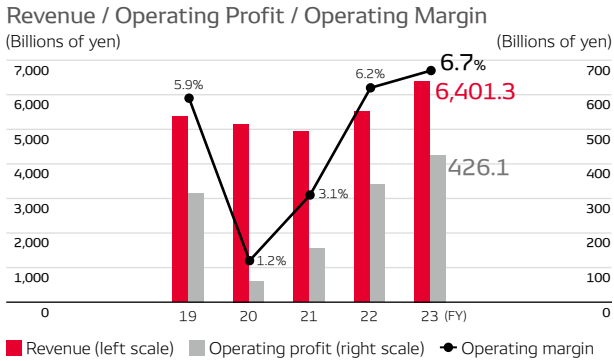


# Facts & Figures

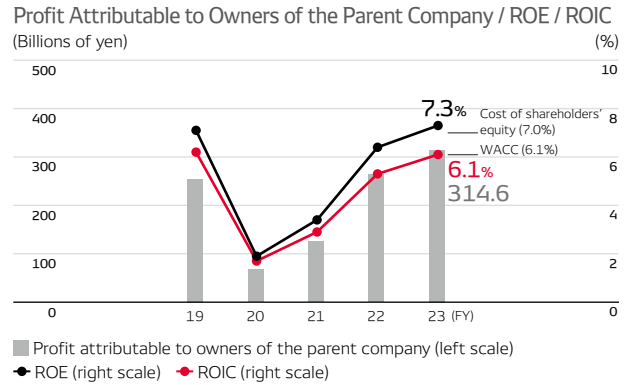
## Financial Highlights

### Profitability and Growth Potential



In fiscal 2023, despite the partial ongoing impact of a reduction in vehicle production, the Company achieved record-high revenue owing mainly to expanded sales of electrification and advanced safety products. Operating profit also reached a record high due to improved operational capacity, streamlining activities, and efforts to strengthen our ability to respond to change, which help offset the impact of worsening conditions in the external environment.

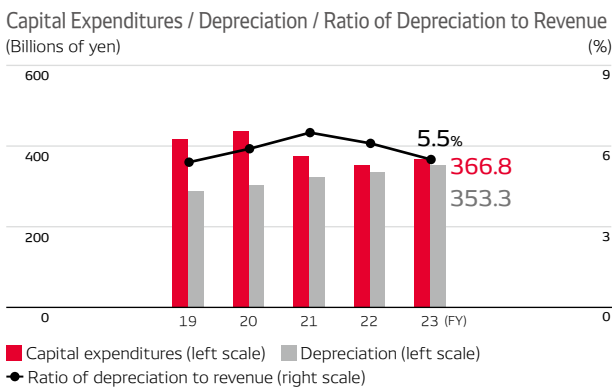
### Profitability



In fiscal 2023, ROE came to 7.3%, exceeding the cost of shareholders' equity, demonstrating the results of our ROIC-minded management, which has helped us achieve growth in the focus fields of electrification and advanced safety and promote structural reforms in each region of operation.

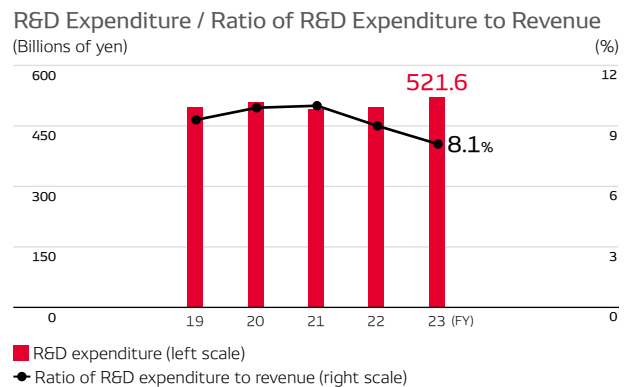
Note: ROIC = Profit attributable to owners of the parent company ÷ Invested capital  
(Invested capital is calculated by taking the average of the results figure at the end of the previous fiscal year and that at the end of the current fiscal year.)  
Invested capital = Equity attributable to owners of the parent company + Interest-bearing debt

### Future Investments



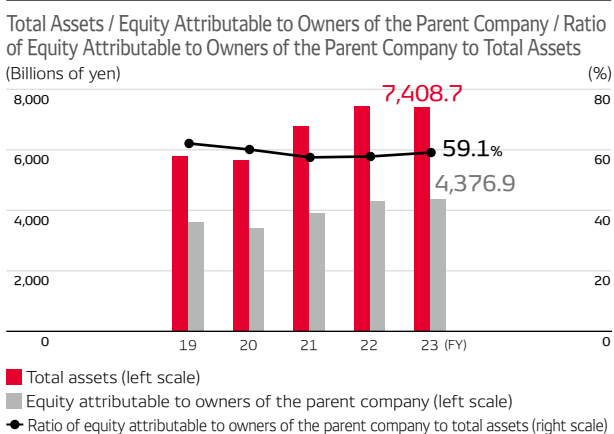
We are accelerating investments in focus fields, including investment for the establishment of structures for the global mass production of electrification and advanced safety products such as inverters and GSP3. At the same time, we are closely examining investments in a highly disciplined manner and shifting resources away from maturing fields. In these ways, we are maintaining capital expenditures at around the same level as they were in the previous fiscal year while working to reduce the ratio of depreciation to revenue.

### Future Investments



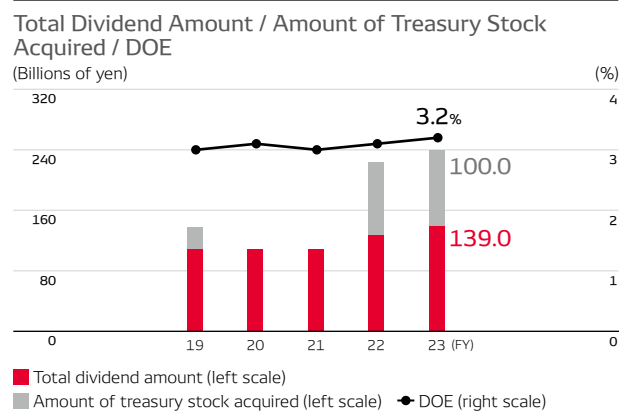
R&D expenditure increased ¥24.0 billion year on year due to investments in focus fields such as electrification, semiconductors, and next-generation advanced safety technologies. Meanwhile, as we have been accelerating efforts to promote automation and enhance efficiency in our development activities, centered on AI utilization and other types of software, the ratio of R&D expenditure to revenue declined 0.9 percentage point.

### Financial Security and Leverage



Total assets were on a par with the previous fiscal year due mainly to the sale of cross-shareholdings, despite an increase in temporary inventories to respond to logistics disruptions and other factors. Equity attributable to owners of the parent company increased due to a rise in retained earnings.

### Shareholder Returns

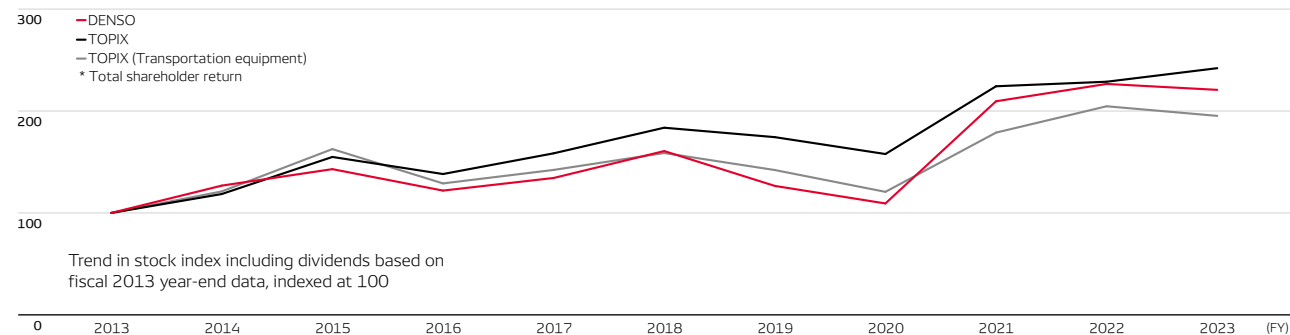


Based on our basic policy of stable increases in dividend levels over the long term, we increased dividend on equity (DOE) by 0.1 percentage point compared with the previous fiscal year. Furthermore, continuing on from fiscal 2022, we acquired ¥100.0 billion in treasury stock in fiscal 2023, thereby strengthening shareholder returns.

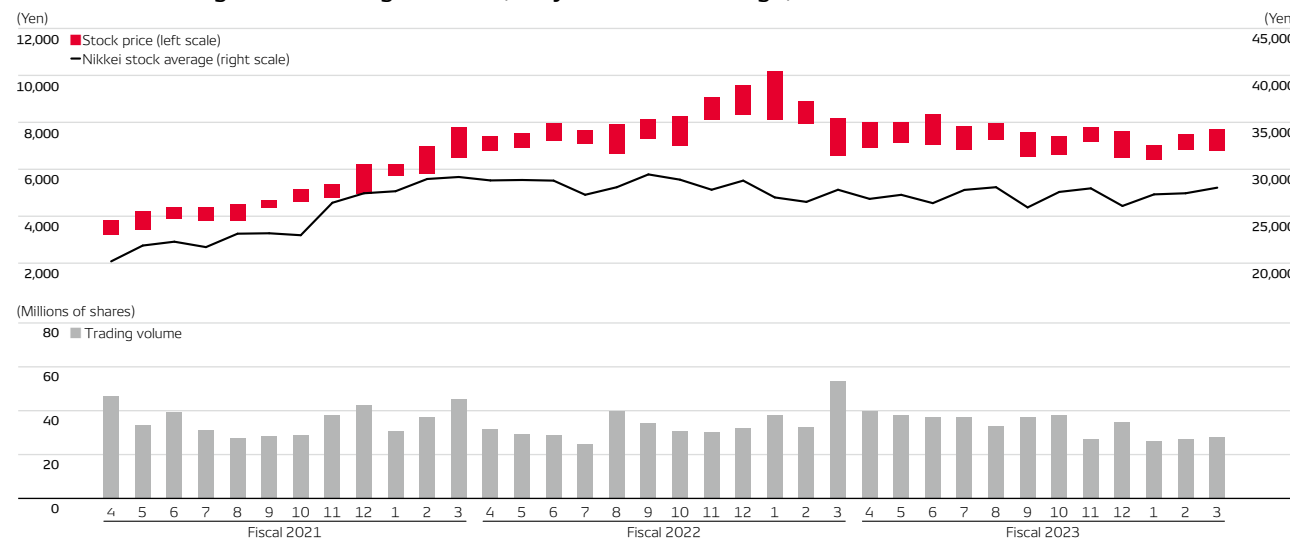
Please see the following URL for more financial information.  
<https://www.denso.com/global/en/-/media/global/about-us/investors/settlement/2023/financial-report2023.pdf>



### Trend in TSR\*

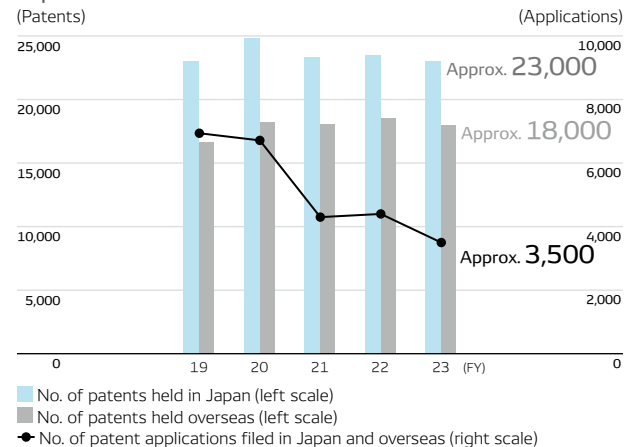


### Stock Price Range and Trading Volume (Tokyo Stock Exchange)



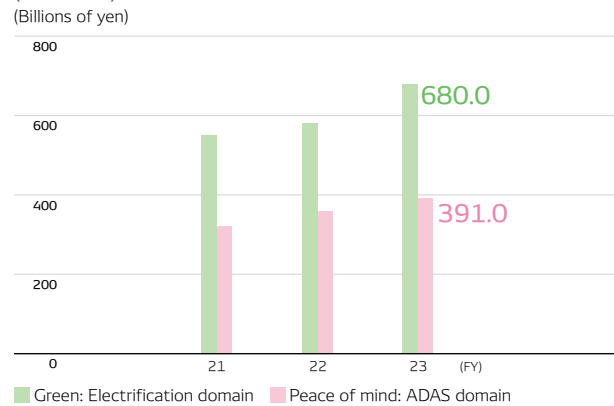
## Non-Financial Highlights

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



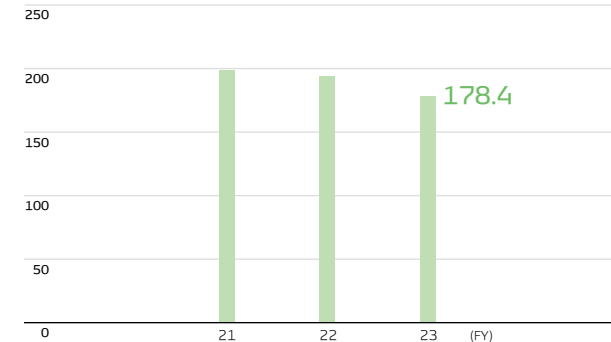
Intellectual properties (IP) provide the source of the Company's competitiveness. To that end, the Company seeks to create, acquire, and effectively utilize IP through proactive research and development activities. The number of new patent registrations in the automotive industry in fiscal 2023 was three in Japan and eight 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.

### Promotion of Products Offering Green and Peace of Mind (Revenue)



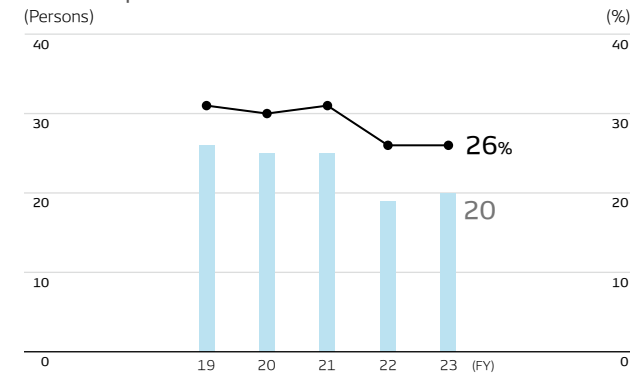
Despite the impact of reduced vehicle production due to semiconductor shortages and the lockdown in China, revenue increased year on year in terms of products in both the green and peace of mind domains due to expanded sales of products for EVs, such as inverters, and an increased installation rate of advanced safety-related products, including Global Safety Package 3. Going forward, the Company will continue to introduce and expand sales of new technologies with the aim of realizing revenue of ¥1 trillion and ¥500 billion in the electrification and ADAS domains, respectively, by fiscal 2026.  
Note: Data collection commenced in fiscal 2021.

### CO<sub>2</sub> Emissions (Global, Scope 1 and Scope 2 Emissions)



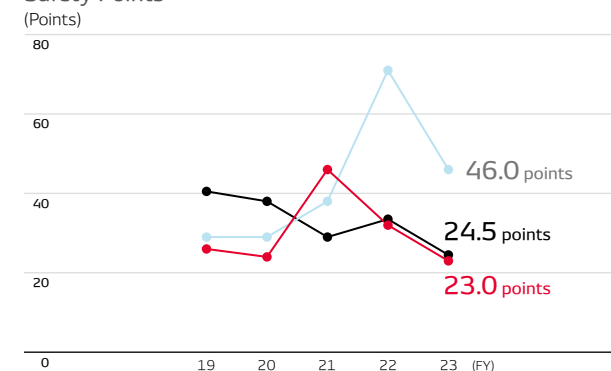
In fiscal 2023, we promoted energy-saving activities, introduced self-powered renewable electricity, and expanded external procurement. In these ways, we have been gradually reducing our CO<sub>2</sub> emissions.  
Notes: 1. DENSO revised its calculation methods for CO<sub>2</sub> emissions in fiscal 2021. Accordingly, this graph shows emissions from fiscal 2021 onward.  
2. Covers the DENSO Group (DENSO CORPORATION + consolidated subsidiaries)  
3. Does not include portions of emissions offset by the use of carbon credits

### Number and Ratio of Local Employees Recruited for Leadership Roles at Overseas Bases



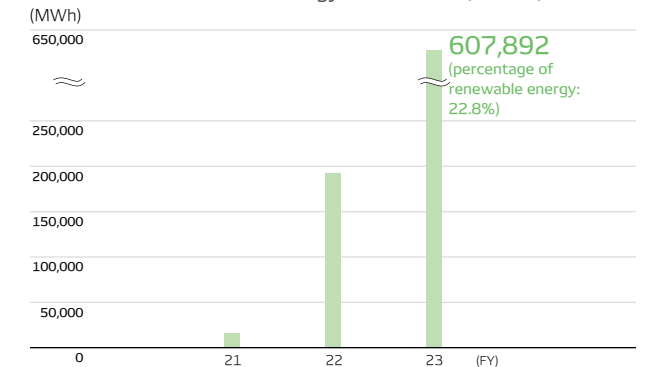
We are undertaking efforts on a global basis to realize an environment and organizational culture that comprises a diverse group of professionals. As part of these efforts, we are working to strengthen our overseas talent through such means as holding global study sessions, assigning overseas employees to important projects, providing ongoing support at meetings concerning human resource development, and establishing an expert talent manager position. Through these initiatives, we aim to increase the ratio of local employees in leadership roles to 50% by fiscal 2031.

### Safety Points\*



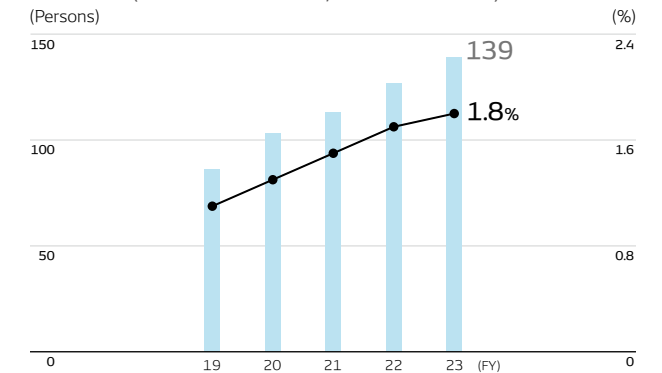
Score improved year on year as a result of safety activities in which all employees participated. These included safety communication tours by divisional managers, strengthening of measures to prevent accidents that happen when employees try to handle malfunctioning equipment on their own, and inspections to prevent fire and explosions focused on high-risk facilities.  
Note: Scope of calculation for domestic and overseas Group companies was expanded in fiscal 2022.

### Amount of Renewable Energy Introduced (Global)



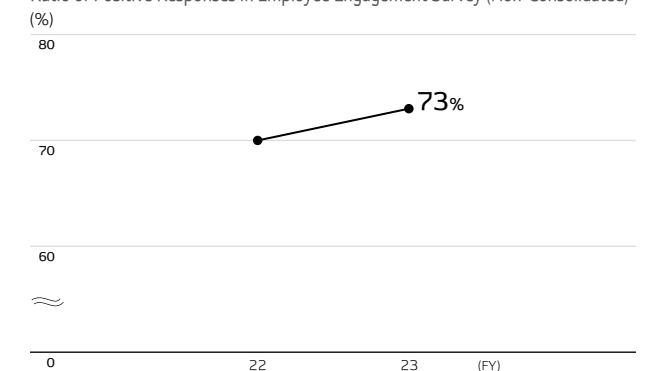
In fiscal 2023, we achieved a 100% transition to renewable energy at four bases in Japan and at all of our bases in Europe, bringing our Groupwide renewable energy introduction rate to 22.8%. Looking ahead, we will systematically increase this rate with a view toward completing the introduction of renewable energy at all locations worldwide in fiscal 2026.

### Number and Ratio of Female Employees in Management Positions (Non-Consolidated, Business Fields)



For promoting the active role of female employees, we have established KPIs for each phase of a woman's career, including joining a company, encountering major life events, and being promoted. Recently, we adopted targets to increase the number of women working in not only business and technical fields but production fields as well. Guided by these targets, we have been promoting such efforts as roundtable discussions with female employees who serve as role models for other women and diversity training for the supervisors of female employees.  
Note: Includes employees seconded from DENSO to other companies but not employees who have been seconded from other companies to DENSO

### Ratio of Positive Responses in Employee Engagement Survey (Non-Consolidated)



Ratio of employees who responded positively to survey questions regarding topics such as job fulfillment and motivation (engagement toward work) and attachment to the Company and organization (engagement toward the organization)  
In fiscal 2023, we sought to improve employee engagement by revamping our career design dialogues with employees regarding their individual careers. Moving forward, we will carry out a broad range of measures with the aim of improving engagement even further. These include self-reliance support initiatives to boost engagement toward work (career training, consultation office, internal recruiting programs, and external training, etc.) and analysis of employee engagement surveys by workplace and the implementation of workshops in order to enhance engagement toward the organization.  
Note: Assessments started in fiscal 2022.