

## Road Map for Our 2030 Vision

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. In addition, to provide a medium-term milestone on the way toward achievement of this policy, we have established the Mid-term Policy for 2025. In parallel with the long-term policy, we are moving forward with Strategies for "Green" and "Peace of Mind" as medium- to long-term strategies for the furtherance of measures focused on the long-term policy's goal of maximizing the value of green and peace of mind.

### 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 business growth 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 set individual SDGs 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

| 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | | 2030 | 2031 | 2032 | 2033 | 2034 | 2035 |

### Sustainability Management

#### 2 Mid-term Policy for 2025

Path for achieving goals in fiscal 2026 that will help us realize the Long-term Policy for 2030

Aim to become a company indispensable to society by creating new value

Growth Indicators (Fiscal 2026)

ROE: **10% or higher**

Operating margin: **10%**

#### 3 Strategies for "Green" and "Peace of Mind"

Medium- to long-term strategies for further maximizing the value of green and peace of mind

Fiscal 2026 targets in the environment and peace of mind domain

Help realize a carbon-neutral society

**Green**  
Total CO<sub>2</sub> emissions of plants (versus FY2021): **Carbon neutral** (use of carbon credits)  
Electrification domain revenue: **¥1 trillion**

Become a leading company in the provision of peace of mind to society

**Peace of Mind**  
ADAS domain revenue: **¥500.0 billion**

#### 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

- Green** Fiscal 2036 objective  
**Carbon-neutral Monozukuri**  
(without use of carbon credits)
- Peace of Mind** Elimination of traffic accident fatalities

#### 1 Materiality

Important issues for achieving the Long-term Policy for 2030

Green | Peace of Mind | Corporate Foundation

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

Main targets to be achieved using our products and services

