Contribution Fields and Mainstay Products

Since its establishment as a manufacturer of electrical equipment and radiators, DENSO has reflected changes in society by extending the Company's business domain to encompass lifestyle-related and industrial equipment through the application of technologies that were originally developed for the automotive field. Through seven core businesses, DENSO is currently utilizing technologies accumulated in the automotive field to develop a range of businesses that will provide solutions for the mobility society of the future.

Value Creation in Our Businesses

In accordance with the Long-term Policy for 2030, our seven core businesses are pursuing innovations in leading-edge technologies to maximize the value of green and peace of mind. In addition, through our business activities, we will work to achieve the targets of the SDGs and create new value for the future mobility society.

| _ | Segment | Contribution to Long-term Policy for 2030 (Value of Green and Peace of Mind) | Fiscal 2023 Revenue Breakdown | Revenue (Billions of yen) | Relevant SDGs | Core Products That Contribute to Green and Peace of Mind Green Peace of mind | |
|---------------------------|--|--|----------------------------------|--|--|--|--------|
| Automotive businesses | Electrification Systems | Green Peace of mind | 16.3% | 1,042.2 874.6 22 23 (FY) | 7 CHARGES AND SECRET MODELLE TO SECRET MODELLE T | Power control units Motor generators Battery ECUs (Electronic control units) Battery ECUs (Electricity supply units) ESUs (Electricity supply units) ESUs (Electricity supply units) Electric power steering motors and control units (Electric propulsion units) Power control units | □ P.54 |
| | Powertrain Systems | Green Peace of mind | 23.3% | 1,324.5 1,489.3 22 23 (FY) | 9 macri boosto 9 maj producicios 12 marches 13 mars 13 mars | Common rail systems Gasoline direct injectors (High-pressure injectors, high-pressure pumps) Gasoline direct injectors (High-pressure pumps) Gasoline direct injectors (High-pressure injectors, high-pressure pumps) Gasoline direct injectors (High-pressure injectors, high-pressure pumps) Gasoline direct injectors (High-pressure injectors, high-pressure pumps) | □ P.56 |
| | Thermal Systems | Green Peace of mind | 24.8% | 1,585.0 1,282.0 22 23 (FY) | 7 CHARGEST STATE OF THE STATE O | HVAC units Radiators | □ P.58 |
| | Mobility Electronics | Green Peace of mind | 25.2% | 1,615.6 1,356.4 22 23 (FY) | 7 CHARLES AND 9 RECEIT MODERN TO THE PROPERTY OF THE PROPERTY | Engine ECUs BEV ECUs Wision sensors Millimeter-wave radar sensors One of the cockpit systems Proad-to-vehicle and vehicle-to-vehicle communication devices One of the cockpit systems One of th | □ P.60 |
| | Advanced Devices | Green Peace of mind | 5.6%* | 358.3 361.7 22 23 (FY) | 7 CHARGES AND SERVICE MODELS AND | Multi-flow control valve (MCV-e) (Coolant water volume control valve for BEVs) Shift-by-wire system actuators Accelerator pedal modules Power cards Semiconductor sensors Application-specific integrated circuits (ASICs) | □ P.62 |
| Non-automotive businesses | Factory Automation and Social Solutions | Green Peace of mind | 2.9% | 186.9 177.1 22 23 (FY) Note: The year-on-year decrease in revenue was due to lower revenue from the cell phone agency business and other new businesses. | 2 SEE 8 SCOT FIRST AND CONCESSIONS STORY SOCIAL SOCIAL STORY SING SEE SECONDS 17 FIRST SOCIAL SOCI | Vertical articulated robots Collaborative robots IoT data servers Barcode and 2D code handy terminals QR solution services | □ P.64 |
| | Food Value Chain | Green Peace of mind | 2.8% | | | Morticultural facility-related products (From left: Products for large and medium-sized greenhouses and horticultural facilities, systems for controlling the environment of greenhouses in Japan, and automated harvesting robots [Sales planned]) Ompact mobile freezing and refrigeration units Ompact mobile freezing and refrigeration units (Sales planned) Sales planned) | □ P.65 |

^{*} Revenue including semiconductors (power semiconductors, application-specific integrated circuits, sensors, etc.) produced internally for other businesses: ¥590.0 billion

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