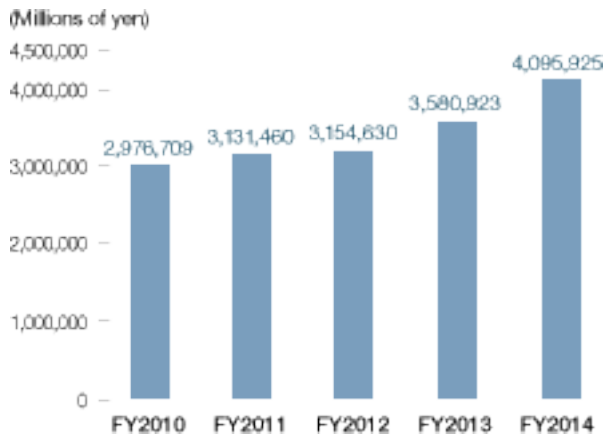
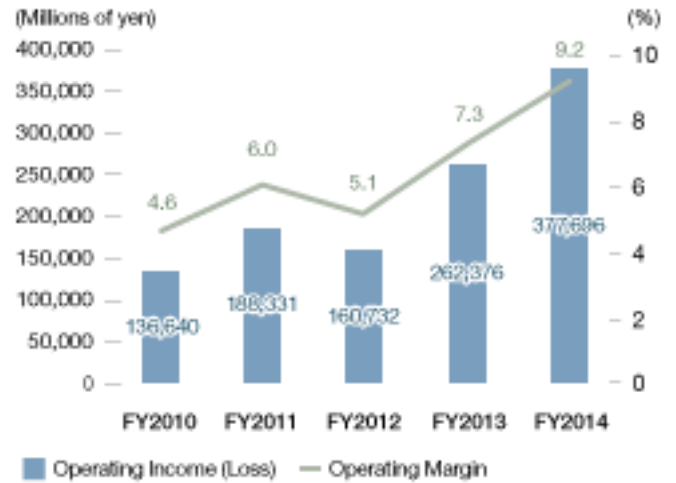


Facts & Figures

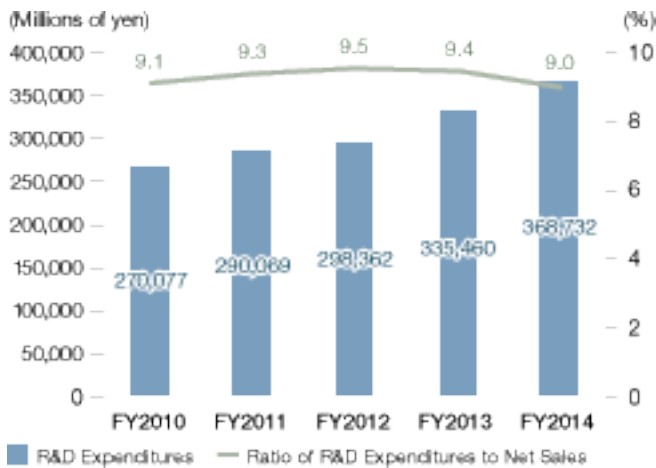
Net Sales



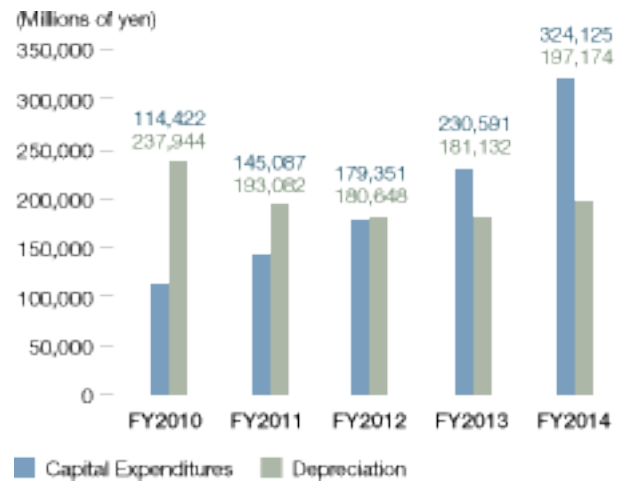
Operating Income / Operating Margin



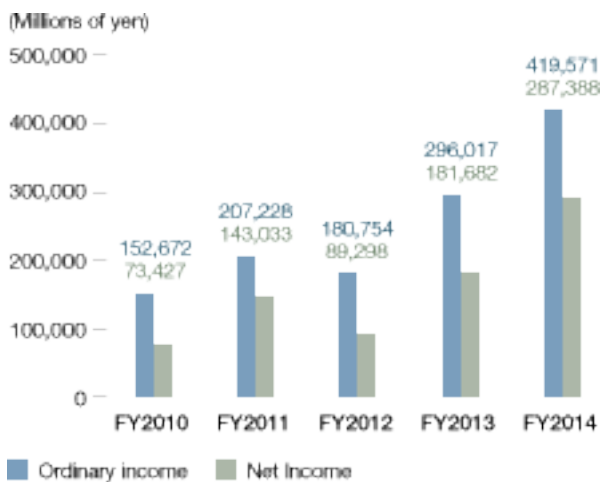
R&D Expenditures / Ratio of R&D Expenditures to Net Sales



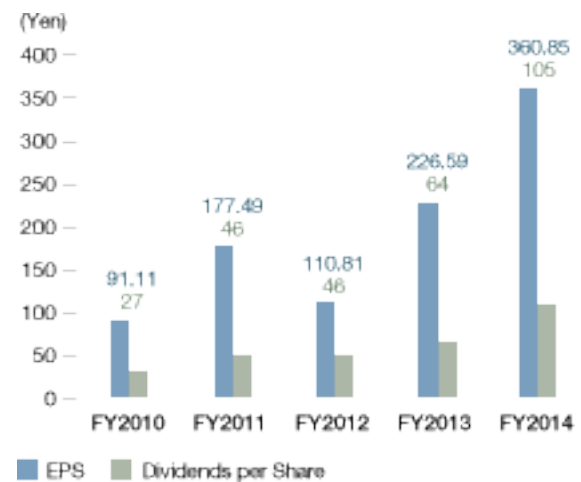
Capital Expenditures / Depreciation



Ordinary Income / Net Income

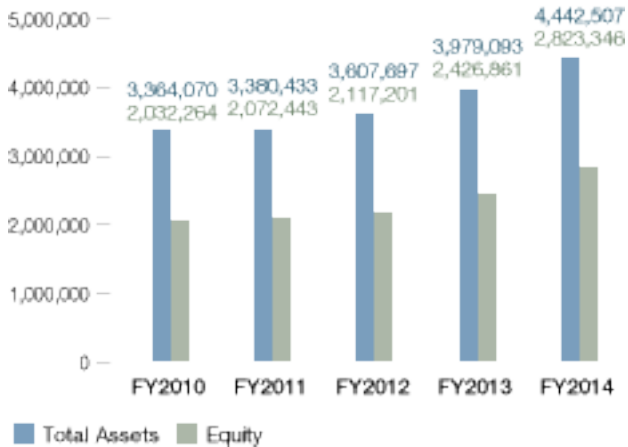


EPS / Dividends per Share



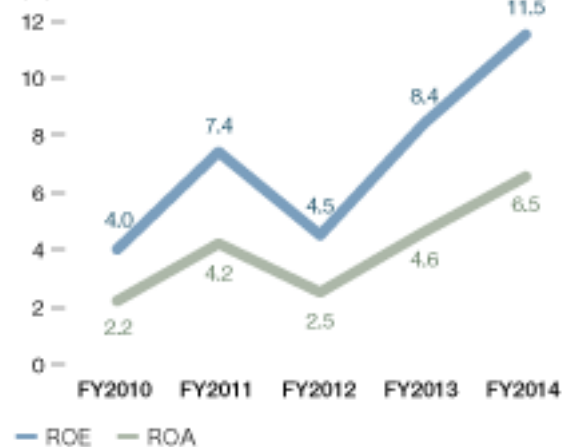
Total Assets / Equity

(Millions of yen)



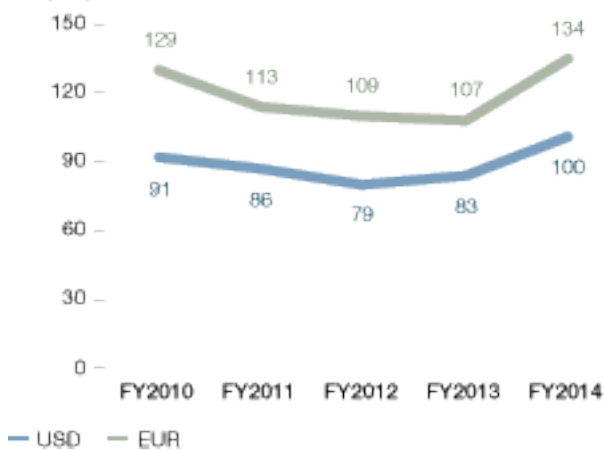
ROE / ROA

(%)



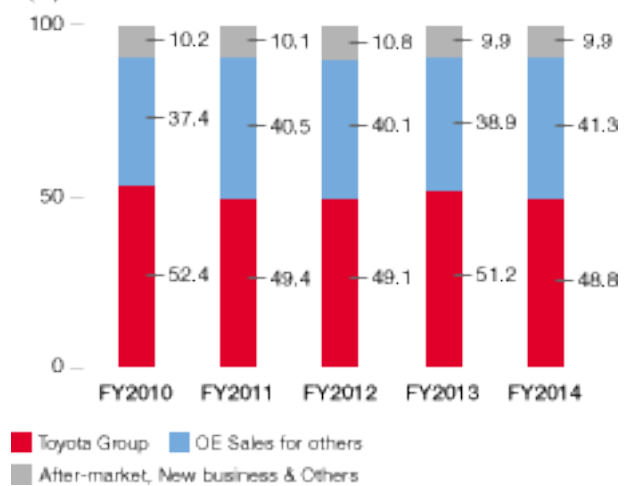
Foreign Exchange Rate

(Yen)



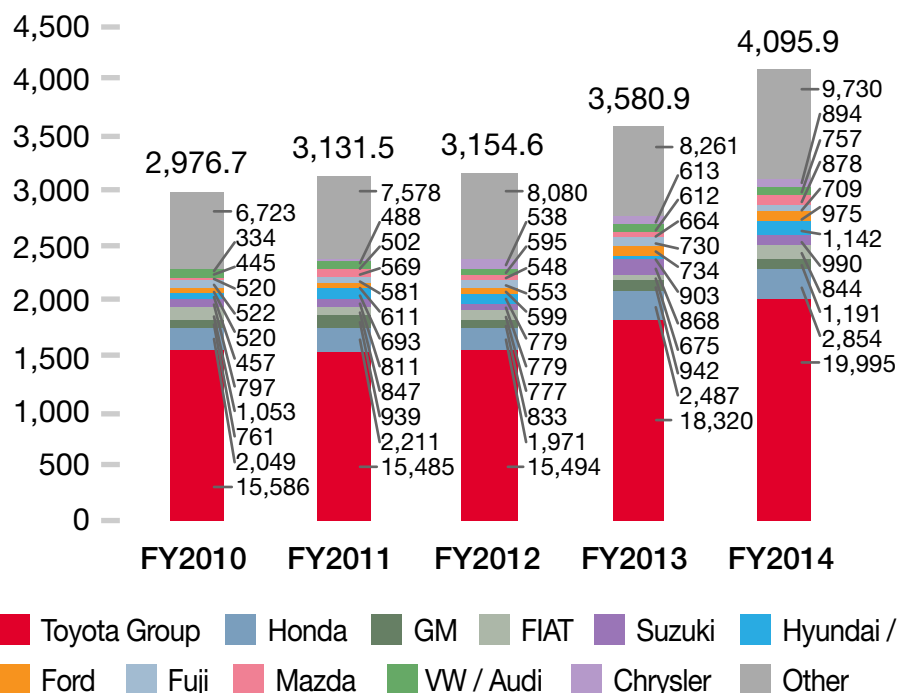
Net Sales by Customer

(%)

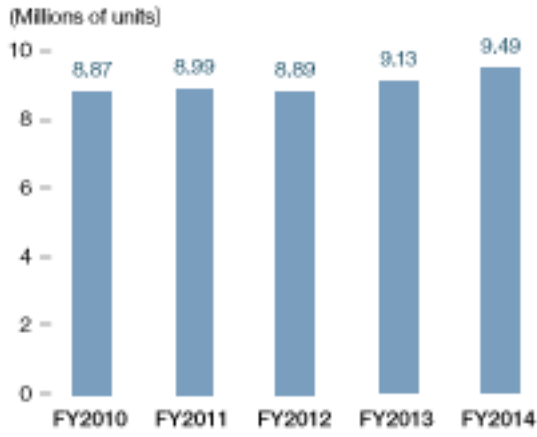


Net Sales by Customer

(Billions of yen)

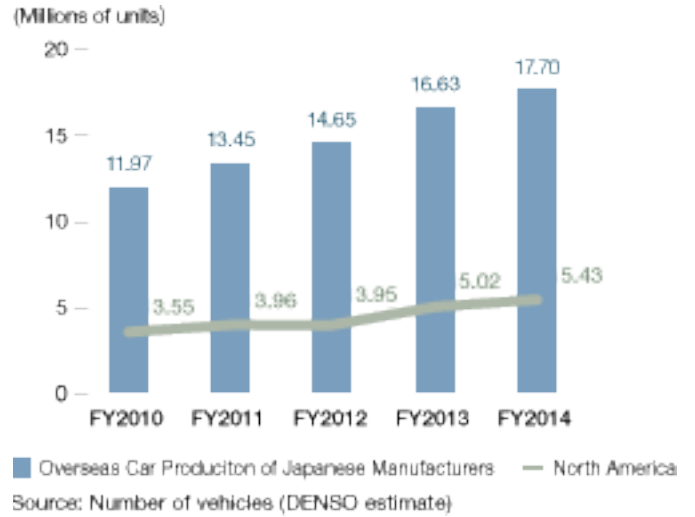


Domestic Car Production



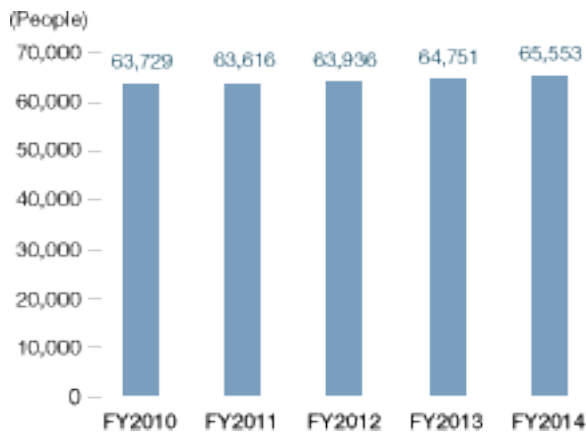
Source: Number of vehicles (DENSO estimate)

Overseas Car Production of Japanese Manufacturers



Source: Number of vehicles (DENSO estimate)

Number of Employees by Region (Domestic)



Number of Employees by Region (Overseas)

