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Notice Regarding Disposal of Treasury Stock as Employee Shareholding Association – Restricted Stock Incentive

DENSO CORPORATION (the “Company”) hereby announces that, at the Board of Directors’ meeting held today, the Company has resolved to implement the Employee Shareholding Association – Restricted Stock (“ESA-RS”) Incentive Plan (the “Plan”) and to dispose of the Company’s treasury stock as restricted stock (the “Treasury Stock Disposal” or the “Disposal”), with the DENSO CORPORATION Employee Shareholding Association (the “ESA”) as the scheduled allottee, based on the Plan as follows.

1. Overview of the Disposal

(1) Disposal date	November 2, 2026
(2) Class and number of shares to be disposed	2,866,080 shares of the common stock of the Company (Note)
(3) Disposal price	1,850 yen per share
(4) Total value of shares to be disposed	5,302,248,000 yen (Note)
(5) Method of disposal (scheduled allottee)	Third-party allotment (ESA: 2,866,080 shares)
(6) Others	The Company has submitted an extraordinary report on the Treasury Stock Disposal in accordance with the Financial Instruments and Exchange Act.

(Note) The “number of shares to be disposed” and the “total value of shares to be disposed” are calculated based on the assumption that shares of the Company’s common stock will be granted as restricted stock to each of the 47,718 employees of the Company, which is the maximum number of persons who are eligible under the Plan. The actual number of shares to be disposed and the actual total value of shares to be disposed will be determined after recommending membership to non-members of the ESA and confirming consent to the Plan among the members of the ESA. These determinations will take into account the number of employees of the Company who agree to the Plan (the “Eligible Employees”), up to a maximum of 47,718, as well as the number of shares granted per employee, which will vary depending on the employee classification prescribed

by the Company: [Pattern A: up to 50 employees, 400 shares per person; Pattern B: up to 7,828 employees, 160 shares per person; Pattern C: up to 39,840 employees, 40 shares per person]. Specifically, as stated in (5) above, the number of shares applied for as determined by the ESA will be the “number of shares to be disposed”, and the amount obtained by multiplying such number by the disposal price per share will be the “total value of shares to be disposed”.

2. Purpose of and Reason for the Disposal

At the meeting of the Board of Directors held today, the Company resolved to implement the Plan again for the current fiscal year, following its implementation in the previous fiscal year, with the purpose of motivating the Eligible Employees to actively drive the sustainable enhancement of the Company’s corporate value, while fostering shared value creation with the Company’s stakeholders, improving their engagement and supporting their asset-building efforts.

An overview of the Plan is as follows:

[Overview of the Plan]

Under the Plan, the Eligible Employees will be granted monetary claims (the “Special Incentive”) by the Company as a special incentive as ESA-RS, and the Eligible Employees will contribute the Special Incentive to the ESA. The ESA will then provide to the Company the Special Incentive contributed by the Eligible Employees by way of an in-kind contribution, and in turn shall receive the issue or disposal of the Company’s common stock as ESA-RS.

The amount per share to be paid for the Company’s common stock in cases where such common stock is to be issued or disposed of based on the Plan shall be resolved by the Board of Directors within a scope that is not particularly advantageous to the ESA (and by extension to the Eligible Employees) based on the closing price of the Company’s common stock on the Tokyo Stock Exchange on the business day immediately preceding the date of the resolution by the Board of Directors pertaining to the issue or disposal.

In issuing or disposing of the Company’s common stock based on the Plan, the Company and the ESA will execute an ESA-RS allotment agreement, the outline of which will include, among other things, that (1) the ESA is prohibited from transferring, creating any security interest on, or otherwise disposing of the allotted shares to a third party during a certain restriction period (the “Restriction”), and (2) the Company shall make acquisition of the allotted shares without payment of any contribution if certain events occur. Furthermore, the Special Incentive will be granted to the Eligible Employees on the condition that the ESA-RS allotment agreement is executed between the Company and the ESA.

Moreover, until the Restriction is lifted, based on the ESA Rules, the ESA Detailed Operation Rules and other rules of the ESA (collectively, the “ESA Rules, etc.”), the Eligible Employee will be restricted from withdrawing the Eligible Employee’s member equity interest pertaining to the Allotted Shares (as defined below) to be held by the Eligible Employee in proportion to the monetary claims contributed to the ESA (the “Restricted Stock Equity Interest”).

In the Treasury Stock Disposal, the Company’s common stock (the “Allotted Shares”) will be disposed of to the ESA as a result of the ESA, as the scheduled allottee, contributing all of the Special Incentive contributed from the Eligible Employees as a contribution in-kind based on the Plan. In the Treasury Stock Disposal, the overview of the ESA-RS allotment agreement to be executed between the Company and the ESA (the “Allotment Agreement”) is as described in “3. Overview of Allotment Agreement” below. The number of shares to be disposed of in the Treasury Stock Disposal is expected to become fixed in due course as indicated in (Note) of 1. above; however, assuming that all 47,718 employees of the Company, which is the maximum number of persons who could be eligible for the Plan, join the ESA and agree to the Plan, a maximum of 2,866,080 shares will be disposed of. Please note that the scale of stock dilution based on the Treasury Stock Disposal is, when based on the foregoing number of shares disposed of, 0.10% (rounded off to two decimal places; hereinafter the same in the calculation of percentages) of 2,910,979,691

shares as the total number of issued shares as of May 31, 2026, and is 0.11% of 26,909,661 voting rights as the total number of voting rights as of March 31, 2026.

The Plan was introduced with the purpose of motivating the Eligible Employees to actively drive the sustainable enhancement of the Company's corporate value, fostering shared value creation with the Company's stakeholders, improving their engagement and supporting their asset-building efforts. Based on these objectives, the Company determines that the number of shares to be disposed of and the resulting dilution in connection with the Treasury Stock Disposal are reasonable. Furthermore, the Company assesses that the impact on the market will remain minor even when accounting for the dilution.

Please note that the Treasury Stock Disposal will be implemented on the condition that the amended ESA Rules, etc. become effective by the day preceding the date of disposal of the Treasury Stock Disposal, and that the Allotment Agreement between the Company and the ESA will be concluded during the application period.

3. Overview of Allotment Agreement

(1) Transfer restriction period

From November 2, 2026 to November 1, 2031

(2) Condition for lifting of the Restriction

On the condition that an Eligible Employee has been a member of the ESA on a continuing basis during the transfer restriction period, the Restriction shall be lifted as of the expiration of the transfer restriction period for the total number of the Allotted Shares according to the Restricted Stock Equity Interest held by the Eligible Employee who satisfies such condition.

(3) Treatment upon terminating membership of the ESA

In cases where an Eligible Employee terminates membership (refers to cases where the employee loses membership qualification or applies for termination of membership, and includes termination of membership due to death) from the ESA during the transfer restriction period upon reaching retirement age or any other justifiable cause, the Transfer Restrictions shall be lifted at a point in time designated by the Company no later than the date of receipt of the application for termination of membership (hereinafter, "Date of Application for Termination of Membership." In the case of termination due to loss of membership or death of an Eligible Employee, the date on which the Company becomes aware of such loss of membership or death of the Eligible Employee.) for all of the Allotted Shares corresponding to the Restricted Stock Equity Interest held by the Eligible Employee.

(4) Treatment upon becoming a non-resident

In cases where the Company or its affiliates determine that an Eligible Employee will fall under the category of a non-resident during the transfer restriction period due to overseas transfer or any other cause, effective the date on which such determination is made (the "Determination Date for Overseas Transfer"), the Restriction shall be lifted for the total number of the Allotted Shares according to the Restricted Stock Equity Interest held by such Eligible Employee on the Determination Date for Overseas Transfer.

(5) Acquisition without payment of any contribution by the Company

If an Eligible Employee has committed any act in violation of laws and regulations or falls under any of certain events set forth in the Allotment Agreement during the Restriction Period, the Company shall naturally acquire without consideration all of the Allotted Shares in the number corresponding to the Restricted Stock Interest held by the Eligible Employee at the time of such event. The Company shall, as a matter of course, acquire the Allotted Shares without compensation for which the Transfer Restrictions are not lifted at the time of the expiration of the transfer restriction period or at the time of the lifting of the Transfer Restrictions prescribed in (3) or (4) above.

(6) Management of stocks

During the transfer restriction period, the Allotted Shares shall be administered in a dedicated account opened at Nomura Securities Co., Ltd. by the ESA to ensure that the ESA neither transfers, nor creates any security interest on, nor otherwise disposes of the Allotted Shares during such period. In addition, the ESA shall register and administer, pursuant to the provisions of the ESA Rules, the Restricted Stock Equity Interest to be held by the Eligible Employees in relation to the Allotted Shares separately from the member equity interest held by the Eligible Employees in relation to the shares acquired by the ESA not based on the Plan (the “Ordinary Equity Interest”).

(7) Treatment upon reorganization, etc.

In cases where, during the transfer restriction period, approval is obtained for a merger agreement wherein the Company becomes the extinct company, or a share exchange agreement or a share transfer plan wherein the Company becomes a wholly owned subsidiary, or other matters regarding reorganization, etc., based on the resolution of the Board of Directors, at a general meeting of shareholders of the Company (however, in cases where the reorganization, etc., in question does not require approval from a general meeting of shareholders of the Company, the Board of Directors of the Company), the Restriction shall be lifted for the total number of the Allotted Shares according to the Restricted Stock Equity Interest held by the Eligible Employees among the Allotted Shares held by the ESA as of the date of the approval in question immediately before the business day preceding the effective date of the reorganization, etc.

4. Basis of Calculation and Specific Details of the Disposal Amount

The Treasury Stock Disposal to the ESA as the scheduled allottee is conducted by the Eligible Employees contributing the Special Incentive to the ESA for the grant of ESA-RS as property contributed in kind. To eliminate any arbitrariness in the disposal amount, the closing price for the Company’s common stock on May 21, 2026 (the business day before the day of resolution of the Board of Directors) on the Tokyo Stock Exchange Prime Market of 1,850 yen is used as the disposal amount. As this is the market share price immediately before the date of resolution of the Board of Directors, the Company believes that it is rational and not a particularly advantageous amount.

Note that the deviation rate (rounded off to two decimal places) of this price from the average closing price of the Company’s common stock on the Tokyo Stock Exchange Prime Market is as follows.

Period	Average closing price (any amount less than 1 yen shall be rounded off)	Deviation rate
1 month (April 22, 2026 to May 21, 2026)	1,884 yen	-1.80%
3 month (February 24, 2026 to May 21, 2026)	1,957 yen	-5.47%
6 month (November 25, 2025 to May 21, 2026)	2,051 yen	-9.80%

Prior to the resolution, the Company sought the opinion of the auditors regarding the disposal price. All of the 4 Audit & Supervisory Board Members (including 2 Outside Audit & Supervisory Board Members) have provided their opinion that the foregoing disposal price is not particularly advantageous to the ESA (the scheduled allottee) and that such determination is legitimate, in considering that the purpose of the Treasury Stock Disposal is to introduce the Plan and that the disposal price is the closing price on the Prime Market of the Tokyo Stock Exchange on the business day prior to the date of the resolution.

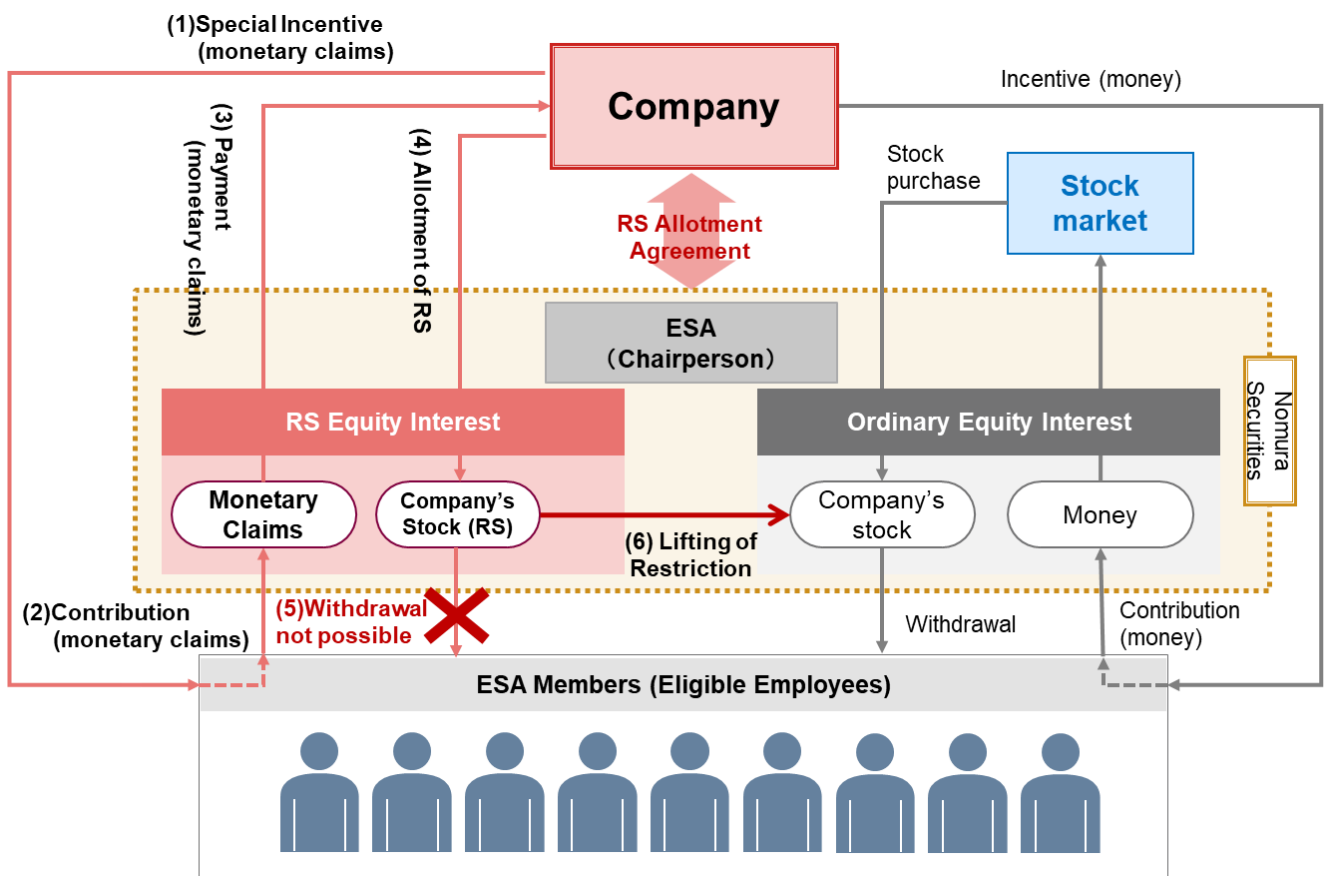
5. Matters Related to Procedures under the Company’s Code of Conduct

With regard to the Treasury Stock Disposal, since (1) the dilution rate is less than 25% and (2) it does not involve a change of the controlling shareholder, there is no need to take procedures to acquire the opinion of an independent third party and confirm the intention of shareholders as set forth in Article 432 of the Securities Listing Regulations prescribed by the Tokyo Stock Exchange.

(Reference)

[Scheme of the Plan]

- (1) The Company will grant monetary claims as the Special Incentive for the grant of the restricted stock to the Eligible Employee.
- (2) The Eligible Employees Plan will contribute the monetary claims of (1) above to the ESA.
- (3) The ESA will collect and contribute to the Company the monetary claims contributed in (2) above.
- (4) The Company will allot the Allotted Shares to the ESA as the restricted stock (referred to as “RS” in the following table).
- (5) The Allotted Shares will be deposited in a dedicated account opened by the ESA through Nomura Securities Co., Ltd, and the withdrawal of the Allotted Shares will be limited during the transfer restriction period.
- (6) After lifting of the Restriction, the Allotted Shares will be transferred to the Ordinary Equity Interest or a securities account held under the name of the Eligible Employee.



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