

DENSO

Crafting the Core

Integrated Report 2024

For the year ended March 31, 2024



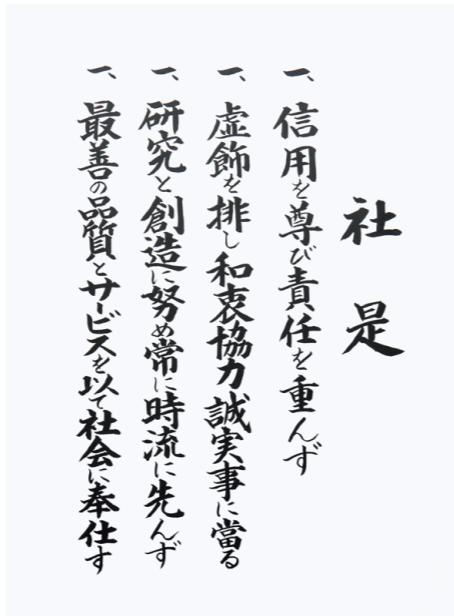
DENSO Creed

In 1956, seven years after the founding of NIPPONDENSO, we formulated the DENSO Creed for the purpose of protecting, nurturing, and passing on to the next generation the mentality of all DENSO employees—which we possessed even before splitting from Toyota Motor Co., Ltd.—while taking the next step toward new progress based on a clear self-awareness.

Without changing the values encapsulated in the DENSO Creed, we formulated the DENSO Philosophy in 1994 to reflect the social changes occurring at the time and to better clarify the meaning of the DENSO Creed in words that were more appropriate for the time. In addition, to share our value system with DENSO employees on a global basis as the number of Group companies and local employees began to dramatically increase, we established the DENSO Spirit in 2004.

The four ideals of the DENSO Creed, which have served as the source of the Company's progress to date, have been gradually passed down through the years and are still embraced today by our approximately 160,000 employees across the globe.

DENSO Creed
Be trustworthy and responsible.
Cherish modesty, sincerity, and cooperation.
Be pioneering, innovative, and creative.
Provide quality products and services.



DENSO Philosophy

**Contributing to a better world
by creating value together with
a vision for the future**

DENSO Spirit

A spirit of foresight, credibility and collaboration

The DENSO Spirit expresses values and beliefs shared by our employees around the world that we have cultivated since our establishment in 1949. The DENSO Spirit is an action guideline that provides the driving force for contributing to the mobility society and the lifestyles of people as well as the source of our competitiveness.

Foresight

Providing surprises and impressions in a way that only DENSO can

Vision

Credibility

Providing quality and reliability beyond customer expectations

Quality First

Collaboration

Achieving the highest results by working as a team

Communication

Human Development

On-site Verification

Kaizen, Continuous Improvement

Publication of DENSO Integrated Report 2024

DENSO publishes an integrated report every year in order to foster a deeper understanding among investors and all of its stakeholders regarding the Company's initiatives toward sustainable corporate value enhancement.

With a focus on the corporate philosophy that has remained unchanged since the Company's founding, DENSO Integrated Report 2024 includes specific information on the strategies and initiatives DENSO is pursuing toward "green" and "peace of mind" with the aim of realizing its Long-term Policy for 2030, as well as measures to strengthen financial and non-financial capital that underpin these strategies and initiatives, and the unique competitiveness generated from the interaction of these capitals. We hope that this report demonstrates to readers the fact that DENSO is a company that maintains a consistent set of beliefs, from the past to the present and into the future, and that continues to grow alongside society while creating new value.

Going forward, DENSO will continue its efforts to disclose accurate information to its stakeholders in a timely manner and actively engage in dialogue with them. We would like to ask for the candid opinions and requests of our stakeholders regarding this report so that it may serve as a more effective communication tool that facilitates the co-creation of corporate value and mutual understanding between stakeholders and DENSO.

Lastly, I would like to assure the readers that the creation process for this report was done in an appropriate fashion.

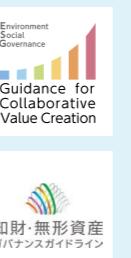


Yasushi Matsui
Executive Vice
President
Representative
Member of the Board
Chief Financial Officer

Editorial Policy

In addition to providing financial information, such as results and sales overviews as well as management strategy, DENSO Integrated Report 2024 is edited as an integrated report that reports, in an easily understood manner, on what value DENSO is providing society and on the process of improving that corporate value. This is achieved by introducing, in an integrated manner, information of a non-financial nature on intangible assets, including on the environment, society and governance (ESG), that are seen as the foundation underpinning growth.

In compiling this report, references have been made to the Integrated Reporting Framework that is proposed by the International Financial Reporting Standards (IFRS) Foundation, the Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation, formulated by the Ministry of Economy, Trade and Industry, and the Governance Guidelines on Intellectual Capital and Intangible Assets, formulated by Japan's Cabinet Office. In addition, with regard to environmental and social reporting, detailed information is available in the "Sustainability" section of the Company's website.



Scope of Report

Target Organization DENSO CORPORATION and the DENSO Group (In this report, DENSO CORPORATION refers to DENSO on a non-consolidated basis.)
Reporting Period This report covers the activities of the DENSO Group during fiscal 2024 (April 1, 2023 to March 31, 2024). Certain parts of this report include content on the Group's activities from April 2024 onward.
Target Audience All stakeholders involved with the DENSO Group

Cautionary Note: Forward-Looking Statements
Of the content published in this report, what is not historical fact comprises future predictions based on expectations or on plans for the future. As they include contributory factors, such as risks and uncertain elements, the possibility exists that actual achievements and results may differ materially from this report.

Terminology Used in DENSO Integrated Report 2024

ICE: Internal combustion engine
EV: Electric vehicle
BEV: Battery electric vehicle
HEV: Hybrid electric vehicle
PHEV: Plug-in hybrid electric vehicle
FCEV: Fuel-cell electric vehicle
CASE vehicles: Connected, autonomous, shared & service, and electric vehicles
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About the Cover of DENSO Integrated Report 2024

The cover of this report uses DENSO original design element "D-Cross" as a slanted line to express the Company's direction into the future. "DENSO Red" signifies the passion of its employees in solving issues with innovative technologies, and "Crafting Blue" signifies its manufacturing capabilities in creating new value ahead of the times. The combination of these two colors is an expression of the new value being created along with society for a brighter future while delivering happiness to people.

Positioning of Integrated Report



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DENSO Integrated Report 2024 clearly conveys a story about DENSO's approach to creating new value and solving constantly changing social issues, anchored in its philosophy that has supported DENSO's creation of value to date and will continue to do so in the future. The report features recent initiatives and progress toward achieving the targets of the Mid-term Policy for 2025, including business and capital strategies aimed at realizing DENSO's overall strategies, as well as corporate governance, which underpins the Company's corporate activities, all within the context of its value creation story.

Additionally, the report has been designed to facilitate an understanding of how DENSO continues to grow alongside society through a cycle of value propositions to society through its business activities. This includes an explanation of the relationship between financial and non-financial capital, our efforts to enhance each type of capital, and our unique competitive advantages created through the synergy of these capitals with our global workforce of approximately 160,000 employees and other stakeholders.

Utilization of Dialogue and Feedback Received

We actively engage in dialogue with our stakeholders using our integrated reports. The opinions we receive from stakeholders are used to increase the sophistication of management and reflected in information disclosures and opportunities for further dialogue. Also, we view our employees as important stakeholders and therefore are working to enhance each employee's awareness of corporate value by making use of our integrated reports.

Highlighted Content**P24-25 Our Accumulated Capitals**

In addition to explaining our efforts to strengthen each form of capital through appropriate inputs, we clearly articulate the outputs and outcomes from the combination of these capitals. This provides an overview of DENSO's business model that achieves business growth while addressing social issues.

P50-51 Dialogue with an Analyst

In a dialogue format between external experts and our CFO, we discuss the December 2023 public offering of DENSO stock, which attracted significant interest from investors and other stakeholders, as well as the reduction of cross-shareholdings within the Toyota Group. This discussion touches upon our aims for enhancing capital efficiency and the impact on the Japanese stock market.

P80-81 Contribution Fields and Mainstay Products

We have compiled a comprehensive overview of the products and services offered by each business segment and clearly explain how each product contributes to the realization of our green and peace of mind principles, along with their unique characteristics and areas of contribution. Additionally, we highlight how DENSO has consistently refined its technology over time to address the social issues of each era, using the evolution of key products as illustrative examples.

P94-95 Special Feature: Value Creation in Action

This special feature introduces DENSO's new initiatives to realize a hydrogen society by commercializing the production and utilization of hydrogen, which has drawn attention as a source of clean energy with less impact on the environment.

Overall Layout of DENSO Integrated Report 2024

This integrated report is edited based on the layout explained in the chart below. This layout is used to better explain DENSO's value creation story.

The aim of *DENSO Integrated Report 2024* is to have the reader gain a deep understanding of DENSO's value creation process while promoting an opportunity for dialogue. Throughout the entirety of this booklet, we have created a story line that comprehensively communicates our value creation process while encompassing crucial elements that help the reader understand this process (management philosophy, strategy, governance, etc.) and while referencing the Guidance for Collaborative Value Creation. The chart below shows the logical layout of these crucial elements based on the story line we have created. Additionally, we have listed keywords affiliated with each element so that readers can easily access the information they wish to know.

**Meaningful Dialogue and Engagement**

In addition to holding dialogue with our external stakeholders, we promote the internal utilization of our integrated reports to boost the motivation of our roughly 160,000 global employees toward corporate value creation.