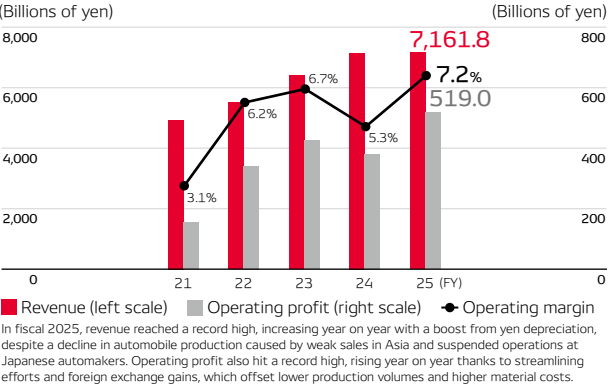


Facts & Figures

Financial Highlights

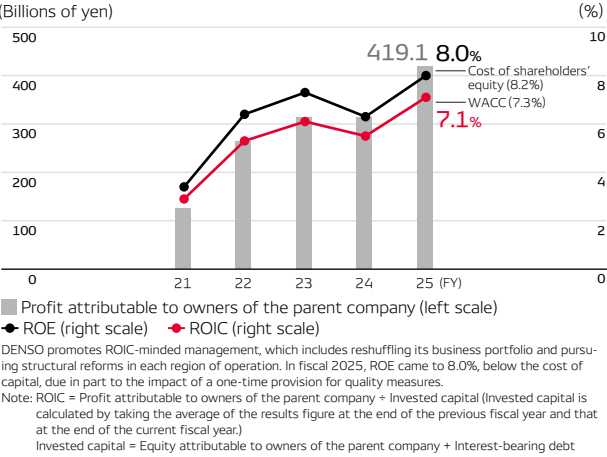
Profitability and Growth Potential

Revenue / Operating Profit / Operating Margin



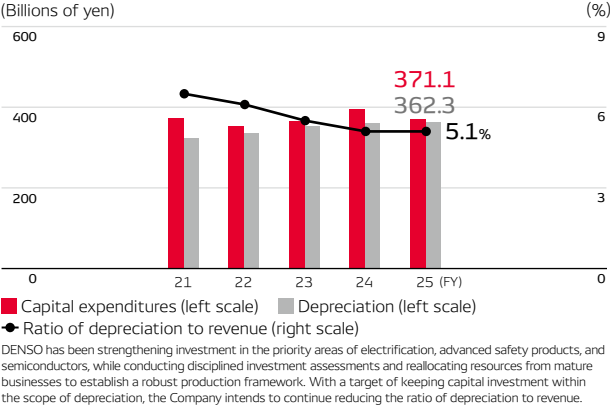
Profitability

Profit Attributable to Owners of the Parent Company / ROE / ROIC



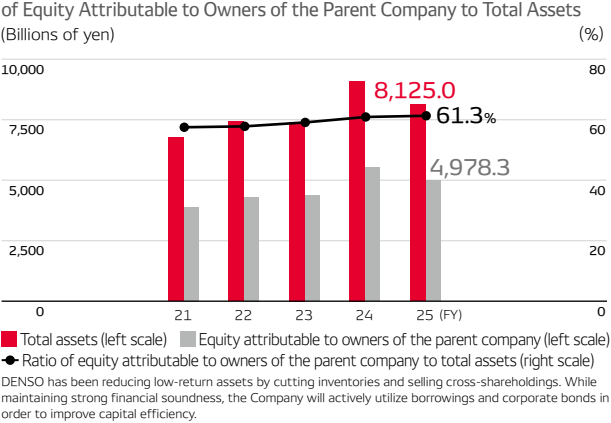
Future Investments

Capital Expenditures / Depreciation / Ratio of Depreciation to Revenue



Financial Security and Leverage

Total Assets / Equity Attributable to Owners of the Parent Company / Ratio of Equity Attributable to Owners of the Parent Company to Total Assets

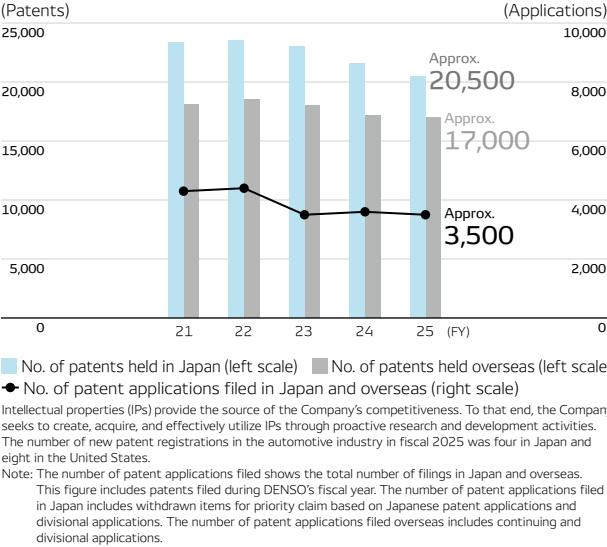


For more financial information, please see the following website.
<https://contents.xj-storage.jp/xcontents/ASO4353/108b120e/215a/4cc3/96f2/e9b33b5b6c58/20250702171010388s.pdf>

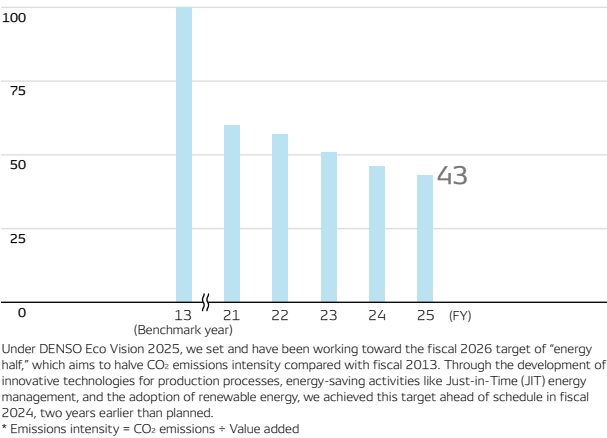


Non-Financial Highlights

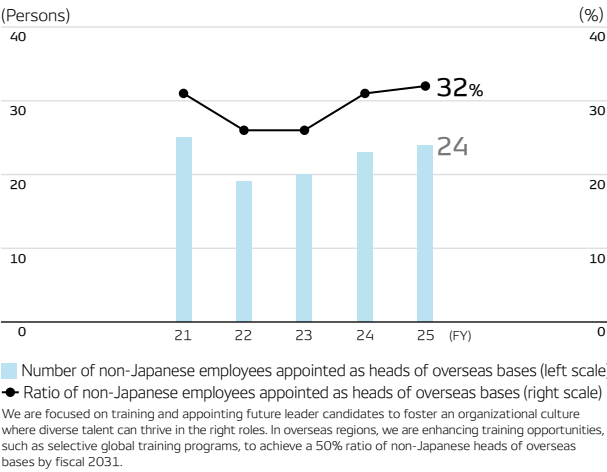
Number of Patents Held and Patent Applications Filed in Japan and Overseas



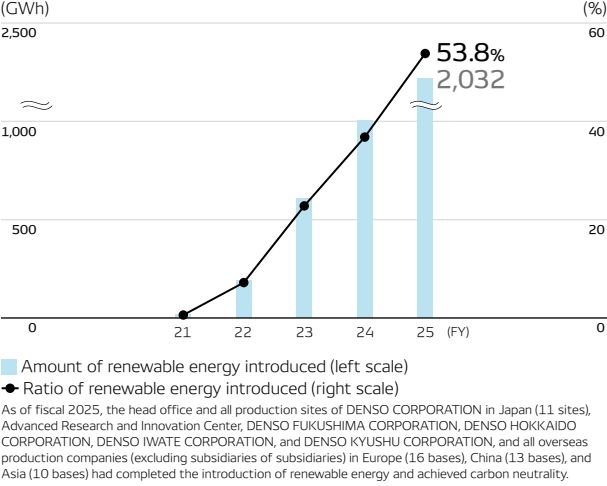
CO₂ Emissions Intensity* (Scope 1 and 2 / Global Group Companies)
Fiscal 2013 indexed to 100 as the reference year's emissions



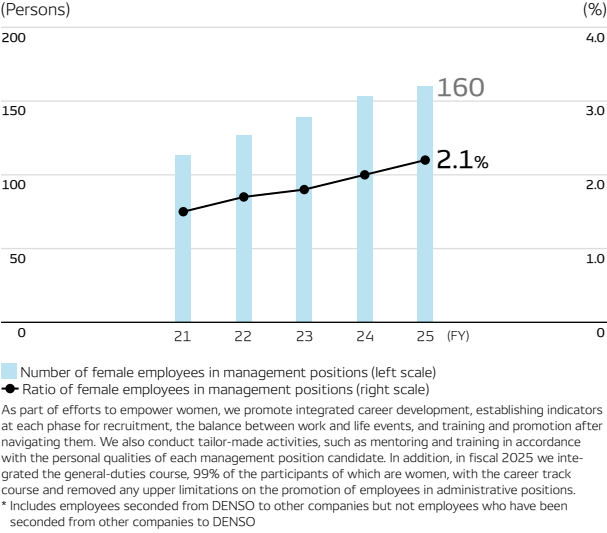
Number and Ratio of Non-Japanese Employees Appointed as Heads of Overseas Bases



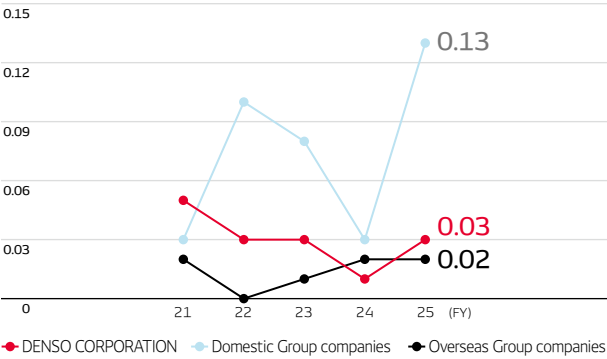
Amount/Ratio of Renewable Energy Introduced (Global)



Number and Ratio of Female Employees in Management Positions (Non-Consolidated, Business Fields)*



Lost-Time Frequency Rate*



10-Year Data

			Billions of yen									
			IFRS			IFRS						
(FY)			2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Financial Data	Revenue	Total	4,524.5	4,527.1	5,108.3	5,362.8	5,153.5	4,936.7	5,515.5	6,401.3	7,144.7	7,161.8
	By Region	Japan	1,801.5	1,871.8	2,140.7	2,284.2	2,313.0	2,280.7	2,375.7	2,509.6	2,885.7	2,918.6
		North America	1,081.1	1,050.5	1,122.8	1,182.0	1,145.2	999.9	1,143.9	1,486.7	1,745.4	1,847.9
		Europe	568.2	550.2	620.2	609.4	548.3	482.3	506.2	624.3	709.7	646.6
		Asia	1,014.7	989.5	1,146.0	1,215.1	1,086.9	1,134.1	1,414.3	1,680.9	1,689.8	1,629.9
		Others	59.0	65.1	78.5	72.0	60.0	39.8	75.4	99.8	114.1	118.9
	By Customer	Car manufacturers	4,048.2	4,061.8	4,521.4	4,762.3	4,558.7	4,347.0	4,875.1	5,681.0	6,489.1	6,542.8
		Toyota Group	2,047.5	2,075.0	2,300.6	2,484.7	2,456.9	2,499.1	2,837.6	3,224.2	3,720.3	3,946.6
		Ratio of revenue from Toyota Group transactions to total revenue	45.3%	45.8%	45.0%	46.3%	47.7%	50.6%	51.4%	50.4%	52.1%	55.1%
		Aftermarket and non-automotive	476.3	465.3	586.9	600.5	594.8	589.7	640.4	720.3	655.6	619.0
	Operating Profit		315.7	330.6	412.7	316.2	61.1	155.1	341.2	426.1	380.6	519.0
	Operating Margin		7.0%	7.3%	8.1%	5.9%	1.2%	3.1%	6.2%	6.7%	5.3%	7.2%
	Profit Attributable to Owners of the Parent Company		244.3	257.6	320.6	254.5	68.1	125.1	263.9	314.6	312.8	419.1
	Return on Equity (ROE)		7.6%	8.0%	9.3%	7.1%	1.9%	3.4%	6.4%	7.3%	6.3%	8.0%
	Capital Expenditures		334.1	337.4	347.2	416.8	436.5	374.3	353.9	366.8	394.6	371.1
	Depreciation		236.8	241.1	268.6	287.3	302.1	323.0	335.4	353.3	361.7	362.3
	Ratio of Depreciation to Revenue		5.2%	5.3%	5.3%	5.4%	5.9%	6.5%	6.1%	5.5%	5.1%	5.1%
	R&D Expenditure		399.3	409.2	447.4	497.4	507.8	492.0	497.6	521.6	550.9	619.4
	Ratio of R&D Expenditure to Revenue		8.8%	9.0%	8.8%	9.3%	9.9%	10.0%	9.0%	8.1%	7.7%	8.6%
	Total Dividend Amount		95.3	94.6	101.4	108.9	108.5	108.5	126.5	139.0	162.2	183.3
	Amount of Treasury Stock Acquired		27.7	30.0	26.5	28.4	0	0	97.5	100.0	200.0	196.6
	Earnings per Share (EPS) (yen)*1		76.80	81.58	102.61	81.62	21.97	40.35	85.69	104.00	104.97	145.02
	DOE		3.0%	2.9%	2.9%	3.0%	3.1%	3.0%	3.1%	3.2%	3.3%	3.5%
	Cash Dividends per Share (yen)*1		30.00	30.00	32.50	35.00	35.00	35.00	41.25	46.25	55.00	64.00
	Dividend Payout Ratio		39.1%	36.8%	31.7%	42.9%	159.3%	86.7%	48.1%	44.5%	52.4%	44.1%
	Total Return Ratio		50.4%	48.4%	39.9%	54.0%	159.3%	86.7%	84.9%	76.0%	115.8%	90.7%
	Stock Price (yen)*1		1,131.00	1,224.25	1,455.00	1,079.25	872.75	1,836.75	1,965.00	1,860.75	2,883.00	1,844.00
	Market Capitalization*2		3,586.59	3,848.32	4,537.99	3,345.13	2,705.07	5,692.95	5,999.76	5,573.48	8,391.74	5,195.13
	Dividend Yield		2.7%	2.5%	2.2%	3.2%	4.0%	1.9%	2.1%	2.5%	2.3%	2.8%
	Price Earnings Ratio (PER) (times)		14.7	15.0	14.2	13.2	39.7	45.5	22.9	17.9	27.5	12.7
	Price-to-Book Ratio (PBR) (times)*3		1.4	1.1	1.3	1.1	1.0	1.1	1.5	1.3	1.4	1.2
	Net Cash Provided by Operating Activities (A)		552.9	467.8	558.0	533.5	595.3	437.2	395.6	602.7	961.8	758.7
	Net Cash Provided by (Used in) Investing Activities (B)		(544.8)	(108.0)	(529.1)	(514.7)	(447.4)	(395.9)	(301.6)	(363.7)	(459.5)	121.9
Free Cash Flow (A+B)		8.0	359.7	28.9	18.8	147.9	41.3	94.1	239.0	502.3	880.6	
Net Cash Provided by (Used in) Financing Activities		(104.7)	(240.5)	(40.3)	(92.2)	(240.9)	238.7	(159.5)	(400.1)	(496.7)	(677.4)	
Cash and Cash Equivalents at End of Year		672.5	793.6	783.3	711.6	597.8	897.4	867.8	733.9	789.4	986.5	
Cash on Hand		876.7	858.4	918.3	880.8	711.6	911.7	876.1	757.6	825.9	1,011.6	
Interest-Bearing Debt		476.6	350.3	473.9	550.2	465.4	854.2	991.4	889.3	850.7	699.4	
Equity Attributable to Owners of the Parent Company		3,123.6	3,312.7	3,598.3	3,595.7	3,397.1	3,891.0	4,299.4	4,376.9	5,535.0	4,978.3	
Total Assets		5,042.9	5,150.8	5,764.4	5,792.4	5,651.8	6,767.7	7,432.3	7,408.7	9,093.4	8,125.0	
Ratio of Equity Attributable to Owners of the Parent Company to Total Assets		61.9%	64.3%	62.4%	62.1%	60.1%	57.5%	57.8%	59.1%	60.9%	61.3%	
Non-Financial Data	Number of Employees		151,775	154,493	168,813	171,992	170,932	168,391	167,950	164,572	162,029	158,056
	Local		85,464	86,892	94,209	95,222	93,343	89,124	88,345	85,268	85,094	81,594
		Non-Consolidated	38,489	38,914	39,315	45,304	45,280	46,272	45,152	44,758	43,980	43,781
	Ratio of Female Employees (Non-Consolidated)		12.3%	12.7%	13.1%	13.9%	14.2%	14.6%	15.1%	15.5%	15.9%	16.3%
	Number of Female Employees in Management Positions (Non-Consolidated, Business Fields)		46	53	61	86	103	113	127	139	153	160
	Ratio of Female Employees in Management Positions (Non-Consolidated, Business Fields)		0.7%	0.8%	0.9%	1.1%	1.3%	1.5%	1.7%	1.8%	2.0%	2.1%
	Number of Non-Japanese Employees Appointed as Heads of Overseas Bases		25	25	26	26	25	25	19	20	23	24
	Ratio of Non-Japanese Employees Appointed as Heads of Overseas Bases		34%	32%	28%	31%	30%	31%	26%	26%	31%	32%
	CO ₂ Emissions (Global/Scope 1 and Scope 2) (10,000 t-CO ₂ e)*4		159.1	164.5	173.1	190.7	188.4	199.1	193.8	178.3	146.0	108.0
	Amount of Renewable Energy Introduced (Global) (MWh)		—	—	—	—	—	16,258	192,167	607,892	1,005,096	2,031,532
Exchange Rate (During FY)	USD (yen)		120	108	111	111	109	106	112	136	145	153
	EUR (yen)		133	119	130	128	121	124	131	141	157	164
	Chinese yuan (yen)		19	16	17	17	16	16	18	20	20	21

*1 The Company executed a 1:4 stock split on common stock, effective October 1, 2023. Figures have been adjusted to reflect the 1:4 split.
*2 Adjusted for treasury stock
*3 PBR is calculated using the following method: Average share price during term ÷ Equity attributable to owners of the parent company per share
*4 CO₂ emissions from fiscal 2021 onward have been calculated based on the Basic Guidelines on Accounting for Total Greenhouse Gas Emissions. These emissions do not include the use of carbon credits.

Company Overview and Stock Information

(As of March 31, 2025)

Company Profile

Company Name	DENSO CORPORATION
Founding	December 16, 1949
Capital	¥187.5 billion
Head Office	1-1, Showa-cho, Kariya, Aichi 448-8661, Japan
Employees	Consolidated basis: 158,056 Non-consolidated basis: 43,781
Consolidated Subsidiaries	187 (Japan 54, North America 22, Europe 36, Asia 70, Others 5)
Companies Accounted for by the Equity Method	37 (Japan 17, North America 3, Europe 3, Asia 12, Others 2)
Fiscal Year	From April 1 to March 31
Ordinary General Meeting of Shareholders	June
Share Trading Unit	100 shares
Number of Shares Issued	2,817,420,871 shares (excluding DENSO CORPORATION owning 93,558,820 shares of treasury stock)
Number of Shareholders	224,011
Securities Identification Code	6902
Stock Exchange Listings	Tokyo, Nagoya

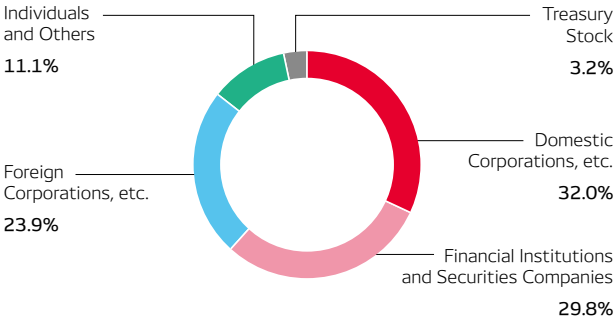
Principal Shareholders (Top 10 Principal Shareholders)

Name of shareholder	Number of shares held (thousands)	Voting share (%)
Toyota Motor Corporation	598,927	21.25
The Master Trust Bank of Japan, Ltd. (Trust account)	372,158	13.20
Toyota Industries Corporation	157,706	5.59
Custody Bank of Japan, Ltd. (Trust account)	140,933	5.00
TOYOTA FUDOSAN CO., LTD.	133,235	4.72
Nippon Life Insurance Company (Standing proxy: The Master Trust Bank of Japan, Ltd.)	86,654	3.07
DENSO Employees' Shareholding Association	50,007	1.77
STATE STREET BANK AND TRUST COMPANY 505001 (Standing proxy: Settlement & Clearing Services Department, Mizuho Bank, Ltd.)	37,313	1.32
STATE STREET BANK WEST CLIENT – TREATY 505234 (Standing proxy: Settlement & Clearing Services Department, Mizuho Bank, Ltd.)	36,555	1.29
JP MORGAN CHASE BANK 385632 (Standing proxy: Settlement & Clearing Services Department, Mizuho Bank, Ltd.)	35,503	1.26

Notes:

- The Company holds 93,559 thousand shares of treasury stock but is excluded from the list of major shareholders above.
- "Voting share" is calculated after excluding 93,559 thousand shares of treasury stock.
- "Investment in the Company" by Toyota Industries Corporation is stated after excluding the Company's 27,192 thousand shares (ratio of voting rights: 0.96%), which are contributed as a trust asset for employees' retirement benefits by Toyota Industries Corporation. (These shares are registered in the name of "Custody Bank of Japan, Ltd. [Trust Account of Toyota Industries Corporation Employees' Retirement Benefits for the Re-trust by Sumitomo Mitsui Trust Bank, Limited]," and Toyota Industries Corporation reserves the right of instruction in exercising the shares' voting rights.)

Breakdown of Shareholders



ESG- and IR-related External Evaluation

DENSO's ESG and digitalization activities have been well received by external institutions, including through consistent selection for inclusion in indices in Japan and overseas, in recognition of its initiatives to date, such as for environmental management, human rights and workers' rights, supply chain labor standards, gender diversity, health and productivity management, AI utilization, and DX. Moreover, the Company's *Integrated Report 2024* received the highest recognition with the overall Grand Prize at the Fourth NIKKEI Integrated Report Award, and was included in the Excellent Integrated Reports and Most-improved Integrated Reports categories by the Government Pension Investment Fund (GPIF)'s asset managers entrusted with domestic equity investment.



- Notes: 1. FTSE Russell (the trading name of International Limited and Frank Company) confirms that DENSO CORPORATION has been independently assessed according to the FTSE4Good criteria and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.
2. FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that DENSO CORPORATION has been independently assessed according to the FTSE Blossom Japan Sector Relative Index criteria and has satisfied the requirements to become a constituent of this index. Created by the global index provider FTSE Russell, the FTSE Blossom Japan Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.
3. THE INCLUSION OF DENSO CORPORATION IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF DENSO CORPORATION BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.
4. Evaluations listed are those received as of September 30, 2025.

For details on outside evaluations and awards, please see the following website.
<https://www.denso.com/global/en/about-us/sustainability/library/evaluation/>



Independent Third-Party Verification of Environmental Performance Data

To enhance the reliability of its environmental performance data on greenhouse gas emissions, energy consumption, and other matters, DENSO has received independent third-party verification from SGS Japan Inc. We will continuously improve our environmental performance data by extending the scope of verification activities.

For details, please see the following website.
<https://www.denso.com/global/en/about-us/sustainability/environment/verification/>



TCFD Index



DENSO has pledged its support for the Task Force on Climate-related Financial Disclosures (TCFD). For *DENSO Integrated Report 2025*, we referenced the climate-related disclosure items recommended by the TCFD. The table below shows the correspondence between the TCFD recommended disclosure items within this report and the ones on our corporate website. Furthermore, this integrated report includes sections that disclose opportunities and risks based on scenario analysis and summarize DENSO's initiatives in accordance with the TCFD recommendations. Please see pages [P.64–67](#) for details.

	DENSO Integrated Report 2025	DENSO's Corporate Website
Governance	a) Describe the Board's oversight of climate-related risks and opportunities P65: Efforts to Maximize the Value of "Green" (TCFD)>Governance P85: Corporate Governance>Corporate Governance System	Who we are>Sustainability>Sustainability Management>Promotion Structure: https://www.denso.com/global/en/about-us/sustainability/management/#c Who we are>Sustainability>Commitment to the Environment>EcoVision>Environmental Management Eco-Management>Promotion Structure: https://www.denso.com/global/en/about-us/sustainability/environment/ecovision/eco-management/ Who we are>Sustainability>Governance>Corporate Governance>Corporate Governance System and Principal Organizations: https://www.denso.com/global/en/about-us/sustainability/governance/management/
	b) Describe management's role in assessing and managing climate-related risks and opportunities P65: Efforts to Maximize the Value of "Green" (TCFD)>Governance P85: Corporate Governance>Corporate Governance System	Who we are>Sustainability>Sustainability Management>Promotion Structure: https://www.denso.com/global/en/about-us/sustainability/management/#c Who we are>Sustainability>Commitment to the Environment>EcoVision>Environmental Management Eco-Management>Promotion Structure: https://www.denso.com/global/en/about-us/sustainability/environment/ecovision/eco-management/ Who we are>Sustainability>Governance>Corporate Governance>Corporate Governance System and Principal Organizations: https://www.denso.com/global/en/about-us/sustainability/governance/management/
Strategy	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term P26–27: Awareness of Business Environment P28–30: Materiality P64: Efforts to Maximize the Value of "Green" (TCFD)>Scenario Analysis of Business Opportunities and Risks	Who we are>Sustainability>Commitment to the Environment>EcoVision: https://www.denso.com/global/en/about-us/sustainability/environment/ecovision/ Who we are>Sustainability>Commitment to the Environment>Environmental Action Plan: https://www.denso.com/global/en/about-us/sustainability/environment/action-plan/ Who we are>Sustainability>Sustainability Management>Materiality: https://www.denso.com/global/en/about-us/sustainability/management/#b
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning P6–7: Enhancement of DENSO's Management Strategies P26–27: Awareness of Business Environment P28–30: Materiality P31–32: Targets and Results for Mid-term Policy for 2025 P34: Green Strategy P41–47: Financial Capital / Message from the Chief Financial Officer P64–65: Efforts to Maximize the Value of "Green" (TCFD)>Scenario Analysis of Business Opportunities and Risks, Impact on Management Strategy, Impact on Financial Planning	Who we are>Sustainability>Commitment to the Environment>EcoVision: https://www.denso.com/global/en/about-us/sustainability/environment/ecovision/ Who we are>Sustainability>Commitment to the Environment>Environmental Action Plan: https://www.denso.com/global/en/about-us/sustainability/environment/action-plan/
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario P64–65: Efforts to Maximize the Value of "Green" (TCFD)>Scenario Analysis of Business Opportunities and Risks, Impact on Management Strategy, Impact on Financial Planning	
	a) Describe the organization's processes for identifying and assessing climate-related risks P28–30: Materiality P65: Efforts to Maximize the Value of "Green" (TCFD)>Risk Management P98–99: Risk Management	Who we are>Sustainability>Sustainability Management>Materiality: https://www.denso.com/global/en/about-us/sustainability/management/#b Who we are>Sustainability>Commitment to the Environment>EcoVision>Environmental Management (Eco-Management) https://www.denso.com/global/en/about-us/sustainability/environment/ecovision/eco-management/ Who we are>Sustainability>Governance>Risk Management>Ascertaining Risks and Clarifying Response: https://www.denso.com/global/en/about-us/sustainability/governance/risk/
Risk Management	b) Describe the organization's processes for managing climate-related risks P28–30: Materiality P65: Efforts to Maximize the Value of "Green" (TCFD)>Risk Management P98–99: Risk Management	Who we are>Sustainability>Sustainability Management>Materiality: https://www.denso.com/global/en/about-us/sustainability/management/#b Who we are>Sustainability>Commitment to the Environment>EcoVision>Environmental Management (Eco-Management) https://www.denso.com/global/en/about-us/sustainability/environment/ecovision/eco-management/ Who we are>Sustainability>Governance>Risk Management>Ascertaining Risks and Clarifying Response: https://www.denso.com/global/en/about-us/sustainability/governance/risk/
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management P65: Efforts to Maximize the Value of "Green" (TCFD)>Risk Management P98–99: Risk Management	Who we are>Sustainability>Governance>Risk Management: https://www.denso.com/global/en/about-us/sustainability/governance/risk/
Metrics and Targets	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process P28–29: Materiality>Materiality KPIs P31: Targets and Results for Mid-term Policy for 2025>Vision for Our Green and Peace of Mind Strategies P34: Green Strategy P66–67: Efforts to Maximize the Value of "Green" (TCFD)>Metrics and Targets	Who we are>Sustainability>Commitment to the Environment>EcoVision: https://www.denso.com/global/en/about-us/sustainability/environment/ecovision/
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks P67: Efforts to Maximize the Value of "Green" (TCFD)>Metrics and Targets>Scope 1 and 2 Carbon-Neutral Monozukuri P104–105: 10-Year Data>Non-Financial Data>CO ₂ Emissions (Global/ Scope 1 and Scope 2)	Who we are>Sustainability>Commitment to the Environment>Data compilation (Environmental report)>Action 2: https://www.denso.com/global/en/about-us/sustainability/library/environment-data/#a
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets P28–29: Materiality>Materiality KPIs P31: Targets and Results for Mid-term Policy for 2025>Vision for Our Green and Peace of Mind Strategies P34: Green Strategy P66–67: Efforts to Maximize the Value of "Green" (TCFD)>Metrics and Targets P104–105: 10-Year Data>Non-Financial Data>CO ₂ Emissions (Global/ Scope 1 and Scope 2)	Who we are>Sustainability>Commitment to the Environment>Environmental Action Plan>Positioning of the Seventh Phase of the Environmental Action Plan: https://www.denso.com/global/en/about-us/sustainability/environment/action-plan/ Who we are>Sustainability>Commitment to the Environment>Data compilation (Environmental report)>Action 2: https://www.denso.com/global/en/about-us/sustainability/library/environment-data/#a