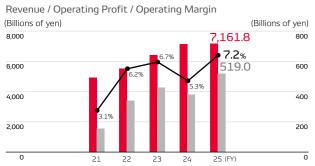
Facts & Figures

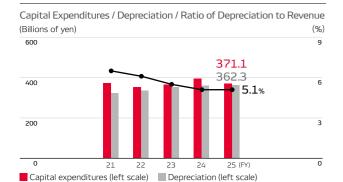
Financial Highlights

Profitability and Growth Potential



■ Revenue (left scale) ■ Operating profit (right scale) ◆ Operating margin In fiscal 2025, revenue reached a record high, increasing year on year with a boost from yen depreciatio despite a decline in automobile production caused by weak sales in Asia and suspended operations at Japanese automakers. Operating profit also hit a record high, rising year on year thanks to streamlining efforts and foreign exchange gains, which offset lower production volumes and higher material costs.

Future Investments



◆ Ratio of depreciation to revenue (right scale) DENSO has been strengthening investment in the priority areas of electrification, advanced safety products, and semiconductors, while conducting disciplined investment assessments and reallocating resources from mature businesses to establish a robust production framework. With a target of keeping capital investment within the scope of depreciation, the Company intends to continue reducing the ratio of depreciation to revenue.

Financial Security and Leverage

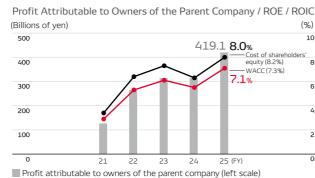




Total assets (left scale) Equity attributable to owners of the parent company (left scale) ◆ Ratio of equity attributable to owners of the parent company to total assets (right scale) DENSO has been reducing low-return assets by cutting inventories and selling cross-shareholdings. While naintaining strong financial soundness, the Company will actively utilize borrowings and corporate bonds in order to improve capital efficiency.

For more financial information, please see the following website. https://contents.xj-storage.jp/xcontents/AS04353/108b120e/215a/4cc3/96f2/

Profitability



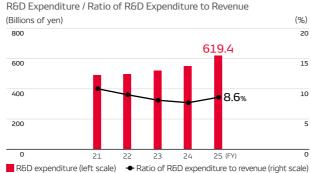
◆ ROE (right scale) ◆ ROIC (right scale)

DENSO promotes ROIC-minded management, which includes reshuffling its business portfolio and pursuing structural reforms in each region of operation. In fiscal 2025, ROE came to 8.0%, below the cost of capital, due in part to the impact of a one-time provision for quality measures.

Note: ROIC = Profit attributable to owners of the parent company + Invested capital (Invested capital is calculated by taking the average of the results figure at the end of the previous fiscal year and that

ted capital = Equity attributable to owners of the parent company + Interest-bearing debt

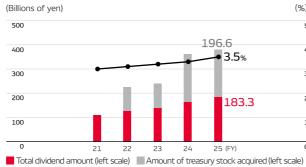
Future Investments



We continuously reinforce our development structure, investing more in focus fields such as electrifica next-generation advanced safety technologies, and semiconductors. Meanwhile, the ratio of R&D expenditure to revenue has stayed at around 9%, reflecting our efforts to accelerate automation and greater efficiency in development activities, including through Al.

Shareholder Returns

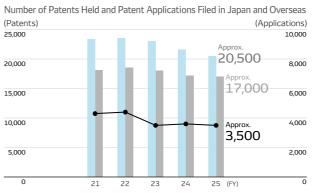
Total Dividend Amount / Amount of Treasury Stock Acquired / DOE



◆ DOE (right scale)

improved dividend on equity (DOE) for four consecutive years, raising it by 0.5 percentage point, to 3.5%, compared with fiscal 2021. In fiscal 2025, DENSO announced a ¥450 billion share buyback on the open market, its largest ever, based on its policy of taking a flexible approach to buybacks.

Non-Financial Highlights



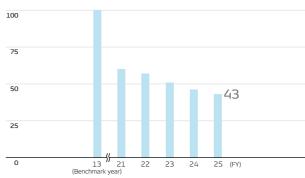
No. of patents held in Japan (left scale) ◆ No. of patent applications filed in Japan and overseas (right scale)

Intellectual properties (IPs) provide the source of the Company's competitiveness. To that end, the Company seeks to create, acquire, and effectively utilize IPs through proactive research and development activities. The number of new patent registrations in the automotive industry in fiscal 2025 was four in Japan and eight in the United States.

Note: The number of patent applications filed shows the total number of filings in Japan and overseas.

This figure includes patents filed during DENSO's fiscal year. The number of patent applications filed in Japan includes withdrawn items for priority claim based on Japanese patent applications and divisional applications. The number of patent applications filed overseas includes continuing and

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

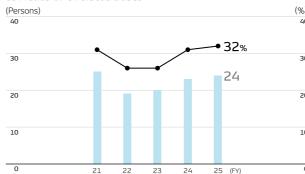


Under DENSO Eco Vision 2025, we set and have been working toward the fiscal 2026 target of "energy half," which aims to halve CO₂ emissions intensity compared with fiscal 2013. Through the development of innovative technologies for production processes, energy-saving activities like Just-in-Time (JIT) energy management, and the adoption of renewable energy, we achieved this target ahead of schedule in fiscal

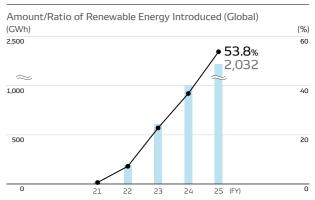
2024, two years earlier than planned.

* Emissions intensity = CO₂ emissions ÷ Value added

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



Number of non-Japanese employees appointed as heads of overseas bases (left scale) Ratio of non-Japanese employees appointed as heads of overseas bases (right scale) We are focused on training and appointing future leader candidates to foster an organizational culture where diverse talent can thrive in the right roles. In overseas regions, we are enhancing training opportunities such as selective global training programs, to achieve a 50% ratio of non-Japanese heads of overseas bases by fiscal 2031.

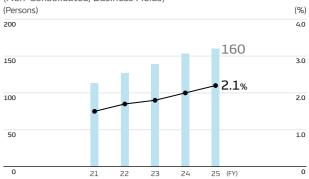


Amount of renewable energy introduced (left scale)

- Ratio of renewable energy introduced (right scale)

As of fiscal 2025, the head office and all production sites of DENSO CORPORATION in Japan (11 sites), Advanced Research and Innovation Center, DENSO FUKUSHIMA CORPORATION, DENSO HOKKAIDO CORPORATION, DENSO INVATE CORPORATION, and DENSO KYUSHU CORPORATION, and all overseas production companies (excluding subsidiaries of subsidiaries) in Europe (16 bases), China (13 bases), and Asia (10 bases) had completed the introduction of renewable energy and achieved carbon neutrality.

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

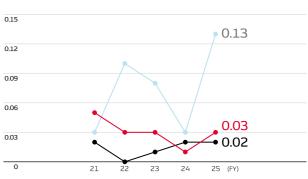


Number of female employees in management positions (left scale) ◆ Ratio of female employees in management positions (right scale)

As part of efforts to empower women, we promote integrated career development, establishing indicators As part of entires to enjoyers without a member of the properties at each phase for recruitment, the balance between work and life events, and training and promotion after navigating them. We also conduct tailor-made activities, such as mentoring and training in accordance with the personal qualities of each management position candidate in addition, in fiscal 2025 we integrated the general-duties course, 99% of the participants of which are women, with the career track course and removed any upper limitations on the promotion of employees in administrative positions * Includes employees seconded from DENSO to other companies but not employees who have been seconded from other companies to DENSO

Lost-Time Frequency Rate*

103



◆ DENSO CORPORATION ◆ Domestic Group companies ◆ Overseas Group companies

In fiscal 2025, we aimed to design equipment that does not impose stress or urgency on operators and incorporated initiatives to reduce minor equipment stoppages into our activity plans. However, accidents caused by inadequate equipment safeguards occurred at domestic Group companies, resulting in a deterioration of the lost-time frequency rate. Based on these lessons, we are prioritizing the completion o safety countermeasures for equipment as a key initiative.

* Lost-time frequency rate: Number of fatalities and injuries due to work-related accidents per million total working hours. It indicates the frequency of incidents (lost-time frequency rate for entire manufacturing industry in Japan in 2024: 1.30).

102

10-Year Data

Bil	lior	าร	ot	У

	_		IEDC .			IEDC					Billions of yen
	(FY)	2016	1FRS 2017	2018	2019	1FRS 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
Financiai Data	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	Number of Employees	151,775	154,493	168,813	171,992	170,932	168,391	167,950	164,572	162,029	158,056
Data	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	USD (yen)	120	108_	111	111	109_	106_	112	136	145	153
(During FY)	EUR (yen)	133	119	130		121	124	131	141	157	164
	Chinese yuan (yen)	19	16	17	17	16	16	18	20	20	21

104 105

^{*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 ¥187.5 billion Capital

Head Office 1-1, Showa-cho, Kariya, Aichi 448-8661, Japan

Consolidated basis: 158,056 Employees Non-consolidated basis: 43,781

Consolidated

(Japan 54, North America 22, Europe 36, Subsidiaries

Asia 70, Others 5)

Companies

Accounted for by (Japan 17, North America 3, Europe 3, Asia 12,

the Equity Method

Fiscal Year From April 1 to March 31

Ordinary General June

Meeting of Shareholders

Share Trading 100 shares

Number of Shares 2,817,420,871 shares

(excluding DENSO CORPORATION owning Issued 93,558,820 shares of treasury stock)

Number of

Shareholders Securities

6902

Identification Code

Stock Exchange

Tokyo, Nagoya

Listinas

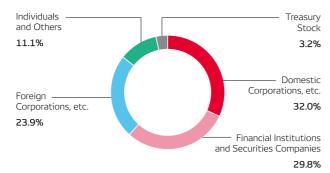
Principal Shareholders (Top 10 Principal Shareholders)

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		

- 1. The Company holds 93,559 thousand shares of treasury stock but is excluded from the list of major shareholders above.

 2. "Voting share" is calculated after excluding 93,559 thousand shares of treasury stock.
- 3. "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, Al 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











2025 CONSTITUENT MSCI NIHONKABU







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 u by a wide variety of market participants to create and ass
- 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 HERRIN, DO NOT CONSTITUTE A SPONSORSHIE PROPREMENT 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
- ons listed are those received as of September 30, 2025.



For details on outside evaluations and awards, please see https://www.denso.com/global/en/about-us/sustainability/



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/



TCFD Index



DENSO's Corporate Website

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 Integrated Report 2025	DENSO's Corporate Website
	a) Describe the Board's oversight of climate-related risks and oppo	rtunities
Governance	P.65: Efforts to Maximize the Value of "Green" (TCFD)>Governance P.85: Corporate Governance System b) Describe management's role in assessing and managing climate. P.65: Efforts to Maximize the Value of "Green" (TCFD)>Governance P.85: Corporate Governance System	Who we are>Sustainability>Sustainability Management>Promotion Structure: https://www.denso.com/global/en/about-us/sustainability/nanagement/#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/ related risks and opportunities 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>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/qlobal/en/about-us/sustainability/qovernance/management/
	a) Describe the climate-related risks and opportunities the organiz	
	P.26–27: Awareness of Business Environment P.28–30: Materiality P.64: 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 of	
Strategy	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
	P.64–65: 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 assess	ing climate-related risks
nent	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/
ge	b) Describe the organization's processes for managing climate-rela	ted risks
Risk Management	P.28–30: Materiality P.65: Efforts to Maximize the Value of "Green" (TCFD)>Risk Management P.98–99: 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	g climate-related risks are integrated into the organization's overall risk management
	P.65: Efforts to Maximize the Value of "Green" (TCFD)>Risk Management	Who we are>Sustainability>Governance>Risk Management:
	P.98–99: Risk Management a) Disclose the metrics used by the organization to assess climate.	https://www.denso.com/global/en/about-us/sustainability/governance/risk/ -related risks and opportunities in line with its strategy and risk management process
Ń	P.28–29: Materiality>Materiality KPIs P.31: Targets and Results for Mid-term Policy for 2025>Vision for Our Green and Peace of Mind Strategies P.34: Green Strategy P.66–67: 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/
rge	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenho	use gas (GHG) emissions, and the related risks
Metrics and Targets	P67: Efforts to Maximize the Value of "Green" (TCFD)>Metrics and Targets>Scope 1 and 2 Carbon-Neutral Monozukuri P.104–105: 10-Year Data>Non-Financial Data>Co. 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
itri	c) Describe the targets used by the organization to manage climat	
	P.28–29: Materiality>Materiality KPIs P.31: Targets and Results for Mid-term Policy for 2025>Vision for Our Green and Peace of Mind Strategies P.34: Green Strategy P.66–67: Efforts to Maximize the Value of "Green" (TCFD)>Metrics and	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
	Targets	

106 107