DENSO

Crafting the Core

Integrated Report 2026

For the year ended March 31, 2026

Placing Sustainability Management at the Core of DENSO

In 1956, seven years after the Company's founding, DENSO formulated the DENSO Creed
in order to preserve and pass on a mindset of pursuing new challenges to the next generation with a strong sense of determination.
In 1994, we established the DENSO Philosophy to express the essence of the DENSO Creed in more contemporary terms. Furthermore,
as we expanded our business globally and the number of employees around the world increased,
we introduced the DENSO Spirit in 2004 to serve as an action guideline to ensure that our global employees share the same values and conviction.
The DENSO Creed and DENSO Philosophy center on contributing to society through our business activities.
This concept has been continuously passed down and remains at the core of our sustainability management.
It is also embraced by the roughly 155,000 DENSO Group employees across the globe.

Ideals of the DENSO Creed

Be trustworthy and responsible.

We will maintain the trust that our predecessors worked earnestly to
build over the years and seek to build it up even further so that we can pass on this established trust to
the next generation. Through these efforts, we will meet the expectations of society.

Cherish modesty, sincerity, and cooperation.

We work to refine not our appearance or job title but the essence of who we are as a part of DENSO,
and we work in collaboration with our stakeholders to perform our duties with sincerity.
In this way, we bring forth inspiration.

Be pioneering, innovative, and creative.

By consistently leading the times with our research and creativity and continuing to refine our technologies,
we will swiftly create new value that truly benefits society, thereby paving a new way forward.

Provide quality products and services.

We will earnestly approach the ever-changing social issues of the day and continue to bring hope and
happiness to all people while aiming to provide our customers and society with products and
services of the very best quality.

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

Foresight	Credibility	Collaboration
Providing surprises and impressions in a way that only DENSO can	Providing quality and reliability beyond customer expectations	Achieving the highest results by working as a team
Vision	Quality First	Communication
Creativity	On-site Verification	Teamwork
Challenge	*Kaizen*, Continuous Improvement	Human Development

Statement of Authenticity

Publication of DENSO *Integrated Report 2026*

Seiji Maeda
Executive Officer, CFO

DENSO publishes an integrated report every year in order to foster a deeper understanding among all of its stakeholders regarding the Company's initiatives toward sustainable corporate value enhancement. With a focus on the values and conviction that have remained unchanged since the Company's founding, *DENSO Integrated Report 2026* introduces the strategies that underpin DENSO's corporate growth, measures to strengthen financial and non-financial capital, and the unique competitiveness generated from the interaction of these capitals. We hope that this report conveys 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 hereby affirm that this report has been prepared through a proper process and that the information contained herein is accurate.

Editorial Policy

In addition to providing financial information, such as results and sales overviews as well as management strategy, *DENSO Integrated Report 2026* 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 we 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.

Environment Social Governance
Guidance for Collaborative Value Creation

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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 2026 (April 1, 2025 to March 31, 2026). Certain parts of this report include content on the Group's activities from April 2026 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 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 what is stated in this report.

Terminology Used in *DENSO Integrated Report 2026*

BEV: Battery electric vehicle
HEV: Hybrid electric vehicle
PHEV: Plug-in hybrid electric vehicle
FCEV: Fuel-cell electric vehicle
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About the Cover of *DENSO Integrated Report 2026*

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

Financial Information
DENSO Website Investors
https://www.denso.com/global/en/investors/
Financial Results / Securities Report, etc.

Integrated Report (PDF)
https://www.denso.com/global/en/investors/annual-report/

Non-Financial Information
DENSO Website Sustainability
https://www.denso.com/global/en/sustainability/
Initiatives toward Environmental Reporting / Initiatives toward Social Responsibility Reporting / Corporate Governance, etc.

DENSO Corporate Website
https://www.denso.com/global/en/

In addition to our integrated report, we also provide opportunities to help stakeholders better understand DENSO through our owned media platform, DRIVEN BASE, and the DENSO MUSEUM.

DRIVEN BASE

https://www.denso.com/global/en/driven-base/
Built around the concept of moments that inspire and resonate, our owned media platform, DRIVEN BASE, shares stories on our approach to social issues, introduces our cutting-edge technologies, and explores the passion that drives our employees to pursue new challenges. Through this platform, we provide a closer look at DENSO's value creation journey.

DENSO MUSEUM

https://www.denso.com/jp/ja/corporate-info/showroom/denso-museum/ (Japanese only)
The DENSO MUSEUM reopened in 2025 as a place where visitors can experience DENSO's efforts to address social issues and the passion that each individual employee brings to those efforts. The museum looks back on our history since our founding, the evolution of our technologies and products, milestones reached in quality and safety, and the bonds forged with colleagues and partners both inside and outside the Company. In addition, it introduces DENSO's vision for the future.

Overall Layout of *DENSO Integrated Report 2026*

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.

DENSO Integrated Report 2026 is published with the aim of having the reader gain a deep understanding of DENSO's value creation process while creating a platform for dialogue. Throughout the entirety of this booklet, we have created a logical layout and 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. In accordance with this layout and story line, we disclose extensive information in each section.

Values	Our universal way of thinking underpinning the DENSO Creed and DENSO Philosophy, which have remained unchanged since our founding
Value Creation Business Model	Our value creation process to ensure that we continue to grow, together with society
Sustainability and Growth Strategy	Our Materiality, Mid-Term Management Plan 2030, CORE 2030, and strategies for green and peace of mind, technology strategy, and business strategy
Results and Important Indicators for Results	Our accumulated capitals, which form the foundation of growth and allow us to resolve social issues through our business activities, as well as an overview by product and the results of our value creation
Corporate Governance	Our governance framework that allows us to steadily execute strategies and enhance corporate value in a sustainable manner

Themes of *DENSO Integrated Report 2026*

DENSO Integrated Report 2026 includes special features on our new Mid-Term Management Plan, CORE 2030, which was announced on March 31, 2026, and aims toward 2030, and introduces the business strategies we are advancing under this new plan. In addition, we have included an overview of the evolution of our past mid-term policies and our DENSO's customer value contribution model. The report is structured in a way that helps readers better understand how the value we deliver to customers contributes to corporate value enhancement and what underpins our competitiveness. Furthermore, the report describes our initiatives related to Materiality and the relationship between our financial and non-financial capital. It also demonstrates how these forms of capital work together to create DENSO's unique competitive advantage through co-creation with a diverse range of stakeholders, including approximately 155,000 employees worldwide, thereby delivering value to society and supporting sustainable business growth. Through this report, we hope readers will gain a deeper understanding of how DENSO seeks to resolve social issues by starting with the delivery of value to customers, and how the repeated promotion of these efforts leads to enhanced corporate value. In addition, beginning this year, we have adopted a landscape layout in response to requests from many of our readers.

Utilization of Dialogue and Stakeholder Feedback

We actively engage in dialogue with our stakeholders, and the opinions we receive contribute to the sophistication of management and are reflected in our information disclosure efforts, leading to 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 full use of our integrated reports.

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