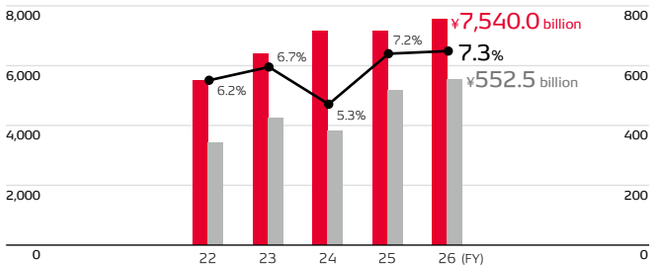
Financial Highlights

Profitability and Growth Potential

Revenue / Operating Profit / Operating Margin

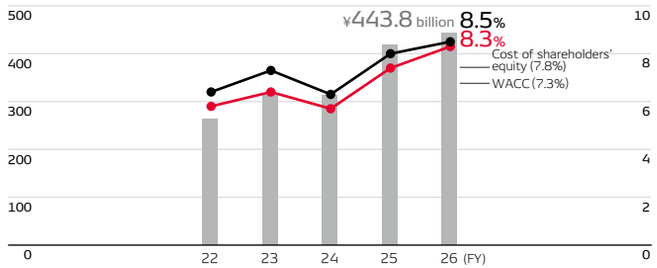


Revenue (left scale) Operating profit (right scale) Operating margin

Revenue in fiscal 2026 increased year on year, reflecting higher vehicle sales and the recovery of one-time costs. Despite the impact of tariff costs, rising material costs and increased investment in people, operating profit rose year on year, supported by rationalization efforts and improved capacity utilization.

Profitability

Profit Attributable to Owners of the Parent Company / ROE / ROIC*1



Profit attributable to owners of the parent company (left scale)
ROE (right scale) ROIC (right scale)

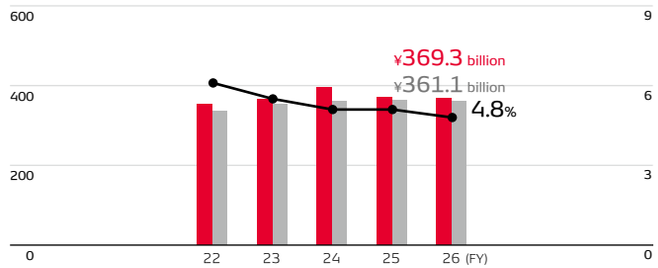
We promote ROIC-minded management, which includes strengthening earnings efficiency and pursuing structural reforms in each region of operation. In fiscal 2026, ROE came to 8.5%.

*1 Effective fiscal 2027, we have changed the calculation method, including the figures for prior fiscal years.
ROIC (return on invested capital) = (Profit attributable to owners of the parent company + Interest expenses after tax)/Average invested capital*2 (Average of figures at the beginning and end of the year)

*2 Equity attributable to owners of the parent company + (Interest-bearing debt – Surplus funds)

Future Investments

Capital Expenditures / Depreciation / Ratio of Depreciation to Revenue

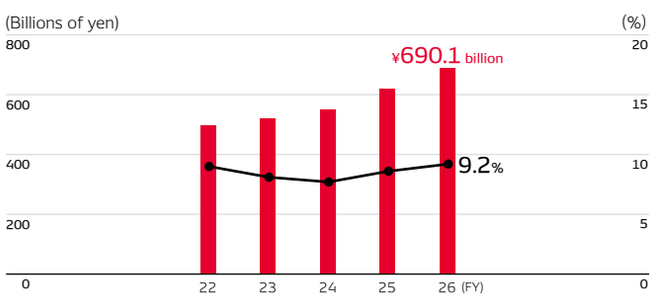


Capital expenditures (left scale) Depreciation (left scale)
Ratio of depreciation to revenue (right scale)

While we strengthen investment in our focus areas of electrification, intelligentization and semiconductors, we will establish a solid production structure through the disciplined screening of investments. With a target of keeping capital investment within the scope of depreciation, we intend to continue reducing the ratio of depreciation to revenue.

Future Investments

R&D Expenditures / Ratio of R&D Expenditures to Revenue

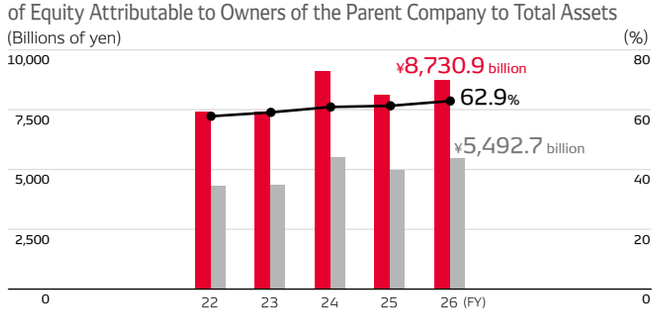


R&D expenditures (left scale) Ratio of R&D expenditures to revenue (right scale)

We are strengthening investment in electrification, intelligence and advanced fields, and continue to build a more solid development structure. Meanwhile, the ratio of R&D expenditures to revenue has stayed at around 9%, reflecting our efforts to accelerate automation and greater efficiency in development activities, including through AI.

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

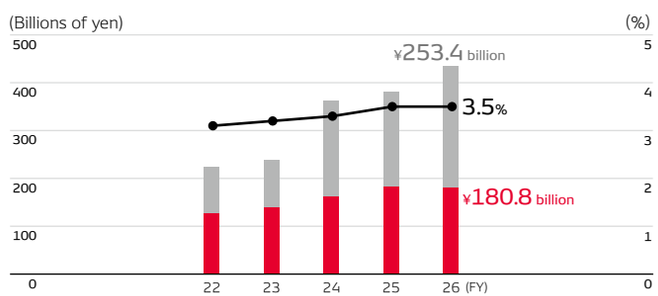


Total assets (left scale)
Equity attributable to owners of the parent company (left scale)
Ratio of equity attributable to owners of the parent company to total assets (right scale)

We have been reducing low-return assets by cutting inventories and selling cross-shareholdings. While maintaining strong financial soundness, the Company will actively utilize borrowings and corporate bonds in order to improve capital efficiency.

Shareholder Returns

Total Dividend Amount / Amount of Treasury Stock Acquired / DOE

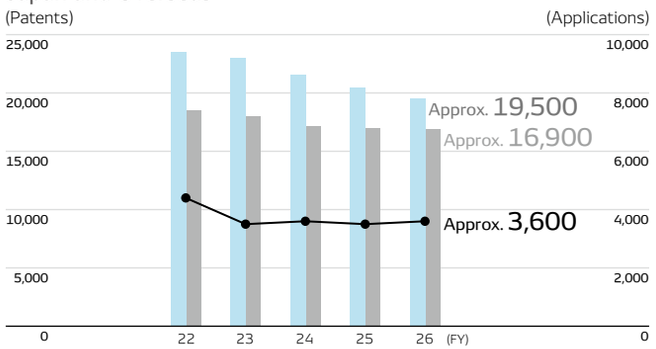


Total dividend amount (left scale) Amount of treasury stock acquired (left scale)
DOE (right scale)

Guided by our policy of realizing stable increases in dividend levels over the long term, we raised DOE by 0.4 percentage point in fiscal 2026, to 3.5%, compared with fiscal 2022. Under our basic policy of acquiring treasury stock in a flexible manner, we acquired ¥253.4 billion of treasury stock.

Non-Financial Highlights

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

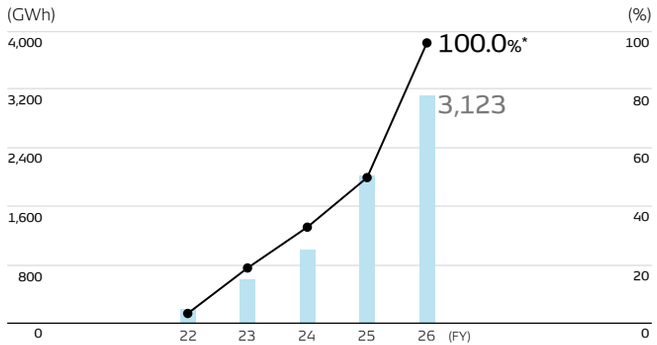


No. of patents held in Japan (left scale)
No. of patents held overseas (left scale)
No. of patent applications filed in Japan and overseas (right scale)

Intellectual properties (IPs) provide the source of the Company's competitiveness. To that end, we seek 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 2026 was four in Japan and nine 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 our 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 divisional applications.

Amount/Ratio of Renewable Energy Introduced (Global)



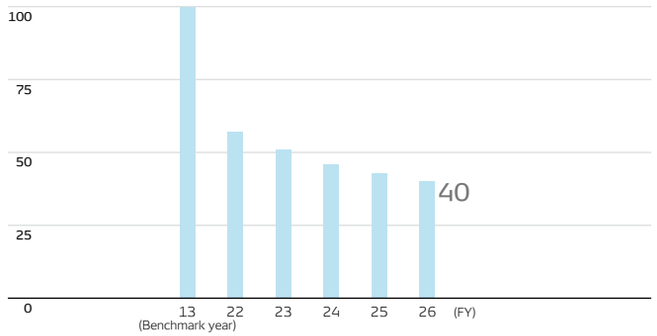
Amount of renewable energy introduced (left scale)
Ratio of renewable energy introduced (right scale)

As of fiscal 2026, we have introduced renewable energy at all of our manufacturing bases.

* Scope: Countries and regions where no institutional or other constraints apply and environmental value certificates can be procured

CO_2 Emissions Intensity* (Scope 1 and 2 / Global Group Companies)

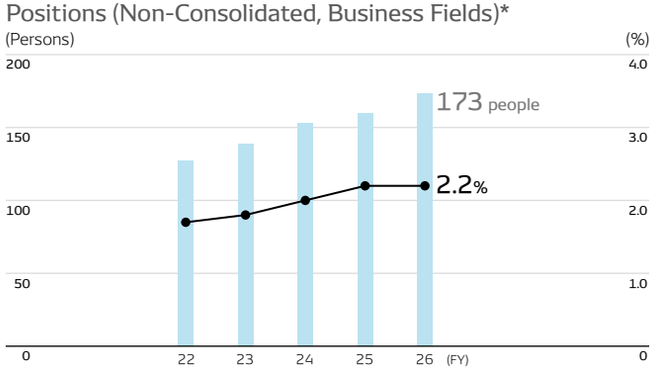
Fiscal 2013 indexed to 100 as the reference year's emissions



Under DENSO Eco Vision 2025, we set and have been working toward the fiscal 2026 target of "energy half," which aims to halve CO_2 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 = CO_2 emissions ÷ Value added

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

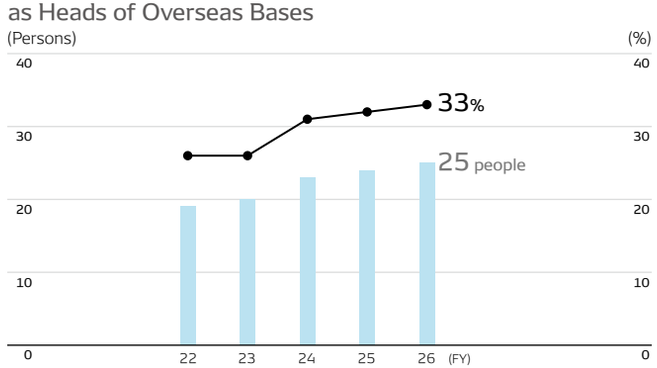


Number of female employees in management positions (left scale)
Ratio of female employees in management positions (right scale)

As part of efforts to empower women, we promote integrated career development, establishing indicators at each phase of recruitment, the balance between work and life events, and training and promotion. 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

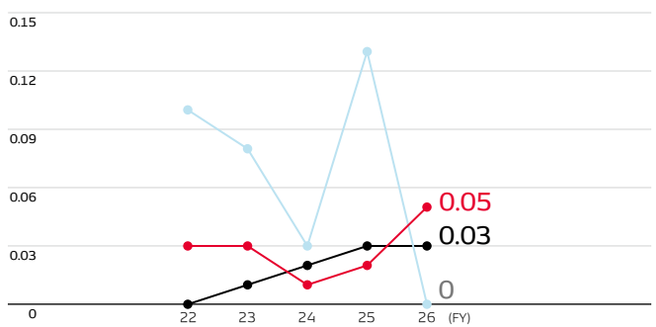
Number and Ratio of Non-Japanese Employees Appointed as Heads of Overseas Bases



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.

Lost-Time Frequency Rate*



DENSO CORPORATION
Domestic Group companies
Overseas Group companies

In fiscal 2026, based on the theme of fostering an open and communicative workplace culture, we strengthened two-way communication between managers and supervisors and frontline employees. By promoting continuous improvement activities and cultivating a safety-first culture, we worked to prevent workplace accidents caused by non-compliance with rules or inadequate management. As a result of these efforts, lost-time injuries at domestic Group companies, where safety performance had deteriorated in fiscal 2025, were reduced to zero.

* 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 2025: 1.33).

10-Year Data

Billions of yen

				IFRS									
			(FY)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Financial Data	Revenue	Total		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	7,540.0
	By Region	Japan		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	3,087.9
		North America		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	2,012.4
		Europe		550.2	620.2	609.4	548.3	482.3	506.2	624.3	709.7	646.6	691.5
		Asia		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	1,622.2
		Others		65.1	78.5	72.0	60.0	39.8	75.4	99.8	114.1	118.9	126.0
	By Customer	Car manufacturers		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	6,908.7
			Toyota Group	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	4,192.0
			Ratio of revenue from Toyota Group transactions to total revenue	45.8%	45.0%	46.3%	47.7%	50.6%	51.4%	50.4%	52.1%	55.1%	55.6%
		Aftermarket and non-automotive		465.3	586.9	600.5	594.8	589.7	640.4	720.3	655.6	619.0	631.3
	Operating Profit			330.6	412.7	316.2	61.1	155.1	341.2	426.1	380.6	519.0	552.5
	Operating Margin			7.3%	8.1%	5.9%	1.2%	3.1%	6.2%	6.7%	5.3%	7.2%	7.3%
	Profit Attributable to Owners of the Parent Company			257.6	320.6	254.5	68.1	125.1	263.9	314.6	312.8	419.1	443.8
	Return on Equity (ROE)			8.0%	9.3%	7.1%	1.9%	3.4%	6.4%	7.3%	6.3%	8.0%	8.5%
	Capital Expenditures			337.4	347.2	416.8	436.5	374.3	353.9	366.8	394.6	371.1	369.3
	Depreciation			241.1	268.6	287.3	302.1	323.0	335.4	353.3	361.7	362.3	361.1
	Ratio of Depreciation to Revenue			5.3%	5.3%	5.4%	5.9%	6.5%	6.1%	5.5%	5.1%	5.1%	4.8%
	R&D Expenditures			409.2	447.4	497.4	507.8	492.0	497.6	521.6	550.9	619.4	690.1
	Ratio of R&D Expenditures to Revenue			9.0%	8.8%	9.3%	9.9%	10.0%	9.0%	8.1%	7.7%	8.6%	9.2%
	Total Dividend Amount			94.6	101.4	108.9	108.5	108.5	126.5	139.0	162.2	183.3	180.8
	Amount of Treasury Stock Acquired			30.0	26.5	28.4	0.0	0.0	97.5	100.0	200.0	196.6	253.4
	Earnings per Share (EPS) (yen)*1			81.58	102.61	81.62	21.97	40.35	85.69	104.00	104.97	145.02	162.96
	DOE			2.9%	2.9%	3.0%	3.1%	3.0%	3.1%	3.2%	3.3%	3.5%	3.5%
	Cash Dividends per Share (yen)*1			32.50	35.00	35.00	35.00	35.00	41.25	46.25	55.00	64.00	67.00
	Dividend Payout Ratio			36.8%	31.7%	42.9%	159.3%	86.7%	48.1%	44.5%	52.4%	44.1%	41.1%
	Total Return Ratio			48.4%	39.9%	54.0%	159.3%	86.7%	84.9%	76.0%	115.8%	90.7%	97.8%
	Stock Price (yen)*1			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	1,947.50
	Market Capitalization*2			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	5,242.55
	Dividend Yield*3			2.7%	2.4%	3.2%	4.0%	1.9%	2.1%	2.5%	1.9%	3.5%	3.4%
	Price Earnings Ratio (PER) (times)			15.0	14.2	13.2	39.7	45.5	22.9	17.9	27.5	12.7	12.0

10-Year Data

Billions of yen

		IFRS									
	(FY)	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Financial Data	Price-to-Book Ratio (PBR) (times)*4	1.16	1.26	0.93	0.80	1.46	1.40	1.27	1.52	1.04	**0.95**
	Net Cash Provided by Operating Activities (A)	467.8	558.0	533.5	595.3	437.2	395.6	602.7	961.8	758.7	**511.0**
	Net Cash Provided by (Used in) Investing Activities (B)	(108.0)	(529.1)	(514.7)	(447.4)	(395.9)	(301.6)	(363.7)	(459.5)	121.9	**(16.9)**
	Free Cash Flow (A+B)	359.7	28.9	18.8	147.9	41.3	94.1	239.0	502.3	880.6	**494.1**
	Net Cash Provided by (Used in) Financing Activities	(240.5)	(40.3)	(92.2)	(240.9)	238.7	(159.5)	(400.1)	(496.7)	(677.4)	**(355.0)**
	Cash and Cash Equivalents at End of Year	793.6	783.3	711.6	597.8	897.4	867.8	733.9	789.4	986.5	**1,189.1**
	Cash on Hand	858.4	918.3	880.8	711.6	911.7	876.1	757.6	825.9	1,011.6	**1,190.5**
	Interest-Bearing Debt	350.3	473.9	550.2	465.4	854.2	991.4	889.3	850.7	699.4	**811.3**
	Equity Attributable to Owners of the Parent Company	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	**5,492.7**
	Total Assets	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	**8,730.9**
	Ratio of Equity Attributable to Owners of the Parent Company to Total Assets	64.3%	62.4%	62.1%	60.1%	57.5%	57.8%	59.1%	60.9%	61.3%	**62.9%**
Non-Financial Data	Number of Employees	154,493	168,813	171,992	170,932	168,391	167,950	164,572	162,029	158,056	**154,716**
	Local	86,892	94,209	95,222	93,343	89,124	88,345	85,268	85,094	81,594	**78,299**
	Non-Consolidated	38,914	39,315	45,304	45,280	46,272	45,152	44,758	43,980	43,781	**43,889**
	Ratio of Female Employees (Non-Consolidated)	12.7%	13.1%	13.9%	14.2%	14.6%	15.1%	15.5%	15.9%	16.3%	**16.7%**
	Number of Female Employees in Management Positions (Non-Consolidated, Business Fields)	53	61	86	103	113	127	139	153	160	**173**
	Ratio of Female Employees in Management Positions (Non-Consolidated, Business Fields)	0.8%	0.9%	1.1%	1.3%	1.5%	1.7%	1.8%	2.0%	2.1%	**2.2%**
	Number of Non-Japanese Employees Appointed as Heads of Overseas Bases	25	26	26	25	25	19	20	23	24	**25**
	Ratio of Non-Japanese Employees Appointed as Heads of Overseas Bases	32%	28%	31%	30%	31%	26%	26%	31%	32%	**33%**
	CO_2 Emissions (Global/Scope 1 and Scope 2) (10,000 t-CO_2e)*5	164.5	173.1	190.7	188.4	199.1	193.8	178.3	146.0	105.0	**51.3**
	Amount of Renewable Energy Introduced (Global) (GWh)	—	—	—	—	16	192	608	1,005	2,032	**3,123**
Exchange Rate (During FY)	USD (yen)	108	111	111	109	106	112	136	145	153	**151**
	EUR (yen)	119	130	128	121	124	131	141	157	164	**175**
	CNY (yen)	16	17	17	16	16	18	20	20	21	**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 Effective fiscal 2027, we have changed the calculation method, including the figures for prior fiscal years. Cash dividends per share ÷ Share price at end of period
*4 Effective fiscal 2027, we have changed the calculation method, including the figures for prior fiscal years. Share price at end of period ÷ Equity attributable to owners of the parent company per share
*5 CO_2 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, 2026)

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: 154,716 Non-consolidated basis: 43,889
Consolidated Subsidiaries	190 (Japan 52, North America 21, Europe 45, Asia 68, Others 4)
Companies Accounted for by the Equity Method	33 (Japan 17, North America 2, Europe 2, Asia 10, Others 2)
Fiscal Year	From April 1 to March 31 of the following year

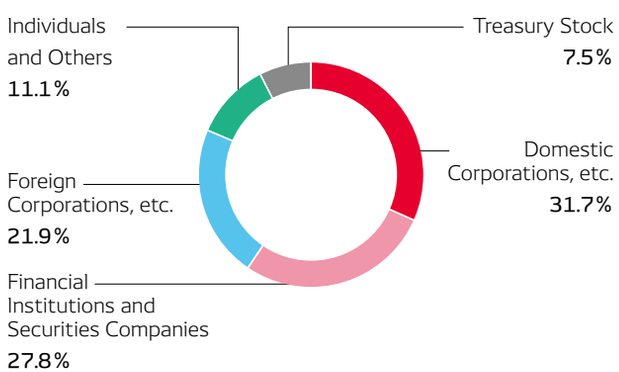
Ordinary General Meeting of Shareholders	June
Share Trading Unit	100 shares
Number of Shares Issued	2,692,045,404 shares (excluding DENSO CORPORATION owning 218,934,287 shares of treasury stock)
Number of Shareholders	239,467
Securities Identification Code	6902
Stock Exchange Listings	Tokyo, Nagoya

Principal Shareholders (Top 10 Principal Shareholders)

Name of shareholder	Number of shares held (thousands)	Voting share (%)
Toyota Motor Corporation	598,927	22.24
The Master Trust Bank of Japan, Ltd. (Trust account)	351,063	13.04
Toyota Industries Corporation	157,706	5.85
TOYOTA FUDOSAN CO., LTD.	133,235	4.94
Custody Bank of Japan, Ltd. (Trust account)	128,570	4.77
Nippon Life Insurance Company (Standing proxy: The Master Trust Bank of Japan, Ltd.)	86,654	3.21
DENSO Employees' Shareholding Association	55,343	2.05
STATE STREET BANK AND TRUST COMPANY 505001 (Standing proxy: Settlement & Clearing Services Department, Mizuho Bank, Ltd.)	32,051	1.19
National Mutual Insurance Federation of Agricultural Cooperatives (Standing proxy: The Master Trust Bank of Japan, Ltd.)	30,622	1.13
Meiji Yasuda Life Insurance Company (Standing proxy: Custody Bank of Japan, Ltd.)	28,681	1.06

Notes:
1. The Company holds 218,934 thousand shares of treasury stock, which are excluded from the list of principal shareholders above.
2. "Voting share" is calculated after excluding 218,934 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 (voting share: 1.01%), 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.

Moreover, the Company's *Integrated Report 2025* received the Bronze Award at the WICI Japan Integrated Report Award 2025, organized by the Japan Association for the World Intellectual Capital/Assets Initiative (WICI Japan). The report also received the Excellence Award at the Fifth NIKKEI Integrated Report Award, and was selected for both the "Excellent Sustainability Disclosure" and "Most Improved Sustainability Disclosure" categories from the viewpoint of Materiality by asset managers entrusted by the Government Pension Investment Fund (GPIF) to manage its domestic equity investments.

FTSE4Good
FTSE JPX Blossom Japan Index
FTSE JPX Blossom Japan Sector Relative Index
2026 CONSTITUENT MSCI NIHONKABU ESG SELECT LEADERS INDEX
2026 Sompo Sustainability Index
S&P/JPX Carbon Efficient Index
CDP A List 2025
NIKKEI Integrated Report Award
WICI JAPAN Integrated Report Award 2025

Notes:
1. 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 Index criteria and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Index Series. 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 Index is 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.
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4. Evaluations listed are those received as of September 30, 2026.

For details on outside evaluations and awards, please see the following website.
https://www.denso.com/global/en/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 continue to improve our environmental performance data by extending the scope of verification activities.

For details on Third-Party Verification, please see the following website.
https://www.denso.com/global/en/sustainability/environment/verification/