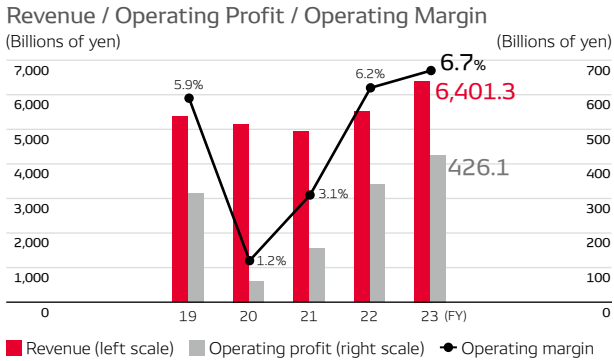


Facts & Figures

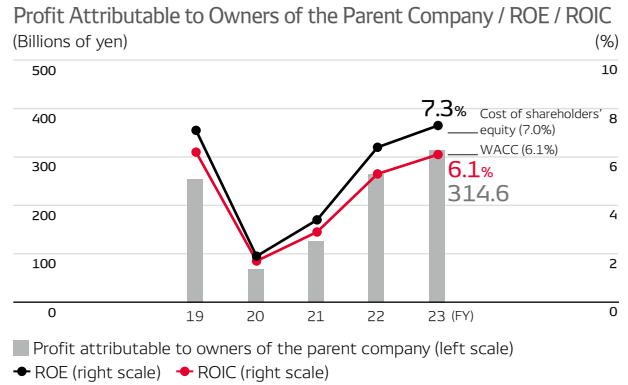
Financial Highlights

Profitability and Growth Potential



In fiscal 2023, despite the partial ongoing impact of a reduction in vehicle production, the Company achieved record-high revenue owing mainly to expanded sales of electrification and advanced safety products. Operating profit also reached a record high due to improved operational capacity, streamlining activities, and efforts to strengthen our ability to respond to change, which help offset the impact of worsening conditions in the external environment.

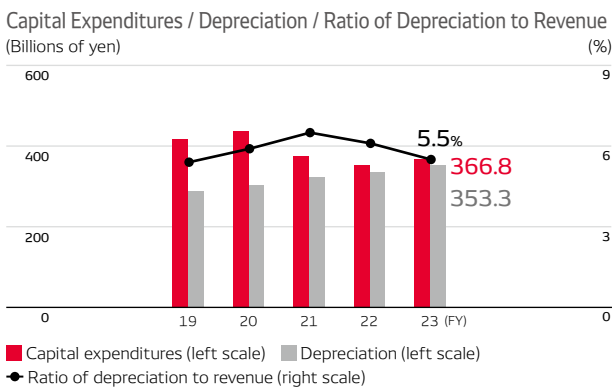
Profitability



In fiscal 2023, ROE came to 7.3%, exceeding the cost of shareholders' equity, demonstrating the results of our ROIC-minded management, which has helped us achieve growth in the focus fields of electrification and advanced safety and promote structural reforms in each region of operation.

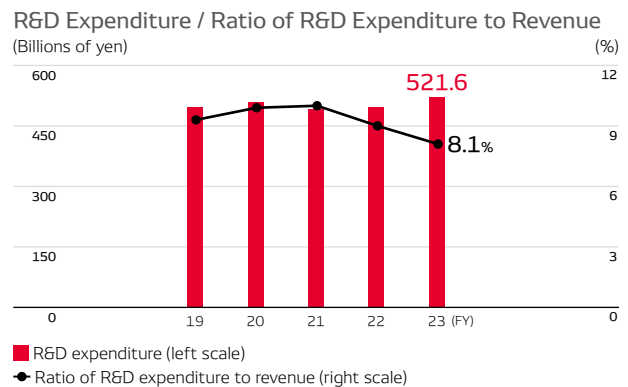
Note: ROIC = Profit attributable to owners of the parent company ÷ Invested capital
(Invested capital is calculated by taking the average of the results figure at the end of the previous fiscal year and that at the end of the current fiscal year.)
Invested capital = Equity attributable to owners of the parent company + Interest-bearing debt

Future Investments



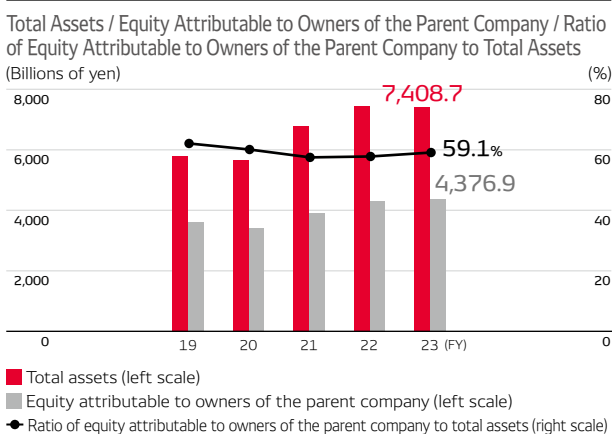
We are accelerating investments in focus fields, including investment for the establishment of structures for the global mass production of electrification and advanced safety products such as inverters and GSP3. At the same time, we are closely examining investments in a highly disciplined manner and shifting resources away from maturing fields. In these ways, we are maintaining capital expenditures at around the same level as they were in the previous fiscal year while working to reduce the ratio of depreciation to revenue.

Future Investments



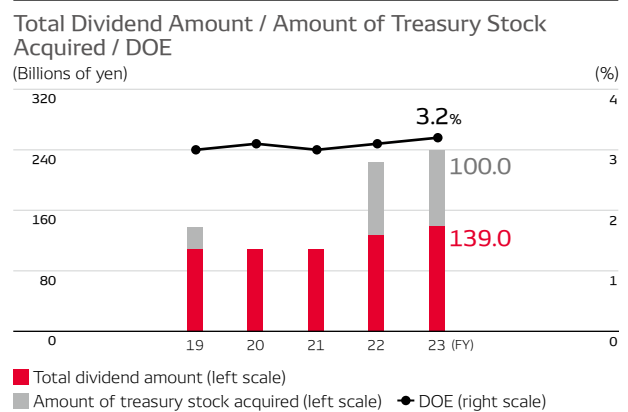
R&D expenditure increased ¥24.0 billion year on year due to investments in focus fields such as electrification, semiconductors, and next-generation advanced safety technologies. Meanwhile, as we have been accelerating efforts to promote automation and enhance efficiency in our development activities, centered on AI utilization and other types of software, the ratio of R&D expenditure to revenue declined 0.9 percentage point.

Financial Security and Leverage



Total assets were on a par with the previous fiscal year due mainly to the sale of cross-shareholdings, despite an increase in temporary inventories to respond to logistics disruptions and other factors. Equity attributable to owners of the parent company increased due to a rise in retained earnings.

Shareholder Returns

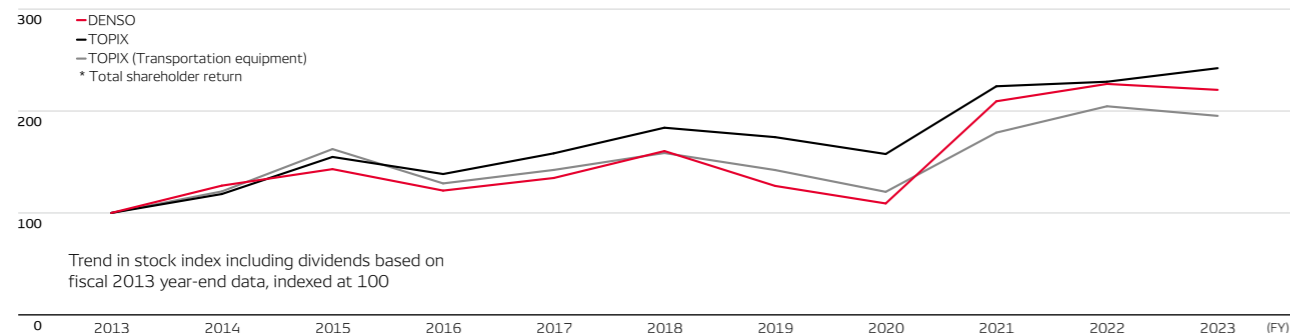


Based on our basic policy of stable increases in dividend levels over the long term, we increased dividend on equity (DOE) by 0.1 percentage point compared with the previous fiscal year. Furthermore, continuing on from fiscal 2022, we acquired ¥100.0 billion in treasury stock in fiscal 2023, thereby strengthening shareholder returns.

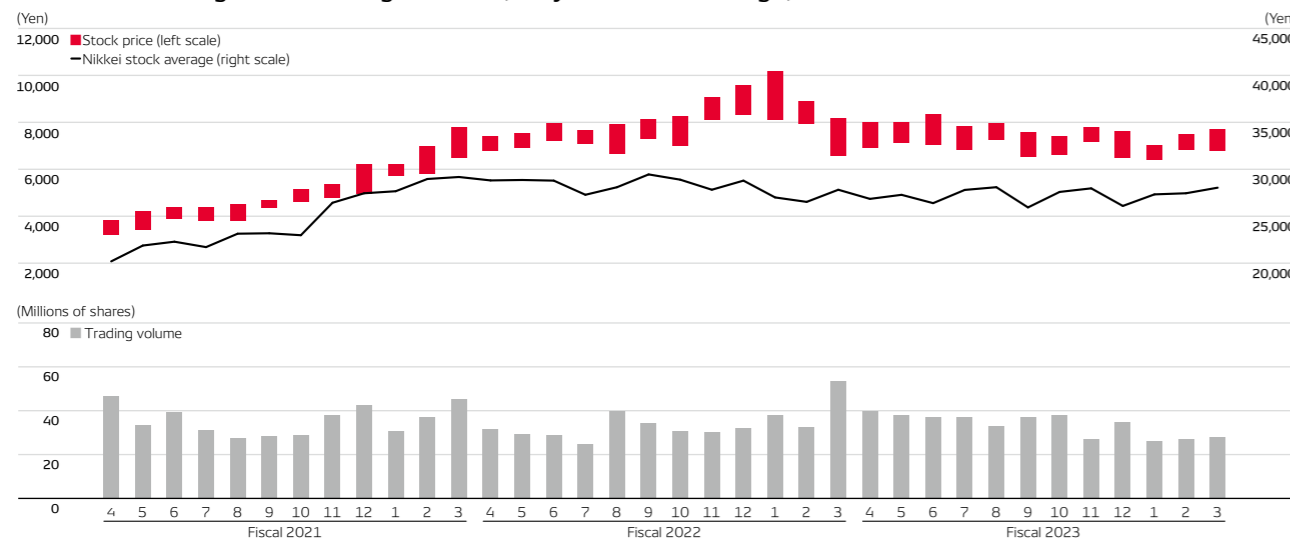
Please see the following URL for more financial information.
<https://www.denso.com/global/en/-/media/global/about-us/investors/settlement/2023/financial-report2023.pdf>



Trend in TSR*

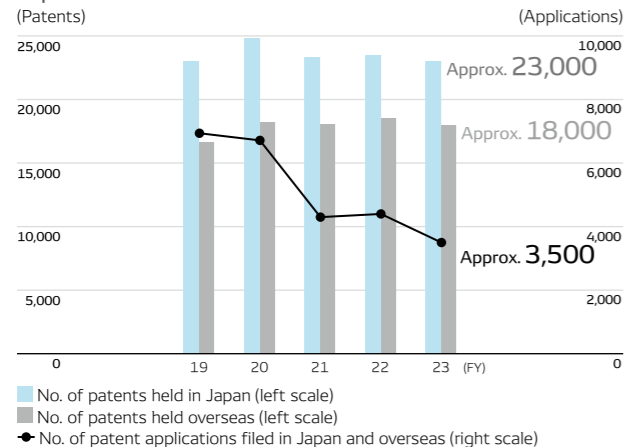


Stock Price Range and Trading Volume (Tokyo Stock Exchange)



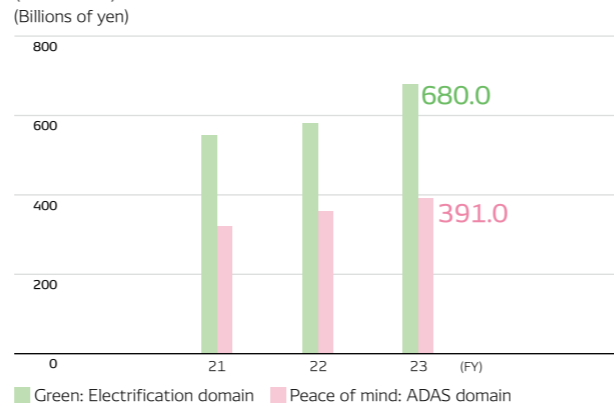
Non-Financial Highlights

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



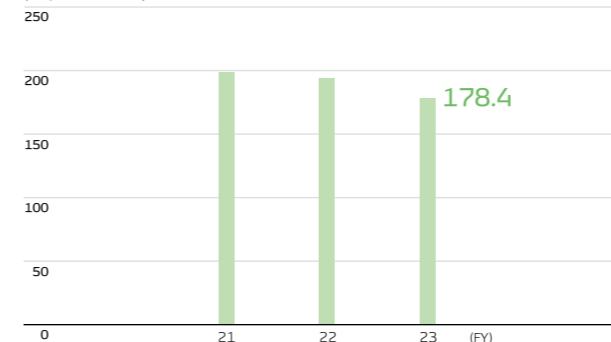
Intellectual properties (IP) provide the source of the Company's competitiveness. To that end, the Company seeks to create, acquire, and effectively utilize IP through proactive research and development activities. The number of new patent registrations in the automotive industry in fiscal 2023 was three 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 divisional applications.

Promotion of Products Offering Green and Peace of Mind (Revenue)



Despite the impact of reduced vehicle production due to semiconductor shortages and the lockdown in China, revenue increased year on year in terms of products in both the green and peace of mind domains due to expanded sales of products for EVs, such as inverters, and an increased installation rate of advanced safety-related products, including Global Safety Package 3. Going forward, the Company will continue to introduce and expand sales of new technologies with the aim of realizing revenue of ¥1 trillion and ¥500 billion in the electrification and ADAS domains, respectively, by fiscal 2026.
Note: Data collection commenced in fiscal 2021.

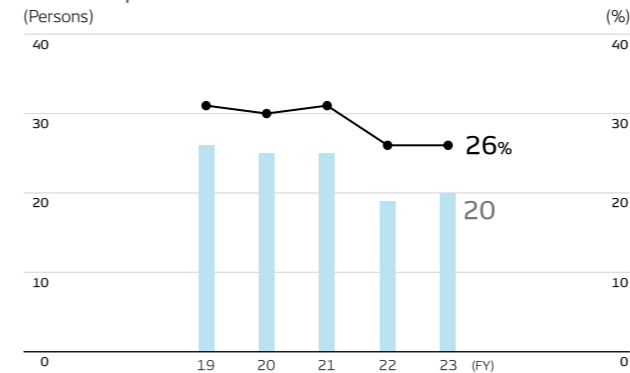
CO₂ Emissions (Global, Scope 1 and Scope 2 Emissions)



In fiscal 2023, we promoted energy-saving activities, introduced self-powered renewable electricity, and expanded external procurement. In these ways, we have been gradually reducing our CO₂ emissions.

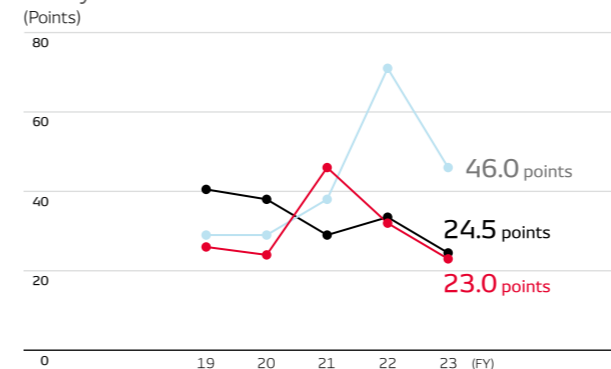
- Notes: 1. DENSO revised its calculation methods for CO₂ emissions in fiscal 2021. Accordingly, this graph shows emissions from fiscal 2021 onward.
2. Covers the DENSO Group (DENSO CORPORATION + consolidated subsidiaries)
3. Does not include portions of emissions offset by the use of carbon credits

Number and Ratio of Local Employees Recruited for Leadership Roles at Overseas Bases



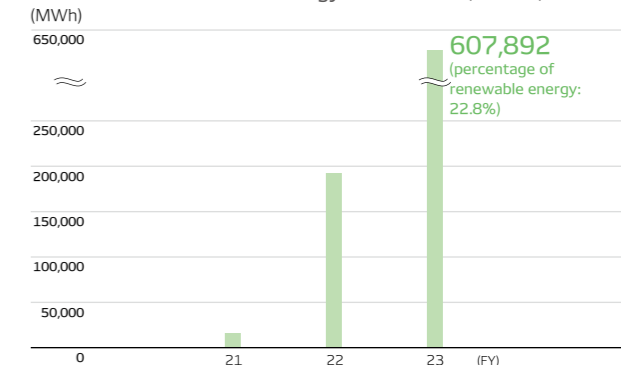
We are undertaking efforts on a global basis to realize an environment and organizational culture that comprises a diverse group of professionals. As part of these efforts, we are working to strengthen our overseas talent through such means as holding global study sessions, assigning overseas employees to important projects, providing ongoing support at meetings concerning human resource development, and establishing an expert talent manager position. Through these initiatives, we aim to increase the ratio of local employees in leadership roles to 50% by fiscal 2031.

Safety Points*



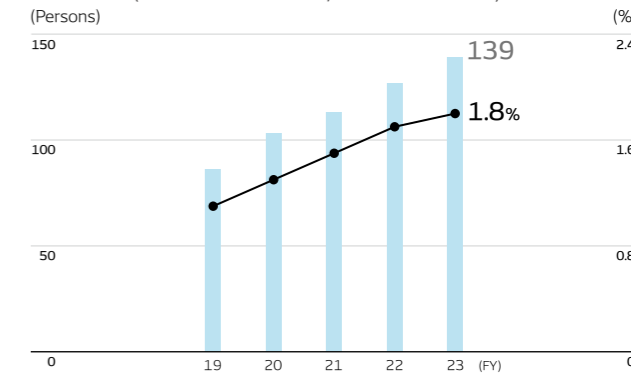
* Safety mark: Scoring depending on scale and type of accident. The lower the number the better the score
Score improved year on year as a result of safety activities in which all employees participated. These included safety communication tours by divisional managers, strengthening of measures to prevent accidents that happen when employees try to handle malfunctioning equipment on their own, and inspections to prevent fire and explosions focused on high-risk facilities.
Note: Scope of calculation for domestic and overseas Group companies was expanded in fiscal 2022.

Amount of Renewable Energy Introduced (Global)



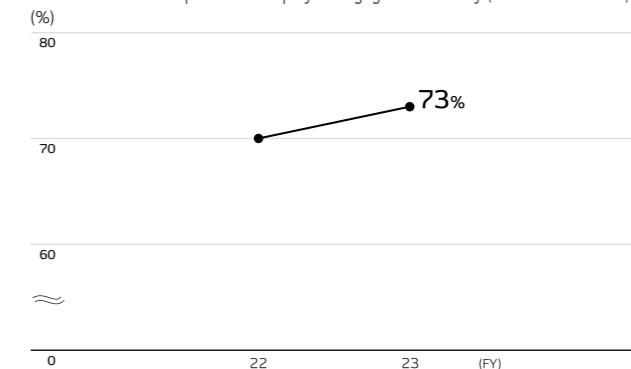
In fiscal 2023, we achieved a 100% transition to renewable energy at four bases in Japan and at all of our bases in Europe, bringing our Groupwide renewable energy introduction rate to 22.8%. Looking ahead, we will systematically increase this rate with a view toward completing the introduction of renewable energy at all locations worldwide in fiscal 2026.

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



For promoting the active role of female employees, we have established KPIs for each phase of a woman's career, including joining a company, encountering major life events, and being promoted. Recently, we adopted targets to increase the number of women working in not only business and technical fields but production fields as well. Guided by these targets, we have been promoting such efforts as roundtable discussions with female employees who serve as role models for other women and diversity training for the supervisors of female employees.
Note: Includes employees seconded from DENSO to other companies but not employees who have been seconded from other companies to DENSO

Ratio of Positive Responses in Employee Engagement Survey (Non-Consolidated)



Ratio of employees who responded positively to survey questions regarding topics such as job fulfillment and motivation (engagement toward work) and attachment to the Company and organization (engagement toward the organization)
In fiscal 2023, we sought to improve employee engagement by revamping our career design dialogues with employees regarding their individual careers. Moving forward, we will carry out a broad range of measures with the aim of improving engagement even further. These include self-reliance support initiatives to boost engagement toward work (career training, consultation office, internal recruiting programs, and external training, etc.) and analysis of employee engagement surveys by workplace and the implementation of workshops in order to enhance engagement toward the organization.
Note: Assessments started in fiscal 2022.

10-Year Data

Billions of yen

		IFRS					IFRS					
		2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
Financial Data	Revenue	Total	4,095.0	4,309.8	4,524.5	4,527.1	5,108.3	5,362.8	5,153.5	4,936.7	5,515.5	6,401.3
	By Region*1	Japan	1,895.5	1,838.4	1,801.5	1,871.8	2,140.7	2,284.2	2,313.0	2,280.7	2,375.7	2,509.6
		North America	799.4	942.3	1,081.1	1,050.5	1,122.8	1,182.0	1,145.2	999.9	1,143.9	1,486.7
		Europe	470.5	524.8	568.2	550.2	620.2	609.4	548.3	482.3	506.2	624.3
		Asia	855.4	930.8	1,014.7	989.5	1,146.0	1,215.1	1,086.9	1,134.1	1,414.3	1,680.9
		Others	74.1	73.5	59.0	65.1	78.5	72.0	60.0	39.8	75.4	99.8
	By Customer	Car manufacturers	3,639.5	3,830.7	4,048.2	4,061.8	4,521.4	4,762.3	4,558.7	4,347.0	4,875.1	5,681.0
		Toyota Group	1,995.8	2,007.1	2,047.5	2,075.0	2,300.6	2,484.7	2,456.9	2,499.1	2,837.6	3,224.2
		Ratio of revenue from Toyota Group transactions to total revenue	48.7%	46.6%	45.3%	45.8%	45.0%	46.3%	47.7%	50.6%	51.4%	50.4%
		Aftermarket and non-automotive	455.5	479.1	476.3	465.3	586.9	600.5	594.8	589.7	640.4	720.3
		Operating Profit	371.4	331.4	315.7	330.6	412.7	316.2	61.1	155.1	341.2	426.1
		Operating Margin	9.1%	7.7%	7.0%	7.3%	8.1%	5.9%	1.2%	3.1%	6.2%	6.7%
		Profit Attributable to Owners of the Parent Company	277.2	258.4	244.3	257.6	320.6	254.5	68.1	125.1	263.9	314.6
		Return on Equity (ROE)	11.5%	8.4%	7.6%	8.0%	9.3%	7.1%	1.9%	3.4%	6.4%	7.3%
		Capital Expenditures	324.1	354.2	334.1	337.4	347.2	416.8	436.5	374.3	353.9	366.8
		Depreciation	197.2	220.1	236.8	241.1	268.6	287.3	302.1	323.0	335.4	353.3
		Ratio of Depreciation to Revenue	4.8%	5.1%	5.2%	5.3%	5.3%	5.4%	5.9%	6.5%	6.1%	5.5%
		R&D Expenditure	368.7	396.4	399.3	409.2	447.4	497.4	507.8	492.0	497.6	521.6
		Ratio of R&D Expenditure to Revenue	9.0%	9.2%	8.8%	9.0%	8.8%	9.3%	9.9%	10.0%	9.0%	8.1%
		Total Dividend Amount	83.7	87.7	95.3	94.6	101.4	108.9	108.5	108.5	126.5	139.0
		Amount of Treasury Stock Acquired	—	—	27.7	30.0	26.5	28.4	0	0	97.5	100.0
		Earnings per Share (EPS) (yen)	348.05	324.01	307.19	326.32	410.45	326.47	87.89	161.39	342.77	416.01
		DOE	3.4%	3.0%	3.0%	2.9%	2.9%	3.0%	3.1%	3.0%	3.1%	3.2%
		Cash Dividends per Share (yen)	105	110	120	120	130	140	140	140	165	185
		Dividend Payout Ratio	30.2%	34.0%	39.1%	36.8%	31.7%	42.9%	159.3%	86.7%	48.1%	44.5%
		Total Return Ratio	30.2%	34.0%	50.4%	48.4%	39.9%	54.0%	159.3%	86.7%	84.9%	76.0%
		Stock Price (yen)	4,948	5,483	4,524	4,897	5,820	4,317	3,491	7,347	7,860	7,443
	Dividend Yield	2.1%	2.0%	2.7%	2.5%	2.2%	3.2%	4.0%	1.9%	2.1%	2.5%	
	Price Earnings Ratio (PER) (times)	14.2	16.9	14.7	15.0	14.2	13.2	39.7	45.5	22.9	17.9	
	Price Book-Value Ratio (PBR) (times)*2	1.5	1.3	1.4	1.1	1.3	1.1	1.0	1.1	1.5	1.3	
	Net Cash Provided by Operating Activities (A)	471.2	383.2	552.9	467.8	558.0	533.5	595.3	437.2	395.6	602.7	
	Net Cash Used in Investing Activities (B)	(376.0)	(111.5)	(544.8)	(108.0)	(529.1)	(514.7)	(447.4)	(395.9)	(301.6)	(363.7)	
	Free Cash Flow (A+B)	95.2	271.7	8.0	359.7	28.9	18.8	147.9	41.3	94.1	239.0	
	Net Cash Provided by (Used in) Financing Activities	(176.0)	(135.7)	(104.7)	(240.5)	(40.3)	(92.2)	(240.9)	238.7	(159.5)	(400.1)	
	Cash and Cash Equivalents at End of Year	641.7	792.4	672.5	793.6	783.3	711.6	597.8	897.4	867.8	733.9	
	Cash on Hand	1,034.1	944.0	876.7	858.4	918.3	880.8	711.6	911.7	876.1	757.6	
	Interest-Bearing Debt	435.7	447.2	476.6	350.3	473.9	550.2	465.4	854.2	991.4	889.3	
	Equity Attributable to Owners of the Parent Company	2,799.9	3,327.9	3,123.6	3,312.7	3,598.3	3,595.7	3,397.1	3,891.0	4,299.4	4,376.9	
	Total Assets	4,642.1	5,283.3	5,042.9	5,150.8	5,764.4	5,792.4	5,651.8	6,767.7	7,432.3	7,408.7	
	Ratio of Equity Attributable to Owners of the Parent Company to Total Assets	60.3%	63.0%	61.9%	64.3%	62.4%	62.1%	60.1%	57.5%	57.8%	59.1%	
Non-Financial Data	Number of Employees	139,842	146,714	151,775	154,493	168,813	171,992	170,932	168,391	167,950	164,572	
	Local	74,289	81,060	85,464	86,892	94,209	95,222	93,343	89,124	88,345	85,268	
	Non-Consolidated	38,581	38,493	38,489	38,914	39,315	45,304	45,280	46,272	45,152	44,758	
	Ratio of Female Employees (Non-Consolidated)	11.6%	11.9%	12.3%	12.7%	13.1%	13.9%	14.2%	14.6%	15.1%	15.5%	
	Number of Female Employees in Management Positions (Non-Consolidated, Business Fields)	33	40	46	53	61	86	103	113	127	139	
	Ratio of Female Employees in Management Positions (Non-Consolidated, Business Fields)	0.5%	0.6%	0.7%	0.8%	0.9%	1.1%	1.3%	1.5%	1.7%	1.8%	
	Number of Local Employees Recruited for Leadership Roles at Overseas Bases	22	24	25	25	26	26	25	25	19	20	
	Ratio of Local Employees Recruited for Leadership Roles at Overseas Bases	31%	33%	34%	32%	28%	31%	30%	31%	26%	26%	
	CO ₂ Emissions (Global / Scope 1 and Scope 2) (10,000 t-CO ₂ e)*3	158.2	166.0	159.1	164.5	173.1	190.7	188.4	199.1	193.8	178.4	
	Amount of Renewable Energy Introduced (Global) (MWh)	—	—	—	—	—	—	—	16,258	192,167	607,892	
Exchange Rate (during FY)	USD (yen)	100	110	120	108	111	111	109	106	112	136	
	EUR (yen)	134	139	133	119	130	128	121	124	131	141	
	Chinese yuan (yen)	16	18	19	16	17	17	16	16	18	20	

*1 The countries and regions included in "by region" have changed as follows. Fiscal 2014–fiscal 2015: Japan, North America, Europe, Australia, and Others; fiscal 2016 onward: Japan, North America, Europe, Asia, and Others

*2 PBR is calculated using the following methods:

Fiscal 2014: Year-end share price ÷ Net assets per share

Fiscal 2015 onward: Average share price during term ÷ Equity attributable to owners of the parent company per share

*3 CO₂ emissions from fiscal 2021 onward have been calculated based on the Basic Guidelines on Accounting for Total Greenhouse Gas Emissions.

Company Overview and Stock Information

(As of March 31, 2023)

Company Profile

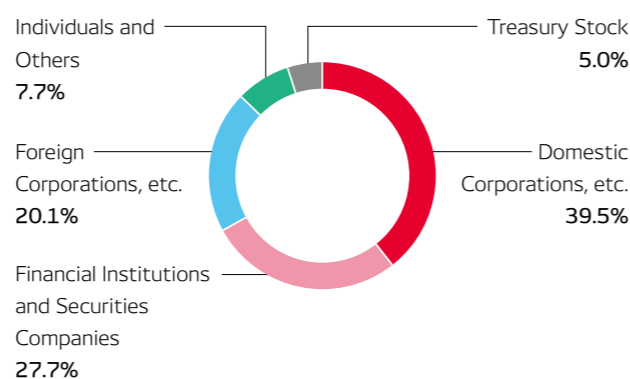
Company Name	DENSO CORPORATION
Established	December 16, 1949
Capital	¥187.5 billion
Head Office	1-1, Showa-cho, Kariya, Aichi 448-8661, Japan
Employees	Consolidated basis: 164,572 Non-consolidated basis: 44,758
Consolidated Subsidiaries	190 (Japan 59, North America 20, Europe 27, Asia 77, Others 7)
Companies Accounted for by the Equity Method	83 (Japan 22, North America 11, Europe 18, Asia 28, Others 4)
Fiscal Year	From April 1 to March 31
Ordinary General Meeting of Shareholders	June
Share Trading Unit	100 shares
Number of Shares Issued	748,855,973 shares (excluding DENSO CORPORATION owning 39,088,978 shares of treasury stock)
Number of Shareholders	86,182 (including DENSO CORPORATION owning treasury stock)
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	180,949	24.16
The Master Trust Bank of Japan, Ltd. (Trust account)	88,112	11.76
Toyota Industries Corporation	69,373	9.26
Custody Bank of Japan, Ltd. (Trust account)	36,387	4.85
TOYOTA FUDOSAN CO., LTD.	33,309	4.44
Nippon Life Insurance Company (Standing proxy: The Master Trust Bank of Japan, Ltd.)	21,664	2.89
DENSO Employees' Shareholding Association	13,011	1.73
AISIN CORPORATION	12,544	1.67
SSBTC CLIENT OMNIBUS ACCOUNT (Standing proxy: Tokyo Branch, The Hongkong and Shanghai Banking Corporation Limited)	8,077	1.07
STATE STREET BANK WEST CLIENT – TREATY 505234 (Standing proxy: Settlement & Clearing Services Department, Mizuho Bank, Ltd.)	7,391	0.98

Notes:
1. The Company holds treasury stock of 39,089 thousand shares but is excluded from the list of major shareholders above.
2. "Voting share" is calculated after excluding 39,089 thousand shares of treasury stock.
3. "Investment in the Company" by Toyota Industries Corporation is stated after excluding the Company's 6,798 thousand shares (ratio of voting rights: 0.90%), 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-related External Evaluation

DENSO has received a high external evaluation in terms of its ESG initiatives, including being consistently selected for inclusion in indices in Japan and overseas. In recognition of its IR activities and stance on information disclosure, the Company received the 2022 Award for Excellence in Corporate Disclosure in the Automobiles/Parts/Tires division.

DENSO Integrated Report 2022 received the Silver Award of the WICI Japan Integrated Report Award 2022, hosted by WICI (World Intellectual Capital/Assets Initiative) Japan, for the second consecutive year. In addition, *DENSO Integrated Report 2022* received the "Excellence Award" at the NIKKEI Integrated Report Award 2022 and was included in the "Most-Improved Reports" category 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. Evaluations listed are those received as of September 30, 2023.



Message from the Integrated Report Production Team

Thank you for reading *DENSO Integrated Report 2023*. We hope that this report has helped you deepen your understanding of the value creation process that DENSO has adopted, centered on maximizing the value of "green" and "peace of mind."

Going forward, to ensure we can create corporate value together with our stakeholders, we will continue to engage in dialogue with all those who make use of this report and promote efforts to foster an internal awareness of corporate value enhancement.

TCFD Index



DENSO has pledged its support for the Task Force on Climate-related Financial Disclosures (TCFD). For *DENSO Integrated Report 2023*, 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 90 to 93 for details.

	DENSO Integrated Report 2023	DENSO's Corporate Website
Governance	a) Describe the Board's oversight of climate-related risks and opportunities P91: Efforts to Maximize the Value of "Green">Governance P99: 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 P91: Efforts to Maximize the Value of "Green">Governance P99: 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 P34-35: Awareness of Business Environment P36-37: Materiality P90: Efforts to Maximize the Value of "Green">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 P32-33: Road Map for Our 2030 Vision P34-35: Awareness of Business Environment P36-37: Materiality P38-41: Recent Forward-Looking Initiatives and Their Achievements, Mid-term Policy for 2025 P42-43, 46-47: Strategies for "Green" and "Peace of Mind" P49: Business Portfolio and Value Creation>Industry-wide De-emphasis and Discontinuation of Internal Combustion Engine Products P66-73: Financial Capital>Message from the Chief Financial Officer P90-91: Efforts to Maximize the Value of "Green">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 P90-91: Efforts to Maximize the Value of "Green">Scenario Analysis of Business Opportunities and Risks, Impact on Management Strategy, Impact on Financial Planning	
Risk Management	a) Describe the organization's processes for identifying and assessing climate-related risks P36-37: Materiality P91: Efforts to Maximize the Value of "Green">Risk Management P114-115: 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/
	b) Describe the organization's processes for managing climate-related risks P36-37: Materiality P91: Efforts to Maximize the Value of "Green">Risk Management P114-115: 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>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 P91: Efforts to Maximize the Value of "Green">Risk Management P114-115: 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 P36-37: Materiality>Materiality KPIs P39: Mid-term Policy for 2025>Aims>Green P42-43: Strategies for "Green" and "Peace of Mind" P92-93: Efforts to Maximize the Value of "Green">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 P121: Facts & Figures>Non-Financial Highlights>CO ₂ Emissions (Global, Scope 1 and Scope 2 Emissions) P122-123: 10-Year Data>Non-Financial Data>CO ₂ Emissions (Global, Scope 1 and Scope 2 Emissions)	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 P36-37: Materiality>Materiality KPIs P39: Mid-term Policy for 2025>Aim>Green P42-43: Strategies for "Green" and "Peace of Mind" P92-93: Efforts to Maximize the Value of "Green">Metrics and Targets P122-123: 10-Year Data>Non-Financial Data>CO ₂ Emissions (Global, Scope 1 and Scope 2 Emissions)	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

DENSO CORPORATION

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

Phone: +81-566-25-5511 (Information Center)

www.denso.com/global/en/