

**DENSO CORPORATION****\$500,000,000 4.282% Senior Notes due 2030
Issue Price 100%**

DENSO CORPORATION, a joint stock company incorporated with limited liability under the laws of Japan, proposes to issue an aggregate principal amount of \$500,000,000 of senior notes due on September 17, 2030, or the notes. The notes will bear interest at the rate of 4.282% per annum, payable semi-annually in arrears on March 17 and September 17 of each year, with the first interest payment to be made on March 17, 2026.

The notes will be our direct, unsecured and unsubordinated general obligations and will rank equally and *pari passu* with all of our other unsecured and unsubordinated debt (except for statutorily preferred obligations), from time to time outstanding and without any preference among themselves. We may redeem, at our option, the notes, in whole or in part, at any time prior to August 17, 2030 at the redemption price determined in the manner described herein plus accrued and unpaid interest on the principal amount being redeemed to, but excluding, the date of redemption. We may also redeem, at our option, the notes, in whole or in part, at any time on or after August 17, 2030 at a redemption price equal to 100% of the principal amount of the notes to be redeemed plus accrued and unpaid interest on the principal amount being redeemed to, but excluding, the date of redemption. In addition, we may redeem, at our option and sole discretion, the notes in whole, but not in part, upon the occurrence of certain changes in certain withholding tax law. See "Description of the Notes."

The notes will be issued only in registered form in minimum denominations of \$200,000 and integral multiples of \$1,000 in excess thereof.

Approval in-principle has been received for the listing and quotation of the notes on the Singapore Exchange Securities Trading Limited, or the SGX-ST. The SGX-ST assumes no responsibility for the correctness of any of the statements made, opinions expressed or reports contained in this offering memorandum. Approval in-principle for the listing and quotation of the notes on the SGX-ST and the admission of the notes on the official list of the SGX-ST is not to be taken as an indication of the merits of us or the notes.

Investing in the notes involves risks that are described in "Risk Factors" beginning on page 13 of this offering memorandum.

The notes are being offered and sold by the initial purchasers, as set forth in "Plan of Distribution," in the United States to persons reasonably believed to be qualified institutional buyers, or QIBs, within the meaning of and in reliance on the exemption from registration requirements provided by Rule 144A under the U.S. Securities Act of 1933, as amended, or the Securities Act, and to persons other than U.S. persons in offshore transactions outside the United States in reliance on Regulation S under the Securities Act.

The notes have not been and will not be registered under the Securities Act, and may not be offered or sold except pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the Securities Act. The notes are subject to certain restrictions on transfer. See "Transfer Restrictions" and "Plan of Distribution."

It is expected that delivery of the notes will be made through the book-entry facilities of The Depository Trust Company, or DTC, for the accounts of its participants, including Euroclear Bank SA/NV, or Euroclear, and Clearstream Banking S.A., or Clearstream, on or about September 17, 2025.

Joint Lead Managers and Joint Bookrunners

**Morgan Stanley BofA Securities
Citigroup J.P. Morgan**

The date of this offering memorandum is September 9, 2025.

No person has been authorized in connection with the offering to give any information or to make any representations not contained in this offering memorandum. If given or made, any such information or representations must not be relied upon as having been authorized by us, any initial purchaser or any person affiliated with the initial purchasers. No action has been, or will be, taken to permit a public offering of the notes in any jurisdiction where action would be required for that purpose. Accordingly, the notes offered hereby may not be offered or sold, directly or indirectly, and this offering memorandum may not be distributed, in any jurisdiction, except in accordance with the legal requirements applicable in such jurisdiction. Neither delivery of this offering memorandum nor any sale made hereunder shall under any circumstances imply that the information herein is correct as of any date subsequent to the date hereof.

IN MAKING AN INVESTMENT DECISION, PROSPECTIVE INVESTORS MUST RELY ON THEIR OWN EXAMINATION OF US AND THE TERMS OF THE OFFERING, INCLUDING THE MERITS AND RISKS INVOLVED. THE NOTES HAVE NOT BEEN APPROVED OR DISAPPROVED BY THE UNITED STATES SECURITIES AND EXCHANGE COMMISSION OR ANY OTHER SECURITIES COMMISSION OR OTHER REGULATORY AUTHORITY, NOR HAVE THE FOREGOING AUTHORITIES APPROVED THIS OFFERING MEMORANDUM OR CONFIRMED THE ACCURACY OR DETERMINED THE ADEQUACY OF THIS OFFERING MEMORANDUM. ANY REPRESENTATION TO THE CONTRARY IS A CRIMINAL OFFENSE UNDER THE LAWS OF THE UNITED STATES.

We are furnishing this offering memorandum solely for the purpose of enabling prospective investors to consider the purchase of the notes in connection with an offering not registered under the Securities Act. The information contained in this offering memorandum has been provided by us and other sources identified in this offering memorandum. Any reproduction or distribution of this offering memorandum, in whole or in part, and any disclosure of its contents or use of any information contained in it for any purpose other than considering an investment in the notes offered hereby is prohibited. Each offeree of the notes, by accepting delivery of this offering memorandum, agrees to the foregoing.

No representation or warranty is made by the initial purchasers or any of their agents, affiliates or advisors as to the accuracy or completeness of the information contained in this offering memorandum and nothing contained in this offering memorandum is, or shall be relied upon as, a promise or representation by the initial purchasers or their agents, affiliates or advisors.

The notes have not been and will not be registered under the Securities Act, or with any securities authority of any state of the United States, and may not be offered or sold within the United States except pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the Securities Act and in compliance with any applicable state securities laws. The notes are being offered:

- only to persons reasonably believed to be QIBs in reliance on the exemption from registration requirements provided by Rule 144A under the Securities Act; or
- in offshore transactions to persons other than U.S. persons in reliance on Regulation S under the Securities Act.

You are hereby notified that sellers of the notes may be relying on the exemption from the registration requirements of Section 5 of the Securities Act provided by Rule 144A.

The notes have not been and will not be registered under the Financial Instruments and Exchange Act of Japan (Act No. 25 of 1948, as amended), or the FIEA, and are subject to the Act on Special Measures Concerning Taxation of Japan (Act No. 26 of 1957, as amended), or the Special Taxation Measures Act. The notes may not be offered or sold in Japan or to, or for the benefit of, any resident of Japan (which term as used in this sentence means any person resident of Japan, including any corporation or other entity organized under the laws of Japan) or to others for reoffering or resale, directly or indirectly, in Japan or to, or for the benefit of, any resident of Japan, except pursuant to an exemption from the registration requirements of, and otherwise in compliance with, the FIEA and any other applicable laws, regulations and governmental guidelines of Japan. The notes are not, as part of the distribution by the initial purchasers pursuant to the purchase agreement dated the date of this offering memorandum at any time, to be directly or indirectly offered or sold to, or for the benefit of, any person other than a beneficial owner that is, (i) for Japanese tax purposes, neither (x) an individual resident of Japan or a Japanese corporation, nor (y) an individual non-resident of Japan or a non-Japanese corporation that in either case is a person having a special relationship with DENSO as described in Article 6, Paragraph (4) of the Special Taxation Measures Act, or a specially-related person of DENSO, or (ii) a Japanese financial institution, designated in Article 6, Paragraph (11) of the Special Taxation Measures Act. **BY SUBSCRIBING FOR THE**

NOTES, AN INVESTOR WILL BE DEEMED TO HAVE REPRESENTED THAT IT IS A PERSON WHO FALLS INTO THE CATEGORY OF (i) OR (ii) ABOVE.

Interest payments on the notes will generally be subject to Japanese withholding tax unless it is established that such notes are held by or for the account of a beneficial owner that is (i) for Japanese tax purposes, neither (x) an individual resident of Japan or a Japanese corporation, nor (y) an individual non-resident of Japan or a non-Japanese corporation that in either case is a specially-related person of DENSO, (ii) a Japanese designated financial institution described in Article 6, Paragraph (11) of the Special Taxation Measures Act which complies with the requirement for tax exemption under that paragraph or (iii) a Japanese public corporation, a Japanese financial institution or a Japanese financial instruments business operator described in Article 3-3, Paragraph (6) of the Special Taxation Measures Act which complies with the requirement for tax exemption under that paragraph.

Interest payments on the notes to an individual resident of Japan, to a Japanese corporation not described in the preceding paragraph, or to an individual non-resident of Japan or a non-Japanese corporation that in either case is a specially-related person of DENSO will be subject to deduction in respect of Japanese income tax at a current rate of 15.315% of the amount of such interest.

PROHIBITION OF SALES TO EEA RETAIL INVESTORS—The notes are not intended to be offered, sold or otherwise made available to and should not be offered, sold or otherwise made available to any retail investor in the European Economic Area (the “EEA”). For these purposes, a retail investor means a person who is one (or more) of: (i) a retail client as defined in point (11) of Article 4(1) of Directive 2014/65/EU (as amended, “MiFID II”); or (ii) a customer within the meaning of Directive (EU) 2016/97 (as amended, the “Insurance Distribution Directive”), where that customer would not qualify as a professional client as defined in point (10) of Article 4(1) of MiFID II. Consequently, no key information document required by Regulation (EU) No 1286/2014 (as amended, the “PRIIPs Regulation”), for offering or selling the notes or otherwise making them available to retail investors in the EEA has been prepared and therefore offering or selling the notes or otherwise making them available to any retail investor in the EEA may be unlawful under the PRIIPs Regulation.

PROHIBITION OF SALES TO UK RETAIL INVESTORS—The notes are not intended to be offered, sold or otherwise made available to, and should not be offered, sold or otherwise made available to, any retail investor in the United Kingdom (the “UK”). For these purposes, a retail investor means a person who is one (or more) of: (i) a retail client, as defined in point (8) of Article 2 of Regulation (EU) No 2017/565 as it forms part of UK domestic law by virtue of the European Union (Withdrawal) Act 2018 (as amended, the “EUWA”); or (ii) a customer within the meaning of the provisions of the Financial Services and Markets Act 2000 (as amended, the “FSMA”) and any rules or regulations made under the FSMA to implement the Insurance Distribution Directive, where that customer would not qualify as a professional client, as defined in point (8) of Article 2(1) of Regulation (EU) No 600/2014 as it forms part of UK domestic law by virtue of the EUWA. Consequently, no key information document required by the PRIIPs Regulation as it forms part of UK domestic law by virtue of the EUWA (as amended, the “UK PRIIPs Regulation”) for offering or selling the notes or otherwise making them available to retail investors in the UK has been prepared and therefore offering or selling the notes or otherwise making them available to any retail investor in the UK may be unlawful under the UK PRIIPs Regulation.

There are restrictions on the offer and sale of the notes in the United Kingdom. All applicable provisions of the FSMA, with respect to anything done by any person in relation to the notes in, from, or otherwise involving, the United Kingdom must be complied with. See “Plan of Distribution—Selling Restrictions.”

This offering memorandum is for distribution in the United Kingdom only to persons who are “qualified investors” as defined under Article 2 of Regulation (EU) 2017/1129 as it forms part of UK domestic law by virtue of the EUWA and (i) have professional experience in matters relating to investments falling within Article 19(5) of the FSMA (Financial Promotion) Order 2005 (as amended, the “Financial Promotion Order”), (ii) are persons falling within Article 49(2)(a) to (d) (high net worth companies, unincorporated associations, etc.) of the Financial Promotion Order, or (iii) are persons to whom an invitation or inducement to engage in investment activity (within the meaning of Section 21 of the FSMA) in connection with the issue or sale of any notes may otherwise lawfully be communicated or caused to be communicated (all such persons together being referred to as “Relevant Persons”). This offering memorandum is directed only at Relevant Persons and must not be acted on or relied on by persons who are not Relevant Persons. Any investment or investment activity to which this offering memorandum relates is available only to Relevant Persons and will be engaged in only with Relevant Persons.

For a further description of restrictions on the offer and sale of the notes, see “Transfer Restrictions” and “Plan of Distribution.”

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AVAILABLE INFORMATION

We have agreed that so long as any of the notes are “restricted securities” within the meaning of Rule 144(a)(3) under the Securities Act, we will, at any time we are not subject to Section 13 or 15(d) of the U.S. Securities Exchange Act of 1934, as amended, or the Exchange Act, nor exempt from the reporting requirements under the Exchange Act pursuant to Rule 12g3-2(b) under the Exchange Act, provide to each holder of restricted securities and to each prospective purchaser (as designated by the holder) of restricted securities, upon request of the holder or prospective purchaser, the information required to be provided by Rule 144A(d)(4)(i) under the Securities Act.

PRESENTATION OF FINANCIAL AND OTHER INFORMATION

In this offering memorandum, “we,” “us,” “our,” “our group” and “DENSO” refer to DENSO CORPORATION, including its consolidated subsidiaries, except as otherwise expressly stated or as the context requires. References to “Toyota Motor” are to Toyota Motor Corporation. References to “Toyota Industries” are to Toyota Industries Corporation. References to “Toyota Fudosan” are to Toyota Fudosan Co., Ltd. References to “Aisin” are to AISIN CORPORATION. References to “Toyota Group” and “Toyota Group companies” are to Toyota Motor and the companies affiliated with or related to Toyota Motor, which includes Toyota Industries, Toyota Fudosan and Aisin and, as the context requires, DENSO.

In this offering memorandum, when information has been extracted from our financial statements and is presented in millions or billions of yen, amounts of less than one billion, one million or one thousand, as the case may be, have been rounded unless otherwise specified. In this offering memorandum, where information is presented as percentages, amounts less than one-tenth of one percent or one-hundredth of one percent, as the case may be, have been rounded unless otherwise specified. Accordingly, figures presented in tables in this offering memorandum may not total due to such truncating or rounding. In this offering memorandum, references to “yen,” “JPY” or “¥” are to the lawful currency of Japan; references to “\$,” “U.S. dollar,” “United States dollar” or “USD” are to the lawful currency of the United States of America; and references to “€,” “EUR” or “euro” are to the lawful currency of those member states of the European Union that are participating in the European Economic and Monetary Union pursuant to the Treaty on European Union. References to “S\$” are to the lawful currency of Singapore. References to “yuan” or “CNY” are to the lawful currency of the People’s Republic of China. References to “THB” are to the lawful currency of the Kingdom of Thailand. References to “IDR” are to the lawful currency of the Republic of India. References to “MYR” are to the lawful currency of Malaysia. References to “KRW” are to the lawful currency of the Republic of Korea. Our fiscal year end is March 31. Unless otherwise specified, the financial information set forth herein is presented on a consolidated basis.

Our audited consolidated financial statements as of and for the years ended March 31, 2024 and 2025 included elsewhere in this offering memorandum have been prepared in accordance with IFRS Accounting

Standards (“IFRS”). Our unaudited condensed interim consolidated financial statements as of and for the three-month period ended June 30, 2025 included elsewhere in this offering memorandum have been prepared in accordance with the Tokyo Stock Exchange and the Nagoya Stock Exchange’s standards for preparation of quarterly financial statements. Although such interim financial statements have been prepared in accordance with International Accounting Standard 34 “Interim Financial Reporting” (“IAS 34”), a part of the disclosures required under IAS 34 is omitted under the Tokyo Stock Exchange and the Nagoya Stock Exchange’s standards for preparation of quarterly financial statements.

THIRD-PARTY INFORMATION

We make statements in this offering memorandum about our competitive position and market share in, and the market size of, the automotive components market and related markets. In addition, we include statistics relating to industry and general economic trends. Where indicated, these statements are made on the basis of statistics and other information we have obtained from third-party sources, such as governmental agencies, research institutes and industry or general publications that we believe are reliable. Although we have no reason to believe any of this information is inaccurate in any material respect, we have not independently verified and cannot assure the accuracy of any data provided by or derived from such third-party sources. In addition, where indicated, these statements are made on the basis of our own internal analyzes of third-party statistics and other information as well as other information available to us. Such internal analyzes have not been verified by any third party and are inherently subject to speculation and uncertainty.

FORWARD-LOOKING STATEMENTS

This offering memorandum contains forward-looking statements. These statements appear in a number of places in this offering memorandum and include statements regarding the intent, belief or current and future expectations of our management with respect to our business, financial condition and results of operations. You can identify forward-looking statements by discussions of strategy, plans or intentions. In many cases, but not all, we use such words as “aim,” “anticipate,” “believe,” “estimate,” “expect,” “forecast,” “intend,” “may,” “outlook,” “plan,” “potential,” “predict,” “probability,” “project,” “risk,” “seek,” “should,” “target,” “will,” “would” and similar expressions in relation to us or our management to identify forward-looking statements. These statements reflect our current views with respect to future events and are subject to risks, uncertainties and assumptions. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, our actual results may vary materially from those we currently anticipate.

Given these risks and uncertainties, prospective investors are cautioned not to place undue reliance on forward-looking statements, which speak only as of the date of this offering memorandum. We disclaim any obligation to update, or to announce publicly any revision to, any of the forward-looking statements contained in this offering memorandum to reflect future actual events or developments. The information contained in this offering memorandum, including without limitation the information included in “Risk Factors,” “Management’s Discussion and Analysis of Financial Condition and Results of Operations” and “Business,” identifies important factors that might cause the forward-looking statements not to be realized.

ENFORCEABILITY OF CIVIL LIABILITIES

WE ARE A JAPANESE JOINT STOCK CORPORATION INCORPORATED UNDER THE LAWS OF JAPAN. THE MAJORITY OF OUR DIRECTORS, AUDIT & SUPERVISORY BOARD MEMBERS, SENIOR EXECUTIVE OFFICERS AND EXECUTIVE OFFICERS RESIDE IN JAPAN, AND A SUBSTANTIAL PORTION OF OUR ASSETS AND OF SUCH PERSONS ARE LOCATED OUTSIDE THE UNITED STATES. AS A RESULT, IT MAY NOT BE POSSIBLE FOR HOLDERS OR BENEFICIAL OWNERS OF THE NOTES TO EFFECT SERVICE OF PROCESS WITHIN THE UNITED STATES OR ELSEWHERE OUTSIDE JAPAN UPON US OR SUCH PERSONS OR TO ENFORCE AGAINST US OR SUCH PERSONS JUDGMENTS OBTAINED IN U.S. COURTS OR ELSEWHERE, WHETHER OR NOT PREDICATED UPON THE CIVIL LIABILITY PROVISIONS OF THE U.S. FEDERAL OR STATE SECURITIES LAWS OR OTHER LAWS OF THE UNITED STATES OR ELSEWHERE. NAGASHIMA OHNO & TSUNEMATSU, OUR JAPANESE COUNSEL, HAS ADVISED US THAT, IN ORIGINAL ACTIONS OR IN ACTIONS FOR ENFORCEMENT OF JUDGMENTS OF U.S. FEDERAL OR STATE COURTS BROUGHT BEFORE JAPANESE COURTS, THERE IS IN GENERAL DOUBT AS TO THE ENFORCEABILITY OF LIABILITIES BASED SOLELY ON U.S. FEDERAL AND STATE SECURITIES LAWS.

SUMMARY

The following summary is qualified in its entirety by, and is subject to, the detailed information and financial statements and related notes contained elsewhere in this offering memorandum. Prospective investors should carefully consider the information set forth under the caption “Risk Factors” and all other information set forth in this offering memorandum.

DENSO CORPORATION

Overview

We are a leading global manufacturing company primarily engaged in the development, production and sale of automotive parts and components. We are the world’s second largest automotive parts supplier based on automotive products revenue for the most recent publicly available fiscal year results according to data compiled by MarkLines Co., Ltd. as of July 1, 2025, with non-U.S. dollar revenue amounts converted to U.S. dollars using average exchange rates for such fiscal years. As a member of the Toyota Group, our strong relationship with Toyota Group companies has supported the continued expansion of our core businesses and remains one of our key competitive advantages. See “—Historical Background and Relationship with the Toyota Group.”

We are engaged in the manufacturing and sale of automotive parts as well as non-automotive products in the following product categories:

- *Thermal Systems.* In our Thermal Systems business, we develop, manufacture and sell air-conditioning systems for automobiles as well as other climate control products, including truck freezer units, air filters and radiators, among others. Our thermal systems business accounted for revenue of ¥1,728,469 million, or 24.1% of total revenue, for the year ended March 31, 2025.
- *Powertrain Systems.* In our Powertrain Systems business, we primarily manufacture and sell engine-related products for hybrid and electric vehicles, gasoline and diesel engine management systems, power train control systems and power-generation systems. Our products include fuel injection systems, exhaust gas sensors, air flow meters and control valves, among others. In the year ended March 31, 2025, revenue from our Powertrain Systems business was ¥1,438,591 million, or 20.1% of total revenue.
- *Mobility Electronics.* In our Mobility Electronics business, we develop and manufacture electrification systems, services and platforms as well as products related to advanced safety and automated driving, including driving environment recognition systems and cockpit information systems. Our products include extremely high frequency (EHF) radar sensors, image sensors, engine electronic control units (ECUs), driver status monitors, combination meters and telematics control units, among others. In the year ended March 31, 2025, revenue from our Mobility Electronics business was ¥2,017,304 million, or 28.2% of total revenue.
- *Electrification Systems.* In our Electrification Systems business, we develop, manufacture and sell products for hybrid and electric vehicle drive systems, power supply systems and starting systems in addition to small motor systems. Our products include engine ECU, power control units, motor generators, battery ECUs, electric power steering, starters and alternators, among others. In the year ended March 31, 2025, revenue from our Electrification Systems business was ¥1,354,426 million, or 18.9% of total revenue.
- *Advanced Devices.* In our Advanced Devices business, we develop and manufacture a comprehensive range of mechatronics systems, including CASE (connectedness, automation, sharing and electrification)-related products, and automotive semiconductor and sensor products such as power cards, in-vehicle semiconductors and semiconductor sensors. In the year ended March 31, 2025, revenue from the Advanced Devices business totaled ¥388,803 million, or 5.4% of total revenue.
- *Non-Automotive Business.* In our Non-Automotive business, we develop and manufacture non-automotive products including industrial equipment and horticultural equipment. Our industrial equipment products include industrial-use robots, code readers and programmable controllers. Our horticultural equipment products include equipment for mid- to large-scale greenhouses such as environmental control systems. In the year ended March 31, 2025, revenue from our Non-Automotive business totaled ¥120,525 million, or 1.7% of total revenue.

We report our financial information based on five regional operating segments which consist of Japan, North America, Europe, Asia and Others (which includes subsidiaries in South America). In the year ended March 31, 2025, revenue excluding inter-segment transactions from our Japan segment was ¥2,918,587 million, or 40.8% of total revenue, revenue from our North America segment was ¥1,847,879 million, or 25.8% of total revenue, revenue from our Europe segment was ¥646,598 million, or 9.0% of total revenue, revenue from our Asia segment was ¥1,629,861 million, or 22.8% of total revenue and revenue from our Other segment was ¥118,852 million, or 1.7% of total revenue.

We operate through subsidiaries and affiliates, some of which have been formed as the result of strategic acquisitions or joint ventures. As at March 31, 2025, we had 187 consolidated subsidiaries and 65 affiliates accounted for by the equity method.

Historical Background and Relationship with the Toyota Group

Our History

We were established as Nippondenso Co., Ltd in 1949 in connection with the separation of certain automotive parts operations from Toyota Motor. Upon our establishment, we initially focused on manufacturing of electrical components for automobiles. In 1953, we entered into a technical cooperation agreement with Robert Bosch GmbH, a leading manufacturer of electronic components for automobiles, to enhance our technical competitiveness. Subsequently, we began to expand our business fields beyond the production of electrical components for automobiles. In 1955, we started the development and manufacturing of injection pumps. We produced our first air-conditioning system in 1967 by synthesizing our electronic and temperature control technology.

In 1965, we began expanding our domestic manufacturing bases and capacity to meet the increasing demand for automotive components, and established Ikeda Plant in Aichi Prefecture and Hiroshima Plant, our first plants outside our corporate headquarters. In the late 1960s, we started expanding our business to outside Japan with a view to becoming a global leading manufacturer of comprehensive automotive components. In 1966, we established a sales office in Chicago and branch offices in Los Angeles, our first offices outside Japan. In 1971, we established Nippondenso Los Angeles, Inc., our first overseas sales subsidiary. Also, in 1972, we established Nippondenso (Australia) Pty. Ltd., and Nippondenso Thailand Co., Ltd., our first manufacturing companies outside Japan. In 1973, we established a subsidiary in the Netherlands as our first subsidiary in Europe. In the 1980s, we further accelerated our efforts to become a global company through the establishment of Nippondenso America, Inc. as our regional headquarters in the North American market. We changed our corporate name from Nippondenso Co., Ltd to DENSO Corporation in 1996 to reflect the global expansion of our business by removing “Nippon” (which means Japan) from our corporate name.

In November 2017, we acquired additional shares in DENSO TEN Limited (formerly Fujitsu Ten), a leading manufacturer of automotive electronics, making it a consolidated subsidiary, with a view to further strengthening our position in the in-vehicle electronics industry. In April 2020, we consolidated Toyota Motor’s electronic components business with ours for the purpose of further enhancing the competitiveness of the research and development capabilities of the Toyota Group as well as streamlining manufacturing resources. Currently, we have subsidiaries in 35 countries and regions around the world.

Since our establishment, we have incorporated the perspective of environmental and social sustainability into our business strategy as a fundamental corporate philosophy, and we have created a number of innovative technologies and products which contribute to the sustainability of our environment. For example, in the 1960s, we succeeded in the practical application of mechanical-type gasoline injection systems as well as electronic control-type gasoline injection systems in response to the increasing concern about air pollution by car emissions. In addition, to address the increasing gas emissions from automobiles and respond to future demand for electric automotive components, we launched an in-house research and development division for integrated circuits (ICs) and further established a comprehensive system for the production of ICs. In the 1980s, we succeeded in the development of car air-conditioning systems which use natural refrigerants or CO₂ in order to prevent destruction of the ozone layer by conventional air-conditioning refrigerants. Since the 2000s, in response to the increasing concern about global warming, we have strengthened our efforts for the development of fuel-saving products in all product categories. In 2005, we established DENSO Eco Vision 2005 to share our environmental guideline with our group companies throughout the world. This initiative has been revised every ten years and we have been striving to develop eco-friendly products to contribute to sustainable society.

Relationship with Toyota Group Companies

We have developed and maintained a close relationship with Toyota Motor and other companies affiliated with Toyota Motor, as described in more detail below. We have cultivated a deep and long-standing relationship with Toyota Motor and its related companies that are based on a strong foundation of communication and trust, which enables us and the other Toyota Group companies to maintain a group-wide supplier system that is compatible across companies to achieve high-quality control. Through this relationship, we aim to strengthen an effective automobile supplier alliance by jointly developing products, sharing information, and closely coordinating on key production issues such as quality control.

While we and certain other Toyota Group companies previously had policies of maintaining significant shareholdings in each other, we and certain other Toyota Group companies have been engaged in reducing or eliminating these shareholdings in recent periods, as discussed in further detail below. Despite the shift in policy regarding such shareholdings, we believe that maintaining a strong relationship with Toyota Motor and other Toyota Group companies is an important part of our business strategy, and that the continued success of the Toyota Group will contribute to the overall growth of our business.

For risks related to our relationship with Toyota Motor and other Toyota Group companies, see “Risk Factors—Risks Related to Our Business—A significant portion of our revenue is from sales to the Toyota Group companies and our other OEM customers, and our business, financial condition and results of operations may be adversely impacted if there is any adverse development in the production levels, business, financial condition and results of operations of such companies or our relationships with such companies.”

Relationship with Toyota Motor

Toyota Motor is the largest automobile manufacturer in Japan and one of the largest automobile manufacturers in the world in terms of the number of vehicles sold. We have historically maintained a close relationship with Toyota Motor since we were established in 1949. We continue to have strong ongoing business relationships with Toyota Motor in a number of areas, including the production and sale of automobile components to Toyota Motor. Toyota Motor is our largest direct customer, with sales to Toyota Motor and its subsidiaries for the years ended March 31, 2024 and 2025 accounting for 51.3% and 54.5% of our consolidated revenue, respectively. We have also established a close relationship with Toyota Motor in terms of research and development, for example, with the purpose of facilitating the development of automated ride-sharing services. Also, in April 2020, we consolidated Toyota Motor’s electronic components business with ours for the purpose of further enhancing the competitiveness of the research and development capabilities of the Toyota Group as well as streamlining manufacturing resources.

We maintain strong personnel relationships with Toyota Motor at both the management and employee levels. Currently, one of our directors, Akio Toyoda, is Chairman of the Board and Representative Director of Toyota Motor. In addition, at the non-management employee level, a number of our employees are seconded to and from Toyota Motor.

Toyota Motor is also our single largest shareholder, and we are considered an affiliate of Toyota Motor for accounting purposes. As of March 31, 2025, Toyota Motor held 21.25% of the issued shares of our common stock, and we held 3.45% of the issued shares of common stock of Toyota Motor as its seventh largest shareholder.

Relationship with Toyota Industries

Toyota Industries, an affiliate of Toyota Motor, is a publicly listed automobile parts manufacturer that supplies parts to Toyota Group companies including us and other third parties. Our partnership with Toyota Industries is one of our key relationships in our automobile parts business. In particular, Toyota Industries is a key supplier of our car air-conditioning compressors, which are then sold to major automobile manufacturers worldwide and also incorporated in our car air-conditioning systems. As part of our partnership with Toyota Industries, we also engage in joint marketing and sales activities to expand and strengthen the customer base for car air-conditioning compressors of Toyota Industries. We also supply Toyota Industries with certain automobile parts, and Toyota Industries supplies certain other automobile parts to us. We have also entered into a number of joint ventures and other transactions with Toyota Industries.

As of March 31, 2025, Toyota Industries held 5.59% of the issued shares of our common stock. In March 2024, we announced our plan to sell all of our shares in Toyota Industries by June 2026, which we were planning to carry out in stages. Accordingly, while as of March 31, 2024, we held 9.55% of the issued shares of common stock of Toyota Industries as its second largest shareholder after Toyota Motor, we held 4.92% of the issued shares of common stock of Toyota Industries as its fourth largest shareholder after Toyota Motor as of March 31, 2025 as a result of the sale of some of our holdings of such shares. However, on June 3, 2025, we announced our decision to sell the entirety of our remaining shares in Toyota Industries in response to a tender offer planned by Toyota Fudosan for such shares, and also made an advance notice of a tender offer for our own shares held by Toyota Industries. See “Management’s Discussion and Analysis of Financial Condition and Results of Operation—Factors Affecting Our Financial Results—Sale of Shares in Toyota Group and Other Companies, including Toyota Industries and Renesas.”

Relationship with Aisin and Other Toyota Group Companies

We have close relationships with other Toyota Group companies in connection with sales of products and purchases of materials and components. In addition, we cooperate with and rely on these Toyota Group companies in terms of research and developments. We believe these relationships are important in helping us strengthen and grow our business. For example, in April 2019, we partnered with Aisin and established BluE Nexus, a joint venture to develop and sell packaged drive-train modules, which consists of key components essential for electric vehicles. After additional investment by Toyota Motor in August 2020, the holding ratio of BluE Nexus are 45% by Aisin, 10% by Toyota Motor and 45% by us. Also, in April 2019, we partnered with Aisin, ADVICS Co., Ltd., or ADVICS, and JTEKT Corporation, or JTEKT, and established J-QuAD DYNAMICS, to develop integrated control software and accelerate its development.

In December 2023, Aisin sold all 50,175,800 shares of our common stock held by it, and we sold substantially all of our shares in Aisin in July 2024.

Our Strengths

Strong Business Relationships with Toyota Group and Global OEMs Supported by Strong Global Network

We have a stable revenue base supported by our strong business relationship with the Toyota Group. For the year ended March 31, 2025, our revenue derived from the sales to Toyota Group accounted for ¥3,903.1 billion, or 54.5% of our total revenue. In addition to the sales of our products, we also closely cooperate with the Toyota Group in connection with our research and development efforts. For example, in April 2019, we partnered with Aisin and established BluE Nexus, a joint venture to develop a wide range of driving modules that are critical to both partial and fully electric vehicles, with Toyota Motor joining as well in August 2020. We also established J-QuAD DYNAMICS in April 2019 as a joint venture with Aisin, ADVICS and JTEKT to develop integrated control software to be used for automated driving and integrated vehicle control systems. In addition, in April 2020, we consolidated Toyota Motor’s electronic components business with ours in order to further enhance the competitiveness of the research and development capabilities of the Toyota Group as well as streamline manufacturing resources through the transfer of production of electronic components at Toyota Motor’s Hirose Plant and the development functions of Toyota Motor to us. In April 2020, we also established MIRISE Technologies Corporation, a joint venture company with Toyota Motor with a view to enhance our research and development function for the advanced automobile semiconductor technologies.

In addition to our strong relationship with the Toyota Group, we also maintain a diverse customer base of leading OEMs, including Honda Motor Co., Ltd., or Honda, Subaru Corporation, Stellantis N.V. and Ford Motor Company. We have been able to effectively serve our global customer base through our extensive global procurement operations. For example, due to our global supply chain operations, we are able to source a significant portion of materials and components for our products locally in the same region where the customer is located, which we believe makes us more resilient to tariffs, changes in trade regulations and other factors that impact sourcing from other regions. In addition, as of March 31, 2025, approximately 71% of our consolidated subsidiaries were established outside of Japan and 51.6% of our employees were located outside of Japan. For the year ended March 31, 2025, we derived 59.2% of our total revenue from customers outside Japan.

Well-Balanced Portfolio to Pursue both Stability and Growth

As a leading global manufacturer of automotive components, we offer a comprehensive range of product categories including Thermal Systems, Powertrain Systems, Electrification Systems, Mobility

Electronics, Advanced Devices and Non-Automotive Business. Among these product categories, we have historically held and continue to hold leading market positions in Thermal Systems and Powertrain Systems products, which provides us with a stable revenue base from these product categories. We aim to maintain our leading positions in numerous product categories through our continuous focus on providing high-quality products that effectively address our customers' needs. At the same time, we have also developed strong market positions in business areas with high potential for future growth and high profitability, such as Electrification Systems, Mobility Electronics, Advanced Devices and Non-Automotive products. We believe that our well-balanced portfolio of businesses providing stable revenue and businesses in high-growth product categories enables us to achieve further growth overall while maintaining stable cash flows, which contributes to our resilience to changes in economic conditions. Moreover, we seek to further accelerate our research and development capabilities and profitability in our growth business focus areas by entering into business alliances with optimal business partners. For example, in August 2023, we acquired all shares of Certhon Build B.V., an agricultural solutions provider based in the Netherlands, through which we aim to further expand our efforts to develop a stable and sustainable agricultural production system. In addition, in October 2023, we made a strategic minority investment in Silicon Carbide LLC, which operates the silicon carbide wafer manufacturing business of Coherent Corp., a manufacturer of optical materials and semiconductors based in the United States., through which we aim to enhance the competitiveness of our electrification business by securing a stable long-term procurement of silicon carbide wafers. Most recently, in July 2025, we acquired Axia, a vegetable seed breeding company headquartered in the Netherlands and focused on developing high-quality tomato seeds for greenhouses globally. We aim to collaborate with Axia to create premium seeds suitable for automated farming approaches and climate adaptation, meeting producers' diverse needs and helping achieve sustainable agriculture worldwide.

Well Positioned to Lead Transformation towards “New Mobility”

We supply a wide range of products that we believe will be core components in the connectedness, automation, sharing and electrification (CASE) era. We are developing a diverse lineup of products in the areas of electrification, AD/ADAS (autonomous driving/advanced driver-assistance systems) and software, making us an important supplier in the CASE era, and a key partner for automobile manufacturers transitioning to CASE. With our lineup of core products and unique proprietary technologies, we have achieved higher energy efficiency and higher precision in autonomous driving, establishing a highly competitive position within CASE. For example, our diverse and competitive product lineup for the CASE era is contributing to Toyota Motor's transformation to “New Mobility.”

We also have a strong semiconductor strategy for supporting our business in the CASE era. In the area of sensors, we are enhancing our R&D organization while building strong development partnerships with expert semiconductor vendors. We have enhanced partnerships with dedicated manufacturers and developers of microcontrollers, SiC and other logic semiconductors, such as Japan Advanced Semiconductor Manufacturing, Inc., Rapidus Corporation and ON Semiconductor Corporation, or onsemi, all of which are essential to improve ADAS and other elements of vehicle control. We believe that these partnerships support a robust framework for the advanced development and stable procurement of high-quality automotive semiconductors while drawing on advanced consumer technology. In the area of power semiconductors, we are expanding beyond insourcing technology, and developing relationships with industry partners, including United Semiconductor Japan Co., Ltd., Coherent Corp., and MIRISE Technologies (a joint venture with Toyota Motor), to bolster a competitive framework capable of a high volume of supply to meet the rapidly expanding demand for electrification. Further, in May 2025, we announced that we had reached a basic agreement with ROHM Co., Ltd., or ROHM, a Japanese electronic components manufacturer, to establish a strategic partnership in the semiconductor field aimed at enhancing our lineup of devices that support vehicle electrification and intelligence.

Our software business is another important focus area. We have been supporting the evolution of cars utilizing software for the past 40 years. We believe software will drive the evolution of cars and their cooperation with social systems. Some software works with hardware inside an ECU, while other software operates separately, in areas like security and communication, across different OEMs. Among them, we believe the most important strategic area is the so-called cross-domain integrated ECU-mounted software installed in large-scale integrated ECUs. We believe our leading and cutting-edge technology is strategically important to Toyota Motors and other global OEMs. To enhance this technology, we formed a strategic partnership in June 2024 for software development with NTT DATA Japan Corporation. Through this partnership we aim to deepen our collaboration on strategy, talent management, and technology to jointly contribute to the advancement of Japan's automotive industry and help address social issues.

Disciplined Cash Allocation Supporting Stable Cash Generation and Strong Financial Position

We maintain a disciplined cash allocation policy for growth investments and shareholder returns, which we believe has allowed us to control our leverage at appropriate levels. As a result, our Total Debt/Equity Ratio has remained at or below 0.23x for the past five fiscal years, decreasing to 0.14x as of March 31, 2025, and our Total Debt to Adjusted EBITDA Ratio has remained at or below 1.48x for the past five fiscal years, decreasing to 0.73x for the year ended March 31, 2025. In addition, we generally maintain our cash and other liquid assets at levels near or exceeding the amount of our Total Debt.

Moreover, our disciplined approach to cost management has also allowed us to maintain stable profitability. Our Adjusted EBITDA Margin showed a trend of steady improvement from fiscal year 2021 to fiscal year 2024, increasing to 13.4% in the year ended March 31, 2024, and decreased only slightly to 13.3% in the year ended March 31, 2025. Even in the year ended March 31, 2021, during which automotive demand was adversely impacted by market factors including the COVID-19 pandemic, we maintained our Adjusted EBITDA Margin of 11.7%, in part due to our cost management efforts. We also believe that our cash allocation policy enables us to generate stable cash flows, even in periods of weak demand in the automotive industry. We have consistently been able to control our capital expenditures at levels that do not exceed our operating cash flows, allowing us to generate positive Adjusted Free Cash Flow since the year ended March 31, 2021. Our Adjusted Free Cash Flows have significantly improved from the year ended March 31, 2023 along with the global recovery in automotive production, reaching ¥388 billion for the year ended March 31, 2025.

Our Total Debt/Equity Ratio, Total Debt to Adjusted EBITDA Ratio, Adjusted EBITDA Margin and Adjusted Free Cash Flow discussed above are non-IFRS measures. For more information, see “Selected Financial Data and Other Information—Non-IFRS Measures.”

As part of our strategy to control our capital expenditures, we have set a long-term target to maintain depreciation of 6.0% or less of our revenues. Due primarily to an increase in capital expenditures related to expansion of electrification and advanced safety products and the decrease in revenue resulting from the negative impact of the COVID-19 pandemic, our ratio of depreciation to revenue was temporarily elevated for each of the two years ended March 31, 2021 and 2022, exceeding our 6.0% target level. However, our ratio of depreciation to revenue was 5.2% and 5.3% in the years ended March 31, 2024 and 2025, respectively. Going forward, we plan to continue to pursue a disciplined approach to capital expenditures as we shift our investment focus from powertrain products to electrification products. In terms of shareholder returns, we have continued and aim to provide disciplined shareholder returns that are balanced with other cash allocation needs including future growth investments. As discussed above, we also take a disciplined approach to our research and development expenses. While we have steadily increased the amount of our research and development expenses in recent years in response to changes in our business environment, we have sought to control research and development expenses as a percentage of revenue. Our ratio of research and development expenses to revenue has decreased from 10.0% for the year ended March 31, 2021 to 7.7% for the year ended March 31, 2024 and 8.6% for the year ended March 31, 2025. Going forward, we intend to continue to control our research and development expenses by enhancing efficiencies such as optimization of software development, creation and operation of a digital research and development platform and utilizing digital tools with the long-term target for our ratio of research and development expenses to revenue of around 9.0%.

We also intend to generate surplus cash through gradual reduction of our strategic shareholdings, including shares of other Toyota Group companies held by us. Proceeds from sales of equity securities has increased in the recent years, and we generated ¥496 billion in proceeds from sales of equity in the year ended March 31, 2025. The number of companies in which we had strategic shareholdings has decreased from 30 as of March 31, 2021 to 13 as of March 31, 2025, and our basic policy is not to maintain cross-shareholdings unless we determine a reasonable purpose for doing so. For example, in March 2024, we announced our plan to sell all of our shares in Toyota Industries by June 2026. While we were initially planning to carry out the sale of these shares in stages, on June 3, 2025, we announced our decision to instead sell the entirety of our shares in Toyota Industries in response to a tender offer planned by Toyota Fudosan for such shares. In addition, we sold roughly half of the shares of Renesas Electronics Corporation, or Renesas, held by us in May 2024, and substantially all of our remaining shares in Renesas in May 2025. Further, in July 2024, we sold substantially all of the shares of Aisin held by us. We plan to allocate the additional cash from sales of our strategic shareholdings in a disciplined manner while maintaining our financial soundness.

Our Strategies

Our Mid-term Policy 2025 sets forth five pillars of our global management: sustainable management; high aspirations and proper work processes; transformation of business portfolio; realization of carbon neutrality; and generation of new value. In pursuing these five pillars, we plan to pursue the following strategies:

Generate Stable Revenue from Established Businesses including Thermal Systems and Powertrain Systems

We intend to maintain and strengthen our leading position in our established businesses such as Thermal Systems and Powertrain Systems with the aim of continuing to generate stable revenue from these product categories, thereby supporting our expansion of growth businesses, while also contributing to sustainability.

Thermal Systems

In Thermal Systems, we aim to both help realize a carbon-neutral society and maintain a highly profitable business structure by advancing the transformation of our portfolio from businesses that provide products for internal combustion engines toward businesses that offer thermal management products for battery electric vehicles (BEVs). We are working to replace the existing products in our lineup with thermal management products for BEVs while minimizing losses and fulfilling business obligations with respect to existing internal combustion engine products by working closely with customers and affiliates, while maximizing the use of existing human resources, technological assets and production foundations for the thermal management products of the next generation.

Powertrain Systems

In Powertrain Systems, we aim to utilize our technologies and skills and thereby continue contributing to the realization of a sustainable mobility society. Similar to Thermal Systems, we are working to de-emphasize and discontinue internal combustion engine products throughout supply chains and to commercialize new energy businesses. To achieve this, among other initiatives, we seek to reorganize supply chains so that they reflect changes in scale, while, in collaboration with customers, suppliers, and other stakeholders, maintaining supplies of internal combustion engine products for those continuing to require them due to regional or timeframe-related issues.

Expand Growth Businesses including Electrification Systems, Mobility Electronics and Advanced Devices Products

Electrification Systems

We seek to leverage our strong position in Electrification Systems to pursue further growth. We have established a significant market share in core components that are essential to energy management in electric vehicles including electric components such as starts, alternators and lithium-ion battery packs, electrification components such as motor generators, inverters and battery ECUs and motors such as window motors and suspension motors. We believe we possess comprehensive system development capabilities based on our extensive product offerings and technologies in the electrification domain as well as fundamental technology capabilities and “*monozukuri*” (or manufacturing) capabilities. We intend to use our strengths in this area to further expand our market share in core electrification products as well as other electrification products. To further strengthen our advantage in this area, we will aim to meet diverse customer needs through core products for electric mobility. In particular, we believe that BEVs are becoming an increasingly large part of the powertrain mix, especially in Europe, China, and North America. As the needs of customers diversify, we aim to diversify our business models. To respond swiftly to such diverse changes, we will seek to expand and enhance our lineup of core products, including inverters, motor generators and battery management units. We will offer not only stand-alone components but also systems that bundle multiple components together, which we believe will provide added value by marketing systems that link thermal management to competitive, electromechanically integrated systems, such as eAxle discussed in more detail below. In addition, by providing power modules and other competitive modules and components, we will further deepen our ability to meet the needs of all types of customers and create business models together with industry-leading customers.

Mobility Electronics

We believe there is significant growth potential in the areas of connectivity, automated driving and Mobility-as-a-Service (MaaS), and we seek to pursue growth by addressing needs in these areas through our

Mobility Electronics products. We have developed a number of core product technologies used for ADAS, including millimeter-wave radars and vision sensors, information and communication technologies such as IoT technologies and vehicle motion control technologies. In the area of safety systems, we will aim to address global customer needs by expanding our lineup of products that cater to specific market segments and regions. In addition, through collaboration between initiatives for ADAS and human-machine interface, we aim to evolve recognition and estimation algorithms and grow cross-domain ECUs. In addition, we plan to advance BEV electronic platform planning and development for individual vehicles, focusing on a “core and customization” design approach that will enable us to meet the needs of respective automakers and vehicle types. We will also seek to strengthen our software development capabilities through increased use of automation and AI and focus on securing stable supply of semiconductors and strengthening of competitiveness by standardizing components and sharing medium- to long-term strategies with partners. In addition, we will seek to achieve differentiation by using proprietary technologies to realize compact products that consume less power.

Advanced Devices

We will aim to expand our capabilities for Advanced Devices to pursue innovation in applications such as electrification and ADAS. We believe we are well-positioned to pursue growth in this area due to our extensive product lineup, including power cards, application-specific integrated circuits (ASICs) and in-vehicle semiconductor sensors, and our advanced technologies that enable us to develop semiconductors in-house. By leveraging these strengths, we believe we will be able to engage in the integrated development of semiconductors that satisfy customer needs for higher functionality and smaller product size. Specifically, we aim to focus on equipping more vehicles with inverters using silicon carbide (SiC) power semiconductors. Our first inverter using a SiC power semiconductor has been incorporated into the eAxle electric driving module. In the manufacture of power semiconductors, we have significantly reduced the number of crystal defects that cause disruption in the atomic arrangement of crystals, which prevents devices from operating properly.

Pursue Growth through Strategic Alliances

Rather than adhering to a completely in-house mentality, we form strategic alliances with industry partners proactively to help meet short-, mid-, and long-term needs efficiently. Our short-term alliances are geared at securing management resources, including talent development, purchasing power, increasing production capacity, and developing sales channels. Our mid-term alliances are geared at partnering with businesses that will help complement our necessary technologies through supporting us with technology and expertise that are required for organic growth in our business. Our long-term alliances are geared at helping us develop and acquire future technologies and new business models that will drive our business expansion into new domains rather than simply strengthening the offerings we have in current markets and technologies.

For further discussion of our business alliances in certain of our business domains, see “Business—Our Strengths” and “Business—Our Business Operations.”

Summary Risk Factors

An investment in the notes involves significant risks, and prospective investors are urged to carefully consider the matters discussed under “Risk Factors” prior to making an investment in the notes. Such risks include, but are not limited to the following:

- a significant portion of our revenue is from sales to the Toyota Group companies and our other OEM customers, and our business, financial condition and results of operations may be adversely impacted if there is any adverse development in the production levels, business, financial condition and results of operations of such companies or our relationships with such companies;
- the automobile industry is inherently cyclical, and any downturn in general economic conditions could significantly impact our business, financial condition and results of operations;
- our future success depends on our ability to adapt to evolving technologies and industry requirements as well as regulatory changes relating to sustainability issues and to further develop and offer new, innovative and competitively priced products that meet customer demands on a timely basis;
- we are subject to significant competition to satisfy various requirements of OEMs as a supplier;

- disruptions, shortages or price increases in the supply of raw materials, components and energy that are necessary to produce our products or those of our customers may adversely affect our business, financial condition and results of operations;
- dependence on a limited number of key suppliers for critical components could negatively affect our business, financial condition and results of operations;
- currency fluctuations could have a significant adverse impact on our results of operations;
- we face risks associated with our international operations;
- we may be subject to product liability, warranty and recall claims, which may increase our costs of doing business and adversely affect our business, financial condition and results of operations;
- we may not achieve the anticipated benefits of acquisitions, joint ventures and other strategic investments, which could harm our business, financial condition and results of operations;
- declines in the value of shares in Toyota Motor, other Toyota Group companies and other companies held by us and dividends derived from such shares could have a material adverse impact on our business, financial condition and results of operations;
- we may be unable to effectively protect our intellectual property and may be subject to intellectual property infringement actions that may be brought against us;
- we could experience business disruptions and property loss due to natural disasters, catastrophic events or other operational problems;
- increases in our costs related to employee retirement benefit obligations in the future could reduce our profitability and adversely affect our financial condition and results of operations;
- any disruption in our digital and information technology systems, including one related to cyber security, could adversely affect our business, financial condition and results of operations;
- developments related to lawsuits in connection with our potential violations of antitrust laws or current or future antitrust investigations by government regulators may adversely affect our results of operations and financial condition;
- environmental laws and regulations may expose us to liability and increase our costs;
- compliance with existing laws, regulations and government orders in many jurisdictions or changes in any such laws, regulations and government orders could affect our reputation, business, financial condition and results of operations;
- we rely on borrowings and bonds to finance our operations, and increases in interest rates and restrictive covenants under our borrowings could materially and adversely affect us;
- work stoppages or other labor issues at our facilities or the facilities of our customers or those in our supply chain could have a material adverse effect on our business, financial condition and results of operations;
- our inability to attract and retain qualified management and other key employees or increases in personnel costs could harm our business and inhibit our ability to operate and grow successfully; and
- we are subject to risks from legal and arbitration proceedings.

Company Information

Our headquarters is located at 1, Showa-cho 1-chome, Kariya, Aichi 448-8661, Japan. Our main telephone number is +81-566-25-5511. Our corporate internet website is <https://www.denso.com/global/en/>. The information on our website does not constitute a part of this offering memorandum.

The Offering

Securities Offered:	\$500,000,000 aggregate principal amount of 4.282% senior notes due 2030.
Issue Price:	100%
Maturity Date:	September 17, 2030.
Status of the Notes/Ranking:	The notes will be our direct, unsecured and unsubordinated general obligations and will rank equally and pari passu with all of our other unsecured and unsubordinated debt (except for statutorily preferred obligations) and without any preference among themselves.
Minimum Denomination:	The notes will be in minimum denominations of \$200,000 and integral multiples of \$1,000 in excess thereof.
Payments of Principal and Interest on the Notes:	Interest on the notes will accrue at the rate of 4.282% per annum. We will pay interest on the notes semi-annually in arrears on March 17 and September 17 of each year, beginning on March 17, 2026. Interest on the notes will accrue from the date of original issuance or, if interest has already been paid, from the date it was most recently paid. We will compute interest on the basis of a 360-day year consisting of twelve 30-day months. If any date for payment of principal, premium, if any, or interest falls on a day that is not a business day, then payment need not be made on such date but may be made on the next succeeding business day. Any payment made on such next succeeding business day shall have the same force and effect as if made on the due date, and no interest shall accrue with respect to such payment for the period after such due date. See “Description of the Notes—Principal and Maturity” and “Description of the Notes—Interest.”
Additional Amounts:	All payments of principal, premium (if any) and interest in respect of the notes shall be made without withholding or deduction for, or on account of, any present or future taxes, duties, assessments or governmental charges of whatever nature imposed or levied by or on behalf of Japan, or any authority thereof or therein having power to tax, unless such withholding or deduction is required by law as interpreted and enforced by the relevant authority. In such event, we shall pay, subject to certain exceptions, such additional amounts as will result in the receipt by the holders of such amounts as would have been received by them had no such withholding or deduction been required. See “Description of the Notes—Taxation and Additional Amounts.” References to principal, premium (if any) and interest in respect of the notes shall be deemed to include any additional amounts which may be payable as set forth in the notes and the indenture.
Optional Redemption:	We have the option to redeem the notes, in whole or in part, at any time prior to August 17, 2030 (the date that is one month before maturity), or the Par Call Date. The redemption price for the notes will be equal to the greater of: (i) 100% of the principal amount of the notes being redeemed; or (ii) the sum of the present values of the principal and the remaining scheduled payments of interest on the notes being redeemed (exclusive

of interest accrued to the date of redemption) that would be due if such notes were redeemed on the Par Call Date, discounted to the date of redemption on a semi-annual basis (assuming a 360-day year consisting of twelve 30-day months) at the Treasury Rate (as defined in the “Description of the Notes—Optional Redemption”) plus 15 basis points;

plus, in each case, accrued and unpaid interest on the principal amount of the notes being redeemed to, but excluding, the date of redemption.

We also have the option to redeem the notes, in whole or in part, at any time on or after the Par Call Date at a redemption price equal to 100% of the principal amount of the notes to be redeemed plus accrued and unpaid interest on the principal amount of the notes being redeemed to, but excluding, the date of redemption.

See “Description of the Notes—Optional Redemption.”

Optional Tax Redemption: The notes may be redeemed at any time, at our option and sole discretion, in whole, but not in part, at the principal amount of the notes together with interest accrued to but excluding the date fixed for redemption and any additional amounts thereon, if we have been or will be obliged to pay such additional amounts as a result of (a) any change in, or amendment to, the laws or regulations of Japan or any political subdivision or any authority thereof or therein having power to tax, or any change in application or official interpretation of such laws or regulations, which change or amendment becomes effective on or after the date of the issuance of the notes or (b) after the completion of any Succession Event (as defined in the “Description of the Notes—Merger, Consolidation, Sale or Disposition”) whereby the succeeding entity is organized under the laws of or tax resident in a jurisdiction other than Japan, any change in, or amendment to, the laws or regulations of the jurisdiction of the succeeding entity or any political subdivision or any authority thereof or therein having power to tax, or any change in application or official interpretation of such laws or regulations, which change or amendment becomes effective on or after the date of such Succession Event, and in either case such obligation cannot be avoided through the taking of reasonable measures available to us or the succeeding entity, as the case may be.

See “Description of the Notes—Optional Tax Redemption.”

Use of Proceeds: We intend to use the net proceeds from the offering of the notes for general corporate purposes. See “Use of Proceeds.”

Global Notes: The notes will be initially represented by one or more global notes in fully registered form without interest coupons. The global notes will be deposited upon issuance with the custodian for DTC and registered in the name of DTC or its nominee. Beneficial interests in the global notes may be held only through DTC (or any successor clearing system that holds global notes) and its participants, including Euroclear and Clearstream.

The security numbers for the notes are:

For the notes sold under Regulation S:

CUSIP No: J12075 BD8

ISIN: USJ12075BD88

Common Code: 317234538

For the notes sold under Rule 144A:

CUSIP No: 24872B AC4
ISIN: US24872BAC46
Common Code: 317234511

Beneficial interests in the global notes will be shown on, and transfers thereof will be effected only through, records maintained by the depositaries and their participants. The sole holder of the notes represented by a global notes will at all times be DTC or its nominee (or a successor of DTC or its nominee), and voting and other consensual rights of holders of the notes will be exercisable by beneficial owners of the notes only indirectly through the rules and procedures of the depositaries from time to time in effect. Beneficial interests in the global notes may not be exchanged for definitive notes except in the limited circumstances described under “Description of the Notes—Book-Entry, Delivery and Form—Exchange of Global Notes for Definitive Notes.”

Governing Law: The indenture is, and the notes will be, governed by and construed in accordance with the laws of the State of New York.

Ratings: It is expected that the notes will be rated A+ by S&P Global Ratings Japan Inc. (“S&P”) and A2 by Moody’s Japan K.K. (“Moody’s”).

A security rating is not a recommendation to buy, sell or hold securities and may be subject to suspension, reduction or withdrawal at any time by the assigning rating agency.

Listing and Trading: Approval in-principle has been received for the listing and quotation of the notes on the SGX-ST. The SGX-ST assumes no responsibility for the correctness of any statements made, opinions expressed or reports contained herein. Approval in-principle for the listing and quotation of the notes on the SGX-ST and the admission of the notes on the official list of the SGX-ST is not to be taken as an indication of the merits of us or the notes.

For so long as the notes are listed on the SGX-ST and the rules of the SGX-ST so require, we shall appoint and maintain a paying agent in Singapore, where the notes may be presented or surrendered for payment or redemption, in the event that a global note is exchanged for definitive notes. In addition, in the event that a global note is exchanged for definitive notes, an announcement of such exchange shall be made by us or on our behalf through the SGX-ST and such announcement will include all material information with respect to the delivery of the definitive notes, including details of the paying agent in Singapore.

The notes will be traded on the SGX-ST in a minimum board lot size of S\$200,000 (or its equivalent in foreign currencies) for so long as such notes are listed on the SGX-ST.

Trustee, Paying Agent, Transfer
Agent and Notes Registrar: The Bank of New York Mellon

RISK FACTORS

Prior to making an investment decision, you should carefully consider the following risks, along with the other information in this offering memorandum, including our consolidated financial statements and related notes and other financial information, as well as “Management’s Discussion and Analysis of Financial Condition and Results of Operations.”

Our business, financial condition and results of operations could be materially and adversely affected by the factors discussed below. This offering memorandum also contains forward-looking statements that involve risks and uncertainties. Our actual results could differ materially from those anticipated in these forward-looking statements as a result of various factors, including the risks faced by us described below and elsewhere in this offering memorandum. See “Forward-Looking Statements.”

Risks Related to Our Business

A significant portion of our revenue is from sales to the Toyota Group companies and our other OEM customers, and our business, financial condition and results of operations may be adversely impacted if there is any adverse development in the production levels, business, financial condition and results of operations of such companies or our relationships with such companies.

We derive a significant portion of our revenue from sales to the Toyota Group companies, including Toyota Motor, Daihatsu Motor Co., Ltd., or Daihatsu, and Hino Motors, Ltd., or Hino, and we expect these companies to continue to be significant customers in the future. Toyota Motor, which is our largest shareholder owning 21.25% of the issued and outstanding shares of our common stock as of March 31, 2025, has historically been one of our largest customers, and Toyota Motor and its consolidated subsidiaries accounted for ¥3,903.1 billion, or 54.5%, of our consolidated revenue for the year ended March 31, 2025. As a result, our revenue is highly dependent on continued demand from, and growth and financial stability of, the Toyota Group companies. In particular, any decline in vehicle production levels of Toyota Group companies could adversely affect the volume of our products purchased by Toyota Group companies.

The success of Toyota Motor and other Toyota Group companies depends on their ability to compete effectively within the automotive industry, which is characterized by vigorous competition, rapid technological change, short product life cycles and cyclical consumer demand patterns. In light of this challenging environment, there is no assurance that the Toyota Group will be able to maintain or increase its vehicle production levels in the future. The success of Toyota Motor and other Toyota Group companies may also be impacted by macroeconomic and regulatory developments, such as the recent increase in tariffs, export controls and other trade barriers adopted by the United States and other countries. See “—Compliance with existing laws, regulations and government orders in many jurisdictions or changes in any such laws, regulations and government orders could affect our reputation, business, financial condition and results of operations.” We are exposed to these fluctuations in production levels because, in most instances, the Toyota Group companies are not required to purchase any minimum amount of products from us. If Toyota Motor or the Toyota Group companies decide to reduce their purchases of our products due to dissatisfaction with our performance or pricing as a supplier, efforts to achieve a more diversified supplier base or for any other reason, including decisions made among the Toyota Group companies to discontinue using our production or manufacturing of certain products, our business, financial condition and results of operations would be adversely affected. See “Business—Historical Background and Relationship with the Toyota Group.”

Due to our close relationship with Toyota Motor and other Toyota Group companies, we also coordinate with, and rely on, these companies in aspects of our business other than direct purchases and sales. In particular, we have reinforced our relationship with Toyota Group companies with the view to enhancing our research and development capabilities. For example, in April 2019, we partnered with Aisin to establish BluE Nexus Corporation, or BluE Nexus, a joint venture to develop and sell packaged drive-train modules, which consists of key components essential for electric vehicles. After additional investment by Toyota Motor in August 2020, BluE Nexus was owned 45% by Aisin, 10% by Toyota Motor and 45% by us. In April 2019, we also partnered with Aisin, ADVICS and JTEKT, and established J-QuAD DYNAMICS, to develop integrated control software and accelerate its development. In April 2020, we consolidated Toyota Motor’s electronic components business with ours for the purpose of further enhancing the competitiveness of the research and development capabilities of the Toyota Group as well as streamlining manufacturing resources. In April 2020, we also established MIRISE Technologies Corporation, a joint venture company with Toyota Motor with a view to enhance our research and development function for the advanced automobile semiconductor technologies. However, there is no assurance that these alliances with other Toyota Group companies will lead to the development of new technologies or products as we intended. See “Business—Historical Background and Relationship with the Toyota Group.”

In addition to the risks associated with revenue from sales to the Toyota Group companies, our performance is also dependent on the production levels, business, financial conditions and results of operations of our other OEM customers, as well as our relationships with such companies which are outside of our control. Any decline or adverse developments in respect of such customers or our relationship with them may adversely impact our business, financial condition and results of operations. Additionally, disruptions in production or supply from our OEM customers, their request for price reductions (especially from major customers), unexpected termination of contracts and changes in customers' procurement policies may negatively impact our business.

The automobile industry is inherently cyclical, and any downturn in general economic conditions could significantly impact our business, financial condition and results of operations.

Vehicle production and sales are inherently cyclical and sensitive to changes in general economic conditions, including consumer spending and preferences, employment levels, the global credit markets, interest rates and the availability of consumer credit. Vehicle production and sales can also be affected by economic, social and political conditions including public health crises such as the COVID-19 pandemic, fuel prices, regulatory requirements, government initiatives, tax rates, trade agreements, the availability of critical components needed to complete the production of vehicles, changing consumer attitudes toward vehicle ownership and usage and other factors in the relevant markets.

The outlook for the global economy remains highly uncertain. Recently, heightened tensions between the United States and China, as well as between the United States and its other major trading partners, including the imposition of tariffs by the United States and other countries and changes in tariff and trade policies, have caused significant volatility in financial markets and created economic uncertainty. See “—Compliance with existing laws, regulations and government orders in many jurisdictions or changes in any such laws, regulations and government orders could affect our reputation, business, financial condition and results of operations.” In addition, inflationary pressures and high interest rates in many developed countries may negatively impact consumer spending in the automotive sector. In Japan, the Bank of Japan announced on March 19, 2024 that it would end its yield curve control policy and negative interest rate policy and set a target uncollateralized overnight call rate of around 0% to 0.1%. Subsequently, on July 31, 2024, the Bank of Japan announced its decision to raise the target for the uncollateralized overnight call rate to around 0.25%, which was raised to around 0.5% on January 24, 2025. In addition, continued geopolitical instability in various parts of the world, including the ongoing military tensions in Europe as a result of Russia's invasion of Ukraine and in the Middle East due to the armed conflict between Israel and Hamas and military conflict involving Israel and Iran, among other factors, has further heightened uncertainty in the global economic outlook. To the extent that economic or financial conditions weaken in any of our major operating markets, including in particular, Japan, North America, Asia and Europe, demand for our products or product pricing could be negatively affected, and we may experience idle capacity in our manufacturing operations. Although we receive periodical production forecasts from certain OEM customers, we may face difficulties in accurately forecasting our expected volumes and appropriately adjusting our production as a result of economic uncertainty. In addition, our ability to adjust our fixed costs in response to fluctuations in demand is limited, and our margins and overall profitability could be affected in the event of sustained declines in demand for our products. As a result, any adverse changes to economic conditions could have a material and adverse effect on our business, financial condition and results of operations.

In addition, our businesses are subject to the general economic conditions of countries where our competitors conduct businesses. For example, if the wage level becomes significantly lower in a country where our competitors manufacture products than the wage level for our employees, or the exchange rate of the currency which is used in a country where our competitors procure raw materials or components significantly depreciates against the currency we use in our procurements, our products will lose price competitiveness and our results of operations will be adversely affected.

Our future success depends on our ability to adapt to evolving technologies and industry requirements as well as regulatory changes relating to sustainability issues and to further develop and offer new, innovative and competitively priced products that meet customer demands on a timely basis.

Our ability to adapt to evolving technologies and industry requirements and to introduce attractive new products is critical to our future success. To remain competitive in our businesses, we must continuously innovate to achieve technological advances that respond to future customer needs and the development of technology as well as products and services required and accepted by our customers. For example, our OEM customers increasingly demand higher levels of fuel efficiency, lower emissions and reduced overall

environmental impact. This trend, along with various governmental initiatives taken by some countries toward reduced CO₂ emissions, has resulted in increased demand for hybrid and electric vehicles and equipment and related components and products. To respond to these customer needs, we are engaged in the development and commercialization of products supporting vehicles and equipment with alternative power sources, including hybrid vehicles and electric vehicles. However, if the transition from internal combustion engines to electric power sources in automobiles occurs at a different pace or in a different manner than we expect, or customer needs in connection with components for hybrid vehicles or electric vehicles develop differently from what we expect, sales of our products, including electrification system products or powertrain system products, could decline significantly, and we may be unable to develop and commercialize new products to offset any such decrease in sales. Currently, we see a trend of regulatory regimes, legislation and government policy increasingly focused on sustainability issues in many of our target markets, including in countries belonging to the Paris Climate Agreement, as indicative of business opportunities for our sustainability-oriented products. However, the speed of adoption of any such regulatory or policy changes as well as the substantive requirements resulting from these changes may vary significantly depending on the particular region or country, and we may be required to implement more complicated measures to meet new or enhanced regulatory requirements. If we are unable to adapt to changing regulations or sustainability directives in a timely manner, our business may be negatively impacted. Additionally, as social awareness regarding such issues rises, any actual or perceived inability to operate our business in a sustainable manner or make progress towards improving the sustainability of our operations may damage our reputation among customers and negatively impact our business. In addition, there has also been an increase in consumer preferences for MaaS, including services such as car sharing, as opposed to automobile ownership. In response to such change, we have been seeking to develop technologies that help to establish a mobility platform where automobiles are connected and operated through internet of things (IoT) technologies. Further, in response to continued increases in the number of traffic accident fatalities in emerging countries as well as increasing numbers of traffic accidents due to human errors, there have been high expectations for safe driving technologies, and in order to meet such expectations, we have been focusing on developing advanced safety and automated driving technologies and advanced driver assistance systems (ADAS). However, our failure to predict or understand relevant consumer preferences, product trends and developments or to achieve technological advances and develop and commercialize products incorporating new technologies could cause our products to become obsolete and adversely affect the sales of our products.

Product research and development requires significant investment, and there is no assurance that we will adequately invest in our research and development efforts or that such efforts will translate into sales of new products that respond to future customer needs at the levels or timing that we expect or at all. Commitments to developing new products must be made well in advance of any resulting sales, and technologies and standards can change during development, potentially rendering our products outdated or uncompetitive before their introduction and thus resulting in a partial or total loss of our investment. We may also be unsuccessful in protecting any new products or technologies using intellectual property rights or other means of protection. Currently, our focus areas for our research and development activities include technologies for semiconductor and integrated electronic control unit (ECU) software to enhance fundamental technologies, electrification and ADAS to evolve automotives as well as non-automotive businesses such as factory automation and agriculture. Even if we are successful in developing and launching new products, such products may not meet our customers' needs or may be introduced to the market after our competitors. Delays in the development or launch of products meeting market requirements and expectations for technological innovation or the lack of commercial success of such products for any reason could result in a decrease of our market share and could have a material adverse effect on our business, financial condition and results of operations. In addition, although we seek to control our research and development expenses as a percentage of revenue and intend to continue to take a disciplined approach to research and development going forward, the ratio of research and development expenses to revenue may increase to a higher level than we expect depending on a number of factors, including market conditions in the automotive market, that may impact our revenue.

We are subject to significant competition to satisfy various requirements of OEMs as a supplier.

We compete with a range of automotive supply companies, such as Bosch Group and Continental Automotive Group, primarily on the basis of price, technology, quality, reliability, reputation, on-time delivery and ability to work closely with customers, including OEMs, to supply products to the required specifications. Automobile OEMs possess significant leverage over their suppliers because the automotive supply industry is highly competitive and serves a limited number of OEM customers. These companies may respond to any price reductions in their products by demanding price reductions on the components and products that we supply to them. As a result, we may be subject to pricing pressure and other competitive factors in the initial bidding process and during the term of the contract in our business with Toyota Group companies and our other OEM

customers. To the extent that we are forced to lower our prices but cannot decrease our own production costs through design enhancements, improved supply chain management, increased manufacturing efficiency or otherwise, our margins and overall profitability would be adversely affected. There can be no assurance that our products will be able to compete successfully with the products of our competitors. Furthermore, the rapidly evolving nature of the geographic markets in which we compete has attracted, and may continue to attract, new entrants, particularly in countries such as China. In addition, as new vehicle technologies such as electrification, active safety and automated driving develop at a more rapid pace, competitors from outside the traditional automotive supply industry such as IT companies may enter into the automotive components market. Additionally, consolidation of customers, our competitors or other suppliers in the automotive industry could lead to increased competition and pricing pressure and reduced product sales. For example, in June 2025, Daimler Truck AG, Toyota Motors, Mitsubishi Fuso Truck and Bus Corporation (“MFTBC”), and Hino concluded definitive agreements towards the integration of MFTBC and Hino. Competitive pressures in the businesses in which we operate could reduce both our market share and the prices we are able to charge for our products and could have a material adverse effect on our business, financial condition and results of operations.

While we commit significant resources to developing our brands, we have little to no control over how Toyota Group companies conduct their respective businesses. Any negative developments affecting the Toyota brand, the DENSO brand or our other brands, whether caused by us or other parties, could materially and adversely affect our competitiveness and reputation and negatively impact our business, financial condition and results of operations.

Disruptions, shortages or price increases in the supply of raw materials, components and energy that are necessary to produce our products or those of our customers may adversely affect our business, financial condition and results of operations.

We source a broad range of materials and components, including steel, rubber, aluminum and other metals, petroleum-based resins, chemicals, electronic components and semiconductors, necessary for the production of our products from a variety of third-party suppliers. We also require a reliable supply of energy for the manufacture and delivery of our products. Although we have contractual arrangements with our suppliers in order to secure a stable supply of key raw materials and components, any significant disruption or shortage in the supply of these materials and components could adversely affect our ability to manufacture and deliver products to our customers in a timely manner. In such cases, there is no assurance that we will be able to secure a replacement supply of raw materials and components on acceptable pricing or other terms, or at all. In addition, any disruptions to the supply of energy to our production facilities could cause production delays, and our ability to operate our facilities could be affected for significant periods of time. A disruption or shortage in the supply of raw materials, components or energy could be caused by a variety of factors affecting one or more of our suppliers, including public health crises, strikes or other labor issues, mechanical breakdowns, electrical outages, fires, explosions, increased tariffs, adoption or strengthening of export control regulations or other trade barriers, geopolitical frictions and instability, as well as logistical complications due to weather, global climate change or other natural disasters, mechanical failures, delayed customs processing and other factors. The lack of a single subcomponent necessary to manufacture one of our products could cause an increase in our costs or force us to cease production entirely. Similarly, a potential quality issue with any of our raw materials or components could force us to halt deliveries while we validate our products. Even where products are ready to be shipped, or have been shipped, delays may arise before they ultimately reach our customers.

Furthermore, our customers may halt or delay their production if one of their other suppliers fails to deliver necessary raw materials or components, including failures to deliver for any of the foregoing reasons. This may cause our customers to suspend their orders, or instruct us to suspend delivery, of our products, which may adversely affect our business, financial condition and results of operations.

Increases in the price of raw materials and components that we use in our products or in energy costs we incur to produce and deliver our products may also have a negative impact on our business and results of operations. In particular, as we use a large volume of copper, aluminum and petroleum-based resins in our products, our results of operations may be affected by changes in the prices for these raw materials. While we attempt to mitigate the impact of raw material price fluctuations by, for example, entering into contractual pricing adjustment provisions with our customers and in some cases fixed price supply arrangements with our suppliers, there can be no assurance that such efforts will be able to fully protect us against the negative impact of commodity price fluctuations. In addition, while the use of contractual pricing adjustments and fixed pricing arrangements may provide us with some protection from adverse fluctuations in commodity prices, by utilizing these instruments, we may forgo the benefits that might result from favorable fluctuations in price. Additionally, higher material and commodity costs or energy costs around the world may offset our efforts to reduce our cost

structure, and it is uncertain to what extent we would be able to pass on such increases in costs to our customers, if at all. As a result, higher material and commodity costs or energy costs, as well as any hedging of such costs during periods of decreasing prices, could result in declining margins to the extent we are unable to pass along the increased costs through increasing prices for our products.

Dependence on a limited number of key suppliers for critical components could negatively affect our business, financial condition and results of operations.

We rely on a limited number of key suppliers for some of the critical materials and components we use for our production and manufacturing processes, such as semiconductor manufacturers. While we seek to diversify the regions and suppliers from which we source the materials and components, increase stock, and secure alternative supply arrangements, we are exposed to the risk that our key suppliers will be unable to provide a reliable supply of such critical materials and components due to difficulties specific to the individual supplier or developments affecting the industry in general. During periods of supply shortages or delays, our deliveries to customers might be delayed or canceled, which could result in us being required to pay contractual penalties, and our own sales may be affected by adjustments to our prices in line with higher materials sourcing costs. Our future success depends, in part, on our ability to procure timely and sufficient supply of all materials and components necessary to produce our products in our operating markets and to develop alternative supply arrangements as needed. If any of the key suppliers on which we rely for critical materials and components fails to deliver materials or components on schedule and of the quality we require, this could have a material adverse effect on our business, financial condition and results of operations.

Currency fluctuations could have a significant adverse impact on our results of operations.

We manufacture and sell products to customers around the world in transactions denominated in various currencies and face translation and transaction risks related to the fluctuation of foreign currency exchange rates in the markets where we are active. For the year ended March 31, 2025, 40.8% of our revenue was derived from our Japan segment and 59.2% was derived from our North America, Europe, Asia and other segments, each excluding inter-segment transactions. Because our consolidated financial statements are presented in yen, our recorded consolidated revenue, profit, assets and equity are affected by prevailing rates of exchange when the financial statements of our foreign subsidiaries, presented in a reporting currency other than yen, are translated into yen. In general, our financial performance will be adversely affected when the yen appreciates against other foreign currencies, particularly the U.S. dollar, euro and yuan and positively affected when the yen depreciates against those currencies, which has generally been the case since 2021. Fluctuations in currency exchange rates have significantly impacted our results of operations in the past, and our results of operations may be similarly impacted in the future. For example, in the businesses where we manufacture products in Japan and export them to the countries outside Japan, an appreciation of the yen could adversely affect our business results by lowering the relative price competitiveness of our products.

We employ certain hedging measures, including currency forward contracts, currency swaps and currency options, with respect to certain foreign currency transactions. However, such hedging measures do not cover all of our exposures and, even to the extent they do, they may only delay, or may otherwise be unable to completely eliminate, the impact of fluctuations in foreign currency exchange rates.

We face risks associated with our international operations.

We have extensive international operations in 35 countries and regions across the world. For the year ended March 31, 2025, revenue generated from Japan, North America, Europe and Asia were ¥2,919 billion, ¥1,848 billion, ¥647 billion and ¥1,630 billion, respectively, each excluding inter-segment transactions. Our international operations expose us to a number of risks, including but not limited to the following:

- adverse economic conditions in the global economy or in our operating markets;
- difficulties in monitoring and coordinating operations across a large number and wide range of jurisdictions;
- risks related to compliance with laws, regulations and policies, including trade, capital and exchange controls, in the markets in which we operate, and any subsequent changes thereto;
- changes with respect to taxation, including impositions or increases of withholding and other taxes on remittances and other payments by our overseas subsidiaries;

- varying standards and practices in the legal, regulatory and business cultures in the jurisdictions in which we operate, including with respect to the enforcement of contracts and protection of intellectual property rights;
- risks related to political instability and uncertain business environments;
- changes in the political or economic relationships between Japan and the other countries and regions in which we operate;
- adverse effects on our business operations due to lack of sufficient technology and other infrastructure in certain countries;
- strikes, acts of terrorism, war, epidemics and other sources of social disruption; and
- difficulties associated with managing local personnel and preventing misconduct, including by our local third-party alliance or joint venture partners.

In addition, changes in laws and policies governing tax and foreign trade (including trade agreements and tariffs) where we and our customers operate could adversely affect our business and results of operations. If these or other similar tariffs are imposed or significant changes to tax laws occur which can result in decreases in demand for the vehicles of our customers, our business and results of operations could be materially adversely affected. For more information on recent developments relating to tariffs, see “—Compliance with existing laws, regulations and government orders in many jurisdictions or changes in any such laws, regulations and government orders could affect our reputation, business, financial condition and results of operations.”

Any one or more of these or other factors could increase our costs, reduce our revenue, disrupt our operations or damage our reputation, which could result in material adverse effects on our business, financial condition and results of operations.

We may be subject to product liability, warranty and recall claims, which may increase our costs of doing business and adversely affect our business, financial condition and results of operations.

We are exposed to the risk of warranty claims and product liability as well as damages to our brand in the event that we fail to provide safe and high-quality products, experience product defects or fail to promptly implement safety measures. Also, in the case of product liability, the failure of our products may result in bodily injury or property damage. The fabrication of the products we manufacture is a complex and precise process, and we must manufacture our products to the quality, performance and reliability standards required by our customers as well as the applicable regulations. Although we engage in extensive product quality programs and processes, there is no assurance that our efforts will be sufficient to avoid product failures due to design or manufacturing defects, which could result in:

- loss of customers and reduced demand for our products;
- increased costs such as warranty expenses, product replacements and costs associated with customer support;
- delays, cancellations or rescheduling of orders for our products;
- increased product recalls, returns, discounts or other liabilities;
- government enforcement actions or private lawsuits brought against us relating to such product failures; or
- damage to our reputation.

If any of our products are or are alleged to be defective, we may be required to recall or participate in a recall involving such products or otherwise repair, replace or accept returns of such products. For example, from the year ended March 31, 2020, defects were identified in certain of our products, resulting in recalls by certain of our OEM customers. We provided replacement products and compensated OEM customers for a portion of their product repair and replacement costs in response to product warranty requests from OEM customers that purchased our products. We recorded provision for warranty reserve of ¥205.1 billion for the year ended March 31, 2024 and ¥59.7 billion for the year ended March 31, 2025, most of which was recorded in connection with the costs related to the return, repair or replacement of such defective products as well as warranty claims from OEMs.

We believe that the current amount of provision for product warranties is based on our reasonable estimate and sufficient to cover the costs and expenses that we would incur relating to warranty claims that we will have from OEMs in the future. However, because these costs are affected by a number of factors including the number of products subject to warranty claims and the costs in connection with returns, repairs or replacements of defective products, we may be forced to record additional provisions for product warranties or other costs and expenses relating to product defects, particularly if the number of products subject to warranty claims increases in the future, which in turn could have a material adverse effect on our business, financial condition and results of operations.

While we maintain insurance coverage with respect to certain product liability claims except for warranty claims, we may not be able to obtain such insurance on acceptable terms in the future, if at all, and any such insurance may not provide adequate coverage against product liability. Although we have established warranty reserves based on our best estimates of amounts necessary to settle future and existing claims, there is no assurance that such reserves will be sufficient to cover the impact of future warrantee costs. In addition, product liability claims can be expensive to defend and can divert the attention of management and other personnel for significant periods of time, regardless of the ultimate outcome. Furthermore, even if we are successful in defending against a claim relating to our products, claims of this nature could have a material adverse effect on our reputation and market perception of our brands including DENSO and the Toyota brand, which in turn may cause our customers to lose confidence in our products and us.

We may not achieve the anticipated benefits of acquisitions, joint ventures and other strategic investments, which could harm our business, financial condition and results of operations.

We have actively engaged in acquisitions, restructurings, and joint ventures and other strategic investments as part of our growth strategy, and may pursue new acquisitions in the future. In April 2019, we partnered with Aisin and established BluE Nexus, a joint venture to develop and sell packaged drive-train modules, which consists of key components essential for electric vehicles with Toyota Motor joining as well in August 2020. In April 2019, we also partnered with Aisin, ADVICS and JTEKT and established J-QuAD DYNAMICS to develop integrated control software used for automated driving and integrated vehicle control systems. The four companies in this joint venture combine their respective technical expertise in automated driving, vehicle control and other technologies. In addition, in April 2020, we consolidated Toyota Motor's electronic component business with ours in order to maximize resource utilization. Furthermore, in April 2020, we established MIRISE Technologies Corporation, a joint venture company with Toyota Motor, with a view to enhance our research and development function for the advanced automobile semiconductor technologies. In August 2023, we acquired all shares of Certhon Build B.V., an agricultural solutions provider based in the Netherlands. In October 2023, we acquired shares for a 12.5% interest in Silicon Carbide LLC, the silicon carbide semiconductor business of Coherent Corp. Most recently, in July 2025, we acquired Axia Vegetable Seeds B.V., or Axia, a vegetable seed breeding company headquartered in the Netherlands and focused on developing high-quality tomato seeds for greenhouses globally, as part of our strategic expansion into the AgriTech sector. We are also engaged in joint activities with other companies through alliances and joint ventures with the aim to strategically diversify and expand our business. Assessing a potential growth opportunity involves, among other things, extensive due diligence. However, the amount of information we can obtain about a potential growth opportunity may be limited, and we can give no assurance that any acquisitions, joint ventures and strategic investments will positively affect our financial performance or will perform as planned. In addition, while we have a track record of engaging in acquisitions, joint ventures and other strategic investments to expand our business, there is no assurance that we will be able to identify such attractive opportunities or other strategic alliances in the future, or that we will be able to pursue any opportunities we do identify due to the unavailability of adequate financing, our inability to obtain regulatory approvals or other reasons.

The process of integrating acquired companies into our operations exposes us to a variety of risks. We may not be able to successfully assimilate or integrate companies that we acquire, including their personnel, financial systems, distribution, operations and general operating procedures, or achieve any anticipated business synergies. If we fail to assimilate or integrate acquired companies successfully, our business, reputation and results of operations could be materially impacted. We may also record goodwill and intangible assets as a result of business combinations, and our failure to integrate and manage acquired companies successfully may lead to future impairment of any associated goodwill and intangible assets. With respect to joint ventures, we are also exposed to the ongoing risk that our relationship with third-party partners may deteriorate due to conflicts in business strategy or a mismatch in priorities between us and our partners, or that the business or financial condition of our partners could decline, which could in turn negatively impact the joint venture and also directly affect our reputation.

Declines in the value of shares in Toyota Motor, other Toyota Group companies and other companies held by us and dividends derived from such shares could have a material adverse impact on our business, financial condition and results of operations.

As part of our efforts to maintain close relationships with Toyota Motor, Toyota Group companies and other companies with which we conduct business, we have held a significant amount of shares of these companies as part of a strategic cross-shareholding policy, and certain of these companies in turn hold a significant amount of the issued shares of our common stock. For example, as of March 31, 2025, we held ¥1,589,771 million in stock, which primarily included ¥1,184,061 million of shares in Toyota Motor, ¥188,333 million of shares in Toyota Industries, ¥149,094 million of shares in Renesas, and ¥147,601 million of shares in Toyota Fudosan. Since November 2023, we have aimed to reduce the number of shares of partner companies we hold as part of our cross-shareholding policy, including selling shares of Toyota Industries, Aisin and Renesas. We sold substantially all of our shares in Aisin in July 2024, roughly half of our shares in Renesas in May 2024, and substantially all of our remaining shares in Renesas in May 2025. In addition, on June 3, 2025, we announced our decision to sell the entirety of our shares in Toyota Industries in response to a tender offer planned by Toyota Fudosan for such shares as part of a take-private transaction. See “Management’s Discussion and Analysis of Financial Condition and Results of Operations—Factors Affecting Our Financial Results—Sale of Shares in Toyota Group and Other Companies, including Toyota Industries and Renesas.” Toyota Fudosan aims to commence the tender offer in early December 2025, subject to certain conditions including antitrust approvals, and we will continue to hold shares in Toyota Industries until this sale is completed. Further, we may determine to continue to hold shares in certain companies for strategic reasons. As a result, we are exposed to the risk of price fluctuation because shares in many of these companies are publicly traded. Fluctuations in the price of these securities are recognized as other comprehensive income and are not included in our statement of profit or loss under IFRS. For example, a 1% decline in the price of publicly listed shares we held would have resulted in a decrease in our total equity of ¥18,738 million and ¥10,944 million for the years ended March 31, 2024 and 2025, respectively.

We also derive significant dividend income from the equity securities we hold. For the year ended March 31, 2025, we recorded dividend income (related to financial assets measured at fair value through other comprehensive income that we held through the year ended March 31, 2025) of ¥45,501 million, or 7.9%, of our consolidated profit before income taxes, which was primarily derived from our shares of Toyota Motor, other Toyota Group companies and other publicly traded companies. As a result, our profit and cash flows could be significantly affected if any of the Toyota Group companies in which we hold shares reduces or fails to pay dividends on its common stock for any reason, including a decrease in profit due to business or financial difficulties or a change in dividend policy for strategic or other reasons unrelated to business performance.

We may be unable to effectively protect our intellectual property and may be subject to intellectual property infringement actions that may be brought against us.

Our intellectual property, including patents, trademarks, copyrights and trade secrets related to our products, product designs, manufacturing methods and brands, plays an important role in maintaining our competitive position in a number of the markets that we serve, and we expend significant resources to protect and manage our intellectual property. However, not all patents applied for may be registered as our intellectual property. In addition, our competitors may develop technologies that are similar or superior to our proprietary technologies or design around the patents we own or are licensed. Further, our competitors may duplicate our proprietary technologies despite the efforts we undertake to protect them, especially in jurisdictions where the protection of intellectual property rights is less robust. Even if we pursue legal action against competitors for infringement of our intellectual property rights, there is no assurance that any remedy we obtain will be sufficient to compensate us for such infringement, and we may be required to undertake significant costs and expend internal resources in pursuing such legal actions. In addition, there is no assurance that we will be able to continue to license any third-party intellectual property that we use in our business on acceptable terms or at all.

Since our competitors, suppliers and customers also submit a large number of inventions for intellectual property protection, it is not always possible to determine with certainty whether there are effective and enforceable third-party intellectual property rights pertaining to certain processes, methods or applications. As a result, there is a potential risk that we could infringe the intellectual property rights of third parties. As a result of any actions against us alleging infringements of intellectual property rights, we could be required to cease manufacturing, using or marketing certain technologies or products in certain countries or be forced to incur licensing costs or make changes to manufacturing processes or products, or litigate the scope or validity of patents in order to be permitted to sell our products. In addition, we could be liable to pay compensation for infringement or could be forced to purchase licenses to make use of technology from third parties.

Any of the foregoing developments or assertions by or against us relating to intellectual property rights, and any inability to protect these rights, could materially adversely impact our business, financial condition, results of operations and competitive position.

We could experience business disruptions and property loss due to natural disasters, catastrophic events or other operational problems.

We are exposed to the risk of severe damage and losses in the event of a natural or other disaster, such as an earthquake, flood, heavy rain, hurricane, public health crisis, terrorist attack or other catastrophic event, or other disruptions of our production processes at our facilities or within our supply chain in any of the markets in which we operate such as those resulting from social or political upheaval. In Japan and other Asian countries, where roughly 65% of our production between April 2024 and March 2025 was conducted, increasingly frequent extreme weather events due to climate change may damage our plants or supply chain, disrupting our business operations. In particular, Japan is also subject to the risk of earthquakes and other natural disasters, including volcanic eruptions, tidal waves, typhoons, heavy rain, and floods. Any natural or other disasters, such as the Nankai Trough earthquake, affecting the Tokai region of Japan (which includes Aichi, Shizuoka, Gifu and Mie prefectures) where many of our key production facilities are located could result in delays or suspension of production or delivery at any of our facilities, which could have an adverse impact on our business, financial condition and results of operations. We additionally maintain facilities in countries where regime changes or political instability may result in operational problems, and had to temporarily close one of our facilities in Myanmar due to the coup in February of 2021. In addition, other events outside our control, such as deliberate acts of sabotage or industrial accidents such as fires and explosions, whether due to human or equipment error, could damage, interrupt or otherwise adversely affect certain of our manufacturing or other facilities as well as potentially cause injury or death to our personnel. Moreover, while we maintain regularly scheduled servicing and repairs at our production facilities, our manufacturing equipment may, on occasion, break down or otherwise be out of service as a result of unanticipated equipment failures or other problems. In the event of a major natural disaster or other uncontrollable event, accident or operational disruption, our facilities, particularly our production plants, may experience catastrophic loss, operations at such production sites may be halted for a significant period of time, shipments of products may be suspended or delayed, and large losses and expenses to repair or replace facilities may be incurred. Because we generally operate our main production facilities at nearly full capacity, any such disruption could lead to a significant reduction or loss of revenue, and have other negative impacts on our business, financial condition and results of operations.

We regularly conduct inspections of all of our facilities for maintenance purposes and to prevent potential damage from disasters, and we have insurance policies to cover property damage, business interruptions and certain other potential losses at our production facilities, although we do not maintain earthquake insurance in Japan. These insurance policies may not be adequate to cover all possible losses and expenses. In addition, our business may be adversely affected if our suppliers or business partners were to experience a catastrophic loss due to natural disasters, accidents or other uncontrollable events.

Increases in our costs related to employee retirement benefit obligations in the future could reduce our profitability and adversely affect our financial condition and results of operations.

We maintain both funded and unfunded employee retirement benefit plans under which employees are eligible to receive post-employment benefits upon retirement age. Depending on the type of plan, retiring employees may be eligible for lump sum payments or annuities as retirement benefits. The amount of retirement benefits is based primarily upon the number of years of service. The allowance and expenses we record for retirement benefits are determined based on pension actuarial calculations. These calculations are dependent on such factors as the discount rate, future compensation levels, employee turnover, mortality rates based on recent statistical data and expected rates of investment return on plan assets. In particular, the value of plan assets and investment returns on such assets are affected by a number of factors, including changes in interest rates and fluctuations in financial markets, and are difficult to estimate accurately. If any of these factors varies from our estimates, or if the assumptions relating to these factors change materially, we may be impacted by the recognition of additional costs or liabilities in the future. Differences between actuarial assumptions for our benefit plans and actual results are recognized in other comprehensive income at the time of their occurrence and could negatively impact our retained earnings and increase our net defined benefit liabilities. As a result, differences between actual results and assumptions as well as changes in the assumptions could have an impact on our financial condition and results of operations.

Any disruption in our digital and information technology systems, including one related to cyber security, could adversely affect our business, financial condition and results of operations.

We rely on the accuracy, capacity and security of our digital and information technology systems, and the ability to continually update these systems in response to the changing needs of our business and, in particular, we are increasingly relying on such information technologies due to the increase in remote working arrangements in recent years. We maintain and manage our primary information technology systems internally, and in certain areas of our business we also use the information technology systems of Toyota Motor. We incur significant costs for implementing, manufacturing and upgrading the security measures that protect our information technology systems. Our security measures are focused on the prevention, detection and remediation of damage from computer viruses, natural or man-made disasters, unauthorized access, cyber-attacks and other similar disruptions. However, our information technology systems have been subject to cyberattacks and may in the future become subject to cyberattacks. For example, in March 2022, the network of DENSO AUTOMOTIVE Deutschland GmbH, which handles sales and engineering in Germany, was breached in a ransomware attack. Although this incident did not materially affect our business operations, there is no guarantee that our information technology systems will not be compromised again in the future or that such future incidents will not materially disrupt our business operations. Moreover, to the extent that we rely on third-party systems, we may have limited control over security breaches or disruptions to those systems. Any system breaches could result in damage to our intellectual property or trade secrets and unauthorized access to controlled data stored on our systems. Further, any interruption, outage or breach of our information technology systems could adversely affect our business operations. To the extent that any data is lost or destroyed or any confidential information is inappropriately disclosed or used, it could adversely affect our competitive position or customer relationships, harm our business and possibly lead to claims or liability based upon alleged breaches of contract or applicable laws.

Additionally, certain of our products, particularly those related to mobility electronics, contain complex information technology systems designed to support automated driving and advanced safety systems, and could be susceptible to breaches, outages and interruption of information technologies, including the possibility of unauthorized access, and such risk may further increase as we expand system business. Furthermore, as we rely on cloud systems in connection with our mobility electronics products, we may increasingly be the target of cyber threats. Any unauthorized access to our products could negatively affect our brand and harm our business, prospects, financial condition and operating results.

Developments related to lawsuits in connection with our potential violations of antitrust laws or current or future antitrust investigations by government regulators may adversely affect our results of operations and financial condition.

Due to the size and market share of our business, we may be subject to antitrust laws in some of the markets in which we operate and may be subject to regulatory scrutiny and legal proceedings in these jurisdictions. We were subject to investigations by antitrust authorities for potential violations of antitrust laws in connection with the past sales of our automotive components in multiple jurisdictions, including Japan, the United States, the EU and South Korea.

For example, in February 2010, the U.S. government, led by the Department of Justice, or DOJ, conducted an investigation on the past sale of our automobile components as potential violations of U.S. federal antitrust laws. In January 2012, we entered into a plea agreement with the DOJ under which we agreed to pay a fine of \$78 million. In connection with the same transactions, a number of lawsuits were filed against us including several civil class action lawsuits in the United States and Canada during 2012 by direct or indirect purchasers of the products, car dealers, car insurance companies and end users and lawsuits filed by the Attorneys General of multiple states in the United States and certain customers. We entered into settlements with the plaintiffs of the class action lawsuits from car dealers and end users in July 2016 for an amount of \$61.2 million with respect to the claims relating to car dealers and \$193.8 million with respect to the claims relating to end users, respectively, and with the plaintiffs of the class action lawsuits from direct purchasers in April 2019 for an amount of \$2.1 million. Between 2019 and 2022, we were subject to lawsuits filed by the Attorneys General of certain states in the United States, each of which has been settled, dismissed or resolved by judgment. Additionally, in November 2019, we entered into a settlement with respect to a claim brought by a customer in Germany. In addition, in December 2019, we entered into settlements with the plaintiffs of the class action lawsuits in Canada for an amount of CAD\$25 million. We have also in the past been engaged in civil proceedings and negotiations relating to claims from certain customers relating to antitrust matters. We believe we are and have been in compliance with any relevant antitrust laws and regulations. However, in the event we are subject to an adverse judgment in any future legal proceedings, we may be required to pay substantial civil damages exceeding our provisions, which may materially and adversely affect our financial condition and results of operations.

Environmental laws and regulations may expose us to liability and increase our costs.

Our plants and operations are subject to stringent environmental laws and regulations in all of the countries in which we operate, including laws and regulations governing air and water emissions and the generation, handling, storage, transportation, treatment and disposal of waste materials. As part of our greater goal of increasing corporate value, we consider elements of social sustainability in our formulation of management strategies, and strictly comply with applicable environmental laws and regulations. While we believe that we are in compliance in all material respects with these environmental laws and regulations, there can be no assurance that we will not be adversely impacted by costs, liabilities or claims with respect to existing or subsequently acquired facilities or operations, under either present laws and regulations or those that may be adopted or imposed in the future. If a release of hazardous substances occurs at or from any of our current or former owned or leased properties or at a landfill or another location where we have disposed of hazardous materials, certain environmental laws may, regardless of fault, require us to investigate or clean up such property or other location or impose liability on us for damages to property or natural resources and for personal injury arising out of such contamination, and the amount of such liability could be material. In addition, in response to the increasing importance of environmental sustainability, more stringent laws, regulations or other requirements may be adopted or imposed in the future. We may need to incur significant expenditures in order to comply with such laws, regulations or requirements and, if we fail to comply with such laws, regulations or requirements, the sales of our products may significantly decline or the reputation of our products may be severely damaged, which in turn may adversely affect our financial condition and results of operations.

Compliance with existing laws, regulations and government orders in many jurisdictions or changes in any such laws, regulations and government orders could affect our reputation, business, financial condition and results of operations.

As we operate in many jurisdictions, we must observe a large number of different regulatory requirements related to our products and production processes, including laws and regulations relating to occupational health and safety, the use and handling of chemicals, air and water emissions and the management and disposal of certain materials, substances and waste. Certain of our products, such as the engine products we manufacture, are also directly or indirectly subject to emissions, fuel economy and other standards in the various jurisdictions in which we manufacture or sell such products. For our sites and operations, we are required to obtain and hold various permits and to apply for modifications and to comply with the requirements specified therein, and we are also subject to rules that relate to the safety of our products. These laws and regulations are subject to change and may become more stringent in the future. Stricter regulation of our product safety or our manufacturing sites or processes in the future may have a material adverse effect on our business. If we do not comply with these rules, we may be required to take all necessary measures to ensure compliance with regard to our products, even after we have sold them by way of a recall, which may require us to incur significant costs and adversely affect our financial condition and results of operations.

We are also subject to foreign trade laws, as well as tariffs, taxes, levies, export, price and exchange controls, and other trade barriers, including those imposed via executive action, which may require us to pay customs and other duties on materials and products that we export and import or may require our customers to pay customs and other duties on materials and products that we export. For example, since April 2025, the United States government has announced significant increases in tariffs on exports to the United States, including tariffs specifically related to Japan and the automotive industry, and the two countries agreed that imports from Japan to the United States, including automobiles and auto parts, would be subject to a baseline 15% tariff rate effective as of August 7, 2025. We estimate the total impact of tariffs on our operating profit for the three-month period ended June 30, 2025 was approximately ¥12.5 billion. However, we cannot predict the duration, scope or extent of any future changes to such tariffs. In addition, many countries, including the United States, have recently enacted or strengthened export controls governing components incorporated into certain of our products. These export controls have in some cases increased the cost of our products and may cause future demand for such products to stagnate or decrease. They have also adversely affected our supply chains and distribution networks, which negatively impacts our production and sales. The effects of these tariffs, export controls and other trade actions and policies, while primarily focused in the United States, are not limited to the United States given the cross-border nature of our production, sales, and other operations. We cannot predict the timing, duration, scope or extent of any future changes to such tariffs, export controls or other trade actions or policies. If such tariffs, export controls, or other trade actions and policies remain in force, it may negatively impact our financial condition and results of operations. Our efforts to mitigate the impact of such tariffs, export controls, and other trade actions and policies may also require us to incur costs and dedicate management attention, which could also negatively impact our financial condition and results of operations. In addition, our customers and other participants in the automotive industry may

also be adversely affected by such tariffs, export controls, and other trade actions and policies, which may in turn further negatively impact our financial condition and results of operations.

We are also subject to anti-bribery laws and regulations in the countries in which we operate, including the U.S. Foreign Corrupt Practices Act and the U.K. Bribery Act 2010, which prohibit companies and their intermediaries from making or receiving improper payments. Furthermore, many of the jurisdictions in which we do business, including the United States, United Kingdom, Germany and other member states of the European Union, issue sanctions and other regulations requiring that we refrain from doing business, or allowing our clients to do business through us, in certain countries or with certain organizations or individuals on a prohibited list maintained by such governments. Failure to adopt and enforce appropriate internal policies to ensure compliance with applicable laws and regulations may result in severe criminal or civil sanctions, and we may be subject to other liabilities, which could have a material adverse effect on our business, financial condition and results of operations. We may also be held liable for the actions taken by our local, strategic or joint venture partners. Such actions, even if prohibited by our policies, could have a material adverse effect on our reputation, business, financial condition and results of operations.

Compliance with existing and additional or more stringent laws, regulations, ordinances or permit requirements, as well as more active enforcement policies of regulatory agencies or stricter or different interpretations, may require us to make additional expenditures or investments, which may be material, or require us to change our business practices or prohibit or otherwise make it impracticable for us to conduct certain businesses. As a result, any such changes in laws and regulations, or the interpretation or enforcement of such regulations, could affect our business, reputation and market perception, and have a material adverse impact on our financial condition and results of operations.

We rely on borrowings and bonds to finance our operations, and increases in interest rates and restrictive covenants under our borrowings could materially and adversely affect us.

Although we finance our operations and investment activities primarily through operating cash flows, we also obtain financing through loans from banks and other financial institutions as well as issuance of bonds and may incur additional indebtedness in the future depending on the overall funding environment including interest rate trends. Increases in interest rates could substantially increase our financing costs and may impair our ability to raise necessary funds on a timely basis. Although we hedge our exposure to interest rate fluctuations through interest rate swaps and other financial instruments, there can be no guarantee that we will be able to sufficiently offset any increases in interest rates. In addition, our creditworthiness may decline in the future due to adverse changes in our financial condition or business, which would negatively affect our ability to obtain additional borrowings in the future on terms that are acceptable to us or at all. For example, in May 2020, S&P downgraded our credit rating from AA- (stable) to A+ (negative) primarily due to the negative impact on our results of operations resulting from the global economic downturn caused by the COVID-19 pandemic (although our credit rating is currently A+ (stable)). Our ability to borrow funds on attractive terms may be impacted by any future downgrades.

We may enter into additional borrowings in the future that may subject us to covenants or other restrictions that can impede our ability to manage our operations. If we fail to comply with such covenants, the repayment of the principal of or accrued interest on our loans could be accelerated or we could be required to post collateral to secure our borrowings.

Work stoppages or other labor issues at our facilities or the facilities of our customers or those in our supply chain could have a material adverse effect on our business, financial condition and results of operations.

At March 31, 2025, we employed 158,056 persons worldwide. Approximately 39,000 of our employees are represented by the primary labor union for our employees under a collective bargaining agreement and a number of employees of our subsidiaries are represented by separate labor unions. While we have no reason to believe that we will be materially impacted by work stoppages or other labor matters, there can be no assurance that future issues with our labor unions will be resolved favorably or that we will not encounter future strikes, work stoppages or other types of conflicts with labor unions or our employees. Any of these consequences may have an adverse effect on us or may limit our flexibility in dealing with our workforce. In addition, many of our customers and suppliers have unionized work forces. Work stoppages or slowdowns experienced by our customers or suppliers could result in slowdowns or closures that would have a material adverse effect on our business, financial condition, cash flow and results of operations.

Our inability to attract and retain qualified management and other key employees or increases in personnel costs could harm our business and inhibit our ability to operate and grow successfully.

In order to manage our operations and develop, produce, market and sell our products, we must hire and retain skilled employees, often with highly specialized expertise, such as in the field of software development, in the large number of countries and regions in which we operate. We also depend on the services of our senior management team to set our strategic direction, operate our business and identify key business opportunities and potential risks. Our business could be adversely affected by a failure to recruit or retain personnel with necessary skills or the unexpected loss of key personnel. In addition, we may face increasing personnel costs due to intensifying competition for employees, labor shortages in our key operating markets or other factors. Any inability to attract and retain necessary personnel or any increases in our personnel costs could have an adverse effect on our business, financial condition, results of operations and competitive position.

We are subject to risks from legal and arbitration proceedings.

We are from time to time involved in legal and arbitration proceedings in the ordinary course of our business. Such proceedings could involve substantial claims for damages relating to, for example, product liability, breach of warranty obligations, contractual penalties for late delivery, disputes over termination of contracts or discriminatory conduct or harassment, and could result in the payment of fines or other payments and damage our reputation. In addition, we have in the past been under investigation by authorities in certain countries in connection with alleged violations of antitrust laws in our past transactions of automotive parts and customers have filed civil lawsuits against us and certain of our subsidiaries.

We cannot assure you that we will succeed in defending claims brought against us, that judgments will not be rendered against us, that we will reach settlement agreements with terms favorable to us or that reserves we set aside will be adequate to cover any such judgments. The realization of any of these risks could have a material adverse effect on our business, financial condition and results of operations.

Risks Related to the Notes

There is no prior market for the notes, and the notes may have limited liquidity.

There is no existing market for the notes. Approval in-principle has been received for the listing and quotation of the notes on the SGX-ST, but there can be no assurance that any active trading market for the notes will develop or be sustained or whether, or at what price, holders of the notes will be able to sell or otherwise transfer their notes. The liquidity of any trading market for the notes will depend upon the number of holders of notes, our financial condition and results of operations, the market for similar securities, the interest of securities dealers in making a market in the notes and other factors. Although the initial purchasers have informed us that they intend to make a market in the notes, the initial purchasers are not obligated to do so, and any such market-making activity will be subject to the limits imposed by applicable law and may be interrupted or discontinued at any time without notice. If an active trading market for the notes does not develop or is not sustained, the market price and liquidity of the notes may be adversely affected and you may be unable to resell the notes or may only be able to sell them at a substantial discount.

The notes are unsecured obligations.

The notes are unsecured obligations and repayment of the notes may be compromised if, among other things:

- we enter into bankruptcy, liquidation, rehabilitation or other winding-up proceedings;
- we default in the payment of our secured indebtedness or other unsecured indebtedness; or
- any of our indebtedness is accelerated.

If any of these events occurs, then our assets may be insufficient to pay amounts due on the notes.

The indenture and the notes contain very limited restrictive covenants and provide no protection in the event of a change in control.

The indenture and the notes do not contain any financial covenants or other restrictions on our ability to securitize our assets, pay dividends on our shares of common stock, incur unsecured indebtedness or issue new

securities, or repurchase our outstanding securities. In addition, there are only limited restrictions on our ability to pledge assets to secure other indebtedness or to sell or otherwise dispose of our assets. These or other actions by us could adversely affect our ability to pay amounts due on the notes. Furthermore, claims of the creditors of our subsidiaries will generally have priority with respect to the assets of such subsidiaries over the claims of holders of the notes. Accordingly, the notes will be effectively subordinated to the obligations of our subsidiaries. In addition, the indenture and the notes do not contain any covenants or other provisions that prevent a change in control or require us to repurchase the notes in the event of a change in control.

The ratings of the notes could be lowered.

It is expected that the notes will be rated A+ by S&P and A2 from Moody's. In addition, other rating agencies may assign credit ratings to the notes without solicitation from or provision of information by us. Such ratings are limited in scope, and do not address all material risks relating to an investment in the notes, but reflect only the view of each rating agency at the time the rating is issued. There is no assurance that such credit ratings will remain in effect for any given period of time or that such ratings will not be lowered, suspended or withdrawn entirely by the rating agencies, if, in each rating agency's judgment, circumstances so warrant. A downgrade or potential downgrade in our credit ratings or the assignment of new ratings that are lower than existing ratings could reduce the population of potential investors in the notes and adversely affect the price and liquidity of the notes. A rating is based upon information furnished by us or obtained by the rating agency from its own sources and is subject to revision, suspension or withdrawal by the rating agency at any time.

We may redeem the notes prior to maturity.

We may redeem the notes, in whole or in part, at our option at any time and from time to time. See "Description of the Notes—Optional Redemption." In the event we choose to redeem the notes, the holders of such notes may not be able to reinvest the redemption proceeds in a comparable security at an effective interest rate as high as the interest rate on the notes.

USE OF PROCEEDS

We expect that the aggregate net proceeds from the offering of the notes will be approximately \$496 million, after deducting the initial purchasers' fees and estimated offering expenses payable by us.

We intend to use the net proceeds from the offering of the notes for general corporate purposes.

CAPITALIZATION AND INDEBTEDNESS

The following table sets forth our consolidated capitalization and indebtedness, as of June 30, 2025 and as adjusted to reflect only the issuance of the notes offered hereby. The information in the table below should be read together with “Management’s Discussion and Analysis of Financial Condition and Results of Operations” and the consolidated financial statements and related notes included elsewhere in this offering memorandum.

	As of June 30, 2025	
	Actual	As Adjusted
	(in millions of yen)	
Short-term debt:		
Bonds and borrowings (current portion)	¥ 416,693	¥ 416,693
Long-term debt:		
Bonds and borrowings (non-current portion)	¥ 442,310	¥ 442,310
The notes ⁽¹⁾	—	¥ 72,405
Total long-term debt	¥ 442,310	¥ 514,715
Equity:		
Capital stock	187,457	187,457
Authorized—6,000,000,000 shares		
Issued—2,910,979,691 shares		
Capital surplus	276,051	276,051
Treasury stock—157,667,055 shares	(307,498)	(307,498)
Other components of equity	1,070,731	1,070,731
Other comprehensive income associated with assets held for sale	150,592	150,592
Retained earnings	3,438,385	3,438,385
Equity attributable to owners of the parent company	4,815,718	4,815,718
Non-controlling interests	187,718	187,718
Total equity	5,003,436	5,003,436
Total capitalization ⁽²⁾	¥5,445,746	¥5,518,151

Notes:

- (1) Translation of the U.S. dollar amounts of the notes into yen has been made at the rate of \$1.00=¥144.81 the actual yen-dollar exchange rate prevailing as of June 30, 2025.
- (2) Total capitalization is defined as the sum of total long-term debt and total equity.

Except as set forth above, there has been no material change in our consolidated capitalization and indebtedness since June 30, 2025 other than the share repurchases of 19,832,200 shares of our common stock for ¥39,319 million in July 2025 and of 16,251,200 shares of our common stock for ¥34,434 million in August 2025. For more information regarding our share repurchases see “Management’s Discussion and Analysis of Financial Condition and Results of Operations—Liquidity and Capital Resources—Capital Requirements—Share Repurchases.”

SELECTED FINANCIAL DATA AND OTHER INFORMATION

Selected Financial Data

Financial information as of and for the years ended March 31, 2023, 2024 and 2025 is derived from and should be read together with our audited consolidated financial statements as of and for the years ended March 31, 2024 and 2025, with the corresponding figures presented as comparative information as of and for the year ended March 31, 2023 including the notes thereto, which are included elsewhere in this offering memorandum. Financial information as of and for the years ended March 31, 2021 and 2022 is derived from our audited consolidated financial statements as of and for the years ended March 31, 2021 and 2022, which are not included in this offering memorandum. Financial information as of June 30, 2025 and for the three-month periods ended June 30, 2024 and 2025 is derived from and should be read together with our unaudited condensed interim consolidated financial statements as of and for the three-month period ended June 30, 2025, with the corresponding figures presented as comparative information for the three-month period ended June 30, 2024, including the notes thereto, included elsewhere in this offering memorandum. Financial information as of June 30, 2024 is derived from our unaudited condensed interim consolidated financial statements as of and for the three-month period ended June 30, 2024, which are not included in this offering memorandum. Our consolidated financial statements are prepared in accordance with IFRS.

Our results of operations for the three-month period ended June 30, 2025 are not necessarily indicative of our results of operations for the year ending March 31, 2026 or any future period.

	As of and for the year ended March 31,					As of and for the three-month period ended June 30,	
	2021	2022	2023	2024	2025	2024	2025
	(in millions of yen, except for percentages)						
Selected Statement of Income Data:							
Revenue	¥ 4,936,725	¥ 5,515,512	¥ 6,401,320	¥ 7,144,733	¥ 7,161,777	¥ 1,753,841	¥ 1,754,137
Operating profit	155,107	341,179	426,099	380,599	518,953	120,568	107,205
Profit before income taxes	193,753	384,808	456,870	436,237	578,005	137,718	140,227
Profit for the year (period)	148,095	288,754	347,861	355,573	465,257	102,021	88,866
Profit attributable to owners of the parent company	125,055	263,901	314,633	312,791	419,081	94,459	79,268
Profit attributable to non-controlling interests	23,040	24,853	33,228	42,782	46,176	7,562	9,598
Selected Statement of Financial Position Data:							
Cash and cash equivalents	¥ 897,395	¥ 867,808	¥ 733,850	¥ 789,390	¥ 986,531	¥ 1,072,510	¥ 1,137,269
Property, plant and equipment	1,875,763	1,912,607	1,955,240	2,043,600	2,009,710	2,081,841	1,999,536
Non-current other financial assets	1,681,582	1,861,373	1,699,202	2,624,839	1,622,081	2,133,920	1,422,535
Total assets	6,767,684	7,432,271	7,408,662	9,093,370	8,125,000	8,898,083	8,027,274
Current liabilities: bonds and borrowings	98,348	262,819	303,509	332,516	252,364	254,153	416,693
Non-current liabilities: bonds and borrowings	755,874	728,616	585,765	518,205	447,020	517,035	442,310
Total liabilities	2,690,967	2,942,745	2,828,951	3,346,865	2,936,082	3,208,794	3,023,838
Capital stock	187,457	187,457	187,457	187,457	187,457	187,457	187,457
Equity attributable to owners of the parent company	3,891,012	4,299,357	4,376,928	5,534,986	4,978,266	5,478,152	4,815,718

	As of and for the year ended March 31,					As of and for the three-month period ended June 30,	
	2021	2022	2023	2024	2025	2024	2025
(in millions of yen, except for percentages)							
Cash Flows Data:							
Net cash provided by operating activities	¥ 437,235	¥ 395,637	¥ 602,720	¥ 961,826	¥ 758,743	¥ 273,171	¥ 164,377
Net cash provided by (used in) investing activities	(395,903)	(301,579)	(363,676)	(459,487)	121,899	166,902	60,592
Net cash provided by (used in) financing activities	238,657	(159,536)	(400,099)	(496,659)	(677,431)	(199,478)	(56,655)
Cash and cash equivalents at end of year (period)	897,395	867,808	733,850	789,390	986,531	1,072,510	1,137,269
Segment Data:							
Revenue ⁽¹⁾ :							
Japan	¥2,280,650	¥2,375,673	¥2,509,604	¥2,885,718	¥2,918,587	¥ 655,370	¥ 706,619
North America	999,901	1,143,929	1,486,718	1,745,443	1,847,879	495,572	470,541
Europe	482,282	506,203	624,329	709,679	646,598	182,321	168,464
Asia	1,134,088	1,414,347	1,680,872	1,689,807	1,629,861	391,651	378,454
Others ⁽²⁾	39,804	75,360	99,797	114,086	118,852	28,927	30,059
Other data:							
Dividend ⁽³⁾	¥ 108,486	¥ 126,508	¥ 139,033	¥ 162,215	¥ 183,309	—	—
Equity attributable to owners of the parent company	3,891,012	4,299,357	4,376,928	5,534,986	4,978,266	—	—
Dividend on equity ⁽⁴⁾	3.0%	3.1%	3.2%	3.3%	3.5%	—	—

Notes:

- (1) Excludes intersegment transactions.
- (2) "Others" is an operating segment that is not included in the reportable segments, such as business activities of subsidiaries in South America.
- (3) Figures are the total of year-end dividend and interim dividend with respect to the applicable fiscal year. The declaration and payment of dividends for a fiscal year or interim period are made during the immediately following fiscal year in the case of year-end dividends, or the immediately following interim period in the case of interim dividends.
- (4) Calculated as dividends divided by the average of equity attributable to owners of the parent company at the beginning of the fiscal year and the end of the fiscal year.

Non-IFRS Measures

In addition to our reported financial results prepared under IFRS, we also use non-IFRS performance measures as supplementary information to evaluate our performance and financial condition. As described in more detail below, these non-IFRS measures reflect adjustments for a number of items that we believe are useful to separate so that key trends driving the performance of our business can be more clearly identified by investors. However, non-IFRS measures have a number of important limitations, including those described below, and should not be viewed as a substitute for financial information prepared in accordance with IFRS. It is important to note that these non-IFRS measures have no standardized meanings prescribed by IFRS and may not be comparable to the calculation of similar measures of other companies. Due to the limitations inherent in non-IFRS measures, investors should not solely rely on non-IFRS measures in assessing our performance and financial condition.

Adjusted EBITDA and Adjusted EBITDA Margin

Adjusted EBITDA, which we calculate by adding (i) depreciation and (ii) provision for warranty reserve to operating profit, and Adjusted EBITDA Margin, which we calculate by dividing Adjusted EBITDA by revenue, are not financial measures prescribed by IFRS but are supplemental financial measures that we believe are useful for investors to assess the operating performance and profitability of our business and to facilitate comparison of our operating performance to that of other companies in the same industry and other industries. We have added an adjustment for provision for warranty reserve because the provision for warranty reserve can fluctuate significantly, and we believed it would be useful for investors to assess our operating performance excluding the impact of provision for warranty reserve.

Adjusted EBITDA and Adjusted EBITDA Margin should not be considered as an alternative to the measures presented in accordance with IFRS, as they have important limitations as an analytical tool, because they exclude some, but not all, items that affect our reported profit. Our definitions of Adjusted EBITDA and Adjusted EBITDA Margin may not be comparable to similarly titled measures of other companies in our industry, which may define these or similarly titled measures differently, thereby diminishing their utility.

The table below sets forth a reconciliation of our operating profit to Adjusted EBITDA and Adjusted EBITDA Margin for the years indicated.

	For the year ended March 31,					For the three-month period ended June 30,	
	2021	2022	2023	2024	2025	2024	2025
(in millions of yen, except for percentages)							
Reconciliation of Adjusted EBITDA:							
Operating profit	¥ 155,107	¥ 341,179	¥ 426,099	¥ 380,599	¥ 518,953	¥ 120,568	¥ 107,205
Add: Depreciation	335,578	346,526	364,635	374,269	376,593	94,956	92,182
Add: Provision for warranty reserve	87,309	6,958	1,154	205,108	59,726	793	4,968
Adjusted EBITDA	¥ 577,994	¥ 694,663	¥ 791,888	¥ 959,976	¥ 955,272	¥ 216,317	¥ 204,355
Revenue	¥ 4,936,725	¥ 5,515,512	¥ 6,401,320	¥ 7,144,733	¥ 7,161,777	¥ 1,753,841	¥ 1,754,137
Adjusted EBITDA Margin (% of revenue)	11.7%	12.6%	12.4%	13.4%	13.3%	12.3%	11.6%

Total Debt, Total Debt to Adjusted EBITDA Ratio and Total Debt/Equity Ratio

Total Debt, which is the sum of current and non-current portion of bonds and borrowings; Total Debt to Adjusted EBITDA Ratio, which is calculated by dividing Total Debt by Adjusted EBITDA Ratio and Total Debt/Equity Ratio, which is calculated by dividing the Total Debt by equity attributable to owners of the parent company are not financial measures prescribed by IFRS but are supplemental financial measures that we believe are useful for investors to analyze our leverage and our ability to service and repay debt.

The following table provides a calculation of the Total Debt, Total Debt to Adjusted EBITDA Ratio and Total Debt/Equity Ratio as of and for the years indicated.

	As of and for the year ended March 31,				
	2021	2022	2023	2024	2025
(in millions of yen, except for ratios)					
Reconciliation of Total Debt:					
Current liabilities: bonds and borrowings	¥ 98,348	¥ 262,819	¥ 303,509	¥ 332,516	¥ 252,364
Non-current liabilities: bonds and borrowings	755,874	728,616	585,765	518,205	447,020
Total Debt	¥ 854,222	¥ 991,435	¥ 889,274	¥ 850,721	¥ 699,384
Adjusted EBITDA	¥ 577,994	¥ 694,663	¥ 791,888	¥ 959,976	¥ 955,272
Total Debt to Adjusted EBITDA Ratio	1.48x	1.43x	1.12x	0.89x	0.73x
Equity attributable to owners of the parent company	¥ 3,891,012	¥ 4,299,357	¥ 4,376,928	¥ 5,534,986	¥ 4,978,266
Total Debt/Equity Ratio	0.22x	0.23x	0.20x	0.15x	0.14x

Free Cash Flow and Adjusted Free Cash Flow

Free Cash Flow, which we calculate by subtracting net cash used in investing activities from net cash provided by operating activities, and Adjusted Free Cash Flow, which we calculate by subtracting capital expenditures from net cash provided by operating activities, are not financial measures prescribed by IFRS but are supplemental financial measures that we believe are useful for investors to assess our capabilities to generate cash from our businesses. The following table shows a calculation of our Free Cash Flow and Adjusted Free Cash Flow for the years indicated.

	For the year ended March 31,				
	2021	2022	2023	2024	2025
	(in millions of yen)				
Reconciliation of Free Cash Flow:					
Net Cash provided by operating activities . .	¥ 437,235	¥ 395,637	¥ 602,720	¥ 961,826	¥ 758,743
Deduct: Net cash (used in) provided by investing activities	(395,903)	(301,579)	(363,676)	(459,487)	121,899
Free Cash Flow	¥ 41,332	¥ 94,058	¥ 239,044	¥ 502,339	¥ 880,642
Reconciliation of Adjusted Free Cash Flow:					
Net cash provided by operating activities . .	¥ 437,235	¥ 395,637	¥ 602,720	¥ 961,826	¥ 758,743
Deduct: Capital expenditures	(374,277)	(353,875)	(366,809)	(394,563)	(371,124)
Adjusted Free Cash Flow	¥ 62,958	¥ 41,762	¥ 235,911	¥ 567,263	¥ 387,619

Adjusted Cash and Cash Equivalents

Adjusted Cash and Cash Equivalents is the sum of cash and cash equivalents and bank deposits. Adjusted cash and cash equivalents is not a financial measure prescribed by IFRS but is a supplemental financial measure that we believe is useful for investors to analyze our cash liquidity. The following table shows our Adjusted Cash and Cash Equivalents as of the dates indicated.

	As of March 31,				
	2021	2022	2023	2024	2025
	(in millions of yen)				
Reconciliation of Adjusted Cash and Cash Equivalents					
Cash and cash equivalents	¥ 897,395	¥ 867,808	¥ 733,850	¥ 789,390	¥ 986,531
Bank deposits ⁽¹⁾	14,284	8,245	23,726	36,520	25,111
Adjusted Cash and Cash Equivalents	¥ 911,679	¥ 876,053	¥ 757,576	¥ 825,910	¥ 1,011,642

Note:

(1) Bank deposits is a sum of large deposits with three or more months to maturity and certificates of deposit.

MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

The following discussion of our financial condition and results of operations should be read in conjunction with the consolidated financial statements and related notes included elsewhere in this offering memorandum. Unless otherwise specified, financial information presented herein is on a consolidated basis. Our financial statements are prepared in conformity with IFRS, which differs in certain significant respects from accounting principles generally accepted in other jurisdictions, including Japan and the United States. The presentation in this section contains forward-looking statements that involve risks, uncertainties and assumptions, and are subject to the qualifications set forth under "Forward-Looking Statements." Our actual results may differ materially from those anticipated in these forward-looking statements as a result of a number of factors, including but not limited to those set forth under "Risk Factors" and elsewhere in this offering memorandum.

Overview

We are a leading global manufacturing company primarily engaged in the development, production and sale of automotive parts. We are the world's second largest automotive parts supplier based on automotive products revenue for the most recent publicly available fiscal year results according to data compiled by MarkLines Co., Ltd. as of July 1, 2025, with non-U.S. dollar revenue amounts converted to U.S. dollars using average exchange rates for such fiscal years. As a member of the Toyota Group, our strong relationship with Toyota Group companies has supported the continued expansion of our core businesses and remains one of our key competitive advantages. See "Business—Historical Background and Relationship with the Toyota Group." We have also established a diversified customer base outside the Toyota Group including automobile manufacturers in North America, Asia and Europe.

We report our financial information based on five regional operating segments which consist of Japan, North America, Europe, Asia and Others (such as business activities of subsidiaries in South America). In the year ended March 31, 2025, revenue from our Japan segment was ¥2,918,587 million, or 40.8% of total revenue, revenue from our North America segment was ¥1,847,879 million, or 25.8% of total revenue, revenue from our Europe segment was ¥646,598 million, or 9.0% of total revenue, revenue from our Asia segment was ¥1,629,861 million, or 22.8% of total revenue and revenue from our Other segment was ¥118,852 million, or 1.7% of total revenue, each excluding inter-segment transactions.

We are primarily engaged in the manufacture and sale of automotive parts in the following product categories:

- *Thermal Systems.* In our Thermal Systems business, we develop, manufacture and sell air-conditioning systems for automobiles as well as other climate control products, including truck refrigeration units, air purifiers and radiators, among others. Our thermal systems business accounted for revenue of ¥1,728,469 million, or 24.1% of total revenue, for the year ended March 31, 2025.
- *Powertrain Systems.* In our Powertrain Systems business, we primarily manufacture and sell engine-related products for hybrid and electric vehicles, gasoline and diesel engine management systems, power train control systems and power-generation systems. Our products include fuel injection systems, exhaust gas sensors, air flow meters and control valves, among others. In the year ended March 31, 2025, revenue from our Powertrain Systems business was ¥1,438,591 million, or 20.1% of total revenue.
- *Mobility Electronics.* In our Mobility Electronics business, we develop and manufacture electrification systems, services and platforms as well as products related to advanced safety and automated driving, including driving environment recognition systems and cockpit information systems. Our products include millimeter-wave radar sensors, image sensors, engine ECU, driver status monitors, combination meters and telematics control units, among others. In the year ended March 31, 2025, revenue from our Mobility Electronics business was ¥2,017,304 million, or 28.2% of total revenue.
- *Electrification Systems.* In our Electrification Systems business, we develop, manufacture and sell products for hybrid and electric vehicle drive systems, power supply systems and starting systems in addition to small motor systems. Our products include engine ECU, power control units, motor

generators, battery ECUs, electric power steering, starters and alternators, among others. In the year ended March 31, 2025, revenue from our Electrification Systems business was ¥1,354,426 million, or 18.9% of total revenue.

- *Advanced Devices.* In our Advanced Devices business, we develop and manufacture a comprehensive range of mechatronics systems, including CASE-related products, and automotive semiconductor and sensor products such as power cards, in-vehicle semiconductors and semiconductor sensors. In the year ended March 31, 2025, revenue from the Advanced Devices business totaled ¥388,803 million, or 5.4% of total revenue.
- *Non-Automotive Business.* In our Non-Automotive business, we develop and manufacture non-automotive products including industrial equipment and horticultural equipment. Our industrial equipment products include industrial-use robots, code readers and programmable controllers. Our horticultural equipment products include equipment for mid- to large-scale greenhouses such as environmental control systems. In the year ended March 31, 2025, revenue from our Non-Automotive business totaled ¥120,525 million, or 1.7% of total revenue.

We operate through subsidiaries and affiliates, some of which have been formed as the result of strategic acquisitions or joint ventures. As at March 31, 2025, we had 187 consolidated subsidiaries (54 in Japan, 133 overseas) and 65 affiliates accounted for by the equity method (20 in Japan, 45 overseas).

Factors Affecting Our Financial Results

Factors Affecting Revenue

Operating Environment in the Automobile Industry

Our revenue is affected by automotive sales and vehicle production by our customers, which are highly cyclical and sensitive to general economic conditions. In particular, consumer spending and preferences, employment levels, the global credit markets, interest rates and the availability of consumer credit are important factors affecting consumer demand for automobiles. Automotive sales and production can also be affected by economic, social and political conditions including fuel prices, regulatory requirements, government initiatives, tariffs, tax rates, trade agreements, import/export controls and other trade barriers, the availability of critical components needed to complete the production of vehicles, changing consumer attitudes toward vehicle ownership and usage and other factors in the relevant markets.

Additionally, in light of increasingly stringent regulations relating to fuel efficiency standards and vehicle emissions and a general increase in environmental awareness in the industry, there has been increasing demand for automobile components that can increase fuel efficiency and reduce emissions for traditional internal combustion vehicles as well as increased demand for components for electric, hybrid and fuel cell vehicles, and we expect this trend to continue. We recognize electrification components as our core growth products and have been engaged in the development of high-functioning, compact, and fuel-efficient products that are essential for hybrid or electric vehicles. In April 2020, we consolidated Toyota Motor's electric components business with ours for the purpose of further enhancing the competitiveness of the research and development capabilities of the Toyota Group as well as streamlining manufacturing resources. Also, in response to demand for a society without traffic accidents, we have been focusing on developing advanced safety technologies and automated driving technologies. Further, given the technological trend towards MaaS, such as ride-sharing and car-sharing services we have been seeking to promote the development of comprehensive systems that contribute to the realization of connected cars.

Furthermore, the automobile industry has been affected by the recent increase in tariffs, export controls and other trade barriers imposed by the United States and other countries, which may adversely affect our sales. See “—Compliance with existing laws, regulations and government orders in many jurisdictions or changes in any such laws, regulations and government orders could affect our reputation, business, financial condition and results of operations.” For the three-month period ended June 30, 2025, we estimate that the increase in tariffs resulted in a negative impact of approximately ¥12.5 billion on our operating profit. We believe we are able to mitigate the impact of tariffs to a certain extent as a result of our efforts to reduce costs. We also believe our “locally-produced and locally-consumed” policy helps to reduce the impact of tariffs. However, we expect that there will be some level of unavoidable impact in the pricing of our products going forward.

Sales to Toyota Motor and Toyota Group Companies

A significant portion of our revenue in our automotive products is derived from sales to Toyota Group companies. Sales to Toyota Motor and its consolidated subsidiaries accounted for ¥3,903.1 billion, or 54.5%, of

our consolidated revenue for the year ended March 31, 2025. Our single largest customer is Toyota Motor, which accounted for ¥1,902.2 billion, or 26.6%, of our consolidated revenue for the year ended March 31, 2025. We sell a range of automotive parts and components that Toyota Motor uses in its vehicles. We also sell automotive parts and components to other Toyota Group companies, including primarily Daihatsu and Hino, which are subsidiaries of Toyota Motor. Accordingly, our product sales fluctuate depending on vehicle production levels of Toyota Motor and other Toyota Group companies, which in turn depend on the success of these companies.

Product Pricing

Our product pricing has a direct impact on our revenue as well as our margins. We are subject to pricing pressure in our businesses from our customers and also from other competitors. In particular, customers in the automotive industry have historically possessed significant leverage over suppliers because the automotive component supply industry is fragmented and serves a limited number of automotive manufacturers. To the extent that we agree to price reductions and are unable to offset such reductions with equivalent cost savings, our margins and overall profitability would decline.

Factors Affecting Expenses

Raw Materials and Energy Costs

We source a broad range of materials and components, including steel, rubber, aluminum and other metals, petroleum-based resins, chemicals, electronic components and semiconductors, from a variety of third-party suppliers and require a reliable supply of energy to manufacture our products. In order to maintain a sustainable procurement platform and to deepen interactions with our suppliers, we communicate directly with our major suppliers inside and outside Japan about our procurement policy and the initiatives of each of our business divisions. Changes in the price of raw materials and components that we use in our products or in energy costs have a direct impact on our cost of sales and margins. We also tend to be reliant of a fixed number of suppliers for semiconductors. Although we have contractual arrangements with our suppliers in order to secure a stable supply of key raw materials and components and we have taken steps to diversify our suppliers and maintain a larger in-house stock of semiconductors to insulate ourselves where possible from the price variances that the industry has experienced, any significant disruption or shortage in the supply of these materials and components could increase our costs. See “Business—Our Suppliers.”

Personnel Expenses

Our personnel expenses are a significant component of our cost of revenue and selling, general and administrative expenses. Personnel expenses that are directly related to product manufacturing are allocated to cost of revenue. Personnel expenses that are indirectly related to product manufacturing such as product quality and assurance and procurement personnel costs are partially allocated to cost of revenue, with the remainder allocated to selling, general and administrative expenses in accordance with our internal cost allocation rules. Any other personnel expenses that are unrelated to product manufacturing are allocated to selling, general and administrative expenses. Personnel expenses fluctuate based on overall compensation levels of our workforce, which are driven by wage levels in our major operating markets and wage negotiations with labor unions.

Depreciation and Amortization

We recognize depreciation on a straight-line basis on our property, plant and equipment and amortization on a straight-line basis on intangible assets with finite useful lives. Depreciation increases when we engage in capital expenditures or acquire additional property, plant and equipment in connection with business combinations. Amortization increases when we acquire intangible assets through business combinations, internal development or purchases of software or other intangible assets. Depreciation and amortization decrease when assets subject to depreciation or amortization become fully depreciated or amortized.

Reserve for Warranty

We generally provide warranties for our products against certain manufacturing and other defects. Provisions for warranty reserve are provided for specific periods of time and/or usage of the product and vary depending upon the nature of the product and other factors. We include a provision for warranty reserve costs as a component of selling, general and administrative expenses. The accrued warranty costs represent management’s best estimate of the total costs that we will incur to repair or replace product parts that fail while still under warranty. The amount of accrued estimated warranty costs is primarily based on historical experience of product failures as well as current information on repair costs. The foregoing evaluations are inherently uncertain, as they require material estimates and some product warranties extend for several years. Consequently,

actual warranty costs may differ from the estimated amounts and could require additional warranty provisions. If these factors require a significant increase in our accrued estimated warranty costs, it will negatively affect our future operating results. For example, from the year ended March 31, 2020, certain defects were identified in our products, and we have continued to provide replacement products and compensate OEM customers for a portion of their product repair and replacement costs in response to product warranty requests from OEM customers that purchased our products, including in connection with vehicle recalls. We recorded provision for warranty reserve of ¥205.1 billion for the year ended March 31, 2024 and ¥59.7 billion for the year ended March 31, 2025, most of which was recorded in connection with costs related to return, repair or replacement of such defective products as well as warranty claims from OEMs.

Research and Development Expenses

Our research and development expenses can fluctuate based on our research and development programs for new products and services. To the extent we need to engage in large-scale research and development activities in response to new or changing technologies, our research and development expenses could increase substantially for the duration of the relevant activities. Nonetheless, while the ratio of research and development expenses to revenue increased in the year ended March 31, 2025 primarily due to our further development in the areas of electrification and ADAS (software), we have maintained our research and development expenses at or below 10.0% of our revenue through disciplined cash allocation. Our long-term target is to maintain the research and development expenses at around 9.0% of our revenue.

The following table shows our R&D Expenses Ratio, which is calculated by dividing research and development expenses by revenue, for the years indicated.

	For the year ended March 31,				
	2021	2022	2023	2024	2025
	(in millions of yen, except for percentages)				
Research and Development Expenses ⁽¹⁾	¥ 492,012	¥ 497,556	¥ 521,615	¥ 550,921	¥ 619,404
Revenue	4,936,725	5,512,512	6,401,320	7,144,733	7,161,777
R&D Expenses Ratio	<u>10.0%</u>	<u>9.0%</u>	<u>8.1%</u>	<u>7.7%</u>	<u>8.6%</u>

Note:

(1) Amount includes both research & development expenditures that are capitalized and amortized and those that are expensed as incurred.

Mix of Products and Services

The mix of our products and services sold during a particular period can affect our margins and overall profitability. Our product pricing and margins can vary depending on the product type, market and customer, particularly as the pricing for many of our products is subject to individual negotiation with customers.

Currency Fluctuations

In the year ended March 31, 2025, 59.2% of our revenue was from outside of Japan, and we expect that a significant portion of our revenue will continue to be generated in foreign currencies from customers outside of Japan as we continue to expand our businesses globally. Because our consolidated financial statements are presented in yen, our recorded consolidated revenue, profit, assets and equity are affected by prevailing rates of exchange when the financial statements of our foreign subsidiaries presented in a reporting currency other than yen are translated into yen. Specifically, assets and liabilities of such foreign subsidiaries are translated at the prevailing exchange rate at the end of the reporting period and income and expenses of such foreign subsidiaries are generally translated at the average prevailing exchange rate during the fiscal period.

Our financial results are negatively impacted when the yen appreciates against the U.S. dollar and the euro. In addition, while we manufacture many of our products locally in the markets where such products are sold, resulting in production costs largely denominated in the same currency as our sales, a certain portion of our production costs are denominated in yen for products that we sell outside Japan in other currencies, principally the U.S. dollar, euro and yuan.

For a quantitative analysis of the effect of changes in foreign currency exchange rates, see Note 29 to our audited consolidated financial statements as of and for the year ended March 31, 2025 included elsewhere in this offering memorandum.

We use foreign currency forward contracts to hedge against the impact of fluctuations in foreign exchange. See “—Quantitative and Qualitative Disclosure About Market Risk—Foreign Currency Risk.”

Trading Price and Dividends of Shares in Toyota Group and Other Companies

As part of our efforts to maintain close relationships with Toyota Group companies including Toyota Motor and Toyota Industries, as well as other companies with which we do business, we hold a significant amount of shares of these companies, and these companies in turn hold a significant amount of the issued shares of our common stock. As of March 31, 2025, we held ¥1,589,771 million in equity security, which primarily included ¥1,184,061 million of shares in Toyota Motor, ¥188,333 million of shares in Toyota Industries, ¥149,094 million of shares in Renesas, ¥147,601 million of shares in Toyota Fudosan. We account for these shares as financial assets measured at fair value through other comprehensive income, or FVTOCI. Under IFRS, fluctuations in price of FVTOCI financial assets are recorded as other comprehensive income and are not included in our statement of profit or loss. For example, a 1% decline in the price of all of the publicly listed shares we held would have resulted in a decrease in total equity of ¥18,738 million and ¥10,944 million for the years ended March 31, 2024 and 2025, respectively.

We also derive significant dividend income from equity securities, which primarily include shares in Toyota Motor, Toyota Industries and other Toyota Group companies. As a result, our profit is affected by the level of dividends paid by the Toyota Group companies in which we hold shares, which in turn is affected by the earnings and dividend policies of those companies. Dividends from these equity securities are recognized as finance income. For the years ended March 31, 2024 and 2025, dividend income was ¥45,677 million and ¥50,395 million, respectively.

Sale of Shares in Toyota Group and Other Companies, including Toyota Industries and Renesas

Since November 2023, we have aimed to reduce the number of shares of partner companies we hold as part of our cross-shareholding policy, including shares of Toyota Industries, Aisin and Renesas. Since that time, we have sold portions of our shareholdings in such companies with the aim of further improving asset efficiency and enhancing disciplined corporate management. On March 29, 2024, we announced our plan to sell all of our shares in Toyota Industries by June 2026. While we were initially planning to carry out the sale of the shares of Toyota Industries in stages, on June 3, 2025, we announced our decision to instead sell the entirety of our shares in Toyota Industries in response to a tender offer planned by Toyota Fudosan for such shares. Simultaneously, we also made an advance notice of a tender offer for our own shares, including those held by Toyota Industries. We made the decision to sell our shares of Toyota Industries in the aforementioned tender offer after conducting a comprehensive evaluation of the expected purchase price and other terms of the tender offer and determining that our participation would enable quicker and more secure maximization of the sale price of our shares in Toyota Industries, along with further improvement in our capital efficiency as compared with a phased divestiture approach. Toyota Fudosan aims to commence the tender offer in early December 2025, subject to certain conditions including antitrust approvals.

We also sold substantially all of our shares in Aisin in July 2024, roughly half of our shares in Renesas in May 2024 and substantially all of our remaining shares in Renesas in May 2025.

In the year ending March 31, 2026, we expect to generate cash proceeds exceeding ¥380 billion from the sales of shares in Toyota Industries, Renesas and other companies in which we hold strategic stakes. However, there can be no assurance that such shares will be sold at the anticipated purchase price or at all. The actual purchase price at which we sell the shares, if we are able to, may be influenced by a variety of factors, including prevailing market conditions, investor demand, and other factors beyond our control. The failure to complete such sales, either at the anticipated purchase price or at all, may adversely affect our financial condition and results of operations.

The number of companies in which we had strategic shareholdings was 30 as of March 31, 2021, 24 as of March 31, 2022, 21 as of March 31, 2023, 14 as of March 31, 2024 and 13 as of March 31, 2025.

Under IFRS, any gain or loss realized from sales of shares will be recorded within other comprehensive income in our consolidated accounts, and will have no impact on our consolidated results of operations.

Impact of Acquisitions and Other Strategic Investments

We engaged in acquisitions, restructurings, and other strategic investments as part of our growth strategy to enhance our business. Acquisitions may affect our results of operations in a number of ways,

including by increasing our consolidated revenue and expenses associated with newly acquired companies and increasing our exposure to foreign exchange fluctuations to the extent the results of such companies are denominated in foreign currencies. We may also record goodwill and other intangible assets in connection with acquisitions. Our results of operations may be adversely affected if we recognize impairment of goodwill or intangible assets recorded in connection with acquisitions.

In April 2019, we partnered with Aisin and established BluE Nexus, a joint venture to develop and sell packaged drive-train modules, which is consisted of key components essential for electric vehicles. After additional investment by Toyota Motor in August 2020, the holding ratio of BluE Nexus are 45% by Aisin, 10% by Toyota Motor and 45% by us. BluE Nexus offers a variety of drive-train modules in response to wide-ranging demand for electrification, such as hybrid vehicles, plug-in hybrid vehicles and electric vehicles. It also builds a system that adapts to performance requirements and local needs. Also in April 2019, we partnered with Aisin, ADVICS and JTEKT and established J-QuAD DYNAMICS to develop integrated control software and accelerate its development. The four companies in this joint venture combine their respective technical expertise in automated driving, vehicle control and other technologies.

In April 2020, we established a joint venture with Toyota Motor for research and advanced development of next-generation, in-vehicle semiconductors and development of electronic components using semiconductors. MIRISE Technologies Corporation, the new company established under the joint venture, is 51% owned by us and 49% owned by Toyota Motor.

In August 2023, we acquired all shares of Certhon Build B.V., an agricultural solutions provider based in the Netherlands. We aim to leverage the partnership that had formed in March 2020 to further expand our efforts to develop a stable and sustainable agricultural production system.

In October 2023, we made a strategic minority investment to acquire a total of 12.5% interest in Silicon Carbide LLC, a subsidiary of Coherent Corp., which is a manufacturer of silicon carbide wafers. Through this investment, we aim to enhance the competitiveness of our electrification business by securing a stable long-term procurement of silicon carbide wafers.

Most recently, in July 2025, we acquired Axia, a vegetable seed breeding company headquartered in the Netherlands and focused on developing high-quality tomato seeds for greenhouses globally, as part of our strategic expansion into the AgriTech sector. Through this acquisition, we aim to combine our industrial technology with Axia's expertise in seed development to create premium seeds suitable for automated farming approaches and climate adaptation, meeting producers' diverse needs and helping achieve sustainable agriculture worldwide.

Our share of the profit of associates and joint ventures accounted for using the equity method for the year ended March 31, 2025 was ¥8,999 million, compared to ¥16,866 million in the prior year.

We periodically review our business portfolio in light of the changing global business environment and make strategic decisions to acquire or divest businesses. In the ordinary course of business, we regularly consider additional acquisitions, investments in other companies, joint ventures or similar arrangements and execute such transactions if suitable conditions are met. For substantial capital needs related to acquisitions, we may utilize debt financing, primarily borrowings from financial institutions or the issuance of bonds or notes, as appropriate. Additional acquisitions may impact our results of operations not only through increasing our revenue base but also by allowing us to achieve cost savings across our operations and increasing our financing costs to the extent that we fund acquisitions through additional borrowings.

Description of Key Line Items

Revenue

We primarily generate revenue from sales of our products. We recognize revenue according to the following steps: (1) identifying the contract with a customer; (2) identifying the performance obligations in the contract; (3) determining the transaction price; (4) allocating the transaction price to each performance obligation in the contract; (5) recognizing revenue when satisfying a performance obligation.

Our performance obligation is primarily to deliver finished products to the customer. We generally recognize revenue when the control of the products is deemed to have transferred to the customer, therefore fulfilling our performance obligation. Consideration for these performance obligations is generally received within one year after the fulfillment, according to separately determined payment conditions, and does not

include any significant financing components. Revenue is determined at the amount after deducting discounts, rebates and consideration payable to a customer for transactions for parts provided to suppliers with charge under a repurchase agreement. When the transaction prices are undetermined at the time of transfer of the promised products, they are estimated using appropriate methods. As for certain transactions for parts provided to suppliers with charge under a repurchase agreement, inventories continue to be recognized as a result of deemed financing transactions, and corresponding amounts of those parts retained by the suppliers are recognized as financial liabilities.

Cost of Revenue and Gross Profit (Loss)

Cost of revenue consists of the cost of producing products, including primarily the purchase price of raw materials and goods and the portion of employee benefit expenses, depreciation and other expenses directly related to generating revenue.

We measure gross profit as our revenue less cost of revenue.

Selling, General and Administrative Expenses

Selling, general and administrative expenses include operating costs that are not included in cost of revenue. These expenses include freight expenses, employee benefit expenses, provision (reversal) for warranty reserve, depreciation, welfare expenses and other expenses.

Other Income and Expenses

Other income consists primarily of rental income from property, plant and equipment, gain on sales of property, plant and equipment and other income. Other expenses consist primarily of loss on sales or disposals of property, plant and equipment, impairment losses as well as losses related to the settlement for class action law suits brought in the United States and Canada in connection with alleged violation of our past transactions involving automotive components. See “Risk Factors—Developments related to lawsuits in connection with our potential violations of antitrust laws or current or future antitrust investigations by government regulators may adversely affect our results of operations and financial condition” and “Business—Legal Proceedings.”

Operating Profit (Loss)

Operating profit is equal to our revenue and other income less our cost of revenue, selling, general and administrative expenses and other expenses.

Finance Income

Finance income includes primarily dividend income from our shares of Toyota Motor, other Toyota Group companies and other companies and interest income from financial assets such as deposits and financial liabilities such as interest rate derivatives.

Finance Expenses

Finance expenses include interest expenses relating to financial liabilities such as bonds and borrowings and interest on defined benefit liabilities.

Foreign Exchange Profit (Losses)

Foreign exchange profit (losses) reflect fluctuations of exchange rates of foreign currencies during the period between the recognition of revenue or cost of revenue and the date of settlement of transactions.

Share of the Profit of Associates and Joint Ventures Accounted for by the Equity Method

Share of the profit of associates and joint ventures accounted for by the equity method consists of our share of the profit generated by affiliates in which we invest. As of March 31, 2025, we had 65 affiliates accounted for by the equity method, although no single affiliate was individually significant.

Significant Accounting Policies and Estimates

In the preparation of our consolidated financial statements, our management makes judgments, estimates and assumptions that affect the carrying values of assets, liabilities and disclosures of contingent assets

and liabilities as of the end of the reporting period and the amounts of revenue and expenses reported. Judgments made by management in the application of accounting policies have a significant effect on the amounts recognized in the consolidated financial statements.

These judgments are based on the best estimates and assumptions of the management in light of past experiences and other various factors deemed relevant, but actual results may differ from those estimates and assumptions. The estimates and assumptions are continuously reviewed by management. The effects of a change in estimates and assumptions are recognized in the period of the change and future periods where applicable.

Among the above estimates and assumptions, the following items are those that may have a material effect on the amounts recognized in our consolidated financial statements in future periods:

Impairment loss on non-financial assets

For non-financial assets such as property, plant and equipment, right-of-use assets and intangible assets, we assess each fiscal year whether there is any indication that they may be impaired. If, for example, there is an event or change in circumstances indicating that the carrying amount of the asset or cash-generating unit may exceed the recoverable amount, then the recoverable amount of the asset is estimated. Making the estimate may involve assumptions on items such as remaining useful life of the asset, projections of future cash flow, and discount rates.

If the recoverable amount cannot be estimated for each asset, it is estimated by the cash-generating unit to which the asset belongs. The grouping of assets in applying impairment accounting is determined by each business group, which is the unit that manages its own accounting to track profits and losses on an ongoing basis. In addition, assets are categorized under either rented property group or idle property group, with each property as the smallest unit. Meanwhile, the headquarters and welfare facilities are categorized as corporate assets because they do not generate cash flows independently.

Impairment losses are included in “Other expenses” in the consolidated statement of income. Impairment tests are performed with respect to each asset, cash-generating unit, or group of cash-generating units. The recoverable amount of an asset or a cash-generating unit is determined at the higher of its fair value less disposition costs or its value in use. If the carrying value of the asset or cash-generating unit exceeds the recoverable amount, impairment losses are recognized and the carrying value is reduced to the recoverable amount. In determining the fair value less disposition costs, we use a valuation model supported by available fair value indices. In determining the value in use, estimated future cash flows are calculated using discount rates that reflect current market assessments of the time value of money and the risks specific to the asset.

Recoverability of deferred tax assets

Deferred tax assets are recognized for deductible temporary differences, unused tax credits, and unused tax losses to the extent that future taxable profit will likely be available against which they can be utilized. Deferred tax assets are reviewed at the end of each reporting period and reduced to the extent that sufficient taxable income against which all or part of the deferred tax assets can be utilized is unlikely to exist. Although we believe our estimates on recoverable deferred tax assets are reasonable, additional reduction of deferred tax assets may occur in the future due to uncertainties such as unpredictable changes to assumptions.

Deferred tax assets are not recognized for the temporary differences arising from the following: (i) the initial recognition of goodwill; (ii) the initial recognition of assets and liabilities resulting from transactions that do not affect accounting profit or taxable profit, excluding business combinations and transactions that generate equal amounts of future taxable and deductible temporary differences at the transaction time; (iii) for deductible temporary differences arising from investments in subsidiaries and associates or from interests in joint ventures, when the temporary differences are unlikely to be reversed in the foreseeable future, or are unlikely to earn any applicable taxable income; or (iv) taxable temporary differences arising from investments in subsidiaries and associates or from interests in joint ventures, to the extent that the timing of the reversal of the temporary difference can be controlled and the temporary difference is unlikely to be reversed in the foreseeable future.

Unrecognized deferred tax assets are reassessed at the end of each reporting period and recognized only to the extent the deferred tax assets are likely to be recovered by future taxable income. Regarding uncertain tax treatments, we recognize reasonable estimates as either assets or liabilities if we, based on our understanding of tax laws, deem them as likely to materialize as such.

Provision for warranty reserve and recalls

Warranty expenses include repair expenses in response to repair requests from end-users, as well as repair expenses for covered vehicles, which depend on how automobile manufacturers and other customers decide to handle defects, including recalls. Provision for warranty reserve related to defect response is calculated based on the amount we would reasonably expect to pay, taking into account how automobile manufacturers or other customers handled defects of our products in the past. The amount is calculated by multiplying the following: (i) the number of covered vehicles; (ii) the repair expenses per vehicle; (iii) the percentage of vehicles that require defect management; and (iv) the ratio of burden we expect to take relative to automobile manufacturers and other customers.

The calculation produces a highly uncertain estimate, since the assumptions embedded into the factors, such as labor inputs required for repairs and outcome of negotiations with the manufacturers and customers, are themselves uncertain. As a result, these estimates may differ from actual warranty expenses incurred and we may need to recognize additional provision for warranty reserve or reverse previous estimates.

Provision for loss on antitrust issues

Provision for loss on antitrust issues is recognized at the estimated amount required to respond to antitrust allegations, including potential settlements, concerning our past business dealings. Settlements mainly include the following: (i) administrative fines ordered by national governments or relevant competition authorities as a result of their investigations; (ii) settlements to be paid as a result of negotiations with the plaintiffs in civil cases; and (iii) settlements to be paid as a result of negotiations with automobile manufacturers. We have established an internal protocol to prevent antitrust violations, and in March 2012 publicly announced our commitment to not engage in anticompetitive behavior. Although we believe these initiatives have reduced the risk of our antitrust violations, we reassess our estimates as needed based on the status of investigations of competition authorities in countries involved in our business dealings prior to March 2012, the progress of settlement negotiation, settlement outcomes in the past and consultations with legal counsels.

While we believe our current estimates on settlements and administrative fines are reasonable, they are based on assumptions with high degrees of uncertainty, including intent of government authorities and counterparties in litigations. Therefore, we may need to make additional provisions for antitrust issues or reverse previous estimates. Where time value of money may significantly affect the estimates, these provisions are calculated at the present value by the estimated future cash flow discounted by a pre-tax rate that reflects the time value of money and risks specific to the liability.

Calculation of defined benefits obligation to retired employees

Defined benefit plans are post-employment benefit plans other than defined contribution plans. The present value of defined benefit obligations is calculated using assumptions such as discount rate, rate of salary increase, rate of employee turnover and mortality rate. The discount rate is a particularly significant component, and is equivalent to the market yields at the end of each reporting period of AA credit-rated corporate bonds that have maturity terms similar to ours. While we believe these estimates are reasonable, changes to the assumptions may cause actual obligations to differ from the estimates.

Our net defined benefit obligations are calculated for each plan by estimating the amount of future benefits based on what employees have earned in exchange for their services over the previous years and the current year. These calculations are performed annually by qualified actuaries using the projected unit credit method, and fair values of plan assets are deducted. Increases or decreases in benefit obligations for past employee services resulting from revisions to the plan are recognized as profits or losses. Increases or decreases in obligations resulting from remeasurements of benefit obligations and plan assets of defined benefit plans are recognized in other comprehensive income and accumulated amount is immediately recategorized to retained earnings.

Calculation of fair value of financial instruments

Fair value of certain assets and liabilities are calculated using market information such as market prices, and using valuation methodologies such as the market approach, income approach and cost approach. Whenever available, prices quoted from active markets or observable prices are used. If such data are unavailable, we use the best possible unobservable inputs reflecting our judgments on assumptions that market participants use to price assets and liabilities. While we believe our calculations to be reasonable, the uncertainties and assumptions embedded in the calculations may change the actual fair value of our financial instruments.

Results of Operations

The following table shows certain financial data for the periods indicated:

	For the year ended March 31,			For the three-month period ended June 30,	
	2023	2024	2025	2024	2025
	(in millions of yen)				
Revenue	¥ 6,401,320	¥ 7,144,733	¥ 7,161,777	¥ 1,753,841	¥ 1,754,137
Cost of revenue	(5,490,176)	(6,054,780)	(6,058,910)	(1,502,027)	(1,508,446)
Gross profit	911,144	1,089,953	1,102,867	251,814	245,691
Selling, general and administrative expenses	(490,454)	(715,164)	(604,673)	(133,682)	(138,875)
Other income	37,361	49,500	63,521	7,128	5,202
Other expenses	(31,952)	(43,690)	(42,762)	(4,692)	(4,813)
Operating profit	426,099	380,599	518,953	120,568	107,205
Finance income	51,483	78,711	86,368	35,696	34,226
Finance costs	(13,666)	(22,246)	(25,810)	(7,832)	(4,996)
Foreign exchange gains (losses)	(4,115)	(17,693)	(10,505)	(12,311)	3,928
Share of the profit (loss) of associates and joint ventures accounted for using the equity method	(2,931)	16,866	8,999	1,597	(136)
Profit before income taxes	456,870	436,237	578,005	137,718	140,227
Income tax expenses	(109,009)	(80,664)	(112,748)	(35,697)	(51,361)
Profit for the year (period)	¥ 347,861	¥ 355,573	¥ 465,257	¥ 102,021	¥ 88,866
Profit attributable to owners of the parent company	314,633	312,791	419,081	94,459	79,268
Profit attributable to non-controlling interests	33,228	42,782	46,176	7,562	9,598

Comparison of the Three-Month Periods Ended June 30, 2024 and 2025

The following table shows revenue from outside customers and inter-segment transactions as well as consolidated revenue by operating segment for the three-month periods ended June 30, 2024 and 2025:

	For the three-month period ended June 30,			
	2024		2025	
	(in millions of yen)			
	Outside customers	Intersegment	Outside customers	Intersegment
Japan	¥ 655,370	¥ 329,191	¥ 706,619	¥ 306,670
North America	495,572	4,561	470,541	2,689
Europe	182,321	17,463	168,464	18,471
Asia	391,651	69,726	378,454	80,506
Others ⁽¹⁾	28,927	32	30,059	60
Consolidated revenue	¥ 1,753,841	¥ 420,973	¥ 1,754,137	¥ 408,396

Note:

(1) "Others" is an operating segment that is not included in the reportable segments, such as business activities of subsidiaries in South America.

The following table shows revenue by product line for the three-month periods ended June 30, 2024 and 2025.

		For the three-month period ended June 30,	
		2024	2025
		(in millions of yen)	
Automotive products:			
Thermal Systems	¥	434,323	¥ 426,347
Powertrain Systems		367,482	343,778
Mobility Electronics		483,251	484,253
Electrification Systems		313,110	342,747
Advanced Devices		97,876	93,313
Others		29,674	32,608
Total automotive products		1,725,716	1,723,046
Non-automotive products:		28,125	31,092

Note:

(1) Excludes inter-group transactions between group companies.

Revenue

Revenue was ¥1,754,137 million in the three-month period ended June 30, 2025, an increase of ¥296 million compared to the same period in the prior year. This increase was due mainly to a strong increase in vehicle sales in Japan, despite a decrease in sales outside Japan due mainly to the impact of the strong yen.

Change in revenue by operating segment (excluding inter-segment transactions) was as follows:

- *Japan.* Revenue in Japan was ¥706,619 million in the three-month period ended June 30, 2025, an increase of ¥51,249 million, or 7.8%, compared to the same period in the prior year. The increase was primarily due to an increase in vehicle sales in Japan.
- *North America.* Revenue in North America was ¥470,541 million in the three-month period ended June 30, 2025, a decrease of ¥25,031 million, or 5.1%, compared to the same period in the prior year. The decrease was primarily due to the impact of the strong yen.
- *Europe.* Revenue in Europe was ¥168,464 million in the three-month period ended June 30, 2025, a decrease of ¥13,857 million, or 7.6%, compared to the same period in the prior year. The decrease was primarily due to a decrease in vehicle sales in Europe.
- *Asia.* Revenue in Asia was ¥378,454 million in the three-month period ended June 30, 2025, a decrease of ¥13,197 million, or 3.4%, compared to the same period in the prior year. The decrease was primarily due to the impact of the strong yen.
- *Others.* Revenue in other regions was ¥30,059 million in the three-month period ended June 30, 2025, an increase of ¥1,132 million, or 3.9%, compared to the same period in the prior year. The increase was primarily due to an increase in vehicle sales in other regions.

Change in revenue by product line was as follows:

- *Thermal Systems.* Revenue from Thermal Systems was ¥426,347 million in the three-month period ended June 30, 2025, a decrease of ¥7,976 million, or 1.8%, compared to the same period in the prior year. This decrease was primarily attributable to an overall decrease in vehicle sales.
- *Powertrain Systems.* Revenue from Powertrain Systems was ¥343,778 million in the three-month period ended June 30, 2025, a decrease of ¥23,704 million, or 6.5%, compared to the same period in the prior year. This decrease was primarily due to the downsizing of our spark plug and exhaust sensor businesses.
- *Mobility Electronics.* Revenue from Mobility Electronics was ¥484,253 million in the three-month period ended June 30, 2025, an increase of ¥1,002 million, or 0.2%, compared to the same period in the prior year. This increase was primarily due to the sales expansion of human-machine interface electronic control units (HMI-ECUs).

- *Electrification Systems.* Revenue in Electrification Systems was ¥342,747 million in the three-month period ended June 30, 2025, an increase of ¥29,637 million, or 9.5%, compared to the same period in the prior year. This increase was primarily due to the sales expansion of power control units (PCUs).
- *Advanced Devices.* Revenue from Advanced Devices was ¥93,313 million in the three-month period ended June 30, 2025, a decrease of ¥4,563 million, or 4.7%, compared to the same period in the prior year. This decrease was primarily due to the downsizing of our valve body module business.
- *Others.* Revenue from other product line was ¥32,608 million in the three-month period ended June 30, 2025, an increase of ¥2,934 million, or 9.9%, compared to the same period in the prior year. This increase was primarily due to the sales expansion of equipment.
- *Non-automotive products.* Revenue in non-automotive products was ¥31,092 million in the three-month period ended June 30, 2025, an increase of ¥2,967 million, or 10.5%, compared to the same period in the prior year. This increase was primarily due to the sales expansion of consumer products.

Cost of revenue

Cost of revenue was ¥1,508,446 million in the three-month period ended June 30, 2025, an increase of ¥6,419 million, or 0.4%, compared to the same period in the prior year. This increase was due mainly to the increase in our revenue as described above.

Gross profit

As a result of the foregoing, gross profit was ¥245,691 million in the three-month period ended June 30, 2025, a decrease of ¥6,123 million, or 2.4%, compared to the same period in the prior year.

Selling, general and administrative expenses

Selling, general and administrative expenses were ¥138,875 million in the three-month period ended June 30, 2025, an increase of ¥5,193 million, or 3.9%, compared to the same period in the prior year. This increase was due mainly to an increase in provision for warranty reserve.

Other income

Other income was ¥5,202 million in the three-month period ended June 30, 2025, a decrease of ¥1,927 million, or 27.0%, compared to the same period in the prior year. This decrease was primarily due to a decrease in gain on sales of property, plant and equipment.

Other expenses

Other expenses were ¥4,813 million in the three-month period ended June 30, 2025, an increase of ¥121 million, or 2.6%, compared to the same period in the prior year. This increase was primarily due to an increase in past service cost of defined benefit plans.

Operating profit

As a result of the foregoing, operating profit was ¥107,205 million in the three-month period ended June 30, 2025, a decrease of ¥13,363 million, or 11.1%, compared to the same period in the prior year.

Change in segment profit for each operating segment (including inter-segment transactions) was as follows:

- *Japan.* Segment profit in Japan was ¥13,343 million in the three-month period ended June 30, 2025, a decrease of ¥31,756 million, or 70.4%, compared to the same period in the prior year. This decrease was primarily due to the impact of exchange rates, along with an increase in personnel expenses and research and development.
- *North America.* Segment profit in North America was ¥22,580 million in the three-month period ended June 30, 2025, a decrease of ¥708 million, or 3.0%, compared to the same period in the prior year. This decrease was primarily due to the impact of tariffs.

- *Europe.* Segment profit in Europe was ¥5,215 million in the three-month period ended June 30, 2025, an increase of ¥221 million, or 4.4%, compared to the same period in the prior year. This increase was primarily due to cost reduction efforts and structural reforms.
- *Asia.* Segment profit in Asia was ¥47,661 million in the three-month period ended June 30, 2025, an increase of ¥11,898 million, or 33.3%, compared to the same period in the prior year. This increase was primarily due to production volume increases, efforts at cost reduction and structural reforms.
- *Others.* Segment profit in other regions was ¥5,509 million in the three-month period ended June 30, 2025, a decrease of ¥434 million, or 7.3%, compared to the same period in the prior year. This decrease was primarily due to depreciation of the yen.

Finance income

Finance income was ¥34,226 million in the three-month period ended June 30, 2025, a decrease of ¥1,469 million, or 4.1%, compared to the same period in the prior year. This decrease was due mainly to a decrease in interest income.

Finance costs

Finance costs were ¥4,996 million in the three-month period ended June 30, 2025, a decrease of ¥2,836 million, or 36.2%, compared to the same period in the prior year. This decrease was due mainly to a decrease in interest expenses.

Foreign exchange profit (losses)

Foreign exchange profit were ¥3,928 million in the three-month period ended June 30, 2025, compared to foreign exchange losses of ¥12,311 million for the same period in the prior year.

Profit before income taxes

As a result of the foregoing, profit before income taxes was ¥140,227 million in the three-month period ended June 30, 2025, an increase of ¥2,509 million, or 1.8%, compared to the same period in the prior year.

Income tax expenses

Income tax expenses were ¥51,361 million in the three-month period ended June 30, 2025, an increase of ¥15,664 million, or 43.9%, compared to the same period in the prior year, primarily due to an increase in taxable income.

Profit for the period

As a result of the foregoing, profit for the period was ¥88,866 million in the three-month period ended June 30, 2025, a decrease of ¥13,155 million, or 12.9%, compared to the same period in the prior year.

Profit attributable to owners of the parent company

Profit attributable to owners of the parent company was ¥79,268 million in the three-month period ended June 30, 2025, a decrease of ¥15,191 million, or 16.1%, compared to the same period in the prior year.

Profit attributable to non-controlling interests

Profit attributable to non-controlling interests was ¥9,598 million in the three-month period ended June 30, 2025, an increase of ¥2,037 million, or 26.9%, compared to the same period in the prior year.

Comparison of the Years Ended March 31, 2024 and 2025

The following table shows revenue from outside customers and inter-segment transactions by operating segment as well as consolidated revenue for the years ended March 31, 2024 and 2025:

	For the year ended March 31,			
	2024		2025	
	(in millions of yen)			
	Outside customers	Intersegment	Outside customers	Intersegment
Japan	¥ 2,885,718	¥ 1,280,637	¥ 2,918,587	¥ 1,297,842
North America	1,745,443	21,599	1,847,879	15,271
Europe	709,679	71,670	646,598	72,073
Asia	1,689,807	295,265	1,629,861	310,275
Others ⁽¹⁾	114,086	1,072	118,852	162
Consolidated revenue	¥ 7,144,733	¥ 1,670,243	¥ 7,161,777	¥ 1,695,623

Note:

- (1) “Others” is an operating segment that is not included in the reportable segments, such as business activities of subsidiaries in South America.

The following table shows revenue by product line for the years ended March 31, 2024 and 2025.

	For the year ended March 31,	
	2024	2025
	(in millions of yen)	
Automotive products:		
Thermal Systems	¥ 1,730,859	¥ 1,728,469
Powertrain Systems	1,518,566	1,438,591
Mobility Electronics	1,941,723	2,017,304
Electrification Systems	1,241,622	1,354,426
Advanced Devices	423,934	388,803
Others	143,199	113,659
Total automotive products	6,999,903 ⁽²⁾	7,041,252 ⁽³⁾
Non-automotive products:	144,830	120,525

Notes:

- (1) Figures in this table exclude inter-group transactions between our group companies.
- (2) Includes ¥14,662 million as a revenue from subleases of right-of-use assets in accordance with IFRS 16.
- (3) Includes ¥3,503 million as a revenue from subleases of right-of-use assets in accordance with IFRS 16.

Revenue

Revenue was ¥7,161,777 million in the year ended March 31, 2025, an increase of ¥17,044 million, or 0.2%, compared to the prior year. This increase was due mainly to depreciation of the yen and a change in our research and development cost recovery method, which resulted in the recognition of additional revenue in the year ended March 31, 2025 relating to research and development activities compared to the prior year.

Change in revenue by operating segment (excluding inter-segment transactions) was as follows:

- *Japan.* Revenue in Japan was ¥2,918,587 million in the year ended March 31, 2025, an increase of ¥32,869 million, or 1.1%, compared to the prior year. The increase was primarily due to depreciation of the yen, which affected sales of some of our products from Japan into other countries.
- *North America.* Revenue in North America was ¥1,847,879 million in the year ended March 31, 2025, an increase of ¥102,436 million, or 5.9%, compared to the prior year. The increase was primarily due to improvements in composition mainly in the sales expansion of our electrification and safety products.

- *Europe.* Revenue in Europe was ¥646,598 million in the year ended March 31, 2025, a decrease of ¥63,081 million, or 8.9%, compared to the prior year. The decrease was primarily due to a decrease in vehicle sales in the region.
- *Asia.* Revenue in Asia was ¥1,629,861 million in the year ended March 31, 2025, a decrease of ¥59,946 million, or 3.5%, compared to the prior year. The decrease was primarily due to a decrease in vehicle sales in the region.
- *Others.* Revenue in other regions was ¥118,852 million in the year ended March 31, 2025, an increase of ¥4,766 million, or 4.2%, compared to the prior year. The increase was primarily due to an increase in vehicle sales in other regions.

Change in revenue by product line was as follows:

- *Thermal Systems.* Revenue from Thermal Systems was ¥1,728,469 million in the year ended March 31, 2025, a decrease of ¥2,390 million, or 0.1%, compared to the prior year. This decrease was primarily attributable to a decrease in vehicle production.
- *Powertrain Systems.* Revenue from Powertrain Systems was ¥1,438,591 million in the year ended March 31, 2025, a decrease of ¥79,975 million, or 5.3%, compared to the prior year. This decrease was primarily due to the downsizing of our internal combustion engine business which resulted in a decrease in sales volume.
- *Mobility Electronics.* Revenue from Mobility Electronics was ¥2,017,304 million in the year ended March 31, 2025, an increase of ¥75,581 million, or 3.9%, compared to the prior year. This increase was primarily due to the sales expansion of global safety package 3 (GSP3) and human machine interface electronic control units (HMI-ECU), our core products in the safety domain.
- *Electrification Systems.* Revenue in Electrification Systems was ¥1,354,426 million in the year ended March 31, 2025, an increase of ¥112,804 million, or 9.1%, compared to the prior year. This increase was primarily due to the sales expansion of electrification-related products, such as inverters.
- *Advanced Devices.* Revenue from Advanced Devices was ¥388,803 million in the year ended March 31, 2025, a decrease of ¥35,131 million, or 8.3%, compared to the prior year. This decrease was primarily due to the downsizing of our internal combustion engine business which resulted in a decrease in sales volume.
- *Others.* Revenue from other product line was ¥113,659 million in the year ended March 31, 2025, a decrease of ¥29,540 million, or 20.6%, compared to the prior year. This decrease was primarily due to depreciation of the yen.
- *Non-automotive products.* Revenue in non-automotive products was ¥120,525 million in the year ended March 31, 2025, a decrease of ¥24,305 million, or 16.8%, compared to the prior year. This decrease was primarily due to the transfer of our mobile phone agency business to ranet Co.,Ltd. during the year ended March 31, 2024.

Cost of revenue

Cost of revenue was ¥6,058,910 million in the year ended March 31, 2025, an increase of ¥4,130 million, or 0.1%, compared to the prior year. This increase was due mainly to the increase in revenue described above.

Gross profit

As a result of the foregoing, gross profit was ¥1,102,867 million in the year ended March 31, 2025, an increase of ¥12,914 million, or 1.2%, compared to the prior year.

Selling, general and administrative expenses

Selling, general and administrative expenses were ¥604,673 million in the year ended March 31, 2025, a decrease of ¥110,492 million, or 15.4%, compared to the prior year. This decrease was due mainly to a decrease in provision for warranty reserve.

Other income

Other income was ¥63,521 million in the year ended March 31, 2025, an increase of ¥14,021 million, or 28.3%, compared to the prior year. This increase was primarily due to an increase in gain on sales of property, plant and equipment.

Other expenses

Other expenses were ¥42,762 million in the year ended March 31, 2025, a decrease of ¥926 million, or 2.1%, compared to the prior year. This decrease was primarily due to a decrease in losses on litigation.

Operating profit

As a result of the foregoing, operating profit was ¥518,953 million in the year ended March 31, 2025, an increase of ¥138,353 million, or 36.4%, compared to the prior year.

Change in segment profit for each operating segment (including inter-segment transactions) was as follows:

- *Japan.* Segment profit in Japan was ¥220,545 million in the year ended March 31, 2025, an increase of ¥135,364 million, or 158.9%, compared to the prior year. The increase was primarily due to the impact of cost management efforts and the decrease in provision for quality costs compared to the previous fiscal year.
- *North America.* Segment profit in North America was ¥98,061 million in the year ended March 31, 2025, an increase of ¥43,510 million, or 79.8%, compared to the prior year. The increase was primarily due to the sales expansion of electrification- and safety-related products and cost management efforts.
- *Europe.* Segment profit in Europe was ¥8,654 million in the year ended March 31, 2025, a decrease of ¥22,348 million, or 72.1%, compared to the prior year. The decrease was primarily due to a decrease in vehicle sales in the region and structural reform costs.
- *Asia.* Segment profit in Asia was ¥169,461 million in the year ended March 31, 2025, a decrease of ¥15,028 million, or 8.1%, compared to the prior year. The decrease was primarily due to a decrease in vehicle sales in the region.
- *Others.* Segment profit in other regions was ¥22,269 million in the year ended March 31, 2025, a decrease of ¥2,512 million, or 10.1%, compared to the prior year. The decrease was primarily due to depreciation of the yen.

Finance income

Finance income was ¥86,368 million in the year ended March 31, 2025, an increase of ¥7,656 million, or 9.7%, compared to the prior year. This increase was due mainly to an increase in dividend income.

Finance costs

Finance costs were ¥25,810 million in the year ended March 31, 2025, an increase of ¥3,564 million, or 16.0%, compared to the prior year. This increase was due mainly to an increase in losses on derivatives.

Foreign exchange losses

Foreign exchange losses were ¥10,505 million in the year ended March 31, 2025, a decrease of ¥7,190 million, or 40.6%, compared to the prior year. This decrease was due mainly to appreciation of the yen against major foreign currencies.

Profit before income taxes

As a result of the foregoing, profit before income taxes was ¥578,005 million in the year ended March 31, 2025, an increase of ¥141,768 million, or 32.5%, compared to the prior year.

Income tax expenses

Income tax expenses were ¥112,748 million in the year ended March 31, 2025, an increase of ¥32,084 million, or 39.8%, compared to the prior year, primarily due to an increase in taxable income.

Profit for the year (period)

As a result of the foregoing, profit for the period was ¥465,257 million in the year ended March 31, 2025, an increase of ¥109,684 million, or 30.8%, compared to the prior year.

Profit attributable to owners of the parent company

Profit attributable to owners of the parent company was ¥419,081 million in the year ended March 31, 2025, an increase of ¥106,290 million, or 34.0%, compared to the prior year.

Profit attributable to non-controlling interests

Profit attributable to non-controlling interests was ¥46,176 million in the year ended March 31, 2025, an increase of ¥3,394 million, or 7.9%, compared to the prior year.

Comparison of the Years Ended March 31, 2023 and 2024

The following table shows revenue from outside customers and inter-segment transactions by operating segment as well as consolidated revenue for the years ended March 31, 2023 and 2024:

	For the year ended March 31,			
	2023		2024	
	(in millions of yen)			
	Outside customers	Intersegment	Outside customers	Intersegment
Japan	¥ 2,509,604	¥ 1,196,230	¥ 2,885,718	¥ 1,280,637
North America	1,486,718	17,370	1,745,443	21,599
Europe	624,329	61,223	709,679	71,670
Asia	1,680,872	250,783	1,689,807	295,265
Others ⁽¹⁾	99,797	1,436	114,086	1,072
Consolidated revenue	¥ 6,401,320	¥ 1,527,042	¥ 7,144,733	¥ 1,670,243

Note:

- (1) “Others” is an operating segment that is not included in the reportable segments, such as business activities of subsidiaries in South America.

The following table shows revenue by product line for the years ended March 31, 2023 and 2024. On January 1, 2023, certain products previously classified as Non-Automotive Business were reclassified as Thermal Systems. The product category breakdown presented below is based on the product category organization in effect from January 1, 2023.

	For the year ended March 31,	
	2023	2024
	(in millions of yen)	
Automotive products:		
Thermal Systems	¥ 1,585,559	¥ 1,730,859
Powertrain Systems	1,489,329	1,518,566
Mobility Electronics	1,615,572	1,941,723
Electrification Systems	1,042,180	1,241,622
Advanced Devices	361,652	423,934
Others	130,529	143,199
Total automotive products	6,224,821 ⁽²⁾	6,999,903 ⁽³⁾
Non-automotive products:	176,499	144,830

Notes:

- (1) Excludes inter-group transactions between our group companies.
- (2) Includes ¥14,224 million as a revenue from subleases of right-of-use assets in accordance with IFRS 16.
- (3) Includes ¥14,662 million as a revenue from subleases of right-of-use assets in accordance with IFRS 16.

Revenue

Revenue was ¥7,144,733 million in the year ended March 31, 2024, an increase of ¥743,414 million, or 11.6%, compared to the prior year. This increase was due mainly to strong vehicle sales mainly in Japan and North America, foreign exchange gains and the expansion of products for electrification, safety and peace of mind areas.

Change in revenue by operating segment (excluding inter-segment transactions) was as follows:

- *Japan.* Revenue in Japan was ¥2,885,718 million in the year ended March 31, 2024, an increase of ¥376,114 million, or 15.0%, compared to the prior year. This increase was primarily due to an increase in vehicle sales.
- *North America.* Revenue in North America was ¥1,745,443 million in the year ended March 31, 2024, an increase of ¥258,725 million, or 17.4%, compared to the prior year. This increase was primarily due to increased sales mainly in focus areas such as electrification and safety.
- *Europe.* Revenue in Europe was ¥709,679 million in the year ended March 31, 2024, an increase of ¥85,350 million, or 13.7%, compared to the prior year. This increase was primarily due to an increase in vehicle sales in this region.
- *Asia.* Revenue in Asia was ¥1,689,807 million in the year ended March 31, 2024, an increase of ¥8,935 million, or 0.5%, compared to the prior year. This increase was primarily due to the impact of the depreciation of the Japanese yen against currencies in this region, which was partially offset by a decrease in vehicle sales in the region.
- *Others.* Revenue in other regions was ¥114,086 million in the year ended March 31, 2024, an increase of ¥14,289 million, or 14.3%, compared to the prior year. This increase was primarily due to an increase in vehicle sales.

Change in revenue by product line was as follows:

- *Thermal Systems.* Revenue from Thermal Systems was ¥1,730,859 million in the year ended March 31, 2024, an increase of ¥145,300 million, or 9.2%, compared to the prior year. This increase was primarily attributable to increased sales of electric compressors.
- *Powertrain Systems.* Revenue from Powertrain Systems was ¥1,518,566 million in the year ended March 31, 2024, an increase of ¥29,237 million, or 2.0%, compared to the prior year. This increase was primarily due to increases in vehicle sales.
- *Mobility Electronics.* Revenue from Mobility Electronics was ¥1,941,723 million in the year ended March 31, 2024, an increase of ¥326,151 million, or 20.2%, compared to the prior year. This increase was primarily due to revenue increases for advanced safety systems such as GSP3 and HMI-ECU.
- *Electrification Systems.* Revenue in Electrification Systems was ¥1,241,622 million in the year ended March 31, 2024, an increase of ¥199,442 million, or 19.1%, compared to the prior year. This increase was primarily due to revenue increases for inverters and motor generators.
- *Advanced Devices.* Revenue from Advanced Devices was ¥423,934 million in the year ended March 31, 2024, an increase of ¥62,282 million, or 17.2%, compared to the prior year. This increase was primarily due to increases in vehicle sales.
- *Others.* Revenue from other product line was ¥143,199 million in the year ended March 31, 2024, an increase of ¥12,670 million, or 9.7%, compared to the prior year. This increase was primarily due to depreciation of Japanese yen.
- *Non-automotive products.* Revenue in non-automotive products was ¥144,830 million in the year ended March 31, 2024, a decrease of ¥31,669 million, or 17.9%, compared to the prior year. This decrease was primarily due to the transfer of cell phone sales and agency business.

Cost of revenue

Cost of revenue was ¥6,054,780 million in the year ended March 31, 2024, an increase of ¥564,605 million, or 10.3%, compared to the prior year. This increase in cost of revenue was due mainly to increase in the revenue described above.

Gross profit

As a result of the foregoing, gross profit was ¥1,089,953 million in the year ended March 31, 2024, an increase of ¥178,808 million, or 19.6%, compared to the prior year.

Selling, general and administrative expenses

Selling, general and administrative expenses were ¥715,164 million in the year ended March 31, 2024, an increase of ¥224,710 million, or 45.8%, compared to the prior year. This increase was due mainly to an increase of ¥203,954 million in provision for warranty reserve.

Other income

Other income was ¥49,500 million in the year ended March 31, 2024, an increase of ¥12,139 million, or 32.5%, compared to the prior year. This increase was due mainly to gain on business transfer.

Other expenses

Other expenses were ¥43,690 million in the year ended March 31, 2024, an increase of ¥11,737 million, or 36.7%, compared to the prior year. This increase was due mainly to expenses of ¥4,951 million related to settlements and other fees relating to alleged antitrust violations in connection with certain past transactions for automotive components.

Operating profit

As a result of the foregoing, operating profit was ¥380,599 million in the year ended March 31, 2024, a decrease of ¥45,500 million, or 10.7%, compared to the prior year.

Change in segment profit for each operating segment (including inter-segment transactions) was as follows:

- *Japan.* Segment profit in Japan in the year ended March 31, 2024 was ¥85,181 million, a decrease of ¥130,392 million, or 60.5%, compared to the prior year. This decrease in segment profit was due mainly to recording of provision for warranty reserve relating to product quality issues.
- *North America.* Segment profit in North America in the year ended March 31, 2024 was ¥54,551 million, an increase of ¥36,630 million, or 204.4%, compared to the prior year. This increase in segment profit was primarily due to increases in production volume and cost reduction efforts.
- *Europe.* Segment profit in Europe in the year ended March 31, 2024 was ¥31,002 million, an increase of ¥13,542 million, or 77.6%, compared to the prior year. This increase in segment profit was primarily due to increases in production volume and cost reduction efforts.
- *Asia.* Segment profit in Asia in the year ended March 31, 2024 was ¥184,489 million, an increase of ¥26,203 million, or 16.6%, compared to the prior year. This increase in segment profit was primarily due to cost reduction efforts.
- *Others.* Segment profit in other regions in the year ended March 31, 2024 was ¥24,781 million, an increase of ¥5,521 million, or 28.7%, compared to the prior year.

Finance income

Finance income was ¥78,711 million in the year ended March 31, 2024, an increase of ¥27,229 million, or 52.9%, compared to the prior year. This increase was due mainly to an increase in interest income.

Finance costs

Finance costs were ¥22,246 million in the year ended March 31, 2024, an increase of ¥8,579 million, or 62.8%, compared to the prior year. This increase was due mainly to an increase in interest expenses.

Foreign exchange losses

Foreign exchange losses were ¥17,693 million in the year ended March 31, 2024, an increase of ¥13,580 million, or 330.0%, compared to the prior year. This increase was due mainly to depreciation of the Japanese yen against major foreign currencies.

Profit before income taxes

As a result of the foregoing, profit before income taxes was ¥436,237 million in the year ended March 31, 2024, a decrease of ¥20,634 million, or 4.5%, compared to the prior year.

Income tax expenses

Income tax expenses were ¥80,664 million in the year ended March 31, 2024, a decrease of ¥28,345 million, or 26.0%, compared to the prior year. This decrease was due primarily to a recognition of temporary differences as a result of provision for warranty reserve.

Profit

As a result of the foregoing, profit for the year ended March 31, 2024 was ¥355,573 million, an increase of ¥7,712 million, or 2.2%, compared to the prior year.

Profit attributable to owners of the parent company

Profit attributable to owners of the parent company was ¥312,791 million in the year ended March 31, 2024, a decrease of ¥1,842 million, or 0.6%, as compared to the prior year.

Profit attributable to non-controlling interests

Profit attributable to non-controlling interests was ¥42,782 million in the year ended March 31, 2024, an increase of ¥9,553 million, or 28.7%, as compared to the prior year.

Liquidity and Capital Resources

Capital Requirements

Our principal capital and liquidity needs have been for operating cash, capital expenditures, research and development, strategic acquisitions and investments, dividend payments and share repurchases.

Operating Cash Requirements

Our financial policy is to ensure sufficient financing and liquidity for our business activities and to maintain a strong financial position. Through the use of current assets, such as cash and cash equivalents, as well as cash flows from operating activities, proceeds from issuance of corporate bonds and loans from financial institutions, we believe that we will be able to provide sufficient funds for working capital to our group companies and to expand existing businesses and develop new projects.

Our significant operating cash requirements are for the purchase of materials, products and other inventories, salaries and wages, selling costs, research and development, advertising and promotion costs and taxes.

Capital Expenditures

Our capital expenditures consist mainly of investments to enhance our research and development capabilities for new products and constructing and upgrading our manufacturing facilities to enhance our productivity and strengthen our competitiveness and operations in various business fields. Capital expenditures in the year ended March 31, 2025 were ¥371,124 million which were funded through cash on hand and proceeds from borrowings and issuances of corporate bonds.

For the year ended March 31, 2025, our capital expenditures by operating segment were as follows:

Segment	Capital expenditure for the year ended March 31, 2025 (in millions of yen)
Japan	¥230,080
North America	50,191
Europe	24,441
Asia	59,828
Others	6,584

We have maintained a disciplined level of capital expenditures and will continue to pursue a disciplined approach to capital expenditures going forward. The following table shows our Depreciation Ratio, which is calculated by dividing depreciation by revenue, for the years indicated. Our long-term target is to maintain our Depreciation Ratio at or below 6.0%.

	For the year ended March 31,				
	2021	2022	2023	2024	2025
	(in millions of yen, except for percentages)				
Revenue	¥ 4,936,725	¥ 5,515,512	¥ 6,401,320	¥ 7,144,733	¥ 7,161,777
Depreciation	335,578	346,526	364,635	374,269	376,593
Depreciation Ratio	6.8%	6.3%	5.7%	5.2%	5.3%

For the year ending March 31, 2026, we currently expect our total capital expenditures to amount to around ¥370,000 million. Details of our plan for capital expenditures by operating segment for the year ending March 31, 2026 are as follows:

	Capital expenditure (in millions of yen)	Purpose	Method of funding
		Expansion of production capacities and upgrading facilities for next generation and new products	Cash on hand, borrowing and corporate bonds
Japan	¥ 239,800		
North America	61,900		
Europe	15,800		
Asia	43,700		
Subtotal	361,200		
Other	8,800		
Total	¥ 370,000		

Strategic Acquisitions and Investments

We regularly consider acquisitions and other investment opportunities that have the potential to support sustainable profit growth and may be pursued at an appropriate valuation level. We expect to base our consideration of strategic acquisitions and investments on, among other things, our operating environment and financial resources available. For a description of certain recent significant acquisitions and investments, see “—Factors Affecting Our Financial Results—Impact of Acquisitions and Other Strategic Investments.”

Debt Service and Repayments

We require significant funds for the service of our outstanding debt. The following table summarizes the debt repayment schedule of our trade payables and other payables, corporate bonds and loans, lease obligations and deposits payable (excluding contractual interest payments), as of March 31, 2025.

	As of March 31, 2025			
	Due in one year or less	Due after one year through five years	Due after five years	Total
	(in millions of yen)			
Trade and other payables	¥ 907,431	¥ —	¥ —	¥ 907,431
Bonds and borrowings	252,364	429,520	17,500	699,384
Other financial liabilities ⁽¹⁾	30,926	16,727	9,770	57,423
Derivative financial liabilities	¥ 5,808	¥ —	¥ 270	¥ 6,078

Note:

(1) For lease liabilities included in other financial liabilities, please see Note 30 to our audited consolidated financial statements as of and for the year ended March 31, 2025 included elsewhere in this offering memorandum.

Share Repurchases

We may from time to time engage in share repurchases as one means of providing returns to our shareholders. In addition, in light of the impact on the supply-demand balance for our shares resulting from the

accelerating move to reduce cross-shareholdings in Japan of shares in companies such as ours, particularly by financial institutions, we have determined to conduct certain share repurchases. Specifically, on October 31, 2024, we announced our plan to repurchase up to 280,000,000 shares of our common stock, using up to ¥450,000 million, over the one-year period from November 1, 2024 to October 27, 2025 through a market buy-back program.

In the year ended March 31, 2025, we conducted share repurchases of ¥196,642 million in total. In the year ending March 31, 2026, we plan to conduct share repurchases in a total amount of approximately ¥610 billion, comprising the remaining ¥250 billion from the market buyback program announced in the year ended March 31, 2025 and up to ¥358 billion through the self-tender offer from Toyota Industries.

Capital Resources

In principle, cash flow generated by our operating activities is used as working capital, including capital expenditures.

In order to raise working capital efficiently, we utilize short-term and long-term borrowings as well as issuance of corporate bonds.

The following table summarizes our corporate bonds and borrowings as of the dates indicated:

	As of March 31, 2025		As of June 30, 2025
		Average interest rate ⁽¹⁾	
	(in millions of yen)	(in percentages)	(in millions of yen)
Short-term borrowings	¥ 107,364	3.73%	¥ 277,693
Current portion of long-term borrowings	145,000	0.11	139,000
Long-term borrowings	197,500	0.25	197,500
Bonds	249,520	—	244,810
Total	¥ 699,384		¥ 859,003

Note:

(1) Average interest rate is the weighted average interest rate based on the balance of borrowings as of the fiscal year-end.

With respect to our external borrowings, some of our loan agreements include restrictive financial covenants, including covenants that require us to (i) not generate consolidated losses before income taxes for two consecutive fiscal years and (ii) not generate non-consolidated operating losses for two consecutive fiscal years. We are in compliance with all of the restrictive covenants in our existing loan agreements as of the date of this offering memorandum and do not expect any of these covenants to restrict our operations in our foreseeable future, absent extraordinary events affecting our business.

In connection with the sales of shares of strategic interests held in Toyota Group and other companies, we have also generated cash proceeds. See “—Factors Affecting Our Financial Results—Sale of Shares in Toyota Group and Other Companies, including Toyota Industries and Renesas.”

Credit Ratings

Our credit ratings, which reflect each rating agency’s opinion of our financial strength, operating performance and ability to meet our obligations are as follows:

Rating Agency	Category	Rating (outlook)
S&P Global Ratings Japan Inc.	Issuer rating	A+ (stable)
Moody’s Japan K.K.	Issuer rating	A2 (stable)
Rating and Investment Information, Inc.	Issuer rating	AAA (stable)

The ratings are not a recommendation to buy, sell or hold securities. The ratings are subject to revision or withdrawal at any time by the assigning rating agency. Each of the financial strength ratings should be evaluated independently.

Off-Balance Sheet Arrangements

We currently have no material off-balance sheet arrangements.

Cash Flows

The following table shows our cash flow data for the three-month periods ended June 30, 2024 and 2025:

	For the three-month period ended June 30,	
	2024	2025
	(in millions of yen)	
Net cash provided by operating activities	¥ 273,171	¥ 164,377
Net cash provided by investing activities	166,902	60,592
Net cash used in financing activities	(199,478)	(56,655)
Foreign currency translation adjustments on cash and cash equivalents	42,525	(17,576)
Net increase in cash and cash equivalents	283,120	150,738
Cash and cash equivalents at beginning of the period	789,390	986,531
Cash and cash equivalents at end of the period	¥ 1,072,510	¥ 1,137,269

Net cash provided by operating activities during the three-month period ended June 30, 2025 was ¥164,377 million, compared with ¥273,171 million for the same period in the prior year. This decrease of ¥108,794 million was primarily due to an increase in payment of income taxes and a decrease in provisions compared to the three-month period ended June 30, 2024.

Net cash provided by investing activities during the three-month period ended June 30, 2025 was ¥60,592 million, compared with ¥166,902 million for the same period in the prior year. This decrease of ¥106,310 million was primarily due to a decrease in proceeds from sales of equity instruments relating to the sale of strategic shareholdings.

Net cash used in financing activities during the three-month period ended June 30, 2025 was ¥56,655 million, compared with ¥199,478 million for the same period in the prior year. This decrease of ¥142,823 million was primarily due to a net increase in borrowings compared to the three-month period ended June 30, 2024.

The following table shows our cash flow data for the years ended March 31, 2024 and 2025:

	For the year ended March 31,	
	2024	2025
	(in millions of yen)	
Net cash provided by operating activities	¥ 961,826	¥ 758,743
Net cash (used in) provided by investing activities	(459,487)	121,899
Net cash used in financing activities	(496,659)	(677,431)
Foreign currency translation adjustments on cash and cash equivalents	49,860	(6,070)
Net increase in cash and cash equivalents	55,540	197,141
Cash and cash equivalents at beginning of the period	733,850	789,390
Cash and cash equivalents at end of the period	¥ 789,390	¥ 986,531

Net cash provided by operating activities during the year ended March 31, 2025 was ¥758,743 million, compared with ¥961,826 million in the prior year. This decrease of ¥203,083 million was primarily due to a decrease in changes in trade receivables and a decrease in changes in provisions compared to the prior fiscal year.

Net cash provided by investing activities during the year ended March 31, 2025 was ¥121,899 million, compared with net cash used in investing activities of ¥459,487 million in the prior year. This difference was in part due to an increase in proceeds from sales of equity instruments relating to the sale of strategic shareholdings.

Net cash used in financing activities during the year ended March 31, 2025 was ¥677,431 million, compared with ¥496,659 million in the prior year. This increase of ¥180,772 million was primarily due to a net decrease in short-term borrowings and a decrease in proceeds from borrowings.

The following table shows our cash flow data for the years ended March 31, 2023 and 2024:

	For the year ended March 31,	
	2023	2024
	(in millions of yen)	
Net cash provided by operating activities	¥ 602,720	¥ 961,826
Net cash used in investing activities	(363,676)	(459,487)
Net cash used in financing activities	(400,099)	(496,659)
Foreign currency translation adjustments on cash and cash equivalents	27,097	49,860
Net (decrease) increase in cash and cash equivalents	(133,958)	55,540
Cash and cash equivalents at beginning of the period	867,808	733,850
Cash and cash equivalents at end of the period	<u>¥ 733,850</u>	<u>¥ 789,390</u>

Net cash provided by operating activities during the year ended March 31, 2024 was ¥961,826 million, compared with ¥602,720 million in the prior year. This increase of ¥359,106 million was primarily due to a decrease in profit before income taxes and an increase in changes in trade receivables.

Net cash used in investing activities during the year ended March 31, 2024 was ¥459,487 million, compared with ¥363,676 million in the prior year. This increase of ¥95,811 million was in part due to an investment in Silicon Carbide LLC, a silicon carbide (SiC) wafer manufacturing company that is a subsidiary of Coherent Corp.

Net cash used in financing activities during the year ended March 31, 2024 was ¥496,659 million, compared with ¥400,099 million in the prior year. This increase of ¥96,560 million was primarily due to an increase in purchases of treasury stock.

Quantitative and Qualitative Disclosure About Market Risk

In the course of our business, we are subject to credit risk, foreign currency risk, interest rate risk, investment securities risk and liquidity risk. For more information, also see Note 29 to our audited consolidated financial statements as of and for the year ended March 31, 2025 contained elsewhere in this offering memorandum.

Credit Risk

Credit risk is the risk that a counterparty will default on its contractual obligations, resulting in a loss to us. Our main exposure to credit risk is with counterparties, including customers for our products. In accordance with internal rules, we strive to promptly identify and reduce concerns about collection status on our receivables and the credit status of the counterparties, and renegotiate transaction terms or move to preserve the receivables. As of March 31, 2025, 41% of our account receivable was to Toyota Group companies.

Foreign Currency Risk

We manufacture and sell products to customers around the world in transactions denominated in various currencies and face translation and transaction risks related to the fluctuation of foreign currency exchange rates in the markets where we are active. For the year ended March 31, 2025, 40.8% of our revenue was derived from the Japan segment and 59.2% was derived from the North America, Europe, Asia and other segments, each excluding inter-segment transactions. Our consolidated financial statements are presented in yen, and by translating the foreign currency financial statements of our foreign subsidiaries into yen, the amounts of our revenue, profit, assets and equity, on a consolidated basis, are affected by prevailing rates of exchange. In particular, we are adversely affected by translation risk when the yen appreciates against the U.S. dollar and the euro. For example, an increase in the value of the yen relative to the other currencies that we operate in, including the U.S. dollar, the euro and the yuan, during the year ended March 31, 2017 was a significant downward factor that contributed to a decrease in consolidated revenue, presented in yen, from the prior fiscal year.

Pursuant to our treasury policy, we utilize certain hedging measures, including currency forward contracts for foreign currency transactions with our customers, and currency swaps for our foreign currency borrowings. However, such hedging measures do not cover all of our exposures and, even to the extent that they do, they may only delay, or may otherwise be unable to completely eliminate, the impact of fluctuations in foreign currency exchange rates.

Interest Rate Risk

A portion of our outstanding borrowings are subject to floating interest rates. If market interest rates increase, the applicable interest rate on our floating interest rate debt will increase, resulting in an increase in our interest expenses. We use derivative financial instruments such as interest rate swaps, but such efforts may not fully mitigate the impact of interest rate fluctuations. In addition, with respect to our debt that is subject to fixed interest rates, increases in market interest rates could increase our interest expenses when we refinance such debt.

Price Risks of Equity Instruments

We hold shares of Toyota Motor, Toyota Industries, other Toyota Group companies and certain other companies that are publicly listed primarily for business relationship purposes and are accordingly exposed to price fluctuation risk with respect to those equity securities. As of March 31, 2025, we held marketable securities with an estimated fair value of ¥1,589,771 million. These securities are accounted for as FVTOCI financial assets. To the extent that the market values of securities decrease, our other comprehensive income and total equity will be adversely affected. We continuously review the status of our holdings of these securities, taking into account relationships with and financial conditions of business partners. See “Business—Historical Background and Relationship with the Toyota Group—Relationship with Toyota Group Companies” for a description of the status of these investments as of the date of this offering memorandum.

Liquidity Risk

Liquidity risk is the risk that we will encounter difficulty settling our financial obligations with cash or another financial asset. We manage our liquidity risk by following our cash management plan based on our treasury policy and expect that we will have sufficient cash to settle our financial obligations as they come due. In order to further mitigate this risk, we also maintain a revolving facility.

INDUSTRY

Global Automobile Production

Demand for our products is primarily driven by automobile manufacturing, which is in turn largely driven by end customer demand for new automobiles, but also other factors such as those supply chains and manufacturing more generally. Global production of automobiles experienced a severe downturn in 2020 due to the impact of the COVID-19 pandemic. According to data published by S&P AutoInsight Forecast in June 2025, global light vehicle production decreased significantly from 89.0 million vehicles in 2019 to 74.6 million vehicles in 2020. However, according to the same report, global light vehicle production showed a steady recovery trend from 2021 to 2023, with such production reaching 90.4 million vehicles in 2023, exceeding pre-pandemic levels, although production subsequently decreased to 89.5 million vehicles in 2024. According to forecasts published by S&P AutoInsight Forecast (as of June 2025), global light vehicle production is expected to be 88.3 million vehicles in 2025. In addition, light vehicle production by Toyota Motor, which is our largest customer, recovered to pre-pandemic levels more quickly than the overall market, and exceeded its pre-pandemic production in 2023 and 2024. According to estimates by S&P AutoInsight Forecast, the number of Toyota Motor light vehicles produced recovered from a 12.9% decrease in 2020, to a 0.1% increase in 2022, a 8.2% increase in 2023 and a 2.3% increase in 2024, in each case compared to 2019 levels. By comparison, according to estimates by S&P AutoInsight Forecast, the number of light vehicles produced globally excluding Toyota Motor recovered from a 16.5% decrease in 2020, to a 8.4% decrease in 2022, a 0.9% increase in 2023 and a 0.4% increase in 2024, in each case compared to 2019 levels. In addition, according to forecasts published by S&P AutoInsight Forecast for 2025, Toyota Motor is expected to have a 0.6% increase in light vehicles produced, as compared to a 1.0% expected decrease excluding Toyota Motor, in each case compared to 2019 levels.

In terms of geographical area, growth in production for automobiles is expected to be driven by emerging economies. According to forecasts published by S&P AutoInsight Forecast, the percentage of light vehicles produced in emerging economies (including China, Central Eastern Europe/Russia, Asia/Oceania (excluding Japan, but including South Korea), Latin America (including Mexico), Middle East/Africa and Other) is expected to decrease from 72.0% in 2025 to 70.2% in 2032.

Environmental Changes in Automotive Industry

Electric Vehicles

The automobile industry has been evolving in response to increasingly stringent regulations on emissions and fuel efficiency. In recent years, most major automobile markets have introduced more stringent emissions standards and other environmental regulations relating to automobiles, and this trend is expected to continue. In response to the increasing focus on the environmental impact of automobiles, manufacturers have accelerated investment in development of technologies for hybrid, plug-in hybrid, battery electric and fuel cell vehicles. As a result of these trends, automobile demand in advanced economies is expected to shift from internal combustion vehicles to electric powered vehicles and the proportion of vehicle production attributable to vehicles with electric powertrains is expected to continue to expand. According to estimates by S&P AutoInsight Forecast as of June 2025, the percentage of light vehicles produced that are “electric vehicles,” which for this purpose include fuel-cell vehicles, battery-powered electric vehicles and hybrid electric vehicles, was 13.3% of total production in 2020 and is expected to increase to 50.4% in 2026 and 75.6% in 2032.

Connectivity, Automated Driving and Mobility as a Services (MaaS)

The further development and use of data is expected to result in dynamic changes in the existing framework of transportation and mobility. The model for personal mobility is expected to shift from conventional car ownership to MaaS, including various mobility services such as vehicle sharing. In addition, we expect that information sharing technologies will ultimately lead to the establishment of data platforms that link individual vehicles through the internet. By around 2030, we expect that personal mobility will become part of a shared social infrastructure encompassing vehicles and other devices that share information and interact through the internet.

BUSINESS

Overview

We are a leading global manufacturing company primarily engaged in the development, production and sale of automotive parts and components. We are the world's second largest automotive parts supplier based on automotive products revenue for the most recent publicly available fiscal year results according to data compiled by MarkLines Co., Ltd. as of July 1, 2025, with non-U.S. dollar revenue amounts converted to U.S. dollars using average exchange rates for such fiscal years. As a member of the Toyota Group, our strong relationship with Toyota Group companies has supported the continued expansion of our core businesses and remains one of our key competitive advantages. See “—Historical Background and Relationship with the Toyota Group.”

We are engaged in the manufacturing and sale of automotive parts as well as non-automotive products in the following product categories:

- *Thermal Systems.* In our Thermal Systems business, we develop, manufacture and sell air-conditioning systems for automobiles as well as other climate control products, including truck freezer units, air filters and radiators, among others. Our thermal systems business accounted for revenue of ¥1,728,469 million, or 24.1% of total revenue, for the year ended March 31, 2025.
- *Powertrain Systems.* In our Powertrain Systems business, we primarily manufacture and sell engine-related products for hybrid and electric vehicles, gasoline and diesel engine management systems, power train control systems and power-generation systems. Our products include fuel injection systems, exhaust gas sensors, air flow meters and control valves, among others. In the year ended March 31, 2025, revenue from our Powertrain Systems business was ¥1,438,591 million, or 20.1% of total revenue.
- *Mobility Electronics.* In our Mobility Electronics business, we develop and manufacture electrification systems, services and platforms as well as products related to advanced safety and automated driving, including driving environment recognition systems and cockpit information systems. Our products include extremely high frequency (EHF) radar sensors, image sensors, engine ECUs, driver status monitors, combination meters and telematics control units, among others. In the year ended March 31, 2025, revenue from our Mobility Electronics business was ¥2,017,304 million, or 28.2% of total revenue.
- *Electrification Systems.* In our Electrification Systems business, we develop, manufacture and sell products for hybrid and electric vehicle drive systems, power supply systems and starting systems in addition to small motor systems. Our products include engine ECU, power control units, motor generators, battery ECUs, electric power steering, starters and alternators, among others. In the year ended March 31, 2025, revenue from our Electrification Systems business was ¥1,354,426 million, or 18.9% of total revenue.
- *Advanced Devices.* In our Advanced Devices business, we develop and manufacture a comprehensive range of mechatronics systems, including CASE (connectedness, automation, sharing and electrification)-related products, and automotive semiconductor and sensor products such as power cards, in-vehicle semiconductors and semiconductor sensors. In the year ended March 31, 2025, revenue from the Advanced Devices business totaled ¥388,803 million, or 5.4% of total revenue.
- *Non-Automotive Business.* In our Non-Automotive business, we develop and manufacture non-automotive products including industrial equipment and horticultural equipment. Our industrial equipment products include industrial-use robots, code readers and programmable controllers. Our horticultural equipment products include equipment for mid- to large-scale greenhouses such as environmental control systems. In the year ended March 31, 2025, revenue from our Non-Automotive business totaled ¥120,525 million, or 1.7% of total revenue.

We report our financial information based on five regional operating segments which consist of Japan, North America, Europe, Asia and Others (which includes subsidiaries in South America). In the year ended March 31, 2025, revenue excluding inter-segment transactions from our Japan segment was ¥2,918,587 million, or 40.8% of total revenue, revenue from our North America segment was ¥1,847,879 million, or 25.8% of total revenue, revenue from our Europe segment was ¥646,598 million, or 9.0% of total revenue, revenue from our Asia segment was ¥1,629,861 million, or 22.8% of total revenue and revenue from our Other segment was ¥118,852 million, or 1.7% of total revenue.

We operate through subsidiaries and affiliates, some of which have been formed as the result of strategic acquisitions or joint ventures. As at March 31, 2025, we had 187 consolidated subsidiaries and 65 affiliates accounted for by the equity method.

Historical Background and Relationship with the Toyota Group

Our History

We were established as Nippondenso Co., Ltd in 1949 in connection with the separation of certain automotive parts operations from Toyota Motor. Upon our establishment, we initially focused on manufacturing of electrical components for automobiles. In 1953, we entered into a technical cooperation agreement with Robert Bosch GmbH, a leading manufacturer of electronic components for automobiles, to enhance our technical competitiveness. Subsequently, we began to expand our business fields beyond the production of electrical components for automobiles. In 1955, we started the development and manufacturing of injection pumps. We produced our first air-conditioning system in 1967 by synthesizing our electronic and temperature control technology.

In 1965, we began expanding our domestic manufacturing bases and capacity to meet the increasing demand for automotive components, and established Ikeda Plant in Aichi Prefecture and Hiroshima Plant, our first plants outside our corporate headquarters. In the late 1960s, we started expanding our business to outside Japan with a view to becoming a global leading manufacturer of comprehensive automotive components. In 1966, we established a sales office in Chicago and branch offices in Los Angeles, our first offices outside Japan. In 1971, we established Nippondenso Los Angeles, Inc., our first overseas sales subsidiary. Also, in 1972, we established Nippondenso (Australia) Pty. Ltd., and Nippondenso Thailand Co., Ltd., our first manufacturing companies outside Japan. In 1973, we established a subsidiary in the Netherlands as our first subsidiary in Europe. In the 1980s, we further accelerated our efforts to become a global company through the establishment of Nippondenso America, Inc. as our regional headquarters in the North American market. We changed our corporate name from Nippondenso Co., Ltd to DENSO Corporation in 1996 to reflect the global expansion of our business by removing “Nippon” (which means Japan) from our corporate name.

In November 2017, we acquired additional shares in DENSO TEN Limited (formerly Fujitsu Ten), a leading manufacturer of automotive electronics, making it a consolidated subsidiary, with a view to further strengthening our position in the in-vehicle electronics industry. In April 2020, we consolidated Toyota Motor’s electronic components business with ours for the purpose of further enhancing the competitiveness of the research and development capabilities of the Toyota Group as well as streamlining manufacturing resources. Currently, we have subsidiaries in 35 countries and regions around the world.

Since our establishment, we have incorporated the perspective of environmental and social sustainability into our business strategy as a fundamental corporate philosophy, and we have created a number of innovative technologies and products which contribute to the sustainability of our environment. For example, in the 1960s, we succeeded in the practical application of mechanical-type gasoline injection systems as well as electronic control-type gasoline injection systems in response to the increasing concern about air pollution by car emissions. In addition, to address the increasing gas emissions from automobiles and respond to future demand for electric automotive components, we launched an in-house research and development division for integrated circuits (ICs) and further established a comprehensive system for the production of ICs. In the 1980s, we succeeded in the development of car air-conditioning systems which use natural refrigerants or CO₂ in order to prevent destruction of the ozone layer by conventional air-conditioning refrigerants. Since the 2000s, in response to the increasing concern about global warming, we have strengthened our efforts for the development of fuel-saving products in all product categories. In 2005, we established DENSO Eco Vision 2005 to share our environmental guideline with our group companies throughout the world. This initiative has been revised every ten years and we have been striving to develop eco-friendly products to contribute to sustainable society.

Relationship with Toyota Group Companies

We have developed and maintained a close relationship with Toyota Motor and other companies affiliated with Toyota Motor, as described in more detail below. We have cultivated a deep and long-standing relationship with Toyota Motor and its related companies that are based on a strong foundation of communication and trust, which enables us and the other Toyota Group companies to maintain a group-wide supplier system that is compatible across companies to achieve high-quality control. Through this relationship, we aim to strengthen an effective automobile supplier alliance by jointly developing products, sharing information, and closely coordinating on key production issues such as quality control.

While we and certain other Toyota Group companies previously had policies of maintaining significant shareholdings in each other, we and certain other Toyota Group companies have been engaged in reducing or eliminating these shareholdings in recent periods, as discussed in further detail below. Despite the shift in policy regarding such shareholdings, we believe that maintaining a strong relationship with Toyota Motor and other Toyota Group companies is an important part of our business strategy, and that the continued success of the Toyota Group will contribute to the overall growth of our business.

For risks related to our relationship with Toyota Motor and other Toyota Group companies, see “Risk Factors—Risks Related to Our Business—A significant portion of our revenue is from sales to the Toyota Group companies and our other OEM customers, and our business, financial condition and results of operations may be adversely impacted if there is any adverse development in the production levels, business, financial condition and results of operations of such companies or our relationships with such companies.”

Relationship with Toyota Motor

Toyota Motor is the largest automobile manufacturer in Japan and one of the largest automobile manufacturers in the world in terms of the number of vehicles sold. We have historically maintained a close relationship with Toyota Motor since we were established in 1949. We continue to have strong ongoing business relationships with Toyota Motor in a number of areas, including the production and sale of automobile components to Toyota Motor. Toyota Motor is our largest direct customer, with sales to Toyota Motor and its subsidiaries for the years ended March 31, 2024 and 2025 accounting for 51.3% and 54.5% of our consolidated revenue, respectively. We have also established a close relationship with Toyota Motor in terms of research and development, for example, with the purpose of facilitating the development of automated ride-sharing services. Also, in April 2020, we consolidated Toyota Motor’s electronic components business with ours for the purpose of further enhancing the competitiveness of the research and development capabilities of the Toyota Group as well as streamlining manufacturing resources.

We maintain strong personnel relationships with Toyota Motor at both the management and employee levels. Currently, one of our directors, Akio Toyoda, is Chairman of the Board and Representative Director of Toyota Motor. In addition, at the non-management employee level, a number of our employees are seconded to and from Toyota Motor.

Toyota Motor is also our single largest shareholder, and we are considered an affiliate of Toyota Motor for accounting purposes. As of March 31, 2025, Toyota Motor held 21.25% of the issued shares of our common stock, and we held 3.45% of the issued shares of common stock of Toyota Motor as its seventh largest shareholder.

Relationship with Toyota Industries

Toyota Industries, an affiliate of Toyota Motor, is a publicly listed automobile parts manufacturer that supplies parts to Toyota Group companies including us and other third parties. Our partnership with Toyota Industries is one of our key relationships in our automobile parts business. In particular, Toyota Industries is a key supplier of our car air-conditioning compressors, which are then sold to major automobile manufacturers worldwide and also incorporated in our car air-conditioning systems. As part of our partnership with Toyota Industries, we also engage in joint marketing and sales activities to expand and strengthen the customer base for car air-conditioning compressors of Toyota Industries. We also supply Toyota Industries with certain automobile parts, and Toyota Industries supplies certain other automobile parts to us. We have also entered into a number of joint ventures and other transactions with Toyota Industries.

As of March 31, 2025, Toyota Industries held 5.59% of the issued shares of our common stock. In March 2024, we announced our plan to sell all of our shares in Toyota Industries by June 2026, which we were planning to carry out in stages. Accordingly, while as of March 31, 2024, we held 9.55% of the issued shares of common stock of Toyota Industries as its second largest shareholder after Toyota Motor, we held 4.92% of the issued shares of common stock of Toyota Industries as its fourth largest shareholder after Toyota Motor as of March 31, 2025 as a result of the sale of some of our holdings of such shares. However, on June 3, 2025, we announced our decision to sell the entirety of our remaining shares in Toyota Industries in response to a tender offer planned by Toyota Fudosan for such shares, and also made an advance notice of a tender offer for our own shares held by Toyota Industries. See “Management’s Discussion and Analysis of Financial Condition and Results of Operation—Factors Affecting Our Financial Results—Sale of Shares in Toyota Group and Other Companies, including Toyota Industries and Renesas.”

Relationship with Aisin and Other Toyota Group Companies

We have close relationships with other Toyota Group companies in connection with sales of products and purchases of materials and components. In addition, we cooperate with and rely on these Toyota Group companies in terms of research and developments. We believe these relationships are important in helping us strengthen and grow our business. For example, in April 2019, we partnered with Aisin and established BluE Nexus, a joint venture to develop and sell packaged drive-train modules, which consists of key components essential for electric vehicles. After additional investment by Toyota Motor in August 2020, the holding ratio of BluE Nexus are 45% by Aisin, 10% by Toyota Motor and 45% by us. Also, in April 2019, we partnered with Aisin, ADVICS, and JTEKT, and established J-QuAD DYNAMICS, to develop integrated control software and accelerate its development.

In December 2023, Aisin sold all 50,175,800 shares of our common stock held by it, and we sold substantially all of our shares in Aisin in July 2024.

Our Strengths

Strong Business Relationships with Toyota Group and Global OEMs Supported by Strong Global Network

We have a stable revenue base supported by our strong business relationship with the Toyota Group. For the year ended March 31, 2025, our revenue derived from the sales to Toyota Group accounted for ¥3,903.1 billion, or 54.5% of our total revenue. In addition to the sales of our products, we also closely cooperate with the Toyota Group in connection with our research and development efforts. For example, in April 2019, we partnered with Aisin and established BluE Nexus, a joint venture to develop a wide range of driving modules that are critical to both partial and fully electric vehicles, with Toyota Motor joining as well in August 2020. We also established J-QuAD DYNAMICS in April 2019 as a joint venture with Aisin, ADVICS and JTEKT to develop integrated control software to be used for automated driving and integrated vehicle control systems. In addition, in April 2020, we consolidated Toyota Motor's electronic components business with ours in order to further enhance the competitiveness of the research and development capabilities of the Toyota Group as well as streamline manufacturing resources through the transfer of production of electronic components at Toyota Motor's Hirose Plant and the development functions of Toyota Motor to us. In April 2020, we also established MIRISE Technologies Corporation, a joint venture company with Toyota Motor with a view to enhance our research and development function for the advanced automobile semiconductor technologies.

In addition to our strong relationship with the Toyota Group, we also maintain a diverse customer base of leading OEMs, including Honda Motor Co., Ltd., or Honda, Subaru Corporation, Stellantis N.V. and Ford Motor Company. We have been able to effectively serve our global customer base through our extensive global procurement operations. For example, due to our global supply chain operations, we are able to source a significant portion of materials and components for our products locally in the same region where the customer is located, which we believe makes us more resilient to tariffs, changes in trade regulations and other factors that impact sourcing from other regions. In addition, as of March 31, 2025, approximately 71% of our consolidated subsidiaries were established outside of Japan and 51.6% of our employees were located outside of Japan. For the year ended March 31, 2025, we derived 59.2% of our total revenue from customers outside Japan.

Well-Balanced Portfolio to Pursue both Stability and Growth

As a leading global manufacturer of automotive components, we offer a comprehensive range of product categories including Thermal Systems, Powertrain Systems, Electrification Systems, Mobility Electronics, Advanced Devices and Non-Automotive Business. Among these product categories, we have historically held and continue to hold leading market positions in Thermal Systems and Powertrain Systems products, which provides us with a stable revenue base from these product categories. We aim to maintain our leading positions in numerous product categories through our continuous focus on providing high-quality products that effectively address our customers' needs. At the same time, we have also developed strong market positions in business areas with high potential for future growth and high profitability, such as Electrification Systems, Mobility Electronics, Advanced Devices and Non-Automotive products. We believe that our well-balanced portfolio of businesses providing stable revenue and businesses in high-growth product categories enables us to achieve further growth overall while maintaining stable cash flows, which contributes to our resilience to changes in economic conditions. Moreover, we seek to further accelerate our research and development capabilities and profitability in our growth business focus areas by entering into business alliances with optimal business partners. For example, in August 2023, we acquired all shares of Certhon Build B.V., an agricultural solutions provider based in the Netherlands, through which we aim to further expand our efforts to

develop a stable and sustainable agricultural production system. In addition, in October 2023, we made a strategic minority investment in Silicon Carbide LLC, which operates the silicon carbide wafer manufacturing business of Coherent Corp., a manufacturer of optical materials and semiconductors based in the United States., through which we aim to enhance the competitiveness of our electrification business by securing a stable long-term procurement of silicon carbide wafers. Most recently, in July 2025, we acquired Axia, a vegetable seed breeding company headquartered in the Netherlands and focused on developing high-quality tomato seeds for greenhouses globally. We aim to collaborate with Axia to create premium seeds suitable for automated farming approaches and climate adaptation, meeting producers' diverse needs and helping achieve sustainable agriculture worldwide.

Well Positioned to Lead Transformation towards “New Mobility”

We supply a wide range of products that we believe will be core components in the connectedness, automation, sharing and electrification (CASE) era. We are developing a diverse lineup of products in the areas of electrification, AD/ADAS and software, making us an important supplier in the CASE era, and a key partner for automobile manufacturers transitioning to CASE. With our lineup of core products and unique proprietary technologies, we have achieved higher energy efficiency and higher precision in autonomous driving, establishing a highly competitive position within CASE. For example, our diverse and competitive product lineup for the CASE era is contributing to Toyota Motor's transformation to “New Mobility.”

We also have a strong semiconductor strategy for supporting our business in the CASE era. In the area of sensors, we are enhancing our R&D organization while building strong development partnerships with expert semiconductor vendors. We have enhanced partnerships with dedicated manufacturers and developers of microcontrollers, SiC and other logic semiconductors, such as Japan Advanced Semiconductor Manufacturing, Inc., Rapidus Corporation and onsemi, all of which are essential to improve ADAS and other elements of vehicle control. We believe that these partnerships support a robust framework for the advanced development and stable procurement of high-quality automotive semiconductors while drawing on advanced consumer technology. In the area of power semiconductors, we are expanding beyond insourcing technology, and developing relationships with industry partners, including United Semiconductor Japan Co., Ltd., Coherent Corp., and MIRISE Technologies (a joint venture with Toyota Motor), to bolster a competitive framework capable of a high volume of supply to meet the rapidly expanding demand for electrification. Further, in May 2025, we announced that we had reached a basic agreement with ROHM, a Japanese electronic components manufacturer, to establish a strategic partnership in the semiconductor field aimed at enhancing our lineup of devices that support vehicle electrification and intelligence.

Our software business is another important focus area. We have been supporting the evolution of cars utilizing software for the past 40 years. We believe software will drive the evolution of cars and their cooperation with social systems. Some software works with hardware inside an ECU, while other software operates separately, in areas like security and communication, across different OEMs. Among them, we believe the most important strategic area is the so-called cross-domain integrated ECU-mounted software installed in large-scale integrated ECUs. We believe our leading and cutting-edge technology is strategically important to Toyota Motors and other global OEMs. To enhance this technology, we formed a strategic partnership in June 2024 for software development with NTT DATA Japan Corporation. Through this partnership we aim to deepen our collaboration on strategy, talent management, and technology to jointly contribute to the advancement of Japan's automotive industry and help address social issues.

Disciplined Cash Allocation Supporting Stable Cash Generation and Strong Financial Position

We maintain a disciplined cash allocation policy for growth investments and shareholder returns, which we believe has allowed us to control our leverage at appropriate levels. As a result, our Total Debt/Equity Ratio has remained at or below 0.23x for the past five fiscal years, decreasing to 0.14x as of March 31, 2025, and our Total Debt to Adjusted EBITDA Ratio has remained at or below 1.48x for the past five fiscal years, decreasing to 0.73x for the year ended March 31, 2025. In addition, we generally maintain our cash and other liquid assets at levels near or exceeding the amount of our Total Debt.

Moreover, our disciplined approach to cost management has also allowed us to maintain stable profitability. Our Adjusted EBITDA Margin showed a trend of steady improvement from fiscal year 2021 to fiscal year 2024, increasing to 13.4% in the year ended March 31, 2024, and decreased only slightly to 13.3% in the year ended March 31, 2025. Even in the year ended March 31, 2021, during which automotive demand was adversely impacted by market factors including the COVID-19 pandemic, we maintained our Adjusted EBITDA Margin of 11.7%, in part due to our cost management efforts. We also believe that our cash allocation policy

enables us to generate stable cash flows, even in periods of weak demand in the automotive industry. We have consistently been able to control our capital expenditures at levels that do not exceed our operating cash flows, allowing us to generate positive Adjusted Free Cash Flow since the year ended March 31, 2021. Our Adjusted Free Cash Flows have significantly improved from the year ended March 31, 2023 along with the global recovery in automotive production, reaching ¥388 billion for the year ended March 31, 2025.

Our Total Debt/Equity Ratio, Total Debt to Adjusted EBITDA Ratio, Adjusted EBITDA Margin and Adjusted Free Cash Flow discussed above are non-IFRS measures. For more information, see “Selected Financial Data and Other Information—Non-IFRS Measures.”

As part of our strategy to control our capital expenditures, we have set a long-term target to maintain depreciation of 6.0% or less of our revenues. Due primarily to an increase in capital expenditures related to expansion of electrification and advanced safety products and the decrease in revenue resulting from the negative impact of the COVID-19 pandemic, our ratio of depreciation to revenue was temporarily elevated for each of the two years ended March 31, 2021 and 2022, exceeding our 6.0% target level. However, our ratio of depreciation to revenue was 5.2% and 5.3% in the years ended March 31, 2024 and 2025, respectively. Going forward, we plan to continue to pursue a disciplined approach to capital expenditures as we shift our investment focus from powertrain products to electrification products. In terms of shareholder returns, we have continued and aim to provide disciplined shareholder returns that are balanced with other cash allocation needs including future growth investments. As discussed above, we also take a disciplined approach to our research and development expenses. While we have steadily increased the amount of our research and development expenses in recent years in response to changes in our business environment, we have sought to control research and development expenses as a percentage of revenue. Our ratio of research and development expenses to revenue has decreased from 10.0% for the year ended March 31, 2021 to 7.7% for the year ended March 31, 2024 and 8.6% for the year ended March 31, 2025. Going forward, we intend to continue to control our research and development expenses by enhancing efficiencies such as optimization of software development, creation and operation of a digital research and development platform and utilizing digital tools with the long-term target for our ratio of research and development expenses to revenue of around 9.0%.

We also intend to generate surplus cash through gradual reduction of our strategic shareholdings, including shares of other Toyota Group companies held by us. Proceeds from sales of equity securities has increased in the recent years, and we generated ¥496 billion in proceeds from sales of equity in the year ended March 31, 2025. The number of companies in which we had strategic shareholdings has decreased from 30 as of March 31, 2021 to 13 as of March 31, 2025, and our basic policy is not to maintain cross-shareholdings unless we determine a reasonable purpose for doing so. For example, in March 2024, we announced our plan to sell all of our shares in Toyota Industries by June 2026. While we were initially planning to carry out the sale of these shares in stages, on June 3, 2025, we announced our decision to instead sell the entirety of our shares in Toyota Industries in response to a tender offer planned by Toyota Fudosan for such shares. In addition, we sold roughly half of the shares of Renesas held by us in May 2024, and substantially all of our remaining shares in Renesas in May 2025. Further, in July 2024, we sold substantially all of the shares of Aisin held by us. We plan to allocate the additional cash from sales of our strategic shareholdings in a disciplined manner while maintaining our financial soundness.

Our Strategies

Our Mid-term Policy 2025 sets forth five pillars of our global management: sustainable management; high aspirations and proper work processes; transformation of business portfolio; realization of carbon neutrality; and generation of new value. In pursuing these five pillars, we plan to pursue the following strategies:

Generate Stable Revenue from Established Businesses including Thermal Systems and Powertrain Systems

We intend to maintain and strengthen our leading position in our established businesses such as Thermal Systems and Powertrain Systems with the aim of continuing to generate stable revenue from these product categories, thereby supporting our expansion of growth businesses, while also contributing to sustainability.

Thermal Systems

In Thermal Systems, we aim to both help realize a carbon-neutral society and maintain a highly profitable business structure by advancing the transformation of our portfolio from businesses that provide products for internal combustion engines toward businesses that offer thermal management products for BEVs. We are working to replace the existing products in our lineup with thermal management products for BEVs while

minimizing losses and fulfilling business obligations with respect to existing internal combustion engine products by working closely with customers and affiliates, while maximizing the use of existing human resources, technological assets and production foundations for the thermal management products of the next generation.

Powertrain Systems

In Powertrain Systems, we aim to utilize our technologies and skills and thereby continue contributing to the realization of a sustainable mobility society. Similar to Thermal Systems, we are working to de-emphasize and discontinue internal combustion engine products throughout supply chains and to commercialize new energy businesses. To achieve this, among other initiatives, we seek to reorganize supply chains so that they reflect changes in scale, while, in collaboration with customers, suppliers, and other stakeholders, maintaining supplies of internal combustion engine products for those continuing to require them due to regional or timeframe-related issues.

Expand Growth Businesses including Electrification Systems, Mobility Electronics and Advanced Devices Products

Electrification Systems

We seek to leverage our strong position in Electrification Systems to pursue further growth. We have established a significant market share in core components that are essential to energy management in electric vehicles including electric components such as starts, alternators and lithium-ion battery packs, electrification components such as motor generators, inverters and battery ECUs and motors such as window motors and suspension motors. We believe we possess comprehensive system development capabilities based on our extensive product offerings and technologies in the electrification domain as well as fundamental technology capabilities and “*monozukuri*” (or manufacturing) capabilities. We intend to use our strengths in this area to further expand our market share in core electrification products as well as other electrification products. To further strengthen our advantage in this area, we will aim to meet diverse customer needs through core products for electric mobility. In particular, we believe that BEVs are becoming an increasingly large part of the powertrain mix, especially in Europe, China, and North America. As the needs of customers diversify, we aim to diversify our business models. To respond swiftly to such diverse changes, we will seek to expand and enhance our lineup of core products, including inverters, motor generators and battery management units. We will offer not only stand-alone components but also systems that bundle multiple components together, which we believe will provide added value by marketing systems that link thermal management to competitive, electromechanically integrated systems, such as eAxle discussed in more detail below. In addition, by providing power modules and other competitive modules and components, we will further deepen our ability to meet the needs of all types of customers and create business models together with industry-leading customers.

Mobility Electronics

We believe there is significant growth potential in the areas of connectivity, automated driving and MaaS, and we seek to pursue growth by addressing needs in these areas through our Mobility Electronics products. We have developed a number of core product technologies used for ADAS, including millimeter-wave radars and vision sensors, information and communication technologies such as IoT technologies and vehicle motion control technologies. In the area of safety systems, we will aim to address global customer needs by expanding our lineup of products that cater to specific market segments and regions. In addition, through collaboration between initiatives for ADAS and human-machine interface, we aim to evolve recognition and estimation algorithms and grow cross-domain ECUs. In addition, we plan to advance BEV electronic platform planning and development for individual vehicles, focusing on a “core and customization” design approach that will enable us to meet the needs of respective automakers and vehicle types. We will also seek to strengthen our software development capabilities through increased use of automation and AI and focus on securing stable supply of semiconductors and strengthening of competitiveness by standardizing components and sharing medium- to long-term strategies with partners. In addition, we will seek to achieve differentiation by using proprietary technologies to realize compact products that consume less power.

Advanced Devices

We will aim to expand our capabilities for Advanced Devices to pursue innovation in applications such as electrification and ADAS. We believe we are well-positioned to pursue growth in this area due to our extensive product lineup, including power cards, ASICs and in-vehicle semiconductor sensors, and our advanced technologies that enable us to develop semiconductors in-house. By leveraging these strengths, we believe we

will be able to engage in the integrated development of semiconductors that satisfy customer needs for higher functionality and smaller product size. Specifically, we aim to focus on equipping more vehicles with inverters using SiC power semiconductors. Our first inverter using a SiC power semiconductor has been incorporated into the eAxle electric driving module. In the manufacture of power semiconductors, we have significantly reduced the number of crystal defects that cause disruption in the atomic arrangement of crystals, which prevents devices from operating properly.

Pursue Growth through Strategic Alliances

Rather than adhering to a completely in-house mentality, we form strategic alliances with industry partners proactively to help meet short-, mid-, and long-term needs efficiently. Our short-term alliances are geared at securing management resources, including talent development, purchasing power, increasing production capacity, and developing sales channels. Our mid-term alliances are geared at partnering with businesses that will help complement our necessary technologies through supporting us with technology and expertise that are required for organic growth in our business. Our long-term alliances are geared at helping us develop and acquire future technologies and new business models that will drive our business expansion into new domains rather than simply strengthening the offerings we have in current markets and technologies.

For further discussion of our business alliances in certain of our business domains, see—“Our Strengths” and “—Our Business Operations.”

Our Business Operations

We operate primarily in six core business domains: thermal systems, powertrain systems, mobility electronics, electrification systems, advanced devices and non-automotive businesses. We describe our products in each of these business domains in more detail below. For accounting purposes, these business domains differ from our segments, which comprise our Japan, North America, Europe, Asia and Others.

Thermal Systems

In our Thermal Systems business, we develop, manufacture and sell vehicle air-conditioning systems and other climate control products. Our Thermal Systems business is one of our major businesses in terms of revenue. In particular, we are a global leader in the production of air-conditioning systems for vehicles. We continue to expand our capabilities in generating new value through our strong product lineup while promoting reduced fuel consumption, increased comfort and comprehensive heat management. The main products we produce in our Thermal Systems business are as follows.

- *Air-conditioning systems.* HVACs (Heating, Ventilation, Air-Conditioning), belt-driven compressors, cabin air filters, car seat temperature controllers.
- *Thermal components.* Condensers, radiators, heat management products (chillers, water-cooled condensers, CMx), inverter coolers.
- *Thermal management systems.* Electric compressors, hoses, heat management products (heat pump systems, water valves).
- *Thermal social solutions.* Air conditioners for busses and agricultural/construction vehicles, freezer units for trucks.

Details of certain key products in the Thermal Systems business are as follows.

HVAC Units

Our HVAC units provide efficient in-vehicle climate control to support a safe, secure and comfortable space inside vehicles. The HVAC system of a vehicle regulates air temperature, humidity and air flow volume to keep the vehicle cabin comfortable in a quiet, lightweight and compact package. To address growing environmental concerns, we developed the COA HVAC as an energy-efficient air conditioning solution for vehicles which generates less waste heat, such as hybrid vehicles or vehicles equipped with a stop-start system. Our COA HVAC solves the issues caused by such reduced waste heat generation by recirculating waste heat to be further used to heat the cabin. For the COA HVAC, we implemented a blower structure that optimizes air flow and increases efficiency compared to conventional HVAC systems. Other HVAC products include evaporators, heater cores, blowers and other components.

Radiators

We are a leading supplier of radiators, which are essential to proper engine cooling and functionality, to automobile manufacturers around the world. Our radiator configurations, tanks, fin pitch, core dimensions and materials meet OEM's rigid standards. In addition, our radiators pass our own strict durability and function tests before entering the market. We design our radiators to allow for precise refrigerant flow and better evaporator control.

Heat Pump Air-Conditioning Systems

As part of our Thermal Systems business, we also design and manufacture heat pump systems for cabin heating that efficiently pump in heat from ambient air. Our heat pump systems can generate large amounts of thermal energy with little electrical energy, extending the driving range of electric and hybrid vehicles.

Other Climate Control Products

We produce a full range of other high-technology vehicular thermal control products and components including air-conditioning systems for busses, truck freezer units, air filters, seat ventilation systems and cooling systems for Power Control Units.

Powertrain Systems

In our Powertrain Systems business, we primarily manufacture and sell engine-related products and power-generation systems. We develop key components of powertrain systems that optimize engine performance, increase vehicle efficiency and promote the increasing electrification of vehicles. We are active across a broad range of domains, including gasoline and diesel combustion engine vehicles, hybrid and electric cars and fuel-cell vehicles. The main products we produce in our Powertrain Systems business are as follows.

- *Injection equipment.* Diesel products (common rail systems, inline and distributor injection pumps, nozzles, fuel filters, urea selective catalytic reduction injection pumps), gasoline products (port injectors, direct injectors, direct injection pumps, fuel pump modules).
- *Engine equipment.* Products related to ignition (ignition coils, spark plugs), exhausts (exhaust gas sensors, exhaust temperature sensors, NOx sensors, materials for exhaust filters), variable valves (variable cam timing (VCT) systems, oil control valves), intake and exhaust valves (Exhaust Gas Recirculation (EGR) valves, throttle bodies), motorcycles (rotators, engine electronic control units (ECUs)), filters (air cleaners, oil filters).

On September 1, 2025, we entered into an agreement with Niterra Co., Ltd. to transfer our spark plug and exhaust gas sensor (oxygen sensor and air-fuel ratio sensor) businesses to them. This transfer is subject to approvals from competition law authorities in all countries and regions concerned, and the fulfillment of all other requirements.

- *Electric components.* Products for power generation (starters, alternators).

Details of certain key products in the Powertrain Systems business are as follows.

Intake Air Systems

We manufacture a full range of intake air systems components for gasoline, diesel and hybrid vehicles. Our air intake systems are designed to send the necessary amount of air into engine combustion chambers while improving combustion efficiency with high precision, responsiveness and reliability. Our products include EGR valves, electronic throttle bodies and air flow meters that are installed in vehicles manufactured by a number of leading global automobile manufacturers.

Fuel Injection and Control Systems

Our combustion control products, such as fuel injectors and engine control units, are available for gasoline, diesel and hybrid vehicles in order to achieve improved fuel economy and low emissions for gasoline and diesel vehicles and to maximize battery performance for hybrid vehicles.

Valve Train Systems

Our valve train systems are designed to activate intake and exhaust valves in the combustion chamber to improve fuel economy and reduce hazardous materials through optimal control of open/close timing. Our products include electric VCT systems, oil flow control valves and cam position sensors.

Other Powertrain Related Products

We offer a full range of other powertrain products including ignition systems, exhaust gas systems, fuel systems, cooling systems and spark plugs. Our products are designed to maximize fuel efficiency, recover energy and purify emissions in line with the increasingly stringent regulations of various countries and our own commitment to environmental responsibility.

Mobility Electronics

In our Mobility Electronics business, we develop and manufacture electrification systems, services and platforms as well as products related to advanced safety and automated driving.

Given the powerful technological trends pushing society towards greater connectedness, automation, sharing and electrification (CASE) and MaaS, we have been engaged in the development of comprehensive systems that contribute to the realization of safe driving technologies.

The main products we produce in our Mobility Electronics business are as follows.

- *Electronics.* Engine ECUs, hybrid ECUs, BEV ECUs, e-VCT, transmission ECUs, SBW ECUs, fuel pump ECUs, smart key systems, air conditioning ECUs, body ECUs, software for these products.
- *Safety systems.* HMI control units, combination meters, infotainment systems, telematics control units, electronic toll collection units, inter-vehicle communication devices and software for these products, image sensors, EHF radars, laser radars, sonar sensors and ECUs, vehicle periphery monitoring cameras and ECUs, autonomous driving ECUs, airbag sensors and ECUs, driver status monitors, software for these products.
- *Sound systems.* Vehicle periphery monitoring alarms, buzzers.

Details of certain key products in the Mobility Electronics business are as follows.

Driving Environment Recognition Systems

We design and manufacture comprehensive sensor systems that detect the environment around a vehicle, including pedestrians, roadways and other vehicles, contributing to advanced safety and the realization of automated driving. Our product lineup includes radar sensors, sonar sensors, image sensors and vision sensors. We supply image sensors to Toyota Motor as a critical component in its Toyota Safety Sense P safety technology package.

Cockpit Information Systems

We provide monitoring and display systems that connect the driver to the vehicle and its occupants to enhance the driving experience. Our products include instrument clusters, head-up display (HUD) units, driver status monitors, electronic toll collection (ETC) systems, other on-board communications equipment and our “Harmony Core” integrated cockpit systems.

Other Mobility-related Products

We offer a full range of other mobility-enhancing components and devices, including visibility support systems, such as wipers, rain and light sensors, vehicle dynamic control systems and collision safety systems. As the competition to develop automated driving technologies continues to intensify, the importance of auxiliary systems is also increasing. We also manufacture wireless door lock controllers, smart keys, rear and corner sonars, and other car security systems. Our systems are designed to achieve overall optimization, accelerate the development of in-car and out-car electronic platforms, and offer a safe and enjoyable driving experience for our customers.

Electrification Systems

In our Electrification Systems business, we develop, manufacture and sell products for hybrid and electric vehicle drive systems, power supply systems and starting systems, in addition to small motor systems. We are a leading supplier of products for energy management systems and electric drive systems that allow for superior control over driving in electric vehicles.

Although there will likely be significant differences in the pace at which electric vehicles are adopted in countries around the world, we expect a general expansion of the global electric vehicle market in response to heightened emissions and fuel consumption regulations. In light of the evolving business environment, we are leveraging the strengths of our global production and supply structures in countries such as Japan, the United States and China, where we already produce a variety of products related to vehicle electrification.

The main products we produce in our Electrification Systems business are as follows.

- *Power conversion.* PCUs, inverters, power modules.
- *Power management.* DC-DC converters, battery monitoring units, battery ECUs, charger ECUs, lithium-ion battery packs, high voltage relays, ESUs.
- *Power mobility electronics.* Mechatronic dual-system power steering, brake ECUs, motor generators (MGs), integrated starter generators (ISGs).
- *Motors.* Wiper systems, washer systems, power window motors, power seat motors, engine controller motors, blower motors, fan motors.

Details of certain key products in the Electrification Systems business are as follows.

Motor Generators

We manufacture MGs that are the main power source for starting and driving hybrid vehicles and assisting the engine during acceleration. Our MGs utilize the regenerative energy generated when applying the brakes to charge the vehicle's battery, improving dynamic performance and efficiency. To maintain our strengths as the trend toward greater automotive electrification continues, we are working to further evolve our MGs. In 2011, we developed our first MG that achieved significantly higher output than similar products and enhanced durability against high voltages.

Power Control Units (PCUs)

We provide PCUs that regulate the power supplied by the battery to the MG for hybrid and electric vehicles. Our PCUs feature newly developed double-sided cooling technology that prevents temperature increases in the power semiconductor which converts the current between AC and DC. We have also enhanced the electric power density (output per unit volume) in our PCUs, reducing both their size and weight. We launched our first compact, high-power PCU with a unique cooling module in 2007. As hybrid vehicles become increasingly sophisticated, the PCU is required to be smaller and more powerful, and we intend to continue to pursue leadership and technological innovation in this field.

Battery Electronic Control Units (ECUs)

Our battery ECUs are used to monitor the voltage and temperature of multiple batteries to control the high-voltage battery crucial for hybrid vehicles.

Lithium-ion Battery Packs

We design and manufacture lithium-ion battery packs that increase the fuel efficiency of vehicles with start/stop systems. Our lithium-ion battery packs store regenerated power and then supply the stored regenerated power to electronic components, such as the car navigation and audio systems.

Advanced Devices

In our Advanced Devices business, we develop and manufacture a comprehensive range of mechatronics systems including CASE-related products, automotive semiconductor and sensor products. We have been engaged in the manufacture of automobile-related semiconductor devices for over 50 years since the establishment of our first integrated circuit (IC) research laboratory in 1968, and we maintain an extensive product lineup and advanced capabilities in proprietary integrated semiconductor development. Additionally, we are particularly focused on enhancing the capabilities of our core technologies to meet the multi-faceted demands of our customers as the automotive industry shifts towards electrification and automated driving. For example, in order to accelerate and strengthen the development of our technologies, we seek to continue joint developments and collaborations with Renesas, a chipmaker with cutting-edge technologies for semiconductors that serve as key components necessary for the development of various in-vehicle systems, including automated driving systems, and a leading supplier of in-vehicle microcontrollers.

The main products we produce in our Advanced Devices business are as follows.

- *Mechatronics systems.* Products related to CASE (shift-by-wire actuators, multi-control valves), evaporative emissions system (leak monitoring modules, purge valves), drive control (A/T modules, A/T solenoid valves), sensors (air flow meters, accelerator pedal modules).
- *Sensing systems.* Various semiconductor sensors (pressure sensors, current sensors, magnetometers, optical sensors, temperature sensors).
- *Semiconductors.* Application-specific ICs, power semiconductor devices.

Non-Automotive Business

In addition to our extensive operations in automotive business domains, we also develop and manufacture non-automotive products. The main products we produce in our Non-Automotive Business are as follows.

- *Factory automation-related devices.* Automation equipment, various types of robots, programmable controllers, handheld barcode/QR code scanners and terminals, IC card readers and writers, RFID readers and writers, logistics optimization systems, inventory management systems.
- *Temperature controllers.* Spot coolers and heaters.
- *Food supply.* Products related to horticultural facilities (medium- and large-scale greenhouses, greenhouse control systems for domestic uses), small mobile freezers.
- *Residential.* CO₂ heat pump water heaters, vehicle-to-home charging and discharging equipment, residential air conditioners, local community information distribution systems.
- *Others.* Proprietary concierge system for our customers (D CIERGE), systems to limit reverse driving speed.

Details of certain key products in the Non-Automotive Business are as follows.

Factory Automation Equipment.

Through our subsidiary, DENSO WAVE, we manufacture industrial products that contribute to improved productivity and efficiency in all industries. Our main products include automatic data capture equipment, industrial robots, programmable controllers and IoT and other apparatuses and systems.

Horticultural Equipment.

Through our subsidiary, DENSO AgriTech Solutions, Inc., we also develop, manufacture and sell horticultural production equipment as well as provide after-sales services. Our main products include climate control and monitoring systems for greenhouse cultivation and equipment for providing fresh products, such as harvest robots and automatic transport systems.

Product Quality and Assurance

We have been engaged in the manufacturing business since our establishment in 1949 and remain dedicated to providing reliable, safe and high-quality products as one of the core responsibilities that we have to our customers. We were one of the first parts manufacturers to build our own test courses to evaluate our products, ensuring that people could confidently drive cars built using our components. In creating our products, we are committed to thoroughly implementing the Quality First principle, the practice of quality assurance from the beginning of production and the promotion of rigorous quality control with full employee participation. Based on information from our customers collected by our sales and technology departments, we continually strive to enhance customer satisfaction in terms of quality, cost and delivery.

As part of our quality and assurance activities, we periodically accept product returns and conduct repairs and replacements of products when defects are identified with our products. For example, from the year ended March 31, 2020, defects were identified in certain of our products, and we provided replacement products and compensated OEM customers for a portion of their product repair and replacement costs in response to product warranty requests from OEM customers that purchased our products. See “Risk Factors—We may be subject to product liability, warranty and recall claims, which may increase our costs of doing business and adversely affect our business, financial condition and results of operations.”

Quality Assurance Policies and Systems

For the quality assurance of new products, specialized departments such as quality control and production technology undertake unified efforts to thoroughly check quality by visualizing product completion and quality-related risks at various stages of production. Our design departments implement product designs pursuant to ISO 26262 certification for functional safety, safety designs such as fail-safe designs that require products to be controlled in a safe manner in the event of an accident or erroneous operation, and safety evaluations.

Particularly at the design stage, we conduct in-vehicle testing on our test course under a range of conditions, such as high-speed driving, rough roads, low temperatures and icy roads, as well as various tests in our environmental testing room. Additionally, our functional departments clearly specify operational procedures from product planning to production and shipment. At the same time, the departments strictly monitor compliance with applicable laws and regulations at each stage. When launching new products, in particular, the responsible departments are required to conduct safety evaluations based on internal regulations and report the results of legal compliance checks.

Global Structure for Product Development

In order to provide products of the highest quality for customers around the world, we have established technical centers in Japan, the United States, Germany, Thailand, China and India and Brazil. In doing so, we have put in place a global structure for product development, quality testing and evaluation to be carried out in accordance with local regulations specific to each region. Further, we have completed the acquisition of ISO/TS16949 certification, an international standard for quality management systems.

Our Suppliers

We select our suppliers through an open-door policy that is built around fair competition, allowing all potential suppliers the same chance to offer their materials and products regardless of national origin, company size or previous transaction history. We focus on economic factors such as the quality, price and volume of their products, as well as on their adherence to delivery schedules. In addition, we also comprehensively consider factors such as environmental consciousness, management organization, technological capabilities and approach to continuous improvements. We are also committed to undertaking efforts in pursuit of mutual development by designating suppliers as equal business partners.

We sometimes depend on a limited number of suppliers for some of our crucial components. While we seek to geographically diversify the regions from which we source raw materials and components and take steps to establish alternative supply arrangements if contingencies arise, our procurement activities could be affected by the inability of our key suppliers to provide a reliable supply of crucial components due to difficulties specific to individual suppliers or developments generally affecting the industry, such as operational disruption as a result of widespread public health issues or other adverse developments.

The most significant raw materials we use across our manufacturing operations are steel, which is generally purchased from steel producing companies in the geographic area near our production facilities, as well as aluminum and copper. Other important materials include ceramic and polypropylene resin. Significant parts include electronic components (such as semi-conductors and printed circuit boards), electrical components (such as motors and sensors) and auxiliary components (such as magnets, bearings and wire harnesses). We also purchase equipment parts including forging parts, cutting parts, steel sheet press parts and foundry parts.

Certain raw materials and components that we use in our products, particularly steel, aluminum and copper and semiconductors can be affected by fluctuations in global commodities prices. While we attempt to pass through price fluctuations in our raw materials and components to our customers by adjusting the pricing of our products, we may not be able to do so in all cases. We also take steps to mitigate the impact of such price fluctuations by, for example, entering into contractual pricing adjustment provisions with our customers, and in some cases fixed price supply arrangements with our suppliers.

Customers, Sales and Marketing

We are one of the largest automotive suppliers of technology and components found in vehicles around the globe. Our major customers include leading global corporations as well as small and mid-sized businesses in each of our business areas. We have a worldwide sales network covering Japan, North America, Europe, China, Asia (excluding Japan and China), South America, Oceania, the Middle East and Africa. We also maintain relationships with third-party distributors and other resale channels to broaden our sales network to reach end customers in certain countries and regions.

In our Automotive businesses, our main customer is Toyota Motor. We also make sales to other Toyota Group companies, such as Daihatsu and Hino. For the year ended March 31, 2025, revenue from sales to Toyota Motor, Daihatsu and Hino (including indirect sales through third-party intermediaries) was ¥3,947 billion, or 55.1% of our consolidated revenue. Other major customers include leading companies in the automotive industry. For example, our systems and components are sold to leading manufacturers including General Motors, Ford Motor Company and Fiat Chrysler Automobiles in the United States; Audi, Volkswagen, BMW and Volvo in Europe; and Nissan Motor Co., Ltd., Honda, Mazda Motor Corporation, Hyundai Motor Company and Kia Motors Corporation in Asia.

Revenue from sales to OEMs other than Toyota Motor, Daihatsu and Hino (including indirect sales through third-party intermediaries) was ¥2,596 billion, or 36.3% of our consolidated revenue. The following table shows the breakdown of revenue by customer excluding Toyota Motor, Daihatsu and Hino for the year ended March 31, 2025.

Customer ⁽¹⁾	For the year ended March 31, 2025	
	(in billions of yen, except for percentages)	
Honda Motor Co., Ltd.	¥ 468.4	18.0%
Subaru Corporation	275.5	10.6%
Stellantis N.V.	226.5	8.7%
Ford Motor Company	193.7	7.5%
Suzuki Motor Corporation	176.3	6.8%
General Motors Company	175.0	6.7%
Mazda Motor Corporation	124.3	4.8%
Nissan Motor Co., Ltd.	102.1	3.9%
Hyundai Motor Company (including the Kia brand)	88.3	3.4%
Isuzu Motors Ltd.	77.6	3.0%
Others	688.5	26.5%
Total	¥ 2,596.2	100.0%

Note:

(1) Includes direct sales and indirect sales through third-party intermediaries.

We view the maintenance of our brand as a key aspect of our marketing and sales strategy.

Research and Development

We are strongly committed to research and development to continually enhance our ability to improve existing products and also generate new products and technologies. Employees at our global research and development center develop new products, technologies, processes and methods for solutions related to the environment, security and safety. Outside of Japan, our researchers and developers are based in seven technical and design centers in the United States, Germany, China, Thailand, India and Brazil and we operate 13 satellite lab sites. To advance the three themes of our Long-Term Policy 2030—“green,” “peace of mind” and “inspiring—we have been focusing our research and development on the following areas for each theme.

- **Green.** With the goal of achieving carbon neutrality, we are developing technologies in three areas: mobility products, energy use and manufacturing. We have been developing a proprietary trench MOSFET silicon carbide (SiC) semiconductors to realize both high breakdown voltage and low on-resistance as well as to significantly reduce power loss due to heat generation. We have recently successfully mass-produced inverters (products that drive and control electric vehicle motors) that use our proprietary SiC semiconductors, and these inverters were selected to be used in Lexus’s first battery electric vehicle model, RZ, which was released in March 2023. We have also developed technology to improve the quality of materials themselves to ensure stable mass production of the inverters. We are also expanding our electric technology beyond automobiles. In May 2022, Lilium N.V., based in Germany, decided to adopt the motor for electric aircraft we jointly developed with Honeywell International Inc. for its electric VTOL aircraft currently under development. We have developed products for residential battery storage systems; for example, Toyota Motor adopted for its power supply systems for residences our products including power supply adapter, computer installed within battery storage systems, applications for smartphones and battery storage system servers that collect information on the battery storage system. In March 2023, DENSO Fukushima Corporation began demonstration of the production and utilization of

green hydrogen in its plant jointly with Toyota Motor with support from the New Energy and Industrial Technology Development Organization (NEDO). We aim to promote carbon neutrality and build a model for circular economy of local production and consumption of hydrogen.

- *Peace of Mind.* To detect pedestrians and bicycles intersecting with cars more quickly, we expanded the detection angle of the image sensor in our safe driving support. We have applied AI motion prediction to identify dangers and reduce false alarms. As another example, in October 2022 we began demonstration experiments of technology in Toyota City, Aichi prefecture, to promote driving safety for elders as a part of the city's "zero accident campaign," which aims to eliminate traffic fatalities. This is a public-private partnership for which participants include Toyota Mobility Fund General Incorporated Foundation, Tokio Marine & Nichido Fire Insurance Co., Ltd., and the Graduate School of Frontier Sciences at the University of Tokyo. By utilizing an AI driving diagnosis system that analyzes images collected from inside and outside the vehicle and provides advice for safe driving, we are researching on how to effectively reduce the risk of accidents for the elderly.
- *Inspiring.* As an example of initiatives to create new values that inspire society, we launched the "DENSO OPEN INNOVATION PROJECT" in May 2022 to develop new services that solve local issues and improve the convenience for residents by utilizing our mobility-related technologies and products. We plan to partner with businesses in two main application areas. One of the focus areas of the application is revitalization of regional economy using the regional information transmission system. "Life Vision," a system that delivers local government and regional information to residents via smartphones and tablets, has been introduced in 90 municipalities so far. In addition to information distribution, we aim to expand service functions that support daily life and resolve various issues that are often managed at the local level, such as disaster prevention, welfare, education, communication, and mobility. Another focus area is identity verification using QR codes. We aim to create new solutions and markets using Face Authentication SQRC, the technology owned by DENSO WAVE Inc. to turn nodal points into QR codes. We believe this technology can enhance security measures against identity theft and conduct low-cost, safe and off-line verifications.

For the years ended March 31, 2023, 2024 and 2025, research and development expenses were ¥521,615 million, ¥550,921 million and ¥619,404 million, or 8.1%, 7.7% and 8.6% of our revenue for these years, respectively. For the year ended March 31, 2025, the Japan segment accounted for ¥537,824 million, or 86.8%; for other segments, North America, Europe, Asia and Others each accounted for ¥31,636 million, ¥16,498 million, ¥32,375 million and ¥1,071 million, respectively.

Competition

In our core automotive businesses, we compete with a number of other major automotive parts manufacturers. While our relationship with Toyota Motor and other Toyota Group companies partially mitigates our exposure to competition from companies outside the Toyota Group, the automotive supply industry is highly competitive. Our key competitors consist primarily of other major automotive parts manufacturers, including Bosch Group and Continental Automotive Group.

To remain competitive as a global automotive manufacturer, we aim to continue to provide products meeting the quality, product safety, environment, delivery and other specifications of our customers at competitive prices. As our automotive parts include key components such as engine management components and sensors that affect the functionality and safety of the automobile as a whole, the quality and reliability of our products is particularly critical. We must also work closely with customers to offer products that meet their specifications and needs as the automobile industry evolves and continue to strengthen our reputation and brand within the industry.

Environmental, Sustainability, and Governance Matters

We incorporate the perspective of social sustainability within our management strategies to improve our corporate value. In 2017, we established our Long-term Policy 2030, which defines our business goals to achieve by 2030. The goal under our Long-term Policy 2030 is to become a company that continuously generates value to enrich mobility that achieves sustainability, happiness and peace of mind for everyone. The three core themes of our Long-term Policy 2030 are:

- *Green.* We will seek to contribute to sustainability by increasing efficiency and reducing environmental impact.

- *Peace of Mind.* We will seek to contribute to future mobility that is safer, more comfortable and convenient for everyone.
- *Inspiring.* We will seek to contribute to happiness for everyone through inspiring value-added offerings.

We view environmental issues as one of our key management priorities and seek to enhance consciousness of the environment in all aspects of our business as a global manufacturer. To this end, we formulate an environmental policy every 10 years as a long-term commitment toward sustainable environmental management that generates economic value through the pursuit of leading environmental performance and high resource productivity, which we refer to internally as “Eco Vision.” Further, an Environmental Action Plan is formulated every five years to realize the commitments and individual initiatives established under the Eco Vision.

In 2022, we established Mid-Term Policy 2025 to support the achievement of our Long-Term Policy 2030. Our Long-Term Policy 2030 is aimed at providing solutions to social issues and to realize an advanced mobility society. Two of our focus areas under our Long-Term Policy 2030 are:

- *Green.* Our green initiatives relate to our business in mobility, and part of our manufacturing and is aimed at reducing the impacts of climate change by reducing our own impact on the environment. Within our green initiatives are three distinct categories that we target: manufacturing, mobility products, and energy use. For our manufacturing process, we will track our own CO₂ emissions from all of our factories and implement emissions-reducing measures with the goal of achieving carbon neutrality, first with the use of carbon credits to offset what emissions remain by 2025, and then achieving complete carbon neutrality in manufacturing by 2035. For our mobility products, we will contribute to the electrification of vehicles and decrease of emissions for product use by providing innovative new products and tracking their sales. For our energy use, we will expand our renewable energy production capacity, energy conversion, and hydrogen utilizing technology. In doing so, we hope to prevent global warming, prevent air pollution, reduce our own environmental burden, promote more effective uses of natural resources, and conserve water resources.
- *Peace of Mind.* Our Peace of Mind initiatives relate to our impact on society, including the effect that we have on society through our products and through our manufacturing process. This involves reducing the number of traffic accidents in our target markets, increasing comfortability by creating peaceful mobility spaces, and helping to create a society based on mutual support and cooperation that nurtures potential. We will do so by contributing to our customers’ happiness through our high value-added offerings, first by developing ADAS offerings and predictive AI technology and then by ensuring that they are attractive, affordable, and adaptive enough for widespread adoption within as many vehicles as possible.

The objectives described above are designed to support our Long-Term Policy 2030, which established our goal to become a company that continuously generates value to enrich mobility that achieves sustainability, happiness, and peace of mind for everyone. To that end, we will continue targeting “Green” and “Peace of Mind” themes. This requires that we also strengthen our own systems to ensure that employees act in a fair, honest, ethical manner and that they have access to a work environment where they can utilize their capabilities to the greatest extent possible. This involves refocusing our efforts on compliance, information security, diversity and inclusion, workstyle reform, workplace health and safety, protection of human rights, sustainable procurement, and corporate governance.

Regulations

Environmental Regulations

We are subject to the requirements of environmental and safety and health laws and regulations in Japan and the other countries where we have manufacturing operations. These include laws regulating air emissions, water discharge, hazardous materials and waste management. We have an environmental management structure designed to facilitate and support our compliance with these requirements globally. Environmental requirements are complex, change frequently and have tended to become more stringent over time. Accordingly, we cannot assure that environmental requirements will not change or become more stringent in the future or that our eventual environmental costs and liabilities will not be material.

Certain environmental laws assess liability on current or previous owners or operators of real property for the cost of removal or remediation of hazardous substances. In addition to clean-up actions brought by

regulatory agencies, private plaintiffs could raise personal injury or other private claims due to the presence of hazardous substances on or from a property. In addition, there may be soil or groundwater contamination at several of our properties resulting from historical, ongoing or nearby activities.

Automobile-related Regulations

The automotive components and systems we manufacture are used in vehicles that are subject to extensive statutory and regulatory requirements that directly or indirectly impose standards governing emissions and noise. These standards are increasingly accompanied by stringent regulations governing individual mobility in metropolitan areas, particularly aimed at the reduction of greenhouse gasses and respirable dust emissions. Our ability to comply with these and future emission standards is an essential element in maintaining our leadership position in regulated markets. In addition to emission regulations, our products are affected by requirements related to fuel efficiency and vehicle safety standards, and we have made, and will continue to make, significant capital and research expenditures to comply with these standards. These types of regulations have become increasingly stringent in Japan, North America, Europe and China, and we expect this trend to continue in the future.

Other

In addition to the laws and regulations described above, we are subject to a range of other laws and regulations in the jurisdictions in which we operate, including laws relating to employment and labor, product liability, foreign trade, anti-bribery and anti-corruption, international sanctions, antitrust, antimonopoly, cartel and unfair competition and various other areas. We must also observe numerous national and international safety and administrative rules as well as related procedures and standards regarding the construction, operation and maintenance of production sites, factories and other buildings used in our business activities.

Insurance

We maintain insurance policies that we believe are comparable to those of other companies with similar operations. Our policies cover the value, or a portion of the value, of buildings, plant and machinery, stocks and goods-in-transit as well as business interruption with respect to our major production facilities. We also maintain coverage for product liability claims with respect to products designed, manufactured and sold by us and our major subsidiaries. Coverage of losses relating to earthquakes, political unrest or economic upheaval under these insurance policies is generally limited. We do not maintain earthquake insurance in Japan.

Facilities

Our main manufacturing facilities are located in the Aichi Prefecture in Japan in close proximity to Toyota Motor's main manufacturing facilities. We also have manufacturing facilities in other locations around the world, including in the United States, China, Sweden, Italy, France, Germany, Thailand, India and Indonesia. We lease office space for our sales, technological and corporate departments in Tokyo, Japan.

The following table shows our major facilities and their book values and areas as of March 31, 2025.

Facility Name	Location	Segment	Type of Facility	Book Value (in millions of yen)				
				Buildings and Structures	Machinery, Equipment and Vehicles	Land ⁽¹⁾	Other ⁽²⁾	Total
DENSO CORPORATION								
Headquarters	Kariya-shi, Aichi Prefecture	Japan	Controlling and testing facility	¥45,676	¥ 29,507	¥ 5,649 (300)	¥20,240	¥101,072
Anjo Plant	Anjo-shi, Aichi Prefecture	Japan	Manufacturing facility for electrification and other systems	27,532	49,460	9,856 (576)	6,309	93,157
Nishio Plant	Nishio-shi, Aichi Prefecture	Japan	Manufacturing facility for thermal and powertrain systems	15,464	56,232	4,702 (1,284)	6,050	82,448
Takatana Plant	Anjo-shi, Aichi Prefecture	Japan	Manufacturing facility for mobility electronics and others	5,720	29,574	3,750 (375)	3,580	42,624

Facility Name	Location	Segment	Type of Facility	Book Value (in millions of yen)				
				Buildings and Structures	Machinery, Equipment and Vehicles	Land ⁽¹⁾	Other ⁽²⁾	Total
Daian Plant	Inabe-shi, Mie Prefecture	Japan	Manufacturing facility for powertrain systems and advanced devices	13,172	46,591	17,826 (876)	4,411	82,000
Kota Plant	Kota-cho, Nukata-gun, Aichi Prefecture	Japan	Manufacturing facility for mobility electronics and others	7,679	56,692	8,007 (302)	7,592	79,970
Toyohashi Plant	Toyohashi-shi, Aichi Prefecture	Japan	Manufacturing facility for thermal system and non-automotive components	2,492	8,789	4,489 (174)	1,038	16,808
Agui Plant	Agui-cho, Chita-gun, Aichi Prefecture	Japan	Manufacturing facility for non-automotive components	2,301	1,092	7,540 (280)	294	11,227
Zenmyo Plant	Nishio-shi, Aichi Prefecture	Japan	Manufacturing facility for powertrain system	13,289	23,808	20,117 (788)	1,692	58,906
Kosai Plant	Kosai-shi, Shizuoka Prefecture	Japan	Manufacturing facility for electrification system	11,148	27,232	4,071 (320)	3,211	45,662
Toyohashi Higashi Plant	Toyohashi-shi, Aichi Prefecture	Japan	Manufacturing facility for electrification system	2,600	367	5,868 (179)	15	8,850
Hirose Plant	Toyota-shi, Aichi Prefecture	Japan	Manufacturing facility for electrification systems and mobility electronics	9,878	30,905	5,769 (247)	1,950	48,502
Advanced Technology Research Institute	Nisshin-shi, Aichi Prefecture	Japan	Research & development facility	7,409	4,682	3,947 (81)	994	17,032
Abashiri Test Center	Abashiri-shi, Hokkaido	Japan	Research & development facility	4,130	34	7,390 (5,481)	19	11,573
Tokyo and other branches	Chuo-ku, Tokyo and other locations	Japan	Sale and other facilities	16,243	34,126	24,867 (1,791)	2,044	77,280
Domestic Subsidiaries								
<i>DENSO IWATE CORPORATION</i>	Kanegasaki-cho, Isawa-gun, Iwate Prefecture	Japan	Manufacturing facility for mobility electronics and advanced devices	11,482	33,957	1,352 (290)	2,483	49,274
<i>DENSO TEN Limited</i>	Hyogo-ku, Kobe-shi, Hyogo Prefecture	Japan	Manufacturing facility for mobility electronics, electrification systems and others	7,768	16,068	3,989 (153)	3,604	31,429
<i>DENSO HOKKAIDO CORPORATION</i>	Chitose-shi, Hokkaido Prefecture	Japan	Manufacturing facility for advanced devices	7,235	13,330	1,894 (163)	864	23,323
<i>DENSO ELECTRONICS CORPORATION</i>	Anjo-shi, Aichi Prefecture	Japan	Manufacturing facility for mobility electronics, electrification systems and others	4,719	9,728	1,450 (77)	1,484	17,381

Facility Name	Location	Segment	Type of Facility	Book Value (in millions of yen)				
				Buildings and Structures	Machinery, Equipment and Vehicles	Land ⁽¹⁾	Other ⁽²⁾	Total
<i>DENSO SANKYO CO., LTD.</i>	Sayama-shi, Saitama Prefecture	Japan	Manufacturing facility for thermal system	6,323	1,488	8,785 (73)	107	16,703
<i>DENSO FUKUSHIMA CORPORATION</i>	Tamura-shi, Fukushima Prefecture	Japan	Manufacturing facility for thermal system, powertrain system and others	7,630	4,827	2,629 (236)	734	15,820
<i>48 other domestic subsidiaries</i>	—	Japan	—	44,347	43,562	25,058	10,533	123,500
Overseas Subsidiaries								
<i>DENSO Manufacturing Tennessee, Inc.</i>	Tennessee, USA	North America	Manufacturing facility for mobility electronics, electrification systems and others	25,566	55,851	998 (769)	2,835	85,250
<i>DENSO Mexico S.A. DE C.V.</i>	Nuevo Leon, Mexico	North America	Manufacturing facility for powertrain system, mobility electronics and others	9,416	16,090	3,005 (560)	5,092	33,603
<i>DENSO Manufacturing Athens Tennessee, Inc.</i>	Tennessee, U.S.A.	North America	Manufacturing facility for powertrain system, thermal system and others	7,079	14,141	52 (557)	388	21,660
<i>DENSO Manufacturing Michigan, Inc.</i>	Michigan, U.S.A.	North America	Manufacturing facility for thermal system	5,879	9,604	246 (389)	907	16,636
<i>DENSO International America, Inc.</i>	Michigan, U.S.A.	North America	Sales facility and research and development facility	7,311	4,046	419 (462)	1,857	13,633
<i>17 other subsidiaries in North America</i>	—	North America	—	10,533	20,945	2,554	2,638	36,670
<i>DENSO Manufacturing Hungary Ltd.</i>	Szekesfehervar, Hungary	Europe	Manufacturing facility for powertrain and electrification systems	8,196	14,912	365 (215)	3,343	26,816
<i>DENSO Manufacturing Czech s.r.o.</i>	Liberec, Czech Republic	Europe	Manufacturing facility for thermal system	9,813	10,681	741 (284)	2,166	23,401
<i>DENSO Thermal Systems S.p.A.</i>	Turin, Italy	Europe	Manufacturing facility for thermal system	4,688	10,501	712 (170)	2,850	18,751
<i>DENSO Barcelona S.A.U.</i>	Barcelona, Spain	Europe	Manufacturing facility for mobility electronics and electrification systems	4,728	5,545	232 (80)	1,028	11,533
<i>32 other subsidiaries in Europe</i>	—	Europe	—	21,788	27,064	6,856	4,660	60,368
<i>Tianjin DENSO Electronics Co., Ltd.</i>	Tianjin, China	Asia	Manufacturing facility for mobility electronics and electrification systems and others	7,773	32,513	0 (100)	3,162	43,448

Facility Name	Location	Segment	Type of Facility	Book Value (in millions of yen)				
				Buildings and Structures	Machinery, Equipment and Vehicles	Land ⁽¹⁾	Other ⁽²⁾	Total
<i>DENSO (Guangzhou Nansha) Co., Ltd.</i>	Guangzhou, China	Asia	Manufacturing facility for powertrain and electrification systems and others	6,644	22,033	0 (100)	2,493	31,170
<i>Tianjin DENSO Engine Electrical Products Co., Ltd.</i>	Tianjin, China	Asia	Manufacturing facility for electrification system and mobility electronics and others	5,007	18,281	0 (103)	4,541	27,829
<i>Guangzhou DENSO Co., Ltd.</i>	Guangzhou, China	Asia	Manufacturing facility for thermal system	3,257	15,961	0 (162)	4,705	23,923
<i>DENSO KOREA CORPORATION</i>	Changwon, South Korea	Asia	Manufacturing facility for powertrain and thermal systems and others	5,176	3,585	9,604 (160)	1,771	20,136
<i>DENSO (Thailand) Co., Ltd.</i>	Samutprakarn, Thailand	Asia	Manufacturing facility for thermal and powertrain systems and others	7,003	7,338	2,736 (313)	3,021	20,098
<i>64 other subsidiaries in Asia</i>	—	Asia	—	42,210	107,039	8,563	23,898	181,710
<i>DENSO Do Brasil LTDA.</i>	Curitiba, Brazil	Other regions	Manufacturing facility for thermal and electrification systems and others	3,634	8,400	617 (258)	1,903	14,554
<i>4 other subsidiaries in other regions</i>	—	Other regions	—	2,089	3,385	18	877	6,369

Notes:

(1) Figures in parentheses show the area of land in thousands of square meters.

(2) “Other” includes tools, equipment and fixtures and does not include the construction in process account of ¥237,611 million. Also, the book values do not include consumption and other taxes.

(3) Currently, there are no major inactive facilities.

Intellectual Property

We hold a large number of patents and licenses to cover our products, designs and manufacturing processes and are continuously seeking to secure further patents on our developments. As of March 31, 2025, we had approximately 38,000 patents. We also have registered trademarks for our brands, including IRIDIUM, QR code and First Time Fit. To support overseas development and design, we have set up intellectual property organizations at our development and design bases in North America, Europe and China, thereby strengthening our efforts to acquire intellectual property rights for local inventions and ideas and to examine other companies’ intellectual property rights.

We take active measures against counterfeit products, particularly those with imitation trademarks. Since 2005, we have been actively engaging in a broad range of activities to detect counterfeit products in cooperation with government and customs agencies as well as our overseas locations in the United States, Europe, China and other countries.

Employees

As of March 31, 2025, we had 158,056 full-time employees on a consolidated basis. The following table shows a breakdown of our employees in each business segment, as of March 31, 2025.

Business Segment	Number of full-time employees	Percentage of full-time employees
Japan	76,462	48.4%
North America	23,553	14.9%
Europe	13,632	8.6%
Asia	41,257	26.1%
Others	3,152	2.0%
Total	158,056	100.0%

We also hire temporary employees from time to time as needed.

Approximately 39,000 of our employees are represented by the primary labor union for our employees under a collective bargaining agreement and a number of employees of our subsidiaries are represented by separate labor unions established to represent employees of such subsidiaries. We believe our labor relations are good.

Legal Proceedings

Due to the nature of our business, we are subject to the risk of litigation from third parties in connection with claims such as product liability, personal injury, labor and employment issues, land ownership and use and environmental pollution in the ordinary course of business. In the event of an adverse judgment or out-of-court settlement, our financial condition and results of operations could be adversely affected.

We are not currently subject to any litigation that we believe is material to our business, financial condition or results of operations.

MANAGEMENT

Directors and Audit & Supervisory Board Members

Our Board of Directors carries the ultimate responsibility for the administration of our affairs. Our articles of incorporation provide for the Board of Directors of not more than 20 members and Audit & Supervisory Board Members of not more than five members. All Directors and Audit & Supervisory Board Members are elected at general meetings of shareholders. The normal term of office of Directors expires at the close of the ordinary general meeting of shareholders held with respect to the last fiscal year ending within one year after such Director's election and that of Audit & Supervisory Board Members expires at the close of the ordinary general meeting of shareholders held with respect to the last fiscal year ending within four years after such Audit & Supervisory Board Member's election, although they may serve any number of consecutive terms.

The Board of Directors elects from among its members one or more Representative Directors, each of whom has power to represent us in conducting our affairs. The Board of Directors may also elect from among its members a Chairman, a President and CEO and one or more Executive Vice Chairmen and Executive Vice Presidents.

The Audit & Supervisory Board Members are not required to be certified public accountants, but may not at the same time be our Directors or employees, or directors or employees of any of our subsidiaries.

Under the Companies Act of Japan (Act No. 86 of 2005, as amended), or the Companies Act, the Audit & Supervisory Board Members have the statutory duty of supervising the administration of our affairs by the Directors and also of examining the financial statements and business reports to be submitted by the Directors to general meetings of shareholders and preparing an audit report. The Audit & Supervisory Board Members must attend meetings of the Board of Directors and express opinions thereat, if necessary, but they are not entitled to vote.

We must appoint a certified public accountant or an audit corporation as independent auditor, in addition to Audit & Supervisory Board Members. Such independent auditor has the statutory duty of examining the financial statements prepared in accordance with the Companies Act and other related laws and regulations, to be submitted by Directors to general meetings of shareholders and preparing an audit report thereon. Our independent auditor for such purposes is Deloitte Touche Tohmatsu LLC.

The names and titles of our Directors as of the date of this offering memorandum are as follows:

Name	Title	Director Since
Koji Arima	Chairman, Representative Director	June 2015
Shinnosuke Hayashi	President & CEO, Representative Director	June 2023
Yasushi Matsui	Executive Vice President, Representative Director	June 2021
Yasuhiko Yamazaki	Executive Vice President, Representative Director	June 2024
Akio Toyoda	Director	June 2019
Shigeki Kushida	Outside Director	June 2019
Yuko Mitsuya	Outside Director	June 2019
Joseph P. Schmelzeis, Jr.	Outside Director	June 2022

Koji Arima was appointed as Chairman of DENSO CORPORATION in June 2023. Mr. Arima joined DENSO CORPORATION in April 1981 and has previously served in a number of key positions, including Executive Director, Senior Executive Director and Director, President & CEO.

Shinnosuke Hayashi was appointed as President & CEO of DENSO CORPORATION in April 2023. Mr. Hayashi joined DENSO CORPORATION in April 1986 and has previously served as Executive Director and Senior Executive Officer, President & COO.

Yasushi Matsui was appointed as Director & Executive Vice President of DENSO CORPORATION in June 2023. Mr. Matsui joined DENSO CORPORATION in April 1987 and previously served as Executive Director, Senior Executive Officer and Director & Senior Executive Officer.

Yasuhiko Yamazaki was appointed as Director & Executive Vice President of DENSO CORPORATION in June 2024. Mr. Yamazaki joined DENSO CORPORATION in April 1986 and previously served as Executive Director, Senior Executive Officer and Executive Vice President.

Akio Toyoda was appointed as Director of DENSO CORPORATION in June 2019. Mr. Toyoda currently also serves as Chairman of Toyota Motor Corporation. Mr. Toyoda started his career at Toyota Motor Corporation in April 1984, where he served in a number of key positions, including Member of the Board of Directors, Managing Director, Senior Managing Director, Director & Executive Vice President and Director & President. He also served as Outside Member of the Audit & Supervisory Board for Koyo Seiko Co., Ltd. (currently JTEKT CORPORATION), Outside Audit & Supervisory Board Member for TOYOTA BOSHOKU CORPORATION and Chairman of Japan Automobile Manufacturers Association Inc.

Shigeki Kushida was appointed as Outside Director of DENSO CORPORATION in June 2019. Mr. Kushida currently also serves as Director, Representative Executive Officer & President of Japan Securities Finance Co., Ltd. Mr. Kushida started his career at Bank of Japan in April 1981, where he held a number of key positions, including the Manager of Kochi Branch, Director of General Affairs and Personnel Bureau, Director of Planning Bureau, Manager of Nagoya Branch, and Executive Director & Entrusted Manager of Nagoya Branch and Osaka Branch, and also served as Senior Advisor at American Family Life Assurance Company (currently Aflac Life Insurance Japan Ltd.).

Yuko Mitsuya was appointed as Outside Director of DENSO CORPORATION in June 2019. Ms. Mitsuya currently also serves as President of Japan Basketball Association, Vice President of Japanese Olympic Committee, and Outside Director of Japan Airlines Co., Ltd. Ms. Mitsuya started her career at Hitachi, Ltd. and served as Representative Director of Cipher Co., Ltd., Outside Audit & Supervisory Board Member of ASICS Corporation, Outside Director of Fujita Kanko Inc., Paloma Co., Ltd. and The Fukui Bank, Ltd., Representative Director of SORA Corporation (currently PIT Corporation), and Outside Director (Audit and Supervisory Committee Member) of JXTG Holdings, Inc. (currently ENEOS Holdings Inc.).

Joseph P. Schmelzeis was appointed as Outside Director of DENSO CORPORATION in June 2022. Mr. Schmelzeis currently also serves as Representative Director of JPS International, Inc., Executive Manager of Cedarfield Godo Kaisha, and Outside Director of Central Japan Railway Company and Hitachi Construction Machinery Japan Co., Ltd. Mr. Schmelzeis started his career at Bain & Company and has served as Vice President of American Express International, COO of Fontworks International, Interim CEO of Crimson Ventures, Corporate Director & Division Manager of SEGA CORPORATION, Senior Advisor of SEGA SAMMY HOLDINGS INC. and Senior Advisor to the Ambassador of U.S. Embassy in Tokyo.

The names and titles of our Audit & Supervisory Board Members as of the date of this offering memorandum are as follows:

Name	Title	Member Since
Motomi Niwa	Standing Audit & Supervisory Board Member	June 2018
Katsunori Hayashi	Standing Audit & Supervisory Board Member	June 2025
Yasuko Goto	Outside Audit & Supervisory Board Member	June 2019
Haruo Kitamura	Outside Audit & Supervisory Board Member	June 2019

Motomi Niwa was appointed as Standing Audit & Supervisory Board Member in June 2018. Mr. Niwa started his career at DENSO CORPORATION in April 1985 and has previously served as Head of the Functional Products Division (currently Powertrain Systems Business Planning Department, Powertrain Components Business Unit) and Director of Human Resources Division of DENSO CORPORATION, and Vice President of DENSO MANUFACTURING TENNESSEE, INC.

Katsunori Hayashi was appointed as Standing Audit & Supervisory Board Member in June 2025. Mr. Hayashi started his career at DENSO CORPORATION in April 1988 and has previously served as General Manager, Engine Equipment Planning Department, Engine Equipment Division (currently, Powertrain Systems Business Planning Division), General Manager, Electrified Components Planning Division, Electrified Components Department (currently, Electrification Systems Business Planning Department), and General Manager, Secretarial Department, Corporate Center, (currently, Secretarial Department, General Administration & Human Resources Center).

Yasuko Goto was appointed as Outside Audit & Supervisory Board Member in June 2019. Ms. Goto currently also serves as External Audit & Supervisory Committee Member of Mitsui Chemicals, Inc. and Outside Director of Shiseido Company, Limited. Ms. Goto started her career at the Ministry of Transport (currently Ministry of Land, Infrastructure, Transport and Tourism) and served as Head of New York Office, Japan National Tourism Organization; Vice Governor of Yamagata Prefecture; Director of Regional Transport Bureau of Hokuriku and Shinetsu Regions, Ministry of Land, Infrastructure, Transport and Tourism (MLIT); President of

Policy Research Institute for Land, Infrastructure, Transport and Tourism for MLIT; Managing Director & Deputy General Manager of Railway Operations Headquarters, General Manager of Tourism Business Headquarters, Managing Director in charge of Finance Department and Director, Audit & Supervisory Committee Member and Special Adviser of Kyushu Railway Company, and External Audit & Supervisory Committee Member of Shiseido Company, Limited.

Haruo Kitamura was appointed as Outside Audit & Supervisory Board Member in June 2019. Mr. Kitamura currently also serves as Chief of Kitamura Certified Public Accountant Office, and Outside Corporate Auditor of LEGAL CORPORATION (currently LeTech Corporation). He started his career at Arthur Andersen Konin Kaikeshi Kyodo Jimusho (currently KPMG AZSA LLC) in September 1983, and has previously served in a number of key positions including Outside Auditor of ROHM Co., Ltd., Outside Director of Sumisho Grainger Co., Ltd. (currently MonotaRO Co., Ltd.), Supervisory Officer of MID REIT, Inc. (currently Japan Metropolitan Fund Investment Corporation), Outside Corporate Auditor and Outside Director of Yamaha Corporation, and Outside Corporate Auditor of ASMO Co., Ltd. (currently DENSO CORPORATION).

The names and titles of our Senior Executive Officers (excluding Directors) as of the date of this offering memorandum are as follows:

Name	Title
Yasuhiro Iida	Senior Executive Officer
Kenichiro Ito	Senior Executive Officer
Hirotsugu Takeuchi	Senior Executive Officer
Hidehiro Yokoo	Senior Executive Officer
Jiro Ebihara	Senior Executive Officer
Hisashi Iida	Senior Executive Officer
Katsuhiko Takeuchi	Senior Executive Officer
Yasuhisa Sakurai	Senior Executive Officer
Naoto Inuzuka	Senior Executive Officer
Tsuneo Maebara	Senior Executive Officer

Agreements with Our Directors and Audit & Supervisory Board Members

Under the Companies Act and our articles of incorporation, we may enter into agreements with our Directors (excluding directors who are in charge of execution of business (as defined under the Companies Act)) and Audit & Supervisory Board Members to limit their respective liabilities to us arising from their failure to execute their duties in good faith and without gross negligence, subject to applicable laws and regulations. We have entered into such agreements with each non-executive Director including Outside Director and Outside Audit & Supervisory Board Member which limit the maximum amount of their liability to us to the minimum amount stipulated by applicable laws and regulations, so long as those non-executive Directors and Outside Audit & Supervisory Board Members have acted in good faith and without gross negligence in performing their duties.

Executive Compensation

The total aggregate compensation for our Directors and Audit & Supervisory Board Members during the year ended March 31, 2025 was ¥1,069 million and consisted of aggregate compensation to our Directors of ¥932 million and aggregate compensation to our Audit & Supervisory Board Members of ¥137 million. Also, aggregate compensation for our Outside Directors and Outside Audit & Supervisory Board Members during the year ended March 31, 2025 was ¥89 million.

We have a restricted share compensation program for Directors other than non-executive Directors or Outside Directors. Such restricted shares generally cannot be sold or transferred during the applicable restricted period. The restricted shares can be issued up to 3,000,000 shares in total each year and the total amount of compensation by the restricted shares for each year must not exceed ¥1.5 billion. In June 2025, we granted our shares of common stock in the form of restricted shares to our Director (other than non-executive Directors or Outside Directors) and Senior Executive Officers (other than Directors) totaling 267,679 shares and in the aggregate prices of ¥514 million.

RELATED PARTY TRANSACTIONS

From time to time, we enter into agreements and engage in transactions with our subsidiaries and affiliates. Set forth below is a brief description of transactions we have entered into with Toyota Motor and its consolidated subsidiaries in the year ended March 31, 2025 and the three-month period ended June 30, 2025. For more information on these transactions and information on prior periods, please see Note 32 to our audited consolidated financial statements as of and for the year ended March 31, 2025, included elsewhere in this offering memorandum.

Type of transaction	For the year ended March 31, 2025	For the three-month period ended June 30, 2025
	(in millions of yen)	
Sale of automotive components	¥ 3,903,121	¥ 964,146
Purchase of automotive components	60,454	15,130

Except for the transactions described above and in the notes to our consolidated financial statements contained elsewhere in this offering memorandum, there have been no material transactions between us and any of our Directors, Audit & Supervisory Board Members, Senior Executive Officer and Executive Officer or any companies over which any of them have any significant influence.

SUBSIDIARIES AND AFFILIATES

As of March 31, 2025, we had 187 consolidated subsidiaries and 65 equity-method affiliates. The following table presents our major subsidiaries, equity-method affiliates and other affiliates as of March 31, 2025:

Company Name	Location	Issued Capital	Percentage of outstanding shares held by us (%)	Principal Business
Subsidiaries				
Kyosan Denki Co., Ltd.	Ibaraki, Japan	¥ 1,090 million	63.0	Manufacture and sale of automotive components
Hamanakodenso Co., Ltd.	Shizuoka, Japan	¥ 479 million	80.1	Manufacture and sale of automotive components
DENSO ELECTRONICS CORPORATION	Aichi, Japan	¥ 1,002 million	100.0	Manufacture and sale of automotive components
DENSO Wiper Systems, Inc.	Shizuoka, Japan	¥ 450 million	100.0	Manufacture and sale of automotive components
DENSO Air Systems Corporation	Aichi, Japan	¥ 491 million	100.0	Manufacture and sale of automotive components
DENSO Solution Corporation	Aichi, Japan	¥ 301 million	100.0	Sale of automotive components, industrial equipment and daily life related equipment
DENSO WAVE Inc.	Aichi, Japan	¥ 495 million	75.2	Manufacture and sale of industrial equipment
DENSO Techno Co., Ltd.	Aichi, Japan	¥ 180 million	100.0	Development and design of software for information processing/controlling systems
DENSO TRIM Co., Ltd.	Mie, Japan	¥ 310 million	80.0	Manufacture and sale of automotive components
DENSO Miyazaki, Inc.	Miyazaki, Japan	¥ 150 million	100.0	Manufacture and sale of automotive components
DENSO Kyushu Corporation	Fukuoka, Japan	¥ 6,010 million	100.0	Manufacture and sale of automotive components
DENSO Hokkaido Corporation	Hokkaido, Japan	¥ 2,600 million	100.0	Manufacture and sale of automotive components
DENSO Fukushima Corporation	Fukushima, Japan	¥ 1,600 million	100.0	Manufacture and sale of automotive components
DENSO Iwate Corporation	Iwate, Japan	¥ 2,350 million	100.0	Manufacture and sale of automotive components
DENSO TEN Limited	Hyogo, Japan	¥ 5,300 million	65.0	Manufacture and sale of automotive components and R&D for automotive components
Jeco Co., Ltd.	Saitama, Japan	¥ 1,564 million	100.0	Manufacture and sale of automotive components
DENSO International America, Inc.	Michigan, U.S.A.	USD 503,816,000	100.0	Regional headquarters for North America; Sale of automotive components; R&D for automotive components
DENSO Products And Services Americas, Inc.	California, U.S.A.	USD 3,750,000	100.0	Sale of automotive components and industrial equipment
DENSO Manufacturing Michigan, Inc.	Michigan, U.S.A.	USD 125,000,000	100.0	Manufacture and sale of automotive components
DENSO Manufacturing North Carolina, Inc.	North Carolina, U.S.A.	USD 96,000,000	100.0	Manufacture and sale of automotive components
DENSO Manufacturing Tennessee, Inc.	Tennessee, U.S.A.	USD 73,900,000	100.0	Manufacture and sale of automotive components
DENSO Manufacturing Athens Tennessee, Inc.	Tennessee, U.S.A.	USD 100,000	100.0	Manufacture and sale of automotive components
DENSO TEN America Limited	Michigan, U.S.A.	USD 42,500,000	100.0	Sale of automotive components
DENSO Manufacturing Canada, Inc.	Ontario, Canada	USD 35,036,000	100.0	Manufacture and sale of automotive components
DENSO Sales Canada, Inc.	Ontario, Canada	USD 80,000	100.0	Sale of automotive components
DENSO Mexico S.A. DE C.V.	Nuevo León, Mexico	MXN 593,297,000	95.0	Manufacture and sale of automotive components
DENSO Do Brasil Ltda.	Curitiba, Brazil	BRL 352,797,000	94.8	Manufacture and sale of automotive components

Company Name	Location	Issued Capital	Percentage of outstanding shares held by us (%)	Principal Business
DENSO International Europe B.V.	Amsterdam, Netherlands	EUR 781,539,000	100.0	European headquarters and holding company of European affiliated companies
DENSO Europe B.V.	Weesp, Netherlands	EUR 1,361,000	100.0	Sale of automotive components
DENSO Barcelona S.A.	Barcelona, Spain	EUR 33,344,000	100.0	Manufacture and sale of automotive components
DENSO Manufacturing Italia S.p.A. . . .	San Salvo, Italy	EUR 1,000,000	100.0	Manufacture and sale of automotive components
DENSO Thermal Systems S.p.A.	Turin, Italy	EUR 170,900,000	100.0	Manufacture and sale of automotive components
DENSO Manufacturing Hungary, Ltd.	Székesfehérvár, Hungary	EUR 190,912,000	100.0	Manufacture and sale of automotive components
DENSO Manufacturing Czech s.r.o. . . .	Liberec, Czech	CZK 3,469 million	100.0	Manufacture and sale of automotive components
DENSO International Asia Pte., Ltd. (Singapore)	Science Park, Singapore	USD 175,240,000	100.0	Regional headquarters for Asia and sale of aftermarket products
DENSO International Asia Co., Ltd. (Thailand)	Samut Prakan, Thailand	THB 752 million	100.0	Regional headquarters for Asia and R&D for automotive components
DENSO (Thailand) Co., Ltd.	Samut Prakan, Thailand	THB 200 million	51.7	Manufacture and sale of automotive components
Siam DENSO Manufacturing Co., Ltd.	Chonburi, Thailand	THB 2,816 million	90.0	Manufacture and sale of automotive components
DENSO Sales (Thailand) Co., Ltd.	Samut Prakan, Thailand	THB 100 million	100.0	Sale of automotive components
Siam Kyosan DENSO Co., Ltd.	Chonburi, Thailand	THB 338 million	100.0	Manufacture and sale of automotive components
DENSO TEN (Thailand) Limited	Samut Prakan, Thailand	THB 400 million	99.0	Manufacture and sale of automotive components
Pt. DENSO Indonesia	Bekasi, Indonesia	IDR 2,345 million	68.3	Manufacture and sale of automotive components
PT. DENSO Manufacturing Indonesia	Bekasi, Indonesia	IDR 43,992 million	100.0	Manufacture and sale of automotive components
Pt. DENSO Sales Indonesia	Jakarta, Indonesia	IDR 9,975 million	100.0	Sale of automotive components
DENSO (Malaysia) Sdn. Bhd.	Selangor, Malaysia	MYR 20,536,000	72.7	Manufacture and sale of automotive components
DENSO Manufacturing Vietnam Co., Ltd.	Hanoi, Vietnam	USD 10,000,000	95.0	Manufacture and sale of automotive components
DENSO Philippines Corporation	Laguna, Philippines	USD 29,854,000	100.0	Manufacture and sale of automotive components
DENSO Ten Philippines Corporation . . .	Laguna, Philippines	USD 5,085,000	100.0	Manufacture and sale of automotive components
DENSO Haryana Pvt., Ltd.	Haryana, India	INR 2,875 million	100.0	Manufacture and sale of automotive components
DENSO (China) Investment Co., Ltd. . .	Beijing, China	CNY 2,150 million	100.0	Regional headquarters for China, sales of automotive components and R&D for automotive components
Tianjin DENSO Engine Electrical Products Co., Ltd.	Tianjin, China	CNY 278 million	95.0	Manufacture and sale of automotive components
Tianjin DENSO Electronics Co., Ltd.	Tianjin, China	CNY 585 million	93.5	Manufacture and sale of automotive components
Guangzhou DENSO Co., Ltd.	Guangzhou, China	CNY 191 million	60.0	Manufacture and sale of automotive components
Tianjin Fawer DENSO Air-Conditioner Co., Ltd.	Tianjin, China	CNY 101 million	60.0	Manufacture and sale of automotive components
DENSO (Guangzhou Nansha) Co., Ltd.	Guangzhou, China	CNY 402 million	100.0	Manufacture and sale of automotive components
DENSO (Changzhou) Fuel Injection System Co., Ltd.	Changzhou, China	CNY 281 million	100.0	Manufacture and sale of automotive components
DENSO Manufacturing (Hangzhou) Co., Ltd.	Hangzhou, China	CNY 192 million	100.0	Manufacture and sale of automotive components
DENSO Korea Corporation	Changwon, Korea	KRW 8,902 million	100.0	Manufacture and sale of automotive components

Company Name	Location	Issued Capital	Percentage of outstanding shares held by us (%)	Principal Business
<i>129 other companies</i>				
Equity-method affiliates				
Tsuda Industries Co., Ltd.	Aichi, Japan	¥ 1,315 million	22.1	Manufacture and sale of automotive components
Shinsei Industrial Co., Ltd.	Aichi, Japan	¥300 million	36.5	Manufacture and sale of automotive components
Advics Co., Ltd.	Aichi, Japan	¥ 12,209 million	34.0	Development and sale of automotive components
NTT Data MSE Corporation	Kanagawa, Japan	¥ 320 million	15.0	Development and design of software for controlling systems
Toshiba Information Systems (Japan) Corporation	Kanagawa, Japan	¥ 1,239 million	20.0	Development and design of software for information processing/ controlling systems
BluE Nexus Corporation	Aichi, Japan	¥ 50 million	45.0	Development and sale of automotive components
Michigan Automotive Compressor, Inc.	Michigan, U.S.A.	USD 146,000,000	40.0	Manufacture and sale of automotive components
TD Automotive Compressor Georgia, LLC	Georgia, U.S.A.	USD 155,000,000	22.6	Manufacture and sale of automotive components
TD Deutsche Klimakompressor GmbH	Sachsen, Germany	EUR 20,452,000	35.0	Manufacture and sale of automotive components
Subros Limited	Delhi, India	INR 130 million	20.0	Manufacture and sale of automotive components
Yantai Shougang TD Automotive Compressor Co., Ltd.	Shandong Province, China	CNY 284 million	20.0	Manufacture and sale of automotive components
<i>54 other companies</i>				
Other affiliate				
Toyota Motor Corporation	Aichi, Japan	¥ 397,050 million	21.26	Manufacture and sale of automobiles and automotive components

DESCRIPTION OF THE NOTES

The following description of the notes is a summary of the detailed provisions of the notes and the Indenture (as defined below). It does not purport to be complete. This summary is subject to and is qualified in its entirety by reference to all the provisions of the notes and the Indenture, including the definitions of certain terms used therein. We urge you to read those documents in their entirety prior to making an investment decision because they, and not this description, define the rights of holders of the notes. Whenever particular sections or defined terms of the Indenture not otherwise defined herein are referred to, such sections or defined terms are incorporated herein by reference. You may request copies of those documents upon written request from the corporate trust office of the trustee located at 240 Greenwich Street, New York, NY 10286, United States of America.

When we refer “we,” “our” and “us” in this section, we mean DENSO CORPORATION, excluding, unless the context otherwise requires or as otherwise expressly stated, any existing or future subsidiaries. When we refer to a “holder” we mean the person in whose name the notes are registered.

The notes will be issued pursuant to an indenture dated September 16, 2021 between us and The Bank of New York Mellon, as trustee (the “Indenture”).

General

The notes will be issued only in fully registered form without interest coupons in minimum denominations of \$200,000 and integral multiples of \$1,000 in excess thereof. The notes will be represented by one or more registered notes in global form without coupons and in certain circumstances may be represented by registered notes in definitive form.

The Indenture and the notes do not contain any financial covenants or restrictions on the payment of dividends on our common stock, the incurrence of indebtedness, including other senior indebtedness (other than as set forth below under “—Negative Pledge”), or the issuance or repurchase of our securities. In addition, there are only limited restrictions on our ability to pledge assets or secure other indebtedness. The Indenture and the notes do not contain any covenants or other provisions to afford more than limited protection to holders of the notes in the event of a highly leveraged transaction or a change in control of us.

The notes have not been and will not be registered with the SEC and are being offered and sold by the initial purchasers or their affiliates outside the United States in offshore transactions only to non-U.S. persons in reliance on Regulation S and by the initial purchasers or their affiliates inside the United States to persons reasonably believed to be QIBs in reliance on Rule 144A. Accordingly, the Indenture is not required to be, and will not be, qualified under the U.S. Trust Indenture Act of 1939.

Status of the Notes

The notes will be our direct, unsecured and unsubordinated general obligations and will rank equally and *pari passu* with all of our other unsecured and unsubordinated debt (except for statutorily preferred obligations) and without any preference among themselves.

Principal and Maturity

The initial aggregate principal amount of the notes is \$500,000,000. The notes will mature on September 17, 2030.

Principal will be repaid at maturity at a price of 100% of the principal amount of the notes. The notes will not be redeemable prior to maturity, except as set forth below under “—Optional Redemption” and “—Optional Tax Redemption,” and will not be subject to any sinking fund.

Interest

Interest on the notes will accrue at the rate of 4.282% per annum.

We will pay interest on the notes semi-annually in arrears on March 17 and September 17 of each year (each an “interest payment date”), beginning on March 17, 2026. We will pay interest to the holders of record of the notes as at 5:00 p.m. (New York City time) on the day that is 15 calendar days immediately preceding such interest payment date, whether or not the record date is a Business Day.

Interest on the notes will accrue from and including the date of original issuance or, if interest has already been paid, from and including the date it was most recently paid. Interest on the notes will be paid to but excluding the relevant interest payment date. Interest on the notes will be calculated on the basis of a 360-day year consisting of twelve 30-day months.

If any date for payment of principal, premium (if any) or interest (or Additional Amounts (as defined below), if any) in respect of the notes falls on a day that is not a Business Day, then such payment need not be made on such date but may be made on the next succeeding Business Day. Any payment made on such next succeeding Business Day shall have the same force and effect as if made on the original due date, and no additional interest shall accrue with respect to such payment for the period after such original due date.

“Business Day” means, for the purpose of the Indenture and the notes, a day, other than a Saturday or Sunday, that is neither a legal holiday nor a day on which commercial banking institutions are authorized or required by law, regulation or executive order to be closed in The City of New York or Tokyo.

Repurchase

We, or any subsidiary of ours, may at any time repurchase any or all of the notes in the open market or otherwise at any price. Subject to applicable law, neither we nor any subsidiary of ours shall have any obligation to offer to repurchase any notes held by any holder as a result of our or any subsidiary’s repurchase or offer to repurchase notes held by any other holder in the open market or otherwise.

Any notes so repurchased by us or any subsidiary of ours shall be canceled.

Optional Redemption

We have the option to redeem the notes, in whole or in part, at any time prior to August 17, 2030 (the date that is one month before maturity) (the “Par Call Date”), upon giving not less than 30 days’ nor more than 60 days’ prior notice of redemption to the trustee and the holders.

The redemption price for the notes to be redeemed will be equal to the greater of:

- (i) 100% of the principal amount of the notes being redeemed; or
- (ii) the make-whole price, which equals the sum of the present values of the principal and the remaining scheduled payments of interest on the notes being redeemed (exclusive of interest accrued to the date of redemption) that would be due if such notes were redeemed on the Par Call Date, discounted to the date of redemption on a semi-annual basis (assuming a 360-day year consisting of twelve 30-day months) at the Treasury Rate plus 15 basis points;

plus, in each case, accrued and unpaid interest on the principal amount of the notes being redeemed up to, but excluding, the date of redemption. The trustee and the agents shall not have any duty to make such calculation.

We have the option to redeem the notes, in whole or in part, at any time on or after the Par Call Date, upon giving not less than 30 days’ nor more than 60 days’ prior notice of redemption to the trustee and the holders, at a redemption price equal to 100% of the principal amount of the notes to be redeemed (plus accrued and unpaid interest on the principal amount of the notes being redeemed to, but excluding, the date of redemption).

If less than all of the notes are to be redeemed, such notes shall be redeemed on a *pro rata* basis (or, in the case of notes represented by global notes, in accordance with the procedures of DTC), based on the then outstanding principal amount of each note, provided, however, that if any such pro-rated redemption would result in any notes having an authorized principal amount of less than the minimum authorized denomination, all such notes shall be redeemed in full prior to the redemption of any other notes, except as may be provided in the form of note or in any indenture supplemental thereto. Unless the context otherwise requires, all provisions relating to the redemption of the notes shall relate, in the case of any note redeemed or to be redeemed only in part, to the portion of the principal amount of such note which has been or is to be redeemed.

“Comparable Treasury Issue” means the United States Treasury security or securities selected by the Independent Investment Banker as having an actual or interpolated maturity comparable to the term from the relevant redemption date to the Par Call Date that would be utilized, at the time of selection and in accordance with customary financial practice, in pricing new issues of corporate debt securities of maturity comparable to the term from the relevant redemption date to the Par Call Date.

“Comparable Treasury Price” means, with respect to any redemption date, (1) the average of four Reference Treasury Dealer Quotations for such redemption date or (2) if the Independent Investment Banker is unable to obtain four Reference Treasury Dealer Quotations for such redemption date, the average of all quotations obtained.

“Independent Investment Banker” means an independent investment banking or commercial banking institution of national standing appointed by us.

“Primary Treasury Dealer” means a primary U.S. government securities dealer in New York City.

“Reference Treasury Dealer” means (a) each of Morgan Stanley & Co. LLC, BofA Securities, Inc., Citigroup Global Markets Inc. and J.P. Morgan Securities LLC (or their respective affiliates that are Primary Treasury Dealers) and their respective successors, and (b) one other Primary Treasury Dealer selected by us; provided, however, that if any of the foregoing ceases to be a Primary Treasury Dealer, we shall substitute therefor another Primary Treasury Dealer.

“Reference Treasury Dealer Quotation” means, with respect to each Reference Treasury Dealer and any date of redemption, the average, as determined by the Independent Investment Banker, of the bid and asked prices for the Comparable Treasury Issue (expressed in each case as a percentage of its principal amount) quoted in writing to the Independent Investment Banker at 3:30 p.m., New York City time, on the third New York business day preceding the date of redemption.

“Treasury Rate” means, with respect to any redemption date, the rate per annum equal to the semiannual equivalent yield to maturity or interpolated (on a day count basis) maturity of the Comparable Treasury Issue, assuming a price for the Comparable Treasury Issue (expressed as a percentage of its principal amount) equal to the Comparable Treasury Price for such redemption date.

Optional Tax Redemption

The notes may be redeemed at any time, at our option and sole discretion, in whole, but not in part, and upon giving not less than 30 days’ nor more than 60 days’ prior notice of redemption to the holders (which notice shall be irrevocable) and the trustee, at a redemption price equal to 100% of the principal amount of the notes together with interest accrued to (but excluding) the date fixed for redemption and any Additional Amounts (as defined below) thereon, if we have been or will be obliged to pay any Additional Amounts with respect to the notes as a result of (a) except as described in (b) immediately below, any change in, or amendment to, the laws or regulations of Japan or any political subdivision or any authority thereof or therein having power to tax, or any change in application or official interpretation of such laws or regulations, which change or amendment becomes effective on or after the date of the issuance of the notes or (b) in the case of any Succession Event (as defined below under “—Merger, Consolidation, Sale or Disposition”) where the successor entity is not organized under the law of, or tax resident, in Japan, any change in, or amendment to, the laws or regulations of the non-Japanese jurisdiction of the succeeding entity or any political subdivision or any authority thereof or therein having power to tax, or any change in application or official interpretation of such laws or regulations, which change or amendment becomes effective on or after the date of such Succession Event, and in either case such obligation cannot be avoided through the taking of reasonable measures available to us or the succeeding entity, as the case may be (an “Additional Amounts Event”).

Prior to the publication of any notice of such redemption, we shall deliver to the trustee (i) a certificate signed by an authorized officer stating that the conditions precedent to our right to so redeem the notes have been fulfilled and (ii) an opinion of counsel of recognized standing confirming that an Additional Amounts Event has occurred. The trustee shall be entitled to conclusively rely on and accept such certificate and opinion as sufficient evidence of the satisfaction of the conditions precedent described above, in which event it shall be conclusive and binding on the holders.

No notice of redemption for an Additional Amounts Event shall be given sooner than 90 days prior to the earliest date on which we (or the succeeding entity) would actually be obliged to pay such Additional Amounts on a payment with respect to the notes.

Merger, Consolidation, Sale or Disposition

The Indenture provides that we may not merge or consolidate into any other corporation, entity or person (if we are not the continuing entity), or sell, lease or dispose of our properties and assets substantially as

an entirety (including by way of a corporate split (*kaisha bunkatsu*)), whether as a single transaction or a number of transactions, related or not, to any other corporation, entity or person unless:

- such successor is organized and validly existing as a corporation and assumes or succeeds to our obligations under the notes and the Indenture (and, if such corporation is organized in a jurisdiction other than Japan, agrees to pay any Additional Amounts in respect of any taxes, duties, assessments or governmental charges of whatever nature imposed or levied by or on behalf of the jurisdiction of organization or tax residence of such corporation, or any authority therein or thereof having power to tax, corresponding to the obligation (and related carve outs) to pay Additional Amounts as described under “—Taxation and Additional Amounts” substituting such jurisdiction for references to “Japan”), and
- after giving effect thereto, no event of default with respect to the notes shall have occurred and be continuing (such permitted transaction, a “Succession Event”).

Taxation and Additional Amounts

All payments of principal, premium (if any) and interest in respect of the notes by us shall be made without withholding or deduction for, or on account of, any present or future taxes, duties, assessments or governmental charges of whatever nature imposed or levied by or on behalf of Japan, or any political subdivision of, or any authority in, or of, Japan having power to tax (“Japanese Taxes”), unless such withholding or deduction is required by law as interpreted and enforced by the relevant authority. In such event, we shall pay to the holder of each note such additional amounts (all such amounts being referred to herein as “Additional Amounts”) as may be necessary so that the net amounts received by it after such withholding or deduction shall equal the respective amounts which would have been receivable in respect of such note in the absence of such withholding or deduction, provided, that, no such Additional Amounts shall be payable in relation to any such withholding or deduction with respect to any payment on the notes:

- (i) to or for the benefit of a holder or beneficial owner of a note who is an individual non-resident of Japan or a non-Japanese corporation and is liable for such Japanese Taxes in respect of such note by reason of its (A) having some present or former connection with Japan other than the mere holding of such note or (B) being a person having a special relationship with DENSO as described in Article 6, Paragraph (4) of the Act on Special Measures Concerning Taxation of Japan (Act No. 26 of 1957, as amended) (the “Special Taxation Measures Act”) (a “specially-related person of DENSO”);
- (ii) to or for the benefit of a holder or beneficial owner of a note who would otherwise be exempt from any such withholding or deduction but (A) who fails to comply with any applicable requirement to provide certification, information, documents or other evidence concerning its nationality, residence, identity or connection with Japan, including any requirement to provide Interest Recipient Information (as defined below) or to submit a Written Application for Tax Exemption (as defined below) to us or the paying agent, as appropriate, or (B) whose Interest Recipient Information is not duly communicated through the Participant (as defined below) and the relevant international clearing organization to the paying agent;
- (iii) to or for the benefit of a holder or beneficial owner of a note who is for Japanese tax purposes treated as an individual resident of Japan or a Japanese corporation (except for (A) a Designated Financial Institution (as defined below) that complies with the requirement to provide Interest Recipient Information or to submit a Written Application for Tax Exemption and (B) an individual resident of Japan or a Japanese corporation who duly notifies (directly, or through the Participant or otherwise) the paying agent of its status as not being subject to Japanese Taxes to be withheld or deducted by us, by reason of such individual resident of Japan or Japanese corporation receiving interest on the relevant note through a payment handling agent in Japan appointed by it);
- (iv) if the note is presented for payment (where presentation is required) more than 30 days after the Relevant Date (as defined below), except to the extent that the holder of the note would have been entitled to such Additional Amounts on presenting the same for payment on any date during such period of 30 days;
- (v) to a holder of a note who is a fiduciary or partnership or is not the sole beneficial owner of the payment of the principal of, or any interest on, any note, where Japanese law requires the payment

to be included for tax purposes in the income of a beneficiary or settlor with respect to such fiduciary or a member of such partnership or a beneficial owner, in each case, who would not have been entitled to such Additional Amounts had it been the holder of such note; or

(vi) any combination of (i) through (v) above.

None of us, the trustee, any paying agent and any other person shall be required to pay any Additional Amounts with respect to any withholding or deduction imposed on or in respect of any note pursuant to Sections 1471 to 1474 of the Internal Revenue Code of 1986, as amended (the “Code”) (or any amended or successor versions of such Sections) (“FATCA”), any treaty, law, regulation or other official guidance implementing FATCA or an intergovernmental agreement with respect thereto, or any agreement between us, the trustee, a paying agent or any other person and the United States, any jurisdiction or any authority of any of the foregoing implementing FATCA.

Where a note is held through a participant of an international clearing organization or a financial intermediary (each, a “Participant”), in order to receive payments free of withholding or deduction by us for, or on account of, Japanese Taxes, if the relevant beneficial owner of the note is (a) an individual non-resident of Japan or a non-Japanese corporation that in either case is not a specially-related person of DENSO or (b) a Japanese financial institution (a “Designated Financial Institution”) falling under certain categories prescribed by Article 6, Paragraph (11) of the Special Taxation Measures Act, and the cabinet order thereunder (Cabinet Order No. 43 of 1957, as amended) (together with the ministerial ordinance and other regulations thereunder, the “Act”), all in accordance with the Act, such beneficial owner of the note must, at the time of entrusting a Participant with the custody of the relevant note, provide certain information prescribed by the Act to enable the Participant to establish that such beneficial owner of the note is exempted from the requirement for Japanese Taxes to be withheld or deducted (the “Interest Recipient Information”), and advise the Participant if the beneficial owner of the note ceases to be so exempted, including the case where the relevant beneficial owner of the note who is an individual non-resident of Japan or a non-Japanese corporation becomes a specially-related person of DENSO.

Where a note is not held by a Participant, in order to receive payments free of withholding or deduction by us for, or on account of, Japanese Taxes, if the relevant beneficial owner of the note is (a) an individual non-resident of Japan or a non-Japanese corporation that in either case is not a specially-related person of DENSO or (b) a Designated Financial Institution, all in accordance with the Act, such beneficial owner of the note must, prior to each date on which it receives interest, submit to us or a paying agent, as appropriate, a written application for tax exemption (*hikazei tekiyo shinkokusho*) (a “Written Application for Tax Exemption”) in the form obtainable from us or any paying agent, as appropriate, stating, among other things, the name and address (and, if applicable, the Japanese individual or corporation ID number) of such beneficial owner of the note, the title of the notes, the relevant interest payment date, the amount of interest payable and the fact that such beneficial owner of the note is qualified to submit the Written Application for Tax Exemption, together with documentary evidence regarding its identity and residence.

As used herein, the “Relevant Date” means the date on which any payment in respect of a note first becomes due, except that, if the full amount of the moneys payable has not been duly received by the paying agent on or prior to such due date, it means the date on which, the full amount of such moneys having been so received, notice to that effect is duly given to the holders of the notes in accordance with the Indenture.

By subscribing for the notes, an investor will be deemed to have represented that it is a beneficial owner that is, (i) for Japanese tax purposes, neither (x) an individual resident of Japan or a Japanese corporation, nor (y) an individual non-resident of Japan or a non-Japanese corporation that in either case is a specially-related person of DENSO; or (ii) a Designated Financial Institution. For more details regarding Japanese withholding tax, see “Taxation—Japanese Taxation.”

We will make any required withholding or deduction and remit the full amount withheld or deducted to the Japanese taxing authority in accordance with applicable law. We will use reasonable efforts to obtain certified copies of tax receipts evidencing the payment of any tax, duty, assessment, fee or other governmental charge so withheld or deducted from the Japanese taxing authority imposing such tax, duty, assessment, fee or other governmental charge, and if certified copies are not available, we will use reasonable efforts to obtain other evidence satisfactory to the paying agent, and the paying agent shall make such certified copies or other evidence available to the holders or the beneficial owners of the notes upon prior written request to the paying agent.

The obligation to pay Additional Amounts shall not apply to (A) any estate, inheritance, gift, excise, sales, transfer, personal property or any similar tax, duty, assessment, fee or other governmental charge or

(B) any tax, duty, assessment, fee or other governmental charge that is payable otherwise than by withholding or deduction from payments of principal or interest on the notes. Except as otherwise set forth in the notes and in the Indenture, we shall pay all stamp, court, excise or other documentary taxes, charges or similar levies which may be imposed by Japan, the United States or any respective political subdivision or any taxing authority thereof or therein, with respect to the execution of the Indenture or as a consequence of the initial issuance, execution, delivery, registration or enforcement of the notes.

References to principal, premium (if any) or interest in respect of the notes shall be deemed to include any Additional Amounts due which may be payable as set forth in the notes and the Indenture.

Negative Pledge

So long as any of the notes remain outstanding, we will not create or permit to subsist any Lien (as defined below) on any of our property, assets or revenues, present or future, to secure, for the benefit of the holders of Public External Indebtedness (as defined below), payment of any sum owing in respect of any such Public External Indebtedness, any payment under any guarantee of any such Public External Indebtedness or any payment under any indemnity or other like obligation relating to any such Public External Indebtedness, unless contemporaneously therewith effective provision is made to secure the notes equally and ratably with such Public External Indebtedness with a similar Lien on the same property, assets or revenues securing such Public External Indebtedness for so long as such Public External Indebtedness are secured by such Lien. Notwithstanding the foregoing, this restriction will not apply to Liens on money paid to or money or securities deposited by us with a fiscal agent, trustee or depository to pay, defease or discharge in full over time our obligations in respect of other Public External Indebtedness (provided that such money or securities so paid or deposited, and the proceeds therefrom, will be sufficient to pay or discharge such obligations in full).

“Lien” means, with respect to any property or asset, any mortgage, lien, pledge, charge, security interest or encumbrance of any kind in respect of such property or asset and any other right of or arrangement with any creditor to have its claims satisfied out of any property or assets, or the proceeds therefrom, prior to any general creditor of the owner thereof.

“Public External Indebtedness” means bonds, debentures, notes or other similar investment securities of ours or any other person evidencing indebtedness for borrowed moneys of, or any guarantees thereof, which (a) are either (i) by their terms payable, or confer a right to receive payment, in any currency other than Japanese yen or (ii) denominated in Japanese yen and more than 50% of the aggregate principal amount thereof is initially distributed outside of Japan by or with the authorization of the issuer thereof; and (b) are capable of being or are intended to be, quoted, listed, ordinarily dealt in or traded on a stock exchange or over-the-counter or other securities market outside Japan.

Events of Default and Remedies

Holders of the notes will have certain rights if an event of default occurs. References to an event of default mean any of the following:

- (a) We default for more than 7 days in the payment of interest or Additional Amounts in respect of any of the notes;
- (b) We fail to pay principal of or premium, if any, on the notes when that principal or premium, if any, is due and payable;
- (c) We default in the performance or observance of any covenant, condition or provision contained in the notes or in the Indenture for a period of 30 days after written notification requesting that we remedy such default shall first have been given to us (and to the trustee in the case of notice by the holders referred to below) by the trustee or holders of at least 25% in principal amount of the then outstanding notes;
- (d) We or any Principal Subsidiary (as defined below) becomes bound as a consequence of a default in respect of any indebtedness for borrowed moneys having a total principal amount then outstanding of at least \$10,000,000 (or its equivalent in any other currency or currencies) contracted or incurred prematurely to repay the same, or we or any Principal Subsidiary have defaulted in the repayment of any such indebtedness contracted or incurred at the later of the maturity thereof or the expiration of any applicable grace period therefor, or we or any Principal Subsidiary have failed to pay when properly called upon to do so, and after the expiration of any applicable grace

period, any guarantee contracted or incurred by us or any Principal Subsidiary of any such indebtedness in accordance with the terms of any such guarantee; provided, however, that, prior to any judgment, if any such default is cured under such indebtedness, or it is waived by the holders of such indebtedness, in each case as may be permitted under the terms of such indebtedness, then such event of default shall be deemed to have been thereupon cured or waived;

- (e) A final and non-appealable order of a court of competent jurisdiction is made or an effective resolution of us is passed for our winding-up or dissolution except for the purposes of or pursuant to a consolidation, amalgamation, merger or reconstruction under which the continuing corporation or the corporation formed as a result thereof effectively assumes our entire obligations under the Indenture in relation to the notes;
- (f) An encumbrancer shall have taken possession, or a trustee or receiver shall have been appointed, in bankruptcy, civil rehabilitation, reorganization or insolvency of us, of all or substantially all of our assets and undertakings and such possession or appointment shall have continued undischarged and unstayed for a period of 60 days;
- (g) We stop payment (within the meaning of the bankruptcy laws of Japan) or (otherwise than for the purposes of such a consolidation, amalgamation, merger or reconstruction) cease to carry on business or are unable to pay our debts generally as and when they fall due;
- (h) A decree or order by any court having jurisdiction shall have been issued adjudging us bankrupt or insolvent, or approving a petition seeking with respect to us reorganization or liquidation under bankruptcy, civil rehabilitation, reorganization or insolvency laws of Japan, and such decree or order shall have continued undischarged and unstayed for a period of 60 days; or
- (i) We initiate or consent to proceedings relating to us under bankruptcy, civil rehabilitation, reorganization or insolvency law of Japan or shall make a conveyance or assignment for the benefit of, or shall enter into any composition with, our creditors generally.

If an event of default with respect to the notes occurs and is continuing, then in every such case (other than an event of default specified in (e), (f), (g), (h) or (i) above) the trustee or the holders of not less than 25% in principal amount of the outstanding notes may, by a notice in writing to us (and to the trustee if given by holders), and the trustee at the written request of such holders shall (subject to receiving indemnity and/or security and/or prefunding to its satisfaction), declare the principal amount of the notes to be due and payable immediately, and upon any such declaration such principal amount shall become immediately due and payable.

“Principal Subsidiary” means any subsidiary (i) whose revenue, as shown by the latest audited financial statements of such subsidiary, constitute at least 10% of the consolidated revenue of us and our consolidated subsidiaries as shown by our latest audited consolidated financial statements or (ii) whose gross assets, as shown by the latest audited financial statements of such subsidiary, constitute at least 10% of the gross assets of us and our consolidated subsidiaries as shown on our latest audited consolidated financial statements.

Notwithstanding the foregoing, in the case of an event of default arising under subsections (e), (f), (g), (h) or (i) above with respect to us, the principal of and interest on the outstanding notes will become immediately due and payable without further action or notice. In addition, the trustee shall have no obligation to accelerate the notes if, in the judgment of the trustee, acceleration is not in the best interest of the holders.

The trustee and the agents need not do anything to ascertain whether any event of default has occurred or is continuing and will not be responsible to holders or any other person for any loss arising from any failure by it to do so, and the trustee or the agents may assume that no default or event of default has occurred and that we are performing our obligations under the Indenture and the notes unless a Responsible Officer of the trustee or, as the case may be, the agents have received written notice of the occurrence of such default or event of default or facts establishing we are not performing our obligations under the Indenture or the notes or a default or an event of default has occurred. Neither the trustee nor the agents shall be required to verify any information in such notice.

“Responsible Officer” means, when used with respect to the trustee, any managing director, vice president, trust associate, relationship manager, transaction manager, client service manager, any trust officer or any other officer located at the Specified Corporate Trust Office (as defined in the Indenture) who customarily performs functions similar to those performed by any persons who at the time shall be such officers, respectively, or to whom any corporate trust matter is referred because of such person’s knowledge of and familiarity with the

particular subject and in each such case, who shall have direct responsibility for the day-to-day administration of the Indenture.

Limitation on Suits

Other than the right to institute a suit for the enforcement of the payment of principal, premium, if any, or interest (including, in each case, any Additional Amounts, if applicable) in respect to the notes after the applicable due date specified in the notes, no holder of any note has any right to institute any proceeding with respect to the Indenture, or for the appointment of a receiver or trustee, or for any other remedy under the Indenture, unless:

- such holder has previously given written notice to the trustee of a continuing event of default;
- the holders of not less than 25% in aggregate principal amount of the notes shall have made written request to the trustee to institute proceedings in respect of such event of default in its own name as trustee;
- such holder or holders have offered to the trustee indemnity and/or security and/or prefunding satisfactory to it against the costs, expenses and liabilities to be incurred in compliance with such written request;
- the trustee for 60 days after its receipt of such notice, request and offer of indemnity and/or security and/or prefunding has failed to institute any such proceeding; and no direction inconsistent with such written request has been given to the trustee during such 60-day period by the holders of a majority in aggregate principal amount of the notes.

Discharge, Defeasance and Covenant Defeasance

We have the ability to eliminate most or all of our obligations on the notes prior to maturity if we comply, among other conditions, with the following provisions:

Discharge of Indenture. We may discharge all of our obligations, other than as to transfers and exchanges, under the Indenture after we have:

- (i) paid or caused to be paid the principal of and interest on all of the outstanding notes in accordance with their terms;
- (ii) delivered to the notes registrar for cancellation all of the outstanding notes; or
- (iii) irrevocably deposited with the trustee (or its agent) cash or U.S. government obligations in trust for the benefit of the holders of notes issued under the Indenture that have either become due and payable, or are by their terms due and payable, or are scheduled for redemption, within one year, in an amount certified to be sufficient to pay on each date that they become due and payable, the principal of and interest on those notes. However, the deposit of cash or U.S. government obligations for the benefit of holders of notes that are due and payable, or are scheduled for redemption, within one year will discharge obligations under the Indenture relating only to notes.

Defeasance of the Notes at Any Time. We may also discharge all of our obligations, other than as to transfers and exchanges, under the notes at any time (“Defeasance”). Alternatively, we may be released with respect to the notes from the obligations imposed by the covenants described above limiting the creation of security interests on assets, consolidations, mergers, asset sales and leases, and elect not to comply with those sections without creating an event of default (“Covenant Defeasance”).

Defeasance or Covenant Defeasance may be effected with respect to the notes only if, among other things:

- (i) we irrevocably deposit with the trustee (or its agent) cash or U.S. government obligations as trust funds in an amount certified to be sufficient to pay on each date that they become due and payable, the principal of and interest on the notes; and
- (ii) we deliver to the trustee an opinion of counsel of recognized standing to the effect that:
 - (a) the beneficial owners will not recognize income, gain or loss for U.S. federal income tax purposes as a result of the Defeasance or Covenant Defeasance; and

- (b) the beneficial owners will be subject to U.S. federal income tax on the same amounts, in the same manner and at the same times as would have been the case if such Defeasance or Covenant Defeasance had not occurred.

In the case of a Defeasance, the opinion must be based on a ruling of the U.S. Internal Revenue Service, or the IRS, or a change in U.S. federal income tax law occurring after the date of this offering memorandum.

Further Issuances

We reserve the right, from time to time, without the consent of the holders of the notes, to issue additional notes on terms and conditions identical to those of the notes offered hereby (other than the issue date, the issue price and, in some cases, the first interest payment date), which additional notes shall increase the aggregate principal amount of, and shall be consolidated and form a single series with, the notes; provided, however, that if any additional notes are not fungible with the notes offered hereby for U.S. federal income tax purposes, such additional notes will be issued as a separate series under the Indenture and will have a separate CUSIP, ISIN, Common Code and/or similar identifying number from the notes offered hereby.

Indemnification of Judgment Currency

We will indemnify the trustee and each holder of a note to the full extent permitted by applicable law against any loss incurred by the trustee and the holder as a result of any judgment or order being given or made for any amount due under the notes and the judgment or order being expressed and paid in a currency, referred to as judgment currency, other than U.S. dollars and as a result of any variation as between (a) the rate of exchange at which the U.S. dollar is converted into the judgment currency for the purpose of the judgment or order and (b) the spot rate of exchange in The City of New York at which the trustee and the holder on the date that payment is made pursuant to the judgment or order is able to purchase U.S. dollars with the amount of the judgment currency actually received by the trustee and the holder.

Modification and Waiver

Modification and amendment of the notes of any series and the Indenture may be made by us and the trustee with the written consent of the holders of at least a majority in aggregate principal amount of the outstanding notes of each affected series; provided, however, that no such modification or amendment may, without the consent of the holder of each outstanding note affected thereby:

- (i) change the maturity date of the principal or payment date of any interest or change any obligation of ours to pay any Additional Amounts;
- (ii) reduce the principal amount of, or rate of interest on, any note;
- (iii) affect the rights of holders of less than all the outstanding notes;
- (iv) change the place of payment where, or the coin or currency in which, any note or interest thereon is payable; or
- (v) impair the right of a holder to institute suit for the enforcement of any payment on or with respect to any note on or after the date when due;

provided, further, that no such modification may, without the consent of the holders of all notes of the affected series outstanding at the time, alter the respective percentages of outstanding notes necessary, pursuant to the Indenture, to modify the terms of the notes, waive past defaults or accelerate the payment of the principal amount of the notes.

It shall not be necessary for any act of holders under the relevant section of the Indenture to approve the particular form of any proposed supplemental indenture, but it shall be sufficient if such act shall approve the substance thereof.

Notwithstanding the foregoing, without the consent of any holders of the notes, we and the trustee, at any time and from time to time, may enter into one or more indentures supplemental to the Indenture, in form satisfactory to the trustee, for any of the following purposes:

- (i) to secure the notes, provided it does not breach the negative pledge;

- (ii) to evidence the succession of another corporation, entity or person to us and the assumption by any such successor of our covenants in the Indenture and the notes;
- (iii) to add to our covenants or to surrender any right or power in the Indenture conferred upon us for the benefit of the holders of the notes;
- (iv) to evidence and provide for the acceptance of appointment under the Indenture by a successor trustee;
- (v) to cure any ambiguity, to correct or supplement any provision in the Indenture which may be defective or inconsistent with any other provision in the Indenture or applicable laws, or to make any other provisions with respect to matters or questions arising under the Indenture, provided that such action shall not adversely affect the interests of the holders of the notes in any material respect;
- (vi) to establish the forms or terms of any subsequent series of debt securities to be issued under the Indenture; or
- (vii) to make any other change that does not adversely affect the interests of the holders of the notes in any material respect.

Paying Agent, Transfer Agent and Notes Registrar

The Bank of New York Mellon, located in 240 Greenwich Street, New York, NY 10286, United States of America, will initially act as paying agent, transfer agent and notes registrar (collectively, the “agent”) for the notes. We may change the paying agent, transfer agent or notes registrar without prior notice to the holders of the notes, and we or any of our subsidiaries may act as paying agent, transfer agent or notes registrar.

For so long as the notes are listed on the SGX-ST and the rules of the SGX-ST so require, we will appoint and maintain a paying agent in Singapore, where the notes may be presented or surrendered for payment or redemption in the event that the global notes are exchanged for definitive notes. In addition, in the event that the global notes are exchanged for definitive notes, an announcement of such exchange shall be made by or on behalf of us through the SGX-ST and such announcement will include all material information with respect to the delivery of the definitive notes, including details of the paying agent in Singapore.

The Trustee

The trustee, The Bank of New York Mellon, is organized under the laws of the United States of America, with offices located in 240 Greenwich Street, New York, NY 10286, United States of America. The Indenture provides that during the existence of an event of default with respect to the notes, the trustee will exercise the rights and powers vested in it by the Indenture, and use the same degree of care and skill in the exercise thereof as a prudent person would exercise or use under the circumstances in the conduct of his or her own affairs. In the absence of an event of default with respect to the notes, the trustee need only perform the duties specifically set forth in the Indenture.

The Indenture does not contain limitations on the rights of the trustee under the Indenture, should it be or become a creditor of ours, to obtain payment of claims. The trustee is not precluded from engaging in other transactions with us.

The trustee will be under no obligation to exercise any rights or powers vested in it by the Indenture at the request or direction of any holder, unless the requisite number of holders have instructed the trustee in writing and offered to the trustee security and/or indemnity and/or prefunding satisfactory to it against the costs, expenses (including the fees and properly incurred expenses of its counsel) and liabilities which might be incurred by it in compliance with such request or direction.

Successor Trustee

Any successor trustee appointed pursuant to the terms of the Indenture shall have a combined capital and surplus of not less than \$50,000,000 and shall be a bank or trust company organized and doing business under the laws of the United States or of the State of New York, in good standing and having an office in the Borough of Manhattan, The City of New York.

Repayment of Funds

Any money deposited by us with the trustee or a paying agent in trust for payment of principal of or interest and any Additional Amounts on any note which remains unclaimed for two years after such principal, interest or Additional Amounts have become due and payable and paid to the trustee shall, upon our written request, be repaid to us and all liability of the trustee or such paying agent with respect to such payments will cease, and to the extent permitted by law, the holder of that note shall thereafter look only to us for payment thereof.

Reporting Requirements

For as long as any notes are outstanding, we will promptly furnish to the trustee (for the benefit of the holders of the notes):

- (i) (x) within three months after the end of each fiscal year, our consolidated statements of financial position and consolidated statements of profit or loss, changes in equity and cash flows in English and (y) within six months after the end of each fiscal year, an annual report in English including our consolidated statements of financial position and consolidated statements of profit or loss, changes in equity and cash flows prepared in accordance with IFRS and audited by an independent auditor; and
- (ii) as soon as practicable after the end of each interim period (other than the last interim period of a fiscal year), our interim consolidated statements of financial position and consolidated statements of profit or loss and cash flows in English prepared in accordance with IFRS, *provided that* interim consolidated statements of cash flows will not be required if disclosure of interim consolidated statements of cash flows is not required for such corresponding interim period for companies listed on the main board of the Tokyo Stock Exchange pursuant to the listing rules or other regulations generally applicable to such companies.

To the extent any reports or other documents are published by us on our investor relations website, such reports or other documents shall be deemed to have been furnished to the trustee and the holders of the notes.

Governing Law; Consent to Jurisdiction and Service of Process; Communications

The Indenture is, and the notes will be, governed by, and construed in accordance with, the laws of the State of New York.

We have irrevocably submitted to the non-exclusive jurisdiction of the courts of any New York State or United States federal court sitting in the Borough of Manhattan, The City of New York with respect to any action that may be brought in connection with the Indenture or the notes. As long as any of the notes remain outstanding, we will at all times have an authorized agent with an office in the Borough of Manhattan, The City of New York upon whom process may be served in any action arising out of or relating to the Indenture or the notes. We have appointed Cogency Global Inc. with offices located at 122 East 42nd Street 18th Floor, New York, NY 10168 as our initial agent for such purpose.

Book Entry, Delivery and Form

The notes will initially be issued to investors only in book-entry form. The notes sold in reliance on Regulation S under the Securities Act will be initially in the form of one or more fully registered global notes (the “Regulation S global notes”), and the notes sold in reliance on Rule 144A under the Securities Act will initially be in the form of one or more fully registered global notes (the “Rule 144A global notes”). The global notes will be issued and registered in the name of Cede & Co., acting as nominee for DTC, which will act as securities depositary for the notes. The global notes will initially be deposited with The Bank of New York Mellon, acting as custodian for DTC.

The notes (including beneficial interests in the global notes) will be subject to certain restrictions on transfer set forth in the notes and the Indenture and will bear a legend regarding the restrictions as set forth under “Transfer Restrictions.” Under certain circumstances, transfers may be made only upon receipt by the trustee of a written certification (in the form provided in the Indenture).

Prior to the 40th day after the later of the commencement of the offering and the closing date, a beneficial interest in a Regulation S global note may be transferred to a person who takes delivery in the form of an interest in a Rule 144A global note upon receipt by the transfer agent of a written certification (in the form

provided in the Indenture) from the transferor to the effect that the transferor (i) reasonably believes that the transferee is a QIB purchasing for its own account (or for the account of one or more QIBs over which account it exercises sole investment discretion) and (ii) has notified the transferee of the restrictions on transfer set forth under “Transfer Restrictions.”

Beneficial interests in a Rule 144A global note may be transferred to a person who takes delivery in the form of an interest in a Rule 144A global note without any written certification from the transferor or the transferee. Beneficial interests in a Rule 144A global note may be transferred to a person who takes delivery in the form of an interest in a Regulation S global note only upon receipt by the transfer agent of a written certification (in the form provided in the Indenture) from the transferor to the effect that such transfer is being made in compliance with the restrictions on transfer set forth under “Transfer Restrictions” and pursuant to and in accordance with Rule 903 or 904 of Regulation S under the Securities Act.

Any beneficial interest in one of the global notes that is transferred to an entity that takes delivery in the form of an interest in another global note will, upon transfer, cease to be an interest in such global note and become an interest in the other global note and, accordingly, will thereafter be subject to all transfer restrictions, if any, and other procedures applicable to beneficial interest in such other global note for as long as it remains such an interest.

Persons that acquire beneficial ownership interests in the global notes will hold their interests through DTC in the United States or through Euroclear or Clearstream in Europe, if they are participants of those systems, or indirectly through organizations that are participants in those systems. Euroclear and Clearstream will hold omnibus positions on behalf of their participants through customers’ securities accounts in Euroclear’s and Clearstream’s names on the books of their respective depositories, which in turn will hold those positions in customers’ securities accounts in the depositories’ names on the books of DTC. Unless and until definitive notes are issued, the only holder of the notes will be Cede & Co., as nominee of DTC, or the nominee of a successor depository. Beneficial owners will be permitted to exercise their rights only indirectly through DTC, Euroclear, Clearstream and their participants.

DTC is a limited-purpose trust company organized under the New York Banking Law, a banking organization within the meaning of the New York Banking Law, a member of the Federal Reserve System, a clearing corporation within the meaning of the New York Uniform Commercial Code, and a clearing agency registered pursuant to the provisions of Section 17A of the Exchange Act. DTC holds securities that its participants deposit with it. DTC also facilitates the settlement among its participants of securities transactions, such as transfers and pledges, in deposited securities through electronic computerized book-entry changes in its participants’ accounts, eliminating the need for physical movement of securities certificates. Participants in DTC include Euroclear and Clearstream, securities brokers and dealers, banks, trust companies, clearing corporations and certain other organizations. DTC is owned by a number of its participants and by the New York Stock Exchange, the American Stock Exchange and the National Association of Securities Dealers. Access to the DTC system is also available to others, such as securities brokers and dealers, banks, trust companies and clearing corporations that clear through or maintain a custodial relationship with a DTC participant, either directly or indirectly. The rules applicable to DTC and its participants are on file with the SEC.

Euroclear was created in 1968 to hold securities for its participants and to clear and settle transactions among its participants through simultaneous electronic book-entry delivery against payment, thereby eliminating the need for physical movement of certificates and any risk from lack of simultaneous transfers of securities and cash. Euroclear provides various other services, including securities lending and borrowing, and interfaces with domestic markets in several countries. The Euroclear system is operated by Euroclear Bank SA/NV, a bank incorporated under the laws of the Kingdom of Belgium as the “Euroclear operator.” All operations are conducted by the Euroclear operator, and all Euroclear securities clearance accounts and Euroclear cash accounts are accounts with the Euroclear operator. Euroclear participants include banks (including central banks), securities brokers and dealers and other professional financial intermediaries and may include the initial purchasers or their affiliates. Indirect access to Euroclear is also available to other firms that clear through or maintain a custodial relationship with a Euroclear participant, either directly or indirectly.

Securities clearance accounts and cash accounts with the Euroclear operator are governed by the Terms and Conditions Governing Use of Euroclear and the related operating procedures of the Euroclear system and applicable Belgian law. The Euroclear terms and conditions govern transfers of securities and cash within Euroclear, withdrawals of securities and cash from Euroclear, and receipts of payments with respect to securities in Euroclear. All securities in Euroclear are held on a fungible basis without attribution of specific certificates to specific securities clearance accounts. The Euroclear operator acts under the Euroclear terms and conditions only

on behalf of Euroclear participants, and has no record of or relationship with persons holding through Euroclear participants.

Clearstream is incorporated under the laws of Luxembourg as a professional depository. Clearstream holds securities for its participating organizations and facilitates the clearance and settlement of securities transactions between its participants through electronic book-entry changes in accounts of its participants, eliminating the need for physical movement of certificates. Clearstream provides to its participants, among other things, services for safekeeping, administration, clearance and settlement of internationally traded securities and securities lending and borrowing. Clearstream interfaces with domestic markets in several countries. As a professional depository, Clearstream is subject to regulation by the Luxembourg Monetary Institute. Clearstream participants are recognized financial institutions around the world, including underwriters, securities brokers and dealers, banks, trust companies, clearing corporations and certain other organizations and may include the initial purchasers or their affiliates. Indirect access to Clearstream is also available to others, such as banks, brokers, dealers and trust companies that clear through or maintain a custodial relationship with a Clearstream participant, either directly or indirectly.

Purchases of notes within the DTC system must be made by or through the DTC participants, which will receive a credit for the notes on DTC's records and on the records of Euroclear or Clearstream, if applicable. The ownership interest of each actual purchaser of notes, a beneficial owner of an interest in a global note, is in turn to be recorded on the DTC participants' and indirect participants' records.

Beneficial owners of interests in a global note will not receive written confirmation from DTC, Euroclear or Clearstream of their purchases, but they are expected to receive written confirmations providing details of the transactions, as well as periodic statements of their holdings, from the DTC participants or indirect participants through which they purchased the notes. Transfers of ownership interests in the notes are to be accomplished by entries made on the books of the DTC participants and indirect participants acting on behalf of beneficial owners of interests in a global note. Beneficial owners of interests in a global note will not receive certificates representing their ownership interests in the notes unless use of the book-entry system for the notes is discontinued.

Transfers among DTC, Clearstream and Euroclear

Transfers between DTC participants will be effected in the ordinary way in accordance with DTC rules and will be settled in same-day funds. Transfers between participants in Euroclear and Clearstream will be effected in the ordinary way in accordance with their respective rules and operating procedures.

Subject to compliance with the transfer restrictions applicable to the notes, cross-market transfers between persons holding, directly or indirectly through DTC, on the one hand, and directly or indirectly through Euroclear or Clearstream participants, on the other, will be effected in DTC in accordance with DTC rules on behalf of the relevant European international clearing system by the relevant European depository; however, those cross-market transactions will require delivery of instructions to the relevant European international clearing system by the counterparty in that system in accordance with its rules and procedures and within its established deadlines (European time). The relevant European international clearing system will, if the transaction meets its settlement requirements, deliver instructions to the relevant European depository to take action to effect final settlement on its behalf by delivering or receiving securities in DTC, and making or receiving payment in accordance with normal procedures for same-day funds settlement applicable to DTC. Euroclear and Clearstream participants may not deliver instructions directly to the European depositories.

Because of time zone differences, credits of securities received in Euroclear or Clearstream as a result of a transaction with a person that does not hold the notes through Euroclear or Clearstream will be made during subsequent securities settlement processing and dated the business day following the DTC settlement date. Those credits or any transactions in those securities settled during that processing will be reported to the relevant Euroclear or Clearstream participants on that business day. Cash received in Euroclear or Clearstream as a result of sales of securities by or through a Euroclear participant or a Clearstream participant to a DTC participant will be received with value on the DTC settlement date, but will be available in the relevant Euroclear or Clearstream cash account only as of the business day following settlement in DTC.

Limitations on Responsibilities

DTC, Euroclear and Clearstream have no knowledge of the actual beneficial owners of interests in a global note. DTC's records reflect only the identity of the DTC participants to whose accounts those notes are

credited, which may or may not be the beneficial owners of interests in a global note. Similarly, the records of Euroclear and Clearstream reflect only the identity of the Euroclear or Clearstream participants to whose accounts those notes are credited, which also may or may not be the beneficial owners of interests in a global note. DTC, Euroclear and Clearstream participants and indirect participants will remain responsible for keeping account of their holdings on behalf of their customers.

DTC's Procedures for Notices, Voting and Payments

So long as DTC, or its nominee, is the registered owner or holder of a global note, DTC or that nominee, as the case may be, will be considered the sole owner or holder of the notes represented by the global note for all purposes under the notes and the Indenture. No beneficial owner of an interest in a global note will be able to transfer that interest except in accordance with DTC's applicable procedures, in addition to those provided for under the Indenture.

DTC has advised us that it will take any action permitted to be taken by a holder of notes, including the presentation of notes for exchange as described below, only at the direction of one or more of its participants to whose account DTC's interests in the global notes are credited and only in respect of that portion of the aggregate principal amount of notes as to which that participant or participants has or have given the direction.

Conveyance of notices and other communications by DTC to its participants, by those participants to its indirect participants, and by participants and indirect participants to beneficial owners of interests in a global note will be governed by arrangements among them, subject to any statutory or regulatory requirements as may be in effect from time to time.

The paying agent will make payments of principal of and interest on the notes and send any notices in respect of the notes held in book-entry form to Cede & Co.

Payment of principal of and interest on the notes held in book-entry form will be made to Cede & Co. or another nominee of DTC in immediately available funds. DTC's practice is to credit its participants' accounts on the relevant payment date in accordance with their respective holdings shown on DTC's records unless DTC has reason to believe that it will not receive payments on that payment date. Payments by DTC's participants and indirect participants to beneficial owners of interests in a global note will be governed by standing instructions and customary practices, and will be the responsibility of those participants and indirect participants and not of DTC or us, subject to any statutory or regulatory requirements that may be in effect from time to time. Payment of principal of and interest on the notes or other amounts to DTC is our responsibility, disbursement of these payments to participants is the responsibility of DTC, and disbursement of those payments to the beneficial owner of an interest in a global note is the responsibility of participants and indirect participants.

Except as described in this offering memorandum, a beneficial owner of an interest in a global note will not be entitled to receive physical delivery of notes. Accordingly, each beneficial owner of an interest in a global note must rely on the procedures of DTC to exercise any rights under the notes.

The laws of some states require that certain persons take physical delivery of certificates evidencing securities they own. Consequently, the ability to transfer beneficial interests in a global note to such persons will be limited to that extent. Because DTC can act only on behalf of participants, which in turn act on behalf of indirect participants, the ability of beneficial owners of interests in a global note to pledge such interests to persons or entities that do not participate in the DTC system, or otherwise take actions in respect of such interests, may be affected by the lack of a physical certificate evidencing such interests.

Although DTC, Euroclear and Clearstream have agreed to the foregoing procedures in order to facilitate transfers of interests in the global notes among participants, none of them is under any obligation to perform or continue to perform those procedures, and those procedures may be discontinued at any time. We will not have any responsibility for the performance by DTC, Euroclear, Clearstream or their participants or indirect participants under the rules and procedures governing them. DTC, Euroclear and Clearstream may discontinue providing their services as securities depositary with respect to the notes at any time by giving notice to us. Under those circumstances, definitive notes would be delivered as described below.

The information in this section concerning DTC, Euroclear and Clearstream and DTC's book-entry system has been obtained from sources that we believe to be reliable, but we take no responsibility for the accuracy thereof.

Exchange of Global Notes for Definitive Notes

No definitive notes will be issued in exchange for the global notes unless (i) DTC is at any time unwilling or unable to continue as a depository for the global notes or has ceased to be qualified to act as such as required by the Indenture and a successor depository is not appointed within 90 days or (ii) there shall have occurred and be continuing an event of default with respect to the notes. Definitive notes delivered in exchange for beneficial interests in any global note will be registered in such names, and issued in such approved denominations, as directed by DTC or the successor depository, in accordance with its customary procedures, and will be issued without coupons.

The principal amount of the notes in definitive form will be payable by the paying agent by wire transfer, upon presentation and surrender of the notes at our offices or at the principal office of the paying agent in The City of New York or at such other place or places in the Borough of Manhattan, The City of New York as the trustee shall designate by notice to the holders of the notes. If we are acting as our own paying agent, interest on the notes in definitive form will be payable by check, drawn on a bank in The City of New York, mailed to the persons in whose names the notes, or one or more predecessor notes, are registered on each interest payment record date. Notwithstanding the foregoing, the person in whose name a note is registered may elect to receive payments of principal or interest by wire transfer in immediately available funds to a bank account in The City of New York designated by such person in a written notice received by the trustee (a) in the case of a payment of interest, no later than 15 calendar days prior to the interest payment date on which such payment is due and (b) in the case of payment of principal on the maturity date, no later than 15 calendar days prior to the maturity date, provided that in the case of such payment of principal, the note shall have been surrendered to the paying agent for payment together with such notice.

Enforcement

For the purposes of enforcement of the provisions of the Indenture against the trustee, the persons named in a certificate of the holder of any global note in respect of which a global note is issued will be recognized as the beneficiaries of the Indenture, to the extent of the principal amounts of their interests in the notes set out in the certificate of the holder, as if they were themselves the holders of the notes in such principal amounts.

Clearance and Settlement

The notes have been accepted for clearance through DTC, Euroclear and Clearstream.

Minimum Board Lot Size on the SGX-ST

The notes will be traded on the SGX-ST in a minimum board lot size of S\$200,000 (or its equivalent in foreign currencies) for so long as any of the notes are listed on the SGX-ST.

TAXATION

The following summaries are not intended to be a complete analysis of the tax consequences under Japanese or United States law as a result of the acquisition, ownership and sale of notes by investors. Potential investors should consult their own tax advisers on the tax consequences of acquisition, ownership, sale, and other relevant circumstances concerning the notes, including specifically the applicable tax consequences under Japanese or United States law, the law of the jurisdiction of their country of residence (if different) and any tax treaty between Japan and their country of residence.

Japanese Taxation

The following is a general description of certain Japanese tax aspects of the notes and does not purport to be a comprehensive description of the tax aspects of the notes. Prospective purchasers should note that, although the general tax information on Japanese taxation is described hereunder for convenience, the statements below are general in nature and not exhaustive. Prospective purchasers are advised to consult their own legal, tax, accountancy or other professional advisors in order to ascertain their particular circumstances regarding taxation.

The statements below are based on current tax laws and regulations in Japan and current tax treaties executed by Japan all as in effect on the date hereof as well as current official interpretation of the Japanese tax authority thereof, all of which are subject to change or differing interpretations (possibly with retroactive effect). Neither such statements nor any other statements in this document are to be regarded as advice on the tax position of any beneficial owner of the notes or any person purchasing, selling or otherwise dealing in the notes or any tax implication arising from the purchase, sale or other dealings in respect of the notes.

The Notes

The notes do not fall under the concept of so-called “taxable linked notes” as described in Article 6, Paragraph (4) of the Special Taxation Measures Act, i.e., notes of which the amount of interest is to be calculated by reference to certain indexes (as prescribed by the Cabinet Order under the Special Taxation Measures Act) relating to DENSO or a specially-related person of DENSO (as defined below).

Capital Gains, Stamp Tax and Other Similar Taxes, Inheritance and Gift Taxes

Gains derived from the sale of notes outside Japan by an individual non-resident of Japan or a non-Japanese corporation having no permanent establishment within Japan are, in general, not subject to Japanese income tax or corporate tax.

No stamp, issue, registration or similar taxes or duties will, under current Japanese law, be payable in Japan by holders of the notes in connection with the issue of the notes, nor will such taxes be payable by holders of the notes in connection with their transfer if such transfer takes place outside Japan.

Japanese inheritance tax or gift tax at progressive rates may be payable by an individual, wherever resident, who has acquired notes from another individual as legatee, heir or donee.

Representation by Investor upon Initial Distribution of Notes

BY SUBSCRIBING FOR THE NOTES, AN INVESTOR WILL BE DEEMED TO HAVE REPRESENTED THAT IT IS A PERSON WHO FALLS INTO THE CATEGORY OF (i) OR (ii) BELOW. The notes are not, as part of the distribution by the initial purchasers pursuant to the purchase agreement dated the date of this offering memorandum at any time, to be directly or indirectly offered or sold to, or for the benefit of, any person other than a beneficial owner that is (i) for Japanese tax purposes, neither (x) an individual resident of Japan or a Japanese corporation, nor (y) an individual non-resident of Japan or a non-Japanese corporation that in either case is a specially-related person of DENSO (as defined below) or (ii) a Designated Financial Institution (as defined below).

Payments of Interest and Redemption Gain on Notes

The following description of Japanese taxation (limited to national taxes) applies exclusively to interest on the notes and the redemption gain, meaning any difference between the acquisition price of the notes of the holder and the amount which the holder receives upon redemption of such notes, (the “Redemption Gain”), where such notes are issued by DENSO outside Japan and payable outside Japan. In addition, the following description assumes that only global notes are issued for the notes, and no definitive notes and coupons that are

independently traded are issued, in which case different tax consequences may apply. It is not intended to be exhaustive and prospective purchasers are recommended to consult their tax advisers as to their exact tax position.

Non-resident Investors

If the recipient of interest on the notes or of the Redemption Gain with respect to the notes is an individual non-resident of Japan or a non-Japanese corporation for Japanese tax purposes, as described below, the Japanese tax consequences for such individual non-resident of Japan or non-Japanese corporation are significantly different depending upon whether such individual non-resident of Japan or non-Japanese corporation is a specially-related person of DENSO (as defined below). Most importantly, if such individual non-resident of Japan or non-Japanese corporation is a specially-related person of DENSO (as defined below), income tax at the rate of 15.315% of the amount of such interest will be withheld by DENSO under Japanese tax law.

(a) Interest

- (i) If the recipient of interest on the notes is an individual non-resident of Japan or a non-Japanese corporation having no permanent establishment within Japan or having a permanent establishment within Japan but where the receipt of the interest on the notes is not attributable to the business of such individual non-resident of Japan or non-Japanese corporation carried on within Japan through such permanent establishment, no Japanese income tax or corporate tax is payable with respect to such interest whether by way of withholding or otherwise, if certain requirements are complied with, *inter alia*:
 - if the relevant notes are held through a participant in an international clearing organization such as DTC or a financial intermediary prescribed by the Special Taxation Measures Act and the relevant cabinet order thereunder (the “Cabinet Order,” together with the Special Taxation Measures Act and the ministerial ordinance and other regulations thereunder, the “Act”) (each, a “Participant”), the requirement that such recipient provide, at the time of entrusting a Participant with the custody of the relevant notes, certain information prescribed by the Act to enable the Participant to establish that the recipient is exempt from the requirement for Japanese tax to be withheld or deducted (the “Interest Recipient Information”), and advise the Participant if such individual non-resident of Japan or non-Japanese corporation ceases to be so exempted (including the case where it became a specially-related person of DENSO (as defined below)), and that DENSO prepare and file a certain confirmation prescribed by the Act (the “Interest Recipient Confirmation”) with the competent local tax office in a timely manner based upon the Interest Recipient Information communicated through the Participant and the relevant international clearing organization; and
 - if the relevant notes are not held by a Participant, the requirement that such recipient submit to the relevant paying agent a written application for tax exemption (*Hikazei Tekiyo Shinkokusho*) (the “Written Application for Tax Exemption”), together with certain documentary evidence, and that DENSO file the Written Application for Tax Exemption so received with the competent local tax office in a timely manner.

Failure to comply with such requirements described above (including the case where the Interest Recipient Information is not duly communicated as required under the Act) will result in the withholding by DENSO of income tax at the rate of 15.315% of the amount of such interest.

- (ii) If the recipient of interest on the notes is an individual non-resident of Japan or a non-Japanese corporation having a permanent establishment within Japan and the receipt of interest is attributable to the business of such individual non-resident of Japan or non-Japanese corporation carried on within Japan through such permanent establishment, such interest will not be subject to a 15.315% withholding tax by DENSO, if the requirements concerning the Interest Recipient Information and the Interest Recipient Confirmation or the Written Application for Tax Exemption as set out in paragraph 1.1(1) above are complied with. Failure to do so will result in the withholding by DENSO of income tax at the rate of 15.315% of the amount of such interest. The amount of such interest will be subject to regular income tax or corporate tax, as appropriate.
- (iii) Notwithstanding paragraphs 1.1(1) and (2) above, if an individual non-resident of Japan or a non-Japanese corporation mentioned above is a person who has a special relationship with DENSO

(that is, in general terms, a person who directly or indirectly controls, or is directly or indirectly controlled by, or is under direct or indirect common control with, DENSO) within the meaning prescribed by the Cabinet Order under Article 6, Paragraph (4) of the Special Taxation Measures Act (such person is referred to as a “specially-related person of DENSO”) as of the beginning of the fiscal year of DENSO in which the relevant interest payment date falls, the exemption from Japanese withholding tax on interest mentioned above will not apply, and income tax at the rate of 15.315% of the amount of such interest will be withheld by DENSO. If such individual non-resident of Japan or non-Japanese corporation has a permanent establishment within Japan, regular income tax or corporate tax, as appropriate, collected otherwise than by way of withholding, could apply to such interest under Japanese tax law.

- (iv) If an individual non-resident of Japan or a non-Japanese corporation (regardless of whether it is a specially-related person of DENSO) is subject to Japanese withholding tax with respect to interest on the notes under Japanese tax law, a reduced rate of withholding tax or exemption from such withholding tax may be available under the relevant income tax treaty between Japan and the country of tax residence of such individual non-resident of Japan or non-Japanese corporation. As of the date of this offering memorandum, Japan has income tax treaties, conventions or agreements whereby the above-mentioned withholding tax rate is reduced, generally to 10% with, inter alia, Australia, Canada, Finland, France, Hong Kong, Ireland, Italy, Luxembourg, the Netherlands, New Zealand, Norway, Portugal and Singapore. Under the tax treaties between Japan and Austria, Belgium, Denmark, Germany, Spain, Sweden, Switzerland, the United Kingdom or the United States, interest paid to qualified Austrian, Belgian, Danish, German, Spanish, Swedish, Swiss, United Kingdom or United States residents is generally exempt from Japanese withholding tax (for Belgium, only for a Belgian enterprise). Under the current income tax treaties between Japan and Australia, France, the Netherlands or New Zealand, certain limited categories of qualified Australian, French, Dutch or New Zealand residents receiving interest on the notes may, subject to compliance with certain procedural requirements under Japanese law, be fully exempt from Japanese withholding tax for interest on the notes (provided that no exemption will apply to pension funds in the case of Australia and New Zealand). In order to avail themselves of such reduced rate of, or exemption from, Japanese withholding tax under any applicable income tax treaty, individual non-residents of Japan or non-Japanese corporations which are entitled, under any applicable income tax treaty, to a reduced rate of, or exemption from, Japanese withholding tax on payment of interest by DENSO are required to submit an Application Form for Income Tax Convention regarding Relief from Japanese Income Tax and Special Income Tax for Reconstruction on Interest (as well as any other required forms and documents) in advance through DENSO to the relevant tax authority before payment of interest.
- (v) Under the Act, (a) if an individual non-resident of Japan or a non-Japanese corporation that is a beneficial owner of the notes becomes a specially-related person of DENSO, or an individual non-resident of Japan or a non-Japanese corporation that is a specially-related person of DENSO becomes a beneficial owner of the notes, and (b) if such notes are held through a Participant, then such individual non-resident of Japan or non-Japanese corporation should notify the Participant of such change in status by the immediately following interest payment date of the notes. As described in paragraph 1.1(3) above, as the status of such individual non-resident of Japan or non-Japanese corporation as a specially-related person of DENSO for Japanese withholding tax purposes is determined based on the status as of the beginning of the fiscal year of DENSO in which the relevant interest payment date falls, such individual non-resident of Japan or non-Japanese corporation should, by such notification, identify and advise the Participant of the specific interest payment date on which Japanese withholding tax starts to apply with respect to such individual non-resident of Japan or non-Japanese corporation as being a specially-related person of DENSO.

(b) Redemption Gain

- (i) If the recipient of the Redemption Gain is an individual non-resident of Japan or a non-Japanese corporation having no permanent establishment within Japan or having a permanent establishment within Japan but where the receipt of such Redemption Gain is not attributable to the business of such individual non-resident of Japan or non-Japanese corporation carried on within Japan through such permanent establishment, no income tax or corporate tax is payable by way of withholding or otherwise with respect to such Redemption Gain.

- (ii) If the recipient of the Redemption Gain is an individual non-resident of Japan or a non-Japanese corporation having a permanent establishment within Japan and the receipt of such Redemption Gain is attributable to the business of such individual non-resident of Japan or non-Japanese corporation carried on within Japan through such permanent establishment, such Redemption Gain will not be subject to any withholding tax but will be subject to regular income tax or corporate tax, as appropriate.
- (iii) Notwithstanding paragraphs 1.2(1) and (2) above, if an individual non-resident of Japan or a non-Japanese corporation mentioned above is a specially-related person of DENSO as of the beginning of the fiscal year of DENSO in which such individual non-resident of Japan or non-Japanese corporation acquired such notes, the Redemption Gain will not be subject to withholding tax but will be subject to regular income tax or corporate tax, as appropriate, under Japanese tax law, regardless of whether such individual non-resident of Japan or non-Japanese corporation has a permanent establishment within Japan; provided that exemption may be available under the relevant income tax treaty.

Resident Investors

If the recipient of interest on the notes is an individual resident of Japan or a Japanese corporation for Japanese tax purposes, as described below, regardless of whether such recipient is a specially-related person of DENSO, in addition to any applicable local tax, income tax will be withheld at the rate of 15.315% of the amount of such interest, if such interest is paid to an individual resident of Japan or a Japanese corporation (except for (i) a Designated Financial Institution (as defined below) which complies with the requirement for tax exemption under Article 6, Paragraph (11) of the Special Taxation Measures Act or (ii) a Public Corporation (as defined below) or a Specified Financial Institution (as defined below) to which such interest is paid through the Japanese Custodian (as defined below) in compliance with the requirement for tax exemption under Article 3-3, Paragraph (6) of the Special Taxation Measures Act). In addition to the withholding tax consequences upon resident investors as explained in this section 2, resident investors should consult their own tax advisors regarding their regular income tax or corporate tax consequences otherwise than by way of withholding, bearing in mind, especially for individual residents of Japan, the change to the taxation regime of notes that took effect on January 1, 2016.

(a) Interest

- (i) If an individual resident of Japan or a Japanese corporation (other than a Specified Financial Institution (as defined below) or a Public Corporation (as defined below), who complies with the requirement as referred to in paragraph 2.1(2) below) receives payments of interest on the notes through certain Japanese payment handling agents as defined in Article 2-2 Paragraph 2 of the Cabinet Order (each a “Japanese Payment Handling Agent”), income tax at the rate of 15.315% of the amount of such interest will be withheld by the Japanese Payment Handling Agent rather than by DENSO. As DENSO is not in a position to know in advance the recipient’s status, the recipient of interest falling within this category should inform DENSO through a paying agent of its status in a timely manner. Failure to so inform may result in double withholding.
- (ii) If the recipient of interest on the notes is a Japanese public corporation or a Japanese public-interest corporation designated by the relevant law (*kokyohojin tou*) (a “Public Corporation”) or a Japanese bank, a Japanese insurance company, a Japanese financial instruments business operator or other Japanese financial institution falling under certain categories prescribed by the relevant Cabinet Order under Article 3-3, Paragraph (6) of the Special Taxation Measures Act (each, a “Specified Financial Institution”) that keeps its notes deposited with, and receives the interest through, a Japanese Payment Handling Agent with custody of the notes (the “Japanese Custodian”) and such recipient submits through such Japanese Custodian to the competent tax authority the report prescribed by the Act, no withholding tax is levied on such interest. However, since DENSO is not in a position to know in advance the recipient’s tax exemption status, the recipient of interest falling within this category should inform DENSO through a paying agent of its status in a timely manner. Failure to so notify DENSO may result in the withholding by DENSO of a 15.315% income tax.
- (iii) If an individual resident of Japan or a Japanese corporation (except for a Designated Financial Institution (as defined below) which complies with the requirements described in paragraph 2.1(4) below) receives interest on the notes not through a Japanese Payment Handling Agent, income tax at the rate of 15.315% of the amount of such interest will be withheld by DENSO.

- (iv) If a Japanese bank, a Japanese insurance company, a Japanese financial instruments business operator or other Japanese financial institution falling under certain categories prescribed by the Cabinet Order under Article 6, Paragraph (11) of the Special Taxation Measures Act (each, a “Designated Financial Institution”) receives interest on the notes not through a Japanese Payment Handling Agent and the requirements concerning the Interest Recipient Information and the Interest Recipient Confirmation or the Written Application for Tax Exemption as referred to in paragraph 1.1(1) above are complied with, no withholding tax will be imposed.

(b) Redemption Gain

If the recipient of the Redemption Gain is an individual resident of Japan or a Japanese corporation, such Redemption Gain will not be subject to any withholding tax.

Special Additional Tax for Reconstruction from the Great East Japan Earthquake

Due to the imposition of a special additional withholding tax of 0.315% (or 2.1% of 15%) to secure funds for reconstruction from the Great East Japan Earthquake, the withholding tax rate has been effectively increased to 15.315% during the period beginning on January 1, 2013 and ending on December 31, 2037. There will also be certain special additional tax imposed upon regular income tax due other than by way of withholding for individual non-residents of Japan, as referred to in the foregoing descriptions, for the period mentioned above.

United States Federal Income Taxation

The following is a summary of United States federal income tax considerations generally applicable to the ownership and disposition of notes by a “U.S. holder” (as defined below) who acquires our notes upon original issuance at their initial offering price and who holds the notes as “capital assets” within the meaning of Section 1221 of the Code (generally, property held for investment) for United States federal income tax purposes. This discussion is based upon the Code, the Treasury regulations promulgated thereunder (the “Treasury Regulations”), judicial decisions and current administrative rulings and practice, all as in effect and available at the date hereof and all of which are subject to differing interpretations or change, possibly with retroactive effect. This summary does not discuss all aspects of United States federal income taxation which may be important to particular investors in light of their individual investment circumstances, or to investors subject to special treatment under United States federal income tax law, such as banks or other financial institutions, insurance companies, broker-dealers, tax-exempt organizations (including private foundations), qualified retirement plans, investors who are not U.S. holders, former U.S. citizens or long-term residents, traders in securities or currencies that have elected the mark-to-market method of accounting, persons subject to special tax accounting rules as a result of any item of gross income being taken into account in an applicable financial statement, real estate investment trusts, regulated investment companies, pension plans, cooperatives, investors who hold notes as part of a straddle, hedge, conversion or other integrated transaction, investors who own (directly, indirectly, or constructively) 10% or more of our stock (by vote or value), investors whose functional currency is not the United States dollar, persons subject to special tax accounting rules, persons who acquire our notes in connection with employment or other performance of services, or persons deemed to sell our notes under the constructive sale provisions of the Code, all of whom may be subject to tax rules that differ significantly from those summarized below. In addition, this summary does not address any state, local, non-United States, or non-income tax (such as United States federal gift or estate tax) considerations, the Medicare tax on net investment income or the consequences of any minimum tax. No assurance can be given that the Internal Revenue Service (“IRS”) would not assert, or that a court would not sustain, a position contrary to any of those set forth below. Each U.S. holder is urged to consult its own tax advisor regarding the United States federal, state, local, and non-United States income and other tax considerations of an investment in our notes.

For purposes of this summary, a “U.S. holder” is a beneficial owner of our notes that is, for United States federal income tax purposes:

- an individual who is a citizen or resident of the United States;
- a corporation or other entity treated as a corporation for United States federal income tax purposes that is created or organized under the laws of the United States, any state thereof or the District of Columbia;
- an estate the income of which is subject to United States federal income taxation regardless of its source;

- or a trust if (1) a court within the United States is able to exercise primary control over its administration and one or more United States persons, within the meaning of Section 7701(a)(30) of the Code, have the authority to control all substantial decisions of such trust; or (2) the trust has made a valid election under applicable United States Treasury Regulations to be treated as a United States person.

If a partnership (or other entity or arrangement treated as a partnership for United States federal income tax purposes) is a beneficial owner of the notes, the tax treatment of a partner in the partnership will generally depend upon the status of the partner and the activities of the partnership. Partnerships holding the notes and their partners are urged to consult their tax advisors regarding the United States federal income tax considerations of an investment in the notes.

We expect, and this summary assumes, that the notes will be issued with less than de minimis original issue discount.

Payments of Interest

Interest on the notes (and any additional amounts) will generally be taxable as ordinary interest income at the time it is paid or accrued in accordance with the U.S. holder's method of accounting for United States federal income tax purposes. In addition to interest on the notes, a U.S. holder will be required to include in income any Japanese or other foreign taxes withheld from the interest payments the U.S. holder receives and any additional amounts paid in respect of such foreign taxes withheld.

With respect to any Japanese taxes withheld in respect of any payments on the notes (as discussed in "Taxation—Japanese Taxation"), a U.S. holder may be entitled to claim either a deduction or a foreign tax credit for United States federal income tax purposes, subject to certain limitations (including that the election to deduct non-U.S. taxes in lieu of claiming foreign tax credits must apply to all of the U.S. holder's non-U.S. taxes for a particular tax year), and including a limitation on the creditability of Japanese taxes that could have been avoided by providing the payor with the relevant information required under Japanese law or making a claim for any applicable reduced treaty rate. Interest income (including any additional amounts) on a note generally will be considered foreign source income and, for purposes of the foreign tax credit, generally will be considered "passive income" or, in certain cases, "general category income."

Sale, Exchange or Other Disposition of the Notes

Upon the sale, exchange or other taxable disposition of a note, a U.S. holder will generally recognize gain or loss equal to the difference between the amount realized upon the sale, exchange or other disposition (less an amount equal to any accrued but unpaid interest, which will be taxable as ordinary interest income, as described in "—Payments of Interest" above, to the extent not previously included in income) and such holder's adjusted tax basis in the note. A U.S. holder's adjusted tax basis in a note will generally be the cost of such note. Gain or loss on the sale, exchange or other taxable disposition will generally be capital gain or loss and will be long-term capital gain or loss if the note was held for more than one year. Certain non-corporate U.S. holders (including individuals) may qualify for preferential rates of United States federal income taxation in respect of long-term capital gains. The deductibility of capital losses is subject to certain limitations.

The preceding discussion of certain U.S. federal income tax considerations is general information only and is not tax advice. Accordingly, each U.S. holder should consult its own tax advisor as to the particular tax and reporting considerations pertinent to it of holding or disposing of the notes, including the applicability and effect of any U.S. federal, state, local or non-U.S. tax laws, and of any changes or proposed changes in applicable law.

CERTAIN ERISA AND BENEFIT PLAN CONSIDERATIONS

The following is a summary of certain considerations associated with the purchase of the notes (including any interest in a note) by employee benefit plans that are subject to Title I of the U.S. Employee Retirement Income Security Act of 1974, as amended, (“ERISA”), plans, individual retirement accounts and other arrangements that are subject to Section 4975 of the U.S. Internal Revenue Code (the “Code”), or to provisions under any other federal, state, local, non-U.S. or other laws or regulations that are similar to such provisions of ERISA or the Code (“Similar Laws”), and entities whose underlying assets are considered to include “plan assets” of any such employee benefit plan, plan, account or arrangement (each, a “Plan”).

General Fiduciary Matters

ERISA and the Code impose certain duties on persons who are fiduciaries of a Plan subject to Title I of ERISA or Section 4975 of the Code, (a “Covered Plan”), and prohibit certain transactions involving the assets of a Covered Plan and its fiduciaries or other interested parties. Under ERISA and the Code, any person who exercises any discretionary authority or control over the administration of a Covered Plan or the management or disposition of the assets of a Covered Plan, or who renders investment advice for a fee or other compensation to a Covered Plan, is generally considered to be a fiduciary of the Covered Plan. The fiduciary to a Covered Plan responsible with respect to the Covered Plan’s investment in the notes should consider, and will be deemed to acknowledge, that neither we, the initial purchasers, the agents nor any of our and their respective affiliates, agents or representatives are undertaking or will undertake to provide advice in a fiduciary capacity to the Covered Plan in connection with the Covered Plan’s investment in the notes, unless a statutory or administrative exemption applies (all of the applicable conditions of which are satisfied) or the transaction is not otherwise prohibited.

In considering an investment in the notes of a portion of the assets of any Plan, a fiduciary should determine, among other things, whether the investment is in accordance with the documents and instruments governing the Plan and the applicable provisions of, and regulations and guidance with respect to, ERISA, Section 4975 of the Code or any Similar Law relating to a fiduciary’s duties to the Plan including without limitation as applicable, the prudence, diversification, delegation of control, conflict of interest and prohibited transaction provisions of ERISA and the Code with respect to Covered Plans, and any other applicable Similar Laws.

Prohibited Transaction Issues

Section 406 of ERISA and Section 4975 of the Code prohibit Covered Plans from engaging in specified transactions involving its assets with persons or entities who are “parties in interest,” within the meaning of ERISA, or “disqualified persons,” within the meaning of Section 4975 of the Code, unless an exemption is available. A party in interest or disqualified person who engages in a non-exempt prohibited transaction may be subject to excise taxes and other penalties and liabilities under ERISA and the Code. In addition, the fiduciary of the Covered Plan that engages in such a non-exempt prohibited transaction may also be subject to penalties and other liabilities under ERISA and the Code, and the transaction may have to be rescinded.

For example, the acquisition and/or holding of the notes (including any interest in a note) by a Covered Plan with respect to which we or an initial purchaser are considered a party in interest or a disqualified person may constitute or result in a direct or indirect prohibited transaction under Section 406 of ERISA and/or Section 4975 of the Code, unless the notes are acquired and held in accordance with an applicable statutory or administrative prohibited transaction exemption. In this regard, the U.S. Department of Labor has issued prohibited transaction class exemptions (“PTCEs”), that potentially may apply to the investment in the notes. These class exemptions include, without limitation, PTCE 84-14 respecting transactions determined by independent qualified professional asset managers, PTCE 90-1 respecting insurance company pooled separate accounts, PTCE 91-38 respecting bank collective investment funds, PTCE 95-60 respecting life insurance company general accounts and PTCE 96-23 respecting transactions determined by in-house asset managers. In addition, Section 408(b)(17) of ERISA and Section 4975(d)(20) of the Code provide relief from the prohibited transaction provisions of ERISA and Section 4975 of the Code for certain transactions, provided that neither the issuer of the securities nor any of its affiliates (directly or indirectly) have or exercise any discretionary authority or control or render any investment advice with respect to the assets of any Covered Plan involved in the transaction and provided further that the Covered Plan pays no more than adequate consideration in connection with the transaction. There can be no assurance that any exemption described above, or any other exemption, will apply to any or all transactions that might arise in connection with an investment in the notes by a Covered Plan that may otherwise be prohibited, or that all of the conditions of any such exemption or any other exemption will be satisfied with respect to any or all such transactions.

Representation

Accordingly, by acceptance of the notes (including any interest in a note), each purchaser and subsequent transferee of the notes will be deemed to have represented and warranted that either (i) no portion of the assets used by such purchaser or transferee to acquire or hold the notes (including any interest in a note) constitutes assets of any Plan or (ii) (a) the purchase, holding and subsequent disposition of the notes (including any interest in a note) by such purchaser or transferee will not constitute or result in a non-exempt prohibited transaction under Section 406 of ERISA or Section 4975 of the Code or violation under any applicable Similar Laws, and (b) neither we, the initial purchasers nor any of our or their respective affiliates, employees or other representatives are acting as a fiduciary to the Plan in connection with the Plan's investment in the notes, unless a statutory or administrative exemption applies (all of the applicable conditions of which are satisfied) or the transaction is not otherwise prohibited.

The foregoing discussion is general in nature and is not intended to be all-inclusive. Due to the complexity of these rules and the penalties that may be imposed upon persons involved in non-exempt prohibited transactions, it is particularly important that fiduciaries, or other persons considering purchasing the notes or any interest in a note on behalf of, or with the assets of, any Plan, consult with their counsel regarding the potential applicability of ERISA, Section 4975 of the Code and any Similar Laws to such investment and whether an exemption would be necessary (and if so, available) with regards to the purchase and holding of the notes (or any interest therein). Neither providing this offering memorandum or the sale of notes (or any interest in a note) to a Plan is in any respect a representation to any purchaser or subsequent transferee by us, the initial purchasers or any of our or their respective affiliates, employees or other representatives that such an investment meets all relevant legal requirements with respect to investments by Plans generally or any particular Plan, or a representation that such an investment is appropriate for Plans generally or any particular Plan. Further, nothing herein should be considered a recommendation or advice with respect to the acquisition, holding or disposition of a note (or any interest in a note) by a Plan. Purchasers of notes (including any interest in a note) have the exclusive responsibility for ensuring, to the extent applicable, that their investment in notes complies with the fiduciary responsibility rules of ERISA and does not violate the prohibited transaction rules of ERISA or the Code or provisions of any applicable Similar Laws.

TRANSFER RESTRICTIONS

Because of the following restrictions, investors are advised to consult legal counsel prior to making any reoffering, resale, pledge or transfer of the notes.

The offering is being made in accordance with Rule 144A and Regulation S under the Securities Act. The notes have not been and will not be registered under the Securities Act or with any securities regulatory authority of any state or other jurisdiction and, accordingly, may not be offered, sold, pledged or otherwise transferred or delivered within the United States or to, or for the account or benefit of, U.S. persons (as defined in Regulation S) except as set forth below.

Rule 144A Notes

Each purchaser of the notes (including any interest in a note) offered hereby in reliance on Rule 144A will be deemed to have represented and agreed as follows:

- 1) It (A) is a qualified institutional buyer within the meaning of Rule 144A under the Securities Act, or a QIB, (B) is aware that the sale of the notes to it is being made in reliance on Rule 144A, and (C) is acquiring the notes for its own account or for the account of a QIB, as the case may be.
- 2) It understands that the notes have not been and will not be registered under the Securities Act and may not be offered, resold, pledged or otherwise transferred except as permitted by the legend set forth in paragraph (4) below.
- 3) Either (i) no portion of the assets used by such purchaser or transferee to acquire or hold the notes constitutes assets of any Plan or (ii) (A) its purchase, holding and subsequent disposition of the notes will not constitute or result in a non-exempt prohibited transaction under Section 406 of ERISA or Section 4975 of the Code or violation under any applicable Similar Laws, and (B) neither we, the initial purchasers or any of our or their respective affiliates, employees or other representatives, are acting as a fiduciary to it in connection with its investment in the notes, unless a statutory or administrative exemption applies (all of the applicable conditions of which are satisfied) or the transaction is not otherwise prohibited.
- 4) It understands that the notes will bear a legend to the following effect, unless DENSO determines otherwise in compliance with applicable law:

THIS NOTE HAS NOT BEEN REGISTERED UNDER THE UNITED STATES SECURITIES ACT OF 1933, AS AMENDED (THE "SECURITIES ACT"). THE HOLDER HEREOF AGREES FOR THE BENEFIT OF DENSO CORPORATION (THE "COMPANY") THAT THIS NOTE MAY BE RESOLD, PLEDGED OR OTHERWISE TRANSFERRED ONLY (1) TO THE COMPANY, (2) TO A QUALIFIED INSTITUTIONAL BUYER (AS DEFINED IN RULE 144A UNDER THE SECURITIES ACT ("RULE 144A")) OR A PERSON WHO THE SELLER AND ANY PERSON ACTING ON ITS BEHALF REASONABLY BELIEVES IS A QUALIFIED INSTITUTIONAL BUYER IN ACCORDANCE WITH RULE 144A, PURCHASING FOR ITS OWN ACCOUNT OR FOR THE ACCOUNT OF A QUALIFIED INSTITUTIONAL BUYER, (3) IN AN OFFSHORE TRANSACTION IN ACCORDANCE WITH RULE 903 OR RULE 904 OF REGULATION S UNDER THE SECURITIES ACT, (4) PURSUANT TO AN EXEMPTION FROM REGISTRATION UNDER THE SECURITIES ACT, PROVIDED THAT, AS A CONDITION TO THE REGISTRATION OF THE TRANSFER THEREOF, THE COMPANY OR THE TRANSFER AGENT MAY REQUIRE THE DELIVERY OF ANY DOCUMENTS, INCLUDING AN OPINION OF COUNSEL, THAT IT, IN ITS SOLE DISCRETION, MAY DEEM NECESSARY OR APPROPRIATE TO EVIDENCE COMPLIANCE WITH SUCH EXEMPTION (IF AVAILABLE), OR (5) PURSUANT TO AN EFFECTIVE REGISTRATION STATEMENT UNDER THE SECURITIES ACT, IN EACH CASE IN ACCORDANCE WITH ANY APPLICABLE SECURITIES LAWS OF ANY STATE OF THE UNITED STATES AND OTHER JURISDICTIONS. THE HOLDER HEREOF, BY, PURCHASING OR ACCEPTING THIS NOTE, REPRESENTS AND AGREES FOR THE BENEFIT OF THE COMPANY THAT IT WILL NOTIFY ANY PURCHASER OF THIS NOTE FROM THE HOLDER OF THE RESALE RESTRICTIONS REFERRED TO ABOVE.

THE HOLDER REPRESENTS THAT EITHER (I) NO PORTION OF THE ASSETS USED BY THE HOLDER OF THIS NOTE (INCLUDING ANY INTEREST HEREIN) TO ACQUIRE OR HOLD THIS NOTE CONSTITUTES ASSETS OF ANY PLAN, ACCOUNT OR ARRANGEMENT SUBJECT TO TITLE I OF THE EMPLOYEE RETIREMENT INCOME SECURITY ACT OF 1974, AS AMENDED ("ERISA"), OR

SECTION 4975 OF THE U.S. INTERNAL REVENUE CODE OF 1986, AS AMENDED (THE “CODE”), OR PROVISIONS UNDER OTHER LAWS AND REGULATIONS THAT ARE SIMILAR TO SUCH PROVISIONS OF ERISA OR THE CODE (“SIMILAR LAWS”) OR (II) (A) THE HOLDER’S PURCHASE, HOLDING AND SUBSEQUENT DISPOSITION OF THIS NOTE (INCLUDING ANY INTEREST HEREIN) WILL NOT CONSTITUTE OR RESULT IN A NON-EXEMPT PROHIBITED TRANSACTION UNDER SECTION 406 OF ERISA OR SECTION 4975 OF THE CODE OR VIOLATION UNDER ANY APPLICABLE SIMILAR LAWS, AND (B) NEITHER THE COMPANY, THE INITIAL PURCHASERS NOR ANY OF ITS OR THEIR RESPECTIVE AFFILIATES, EMPLOYEES OR OTHER REPRESENTATIVES ARE ACTING AS A FIDUCIARY TO IT IN CONNECTION WITH ITS INVESTMENT IN THIS NOTE, UNLESS A STATUTORY OR ADMINISTRATIVE EXEMPTION APPLIES (ALL OF THE APPLICABLE CONDITIONS OF WHICH ARE SATISFIED) OR THE TRANSACTION IS NOT OTHERWISE PROHIBITED.

Regulation S Notes

Each purchaser of Regulation S notes (including any interest in a note) will be deemed to have represented and agreed as follows:

- 1) It is a non-U.S. person who is acquiring such Regulation S notes in an offshore transaction in accordance with Rule 903 or Rule 904 of Regulation S under the Securities Act.
- 2) It understands that such Regulation S notes have not been and will not be registered under the Securities Act and may not be offered, resold, pledged or transferred within the United States or to, or for the account or benefit of U.S. persons except as permitted by the legend set forth in paragraph (4) below.
- 3) Either (i) no portion of the assets used by such purchaser or transferee to acquire or hold the notes constitutes assets of any Plan or (ii)(A) its purchase, holding and subsequent disposition of the notes will not constitute or result in a non-exempt prohibited transaction under Section 406 of ERISA or Section 4975 of the Code or violation under any applicable Similar Laws, and (B) neither we, the initial purchasers or any of our or their respective affiliates, employees or other representatives are acting as a fiduciary to it in connection with its investment in the notes, unless a statutory or administrative exemption applies (all of the applicable conditions of which are satisfied) or the transaction is not otherwise prohibited.
- 4) It understands that the notes will bear a legend to the following effect, unless DENSO determines otherwise in compliance with applicable law:

THIS NOTE HAS NOT BEEN REGISTERED UNDER THE UNITED STATES SECURITIES ACT OF 1933, AS AMENDED (THE “SECURITIES ACT”), OR WITH ANY SECURITIES REGULATORY AUTHORITY OF ANY JURISDICTION AND MAY NOT BE REOFFERED, RESOLD, PLEDGED OR OTHERWISE TRANSFERRED WITHIN THE UNITED STATES OR TO A U.S. PERSON (AS DEFINED IN REGULATION S UNDER THE SECURITIES ACT) EXCEPT PURSUANT TO AN EXEMPTION FROM REGISTRATION UNDER THE SECURITIES ACT OR PURSUANT TO AN EFFECTIVE REGISTRATION STATEMENT UNDER THE SECURITIES ACT. DENSO CORPORATION (THE “COMPANY”) HAS AGREED THAT THIS LEGEND SHALL BE DEEMED TO HAVE BEEN REMOVED ON THE 41ST DAY FOLLOWING THE LATER OF THE COMMENCEMENT OF THE OFFERING OF THE NOTES AND THE FINAL DELIVERY DATE WITH RESPECT THERETO.

THE HOLDER REPRESENTS THAT EITHER (I) NO PORTION OF THE ASSETS USED BY THE HOLDER OF THIS NOTE (INCLUDING ANY INTEREST HEREIN) TO ACQUIRE OR HOLD THE NOTE CONSTITUTES ASSETS OF ANY PLAN, ACCOUNT OR ARRANGEMENT SUBJECT TO TITLE I OF THE EMPLOYEE RETIREMENT INCOME SECURITY ACT OF 1974, AS AMENDED (“ERISA”), OR SECTION 4975 OF THE U.S. INTERNAL REVENUE CODE OF 1986, AS AMENDED (THE “CODE”), OR PROVISIONS UNDER OTHER LAWS AND REGULATIONS THAT ARE SIMILAR TO SUCH PROVISIONS OF ERISA OR THE CODE (“SIMILAR LAWS”) OR (II) (A) THE HOLDER’S PURCHASE, HOLDING AND SUBSEQUENT DISPOSITION OF THIS NOTE (INCLUDING ANY INTEREST HEREIN) WILL NOT CONSTITUTE OR RESULT IN A NON-EXEMPT PROHIBITED TRANSACTION UNDER SECTION 406 OF ERISA OR SECTION 4975 OF THE CODE OR VIOLATION UNDER ANY APPLICABLE SIMILAR LAWS, AND (B) NEITHER THE COMPANY, THE INITIAL PURCHASERS NOR ANY OF ITS OR THEIR RESPECTIVE AFFILIATES, EMPLOYEES OR OTHER REPRESENTATIVES ARE ACTING AS A FIDUCIARY TO IT IN CONNECTION WITH ITS INVESTMENT IN THIS NOTE, UNLESS A STATUTORY OR ADMINISTRATIVE EXEMPTION APPLIES (ALL OF THE APPLICABLE CONDITIONS OF WHICH ARE SATISFIED) OR THE TRANSACTION IS NOT OTHERWISE PROHIBITED.

PLAN OF DISTRIBUTION

Under the terms and subject to the conditions set forth in a purchase agreement, dated September 9, 2025, or the purchase agreement, between us and the initial purchasers named below, for whom Morgan Stanley & Co. LLC, BofA Securities, Inc., Citigroup Global Markets Inc. and J.P. Morgan Securities LLC are acting as representatives, the initial purchasers have severally, and not jointly, agreed to purchase, and we have agreed to sell to the initial purchasers, the respective principal amount of the notes listed opposite their names below.

<u>Initial purchasers</u>	<u>Principal amount of notes</u>
Morgan Stanley & Co. LLC	\$160,000,000
BofA Securities, Inc.	140,000,000
Citigroup Global Markets Inc.	100,000,000
J.P. Morgan Securities LLC	100,000,000
Total	<u>\$500,000,000</u>

The initial purchasers have advised us that they propose initially to offer the notes at the issue price listed on the cover page of this offering memorandum. After the initial offering, the issue price, concessions or any other term of the offering may be changed. The initial purchasers have agreed to purchase the notes from us at a purchase price that reflects a discount from the issue price, and the initial purchasers will retain the difference between such purchase price and issue price as compensation.

The initial purchasers are entitled to be released and discharged from their obligations under, and to terminate, the purchase agreement in certain circumstances prior to paying us for the notes. If an initial purchaser defaults, the purchase agreement provides that the purchase commitments of the non-defaulting initial purchasers may be increased. The initial purchasers are offering the notes subject to their acceptance of the notes from us and subject to prior sale. The purchase agreement provides that the obligations of the several initial purchasers to pay for and accept delivery of the notes are subject to approval of certain legal matters by their counsel and to certain other conditions.

The purchase agreement provides that we will indemnify the initial purchasers and their affiliates against specified liabilities, including liabilities under the Securities Act, in connection with the offer and sale of the notes, and will contribute to payments the initial purchasers and their affiliates may be required to make in respect of those liabilities.

The notes are being offered by the initial purchasers or affiliates of certain of the initial purchasers outside the United States in offshore transactions to persons other than U.S. persons in reliance on Regulation S under the Securities Act and by the initial purchasers or their affiliates or other registered broker-dealers or selling agents in the United States to persons reasonably believed to be QIBs in reliance on Rule 144A under the Securities Act.

No Sale of Similar Securities

We have agreed that, during a period beginning the date hereof and ending on the closing date of this offering, we will not, without the prior written consent of the representatives of the initial purchasers, directly or indirectly, issue, sell, offer, contract or grant any option for the sale of, or otherwise transfer or dispose of, any other U.S. dollar-denominated senior debt securities of ours with a maturity greater than one year or any securities that are convertible into, or exchangeable for, the notes or such other U.S. dollar-denominated senior debt securities of ours.

Short Positions

In connection with this offering, the initial purchasers may purchase and sell the notes in the open market, subject to applicable laws and regulations. These transactions may include over-allotment, syndicate covering transactions and stabilizing transactions. Over-allotment involves sales of notes in excess of the principal amount of notes to be purchased by the initial purchasers in this offering, which creates a short position for the initial purchasers. Syndicate covering transactions involve purchases of the notes in the open market after the distribution has been completed in order to cover short positions. Stabilizing transactions consist of certain bids or purchases of notes made for the purpose of preventing or retarding a decline in the market price of the notes while the offering is in progress. Any of these activities may have the effect of preventing or retarding a

decline in the market price of the notes. They may also cause the price of the notes to be higher than the price that otherwise would exist in the open market in the absence of these transactions. The initial purchasers may conduct these transactions in the over-the-counter market or otherwise. If the initial purchasers commence any of these transactions, they may discontinue them at any time.

The initial purchasers make no representation or prediction as to the direction or magnitude of any effect that the transactions described above may have on the price of the notes. In addition, the initial purchasers have no obligation to engage in these transactions, and these transactions, once commenced, may be discontinued at any time.

New Issue of the Notes

The notes are a new issue of securities with no established trading market. In addition, the notes are subject to certain restrictions on resale and transfer as described under “Certain ERISA and Benefit Plan Considerations” and “Transfer Restrictions.” Approval in-principle has been received for the listing and quotation of the notes on the SGX-ST. The notes will be traded on the SGX-ST in a minimum board lot size of S\$200,000 for so long as the notes are listed on the SGX-ST. The initial purchasers have advised us that they presently intend to make a market in the notes after completion of this offering. Such market-making activity will be subject to the limits imposed by applicable laws. However, they are under no obligation to do so and may discontinue any market-making activities at any time without any notice. A liquid or active public trading market for the notes may not develop. If an active trading market for the notes does not develop, the market price and liquidity of the notes may be adversely affected. If such notes are traded, they may trade at a discount from the initial issue price, depending on the market for similar securities, our performance and other factors. See “Risk Factors—Risks Relating to the Notes—There is no prior market for the notes, and the notes may have limited liquidity.”

Settlement

We expect that delivery of the notes will be made to investors on or about September 17, 2025, which will be the sixth New York business day following the date of this offering memorandum (such settlement being referred to as “T+6”). Under Rule 15c6-1 under the Exchange Act, trades in the secondary market are required to settle in one business day, unless the parties to any such trade expressly agree otherwise. Accordingly, purchasers who wish to trade notes prior to the delivery of the notes hereunder may be required, by virtue of the fact that the notes initially settle in T+6, to specify an alternate settlement arrangement at the time of any such trade to prevent a failed settlement. Purchasers of the notes who wish to trade the notes prior to their date of delivery hereunder should consult their advisors.

Selling Restrictions

General

No action has been or will be taken by us that would permit a public offering of the notes, or possession or distribution of this offering memorandum, any amendment or supplement thereto, or any other offering or publicity material relating to the notes in any country or jurisdiction where, or in any circumstances in which, action for that purpose is required. Accordingly, the notes may not be offered or sold, directly or indirectly, and neither this offering memorandum nor any other offering or publicity material relating to the notes may be distributed or published, in or from any country or jurisdiction except under circumstances that will result in compliance with applicable laws and regulations.

United States

The notes have not been registered under the Securities Act and may not be offered or sold within the United States (as defined in Regulation S) or to, or for the account or benefit of, U.S. persons except pursuant to an exemption from, or in a transaction not subject to, the registration requirements of the Securities Act. The initial purchasers or U.S. affiliates of the initial purchasers may arrange for the sale of a portion of the notes in the United States exclusively to persons reasonably believed by them to be QIBs (as defined in Rule 144A) in reliance on the exemption from registration provided by Rule 144A under the Securities Act, and each United States purchaser of the notes is hereby notified that the offer and sale of the notes to it is being made in reliance upon such exemption. The offering of the notes to persons other than U.S. persons will be made outside the United States in offshore transactions in compliance with Regulation S under the Securities Act.

In addition, until 40 days after the commencement of the offering, an offer or sale of the notes within the United States by a dealer (whether or not participating in the offering) may violate the registration requirements of the Securities Act if such offer is made otherwise than pursuant to Rule 144A under the Securities Act or another exemption from registration under the Securities Act. Each purchaser of the notes will be deemed to have made acknowledgements, representations and agreements as described under “Transfer Restrictions.”

Japan

The notes have not been and will not be registered under the FIEA, and are subject to the Special Taxation Measures Act. Each of the initial purchasers has represented and agreed that (i) it has not, directly or indirectly, offered or sold and will not, directly or indirectly, offer or sell any of the notes in Japan or to, or for the benefit of, any resident of Japan (which term as used in this item (i) means any person that is a resident of Japan, including any corporation or other entity organized under the laws of Japan), or to others for re-offering or resale, directly or indirectly, in Japan or to, or for the benefit of, any resident of Japan, except pursuant to an exemption from the registration requirements of, and otherwise in compliance with, the FIEA and any other applicable laws, regulations and governmental guidelines of Japan; and (ii) it has not, directly or indirectly, offered or sold and will not, directly or indirectly, offer or sell any notes as part of its distribution pursuant to the purchase agreement at any time, to, or for the benefit of, any person other than a beneficial owner that is (a) for Japanese tax purposes, neither (x) an individual resident of Japan or a Japanese corporation, nor (y) an individual non-resident of Japan or a non-Japanese corporation that in either case is a specially-related person of DENSO, or (b) a Japanese financial institution, designated in Article 6, Paragraph (11) of the Special Taxation Measures Act.

Member States of the European Economic Area

The notes may not be offered, sold or otherwise made available and will not be offered, sold or otherwise made available to any retail investor in the EEA. For the purposes of this provision, the expression “retail investor” means a person who is one (or more) of the following:

- i. a retail client as defined in point (11) of Article 4(1) of MiFID II;
- ii. or a customer within the meaning of the Insurance Distribution Directive where that customer would not qualify as a professional client as defined in point (10) of Article 4(1) of MiFID II.

Consequently, no key information document required by the PRIIPs Regulation, for offering or selling the notes or otherwise making them available to retail investors in the EEA has been prepared and, therefore, offering or selling the notes or otherwise making them available to any retail investor in the EEA may be unlawful under the PRIIPs Regulation.

United Kingdom

The notes are not intended to be offered, sold or otherwise made available to and should not be offered, sold or otherwise made available to any retail investor in the UK. For these purposes, a retail investor means a person who is one (or more) of:

- i. a retail client, as defined in point (8) of Article 2 of Regulation (EU) No 2017/565 as it forms part of the domestic law of the UK by virtue of the EUWA; or
- ii. a customer within the meaning of the provisions of the FSMA and any rules or regulations made under the FSMA to implement Insurance Distribution Directive, where that customer would not qualify as a professional client, as defined in point (8) of Article 2(1) of Regulation (EU) No 600/2014 as it forms part of the domestic law of the UK by virtue of the EUWA.

Consequently, no key information document required by the UK PRIIPs Regulation for offering or selling the notes or otherwise making them available to retail investors in the UK has been prepared and therefore offering or selling the notes or otherwise making them available to any retail investor in the UK may be unlawful under the UK PRIIPs Regulation.

This offering memorandum is for distribution in the UK only to persons who are “qualified investors” as defined under Article 2 of Regulation (EU) 2017/1129 as it forms part of UK domestic law by virtue of the EUWA and (i) have professional experience in matters relating to investments falling within Article 19(5) of the Financial Promotion Order, (ii) are persons falling within Article 49(2)(a) to (d) (“high net worth companies,

unincorporated associations, etc.”) of the Financial Promotion Order, or (iii) are persons to whom an invitation or inducement to engage in investment activity (within the meaning of Section 21 of the FSMA) in connection with the issue or sale of any notes may otherwise lawfully be communicated or caused to be communicated (all of these persons together being referred to as “Relevant Persons”). This offering memorandum is directed only at Relevant Persons and must not be acted on or relied on by persons who are not Relevant Persons. Any investment or investment activity to which this offering memorandum relates is available only to Relevant Persons and will be engaged in only with Relevant Persons.

Hong Kong

The contents of this offering memorandum have not been reviewed by any regulatory authority in Hong Kong. You are advised to exercise caution in relation to the offer. If you are in any doubt about any of the contents of this offering memorandum, you should obtain independent professional advice.

The notes have not been, and will not be, offered or sold in Hong Kong, by means of any document, other than (a) to “professional investors” within the meaning of section 1 of Part 1 of Schedule 1 to the Securities and Futures Ordinance (Cap. 571, Laws of Hong Kong) (the “SFO”), and any rules made under the SFO; or (b) in other circumstances which do not result in the document being a “prospectus” as defined in the Companies (Winding Up and Miscellaneous Provisions) Ordinance (Cap. 32, Laws of Hong Kong) (the “C(WUMP)O”), or which do not result in the document offering any shares or debentures to the public for subscription or purchase for cash or other consideration or calculated to invite offers by the public to subscribe for or purchase for cash or other consideration any shares or debentures or otherwise constitute an offer to the public within the meaning of the C(WUMP)O; and (ii) no advertisement, invitation or document relating to the notes that is directed at, or the contents of which are likely to be accessed or read by, the public of Hong Kong (except if permitted to do so under the securities laws of Hong Kong) has been or will be issued, or in the possession of any person for the purposes of issue, whether in Hong Kong or elsewhere other than with respect to the notes which are or are intended to be disposed of only to persons outside Hong Kong or only to “professional investors” within the meaning of section 1 of Part 1 of Schedule 1 to the SFO and any rules made under the SFO.

Notice to Prospective Investors in Singapore

This offering memorandum has not been and will not be registered as a prospectus with the Monetary Authority of Singapore. Accordingly, this offering memorandum and any other document or material in connection with the offer or sale, or invitation for subscription or purchase, of the notes may not be circulated or distributed, nor may the notes be offered or sold, or be made the subject of an invitation for subscription or purchase, whether directly or indirectly, to any person in Singapore other than (i) to an institutional investor (as defined in Section 4A of the Securities and Futures Act 2001 of Singapore (the “SFA”)) pursuant to Section 274 of the SFA or (ii) an accredited investor (as defined in Section 4A of the SFA) pursuant to and in accordance with the conditions specified in Section 275 of the SFA and (where applicable) Regulation 3 of the Securities and Futures (Classes of Investors) Regulations 2018 of Singapore.

Any reference to the SFA is a reference to the Securities and Futures Act 2001 of Singapore and a reference to any term as defined in the SFA or any provision in the SFA is a reference to that term or provision as modified or amended from time to time including by such of its subsidiary legislation as may be applicable at the relevant time.

Switzerland

This offering memorandum is not intended to constitute an offer or solicitation to purchase or invest in the notes described herein. The notes may not be publicly offered, sold or advertised, directly or indirectly, in or into Switzerland within the meaning of the Swiss Financial Services Act (“FinSA”), except under the following exemptions under the FinSA:

- (a) to any investor that qualifies as a professional client within the meaning of the FinSA;
- (b) to fewer than 500 investors (other than professional clients within the meaning of the FinSA);
- (c) in any other circumstances falling within article 36 of the FinSA;

provided, in each case, that no such offer of notes referred to in (a) through (c) above shall require the publication of a prospectus for offers of notes pursuant to the FinSA.

The notes will not be listed or admitted to trading on the SIX Swiss Exchange or on any other trading venue in Switzerland. Neither this offering memorandum nor any other offering or marketing material relating to the offering, the notes or us constitutes a prospectus as such term is understood pursuant to the FinSA, and neither this offering memorandum nor any other offering or marketing material relating to the offering, the notes or us may be distributed or otherwise made available in Switzerland in a manner which would require the publication of a prospectus in Switzerland pursuant to the FinSA.

Neither this offering memorandum nor any other offering or marketing material relating to the offering, the notes or us have been or will be filed with or approved by any Swiss regulatory authority. In particular, this offering memorandum will not be filed with, and the offer of the notes will not be supervised by, the Swiss Financial Market Supervisory Authority FINMA, and investors in the notes will not benefit from protection or supervision by such authority.

Canada

The notes may be sold only to purchasers purchasing, or deemed to be purchasing, as principal that are accredited investors, as defined in National Instrument 45-106 Prospectus Exemptions or subsection 73.3(1) of the Securities Act (Ontario), and are permitted clients, as defined in National Instrument 31-103 Registration Requirements, Exemptions and Ongoing Registrant Obligations. Any resale of the notes must be made in accordance with an exemption from, or in a transaction not subject to, the prospectus requirements of applicable securities laws.

Securities legislation in certain provinces or territories of Canada may provide a purchaser with remedies for rescission or damages if this offering memorandum (including any amendment thereto) contains a misrepresentation, provided that the remedies for rescission or damages are exercised by the purchaser within the time limit prescribed by the securities legislation of the purchaser's province or territory. The purchaser should refer to any applicable provisions of the securities legislation of the purchaser's province or territory for particulars of these rights or consult with a legal advisor.

Pursuant to section 3A.3 of National Instrument 33-105 Underwriting Conflicts ("**NI 33-105**"), the initial purchasers are not required to comply with the disclosure requirements of NI 33-105 regarding underwriter conflicts of interest in connection with this offering.

Stamp Taxes and Other Charges

Purchasers of the notes offered by this offering memorandum may be required to pay stamp taxes and other charges in accordance with the laws and practices of the country of purchase and in addition to the issue price on the cover page of this offering memorandum.

Other Relationships

The initial purchasers and their respective affiliates are full service financial institutions engaged in various activities, which may include securities trading, commercial and investment banking, financial advisory, investment management, investment research, principal investment, hedging, financing and brokerage activities. Certain of the initial purchasers and their respective affiliates have, from time to time, performed, and may in the future perform, various financial advisory and investment banking and commercial banking services for us or our subsidiaries and affiliates, for which they received or will receive customary fees and expenses.

In the ordinary course of their various business activities, the initial purchasers and their respective affiliates may make or hold a broad array of investments and actively trade debt and equity securities (or related derivative securities), financial instruments (including bank loans), currencies and commodities for their own account (including purchasing the notes for their own account) and for the accounts of their customers, and such investment and securities activities may involve securities, instruments or assets of ours or related to our business. If any of the initial purchasers or their affiliates has a lending relationship with us, certain of those initial purchasers or their affiliates routinely hedge, and certain other of those initial purchasers or their affiliates may hedge, their credit exposure to us consistent with their customary risk management policies. Typically, these initial purchasers and their affiliates would hedge such exposure by entering into transactions which consist of either the purchase of credit default swaps or the creation of short positions in our securities, including potentially the notes offered hereby. Any such credit default swaps or short positions could adversely affect future trading prices of the notes offered hereby. The initial purchasers and their respective affiliates may also make investment recommendations and may publish or express independent research views in respect of such securities or instruments and may at any time hold, or recommend to clients that they acquire, long and/or short positions in such securities and instruments.

LEGAL MATTERS

The validity of the notes and certain legal matters will be passed upon for us by Skadden, Arps, Slate, Meagher & Flom LLP and for the initial purchasers by Davis Polk & Wardwell LLP. Certain Japanese legal matters will be passed upon by Nagashima Ohno & Tsunematsu, our Japanese counsel.

INDEPENDENT AUDITOR

Our consolidated financial statements as of and for the years ended March 31, 2024 and 2025, included in this offering memorandum, have been audited by Deloitte Touche Tohmatsu LLC, our independent auditor, as stated in their reports appearing herein.

With respect to our unaudited condensed interim consolidated financial statements as of June 30, 2025 and for the three-month period ended June 30, 2025, included in this offering memorandum, Deloitte Touche Tohmatsu LLC reported that they have applied limited procedures in accordance with interim review standards generally accepted in Japan. However, their report dated August 6, 2025 appearing herein states that they did not audit and they do not express an opinion on that unaudited financial information. Accordingly, the degree of reliance on their report on such information should be restricted in light of the limited nature of the review procedures applied.

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of DENSO CORPORATION:

<Audit of Consolidated Financial Statements>

Opinion

We have audited the consolidated financial statements of DENSO CORPORATION and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position as of March 31, 2024, and the consolidated statement of income, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of March 31, 2024, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the provisions of the Code of Professional Ethics in Japan, and we have fulfilled our other ethical responsibilities as auditors. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

1. Estimating the reserve for warranty

Key Audit Matter Description

As described in Notes 2(4), 3(14) and 18 to the consolidated financial statements, the reserve for warranty amounted to 265,971 million yen in the consolidated statement of financial position as of March 31, 2024.

The reserve for warranty is recognized based on the estimated amount of warranty expenses, considering the timing of outflows of resources embodying economic benefits based on past experiences of the after-sales service expenses incurred.

The warranty expenses include repair expenses for repair requests, which are primarily from end users, as well as repair expenses for target vehicles that are based on defect handling (including recalls) determined by the automobile manufacturers and other customers.

The reserve for warranty related to the defect handling is calculated based on a reasonably expected amount that would be paid by the Group in the event that automobile manufacturers or other customers handled the repairs for products manufactured by the Group in the past.

The amount is calculated by multiplying the following:

- A.) the number of target vehicles
- B.) the repair expenses per unit
- C.) the defect handling incidence rate
- D.) the expected burden ratio with customers

All of these factors involve significant assumptions, which require management's judgment. Specifically, certain factors such as "B.) the repair expenses per unit" and "D.) the expected burden ratio with customers" involve a high degree of uncertainties because they include an estimate of the person-hours required for repairs, which depends on the cause of product defects as well as the results of negotiations with customers. Uncertainty in "A.) the number of target vehicles" might increase depending on criteria such as vehicle type and region. In addition, the uncertainty in accounting estimates might increase if occurrences of product defects continue to change. Therefore, we have identified the estimate of the warranty reserve related to defect handling as a key audit matter.

How the Key Audit Matter Was Addressed in the Audit

Our audit procedures to test the completeness and valuation of individual warranty reserves related to defect handling including recalls, which comprise a large portion of the overall warranty reserve, included the following, among others:

- (1) We tested the design and operating effectiveness of internal controls over the accounting department's timely consultation with the quality control department in order to obtain all information necessary for estimating the warranty reserve.
- (2) We inspected the list of recall notifications announced by the Ministry of Land, Infrastructure, Transport and Tourism, the Board of Directors meeting minutes, the written request for approval, and so forth to test the completeness of the warranty reserve.
- (3) We discussed with the responsible manager in the quality control department the outline of defect handling, the causes of the product defects and other information for the new cases and discussed whether there were any changes in the situation that need to be reflected in the current best estimate for the existing cases.
- (4) We reconciled "A.) the number of target vehicles" with the available external data. In addition, depending on the situation, we evaluated the reasonableness of significant assumptions used by management to assess the accuracy and completeness of the underlying source data.
- (5) We evaluated the reasonableness of significant assumptions used by management for "C.) the defect handling incidence rate" by comparing the rates used for the assumptions to the actual rates in other cases for the new cases and to their latest rates for the existing cases.
- (6) We evaluated the reasonableness of significant assumptions used by management for "B.) the repair expenses per unit" and "D.) the expected burden ratio with customers" by examining the cause of product defects, other actual cases in the past and available external data for the new cases, and by examining the latest average repair expenses per unit and the latest result of negotiation of the burden ratio for the existing cases.
- (7) We retrospectively compared the estimates which management had recorded in the past with the results of "B.) the repair expenses per unit" and "D.) the expected burden ratio with customers," in order to test the reasonableness of significant assumptions used by management.

2. Estimating provision for loss on antitrust issues

Key Audit Matter Description

As described in Notes 2 (4), 3 (14), 18 and 33 to the consolidated financial statements, the provision for loss on antitrust issues amounted to 13,619 million yen in the consolidated statement of financial position as of March 31, 2024.

Provision for loss on antitrust issues is recognized at an estimated amount of potential future losses to prepare for payments of litigation settlements, etc., which DENSO CORPORATION has accepted with regard to allegations of antitrust law infractions for past transactions related to specific automotive parts.

Litigation settlements mainly include A.) surcharges that are ordered to be paid as a result of investigations by national governments and competition authorities, B.) litigation settlements to be paid as a result of settlement negotiations with the plaintiffs in civil cases, and C.) litigation settlements to be paid as a result of individual settlement negotiations with automobile manufacturers.

The Group has established an internal system to prevent violations of the Antitrust Law, and publicly announced a safety declaration regarding the Antitrust Law in March 2012. As such, the Group believes that the risk of antitrust violations has been reduced. However, the Group estimates the amount of litigation settlements that are expected to occur in the future, and reviews the provisions amount that has already been recorded, in a timely manner, based on the status of investigations by the national governments and competition authorities related to transactions before March 2012, the progress of settlement negotiations, the settlement of past settlement cases, and consultation with the attorneys in charge.

The uncertainty surrounding the intentions of the authorities and other parties could make it difficult to estimate the amounts of surcharges and litigation settlements to be incurred. As such, we have identified the estimate of the provision for loss on antitrust issues as a key audit matter.

How the Key Audit Matter Was Addressed in the Audit

Our audit procedures to test the completeness and valuation of provision for loss on antitrust issues included the following, among others:

- (1) We tested the design and operating effectiveness of internal controls over the accounting department's timely consultation with legal department in order to obtain all information necessary for estimating of the provision for loss on antitrust issues.
- (2) We discussed with the head of the legal department regarding the status of legal matters globally. Discussions included the status of correspondence with the authorities of each country in which the Group operates, the progress of civil cases and the status of negotiations with automobile manufacturers in order to determine the need for recognizing the provision for loss on antitrust issues.
- (3) We evaluated the appropriateness of the estimation process for the provision for loss on antitrust issues. This included discussions with the head of the legal department. We evaluated the reasonableness of significant assumptions used by management by examining the status of the investigations by the national governments and competition authorities, the progress of settlement negotiations, the resolution status of past settlement cases and other information.
- (4) We sent a confirmation letter to the attorneys in charge to support the information obtained from the accounting department and the legal department.
- (5) We evaluated whether the provision was consistent with the progress of the settlement negotiations and completely recorded by testing the occurrences of professional fees for the attorneys in charge.
- (6) We performed the following procedures for the settled cases in order to evaluate the reasonableness of amounts estimated by management:
 - We inspected the contracts, agreements, and other legal documentation that provided evidence of the settlement and compared them with the recorded amounts of the provision in the past.
 - We inspected the payment proofs of cases in which payment of settlements had been completed, and retrospectively compared them with the recorded amounts of the provision in the past.

Responsibilities of Management and Audit & Supervisory Board Members and the Audit & Supervisory Board for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with IFRS Accounting Standards and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Audit & Supervisory Board members and the Audit & Supervisory Board are responsible for overseeing the Directors' execution of duties relating to the design and operating effectiveness of the controls over the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks. The procedures selected depend on the auditor's judgment. In addition, we obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain, when performing risk assessment procedures, an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether the overall presentation and disclosures of the consolidated financial statements are in accordance with IFRS Accounting Standards, as well as the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with Audit & Supervisory Board members and the Audit & Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide Audit & Supervisory Board members and the Audit & Supervisory Board with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with Audit & Supervisory Board members and the Audit & Supervisory Board, we determine those matters that were of most significance in the audit of the consolidated financial statements of

the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

<Fee-Related Information>

Fees for audit and other services for the year ended March 31, 2024, which were charged by us and our network firms to DENSO CORPORATION and its subsidiaries were 1,432 million yen and 671 million yen, respectively.

Interest Required to Be Disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Group which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

/s/Deloitte Touche Tohmatsu LLC
Nagoya, Japan
June 26, 2024

Consolidated Statement of Financial Position

[As of March 31, 2024]

(Unit: Millions of yen)

	Note	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Assets			
Current assets			
Cash and cash equivalents	6,7	733,850	789,390
Trade and other receivables	6,8	1,263,768	1,281,279
Inventories	9	1,119,780	1,172,257
Other financial assets	10	33,716	48,398
Other current assets		126,472	156,477
Subtotal		3,277,586	3,447,801
Assets held for sale	12	—	417,578
Total current assets		3,277,586	3,865,379
Non-current assets			
Property, plant and equipment	6,11	1,955,240	2,043,600
Right-of-use assets	13	43,642	46,347
Intangible assets	6,14	170,212	199,761
Other financial assets	10	1,699,202	2,624,839
Investments accounted for using the equity method	34	110,173	124,430
Retirement benefit assets	19	78,212	105,937
Deferred tax assets	15	42,967	56,057
Other non-current assets		31,428	27,020
Total non-current assets		4,131,076	5,227,991
Total assets		7,408,662	9,093,370

(Unit: Millions of yen)

	Note	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Liabilities and equity			
Current liabilities			
Bonds and borrowings	16	303,509	332,516
Trade and other payables	17	1,219,317	1,232,463
Other financial liabilities	30	54,641	47,672
Income tax payables		42,630	61,768
Provisions	18	106,524	295,239
Other current liabilities		70,163	83,972
Subtotal		1,796,784	2,053,630
Liabilities directly associated with assets held for sale	12	—	111,343
Total current liabilities		1,796,784	2,164,973
Non-current liabilities			
Bonds and borrowings	16	585,765	518,205
Other financial liabilities	30	30,929	29,115
Retirement benefit liabilities	19	249,266	238,201
Provisions	18	1,643	1,716
Deferred tax liabilities	6,15	151,507	382,752
Other non-current liabilities		13,057	11,903
Total non-current liabilities		1,032,167	1,181,892
Total liabilities		2,828,951	3,346,865
Equity			
Capital stock	20	187,457	187,457
Capital surplus	20	273,664	273,481
Treasury stock	20	(252,270)	(452,140)
Other components of equity	20	955,829	1,815,558
Other comprehensive income associated with assets held for sale	12	—	258,936
Retained earnings	20	3,212,248	3,451,694
Equity attributable to owners of the parent company		4,376,928	5,534,986
Non-controlling interests		202,783	211,519
Total equity		4,579,711	5,746,505
Total liabilities and equity		7,408,662	9,093,370

Consolidated Statement of Income

[For the year ended March 31, 2024]

(Unit: Millions of yen)

	Note	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Revenue	5, 22	6,401,320	7,144,733
Cost of revenue	9, 11, 13, 14	(5,490,176)	(6,054,780)
Gross profit		911,144	1,089,953
Selling, general and administrative expenses	6, 11, 13, 14, 24	(490,454)	(715,164)
Other income	6, 12, 23	37,361	49,500
Other expenses	24, 33	(31,952)	(43,690)
Operating profit	5	426,099	380,599
Finance income	25	51,483	78,711
Finance costs	25	(13,666)	(22,246)
Foreign exchange losses		(4,115)	(17,693)
Share of the (loss) profit of associates and joint ventures accounted for using the equity method		(2,931)	16,866
Profit before income taxes		456,870	436,237
Income tax expenses	15	(109,009)	(80,664)
Profit for the year		347,861	355,573
Attributable to:			
Owners of the parent company		314,633	312,791
Non-controlling interests		33,228	42,782

(Unit: Yen)

Earnings per share			
Basic	26	104.00	104.97
Diluted	26	—	—

Consolidated Statement of Comprehensive Income

[For the year ended March 31, 2024]

(Unit: Millions of yen)

	Note	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Profit for the year		347,861	355,573
Other comprehensive (loss) income			
Items that will not be reclassified subsequently to profit or loss			
Net fair value (loss) gain on equity instruments designated as FVTOCI	27, 29	(102,637)	956,433
Remeasurements of defined benefit pension plans	19, 27	(14,092)	17,477
Share of other comprehensive income of investments accounted for using the equity method	27	7	55
Total		(116,722)	973,965
Items that may be reclassified subsequently to profit or loss			
Exchange differences on translating foreign operations	27	114,556	220,172
Cash flow hedges	27	(1,704)	342
Share of other comprehensive income of investments accounted for using the equity method	27	4,758	7,588
Total		117,610	228,102
Total other comprehensive income		888	1,202,067
Comprehensive income for the year		348,749	1,557,640
Attributable to:			
Owners of the parent company		309,087	1,504,137
Non-controlling interests		39,662	53,503

Consolidated Statement of Changes in Equity

[For the year ended March 31, 2024]

(Unit: Millions of yen)

	Note	Equity attributable to owners of the parent company					
		Capital stock	Capital surplus	Treasury stock	Other components of equity		
					Net fair value gain (loss) on equity instruments designated as FVTOCI	Remeasurements of defined benefit pension plans	Exchange differences on translating foreign operations
As of April 1, 2022		187,457	273,803	(152,346)	788,476	—	187,086
Profit for the year		—	—	—	—	—	—
Other comprehensive (loss) income		—	—	—	(102,304)	(14,726)	113,188
Comprehensive (loss) income for the year		—	—	—	(102,304)	(14,726)	113,188
Acquisition of treasury stock	20	—	—	(100,012)	—	—	—
Disposal of treasury stock	20	—	18	88	—	—	—
Dividends	21	—	—	—	—	—	—
Changes in the ownership interest in subsidiaries without a loss of control		—	(157)	—	—	—	—
Transfer to retained earnings		—	—	—	(26,134)	14,726	—
Transfer to other comprehensive income associated with assets held for sale	12	—	—	—	—	—	—
Other		—	—	—	—	—	—
Total transactions with the owners		—	(139)	(99,924)	(26,134)	14,726	—
As of March 31, 2023		187,457	273,664	(252,270)	660,038	—	300,274

As of April 1, 2023		187,457	273,664	(252,270)	660,038	—	300,274
Profit for the year		—	—	—	—	—	—
Other comprehensive income		—	—	—	954,695	18,329	217,980
Comprehensive income for the year		—	—	—	954,695	18,329	217,980
Acquisition of treasury stock	20	—	—	(200,024)	—	—	—
Disposal of treasury stock	20	—	44	154	—	—	—
Dividends	21	—	—	—	—	—	—
Changes in the ownership interest in subsidiaries without a loss of control		—	(227)	—	—	—	—
Transfer to retained earnings		—	—	—	(54,352)	(18,329)	—
Transfer to other comprehensive (loss) income associated with assets held for sale	12	—	—	—	(258,936)	—	—
Other		—	—	—	—	—	—
Total transactions with the owners		—	(183)	(199,870)	(313,288)	(18,329)	—
As of March 31, 2024		187,457	273,481	(452,140)	1,301,445	—	518,254

(Unit: Millions of yen)

	Note	Equity attributable to owners of the parent company					Non-controlling interests	Total equity	
		Other components of equity		Other comprehensive income associated with assets held for sale	Retained earnings	Total			
		Cash flow hedges	Total						
As of April 1, 2022		(2,779)	972,783	—	3,017,660	4,299,357	190,169	4,489,526	
Profit for the year	20	—	—	—	314,633	314,633	33,228	347,861	
Other comprehensive (loss) income		(1,704)	(5,546)	—	—	(5,546)	6,434	888	
Comprehensive (loss) income for the year		(1,704)	(5,546)	—	314,633	309,087	39,662	348,749	
Acquisition of treasury stock		—	—	—	—	(100,012)	—	(100,012)	
Disposal of treasury stock		20	—	—	—	106	—	106	
Dividends		21	—	—	—	(132,777)	(132,777)	(25,890)	(158,667)
Changes in the ownership interest in subsidiaries without a loss of control		—	—	—	—	(157)	(420)	(577)	
Transfer to retained earnings		—	(11,408)	—	11,408	—	—	—	
Transfer to other comprehensive income associated with assets held for sale		12	—	—	—	—	—	—	
Other		—	—	—	1,324	1,324	(738)	586	
Total transactions with the owners		—	(11,408)	—	(120,045)	(231,516)	(27,048)	(258,564)	
As of March 31, 2023		(4,483)	955,829	—	3,212,248	4,376,928	202,783	4,579,711	

As of April 1, 2023		(4,483)	955,829	—	3,212,248	4,376,928	202,783	4,579,711
Profit for the year		—	—	—	312,791	312,791	42,782	355,573
Other comprehensive income		342	1,191,346	—	—	1,191,346	10,721	1,202,067
Comprehensive income for the year		342	1,191,346	—	312,791	1,504,137	53,503	1,557,640
Acquisition of treasury stock	20	—	—	—	—	(200,024)	—	(200,024)
Disposal of treasury stock	20	—	—	—	—	198	—	198
Dividends	21	—	—	—	(146,029)	(146,029)	(42,559)	(188,588)
Changes in the ownership interest in subsidiaries without a loss of control		—	—	—	—	(227)	(2,251)	(2,478)
Transfer to retained earnings		—	(72,681)	—	72,681	—	—	—
Transfer to other comprehensive (loss) income associated with assets held for sale	12	—	(258,936)	258,936	—	—	—	—
Other		—	—	—	3	3	43	46
Total transactions with the owners		—	(331,617)	258,936	(73,345)	(346,079)	(44,767)	(390,846)
As of March 31, 2024		(4,141)	1,815,558	258,936	3,451,694	5,534,986	211,519	5,746,505

Consolidated Statement of Cash Flows

[For the year ended March 31, 2024]

(Unit: Millions of yen)

	Note	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Cash flows from operating activities			
Profit before income taxes		456,870	436,237
Depreciation		364,635	374,269
Impairment losses		1,240	—
Decrease in retirement benefit liabilities		(10,314)	(15,590)
Decrease in retirement benefit assets		3,920	7,241
Interest and dividend income		(50,202)	(76,449)
Interest expenses		9,346	14,279
Foreign exchange gains		(13,040)	(9,416)
Share of the loss (profit) of associates and joint ventures accounted for using the equity method		2,931	(16,866)
Losses on sales or disposal of property, plant and equipment		904	9,294
(Increase) decrease in trade receivables		(75,342)	139,924
(Increase) decrease in inventories		(46,338)	19,670
Increase (decrease) in trade payables		14,141	(73,960)
(Decrease) increase in provisions		(38,577)	186,960
Other		41,584	64,035
Subtotal		661,758	1,059,628
Interest received		15,078	31,226
Dividends received		41,800	48,301
Interest paid		(9,075)	(14,528)
Income taxes paid		(106,841)	(162,801)
Net cash provided by operating activities		602,720	961,826
Cash flows from investing activities			
Increase in time deposits		(15,007)	(8,816)
Purchases of property, plant and equipment		(360,576)	(391,641)
Proceeds from sales of property, plant and equipment		18,431	17,738
Purchases of intangible assets		(53,738)	(54,764)
Purchases of equity instruments		(18,875)	(105,827)
Purchases of debt instruments		(690)	(277)
Proceeds from sales of equity instruments		46,145	85,587
Proceeds from sales and redemption of debt instruments		503	605
Payments for acquisition of subsidiaries and other businesses	6	—	(11,110)
Proceeds from sales of subsidiaries or other businesses	12	17,980	5,096
Other		2,151	3,922
Net cash used in investing activities		(363,676)	(459,487)
Cash flows from financing activities			
Net (decrease) increase in short-term borrowings	31	(35,771)	11,300
Proceeds from borrowings	31	69,299	84,375
Repayments of long-term borrowings	31	(82,522)	(111,619)
Repayments of lease liabilities	31	(30,100)	(37,954)
Redemption of bonds	31	(70,000)	(50,000)
Dividends paid	21	(132,777)	(146,029)
Dividends paid to non-controlling interests		(25,890)	(41,433)
Purchase of treasury stock		(100,012)	(200,024)
Other	31	7,674	(5,275)
Net cash used in financing activities		(400,099)	(496,659)
Foreign currency translation adjustments on cash and cash equivalents		27,097	49,860
Net (decrease) increase in cash and cash equivalents		(133,958)	55,540
Cash and cash equivalents at beginning of year		867,808	733,850
Cash and cash equivalents at end of year	7	733,850	789,390

Notes to Consolidated Financial Statements

Year ended March 31, 2024

1. Reporting entity

The Company is a business corporation located in Japan. The Company and its subsidiaries develop, manufacture and sell mainly automotive parts in each segment of Japan, North America, Europe, Asia, and Others. The automotive parts are related to Thermal Systems, Powertrain Systems, Mobility Electronics, Electrification Systems, and Advanced Devices, as well as Non-automotive products. Please refer to the Appendix for a list of subsidiaries.

2. Basis of preparation

(1) Compliance with IFRS

The Group meets all of the requirements for a “Specified Company for the designated IFRS” to prepare its consolidated financial statements by applying the designated IFRS as stipulated under Article 1-2 of the “Ordinance on Terminology, Forms, and Preparation Methods of Consolidated Financial Statements”(Ministry of Finance of Japan Regulation No. 28, 1976, hereafter “the Regulation”). Hence, in accordance with Article 93 of the Regulation, the Group’s consolidated financial statements have been prepared in accordance with IFRS.

The Group’s consolidated financial statements for the year ended March 31, 2024 were approved on June 26, 2024 by Shinnosuke Hayashi, the President of the Company.

(2) Basis of measurement

Except for the financial instruments that are measured at fair value and application of hyperinflation accounting in consolidated subsidiaries stated in Note 3 “Material accounting policies,” the Group’s consolidated financial statements have been prepared on the historical cost basis.

(3) Functional currency and presentation currency

The Group’s consolidated financial statements are presented in Japanese yen, which is the functional currency of the Company. The units are in millions of yen, and figures less than one million yen are rounded to the nearest million yen.

(4) Significant accounting judgement, estimates and assumption

In preparing the consolidated financial statements in accordance with IFRS, management established judgement, estimates, and assumptions that have an effect on the application of accounting policies, as well as the reported amounts of assets, liabilities, revenues, and expenses.

The estimates and the associated assumptions are based on historical experience and other factors that are considered to be relevant. The estimates and underlying assumptions are reviewed on an ongoing basis because actual results may differ from these estimates. Revisions to accounting estimates are recognized in the period in which the estimates are revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

1) Critical judgements in applying the Group’s accounting policies

The following are the critical judgements, apart from those involving estimations, that managements have made in the process of applying the Group’s accounting policies and that have the most significant impact on the amounts recognized in the consolidated financial statements:

- Scope of consolidation: Note 3 “Material accounting policies (1) Basis of consolidation”
- Revenue: Note 3 “Material accounting policies (16) Revenue” and Note 22 “Revenue”

2) Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting period that may have significant risks that will cause a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are as follows.

i) Impairment loss on non-financial assets

Regarding non-financial assets such as property, plant and equipment, right-of-use assets and intangible assets, if there is an event or change in circumstances indicating that the carrying amount of the asset or cash-generating unit may exceed the recoverable amount, the recoverable amount of the asset or cash-generating unit is estimated, assuming there is an indication of possible impairment. In estimating the recoverable amount, assumptions such as the remaining useful life of the asset, projections of future cash flow, and discount rates are used.

The Group believes that the judgments concerning the identification of impairment indicators and the recognition of impairment loss, as well as the estimates of recoverable amounts, are reasonable. However, as these estimates include uncertainties, if unpredictable changes to assumptions, etc., lead to changes in estimates related to assessing non-financial assets, this may result in additional impairment losses in the future.

For more information, please refer to Note 11 “Property, plant and equipment (4) Impairment losses,” Note 13 “Right-of-use assets (2) Impairment losses,” Note 14 “Intangible assets (2) Impairment losses and (4) Impairment test for goodwill.”

ii) Recoverability of deferred tax assets

Deferred tax assets are recognized for deductible temporary differences, unused tax credits, and unused tax losses to the extent that it is probable that future taxable profit will be available against which they can be utilized. Deferred tax assets are reviewed at the end of each reporting period and reduced to the extent that it is not probable that there will be sufficient taxable profit against which all or part of the deferred tax assets can be utilized.

The Group believes that the estimates related to assessing the recoverability of deferred tax assets are reasonable. However, as these estimates include uncertainties, if unpredictable changes to assumptions, etc., lead to changes in estimates related to assessing the recoverability of deferred tax assets, this may result in an additional reduction of deferred tax assets in the future.

Please refer to Note 15 “Income taxes (2) Deferred tax assets and liabilities” for more information on the deductible temporary differences and unused tax losses for which deferred tax assets are not recognized.

iii) Reserve for warranty and provision for loss on antitrust issues

a) Reserve for warranty

Warranty expenses include repair expenses for repair requests, which are primarily from end users, as well as repair expenses for target vehicles, that are based on defect handling (including recalls) determined by the automobile manufacturers and other customers.

Of the above, the reserve for warranty related to the defect handling is calculated based on a reasonably expected amount that would be paid by the Group, in the event that automobile manufacturers or other customers handled the repairs for products manufactured by the Group in the past. The amount is calculated by multiplying the following; a) the number of target vehicles; b) the repair expenses per unit; c) the defect handling incidence rate; and d) the expected burden ratio with customers such as automobile manufacturers. These assumptions involve a high degree of uncertainties because they include an estimate of the man-hours required for repairs, which depends on the cause of product defects as well as the results of negotiations with customers such as automobile manufactures.

The Group believes that the estimates of the assumptions related to the calculation of warranty expenses are reasonable. However, these estimates include uncertainties, and if the estimates differ from the actual warranty expenses as a result of unpredictable changes made to assumptions, etc., it may be necessary to recognize additional reserve for warranty or make reversal of it.

(Changes in accounting estimates)

Provision for warranty reserve was recorded as an expense related to defects in some of the products produced by the consolidated companies in the past. However, the estimate was changed for the fiscal year ended March 31, 2024 based on subsequent events. As a result of this change, provisions for current liabilities, selling, general and administrative expenses increased by ¥179.0 billion, respectively.

b) Provision for loss on antitrust issues

Provision for loss on antitrust issues is recognized at an estimated amount of potential future losses to prepare for litigation settlements, etc., which the Company has accepted with regard to allegations of antitrust law infractions for past transactions of specific automotive parts.

Litigation settlements mainly include; a) surcharges that are ordered to be paid as a result of investigations by national governments and competition authorities; b) litigation settlements to be paid as a result of settlement negotiations with the plaintiffs in civil cases; and c) litigation settlements to be paid as a result of individual settlement negotiations with automobile manufacturers. The Group has established an internal system to prevent violations of the Antitrust Law, and publicly announced a safety declaration regarding the Antitrust Law in March 2012. As such, the Group believes that the risk of antitrust violations has been reduced. However, the Group estimates the amount of litigation settlements that are expected to occur in the future, and reviews the provisions amount that have already been recorded, in a timely manner. For the estimates and the reviews, the Group considers the status of investigations by the national governments and competition authorities related to transactions before March 2012, the progress of settlement negotiations, the settlement of past settlement sought cases, and consultation with the attorneys in charge.

The Group believes that it reasonably estimates surcharges and settlements, as well as reviews these estimates. However, these estimates and estimate revisions include uncertainties, which depend on the intentions of the authorities and counterparties, and it may be necessary to make additional provisions for loss on antitrust issues or reversal as a result of unpredictable changes made to assumptions, etc.

For the amount of these provisions, see Note 18 “Provisions.”

iv) Measurement of defined benefit obligation

The present value of the defined benefit obligation is determined with actuarial calculations using assumptions such as discount rate, rate of salary increase, rate of employee turnover and mortality rate. The discount rate is a particularly significant assumption. The discount rates are equivalent to the market yields of AA credit-rated corporate bonds at the end of each reporting period that have maturity terms approximating those of the Group’s obligations.

The Group believes that the estimates of the assumptions related to the calculation of defined benefit obligation are reasonable. However, as these estimates include uncertainties, difference in assumptions from the actual results or changes made to the assumptions may have an impact on the evaluation of the Group’s defined benefit obligation.

The carrying amount of the defined benefit obligation, and the expected impact on defined benefit obligation due to fluctuations in the discount rate are found in Note 19 “Post-employment benefits (1) Defined benefit plans.”

v) Measurement of fair value of financial instruments

The fair value of certain assets and liabilities have been determined using market information such as quoted market prices, and valuation methodologies such as the market approach, income approach and cost approach. If available, quoted prices on active markets, or observable prices, are used to measure fair value. If such information is not available, unobservable inputs that reflect the Group’s judgment on assumptions, which market participants would use when pricing the assets or liabilities, are used. The Group develops unobservable inputs using the best information available in the circumstances, which might include the Group’s own data.

The Group believes that assessments of fair value of financial instruments are reasonable. However, as these assessments include uncertainties, this could result in changes in fair value measurement if there are changes in estimates for financial instruments, which may arise from unpredictable changes made to assumptions, etc.

The carrying amounts of financial instruments, details of material unobservable inputs and valuation methodologies for the financial instruments classified as Level 3 are found in Note 29 “Financial instruments (4) Fair value of financial instruments.”

(5) Changes in accounting policies

For the year ended March 31, 2024, the Group has adopted the amendments of IAS 12 “Income Taxes.”

(Deferred Tax related to Assets and Liabilities arising from a Single Transaction)

Due to the application of IAS 12 “Income Taxes” (amended in May 2021), the accounting treatment was clarified for the initial recognition, etc. concerning transactions that give rise to equal taxable and deductible temporary differences at the time of the transaction, and the deferred tax liabilities and deferred tax assets regarding the taxable and deductible temporary differences are each recognized in the consolidated statement of financial position. This amendment is an immaterial impact on the consolidated financial statement.

(International Tax Reform Pillar Two Model Rules)

Due to the application of IAS 12, “Income Taxes” (amended in May 2023), the Group has applied a temporary exception to the requirement to recognize and disclose deferred tax assets and deferred tax liabilities pertaining to income taxes arising from the tax system related to the Pillar Two model rules announced by the Organization for Economic Co-operation and Development (OECD). As this standard was applied retrospectively, deferred tax assets and deferred tax liabilities pertaining to income taxes arising from the tax system related to the Pillar Two model rules have not been recognized or disclosed.

In the reforms to the Japanese tax system made in 2023, a corporate tax complying with the global minimum tax was newly created, with the tax reform act (“Act for Partial Revision of the Income Tax Act, etc.,” Act No.3 of 2023)) (hereinafter “Revised Corporation Tax ACT”) enacted on March 28, 2023 that includes the relevant regulations for the global minimum tax. Within the global minimum tax rules in the Revised Corporation Tax Act, an income inclusion rule (“IIR”) has been introduced. Applicable from the business year starting on or after April 1, 2024, an additional tax will be imposed on parent companies located in Japan up to the minimum tax rate (15%) of the taxes borne by the subsidiaries, etc. of those parent companies located in Japan.

In the Group, the tax burden may be lower than the minimum tax rate (15%) in subsidiaries located in the United Arab Emirates and other countries, but this taxation has an immaterial impact on the consolidated financial statement.

3. Material accounting policies

(1) Basis of consolidation

1) Subsidiaries

A subsidiary is an entity that is controlled by the Company and whose financial statements are included in the consolidated financial statements of the Group from the date of acquisition of the control to the date of loss of the control by the Group. In cases where the accounting policies applied by subsidiaries are different from those applied by the Group, adjustments are made to the subsidiary’s financial statements, if necessary. All inter-group balances, transactions, and unrealized gains have been eliminated on consolidation. Comprehensive income is attributed to owners of the parent company and non-controlling interests even if this results in the non-controlling interests having a deficit balance.

The consolidated financial statements include the financial statements of subsidiaries whose fiscal year-end is different from that of the parent company. The unification of the fiscal year-end is impracticable as required by the local legal systems under which they are governed.

In cases where the financial statements of subsidiaries are used for preparing the consolidated financial statements which have different fiscal year-ends, necessary adjustments are made for the effects of significant transactions or events occurring between the fiscal year-end of the subsidiaries and that of the Company.

2) Associates and joint ventures

An associate is an entity which the Group does not control but has significant influence over its financial and operating policies. Investments in associates are accounted for using the equity method from the date on which the Group has significant influence until the date on which it ceases to have significant influence.

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of parties sharing control. Investments in joint ventures are accounted for using the equity method.

The accounting policies for associates and joint ventures are adjusted as required in order to comply with the accounting policies adopted by the Group.

The consolidated financial statements include investments in associates and joint ventures with different fiscal year-ends from that of the Company as it is impracticable to unify the fiscal year-ends primarily due to the involvement of other shareholders. Necessary adjustments are made for the effects of significant transactions or events occurring between the fiscal year-ends of the associates and joint ventures and that of the Company.

Under the equity method, investments in an associate or a joint venture are initially recognized at acquisition cost and the carrying amount is increased or decreased to recognize the Group's share of the net assets of the associate or the joint venture after the date of acquisition. The Group's share of the net income of the associates or the joint ventures is recognized in the Group's profit or loss. Also, the Group's share of the other comprehensive income of the associates or the joint ventures is recognized in the Group's other comprehensive income. When the Group's share of losses of an associate or a joint venture equals or exceeds its investments in the associate or the joint venture, which include any long-term investments that, in substance, form part of the Group's net investment in the associate or the joint venture, the Group discontinues recognizing its share of further losses unless the Group has incurred legal or constructive obligations or made payments on behalf of the associate or the joint venture. All significant intercompany profits are eliminated in proportion to interests in the associate and the joint venture.

Any excess of consideration of acquisition over interests in the net fair value of assets, liabilities, and contingent liabilities of associated companies and joint ventures has been recognized as the amount corresponding to goodwill, and has been included in the carrying amount of investments without any amortization.

3) Joint operations

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the contractual arrangement. For investments in joint operations, only the Group's share of assets, liabilities, revenues, and expenses arising from its operating activities are recognized. All significant intercompany balances and transactions are eliminated in proportion to its interests.

(2) Business combination and goodwill

Business combinations are accounted for using the acquisition method. Consideration transferred in a business combination is measured as the sum of the acquisition-date fair value of the assets transferred, the liabilities assumed, and equity instruments issued by the Group in exchange for control over an acquiree. Acquisition-related costs incurred are recognized as expenses.

Non-controlling interests that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation are initially measured either at fair value or at the non-controlling interests' proportionate share of the recognized amounts of the acquiree's identifiable net assets. The choice of measurement basis is made on a transaction-by-transaction basis. Other types of non-controlling interests are measured at fair value or, when applicable, on the basis specified in another IFRS.

The identifiable assets acquired and the liabilities assumed are measured at fair values at the acquisition date, except that:

- Deferred tax assets (or liabilities) and liabilities (or assets) related to employee benefit arrangements are recognized and measured in accordance with IAS 12, "Income Taxes," and IAS 19, "Employee Benefits," respectively;

- Assets or disposal groups that are classified as held for sale in accordance with IFRS 5, “Non-current Assets Held for Sale and Discontinued Operations,” are recognized and measured in accordance with the standard; and
- Liabilities or equity instruments related to share-based remuneration of the acquiree or share-based remuneration of the Company entered into to replace such arrangements of the acquiree are measured in accordance with IFRS 2, “Share-based Payment.”

Any excess of the consideration of acquisition over the fair value of identifiable assets and liabilities is recognized as goodwill in the consolidated statement of financial position. If the consideration of acquisition is lower than the fair value of the identifiable assets and liabilities, the difference is immediately recognized as a gain in the consolidated statement of income. The additional acquisition of non-controlling interests after obtaining control is accounted for as an equity transaction without recognition of goodwill.

Goodwill has been measured as the initially recognized value at the date of the business combination less accumulated impairment losses and included in “Intangible assets” in the consolidated statement of financial position. Goodwill is not amortized, but instead tested for impairment annually or whenever there is any indication of impairment. Impairment losses on goodwill are recognized in the consolidated statement of income and no subsequent reversal is made.

If the initial accounting of a business combination has not been completed by the end of the reporting period in which the business combination occurs, the Group reports provisional amounts for uncompleted accounting items. The Group will revise the provisional amounts during the measurement period (not exceeding one year) or recognize additional assets or liabilities in order to reflect new information obtained regarding the facts and circumstances that existed as of the date of acquisition and would have affected the amounts recognized on the date of acquisition, if such amounts have been ascertained.

(3) Foreign currency translation

1) Translation of foreign currency transactions

Each company in the Group specifies its own functional currency, the currency of the primary economic environment in which the entity operates, and measures transactions based on the functional currency. The foreign currency transactions are translated into the functional currency at the rates of exchange prevailing on the dates of the transactions, or an approximation of the rate.

Monetary items denominated in foreign currencies are retranslated into each company’s functional currency at the current exchange rates at the end of the reporting period. Non-monetary items denominated in foreign currencies that are measured at the acquisition cost are not retranslated. Other items denominated in foreign currencies that are measured at the fair value are translated at the rates prevailing at the date when the fair value was determined.

Differences arising from the translation and settlement are recognized in profit or loss during the period, as presented in “Foreign exchange gains (losses)” in the consolidated statement of income.

2) Translation of foreign operations

The consolidated financial statements of the Group are presented in Japanese yen, which is the presentation currency of the Company. In order to present the consolidated financial statements, the assets and liabilities of foreign operations are translated into Japanese yen at the rates of exchange prevailing at the fiscal year-end, while revenues and expenses of foreign operations are translated into Japanese yen at the average exchange rates for the period, except for foreign operations in hyperinflationary economies. The translation differences are recognized as “Exchange differences on translating foreign operations” in the other comprehensive income and its cumulative amount is classified as “Other components of equity.” In the event of a loss of control due to the disposal of foreign operations, the relevant cumulative amount of translation differences is recognized in profit or loss during the period.

Goodwill and fair value adjustments resulting from the acquisition of foreign operations are retranslated as assets and liabilities of such foreign operations as at the end of the reporting period, and exchange differences are recognized in “Other components of equity.”

3) Financial Reporting in Hyperinflationary Economies

The Group has applied hyperinflationary accounting adjustments to subsidiaries whose functional currency is Argentine Pesos and Turkish Lira as required by IAS 29 “Financial Reporting in Hyperinflationary Economies.”

When a subsidiary’s functional currency is the currency of a hyperinflationary economy, adjustments are made to its separate financial statements to reflect current price levels, and income, expenses and cash flow of the subsidiary are translated into Japanese yen at the rates of exchange prevailing at the fiscal year-end.

(4) Financial instruments

1) Financial assets

i) Initial recognition and measurement

Financial assets are classified into financial assets measured at amortized cost and financial assets measured at fair value based on their nature and holding purposes. The Group determines the classification at initial recognition. The sale or purchase of financial assets that occurred in the normal course of business are recognized or derecognized on the transaction date.

a) Financial assets measured at amortized cost

Financial assets are classified as financial assets measured at amortized cost if both of the following conditions are met:

- The asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

The financial assets measured at amortized cost are measured initially at fair value plus transaction costs directly attributable to the acquisition.

b) Financial assets measured at fair value

If the financial assets do not meet the above conditions, they are classified as financial assets measured at fair value through profit or loss or other comprehensive income.

Equity instruments are measured at fair value. By its irrevocable designation, the financial assets held for trading are measured through profit or loss, meanwhile the other assets are measured through other comprehensive income. The designation has been applied continuously.

Financial assets other than equity instruments that do not meet the conditions in relation to the measurement of amortized cost are measured at fair value through profit or loss.

Financial assets measured at fair value through profit or loss are initially measured at fair value and transaction costs are recognized in profit or loss when they occur. Financial assets measured at fair value through other comprehensive income are initially measured at fair value plus transaction costs directly attributable to the acquisition.

ii) Subsequent measurement

After initial recognition, financial assets are measured based on the following classifications:

a) Financial assets measured at amortized cost

Financial assets measured at amortized cost are measured using the effective interest method. The effective interest rate is the rate that discounts estimated future cash receipts through the expected life of financial assets. Interest income is recognized in profit or loss, and included in “Finance income” in the consolidated statement of income. In cases where a financial asset measured at amortized cost is derecognized, the difference between the carrying amount and the consideration received or receivable is recognized in profit or loss.

b) Financial assets measured at fair value

Changes in the fair value of financial assets measured at fair value are recognized in profit or loss.

However, gains or losses occurring from the disposal or remeasurement of fair value of the equity instruments measured at fair value through other comprehensive income are recognized in other comprehensive income and accumulated within "Other components of equity," and are not recognized in profit or loss. The amount is transferred to retained earnings when the equity instruments are derecognized. Dividends for equity instruments are recognized in profit or loss for the period when the right to receive dividends is established and included in "Finance income" in the consolidated statement of income. Net gains or losses arising from equity instruments measured at fair value through profit or loss are recognized as "Finance income" or "Finance costs" in the consolidated statement of income (Note 29 "Financial instruments"). The interest income from the debt instruments is also included in profit or loss above.

iii) Impairment of financial assets measured at amortized cost

Financial assets measured at amortized cost are assessed at the end of each reporting period as to whether there has been a significant increase in credit risk since initial recognition. If the credit risk on financial assets has increased significantly since initial recognition, or for credit-impaired, the lifetime expected credit losses are recognized as allowance for doubtful accounts. If there has been no significant increase in credit risk, the 12-month expected credit losses are recognized as allowance for doubtful accounts. The expected credit losses are measured based on the discounted present value of the difference between the contractual cash flows to be received in accordance with the contract and the cash flows expected to be received.

With regard to trade receivables, the lifetime expected credit losses are recognized as allowance for doubtful accounts since initial recognition. Additional allowance for doubtful accounts relating to financial assets or reversal of allowance for doubtful accounts when reducing the allowance for doubtful accounts is recognized in the consolidated statement of income.

iv) Derecognition of financial assets

The Group derecognizes a financial asset when the contractual rights to the cash flows from the asset expire, or when the Group transfers the contractual right to receive cash flows from financial assets in transactions in which substantially all the risks and rewards of ownership of the asset are transferred to another entity. If the Group neither transfers nor holds substantially all the risks and rewards of ownership of the asset and continues to control the transferred asset, the Group recognizes the retained interest on the assets and the relevant liabilities that might possibly be paid in association therewith.

2) Financial liabilities

i) Initial recognition and measurement

Financial liabilities are classified into financial liabilities measured at amortized cost or financial liabilities measured at fair value through profit or loss. The Group determines the classification at initial recognition, and all financial liabilities are measured at fair value at initial recognition. However, financial liabilities measured at amortized cost are measured at fair value after deducting transaction costs that are directly attributable to the issuance of financial liabilities.

ii) Subsequent measurement

After initial recognition, financial liabilities are measured based on the following classifications:

a) Financial liabilities measured at amortized cost

Financial liabilities held neither for trading nor measured at fair value through profit or loss are measured at amortized cost using the effective interest method. The interest cost is included in "Finance costs" in the consolidated statement of income. Amortization under the effective interest method and gains or losses on derecognition are recognized as "Finance income" or "Finance costs" in the consolidated statement of income.

b) Financial liabilities measured at fair value through profit or loss

Financial liabilities held for trading and those designated as measured at fair value through profit or loss at initial recognition are measured at fair value through profit or loss.

iii) Derecognition of financial liabilities

The Group derecognizes financial liabilities when they are extinguished, for example, when the obligation specified in the contract is discharged, cancelled, or expired.

3) Derivatives and hedge accounting

The Group utilizes derivatives, including currency swaps, interest rate swaps, and foreign exchange forward contracts to hedge foreign exchange and interest rate risks. These derivatives are initially measured at fair value when the contract is entered into, and are subsequently remeasured at fair value at each reporting period.

The Group has derivatives that are held for hedging purposes but that do not qualify for hedge accounting. The fluctuation of the fair value of these derivatives is recognized in profit or loss immediately.

At the inception of the hedge, the Group formally designates and documents the hedging relationship between the hedging instruments and the hedged items by following the objectives of risk management and the strategies for undertaking the hedge. In addition, these hedges are expected to be highly effective in offsetting changes in cash flows. They are assessed on a quarterly basis to determine whether they have been highly effective throughout the reporting periods for which the hedges were designated. To qualify as a cash flow hedge of a forecast transaction, the transaction must be highly probable.

Cash flow hedge

The Group adopts only cash flow hedges as part of its hedge accounting.

The effective portion of gains or losses on hedging instruments is recognized as other comprehensive income in the consolidated statement of comprehensive income, while the ineffective portion is recognized immediately in profit or loss in the consolidated statement of income.

The amounts of hedging instruments recognized in other comprehensive income are reclassified to profit or loss when the transactions of the hedged items affect profit or loss.

Hedge accounting is discontinued prospectively when the hedge no longer qualifies for hedge accounting, or when the hedging instrument expires or is sold, terminated, or exercised, or when the designation is revoked.

When hedge accounting is discontinued, the balances of other comprehensive income related to cash flow hedges remain until the forecast transaction affects profit or loss. When a forecast transaction is no longer expected to occur, the balance is recognized immediately in profit or loss.

4) Offsetting financial assets and financial liabilities

Financial assets are offset against financial liabilities and the net amounts are presented in the consolidated statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the recognized amounts and intends either to settle on a net basis, or to realize assets and settle liabilities simultaneously.

(5) Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, demand deposits, and short-term investments that are readily convertible to known amounts of cash and subject to insignificant risk of change in value and due within three months from the date of acquisition.

(6) Inventories

Inventories are measured at the lower of acquisition cost and net realizable value. The cost of inventories includes all costs of purchase, costs of conversion, and other costs incurred in bringing the inventories to their present location and condition and the cost is determined mainly using the periodic average method. Net realizable value is the estimated selling price in the ordinary course of business, less estimated cost of completion and estimated applicable variable selling expenses.

(7) Property, plant and equipment

Property, plant, and equipment is measured by using the “Cost model” and is stated at acquisition cost less accumulated depreciation and impairment losses.

Except for assets that are not subject to depreciation such as land and construction in progress, property, plant, and equipment is mainly depreciated using the straight-line method over their estimated useful lives, as follows. The estimated useful lives and depreciation method are reviewed at the end of each reporting period.

- Buildings and structures: 6 to 50 years
- Machinery and vehicles: 3 to 10 years
- Other: 2 to 10 years

Property, plant and equipment is derecognized on disposal or when no future economic benefits are expected from its use or disposal. The gain or loss arising from the derecognition of property, plant and equipment is recognized in profit or loss when the item is derecognized.

(8) Investment property

Investment property is measured by using the “Cost model,” in which the depreciation method and useful lives are used for the property, plant and equipment for the Group.

(9) Intangible assets

1) Separately acquired intangible assets

Separately acquired intangible assets with finite useful lives are stated at acquisition cost less accumulated amortization and impairment losses. They are amortized using the straight-line method over their estimated useful lives.

The estimated useful lives and amortization method of intangible assets with finite useful lives are reviewed at the end of each reporting period, and the effects of any changes in estimates are accounted prospectively.

Separately acquired intangible assets with indefinite useful lives are not amortized, but tested for impairment, and are stated at acquisition cost less accumulated impairment losses. The impairment tests are performed individually or by cash-generating unit annually or whenever there is any indication of impairment.

2) Internally generated intangible assets

Expenditures related to research activities are recognized as expenses as incurred.

The cost arising from development (or from the development phase of an internal project) shall be recognized as an asset if, and only if, the Group can demonstrate all of the following:

- i) the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- ii) its intention to complete the intangible asset and use or sell it;
- iii) its ability to use or sell the intangible asset;
- iv) how the intangible asset will generate probable future economic benefits;
- v) the availability of adequate technical, financial, and other resources to complete the development and to use or sell the intangible asset; and
- vi) its ability to measure reliably the expenditure attributable to the intangible asset during its development.

Initial recognition of internally generated intangible assets comprises the total expenditure incurred from the date when all the preceding conditions have been satisfied to the date when the developments are finished. Development costs are recognized as an expense as incurred if the internally generated intangible assets are not recognized.

After initial recognition, internally generated intangible assets are measured at cost, net of accumulated amortization and impairment losses.

3) Intangible assets acquired in business combinations

Intangible assets acquired in business combinations are initially recognized at fair value at the acquisition date. Subsequently, intangible assets acquired in business combinations are measured at cost less any accumulated amortization and impairment losses.

4) Amortization of intangible assets

Intangible assets with finite useful lives are amortized using the straight-line method over their estimated useful lives. Estimated useful lives are as follows:

- Software: 3 to 5 years
- Development costs: 3 years
- Customer-related assets: 3 to 25 years
- Technology-based assets: 10 to 19 years

5) Derecognition of intangible assets

Intangible assets are derecognized on disposal or when no future economic benefits are expected from their use or disposal. The gain or loss arising from the derecognition of intangible assets is included in profit or loss when the item is derecognized.

(10) Leases

1) As lessee

With regard to all leases excluding short-term leases and leases for which the underlying asset is of low value, at the commencement date, the Group recognizes its right to use the underlying leased assets during the lease period as right-of-use assets, and its obligation to make lease payments to the lessor as lease liabilities.

For the initial measurement of right-of-use assets, it is measured at the amount of the initial measurement of the lease liabilities adjusted by prepaid lease payments, etc. After the initial measurement, a “cost model” is applied for subsequent measurement, and the carrying amount is measured at cost less any accumulated depreciation and any accumulated impairment loss. The right of use assets are depreciated from the commencement date to the earlier of the end of the useful life or the end of the lease term based on a straight-line method, unless it is reasonably certain that ownership will be acquired at the end of the lease term.

For the initial measurement of lease liabilities, it is measured at the present value of the lease payments that are not paid at the commencement date, and the payments are discounted using the lessee’s incremental borrowing rate. After the initial measurement, the lease liabilities are measured by reflecting interest on the lease liabilities and the lease payments made for subsequent measurement.

The lease term is determined as the non-cancellable period of leases, together with both periods covered by an option to extend the leases if the lessee is reasonably certain to exercise that option and periods covered by an option to terminate the leases if the lessee is reasonably certain not to exercise that option.

For short-term leases and leases of low-value assets, right-of-use assets and lease liabilities are not recognized and lease payments are recognized as expenses based on a straight-line method over the lease term.

2) As lessor

If substantially all the risks and rewards incidental to ownership of an underlying asset are transferred, the lease is classified as a finance lease, while in the other cases the lease is classified as an operating lease.

Finance lease receivables are measured at an amount equal to the net investment in the lease.

(11) Borrowing costs

Borrowing costs directly attributable to the acquisition, construction, or production of qualifying assets, which are assets that necessarily take a substantial period of time to prepare for their intended use or sale, are added to the cost of those assets until the assets are substantially ready for their intended use or sale.

All other borrowing costs are recognized in profit or loss in the period in which they are incurred.

(12) Impairment of non-financial assets

The Group assesses, for each fiscal year, whether there is any indication that an asset may be impaired. If any such indication exists, or in cases where the impairment test is required to be performed each year, the recoverable amount of the asset is estimated. In cases where the recoverable amount cannot be estimated for each asset, it is estimated by the cash-generating unit to which the asset belongs. The grouping of assets in applying impairment accounting is determined by business group, which is the unit used in management accounting to understand profits and losses on an ongoing basis. In addition, assets are grouped into a rented property group and an idle property group, with each property as a minimum unit. Meanwhile, the headquarters and welfare facilities are categorized as corporate assets because they do not generate cash flows independently.

Impairment losses are included in "Other expenses" in the consolidated statement of income. Assessment for impairment is performed with respect to each asset, cash-generating unit, or group of cash-generating units. The recoverable amount of an asset or a cash-generating unit is determined at the higher of its fair value less disposition costs or its value in use. If the carrying amount of the asset or cash-generating unit exceeds the recoverable amount, impairment losses are recognized and the carrying amount is reduced to the recoverable amount. In determining the fair value less disposition costs, the Group uses an appropriate valuation model supported by available fair value indicators. In determining the value in use, estimated future cash flows are calculated using discount rates that reflect current market assessments of the time value of money and the risks specific to the asset.

The Group assesses whether there is any indication that an impairment loss recognized in prior years for an asset other than goodwill may no longer exist or may have decreased, such as any changes in assumptions used for the determination of the recoverable amount. If any such indication exists, the recoverable amount of the asset or cash-generating unit is estimated. In cases that the recoverable amount exceeds the carrying amount of the asset or cash-generating unit, impairment losses are reversed up to the lower of the estimated recoverable amount or the carrying amount (net of depreciation) that would have been determined if no impairment losses had been recognized in prior years.

(13) Assets held for sale

An asset or asset group for which the value is expected to be recovered through a sale transaction rather than through continuing use is classified as asset held for sale or disposal group when the following conditions are met: it is highly probable that the asset or asset group will be sold within one year, the asset or asset group is available for immediate sale in its present condition, and the Group management commits to the sale plan. In such cases, the non-current asset is not depreciated or amortized and is measured at the lower of its carrying amount or its fair value less costs to sell.

(14) Provisions

Provisions are recognized when the Group has present legal or constructive obligations as a result of past events, it is probable that outflows of resources embodying economic benefits will be required to settle the obligations, and reliable estimates can be made of the amount of the obligations.

Provisions are measured at the present value by the estimated future cash flow that is discounted by a pre-tax rate that reflects the time value of money and the risks specific to the liability. The unwinding of the discount due to the passage of time is recognized as "Finance costs" in the consolidated statement of income.

Main provisions are recorded as follows;

Reserve for warranty

The reserve for warranty is recognized based on the estimated amount of warranty expenses, considering the timing of outflows of resources embodying economic benefits based on past experiences of the after-sales service expenses incurred.

Provision for loss on antitrust issues

Provision for loss on antitrust issues is recognized at an estimated amount of potential future losses to prepare for payments of litigation settlements, etc., which the Company has accepted with regard to allegations of antitrust law infractions for part transactions related to specific automotive parts.

(15) Employee benefits

1) Post-employment benefits

i) Defined benefit plans

The Group has defined benefit pension plans and lump-sum benefit plans.

Defined benefit plans are post-employment benefit plans other than defined contribution plans (refer to ii) below). The Group's net defined benefit obligations are calculated respectively for each plan by estimating the future amount of benefits that employees have earned in exchange for their service over the previous years and the current year. The benefits are discounted to determine the present value. These calculations are performed annually by qualified actuaries using the projected unit credit method. The fair values of plan assets are deducted from the result of calculations. If the defined benefit plan has a surplus, the defined benefit assets is limited to the asset ceiling that is the present value of any future economic benefits available in the form of reductions in the future contributions to the plan or cash refunds.

The discount rates are equivalent to the market yields of AA credit-rated corporate bonds at the end of each reporting period that have maturity terms approximating those of the Group's obligations. Increase/decrease in benefit obligations for employees' past service due to revisions to the plan are recognized in profit or loss. The Group recognizes the increase/decrease in obligations due to remeasurements of benefit obligations and plan assets of defined benefit plans in other comprehensive income and then immediately reclassifies them from other comprehensive income to retained earnings.

ii) Defined contribution plans

Defined contribution plans are post-employment benefit plans in which the employer pays fixed contributions into separate entities and will have no legal or constructive obligation to make further contributions. The obligations for contributions to defined contribution plan are recognized as an expense during the period when the service is rendered.

2) Other long-term employee benefits

Long-term employee benefits, such as long-service employee awards, are recognized as a liability when the Group has present legal or constructive obligations to pay as a result of past employee service, and when reliable estimates of the obligation can be made. The Group's long-term employee benefits are calculated by discounting the estimated future amount of benefits to the present value.

The discount rates are equivalent to the market yields of AA credit-rated corporate bonds at the end of each reporting period that have maturity terms approximating those of the Group's obligations.

3) Short-term employee benefits

Short-term employee benefits are measured on an undiscounted basis and are expensed during the period when the service is rendered.

Bonus accrual is recognized as a liability when the Group has present legal or constructive obligations to pay as a result of past employee service, and when reliable estimates of the obligation can be made.

(16) Revenue

The Group recognizes revenue by applying the following steps:

STEP 1: Identifying the contract with a customer

STEP 2: Identifying the performance obligations in the contract

STEP 3: Determining the transaction price

STEP 4: Allocating the transaction price to each performance obligation in the contract

STEP 5: Recognizing revenue when satisfying a performance obligation

The Group serves automobile manufacturers around the world and supplies a wide range of products, including Thermal Systems, Powertrain Systems, Mobility Electronics, Electrification Systems, and Advanced Devices. In the Aftermarket and Non-automotive business, the Group also supplies automotive service parts and accessories to end-users.

The Group's performance obligation is primarily to deliver a finished product to the customer. In principle, it is deemed that control of the product is transferred to the customer and the performance obligation is satisfied at the time of delivery of the finished product to the customer; therefore, revenue is recognized at that point.

Consideration for these performance obligations is generally received within one year after the performance obligation is satisfied, according to separately determined payment conditions, and does not include any significant financing components. Revenue is determined at the amount after the deduction of discounts, rebates, and considerations payable to a customer for transactions of parts provided to suppliers with charge under the repurchase agreement. In addition, when the transaction prices are not determined at the time of transfer of the promised products, an estimate is made based on an appropriate method such as using the most likely amount to determine the amount of variable consideration.

With regard to certain transactions of parts provided to suppliers with charge under the repurchase agreement, inventories continue to be recognized as a result of deemed financing transactions, and corresponding amounts of those parts retained by the suppliers are recognized as financial liabilities.

(17) Government grants

Government grants are recognized at fair value when there is a reasonable assurance that the Group will receive the grants subject to the conditions attached to them. In cases where the government grants are compensation for expenses, they are recognized in profit or loss in the period in which the related costs for which the grants are intended to compensate are recognized. With regard to government grants that are compensation for assets, the amount of the grants is deducted from the acquisition cost of the assets to measure the carrying amounts of the assets.

(18) Income taxes

Income taxes in the consolidated statement of income are presented as the total of current income taxes and deferred income taxes. The current income taxes are recognized in profit or loss, except for taxes arising from items that are recognized in other comprehensive income or directly in equity and those arising from business combinations.

Current income taxes are measured at the amount that is expected to be paid to or refunded from the taxation authorities. For the calculation of the tax amount, the Group uses the tax rates and tax laws that have been enacted or substantively enacted by the end of the reporting period.

Deferred income taxes are calculated based on the temporary differences between the tax base for assets and liabilities and the carrying amounts at the end of each reporting period. Deferred tax assets are recognized for deductible temporary differences, unused tax credits, and unused tax losses to the extent that it is probable that future taxable profit will be available against which they can be utilized. Deferred tax liabilities are recognized for taxable temporary differences.

Deferred tax assets and liabilities are not recognized for the following temporary differences:

- the initial recognition of goodwill;
- the initial recognition of assets and liabilities resulting from transactions that do not affect accounting profit or taxable profit, excluding business combinations and transactions that generate equal amounts of future taxable and deductible temporary differences at the transaction time;
- deductible temporary differences arising from investments in subsidiaries and associates, and interests in joint ventures to the extent that it is not probable that the reversal of the temporary difference in the foreseeable future will occur or it is not probable that future taxable profits will be available against which they can be utilized; or
- taxable temporary differences arising from investments in subsidiaries and associates, and interests in joint ventures to the extent that the timing of the reversal of the temporary difference is controlled and that it is not probable the temporary difference will reverse in the foreseeable future.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the fiscal year when the asset is realized or the liability is settled based on tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets are reviewed at the end of each reporting period and reduced to the extent that it is not probable that there will be sufficient taxable profit against which all or part of the deferred tax assets can

be utilized. Unrecognized deferred tax assets are reassessed at the end of each reporting period and recognized only to the extent that it is probable that the deferred tax assets can be recovered by future taxable profits.

The Group recognizes an asset or liability for the effect of uncertainty in income taxes, which is measured at the amount of the reasonable estimate for uncertain tax positions when it is possible, based on the Group's interpretation of tax laws, in which the tax positions will be sustained.

An entity shall offset deferred tax assets and deferred tax liabilities, if and only if the entity has a legally enforceable right to set off the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

The Company and its wholly owned subsidiaries in Japan adopt the Japanese group relief system.

(19) Equity

Common stock

The amount of equity instruments issued by the Company is recognized in "Capital stock" and "Capital surplus," and direct issue costs (net of tax) are deducted from "Capital surplus."

Treasury stock

When the Company acquires treasury stock, the consideration paid, net of direct transaction costs and tax, is recognized as a deduction from equity. When the Company disposes treasury stock, gains or losses on disposal, including the exercise of stock options, are recognized in "Capital surplus."

(20) Fair value measurements

Certain assets and liabilities are required to be recognized at fair value. The estimated fair values of those assets and liabilities have been determined using market information such as quoted market prices and valuation methodologies such as the market approach, income approach, and cost approach. There are three levels of inputs that may be used to measure fair value.

1) Level 1

Quoted prices (unadjusted) in active markets in which transactions take place with sufficient frequency and transaction volume on an ongoing basis for identical assets or liabilities that the Group can access at the measurement date.

2) Level 2

Quoted prices for similar assets and liabilities in active markets, quoted prices for identical assets or liabilities in markets that are not active, inputs other than quoted prices that are observable for the assets or liabilities, and market-corroborated inputs in which all significant inputs and significant value drivers are observable.

3) Level 3

Unobservable inputs for the assets or liabilities which reflect the assumptions that market participants would use when pricing the assets or liabilities. The Group develops unobservable inputs using the best information available in the circumstances, which might include the Group's own data.

The fair value is measured at the financial and accounting division by following the Company's measurement policy and procedure, and the measurement is executed based on the valuation models which reflect nature, feature, and risks of each financial instrument most appropriately. In addition, transitions of important indexes which impact on the changes of fair value are examined on an ongoing basis. In cases where the changes in the fair value of financial instruments are found to be significant as a result of examination, it is reported to the executive of finance and accounting division to obtain approval.

(21) Levies

The Group recognizes estimated payable amount as a liability when it is required to pay a levy.

(22) Earnings per share

Basic earnings per share is calculated by dividing profit or loss attributable to ordinary shareholders of the parent company by the weighted-average number of ordinary shares outstanding during the year, adjusted by the number of treasury shares. Diluted earnings per share are calculated by adjusting the effects of dilutive potential ordinary shares.

(23) Dividends

Dividends to the shareholders of the Company are recognized as liabilities in the period in which each year-end dividend and interim dividend were resolved.

4. New accounting standards not yet adopted by the Group

New or revised major standards and interpretations that were issued by the date of approval of the consolidated financial statement but were not yet adopted by the Group as of March 31, 2024, are as follows:

Standards	Title	Date of mandatory adoption (Fiscal year of commencement thereafter)	Reporting periods of application by the Group	Description of new standards and amendments
IFRS 18	Presentation and Disclosure in Financial Statements	January 1, 2027	Fiscal year ending March 31, 2028	Improving comparability and transparency of management performance measure and profit and loss statement

The Group is currently assessing the possible impacts of the application of IFRS 18, “Presentation and Disclosure in Financial Statements,” and it is not able to estimate reasonably at this moment.

5. Segment information

(1) Outline of reportable segments

The Group’s reportable segments are operating segments, or aggregations of operating segments, which are components of an entity for which separate financial information is available. Such information is evaluated regularly by the president of the Company for the purposes of making decisions on how to allocate resources and assessing performance.

The Group mainly manufactures and sells automotive parts and has directors in charge in Japan, North America, Europe, and Asia. As independent management units, subsidiaries in each region have developed business activities, as exemplified by establishment or expansion of manufacturing companies, aiming for optimum production and supply for orders received through operating activities to regional customers.

The Company is in charge of business activities in Japan. Meanwhile, DENSO INTERNATIONAL AMERICA, INC. is in charge in the United States of America, Canada, and Mexico as the North America region, DENSO INTERNATIONAL EUROPE B.V. is in charge in Europe regions (mainly Netherlands, United Kingdom, Italy, Spain, Hungary, and Czech, etc.), respectively. In Asia (mainly Thailand, Malaysia, Indonesia, India, Taiwan, China, and Korea, etc.), DENSO INTERNATIONAL ASIA CO., LTD. (Thailand), DENSO INTERNATIONAL ASIA PTE. LTD. (Singapore), and DENSO (CHINA) INVESTMENT CO., LTD. have been cooperating together as a management unit to strengthen the system that is closely linked to the region for both sides of optimal production and supply system.

Since the Group is composed of regional segments based on manufacturing and selling systems, the Group determined that “Japan,” “North America,” “Europe,” and “Asia” are its reportable segments. The Group has been manufacturing and selling mainly automotive parts in each reportable segment.

Accounting procedures are the same as those stated in Note 3 “Material accounting policies.” Intersegment transactions are priced with reference to those applicable to transactions with external parties.

Reportable segment profit is measured on the basis of operating profit in the consolidated statement of income. Finance income, finance costs, foreign exchange gains/losses, share of profit/loss of associates and joint ventures accounted for using the equity method, and income tax expenses are excluded from the reportable segment profit, since they are not included in the financial information evaluated by the president of the Company.

(2) Revenue, profit/loss, and other material items for each reportable segment

For the year ended March 31, 2023

(Unit: Millions of yen)

	Reportable segment					Others (Note)	Eliminations	Consolidated
	Japan	North America	Europe	Asia	Total			
Revenue								
Customers	2,509,604	1,486,718	624,329	1,680,872	6,301,523	99,797	—	6,401,320
Intersegment	1,196,230	17,370	61,223	250,783	1,525,606	1,436	(1,527,042)	—
Total	3,705,834	1,504,088	685,552	1,931,655	7,827,129	101,233	(1,527,042)	6,401,320
Segment profit	215,573	17,921	17,460	158,286	409,240	19,260	(2,401)	426,099
Finance income								51,483
Finance costs								(13,666)
Foreign exchange losses								(4,115)
Share of the loss of associates and joint ventures accounted for using the equity method								(2,931)
Profit before income taxes								456,870

(Note) “Others” is an operating segment that is not included in the reportable segments, such as business activities of subsidiaries in South America.

Other material items

(Unit: Millions of yen)

	Reportable segment					Others (Note 1)	Eliminations	Consolidated
	Japan	North America	Europe	Asia	Total			
Depreciation and amortization	252,587	50,708	25,606	71,636	400,537	2,578	—	403,115
Impairment losses	1,240	—	—	—	1,240	—	—	1,240
Reversal of impairment losses	—	—	—	—	—	—	—	—
Investments accounted for using the equity method	73,491	5,687	9,800	21,496	110,474	—	(301)	110,173
Increase in non-current assets (Note 2)	275,380	53,620	25,098	75,228	429,326	4,378	—	433,704

(Note 1) “Others” is an operating segment that is not included in the reportable segments, such as business activities of subsidiaries in South America.

(Note 2) Non-current assets are a total of property, plant and equipment, right-of-use assets, and intangible assets.

For the year ended March 31, 2024

(Unit: Millions of yen)

	Reportable segment					Others (Note 1)	Eliminations	Consolidated
	Japan (Note 2)	North America	Europe	Asia	Total			
Revenue								
Customers	2,885,718	1,745,443	709,679	1,689,807	7,030,647	114,086	—	7,144,733
Intersegment	1,280,637	21,599	71,670	295,265	1,669,171	1,072	(1,670,243)	—
Total	4,166,355	1,767,042	781,349	1,985,072	8,699,818	115,158	(1,670,243)	7,144,733
Segment profit	85,181	54,551	31,002	184,489	355,223	24,781	595	380,599
Finance income								78,711
Finance costs								(22,246)
Foreign exchange losses								(17,693)
Share of the profit of associates and joint ventures accounted for using the equity method								16,866
Profit before income taxes								436,237

(Note 1) “Others” is an operating segment that is not included in the reportable segments, such as business activities of subsidiaries in South America.

(Note 2) Provision for warranty reserve of ¥ 202,711 million is included in the segment profit of Japan segment.

Other material items

(Unit: Millions of yen)

	Reportable segment					Others (Note 1)	Eliminations	Consolidated
	Japan	North America	Europe	Asia	Total			
Depreciation and amortization	251,785	55,079	28,573	74,489	409,926	3,010	—	412,936
Impairment losses	—	—	—	—	—	—	—	—
Reversal of impairment losses	—	—	—	—	—	—	—	—
Investments accounted for using the equity method	92,414	6,771	2,459	23,081	124,725	—	(295)	124,430
Increase in non-current assets (Note 2)	287,838	58,543	54,123	78,535	479,039	6,508	—	485,547

(Note 1) “Others” is an operating segment that is not included in the reportable segments, such as business activities of subsidiaries in South America.

(Note 2) Non-current assets are a total of property, plant and equipment, right-of-use assets, and intangible assets.

(3) Assets for each reportable segment

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Japan	4,715,599	6,092,424
North America	830,651	998,791
Europe	489,271	540,949
Asia	1,637,956	1,806,093
Others (Note 1)	80,312	89,010
Corporate assets (Note 2)	(345,127)	(433,897)
Consolidated	7,408,662	9,093,370

(Note 1) “Others” is an operating segment that is not included in the reportable segments, such as business activities of subsidiaries in South America.

(Note 2) Corporate assets mainly consist of funds which are not attributable to the reportable segments.

(4) Information about products and services

For the year ended March 31, 2023

For disaggregated revenue by type of products and services, see Note 22 “Revenue.”

For the year ended March 31, 2024

For disaggregated revenue by type of products and services, see Note 22 “Revenue.”

(5) Geographic information

1) Revenue

(Unit: Millions of yen)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Japan	2,415,938	2,780,082
The United States	1,236,514	1,442,620
China	831,431	799,320
Others	1,917,437	2,122,711
Total	6,401,320	7,144,733

(Note 1) Countries which have significant impact on the consolidated financial statements are individually presented.

(Note 2) Revenue is attributed to geographic areas based on customer locations.

2) Non-current assets

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Japan	1,349,153	1,357,105
China	235,859	248,470
Others	584,082	684,133
Total	2,169,094	2,289,708

(Note 1) Countries which have significant impact on the consolidated financial statements are individually presented.

(Note 2) Non-current assets, a total of property, plant and equipment, right-of-use assets, and intangible assets, are attributed to geographic areas based on locations of assets.

(6) Information about major customers

The major customer is Toyota Motor Corporation and its subsidiaries. Revenue from the major customer is recorded in all segments, such as Japan, North America, Europe, and Asia.

Disaggregated revenue by segment is ¥1,982,057 million in Japan, ¥805,740 million in North America, ¥119,449 million in Europe, ¥715,097 million in Asia, and ¥45,109 million in other areas.

(Unit: Millions of yen)

FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
3,158,814	3,667,452

6. Business combinations

For the year ended March 31, 2023

There are no applicable items.

For the year ended March 31, 2024

Belua Beheer B.V.

The Company acquired Belua Beheer B.V. as a consolidated subsidiary as of August 1, 2023.

(1) Description of business combination

Belua Beheer B.V., the parent company of the Certhon Group, including Certhon Build B.V., became the Company's subsidiary on August 1, 2023 as a result of the Company obtaining the shares of Belua Beheer B.V. As a result, the ratio of voting rights of Belua Beheer B.V. held by the Company rose from 40% (as of July 31, 2023) to 100% (as of August 1, 2023). The Company owns all the voting rights of Belua Beheer B.V.

(2) Reason for the business combination

The Group aims to accelerate the global expansion of its agricultural production business.

(3) Summary of the acquiree

Name	Belua Beheer B.V.
Business description	Development and sales of horticultural facility solutions

(4) Acquisition date

August 1, 2023

(5) Consideration transferred and its components

(Unit: Millions of yen)

	Amount
Payment by cash	12,427
Fair value of ownership interest in Belua Beheer B.V. already held at the time of acquisition of control	8,285
Total of the consideration transferred	20,712

A profit of ¥2,858 million is recognized as a result of the remeasurement of the equity interest of Belua Beheer B.V. previously held at the time of acquisition of control by the Company at the fair value on the acquisition date. This profit is recorded as “Other income” in the consolidated statement of income.

Acquisition-related costs including advisory fees and others of ¥298 million (for the years ended March 31, 2023 and 2024 were ¥89 million and ¥209 million, respectively) related to the business combination are included in “Selling, general and administrative expenses.”

(6) Fair values of assets, liabilities and goodwill on the acquisition date

(Unit: Millions of yen)

	Initial provisional fair value	Adjustment (Note 1)	Adjusted fair value
Total of the consideration transferred for the acquired shares (A)	20,712	—	20,712
Assets			
Cash and cash equivalents	1,317	—	1,317
Trade and other receivables	2,660	—	2,660
Other current assets	1,102	—	1,102
Property, plant and equipment	1,780	—	1,780
Intangible assets	68	10,201	10,269
Other non-current assets	19	—	19
Total assets	6,946	10,201	17,147
Liabilities			
Current liabilities	3,697	—	3,697
Non-current liabilities	1	2,632	2,633
Total liabilities	3,698	2,632	6,330
Equity (B)	3,248	7,569	10,817
Goodwill (Note 2) (A-B)	17,464	(7,569)	9,895

(Note 1) Adjustment to the provisional amount

Consideration transferred is allocated to acquired assets based on the fair value on the acquisition date. Allocation of the consideration transferred was completed during the three-month period ended March 31, 2024. In terms of adjustments from the initial provisional amounts, after additional analysis on the fair value of Belua Beheer B.V., intangible assets and deferred tax liabilities increased by ¥10,201 million and ¥2,632 million, respectively. As a result, goodwill decreased by ¥7,569 million.

(Note 2) Goodwill

Goodwill reflects excess earning power expected from future business development and the synergy between the Company and the acquiree. No amount of goodwill is expected to be deductible for tax purposes.

(7) Payment for acquisition of control over the subsidiary

(Unit: Millions of yen)

	Amount
Payment by cash	12,427
Cash and cash equivalents held by the acquiree at the time of the acquisition	1,317
Total of the consideration acquired	11,110

(8) Revenue and profit of the acquiree

The acquiree’s revenue and loss before elimination of inter-company transactions after the acquisition date, which are recorded in the consolidated statement of income for the fiscal year ended March 31, 2024, were ¥5,397 million and ¥524 million, respectively.

The above loss includes depreciation and amortization of intangible assets at the acquisition date.

(9) Consolidated revenue and profit assuming that the business combination was completed at the beginning of the fiscal year

The following is pro forma information (unaudited) of consolidated performance of the Group for the fiscal year ended March 31, 2024, assuming that the business combination of Belua Beheer B.V. was completed and control was acquired as of April 1, 2023.

(Unit: Millions of yen)

	Amount
Revenue (pro forma)	7,148,981
Profit for the year (pro forma)	355,617

7. Cash and cash equivalents

The breakdown of “Cash and cash equivalents” at each fiscal year-end is as follows:

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Cash and deposits	691,333	765,817
Short-term investments	42,517	23,573
Total	733,850	789,390

8. Trade and other receivables

The breakdown of “Trade and other receivables” at each fiscal year-end is as follows:

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Notes and accounts receivable	1,064,793	1,028,556
Other	203,521	257,304
Less: Allowance for doubtful accounts	(4,546)	(4,581)
Total	1,263,768	1,281,279

(Note) “Trade and other receivables” are classified as financial assets which are measured at amortized cost.

9. Inventories

The breakdown of “Inventories” at each fiscal year-end is as follows:

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Merchandise and finished products	337,106	301,802
Work in process	438,044	535,152
Raw materials and supplies	344,630	335,303
Total (Note)	1,119,780	1,172,257

(Note) The amounts of write-down of inventories to net realizable value recognized as “Cost of revenue” for the years ended March 31, 2023 and 2024 were ¥21,949 million and ¥22,767 million, respectively.

10. Other financial assets

(1) The breakdown of “Other financial assets” as of each fiscal year-end is as follows:

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Financial assets measured at amortized cost		
Bank deposits	23,726	36,520
Debt securities	366	300
Other	26,845	25,531
Financial assets measured at fair value through profit or loss		
Equity securities and other	422	422
Derivative assets (Note)	6,779	18,598
Financial assets measured at fair value through other comprehensive income and their fair values etc.,		
Equity securities and other	1,674,780	2,591,866
Total	1,732,918	2,673,237

Current assets	33,716	48,398
Non-current assets	1,699,202	2,624,839
Total	1,732,918	2,673,237

(Note) Derivative assets, excluding those to which hedge accounting is applied, are classified as financial assets measured at fair value through profit or loss.

(2) Names of major securities held as financial assets measured at fair value through other comprehensive income and their fair values as of each fiscal year-end are as follows:

(Unit: Millions of yen)

Security name	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Toyota Motor Corporation	850,931	1,716,345
TOYOTA INDUSTRIES CORPORATION	217,912	417,578
Renesas Electronics Corporation	293,040	408,970
TOYOTA FUDOSAN CO., LTD.	113,798	177,153
AISIN CORPORATION	47,268	80,673
Silicon Carbide LLC	—	76,473
Japan Advanced Semiconductor Manufacturing, Inc.	16,999	47,921
JTEKT CORPORATION	18,757	18,364
Infineon Technologies AG	12,184	11,384
Aisan Industry Co., Ltd.	4,945	9,367

Equity securities are held mainly for strengthening business relationships with investees. Therefore, they are designated as financial assets measured at fair value through other comprehensive income.

Dividend income related to financial assets measured at fair value through other comprehensive income that the Group held through the years ended March 31, 2023 and 2024 were ¥34,423 million and ¥42,773 million, respectively.

In order to pursue the efficiency of assets held and to use them effectively, the Group has disposed of (derecognized) financial assets measured at fair value through other comprehensive income.

The fair value at the derecognition, cumulative gains and losses that have been previously recognized in equity as other comprehensive income, and dividend income are as follows:

(Unit: Millions of yen)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Fair value	46,120	133,736
Cumulative gains that have been previously recognized in equity as other comprehensive income—pre-tax (Note)	37,248	78,838
Dividend income	775	2,904

(Note) The cumulative gains recognized in equity as other comprehensive income were transferred to retained earnings when equity instruments were disposed of. The amounts of transfers to retained earnings were net of tax.

11. Property, plant and equipment

(1) The breakdown and movement of acquisition cost, accumulated depreciation and accumulated impairment losses, and carrying amount of “Property, plant and equipment” are as follows:

(Unit: Millions of yen)

Acquisition cost	Buildings and structures	Machinery and equipment	Land	Construction in progress (Note 1)	Other	Total
Balance, April 1, 2022	1,135,894	3,557,821	207,823	200,693	855,667	5,957,898
Acquisition	19,444	118,470	162	188,863	39,157	366,096
Disposals	(9,765)	(135,324)	(1,418)	(344)	(38,060)	(184,911)
Foreign exchange differences	22,620	89,417	2,489	6,163	20,729	141,418
Other (Note 2)	28,451	146,808	(701)	(178,641)	45,931	41,848
Balance, March 31, 2023	1,196,644	3,777,192	208,355	216,734	923,424	6,322,349
Acquisition	19,970	127,828	—	202,790	41,466	392,054
Business combinations (Note 3)	653	—	1,078	28	21	1,780
Disposals	(12,910)	(188,836)	(615)	(295)	(60,493)	(263,149)
Foreign exchange differences	39,659	154,220	4,007	11,690	40,383	249,959
Other (Note 2)	23,866	158,111	11,632	(207,861)	38,530	24,278
Balance, March 31, 2024	1,267,882	4,028,515	224,457	223,086	983,331	6,727,271

(Note 1) Construction in progress includes expenditures related to property, plant and equipment under construction.

(Note 2) Other includes transfers from construction in progress to each item.

(Note 3) The increase in “Business combinations” for the year ended March 31, 2024 was due to the acquisition of Belua Beheer B.V. (See Note 6 “Business combinations”).

(Unit: Millions of yen)

Accumulated depreciation and accumulated impairment losses	Buildings and structures	Machinery and equipment	Land	Construction in progress	Other	Total
Balance, April 1, 2022	697,576	2,637,044	2,452	798	707,421	4,045,291
Depreciation (Note 4)	36,668	250,737	—	—	61,654	349,059
Impairment losses	42	—	—	—	10	52
Disposals	(7,633)	(126,420)	—	—	(32,475)	(166,528)
Foreign exchange differences	12,684	67,610	55	—	18,274	98,623
Other	8,594	15,881	6	(798)	16,929	40,612
Balance, March 31, 2023	747,931	2,844,852	2,513	—	771,813	4,367,109
Depreciation (Note 4)	37,173	257,987	—	—	64,784	359,944
Impairment losses	—	—	—	—	—	—
Disposals	(9,560)	(171,643)	—	—	(54,010)	(235,213)
Foreign exchange differences	22,413	115,240	107	—	33,862	171,622
Other	2,381	8,136	—	—	9,692	20,209
Balance, March 31, 2024	800,338	3,054,572	2,620	—	826,141	4,683,671

(Note 4) Depreciation on “Property, plant and equipment” is included in “Cost of revenue” and “Selling, general and administrative expenses” in the consolidated statement of income.

(Unit: Millions of yen)

Carrying amount	Buildings and structures	Machinery and equipment	Land	Construction in progress	Other	Total
Balance, April 1, 2022	438,318	920,777	205,371	199,895	148,246	1,912,607
Balance, March 31, 2023	448,713	932,340	205,842	216,734	151,611	1,955,240
Balance, March 31, 2024	467,544	973,943	221,837	223,086	157,190	2,043,600

(2) Carrying amount of assets pledged as collateral

Carrying amounts of assets pledged as collateral are not presented as they are immaterial.

(3) Commitments

Commitments for the acquisition of property, plant, and equipment are as follows:

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Contractual commitments for the acquisition of property, plant and equipment	127,807	173,465

(4) Impairment losses

The impairment losses the Group recognized for each fiscal year are as follows:

For the year ended March 31, 2023

The impairment losses are not presented as they are immaterial.

For the year ended March 31, 2024

The impairment losses are not applicable.

(5) Reversal of impairment losses

The reversal of impairment losses the Group recognized for each fiscal year is as follows:

For the year ended March 31, 2023

The reversal of impairment losses is not applicable.

For the year ended March 31, 2024

The reversal of impairment losses is not applicable.

12. Assets held for sale

For the year ended March 31, 2023

(Transfer of the fuel pump module business)

The fuel pump module business, and the related assets and liabilities held by KYOSAN DENSO MANUFACTURING KENTUCKY, LLC, which had been classified as “Assets held for sale” and “Liabilities directly associated with assets held for sale” for the year ended March 31, 2022, were transferred to Aisan Industry Co., Ltd. on September 1, 2022.

The gains on sales for this business transfer are included in “Other income” in the consolidated statement of income for the year ended March 31, 2023.

For the year ended March 31, 2024

(The sell of Toyota Industries Corporation shareholding)

On March 29, 2024, the Company sold a part of its Toyota Industries Corporation (hereinafter “Toyota Industries”) shareholding and entered into a share forward agreement for all the remaining shares. As a result, as of the end of the current fiscal year, Toyota Industries shares held by the Company has been classified as held for sale.

The breakdown of “Assets held for sale,” “Liabilities directly associated with assets held for sale” and “Other comprehensive income associated with assets held for sale” is as follows.

(Unit: Millions of yen)

	FY 2024 As of March 31, 2024		FY2024 As of March 31, 2024
Assets held for sale		Liabilities directly associated with assets held for sale	
Other financial assets	417,578	Deferred tax liabilities	111,343
		Other comprehensive income associated with assets held for sale	
		Net fair value gain on equity instruments designated as FVTOCI	258,936
Total	417,578	Total	370,279

(The sell of TD MOBILE business)

On July 10, 2023, the Company agreed to transfer TD MOBILE Corporation’s cell phone sales and agency business (excluding some sales stores) to a newly established subsidiary of RANET Co., Ltd. As a result, in the second quarter of the fiscal year, the assets and liabilities held by TD MOBILE Corporation, a consolidated subsidiary of the Company, were classified as assets held for sale and liabilities directly associated with assets held for sale.

As the business transfer was carried out on October 1, 2023, profit related to the business transfer was recognized in the nine months ended December 31, 2023. This profit is included in “Other income” in the consolidated statement of income for the year ended March 31, 2024.

13. Right-of-use assets

(1) The breakdown and movement of acquisition cost, accumulated depreciation and accumulated impairment losses, and carrying amount of right-of-use assets are as follows:

(Unit: Millions of yen)

Acquisition cost	Buildings and structures	Machinery and equipment	Land	Other	Total
Balance, April 1, 2022	43,913	5,966	17,937	2,783	70,599
Acquisition	9,451	3,402	495	238	13,586
Business combinations	—	—	—	—	—
Disposals	(8,915)	(494)	(514)	(172)	(10,095)
Foreign exchange differences	719	90	358	21	1,188
Other	53	(268)	(198)	(221)	(634)
Balance, March 31, 2023	45,221	8,696	18,078	2,649	74,644
Acquisition	15,482	1,600	394	374	17,850
Business combinations	—	—	—	—	—
Disposals	(14,600)	(3,457)	(2,598)	(1,757)	(22,412)
Foreign exchange differences	1,470	292	870	330	2,962
Other	2,840	77	(112)	(212)	2,593
Balance, March 31, 2024	50,413	7,208	16,632	1,384	75,637

(Unit: Millions of yen)

Accumulated depreciation and accumulated impairment losses	Buildings and structures	Machinery and equipment	Land	Other	Total
Balance, April 1, 2022	16,807	2,901	3,846	1,651	25,205
Depreciation (Note)	10,531	3,489	985	571	15,576
Impairment losses	—	—	—	—	—
Disposals	(8,455)	(614)	(498)	(395)	(9,962)
Foreign exchange differences	315	45	78	13	451
Other	(2)	(137)	(130)	1	(268)
Balance, March 31, 2023	19,196	5,684	4,281	1,841	31,002
Depreciation (Note)	11,211	1,650	920	544	14,325
Impairment losses	—	—	—	—	—
Disposals	(10,009)	(3,429)	(981)	(1,802)	(16,221)
Foreign exchange differences	652	157	203	105	1,117
Other	(965)	18	17	(3)	(933)
Balance, March 31, 2024	20,085	4,080	4,440	685	29,290

(Note) Depreciation of right-of-use assets is included in “Cost of revenue” and “Selling, general and administrative expenses” in the consolidated statement of income.

(Unit: Millions of yen)

Carrying amount	Buildings and structures	Machinery and equipment	Land	Other	Total
Balance, April 1, 2022	27,106	3,065	14,091	1,132	45,394
Balance, March 31, 2023	26,025	3,012	13,797	808	43,642
Balance, March 31, 2024	30,328	3,128	12,192	699	46,347

For the lease transactions, see Note 30 “Leases.”

(2) Impairment losses

The Group recognized impairment losses for the following assets:

For the year ended March 31, 2023

The impairment losses are not applicable.

For the year ended March 31, 2024

The impairment losses are not applicable.

14. Intangible assets

(1) The breakdown and movement of acquisition cost, accumulated amortization and accumulated impairment losses, and carrying amount of “Intangible assets” are as follows:

(Unit: Millions of yen)

Acquisition cost	Software	Development costs	Goodwill	Customer-related assets	Technology-based assets	Other	Total
Balance, April 1, 2022	155,009	22,349	25,048	51,757	14,705	39,580	308,448
Acquisition	15,717	—	—	—	—	14,698	30,415
Internally generated	2,904	18,603	—	—	—	1,358	22,865
Business combinations	—	—	—	—	—	—	—
Disposals	(11,820)	—	—	—	—	(2,957)	(14,777)
Foreign exchange differences	2,036	—	333	306	171	188	3,034
Other	15,100	(280)	—	—	—	(13,211)	1,609
Balance, March 31, 2023	178,946	40,672	25,381	52,063	14,876	39,656	351,594
Acquisition	15,648	—	—	—	—	12,289	27,937
Internally generated	2,477	23,260	—	—	—	94	25,831
Business combinations (Note 1)	—	—	9,895	162	10,039	68	20,164
Disposals	(7,754)	(429)	(7,377)	(14,524)	—	(2,533)	(32,617)
Foreign exchange differences	3,938	14	887	117	96	421	5,473
Other	8,350	979	—	—	—	(10,409)	(1,080)
Balance, March 31, 2024	201,605	64,496	28,786	37,818	25,011	39,586	397,302

(Note 1) The increase in “Business combinations” for the year ended March 31, 2024 was due to the acquisition of Belua Beheer B.V. (See Note 6 “Business combinations”).

(Unit: Millions of yen)

Accumulated amortization and accumulated impairment losses	Software	Development costs	Goodwill	Customer-related assets	Technology-based assets	Other	Total
Balance, April 1, 2022	102,426	11,410	1,012	17,989	4,113	15,918	152,868
Amortization (Note 2)	24,492	5,095	—	3,641	1,492	3,760	38,480
Impairment losses	—	—	1,188	—	—	—	1,188
Disposals	(11,730)	—	—	—	—	(2,479)	(14,209)
Foreign exchange differences	1,242	—	—	150	52	91	1,535
Other	3,957	—	—	—	—	(2,437)	1,520
Balance, March 31, 2023	120,387	16,505	2,200	21,780	5,657	14,853	181,382
Amortization (Note 2)	25,454	4,477	—	2,870	1,761	4,105	38,667
Impairment losses	—	—	—	—	—	—	—
Disposals	(7,281)	—	(2,200)	(13,514)	—	(2,289)	(25,284)
Foreign exchange differences	2,689	12	—	18	14	236	2,969
Other	(995)	449	—	—	—	353	(193)
Balance, March 31, 2024	140,254	21,443	—	11,154	7,432	17,258	197,541

(Note 2) Amortization of intangible assets is included in “Cost of revenue” and “Selling, general and administrative expenses” in the consolidated statement of income.

(Unit: Millions of yen)

Carrying amount	Software	Development costs	Goodwill	Customer-related assets	Technology-based assets	Other	Total
Balance, April 1, 2022	52,583	10,939	24,036	33,768	10,592	23,662	155,580
Balance, March 31, 2023	58,559	24,167	23,181	30,283	9,219	24,803	170,212
Balance, March 31, 2024	61,351	43,053	28,786	26,664	17,579	22,328	199,761

The research and development expenditures recognized in profit or loss for the years ended March 31, 2023 and 2024 were ¥503,012 million and ¥527,945 million, respectively. These amounts were included in “Cost of revenue” and “Selling, general and administrative expenses” in the consolidated statement of income.

(2) Impairment losses

The Group recognized impairment losses for the following assets:

For the year ended March 31, 2023

Impairment losses on goodwill recognized along with the fair value measurement of TD MOBILE were ¥1,188 million.

For the year ended March 31, 2024

The impairment losses are not applicable.

(3) Material intangible assets

The material intangible assets recognized in the consolidated statement of financial position are as follows:

For the year ended March 31, 2023

	Carrying amount (Millions of yen)	Average remaining amortization periods (Years)
Customer-related assets	30,283	18.2
Technology-based assets	9,219	6.6

Significant intangible assets recognized for the year ended March 31, 2023 were customer-related assets (carrying amount of ¥23,493 million, remaining amortization period of 22.0 years) and technology-based assets (carrying amount of ¥3,978 million, remaining amortization period of 7.0 years), which were recognized as a result of the acquisition of the core electronic component operation from Toyota Motor Corporation.

For the year ended March 31, 2024

	Carrying amount (Millions of yen)	Average remaining amortization periods (Years)
Customer-related assets	26,664	18.5
Technology-based assets	17,579	12.8

Significant intangible assets recognized for the year ended March 31, 2024 were as follows:

- Customer-related assets (carrying amount of ¥22,425 million, remaining amortization period of 21.0 years) and technology-based assets (carrying amount of ¥3,410 million, remaining amortization period of 6.0 years), which were recognized as a result of the acquisition of the core electronic component operation from Toyota Motor Corporation.
- Customer-related assets (carrying amount of ¥135 million, remaining amortization period of 2.5 years) and technology-based assets (carrying amount of ¥9,779 million, remaining amortization period of 18.5 years), which were recognized as a result of the acquisition of Belua Beheer B.V.

(4) Impairment test for goodwill

Goodwill is allocated to cash-generating units, or groups of cash-generating units, and tested for impairment annually or whenever there is any indication of impairment.

Goodwill acquired in business combinations is allocated to each of the cash-generating units or groups of cash-generating units that are expected to benefit from excess earning powers in the future from synergies resulting from the business combination. Allocations to each of the cash-generating units or groups of cash-generating units are as follows:

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
The Company (Note 1)	7,265	7,265
TD MOBILE (Note 2)	5,176	—
DENSO TEN group (Note 3)	1,938	1,938
DENSO FA YAMAGATA	3,464	3,464
Chongqing Chaoli Electric Appliance Co., Ltd.	3,093	3,817
Belua Beheer B.V. (Note 4)	—	9,898
Other	2,245	2,404
Total	23,181	28,786

(Note 1) Goodwill allocated to the Company was allocated to the related business field.

(Note 2) Goodwill allocated to TD MOBILE was allocated to directly managed stores run by TD MOBILE. The business of TD MOBILE was transferred for the year ended March 31, 2024 (See Note 12 “Assets held for sale”).

(Note 3) Goodwill allocated to the DENSO TEN group was allocated to DENSO TEN and its key subsidiaries.

(Note 4) The Company acquired Belua Beheer B.V. as a consolidated subsidiary for the year ended March 31, 2024 (See Note 6 “Business combinations”).

Recoverable amounts for each cash-generating unit or group of cash-generating units are calculated using the maximum value in use based on the five-year business plan prepared based on past experiences and external evidence. Such business plans are approved by management. Cash flow projections beyond the five-year period are extrapolated using a steady or declining growth rate. They were discounted using the weighted-average cost of capital 10.00%-10.48% of cash-generating units or groups of cash-generating units. While the recoverable amounts exceeded the carrying amounts for the year ended March 31, 2024, an increase in the discount rate of 0.5% would result in impairment losses.

15. Income taxes

(1) Income tax expenses

“Income tax expenses” for each fiscal year are as follows:

(Unit: Millions of yen)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Current income tax expenses		
Current year	105,602	142,545
Prior years	(130)	(1,179)
Total	105,472	141,366
Deferred income tax expenses		
Occurrence and reversal of temporary differences	3,123	(58,887)
Recognition of previously unrecognized deferred tax assets	(727)	(1,859)
Reversal of deferred tax assets recognized in the prior year	1,141	44
Total	3,537	(60,702)
Total of income tax expenses	109,009	80,664
Income taxes recognized in other comprehensive income	(42,704)	413,782

(Note) The Company and its domestic subsidiaries are subject to Japanese national and local income taxes which, in the aggregate, resulted in an applicable tax rate of 30.07% for the years ended March 31, 2023 and 2024.

The current income tax charges outside of Japan are calculated on the basis of the tax laws enacted or substantively enacted in the jurisdictions where the Company and its subsidiaries operate and generate taxable income.

The reconciliation between the applicable tax rates and the average effective tax rates reflected in the accompanying consolidated statements of income for each fiscal year is as follows:

(Unit: %)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Applicable statutory tax rate	30.07	30.07
Lower income tax rates applicable to income in certain foreign subsidiaries	(3.41)	(4.91)
Tax credit for R&D expenses	(3.38)	(5.43)
Dividends Received Deduction	(0.69)	(1.34)
Retained earnings of foreign subsidiaries	0.51	3.12
Share of the loss (profit) of associates and joint ventures accounted for using the equity method	0.19	(1.16)
Other	0.57	(1.86)
Actual effective tax rate	23.86	18.49

“Retained earnings of foreign subsidiaries” and “Share of the loss (profit) of associates and joint ventures accounted for using the equity method,” which were included in “Other” for the year ended March 31, 2023, are presented separately for the year ended March 31, 2024 due to their increased materiality. To reflect these changes in presentation, the notes for the years ended March 31, 2023 have been reclassified. As a result, “Retained earnings of foreign subsidiaries” of 0.51% and “Share of the loss (profit) of associates and joint ventures accounted for using the equity method” of 0.19% were separately presented, and “Others” decreased from 1.27% to 0.57% for the years ended March 31, 2023.

(2) Deferred tax assets and liabilities

Changes in “Deferred tax assets” and “Deferred tax liabilities” for each fiscal year are as follows:

For the year ended March 31, 2023

(Unit: Millions of yen)

	Balance, beginning of year	Recognized in profit or loss	Recognized in other comprehensive income	Business combinations	Transfer to held for sale	Exchange differences on translating foreign operations	Balance, end of year
Deferred tax assets (Note 1)							
Accrued bonuses to employees	21,361	862	—	—	—	115	22,338
Reserve for warranty	34,154	(11,587)	—	—	—	118	22,685
Retirement benefit liabilities	74,394	755	(7,155)	—	—	213	68,207
Accrued vacations paid	23,149	(51)	—	—	—	62	23,160
Other	191,314	4,268	970	—	—	3,360	199,912
Total deferred tax assets	344,372	(5,753)	(6,185)	—	—	3,868	336,302
Deferred tax liabilities (Note 1)							
Investment in equity instruments	361,865	—	(46,461)	—	—	—	315,404
Depreciation	51,246	2,439	—	—	—	1,955	55,640
Retirement benefit assets	62,528	3,542	(13,113)	—	—	1	52,958
Other	28,984	(8,197)	(733)	—	—	786	20,840
Total deferred tax liabilities	504,623	(2,216)	(60,307)	—	—	2,742	444,842
Net	(160,251)	(3,537)	54,122	—	—	1,126	(108,540)

For the year ended March 31, 2024

(Unit: Millions of yen)

	Balance, beginning of year	Recognized in profit or loss	Recognized in other comprehensive income	Business combinations (Note 2)	Transfer to held for sale (Note 3)	Exchange differences on translating foreign operations	Balance, end of year
Deferred tax assets (Note 1)							
Accrued bonuses to employees	22,338	300	—	—	—	196	22,834
Reserve for warranty	22,685	53,518	—	—	—	144	76,347
Retirement benefit liabilities	68,207	(4,597)	3,691	—	—	312	67,613
Accrued vacations paid	23,160	1,207	—	—	—	96	24,463
Other	199,912	20,416	(3,662)	—	—	6,331	222,997
Total deferred tax assets	336,302	70,844	29	—	—	7,079	414,254
Deferred tax liabilities (Note 1)							
Investment in equity instruments	315,404	—	376,825	—	(111,343)	—	580,886
Depreciation	55,640	4,442	—	—	—	2,893	62,975
Retirement benefit assets	52,958	(3,370)	13,879	—	—	6	63,473
Other	20,840	9,070	148	2,537	—	1,020	33,615
Total deferred tax liabilities	444,842	10,142	390,852	2,537	(111,343)	3,919	740,949
Net	(108,540)	60,702	(390,823)	(2,537)	111,343	3,160	(326,695)

(Note 1) The recoverability of deferred tax assets was assessed based on sufficient amounts of taxable temporary differences and future taxable income, and feasibility of tax planning.

The Group has applied the exception to the requirements in IAS 12 that an entity does not recognize or disclose information about deferred tax assets and liabilities related to the OECD Pillar Two model rules for income taxes.

(Note 2) The increase in “Business combinations” for the year ended March 31, 2024 was due to the acquisition of Belua Beheer B.V. (See Note 6 “Business combinations”).

(Note 3) The decrease in “Transfer to held for sale” for the year ended March 31, 2024 was due to the decision to sell the shares of Toyota Industries Corporation (See Note 12 “Assets held for sale”).

(Changes in accounting policies)

The Group has applied IAS 12 Income Taxes (amended in May 2021) starting from the current fiscal year. Details of the amendment are described in Note 2 “Basis of preparation (5) Changes in accounting policies.” This amendment has been applied retrospectively, but the amount of impact on the consolidated financial statements after retrospective application in the previous fiscal year is not material. The breakdown by main cause as well as increases/decreases of deferred tax assets and deferred tax liabilities for the previous fiscal year are based on the amounts after retrospective application.

“Deferred tax assets” and “Deferred tax liabilities” reported in the consolidated statement of financial position as of each fiscal year-end are as follows:

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Deferred tax assets	42,967	56,057
Deferred tax liabilities	151,507	382,752
Net deferred tax assets (liabilities)	(108,540)	(326,695)

The deductible temporary differences in which deferred tax assets were not recognized as of each fiscal year-end are as follows:

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Deductible temporary differences	97,065	89,272

The unused tax losses for which deferred tax assets were not recognized as of each fiscal year-end are as follows:

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Within 1 st year	4,797	5,449
2 nd year	7,802	5,331
3 rd year	4,154	7,419
4 th year	1,981	2,265
5 th year and thereafter	45,324	45,785
Total	64,058	66,249

As of March 31, 2023 and 2024, deferred tax liabilities were not recognized for taxable temporary differences associated with investments in subsidiaries, except for undistributed profits which are determined to be distributed. This was because the Company was able to control the timing of the reversal of the temporary differences and it was certain that the temporary differences would not reverse in the foreseeable future. The taxable temporary differences associated with investments in subsidiaries in which deferred tax liabilities were not recognized as of March 31, 2023 and 2024 were ¥1,541,627 million and ¥1,740,000 million, respectively.

(3) Uncertain tax position

The Company and its U.S.-based subsidiaries applied for prior confirmation regarding transfer pricing, and an agreement was reached between Japanese and U.S. tax authorities. During the current fiscal year, which is the final business year of the period covered by the prior confirmation, it became more likely that, from the next fiscal year onward, compensatory adjustments will be made to reduce the Company's income and increase the income of its U.S.-based subsidiaries as a result of mutual negotiations between Japanese and U.S. tax authorities. Accordingly, the Company and its U.S.-based subsidiaries each recognized assets and liabilities related to uncertain tax positions.

As a result, in the current fiscal year, income tax receivables included in other current assets under current assets increased by ¥7,990 million, income tax payables increased by ¥6,431 million, and income tax expenses decreased by ¥1,679 million. The amount of such impact is calculated based on the expected profit and loss of the U.S.-based subsidiaries for the current fiscal year.

Due to the fact that these estimates include uncertainties, if unpredictable changes to assumptions, etc., lead to changes in estimates, this may result in a significant impact on the consolidated financial statements for the next fiscal year and beyond.

16. Bonds and borrowings

The breakdown of "Bonds and borrowings" at each fiscal year-end is as follows:

The Company is subject to financial covenants with respect to a portion of its borrowings from financial institutions and has complied with such covenants for the years ended March 31, 2023 and 2024. In addition, the Company monitors each compliance status to maintain the level required by such financial covenants.

	FY2023 As of March 31, 2023 (Millions of yen)	FY2024 As of March 31, 2024 (Millions of yen)	Average interest rate (%) (Note 1)	Maturity date
With collateral				
Short-term borrowings	—	—	—	—
Current portion of long-term borrowings	—	—	—	—
Long-term borrowings	—	—	—	—
Without collateral				
Short-term borrowings	155,509	178,516	3.23	—
Current portion of bonds (Note 2)	50,000	20,000	—	—
Current portion of long-term borrowings	98,000	134,000	0.12	—
Bonds (Note 2)	186,765	175,705	—	—
Long-term borrowings	399,000	342,500	0.20	From 2025 to 2031
Total	889,274	850,721	—	—

(Note 1) Average interest rate indicates the weighted-average interest rates applicable to borrowings at each fiscal year-end.

(Note 2) Bonds at each fiscal year end consisted of the following:

Issuer	Name of bond	Date of Issuance	FY2023 As of March 31, 2023 (Millions of yen)	FY2024 As of March 31, 2024 (Millions of yen)	Interest rate (%)	Collateral	Redemption period
The Company	The 13th unsecured bonds	September 8, 2016	20,000	20,000	0.14	None	September 18, 2026
	The 15th unsecured bonds	June 8, 2017	40,000	40,000	0.25	None	June 18, 2027
	The 17th unsecured bonds	April 26, 2018	20,000	20,000 (20,000)	0.18	None	March 19, 2025
	The 18th unsecured bonds	April 26, 2018	40,000	40,000	0.32	None	March 17, 2028
	The 19th unsecured bonds	November 20, 2020	50,000 (50,000)	—	0.00	None	November 20, 2023
	Due 2026 U.S. dollar-denominated straight bonds (sustainability bonds)	September 16, 2021	66,765	75,705	1.24	None	September 16, 2026
Total	—	—	236,765 (50,000)	195,705 (20,000)	—	—	—

(Note) The amounts in parentheses under “FY2023 and FY2024 (Millions of yen)” indicate current portion of bonds.

17. Trade and other payables

The breakdown of “Trade and other payables” at each fiscal year-end are as follows:

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Notes and accounts payable (Note 1)	815,403	813,707
Other (Note 2)	403,914	418,756
Total	1,219,317	1,232,463

(Note 1) “Trade and other payables” are classified as financial liabilities measured at amortized cost.

(Note 2) Other includes mainly accrued expenses and notes/accounts payable for equipment.

18. Provisions

“Provisions” were included in current liabilities and non-current liabilities in the consolidated statement of financial position.

The breakdown and movements in provisions for each fiscal year are as follows:

(Unit: Millions of yen)

	Reserve for warranty (Note 1)	Provision for loss on antitrust issues (Note 2)	Other	Total
Balance, April 1, 2022	121,280	14,889	9,619	145,788
Provisions made	14,504	816	8,869	24,189
Provisions used	(40,361)	(4,972)	(4,175)	(49,508)
Provisions reversed	(14,012)	—	(1,082)	(15,094)
Foreign exchange differences	1,355	1,010	427	2,792
Balance, March 31, 2023	82,766	11,743	13,658	108,167
Provisions made	215,780	1,984	13,174	230,938
Provisions used	(34,988)	(1,591)	(5,941)	(42,520)
Provisions reversed	(8,042)	—	(4,585)	(12,627)
Foreign exchange differences	10,455	1,483	1,059	12,997
Balance, March 31, 2024	265,971	13,619	17,365	296,955

(Note 1) A portion of the reserve for warranty is expected to be reimbursed by mutual agreement with the Group's suppliers. The estimated amounts of reimbursements were ¥963 million and ¥3,027 million as of March 31, 2023 and 2024, respectively. The amounts are included in "Trade and other receivables" in the consolidated statement of financial position.

(Note 2) Please refer to Note 33 "Contingencies" for provision for loss on antitrust issues.

19. Post-employment benefits

The Group has funded or unfunded defined benefit plans and defined contribution plans as employee retirement benefit plans. The benefits for defined benefit plans are provided based on conditions, such as points that employees acquired in compensation for each year of service, years of service, and others. The pension amounts that are actuarially calculated using certain ratios of relevant wages and salaries are accumulated as funds to prepare for the payment of future benefits. In addition, the Group may pay additional retirement grants for employees which do not meet the definition of defined benefit plans under IFRS.

The funded defined benefit plans are managed by a fund that is legally segregated from the Group in accordance with statutory requirements. The board of the pension fund and the trustees of the plan are required by law to act in the best interests of the plan participants and are responsible for managing the plan assets in accordance with the designated investment strategy.

(1) Defined benefit plans

The balance and changes in the present value of the defined benefit obligation and fair value of plan assets are as follows:

1) Changes in the defined benefit obligation

(Unit: Millions of yen)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Balance, beginning of year	936,550	875,242
Service cost	37,579	33,981
Interest cost on obligation	9,877	12,981
Plan amendments	(2,412)	—
Actuarial gains and losses (Demographic)	(8,970)	8,060
Actuarial gains and losses (Financial)	(52,582)	(34,646)
Liquidation	—	(38,846)
Business transfer (Note 2)	—	(1,944)
Benefits paid	(49,534)	(49,941)
Foreign exchange differences	4,734	7,963
Balance, end of year	875,242	812,850

(Note 1) Actuarial gains and losses include adjustments based on actual results.

(Note 2) The decrease in “Business transfer” for the year ended March 31, 2024 was due to the transfer of TD MOBILE business (See Note 12 “Assets held for sale”).

2) Changes in the plan assets

(Unit: Millions of yen)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Balance, beginning of year	782,713	755,678
Interest income on plan assets	8,404	10,739
Income from plan assets other than interest	(30,112)	30,424
Employer contributions	20,051	25,229
Liquidation	—	(37,422)
Business transfer (Note 3)	—	(1,168)
Benefits paid	(28,468)	(27,734)
Foreign exchange differences	3,090	5,675
Balance, end of year	755,678	761,421

(Note 3) The decrease in “Business transfer” for the year ended March 31, 2024 was due to the transfer of TD MOBILE business (See Note 12 “Assets held for sale”).

3) Reconciliation of balances of defined benefit obligations and plan assets

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Defined benefit obligation, end of year	875,242	812,850
Plan assets, end of year	755,678	761,421
Effect of the asset ceiling	51,490	80,835
Net amount of defined benefit obligation and plan assets	171,054	132,264
Retirement benefit liabilities	249,266	238,201
Retirement benefit assets	78,212	105,937
Net amount of liabilities and assets recognized in the consolidated statement of financial position	171,054	132,264

Investment policy

The Group’s investment policy for the plan assets of its defined benefit pension plans is to procure an adequate return to provide future payments of pension benefits over the long term by optimizing risk tolerance and formulating a well-diversified portfolio including investments such as equity instruments, debt instruments, and insurance contracts.

Considering the funded status of the pension plans and surrounding economic environment for investments, the Group’s investment strategy may be revised as needed.

Moreover, the Group continuously monitors and pays extra attention to the diversification of risks relevant to strategies and investment managers for the purpose of risk control and, thereby, pursues efficient risk management.

Major components of plan assets

The fair values of plan assets for the years ended March 31, 2023 and 2024 are as follows:

As of March 31, 2023

(Unit: Millions of yen)

Category	Plan assets that have a quoted market price in an active market	Plan assets that do not have a quoted market price in an active market	Total
Equity instruments			
Japanese equity securities	50,038	—	50,038
Global equity securities	246	1,610	1,856
Commingled funds— Japanese equity securities	—	47,035	47,035
Commingled funds— Global equity securities	—	22,977	22,977
Total—Equity instruments	50,284	71,622	121,906
Debt instruments			
Japanese debt securities	18,957	—	18,957
Global debt securities	61,994	—	61,994
Commingled funds— Japanese debt securities	—	64,775	64,775
Commingled funds— Global debt securities	—	40,940	40,940
Other	267	8,095	8,362
Total—Debt instruments	81,218	113,810	195,028
Insurance contracts (Note 1)	—	220,980	220,980
Other (Note 2)	44,784	172,980	217,764
Total	176,286	579,392	755,678

(Note 1) Insurance contracts include investments in life insurance company general accounts, which are guaranteed for the principal amount and interest rate by life insurance companies.

(Note 2) Other includes mainly cash and cash equivalents.

As of March 31, 2024

(Unit: Millions of yen)

Category	Plan assets that have a quoted market price in an active market	Plan assets that do not have a quoted market price in an active market	Total
Equity instruments			
Japanese equity securities	98,685	—	98,685
Global equity securities	196	2,058	2,254
Commingled funds— Japanese equity securities	—	43,393	43,393
Commingled funds— Global equity securities	—	23,748	23,748
Total—Equity instruments	98,881	69,199	168,080
Debt instruments			
Japanese debt securities	16,184	—	16,184
Global debt securities	50,034	—	50,034
Commingled funds— Japanese debt securities	—	56,650	56,650
Commingled funds— Global debt securities	—	24,260	24,260
Other	177	9,912	10,089
Total—Debt instruments	66,395	90,822	157,217
Insurance contracts (Note 1)	—	222,828	222,828
Other (Note 2)	19,108	194,188	213,296
Total	184,384	577,037	761,421

(Note 1) Insurance contracts include investments in life insurance company general accounts, which are guaranteed for the principal amount and interest rate by life insurance companies.

(Note 2) Other includes mainly cash and cash equivalents.

Changes in the effect of the asset ceiling are as follows:

Any economic benefits are not available because future contributions are not reduced or refunded.

Consequently, an unrecognized surplus has arisen in some pension plans of the Group.

(Unit: Millions of yen)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Balance, the effect of the asset ceiling at the beginning of year	—	51,490
Interest income	—	591
Remeasurement Changes in the effect of the asset ceiling	51,490	28,754
Balance, the effect of the asset ceiling at the end of year	51,490	80,835

The major items of actuarial assumptions as of each fiscal year-end are as follows:

(Unit: %)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Discount rate	1.29	1.63

Changes in the key assumptions may affect the measurement of defined benefit obligations as follows. In addition, this analysis shows the sensitivity to the key assumptions without considering all information of projected cash flow.

(Unit: Millions of yen)

	Increase (decrease) of defined benefit obligations as of March 31, 2024
Discount rate: Decreased by 0.5%	52,816
Discount rate: Increased by 0.5%	(47,265)

The Group expects ¥19,546 million of the contribution to be paid from April 1, 2024 to March 31, 2025.

The weighted-average durations of the defined benefit obligations for the years ended March 31, 2023 and 2024 were 17 years and 16 years, respectively.

(2) Defined contribution plans

The amounts recognized as expenses related to the defined contribution plans for the years ended March 31, 2023 and 2024 were ¥11,490 million and ¥15,192 million, respectively.

20. Equity and other equity items

(1) Capital stock and Capital surplus

Under the Companies Act, at least 50% of the proceeds of certain issues of common shares shall be credited to “Capital stock.” The remainder of the proceeds shall be credited to “Capital surplus.” The Companies Act permits, upon approval at the general meeting of shareholders, the transfer of amounts from “Capital surplus” to “Capital stock.”

The numbers of authorized shares for the year ended March 31, 2023 and 2024 were 1,500 million shares and 6,000 million shares, respectively.

The number of fully paid issued shares and the increase/decrease in each fiscal year-end are as follows:

	Number of shares (Shares)	Capital stock (Millions of yen)	Capital surplus (Millions of yen)
FY2023 As of March 31, 2023	787,944,951	187,457	273,664
Increase (Decrease)	2,363,834,853	—	(183)
FY2024 As of March 31, 2024	3,151,779,804	187,457	273,481

(Note 1) The shares issued by the Company are non-par value ordinary shares that have no restriction on any content of rights.

(Note 2) On October 1, 2023, the Company effected a 4-for-1 split of common stock. The number of authorized shares and the number of fully paid issued shares increased by 4,500 million shares and 2,363,834,853 shares, respectively.

(2) Retained earnings

The Companies Act provides that an amount equal to 10% of dividends shall be appropriated as “Capital surplus” or as a legal reserve until the aggregate amount of the “Capital surplus” and the legal reserve equals 25% of “Capital stock.” The legal reserve may be used to eliminate or reduce a deficit or be transferred to “Retained earnings” upon approval at the general meeting of shareholders.

(3) Treasury stock

The Companies Act allows Japanese companies to purchase and hold treasury stock. Japanese companies are allowed to decide the number, amount, and other aspects of the treasury stock to be acquired, not exceeding the amount available for distribution, upon resolution at the shareholders’ meeting. The Companies Act also allows Japanese companies to purchase treasury stock through market transactions or tender offer by resolution of the board of directors, as long as it is allowed under the articles of incorporation, subject to limitations imposed by the Companies Act.

The increase/decrease of treasury stock as of each fiscal year-end is as follows:

	Number of shares (Shares)	Amount (Millions of yen)
FY2023 As of March 31, 2023	39,122,931	252,270
Increase	201,891,897	199,870
FY2024 As of March 31, 2024	241,014,828	452,140

(Note) “Increase” includes an increase of 117,368,791 shares due to a 4-for-1 split of common stock on October 1, 2023, and an increase of 84,523,106 shares due to the acquisition of treasury stock by resolution of the Board of Directors, and etc.

(4) Other components of equity

1) Net fair value (loss) gain on equity instruments designated as FVTOCI

Net fair value (loss) gain on equity instruments designated as FVTOCI is the accumulated gains and losses related to financial instruments measured at the fair value through other comprehensive income.

2) Remeasurements of defined benefit pension plans

Remeasurements of defined benefit pension plans are the amount affected by the difference between the actuarial assumption, actual result and by the change of the actuarial assumption and the effect of the asset ceiling. The amount is recognized through other comprehensive income as incurred, then immediately transferred from other components of equity to retained earnings.

3) Exchange differences on translating foreign operations

Exchange differences on translating foreign operations are the foreign exchange differences which are recognized when translating the results and financial position of a foreign operation of the Group from a functional currency into the presentation currency of the Group.

4) Cash flow hedges

Cash flow hedges are the accumulated amounts of the effective portion of gains and losses, arising from changes in the fair value of hedging instruments for cash flow hedges.

21. Dividends

Total annual dividends for each fiscal year are as follows:

Resolution	Class of shares	Total dividends (Millions of yen)	Dividends per share (Yen)	Record date	Effective date
Board of Directors’ meeting held on April 28, 2022	Ordinary shares	64,886	85	March 31, 2022	May 25, 2022
Board of Directors’ meeting held on October 28, 2022	Ordinary shares	67,891	90	September 30, 2022	November 25, 2022
Board of Directors’ meeting held on April 27, 2023	Ordinary shares	71,141	95	March 31, 2023	May 25, 2023
Board of Directors’ meeting held on October 31, 2023	Ordinary shares	74,888	100	September 30, 2023	November 27, 2023

(Note) On October 1, 2023, the Company effected a 4-for-1 split of common stock. “Dividends per share” indicates the amount prior to the stock split.

Dividends for which the record date is in the current fiscal year, yet the effective date is in the following fiscal year, are as follows:

Resolution	Class of shares	Source of dividends	Total dividends (Millions of yen)	Dividends per share (Yen)	Record date	Effective date
Board of Directors’ meeting held on April 26, 2024	Ordinary shares	Retained earnings	87,327	30	March 31, 2024	May 23, 2024

22. Revenue

(1) Disaggregation of revenue

The Group serves automobile manufacturers around the world and supplies a wide range of automotive technology, system and products to mainly OEMs. In the aftermarket and non-automotive business, the Group mainly supplies automotive service parts and accessories to end-users. Revenue generated from these businesses is recorded in accordance with contracts with customers and is presented as “Revenue.”

Disaggregated revenue by customer is as follows:

For the year ended March 31, 2023

(Unit: Millions of yen)

Toyota Group	3,158,814
Other Original Equipment Manufacturing Sales	2,522,167
Total Original Equipment Manufacturing Sales	5,680,981
Aftermarket and Non-Automotive Business	720,339
Total	6,401,320

(Note 1) The amounts are after deduction of inter-group transactions.

(Note 2) The “Total Original Equipment Manufacturing Sales” includes income from subleasing right-of-use assets of ¥14,224 million, under IFRS 16.

For the year ended March 31, 2024

(Unit: Millions of yen)

Toyota Group	3,667,452
Other Original Equipment Manufacturing Sales	2,821,623
Total Original Equipment Manufacturing Sales	6,489,075
Aftermarket and Non-Automotive Business	655,658
Total	7,144,733

(Note 1) The amounts are after deduction of inter-group transactions.

(Note 2) The “Total Original Equipment Manufacturing Sales” includes income from subleasing right-of-use assets of ¥14,662 million, under IFRS 16.

Disaggregated revenue by product is as follows:

In accordance with the organizational change on January 1, 2023, effective from the fiscal year ended March 31, 2024, certain products previously classified as “Non-Automotive Business” are reclassified as “Thermal Systems.” The disaggregated revenue by product for the fiscal year ended March 31, 2023 is presented in line with the category after this rearrangement.

For the year ended March 31, 2023

Before rearrangement:

(Unit: Millions of yen)

Thermal Systems	1,584,971
Powertrain Systems	1,489,329
Mobility Electronics	1,615,572
Electrification Systems	1,042,180
Advanced Devices	361,652
Others	130,529
Automotive Total	6,224,233
Non-Automotive Business Total	177,087
Total	6,401,320

(Note 1) The amounts are after deduction of inter-group transactions.

(Note 2) The “Automotive Total” includes income from subleasing right-of-use assets of ¥14,224 million, under IFRS 16.

After rearrangement:

(Unit: Millions of yen)

Thermal Systems	1,585,559
Powertrain Systems	1,489,329
Mobility Electronics	1,615,572
Electrification Systems	1,042,180
Advanced Devices	361,652
Others	130,529
Automotive Total	6,224,821
Non-Automotive Business Total	176,499
Total	6,401,320

For the year ended March 31, 2024

(Unit: Millions of yen)

Thermal Systems	1,730,859
Powertrain Systems	1,518,566
Mobility Electronics	1,941,723
Electrification Systems	1,241,622
Advanced Devices	423,934
Others	143,199
Automotive Total	6,999,903
Non-Automotive Business Total	144,830
Total	7,144,733

(Note 1) The amounts are after deduction of inter-group transactions.

(Note 2) The “Automotive Total” includes income from subleasing right-of-use assets of ¥14,622 million, under IFRS 16.

For the breakdown of revenue by geographical segment and revenue to the Toyota Group, see Note 5 “Segment information.”

(2) Contract balances

The breakdown of contract balances of the Group is as follows:

(Unit: Millions of yen)

	April 1, 2022	March 31, 2023	March 31, 2024
Receivables from contracts with customers			
Trade and other receivables	1,023,767	1,160,421	1,123,568
Total	1,023,767	1,160,421	1,123,568
Contract assets			
Other current assets	976	4,323	3,957
Other non-current assets	3,302	4,161	4,491
Total	4,278	8,484	8,448

The balance and changes in contract assets are both immaterial.

Of the revenue recognized for the fiscal years ended March 31, 2023 and 2024, the amounts included in the balance of contract liabilities at the beginning of the periods, or the amounts of revenue recognized from performance obligations that have been satisfied (or partially satisfied) in previous periods, are immaterial.

(3) Refund liabilities

The Group expects a portion of the product sales transactions to be refunded to customers due to estimated discounts. Refund liabilities of ¥9,267 million and ¥16,771 million are included in “Other current liabilities” for the fiscal years ended March 31, 2023 and 2024, respectively.

(4) Transaction price allocated to remaining performance obligations

As the Group does not have significant contracts with an expected term in excess of one year, the Group has applied the practical expedient and omitted the information on remaining performance obligations. In addition, considerations arising from contracts with customers do not include significant amounts that are not included in the transaction price.

23. Other income

The breakdown of “Other income” for each fiscal year is as follows:

(Unit: Millions of yen)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Rental income-property, plant and equipment	2,580	2,667
Gain on sales-property, plant and equipment	8,678	6,168
Gain on business transfer	3,668	6,723
Other (Note)	22,435	33,942
Total	37,361	49,500

(Note) “Other” for the year ended March 31, 2024 included a profit of ¥2,858 million as a result of the remeasurement of the equity interest of Belua Beheer B.V. previously held at the time of acquisition of control by the Company at the fair value on the acquisition date (See Note 6 “Business combinations”).

24. Selling, general and administrative expenses and other expenses

The breakdown of “Selling, general and administrative expenses” for each fiscal year is as follows:

(Unit: Millions of yen)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Freight expenses	48,004	45,818
Employee benefit expenses	219,335	221,826
Provision for warranty reserve	1,154	205,108
Depreciation	35,091	35,346
Welfare expenses	34,769	38,364
Other	152,101	168,702
Total	490,454	715,164

The breakdown of “Other expenses” for each fiscal year is as follows:

(Unit: Millions of yen)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Loss on sales or disposal-property, plant and equipment	9,582	15,462
Impairment losses	1,240	—
Loss on litigation	3,800	1,277
Other (Note)	17,330	26,951
Total	31,952	43,690

(Note) “Other” for the year ended March 31, 2024 included losses on antitrust issues, which were settlement amounts, etc., with regard to the alleged violation of antitrust law or competition law in connection with certain past transactions regarding specific auto parts in the amount of ¥4,951 million (See Note 33 “Contingencies”).

25. Income and expenses pertaining to financial instruments

The breakdown of “Finance income” for each fiscal year is as follows:

(Unit: Millions of yen)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Interest income		
Financial assets measured at amortized cost (i.e., deposits and other)	14,825	30,772
Financial assets measured at fair value through profit or loss (i.e., interest rate derivatives)	179	—
Dividend income		
Financial assets measured at fair value through other comprehensive income (Note)	35,198	45,677
Other	1,281	2,262
Total	51,483	78,711

(Note) Dividend income from the financial assets measured at fair value through other comprehensive income, which was recognized in each fiscal year included the dividend income from the financial assets measured at fair value through other comprehensive income which were derecognized in each fiscal year (See Note 10 “Other financial assets”).

The breakdown of “Finance costs” for each fiscal year is as follows:

(Unit: Millions of yen)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Interest expenses		
Financial liabilities measured at amortized cost (i.e., bonds, borrowings, and other)	9,346	12,835
Financial liabilities measured at fair value through profit or loss (i.e., interest rate derivatives)	—	1,444
Interest on defined benefit liabilities, net	1,473	2,242
Loss on net monetary position	1,923	4,416
Other	924	1,309
Total	13,666	22,246

26. Earnings per share

(1) Basis of calculating basic earnings per share

1) Profit for the year attributable to owners of the parent company

(Unit: Millions of yen)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Profit attributable to owners of the parent company	314,633	312,791

2) Average number of shares—basic

(Unit: Thousands of shares)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Average number of shares—basic	3,025,270	2,979,855

(Note) On October 1, 2023, the Company effected a 4-for-1 split of common stock. Average number of shares—basic is calculated on the assumption that the stock split was implemented at the beginning of the year ended March 31, 2023.

(2) Basis of determination of profit used to determine diluted earnings per share

Earnings per share-diluted is not presented as there are no shares with dilutive effect.

27. Other comprehensive income

The breakdown of “Other comprehensive (loss) income,” including that attributable to non-controlling interests, for each fiscal year is as follows:

(Unit: Millions of yen)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Other comprehensive (loss) income		
Items that will not be reclassified subsequently to profit or loss		
Net fair value (loss) gain on equity instruments designated as FVTOCI		
Arising during the year	(138,650)	1,359,879
Income taxes	36,013	(403,446)
Total	(102,637)	956,433
Remeasurements of defined benefit pension plans		
Arising during the year	(20,050)	27,665
Income taxes	5,958	(10,188)
Total	(14,092)	17,477
Share of other comprehensive income of investments accounted for using the equity method		
Arising during the year	7	55
Total	7	55
Items that may be reclassified subsequently to profit or loss		
Exchange differences on translating foreign operations		
Arising during the year	115,175	222,391
Reclassification to profit or loss	(619)	(2,219)
Total	114,556	220,172
Cash flow hedges		
Arising during the year	(3,263)	(394)
Reclassification to profit or loss	826	884
Before income taxes	(2,437)	490
Income taxes	733	(148)
Total	(1,704)	342
Share of other comprehensive income of investments accounted for using the equity method		
Arising during the year	4,758	7,588
Total	4,758	7,588
Total other comprehensive income	888	1,202,067

The breakdown of other comprehensive income attributable to non-controlling interests (net of tax) for each fiscal year is as follows:

(Unit: Millions of yen)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Net fair value (loss) gain on equity instruments designated as FVTOCI	(326)	1,793
Remeasurements of net defined benefit pension plans	634	(852)
Exchange differences on translating foreign operations	6,126	9,780
Total	6,434	10,721

28. Non-financial transactions that are material

Details of non-financial transactions that are material

Assets and liabilities related to lease transactions are as follows:

(Unit: Millions of yen)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
The amounts of assets and liabilities related to lease transactions	28,725	30,989

29. Financial instruments

(1) Capital management

To achieve sustainable growth, the Group aims to ensure financial health while continuing stable and lasting returns to shareholders by managing its resources through activities such as facility investment in business, research and development, and mergers and acquisitions. Generally, the operating cash flows cover such funding by maintaining and strengthening the Group's profitability and cash-generating ability, with additional interest-bearing debt, such as debts and borrowings, if necessary. In addition, the Group secures funds to maintain stable financial health in the long term. The Group is not exposed to capital restrictions by external parties as of March 31, 2024.

(2) Description and extent of financial risks

In the course of its business activities, the Group is exposed to financial risks, such as credit risks, market risks, and liquidity risks, and performs risk management activities in accordance with certain policies to avoid or reduce these risks. The policy of funding, including derivative transactions at the Company, is approved by the Board of Directors at the beginning of each fiscal year and governs internal regulations, which stipulate the internal controls for derivative transactions and relevant risk management.

The Group policy limits derivative transactions for the purpose of mitigating risks arising from transactions on actual demand. Therefore, the Group does not enter into derivative transactions for speculative purposes.

1) Credit risk

Receivables, such as notes and account receivables, acquired from the operating activities of the Group are exposed to customer credit risk. The Group manages its credit risks from receivables based on internal guidelines, which include monitoring of payment terms and balances of each customer to identify the default risk of customers at an early stage. As of March 31, 2024, receivables from the Toyota Group accounted for 37% of the total receivables.

The Group utilizes financial instruments in accordance with internal credit management regulations to minimize its risk on short-term investment trusts on debt securities, bonds, and debentures. In line with the internal asset management regulations, the Group transacts with highly rated financial institutions, securities, and issuing entities, therefore credit risk is deemed immaterial.

The counterparties to derivative transactions are limited to highly rated financial institutions to minimize credit risks arising from counterparties.

The carrying amount of financial assets, net of accumulated impairment loss, presented in the consolidated statement of financial position represents the maximum exposure of the Group's financial assets to credit risks without taking account of any collateral obtained.

The Group determined whether credit risk has significantly increased since initial recognition based on fluctuations in the risk of default, taking into consideration matters such as the financial situation of the customer and past due information. When contractual payments are more than 30 days past due, the credit risk is, in principle, deemed to have significantly increased. When evaluating credit risk, the Group takes into consideration reasonable and supportable information that is available without undue cost or effort, and in the event that it is possible to refute the determination based on this information, it may be assumed that there is no significant increase in credit risk.

In addition, the Group, in principle, deems a default to have occurred when contractual payments are more than 90 days past due and when credit impairment has occurred. The Group evaluates whether or not there is any objective evidence to demonstrate that credit impairment has occurred at the end of each reporting period. Evidence of credit impairment includes a default or delinquency of the borrower, granting the borrower a concession that the Group would not otherwise consider, indications of bankruptcy of the issuer or obligor, and the disappearance of active markets. If future collection cannot be reasonably expected, the financial instrument is written off.

Changes in allowance for doubtful accounts

The Group recognizes an allowance for doubtful accounts taking into consideration the recoverability of trade receivables, etc., according to the credit status of counterparties. Expected credit losses are measured by multiplying the gross carrying amount by the expected credit loss rate. The expected credit loss rate is calculated based on reasonable and supportable information available without undue cost or effort, such as historical default rates, past due status of receivables, the financial position of the borrower, or the economic prospects of the industry to which the borrower belongs.

In addition, for financial instruments for which there is a significant increase in credit risk and credit-impaired financial assets, expected credit losses are calculated as the difference between the recoverable amount individually calculated and the gross carrying amount. The individually calculated recoverable amount factors in forecasts for future economic conditions of the counterparty in addition to its financial situation.

There have been no significant changes in estimation techniques or significant assumptions for the assessment of allowance for doubtful accounts during the current reporting period.

Increase and decrease of allowance for doubtful accounts are as follows:

Trade receivables

(Unit: Millions of yen)

	Lifetime expected credit losses		Total
	Non-credit-impaired financial assets	Credit-impaired financial assets	
Balance, April 1, 2022	1,602	2,567	4,169
Increase	1,689	—	1,689
Decrease—used	(87)	(970)	(1,057)
Decrease—reversed	(364)	(137)	(501)
Reclassification to credit-impaired financial assets	(1,046)	1,046	—
Foreign exchange differences	56	190	246
Balance, March 31, 2023	1,850	2,696	4,546
Increase	1,551	525	2,076
Decrease—used	(321)	(806)	(1,127)
Decrease—reversed	(627)	(608)	(1,235)
Reclassification to credit-impaired financial assets	(860)	860	—
Foreign exchange differences	43	278	321
Balance, March 31, 2024	1,636	2,945	4,581

(Note) Allowance for doubtful accounts is not recorded for contract assets or lease receivables.

Receivables except for trade receivables

(Unit: Millions of yen)

	12-month expected credit losses	Lifetime expected credit losses	Total
		Credit-impaired financial assets	
Balance, April 1, 2022	112	1,681	1,793
Increase	56	—	56
Decrease—used	—	—	—
Decrease—reversed	(4)	—	(4)
Reclassification to credit-impaired financial assets	—	—	—
Foreign exchange differences	1	14	15
Balance, March 31, 2023	165	1,695	1,860
Increase	12	—	12
Decrease—used	—	—	—
Decrease—reversed	(61)	—	(61)
Reclassification to credit-impaired financial assets	—	—	—
Foreign exchange differences	6	122	128
Balance, March 31, 2024	122	1,817	1,939

Changes in the gross carrying amount of financial instruments that contributed to the changes in the allowance for doubtful accounts are as follows:

Trade receivables

(Unit: Millions of yen)

	Lifetime expected credit losses		Total
	Non-credit-impaired financial assets	Credit-impaired financial assets	
Balance, April 1, 2022	931,678	2,950	934,628
New financial assets and derecognized financial assets during the period	89,925	(983)	88,942
Reclassification to credit-impaired financial assets	(1,524)	1,524	—
Foreign exchange differences	37,487	219	37,706
Balance, March 31, 2023	1,057,566	3,710	1,061,276
New financial assets and derecognized financial assets during the period	(103,766)	(2,329)	(106,095)
Reclassification to credit-impaired financial assets	(3,222)	3,222	—
Foreign exchange differences	66,740	410	67,150
Balance, March 31, 2024	1,017,318	5,013	1,022,331

Receivables except for trade receivables

(Unit: Millions of yen)

	12-month expected credit losses	Lifetime expected credit losses	Total
		Credit-impaired financial assets	
Balance, April 1, 2022	970	1,681	2,651
New financial assets and derecognized financial assets during the period	130	—	130
Reclassification to credit-impaired financial assets	—	—	—
Foreign exchange differences	—	14	14
Balance, March 31, 2023	1,100	1,695	2,795
New financial assets and derecognized financial assets during the period	157	—	157
Reclassification to credit-impaired financial assets	—	—	—
Foreign exchange differences	—	122	122
Balance, March 31, 2024	1,257	1,817	3,074

Risk profile

The breakdown of credit risk profiles by external credit ratings, etc., are as follows:

For the year ended March 31, 2023

Trade receivables, contract assets, or lease receivables

(Unit: Millions of yen)

	Lifetime expected credit losses		Total
	Non-credit-impaired financial assets	Credit-impaired financial assets	
Within due date	1,165,028	—	1,165,028
Past due within 90 days	12,730	—	12,730
Past due within 90 days to 1 year	4,811	1,855	6,666
Past due over 1 year	693	1,855	2,548
Total	1,183,262	3,710	1,186,972

Receivables except above

(Unit: Millions of yen)

	12-month expected credit losses	Lifetime expected credit losses	Total
		Credit-impaired financial assets	
Within due date	113,647	—	113,647
Past due within 30 days	—	—	—
Past due within 30 days to 90 days	—	—	—
Past due within 90 days to 1 year	—	—	—
Past due over 1 year	—	1,695	1,695
Total	113,647	1,695	115,342

(Note) Financial instruments for which the Group does not recognize credit losses due to low credit risk such as deposits at major financial instruments etc., among financial assets measured at amortized cost, are not included.

Bonds

(Unit: Millions of yen)

	12 months expected credit losses
Rating over AA	366

(Note) Rated by MOODY'S JAPAN, S&P GLOBAL RATINGS JAPAN and Rating and Investment Information, Inc.

For the year ended March 31, 2024

Trade receivables, contract assets, or lease receivables

(Unit: Millions of yen)

	Lifetime expected credit losses		Total
	Non-credit-impaired financial assets	Credit-impaired financial assets	
Within due date	1,118,669	—	1,118,669
Past due within 90 days	20,723	—	20,723
Past due within 90 days to 1 year	2,877	3,276	6,153
Past due over 1 year	2,155	1,737	3,892
Total	1,144,424	5,013	1,149,437

Receivables except above

(Unit: Millions of yen)

	12-month expected credit losses	Lifetime expected credit losses	Total
		Credit-impaired financial assets	
Within due date	167,096	—	167,096
Past due within 30 days	—	—	—
Past due within 30 days to 90 days	—	—	—
Past due within 90 days to 1 year	—	—	—
Past due over 1 year	—	1,817	1,817
Total	167,096	1,817	168,913

(Note) Financial instruments for which the Group does not recognize credit losses due to low credit risk such as deposits at major financial instruments etc., among financial assets measured at amortized cost, are not included.

Bonds

(Unit: Millions of yen)

	12 months expected credit losses
Rating over AA	300

(Note) Rated by MOODY'S JAPAN, S&P GLOBAL RATINGS JAPAN and Rating and Investment Information, Inc.

2) Market risk

i) Foreign exchange risk

The Group operates globally and is exposed to foreign currency risks related to transactions in currencies other than the local currencies in which the Group operates. Such foreign exchange risk is hedged principally by forward foreign currency contracts related to foreign currency trade receivables and payables. Currency swaps are used for borrowings in foreign currency as derivative transactions. Risk management is performed by the Company's accounting division based on the internal guidelines which prescribe the authority and limits for each transaction. The subsidiaries manage their derivative transactions based on similar guidelines.

The details of currency derivatives are as follows:

(Unit: Millions of yen)

	FY2023 As of March 31, 2023			FY2024 As of March 31, 2024		
	Contractual or notional amounts	Contractual or notional amounts due after one year	Fair value	Contractual or notional amounts	Contractual or notional amounts due after one year	Fair value
Forward exchange contracts						
Buying	3,907	—	(52)	4,229	—	(97)
Selling	66,566	—	(912)	76,971	—	(894)
Currency option						
Buying (put)	3,849	—	(27)	3,124	—	4
Selling (call)	3,849	—	27	3,124	—	6
Currency swaps						
Buying	68,085	—	(3,422)	71,286	—	2,343
Selling	15,114	10,752	184	12,966	9,688	236
Total	161,370	10,752	(4,202)	171,700	9,688	1,598

(Note) There is no derivative transaction above to which hedge accounting is applied.

Foreign exchange sensitivity analysis

Foreign exchange sensitivity analysis shows the effect on profit or loss and equity of 1% changes in the Japanese yen to the Company's balances of foreign currency as of the end of each fiscal year. This analysis is calculated by adjusting fluctuation by 1% on foreign exchange rates at the end of each reporting period. Also, the analysis is based on the assumption that other factors, such as balance and interest rate, are constant.

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Net profit or loss	351	519
Equity	351	519

ii) Interest-rate risks

Since the Group borrows funds at both fixed interest rates and variable interest rates, the Group's borrowings and bonds are exposed to interest rate fluctuation risk. The Group's interest-bearing borrowings mainly consist of bonds and borrowings with fixed interest rates, and the borrowings at the variable interest rate are essentially equivalent to fixed interest rate borrowings by using corresponding interest-rate swap agreements.

In accordance with the Group's internal policy for derivative transactions which prescribes the authorities and limited amounts, the Company's accounting department conducts its financial management activities. The subsidiaries manage their derivative transactions based on similar guidelines.

The details of Interest derivatives are as follows:

Interest derivative transactions to which hedge accounting is not applied

(Unit: Millions of yen)

	FY2023 As of March 31, 2023			FY2024 As of March 31, 2024		
	Contractual or notional amounts	Contractual or notional amounts due after one year	Fair value	Contractual or notional amounts	Contractual or notional amounts due after one year	Fair value
Interest rate swap						
Floating rate receipt, fixed rate payment	25,377	20,772	838	23,270	21,287	375
Floating rate receipt, floating rate payment	—	—	—	—	—	—
Cross currency swap						
Floating rate receipt, fixed rate payment	—	—	—	—	—	—
Fixed rate receipt, fixed rate payment	43,463	2,558	(1,202)	46,455	710	(5,283)
Total	68,840	23,330	(364)	69,725	21,997	(4,908)

(Note) For interest derivative transactions to which hedge accounting is applied, see (3) Hedge accounting.

Interest rate sensitivity analysis

The table below shows the effect on the Group's profit or loss and equity arising from financial instruments affected by interest rate fluctuations, assuming the interest rate increases by 1% at the end of each fiscal year. This analysis is calculated by multiplying the net balance of floating-rate financial instruments held by the Group as of the fiscal year-end by 1% with neither future changes in the balances nor effects of foreign exchange fluctuations taken into account. The analysis assumes that all other variables remain constant.

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Net profit or loss	4,152	4,407
Equity	4,152	4,407

3) Liquidity risk

The Group raises funds through borrowings and bonds; however, such liabilities are exposed to the liquidity risk that the Group would not be able to repay liabilities on the due date due to the deterioration of the financing environment. The Group manages its liquidity risk by holding adequate volumes of liquid assets to cover the amounts of one month's consolidated revenue of the Group, along with adequate financial planning developed and revised by the Group's accounting department based on reports from each business unit.

The Group's remaining contractual maturities for financial liabilities as of each fiscal year-end are as follows:

(Unit: Millions of yen)

FY2023 As of March 31, 2023	Due in one year or less	Due after one year through five years	Due after five years	Total
Non-derivative financial liabilities				
Bonds and borrowings	303,509	556,765	29,000	889,274
Trade and other payables	885,274	—	—	885,274
Other financial liabilities (Note)	43,945	19,839	10,439	74,223
Derivative financial liabilities				
Derivatives	5,408	257	402	6,067

(Note) For lease liabilities which are included in other financial liabilities, see Note 30 "Leases."

(Unit: Millions of yen)

FY2024 As of March 31, 2024	Due in one year or less	Due after one year through five years	Due after five years	Total
Non-derivative financial liabilities				
Bonds and borrowings	332,516	480,705	37,500	850,721
Trade and other payables	888,033	—	—	888,033
Other financial liabilities (Note)	35,618	19,303	9,525	64,446
Derivative financial liabilities				
Derivatives	6,912	143	149	7,204

(Note) For lease liabilities which are included in other financial liabilities, see Note 30 “Leases.”

4) Price risks of equity instruments

The Group is exposed to equity price risks arising from equity instruments. These investments are not held for trading purposes. The Group periodically reviews the fair value of these instruments as well as the financial condition and relationships with investees.

Assuming that the share price rose or fell by 1% at each fiscal year-end, the increase or decrease in total equity would have amounted to approximately ¥10,579 million and ¥18,738 million for the years ended March 31, 2023 and 2024, respectively. As most marketable securities held by the Group are classified as financial assets measured at FVTOCI, a 1% rise or fall in share price would have an immaterial impact on profit or loss.

The significant unobservable input used in measuring the fair value of non-marketable shares and other equity securities is the non-liquid discount rate. Substantial increase or decrease in such inputs causes material increase or decrease to the fair value.

(3) Hedge accounting

Interest rate currency swap transaction

The Group has borrowings in foreign currencies with floating interest rates, and is exposed to foreign exchange risks and interest rate risks. In order to hedge the risks when borrowing in foreign currencies at floating interest rates, cash flow payments are, in principle, fixed in yen or at contracted interest rates by concluding interest rate currency swaps at the time of borrowing.

The Group uses interest rate currency swaps as hedging instruments in order to hedge the foreign exchange risk and the interest rate risk on borrowings with floating interest rates in foreign currencies. The Group determines the economic relationship between the hedged item and the hedging instrument based on the currency, amount, and timing of occurrence of the relevant cash flows. For transactions currently subject to hedge accounting, the important conditions for the hedged item and the hedging instrument are the same, and the hedge ratio is 1:1. The importance of the currency basis spread is deemed to be insignificant. Hedge ineffectiveness occurs as the result of fluctuations in the credit risk of the counterparty of the hedged items and hedging instruments. However, since the Group transacts only with reputable financial institutions, the risk of occurrence of hedge ineffectiveness is deemed to be extremely small.

No hedge ineffectiveness has been recognized in profit or loss in the previous year or the current year.

Details of hedging instruments that are designated as cash flow hedges are as follows:

	FY2023 As of March 31, 2023						
	Carrying amount (Millions of yen)	Nominal amount (Millions of yen)	Average rate (%)	Average price (yen)	Within 1 year (Millions of yen)	1 to 5 years (Millions of yen)	Over 5 years (Millions of yen)
Interest rate currency swap transaction Fixed rate receipt, fixed rate payment	5,291	55,065	0.07	110.13	—	55,065	—

	FY2024 As of March 31, 2024						
	Carrying amount (Millions of yen)	Nominal amount (Millions of yen)	Average rate (%)	Average price (yen)	Within 1 year (Millions of yen)	1 to 5 years (Millions of yen)	Over 5 years (Millions of yen)
Interest rate currency swap transaction Fixed rate receipt, fixed rate payment	14,720	55,065	0.07	110.13	—	55,065	—

Assets or liabilities related to the aforementioned derivatives are included in “Other financial assets” or “Other financial liabilities,” respectively, in the consolidated statement of financial position. In addition, there are no forecasted transactions where hedge accounting was used in the previous and current years, but which are no longer expected to occur.

Hedged items designated as cash flow hedges are as follows:

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Cash flow hedge reserve for continuing hedge	(4,483)	(4,141)

The impact of hedge accounting on the consolidated statement of income is as follows:

(Unit: Millions of yen)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Hedging gains or losses of the reporting period that were recognized in other comprehensive income	(3,263)	(394)
The amount reclassified from the cash flow hedge reserve into profit or loss (Note)	826	884
Total	(2,437)	490

(Note) The amount reclassified in profit or loss is included in “Foreign exchange losses” or “Finance costs” in the consolidated statement of income. See Note 27 “Other comprehensive income” for the reconciliation of each component of equity and an analysis of other comprehensive income.

(4) Fair value of financial instruments

The fair value hierarchy of financial instruments is categorized within the following three levels.

Level 1: Fair value measured via market prices in active markets.

Level 2: Fair value measured via observable prices, either directly or indirectly, other than those categorized within Level 1.

Level 3: Fair value measured via inputs not based on observable market data.

Transfers between fair value hierarchy levels are deemed to have occurred at the beginning of each quarter.

There were no transfers among Levels for 12 months of the year ended March 31, 2023 and 2024.

1) Financial instruments measured at amortized cost

The fair value hierarchy of financial instruments measured at amortized cost is shown as follows:

(Unit: Millions of yen)

FY2023 As of March 31, 2023	Carrying amount	Fair value			
		Level 1	Level 2	Level 3	Total
Financial assets					
Debt securities	365	367	—	—	367
Financial liabilities					
Long-term borrowing (Note)	497,000	—	—	494,885	494,885
Bonds (Note)	236,765	229,215	—	—	229,215

(Note) The amounts to be paid or redeemed within a year are included.

(Unit: Millions of yen)

FY2024 As of March 31, 2024	Carrying amount	Fair value			
		Level 1	Level 2	Level 3	Total
Financial assets					
Debt securities	295	300	—	—	300
Financial liabilities					
Long-term borrowing (Note)	476,500	—	—	473,491	473,491
Bonds (Note)	195,705	187,903	—	—	187,903

(Note) The amounts to be paid or redeemed within a year are included.

The fair values of short-term financial assets and short-term financial liabilities, which are measured at amortized cost, approximate the carrying amounts, and are not disclosed above.

The fair value of long-term borrowings is calculated based on the present value, which is obtained by discounting the sum of the principal and interest by the interest rate assumed in a case where the same loan would be newly issued.

2) Fair value of financial assets and liabilities that are measured at fair value on a recurring basis

The fair value hierarchy of financial instruments measured at fair value is as follows:

(Unit: Millions of yen)

FY2023 As of March 31, 2023	Level 1	Level 2	Level 3	Total
Derivative assets	—	6,779	—	6,779
Shares				
Listed shares	1,512,846	—	—	1,512,846
Unlisted shares	—	—	162,356	162,356
Other equity securities	—	—	3,396	3,396
Total	1,512,846	6,779	165,752	1,685,377
Derivative liabilities	—	6,056	—	6,056
Total	—	6,056	—	6,056

(Unit: Millions of yen)

FY2024 As of March 31, 2024	Level 1	Level 2	Level 3	Total
Derivative assets	—	18,598	—	18,598
Shares				
Listed shares	2,679,492	—	—	2,679,492
Unlisted shares	—	—	330,373	330,373
Other equity securities	—	—	3,712	3,712
Total	2,679,492	18,598	334,085	3,032,175
Derivative liabilities	—	7,187	—	7,187
Total	—	7,187	—	7,187

Derivatives used by the Group primarily consist of foreign exchange forward contracts, interest rate swaps, and currency swaps.

The fair values of foreign exchange forward contracts are determined based on quoted market prices for similar contracts with similar terms. With respect to interest rate swaps and currency swaps, the fair values are determined by reference to prices offered by financial institutions.

The fair values of unlisted shares and other equity securities are measured by using the most appropriate method in accordance with specific circumstances. Those fair values are measured by using the discounted cash flow method or the adjusted market value method with adjustments to the market value using the PBR, price book-value ratio, if necessary.

The significant unobservable input used in measuring the fair value of unlisted shares and other equity securities is the non-liquid discount of 30%.

The increase or decrease of financial instruments that are classified in Level 3 are as follows:

(Unit: Millions of yen)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Balance, beginning of year	150,603	165,752
Total recognized gains and losses		
Losses recognized in profit or loss (Note 1)	(1,043)	(548)
(Losses) gains recognized in other comprehensive income (Note 2)	(3,099)	63,617
Purchases	19,296	105,827
Sales or Disposal	(5)	(563)
Balance, end of year	165,752	334,085

(Note 1) Losses recognized in profit or loss are related to financial assets measured at fair value through net profit or loss as of the fiscal year-end. These gains and losses are included in “Finance income” and “Finance costs” in the consolidated statement of income.

(Note 2) Gains and losses recognized in other comprehensive income are related to financial assets measured at fair value through other comprehensive income as of the fiscal year-end. These gains and losses are included in “Net fair value (loss) gain on equity instruments designated as FVTOCI” in the consolidated statement of comprehensive income.

(5) Offsetting of financial assets and financial liabilities

A part of the Group's financial assets and financial liabilities were offset in accordance with the requirements for offsetting financial assets and financial liabilities and the net amounts were presented in the consolidated statement of financial position. In addition, the Group has financial derivative transactions under master netting arrangements or similar arrangements. These arrangements provide the Group, in the event of default by the counterparty, the right to offset receivables and payables with the same counterparty. The offsetting information of financial assets and financial liabilities with the same counterparty as of each fiscal year-end are as follows:

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Total financial assets	21,718	18,598
Offsetting amount of financial assets and financial liabilities in accordance with the requirements	(11,640)	—
Financial assets presented in the consolidated statement of financial position (Note 1)	10,078	18,598
The amount to be offset under master netting arrangement or similar arrangements	(1,827)	(2,228)
Cash collateral received	—	—
Net (Note 2)	8,251	16,370

(Note 1) Derivative assets recognized in “Financial assets presented in the consolidated statement of financial position” for the years ended March 31, 2023 were ¥6,779 million.

(Note 2) Derivative assets recognized in “Net” amount presented in the consolidated statement of financial position for the years ended March 31, 2023 were ¥4,952 million.

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Total financial liabilities	20,223	7,187
Offsetting amount of financial assets and financial liabilities in accordance with the requirements	(11,640)	—
Financial liabilities presented in the statement of financial position (Note 3)	8,583	7,187
The amount to be offset under master netting arrangement or similar arrangements	(1,827)	(2,228)
Cash collateral paid	—	—
Net (Note 4)	6,756	4,959

(Note 3) Derivative assets recognized in “Financial assets presented in the consolidated statement of financial position” for the years ended March 31, 2023 were ¥6,056 million.

(Note 4) Derivative assets recognized in “Net” amount presented in the consolidated statement of financial position for the years ended March 31, 2023 were ¥4,229million.

30. Leases

(1) As Lessee

The Group leases assets such as buildings and structures, machinery and equipment, and land. In this transaction, the amounts of gains or losses arising from variable lease payments, lease agreements including residual value guarantees, and sale and leaseback transactions are immaterial. In addition, there are no restrictions or covenants imposed by the leases.

1) Lease liabilities

The breakdown of lease liabilities at each fiscal year-end is as follows:

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Due within one year	24,089	18,794
Due after one year through five years	19,839	19,303
After five years	10,439	9,525
Total	54,367	47,622

The balance of the lease liabilities is included in “Other financial liabilities” in the consolidated statement of financial position. The Group is exposed to liquidity risk that the Group would not be able to repay lease liabilities on the due date due to the deterioration of the business environment or other similar situation. The Group manages its liquidity risk by holding adequate volumes of liquid assets to cover the amounts of one month’s consolidated revenue of the Group, along with adequate financial planning developed and revised by the Group’s accounting department based on reports from each business unit.

2) Interest expense on lease liabilities

Interest expense on lease liabilities for each fiscal year is as follows:

(Unit: Millions of yen)

FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
405	768

3) Total cash outflow for leases

Total cash outflow for leases for each fiscal year is as follows:

(Unit: Millions of yen)

FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
38,681	48,474

4) The expense relating to short-term leases and leases of low-value assets

The expense relating to short-term leases and leases of low-value assets for each fiscal year is as follows:

(Unit: Millions of yen)

	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
The expense relating to short-term leases	7,924	9,684
The expense relating to leases of low-value assets	252	68

For short-term leases and leases of low-value assets, the lease payments associated with those leases are recognized as an expense on a straight-line basis over the lease term.

5) Future cash outflows that are not reflected in the measurement of lease liabilities due to leases that are not yet commenced but committed

The amount of future cash outflows that are not reflected in the measurement of lease liabilities due to leases that are not yet commenced but committed is as follows:

(Unit: Millions of yen)

FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
3,171	—

(2) As lessor

1) Finance lease receivables

The breakdown of finance lease receivables at each fiscal year-end is as follows:

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Due within one year	13,513	12,473
Due after one year through five years	4,554	4,948
After five years	—	—
Total	18,067	17,421

The balance of the lease receivable is included in “Trade and other receivables” and “Other financial assets” in the consolidated statement of financial position. The Group leases, as lessor, mainly tools and molds and receipt periods are mainly two years, therefore, the amount of lease receivables longer than two years is immaterial. Also, there is neither unearned finance income nor discounted unguaranteed residual value.

For finance lease, the amounts of selling profit or loss, finance income on the net investment in the lease, and income relating to variable lease payments not included in the measurement of the net investment in the lease, are immaterial.

The amount of income from subleasing right-of-use assets is the same as income from subleasing right-of-use assets under IFRS 16 in the Note 22 “Revenue.”

2) Lease payments from operating leases

Lease payments from operating leases are immaterial.

For the details of right-of-use assets, see Note 13 “Right-of-use assets.”

31. Reconciliation of liabilities arising from financing activities

The changes in liabilities arising from financing activities are as follows:

For the year ended March 31, 2023

(Unit: Millions of yen)

	FY2023 As of April 1, 2022	Cash flows	Non-cash changes					FY2023 As of March 31, 2023
			Foreign exchange differences	Fair value changes	New lease contracts	Business combinations	Other	
Short-term borrowings	174,212	(36,870)	18,167	—	—	—	—	155,509
Long-term borrowings	516,027	(12,124)	16	—	—	—	(6,919)	497,000
Lease liabilities	55,926	(30,100)	446	—	28,725	—	(630)	54,367
Bonds	301,196	(70,000)	5,569	—	—	—	—	236,765
Derivatives (Note)	9,141	8,608	46	(11,728)	—	—	—	6,067
Total	1,056,502	(140,486)	24,244	(11,728)	28,725	—	(7,549)	949,708

For the year ended March 31, 2024

(Unit: Millions of yen)

	FY2024 As of April 1, 2023	Cash flows	Non-cash changes					FY2024 As of March 31, 2024
			Foreign exchange differences	Fair value changes	New lease contracts	Business combinations	Other	
Short-term borrowings	155,509	5,149	17,858	—	—	—	—	178,516
Long-term borrowings	497,000	(21,093)	—	—	—	—	593	476,500
Lease liabilities	54,367	(37,954)	751	—	30,989	—	(531)	47,622
Bonds	236,765	(50,000)	8,940	—	—	—	—	195,705
Derivatives (Note)	6,067	(2,302)	478	2,944	—	—	—	7,187
Total	949,708	(106,200)	28,027	2,944	30,989	—	62	905,530

(Note) Derivatives are included in “Other financial liabilities” in the consolidated statement of financial position and “Other” in “Cash flows from financing activities” in the consolidated statement of cash flows.

32. Related parties

(1) Related-party transactions

For the year ended March 31, 2023

(Unit: Millions of yen)

Category	Name	Main transactions	Transaction amounts
Associated company which has significant influence over the Group	Toyota Group	Sale of automotive components	3,158,814
		Purchase of automotive components	57,489

For the year ended March 31, 2024

(Unit: Millions of yen)

Category	Name	Main transactions	Transaction amounts
Associated company which has significant influence over the Group	Toyota Group	Sale of automotive components	3,667,452
		Purchase of automotive components	63,566

Outstanding balance and allowance for doubtful accounts of the above transactions as of each fiscal year-end are as follows:

(Unit: Millions of yen)

	FY2023 As of March 31, 2023	FY2024 As of March 31, 2024
Trade accounts receivable	368,769	356,093
Electronically recorded monetary claims	67,333	61,871
Accounts receivable - others	961	598
Allowance for doubtful accounts	—	92
Accounts payable	8,421	12,756
Accrued expenses	2,584	1,560

(2) Remuneration of key managing officers

For the year ended March 31, 2023

(Unit: Millions of yen)

	Total remuneration	Breakdown of remuneration		
		Basic remuneration	Bonuses	Share-based payment
Key managing officers	453	219	132	102

For the year ended March 31, 2024

(Unit: Millions of yen)

	Total remuneration	Breakdown of remuneration		
		Basic remuneration	Bonuses	Share-based payment
Key managing officers	483	237	120	126

33. Contingencies

The details of contingent liabilities for the year ended March 31, 2024 are as follows:

Concerning the Antitrust Law

(1) Investigations by Countries and Competition Authorities

The Company is responding to the authorities' investigations in certain jurisdictions.

(2) Civil Lawsuits

The Company (along with its certain subsidiaries) is among the defendants named in the lawsuit filed by a certain customer in a U.K. court, wherein damages are claimed on suspicion of violation of antitrust law or competition law in connection with certain past transactions regarding specific auto parts. The case will be proceeded in accordance with the rule of the civil procedure in the U.K., and the Company could commence settlement discussions with the plaintiffs at any time in the proceedings and reach a settlement.

(3) Individual Settlement Negotiations

The Company have been engaged in negotiations with the Company's major customers (certain automobile manufacturers), individually concerning the alleged violation of antitrust law or competition law in connection with certain past transactions regarding specific auto parts.

In relation to certain of these matters, the Company has estimated its potential payable amounts and has reserved such amounts in the "Other expenses" category (see Note 18 "Provisions" and Note 24 "Selling, general and administrative expenses, and other expenses").

Please note that pursuant to IAS 37, "Provisions, Contingent Liabilities and Contingent Assets," the Company has not disclosed the overall content of these disputes because the disclosure of such information could be expected to prejudice the position of the Company.

34. Subsidiaries, associates, and others

Please refer to the Appendix for a list of the major consolidated subsidiaries.

There are no subsidiaries that have material non-controlling interests, associates, or joint ventures at the end of fiscal years ended March 31, 2023 and 2024.

The effects on capital surplus of changes in the ownership interest in subsidiaries without a loss of control are as follows:

	(Unit: Millions of yen)	
	FY2023 2022/4-2023/3	FY2024 2023/4-2024/3
Decrease in capital surplus	(157)	(227)

Gains (losses) associated with a loss of control of subsidiaries for the years ended March 31, 2023 and 2024 were not material.

35. Subsequent events

The Group has evaluated subsequent events through June 26, 2024.

The sell of a part of the shareholdings

The Company resolved to sell a part of its investment securities holdings of Renesas Electronics Corporation on May 20, 2024 and completed it on May 21, 2024.

The gains on the sell will be treated as other comprehensive income in the consolidated accounts, and there will be no impact on the consolidated statement of income.

Details of the transaction for this sell are as follows.

Shares to be sold	Ordinary shares of Renesas Electronics Corporation
Number of shares to be sold	78,127,800 shares (4.4% of the issued shares excluding treasury shares)
Other comprehensive income	¥146,704 million

Appendix

List of subsidiaries

The Company's subsidiaries as of March 31, 2024 are as follows.

Segment	Company name	Voting rights (%)
Japan	KYOSAN DENKI CO., LTD.	63.0
	HAMANAKODENSO CO., LTD.	76.7
	DENSO ELECTRONICS CORPORATION	100.0
	DENSO WIPER SYSTEMS, INC.	100.0
	DENSO AIR SYSTEMS CORPORATION	100.0
	DENSO SOLUTION CORPORATION	100.0
	DENSO WAVE INC.	75.2
	DENSO TECHNO CO., LTD.	100.0
	DENSO TRIM CO., LTD.	80.0
	DENSO KYUSHU CORPORATION	100.0
	DENSO HOKKAIDO CORPORATION	100.0
	DENSO IWATE CORPORATION	100.0
	DENSO TEN LIMITED	51.0
	44 Other companies	—
North America	DENSO INTERNATIONAL AMERICA, INC.	100.0
	DENSO PRODUCTS AND SERVICES AMERICAS, INC.	100.0 (100.0)
	DENSO MANUFACTURING MICHIGAN, INC.	100.0 (100.0)
	DENSO MANUFACTURING NORTH CAROLINA, INC.	100.0 (82.0)
	DENSO MANUFACTURING TENNESSEE, INC.	100.0 (100.0)
	DENSO MANUFACTURING ATHENS TENNESSEE, INC.	100.0 (100.0)
	DENSO MANUFACTURING ARKANSAS, INC.	100.0 (100.0)
	DENSO TEN AMERICA LIMITED	100.0 (100.0)
	DENSO MANUFACTURING CANADA, INC.	100.0
	DENSO SALES CANADA, INC.	100.0
	DENSO MEXICO S.A. DE C.V.	95.0 (95.0)
	12 Other companies	—
Europe	DENSO INTERNATIONAL EUROPE B.V.	100.0
	DENSO EUROPE B.V.	100.0 (100.0)
	DENSO BARCELONA S.A.	100.0 (100.0)
	DENSO MANUFACTURING ITALIA S.p.A.	100.0 (100.0)
	DENSO THERMAL SYSTEMS S.p.A.	100.0 (100.0)
	DENSO MANUFACTURING HUNGARY, LTD.	100.0 (100.0)
	DENSO THERMAL SYSTEMS POLSKA SP.ZO.O.	100.0
		(100.0)
	DENSO MANUFACTURING CZECH s.r.o.	100.0 (100.0)
	28 Other companies	—

Segment	Company name	Voting rights (%)
Asia	DENSO INTERNATIONAL ASIA PTE., LTD.	100.0
	DENSO INTERNATIONAL ASIA CO., LTD.	100.0 (100.0)
	DENSO (THAILAND) CO., LTD.	51.7 (51.7)
	SIAM DENSO MANUFACTURING CO., LTD.	90.0 (90.0)
	DENSO SALES (THAILAND) CO., LTD.	100.0 (100.0)
	SIAM KYOSAN DENSO CO., LTD.	100.0 (100.0)
	DENSO TEN (THAILAND) Limited	99.0 (99.0)
	PT. DENSO INDONESIA	68.3 (68.3)
	PT. DENSO MANUFACTURING INDONESIA	100.0 (100.0)
	PT. DENSO SALES INDONESIA	100.0 (100.0)
	DENSO (MALAYSIA) SDN. BHD.	72.7 (72.7)
	DENSO MANUFACTURING VIETNAM CO., LTD.	95.0 (95.0)
	DENSO PHILIPPINES CORPORATION	100.0 (100.0)
	DENSO TEN PHILIPPINES CORPORATION	100.0 (100.0)
	DENSO HARYANA PVT., LTD.	100.0
	DENSO (CHINA) INVESTMENT CO., LTD.	100.0
	TIANJIN DENSO ENGINE ELECTRICAL PRODUCTS CO., LTD.	95.0 (95.0)
	TIANJIN DENSO ELECTRONICS CO., LTD.	93.5 (93.5)
	GUANGZHOU DENSO CO., LTD.	60.0 (60.0)
	TIANJIN FAWER DENSO AIR-CONDITIONER CO., LTD.	60.0 (60.0)
	DENSO (GUANGZHOU NANSHA) CO., LTD.	100.0 (72.7)
	DENSO (CHANGZHOU) FUEL INJECTION SYSTEM CO., LTD.	100.0 (30.6)
	DENSO MANUFACTURING (HANGZHOU) CO., LTD.	100.0 (10.0)
	DENSO KOREA CORPORATION	100.0
	48 Other companies	—
Others	DENSO DO BRASIL LTDA.	94.8 (35.4)
	4 Other companies	—

(Note 1) The percentages in parentheses under “Voting rights (%)” indicate indirect ownership out of the total ownership noted above.

(Note 2) The Group has reported “Japan,” “North America,” “Europe,” and “Asia” as its reportable segments. “Others” is an operating segment that is not included in the reportable segments, such as business activities of subsidiaries in South America.

(Note 3) () in the “voting rights” column indicates “Indirect ownership rate.”

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of DENSO CORPORATION:

<Audit of Consolidated Financial Statements>

Opinion

We have audited the consolidated financial statements of DENSO CORPORATION and its subsidiaries (the "Group"), which comprise the consolidated statement of financial position as of March 31, 2025, and the consolidated statement of income, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of March 31, 2025, and its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board ("IASB").

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the provisions of the Code of Professional Ethics in Japan, and we have fulfilled our other ethical responsibilities as auditors. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matter

A key audit matter is a matter that, in our professional judgment, was of most significance in our audit of the consolidated financial statements of the current period. The matter was addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on the matter.

Estimating the reserve for warranty

Key Audit Matter Description

As described in Notes 2(4), 3(14) and 18 to the consolidated financial statements, the reserve for warranty amounted to 268,911 million yen in the consolidated statement of financial position as of March 31, 2025.

The reserve for warranty is recognized based on the estimated amount of warranty expenses, considering the timing of outflows of resources embodying economic benefits based on past experiences of the after-sales service expenses incurred.

The warranty expenses include repair expenses for repair requests, which are primarily from end users, as well as repair expenses for target vehicles, that are based on defect handling (including recalls) determined by the automobile manufacturers and other customers.

The reserve for warranty related to the defect handling is calculated based on a reasonably expected amount that would be paid by the Group in the event that automobile manufacturers or other customers handled the repairs for products manufactured by the Group in the past.

The amount is calculated by multiplying the following:

- A.) the number of target vehicles
- B.) the repair expenses per unit
- C.) the defect handling incidence rate
- D.) the expected burden ratio with customers

All of these factors involve significant assumptions, which require management's judgment. Specifically, certain factors such as "B.) the repair expenses per unit" and "D.) the expected burden ratio with customers" involve a high degree of uncertainties because they include an estimate of the person-hours required for repairs, which depends on the cause of product defects as well as the results of negotiations with customers. Uncertainty in "A.) the number of target vehicles" might increase depending on criteria such as vehicle type and region. In addition, the uncertainty in accounting estimates might increase if occurrences of product defects continue to change. Therefore, we have identified the estimate of the warranty reserve related to defect handling as a key audit matter.

How the Key Audit Matter Was Addressed in the Audit

Our audit procedures to test the completeness and valuation of individual warranty reserves related to defect handling including recalls, which comprise a large portion of the overall warranty reserve, included the following, among others:

- (1) We tested the design and operating effectiveness of internal controls over the accounting department's timely consultation with the quality control department in order to obtain all information necessary for estimating the warranty reserve.
- (2) We inspected the list of recall notifications announced by the Ministry of Land, Infrastructure, Transport and Tourism, the Board of Directors meeting minutes, the written request for approval and so forth to test the completeness of the warranty reserve.
- (3) We discussed with the responsible manager in the quality control department the outline of defect handling, the causes of the product defects and other information for the new cases and discussed whether there were any changes in the situation that need to be reflected in the current best estimate for the existing cases.
- (4) We reconciled "A.) the number of target vehicles" with the available external data. In addition, depending on the situation, we evaluated the reasonableness of significant assumptions used by management to assess the accuracy and completeness of the underlying source data.
- (5) We evaluated the reasonableness of significant assumptions used by management for "C.) the defect handling incidence rate" by comparing the rates used for the assumptions to the actual rates in other cases for the new cases and to their latest rates for the existing cases.
- (6) We evaluated the reasonableness of significant assumptions used by management for "B.) the repair expenses per unit" and "D.) the expected burden ratio with customers" by examining the cause of product defects, other actual cases in the past and available external data for the new cases, and by examining the latest average repair expenses per unit and the latest result of negotiation of the burden ratio for the existing cases.
- (7) We retrospectively compared the estimates which management had recorded in the past with the results of "B.) the repair expenses per unit" and "D.) the expected burden ratio with customers," in order to test the reasonableness of significant assumptions used by management.

Responsibilities of Management and Audit & Supervisory Board Members and the Audit & Supervisory Board for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with IFRS Accounting Standards as issued by the IASB, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with IFRS Accounting Standards as issued by the IASB and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Audit & Supervisory Board members and the Audit & Supervisory Board are responsible for overseeing the Directors' execution of duties relating to the design and operating effectiveness of the controls over the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with auditing standards generally accepted in Japan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks. The procedures selected depend on the auditor's judgment. In addition, we obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain, when performing risk assessment procedures, an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether the overall presentation and disclosures of the consolidated financial statements are in accordance with IFRS Accounting Standards as issued by the IASB, as well as the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with Audit & Supervisory Board members and the Audit & Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide Audit & Supervisory Board members and the Audit & Supervisory Board with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with Audit & Supervisory Board members and the Audit & Supervisory Board, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

<Fee-Related Information>

Fees for audit and other services for the year ended March 31, 2025, which were charged by us and our network firms to DENSO CORPORATION and its subsidiaries were 1,590 million yen and 975 million yen, respectively.

Interest Required to Be Disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Group which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

/s/Deloitte Touche Tohmatsu LLC
Nagoya, Japan
June 30, 2025

Consolidated Statement of Financial Position

[As of March 31, 2025]

(Unit: Millions of yen)

	Note	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Assets			
Current assets			
Cash and cash equivalents	6,7	789,390	986,531
Trade and other receivables	6,8	1,281,279	1,242,986
Inventories	9	1,172,257	1,203,066
Other financial assets	10	48,398	112,714
Other current assets		156,477	164,681
Subtotal		3,447,801	3,709,978
Assets held for sale	12	417,578	199,861
Total current assets		3,865,379	3,909,839
Non-current assets			
Property, plant and equipment	6,11	2,043,600	2,009,710
Right-of-use assets	13	46,347	52,808
Intangible assets	6,14	199,761	229,337
Other financial assets	10	2,624,839	1,622,081
Investments accounted for using the equity method	34	124,430	123,901
Retirement benefit assets	19	105,937	70,484
Deferred tax assets	15	56,057	75,946
Other non-current assets		27,020	30,894
Total non-current assets		5,227,991	4,215,161
Total assets		9,093,370	8,125,000

(Unit: Millions of yen)

	Note	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Liabilities and equity			
Current liabilities			
Bonds and borrowings	16	332,516	252,364
Trade and other payables	17	1,232,463	1,274,907
Other financial liabilities	30	47,672	38,278
Income tax payables		61,768	117,987
Provisions	18	295,239	286,918
Other current liabilities		83,972	88,641
Subtotal		2,053,630	2,059,095
Liabilities directly associated with assets held for sale	12	111,343	50,243
Total current liabilities		2,164,973	2,109,338
Non-current liabilities			
Bonds and borrowings	16	518,205	447,020
Other financial liabilities	30	29,115	26,754
Retirement benefit liabilities	19	238,201	221,883
Provisions	18	1,716	1,563
Deferred tax liabilities	15	382,752	116,215
Other non-current liabilities		11,903	13,309
Total non-current liabilities		1,181,892	826,744
Total liabilities		3,346,865	2,936,082
Equity			
Capital stock	20	187,457	187,457
Capital surplus	20	273,481	275,797
Treasury stock	20	(452,140)	(189,428)
Other components of equity	20	1,815,558	1,195,454
Other comprehensive income associated with assets held for sale	12	258,936	115,884
Retained earnings	20	3,451,694	3,393,102
Equity attributable to owners of the parent company		5,534,986	4,978,266
Non-controlling interests		211,519	210,652
Total equity		5,746,505	5,188,918
Total liabilities and equity		9,093,370	8,125,000

Consolidated Statement of Income

[For the year ended March 31, 2025]

(Unit: Millions of yen)

	Note	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Revenue	5, 22	7,144,733	7,161,777
Cost of revenue	9, 11, 13, 14	(6,054,780)	(6,058,910)
Gross profit		1,089,953	1,102,867
Selling, general and administrative expenses	6, 11, 13, 14, 24	(715,164)	(604,673)
Other income	6, 12, 23	49,500	63,521
Other expenses	24	(43,690)	(42,762)
Operating profit	5	380,599	518,953
Finance income	25	78,711	86,368
Finance costs	25	(22,246)	(25,810)
Foreign exchange losses		(17,693)	(10,505)
Share of the profit of associates and joint ventures accounted for using the equity method		16,866	8,999
Profit before income taxes		436,237	578,005
Income tax expenses	15	(80,664)	(112,748)
Profit for the year		355,573	465,257
Attributable to:			
Owners of the parent company		312,791	419,081
Non-controlling interests		42,782	46,176

(Unit: Yen)

Earnings per share			
Basic	26	104.97	145.02
Diluted	26	—	—

Consolidated Statement of Comprehensive Income

[For the year ended March 31, 2025]

(Unit: Millions of yen)

	Note	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Profit for the year		355,573	465,257
Other comprehensive income (loss)			
Items that will not be reclassified subsequently to profit or loss			
Net fair value gain (loss) on equity instruments designated as FVTOCI	27, 29	956,433	(561,200)
Remeasurements of defined benefit pension plans	19, 27	17,477	(16,279)
Share of other comprehensive income (loss) of investments accounted for using the equity method	27	55	(16)
Total		973,965	(577,495)
Items that may be reclassified subsequently to profit or loss			
Exchange differences on translating foreign operations	27	220,172	(26,692)
Cash flow hedges	27	342	2,735
Share of other comprehensive income (loss) of investments accounted for using the equity method	27	7,588	(360)
Total		228,102	(24,317)
Total other comprehensive income (loss)		1,202,067	(601,812)
Comprehensive income (loss) for the year		1,557,640	(136,555)
Attributable to:			
Owners of the parent company		1,504,137	(183,478)
Non-controlling interests		53,503	46,923

Consolidated Statement of Changes in Equity

[For the year ended March 31, 2025]

(Unit: Millions of yen)

	Note	Equity attributable to owners of the parent company					
		Capital stock	Capital surplus	Treasury stock	Other components of equity		
					Net fair value gain (loss) on equity instruments designated as FVTOCI	Remeasurements of defined benefit pension plans	Exchange differences on translating foreign operations
As of April 1, 2023		187,457	273,664	(252,270)	660,038	—	300,274
Profit for the year		—	—	—	—	—	—
Other comprehensive income		—	—	—	954,695	18,329	217,980
Comprehensive income for the year		—	—	—	954,695	18,329	217,980
Acquisition of treasury stock	20	—	—	(200,024)	—	—	—
Disposal of treasury stock	20	—	44	154	—	—	—
Retirement of treasury stock	20	—	—	—	—	—	—
Dividends	21	—	—	—	—	—	—
Changes in the ownership interest in subsidiaries without a loss of control		—	(227)	—	—	—	—
Transfer to retained earnings		—	—	—	(54,352)	(18,329)	—
Transfer from retained earnings to capital surplus		—	—	—	—	—	—
Transfer to other comprehensive (loss) income associated with assets held for sale	12	—	—	—	(258,936)	—	—
Other		—	—	—	—	—	—
Total transactions with the owners		—	(183)	(199,870)	(313,288)	(18,329)	—
As of March 31, 2024		187,457	273,481	(452,140)	1,301,445	—	518,254

As of April 1, 2024		187,457	273,481	(452,140)	1,301,445	—	518,254
Profit for the year		—	—	—	—	—	—
Other comprehensive (loss) income		—	—	—	(560,167)	(17,090)	(28,037)
Comprehensive (loss) income for the year		—	—	—	(560,167)	(17,090)	(28,037)
Acquisition of treasury stock	20	—	—	(196,642)	—	—	—
Disposal of treasury stock	20	—	59	147	—	—	—
Retirement of treasury stock	20	—	(459,206)	459,206	—	—	—
Dividends	21	—	—	—	—	—	—
Changes in the ownership interest in subsidiaries without a loss of control		—	3,658	—	—	—	—
Transfer to retained earnings		—	—	—	(177,692)	17,090	—
Transfer from retained earnings to capital surplus		—	457,805	—	—	—	—
Transfer to other comprehensive income (loss) associated with assets held for sale	12	—	—	—	143,052	—	—
Other		—	—	1	5	—	—
Total transactions with the owners		—	2,316	262,712	(34,635)	17,090	—
As of March 31, 2025		187,457	275,797	(189,428)	706,643	—	490,217

(Unit: Millions of yen)

	Note	Equity attributable to owners of the parent company					Non-controlling interests	Total equity	
		Other components of equity		Other comprehensive income associated with assets held for sale	Retained earnings	Total			
		Cash flow hedges	Total						
As of April 1, 2023		(4,483)	955,829	—	3,212,248	4,376,928	202,783	4,579,711	
Profit for the year	20	—	—	—	312,791	312,791	42,782	355,573	
Other comprehensive income		342	1,191,346	—	—	1,191,346	10,721	1,202,067	
Comprehensive income for the year		342	1,191,346	—	312,791	1,504,137	53,503	1,557,640	
Acquisition of treasury stock		—	—	—	—	(200,024)	—	(200,024)	
Disposal of treasury stock		—	—	—	—	198	—	198	
Retirement of treasury stock		—	—	—	—	—	—	—	
Dividends		—	—	—	(146,029)	(146,029)	(42,559)	(188,588)	
Changes in the ownership interest in subsidiaries without a loss of control		—	—	—	—	(227)	(2,251)	(2,478)	
Transfer to retained earnings		—	(72,681)	—	72,681	—	—	—	
Transfer from retained earnings to capital surplus		—	—	—	—	—	—	—	
Transfer to other comprehensive (loss) income associated with assets held for sale		—	(258,936)	258,936	—	—	—	—	
Other		—	—	—	3	3	43	46	
Total transactions with the owners		—	(331,617)	258,936	(73,345)	(346,079)	(44,767)	(390,846)	
As of March 31, 2024			(4,141)	1,815,558	258,936	3,451,694	5,534,986	211,519	5,746,505

As of April 1, 2024		(4,141)	1,815,558	258,936	3,451,694	5,534,986	211,519	5,746,505	
Profit for the year	20	—	—	—	419,081	419,081	46,176	465,257	
Other comprehensive (loss) income		2,735	(602,559)	—	—	(602,559)	747	(601,812)	
Comprehensive (loss) income for the year		2,735	(602,559)	—	419,081	(183,478)	46,923	(136,555)	
Acquisition of treasury stock		—	—	—	—	(196,642)	—	(196,642)	
Disposal of treasury stock		—	—	—	—	206	—	206	
Retirement of treasury stock		—	—	—	—	—	—	—	
Dividends		—	—	—	(180,478)	(180,478)	(26,954)	(207,432)	
Changes in the ownership interest in subsidiaries without a loss of control		—	—	—	—	3,658	(20,871)	(17,213)	
Transfer to retained earnings		—	(160,602)	—	160,602	—	—	—	
Transfer from retained earnings to capital surplus		—	—	—	(457,805)	—	—	—	
Transfer to other comprehensive income (loss) associated with assets held for sale		—	143,052	(143,052)	—	—	—	—	
Other		—	5	—	8	14	35	49	
Total transactions with the owners		—	(17,545)	(143,052)	(477,673)	(373,242)	(47,790)	(421,032)	
As of March 31, 2025			(1,406)	1,195,454	115,884	3,393,102	4,978,266	210,652	5,188,918

Consolidated Statement of Cash Flows

[For the year ended March 31, 2025]

(Unit: Millions of yen)

	Note	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Cash flows from operating activities			
Profit before income taxes		436,237	578,005
Depreciation		374,269	376,593
Decrease in retirement benefit liabilities		(15,590)	(7,213)
Decrease in retirement benefit assets		7,241	563
Interest and dividend income		(76,449)	(84,988)
Interest expenses		14,279	12,525
Foreign exchange (gains) losses		(9,416)	823
Share of the profit of associates and joint ventures accounted for using the equity method		(16,866)	(8,999)
Losses (gains) on sales or disposal of property, plant and equipment		9,294	(22,649)
Decrease (increase) in trade receivables		139,924	(21,423)
Decrease (increase) in inventories		19,670	(46,325)
(Decrease) increase in trade payables		(73,960)	30,740
Increase (decrease) in provisions		186,960	(7,796)
Other		64,035	64,797
Subtotal		1,059,628	864,653
Interest received		31,226	33,127
Dividends received		48,301	54,917
Interest paid		(14,528)	(12,447)
Income taxes paid		(162,801)	(181,507)
Net cash provided by operating activities		961,826	758,743
Cash flows from investing activities			
(Increase) decrease in time deposits		(8,816)	9,614
Purchases of property, plant and equipment		(391,641)	(380,071)
Proceeds from sales of property, plant and equipment		17,738	56,202
Purchases of intangible assets		(54,764)	(65,351)
Purchases of equity instruments		(105,827)	(7,925)
Purchases of debt instruments		(277)	(303)
Proceeds from sales of equity instruments		85,587	495,688
Proceeds from sales and redemption of debt instruments		605	1,049
Payments for acquisition of subsidiaries or other businesses	6	(11,110)	—
Proceeds from sales of subsidiaries or other businesses	12	5,096	5,229
Other		3,922	7,767
Net cash (used in) provided by investing activities		(459,487)	121,899
Cash flows from financing activities			
Net increase (decrease) in short-term borrowings	31	11,300	(71,549)
Proceeds from borrowings	31	84,375	1,227
Repayments of long-term borrowings	31	(111,619)	(135,140)
Repayments of lease liabilities	31	(37,954)	(31,713)
Issuance of bonds	31	—	71,800
Redemption of bonds	31	(50,000)	(20,000)
Dividends paid	21	(146,029)	(180,478)
Dividends paid to non-controlling interests		(41,433)	(28,079)
Purchase of treasury shares		(200,024)	(196,642)
Increase in deposits for purchase of treasury shares		—	(73,359)
Other	31	(5,275)	(13,498)
Net cash used in financing activities		(496,659)	(677,431)
Foreign currency translation adjustments on cash and cash equivalents		49,860	(6,070)
Net increase in cash and cash equivalents		55,540	197,141
Cash and cash equivalents at beginning of year		733,850	789,390
Cash and cash equivalents at end of year	7	789,390	986,531

Notes to Consolidated Financial Statements

Year ended March 31, 2025

1. Reporting entity

The Company is a business corporation located in Japan. The Company and its subsidiaries develop, manufacture and sell mainly automotive parts in each segment of Japan, North America, Europe, Asia, and Others. The automotive parts are related to Thermal Systems, Powertrain Systems, Mobility Electronics, Electrification Systems, and Advanced Devices, as well as Non-automotive products. Please refer to the Appendix for a list of subsidiaries.

2. Basis of preparation

(1) Compliance with IFRS Accounting Standards

The Group meets all of the requirements for a “Specified Company for the designated IFRS Accounting Standards” to prepare its consolidated financial statements by applying the designated IFRS Accounting Standards as stipulated under Article 1-2-1 of the “Ordinance on Terminology, Forms, and Preparation Methods of Consolidated Financial Statements” (Ministry of Finance of Japan Regulation No. 28, 1976, hereafter “the Regulation”). Hence, in accordance with Article 312 of the Regulation, the Group’s consolidated financial statements have been prepared in accordance with IFRS Accounting Standards.

The Group’s consolidated financial statements for the year ended March 31, 2025 were approved on June 30, 2025 by Shinnosuke Hayashi, the President of the Company.

(2) Basis of measurement

Except for the financial instruments that are measured at fair value and application of hyperinflation accounting in consolidated subsidiaries stated in Note 3 “Material accounting policies,” the Group’s consolidated financial statements have been prepared on the historical cost basis.

(3) Functional currency and presentation currency

The Group’s consolidated financial statements are presented in Japanese yen, which is the functional currency of the Company. The units are in millions of yen, and figures less than one million yen are rounded to the nearest million yen.

(4) Significant accounting judgement, estimates and assumption

In preparing the consolidated financial statements in accordance with IFRS Accounting Standards, management established judgement, estimates, and assumptions that have an effect on the application of accounting policies, as well as the reported amounts of assets, liabilities, revenues, and expenses.

The estimates and the associated assumptions are based on historical experience and other factors that are considered to be relevant. The estimates and underlying assumptions are reviewed on an ongoing basis because actual results may differ from these estimates. Revisions to accounting estimates are recognized in the period in which the estimates are revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

1) Significant judgements in applying the Group’s accounting policies

The following are the significant judgements, apart from those involving estimations, that managements have made in the process of applying the Group’s accounting policies and that have the most significant impact on the amounts recognized in the consolidated financial statements:

- Scope of consolidation: Note 3 “Material accounting policies (1) Basis of consolidation”
- Revenue: Note 3 “Material accounting policies (16) Revenue” and Note 22 “Revenue”

2) Key sources of estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting period that may have significant risks that will cause a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are as follows.

i) Impairment loss on non-financial assets

Regarding non-financial assets such as property, plant and equipment, right-of-use assets and intangible assets, if there is an event or change in circumstances indicating that the carrying amount of the asset or cash-generating unit may exceed the recoverable amount, the recoverable amount of the asset or cash-generating unit is estimated, assuming there is an indication of possible impairment. In estimating the recoverable amount, assumptions such as the remaining useful life of the asset, projections of future cash flow, and discount rates are used.

The Group believes that the judgments concerning the identification of impairment indicators and the recognition of impairment loss, as well as the estimates of recoverable amounts, are reasonable. However, as these estimates include uncertainties, if unpredictable changes to assumptions, etc., lead to changes in estimates related to assessing non-financial assets, this may result in additional impairment losses in the future.

For more information, please refer to Note 11 “Property, plant and equipment (4) Impairment losses,” Note 13 “Right-of-use assets (2) Impairment losses,” Note 14 “Intangible assets (2) Impairment losses and (4) Impairment test for goodwill.”

ii) Recoverability of deferred tax assets

Deferred tax assets are recognized for deductible temporary differences, unused tax credits, and unused tax losses to the extent that it is probable that future taxable profit will be available against which they can be utilized. Deferred tax assets are reviewed at the end of each reporting period and reduced to the extent that it is not probable that there will be sufficient taxable profit against which all or part of the deferred tax assets can be utilized.

The Group believes that the estimates related to assessing the recoverability of deferred tax assets are reasonable. However, as these estimates include uncertainties, if unpredictable changes to assumptions, etc., lead to changes in estimates related to assessing the recoverability of deferred tax assets, this may result in an additional reduction of deferred tax assets in the future.

Please refer to Note 15 “Income taxes (2) Deferred tax assets and liabilities” for more information on the deductible temporary differences and unused tax losses for which deferred tax assets are not recognized.

iii) Reserve for warranty and provision for loss on antitrust issues

a) Reserve for warranty

Warranty expenses include repair expenses for repair requests, which are primarily from end users, as well as repair expenses for target vehicles, that are based on defect handling (including recalls) determined by the automobile manufacturers and other customers.

Of the above, the reserve for warranty related to the defect handling is calculated based on a reasonably expected amount that would be paid by the Group, in the event that automobile manufacturers or other customers handled the repairs for products manufactured by the Group in the past. The amount is calculated by multiplying the following; a) the number of target vehicles; b) the repair expenses per unit; c) the defect handling incidence rate; and d) the expected burden ratio with customers such as automobile manufacturers. These assumptions involve a high degree of uncertainties because they include an estimate of the man-hours required for repairs, which depends on the cause of product defects as well as the results of negotiations with customers such as automobile manufactures.

The Group believes that the estimates of the assumptions related to the calculation of warranty expenses are reasonable. However, these estimates include uncertainties, and if the estimates differ from the actual warranty expenses as a result of unpredictable changes made to assumptions, etc., it may be necessary to recognize additional reserve for warranty or make reversal of it.

b) Provision for loss on antitrust issues

Provision for loss on antitrust issues is recognized at an estimated amount of potential future losses to prepare for litigation settlements, etc., which the Company has accepted with regard to allegations of antitrust law infractions for past transactions of specific automotive parts.

Litigation settlements mainly include; a) surcharges that are ordered to be paid as a result of investigations by national governments and competition authorities; b) litigation settlements to be paid as a result of settlement negotiations with the plaintiffs in civil cases; and c) litigation settlements to be paid as a result of individual settlement negotiations with automobile manufacturers. The Group has established an internal system to prevent violations of the Antitrust Law, and publicly announced a safety declaration regarding the Antitrust Law in March 2012. As such, the Group believes that the risk of antitrust violations has been reduced. However, the Group estimates the amount of litigation settlements that are expected to occur in the future, and reviews the provisions amount that have already been recorded, in a timely manner. For the estimates and the reviews, the Group considers the status of investigations by the national governments and competition authorities related to transactions before March 2012, the progress of settlement negotiations, the settlement of past settlement sought cases, and consultation with the attorneys in charge.

The Group believes that it reasonably estimates surcharges and settlements, as well as reviews these estimates. However, these estimates and estimate revisions include uncertainties, which depend on the intentions of the authorities and counterparties, and it may be necessary to make additional provisions for loss on antitrust issues or reversal as a result of unpredictable changes made to assumptions, etc.

For the amount of these provisions, see Note 18 “Provisions.”

iv) Measurement of defined benefit obligation

The present value of the defined benefit obligation is determined with actuarial calculations using assumptions such as discount rate, rate of salary increase, rate of employee turnover and mortality rate. The discount rate is a particularly significant assumption. The discount rates are equivalent to the market yields of AA credit-rated corporate bonds at the end of each reporting period that have maturity terms approximating those of the Group’s obligations.

The Group believes that the estimates of the assumptions related to the calculation of defined benefit obligation are reasonable. However, as these estimates include uncertainties, difference in assumptions from the actual results or changes made to the assumptions may have an impact on the evaluation of the Group’s defined benefit obligation.

The carrying amount of the defined benefit obligation, and the expected impact on defined benefit obligation due to fluctuations in the discount rate are found in Note 19 “Post-employment benefits (1) Defined benefit plans.”

v) Measurement of fair value of financial instruments

The fair value of certain assets and liabilities have been determined using market information such as quoted market prices, and valuation methodologies such as the market approach, income approach and cost approach. If available, quoted prices on active markets, or observable prices, are used to measure fair value. If such information is not available, unobservable inputs that reflect the Group’s judgment on assumptions, which market participants would use when pricing the assets or liabilities, are used. The Group develops unobservable inputs using the best information available in the circumstances, which might include the Group’s own data.

The Group believes that assessments of fair value of financial instruments are reasonable. However, as these assessments include uncertainties, this could result in changes in fair value measurement if there are changes in estimates for financial instruments, which may arise from unpredictable changes made to assumptions, etc.

The carrying amounts of financial instruments, details of material unobservable inputs and valuation methodologies for the financial instruments classified as Level 3 are found in Note 29 “Financial instruments (4) Fair value of financial instruments.”

(5) Changes in accounting policies

There are no applicable items.

3. Material accounting policies

(1) Basis of consolidation

1) Subsidiaries

A subsidiary is an entity that is controlled by the Company and whose financial statements are included in the consolidated financial statements of the Group from the date of acquisition of the control to the date of loss of the control by the Group. In cases where the accounting policies applied by subsidiaries are different from those applied by the Group, adjustments are made to the subsidiary's financial statements, if necessary. All inter-group balances, transactions, and unrealized gains have been eliminated on consolidation. Comprehensive income is attributed to owners of the parent company and non-controlling interests even if this results in the non-controlling interests having a deficit balance.

The consolidated financial statements include the financial statements of subsidiaries whose fiscal year-end is different from that of the parent company. The unification of the fiscal year-end is impracticable as required by the local legal systems under which they are governed.

In cases where the financial statements of subsidiaries are used for preparing the consolidated financial statements which have different fiscal year-ends, necessary adjustments are made for the effects of significant transactions or events occurring between the fiscal year-end of the subsidiaries and that of the Company.

2) Associates and joint ventures

An associate is an entity which the Group does not control but has significant influence over its financial and operating policies. Investments in associates are accounted for using the equity method from the date on which the Group has significant influence until the date on which it ceases to have significant influence.

A joint venture is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the net assets of the arrangement. Joint control is the contractually agreed sharing of control of an arrangement, which exists only when decisions about the relevant activities require the unanimous consent of parties sharing control. Investments in joint ventures are accounted for using the equity method.

The accounting policies for associates and joint ventures are adjusted as required in order to comply with the accounting policies adopted by the Group.

The consolidated financial statements include investments in associates and joint ventures with different fiscal year-ends from that of the Company as it is impracticable to unify the fiscal year-ends primarily due to the involvement of other shareholders. Necessary adjustments are made for the effects of significant transactions or events occurring between the fiscal year-ends of the associates and joint ventures and that of the Company.

Under the equity method, investments in an associate or a joint venture are initially recognized at acquisition cost and the carrying amount is increased or decreased to recognize the Group's share of the net assets of the associate or the joint venture after the date of acquisition. The Group's share of the net income of the associates or the joint ventures is recognized in the Group's profit or loss. Also, the Group's share of the other comprehensive income of the associates or the joint ventures is recognized in the Group's other comprehensive income. When the Group's share of losses of an associate or a joint venture equals or exceeds its investments in the associate or the joint venture, which include any long-term investments that, in substance, form part of the Group's net investment in the associate or the joint venture, the Group discontinues recognizing its share of further losses unless the Group has incurred legal or constructive obligations or made payments on behalf of the associate or the joint venture. All significant intercompany profits are eliminated in proportion to interests in the associate and the joint venture.

Any excess of consideration of acquisition over interests in the net fair value of assets, liabilities, and contingent liabilities of associated companies and joint ventures has been recognized as the amount corresponding to goodwill, and has been included in the carrying amount of investments without any amortization.

3) Joint operations

A joint operation is a joint arrangement whereby the parties that have joint control of the arrangement have rights to the assets, and obligations for the liabilities, relating to the contractual arrangement. For investments in joint operations, only the Group's share of assets, liabilities, revenues, and expenses arising from its operating activities are recognized. All significant intercompany balances and transactions are eliminated in proportion to its interests.

(2) Business combination and goodwill

Business combinations are accounted for using the acquisition method. Consideration transferred in a business combination is measured as the sum of the acquisition-date fair value of the assets transferred, the liabilities assumed, and equity instruments issued by the Group in exchange for control over an acquiree. Acquisition-related costs incurred are recognized as expenses.

Non-controlling interests that are present ownership interests and entitle their holders to a proportionate share of the entity's net assets in the event of liquidation are initially measured either at fair value or at the non-controlling interests' proportionate share of the recognized amounts of the acquiree's identifiable net assets. The choice of measurement basis is made on a transaction-by-transaction basis. Other types of non-controlling interests are measured at fair value or, when applicable, on the basis specified in another IFRS Accounting Standards.

The identifiable assets acquired and the liabilities assumed are measured at fair values at the acquisition date, except that:

- Deferred tax assets (or liabilities) and liabilities (or assets) related to employee benefit arrangements are recognized and measured in accordance with IAS 12, "Income Taxes," and IAS 19, "Employee Benefits," respectively;
- Assets or disposal groups that are classified as held for sale in accordance with IFRS 5, "Non-current Assets Held for Sale and Discontinued Operations," are recognized and measured in accordance with the standard; and
- Liabilities or equity instruments related to share-based remuneration of the acquiree or share-based remuneration of the Company entered into to replace such arrangements of the acquiree are measured in accordance with IFRS 2, "Share-based Payment."

Any excess of the consideration of acquisition over the fair value of identifiable assets and liabilities is recognized as goodwill in the consolidated statement of financial position. If the consideration of acquisition is lower than the fair value of the identifiable assets and liabilities, the difference is immediately recognized as a gain in the consolidated statement of income. The additional acquisition of non-controlling interests after obtaining control is accounted for as an equity transaction without recognition of goodwill.

Goodwill has been measured as the initially recognized value at the date of the business combination less accumulated impairment losses and included in "Intangible assets" in the consolidated statement of financial position. Goodwill is not amortized, but instead tested for impairment annually or whenever there is any indication of impairment. Impairment losses on goodwill are recognized in the consolidated statement of income and no subsequent reversal is made.

If the initial accounting of a business combination has not been completed by the end of the reporting period in which the business combination occurs, the Group reports provisional amounts for uncompleted accounting items. The Group will revise the provisional amounts during the measurement period (not exceeding one year) or recognize additional assets or liabilities in order to reflect new information obtained regarding the facts and circumstances that existed as of the date of acquisition and would have affected the amounts recognized on the date of acquisition, if such amounts have been ascertained.

(3) Foreign currency translation

1) Translation of foreign currency transactions

Each company in the Group specifies its own functional currency, the currency of the primary economic environment in which the entity operates, and measures transactions based on the functional currency. The foreign currency transactions are translated into the functional currency at the rates of exchange prevailing on the dates of the transactions, or an approximation of the rate.

Monetary items denominated in foreign currencies are retranslated into each company's functional currency at the current exchange rates at the end of the reporting period. Non-monetary items denominated in foreign currencies that are measured at the acquisition cost are not retranslated. Other items denominated in foreign currencies that are measured at the fair value are translated at the rates prevailing at the date when the fair value was determined.

Differences arising from the translation and settlement are recognized in profit or loss during the period, as presented in "Foreign exchange gains (losses)" in the consolidated statement of income.

2) Translation of foreign operations

The consolidated financial statements of the Group are presented in Japanese yen, which is the presentation currency of the Company. In order to present the consolidated financial statements, the assets and liabilities of foreign operations are translated into Japanese yen at the rates of exchange prevailing at the fiscal year-end, while revenues and expenses of foreign operations are translated into Japanese yen at the average exchange rates for the period, except for foreign operations in hyperinflationary economies. The translation differences are recognized as "Exchange differences on translating foreign operations" in the other comprehensive income and its cumulative amount is classified as "Other components of equity." In the event of a loss of control due to the disposal of foreign operations, the relevant cumulative amount of translation differences is recognized in profit or loss during the period.

Goodwill and fair value adjustments resulting from the acquisition of foreign operations are retranslated as assets and liabilities of such foreign operations as at the end of the reporting period, and exchange differences are recognized in "Other components of equity."

3) Financial Reporting in Hyperinflationary Economies

The Group has applied hyperinflationary accounting adjustments to subsidiaries whose functional currency is Argentine Pesos and Turkish Lira as required by IAS 29 "Financial Reporting in Hyperinflationary Economies."

When a subsidiary's functional currency is the currency of a hyperinflationary economy, adjustments are made to its separate financial statements to reflect current price levels, and income, expenses and cash flow of the subsidiary are translated into Japanese yen at the rates of exchange prevailing at the fiscal year-end.

(4) Financial instruments

1) Financial assets

i) Initial recognition and measurement

Financial assets are classified into financial assets measured at amortized cost and financial assets measured at fair value based on their nature and holding purposes. The Group determines the classification at initial recognition. The sale or purchase of financial assets that occurred in the normal course of business are recognized or derecognized on the transaction date.

a) Financial assets measured at amortized cost

Financial assets are classified as financial assets measured at amortized cost if both of the following conditions are met:

- The asset is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

The financial assets measured at amortized cost are measured initially at fair value plus transaction costs directly attributable to the acquisition of the financial assets.

b) Financial assets measured at fair value

If the financial assets do not meet the above conditions, they are classified as financial assets measured at fair value through profit or loss or other comprehensive income.

Equity instruments are measured at fair value. By its irrevocable designation, the financial assets held for trading are measured through profit or loss, meanwhile the other assets are measured through other comprehensive income. The designation has been applied continuously.

Financial assets other than equity instruments that do not meet the conditions in relation to the measurement of amortized cost are measured at fair value through profit or loss.

Financial assets measured at fair value through profit or loss are initially measured at fair value and transaction costs are recognized in profit or loss when they occur. Financial assets measured at fair value through other comprehensive income are initially measured at fair value plus transaction costs directly attributable to the acquisition of the financial assets.

ii) Subsequent measurement

After initial recognition, financial assets are measured based on the following classifications:

a) Financial assets measured at amortized cost

Financial assets measured at amortized cost are measured using the effective interest method. The effective interest rate is the rate that discounts estimated future cash receipts through the expected life of financial assets. Interest income is recognized in profit or loss, and included in "Finance income" in the consolidated statement of income. In cases where a financial asset measured at amortized cost is derecognized, the difference between the carrying amount and the consideration received or receivable is recognized in profit or loss.

b) Financial assets measured at fair value

Changes in the fair value of financial assets measured at fair value are recognized in profit or loss.

However, gains or losses occurring from the disposal or remeasurement of fair value of the equity instruments measured at fair value through other comprehensive income are recognized in other comprehensive income and accumulated within "Other components of equity," and are not recognized in profit or loss. The amount is transferred to retained earnings when the equity instruments are derecognized. Dividends for equity instruments are recognized in profit or loss for the period when the right to receive dividends is established and included in "Finance income" in the consolidated statement of income. Net gains or losses arising from equity instruments measured at fair value through profit or loss are recognized as "Finance income" or "Finance costs" in the consolidated statement of income (Note 29 "Financial instruments"). The interest income from the debt instruments is also included in profit or loss above.

iii) Impairment of financial assets measured at amortized cost

Financial assets measured at amortized cost are assessed at the end of each reporting period as to whether there has been a significant increase in credit risk since initial recognition. If the credit risk on financial assets has increased significantly since initial recognition, or for credit-impaired, the lifetime expected credit losses are recognized as allowance for doubtful accounts. If there has been no significant increase in credit risk, the 12-month expected credit losses are recognized as allowance for doubtful accounts. The expected credit losses are measured based on the discounted present value of the difference between the contractual cash flows to be received in accordance with the contract and the cash flows expected to be received.

With regard to trade receivables, the lifetime expected credit losses are recognized as allowance for doubtful accounts since initial recognition. Additional allowance for doubtful accounts relating to financial assets or reversal of allowance for doubtful accounts when reducing the allowance for doubtful accounts is recognized in the consolidated statement of income.

iv) Derecognition of financial assets

The Group derecognizes a financial asset when the contractual rights to the cash flows from the asset expire, or when the Group transfers the contractual right to receive cash flows from financial assets in transactions in which substantially all the risks and rewards of ownership of the asset are transferred to another entity. If the Group neither transfers nor holds substantially all the risks and rewards of ownership of the asset and continues to control the transferred asset, the Group recognizes the retained interest on the assets and the relevant liabilities that might possibly be paid in association therewith.

2) Financial liabilities

i) Initial recognition and measurement

Financial liabilities are classified into financial liabilities measured at amortized cost or financial liabilities measured at fair value through profit or loss. The Group determines the classification at initial recognition, and all financial liabilities are measured at fair value at initial recognition. However, financial liabilities measured at amortized cost are measured at fair value after deducting transaction costs that are directly attributable to the issuance of financial liabilities.

ii) Subsequent measurement

After initial recognition, financial liabilities are measured based on the following classifications:

a) Financial liabilities measured at amortized cost

Financial liabilities held neither for trading nor measured at fair value through profit or loss are measured at amortized cost using the effective interest method. The interest cost is included in "Finance costs" in the consolidated statement of income. Amortization under the effective interest method and gains or losses on derecognition are recognized as "Finance income" or "Finance costs" in the consolidated statement of income.

b) Financial liabilities measured at fair value through profit or loss

Financial liabilities held for trading and those designated as measured at fair value through profit or loss at initial recognition are measured at fair value through profit or loss.

iii) Derecognition of financial liabilities

The Group derecognizes financial liabilities when they are extinguished, for example, when the obligation specified in the contract is discharged, cancelled, or expired.

3) Derivatives and hedge accounting

The Group utilizes derivatives, including currency swaps, interest rate swaps, and foreign exchange forward contracts to hedge foreign exchange and interest rate risks. These derivatives are initially measured at fair value when the contract is entered into, and are subsequently remeasured at fair value at each reporting period.

The Group has derivatives that are held for hedging purposes but that do not qualify for hedge accounting. The fluctuation of the fair value of these derivatives is recognized in profit or loss immediately.

At the inception of the hedge, the Group formally designates and documents the hedging relationship between the hedging instruments and the hedged items by following the objectives of risk management and the strategies for undertaking the hedge. In addition, these hedges are expected to be highly effective in offsetting changes in cash flows. They are assessed on a quarterly basis to determine whether they have been highly effective throughout the reporting periods for which the hedges were designated. To qualify as a cash flow hedge of a forecast transaction, the transaction must be highly probable.

Cash flow hedge

The Group adopts only cash flow hedges as part of its hedge accounting.

The effective portion of gains or losses on hedging instruments is recognized as other comprehensive income in the consolidated statement of comprehensive income, while the ineffective portion is recognized immediately in profit or loss in the consolidated statement of income.

The amounts of hedging instruments recognized in other comprehensive income are reclassified to profit or loss when the transactions of the hedged items affect profit or loss.

Hedge accounting is discontinued prospectively when the hedge no longer qualifies for hedge accounting, or when the hedging instrument expires or is sold, terminated, or exercised, or when the designation is revoked.

When hedge accounting is discontinued, the balances of other comprehensive income related to cash flow hedges remain until the forecast transaction affects profit or loss. When a forecast transaction is no longer expected to occur, the balance is recognized immediately in profit or loss.

4) Offsetting financial assets and financial liabilities

Financial assets are offset against financial liabilities and the net amounts are presented in the consolidated statement of financial position when, and only when, the Group currently has a legally enforceable right to set off the recognized amounts and intends either to settle on a net basis, or to realize assets and settle liabilities simultaneously.

(5) Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, demand deposits, and short-term investments that are readily convertible to known amounts of cash and subject to insignificant risk of change in value and due within three months from the date of acquisition.

(6) Inventories

Inventories are measured at the lower of acquisition cost and net realizable value. The cost of inventories includes all costs of purchase, costs of conversion, and other costs incurred in bringing the inventories to their present location and condition and the cost is determined mainly using the periodic average method. Net realizable value is the estimated selling price in the ordinary course of business, less estimated cost of completion and estimated applicable variable selling expenses.

(7) Property, plant and equipment

Property, plant, and equipment is measured by using the “Cost model” and is stated at acquisition cost less accumulated depreciation and impairment losses.

Except for assets that are not subject to depreciation such as land and construction in progress, property, plant, and equipment is mainly depreciated using the straight-line method over their estimated useful lives, as follows. The estimated useful lives and depreciation method are reviewed at the end of each reporting period.

- Buildings and structures: 6 to 50 years
- Machinery and vehicles: 3 to 10 years
- Other: 2 to 10 years

Property, plant and equipment is derecognized on disposal or when no future economic benefits are expected from its use or disposal. The gain or loss arising from the derecognition of property, plant and equipment is recognized in profit or loss when the item is derecognized.

(8) Investment property

Investment property is measured by using the “Cost model,” in which the depreciation method and useful lives are used for the property, plant and equipment for the Group.

(9) Intangible assets

1) Separately acquired intangible assets

Separately acquired intangible assets with finite useful lives are stated at acquisition cost less accumulated amortization and impairment losses. They are amortized using the straight-line method over their estimated useful lives.

The estimated useful lives and amortization method of intangible assets with finite useful lives are reviewed at the end of each reporting period, and the effects of any changes in estimates are accounted prospectively.

Separately acquired intangible assets with indefinite useful lives are not amortized, but tested for impairment, and are stated at acquisition cost less accumulated impairment losses. The impairment tests are performed individually or by cash-generating unit annually or whenever there is any indication of impairment.

2) Internally generated intangible assets

Expenditures related to research activities are recognized as expenses as incurred.

The cost arising from development (or from the development phase of an internal project) shall be recognized as an asset if, and only if, the Group can demonstrate all of the following:

- i) the technical feasibility of completing the intangible asset so that it will be available for use or sale;
- ii) its intention to complete the intangible asset and use or sell it;

- iii) its ability to use or sell the intangible asset;
- iv) how the intangible asset will generate probable future economic benefits;
- v) the availability of adequate technical, financial, and other resources to complete the development and to use or sell the intangible asset; and
- vi) its ability to measure reliably the expenditure attributable to the intangible asset during its development.

Initial recognition of internally generated intangible assets comprises the total expenditure incurred from the date when all the preceding conditions have been satisfied to the date when the developments are finished. Development costs are recognized as an expense as incurred if the internally generated intangible assets are not recognized.

After initial recognition, internally generated intangible assets are measured at cost, net of accumulated amortization and impairment losses.

3) Intangible assets acquired in business combinations

Intangible assets acquired in business combinations are initially recognized at fair value at the acquisition date. Subsequently, intangible assets acquired in business combinations are measured at cost less any accumulated amortization and impairment losses.

4) Amortization of intangible assets

Intangible assets with finite useful lives are amortized using the straight-line method over their estimated useful lives. Estimated useful lives are as follows:

- Software: 3 to 5 years
- Development costs: 3 years
- Customer-related assets: 3 to 25 years
- Technology-based assets: 10 to 19 years

5) Derecognition of intangible assets

Intangible assets are derecognized on disposal or when no future economic benefits are expected from their use or disposal. The gain or loss arising from the derecognition of intangible assets is included in profit or loss when the item is derecognized.

(10) Leases

1) As lessee

With regard to all leases excluding short-term leases and leases for which the underlying asset is of low value, at the commencement date, the Group recognizes its right to use the underlying leased assets during the lease period as right-of-use assets, and its obligation to make lease payments to the lessor as lease liabilities.

For the initial measurement of right-of-use assets, it is measured at the amount of the initial measurement of the lease liabilities adjusted by prepaid lease payments, etc. After the initial measurement, a “cost model” is applied for subsequent measurement, and the carrying amount is measured at cost less any accumulated depreciation and any accumulated impairment loss. The right of use assets are depreciated from the commencement date to the earlier of the end of the useful life or the end of the lease term based on a straight-line method, unless it is reasonably certain that ownership will be acquired at the end of the lease term.

For the initial measurement of lease liabilities, it is measured at the present value of the lease payments that are not paid at the commencement date, and the payments are discounted using the lessee’s incremental borrowing rate. After the initial measurement, the lease liabilities are measured by reflecting interest on the lease liabilities and the lease payments made for subsequent measurement.

The lease term is determined as the non-cancellable period of leases, together with both periods covered by an option to extend the leases if the lessee is reasonably certain to exercise that option and periods covered by an option to terminate the leases if the lessee is reasonably certain not to exercise that option.

For short-term leases and leases of low-value assets, right-of-use assets and lease liabilities are not recognized and lease payments are recognized as expenses based on a straight-line method over the lease term.

2) As lessor

If substantially all the risks and rewards incidental to ownership of an underlying asset are transferred, the lease is classified as a finance lease, while in the other cases the lease is classified as an operating lease.

Finance lease receivables are measured at an amount equal to the net investment in the lease.

(11) Borrowing costs

Borrowing costs directly attributable to the acquisition, construction, or production of qualifying assets, which are assets that necessarily take a substantial period of time to prepare for their intended use or sale, are added to the cost of those assets until the assets are substantially ready for their intended use or sale.

All other borrowing costs are recognized in profit or loss in the period in which they are incurred.

(12) Impairment of non-financial assets

The Group assesses, for each fiscal year, whether there is any indication that an asset may be impaired. If any such indication exists, or in cases where the impairment test is required to be performed each year, the recoverable amount of the asset is estimated. In cases where the recoverable amount cannot be estimated for each asset, it is estimated by the cash-generating unit to which the asset belongs. The grouping of assets in applying impairment accounting is determined by business group, which is the unit used in management accounting to understand profits and losses on an ongoing basis. In addition, assets are grouped into a rented property group and an idle property group, with each property as a minimum unit. Meanwhile, the headquarters and welfare facilities are categorized as corporate assets because they do not generate cash flows independently.

Impairment losses are included in "Other expenses" in the consolidated statement of income. Assessment for impairment is performed with respect to each asset, cash-generating unit, or group of cash-generating units. The recoverable amount of an asset or a cash-generating unit is determined at the higher of its fair value less disposition costs or its value in use. If the carrying amount of the asset or cash-generating unit exceeds the recoverable amount, impairment losses are recognized and the carrying amount is reduced to the recoverable amount. In determining the fair value less disposition costs, the Group uses an appropriate valuation model supported by available fair value indicators. In determining the value in use, estimated future cash flows are calculated using discount rates that reflect current market assessments of the time value of money and the risks specific to the asset.

The Group assesses whether there is any indication that an impairment loss recognized in prior years for an asset other than goodwill may no longer exist or may have decreased, such as any changes in assumptions used for the determination of the recoverable amount. If any such indication exists, the recoverable amount of the asset or cash-generating unit is estimated. In cases that the recoverable amount exceeds the carrying amount of the asset or cash-generating unit, impairment losses are reversed up to the lower of the estimated recoverable amount or the carrying amount (net of depreciation) that would have been determined if no impairment losses had been recognized in prior years.

(13) Assets held for sale

An asset or asset group for which the value is expected to be recovered through a sale transaction rather than through continuing use is classified as asset held for sale or disposal group when the following conditions are met: it is highly probable that the asset or asset group will be sold within one year, the asset or asset group is available for immediate sale in its present condition, and the Group management commits to the sale plan. In such cases, the non-current asset is not depreciated or amortized and is measured at the lower of its carrying amount or its fair value less costs to sell.

(14) Provisions

Provisions are recognized when the Group has present legal or constructive obligations as a result of past events, it is probable that outflows of resources embodying economic benefits will be required to settle the obligations, and reliable estimates can be made of the amount of the obligations.

Provisions are measured at the present value by the estimated future cash flow that is discounted by a pre-tax rate that reflects the time value of money and the risks specific to the liability. The unwinding of the discount due to the passage of time is recognized as "Finance costs" in the consolidated statement of income.

Main provisions are recorded as follows;

Reserve for warranty

The reserve for warranty is recognized based on the estimated amount of warranty expenses, considering the timing of outflows of resources embodying economic benefits based on past experiences of the after-sales service expenses incurred.

Provision for loss on antitrust issues

Provision for loss on antitrust issues is recognized at an estimated amount of potential future losses to prepare for payments of litigation settlements, etc., which the Company has accepted with regard to allegations of antitrust law infractions for part transactions related to specific automotive parts.

(15) Employee benefits

1) Post-employment benefits

i) Defined benefit plans

The Group has defined benefit pension plans and lump-sum benefit plans.

Defined benefit plans are post-employment benefit plans other than defined contribution plans (refer to ii) below). The Group's net defined benefit obligations are calculated respectively for each plan by estimating the future amount of benefits that employees have earned in exchange for their service over the previous years and the current year. The benefits are discounted to determine the present value. These calculations are performed annually by qualified actuaries using the projected unit credit method. The fair values of plan assets are deducted from the result of calculations. If the defined benefit plan has a surplus, the defined benefit assets is limited to the asset ceiling that is the present value of any future economic benefits available in the form of reductions in the future contributions to the plan or cash refunds.

The discount rates are equivalent to the market yields of AA credit-rated corporate bonds at the end of each reporting period that have maturity terms approximating those of the Group's obligations. Increase/decrease in benefit obligations for employees' past service due to revisions to the plan are recognized in profit or loss. The Group recognizes the increase/decrease in obligations due to remeasurements of benefit obligations and plan assets of defined benefit plans in other comprehensive income and then immediately reclassifies them from other comprehensive income to retained earnings.

ii) Defined contribution plans

Defined contribution plans are post-employment benefit plans in which the employer pays fixed contributions into separate entities and will have no legal or constructive obligation to make further contributions. The obligations for contributions to defined contribution plan are recognized as an expense during the period when the service is rendered.

2) Other long-term employee benefits

Long-term employee benefits, such as long-service employee awards, are recognized as a liability when the Group has present legal or constructive obligations to pay as a result of past employee service, and when reliable estimates of the obligation can be made. The Group's long-term employee benefits are calculated by discounting the estimated future amount of benefits to the present value.

The discount rates are equivalent to the market yields of AA credit-rated corporate bonds at the end of each reporting period that have maturity terms approximating those of the Group's obligations.

3) Short-term employee benefits

Short-term employee benefits are measured on an undiscounted basis and are expensed during the period when the service is rendered.

Bonus accrual is recognized as a liability when the Group has present legal or constructive obligations to pay as a result of past employee service, and when reliable estimates of the obligation can be made.

(16) Revenue

The Group recognizes revenue by applying the following steps:

- STEP 1: Identifying the contract with a customer
- STEP 2: Identifying the performance obligations in the contract
- STEP 3: Determining the transaction price
- STEP 4: Allocating the transaction price to each performance obligation in the contract
- STEP 5: Recognizing revenue when satisfying a performance obligation

The Group serves automobile manufacturers around the world and supplies a wide range of products, including Thermal Systems, Powertrain Systems, Mobility Electronics, Electrification Systems, and Advanced Devices. In the Aftermarket and Non-automotive business, the Group also supplies automotive service parts and accessories to end-users.

The Group's performance obligation is primarily to deliver a finished product to the customer. In principle, it is deemed that control of the product is transferred to the customer and the performance obligation is satisfied at the time of delivery of the finished product to the customer; therefore, revenue is recognized at that point.

Consideration for these performance obligations is generally received within one year after the performance obligation is satisfied, according to separately determined payment conditions, and does not include any significant financing components. Revenue is determined at the amount after the deduction of discounts, rebates, and considerations payable to a customer for transactions of parts provided to suppliers with charge under the repurchase agreement. In addition, when the transaction prices are not determined at the time of transfer of the promised products, an estimate is made based on an appropriate method such as using the most likely amount to determine the amount of variable consideration.

With regard to certain transactions of parts provided to suppliers with charge under the repurchase agreement, inventories continue to be recognized as a result of deemed financing transactions, and corresponding amounts of those parts retained by the suppliers are recognized as financial liabilities.

(17) Government grants

Government grants are recognized at fair value when there is a reasonable assurance that the Group will receive the grants subject to the conditions attached to them. In cases where the government grants are compensation for expenses, they are recognized in profit or loss in the period in which the related costs for which the grants are intended to compensate are recognized. With regard to government grants that are compensation for assets, the amount of the grants is deducted from the acquisition cost of the assets to measure the carrying amounts of the assets.

(18) Income taxes

Income taxes in the consolidated statement of income are presented as the total of current income taxes and deferred income taxes. The current income taxes are recognized in profit or loss, except for taxes arising from items that are recognized in other comprehensive income or directly in equity and those arising from business combinations.

Current income taxes are measured at the amount that is expected to be paid to or refunded from the taxation authorities. For the calculation of the tax amount, the Group uses the tax rates and tax laws that have been enacted or substantively enacted by the end of the reporting period.

Deferred income taxes are calculated based on the temporary differences between the tax base for assets and liabilities and the carrying amounts at the end of each reporting period. Deferred tax assets are recognized for deductible temporary differences, unused tax credits, and unused tax losses to the extent that it is probable that future taxable profit will be available against which they can be utilized. Deferred tax liabilities are recognized for taxable temporary differences.

Deferred tax assets and liabilities are not recognized for the following temporary differences:

- the initial recognition of goodwill;
- the initial recognition of assets and liabilities resulting from transactions that do not affect accounting profit or taxable profit, excluding business combinations and transactions that generate equal amounts of future taxable and deductible temporary differences at the transaction time;

- deductible temporary differences arising from investments in subsidiaries and associates, and interests in joint ventures to the extent that it is not probable that the reversal of the temporary difference in the foreseeable future will occur or it is not probable that future taxable profits will be available against which they can be utilized; or
- taxable temporary differences arising from investments in subsidiaries and associates, and interests in joint ventures to the extent that the timing of the reversal of the temporary difference is controlled and that it is not probable the temporary difference will reverse in the foreseeable future.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the fiscal year when the asset is realized or the liability is settled based on tax rates that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets are reviewed at the end of each reporting period and reduced to the extent that it is not probable that there will be sufficient taxable profit against which all or part of the deferred tax assets can be utilized. Unrecognized deferred tax assets are reassessed at the end of each reporting period and recognized only to the extent that it is probable that the deferred tax assets can be recovered by future taxable profits.

The Group recognizes an asset or liability for the effect of uncertainty in income taxes, which is measured at the amount of the reasonable estimate for uncertain tax positions when it is possible, based on the Group's interpretation of tax laws, in which the tax positions will be sustained.

An entity shall offset deferred tax assets and deferred tax liabilities, if and only if the entity has a legally enforceable right to set off the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

In addition, the Group recognize deferred tax liabilities and deferred tax assets in the consolidated statement of financial position related to transactions that cause the same amount of temporary differences to be added or subtracted at the time of transaction.

The Company and its wholly owned subsidiaries in Japan adopt the Japanese group relief system.

(19) Equity

Common stock

The amount of equity instruments issued by the Company is recognized in "Capital stock" and "Capital surplus," and direct issue costs (net of tax) are deducted from "Capital surplus."

Treasury stock

When the Company acquires treasury stock, the consideration paid, net of direct transaction costs and tax, is recognized as a deduction from equity. When the Company disposes treasury stock, gains or losses on disposal, including the exercise of stock options, are recognized in "Capital surplus."

(20) Fair value measurements

Certain assets and liabilities are required to be recognized at fair value. The estimated fair values of those assets and liabilities have been determined using market information such as quoted market prices and valuation methodologies such as the market approach, income approach, and cost approach. There are three levels of inputs that may be used to measure fair value.

1) Level 1

Quoted prices (unadjusted) in active markets in which transactions take place with sufficient frequency and transaction volume on an ongoing basis for identical assets or liabilities that the Group can access at the measurement date.

2) Level 2

Quoted prices for similar assets and liabilities in active markets, quoted prices for identical assets or liabilities in markets that are not active, inputs other than quoted prices that are observable for the assets or liabilities, and market-corroborated inputs in which all significant inputs and significant value drivers are observable.

3) Level 3

Unobservable inputs for the assets or liabilities which reflect the assumptions that market participants would use when pricing the assets or liabilities. The Group develops unobservable inputs using the best information available in the circumstances, which might include the Group's own data.

The fair value is measured at the financial and accounting division by following the Company's measurement policy and procedure, and the measurement is executed based on the valuation models which reflect nature, feature, and risks of each financial instrument most appropriately. In addition, transitions of important indexes which impact on the changes of fair value are examined on an ongoing basis. In cases where the changes in the fair value of financial instruments are found to be significant as a result of examination, it is reported to the executive of finance and accounting division to obtain approval.

(21) Levies

The Group recognizes estimated payable amount as a liability when it is required to pay a levy.

(22) Earnings per share

Basic earnings per share is calculated by dividing profit or loss attributable to ordinary shareholders of the parent company by the weighted-average number of ordinary shares outstanding during the year, adjusted by the number of treasury shares. Diluted earnings per share are calculated by adjusting the effects of dilutive potential ordinary shares.

(23) Dividends

Dividends to the shareholders of the Company are recognized as liabilities in the period in which each year-end dividend and interim dividend were resolved.

4. New accounting standards not yet adopted by the Group

New or revised major standard and interpretation that were issued by the date of approval of the consolidated financial statement but were not yet adopted by the Group as of March 31, 2025, are as follows:

Standards	Title	Date of mandatory adoption (Fiscal year of commencement thereafter)	Reporting periods of application by the Group	Description of new standards and amendments
IFRS 18	Presentation and Disclosure in Financial Statements	January 1, 2027	Fiscal year ending March 31, 2028	Improving comparability and transparency of management performance measure and profit and loss statement

The Group is currently assessing the possible impacts of the application of IFRS 18, "Presentation and Disclosure in Financial Statements," and it is not able to estimate reasonably at this moment.

5. Segment information

(1) Outline of reportable segments

The Group's reportable segments are operating segments, or aggregations of operating segments, which are components of an entity for which separate financial information is available. Such information is evaluated regularly by the president of the Company for the purposes of making decisions on how to allocate resources and assessing performance.

The Group mainly manufactures and sells automotive parts and has directors in charge in Japan, North America, Europe, and Asia. As independent management units, subsidiaries in each region have developed business activities, as exemplified by establishment or expansion of manufacturing companies, aiming for optimum production and supply for orders received through operating activities to regional customers.

The Company is in charge of business activities in Japan. Meanwhile, DENSO INTERNATIONAL AMERICA, INC. is in charge in the United States of America, Canada, and Mexico as the North America region, DENSO INTERNATIONAL EUROPE B.V. is in charge in Europe regions (mainly Netherlands, United Kingdom, Italy, Spain, Hungary, and Czech, etc.), respectively. In Asia (mainly Thailand, Malaysia,

Indonesia, India, Taiwan, China, and Korea, etc.), DENSO INTERNATIONAL ASIA CO., LTD. (Thailand), DENSO INTERNATIONAL ASIA PTE. LTD. (Singapore), and DENSO (CHINA) INVESTMENT CO., LTD. have been cooperating together as a management unit to strengthen the system that is closely linked to the region for both sides of optimal production and supply system.

Since the Group is composed of regional segments based on manufacturing and selling systems, the Group determined that “Japan,” “North America,” “Europe,” and “Asia” are its reportable segments. The Group has been manufacturing and selling mainly automotive parts in each reportable segment.

Accounting procedures are the same as those stated in Note 3 “Material accounting policies.” Intersegment transactions are priced with reference to those applicable to transactions with external parties.

Reportable segment profit is measured on the basis of operating profit in the consolidated statement of income. Finance income, finance costs, foreign exchange gains/losses, share of profit/loss of associates and joint ventures accounted for using the equity method, and income tax expenses are excluded from the reportable segment profit, since they are not included in the financial information evaluated by the president of the Company.

(2) Revenue, profit/loss, and other material items for each reportable segment

For the year ended March 31, 2024

(Unit: Millions of yen)

	Reportable segment					Others (Note 1)	Eliminations	Consolidated
	Japan (Note 2)	North America	Europe	Asia	Total			
Revenue								
Customers	2,885,718	1,745,443	709,679	1,689,807	7,030,647	114,086	—	7,144,733
Intersegment	1,280,637	21,599	71,670	295,265	1,669,171	1,072	(1,670,243)	—
Total	4,166,355	1,767,042	781,349	1,985,072	8,699,818	115,158	(1,670,243)	7,144,733
Segment profit	85,181	54,551	31,002	184,489	355,223	24,781	595	380,599
Finance income								78,711
Finance costs								(22,246)
Foreign exchange losses								(17,693)
Share of the profit of associates and joint ventures accounted for using the equity method								16,866
Profit before income taxes								436,237

(Note 1) “Others” is an operating segment that is not included in the reportable segments, such as business activities of subsidiaries in South America.

(Note 2) Provision for warranty reserve of ¥202,711 million is included in the segment profit of Japan segment.

Other material items

(Unit: Millions of yen)

	Reportable segment					Others (Note 1)	Eliminations	Consolidated
	Japan	North America	Europe	Asia	Total			
Depreciation and amortization	251,785	55,079	28,573	74,489	409,926	3,010	—	412,936
Impairment losses	—	—	—	—	—	—	—	—
Reversal of impairment losses	—	—	—	—	—	—	—	—
Investments accounted for using the equity method	92,414	6,771	2,459	23,081	124,725	—	(295)	124,430
Increase in non-current assets (Note 2)	287,838	58,543	54,123	78,535	479,039	6,508	—	485,547

(Note 1) “Others” is an operating segment that is not included in the reportable segments, such as business activities of subsidiaries in South America.

(Note 2) Non-current assets are a total of property, plant and equipment, right-of-use assets, and intangible assets.

For the year ended March 31, 2025

(Unit: Millions of yen)

	Reportable segment					Others (Note 1)	Eliminations	Consolidated
	Japan (Note 2)	North America	Europe	Asia	Total			
Revenue								
Customers	2,918,587	1,847,879	646,598	1,629,861	7,042,925	118,852	—	7,161,777
Intersegment	1,297,842	15,271	72,073	310,275	1,695,461	162	(1,695,623)	—
Total	4,216,429	1,863,150	718,671	1,940,136	8,738,386	119,014	(1,695,623)	7,161,777
Segment profit	220,545	98,061	8,654	169,461	496,721	22,269	(37)	518,953
Finance income								86,368
Finance costs								(25,810)
Foreign exchange losses								(10,505)
Share of the profit of associates and joint ventures accounted for using the equity method								8,999
Profit before income taxes								578,005

(Note 1) “Others” is an operating segment that is not included in the reportable segments, such as business activities of subsidiaries in South America.

(Note 2) Provision for warranty reserve of ¥50,693 million is included in the segment profit of Japan segment.

Other material items

(Unit: Millions of yen)

	Reportable segment					Others (Note 1)	Eliminations	Consolidated
	Japan	North America	Europe	Asia	Total			
Depreciation and amortization	243,000	55,279	29,956	77,379	405,614	3,016	—	408,630
Impairment losses	—	—	—	—	—	—	—	—
Reversal of impairment losses	—	—	—	—	—	—	—	—
Investments accounted for using the equity method	95,511	6,409	2,704	19,606	124,230	—	(329)	123,901
Increase in non-current assets (Note 2)	312,189	54,257	26,925	64,857	458,228	6,663	—	464,891

(Note 1) “Others” is an operating segment that is not included in the reportable segments, such as business activities of subsidiaries in South America.

(Note 2) Non-current assets are a total of property, plant and equipment, right-of-use assets, and intangible assets.

(3) Assets for each reportable segment

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Japan	6,092,424	5,121,424
North America	998,791	983,673
Europe	540,949	528,865
Asia	1,806,093	1,744,533
Others (Note 1)	89,010	91,241
Corporate assets (Note 2)	(433,897)	(344,736)
Consolidated	9,093,370	8,125,000

(Note 1) “Others” is an operating segment that is not included in the reportable segments, such as business activities of subsidiaries in South America.

(Note 2) Corporate assets mainly consist of funds which are not attributable to the reportable segments.

(4) Information about products and services

For the year ended March 31, 2024

For disaggregated revenue by type of products and services, see Note 22 “Revenue.”

For the year ended March 31, 2025

For disaggregated revenue by type of products and services, see Note 22 “Revenue.”

(5) Geographic information

1) Revenue

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Japan	2,780,082	2,838,112
The United States	1,442,620	1,508,430
China	799,320	753,943
Others	2,122,711	2,061,292
Total	7,144,733	7,161,777

(Note 1) Countries which have significant impact on the consolidated financial statements are individually presented.

(Note 2) Revenue is attributed to geographic areas based on customer locations.

2) Non-current assets

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Japan	1,357,105	1,403,351
China	248,470	231,384
Others	684,133	657,120
Total	2,289,708	2,291,855

(Note 1) Countries which have significant impact on the consolidated financial statements are individually presented.

(Note 2) Non-current assets, a total of property, plant and equipment, right-of-use assets, and intangible assets, are attributed to geographic areas based on locations of assets.

(6) Information about major customers

The major customer is Toyota Motor Corporation and its subsidiaries. Revenue from the major customer is recorded in all segments, such as Japan, North America, Europe, and Asia.

Disaggregated revenue by segment is ¥2,018,329 million in Japan, ¥934,488 million in North America, ¥134,717 million in Europe, ¥768,579 million in Asia, and ¥47,008 million in other areas.

(Unit: Millions of yen)

FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
3,667,452	3,903,121

6. Business combinations

For the year ended March 31, 2024

Belua Beheer B.V.

The Company acquired Belua Beheer B.V. as a consolidated subsidiary as of August 1, 2023.

(1) Description of business combination

Belua Beheer B.V., the parent company of the Certhon Group, including Certhon Build B.V., became the Company's subsidiary on August 1, 2023 as a result of the Company obtaining the shares of Belua Beheer B.V. As a result, the ratio of voting rights of Belua Beheer B.V. held by the Company rose from 40% (as of July 31, 2023) to 100% (as of August 1, 2023). The Company owns all the voting rights of Belua Beheer B.V.

(2) Reason for the business combination

The Group aims to accelerate the global expansion of its agricultural production business.

(3) Summary of the acquiree

Name	Belua Beheer B.V.
Business description	Development and sales of horticultural facility solutions

(4) Acquisition date

August 1, 2023

(5) Consideration transferred and its components

(Unit: Millions of yen)

	Amount
Payment by cash	12,427
Fair value of ownership interest in Belua Beheer B.V. already held at the time of acquisition of control	8,285
Total of the consideration transferred	20,712

A profit of ¥2,858 million is recognized as a result of the remeasurement of the equity interest of Belua Beheer B.V. previously held at the time of acquisition of control by the Company at the fair value on the acquisition date. This profit is recorded as “Other income” in the consolidated statement of income for the fiscal year ended March 31, 2024.

Acquisition-related costs including advisory fees and others of ¥298 million (for the years ended March 31, 2023 and 2024 were ¥89 million and ¥209 million, respectively) related to the business combination are included in “Selling, general and administrative expenses.”

(6) Fair values of assets, liabilities and goodwill on the acquisition date

(Unit: Millions of yen)

	Amount
Total of the consideration transferred for the acquired shares (A)	20,712
Assets	
Cash and cash equivalents	1,317
Trade and other receivables	2,660
Other current assets	1,102
Property, plant and equipment	1,780
Intangible assets	10,269
Other non-current assets	19
Total assets	17,147
Liabilities	
Current liabilities	3,697
Non-current liabilities	2,633
Total liabilities	6,330
Equity (B)	10,817
Goodwill (Note) (A-B)	9,895

(Note) Goodwill

Goodwill reflects excess earning power expected from future business development and the synergy between the Company and the acquiree. No amount of goodwill is expected to be deductible for tax purposes.

(7) Payment for acquisition of control over the subsidiary

(Unit: Millions of yen)

	Amount
Payment by cash	12,427
Cash and cash equivalents held by the acquiree at the time of the acquisition	1,317
Total of the consideration acquired	11,110

(8) Revenue and profit of the acquiree

The acquiree’s revenue and loss before elimination of inter-company transactions after the acquisition date, which are recorded in the consolidated statement of income for the fiscal year ended March 31, 2024, were ¥5,397 million and ¥524 million, respectively.

The above loss includes depreciation and amortization of intangible assets at the acquisition date.

(9) Consolidated revenue and profit assuming that the business combination was completed at the beginning of the fiscal year

The following is pro forma information (unaudited) of consolidated performance of the Group for the fiscal year ended March 31, 2024, assuming that the business combination of Belua Beheer B.V. was completed and control was acquired as of April 1, 2023.

(Unit: Millions of yen)

	Amount
Revenue (pro forma)	7,148,981
Profit for the year (pro forma)	355,617

For the year ended March 31, 2025

There are no applicable items.

7. Cash and cash equivalents

The breakdown of “Cash and cash equivalents” at each fiscal year-end is as follows:

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Cash and deposits	765,817	953,509
Short-term investments	23,573	33,022
Total	789,390	986,531

8. Trade and other receivables

The breakdown of “Trade and other receivables” at each fiscal year-end is as follows:

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Notes and accounts receivable	1,028,556	1,039,664
Other	257,304	209,214
Less: Allowance for doubtful accounts	(4,581)	(5,892)
Total	1,281,279	1,242,986

(Note) “Trade and other receivables” are classified as financial assets which are measured at amortized cost.

9. Inventories

The breakdown of “Inventories” at each fiscal year-end is as follows:

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Merchandise and finished products	301,802	276,922
Work in process	535,152	611,687
Raw materials and supplies	335,303	314,457
Total (Note)	1,172,257	1,203,066

(Note) The amounts of write-down of inventories to net realizable value recognized as “Cost of revenue” for the years ended March 31, 2024 and 2025 were ¥22,767 million and ¥26,234 million, respectively.

10. Other financial assets

(1) The breakdown of “Other financial assets” as of each fiscal year-end is as follows:

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Financial assets measured at amortized cost		
Bank deposits	36,520	25,111
Debt securities	300	299
Other	25,531	93,896
Financial assets measured at fair value through profit or loss		
Equity securities and other	422	—
Derivative assets (Note)	18,598	25,718
Financial assets measured at fair value through other comprehensive income and their fair values etc.,		
Equity securities and other	2,591,866	1,589,771
Total	2,673,237	1,734,795

Current assets	48,398	112,714
Non-current assets	2,624,839	1,622,081
Total	2,673,237	1,734,795

(Note) Derivative assets, excluding those to which hedge accounting is applied, are classified as financial assets measured at fair value through profit or loss.

(2) Names of major securities held as financial assets measured at fair value through other comprehensive income and their fair values as of each fiscal year-end are as follows:

(Unit: Millions of yen)

Security name	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Toyota Motor Corporation	1,716,345	1,184,061
TOYOTA INDUSTRIES CORPORATION (Note)	417,578	188,333
Renesas Electronics Corporation	408,970	149,094
TOYOTA FUDOSAN CO., LTD.	177,153	147,601
Silicon Carbide LLC	76,473	46,318
Aisan Industry Co., Ltd. (Note)	9,367	11,528
Infineon Technologies AG	11,384	11,031
AURORA INNOVATION, INC.	6,748	8,072
Canatu PLC	161	5,820
Japan Advanced Semiconductor Manufacturing, Inc.	47,921	5,021

(Note) They are recorded under assets held for sale on the consolidated statement of financial position (See Note 12 “Assets held for sale”).

Equity securities are held mainly for strengthening business relationships with investees. Therefore, they are designated as financial assets measured at fair value through other comprehensive income.

Dividend income related to financial assets measured at fair value through other comprehensive income that the Group held through the years ended March 31, 2024 and 2025 was ¥42,773 million and ¥45,501million, respectively.

In order to pursue the efficiency of assets held and to use them effectively, the Group has disposed of (derecognized) financial assets measured at fair value through other comprehensive income.

The fair value at the derecognition, cumulative gains and losses that have been previously recognized in equity as other comprehensive income, and dividend income are as follows:

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Fair value	133,736	447,485
Cumulative gains that have been previously recognized in equity as other comprehensive income—pre-tax (Note)	78,838	255,735
Dividend income	2,904	4,894

(Note) The cumulative gains recognized in equity as other comprehensive income were transferred to retained earnings when equity instruments were disposed of. The amounts of transfers to retained earnings were net of tax.

11. Property, plant and equipment

(1) The breakdown and movement of acquisition cost, accumulated depreciation and accumulated impairment losses, and carrying amount of “Property, plant and equipment” are as follows:

(Unit: Millions of yen)

Acquisition cost	Buildings and structures	Machinery and equipment	Land	Construction in progress (Note 1)	Other	Total
Balance, April 1, 2023	1,196,644	3,777,192	208,355	216,734	923,424	6,322,349
Acquisition	19,970	127,828	—	202,790	41,466	392,054
Business combinations (Note 3)	653	—	1,078	28	21	1,780
Disposals	(12,910)	(188,836)	(615)	(295)	(60,493)	(263,149)
Foreign exchange differences	39,659	154,220	4,007	11,690	40,383	249,959
Other (Note 2)	23,866	158,111	11,632	(207,861)	38,530	24,278
Balance, March 31, 2024	1,267,882	4,028,515	224,457	223,086	983,331	6,727,271
Acquisition	25,087	128,805	312	185,265	38,136	377,605
Business combinations	—	—	—	—	—	—
Disposals	(14,081)	(161,362)	(3,584)	(6,360)	(54,170)	(239,557)
Foreign exchange differences	(7,748)	(22,203)	(1,779)	(2,235)	(5,629)	(39,594)
Other (Note 2)	25,684	110,260	(414)	(162,145)	26,883	268
Balance, March 31, 2025	1,296,824	4,084,015	218,992	237,611	988,551	6,825,993

(Note 1) Construction in progress includes expenditures related to property, plant and equipment under construction.

(Note 2) Other includes transfers from construction in progress to each item.

(Note 3) The increase in “Business combinations” for the year ended March 31, 2024 was due to the acquisition of Belua Beheer B.V. (See Note 6 “Business combinations”).

(Unit: Millions of yen)

Accumulated depreciation and accumulated impairment losses	Buildings and structures	Machinery and equipment	Land	Construction in progress	Other	Total
Balance, April 1, 2023	747,931	2,844,852	2,513	—	771,813	4,367,109
Depreciation (Note 4)	37,173	257,987	—	—	64,784	359,944
Impairment losses	—	—	—	—	—	—
Disposals	(9,560)	(171,643)	—	—	(54,010)	(235,213)
Foreign exchange differences	22,413	115,240	107	—	33,862	171,622
Other	2,381	8,136	—	—	9,692	20,209
Balance, March 31, 2024	800,338	3,054,572	2,620	—	826,141	4,683,671
Depreciation (Note 4)	38,289	258,681	—	—	63,377	360,347
Impairment losses	—	—	—	—	—	—
Disposals	(10,278)	(148,474)	—	—	(50,866)	(209,618)
Foreign exchange differences	(3,815)	(16,366)	(18)	—	(4,241)	(24,440)
Other	263	5,636	(333)	—	757	6,323
Balance, March 31, 2025	824,797	3,154,049	2,269	—	835,168	4,816,283

(Note 4) Depreciation on “Property, plant and equipment” is included in “Cost of revenue” and “Selling, general and administrative expenses” in the consolidated statement of income.

(Unit: Millions of yen)

Carrying amount	Buildings and structures	Machinery and equipment	Land	Construction in progress	Other	Total
Balance, April 1, 2023	448,713	932,340	205,842	216,734	151,611	1,955,240
Balance, March 31, 2024	467,544	973,943	221,837	223,086	157,190	2,043,600
Balance, March 31, 2025	472,027	929,966	216,723	237,611	153,383	2,009,710

(2) Carrying amount of assets pledged as collateral

Carrying amounts of assets pledged as collateral are not presented as they are immaterial.

(3) Commitments

Commitments for the acquisition of property, plant, and equipment are as follows:

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Contractual commitments for the acquisition of property, plant and equipment	173,465	169,994

(4) Impairment losses

The impairment losses the Group recognized for each fiscal year are as follows:

For the year ended March 31, 2024

No impairment losses were recognized.

For the year ended March 31, 2025

No impairment losses were recognized.

(5) Reversal of impairment losses

The reversal of impairment losses the Group recognized for each fiscal year is as follows:

For the year ended March 31, 2024

No reversal of impairment losses were recognized.

For the year ended March 31, 2025

No reversal of impairment losses were recognized.

12. Assets held for sale

For the year ended March 31, 2024

(The sale of Toyota Industries Corporation shareholding)

On March 29, 2024, the Company sold a part of its Toyota Industries Corporation (hereinafter “Toyota Industries”) shareholding and entered into a share forward agreement for all the remaining shares. As a result, as of the year ended March 31, 2024, Toyota Industries shares held by the Company have been classified as held for sale.

The breakdown of “Assets held for sale,” “Liabilities directly associated with assets held for sale” and “Other comprehensive income associated with assets held for sale” is as follows.

(Unit: Millions of yen)

	FY 2024 As of March 31, 2024		FY2024 As of March 31, 2024
Assets held for sale		Liabilities directly associated with assets held for sale	
Other financial assets	417,578	Deferred tax liabilities	111,343
		Other comprehensive income associated with assets held for sale	
		Net fair value gain on equity instruments designated as FVTOCI	258,936
Total	417,578	Total	370,279

(The sale of TD MOBILE business)

On July 10, 2023, the Company agreed to transfer TD MOBILE Corporation’s cell phone sales and agency business (excluding some sales stores) to a newly established subsidiary of RANET Co., Ltd. As a result, in the second quarter of the fiscal year, the assets and liabilities held by TD MOBILE Corporation, a consolidated subsidiary of the Company, were classified as assets held for sale and liabilities directly associated with assets held for sale.

As the business transfer was carried out on October 1, 2023, profit related to the business transfer was recognized in the nine months ended December 31, 2023. This profit is included in “Other income” in the consolidated statement of income for the year ended March 31, 2024.

For the year ended March 31, 2025

(The sale of Toyota Industries Corporation shareholding)

On March 29, 2024, the Company entered into a share forward agreement for all the shares it holds in Toyota Industries Corporation (hereinafter “Toyota Industries”). As a result, as of the year ended March 31, 2025, Toyota Industries shares held by the Company have been classified as held for sale.

(The sale of Aisan Industry Co., Ltd. shareholding)

On March 26, 2025, the Company tendered all of its shares in Aisan Industry Co., Ltd. (hereinafter “Aisan Industry”) in response to the Aisan Industry’s self-tender offer, and the purchase was successfully executed.

Since the delivery of the shares took place in April 2025, the Company has classified its holdings in Aisan Industry as held for sale as of the year ended March 31, 2025.

The breakdown of “Assets held for sale,” “Liabilities directly associated with assets held for sale” and “Other comprehensive income associated with assets held for sale” is as follows.

(Unit: Millions of yen)

	FY 2025 As of March 31, 2025		FY2025 As of March 31, 2025
Assets held for sale		Liabilities directly associated with assets held for sale	
Other financial assets	199,861	Deferred tax liabilities	50,243
		Other comprehensive income associated with assets held for sale	
		Net fair value gain on equity instruments designated as FVTOCI	115,884
Total	199,861	Total	166,127

13. Right-of-use assets

(1) The breakdown and movement of acquisition cost, accumulated depreciation and accumulated impairment losses, and carrying amount of right-of-use assets are as follows:

(Unit: Millions of yen)

Acquisition cost	Buildings and structures	Machinery and equipment	Land	Other	Total
Balance, April 1, 2023	45,221	8,696	18,078	2,649	74,644
Acquisition	15,482	1,600	394	374	17,850
Business combinations	—	—	—	—	—
Disposals	(14,600)	(3,457)	(2,598)	(1,757)	(22,412)
Foreign exchange differences	1,470	292	870	330	2,962
Other	2,840	77	(112)	(212)	2,593
Balance, March 31, 2024	50,413	7,208	16,632	1,384	75,637
Acquisition	9,816	1,194	1,446	11,344	23,800
Business combinations	—	—	—	—	—
Disposals	(9,041)	(1,402)	(638)	(261)	(11,342)
Foreign exchange differences	(34)	17	45	(13)	15
Other	106	(66)	—	(32)	8
Balance, March 31, 2025	51,260	6,951	17,485	12,422	88,118

(Unit: Millions of yen)

Accumulated depreciation and accumulated impairment losses	Buildings and structures	Machinery and equipment	Land	Other	Total
Balance, April 1, 2023	19,196	5,684	4,281	1,841	31,002
Depreciation (Note)	11,211	1,650	920	544	14,325
Impairment losses	—	—	—	—	—
Disposals	(10,009)	(3,429)	(981)	(1,802)	(16,221)
Foreign exchange differences	652	157	203	105	1,117
Other	(965)	18	17	(3)	(933)
Balance, March 31, 2024	20,085	4,080	4,440	685	29,290
Depreciation (Note)	10,835	1,397	887	3,127	16,246
Impairment losses	—	—	—	—	—
Disposals	(8,040)	(1,445)	(468)	(259)	(10,212)
Foreign exchange differences	19	2	(4)	(3)	14
Other	2	10	(40)	—	(28)
Balance, March 31, 2025	22,901	4,044	4,815	3,550	35,310

(Note) Depreciation of right-of-use assets is included in “Cost of revenue” and “Selling, general and administrative expenses” in the consolidated statement of income.

(Unit: Millions of yen)

Carrying amount	Buildings and structures	Machinery and equipment	Land	Other	Total
Balance, April 1, 2023	26,025	3,012	13,797	808	43,642
Balance, March 31, 2024	30,328	3,128	12,192	699	46,347
Balance, March 31, 2025	28,359	2,907	12,670	8,872	52,808

For the lease transactions, see Note 30 “Leases.”

(2) Impairment losses

The Group recognized impairment losses for the following assets:

For the year ended March 31, 2024

No impairment losses were recognized.

For the year ended March 31, 2025

No impairment losses were recognized.

14. Intangible assets

(1) The breakdown and movement of acquisition cost, accumulated amortization and accumulated impairment losses, and carrying amount of “Intangible assets” are as follows:

(Unit: Millions of yen)

Acquisition cost	Software	Development costs	Goodwill	Customer-related assets	Technology-based assets	Other	Total
Balance, April 1, 2023	178,946	40,672	25,381	52,063	14,876	39,656	351,594
Acquisition	15,648	—	—	—	—	12,289	27,937
Internally generated	2,477	23,260	—	—	—	94	25,831
Business combinations (Note)	—	—	9,895	162	10,039	68	20,164
Disposals	(7,754)	(429)	(7,377)	(14,524)	—	(2,533)	(32,617)
Foreign exchange differences	3,938	14	887	117	96	421	5,473
Other	8,350	979	—	—	—	(10,409)	(1,080)
Balance, March 31, 2024	201,605	64,496	28,786	37,818	25,011	39,586	397,302
Acquisition	16,769	—	—	—	—	14,651	31,420
Internally generated	570	32,161	—	—	—	151	32,882
Business combinations	—	—	—	—	—	—	—
Disposals	(30,865)	(812)	—	—	—	(3,384)	(35,061)
Foreign exchange differences	(332)	(69)	775	319	623	93	1,409
Other	11,629	879	—	—	—	(17,458)	(4,950)
Balance, March 31, 2025	199,376	96,655	29,561	38,137	25,634	33,639	423,002

(Note) The increase in “Business combinations” for the year ended March 31, 2024 was due to the acquisition of Belua Beheer B.V. (See Note 6 “Business combinations”).

(Unit: Millions of yen)

Accumulated amortization and accumulated impairment losses	Software	Development costs	Goodwill	Customer-related assets	Technology-based assets	Other	Total
Balance, April 1, 2023	120,387	16,505	2,200	21,780	5,657	14,853	181,382
Amortization (Note)	25,454	4,477	—	2,870	1,761	4,105	38,667
Impairment losses	—	—	—	—	—	—	—
Disposals	(7,281)	—	(2,200)	(13,514)	—	(2,289)	(25,284)
Foreign exchange differences	2,689	12	—	18	14	236	2,969
Other	(995)	449	—	—	—	353	(193)
Balance, March 31, 2024	140,254	21,443	—	11,154	7,432	17,258	197,541
Amortization (Note)	24,672	548	—	2,417	2,069	2,331	32,037
Impairment losses	—	—	—	—	—	—	—
Disposals	(29,965)	—	—	—	—	(1,167)	(31,132)
Foreign exchange differences	(303)	(68)	—	90	77	38	(166)
Other	(328)	(4)	—	—	—	(4,283)	(4,615)
Balance, March 31, 2025	134,330	21,919	—	13,661	9,578	14,177	193,665

(Note) Amortization of intangible assets is included in “Cost of revenue” and “Selling, general and administrative expenses” in the consolidated statement of income.

(Unit: Millions of yen)

Carrying amount	Software	Development costs	Goodwill	Customer-related assets	Technology-based assets	Other	Total
Balance, April 1, 2023	58,559	24,167	23,181	30,283	9,219	24,803	170,212
Balance, March 31, 2024	61,351	43,053	28,786	26,664	17,579	22,328	199,761
Balance, March 31, 2025	65,046	74,736	29,561	24,476	16,056	19,462	229,337

The research and development expenditures recognized in profit or loss for the years ended March 31, 2024 and 2025 were ¥527,945 million and ¥587,243 million, respectively. These amounts were included in “Cost of revenue” and “Selling, general and administrative expenses” in the consolidated statement of income.

(2) Impairment losses

The Group recognized impairment losses for the following assets:

For the year ended March 31, 2024

No impairment losses were recognized.

For the year ended March 31, 2025

No impairment losses were recognized.

(3) Material intangible assets

The material intangible assets recognized in the consolidated statement of financial position are as follows:

For the year ended March 31, 2024

	Carrying amount (Millions of yen)	Average remaining amortization periods (Years)
Customer-related assets	26,664	18.5
Technology-based assets	17,579	12.8

Significant intangible assets recognized for the year ended March 31, 2024 were as follows:

- Customer-related assets (carrying amount of ¥22,425 million, remaining amortization period of 21.0 years) and technology-based assets (carrying amount of ¥3,410 million, remaining amortization period of 6.0 years), which were recognized as a result of the acquisition of the core electronic component operation from Toyota Motor Corporation.
- Customer-related assets (carrying amount of ¥135 million, remaining amortization period of 2.5 years) and technology-based assets (carrying amount of ¥9,779 million, remaining amortization period of 18.5 years), which were recognized as a result of the acquisition of Belua Beheer B.V.

For the year ended March 31, 2025

	Carrying amount (Millions of yen)	Average remaining amortization periods (Years)
Customer-related assets	24,476	18.1
Technology-based assets	16,056	12.4

Significant intangible assets recognized for the year ended March 31, 2025 were as follows:

- Customer-related assets (carrying amount of ¥21,358 million, remaining amortization period of 20.0 years) and technology-based assets (carrying amount of ¥2,842 million, remaining amortization period of 5.0 years), which were recognized as a result of the acquisition of the core electronic component operation from Toyota Motor Corporation.
- Customer-related assets (carrying amount of ¥84 million, remaining amortization period of 1.5 years) and technology-based assets (carrying amount of ¥9,601 million, remaining amortization period of 17.5 years), which were recognized as a result of the acquisition of Belua Beheer B.V.

(4) Impairment test for goodwill

Goodwill is allocated to cash-generating units, or groups of cash-generating units, and tested for impairment annually or whenever there is any indication of impairment.

Goodwill acquired in business combinations is allocated to each of the cash-generating units or groups of cash-generating units that are expected to benefit from excess earning powers in the future from synergies resulting from the business combination. Allocations to each of the cash-generating units or groups of cash-generating units are as follows:

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
The Company (Note 1)	7,265	7,265
DENSO TEN group (Note 2)	1,938	1,938
DENSO FA YAMAGATA	3,464	3,464
Chongqing Chaoli Electric Appliance Co., Ltd.	3,817	4,144
Belua Beheer B.V. (Note 3)	9,898	10,275
Other	2,404	2,475
Total	28,786	29,561

(Note 1) Goodwill allocated to the Company was allocated to the related business field.

(Note 2) Goodwill allocated to the DENSO TEN group was allocated to DENSO TEN and its key subsidiaries.

(Note 3) The Company acquired Belua Beheer B.V. as a consolidated subsidiary for the year ended March 31, 2024 (See Note 6 “Business combinations”).

Recoverable amounts for each cash-generating unit or group of cash-generating units are calculated using the maximum value in use based on the five-year business plan prepared based on past experiences and external evidence. Such business plans are approved by management. Cash flow projections beyond the five-year period are extrapolated using a steady or declining growth rate. They were discounted using the weighted-average cost of capital 10.33%-12.81% of cash-generating units or groups of cash-generating units. While the recoverable amounts exceeded the carrying amounts for the year ended March 31, 2025, an increase in the discount rate of 0.7% would result in impairment losses.

15. Income taxes

(1) Income tax expenses

“Income tax expenses” for each fiscal year are as follows:

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Current income tax expenses		
Current year	142,545	149,380
Prior years	(1,179)	12,822
Total	141,366	162,202
Deferred income tax expenses		
Occurrence and reversal of temporary differences	(58,887)	(27,820)
Changes in tax rate	—	(3,325)
Recognition of previously unrecognized deferred tax assets	(1,859)	(20,191)
Reversal of deferred tax assets recognized in the prior year	44	1,882
Total	(60,702)	(49,454)
Total of income tax expenses	80,664	112,748
Income taxes recognized in other comprehensive income	413,782	(223,947)

(Note) Due to the enactment of the “Act for Partial Revision of the Income Tax Act, etc.” (Act No. 13 of 2025) by the Japanese National Diet on March 31, 2025, the statutory effective tax rate used in calculating deferred tax assets and deferred tax liabilities for this consolidated fiscal year will be changed from the previous 30.07% to 30.96% for temporary differences expected to be resolved in consolidated fiscal years beginning on or after April 1, 2026.

The current income tax charges outside of Japan are calculated on the basis of the tax laws enacted or substantively enacted in the jurisdictions where the Company and its subsidiaries operate and generate taxable income.

The reconciliation between the applicable tax rates and the average effective tax rates reflected in the accompanying consolidated statements of income for each fiscal year is as follows:

(Unit: %)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Applicable statutory tax rate	30.07	30.07
Lower income tax rates applicable to income in certain foreign subsidiaries	(4.91)	(3.99)
Recognition of previously unrecognized deferred tax assets	(0.17)	(3.49)
Tax credit for R&D expenses	(5.43)	(2.78)
Dividends Received Deduction	(1.34)	(0.69)
Impact of the tax rate change	—	(0.58)
Other	0.27	0.97
Actual effective tax rate	18.49	19.51

“Recognition of previously unrecognized deferred tax assets,” which was included in “Other” for the year ended March 31, 2024, is presented separately for the year ended March 31, 2025 due to their increased materiality.

“Retained earnings of foreign subsidiaries” and “Share of the loss (profit) of associates and joint ventures accounted for using the equity method,” which were presented separately for the year ended March 31, 2024, were included in “Other” for the year ended March 31, 2025 because they are not material.

To reflect these changes in presentation, the notes for the year ended March 31, 2024 have been reclassified. As a result, “Retained earnings of foreign subsidiaries” of 3.12%, “Share of the loss (profit) of associates and joint ventures accounted for using the equity method” of (1.16)% and “Other” of (1.86)%, which were separately presented for the year ended March 31, 2024, have been reclassified as “Recognition of previously unrecognized deferred tax assets” of (0.17)% and “Other” of 0.27%.

(2) Deferred tax assets and liabilities

Changes in “Deferred tax assets” and “Deferred tax liabilities” for each fiscal year are as follows:

For the year ended March 31, 2024

(Unit: Millions of yen)

	Balance, beginning of year	Recognized in profit or loss	Recognized in other comprehensive income	Business combinations (Note 2)	Transfer to held for sale (Note 3)	Exchange differences on translating foreign operations	Balance, end of year
Deferred tax assets (Note 1)							
Accrued bonuses to employees	22,338	300	—	—	—	196	22,834
Reserve for warranty	22,685	53,518	—	—	—	144	76,347
Retirement benefit liabilities	68,207	(4,597)	3,691	—	—	312	67,613
Accrued vacations paid	23,160	1,207	—	—	—	96	24,463
Other	199,912	20,416	(3,662)	—	—	6,331	222,997
Total deferred tax assets	336,302	70,844	29	—	—	7,079	414,254
Deferred tax liabilities (Note 1)							
Investment in equity instruments	315,404	—	376,825	—	(111,343)	—	580,886
Depreciation	55,640	4,442	—	—	—	2,893	62,975
Retirement benefit assets	52,958	(3,370)	13,879	—	—	6	63,473
Other	20,840	9,070	148	2,537	—	1,020	33,615
Total deferred tax liabilities	444,842	10,142	390,852	2,537	(111,343)	3,919	740,949
Net	(108,540)	60,702	(390,823)	(2,537)	111,343	3,160	(326,695)

For the year ended March 31, 2025

(Unit: Millions of yen)

	Balance, beginning of year	Recognized in profit or loss	Recognized in other comprehensive income	Business combinations	Transfer to held for sale	Exchange differences on translating foreign operations	Balance, end of year
Deferred tax assets (Note 1)							
Accrued bonuses to employees	22,834	3,075	—	—	—	(37)	25,872
Reserve for warranty	76,347	2,697	—	—	—	(6)	79,038
Retirement benefit liabilities	67,613	1,811	(5,418)	—	—	(74)	63,932
Accrued vacations paid	24,463	1,648	—	—	—	(18)	26,093
Other	222,997	44,235	(11,112)	—	—	(3,093)	253,027
Total deferred tax assets	414,254	53,466	(16,530)	—	—	(3,228)	447,962
Deferred tax liabilities (Note 1)							
Investment in equity instruments	580,886	—	(241,802)	—	(1,224)	—	337,860
Depreciation	62,975	11,054	—	—	—	(217)	73,812
Retirement benefit assets	63,473	5,202	(14,072)	—	—	(6)	54,597
Other	33,615	(12,244)	1,150	—	—	(559)	21,962
Total deferred tax liabilities	740,949	4,012	(254,724)	—	(1,224)	(782)	488,231
Net	(326,695)	49,454	238,194	—	1,224	(2,446)	(40,269)

(Note 1) The recoverability of deferred tax assets was assessed based on sufficient amounts of taxable temporary differences and future taxable income, and feasibility of tax planning.

The Group has applied the exception to the requirements in IAS 12 that an entity does not recognize or disclose information about deferred tax assets and liabilities related to the OECD Pillar Two model rules for income taxes.

(Note 2) The increase in “Business combinations” for the year ended March 31, 2024 was due to the acquisition of Belua Beheer B.V. (See Note 6 “Business combinations”).

(Note 3) The decrease in “Transfer to held for sale” for the year ended March 31, 2024 was due to the decision to sell the shares of Toyota Industries Corporation (See Note 12 “Assets held for sale”).

“Deferred tax assets” and “Deferred tax liabilities” reported in the consolidated statement of financial position as of each fiscal year-end are as follows:

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Deferred tax assets	56,057	75,946
Deferred tax liabilities	382,752	116,215
Net deferred tax assets (liabilities)	(326,695)	(40,269)

The deductible temporary differences in which deferred tax assets were not recognized as of each fiscal year-end are as follows:

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Deductible temporary differences	89,272	45,051

The unused tax losses for which deferred tax assets were not recognized as of each fiscal year-end are as follows:

	(Unit: Millions of yen)	
	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Within 1 st year	5,449	4,841
2 nd year	5,331	3,837
3 rd year	7,419	3,562
4 th year	2,265	7,433
5 th year and thereafter	45,785	42,803
Total	66,249	62,476

As of March 31, 2024 and 2025, deferred tax liabilities were not recognized for taxable temporary differences associated with investments in subsidiaries, except for undistributed profits which were determined to be distributed. This was because the Company was able to control the timing of the reversal of the temporary differences and it was certain that the temporary differences would not reverse in the foreseeable future. The taxable temporary differences associated with investments in subsidiaries in which deferred tax liabilities were not recognized as of March 31, 2024 and 2025 were ¥1,740,000 million and ¥1,762,300 million, respectively.

(3) Uncertain tax position

The Company and its U.S.-based subsidiaries applied for prior confirmation regarding transfer pricing, and an agreement was reached between Japanese and U.S. tax authorities. During the previous fiscal year, which is the final business year of the period covered by the prior confirmation, it became more likely that compensatory adjustments will be made to reduce the Company's income and increase the income of its U.S.-based subsidiaries as a result of mutual negotiations between Japanese and U.S. tax authorities. Accordingly, the Company and its U.S.-based subsidiaries each recognized assets and liabilities related to uncertain tax positions.

As a result, in the previous fiscal year, income tax expenses decreased by ¥1,679 million. The amount of such impact is calculated based on the expected profit and loss of the U.S.-based subsidiaries.

Although these estimates have no significant changes in the assumptions, they include uncertainties for the current fiscal year. If unpredictable changes to assumptions, etc., lead to changes in estimates, they may result in a significant impact on the consolidated financial statements for the next fiscal year and beyond.

(4) Global minimum tax

In the reforms to the Japanese tax system made in 2023, a corporate tax complying with the global minimum tax was newly created, with the tax reform act ("Act for Partial Revision of the Income Tax Act, etc.," Act No.3 of 2023) (hereinafter "Revised Corporation Tax Act") enacted on March 28, 2023 that includes the relevant regulations for the global minimum tax. Within the global minimum tax rules in the Revised Corporation Tax Act, an income inclusion rule ("IIR") has been introduced. Applicable from the current fiscal year, an additional tax will be imposed on parent companies located in Japan up to the minimum tax rate (15%) of the taxes borne by the subsidiaries, etc. of those parent companies located in Japan.

In the Group, the tax burden is lower than the minimum tax rate (15%) in subsidiaries located in the United Arab Emirates and other countries, but this taxation has an immaterial impact on the consolidated financial statement.

16. Bonds and borrowings

The breakdown of “Bonds and borrowings” at each fiscal year-end is as follows:

The Company is subject to financial covenants with respect to a portion of its borrowings from financial institutions and has complied with such covenants for the years ended March 31, 2024 and 2025. In addition, the Company monitors each compliance status to maintain the level required by such financial covenants.

	FY2024 As of March 31, 2024 (Millions of yen)	FY2025 As of March 31, 2025 (Millions of yen)	Average interest rate (%) (Note 1)	Maturity date
With collateral				
Short-term borrowings	—	—	—	—
Current portion of long-term borrowings	—	—	—	—
Long-term borrowings	—	—	—	—
Without collateral				
Short-term borrowings	178,516	107,364	3.73	—
Current portion of bonds (Note 2)	20,000	—	—	—
Current portion of long-term borrowings	134,000	145,000	0.11	—
Bonds (Note 2)	175,705	249,520	—	—
Long-term borrowings	342,500	197,500	0.25	From 2026 to 2031
Total	850,721	699,384	—	—

(Note 1) Average interest rate indicates the weighted-average interest rates applicable to borrowings at each fiscal year-end.

(Note 2) Bonds at each fiscal year end consisted of the following:

Issuer	Name of bond	Date of Issuance	FY2024 As of March 31, 2024 (Millions of yen)	FY2025 As of March 31, 2025 (Millions of yen)	Interest rate (%)	Collateral	Redemption period
The Company	The 13th unsecured bonds	September 8, 2016	20,000	20,000	0.14	None	September 18, 2026
	The 15th unsecured bonds	June 8, 2017	40,000	40,000	0.25	None	June 18, 2027
	The 17th unsecured bonds	April 26, 2018	20,000 (20,000)	—	0.18	None	March 19, 2025
	The 18th unsecured bonds	April 26, 2018	40,000	40,000	0.32	None	March 17, 2028
	Due 2026 U.S. dollar-denominated straight bonds (sustainability bonds)	September 16, 2021	75,705	74,760	1.24	None	September 16, 2026
	Due 2029 U.S. dollar-denominated straight bonds (sustainability bonds)	September 11, 2024	—	74,760	4.42	None	September 11, 2029
Total	—	—	195,705 (20,000)	249,520	—	—	—

(Note) The amounts in parentheses under “FY2024 (Millions of yen)” indicate current portion of bonds.

17. Trade and other payables

The breakdown of “Trade and other payables” at each fiscal year-end are as follows:

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Notes and accounts payable (Note 1)	813,707	843,841
Other (Note 2)	418,756	431,066
Total	1,232,463	1,274,907

(Note 1) “Trade and other payables” are classified as financial liabilities measured at amortized cost.

(Note 2) Other includes mainly accrued expenses and notes/accounts payable for equipment.

The Group has entered into supplier finance arrangements with third-party financial institutions, under which payments are made to the financial institutions based on contracts concluded with each supplier. Suppliers may, at their discretion, receive early payment at a discount from third-party financial institutions. The Group has not pledged any assets or provided any third-party guarantees for supplier finance arrangements.

The carrying amount of the financial liabilities related to supplier finance arrangements is as below.

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Carrying amount of the financial liabilities related to supplier finance arrangements	141,892	170,339
Trade and other payables of which suppliers have received payment from third-party financial institutions (Note)	—	22,063

The range of payment due dates related to the supplier finance arrangements is as below.

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Financial liabilities related to supplier finance arrangements (Note)	—	90-150 days after invoice date
Comparable trade payables that are not part of supplier finance arrangements (Note)	—	30-150 days after invoice date

(Note) The Group has applied the transitional provisions of “Supplier Finance Arrangements” (amendments to IAS 7 and IFRS 7) and has not disclosed information for the fiscal year ended March 31, 2024.

The supplier finance arrangements entered into by the Group are not expected to result in a concentration or significant extension of payment due dates compared to the normal payment terms agreed with other suppliers not participating in the arrangements, and the Group is not exposed to significant liquidity risk arising from these arrangements.

For the fiscal year ended March 31, 2025, there were no significant non-cash changes in the carrying amounts of financial liabilities related to the supplier finance arrangements.

18. Provisions

“Provisions” were included in current liabilities and non-current liabilities in the consolidated statement of financial position.

The breakdown and movements in provisions for each fiscal year are as follows:

(Unit: Millions of yen)

	Reserve for warranty (Note)	Provision for loss on antitrust issues	Other	Total
Balance, April 1, 2023	82,766	11,743	13,658	108,167
Provisions made	215,780	1,984	13,174	230,938
Provisions used	(34,988)	(1,591)	(5,941)	(42,520)
Provisions reversed	(8,042)	—	(4,585)	(12,627)
Foreign exchange differences	10,455	1,483	1,059	12,997
Balance, March 31, 2024	265,971	13,619	17,365	296,955
Provisions made	78,396	345	8,077	86,818
Provisions used	(55,658)	(6,699)	(7,000)	(69,357)
Provisions reversed	(17,758)	—	(5,413)	(23,171)
Foreign exchange differences	(2,040)	(267)	(457)	(2,764)
Balance, March 31, 2025	268,911	6,998	12,572	288,481

(Note) A portion of the reserve for warranty is expected to be reimbursed by mutual agreement with the Group’s suppliers. The estimated amounts of reimbursements were ¥3,027 million and ¥2,382million as of March 31, 2024 and 2025, respectively. The amounts are included in “Trade and other receivables” in the consolidated statement of financial position.

19. Post-employment benefits

The Group has funded or unfunded defined benefit plans and defined contribution plans as employee retirement benefit plans. The benefits for defined benefit plans are provided based on conditions, such as points that employees acquired in compensation for each year of service, years of service, and others. The pension amounts that are actuarially calculated using certain ratios of relevant wages and salaries are accumulated as funds to prepare for the payment of future benefits. In addition, the Group may pay additional retirement grants for employees which do not meet the definition of defined benefit plans under IFRS Accounting Standards.

The funded defined benefit plans are managed by a fund that is legally segregated from the Group in accordance with statutory requirements. The board of the pension fund and the trustees of the plan are required by law to act in the best interests of the plan participants and are responsible for managing the plan assets in accordance with the designated investment strategy.

(1) Defined benefit plans

The balance and changes in the present value of the defined benefit obligation and fair value of plan assets are as follows:

1) Changes in the defined benefit obligation

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Balance, beginning of year	875,242	812,850
Service cost	33,981	31,817
Interest cost on obligation	12,981	14,200
Actuarial gains and losses (Demographic)	6,296	3,720
Actuarial gains and losses (Financial)	(34,646)	(62,966)
Actuarial gains and losses (Adjustment of results)	1,764	2,429
Liquidation	(38,846)	—
Business transfer (Note 1)	(1,944)	—
Benefits paid	(49,941)	(50,058)
Foreign exchange differences	7,963	(1,443)
Balance, end of year	812,850	750,549

(Note 1) The decrease in “Business transfer” for the year ended March 31, 2024 was due to the transfer of TD MOBILE business (See Note 12 “Assets held for sale”).

2) Changes in the plan assets

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Balance, beginning of year	755,678	761,421
Interest income on plan assets	10,739	12,184
Income from plan assets other than interest	30,424	(37,787)
Employer contributions	25,229	18,261
Liquidation	(37,422)	—
Business transfer (Note 2)	(1,168)	—
Benefits paid	(27,734)	(28,891)
Foreign exchange differences	5,675	(1,240)
Balance, end of year	761,421	723,948

(Note 2) The decrease in “Business transfer” for the year ended March 31, 2024 was due to the transfer of TD MOBILE business (See Note 12 “Assets held for sale”).

3) Reconciliation of balances of defined benefit obligations and plan assets

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Defined benefit obligation, end of year	812,850	750,549
Plan assets, end of year	761,421	723,948
Effect of the asset ceiling	80,835	124,798
Net amount of defined benefit obligation and plan assets	132,264	151,399
Retirement benefit liabilities	238,201	221,883
Retirement benefit assets	105,937	70,484
Net amount of liabilities and assets recognized in the consolidated statement of financial position	132,264	151,399

Investment policy

The Group's investment policy for the plan assets of its defined benefit pension plans is to procure an adequate return to provide future payments of pension benefits over the long term by optimizing risk tolerance and formulating a well-diversified portfolio including investments such as equity instruments, debt instruments, and insurance contracts.

Considering the funded status of the pension plans and surrounding economic environment for investments, the Group's investment strategy may be revised as needed.

Moreover, the Group continuously monitors and pays extra attention to the diversification of risks relevant to strategies and investment managers for the purpose of risk control and, thereby, pursues efficient risk management.

Major components of plan assets

The fair values of plan assets for the years ended March 31, 2024 and 2025 are as follows:

As of March 31, 2024

(Unit: Millions of yen)

Category	Plan assets that have a quoted market price in an active market	Plan assets that do not have a quoted market price in an active market	Total
Equity instruments			
Japanese equity securities	98,685	—	98,685
Global equity securities	196	2,058	2,254
Commingled funds— Japanese equity securities	—	43,393	43,393
Commingled funds— Global equity securities	—	23,748	23,748
Total—Equity instruments	98,881	69,199	168,080
Debt instruments			
Japanese debt securities	16,184	—	16,184
Global debt securities	50,034	—	50,034
Commingled funds— Japanese debt securities	—	56,650	56,650
Commingled funds— Global debt securities	—	24,260	24,260
Other	177	9,912	10,089
Total—Debt instruments	66,395	90,822	157,217
Insurance contracts (Note 1)	—	222,828	222,828
Other (Note 2)	19,108	194,188	213,296
Total	184,384	577,037	761,421

(Note 1) Insurance contracts include investments in life insurance company general accounts, which are guaranteed for the principal amount and interest rate by life insurance companies.

(Note 2) Other includes mainly cash and cash equivalents.

As of March 31, 2025

(Unit: Millions of yen)

Category	Plan assets that have a quoted market price in an active market	Plan assets that do not have a quoted market price in an active market	Total
Equity instruments			
Japanese equity securities	69,469	—	69,469
Global equity securities	254	2,101	2,355
Commingled funds— Japanese equity securities	—	41,412	41,412
Commingled funds— Global equity securities	—	23,742	23,742
Total—Equity instruments	69,723	67,255	136,978
Debt instruments			
Japanese debt securities	15,017	—	15,017
Global debt securities	17,427	—	17,427
Commingled funds— Japanese debt securities	—	51,622	51,622
Commingled funds— Global debt securities	—	24,760	24,760
Other	293	10,750	11,043
Total—Debt instruments	32,737	87,132	119,869
Insurance contracts (Note 1)	—	175,478	175,478
Other (Note 2)	79,160	212,463	291,623
Total	181,620	542,328	723,948

(Note 1) Insurance contracts include investments in life insurance company general accounts, which are guaranteed for the principal amount and interest rate by life insurance companies.

(Note 2) Other includes mainly cash and cash equivalents.

Changes in the effect of the asset ceiling are as follows:

Any economic benefits are not available because future contributions are not reduced or refunded.

Consequently, an unrecognized surplus has arisen in some pension plans of the Group.

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Balance, the effect of the asset ceiling at the beginning of year	51,490	80,835
Interest income	591	1,154
Remeasurement Changes in the effect of the asset ceiling	28,754	42,809
Balance, the effect of the asset ceiling at the end of year	80,835	124,798

The major items of actuarial assumptions as of each fiscal year-end are as follows:

(Unit: %)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Discount rate	1.63	2.31

Changes in the key assumptions may affect the measurement of defined benefit obligations as follows. In addition, this analysis shows the sensitivity to the key assumptions without considering all information of projected cash flow.

(Unit: Millions of yen)

	Increase (decrease) of defined benefit obligations as of March 31, 2025
Discount rate: Decreased by 0.5%	44,447
Discount rate: Increased by 0.5%	(40,047)

The Group expects ¥18,030 million of the contribution to be paid from April 1, 2025 to March 31, 2026.

The weighted-average duration of the defined benefit obligations for the years ended March 31, 2024 and 2025 was 16 years.

(2) Defined contribution plans

The amounts recognized as expenses related to the defined contribution plans for the years ended March 31, 2024 and 2025 were ¥15,192 million and ¥15,491 million, respectively.

20. Equity and other equity items

(1) Capital stock and Capital surplus

Under the Companies Act, at least 50% of the proceeds of certain issues of common shares shall be credited to “Capital stock.” The remainder of the proceeds shall be credited to “Capital surplus.” The Companies Act permits, upon approval at the general meeting of shareholders, the transfer of amounts from “Capital surplus” to “Capital stock.”

The numbers of authorized shares for the year ended March 31, 2024 and 2025 were 6,000 million shares.

The number of fully paid issued shares and the increase/decrease in each fiscal year-end are as follows:

	Number of shares (Shares)	Capital stock (Millions of yen)	Capital surplus (Millions of yen)
FY2024 As of March 31, 2024	3,151,779,804	187,457	273,481
(Decrease) Increase	(240,800,113)	—	2,316
FY2025 As of March 31, 2025	2,910,979,691	187,457	275,797

(Note) The shares issued by the Company are non-par value ordinary shares that have no restriction on any content of rights. The decrease in the number of shares is due to a retirement of treasury stock based on the resolution of the Board of Directors meeting held on October 31, 2024.

(2) Retained earnings

The Companies Act provides that an amount equal to 10% of dividends shall be appropriated as “Capital surplus” or as a legal reserve until the aggregate amount of the “Capital surplus” and the legal reserve equals 25% of “Capital stock.” The legal reserve may be used to eliminate or reduce a deficit or be transferred to “Retained earnings” upon approval at the general meeting of shareholders.

(3) Treasury stock

The Companies Act allows Japanese companies to purchase and hold treasury stock. Japanese companies are allowed to decide the number, amount, and other aspects of the treasury stock to be acquired, not exceeding the amount available for distribution, upon resolution at the shareholders’ meeting. The Companies Act also allows Japanese companies to purchase treasury stock through market transactions or tender offer by resolution of the board of directors, as long as it is allowed under the articles of incorporation, subject to limitations imposed by the Companies Act.

The increase/decrease of treasury stock as of each fiscal year-end is as follows:

	Number of shares (Shares)	Amount (Millions of yen)
FY2024 As of March 31, 2024	241,014,828	452,140
Decrease	(147,350,914)	(262,712)
FY2025 As of March 31, 2025	93,663,914	189,428

(Note) “Decrease” includes an increase of 93,558,500 shares due to the acquisition of treasury stock based on the resolution of the Board of Directors meeting held on October 31, 2024, and a decrease of 240,800,113 shares due to a retirement of treasury stock based on the resolution of the same meeting.

(4) Other components of equity

1) Net fair value gain (loss) on equity instruments designated as FVTOCI

Net fair value gain (loss) on equity instruments designated as FVTOCI is the accumulated gains and losses related to financial instruments measured at the fair value through other comprehensive income.

2) Remeasurements of defined benefit pension plans

Remeasurements of defined benefit pension plans are the amount affected by the difference between the actuarial assumption, actual result and by the change of the actuarial assumption and the effect of the asset ceiling. The amount is recognized through other comprehensive income as incurred, then immediately transferred from other components of equity to retained earnings.

3) Exchange differences on translating foreign operations

Exchange differences on translating foreign operations are the foreign exchange differences which are recognized when translating the results and financial position of a foreign operation of the Group from a functional currency into the presentation currency of the Group.

4) Cash flow hedges

Cash flow hedges are the accumulated amounts of the effective portion of gains and losses, arising from changes in the fair value of hedging instruments for cash flow hedges.

21. Dividends

Total annual dividends for each fiscal year are as follows:

Resolution	Class of shares	Total dividends (Millions of yen)	Dividends per share (Yen)	Record date	Effective date
Board of Directors’ meeting held on April 27, 2023	Ordinary shares	71,141	95	March 31, 2023	May 25, 2023
Board of Directors’ meeting held on October 31, 2023	Ordinary shares	74,888	100	September 30, 2023	November 27, 2023
Board of Directors’ meeting held on April 26, 2024	Ordinary shares	87,327	30	March 31, 2024	May 23, 2024
Board of Directors’ meeting held on October 31, 2024	Ordinary shares	93,151	32	September 30, 2024	November 26, 2024

(Note) On October 1, 2023, the Company effected a 4-for-1 split of common stock. For reference dates prior to September 30, 2023, “Dividends per share” indicates the amount prior to the stock split.

Dividends for which the record date is in the current fiscal year, yet the effective date is in the following fiscal year, are as follows:

Resolution	Class of shares	Source of dividends	Total dividends (Millions of yen)	Dividends per share (Yen)	Record date	Effective date
Board of Directors' meeting held on April 25, 2025	Ordinary shares	Retained earnings	90,157	32	March 31, 2025	May 27, 2025

22. Revenue

(1) Disaggregation of revenue

The Group serves automobile manufacturers around the world and supplies a wide range of automotive technology, system and products to mainly OEMs. In the aftermarket and non-automotive business, the Group mainly supplies automotive service parts and accessories to end-users. Revenue generated from these businesses is recorded in accordance with contracts with customers and is presented as "Revenue."

Disaggregated revenue by customer is as follows:

For the year ended March 31, 2024

(Unit: Millions of yen)

Toyota Group	3,667,452
Other Original Equipment Manufacturing Sales	2,821,623
Total Original Equipment Manufacturing Sales	6,489,075
Aftermarket and Non-Automotive Business	655,658
Total	7,144,733

(Note 1) The amounts are after deduction of inter-group transactions.

(Note 2) The "Total Original Equipment Manufacturing Sales" includes income from subleasing right-of-use assets of ¥14,622 million, under IFRS 16.

For the year ended March 31, 2025

(Unit: Millions of yen)

Toyota Group	3,903,121
Other Original Equipment Manufacturing Sales	2,639,676
Total Original Equipment Manufacturing Sales	6,542,797
Aftermarket and Non-Automotive Business	618,980
Total	7,161,777

(Note 1) The amounts are after deduction of inter-group transactions.

(Note 2) The "Total Original Equipment Manufacturing Sales" includes income from subleasing right-of-use assets of ¥3,503 million, under IFRS 16.

Disaggregated revenue by product is as follows:

For the year ended March 31, 2024

(Unit: Millions of yen)

Thermal Systems	1,730,859
Powertrain Systems	1,518,566
Mobility Electronics	1,941,723
Electrification Systems	1,241,622
Advanced Devices	423,934
Others	143,199
Automotive Total	6,999,903
Non-Automotive Business Total	144,830
Total	7,144,733

(Note 1) The amounts are after deduction of inter-group transactions.

(Note 2) The "Automotive Total" includes income from subleasing right-of-use assets of ¥14,622 million, under IFRS 16.

For the year ended March 31, 2025

(Unit: Millions of yen)

Thermal Systems	1,728,469
Powertrain Systems	1,438,591
Mobility Electronics	2,017,304
Electrification Systems	1,354,426
Advanced Devices	388,803
Others	113,659
Automotive Total	7,041,252
Non-Automotive Business Total	120,525
Total	7,161,777

(Note 1) The amounts are after deduction of inter-group transactions.

(Note 2) The “Automotive Total” includes income from subleasing right-of-use assets of ¥3,503 million, under IFRS 16.

For the breakdown of revenue by geographical segment and revenue to the Toyota Group, see Note 5 “Segment information.”

(2) Contract balances

The breakdown of contract balances of the Group is as follows:

(Unit: Millions of yen)

	April 1, 2023	March 31, 2024	March 31, 2025
Receivables from contracts with customers			
Trade and other receivables	1,160,421	1,123,568	1,128,846
Total	1,160,421	1,123,568	1,128,846
Contract assets			
Other current assets	4,323	3,957	5,982
Other non-current assets	4,161	4,491	3,551
Total	8,484	8,448	9,533

The balance and changes in contract assets are both immaterial.

Of the revenue recognized for the fiscal years ended March 31, 2024 and 2025, the amounts included in the balance of contract liabilities at the beginning of the periods, or the amounts of revenue recognized from performance obligations that have been satisfied (or partially satisfied) in previous periods, are immaterial.

(3) Refund liabilities

The Group expects a portion of the product sales transactions to be refunded to customers due to estimated discounts. Refund liabilities of ¥16,771 million and ¥24,695 million are included in “Other current liabilities” for the fiscal years ended March 31, 2024 and 2025, respectively.

(4) Transaction price allocated to remaining performance obligations

As the Group does not have significant contracts with an expected term in excess of one year, the Group has applied the practical expedient and omitted the information on remaining performance obligations. In addition, considerations arising from contracts with customers do not include significant amounts that are not included in the transaction price.

23. Other income

The breakdown of “Other income” for each fiscal year is as follows:

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Rental income-property, plant and equipment	2,667	2,415
Gain on sales-property, plant and equipment	6,168	37,223
Gain on business transfer	6,723	—
Other (Note)	33,942	23,883
Total	49,500	63,521

(Note) “Other” for the year ended March 31, 2024 included a profit of ¥2,858 million as a result of the remeasurement of the equity interest of Belua Beheer B.V. previously held at the time of acquisition of control by the Company at the fair value on the acquisition date (See Note 6 “Business combinations”).

24. Selling, general and administrative expenses and other expenses

The breakdown of “Selling, general and administrative expenses” for each fiscal year is as follows:

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Freight expenses	45,818	46,971
Employee benefit expenses	221,826	233,322
Provision for warranty reserve	205,108	59,726
Depreciation	35,346	35,854
Welfare expenses	38,364	38,850
Other	168,702	189,950
Total	715,164	604,673

The breakdown of “Other expenses” for each fiscal year is as follows:

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Loss on sales or disposal-property, plant and equipment	15,462	14,574
Loss on litigation	1,277	—
Other (Note)	26,951	28,188
Total	43,690	42,762

(Note) “Other” for the year ended March 31, 2024 included losses on antitrust issues, which were settlement amounts, etc., with regard to the alleged violation of antitrust law or competition law in connection with certain past transactions regarding specific auto parts in the amount of ¥4,951 million. “Other” for the year ended March 31, 2025 included employee retirement-related expenses at consolidated subsidiaries in the amount of ¥10,042 million, as part of structural reforms.

25. Income and expenses pertaining to financial instruments

The breakdown of “Finance income” for each fiscal year is as follows:

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Interest income		
Financial assets measured at amortized cost (i.e., deposits and other)	30,772	34,593
Dividend income		
Financial assets measured at fair value through other comprehensive income (Note)	45,677	50,395
Other	2,262	1,380
Total	78,711	86,368

(Note) Dividend income from the financial assets measured at fair value through other comprehensive income, which was recognized in each fiscal year included the dividend income from the financial assets measured at fair value through other comprehensive income which were derecognized in each fiscal year (See Note 10 “Other financial assets”).

The breakdown of “Finance costs” for each fiscal year is as follows:

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Interest expenses		
Financial liabilities measured at amortized cost (i.e., bonds, borrowings, and other)	12,835	12,328
Financial liabilities measured at fair value through profit or loss (i.e., interest rate derivatives)	1,444	197
Loss on derivatives		
Financial liabilities measured at fair value through profit or loss (share forward agreement)	—	7,332
Interest on defined benefit liabilities, net	2,242	2,016
Loss on net monetary position	4,416	1,623
Other	1,309	2,314
Total	22,246	25,810

26. Earnings per share

(1) Basis of calculating basic earnings per share

1) Profit for the year attributable to owners of the parent company

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Profit attributable to owners of the parent company	312,791	419,081

2) Average number of shares—basic

(Unit: Thousands of shares)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Average number of shares—basic	2,979,855	2,889,885

(Note) On October 1, 2023, the Company effected a 4-for-1 split of common stock. Average number of shares—basic is calculated on the assumption that the stock split was implemented at the beginning of the year ended March 31, 2024.

(2) Basis of determination of profit used to determine diluted earnings per share

Earnings per share-diluted is not presented as there are no shares with dilutive effect.

27. Other comprehensive income

The breakdown of “Other comprehensive income (loss),” including that attributable to non-controlling interests, for each fiscal year is as follows:

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Other comprehensive income (loss)		
Items that will not be reclassified subsequently to profit or loss		
Net fair value gain (loss) on equity instruments designated as FVTOCI		
Arising during the year	1,359,879	(777,643)
Income taxes	(403,446)	216,443
Total	956,433	(561,200)
Remeasurements of defined benefit pension plans		
Arising during the year	27,665	(24,933)
Income taxes	(10,188)	8,654
Total	17,477	(16,279)
Share of other comprehensive income (loss) of investments accounted for using the equity method		
Arising during the year	55	(16)
Total	55	(16)
Items that may be reclassified subsequently to profit or loss		
Exchange differences on translating foreign operations		
Arising during the year	222,391	(26,427)
Reclassification to profit or loss	(2,219)	(265)
Total	220,172	(26,692)
Cash flow hedges		
Arising during the year	(394)	1,684
Reclassification to profit or loss	884	2,201
Before income taxes	490	3,885
Income taxes	(148)	(1,150)
Total	342	2,735
Share of other comprehensive income (loss) of investments accounted for using the equity method		
Arising during the year	7,588	(360)
Total	7,588	(360)
Total other comprehensive income (loss)	1,202,067	(601,812)

The breakdown of other comprehensive income attributable to non-controlling interests (net of tax) for each fiscal year is as follows:

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Net fair value gain (loss) on equity instruments designated as FVTOCI	1,793	(1,049)
Remeasurements of net defined benefit pension plans	(852)	811
Exchange differences on translating foreign operations	9,780	985
Total	10,721	747

28. Non-financial transactions that are material

Details of non-financial transactions that are material

Assets and liabilities related to lease transactions are as follows:

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
The amounts of assets and liabilities related to lease transactions	30,989	24,314

29. Financial instruments

(1) Capital management

To achieve sustainable growth, the Group aims to ensure financial health while continuing stable and lasting returns to shareholders by managing its resources through activities such as facility investment in business, research and development, and mergers and acquisitions. Generally, the operating cash flows cover such funding by maintaining and strengthening the Group's profitability and cash-generating ability, with additional interest-bearing debt, such as debts and borrowings, if necessary. In addition, the Group secures funds to maintain stable financial health in the long term. The Group is not exposed to capital restrictions by external parties as of March 31, 2025.

(2) Description and extent of financial risks

In the course of its business activities, the Group is exposed to financial risks, such as credit risks, market risks, and liquidity risks, and performs risk management activities in accordance with certain policies to avoid or reduce these risks. The policy of funding, including derivative transactions at the Company, is approved by the Board of Directors at the beginning of each fiscal year and governs internal regulations, which stipulate the internal controls for derivative transactions and relevant risk management.

The Group policy limits derivative transactions for the purpose of mitigating risks arising from transactions on actual demand. Therefore, the Group does not enter into derivative transactions for speculative purposes.

1) Credit risk

Receivables, such as notes and account receivables, acquired from the operating activities of the Group are exposed to customer credit risk. The Group manages its credit risks from receivables based on internal guidelines, which include monitoring of payment terms and balances of each customer to identify the default risk of customers at an early stage. As of March 31, 2025, receivables from the Toyota Group accounted for 41% of the total receivables.

The Group utilizes financial instruments in accordance with internal credit management regulations to minimize its risk on short-term investment trusts on debt securities, bonds, and debentures. In line with the internal asset management regulations, the Group transacts with highly rated financial institutions, securities, and issuing entities, therefore credit risk is deemed immaterial.

The counterparties to derivative transactions are limited to highly rated financial institutions to minimize credit risks arising from counterparties.

The carrying amount of financial assets, net of accumulated impairment loss, presented in the consolidated statement of financial position represents the maximum exposure of the Group's financial assets to credit risks without taking account of any collateral obtained.

The Group determined whether credit risk has significantly increased since initial recognition based on fluctuations in the risk of default, taking into consideration matters such as the financial situation of the customer and past due information. When contractual payments are more than 30 days past due, the credit risk is, in principle, deemed to have significantly increased. When evaluating credit risk, the Group takes into consideration reasonable and supportable information that is available without undue cost or effort, and in the event that it is possible to refute the determination based on this information, it may be assumed that there is no significant increase in credit risk.

In addition, the Group, in principle, deems a default to have occurred when contractual payments are more than 90 days past due and when credit impairment has occurred. The Group evaluates whether or not there

is any objective evidence to demonstrate that credit impairment has occurred at the end of each reporting period. Evidence of credit impairment includes a default or delinquency of the borrower, granting the borrower a concession that the Group would not otherwise consider, indications of bankruptcy of the issuer or obligor, and the disappearance of active markets. If future collection cannot be reasonably expected, the financial instrument is written off.

Changes in allowance for doubtful accounts

The Group recognizes an allowance for doubtful accounts taking into consideration the recoverability of trade receivables, etc., according to the credit status of counterparties. Expected credit losses are measured by multiplying the gross carrying amount by the expected credit loss rate. The expected credit loss rate is calculated based on reasonable and supportable information available without undue cost or effort, such as historical default rates, past due status of receivables, the financial position of the borrower, or the economic prospects of the industry to which the borrower belongs.

In addition, for financial instruments for which there is a significant increase in credit risk and credit-impaired financial assets, expected credit losses are calculated as the difference between the recoverable amount individually calculated and the gross carrying amount. The individually calculated recoverable amount factors in forecasts for future economic conditions of the counterparty in addition to its financial situation.

There have been no significant changes in estimation techniques or significant assumptions for the assessment of allowance for doubtful accounts during the current reporting period.

Increase and decrease of allowance for doubtful accounts are as follows:

Trade receivables

(Unit: Millions of yen)

	Lifetime expected credit losses		Total
	Non-credit-impaired financial assets	Credit-impaired financial assets	
Balance, April 1, 2023	1,850	2,696	4,546
Increase	1,551	525	2,076
Decrease—used	(321)	(806)	(1,127)
Decrease—reversed	(627)	(608)	(1,235)
Reclassification to credit-impaired financial assets	(860)	860	—
Foreign exchange differences	43	278	321
Balance, March 31, 2024	1,636	2,945	4,581
Increase	2,906	—	2,906
Decrease-used	(323)	(9)	(332)
Decrease-reversed	(1,010)	(245)	(1,255)
Reclassification to credit-impaired financial assets	(1,536)	1,536	—
Foreign exchange differences	(67)	59	(8)
Balance, March 31, 2025	1,606	4,286	5,892

(Note) Allowance for doubtful accounts is not recorded for contract assets or lease receivables.

Receivables except for trade receivables

(Unit: Millions of yen)

	12-month expected credit losses	Lifetime expected credit losses	Total
		Credit-impaired financial assets	
Balance, April 1, 2023	165	1,695	1,860
Increase	12	—	12
Decrease—used	—	—	—
Decrease—reversed	(61)	—	(61)
Reclassification to credit-impaired financial assets	—	—	—
Foreign exchange differences	6	122	128
Balance, March 31, 2024	122	1,817	1,939
Increase	1	—	1
Decrease—used	—	—	—
Decrease—reversed	(13)	—	(13)
Reclassification to credit-impaired financial assets	—	—	—
Foreign exchange differences	—	(21)	(21)
Balance, March 31, 2025	110	1,796	1,906

Changes in the gross carrying amount of financial instruments that contributed to the changes in the allowance for doubtful accounts are as follows:

Trade receivables

(Unit: Millions of yen)

	Lifetime expected credit losses		Total
	Non-credit-impaired financial assets	Credit-impaired financial assets	
Balance, April 1, 2023	1,057,566	3,710	1,061,276
New financial assets and derecognized financial assets during the period	(103,766)	(2,329)	(106,095)
Reclassification to credit-impaired financial assets	(3,222)	3,222	—
Foreign exchange differences	66,740	410	67,150
Balance, March 31, 2024	1,017,318	5,013	1,022,331
New financial assets and derecognized financial assets during the period	11,882	(2,139)	9,743
Reclassification to credit-impaired financial assets	(5,420)	5,420	—
Foreign exchange differences	(12,391)	124	(12,267)
Balance, March 31, 2025	1,011,389	8,418	1,019,807

Receivables except for trade receivables

(Unit: Millions of yen)

	12-month expected credit losses	Lifetime expected credit losses	Total
		Credit-impaired financial assets	
Balance, April 1, 2023	1,100	1,695	2,795
New financial assets and derecognized financial assets during the period	157	—	157
Reclassification to credit-impaired financial assets	—	—	—
Foreign exchange differences	—	122	122
Balance, March 31, 2024	1,257	1,817	3,074
New financial assets and derecognized financial assets during the period	(147)	—	(147)
Reclassification to credit-impaired financial assets	—	—	—
Foreign exchange differences	—	(21)	(21)
Balance, March 31, 2025	1,110	1,796	2,906

Risk profile

The breakdown of credit risk profiles by external credit ratings, etc., are as follows:

For the year ended March 31, 2024

Trade receivables, contract assets, or lease receivables

(Unit: Millions of yen)

	Lifetime expected credit losses		Total
	Non-credit-impaired financial assets	Credit-impaired financial assets	
Within due date	1,118,669	—	1,118,669
Past due within 90 days	20,723	—	20,723
Past due within 90 days to 1 year	2,877	3,276	6,153
Past due over 1 year	2,155	1,737	3,892
Total	1,144,424	5,013	1,149,437

Receivables except above

(Unit: Millions of yen)

	12-month expected credit losses	Lifetime expected credit losses	Total
		Credit-impaired financial assets	
Within due date	167,096	—	167,096
Past due within 30 days	—	—	—
Past due within 30 days to 90 days	—	—	—
Past due within 90 days to 1 year	—	—	—
Past due over 1 year	—	1,817	1,817
Total	167,096	1,817	168,913

(Note) Financial instruments for which the Group does not recognize credit losses due to low credit risk such as deposits at major financial instruments etc., among financial assets measured at amortized cost, are not included.

Bonds

(Unit: Millions of yen)

	12 months expected credit losses
Rating over AA	300

(Note) Rated by MOODY'S JAPAN, S&P GLOBAL RATINGS JAPAN and Rating and Investment Information, Inc.

For the year ended March 31, 2025

Trade receivables, contract assets, or lease receivables

(Unit: Millions of yen)

	Lifetime expected credit losses		Total
	Non-credit-impaired financial assets	Credit-impaired financial assets	
Within due date	1,116,869	—	1,116,869
Past due within 90 days	16,405	—	16,405
Past due within 90 days to 1 year	1,029	3,556	4,585
Past due over 1 year	660	4,862	5,522
Total	1,134,963	8,418	1,143,381

Receivables except above

(Unit: Millions of yen)

	12-month expected credit losses	Lifetime expected credit losses	Total
		Credit-impaired financial assets	
Within due date	130,851	—	130,851
Past due within 30 days	—	—	—
Past due within 30 days to 90 days	—	—	—
Past due within 90 days to 1 year	—	—	—
Past due over 1 year	—	1,796	1,796
Total	130,851	1,796	132,647

(Note) Financial instruments for which the Group does not recognize credit losses due to low credit risk such as deposits at major financial instruments etc., among financial assets measured at amortized cost, are not included.

Bonds

(Unit: Millions of yen)

	12 months expected credit losses
Rating over AA	299

(Note) Rated by MOODY'S JAPAN, S&P GLOBAL RATINGS JAPAN and Rating and Investment Information, Inc.

2) Market risk

i) Foreign exchange risk

The Group operates globally and is exposed to foreign currency risks related to transactions in currencies other than the local currencies in which the Group operates. Such foreign exchange risk is hedged principally by forward foreign currency contracts related to foreign currency trade receivables and payables. Currency swaps are used for borrowings in foreign currency and bonds as derivative transactions. Risk management is performed by the Company's accounting division based on the internal guidelines which prescribe the authority and limits for each transaction. The subsidiaries manage their derivative transactions based on similar guidelines.

The details of currency derivatives are as follows:

(Unit: Millions of yen)

	FY2024 As of March 31, 2024			FY2025 As of March 31, 2025		
	Contractual or notional amounts	Contractual or notional amounts due after one year	Fair value	Contractual or notional amounts	Contractual or notional amounts due after one year	Fair value
Forward exchange contracts						
Buying	4,229	—	(97)	2,880	—	(31)
Selling	76,971	—	(894)	59,204	—	390
Currency option						
Buying (put)	3,124	—	4	4,099	—	(4)
Selling (call)	3,124	—	6	4,099	—	2
Currency swaps						
Buying	71,286	—	2,343	40,188	—	569
Selling	12,966	9,688	236	10,320	8,275	145
Total	171,700	9,688	1,598	120,790	8,275	1,071

(Note) There is no derivative transaction above to which hedge accounting is applied.

Foreign exchange sensitivity analysis

Foreign exchange sensitivity analysis shows the effect on profit or loss and equity of 1% changes in the Japanese yen to the Company's balances of foreign currency as of the end of each fiscal year. This analysis is calculated by adjusting fluctuation by 1% on foreign exchange rates at the end of each reporting period. Also, the analysis is based on the assumption that other factors, such as balance and interest rate, are constant.

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Net profit or loss	519	297
Equity	519	297

ii) Interest-rate risks

Since the Group borrows funds at both fixed interest rates and variable interest rates, the Group's borrowings and bonds are exposed to interest rate fluctuation risk. The Group's interest-bearing borrowings mainly consist of bonds and borrowings with fixed interest rates, and the borrowings and bonds at the variable interest rate are essentially equivalent to fixed interest rate borrowings and bonds by using corresponding interest-rate swap agreements.

In accordance with the Group's internal policy for derivative transactions which prescribes the authorities and limited amounts, the Company's accounting department conducts its financial management activities. The subsidiaries manage their derivative transactions based on similar guidelines.

The details of Interest derivatives are as follows:

Interest derivative transactions to which hedge accounting is not applied

(Unit: Millions of yen)

	FY2024 As of March 31, 2024			FY2025 As of March 31, 2025		
	Contractual or notional amounts	Contractual or notional amounts due after one year	Fair value	Contractual or notional amounts	Contractual or notional amounts due after one year	Fair value
Interest rate swap						
Floating rate receipt, fixed rate payment	23,270	21,287	375	21,135	—	46
Cross currency swap						
Fixed rate receipt, fixed rate payment	46,455	710	(5,283)	50,363	—	3,546
Total	69,725	21,997	(4,908)	71,498	—	3,592

(Note) For interest derivative transactions to which hedge accounting is applied, see (3) Hedge accounting.

Interest rate sensitivity analysis

The table below shows the effect on the Group's profit or loss and equity arising from financial instruments affected by interest rate fluctuations, assuming the interest rate increases by 1% at the end of each fiscal year. This analysis is calculated by multiplying the net balance of floating-rate financial instruments held by the Group as of the fiscal year-end by 1% with neither future changes in the balances nor effects of foreign exchange fluctuations taken into account. The analysis assumes that all other variables remain constant.

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Net profit or loss	4,407	6,362
Equity	4,407	6,362

3) Liquidity risk

The Group raises funds through borrowings and bonds; however, such liabilities are exposed to the liquidity risk that the Group would not be able to repay liabilities on the due date due to the deterioration of the financing environment. The Group manages its liquidity risk by holding adequate volumes of liquid assets to cover the amounts of one month's consolidated revenue of the Group, along with adequate financial planning developed and revised by the Group's accounting department based on reports from each business unit.

The Group's remaining contractual maturities for financial liabilities as of each fiscal year-end are as follows:

(Unit: Millions of yen)

FY2024 As of March 31, 2024	Due in one year or less	Due after one year through five years	Due after five years	Total
Non-derivative financial liabilities				
Bonds and borrowings	332,516	480,705	37,500	850,721
Trade and other payables	888,033	—	—	888,033
Other financial liabilities (Note)	35,618	19,303	9,525	64,446
Derivative financial liabilities				
Derivatives	6,912	143	149	7,204

(Note) For lease liabilities which are included in other financial liabilities, see Note 30 "Leases."

(Unit: Millions of yen)

FY2025 As of March 31, 2025	Due in one year or less	Due after one year through five years	Due after five years	Total
Non-derivative financial liabilities				
Bonds and borrowings	252,364	429,520	17,500	699,384
Trade and other payables	907,431	—	—	907,431
Other financial liabilities (Note)	30,926	16,727	9,770	57,423
Derivative financial liabilities				
Derivatives	5,808	—	270	6,078

(Note) For lease liabilities which are included in other financial liabilities, see Note 30 “Leases.”

4) Price risks of equity instruments

The Group is exposed to equity price risks arising from equity instruments. These investments are not held for trading purposes. The Group periodically reviews the fair value of these instruments as well as the financial condition and relationships with investees.

Assuming that the share price rose or fell by 1% at each fiscal year-end, the increase or decrease in total equity would have amounted to approximately ¥18,738 million and ¥10,944 million for the years ended March 31, 2024 and 2025, respectively. As most marketable securities held by the Group are classified as financial assets measured at FVTOCI, a 1% rise or fall in share price would have an immaterial impact on profit or loss.

The significant unobservable input used in measuring the fair value of non-marketable shares and other equity securities is the non-liquid discount rate. Substantial increase or decrease in such inputs causes material increase or decrease to the fair value.

The Group has recognized share forward agreement, and the fair value of the derivatives is ¥(5,590) million as of March 31, 2025. (There were no applicable items as of March 31, 2024.)

(3) Hedge accounting

Interest rate currency swap transaction

The Group has borrowings and bonds in foreign currencies with floating interest rates, and is exposed to foreign exchange risks and interest rate risks. In order to hedge the risks when borrowing and bonds in foreign currencies at floating interest rates, cash flow payments are, in principle, fixed in yen or at contracted interest rates by concluding interest rate currency swaps at the time of borrowing and issuance of bonds.

The Group uses interest rate currency swaps as hedging instruments in order to hedge the foreign exchange risk and the interest rate risk on borrowings and bonds with floating interest rates in foreign currencies. The Group determines the economic relationship between the hedged item and the hedging instrument based on the currency, amount, and timing of occurrence of the relevant cash flows. For transactions currently subject to hedge accounting, the important conditions for the hedged item and the hedging instrument are the same, and the hedge ratio is 1:1. The importance of the currency basis spread is deemed to be insignificant. Hedge ineffectiveness occurs as the result of fluctuations in the credit risk of the counterparty of the hedged items and hedging instruments. However, since the Group transacts only with reputable financial institutions, the risk of occurrence of hedge ineffectiveness is deemed to be extremely small.

No hedge ineffectiveness has been recognized in profit or loss in the previous year or the current year.

Details of hedging instruments that are designated as cash flow hedges are as follows:

	FY2024 As of March 31, 2024						
	Carrying amount (Millions of yen)	Nominal amount (Millions of yen)	Average rate (%)	Average price (yen)	Within 1 year (Millions of yen)	1 to 5 years (Millions of yen)	Over 5 years (Millions of yen)
Interest rate currency swap transaction Fixed rate receipt, fixed rate payment	14,720	55,065	0.07	110.13	—	55,065	—

	FY2025 As of March 31, 2025						
	Carrying amount (Millions of yen)	Nominal amount (Millions of yen)	Average rate (%)	Average price (yen)	Within 1 year (Millions of yen)	1 to 5 years (Millions of yen)	Over 5 years (Millions of yen)
Interest rate currency swap transaction Fixed rate receipt, fixed rate payment	20,621	126,865	0.68	126.87	—	126,865	—

Assets or liabilities related to the aforementioned derivatives are included in “Other financial assets” or “Other financial liabilities,” respectively, in the consolidated statement of financial position. In addition, there are no forecasted transactions where hedge accounting was used in the previous and current years, but which are no longer expected to occur.

Hedged items designated as cash flow hedges are as follows:

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Cash flow hedge reserve for continuing hedge	(4,141)	(1,406)

The impact of hedge accounting on the consolidated statement of income is as follows:

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Hedging gains or losses of the reporting period that were recognized in other comprehensive income	(394)	1,684
The amount reclassified from the cash flow hedge reserve into profit or loss (Note)	884	2,201
Total	490	3,885

(Note) The amount reclassified in profit or loss is included in “Foreign exchange losses” or “Finance costs” in the consolidated statement of income. See Note 27 “Other comprehensive income” for the reconciliation of each component of equity and an analysis of other comprehensive income.

(4) Fair value of financial instruments

The fair value hierarchy of financial instruments is categorized within the following three levels.

Level 1: Fair value measured via market prices in active markets.

Level 2: Fair value measured via observable prices, either directly or indirectly, other than those categorized within Level 1.

Level 3: Fair value measured via inputs not based on observable market data.

Transfers between fair value hierarchy levels are deemed to have occurred at the beginning of each quarter.

There were no transfers among Levels for the year ended March 31, 2024.

There were transfers from Level 3 to Level 1 due to the shares of Canatu PLC and Blaize Holdings, INC. listed during the year ended March 31, 2025. There were no other level transfers.

1) Financial instruments measured at amortized cost

The fair value hierarchy of financial instruments measured at amortized cost is shown as follows:

(Unit: Millions of yen)

FY2024 As of March 31, 2024	Carrying amount	Fair value			
		Level 1	Level 2	Level 3	Total
Financial assets					
Debt securities	295	300	—	—	300
Financial liabilities					
Long-term borrowing (Note)	476,500	—	—	473,491	473,491
Bonds (Note)	195,705	187,903	—	—	187,903

(Note) The amounts to be paid or redeemed within a year are included.

(Unit: Millions of yen)

FY2025 As of March 31, 2025	Carrying amount	Fair value			
		Level 1	Level 2	Level 3	Total
Financial assets					
Debt securities	295	299	—	—	299
Financial liabilities					
Long-term borrowing (Note)	342,500	—	—	337,944	337,944
Bonds (Note)	249,520	243,909	—	—	243,909

(Note) The amounts to be paid or redeemed within a year are included.

The fair values of short-term financial assets and short-term financial liabilities, which are measured at amortized cost, approximate the carrying amounts, and are not disclosed above.

The fair value of long-term borrowings is calculated based on the present value, which is obtained by discounting the sum of the principal and interest by the interest rate assumed in a case where the same loan would be newly issued.

2) Fair value of financial assets and liabilities that are measured at fair value on a recurring basis

The fair value hierarchy of financial instruments measured at fair value is as follows:

(Unit: Millions of yen)

FY2024 As of March 31, 2024	Level 1	Level 2	Level 3	Total
Derivative assets	—	18,598	—	18,598
Shares				
Listed shares (Note)	2,679,492	—	—	2,679,492
Unlisted shares	—	—	330,373	330,373
Other equity securities	—	—	3,712	3,712
Total	2,679,492	18,598	334,085	3,032,175
Derivative liabilities	—	7,187	—	7,187
Total	—	7,187	—	7,187

(Note) ¥417,578 million of assets held for sale recorded on the consolidated statement of financial position is included in this amount.

(Unit: Millions of yen)

FY2025 As of March 31, 2025	Level 1	Level 2	Level 3	Total
Derivative assets	—	25,718	—	25,718
Shares				
Listed shares (Note)	1,565,024	—	—	1,565,024
Unlisted shares	—	—	224,608	224,608
Other equity securities	—	—	3,793	3,793
Total	1,565,024	25,718	228,401	1,819,143
Derivative liabilities	—	6,024	—	6,024
Total	—	6,024	—	6,024

(Note) ¥199,861 million of assets held for sale recorded on the consolidated statement of financial position is included in this amount.

Derivatives used by the Group primarily consist of foreign exchange forward contracts, interest rate swaps, and currency swaps.

The fair values of foreign exchange forward contracts are determined based on quoted market prices for similar contracts with similar terms. With respect to interest rate swaps and currency swaps, the fair values are determined by reference to prices offered by financial institutions.

The fair values of unlisted shares and other equity securities are measured by using the most appropriate method in accordance with specific circumstances. Those fair values are measured by using the discounted cash flow method or the adjusted market value method with adjustments to the market value using the PBR, price book-value ratio, if necessary.

The significant unobservable input used in measuring the fair value of unlisted shares and other equity securities is the non-liquid discount of 30%.

The increase or decrease of financial instruments that are classified in Level 3 are as follows:

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
Balance, beginning of year	165,752	334,085
Total recognized gains and losses		
Losses recognized in profit or loss (Note 1)	(548)	(1,215)
Gains (losses) recognized in other comprehensive income (Note 2)	63,617	(101,447)
Purchases	105,827	2,550
Sales or Disposal	(563)	—
Transfers to Level 1 due to listing (Note 3)	—	(5,572)
Balance, end of year	334,085	228,401

(Note 1) Losses recognized in profit or loss are related to financial assets measured at fair value through net profit or loss as of the fiscal year-end. These gains and losses are included in “Finance income” and “Finance costs” in the consolidated statement of income.

(Note 2) Gains and losses recognized in other comprehensive income are related to financial assets measured at fair value through other comprehensive income as of the fiscal year-end. These gains and losses are included in “Net fair value gain (loss) on equity instruments designated as FVTOCI” in the consolidated statement of comprehensive income.

(Note 3) Due to the transfer to Level 1 following the listing of stocks held by the Group.

(5) Offsetting of financial assets and financial liabilities

A part of the Group’s financial assets and financial liabilities were offset in accordance with the requirements for offsetting financial assets and financial liabilities and the net amounts were presented in the consolidated statement of financial position. In addition, the Group has financial derivative transactions under master netting arrangements or similar arrangements. These arrangements provide the Group, in the event of default by the counterparty, the right to offset receivables and payables with the same counterparty.

The offsetting information of financial assets and financial liabilities with the same counterparty as of each fiscal year-end are as follows:

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Total financial assets	18,598	25,718
Offsetting amount of financial assets and financial liabilities in accordance with the requirements	—	—
Financial assets presented in the consolidated statement of financial position	18,598	25,718
The amount to be offset under master netting arrangement or similar arrangements	(2,228)	(530)
Cash collateral received	—	—
Net	16,370	25,188

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Total financial liabilities	7,187	6,024
Offsetting amount of financial assets and financial liabilities in accordance with the requirements	—	—
Financial liabilities presented in the statement of financial position	7,187	6,024
The amount to be offset under master netting arrangement or similar arrangements	(2,228)	(530)
Cash collateral paid	—	—
Net	4,959	5,494

30. Leases

(1) As Lessee

The Group leases assets such as buildings and structures, machinery and equipment, and land. In this transaction, the amounts of gains or losses arising from variable lease payments, lease agreements including residual value guarantees, and sale and leaseback transactions are immaterial. In addition, there are no restrictions or covenants imposed by the leases.

1) Lease liabilities

The breakdown of lease liabilities at each fiscal year-end is as follows:

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Due within one year	18,794	12,698
Due between one to five years	19,303	16,727
After five years	9,525	9,770
Total	47,622	39,195

The balance of the lease liabilities is included in “Other financial liabilities” in the consolidated statement of financial position. The Group is exposed to liquidity risk that the Group would not be able to repay lease liabilities on the due date due to the deterioration of the business environment or other similar situation. The Group manages its liquidity risk by holding adequate volumes of liquid assets to cover the amounts of one month’s consolidated revenue of the Group, along with adequate financial planning developed and revised by the Group’s accounting department based on reports from each business unit.

2) Interest expense on lease liabilities

Interest expense on lease liabilities for each fiscal year is as follows:

(Unit: Millions of yen)

FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
768	721

3) Total cash outflow for leases

Total cash outflow for leases for each fiscal year is as follows:

(Unit: Millions of yen)

FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
48,474	42,914

4) The expense relating to short-term leases and leases of low-value assets

The expense relating to short-term leases and leases of low-value assets for each fiscal year is as follows:

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
The expense relating to short-term leases	9,684	10,440
The expense relating to leases of low-value assets	68	40

For short-term leases and leases of low-value assets, the lease payments associated with those leases are recognized as an expense on a straight-line basis over the lease term.

5) Future cash outflows that are not reflected in the measurement of lease liabilities due to leases that are not yet commenced but committed

The amount of future cash outflows that are not reflected in the measurement of lease liabilities due to leases that are not yet commenced but committed is as follows:

(Unit: Millions of yen)

FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
—	—

(2) As lessor

1) Finance lease receivables

The breakdown of finance lease receivables at each fiscal year-end is as follows:

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Due within one year	12,473	4,303
Due between one to five years	4,948	699
After five years	—	—
Total	17,421	5,002

The balance of the lease receivable is included in “Trade and other receivables” and “Other financial assets” in the consolidated statement of financial position. The Group leases, as lessor, mainly tools and molds and receipt periods are mainly two years, therefore, the amount of lease receivables longer than two years is immaterial. Also, there is neither unearned finance income nor discounted unguaranteed residual value.

For finance lease, the amounts of selling profit or loss, finance income on the net investment in the lease, and income relating to variable lease payments not included in the measurement of the net investment in the lease, are immaterial.

The amount of income from subleasing right-of-use assets is the same as income from subleasing right-of-use assets under IFRS 16 in the Note 22 “Revenue.”

2) Lease payments from operating leases

Lease payments from operating leases are immaterial.

For the details of right-of-use assets, see Note 13 “Right-of-use assets.”

31. Reconciliation of liabilities arising from financing activities

The changes in liabilities arising from financing activities are as follows:

For the year ended March 31, 2024

(Unit: Millions of yen)

	FY2024 As of April 1, 2023	Cash flows	Non-cash changes					FY2024 As of March 31, 2024
			Foreign exchange differences	Fair value changes	New lease contracts	Business combinations	Other	
Short-term borrowings	155,509	5,149	17,858	—	—	—	—	178,516
Long-term borrowings	497,000	(21,093)	—	—	—	—	593	476,500
Lease liabilities	54,367	(37,954)	751	—	30,989	—	(531)	47,622
Bonds	236,765	(50,000)	8,940	—	—	—	—	195,705
Derivatives (Note)	6,067	(2,302)	478	2,944	—	—	—	7,187
Total	949,708	(106,200)	28,027	2,944	30,989	—	62	905,530

For the year ended March 31, 2025

(Unit: Millions of yen)

	FY2025 As of April 1, 2024	Cash flows	Non-cash changes					FY2025 As of March 31, 2025
			Foreign exchange differences	Fair value changes	New lease contracts	Business combinations	Other	
Short-term borrowings	178,516	(71,462)	310	—	—	—	—	107,364
Long-term borrowings	476,500	(134,000)	—	—	—	—	—	342,500
Lease liabilities	47,622	(31,713)	(13)	—	24,314	—	(1,015)	39,195
Bonds	195,705	51,800	2,015	—	—	—	—	249,520
Derivatives (Note)	7,187	3,896	(71)	(4,988)	—	—	—	6,024
Total	905,530	(181,479)	2,241	(4,988)	24,314	—	(1,015)	744,603

(Note) Derivatives are included in “Other financial liabilities” in the consolidated statement of financial position and “Other” in “Cash flows from financing activities” in the consolidated statement of cash flows.

32. Related parties

(1) Related-party transactions

For the year ended March 31, 2024

(Unit: Millions of yen)

Category	Name	Main transactions	Transaction amounts
Associated company which has significant influence over the Group	Toyota Group	Sale of automotive components	3,667,452
		Purchase of automotive components	63,566

For the year ended March 31, 2025

(Unit: Millions of yen)

Category	Name	Main transactions	Transaction amounts
Associated company which has significant influence over the Group	Toyota Group	Sale of automotive components	3,903,121
		Purchase of automotive components	60,454

Outstanding balance and allowance for doubtful accounts of the above transactions as of each fiscal year-end are as follows:

(Unit: Millions of yen)

	FY2024 As of March 31, 2024	FY2025 As of March 31, 2025
Trade accounts receivable	356,093	396,162
Electronically recorded monetary claims	61,871	68,223
Accounts receivable - others	598	388
Allowance for doubtful accounts	92	216
Accounts payable	12,756	10,678
Accrued expenses	1,560	1,615

(2) Remuneration of key managing officers

For the year ended March 31, 2024

(Unit: Millions of yen)

	Total remuneration	Breakdown of remuneration		
		Basic remuneration	Bonuses	Share-based payment
Key managing officers	483	237	120	126

For the year ended March 31, 2025

(Unit: Millions of yen)

	Total remuneration	Breakdown of remuneration		
		Basic remuneration	Bonuses	Share-based payment
Key managing officers	900	245	281	374

33. Contingencies

There are no material contingencies.

34. Subsidiaries, associates, and others

Please refer to the Appendix for a list of the major consolidated subsidiaries.

There are no subsidiaries that have material non-controlling interests, associates, or joint ventures at the end of fiscal years ended March 31, 2024 and 2025.

The effects on capital surplus of changes in the ownership interest in subsidiaries without a loss of control are as follows:

(Unit: Millions of yen)

	FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
(Decrease) Increase in capital surplus	(227)	3,658

Gains (losses) associated with a loss of control of subsidiaries for the years ended March 31, 2024 and 2025 were not material.

35. Subsequent events

The Group has evaluated subsequent events through June 30, 2025.

(1) The sale of a part of the shareholdings

The Company resolved to sell a part of its investment securities holdings of Renesas Electronics Corporation on May 12, 2025 and completed it on May 13, 2025.

The gains on the sale will be treated as other comprehensive income in the consolidated accounts, and there will be no impact on the consolidated statement of income.

Details of the transaction for this sale are as follows.

Shares to be sold	Ordinary shares of Renesas Electronics Corporation
Number of shares to be sold	73,900,000 shares (4.1% of the issued shares excluding treasury shares)
Other comprehensive income	¥76,347 million

(2) Expected Commencement of Tender Offer for Own Shares

The Company resolved by way of a written (including electromagnetic record) resolution dated June 3, 2025 in lieu of a board resolution under Article 370 of the Companies Act (Act No. 86 of 2005, as amended) and the Company's articles of incorporation, to intend to repurchase its own shares pursuant to Article 156, Paragraph 1 of the Companies Act, as applied by replacing terms pursuant to Article 165, Paragraph 3 of the said act, and the Company's articles of incorporation, and, as the specific method for such repurchase, to intend to conduct a tender offer for its own shares (the "Self-Tender Offer").

1) Purpose of the Self-Tender Offer

The Company concluded that the Self-Tender Offer would contribute to the improvement of capital efficiency, such as earnings per share and return on equity attributable to owners of the parent company, and thereby lead to the return of profits to its shareholders.

2) Outline of the Self-Tender Offer

i) Class of shares to be purchased

Common shares

ii) Number of shares to be purchased

184,897,756 shares (maximum) (ownership percentage: 6.68%)

(Note 1) "Ownership percentage" means the ratio (rounded to the two decimal places; the same applies to calculation of ownership percentage hereinafter) of number of shares the Company plans to purchase over the number of outstanding shares deducting treasury shares (2,769,595,777 shares) which is obtained by deducting (i) the number of treasury shares held by the Company as of March 31, 2025 (93,663,914 shares) plus the number of treasury shares (27,941,200 shares) which were repurchased through the share repurchase conducted by the Company from April 1 to April 30, 2025 as stated in "Notice Concerning Status of Share Repurchases" released by the Company on May 9, 2025 and the number of treasury shares (19,778,800 shares) which were repurchased through the share repurchase conducted by the Company from May 1 to May 31, 2025 as stated in "Notice Concerning Status of Share Repurchases" released by the Company on June 2, 2025 (141,383,914 shares in total) (ii) from the total number of issued shares as of March 31, 2025 (2,910,979,691 shares) stated in the "Consolidated Financial Results for the Fiscal Year Ended March 31, 2025 <under IFRS Accounting Standards>" released by the Company on April 25, 2025 (the "FY2024 Financial Results").

(Note 2) The total number to be purchased under the board resolution adds one unit of shares (100 shares) to the number of shares to be purchased since if the number of shares tendered exceeds the number of shares to be purchased, proportional adjustment may result in the number of shares to be purchased being exceeded.

iii) Tender Offer Price

Not determined

(Note) The Company resolved at the board of directors meeting held on June 3, 2025 that it would set the purchase price in the Self-Tender Offer (“Self-Tender Offer Price”) at the price obtained by applying a 10% discount to the lower of the closing price of the Company Common Shares on the Prime Market of the Tokyo Stock Exchange on the business day immediately preceding the date of the board resolution of the final decision on the Self-Tender Offer Price or the simple average of closing prices of the Company Common Shares on the Prime Market of the Tokyo Stock Exchange for one month until the said date (such price is rounded to the nearest whole yen; provided, however, that if such price exceeds the closing price of the Company Common Shares on the Prime Market of the Tokyo Stock Exchange on June 2, 2025 (¥1,935 (rounded to the nearest whole yen)) which is the business day preceding the date of the board resolution on the expected implementation of the Self-Tender Offer, then such amount would be ¥1,935), and the Company will formally determine the Self-Tender Offer Price upon commencement of the Self-Tender Offer as soon as practicable after all the Conditions Precedent (defined in vi) below) are satisfied or waived at the Company’s discretion.

iv) Total amount of purchase

¥357,777,157,860 (maximum)

(Note) The Maximum Self-Tender Offer Price (¥1,935) multiplied by the number of shares to be purchased (184,897,756 shares) specified in 2) above.

v) Period of Purchase

The Self-Tender Offer is scheduled to be implemented as soon as practicable after all the Conditions Precedent are satisfied or waived at the Company’s discretion. As of June 3, 2025, the Company intends to commence the Self-Tender Offer around mid-January 2026. The detailed schedule of the Self-Tender Offer will be promptly announced once determined.

The Company intends to set the purchase period of the Self-Tender Offer to be 20 business days in principle.

vi) Conditions Precedent

The Self-Tender Offer will be implemented subject to all the following conditions (the “Conditions Precedent”) being satisfied or waived at the discretion of the Company, and the Company intends to formally resolve the implementation of the Self-Tender Offer as soon as practicable after the Conditions Precedent have been satisfied or waived at its discretion:

- a) The tender offer for share certificates, etc. of Toyota Industries Corporation (“Toyota Industries”) by a stock company to be wholly owned by a stock company to be incorporated by Toyota Fudosan Co., Ltd. (“Toyota Fudosan”) as described in the “Notice Concerning Planned Commencement of Tender Offer for the Share Certificates, Etc. of Toyota Industries Corporation (Securities Code: 6201)” released by Toyota Fudosan on June 3, 2025, is successfully completed and settled
- b) No rulings or other judgments have been made by judicial or administrative bodies to restrict or prohibit Toyota Industries from tendering its shares in the Self-Tender Offer or to prohibit or restrict the Self-Tender Offer in whole or in part, the Self-Tender Offer will not result in violation of any laws or regulations, and no petition, litigation nor proceedings to seek restriction or prohibition of the Self-Tender Offer in whole or in part are pending before judicial or administrative bodies.

vii) Method of Acquisition

Tender offer for treasury shares (Self-Tender Offer)

(3) Participation in Tender Offer

The Company decided that on June 3, 2025, in the event that a tender offer (the “Tender Offer”) is conducted for the shares of Toyota Industries as described in “Notice Concerning Expression of Opinion in Support of Planned Commencement of Tender Offer for Company Shares by Toyota Fudosan Co., Ltd. and Neutral Opinion to Tender Share Therein” (the “Toyota Industries’ Press Release”) released on June 3, 2025 by Toyota Industries, the Company will tender all of the common shares in Toyota Industries held by the

Company in the Tender Offer. Accordingly, the Company decided to terminate the share forward agreement executed with Nomura Securities Co., Ltd. (“Nomura Securities”) (the “Share Forward Agreement”) as described in “Notice Concerning the Sale of Shareholding and Execution of Share Forward Agreement” (the “Share Forward Agreement Press Release”) released on March 29, 2024 by the Company, in relation to the tranches the settlement dates of which have not arrived as of today. Furthermore, in the event that the Company tenders and sells all of its common shares in Toyota Industries through the Tender Offer during the fiscal year ending March 31, 2026, the Company expects to post extraordinary gains as gains on sale of investment securities in its non-consolidated results for the fiscal year ending March 31, 2026. Please refer to “Notice Regarding Participation in Tender Offer and Termination of Share Forward Agreement for Shares in Toyota Industries Corporation, and Expected Posting of Extraordinary Gains in Non-Consolidated Results” released on June 3, 2025 by the Company for details.

1) Reason for Participation in the Tender Offer

In a press release “DENSO Announces Cross-Shareholdings Reduction Policy” published on November 29, 2023, the Company announced its policy to cut a part of its cross-held shares, including those in Toyota Industries. The Company has held shares in Toyota Industries for the purpose of strengthening the Company’s competitiveness through deepening managerial cooperation via maintaining and reinforcing the business relationship, and the collaboration in the thermal systems business domain. In accordance with the reduction policy, the Company has been proceeding with the sale of shares in Toyota Industries by gradually transferring them to Nomura Securities with due consideration of the impact on the market demand and supply of the shares, as described in the Share Forward Agreement Press Release. However, as a result of comprehensive evaluation of the price and other terms of the Tender Offer, the Company determined that tendering its shares in Toyota Industries in the Tender Offer would enable quicker and more secure maximization of the sale price and further improvement in the capital efficiency than selling the shares through the Share Forward Agreement, thus, the Company decided to tender the shares in the Tender Offer. Accordingly, with respect to the Share Forward Agreement, the Company decided to terminate the Share Forward Agreement in relation to the tranches the settlement dates of which have not arrived as of today.

2) Number of Shares Held to Be Tendered in the Tender Offer

Number of shares held before tendering	14,823,500 shares
Number of shares to be tendered	14,823,500 shares
Number of shares held after tendering	0 shares

3) Expected Purchase Price in the Tender Offer

¥16,300 per common share (expected total amount of sales: ¥241.6 billion)

4) Schedule of the Tender Offer

According to the Toyota Industries’ Press Release, Toyota Fudosan aims to have a stock company (kabushiki kaisha) to be wholly owned by a stock company to be incorporated by Toyota Fudosan commence the Tender Offer around early December, 2025. However, as it is difficult to accurately estimate the amount of time required for the procedures, involving domestic and foreign competition authorities and authorities having jurisdiction over EU regulations on foreign subsidies, investment control laws and regulations and financial regulatory laws and regulations, to implement the Tender Offer, the detailed schedule of the Tender Offer will be promptly announced as soon as it is decided. Any changes to the expected timing of the commencement of the Tender Offer will also be announced promptly.

5) Outlook for Impact on Consolidated Earnings

The gains on the sale will be treated as other comprehensive income in the consolidated accounts, and there will be no impact on the consolidated statement of income.

Appendix

List of subsidiaries

The Company's subsidiaries as of March 31, 2025 are as follows.

Segment	Company name	Voting rights (%)
Japan	KYOSAN DENKI CO., LTD.	63.0
	HAMANAKODENSO CO., LTD.	80.1
	DENSO ELECTRONICS CORPORATION	100.0
	DENSO WIPER SYSTEMS, INC.	100.0
	DENSO AIR SYSTEMS CORPORATION	100.0
	DENSO SOLUTION CORPORATION	100.0
	DENSO WAVE INC.	75.2
	DENSO TECHNO CO., LTD.	100.0
	DENSO TRIM CO., LTD.	80.0
	DENSO MIYAZAKI, INC.	100.0
	DENSO KYUSHU CORPORATION	100.0
	DENSO HOKKAIDO CORPORATION	100.0
	DENSO FUKUSHIMA CORPORATION	100.0
	DENSO IWATE CORPORATION	100.0
	DENSO TEN LIMITED	65.0
	JECO CO., LTD.	100.0
	38 Other companies	—
North America	DENSO INTERNATIONAL AMERICA, INC.	100.0
	DENSO PRODUCTS AND SERVICES AMERICAS, INC.	100.0 (100.0)
	DENSO MANUFACTURING MICHIGAN, INC.	100.0 (100.0)
	DENSO MANUFACTURING NORTH CAROLINA, INC.	100.0 (82.0)
	DENSO MANUFACTURING TENNESSEE, INC.	100.0 (100.0)
	DENSO MANUFACTURING ATHENS TENNESSEE, INC.	100.0 (100.0)
	DENSO TEN AMERICA LIMITED	100.0 (100.0)
	DENSO MANUFACTURING CANADA, INC.	100.0
	DENSO SALES CANADA, INC.	100.0
	DENSO MEXICO S.A. DE C.V.	95.0 (95.0)
	12 Other companies	—
Europe	DENSO INTERNATIONAL EUROPE B.V.	100.0
	DENSO EUROPE B.V.	100.0 (100.0)
	DENSO BARCELONA S.A.	100.0 (100.0)
	DENSO MANUFACTURING ITALIA S.p.A.	100.0 (100.0)
	DENSO THERMAL SYSTEMS S.p.A.	100.0 (100.0)

Segment	Company name	Voting rights (%)
Europe	DENSO MANUFACTURING HUNGARY, LTD.	100.0 (100.0)
	DENSO MANUFACTURING CZECH s.r.o.	100.0 (100.0)
	29 Other companies	—
Asia	DENSO INTERNATIONAL ASIA PTE., LTD.	100.0
	DENSO INTERNATIONAL ASIA CO., LTD.	100.0 (100.0)
	DENSO (THAILAND) CO., LTD.	51.7 (51.7)
	SIAM DENSO MANUFACTURING CO., LTD.	90.0 (90.0)
	DENSO SALES (THAILAND) CO., LTD.	100.0 (100.0)
	SIAM KYOSAN DENSO CO., LTD.	100.0 (100.0)
	DENSO TEN (THAILAND) Limited	99.0 (99.0)
	PT. DENSO INDONESIA	68.3 (68.3)
	PT. DENSO MANUFACTURING INDONESIA	100.0 (100.0)
	PT. DENSO SALES INDONESIA	100.0 (100.0)
	DENSO (MALAYSIA) SDN. BHD.	72.7 (72.7)
	DENSO MANUFACTURING VIETNAM CO., LTD.	95.0 (95.0)
	DENSO PHILIPPINES CORPORATION	100.0 (100.0)
	DENSO TEN PHILIPPINES CORPORATION	100.0 (100.0)
	DENSO HARYANA PVT., LTD.	100.0
	DENSO (CHINA) INVESTMENT CO., LTD.	100.0
	TIANJIN DENSO ENGINE ELECTRICAL PRODUCTS CO., LTD.	95.0 (95.0)
	TIANJIN DENSO ELECTRONICS CO., LTD.	93.5 (93.5)
	GUANGZHOU DENSO CO., LTD.	60.0 (60.0)
	TIANJIN FAWER DENSO AIR-CONDITIONER CO., LTD.	60.0 (60.0)
	DENSO (GUANGZHOU NANSHA) CO., LTD.	100.0 (72.7)
	DENSO (CHANGZHOU) FUEL INJECTION SYSTEM CO., LTD.	100.0 (30.6)
	DENSO MANUFACTURING (HANGZHOU) CO., LTD.	100.0 (10.0)
	DENSO KOREA CORPORATION	100.0
	46 Other companies	—

Segment	Company name	Voting rights (%)
Others	DENSO DO BRASIL LTDA.	94.8 (35.4)
	4 Other companies	—

(Note 1) The percentages in parentheses under “Voting rights (%)” indicate indirect ownership out of the total ownership noted above.

(Note 2) The Group has reported “Japan,” “North America,” “Europe,” and “Asia” as its reportable segments. “Others” is an operating segment that is not included in the reportable segments, such as business activities of subsidiaries in South America.

(Note 3) () in the “voting rights” column indicates “Indirect ownership rate.”

INDEPENDENT ACCOUNTANT’S REVIEW REPORT

To the Board of Directors of DENSO CORPORATION:

Accountant’s Conclusion

We have reviewed the condensed interim consolidated financial statements of DENSO CORPORATION and its subsidiaries (the “Group”), which comprise the condensed interim consolidated statement of financial position as of June 30, 2025, and the condensed interim consolidated statement of income, condensed interim consolidated statement of comprehensive income, condensed interim consolidated statement of changes in equity and condensed interim consolidated statement of cash flows for the three-month period then ended, and the related notes.

Based on our review, nothing has come to our attention that causes us to believe that the accompanying condensed interim consolidated financial statements are not prepared, in all material respects, in accordance with the Article 5-2 of the Tokyo Stock Exchange and the Nagoya Stock Exchange’s standards for preparation of quarterly financial statements, omitting certain disclosures under the Article 5-5 of the Tokyo Stock Exchange and the Nagoya Stock Exchange’s standards for preparation of quarterly financial statements.

Basis for Accountant’s Conclusion

We conducted our review in accordance with interim review standards generally accepted in Japan. Our responsibility under those standards is further described in the Accountant’s Responsibility for the Review of the Condensed Interim Consolidated Financial Statements section of our report. We are independent of the Group in accordance with the provisions of the Code of Professional Ethics in Japan, including the ethical requirements that are relevant to audits of the financial statements of public interest entities, and we have fulfilled our other ethical responsibilities as accountants. We believe that we have obtained the evidence to provide a basis for our review conclusion.

Responsibilities of Management and Audit & Supervisory Board Members and the Audit & Supervisory Board for the Condensed Interim Consolidated Financial Statements

Management is responsible for the preparation of the condensed interim consolidated financial statements in accordance with the Article 5-2 of the Tokyo Stock Exchange and the Nagoya Stock Exchange’s standards for preparation of quarterly financial statements, omitting certain disclosures under the Article 5-5 of the Tokyo Stock Exchange and the Nagoya Stock Exchange’s standards for preparation of quarterly financial statements, and for such internal control as management determines is necessary to enable the preparation of condensed interim consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the condensed interim consolidated financial statements, management is responsible for assessing the Group’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with the Article 5-2 of the Tokyo Stock Exchange and the Nagoya Stock Exchange’s standards for preparation of quarterly financial statements, omitting certain disclosures under the Article 5-5 of the Tokyo Stock Exchange and the Nagoya Stock Exchange’s standards for preparation of quarterly financial statements, and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

Audit & Supervisory Board members and the Audit & Supervisory Board are responsible for overseeing the Directors’ execution of duties relating to the design and operating effectiveness of the controls over the Group’s financial reporting process.

Accountant’s Responsibility for the Review of the Condensed Interim Consolidated Financial Statements

Our objective is to issue an accountant’s report that includes our conclusion.

As part of a review in accordance with interim review standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the review. We also:

- Make inquiries, primarily of management and persons responsible for financial and accounting matters, and apply analytical and other interim review procedures. A review is substantially less in scope than an audit conducted in accordance with auditing standards generally accepted in Japan.

- Conclude whether nothing has come to our attention, based on the evidence obtained, related to going concern that causes us to believe that the condensed interim consolidated financial statements are not prepared, in all material respects, in accordance with the Article 5-2 of the Tokyo Stock Exchange and the Nagoya Stock Exchange's standards for preparation of quarterly financial statements, omitting certain disclosures under the Article 5-5 of the Tokyo Stock Exchange and the Nagoya Stock Exchange's standards for preparation of quarterly financial statements, if we conclude that a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our accountant's report to the related disclosures in the condensed interim consolidated financial statements or, if such disclosures are inadequate, to modify our conclusion. Our conclusions are based on the evidence obtained up to the date of our accountant's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether nothing has come to our attention that causes us to believe that the overall presentation and disclosures of the condensed interim consolidated financial statements are not prepared in accordance with the Article 5-2 of the Tokyo Stock Exchange and the Nagoya Stock Exchange's standards for preparation of quarterly financial statements, omitting certain disclosures under the Article 5-5 of the Tokyo Stock Exchange and the Nagoya Stock Exchange's standards for preparation of quarterly financial statements.
- Obtain evidence regarding the financial information of the entities or business units within the Group as a basis for forming a conclusion on the condensed interim consolidated financial statements. We are responsible for the direction, supervision and review of the interim review of the condensed interim consolidated financial statements. We remain solely responsible for our conclusion.

We communicate with Audit & Supervisory Board members and the Audit & Supervisory Board regarding the planned scope and timing of the review and significant findings that we identify during our review.

We also provide Audit & Supervisory Board members and the Audit & Supervisory Board with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

Interest Required to Be Disclosed by the Certified Public Accountants Act of Japan

Our firm and its designated engagement partners do not have any interest in the Group which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

/s/Deloitte Touche Tohmatsu LLC
Nagoya, Japan
August 6, 2025

Unaudited Condensed Interim Consolidated Statement of Financial Position

[As of June 30, 2025]

(Unit: Millions of yen)

	As of March 31, 2025	As of June 30, 2025
Assets		
Current assets		
Cash and cash equivalents	986,531	1,137,269
Trade and other receivables	1,242,986	1,158,231
Inventories	1,203,066	1,216,403
Other financial assets	112,714	64,665
Other current assets	164,681	196,075
Subtotal	3,709,978	3,772,643
Assets held for sale	199,861	241,622
Total current assets	3,909,839	4,014,265
Non-current assets		
Property, plant and equipment	2,009,710	1,999,536
Right-of-use assets	52,808	52,350
Intangible assets	229,337	235,830
Other financial assets	1,622,081	1,422,535
Investments accounted for using the equity method	123,901	120,478
Retirement benefit assets	70,484	70,336
Deferred tax assets	75,946	75,437
Other non-current assets	30,894	36,507
Total non-current assets	4,215,161	4,013,009
Total assets	8,125,000	8,027,274

(Unit: Millions of yen)

	As of March 31, 2025	As of June 30, 2025
Liabilities and equity		
Current liabilities		
Bonds and borrowings	252,364	416,693
Trade and other payables	1,274,907	1,294,081
Other financial liabilities	38,278	42,069
Income tax payables	117,987	55,125
Provisions	286,918	249,239
Other current liabilities	88,641	113,840
Subtotal	2,059,095	2,171,047
Liabilities directly associated with assets held for sale	50,243	64,755
Total current liabilities	2,109,338	2,235,802
Non-current liabilities		
Bonds and borrowings	447,020	442,310
Other financial liabilities	26,754	28,362
Retirement benefit liabilities	221,883	221,392
Provisions	1,563	1,477
Deferred tax liabilities	116,215	80,107
Other non-current liabilities	13,309	14,388
Total non-current liabilities	826,744	788,036
Total liabilities	2,936,082	3,023,838
Equity		
Capital stock	187,457	187,457
Capital surplus	275,797	276,051
Treasury stock	(189,428)	(307,498)
Other components of equity	1,195,454	1,070,731
Other comprehensive income associated with assets held for sale	115,884	150,592
Retained earnings	3,393,102	3,438,385
Equity attributable to owners of the parent company	4,978,266	4,815,718
Non-controlling interests	210,652	187,718
Total equity	5,188,918	5,003,436
Total liabilities and equity	8,125,000	8,027,274

Unaudited Condensed Interim Consolidated Statement of Income

[For the three-month period ended June 30, 2025]

(Unit: Millions of yen)

	Three-month period ended June 30, 2024	Three-month period ended June 30, 2025
Revenue	1,753,841	1,754,137
Cost of revenue	(1,502,027)	(1,508,446)
Gross profit	251,814	245,691
Selling, general and administrative expenses	(133,682)	(138,875)
Other income	7,128	5,202
Other expenses	(4,692)	(4,813)
Operating profit	120,568	107,205
Finance income	35,696	34,226
Finance costs	(7,832)	(4,996)
Foreign exchange (losses) gains	(12,311)	3,928
Share of the profit (loss) of associates and joint ventures accounted for using the equity method	1,597	(136)
Profit before income taxes	137,718	140,227
Income tax expenses	(35,697)	(51,361)
Profit for the period	102,021	88,866
Attributable to:		
Owners of the parent company	94,459	79,268
Non-controlling interests	7,562	9,598

(Unit: Yen)

Earnings per share		
Basic	32.45	28.50
Diluted	—	—

Unaudited Condensed Interim Consolidated Statement of Comprehensive Income

[For the three-month period ended June 30, 2025]

(Unit: Millions of yen)

	Three-month period ended June 30, 2024	Three-month period ended June 30, 2025
Profit for the period	102,021	88,866
Other comprehensive loss		
Items that will not be reclassified subsequently to profit or loss		
Net fair value loss on equity instruments designated as FVTOCI	(194,617)	(3,135)
Remeasurements of defined benefit pension plans	35	551
Share of other comprehensive (loss) income of investments accounted for using the equity method	(4)	25
Total	(194,586)	(2,559)
Items that may be reclassified subsequently to profit or loss		
Exchange differences on translating foreign operations	132,598	(31,284)
Cash flow hedges	274	833
Share of other comprehensive income (loss) of investments accounted for using the equity method	4,298	(1,444)
Total	137,170	(31,895)
Total other comprehensive loss	(57,416)	(34,454)
Comprehensive income for the period	44,605	54,412
Attributable to:		
Owners of the parent company	30,642	45,674
Non-controlling interests	13,963	8,738

Unaudited Condensed Interim Consolidated Statement of Changes in Equity

[For the three-month period ended June 30, 2025]

(Unit: Millions of yen)

	Equity attributable to owners of the parent company					
	Capital stock	Capital surplus	Treasury stock	Other components of equity		
				Net fair value gain on equity instruments designated as FVTOCI	Remeasurements of defined benefit pension plans	Exchange differences on translating foreign operations
As of April 1, 2024	187,457	273,481	(452,140)	1,301,445	—	518,254
Profit for the period	—	—	—	—	—	—
Other comprehensive (loss) income	—	—	—	(194,181)	35	130,055
Comprehensive (loss) income for the period	—	—	—	(194,181)	35	130,055
Acquisition of treasury stock	—	—	(1)	—	—	—
Disposal of treasury stock	—	59	147	—	—	—
Dividends	—	—	—	—	—	—
Changes in the ownership interest in subsidiaries without a loss of control	—	(354)	—	—	—	—
Transfer to retained earnings	—	—	—	(125,084)	(35)	—
Transfer from retained earnings to capital surplus	—	—	—	—	—	—
Transfer to other comprehensive income associated with assets held for sale	—	—	—	51,792	—	—
Other	—	—	—	—	—	—
Total transactions with the owners	—	(295)	146	(73,292)	(35)	—
As of June 30, 2024	187,457	273,186	(451,994)	1,033,972	—	648,309

As of April 1, 2025	187,457	275,797	(189,428)	706,643	—	490,217
Profit for the period	—	—	—	—	—	—
Other comprehensive (loss) income	—	—	—	(3,021)	550	(31,956)
Comprehensive (loss) income for the period	—	—	—	(3,021)	550	(31,956)
Acquisition of treasury stock	—	—	(118,593)	—	—	—
Disposal of treasury stock	—	(9)	523	—	—	—
Dividends	—	—	—	—	—	—
Changes in the ownership interest in subsidiary without a loss of control	—	—	—	—	—	—
Transfer to retained earnings	—	—	—	(55,885)	(550)	—
Transfer from retained earnings to capital surplus	—	263	—	—	—	—
Transfer to other comprehensive income associated with assets held for sale	—	—	—	(34,708)	—	—
Other	—	—	—	14	—	—
Total transactions with the owners	—	254	(118,070)	(90,579)	(550)	—
As of June 30, 2025	187,457	276,051	(307,498)	613,043	—	458,261

(Unit: Millions of yen)

	Equity attributable to owners of the parent company					Non-controlling interests	Total equity
	Other components of equity		Other comprehensive income associated with assets held for sale	Retained earnings	Total		
	Cash flow hedges	Total					
As of April 1, 2024	(4,141)	1,815,558	258,936	3,451,694	5,534,986	211,519	5,746,505
Profit for the period	—	—	—	94,459	94,459	7,562	102,021
Other comprehensive (loss) income	274	(63,817)	—	—	(63,817)	6,401	(57,416)
Comprehensive (loss) income for the period	274	(63,817)	—	94,459	30,642	13,963	44,605
Acquisition of treasury stock	—	—	—	—	(1)	—	(1)
Disposal of treasury stock	—	—	—	—	206	—	206
Dividends	—	—	—	(87,327)	(87,327)	(13,997)	(101,324)
Changes in the ownership interest in subsidiaries without a loss of control	—	—	—	—	(354)	(391)	(745)
Transfer to retained earnings	—	(125,119)	—	125,119	—	—	—
Transfer from retained earnings to capital surplus	—	—	—	—	—	—	—
Transfer to other comprehensive income associated with assets held for sale	—	51,792	(51,792)	—	—	—	—
Other	—	—	—	—	—	43	43
Total transactions with the owners	—	(73,327)	(51,792)	37,792	(87,476)	(14,345)	(101,821)
As of June 30, 2024	(3,867)	1,678,414	207,144	3,583,945	5,478,152	211,137	5,689,289

As of April 1, 2025	(1,406)	1,195,454	115,884	3,393,102	4,978,266	210,652	5,188,918
Profit for the period	—	—	—	79,268	79,268	9,598	88,866
Other comprehensive (loss) income	833	(33,594)	—	—	(33,594)	(860)	(34,454)
Comprehensive (loss) income for the period	833	(33,594)	—	79,268	45,674	8,738	54,412
Acquisition of treasury stock	—	—	—	—	(118,593)	—	(118,593)
Disposal of treasury stock	—	—	—	—	514	—	514
Dividends	—	—	—	(90,157)	(90,157)	(31,672)	(121,829)
Changes in the ownership interest in subsidiary without a loss of control	—	—	—	—	—	—	—
Transfer to retained earnings	—	(56,435)	—	56,435	—	—	—
Transfer from retained earnings to capital surplus	—	—	—	(263)	—	—	—
Transfer to other comprehensive income associated with assets held for sale	—	(34,708)	34,708	—	—	—	—
Other	—	14	—	—	14	—	14
Total transactions with the owners	—	(91,129)	34,708	(33,985)	(208,222)	(31,672)	(239,894)
As of June 30, 2025	(573)	1,070,731	150,592	3,438,385	4,815,718	187,718	5,003,436

Unaudited Condensed Interim Consolidated Statement of Cash Flows

[For the three-month period ended June 30, 2025]

(Unit: Millions of yen)

	Three-month period ended June 30, 2024	Three-month period ended June 30, 2025
Cash flows from operating activities		
Profit before income taxes	137,718	140,227
Depreciation	94,956	92,182
Decrease in retirement benefit liabilities	(465)	(896)
Decrease in retirement benefit assets	66	231
Interest and dividend income	(35,517)	(33,321)
Interest expenses	3,096	3,522
Foreign exchange gains	(5,246)	(50)
Share of the (profit) loss of associates and joint ventures accounted for using the equity method	(1,597)	136
(Gains) losses on sales or disposal of property, plant and equipment	(199)	1,410
Decrease in trade receivables	98,609	76,329
Increase in inventories	(602)	(16,779)
Decrease in trade payables	(36,032)	(9,183)
Increase (decrease) in provisions	2,691	(37,662)
Other	43,891	41,976
Subtotal	301,369	258,122
Interest received	7,823	9,130
Dividends received	29,474	26,665
Interest paid	(3,763)	(3,629)
Income taxes paid	(61,732)	(125,911)
Net cash provided by operating activities	273,171	164,377
Cash flows from investing activities		
(Increase) decrease in time deposits	(18,129)	22,771
Purchases of property, plant and equipment	(90,582)	(86,537)
Proceeds from sales of property, plant and equipment	5,486	2,552
Purchases of intangible assets	(15,207)	(14,937)
Purchases of equity instruments	(1,939)	(113)
Purchases of debt instruments	(152)	(142)
Proceeds from sales of equity instruments	295,304	143,903
Proceeds from sales and redemption of debt instruments	252	277
Other	(8,131)	(7,182)
Net cash provided by investing activities	166,902	60,592
Cash flows from financing activities		
Net (decrease) increase in short-term borrowings	(88,173)	59,030
Proceeds from borrowings	503	118,785
Repayments of long-term borrowings	(27)	(6,748)
Repayments of lease liabilities	(8,222)	(6,310)
Dividends paid	(87,327)	(90,157)
Dividends paid to non-controlling interests	(15,123)	(31,672)
Purchase of treasury shares	(1)	(118,593)
Decrease in deposits for purchase of treasury shares	—	18,594
Other	(1,108)	416
Net cash used in financing activities	(199,478)	(56,655)
Foreign currency translation adjustments on cash and cash equivalents	42,525	(17,576)
Net increase in cash and cash equivalents	283,120	150,738
Cash and cash equivalents at beginning of period	789,390	986,531
Cash and cash equivalents at end of period	1,072,510	1,137,269

Notes to Unaudited Condensed Interim Consolidated Financial Statements

Basis of Presentation of Consolidated Financial Statements

The accompanying condensed interim consolidated financial statements have been prepared in accordance with the Article 5-2 of the Tokyo Stock Exchange and the Nagoya Stock Exchange's standards for preparation of quarterly financial statements, omitting certain disclosures under the Article 5-5 of the Tokyo Stock Exchange and the Nagoya Stock Exchange's standards for preparation of quarterly financial statements. A part of the disclosures required under International Accounting Standard 34 "Interim Financial Reporting" is omitted under the Article 5-5 of the Tokyo Stock Exchange and the Nagoya Stock Exchange's standards for preparation of quarterly financial statements.

Assumption for Going Concern

There are no applicable items.

Segment information

(1) Outline of reportable segments

In the three-month period ended June 30, 2025, there were no material changes to the method used to identify the reportable segments, the business activities carried out by each reportable segment, or the measurement standards used to determine segment profits.

(2) Revenue, profit/loss for each reportable segment

[For the three-month period ended June 30, 2024]

(Unit: Millions of yen)

	Reportable segment					Others (Note)	Eliminations	Consolidated
	Japan	North America	Europe	Asia	Total			
Revenue								
Customers	655,370	495,572	182,321	391,651	1,724,914	28,927	—	1,753,841
Intersegment	329,191	4,561	17,463	69,726	420,941	32	(420,973)	—
Total	984,561	500,133	199,784	461,377	2,145,855	28,959	(420,973)	1,753,841
Segment profit	45,099	23,288	4,994	35,763	109,144	5,943	5,481	120,568
Finance income								35,696
Finance costs								(7,832)
Foreign exchange losses								(12,311)
Share of the profit of associates and joint ventures accounted for using the equity method								1,597
Profit before income taxes								137,718

(Note) "Others" is an operating segment that is not included in the reportable segments, such as business activities of subsidiaries in South America.

[For the three-month period ended June 30, 2025]

(Unit: Millions of yen)

	Reportable segment					Others (Note)	Eliminations	Consolidated
	Japan	North America	Europe	Asia	Total			
Revenue								
Customers	706,619	470,541	168,464	378,454	1,724,078	30,059	—	1,754,137
Intersegment	306,670	2,689	18,471	80,506	408,336	60	(408,396)	—
Total	1,013,289	473,230	186,935	458,960	2,132,414	30,119	(408,396)	1,754,137
Segment profit	13,343	22,580	5,215	47,661	88,799	5,509	12,897	107,205
Finance income								34,226
Finance costs								(4,996)
Foreign exchange gains								3,928
Share of the loss of associates and joint ventures accounted for using the equity method								(136)
Profit before income taxes								140,227

(Note) "Others" is an operating segment that is not included in the reportable segments, such as business activities of subsidiaries in South America.

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