

[This is an English translation prepared for the convenience of non-resident shareholders. Should there be any inconsistency between the translation and the official Japanese text, the latter shall prevail.]

Consolidated Financial Results
for the Fiscal Year Ended March 31, 2025
<under IFRS>

1-1, Showa-cho, Kariya, Aichi 448-8661, Japan
Representative : Shinnosuke Hayashi
President and CEO
Contact : Tadashi Arai
Director, Finance & Accounting Div.
Telephone : +81-566-25-5511
Scheduled date of the general meeting of shareholders : June 13, 2025
Scheduled date of commencement of dividend payment : May 27, 2025
(URL <https://www.denso.com/global/en/>)

DATE: April 25, 2025
DENSO CORPORATION
CODE: 6902
Listed on the Tokyo and
Nagoya Stock Exchanges

1. Consolidated financial results for the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(1) Consolidated operating results

(Percentages indicate year-on-year changes)

	Revenue		Operating profit		Profit before income taxes		Profit for the year	
Year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	7,161,777	0.2	518,953	36.4	578,005	32.5	465,257	30.8
March 31, 2024	7,144,733	11.6	380,599	(10.7)	436,237	(4.5)	355,573	2.2

	Profit attributable to owners of the parent company		Comprehensive income for the year		Basic earnings per share	Diluted earnings per share
Year ended	Millions of yen	%	Millions of yen	%	Yen	Yen
March 31, 2025	419,081	34.0	(136,555)	—	145.02	—
March 31, 2024	312,791	(0.6)	1,557,640	346.6	104.97	—

	Ratio of profit to equity attributable to owners of the parent company	Ratio of profit before income taxes to total assets	Ratio of operating profit to revenue
Year ended	%	%	%
March 31, 2025	8.0	6.7	7.2
March 31, 2024	6.3	5.3	5.3

Reference: Share of the profit of associates and joint ventures accounted for using the equity method:

Fiscal year ended March 31, 2025: ¥8,999 million; Fiscal year ended March 31, 2024: ¥16,866 million

(Note) On October 1, 2023, the Company effected a 4-for-1 split of common stock. Basic earnings per share is calculated on the assumption that the stock split was implemented at the beginning of the year ended Mar. 2024.

(2) Consolidated financial position

	Total assets	Total equity	Equity attributable to owners of the parent company	Ratio of equity attributable to owners of the parent company to total assets	Equity attributable to owners of the parent company per share
As of	Millions of yen	Millions of yen	Millions of yen	%	Yen
March 31, 2025	8,125,000	5,188,918	4,978,266	61.3	1,767.02
March 31, 2024	9,093,370	5,746,505	5,534,986	60.9	1,901.56

(3) Consolidated cash flows

	Net cash provided by operating activities	Net cash used in investing activities	Net cash used in financing activities	Cash and cash equivalents at end of year
Year ended	Millions of yen	Millions of yen	Millions of yen	Millions of yen
March 31, 2025	758,743	121,899	(677,431)	986,531
March 31, 2024	961,826	(459,487)	(496,659)	789,390

2. Cash dividends

	Annual dividends per share					Total amount of dividends (total)	Payout ratio (consolidated)	Ratio of dividends to equity attributable to owners of the parent company (consolidated)
	First quarter-end	Second quarter-end	Third quarter-end	Fiscal year-end	Total			
	Yen	Yen	Yen	Yen	Yen	Millions of yen	%	%
Year ended March 31, 2024	—	100.00	—	30.00	—	162,215	52.4	3.3
Year ended March 31, 2025	—	32.00	—	32.00	64.00	183,309	44.1	3.5
Year ending March 31, 2026 (Forecast)	—	32.00	—	32.00	64.00		35.0	

(Note) On October 1, 2023, the Company effected a 4-for-1 split of common stock. Due to the stock split, the total dividend for the year ending Mar. 2024 is not disclosed.

**3. Consolidated earnings forecasts for the fiscal year ending March 31, 2026
(from April 1, 2025 to March 31, 2026)**

(Percentages indicate year-on-year changes)

	Revenue	Operating profit	Profit before income taxes	Profit for the year	Profit attributable to owners of the parent company	Basic earnings per share
	Millions of yen %	Millions of yen %	Millions of yen %	Millions of yen %	Millions of yen %	Yen
Full year	7,050,000(1.6)	675,000 30.1	743,000 28.5	569,000 22.3	515,000 22.9	182.80

※ Notes

(1) Significant changes in scope of consolidated subsidiaries: None

In : - (Company Name :) Out : - (Company Name :)

(2) Changes in accounting policies and accounting estimates

1) Changes in accounting policies due to the revision of the accounting standards : None

2) Changes in accounting policies except for those in 1) : None

3) Changes in accounting estimates : None

(3) Number of shares issued (ordinary shares)

1) Number of shares issued at the end of the period (including treasury shares)	FY2025	2,910,979,691 shares	FY2024	3,151,779,804 shares
2) Number of treasury shares at the end of the period	FY2025	93,663,914 shares	FY2024	241,014,828 shares
3) Average number of shares issued during the period	FY2025	2,889,885,278 shares	FY2024	2,979,854,509 shares

(Note1) For the number of shares used as the basis of calculating basic earnings per share (consolidated), see "Earnings per share."

(Note2) On October 1, 2023, the Company effected a 4-for-1 split of common stock. Number of shares issued (ordinary shares) is calculated on the assumption that the stock split was implemented at the beginning of the year ended Mar. 2024.

[Reference] Overview of non-consolidated financial results

1. Non-Consolidated financial results for the fiscal year ended March 31, 2025 (from April 1, 2024 to March 31, 2025)

(1) Non-Consolidated operating results

(Percentages indicate year-on-year changes)

	Revenue		Operating profit		Ordinary profit		Profit for the year	
Year ended	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
March 31, 2025	3,732,966	2.0	102,755	—	359,376	131.0	609,038	165.1
March 31, 2024	3,660,723	13.7	6,730	(95.9)	155,572	(36.3)	229,747	1.0

	Basic earnings per share	Diluted earnings per share
Year ended	Yen	Yen
March 31, 2025	210.74	—
March 31, 2024	77.10	—

(Note) On October 1, 2023, the Company effected a 4-for-1 split of common stock. Basic earnings per share is calculated on the assumption that the stock split was implemented at the beginning of the year ended Mar. 2024.

(2) Non-Consolidated financial position

	Total assets	Net assets	Equity-to-asset ratio	Net assets per share
As of	Millions of yen	Millions of yen	%	Yen
March 31, 2025	4,747,253	2,638,861	55.6	936.62
March 31, 2024	5,597,935	3,121,900	55.8	1,072.49

Reference: Equity:

As of March 31, 2025: ¥2,638,861 million; As of March 31, 2024: ¥3,121,900 million

※ This Financial Results report is not required to be audited by certified public accountants or audit firm.

List of Contents of Attachments

Summary of Consolidated Financial Results for the fiscal year ending March 31,2025	2
Basis of Policy	3
Consolidated Statement of Financial Position	4
Consolidated Statement of Income	6
Consolidated Statement of Comprehensive Income	7
Consolidated Statement of Changes in Equity	8
Consolidated Statement of Cash Flows	10
Notes to Consolidated Financial Statements	11
Assumption for Going Concern	11
Basis of Presenting Consolidated Financial Statements	11
Segment information	12
Earnings per share	15
Subsequent events	15

Summary of Consolidated Financial Results for the fiscal year ending March 31, 2025

1. Summary of Management Results

Guided by the philosophy of "green," "peace of mind," and "inspiring," the Company has been committed to the realization of "lasting vitality for the environment" and "safe, comfortable, and flexible mobility for all people" with the aim of reducing the Company's environmental burden and realizing a society without traffic accidents. The Company will leverage the strengths gained with automobiles and broaden the perspective of the solutions to encompass society as a whole, not just vehicles, thereby contributing to solving issues faced by society.

For the fiscal year ended March 31, 2025, the global economy maintained overall underlying strength despite varying growth levels across regions, with The United States experienced steady expansion as inflation began to stabilize, while China faced an economic slowdown, and Europe experienced stagnation. On the other hand, geopolitical tensions, ongoing concerns about economic recession, and policy shifts in various countries have increased uncertainty.

For the fiscal year ended March 31, 2025, revenue increased by ¥17.0 billion or 0.2%, year over year, to ¥7,161.8 billion due to depreciation of the yen and strengthen the recovery of research and development expenses in spite of slow vehicle sales in Asia and vehicle production decrease due to the impact of suspended operations of Japanese customers.

Operating profit increased by ¥138.4 billion or 36.4%, year over year, to ¥519.0 billion mainly due to depreciation of yen and efforts of cost reduction in spite of production volume decrease and rising cost of materials. Profit before income taxes increased by ¥141.8 billion or 32.5%, year over year, to ¥578.0 billion. Profit attributable to owners of the parent company increased by ¥106.3 billion or 34.0% to ¥419.1 billion.

By geographical segment, revenue in Japan increased by ¥50.1 billion, or 1.2%, year over year, to ¥4,216.4 billion due to depreciation of the yen in spite of vehicle production decrease due to the impact of suspended operations of Japanese customers. Operating profit increased by ¥135.4 billion, or 158.9%, year over year, to ¥220.5 billion due to the effect of the provision for quality expenses recorded in the previous fiscal year and efforts of cost reduction in spite of production volume decrease and rising cost of materials.

Revenue in North America increased by ¥96.1 billion, or 5.4%, year over year, to ¥1,863.2 billion due to improvements in composition mainly in sales expansion of electrification and safety. Operating profit increased by ¥43.5 billion, or 79.8%, year over year, to ¥98.1 billion due to efforts of cost reduction in spite of production volume decrease.

Revenue in Europe decreased by ¥62.7 billion, or 8.0%, year over year, to ¥718.7 billion due to slow vehicle sales. Operating profit decreased by ¥22.3 billion, or 72.1%, year over year, to ¥8.7 billion due to production volume decrease and cost of structural reform despite efforts of cost reduction.

Revenue in Asia decreased by ¥44.9 billion, or 2.3%, year over year, to ¥1,940.1 billion due to slow vehicle sales. Operating profit decreased by ¥15.0 billion, or 8.1%, year over year, to ¥169.5 billion due to production volume decrease despite efforts of cost reduction.

Revenue in other regions increased by ¥3.9 billion, or 3.3%, year over year, to ¥119.0 billion. Operating profit decreased by ¥2.5 billion, or 10.1%, year over year, to ¥22.3 billion.

2. Summary of Financial Position

Total assets as of March 31, 2025, decreased by ¥968.4 billion, to ¥8,125.0 billion compared with prior year-end mainly due to a decrease in other financial assets.

The total for current and non-current liabilities decreased by ¥410.8 billion, to ¥2,936.1 billion compared with prior year-end mainly due to a decrease in deferred tax liabilities.

Equity decreased by ¥557.6 billion, to ¥5,188.9 billion compared with prior year-end mainly due to an decrease in mark-to-market of investment securities.

3. Cash flows

In terms of cash flows for the fiscal year ended March 31, 2025, operating activities provided net cash of ¥758.7 billion, investing activities used net cash of ¥121.9 billion, and financing activities used net cash of ¥677.4 billion. As a result, cash and cash equivalents increased by ¥197.1 billion, to ¥986.5 billion.

Net cash provided by operating activities for the fiscal year ended March 31, 2025 decreased by ¥203.1 billion from ¥961.8 billion in the previous fiscal year to ¥758.7 billion. This decrease was mainly due to the ¥141.8 billion increase in profit before income taxes and ¥161.3 billion decrease in (decrease) increase in trade receivables and ¥194.8 billion decrease in increase (decrease) in provisions.

Net cash used in or provided by investing activities increased by ¥581.4 billion from ¥459.5 billion cash decrease in the previous fiscal year to ¥121.9 billion cash increase. This increase was mainly due to the ¥410.1 billion increase in proceeds from sales of equity instruments.

Net cash used in financing activities increased by ¥180.8 billion from ¥496.7 billion in the previous fiscal year to ¥677.4 billion. This increase mainly due to the ¥83.1 billion decrease in proceeds from borrowings and ¥82.8 billion decrease in net increase (decrease) in short-term borrowings.

Purchases of property, plant and equipment decreased by 3.0% from ¥391.6 billion in the previous fiscal year to ¥380.1 billion. This increase was due to the promotion of investments while simultaneously strengthening investments in focused areas and disciplined business operations.

4. Summary of Financial Forecast

The full-year forecast for the fiscal year ending March 31, 2026, reflecting the impact of exchange rate differences due to the assumption of a stronger yen, the Group expect revenue decreased by ¥111.8 billion, or decreased by 1.6%, year over year, to ¥7,050.0 billion.

Operating profit increased by ¥156.0 billion, or increased by 30.1%, year over year, to ¥675.0 billion due to efforts of cost reduction in spite of rising cost of materials and the impact of foreign exchange. Profit before income taxes increased by ¥165.0 billion, or increased by 28.5%, year over year, to ¥743.0 billion. Profit for the year increased by ¥103.7 billion, or increased by 22.3%, year over year, to ¥569.0 billion. Profit attributable to owners of the parent company increased by ¥95.9 billion, or increased by 22.9% year over year, to ¥515.0 billion.

The exchange rate assumption is 1USD = 145 yen. 1EUR= 160 yen.

Regarding tariff policies, there are many uncertain factors at present, making it difficult to incorporate their impact into our full-year forecast. If there are any effects on our business, we will engage in polite conversation with our customers and steadily promote measures such as cost reduction to strengthen our response capabilities, thereby minimizing the impact on our revenue. Additionally, we will foster appropriate transactions throughout the industry through frequent communication with each supplier regarding the impact of tariffs.

The above is included full-year forecast based on information currently available. Actual results may differ materially from these forecasts due to changes in business operations, exchange rate fluctuations, and other internal and external factors.

Basis of Policy

The Group has adopted International Financial Reporting Standards ("IFRS") for preparing its consolidated financial statements in the annual report since the fiscal year ended March 31, 2015.

Consolidated Statement of Financial Position

(Unit: Millions of yen)

	As of Mar. 31, 2024	As of Mar. 31, 2025
Assets		
Current assets		
Cash and cash equivalents	789,390	986,531
Trade and other receivables	1,281,279	1,242,986
Inventories	1,172,257	1,203,066
Other financial assets	48,398	112,714
Other current assets	156,477	164,681
Subtotal	3,447,801	3,709,978
Assets held for sale	417,578	199,861
Total current assets	3,865,379	3,909,839
Non-current assets		
Property, plant and equipment	2,043,600	2,009,710
Right-of-use assets	46,347	52,808
Intangible assets	199,761	229,337
Other financial assets	2,624,839	1,622,081
Investments accounted for using the equity method	124,430	123,901
Retirement benefit assets	105,937	70,484
Deferred tax assets	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)

	As of Mar. 31, 2024	As of Mar. 31, 2025
Liabilities and equity		
Current liabilities		
Bonds and borrowings	332,516	252,364
Trade and other payables	1,232,463	1,274,907
Other financial liabilities	47,672	38,278
Income tax payables	61,768	117,987
Provisions	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	111,343	50,243
Total current liabilities	2,164,973	2,109,338
Non-current liabilities		
Bonds and borrowings	518,205	447,020
Other financial liabilities	29,115	26,754
Retirement benefit liabilities	238,201	221,883
Provisions	1,716	1,563
Deferred tax liabilities	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	187,457	187,457
Capital surplus	273,481	275,797
Treasury stock	(452,140)	(189,428)
Other components of equity	1,815,558	1,195,454
Other comprehensive income associated with assets held for sale	258,936	115,884
Retained earnings	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

(Unit: Millions of yen)

	Year ended Mar. 31, 2024	Year ended Mar. 31, 2025
Revenue	7,144,733	7,161,777
Cost of revenue	(6,054,780)	(6,058,910)
Gross profit	1,089,953	1,102,867
Selling, general and administrative expenses	(715,164)	(604,673)
Other income	49,500	63,521
Other expenses	(43,690)	(42,762)
Operating profit	380,599	518,953
Finance income	78,711	86,368
Finance costs	(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	(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	104.97	145.02
Diluted	—	—

Consolidated Statement of Comprehensive Income

(Unit: Millions of yen)

	Year ended Mar. 31, 2024	Year ended Mar. 31, 2025
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	956,433	(561,200)
Remeasurements of defined benefit pension plans	17,477	(16,279)
Share of other comprehensive income (loss) of investments accounted for using the equity method	55	(16)
Total	973,965	(577,495)
Items that may be reclassified subsequently to profit or loss		
Exchange differences on translating foreign operations	220,172	(26,692)
Cash flow hedges	342	2,735
Share of other comprehensive income (loss) of investments accounted for using the equity method	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

(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 (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	—	—	(200,024)	—	—	—
Disposal of treasury stock	—	44	154	—	—	—
Retirement of treasury stock	—	—	—	—	—	—
Dividends	—	—	—	—	—	—
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	—	—	—	(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	—	—	(196,642)	—	—	—
Disposal of treasury stock	—	59	147	—	—	—
Retirement of treasury stock	—	(459,206)	459,206	—	—	—
Dividends	—	—	—	—	—	—
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 (loss) income associated with assets held for sale	—	—	—	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)

	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	—	—	—	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	—	—	—	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 (loss) income 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

(Unit: Millions of yen)

	Year ended Mar. 31, 2024	Year ended Mar. 31, 2025
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	(11,110)	—
Proceeds from sales of subsidiaries or other businesses	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	11,300	(71,549)
Proceeds from borrowings	84,375	1,227
Repayments of long-term borrowings	(111,619)	(135,140)
Repayments of lease liabilities	(37,954)	(31,713)
Issuance of bonds	—	71,800
Redemption of bonds	(50,000)	(20,000)
Dividends paid	(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	(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 period	733,850	789,390
Cash and cash equivalents at end of year	789,390	986,531

Notes to Consolidated Financial Statements

Assumption for Going Concern

There are no applicable items.

Basis of Presenting Consolidated Financial Statements

(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, Item 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.

(2) Material accounting policies

Material accounting policies used in the condensed interim consolidated financial statements are the same as those for the previous fiscal year.

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.

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 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 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)	Eliminations	Consolidated
	Japan	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) "Others" is an operating segment that is not included in 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	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

Revenue of automotive parts account for most of revenue in consolidated statement of income.

For the year ended March 31, 2025

Revenue of automotive parts account for most of revenue in consolidated statement of income.

(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

(Note1) Countries which have significant impact on the consolidated financial statements are individually presented.

(Note2) 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.

(Unit: Millions of yen)

FY2024 2023/4-2024/3	FY2025 2024/4-2025/3
3,667,452	3,903,121

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

On October 1, 2023, the Company effected a 4-for-1 split of common stock. Basic earnings per share is calculated on the assumption that the stock split was implemented at the beginning of the year ended Mar. 2024.

(2) Basis of determination of profit used to determine diluted earnings per share

Earnings per share-diluted is not presented since shares with a dilutive effect do not exist.

Subsequent events

There are no applicable items.