



FY2015 Financial Results ended March 31, 2015

April 28, 2015

DENSO CORPORATION

DENSO

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1. Sales increased due to production volume increase overseas. Income decreased due to investment for future growth and establishment cost overseas

2. Annual dividend per share is 110 yen (increased by 5 yen from the previous year)

3. Sales and Income will increase in FY2016

FY2015 Financial Results

02 / 38

	(Ratio to Sales)		(Unit: Billions of Yen)	
	FY2015	FY2014	Change	
Sales	4,308.8	4,095.9	+ 212.8	+5.2%
Operating Income	(8.2%) 355.1	(9.2%) 377.7	-22.6	-6.0%
Income before Income Taxes	(9.9%) 427.2	(10.2%) 418.6	+8.6	+2.1%
Net Income	(6.8%) 293.1	(7.0%) 287.4	+5.7	+2.0%

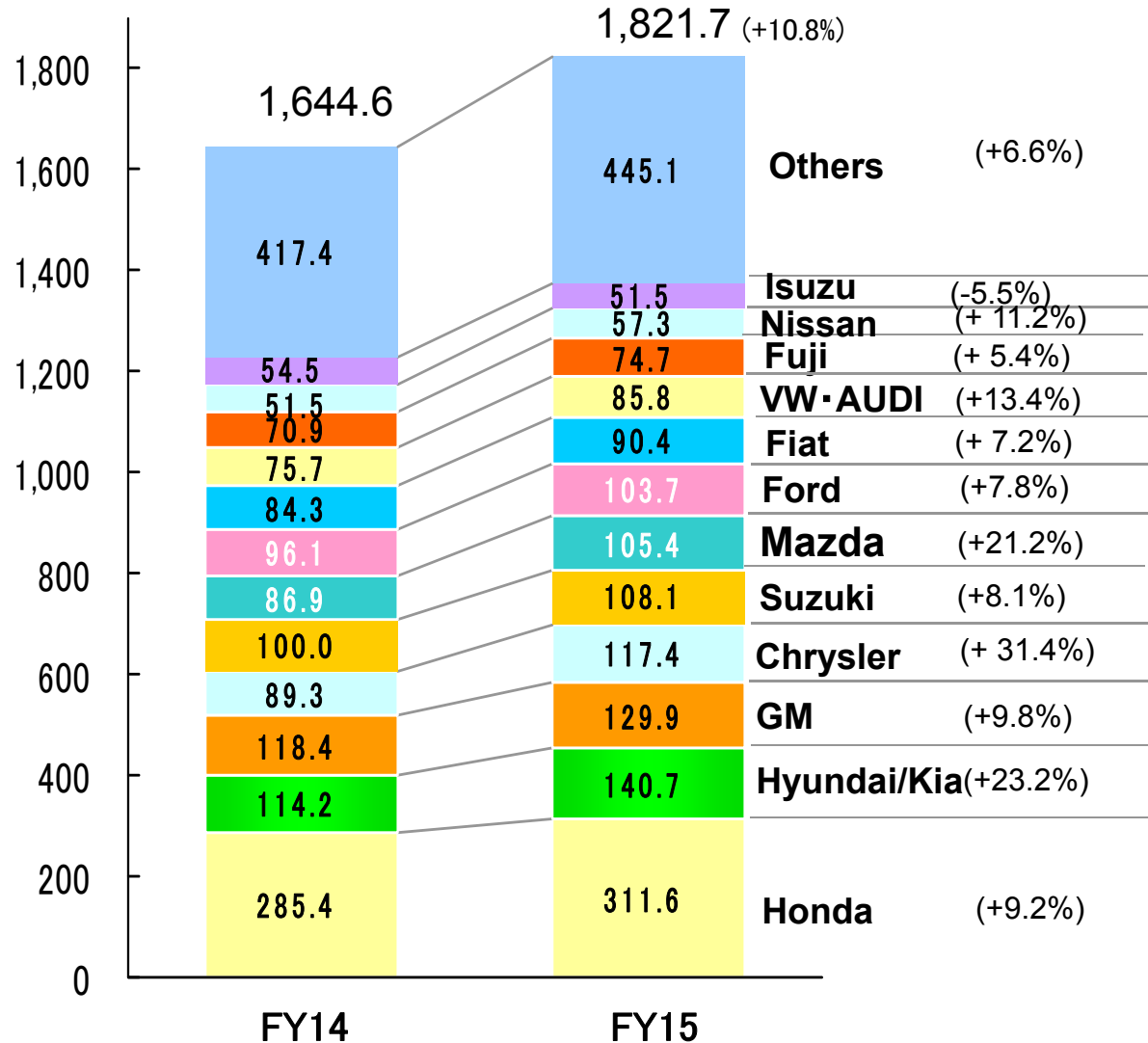
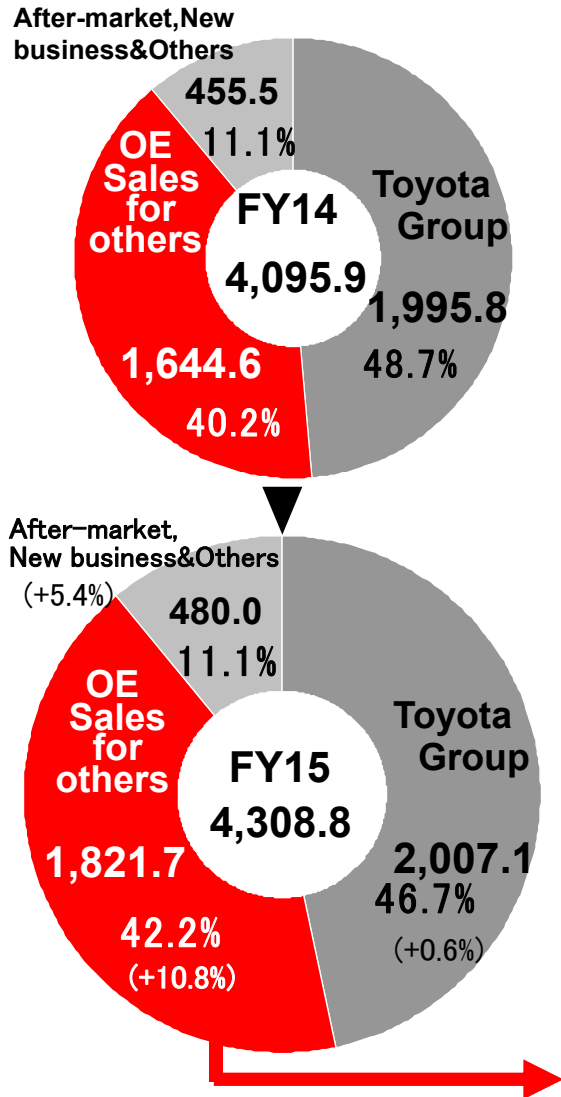
			(Unit: Millions of Units)	
	JPY 110/\$ JPY 139/Euro	JPY 100/\$ JPY134/Euro	JPY+10 JPY+5	
Foreign Exchange Rate				
Domestic Car Production	9.21	9.49	- 0.28	-3.0%
Overseas Car Production of Japanese Manufacturers (North America)	18.34 (6.00)	17.70 (5.43)	+ 0.64 (+0.57)	+3.6% (+10.5%)

Change in FY2015 Consolidated Sales(By Customer)

(Unit: Billions of Yen)

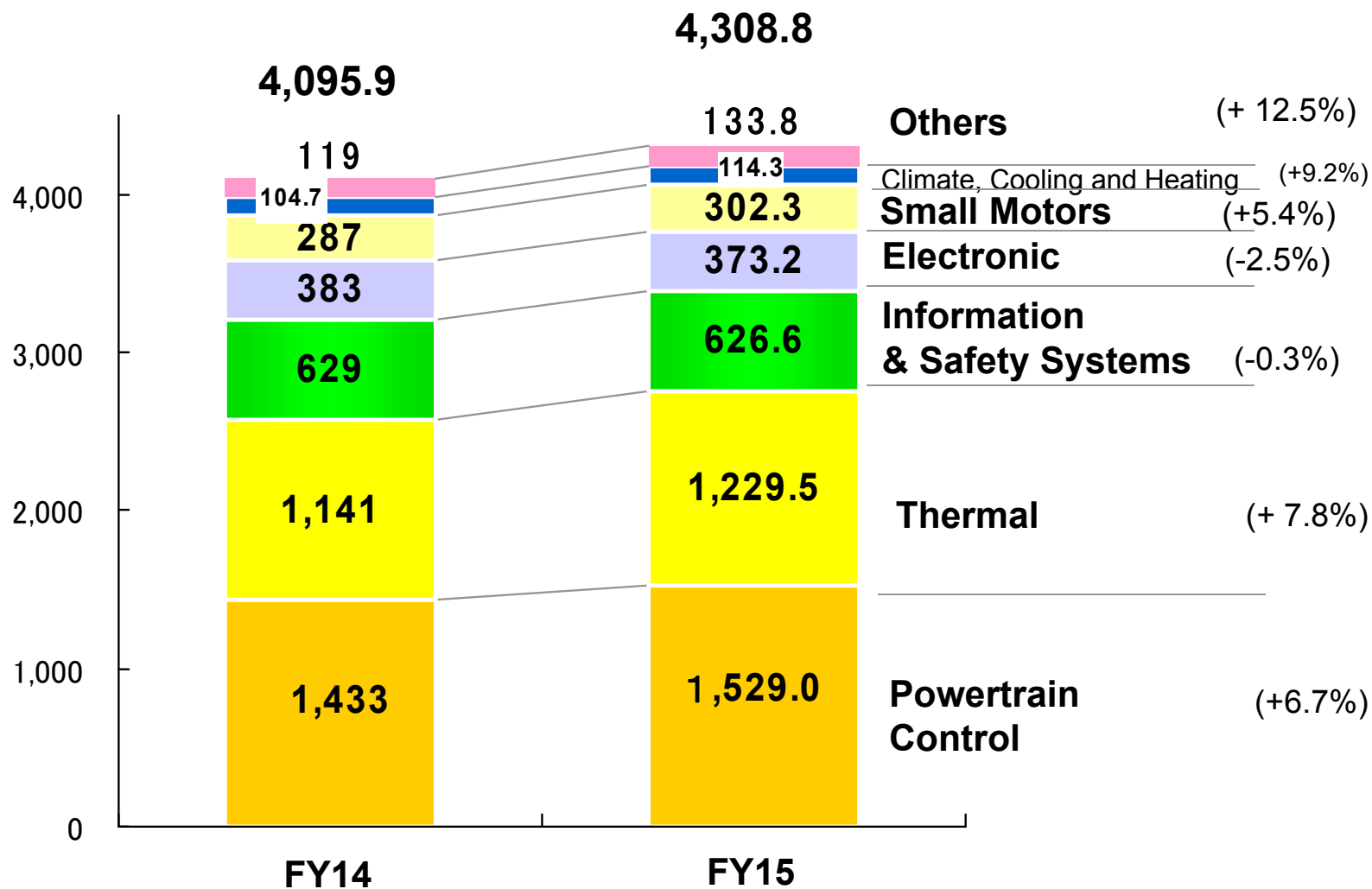
OE Sales for others

():Change from FY14

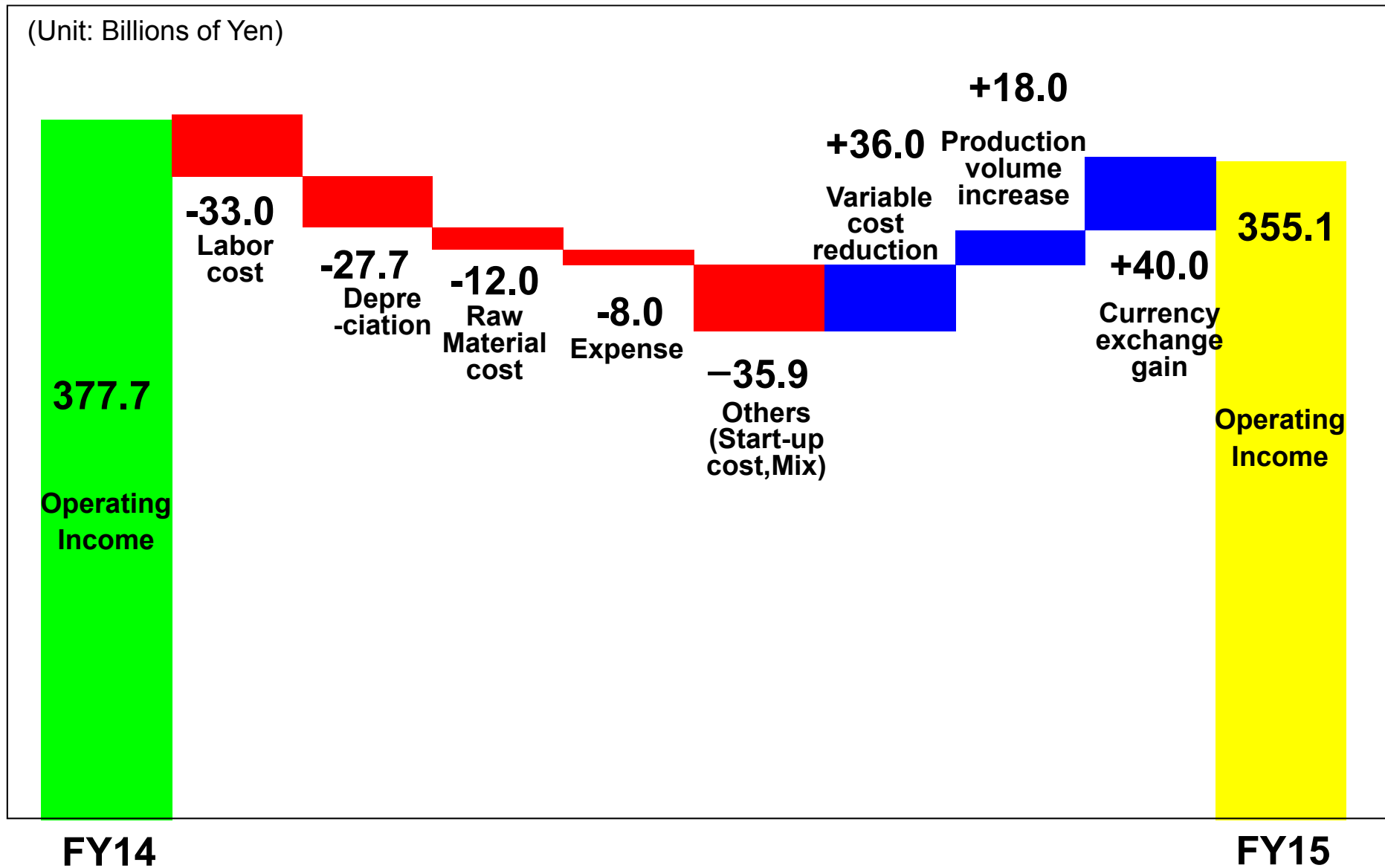


Change in FY2015 Consolidated Sales(By Product)

(Unit: Billions of Yen)
():Change from FY14



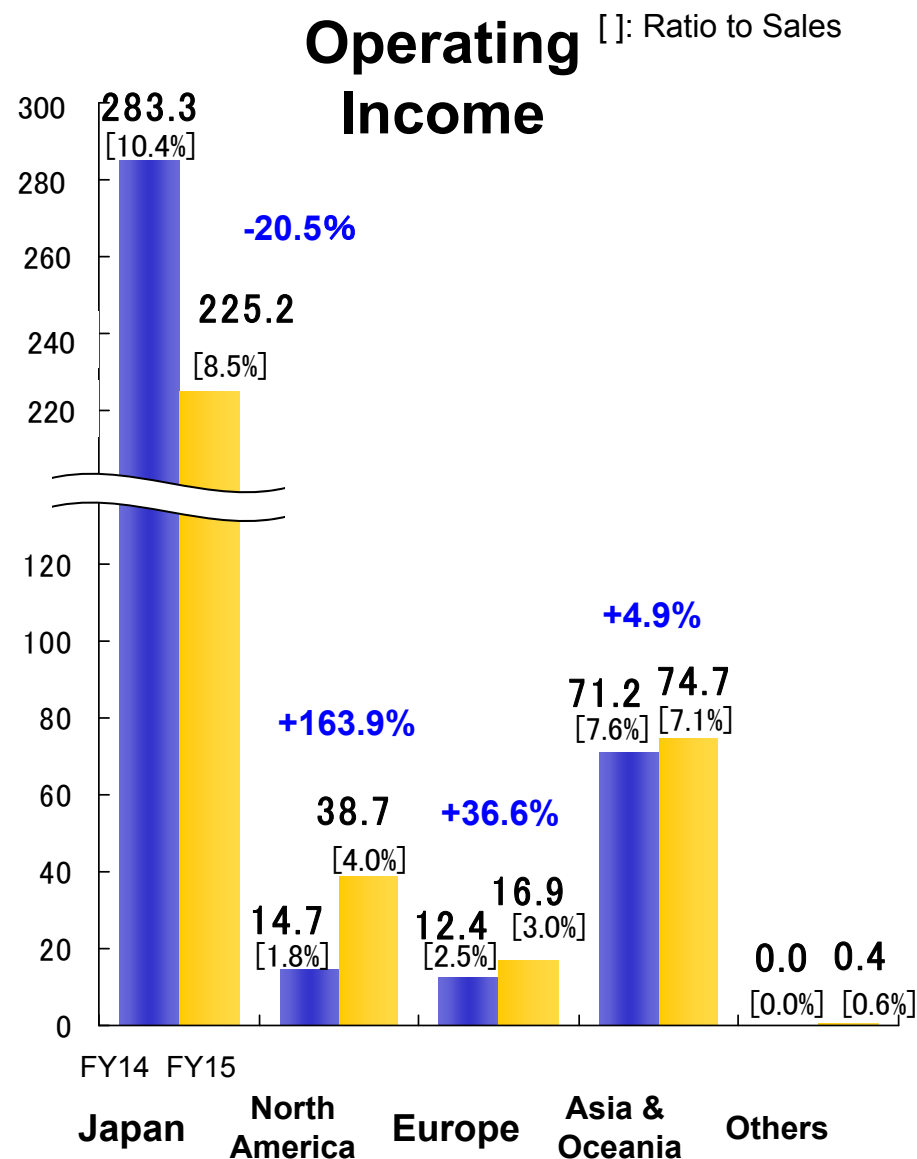
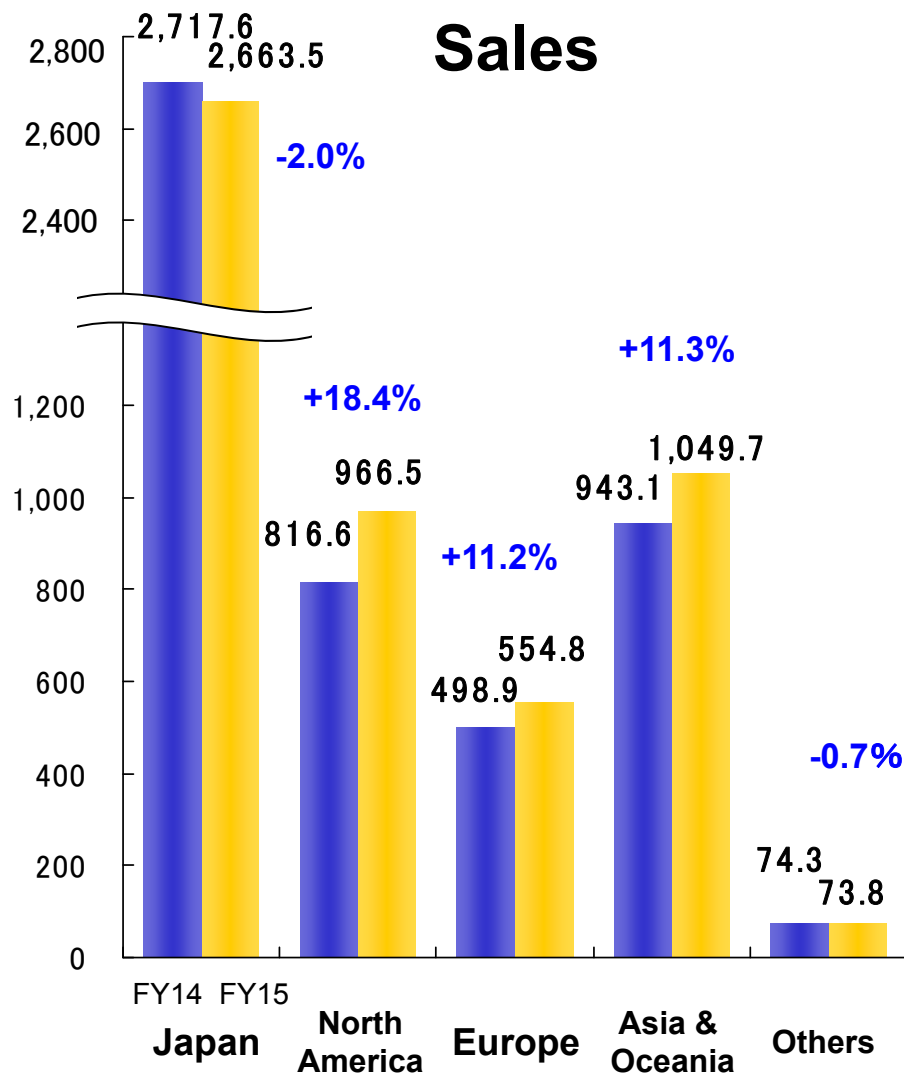
Change in FY2015 Operating Income



Change in FY2015 Geographical Segments by Company Location

06 / 38

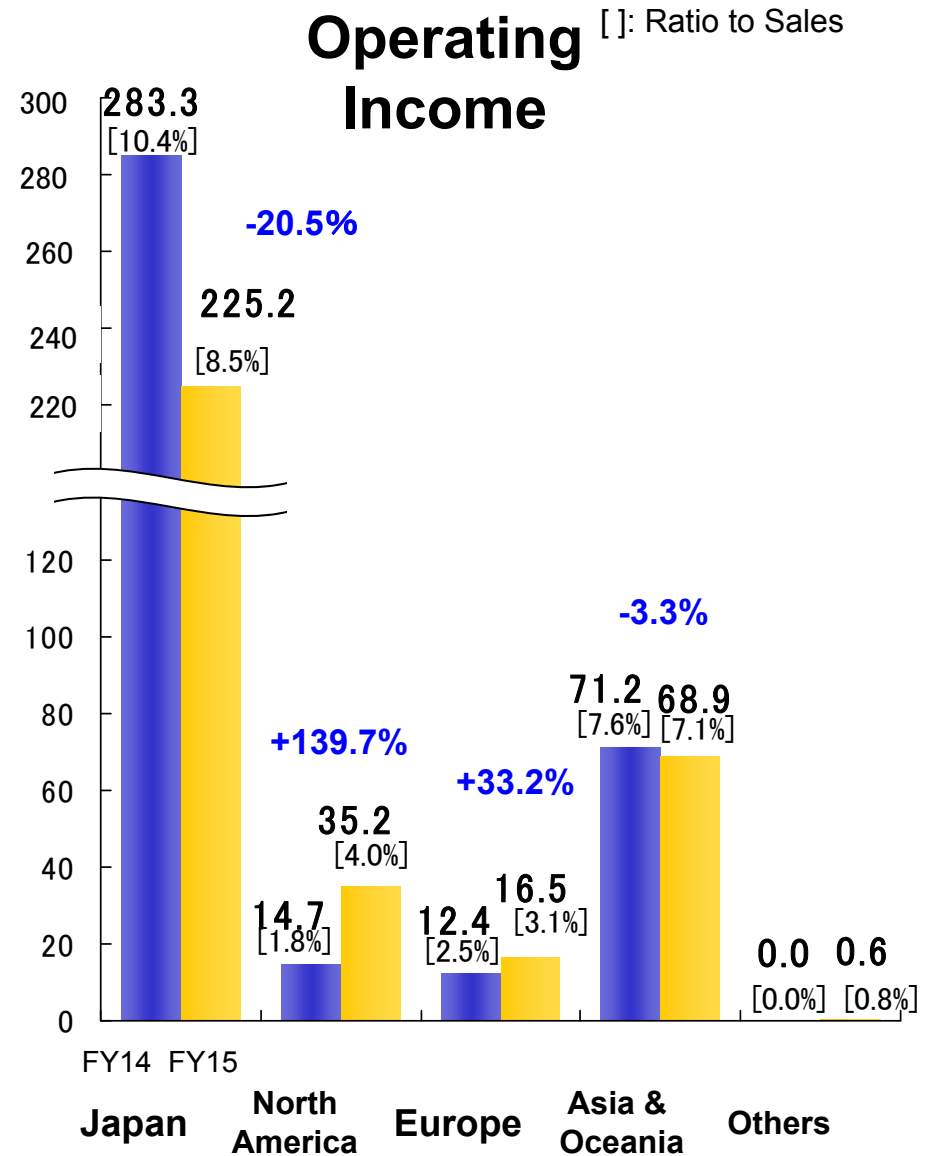
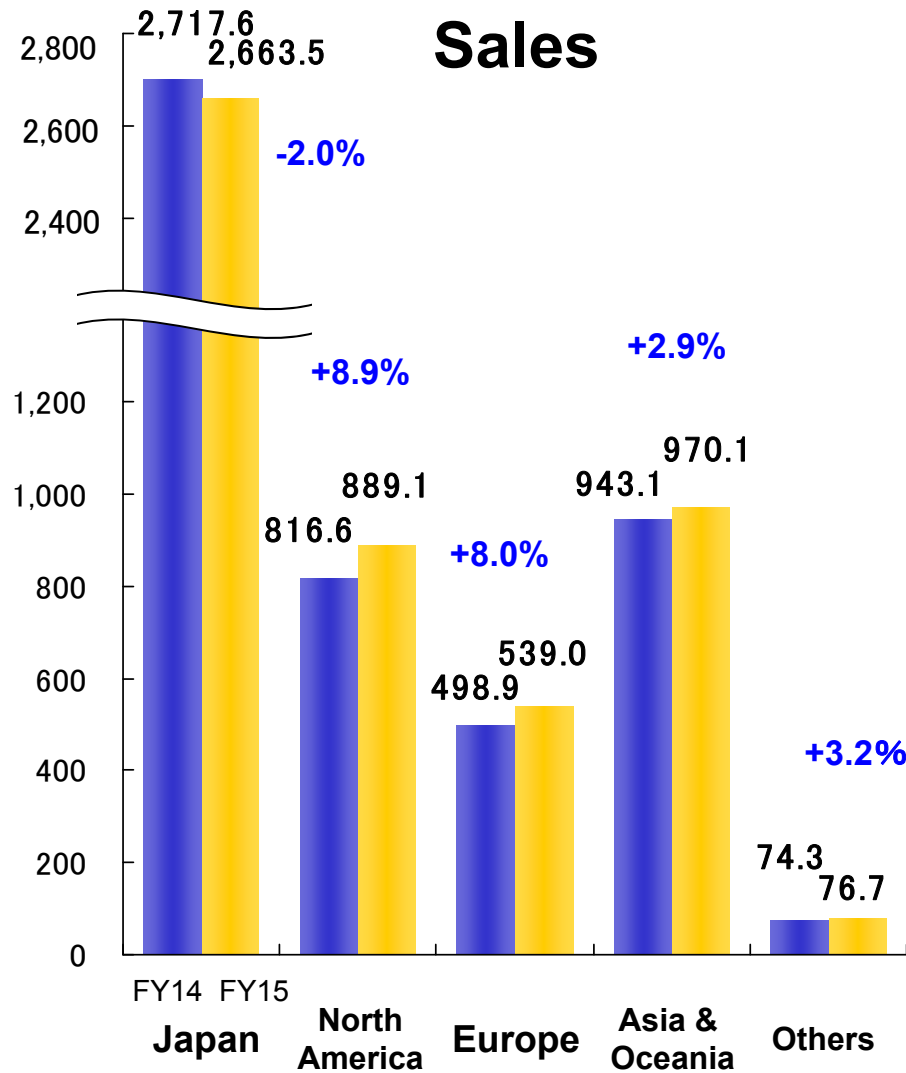
(Unit: Billions of Yen)



Change in FY2015 Geographical Segments by Company Location

(Local Currency Base)

(Unit: Billions of Yen)

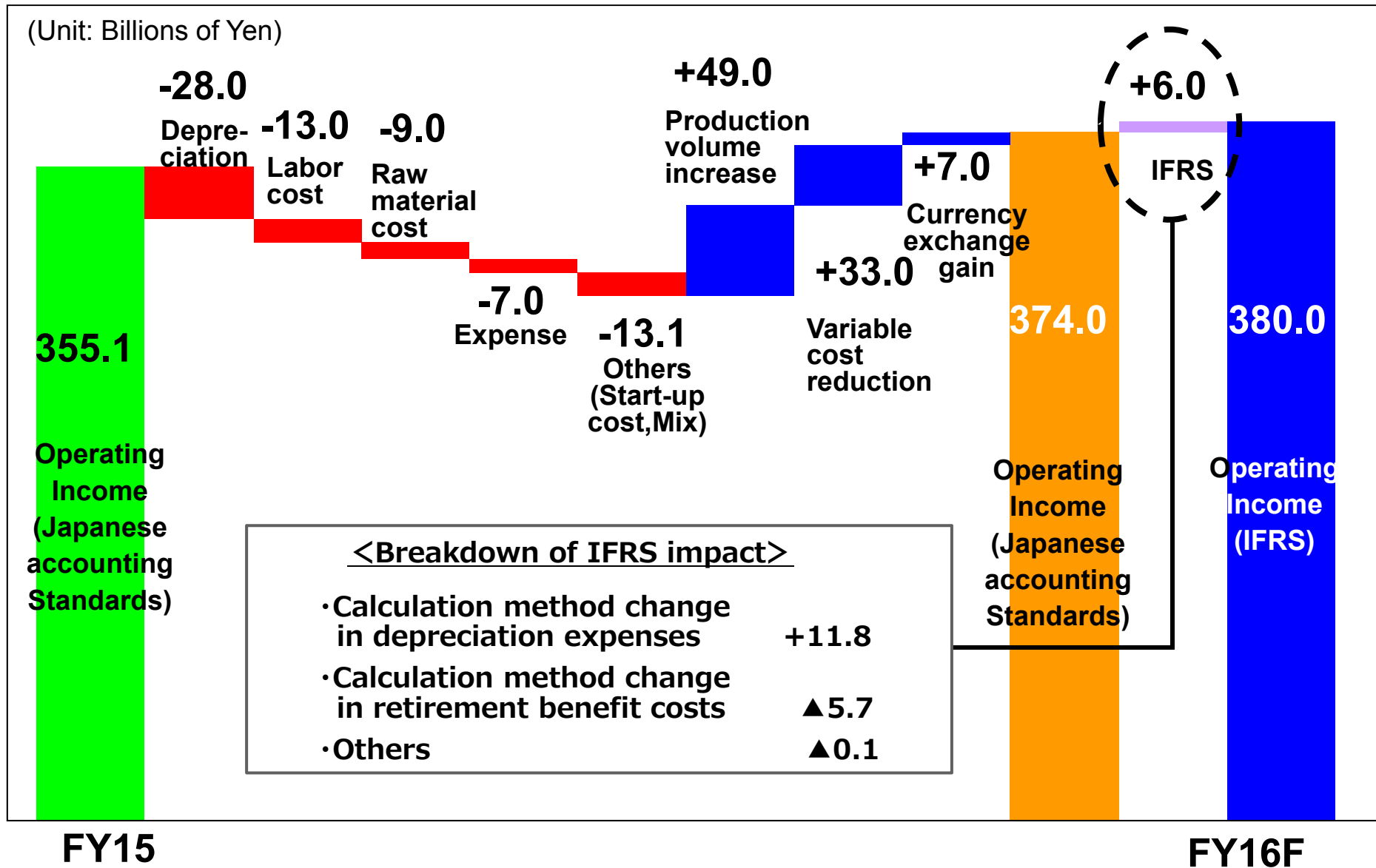


FY2016 Financial Forecast

08 / 38

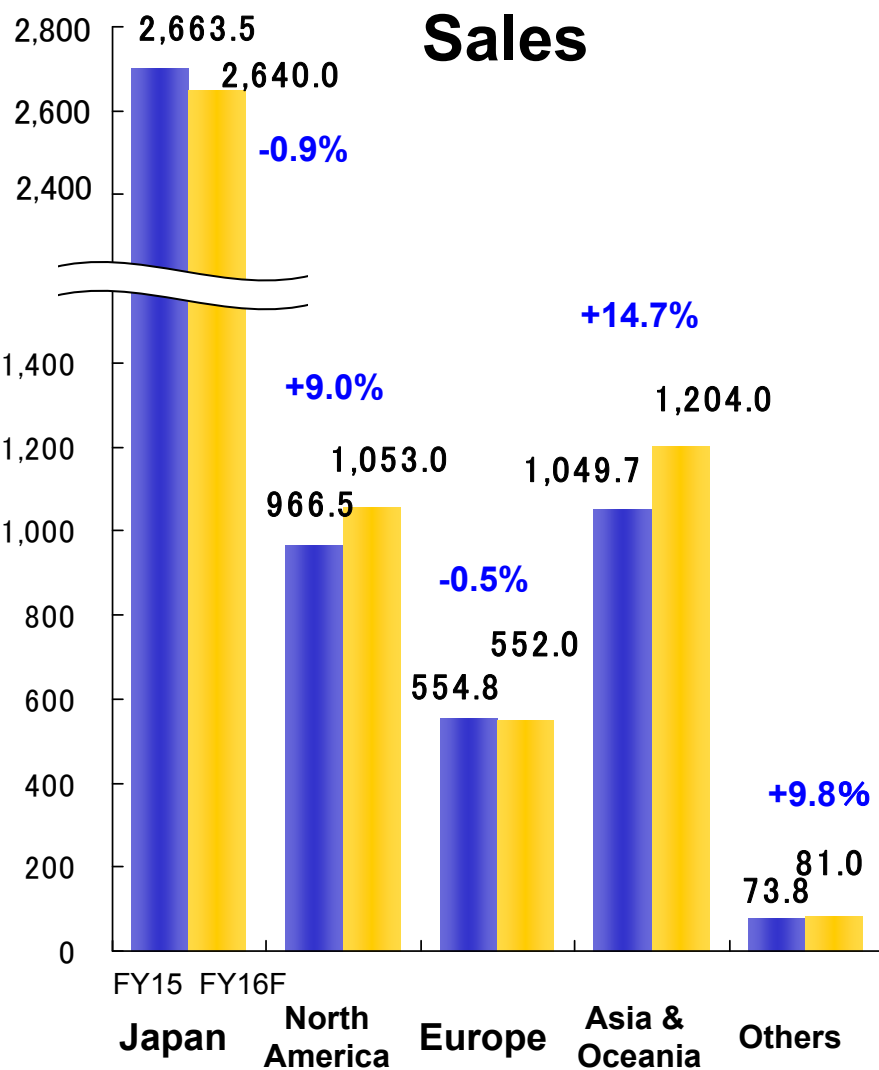
(Ratio to Sales)	IFRS FY2016F	Japanese accounting standards FY2015	Change	
			(Unit: Billions of Yen)	
Sales	4,470.0	4,308.8	+ 161.2	+3.7%
Operating Income	(8.5%) 380.0	(8.2%) 355.1	+24.9	+7.0%
Income before Income Taxes	(9.1%) 407.0	(9.9%) 427.2	- 20.2	-4.7%
Net Income	(6.2%) 275.0	(6.8%) 293.1	- 18.1	-6.2%
			(Unit: Millions of Units)	
Domestic Car Production	9.09	9.21	- 0.12	-1.3%
Overseas Car Production of Japanese Manufacturers (North America)	19.04 (6.37)	18.34 (6.00)	+ 0.7 (+0.37)	+3.8% (+6.2%)
Foreign Exchange Rate	JPY 115/\$ JPY125/Euro	JPY 110/\$ JPY139/Euro	JPY +5 JPY -14	
Forex Impact on Operating Income per yen	2.5 billions for \$ 0.7 billions for Euro			

Change in FY2016 Operating Income Forecast

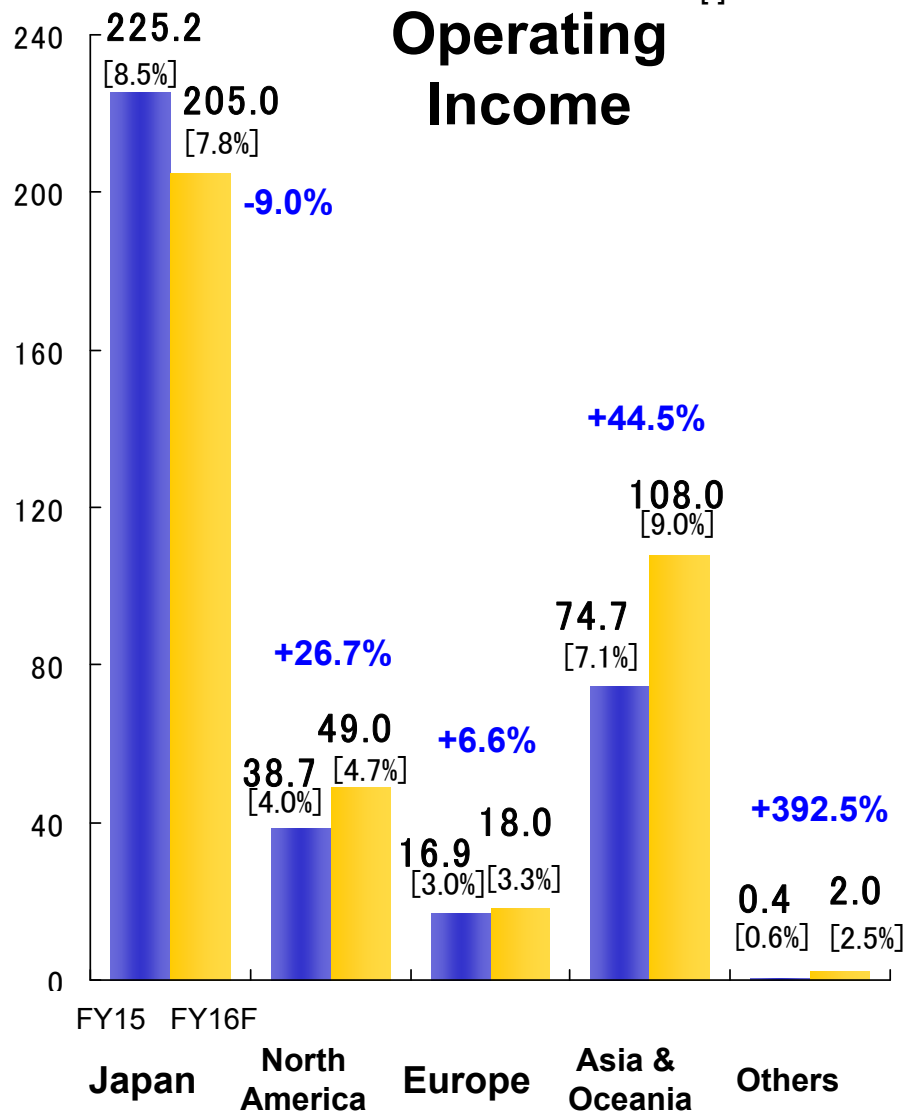


Change in FY2016 Geographical Segments by Company Location Forecast

(Unit: Billions of Yen)

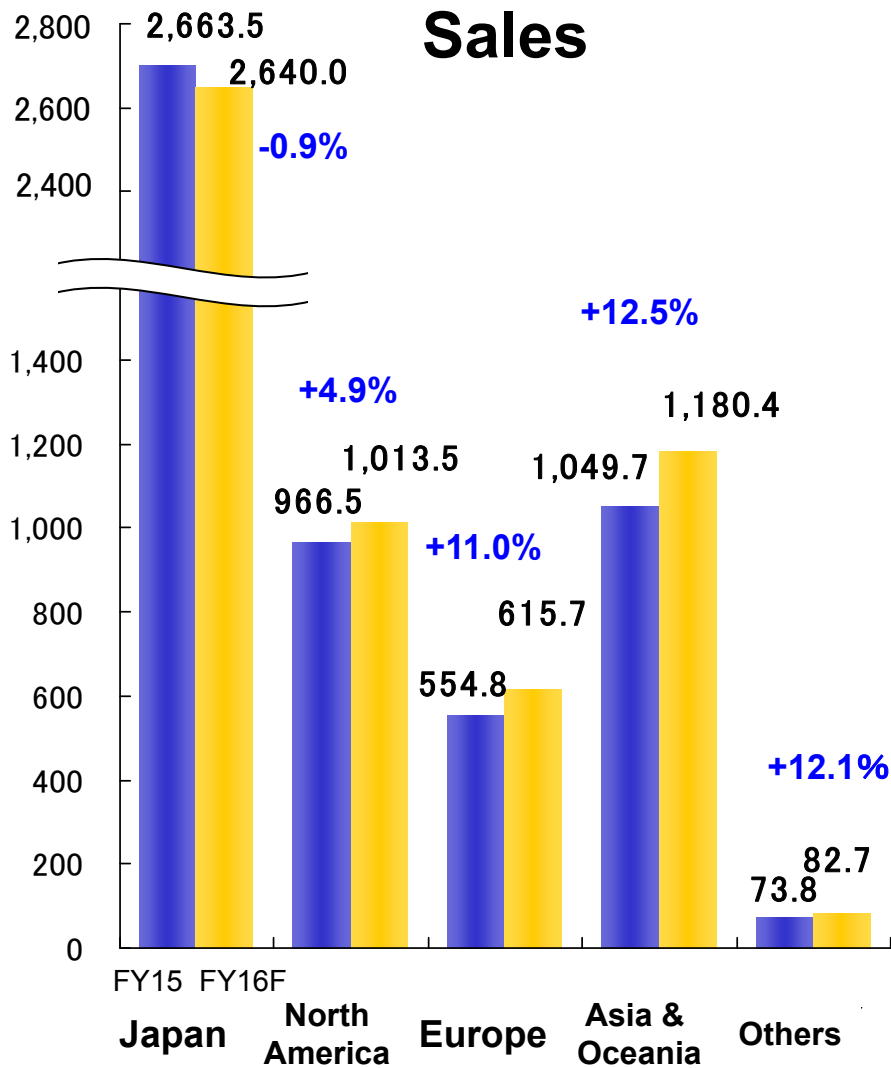


[]: Ratio to Sales

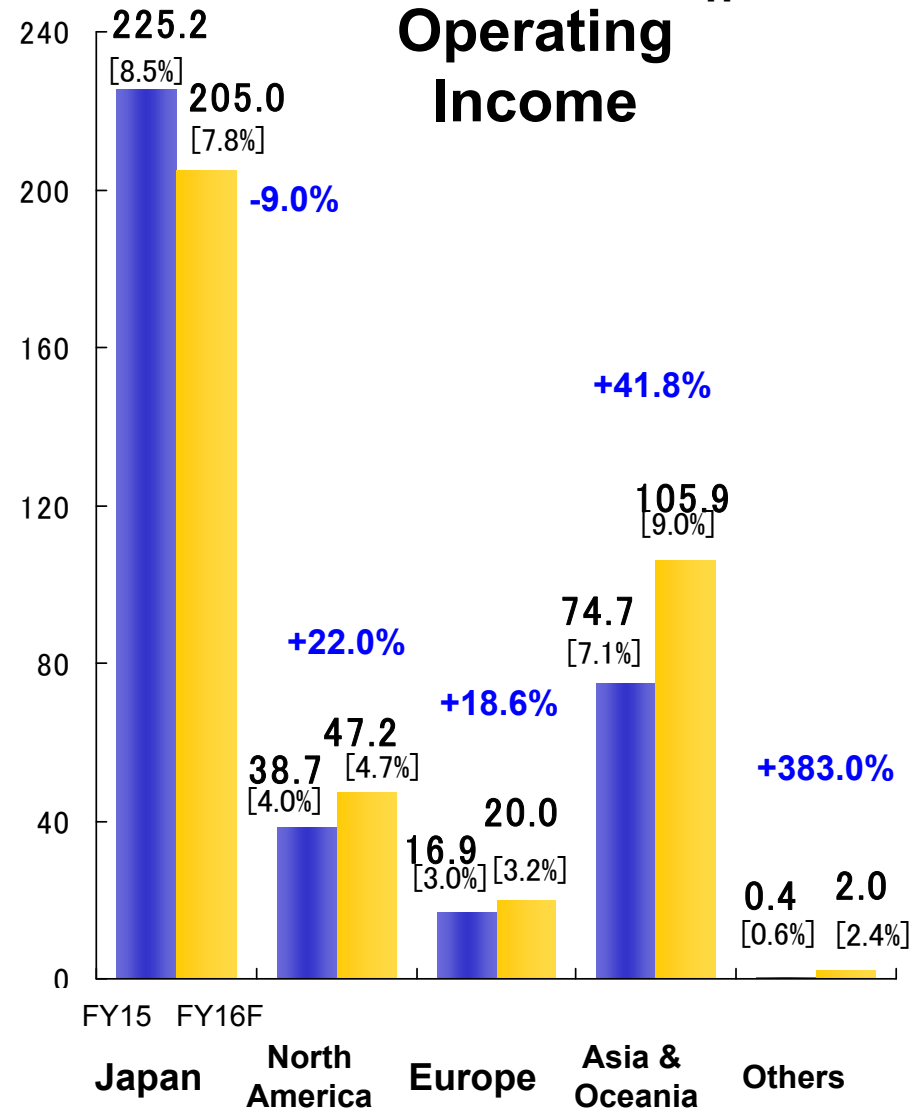


Change in FY2016 Geographical Segments by Company Location Forecast (Local Currency Base)

(Unit: Billions of Yen)



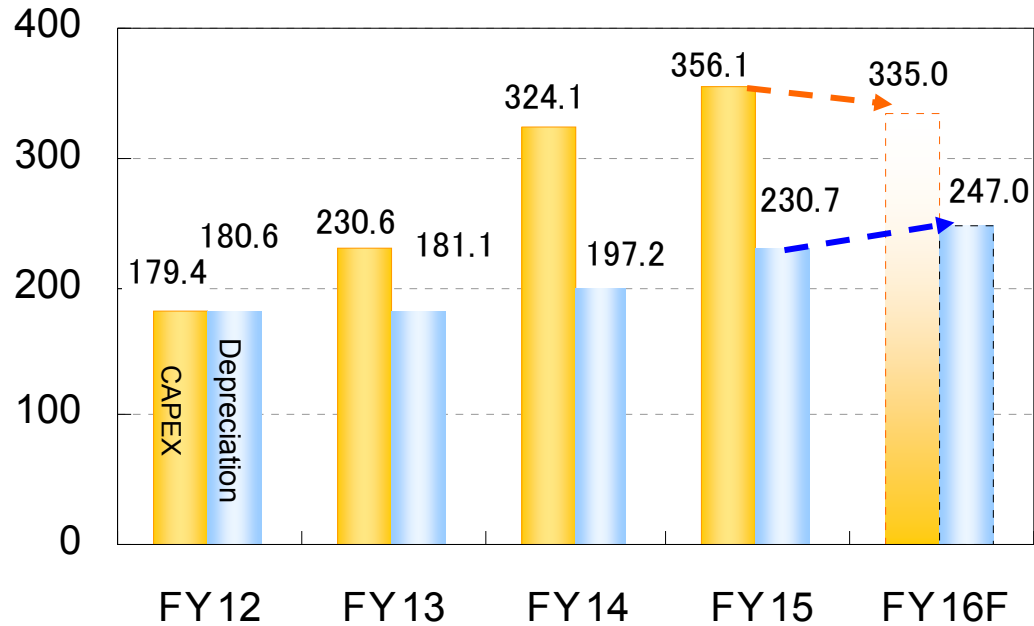
[]: Ratio to Sales



Capital Expenditures, Depreciation and R&D Expenditures

12 / 38

(Unit: Billions of Yen)



	FY12	FY13	FY14	FY15	FY16F
Capital Expenditures	179.4	230.6	324.1	356.1	335.0
Depreciation	180.6	181.1	197.2	230.7	247.0
R&D Expenditures (Ratio to Sales)	298.4 (9.5)	335.5 (9.4)	368.7 (9.0)	396.4 (9.2)	400.0 (8.9)

Policy of shareholders return

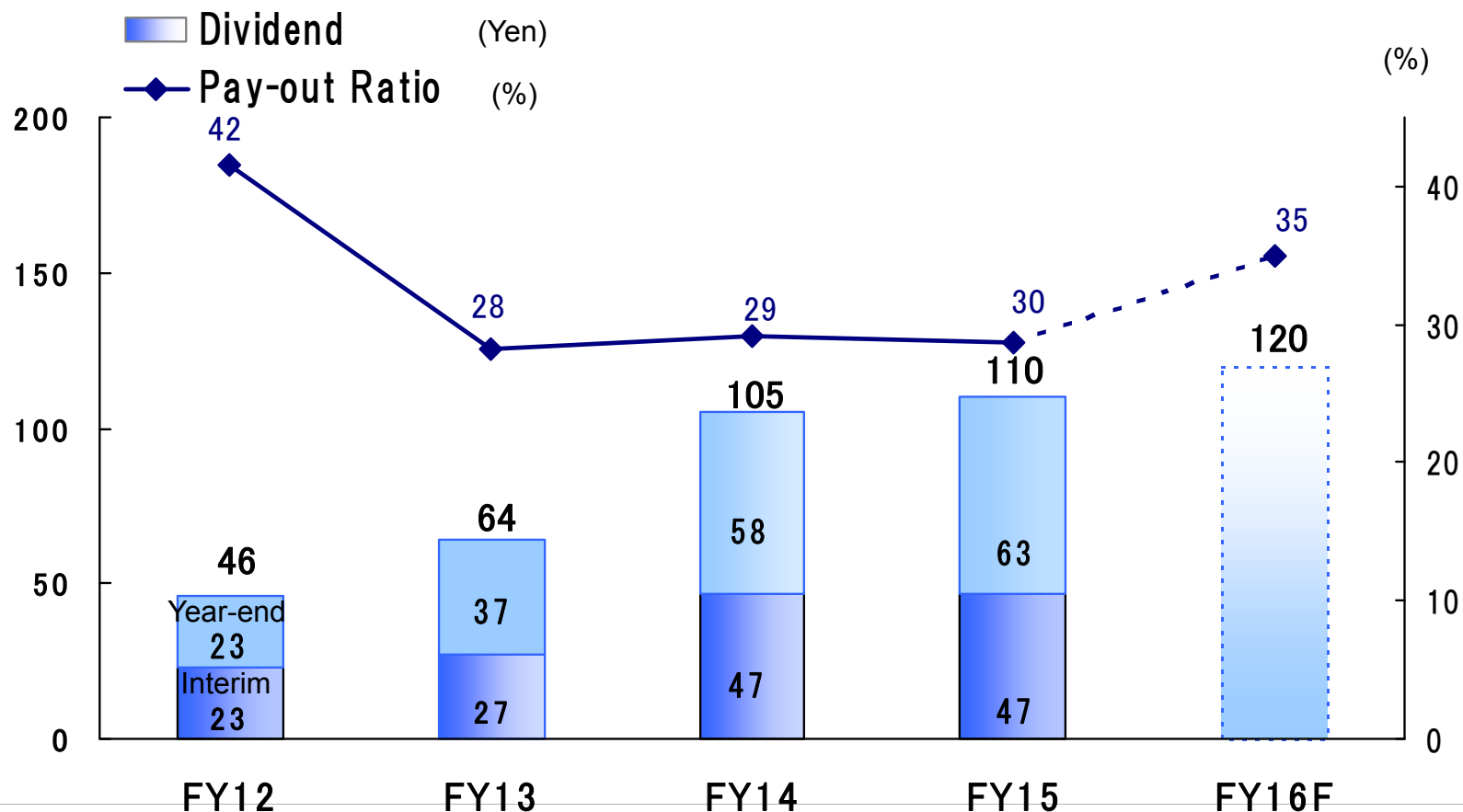
1. Continuously raise dividend scale stably and on a long-term basis while taking into consideration consolidated financial results, dividend payout ratio and the amount of dividend comprehensively.

2. Internal reserves are applied to investment (equipment, R&D and M&A) aiming to maintain future business growth and, considering financial position, also to acquisition of own shares.

Return to Shareholders

FY15 Annual Dividend per Share: Increase by 5 yen to 110 yen

FY16 Annual Dividend per Share: Increase by 10 yen to 120 yen
 Acquisition of own shares
 (5 million shares / 30 billion yen)



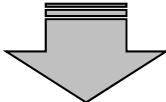
- 1. DENSO Group's Mid-term policy 2018**
- 2. Business field to concentrate**
 - (1) Environment and Security & Safety**
 - (2) Aftermarket & New business**
 - (3) World Market**

Position of Mid-term policy 2018

12 13 14 15 16 17 18 19 20

DENSO Philosophy

DENSO Group Long-term Policy 2020



Mid-term policy 2015

(FY2013~FY2016)

- Advanced technology development
- Develop aftermarket and new business
- Innovation in “Monozukuri”

Mid-term policy 2018

(FY2016~FY2019)

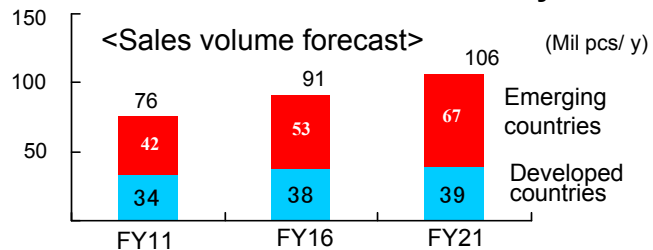
Establishment for “Mid-term policy 2018” taking over its 2015

1. DENSO Group's Mid-term policy 2018

2018 Goal

Recognition of the current business environment

1. Emerging countries lead automobile market continuously

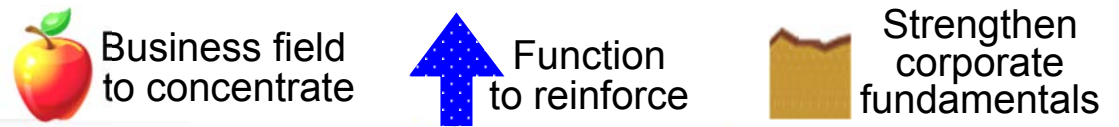


2. Expand of environment, security and safety needs



3. Accelerate standardization of parts & unit

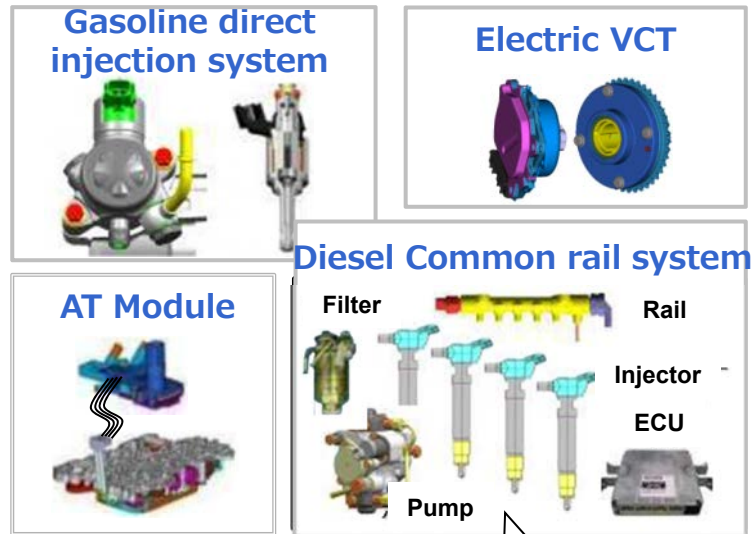
Preparation to quality risks due to standardization is needed



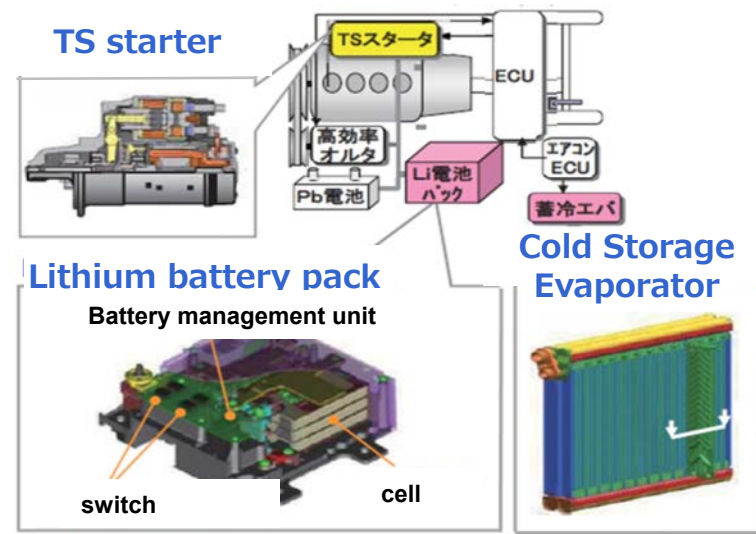
Concentrate on “Environment and Security& Safety”, “Aftermarket & New business” & “World market”

Ex1: Improvement of ICE / Electrification

~ Mazda SKYACTIV series



~Stop start system~



~ Volvo new powertrain 「DRIVE - E」 ~

Injector with i-ART improved ICE and reduce gas emission

New injectors for compact car are installed on MAZDA2(DEMIO) new model

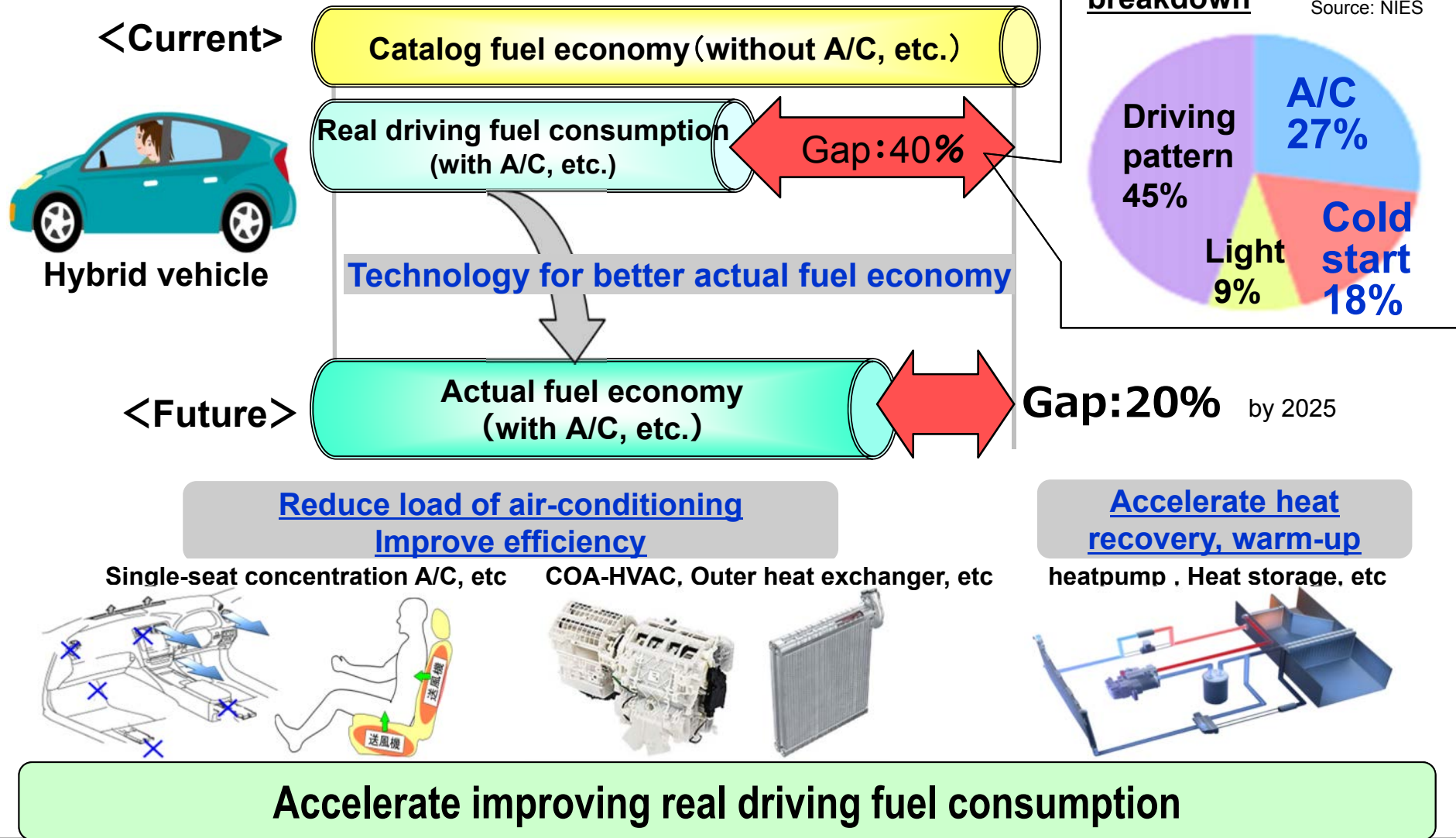


~ Hybrid components ~



Accelerate "Ultimate efficiency" and electrification

Ex2: Improve actual fuel economy

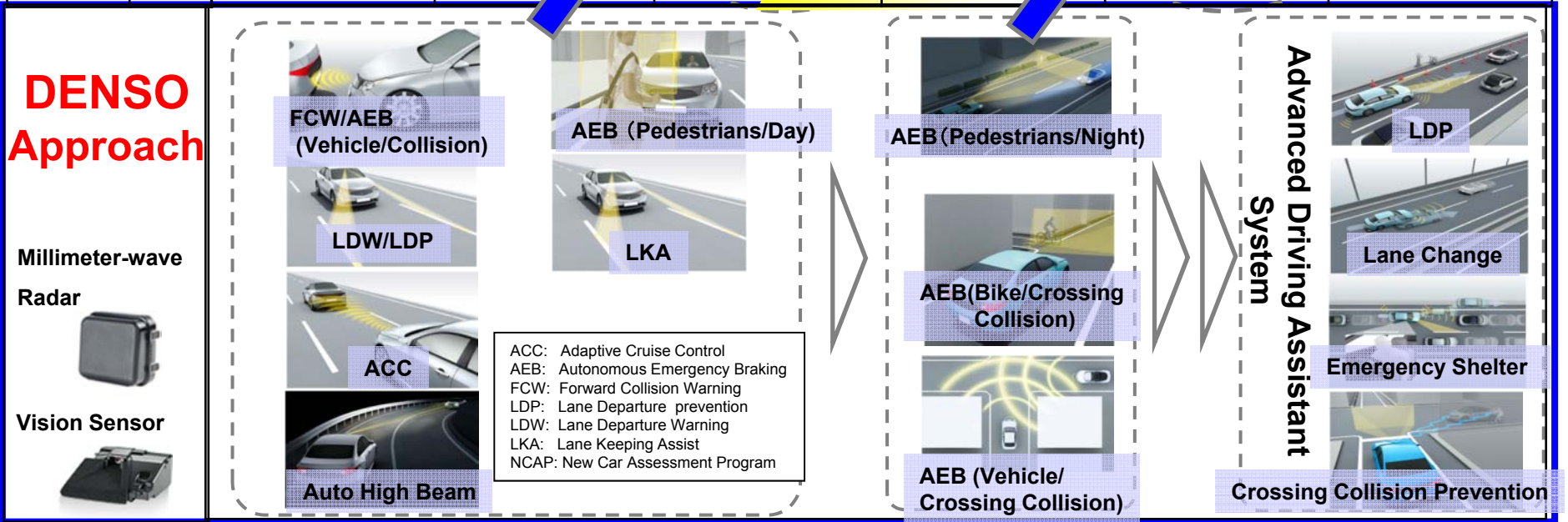


2 (1) Environment and Security & Safety

Ex1: Safe driving support(Active safety/Driving support)

■ Fixed
■ Planed

		~2014	2015	2016	2017	2018	2019~
Safety Standard Of Major Markets (NCAP)		AEB (Vehicle/Collision) LDW		AEB (Vehicle/Collision)		AEB (Pedestrians/Night) AEB (Bike/Crossing Collision) AEB (Vehicle/Crossing collision, Turn Right)	
		AEB (Vehicle/Collision) LDW		AEB (Pedestrians/Day) LKA			
		FCW/LDW		AEB (Pedestrians/Day) AEB (Vehicle/Collision) LDP		AEB (Pedestrians/Night)	

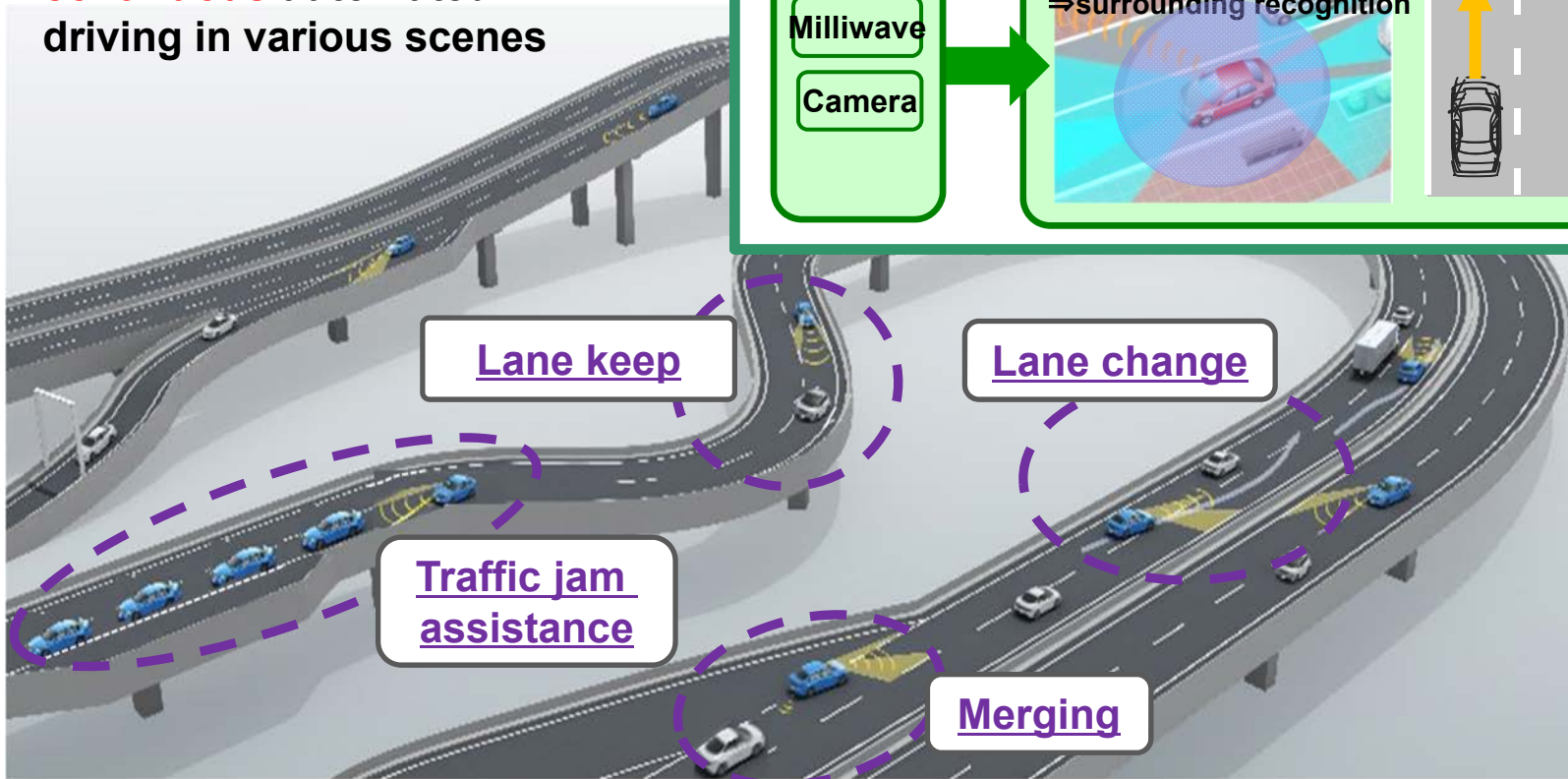
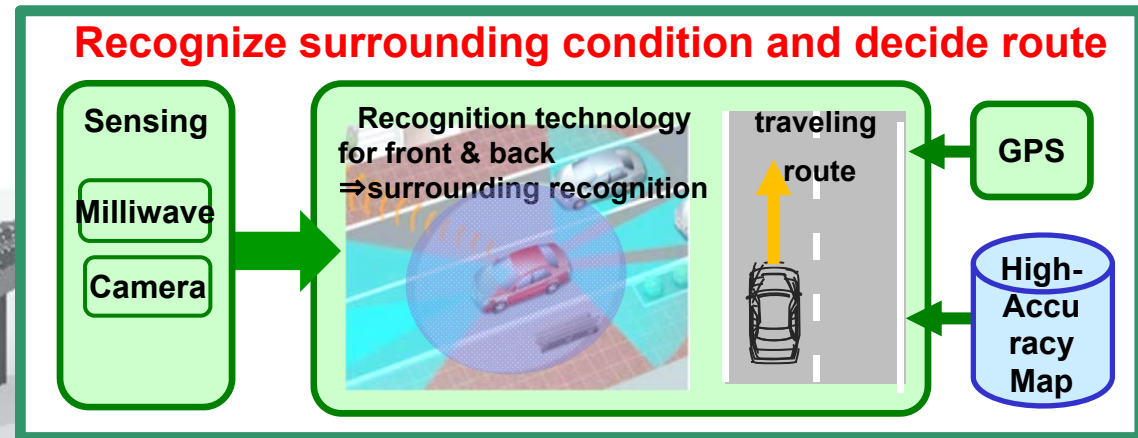


Develop and start production Active Safety System prior to NCAP installation
 Accerelate technology development of ADAS

Ex2: ADAS(level 2,3)

◆ Promote technology development to achieve **continuous** automated driving in various scenes

Key technology



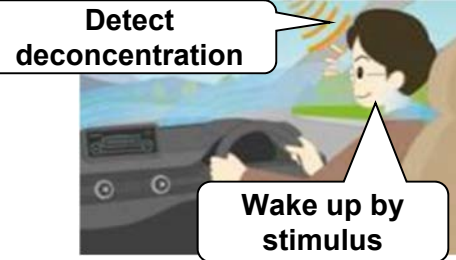
Realize ADAS by advanced technology development

Ex3: Comfort technology for Security & Safety

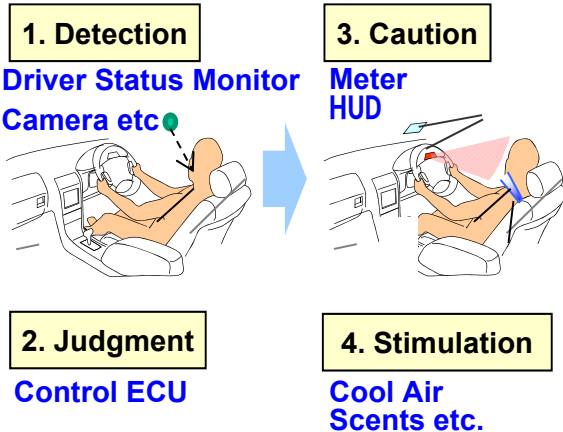
※ HMI : Human Machine Interface

Concentration Assist

Prevention of drowsiness

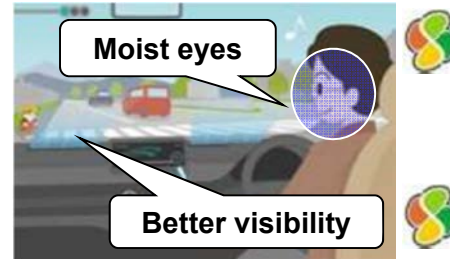


<Approach / Technology>

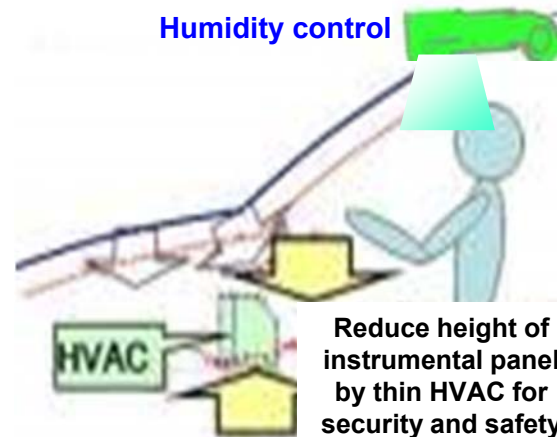


Visibility Assist

Better visibility / eyesight



<Approach / Technology>

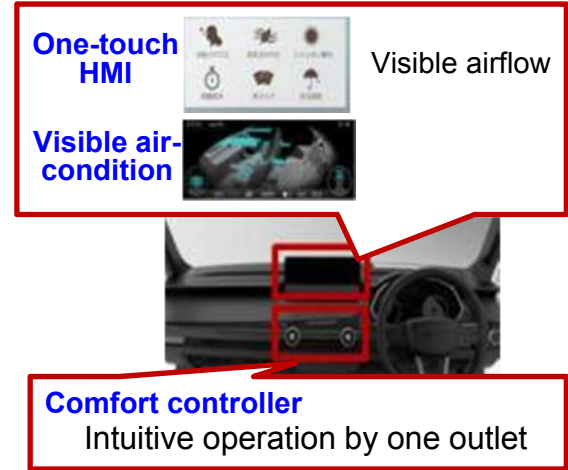


Operation Assist

Large HMI & Easy operation



<Approach / Technology>




Developing technology to enhance driver's safety and confidence

Ex4: Study of human being

Goal : Achieve human-friendly HMI, human-like intelligence
→Research optimal condition for driving on both medical science side & psychology side

Vehicle with confidence

- Convey intention / emotion
- Automatic←→manual




Head-up display

↓

Evaluate emotion
HMI for automated drive

Vehicle monitoring human

- Monitoring driver's condition




Driver Status Monitor

↓

Condition detect / Drowsiness preservation technology

Vehicle motivating to drive again

- Fun
- Refreshing



↓

Five senses and brain stimulation

Pursue “security & safety” for driving on both medical science and psychology side

- New Group is established in Jan, 2015 (Aftermarket, CCH, New Business)
- Establishment of Strategy for DN Brand and Partner in purpose of Business Expansion

Spare Parts	<ul style="list-style-type: none"> - Expand business to developing countries - Widen range of products - Accomplish cost competitiveness by “Global Supplier of choice”
Accessories	<ul style="list-style-type: none"> - Focus on important field (comfort safety, environment, IVI)
Service Ex1	<ul style="list-style-type: none"> - Diagnosis for highly development market / repair machine line-up and global sales expansion
New Business Ex2	<ul style="list-style-type: none"> - Strengthen sales structure and organization to expand solution business

Provide products and services creating new customer value from social needs and end users viewpoint

Ex1 : Service Business



Establishment of Cycle of “Vehicle diagnosis”, “Repair” and “Preventive maintenance”

Ex2 : New Business

★ **Micro Grid**
Low carbon society

★ **Security**
Secure & peaceful life

Bio (Microalgae)
Fossil fuel independent

★ **Healthcare**
Quality of life

Electric Assist
Comfortable life at will

★ **Agricultural support**
Food safety

★ **Cold Chain**
Food safety

★ **Information Solution**
Community networking

(newly added)
Traffic Infrastructure
Decrease of accidents

★ : started business

Expand business for solution of social issues

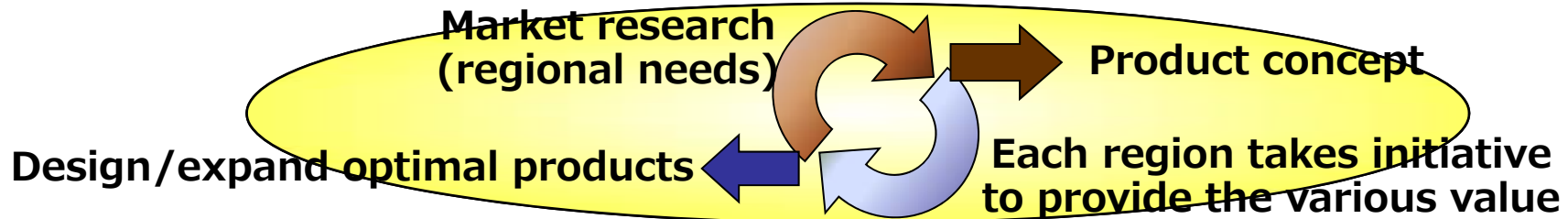
Provide optimal products in each region

Global R&D network

Core T/C	Japan	NA Michigan	Europe Germany (Aachen)	Asia & Oceania Thailand (Bangkok)	China Shanghai	India Deli	SA Brazil
Satellite	Domestic Group companies Korea	Tennessee, California	UK, Italy, Sweden,	Vietnam, Philippines Australia	Beijing, Xian, Taiwan	-	-

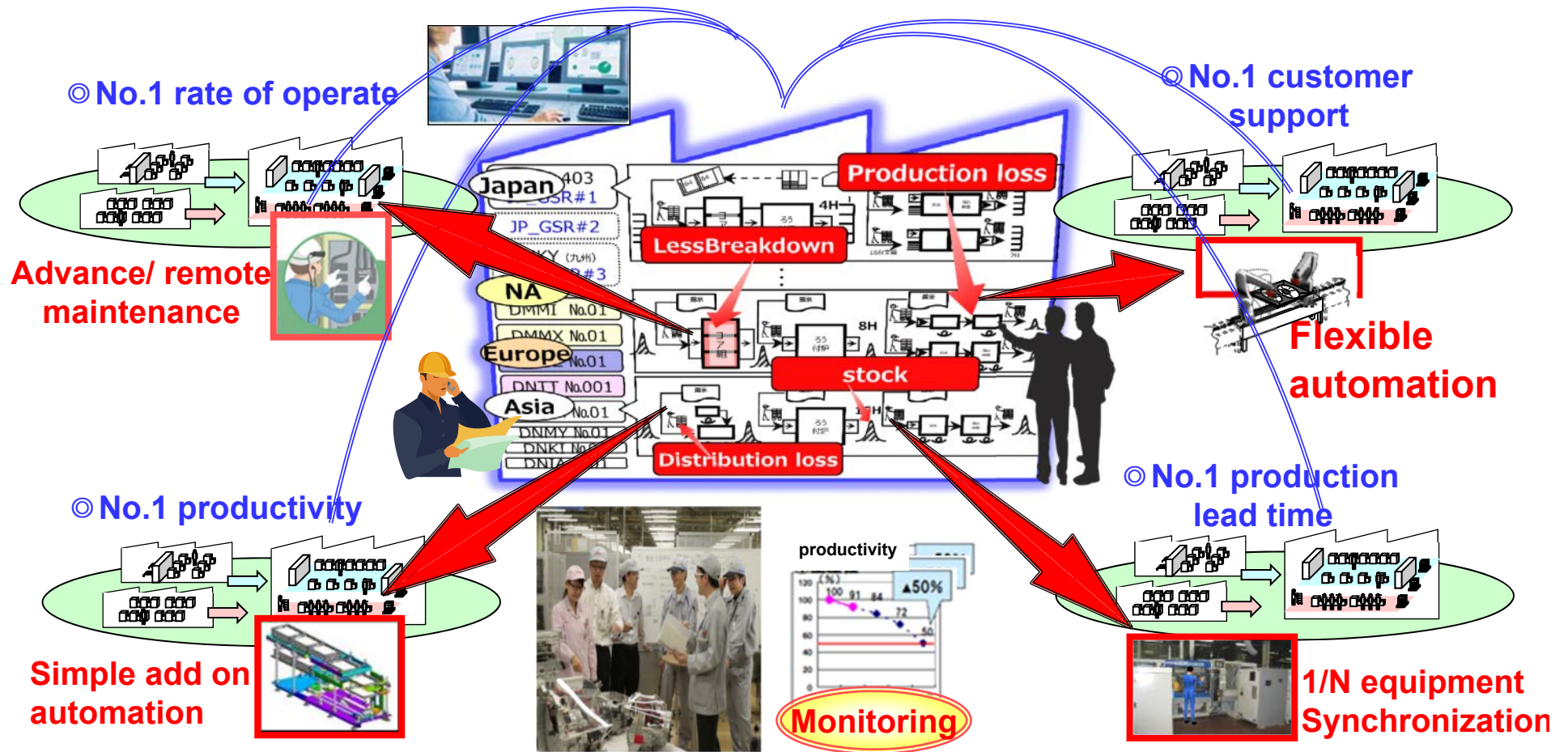


Strengthen R&D in seven regions worldwide



Develop products for maximizing the value of vehicles and contribute to spread them in the world

Realize global DANTOTSU factory



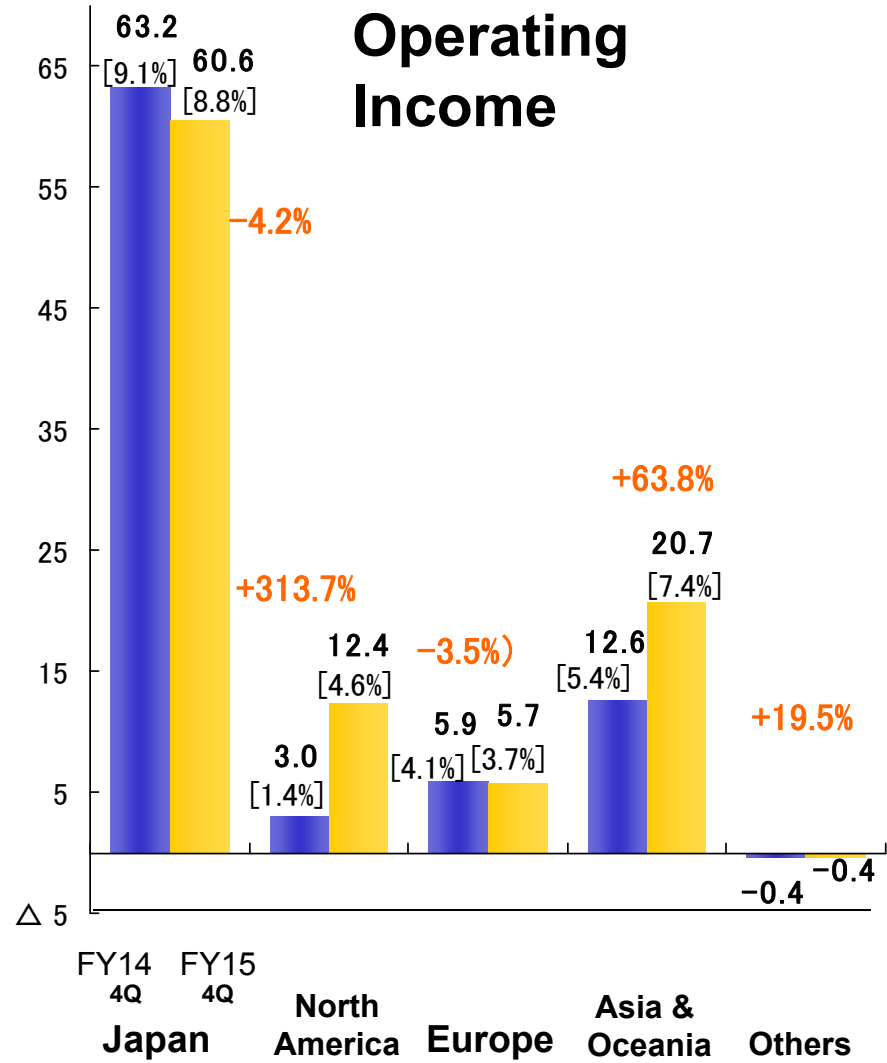
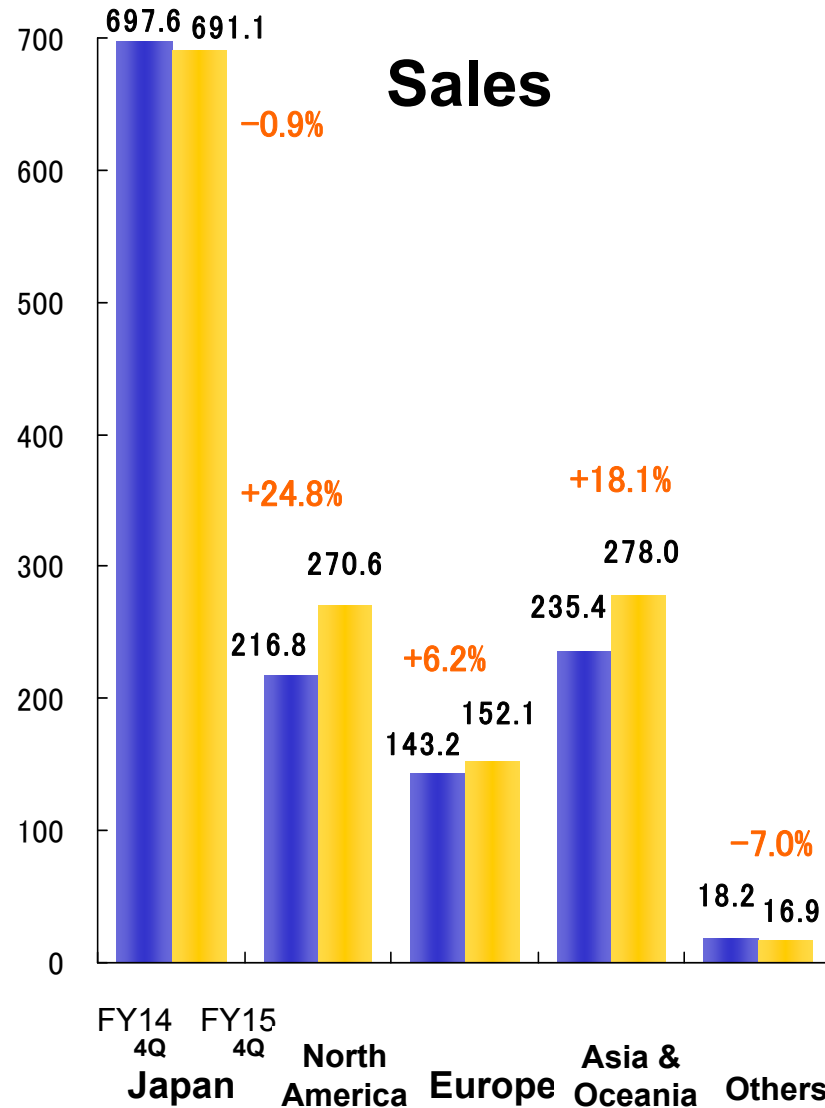
Reinforce cost competitiveness through global DANTOTSU factory in each region

- 4th Quarter(3months) Geographical Segments by Company Location
- Non-Consolidated Financial Results
- Pre-Conditions (Foreign Exchange Rate/Car Production)
- Consolidated Sales by Customer
- Consolidated Sales by Business Segment
- Capital Expenditures, Depreciation, and R&D

4th Quarter(3months) Geographical Segments by Company Location 32

(Unit: Billions of Yen)

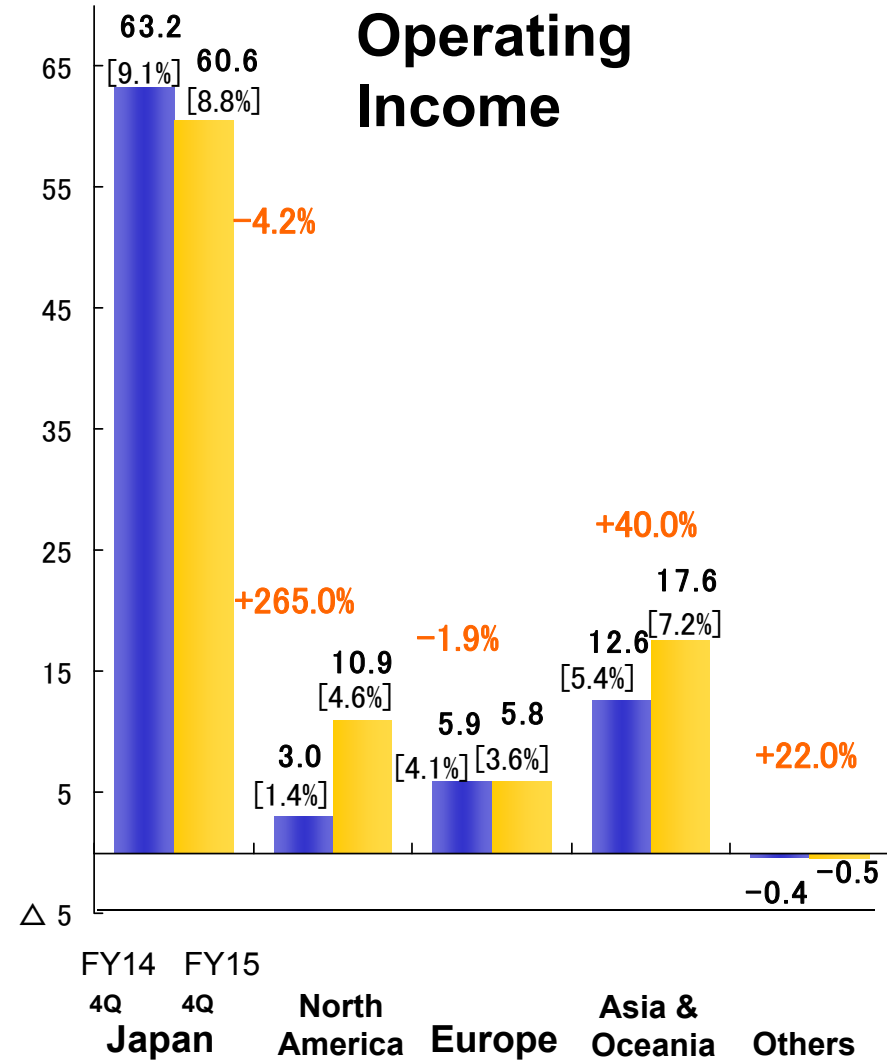
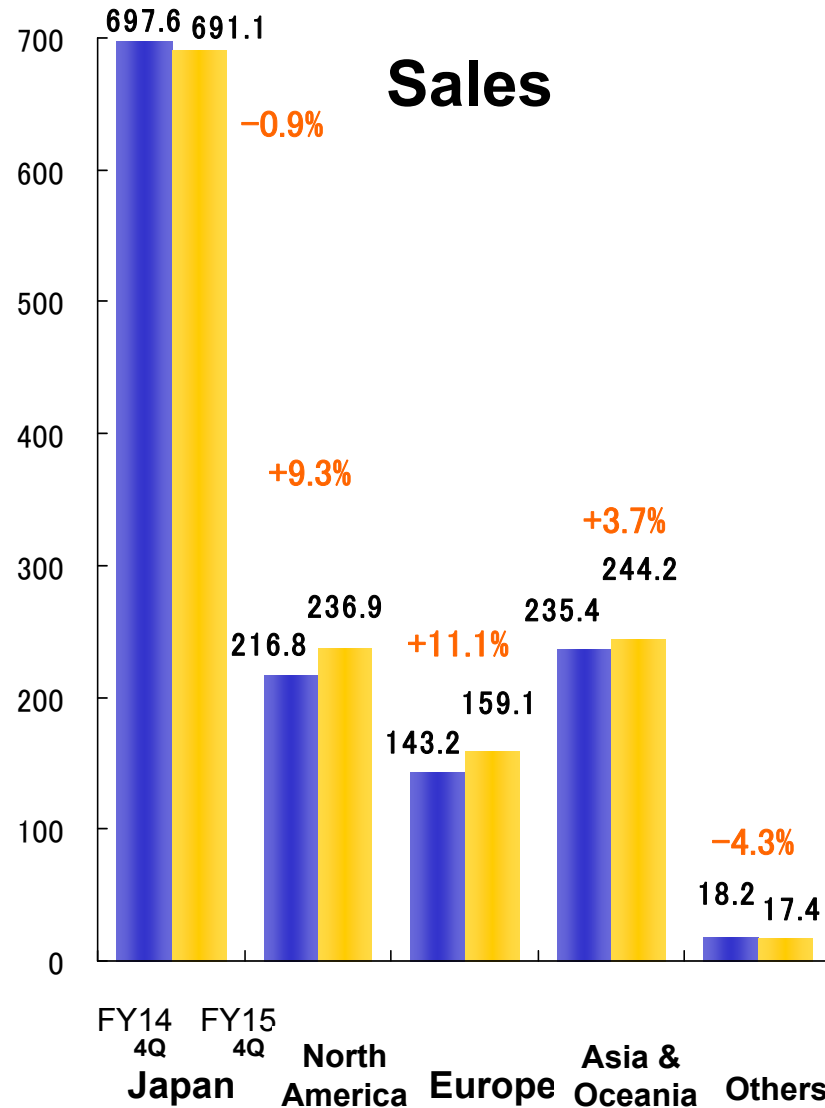
[]: Ratio to Sales



4th Quarter(3months) Geographical Segments by Company Location (Local Currency Base)

(Unit: Billions of Yen)

[]: Ratio to Sales



Income Statements

(Ratio to Sales)

(Unit:Billions of Yen,%)

Account	FY2014		FY2013		Change	
	Amount	Percent	Amount	Percent	Amount	Percent
Net Sales	(100.0)	2,490.8	(100.0)	2,276.8	214.0	9.4
Cost of Sales	(84.7)	2,110.2	(88.1)	2,006.1	104.1	
SGA Expenses	(6.3)	157.2	(6.5)	147.1	10.2	
Operating Income	(9.0)	223.3	(5.4)	123.6	99.7	80.6
Non-Operating Income		76.0		72.2	3.8	
Extraordinary Income (Loss)		-3.2		0.3	-3.5	
Income Before Income Taxes	(11.9)	296.1	(8.6)	196.1	100.0	51.0
Net Income	(8.8)	219.7	(6.4)	146.0	73.7	50.4

FY2015 Forecast		Change from FY14	
Amount	Percent	Amount	Percent
(100.0)	2,323.0	-167.8	-6.7
(6.4)	149.0	-74.3	-33.3
	64.0	-12.0	
	0.0	3.2	
(9.2)	213.0	-83.1	-28.1
(6.8)	157.0	-62.7	-28.5

Pre-Conditions (Foreign Exchange Rate/Car Production)

		FY2014 Full Year									FY2015 Full Year	
		FY2014 First-Half			FY2014 Second-Half							
		Prior Year	Actual	Change	Prior Year	Actual	Change	Prior Year	Actual	Change	Forecast	Change
Foreign Exchange Rate (Yen)	USD	99	103	+ 4	102	117	+ 15	100	110	+ 10	115	+ 5
	EUR	130	139	+ 9	139	139	- 0	134	139	+ 4	125	- 14
Forex Impact on Operating Income per Yen (Billions of Yen)	USD							2.8	2.5	-0.3	2.5	-
	EUR							0.8	0.7	-0.1	0.7	-
Car Production of Japanese Manufacturers (Millions of Units)	Domestic	4.53	4.59	+ 1%	4.96	4.63	- 7%	9.49	9.21	- 3%	9.09	- 1%
	North America	2.66	2.99	+ 13%	2.77	3.02	+ 9%	5.43	6.00	+ 11%	6.37	+ 6%
	Overseas	8.69	9.13	+ 5%	9.00	9.21	+ 2%	17.70	18.34	+ 4%	19.04	+ 4%

Consolidated Sales by Customer

36

(Unit: Billion of Yen)

Sales by Customer

	FY2015		FY2014		Change	
	Ended Mar. 31, 2015		Ended Mar. 31, 2014			
	Amount	% to Total	Amount	% to Total	Amount	%
Toyota	1,846.5	42.9	1,828.6	44.6	17.8	1.0
Daihatsu	105.6	2.5	114.3	2.8	-8.8	-7.7
Hino	55.0	1.3	52.8	1.3	2.2	4.2
Toyota Group	2,007.1	46.7	1,995.8	48.7	11.3	0.6
Honda	311.6	7.2	285.4	7.0	26.2	9.2
Hyundai/Kia	140.7	3.3	114.2	2.8	26.5	23.2
GM	129.9	3.0	118.4	2.9	11.6	9.8
Chrysler	117.4	2.7	89.3	2.2	28.1	31.4
Suzuki	108.1	2.5	100.0	2.4	8.1	8.1
Mazda	105.4	2.4	86.9	2.1	18.4	21.2
Ford	103.7	2.4	96.1	2.4	7.5	7.8
Fiat	90.4	2.1	84.3	2.1	6.1	7.2
VW/AUDI	85.8	2.0	75.7	1.8	10.1	13.4
Fuji	74.7	1.7	70.9	1.7	3.9	5.4
Nissan	57.3	1.3	51.5	1.3	5.7	11.2
Isuzu	51.5	1.2	54.5	1.3	-3.0	-5.5
Mitsubishi	51.4	1.2	49.0	1.2	2.4	4.8
BMW	41.0	1.0	33.8	0.8	7.2	21.3
Benz	34.5	0.8	31.7	0.8	2.8	9.0
Jaguar/Land Rover	21.8	0.5	16.0	0.4	5.8	36.3
PSA	20.9	0.5	21.8	0.5	-1.0	-4.6
OE Sales for others	275.6	6.4	265.1	6.5	10.5	4.0
OEM Total	3,828.7	88.9	3,640.4	88.9	188.3	5.2
After-market, New business & Others(*)	480.0	11.1	455.5	11.1	24.5	5.4
Total	4,308.8	100.0	4,095.9	100.0	212.8	5.2

* Sales of industrial systems and consumer products, Sales for After Market, and Sales of property/equipment are included.

Consolidated Sales by Business Segment

37

(Unit: Billion of Yen)

	FY2015 Ended Mar. 31, 2015		FY2014 Ended Mar. 31, 2014		Change	
	Amount	% to Total	Amount	% to Total	Amount	%
Powertrain Control	1,529.0	35.5	1,433.4	35.0	95.6	6.7
Thermal	1,229.5	28.5	1,140.9	27.8	88.6	7.8
Information & Safety Systems	626.6	14.5	628.6	15.3	-3.5	-0.3
Electronic	373.2	8.7	382.8	9.4	-0.6	-2.5
Small Motors	302.3	7.0	286.7	7.0	15.6	5.4
Climate, Cooling and Heating (Auto)	114.3	2.7	104.7	2.6	9.6	9.2
Others*	67.6	1.6	57.5	1.4	-4.6	17.6
Automotive Total	4,242.5	98.5	4,034.5	98.5	208.0	5.2
Industrial & Consumer Product	51.7	1.2	45.8	1.1	5.9	12.9
Others	14.5	0.3	15.6	0.4	-1.1	-7.1
New Business Total	66.2	1.5	61.4	1.5	4.8	7.8
Total	4,308.8	100.0	4,095.9	100.0	212.8	5.2

* Sales of equipment, Repair parts, original brand products of subsidiaries

Capital Expenditures, Depreciation and R&D

38

(Unit: Billion of Yen)

	FY2014	FY2015	Change Percent	FY2016F	Change Percent
Japan	156.0	189.1	21.2%	183.0	-3.2%
North America	43.3	48.5	12.0%	45.0	-7.2%
Europe	27.9	30.2	8.2%	28.0	-7.3%
Asia & Oceania	88.6	83.8	-5.4%	76.0	-9.3%
Others	8.3	4.4	-47.0%	3.0	-31.8%
Capital Expenditures	324.1	356.1	9.9%	335.0	-5.9%
Japan	130.9	144.6	10.5%	147.8	2.2%
North America	18.8	23.4	24.5%	29.0	23.9%
Europe	14.3	16.3	14.0%	18.5	13.5%
Asia & Oceania	30.2	42.8	41.7%	48.0	12.1%
Others	3.0	3.6	20.0%	3.7	2.8%
Depreciation	197.2	230.7	17.0%	247.0	7.1%
R&D Expenditure (Ratio to Sales)	368.7 (9.0%)	396.4 (9.2%)	7.5%	400.0 (8.9%)	0.9%