



FY2012 Financial Results **ended March 31, 2012**

April 27, 2012

DENSO CORPORATION

DENSO

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**1. Despite the affect of the Great East Japan Earthquake and Thailand flooding, sales increased from the previous year due to the effort of recover production.
Income decreased mainly substantial currency exchange loss.**

2. Annual dividend per share is 46 yen as the same as previous year

3. Sales and income will increase in FY2013

FY2012 Financial Results

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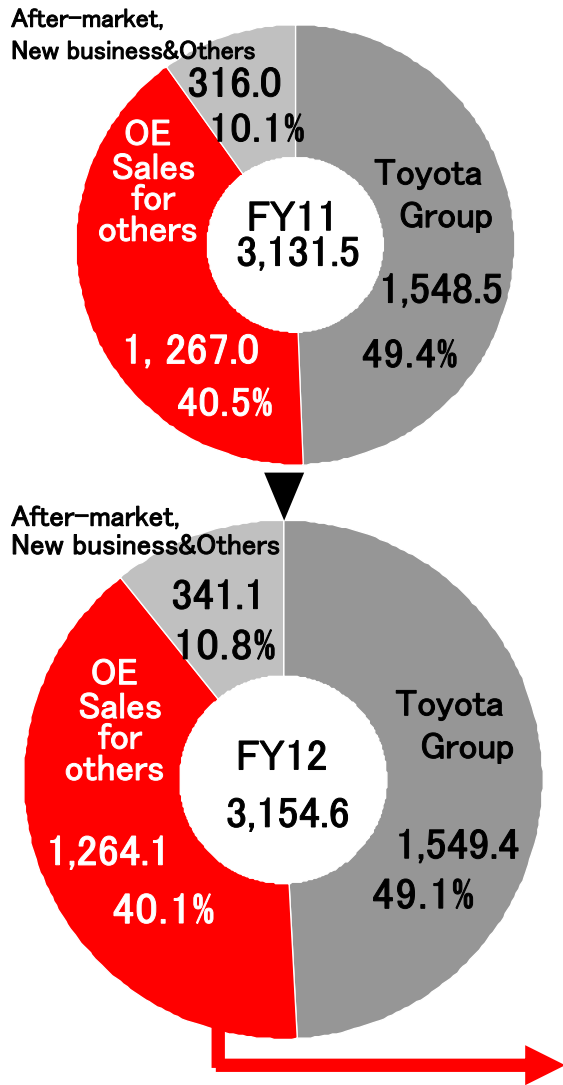
	(Ratio to Sales)		(Unit: Billions of Yen)	
	FY2012	FY2011	Change	
Sales	3,154.6	3,131.5	+ 23.2	+0.7%
Operating Income	(5.1%) 160.7	(6.0%) 188.3	- 27.6	- 14.7%
Income before Income Taxes	(5.2%) 163.5	(6.8%) 211.7	- 48.2	- 22.8%
Net Income	(2.8%) 89.3	(4.6%) 143.0	- 53.7	- 37.6%

			(Unit: Millions of Units)	
Foreign Exchange Rate	JPY 79/\$ JPY 109/Euro	JPY 86/\$ JPY113/Euro	-JPY 7 -JPY 4	
Domestic Car Production	9.26	8.99	+ 0.27	+3.0%
Overseas Car Production of Japanese Manufacturers (North America)	14.45 (3.95)	13.45 (3.96)	+ 1.00 (- 0.01)	+7.4% (- 0.3%)

Change in FY2012 Consolidated Sales

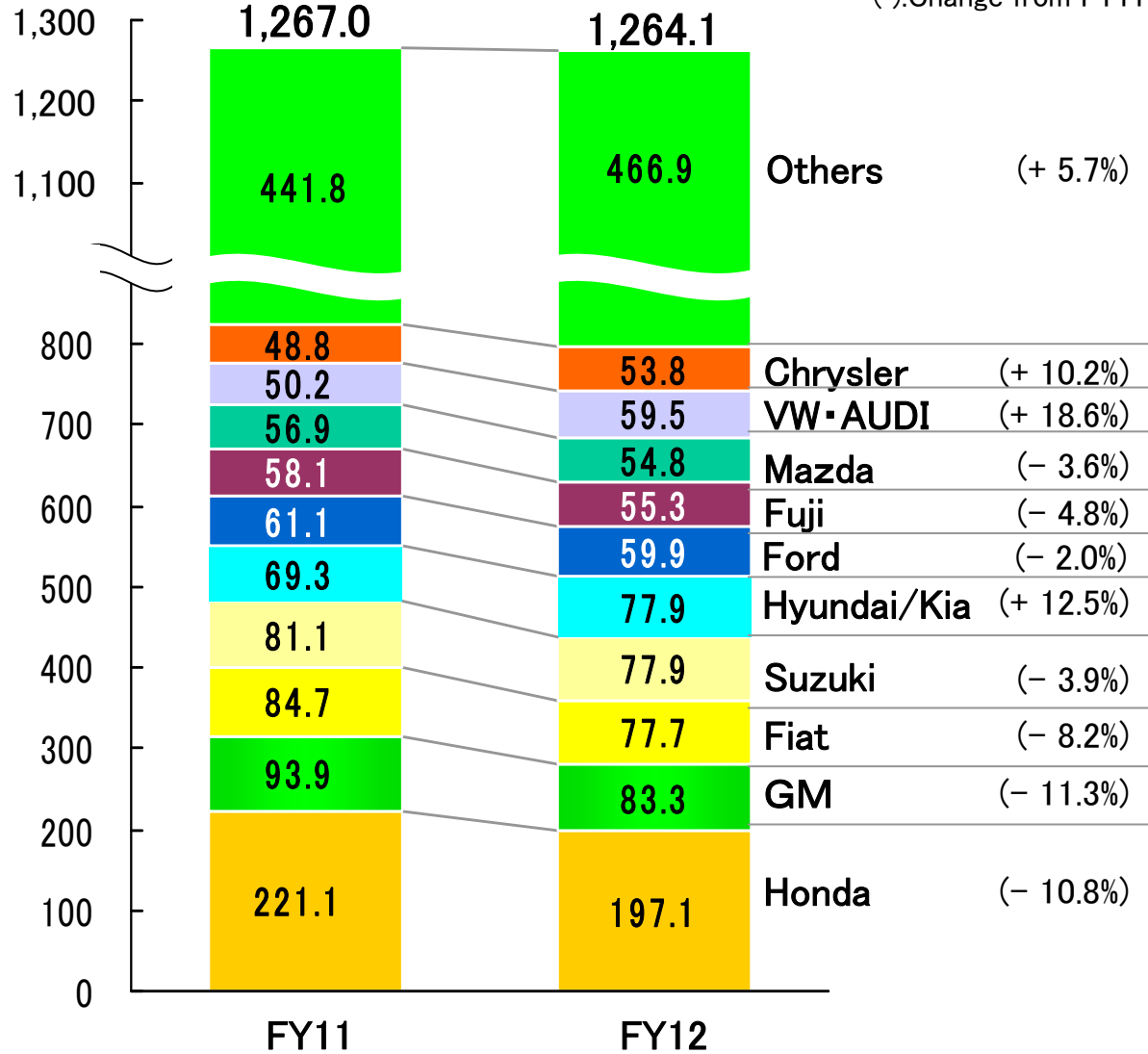
By Customer

(Unit: Billions of Yen)



OE Sales for others

():Change from FY11

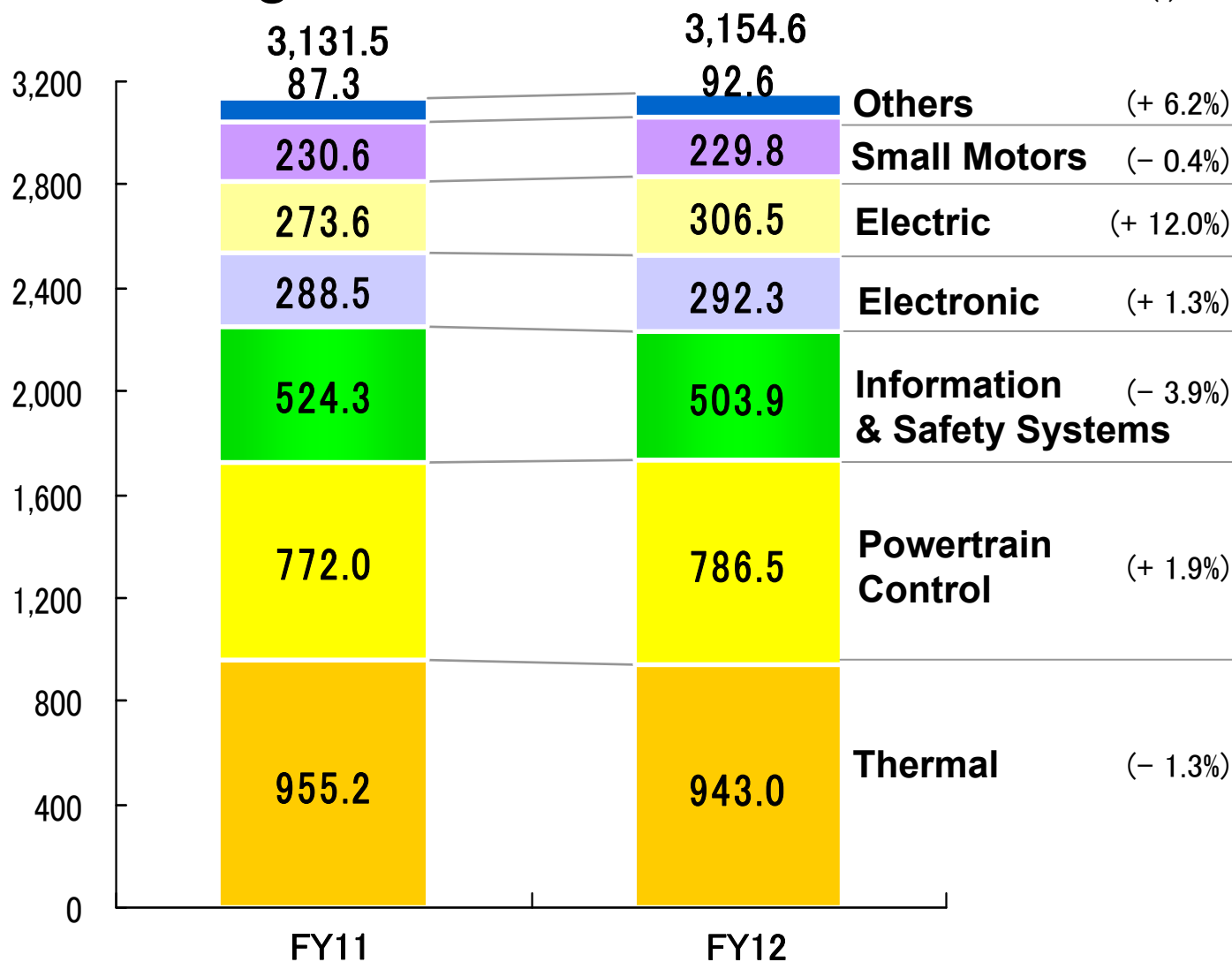


Change in FY2012 Consolidated Sales

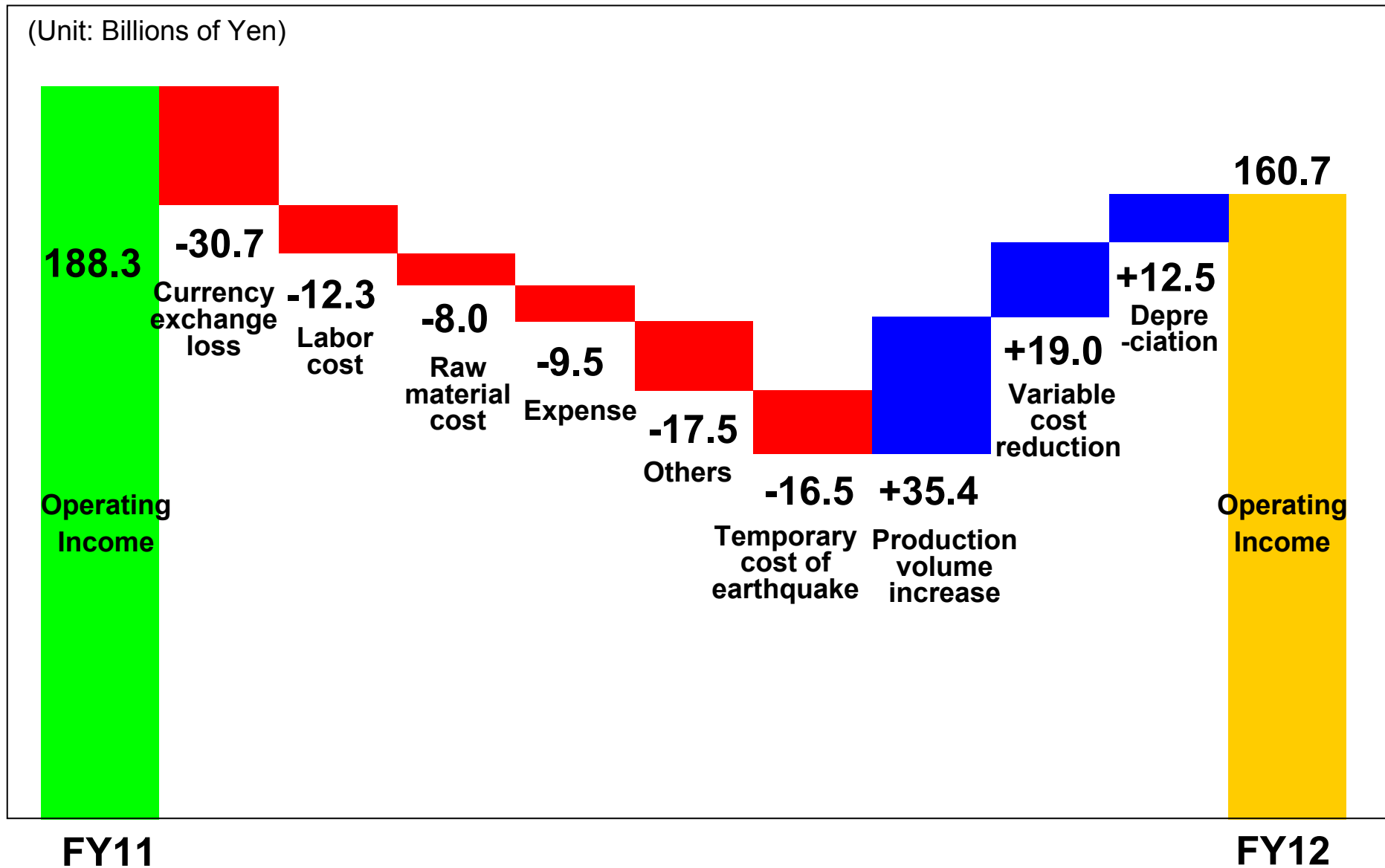
By Business Segment

(Unit: Billions of Yen)

():Change from FY11



Change in FY2012 Operating Income

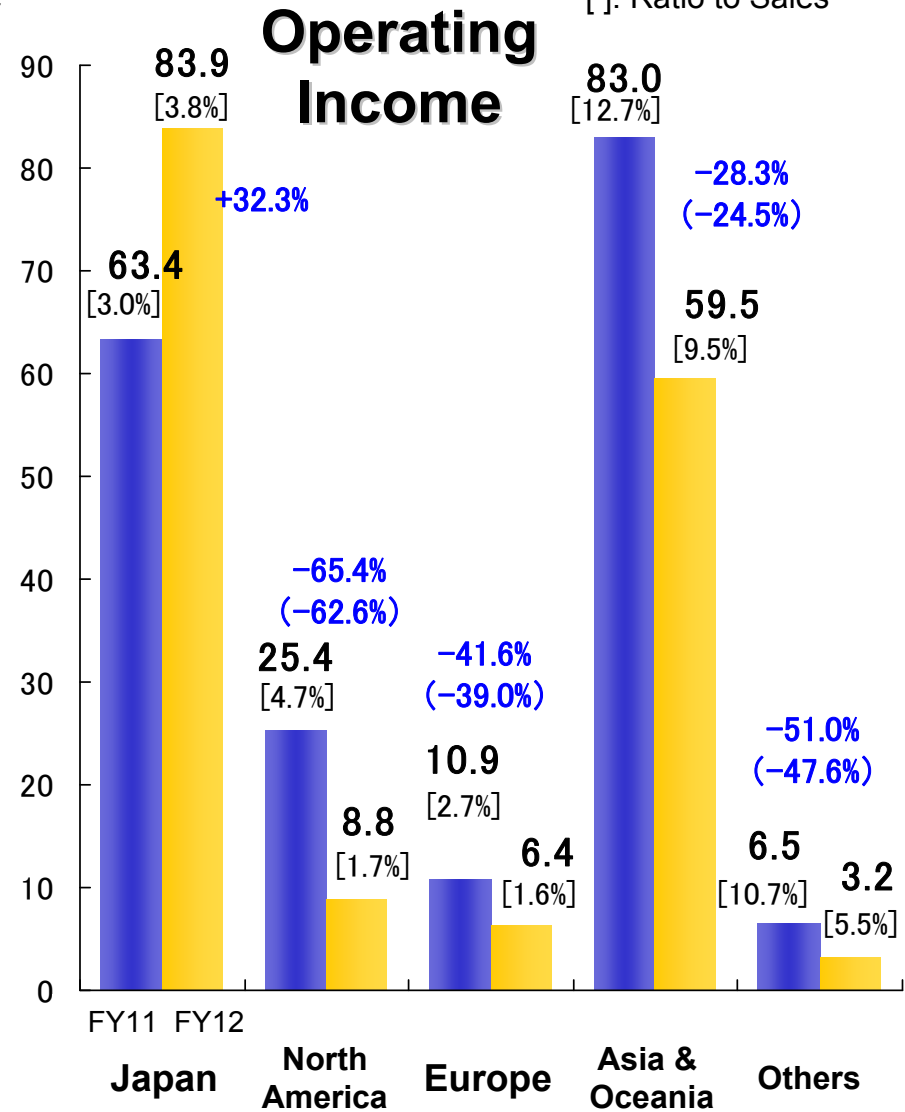
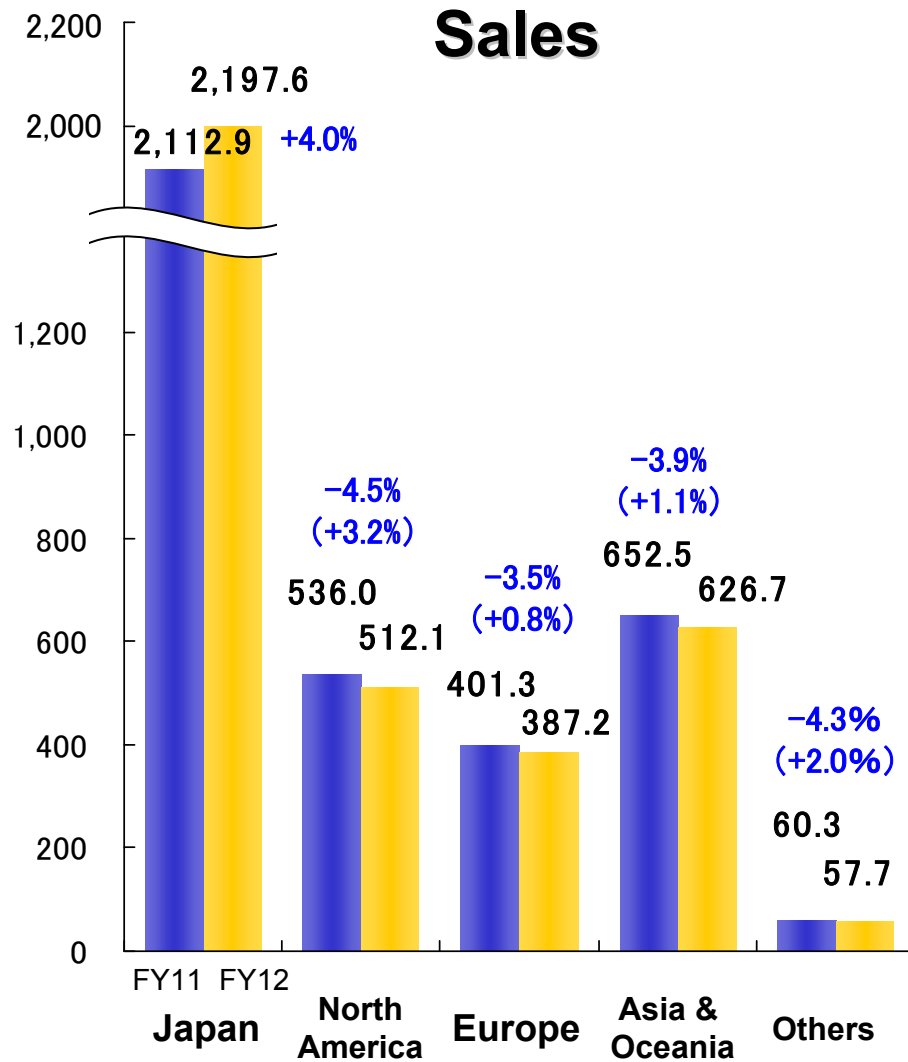


Geographical Segments by Company Location

(Unit: Billions of Yen)

(): Local Currency Base

[]: Ratio to Sales



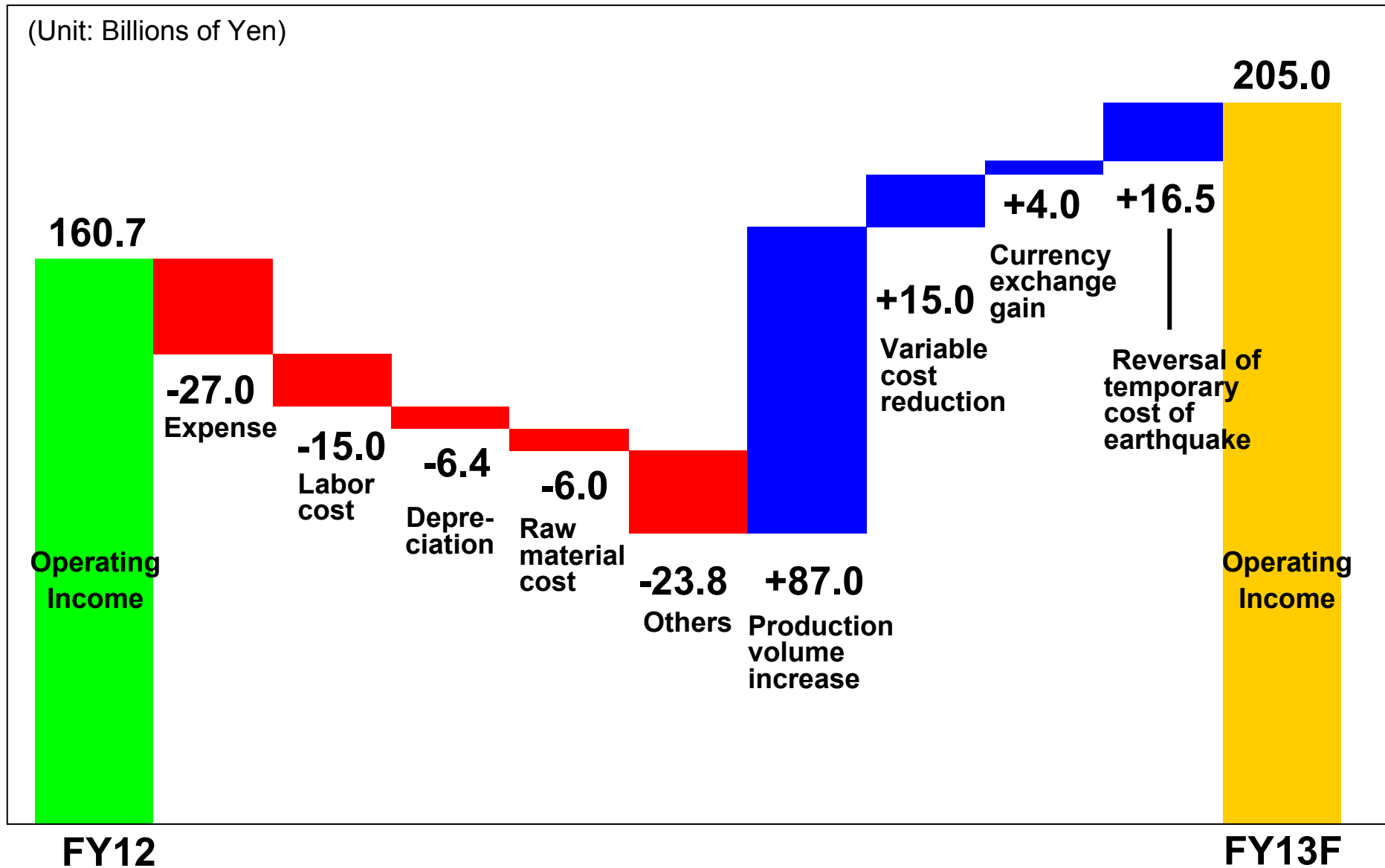
FY2013 Financial Forecast

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	(Ratio to Sales)		(Unit: Billions of Yen)	
	FY2013	FY2012	Change	
Sales	3,420.0	3,154.6	+ 265.4	+8.4%
Operating Income	(6.0%) 205.0	(5.1%) 160.7	+ 44.3	+27.5%
Income before Income Taxes	(6.3%) 215.0	(5.2%) 163.5	+ 51.5	+31.5%
Net Income	(4.4%) 150.0	(2.8%) 89.3	+ 60.7	+68.0%

			(Unit: Millions of Units)	
Foreign Exchange Rate	JPY 80/\$ JPY105/Euro	JPY 79/\$ JPY109/Euro	+JPY 1 -JPY 4	
Domestic Car Production	9.48	9.26	+ 0.22	+2.4%
Overseas Car Production of Japanese Manufacturers (North America)	16.21 (4.77)	14.45 (3.95)	+ 1.76 (+0.82)	+12.2% (+20.8%)

Change in FY2013 Operating Income Forecast

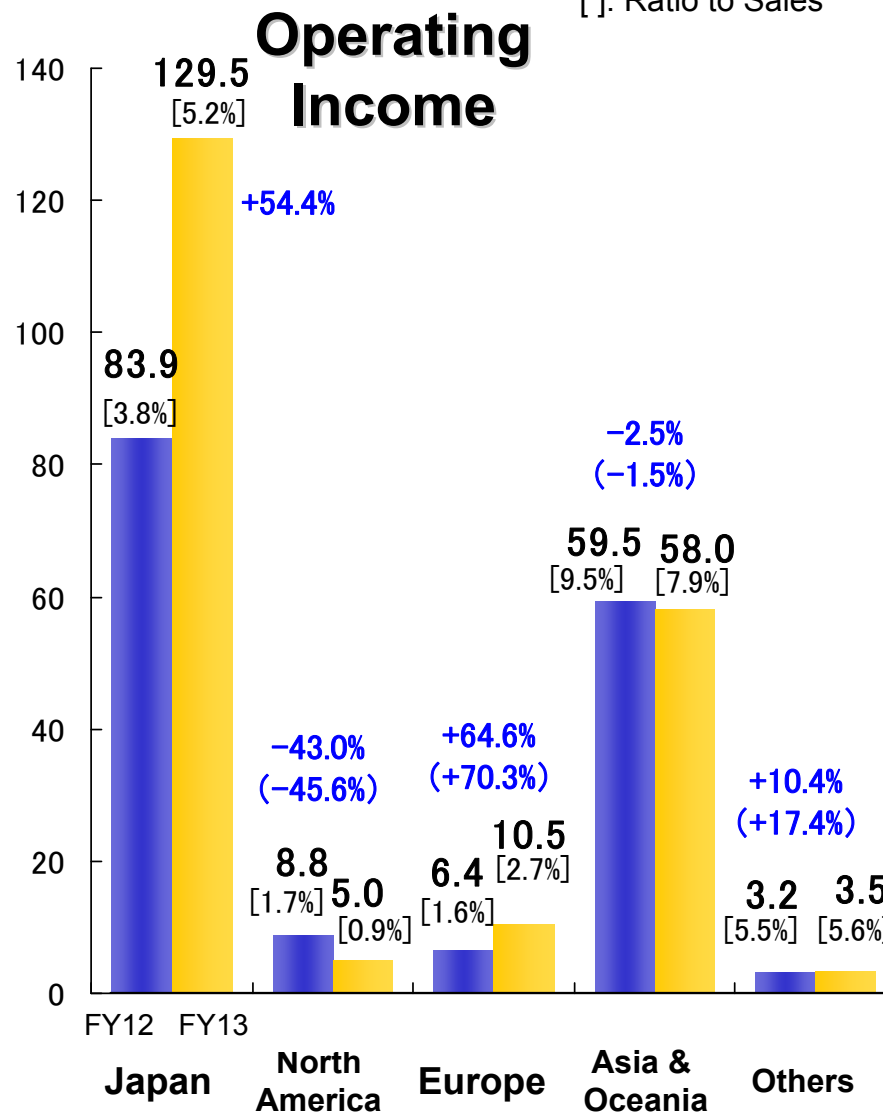
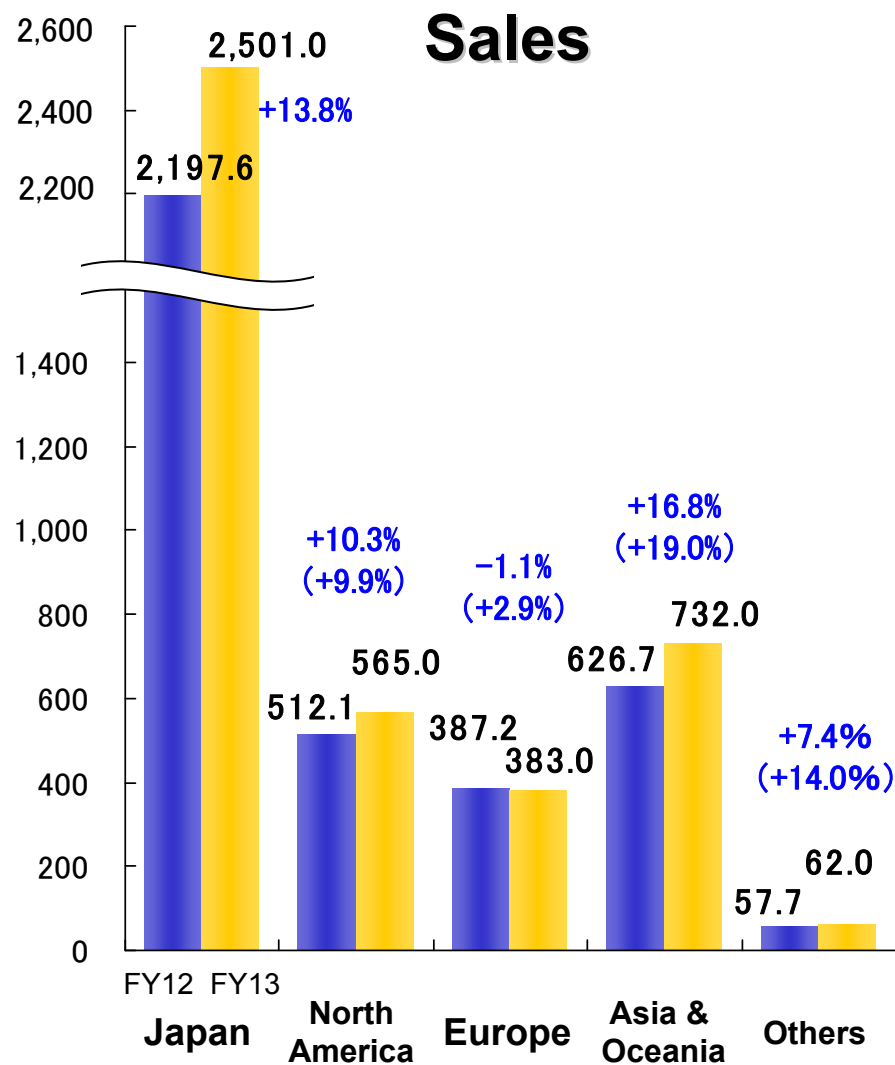


Change in FY2013 Geographical Segments by Company Location Forecast

(Unit: Billions of Yen)

(): Local Currency Base

[]: Ratio to Sales

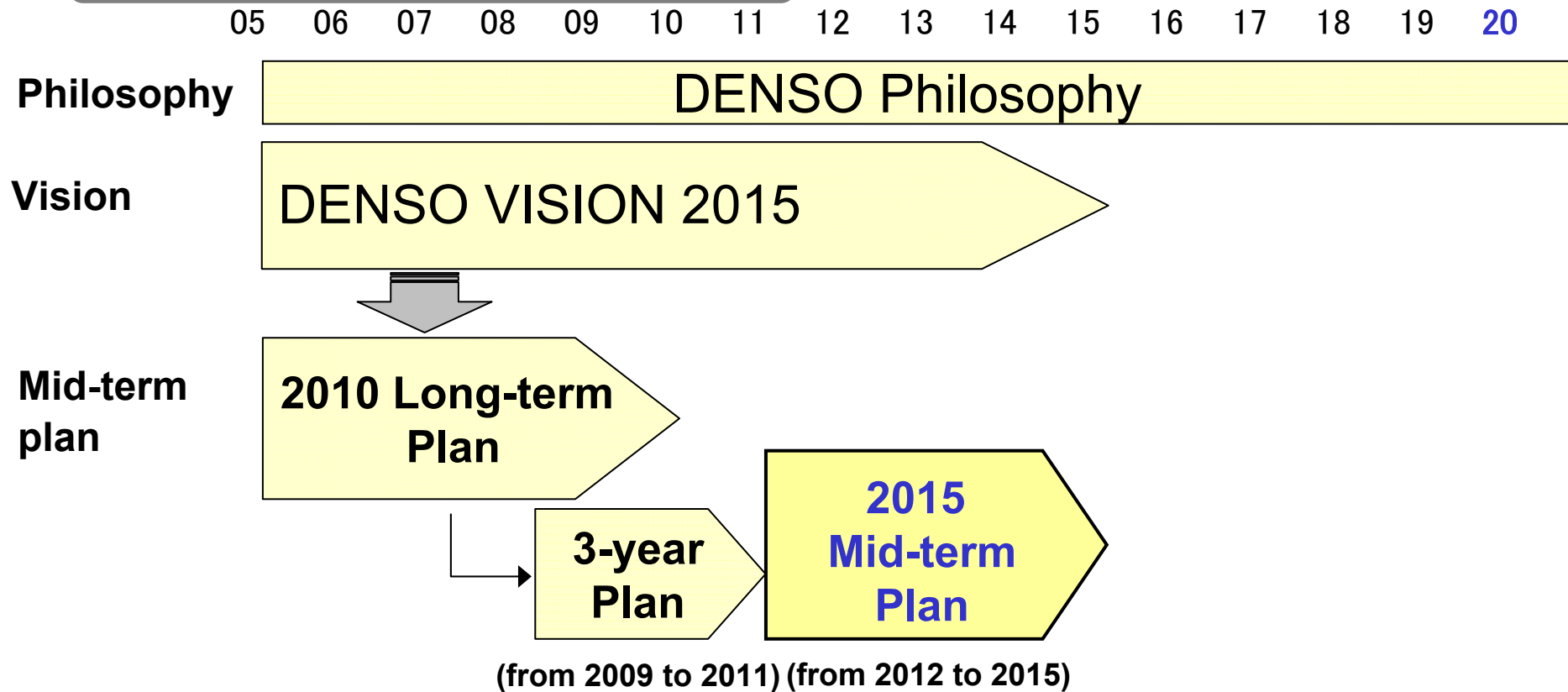


1. Global Mid-term Policy

2. Activities

- (1) R&D for Sales Promotion**
- (2) Outstanding Cost Competitive**
- (3) New Business**
- (4) Aftermarket Business**

Position of Mid-term Policy



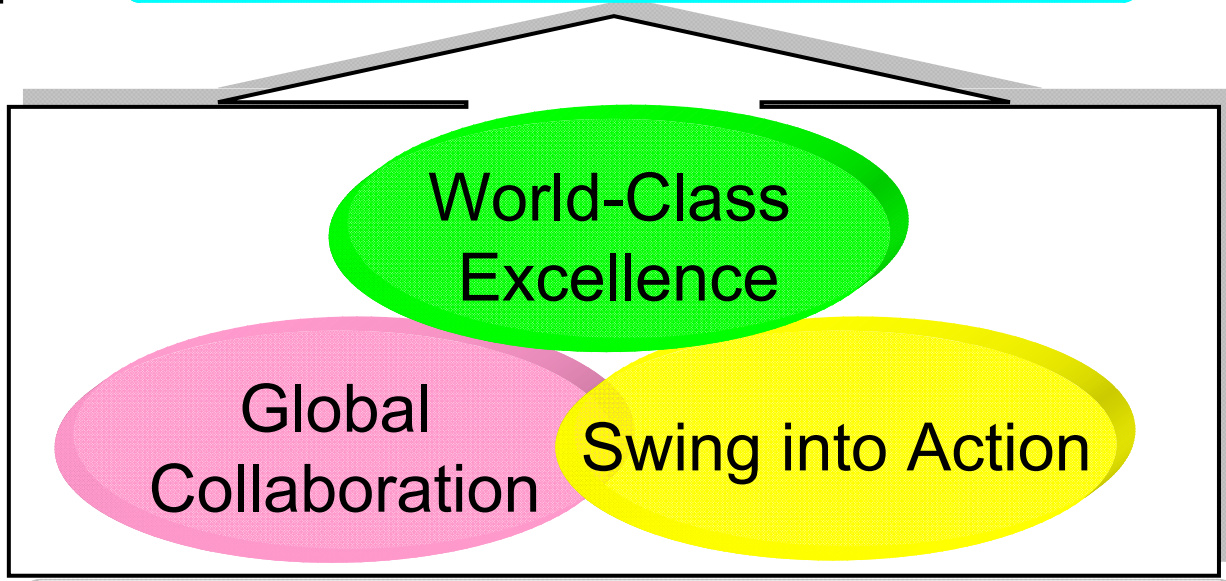
Embody Ideal situation in FY2016 as a result of accomplishment of the three-year structural reform.

Ideal situations for FY2016

Ideal Situations

Company that continues to grow

Three Fundamental Tasks



Trust of customers and community members

Construct an organization to achieve consolidated sales of 4,000 billion yen and an operating margin of 8% in FY2016.

DENSO Group's Global Mid-term Policy

1. Strategies to expand business for ensuring our continuous growth in future years

- (1) Strengthen relationship with major automakers and expand business in growing emerging markets
- (2) Develop system products that make vehicles more attractive for customers
- (3) Expand aftermarket business and develop new businesses

2. Evolve by continuing to develop the world's first products

- (1) Improve capabilities of product development focused on world first technology
- (2) Establish global procurement, production, and supply systems that make us outstanding (Dantotsu) cost competitive

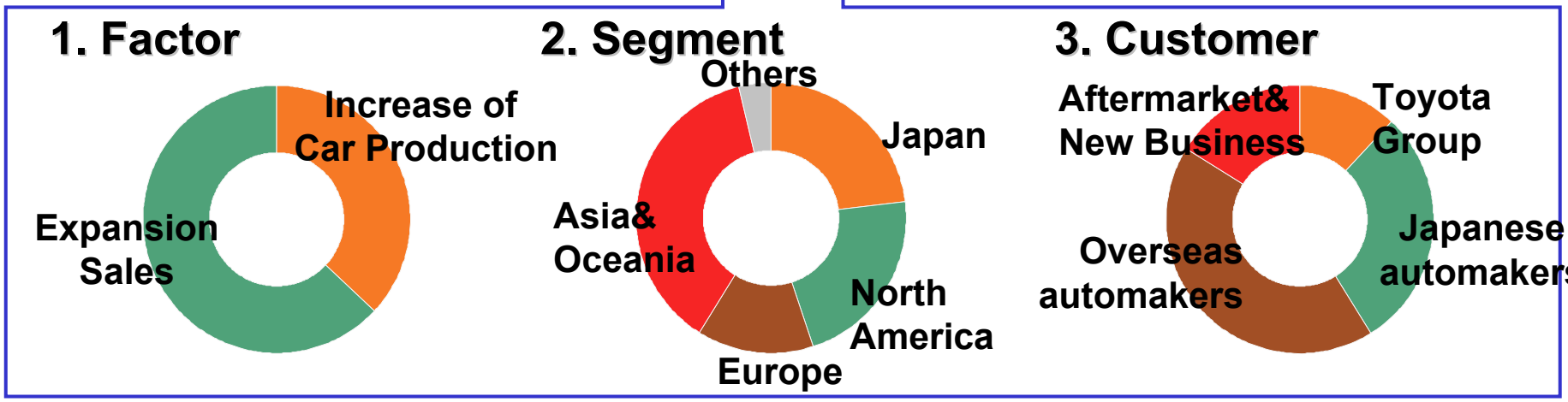
3. Facilitating Group-wide collaboration worldwide and speeding-up corporate management

- (1) Strengthen the foundation to facilitate the collaboration of 120,000 associates in the DENSO Group
- (2) Foster a corporate climate that encourages associates to act quickly

Target for FY 2016

(Unit :Millions of Units)
(Unit: Billions of Yen)

	FY12 YTD		FY16 YTD	Change
Global Car Production	79.00		99.60	+6%/year
Sales	3,154.6	+850	4,000.0	+7%/year
Operating Income	160.7		320.0	
Operating Profit Ratio	5.1%		8.0%	



Technology Innovations for Fuel Efficiency/CO2 Reduction

Smaller

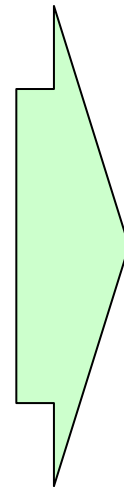
Fuel-efficient Compact Car
Smaller and Lighter Components

Electrification

Hybrid
Electric Vehicle

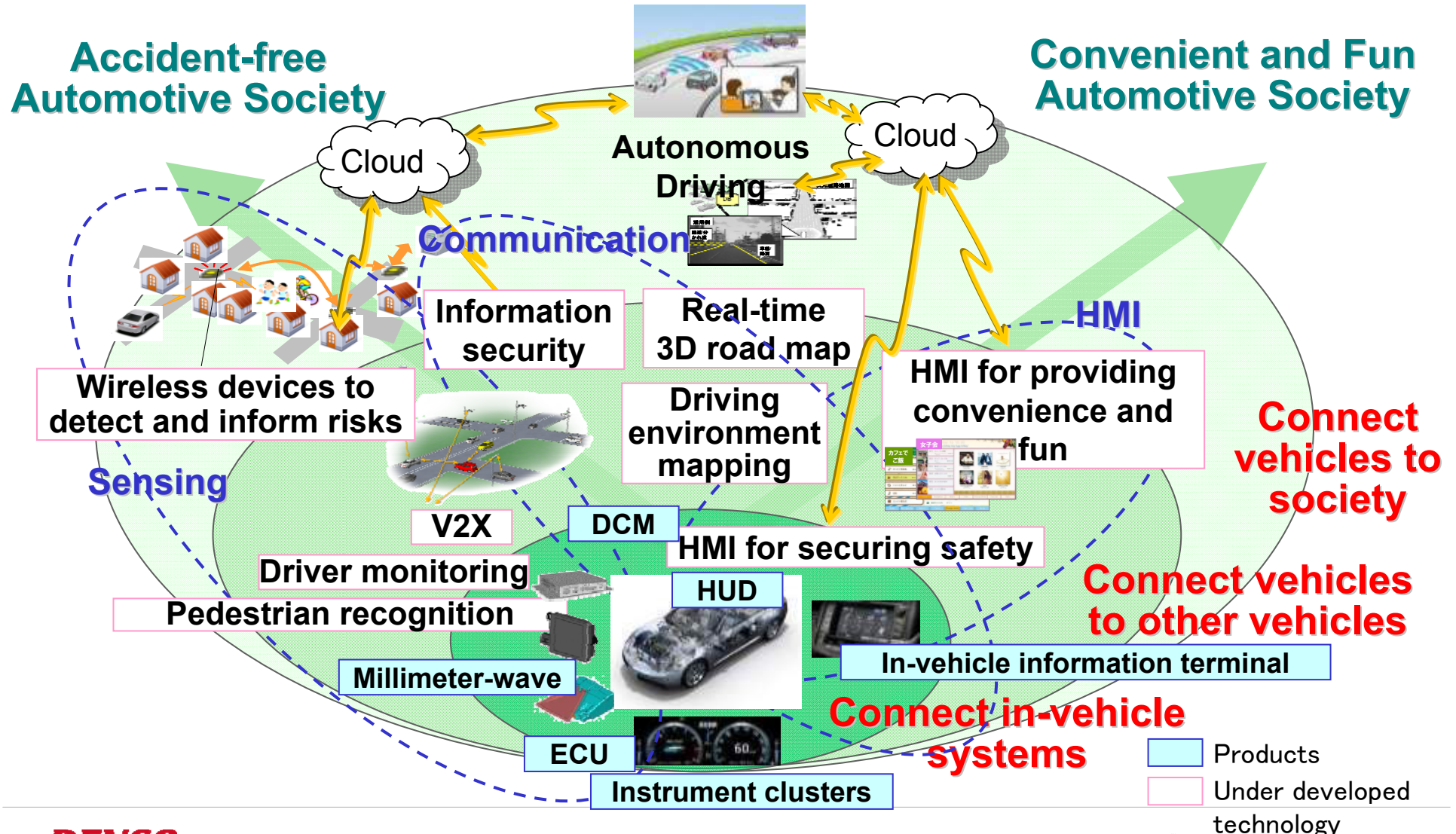
System Approach

Fuel Saving through
System Collaboration



- Higher Output Internal Combustion Engine
 - Gasoline Direct injection
 - Common Rail System
- Stop / Start System
 - Improve Starter's Starting Efficiency and Durability
- Smaller and Lighter Hybrid Components
 - Improvement of smaller Inverter
- Energy Management Systems
 - Heat Energy and Electric Management

Development Direction in the Safety, Information-Communication, HMI



Outstanding Cost Competitive

Establish Outstanding “*Dantotsu* (extremely competitive) Plant” in Japan

Ideal situations

The plant in Japan which can be internationally competitive in the production field even if the yen appreciates to 70 yen to the dollar.

Secure production output and keep employment in Japan

< “*Dantotsu*” (extremely) cost competitive >

- Use facilities exhaustively by high-speed and high-operation product line
- Improve productivity by developing compact 1/N production equipment
- Improve logistics and inspection at inside and outside plant

Activities for establishment of “*Dantotsu*” plant expand to all plants and realize extremely cost competitiveness in Japan.

2012 | 2013 | 2014 | 2015

Activities of Model Plant

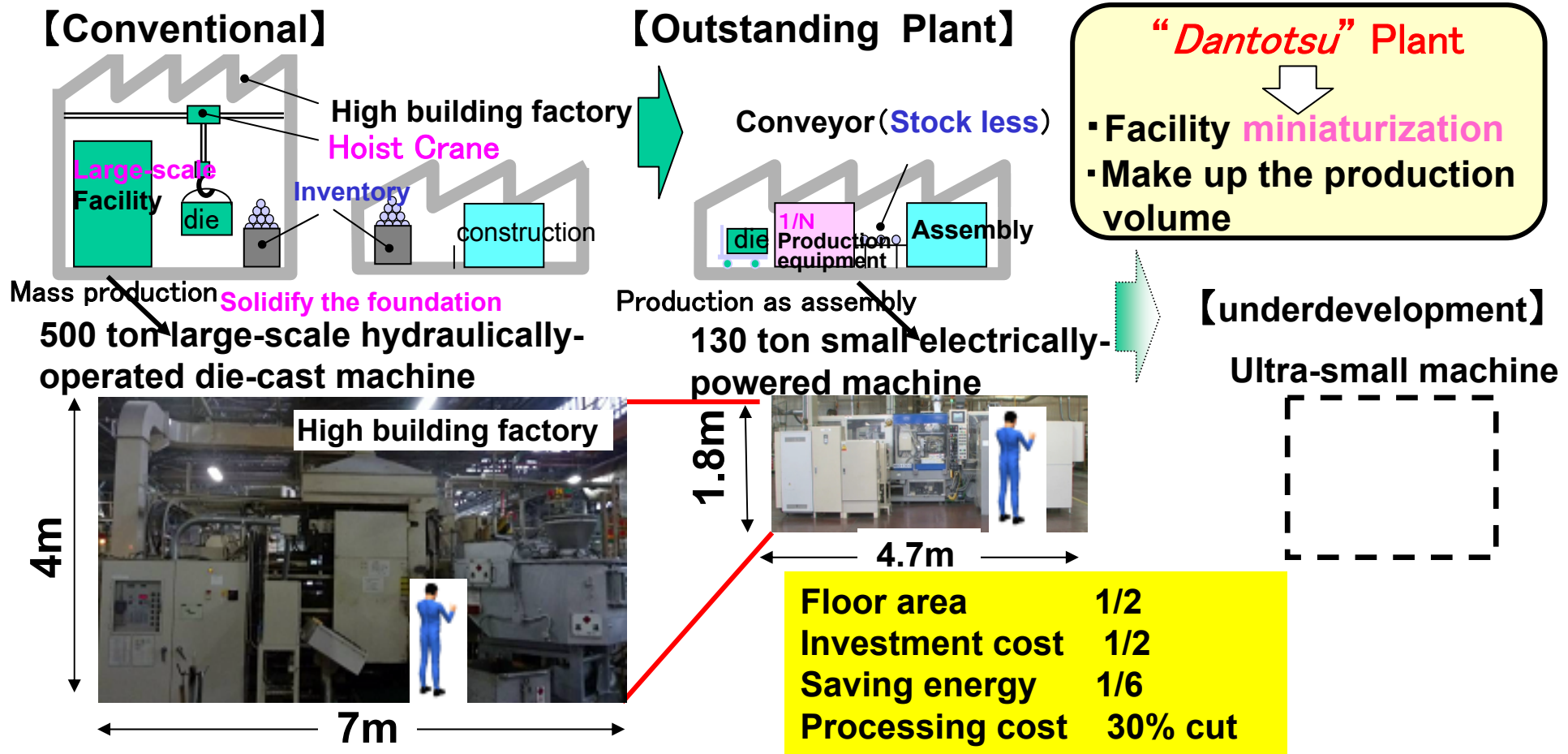
The Whole Company Activity

- Powertrain
- Thermal
- Electronic
- Information Safety

“*Dantotsu*” Plant

Establish “*Dantotsu*” Plant globally

“Dantotsu” Plant is established by 1/N production equipment



Cut down production cost by “Dantotsu” 1/N production equipment and keep cost competitive



Developed Regional Optimization Products for Compact Car

Elements of the Activity

(1) Optimize function & performance
→ Clarify the market needs

(2) Optimize Product Structure
→ Easy to assemble in local product line

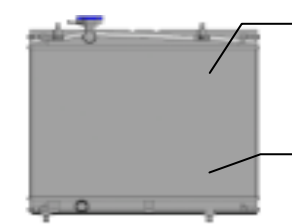
(3) Set-up the Specific Quality Standard
→ Clarify the market quality spec.
[Durability, Sensory and Appearance, etc.]

(4) Strengthen Localization & *Monozukuri*
→ Using regional standard material

(5) Enlarge Global Development
→ Technical Center in 7-regions

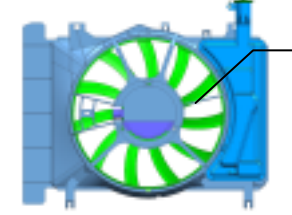
Activities

■ Cooling Module



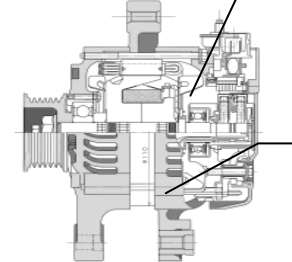
④ Tank: Optimum board thickness for Local material

② Corer Sub ASSY: adoption of next generation



①・② Motor: Optimum design for local process

■ Alternator

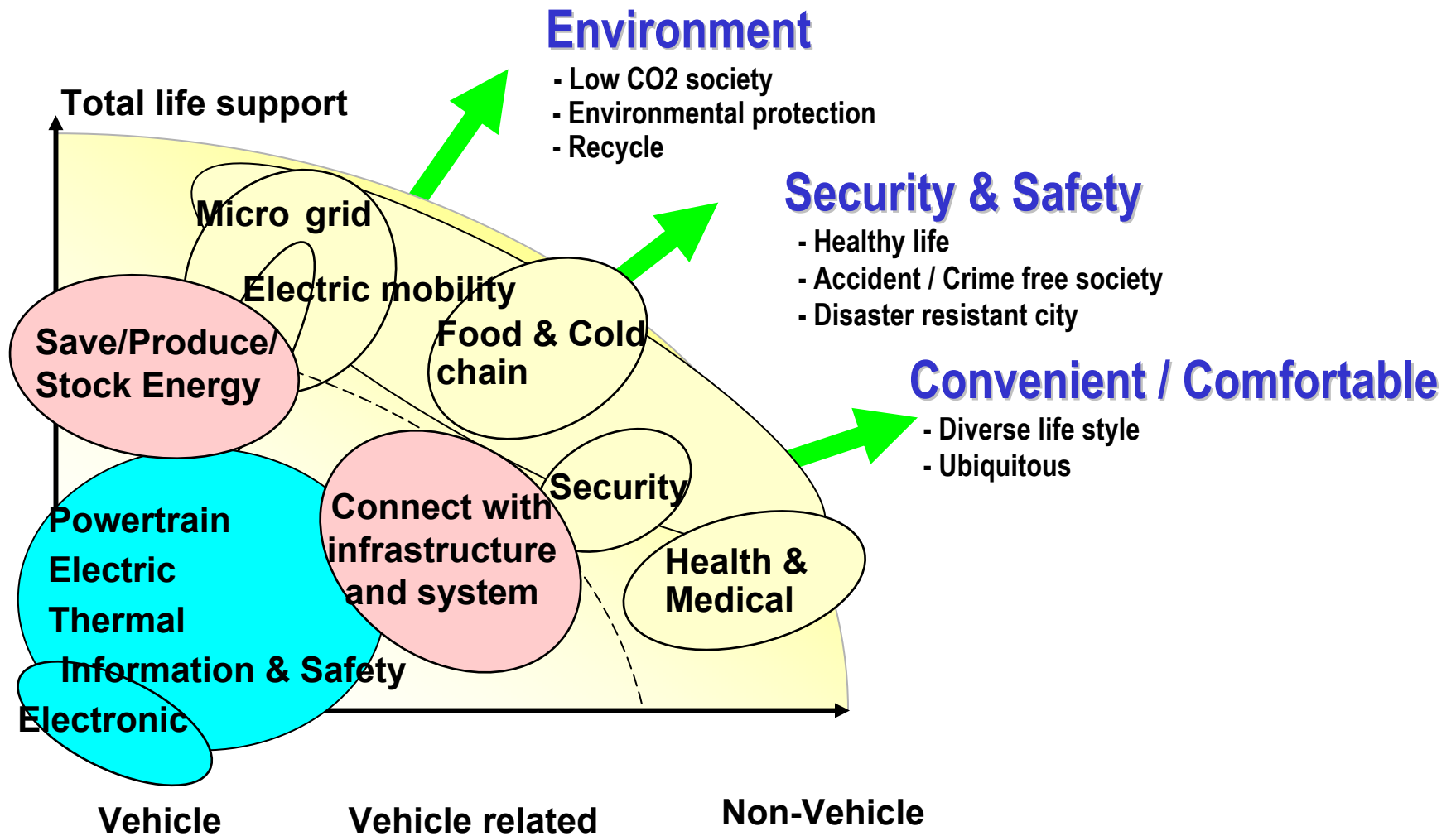


② Inner Structure: Reduction of Parts

④ Metal Material: Use efficiently the most cheapest Material

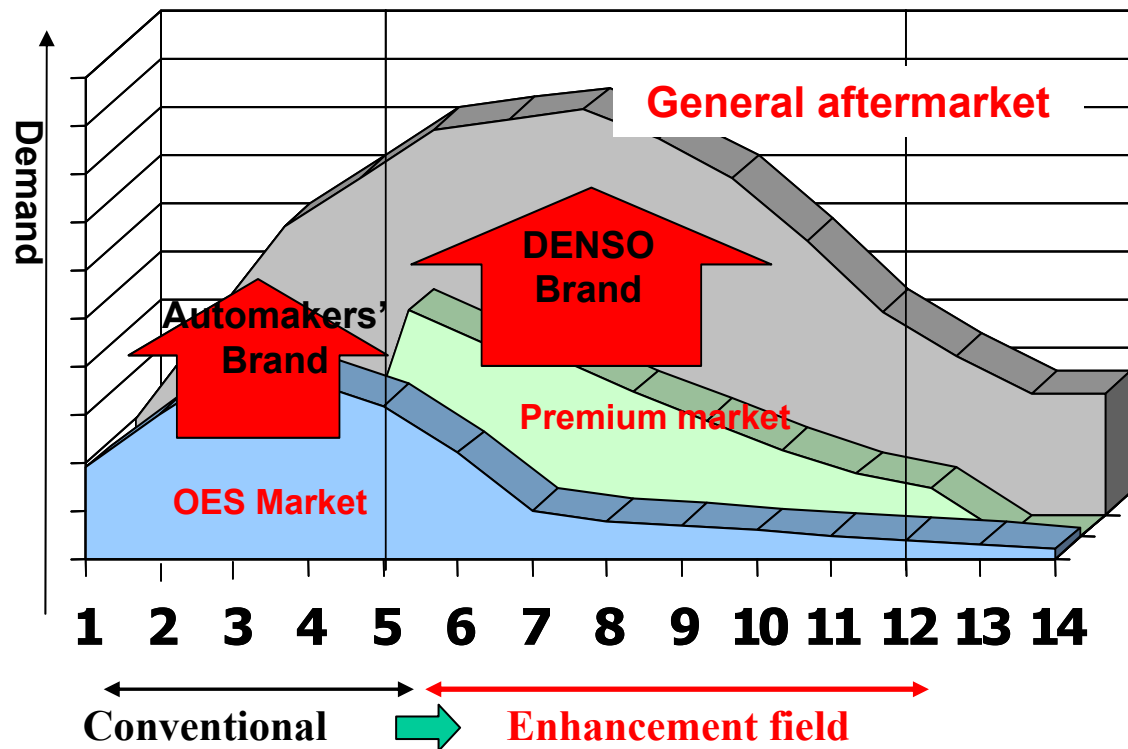
Expand the accomplishment of cost-reduction from China to India, Indonesia and Brazil

Ideal situations of New Business

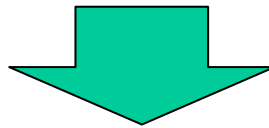


July, 2011 Established Aftermarket Business Group
April, 2012 Merge Nine Sales Companies in Japan
Strengthen Automotive Aftermarket and Non-automotive Business

Activities for Repair and Maintenance Field



- Put on the market regional-best products aggressively including emerging market
- Cooperation with outside company
- Strengthening the consolidation network including diagnosis and after service



Expand products corresponding to the regional market needs

Activities of Accessory Products

Customer Value

Keyword

Category

Delight

Relief

Driving support

Security

Health / Beauty

Air quality

Eco

Immediate heating / cooling

Energy management (Electric generation)

Joy

Choosability
Connectivity

Collaboration smartphone

(Entertainment)
In the future

(Ex.) On-board Plasmacluster



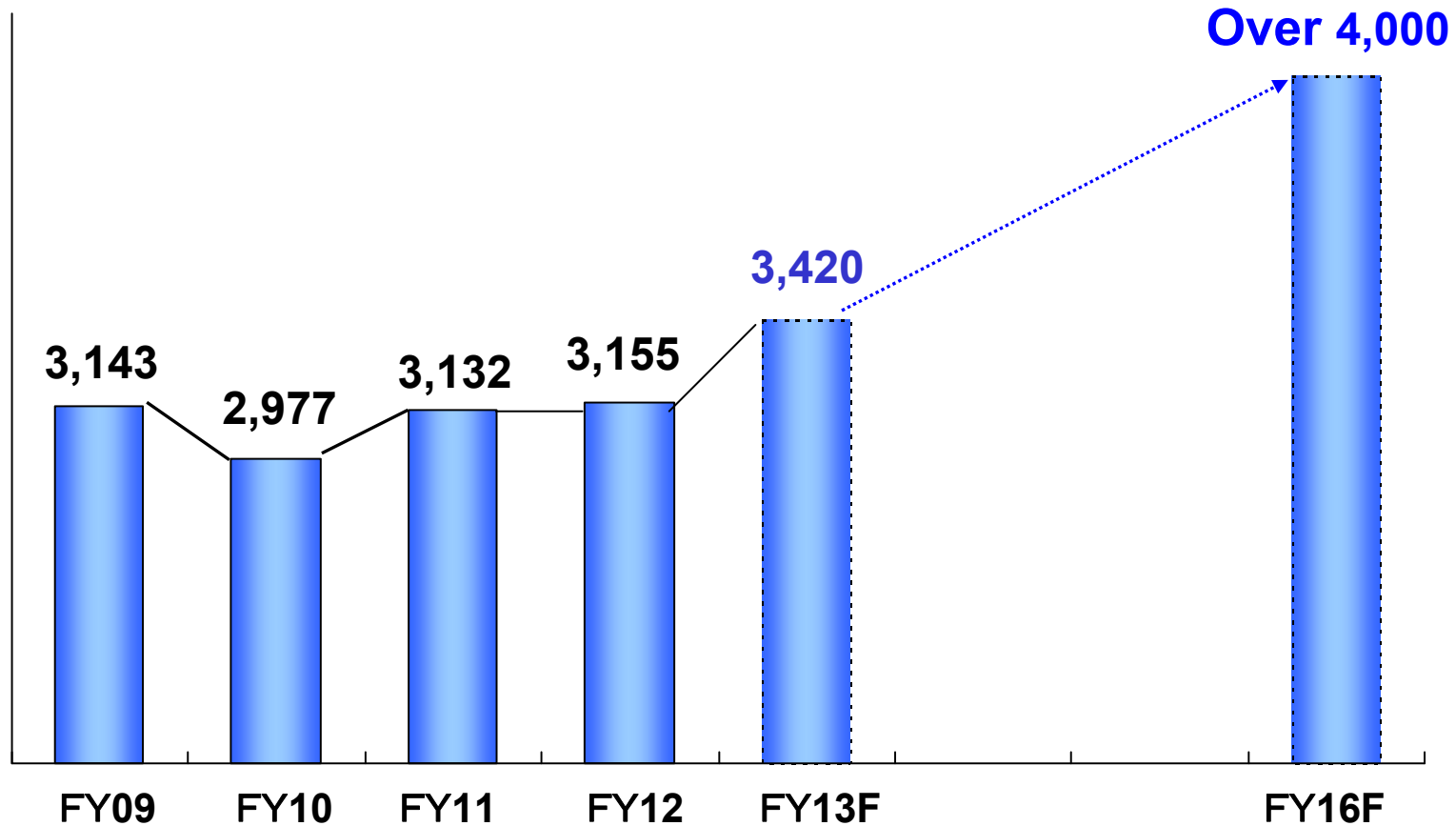
Powerful
(back Seat)

Premium

Enhance the product that provides “delight and joy” to users

Consolidated Sales

(Unit: Billions of Yen)

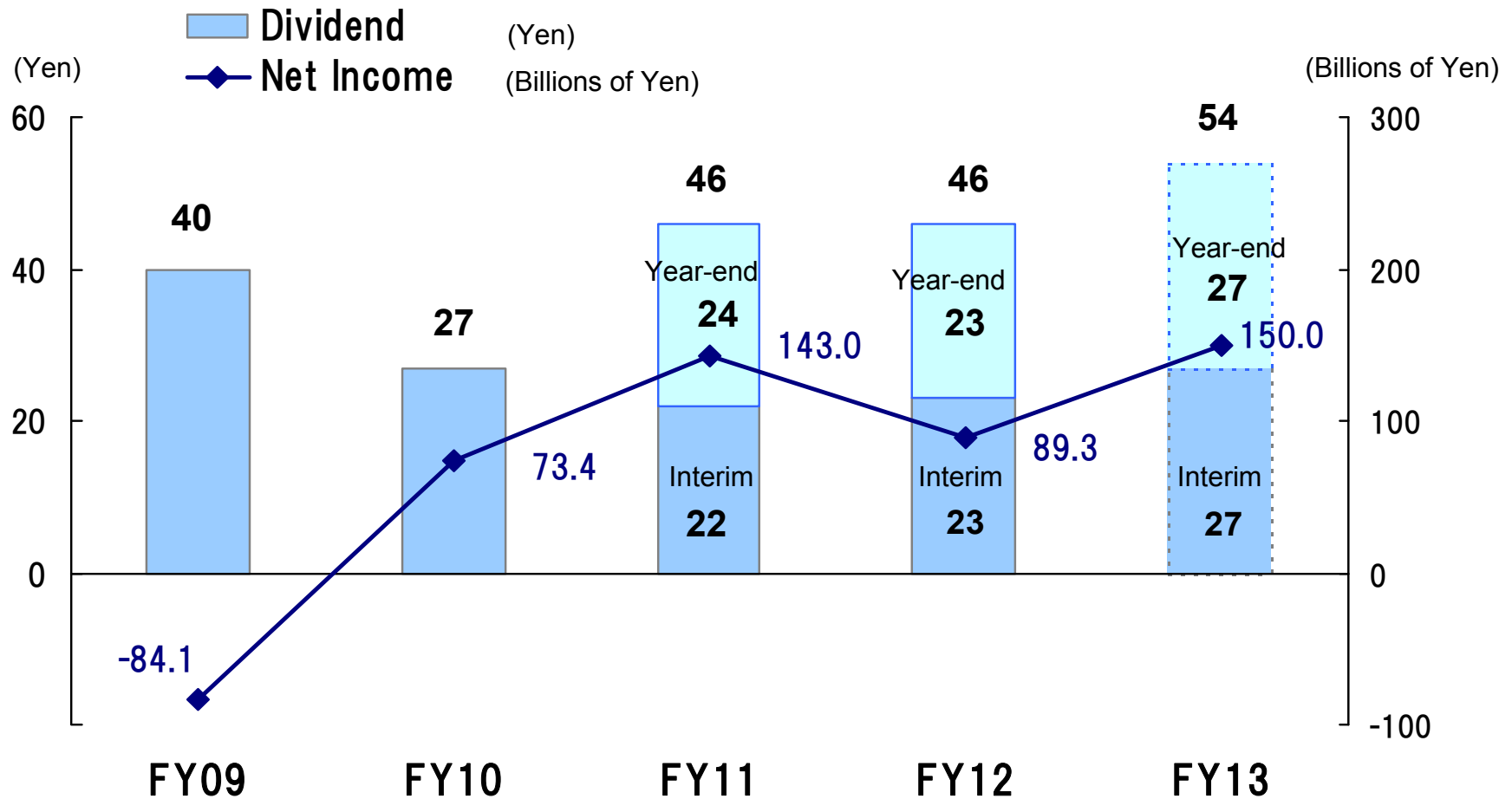


Sales target by FY2016 – More than 4,000 billion yen.

Return to Shareholders

FY2012 Annual Dividend per Share: 46 yen same amount as 11/3

FY2013 Annual Dividend per Share: Increase by 8 yen to 54 yen



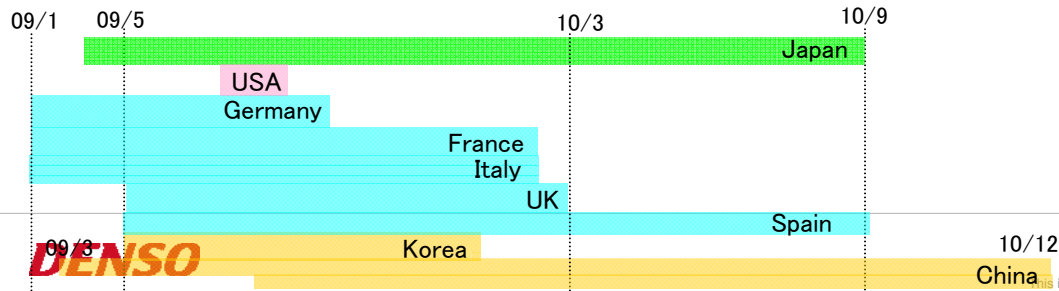
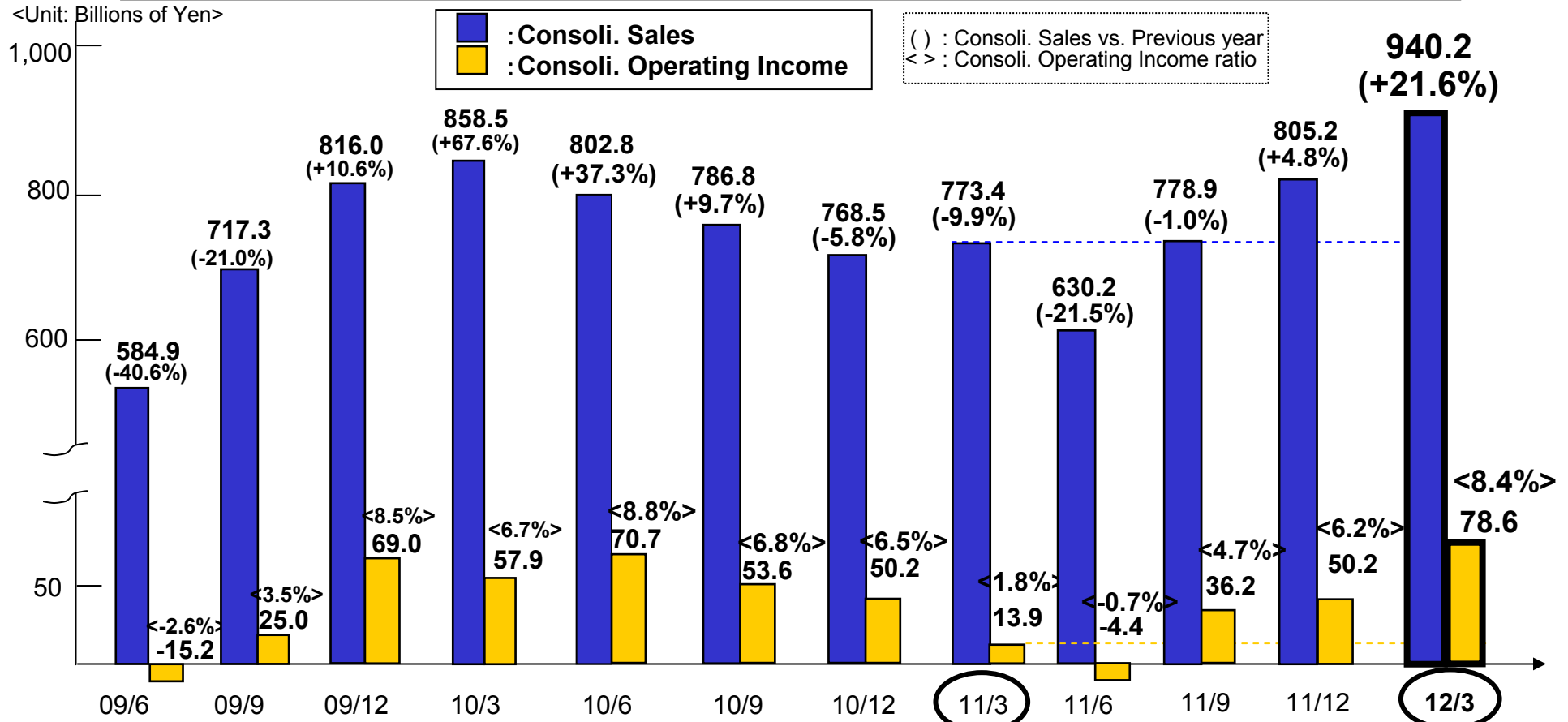
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Appendix

- Changes of Sales/Operating Income at each Quarter Closing
- 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
- Regional Sales Target

Changes of Sales/Operating Income at each Quarter Closing

Both Sales and Operating Income increased due to mainly recovery of vehicle production and subsidy program for eco-friendly vehicles in Japan.



<Reference>
Applicable period of Incentive
in the main countries

Non-Consolidated Financial Results

Income Statements

(Ratio to Sales)

(Unit:Billions of Yen,%)

Account	FY2012		FY2011		Change		FY2013 Forecast		Change from FY12	
	Amount	Percent	Amount	Percent	Amount	Percent	Amount	Percent	Amount	Percent
Net Sales	(100.0)	2,031.6	(100.0)	1,945.7	85.9	4.4	(100.0)	2,240.0	208.4	10.3
Cost of Sales	(90.8)	1,844.5	(91.0)	1,770.0	74.5					
SGA Expenses	(6.7)	135.2	(7.2)	139.9	-4.7					
Operating Income	(2.6)	51.9	(1.8)	35.8	16.1	45.0	(4.1)	92.0	40.1	77.2
Non-Operating Income		62.1		56.5	5.5			49.0	-13.1	
Extraordinary Income (Loss)		-1.1		0.0	-1.0			-	1.1	
Income Before Income Taxes	(5.6)	112.9	(4.7)	92.3	20.6	22.3	(6.3)	141.0	28.1	24.9
Net Income	(3.9)	79.2	(3.7)	72.8	6.4	8.8	(4.7)	106	26.8	33.9

Pre-Conditions (Foreign Exchange Rate/Car Production)

		FY2012 Full Year									FY2013 Full Year	
		FY2012 First-Half			FY2012 Second-Half							
		Prior Year	Actual	Change	Prior Year	Actual	Change	Prior Year	Actual	Change	Forecast	Change
Foreign Exchange Rate (Yen)	USD	89	80	- 9	83	78	- 5	86	79	- 7	80	+ 1
	EUR	114	114	- 0	112	104	- 8	113	109	- 4	105	- 4
Forex Impact on Operating Income per Yen (Billions of Yen)	USD							30	29	-1	29	-
	EUR							7	7	-	7	-
Car Production of Japanese Manufacturers (Millions of Units)	Domestic	4.78	3.90	- 18%	4.21	5.36	+ 27%	8.99	9.26	+ 3%	9.48	+ 2%
	North America	1.94	1.56	- 20%	2.02	2.39	+ 18%	3.96	3.95	- 0%	4.77	+ 21%
	Overseas	6.42	6.67	+ 4%	7.04	7.78	+ 11%	13.45	14.45	+ 7%	16.21	+ 12%

Consolidated Sales by Customer

(Unit: Billion of Yen)

	FY2012 ended Mar.31,2012		FY2011 ended Mar.31,2011		Change	
	Amount	% to Total	Amount	% to Total	Amount	Percent
Toyota	1,410.3	44.7	1,421.5	45.4	-11.3	-0.8
Daihatsu	92.7	2.9	88.6	2.8	4.1	4.7
Hino	46.4	1.5	38.4	1.2	8.0	20.8
Toyota Group	1,549.4	49.1	1,548.5	49.4	0.9	0.1
Honda	197.1	6.2	221.1	7.1	-23.9	-10.8
Suzuki	77.9	2.5	81.1	2.6	-3.2	-3.9
Fuji	55.3	1.7	58.1	1.9	-2.8	-4.8
Mazda	54.8	1.7	56.9	1.8	-2.0	-3.6
Mitsubishi	46.9	1.5	47.4	1.5	-0.6	-1.2
Isuzu	43.5	1.4	43.4	1.4	0.1	0.2
Nissan	33.9	1.1	29.8	1.0	4.1	13.7
GM	83.3	2.6	93.9	3.0	-10.6	-11.3
Ford	59.9	1.9	61.1	2.0	-1.2	-2.0
Chrysler	53.8	1.7	48.8	1.6	5.0	10.2
VW/AUDI	59.5	1.9	50.2	1.6	9.3	18.6
Benz	21.7	0.7	19.4	0.6	2.3	11.9
BMW	28.0	0.9	26.0	0.8	2.0	7.6
Fiat	77.7	2.5	84.7	2.7	-6.9	-8.2
PSA	15.9	0.5	16.7	0.5	-0.8	-4.9
Land Rover	13.2	0.4	19.9	0.6	-6.7	-33.7
Hyundai/Kia	77.9	2.5	69.3	2.2	8.6	12.5
OE Sales for others	263.8	8.4	239.3	7.6	24.5	10.2
OEM Total	2,813.6	89.2	2,815.5	89.9	-2.0	-0.1
After-market, New business & Others	341.1	10.8	316.0	10.1	25.1	8.0
Total	3,154.6	100.0	3,131.5	100.0	23.2	0.7

Consolidated Sales by Business Segment

(Unit: Billion of Yen)

	FY2012 ended Mar.31,2012		FY2011 ended Mar.31,2011		Change	
	Amount	% to Total	Amount	% to Total	Amount	Percent
Powertrain Control	786.5	24.9	772.0	24.7	14.5	1.9
Electric	306.5	9.7	273.6	8.7	32.9	12.0
Electronic	292.3	9.2	288.5	9.2	3.8	1.3
Thermal	943.0	29.9	955.2	30.5	-12.2	-1.3
Information & Safety Systems	503.9	16.0	524.3	16.8	-20.4	-3.9
Small Motors	229.8	7.3	230.6	7.4	-0.9	-0.4
Others(*)	37.2	1.2	35.6	1.1	1.6	4.4
Automotive Total	3,099.2	98.2	3,079.9	98.4	19.3	0.6
Industrial & Consumer Product	43.5	1.4	42.1	1.3	1.3	3.2
Others	12.0	0.4	9.4	0.3	2.6	27.4
New Business Total	55.5	1.8	51.6	1.6	3.9	7.6
Total	3,154.6	100.0	3,131.5	100.0	23.2	0.7

* Repair parts, original brand products of subsidiaries

Capital Expenditures, Depreciation and R&D

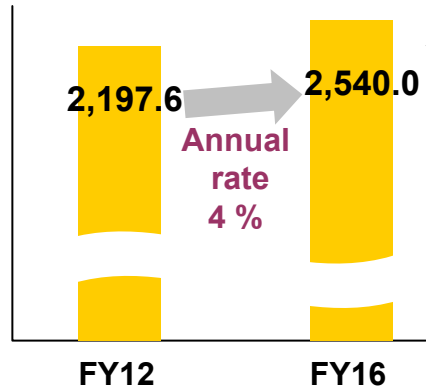
(Unit: Billion of Yen)

	FY2011	FY2012	Change	FY2013	Change
			Percent		Percent
Japan	95.5	103.1	8.0%	117.0	13.5%
North America	9.1	12.2	34.1%	13.0	6.6%
Europe	12.1	18.7	54.5%	19.0	1.6%
Asia & Oceania	22.8	38.2	67.5%	51.0	33.5%
Others	5.5	7.2	30.9%	9.0	25.0%
Capital Expenditures	145.1	179.4	23.6%	209.0	16.5%
Japan	142.2	134.4	-5.5%	135.0	0.4%
North America	17.1	14.6	-14.6%	16.0	9.6%
Europe	12.4	11.1	-10.5%	11.5	3.6%
Asia & Oceania	19.4	18.5	-4.6%	22.0	18.9%
Others	2.0	2.1	5.0%	2.5	19.0%
Depreciation	193.1	180.6	-6.5%	187.0	3.5%
R&D Expenditure	290.1	298.4	2.9%	310.0	3.9%
(Ratio to Sales)	(9.3%)	(9.5%)		(9.1%)	

Regional Sales Target

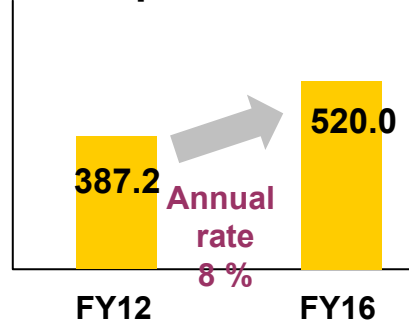
(Unit: Billions of Yen)

Japan



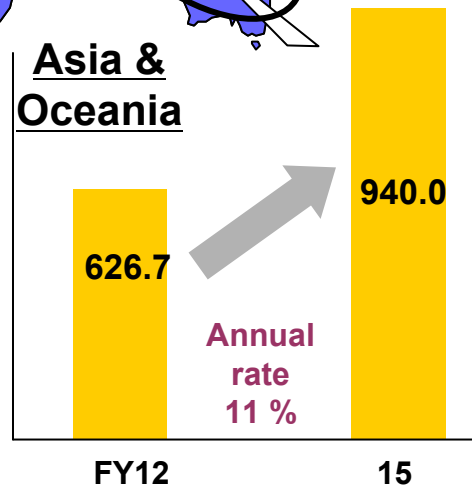
Car production
9.00 → 8.80 millions of Units
- 1% (annual rate)

Europe



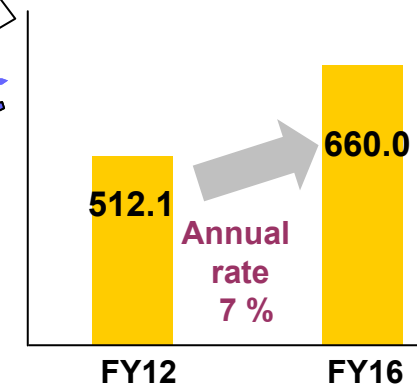
Car production
20.40 → 23.80 millions of Units
+ 4% (annual rate)

Asia & Oceania



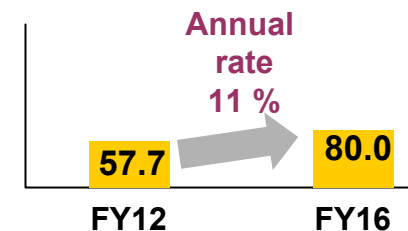
Car production
31.60 → 44.20 millions of Units
+ 9% (annual rate)

North America



Car production
13.30 → 17.00 millions of Units
+ 6% (annual rate)

Others



Car production
4.70 → 5.80 millions of Units
+ 5% (annual rate)

※ eliminations :
2011 → 626.8 billions of yen
2015 → 740.0 billions of yen

