FY2013 2nd Quarter Financial Results
ended September 30, 2012

October 31, 2012
DENSO CORPORATION
Overview of FY2013 2nd Quarter Financial Results

1. Sales and Income increased from previous year

2. Downward Revision of FY2013 forecast
## FY2013 2nd Quarter Financial Results

### (Ratio to Sales)

<table>
<thead>
<tr>
<th></th>
<th>FY2013 Forecast as of July. 31</th>
<th>FY13 2Q YTD</th>
<th>FY12 2Q YTD</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sales</strong></td>
<td>1,740.0</td>
<td>1,733.1</td>
<td>1,409.1</td>
<td>+324.0 (+23.0%)</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>135.0 (7.8%)</td>
<td>136.3 (7.9%)</td>
<td>31.9 (2.3%)</td>
<td>+104.4 (+327.7%)</td>
</tr>
<tr>
<td><strong>Income before Income Taxes</strong></td>
<td>142.5 (8.2%)</td>
<td>137.4 (7.9%)</td>
<td>39.3 (2.8%)</td>
<td>+98.1 (+249.4%)</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>88.0 (5.1%)</td>
<td>78.1 (4.5%)</td>
<td>23.3 (1.7%)</td>
<td>+54.8 (+235.3%)</td>
</tr>
</tbody>
</table>

### (Unit: Billions of Yen)

<table>
<thead>
<tr>
<th>Foreign Exchange Rate</th>
<th>JPY 80/$ JPY101/Euro</th>
<th>JPY 79/$ JPY101/Euro</th>
<th>JPY 80/$ JPY114/Euro</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Domestic Car Production</strong></td>
<td>4.82</td>
<td>4.74</td>
<td>3.73</td>
<td>+1.01 (+27.1%)</td>
</tr>
<tr>
<td><strong>Overseas Car Production of Japanese Manufacturers (North America)</strong></td>
<td>8.11 (2.48)</td>
<td>8.24 (2.48)</td>
<td>6.79 (1.56)</td>
<td>+1.45 (+59.0%)</td>
</tr>
</tbody>
</table>

### (Unit: Millions of Units)

<table>
<thead>
<tr>
<th>Foreign Exchange Rate</th>
<th>JPY 80/$ JPY101/Euro</th>
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<td>+1.45 (+59.0%)</td>
</tr>
</tbody>
</table>
Change in 2nd Quarter Consolidated Sales

By Customer

(Unit: Billions of Yen)

OE Sales for others

FY12 2Q YTD: 602.3
- Toyota Group: 637.0 (45.2%)
- OE Sales for others: 169.8 (12.0%)
- After-market, New business & Others: 171.4 (9.9%)

FY13 2Q YTD: 655.3
- Toyota Group: 906.4 (52.3%)
- OE Sales for others: 602.3 (42.8%)
- After-market, New business & Others: 171.4 (28.8%)

Change in 2nd Quarter Consolidated Sales

OE Sales for others

((): Change from FY12 2Q

Others: 228.9 (+1.8%)

VW-AUDI: 28.2 (-6.9%)
Chrysler: 29.3 (+14.3%)
Mazda: 30.1 (+19.0%)
Ford: 30.8 (-6.8%)
Fiat: 31.8 (-25.9%)
Fuji: 35.7 (+62.4%)
Hyundai/Kia: 39.2 (+5.6%)
Suzuki: 42.5 (+6.6%)
GM: 42.1 (+1.1%)
Honda: 82.1 (+45.4%)
By Business Segment

<table>
<thead>
<tr>
<th>Business Segment</th>
<th>FY12 2Q YTD</th>
<th>FY13 2Q YTD</th>
<th>Change from FY12 2Q</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thermal</td>
<td>481.0</td>
<td>591.8</td>
<td>(+23.0%)</td>
</tr>
<tr>
<td>Information &amp; Safety Systems</td>
<td>228.7</td>
<td>506.5</td>
<td>(+17.4%)</td>
</tr>
<tr>
<td>Electronic</td>
<td>126.4</td>
<td>289.1</td>
<td>(+38.2%)</td>
</tr>
<tr>
<td>Small Motors</td>
<td>48.8</td>
<td>166.0</td>
<td>(+27.3%)</td>
</tr>
<tr>
<td>Others</td>
<td>99.3</td>
<td>53.3</td>
<td>(+9.1%)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,409.1</strong></td>
<td><strong>1,733.1</strong></td>
<td></td>
</tr>
</tbody>
</table>

(Unit: Billions of Yen)
Change in 2nd Quarter Operating Income

FY12 2Q YTD

-18.7 Expense
-9.2 Currency exchange loss
-6.3 Labor cost
-0.8 Others (Mix)
31.9 Operating Income

FY13 2Q YTD

+104.5 Production volume increase
+14.0 Variable cost reduction
+3.0 Raw material cost
+2.9 Depreciation
+15.0 Temporary cost of earthquake (Last year)
136.3 Operating Income

(Unit: Billions of Yen)
2nd Quarter Geographical Segments by Company Location

(Unit: Billions of Yen)

Sales

- FY12: 963.5
- FY13: 1,234.0
- Change: +28.1%

Operating Income

- FY12: 94.0
- FY13: 26.3
- Change: +29.0%
### FY2013 Financial Forecast

#### (Ratio to Sales)

<table>
<thead>
<tr>
<th></th>
<th>FY2013 Forecast as of Jul.31</th>
<th>FY2013 Revised</th>
<th>FY2012</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>3,480.0</td>
<td>3,410.0</td>
<td>3,154.6</td>
<td>+255.4</td>
</tr>
<tr>
<td>Operating Income</td>
<td>250.0 (7.2%)</td>
<td>225.0 (6.6%)</td>
<td>160.7</td>
<td>+64.3</td>
</tr>
<tr>
<td>Income before Income Taxes</td>
<td>262.5 (7.5%)</td>
<td>231.1 (6.8%)</td>
<td>163.5</td>
<td>+67.6</td>
</tr>
<tr>
<td>Net Income</td>
<td>172.0 (4.9%)</td>
<td>138.0 (4.0%)</td>
<td>89.3</td>
<td>+48.7</td>
</tr>
</tbody>
</table>

#### (Unit: Billions of Yen)

<table>
<thead>
<tr>
<th></th>
<th>FY2013 Forecast as of Jul.31</th>
<th>FY2013 Revised</th>
<th>FY2012</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreign Exchange Rate</td>
<td>JPY 80/$</td>
<td>JPY 80/$</td>
<td>JPY 79/$</td>
<td>JPY 1</td>
</tr>
<tr>
<td></td>
<td>JPY103/Euro</td>
<td>JPY100/Euro</td>
<td>JPY109/Euro</td>
<td>-JPY 9</td>
</tr>
<tr>
<td>Domestic Car Production</td>
<td>9.56</td>
<td>9.31</td>
<td>8.89</td>
<td>+0.42</td>
</tr>
<tr>
<td>Overseas Car Production of Japanese Manufacturers (North America)</td>
<td>16.47 (4.88)</td>
<td>16.28 (5.00)</td>
<td>14.65 (3.95)</td>
<td>+1.63 (+1.05)</td>
</tr>
</tbody>
</table>

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Geographical Segments by Company Location

Sales

(Unit: Billions of Yen)

(FY12) Japan: 2,462.0
(FY13F) Japan: 2,197.6
(North America) 596.0
(Europe) 512.1
(Asia & Oceania) 387.2
(Others) 140

% Change:
Japan: +12.0%
North America: +16.4%
Europe: +11.9%
Asia & Oceania: +9.1%

Operating Income

(FY12) Japan: 149.0
(FY13F) Japan: 100.0
(North America) 83.9
(Europe) 59.5
(Asia & Oceania) 8.8
(Others) 57.7

% Change:
Japan: +77.7%
North America: +36.8%
Europe: +16.8%
Asia & Oceania: +10.4%

Notes:
- Local Currency Base
- Ratio to Sales
- Figures are shown as percentage changes from the previous fiscal year.
1. Global Mid-term Policy

2. Technology Development for Foster the Growth
   (1) Fuel Saving
   (2) Safety
   (3) Strengthen Cost Competitive

3. DENSO’s Development Network
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

---

*Achieve consolidated sales of 4,000 billion yen and an operating margin of 8% in FY2016.*
Global Mid-term Policy

Target for FY 2016

(Unit: Billions of Yen)

<table>
<thead>
<tr>
<th></th>
<th>FY12 YTD</th>
<th>FY16 YTD</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Car Production</td>
<td>79.00</td>
<td>99.60</td>
<td>+6%/year</td>
</tr>
<tr>
<td>Sales</td>
<td>3,154.6</td>
<td>4,000.0</td>
<td>+7%/year</td>
</tr>
<tr>
<td>Operating Income</td>
<td>160.7</td>
<td>320.0</td>
<td></td>
</tr>
<tr>
<td>Operating Profit Ratio</td>
<td>5.1%</td>
<td>8.0%</td>
<td></td>
</tr>
</tbody>
</table>

Change

Increase of Car Production

Expansion Sales

1. Factor

Increase of Car Production

2. Segment

Asia & Oceania

3. Customer

Toyota Group

Japanese automakers

Aftermarket & New Business

Overseas automakers

Others

Others

Europe

North America

Japan

Others

Others

Others

Others

Others

Others

Others

Others

Others
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
  - Fuel Saving System

- **Smaller and Lighter Hybrid Components**
  - Improvement of Inverter, Motor Generator

- **Energy Management Systems**
  - Heat Energy and Electric Management
**Stop-Start System**

**Effects**

- **System A**
  - (Strong starter)
  - Engine stops when vehicle stops
  - Fuel saving: 7%

- **System B**
  - (Tandem Solenoid (TS) Starter)
  - + Engine stops when deceleration
  - + Regeneration power
  - Engine stop
  - Fuel saving: 8.5%

- **New System C**
  - (TS Starter + Lithium-ion battery pack)
  - + Regeneration power
  - Engine stop
  - Fuel saving: 10%
  - (Automatic transmission at 2L class, JO08 mode)

**New Lithium-ion Battery Pack**

Supply requirement power only by generate and charge power when deceleration.

**New Cold Storage Evaporator**

Storing cold energy while air conditioning run and cooled air can be supplied to the cabin in idling stop.

Supplies them on the Suzuki Wagon R
Gasoline Direct Injection

High Pressure Injector
- World’s highest injection pressure (20 Mpa)
- World’s smallest fuel particle spray (10-15 Micron)
- More accurate control of injection quantity
- High durability

High Pressure Fuel Pump
- World’s highest injection pressure (20 Mpa)
- High durability

Sales Forecast of Gasoline Direct Injection
High Pressure Injector, Fuel Pump, Fuel Rail, EDU

Indicated as index compared with the sales in 2010

Sales expansion to customers such as Ford, Nissan, Mazuda, Renault, and Honda

5 times larger than in 2010
Technology Development for Foster the Growth

Higher Output Internal Combustion Engine  Gasoline / Diesel

SKYACTIV-G
New Direct Injection Engine

SKYACTIV-Drive
New Transmission

SKYACTIV-D
New Diesel Engine

Gasoline Direct Injection  Electric VCT  AT Module  Common Rail System 2000 hpa

Supplies them on the Mazda・SKYACTIV

- Contribute to fuel consumption improvement -
Trend of laws, regulations and ratings (NCAP)

For trucks and buses:
- Advanced emergency braking systems (AEBS)
- Lane departure warning system (LDW) (2013)

For passenger cars:
- NCAP introduction of:
  - AEBS for vehicles (2014) and for pedestrians (2016)
  - LDW and lane keeping assist system (LKA) (2014)

For passenger cars:
- Mandatory installation of rear view camera (enforcement timing to be determined)
- NCAP introduction of:
  - Forward collision warning (FCW) (2011MY) and LDW (2011MY)

For trucks:
- Mandatory installation of AEBS (2014)

For passenger cars:
- NCAP introduction (under consideration) of:
  - AEBS for vehicles (2014) and for pedestrians (2015)
  - LKA (2016)

NCAP: New Car Assessment Program
AEBS: Advanced Emergency Brake System

Safety

Traffic Fatalities Worldwide

More than 1.2 million every year

Number of traffic fatalities is increasing

Fatal and injury accident situation

(Source: Government data, 2008)
Technology Development for Foster the Growth

DENSO’s Sensing Technologies

Vehicle infrastructure cooperation*

Surround Camera*

Sonar

*Under developed

Laser radar
77GHz mm-wave radar
Driving Support System ECU

New
used in Lexus ES

'88 World’s First
'03 World’s First

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Technology Development for Foster the Growth

Safety System

Pre-crash safety (PCS)

Detect Information
- Detects vehicles and obstacles ahead
- Regarding distance and time relative speed of the obstacle

If the vehicle will hit the obstacle

① Alarm
② Check improved
③ Retract Seatbelt
④ Brake

Night View System with Pedestrian Detection Function

Detect Information
- Detects vehicles and obstacles ahead
- Regarding distance and time relative speed of the obstacle

Adaptive Cruise Control (ACC)
Automatic High Beam (AHB)
Lane Departure Warning (LDW)
Blind Spot Warning
Establish Outstanding “Dantotsu (extremely competitive) Plant” in Japan

**Activities**

- Development of production technology speedily against overseas competition
- 1/N Processing Technology
- Saving Energy Technology
- High-speed / Automation
- Synchronization of Processing /Assembly line
- Optimization of Inspection
- Optimization in / out distribution
- Expand technology to suppliers
- More Output
- Improve Productivity
- Lead time Shorten
- Improve and adopt to local situation speedily

**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.

**Activities of Model Plant**

- All Business group
- Main 9 plant

**Establish “Dantotsu” Plant in Japan**

**Overseas expansion**

- Expand globally to Monozukuri technology
- Improve and adopt to local situation speedily

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

- 2012
- 2013
- 2014
- 2015

- Development of production technology speedily against overseas competition
- 1/N Processing Technology
- Saving Energy Technology
- High-speed / Automation
- Synchronization of Processing /Assembly line
- Optimization of Inspection
- Optimization in / out distribution
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- More Output
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**“Dantotsu” Plant**

- All Business group
- Main 9 plant

**Establish “Dantotsu” Plant in Japan**

- Expand globally to Monozukuri technology
- Improve and adopt to local situation speedily

**Overseas expansion**

- Develop production technology speedily against overseas competition
- 1/N Processing Technology
- Saving Energy Technology
- High-speed / Automation
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**“Dantotsu” Plant**

- All Business group
- Main 9 plant

**Establish “Dantotsu” Plant in Japan**

- Expand globally to Monozukuri technology
- Improve and adopt to local situation speedily
## Strengthen Cost Competitive

### Low-cost Products Sales Development (Cost-half Product: 23 products)

#### Progress of Adoption

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3Q</td>
<td>4Q</td>
<td>1Q</td>
<td>2Q</td>
<td>3Q</td>
<td>4Q</td>
</tr>
</tbody>
</table>

- **Development Process**
  - **①** Optimum function
  - **②** Optimum Structure
  - **③** Establish Specific Quality Standard
  - **④** Promotion of local procurement (Strengthen *Monozukuri*)
  - **⑤** Localization of Development

### Expand installing in 15 Models

- **Products Ex.**
  - Ignition Coil
  - HVAC Unit

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DENSO’s Development Network

Core Technical Centers (T/C) and Satellites

<table>
<thead>
<tr>
<th>Core T/C</th>
<th>Japan</th>
<th>NA Michigan</th>
<th>Europe Germany</th>
<th>Asia &amp; Oceania Thailand</th>
<th>China Shanghai</th>
<th>India Deli</th>
<th>SA Santa Barbara</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satellite</td>
<td>Group companies Korea</td>
<td>Tennessee, California</td>
<td>UK, Italy, Sweden, Czech</td>
<td>Vietnam, Philippines Australia</td>
<td>North and South China, Xian, Taiwan</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Establishing global development system to develop region-best products in 7 regions around the world.
Global Production Network

India <Haryana · Jhajjar Plant>
Investment: 2.7 billion rupees (approximately US$52.2 million)
Operation Start: July 2013
Employees: 450 (planned for July 2013)
Total floor area: 12,000 m²
Business description: Manufacturing and selling small motors for products such as windshield wipers and power windows, and engine cooling modules

Indonesia <Fajar Plant>
Investment: Approx. 1,040 billion rupiah (approx. US$110 million*)
Operation Start: February 2014
Employees: Approx. 1,300 (planned for March 2016)
Total floor area: 24,000 m²
Business description: Manufacturing ECUs, VCT systems, starters, and alternators

Brazil <Santa Barbara>
Investment: 100 million real (approx. US$48.8 million)
Operation Start: October 2013
Employees: 342 (as of June 2012)
Total floor area: 30,200 m²

Mexico <Silao Plant>
Investment: approx. US$57 million
Operation Start: October 2013
Employees: 400 people by 2015
Total floor area: 25,600 m²
Business description: Manufacturing air conditioning (HVAC) units

Global Network
216 companies
(35 Countries and Area)

Expanding global production system in mainly emerging countries.
Construct an organization to achieve consolidated sales of 4,000 billion yen and an operating margin of 8% in FY2016.
FY2013 Annual Dividend per Share: Increase by 8 yen to 54 yen
Appendix

- 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
Non-Consolidated Financial Results

## Income Statements

(Ratio to Sales)  (Unit:Billions of Yen,%)  

<table>
<thead>
<tr>
<th>Account</th>
<th>FY2013 2Q YTD</th>
<th>FY2012 2Q YTD</th>
<th>Change</th>
<th>FY2013 Forecast</th>
<th>Change from FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>Percent</td>
<td>Amount</td>
<td>Percent</td>
<td>Forecast as of Jul. 31</td>
</tr>
<tr>
<td>Net Sales</td>
<td>( 100.0 )</td>
<td>1,145.2</td>
<td>( 100.0 )</td>
<td>886.0</td>
<td>259.2</td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>88.5</td>
<td>1,013.5</td>
<td>93.7</td>
<td>829.8</td>
<td>183.7</td>
</tr>
<tr>
<td>SGA Expenses</td>
<td>5.5</td>
<td>63.5</td>
<td>6.7</td>
<td>59.6</td>
<td>3.9</td>
</tr>
<tr>
<td>Operating Income</td>
<td>6.0</td>
<td>68.2</td>
<td>0.4</td>
<td>52.0</td>
<td>0.4</td>
</tr>
<tr>
<td>Non-Operating Income</td>
<td>41.1</td>
<td>40.7</td>
<td>0.4</td>
<td>52.0</td>
<td>0.4</td>
</tr>
<tr>
<td>Extraordinary Income (Loss)</td>
<td>11.9</td>
<td>0.0</td>
<td>11.8</td>
<td>0.5</td>
<td>0.5</td>
</tr>
<tr>
<td>Income Before Income Taxes</td>
<td>8.5</td>
<td>97.5</td>
<td>4.2</td>
<td>37.3</td>
<td>60.2</td>
</tr>
<tr>
<td>Net Income</td>
<td>5.7</td>
<td>65.1</td>
<td>4.2</td>
<td>37.2</td>
<td>27.9</td>
</tr>
<tr>
<td></td>
<td>FY2013 First-Half</td>
<td>FY2013 Second-Half</td>
<td>FY2013 Full Year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------</td>
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<td>------------------</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Prior Year</td>
<td>Forecast as of Jul.31</td>
<td>Actual</td>
<td>Change</td>
<td>Prior Year</td>
</tr>
<tr>
<td>Foreign Exchange Rate (Yen)</td>
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<td></td>
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<td></td>
<td></td>
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<tr>
<td>USD</td>
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<td>78</td>
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<tr>
<td>EUR</td>
<td>114</td>
<td>105</td>
<td>101</td>
<td>-13</td>
<td>104</td>
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<tr>
<td>Forex Impact on Operating Income per Yen (Billions of Yen)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>USD</td>
<td></td>
<td></td>
<td>2.9</td>
<td>2.9</td>
<td></td>
</tr>
<tr>
<td>EUR</td>
<td></td>
<td></td>
<td>0.7</td>
<td>0.7</td>
<td></td>
</tr>
<tr>
<td>Car Production of Japanese Manufacturers (Millions of Units)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>3.73</td>
<td>4.54</td>
<td>4.82</td>
<td>4.74</td>
<td>+27%</td>
</tr>
<tr>
<td>North America</td>
<td>1.56</td>
<td>2.37</td>
<td>2.48</td>
<td>2.48</td>
<td>+59%</td>
</tr>
<tr>
<td>Overseas</td>
<td>6.79</td>
<td>8.06</td>
<td>8.11</td>
<td>8.24</td>
<td>+21%</td>
</tr>
</tbody>
</table>
# Consolidated Sales by Customer

(Units: Billion of Yen)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>% to Total</td>
<td>Amount</td>
</tr>
<tr>
<td>Toyota</td>
<td>830.5</td>
<td>47.9</td>
<td>574.9</td>
</tr>
<tr>
<td>Daihatsu</td>
<td>50.5</td>
<td>2.9</td>
<td>40.8</td>
</tr>
<tr>
<td>Hino</td>
<td>25.4</td>
<td>1.5</td>
<td>21.3</td>
</tr>
<tr>
<td>Toyota Group</td>
<td>906.4</td>
<td>52.3</td>
<td>637.0</td>
</tr>
<tr>
<td>Honda</td>
<td>119.3</td>
<td>6.9</td>
<td>82.1</td>
</tr>
<tr>
<td>GM</td>
<td>42.5</td>
<td>2.4</td>
<td>42.1</td>
</tr>
<tr>
<td>Suzuki</td>
<td>39.5</td>
<td>2.3</td>
<td>37.1</td>
</tr>
<tr>
<td>Hyundai/Kia</td>
<td>39.2</td>
<td>2.2</td>
<td>37.1</td>
</tr>
<tr>
<td>Fuji</td>
<td>35.7</td>
<td>2.1</td>
<td>22.0</td>
</tr>
<tr>
<td>Fiat</td>
<td>31.8</td>
<td>1.8</td>
<td>42.9</td>
</tr>
<tr>
<td>Ford</td>
<td>30.8</td>
<td>1.8</td>
<td>33.0</td>
</tr>
<tr>
<td>Mazda</td>
<td>30.1</td>
<td>1.7</td>
<td>25.3</td>
</tr>
<tr>
<td>Chrysler</td>
<td>29.3</td>
<td>1.7</td>
<td>25.7</td>
</tr>
<tr>
<td>VW/AUDI</td>
<td>28.2</td>
<td>1.6</td>
<td>30.3</td>
</tr>
<tr>
<td>Isuzu</td>
<td>23.0</td>
<td>1.3</td>
<td>21.4</td>
</tr>
<tr>
<td>Mitsubishi</td>
<td>21.9</td>
<td>1.3</td>
<td>23.4</td>
</tr>
<tr>
<td>Nissan</td>
<td>19.4</td>
<td>1.1</td>
<td>15.9</td>
</tr>
<tr>
<td>BMW</td>
<td>14.0</td>
<td>0.8</td>
<td>14.9</td>
</tr>
<tr>
<td>Benz</td>
<td>11.6</td>
<td>0.7</td>
<td>10.5</td>
</tr>
<tr>
<td>Jaguar/Land Rover</td>
<td>6.5</td>
<td>0.4</td>
<td>11.1</td>
</tr>
<tr>
<td>PSA</td>
<td>6.4</td>
<td>0.4</td>
<td>8.2</td>
</tr>
<tr>
<td>OE Sales for others</td>
<td>126.1</td>
<td>7.3</td>
<td>119.4</td>
</tr>
<tr>
<td>OEM Total</td>
<td>1,561.7</td>
<td>90.1</td>
<td>1,239.4</td>
</tr>
<tr>
<td>After-market, New business &amp; Others(*)</td>
<td>171.4</td>
<td>9.9</td>
<td>169.8</td>
</tr>
<tr>
<td>Total</td>
<td>1,733.1</td>
<td>100.0</td>
<td>1,409.1</td>
</tr>
</tbody>
</table>

*Sales of industrial systems and consumer products, Sales for After Market, and Sales of property/equipment are included.*
## Consolidated Sales by Business Segment

(Unit: Billion of Yen)

<table>
<thead>
<tr>
<th>Business Segment</th>
<th>FY2013</th>
<th>FY2012</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Amount</td>
<td>% to Total</td>
<td>Amount</td>
</tr>
<tr>
<td>Powertrain Control</td>
<td>591.8</td>
<td>34.1</td>
<td>481.0</td>
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<tr>
<td>Thermal</td>
<td>506.5</td>
<td>29.2</td>
<td>431.3</td>
</tr>
<tr>
<td>Information &amp; Safety Systems</td>
<td>289.1</td>
<td>16.7</td>
<td>228.7</td>
</tr>
<tr>
<td>Electronic</td>
<td>166.0</td>
<td>9.6</td>
<td>120.0</td>
</tr>
<tr>
<td>Small Motors</td>
<td>126.4</td>
<td>7.3</td>
<td>99.3</td>
</tr>
<tr>
<td>Others(*)</td>
<td>24.1</td>
<td>1.4</td>
<td>21.1</td>
</tr>
<tr>
<td><strong>Automotive Total</strong></td>
<td>1,703.9</td>
<td>98.3</td>
<td>1,381.4</td>
</tr>
<tr>
<td>Industrial &amp; Consumer Product</td>
<td>21.5</td>
<td>1.2</td>
<td>21.6</td>
</tr>
<tr>
<td>Others</td>
<td>7.8</td>
<td>0.5</td>
<td>6.2</td>
</tr>
<tr>
<td><strong>New Business Total</strong></td>
<td>29.2</td>
<td>1.7</td>
<td>27.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,733.1</td>
<td>100.0</td>
<td>1,409.1</td>
</tr>
</tbody>
</table>

* Repair parts, original brand products of subsidiaries
## Capital Expenditures, Depreciation and R&D

(Unit: Billion of Yen)

<table>
<thead>
<tr>
<th>Region</th>
<th>2Q YTD FY12</th>
<th>2Q YTD FY13 Estimate</th>
<th>2Q YTD Change from PY</th>
<th>Progress to FY13 Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Japan</strong></td>
<td>48.9</td>
<td>59.4</td>
<td>21.5%</td>
<td>50.8%</td>
</tr>
<tr>
<td><strong>North America</strong></td>
<td>4.6</td>
<td>8.2</td>
<td>78.3%</td>
<td>63.1%</td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td>8.8</td>
<td>8.2</td>
<td>-6.8%</td>
<td>43.2%</td>
</tr>
<tr>
<td><strong>Asia &amp; Oceania</strong></td>
<td>19.9</td>
<td>25.6</td>
<td>28.6%</td>
<td>50.2%</td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td>3.4</td>
<td>1.3</td>
<td>-61.8%</td>
<td>14.4%</td>
</tr>
<tr>
<td><strong>Capital Exp.</strong></td>
<td>85.6</td>
<td>102.6</td>
<td>19.9%</td>
<td>49.1%</td>
</tr>
<tr>
<td><strong>Japan</strong></td>
<td>61.1</td>
<td>60.2</td>
<td>-1.5%</td>
<td>44.6%</td>
</tr>
<tr>
<td><strong>North America</strong></td>
<td>7.8</td>
<td>6.8</td>
<td>-12.8%</td>
<td>42.5%</td>
</tr>
<tr>
<td><strong>Europe</strong></td>
<td>5.9</td>
<td>5.0</td>
<td>-15.3%</td>
<td>43.5%</td>
</tr>
<tr>
<td><strong>Asia &amp; Oceania</strong></td>
<td>9.6</td>
<td>9.6</td>
<td>0.0%</td>
<td>43.6%</td>
</tr>
<tr>
<td><strong>Others</strong></td>
<td>1.0</td>
<td>1.0</td>
<td>0.0%</td>
<td>40.0%</td>
</tr>
<tr>
<td><strong>Depreciation</strong></td>
<td>85.4</td>
<td>82.5</td>
<td>-3.4%</td>
<td>44.1%</td>
</tr>
<tr>
<td><strong>R&amp;D Expenditure</strong></td>
<td>148.0</td>
<td>161.7</td>
<td>9.3%</td>
<td>52.2%</td>
</tr>
<tr>
<td>(Ratio to Sales)</td>
<td>(10.5%)</td>
<td>(9.3%)</td>
<td>(9.1%)</td>
<td></td>
</tr>
</tbody>
</table>

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