FY2015 2nd Quarter Financial Results ended September 30, 2014

October 31, 2014 DENSO CORPORATION

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FY2015 2 nd Quarter Financial Results												
	(Ratio to Sal	es)		(Unit: B	illions of Yen)							
	Forecast as of July. 31	FY15 2Q YTD	FY14 2Q YTD	Char	nge							
Sales	2,022.0	2,071.0	1,987.9	+83.1	+4.2%							
Operating Income	(8.1%) 164.0	(7.8%) 161.3	_(9.7%) 192.2	-30.9	-16.1%							
Income before Income Taxes	177.0	_(8.5%) 175.2	(10.8%)214.6	-39.4	-18.4%							
Net Income	116.0	(5.9%) 122.4	_(7.5%) 150.1	-27.7	-18.5%							
				(Unit: Millio	ons of Units)							
Foreign Exchange Rate	JPY 100/\$ JPY135/EUR	JPY 103/\$ JPY139/EUR	JPY 99/\$ JPY130/EUR	+JPY 4 +JPY9	,							
Domestic Car Production	4.58	4.59	4.53	+0.06	+1.3%							
Overseas Car Production of Japanese Manufacturers (North America)	9.63 (3.02)	9.13 (2.99)	8.69 (2.66)	+0.44 (+0.33)	+5.1% (+12.4%)							
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[Overview of the consolidated financial results]

We posted sales of 2,071.0 billion yen, up 83.1 billion yen from the previous year, equivalent to annual revenue growth of 4.2%.

Operating income reached 161.3 billion yen, 30.9 billion yen lower than a year ago leading the operating income ratio to 7.8%. Despite the variable cost reduction and the increase in production volume, the operating income decreased due to research and development expenditures and investment costs that will strength future growth.

Income before income taxes reached 175.2 billion yen, down 39.4 billion yen year-on-year.

We earned a net income of 122.4 billion yen after corporate and other taxes, down 27.7 billion yen from a year earlier.



[Sales by customer]

Sales to the Toyota Group

The domestic car production level decreased from the previous year, and it resulted in a decrease in its share.

Sales to non-Toyota Group companies

- 1)Honda: Sales increased due to the increase in car production mainly in North America and China.
- 2)Suzuki: Sales increased due to the increase in lithium battery packs as well as car production volume increase in Japan.
- 3)Mazda: Sales increased due to the increase in production volume and gasoline direct injection products for SKYACTIV.

Sales to overseas automakers

Sales went up due to,

1)HYUNDAI/KIA: increase in production volume in North America and increase in sales of thermal products

2)Chrysler: increase in production volume in North America.



[Sales by business segment]

Sales of Powertrain Control products

Sales increased due to an increase of sales in gasoline direct injection products.

Sales of Thermal products

Sales increased mainly in North America, Europe and Asia & Oceania due to the sales expansion of car air conditioner products and production volume increase.

Sales of Information & Safety Systems Although sales decreased in car navigation system, we are trying to regain it by expanding IVI products.



[Factors that contributed to increases or decreases in operating income] Negative factors:

1) Higher labor cost: An increase of 18.0 billion yen was mainly due to an increase in salaries in emerging countries and also due to strengthen R&D networks.

2) Higher depreciation cost: An increase of 10.9 billion yen was mainly due to an increase in investment costs.

3) Higher other costs: One-third of an increase of 30.0 billion yen was due to decrease in domestic production. Another one-third was an increase in start-up cost for new products and plants. The rest was due to product mix which shifted towards compact cars and quality control cost.

Positive factors:

1) Variable cost reduction: An increase of 15.0 billion yen was due to increased productivity and other efficiencies.

2) Production volume increase: An increase of 13.0 billion yen was due to an increase in sales.

3) Depreciation of the yen: An increase of 8.0 billion yen was due to the impact of the weak yen, which is 4 yen lower against the US dollar and 9 yen against the euro.



[Sales and operating income by operating region]

* Based on local currency, excluding the effect of foreign exchange rates

Japan

• Sales decreased by 2.6% from the previous year due to the shift towards compact cars, as well as the decrease of export sales.

• Operating income diminished by 26.4% from the previous year due to the decrease in production volume and the increase in labor costs.

Overseas

• Sales and profit increased in North America and Europe thanks to the increase in car production.

• Operating income decreased in Asia & Oceania and Others due to the increase in expenditure on the establishment of plants and technical centers and the increase in labor costs for strengthening future growth.

FY2015 Financial Forecast												
	(Ratio to Sal	es)		(Unit: B	illions of Yen)							
	FY2015 Forecast as of Jul.31	FY2015 Revised	FY2014	Change								
Sales	4,140.0	4,230.0	4,095.9	+134.1	+3.3%							
Operating Income	350.0	(8.3%) 350.0	_(9.2%) 377.7	-27.7	-7.3%							
Income before Income Taxes	378.0	_(8.9%) 377.8	(10.2%)418.6	-40.8	-9.8%							
Net Income	248.0	(5.9%) 248.0	(7.0%) 287.4	-39.4	-13.7%							
				(Unit: Milli	ons of Units)							
Foreign Exchange Rate	JPY 100/\$ JPY135/Euro	JPY 104/\$ JPY137/Euro	JPY 100/\$ JPY134/Euro	+JPY 4 +JPY 3								
Domestic Car Production	9.18	9.30	9.49	-0.19	-2.0%							
Overseas Car Production of Japanese Manufacturers (North America)	19.98 (6.22)	18.83 (6.12)	17.70 (5.43)	+1.13 (+0.69)	+6.4% (+12.7%)							
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[Forecasts for consolidated full-year financial forecasts]

Sales

Considering the first-half financial results and future business conditions, we have decided to revise sales of the original forecasts for the full-year. It will be 4230.0 billion yen, up 134.1 billion yen from the previous year.

Operating income

We maintain the original forecast for the full-year operating income to 350.0 billion yen due to the uncertainty of business condition in Asia.

This forecast is based on the currency rate of 105 yen to the dollar and 135 yen to the euro for the second-half financial results

and 104 yen to the dollar and 137 yen to the euro for the full-year financial results.

Car production volume of Japanese manufacturers will be 9.30 million in domestic and 18.83 million in Overseas.



[Factors that contributed to increases or decreases in full-year forecasts for Operating Income]

While positive factors, such as the variable cost reduction, production volume increase and depreciation of the yen, operating income decrease by 27.7 billion yen to 350.0 billion yen.



[Sales and operating income by operating region]

* Based on local currency, excluding the effect of foreign exchange rates

We expect sales and profit decrease in Japan and Others.

In North America, Europe and Asia & Oceania, our sales and profit will likely to increase.





We established our Global Mid-term Policy in April 2012 to achieve the following three goals:

- 1. Advanced technology development.
- 2. Innovation in "Monozukuri".
- 3. Development of aftermarket and new business.

In the last year for this policy, we will continue to invest in new products and new technologies as well as enforcing manufacturing and development networks for continuous growth.

In establishing the next mid-term policy, we are setting targets around environment and security & safety field for further development. We are preparing the policy for releasing by the end of this fiscal year.



One of the key technologies for our sustainable growth is for fuel-efficient and CO2 reduction powertrains.

The demand for higher fuel efficiency and lower CO2 emissions is leading to downsizing, electrification, and systemization in automotive powertrain technology.

DENSO is developing a wide variety of powertrain products ranging from internal combustion engine components to hybrid and electric vehicle devices. We offer solutions that meet the needs and trends of respective regions and customers.



Recently, our new injectors for compact car are installed on Mazda 2 (DEMIO), which wins Car of the Year Japan award. It contributes to fuel consumption improvement to 30km per liter.



The other key technology for our sustainable growth is security & safety system.

For extraordinary safety, we developed wide range of products from millimeter-wave radars, which detect people and cars by sensors to ECU, which judge and operate active safety system.

For everyday confidence, we are developing cockpit information system. It has features related detecting drivers' conditions, sensors and HMI technologies. With these technologies, we want to assist and provide drivers with "Confidence" by giving information at the right timing.



There are more than 1.2 million traffic fatalities all around the world.

Considering this situation, some countries which have major car markets are trying to install and reinforce new car assessment program (NCAP).

DENSO, preceding the installation of NCAP in 2016, has been preparing to produce new active safety system, which includes Automatic Emergency Braking for pedestrians in 2015.

We have worked on advanced driving support technology and will start to produce around 2018.



We have recently done two demos on advanced driving support technology.

At public road testing in Aichi Pref., we used sensors, like cameras and millimeter-wave radars, and demonstrated automatic lane change for overtaking in June.

Second demo was at 21st ITS World Congress in Detroit.

This demo used V2V communication with leading vehicle.

We received high evaluations from automakers by technologies related

- •automated steering and acceleration control
- stopping safely during sudden braking without delay.
- providing surrounding information (sudden braking, pedestrians, traffic jam) in a safe and effective manner by HUD and sound alert.



Optimal product design is ensured for local customers in seven regions: Japan, Europe, North America, ASEAN, China, India, and South America. In Japan, North America, and Europe, advanced development projects are underway to meet regional conditions.

For example, in Silicon Valley Office, we have been working on R&D on cyber security, big data and autonomous driving.

In Shanghai technical center, we are expanding the range of R&D by installing evaluation equipments, contributing to localization of R&D by ourselves and automakers.



We have been establishing "Dantotsu" Plant for cost competitiveness.

This example is from manufacturing plant for plugs.

We have achieved cost reduction from a new 1/N equipment

which requires 1/6 height and 1/2 lead time but increases productivity by 20%.



Not only developing and installing 1/N equipments, we are installing production lines consisted of 1/N equipments.

With these compact 1/N equipments, we are able to synchronize processing and assembly line resulting in optimizing distribution and stock, cutting down production costs and decreasing lead time.



We have built new plants in different parts of the world according to the 2015 mid-term policy, expanding our production system to meet the growing markets.

We have established plants in India, Mexico and Indonesia. Those plants smoothly started production and each country has enough capacity.

Capital expenditures has reached their peak point to 300 billion yen, and will be decreasing from next fiscal year, around 250~280 billion yen.



By taking advantage of technologies refined in the automotive area, we have worked on areas that deliver eco-friendly solutions, contribute to a society with enhanced security and safety,

and help increase comfort and convenience.

We have produced many products especially related HEM, Agricultural Production Support System, Security and Health & Medical areas.



One example from New Business area is QR Code.

It was invented in 1994 by DENSO and adopted first by the auto industry for Kanban system.

Because of its high capacity and open patent, QR Code has been spread all over the world. In this year, our QR Code development team becomes first Japanese winner of European Inventor Award.

Utilizing this popularity, we have worked on enhancing designability and security level for business purpose.

- ·LogoQ can draw portraits on business cards.
- •Anti-copying QR Code is used for musical tickets.

*Kanban system is a logistics method in just-in-time production. Kanban is a card which signal the need to move materials within a production facility or an outside supplier in to the production facility.



This policy is our new guiding principle which specifies our management visions and guidelines toward 2020.

The slogan is "Protecting Lives, Preserving the Planet, and Preparing a Bright Future for Generations to Come."

Over the next decade, we will be committed to preserving the planet and ensuring security and safety as the values that we should offer to society.



Appendix

- · Sales and Income Target
- Return to Shareholders
- · 2nd 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

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Non-Consolidated Financial Results

Income Statements

(Ratio to Sales)

(Unit:Billions of Yen,%)

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Account		FY2015 2Q YTD		EV2014	FY2014 2Q YTD		Change		FY2015 Forecast						Change from FY14	
Account		F12013 2Q	TID	F12014		Amount	Percent	Fore	ecast as	of Jul. 31	Fore	cast as	of Oct. 31	Amount	Percent	
Net Sales	(100.0)	1,184.5	(100.0	1,221.2	-36.7	-3.0	(100.0)	2,323.0	(10	0.0)	2,395.0	-95.8	-3.8	
Cost of Sales	(86.7)	1,026.6	(84.6	1,033.0	-6.4										
SGA Expenses	(6.7)	78.8	(6.1	74.1	4.7										
Operating Income	(6.7)	79.0	(9.3) 114.1	-35.1	-30.7	(6.4)	149.0	(6.9)	165.0	-58.3	-26.1	
Non-Operating Income			53.1		52.2	0.9				64.0			73.0	-3.0		
Extraordinary Income (Loss)			-9.4		0.0	-9.4				0.0			-9.4	-6.2		
Income Before Income Taxes	(10.4)	122.7	(13.6	166.3	-43.6	-26.2	(9.2)	213.0	(9.5)	228.6	-67.5	-22.8	
Net Income	(8.6)	101.9	(10.7	130.8	-28.9	-22.1	(6.8)	157.0	(7.1)	169.0	-50.7	-23.1	

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Pre-Co	re-Conditions (Foreign Exchange Rate/Car Production)													29			
	FY2015 First-Half						FY20	15 Second	I-Half]	FY2	015 Full \	Year			
		Prior Year	Forecast (Original)	Forecast as of Jul.31	Actual	Change	Prior Year	Forecast (Original)	Forecast as of Jul.31	Revised Forecast	Change	Prior Year	Forecast (Original)	Forecast as of Jul.31	Revised Forecast	Change	
Foreign	USD	99	(0191101)	100	103	+4	102	(Original) 100	-	105	+ 3	100	(Original)			+ 4	
Exchange Rate (Yen)	EUR	130	135	135	139	+9	139	135	135	135	- 4	134	135	135	137	+ 3	
Forex Impact on Operating	USD											28 25 25 25 -3					
Income per Yen (Billions of Yen)	EUR												7	7	7	- 1	
Car Production	Domestic	4.53	4.58	4.58	4.59	1%	4.96	4.60	4.60	4.72	- 5%	9.49	9.18	9.18	9.3	-2%	
of Japanese Manufacturers	North America	2.66	3.02	3.02	2.99	13%	2.77	3.20	3.2	3.13	+ 13%	5.43	6.22	6.22	6.12	13%	
(Millions of Units)	Overseas	8.69	9.63	9.63	9.13	5%	9.00	10.35	10.35	9.70	+ 8%	17.7	19.98	19.98	18.83	6%	
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Consolidated Sales by Customer

	FY2 Ended Ser	015 5. 30, 2014	FY2 Ended So		Cha	inge	
					Amount	Percent	
Toyota	898.5	43.4	902.5	45.4	-4.0	-0.4	
Daihatsu	51.5	2.5	56.3	2.8	-4.8	-8.5	
Hino	27.1	1.3	26.0	1.3	1.1	4.2	
Toyota Group	977.1	47.2	984.9	49.5	-7.7	-0.8	
Honda	144.5	7.0	136.5	6.9	8.0	5.8	
Hyundai/Kia	66.0	3.2	54.7	2.7	11.4	20.8	
GM	60.9	2.9	58.6	3.0	2.3	3.9	
Chrysler	53.0	2.5	40.9	2.1	12.2	29.8	
Suzuki	51.9	2.5	47.7	2.4	4.2	8.8	
Mazda	49.5	2.4	39.0	2.0	10.5	27.1	
Ford	47.1	2.3	47.0	2.4	0.1	0.2	
Fiat	45.9	2.2	42.4	2.1	3.5	8.3	
VW/AUDI	41.0	2.0	36.7	1.8	4.3	11.6	
Fuji	34.4	1.6	34.9	1.8	-0.6	-1.6	
Isuzu	24.8	1.2	28.5	1.4	-3.7	-13.0	
Nissan	24.8	1.2	24.3	1.2	0.6	2.3	
Mitsubishi	24.1	1.2	23.0	1.2	1.1	4.6	
BMW	20.2	1.0	16.3	0.8	3.9	24.2	
Benz	17.2	0.8	16.5	0.8	0.6	3.9	
PSA	10.1	0.5	10.5	0.5	-0.4	-3.4	
Jaguar/Land Rover	9.5	0.5	8.0	0.4	1.6	19.8	
OE Sales for others	135.9	6.5	120.5	6.1	15.4	12.8	
OEM Total	1,837.9	88.7	1,770.7	89.1	67.2	3.8	
After-market, New business & Others(*)	233.1	11.3	217.2	10.9	15.9	7.3	
Total	2,071.0	100.0	1,987.9	100.0	83.1	4.2	
* Sales of industrial systems and consume	er products, Sal	es for After Ma	rket, and Sale	s of property/e	equipment ar	e included.	

Consolidated Sales by Business Segment

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(Unit: Billion of Yen)

	FY2 Ended Sep		FY2 Ended Sep		Change		
	Amount	% to Total	Amount	% to Total	Amount	Percent	
Powertrain Control	730.9	35.3	692.7	34.8	38.3	5.5	
Thermal	650.8	31.4	606.8	30.5	44.0	7.3	
Information & Safety Systems	293.8	14.2	307.7	15.5	-13.9	-4.5	
Electronic	186.2	9.0	184.9	9.3	1.2	0.6	
Small Motors	148.2	7.2	138.9	7.0	9.3	6.7	
Others(*)	28.7	1.4	29.3	1.5	-0.6	-2.0	
Automotive Total	2,038.7	98.5	1,960.3	98.6	78.4	4.0	
Industrial & Consumer Product	23.4	1.1	20.8	1.1	2.5	12.0	
Others	9.0	0.4	6.7	0.3	2.2	32.6	
New Business Total	32.3	1.5	27.6	1.4	4.8	17.4	
Total	2,071.0	100.0	1,987.9	100.0	83.1	4.2	
* Repair parts, original brand produc	ts of subsidia	aries					

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Capital	Capital Expenditures, Depreciation and R&D													
						(U	nit: Billion	of Yen)						
Γ			FY14		FY15	2Q YTD Change	Progress to FY15							
		2QYTD		2QYTD	Forecast	from PY	Forecast							
	Japan	68.4	156.0	88.9	164.0	30.0%	54.2%							
	North America	21.1	43.3	20.4	38.0	-3.3%	<u>53.7%</u>							
	Europe	11.2	27.9	12.9	22.5	15.2%	57.3%							
	Asia & Oceania	44.3	88.6	44.2	79.0	-0.2%	<u>55.9%</u>							
	Others	5.3	8.3	1.7	4.5	-67.9%	37.8%							
	Capital Exp.	150.3	324.1	168.1	308.0	11.8%	54.6%							
	Japan	58.7	130.9	63.0	144.0	7.3%	43.8%							
	North America	9.0	18.8	10.4	23.0	15.6%	45.2%							
	Europe	6.8	14.3	7.7	17.0	13.2%	45.3%							
	Asia & Oceania	13.9	30.2	19.6	37.0	41.0%	53.0%							
	Others	1.5	3.0	1.8	4.0	20.0%	45.0%							
	Depreciation	89.9	197.2	102.5	225.0	14.0%	45.6%							
	R&D Expenditure (Ratio to Sales)	181.2 (9.1%)	368.7 (9.0%)	193.8 (9.4%)	390.0 (9.2%)	7.0%	<mark>49.7%</mark>							
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