FY2020 Financial Results
ended Mar 31, 2020

HIGH-LIGHT
- Revenue decreased due to a decline in vehicle production and the impact of the COVID-19 outbreak.
- Operating profit decreased due to factors such as the quality cost provision and the impact of the COVID-19 outbreak.
- The full-year forecast for the next fiscal year is undecided due to the impact of the COVID-19, which makes it difficult to calculate current figures in Japan and overseas.
- Annual dividend payment is 140 yen which is same as the original forecast.

1. Consolidated Financial Results (IFRS)

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount</th>
<th>Percent</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018/4-2019/3</td>
<td>(100.0)</td>
<td>5,153.5</td>
<td>-209.3</td>
</tr>
<tr>
<td>2019/4-2020/3</td>
<td>(100.0)</td>
<td>5,362.8</td>
<td>-3.9</td>
</tr>
</tbody>
</table>

2. Changes in Operating Profit

<table>
<thead>
<tr>
<th>Region</th>
<th>18/4-19/3</th>
<th>19/4-20/3</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>North America</td>
<td>2,366.8</td>
<td>3,363.5</td>
<td>-0.1</td>
</tr>
<tr>
<td>North America</td>
<td>1,576.4</td>
<td>1,767.0</td>
<td>-0.1</td>
</tr>
<tr>
<td>Asia</td>
<td>1,436.6</td>
<td>1,278.5</td>
<td>-0.7</td>
</tr>
<tr>
<td>Others</td>
<td>72.7</td>
<td>60.7</td>
<td>-16.5</td>
</tr>
<tr>
<td>Eliminations</td>
<td>-237</td>
<td>-210</td>
<td>-1.1</td>
</tr>
</tbody>
</table>

3. Geographic Segments By Company Location

Denso’s Materiality and SDGs

Relevant SDGs to which DENSO primarily contributes through its overall corporate activities

● Prevention of global warming
● Prevention of air pollution/Reduction of environmental burden
● Effective utilization of resources
● Conservation of water resources
● Response to decrease in birthrate and aging population

Corporate Foundation
- Workstyle reforms
- Protection of human rights
- Sustainable procurement
- Governance structure

The Environment

Peace of Mind
- Reduction of traffic accidents
- Provision of free and comfortable movement
- Provision of safe and secure products
- Response to decrease in birthrate and aging population

Reference

- Operating Profit
- Financial Indices (Consolidated)
- Operating Profit
- EPS-Payout Ratio
- Denso’s Materiality and SDGs

Denso’s Materiality

Relevant SDGs to which DENSO primarily contributes through its products and services

- Prevention of global warming
- Prevention of air pollution
- Reduction of environmental burden
- Effective utilization of resources
- Conservation of water resources
- Response to decrease in birthrate and aging population

- Workstyle reforms
- Protection of human rights
- Sustainable procurement
- Governance structure

- Prevention of global warming
- Prevention of air pollution
- Reduction of environmental burden
- Effective utilization of resources
- Conservation of water resources
- Response to decrease in birthrate and aging population

- Workstyle reforms
- Protection of human rights
- Sustainable procurement
- Governance structure

316.2 5.9% 61.1 1.2% -80.7% -78.9%