

FY2022 3rd Quarter Financial Results ended December 31, 2021

HIGH-LIGHT

- Both revenue and operating profit in the third quarter decreased from the same period last year due to semiconductor shortages and other business conditions, although DENSO made profit improvements. However, revenue and operating profit through three quarters of this fiscal year increased compared to the previous year due to recovery of vehicle sales from COVID-19 and profit improvements.
- We have revised our full-year forecast based on third quarter results, adjusting our revenue projection to 5,480.0 billion yen and operating profit projection to 400.0 billion yen, while it is difficult to project how the business environment might change due to factors like semiconductor shortages, we keep our fourth quarter forecast unchanged and aim to achieve these projections with strong fourth quarter performance.

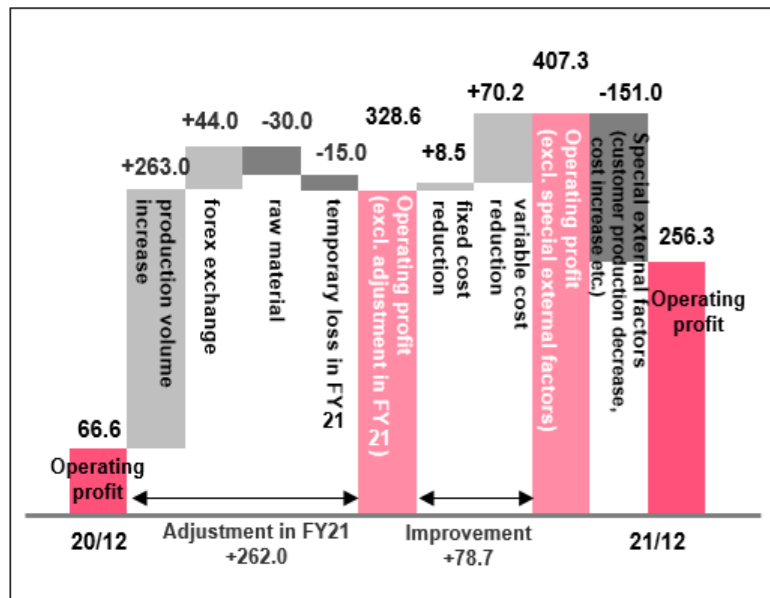
1. Consolidated Financial Results (IFRS)

Account	2020/4-2020/12		2021/4-2021/12		Change		21/4-22/3 Forecast		21/4-22/3 Forecast		Change	
	Amount	Percent	Amount	Percent	Amount	Percent	Original	Revised	Amount	Percent	Original	Revised
Revenue	3,508.6		4,009.0		+ 500.5	+ 14.3%	5,540.0	5,480.0	- 60.0	- 1.1%	5,540.0	5,480.0
Operating profit	(1.9%) 66.6	(6.4%)	256.3		+ 189.6	+ 284.6%	(7.9%) 440.0	(7.3%) 400.0	- 40.0	- 9.1%	(7.9%) 440.0	(7.3%) 400.0
Profit before income taxes	(2.8%) 99.1	(7.4%)	296.5		+ 197.4	+ 199.2%	(8.7%) 481.0	(8.1%) 442.0	- 39.0	- 8.1%	(8.7%) 481.0	(8.1%) 442.0
Profit for the period(※)	(1.2%) 43.1	(4.8%)	193.4		+ 150.3	+ 348.9%	(6.1%) 336.0	(5.5%) 301.0	- 35.0	- 10.4%	(6.1%) 336.0	(5.5%) 301.0
Foreign Exchange Rate (US\$)	106.1 Yen		111.1 Yen		+5.0 Yen		107.4 Yen	109.6 Yen	+2.2 Yen		107.4 Yen	109.6 Yen
Foreign Exchange Rate (Euro)	122.4 Yen		130.6 Yen		+8.2 Yen		127.9 Yen	129.2 Yen	+1.3 Yen		127.9 Yen	129.2 Yen
Foreign Exchange Rate (CNY)	15.4 Yen		17.2 Yen		+1.8 Yen		16.6 Yen	17.0 Yen	+0.4 Yen		16.6 Yen	17.0 Yen
Domestic Vehicle Production	5.66 Mil units		5.45 Mil units		-0.21 Mil units	- 3.7%	8.25 Mil units	7.81 Mil units	-0.44 Mil units	- 5.4%	8.25 Mil units	7.81 Mil units
Overseas Vehicle Production of Japanese Manufacturers	11.20 Mil units		12.77 Mil units		+1.57 Mil units	+ 14.0%	18.31 Mil units	17.7 Mil units	-0.61 Mil units	- 3.4%	18.31 Mil units	17.7 Mil units

※ Profit attributable to owners of the parent company

2. Changes in Operating Profit (20/12->21/12)

[Unit: Billions of Yen]



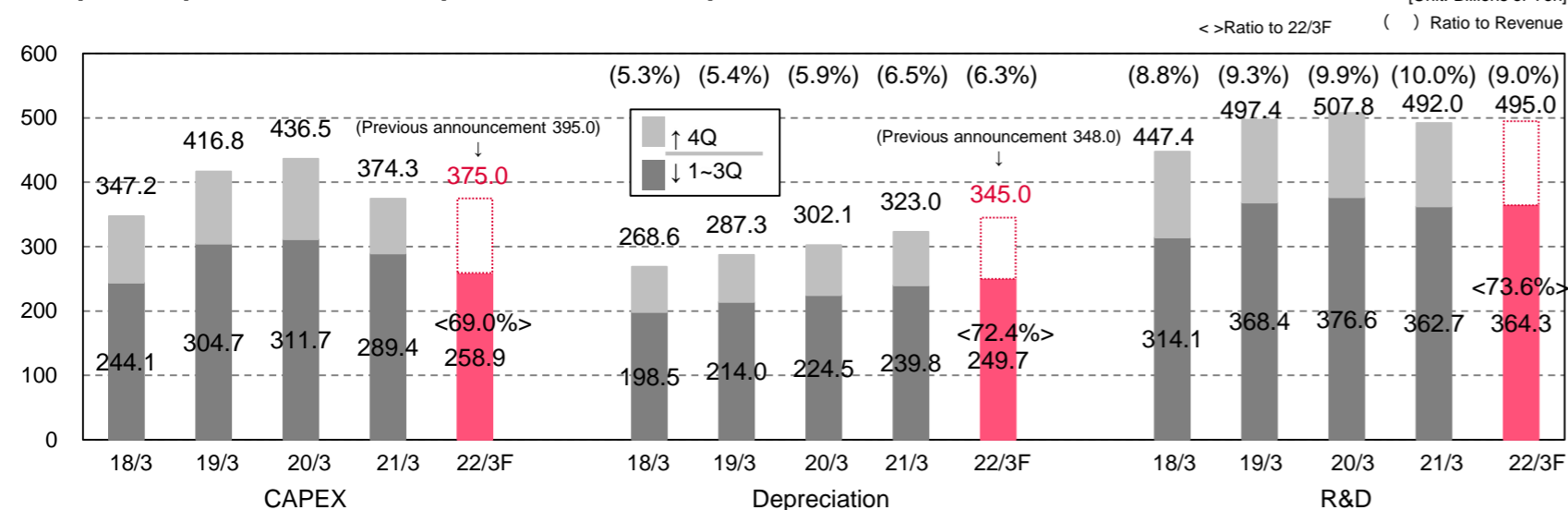
3. Geographic Segments By Company Location

[Unit: Billions of Yen]

	20/4-20/12		21/4-21/12		Change		21/4-22/3 Forecast	
	Margin	Margin	Margin	Margin	Change (local currency)	Change	21/4-22/3 Forecast	
Revenue								
Japan	2,250.0		2,590.1		+ 15.1%	+ 15.1%	3,563.5	
North America	730.4		842.6		+ 15.4%	+ 9.4%	1,153.5	
Europe	359.4		407.4		+ 13.3%	+ 7.0%	574.5	
Asia	932.9		1,180.6		+ 26.6%	+ 17.5%	1,573.5	
Others	26.7		53.8		+ 101.9%	+ 104.6%	66.0	
Eliminations	- 790.8		- 1,065.4		-	-	- 1,451.0	
Consolidated	3,508.6		4,009.0		+ 14.3%	+ 10.3%	5,480.0	
Operating Profit								
Japan	-12.0		144.1	5.6%	-	-	225.5	
North America	1.5	0.2%	1.9	△ 1.9	-	-	11.5	
Europe	2.7	0.8%	3.3	0.8%	+ 22.7%	+ 25.1%	9.5	
Asia	71.8	7.7%	105.0	8.9%	+ 46.3%	+ 36.9%	144.0	
Others	4.8	17.8%	11.7	21.7%	+ 145.2%	+ 145.1%	13.0	
Eliminations	-2.1		- 6.0		-	-	- 3.6	
Consolidated	66.6	1.9%	256.3	6.4%	+ 284.6%	+ 274.9%	400.0	

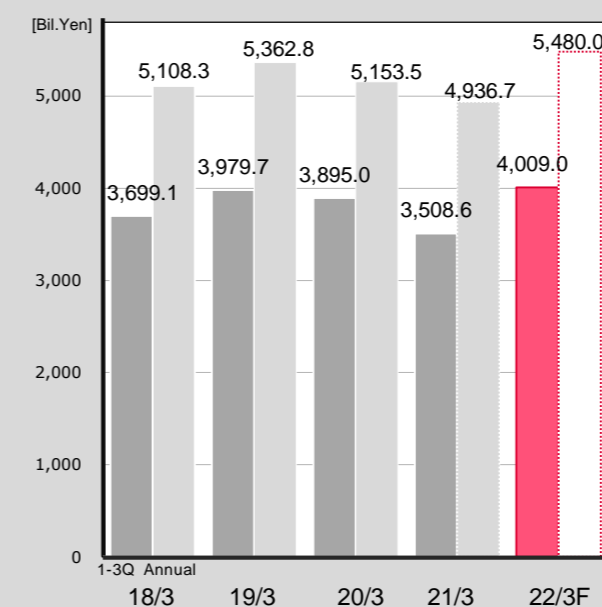
4. Capital Expenditures and Depreciation, R&D Expenditures

[Unit: Billions of Yen]

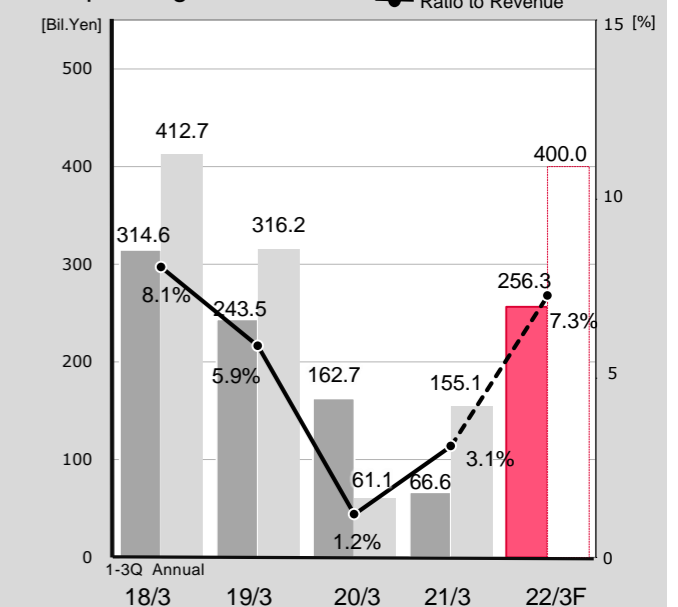


Reference

① Revenue



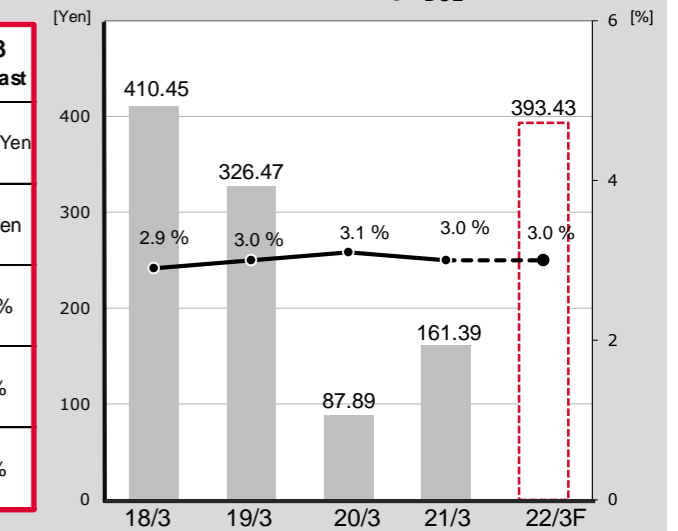
② Operating Profit



③ Financial Indices (Consolidated)

	18/3	19/3	20/3	21/3	22/3 Forecast
EPS	410.45 Yen	326.47 Yen	87.89 Yen	161.39 Yen	393.43 Yen
Dividends per Share	130 Yen	140 Yen	140 Yen	140 Yen	160 Yen
Pay-out Ratio	31.7%	42.9%	159.3%	86.7%	40.7%
DOE	2.9%	3.0%	3.1%	3.0%	3.0%
ROE	9.3%	7.1%	1.9%	3.4%	7.4%

④ EPS·DOE



DENSO's Efforts to Build Good Relationships with Stakeholders

✓ Customers

- Supply of attractive products through ongoing high-level R&D (12/3 → 22/3F ¥298.4 → ¥495.0 billion)
- In order to deliver as many cars as possible, we will maintain our supply chain.

✓ Suppliers

- Accelerate payment terms to help finance the coronavirus crisis.

✓ Local communities

- Maintenance and expansion of employment, continuous high-level of capital investment (12/3 → 22/3F ¥179.4 → ¥375.0 billion), tax payment (12/3 → 22/3F ¥42.8 → ¥113.0 billion)

✓ Shareholders

- Under the policy of improving dividend levels in a stable manner over the long term, the dividend was increased (21/3 → 22/3F ¥140 → ¥160).

✓ Employees

- Maintaining and expanding employment (12/3 → 22/3 130,000 → 170,000 people) with the aim of providing security and happiness to working people.
- Steady salary increases for the past 10 years on a non-consolidated basis

Through the various initiatives described above, with stakeholders, we will protect the blue sky and the green earth, and deliver peace of mind without traffic accidents to people around the world including the next generation.