

DENSO

Crafting the Core

FY2024

Financial Results (2023/4-2024/3)

April 26th, 2024

DENSO CORPORATION



Overview of FY2024 Financial Results

1. Revenue increased compared to the previous year due to strong vehicle sales mainly in Japan and North America, foreign exchange gains and the expansion of products for electrification, safety and Peace of Mind areas.

Operating profit decreased compared to the previous year due to the provision for quality, but there were production volumes, foreign exchange gains and improvement efforts.

2. In the next fiscal year, we forecast 7,350.0 billion yen in revenue and 714.0 billion yen in operating profit. Our forecast of revenue and operating profit will be based on the expansion of products for electrification, safety and Peace of Mind areas and improvement efforts and agile business enhancements, though, the external environment is uncertain, such as the reduction of products and sales in Japan and China and Asia and so on.

3. The annual dividend for the concluded fiscal year is 55 yen, a 3 yen increase from the previous announcement, and the forecast for the next fiscal year is 64 yen, a 9 yen increase from the previous year. We will continue to improve DOE levels over the long term and in a stable manner.

FY2024 Consolidated Financial Results (2023/4-2024/3)

【Unit : Billions of Yen, %】
(Ratio to Revenue)

	2022/4-2023/3		2023/4-2024/3		Change	
Revenue		6,401.3		7,144.7	+743.4	+11.6%
Operating Profit	(6.7%)	426.1	(5.3%)	380.6	-45.5	-10.7%
Profit before Income Taxes	(7.1%)	456.9	(6.1%)	436.2	-20.6	-4.5%
Profit (*)	(4.9%)	314.6	(4.4%)	312.8	-1.8	-0.6%
Return on Equity		7.3%		6.3%	-	-1.0%

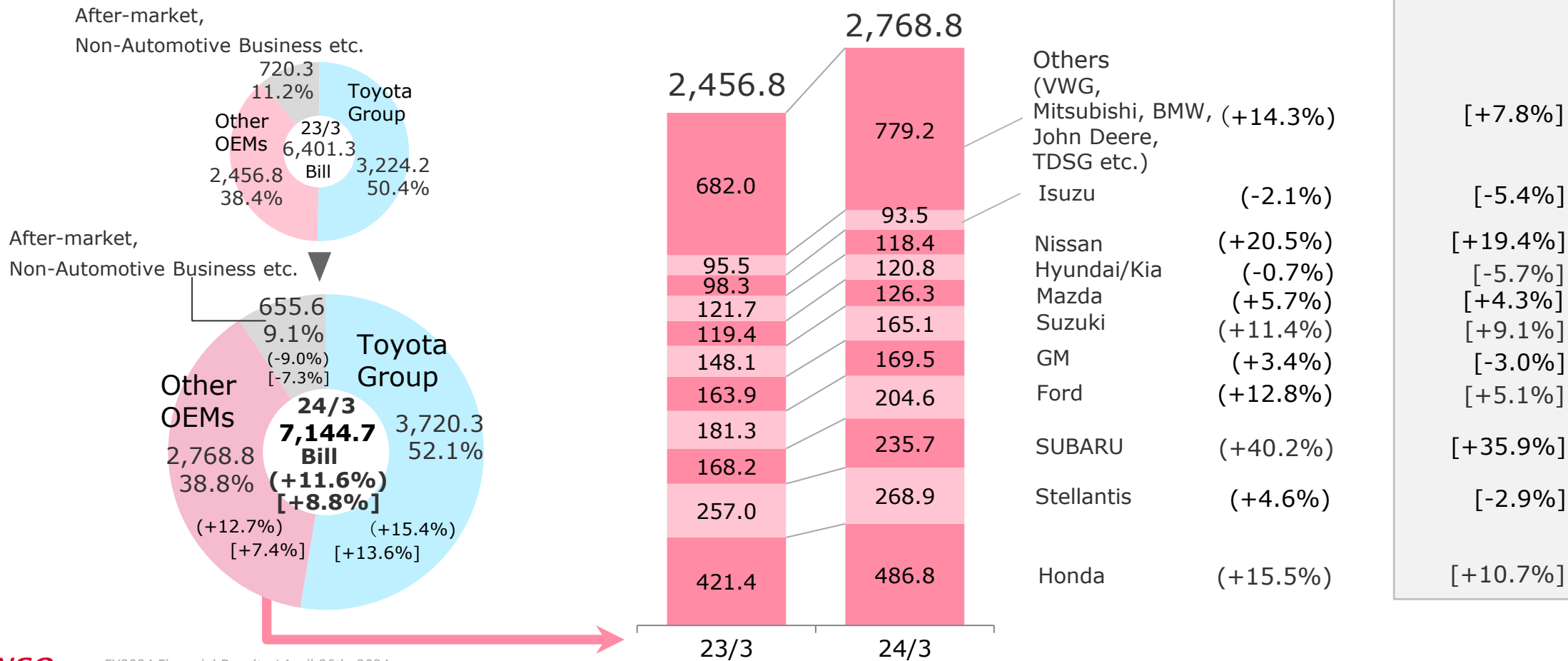
Precondition	Foreign Exchange Rate	JPY	135.5/USD	JPY	144.6/USD	+9.1 JPY	-
		JPY	141.0/EUR	JPY	156.8/EUR	+15.8 JPY	-
		JPY	19.7/CNY	JPY	20.1/CNY	+0.4 JPY	-
	Domestic Vehicle Production		7.92Mil		8.53Mil	+0.61Mil	+7.7%
	Overseas Vehicle Production of Japanese Manufacturers		16.96Mil		17.87Mil	+0.91Mil	+5.4%

(*)Profit attributable to owners of the parent company

FY2024 Consolidated Revenue (By Customer)

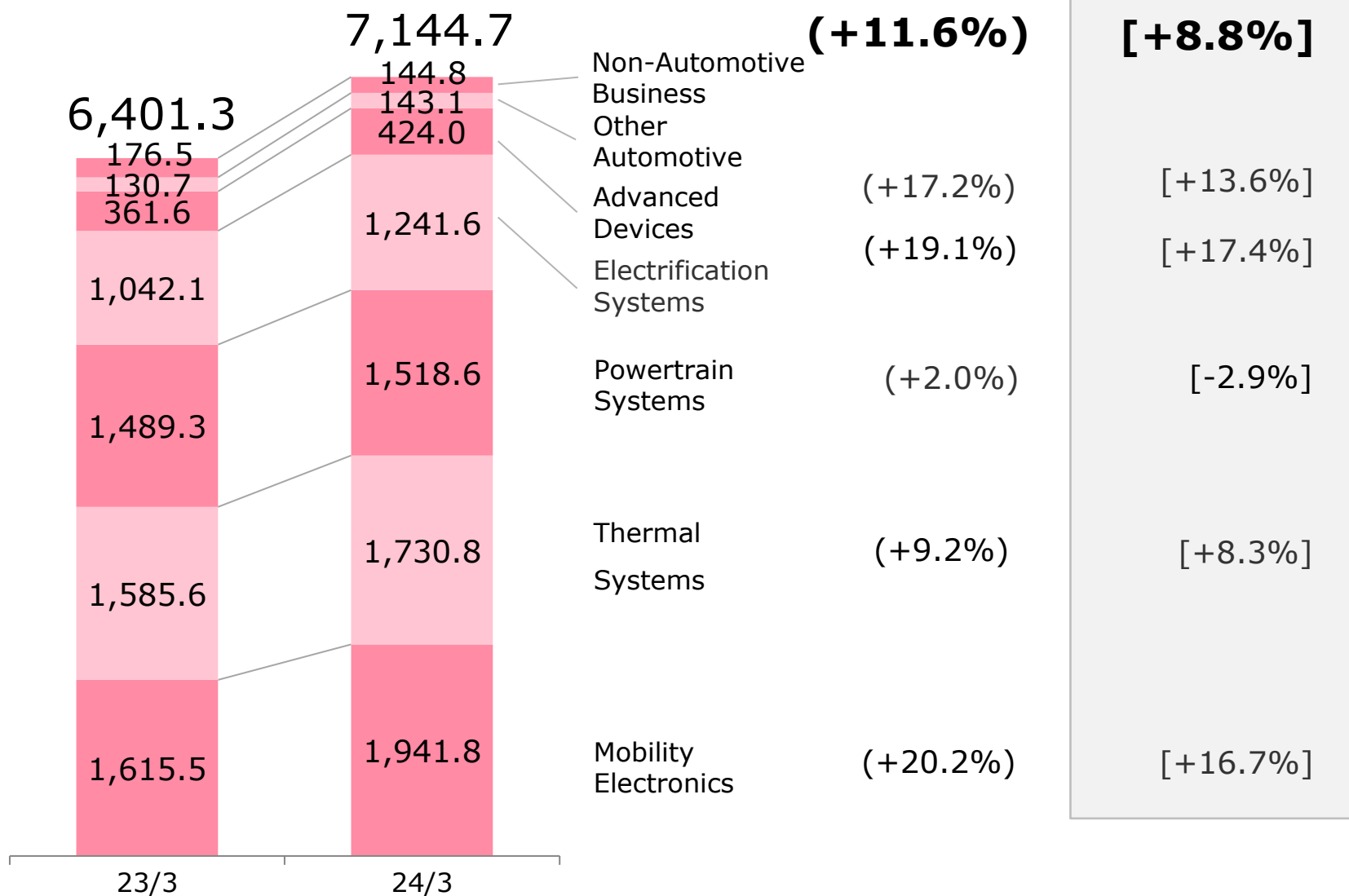
(Unit: Billions of Yen)
 (vs 23/3 (12 months basis)
 INCR/DECR)
 [vs 23/3 (12 months basis)
 INCR/DECR excluding FX diff.]

Revenue	6,401.3	⇒	7,144.7	(+11.6%)	[+8.8%]
·Toyota group	3,224.2	⇒	3,720.3	(+15.4%)	[+13.6%]
·Other OEM s	2,456.8	⇒	2,768.8	(+12.7%)	[+7.4%]



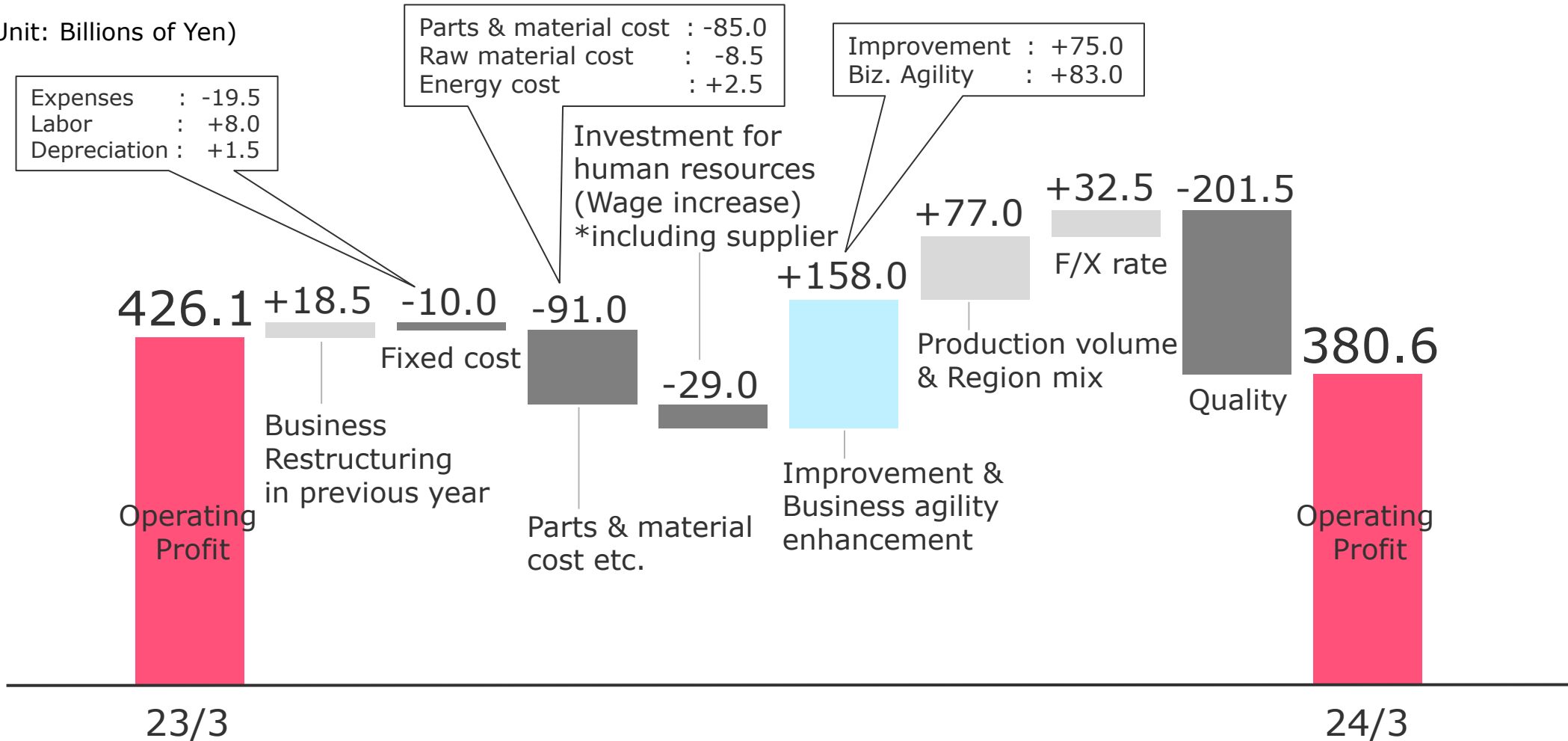
FY2024 Consolidated Revenue (By Product)

(Unit: Billions of Yen)
 (vs 23/3 (12 months basis)
 INCR/DECR)
 [vs 23/3 (12 months basis)
 INCR/DECR excluding FX diff.]



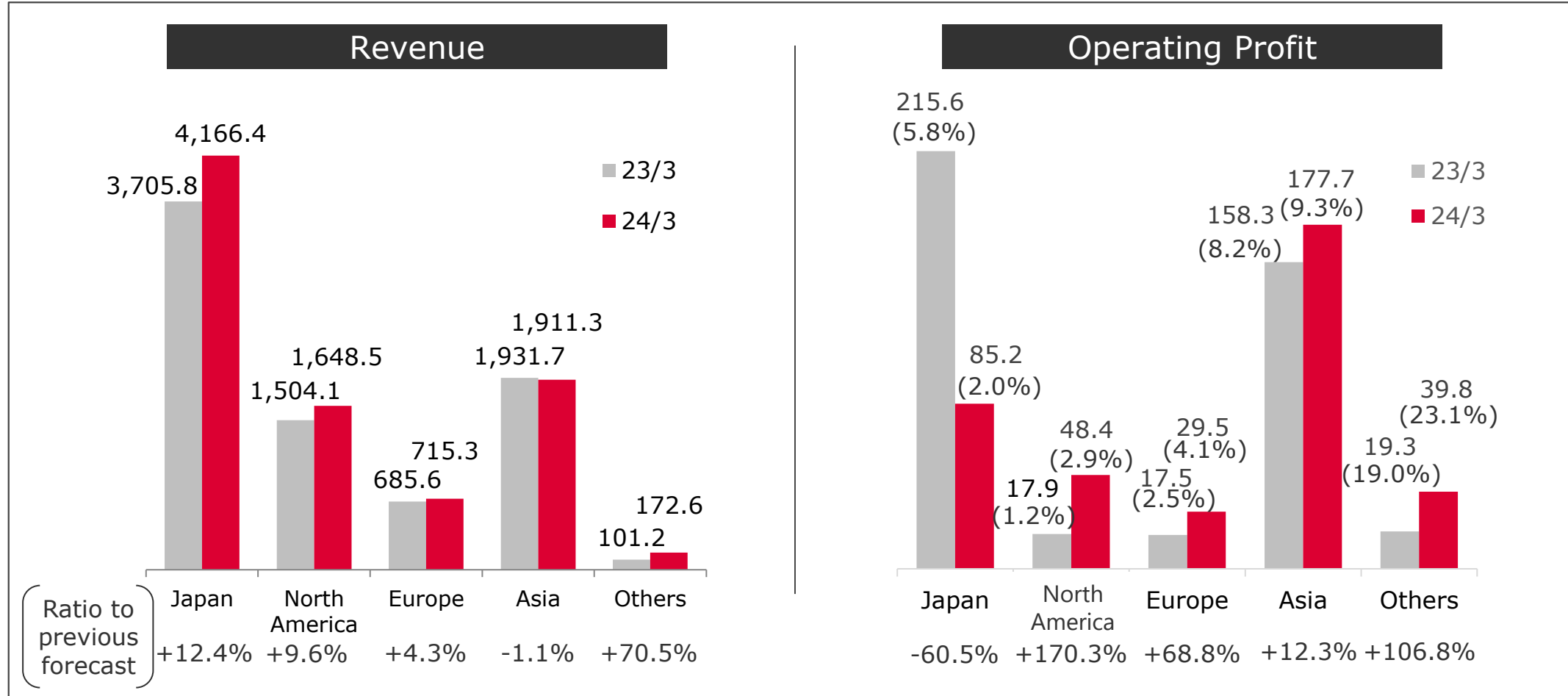
Change in FY2024 Operating Profit

(Unit: Billions of Yen)



FY2024 Geographical Segments by Company Location

【Unit : Billions of Yen】
 [Ratio to Revenue]

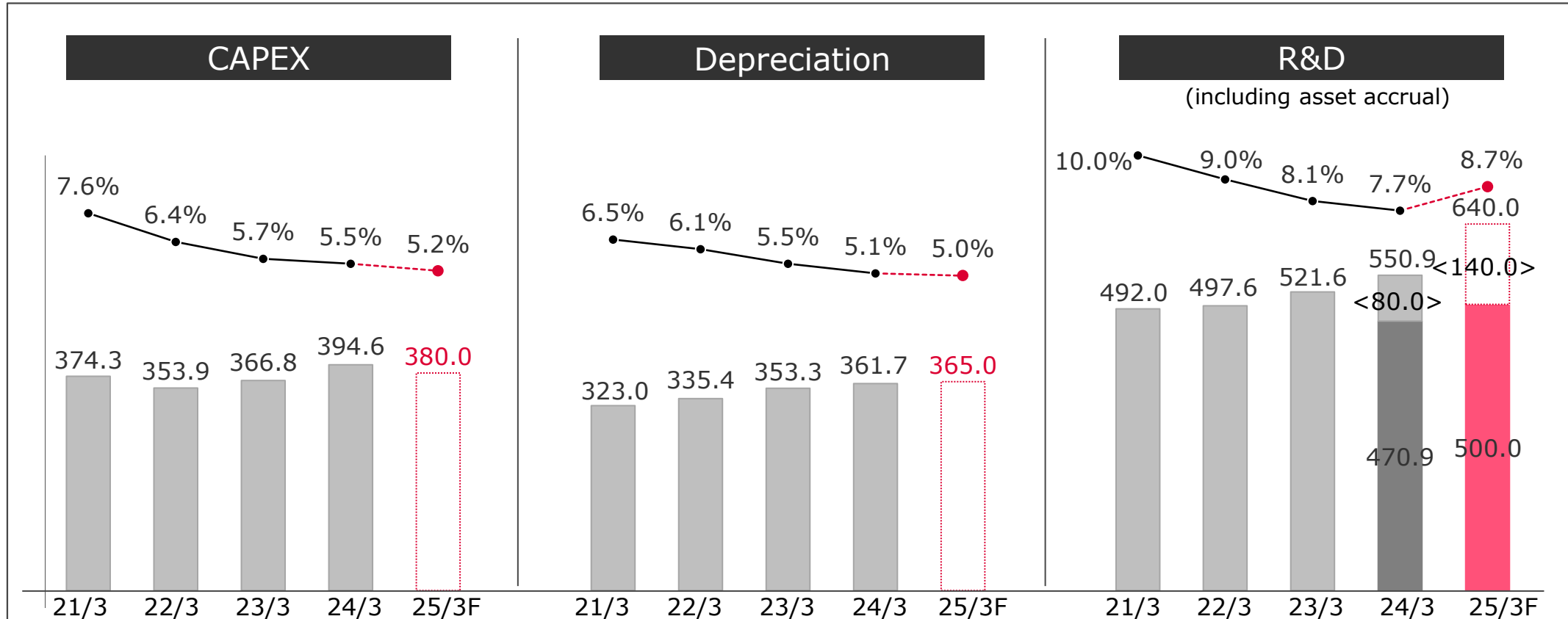


*Local currency basis excludes FX difference (135.5JPY/1USD, 141.0JPY/1EUR, 19.7JPY/1CNY)

Trend of Capital Expenditures, Depreciation and R&D Expenditures

● Ratio to Revenue [Unit : Billions of Yen]

<Costs to be paid in one lump sum by the customer>



FY2025 Financial Forecast

【Unit : Billions of Yen, %】
(Ratio to Revenue)

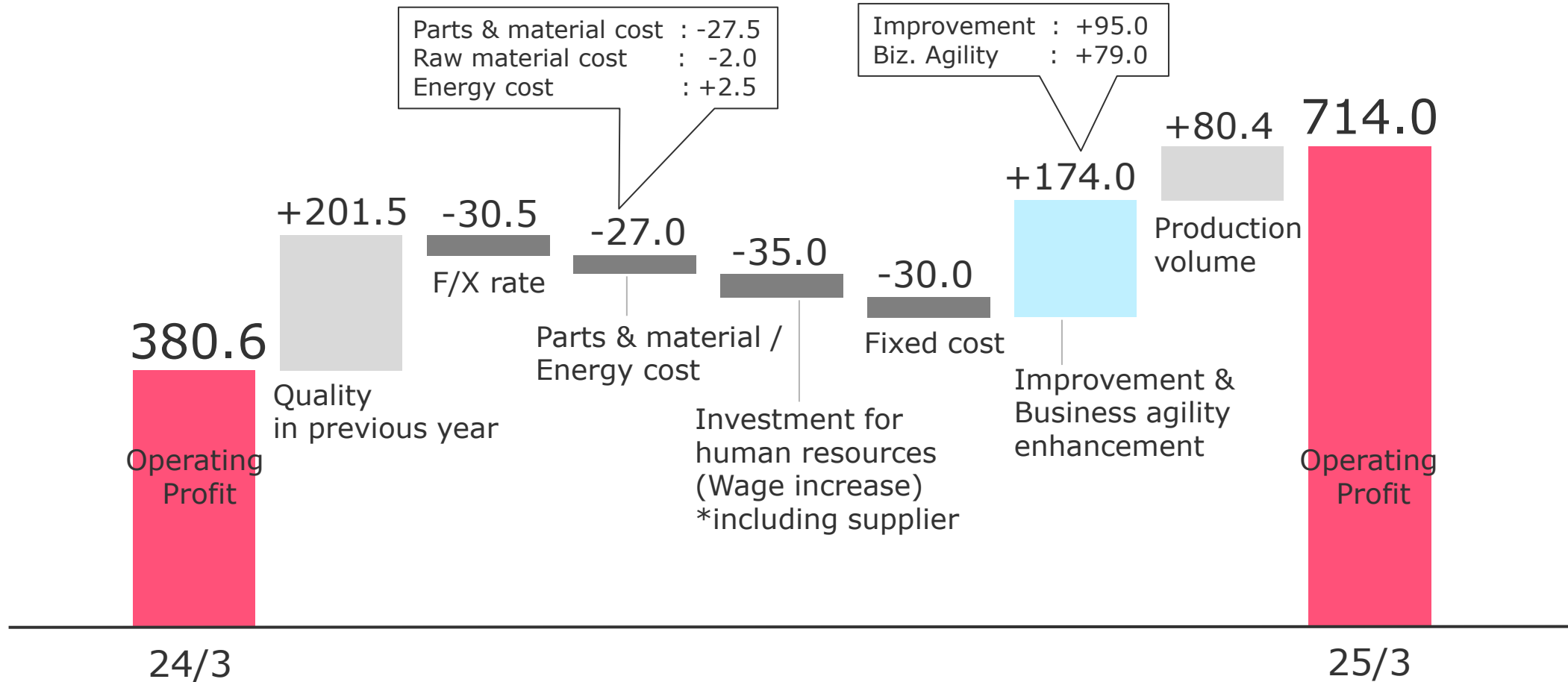
	2024/3 Actual		2025/3 Forecast		Change	
Revenue		7,144.7		7,350.0	+205.3	+2.9%
Operating Profit	(5.3%)	380.6	(9.7%)	714.0	+333.4	+87.6%
Profit before Income Taxes	(6.1%)	436.2	(10.5%)	772.0	+335.8	+77.0%
Profit (*)	(4.4%)	312.8	(7.2%)	526.0	+213.2	+68.2%
Return on Equity		6.3%		9.2%	-	+2.9%

Precondition	Foreign Exchange Rate	JPY	144.6/USD	JPY	145.0/USD	+0.4 JPY	-
		JPY	156.8/EUR	JPY	155.0/EUR	-1.8 JPY	-
		JPY	20.1/CNY	JPY	20.0/CNY	-0.1 JPY	-
	Domestic Vehicle Production		8.53Mil		8.84Mil	+0.31Mil	+3.7%
	Overseas Vehicle Production of Japanese Manufacturers		17.87Mil		17.96Mil	+0.09Mil	+0.5%

(*)Profit attributable to owners of the parent company

Change in FY2025 Forecast Operating Profit

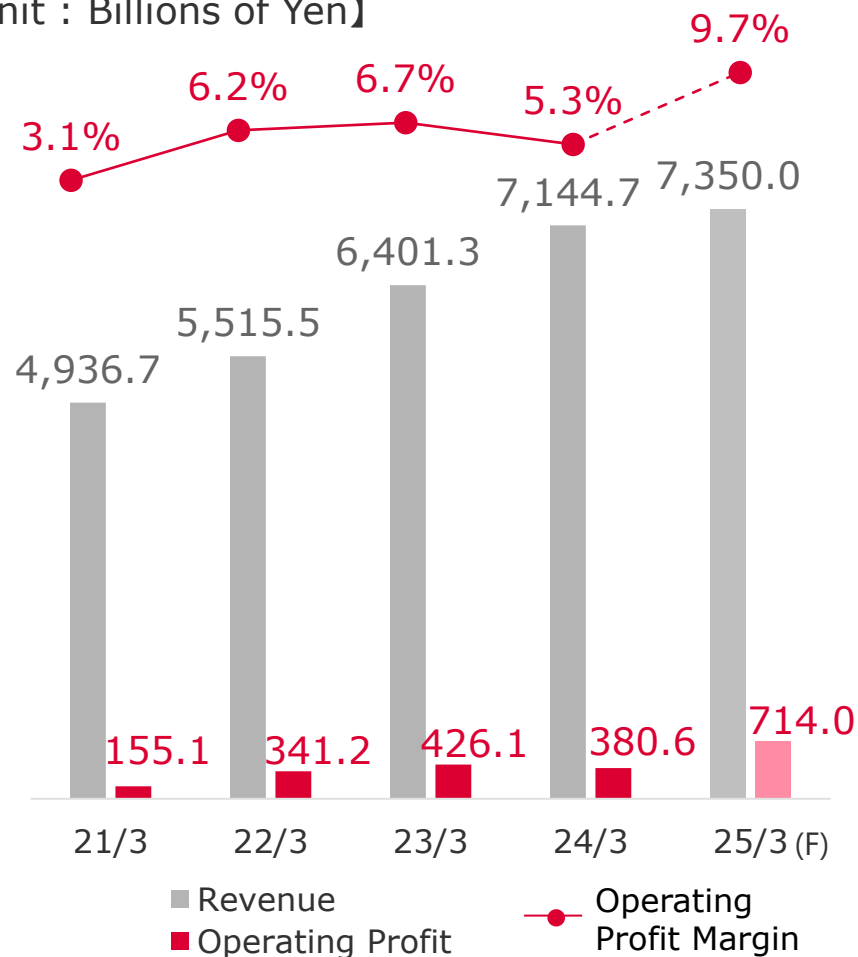
(Unit: Billions of Yen)



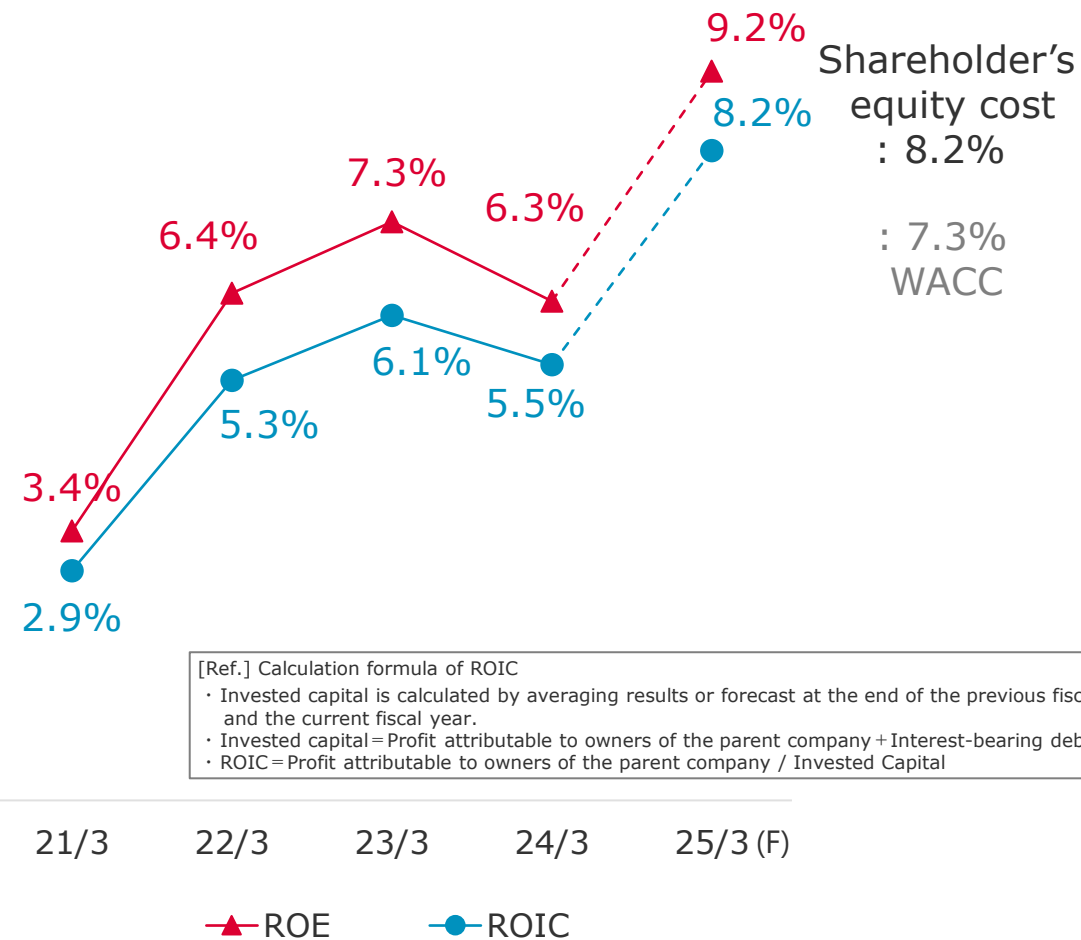
Major Financial Indicator

Revenue/Operating Profit/ Operating Profit Margin

【Unit : Billions of Yen】



ROE·ROIC



[Ref.] Calculation formula of ROIC

- Invested capital is calculated by averaging results or forecast at the end of the previous fiscal year and the current fiscal year.
- Invested capital = Profit attributable to owners of the parent company + Interest-bearing debt
- ROIC = Profit attributable to owners of the parent company / Invested Capital

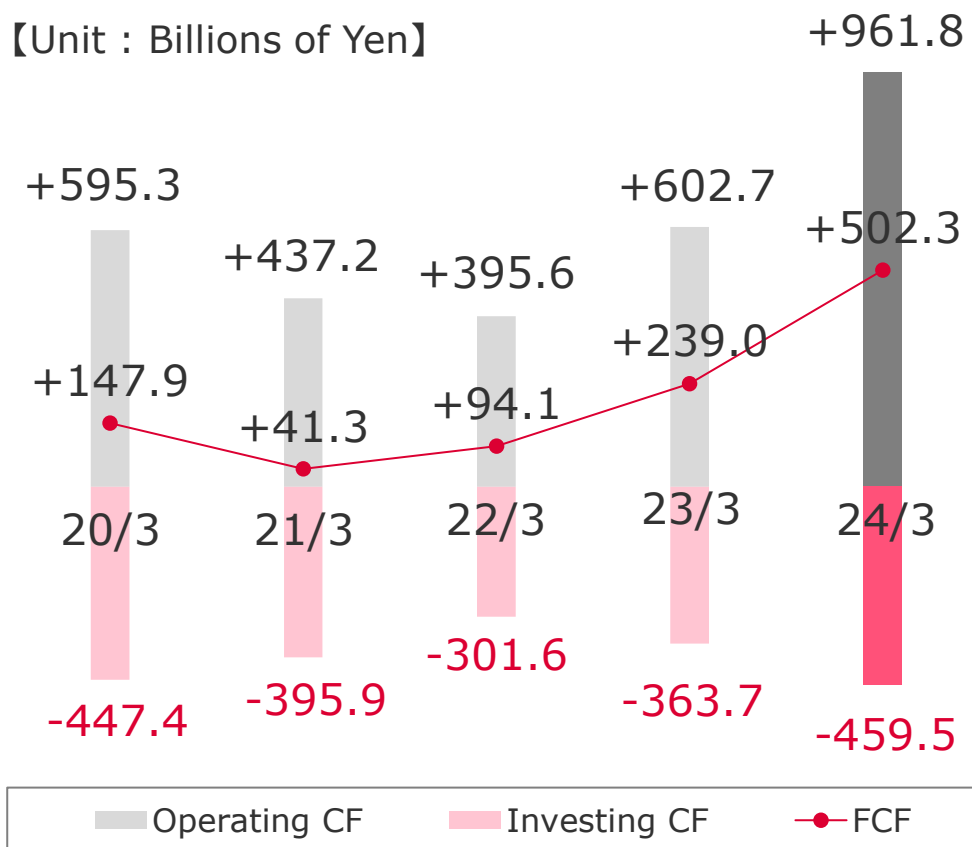
Cash Flow

Points

- Increase in cash from the offering of 11 cross-shareholdings (including partial offering) (+85.6 billion yen*)
- In addition to capital expenditures(-391.6 billion yen)to expand growth areas, strategic investments(-116.6Billion yen)were made

■ Trends of Consolidated Cash Flows

【Unit : Billions of Yen】

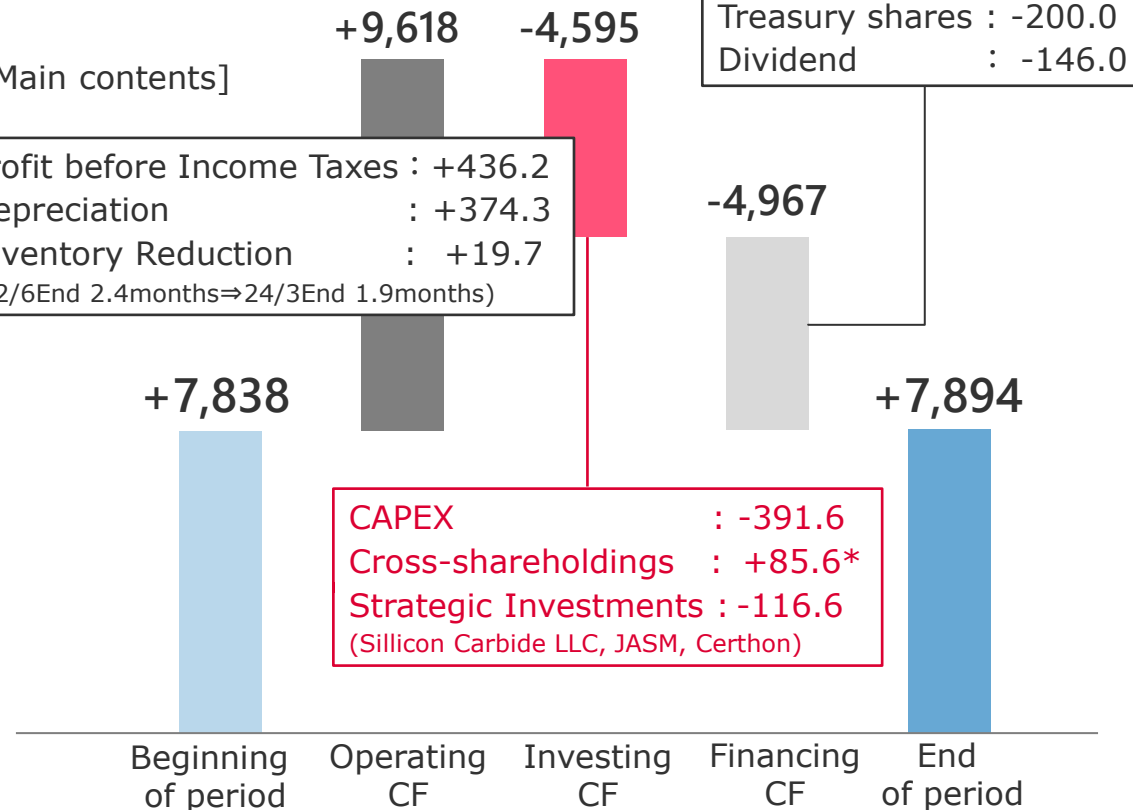


■ Details of Cash Flows for FY2024

[Main contents]

Profit before Income Taxes : +436.2
 Depreciation : +374.3
 Inventory Reduction : +19.7
 (22/6End 2.4months⇒24/3End 1.9months)

Treasury shares : -200.0
 Dividend : -146.0



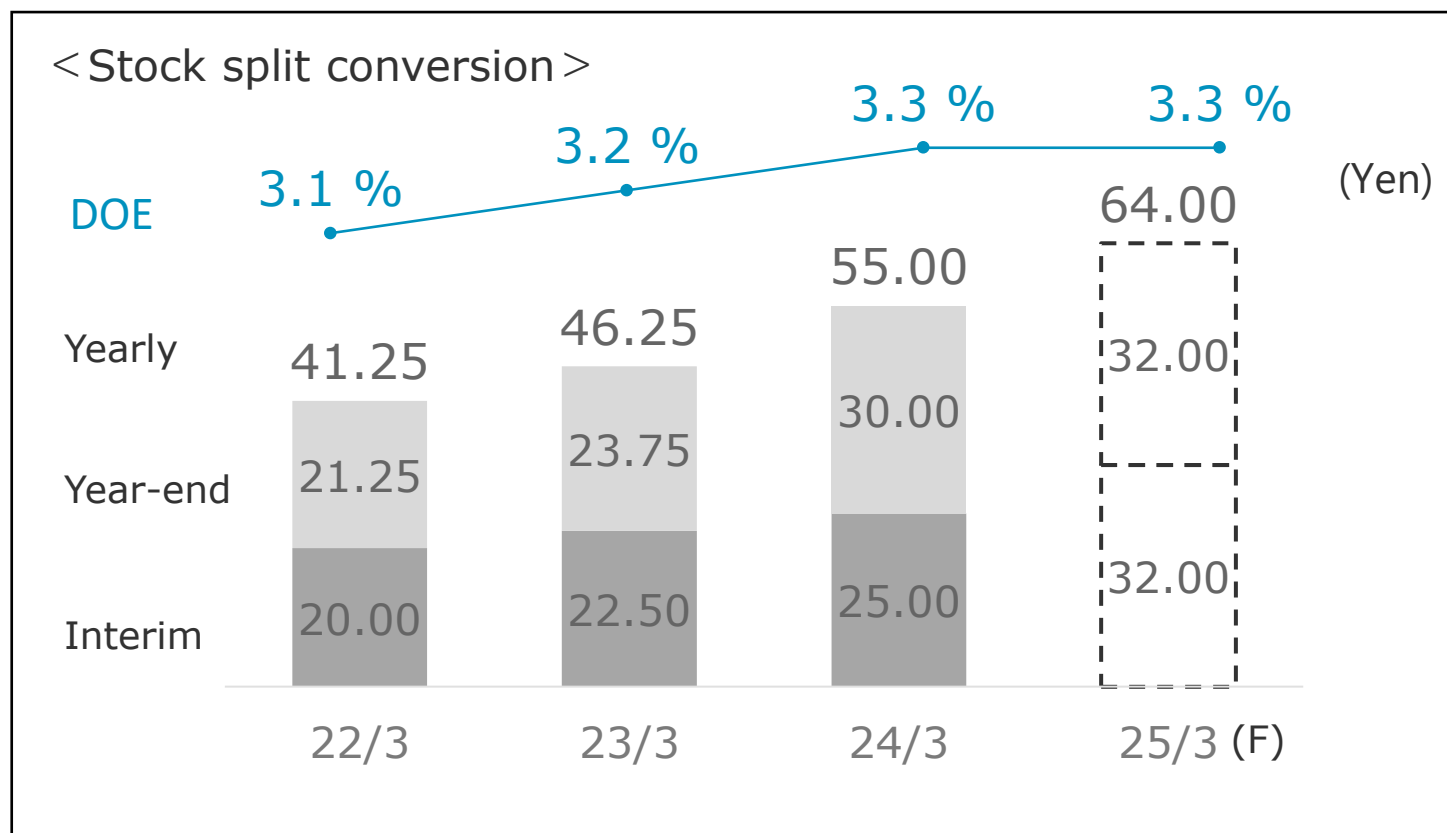
CAPEX : -391.6
 Cross-shareholdings : +85.6*
 Strategic Investments : -116.6
 (Sillicon Carbide LLC, JASM, Certhon)

*The partial offering of shares of Toyota Industries Corporation in March 2024 (offering price of 40.2 billion yen) is not included because the payment will be made in April 2024.

Year-end Dividend

24/3 : 55 yen (+3 yen from the previous announcement)

25/3 : 64 yen (interim 32 yen and year-end 32 yen)



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