



FY2013 2nd Quarter Financial Results ended September 30, 2012

October 31, 2012

DENSO CORPORATION

DENSO

©DENSO CORPORATION 2012 All rights reserved.
This information is the exclusive property of DENSO CORPORATION. Without their consent, it may not be reproduced or given to third parties.

1. Sales and Income increased from previous year

2. Downward Revision of FY2013 forecast

FY2013 2nd Quarter Financial Results

02 / 25

	(Ratio to Sales)		(Unit: Billions of Yen)		
	FY2013 Forecast as of July. 31	FY13 2Q YTD	FY12 2Q YTD	Change	
Sales	1,740.0	1,733.1	1,409.1	+324.0	+23.0%
Operating Income	(7.8%) 135.0	(7.9%) 136.3	(2.3%) 31.9	+104.4	+327.7%
Income before Income Taxes	(8.2%) 142.5	(7.9%) 137.4	(2.8%) 39.3	+98.1	+249.4%
Net Income	(5.1%) 88.0	(4.5%) 78.1	(1.7%) 23.3	+54.8	+235.3%

	(Unit: Millions of Units)				
Foreign Exchange Rate	JPY 80/\$ JPY101/Euro	JPY 79/\$ JPY101/Euro	JPY 80/\$ JPY114/Euro	-1JPY -13JPY	
Domestic Car Production	4.82	4.74	3.73	+1.01	+27.1%
Overseas Car Production of Japanese Manufacturers (North America)	8.11 (2.48)	8.24 (2.48)	6.79 (1.56)	+1.45 (+0.92)	+21.4% (+59.0%)

DENSO

This information is the exclusive property of DENSO CORPORATION. Without that consent, it may not be reproduced or given to third parties.

[Overview of the consolidated financial results]

We posted sales of 1,733.1 billion yen, up 324 billion yen from the previous year, equivalent to annual revenue growth of 23%, thanks to a surge in new car sales in Japan driven by government subsidies for the purchase of fuel-efficient vehicles and strong auto production in North America, Asia, and Oceania.

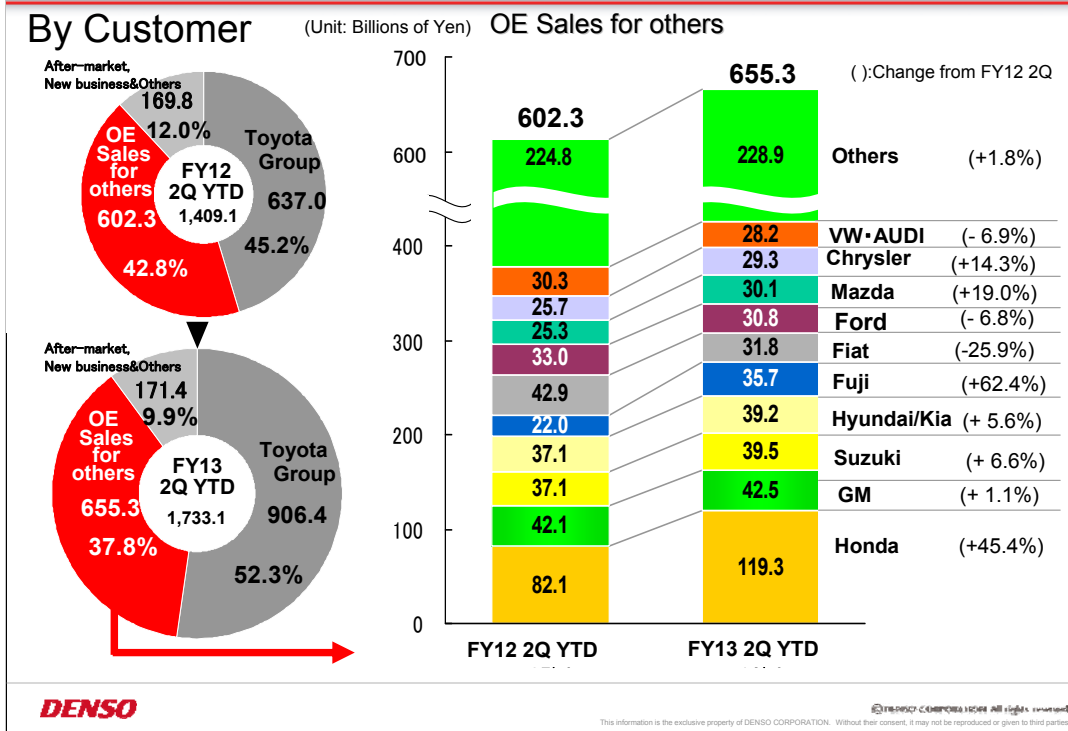
Operating income reached 136.3 billion yen, 104.4 billion yen higher than a year ago, thanks to capacity utility gains from increased sales and other operating efficiencies.

Coupled with non-operating income of 13 billion yen, recurring profit amounted to 149.2 billion yen, up 109.9 billion dollars year-on-year.

Despite extraordinary losses of 11.9 billion yen, including unrealized losses on investment securities, we earned a net income of 78.1 billion yen after corporate and other taxes, up 54.8 billion yen from a year earlier.

Change in 2nd Quarter Consolidated Sales

03 / 25



[Sales by customer]

Sales to the Toyota Group increased by 269.4 billion yen thanks to an increase in its production of vehicles and its purchases of our hybrid vehicle products.

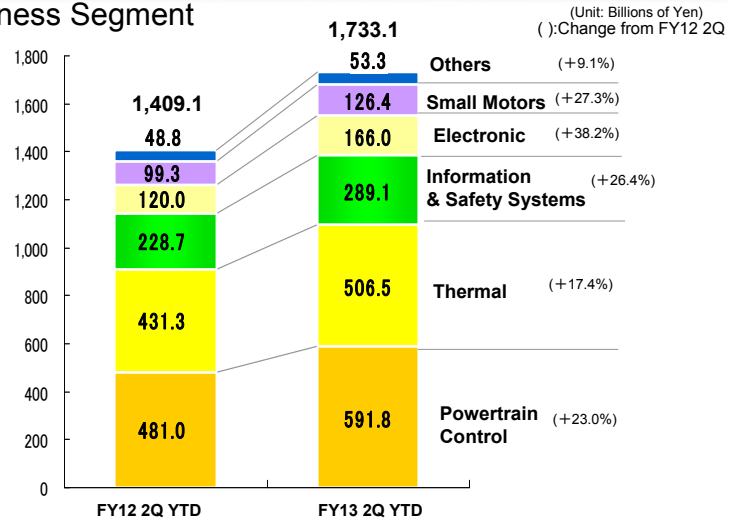
Sales to non-Toyota Group companies also increased, including greater sales to Honda as it ramped up auto production around the world, and also to Mazda because we have developed components for its SKYACTIV engine series.

Sales to European automakers dropped as they curtailed vehicle production.

Change in 2nd Quarter Consolidated Sales

04 / 25

By Business Segment

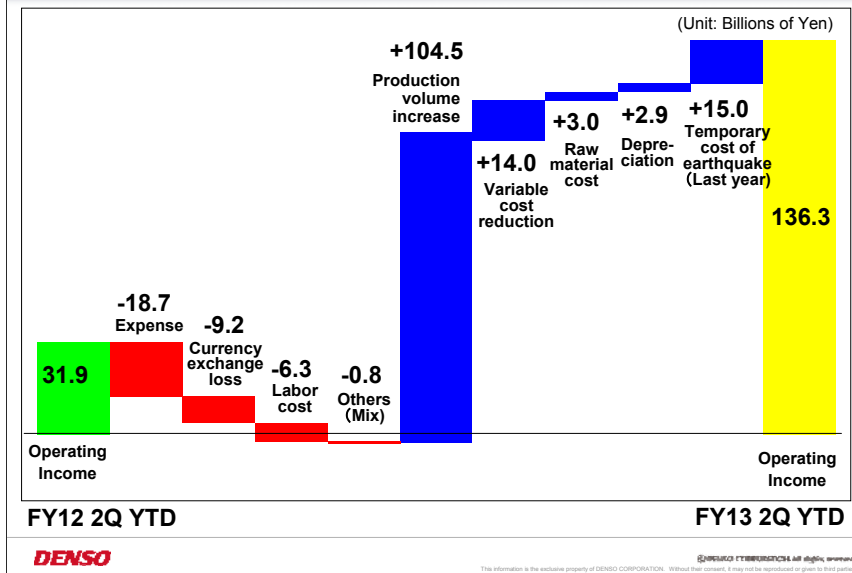


DENSO

©DENSO CORP. 2013. All rights reserved.
This information is the exclusive property of DENSO CORPORATION. Without that consent, it may not be reproduced or given to third parties.

[Sales by business segment]

Sales of electronic products rose significantly over the previous year, with favorable sales to Toyota and Honda. Growth in sales of information and safety systems was primarily due to booming sales to Toyota.



[Factors that contributed to increases or decreases in Operating Income]

Negative factors

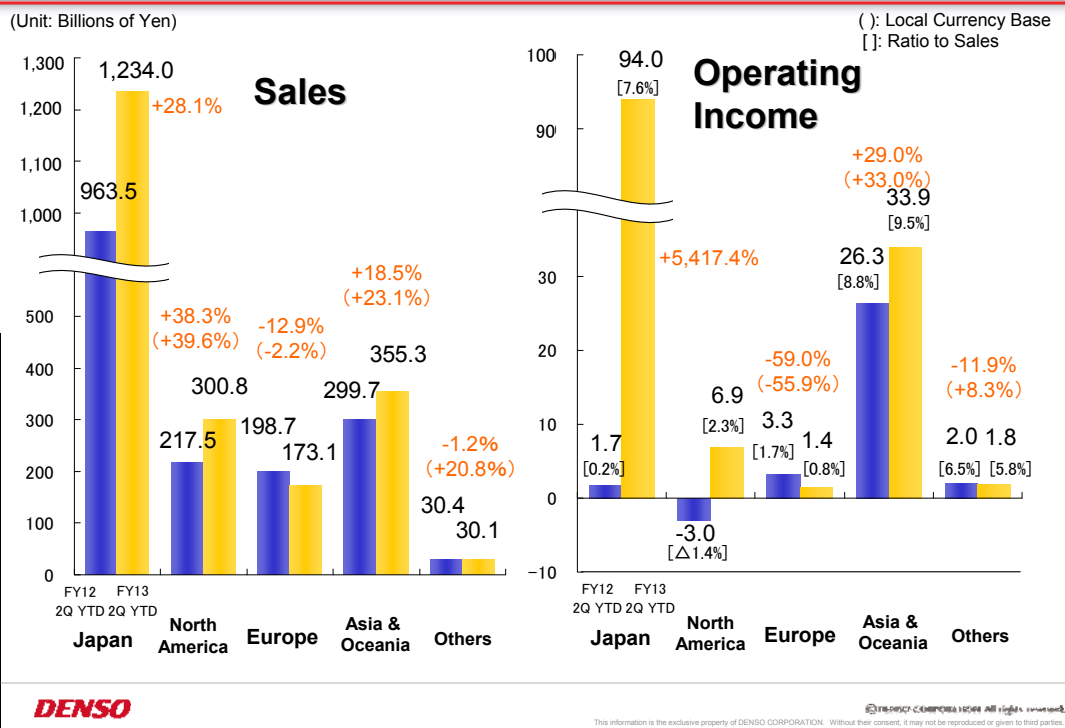
- (1) Higher expenses: An increase of 18.7 billion yen was mainly due to an increase in R&D expenditure on information and safety systems as well as new areas of business.
- (2) Currency exchange loss: An increase of 9.2 billion yen was mainly due to a 13-yen appreciation against the euro.

Positive factors

- (1) Production volume increase: An increase of 104.5 billion yen was due to an increase in sales.
- (2) Variable cost reduction: An increase of 14 billion yen was due to increased productivity and other efficiencies.
- (3) Recovering from the damage caused by Japan's 2011 massive earthquake: An increase of 15 billion yen was due to not using temporary expenses to purchase alternative products this year.

2nd Quarter Geographical Segments by Company Location

06 / 25



[Sales and operating income by operating region]

* On a local currency basis excluding the effect of foreign exchange rate

Japan

- Sales rose by 28.1% from the previous year, driven by demand for reconstruction from the disaster in Japan and by increased auto production thanks to government subsidies for purchases of fuel-efficient vehicles.
- Operating income soared to 94 billion yen, with capacity utility gains from increased sales.

Sales and profit increased in North America, Asia, and Oceania in addition to Japan, but decreased in Europe due to a slump in vehicle production resulting from the slow economy.

FY2013 Financial Forecast

07 / 25

(Ratio to Sales)			(Unit: Billions of Yen)		
	FY2013 Forecast as of Jul.31	FY2013 Revised	FY2012	Change	
Sales	3,480.0	3,410.0	3,154.6	+255.4	+8.1%
Operating Income	(7.2%) 250.0	(6.6%) 225.0	(5.1%) 160.7	+64.3	+40.0%
Income before Income Taxes	(7.5%) 262.5	(6.8%) 231.1	(5.2%) 163.5	+67.6	+41.4%
Net Income	(4.9%) 172.0	(4.0%) 138.0	(2.8%) 89.3	+48.7	+54.5%

			(Unit: Millions of Units)		
Foreign Exchange Rate	JPY 80/\$ JPY103/Euro	JPY 80/\$ JPY100/Euro	JPY 79/\$ JPY109/Euro	JPY 1 -JPY 9	
Domestic Car Production	9.56	9.31	8.89	+0.42	+4.7%
Overseas Car Production of Japanese Manufacturers (North America)	16.47 (4.88)	16.28 (5.00)	14.65 (3.95)	+1.63 (+1.05)	+11.1% (+26.6%)

DENSO

© DENSO CORPORATION 2012 All rights reserved.
This information is the exclusive property of DENSO CORPORATION. Without their consent, it may not be reproduced or given to third parties.

[Forecasts for consolidated financial results]

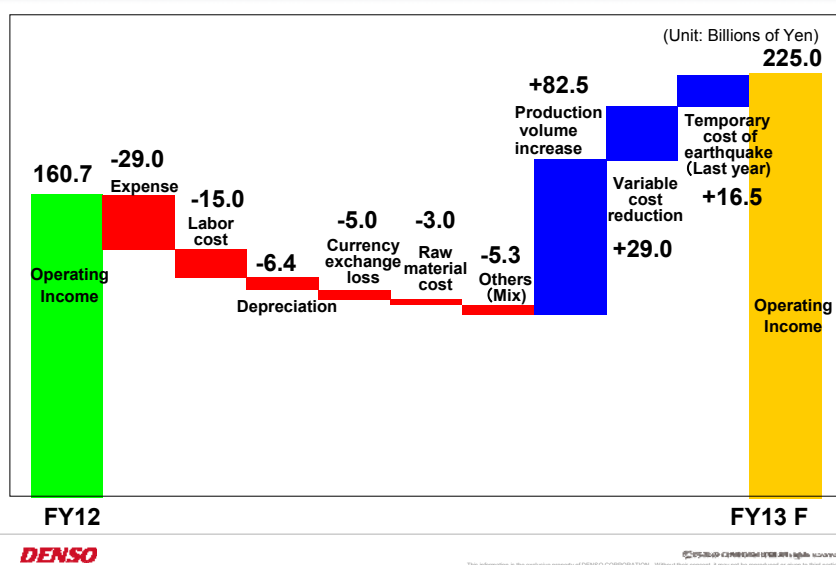
We have scaled back our full-year financial forecasts made in the first quarterly earnings announcement, expecting vehicle production to fall in Japan, Europe, and China in the second half of this fiscal year.

We expect sales of 3,410 billion yen and operating income of 225 billion yen. This forecast is based on an exchange rate of 80 yen to the U.S. dollar and 100 yen to the euro.

A 1 yen gain against the U.S. dollar and euro would reduce operating income at DENSO by 3.2 billion yen and 0.6 billion yen a year, respectively.

Change in FY2013 Operating Income

08 / 25

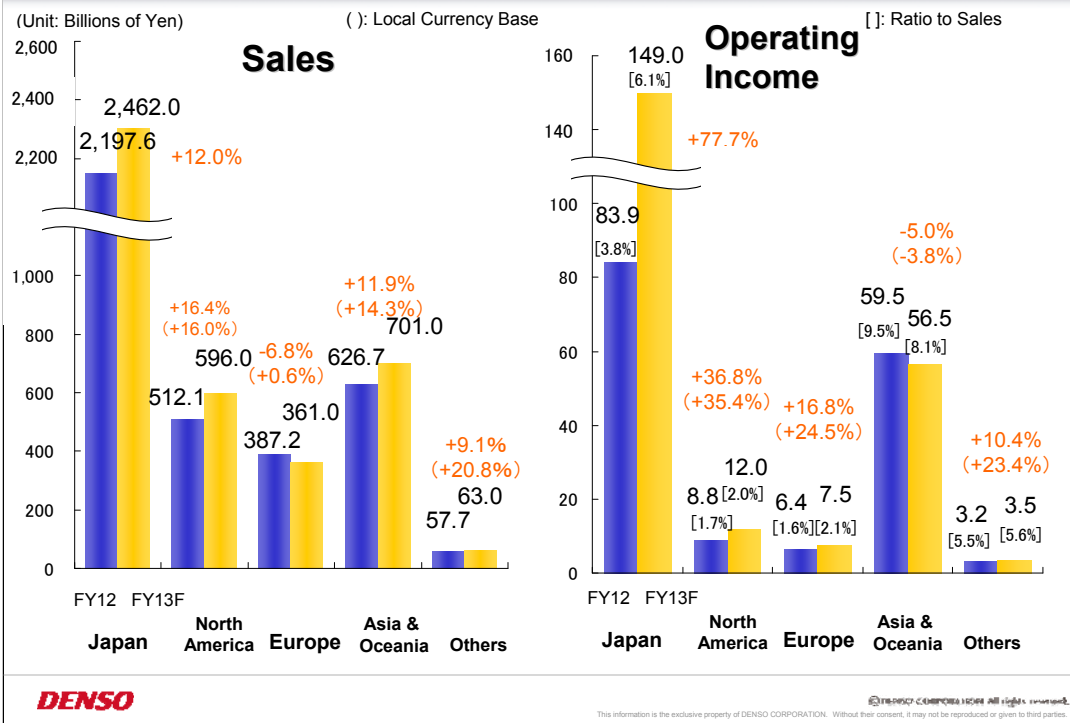


[Factors that contributed to increases or decreases in full-year forecasts for recurring profit]

While negative factors, including increased expenses of 29 billion yen, are expected to depress recurring profit by 63.7 billion yen, positive factors, such as capacity utility gains of 82.5 billion yen resulting from sales growth, boosted recurring profit by 128 billion yen. Therefore, recurring profit is likely to be 243 billion yen, up 62.2 billion yen from the previous year.

Geographical Segments by Company Location

09 / 25



[Sales and operating income by operating region]

We expect sales and profit in all of our operating regions except Asia and Oceania to increase on a local currency basis excluding foreign exchange rate effects.

In Asia and Oceania, our profit will likely to decline due to the fall in production of Japanese vehicles in China and other negative factors.

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 CORP. ALL RIGHTS RESERVED.

This information is the exclusive property of DENSO CORPORATION. Without their consent, it may not be reproduced or given to third parties.

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

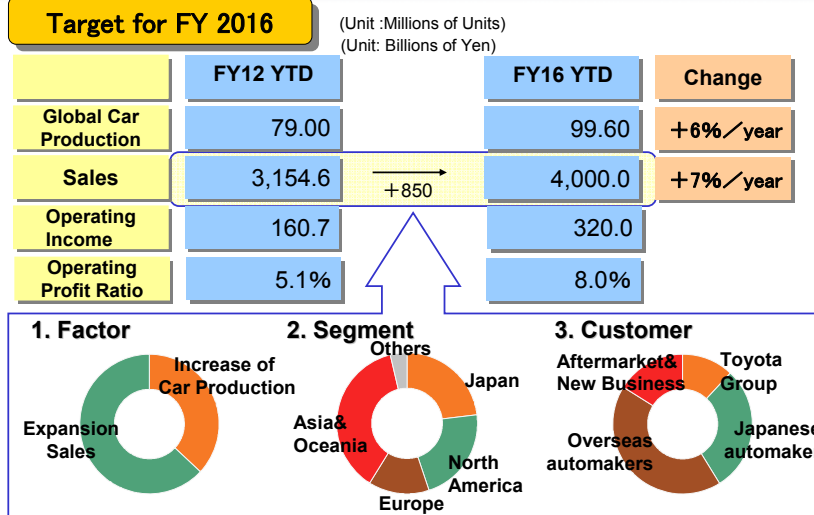
- (1) Strengthen the foundation to facilitate the collaboration of 120,000 associates in the DENSO Group
- (2) Foster a corporate climate that encourages associates to act quickly

Achieve consolidated sales of 4,000 billion yen and an operating margin of 8% in FY2016.

Our Global Mid-term Policy established this fiscal year states the following three policies:

1. Expand business to ensure our continued growth in future years.
2. Continue to develop the world's first products.
3. Facilitate Group-wide collaboration worldwide and speed up corporate management.

The DENSO Group will work together to achieve sales of 4,000 billion yen and operating income of 8% in fiscal 2015.



This information is the exclusive property of DENSO CORPORATION. Without that consent, it may not be reproduced or given to third parties.

➤ We are expanding sales, developing new technologies, and strengthening our corporate systems to achieve sales of 4,000 billion yen.

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 **Example**
 - Common Rail System
- Stop -Start System
 - Improve Starter's Starting Efficiency and Durability **Example**
 - Fuel Saving System
- Smaller and Lighter Hybrid Components
 - Improvement of Inverter, Motor Generator
- Energy Management Systems
 - Heat Energy and Electric Management

DENSO

©DENSO CORPORATION 2018 All rights reserved.
This information is the exclusive property of DENSO CORPORATION. Without their consent, it may not be reproduced or given to third parties.

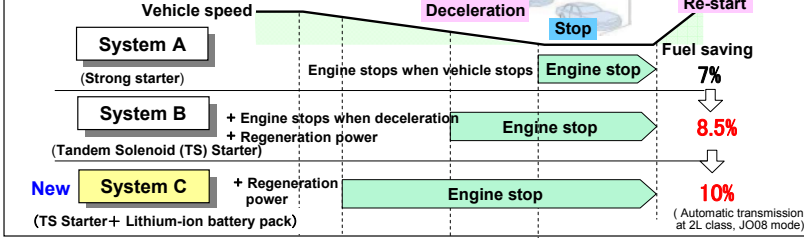
One of the key technologies for our sustainable growth is for fuel-efficient powertrains.

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.

Stop-Start System

Effects



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



© DENSO CORP. 2014. All rights reserved. This information is the exclusive property of DENSO CORPORATION. Without their consent, it may not be reproduced or given to third parties.

Recently, an increasing number of vehicles are using an idle start/stop system to effectively improve fuel efficiency.

DENSO offers different types of idle start/stop systems in terms of cost and efficiency to meet diverse customer needs, taking into account regional peculiarities and vehicle characteristics.

System C, DENSO's latest idle stop/start system, is equipped with a Tandem Solenoid Starter that stops the engine when the engine speed falls below a certain threshold and a new lithium-ion battery pack that stably stores and supplies more regenerated power. With these mechanisms, the system can improve fuel efficiency by as much as 10%.

DENSO has developed a new evaporator as well. It has a cold insulator in its heat exchanger to send comfortable cool air to the vehicle cabin even while the engine is not running during idle stop.

This latest evaporator is used in the new Wagon R, which was released by Suzuki Motor Corporation in September this year.

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



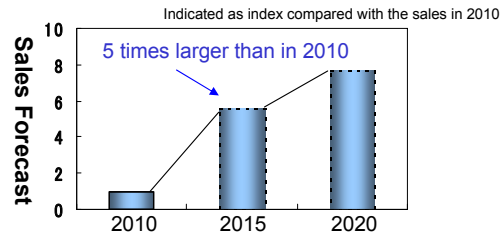
High Pressure Fuel Pump

- World's highest injection pressure (20 Mpa)
- High durability



Sales Forecast of Gasoline Direct Injection

High Pressure Injector, Fuel Pump, Fuel Rail, EDU



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



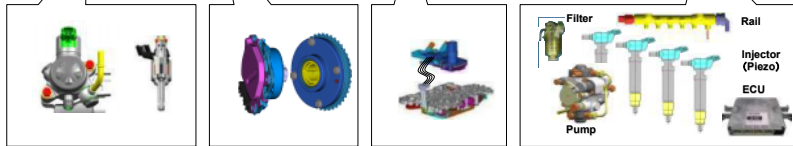
© DENSO CORPORATION 2010. All rights reserved. This information is the exclusive property of DENSO CORPORATION. Without their consent, it may not be reproduced or given to third parties.

DENSO's high-pressure fuel injector and pump, which were released in 2010 for gasoline direct injection engines, achieves the world's highest level of injection pressure, fuel atomization and spray formation, durability, and other properties.

The number of customers using these devices is growing rapidly. In fiscal 2015, we aim to increase the amount sold in fiscal 2010 by more than five times.

One recent example is Honda, which uses these devices in its gasoline direct injection engine for the new Accord.

Higher Output Internal Combustion Engine Gasoline / Diesel



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

Supplies them on the Mazda SKYACTIV

- Contribute to fuel consumption improvement -



© 2012 DENSO CORP. All rights reserved. This information is the exclusive property of DENSO CORPORATION. Without that consent, it may not be reproduced or given to third parties.

➤ In particular, Mazda uses many of our products including gasoline direct injection systems and diesel common rail systems for its SKYACTIV engines which is used in the CX-5 and will be gradually used in other Mazda models.

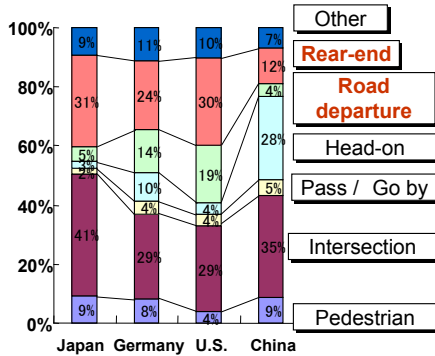
Safety

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)

Trend of laws, regulations and ratings (NCAP)

	<p>For trucks and buses:</p> <ul style="list-style-type: none"> ✓ Advanced emergency braking systems (AEBS) Lane departure warning system (LDW) (2013) <p>For passenger cars:</p> <p>✓ NCAP introduction of:</p> <ul style="list-style-type: none"> - AEBS for vehicles (2014) and for pedestrians (2016) - LDW and lane keeping assist system (LKA) (2014)
	<p>For passenger cars:</p> <ul style="list-style-type: none"> ✓ Mandatory installation of rear view camera (enforcement timing to be determined) ✓ NCAP introduction of: <ul style="list-style-type: none"> - Forward collision warning (FCW) (2011MY) and LDW (2011MY)
	<p>For trucks</p> <ul style="list-style-type: none"> ✓ Mandatory installation of AEBS (2014) <p>For passenger cars:</p> <ul style="list-style-type: none"> ✓ NCAP introduction (under consideration) of: <ul style="list-style-type: none"> - AEBS for vehicles (2014) and for pedestrians (2015) - LKA (2016)

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

DENSO

©DENSO CORPORATION 2016. All rights reserved. This information is the exclusive property of DENSO CORPORATION. Without their consent, it may not be reproduced or given to third parties.

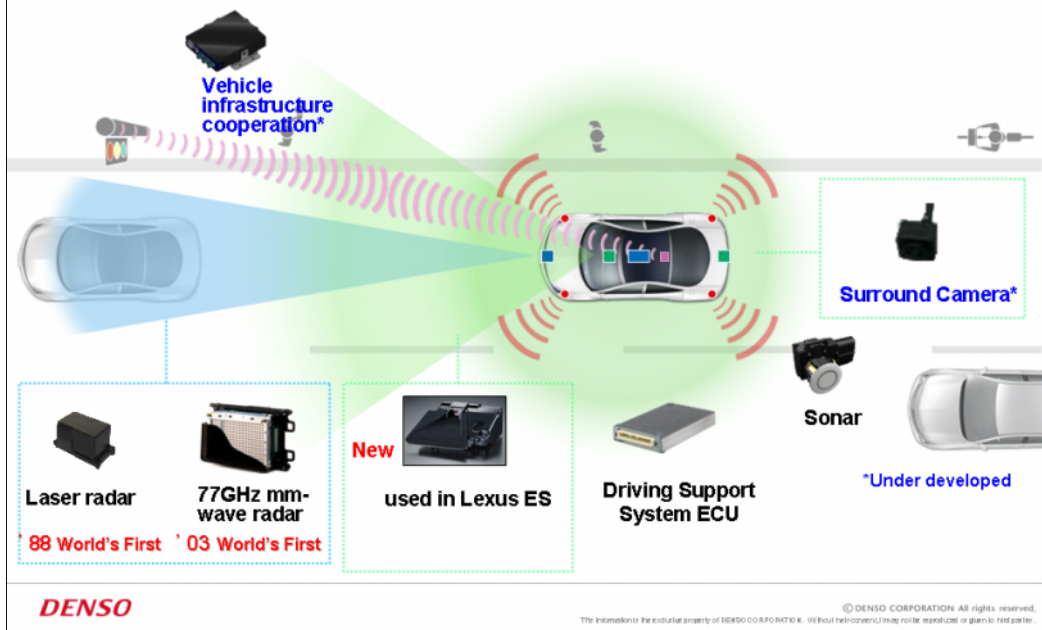
Every year, more than 1.2 million people are killed in road accidents around the world.

NCAP, a safety assessment program for new vehicles, is being tightened worldwide in stages, particularly in developed countries.

In keeping with this trend, DENSO is developing systems for “Everyday Confidence, Extraordinary Safety,” such as those that provide:

- Support to help the driver drive safely
- Support to help the driver to spot danger more easily
- Automatic control of the vehicle to mitigate damage if an accident is unavoidable

DENSO's Sensing Technologies



DENSO has already developed sensor-based core technologies that can meet tighter NCAP regulations, such as for radar systems, cameras, sonar systems, and ECUs as shown in the slide.

A combination of these technologies allows DENSO to offer a variety of products that comply with more stringent NCAP regulations which are being introduced into Europe, the United States, Japan, and other countries.

Safety
19 / 25

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

① Near-infrared camera ② Night View ECU ③ Display

Alarm Activated Area Detection Area of pedestrian

Adaptive Cruise Control (ACC)

Automatic High Beam (AHB)

Lane Departure Warning (LDW)

Blind Spot Warning

DENSO This information is the exclusive property of DENSO CORPORATION. Without that consent, it may not be reproduced or given to third parties.

The Pre-crash Safety System uses a camera and millimeter-wave radar system to detect obstacles ahead. When the system judges that a collision is imminent,

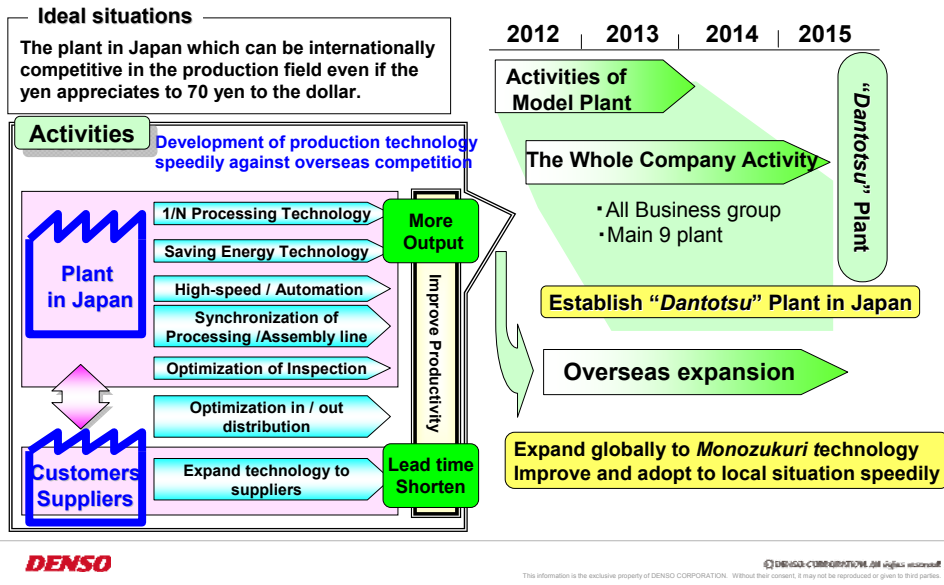
- (1) Sounds a warning alarm,
- (2) Applies brake assist to slow the vehicle,
- (3) Retracts the seatbelts to hold the occupants closer to their seats, and then
- (4) Automatically applies brakes to help avoid a collision if the driver does not take action to avoid a crash.

In the Night View System, (1) the camera sends video signals to (2) the ECU which identifies the shape and size of a pedestrian based on these signals and displays (3) a pedestrian detection frame.

This system informs the driver of the presence of a pedestrian who is out of the range of the low headlight beam and thus cannot be seen with the naked eye.

These systems are used in the Lexus LS, which was recently released by Toyota. DENSO also offers many other safety systems.

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



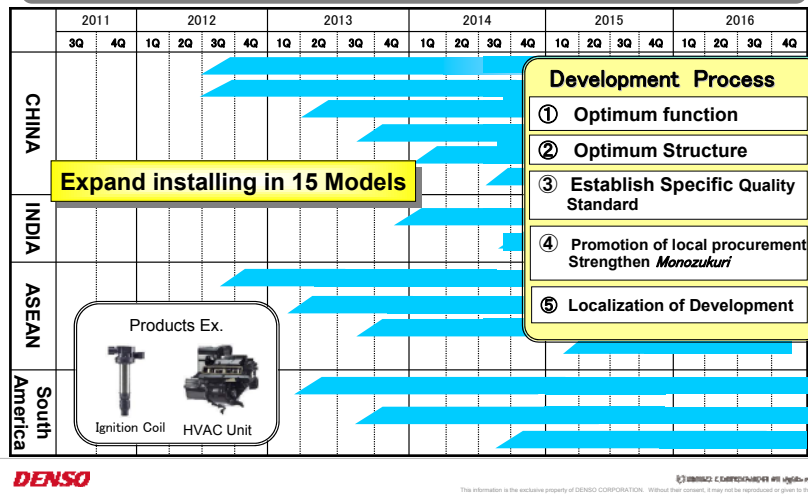
DENSO is transforming its plants in Japan to produce products at “*Dantotsu* (extremely competitive)” costs to remain competitive even with the yen as strong as it is today.

More specifically, we

- Use compact, 1/N equipment to halve the capital investment and reduce energy consumption to one-sixth,
- Speed up production lines by using automatic setup and other technologies, and increase their output by 30% by making them fault-tolerant, and
- Conduct integrated, high-mix, and low volume production to reduce the space for storing work pieces, as well as the amount of logistics and inventory.

We are carrying out this project at nine major plants in Japan and have just started it overseas.

**Low-cost Products Sales Development (Cost-half Product : 23 products)
Progress of Adoption**



Since 2009, DENSO has worked on the “Cost-half Activities” to develop low-cost products mainly for emerging markets. As shown in the slide, we have worked on halving the cost of these products on average to meet different regional needs in a way that is different from our traditional product development methods.

The blue lines indicate vehicle models that will use our low-cost products. Currently, it has been decided that 71 low-cost products will be used in 15 vehicle models, which are to be produced mainly in China.

Our region-specific, low-cost products have encouraged one automaker who uses them, to use our other products too, which meet DENSO’s global performance and quality standards, for its four vehicle models. The Cost-half Activities thus generate synergy effects.

We will promote these activities to win more orders in emerging markets which are expected to continue growing.

DENSO's Development Network

22 / 25

Core Technical Centers (T/C) and Satellites

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



Brazil (Santa Barbara)

India (Deli)

Thailand (Bangkok)

China (Shanghai)



Open in July 2012



Open in May 2012



Undergoing upgrades



Relocation and expansion
in June 2013

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

DENSO

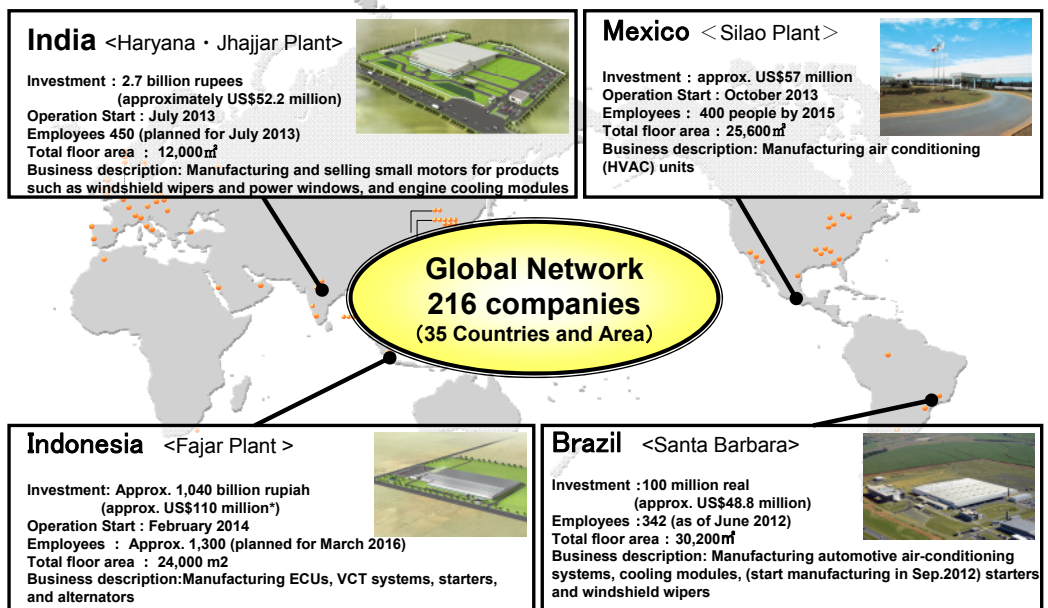
This information is the exclusive property of DENSO CORPORATION. Without their consent, it may not be reproduced or given to third parties.

To develop regionally-optimized products, we are improving our development systems in our seven operating regions: Japan, Europe, North America, ASEAN, China, India, and South America.

This year, we have established a technical center in India and Brazil, so we can respond to local customer needs more quickly around the world.

Global Production Network

23 / 25



Expanding global production system in mainly emerging countries.

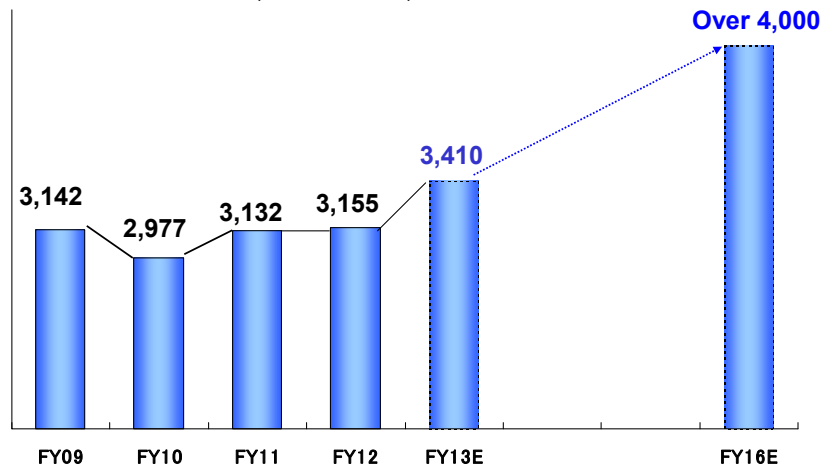


As of September 30, 2012

© DENSO CORPORATION 2012. All rights reserved. This information is the exclusive property of DENSO CORPORATION. Without their consent, it may not be reproduced or given to third parties.

As of the end of September this year, DENSO has 216 production companies worldwide. We are expanding our production systems to keep pace with the growing production capacity of our customers mainly in emerging countries including India, Indonesia, Mexico, and Brazil.

Consolidated Sales (Billions of Yen)



Construct an organization to achieve consolidated sales of 4,000 billion yen and an operating margin of 8% in FY2016.

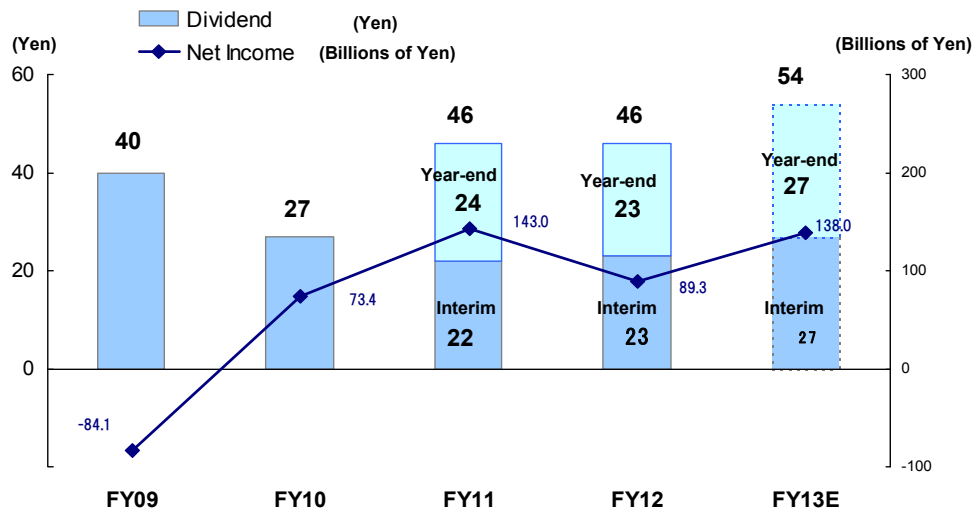


©DENSO CORPORATION 2014 All rights reserved.
This information is the exclusive property of DENSO CORPORATION. Without their consent, it may not be reproduced or given to third parties.

Although today's global business environment is very challenging, including the strong yen, we will strive to achieve our sales target of 4,000 billion yen and operating margin of 8%.

Return to Shareholders

25 / 24



FY2013 Annual Dividend per Share: Increase by 8 yen to 54 yen

DENSO

© DENSO CORPORATION 2013. All rights reserved. This information is the exclusive property of DENSO CORPORATION. Without their consent, it may not be reproduced or given to third parties.

We plan to pay a dividend of 27 yen per share for the fiscal half-year and 54 yen per share for the entire fiscal year.

DENSO