

FY2021 3rd Quarter Financial Results ended December 31, 2020

HIGH-LIGHT

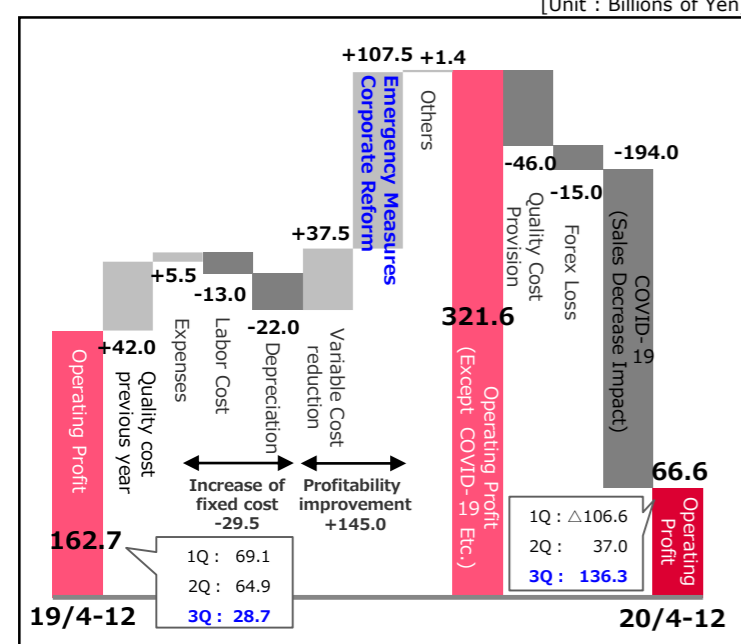
- Despite a steady recovery in revenue, the 3rd quarter(3Q) revenue decreased year-on-year due to a significant decline in the 1Q. Operating profit turned to the black in the 3Q due to an increase in revenue and the effects of emergency measures and corporate reform. (In the 3Q 3 months, revenue was 1,433.9 billion yen and operating profit was 136.3 billion yen, and both increased year-on-year.)
- Reflecting the strong performance in the 3Q 3 months, the annual forecast is revised upward to 4,740.0 billion yen in revenue and 150.0 billion yen in operating profit.

1. Consolidated Financial Results (IFRS)

Account	2019/4-12		2020/4-12		Change		(Ratio to Revenue) [Unit: Billions of Yen, %]		20/4-21/3 Forecast		Change	
	Amount	Percent	Amount	Percent	Amount	Percent	Forecast as of 20/6	Forecast as of 20/12	Amount	Percent	Amount	Percent
Revenue	(100.0)	3,895.0	(100.0)	3,508.6	-386.4	-9.9	(100.0)	4,540.0	(100.0)	4,740.0	+200.0	
Operating profit	(4.2)	162.7	(1.9)	66.6	-96.1	-59.0	(2.2)	100.0	(3.2)	150.0	+50.0	
Profit before income taxes	(5.1)	197.6	(2.8)	99.1	-98.5	-49.9	(2.9)	131.0	(3.9)	184.0	+53.0	
Profit for the period(※)	(3.5)	136.1	(1.2)	43.1	-93.0	-68.4	(1.7)	75.0	(2.4)	112.0	+37.0	
Foreign Exchange Rate (US\$)		109 Yen		106 Yen				106 Yen		106 Yen		
Foreign Exchange Rate (Euro)		121 Yen		122 Yen				120 Yen		121 Yen		
Car Production in Japan		6.94 Mil units		5.66 Mil units				76.4 Mil units		78.1 Mil units		
Overseas Car Production of Japanese Manufacturers		14.41 Mil units		11.22 Mil units				156.5 Mil units		159.2 Mil units		

※ Profit attributable to owners of the parent company

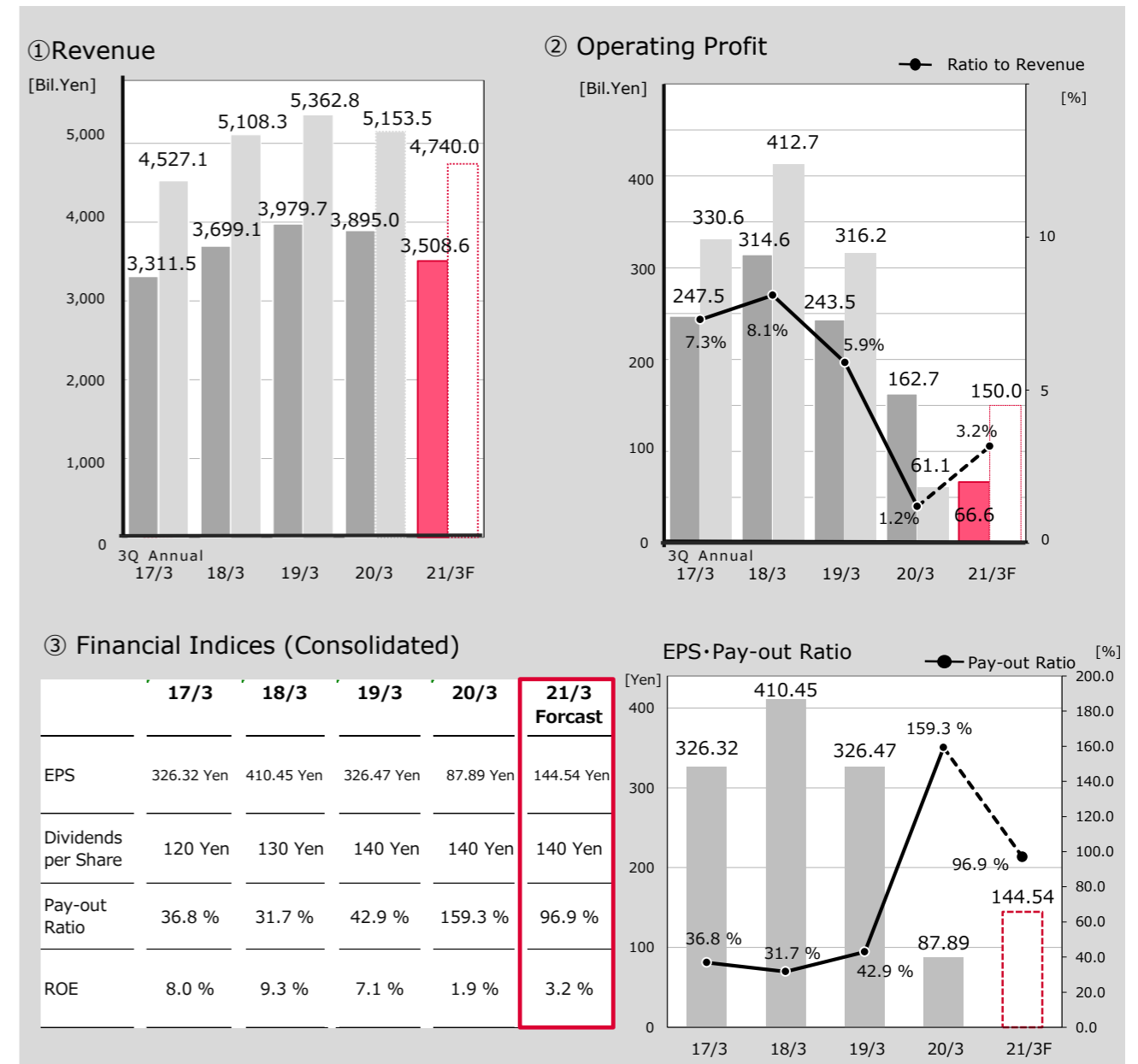
2. Changes in Operating Profit (19/12-20/12) 3. Geographic Segments By Company Location



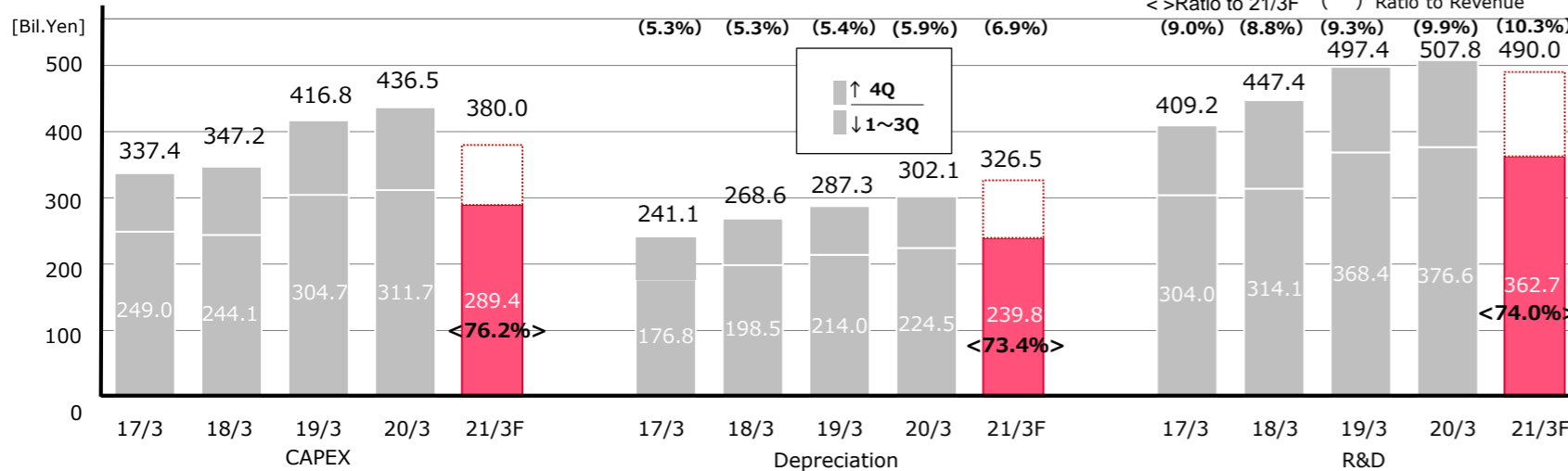
Revenue	19/4-19/12		20/4-20/12		Change	20/10-20/12	20/4-21/3 Forecast
	Margin	Margin	Margin	Margin			
Japan	2,432.6	-	2,250.0	-	-7.5%	925.3	3,131.0
North America	885.3	-	730.4	-	-17.5%	294.1	1,017.0
Europe	439.4	-	359.4	-	-18.2%	159.2	494.0
Asia	1,005.0	-	932.9	-	-7.2%	383.0	1,222.0
Others	49.1	-	26.7	-	-45.7%	12.3	35.0
Eliminations	-916.4	-	-790.8	-	-	-340.0	-1,159.0
Total	3,895.0	-	3,508.6	-	-9.9%	1,433.9	4,740.0

Operating Profit	19/4-19/12		20/4-20/12		Change	20/10-20/12	20/4-21/3 Forecast
	Margin	Margin	Margin	Margin			
Japan	40.0	1.6%	-12.0	-	-	81.0	36.0
North America	17.3	2.0%	1.5	0.2%	-91.6%	10.0	17.0
Europe	10.5	2.4%	2.7	0.8%	-74.1%	6.7	7.0
Asia	83.3	8.3%	71.8	7.7%	-13.8%	42.0	90.0
Others	8.6	17.4%	4.8	17.8%	-44.4%	2.0	4.0
Eliminations	3.1	-	-2.1	-	-	-5.6	-4.0
Total	162.7	4.2%	66.6	1.9%	-59.0%	136.3	150.0

Reference



4. Capital Expenditures and Depreciation, R&D Expenditures



Denso's Materiality and SDGs

Denso's Materiality

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

The Environment

- Prevention of global warming
- Prevention of air pollution/Reduction of environmental burden
- Effective utilization of resources
- Conservation of water resources

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

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

Corporate Foundation

- Compliance
- Strengthening of information security
- Promotion of the active role of human resources
- Occupational health and safety

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