

## CORPORATE DATA

### Operations in Japan

	Start of Operations	Land Area (1,000 square meters)	Main Products	Location (Prefecture)
Headquarters	1949*	294	Monolithic carriers, integrated circuit wafers, and applied electronic products	Aichi
Ikeda Plant	1965	103	Radiators and oil coolers	Aichi
Hiroshima Plant	1965	33	Radiators and radiator fans	Hiroshima
Anjo Plant	1967	407	Starters and alternators	Aichi
Nishio Plant	1970	1,267	Air conditioners and heaters, radiators, radiator fans, fuel injection pumps, and electronic fuel injection components	Aichi
Takatana Plant	1974	363	Instrument clusters	Aichi
Daian Plant	1982	737	Ignition devices, safety-related equipment, oxygen sensors, and various other actuators and sensors	Mie
Kota Plant	1987	283	Integrated circuits and electronic control components	Aichi
Toyohashi Plant	1987	174	Air conditioner compressors and magnetic clutches and car-heater blowers	Aichi
Agui Plant	1990	283	Machinery, tools, and robots	Aichi
Kitakyushu Plant	1993	156	Air conditioners	Fukuoka
Zenmyo Plant	1998	320	Electronic fuel control injection pumps and IC cards	Aichi
DENSO Research Laboratories	1991	81	Research and development in regard to semiconductors, information and communications systems, and human interface technologies	Aichi

\*The start of operations at the headquarters and Kariya Plant is recorded as the date of DENSO's independence from Toyota Motor Co., Ltd.

## Subsidiaries and Affiliates in Japan

Company	Established	Location (Prefecture)	% owned by DENSO	Capital	Employees
ASMO CO., LTD.	1979	Shizuoka	73.4	¥4,500 million	5,254
ANDEN CO., LTD.	1950	Aichi	100.0	¥1,002 million	1,438
HAMANAKODENSO CO., LTD.	1950	Shizuoka	76.5	¥479 million	1,293
DAISHINSEKI CO., LTD.	1960	Aichi	99.2	¥295 million	583
KYOSANDENKI CO., LTD.	1949	Ibaraki	59.9	¥1,090 million	1,457
GAC CORPORATION	1966	Nagano	57.5	¥800 million	881
ASAHI MANUFACTURING CO., LTD.	1966	Aichi	100.0	¥487 million	369
TECHMA CORPORATION	1998	Aichi	100.0	¥495 million	964
DENSO AIRS CORPORATION	1971	Aichi	62.5	¥490 million	619
DENSO ELECS CO., LTD.	1976	Aichi	100.0	¥95 million	250
DENSO KATSUYAMA CO., LTD.	1971	Okayama	96.4	¥93 million	161
DENSO KIKO CO., LTD.	1973	Aichi	100.0	¥160 million	185
DENSO TAIYO CO., LTD.	1984	Aichi	51.0	¥15 million	218
DENSOTRIM CO., LTD.	1990	Mie	80.0	¥310 million	406
DENSO PREAS CO., LTD.	1953	Aichi	100.0	¥33 million	135
NIPPON WIPER BLADE CO., LTD.	1965	Saitama	70.0	¥450 million	994
IPICS CORPORATION	1993	Aichi	100.0	¥59 million	30
CRYODEVICE INC.	1999	Aichi	70.0	¥300 million	26
SYSTEMKIKI CO., LTD.	1976	Tokyo	75.0	¥80 million	122
DENSO EMC ENGINEERING SERVICE CORPORATION	2000	Aichi	100.0	¥50 million	22
DENSO IT LABORATORY, INC.	2000	Tokyo	100.0	¥95 million	14
DENSO INFORMATION TECHNOLOGY CORPORATION	1997	Aichi	100.0	¥240 million	49
DENSO WELL CORPORATION	2001	Aichi	100.0	¥15 million	61
DENSO ACE CORPORATION	1983	Tokyo	100.0	¥100 million	129
DENSO MTEC CORPORATION	2000	Aichi	100.0	¥50 million	101
DENSO E&TS TRAINING CENTER CORPORATION	2001	Aichi	100.0	¥220 million	132
DENSO KYUYO SERVICE CORPORATION	2001	Aichi	100.0	¥10 million	18
DENSO CREATE INC.	1991	Aichi	100.0	¥95 million	128
DENSO FINANCE & ACCOUNTING CENTER CO., LTD.	1987	Aichi	100.0	¥50 million	80
DENSO SYSTEMS CORPORATION	1991	Aichi	100.0	¥230 million	35
DENSO SEIBI CO., LTD.	1971	Aichi	100.0	¥30 million	46
DENSO TECHNO CO., LTD.	1984	Aichi	100.0	¥180 million	1,837
DENSO TOPIX CORPORATION	1998	Aichi	55.0	¥95 million	89
DENSO REMANI CORPORATION	2000	Aichi	100.0	¥40 million	23
DENSO LOGITEM CORPORATION	1999	Aichi	100.0	¥120 million	203
DENSO YUSEN TRAVEL CORPORATION	2001	Aichi	70.0	¥10 million	9
DENSO UNITY SERVICE CORPORATION	1999	Aichi	100.0	¥45 million	631
NIPPON SOKEN, INC.	1970	Aichi	75.0	¥2,500 million	357
MOBILE MEDIANET INC.	1996	Kanagawa	58.0	¥300 million	30
DENSOTEC HOKKAIDO CO., LTD.	1973	Hokkaido	100.0	¥37 million	97
DENSO SERVICE AKITA CO., LTD.	1971	Akita	95.1	¥31 million	24
NIPPONDENSO SERVICE YAMAGATA CO., LTD.	1989	Yamagata	96.7	¥30 million	33
NIPPONDENSO SERVICE IBARAKI CO., LTD.	1975	Ibaraki	74.4	¥50 million	137
DENSOTEC TOKYO CO., LTD.	1975	Tokyo	77.5	¥50 million	124
DENSOTEC TOKAI CO., LTD.	1973	Mie	100.0	¥40 million	155
DENSO SERVICE NAGANO CO., LTD.	1974	Nagano	100.0	¥20 million	32
DENSOTEC KINKI CO., LTD.	1996	Osaka	100.0	¥98 million	57
DENSOTEC CHUGOKU CO., LTD.	1998	Hiroshima	100.0	¥50 million	39
DENSO SHIKOKU SALES CO., LTD.	2000	Kagawa	100.0	¥80 million	115
DENSO SERVICE FUKUOKA CO., LTD.	1971	Fukuoka	79.9	¥60 million	71
DENSO SERVICE OKINAWA CO., LTD.	1972	Okinawa	50.0	¥10 million	60
ITOH SEIKO CO., LTD.	1948	Aichi	25.0	¥48 million	386
SANKYO RADIATOR CO., LTD.	1939	Tokyo	35.0	¥100 million	383
G. S. ELECTECH INC.	1969	Aichi	17.5	¥60 million	735
JECO CO., LTD.	1952	Saitama	20.3	¥1,563 million	658
SHIMIZU INDUSTRY CO., LTD.	1952	Aichi	20.8	¥100 million	511
SHINSEI INDUSTRIAL CO., LTD.	1957	Aichi	23.0	¥300 million	445
TSUDA INDUSTRIES CO., LTD.	1948	Aichi	22.0	¥1,315 million	1,247
NIHON PAKKIN CO., LTD.	1936	Shizuoka	36.1	¥40 million	184

MIYAZAKI ASMO CO., LTD.  
APINES CO., LTD.  
SUAB CO., LTD.  
TITIBU MICRO CO., LTD.  
MARCONDENSO CO., LTD.

HAMADEN P & S CO., LTD.  
KYOSAN SERVICE CORPORATION  
OKASATO KOUGYOU CORPORATION  
YASAKA GAC CO., LTD.  
GAC HUMAN CO., LTD.

OTARI GAC CO., LTD.  
GAC MECHATRONICS CO., LTD.  
TOMEI BRAZING CO., LTD.  
MIZUHOKAI CO., LTD.

## Global Network

	Company	Business	% owned by DENSO*	Established	Employees
U.S.A.	★DENSO INTERNATIONAL AMERICA, INC.	•Regional headquarters for North America •Sale of automotive components •Engineering services, design, testing, and R&D	100	1985	656
	★DENSO SALES CALIFORNIA, INC.	•Assembly and sale of air conditioners and spot air conditioners •Sale of automotive components •Remanufacture of electrical automotive equipment	80	1971	483
	☆DENSO MANUFACTURING MICHIGAN, INC.	•Manufacture and sale of radiators, heaters, blowers, and air conditioners	100	1984	2,132
	☆AMERICAN INDUSTRIAL MANUFACTURING SERVICES, INC.	•Remanufacture and sale of electrical automotive equipment and compressors	50	1987	116
	☆DENSO MANUFACTURING TENNESSEE, INC.	•Manufacture and sale of starters, alternators, instrument clusters, and automotive electronic products	100	1988	2,848
	☆MICHIGAN AUTOMOTIVE COMPRESSOR, INC.	•Manufacture and sale of compressors and magnetic clutches	40	1989	720
	☆PURODENSO COMPANY	•Manufacture and sale of air cleaners, oil filters, and fuel filters	100	1989	488
	☆ASSOCIATED FUEL PUMP SYSTEMS CORPORATION	•Manufacture and sale of fuel pumps	50	1989	365
	☆DENSO WIRELESS SYSTEMS AMERICA, INC.	•Manufacture and sale of wireless phones	100	1997	338
Canada	☆DENSO MANUFACTURING CANADA, INC.	•Manufacture and sale of air conditioners •Sale of heaters, radiators, pump components, and electrical automotive equipment	100	1972	261
Mexico	☆DENSO MEXICO S.A. DE C.V.	•Manufacture and sale of instrument clusters, actuators and sensors	95	1994	2,109
Brazil	☆DENSO DO BRASIL LTDA.	•Manufacture and sale of air conditioners, compressors, heaters, boost ventilators, windshield washers, and electrical automotive equipment	75.9	1980	1,144
	☆DENSO INDUSTRIAL DA AMAZONIA LTDA.	•Manufacture and sale of bus air conditioners and two-wheel drive magnetos	100	1994	60
	☆DENSO MAQUINAS ROTANTES do BRASIL LTDA.	•Manufacture and sale of small motors and alternators	100	1999	68
Argentina	☆MAGNETI MARELLI DENSO S.A.	•Manufacture and sale of heaters and air conditioners	97	1996	83
Netherlands	★DENSO INTERNATIONAL EUROPE B.V.	•Regional headquarters for Europe	100	1991	—
	★DENSO EUROPE B.V.	•Sale of automotive components •Remanufacture of electrical automotive equipment	100	1973	180
	★DENSO FINANCE HOLLAND B.V.	•Fund-raising and finance	100	1987	—
United Kingdom	★DENSO INTERNATIONAL (UK) LTD.	•Regional headquarters for the U.K.	100	1990	—
	★DENSO SALES UK LTD.	•Sale of automotive components •Engineering services, design, and testing	100	1984	127
	☆DENSO MARSTON LTD.	•Manufacture and sale of radiators, oil coolers, and intercoolers	100	1989	879
	☆DENSO MANUFACTURING UK LTD.	•Manufacture and sale of air conditioners and heaters	100	1990	1,159
	☆DENSO MANUFACTURING MIDLANDS LTD.	•Manufacture and sale of starters and alternators	100	1999	479

☆Production company (59) ★Other (19)

\*including subsidiaries

	Company	Business	% owned by DENSO*	Established	Employees
Germany	★DENSO AUTOMOTIVE Deutschland GmbH	•Sale of automotive components •Engineering services, design, and testing	100	1984	163
	☆TD Deutsche Klimakompressor GmbH	•Manufacture and sale of compressors and magnetic clutches	35	1998	100
Spain	☆DENSO BARCELONA S.A.	•Manufacture and sale of distributorless ignition coils, distributors, igniters, and automotive electronic products	100	1989	359
Italy	★DENSO SALES ITALIA S.R.L.	•Sale of automotive components	100	1990	15
	☆MAGNETI MARELLI CLIMATIZZAZIONE S.p.A.	•Manufacture and sale of air conditioners, heaters, and radiators	100	1990	2,015
	☆DENSO MANUFACTURING ITALIA S.p.A.	•Manufacture and sale of starters, alternators, and small motors	80	1999	2,036
France	★DENSO SALES FRANCE S.A.R.L.	•Sale of automotive components	100	1995	13
Hungary	☆DENSO MANUFACTURING HUNGARY LTD.	•Manufacture and sale of diesel injection pumps	100	1997	554
Sweden	★DENSO SALES SWEDEN AB	•Sale of automotive components •Engineering services	100	1998	20
Poland	☆DENSO MANUFACTURING POLSKA Sp. z.o.o.	•Manufacture and sale of small motors	100	1999	39
Belgium	★DENSO SALES BELGIUM N.V.	•Sale of automotive components	100	2000	10
Czech Republic	☆DENSO MANUFACTURING CZECH s.r.o	•Manufacture and sale of air conditioners	100	2001	—
Australia	★DENSO INTERNATIONAL AUSTRALIA PTY. LTD.	•Regional headquarters for Australia •Sale of automotive components	100	1998	109
	☆DENSO MANUFACTURING AUSTRALIA PTY. LTD.	•Manufacture and sale of heaters, radiators, canisters, and filters	100	1972	218
	☆AUSTRALIAN AUTOMOTIVE AIR PTY. LTD.	•Manufacture and sale of air conditioners	100	1989	284
	☆FLEXDRIVE INDUSTRIES LIMITED	•Manufacture and sale of instrument clusters, motors, cables, and washer systems	100	1992	239
Singapore	★DENSO INTERNATIONAL ASIA PTE. LTD.	•Regional headquarters for ASEAN and Taiwan •Promotion of product and component complementation •Promotion of localization	100	1998	7
	★DENSO INTERNATIONAL SINGAPORE PTE. LTD.	•Sale of aftermarket products	100	1995	25
Thailand	☆DENSO (THAILAND) CO., LTD.	•Manufacture, import, and sale of automotive and motorcycle components such as electrical automotive equipment, air conditioners, magnetos, spark plugs, and other products for original equipment	51.3	1972	1,309
	☆DENSO TOOL & DIE (THAILAND) CO., LTD.	•Manufacture and sale of dies for automotive equipment	100	1987	112
Indonesia	☆P.T. DENSO INDONESIA CORP.	•Manufacture and sale of air conditioners, radiators, spark plugs, filters, alternators, and starters	58.3	1975	1,713
Republic of Korea	☆DENSO PS ELECTRONICS CORPORATION	•Manufacture and sale of instrument clusters and speedometers	51	1976	596
	★DENSO SALES KOREA CORP.	•Sale of automotive components	100	1997	5
	☆DENSO PS CORPORATION	•Manufacture and sale of small motors, fuel pumps and electrical automotive equipment	40	2000	1,419

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Malaysia	☆DENSO (MALAYSIA) SDN. BHD.	•Manufacture and sale of electrical automotive equipment, air conditioners, radiators, heaters, engine ECUs, relays, programmable logic controller units, and amplifiers for air conditioners •Sale of fuel pump components	72.7	1980	1,290
India	☆DENSO INDIA LTD.	•Manufacture and sale of alternators, starters, radiator fans, ventilators, magnetos, CDIs, ignition coils, and windshield wiper motors and links	52.9	1984	800
	☆SUBROS LIMITED	•Manufacture and sale of air conditioners	13	1985	1,333
	☆PREMIER INSTRUMENTS & CONTROLS LTD.	•Manufacture and sale of two- and four-wheel drive instrument clusters and two-wheel drive oil pumps	12.5	1997	4,251
	☆DENSO HARYANA PVT. LTD.	•Manufacture and sale of fuel pumps, injectors, engine ECUs, and idle speed control valves	100	1997	279
	☆DENSO KIRLOSKAR INDUSTRIES PVT. LTD.	•Manufacture and sale of radiators and air conditioners	89	1998	123
	★DENSO SALES INDIA PVT. LTD.	•Sale of products manufactured at its Indian production subsidiaries	100	1999	39
Taiwan	☆DENSO TAIWAN CORP.	•Manufacture and sale of electrical automotive equipment, radiators, air conditioners, and other products	80	1987	353
China	☆YANTAI SHOUGANG DENSO CO., LTD.	•Manufacture and sale of air conditioners	30	1994	175
	☆TIANJIN DENSO ENGINE ELECTRICAL PRODUCTS CO., LTD.	•Manufacture and sale of alternators and starters	40	1995	565
	☆CHONGQING DENSO CO., LTD.	•Manufacture and sale of magnetos, CDI amplifiers, and ignition coils	94.2	1996	102
	☆TIANJIN DENSO ELECTRONICS CO., LTD.	•Manufacture and sale of automotive electronic control components	85.9	1997	46
	☆TIANJIN DENSO AIR-CONDITIONER CO., LTD.	•Manufacture and sale of air conditioners	51	1997	127
Philippines	☆PHILIPPINE AUTO COMPONENTS, INC.	•Manufacture and sale of instrument clusters and air conditioners	95	1995	221
Saudi Arabia	☆DENSO ABDUL LATIF JAMEEL CO., LTD.	•Manufacture and sale of air conditioners	50	2001	—

## Other Group Companies

U.S.A.	★ASMO NORTH AMERICA, LLC.	Republic of Korea	☆KOREA WIPER BLADE CO., LTD.	
	☆ASMO MANUFACTURING, INC.			
	☆ASMO NORTH CAROLINA, INC.		Malaysia	☆NIPPON WIPER BLADE (M) SDN. BHD.
	★ASMO DETROIT, INC.		China	☆TIANJIN ASMO AUTOMOTIVE SMALL MOTOR CO., LTD.
	☆AUTOMOTIVE MOTORS OF THOMASVILLE, INC.		Indonesia	☆P.T. ASMO INDONESIA
	☆ASMO GREENVILLE OF NORTH CAROLINA, INC.			☆P.T. HAMADEN INDONESIA MANUFACTURING
	☆ASMO APPALACHIAN CORPORATION			
	☆NORTH CAROLINA ASAHI, INC.			
	☆NWB U.S.A., INC.			
	☆TECHMA U.S.A., INC.			
	☆KYOSAN DENKI AMERICA, INC.			

☆Production company (59) ★Other (19)

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