

## 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

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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.			

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