

CORPORATE DATA

OPERATIONS IN JAPAN

	Main Products	Start of Operations	Employees	Location (Prefecture)
Headquarters	Monolithic carriers, integrated circuit wafers, and applied electronic products	1949*	9,600	Aichi
Ikeda Plant	Radiators and oil coolers	1965	760	Aichi
Hiroshima Plant	Radiators and electric fans	1965	150	Hiroshima
Anjo Plant	Starters and alternators	1967	2,600	Aichi
Nishio Plant	Air conditioners, radiators, fuel injection pumps, and electronic fuel injection components	1970	7,600	Aichi
Takatana Plant	Instrument clusters and displays	1974	2,100	Aichi
Daian Plant	Ignition devices, safety-related equipment, oxygen sensors, and various other actuators and sensors	1982	4,200	Mie
Kota Plant	Integrated circuits and electronic control components	1987	4,100	Aichi
Toyohashi Plant	Air-conditioning units, compressors, and CO ₂ refrigerant heat-pump water heaters	1987	1,100	Aichi
Agui Plant	Machinery, tools, and robots	1990	880	Aichi
Kitakyushu Plant	Air conditioners	1993	170	Fukuoka
Zenmyo Plant	Electronic fuel injection systems	1998	430	Aichi
DENSO Research Laboratories	Research and development in regard to semiconductors, information and communications systems, and human interface technologies	1991	330	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	73.3	¥4,500 million	5,076
ANDEN CO., LTD.	1950	Aichi	100.0	¥1,002 million	1,384
HAMANAKODENSO CO., LTD.	1950	Shizuoka	76.4	¥479 million	1,266
DAISHINSEKI CO., LTD.	1960	Aichi	99.2	¥295 million	604
KYOSANDENKI CO., LTD.	1949	Ibaraki	62.2	¥1,090 million	1,584
GAC CORPORATION	1966	Nagano	57.5	¥800 million	930
ASAHI MANUFACTURING CO., LTD.	1966	Aichi	100.0	¥487 million	352
SANKYO RADIATOR CO., LTD.	1939	Tokyo	61.5	¥100 million	323
TECHMA CORPORATION	1998	Gifu	100.0	¥495 million	943
DENSO AIRS CORPORATION	1971	Aichi	62.5	¥490 million	606
DENSO ELECS CO., LTD.	1976	Aichi	100.0	¥95 million	256
DENSO KATSUYAMA CO., LTD.	1971	Okayama	96.3	¥93 million	162
DENSO KIKO CO., LTD.	1973	Aichi	100.0	¥160 million	187
DENSO TAIYO CO., LTD.	1984	Aichi	51.0	¥15 million	220
DENSOTRIM CO., LTD.	1990	Mie	80.0	¥310 million	382
DENSO PREAS CO., LTD.	1953	Aichi	100.0	¥33 million	131
NIPPON WIPER BLADE CO., LTD.	1965	Saitama	70.0	¥450 million	860
IPICS CORPORATION	1993	Aichi	100.0	¥59 million	47
OSAWA INC.	2002	Tokyo	100.0	¥460 million	69
DENSO EMC ENGINEERING SERVICE CORPORATION	2000	Aichi	100.0	¥50 million	24
DENSO ISM CORPORATION	2001	Aichi	100.0	¥275 million	166
DENSO IT LABORATORY, INC.	2000	Tokyo	100.0	¥95 million	22
DENSO INFORMATION TECHNOLOGY CORPORATION	1997	Aichi	100.0	¥240 million	83
ABASHIRI PROVING GROUND	2002	Hokkaido	100.0	¥10 million	8
DENSO WAVE INC.	1976	Tokyo	75.0	¥495 million	499
DENSO WELL CORPORATION	2001	Aichi	100.0	¥15 million	63
DENSO ACE CORPORATION	1983	Tokyo	100.0	¥100 million	146
DENSO MTEC CORPORATION	2000	Aichi	100.0	¥50 million	105
DENSO E & TS TRAINING CENTER CORPORATION	2001	Aichi	100.0	¥220 million	145
DENSO KYUYO SERVICE CORPORATION	2001	Aichi	100.0	¥10 million	19
DENSO CREATE INC.	1991	Aichi	100.0	¥95 million	133
DENSO FINANCE & ACCOUNTING CENTER CO., LTD.	1987	Aichi	100.0	¥50 million	89
DENSO SQUARE CORPORATION	2002	Aichi	100.0	¥10 million	5
DENSO SEIBI CO., LTD.	1971	Aichi	100.0	¥30 million	45
DENSO TECHNO CO., LTD.	1984	Aichi	100.0	¥180 million	2,228
DENSO TOPIX CORPORATION	1998	Aichi	55.0	¥95 million	84
DENSO YUSEN TRAVEL CORPORATION	2001	Aichi	70.0	¥10 million	9
DENSO UNITY SERVICE CORPORATION	1999	Aichi	100.0	¥45 million	667
DENSO REMANI CORPORATION	2000	Aichi	100.0	¥40 million	32
DENSO LOGITEM CORPORATION	1999	Aichi	100.0	¥120 million	201
NIPPON SOKEN, INC.	1970	Aichi	75.0	¥2,500 million	359
MOBILE MEDIANET INC.	1996	Tokyo	58.0	¥300 million	36
DENSO HOKKAIDO CORPORATION	1973	Hokkaido	100.0	¥89.7 million	127
DENSO TOHOKU CORPORATION	1989	Miyagi	100.0	¥89.3 million	97
NIPPONDENSO SERVICE IBARAKI CO., LTD.	1975	Ibaraki	100.0	¥50 million	153
DENSOTEC TOKYO CO., LTD.	1975	Tokyo	100.0	¥50 million	121
DENSO CHUBU CORPORATION	1973	Aichi	100.0	¥94 million	317
DENSO KANSAI CORPORATION	1996	Osaka	100.0	¥98 million	141
DENSO CHUGOKU CORPORATION	1998	Hiroshima	100.0	¥99 million	101
DENSO SHIKOKU CORPORATION	1981	Kagawa	100.0	¥80 million	118
DENSO KYUSHU CORPORATION	1971	Fukuoka	100.0	¥98 million	131
DENSO SERVICE OKINAWA CO., LTD.	1972	Okinawa	50.0	¥10 million	52
ADVICS CO., LTD.	2001	Aichi	20.0	¥2,000 million	734
ITOH SEIKO CO., LTD.	1948	Aichi	25.0	¥48 million	390
G. S. ELECTECH INC.	1969	Aichi	34.0	¥60 million	751
JECO CO., LTD.	1952	Saitama	34.2	¥1,563 million	478
SHIMIZU INDUSTRY CO., LTD.	1952	Aichi	20.8	¥100 million	497
SHINSEI INDUSTRIAL CO., LTD.	1957	Aichi	22.9	¥300 million	424
TSUDA INDUSTRIES CO., LTD.	1948	Aichi	22.0	¥1,315 million	1,211
NIHON PAKKIN CO., LTD.	1936	Shizuoka	36.2	¥40 million	185

MIYAZAKI ASMO CO., LTD.
APINES CO., LTD.
SUAB CO., LTD.
MARCON DENSO CO., LTD.
HAMADEN P & S CO., LTD.

KYOSAN SERVICE CORPORATION
KYOSAN TECS CO., LTD.
YASAKA GAC CO., LTD.
GAC HUMAN CO., LTD.
OTARI GAC CO., LTD.

GAC MECHATRONICS CO., LTD.
TOMEI BRAZING CO., LTD.
DENSO SERVICE NISHISAITAMA CO., LTD.

(As of July 5, 2002)

GLOBAL NETWORK

	Company	Business	Established	% owned by DENSO*	Employees
U.S.A.	★ DENSO INTERNATIONAL AMERICA, INC.	<ul style="list-style-type: none"> Regional headquarters for North America Sale of automotive components Engineering services, design, testing, and R&D 	1985	100	650
	★ DENSO SALES CALIFORNIA, INC.	<ul style="list-style-type: none"> Assembly and sale of air conditioners and spot-coolers Sale of automotive components Remanufacture of electrical automotive components 	1971	80	336
	☆ DENSO MANUFACTURING MICHIGAN, INC.	<ul style="list-style-type: none"> Manufacture and sale of heaters, evaporators, condensers, cooling units, and air-conditioning units 	1984	100	2,108
	☆ AMERICAN INDUSTRIAL MANUFACTURING SERVICES, INC.	<ul style="list-style-type: none"> Remanufacture and sale of electrical automotive components 	1987	100	113
	☆ DENSO MANUFACTURING TENNESSEE, INC.	<ul style="list-style-type: none"> Manufacture and sale of starters, alternators, instrument clusters, and automotive electronic products 	1988	100	2,826
	☆ MICHIGAN AUTOMOTIVE COMPRESSOR, INC.	<ul style="list-style-type: none"> Manufacture and sale of compressors and magnetic clutches 	1989	40	857
	☆ TBDN TENNESSEE COMPANY	<ul style="list-style-type: none"> Manufacture and sale of air cleaners, oil filters, fuel filters, and air elements 	1989	49	434
	☆ ASSOCIATED FUEL PUMP SYSTEMS CORPORATION	<ul style="list-style-type: none"> Manufacture and sale of fuel pumps and bracket assemblies 	1989	50	358
	☆ DENSO WIRELESS SYSTEMS AMERICA, INC.	<ul style="list-style-type: none"> Manufacture of automotive electronic products 	1997	100	154
	☆ ACTIS MANUFACTURING, LTD. LLC.	<ul style="list-style-type: none"> Remanufacture of compressors 	2001	20	20
CANADA	☆ DENSO MANUFACTURING CANADA, INC.	<ul style="list-style-type: none"> Manufacture and sale of air conditioners Sale of heaters, radiators, pump components, and electrical automotive components 	1972	100	288
MEXICO	☆ DENSO MEXICO S.A. DE C.V.	<ul style="list-style-type: none"> Manufacture and sale of instrument clusters, valves, and radiators 	1994	95	2,034
BRAZIL	☆ DENSO DO BRASIL LTDA.	<ul style="list-style-type: none"> Manufacture and sale of air conditioners, compressors, heaters, boost ventilators, radiators, and inter-coolers 	1980	90.6	963
	☆ DENSO INDUSTRIAL DA AMAZONIA LTDA.	<ul style="list-style-type: none"> Manufacture and sale of bus air conditioners, two-wheel drive magnetos, and CDI amplifiers 	1996	100	122
	☆ DENSO MAQUINAS ROTANTES do BRASIL LTDA.	<ul style="list-style-type: none"> Manufacture and sale of small motors and alternators 	1999	100	96
	☆ DENSO SISTEMAS TERMICOS do BRASIL LTDA.	<ul style="list-style-type: none"> Manufacture and sale of cockpit modules 	2001	100	360
ARGENTINA	☆ DENSO MANUFACTURING ARGENTINA S.A.	<ul style="list-style-type: none"> Manufacture and sale of heaters, air conditioners, heater cores, and condensers 	1996	98.3	92
NETHERLANDS	★ DENSO INTERNATIONAL EUROPE B.V.	<ul style="list-style-type: none"> Holding company 	1991	100	-
	★ DENSO EUROPE B.V.	<ul style="list-style-type: none"> Regional headquarters for Europe Sale of automotive components Remanufacture of electrical automotive components 	1973	100	203
	★ DENSO FINANCE HOLLAND B.V.	<ul style="list-style-type: none"> Financing 	1987	100	-
UNITED KINGDOM	★ DENSO INTERNATIONAL (UK) LTD.	<ul style="list-style-type: none"> Holding company 	1990	100	-
	★ DENSO SALES UK LTD.	<ul style="list-style-type: none"> Sale of automotive components Engineering services, design, and testing 	1984	100	163
	☆ DENSO MARSTON LTD.	<ul style="list-style-type: none"> Manufacture and sale of radiators, oil coolers, and inter-coolers 	1989	100	842
	☆ DENSO MANUFACTURING UK LTD.	<ul style="list-style-type: none"> Manufacture and sale of air conditioners and heaters 	1990	100	1,387
	☆ DENSO MANUFACTURING MIDLANDS LTD.	<ul style="list-style-type: none"> Manufacture and sale of starters and alternators 	1999	100	455

☆ Production company ★ Other

*including subsidiaries

	Company	Business	Established	% owned by DENSO*	Employees
GERMANY	★ DENSO AUTOMOTIVE Deutschland GmbH	•Sales support of automotive components •Technology research and R&D support	1984	100	229
	☆ TD Deutsche Klimakompressor GmbH	•Manufacture and sale of compressors and magnetic clutches •Remanufacture of compressors	1998	35	139
SPAIN	☆ DENSO BARCELONA S.A.	•Manufacture and sale of engine control components and automotive electronic products	1989	100	405
ITALY	★ DENSO SALES ITALIA S.R.L.	•Sale of automotive components	1990	100	14
	☆ DENSO THERMAL SYSTEMS S.p.A.	•Manufacture and sale of air conditioners, heaters, and radiators	1990	100	2,378
	☆ DENSO MANUFACTURING ITALIA S.p.A.	•Manufacture and sale of starters, alternators, and small motors	1999	100	1,935
FRANCE	★ DENSO SALES FRANCE S.A.R.L.	•Sale of automotive components	1995	100	16
HUNGARY	☆ DENSO MANUFACTURING HUNGARY LTD.	•Manufacture and sale of diesel injection pumps	1997	100	588
SWEDEN	★ DENSO SALES SWEDEN AB	•Sale of automotive components •Engineering services	1998	100	29
POLAND	☆ DENSO MANUFACTURING POLSKA Sp.z.o.o.	•Manufacture and sale of small motors	1999	100	39
	☆ DENSO THERMAL SYSTEMS POLSKA Sp.z.o.o.	•Manufacture and sale of heaters and cockpit modules	2001	100	132
BELGIUM	★ DENSO SALES BELGIUM N.V.	•Sale of automotive components	2000	100	13
PORTUGAL	☆ JOAO DE DEUS & FILHOS S.A.	•Manufacture and sale of radiators, inter-coolers, and heater cores	2001	100	442
CZECH REPUBLIC	☆ DENSO MANUFACTURING CZECH s.r.o.	•Manufacture and sale of air-conditioning units, evaporators, condensers, and radiators	2001	100	10
AUSTRALIA	★ DENSO INTERNATIONAL AUSTRALIA PTY. LTD.	•Regional headquarters for Australia •Sale of automotive components	1998	100	120
	☆ AUSTRALIAN AUTOMOTIVE AIR PTY. LTD.	•Manufacture and sale of air conditioners, heaters, and radiators	1989	100	329
	☆ FLEXDRIVE INDUSTRIES LIMITED	•Manufacture and sale of instrument clusters, motors, cables, and washer systems	1992	100	202
SINGAPORE	★ DENSO INTERNATIONAL ASIA PTE. LTD.	•Regional headquarters for ASEAN and Taiwan	1998	100	30
	★ DENSO INTERNATIONAL SINGAPORE PTE. LTD.	•Sale of aftermarket products	1995	100	21
THAILAND	☆ DENSO (THAILAND) CO., LTD.	•Manufacture, import, and sale of electrical automotive equipment, air conditioners, magnetos, and spark plugs	1972	51.3	1,563
	☆ DENSO TOOL & DIE (THAILAND) CO., LTD.	•Manufacture and sale of dies and jigs for automotive equipment	1987	100	117
	☆ SIAM DENSO MANUFACTURING CO., LTD.	•Manufacture and sale of injection pumps for common rail systems	2002	100	3
	☆ TOYODABO FILTRATION SYSTEM (THAILAND) CO., LTD.	•Manufacture and sale of oil filters	2002	40	-
INDONESIA	☆ P.T. DENSO INDONESIA CORP.	•Manufacture and sale of air conditioners, radiators, spark plugs, filters, alternators, and starters	1975	58.3	1,691
	★ PT.DENSO SALES INDOPARTS UTAMA	•Sale and repair of automotive components	2001	51	81
REPUBLIC OF KOREA	☆ DENSO PS ELECTRONICS CORPORATION	•Manufacture and sale of instrument clusters	1976	51	533
KOREA	★ DENSO SALES KOREA CORP.	•Sales of automotive and non-automotive components	1997	51	13
	☆ DENSO PS CORPORATION	•Manufacturing and sale of small motors, fuel pumps, and electrical automotive components	2000	40	1,491

	Company	Business	Established	% owned by DENSO*	Employees
MALAYSIA	☆ DENSO (MALAYSIA) SDN. BHD.	•Manufacture and sale of electrical automotive equipment, air conditioners, radiators, heaters, engine ECUs, relays, and programmable controller units •Sale of fuel pump components	1980	72.7	1,244
INDIA	☆ DENSO INDIA LTD.	•Manufacture and sale of alternators, starters, electric fans, ventilators, magnetos, CDIs, ignition coils, windshield wiper motors, and links	1984	52.9	810
	☆ DENSO HARYANA PVT. LTD.	•Manufacture and sale of fuel pumps, injectors, engine ECUs, and idle speed control valves	1997	100	315
	☆ DENSO KIRLOSKAR INDUSTRIES PVT. LTD.	•Manufacture and sale of radiators and air conditioners	1998	89	122
	★ DENSO SALES INDIA PVT. LTD.	•Sale of automotive components	1999	100	40
	☆ DENSO FARIDABAD PVT. LTD.	•Manufacture and sale of air-conditioning units and heaters	2001	100	39
TAIWAN	☆ DENSO TAIWAN CORP.	•Manufacture and sale of electrical automotive components, radiators, air conditioners, and other products	1987	80	357
CHINA	☆ YANTAI SHOUGANG DENSO CO., LTD.	•Manufacture and sale of air conditioners	1994	30	219
	☆ TIANJIN DENSO ENGINE ELECTRICAL PRODUCTS CO., LTD.	•Manufacture and sale of alternators and starters	1995	40	509
	☆ CHONGQING DENSO CO., LTD.	•Manufacture and sale of magnetos, CDI amplifiers, and ignition coils	1996	94.2	126
	☆ TIANJIN DENSO ELECTRONICS CO., LTD.	•Manufacture and sale of automotive electronic control components	1997	85.9	48
	☆ TIANJIN DENSO AIR-CONDITIONER CO., LTD.	•Manufacture and sale of air conditioners	1997	51	160
PHILIPPINES	☆ PHILIPPINE AUTO COMPONENTS, INC.	•Manufacture and sale of instrument clusters and air conditioners	1995	97.3	319
SAUDI ARABIA	☆ DENSO ABDUL LATIF JAMEEL CO., LTD.	•Manufacture and sale of air conditioners	2001	50	19
VIETNAM	☆ DENSO MANUFACTURING VIETNAM CO., LTD.	•Manufacture and sale of air flow meters, and other engine-related products	2001	95	8

(As of March 31, 2002)

OTHER GROUP COMPANIES

U.S.A.	★ ASMO NORTH AMERICA LLC.	MEXICO	☆ GAC CORPORATION DE MEXICO S.A.DE C.V.
	☆ ASMO MANUFACTURING, INC.	REPUBLIC OF KOREA	☆ KOREA WIPER BLADE CO., LTD.
	☆ ASMO NORTH CAROLINA, INC.	MALAYSIA	☆ NIPPON WIPER BLADE (M) SDN. BHD.
	★ ASMO DETROIT, INC.	CHINA	☆ TIANJN 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.		
	★ TD SCAN (U.S.A.), INC.		

☆ Production company ★ Other

*including subsidiaries

(As of March 31, 2002)