

## OPERATIONS IN JAPAN

	Main Products/Research Fields	Start of Operations	Employees	Location (Prefecture)
Headquarters		1949*	9,964	Aichi
Ikeda Plant	Radiators, oil coolers, and inter coolers	1965	739	Aichi
Hiroshima Plant	Radiators, electric fans, integrated air fuel modules, and heater units	1965	145	Hiroshima
Anjo Plant	Starters, alternators, and hybrid electric vehicle components	1967	2,438	Aichi
Nishio Plant	Air conditioners, radiators, fuel injection systems for diesel, and electronic fuel injection components	1970	7,002	Aichi
Takatana Plant	Instrument clusters, displays, and navigation systems	1974	2,133	Aichi
Daian Plant	Ignition devices, safety-related equipment, oxygen sensors, and various other actuators and sensors	1982	3,812	Mie
Kota Plant	Integrated circuits, and electronic control components	1987	3,744	Aichi
Toyohashi Plant	Air conditioners, and CO <sub>2</sub> refrigerant heat-pump water heaters	1987	1,036	Aichi
Agui Plant	Machinery , tools, and robots	1990	882	Aichi
Kitakyushu Plant	Air conditioners	1993	165	Fukuoka
Zenmyo Plant	Electronic fuel injection systems	1998	636	Aichi
DENSO Research Laboratories	Semiconductors, information and communications systems, and human machine interface technologies	1991	372	Aichi

\* The start of operations at the headquarters is recorded as the date of DENSO's independence from Toyota Motor Co. Ltd. (now Toyota Motor Corporation)

(As of March 31, 2005)

## GROUP COMPANIES IN JAPAN

## Subsidiary

Company	% Owned by DENSO*	Employees
ASMO CO., LTD.	73.4	4,642
ANDEN CO., LTD.	100.0	1,194
HAMANAKODENSO CO., LTD.	76.5	1,288
DAISHINSEIKI CO., LTD.	99.2	639
KYOSANDENKI CO., LTD.	62.3	1,651
GAC CORPORATION	57.5	792
ASAHI MANUFACTURING CO., LTD.	100.0	357
SANKYO RADIATOR CO., LTD.	70.9	279
TECHMA CORPORATION	100.0	1,031
DENSO AIRS CORPORATION	62.5	605
DENSO ELECS CO., LTD.	100.0	256
DENSO KATSUYAMA CO., LTD.	96.4	159
DENSO KIKO CO., LTD.	100.0	207
DENSO TAIYO CO., LTD.	51.0	222
DENSOTRIM CO., LTD.	80.0	538
DENSO PREAS CO., LTD.	100.0	145
NIPPON WIPER BLADE CO., LTD.	70.0	920
IPICS CORPORATION	100.0	68
DENSO EMC ENGINEERING SERVICE CORPORATION	100.0	27
DENSO ISM CORPORATION	100.0	188
DENSO IT LABORATORY, INC.	100.0	30
DENSO INFORMATION TECHNOLOGY CORPORATION	100.0	101
DENSO ABASHIRI TEST CENTER CORPORATION	100.0	9
DENSO WAVE INC.	75.0	491
DENSO WELL CORPORATION	100.0	61
DENSO SI CORPORATION	100.0	71
DENSO MTEC CORPORATION	100.0	116
DENSO E & TS TRAINING CENTER CORPORATION	100.0	161
DENSO KYUYO SERVICE CORPORATION	100.0	21
DENSO CREATE INC.	100.0	161
DENSO FINANCE & ACCOUNTING CENTER CO., LTD.	100.0	78
DENSO SQUARE CORPORATION	100.0	3

## Affiliate under the Equity Method

ADVANCED DRIVER INFORMATION TECHNOLOGY CORPORATION  
 ADVICS CO., LTD.  
 ITOH SEIKO CO., LTD.  
 G. S. ELECTECH INC.  
 JECO CO., LTD.

Company	% Owned by DENSO*	Employees
DENSO SEIBI CO., LTD.	100.0	53
DENSO TECHNO CO., LTD.	100.0	1,154
DENSO FACILITIES CORPORATION	100.0	486
DENSO YUSEN TRAVEL CORPORATION	70.0	12
DENSO UNITY SERVICE CORPORATION	100.0	632
DENSO REMANI CORPORATION	100.0	49
DENSO LOGITEM CORPORATION	100.0	185
NIPPON SOKEN, INC.	75.0	375
MOBILE MEDIANET INC.	58.0	28
OSAWA INC.	100.0	61
DENSO ACE CORPORATION	100.0	128
DENSO HOKKAIDO CORPORATION	100.0	132
DENSO TOHOKU CORPORATION	100.0	104
DENSO TOKYO CORPORATION	100.0	432
DENSO CHUBU CORPORATION	100.0	323
DENSO KANSAI CORPORATION	100.0	136
DENSO CHUGOKU CORPORATION	100.0	72
DENSO SHIKOKU CORPORATION	100.0	117
DENSO KYUSHU CORPORATION	100.0	126
DENSO SERVICE OKINAWA CO., LTD.	100.0	39
MIYAZAKI ASMO CO., LTD.	100.0	314
APINES CO., LTD.	100.0	109
SUAB CO., LTD.	100.0	39
HAMADEN P & S CO., LTD.	100.0	77
KYOSAN TECS CO., LTD.	100.0	77
KYOSAN SERVICE CORPORATION	100.0	24
OTARI GAC CO., LTD.	100.0	48
GAC HUMAN CO., LTD.	100.0	203
GAC MECHATRONICS CO., LTD.	100.0	10
YASAKA GAC CO., LTD.	100.0	54
DENSO SERVICE NISHISAITAMA CO., LTD.	51.0	15
DS SHIZUOKA CO., LTD.	100.0	10

\* including DENSO Corporation and its subsidiaries

SHIMIZU INDUSTRY CO., LTD.      MARCON DENSO CO., LTD.  
 SHINSEI INDUSTRIAL CO., LTD.      TOMEI BRAZING CO., LTD.  
 SOHWA CORPORATION      TD MOBILE CHUGOKU  
 TSUDA INDUSTRIES CO., LTD.  
 NIHON PAKKIN CO., LTD.

(As of March 31, 2005)

## GLOBAL NETWORK

Country	Major Company	Main Business	% Owned by DENSO*	Employees
U.S.A.	☆ DENSO INTERNATIONAL AMERICA, INC.	<ul style="list-style-type: none"> <li>• Holding company and regional headquarters for North America</li> <li>• Sale of automotive components</li> <li>• Engineering services, design, testing, and R&amp;D</li> </ul>	100.0	548
	☆ DENSO SALES CALIFORNIA, INC.	• Sale of automotive components and spot-coolers	100.0	227
	☆ DENSO MANUFACTURING MICHIGAN, INC.	• Manufacture of air conditioners and radiators	100.0	2,575
	☆ AMERICAN INDUSTRIAL MANUFACTURING SERVICES, INC.	• Remanufacture of automotive electrical components	100.0	115
	☆ DENSO MANUFACTURING TENNESSEE, INC.	• Manufacture of automotive electrical components, instrument clusters, and automotive electronic products	100.0	2,255
	☆ DENSO MANUFACTURING ATHENS TENNESSEE, INC.	• Manufacture of injectors, oxygen sensors, and stick coils	100.0	880
	★ MICHIGAN AUTOMOTIVE COMPRESSOR, INC.	• Manufacture of compressors	40.0	1,051
	★ TBDN TENNESSEE COMPANY	• Manufacture of air filters and oil filters	49.0	559
	★ ASSOCIATED FUEL PUMP SYSTEMS CORPORATION	• Manufacture of fuel pumps	50.0	392
	☆ DENSO WIRELESS SYSTEMS AMERICA, INC.	• Manufacture of automotive electronic products	100.0	105
	★ ACTIS MANUFACTURING, LTD. LLC.	• Remanufacture of compressors	20.0	48
	☆ DENSO MANUFACTURING ARKANSAS, INC.	• Manufacture of air conditioners and radiators	100.0	237
	★ TD AUTOMOTIVE COMPRESSOR GEORGIA, LLC	• Manufacture of compressors for air conditioners (Starts operations in December 2005)	35.0	4
	☆ ASMO NORTH AMERICA, LLC.	• Holding company for ASMO U.S. operations	100.0	12
	☆ ASMO MANUFACTURING, INC.	• Manufacture of windshield washer systems and servo motors	100.0	317
	☆ ASMO NORTH CAROLINA, INC.	• Manufacture of power window motors, blower motors, and electric fan motors	100.0	463
	☆ ASMO DETROIT, INC.	• Engineering services and North American sales planning	100.0	31
	☆ AUTOMOTIVE MOTORS OF THOMASVILLE, INC.	• Manufacture of power window regulator motors	100.0	174
	☆ ASMO GREENVILLE OF NORTH CAROLINA, INC.	• Manufacture of windshield wiper systems and windshield washer systems	100.0	407
	☆ ASMO APPALACHIAN CORPORATION	• Manufacture of power window regulator motors	100.0	165
	☆ NORTH CAROLINA ASAHI, INC.	• Manufacture of wiper linkages	100.0	139
	☆ NWB USA, INC.	• Sale of wiper arms and wiper blades	91.0	15
	☆ TECHMA U.S.A., INC.	• Manufacture of wire harnesses and electronic components	100.0	190
☆ KYOSAN DENSO MANUFACTURING KENTUCKY, LLC.	• Manufacture of fuel pump modules	100.0	137	
★ TD SCAN (U.S.A.), INC.	• Sale of bar-code readers, two-dimensional code readers, and automatic recognition devices	26.9	5	
Canada	☆ DENSO MANUFACTURING CANADA, INC.	<ul style="list-style-type: none"> <li>• Manufacture and sale of air conditioners</li> <li>• Sale of radiators, pump components, and automotive electrical components</li> </ul>	100.0	284
Mexico	☆ DENSO MEXICO S.A. DE C.V.	• Manufacture of instrument clusters and valves	95.0	2,966
	☆ GAC CORPORATION DE MEXICO S.A. DE C.V.	• Manufacture and sale of spot-coolers and hoses for air conditioners	100.0	605
Brazil	☆ DENSO DO BRASIL LTDA.	• Manufacture and sale of air conditioners, compressors, and their constituent components	90.6	1,393
	☆ DENSO INDUSTRIAL DA AMAZONIA LTDA.	• Manufacture and sale of bus air conditioners and ignition components for motorbikes	100.0	212
	☆ DENSO MAQUINAS ROTANTES do BRASIL LTDA.	• Manufacture and sale of alternators and small motors	100.0	193
	☆ DENSO SISTEMAS TERMICOS do BRASIL LTDA.	• Manufacture and sale of air conditioners and modules	100.0	382
Argentina	☆ DENSO MANUFACTURING ARGENTINA S.A.	• Manufacture and sale of air conditioner-related products	98.3	99
Netherlands	☆ DENSO INTERNATIONAL EUROPE B.V.	• Holding company for European operations	100.0	—
	☆ DENSO EUROPE B.V.	<ul style="list-style-type: none"> <li>• Regional headquarters for Europe</li> <li>• Sale of automotive components</li> <li>• Remanufacture of automotive electrical components</li> </ul>	100.0	237
	☆ DENSO FINANCE HOLLAND B.V.	• Financing	100.0	—

☆ Subsidiary ★ Affiliate under the equity method  
\* Including DENSO Corporation and its subsidiaries

Country	Major Company	Main Business	% Owned by DENSO*	Employees
United Kingdom	☆ DENSO INTERNATIONAL UK LTD.	• Holding company for operations in the U.K.	100.0	—
	☆ DENSO SALES UK LTD.	• Sale of automotive components • Engineering services, design, and testing	100.0	223
	☆ DENSO MARSTON LTD.	• Manufacture and sale of radiators, oil coolers, and inter-coolers	100.0	1,153
	☆ DENSO MANUFACTURING UK LTD.	• Manufacture of heaters and air conditioners	100.0	1,605
	☆ DENSO MANUFACTURING MIDLANDS LTD.	• Manufacture and sale of starters and alternators	100.0	412
Germany	☆ DENSO AUTOMOTIVE Deutschland GmbH	• Sale of automotive components • Technology research and R&D support	100.0	254
	★ TD Deutsche Klimakompressor GmbH	• Manufacture of compressors and magnetic clutches • Remanufacture of compressors	35.0	312
Spain	☆ DENSO BARCELONA S.A.	• Manufacture of engine control components and automotive electronic products	100.0	613
	☆ DENSO SISTEMAS TERMICOS ESPANA S.A.	• Manufacture and sale of HVAC units, heaters and integrated cooling modules (Starts operations in April 2006)	100.0	23
Italy	☆ DENSO SALES ITALIA S.R.L.	• Sale of automotive components	100.0	13
	☆ DENSO THERMAL SYSTEMS S.p.A.	• Manufacture and sale of air conditioners, heaters, and radiators	100.0	2,278
	☆ DENSO MANUFACTURING ITALIA S.p.A.	• Manufacture and sale of starters, alternators, and small motors	100.0	1,645
France	☆ DENSO SALES FRANCE S.A.R.L.	• Sale of automotive components	100.0	21
Hungary	☆ DENSO MANUFACTURING HUNGARY LTD.	• Manufacture of diesel injection pumps	100.0	2,638
Sweden	☆ DENSO SALES SWEDEN AB	• Sale of automotive components • Engineering services	100.0	38
Poland	☆ DENSO THERMAL SYSTEMS POLSKA Sp.z.o.o.	• Manufacture and sale of heaters and cockpit modules	100.0	199
Belgium	☆ DENSO SALES BELGIUM N.V.	• Sale of automotive components	100.0	20
Portugal	☆ JOAO DE DEUS & FILHOS S.A.	• Manufacture and sale of radiators, inter-coolers, and heater cores	100.0	468
Czech Republic	☆ DENSO MANUFACTURING CZECH s.r.o.	• Manufacture of HVAC units, evaporators, condensers, and radiators	100.0	1,432
	☆ AIRS MANUFACTURING CZECH s.r.o.	• Manufacture of air conditioner-related components	100.0	242
	☆ ASMO CZECH s.r.o.	• Manufacture of power window motors, electronic throttle valve control motors, and blower motors	100.0	29
Turkey	☆ DENSO OTOMOTIV PARCALARI SANAYI ANONIM SIRKET	• Manufacture of air conditioners and heaters • Sale of starters and alternators	100.0	123
Australia	☆ DENSO INTERNATIONAL AUSTRALIA PTY. LTD.	• Holding company and regional headquarters for Australia • Sale of automotive components	100.0	55
	☆ AUSTRALIAN AUTOMOTIVE AIR PTY. LTD.	• Manufacture of air conditioners, radiators, and instrument clusters	100.0	591
Singapore	☆ DENSO INTERNATIONAL ASIA PTE. LTD.	• Holding company and regional headquarters for ASEAN and Taiwan • Promotion of product and component complementation • Promotion of localization	100.0	29
	☆ DENSO INTERNATIONAL SINGAPORE PTE. LTD.	• Sale of aftermarket products	100.0	33
Thailand	☆ DENSO INTERNATIONAL (THAILAND) CO., LTD.	• Sale of automotive components and regional headquarters for Thailand	100.0	282
	☆ DENSO (THAILAND) CO., LTD.	• Manufacture of electrical automotive components, air conditioners, magnetos, and spark plugs	51.3	2,121
	☆ DENSO TOOL & DIE (THAILAND) CO., LTD.	• Manufacture and sale of dies and jigs for automotive equipment	100.0	128
	☆ SIAM DENSO MANUFACTURING CO., LTD.	• Manufacture of fuel injection system products (fuel pumps and injectors)	100.0	1,736
	★ TOYODABO FILTRATION SYSTEM (THAILAND) CO., LTD.	• Manufacture of oil filters	40.0	653
	☆ ANDEN (THAILAND) CO., LTD.	• Manufacture of relays and flashers	100.0	118
	☆ SIAM KYOSAN DENSO CO., LTD.	• Manufacture of fuel pump modules	100.0	318

☆ Subsidiary ★ Affiliate under the equity method  
\* Including DENSO Corporation and its subsidiaries

Country	Major Company	Main Business	% Owned by DENSO*	Employees
Indonesia	☆ P.T. DENSO INDONESIA CORP.	• Manufacture of air conditioners, radiators, spark plugs, and filters	58.3	2,014
	☆ P.T. DENSO SALES INDONESIA	• Sale of automotive components	100.0	89
	☆ P.T. ASMO INDONESIA	• Manufacture of power window regulator motors	100.0	885
	☆ P.T. HAMADEN INDONESIA MANUFACTURING	• Manufacture of horns	100.0	276
Republic of Korea	☆ DENSO PS ELECTRONICS CORPORATION	• Manufacture and sale of instrument clusters	51.0	531
	☆ DENSO SALES KOREA CORP.	• Sales support for automotive components • Sale of non-automotive equipment and components	51.0	50
	☆ DENSO PS CORPORATION	• Manufacture and sale of small motors, fuel pumps, and electrical automotive components	72.9	1,754
	★ DOOWON CLIMATE CONTROL CO., LTD.	• Manufacture and sale of air conditioners	33.4	434
	☆ KOREA WIPER BLADE CO., LTD.	• Manufacture and sale of wiper arms, wiper blades, and wiper linkages	100.0	187
Malaysia	☆ DENSO (MALAYSIA) SDN. BHD.	• Manufacture and sale of electrical automotive components, air conditioners, engine ECUs, and programmable logic controller units	72.7	1,404
	☆ NIPPON WIPER BLADE (M) SDN. BHD.	• Manufacture of wiper arms and wiper blades	93.3	1,072
India	☆ DENSO INDIA LTD.	• Manufacture and sale of electrical automotive components, electric fans, ventilators, magnetos, and windshield wiper motors	52.9	843
	☆ DENSO HARYANA PVT. LTD.	• Manufacture and sale of fuel pumps, injectors, engine ECUs, and ISCV	100.0	453
	☆ DENSO KIRLOSAR INDUSTRIES PVT. LTD.	• Manufacture and sale of radiators and air conditioners	89.0	486
	☆ DENSO SALES INDIA PVT. LTD.	• Sale of automotive components manufactured by companies in India	100.0	46
	☆ DENSO FARIDABAD PVT. LTD.	• Manufacture and sale of HVAC units and heaters	100.0	52
Taiwan	☆ DENSO TAIWAN CORP.	• Manufacture and sale of automotive electrical components, radiators, and air conditioners	80.0	415
China	☆ DENSO (CHINA) INVESTMENT CO., LTD.	• Holding company and regional headquarters for China • Sale of automotive components manufactured by companies in China	100.0	100
	★ YANTAI SHOUGANG DENSO CO., LTD.	• Manufacture and sale of air conditioners, compressors and bus coolers	30.0	383
	☆ TIANJIN DENSO ENGINE ELECTRICAL PRODUCTS CO., LTD.	• Manufacture and sale of alternators and starters	95.0	424
	☆ CHONGQING DENSO CO., LTD.	• Manufacture and sale of magnetos, CDI amplifiers and ignition coils	100.0	160
	☆ TIANJIN DENSO ELECTRONICS CO., LTD.	• Manufacture and sale of automotive electronic control components	93.0	349
	☆ TIANJIN DENSO AIR-CONDITIONER CO., LTD.	• Manufacture and sale of air conditioners and radiators	74.2	377
	☆ GUANGZHOU DENSO CO., LTD.	• Manufacture and sale of air conditioners, bus coolers, and radiators	60.0	398
	★ SHANGHAI DENSO FUEL INJECTION CO., LTD.	• Manufacture and sale of diesel injection pumps	34.0	663
	☆ TIANJIN FAWER DENSO AIR-CONDITIONER CO., LTD.	• Manufacture and sale of air conditioners	60.0	69
	★ TOYODABO (TIANJIN) CO., LTD.	• Manufacture and sale of air cleaners and oil filters	40.0	21
	☆ DENSO (GUANGZHOU NANSHA) CO., LTD.	• Manufacture and sale of fuel injection systems for gasoline vehicles (Starts operations in the end of 2005)	100.0	28
	☆ DENSO (TIANJIN) THERMAL PRODUCTS CO., LTD.	• Manufacture and sale of heat exchangers for car air conditioners and radiators (Starts operations in July 2006)	100.0	—
	☆ WUXI DENSO HANSHIN AUTOMOTIVE PRODUCTS CO., LTD.	• Manufacture of ignition coils for automobiles (Starts operations in January 2007)	75.0	—
	★ J-WORKS PARTS SALES (TIANJIN) CO., LTD.	• Import and sale of aftermarket products for Japanese car makers	30.0	6
	☆ TIANJIN ASMO AUTOMOTIVE SMALL MOTOR CO., LTD.	• Manufacture and sale of windshield wiper systems, windshield washer systems, and electric fan motors	59.2	538
	☆ DENSO CREATE SHANGHAI INC.	• Development of software	100.0	21
	☆ TIANJIN GAC AIRCONDITIONER CORPORATION	• Manufacture and sale of hoses and pipes for air conditioners	100.0	58
Philippines	☆ PHILIPPINE AUTO COMPONENTS, INC.	• Manufacture and sale of instrument clusters and air conditioners	97.3	641
Saudi Arabia	★ DENSO ABDUL LATIF JAMEEL CO., LTD.	• Manufacture and sale of air conditioners	50.0	26
Vietnam	☆ DENSO MANUFACTURING VIETNAM CO., LTD.	• Manufacture and sale of air flow meters, TGV actuators, and other engine-related products	95.0	673

☆ Subsidiary ★ Affiliate under the equity method  
\* Including DENSO Corporation and its subsidiaries  
(As of March 31, 2005)