

CORPORATE DATA

OPERATIONS IN JAPAN

	Main Products/Research Fields	Start of Operations	Employees	Location (Prefecture)
Headquarters		1949*	9,700	Aichi
Ikeda Plant	Radiators, oil coolers, and inter coolers	1965	800	Aichi
Hiroshima Plant	Radiators, electric fans, integrated air fuel modules, and heater cores	1965	200	Hiroshima
Anjo Plant	Starters and alternators	1967	2,600	Aichi
Nishio Plant	Air conditioners, radiators, fuel injection systems for diesel, and electronic fuel injection components	1970	7,400	Aichi
Takatana Plant	Instrument clusters, displays, and navigation systems	1974	2,200	Aichi
Daian Plant	Ignition devices, safety-related equipment, oxygen sensors, and various other actuators and sensors	1982	3,900	Mie
Kota Plant	Integrated circuits and electronic control components	1987	3,800	Aichi
Toyohashi Plant	Air conditioners and CO ₂ refrigerant heat-pump water heaters	1987	1,100	Aichi
Agui Plant	Machinery, tools, and robots	1990	900	Aichi
Kitakyushu Plant	Air conditioners	1993	200	Fukuoka
Zenmyo Plant	Electronic fuel injection systems	1998	400	Aichi
DENSO Research Laboratories	Semiconductors, information and communications systems, and human machine interface technologies	1991	400	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, 2003)

GROUP COMPANIES IN JAPAN

Company	% owned by DENSO	Employees	Company	% owned by DENSO	Employees
ASMO CO., LTD.	73.4	4,750	DENSO CREATE INC.	100.0	144
ANDEN CO., LTD.	100.0	1,240	DENSO FINANCE & ACCOUNTING CENTER CO., LTD.	100.0	78
HAMANAKODENSO CO., LTD.	76.5	1,228	DENSO SQUARE CORPORATION	100.0	4
DAISHINSEIKI CO., LTD.	99.2	603	DENSO SEIBI CO., LTD.	100.0	48
KYOSANDENKI CO., LTD.	62.2	1,672	DENSO TECHNO CO., LTD.	100.0	903
GAC CORPORATION	57.5	873	DENSO TOPIX CORPORATION	100.0	89
ASAHI MANUFACTURING CO., LTD.	100.0	340	DENSO YUSEN TRAVEL CORPORATION	70.0	12
SANKYO RADIATOR CO., LTD.	61.5	308	DENSO UNITY SERVICE CORPORATION	100.0	683
TECHMA CORPORATION	100.0	953	DENSO REMANI CORPORATION	100.0	37
DENSO AIRS CORPORATION	62.5	586	DENSO LOGITEM CORPORATION	100.0	189
DENSO ELECS CO., LTD.	100.0	258	NIPPON SOKEN, INC.	75.0	367
DENSO KATSUYAMA CO., LTD.	96.4	156	MOBILE MEDIANET INC.	58.0	28
DENSO KIKO CO., LTD.	100.0	214	DENSO HOKKAIDO CORPORATION	100.0	120
DENSO TAIYO CO., LTD.	51.0	222	DENSO TOHOKU CORPORATION	100.0	99
DENSOTRIM CO., LTD.	80.0	396	DENSO TOKYO CORPORATION	100.0	454
DENSO PREAS CO., LTD.	100.0	136	DENSO CHUBU CORPORATION	100.0	303
NIPPON WIPER BLADE CO., LTD.	70.0	847	DENSO KANSAI CORPORATION	100.0	134
IPICS CORPORATION	100.0	55	DENSO CHUGOKU CORPORATION	100.0	87
OSAWA INC.	100.0	72	DENSO SHIKOKU CORPORATION	100.0	125
DENSO EMC ENGINEERING SERVICE CORPORATION	100.0	27	DENSO KYUSHU CORPORATION	100.0	127
DENSO ISM CORPORATION	100.0	162	DENSO SERVICE OKINAWA CO., LTD.	50.0	42
DENSO IT LABORATORY, INC.	100.0	24	ADVICS CO., LTD.	20.0	734
DENSO INFORMATION TECHNOLOGY CORPORATION	100.0	93	ITOH SEIKO CO., LTD.	25.0	410
DENSO ABASHIRI TEST CENTER CORPORATION	100.0	8	G. S. ELECTECH INC.	34.0	730
DENSO WAVE INC.	75.0	493	JECO CO., LTD.	34.1	444
DENSO WELL CORPORATION	100.0	62	SHIMIZU INDUSTRY CO., LTD.	20.8	497
DENSO ACE CORPORATION	100.0	136	SHINSEI INDUSTRIAL CO., LTD.	34.5	408
DENSO MTEC CORPORATION	100.0	109	SOHWA CORPORATION	25.8	143
DENSO E & TS TRAINING CENTER CORPORATION	100.0	140	TSUDA INDUSTRIES CO., LTD.	22.0	1,253
DENSO KYUYO SERVICE CORPORATION	100.0	17	NIHON PAKKIN CO., LTD.	36.1	180

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 March 31, 2003)

GLOBAL NETWORK

	Major Company	Business	% owned by DENSO*	Employees
U.S.A.	★ DENSO INTERNATIONAL AMERICA, INC.	<ul style="list-style-type: none"> • Holding company and regional headquarters for North America • Sale of automotive components • Engineering services, design, testing, and R&D 	100.0	508
	★ DENSO SALES CALIFORNIA, INC.	<ul style="list-style-type: none"> • Sale of automotive components and spot-coolers 	80.0	251
	☆ DENSO MANUFACTURING MICHIGAN, INC.	<ul style="list-style-type: none"> • Manufacture of air conditioners and radiators 	100.0	2,372
	☆ AMERICAN INDUSTRIAL MANUFACTURING SERVICES, INC.	<ul style="list-style-type: none"> • Remanufacture of automotive electrical components 	100.0	106
	☆ DENSO MANUFACTURING TENNESSEE, INC.	<ul style="list-style-type: none"> • Manufacture of automotive electrical components, instrument clusters, and automotive electronic products 	100.0	2,958
	☆ MICHIGAN AUTOMOTIVE COMPRESSOR, INC.	<ul style="list-style-type: none"> • Manufacture of compressors 	40.0	1011
	☆ TBDN TENNESSEE COMPANY	<ul style="list-style-type: none"> • Manufacture of air filters and oil filters 	49.0	438
	☆ ASSOCIATED FUEL PUMP SYSTEMS CORPORATION	<ul style="list-style-type: none"> • Manufacture of fuel pumps 	50.0	372
	☆ DENSO WIRELESS SYSTEMS AMERICA, INC.	<ul style="list-style-type: none"> • Manufacture of automotive electronic products 	100.0	65
	☆ ACTIS MANUFACTURING, LTD. LLC.	<ul style="list-style-type: none"> • Remanufacture of compressors 	20.0	41
	★ ASMO NORTH AMERICA LLC.	<ul style="list-style-type: none"> • Holding company for ASMO U.S. companies 	100.0	9
	☆ ASMO MANUFACTURING, INC.	<ul style="list-style-type: none"> • Manufacture of windshield washer systems and servo motors 	100.0	333
	☆ ASMO NORTH CAROLINA, INC.	<ul style="list-style-type: none"> • Manufacture of power windows, blower motors, and electric fan motors 	100.0	575
	★ ASMO DETROIT, INC.	<ul style="list-style-type: none"> • Engineering services 	100.0	27
	☆ AUTOMOTIVE MOTORS OF THOMASVILLE, INC.	<ul style="list-style-type: none"> • Manufacture of power window regulator motors 	100.0	205
	☆ ASMO GREENVILLE OF NORTH CAROLINA, INC.	<ul style="list-style-type: none"> • Manufacture of windshield wiper systems and windshield washer systems 	100.0	468
	☆ ASMO APPALACHIAN CORPORATION	<ul style="list-style-type: none"> • Manufacture of power window regulator motors 	100.0	176
	☆ NORTH CAROLINA ASAHI, INC.	<ul style="list-style-type: none"> • Manufacture of wiper linkages 	100.0	112
	☆ NIPPON WIPER BLADE U.S.A., INC.	<ul style="list-style-type: none"> • Manufacture of wiper arms and wiper blades 	91.0	240
	☆ TECHMA U.S.A., INC.	<ul style="list-style-type: none"> • Manufacture of wire harnesses and electronic components 	100.0	170
★ TD SCAN (U.S.A.), INC.	<ul style="list-style-type: none"> • Sale of bar-code readers, two-dimensional code readers, and automatic recognition devices 	20.0	9	
CANADA	☆ DENSO MANUFACTURING CANADA, INC.	<ul style="list-style-type: none"> • Manufacture and sale of air conditioners • Sale of radiators, pump components, and automotive electrical components 	100.0	269
MEXICO	☆ DENSO MEXICO S.A. DE C.V.	<ul style="list-style-type: none"> • Manufacture of instrument clusters and valves 	95.0	2,151
	☆ GAC CORPORATION DE MEXICO S.A. DE C.V.	<ul style="list-style-type: none"> • Manufacture and sale of spot-coolers and hoses for air conditioners 	100.0	446
BRAZIL	☆ DENSO DO BRASIL LTDA.	<ul style="list-style-type: none"> • Manufacture and sale of air conditioners, compressors, and their constituent components 	90.6	1,183
	☆ DENSO INDUSTRIAL DA AMAZONIA LTDA.	<ul style="list-style-type: none"> • Manufacture and sale of bus air conditioners and ignition components for motorbikes 	100.0	153
	☆ DENSO MAQUINAS ROTANTES do BRASIL LTDA.	<ul style="list-style-type: none"> • Manufacture and sale of alternators and small motors 	100.0	116
	☆ DENSO SISTEMAS TERMICOS do BRASIL LTDA.	<ul style="list-style-type: none"> • Manufacture and sale of air conditioners and modules 	100.0	350
ARGENTINA	☆ DENSO MANUFACTURING ARGENTINA S.A.	<ul style="list-style-type: none"> • Manufacture and sale of air conditioner-related products 	98.3	90
NETHERLANDS	★ DENSO INTERNATIONAL EUROPE B.V.	<ul style="list-style-type: none"> • Holding company for European operations 	100.0	–
	★ DENSO EUROPE B.V.	<ul style="list-style-type: none"> • Regional headquarters for Europe • Sale of automotive components • Remanufacture of automotive electrical components 	100.0	219
	★ DENSO FINANCE HOLLAND B.V.	<ul style="list-style-type: none"> • Financing 	100.0	–

☆ Production company ★ Other

*including DENSO Corporation and its subsidiaries

	Major Company	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	179
	☆ DENSO MARSTON LTD.	• Manufacture and sale of radiators, oil coolers, and inter-coolers	100.0	868
	☆ DENSO MANUFACTURING UK LTD.	• Manufacture of heaters and air conditioners	100.0	1,600
	☆ DENSO MANUFACTURING MIDLANDS LTD.	• Manufacture and sale of starters and alternators	100.0	445
GERMANY	★ DENSO AUTOMOTIVE Deutschland GmbH	• Sale of automotive components • Technology research and R&D support	100.0	236
	☆ TD Deutsche Klimakompressor GmbH	• Manufacture of compressors and magnetic clutches • Remanufacture of compressors	35.0	195
SPAIN	☆ DENSO BARCELONA S.A.	• Manufacture of engine control components and automotive electronic products	100.0	481
ITALY	★ DENSO SALES ITALIA S.R.L.	• Sale of automotive components	100.0	14
	☆ DENSO THERMAL SYSTEMS S.p.A.	• Manufacture and sale of air conditioners, heaters, and radiators	100.0	2,224
	☆ DENSO MANUFACTURING ITALIA S.p.A.	• Manufacture and sale of starters, alternators, and small motors	100.0	1,750
FRANCE	★ DENSO SALES FRANCE S.A.R.L.	• Sale of automotive components	100.0	26
HUNGARY	☆ DENSO MANUFACTURING HUNGARY LTD.	• Manufacture of diesel injection pumps	100.0	709
SWEDEN	★ DENSO SALES SWEDEN AB	• Sale of automotive components • Engineering services	100.0	29
POLAND	☆ DENSO MANUFACTURING POLSKA Sp.z.o.o.	• Manufacture and sale of small motors	100.0	40
	☆ DENSO THERMAL SYSTEMS POLSKA Sp.z.o.o.	• Manufacture and sale of heaters and cockpit modules	100.0	123
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	375
CZECH REPUBLIC	☆ DENSO MANUFACTURING CZECH s.r.o.	• Manufacture of HVAC units, evaporators, condensers, and radiators	100.0	104
	☆ AIRS MANUFACTURING CZECH s.r.o.	• Manufacture of air conditioner-related components	100.0	3
TURKEY	☆ DENSO OTOMOTIV PARCALARI SANAYI ANONIM SIRKET	• Manufacture of air conditioners and heaters • Sale of starters and alternators	100.0	14
AUSTRALIA	★ DENSO INTERNATIONAL AUSTRALIA PTY. LTD.	• Holding company and regional headquarters for Australia • Sale of automotive components	100.0	104
	☆ AUSTRALIAN AUTOMOTIVE AIR PTY. LTD.	• Manufacture of air conditioners, radiators, and instrument clusters	100.0	436
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	27
	★ DENSO INTERNATIONAL SINGAPORE PTE. LTD.	• Sale of aftermarket products	100.0	25
THAILAND	★ DENSO INTERNATIONAL (THAILAND) CO., LTD.	• Sale of automotive components	100.0	235
	☆ DENSO (THAILAND) CO., LTD.	• Manufacture of electrical automotive components, air conditioners, magnetos, and spark plugs	51.3	1,851
	☆ DENSO TOOL & DIE (THAILAND) CO., LTD.	• Manufacture and sale of dies and jigs for automotive equipment	100.0	118
	☆ SIAM DENSO MANUFACTURING CO., LTD.	• Manufacture of injection pumps for common rail systems	100.0	83
	☆ TOYODABO FILTRATION SYSTEM (THAILAND) CO., LTD.	• Manufacture of oil filters	40.0	159
	☆ ANDEN (THAILAND)	• Manufacture of relays and flashers (Starts operations in April 2004)	100.0	22

☆ Production company ★ Other

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	Major Company	Business	% owned by DENSO*	Employees
INDONESIA	☆ P.T. DENSO INDONESIA CORP.	• Manufacture and sale of air conditioners, radiators, spark plugs, and filters	58.3	1,719
	★ PT.DENSO SALES INDOPARTS UTAMA	• Sale and repair of automotive components	51.0	100
	☆ P.T. ASMO INDONESIA	• Manufacture of power window regulator motors	100.0	343
	☆ P.T. HAMADEN INDONESIA MANUFACTURING	• Manufacture of horns	100.0	176
REPUBLIC OF KOREA	☆ DENSO PS ELECTRONICS CORPORATION	• Manufacture and sale of instrument clusters	51.0	528
	★ DENSO SALES KOREA CORP.	• Sales support for automotive components • Sale of non-automotive equipment and components	51.0	17
	☆ DENSO PS CORPORATION	• Manufacture and sale of small motors, fuel pumps, and electrical automotive components	40.0	1,583
	☆ DOOWON CLIMATE CONTROL CO., LTD.	• Manufacture and sale of air conditioners	33.4	466
	☆ KOREA WIPER BLADE CO., LTD.	• Manufacture of wiper arms, wiper blades, and wiper linkages	100.0	181
MALAYSIA	☆ DENSO (MALAYSIA) SDN. BHD.	• Manufacture and sale of electrical automotive components, air conditioners, radiators, heaters, engine ECUs, relays, and programmable logic controller units	72.7	1,212
	☆ NIPPON WIPER BLADE (M) SDN. BHD.	• Manufacture of wiper arms and wiper blades	80.0	717
INDIA	☆ DENSO INDIA LTD.	• Manufacture and sale of alternators, starters, electric fans, ventilators, magnetos, CDIs, ignition coils, windshield wiper motors, and wiper linkages	52.9	830
	☆ DENSO HARYANA PVT. LTD.	• Manufacture and sale of fuel pumps, injectors, engine ECUs, and idle speed control valves	100.0	320
	☆ DENSO KIRLOSKAR INDUSTRIES PVT. LTD.	• Manufacture and sale of radiators and air conditioners	89.0	123
	★ DENSO SALES INDIA PVT. LTD.	• Sale of automotive components manufactured by companies in India	100.0	43
	☆ DENSO FARIDABAD PVT. LTD.	• Manufacture and sale of HVAC units and heaters	100.0	40
TAIWAN	☆ DENSO TAIWAN CORP.	• Manufacture and sale of automotive electrical components, radiators, and air conditioners	80.0	403
CHINA	★ DENSO (CHINA) INVESTMENT CO., LTD.	• Holding company and regional headquarters for China	100.0	2
	☆ YANTAI SHOUGANG DENSO CO., LTD.	• Manufacture and sale of air conditioners	30.0	270
	☆ TIANJIN DENSO ENGINE ELECTRICAL PRODUCTS CO., LTD.	• Manufacture and sale of alternators and starters	40.0	435
	☆ CHONGQING DENSO CO., LTD.	• Manufacture and sale of magnetos, CDI amplifiers, and ignition coils	100.0	113
	☆ TIANJIN DENSO ELECTRONICS CO., LTD.	• Manufacture and sale of automotive electronic control components	85.9	63
	☆ TIANJIN DENSO AIR-CONDITIONER CO., LTD.	• Manufacture and sale of air conditioners and radiators	51.0	216
	☆ TIANJIN ASMO AUTOMOTIVE SMALL MOTOR CO., LTD.	• Manufacture of windshield wiper systems, windshield washer systems, and electric fan motors	42.8	576
	☆ DENSO CREATE SHANGHAI INC.	• Development of software	100.0	5
PHILIPPINES	☆ PHILIPPINE AUTO COMPONENTS, INC.	• Manufacture and sale of instrument clusters and air conditioners	97.3	393
SAUDI ARABIA	☆ DENSO ABDUL LATIF JAMEEL CO., LTD.	• Manufacture and sale of air conditioners	50.0	20
VIETNAM	☆ DENSO MANUFACTURING VIETNAM CO., LTD.	• Manufacture and sale of air flow meters, SCV actuators, and other engine-related products	95.0	69

☆ Production company ★ Other

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(As of March 31, 2003)