

## CORPORATE DATA

### OPERATIONS IN JAPAN

	Main Products/Research Fields	Start of Operations	Employees	Location (Prefecture)
Headquarters		1949*	9,889	Aichi
Ikeda Plant	Radiators, oil coolers, and inter coolers	1965	750	Aichi
Hiroshima Plant	Radiators, electric fans, integrated air fuel modules, and heater cores	1965	158	Hiroshima
Anjo Plant	Starters and alternators	1967	2,505	Aichi
Nishio Plant	Air conditioners, radiators, fuel injection systems for diesel, and electronic fuel injection components	1970	7,146	Aichi
Takatana Plant	Instrument clusters, displays, and navigation systems	1974	2,053	Aichi
Daian Plant	Ignition devices, safety-related equipment, oxygen sensors, and various other actuators and sensors	1982	3,807	Mie
Kota Plant	Integrated circuits and electronic control components	1987	3,848	Aichi
Toyohashi Plant	Air conditioners and CO <sub>2</sub> refrigerant heat-pump water heaters	1987	1,038	Aichi
Agui Plant	Machinery, tools, and robots	1990	875	Aichi
Kitakyushu Plant	Air conditioners	1993	167	Fukuoka
Zenmyo Plant	Electronic fuel injection systems	1998	508	Aichi
DENSO Research Laboratories	Semiconductors, information and communications systems, and human machine interface technologies	1991	368	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, 2004)

## GLOBAL NETWORK

### JAPAN

Subsidiaries and affiliates: 76

Major Company	Location	Business	Sales (Millions of yen)	Employees
ASMO CO., LTD.	Shizuoka	• Manufacture and sale of compact automotive motors	¥165,134	4,695
ANDEN CO., LTD.	Aichi	• Manufacture and sale of automotive relays and electronic controllers	50,314	1,204
HAMANAKODENSO CO., LTD.	Shizuoka	• Manufacture and sale of vacuum switching valves, magnetic switches, and horns	34,315	1,237
DAISHINSEIKI CO., LTD.	Aichi	• Manufacture and sale of fuel injection components, machinery, and dies	22,691	639
KYOSANDENKI CO., LTD.	Ibaraki	• Manufacture and sale of electronic fuel injection and other components	35,845	1,708
GAC CORPORATION	Nagano	• Manufacture and sale of air conditioner products for automobile and industrial use	28,493	950
DENSO AIRS CORPORATION	Aichi	• Manufacture and sale of hoses for car air conditioners	14,243	629
DENSO ELECS CO., LTD.	Aichi	• Design, manufacture, and sale of applied electronics products and electronic testing equipment • Compilation and sale of databases for information processing	7,394	270
DENSOTRIM CO., LTD.	Mie	• Manufacture and sale of magnetos for motorbikes	15,207	396
NIPPON WIPER BLADE CO., LTD.	Saitama	• Manufacture and sale of wiper blades, wiper arms, and wiper motors	23,214	809
DENSO WAVE INC.	Tokyo	• Design, manufacture, and sale of automatic data capture equipment, industrial robots, and programmable controllers	35,946	481
ADVICS CO., LTD.*	Aichi	• Development and sale of brake systems and components	211,834	734
JECO CO., LTD.*	Saitama	• Manufacture and sale of automotive clocks and applied equipment	20,473	431
TSUDA INDUSTRIES CO., LTD.*	Aichi	• Manufacture and sale of powertrain, chassis, and car cooler components	41,685	1,273

### THE AMERICAS

Subsidiaries and affiliates: 38

Major Company	Location	Business	Sales (Millions of yen)	Employees
DENSO INTERNATIONAL AMERICA, INC.	Michigan, U.S.A.	• Holding company and regional headquarters for North America • Sale of automotive components • Engineering services, design, testing, and R&D	¥269,720	550
DENSO SALES CALIFORNIA, INC.	California, U.S.A.	• Sale of automotive components and spot-coolers	63,427	254
DENSO MANUFACTURING MICHIGAN, INC.	Michigan, U.S.A.	• Manufacture of air conditioners and radiators	136,352	2,637
DENSO MANUFACTURING TENNESSEE, INC.	Tennessee, U.S.A.	• Manufacture of automotive electrical components, instrument clusters, and automotive electronic products	153,236	2,161
DENSO MANUFACTURING ATHENS TENNESSEE, INC.	Tennessee, U.S.A.	• Manufacture of injectors, oxygen sensors, and stick coils	46,667	895
ASMO NORTH CAROLINA, INC.	North Carolina, U.S.A.	• Manufacture of power windows, blower motors, and electric fan motors	20,828	500
MICHIGAN AUTOMOTIVE COMPRESSOR, INC.*	Michigan, U.S.A.	• Manufacture of compressors	94,068	1,045
TBDN TENNESSEE COMPANY*	Tennessee, U.S.A.	• Manufacture of air filters and oil filters	12,307	465
ASSOCIATED FUEL PUMP SYSTEMS CORPORATION*	South Carolina, U.S.A.	• Manufacture of fuel pumps	20,085	385
DENSO MANUFACTURING CANADA, INC.	Ontario, CANADA	• Manufacture and sale of air conditioners • Sale of radiators, pump components, and automotive electrical components	53,545	276
DENSO MEXICO S.A. DE C.V.	Monterrey, MEXICO	• Manufacture of instrument clusters and valves	30,449	2,488
DENSO DO BRASIL LTDA.	Curitiba, BRAZIL	• Manufacture and sale of air conditioners, compressors, and their constituent components	13,483	1,392

\*Affiliate under the equity method

(As of March 31, 2004)

**EUROPE****Subsidiaries and affiliates: 32**

Major Company	Location	Business	Sales (Millions of yen)	Employees
DENSO EUROPE B.V.	Weesp, NETHERLANDS	<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>	¥210,053	229
DENSO SALES UK LTD.	Hatfield, UNITED KINGDOM	<ul style="list-style-type: none"> <li>• Sale of automotive components</li> <li>• Engineering services, design, and testing</li> </ul>	46,970	227
DENSO MARSTON LTD.	West Yorkshire, UNITED KINGDOM	<ul style="list-style-type: none"> <li>• Manufacture and sale of radiators, oil coolers, and inter-coolers</li> </ul>	16,143	959
DENSO MANUFACTURING UK LTD.	Shropshire, UNITED KINGDOM	<ul style="list-style-type: none"> <li>• Manufacture of heaters and air conditioners</li> </ul>	43,312	1,606
TD Deutsche Klimakompressor GmbH*	Strassgraebchen, GERMANY	<ul style="list-style-type: none"> <li>• Manufacture of compressors and magnetic clutches</li> <li>• Remanufacture of compressors</li> </ul>	22,355	296
DENSO BARCELONA S.A.	Barcelona, SPAIN	<ul style="list-style-type: none"> <li>• Manufacture of engine control components and automotive electronic products</li> </ul>	27,418	626
DENSO MANUFACTURING ITALIA S.p.A.	San Salvo, ITALY	<ul style="list-style-type: none"> <li>• Manufacture and sale of starters, alternators, and small motors</li> </ul>	33,026	1,724
DENSO THERMAL SYSTEMS S.p.A.	Torino, ITALY	<ul style="list-style-type: none"> <li>• Manufacture and sale of air conditioners, heaters, and radiators</li> </ul>	53,591	2,273
DENSO MANUFACTURING HUNGARY LTD.	Szekesfehervar, HUNGARY	<ul style="list-style-type: none"> <li>• Manufacture of diesel injection pumps</li> </ul>	17,725	1,905

**ASIA AND OCEANIA, OTHERS****Subsidiaries and affiliates: 45**

Major Company	Location	Business	Sales (Millions of yen)	Employees
DENSO INTERNATIONAL AUSTRALIA PTY. LTD.	Victoria, AUSTRALIA	<ul style="list-style-type: none"> <li>• Holding company and regional headquarters for Australia</li> <li>• Sale of automotive components</li> </ul>	¥31,868	98
AUSTRALIAN AUTOMOTIVE AIR PTY. LTD.	Victoria, AUSTRALIA	<ul style="list-style-type: none"> <li>• Manufacture of air conditioners, radiators, and instrument clusters</li> </ul>	27,909	568
DENSO INTERNATIONAL SINGAPORE PTE. LTD.	SINGAPORE	<ul style="list-style-type: none"> <li>• Sale of aftermarket products</li> </ul>	7,939	27
DENSO (THAILAND) CO., LTD.	Samutprakarn, THAILAND	<ul style="list-style-type: none"> <li>• Manufacture of electrical automotive components, air conditioners, magnetos, and spark plugs</li> </ul>	34,797	1,539
P.T. DENSO INDONESIA CORP.	Jakarta, INDONESIA	<ul style="list-style-type: none"> <li>• Manufacture and sale of air conditioners, radiators, spark plugs, and filters</li> </ul>	25,770	1,781
DENSO (MALAYSIA) SDN. BHD.	Selangor Darul Ehsan, MALAYSIA	<ul style="list-style-type: none"> <li>• Manufacture and sale of electrical automotive components, air conditioners, radiators, heaters, engine ECUs, relays, and programmable logic controller units</li> </ul>	27,150	1,233
PHILIPPINE AUTO COMPONENTS, INC.	Calamba, PHILIPPINES	<ul style="list-style-type: none"> <li>• Manufacture and sale of instrument clusters and air conditioners</li> </ul>	7,258	510
DENSO TAIWAN CORP.	Taoyuan, TAIWAN	<ul style="list-style-type: none"> <li>• Manufacture and sale of automotive electrical components, radiators, and air conditioners</li> </ul>	17,036	443
DENSO PS CORPORATION	Kyungnam, REPUBLIC OF KOREA	<ul style="list-style-type: none"> <li>• Manufacture and sale of small motors, fuel pumps, and electrical automotive components</li> </ul>	28,928	1,513

\*Affiliate under the equity method

(As of March 31, 2004)