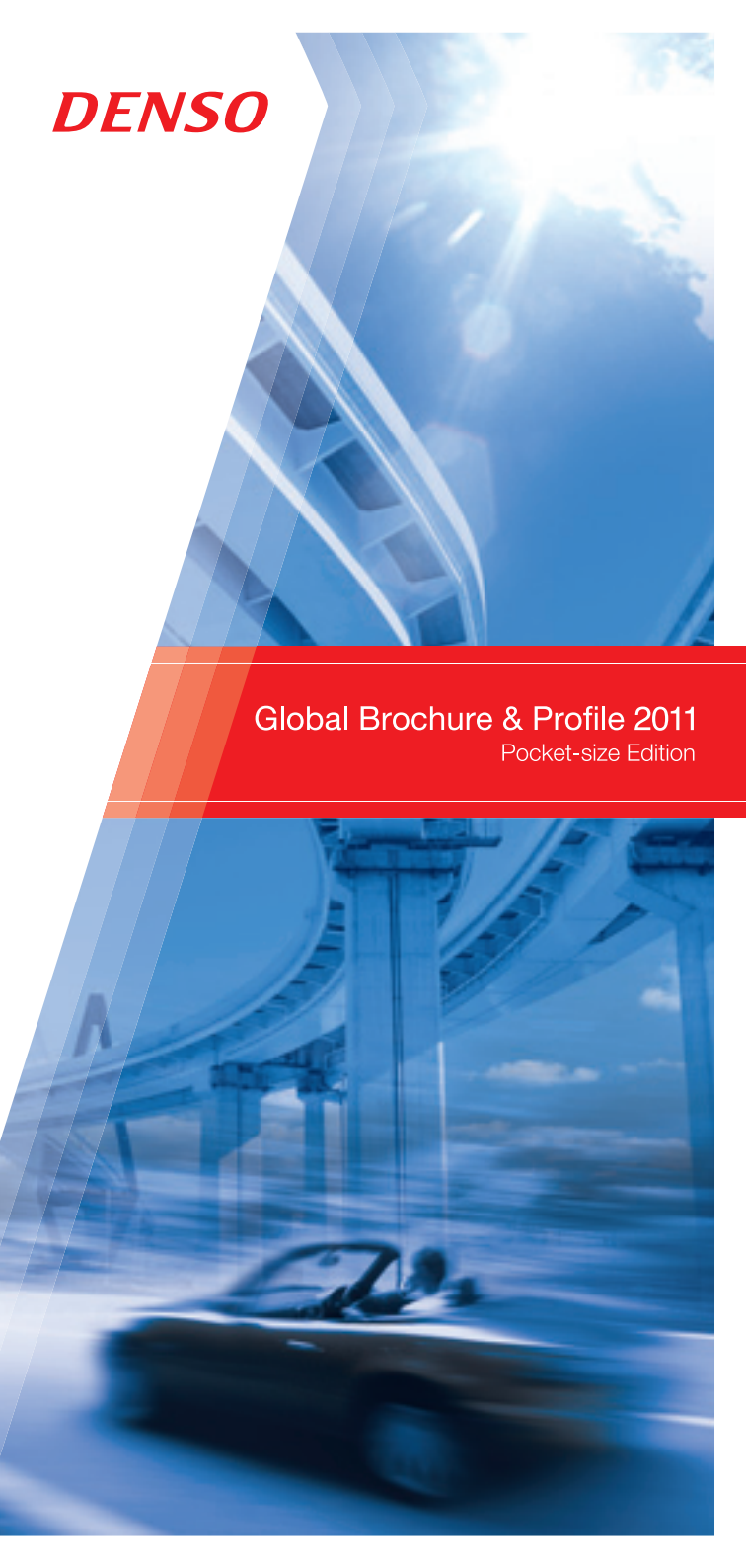


DENSO

Global Brochure & Profile 2011
Pocket-size Edition





Delivering Consideration and Fulfillment to People Around the World

At DENSO, we have a mission. Under our corporate philosophy, we are committed to a better world and future by creating new value that enhances the well-being of people everywhere. To help us achieve this goal, we established the DENSO Vision 2015 milestone. By the year 2015, our goal is to become a company known for delivering “consideration” and “fulfillment” to people around the world.

Consideration means building an automobile society that is free of environment and traffic safety fears. Fulfillment means creating a world in which we can enjoy the full benefits of comfortable, convenient automobile transportation.

The ultimate goal is to create an advanced automobile society, a world in which automobiles, people and society exist in harmony.

We will realize this goal through our own way of manufacturing that makes technological dreams a reality, our employees who are free to achieve their maximum potential, and by building a company that is trusted and respected by society. At the DENSO Group, we will exceed all expectations placed upon us. We will continue to embrace new challenges and grow beyond our own limits.

Beyond All Expectations

DENSO will exceed all your expectations. Watch us as we take on new challenges.

Contents

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Techn

Environment

A society where the environmental burden of the automobile is as close to zero as possible over the entire product lifespan.

Safety

A society without traffic accidents, in which drivers, passengers and pedestrians can feel safe.



Continuous innovation to build a sustainable automotive society

At DENSO, we work to improve the three basic functions of the automobile: moving, turning and stopping.

But that's not all. We also strive to enhance the driving experience and to advance all aspects of the automobile society for drivers, pedestrians and the global environment.

To make this happen, we have become a leader among automobile part makers in R&D investment.

We re-invest 9.3 percent of our total sales into research and development; in 2010, this totaled 290.1 billion yen.

In the areas of environment, safety, comfort and convenience, our technical innovation continues non-stop.

ology

Comfort

A society in which everyone can enjoy the space in which they move and the time they spend doing so.

Convenience

A prosperous automobile society where everyone arrives at their destination smoothly and stress-free



Environment

To realize a society in which vehicles have near-zero environmental impact throughout their entire life cycle

DENSO supplies products that work to improve both performance and the environment, twin goals that are now extensively being pursued with gasoline, diesel, and hybrid engines and other machinery. We also are striving to:

- Improve fuel economy and exhaust gas emissions;
- Reduce natural resource usage and environmentally hazardous substances;
- Increase recycling, and
- Pursue other efforts to bring environmental impacts of automobiles to near zero over their life cycle.

One result of these efforts is the world's first "Electric VCT," a DENSO timing control system that greatly improves the engine's combustion efficiency.

Environment



DENSO's new power control unit improved output by approximately 60 percent per unit volume, compared to our previous product using conventional technology.

Power Control Unit (PCU)

Contributing to improved capabilities in hybrid vehicles through our unique power electronics technology

DENSO provides a variety of products for hybrid vehicles. One such product is our Power Control Unit (PCU). A PCU is composed of a boost converter, which converts voltage of the main battery into higher motor drive voltage, and an inverter, which converts current from DC (direct current) to AC (alternating current). Generally, high-power PCUs operate at increased temperatures, and control of such high temperatures has been an issue. In response, DENSO has established a unique cooling mechanism that enables the use of high-power PCUs.

Furthermore, DENSO has developed a battery monitoring unit that detects voltage, electric current and temperature. This unit enables safe and efficient usage of high, energy-density, lithium-ion batteries as the main battery. DENSO's unique technology has greatly simplified the circuitry and realized lower costs.

Battery monitoring unit for lithium-ion batteries



Installed in plug-in hybrid vehicles



Safety

For an accident-free society where drivers, passengers and pedestrians can feel at ease

As long as humans are doing the driving, there is no way to prevent all mistakes in vehicle operation and judgment. Other hazards include cases of pedestrians rushing suddenly into the street and other situations that drivers cannot anticipate. However, advanced safety technologies, developed to deal with such incidents, can help avoid accidents and mitigate their impacts, protecting both vehicle occupants and pedestrians.

Taking this perspective, DENSO combines high-precision sensors and control technologies to achieve vehicles that support driving; both with preventive safety (accident-free vehicles) and collision safety (vehicles that prevent human injury even if an accident occurs). Numerous car manufacturers utilize these safety systems.

Safety

Instant detection of pedestrians, even at night, preventing accidents before they occur and reducing injuries

DENSO developed the night view system with pedestrian detector function based on sensing technologies typified by the highly sensitive “millimeter-wave radar” that detects obstacles in front of the vehicle. This system, the world’s first*, projects invisible near-infrared rays in the area ahead of the vehicle. Images of pedestrians, obstacles and other hard-to-see objects are captured by the near-infrared camera and shown in the display to prompt the driver’s attention.

Providing such roadway information, difficult to see with the naked eye, gives the driver greater peace of mind and frees up attention, thus contributing to nighttime driving safety.

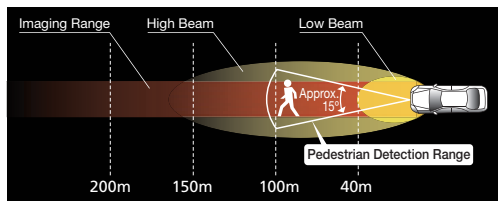
* The world’s first night-driving support system using near-infrared rays

Pedestrian Detector Function

World's First



Upon detecting pedestrians, this feature then identifies their positions by displaying a yellow box around them. The yellow boxes change in size to match the size of the pedestrians. Up to a maximum of eight pedestrians can be displayed.



The Pedestrian Detector Function operates only while the vehicle is running from 15 to 60 kilometers per hour.



Comfort

Towards a society in which everyone can enjoy their “moving space” and their time in it

Regardless of how extreme conditions outside the vehicle may be, we want the cabin interior to remain a calm, comfortable space. It is only then that we can enjoy driving to the fullest and experience the “fulfillment and consideration” of the vehicle’s ride.

As a leading manufacturer of automotive air conditioners, DENSO continues to spur advanced climate control technology in pursuit of that “quality sense” that allows the driver and all passengers to truly enjoy this moving space and the time they spend in it.

Comfort



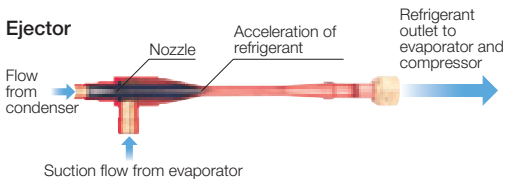
Advancing car air conditioners with creative technology

In traditional car air conditioning systems, significant power is required to run the refrigerant compressor. To improve energy efficiency, DENSO introduced the world's first car air conditioning system with a small, built-in refrigerant decompressor, known as an ejector system.

Ejectors were already used in freezer trucks and household water heaters. By mounting the ejector directly on the upper surface of the air conditioner's evaporator*, we were able to make the unit small enough for use in car air conditioning systems.

The ejector reduces refrigerant pressure and also acts as a pump to circulate the refrigerant, reducing compressor power consumption by up to 25 percent.

* Cooling device that uses vaporization heat from evaporation.



The ejector uses energy lost from expansion to operate as a "motor-less pump" that circulates the coolant and accelerates injection.



Convenience

For a world of
luxurious driving
allowing smooth,
stress-free movement

DENSO anticipates those features that are likely to prove convenient, and then goes on to create products incorporating these features. Examples include meters with superior visibility to reduce driving stress, anti-theft systems that utilize information and communications technologies, car navigation systems that allow vehicle occupants to enjoy a wide variety of entertainment news and information, and more. When it comes to convenience, we are continually expanding the “fulfillment and consideration” that only DENSO can provide.

Convenience



Remotely operate navigation system with computer mouse-like controls

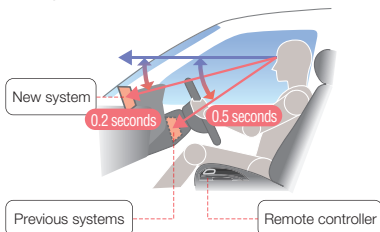
In 2009, DENSO developed the Remote Touch Controller, which puts car navigation system controls at the driver's fingertips.

The center knob controls the pointer on the navigator screen, enabling the driver to move it around the screen like a computer mouse pointer. A motor inside the controller provides tactile feedback to the fingertips.

As the onscreen pointer approaches a button, the knob moves as if the driver were touching an actual button.

These features put the controls of even distant display screens directly at the driver's fingertips. This gives customers more options for screen mounting compared to traditional touch screen devices.

Time required to shift eye focus, depending on screen position



Traditional touch screen displays can now be placed on top of the center dashboard, reducing the time to shift eye focus from 0.5 seconds to 0.2 seconds.



Corporate Social Responsib

Monozukuri

Manufacturing
Engineering and technique,
hand in hand

Hitozukuri

Human Development
Monozukuri is *Hitozukuri*
(Manufacturing is
human development)



Aiming to be a company trusted and backed by the community

ility

Our corporate activities are founded upon the trust and enthusiastic support we receive from our customers around the world, our shareholders and investors, suppliers and employees, and from the local and international communities. We put corporate social responsibility (CSR) front and center in management and this is reflected in our manufacturing, human development, corporate contribution activities and in all our corporate conduct.

Corporate Citizenship

Corporate Citizenship

As a corporate citizen,
as global citizens



World's smallest motorized car, recognized by the Guinness Book of World Records

Monozukuri - Manufacturing

Engineering and technique, hand in hand

“Engineering” and “technique” are not true synonyms. Our engineers substantiate the theories behind various research results and new concepts, and then describe these ideas in design drawings. It is our superior technicians who then give these theories concrete form as products. We make full use of molds, jigs, and other tools to create prototypes, evaluate their performance, and then develop and manufacture production facilities to enable mass production of the items.

Our engineers and technicians collaborate throughout these processes to clear the high hurdles we encounter. This close fusion of engineering and technique results in the birth of the products that are the first and best of their kind in the world.

Monozukuri



Piezo Injector

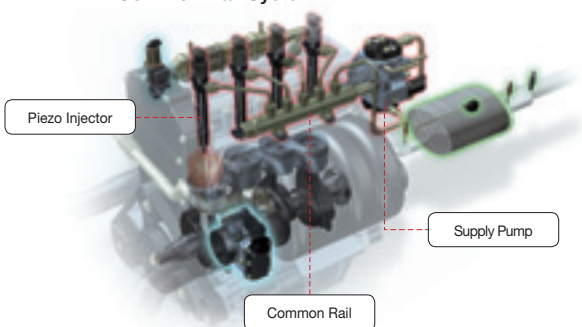
Product development with success or failure riding on a gap size of a mere 1/60 the width of a human hair

Common rail systems exhibit revolutionary environmental performance by delivering jets of ultra-fine, ultra-high pressure fuel into diesel engine combustion chambers for complete fuel combustion. The nozzles of these fuel-spraying units, called “injectors,” have an allowable gap of just one micron*. That’s 1/60 the width of a human hair. A gap any bigger than this results in a loss of the airtight seals, whereas making the gap any smaller prevents the injector from operating smoothly.

At the end of a period of trial and error, our engineers and technicians combined projects to overcome this difficult problem. They developed a micron-machining technology of flowing clay mixed with micro-gain whetstones. The prime factor in this success was our technicians’ miraculous ability to detect by sight and touch differences of less than one micron.

*1/1000 of a millimeter.

Common Rail System





Education on DENSO-way Monozukuri

Hitozukuri - Human Development

Monozukuri is Hitozukuri (Manufacturing is human development)

Human capabilities are what propel the high-level craftsmanship in manufacturing that underpins advances in high-tech automotive components. In 1954, soon after the company's founding, DENSO established a Technology Training Center, which later developed into the "DENSO Technical Skills Academy." This company school has now produced more than 7,000 graduates.

DENSO's corporate environment promotes joy in improving engineering and technical skills. This has resulted in 24 gold medalists at the WorldSkills International competition, an event where youths from around the world vie in demonstrating their technical skills. Additionally, those programs have led to our inimitable system of product development, the establishment of 33 skill training room around the world, and many other similar achievements.

Hitozukuri



Gold Medal from
WorldSkills International

Original *Hitozukuri* creates drama

It was in 1997, on the final day of competition in the precision device assembly category at WorldSkills International. DENSO's entrant (representing Japan) pointed out, "There's a one-millimeter error in the drawings, so even if I machine this correctly, the device won't work." In what was an unprecedented turn of events, the judges checked the drawings and confirmed the error, then after distributing supplementary tools, reran the competition. The DENSO competitor won the gold medal with a world record-breaking score, and in the process marked a legendary moment in the history of this competition. Our tradition of developing such superior technicians has crossed both time and seas at our production sites around the world.

At our Thai training academy, established in 2005,

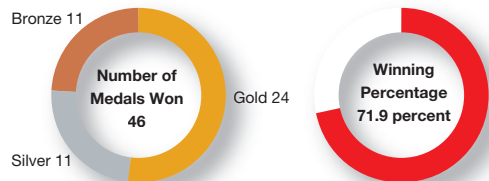


Original Production Equipment
Developed by Staff at Overseas Site

"*Monozukuri is Hitozukuri*" has been adopted as the slogan for the school, which has produced a string of competitors representing Thailand at WorldSkills International.

Number of medals won and winning percentage at WorldSkills International

(current September 2009)



WorldSkills International

Held every other year since 1950. Open for entrants aged 22 or younger, who won first place of the domestic competition.

DENSO's aim for the entry is not only to achieve excellent results, but also to improve systematic human development and pass on superior techniques to the next generations. Through the training for the WorldSkills International, the young technicians improve their spirit, technique and physical condition for fight and prepare to be advanced experts in the future.



Wheelchair Repair Activities (Thailand)

Corporate Citizenship

As a corporate citizen, as global citizens

DENSO is committed to building sustainable societies. We draw on all the resources of the DENSO Group to participate in community-support programs and projects. In these programs we focus on typical DENSO themes, such as “developing people” and “environmental harmony.” As our employees and individual group companies work together on these projects, we actively promote original DENSO programs and a culture of community engagement.

Basic Policy

Priority Areas	Human Development	Youth Development Social Welfare for Disabled Persons
	Environment Coexistence	Efforts to Protect the Natural Environment of local communities Preservation of the Earth's Environment
Corporate Climate	Creating an environment that encourages each individual employee's involvement in our activities	

Corporate Citizenship

Social Welfare for Disabled Persons

Aiming to realize a barrier-free society

With the increasing use of wheelchairs in society, we have come to be engaged in a variety of works in Japan and abroad to support the independence of disabled persons. Our involvement includes the establishment of the



Donating wheelchairs to WAFCA
(Thailand)

“Wheelchairs And Friendship Center of Asia” (WAFCA*), a non-profit organization supporting the independence of disabled persons and support for their activities.

*Established by DENSO in 1999, WAFCA was the first corporate-founded, non-profit organization in Japan.

Youth Development

Teaching next generation *Monozukuri* joy

There are indications that today’s Japanese elementary and junior high school students are becoming less involved in science. As a manufacturing company, DENSO



DENSO *Monozukuri* School

continuously organizes and supports programs giving children to opportunity to experience the fun of craftsmanship and manufacturing as they learn about the fascinating and profound nature of science and technology.

Environmental Coexistence

A healthy environment, now and forever

At DENSO we provide today’s children and youth—the leaders of tomorrow—with a range of opportunities to experience the wonder and importance of the natural world.



For example, the DENSO “DENSO YOUTH for EARTH Action” Youth for Earth Action program brings together young people from around the world to learn about building sustainable societies.

We also undertake a variety of projects and activities to support our environment and society, through the preservation of valuable flora and fauna, to beautification and cleanup projects, and more. Our DENSO Eco-Point system, for example, encourages and supports employees who contribute to the environment and local communities.

Group Information

The background of the page is a blue-tinted photograph of a multi-lane highway. Two cars are visible, driving away from the viewer. The sky above is filled with soft, white clouds. The overall aesthetic is clean and professional.

Corporate Data

Profile (FY2011)

Company Name	DENSO CORPORATION
Established	Dec. 16, 1949
Head Office	1-1, Showa-cho, Kariya, Aichi 448-8661, Japan
Capital	¥187.4 billion [US\$2.3 billion]
Net Sales	Consolidated Basis: ¥3,131.5 billion [US\$37.7 billion] Non-consolidated Basis: ¥1,945.7 billion [US\$23.4 billion]
Operating Income	Consolidated Basis: ¥188.3 billion [US\$2,265.0 million] Non-consolidated Basis: ¥35.8 billion [US\$430.6 million]
Net Income	Consolidated Basis: ¥143.0 billion [US\$1,720.2 million] Non-consolidated Basis: ¥72.8 billion [US\$875.2 million]
Employees	Consolidated Basis: 123,165 Non-consolidated Basis: 38,318
Consolidated Subsidiaries	187 (Japan 68, North America 28, Europe 35, Asia-Oceania 50, South America/Others 6)
Affiliates under the equity method	31 (Japan 13, North America 4, Europe 2, Asia-Oceania 10, South America/Others 2)

*U.S.dollar amounts have been translated, for convenience only, at the rate of 83.15 yen = US\$1, the approximate exchange rate prevailing on March 31, 2011. Billion is used in the American sense of one thousand million.

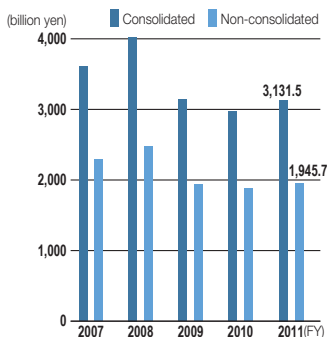
DENSO's Operations (Domestic)

● Thermal Systems ■ Powertrain ● Electronic Systems ■ Electric Systems ● Information and Safety ■ Other

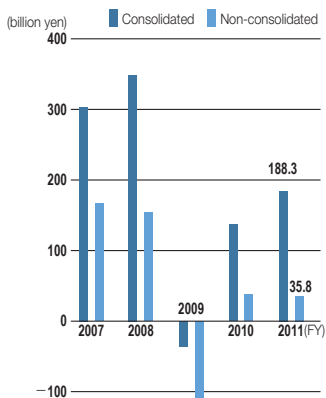
	Postal Code	Address	Telephone Number	Business Field
Headquarters	444-8861	1-1, Showa-cho, Kariya, Aichi	0566-25-5511 (Operator)	
Ikeda Plant	448-0044	5-1, Ikeda-cho, Kariya, Aichi	0566-26-0011 (Operator)	●
Anjo Plant	446-8511	2-1, Nagane, Sato-cho, Anjo, Aichi	0566-96-0011 (Operator)	■
Nishio Plant	445-8502	1, Sumisaki, Shimohasumi-cho, Nishio, Aichi	0563-55-1111 (Operator)	● ■
Takatana Plant	446-8507	1, Shinmichi, Takatana-cho, Anjo, Aichi	0566-73-8888 (Operator)	● ●
Daian Plant	511-0296	1530 Monzen, Daian-cho, Inabe, Mie	0594-87-1111 (Operator)	■ ●
Kota Plant	444-0193	5, Maruyama, Ashinoya, Kota-cho, Nukata-gun, Aichi	0564-56-7711 (Operator)	●
Toyohashi Plant	441-8074	3-23, Akemi-cho, Toyohashi, Aichi	0532-44-2411 (Operator)	●
Agui Plant	470-2298	1, Yoshiike, Kusaki, Agui-cho, Chita-gun, Aichi	0569-49-1111 (Operator)	■
Zenmyo Plant	445-0034	100, Ipponmatsu, Zenmyo-cho, Nishio, Aichi	0563-55-5511 (Operator)	■
DENSO Research Laboratories	470-0111	500-1, Minamiyama, Komenoki-cho, Nisshin, Aichi	0561-75-1111 (Operator)	■
Nukata Proving Ground	444-3431	1-2, Obou, Kiriyama-cho, Okazaki, Aichi	0564-84-2141	■

Corporate Data

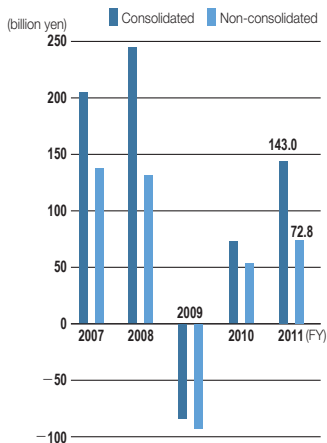
Net Sales



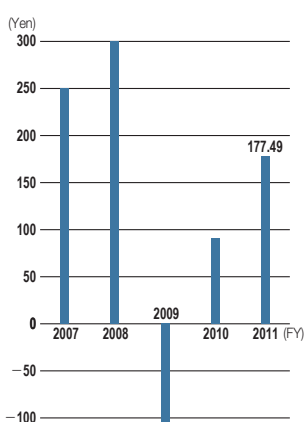
Operating Income



Net Income

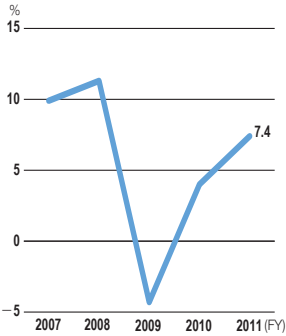


Net Income Per Share

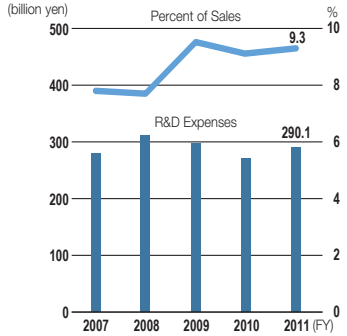


Cash Dividends Per Share **¥46**

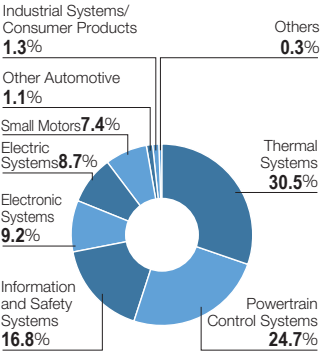
Return on Equity



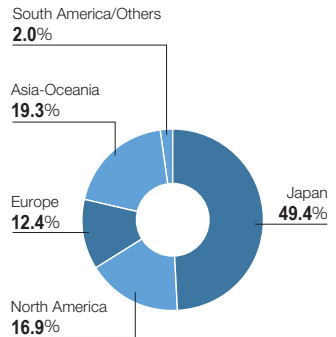
R&D Expenses



Consolidated Sales by Business Segment



Consolidated Sales in Region (by Company Location)



Global Network

■...Production companies ■...Others

Group Companies- Japan

Company	Company
■ ASMO CO., LTD.	■ NIPPON SOKEN, INC.
■ ANDEN CO., LTD.	■ MOBILE MEDIANET INC.
■ HAMANAKODENSO CO., LTD.	■ DENSO ACE CORPORATION
■ DAISHINSEIKI CO., LTD.	■ DENSO HOKKAIDO CORPORATION
■ KYOSAN DENKI CO., LTD.	■ DENSO TOHOKU CORPORATION
■ GAC CORPORATION	■ DENSO TOKYO CORPORATION
■ ASAHI MANUFACTURING CO., LTD.	■ DENSO CHUBU CORPORATION
■ SANKYO RADIATOR CO., LTD.	■ DENSO KANSAI CORPORATION
■ SHIMIZU INDUSTRY CO., LTD.	■ DENSO CHUGOKU CORPORATION
■ TECHMA CORPORATION	■ DENSO SHIKOKU CORPORATION
■ DENSO AIR SYSTEMS CORPORATION	■ DENSO KYUSHU CORPORATION
■ DENSO ELECTRONICS CORPORATION	■ DENSO SERVICE OKINAWA CO., LTD.
■ DENSO ELECS CO., LTD.	■ Advanced Driver Information Technology Corporation
■ DENSO KATSUYAMA CO., LTD.	■ TD MOBILE CORPORATION
■ DENSO KIKO CO., LTD.	■ ADVICS CO., LTD.
■ DENSO MANUFACTURING KITAKYUSHU CO., LTD.	■ ITOH SEIKO CO., LTD.
■ DENSO TAIYO CO., LTD.	■ G.S. ELECTECH INC.
■ DENSOTRIM CO., LTD.	■ JECO CO., LTD.
■ DENSO EAST JAPAN CORPORATION	■ SHINSEI INDUSTRIAL CO., LTD.
■ DENSO PREAS CO., LTD.	■ SOHWA CORPORATION
■ DENSO REMANI CORPORATION	■ TOUCHCARE CO., LTD.
■ NIPPON WIPER BLADE CO., LTD.	■ TSUDA INDUSTRIES CO., LTD.
■ MARCON DENSO CO., LTD.	■ NIPPA CORPORATION
■ IPICS CORPORATION	■ UNEX CORPORATION
■ DENSO EMC ENGINEERING SERVICE CORPORATION	■ MIYAZAKI ASMO CO., LTD.
■ DENSO IT SOLUTIONS CORPORATION	■ APINES CO., LTD.
■ DENSO IT LABORATORY, INC.	■ SUAB CO., LTD.
■ DENSO ABASHIRI TEST CENTER CORPORATION	■ HAMADEN P & S CO., LTD.
■ DENSO WAVE INC.	■ KYOSAN TECS CO., LTD.
■ DENSO WELL CORPORATION	■ KYOSAN SERVICE CORPORATION
■ DENSO SI CORPORATION	■ OTARI GAC CO., LTD.
■ DENSO MTEC CORPORATION	■ GAC HUMAN CO., LTD.
■ DENSO E & TS TRAINING CENTER CORPORATION	■ SYSTEX JAPAN INC.
■ DENSO CREATE INC.	■ MAULTECH CORPORATION
■ DENSO COMMUNICATIONS CORPORATION	■ DENSO AIR SYSTEMS TOYOSHINA CORPORATION
■ DENSO FINANCE & ACCOUNTING CENTER CO., LTD.	■ DENSO AIR SYSTEMS YASAKA CORPORATION
■ DENSO SEIBI CO., LTD.	■ TOMEI BRAZING CO., LTD.
■ DENSO TECHNO CO., LTD.	■ DENSO SERVICE NISHISAITAMA CO., LTD.
■ DENSO POWERTRAIN TECHNOLOGIES CORPORATION	
■ DENSO FACILITIES CORPORATION	
■ DENSO YUSEN TRAVEL CORPORATION	
■ DENSO UNITY SERVICE CORPORATION	
■ DENSO LOGITEM CORPORATION	

Group Companies- The Americas

Country/Region	Company
U.S.A.	■ DENSO INTERNATIONAL AMERICA, INC.
	■ DENSO SALES CALIFORNIA, INC.
	■ DENSO MANUFACTURING MICHIGAN, INC.
	■ AMERICAN INDUSTRIAL MANUFACTURING SERVICES, INC.
	■ DENSO MANUFACTURING TENNESSEE, INC.
	■ DENSO MANUFACTURING ATHENS TENNESSEE, INC.
	■ MICHIGAN AUTOMOTIVE COMPRESSOR, INC.
	■ TBDN TENNESSEE COMPANY
	■ ASSOCIATED FUEL PUMP SYSTEMS CORPORATION
	■ DENSO WIRELESS SYSTEMS AMERICA, INC.
	■ DENSO MANUFACTURING ARKANSAS, INC.
	■ TD AUTOMOTIVE COMPRESSOR GEORGIA, LLC.
	■ DENSO REINSURANCE AMERICA, INC.
	■ ASMO NORTH AMERICA, LLC.
	■ ASMO MANUFACTURING, INC.
	■ ASMO NORTH CAROLINA, INC.
	■ ASMO DETROIT, INC.
	■ ASMO GREENVILLE OF NORTH CAROLINA, INC.
	■ KYOSAN DENKI AMERICA, INC.
	■ KYOSAN DENSO MANUFACTURING KENTUCKY, LLC.
	■ SYSTEX PRODUCTS CORPORATION
	■ SYSTEX PRODUCTS ARKANSAS COMPANY
	■ DENSO AIR SYSTEMS MICHIGAN, INC.
	■ NWB USA, INC.
	Canada
	■ DENSO SALES CANADA, INC.
Mexico	■ DENSO MEXICO S.A. DE C.V.
	■ DENSO AIR SYSTEMS DE MEXICO S.A. DE C.V.
Brazil	■ DENSO DO BRASIL LTDA.
	■ DENSO INDUSTRIAL DA AMAZONIA LTDA.
	■ DENSO MAQUINAS ROTANTES do BRASIL LTDA.
	■ DENSO SISTEMAS TERMICOS do BRASIL LTDA.
	■ PECVAL INDUSTRIA LTDA.
Argentina	■ DENSO MANUFACTURING ARGENTINA S.A.

Global Network

■ Production companies ■ Others

Group Companies- Europe-Others

Country/Region	Company
Netherlands	■ DENSO INTERNATIONAL EUROPE B.V.
	■ DENSO EUROPE B.V.
	■ DENSO FINANCE HOLLAND B.V.
United Kingdom	■ DENSO INTERNATIONAL UK LTD.
	■ DENSO SALES UK LTD.
	■ DENSO MARSTON LTD.
	■ DENSO MANUFACTURING UK LTD.
	■ SHIMIZU INDUSTRY UK Ltd.
Germany	■ DENSO AUTOMOTIVE Deutschland GmbH
	■ TD Deutsche Klimakompressor GmbH
Spain	■ DENSO BARCELONA S.A.
	■ DENSO SISTEMAS TERMICOS ESPANA S.A.
Italy	■ DENSO SALES ITALIA S.R.L.
	■ DENSO THERMAL SYSTEMS S.p.A.
	■ DENSO MANUFACTURING ITALIA S.p.A.
	■ CTR S.R.L
France	■ DENSO SALES FRANCE S.A.R.L.
Hungary	■ DENSO MANUFACTURING HUNGARY LTD.
Sweden	■ DENSO SALES SWEDEN AB
	■ DENSO THERMAL SYSTEMS POLSKA Sp.zo.o.
Poland	■ TBMECA Poland Sp.zo.o.
	■ DENSO SALES BELGIUM N.V.
Belgium	■ DENSO SALES BELGIUM N.V.
Portugal	■ JOAO DE DEUS & FILHOS S.A.
Czech Republic	■ DENSO MANUFACTURING CZECH s.r.o.
	■ ASMO CZECH s.r.o.
	■ LIPLASTEC s.r.o.
	■ DENSO AIR SYSTEMS CZECH s.r.o.
Turkey	■ DENSO OTOMOTIV PARCALARI SANAYI ANONIM SIRKET
Rusia	■ DENSO SALES RUS L.L.C.
South Africa	■ Smiths Manufacturing (Pty) Limited
Saudi Arabia	■ DENSO ABDUL LATIF JAMEEL CO., LTD.
Morocco	■ DENSO THERMAL SYSTEMS MOROCCO S.A.R.L.
UAE	■ DENSO SALES MIDDLE EAST & NORTH AFRICA FZE

Group Companies- Asia-Oceania

Country/Region	Company
Australia	DENSO INTERNATIONAL AUSTRALIA PTY. LTD.
	DENSO AUTOMOTIVE SYSTEMS AUSTRALIA PTY LTD.
Singapore	DENSO INTERNATIONAL ASIA PTE. LTD.
Thailand	DENSO INTERNATIONAL ASIA CO., LTD.
	DENSO (THAILAND) CO., LTD.
	DENSO TOOL & DIE (THAILAND) CO., LTD.
	SIAM DENSO MANUFACTURING CO., LTD.
	TOYOTA BOSHOKU FILTRATION SYSTEM (THAILAND) CO., LTD.
	DENSO SALES (THAILAND) CO., LTD
	ANDEN (THAILAND) CO., LTD.
	SIAM KYOSAN DENSO CO., LTD
Indonesia	PT. DENSO INDONESIA
	PT. DENSO SALES INDONESIA
	PT. TD AUTOMOTIVE COMPRESSOR INDONESIA
	PT. ASMO INDONESIA
	PT. HAMADEN INDONESIA MANUFACTURING
Republic of Korea	DENSO PS ELECTRONICS CORPORATION
	DENSO SALES KOREA CORPORATION
	DENSO PS CORPORATION
	KOREA WIPER BLADE CO., LTD.
Malaysia	DENSO (MALAYSIA) SDN. BHD.
	NIPPON WIPER BLADE (M) SDN. BHD.
India	DENSO INTERNATIONAL INDIA PVT. LTD.
	DENSO INDIA LTD.
	DENSO HARYANA PVT. LTD.
	DENSO KIRLOSKAR INDUSTRIES PVT. LTD.
China	DENSO THERMAL SYSTEMS PUNE PVT. LTD.
	DENSO SUBROS THERMAL ENGINEERING CENTRE INDIA LIMITED
	DENSO (CHINA) INVESTMENT CO., LTD.
	YANTAI SHOUGANG DENSO CO., LTD.
	TIANJIN DENSO ENGINE ELECTRICAL PRODUCTS CO., LTD.
	CHONGQING DENSO CO., LTD.
	TIANJIN DENSO ELECTRONICS CO., LTD.
	TIANJIN DENSO AIR-CONDITIONER CO., LTD.
	DENSO SOFTWARE SHANGHAI CO., LTD.
	GUANGZHOU DENSO CO., LTD.
	SHANGHAI DENSO FUEL INJECTION CO., LTD.
	TIANJIN FAWER DENSO AIR-CONDITIONER CO., LTD.
	TIANJIN TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.
	DENSO (GUANGZHOU NANSHA) CO., LTD.
	J -WORKS PARTS SALES (TIANJIN) CO., LTD.
	DENSO (TIANJIN) THERMAL PRODUCTS CO., LTD.
	WUXI DENSO HANSHIN AUTOMOTIVE PRODUCTS CO., LTD.
	TOYOTA BOSHOKU FOSHAN CO., LTD.
	DENSO TIANJIN ITS CO., LTD.
	TD Automotive Compressor Kunshan, Co., Ltd.
	TIANJIN POON SUNG ELECTRONICS CO., LTD.
	DENSO (CHANGZHOU) FUEL INJECTION SYSTEM CO., LTD.
YANGZHOU JIEXIN DENSO AIR-CONDITIONER CO., LTD.	
TIANJIN ASMO AUTOMOTIVE SMALL MOTOR CO., LTD.	
ASMO (GUANGZHOU) SMALL MOTOR CO., LTD.	
Tianjin Shimizu Peng Ying Plastics Co., Ltd.	
DENSO AIR SYSTEMS TIANJIN CO., LTD.	
Taiwan	DENSO TAIWAN CORP.
The Philippines	PHILIPPINE AUTO COMPONENTS, INC.
	DENSO TECHNO PHILIPPINES, INC.
Vietnam	DENSO MANUFACTURING VIETNAM CO., LTD.
	HAMADEN VIETNAM CO., LTD..

As of March 31, 2011

History of DENSO

History

1949

Establishment of Nippondenso Co., Ltd.
(currently DENSO CORPORATION)
Begins manufacture and sales of electrical components and radiators for cars.



1953

Technical cooperation with Robert Bosch GmbH of Germany

1954

Establishment of technical training center
Establishes training center to improve technical skills in line with the belief that progress is achieved through the development of people, a concept that is followed to the present day, with ongoing attention to developing employees through expert training in business and technical skills in wide-ranging fields.

1961

Receives the Deming Prize
Becomes the first among all automotive parts suppliers in Japan and only the second in the automotive industry to be awarded the Deming prize—the most prestigious award for quality control in Japan—following stringent evaluation of all company efforts.



1966

Establishment of sales/service office in Chicago
Becomes the first Japanese automotive parts supplier to set up an office in North America.

1968

Establishment of IC Research Center
Predicts that ICs (integrated circuits) will become essential for automobiles and sets up a specialized research center, leading to the development of the sensing and control technology in which DENSO excels today.

1971

Establishment of first overseas subsidiary company near Los Angeles
Begins shipment of products to European automotive manufacturers
Begins shipping components such as compressors and windshield wipers.

1972

Establishment of first overseas manufacturing companies in Australia and Thailand
Begins production of heaters and related products in Australia and electrical components, spark plugs and air conditioners in Thailand.



1973

Establishment of Nippondenso (Europe) B.V. (currently DENSO EUROPE B.V.) near Amsterdam

1977

A DENSO employee wins the Gold Medal in the WorldSkills Competition for the first time.

Today, approximately 50 International Medalists work with DENSO engineers, sharing their skills and know-how in the fields of development and manufacturing technology. DENSO recognizes the unique skills of both engineers and technicians and their importance in developing high-quality products.

1984

Opens Nukata Testing Center
Builds own test track in Okazaki City, Japan. Real-life testing in cars becomes a key strength behind DENSO products.



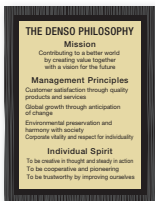
1985

Establishment of Nippondenso America, Inc. (currently DENSO INTERNATIONAL AMERICA, INC.) and the first overseas technical center near Detroit

1994

Establishment of the DENSO Philosophy

We embraced our original mission statement and our basic business policies to modernize our corporate image.



1995

Establishment of DENSO International Singapore Pte. Ltd.

DENSO International Asia to be established in 1998, which currently operates as a regional headquarters.

1996

Renames company DENSO CORPORATION

Changes name from Nippondenso to DENSO, removing “Nippon” – a Japanese word for Japan – in anticipation of global business expansion.

2000

DENSO—World-leading supplier of automotive technology, systems and components

Over 120,000 employees work at DENSO today, in more than 30 countries and regions. Since embarking on DENSO VISION 2015, our long-term global plan, DENSO has focused on developing and manufacturing technology and products that help to create a better, safer world. That includes components and systems that lead to an “advanced automotive society”, where vehicles offer safety, comfort, and convenience and have a minimal impact on the earth.

Executive Management

Executives



Chairman
Koichi Fukaya



President & CEO
Nobuaki Katoh



Executive Vice President
Hiromi Tokuda



Executive Vice President
Koji Kobayashi



Executive Vice President
Sojiro Tsuchiya

Senior Executive Directors, Member of the Board

Kazuo Hironaka
Hikaru Sugi
Shinji Shirasaki
Masahiko Miyaki
Akio Shikamura
Haruya Maruyama
Akio Tajima

Executive Director, Member of the Board

Shoichiro Toyoda

Standing Corporate Auditors

Toshio Watanabe
Masato Iwase

Corporate Auditors

Fujio Cho*
Tsutomu Saito*
Toshimichi Kondo*

*External Corporate Auditors

Executive Directors

Shigehiro Nishimura	Hitoshi Tasaka
Yasushi Nei	Koji Arima
Manfredo Nicoletti	Katsuhisa Shimokawa
Yoshikazu Makino	Tatsuya Toyoda
Yasushi Yamanaka	Yukihiko Murakami
Michio Adachi	Hiroyuki Ina
Hiroyuki Wakabayashi	Shingo Kuwamura
Noboru Yamada	Yukihiro Kato
Satoshi Iwata	Kazuaki Fujitani
Akihiro Yukawa	Shoji Tsuzuki
Masahiko Ito	Yoshifumi Kato
Yoshihiro Saka	Masanari Murakami
Toshiyuki Kato	Yukihiro Shinohara
Sadahiro Usui	Kazumasa Kimura
Hiroyuki Murayama	

Contacts

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