

DENSO Global Facts

CORPORATE HEADQUARTERS

DENSO CORPORATION, Kariya, Aichi, Japan

TOP MANAGEMENT

Chairman: Koichi Fukaya

President and CEO: Nobuaki Katoh

ESTABLISHED

December 16, 1949

GLOBAL OPERATIONS (as of March 31, 2011)

Subsidiaries/Affiliates (in Japan): 81

Subsidiaries/Affiliates (outside Japan): 137

GLOBAL EMPLOYEES (TOTAL WORLDWIDE, as of March 31, 2009)

DENSO Subsidiaries: 123,165

Affiliate Companies: 10,804

GLOBAL FINANCIAL RESULTS

Consolidated Net Sales: 3,131.5 billion Yen (26.6 billion Euro or US\$37.7 billion)

Fiscal Year: Ended March 31, 2011

Note: Euro and US\$ amounts have been translated, for convenience only, at the rate of 117.57 Yen = 1 Euro and 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.

REGIONAL HEADQUARTERS

Europe: DENSO INTERNATIONAL EUROPE B.V., Weesp, the Netherlands

The Americas: DENSO INTERNATIONAL AMERICA, INC., Southfield, Michigan

Asia/Oceania: DENSO INTERNATIONAL ASIA PTE. LTD., The Aires, Singapore

DENSO INTERNATIONAL ASIA CO., LTD., Samutprakarn, Thailand

China: DENSO (CHINA) INVESTMENT CO., LTD., Beijing, CHINA

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COUNTRIES and REGIONS: 35

Japan, United States, Canada, Mexico, Brazil, Argentina, Netherlands, United Kingdom, Germany, Spain, Italy, France, Hungary, Sweden, Poland, Belgium, Portugal, Czech Republic, Turkey, Russia, South Africa, Morocco, Singapore, Thailand, Indonesia, Republic of Korea, Malaysia, India, Australia, Philippines, Saudi Arabia, Vietnam, Taiwan, United Arab Emirates and China.

OPERATING SUMMARY BY INDUSTRY SEGMENT

<Automotive sub-total: 98.4 percent of global net sales>

Thermal Systems:	30.5	percent
Powertrain Control Systems:	24.7	percent
Information and Safety Systems:	16.8	percent
Electric Systems:	8.7	percent
Electronic Systems:	9.2	percent
Small Motors:	7.4	percent
Other Automotive:	1.1	percent

<New businesses sub-total: 1.6 percent>

Industrial Systems and Consumer Products:	1.3	percent
Others:	0.3	percent

WEB SITES

www.globaldenso.com

www.denso-europe.com

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