

Acclimatation of a Japanese Supplier in Europe - DENSO

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Established December 16, 1949

Capital 187.4 billion yen (US\$2.3 billion)

Net sales

Consolidated basis	3,131.5 billion yen (US\$37.7 billion)
Non-consolidated basis	1,945.7 billion yen (US\$23.4 billion)

Net income

Consolidated basis	143.0 billion yen (US\$1,720.2 million)
Non-consolidated basis	72.8 billion yen (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, Others 6)

Affiliates under the equity method 31
 (Japan 13, North America 4, Europe 2, Asia/Oceania 10, Others 2)

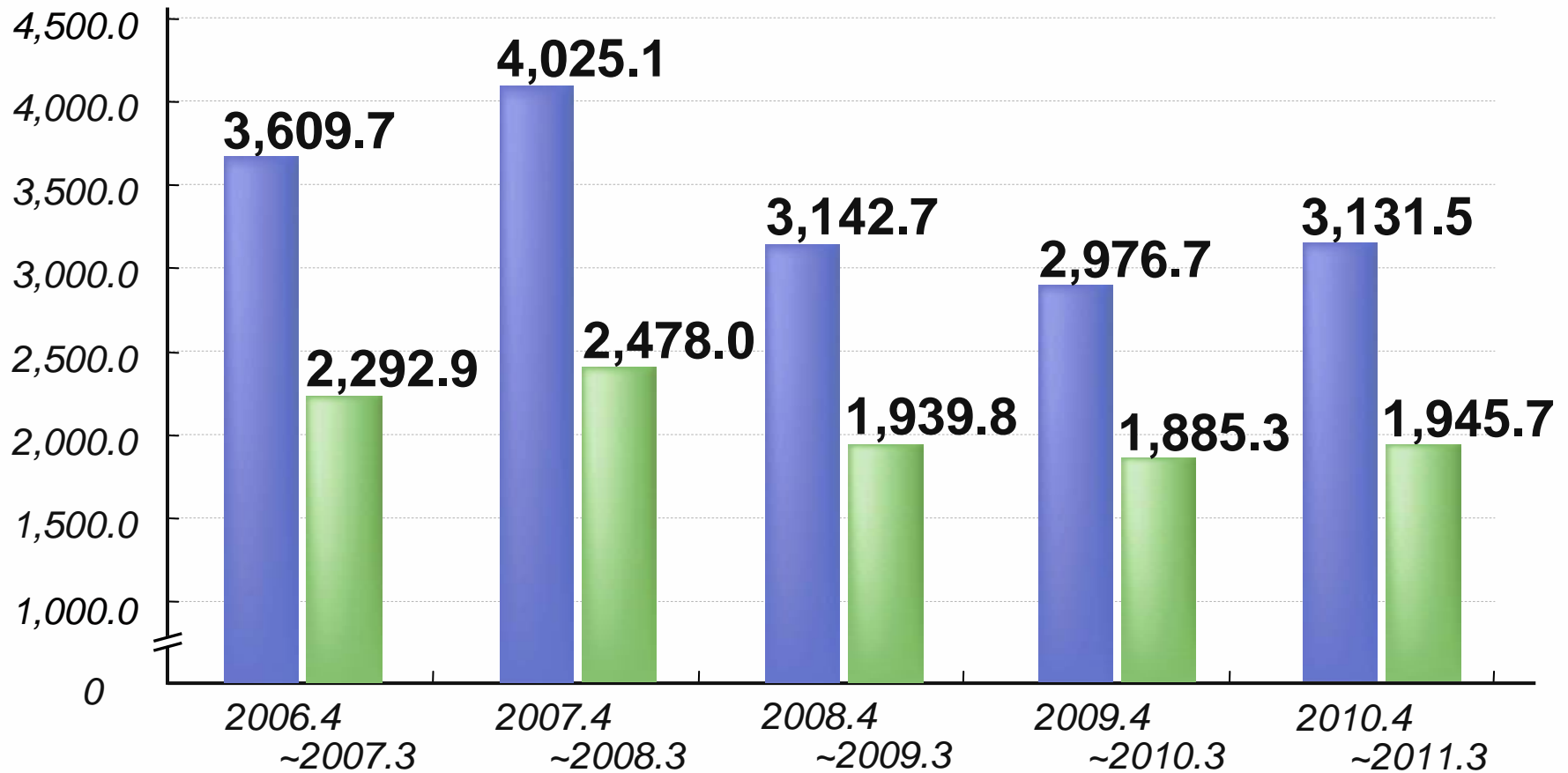
Notes:

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.

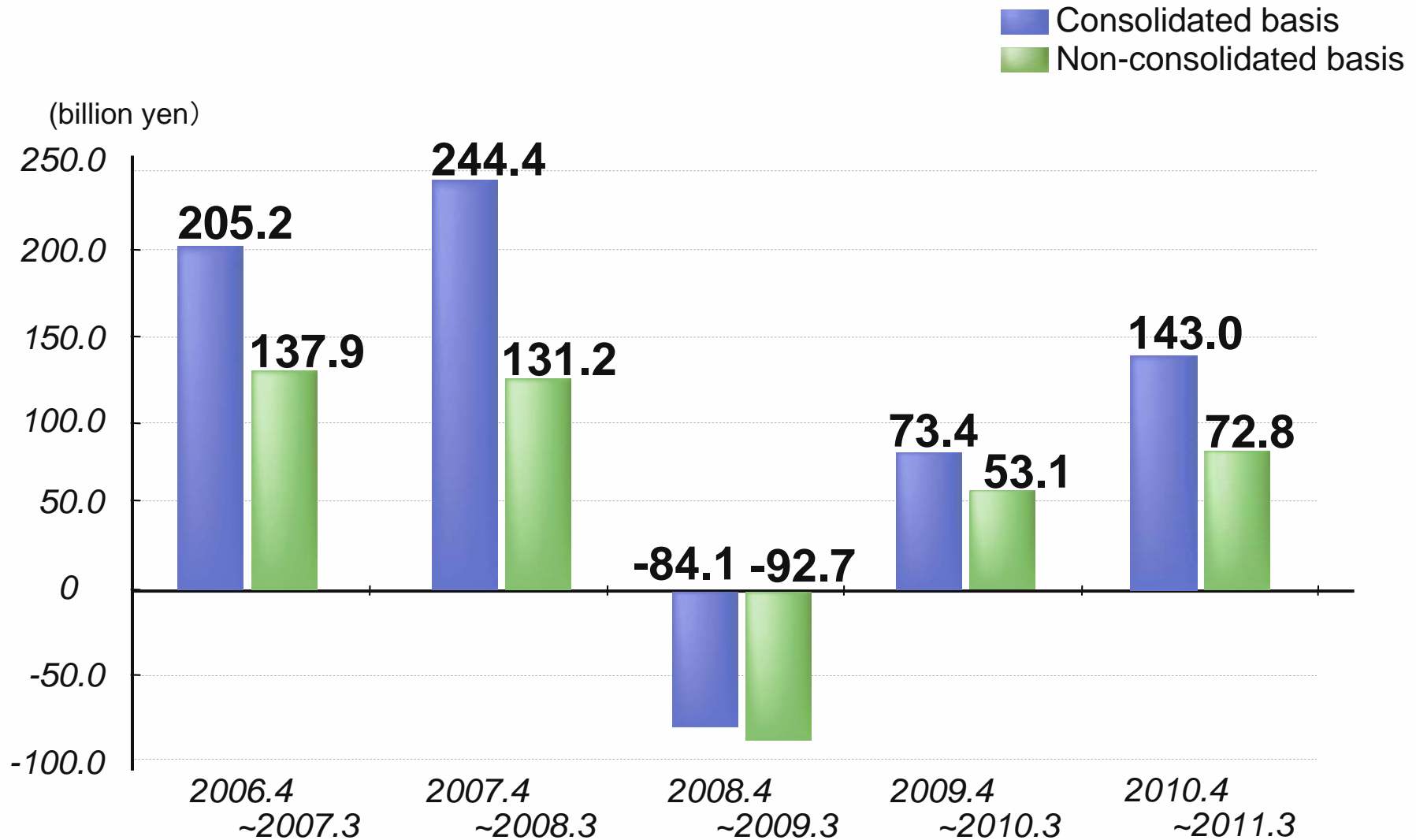
/ as of March 31, 2011

Consolidated basis
Non-consolidated basis

(billion yen)



/ as of March 31, 2011



/ as of March 31, 2011

Environment

Gasoline engine management system, diesel engine management system, hybrid and electric vehicle components, starter, alternator, radiator, etc.

Comfort

Car air conditioning system, air conditioner for buses, air purifier, etc.



Safety

Sensing technologies for driving assist systems, actuator & computer for antilock brake system (ABS) / electronic stability control (ESC), adaptive front-lighting system (AFS), airbag sensors & electronic control units, periphery monitoring system, instrument cluster, rain sensor for automatic windshield wiper, etc.

Convenience

Car navigation system, electronic toll collection system (ETC), remote security system, remote touch controller, smart key, advanced vehicle operation system (AVOS), etc.

Main Products (Environment)

(Engine Electronic Control Unit)



Radiator



Starter



Alternator



Gasoline Engine Management System



Environment



(Power Control Unit)



(Supply Pump for Passenger Cars)

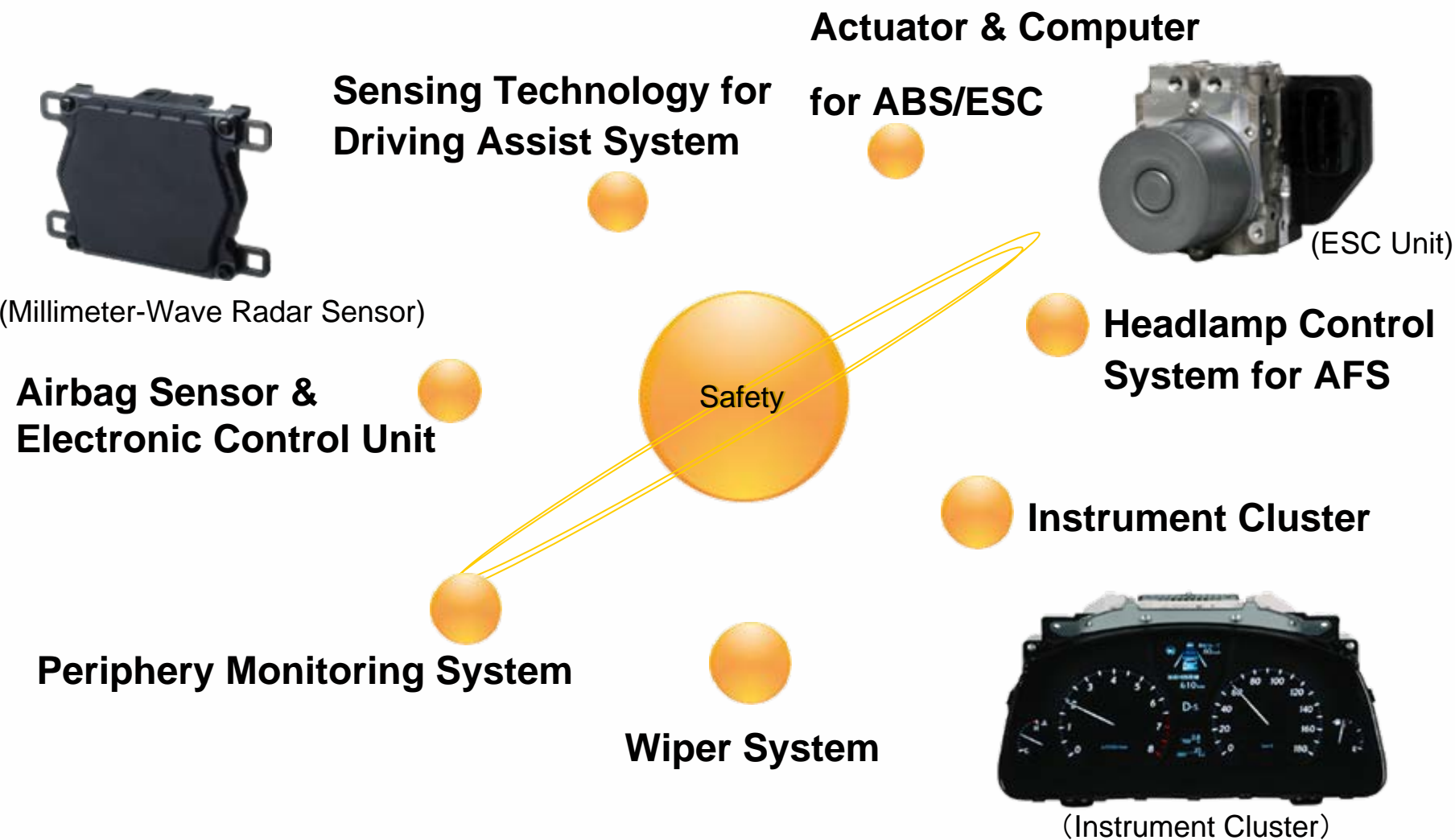


Diesel Engine Management System



Hybrid and Electric Vehicle Components





Main Products (Comfort)

(Variable Displacement Compressor)



Air Conditioner System



Bus Air Conditioner



(Fully Automatic Air Conditioner)



(HVAC Unit)

Air Purifier





ETC On-Board System

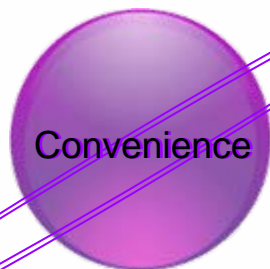
(ETC On-Board System)

Car Navigation System



(Car Navigation System)

Remote Security System



Convenience



Smart Key

Advanced Vehicle



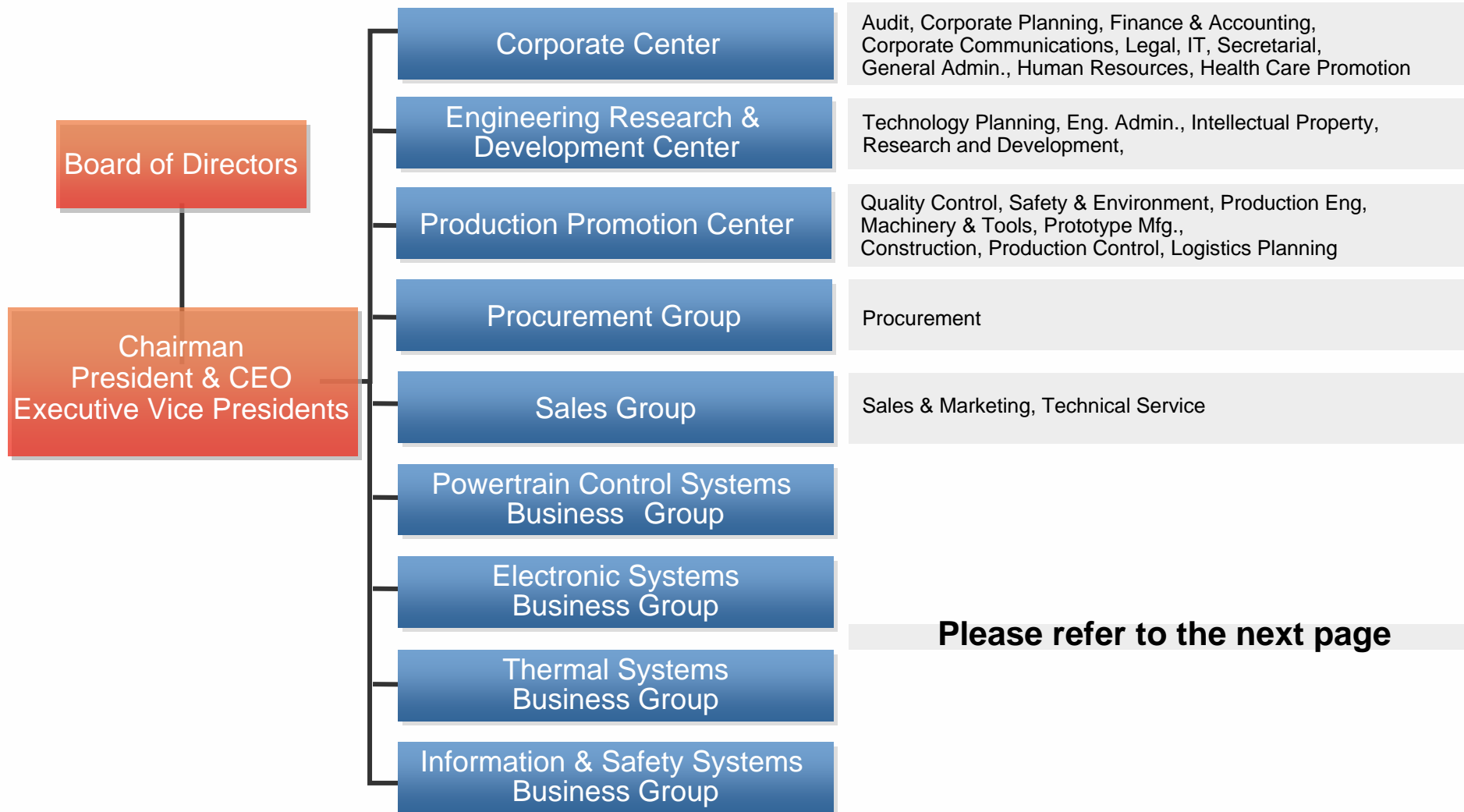
Operation System (AVOS)



Remote Touch Controller



(Remote Touch Controller)



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/ as of January 1, 2012

DENSO is organized into four business groups to strengthen global management.

Powertrain Control Systems Business Group

Gasoline/diesel management systems & components, hybrid and electric vehicles components, transmission control components, starters, alternators

Electronic Systems Business Group

Engine ECUs, transmission ECUs, semiconductor sensors, IC, power module, EL display

Thermal Systems Business Group

Car air-conditioning systems, radiators, cooling fans, natural refrigerant (CO₂) heat-pump hot water supply systems

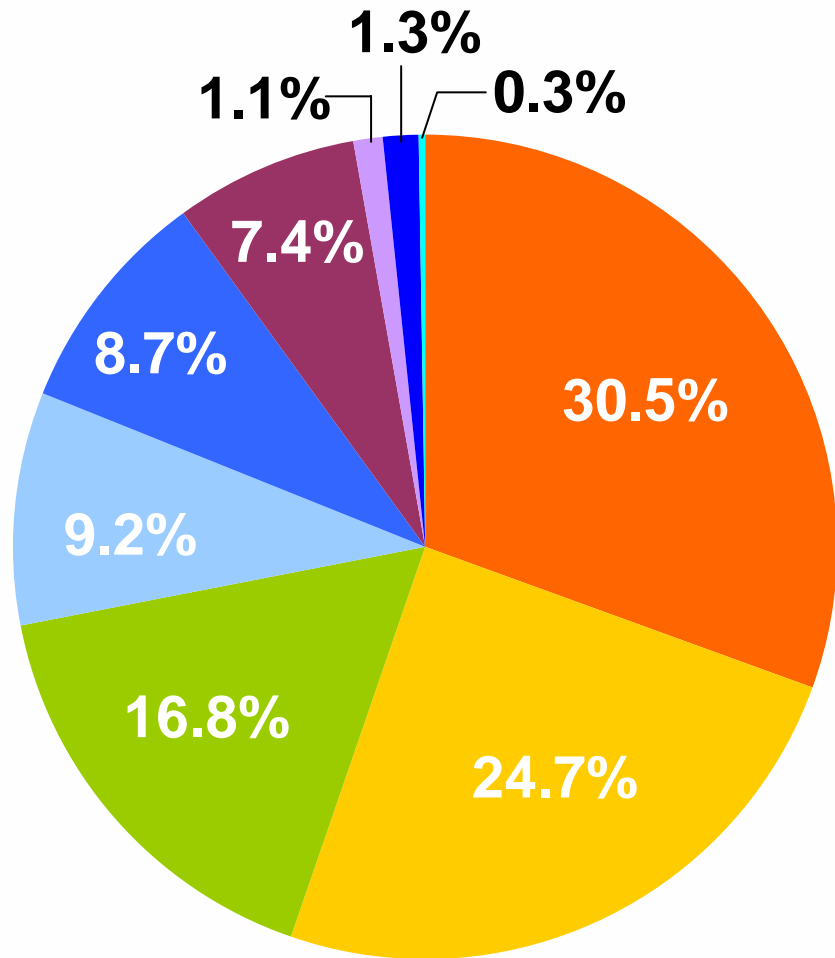
Information & Safety Systems Business Group

Information & Communication (Car Navigation System, ETC, Telematics)
Body Electronics (Instrument Cluster, Air-Conditioning Panel, Smart Key, Body ECU)
Safety & Driver assistance (Airbag/Preocrash/AFS/ESC ECU & Sensor)

Goals

To strengthen links between and among projects for greater systemization and mobility.
To conduct rapid decision-making.
To strengthen management linking projects from domestic and overseas group companies.

Sales Breakdown (April 1, 2010 - March 31, 2011) (Consolidated basis)



- Thermal Systems
- Powertrain Control Systems
- Information and Safety Systems
- Electronic Systems
- Electric Systems
- Small Motors
- Other Automotive
- Industrial Systems/Consumer Products
- Others

3,131.5 billion yen

/ as of March 31, 2011

Europe

Net sales: 389,584 million yen
 (Including sales between DENSO companies:
 401,332 million yen)

North Americas

Net sales: 528,868 million yen
 (Including sales between DENSO companies:
 536,040 million yen)

Japan

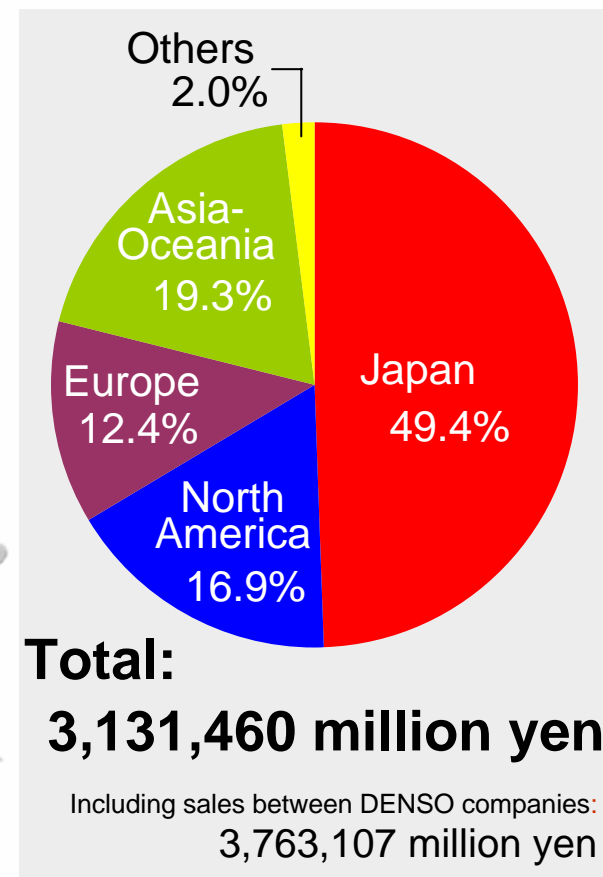
Net sales: 1,548,201 million yen
 (Including sales between DENSO companies:
 2,112,934 million yen)

Asia-Oceania

Net sales: 604,651 million yen
 (Including sales between DENSO companies:
 652,468 million yen)

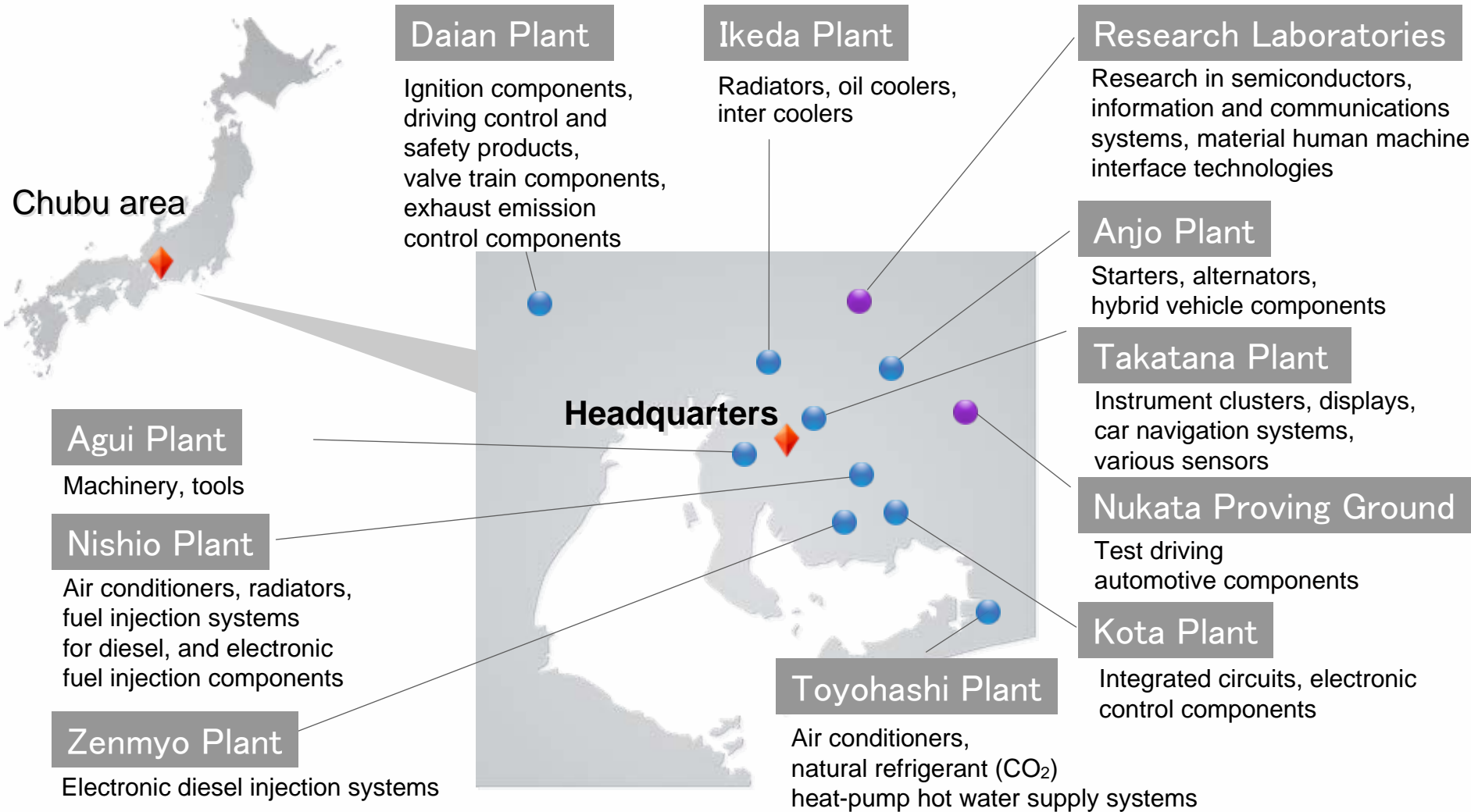
Others

Net sales: 60,156 million yen
 (Including sales between DENSO companies:
 60,333 million yen)



/ as of March 31, 2011

Along with the headquarters located in Kariya City, production is carried out in 9 factories within Japan.



Total Number of the Domestic Group Companies: 81

● Production companies

Companies: **40**

Employees: **20,924**

ASMO CO., LTD.

ANDEN CO., LTD.

HAMANAKO DENSO CO., LTD.

DENSO MANUFACTURING KITAKYUSHU CO., LTD.

DENSO ELECTRONICS CORPORATION, etc.

● Others

Companies: **41**

Employees: **9,927**

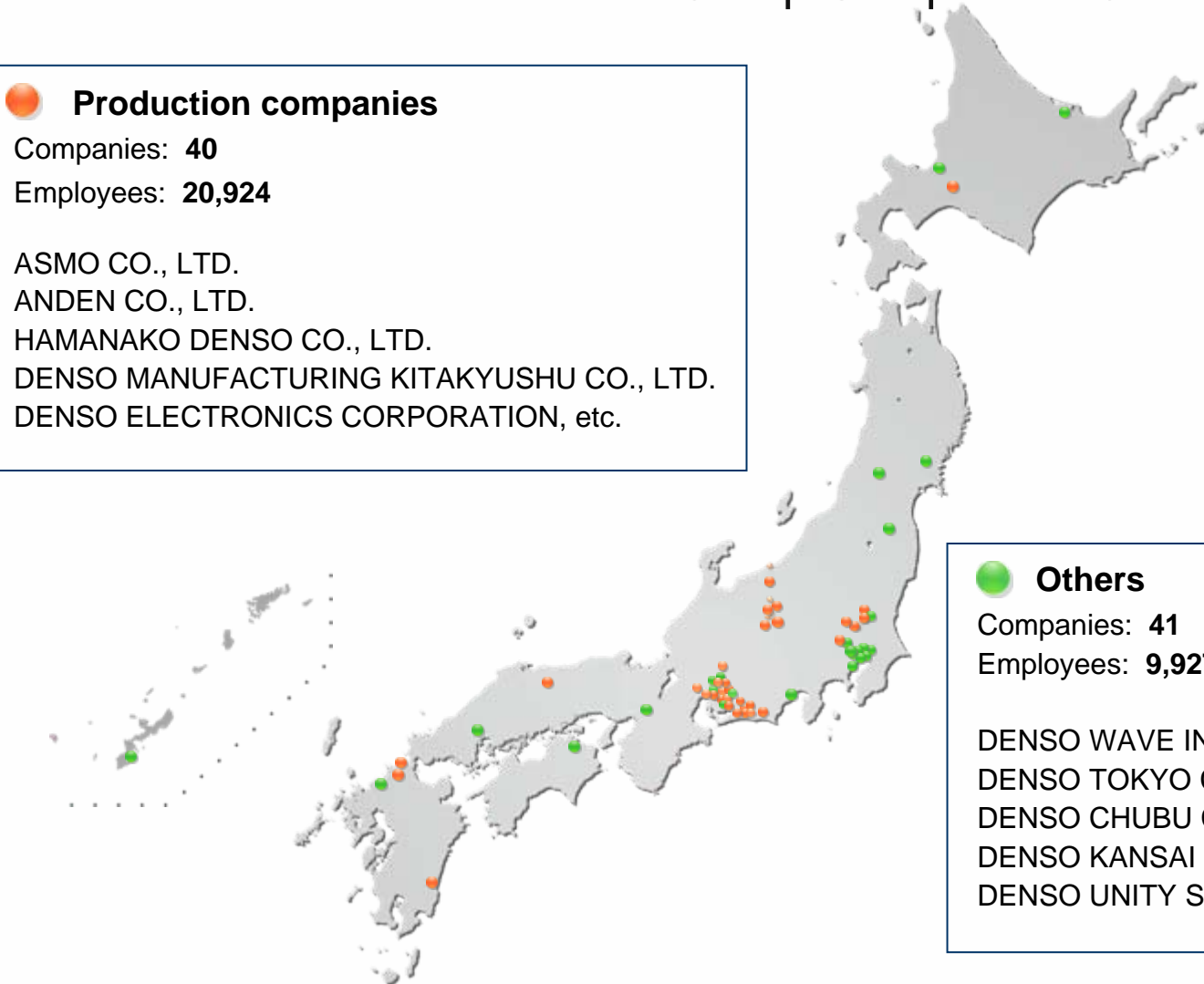
DENSO WAVE INC.

DENSO TOKYO CORPORATION

DENSO CHUBU CORPORATION

DENSO KANSAI CORPORATION

DENSO UNITY SERVICE CORPORATION, etc.



/ as of March 31, 2011

All business locations: 218 companies (35 countries and regions)

Consolidated subsidiaries :187 (Japan: 68, North America: 28, Europe: 35, Asia/Oceania: 50, Others: 6)

Affiliates under the equity method : 31 (Japan: 13, North America: 4, Europe: 2, Asia/Oceania: 10, Others: 2)

Europe

Consolidated subsidiaries

Companies :35
Employees :13,034

Affiliates under the equity method

Companies :2
Employees :594

North America

Consolidated subsidiaries

Companies :28
Employees :13,124

Affiliates under the equity method

Companies :4
Employees :1,493

Asia-Oceania

Consolidated subsidiaries

Companies :50
Employees :29,985

Affiliates under the equity method

Companies :10
Employees :2,391

DENSO CORPORATION

Employees :38,318

Japan

Consolidated subsidiaries

Companies :68
Employees :25,298

Affiliates under the equity method

Companies :13
Employees :5,553

Others

Consolidated subsidiaries

Companies :6
Employees :3,406

Affiliates under the equity method

Companies :2
Employees :773

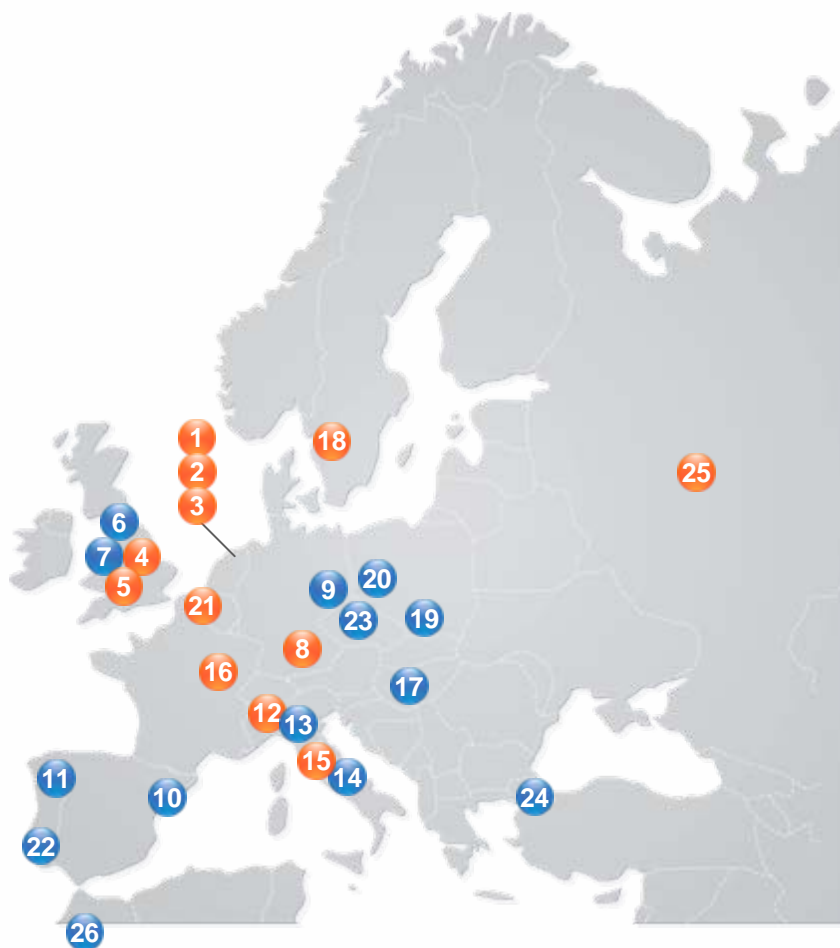
/ as of March 31, 2011



1	DIAM	DENSO INTERNATIONAL AMERICA, INC.
2	DSCA	DENSO SALES CALIFORNIA, INC.
3	DMMI	DENSO MANUFACTURING MICHIGAN, INC.
4	AIMS	AMERICAN INDUSTRIAL MANUFACTURING SERVICES, INC.
5	DMTN	DENSO MANUFACTURING TENNESSEE, INC.
6	DMAT	DENSO MANUFACTURING ATHENS TENNESSEE, INC.
7	MACI	MICHIGAN AUTOMOTIVE COMPRESSOR, INC.
8	TBDN	TBDN TENNESSEE COMPANY
9	AFCO	ASSOCIATED FUEL PUMP SYSTEMS CORPORATION
10	DWAM	DENSO WIRELESS SYSTEMS AMERICA, INC.
11	DMAR	DENSO MANUFACTURING ARKANSAS, INC.
12	TACG	TD AUTOMOTIVE COMPRESSOR GEORGIA, LLC
13	DRAM	DENSO REINSURANCE AMERICA, INC.
14	DMCN	DENSO MANUFACTURING CANADA, INC.
15	DSCN	DENSO SALES CANADA, INC.
16	DNMX	DENSO MEXICO S.A. DE C.V.
17	DNBR	DENSO DO BRASIL LTDA.
18	DNAZ	DENSO INDUSTRIAL DA AMAZONIA LTDA.
19	DMBR	DENSO MAQUINAS ROTANTES do BRASIL LTDA.
20	DTBR	DENSO SISTEMAS TERMICOS do BRASIL LTDA.
21	DNAR	DENSO MANUFACTURING ARGENTINA S.A.

● Production Companies ● Others

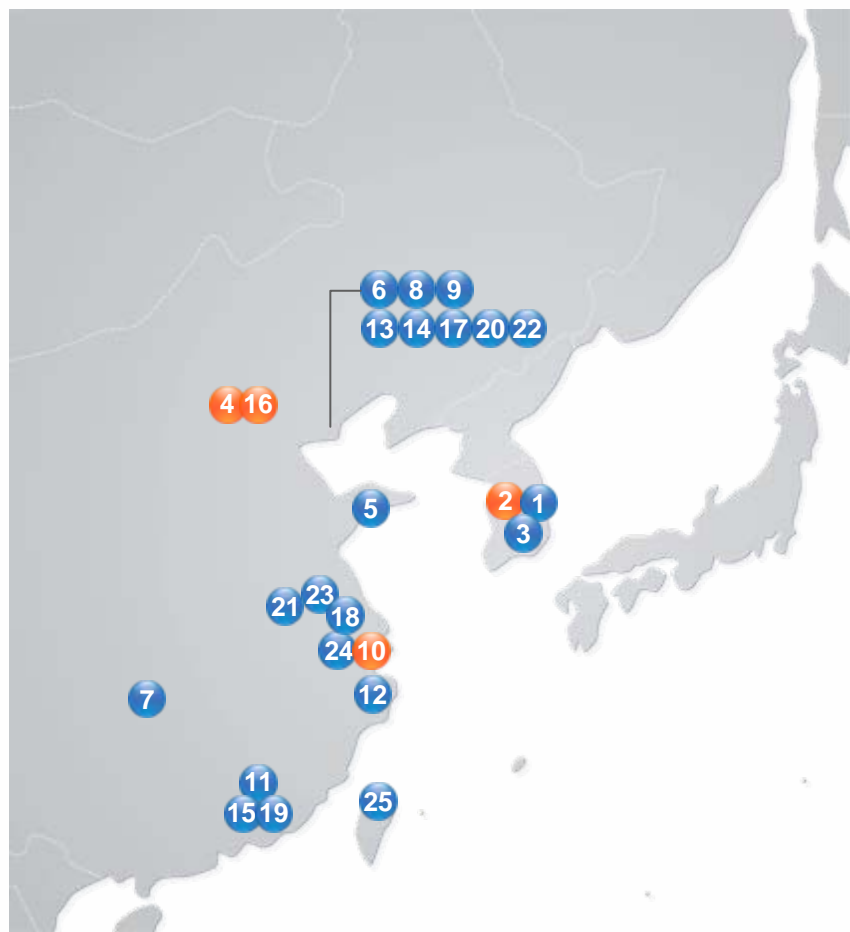
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1	DIEU	DENSO INTERNATIONAL EUROPE B.V.
2	DNEU	DENSO EUROPE B.V.
3	DFHO	DENSO FINANCE HOLLAND B.V.
4	DIUK	DENSO INTERNATIONAL UK LTD.
5	DSUK	DENSO SALES UK LTD.
6	DNMN	DENSO MARSTON LTD.
7	DMUK	DENSO MANUFACTURING UK LTD.
8	DNDE	DENSO AUTOMOTIVE Deutschland GmbH
9	TDDK	TD Deutsche Klimakompressor GmbH
10	DNBA	DENSO BARCELONA S.A.
11	DTSP	DENSO SISTEMAS TERMICOS ESPANA S.A.
12	DSIT	DENSO SALES ITALIA S.R.L.
13	DNTS	DENSO THERMAL SYSTEMS S.p.A.
14	DMIT	DENSO MANUFACTURING ITALIA S.p.A.
15	CTR	CTR S.R.L
16	DSFR	DENSO SALES FRANCE S.A.R.L.
17	DMHU	DENSO MANUFACTURING HUNGARY LTD.
18	DSSE	DENSO SALES SWEDEN AB
19	DTPO	DENSO THERMAL SYSTEMS POLSKA Sp.zo.o
20	TBMECA	TBMECA Poland Sp.zo.o
21	DSBE	DENSO SALES BELGIUM N.V.
22	J.DEUS	JOAO DE DEUS & FILHOS S.A.
23	DMCZ	DENSO MANUFACTURING CZECH s.r.o.
24	DNTR	DENSO OTOMOTIV PARCALARI SANAYI ANONIM SIRKET
25	DSRU	DENSO SALES RUS L.L.C.
26	DTMO	DENSO THERMAL SYSTEMS MOROCCO S.A.R.L.

●...Production Companies ●...Others

/ as of March 31, 2011



1	DNPE	DENSO PS ELECTRONICS CORPORATION
2	DSKR	DENSO SALES KOREA CORPORATION
3	DNPS	DENSO PS CORPORATION
4	DICH	DENSO (CHINA) INVESTMENT CO., LTD.
5	YSD	YANTAI SHOUGANG DENSO CO., LTD.
6	TDS	TIANJIN DENSO ENGINE ELECTRICAL PRODUCTS CO., LTD.
7	CQD	CHONGQING DENSO CO., LTD.
8	TDE	TIANJIN DENSO ELECTRONICS CO., LTD.
9	TDA	TIANJIN DENSO AIR-CONDITIONER CO., LTD.
10	DNSS	DENSO SOFTWARE SHANGHAI CO.,LTD.
11	DMGZ	GUANGZHOU DENSO CO., LTD.
12	SDFI	SHANGHAI DENSO FUEL INJECTION CO., LTD.
13	TFDA	TIANJIN FAWER DENSO AIR-CONDITIONER CO., LTD.
14	TTB	TIANJIN TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.
15	DMNS	DENSO (GUANGZHOU NANSHA) CO., LTD.
16	JWCH	J-WORKS PARTS SALES (TIANJIN) CO., LTD.
17	DMTT	DENSO (TIANJIN) THERMAL PRODUCTS CO., LTD.
18	DHMW	WUXI DENSO HANSHIN AUTOMOTIVE PRODUCTS CO., LTD.
19	TBFC	TOYOTA BOSHOKU FOSHAN CO., LTD.
20	DMTI	DENSO TIANJIN ITS CO., LTD.
21	TACK	TD Automotive Compressor Kunshan, Co., Ltd.
22	TPE	TIANJIN POON SUNG ELECTRONICS CO., LTD.
23	DMCF	DENSO(CHANGZHOU)FUEL INJECTION SYSTEM CO., LTD.
24	DMYJ	YANGZHOU JIEXIN DENSO AIR-CONDITIONER CO.,LTD.
25	DNTW	DENSO TAIWAN CORP.

● Production Companies ● Others

/ as of March 31, 2011



1	DNJM	DENSO ABDUL LATIF JAMEEL CO., LTD.
2	DSMN	DENSO SALES MIDDLE EAST & NORTH AFRICA FZE
3	SMITHS	Smiths Manufacturing (Pty) Limited
4	DIIN	DENSO INTERNATIONAL INDIA PVT. LTD.
5	DNIN	DENSO INDIA LTD.
6	DNHA	DENSO HARYANA PVT. LTD.
7	DNKI	DENSO KIRLOSKAR INDUSTRIES PVT. LTD.
8	DTPU	DENSO THERMAL SYSTEMS PUNE PVT. LTD.
9	DSEC	DENSO SUBROS THERMAL ENGINEERING CENTRE INDIA LIMITED

● Production Companies ● Others

/ as of March 31, 2011



1	DIAU	DENSO INTERNATIONAL AUSTRALIA PTY. LTD.
2	DNAU	DENSO AUTOMOTIVE SYSTEMS AUSTRALIA PTY LTD.
3	DIAS	DENSO INTERNATIONAL ASIA PTE. LTD.
4	DIAT	DENSO INTERNATIONAL ASIA CO.,LTD.
5	DNTH	DENSO (THAILAND) CO., LTD.
6	DTTH	DENSO TOOL & DIE (THAILAND) CO., LTD.
7	SDM	SIAM DENSO MANUFACTURING CO., LTD.
8	TBFST	TOYOTA BOSHOKU FILTRATION SYSTEM (THAILAND) CO., LTD.
9	DSTH	DENSO SALES (THAILAND) CO.,LTD.
10	DNIA	PT. DENSO INDONESIA
11	DSIA	PT. DENSO SALES INDONESIA
12	TACI	PT.TD AUTOMOTIVE COMPRESSOR INDONESIA
13	DNMY	DENSO (MALAYSIA) SDN. BHD.
14	PAC	PHILIPPINE AUTO COMPONENTS, INC.
15	DMVN	DENSO MANUFACTURING VIETNAM CO., LTD.

●...Production Companies ●...Others

/ as of March 31, 2011

★ 1949

1949 Establishment of Nippondenso Co., Ltd. (now DENSO Corporation) having been separated from Toyota Motor Co.,Ltd. with ¥15 million capital.



● 1950

1952 In 1952, DENSO developed a square-shaped heater unit known as the "lunch box" by applying production technology used to make radiators, one of the company's main products. Two years later it developed a round-shaped heater unit.



1953 Technical tie-up with Robert Bosch GmbH, Germany.



1957 DENSO released a cooling unit as early as 1955 and in 1959 developed a priced, easy-to-fit dash-mount-type unit.



● 1960

1961 Awarded the Deming Prize, the world's most prestigious quality control award testifying efforts to enhance quality.



1962 Established the corporate slogan "Quality First".

1967 Developed the company's first air-conditioning system.



1971 By merging the electronics and temperature control technology it had developed up till then, DENSO developed its first automotive air conditioner.



1972 Established first overseas production center in Thailand. Set up 11 production and marketing centers in 8 countries in the 1970s.

1973 Establishment of Nippondenso (Europe) B.V. in the Netherlands.

1980 Establishment of the company's first production center in North America, Nippondenso Manufacturing USA., Inc. (now DENSO Manufacturing Michigan, Inc.) in Michigan, heralding the start of the company's full-fledged expansion of production overseas.

1984 Establishment of Nippondenso Deutschland GmbH (now: DENSO AUTOMOTIVE



International America)

1990 Establishment of NDM Manufacturing Ltd. in the United Kingdom as a joint venture with Magneti Marelli S.p.A. of Italy (now: DENSO Manufacturing UK.)

1996 Changed name to DENSO Corporation as part of a move to create a new image as a leading global company



1998 Establishment of TD Deutsche Klimakompressor GmbH (TDDK) in Strassgräbchen (Bernsdorf).



2000 DENSO decided to acquire the Italian firm's air-conditioning unit based on its projections of increased sales of air-conditioners in Europe, particularly in compact cars.



Develops the world's first integrated cooling module, installed in the Prius hybrid car, as part of concerted efforts to modularize components.

2001 Established in July 2001, the new company DENSO Manufacturing Czech s.r.o. started manufacturing of air conditioner products in November 2003 with an initial capital investment of approximately 55 million Euro. In 2006 DENSO Manufacturing Czech had a sales turnover of around 270 million Euro, employing 1,677 associates.

2002 DENSO receives Chairman's Award from J.D. Power and Associates. This award recognizes DENSO's dedication to providing consistent high quality systems and components to automotive Manufacturer. DENSO is the first automotive supplier company to receive the award.



2003 DENSO and Robert Bosch GmbH establish a Joint Venture for Car Navigation Components and Car Multimedia Development

2004 DENSO Corporation Japan announces that it has become a corporate sponsor of the Panasonic Toyota Formula 1 Racing team for a period of three years. Since 2002



2005

2005 DENSO Corporation establishes a new company to produce car navigation systems in Tianjin, China. The new company, DENSO (Tianjin) ITS Co., Ltd., begins production in February 2006.

This is DENSO's first company to produce car navigation systems in China.

DENSO Corporation is building an additional facility to produce integrated circuit (IC) wafers on the site of its Kota Plant in Kota, Japan. The Kota Plant produces IC and electronic components and hold the national record for the longest run of business activities without an accident (18 years!) amongst all factories of all manufacturers in Japan.

2006

2006 DENSO and Robert Bosch announce to establish a joint venture to develop and manufacture Diesel Particulate Filters

2007 IAA: DENSO introduces a new diesel common rail system featuring 200 MPa (2000 bar) injection pressure, again achieving the highest injection pressure in the world. This new diesel common rail system improves performance and drivability while reducing fuel consumption and emissions.



To be continued ...

2007 DENSO hits record highs for consolidated net sales (+13.2%), consolidated operating income (+13.7%) and consolidated net income (+20.9%).

2008 DENSO to begin Vehicle-to-Vehicle Communication Tests on Public Roads in Japan, using its wireless safety unit (WSU).

2010 After the economic crisis in 2009 DENSO is now heading the ranking of the top 100 automotive suppliers.

Establishment of DENSO International Europe

STEP 1 - SALES
Development of a Sale Base

STEP 2 - Acquisition
Development & Acquisition of production base

STEP 3 – R&D
Shift from Technical Watch to R&D European Base

STEP 4 –
Regionalization
Creation of DENSO International Europe

- Stability
-
Consistency
-
Perseverance

➤ **Local Products for Local Customers is a MUST**

- Need to create an ecosystem with European partners

➤ **Recognition that innovation in transport is very strong in Europe**

- Need to links with R&D capabilities and EU R&D programs

Key points:

- *Recognition of Universities and Public R&D center capabilities*
- *Recognition of good cooperation capabilities with universities and public R&D centers*

Thank you for your attention

DENSO