

DENSO

INVESTMENT IN NORTH AMERICA

DENSO's Investment in North America

Terry Helgesen

Senior Vice President

Industry Relations

DENSO International America, Inc.

Global supplier of advanced technology, systems and components

Powertrain Products

Engine management system, electronically-controlled gasoline direct injection system, starter, alternator, hybrid components

Climate Control Products

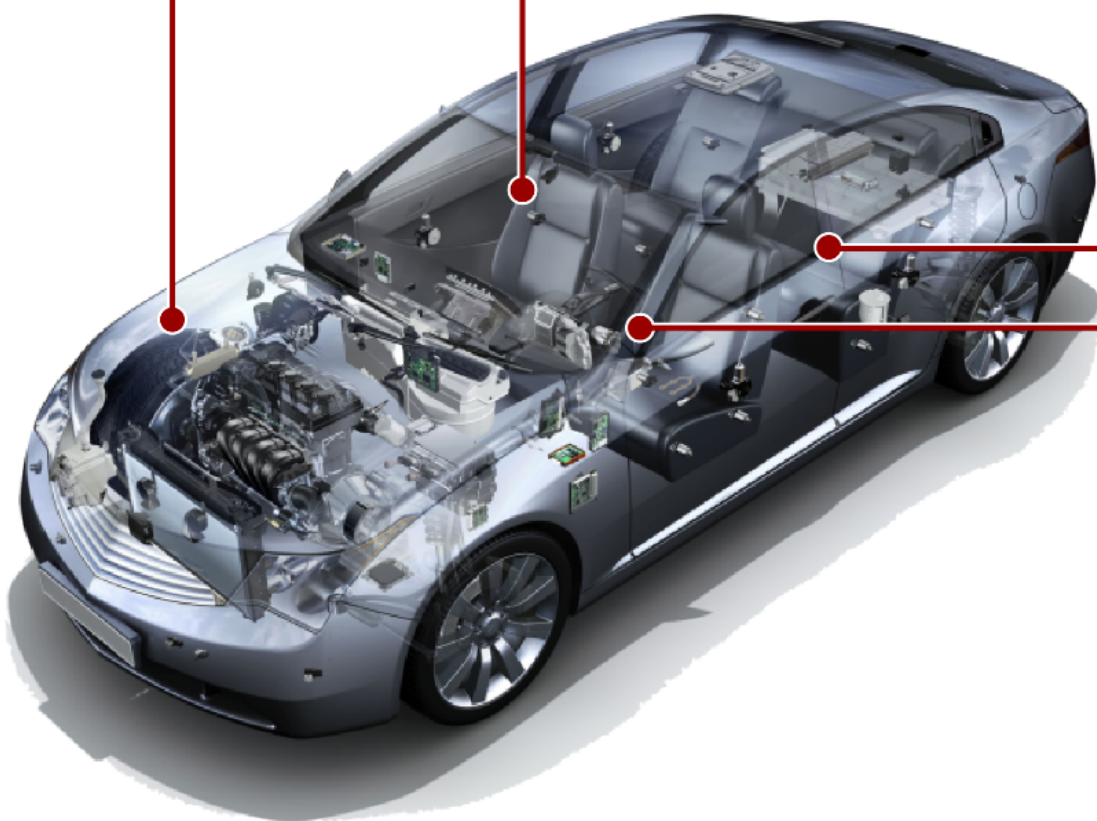
Automatic air conditioner, car heater, rear cooling unit, compressor, sensors, battery thermal, E-Compressor

Body Electronics Products

Instrument cluster, windshield wiper, remote keyless entry system, IC flasher, horn, etc.

Driving Control and Safety

Cruise control system, airbag sensing system, vehicle stability control, antilock braking system, traction control system, etc., head-up display, active safety sensors, haptic controls



Research and Development

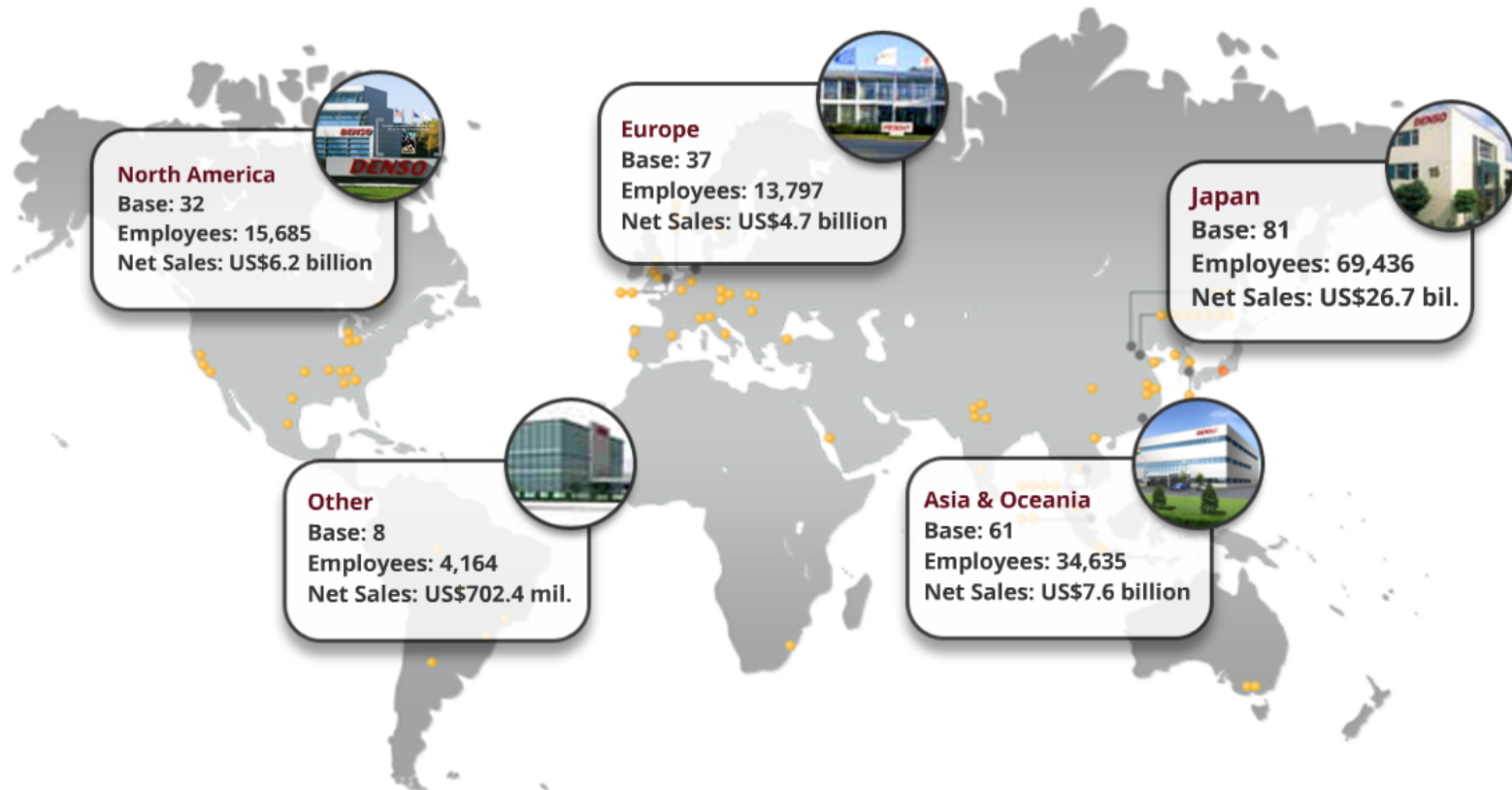
Among automotive companies, DENSO is one of the leaders in R&D spending.



Global Investment

- Customer Growth & Expansion
- Production Expansion
- New Business Expansion

In the past fiscal year, DENSO invested **\$2.1 billion globally**



**Developing products in the market where
the technology is most advanced**



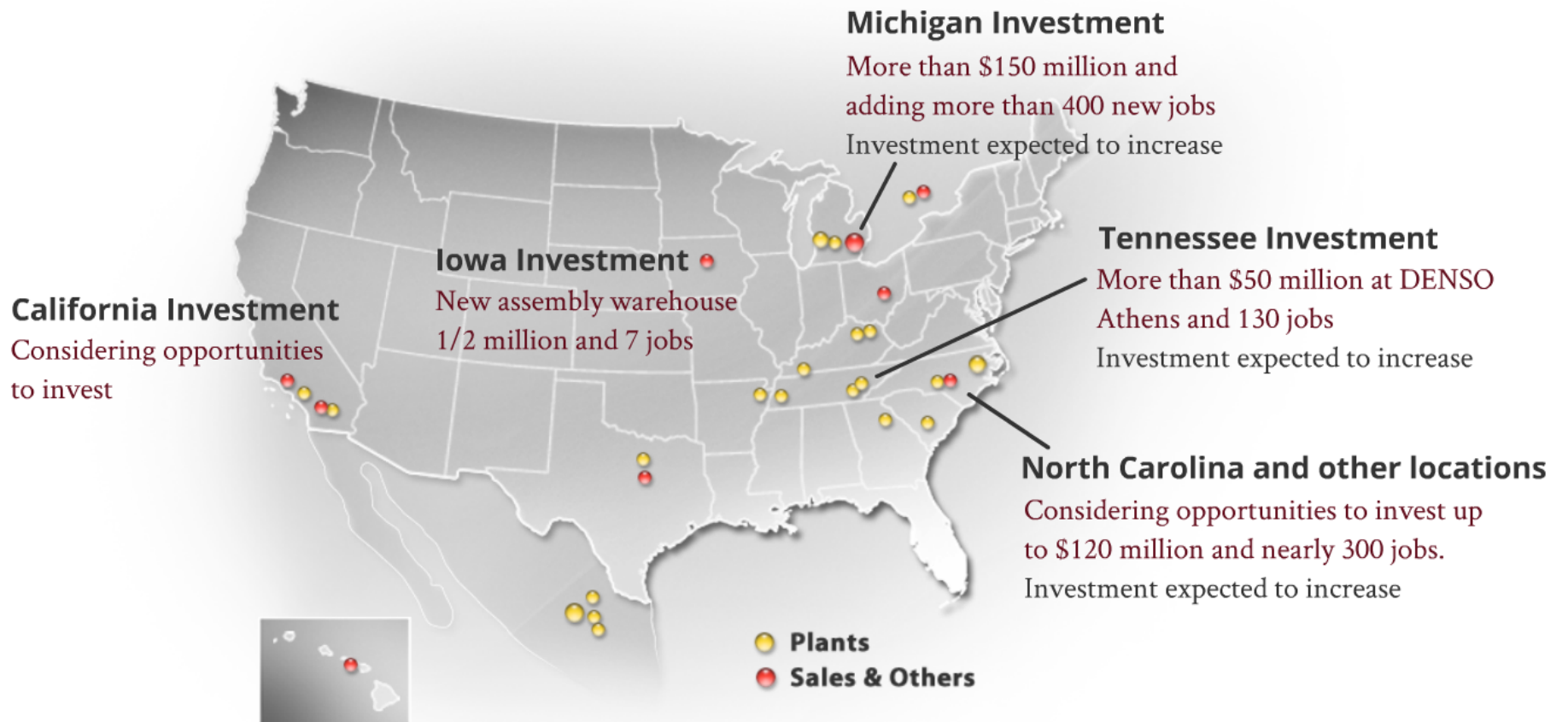
North American Investment

We are continuing to expand product development & manufacturing in North America



DENSO plans to
invest nearly \$1 billion and
create more than 2000 jobs
over the next four years

More than **\$750 million** and more than **1200 jobs** in the U.S.



DENSO will invest nearly **\$150 Million** in Mexico and Canada





Production Increase

Expanding New Business with Customers

Fuel Economy Requirements



DENSO's Global Strategy

Drastic Localization in the regions in which we operate

Manufacturing Expansion in North America

Jack Helmboldt

Corporate Senior Director, DENSO Corp.
Executive Vice President,
DENSO Manufacturing Tennessee, Inc.

Growth in North America

1984

DENSO opens first U.S. manufacturing facility –
DENSO Manufacturing Michigan in Battle
Creek, Mich., with XX employees

2012

DENSO has 28 Group Companies and Affiliates –
26 of which are Manufacturing facilities in North
America – and we employ more than 14,000

DENSO Quality

The path to continuous improvement
is a direction not a destination.



DENSO Manufacturing Michigan

Adding and Expanding production lines to manufacture next generation thermal products



DENSO Manufacturing Athens Tennessee

Localize production of gasoline
direct injection injectors

Expanding production of
monolithic carrier

DENSO Manufacturing Tennessee - Maryville





- **Plants**
- **Sales & Others**

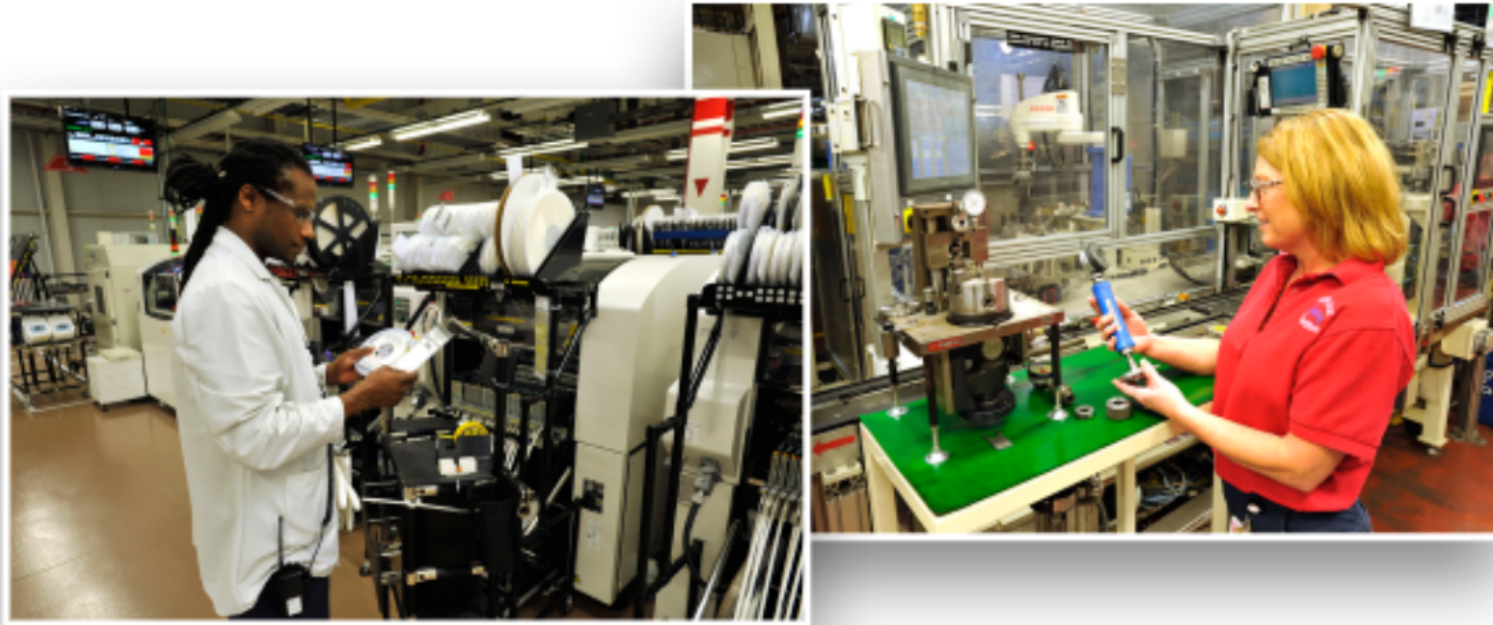
DENSO Manufacturing Tennessee - Maryville

Increase production of stop/start starters and high output alternators

Localizing production of inverters

Begin manufacturing first NA application of Head-up Display

Investment in Critical Tooling



DENSO Manufacturing Tennessee in Maryville will serve as the Regional Headquarters for manufacturing equipment and dies

DENSO plans to make all our critical manufacturing equipment and dies in the region.

This creates **more business**
in local communities and
more jobs

DENSO's investment
reinforces that we are committed to

developing and manufacturing

more products for North America



- Plants
- Sales & Others



Thank You

Q&A

The DENSO logo is displayed in a white, italicized, sans-serif font. The letters 'D', 'E', and 'S' are slightly larger than the others. The background is a solid red color with a faint, repeating pattern of various mechanical parts like bolts, nuts, and washers.

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