



DENSO

Crafting the Core

Corporate Brochure &
Profile 2017

Protecting Lives, Preserving the Planet, and Preparing a Bright Future for Generations to Come.

We have a mission, as stated in our Philosophy: Contribute to a better world by creating value together with a vision for the future. Tackling that mission is more important than ever.

Our Long-term Policy articulates a shared commitment by all DENSO employees to optimize our social impact in all our operations. The Long-term Policy covers the 10 years to 2020. It calls for us to step-up our efforts to preserve environmental quality and to ensure safety while continuing to provide people everywhere with the comfort and convenience of driving.

In non-mobility operations, we are working to improve the quality of life by deploying technologies nurtured in our mobility operations as well as completely new technologies. Those technologies include advances in home energy management systems and in health maintenance and medical care.

DENSO's 150,000 employees are working in the spirit expressed in our Long-term Policy's slogan: Protecting Lives, Preserving the Planet, and Preparing a Bright Future for Generations to Come.

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MOBILITY

Improving the lives of vehicles and their drivers.

Anytime, Anywhere

As new technologies are developed, a vehicle's efficiency, safety, comfort, and convenience can also be taken to greater heights in order to pursue the pleasure of driving. At DENSO, we not only manufacture the most essential parts, but also ensure they work together seamlessly to support the entire life of your vehicle. That's why DENSO supports our customers with a variety of aftercare and maintenance services for the life of the vehicle. After all, our work doesn't end when the vehicle leaves the factory. Our work begins every time a driver steps behind the wheel. And it only ends after countless miles have passed filled with improved joy and beauty.





The Core of Intelligence / GROUND /

Dreaming of a more intelligent vehicle.

The DENSO Electronic Systems Business Group wants to create out-of-the-box vehicles that are as thrilling as they are intelligent. Our goal is to nurture and grow countless ideas that improve vehicle systems in the field of intelligent electronics. With so many possibilities, DENSO is constantly moving closer to creating the innovative vehicles of your dreams.

Core Values of Electronic Systems Business

Adaptive Electronics Platform

Bringing people and vehicles together for the next generation.

The role of the Electronics Platform is to connect vehicles with our larger society by uniting and integrating the latest systems. This allows the components of each system to improve safety, performance, and overall comfort. In the future, expanding features and functions to the vehicle will be simple. A flexible and powerful system ensures a state-of-the-art drive regardless of future needs. The DENSO Electronics Platform promises that the vehicles of tomorrow will not only be attractive, but will provide unparalleled freedom of choice and performance for the next generation.

High Performance Systems

Smarter vehicles for you and the planet.

Smarter vehicles with advanced electronics systems can do more than provide a thrilling, carefree, synchronized driving experience. They can help create a better planet. The thoughtful intelligence engineered into today's vehicles goes on to provide efficiency gains and even noise dampening. At the DENSO Electronic Systems Business Group, this integrated approach is at the heart of superior, effortless performance. Our systems go past the driver to ultimately benefit the environment and others as well.

Robust Design

The harder the test, the better the vehicle.

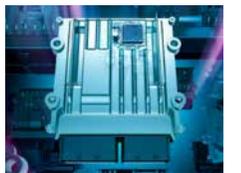
Whether it's across town or across a scorching desert, everyone wants their vehicle's electronics systems to work normally, even under the harshest physical conditions. To make this possible, the DENSO Electronic Systems Business Group creates end-to-end solutions that span the entire vehicle. From Electronics Platform, to software development, our integrated systems protect vehicles from cyber attack, unauthorized access, and more. In order to shape the dream of future transportation, DENSO develops tough, integrated, end-to-end solutions from software to hardware.

Key Technologies

ECU Design

Flexible design to meet all ECU requirements

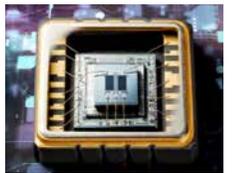
ECU (Electronic Control Unit) is essential to every system. DENSO has developed various types of ECU by clarifying the common designs for all systems and custom designs for system optimization. We have realized flexible ECU designing by means of rapid software development through use of BSW (Basic Software) and ASIC (Application Specific IC) on the basis of MPU (Micro Processing Unit).



Semiconductor Design

Device design to realize customized vehicle installation

DENSO fully utilized its submicron-level processing technology and expediently developed original semiconductors of high-function/precision, together with our affiliated system groups, which satisfy the criteria for vehicle-installed semiconductors. They revolutionize system performances and enable a reliable supply of compact, robust and long-lasting devices based on our vehiclespecific technical development (for semiconductor processing/implementation and analogue/digital integrated circuits).





The Core of Driving Pleasure / HORIZON /

Joy that fuels you and the planet.

Typically, the words “driving power” evokes adrenaline pumping experiences that meld driver and vehicle.

At DENSO, it goes far beyond the expected response from vehicles.

Our goal is to balance the joy of driving with the eco-friendly values that preserve our environment.

While these may seem contradictory ends, finding a balance is essential to ensure we’ll all be able to drive beyond the horizon in ways we’ve never imagined.

Core Values of Powertrain & Electrification Systems Business

Joy Drive

Love the earth and the pleasure of driving.

A vehicle not only moves people, it moves our hearts and souls. Thankfully, maintaining the joy of driving a responsive vehicle while reducing potential environmental damage has become much more widely accepted today. This has enabled us to continue developing responsive powertrains that instantly gives the driver the power and joy they seek while preserving the planet they cherish.

Drive Longer

Eco-friendly for the long haul.

Innovations in efficiency and power management will take us further into a new world of more environmentally conscious vehicles. Whether that means driving longer on a single charge, or developing more efficient gasoline, diesel, hybrid, and electrical vehicle engines, the future is clear. While the issues of today and tomorrow are met with open eyes, it is essential to plan for the long road ahead.

Cleaner Drive

Fresh air comes in, fresh air goes out.

What if driving could actually help return the air back to its natural state? It’s these types of questions that inspire the vehicles of tomorrow. By developing technologies that reduce harmful gasses like NOx and HC, these innovative ideas are one step closer to becoming a reality. With these goals in mind, DENSO will continue to develop ecofriendly technologies so driving pleasure can reach to new thrilling heights.

Key Technologies

Complete Control

Drive at your pleasure

Being responsive to the driver’s intention, DENSO powertrain system enables every driving operation perfectly dedicated to driver’s satisfaction.



Best Utilization of Energy

By reducing wasteful use of energy and regenerating waste energy, DENSO’s systems make the best of our precious resources.



Clean Air

As one of the environmental solutions, DENSO achieves a substantial reduction of greenhouse gas emission through less electricity usage as well as performing exhaust emission control.





The Core of Comfort / OASIS /

Making your vehicle the most comfortable place to be.

From the beginning, it was not enough just to provide a stress-free driving Oasis when it's blazing hot or freezing cold. In developing the Thermal Core Technologies, our goal was to design a system that is as comfortable and safe for drivers and passengers as it is for the environment. With the DENSO Thermal Systems Group's innovative thermal management technologies, we'll all be able to breathe a little easier, no matter what comes next.

Core Values of Thermal Systems Business

Longer on less

Stay comfortably considerate.

Comfort goes beyond a luxurious interior. This is why the DENSO Thermal Systems Group has developed thermal management technologies that consume less energy while simultaneously improving engine function. As a result, drivers and passengers can rest assured knowing their comfort won't harm the environment. Together with DENSO, dreams of going farther goes on.

Intelligent Comfort

Comfortable driving is safer driving.

DENSO believes a comfortable driver is a safer, more focused driver. That is why DENSO Thermal Systems are engineered to intelligently monitor the driver's physical condition and automatically adjust temperature, humidity, fragrance, and more. This also enables passengers to enjoy a more tranquil experience. As a result, the driver's attention can stay where it belongs, on the road ahead.

Key Technologies

Thermal Control

Efficiency improvement in powertrain

DENSO raises the efficiency of powertrain to maximum by controlling the heat and the air flow inside the engine compartment.



Heat/Cool Generation

Fuel economy improvement

DENSO improves the fuel consumption of vehicles by realizing highly efficient cold/warm heat generation for cooling and heating operations.



Wellness

Creation of safe, secure, comfortable space

DENSO aims at creating a safe, secure and comfortable space for the drivers to enjoy a fine physical and mental condition which helps them to be focused on the driving comfortably.





The Core of Experience
/ HARMONY /

Orchestrating the excitement of a new era.

As technology continues to push the boundaries of what's possible, the DENSO Information and Safety Systems Group ensures these advancements help everyone move more freely by ultimately harmonizing people, vehicles, and society. By combining and integrating cutting-edge technologies, we help drivers feel safe, secure, and comfortably focused. The result is a synchronous harmony that moves people's hearts like never before.

Core Values of Information & Safety Systems Business

Protecting Lives

There is no end to safety technology.

At DENSO, we believe there is no end to the value of a life. And because of that, there should be no end to improving safety performance until collisions are a thing of the past. To help prevent collisions before they happen, and minimize any damage in the event of a collision, Active Safety monitors the vehicle's surroundings for potential dangers. In the event of a collision, Passive Safety detects vehicle damage and even recognizes the type of collision. Whether it's before, during, or after an incident, DENSO remains devoted to developing safety technology that supports the irreplaceable value of life.

Peace & Reliability

Your vehicle always has your back.

DENSO understands the needs of people and are always working to improve their wellbeing. Stepping behind the wheel comes with inevitable concerns about becoming lost, traffic delays, or losing focus. Addressing these concerns while providing a reliable experience is essential. Information Communication Technology seamlessly networks vehicles with other vehicles and city infrastructure to deliver real-time updates while actively monitoring the wellbeing of drivers and passengers. By providing a reliable, trustworthy experience, confident drivers can move on to a better driving experience.

The Future of Wow

Be moved like never before.

In order to improve driving comfort and pleasure, DENSO incorporates information and intelligence into vehicles to help create greater harmony between people, vehicles and society. By connecting vehicles and services worldwide, drivers and passengers can enjoy a more pleasant driving experience while helping maximize automated driving reliability. All of which promises to bring new value to mobility. In order to offer driving comfort and excitement like never before, DENSO will continue to move people, vehicles, and society into the future of our dreams.

Five Key Functions

Sensing

Going beyond natural human abilities, DENSO monitoring systems can read the environment surrounding the vehicle and detect objects.



Prediction

Predict risks that may arise on the road ahead by using data from other vehicles and public infrastructure.



Interactivity

By improving interaction between drivers, passengers and vehicles, user-centered design helps provide a safe, stress-free space for all.



Connectivity

Conveniently connect to global networks and services to ensure a more enjoyable and truly modern ride.



Protected

Be prepared for the expected and unexpected in the event of a malfunction, traffic collision, or cyber attack.



The Core of Satisfaction / TRUST /



Your Trusted Partner for the Road Ahead.

By delivering optimal products and precise, prompt service, we can provide a rewarding driving experience. And because we always want to fulfill your expectations, our priority is to always be by your side, listening to your needs and forever improving our products in order to enhance your driving experience, for as long as you own your vehicle.

Core Values of Aftermarket & Customer Service Business

Whenever, Wherever

No matter what the circumstances, we want to provide every driver a fulfilling experience for as long as they own their vehicles.

The Right Fit

We continue to help make driving a more comfortable and pleasurable experience for everyone. People love to love their cars, and it is our goal to help that passion grow every time they drive.

Here for You

Our products and services provide valuable solutions for a world of drivers. Our business partners contribute a great deal to society, and it is our wish to support them in their continued success, while contributing to the growth of the greater car driving society.

The Best for Your Vehicle

Our diagnostics equipment determines exactly where the problem is, and our local support network quickly finds and delivers the proper replacement parts. We are also constantly improving our products and services.

Your Voice First

DENSO values your opinions, and uses them in the development and refinement of our products. All with the goal of making sure that you ride with the peace of mind that comes with knowing that you have the most reliable parts and systems along with you for the journey ahead.

DENSO Website
<Brand>



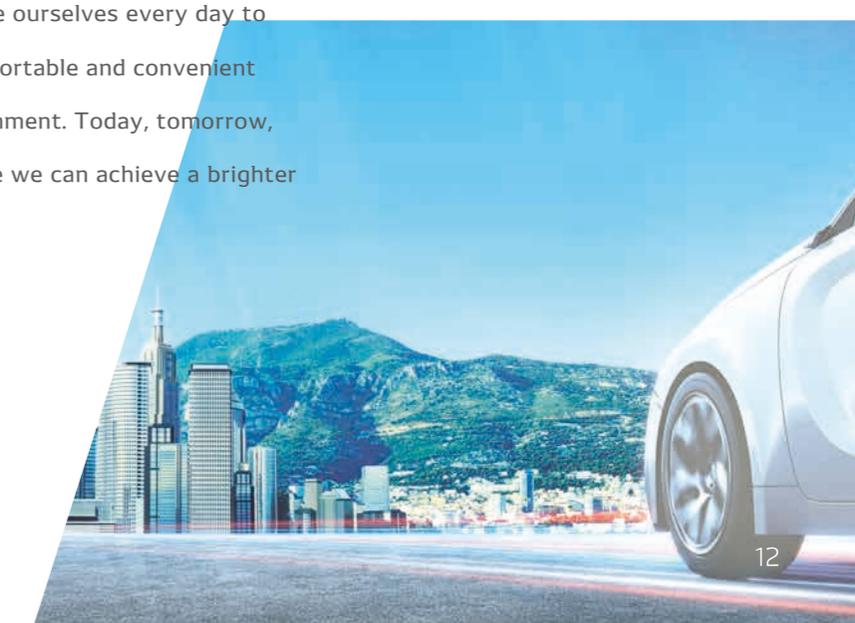
DENSO Website
<Products & Services>



INDUSTRY & HOME

Technology the world is waiting for. Above and Beyond

At DENSO, we believe that there are no limits to the power of technology to advance society. That is why we are constantly innovating new technologies. These are ideas that go well beyond our automotive base, and serve greater society, in homes and industries. We challenge ourselves every day to make the world a safer, more comfortable and convenient place, and to be kind to the environment. Today, tomorrow, and well into the future, we believe we can achieve a brighter world for everyone.



The Core of Solution / SYNERGY /

Making society run better.

Society is rapidly changing. DENSO wants to help make some of these changes for the better. Our knowledge and expertise already generate new solutions for a shifting automotive industry, but now we are also applying that experience to other segments of society. These products and systems are helping to forge a more convenient, efficient and exciting world in which to live. And in the years ahead, we will continue to create more solutions to make everyday life more comfortable, providing greater peace of mind.

Core Values

The Art of Efficiency

Improving technology that improves the world.

As a leading global supplier of automotive parts and systems, DENSO has pioneered many technologies to improve production, as well as products themselves. Among these are advanced robots, the invention of the QR code, and systems using barcode and QR code technology. And our advancements in IoT, internet of things, allow manufacturers to work more effectively with their production facilities. All of these innovations allow people to be more creative and more efficient, creating higher value products.

Home Appliances



CO₂ Heat Pump Hot Water Supply System

Vastly reduces the energy used in heating water

Commercial Air Conditioners



Spot Coolers

Simple to install, highly efficient cooling for people and objects

Auto ID Data Capture Devices



Barcode and 2D Code Handy Terminals

Rationalizing distribution and logistics operations and management

FA Products (Robots)



Vertical Articulated Robot

Realizing efficient, high-quality production

DENSO Website
<Consumer Products>



DENSO Website
<Industrial Products>



New Business

DENSO Website
<DENSO's New Business Fields>



Micro Grid

We are helping to realize a low-carbon society through micro-grid products and technologies including Home Energy Management Systems (HEMS), storage batteries, V2H (vehicle-to-home) power supply systems, and other products that create, store, and conserve energy in the age of connected cars and homes.



Electric Power Assist

Electric power assist technology derived from our automotive motor/control systems contributes to a safer, more secure and eco-friendly society.



Security

Our sensing technologies are contributing to safer and more secure living.



Healthcare

Our biosensor system and surgical-support robot help in disease prevention, early detection and recovery, improving the quality of life.



Biotechnology (Micro Algae)

We aim to contribute to environmental quality by utilizing an efficient algae cultivation process for CO₂ absorption and by producing biofuel as an alternative to fossil fuels.



Agricultural Support

Utilizing greenhouse environment control systems and energy conservation technologies, we contribute to more efficient and stable vegetable cultivation and improved agricultural competitiveness.



Cold Chain

Through energy-saving cooling and freezing technology, as well as technology to preserve freshness, we are contributing to safety and assurance in food transport and supply from production to consumption.



Community Network Solution Business

We support information distribution within communities to help enhance safety, security, and convenience in daily lives.



FORESIGHT



Bright Future for Generations to Come.

In the midst of rapid changes in the current industrial environment, we are focusing our efforts on the following five fields in order to realize the goals of our long-term policy.

1. Electric motorization / Hybrid cars and electric cars /

Optimal management of energy inside the car

We will further upgrade our electric products we have developed so far and connect all systems and products in the company for efficient recovery and utilization of energy generated inside the car through driving, power generation and heat generation processes in order to realize a dramatic improvement in fuel consumption performance and energy saving. Moreover, we aim at energy management of highest efficiency as a car unit through collaboration with external information sources.



2. ADAS / AD / Advanced driving assistant system, automated driving /

Realizing a mobility society where all people can move comfortably and safely

We will promote R&D of incorporating road conditions and traffic environments in each country for establishing autonomous driving technology that is applicable all over the world. We will also accelerate the development speed by promoting global networking through collaboration and alliance with other automakers and local municipalities.



3. Connected / Car which is connected /

Creating new value by connecting automobiles and various things

Today, we are required to contribute to safe, secure society which is increasingly eco-friendly by promoting the mobility society which connects car with car as well as car with people, roads, goods and services. We will create new values in the mobility society by applying our initiatives we have implemented for buses, trucks and other commercial vehicles.



4. Monozukuri Factory IoT (the art of making things) / Internet of things inside Factory /

Global promotion of factories which continue to evolve through full utilization of human wisdom

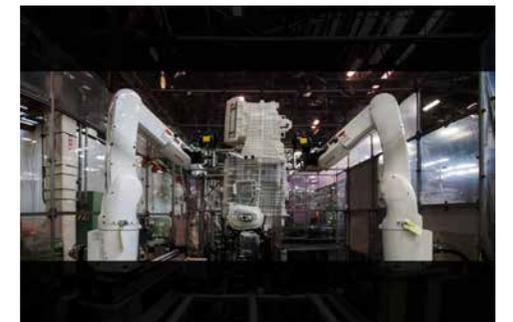
We will visualize the “sensitive, minute changes in products and facilities appeared in vibration, sound and temperature,” “wisdom, experience, expertise and skills of seasoned craftsmen,” and “premonitions and signs of facility malfunctions” and timely feed the operating humans with such information, with a view to enhancing the human sensitivity, improving various production scenes and upgrading global productivity.



5. FA business / Factory automation /

Productivity improvement in industrial circles with optimal FA system

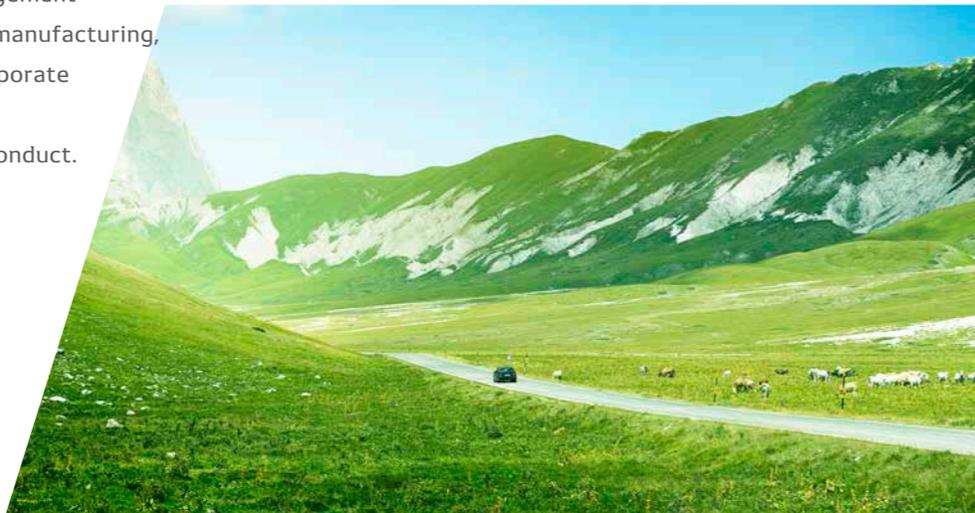
We will continue to improve the productivity in social and industrial circles by proposing and offering optimal FA system solutions to address a wide variety of customer needs from the standpoint of overall factory management and life cycle profile, based on our experience of introducing FA in 130 factories worldwide.



CORPORATE SOCIAL RESPONSIBILITY

Striving to be a company trusted.

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 reflected in our manufacturing, human, development, corporate contribution activities, and in all our corporate conduct.



Corporate Citizenship

DENSO Website
<CSR>



As a corporate citizen, as global citizens

DENSO is committed to building a sustainable society. We draw on all the resources of the DENSO Group to participate in community support programs and projects, focusing on themes such as "Harmony with the environment," "Ensuring security and safety in communities," "Hitozukuri (development of youth and support for the disabled)." As our employees and individual group companies work together on these projects, we actively promote programs designed by DENSO and a culture of community engagement.

Basic Policy	
Priority Areas	1. Harmony with the environment 2. Ensuring security and safety in communities 3. Hitozukuri - Development of youth - Support for the disabled
Corporate Climate	Creating an environment that encourages each employee to become involved in our activities

Harmony with the environment

Sustaining a healthy local natural environment, now and in the future

Our business activities are always based on DENSO's philosophy of contributing to the well-being of people around the world. In addition to our environmentally-friendly manufacturing and production practices, we are actively involved in activities to help preserve the natural environment in local communities that future generations can be proud of.



Environmental Learning (Thailand)

Ensuring security and safety in communities

Supporting local communities by promoting safe driving

With the aim of protecting lives around the world, DENSO strives to develop technologies and manufacturing practices with a particular emphasis on safety. We also work globally to improve traffic safety so that everyone, especially children and senior citizens, can live with greater peace of mind.



Traffic-safety Lessons (China)

Hitozukuri (Development of youth and support for the disabled)

Promoting science and technology

DENSO supports hands-on activities to promote science, technology, engineering, and math as the need for professionals in these fields grows. We also support the independence of disabled persons by donating wheelchairs, as well as supporting sports activities.



Science School (Japan)

DENSO GROUP INFORMATION

CORPORATE DATA

Profile

Company Name	DENSO CORPORATION
Established	December 16, 1949
Head Office	1-1, Showa-cho, Kariya, Aichi 448-8661, Japan
Capital	¥187.4 billion (US\$1.7 billion)
Revenue	Consolidated basis ¥4,527.1 billion (US\$40.4 billion)
Operating Profit	Consolidated basis ¥330.6 billion (US\$2.9 billion)
Profit*1	Consolidated basis ¥257.6 billion (US\$2.3 billion)
Employees	Consolidated basis 154,493/Non-consolidated basis 38,914
Consolidated Subsidiaries	190 (Japan 62, North America 28, Europe 35, Asia 59, South America/Others 6)
Affiliates under the Equity Method	36 (Japan 13, North America 4, Europe 4, Asia 13, South America/Others 2)

*U.S. dollar amounts have been translated, for convenience only, at the rate of 112.19 yen = US\$1, the approximate exchange rate prevailing on March 31, 2017. Billion is used in the American sense of one thousand million.
*1: Profit attributable to owners of the parent company.

As of March 31, 2017

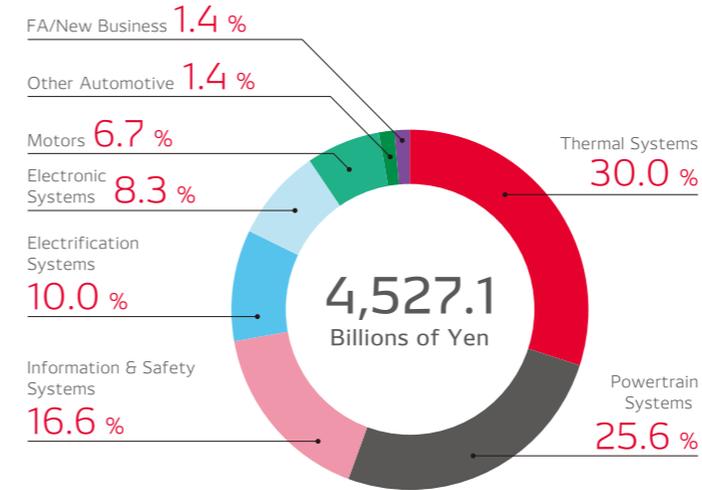
DENSO Website
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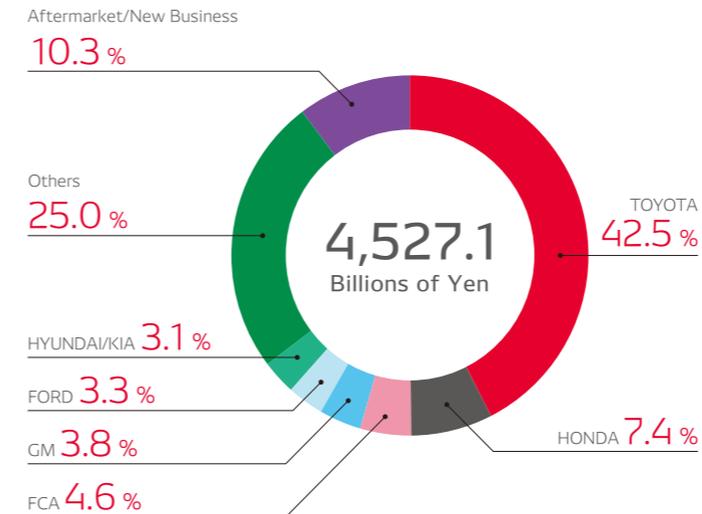
DENSO Website
<Investors>



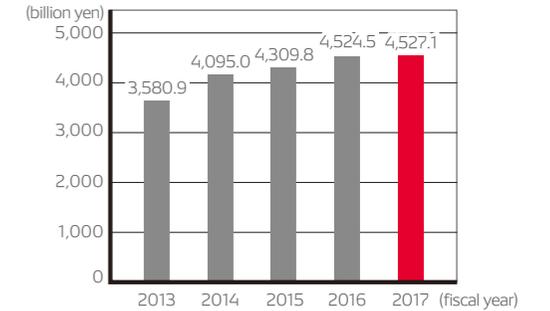
Consolidated Revenue by Business Group



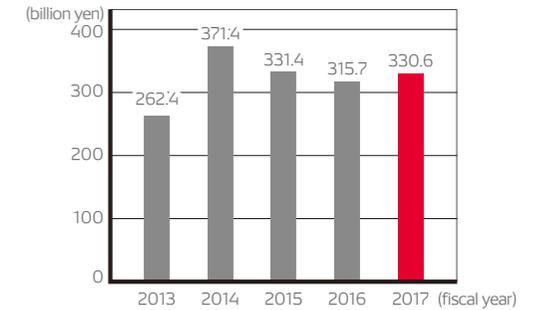
Sales of business partners



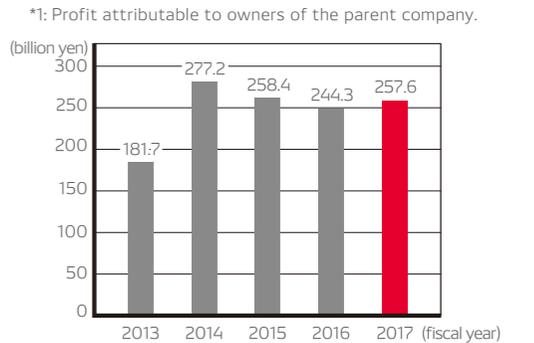
Revenue



Operating Profit



Profit*1

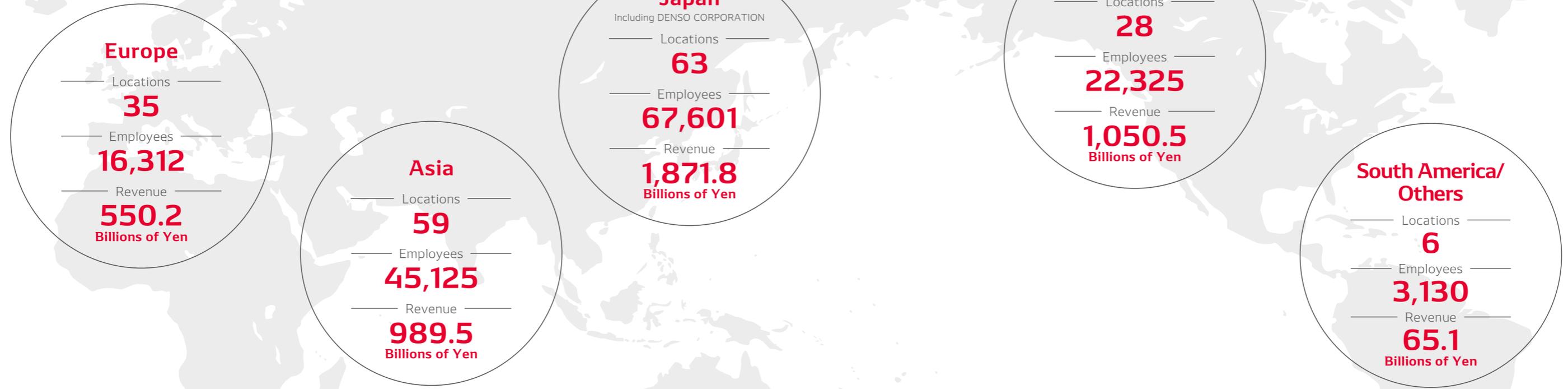


*Figures of fiscal 2013, year ended March 31, 2013 and prior are based on Japanese accounting standards. Figures of fiscal year 2014 to 2017 are based on IFRS.

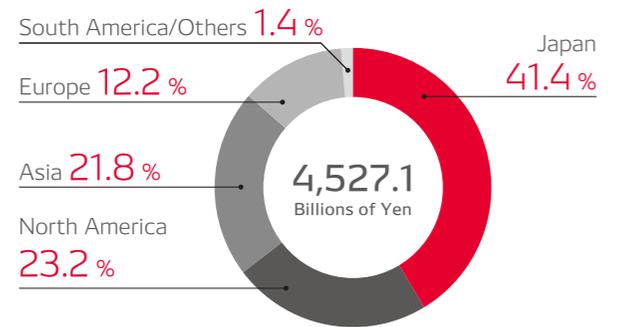
GLOBAL NETWORK

As of March 31, 2017

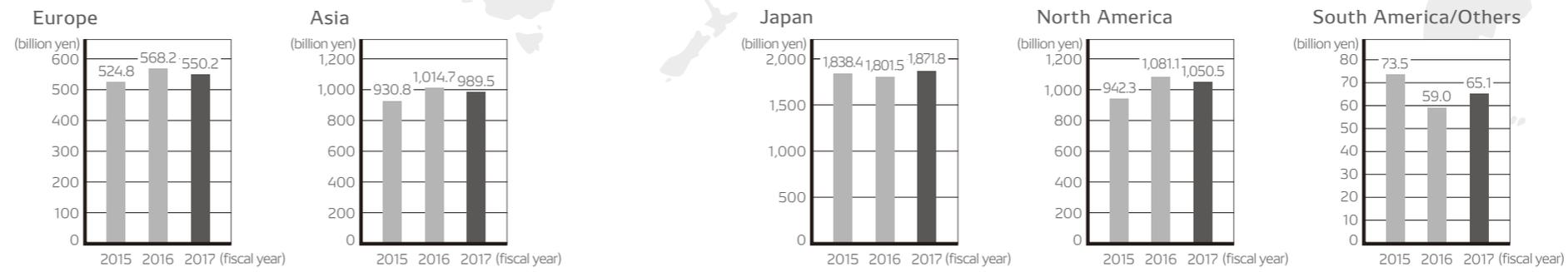
Consolidated Subsidiaries: **190**



Consolidated Revenue by DENSO Company Locations



Global Network



*Consolidated revenue is to outside customer, based on IFRS.

DENSO CORPORATION

As of March 31, 2017

Headquarters/ Plants/Laboratories	Employees	Main Business
Headquarters	13,482	-
Ikeda Plant	188	Manufacture radiators, oil coolers, and inter coolers
Anjo Plant	3,104	Manufacture starters, alternators, inverters and motor-generators
Nishio Plant	6,937	Manufacture air conditioners, radiators, electronic diesel/gasoline fuel injection components
Takatana Plant	2,786	Manufacture Information and communications products, driving control and safety products, semiconductor device/sensor
Daian Plant	4,718	Manufacture ignition components, driving control and safety products, valve train components, exhaust emission control components
Kota Plant	3,461	Manufacture integrated circuits and electronic control components
Toyohashi Plant	1,012	Manufacture air conditioners and natural refrigerant (CO ₂) heat-pump hot water supply systems
Agui Plant	911	Manufacture production facilities, heat flow sensors and LCP module circuit boards
Zenmyo Plant	1,197	Manufacture electronic diesel fuel injection systems
Advanced Research and Innovation Center	518	Research in semiconductors, functional material, human machine interface, and bio technologies
Nukata Proving Ground	32	Test driving automotive components

Branch	Employees	Main Business
Iwate	17	Research and development of semiconductor products
Tokyo	146	Design and development of automotive semiconductor products
Toyohashi	26	Research and development of agriculture support system
Nagoya-Minami	3	Sale of home appliances

Office/Division
Tokyo Office
Tokyo Division
Tokyo Division Utsunomiya Office
Osaka Division
Hiroshima Division
Nagoya Office

DENSO Website
<Careers>



Group Companies-Japan

*Affiliates under the equity method

As of March 31, 2017

ASMO CO., LTD.
 ANDEN CO., LTD.
 HAMANAKODENSO CO., LTD.
 DAISHINSEIKI CO., LTD.
 KYOSAN DENKI CO., LTD.
 DENSO AIRCOOL CORPORATION
 ASAHI MANUFACTURING CO., LTD.
 SANKYO RADIATOR CO., LTD.
 SHIMIZU INDUSTRY CO., LTD.
 TECHMA CORPORATION
 DENSO IWATE CORPORATION
 DENSO AIR SYSTEMS CORPORATION
 DENSO KATSUYAMA CO., LTD.
 DENSO KIKO CO., LTD.
 DENSO KYUSHU CORPORATION
 DENSO TAIYO CO., LTD.
 DENSOTRIM CO., LTD.
 DENSO FUKUSHIMA CORPORATION
 DENSO BLOSSOM CO., LTD.
 DENSO PREAS CORPORATION
 DENSO HOKKAIDO CORPORATION
 DENSO REMANI CORPORATION
 NIPPON WIPER BLADE CO., LTD.
 MARCON DENSO CO., LTD.
 IPICS CORPORATION
 AUBASS CO., LTD.
 3D INCORPORATED
 SOKEN, INC.
 DENSO EMC ENGINEERING SERVICE CORPORATION
 DENSO IT SOLUTIONS, INC.
 DENSO IT LABORATORY, INC.
 DENSO ABASHIRI TEST CENTER CORPORATION
 DENSO WAVE, INC.
 DENSO WELL CORPORATION
 DENSO SI CORPORATION
 DENSO MTEC CORPORATION
 DENSO E & TS TRAINING CENTER CORPORATION
 DENSO CREATE, INC.

DENSO COMMUNICATIONS CORPORATION
 DENSO FINANCE & ACCOUNTING CENTER CO., LTD.
 DENSO SEIBI CO., LTD.
 DENSO TECHNO CO., LTD.
 DENSO POWERTRAIN TECHNOLOGIES CORPORATION
 DENSO FACILITIES CORPORATION
 DENSO YUSEN TRAVEL CORPORATION
 DENSO UNITY SERVICE CORPORATION
 DENSO LOGITEM CORPORATION
 MOBILE MEDIANET, INC.
 DENSO SALES JAPAN CORPORATION
 DENSO SERVICE OKINAWA CO., LTD.
 MIYAZAKI ASMO CO., LTD.
 APINES CO., LTD.
 SUAB CO., LTD.
 HAMADEN P & S CO., LTD.
 KYOSAN TECS CO., LTD.
 KYOSAN SERVICE CORPORATION
 DENSO AIRCOOL OTARI CORPORATION
 SYSTEX JAPAN, INC.
 MAULTECH CORPORATION
 DENSO AIR SYSTEMS TOYOSHINA CORPORATION
 DENSO AIR SYSTEMS YASAKA CORPORATION
 DENSO SERVICE NISHISAITAMA CO., LTD.
 ADVANCED DRIVER INFORMATION TECHNOLOGY CORPORATION*
 NTT DATA MSE CORPORATION*
 TD MOBILE CORPORATION*
 ADVICS CO., LTD.*
 ITOH SEIKO CO., LTD.*
 G.S.ELECTECH, INC.*
 JECO CO., LTD.*
 SHINSEI INDUSTRIAL CO., LTD.*
 SOHWA & SOPHIA TECHNOLOGIES INC.*
 TOUCHCARE CO., LTD.*
 TSUDA INDUSTRIES CO., LTD.*
 NIPPA CORPORATION*
 TOMEI BRAZING CO., LTD.*

Group Companies-World

*Affiliates under the equity method

As of March 31, 2017

DENSO Website
 <Global Network>



North America

U.S.A.	DENSO INTERNATIONAL AMERICA, INC. DENSO PRODUCTS AND SERVICES AMERICAS, INC. DENSO MANUFACTURING MICHIGAN, INC. DENSO MANUFACTURING TENNESSEE, INC. DENSO MANUFACTURING ATHENS TENNESSEE, INC. DENSO WIRELESS SYSTEMS AMERICA, INC. DENSO MANUFACTURING ARKANSAS, INC. DENSO REINSURANCE AMERICA, INC. EASE SIMULATION, 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. MICHIGAN AUTOMOTIVE COMPRESSOR, INC.* TBDN TENNESSEE COMPANY* ASSOCIATED FUEL PUMP SYSTEMS CORPORATION* TD AUTOMOTIVE COMPRESSOR GEORGIA, LLC.*
Canada	DENSO MANUFACTURING CANADA, INC. DENSO SALES CANADA, INC.
Mexico	DENSO MEXICO S.A. DE C.V. DENSO AIR SYSTEMS DE MEXICO S.A. DE C.V. HAMADEN MEXICO S.A. DE C.V. ASMO MANUFACTURING DE MEXICO S.A. DE C.V.
Europe	
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.
Germany	DENSO AUTOMOTIVE DEUTSCHLAND GmbH DENSO ADAS ENGINEERING SERVICES GmbH TD DEUTSCHE KLIMAKOMPRESSOR GmbH* TT NETWORK INTEGRATION EUROPE 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
Poland	DENSO THERMAL SYSTEMS POLSKA Sp. z. o.o. DENSO POLAND Sp. z. o.o. TBMECA POLAND Sp. z. o.o.*
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 A.S. DJ COOL KLIMA VE SOGUTMA CIHAZLAR SAN. TIC. A.S.*
Russia	DENSO SALES RUS L.L.C.
Morocco	DENSO THERMAL SYSTEMS MOROCCO S.A.R.L.

Asia

Singapore	DENSO INTERNATIONAL ASIA PTE., LTD. DENSO WAVE SINGAPORE PTE., LTD.
Thailand	DENSO INTERNATIONAL ASIA CO., LTD. DENSO (THAILAND) CO., LTD. DENSO TOOL & DIE (THAILAND) CO., LTD. SIAM DENSO MANUFACTURING CO., LTD. DENSO SALES (THAILAND) CO., LTD. ANDEN (THAILAND) CO., LTD.

	SIAM KYOSAN DENSO CO., LTD. AIR SYSTEMS (THAILAND) CO., LTD. TOYOTA TSUSHO DENSO ELECTRONICS (THAILAND) CO., LTD. TOYOTA BOSHOKU FILTRATION SYSTEM (THAILAND) CO., LTD.*
Indonesia	PT. DENSO INDONESIA PT. DENSO SALES INDONESIA PT. ASMO INDONESIA PT. HAMADEN INDONESIA MANUFACTURING PT. TD AUTOMOTIVE COMPRESSOR INDONESIA*
Malaysia	DENSO (MALAYSIA) SDN. BHD. NIPPON WIPER BLADE (M) SDN. BHD.
The Philippines	DENSO PHILIPPINES CORPORATION DENSO TECHNO PHILIPPINES, INC.
Vietnam	DENSO MANUFACTURING VIETNAM CO., LTD. HAMADEN VIETNAM CO., LTD.
Australia	DENSO INTERNATIONAL AUSTRALIA PTY., LTD. DENSO AUTOMOTIVE SYSTEMS AUSTRALIA PTY., LTD.
UAE	DENSO SALES MIDDLE EAST & NORTH AFRICA FZE.
India	DENSO INTERNATIONAL INDIA PVT., LTD. DENSO INDIA PVT., LTD. DENSO HARYANA PVT., LTD. DENSO KIRLOSAR INDUSTRIES PVT., LTD. DENSO THERMAL SYSTEMS PUNE PVT., LTD. DENSO SUBROS THERMAL ENGINEERING CENTRE INDIA LIMITED
Pakistan	ATLAS HITEC (PVT) LIMITED*
Cambodia	DENSO (CAMBODIA) CO., LTD. PIT & GO AUTOMOTIVE SERVICE (CAMBODIA) CO., LTD.
Myanmar	ASMO MYANMAR CO., LTD.
Republic of Korea	DENSO KOREA ELECTRONICS CORPORATION DENSO INTERNATIONAL KOREA CORPORATION DENSO KOREA AUTOMOTIVE CORPORATION KOREA WIPER BLADE CO., LTD.
China	DENSO (CHINA) INVESTMENT CO., LTD. YANTAI SHOUGANG DENSO CO., LTD. TIANJIN DENSO ENGINE ELECTRICAL PRODUCTS CO., LTD. GONGCHENG DENSO (CHONGQING) CO., LTD. TIANJIN DENSO ELECTRONICS CO., LTD. TIANJIN DENSO AIR-CONDITIONER CO., LTD.

	DENSO SOFTWARE SHANGHAI CO., LTD. GUANGZHOU DENSO CO., LTD. TIANJIN FAWER DENSO AIR-CONDITIONER CO., LTD. DENSO (GUANGZHOU NANSHA) CO., LTD. J-WORKS PARTS SALES (TIANJIN) CO., LTD. DENSO (TIANJIN) THERMAL PRODUCTS CO., LTD. WUXI DENSO AUTOMOTIVE PRODUCTS CO., LTD. DENSO TIANJIN ITS CO., LTD. DENSO (TIANJIN) BODY PARTS CO., LTD. DENSO (CHANGZHOU) FUEL INJECTION SYSTEM CO., LTD. TIANJIN ASMO AUTOMOTIVE SMALL MOTOR CO., LTD. ASMO GUANGZHOU SMALL MOTOR CO., LTD. ASMO HANGZHOU XIAOSHAN SMALL MOTOR CO., LTD. DENSO AIR SYSTEMS TIANJIN CO., LTD. SHANGHAI DENSO FUEL INJECTION CO., LTD.* TIANJIN TOYOTA BOSHOKU AUTOMOTIVE PARTS CO., LTD.* TOYOTA BOSHOKU FOSHAN CO., LTD.* TD AUTOMOTIVE COMPRESSOR KUNSHAN, CO., LTD.* YANGZHOU JIEXIN DENSO AIR-CONDITIONER CO., LTD.* YANTAI SHOUGANG TD AUTOMOTIVE COMPRESSOR CO., LTD.* HEFEI DYNE AUTO AIR CONDITIONER CO., LTD.* GUANGDONG KINGTEC DENSO REFRIGERATION EQUIPMENT CO., LTD.* TIANJIN SHIMIZU PENG YING PLASTICS CO., LTD.*
Taiwan	DENSO TAIWAN CORP. CRYOMAX COOLING SYSTEM CORP.*

South America/Others

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.
South Africa	SMITHS MANUFACTURING (PTY) LIMITED*
Saudi Arabia	DENSO ABDUL LATIF JAMEEL CO., LTD.*

HISTORY OF DENSO

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



Nippondenso's main building at the time of establishment.

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.

Establishment of sales/service office in Chicago

Becomes the first Japanese automotive parts supplier to set up an office in North America.

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.



DENSO meets with overseas manufacturers.

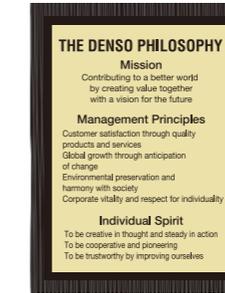
Establishment of Nippondenso (Europe) B.V. (currently DENSO EUROPE B.V.) near Amsterdam

Opens Nukata Testing Center

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

Establishment of the DENSO Philosophy

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

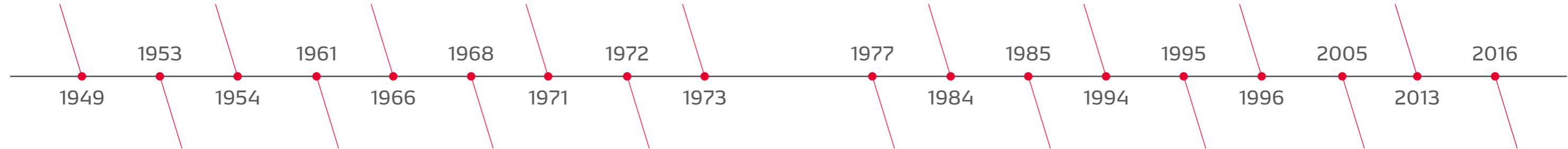


Renames company DENSO CORPORATION

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

Development of DENSO's Long-term Policy 2020

The slogan is "Protecting Lives, Preserving the Planet, and Preparing a Bright Future for Generations to Come."



Technical cooperation with Robert Bosch GmbH of Germany

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.



The Deming Prize medal.

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.

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.



Manufacturing company in Thailand at time of establishment.

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

Today, many 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.



A DENSO technician participates in the 2005 WorldSkills Competition.

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

Establishment of DENSO International Singapore Pte. Ltd. (currently DENSO INTERNATIONAL ASIA PTE. LTD.)

Establishment of first overseas regional training center in Thailand

Established a training center in Thailand for providing regional employee training in all fields including production, technology and management. Also, Thai representatives participated in the WorldSkills Competition.

DENSO ECO VISION 2025

This shows our 10-year environmental policy and action plan.

DENSO Website <Heritage>



EXECUTIVE MANAGEMENT

As of July 1, 2017

Executives

■Board of Directors



Chairman Nobuaki Katoh Vice Chairman Koji Kobayashi President & CEO Koji Arima Executive Vice President Haruya Maruyama Executive Vice President Yasushi Yamanaka Executive Vice President Hiroyuki Wakabayashi

■Members of the Board *Outside board member

Yoshikazu Makino George Olcott* Takashi Nawa*

Audit and Supervisory Board Members *Outside Auditors

Masato Iwase Atsuhiko Shimmura Moritaka Yoshida* Toshimichi Kondo* Noriyuki Matsushima*

Senior Executive Directors *Also holds the position of Member of the Board

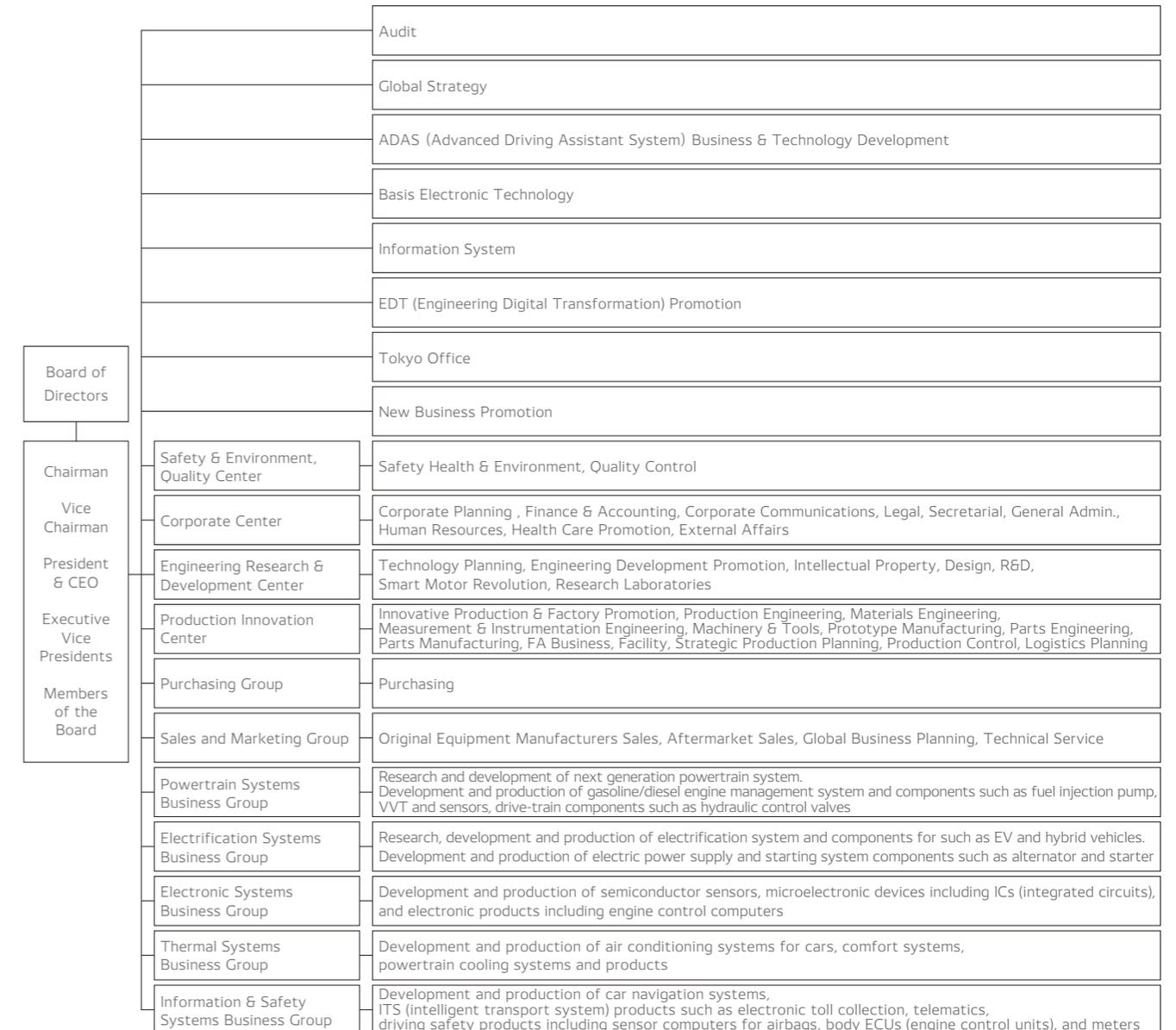
Yoshikazu Makino* Michio Adachi Masahiko Ito Toshiyuki Kato Sadahiro Usui Katsuhisa Shimokawa
Yukihiko Murakami Hiroyuki Ina Shoji Tsuzuki Shingo Kuwamura Yukihiro Kato Yoshifumi Kato

Executive Directors

Kazuaki Fujitani Yukihiro Shinohara Kazumasa Kimura Bunichi Kondo Masanori Tsuruta Yasuhiro Iida
Kenichiro Ito Yoshitaka Kajita Jack Helmboldt Shinsuke Yamaguchi Jiro Ebihara Yuji Ishizuka
Yasuhiko Yamazaki Hisaaki Sato Hajime Kumabe Yasushi Matsui Hirotugu Takeuchi Keiko Shimokata
Yutaka Yamanouchi Hisashi Iida Marco Di Rao Marotta Shinnosuke Hayashi Terutaka Kageyama Yasushi Mukai
Katsuhiko Takeuchi Tomoyuki Arakawa Kazuoki Matsugatani Katsuhiko Sugito

ORGANIZATION

As of July 1, 2017



CONTACTS

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Tel: +81-566-25-5511 (Information Center)
<https://www.denso.com/global/en/>
<https://www.denso.com/jp/ja/>

DENSO
Global Site



DENSO
LinkedIn



Regional Headquarters

North America

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Tel: +1-248-350-7500
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<https://www.denso.com/nl/en/>

China

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<http://www.denso.com.cn/>