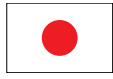


# TOP 100 AUTOMOTIVE SUPPLIERS

Rank	Company	Currencies	Total Sales 2008/07/06	Automotive Sales			Names and Sales of Business Units/ Divisions/Main Automotive Affiliates						
2 → (2)	<b>Denso Corporation</b> 1-1, Showa-cho/448-8661 Kariya Aichi prefecture Japan <a href="http://www.globaldenso.com/">http://www.globaldenso.com/</a> FY ended: March, 31		in figures:	in figures:	In % of Total Sales:	Auto-motive Business	Industrial Systems and Consumer Products	Others					
			Mio US\$ 2008 <sup>1</sup>	34,180 *	33,213	97.2%	33,213	497	471				
			Mio US\$ 2007	31,035 *	29,997	96.7%	29,997	564	474				
			Mio US\$ 2006	28,955 *	27,852	96.2%	27,852	638	465				
			Mio Yen/¥ 2008 <sup>1</sup>	4,025,076	3,911,104	97.2%	3,911,104	58,511	55,461				
			Mio Yen/¥ 2007	3,609,700	3,488,962	96.7%	3,488,962	65,628	55,110				
			Mio Yen/¥ 2006	3,188,330	3,066,817	96.2%	3,066,817	70,258	51,255				
			<b>Global Footprint</b>	<b>Employees in numbers and/or %:</b>	<b>Regional Sales in figures and/or %</b>	<b>Board Full Names &amp; Positions</b>							
			<b>total:</b>	<b>118,853</b>	<b>4,025,076 Mio Yen</b>	<b>Akihiko Saito:</b> Chairman <b>Koichi Fukaya:</b> Vice Chairman <b>Nobuaki Katoh:</b> President & CEO <b>Shinro Iwatsuki:</b> Executive Vice President <b>Hiromi Tokuda:</b> Executive Vice President <b>Mitsuharu Kato:</b> Senior Managing Director <b>Kenji Ohya:</b> Senior Managing Director <b>Koji Kobayashi:</b> Senior Managing Director <b>Kazuo Hironaka:</b> Senior Managing Director <b>Sojiro Tsuchiya:</b> Senior Managing Director <b>Hikaru Sugi:</b> Senior Managing Director <b>Shinji Shirasaki:</b> Senior Managing Director <b>Shoichiro Toyoda:</b> Director							
			therefrom Automotive:	n.a.	3,911,104 Mio Yen (97.2%)								
<b>Americas:</b>	<b>17,683</b>	<b>832,284 Mio Yen **</b>											
NAFTA/North America:	14,358	n.a.											
South America:	3,325	n.a.											
<b>Asia-Pacific:</b>	<b>85,309</b>	<b>3,342,049 Mio Yen **</b>											
therefrom Japan:	59,357	2,725,892 Mio Yen **											
<b>Europe:</b>	<b>15,861</b>	<b>620,277 Mio Yen **</b>											
therefrom Germany:	298	n.a.											
<b>Further Information</b>													
Main automotive products:	Denso products cover almost all areas in automobiles. Business groups include Powertrain Control Systems, Electronic Systems, Electric Systems, Thermal Systems, Information and Safety Systems and Small Motors. Engine management, climate control, body electronics, driving control and safety, hybrid vehicle components and information and communications, see also: <a href="http://www.globaldenso.com/en/aboutdenso/download/pdf/products_catalogues.pdf">http://www.globaldenso.com/en/aboutdenso/download/pdf/products_catalogues.pdf</a>												
Main automotive customers:	Denso works hand-in-hand with all major automakers worldwide. Customers include Toyota, Honda, Nissan, Suzuki, Fuji, Mitsubishi, GM, Ford, DC, FIAT, HYUNDAI, VW, AUDI, BMW, RENAULT, and PSA.												
Contact for automotive suppliers:	<a href="https://www.denso.co.jp/en/contactus/form/purchasing/index.html">https://www.denso.co.jp/en/contactus/form/purchasing/index.html</a>												
Purchasing organisation:	<a href="https://www.denso.co.jp/en/contactus/form/purchasing/index.html">https://www.denso.co.jp/en/contactus/form/purchasing/index.html</a> <a href="http://www.globaldenso.com/en/aboutdenso/activities/procurement/">http://www.globaldenso.com/en/aboutdenso/activities/procurement/</a>												
Purchasing/sourcing volume(s):	Cost of Sales for FY 2007/2008: 3,314.9 Bill Yen (ratio to sales = 82.4%), Selling, general and administrative (SGA) expenses were 361.5 Bill. Yen (ratio to sales = 8.9%), see also: <a href="http://www.globaldenso.com/en/investors/financial/2007/march/pdf/digest-2008_04.pdf">http://www.globaldenso.com/en/investors/financial/2007/march/pdf/digest-2008_04.pdf</a>												
Market leader in:	Denso is a market leader in various automotive components and systems.												
Number of sites worldwide:	As of March 31, 2008, Denso holds 219 subsidiaries and affiliates (Japan 81, The Americas 44, Europe 36, Asia/Oceania 56, Others 2) in 32 countries and regions worldwide. See also <a href="http://www.globaldenso.com/en/aboutdenso/globalnetwork/">http://www.globaldenso.com/en/aboutdenso/globalnetwork/</a>												
Main Competitors:	Other automotive suppliers such as Bosch, Magna, Continental, Delphi etc.												
Profile:	Denso Corporation, headquartered in Kariya, Aichi Prefecture, Japan, is a leading global supplier of automotive technologies, systems and components. Since its foundation in 1949, the Company has spurred industry growth through pioneering research and development and superior quality products. As one of the world's top suppliers of automotive components, Denso works with all major automakers worldwide in the fields of climate control, engine management, body electronics, driving control and safety, hybrid vehicle components, and information and communications. Denso also utilizes its proprietary technologies and expertise in industrial systems, non-automotive thermal systems and other fields. See also links under: <a href="http://www.globaldenso.com/en/aboutdenso/business/">http://www.globaldenso.com/en/aboutdenso/business/</a> The Company currently employs approximately 119,000 people in 32 countries and regions including Japan. They are active in all aspects of the automotive business – sales, product development and design and manufacturing – working in cooperation with regional car manufacturers and suppliers to provide the most suitable solutions to regional requirements.  Net sales for FY 2007/2008, ended March 31, 2008, were 4,025,076 Mio Yen, sales growth was 11.5%. Income before income taxes and minority interests (figures in Mio Yen): 364,829 for FY 2007/2008, ended March 31, 2008 and 319,711 for FY, ended March 31, 2007 R&D Expenditures during FY 2007/2008 were 311.5 Bill Yen or a ratio to sales of 7.7%. See also: <a href="http://www.globaldenso.com/en/aboutdenso/download/flashbook/corporate_profile.html">http://www.globaldenso.com/en/aboutdenso/download/flashbook/corporate_profile.html</a> or <a href="http://www.globaldenso.com/en/aboutdenso/download/pdf/corporate_profile.pdf">http://www.globaldenso.com/en/aboutdenso/download/pdf/corporate_profile.pdf</a>  Principal Shareholders (leading ten principal shareholders, number of shares held (thousands), voting share ratio (%), excluding 69,551 thousand shares of treasury stock held by Denso Corporation, as of March 31, 2007): Toyota Motor Corporation, 201,502, 24.75%; Toyota Industries Corporation, 69,373, 8.52%; Robert Bosch Industries AG, 47,434, 5.82%; The Master Trust Bank of Japan, Ltd. (Trust Account), 42,159, 5.17%; Japan Trustee Services Bank, Ltd. (Trust Account), 35,588, 4.37%; Nippon Life Insurance Company, 23,050, 2.83%; Mitsui Sumitomo Insurance Company, Limited, 15,148, 1.86%; DENSO Employees' Shareholding Association, 11,643, 1.43%; State Street Bank & Trust Company, 9,905, 1.21%; Meiji Yasuda Life Insurance Company, 9,373, 1.15%.												
Automotive notices:	Jul 18, 2008 – Denso Taiyo celebrates cumulative production of 20 million automotive instrument clusters Jun 19, 2008 – Denso begins evaluating the use of biodiesel fuel to power industrial heat pump air conditioners Mar 27, 2008 – Denso to consolidate Asia and Oceania regional headquarters and aftermarket sales company in Singapore Mar 19, 2008 – Denso to establish a new company in Fukushima Prefecture, Japan to manufacture car air conditioning systems Feb 25, 2008 – Denso to establish joint venture to produce bus air conditioning systems in Jiangsu, China Dec 21, 2007 – Denso to purchase land for expansion of Anjo plant Oct 22, 2007 – Denso to construct new building at Agui plant for development and sales of electronic products and industrial robots Oct 1, 2007 – Denso to consolidate Denso manufacturing Kitakyushu and Hiroshima plant.												
Sources:	Company Information, Company Website, Annual reports (can be downloaded at the following web address: <a href="http://www.globaldenso.com/en/investors/financial/annual_report.html">http://www.globaldenso.com/en/investors/financial/annual_report.html</a> )												
	* All figures in US\$ based on the Foreign Exchange Rates (Annual Average Rates for 2005, 2006 and 2007) of the Federal Reserve Bank of New York ** Including intersegment sales; eliminations were -769.5 Bill. Yen												

<sup>1</sup> if FY is already finished; Rank: figures in parenthesis indicate last year's ranking; Mio = million; FY = Financial Year; n.a. = not available; est. = estimated; approx. = approximately; Exec. = Executive; VP = Vice President; MD = Managing Director; GM = General Manager; R&D = Research & Development; HR = Human Resources