


TOP 100 AUTOMOTIVE SUPPLIERS

Rank	Company	Currencies *	Total Sales	Automotive Sales	Names and Sales of Business Units/ Divisions/Main Automotive Affiliates					
			in figures only:	in figures:	In % of Total Sales:	Automotive Business	Industrial Systems and Consumer Products	Others		
1 ↑ (3)	Denso Corporation 1-1, Showa-cho / 448-8661 Kariya Aichi prefecture Japan www.globaldenso.com FY ended: March, 31									
		Mio US\$ 2010	31,775	31,252	98.4%	31,252	427	96		
		Mio US\$ 2009	30,396	29,430	97%	29,430	511	456		
		Mio US\$ 2008	34,180	33,213	97%	33,213	497	471		
		Mio Yen/¥ 2010	2,976,709	2,927,702	98.4%	2,927,702	40,017	8,990		
		Mio Yen/¥ 2009	3,142,665	3,042,748	96.8%	3,042,748	52,815	47,102		
		Mio Yen/¥ 2008	4,025,076	3,911,104	97.2%	3,911,104	58,511	55,461		
	Global Footprint	Employees	Regional Sales		Board					
	Total:	120,812 (as of Mar 31, 2010) 119,919 (as of Mar 31, 2009)	2,976,709 Mio ¥		Koichi Fukaya , Chairman; Nobuaki Katoh , President & CEO; Hiromi Tokuda , Executive Vice President; Kenji Ohya , Executive Vice President (will retire after June 25, 2010); Senior Managing Directors: Mitsuharu Kato (will retire after June 25, 2010), Koji Kobayashi (will become Executive Vice President after June 25, 2010), Kazuo Hironaka, Sojiro Tsuchiya, Hikaru Sugi, Shinji Shirasaki					
	therefrom Automotive:	n.a.	2,927,702 Mio ¥		Regional management:					
	Americas:	16,020	532,171 Mio ¥		North America: Yoshiki Sekiguchi, President, Denso International America, Inc.					
	NAFTA/North America:	12,749	n.a.		Europe: Shigehiro Nishimura, President, Denso Europe B.V.					
	South America:	3,271	n.a.		Asia/Oceania: Yasushi Nei, President, Denso International Asia Pte. Ltd.					
	Asia-Pacific:	91,648	2,575,421 Mio ¥		Bios, see: http://www.densomediacycenter.com/bios/execbios.html					
	therefrom Japan:	63,729	2,041,315 Mio ¥		Last management changes, see: http://www.globaldenso.com/en/newsreleases/100428-03.html					
	Europe:	13,144	411,083 Mio ¥							
	therefrom Germany:	347	n.a.							
	Further Information									
	Short company profile/boilerplate:	Denso Corporation, headquartered in Kariya, Aichi prefecture, Japan, is a leading global supplier of advanced technology, systems and components. Its customers include all the world's major carmakers. Worldwide, the company employs approximately 120,000 people in 34 countries and regions, including Japan. Consolidated global sales for the fiscal year ended March 31, 2010 totaled US\$31.3 billion. Denso common stock is traded on the Tokyo and Nagoya stock exchanges. For more information, go to www.globaldenso.com . Revenue split: [Operating Summary by Industry Segment] Automotive sub-total: 98.4 percent of global net sales (Thermal Systems: 30.3 percent, Powertrain Control Systems: 23.0 percent, Information and Safety Systems: 17.7 percent, Electric Systems: 8.9 percent, Electronic Systems: 10.0 percent, Small Motors: 7.5 percent, Other Automotive: 1.0 percent); New businesses sub-total: 1.6 percent (Industrial Systems and Consumer Products: 1.3 percent, Others: 0.3 percent). Business groups, see: http://www.globaldenso.com/en/aboutdenso/business/ Sites (production/R&D): Countries & Regions 32 (including Japan); Subsidiaries/Affiliates: 219 (Japan 81, The Americas 43, Europe 36, Asia/Oceania 57, Others 2); Manufacturing Companies: 139 (Japan 41, The Americas 31, Europe 20, Asia/Oceania 45, Others 2); regional headquarters: The Americas: DENSO International America, Inc., Southfield, Michigan; Europe: DENSO Europe B.V., Weesp, the Netherlands; 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; for further details, see: http://www.globaldenso.com/en/aboutdenso/globalnetwork/index2.html Main Automotive Customers: Denso works hand-in-hand with all major automakers worldwide. Customers include Toyota, Honda, Nissan, Suzuki, Fuji, Mitsubishi, GM, Ford, Chrysler, Fiat, Hyundai, VW, Audi, BMW, Renault, Mercedes-Benz, and PSA. R&D facts: R&D expenditures during the fiscal year ended March 31, 2010 were 270.1 Billion Yen or a ratio to sales of 9.1 Percent.								
	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. http://www.globaldenso.com/en/products/								
	Automotive market leader in:	Denso is a market leader in various automotive components and systems. Technology, see: http://www.globaldenso.com/en/technology/								
	Main automotive competitors:	Other automotive suppliers such as Bosch, Magna, Continental, etc.								
	Contact for automotive suppliers:	http://www.globaldenso.com/en/contactus/ http://www.globaldenso.com/en/aboutdenso/activities/procurement/								
	Web-Links									
	www.globaldenso.com http://www.globaldenso.com/en/ Further information about products, see: http://www.globaldenso.com/en/products/ Purchasing organisation: https://www.denso.co.jp/en/contactus/form/purchasing/index.html Events: http://www.globaldenso.com/en/events/ News: http://www.globaldenso.com/en/newsreleases/ IR: http://www.globaldenso.com/en/investors/ Overview: http://www.globaldenso.com/en/aboutdenso/company/ Business groups: http://www.globaldenso.com/en/aboutdenso/business/ Global network: http://www.globaldenso.com/en/aboutdenso/globalnetwork/ Management: http://www.densomediacycenter.com/bios/execbios.html CSR: http://www.globaldenso.com/en/csr/ News link: Latest company press releases, see: http://www.globaldenso.com/en/newsreleases/ & http://www.densomediacycenter.com/									
	Sources:	Company Information, Annual reports, see also: http://www.globaldenso.com/en/investors/financial/annual_report.html & Company Website: http://www.globaldenso.com/en/aboutdenso/								
	Annotations:	None								

* All figures in US\$ for FYs 2008, 2009, 2010 based on Foreign Exchange Rates (Annual Average Rates for 2007, 2008 and 2009) of the Federal Reserve Bank of New York, details, see page 4; only figures of already finished FYs listed; company's rank figure in parenthesis indicates last year's ranking [Used abbreviations: Mio = million; FY = Financial Year; n.a., 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; RoW = Rest of World]