



***DENSO***  
Crafting the Core

**Corporate Profile**  
**India Region**



## DENSO Crafting the Core

### DENSO Philosophy

Contributing to a better world  
by creating value together with  
a vision for the future

### DENSO 'CREED'

Core Values in the mind  
of Team Members,  
To strengthen  
Organization Culture  
through a Common  
Value system

### DENSO Spirit

A spirit of foresight, credibility and collaboration

The DENSO Spirit expresses values and beliefs shared by our employees  
around the world that have driven us to contribute to the automotive industry  
and society as a whole since our establishment in 1949.

#### Foresight

Providing surprises and  
impressions in a way  
that only DENSO can

Vision  
Creativity  
Challenge

#### Credibility

Providing quality and  
reliability beyond  
customer expectations

Quality First  
On-site Verification  
Kaizen,  
Continuous Improvement

#### Collaboration

Achieving the highest  
results by working  
as a team

Communication  
Teamwork  
Human Development

**社 是**

一 信用を尊び責任を重んず  
一 虚飾を排し和衷協力誠実事に當る  
一 研究と創造に努常に時流に先んず  
一 最善の品質を以て社会に奉仕す

d) c) b) a)

- a) To Be Trustworthy and Responsible
- b) To Cherish Modesty, Sincerity, and Cooperation
- c) To Be Pioneering, Innovative, and Creative
- d) To Provide Quality Products and Service

DENSO a Japanese global company, world's second largest automotive component manufacturer, has been providing advanced technology and high quality systems and products as a trusted partner of major automakers around the world for more than 70 years now.



Established	December 16, 1949	
Capital	¥187.5 billion	
Revenue	Consolidated basis	¥4,936.7 billion (US\$44.6 billion)*
Operating Profit	Consolidated basis	¥155.1 billion (US\$1.4 billion)*
Employees	Consolidated basis	168,391
	Non-consolidated basis	46,272
Consolidated Subsidiaries	200 (Japan 64, North America 23, Europe 32, Asia 74, Others 7)	
Affiliates under the Equity Method	88 (Japan 24, North America 11, Europe 17, Asia 32, Others 4)	

\* U.S. dollar amounts have been translated, for convenience only, at the rate of 110.71 yen = US\$1, the approximate exchange rate prevailing on March 31, 2021. Billion is used in the American sense of one thousand million.

as of March 31, 2021

## Major Points for Understanding DENSO

### DENSO Spirit

Boldly taking on new challenges no matter what the circumstances



Number of DENSO Employees Practicing the DENSO Spirit  
**170,000**

### Expansive Business Domains

Clearing the way for future automobiles through DENSO's six core businesses that create green value and provide peace of mind



### Research and Development, Monozukuri, and Hitozukuri

We are committed to creating the best products.



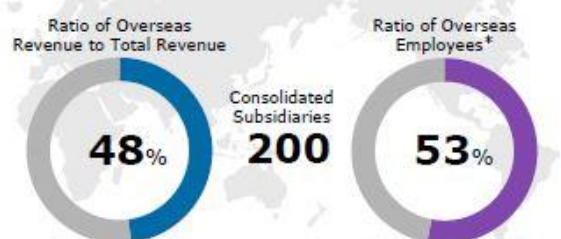
Number of Patents Held Globally  
**40,000**



Number of Medals Won at World Skills Competitions  
**69**

### Global Business Foundation

Leveraging our global foundation to bring happiness to people around the world and create a better tomorrow



\*Ratio of employees at overseas subsidiaries to total employees

## *Providing a better future for the next generation*

To provide a better future for the next generation amid a paradigm shift, which occurs once every 100 years, we will reaffirm our significance to society as we accelerate sustainability management—the management ideology we have adopted since our founding—going forward.

### **Crafting the Core**

Look at the world with a brighter vision for the future. Cherish nature and learn to live together in harmony. Welcome changes and meet challenges unafraid. Embrace diversity and cooperate to enhance technologies. More than ever before, we will value the DENSO tradition of Monozukuri as we pursue new value and create new “Cores” for years to come. After all, everything we do is to provide a better future for the next generation.



## Management Principles

- 1 Customer satisfaction through quality products and services.
- 2 Global growth through anticipation of change.
- 3 Environmental preservation and harmony with society.
- 4 Corporate vitality and respect for individuality.

## Individual Spirit

- 1 To be creative in thought and steady in action.
- 2 To be cooperative and pioneering.
- 3 To be trustworthy by improving ourselves.

## Long-term Policy

DENSO has formulated the Long-term Policy, which serves as a vision for what the Company aims to be by 2030. In addition to maximizing the value we provide through "green" and "peace of mind," two of our conventional areas of focus, we have adopted the new theme of "inspiring." Guided by these three themes, we will strive to gain the understanding of our shareholders regarding the various efforts we pursue. By combining the strengths we possess under each theme, we will generate new value for society.

### Slogan

Bringing hope for the future for our planet,  
society and all people

### Our Goal for 2030

A company that continuously generates value to enrich mobility that achieves sustainability, happiness and peace of mind for everyone

#### Green

##### Lasting vitality for the environment

Contribute to sustainability by increasing efficiency and reducing environmental impact

#### Peace of mind

##### Providing a sense of well-being

Contribute to future mobility that is safer, more comfortable and convenient for everyone

#### Inspiring

##### Making a difference

Contribute to happiness for everyone through inspiring value-added offerings



### Principles

Approach and Attitude  
for achievement of goals

#### Approach

##### Open

Work hand in hand with diverse partners to enrich society

- Contribute to an enriched mobile society
- Cultivate relationships to address shared goals
- Explore new business fields

##### Fair

Deliver value for all people worldwide

- Take the initiative in environmental stewardship
- Provide mobility for all people
- Make smart functionality the standard

##### Reliable

Earn people's confidence by offering value that transcends expectations

- Generate value that addresses latent needs
- Mobilize comprehensive technological capabilities
- Assert a commanding edge in manufacturing

#### Attitude

##### Passion & Initiative

A proactive sense of commitment to challenge for a bright future

## DENSO IN INDIA

Since start of operations in India over 36 years back, DENSO has been engaged in manufacturing automotive components for Powertrain (Engine management systems), Electrification (Alternator, Starter, Small Motor), Air-conditioning Systems, Information & Safety (Meter, Airbag-ECU) etc.

Our Corporate Office, situated at Manesar, Gurgaon houses DENSO's 7<sup>th</sup> Global R&D Centre and is the Centre for Sales of India region.

The 7 subsidiaries accounted for a total consolidated turnover of 47 Billion INR in the year ending March 2021.

## CUSTOMERS

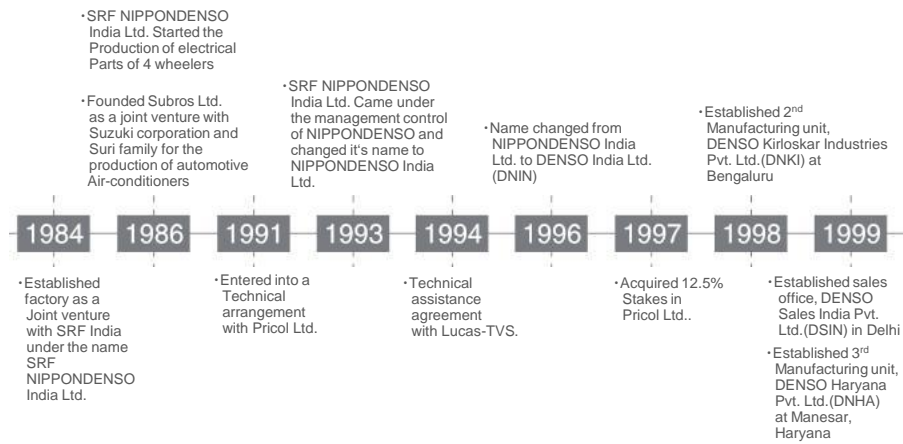
As one of the world's top automotive supplier, DENSO is committed to make the world a better place through our world-first products and work hand-in-hand with all major automakers worldwide as well as India to continuously meet their expectations. DENSO offers wide range of products that are applicable in almost every area of the vehicle, be it four wheelers or two wheelers.

DENSO offers wide range of products that are a lifeline of the vehicle, be it a four wheeler or a two wheeler.

Our major India customers are :  
(In alphabetical order)

- Ashok Leyland Limited
- TVS Motor Company Limited
- H-D Motor Company India Private Limited
- Hero Motocorp Limited
- Honda Motorcycle And Scooter India Private Limited
- Honda Cars India Limited
- Honda SIEL Power Products Limited
- Hyundai Motor India Limited
- India Yamaha Motor Private Limited
- John Deere India Private Limited
- Maruti Suzuki India Private Limited
- Renault India Private Limited
- Royal Enfield
- Simpsons & Company Limited
- Suzuki Motorcycle India Private Limited
- Suzuki Powertrain India Limited
- SML Isuzu Limited
- Tata Motors Limited
- Toyota Kirloskar Motor India Private Limited
- VE Commercial Vehicle Limited
- Volvo Buses India Private Limited

## HISTORY



### Overview of DENSO's operation in India

Category	Co. Name	Location	Estb.	DENSO Share ratio%	Employee	Outline of Business
Corporate Office & Technical Design Centre	<b>DENSO INTERNATIONAL INDIA PVT. LTD. (DIIN)</b>	Delhi NCR Manesar, Gurgaon (Haryana)	1999	100%	288	Regional Head Quarters and R&D Center: Consolidated Sales of manufacturing companies (DNIN·DNHA·DNKI Products), 7 <sup>th</sup> Global R&D Center (Technical Services except Thermal), Regional Functional services
	<b>DENSO INDIA PVT. LTD. (DNIN)</b>	Delhi NCR Gr. Noida (Uttar Pradesh)	1984	91%	1185	Electric parts Production for 2W: Starter, Alternator, Magneto, CDI
Manufacturing Units	<b>DENSO KIRLOSKAR INDUSTRIES PVT. LTD. (DNKI)</b>	Bengaluru (Karnataka)	1998	98%	392	Thermal parts Production: Bus & Car air conditioner, Condenser, Radiator, Reservoir tank, Air cleaner, Intercooler, Heater core, HVAC (Joint Kirloskar)
	<b>DENSO HARYANA PVT. LTD. (DNHA)</b>	Delhi NCR Manesar, Gurgaon (Haryana)	1997	100%	1934	Powertrain, Electronics, Thermal, Information & Safety/Small Motor parts Production: Fuel pump, Injector, CRS (Pump, Rail, VCT, Engine ECU, Airbag ECU, ECM, Blower, HVAC, Condenser with radiator, Radiator, Wiper(Fr.& Rr), Power window motor
	<b>DENSO THERMAL SYSTEMS PUNE (DTPU)</b>	Pune (Maharashtra)	2001	100%	39	Thermal Production & Sales: Air conditioning system, Radiator (For FIAT)
	<b>DENSO TEN MINDA INDIA PVT. LTD. (TNMI)</b>	Bawal, Rewari (Haryana)	2012	51%	418	Designing, development, manufacturing, sale of CI (Car Infotainment) Products and accessories
Technical Design Center	<b>DENSO SUBROS THERMAL ENGINEERING CENTRE INDIA LIMITED (DSEC)</b>	Delhi NCR Gr. Noida (Uttar Pradesh)	2011	74%	46	Application design services for Automobile Thermal products: Air Conditioning, Engine Cooling system & components, (Joint with Subros)

# PRESENCE IN INDIA

2008 • DENSO India Ltd.(DNIN) established It's 2<sup>nd</sup> unit in Haridwar.

2010 • DENSO Sales India Pvt. Ltd. (DSIN) renamed as DENSO International India Pvt. Ltd.(DIIN)

2011 • Established DENSO Subros Thermal Engineering Centre India Ltd.(DSEC) Design Centre in collaboration with Subros.

2012 • Office of DENSO International India Pvt. Ltd. shifted to IMT Manesar, Gurgaon.

2013 • DENSO Haryana Pvt. Ltd. established new manufacturing facility at Jhajjar (Haryana).

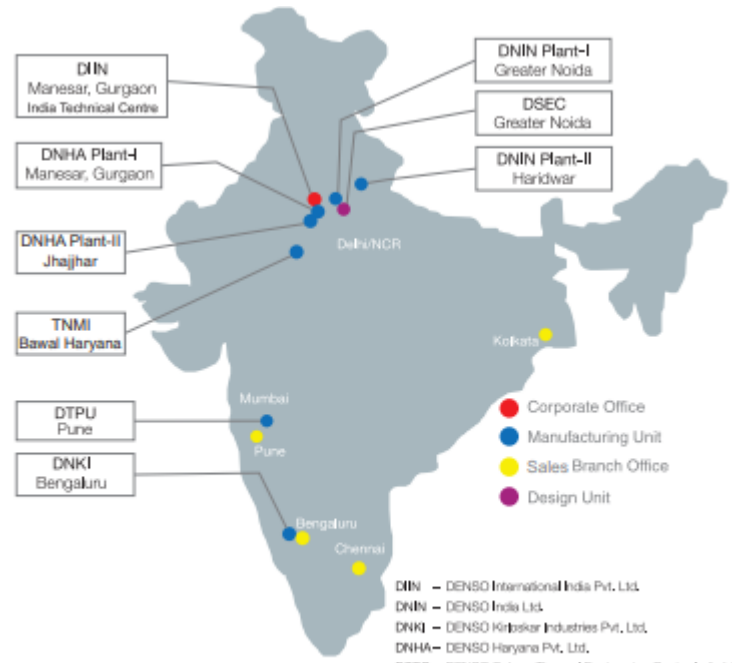
2015 • Delisting of DNIN

2015 • Established of 3<sup>rd</sup> unit of DENSO India Ltd. at Bengaluru.

2015 • Established Cluster mater factory in Coimbatore & Manesar.

2015 • ECM production entrustment from DENSO to Subros.

2017 • DENSO Ten became part of DENSO Corporate.



DIIN - DENSO International India Pvt. Ltd.  
 DNIN - DENSO India Ltd.  
 DNKI - DENSO Kirloskar Industries Pvt. Ltd.  
 DNHA - DENSO Haryana Pvt. Ltd.  
 DSEC - DENSO Subros Thermal Engineering Centre India Ltd.  
 DTPU - DENSO Thermal Systems Pune Pvt. Ltd.  
 TNMI - DENSO Ten Minds India Pvt. Ltd.



DENSO INTERNATIONAL INDIA PVT.LTD.



DENSO INDIA PVT. LTD.



DENSO KIRLOSKAR INDUSTRIES PVT.LTD.



DENSO HARYANA PVT.LTD.



DENSO THERMAL SYSTEM PUNE PVT.LTD.



DENSO SUBROS THERMAL ENGINEERING CENTRE INDIA PVT. LTD..

## DENSO Research & Development Center, India

In DENSO, the innovation is driven worldwide by its 7 Technical Centers based in Japan, Germany, USA, China, Thailand, Brazil and India. With a visionary approach DENSO continues to earn the trust of customers through the best of technological innovations.

**9% of revenue invested in advanced R&D**

Around 12300 Engineers are working with Global DENSO, Enhancing its global development system to Products that meet customers' needs in each region. Indian Technical Center is World's 7th Global Technical Center

DENSO's commitment to groundbreaking research and development



DENSO focuses on safety because cars carry people. We were one of the first parts manufacturers to build our own test courses to evaluate our products, ensuring that people could confidently drive cars using our components. Our advanced test facilities compare with those of major carmakers and include such advances as high-low temperature laboratories and anechoic chambers that simulate the diverse conditions drivers encounter every day.

**DENSO's Engineering Activities in India**  
 With an investment worth US\$35.3 million DENSO International India Private Limited is harboring technological development primarily focused on Environment & Safety, especially for Indian terrain & weather conditions in over 5,040m2 of land. Run by a strongly networked global team it meets local as well as international industry needs competently.



As a multi-utility R&D Centre in India, DENSO aims at :

- Contributing to DENSO's business growth in India by demonstrating competent engineering capabilities and supporting customer development activities
- Contributing to reduce traffic fatalities in india by promoting innovative technologies



# DENSO PRODUCTS IN INDIAN MARKET

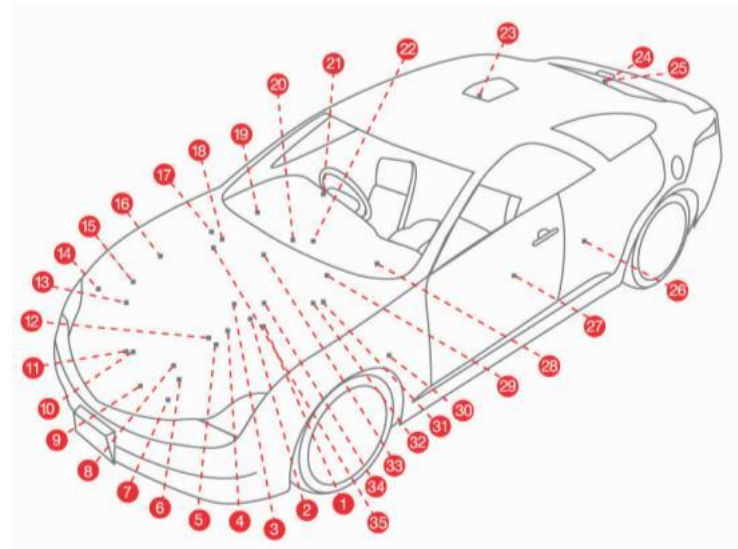
DENSO delivers a wide variety of automotive products and technologies. In order to realize a sustainable society, DENSO is committed to developing technologies that solve issues such as reducing CO2 emissions thus helping to conserve the global environment and making energy efficient air conditioning systems with more comfort and less burden on the environment.

## Our Main Business Groups:

- Powertrain Control Systems
- Electronic Systems
- Thermal Systems
- Information & Safety Systems
- Small Motors

# PRODUCTS

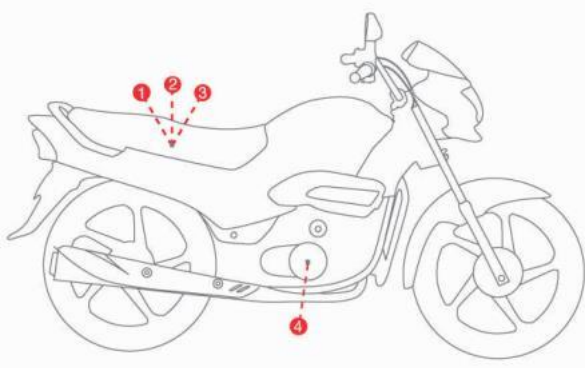
## FOUR WHEELER PARTS







## TWO WHEELER PARTS



## Heavy Vehicle Part



# SUSTAINABILITY MANAGEMENT

## Sustainability Management

### Creating New Value through Our Business Activities

To contribute to a better world, DENSO will provide solutions to social issues through its business activities, thus delivering new value to society. DENSO is contributing to Sustainability through our environment friendly components to support the young Indian's bright future by contributing to a Safer, Cleaner environment and providing a comfortable ride.

## Commitment of Top Management

*"We are committed to Sustainability through our Products and Services, and our Facilities. Contributing to making "Sky Blue" for India is our dream by reducing CO<sub>2</sub> emissions. Our Team Members must feel strong proud for DENSO, and extend that feeling to His or Her Family also.."*



**Mr. Fumitaka Taki**  
Chairman and Managing Director  
DENSO INTERNATIONAL INDIA PVT. LTD.

Sustainable management for DENSO means incorporating SDGs into our management strategy and putting them into practice, through which DENSO is aiming at sustainable growth and improvement in corporate values.

### Priority issues for DENSO

#### Environment

- Prevention of global warming
- Prevention of air pollution / Reduction of environmental burden
- Effective utilization of resources
- Conservation of water resources

#### Peace of Mind

- Reduction of traffic accidents
- Provision of flexible and comfortable movement
- Provision of safe and secure products
- Response to decrease in birthrate and aging population

#### Corporate Foundation

- Compliance
- Information security
- Diversity and inclusion
- Healthy and safe working environment
- Workstyle reform
- Protection of human rights
- Sustainable procurement
- Corporate governance



Main Targets to be Achieved through Corporate Activities

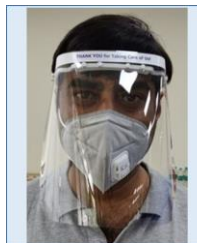


Main targets to be achieved using products and services



## Social Contribution Activities

### Strive to be a trustworthy company - in Harmony with society



Donating Face shield - designed and produced in-house for COVID-19 protection to Police and Local Govt.

Supporting our communities as a responsible corporate citizen DENSO employees worldwide share their time and Talent with local communities; DENSO encourages voluntary participation by Team members to give back to society. Contributing to better world by performing our duty towards society, through the application of 'Consideration & Fulfillment'.



**DENSO**  
Crafting the Core

We, humans, have crafted our own futures.  
That is what we do.

At DENSO we pride ourselves in our abilities,  
and the technologies our people bring to life.  
All over the world, employees and partners  
of different backgrounds come together  
to achieve the impossible.

Tell us it's impossible,  
and it will only strengthen our resolve  
and fuel our passion for craftsmanship.

Yes, we are crafting the future,  
with our own hands and hearts.

# Crafting the Core

# ***DENSO***

Crafting the Core

Corporate office

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DENSO International India Pvt. Ltd.

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Website : [www.denso.com/in/en/](http://www.denso.com/in/en/)

