



Corporate Profile India Region

THE DENSO PHILOSOPHY

DENSO Crafting the Core

DENSO Philosophy

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

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

as a team

Communication

Teamwork

Human Development

DENSO 'CREED'

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



d) To Provide Quality Products and Service

GLOBAL PROFILE

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



THE DENSO VISION

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.

Green

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 opais

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

standard

- Deliver value for all people worldwide
- Take the initiative in environmental stewardship

Provide mobility for all people - Make smart functionality the

- Mobilize comprehensive technological capabilities - Assert a commanding edge in manufacturing

intern reserves.

Reliable

Earn people's confidence

transcends expectations

by offering value that

- Generate value that addr

Attitude

Inspiring

Passion 8 Initiative

Peace

of mind

A proactive sense of commitment to challenge for a bright future

The DENSO Philosophy

DENSO IN INDIA

Since start of operations in India over DENSO has been 36 years back, engaged in manufacturing automotive components for Powertrain (Engine management systems), Electrification (Alternator, Starter, Small Motor), Airconditioning Systems, Information & Safety (Meter, Airbag-ECU) etc. Our Corporate Office, situated at Manesar, Gurgaon houses DENSO's 7th 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-inwith all maior hand automakers worldwide as well India as 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 | DENSO INTERNATIONAL INDIA PVT. LTD. (DIIN) | 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 th Global R&D Center (Technical Services except Thermal), Regional Functional services |
| Manufacturing Units | DENSO INDIA PVT. LTD. (DNIN) | Delhi NCR Gr. Noida (Uttar Pradesh) | 1984 | 91% | 1185 | Electric parts Production for 2W: Starter, Alternator, Magneto, CDI |
| | DENSO KIRLOSKAR INDUSTRIES PVT. LTD. (DNKI) | Bengaluru (Karnataka) | 1998 | 98% | 392 | Thermal parts Production: Bus & Car air conditioner, Condenser, Radiator, Reservoir tank, Air cleaner, Intercooler, Heater core, HVAC (Joint Kirloskar) |
| | DENSO HARYANA PVT. LTD. (DNHA) | Delhi NCR Manesar, Gurgaon (Haryana) | 1997 | 100% | 1934 | Powertrain, Electronics, Thermal, Information & Safety/Small Motor parts Production: Fuel pump, Injector, CRS (Pump, Rail, Injector), O ² sensor, ETB, VCT, Engine ECU, Airbag ECU, ECM, Blower, HVAC, Condenser with radiator, Radiator, Wiper(Fr.& Rr), Power window motor |
| | DENSO THERMAL SYSTEMS PUNE (DTPU) | Pune (Maharashtra) | 2001 | 100% | 39 | Thermal Production & Sales: Air conditioning system, Radiator (For FIAT) |
| | DENSO TEN MINDA INDIA PVT. LTD. (TNMI) | Bawal, Rewari (Haryana) | 2012 | 51% | 418 | Designing, development, manufacturing, sale of CI (Car Infotainment) Products and accessories |
| Technical Design Center | DENSO SUBROS THERMAL ENGINEERING CENTRE INDIA LIMITED (DSEC) | 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

DNIN Plant-I



Established 7th global R&D

Centre at Manesar, Gurgaon (Haryana)

 Established 9th global service Centre at Manesar, Gurgaon (Harvana).





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.



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 • Information & Safety Systems
- Thermal Systems
- Small Motors



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 CO₂ 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

through Corporate Activities

Main Targets to be Achieved



4 BACTI ↓ 5 BACTI ↓ 10 BACTINAL AND 10 BACT



Social Contribution **Activities** Strive to be a trustworthy company - in Harmony with society



Face

Shield

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'.



This world is full of achievements that haven't yet happened.
We haven't built a society where we can all move from place to place with no risks.
We haven't found a way to manufacture with zero CO2 emissions.
We haven't found a way to feed the entire world,
or build a robot that can work on the same level as a human.
When things we haven't achieved turn into things we have.
These are the moments the world takes a step forward.
When the things we've achieved become the everyday.
That's where a better world awaits us.
Our goal is to work with our partners so we can make new things happen together.
Because our world is full of achievement that haven't yet happened.
And that's why we're here.

Here at DENSO, we are professionals who make things t

A world of things that haven't happened. Let's get started.



Corporate office -

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