

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER — INDIA REGION
Anti-Bribery and Anti-Corruption Compliance

To: All Management and Team Members— Indian Group Companies (IGC)

I appreciate the dedication each of you brings to work every day. I would like to address an important matter that supports our culture of credibility and transparency: Anti-Bribery and Anti-Corruption Compliance.

The Indian Group Companies ("IGCs"), comprising DENSO International India Private Limited (DIIN), DENSO India Private Limited (DNIN), DENSO Haryana Private Limited (DNHA), DENSO Kirloskar Industries Private Limited (DNKI), and DENSO SUBROS Thermal Engineering Centre India Private Limited (DSEC), have always valued strong business ethics and responsible conduct. As enforcement around anti-corruption increases in India and globally, organizations everywhere are expected to act with even greater care. Any breach may expose individuals and the organization to serious consequences, which is why awareness and prevention are so important for all of us.

The DENSO Global Anti-Bribery Policy and Code of Conduct require each IGC to maintain a strict prohibition on all forms of bribery and corruption, whether direct or through third parties. Each IGC has put in place internal Anti-Bribery Regulations that translate this policy into clear, day-to-day guidance for all Team Members. The following acts are specifically forbidden:

- i. Giving, offering, or promising a bribe to anyone.
- ii. Receiving, soliciting, or accepting a bribe from any party.
- iii. Engaging consultants, agents, or intermediaries for corrupt practices.
- iv. Making false claims in any transaction.
- v. Offering or accepting gifts, hospitality, or entertainment that could influence a business decision; and
- vi. Any other act of corruption under applicable law or DENSO policy.

Further, our Compliance program reflects internationally recognized anti-bribery management system, covering areas from risk assessment, financial controls, employee training and third-party due diligence. These measures are designed to support you and help us all work confidently and responsibly.

I would like to penetrate "Bad News First" culture in DENSO India region. If there is any kind of problem, whether intentional or unintentional, please share immediately. Sharing problems early helps us handle them in the right way, together as one team. You may share it directly with the relevant members of Company, or, if you prefer a more confidential route, you can use the Helpline (Internal Helpline or External Helpline). If you face Bribery related concerns, please do not hesitate to report. DENSO is firmly committed to protecting all those who raise concerns in good faith.

Let us continue to build a workplace where doing the right thing is not only a requirement, but a part of who we are as DENSO team members.



Tsunenobu Hori
Chief Executive Officer
DENSO India Region