

# Members of the Board and Audit & Supervisory Board Members

(As of June 21, 2022)

## Members of the Board



**President & CEO, Representative Member of the Board**  
**Koji Arima**  
(Date of birth: February 23, 1958)  
1981 Joined DENSO CORPORATION  
2008 Executive Director, DENSO CORPORATION  
2014 Senior Executive Director, DENSO CORPORATION  
2015 President & CEO, Representative Member of the Board DENSO CORPORATION (current position)



**Executive Vice President, Representative Member of the Board**  
**Yukihiko Shinohara**  
(Date of birth: March 9, 1960)  
1982 Joined DENSO CORPORATION  
2011 Executive Director, DENSO CORPORATION  
2018 Senior Executive Director, DENSO CORPORATION  
2019 Senior Executive Officer, DENSO CORPORATION  
2021 Member of the Board and Senior Executive Officer, DENSO CORPORATION (current position)  
2022 Executive Vice President, Representative Member of the Board (current position)



**Member of the Board**  
**Kenichiro Ito**  
(Date of birth: October 1, 1962)  
1985 Joined DENSO CORPORATION  
2012 Executive Director, DENSO CORPORATION  
2019 Senior Executive Officer, DENSO CORPORATION  
2021 Member of the Board and Senior Executive Officer (current position)



**Member of the Board**  
**Yasushi Matsui**  
(Date of birth: July 3, 1964)  
1987 Joined DENSO CORPORATION  
2014 Executive Director, DENSO CORPORATION  
2019 Senior Executive Officer, DENSO CORPORATION  
2021 Member of the Board and Senior Executive Officer, DENSO CORPORATION (current position)



**Member of the Board**  
**Akio Toyoda**  
(Date of birth: May 3, 1956)  
1984 Joined Toyota Motor Corporation  
2000 Member of the Board of Directors, Toyota Motor Corporation  
2002 Managing Director, Toyota Motor Corporation  
2003 Senior Managing Director, Toyota Motor Corporation  
2005 Executive Vice President, Toyota Motor Corporation  
2005 Outside Member of the Audit & Supervisory Board, Koyo Seiko Co., Ltd. (currently JTEKT CORPORATION)

2006 Outside Audit & Supervisory Board Member, TOYOTA BOSHOKU CORPORATION  
2009 President, Toyota Motor Corporation (current position)  
2018 Chairman, Japan Automobile Manufacturers Association, Inc. (current position)  
2019 Member of the Board, DENSO CORPORATION (current position)



**Outside Board Member Independent Officer**  
**Shigeki Kushida**  
(Date of birth: June 8, 1958)  
1981 Joined Bank of Japan  
2004 Branch Manager, Kochi Branch, Bank of Japan  
2009 Director-General, Personnel and Corporate Affairs Department, Bank of Japan  
2010 Director-General, Planning Department, Bank of Japan  
2011 Branch Manager, Nagoya Branch, Bank of Japan  
2013 Executive Director, Bank of Japan  
2013 Entrusted Branch Manager, Nagoya Branch and Osaka Branch, Bank of Japan

2017 Senior Advisor, American Family Life Assurance Company (currently Aflac Life Insurance Japan Ltd.)  
2019 Director, Representative Executive Officer & President, Japan Securities Finance Co., Ltd. (current position)  
2019 Member of the Board, DENSO CORPORATION (current position)



**Outside Board Member Independent Officer**  
**Yuko Mitsuya**  
(Date of birth: July 29, 1958)  
1981 Joined Hitachi, Ltd.  
2007 Representative Director, PSY-fa Co., Ltd.  
2014 Outside Audit & Supervisory Board Member, ASICS Corporation  
2015 Outside Director, Fujita Kanko Inc.  
2015 Outside Director, Paloma Co., Ltd.  
2016 President, Japan Basketball Association (current position)  
2018 Representative Director, SORA Corporation (current position)

2018 Outside Director, The Fukui Bank, Ltd. (current position)  
2019 Outside Director and Audit and Supervisory Committee Member, JXTG Holdings, Inc. (currently ENEOS Holdings, Inc.) (current position)  
2019 Member of the Board, DENSO CORPORATION (current position)  
2021 Vice President, Japanese Olympic Committee (current position)



**Outside Board Member Independent Officer**  
**Joseph P. Schmelzeis, Jr.**  
(Date of birth: November 2, 1962)  
1984 Joined Bain & Company  
1988 Vice President, American Express International  
1998 Chief Operating Officer, Fontworks International  
1999 Interim CEO, Crimson Ventures  
2001 Representative Director, JPS International, Inc. (current position)  
2011 Corporate Director, Division Manager, SEGA CORPORATION  
2015 Senior Advisor, SEGA SAMMY HOLDINGS INC.

2018 Senior Advisor to the Ambassador, U.S. Embassy in Tokyo  
2021 Executive Manager, Cedarfield Godo Kaisha (current position)  
2022 Member of the Board, DENSO CORPORATION (current position)

## Audit & Supervisory Board Members



**Standing Audit & Supervisory Board Member**  
**Shingo Kuwamura**  
(Date of birth: August 16, 1959)  
1982 Joined DENSO CORPORATION  
2009 Executive Director, DENSO CORPORATION  
2017 Senior Executive Director, DENSO CORPORATION  
2019 Senior Executive Officer, DENSO CORPORATION  
2021 Standing Audit & Supervisory Board Member, DENSO CORPORATION (current position)



**Standing Audit & Supervisory Board Member**  
**Motomi Niwa**  
(Date of birth: November 3, 1962)  
1985 Joined DENSO CORPORATION  
2007 Head of Function Products Planning Division (currently Powertrain Systems Business Planning Div.), DENSO CORPORATION  
2013 Director, Human Resources Division, DENSO CORPORATION  
2014 Vice President, DENSO Manufacturing Athens Tennessee, Inc.  
2018 Standing Audit & Supervisory Board Member, DENSO CORPORATION (current position)



**Outside Audit & Supervisory Board Member Independent Officer**  
**Yasuko Goto**  
(Date of birth: February 19, 1958)  
1980 Joined the Ministry of Transport  
2004 Head, New York Office, Japan National Tourism Organization  
2005 Vice Governor, Yamagata Prefecture  
2008 Director, Regional Transport Bureau of Hokuriku and Shinetsu Regions, Ministry of Land, Infrastructure, Transport and Tourism (MLIT)  
2013 President, Policy Research Institute for Land, Infrastructure, Transport and Tourism, MLIT

2015 Managing Director, Deputy General Manager of Railway Operations Headquarters and General Manager of Tourism Business Headquarters, Kyushu Railway Company  
2017 Managing Director in charge of Finance Department, Kyushu Railway Company  
2018 Director (Audit & Supervisory Committee Member) Kyushu Railway Company  
2019 External Audit & Supervisory Committee Member, Shiseido Company, Limited (current position)  
2019 Outside Audit & Supervisory Board Member, DENSO CORPORATION (current position)



**Outside Audit & Supervisory Board Member Independent Officer**  
**Haruo Kitamura**  
(Date of birth: August 21, 1958)  
1983 Joined Arthur Andersen Konin Kaikeishi Kyodo Jimusho (currently KPMG AZSA LLC)  
1987 Registered as a Certified Public Accountant  
2002 Chief, Kitamura Certified Public Accountant Office (current position)  
2003 Representative Director of Charles's Wain Consulting Co., Ltd. (currently CerWin Consulting K.K.) (current position)  
2004 Outside Auditor, ROHM Co., Ltd.  
2005 Outside Director, Sumisho Grainger Co., Ltd. (currently MonotaRO Co., Ltd.)  
2006 Supervisory Director, MID REIT, Inc. (currently Japan Metropolitan Fund Investment Corporation)

2009 Outside Corporate Auditor, Yamaha Corporation  
2010 Outside Director, Yamaha Corporation  
2015 Part-time Corporate Auditor, ASMO Co., Ltd. (currently DENSO CORPORATION)  
2015 Outside Corporate Auditor, LEGAL CORPORATION (currently LeTech CORPORATION) (current position)  
2016 Outside Corporate Auditor, Toyo Aluminium K.K. (current position)  
2019 Outside Audit & Supervisory Board Member, DENSO CORPORATION (current position)  
2019 Outside Audit & Supervisory Board Member, Misuzu Co., Ltd. (current position)

**Experience and Specializations (Skill Matrix) of Members of the Board and Audit & Supervisory Board Members**  
DENSO has defined 11 areas of experience and specialization necessary to realize its Long-term Policy for 2030 and sustain stable corporate management. The areas of specialization that the Company expects each member to demonstrate are as shown in the table below.\*

Note: This does not represent all the areas of experience and specialization of each person.

Name	Corporate management	Software / Digital	Marketing	Environment / Energy	Governance	Global	Finance / Accounting	Human resources	Technological development	Production / Quality	Sales / Procurement
Koji Arima											
Yukihiko Shinohara											
Kenichiro Ito											
Yasushi Matsui											
Akio Toyoda											
Shigeki Kushida											
Yuko Mitsuya											
Joseph P. Schmelzeis, Jr.											
Shingo Kuwamura											
Motomi Niwa											
Yasuko Goto											
Haruo Kitamura											

\* As of June 2022