

Greetings (Shinnosuke Hayashi, President-Elect)

April 10, 2023

I am honored to be pointed as the next president, and I accept the great responsibility with a sobering sense of gratitude and determination.

DENSO is currently promoting its business with the goal of “Bringing hope for the future for our planet, society, and all people” through our effort in the ‘Green’ and ‘Peace of Mind’ set forth by President Arima. With this philosophy firmly in place, I believe it is my mission to evolve our company into "A Company that Continues to Create New Value and survives strongly in Times of Change."

In the coming years, cars will become more sophisticated and connected to society in a variety of ways. Therefore, it will be necessary to create new products and services with a wide range of technologies and people at different levels. In order to achieve this, I believe it is essential to build teams with diverse values and skills to not only enhance the power of the individual, but also to strengthen DENSO's "ability to achieve a single goal without compromising, using each other's strengths." In other words, we must harness “the power of harmonized associates.”

DENSO has its history of nurturing the "Harmony of Associates.” Since our founding, we have cultivated a free and open spirit. Engineers and manufacturing professionals in various fields such as mechanical, electrical and software areas have continually refined their skills, sometimes clashing with each other in the process, but ultimately leveraging each other’s strengths to deliver products and systems that satisfy our customers.

As the value of software in automobiles increases with the progress of CASE technology, we will strive to enhance the value of mobility by harmonizing people, products, and culture at a higher level within our company and also with our partners, including OEMs and organizations from other industries. We will also boldly take on the challenge of developing new businesses outside of mobility areas and will continue to evolve and progress in this era of change.

I believe I am capable of fulfilling my responsibilities with my many years of experience in electronics and software. I will take a firm lead, take on new challenges with the strength of our global team and move forward with sincerity. I appreciate to have your continued guidance and support in the future.