

For Immediate Release

November 28, 2025

DENSO Announces Organizational, Executive, and Senior Director Changes

KARIYA, Japan (November 28th, 2025) — DENSO CORPORATION (hereinafter “DENSO”) today announced changes to its organizational structure, executives’ and senior directors’ responsibilities and personnel, effective January 1st, 2026.

I. Organizational Changes

The mobility market is rapidly diversifying, driven by the growing adoption of SDV^{*1}, varying powertrain demands across regions, advancements in thermal management for BEV^{*2}, and the increasing scale of ADAS^{*3} systems. These trends require more sophisticated and complex responses. To enhance overall vehicle value, it is essential to strengthen company-wide strategic capabilities, refine core technologies, and reinforce our ability to propose and develop integrated systems.

Against this background, DENSO will implement the following organizational changes to build a structure with strong strategic agility and execution capabilities. Through our technological and manufacturing expertise, DENSO aim to deliver valuable products and systems that contribute to better vehicle development for our customers.

<Key Organizational Changes>

1. Strengthening Powertrain Systems through Integration of Electrification and Internal Combustion

To respond swiftly and proactively to diverse powertrain market needs and accelerate carbon neutrality, the current Powertrain Systems Business Group and Electrification Systems Business Group will be integrated into a **new Powertrain Systems Business Group**. This integration will enable flexible allocation of resources between electrification and internal combustion, maximize synergies through technology and talent integration, and significantly enhance collaboration between powertrain and thermal management systems to deliver solutions that balance energy efficiency and comfort.

2. Reinforcing ADAS Business for Safer and More Comfortable Mobility

As market demand for vehicle safety and convenience grows, ADAS system development is becoming increasingly advanced and large-scale. To address this, **the Mobility Electronics Business Group will be reorganized** and strengthen our ADAS development structure. Specifically, the Electronics Business Unit will consolidate existing ECU products with a strong track record, while the Safety Systems Business Unit will focus on ADAS and HMI systems, which are expected to see significant market expansion. This will enable faster decision-making, enhance system-level project execution, and accelerate both system proposals and product innovation.

3. Enhancing Core Technologies that Support Environmental and Safety Value

To accelerate development of products that deliver environmental and safety value, a **new System Control**

Components Business Group will be established, consolidating the current Motor Business Unit, Mechatronics Systems Business Unit, and Sensing Systems Business Unit. By bringing together key products such as sensors and actuators that improve fuel efficiency, extend EV range, and enable precise vehicle control, DENSO will strengthen product competitiveness and maximize synergies.

4. Strengthening Semiconductor Business

As vehicle electrification and intelligence advance, semiconductors are becoming increasingly critical as foundational technologies for safety, comfort, and environmental performance. To further focus on this area, a **new Semiconductor Business Group will be established**, integrating the Semiconductor Business Unit from the Advanced Devices Business Group along with related strategic and technical functions. This will accelerate decision-making, enable rapid strategy execution, and drive core technology development for business expansion.

5. Enhancing Company-Wide Strategic Functions

To improve speed and accuracy in executing management strategies and respond flexibly to changing market conditions, the **current Corporate Strategy Headquarters will be restructured to specialize in company-wide strategy promotion**. This organization will strengthen functions for identifying enterprise-wide issues and formulating strategies across businesses and functions. Meanwhile, management control functions will become **independent as the Corporate Management Headquarters**, clarifying roles and enhancing expertise. Additionally, a **new CSO (Chief Strategy Officer)*⁴ position will be established** to oversee all corporate strategies.

6. Strengthening Business Creation Framework

To accelerate solutions for social challenges, DENSO will reinforce the structure that drives initiatives from concept to commercialization. **The Social Innovation Business Development Function Unit will be integrated into the Research & Development Center**, leveraging advanced technologies and external collaborations with academia and startups to promote business development. This integration will enable unified management of technology and business development, continuously creating new opportunities to realize a sustainable society built on environmental responsibility and safety.

Furthermore, **the Food Value Chain Business Development Division, FA Business Development Division, and Hydrogen Business Development Division will operate as “Societal Value Expansion Domains”** under dedicated executive leadership to strengthen strategic decision-making and accelerate commercialization and growth. The Food Value Chain Business Development Division and FA Business Development Division will also be **renamed as Food Value Chain Business Unit and FA Business Unit**, respectively.

^{*1} SDV (Software Defined Vehicle): Vehicles whose value and functionality can be changed through software updates

^{*2} BEV (Battery Electric Vehicle): Electric vehicles powered solely by electricity without gasoline

^{*3} ADAS (Advanced Driver-Assistance Systems): Systems that assist drivers for safer and more convenient driving

^{*4} CSO (Chief Strategy Officer): Oversees company-wide strategic planning and execution

II. Changes to Executive Structure and Executive, Executive Officer and Senior Director Changes

1. Executive

(1) New appointment of Executive

Chitaka Kambe	Naoki Matsuoka
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(2) Resignation of Executive

Yasuhiro Iida ^{*5}	Hidehiro Yokoo ^{*6}
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^{*5} Resignation effective at the end of January 2026

^{*6} Appointed as Executive Advisor

Operating Executives' areas of responsibility effective January 1, 2026

Changes are underlined and highlighted in bold, ○ Newly-appointed

Title	Name	New	Current
Member of the Board, Chairman	Koji Arima	—	—
Representative Member of the Board, President	Shinnosuke Hayashi	CEO	CEO
Representative Member of the Board, Executive Vice President	Yasushi Matsui	CRO, CCO, CFO, Group Companies of Japan, North America area, China area	Support of President & CRO, CCO, CFO, Group Companies of Japan, North America area, China area
Representative Member of the Board, Executive Vice President	Yasuhiko Yamazaki	<u>CSO</u> , CHRO, <u>Corporate Strategy Headquarters</u> , Korea	Support of President & CIO ^{*7} , CQO, CHRO, Head of General Administration & Human Resources Center, Korea
Senior Executive Officer	Kenichiro Ito	CEO of European region, President of DENSO INTERNATIONAL EUROPE B.V., South America area	CEO of European region, President of DENSO INTERNATIONAL EUROPE B.V., South America area
Senior Executive Officer	Hirotsugu Takeuchi	CTO, CDO, Head of Research & Development Center, <u>Head of Production Innovation Center</u> , President of SOKEN, INC.	CTO, CDO, Head of IT Digital Center, Head of Research & Development Center, Social Innovation Business Development Function Unit, President of SOKEN, INC.
Senior Executive Officer	Jiro Ebihara	CMzO, Head of Purchasing Group	CMzO, Head of Purchasing Group
Senior Executive Officer	Hisashi Iida	Head of Mobility Electronics Business Group	Head of Mobility Electronics Business Group
Senior Executive Officer	Katsuhiko Takeuchi	Head of Thermal Systems Business Group	Head of Thermal Systems Business Group

Senior Executive Officer	Yasuhisa Sakurai	<u>Head of Sales and Marketing Group, Corporate Strategy Headquarters</u>	Head of OEM Sales & Marketing Group, Head of Solution Sales & Marketing Group, Corporate Strategy Div.
Senior Executive Officer	Naoto Inuzuka	CEO of Asia-Oceania, President of DENSO INTERNATIONAL ASIA CO., LTD., <u>India area</u>	CEO of Asia-Oceania, President of DENSO INTERNATIONAL ASIA CO., LTD.
Senior Executive Officer	Tsuneo Maebara	<u>Head of Powertrain Systems Business Group</u>	Energy Management Group, Head of Electrification Systems Business Group, Powertrain Systems Management Div., Powertrain Control Design Div., Electric Powertrain Systems Advanced Development Div., Energy Management Testing & Evaluation Div.
Senior Executive Officer	OChitaka Kambe	<u>Head of General Administration & Human Resources Headquarters</u>	Deputy Head of General Administration & Human Resources Center
Senior Executive Officer	ONaoki Matsuoka	<u>Head of Semiconductor Business Group</u> , Head of Semiconductor Business Unit	Head of Semiconductor Business Unit

*7 Abolished as of December 31, 2025

2. Executive Officer

(1) New appointment of Executive Officer

Atsushi Aratake	Miho Ito
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(2) Resignation of Executive Officer

Hisaaki Sato

Operating Executive Officers' areas of responsibility effective January 1, 2026

Changes are underlined and highlighted in bold, ○ Newly-appointed

Name	New	Current
Yasushi Mukai	<u>Societal Value Expansion Domains(Food Value Chain Business Unit, FA Business Unit, Hydrogen Business Development Div.)</u>	Food Value Chain Business Development Div., FA Business Development Div.

Tomoyuki Arakawa	CEO of North America, President of DENSO INTERNATIONAL AMERICA, INC.	CEO of North America, President of DENSO INTERNATIONAL AMERICA, INC.
Hiroshi Kondo	Head of Safety Systems Business Unit	Head of Safety Systems Business Unit
Seiji Maeda	<u>Head of Corporate Management Headquarters</u>	Head of Corporate Strategy Center
Eiji Inoue	<u>Head of System Control Components Business Group</u>	CEO of China, President of DENSO (CHINA) INVESTMENT CO., LTD.
Shinichi Nakamizo	<u>Deputy Head of Powertrain Systems Business Group(Manufacturing), Head of Injection Components Business Unit</u>	Head of Production Innovation Center
Masanori Sugiura	<u>Head of Corporate Legal, IP & Public affairs Headquarters, Audit Dept.</u>	Deputy Head of Legal, Intellectual Property, Communications & Government Affairs Center
Eiichi Kurokawa	<u>Deputy Head of Powertrain Systems Business Group(Internal Combustion Engine Technology)</u>	Head of Advanced Devices Business Group
Hideshi Takemura	<u>COO</u> , Head of Safety, Quality & Environment <u>Headquarters</u> , President of DENSO Abashiri Test Center Corporation	Head of Safety, Quality & Environment Center, President of DENSO Abashiri Test Center Corporation
Atsushi Hayashida	CSwO, General Manager of Software Innovation Management Dept., <u>Head of Quality in Mobility Electronics Business Group</u> , Software Function Unit	CSwO, General Manager of Software Innovation Management Dept., Software Function Unit
Yoshimasa Shinoda	Deputy Head of Mobility Electronics Business Group(Business Planning, Mobility Electronics Business Planning Div.)	Deputy Head of Mobility Electronics Business Group(Business Planning, Mobility Electronics Business Planning Div.)
Tsunenobu Hori	<u>CEO of India, President of DENSO INTERNATIONAL INDIA PVT. LTD</u>	Head of Motor Business Unit, Electric Sora-Mobi Business Promotion Div.
Yusuke Hara	<u>CEO of China, President of DENSO (CHINA) INVESTMENT CO., LTD.</u>	Head of Air-Conditioning Systems Business Unit
Katsuhiko Sugito	<u>Deputy Head of Production Innovation Center</u>	Head of Powertrain Systems Business Group, Head of Electric Components Business Unit, Hydrogen Business Development Div., Environment Neutral Systems Development Div.
Osatsushi Aratake	President of DENSO SOLUTION JAPAN CORPORATION, Customer Service Engineering Div.	President of DENSO SOLUTION JAPAN CORPORATION, Customer Service Engineering Div.

OMiho Ito	Director of Advanced Research and Innovation Center	Director of Advanced Research and Innovation Center
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Reference: Official names of CxO

CEO : Chief Executive Officer

CRO : Chief Risk Officer

CSO : Chief Strategy Officer

CCO : Chief Compliance Officer

CQO : Chief Quality Officer

CFO : Chief Financial Officer

CTO : Chief Technology Officer

CHRO: Chief Human Resources Officer

CMzO: Chief Monozukuri Officer

CSwO: Chief Software Officer

CDO : Chief Digital Officer

3. Senior Director

(1) New appointment of Senior Director

Makoto Hasegawa	Shuhei Nakaoka	Yuka Tanizawa	Shinichi Yatsuzuka
Shingo Tonooka	Keisuke Kawai	Yoshiaki Deguchi	Hirotooshi Hayase
Shuichi Kamakura	Andrew Clemence	Matteo Biglia	

(2) Resignation of Senior Director

Kazuoki Matsugatani * ⁸	Takatoshi Fukui * ⁸
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*⁸ Appointed as Senior Advisor

Operating Senior Directors' areas of responsibility effective January 1, 2026

Changes are underlined and highlighted in bold, O Newly-appointed

Name	New	Current
Kazuhiro Iwai	Director of Tokyo Office, <u>Corporate Legal, IP & Public affairs Headquarters</u> (Japan Auto Parts Industries Association)	Director of Tokyo Office, Legal, Intellectual Property, Communications & Government Affairs Center(Japan Auto Parts Industries Association)
Tatsushi Nakashima	<u>Hydrogen Business Development Div., Energy Solution Development Div.</u>	Head of Engine Components Business Unit
Kazutada Yamada	Chubu Sales Div., Hiroshima Sales Div.	Chubu Sales Div., Hiroshima Sales Div.
Stephen Milam	CSO of North America, Corporate/Purchasing/IT Digital of North America, Executive Vice President of DENSO INTERNATIONAL AMERICA, INC.	CSO of North America, Corporate/Purchasing/IT Digital of North America, Executive Vice President of DENSO INTERNATIONAL AMERICA, INC.

Shinya Sugiura	<u>Senior Executive Director of SOKEN, INC., Co-creation between Research & Development Center and Production Innovation Center</u>	Product Design Key Technology R&D Div., Advanced Testing & Evaluation Div., Corporate R&D Div.
Norio Fujimori	Electronics Platform Technology/SDV Development of Mobility Electronics Business Group	Electronics Platform Technology/SDV Development of Mobility Electronics Business Group
Yoshio Naka	President of HAMANAKODENSO CO.,LTD.	President of HAMANAKODENSO CO.,LTD.
Takashi Kurosaka	Head of Tokyo Sales Div., <u>Sales Planning Dept.</u> , Sales Strategy Promotion Div., Osaka Sales Div.	Head of Tokyo Sales Div., Sales Strategy Promotion Div., Osaka Sales Div.
Koji Watanabe	President of J-QuAD DYNAMICS Inc.	President of J-QuAD DYNAMICS Inc.
Takayuki Takai	Quality Core Technology, Quality Control Div.	Quality Core Technology, Quality Control Div.
Jose Manuel Gimenez Gonzalez	CMO of European region, Safety/Quality/Environment/Mobility Electronics business of European region	CMO of European region, Safety/Quality/Environment/Mobility Electronics business of European region
Tomoyuki Hatano	<u>Head of Manufacturing in Powertrain Systems Business Group (Anjo/Hirose, Power Electronics/Power Supply/Traction & Accessory Motor)</u>	Head of Manufacturing in Electrification Systems Business Group(Anjo/Hirose)
Hidemasa Takahashi	Head of Thermal Component Business Unit	Head of Thermal Component Business Unit
Koji Ishizuka	<u>Co-creation between Thermal Systems Business Group and Research & Development Center, World's First Product Creation Project in Thermal Systems Business Group</u>	Environment Neutral Systems Development Div., Hydrogen Business Development Div.,
Mitsuru Kato	Head of Social Innovation Business Development Function Unit	Head of Social Innovation Business Development Function Unit
Koji Kondo	<u>President of DENSO ELECTRONICS CORPORATION</u>	Head of Quality in Mobility Electronics Business Group
Giuseppe Zippo	Thermal Systems Business of European region, President of DENSO THERMAL SYSTEMS S.p.A., DTSP, DTPO, DTMO, J.DEUS,	Thermal Systems Business of European region, President of DENSO THERMAL SYSTEMS S.p.A., DTSP, DTPO, DTMO, J.DEUS,

Hisashi Yanase	Purchasing Group(Mechanical Components & Materials Purchasing/Purchasing Strategy)	Purchasing Group(Mechanical Components & Materials Purchasing/Purchasing Strategy)
Hidetoshi Uchiyama	President of BluE Nexus Corporation, <u>Alliance of Electrification Systems in Powertrain Systems Business Group</u>	President of BluE Nexus Corporation, Alliance of Electrification Systems in Electrification Systems Business Group
Mikito Kidokoro	<u>Head of IT Digital Headquarters, Head of Global Supply Chain Transformation Project</u> , Director of Global IT Management Div.	Deputy Head of IT Digital Center, Director of Global IT Management Div.
Naohisa Kuriyama	Head of Thermal Management Systems Business Unit	Head of Thermal Management Systems Business Unit
Minoru Okada	Director of Advanced Mobility Systems Development Div., Cloud Services R&D Div.	Director of Advanced Mobility Systems Development Div., Cloud Services R&D Div.
Hideki Imai	<u>Head of Air-Conditioning Systems Business Unit</u>	Head of Corporate Strategy Div.
Hiroyasu Ogino	Head of Quality Control Div., Safety Health & Environment Div.	Head of Quality Control Div., Safety Health & Environment Div.
Tomoaki Shirai	Head of IT Infrastructure Promotion Div., Digital Transformation Promotion Div.	Head of IT Infrastructure Promotion Div., Digital Transformation Promotion Div.
Satoshi Hasegawa	Sales & Marketing, New Business Development of North America, Executive Vice President of DENSO INTERNATIONAL AMERICA, INC.	Sales & Marketing, New Business Development of North America, Executive Vice President of DENSO INTERNATIONAL AMERICA, INC.
Kenichi Murata	<u>Head of Alliance/Corporate Planning/Business Planning in Powertrain Systems Business Group</u>	Head of Corporate/Business Planning in Electrification Systems Business Group
Natsuki Nozawa	<u>Head of Power Electronics Components Business Unit</u>	Head of Electric Power Conversion Business Unit
Shigeyuki Nozawa	<u>Head of Power Supply Control Business Unit</u>	Head of Electric Power Source Control Business Unit
Hiroataka Yamamoto	<u>Head of Control/Electronics Systems Development in Safety Systems Business Unit</u>	Head of Electronics Systems Function Unit
Mitsuo Ota	<u>Head of Manufacturing in System Control Components Business Group</u>	Head of Manufacturing in Advanced Devices Business Group

Martin Deschenes	CMO of North America, Safety/Environment/ <u>Quality</u> of North America, Executive Vice President of DENSO INTERNATIONAL AMERICA, INC.	CMO of North America, Safety/Environment of North America, Executive Vice President of DENSO INTERNATIONAL AMERICA, INC.
Theerawat Limpibunternng	Manufacturing of Asia, President of SIAM DENSO MANUFACTURING CO.,LTD.	Manufacturing of Asia, President of SIAM DENSO MANUFACTURING CO.,LTD.
OMakoto Hasegawa	<u>Head of Corporate Strategy Headquarters</u>	General Manager of Corporate Planning Dept., Corporate Strategy Div.
OShuhei Nakaoka	Director of Human Resources Div., <u>Human Resources Planning Div., Health Care Promotion Div.</u>	Director of Human Resources Div.
OYuka Tanizawa	Director of Corporate Communications & Government Affairs Div.	Director of Corporate Communications & Government Affairs Div.
OShinichi Yatsuzuka	Director of Corporate R&D Div., <u>Product Design Key Technology R&D Div., Advanced Testing & Evaluation Div.</u>	Director of Corporate R&D Div.
OShingo Tonooka	<u>Solution Sales & Marketing Planning Dept., Automotive & Life Solutions Div.</u>	Director of Automotive & Life Solutions Div.
OKeisuke Kawai	<u>Head of Customer relations/Control/Powertrain Systems Advanced Development in Powertrain Systems Business Group</u>	Director of Electric Powertrain Systems Advanced Development Div.
OYoshiaki Deguchi	<u>Head of Engine Components Business Unit</u>	Director of Powertrain Systems Business Planning Div.
OHirotoshi Hayase	Head of Production Innovation Center of North America, <u>Executive Vice President of DENSO INTERNATIONAL AMERICA, INC.</u>	Head of Production Innovation Center of North America
OShuichi Kamakura	Manufacturing of North Sub Region, President of DENSO MANUFACTURING MICHIGAN, INC.	Manufacturing of North Sub Region, President of DENSO MANUFACTURING MICHIGAN, INC.
OAndrew Clemence	<u>CTO of North America,</u> Powertrain/Thermal/ <u>System Control,</u> <u>Executive Vice President of DENSO INTERNATIONAL AMERICA, INC.</u>	Powertrain/Electrification/Thermal/Advanced Devices of North America
OMatteo Biglia	<u>CTO of European region</u>	Deputy CTO of European region

About DENSO CORPORATION

Globally headquartered in Kariya, Japan, DENSO is a 7,161.8 billion yen leading mobility supplier that develops advanced technology and components for nearly every vehicle make and model on the road today. With manufacturing at its core, DENSO invests in around 180 facilities worldwide to provide opportunities for rewarding careers and to produce cutting-edge electrification, powertrain, thermal and mobility electronics products, among others, that change how the world moves. In developing such solutions, the company's 158,000 global employees are paving the way to a mobility future that improves lives, eliminates traffic accidents, and preserves the environment. DENSO spent around 8.6 percent of its global consolidated sales on research and development in the fiscal year ending March 31, 2025. For more information about DENSO's operations worldwide, visit <https://www.denso.com/global>.