

For Immediate Release

March 9, 2026

DENSO Announces Transfers of Members of the Board and Audit & Supervisory Board Members

KARIYA (Japan) —DENSO CORPORATION, a leading mobility supplier, has announced transfers of Members of the Board and Audit & Supervisory Board Members, effective as of the date of the 2026 Annual General Meeting of Shareholders, were decided and provisionally approved. These transfers will be officially implemented at the 2026 General Meeting of Shareholders and the subsequent meeting of the Board of Directors.

Transfers of Members of the Board and Audit & Supervisory Board Members (On the Date of General Meeting of Shareholders)

1. Member of the Board

(1) Newly Appointed Candidate of Member of the Board

Name	New Title	Current Title
Noriko Kinoshita	Member of the Board (Outside)	-

(2) Member of the Board Scheduled to Retire

Name	New Title	Current Title
Shigeki Kushida	-	Member of the Board (Outside)

2. Audit & Supervisory Board Members

(1) Newly Appointed Candidates of Audit & Supervisory Board Members

Name	New Title	Current Title
Naoto Inuzuka	Audit & Supervisory Board Member	CEO of Asia-Oceania, President of DENSO INTERNATIONAL ASIA CO., LTD., India area
Kumiko Baba	Audit & Supervisory Board Member (Outside)	Substitute Audit & Supervisory Board Member (Outside)
Masato Yamagami	Audit & Supervisory Board Member (Outside)	-

(2) Audit & Supervisory Board Members Scheduled to Retire

Name	New Title	Current Title
Motomi Niwa	-	Audit & Supervisory Board Member
Haruo Kitamura	-	Audit & Supervisory Board Member (Outside)

<Reference>

Concurrent Positions of Newly Appointed Candidate of Members of the Board, and Newly Appointed Candidates of Audit & Supervisory Board Members (as of March 9, 2026)

Name	Concurrent Positions at Other Companies
Noriko Kinoshita	Audit and Supervisory Board Member of JAPAN POST Co., Ltd.
Kumiko Baba	Corporate Advisor of JFE Engineering Corporation Outside Director, Audit and Supervisory Committee Member of SWCC Corporation
Masato Yamagami	Senior Officer of PwC Japan LLC Chief Executive Officer of PwC Risk Advisory LLC* *Scheduled to resign from the position at the end of March 2026

Structure of Members of the Board and Audit & Supervisory Board Members after the Date of General Meeting of Shareholders (proposed)

Changes are underlined and highlighted in bold

Title	Name
Member of the Board, Chairman	Koji Arima
Representative Member of the Board, President & CEO	Shinnosuke Hayashi
Representative Member of the Board, Executive Vice President	Yasushi Matsui
Representative Member of the Board, Executive Vice President	Yasuhiko Yamazaki
Member of the Board	Akio Toyoda
Member of the Board (Outside)	Yuko Mitsuya
Member of the Board (Outside)	Joseph P. Schmelzeis, Jr.
Member of the Board (Outside)	<u>Noriko Kinoshita</u>
Audit & Supervisory Board Member	<u>Naoto Inuzuka</u>
Audit & Supervisory Board Member	Katsunori Hayashi
Audit & Supervisory Board Member (Outside)	Yasuko Gotoh
<u>Audit & Supervisory Board Member (Outside)</u>	Kumiko Baba
Audit & Supervisory Board Member (Outside)	<u>Masato Yamagami</u>

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>.