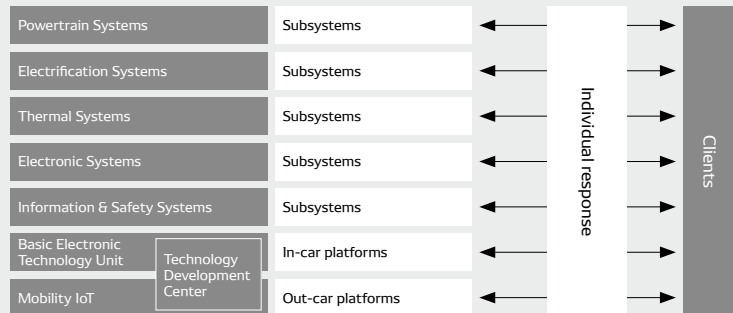


Organizational Reform 1

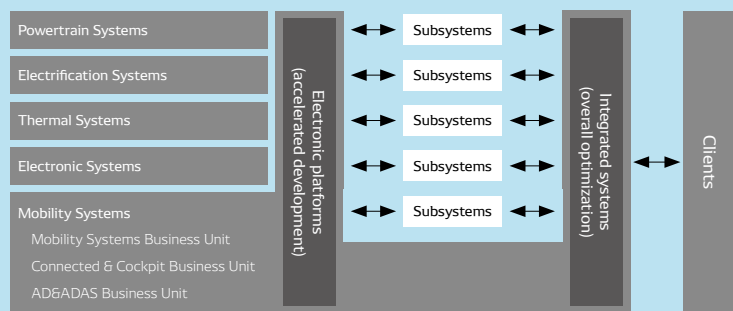
Enhancing a Vehicle-Based Perspective

In the past, DENSO has provided subsystems in a manner that was optimized for each of its individual businesses. However, going forward, the Company needs to pursue development that is optimized from the perspective of vehicle-based systems. Under the management reforms it is currently pursuing, DENSO established the new Mobility Systems Business Unit. Through this business unit, the Company will develop integrated systems that achieve overall optimization, accelerate development of in-car and out-car electronic platforms, and offer proposals that best fit its customers.

Conventional Organization



New Organization

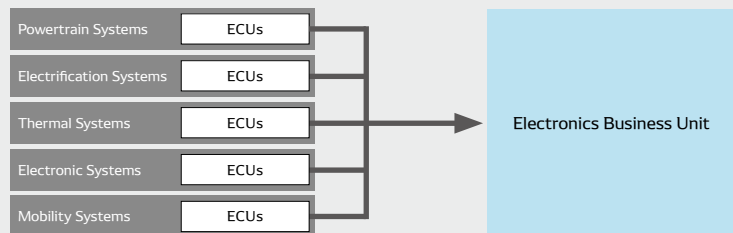


Organizational Reform 2

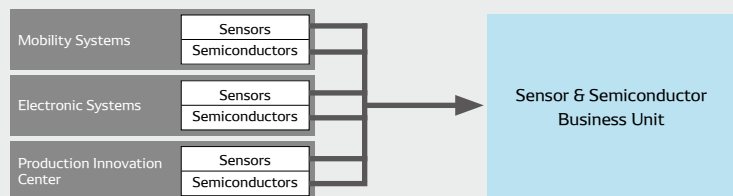
Strengthening Competitiveness by Streamlining the Technological Development of Our Four Key Devices

To further enhance the competitiveness of the key devices of ECUs, sensors, semiconductors, and motors, and realize overwhelming levels of differentiation for our systems, we streamlined the technological development of ECUs into the Electronics Business Unit and the technological development of sensors and semiconductors into the Sensor & Semiconductor Business Unit. In the past, such development was conducted by each individual business unit. In addition, with the aim of becoming a world leader in terms of motors, we integrated our small motor business with the large high-power motor business of ASMO Co., Ltd., a consolidated subsidiary, and reorganized relevant internal divisions to create the Motor Business Unit.

Streamlining the ECU Functions in Each Business



Streamlining the Sensor and Semiconductor Functions in Each Business



Integrating ASMO with DENSO

