

## Directors

Director & Chairman	Masayoshi Ushikubo
Director & Vice Chairman	Yoshimasa Hayakawa
Director & President	Kazuyuki Suzuki
Executive Vice President & Director	Seiichi Mihara
Executive Director	Jun-ichi Mitsui
Senior Director	Mitsugi Takahashi
Senior Director	Kiyoshi Suzuki
Senior Director	Shinji Ushikubo
Senior Director	Hideki Isetani
Director (Outside)	Isao Tada

## Auditors

Statutory Standing Auditor	Takashi Oya
Statutory Auditor (Outside)	Takuji Tsuchikane
Statutory Auditor (Outside)	Akinobu Hatsushika
Statutory Auditor (Outside)	Mitsuhiko Iwasaki
Statutory Auditor (Outside)	Kazunori Kiuchi

## Corporate Officers

Vice President & Corporate Officer	Teruo Takebe
Executive Corporate Officer	Akira Nozawa
Senior Corporate Officer	Yuichi Yasui
Senior Corporate Officer	Kin-ei Kanda
Senior Corporate Officer	Eijiro Yamamoto
Corporate Officer	Akira Komine
Corporate Officer	Mitsuya Yamamoto
Corporate Officer	Toshiyuki Noji
Corporate Officer	Chiake Fukasawa
Corporate Officer	Hidenori Imamura
Corporate Officer	Seiichi Sakamoto
Corporate Officer	Yuzuru Isoda
Corporate Officer	Masami Yamaguchi
Corporate Officer	Patrick Poon Tai Tuen
Corporate Officer	Robert Kheng
Corporate Officer	Satoru Iwasaki
Corporate Officer	Takao Kaihatsu
Corporate Officer	Junji Wakumoto
Corporate Officer	Hisao Nakajima
Corporate Officer	Tatsuo Sato
Corporate Officer	Yasushi Ejima

## Sanden Has Consistently Provided Support for

## 1940

## Sanden's History Began with the Manufacture of Bicycle Lights with Power Generators.

July 1943: Sankyo Denki Co., Ltd., was established where Sanden's Gunma Headquarters is located today, with paid-in capital of ¥198,000. The Company began operations with the production of plastic molded parts for wireless telecommunications equipment as well as mica condensers and paper condensers.

March 1948: Began production of bicycle lights equipped with small generators.



It was July 1943. With Japan at war, private factories were faced with the choice of shifting to production of goods to satisfy military needs or go out of business. Kaihei Ushikubo, the operator of a textile mill, went into the production of parts for telecommunications equipment and mica condensers. This is how the predecessor of today's Sanden Corporation, Sankyo Denki Co., Ltd. (SD), came into being. After the war, our predecessors took a hint from watching employees commute to work on bicycles and made the transition to the production of bicycle lights equipped with small electric power generators. These were marketed under the trademark of an owl, a bird known for being able to see at night, and under the catchphrases "Providing a Second Sight in the Dark of Night" and "1,000 Times Brighter than a Full Moon." In 1953, the factory produced about 30,000 units a month and established an unshakeable position in the light-with-generator industry.

## 1950

## Sanden Starts Production of Freezer and Refrigeration Equipment. Development of Showcases that Let You See Inside

April 1952: With the establishment of the Japan Industrial Standards (JIS) organization, Sankyo Denki adopted the low-voltage method to extend the life of electric light bulbs and its plant for manufacturing these lights received certification from the JIS.

June 1956: Began manufacturing small motors, electric washing machines, and other household electric appliances. The marketing division was moved to Tokyo.

June 1958: Began production of frozen ice cream stockers and freezer showcases. Thereafter, succeeded in developing the first showcases in the industry that displayed the contents inside, and these became a hit product.



## 1960

## Sanden Accumulates Technology for "Cooling and Heating" and Puts It to Work in Vending Machines, Oil Heaters, and Other Products.

October 1961: Began production of fountain-style juice vending machines

August 1962: Listed shares on the Second Section of the Tokyo Stock Exchange

July 1963: Commenced manufacturing of pop-type kerosene heaters

February 1965: The Sankyo Denki marketing department was split off as a separate company to establish Sankyo Sales Co., Ltd.



In 1961, as Sanden sales of freezer and refrigerator showcases were advancing smoothly, the Company developed an original, fountain-style juice vending machine. Sankyo Denki, which by this time has established an unshakeable position in cooling technology, developed a kerosene heater in 1963. Thereafter, Sankyo Denki also succeeded in developing the world's first heaters that did not pollute room air, based on the clean, forced-exhaust principle, and continued to accumulate technology for both cooling and heating.

## 1970

## Sanden Began Production of Compressors and Took Its First Steps into the World Market.

June 1970: Concluded a technical tie-up for compressors used in car coolers with John E. Mitchell, Inc., of the United States

March 1971: Began production of car coolers and SD compressors for car coolers. Commenced manufacturing of vending machines for canned beverages.

August 1971: Concluded technical tie-up with Warren, Inc. Began sales of large showcases for use in supermarkets.

October 1971: Commenced production of vending machines for cup instant noodles.

August 1973: Introduced new "Sanden" brand. Sankyo Denki shares listed on the First Section of the Tokyo Stock Exchange.

October 1973: The name of Sankyo Sales Co., Ltd., was changed to Sanden Sales Co., Ltd.

November 1974: Established Sankyo International Co., Ltd., with paid-in capital of ¥10 million. Opened a branch of Sankyo International in Singapore. Founded Sankyo International (U.S.A.), Inc., with paid-in capital of US\$10,000.

December 1977: Established Sankyo International (Singapore) Pte. Ltd. with paid-in capital of 50,000 Singapore dollars.

August 1978: Founded Sankyo International (Australia) Pty. Ltd. with paid-in capital of 50,000 Australian dollars.

December 1978: Opened a branch of Sankyo International in the United Kingdom.

October 1979: Established Sankyo Denki Denso Co., Ltd., for production of bicycle lights equipped with small power generators, with paid-in capital of ¥50 million.



In 1969, Sanden heard of the possibility of a tie-up with Mitchell, Inc., of the United States and moved quickly to begin production the very next year, thus moving into the car air conditioner field. In 1973, Sanden listed its shares on the First Section of the Tokyo Stock Exchange and changed its brand name to "Sanden." Thereafter, Sanden set up operations overseas in one location after another and expanded its compressor production and marketing activities all over the world.

# Comfortable Lifestyles. Our History of Challenge and Reform Is Leading Us to New Dimensions.

## 1980

### Name of the Company Changed from "Sankyo Denki" to "Sanden." Sanden Begins to Establish a Reputation as an International Company.

January	1980:	Sankyo International opened a branch in Taiwan.
October	1980:	Sankyo International (U.S.A.) established a plant in the United States for manufacturing compressors for car air conditioners.
March	1981:	Began production of scroll compressors for car air conditioners.
September	1981:	Established subsidiary Sanden International Taiwan Corporation, in Taiwan, with paid-in capital of 6 million Taiwan dollars.
October	1982:	Established production plant for car air conditioner compressors at Sankyo International (Singapore). Name of Sankyo Denki changed to Sanden and name of Sankyo International changed to Sanden International Co., Ltd.
July	1983:	Established Sanden International (Malaysia) Sdn. Bhd.
November	1983:	Held the First Sanden Culture Lecture.
April	1984:	New trademark announced as part of the introduction of a corporate identity program.
April	1985:	Began sales of central heating and ventilating systems for households.
May	1987:	Commenced sales of variable displacement compressors.
July	1987:	Formed Sanden Trading Co., Ltd.
August	1987:	Established Sanden System Engineering Co., Ltd.
February	1988:	Founded P.T. Sanden Jaya Indonesia
May	1988:	Acquired Bender Inc. of the United States, a manufacturer of vending machines
August	1989:	Began production of compressors in Wylie, Texas, in the United States
December	1989:	Founded first overseas showcase production company, Sanden Refrigeration Thailand

In 1981, Sanden developed the world's first scroll-type compressor and changed its Company name from Sankyo Denki Co., Ltd., to Sanden Corporation, to match its brand name. In addition, a new building was completed to house its Headquarters, and the Company introduced a corporate identity (CI) program. Also, in 1988, Sanden acquired Vendo Corporation, the second-largest automatic vending machine manufacturer in the United States, thus becoming an international enterprise with production and sales bases around the world.



## 1990

### Taking the Lead in Environmental Preservation with Completion of ISO 14001 Certification

July	1990:	Sanden Communication Plaza completed.
August	1992:	Sanden Teko, Ltd., established in Thailand.
February	1993:	Sanden's heat-accumulating, energy-saving system for beverage vending machines won an award by the head of Japan's Resource and Energy Agency.
June	1993:	Sanden International (China) established.
April	1995:	Sanden Manufacturing Europe S.A.S. established in France.
August	1995:	Sanden International (Philippines), Inc. established.
October	1996:	Sanden's plant in France went into operation. Sanden receives a prize from the U.S. Environmental Protection Agency (the EPA Prize) for contribution to protecting the ozone layer.
April	1997:	Three Group companies—Sanden Corporation, Sanden Sales, and Sanden International—merged and got off to a new start as Sanden Corporation.
January	1998:	Sanden's Gunma Headquarters and the Kotobuki Plant obtained ISO 14001 certification.
October	1998:	Sanden received the Deming Prize.
July	1999:	All sales offices obtained ISO 14001 certification.
November	1999:	The founder, Kaihei Ushikubo (Supreme Advisor to the Company at that time) passed away.



plant in France



Deming Prize

## 2000

### Doing Our Best for Quality and the Natural Environment through Challenge and Reform around the Globe

June	2000:	Sanden formed a joint venture with Shanghai First Machinery Co., Ltd.)
August	2000:	Three business locations in Japan—the Kotobuki Plant, the Yattajima Plant, and the Sakai Plant attained zero emissions status.
October	2000:	Technical center established in Germany.
May	2001:	Sanden's cumulative production of compressors exceeded 100 million units.
April	2002:	Sanden Forest and the Akagi Plant completed.
October	2002:	Received Japan Quality Control Prize.
November	2002:	Akagi Plant received the "Advanced, Excellent Plant Award."
April	2003:	One of the co-founders, Washinosuke Amada (Advisor to the Company at that time) passed away.
August	2003:	Sanden marked its 60th anniversary.
November	2003:	Received the "TPM World Class Award."
January	2004:	Shanghai Sanden Behr Automotive Air Conditioning Co., Ltd., established and production of compressors for car air conditioners by the company began.
April	2004:	Sanden Manufacturing Poland Sp. z o.o. established as Sanden's second compressor manufacturing plant in Europe.
April	2004:	The Akagi Plant received the "Green Day Minister's Award for Work Contributing to the Natural Environment. In China, Shenyang Sanden Automotive Air-Conditioning Co., Ltd., established as Sanden's fourth joint venture in China. Began to supply car air conditioners to Chinese automobile manufacturers.
August	2004:	Announced development of vending machines using non-CFC, CO <sub>2</sub> refrigerant.
January	2005:	Sanden's Star Master system for controlling temperature and humidity automatically in retail stores won an award for its energy-saving features.
March	2005:	SandenVendo America, Inc., established as a new logistics center in the United States.
June	2005:	Received the European Top Investment Award at the Third World Investment Conference.
October	2005:	Entered the EcoCute water heater business.
April	2006:	Sanden's cumulative production of vending machines exceeded two million units.
October	2006:	Sanden International (U.S.A.) and Sanden International (Singapore) received the Deming Prize Implementation Award.
November	2006:	Received the Third Japan-France Investment Award.
June	2007:	Received highest environmental rating rank of the Development Bank of Japan Inc.
July	2007:	Entered the food equipment business
September	2007:	Began operating an automobile air-conditioner component plant in Toyohashi, Aichi Prefecture
October	2007:	Chairman Masayoshi Ushikubo received the Deming Prize
March	2008:	Sanden Football Park established
September	2008:	Sanden Global Center established

In 2002, Sanden completed the Sanden Forest and Akagi Plant, created around the concept of symbiosis with the natural environment. In 2008, the Sanden Global Center was opened. Aiming to realize additional growth, Sanden is daily continuing to implement reforms and address new challenges.



Sanden Forest



plant in Poland



Sanden Global Center of Technology