Guiding precepts of DENSO (established in 1956)

The guiding precepts of DENSO, which were established in 1956 upon soliciting ideas from employees, begin with the statement “to be trustworthy and responsible.” DENSO’s first president Torao Hayashi interpreted this statement as follows: “Trust is an intangible force that gradually develops over a long time. It is sort of like air. We would not notice when everything is proceeding well. However, trust will start to vanish from the moment we become arrogant by thinking that this is natural as a matter of course. For this reason, we are expected to conduct business by always bearing in mind the importance of responsibility.”

This idea suggests the fundamental of today’s Corporate Social Responsibility (CSR) and this spirit is handed down via the DENSO Philosophy (established in 1994) and DENSO Group Declaration of Corporate Behavior (established in 2006).

Origins of CSR

**Customers**
We will strive to create new value to earn customers’ trust and satisfaction.

**Employees**
We will value employees and make efforts to ensure that each individual is able to work enthusiastically.

**Shareholders and Investors**
We will work to enhance corporate value while placing an importance on dialogues.

**Suppliers**
We will strive to ensure open, fair and transparent transactions.

**Global and Local Communities**
We will make efforts to carry out social contribution activities in all regions in which we conduct business with the aim of realizing coexistence with society.

**Environment**
We will take the initiative in promoting environmental preservation activities across the board in our corporate behavior with the aim of achieving growth in harmony with the environment.
Origins of CSR: Customers

DENSO Quality First

The words of Sakichi Toyoda, the founder of Toyota, that “true value cannot be questioned by the world unless products are thoroughly tested” continue to be handed down and have become the basis of developing safe and comfortable cars for people engaged in the automobile industry.

DENSO’s first president Torao Hayashi always stressed to employees the fundamental mindset: “Our work has a direct bearing on people’s lives. If a car has an accident, the lives of people are endangered. It is our responsibility to engineer parts that we can guarantee as having an absolute level of quality.”

These concepts led DENSO to enhance its technology through cooperation with Robert Bosch GmbH (Germany) and receive the Deming Prize in recognition of establishing Total Quality Management (TQM), which involves organizational control of product quality. This became the foundation for DENSO’s advanced quality assurance system through which the Company became recognized as being synonymous with quality.
Origins of CSR: Employees

“Monozukuri” (manufacturing) is “hitozukuri” (human resource development)

Fostering high-caliber technicians requires high-caliber mentors, the right environment and plenty of time. Establishing this inside a corporate environment requires a system in which the act of improving technology and skills is a rewarding experience.

Soon after its foundation, DENSO established a training school for technicians (predecessor to the DENSO Technical College) in 1954 by designating human resource development as a critical investment for the future. Since that time, the Company has continuously achieved many technical innovations that were considered impossible through promoting various initiatives such as participating in the WorldSkills International Competition, a world-class skills competition; original product development; and developing core technologies and manufacturing in-house.

Today as well, each and every employee is imbued with the genes of “DENSO-style monozukuri (manufacturing)” based on the idea of “hitozukuri (human resource development) sets the precedent for monozukuri.”

DENSO Safety First

DENSO has been focusing on safety and health management based on its Safety Philosophy that promotes a workplace where employees can work in safety as the best way to respect humanity and achieve high productivity. In September 1969, however, an explosion accident occurred at the die-casting factory of the Anjo Plant in which six employees were casualties. DENSO immediately set up a task force to focus its entire efforts on the rescue of and provision of medical treatment to injured persons, responding to the families of affected personnel, identifying the cause and restoring the facilities.

Additionally, DENSO established “DENSO Safety First” as a slogan in October 1969 by imbuing our determination to never cause such accidents. At the same time, the Company established the DENSO Safety, Health and Environment Standards (DAS) the following year based on inspections and measures that were concurrently carried out throughout the workplace.

Thereafter, DAS was improved by adding measures to be taken in case of a disaster and safety aspects when introducing new technologies. Today, DAS is designated as the foundation for supporting “occupational safety, health management and environmental preservation.”
Origins of CSR: Shareholders and Investors

Enhancement of corporate value

In 1949, at the time it was spun off from Toyota Motor Co., Ltd. (currently, Toyota Motor Corporation) and established as Nippon Denso Co., Ltd. (currently, DENSO Corporation; capital 15 million yen), DENSO incurred a payback obligation of 140 million yen as debt payable from Toyota Motor Co., Ltd., which was attributable to the cumulative losses recorded by the electrical components and radiator departments. Additionally, with the economic downturn caused by fiscal austerity, the Company's situation was extremely harsh from the beginning in terms of financing.

The circumstances changed when the Korean War began in 1950. Large amounts of supplies ordered from the United States to Japan created a special procurement boom. As a result, DENSO's business performance expanded significantly and its cumulative losses were eliminated. At the same time, the Company's repeated capital increases led to its listing on the Tokyo Stock Exchange in 1953.

Nonetheless, the Company's top management kept in mind the hardships that they faced at the time of establishment, whereby steady and sound management was promoted to the extent that the Company was recognized as “DENSO Shinkin Bank” and focused on modernizing production facilities and technology development while strengthening its financial foundation. Even today, as it grew and became a global company, under the DENSO Group Declaration of Corporate Behavior, DENSO states its responsibility to stakeholders and investors to increase corporate value through stable long-term growth and improve the transparency of management through the timely and appropriate disclosure of business and financial information and dialogues.
Origins of CSR: Suppliers

Mutual development based on mutual trust

Groups by type of business named the “Cutting association” and “Press association” were established among business partners in 1955 and have since continuously promoted measures for mass production, high quality and low cost, and shorter delivery times. In 1959, the two associations were integrated and formed the DENSO Cooperative association (subsequently named “DENSO HISHO-KAI” association). DENSO also spared no effort in providing support for member companies, including lending funds for modernizing facilities, workshops for improving production management and skills and technical education.

Underpinned by the spirit of “mutual development” to grow together while sharing hardships, these initiatives ultimately became a driving force that supported motorization in Japan.

Even today, amid the circumstances in which DENSO grew and became a global company and expanded its procurement activities throughout the world, the Company’s concept toward realizing mutual development by designating business partners as equal partners remains resolute. Along with its “Open Door Policy” that provides opportunities for suppliers to participate in its business in a fair manner, this has become the foundation that supports DENSO’s procurement activities.
Origins of CSR: Global and Local Communities

As a global corporate citizen

Sponsorship of Operation Raleigh in 1984 is a representative incident in terms of DENSO social contribution activities. Launched in commemoration of the achievements of English adventurer Sir Walter Raleigh, Operation Raleigh is an international program for young people in the world to conduct ecosystem surveys and volunteer activities while sailing around the world on ships over a three-month period.

As a global company recognizing its social responsibility, a total of 110 Japanese young people have participated in this event over a five-year period and broadened their knowledge. Subsequently, by developing its original activities through the establishment of the Social Contribution Committee, DENSO Corporation has focused its efforts on the development of youth, who will be taking active roles in the next generation.

Aiming to realize a barrier-free society

Since 1978, when DENSO began regular employment of persons with hearing impairments and was promoting the improvement of the workplace environment, there was a movement to attract the social welfare corporation Japan Sun Industries (Oita Prefecture) in Aichi Prefecture. Upon receiving a request for cooperation in this initiative, DENSO empathized with the concept of providing a place to work for persons with disabilities and opening the path to society. In 1984, DENSO TAIYO Co., Ltd. was established in Gamagori City, Aichi Prefecture, through joint investment. The company is engaged in the production of meters for light motor vehicles on consignment.

Getting all employees according to the different degrees of disability to work together to realize the stable production of high quality products is not easily achieved. Conversely, these employees are eager to acquire skills that even amaze instructors from DENSO. Additionally, with their creativity in devising fixing tools and facilities to compensate for their disabilities, they have managed to put the production on track in a short period of time.

In this way, DENSO TAIYO Co., Ltd. became the top company for light motor vehicle instrument clusters and achieved cumulative production of 20 million units in 2008.

These employees’ efforts have been a catalyst to accelerate initiatives toward realizing a barrier-free society and have led to the promotion of various initiatives, including the establishment of the Wheelchairs and Friendship Center for Asia (WAFCA) in 1999 and Oita International Wheel Chair Marathon support.
Origins of CSR: Environment

Starting point of eco cars

In 1950 when there was an ongoing severe lack of gasoline, DENSO made collective efforts in promoting the development of the “DENSO” electric car amid a lack of supplies and stringent cash flow. Everything was made in-house except for the battery and chassis. A 6-seat car with a maximum speed of 43 km/h and capable of running 195 km per a single battery charge was truly distinctive at a time in which charcoal-powered cars were the mainstream in Tokyo during the post-war period.

Soon after its release, however, production was discontinued after producing 50 electric cars as a result of receiving orders for a large amount of parts due to military procurement for the Korean War, relief due to the import of gasoline and a rise in lead prices, all of which occurred around the same time. A challenging spirit and technologies accumulated through the development of an electric car were subsequently utilized for the development of a battery-powered lift truck. Moreover, these aspects have been handed down in developing and manufacturing core parts for recent electric cars and hybrid cars and successfully utilized as DENSO eco products (environment-conscious products).

Environmental management and Eco Factory

With the construction of production plants in Japan and overseas in the 1960s, DENSO stated that the fundamental principles underpinning its business operations were “observing the environmental standards of respective regions” and “giving due consideration to local communities.” Accordingly, the Company started reviewing all of its plants prior to the enactment of the Basic Law for Environmental Pollution and the Water Pollution Control Law in Japan. In 1972, aspects pertaining to environmental preservation were incorporated into the DENSO Safety, Health and Environment Standards (DAS), thereby improving the foundation of environmental management by establishing internal standards that are more stringent than laws and regulations in terms of facilities and management.

In the 1980s, environmental issues expanded from regional pollution measures to global-scale issues. Accordingly, DENSO focused on initiatives, including water quality and the prevention of soil contamination and air pollution as well as protection of the ozone layer through abolishing the use of chlorofluorocarbons (CFC) at all plants. In the 1990s, the prevention of global warming became a major issue, whereby our plants have undertaken collective efforts to reduce CO₂ emissions. All initiatives, including the visualization of energy consumption by facilities, a direct-charge system in which the departments are charged according to their energy consumption, diagnostics and improvements conducted by a special energy-saving team, the development of energy-saving facilities via in-house technology and the participation of all employees in these efforts, signify the implementation of environmental management as prescribed by the DENSO Philosophy (established in 1994). These initiatives were also our first step toward realizing Eco Factories befitting being “an environmental top runner.”
CSR Chronology

History of social activities


1954
- Established a training center for technicians (predecessor of DENSO Technical College)

1956
- Established guiding precepts of DENSO

1961
- Awarded Deming Prize

Recognition of exceptional quality control - Deming Application Prize (1961)

1963
- Initially participated in the WorldSkills International Competition (International Professional Training Competition)

1964
- Developed system of a labor relations forum for workplaces
- Introduced QC Circle activities

1977
- Won first gold medal at the WorldSkills International Competition

1978
- Began regular employment of persons with hearing impairments

1980
- Introduced QC Circle activities at overseas business locations

1984
- Established DENSO TAIYO Co., Ltd., a welfare factory for persons with disabilities
- Began sponsorship for Operation Raleigh (youth development) (up to 1988)

Operation Raleigh for youth development (1980s)

1986
- Established Technology Education Center

1987
- Established DENSO Technical College

1990
- Established Social Contribution Committee
- Introduced a flextime system
## CSR Chronology

### History of social activities

**1954~1990**

**1991**
- Established a basic code of conduct for corporate activities

**1992**
- Began special sponsorship of DENSO CUP SOCCER (youth development)
- Began sponsorship of Oita International Wheelchair Marathon

**1994**
- Established DENSO Philosophy
- Reorganized Quality Assurance Council to form the Consumer Satisfaction (CS) Improvement Committee
- Established Volunteer Support Center

**1997**
- Established DENSO Vision 2005
- Acquired QS 9000/ISO 9001 certification at all automotive-related divisions of DENSO
- Formulated basic policies for social contribution
- Began supporting Young Invention Club
- Established Corporate Ethics Committee

**1998**
- Established Code of Conduct
- Launched ACTIVE 21 human resource system reforms
- Established corporate ethics consultation section
- Launched a club for employee volunteers

**1999**
- Established Wheelchairs and Friendship Center for Asia (WAFCA), a non-profit organization
- Started the introduction of a compliance program for all U.S. Group companies

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Volunteer activity repairing damaged houses of the socially disadvantaged (DIAM, U.S.A.)
<table>
<thead>
<tr>
<th>Year</th>
<th>Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>- Established DENSO North America Foundation&lt;br&gt; - Launched DENSO Eco-Ranger 21 and Product Engineering Festival&lt;br&gt; - Established DENSO Human Resources Philosophy</td>
</tr>
<tr>
<td>2002</td>
<td>- Formulated “DENSO Way”&lt;br&gt; - Revised Code of Conduct&lt;br&gt; - Established Corporate Social Responsibility (CSR) working group</td>
</tr>
<tr>
<td>2003</td>
<td>- Established Risk Management Conference&lt;br&gt; - Established internal reporting system&lt;br&gt; - Launched NPO Support Network Program</td>
</tr>
<tr>
<td>2004</td>
<td>- Established DENSO Vision 2015&lt;br&gt; - Adopted a managing officer system&lt;br&gt; - Founded DENSO Group Community Service Day&lt;br&gt; - Participated for the first time in Abilympics (competition for skilled technicians with disabilities) and won gold medals&lt;br&gt; - Newly established volunteer activity awards and a special fund</td>
</tr>
</tbody>
</table>
CSR Chronology

History of social activities

<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>2005</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Established CSR Promotion Center</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Participated in World Exposition of the 21st century, EXPO 2005 AICHI, JAPAN</td>
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</tr>
<tr>
<td>Won the WorldSkills International Competition for the seventh consecutive year (Polymechanics category)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Launched a system that allows temporary workers to shift to permanent employment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Established DENSO Training Academy (Thailand)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Introduced employee safety confirmation system at the time of a disaster</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2006

| Established DENSO Group Business Ethics Hotline |
| Announced DENSO Group Declaration of Corporate Behavior and formulated Code of Conduct for DENSO Group Associates |
| Held first Global Dialogue in Thailand |
| Started operation of DENSO’s original eco-point system “DECOPON” |

2007

| Established Diversity Group within Human Resources Department |
| Started operation of Tacchicchi House infant daycare centers together with Toyota Group companies |
| WAFCA commenced production of wheelchairs in Beijing |

2008

| Began DENSO YOUTH for EARTH Action, a youth development global program |
| Completed the conclusion of a basic contract with primary suppliers that incorporated CSR promotion |
| Production of meters for automobiles at DENSO TAIYO Co., Ltd. exceeded 20 million units |
| Held 2nd Global Dialogue in Europe (Hungary) |

2009

<p>| Achieved employee participation rate of 26% in DENSO volunteer activity promotion system, including the club for employee volunteers (achieved target of 25%) |
| Ministry of Health, Labour and Welfare recognized DENSO as a company that proactively seeks to help employees fulfill both their work and childcare responsibilities |</p>
<table>
<thead>
<tr>
<th>Year</th>
<th>Activities</th>
</tr>
</thead>
</table>
| 2010 | - Introduced new HR policy and developed a globally shared training system and human resources management process  
- Expanded target of CRS procurement to secondary suppliers  
- Supported people affected by the major flood disaster in Pakistan through international cooperation  
- Held 3rd Global Dialogue in China |
| 2011 | - DENSO Group collectively focused on Great East Japan Earthquake recovery support activities (including relief money, supplies, volunteer activities, housing and employment)  
- Began sponsorship of the Micro-hydro Power Generation Idea Contest  
- Donated relief money to people affected by major flooding in Thailand  
- Received Minister of Health, Labour and Welfare Award for volunteer activities  
- Decided to provide support over a 10-year period for the schooling of children orphaned by the Great East Japan Earthquake and for facilities for persons with disabilities |
| 2012 | - Strengthened structure for compliance with antitrust laws in respective regions of the world  
- Formulated a Business Continuity Plan (BCP) that assumes the simultaneous occurrence of three earthquakes, the Tokai, Tonankai and Nankai earthquakes  
- Held first DENSO Group Compassionate Festival  
- Received the Ministry of Health, Labour and Welfare’s “Companies Providing Career Support Award” |
| 2013 | - Formulated and announced DENSO Group Long-term Policy 2020  
- Concluded an agreement as a global supporter of the worldwide Road Safety Fund  
- Developed Life Vision, a community communication system |
| 2014 | - Declared promotion of One DENSO Action in the environmental and security and safety fields  
- Set target figure for the number of females in managerial positions to three times by 2030 with the aim of promoting female participation  
- Received the Good Design Grand Award 2014 for the industrial/pharmaceutical and medical robot VS-050S2  
- QR code development team won the European Inventor Award  
- Started public road testing for advanced driving support technology  
- Implemented safety enlightenment activities to protect lives from traffic accidents in Thailand |
## CSR Chronology

### History of environmental activities

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1950</td>
<td>Developed electric car</td>
</tr>
<tr>
<td>1970</td>
<td>Established Automobile Part Research Center</td>
</tr>
<tr>
<td></td>
<td>Established Safety, Health and Pollution Department and formulated DENSO Safety, Health and Environmental Standards (DAS)</td>
</tr>
<tr>
<td>1971</td>
<td>Renamed Safety, Health and Pollution Department to Safety, Health and Environment Department</td>
</tr>
<tr>
<td></td>
<td>Established Management Resources Application Council (to promote waste reduction and energy efficiency)</td>
</tr>
<tr>
<td>1975</td>
<td>Developed electronic controlled fuel injection system (cleaner exhaust emissions and improved fuel efficiency)</td>
</tr>
<tr>
<td></td>
<td>Developed Wide U DENSO spark plug (cleaner exhaust emissions)</td>
</tr>
<tr>
<td>1977</td>
<td>Developed O2 sensor (cleaner exhaust emissions)</td>
</tr>
<tr>
<td>1979</td>
<td>Established Energy Committee</td>
</tr>
<tr>
<td>1980</td>
<td>Developed monolithic carrier (cleaner exhaust emissions)</td>
</tr>
<tr>
<td>1982</td>
<td>Established system for the prior toxicity evaluation of materials to be used for the first time</td>
</tr>
<tr>
<td></td>
<td>Developed diesel distribution-type fuel injection system (cleaner exhaust emissions and improved fuel efficiency)</td>
</tr>
<tr>
<td>1985</td>
<td>Developed anti-lock braking system (safety)</td>
</tr>
<tr>
<td>1988</td>
<td>Established Special Committee in Response to Restrictions on CFCs</td>
</tr>
<tr>
<td>1989</td>
<td>Developed airbag sensing system (safety)</td>
</tr>
</tbody>
</table>
## CSR Chronology

### History of environmental activities

<table>
<thead>
<tr>
<th>Year</th>
<th>Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991</td>
<td></td>
</tr>
</tbody>
</table>
  ● Established Recycling Committee  
  ● Installed cogeneration facilities (Nishio Plant) |
| 1992 |  
  ● Established Environment Committee |
| 1993 |  
  ● Formulated DENSO Environmental Charter and Initiatives Action Plan |
| 1995 |  
  ● Halted use of ozone-depleting substances (excluding chlorofluorocarbons (CFC) substitute)  
  ● Commercialized world’s first electronically controlled common rail system  
  ● Developed electronic control unit (ECU) for vehicle stability control (VSC) system  
  ● Received Global Environmental Award |
| 1996 |  
  ● Formulated Second Environmental Action Plan  
  ● Began procedure for acquisition of ISO 14001 certification |
| 1998 |  
  ● Completed acquisition of ISO 14001 certification at all business locations in Japan |
| 1999 |  
  ● Issued first Environmental Report |
| 2000 |  
  ● Initially achieved zero emissions (Anjo Plant and Kitakyushu Plant)  
  ● Formulated DENSO Group Green Procurement Guidelines  
  ● Formulated DENSO EcoVision 2005  
  ● Established environmental committees for each of DENSO’s overseas regions |
<table>
<thead>
<tr>
<th>Year</th>
<th>Achievements</th>
</tr>
</thead>
</table>
| 2001 | - Developed Eco-Cute, the world’s first natural refrigerant (CO₂) heat pump hot water system (protection of ozone layer and energy efficiency)  
- Established DENSO Group environmental accounting guidelines  
- Introduced Eco Indicator environmental index |
| 2002 | - Achieved zero emissions at all 14 facilities in Japan  
- Held first Environmental Forum  
- Developed world’s first CFC-free car air conditioner (protection of ozone layer) |
| 2003 | - Completed acquisition of ISO 14001 certification at 67 Group companies  
- Jointly launched EcoStage, a simpler environmental management system (EMS)  
- Achieved zero emissions at 18 domestic group companies  
- Developed pre-crash safety system (millimeter-wave radar) (safety) |
| 2004 | - DENSO Manufacturing Hungary Ltd. (DMHU) received EU Environmental Award  
- Jointly developed world’s first discharge head lamp that does not use mercury  
- DENSO Taiwan Corporation (DNTW) received Corporate Environmental Protection Award in China  
- Commenced wind power generation via alternator produced in-house  
- Developed new fuel-efficient bus cooling system  
- Energy-saving ejector cycle received “21st Century Invention and Innovation Encouragement Award”  
- Developed the world’s first lead-free piezoelectric ceramic material  
- Received Minister of Economy, Trade and Industry Award in Fiscal 2004 National Competition of Excellent Examples of Energy Conservation for developing blower technology for compressed air  
- DMHU (Hungary) won the European Commission’s Business Award for the Environment |
### CSR Chronology

#### History of environmental activities

<table>
<thead>
<tr>
<th>Year</th>
<th>Events</th>
</tr>
</thead>
</table>
| 2005 | - Developed electric air-conditioning system for hybrid vehicles  
- Developed world’s smallest and lightest alternator  
- Announced DENSO EcoVision 2015 |
| 2006 | - Ejector cycle received the Climate Conservation Award in 2006 (United States)  
- Developed world’s first electric variable cam timing (VCT)  
- Started DENSO Green Project activities  
- Launched joint project for development of bio-fuel from algae as raw material |
| 2007 | - Started operation of Factor Delta environmental factors for products  
- Developed and commercialized power element (exclusive parts for hybrid vehicles) through world’s first double-sided cooling layer structure  
- Developed external power supply idle-stop air-conditioning equipment  
- CO₂ reduction measures of DENSO (Malaysia) SDN. BHD. recognized as United Nations clean development mechanism (CDM) |
| 2008 | - Established CO₂ Special Project in Environment Committee  
- Developed palm-sized compact engine ECU  
- Developed ultra-compact car air-conditioning unit for compact cars  
- Developed new model idle-stop starter |
| 2009 | - Developed 2,000-bar piezo common rail system  
- Began Just-In-Time (JIT) energy activities  
- Developed car air-conditioning system equipped with ejector  
- Commercialized radiator tank made from plant-based resin |
| 2010 | - Received Ministry of Economy, Trade and Industry Minister’s Award of Energy Conservation Grand Prize (Organization Category)  
- CO₂ heat pump won the Imperial Invention Award in the National Invention Award  
- Developed electric cooler for hybrid buses |
### Jointly developed a HEMS for the efficient integrated control of home energy

**2010**
- Introduced new Environmental Action Plan 2015 (fifth)
- Developed resource- and energy-saving heat exchanger for India market

**2011**
- Developed world’s lightest starter for 4WD vehicles (reduced weight by 40%)
- Constructed facilities showing viability of home energy management system (HEMS) for using natural energy
- Started to create a green oasis with the aim of surrounding plants and offices with greenery

**2012**
- Received Ministry of Economic, Trade and Industry Minister’s Award of Energy Conservation Grand Prize in recognition of JIT energy activities
- Developed compact, high-performance Exhaust Gas Recirculation (EGR) cooler for gasoline engines
- Developed new model radiator that became smaller and lighter in weight by 40% compared with conventional products
- Developed a battery pack system that contributes to improved fuel efficiency of idling stop systems
- Developed a mutual electric power supply system for electric vehicles (EVs) that connects with HEMS
- Developed car air conditioning system that allows air control around the driver’s seat only

**2013**
- Won the Medal for New Technology (Japan Society of Mechanical Engineers) and the Technology Contribution Award (Society of Automotive Engineers of Japan) for developing and promoting the spread of clean diesel engines
- Developed a common rail system with maximum injection pressure of 2,500 bar
- Developed an agricultural production support system

**2014**
- Developed the world’s first automotive climate control unit capable of being installed in a wide variety of vehicle types
- Developed a new electronic fuel injection system for small motorcycles
- Received the Minister of Economy, Trade and Industry Award in the Energy Conservation Grand Prize (Product and Business Model Category) for an electric refrigerator system for heavy-duty trucks developed together with Hino Motors, Ltd.
- Released the ProFarm agricultural production support system

ProFarm contributes to stable production of agricultural crops and an increase in crop yield