



# GLOBAL ..... LOCATIONS



**DAIKIN INDUSTRIES, LTD.**

Global Operations Division

Umeda Center Bldg., 2-4-12, Nakazaki-Nishi, Kita-ku, Osaka, 530-8323, Japan

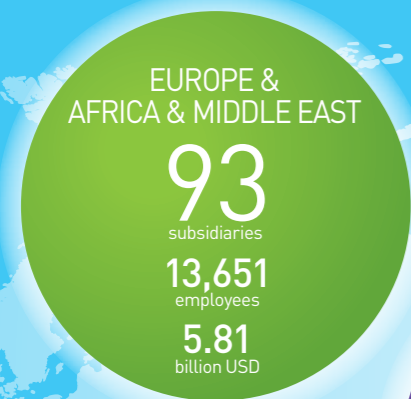
◆DAIKIN GLOBAL <https://www.daikin.com/>

2022



# Providing Solutions through Air.

With Comfortable Living Always at the Heart of Our Ideas



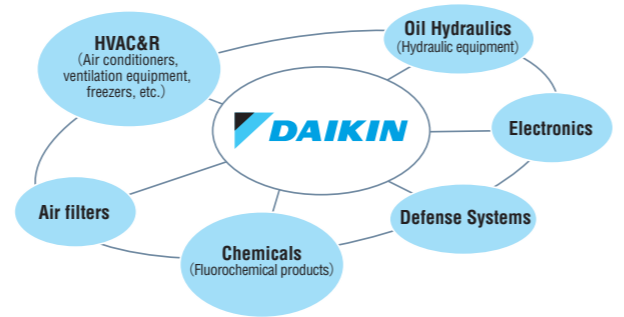
All Your Needs

As the industry leader, we will continue creating new value by anticipating the future needs of customers.

## Corporate Profile

	<p><b>Company Name</b> Daikin Industries, Ltd.</p> <p><b>Inauguration</b> October 25, 1924</p> <p><b>Foundation</b> February 11, 1934</p> <p><b>Representative directors</b> Masanori Togawa (President and CEO)</p> <p><b>Capital</b> 85 billion yen</p> <p><b>Number of Employees</b> 7,652 (non-consolidated) (As of March 31, 2022) 88,698 (consolidated) (As of March 31, 2022)</p> <p><b>Head Office</b> Umeda Center Bldg., 2-4-12 Nakazaki-Nishi, Kita-ku, Osaka, Japan</p> <p><b>Branch Office</b> Tokyo</p>
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## Main Businesses

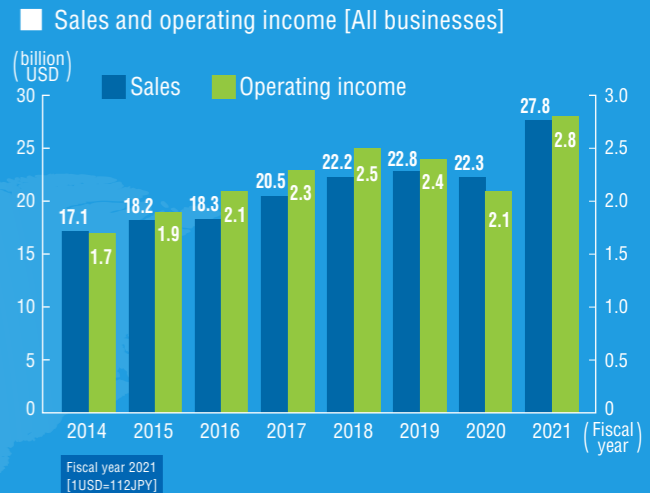


Total of Subsidiaries 322 (Japan 30, Overseas 292)	Number of Employees (Consolidated) 88,698	Number of Production Bases 103
Countries of Sales Activities 160 or more	R&D centers 46	

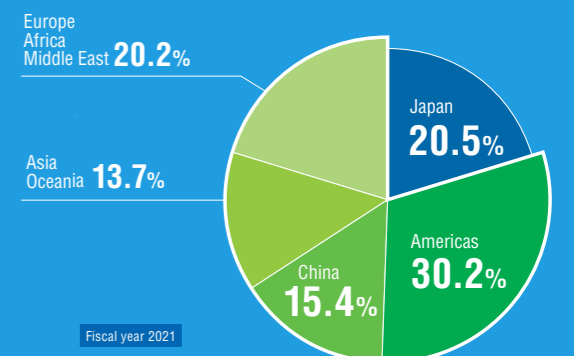
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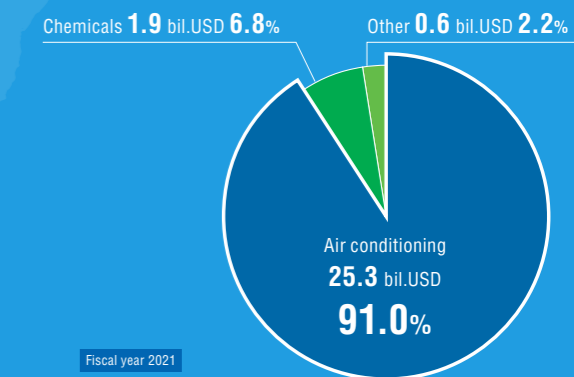
## Sales and operating income



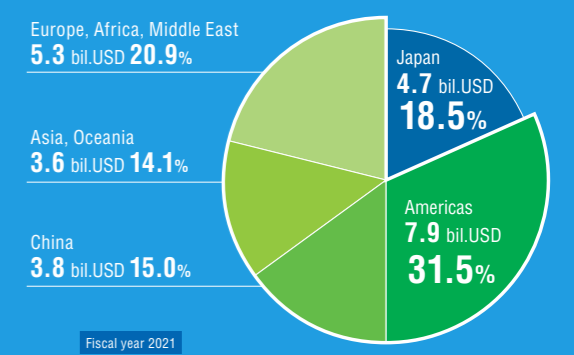
## Ratio of overseas Business [All businesses] 79.5%



## Sales by division [All businesses] 27.8 billion USD



## Sales by region [Air conditioning] 25.3 billion USD



# AMERICA

To propose air conditioning products and solutions that precisely match the needs of our customers, we have expanded sales and service bases throughout the North American region.

North America Daikin Group Website  
<https://www.northamerica-daikin.com/>

## Main products of Daikin Group companies in North America

### Daikin Applied Americas Inc.

To meet a wide array of needs, Daikin has combined its air conditioning solutions, which excel in energy savings and customizability, with its maintenance services and leverages its position as an air conditioning manufacturer to supply various solutions for the growing need of indoor air quality (IAQ) due to the COVID-19 pandemic. These solutions include its own high performance filters, air conditioners equipped with an outdoor air intake function, and remote monitoring services. In air cooled chillers, we have developed a free cooling option that is especially in demand at factories and data centers and contributes to energy savings during winter operations. Also, in water cooled chillers, Daikin offers a lineup of magnetic bearing centrifugal chillers up to 1,600 tons that have been widely adopted at factories and data centers because of their high efficiency, low maintenance, space savings, and quick recovery after power outages.



In rooftop air conditioners, our wide selection extends from small to large size (150 tons). In providing energy savings and full control of temperature and humidity through inverter control, these air conditioners fully satisfy customer needs and have earned an excellent reputation, particularly at factories and offices. Ranking at the industry top in energy savings, the product lineup for the lightweight, space-saving Rebel series has been expanded to 52 tons with reduced life cycle costs and high customizability.

SiteLine Building Controls is a simple instrumentation system that easily discovers improvements in equipment operation while supporting energy savings and optimization of indoor air quality (IAQ). Through our development of wireless BAS, we can provide simple integration to BAS complete to optimal IAQ control as a package with the introduction of Daikin VRV systems and rooftop air conditioners.

### Daikin Comfort Technologies North America, Inc.

Daikin Comfort Technologies North America, Inc. [The name of U.S. company Goodman Global Group, Inc. has changed to Daikin Comfort Technologies North America, Inc.]

The company name of Goodman (Goodman Global Group, Inc.; Headquarters: Waller, Texas, United States) changed to Daikin Comfort Technologies North America, Inc. on April 1, 2022.

In recent years, carbon neutrality has become a worldwide trend, and environmental interest has also been accelerating in North America. The name change reflects the aim of Daikin, which leads the global air conditioning market in environmental technologies, to establish its corporate brand as an environmentally advanced company in the region. Daikin Comfort Technologies North America has also newly established a dedicated organization centered on promoting an environmental response to further promote widespread adoption of air conditioning products using such environmental technologies as low-GWP refrigerant HFC-32 (R32), inverters, and heat pumps. Product brands other than Goodman, such as Amana and Quietflex, will continue to exist even after this change in company name and organization. In this way, we intend to further expand business in North America and establish Daikin as an environmentally advanced company while realizing contributing to a sustainable society and growth of the Daikin Group.

**Network**

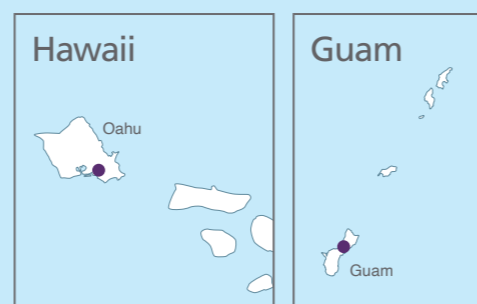
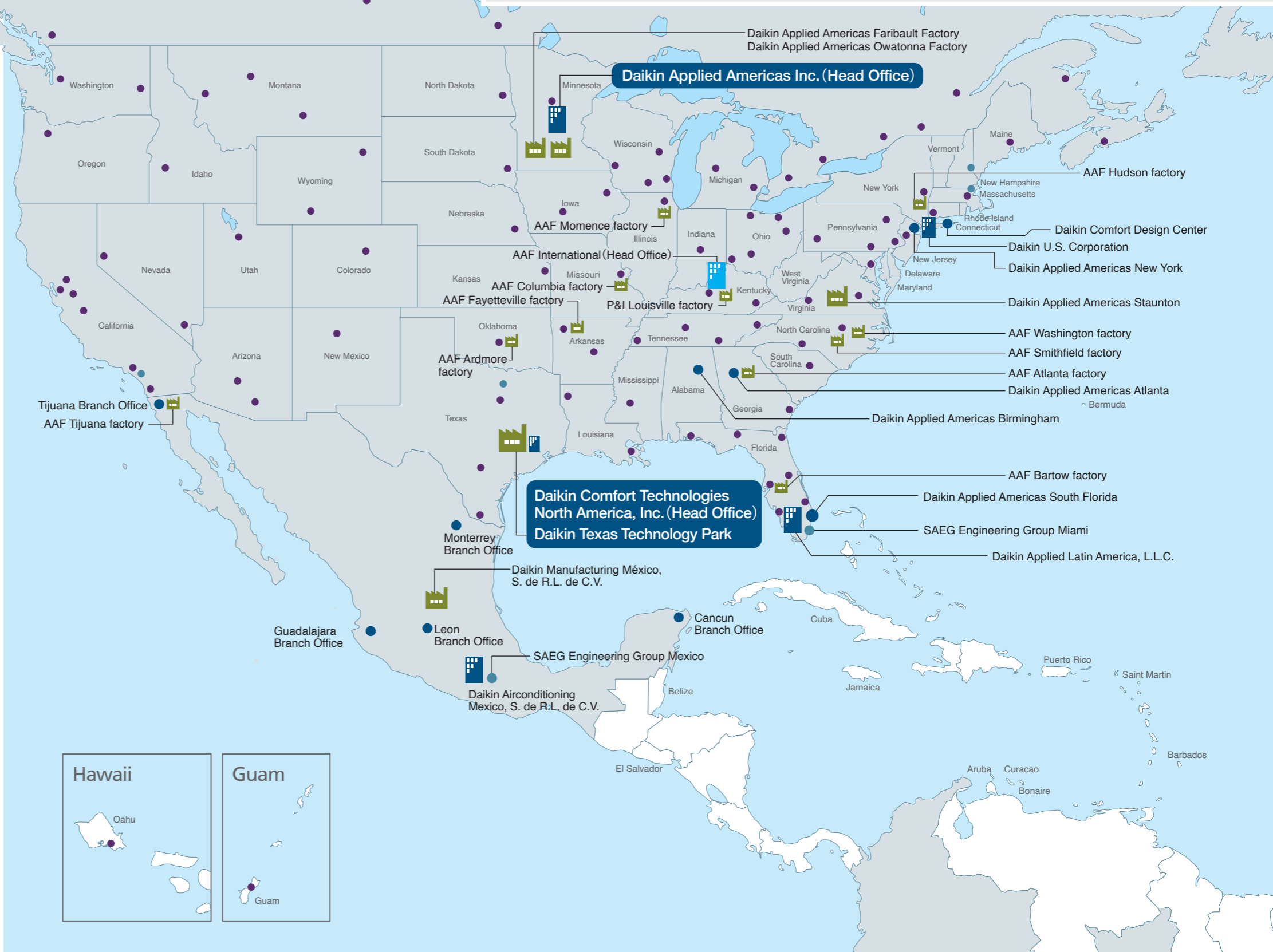
Daikin Applied Solutions Plaza (Jersey City, New Jersey)

Daikin Applied Americas Inc. (Minneapolis, Minnesota)

Daikin Applied Development Center (Minneapolis, Minnesota)

Daikin Comfort Technologies North America, Inc. (Waller, Texas)

Daikin Airconditioning Mexico, S. de R.L. de C.V.














# ASEAN, TAIWAN & INDIA

We are continuing to widen our network of sales and after sales service throughout Asia together with production bases for global supply of products.

Production bases have been established for localized production in ASEAN and India.


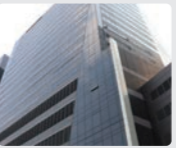







1990	Establishment Daikin Industries (Thailand) as a production base in Asia
2007	Acquisition of O.Y.L. Industries Production of non-inverter units at O.Y.L.* Manufacturing (Malaysia) *O.Y.L. Manufacturing changed to Daikin Malaysia in December 2015.
2009	Establishment of a production base in India for VRV and chillers (Production of room air conditioners began from 2012.)
2018	Establishment of production base for room air conditioners in Vietnam *Operation start in May 2018

	<b>Daikin Industries (Thailand), Ltd.</b> Thailand  <a href="https://www.daikinthai.com/">https://www.daikinthai.com/</a>
	<b>Daikin Malaysia Sdn. Bhd.</b> Malaysia  <a href="https://www.daikinmalaysia.com/">https://www.daikinmalaysia.com/</a>
	<b>Daikin Airconditioning India Private Ltd.</b> India  <a href="https://www.daikinindia.com/">https://www.daikinindia.com/</a>
	<b>Daikin Air Conditioning (Vietnam) Joint Stock Company (factory)</b> Vietnam  <a href="https://www.daikin.com.vn/en">https://www.daikin.com.vn/en</a>

 Splits for residences, Commercial Air conditioner, Air cooled chillers, Water cooled chillers, Air handling units, Compressors, Others



## Network

	Daikin Airconditioning India Private Ltd.		Daikin Airconditioning Philippines, Inc.		Daikin Malaysia Sales & Service Sdn. Bhd.
	PT. Daikin Airconditioning Indonesia		Siam Daikin Sales Co., Ltd.		Acson Malaysia Sales & Service Sdn. Bhd.
	PT. Daikin Applied Solutions Indonesia		Daikin Airconditioning Vietnam JSC		Ho Tai Development Co., Ltd. (Taiwan)

# OCEANIA

Important bases in Oceania featuring a comprehensive sales and after sales service network.

**Network**

 Daikin Australia Pty., Ltd.  
<https://www.daikin.com.au/>





# CHINA



## Daikin (China) Group Companies

<p>Heating and air conditioning, Air conditioning</p>	<p>Filter</p>	<p>Refrigeration, cold storage</p>
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## Efforts to energy savings in the Suzhou Factory



**Lighting**

<p><b>Factory building</b></p> <p>LED lighting were adopted.</p>	<p><b>Office building</b></p> <p>Motion sensors control the turning ON/OFF of high-efficiency fluorescent lamp lighting and luminance sensors control dimming.</p>
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**Solar power generation**

A solar power generation system (300 kW) was installed.  
Annual electric power generation: 207,000 kWh (in FY 2013)

**Air conditioning**

Geothermal is used by water-cooled VRF systems as a heat source for heating and cooling, and "VRF" is used for other meeting and office rooms.

**Control system**

Power consumption is monitored for each building and air conditioning unit. In particular, air conditioning equipment in the office building is centrally controlled using our control system **Intelligent Manager**.

**Improvement of production line operation**

- Use of inverters for air compressors
- Use of IPM motors for hydraulic units (left photo)
- For the other facilities, energy savings are achieved by improving productivity through increased speed, multiple simultaneous processing, etc.

## Network

Daikin (China) Investment Co., Ltd. (Beijing, Shanghai, Guangzhou, Wuhan, Nanjing)

Sales

Daikin Air-Conditioning Technology Co., Ltd. (Beijing, Shanghai, Guangzhou, Wuhan)

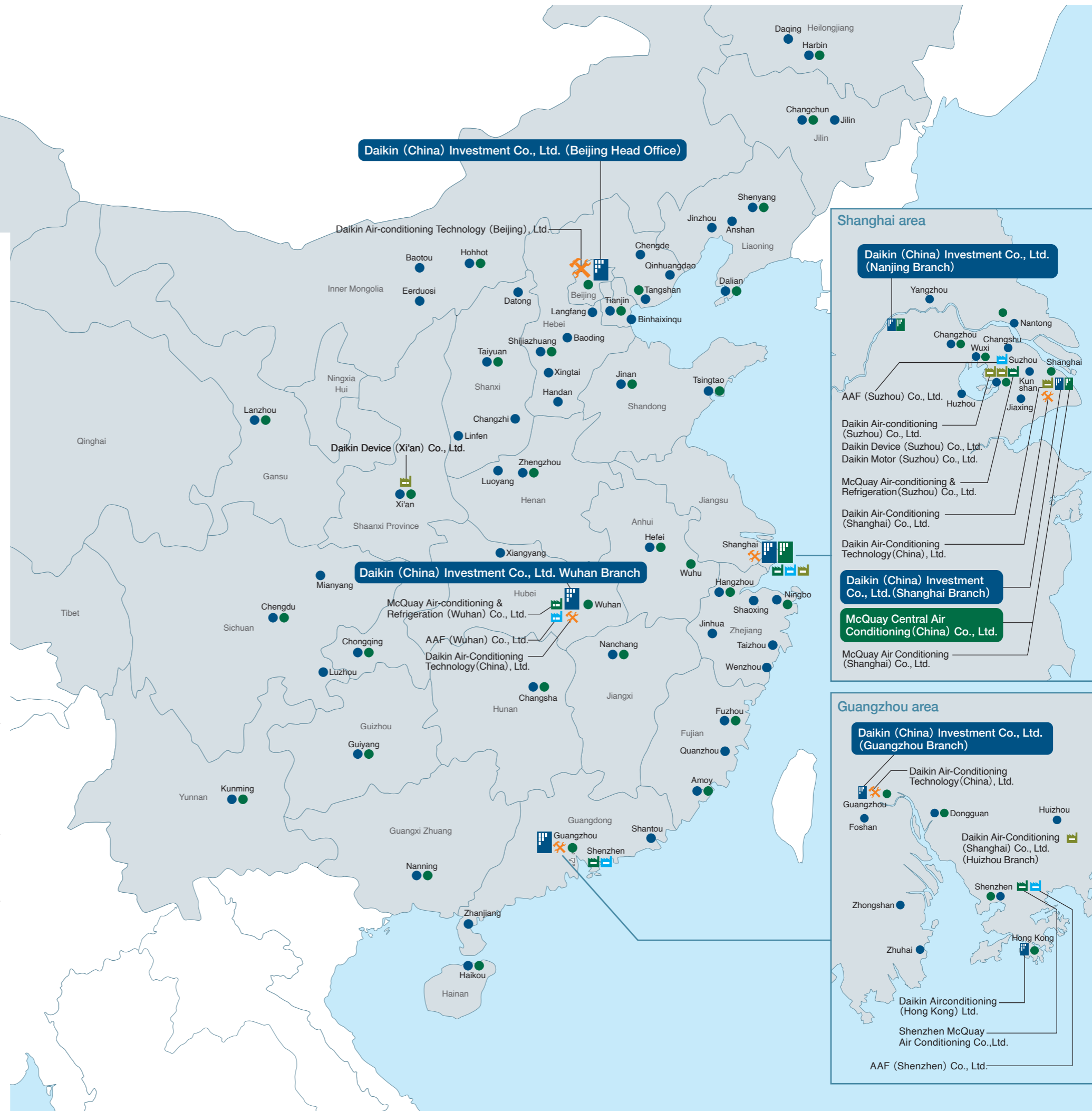
After sales service

<https://www.daikin-china.com.cn/>

McQuay Central Air Conditioning (China) Co., Ltd. (Shanghai)

Sales/After sales service

<https://www.mcquay.com.cn/>



# LATIN AMERICA

In Latin America where air conditioning demand is increasing, Daikin is establishing local bases under direct control and enhancing systems for sales and servicing.

## Efforts to improve sales and servicing in Mexico

Daikin Airconditioning Mexico, S. de R.L. de C.V. Training center



Instruction in the products and installation of VRV is provided at a training center in the suburbs of Mexico City.

Guadalajara, Monterrey and Leon show room



You can see local sales of actual equipment in the Guadalajara, Monterrey and Leon area where there is great demand for air conditioning.

## Efforts to improve sales and servicing in Brazil



In the Barra Funda district of central Sao Paulo, Daikin opened the industry's largest training center. There is even a call center (after sales service) inside the training center.



A showroom was established at our head office in Sao Paulo in 2017. Since November 2019, branches in Recife, Brasilia, Rio de Janeiro, and Porto Alegre have also opened showrooms.

## Group CYVA Head Office (Mexico City)



In April 2019, Daikin acquired Group CYVA to further strengthen its sales force in Mexico. CYVA owns 16 bases in Mexico and has developed a user-direct solution business with recurring streams of revenue that begin from the design and quotations of mainly HVAC equipment and controls and extend to their installation, maintenance, and replacement.

## Network



Daikin Airconditioning Mexico, S. de R.L. de C.V.  
<https://daikin.com.mx/>



Daikin Air Condicionado Brasil Ltda.  
<https://www.daikin.com.br/>

# EUROPE, RUSSIA & CIS

Utilizing our high-level engineering ability gained from more than 45 years of experience in Europe, we support customers in markets with environmental regulations that have a need for high energy efficiency.

## Network



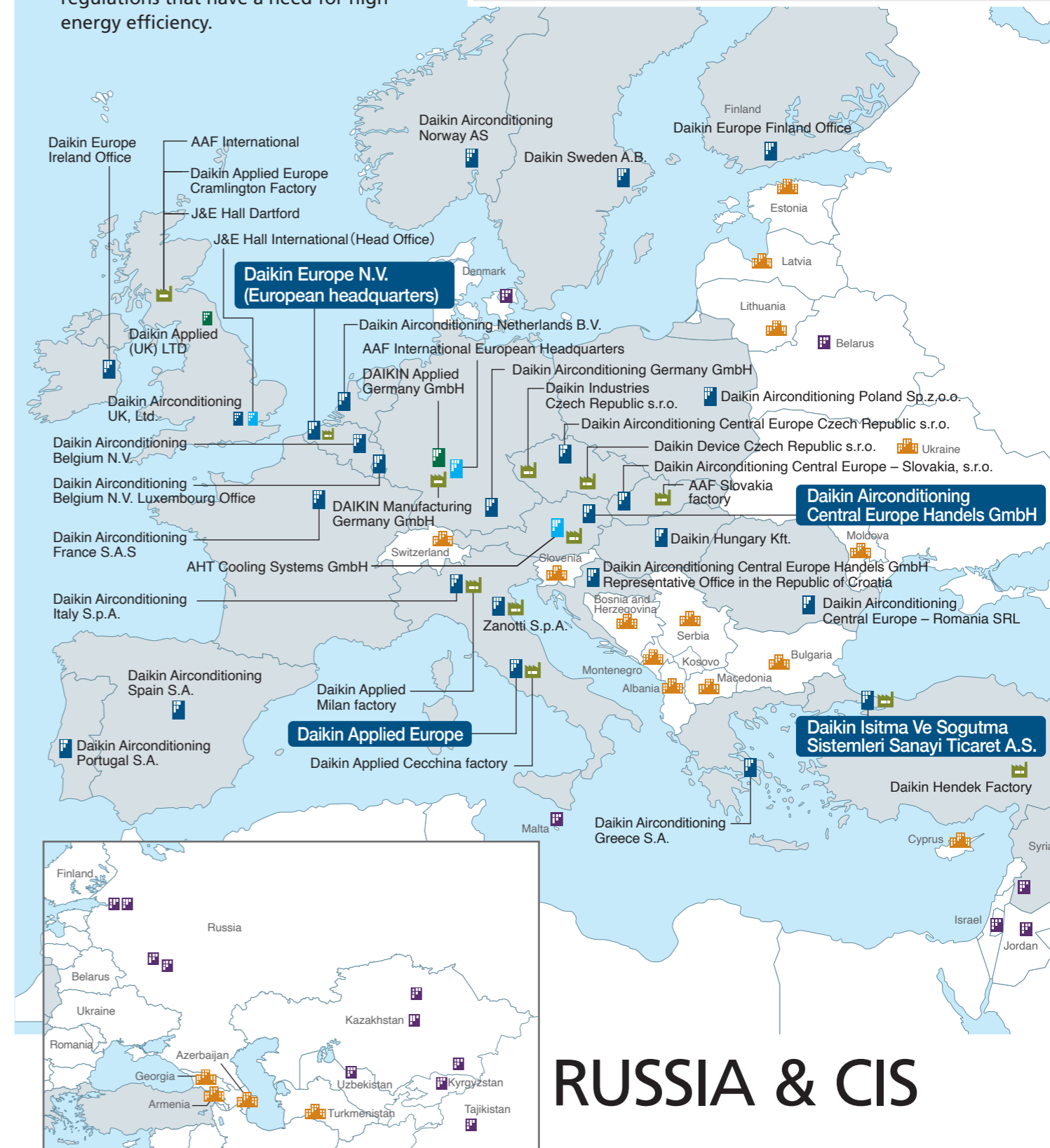
Daikin Europe N.V. (Ostend and Brussels, Belgium)  
<https://www.daikin.eu/>



Daikin Isitma Ve Sogutma Sistemleri Sanayi Ticaret A.S. (Istanbul and Hendek, Turkey)  
<https://www.daikin.com.tr/>

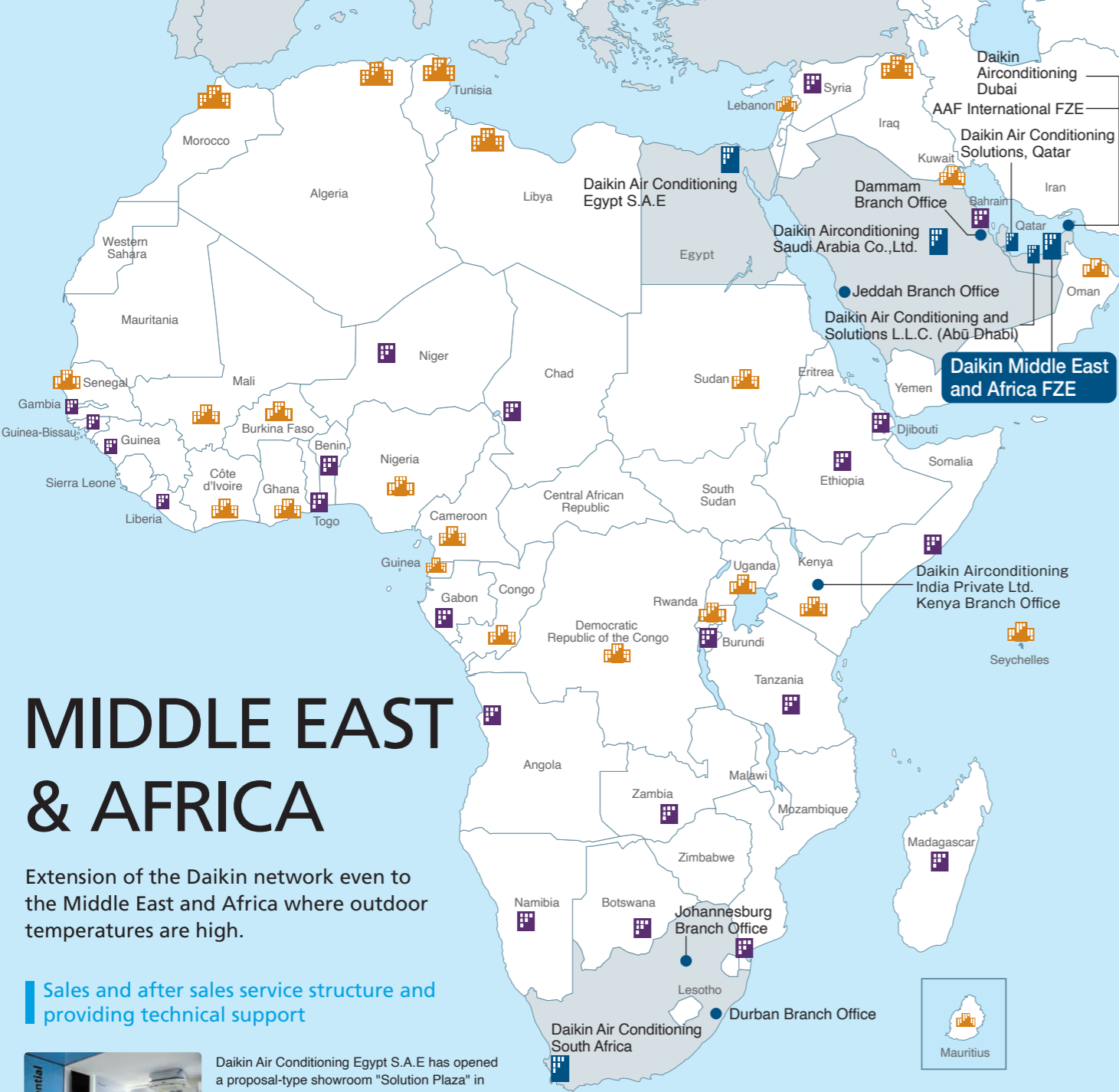


Daikin Applied Europe (Rome, Italy)  
<https://www.daikinapplied.eu/>



# RUSSIA & CIS





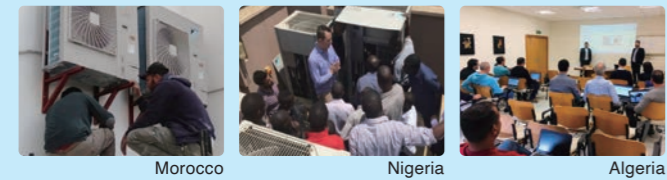
# MIDDLE EAST & AFRICA

Extension of the Daikin network even to the Middle East and Africa where outdoor temperatures are high.

Sales and after sales service structure and providing technical support

Daikin Air Conditioning Egypt S.A.E has opened a proposal-type showroom "Solution Plaza" in Cairo. In this growth market, we look to increase sales through proposals that meet the needs of our customers.

## Technical support training



## Development of an air conditioning subscription business

Baridi Baridi Inc. was established in Tanzania as a joint venture company with WASSHA.

In working toward realization of a low-carbon society, we aim to promote widespread use of high energy-saving air conditioners in a subscription model that reduces the initial cost of ownership.



### Network

Daikin Middle East and Africa FZE  
<https://www.daikinmea.com/>

Daikin Middle East and Africa FZE AHU factory

Daikin Airconditioning Saudi Arabia Co.,Ltd.

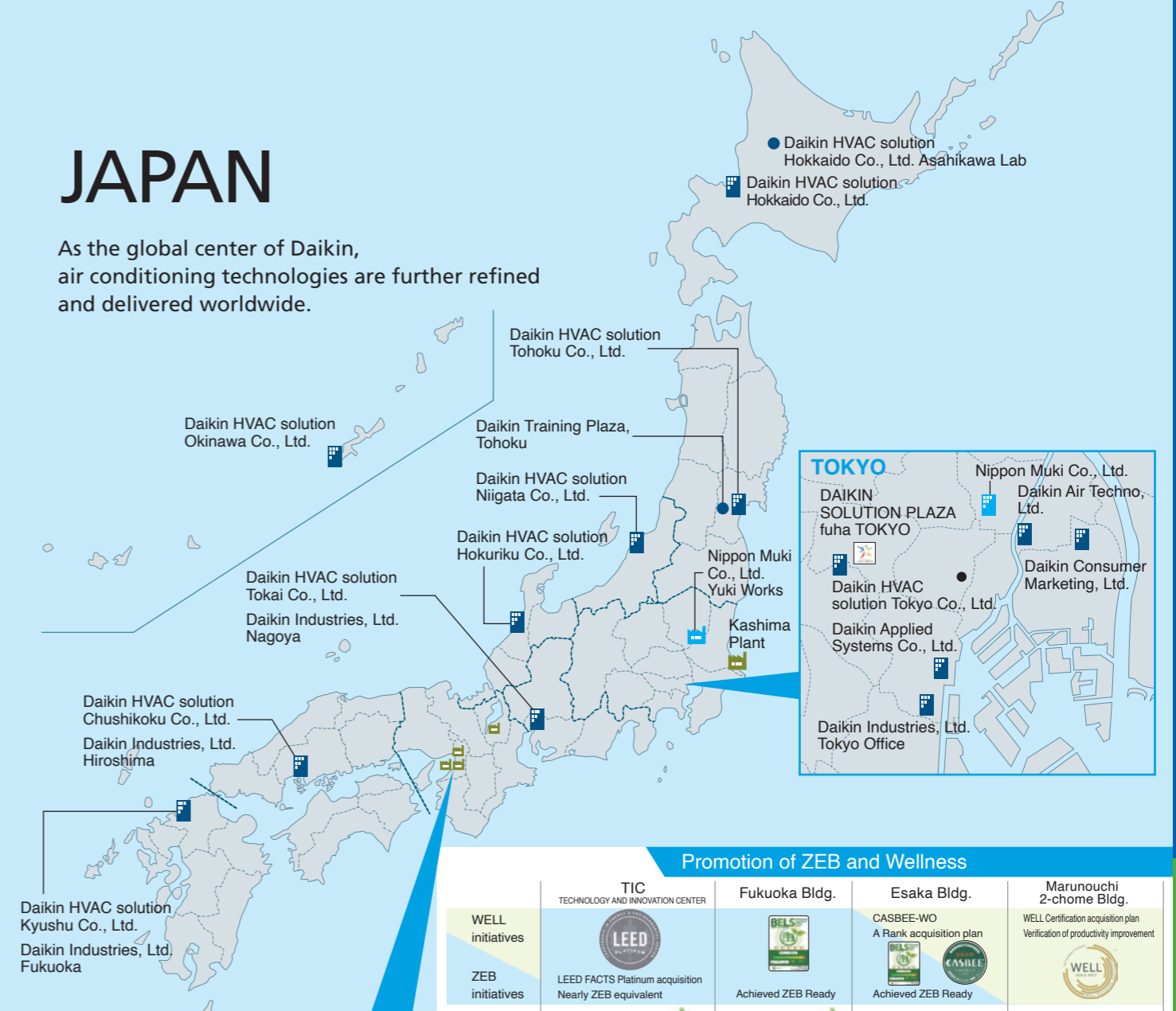
Daikin Air Conditioning Solutions, Qatar

Daikin Air Conditioning Egypt S.A.E

Daikin Air Conditioning South Africa

# JAPAN

As the global center of Daikin, air conditioning technologies are further refined and delivered worldwide.



### OSAKA

Daikin Industries, Ltd. Head Office

DAIKIN SOLUTION PLAZA fuha OSAKA

O.K. Kizai Co., Ltd.

Daikin HVAC solution Kinki Co., Ltd.

### Domestic production bases

Kanaoka Factory, Sakai Plant

Yodogawa Plant

Rinkai Factory, Sakai Plant

Shiga plant

### Promotion of ZEB and Wellness

	TIC TECHNOLOGY AND INNOVATION CENTER	Fukuoka Bldg.	Esaka Bldg.	Marunouchi 2-chome Bldg.
WELL initiatives	LEED	BELS	CASBEE-WO A Rank acquisition plan	WELL Certification acquisition plan
ZEB initiatives	LEED FACTS Platinum acquisition Nearly ZEB equivalent	Achieved ZEB Ready	Achieved ZEB Ready	Verification of productivity improvement
Location	Settsu City, Osaka	Hakata Ward, Fukuoka	Suita City, Osaka	Chiyoda Ward, Tokyo
Building Type	Office/Laboratory	Office	Office	Office
Number of Floors/Total Floor Area	6th floor/47,912m <sup>2</sup>	4th floor/2,620m <sup>2</sup>	7th floor/approx. 2,600m <sup>2</sup>	10th floor/1,000m <sup>2</sup>

### Technology and Innovation Center

2016 LEED Platinum Certification / CASBEE S Rank Acquisition

Received the 29th Nikkei New Office Award, New Office Promotion Award, and the METI Kansai Director's Award

This facility opened in November 2015 as a technology development base and consolidated all research and technology development departments for air conditioning and chemicals in Japan to the Yodogawa Plant. With the highest testing equipment in the world, TIC operates as a global mother research facility focusing on the research and development of core technologies, base technologies, and technology development for global standard products while also creating innovation through industry-academia collaborations. Here new energy-saving technologies are constantly being tested and verified with the building serving as a solution model for ZEB (Zero Energy Building).

\*LEED: Environmental performance evaluation system for buildings and site use managed by the United States Green Building Association  
\*CASBEE: Comprehensive Assessment System for Built Environment Efficiency

### Rinkai Factory, Sakai Plant

Major Energy Conservation Awards in FY2019

Received the Chairman Prize of the Energy Conservation Center Japan (ECCJ) in Energy Conservation. This award was in recognition of "energy-saving initiatives at a new factory through adoption of new air conditioning methods and utilization of big data."

Rebuilt in June 2018, the Rinkai Factory is a mother factory that manufactures outdoor units for VRF systems, Daikin's main product. Utilizing IoT to manage stock quantity of parts and production time has increased production efficiency 1.5 times higher and improved productivity and quality stability. Additionally, we have adopted a unique air conditioning system called the "task & ambient method" for an annual electric power reduction in air conditioning of approximately 75% compared with the whole building air conditioning method.

### point 0 marunouchi

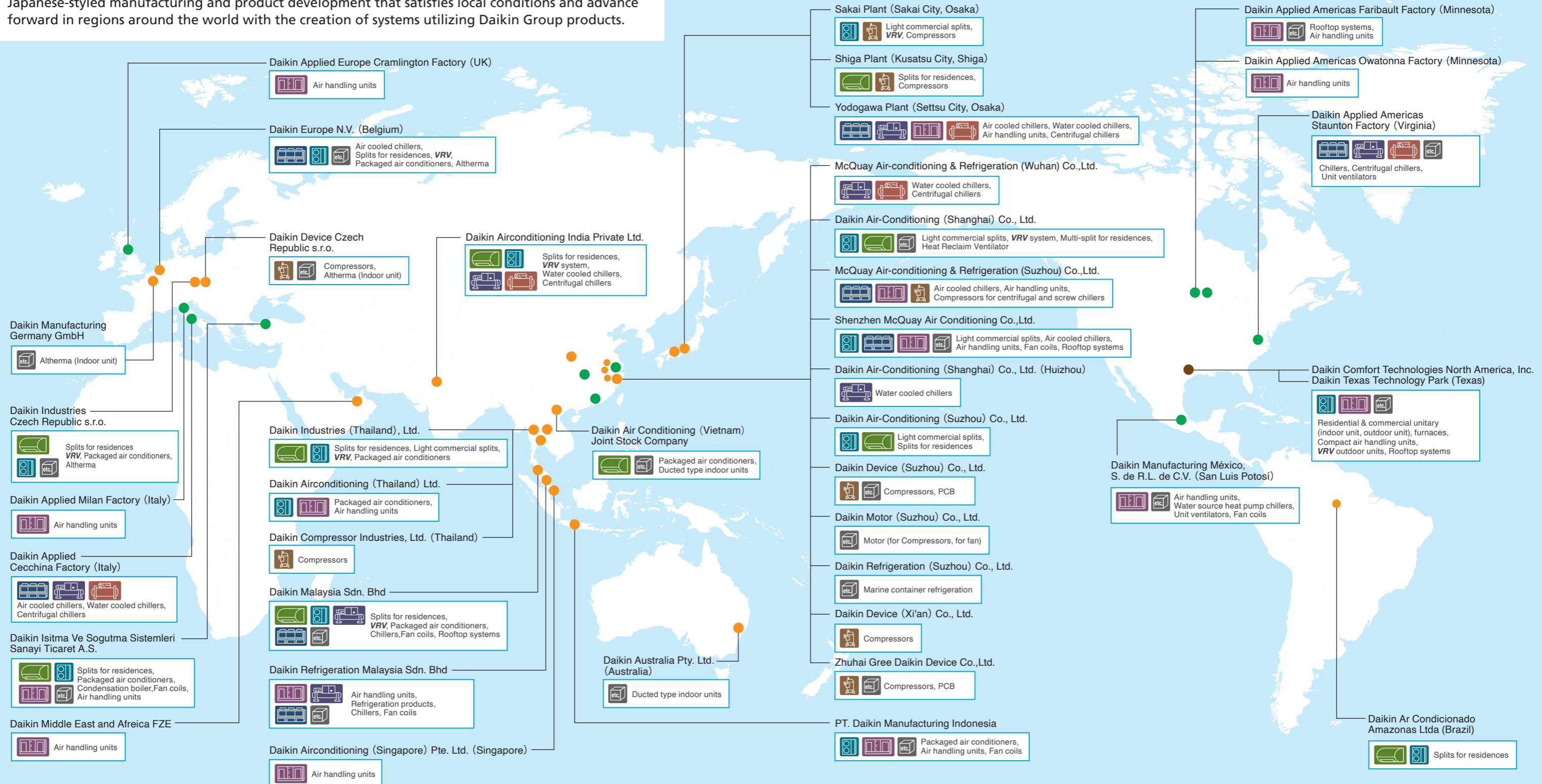
WELL Certification (WELL v2 pilot)  
December 2020 WELL Certification (WELL v2 pilot)  
This was Japan's first coworking office to obtain Gold Rank WELL Certification (WELL v2 pilot).

The aim of point 0 marunouchi is to create the "office of the future" by utilizing CRESNECT, a co-creation platform for spatial data. In pursuit of a smart wellness office, Daikin began its demonstration in cooperation with nine companies in July 2019, and initiatives continue to evolve even now.

okamura | DAIKIN | 東京海上日動 | LION | MY | Asahi | TOA | TOTO | Panasonic

# Worldwide Production Bases

Daikin production bases continue to expand and develop to ensure that products are safely delivered on a timely basis to meet the exacting standards and air conditioning cultures of each region of the world. In order to promptly meet the diverse local needs, we are working to provide the best mix of Japanese-styled manufacturing and product development that satisfies local conditions and advance forward in regions around the world with the creation of systems utilizing Daikin Group products.



Main product  \*This is only an overview. For complete details, please contact your sales representative.

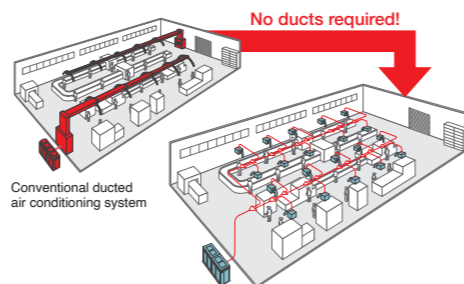
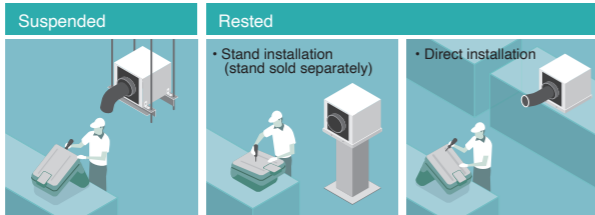




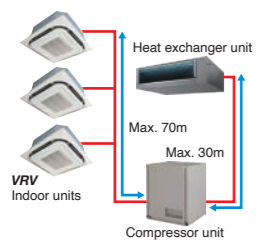
# Main Products of the Overseas Daikin Group

The Daikin Group is involved in the manufacture and sale of air conditioning and refrigeration equipment ranging from residential use split type air conditioners to large-sized heat source and air side equipment. We provide air conditioning that meets your company's air conditioning needs and desires.

## Spot Air Conditioner (MULTI CUBE)



## VRV IV i-series



## VRV SYSTEM (Indoor Units)



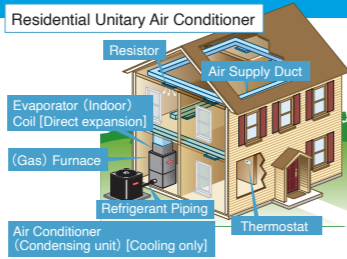
## VRV LIFE



## (Outdoor Units)



## Unitary air conditioner



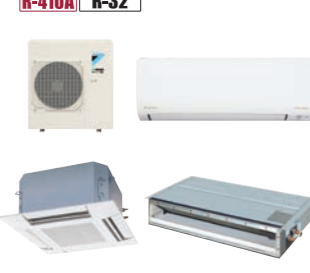
## SkyAir Air cooled split type air conditioner



## Split type air conditioner SPLIT



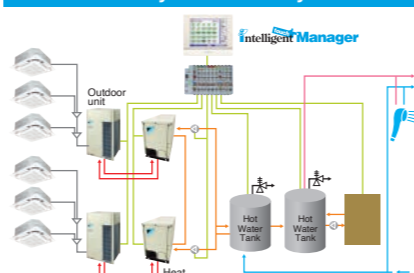
## Multi-split type air conditioner



## Air Purifiers



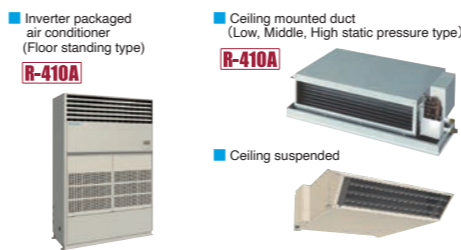
## VRV IV Heat Recovery Hot Water System



## Chillers, Air handling units, fan coil units



## Commercial Use Packaged air conditioners



## Rooftop systems



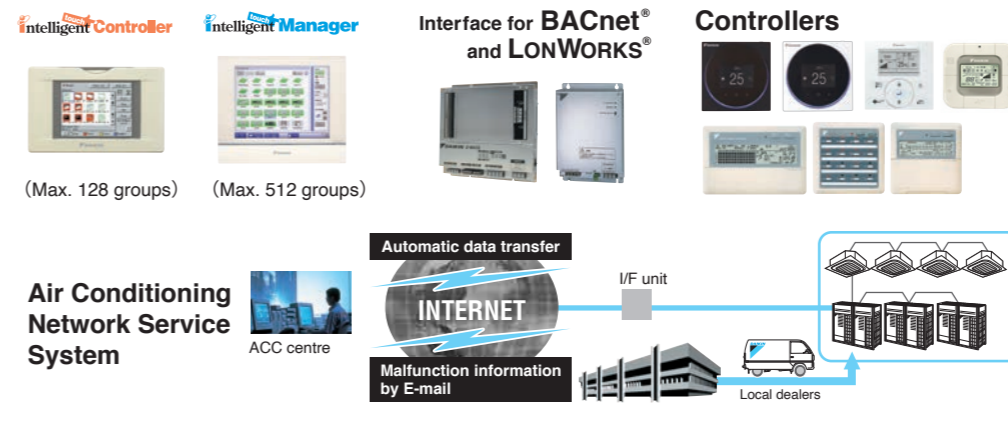
## Filter



## Ventilation system



## Control system



\*Products contained here provide only an overview and do not account for product differences that may appear in each respective country and region. Please contact a sales representative for information specific to your area.

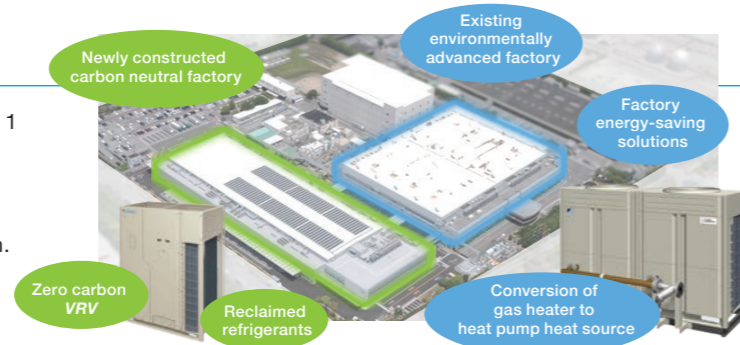
# Daikin's Challenge to Achieve Carbon Neutrality

-Global Response to Environmental Issues-

Current global demand is forecast to triple by 2050. As the only manufacturer in the world that produces both air conditioning equipment and refrigerant, Daikin looks to provide products and services around the world that utilize energy-saving and environmental technologies. With the base year set at 2019, we aim to reduce CO<sub>2</sub> emissions by 30% or more in 2025 and by 50% or more in 2030. Our ultimate objective is for net-zero emissions by 2050.

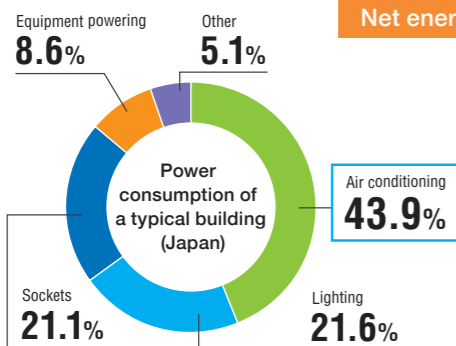
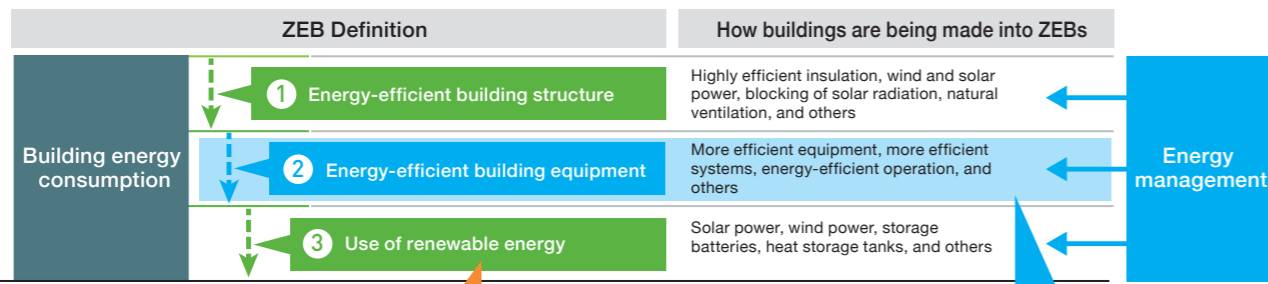
## 1 Initiatives at Daikin Factories

- As a model factory for zero CO<sub>2</sub> emissions, our No. 1 Factory in the Rinkai Plant is accelerating efforts.
- Collaborative innovation is being promoted inside and outside the company with the goal of reducing CO<sub>2</sub> emissions and contributing to business growth.



## 2 Contribution to ZEB/ZEH

Efforts to realize Net Zero Energy Buildings (ZEBs) and Net Zero Energy Homes (ZEHs) are accelerating worldwide.



**CDP A LIST 2021 CLIMATE**  
 Selected CDP's "Climate Change A-List (Highest Score)"  
 Daikin was selected as a company excelling in climate change measures and corporate disclosure by its inclusion in the "A-List" compiled by CDP, an international environmental non-profit organization that operates a global environmental information disclosure system for companies and local governments. CDP evaluated 12,000 companies for fiscal year 2021 and selected the top 200 global companies, including 55 Japanese companies.

## 3 Refrigerant Initiatives

We will contribute to realization of a decarbonized society by working to create sustainable systems in the market and for the global environment.

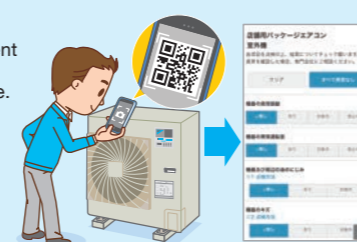
### IN EUROPE

In Europe, we have built a scheme to recover, reclaim, and reuse refrigerants on the market and have launched **VRV LOOP**, a product that contributes to a circular economy.



### IN JAPAN

In Japan, inspections of commercial-use refrigeration and air conditioning equipment are mandatory under the "Fluorocarbons Emission Control Law," which came into effect in April 2015. To simplify the complicated management of fluorocarbon inspections, Daikin provides a convenient application called "Dfct" free of charge.

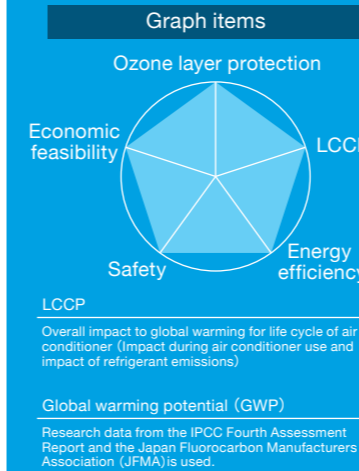


# R32

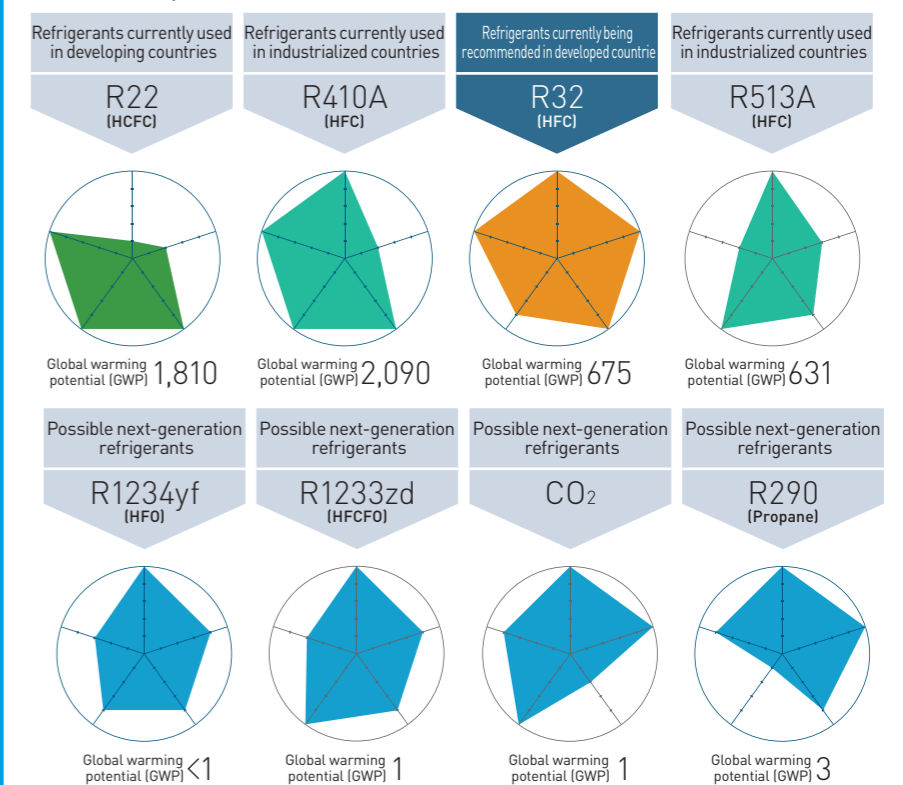
## Expansion of the Next Generation Refrigerant R32 to Each Global Region

### Q1 What is R32

Having been linked to the depletion of the ozone layer and global warming, conventional refrigerants are regulated by the Montreal Protocol and the Kyoto Protocol. Currently, industrialized countries primarily use R410A (HFC), and although it does not deplete the ozone layer, there is the issue of its impact on global warming. Conversion to a next-generation refrigerant that does not deplete the ozone layer and has low global warming potential is sought as a replacement for R410A. Daikin has decided to use R32 as its refrigerants currently being recommended in developed countries.



Characteristics of Possible Next-Generation Refrigerants (for Residential and Commercial Air Conditioners)  
 ※In-house evaluation by Daikin



## Kigali Amendment and Daikin Policy

- Concurs with the Kigali Agreement
- Works toward a "diversity of refrigerants" and "lifecycle approach"
- Takes early action in believing the "sooner the better"
- Continues pursuit for an even better refrigerant

### Points of Kigali Amendment to the Montreal Protocol

A HFC phase-down (conversion to CO<sub>2</sub>) was decided at the 28th Conference of Parties to the Montreal Protocol held in Kigali, Rwanda, on October 15, 2016. (Kigali Amendment)

- In addition to regulating production of conventional CFCs and HCFCs, HFCs are also subject to regulation and will be reduced in stages for production and consumption at equivalent amount of CO<sub>2</sub> emissions (\*)

(\*) Weight (t) x Global warming potential (GWP)  
 (Because regulation is performed by Weight x GWP, R32 has one-third GWP [compared with R410A] and contributes to reduction)