

Financial Highlights

The Daikin Group believes that improving performance and raising corporate value meet the expectations of shareholders, investors, and all other Daikin stakeholders. Under Fusion 15, our five-year strategic management plan that culminated in fiscal 2015, we strove to reach targets and increase profits by creating demand in our markets around the world.



Non-Financial Highlights

To continue growing sustainably, a company must contribute to solving social challenges and thus create value other than that indicated by financial data. We will continue to create new value through world-leading technologies under our key CSR themes including environment, new value creation and, customer satisfaction, with human resources as their key pillar.

Environment

Group Greenhouse Gas Emissions (production)

1.26 million tons-CO₂

⇒ **70%** decrease compared to FY2005

Contribution to CO₂ Emission Reductions Worldwide* (Through Daikin products)

34.8 million tons-CO₂

* Total of CO₂ reductions as a result of using inverter products and conversion to HFC-32 refrigerant

New Value Creation

November 2015

Technology and Innovation Center Opens

R&D Expenditure

46.1 billion yen

Customer Satisfaction

Number of Countries where Daikin Does Business

Over **145** Production Bases Over **80**

Human Resources

Employees

60,805

Percentage of Overseas Bases Where Local Nationals are President

51%

Percentage of Group Employees Working Overseas

81% ⇒ **8**-point increase compared to FY2010

