



Co-create New Value
in the Air and
Environment Fields
with Wisdom and Passion

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Under Fusion 15, our five-year strategic management plan to fiscal 2015, we have striven to expand new markets in emerging and other countries through environmentally conscious and energy-efficiency efforts with the goal of becoming a “Truly Global and Excellent Company.” In five years, we increased net sales from approximately 1.2 trillion yen to more than 2 trillion yen, with overseas sales now accounting for 75% of the Daikin Group’s total sales. Our worldwide workforce has also grown to more than 60,000 employees.

With this growth have come increasing demands and expectations from society. We aim to respond to these while creating totally new values contributing to the realization of a sustainable society.

Mitigating Impact on Climate Change through Technologies for Energy Efficiency and Refrigerants

Daikin’s main business of air conditioning constitutes crucial social infrastructure that contributes to providing people with a healthy, culturally fulfilling lifestyle and achieving economic advancement. At the same time, air conditioners consume large amounts of energy. The Daikin Group is fully aware of the need to focus first and foremost on reducing greenhouse gas emissions in order to mitigate the impact on climate change.

To this end, we strive to spread the worldwide use of the low-global-warming-potential refrigerant HFC-32, one of our key environmental contribution technologies, and energy-efficient inverter technologies. HFC-32 has a global warming potential just one-third that of conventional refrigerants. If the refrigerants in all of the world’s air conditioners were converted to HFC-32, greenhouse gas emissions would be reduced by approximately 800 million tons-CO₂ in 2030. Energy-efficient inverter air conditioners and air conditioners using HFC-32 sold by the Daikin Group in emerging countries in fiscal 2015 contributed to emission reductions of approximately 35 million tons-CO₂.

In December 2015, the Paris Agreement was adopted at the 21st Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP21), marking the start of a framework that all countries will strive to realize. Air conditioner demand is forecast to increase, mainly in emerging countries. Under its Fusion 20 strategic management plan, targeting 2020, the Daikin Group aims to reduce worldwide greenhouse gas emissions by 60 million tons-CO₂.

Creating New Value as Solutions for Society

In September 2015, the Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development were adopted in the United Nations. Under a shared vision of a sustainable world, the SDGs represent a plan of action that governments, industry, and other institutions will implement in their respective fields with the goal of solving society’s problems.

In November 2015, the Daikin Group opened its Technology and Innovation Center. In addition to developing products and technologies that anticipate the future needs of customers, the center will collaborate with industry, government, and academia around the world to create new value that contributes to solutions for society’s problems in environment, energy, health, and other areas.

Daikin will continue to take on new challenges, not only in its key businesses of air conditioning and chemicals, but also through a focus on areas such as filters that reduce air pollution, refrigeration technologies that facilitate food storage and transport, and engineering solutions that create air and indoor environments responding to customer needs.

Creating a Work Environment Where Employees Can Use Their Talents to the Fullest

Our 60,000 worldwide employees are the ones creating new value for customers and society. The Daikin Group makes people-centered management the driving force of its competitiveness and promotes diversity management in which a wide range of individual employees can contribute. Business success comes by creating a work environment where employees can maximize their own unique talents.

Daikin takes part in the United Nations Global Compact, an initiative to promote the implementation of 10 universally accepted principles in the areas of human rights, labor, the environment, and anti-corruption. As our business spreads further around the globe, we are doing everything possible to abide by laws and international norms and ensure that our activities are sound, transparent, and ethical throughout the entire value chain.

As a corporate group that continues to co-create new value in the air and environment fields, we will contribute to the betterment of society by meeting the expectations of customers, shareholders, procurement business partners, community members, and all of our other stakeholders.

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