

# Data

## Sustainability Report Data

Pages focusing on environmental performance information and social performance indicators can be found here.

Companies covered by data:

- D** Daikin Industries, Ltd. **JG** Including group in Japan **OG** Overseas group companies only  
**OJG** Including group companies in Japan and overseas

### ■ Quality and Customer Satisfaction

#### ■ Number of Inquiries to the Contact Center **JG** (thousands)

	2011	2012	2013	2014	2015
Repair inquiries	796	751	767	715	736
Technical advice	719	725	735	699	674
Parts inquiries	325	315	324	318	312
Others	40	38	42	44	48
Total	1,880	1,829	1,867	1,776	1,770

#### ■ Customer Satisfaction with After-Sales Service\* **D**

	2011	2012	2013	2014	2015
Overall satisfaction	4.06	4.07	4.06	4.10	4.05

\* Results from surveys sent to a random sampling of customers within two weeks after a Daikin product is fixed. A weighted average of a five-stage assessment.

### ■ Low-Impact Products

#### ■ Materials Used **D** (tons)

	2011	2012	2013	2014	2015
Iron	52,349	48,757	62,734	67,760	61,986
Copper	13,998	12,945	14,170	14,620	13,316
Aluminium	8,297	8,043	11,637	11,408	11,667
Plastics	11,319	11,348	19,130	18,499	18,369
Chemicals (PRTR-designated)	107,165	98,187	126,346 <sup>*1</sup>	122,426	122,795
Packaging	10,990	13,515	10,253 <sup>*2</sup>	8,079	10,371
Other metals			1,754	1,446	1,264

<sup>\*1</sup> From fiscal 2010 to 2012, calculation covered PRTR substances and refrigerants, but starting in fiscal 2013 other materials were included as well.

<sup>\*2</sup> Classification was changed in fiscal 2013, with packaging material other than wood and paper being included in each item.

## ■ Recycling of Residential Air Conditioners **JG**

		2011	2012	2013	2014	2015
Residential air conditioners collected by major manufacturers (including Daikin) (units: million)		2.34	2.36	2.96	2.22	1.50
Residential air conditioners collected by Daikin only (units: thousand)		200	210	280	230	250
Weight of products recycled or reused (tons)			8,998	10,523	10,783	10,369
Amount recycled (tons)		7,776	7,947	9,313	9,661	9,419
Recycling ratio (%)		86	88	88	89	90
(Breakdown)	Iron (%)	40	39	38	36	36
	Copper (%)	8	8	8	9	8
	Aluminium (%)	7	7	7	6	5
	Mixture of non-ferrous and iron composite materials (%)	35	33	34	34	35
	CFCs (%)					0.1
	Other valuable materials (%)	10	13	13	15	16
Fluorocarbons recovered (tons)		128	135	158	164	160

## ■ Low-Impact Production

### 1) Greenhouse Gas Emissions

#### ■ Greenhouse Gas Emissions (Production) **OJG**

(Thousand tons-CO<sub>2</sub>)

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
CO <sub>2</sub> (Energy)	540	550	550	510	490	580	590	580	670	680	710
HFC	760	680	500	270	200	120	120	110	150	140	140
PFC	2,840	2,050	1,770	920	650	940	840	650	490	650	400
Total	4,140	3,280	2,820	1,700	1,340	1,650	1,560	1,340	1,300	1,460	1,260

#### ■ CO<sub>2</sub> Emissions per Production Output **OJG**

(%)

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
CO <sub>2</sub> emissions rate for entire Group with FY2005 set as 100%	100	86	80	80	86	83	75	74	81	85	85

#### ■ CO<sub>2</sub> Emissions per Sales from Transportation (Air-conditioning) **D**

(%)

	2001	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
CO <sub>2</sub> emissions per sales with FY2001 set as 100%	100	80	72	74	72	71	69	68	67	65	63

■ Amount Destroyed in Fluorocarbon Recovery and Destruction  
(At Time of Repair and at Time of Disposal) **JG**

(tons)

	2011	2012	2013	2014	2015
Recovered fluorocarbons at time of disposal	33	31	30	58	72
Recovered fluorocarbons at time of repair	320	345	303	317	329

**Note:** Amount destroyed at Yodogawa Plant, Kashima Plant, or one of the contracted destruction facilities around Japan.

**Note:** Figures until fiscal 2013 are for Daikin Industries only, and figures from fiscal 2014 are for the Daikin Group in Japan.

## 2) Energy Consumption

■ Energy Consumption **OJG**

	2011	2012	2013	2014	2015
Electricity (MWh)	586,423	568,186	633,454	662,269	725,625
City Gas (million m <sup>3</sup> )	79.02	75.86	82.77	81.81	85.49
LPG (tons)	2,606	2,946	2,726	2,630	2,770
Steam (GJ)	658,963	285,391	721,531	738,095	792,769
Petroleum (kl)	4,108	5,366	2,719	2,218	1,571

## 3) Green Procurement

■ Green Procurement Rate by Region\* **OJG**

(%)

	2011	2012	2013	2014	2015
Japan	96	99	95	94	96
Thailand	98	98	98	98	95
China	91	92	96	97	95
Europe	81	83	86	91	93
Other countries in Asia and Oceania	87	90	84	76	65
North America	3	3	38	39	38
All regions	84	89	84	78	65

\* Green procurement rate= Value of goods procured from suppliers who meet our assessment criteria / Value of all goods procured

## 4) Water

■ Water Used **OJG**

(Thousand m<sup>3</sup>)

	2011	2012	2013	2014	2015
Water Used	6,680	6,710	7,310	7,070	7,010

■ Water Use per Unit of Production Output **OJG**

(%)

	2011	2012	2013	2014	2015
Overall water used per unit with FY2010 set as 100%	88	89	93	91	87

■ Waste Water **OJG**

(Thousand m<sup>3</sup>)

	2011	2012	2013	2014	2015
Waste Water	4,940	4,820	5,040	4,690	5,230

## 5) Water Pollutant and Air Pollutant Emissions

■ Air Pollutant Emissions **D**

(tons)

	2011	2012	2013	2014	2015
NOx	24	39	28	31	31
SOx	0.0	0.0	0.0	0.0	0.0
VOC	426	379	386	396	381

■ Air Pollutant Emissions **JG**

(tons)

	2011	2012	2013	2014	2015
NOx	27	39	28	31	31
SOx	0.0	0.0	0.0	0.0	0.0
VOC	427	380	387	397	382

■ Air Pollutant Emissions **OG**

(tons)

	2011	2012	2013	2014	2015
NOx	75	94	77	62	64
SOx	30	20	5	4	6
VOC	1,139	1,152	973	926	1,006

## 6) Chemical Substance Emissions

■ Release of Substances Designated by the Pollutant Release and Transfer Register Law **D**

(tons)

	2011	2012	2013	2014	2015
Release of substances designated by PRTR Law	114	108	93	90	99

■ Release of Substances Designated by the Pollutant Release and Transfer Register Law **JG**

(tons)

	2011	2012	2013	2014	2015
Release of substances designated by PRTR Law	115	111	95	92	101

■ Compilation of PRTR Substances (PRTR substances of which at least 1 ton was handled) **JG** (tons)

2015					
Substance name	Amount emitted (tons)			Amount transported (tons)	
	Air	Public waterways	Soil	Waste	Sewage
Chlorodifluoromethane; HCFC-22	53.02	0.00	0.00	0.37	0.00
Dichloromethane; methylene dichloride	31.61	0.00	0.00	3.10	0.00
1-chloro-1,1-difluoroethane; HCFC-142b	9.90	0.00	0.00	0.00	0.00
Toluene	3.35	0.00	0.00	0.59	0.00
2-chloro-1,1,1,2-tetrafluoroethane; HCFC-124	1.40	0.00	0.00	0.00	0.00
N-hexane	1.15	0.00	0.00	1.00	0.00
Chloroform	0.84	0.00	0.00	4.10	0.00
Phenol	0.76	0.00	0.00	0.77	0.00
Xylene	0.71	0.00	0.00	0.00	0.00
Formaldehyde	0.42	0.68	0.00	0.30	0.00
1,2,4-trimethylbenzene	0.30	0.00	0.00	0.00	0.00
Hydrogen fluoride and its water-soluble salts	0.24	0.00	0.00	75.00	0.00
Ethylbenzene	0.20	0.00	0.00	0.00	0.00
Poly(oxyethylene)alkyl ether(alkyl C=12-15)	0.02	0.00	0.00	44.00	0.25
N,N-dimethylacetamide	0.01	0.00	0.00	0.00	0.00
Methylnaphthalene	0.01	0.00	0.00	0.00	0.00
N,N-dimethylformamide	0.01	0.00	0.00	5.10	0.00
Acetonitrile	0.00	0.00	0.00	3.10	0.04
Boron compounds	0.00	0.43	0.00	0.58	0.01
Ferric chloride	0.00	0.00	0.00	8.74	0.00
Antimony and its compounds	0.00	0.00	0.00	1.20	0.00
Methylenebis(4,1-phenylene)diisocyanate	0.00	0.00	0.00	1.03	0.00
Zinc compounds(water-soluble)	0.00	0.00	0.00	0.55	0.14
Tritolyl phosphate	0.00	0.00	0.00	0.05	0.00
Molybdenum and its compounds	0.00	0.00	0.00	0.03	0.00
Copper salts (water-soluble, except complex salts)	0.00	0.00	0.00	0.00	0.00
Allyl alcohol	0.00	0.00	0.00	0.00	0.00
Tetrachloromethane	0.00	0.00	0.00	0.00	0.00
Water-soluble salts of peroxodisulfuric acid	0.00	0.00	0.00	0.00	0.00

■ VOC Emissions **OJG** (tons)

	2011	2012	2013	2014	2015
Japan	427	380	387	397	382
Overseas	1,150	1,164	981	931	1,006
Entire Group	1,577	1,544	1,368	1,328	1,388

## 7) Waste

### ■ Amount of Waste and Recycled Materials **OJG**

(tons)

	2011	2012	2013	2014	2015
Amount of Waste and Recycled Materials	92,639	89,690	94,865	99,890	102,653

### ■ Amount of Waste and Recycled Materials per Unit of Production Output **OJG**

(%)

	2011	2012	2013	2014	2015
Overall waste generated per unit with FY2010 set as 100%	96	93	93	99.8	98

### ■ Recycling Ratio **OJG**

(%)

	2011	2012	2013	2014	2015
Japan	99.8	99.8	99.7	99.7	99.9
Overseas	72.3	72.6	76.6	81.5	77.8
Entire Group	82.0	81.8	83.4	86.9	83.8

## ■ Environmental Management

### ■ Report from Audits **JG**

(cases)

	2011		2012		2013	
	Problems found from internal environmental audits	Problems found by third-party certification institutes	Problems found from internal environmental audits	Problems found by third-party certification institutes	Problems found from internal environmental audits	Problems found by third-party certification institutes
Major non-conformance	2	0	5	0	3	0
Minor non-conformance	38	0	43	0	37	0
Items improved	219	5	229	6	194	9
	2014		2015			
	Problems found from internal environmental audits	Problems found by third-party certification institutes	Problems found from internal environmental audits	Problems found by third-party certification institutes		
Major non-conformance	0	0	0	0		
Minor non-conformance	24	0	17	0		
Items improved	157	7	136	6		

### ■ Ratio of Employees Belonging to Facilities That Obtained ISO 14001 Certification **OJG**

(%)

	2011	2012	2013	2014	2015
Japan	100	100	100	100	100
Overseas	83	83	84	91	93

## ■ Employees

### 1) Number of Employees, Hiring, etc.

#### ■ Employee Composition (Data for Daikin Industries, Ltd.) (Note: Number currently employed) **D**

	As of end of March 2010		As of end of March 2011		As of end of March 2012		As of end of March 2013		As of end of March 2014		As of end of March 2015	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Number of employees	6,717	961	6,705	974	6,774	1,025	6,810	1,084	6,839	1,151	6,844	1,189
Average range of services (years)	17.1	10.0	16.8	10.5	16.5	10.4	16.4	10.3	16.6	10.3	16.7	10.5
Average age	41.8	34.2	41.2	34.3	41.7	35.1	41.6	34.6	41.5	34.5	41.3	33.8
Number of managers	936	16	933	21	939	21	951	22	957	29	984	36
Number of board members	44	1	45	1	47	1	47	1	46	1	48	1
Number of foreign nationals	30	21	34	21	38	20	38	20	47	29	52	21

Note: Includes employees on loan

Note: Figures as of fiscal year-end

#### ■ Employee Make-up by Region **OJG**

	2011		2012		2013		2014		2015	
	Number of companies	Number of employees	Number of companies	Number of employees	Number of companies	Number of employees	Number of companies	Number of employees	Number of companies	Number of employees
Daikin Industries, Ltd. (Only)	1	6,550	1	6,668	1	6,733	1	6,845	1	6,870
Domestic Group (Excluding Daikin Industries, Ltd.)	29	4,594	28	4,673	28	4,707	28	4,729	28	4,848
China	32	12,471	34	13,824	33	16,857	32	19,044	33	18,791
Southeast Asia, Oceania	37	9,377	39	10,149	40	10,739	38	10,593	38	11,237
Europe, Middle East, Africa	59	6,466	58	6,476	57	6,605	58	6,774	59	7,175
North America, Latin America	25	4,652	48	9,608	51	10,599	54	11,194	55	11,884
Total	183	44,110	208	51,398	210	56,240	211	59,179	214	60,805

Note: Figures as of fiscal year-end



## ■ Number of Employees Leaving, Employee Turnover D

	2011	2012	2013	2014	2015
Men	204	266	236	247	254
Women	42	49	56	48	59
Total	246	315	292	295	313
Employee turnover	3.9%	4.0%	3.7%	3.7%	3.9%

## ■ Number of Women Periodically Hired; Percentage of All Employees D

	2011	2012	2013	2014	2015
Men	172	215	170	179	174
Women	42	60	92	80	83
Total	214	275	262	259	257
Women as % of all employees	19.6%	21.8%	35.1%	30.9%	32.3%

Note: Number of people joining the company on April 1

## 2) Occupational Safety and Health

### ■ Number of Accidents Resulting in Time Off Work D

		2011	2012	2013	2014	2015
Number of accidents resulting in time off work	Accidents resulting in time off work	15	5	1	4	3
	Commuting accidents resulting in time off work	6	3	2	1	1

### ■ Frequency Rate\* D

	2011	2012	2013	2014	2015
Daikin Industries, Ltd.	0.20	0.32	0.06	0.25	0.19
National average for all industries	1.62	1.59	1.58	1.66	1.61
National average for manufacturing industry	1.05	1.00	0.94	1.06	1.06

\* This shows the frequency of work-related calamities, expressed in number of calamities for every 1,000,000 working hours.  
 Frequency rate = Number of calamities by industrial injuries / Total actual working hours × 1,000,000

### ■ Severity Rate\* D

	2011	2012	2013	2014	2015
Daikin Industries, Ltd.	0.00	0.01	0.01	0.00	0.00
National average for all industries	0.11	0.10	0.10	0.09	0.07
National average for manufacturing industry	0.08	0.10	0.10	0.09	0.06

\* This shows the severity of the calamity, expressed in man-days lost per 1,000 hours worked.  
 Severity rate = Total number of working days lost / Total actual working hours × 1,000

### 3) Re-employed Workers

#### ■ Number of Re-employed Workers **D**

	2011		2012		2013		2014		2015	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Number of retirees	185	2	170	7	136	4	105	6	123	7
Number of re-employed workers	171	1	150	6	120	4	96	6	103	5
Percentage re-employed after retiring	92.0%		88.1%		88.6%		91.9%		83.1%	

### 4) Disabled People Employed

#### ■ Number of People with Disabilities Employed **JG**

	2011	2012	2013	2014	2015
Number of people with disabilities employed*1	301	287	294	297	303
Employment rate*2	2.49	2.34	2.07	2.19	2.15

\*1 Legally, one severely disabled person employed is counted as two people with disabilities.

\*2 Employment rate = number of people with disabilities employed / number of people employed

Note: Figures as of fiscal year-end

### 5) Work-Life Balance

#### ■ Number Taking Leave Before and After Child Birth and Employees Taking Childcare Leave **D**

		2011	2012	2013	2014	2015
Number taking leave before and after child birth	Women	33	48	69	71	85
	Men	93	93	120	130	128
Number taking childcare leave	Women	58	68	88	101	112
	Total	151	161	208	231	240
Total		184	209	277	302	325

#### ■ Number Taking Family Care Leave **D**

		2011	2012	2013	2014	2015
Number taking family care leave	Men	1	2	2	2	0
	Women	0	1	1	1	0
Total		1	3	3	3	0

■ Percentage of Employees Taking All Paid Leave **D**

(%)

	2011	2012	2013	2014	2015
Percentage of Daikin Industries, Ltd. employees	93.4	92.9	94.4	94.8	94.8
Percentage of Japanese workers in the manufacturing industry (according to Ministry of Health, Labour and Welfare)	55.3	56.5	57.6	58.7	54.7

■ Average Hours of Overtime per Employee **D**

(hours)

	2011	2012	2013	2014	2015
Hours	222.30	225.60	227.50	205.60	201.70

■ Periodic Health Checkup Results **D**

(%)

	2011	2012	2013	2014	2015
% of employees taking checkup	97	97	97	98	99
% of employees requiring treatment	47	50	61	53	72

## 6) Patent Applications

■ Number of Patent Applications

	2010	2011	2012	2013	2014
Japanese applications	1,141	686	898	1,136	948
Overseas applications	242	202	378	344	344

## ■ Shareholders and Investors

### ■ Consolidated Sales by Business Segments

(%)

	2011	2012	2013	2014	2015
Air Conditioning/Refrigeration Equipment	85.5	86.8	89.3	89.3	89.5
Chemicals	10.9	9.6	7.9	7.8	7.9
Oil Hydraulics, Defense Systems, and Electronics	3.6	3.6	2.8	2.9	2.6

### ■ Consolidated Sales by Region

(%)

	2011	2012	2013	2014	2015
Japan	38.9	38.3	28.9	26.0	24.6
China	17.7	18.2	18.1	18.5	17.1
Asia and Oceania	13.4	14.4	13.4	14.2	14.9
Europe, Middle East, and Africa	19.5	18.4	16.9	15.8	16.7
North America, Latin America	10.5	10.7	22.7	25.5	26.7

### ■ Net Sales

(¥ billion)

	2011	2012	2013	2014	2015
Consolidated	1,218.7	1,290.9	1,877.7	1,915.0	2,043.7
Non-consolidated	446.6	462.7	503.7	477.6	500.4

### ■ Total Assets

(¥ billion)

	2011	2012	2013	2014	2015
Consolidated	1,160.6	1,735.8	2,011.9	2,264.0	2,191.1
Non-consolidated	797.7	1,140.1	1,264.8	1,346.7	1,308.3

### ■ Ordinary Profit

(¥ billion)

	2011	2012	2013	2014	2015
Consolidated	81.8	94.1	155.6	194.2	209.5
Non-consolidated	35.4	35.7	44.6	75.7	86.5

### ■ Fiscal Year End Stock Prices

(yen)

	2011	2012	2013	2014	2015
Fiscal year end stock prices	2,253	3,690	5,782	8,046	8,412

### ■ Dividends

(yen)

	2011	2012	2013	2014	2015
Dividends	36	36	50	100	120

## ■ Breakdown of Shareholders

	2011			2012			2013		
	Number of voters	Shares held	As % of all shareholders	Number of voters	Shares held	As % of all shareholders	Number of voters	Shares held	As % of all shareholders
Financial institutions	160	135,128,030	46.1%	137	133,897,630	45.7%	139	124,217,630	42.4%
Securities companies	96	11,044,961	3.8%	69	6,489,682	2.2%	84	10,276,183	3.5%
Other corporations	653	34,995,334	11.9%	580	29,567,732	10.1%	558	33,388,138	11.4%
Foreign corporation	476	77,871,495	26.6%	478	94,612,756	32.3%	586	104,370,042	35.6%
Individuals, other	48,782	34,074,153	11.6%	40,398	28,546,173	9.7%	33,431	20,861,980	7.1%
<b>Total</b>	<b>50,167</b>	<b>293,113,973</b>	<b>100.0%</b>	<b>41,662</b>	<b>293,113,973</b>	<b>100.0%</b>	<b>34,798</b>	<b>293,113,973</b>	<b>100.0%</b>

  

	2014			2015		
	Number of voters	Shares held	As % of all shareholders	Number of voters	Shares held	As % of all shareholders
Financial institutions	146	128,490,830	43.8%	152	140,252,048	47.9%
Securities companies	79	7,541,543	2.6%	73	8,047,833	2.7%
Other corporations	516	33,322,051	11.4%	513	30,800,241	10.5%
Foreign corporation	672	105,460,144	36.0%	689	97,020,517	33.1%
Individuals, other	28,443	18,299,405	6.2%	27,500	16,993,334	5.8%
<b>Total</b>	<b>29,856</b>	<b>293,113,973</b>	<b>100.0%</b>	<b>28,927</b>	<b>293,113,973</b>	<b>100.0%</b>

## ■ Dividends to Shareholders Equity

(%)

	2011	2012	2013	2014	2015
Dividends to shareholders equity	43.3	35.6	39.9	45.3	46.3

## ■ Voting Rights Exercised

	2011	2012	2013	2014	2015
Voting rights exercised (%)	78.18	81.55	82.07	83.24	85.68
Votes cast over the Internet	1,056,103	1,244,629	1,337,000	1,443,620	1,495,992
Shareholders voting online	1,115	900	868	923	902

■ Business / Financial Data (Consolidated)

	2011	2012	2013	2014	2015	2016
	Years ended March 31, 2012	Years ended March 31, 2013	Years ended March 31, 2014	Years ended March 31, 2015	Years ended March 31, 2016	(Forecast)
Net Sales (¥ billion)	1,218.7	1,290.9	1,787.7	1,915.0	2,043.7	2,080.0
Operating Income (¥ billion)	81.2	88.6	156.5	190.6	217.9	220.0
Ordinary Income (¥ billion)	81.8	94.1	155.6	194.2	209.5	217.0
Net Income (¥ billion)	41.2	43.6	92.8	119.7	137.0	140.0
Earnings Per Share (yen)	141.37	149.73	318.33	410.19	469.23	479.39
Overseas Business Ratio (%)	61	62	71	74	75	-
Free Cash Flow (¥ billion)	-35.0	35.7	86.9	60.2	78.3	-
Return on Assets (%)	3.6	3.5	4.9	5.6	6.3	-
Return on Equity (%)	8.3	7.8	13.1	13.1	13.4	-
Shareholders' Equity Ratio (%)	43.3	35.6	39.9	45.3	46.3	-
Plant- and-Equipment Investment (¥ billion)	48.3	54.3	59.4	78.4	112.7	-
Research & Development Costs (¥ billion)	33.0	33.6	40.2	52.8	46.1	-
Liability with Interest Ratio (%)	33.6	40.7	34.5	29.3	27.8	-

■ Donations **D**

(%)

	2011	2012	2013	2014	2015	
Environmental protection	26	22	25	45	64	
Educational support	19	40	14	7	7	
Living in harmony with communities	Sports, art, culture	12	12	26	4	11
	Local communities, welfare, others	9	14	11	6	6
	International exchange	10	13	17	39	11
	Disaster relief	24	0	7	0	0

## ■ Governance

### ■ Executive Compensation

		2011	2012	2013	2014	2015
Directors	Number	13	13	12	13	12
	Amount of compensation (¥ million)	801	823	979	1,185	1,284
Audit & Supervisory Board Member	Number	5	4	6	4	5
	Amount of compensation (¥ million)	89	89	89	90	94
Total	Number	18	17	18	17	17
	Amount of compensation (¥ million)	891	913	1,069	1,275	1,378

**Note:** About compensation amounts

For fiscal 2011, the compensation amount for the term of office of one auditor and one director who retired is included.

For fiscal 2012, the compensation amount for the term of office of one director who retired is included.

For fiscal 2013, the compensation amount for the term of office of two auditors who retired is included.

For fiscal 2014, the compensation amount for the term of office of one director who retired is included.

For fiscal 2015, the compensation amount for the term of office of one auditor who retired is included.

### ■ Starting Salary

(yen)

	2011	2012	2013	2014	2015
University grad	215,000	215,000	220,000	225,000	225,000
Masters	234,800	234,800	239,800	244,800	244,800
PhD	258,800	258,800	263,800	268,800	268,800

**Note:** Figures are those during April of each year.