



Briefing on Sustainability

Promoting Inverter Air Conditioning and
the Realization of a Decarbonized Society

Daikin Industries, Ltd.
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Presenters

Katsuyuki Sawai

Senior Executive Officer,
Responsible for CSR, Global Environment Affairs, External Relations

Kota Miyazumi

Senior Executive Officer, Responsible for Corporate Communication

Kenji Matsuba

Executive Officer, Deputy General Manager,
Business Strategies, Air Conditioning Manufacturing Division

Toshimitsu Harada

General Manager of CSR and Global Environment Center

Masahito Yoshizawa

Department Manager of CSR and Global Environment Center

Today's Briefing Agenda

Promoting Inverter Air Conditioning and the Realization of a Decarbonized Society

- I . Situation Confronting Daikin and Our Initiative Themes for Carbon Neutrality

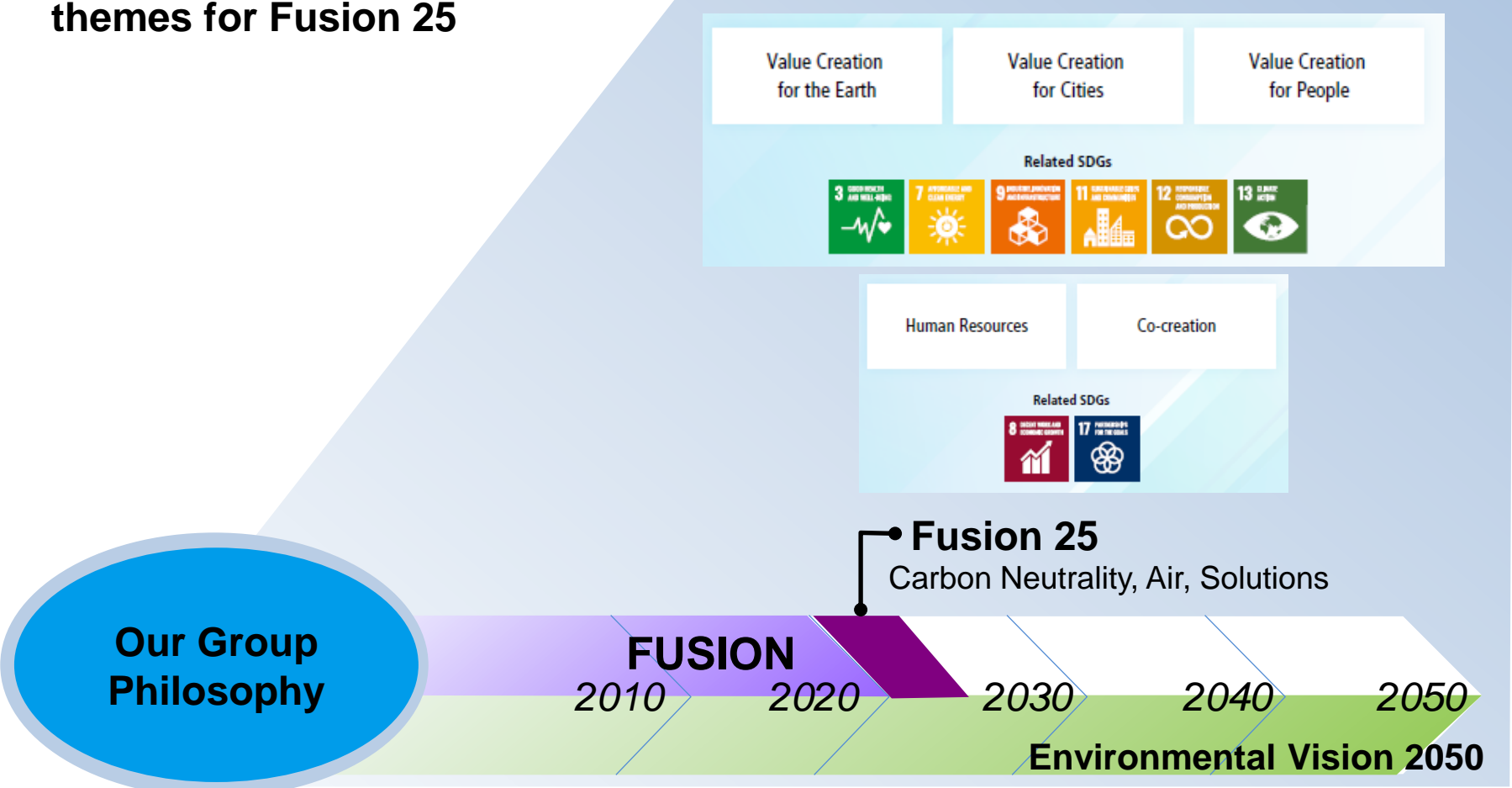
- II . Inverters as Key Devices Central to Energy Savings

I. Situation Confronting Daikin and Our Initiative Themes for Carbon Neutrality



Strategic Management Plan Fusion 25

- Create new value for society through our business and contribute to the realization of a sustainable society
- Aim for net zero greenhouse gas (GHG) emissions with “**Environmental Vision 2050**” as a long-term goal
- Plan and execute specific targets measures for each 5-year period in pursuit of “**Challenge to Achieve Carbon Neutrality,**” which is one of our growth strategy themes for Fusion 25



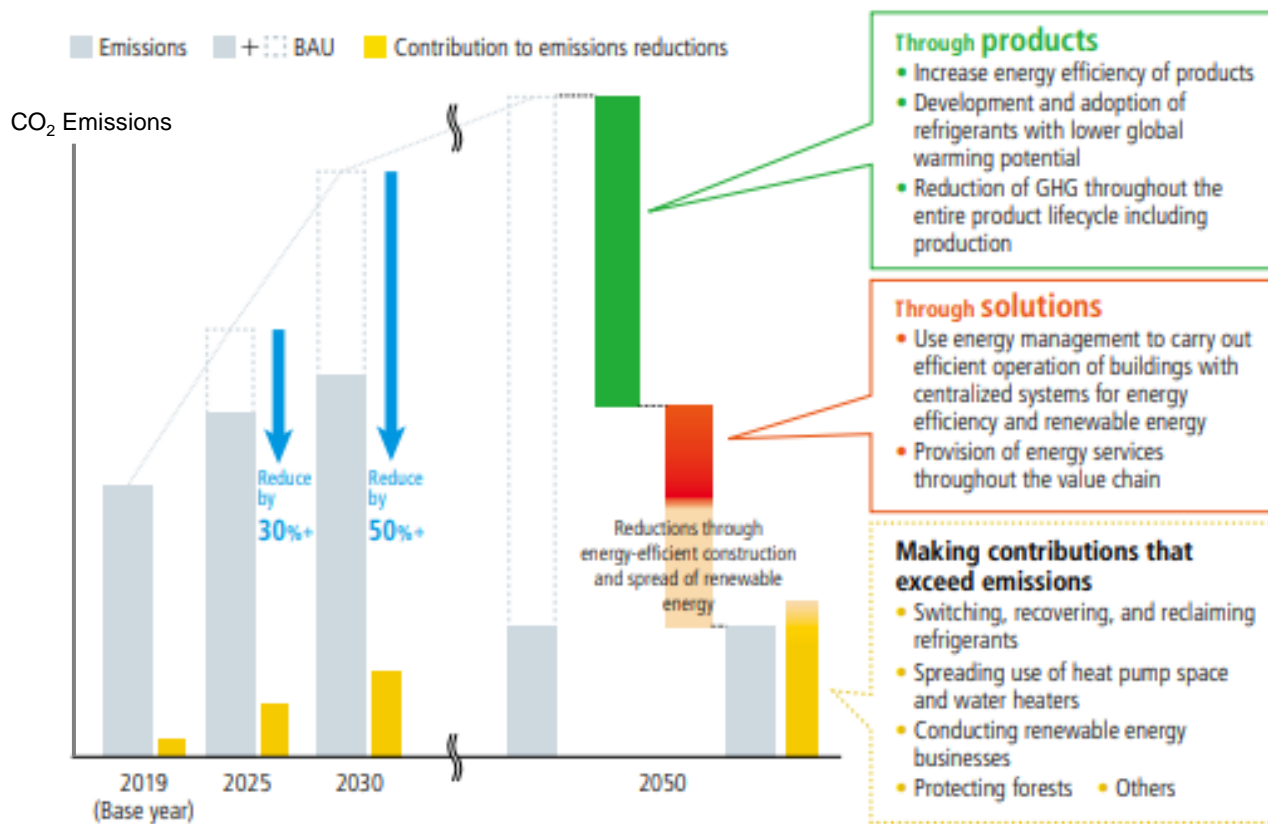
Fusion 25 sets GHG emissions reduction targets for 2025 and 2030

Environmental
Vision 2050

Medium-to-Long-Term Strategy
Strategic Management Plan Fusion 25

■ Reduction targets* for net GHG emissions throughout the lifecycle

*Defined as the total after subtracting our contribution to emissions reductions from our total GHG emissions



Strengthening with Fusion 25 Latter-Half Plan

Fusion 25

Strategic Management Plan Fusion 25
Latter-Half Three-Year Plan

The trend toward carbon neutrality has accelerated since the original Fusion 25 plan was formulated.

<Background>

(1) International Agreement

- At COP27 in 2022, countries agreed to raise the target from 2°C (carbon neutrality by around 2070) to 1.5°C (carbon neutrality by around 2050).
- The number of [countries declaring carbon neutrality increased to over 150 worldwide](#).
- Many countries [raised CO₂ reduction targets for 2030](#)

(2) Trend for heat pumps is accelerating globally

- Accompanying high energy prices from the war in the Ukraine, there is a ban on gas boilers (in Europe, etc.)
- [Governments have initiated subsidiaries to promote electrification and energy savings](#) (including environmentally advanced states in the United States).

(3) Trend for private companies to also accelerate carbon neutrality efforts

- [An increasing number of companies are declaring zero CO₂ emissions](#) from their own factories and offices

1. Reduction of Power Consumption during Product Use

Emissions reduction: Promote inverter use, improve energy efficiency of equipment through elemental technologies, and increase adoption of energy-saving systems

Increased contribution to reductions: Promote the replacement of non-inverter equipment of other companies with inverter equipment

2. Expansion of the Heat Pump Space/Water Heating Business

Emissions reduction: Replace combustion space and water heating, high efficiency

Increased contribution to reductions: Expand sales of heat pump space and water heating

3. Refrigerant Initiatives to Support the AC Business

Emissions reduction: Promote R32, develop next-generation refrigerants, select low GWP refrigerants and develop equipment

Increased contribution to reduction: Expand sales of heat pump space and water heating

4. Reduction of CO₂ Emissions during Manufacturing (Development/Production Processes), Office Activities, etc. 2030 Target

Emissions reduction: Reduction of emissions from energy sources and HFC/PFC sources during development and production processes

5. Development of New Business That Takes a Carbon-Neutral Society into Account 2030 Target

CO₂ recovery and utilization (DAC, CCU), power initiatives such as energy creation and demand control, atmospheric water generator, etc.

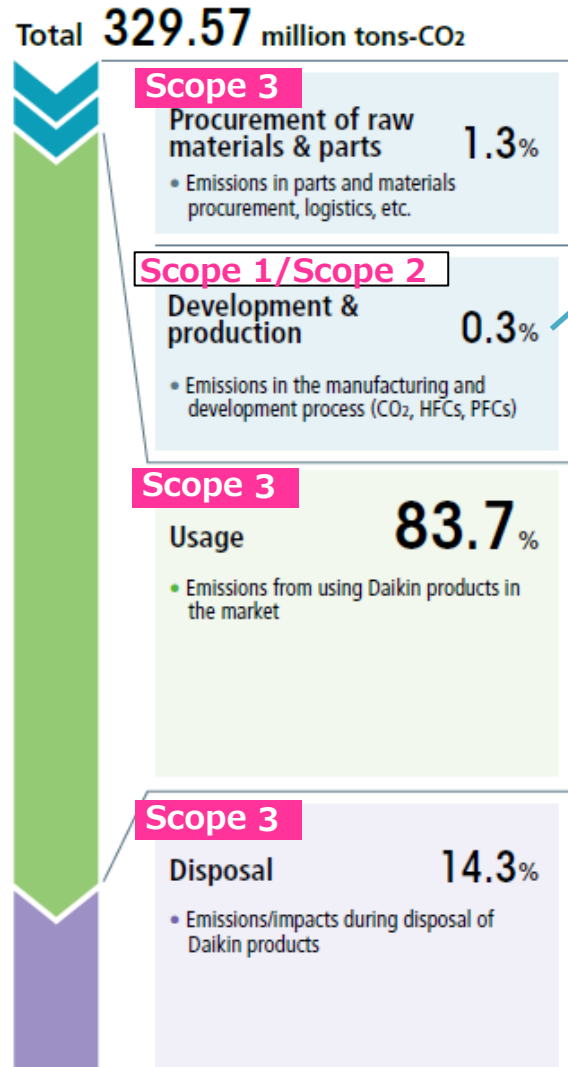
6. Initiatives for Realizing a Circular Economy 2030 Target

Recovery, recycle, and reclamation of refrigerants, utilization of recycled materials, etc.

Added to Fusion 25
Latter-Half Plan

Scope 1 and 2 Reduction Efforts

General View of GHG Emissions Scope 1-3 (FY2023)



Scope 1/Scope 2 Reductions in energy consumption, measures against refrigerant leaks, switching to green electricity, utilizing credits, etc.



Daikin Compounding Italy S.p.A. introduced solar power generation system at its factory

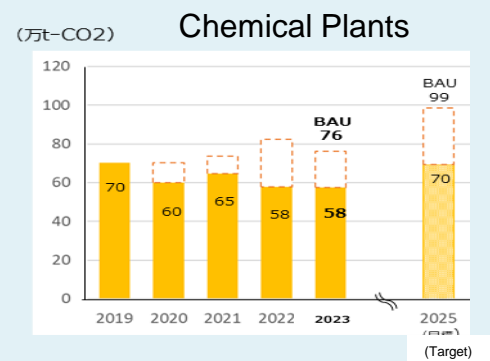
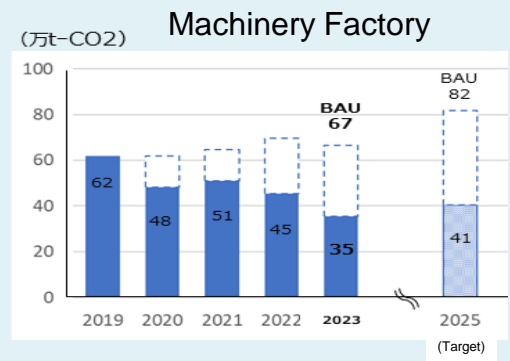


[JIZAI HEAT]

<Reduction Targets of Fusion 25 Latter-Half Plan>
 (During development and production)

- **All factories, excluding chemical plants, will achieve net zero CO₂ emissions by 2030**
- Chemical plants will aim not to increase emissions by 2030 compared to 2020
- New factories will implement specific initiatives for net zero emissions by 2030
- Major offices in Japan will achieve net zero by 2025, and all global offices will achieve net zero by 2030

FY2023 Reduction Results



Achieved carbon neutrality at Rinkai Factory in FY2023

Note: In addition, any CO₂ (0.5%) resulting from capital investments, transportation and distribution is also calculated based on the GHG Protocol.

Scope 3 Reduction Efforts

General View of GHG Emissions Scope 1-3 (FY2023)

Total **329.57** million tons-CO₂

Scope 3

Procurement of raw materials & parts 1.3%

- Emissions in parts and materials procurement, logistics, etc.

Scope 1/Scope 2

Development & production 0.3%

- Emissions in the manufacturing and development process (CO₂, HFCs, PFCs)

Scope 3

Usage 83.7%

- Emissions from using Daikin products in the market

Scope 3

Disposal 14.3%

- Emissions/impacts during disposal of Daikin products

Scope 3

Reduction Activities outside Daikin (Procurement) Reducing emissions when suppliers procure raw materials and manufacture parts

Scope 3

Reduction Activities outside Daikin (Use) Reducing power consumption during product use

● Initiatives to reduce power consumption

Worldwide promotion of inverter use

● Promoting Heat Pump space and water heating

- Promoting Heat Pump in regions where combustion-based space and water heating is mainstream (Europe and North America)
- Further expanding sales in regions where Heat Pump heating is widespread (Japan and China)
- Initiatives to further expand the use of Heat Pump space and water heating



● Reduction of refrigerant impact

Leading society and industry in the environment by implementing various measures to reduce CO₂ emissions caused by refrigerants

- Promoting the use of R32
- Developing low GWP refrigerants

Scope 3

Reduction Activities outside Daikin (Disposal) Building a refrigerant eco-cycle



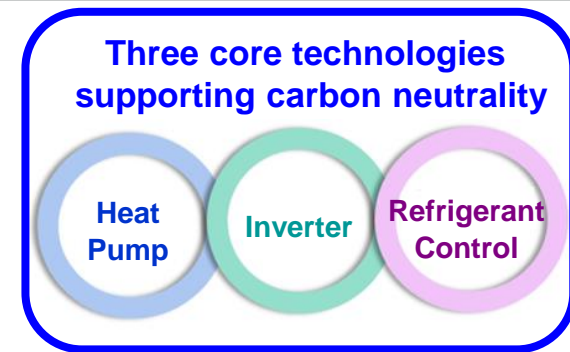
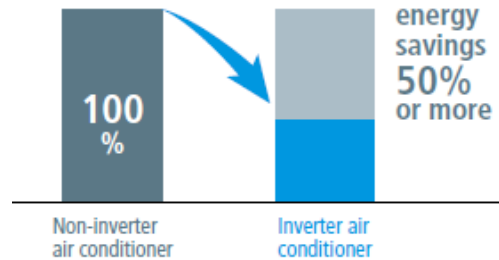
Note: In addition, any CO₂ (0.5%) resulting from capital investments, transportation and distribution is also calculated based on the GHG Protocol.

Reducing Power Consumption during Product Use

Technology Supporting Carbon Neutrality (1) Inverter

• Inverter Technology

This technology controls the rotation speed of the outdoor unit's motor according to room temperature. Energy savings of 50% or more can be achieved by precisely adjusting heating and cooling capacity.

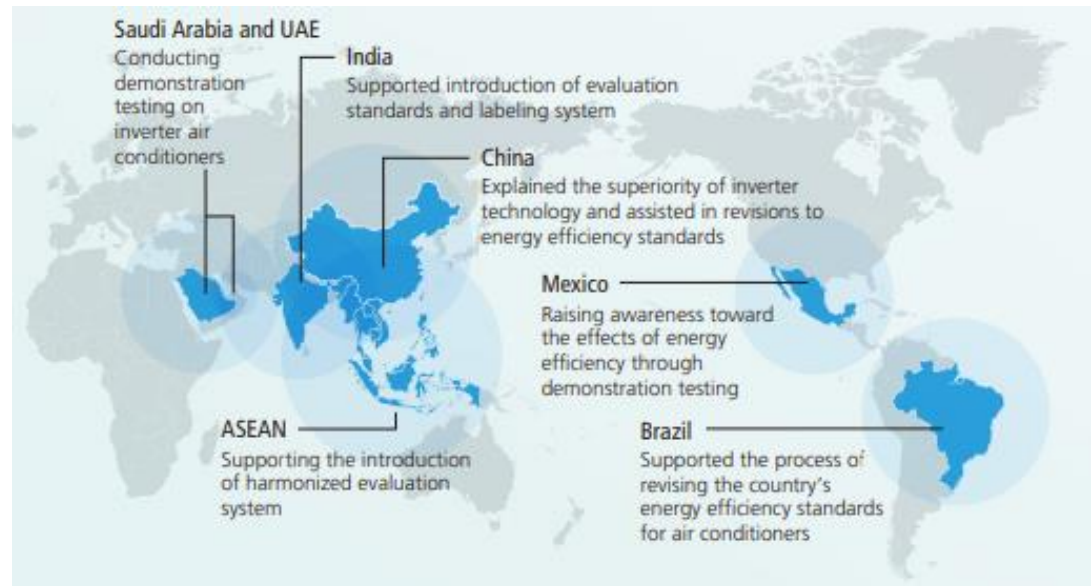


Fusion 25 Latter-Half Three-Year Plan Targets

We intend to accelerate the use of inverters globally, aiming for RA of over 98% by 2025 and 5-15% improvement in other devices (*VRV is already at 100%)

Inverter Percentage (Global)	
	2019 ⇒ 2025
RA	75 % ⇒ 98% ~
SA	73 % ⇒ 87% ~
PA	5% ⇒ 15% ~
VRV	100% ⇒ 100%
Unitary	1% ⇒ 6% ~
Chiller	46% ⇒ 62% ~

Countries and Regions Where Daikin has Partnered with Others to Spread Energy Efficient Air Conditioners



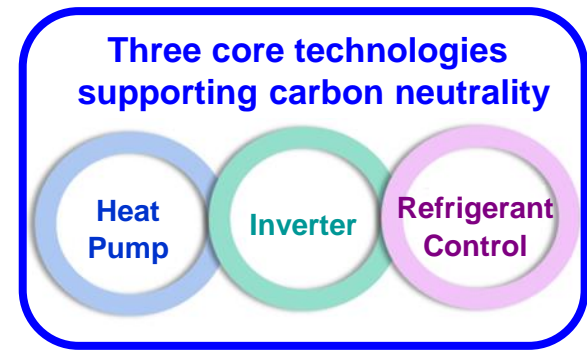
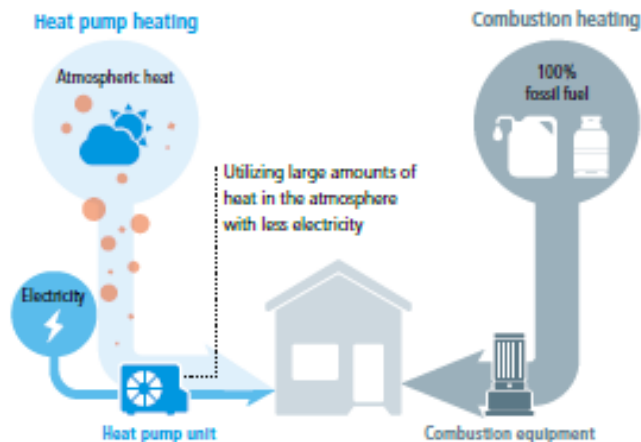
Reducing Power Consumption during Product Use

Technology Supporting Carbon Neutrality (2) Heat Pump

• Heat Pump Technology

This technology utilizes a small input of electricity to transfer heat collected from the atmosphere and uses it for heating and cooling.

For every input of 1 unit of thermal energy, approximately 7 times that amount can be obtained in thermal energy.



Heat pump type space and water heater for Europe called *Daikin Altherma*



Residential heat pump unitary product for North America called *FIT*

Fusion 25 Latter-Half Three-Year Targets

- Promote Heat Pump in regions where combustion-type is mainstream (Europe, North America)
- Further expand sales in regions where Heat Pump is widespread (China, Japan), etc.

Europe	North America	China	Japan
<ul style="list-style-type: none"> • Aim to further expand our No. 1 market share in major countries • Launch new products adopting R290 	<ul style="list-style-type: none"> • Accelerate sales of Inverter and Heat Pump unitary product <i>Fit</i> 	<ul style="list-style-type: none"> • Expand sales of Heat Pump floor heating 	<ul style="list-style-type: none"> • Expand the sales of Eco-Cute and Heat Pump air conditioners for cold climate

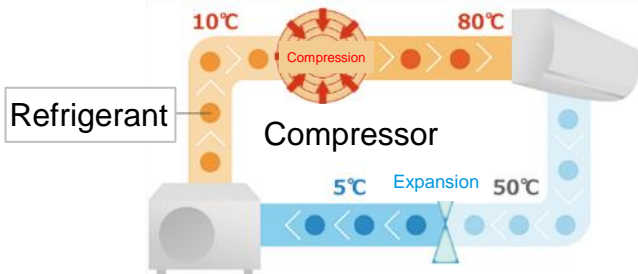
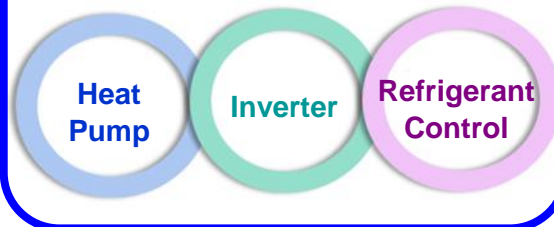
Reducing Power Consumption during Product Use

Technology Supporting Carbon Neutrality (3) Refrigerant Control

• Refrigerant Control

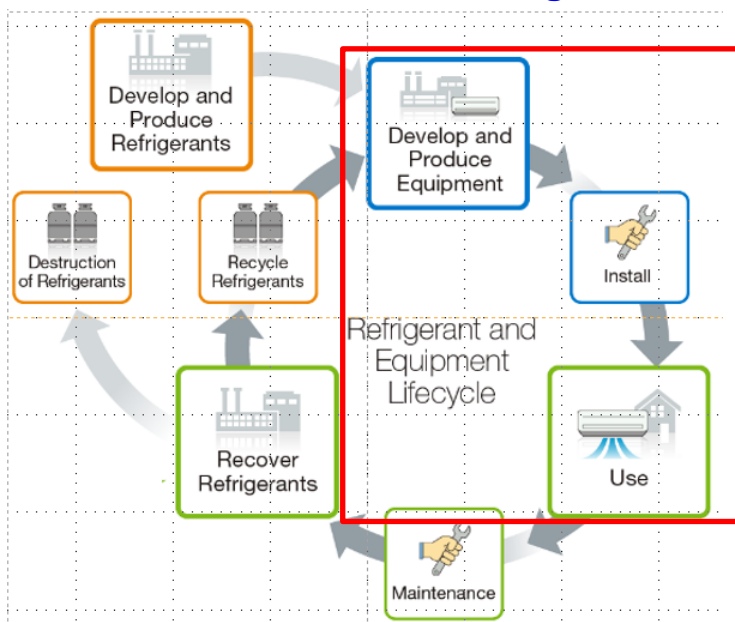
This technology controls the temperature of the refrigerant for efficient transport of heat.

Three core technologies supporting carbon neutrality



The compressor is the "heart" of an air conditioner and controls the temperature of the refrigerant. High-performance compressors use less electricity to compress the refrigerant and can efficiently adjust the temperature for even greater energy savings.

Fusion 25 Latter-Half Three-Year Targets



Because refrigerants used in air conditioners have a greenhouse effect, we

- Promote the widespread use and mass production of natural refrigerants, and
- Select the most suitable refrigerant for each region and device and work to reduce the GWP of refrigerants.

R32



R290



Daikin has sold over 49 million R32 air conditioning units in over 130 countries worldwide (as of December 2023).

In Europe, sales for *Daikin Altherma 4H*, a space and water heater using R290, began in December 2024.

Reducing Power Consumption during Product Use

Technology Supporting Carbon Neutrality (3) Refrigerant Control

Building an eco-cycle for the recovery and recycling of refrigerants

[Japan]

Refrigerants are properly recovered through our own after sales service division, sales companies, and partner companies. The Daikin Contact Center accepts requests for collection of recovered refrigerants from dealers and other parties 24 hours a day, 365 days a year.

[Europe]

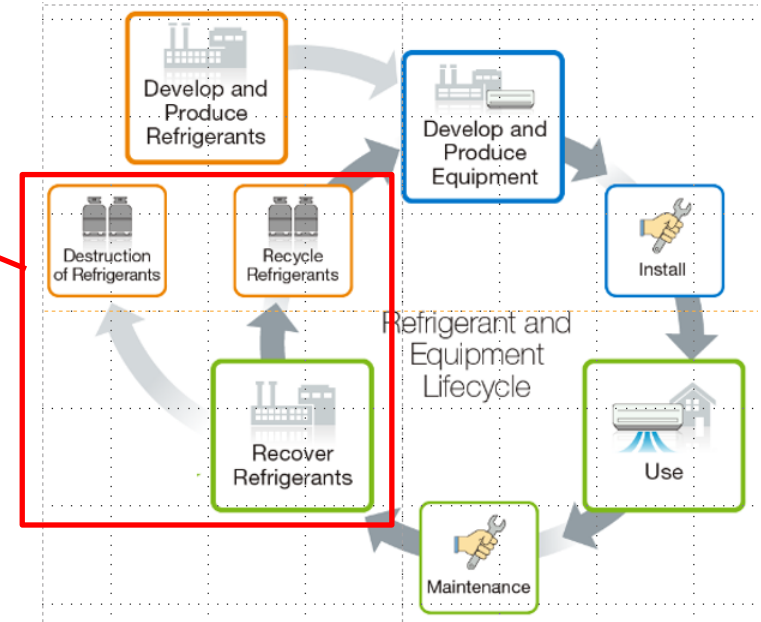
In 2019, "VRV L ∞ P by Daikin," a product that uses reclaimed refrigerant, was launched. It meets the growing demand for reclaimed refrigerants in response to rising refrigerant prices due to the importance of the circular economy and the need for a stable supply of refrigerants.

[Developing Countries]

Because most of these countries have no laws requiring the recovery of refrigerants nor systems and infrastructure in place for the recovery, reclamation, and destruction of refrigerants, we work with governments and international organizations to support the creation of schemes.



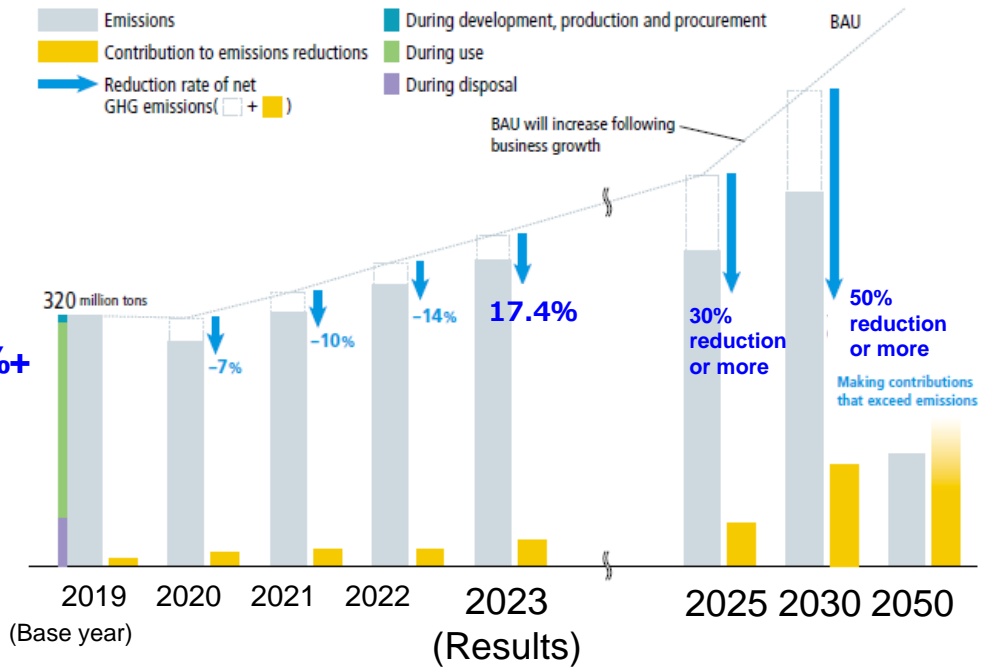
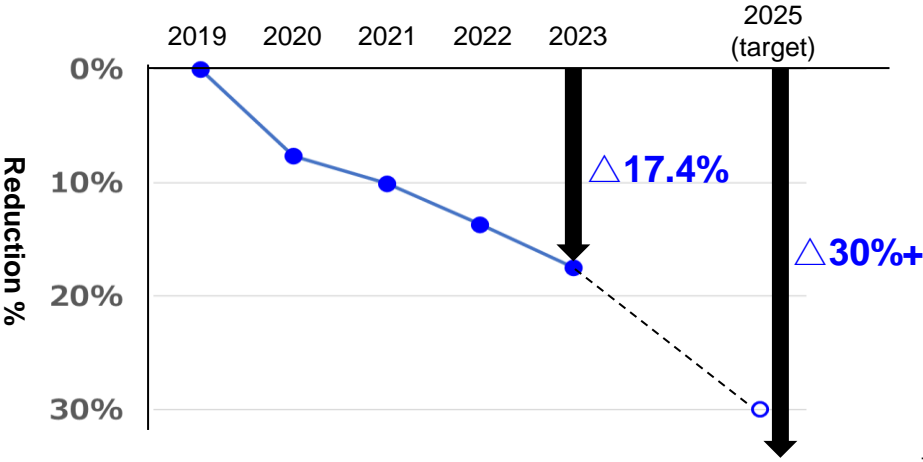
2020-Singapore
2021-Vietnam
2024-Malaysia, and more



A destruction and reclamation plant began operation in Germany in 2023 (left)
A new fluorocarbon reclamation facility has been established at the Yodogawa Plant (right)

Situation and Issues: Progress in the Fusion 25 Latter-Half Plan

FY2023 Reduction Results



SBTi “1.5°C Target” Certification (February 2024)

Daikin’s FY2030 GHG reduction target received certification as a credible “1.5°C target” based on scientific evidence.



Certified 2030 Goals		2023 Results
2023 actual emissions from our Group’s business activities Scope 1 and 2	46.2% reduction by FY2030 (compared to FY2019)	29.5% reduction
Emissions accompanying use and disposal (Scope 3 categories 11 and 12)	55% reduction per operating profit (yen) by FY2030 (compared to FY2019)	32.3% reduction

II . Inverters as Key Devices Central to Energy Savings



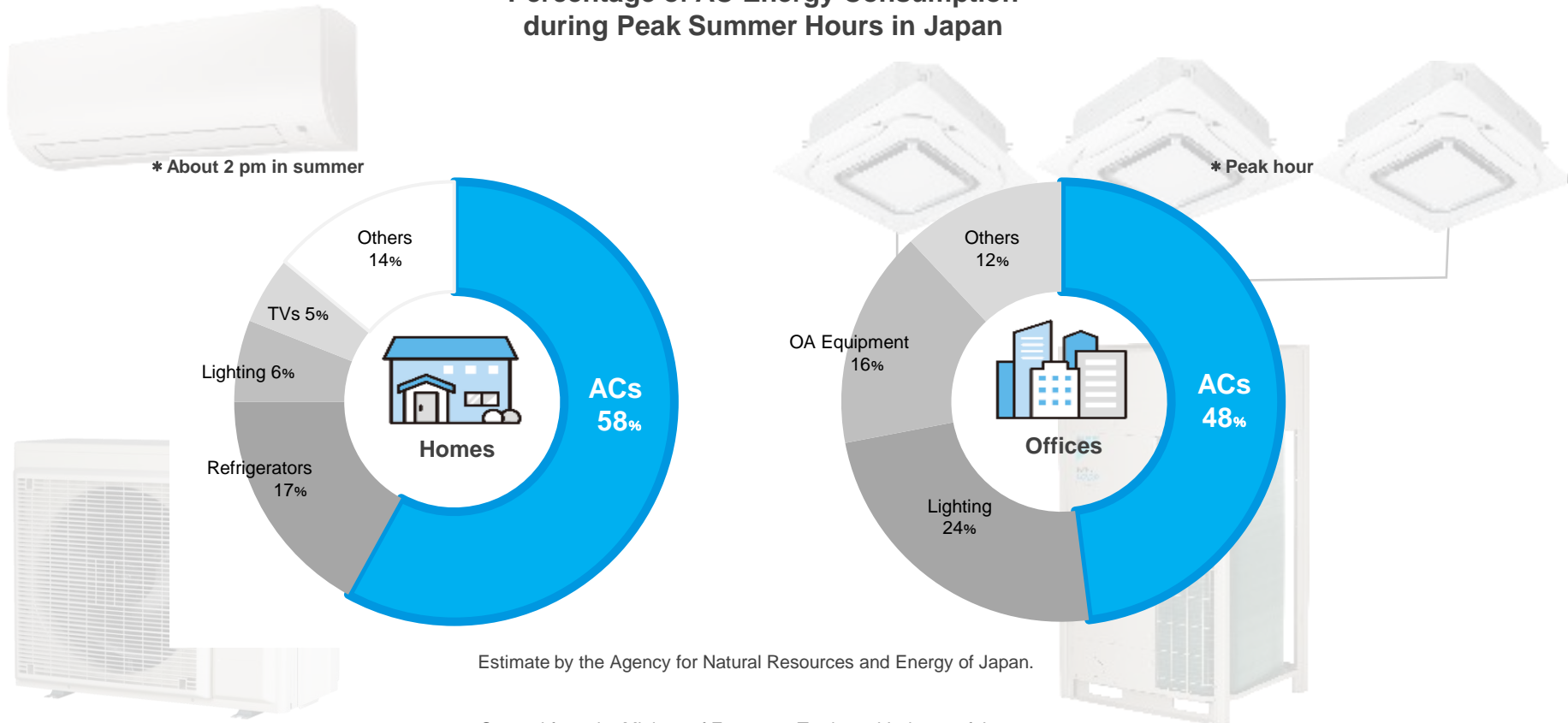
1. Daikin Core Technologies and Key Devices



Air Conditioner Power Consumption

- An air conditioning accounts for a significant amount, roughly 50%, of the electrical power consumed in a home or office building. This makes using an energy-efficient air conditioner to be an effective tool for reducing energy consumption in homes and office buildings.

Percentage of AC Energy Consumption during Peak Summer Hours in Japan



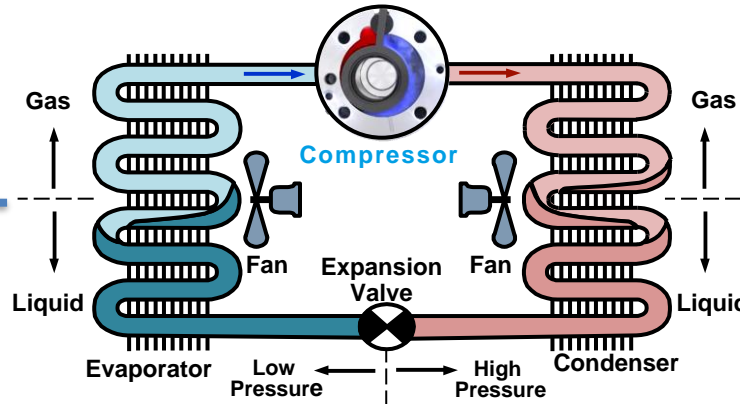
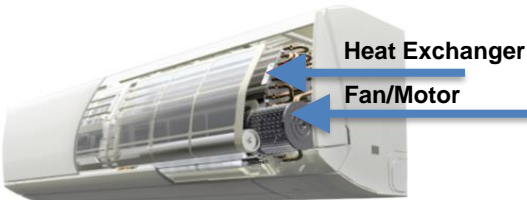
Estimate by the Agency for Natural Resources and Energy of Japan.

Created from the Ministry of Economy, Trade and Industry of Japan
"Summertime Energy-Saving Options (for Households/Business Operators)"

Heat Pump Structure and Daikin Core Technologies

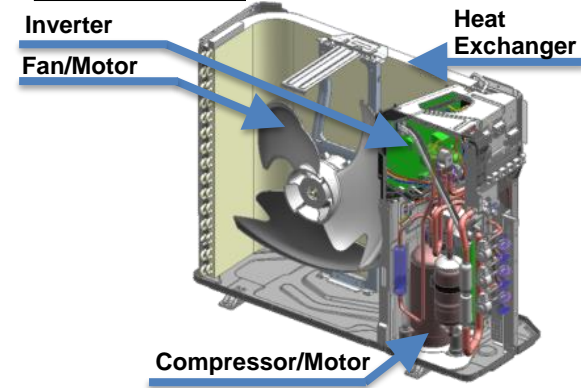
- A heat pump is a **technology that uses heat collected from the air and other sources as energy** with a small input of energy (electricity).
- Usually, the latest heat pump air conditioners can obtain **7 units of thermal energy from 1 unit of input energy**. Conversely, the maximum thermal energy that can be obtained from an electric heater with an input of 1 unit of energy is 1.

Indoor Unit



Heat and cold are removed by changing the phase of the refrigerant gas from gas to liquid and from liquid to gas.

Outdoor Unit



Daikin Core Technologies

Key Devices for Inverter Products



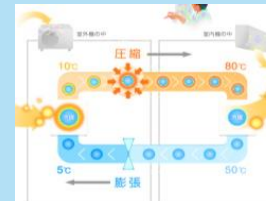
Inverters improve energy savings and comfort by **finely regulating** the motor rotation speed of the compressor, the heart of an air conditioner, between 0 and 100%.

Heat Pump



Heat pumps utilize the basic principle of air conditioners where heat is removed from outdoor air and either air or water is warmed (or cooled), making them **more energy-efficient** compared to other methods.

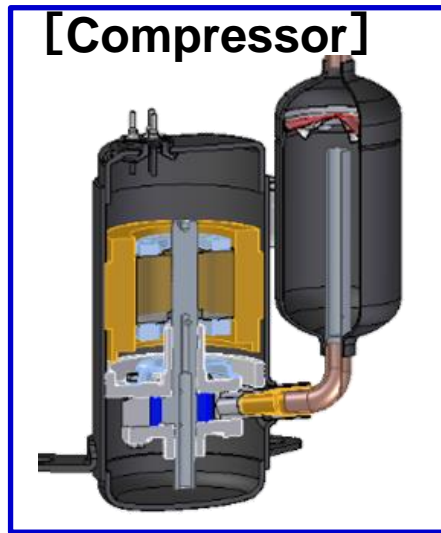
Refrigerant Control



Refrigerant control **delivers heat-carrying "refrigerant" in the necessary amount, at the right temperature, and at the right time**. This is important for a multi-split outdoor unit that connects one outdoor unit to multiple indoor units.

Key Devices for Inverter Products: Compressor, Motor, and Inverter

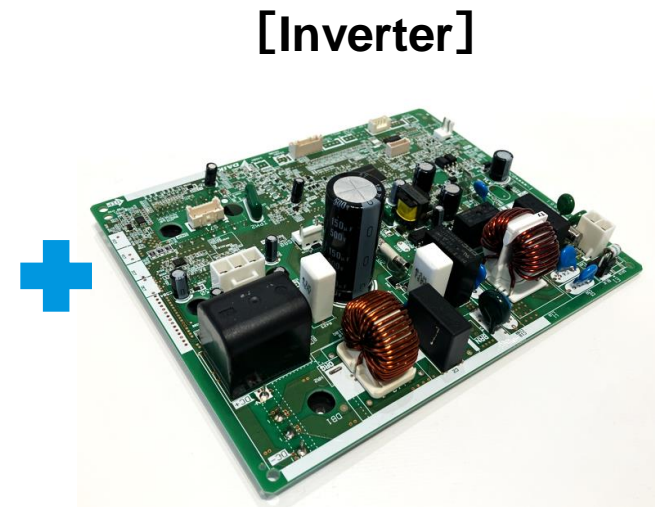
- Three key devices determine the specifications of inverter products: the **compressor, motor, and inverter**. Daikin possesses its own unique products manufactured in-house for these key devices, and we are constantly working to improve product performance through technological development.



The “Heart” of an Air Conditioner
The compressor operates by compressing refrigerant to high temperature and pressure and circulating it inside the air conditioner. As the starting point for refrigerant circulation, it directly affects the efficiency of the entire system.



The “Muscles” of an Air Conditioner
The motor is the power source that drives the compressor. The rotation speed is continuously controlled by the current sent from the inverter.

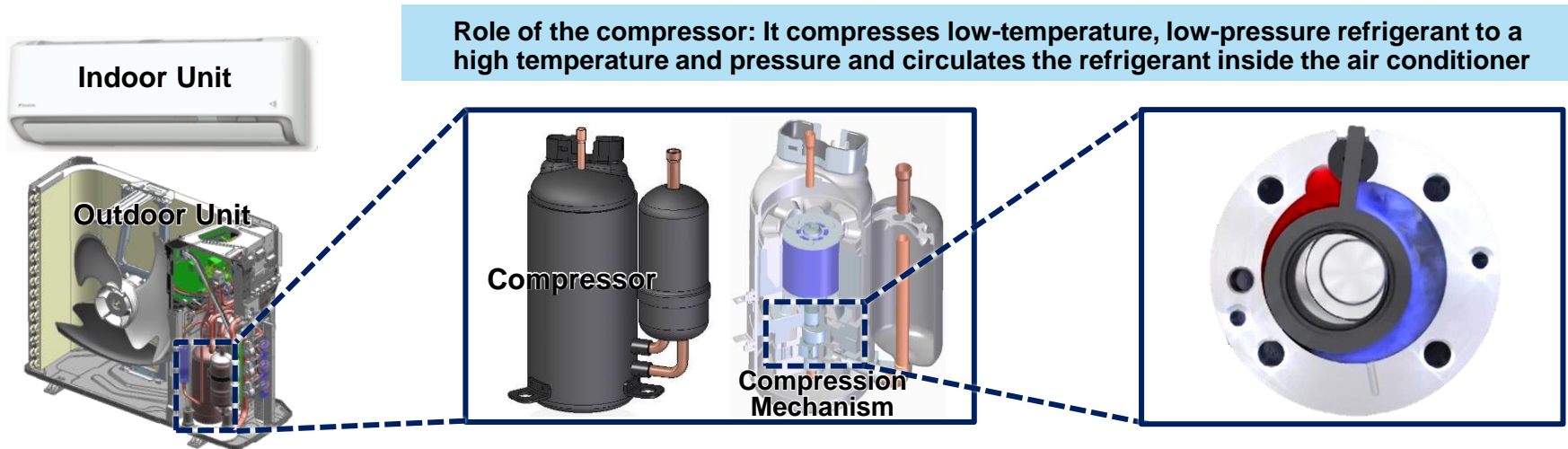


The “Brain” of the Air Conditioner
The inverter controls motor operation by converting the supplied power current into an appropriate frequency (rotation speed) depending on air conditioning load. Energy consumption is minimized, and temperature control for the air conditioner is finely adjusted.



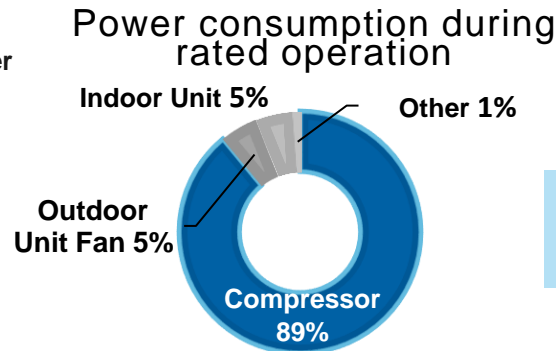
Inverter Compressors

- Compressors are built into the outdoor unit and **act as the heart that circulates the refrigerant**, which corresponds to the blood of an air conditioner.
- The compressor is an **important key device** affecting the product appeal of an air conditioner, such as its performance (cooling capacity and power consumption) and noise.



Basic specifications required for an air conditioner
 =Basic specifications required for a compressor

- | | |
|-------------------------------------|---------------------------|
| High efficiency
(energy savings) | Low noise
(quiet) |
| High reliability
(durable) | Low cost
(inexpensive) |

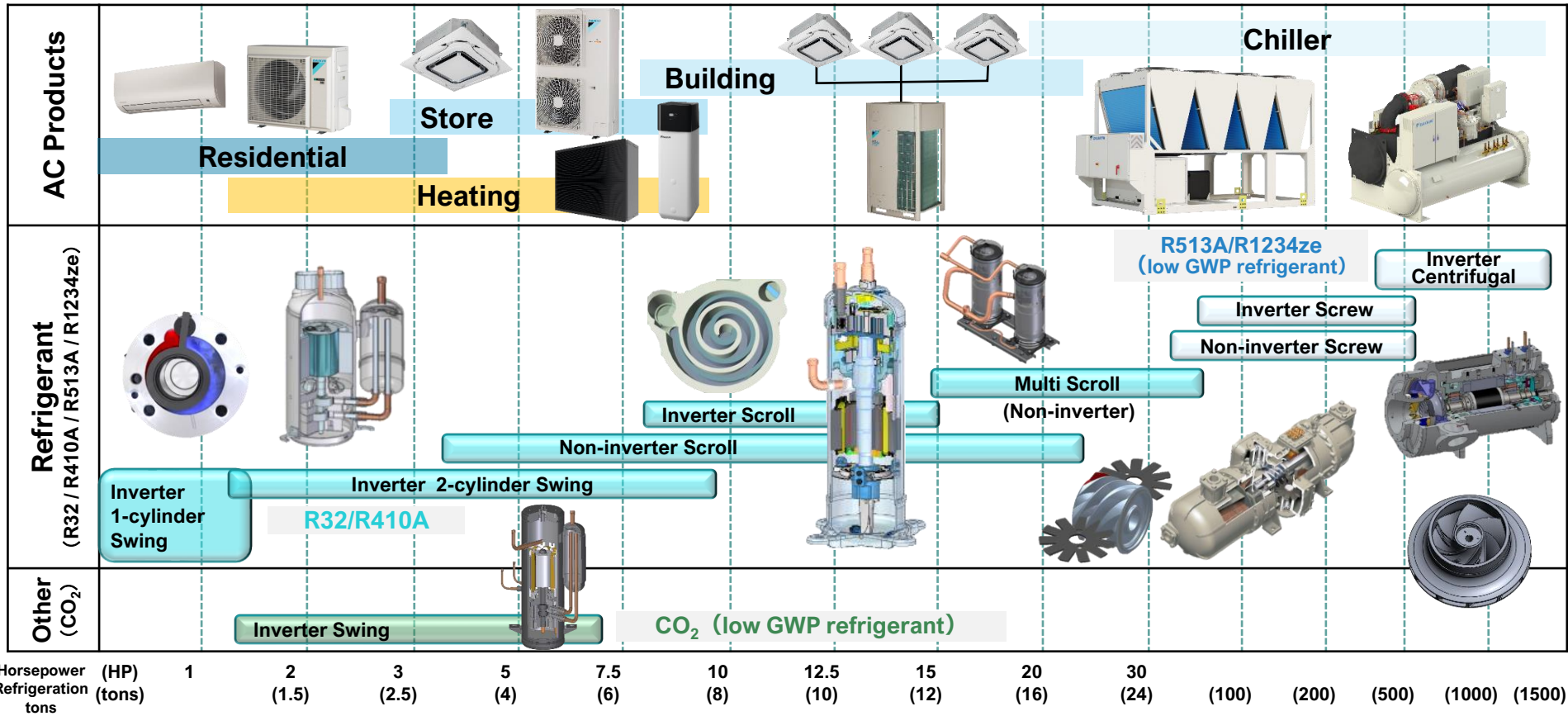


A compressor consumes nearly 90% of all the energy!

As a key device, a compressor greatly affects AC specifications

Daikin Lineup of AC Products and Compressors

■ Daikin Industries has a wide range of products for residential, commercial, and large-scale (Applied) air conditioners. To select the optimal compressor for each product, we simultaneously develop and produce four types of compressors: swing, scroll, screw, and turbo.



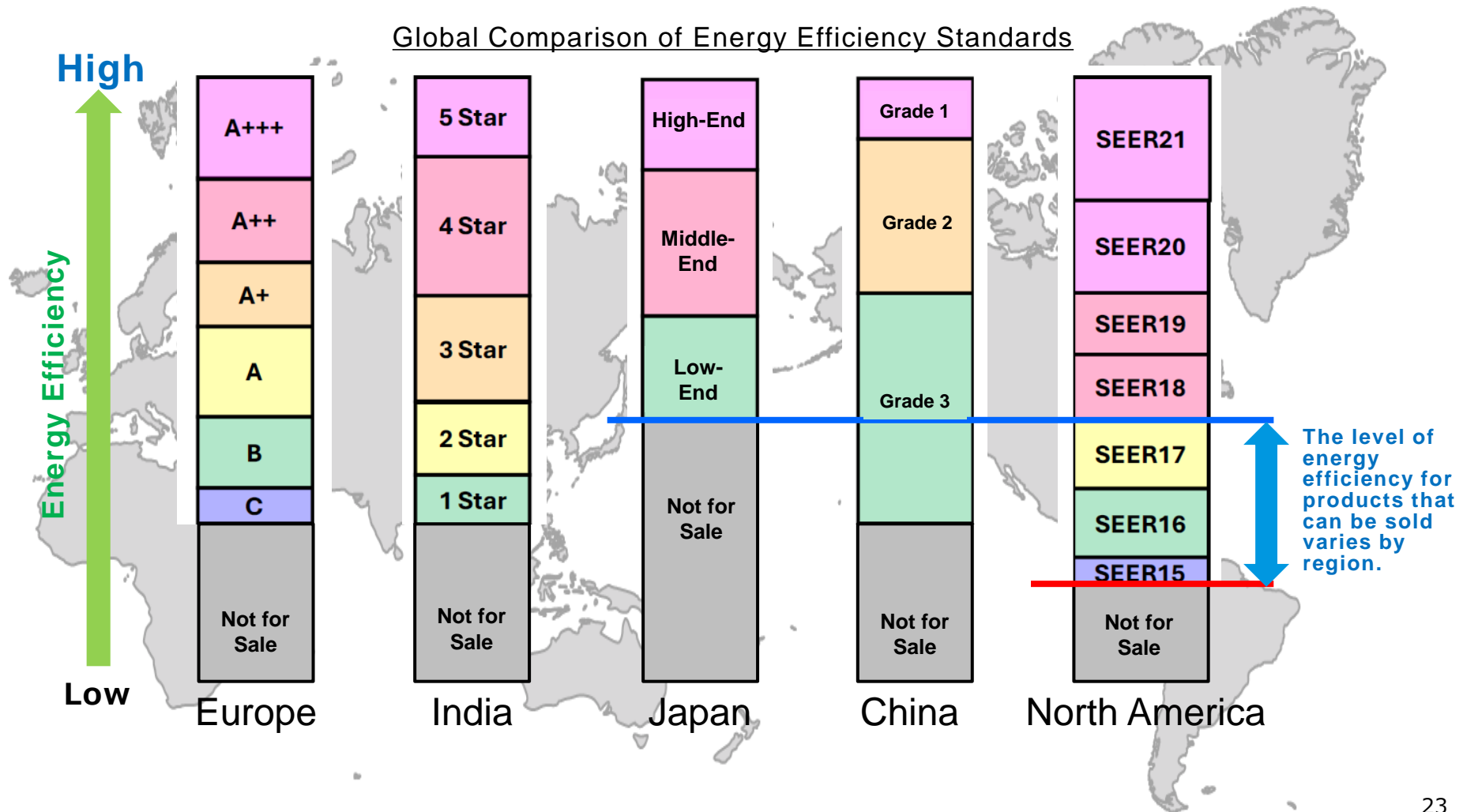
2. Global Changes in External Environment



Trends in Energy-Saving Regulations

- For air conditioning products, **energy efficiency standards vary by region around the world**, and the energy efficiency rating sought also differs.
- Daikin operates globally based on technologies and products that meet **Japan's energy efficiency standards, which are among the strictest in the world.**

Global Comparison of Energy Efficiency Standards



Trends in Energy-Saving Regulations

- As carbon neutrality becomes increasingly more important, energy conservation regulations are becoming stricter in various countries worldwide. For example, **in Japan, the top runner regulations will be revised in 2027, and the annual efficiency rating (APF) will be significantly raised, leading to the acceleration of technological development by various companies.**

Energy Efficiency Regulations in Each Country

Japan

Carbon neutrality initiatives have increased demand for energy savings, including the revision of energy conservation regulations and the government's acceleration of the conversion of buildings to ZEB. In 2027, **the new energy conservation standards (top runner) will be revised, the APF will be significantly raised (from 4.9 to 6.6*1), and a cold region standard will be added.**

North America

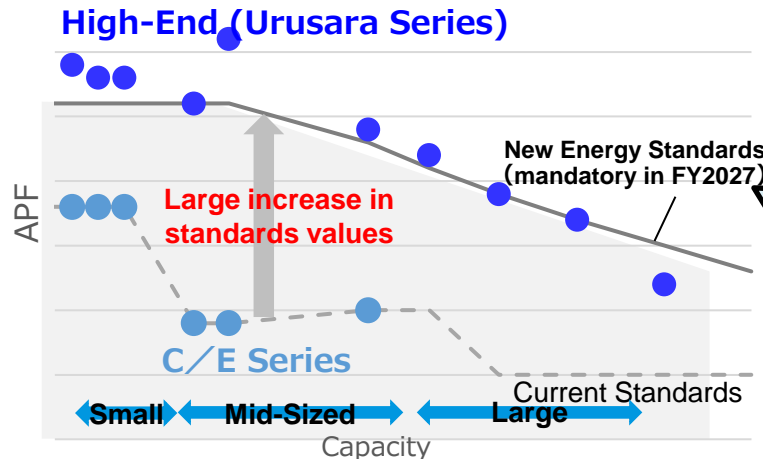
The Department of Energy (DOE) plans to raise **the minimum SEER rating from 15 to 16** in the southern region on the United States by 2031. In addition, a project called the **Cold Climate Heat Pump Challenge** is intended to accelerate the use of heat pumps for homes in cold regions.

Europe

The move towards decarbonization and low GWP refrigerants is accelerating. Energy conservation requirements such as Lot 1, 2, and 10 regulations are also being strengthened. For example, there is discussion of **raising the standard value for Lot 10 regulations for 12kW or less air conditioners from SEER 4.3 to 6.0 (SCOP 3.8 to 4.0)*2.**

India

The Bureau of Energy Efficiency (BEE) is strengthening energy efficiency regulations. With ISEER 5.0 or higher required for 5 Stars rating, there is discussion of further **raising the energy efficiency standard value (from ISEER 5.0 to 5.6)** in 2026.



※1 4.0kW, direct-blow type, wall-mounted
 ※2 AC under 12kW, changed from 2014

Significant improvements are needed in the energy efficiency of standard models to bring them on par with current high-end models.

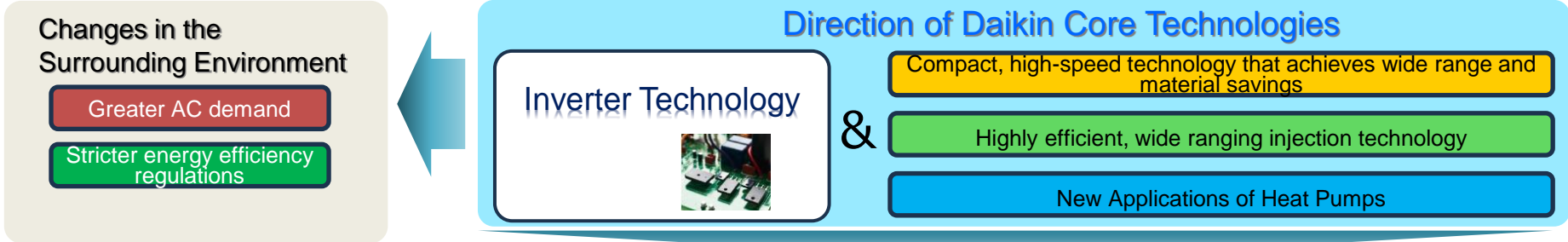
New Energy Efficiency Standards in Japan (RA)

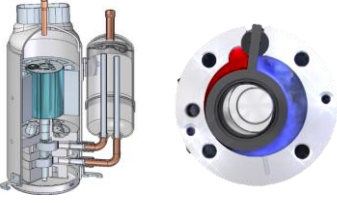
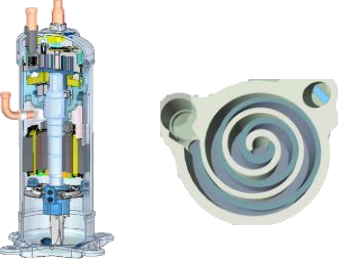
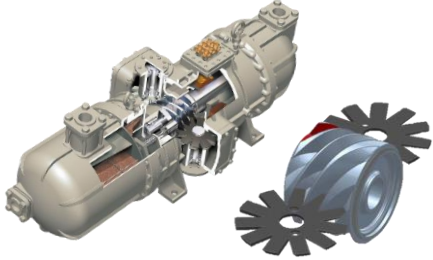
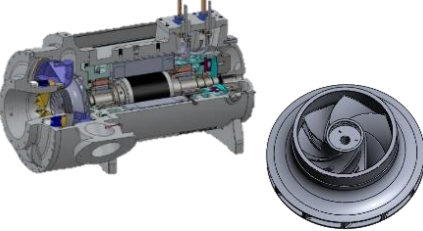
3. Daikin Inverter Compressors



Daikin Inverter Compressors

■ To meet the growing demand for air conditioning, energy efficiency regulations, and other changes in the global environment for compressors, Daikin offers a wide lineup of compressors in four formats—swing, scroll, screw, and centrifugal—based on its inverter technology. Using this strength, Daikin will contribute to society with its **“Wide-Ranging and Material-Saving Technology,”** **“Highly-Efficient Technology for Equipment,”** and **“New Applications of Heat Pumps.”**

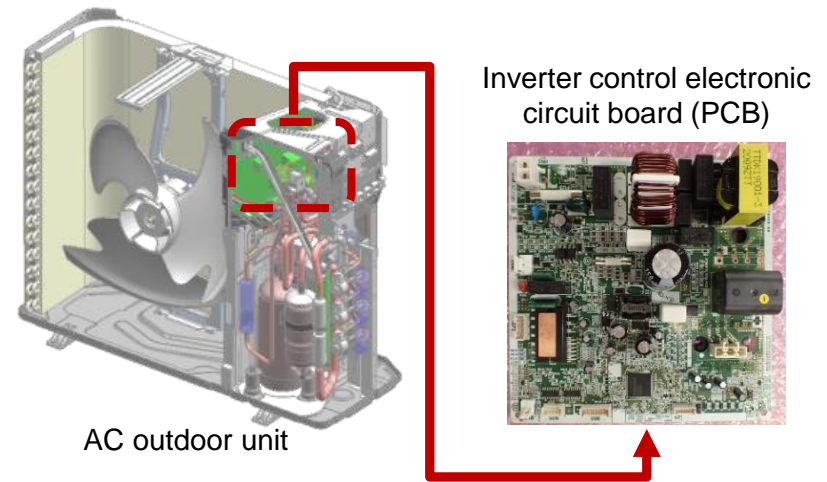
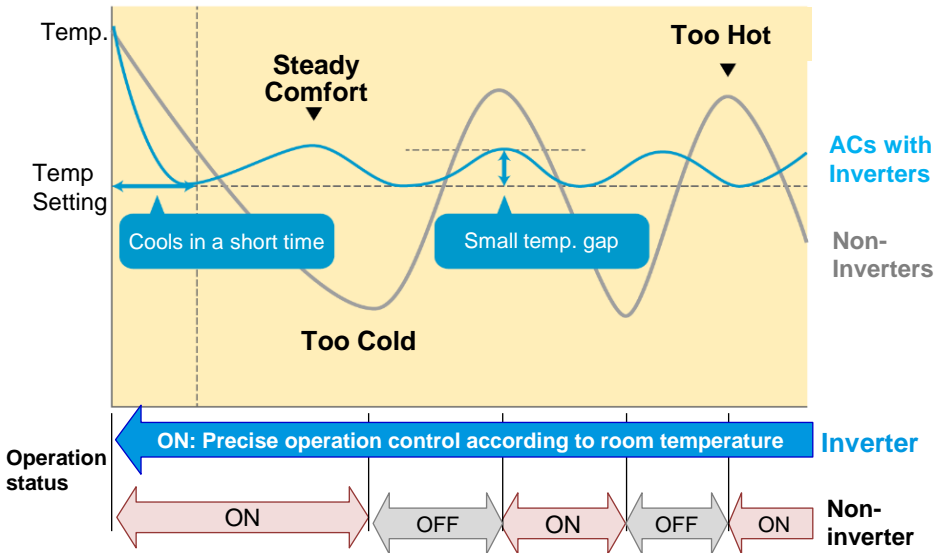


Residential	Store/Building	Large-Sized Air Conditioning (Applied)	
Swing	Scroll	Screw	Centrifugal
Swing structure	Highly efficient spiral structure	Single rotor structure	Oil-free magnetic bearing
			
The unique swing structure enables operation at extremely low and high speeds. Its worth is best seen when used with an inverter for variable speed operation.	This compressor is well-known for supporting building AC that has the No.1 share in the industry. It is highly efficient with low noise and high durability even in large equipment using a large amount of refrigerant.	With no eccentric motion in the compression mechanism, its continuous compression process produces low noise and is suitable for large-scale, high-load systems.	The unique magnetic bearing structure enables oil-free operation that requires no maintenance while also being extremely quiet. It is used for large-scale air conditioning and chillers.
Wide-Ranging and Material-Saving Technology	Highly-Efficient Technology	New Applications of Heat Pumps	

Advantages of Inverters

- Inverters are a technology that controls voltage, current, and frequency. Unlike non-inverters that only turn a unit ON/OFF, inverters precisely regulate the rotation speed of the motor driving the compressor (air conditioner output), **enabling precise adjustment of room temperature while reducing wasted power consumption.**

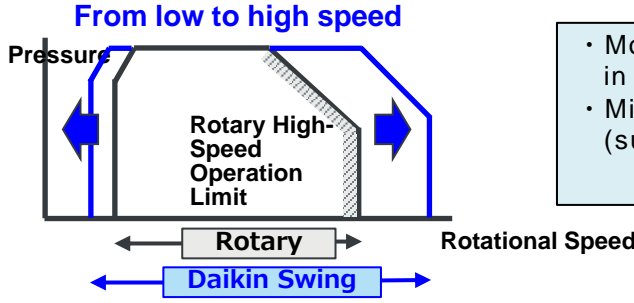
Room temperature changes with (and without) an inverter



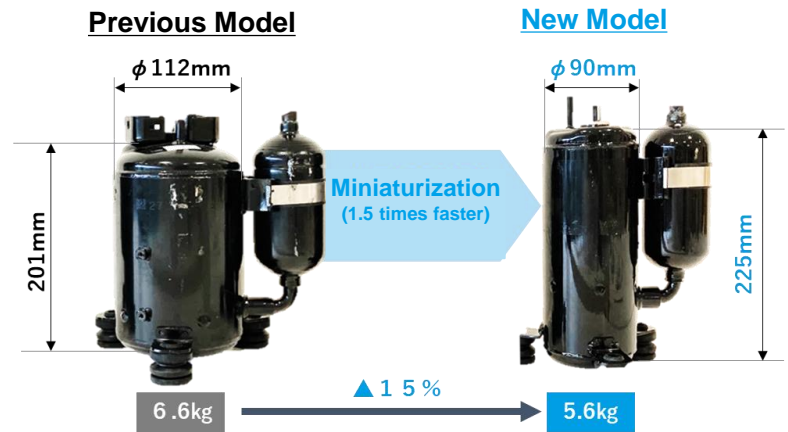
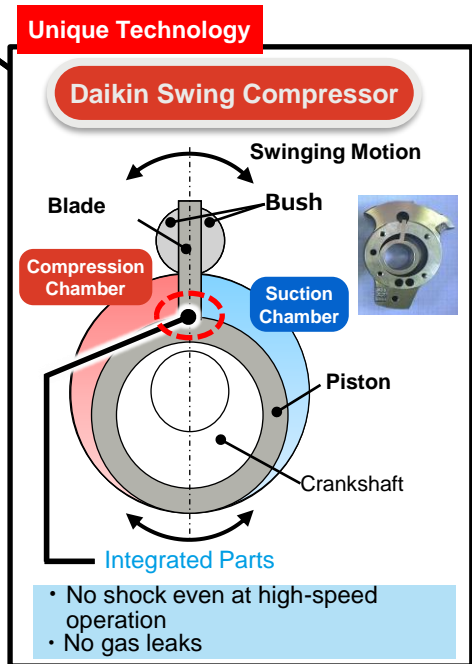
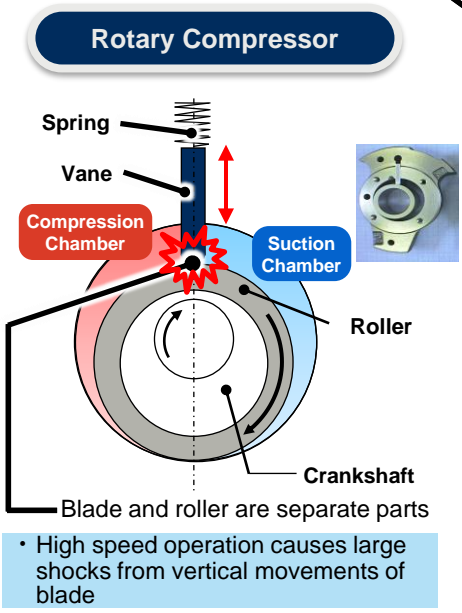
Daikin inverter boards are the most material-saving and compact in the industry!

[Residential AC Zone] Compact, High-Speed Technology Reduces Materials for Compressors

- In 1995, Daikin **independently developed the world's first swing compressor**. Its special structural features enable **operation at a wide range of speeds, from low to high**.
- We developed technology for **compact design and high speed** to leverage the strengths of swing compressors and are promoting greater **material savings** than previous units.



• Motor miniaturization is essential to reducing the material used in compressors.
 • Miniaturization was achieved by reducing the required torque (suction volume) and increasing the speed (1.5 times faster).
15% reduction in material amount by weight



	Previous Model	New Model	
Rated Speed	90rps	135rps	1.5 times
Weight	6.6kg	5.6kg	▲ 15%
Structure	4.4kg	3.8kg	▲ 14%
Motor	2.2kg	1.8kg	▲ 18%

[Commercial AC Zone] High-Efficiency Technology for Scroll Compressors

- Our commercial multi-split air conditioners with scroll compressors are characterized by their **high efficiency, wide range of selection, and high durability, even in large equipment requiring a large amount of refrigerant.**
- In our latest models, our strength in high-efficiency technology has been further improved, ensuring that the **energy efficiency of our products to be top class in the industry.**

Multi-Split type Air Conditioners "VRV 7 Series"

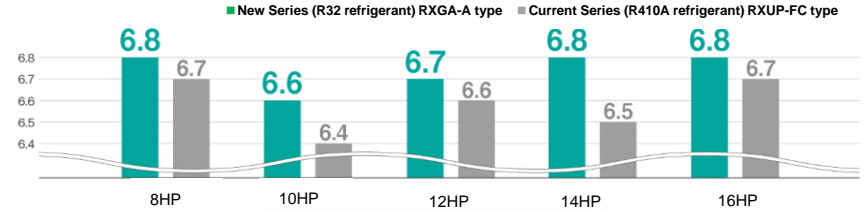
Harmonizing with the Earth and Cities

NEW

VRV 7 Series



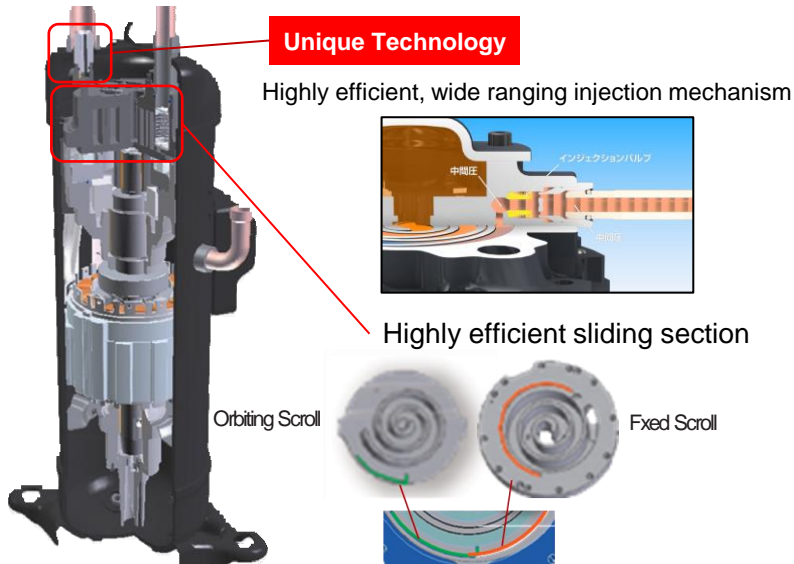
APF values by capacity of VRV7 X series



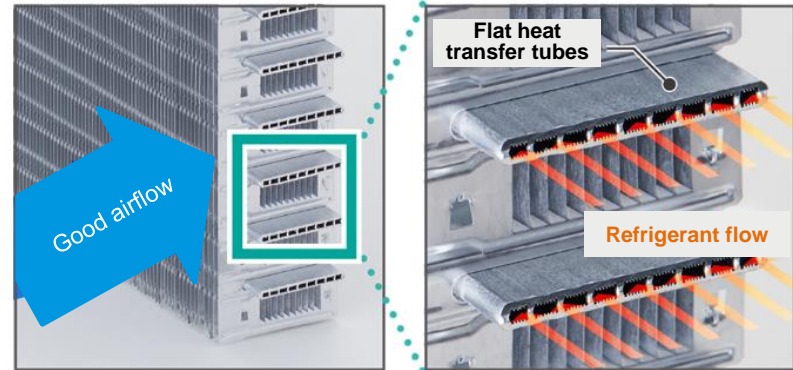
The VRV7 X Series is Top-Class in the industry for APF^{*1}

^{*1} Commercial Multi-Split Air Conditioner, As of Jan 1, 2024
^{*2} Values of AFR(2015). Calculation conditions is based on JIS B8616.

"Highly Efficient, Wide Ranging Scroll Compressor"



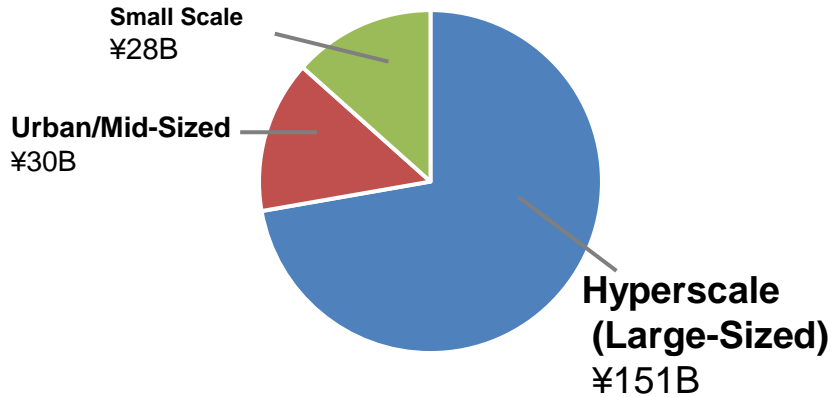
Microchannel heat exchanger with high heat exchange efficiency



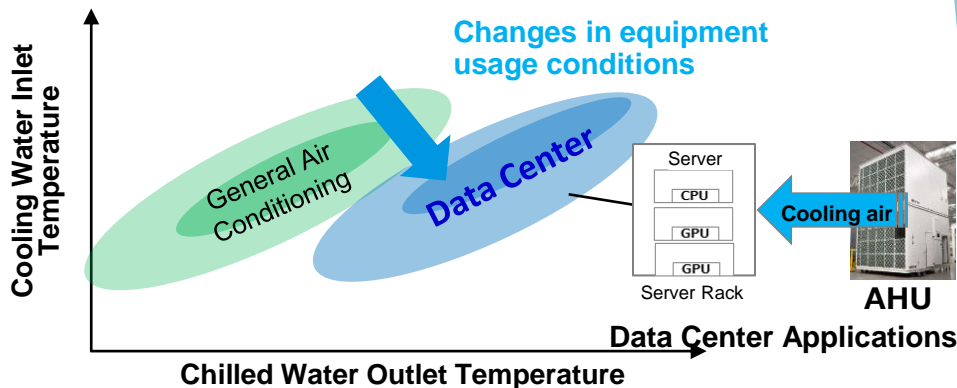
[Large-Sized AC Zone] Applying Chillers to New Uses

- Currently, the data center market is expanding, and there is a **growing need for heat pumps to cool servers while reducing the environmental impact.**
- Daikin will utilize **highly efficiency technology to contribute with products on mainly large chillers for data center applications.**

FY2024-2028 Total Data Center Market Size in Japan



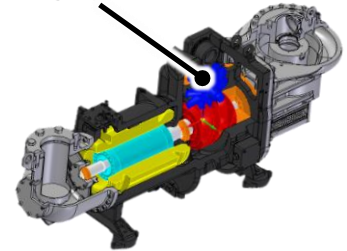
Differences in chiller water temperatures depending on application



Unique Technology



Highly efficient 3X10 die



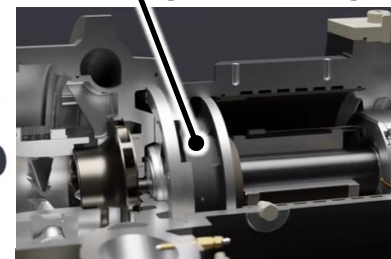
Daikin Screw Compressor Chiller

- Unique, highly efficient 3X10 die screw compressor
- Free cooling function that stops the compressor during intermediate periods for greater energy savings

Unique Technology



Radial magnetic bearing



Daikin's Oil-Free Centrifugal Compressor Chiller

Suitable for data center use and can continue to operate even during a temporary power outage

4. Global Expansion of Inverters



■ In 2008, Daikin entered a business partnership with Gree Appliances, Chinese rival and largest rival AC manufacturer in China.

[Background]

- In 2008, the Chinese residential AC market was an overwhelmingly **non-inverter market**.
- The market for energy-saving inverter units, Daikin's specialty, was small.
- A **game changer** was needed to promote inverter products.

<Open Technology Strategy>
Daikin's core inverter technology is partially disclosed.

[Daikin's Aim]

- Influence China's domestic standards since this would be a shortcut to establishing global standards.
- Abandon our closed, self-reliant approach and quickly change course toward collaboration.

The Chinese market rapidly shifted to inverters and our strategy was successful in creating a market.

Inverter percentage was 7% in 2009

⇒ Percentage rose to 55% by 2012

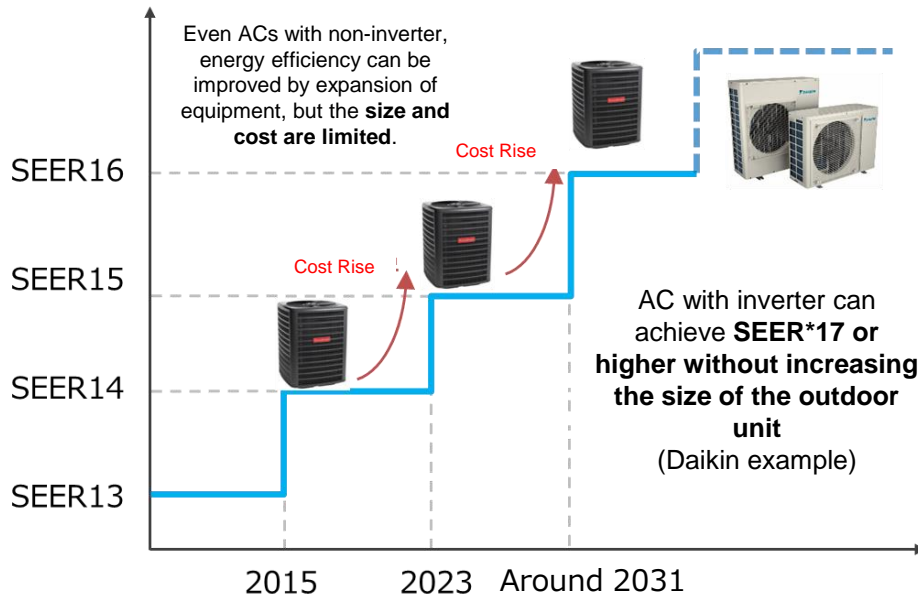
⇒ Percentage rose to 76% by 2018



Promotion of Inverter Products in the North America

- **Energy-saving regulations** for residential air conditioners in North America are expected to become even stricter in the future. Demand for energy-saving inverter products will increase.
- We will promote market conversion to inverters through the sales expansion of eco-friendly premium products and our **partnership with Copeland, Inc. of the United States.**

Minimum SEER[※] threshold for U.S. air conditioners



*SEER (Seasonal Energy Efficiency Ratio):

An energy-saving index that takes into account the operating efficiency in environments with low air-conditioning load, such as mid-season periods other than midsummer. It indicates energy-saving performance closer to actual usage conditions than conventional mainstream EER (efficiency at rated point). The higher the number, the more energy-efficient the unit is.

Partnership with U.S. Copeland



- (1) Design capabilities for swing rotary compressors and inverters
- (2) Production technology capabilities that support quality and costs
- (3) Design and production capabilities as a product manufacturer with a certain scale in North America



- (1) Sales power with a certain market share in the U.S. market and support when installing compressors
- (2) After sales service network covering the entire United States
- (3) The only compressor manufacturer in North America with local production

The two companies will work together **to provide U.S. residential AC manufacturers with the most efficient solutions for their specific applications and needs.**

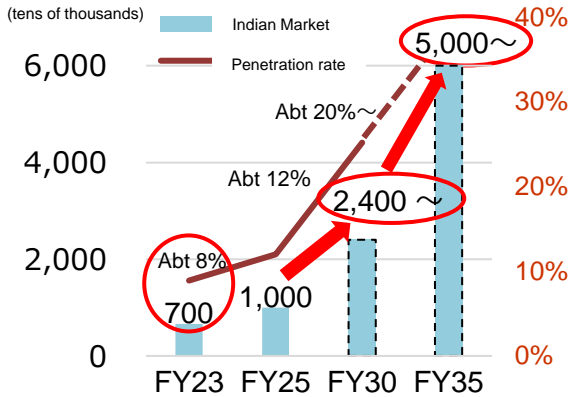
This collaboration will **accelerate the transition from fossil fuel-combustion heating to more energy-efficient heat pumps** in the United States.

Promoting Widespread Use of Inverter Units in the Growing Indian Market

- Currently, the AC penetration rate is low, but an increase in demand is expected accompanying economic development in India, and **Daikin leads in promoting the use of inverters**. We have been investing in India since 2009 and currently offer a wide range of products, from residential air conditioners to chillers.
- To meet the rapid increase in demand in the future, we are **fortifying our supply capacity through cooperation with other companies** and **contributing to the environment through the promotion of inverters**.

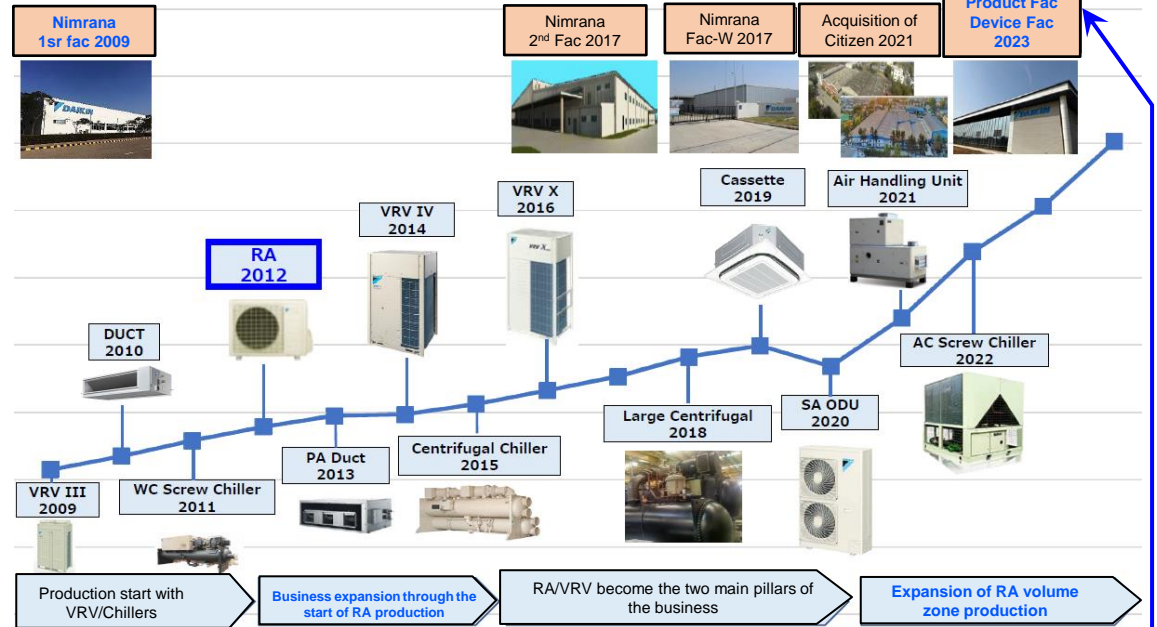
Daikin Business Expansion in India

Expansion of air conditioning market in India



The residential air conditioner market in India is expected to rapidly increase on a scale of 50 million units between now and 2035.

Manufacturers will need to strengthen their supply capacity to meet the growing demand.



By leveraging **Daikin's business foundation in the Indian market** and **Rechi's manufacturing capabilities for low-cost, high-quality compressors**, we aim to ensure a stable supply of compressors to the Indian AC market, where demand continues to expand.

Through this partnership, we hope to **contribute to sustainable market growth** and the **widespread use of air conditioners**, while also solidifying our business foundation for even further growth of the Daikin Group in India.

Sri City Factory Device Factory


RA Production Line



Skills Training



5. Conclusion: Utilizing Our Unique Technology for Realization of a Decarbonized Society



Utilizing Our Unique Technology for Realization of a Decarbonized Society

- As a global leader in the comprehensive HVAC industry, we aim to realize a decarbonized society by promoting the use of material-saving and high efficiency inverter compressors, which are key devices, and by promoting and expanding the widespread use of heat pumps that meet the growing global demand for air conditioning and environmental regulations.

Global Expansion of Inverter Heat Pumps

Inverter Technology

Material-Saving Technology

High-Efficiency Technology

Applying to New Uses



Inverter Heat Pump Equipment



Environmentally Advanced Regions

(Japan, North America, Europe, Etc.)

- ✓ Adoption of refrigerants that suppress global warming
- ✓ Environmental contribution through improved energy efficiency

Global South

(India, Africa, Etc.)

Balancing global demand growth with environmental contributions



Notes on forecast

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