

Daikin Group Publishes Integrated Report 2021

Daikin Industries, Ltd. announces the publication of Integrated Report 2021.

For Daikin, this year marks the start of its strategic management plan “FUSION 25,” which establishes the year 2025 as the fiscal year for achieving “FUSION 25” targets. To further enhance the content of its annual report, the company is publishing Integrated Report 2021 for the first time to convey the company’s basic approach for sustainable growth and development from both a financial and non-financial perspective.

Together with reviewing and organizing the initiatives and results of the “FUSION” plan to date, this report describes Daikin’s efforts to solve social issues through its unique business model while aiming for sustainable growth. Moreover, the report attempts to communicate the specific measures that are to be taken toward realization of the new strategies, key themes, and goals outlined in “FUSION 25.”

Going forward, the Daikin Group will continue to value communication with all stakeholders, beginning with shareholders and investors, as it strives for contribution to a sustainable society and growth of the Group.



Feature Summary of the Integrated Report 2021

■ Process of Value Creation

- This feature provides details concerning the special characteristics of Daikin’s unique business model and describes the “FUSION 25” strategy for medium- to long-term growth and development from both a financial and non-financial perspective in conjunction with solving social issues.

■ Message from the CEO

■ Looking Back on Our Strategic Management Plan “FUSION”

- The report compiles a summary of activities and results of “FUSION,” which has been formulated and implemented every five years for the past 20 years, and presents the company transition to growth by steady execution and achievement of goals.

■ Risks and Opportunities That Affect Medium- to Long-Term Value Creation

- In light of changes in the external environment, Daikin has identified risks and opportunities relating to important social issues that could affect the medium- to long-term value creation of the Daikin Group. This feature explains how they will be confronted in “FUSION 25.”

■ Strategic Management Plan “FUSION 25”

- This feature presents the details of “Fusion 25” that began in fiscal year 2021.

■ Review of Operations

■ Message from the External Director

This integrated report can be viewed on our website.

Japanese: <https://www.daikin.co.jp/investor/library/annual/>

English: <https://www.daikin.com/investor/library/annual/>