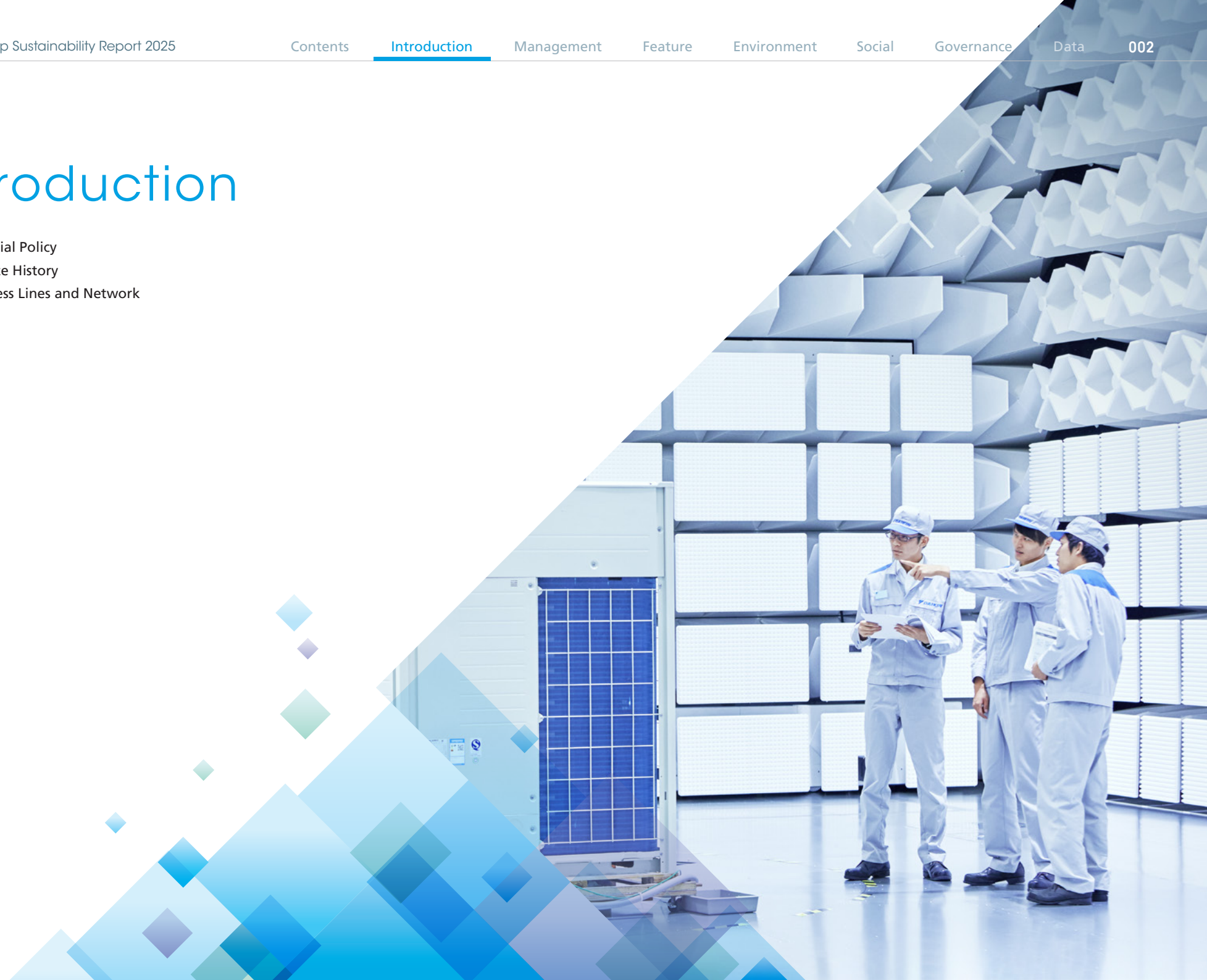


Introduction

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Editorial Policy


The Daikin Group Sustainability Report 2025 presents our basic approach to sustainable growth as well as information on the results of our annual activities and future plans. To supplement the integrated report, we disclose more detailed and comprehensive ESG information.

This report covers Daikin’s sustainability activities broken down into environmental (E), social (S), and governance (G) sections and features a separate data section containing relevant quantitative data. “Daikin” as used in this report refers to the Daikin Group, and “Daikin Industries” refers to Daikin Industries, Ltd.

We post previous reports dating as far back as three years on our corporate website.

 Sustainability Report

<https://www.daikin.com/csr/report>

 Integrated Report

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

Reporting Period

Fiscal 2024 (April 1, 2024 to March 31, 2025)

Contains information on some activities taking place after April 2025.

Daikin Organizations Covered

This report covers Daikin Industries and its 350 consolidated subsidiaries (total 351 companies).

Environment: Covers Daikin Industries and its 72 consolidated subsidiaries (more than 95% of manufacturing bases).

Social and Governance: Covers both topics individually.

Third-Party Verification

To ensure reliability of the content of this report, Daikin has a third-party verification conducted for data on greenhouse gas emissions, water use, and waste water.

 [175 Data Third-Party Verification](#)

Disclosure of Financial and Non-financial Information

Daikin discloses information according to the needs of stakeholders.

Daikin’s Media for Information Disclosure



Referenced Standards and Guidelines

- GRI Sustainability Reporting Standards of the Global Reporting Initiative (GRI)
- Task Force on Climate-related Financial Disclosures (TCFD)
- ISO 26000 Guidance on social responsibility
- Environmental Reporting Guidelines of Japan’s Ministry of the Environment

Cautionary Statement

In reporting on fiscal 2024 CSR activities, data was carefully reviewed and was revised in cases where discrepancies occurred between actual results and information reported for previous years. Also, because figures are rounded off, totals and breakdowns may not equal the sum of individual figures.

Forecasts, Expectations, and Plans

This report includes forecasts, expectations, and plans, in addition to past and present facts, about Daikin. Please be aware that these are assumptions and judgments made based on the information available at the time this report was written and thus incorporate a degree of uncertainty.

Consequently, there is a possibility that events occurring in the future may turn out differently from the forecasts, expectations, and plans stated in this report.

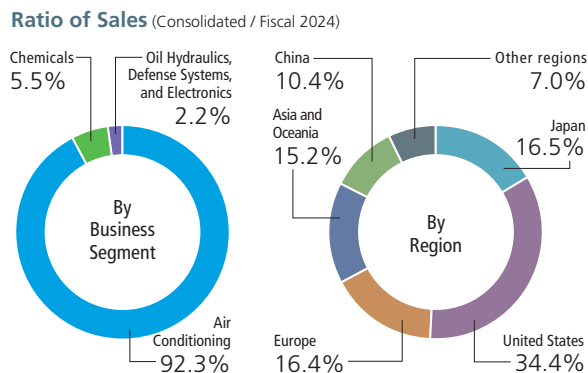
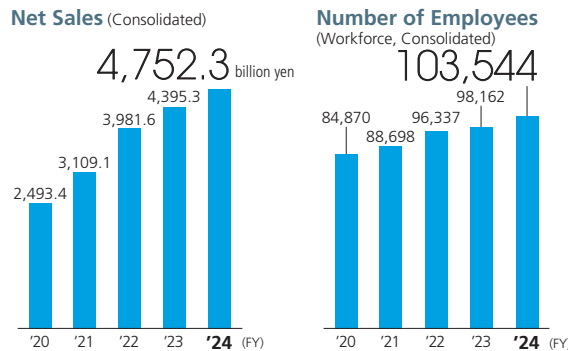
Update History

September 2025: Published Sustainability Report 2025 (English Version)

Business Lines and Network

Bringing the World Healthy, Comfortable Lifestyles

Daikin is a global manufacturer with greater than 80% of its net sales originating from outside of Japan and more than 80% of the Group's employees working overseas. In our businesses of air conditioning and fluorochemicals, we respond to the needs that arise from the diverse cultures and values of the world's countries and regions by providing products and services that make people and space healthier and more comfortable.



Our Business

Providing Healthy, Comfortable Lifestyles Through Air Conditioning and Fluorochemical Technologies

Air Conditioning	Chemicals	Oil Hydraulics, Defense Systems, and Electronics
<p>Achieving both comfort and environmental performance to satisfy all global air conditioning needs</p> <p>Main Business Fields Residential air conditioners, commercial air conditioners, air filters, air purifiers, space and water heaters, air conditioning systems, refrigeration systems</p>	<p>Utilizing the characteristics of fluorochemicals and contributing to a wide range of fields</p> <p>Main Business Fields Semiconductor, automotive, information and telecommunication</p>	<p>Contributing to a wide range of industries with our proprietary hydraulic technologies, high-precision processing technology, and IT solutions</p> <p>Main Business Fields Machine tools, in-home medical equipment, IT solutions</p>

Business Sphere

Daikin Is Active in Over 170 Countries

