

Daikin Industries Ltd. publishes its Integrated Report 2024

Osaka, Brussels, October 2024 – Daikin Industries Ltd., leading global air conditioning company and parent company of the Daikin Europe group, has published the English version of its Integrated Report 2024. The report provides detailed information to shareholders and investors about **ongoing and planned global initiatives** that support the company's long-term corporate value.

Integrated report 2024

As this year marks the 100th anniversary of Daikin's founding, the edition 2024 of its Integrated Report presents the **strengths and unique business models** that the company has cultivated since its establishment. At the same time, the report details the strategy for Daikin's growth and development for the next 100 years, while working toward the resolution of environmental and social issues.

"In 2024, Daikin celebrated the 100th anniversary of its founding with a record performance. Under Daikin's new management system, the company will boldly tackle new themes to support its next 100 years of growth and development, by passing down its unique strengths and taking on successive challenges", says **Masanori Togawa, Chairman of the Board and CEO of Daikin Industries**.

Highlights of the Integrated Report 2024

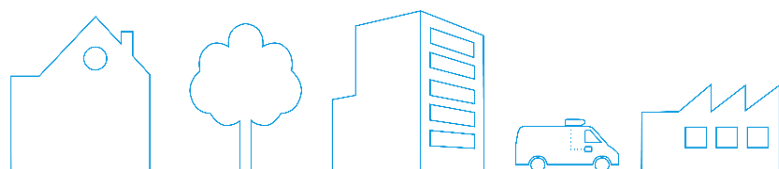
Introduction and vision by Chairman and CEO Masanori Togawa, which includes a feature on Heat Pump space and water heating business in Europe.

Management strategies, including three **key growth themes**:

- Expanding Daikin's business, while becoming carbon neutral
- Expanding solutions business through connectivity
- Creating value with air by enhancing and integrating ventilation and air purification

Daikin's strengths – unique **proximity strategy** across the globe:

- In addition to its core air conditioning technology refined over many years, Daikin has a unique business model that includes production close to the markets across the globe, resulting in local production for local consumption, and a robust sales network that extends to each region of the world.



Financial Strategy:

- Daikin outlines its initiatives for improving profitability, upfront investments for future growth and development, approach to capital policy, and financial strategy to maximize corporate value in correlation with its strategic management plan Fusion 25.

The complete Integrated Report 2024 is available on the corporate website of Daikin Industries:

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

Copyrights pictures: Daikin Industries Ltd.

About

100 years Daikin

The story of Daikin has always been shaped by groundbreaking ideas, technological innovations, and dedicated people. It began in 1924 when the young Japanese engineer Akira Yamada founded an enterprise in Osaka to manufacture aircraft radiators with a 15-member team. Today, 100 years later, the Daikin Industries Ltd. group brings **future-proof solutions for heating, cooling, ventilation, air purification, and refrigeration to global markets**. More than 98,000 employees in 175 countries continue the company's legacy of leading technologies to advance low carbon heating and cooling, while ensuring the highest level of comfort. For its fiscal year 2023 the global Daikin Group reported a record sales result of € 28 billion sales (1 April 2023 – 31 March 2024).

Read more on [100 Years Daikin](#)

Daikin Industries Ltd.

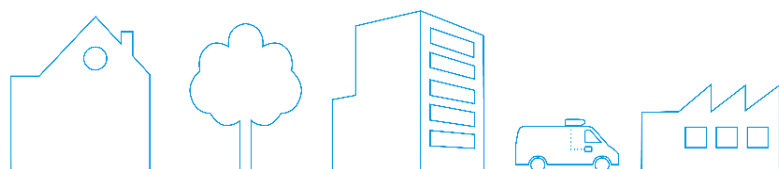
Daikin Industries is a **worldwide leader in heat pump, air conditioning, and air filtration technology**, employing more than 98,000 people. Founded in Osaka in 1924, it is the **only manufacturer in the world that develops and manufactures HVAC-R equipment, compressors and refrigerants in-house**. Daikin has been recognized as one of the world's top 100 most innovative companies by Clarivate (UK) and LexisNexis (USA) for its leadership in technology research and intellectual property patents. For its fiscal year 2023 (April 1, 2023 – March 31, 2024), the Daikin reported a record sales result of €28 billion.

Read more on www.daikin.com

Daikin Europe N.V.

The Daikin Europe Group is a **leading provider of heating, cooling, ventilation, air purification and refrigeration (HVAC-R) technology** across Europe, Middle East, and Africa. Daikin designs, manufactures, and offers customers a broad portfolio of products, maintenance services, and turnkey solutions **for residential, commercial, and industrial applications**. The group currently employs over 13,800 people across more than 59 subsidiaries and operates 14 manufacturing sites in Belgium, the Czech Republic, Germany, Italy, Spain, Austria, the United Kingdom, Turkey, the United Arab Emirates, and the Kingdom of Saudi Arabia. Headquartered in Ostend, Belgium, for over 50 years, the Daikin Europe Group is a subsidiary of Daikin Industries Ltd.

Read more on www.daikin.eu



Daikin Airconditioning Central Europe

Daikin Airconditioning Central Europe, founded in 1999 with its headquarters in Vienna, Austria, operates as a subsidiary of Daikin Europe. Its portfolio includes **products and total solutions for heating, cooling, ventilation, air purification, and refrigeration in residential, commercial, and industrial settings**. With over 700 employees and 3,400 partners, the company manages sales and service activities across **16 countries in Central and Eastern Europe**, including Austria, Albania, Bosnia and Herzegovina, Bulgaria, Croatia, the Czech Republic, Hungary, Kosovo, Montenegro, Moldova, North Macedonia, Poland, Romania, Serbia, Slovakia, and Slovenia.

With 'Your Daikin World' at the Vienna headquarters and the 'Daikin Inspiration Park,' the HVAC-R industry and the construction sector have access to two state-of-the-art B2B-experience centers for co-creating tailor-made solutions for hotels, retail, offices, and large commercial applications. Across the CE-region Daikin runs 10 out of 116 B2B-trainings centers across Europe. Consumers and homeowners receive consultations at four B2C-Experience centers in Vienna, Belgrade, Bratislava and Budapest.

Read more on www.daikin-ce.com

Media contact

Daikin Europe N.V.

Sofie Sap – T.: +32 472 580482 Mail: sap.s@daikineurope.com

Daisuke Kakinaga – T.: +32 465 462321 Mail: kakinaga.d@bxi.daikineurope.com

Daikin Central Europe

Doris Passler

Manager Corporate Communications Central Europe

Daikin Airconditioning Central Europe Handels GmbH

Lemböckgasse 59/1/1, 1230 Vienna, Austria

T: +43 (0) 664 24 56 444

M: passler.d@daikin.at

