2026

Business and Innovation Report

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Our Who, What, and Where

Daikin Building What America Needs Next

Energy demand has been rising steadily for years, and the rapid growth of artificial intelligence and digital infrastructure has added consistent pressure to the electric grid. Because of this, many of the irreplaceable institutions that power this country—homes, workplaces, schools, factories, hospitals, and now data centers—are facing rising energy costs and deteriorating infrastructure.

These systemic pressures are reshaping what America expects from heating and cooling equipment. Comfort remains an essential baseline, but the technologies supporting indoor environments must also play a critical role in enabling energy performance, business continuity, and the infrastructure that sustains modern life.

Few companies operate across a wide range of residential and commercial environments. This broad experience provides insight into how energy performance, resilience, and economic growth intersect across increasingly interconnected communities. By bringing together technology, manufacturing, operational capabilities, and technical expertise, Daikin is helping address the evolving challenges facing communities throughout the United States.

Daikin Believes That Innovation Matters Most When Users at Every Stage of the Product Pipeline Can Experience Its Benefits.

Modern heating and cooling technologies are designed to help homeowners manage household energy performance while maintaining comfort, and to help businesses operate efficiently. Advanced thermal management can help protect data centers that support artificial intelligence, cloud computing, and essential digital services. Skills training programs can prepare contractors and technicians to install and maintain new technologies. Investment in U.S. facilities and research supports job creation while building capabilities closer to the customers and communities Daikin serves.

The 2026 Business and Innovation Report examines how Daikin is working with its people across the United States to **advance energy performance, support critical systems, and deliver tangible benefits for customers, communities, and the country.**



A U.S. Growth Story
Built on Outcomes

Daikin has an established American presence, and we expect continued growth. For more than 30 years, our U.S. operations have included facilities and activities supporting manufacturing, research and development, distribution, training, customer education, community engagement, and increasingly integrated solutions designed around the needs of American homes, businesses, and institutions.



This is Daikin's American Story

More than 100 years of global experience translated into local action, **carried forward by people who understand the customers, communities, climates, buildings, and industries they serve.**

From **Strategy to Action**

Daikin's global strategy, Fusion 30, provides a framework for our expected next stage of growth and our ongoing shift toward a solutions-driven business model. In the United States, that strategy is taking shape through investments in innovation, manufacturing facilities, research, people, skills, customer support, and the capabilities required to address evolving energy and infrastructure needs.

This report shows our strategy in action.

It begins with two issues that cut across industries, communities, and Daikin's business:

1. **Energy Efficiency and Cost Savings**
   including how smart technologies and stronger customer support can manage energy use, manage costs, and help ease pressure on the grid without compromising comfort.

2. **Supporting Data Center Infrastructure**
   including Daikin's expansion of thermal-management capabilities to support the rapid growth of artificial intelligence, cloud computing, and critical digital infrastructure.

From there, the report explores the people, technologies, investments, and relationships working together to advance Daikin's five communications pillars:

- **Innovation**
- **Sustainability**
- **Comfort for All**
- **American Impact**
- **Community**

Together, these stories show how Daikin is turning global strategy into American progress and converting investment into outcomes that people can see, measure, and experience. The future will demand more from America's energy systems, buildings, infrastructure, and workforce. Daikin is investing now to help America meet that demand with greater efficiency, reliability, comfort, and confidence.

Global **Company Profile**

100+
Years of History
(Founded 1924)

$33.2B
(¥5,015.0B) FY25 Sales

104K+
Employees

170+
Business Operations in
More Than 170 Countries

134
Production
Bases

69
R&D
Centers

$998M
(¥150.7B)
FY25 R&D Investment

324
Group
Companies



As of March 31, 2026. Conversion Rate: $1=¥151

Daikin in the **United States**

$11.8B+
In U.S. Sales For FY25
(¥1,787.0B)

$9B
Invested

30+
Operating Years

24
Advanced Manufacturing Facilities Promoting Daikin's Local-For-Local Program

9
R&D Centers Driving Innovation, Including Breakthroughs in Heat Pump Technology for All Climate Zones

25K+
Employees

4.3M
Square Feet at Daikin Texas Technology Park, Daikin's Largest Facility Globally

400+
Local Distributor Locations

50
Sales and Services in All 50 States



 As of March 31, 2026. Conversion Rate: $1=¥151

U.S. **HVAC Businesses**

Daikin U.S. Corporation

DAIKIN

Daikin Comfort Technologies North America, Inc.

DAIKIN AMANA Quietflex motili VENSTAR Goodman

Daikin Applied Americas, Inc.

DAIKIN DDC SOLUTIONS Alliance AIR PRODUCTS CHILLDYNE LIQUID COOLING SOLUTIONS

American Air Filter International

AAF INTERNATIONAL a member of DAIKIN group

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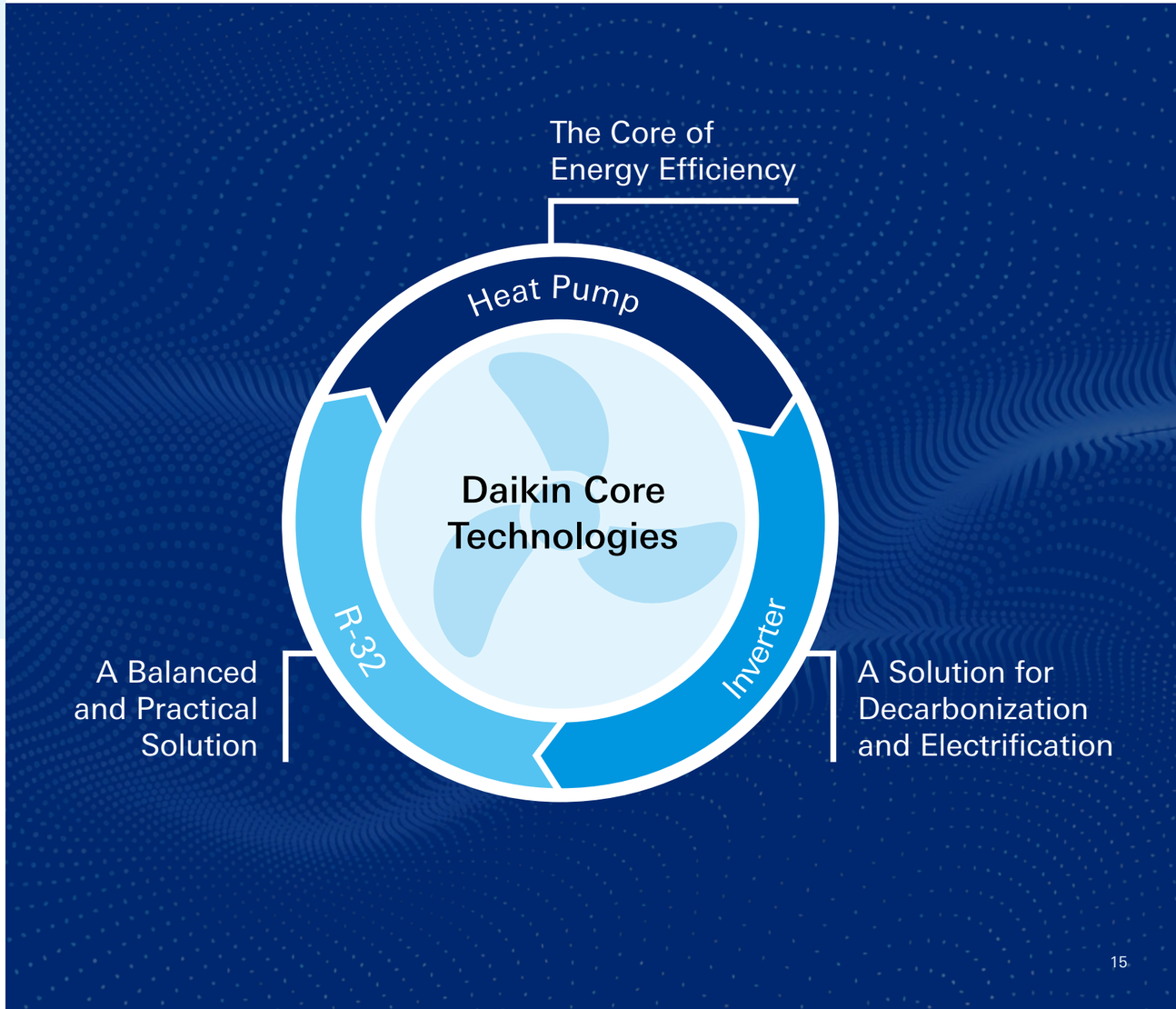
The Big **Three Key Technologies**

Inverter Heat Pump With R-32 Refrigerant

Building on decades of innovation, we continue to pioneer technologies that set new innovation standards for the North American HVAC&R industry. Together, R-32, Inverter, and Heat Pump technologies empower us to create products that deliver top performance while accelerating the shift toward a more sustainable future.



A Message **From Leadership**



Building a Stronger Future for America

Jiro Tomita
Representative, Americas
Chairman of the Board
Daikin Comfort Technologies North America, Inc.

America is entering a new era of growth. The rapid advancement of artificial intelligence and digital infrastructure, the expansion of advanced manufacturing, and the broader electrification of society are creating new possibilities for industry and everyday life. Supporting this momentum will require efforts to meet rising energy demand and to build infrastructure that is strong, flexible, and future-ready.

HVAC has traditionally been viewed as equipment that provides comfort within individual buildings. Today, its role is far more significant.

Daikin has grown alongside America, supporting the spaces where people live, work, learn, manufacture, and create new value. This broad connection to American life and industry is a strength. By combining it with our global technologies and expertise, we can go beyond supporting comfort and efficiency in individual spaces to help address broader energy challenges.

As our U.S. business becomes increasingly central to Daikin Industries, Ltd., our goal is to translate today's momentum into sustainable, long-term value. We expect to continue strengthening our capabilities in manufacturing, research and development, workforce development, sales, and service while delivering solutions tailored to the U.S. By reinvesting the growth we achieve in America into local communities and product innovation, we aim to create lasting value for America's future.

Fiscal 2026 marks the start of Fusion 30, our new five-year strategic management plan. During this period, we expect to maintain a focus on advancing our technology and the people who develop, deliver, and support it.

This report introduces the future Daikin is working to help create in America, and the actions we expect to take to make it a reality. We hope it conveys our commitment to addressing energy challenges and building a strong, resilient future.



Shaping the Future Through Collaboration

Yoshiyuki Uemura
President, Daikin U.S. Corporation

The interconnectedness of energy systems, digital infrastructure, and the built environment requires meaningful solutions and expertise across many disciplines. By engaging independently with customers, business leaders, policymakers, utilities, technology companies, the building and manufacturing sectors, research institutions, and local communities, we can harness diverse expertise to develop effective solutions.

Daikin's goal is to respond to today's challenges and anticipate future needs by focusing on the needs of society and industry. Our hope is that integrating HVAC with energy systems, digital technologies, and services will lead to solutions that extend beyond individual buildings to benefit entire communities and society. One example is our work in the Daikin Sustainability and Innovation Center (DSIC) in Washington, D.C. Alongside our other platforms for dialogue and collaboration, DSIC provides an important foundation for turning co-creation into action.

The future cannot be shaped by one company alone. Daikin plans to work across industries and organizations to address shared challenges, create new business opportunities, and build a sustainable and prosperous future we can all participate in and enjoy.

Energy Efficiency and Cost Savings



From Energy Challenge to **Economic Opportunity**

The policies shaping energy and infrastructure may change, but people's needs do not. Americans will continue to expect better comfort, lower energy costs, comfortable indoor environments, reliable digital services, strong communities, and good jobs, just as businesses will continue to need solutions that improve performance, manage costs, protect operations, and support long-term growth.

For years, conversations about buildings and energy have focused on reducing electricity consumption, emissions, peak demand, and operating costs. But the greater opportunity lies in what those reductions make possible.

Energy Efficiency Will Not Be Achieved by Asking People, Businesses, or Communities to Do Less.

It relies on our ability to enable the same comfort, productivity, and growth with smarter systems, fewer wasted resources, and a more manageable demand profile.

Achieving energy efficiency is an increasingly pressing challenge. After 15 years of nearly flat U.S. electricity consumption, electricity demand has entered a new period of sustained growth. The past five years have seen demand rise by an average of 2.1% per year, and it is predicted to continue growing through 2050 at a rate of 0.9% to 1.6% per year, with data center server energy use emerging as a major driver.*

That is where Daikin's energy efficiency and cost savings story begins: not with a single product or program, but with a connected set of initiatives that reduce energy waste at the factory, on the grid, in the home, and across the contractor network that brings new technologies into the field.

*EIA 2026; Annual Energy Outlook 2026, https://www.eia.gov/outlooks/aeo/

Technology for **Greater Efficiency**

Supporting energy efficiency at scale isn't attainable with breakthrough technologies alone. It requires innovations that can be deployed easily and adopted widely. Daikin FIT was developed with that challenge in mind. By combining advanced inverter technology, low-GWP R-32 refrigerant, low sound levels, and a compact footprint, the system makes high-efficiency comfort solutions accessible for individuals, households, communities, and businesses. We measure our innovative solutions by performance and impact. The more people adopt our high-efficiency technologies, the more we can all help manage energy consumption and support the transition to a sustainable built environment.

Innovation is Measured Not Only by Performance, but by Impact.

- **Smooth Temperature Transitions**
- **Low-GWP R-32 Refrigerant**
- **Energy Efficiency**
- **Lifetime Cost Savings**
- **Low Noise Operation**
- **Space-Saving Footprint**

Developing the Workforce Behind the Energy Transition

Scaling high-efficiency technologies requires teams who can recommend, install, and operate them. Systems are becoming more sophisticated; therefore, contractors and dealers must develop new technical capabilities. However, adopting unfamiliar technologies often adds time, cost, and risk, creating barriers that can slow deployment of high-efficiency solutions. And the U.S. HVAC industry is already facing a growing shortage of skilled technicians.

Daikin is addressing this challenge not only as a manufacturer, but as a leader in education and technical support. One example is Race to 10, a program developed by Daikin Comfort Northeast, Inc. that helps contractors successfully complete their first ten inverter system installations.

By supporting contractors during their first few installations, Daikin is able to help them learn simple best practices that lead to quality workmanship, greater comfort, and improved efficiency. Turning those first ten projects into positive experiences has also been shown to help accelerate long-term adoption of high-efficiency systems, which deliver significant benefits across applications yet are still not widespread.



> Innovation means little if contractors don't feel confident using it in the field. Through Race to 10, we are helping close the gap between innovation and implementation."

Mark Trzyna
Regional General Manager,
Daikin Comfort Technologies Distribution, Inc.



Making **Innovation Accessible**

A successful energy transition could be challenging if its benefits remain out of reach. Sustainability should be accessible to every family seeking lower energy bills, every business looking to support resilience, and every community working to meet growing energy demands. But for many homeowners, one of the greatest barriers is the complexity of navigating rebates and incentive programs designed to support adoption. That is why Daikin created the Daikin Energy Rebate Center. By simplifying access to available incentives, the program helps customers unlock the value of advanced HVAC solutions and make energy-efficient upgrades with confidence.



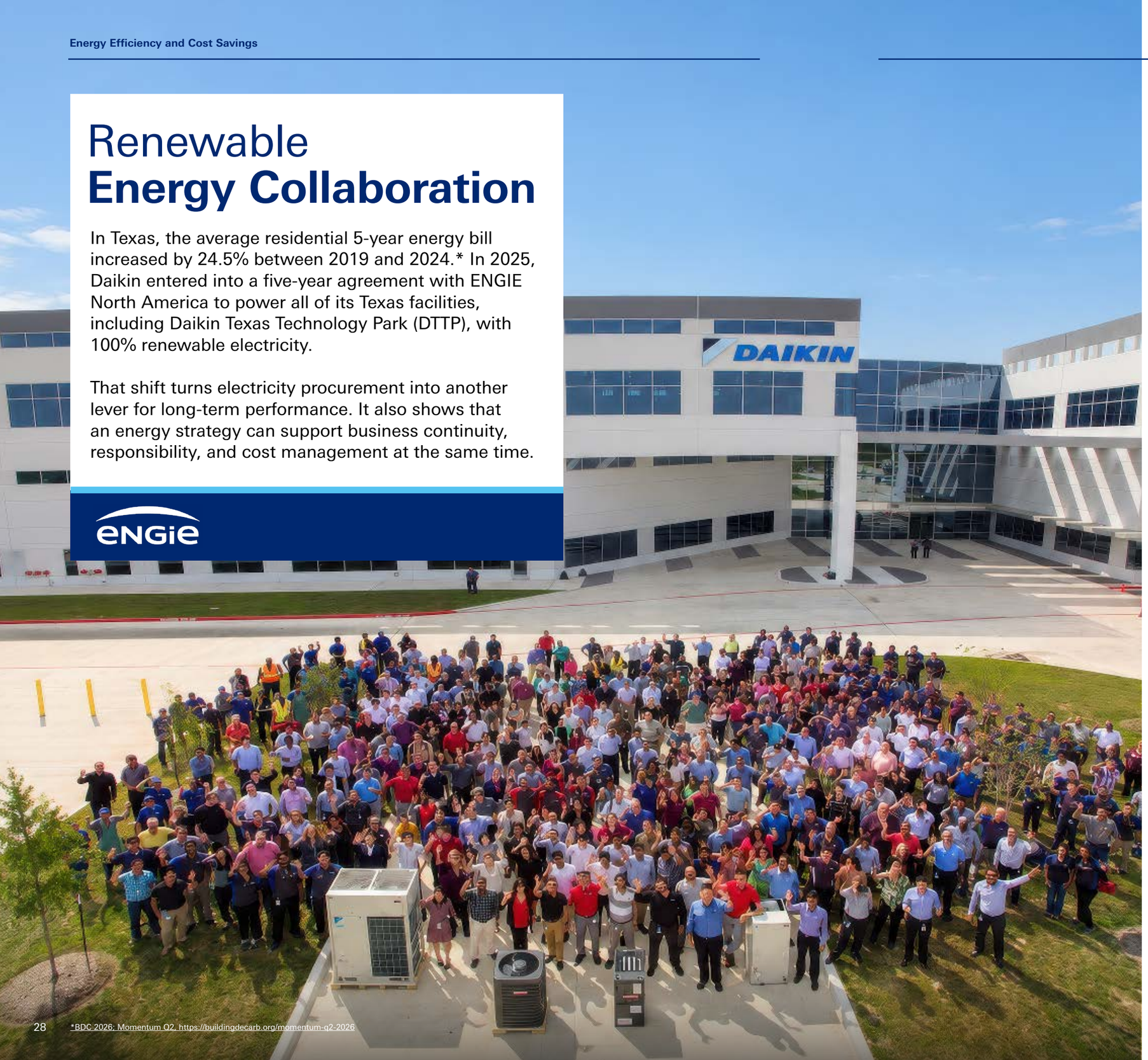
We Don’t Just Build Sustainable Products; We Build Products Sustainably.

Daikin is helping customers support efficiency, manage emissions, and prepare for a changing energy landscape, and we hold ourselves to the same standard. Daikin has worked to manage energy consumption, resource use, and impact across its manufacturing operations worldwide. The goal is not simply to make products that support sustainability, but to build those products in a sustainable way as well.

Renewable **Energy Collaboration**

In Texas, the average residential 5-year energy bill increased by 24.5% between 2019 and 2024.* In 2025, Daikin entered into a five-year agreement with ENGIE North America to power all of its Texas facilities, including Daikin Texas Technology Park (DTTP), with 100% renewable electricity.

That shift turns electricity procurement into another lever for long-term performance. It also shows that an energy strategy can support business continuity, responsibility, and cost management at the same time.



24.5%

Rise in Texas Residential Energy Bills

Average 5-year residential energy bill, 2019-2024

100%

Renewable Electricity

Unified solar power strategy with ENGIE

535

Metric Tons of CO_2

Estimated annual emissions avoided*

For Daikin, sustainability is not a theory to promote or a trend to follow. It is a goal to demonstrate that the solutions needed for a more resilient future can be put into practice today.

*BDC 2026; Momentum Q2, https://buildingdecarb.org/momentum-q2-2026

*Daikin Comfort 2026; Sustainability Commitments, https://daikincomfort.com/about-daikin/sustainability

Supporting Data Center Infrastructure





America's Digital Future **Depends on Physical Infrastructure**

Data centers support everything from advanced manufacturing and financial services to healthcare and the broader economy. Deloitte projects AI-driven data center power demand could rise from about 4 gigawatts in 2024 to 123 gigawatts by 2035, while overall data center demand could reach 176 gigawatts,* making energy management a defining infrastructure challenge for the decade ahead.

The Opportunity to Support This Digital Infrastructure is Substantial

Daikin expects its North American data center cooling business to more than triple, reaching approximately $3.3 billion (¥500 billion) in cooling sales by fiscal 2030. Likewise, Daikin plans to increase production capacity to 2.5 times its 2024 level.

These growth targets are significant, and what we believe they can enable is even greater: efficient infrastructure for a digital economy that demands more power, greater reliability, and more disciplined energy use. Daikin aims to innovate for the future by building the cooling technology, testing capabilities, manufacturing capacity, and engineering expertise required to power AI, expand digital services, and meet the energy demands of a rapidly evolving economy.

*Deloitte Insights, 2025: Can US infrastructure keep up with the AI economy? https://www.deloitte.com/us/en/insights/industry/power-and-utilities/data-center-infrastructure-artificial-intelligence.html

Conversion Rate: $1=¥151

From Cooling Equipment to **Thermal Management**

For decades, Daikin has helped optimize some of the world's most complex businesses and communities. Rather than focusing on individual products, we have built expertise in system optimization, integrating multiple technologies into a single high-performance system. That same philosophy is also applicable to data centers.

Success was once determined solely by the performance of an individual chiller, air handling unit, liquid cooling component, or control system. Now, it depends on how effectively the facility manages heat.

Daikin views this challenge through a framework known as

Chip-to-Ambient

The concept is simple yet comprehensive: Optimize the entire thermal journey, from the moment heat is generated at the chip level to when it is ultimately rejected into the outside environment.

Capturing, transporting, managing, and removing heat efficiently requires multiple technologies working together as a single system. This system-level perspective can enable customers to achieve high performance, reliability, energy efficiency, and fast deployment while adapting to rapidly evolving AI infrastructure requirements.



Building **a Complete Thermal Management Ecosystem**

Delivering comprehensive thermal management solutions requires capabilities across the entire cooling chain. To strengthen our solutions, we have broadened our technology portfolio and organizational expertise through strategic investments and acquisitions. Combined with Daikin's longstanding advancement in chillers, HVAC systems, and system optimization, these capabilities create a solutions portfolio spanning air handling, rack containment, liquid cooling, controls, and thermal infrastructure.

01

Alliance Air Products enhances Daikin's capabilities in mission-critical air handling systems designed for data centers and other highly-demanding environments. These technologies are vital in maintaining airflow, temperature control, and indoor environmental stability throughout a facility.

02

DDC Solutions delivers advanced rack containment technologies that help protect high-value GPU assets while supporting increasingly dense computing environments. By creating controlled rack-level environments, these solutions are designed to support thermal performance, manage operational risk, and enable customers to safely deploy computing power within existing facilities.

03

Chilldyne strengthens Daikin's liquid cooling capabilities, an increasingly important technology as AI workloads drive higher heat densities. Its expertise helps customers address the cooling demands of next-generation compute environments while improving efficiency and scalability.

Customer Spotlight: **TierPoint Data Center Solutions**

Cooling infrastructure designed for today's data centers must also be able to adapt to tomorrow's requirements, particularly as AI hardware evolves and rack densities increase. This presents a challenge for data center operators: knowing how to increase computing capacity without becoming locked into infrastructure that will soon become outdated.

For TierPoint, which operates more than 40 data centers across 20 U.S. markets and is backed by a coast-to-coast network, flexibility was essential. The company selected Daikin's DDC Solutions S-Series technology because it can scale capacity in stages and support AI and high-performance computing workloads, enabling cooling infrastructure to grow alongside customer demand.
Rather than overbuilding from the start, cooling adjustments occur closer to the rack, where computing loads change most rapidly, while the modular design supports phased expansion.

TierPoint's needs demonstrate a broader shift occurring across the data center industry. Cooling has become a strategic enabler of growth, helping operators scale AI workloads efficiently while preserving the flexibility needed for future innovation.



> DDC remains the best solution to deliver the density and flexibility we need."

David Foster
Chief Data Center Officer, TierPoint

Supporting **the Global Expansion of AI Infrastructure**

While North America Remains the Leading Region For AI Data Centers, Growth is Accelerating Across Europe, the Middle East, Asia, and Other Regions.

Many of the world's leading cloud providers and AI companies are building global infrastructure platforms that require consistent quality, performance, support, and supply capabilities across geographies. However, each region presents unique challenges. Climate conditions, energy availability, water resources, environmental regulations, and operational requirements vary significantly by location.

Daikin's global footprint supports our ability to serve customers across diverse regions. With manufacturing, engineering, research and development, sales, and service capabilities in more than 170 countries around the world, Daikin can help customers deploy consistent solutions while adapting to local conditions and requirements.



Investing in the **Future of Data Center Cooling**

The future of AI innovation also demands continuous learning, testing, and collaboration to keep pace with commercial, residential, and community needs. Daikin is proactively investing across the country.

The new Data Center Hub in San Diego, California, will be located near leading technology companies, AI innovators, and data center customers in an effort to accelerate advancements, solution development, and customer engagement. The hub will serve as a focal point for supporting Daikin's data center business and the growth of AI infrastructure, especially in North America.

We also know the industry's future depends on people. Therefore, in Plymouth, Minnesota, Daikin has invested $30 million in its Solutions & Technical Institute to help build the talent required for installing and maintaining increasingly complex systems. These efforts will help develop the engineers, technicians, and specialists needed to support the next generation of data center infrastructure.

Furthermore, Daikin is planning a

$163 Million

investment in an advanced R&D test lab in Plymouth, Minnesota

to provide a platform for testing, validating, and refining next-generation cooling solutions in collaboration with customers. As AI infrastructure evolves, we expect that these capabilities will help ensure innovation keeps pace with commercial, residential, and community needs.

01

Innovation



Shaping the **Future of American Innovation**

Daikin's innovation agenda in the United States focuses on practical adoption and the investments needed for the next generation of buildings and workers. Our bottom line is simple: Develop technologies that improve comfort and efficiency, and then give customers, contractors, and partners the support they need to use them with confidence.

Daikin works to develop advanced technologies that succeed in the real world. From inverter systems that reduce energy consumption and improve performance to heat pumps that expand electrification opportunities and next-generation refrigerants, Daikin is helping translate industry ambitions into practical outcomes through investments in research, training, and manufacturing.



> "True innovation is fueled by a genuine desire to drive meaningful change for the world we share."

David Calabrese
Executive Vice President, Daikin U.S. Corporation

To accomplish the transition from possibility to reality, the technologies shaping the future of heating and cooling must be understood, trusted, deployed, and supported at scale. That can only happen through collaboration among researchers, manufacturers, contractors, customers, and communities.

Overcoming **Challenges to Electrification**

Practicality is especially important in the residential energy transition. While heat pumps can help manage emissions and provide energy efficiency, adoption often depends on whether homeowners can make the transition without significant disruption or expense.

An analysis by Rocky Mountain Institute (RMI) found that single-family households could save an average of $1,530 per year.* Yet across North America, many homes still rely on boilers, radiators, and hydronic heating systems that can be costly and complex to replace. Accelerating electrification therefore requires solutions that can make efficient technologies widely accessible.

Daikin ALTHERMA 3 H HT was designed to address this challenge. Rather than requiring a complete redesign of a home's heating system, it enables homeowners to transition away from fossil-fuel heating systems while allowing the use of existing hydronic infrastructure where applicable. By making electrification practical and minimizing disruption, it can help expand access to low-emission heating and cooling solutions, making the transition to electrified comfort more achievable for a broad range of households.

Launched in North America in 2026, the high-temperature air-to-water heat pump is designed as a versatile "plug-and-play" solution for replacing boilers, furnaces, and optional gas domestic hot water systems. ALTHERMA 3 H HT's ability to connect with existing emitters such as radiators, baseboards, hydronic air handlers, and radiant floor systems helps manage installation complexity while providing heating, cooling, and optional domestic hot water through a single all-electric system.

The system is powered by a first-of-its-kind compressor developed through collaboration between Daikin's Technology and Innovation Center in Japan and Daikin Europe. It can deliver leaving water temperatures up to 158°F, operate in outdoor temperatures as low as -18°F, provide cooling in conditions up to 109°F, and run at sound levels as low as 41 dBA, or 35 dBA in low-sound mode.





"Daikin is transforming into a comprehensive solutions provider. Our goal is to turn HVAC systems from mere electricity consumers into active energy partners that contribute to power grid stability. We are developing a new business model that fosters ongoing customer relationships after installation. This model is part of our Fusion 30 roadmap and will enable us to continue delivering value through operational data, energy management, demand control, and other services, while helping us achieve sustainable growth and address societal challenges."

Satoru Akama
Chief Executive Officer,
Daikin Comfort Technologies North America, Inc.

*Rocky Mountain Institute 2026; Lower Bills, Better Grids: Heat Pump Benefits for Electric Resistance-Heated Homes, https://rmi.org/resources/lower-bills-better-grids-heat-pump-benefits-for-electric-resistance-heated-homes/

Flexible **Energy Use**

Ironically, as electrification expands, energy demand continues to rise. Data centers, electric vehicles, advanced manufacturing, and electrified buildings are placing mounting pressure on energy infrastructure. Supporting efficiency remains important, but using energy flexibly is becoming equally critical.

Inverter technology plays an important role in addressing this challenge. Unlike conventional HVAC systems that cycle on and off, inverter-driven systems continually adjust output to use only the energy needed to meet heating or cooling demand, supporting efficiency, comfort, and overall system performance. By precisely modulating energy use, inverter-driven HVAC systems can help manage peak demand and support demand-flexibility strategies that are steadily gaining importance among utilities and grid operators.





NEXIO MAX

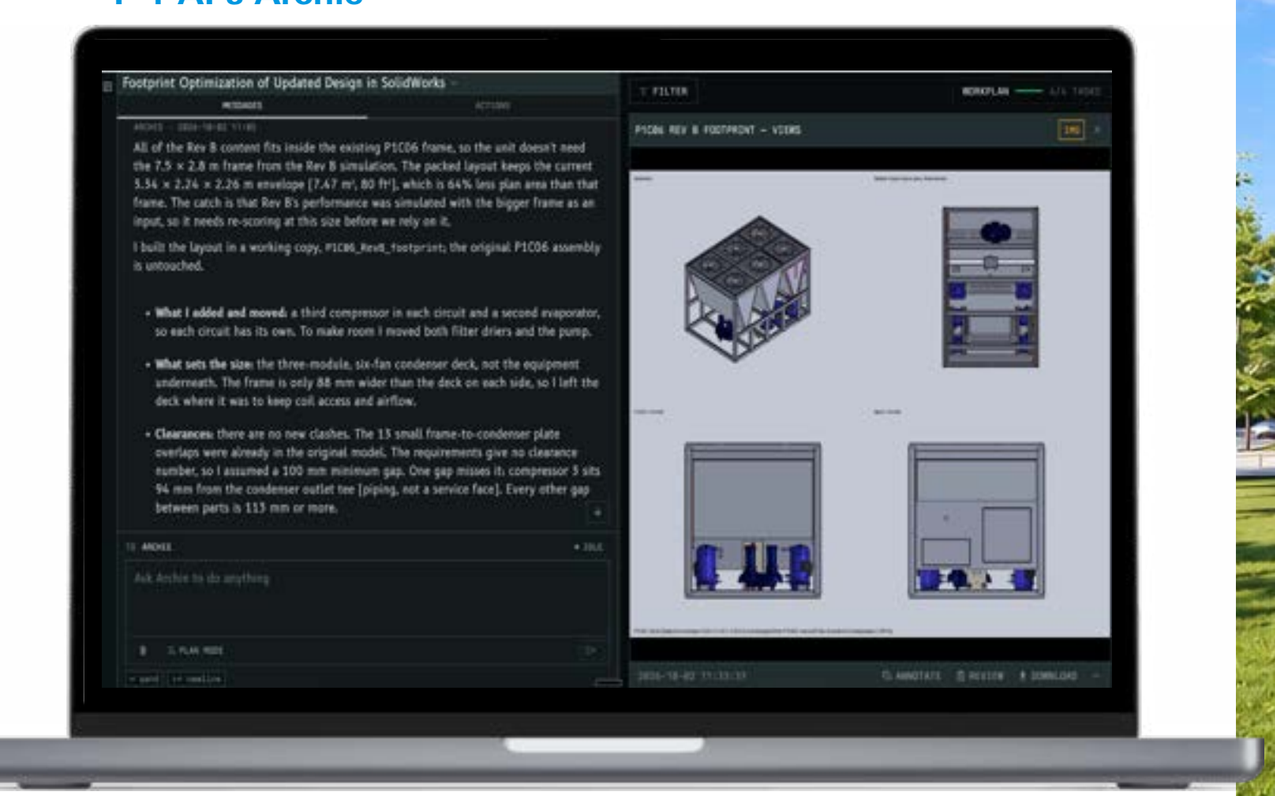
Commercial rooftop equipment is entering a new generation as electrification accelerates and energy systems become more connected, transforming light commercial HVAC from a building system into a vital part of the broader energy ecosystem. Daikin's NEXIO MAX rooftop platform exemplifies this evolution. By combining inverter technology with R-32 refrigerant, Daikin delivers high-efficiency performance while helping buildings prepare for the future.

Daikin's all-electric Variable Refrigerant Volume (VRV) EMERION adapts our proven VRV technology for commercial buildings to heat reliably in cold climates down to -13°F. Delivering up to 30.0 IEER and 30% greater energy efficiency than previous Daikin VRV systems, it also simplifies upgrades without replacing existing piping, reducing installation costs.

Smart **Engineering**

Engineering requirements are becoming more complex as building systems grow more sophisticated. Design cycles are accelerating, performance expectations are rising, and demand for specialized expertise continues to increase. To address these challenges, Daikin Applied Americas, Inc. is exploring the use of artificial intelligence to enhance engineering workflows through P-1 AI's Archie, an AI agent designed for mechanical and electrical engineering applications. Archie can support engineering teams by analyzing requirements, conducting technical evaluations, and managing complex design processes. It is intended to limit repetitive tasks and help teams focus on high-value engineering work.

P-1 AI's Archie



Investing in **the Next Generation of Innovation**

The future of HVAC will depend not only on today's technologies, but also on the investments that enable tomorrow's breakthroughs. Emerging applications such as AI-driven data centers, advanced manufacturing facilities, and next-generation cooling systems are creating new technical requirements and performance expectations. Meeting those needs requires continued investment in research, testing, engineering, and workforce development. Daikin Applied Americas is planning to invest $163 million in a new Advanced R&D Test Lab in Plymouth, Minnesota. The expansion is expected to add 71,000 square feet and nine additional test cells dedicated to advancing next-generation HVAC and data center cooling technologies.



"Innovation is at the heart of everything we do, and with this new facility, we are well positioned to equip our customers with the advanced technologies required to meet the dynamic demands of today's environment."

Yu Nishiwaki
President and CEO,
Daikin Applied Americas, Inc.

02

Sustainability



Our **Commitment to Act**

Rising energy demand, resource constraints, and increasingly frequent extreme weather events are reshaping how communities, businesses, and industries operate. As a global solutions leader, Daikin recognizes a fundamental goal to provide indoor comfort while reducing environmental impact.

Our sustainability work is advancing practical electrification, reducing refrigerant impact, using resources responsibly, shaping smarter policy, and fostering collaboration.

Sustainability and Performance Should Go Hand in Hand.
We believe environmental progress must also be practical and accessible to achieve meaningful scale. By 2030, we aim to expand access to sustainable air conditioning infrastructure for one billion people worldwide.

These initiatives focus on delivering real-world solutions that achieve measurable environmental benefits, distinct from our focus on economic efficiency and technological innovation.

Under our global Fusion 30 strategy, Daikin is accelerating its transition to a solutions-led enterprise while establishing its next chapter of growth. In the United States, this vision translates into investments in manufacturing, innovation, workforce development, and customer support that help address evolving energy and infrastructure challenges.

Making the **Heat Pump Story Easier to Understand**

The same focus on practical adoption is guiding Daikin's broader heat pump work. In the U.S., heat pump sales have doubled over the past 15 years, and shipments outpaced fossil-fuel furnaces by 32% in the first quarter of calendar year 2026. Heat pumps are also nearing parity in new construction: In 2024, they were installed as the primary heating system in 46% of new housing units, nearly matching forced-air furnaces at 47%.* We believe these trends point to a broad shift in how U.S. homes are being heated and cooled.

Daikin is also helping advance that shift through the California Heat Pump Partnership (CHPP), a public-private effort aimed at accelerating adoption of heat pump technologies statewide. The partnership brings together manufacturers, policymakers, utilities, and other stakeholders to help address the practical challenges that can slow electrification, from consumer education and contractor training to installation readiness and affordability. Daikin's CHPP work reflects a national effort to make heat pumps more accessible to the households and communities that can benefit from efficient, all-electric comfort solutions.

CALIFORNIA HEAT PUMP PARTNERSHIP

Heat Pumps

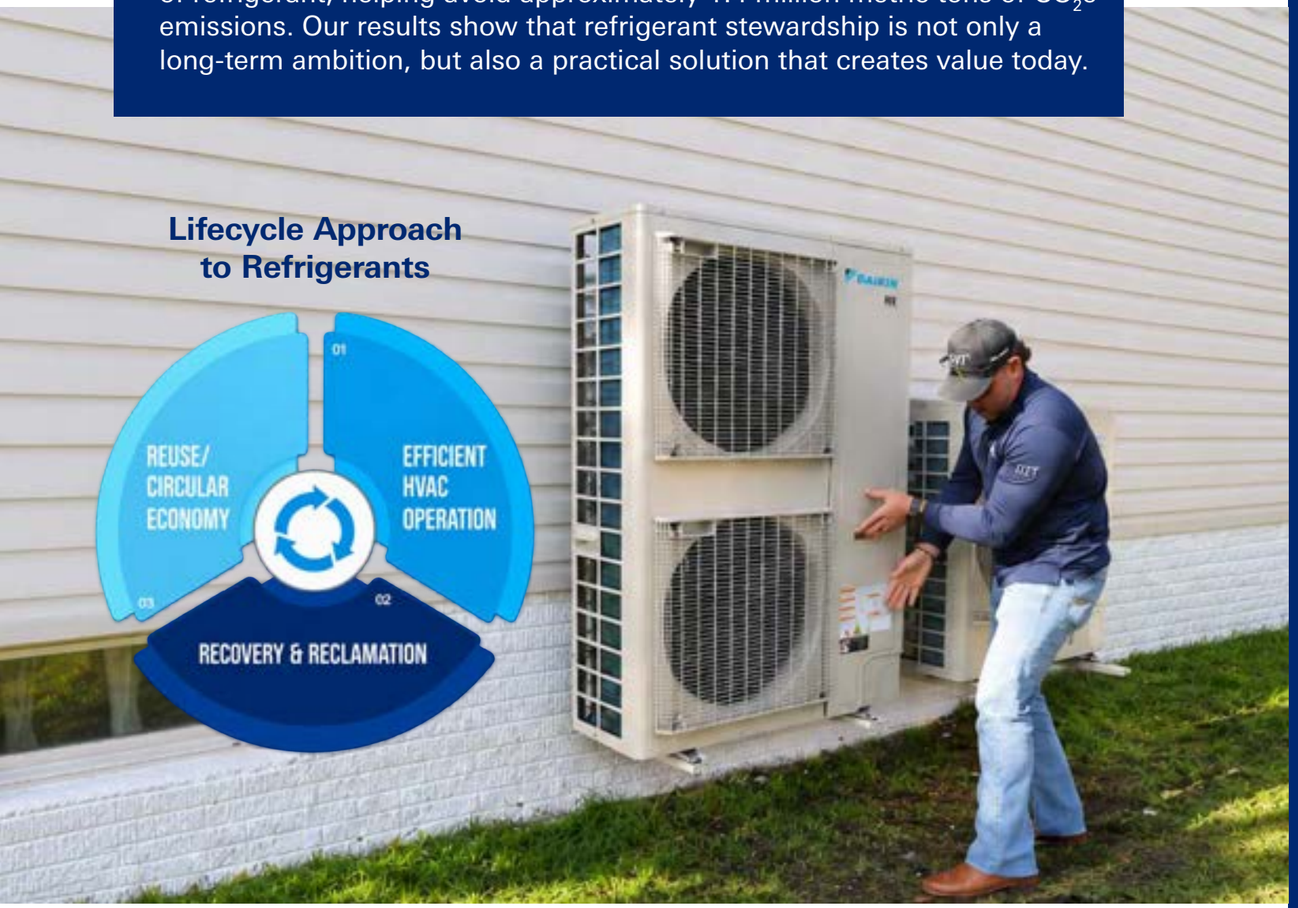
play a major role in electrification strategies; Daikin provides the technology and helps build confidence in their performance in everyday homes and buildings. That confidence matters especially for homes that still rely on fossil fuel and electric resistance heating for space or water. Modern heat pumps can help manage household energy use, peak demand, and affordability.

*BDC 2026; Momentum Q2, https://buildingdecarb.org/momentum-q2-2026

Taking Responsibility for the **Full Refrigerant Lifecycle**

Refrigerant management and reclamation throughout the lifecycle of HVAC products also play a critical role in achieving sustainability goals. Daikin is advancing the adoption of low-GWP refrigerants such as R-32 while taking responsibility for refrigerants beyond installation. Since FY23, Daikin has operated programs to recover refrigerants from retired equipment. These efforts are already delivering measurable results.

To date, Daikin Comfort Technologies has recovered more than 700 tons of refrigerant, helping avoid approximately 1.4 million metric tons of CO_2e emissions. Our results show that refrigerant stewardship is not only a long-term ambition, but also a practical solution that creates value today.





Turning Innovation into Action Through Policy Engagement

Turning sustainable technology and innovation into action also requires policies that encourage innovation and accelerate adoption. At the Daikin Sustainability and Innovation Center (DSIC) in Washington, D.C., Daikin brings together policymakers, industry leaders, customers, and other stakeholders to explore the future of sustainable buildings and energy systems. Through open houses, technology demonstrations, and policy discussions, the center helps connect real-world HVAC innovations with the policies needed to support broader adoption.

Stewardship and **Shared Understanding**

Daikin's participation in sustainability events and recognition from stewardship organizations reinforce our leadership in local and global sustainability conversations. These moments help translate our product and policy work and give consumers, businesses, and policymakers a clear view of how Daikin is working to reduce emissions, improve resource use, and support sustainable indoor comfort.

Climate Week NYC 2026

As a Climate Group Gold Partner, Daikin had a prominent presence during Climate Week NYC 2026, joining panels and related events across New York City to advance practical conversations about energy efficiency, electrification, refrigerant management, and resilient buildings. Through sessions at The Hub Live, Nasdaq MarketSite, other Climate Week gatherings, and its New York office, Daikin leaders shared how smarter energy management, efficient HVAC technologies, and collaboration can help meet rising energy demand while supporting a reliable, low-carbon future.

DC Climate Week 2026

Daikin hosted guided tours at the Daikin Sustainability and Innovation Center in Washington, D.C., creating a setting for stakeholders to see how product innovation, policy, and sustainability strategy come together.

Daikin Global Earns CDP A List Recognition for Climate Change and Water Security

Daikin Industries, Ltd. was named to CDP's A List for both Climate Change and Water Security. This marks Daikin's second consecutive and fifth overall appearance on the Climate Change A List, and its first inclusion on the Water Security A List.

WBCSD

Since 2023, Daikin has been a member of the World Business Council for Sustainable Development.

03

Comfort for All



Indoor environments can now deliver real-time insights that improve air quality, efficiency, and building performance, leading to better, more comfortable outcomes for Americans.

Transforming Buildings into **Dynamic Engines of Indoor Air Quality**

Comfort once meant only whether a room felt warm enough in winter or cool enough in summer. Today, that definition is expanding to include air quality, building intelligence, and how well a space can respond to changing conditions to support the people inside it.

According to the U.S. Environmental Protection Agency, people spend roughly 90% of their time indoors,* yet indoor air quality (IAQ) often goes unnoticed until something feels wrong or uncomfortable.

That's not the case at Daikin.

Everyone deserves access to the best quality of life, the greatest opportunities, and the well-being of themselves and their community. This perspective guides our investments and partnerships that bring new ideas to market.

*EPA 2026; The Inside Story: A Guide to Indoor Air Quality, https://www.epa.gov/indoor-air-quality-iaq/inside-story-guide-indoor-air-quality

Innovating **for IAQ**

Daikin creates balanced indoor environments with advanced air filtration, intelligent HVAC systems, and collaborative development of next-generation comfort solutions. These efforts culminate in our work across engineering, sustainability, and innovation, all aimed at transforming spaces into smart, comfortable indoor environments.

This strategy is reflected in Daikin Applied Americas' recent investment in and expansion of its technology ecosystem. Building on the 2021 integration of Sorbent Ventilation Technology® (SVT®) from enVerid Systems, Inc., a leader in IAQ and energy-efficient HVAC innovations, Daikin Applied Americas acquired an exclusive license in 2025 to add this patented technology to its portfolio. The integration reinforces Daikin Applied Americas' efforts to help customers achieve IAQ, energy efficiency, and sustainability goals.

> SVT has become a trusted technology to help buildings in the commercial, education, and government verticals achieve high-performance IAQ with limited energy loads. Daikin Applied Americas is the ideal provider to continue to scale the adoption of this technology and further its impact, thanks to their deep industry experience, product expertise, and advancements in innovation."
>
> **Christian Weeks**
> **CEO, enVerid Systems, Inc.**

We Focus on Comfort So You Can Focus on the Moments That Matter

Daikin Comfort launched a heartfelt new campaign showcasing the moments that make a house feel like a home. The message is simple: When homeowners are comfortable at home, they can spend more time focusing on what matters most.



Getting Schooled **on IAQ**

Indoor air quality matters greatly in educational settings, where students and staff spend much of their day inside. As schools continue to evaluate building performance and indoor environmental conditions, they are paying closer attention to how they monitor and manage indoor air quality. Effective ventilation and filtration strategies are key to creating well-managed learning environments.

That is why, through the Advanced Research Projects Agency for Health's (ARPA-H) BREATHE program, Daikin, working with Poppy, is helping advance next-generation IAQ systems to improve indoor air quality in the spaces where children learn and grow. The work integrates Daikin controllers, AAF MERV 15/12A filters, and Poppy's sensing technology into an integrated prototype that combines real-time indoor air quality monitoring with intelligent HVAC controls, helping deliver ventilation and filtration when and where students need it most. A planned pilot rollout will bring Poppy-enabled solutions to 40 to 60 public schools beginning in 2027, including an initial pilot school in San Francisco this fall.



"Daikin Applied Americas is advancing the future of building management by helping owners and facility operators optimize indoor air environments. By working with innovators such as Poppy, we are delivering smart solutions that dynamically balance energy efficiency and IAQ objectives according to operator-defined priorities."

Kevin Greiber
VP, Controls, Daikin Applied Americas, Inc.



"For too long, building operators have had to make decisions without a clear understanding of what's happening in the air around them. By integrating Poppy's breakthrough continuous sensing technology with Daikin's intelligent HVAC systems, we can help buildings respond in real time, delivering high-quality and energy-efficient indoor environments where they are needed most, such as schools. This work is laying the foundation for broader adoption in buildings everywhere."

Sam Molyneux
CEO and Co-Founder, Poppy

Clean Air for **the AI Economy**

As AI adoption accelerates, demand for semiconductors, advanced manufacturing, and data centers continues to grow. Behind these critical industries is a less visible requirement: indoor air quality.

In semiconductors, microelectronics, pharmaceuticals, and data centers, maintaining highly controlled environments is critical to product quality, equipment reliability, operational efficiency, and uptime of sensitive electrical equipment. As manufacturing processes advance, attention is shifting beyond airborne particles to airborne molecular contaminants (AMCs). Even trace levels of acids, bases, ozone, and volatile organic compounds can affect product quality, reduce semiconductor yields, damage sensitive equipment, and compromise reliability.

To address these risks, American Air Filter International (AAF) introduced the AstroSorb® AMC filtration portfolio in 2025. Using specialized activated carbon and chemical media, AstroSorb removes molecular contaminants from high-precision indoor environments. AAF is also advancing filtration validation and safety with two industry-first products. The AstroScan® M is the only manual testing system that eliminates exposure to dangerous contaminants during containment system verification and testing. The MEGAcel® I High Flow (HF) is the only HEPA filter to combine full leak-testing capability with an airflow of up to 2,400 CFM in a standard footprint. Its ultra-low pressure drop and durable membrane media can help manage energy use, project costs, and the number or size of air-handling units.

Together, these technologies help create the indoor air environments required for next-generation manufacturing, digital infrastructure, and the AI-driven economy.



Higher Standards **for Higher Education**

Effective filtration requires more than capturing contaminants. It must also balance filtration efficiency with airflow and energy performance, since high particle capture can increase resistance and energy consumption.

At the University of New Hampshire (UNH), AAF is helping create the conditions for discovery. In collaboration with Airtho and UNH, AAF helped establish a state-of-the-art ISO 7 room at the John Olson Advanced Manufacturing Center. Equipped with AAF's AstroFan™ EC FFU and MEGAcel® II technologies, the facility gives students and researchers hands-on experience while supporting advanced manufacturing research and prototype development. It also serves industry members developing next-generation solutions in semiconductors, pharmaceuticals, medical devices, precision manufacturing, and aerospace.



"The Olson Center Clean Room will serve as a catalyst for advancing the next generation of manufacturing, empowering students and businesses to shape the future of innovation. We are extremely proud to support this collaboration as it helps highlight the importance of advanced filtration in bringing innovation to the marketplace."

Mike Sehgal

Global Director, High Purity Segment Microelectronics and EV Battery at AAF International

Customer Spotlight: **Protecting a Cancer Center's Critical Healthcare Environment**

In healthcare environments, filtration performance must support patients, indoor air quality, and energy efficiency.

At a Canadian cancer center, AAF's MEGAcel® box HEPA solution met periodic scan-testing requirements while managing pressure drop, outperforming the basis-of-design filter. The redesigned system supported airflow and reduced contamination risk, showing how advanced filtration can support critical spaces while improving system performance.



04

American Impact



Growing With the **Communities We Serve**

Daikin's American Impact is increasingly a story of scale: more investment, more local capacity, and more ways to meet the needs of American homes, businesses, schools, hospitals, data centers, and industrial facilities. Across the country, Daikin has continued to deepen its footprint through expansion, acquisitions, and long-term investments in the people and infrastructure that enable localized innovation.

People-Centered Management

People-Centered Management (PCM), a philosophy rooted in the belief that everyone has potential, forms the foundation of our corporate culture. At Daikin, we are guided by this philosophy and strive to create an environment in which all feel valued and empowered. When individuals thrive, the collective succeeds. PCM is focused on the belief that people are the source of growth and the foundation for the company's development.

For more than 30 years, Daikin has served America by understanding local challenges, investing in local talent, and creating solutions tailored to the communities we support. From research and development to engineering, production, service, and workforce training, we continue to invest in the people and capabilities required to deliver solutions designed for North America's unique needs.

Today, more than 25,000 employees across the United States share a common purpose: delivering comfortable and energy-efficient indoor environments while helping build a sustainable future for the communities they serve.

Building the **Pipeline for Success**

At Daikin Comfort, workforce development begins long before a technician enters the field. Through our Educational Partnership Program (EPP), Daikin works directly with trade schools, educators, and industry organizations across the United States to help students gain experience with the same advanced technologies they may encounter on the job. What began as a small effort supporting a handful of schools has grown into a nationwide network of more than 150 educational relationships, creating new pathways into HVAC careers while helping educators stay current as equipment and HVAC requirements rapidly evolve.

The EPP was established on the belief that as HVAC equipment incorporates increasingly sophisticated heating and cooling technologies, we must also strive to help people learn how to install, maintain, and service it properly. Rather than simply donating equipment, Daikin requires participating educators to complete training programs to ensure instruction remains consistent and aligned with real-world applications.



> We're selling the latest HVAC equipment, but many of these schools and programs are still teaching how to service an outdated product. If we're going to be selling this type of technology, it's our goal to make sure people understand how to work on it and service it."

Jeff Bledsoe

Senior Manager, Contractor Network Development, Daikin Comfort Technologies North America, Inc.



DAIKIN EDUCATIONAL PARTNERSHIP PROGRAM

The Results

The results are already evident in communities such as Suffolk County, New York, where a workforce-recruitment campaign helped transform local interest in HVAC careers and contributed to the expansion of training programs. By bringing together manufacturers, schools, contractors, and educators, Daikin is helping build a stronger talent pipeline prepared to support America's growing demand for energy-efficient indoor comfort solutions.

Training the **Next Generation of HVAC Talent**

Recent industry reports from Bring Back the Trades Inc. and F.W. Webb Company project a shortage of thousands of HVAC technicians by 2030.* In Plymouth, Minnesota, Daikin Applied Americas is challenging that forecast by establishing a dedicated physical space for workforce development. The company broke ground this year on the Daikin Applied Americas' Solutions and Technical Institute, a $30 million, 64,000-square-foot training center designed to help employees and customers develop the technical, engineering, sales, service, and leadership skills needed to help advance the HVAC industry.

Expected to open in 2027, the Institute is designed around hands-on learning with live commercial equipment, including more than 50 fully functional Daikin HVAC systems and up to 120 training pathways focused on advanced controls, diagnostics, system optimization, and sustainable technologies. The investment embodies a simple reality: as buildings become more complex, North America needs more people who can design, install, operate, and service the systems behind them.





"The demands placed on the HVAC industry are evolving rapidly, and workforce capability has become a true differentiator. The Daikin Applied Americas' Solutions and Technical Institute reflects our efforts to develop the next generation of technical, engineering, service, and sales talent while helping our customers succeed in an increasingly complex environment. We are investing in the people, knowledge, and capabilities that will help power the future of the HVAC industry."

Yu Nishiwaki
President and CEO,
Daikin Applied Americas, Inc.

"We are already engaged in discussions with educational and workforce development organizations. While our immediate focus is launching the Institute and establishing our core learning pathways, we see significant opportunities to collaborate with community colleges, technical schools, and workforce development organizations to help strengthen the future HVAC workforce."

Tracy Pink
Learning & Development
Sr. Director,
Daikin Applied Americas, Inc.

*PHCP Pros 2026; Bring Back the Trades and F.W. Webb Company Release Landmark Economic Impact Report, https://www.phcppros.com/articles/22893-bring-back-the-trades-and-fw-webb-release-landmark-economic-impact-report

A Local Site **Serving a Nation**

At Daikin Texas Technology Park (DTTP) in Waller, Texas, Daikin's strategy comes to life at extraordinary scale. The 4.3-million-square-foot campus, equivalent to 74 football fields, is the company's largest facility globally and one of the most significant HVAC manufacturing hubs worldwide, bringing manufacturing, engineering, logistics, R&D, marketing, distribution, and sales operations closer to the customers and communities they serve.

> Daikin has become an important contributor to our region and to North America's industrial future. Since establishing its campus in Greater Houston, the company has continued to invest, expand operations, and create high-quality jobs. Their presence has strengthened our economy, reinforced Houston's position as a hub for advanced manufacturing and technology, and brought valuable expertise that will help our community maintain and grow its role as a global energy leader."
>
> **Steve Kean**
> **President and CEO, Greater Houston Partnership**

Daikin Comfort employs approximately 10,000 workers across its campus and Greater Houston operations, reflecting Daikin's broader investment in American job and career pathways. The campus also serves as a workforce development hub, giving employees opportunities to build technical expertise and advance their careers. One example is the Skills Competition, hosted at DTTP, which brings together 120 employees from across the region to showcase and strengthen their skills.

Furthermore, the event supports both personal development and operational excellence and serves as a powerful motivator, giving employees a meaningful goal to pursue. Top performers may advance to the Daikin Global Skills Competition in Osaka, Japan, where they represent the Americas alongside Daikin's top technical talent from around the world.



In the Midwest **There's No Second Best**

Daikin's American impact also includes the workplace it builds for our people. Daikin Applied Americas earned two spots on the Forbes America's Best-In-State Employers 2025 rankings, including No. 1 in Minnesota for Engineering and Manufacturing and No. 20 overall among the state's best employers.



The annual ranking, created by Forbes in partnership with Statista, is based on an independent survey of more than 160,000 U.S. employees at companies with at least 500 workers. Respondents were asked whether they would recommend their employer and were evaluated on criteria such as wages and benefits, management style, company reputation, flexibility, and career advancement opportunities. The methodology also considers public evaluations, recent survey data, and responses from current employees within each state, giving greater weight to the voices closest to the workplace experience.



"Daikin Applied Americas establishes and maintains a long-term vision for success coupled with daily planning, monitoring, and refining of action plans to achieve our goals. Our employees are at the core of our success strategy. Daikin Applied Americas' People-Centered Management focus, mixed with the balance of planning horizons, creates an opportunity-rich environment with committed investment for those driving change and showing the targeted results. The tangible improvements and growth of my team, the tools we create, and the products we make are what keep me interested and invested year over year in the work we do."

Katelynn Crissman
Director of Engineering, Daikin Applied Americas, Inc.

From Home Plate **to Homeroom**

Daikin's impact in Texas extends beyond the factory floor. Through Daikin Park and its partnership with the Houston Astros, the company is linking its local presence to community programs that support education, youth development, and future career pathways. One example is Daikin's Most Valuable STEAM Scholarship, now in its second year, created with the Astros Foundation to award $100,000 in scholarships to Greater Houston high school seniors pursuing higher education in science, technology, engineering, arts, and mathematics.

The program operates under the same principle that drives Daikin's manufacturing and training investments: Tomorrow's innovation depends on widening the path for young people to develop technical confidence and creative problem-solving skills, and to receive the support to pursue what comes next.



05

Community



How Comfort Brings **Us All Together**

Daikin's community efforts begin with a practical understanding of comfort. It is the cool air inside a neighborhood community center during a hot Houston summer. It is the confidence a student gains when a new career path suddenly feels visible. It is the clean air a family breathes after an unexpected disaster and the donated meals that reach children who need them.

Across the United States, Daikin's community focus is taking shape through partnerships that connect our business capabilities to local needs. Some initiatives are rooted in cooling and air quality, while others support education, workforce readiness, youth development, environmental stewardship, and cultural exchange. Together, they offer a wider view of what it means to be present and embedded in a community: not only operating there but also listening, participating, investing, and building lasting relationships.

Cooling **the Places Communities Count On**

In Houston, Texas, the connection between comfort and community is especially tangible. Through Daikin Park and our partnership with the Houston Astros and the Astros Foundation, Daikin is helping bring solutions, both HVAC and beyond, to places where people gather, learn, and find support.

When a community center can operate comfortably and reliably, it can better serve the people who depend on it. In 2026, Daikin and the Astros Foundation announced $100,000 in HVAC upgrades for the Moody Park Community Center as part of the Cooling Communities initiative, established in 2025 to improve everyday spaces that serve Houston residents. The effort builds on a $55,000 donation in 2025 for HVAC upgrades at Bayland Community Center in Harris County, broadening the impact from one local facility to another.

> Houston's success has always been driven by organizations that are willing to invest in the future of the community. It is one of the many reasons our partnership with Daikin has been such a natural fit. Through their investments, community relationships, and support for local organizations, Daikin continues to demonstrate a genuine commitment to the people and neighborhoods that make Houston special. We are proud to partner with a company that shares a vision and is helping create opportunities that will benefit Houston for years to come."
>
> **Jim Crane**
> **Owner and Chairman, Houston Astros**



Local Connection, **Global Perspective**

Daikin's local connection also shows up in the Daikin Cultural Experience with Waller High School. This year, four students and one teacher chaperone traveled to Japan to visit historic landmarks, experience Japanese traditions, and tour Daikin Industries' headquarters. After months of preparation and cultural learning, the students returned with a wider view of the world and a firsthand understanding of Daikin's global reach.

For students growing up near Daikin's Texas operations, the experience connects local presence to a global perspective, showing them that the company in their community is also part of a larger international story, and that their own futures can extend beyond the places they already know.









Meeting Local Needs in Moments of Urgency

Community support also means responding when needs are immediate. In Louisville, Kentucky, American Air Filter International (AAF) stepped up to support its hometown community following the tragic UPS plane crash. By providing complimentary MERV-13 air filters to local residents, AAF helped address concerns about potential smoke and fire particulates while offering practical assistance during a difficult time.

In Harris County, Texas, Daikin partnered with the Office of Commissioner Lesley Briones, Harris County Precinct 4, and the Precinct 4 Forward Foundation to support the Cool 4 The Summer program. In its first year of participation, Daikin provided high-efficiency mini-split air conditioning systems and installation for four local families vulnerable to extreme summer heat.

Supporting the **People Who Power Our Industry**

By supporting the tradespeople who power the industry, Daikin Applied Americas is helping strengthen the community that makes professional progress possible.

Through its support of the Joseph Groh Foundation, Daikin Applied Americas is helping tradespeople and families facing life-altering disabilities. At the Foundation's Minneapolis golf tournament, participants raised more than $48,000 for an organization that has assisted over 170 families since 2013. Seven Daikin interns and seven staff volunteers also helped run the event, gaining opportunities to connect with executives, sales representatives, and suppliers while supporting a cause closely tied to the HVAC industry.





A Showroom That Became **a Community Hub**

In Tukwila, Washington, and Lynbrook, New York, the Daikin Experience Centers bring education, business growth, community engagement, and opportunities for homeowners to discover the Daikin brand together under one roof. The Experience Centers were designed to help people understand heat pumps, efficient comfort, sustainable practices, and the future of home HVAC in a hands-on environment.

For homeowners, that kind of experience can turn abstract product information into confidence. As one visitor shared, the Center made Daikin systems available "to touch, hear, and visualize in real settings designed to resemble a home," supported by staff who could explain the products clearly and personally. For contractors, the Centers have become an important part of the sales and education process. Green City Heating and Air Conditioning described the Center in Tukwila as an invaluable resource for both its team and its customers, helping homeowners compare system options, ask questions comfortably, and feel confident in their investment.

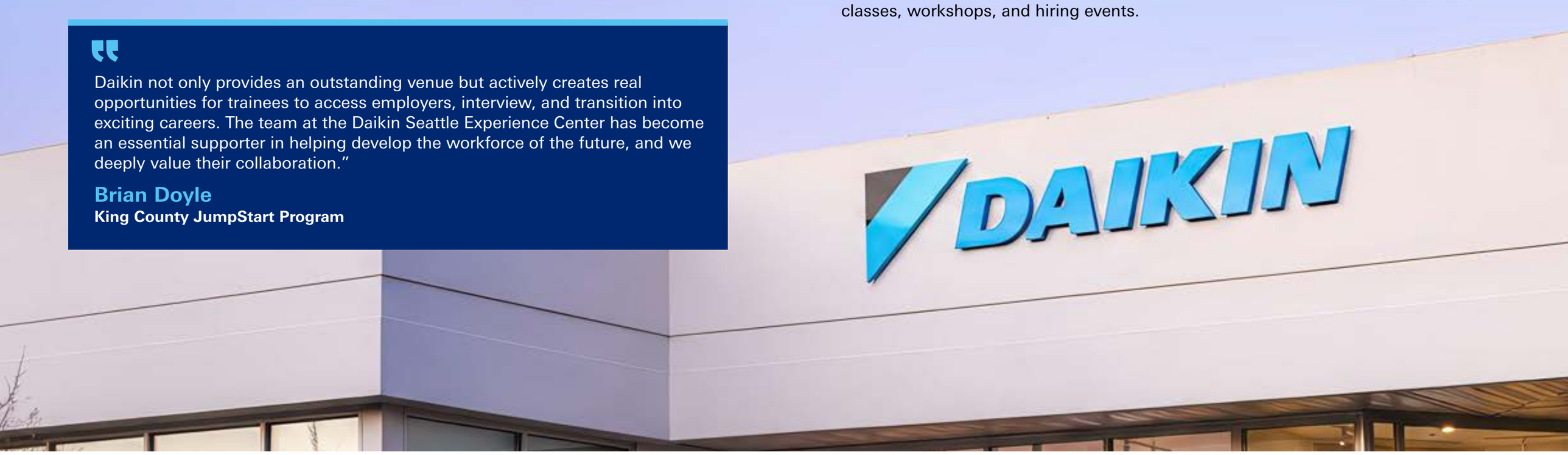
> Daikin not only provides an outstanding venue but actively creates real opportunities for trainees to access employers, interview, and transition into exciting careers. The team at the Daikin Seattle Experience Center has become an essential supporter in helping develop the workforce of the future, and we deeply value their collaboration."
>
> **Brian Doyle**
> **King County JumpStart Program**

Experiencing a **Future in HVAC**

Enrollment in HVAC programs at two-year colleges has increased by 64% over the past five years,* signaling growing interest in the trade as the industry prepares for a wave of retirements over the next decade.

The energy transition depends on skilled technicians who can install, service, and explain increasingly complex, efficient comfort systems. Daikin recognizes that the next generation of talent will be critical in turning market momentum into real-world progress, and in support, has invited local students to tour the showrooms and learn about HVAC careers. In exchange, Daikin team members have visited classrooms to demonstrate how HVAC systems work and to provide take-home mini-HVAC kits.

The Experience Centers have additionally supported local public schools, Apprenticeship and Nontraditional Employment for Women (ANEW), and King County JumpStart program through career exploration, hands-on training, brazing classes, workshops, and hiring events.



*BDC 2026; Momentum Q2, https://buildingdecarb.org/momentum-q2-2026

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For convenience, the term Daikin and terms like us, we, and our are simplified references to separate corporate affiliates that are members of the Daikin group of companies.

