

DAIKIN IN THE U.S.

Better Air, Together

Leading Air Innovation in America





The Daikin Group in the U.S.

GLOBAL

Osaka, Japan
headquarters

96K+
employees

\$29.4B+
in FY22 sales
(¥3,981.6B, \$1= ¥135)

Presence in
170 countries

#1 air conditioning manufacturer

#2 fluorochemical manufacturer

UNITED STATES

25+ YEARS IN U.S.

22K+ EMPLOYEES

\$9.4B+ IN FY22
SALES
(¥1,275.0M, \$1= ¥135)

\$7B+ TOTAL
INVESTMENT

27 PRODUCTION
BASES

SERVING IN
50 STATES

100,000+
DEALERS/CONTRACTORS

290+
DISTRIBUTION LOCATIONS

DAIKIN TEXAS TECHNOLOGY PARK

\$500M
investment

4M+
square feet

10K
employees

500
acres

LEED
Gold certified

As of March, 2023

A Global Leader, Invested in America

Daikin plants deep roots wherever we operate, making material contributions to American society to protect the environment and build thriving communities. To date, we've invested more than \$7 billion in people and facilities. This includes 27 production bases and R&D centers nationwide, and the talents of more than 22,000 employees. Additionally, Daikin opened a Washington, D.C. office in 2017 to facilitate conversations around U.S. energy efficiency and trade policy.

Keeping Community First

Daikin appreciates its responsibility to leave a positive footprint. Our investments open opportunity for stable, rewarding careers within the very communities we serve. Our work expands these tax bases, creating stronger infrastructures and social services. And we model sustainable practices that save resources and create local and national impact.

Supporting Smarter Policy

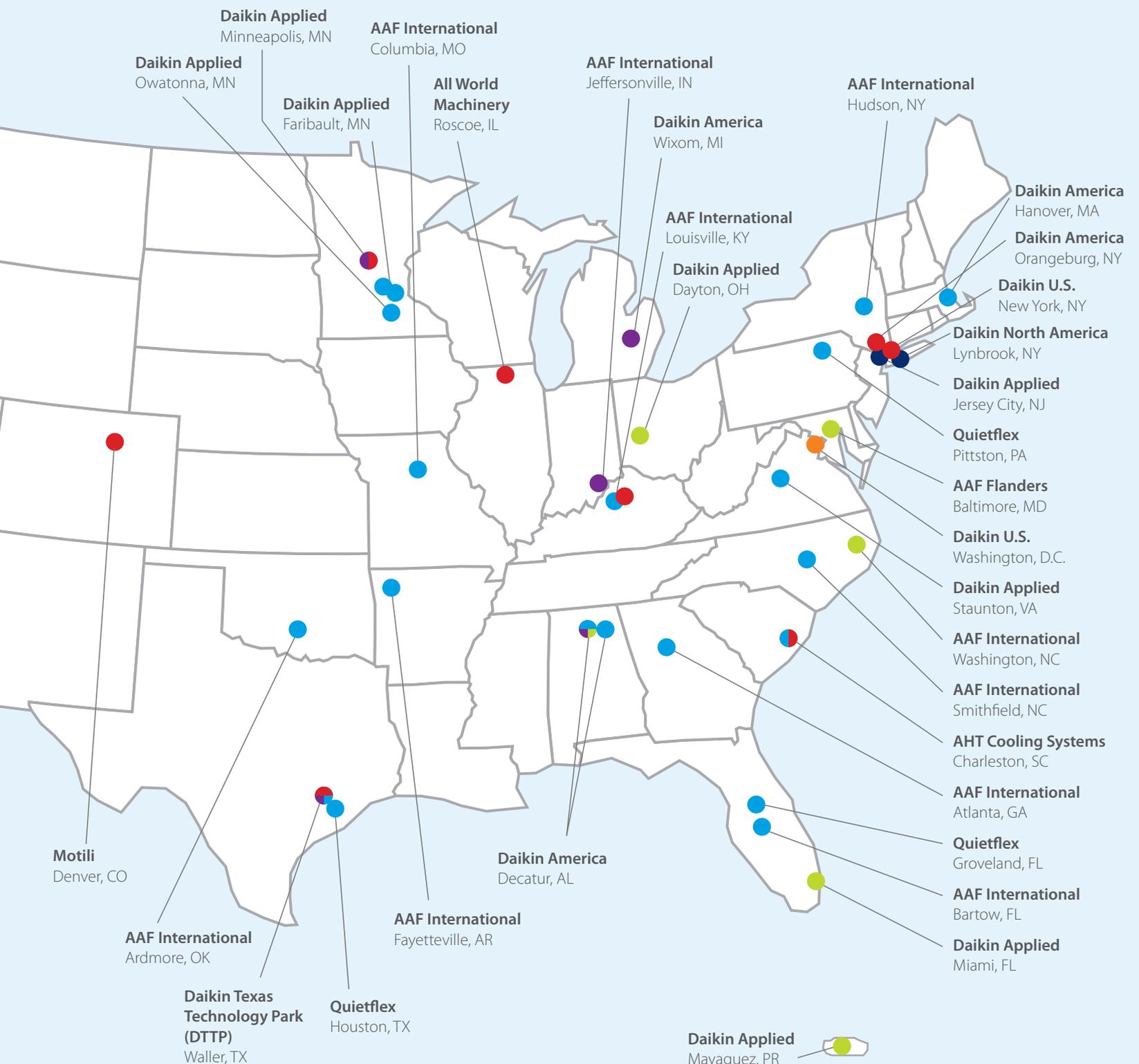
Daikin nurtures relationships with government and industry groups who have a voice in environmental and economic policy. We strive to serve as a trusted expert who supports open, collaborative solution building. Our hope is that these discussions will not only empower smarter policy, but also improve American society as a whole.

Daikin Key Locations

- Headquarters
- Government Affairs Office
- Production Bases
- Research & Development Centers
- Showcases
- Other



Daikin knows operating in America is a privilege, and it's our responsibility to leave a positive footprint.



Unlocking the Potential of Our Communities

Real jobs create genuine community and a sustainable tax base. But real commitment to community starts with values. Through a culture of People-Centered Management, Daikin translates our values into long-term career options, meaningful work skills, and the cultivation of local talent.

Daikin has invested more than \$7 billion in people and production over its 25+ years in North America. Our manufacturing and management facilities provide thousands of jobs across the U.S. — fueling local economies and the livelihoods of more than 22,000 American families. This presence also fosters deep community roots by helping families build employment legacies over multiple generations. By offering people stable, well paying careers in their hometowns, Daikin helps communities retain a skilled workforce that supports a thriving local economy.

Daikin Texas Technology Park: A \$500M Investment in the U.S.

Daikin Texas Technology Park (DTTP) opened in 2017 as Daikin's largest U.S. facility, and one of the largest manufacturing buildings in America. Purpose built to serve customers, employees and the environment, DTTP employs 10,000 individuals across its campus of over 4 million square feet. Its distinct, people-centered design fosters collaboration and continuous improvement among employees. This \$500 million investment was made without any public funding — representing Daikin's commitment to not only preserving U.S. employment, but expanding it with fulfilling opportunities in production, engineering, logistics and marketing.

Service to Community

Daikin believes in using our resources for social good. Based on the unique needs of each host community, we contribute volunteer and financial support for local programs in arts, education, environment, infrastructure improvement and disaster relief.

Our employees are at the heart of every civic engagement. They know their hometowns better than anyone, and working at Daikin gives them a platform for making an impact in the areas that matter most to their communities.

Site Sustainability

Our commitment to the environment doesn't stop at the products we create; it extends to every operation in our enterprise. Daikin is continuously innovating our own facilities with advanced sustainability features, including energy-efficient lighting, permeable paving, charging stations for electric vehicles, and office interiors that are LEED gold-certified. In this way, Daikin continues to lead intelligent air innovation not just through the things we sell, but by the things we do every day.





By cultivating a skilled and ambitious workforce, we strengthen our organization — and our communities — from within.

We elevate our industry and the American way of life, drawing from decades of knowledge and technology we've developed worldwide.



Leading the Industry in Innovation

Daikin is a world leader in advancing air quality in our work, home and shared spaces. Building on decades of innovation, we continue to pioneer HVAC&R technologies that set new standards for American industry, the environment, and quality of life.

Industry Innovators

Our intelligent air solutions include inverter-driven heat pumps, air filtration, chillers, heat pumps and advanced refrigerants, such as R-32. These globally proven products are recognized as industry benchmarks for quality and performance. A substantial number are produced in Daikin's U.S. facilities, which serve as both innovation labs and models for energy efficiency.

Daikin Solutions Plaza is our philosophy at work. This state-of-the-art innovation center in metropolitan New York helps customers and partners understand new air technologies and collaborate on new solutions. We created this showroom and learning center so facility architects and engineers can develop exciting new designs, and contractors can drive wider deployment of sustainable air technologies.

A Legacy of Better Living

Our innovation supports efficient design and production, making modern air conditioning technology attainable for more homes across more economic levels. The result is that millions more Americans can now benefit from greater year-round comfort and reliability, at a price that promotes economic wellbeing.

Daikin was listed in Forbes Magazine's 100 Most Innovative Companies.

Trusted Relationships

Daikin maintains close relationships with independent contractors nationwide. These alliances keep us highly connected to every facet of our industry, including the real-world needs of our customers. We use this knowledge to innovate our services and serve as a trusted advisor to our contractor peers. The result is a more agile support network — one that allows us to readily respond to changing usage conditions and requirements in every U.S. region.



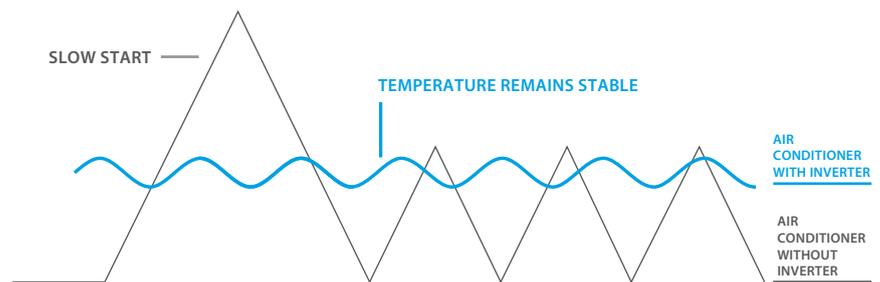
Key Technologies

Daikin is the developer of several key technologies that continue to change customers' lives for the better. Each one is the product of future-focused research and ongoing innovation. Together, they form the core of Daikin's next-generation solutions.

Inverters

Engineered to Save Energy

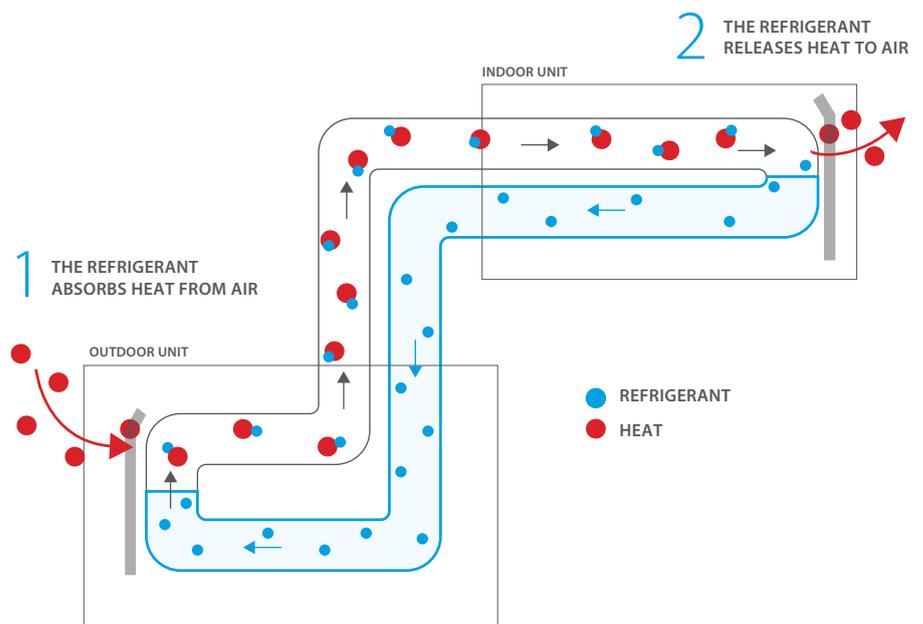
Daikin is known for pioneering inverter technology, which gave rise to a new breed of energy-saving HVAC&R products. Inverter models regulate temperature by adjusting their motor's speed, versus turning the motor on and off as conventional units do. This uses less energy while keeping temperature constant — supporting both comfort and efficiency. Our breakthrough technology paired inverters with reluctance DC motors to cut energy use by over 50%. Decades later, we continue to shape the future of the inverter with a focus on affordability and machine intelligence.



Heat Pumps

Harnessing Renewable Energy

Daikin develops highly efficient heat pump technology that's aiding global efforts to reduce CO₂ emissions. By capturing thermal energy from outside air to warm the indoors, our heat pump space and water heaters emit less than half of the CO₂ emitted by standard combustion methods. As more countries replace fossil fuels with renewable energy, Daikin continues to expand its line of heat pump technologies — helping governments meet goals for lower emissions and bringing comfort and sustainability to more people worldwide.

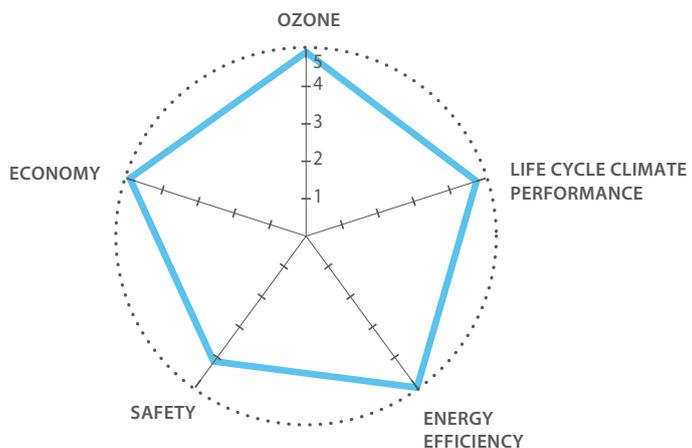




Refrigerants

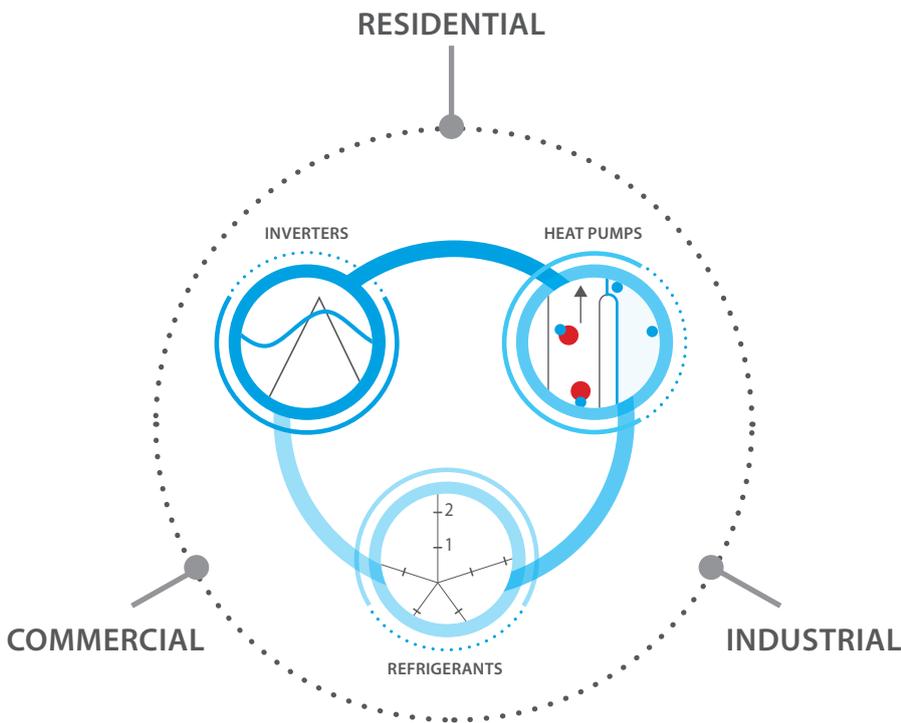
Most Balanced Refrigerant

A refrigerant is a medium for conveying heat in HVAC&R systems. The only air conditioner manufacturer in the world that also makes refrigerants, Daikin is highly strategic in choosing the optimal refrigerant for each application. As we move to refrigerants with a lower global warming potential (GWP), Daikin is advocating the use of R-32 — an energy-efficient, low-GWP refrigerant. In 2012, Daikin launched the world's first residential-use air conditioner using R-32, and in 2019, affirmed its stance to adopt R-32 in North America in select products where building codes allow.



Innovative Products

Daikin develops and produces HVAC&R equipment for a variety of spaces – residential, light commercial and commercial, and applied and industrial. These high-performance products are built on our core set of key technologies, which we can adapt for any climate need, at any scale. In doing so, Daikin sets the standard for economic and efficient air management solutions worldwide.



We continue to evolve our products in pursuit of optimal comfort and energy savings.



Every day, we draw from the years of knowledge and technology we've developed worldwide to elevate our industry and the American way of life.



A New Age of Intelligent Solutions

The future of air quality will be defined by “intelligent air” — optimal environments created with adaptive, data-driven solutions. More than ever, achieving air quality will mean actively devising new ways to reduce our footprint and improve quality of life.

Today, the HVAC&R industry is craving innovation, and engineers and contractors are turning to leaders like Daikin to chart a fresh direction. We continue to do exactly that — creating ever-more efficient technologies that advance global standards for safety, sustainability and comfort.

Originators of Modern, Intelligent Air

In 1982, Daikin’s development of its VRV® (Variable Refrigerant Volume) technology heralded a new era in HVAC&R technology. As the first multi-split air conditioner for commercial buildings, the VRV System pioneered the use of inverter technology to reduce energy usage and enable zoned temperature control. For the first time, offices could customize climates by room or floor while cutting costs — setting a new precedent for workplaces worldwide. Today, Daikin’s VRV systems remain the gold standard for comfort and efficiency, and continue to transform the industry through progressively intelligent design.

Refrigerants with Reduced Climate Impact

Daikin is devoted to mitigating effects on climate change by promoting the use of technologies with low global warming potential (GWP). Most recently, these efforts have focused on R-32 — a next-generation refrigerant that efficiently cools and heats with lower environmental impact.

As the only producer of both air conditioners and refrigerants, Daikin was the first company to successfully apply R-32 to air conditioners. This distinction puts us in a unique position to drive responsible R-32 adoption in the U.S. and worldwide.

For many reasons, R-32 is not just a desirable — but necessary — step from mainstream refrigerants R-410A and R-22. Because of its efficiency, R-32 can improve energy efficiency up to 12% compared to R-410A systems depending on models. Additionally, R-32 has a GWP that is one-third lower than R-410A. Recent research indicates that if all R-410A were converted to R-32, the effects on global warming could be reduced by an estimated 19% by 2030. Accordingly, Daikin believes it’s our duty to champion R-32’s adoption.

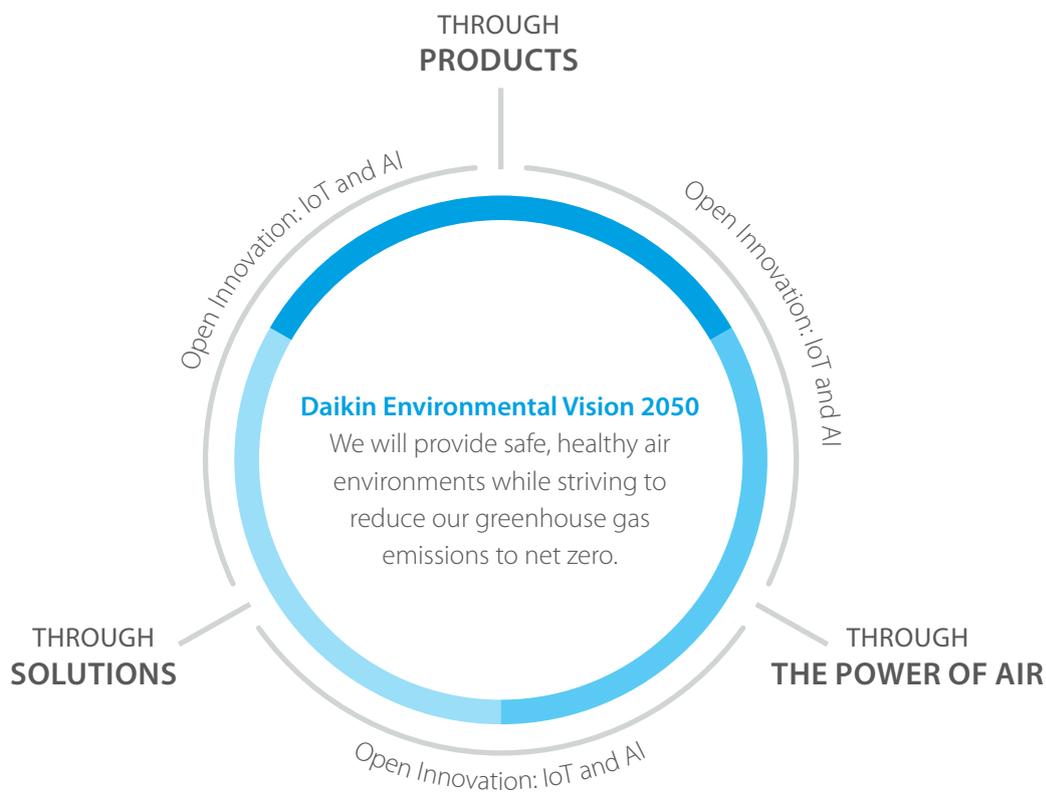
Data-Driven Climate Solutions

Daikin is driving the industry’s shift from a point-product focus to a climate-solution approach. Our technology leverages the powers of embedded sensors, addressable controls, wireless cloud-enabled systems, the Internet of Things, and data analytics. Together, they compose intelligent, integrated solutions that redefine how the world manages indoor air quality.

This connectedness gives us visibility across every operation, allowing Daikin to extract highly detailed data from our equipment. In turn, we can know more about the efficiency of specific installations and use this insight to drive performance. With 60 to 70% of commercial buildings currently operating below promised efficiency, this stands to drastically advance building management and positively impact the environment.

Environmental Vision 2050

Daikin aims to achieve carbon neutrality by 2050 by reducing greenhouse gas emissions throughout the product lifecycle. We set the target in our strategic management plan, Fusion 25, to reduce our company's net CO2 emissions by 30% or more in 2025 and 50% or more by 2030, compared with emissions without measures with the base year set at 2019.



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