











Our promise

Our promise is to ensure that customers, both current and future, can absolutely depend on Daikin for the ultimate in comfort, so that they are free to focus on their own working and home lives.

We promise to dedicate ourselves to technological excellence, a design focus and the highest quality standards so that our customers can trust and rely on the comfort we deliver.

Our promise to the planet is absolute. Our products are at the forefront of low energy-usage and we will innovate to further reduce the environmental impact of HVACR (Heating, Ventilation, Air conditioning, Refrigeration) solutions. We lead where others follow.

We will continue our global leadership in HVACR solutions as our specialist expertise in all market sectors combined with 90 years' experience enable us to deliver added value in long-lasting relationships based on trust, respect and credibility.

We promise to continue our forward-thinking ethos, treating challenges as opportunities to produce everbetter solutions. We will drive innovation and go the extra distance for our customers and our company. We will be smart and ready to do things differently.



First in innovation and quality

Bringing comfort and industrial solutions to homes and businesses while respecting the increased concern for the environment, demands the highest levels of innovation and quality. To our credit belong industry revolutions such as VRV and inverter control, technologies that continue to translate themselves into new levels of efficiency and comfort. We are also the only equipment manufacturer in the industry to be involved in developing better refrigerants that are safer for our environment.

Worldwide presence

Having the best technology attracts the best distributors and dealers. Thus in addition to a guaranteed technical edge, we can count on a highly developed sales network. We continually nourish our relationships with distributors and dealers, which sometimes results in acquisitions as affiliates, but always in a win-win partnership.

The Daikin solution

Total comfort and service demands a complete product range. We are committed to the continuing development of our offerings for residential, commercial and industrial use. All of our offerings in these areas benefit from the same technological excellence and attention to quality that have marked Daikin products from the beginning.

Development Center

Daikin has launched an extensive European Development Center (EDC). The EDC will evolve in the future into an important European R&D center, based in Ostend and with satellites in Czech Republic and Germany.



The EDC will be given a high degree of autonomy to develop its own innovative designs and solutions

Environmental leadership

Daikin is committed to providing homes, businesses and industry with the most efficient and safest solutions to meet all your cooling and heating needs, today and in the future.

We are keenly aware of our responsibility to protect the environment in everything we do, and all our policies, practices and processes are developed and implemented with environmental sustainability at their heart







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We are proud to have been a part of major developments that have revolutionised the industry and continue to determine the course of progress. Daikin is able to look back on a history of innovation: from the first packaged air conditioners and heat pumps in the 1950s, to the first multi-split systems in the 1960s, to the introduction of VRV in 1982 and its continued development since. We have also been at the forefront of ultra-efficient inverter technology as well as the development of safer refrigerants.

Using our core technologies as basis, we are able to produce innovative and energy-saving solutions for a range of markets and applications. Our latest innovation, Daikin Altherma, represents a real breakthrough in the heating market, and puts us on the world map of energy-efficient heat pump based heating systems.

This indisputably rich culture of innovation together with a worldwide organisation second to none, give credence to our ambition to being number one in the world in total comfort solutions.

Pioneering products and industry awards ...

Already in the early days of the industry, Daikin was responsible for pioneering innovations such as Japan's first rotary compressor and Japan's first packaged heat pump. In the 1960s we came out with the first multi split unit and we revolutionised the industry in 1982 with an industry first: the introduction of Variable Refrigerant Technology (VRV), a technology that continues to be the basis for ongoing innovation in the comfort sector.

Our top of line residential unit, **Daikin Emura**, is an all-in-one comfort system that packages energy efficiency and user-friendly operation in an elegant design. Beneath the subtle yet sleek design lies advanced Daikin technology: a residential split heat pump system that heats, cools, ventilates and dehumidifies.

Thus it is no surprise that Daikin Emura won a number of awards: iF product design award, Good Design award, Designpreis Deutschland 2011, reddot design award (honourable mention 2010).



reddot design award honourable mention 2010 DESIGN







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Developed by Daikin Europe specifically for the European market, **Daikin Altherma** places our long history of more than 50 years of experience perfecting heat pump technology at the forefront of the search for more efficient and more environmentally conscious home heating. It is quite simply the most energy efficient home heating solution on the market today.

Conveni-pack is another unique product that integrates many Daikin technologies such as VRV, inverter control and heat recovery into a total heating, cooling and refrigeration solution for convenience stores.

Refrigerants are the chemicals at the heart of any heat pump system. Using refrigerants with both lower direct $\mathrm{CO_2}$ emissions has therefore long been a key part of Daikin's commitment to the environment. And with the **Ururu Sarara**, we took another step forward - with Difluoromethane, or R-32. A next generation refrigerant that offers a 68% smaller global warming potential than R-410A refrigerant. What's more, R-32 allows the unit to work more efficiently and, as a single component refrigerant, is easily recyclable.











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1933 Research on fluorine refrigerants



1967

Daikin opens a co-ordination centre in Malta to ensure speedier and more reliable product delivery throughout its burgeoning European distribution network.



1973

Increasing demand for air conditioning equipment in the growing European market leads to the establishment of Daikin Europe N.V., including a fully equipped, 8,000m² production, administrative and warehousing complex in Ostend, Belgium.

First Japanese rotary compressor developed

1936

Mifujirator used as Japan's first air conditioner for trains

1951

1992

Daikin Airconditioning France SAS became the first affilate and during the following years, Daikin Europe N.V. acquired many of its distributors, in order to build a powerful sales network.

1957

58 19

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First Multi-Split is developed

1969

1924

8

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Daikin Industries Ltd is established in Japan by Mr Akira Yamada to manufacture air movement equipment. Close attention to product quality, coupled with advanced production techniques, soon leads to soaring sales figures. The '30s are witness to Daikin's expansion into comfort cooling and refrigeration, and the successful development of its first refrigerant chemicals.

1951

Daikin becomes the first Japanese manufacturer to massproduce self-contained and packaged air conditioning equipment.

1958

The introduction on an international scale of the company's first heat pump air conditioner – the culmination of many years of intensive research and development.



1982

The advanced technology Daikin VRV (variable refrigerant volume) multi indoor unit air conditioning system is launched on the Japanese market.





In the same year, Daikin Air Conditioning Belgium NV is established. This was the start of an expansion process that transformed Daikin Europe N.V. over the years into a multinational group.



Daikin Acquisitions in Europe > Daikin Device Czech Rep. (DDCZ) Compressor Factory > OYL Acquisition 1994 Daikin Europe N.V. is awarded the ISO9001 quality-assurance certificate. 2011 2012 > EMEA Development Center VRV IV launch - SA 2007 MC707VM (air purifier) is approved by TÜV and BAF for allergy sufferers > Goodman acquisition 2008 Rotex Acquisition 2003 2013 2010 > Daikin Industries Daikin launches Czech Rep. (DICZ) opens Launch of Daikin Emura first air to air > VRV II released heat pump 2009 Ururu Sarara Daikin is the first with R-32 manufacturer to receive the Eco-label for heat pumps Daikin launches largest chiller 3000TR (WCT series)

Milestones of Daikin's History

(1924 - 2015)

BE/31/001





Daikin:

Succeeding in an era of change

We are living in an era of radical change. Growth is shifting to the emerging markets. Dwindling natural resources make it harder to meet growing global demand, with clear signs that our environment is under pressure. Customers too are becoming more demanding, with a focus on solutions tailored to their specific needs. And of course, digital communications continue to provide for possibilities, but also to raise the bar with respect to timely access to accurate information. In this changing environment, Daikin intends to adapt and thrive via the pursuit of global excellence based on the following growth and management themes.







turning change into opportunity with innovation

Growth in the coming years will clearly be in the emerging markets, and Daikin is giving top priority to rapidly launching its business in India and Brazil, and to accelerating the pace of growth in next-generation emerging markets such as Russia/CIS, Turkey, the Middle East, and Indonesia.

Daikin will achieve this growth by developing clear and targeted solutions for the markets it enters. We are improving and expanding our after-sales service business, while expanding equipment sales for individual applications in Japan, the United States, Europe, and China. Our solutions business will be developed by narrowing down products, proposal content, and target customers according to the market maturity of each region.

Daikin aims to be a leader in environmental management through the consistent development of products and technologies that give society the innovative sustainable solutions it requires. This includes developing our heating and filter businesses into major businesses at global scale, and creating new environment-related businesses based on opportunities presented by environmental regulations in the countries we serve.

Finally, business development will be accelerated in top priority markets – including the emerging markets – and synergies created by acquiring peripheral technologies via alliances, partnerships, and mergers & acquisitions that increase our corporate value.

Optimised management to maintain the highest levels of quality and customer satisfaction. In the pursuit of global growth with products that meet customer needs around the world, Daikin will ensure quality standards that earn customer trust and attain the highest levels of customer satisfaction. It will do this via optimised development, production, procurement and quality control. In this, Daikin will build on an existing Daikin strength: a flexible global supply system with an optimum balance of centralised and localised production.

This growth will be fed by global marketing research that is developed quickly to allow Daikin to design and execute strategies that are ahead of its competitors, including

the entering of new markets and the creation of new products and businesses.

To take advantage of the digital possibilities in this new era, Daikin will fundamentally enhance and innovate its IT systems group-wide to facilitate a rapid response to change and to further management globalisation.

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Facts & figures

Our Core Business

Heat Pumps & Air Conditioners

Since Daikin Industries Ltd. began producing heat pumps and air conditioners in the 1950's, our climate control solutions have grown to include commercial, industrial and domestic applications, including ultra-efficient residential heating systems.

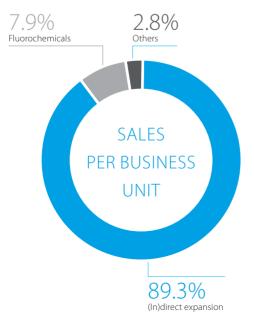
Daikin does it all. We are the only air conditioning manufacturer to also produce refrigerants and compressors - the lifeblood and heart of every air conditioning and heat pump system - allowing us to ensure the highest possible quality of the total solution. We are also proud to be at the forefront of efforts to produce safer and less harmful refrigerants. In addition to our core business, Daikin also produces fluorocoating materials (protective films for solar panels, Zeffle, Teflon...), oil hydraulics equipment (pumps, motors, valves...) electronic systems (CAD-CAM and computer graphics systems...)

Turnover & manpower

Daikin Europe N.V. is a part of Daikin Industries Ltd. Turnover and employment have consistently risen over years to meet the growing demand for Daikin products worldwide, as reflected in the most recent Daikin Industries Ltd. and Daikin Europe N.V. figures:

| FY2013 | Daikin Industries Ltd. | Daikin Europe N.V. |
|----------|------------------------|-----------------------|
| Turnover | 13.306,7 billion euro | 1.852,53 billion euro |
| Manpower | 56,240 | 5,517 |

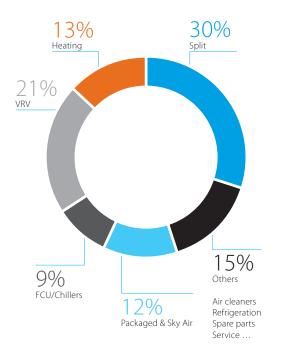
Daikin Industries Ltd. (FY13)

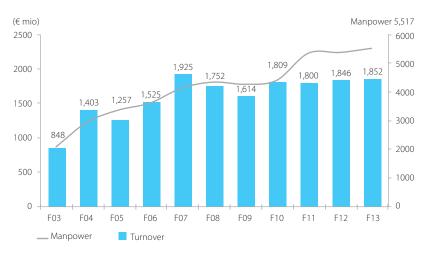






Daikin Europe N.V. (FY13)





Daikin Product Range

Daikin offers a broad range of products and solutions for industrial, commercial and residential use. Our product line is structured around four major pillars: heating, air conditioning, applied systems, and refrigeration.

Extracting nature's heat from the air

The Daikin Altherma air-to-water heat pump system offers an improvement over traditional systems with respect to energy efficiency and CO_2 emissions, while providing comfortable heating even in the heart of winter. A small installation footprint and compatibility with existing systems and solar cells make the package a very attractive alternative for new constructions as well as for renovations.

The most efficient comfort cooling systems on the market

Heat pumps have an inherent advantage when it comes to energy consumption. When combined with other Daikin technologies such as inverter control (dynamically adjusting compressor speed to match building demand), VRV (variable refrigerant volume) and heat recovery, they are one of the most promising forms of home comfort for the future.

Largest chiller range in the industry

Daikin applied systems have proven both flexible and reliable in providing chilled or heating water for applications as varied as fish farming, wine processing, agriculture, pharmaceuticals, food production, as well as comfort cooling in event halls, large apartment blocks, hotels and offices. We offer the most complete range of applied systems in the industry: from 2 MW systems down to a chiller suitable for residential needs.

Daikin's Global Manufacturing Presence

Daikin leads the way

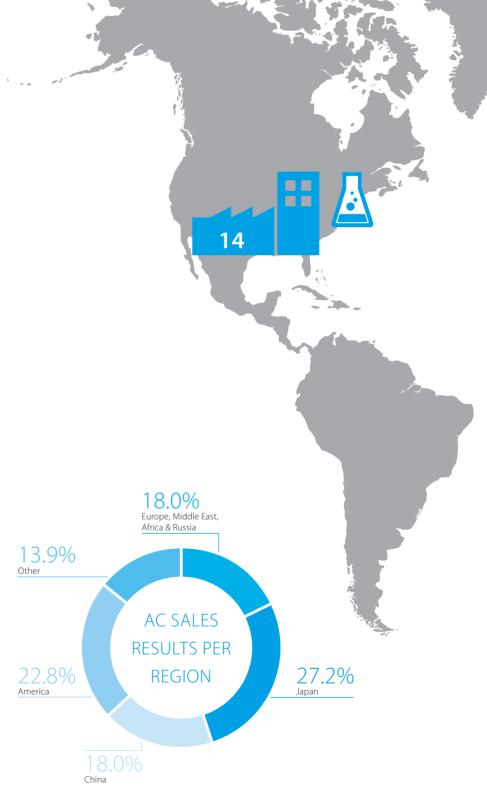
Since its entry in the air conditioning equipment market in the 1950's, Daikin has grown into a global player in the residential, commercial and industrial market

Parent company Daikin Industries Ltd. is actively engaged in a wide spectrum of technologies and disciplines: from mechanics and electronics to chemicals and fluorocarbons. Its Japan operations include major manufacturing locations and a R&D Centre focused on the creation of next-generation climate control technologies.

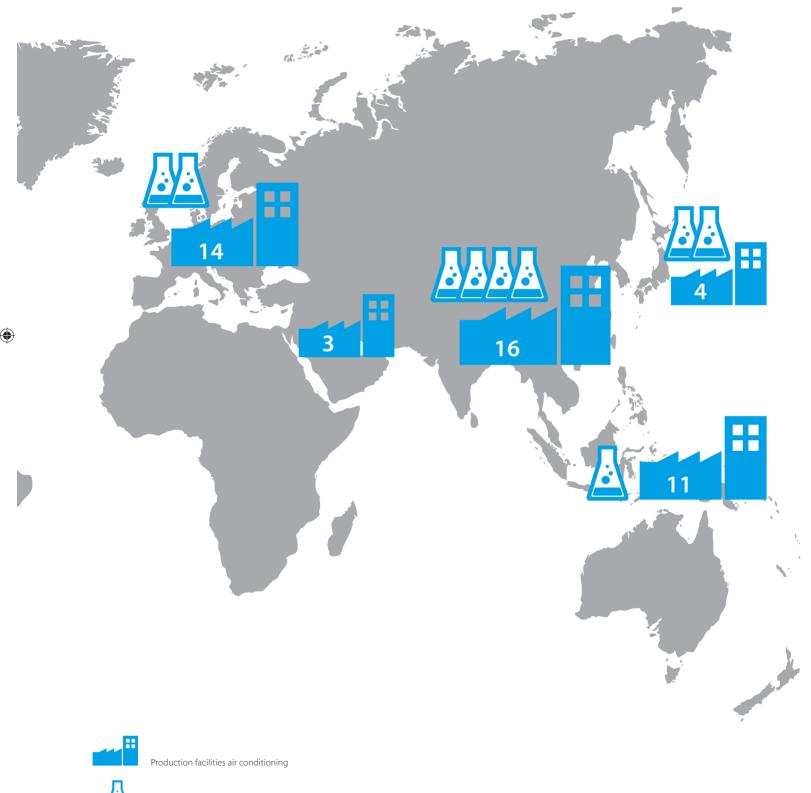
In 1973, parent company Daikin Industries Ltd. formed Daikin Europe N.V. in Ostend to tailor and market Daikin products to the specific needs and requirements of Europe, the Middle East, Russia and Africa.

In addition to expanding its product offerings, the acquisition of Goodman and OYL (home to such names as McQuay, J&E Hall, AAF) gave Daikin a significant presence in the North American and Asian markets.

In 2011, Daikin Europe N.V. acquired Airfel, which is active in the production and distribution of heating, air conditioning and ventilation products, primarily in the Turkish market. This acquisition strengthens Daikin's sales network in the Turkish market and extends its product offerings in the EMEA markets.









Production facilities chemicals

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Daikin's production in Europe

In addition to housing the European production and administration headquarters, Daikin Europe N.V. is home to the EMEA sales and marketing headquarters.

European production facilities in Pilsen and Brno (Czech Republic), as well as Cecchina and Milan (Italy), Cramlington (UK) and Hendek (Turkey) have added to capacity and optimised lead times to all

With the acquisition of German heating manufacturer Rotex GmbH, Daikin Europe N.V. has strengthened its offerings and expanded its market presence in the heating market.



Production Facilities

(Heating, Air conditioning, Applied systems, Refrigeration)



Daikin Europe N.V.

Factory surface 26.000m² Production start Product range Daikin Altherma, sky air, VRV, chillers



McQuay Cramlington

Factory surface 14,214m² Production start 1966 Product range Air handling units



Daikin Applied Europe - Milan

Factory surface 6.450m² Production start Product range Air handling units



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Daikin Applied Europe - Cecchina

Factory surface Production start Product range chillers + compressors



Rotex heating systems GmbH

Factory surface 14,970m² Production start 1973 Product range heating equipment



Daikin Industries Czech Republic

Factory surface Production start 2004 Product range split



Daikin Device Czech Republic

Factory surface 13.690m² Product range compressors, Daikin Altherma, sky air



Daikin TURKEY AS

Factory surface $42.000 \,\mathrm{m}^2$ Production start split fan coil units, boilers, radiators, air handling units

Other European production facilities include J&E Hall, AAF, Refrigerant production









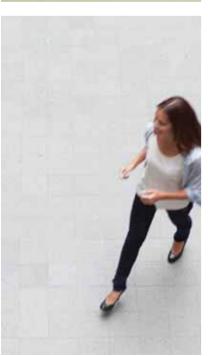






Our Core Values

Absolute Credibility
Enterprising Management
Harmonious Personal Relations



Responsibility to Environment

We are committed to meeting the challenges of global warming and the need for sustainable resource use. This includes bringing to market the most efficient technologies such as heat pumps and reducing to a minimum the environmental impact of our production facilities and logistics chain. Our environmental goals are contained in ISO14001 certified environmental management systems throughout our organisation, as well as in strategic documents such as our CEO Environmental Statement

Corporate ethics

We intend to grow and prosper together with our various stakeholders:

- Our customers: by providing safe, high quality products and services that respect the environment and anticipate future needs.
- Our employees: by providing equal opportunity and rewards regardless of age, gender, nationality, and cultivating a safe and constructive working environment where employees can develop and grow.
- Our investors: by being a transparent and well managed company that increases its value in a sustainable way.
- The communities and society in which we conduct our business: by being a good neighbour, and sponsoring sporting and cultural events that contribute to the well-being of all, for example our donation to the Centre for Basic Education*.



Award winning product range

For more than 80 years, Daikin has been present in all market segments with innovative, energy-efficient and pioneering climate control products tailored to our customers' needs. From residential applications for homes, offices or shops to small and larger commercial applications for hotels, restaurants, apartments and industrial use. We recently entered the heating market with our innovative air-to-water heat pump system, Daikin Altherma, underscoring our ambition to also become a world player in this sector. We have also expanded our applied systems range thanks to the acquisition of OYI.

Thus we have become a total solutions provider with products matched to every requirement and budget. Our concern for care and quality extends throughout all four pillars of our business: heating, air conditioning, applied systems and refrigeration. Our flagship products include Daikin Emura and Nexura – all-in-one comfort systems that package energy efficiency and user-friendly operation in an elegant design – our revolutionary VRV systems for large commercial buildings, our energy-efficient heating system, Daikin Altherma , and Conveni-pack, a unique total solution for the food retail market. We also market a full range of chillers for industrial applications as well as the world's first residential chiller.



Our product portfolio is renowned for worldclass innovation and reliability. This market leadership has been recognised by a series of awards and commendations

Daikin Emura

2010 iF Product design award 2010 Good design award

Daikin Emura II

2014 Red dot award

Ururu Sarara

2013 Red dot award

Fully flat cassette

2014 Universal design award

VRV IV (heat pump)

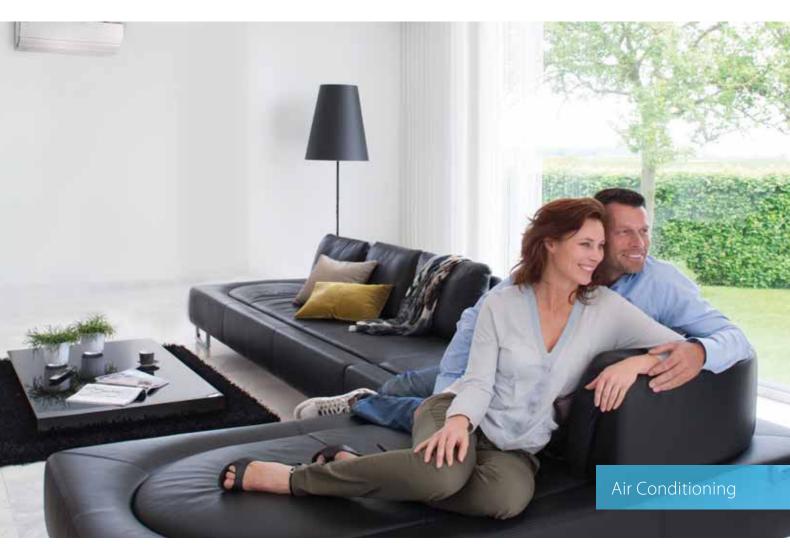
2013 Plus X Award for Innovation, High Quality, Functionality and Ecology

More awards can be found on our website and the website of our affiliates.





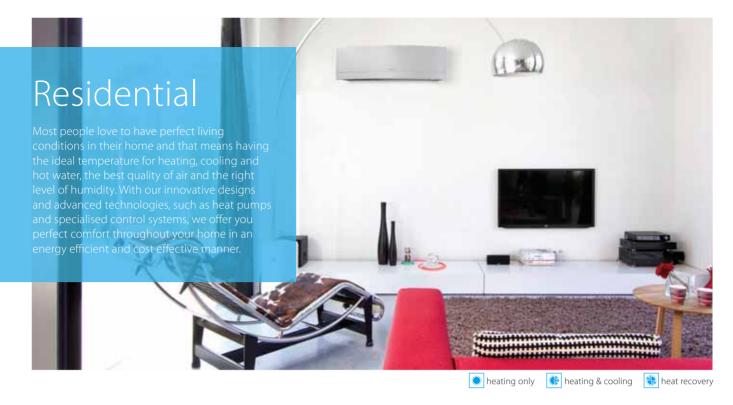
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Condensing boilers

Gas condensing boiler



6.1 kW ~ 31.5 kW

Hybrid



4.4 kW ~ 7.4 kW * / * preliminary data

Air to water

SPLIT



11.00 kW ~ 16.00 kW

Low temperature



.4.4 kW ~ 16.1 kW 5 kW ~ 13.12 kW

MONOBLOC



11.2 kW ~ 16.0 kW 6.00 kW ~ 16.00 kW

- Heat pumps -Air to air

High temperature



SPLIT

1.7 kW ~ 11.20 kW /







Floor standing units 3.4 kW ~ 5.8 kW / 2.5-5 kW

OUTDOOR UNITS





2.00 kW ~ 7.10 kW /

COMBUSTION

Heating systems

RENEWABLE

Ground to water

3.11 kW ~ 11.9 kW

Air purifiers



Extra comfort



Domestic hot water tank

150| - 500|



Solar collector



Heat pump convector 1.5 kW ~ 2.0 kW / 1.2 kW ~ 1.7 kW

1.31 - 2.11









Sky/ir - VRV

INDOOR UNITS











Round flow cassette 2.50 kW ~ 16.00 kW /



Fully flat cassette 1.9 kW ~ 7.0 kW /



ceiling mounted cassette 2.50 kW ~ 8.00 kW



Ceiling mounted corner cassette 2.50 kW ~ 8.00 kW /







Ceiling suspended unit



4-Way blow ceiling suspended cassette Flexi type unit





Floor standing unit with radiant heat panel



(Concealed) Floor standing unit 2.50 kW ~ 8.00 kW/





Free-Hanging/Cassette/ Recessed



Rooftops

HOT WATER

$\begin{picture}(1000000,0) \put(0,0){\mathbb{N}} \pu$



Hydrobox for connection to VRV







Air to air 7.5 kW ~ 15.5 kW /

YRYIII-S



VRV IV



Air to air









Water to air

VRV IV W-series









Air to air 24.91 kW ~ 69.61 kW



Air cooled chillers













HEAT PUMP





CONDENSING UNIT



***** 116 kW ~ 488 kW

Water cooled chillers









COOLING ONLY





COOLING ONLY & HEATING ONLY





CONDENSERLESS **CHILLERS**







Fan coil units



Ceiling mounted 2.9 kW ~ 12.1 kW / 2.0 kW ~ 8.7 kW



Wall mounted unit 3.22 kW ~ 7.33 kW / 2.43 kW ~ 5.28 kW



Floor standing unit 2.9 kW ~ 12.1 kW / 2.0 kW ~8.7 kW



Flexi type unit 1.90 kW ~ 21.92 kW / 1.14 kW ~ 18.30 kW



Ducted unit 1.94 kW ~ 18.78 kW / 1.28 kW ~ 10.34 kW

Ventilation



Heat reclaim ventilation $150 \text{m}^3/\text{h} \sim 2,000 \text{m}^3/\text{h}$

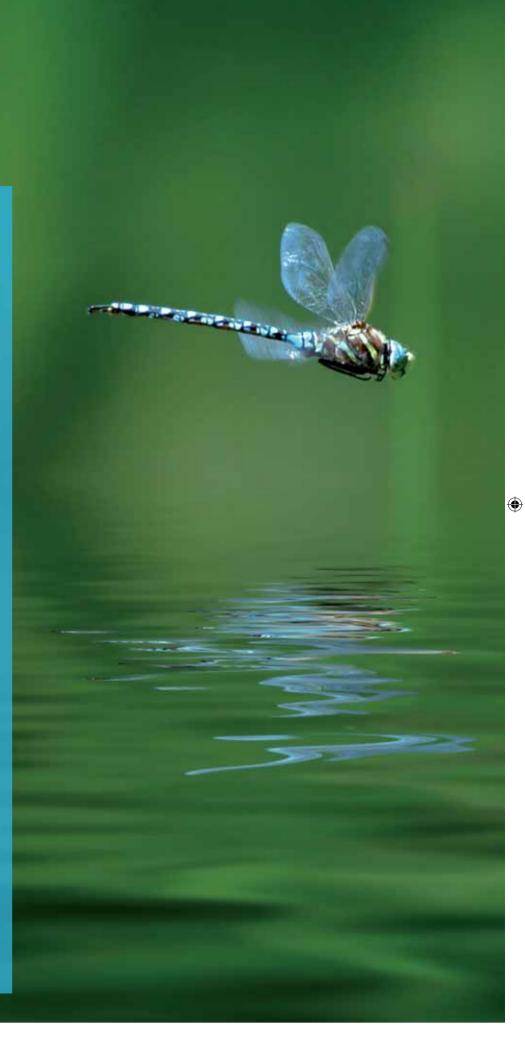


Air handling units for connection to ERQ, VRV, Chillers

500m³/h ~ 144,000m³/h



Daikin has been a pioneer air conditioning technology since the industry's birth. Over tremendous experience in the technologies central to climate control, notably heat pumps, inverters and refrigerants. In fact, we are the only manufacturer to have mastered all of these technologies in house. These same technologies are now finding much wider application in integrated total comfort and industrial solutions that are more energy efficient and reduce harmful emissions. Daikin has been at the forefront of this trend toward wider application and integration, as reflected in the four pillars of our business: heating, air conditioning, applied systems and refrigeration.







environment

Innovator in energy efficiency and reduced emissions

Integrating technologies

Heat pumps, the heart of air conditioning technology, have an inherent advantage when it comes to energy consumption. They extract energy from the ambient air, thereby reducing the primary fuel consumption (electricity) needed to cool and heat. We combine this core technology with other Daikin innovations such as inverter control (dynamically adjusting compressor speed in function of actual system demand), VRV (variable refrigerant volume) and heat recovery to create the most efficient home comfort and industrial climate control solutions on the market.

Designing for the future

All products are designed with the environment in mind: the safest possible materials are used, and the safe handling of critical components such as refrigerants is built into our systems and procedures. Proper recovery or recycling of all components at end of life is designed in from the beginning. Moreover, Daikin is continuously engaged in the search for eversafer refrigerants.

Over the years we have been concerned about letting our clients know the true seasonal energy efficiency of our products. The introduction of seasonal performance ensures better understanding of the energy usage of all air conditioning systems. We have been designing and engineering our equipment to achieve market leading SEERs and SCOPs and thus contributing to a reduction of energy used.

Daikin is keenly aware of its responsibility to the environment and is firmly committed to providing homes, businesses and industry with the most efficient and safest products to meet their cooling and heating needs, today and in the future.







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