Daikin Group in the U.S.

EESI - Strategies to Lower Utility Bills
Now for Households and Small Businesses

March 12, 2026 – Mark Trzyna

About Daikin in the U.S.

We are the largest global provider of Heating, Ventilation, Air Conditioning, and Refrigeration (HVAC&R) solutions, employing more than 98,000 globally and 22,000 talented colleagues in the U.S.

Daikin has played a leading role in transforming the HVAC&R industry and U.S. market for 30 years, through a relentless focus on:

- Open innovation
- Sustainability goals
- Indoor air and comfort
- And enabling stronger communities

With significant operations today across the U.S., Daikin is committed to fostering a better future for everyone – from businesses to consumers to society.

U.S. Business Structure

Specialized companies provide superior solutions to residential and commercial sectors across the U.S.

Daikin Industries, Ltd

Daikin U.S. Corporation
- New York (Market Research, Corporate Communication)
- Washington, DC (Advocacy)
- Silicon Valley (R&D, Open Innovation)

HVAC | Air Filtration | Fluorochemicals and Materials | Commercial Refrigeration | Oil Hydraulics

Mark's Primary Focus

Daikin Applied Americas

Daikin Comfort Technologies North America

AAF International

Daikin America

AHT Cooling Systems USA

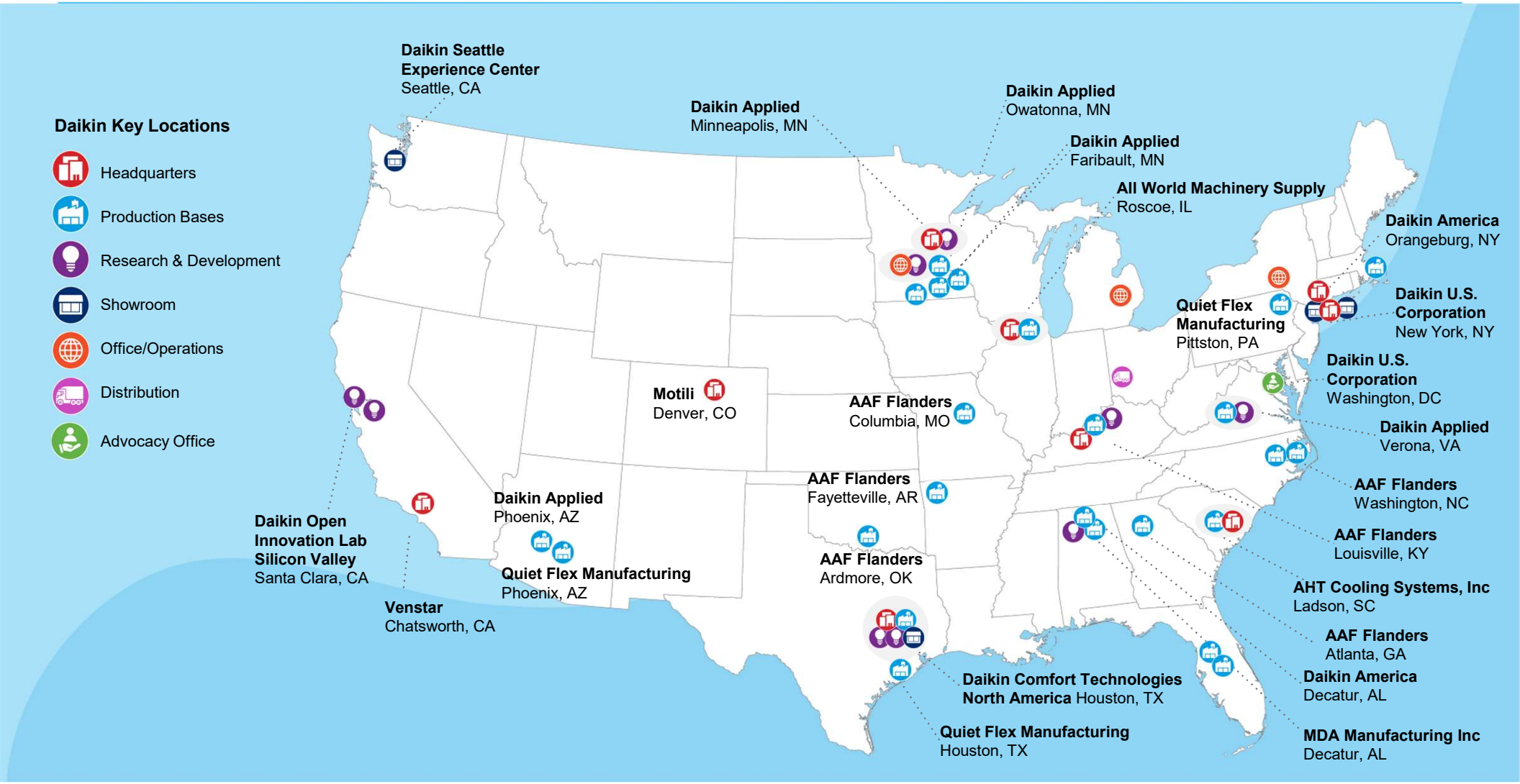
All World Machinery

Our Presence in the U.S.

25,000+ employees	**$10.6B** FY24 Sales (¥1,636.0M)	**$9B+** total investment	Sales and services in **50 states**
25 Production Bases	**9** R&D Centers	**30+ years** of business since 1994	**400+** Sales Network

As of March 31, 2025, $1=¥153

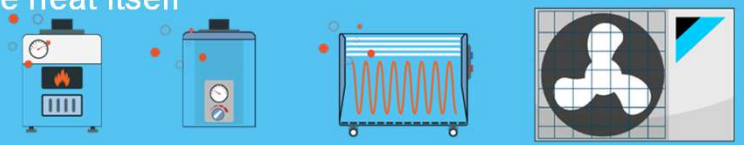
Key Locations Across the Nation



Our 3 Core Technologies – Developing Contractors with Education

1 HEAT PUMP

Heat pumps are more energy-efficient heating and cooling technologies than traditional combustion or electric systems, transferring heat into or out of the home or building without needing to generate heat itself

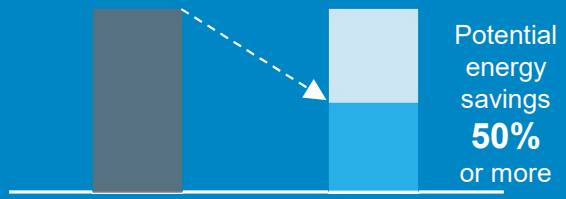


Gas/Oil Energy Efficiency Ratio	Electric Heat Energy Efficiency Ratio	Heat Pump Energy Efficiency Ratio
Less than 1	**1**	**3 to 5 times**

2 INVERTER

An inverter is an energy management and savings technology, eliminating wasted operation in air conditioners or heat pumps by efficiently controlling motor speeds

Immediate Impact by Inverter Technology

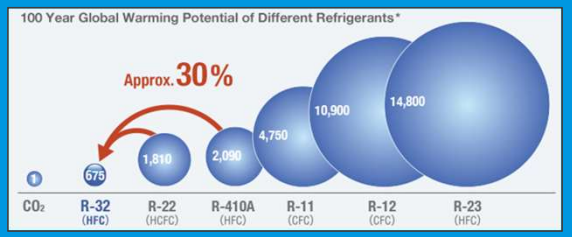


Daikin Core Technology

3 R-32 REFRIGERANT

R-32 is a next-generation refrigerant with less Global Warming Potential and better efficiency than previously used R-410A. It has already been used in 280M units worldwide

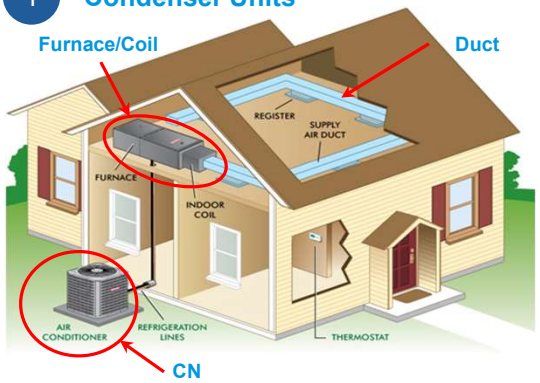
Approximately **10%** reduction in electricity consumption



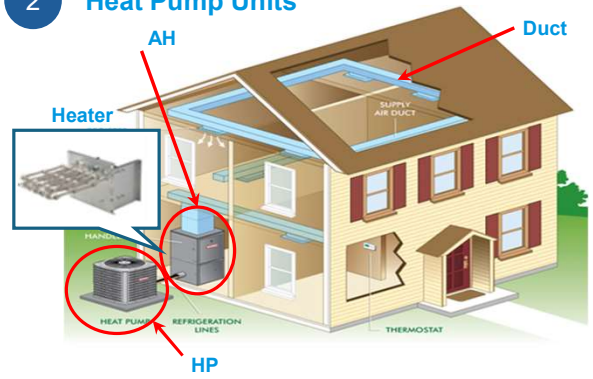
U.S. Residential AC Market – Importance of Developing a Strong Contractor Network

Duct type air conditioning is common for United States and it is about 70% of the market.
Inverters are used only in high-efficiency units (less than 3%)

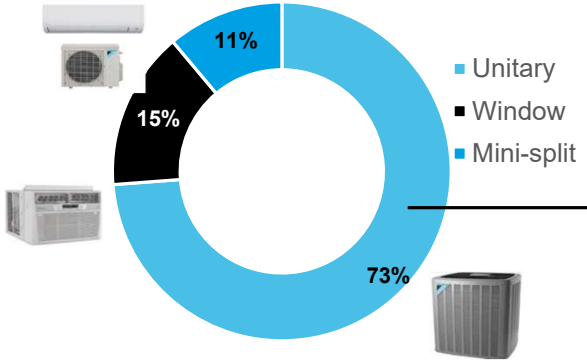
1 Condenser Units



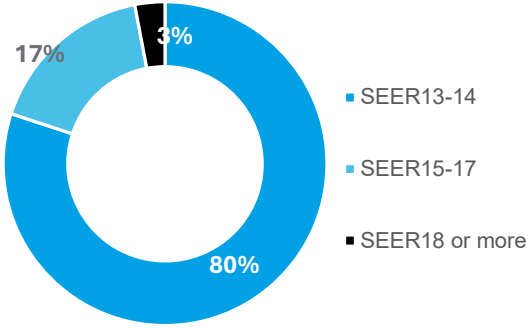
2 Heat Pump Units



US Residential Market



Unitary by SEER

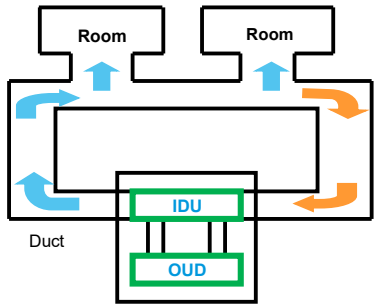


2016 BSRIA
※Not including Package units

Inverters are used only in high-efficiency units

Duct type

- This type of heating and cooling system heats and cools air or water in an air conditioner that integrates the indoor and outdoor units into one unit. Air-conditioned air is then conveyed to each room through pathways called ducts.
- Because it is extremely difficult to adapt equipment individually for a large-scale building where one floor is roughly more than 990 square meters, most large building use central air conditioning.



The Traditional Heat Pump (OLD)

Traditionally, heat pumps have not been widely popular in the US.

1970s
Heat Pumps were:

Louder

Expensive to run because they used large amounts of electric heat, and

Did not perform well in temperatures below 40°.F

The prevalence of gas furnaces and separate A/C systems made switching over complex

The Modern Heat Pump (NEW)

Now, inverter technology is revolutionizing heat pumps.

Less expensive to run

Performs well in temperatures as low as -20°F

Greater efficiency and quieter

Greater compatibility with smart connected homes and all-electric systems

Heat pumps are gaining in popularity...

In 2020, more heat pumps were installed than furnaces (for the first time ever)

* Source: Air-Conditioning, Heating, and Refrigeration Institute

Heat Pumps – Advanced Heating Technology

A Heat Pump provides efficient and reliable heating and cooling, using only a small amount of electricity without the direct use of fossil fuels – supporting broad decarbonization initiatives in the U.S.

The Challenges

More than 40%

of U.S. energy consumption comes from heating and cooling houses, buildings and water

10 million+ homes

In the Northeast U.S. still rely on **gas-fired furnaces**

That accounts for **20%** of U.S. greenhouse gas emissions

Heat Pumps enable building Decarbonization

Heat pumps are proven to be

3 to 5 x more efficient

than comparable fossil-fuel-burning furnaces or electric heaters

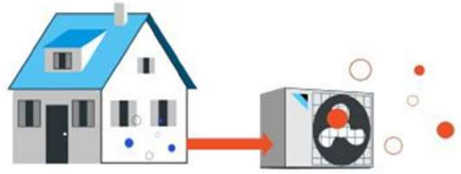
How a Heat Pump Works

1. Heat energy is abundant in outside air, all the way down to –15F

2. Heat is always attracted to something colder. Heat pumps use a small amount of electricity to compress refrigerant making it colder than the outside air

3. During cold months, the heat pump absorbs any heat from the outside air and transfers it into your home to heat your house

4. In warm months, the heat pump switches direction, extracting excess heat from inside your home and transferring it to the outdoors keeping the space inside cool

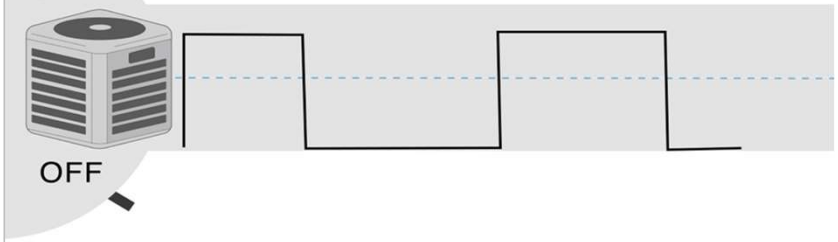


Inverter – Energy Efficient Technology

An inverter is an energy saving technology that eliminates wasted operation in air conditioners and heat pumps by efficiently controlling motor speed.

Conventional HVAC systems

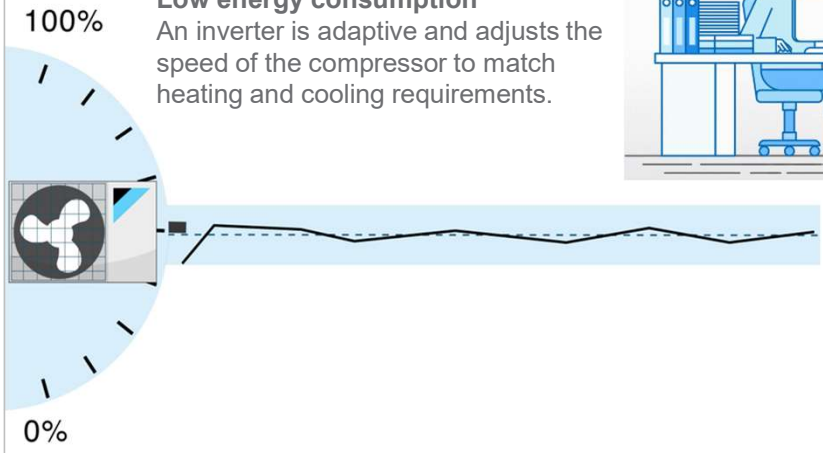
Conventional systems switch on and off depending on when heating or cooling is needed, causing energy consumption to surge.



Inverter heat pumps

Low energy consumption

An inverter is adaptive and adjusts the speed of the compressor to match heating and cooling requirements.



Benefits of Inverter

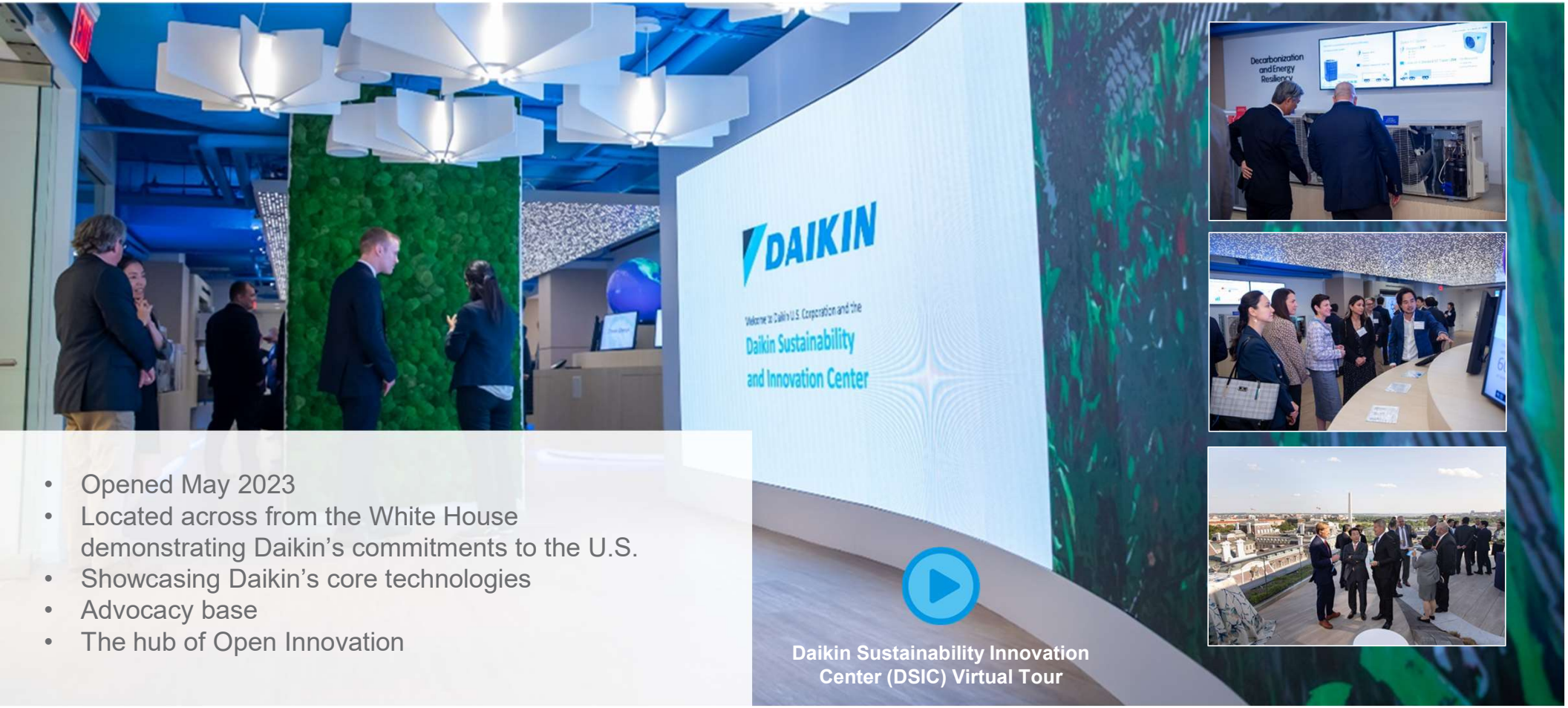
- Lower monthly energy bills
- Comfortable indoor conditions
- Low operating sound levels
- Consistent indoor conditions
- Less Environmental Impact

Daikin Texas Technology Park (DTTP)

One of the 10 largest U.S. manufacturing plants -- the headquarters of our residential business

D.C. Office and Daikin Sustainability Innovation Center

Daikin's new hub fosters open innovation with government, NGOs, competitors, academia, and startups to advance new sustainable technologies and domestic manufacturing.



- Opened May 2023
- Located across from the White House demonstrating Daikin's commitments to the U.S.
- Showcasing Daikin's core technologies
- Advocacy base
- The hub of Open Innovation

Daikin Sustainability Innovation Center (DSIC) Virtual Tour

Our HVAC Product/Solutions Lineup

Daikin offers a wide range of products and solutions from residential, commercial, to industrial.

Residential | **Commercial** | **Industrial**

T-Stat Platform
Communicating
Wi-Fi Interface
Daikin *One* Cloud Services

HERO Cloud Services

iTM BACnet Client

SURVEYOR
Skyport Cloud

Solutions (Energy Management, IAQ, Connected BAS, etc.)

Residential AC

Unitary AC & HP, furnaces

Unitary IAQ

Single Zone AC & HP

Multi-zone AC & HP

Air Purifiers

Air Purifiers

VRV Systems

VRV IDU

Ventilators

For Small Shops & Offices

Rooftops

Applied ACs

Chiller

Air Handler

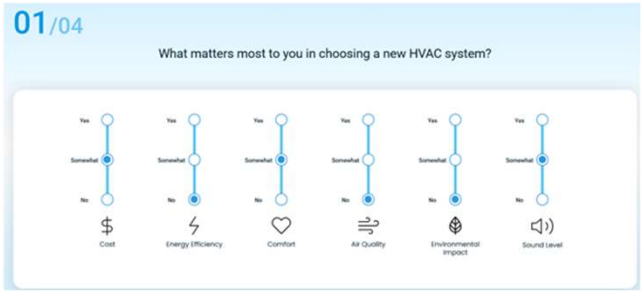
Applied Terminal Systems

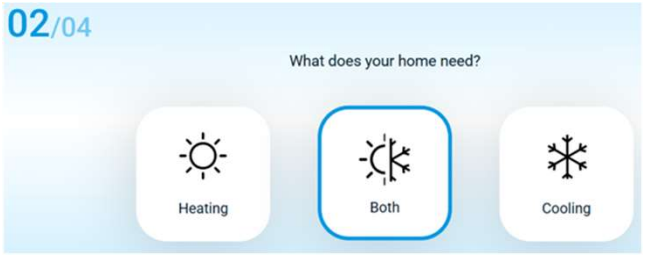
Fan Coils

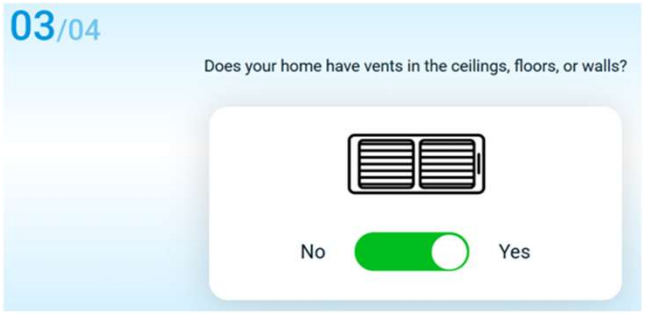
Water Source Heat Pump

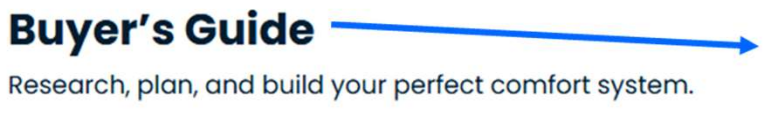
Unit Ventilators

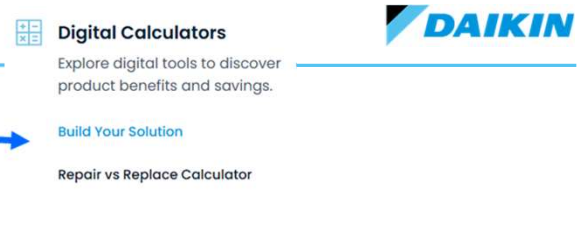
Buyers Guide – Efficiency Calculator – www.daikincomfort.com

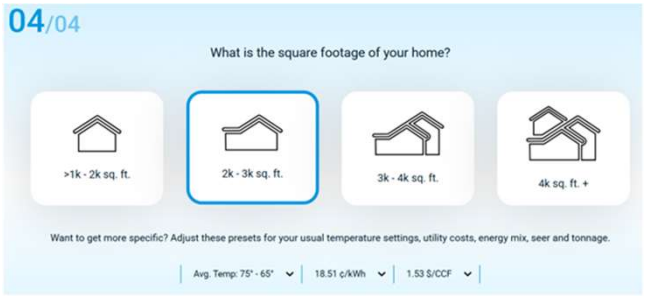


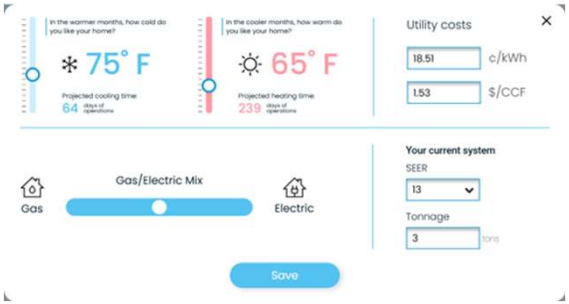


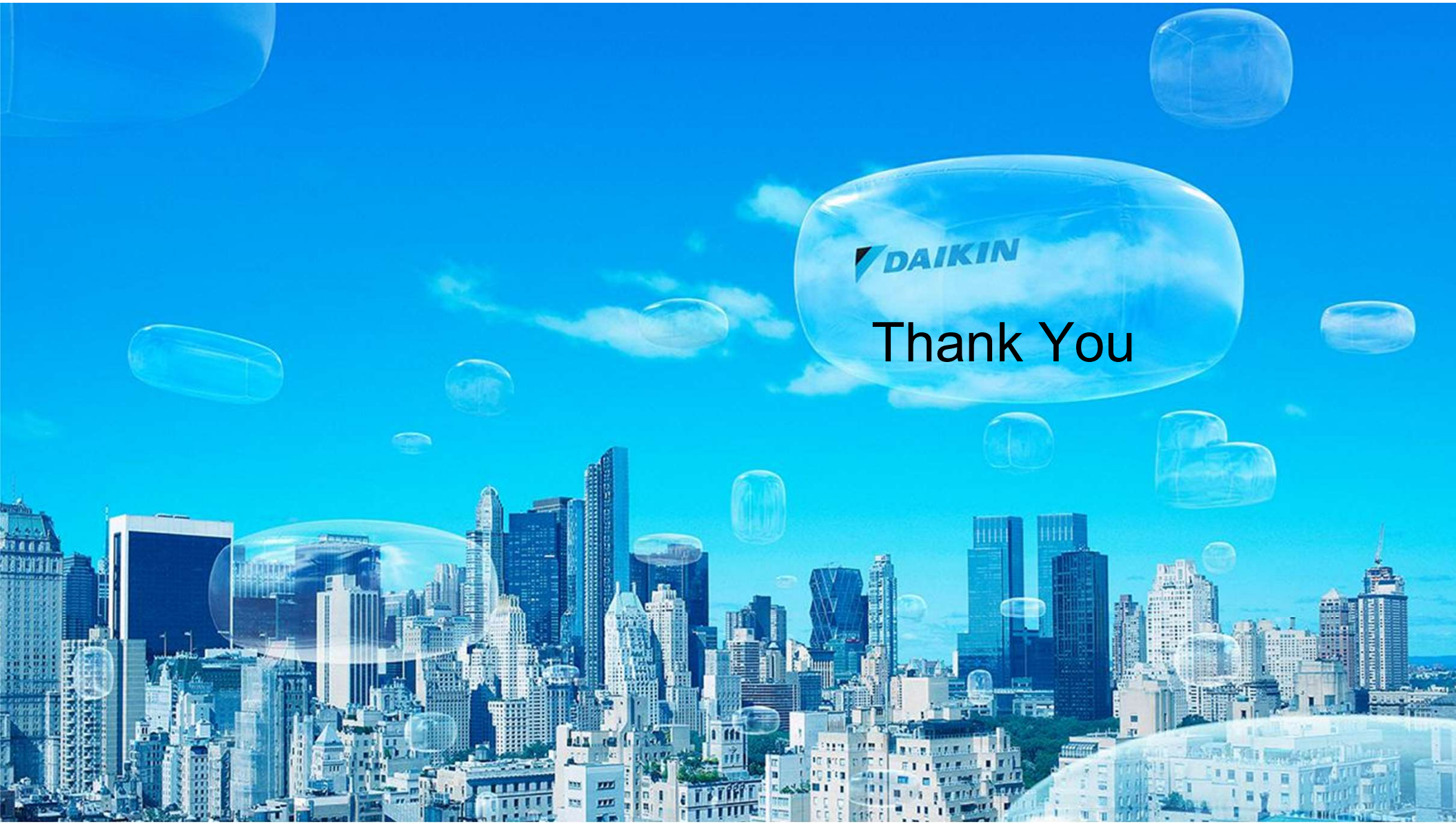











DAIKIN
Thank You