



SUSTAINABILITY REPORT

2025

DAIKIN SINGAPORE

For the Air We Live in



Our Awards and Achievements



Reader Digest Award 2023 to 2024

Voted by consumers as the Reader's Digest Trusted Brand Award winner for 23 consecutive years, as of

2024. We are the first Air Conditioner Brand in Singapore to receive the Platinum Award for the second year running. Our air purifiers have also attained the Gold award for the first time, cementing our position as a trusted provider of superior air purifiers designed to safeguard the health and wellbeing of households.



reddot design award
winner

Red Dot Award Winner 2014

Daikin Silver ENVI won the World-renowned Red Dot Award for Product Design in the air-conditioning category, confirming its status as an icon of contemporary climate control.



World's First R32 Refrigerant

In 2012, Daikin became the world's first company to succeed in applying R-32 to air conditioners by leveraging its expertise as the only manufacturer that develops and manufactures both air conditioners and refrigerants. It is our policy to choose the optimal refrigerants based on a comprehensive assessment of the product application, looking at not just global warming potential (GWP) but also at the impact of refrigerants in all lifecycle stages including manufacturing, use, disposal, climate and other factors of the region where air conditioners are used.



SINGAPORE APEX
CORPORATE
SUSTAINABILITY
AWARDS

Singapore APEX Corporate Sustainability Awards 2023 – Sustainable Business

Daikin Singapore is honoured to receive the 'APEX Winner' award

under the Sustainable Business category at the 8th Singapore Apex Corporate Sustainability Awards 2023. The 'APEX Winner' is a title awarded to companies who perform exceptionally well in their respective category. The Awards are organised by UN Global Compact Network Singapore (GCNS) and are one of the most prestigious awards in Singapore for corporate sustainability.



Singapore Green Building Product (SGBP) Certification 2024 – Leader

Our centrifugal compressor water chillers received the highest SGBP certification from the Singapore Green Building Council for its flexibility and performance as well as its ability to reduce environmental impact with the utilisation of zero ozone depletion potential refrigerants.



The Community Chest Award 2024 – Silver

The Community Chest Award is a tribute and endorsement of the fund-raising efforts to Community Chest, pledging our strong advocacy towards community giving and social responsibility efforts.



Singapore Book of Records

Daikin Singapore is honoured to be the only air-conditioner brand in the Singapore Book of Records. With 4 'firsts' records in the air-conditioning industry, this prestigious recognition greatly reinforces Daikin's position as a strong market leader and its dedication to continually provide the best for its new, current, and long-term customers in Singapore.

Records:

1. First HDB Multi-Room Aircon System
2. First Residential Inverter Aircon Awarded 4-Ticks
3. First Commercial Multi-Split Aircon System
4. First Modlair AHU

Certifications

As of FY2024, Daikin Singapore is certified:

- **ISO 9001 Quality Management Systems:** A globally recognised standard for quality management. Its requirements define how to establish, implement, maintain, and continually improve a quality management system.
- **ISO 14001 Environmental Management Systems:** The internationally recognised standard for environmental management systems. By adhering to this standard, organisations ensure they are taking proactive measures to minimise their environmental footprint, comply with relevant legal requirements, and achieve their environmental objectives.

- **ISO 45001 Occupational Health and Safety Management System:** An international standard that specifies requirements for an occupational health and safety (OH&S) management system. The standard establishes criteria for an OH&S policy, objectives, planning, implementation, operation, auditing and review.
- **ISO 27001 Information Security Management System:** A globally recognised standard for information security management. By adhering to this standard, organisations establish a robust system to manage data security risks, enhancing overall cybersecurity resilience and safeguarding sensitive information.
- **bizSAFE STAR:** A national program that recognises that a company's Workplace Safety and Health Management System identifies, manages, and controls workplace risks or hazards in compliance with the Workplace Safety and Health Act.
- **bizSAFE Partner:** Recognises organisations that have strong influence within their business value chain and support the bizSAFE program by providing business advantages that encourage small and medium enterprises (SMEs) to join bizSAFE and improve workplace safety and health practices.

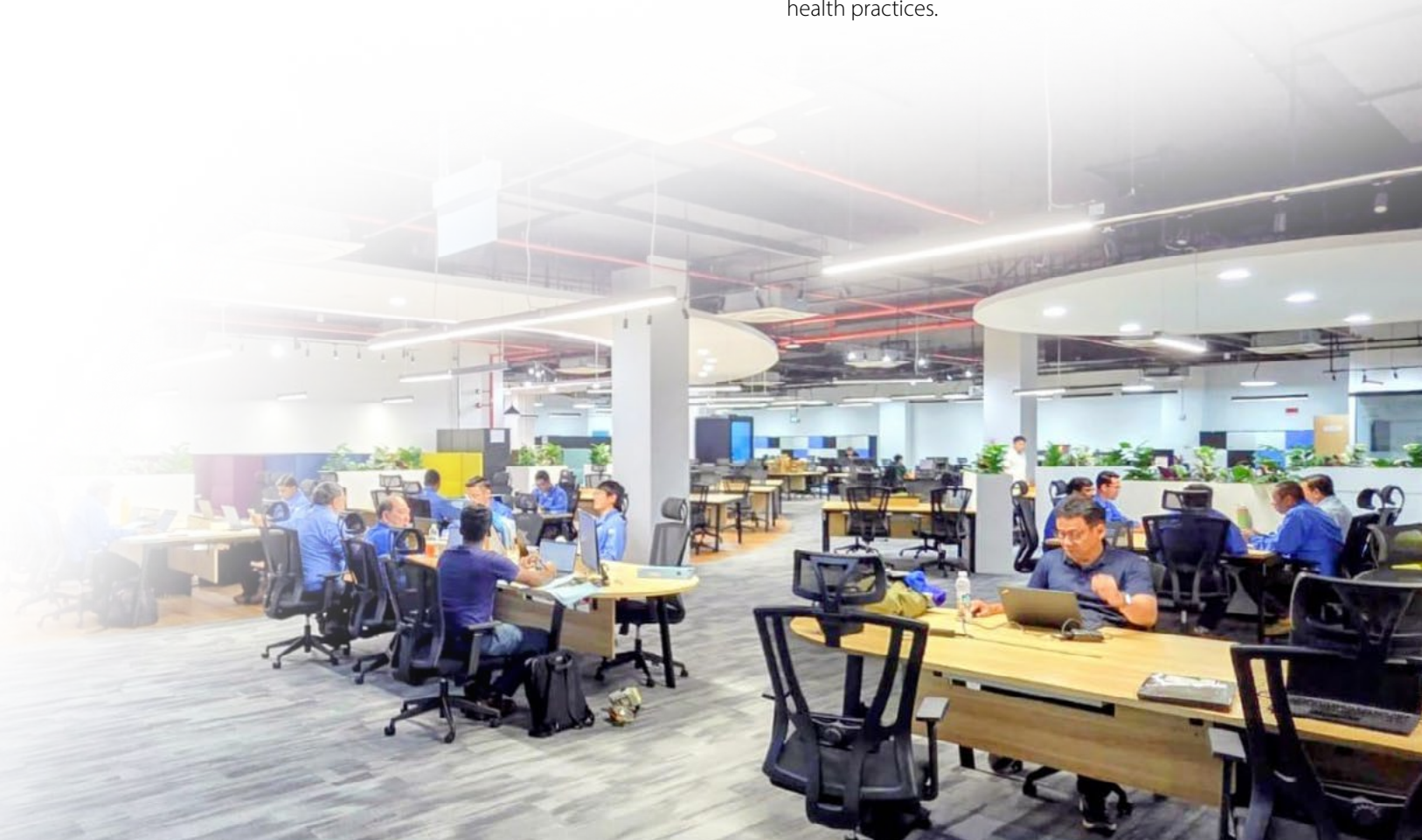


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About this Report

Welcome to Daikin Singapore's second Sustainability Report 2025, which presents an overview of our sustainability progress and performance for the fiscal year 2024, from 1st April 2024 to 31st March 2025. This report highlights the sustainability initiatives undertaken by Daikin Airconditioning Singapore Pte Ltd ("Daikin Singapore") and focuses on our operations and impact within Singapore. To ensure clarity in our references, hereafter, the terms "Daikin" and "Daikin Group" refer to Daikin Industries Ltd, unless otherwise stated.

This report has been prepared with reference to the Global Reporting Initiative (GRI) Universal Standards 2021. The GRI Content Index can be found on page 41.

For a holistic perspective, we encourage readers to refer to the Daikin Group's Sustainability Report, which provides insights into our global sustainability strategy and how it complements our local efforts. For more information about our sustainability initiatives, we invite you to explore our official Daikin Singapore website.

We extend our heartfelt gratitude to our valued stakeholders for their continued interest in our sustainability journey. This report reaffirms our enduring commitment to transparency, responsible business practices, and our ongoing pursuit of a more sustainable future.

We welcome and value any feedback or suggestions regarding this report as well as our sustainability efforts. Please direct all feedback via email to marcom@daikin.com.sg.

Message from the Managing Director, Daikin Singapore

Perfecting the Air, Empowering a Greener Future

At Daikin Singapore, sustainability is not a destination but a continuous journey - one where innovation, responsibility, and collaboration come together to shape a better tomorrow. As the demand for cooling continues to grow, we remain steadfast in our mission: not only to provide comfort but also to reduce our impact on the planet through smarter, cleaner, and more efficient solutions.

Accelerating Decarbonisation

Our path forward is clear: to deliver solutions that support Singapore's transition to a low-carbon economy. We are expanding our suite of energy-efficient products and integrating advanced technologies such as centralised cooling, and AI-driven energy management. These efforts enable our customers to visualise and optimise energy use in real time, resulting in tangible reductions in carbon emissions.

Beyond technology, we are strengthening our commitment to the circular economy. From recovering and recycling refrigerants to promoting eco-friendly materials, Daikin is working to reduce waste across the product lifecycle. We are also investing in the development of low-GWP refrigerants and advancing smart, connected controls to help customers achieve higher energy savings.

Our People, Our Commitment

At Daikin Singapore, we believe that our people are at the heart of every achievement. Guided by our philosophy of People-Centered Management, we recognise that the growth of each individual leads to the growth of the company. By fostering a culture of respect, open communication, and continuous learning, we empower our employees to take initiative and contribute meaningfully to our sustainability journey.

Our people's resilience and creativity continue to drive progress - from innovating greener technologies to strengthening partnerships with stakeholders. We are committed to providing them with the tools, resources, and opportunities to grow,

while cultivating an environment where diverse perspectives are valued and ideas can flourish.

This human-first approach ensures that sustainability is not only about protecting the environment, but also about nurturing people who can shape a better future. Together, with our employees as the driving force, Daikin Singapore is well-positioned to perfect the air and empower a greener tomorrow.

Looking Ahead

2025 is a year of both reflection and acceleration. We are proud of the progress we have made, but we recognise the urgency to do more. Together with our partners, customers, and employees, Daikin Singapore is determined to lead the charge in creating a greener, healthier, and more sustainable future for all.

On behalf of the management, thank you for being part of this journey. Together we can, and will make a lasting difference.

Chua Ban Hong

Managing Director,
Daikin Singapore



About Daikin

In 2024, Daikin marked its 100th anniversary- a significant milestone in our journey as a specialist in air conditioning solutions. Over the past century, we have driven innovations in air, shaped by Japan's diverse climate and four distinct seasons. These air conditioning technologies cultivated over the years have enabled us to deliver comfort across regions worldwide, supporting cultural and lifestyle advancements through a variety of initiatives. As we move beyond our centennial year, we remain steadfast in our commitment to building on this legacy through continuous innovation and sustainable practices.

Daikin Industries Ltd

Founded in 1924 in Japan, Daikin Industries Ltd. has grown into one of the world's leading air conditioning manufacturers, operating over 100 production bases and serving customers in more than 170 countries. Daikin's core mission is to enhance quality of life through advanced air conditioning and fluorochemical technologies. Its diverse product portfolio spans residential and commercial air conditioners, as well as environmentally conscious refrigerants like R-32, which offer lower GWP. With a strong footprint across Japan, China, Southeast Asia, Europe, and North America, Daikin continues to drive innovation and sustainability throughout its operations. As global demand for air conditioning rises—particularly in emerging economies—Daikin leverages its technological expertise to address pressing environmental and social challenges, contributing to a more sustainable and bright future for communities worldwide.

Daikin Airconditioning (Singapore) Pte Ltd

Established in 1968, Daikin Airconditioning (Singapore) Pte Ltd, a subsidiary of Daikin Industries Ltd., has been delivering advanced, energy-efficient air conditioning solutions that enhance living and working environments across homes, businesses, and institutions in Singapore for over five decades. Throughout its history, Daikin Singapore has played an active role in supporting the nation's progress and innovation. In recent years, the company has championed technologies such as inverter systems, centralised cooling, and AI-driven energy management—reflecting its commitment to environmental responsibility and contributing to Singapore's transition toward a low-carbon, sustainable future. Building on a strong foundation and a culture of continuous improvement, Daikin Singapore continues to expand its suite of integrated, energy-efficient solutions while strengthening its position as a trusted partner in shaping sustainable spaces. The company remains dedicated to delivering high-quality products and services that meet evolving customer needs and foster long-term partnerships.

Daikin Airconditioning (Singapore) Pte Ltd



Daikin Singapore's Sustainability Commitments

Environment

Green Products and Solutions

Ensuring that our products and solutions are resource efficient, have minimal impact on the environment and contribute to alleviating climate change.

Daikin Green Building

Leading by example in green building practices.
We actively reduce our environmental footprint by optimising our buildings for energy and water efficiency.

Social

People

Ensuring fair treatment of our employees, preventing discrimination, and fostering an inclusive environment. We prioritise employee health and safety by creating a good working environment.

Customer Satisfaction

We believe in identifying and fulfilling customers' needs through providing high quality products, materials and services, and proactively proposing new products and services that exceed customers' expectations.

Communities

As a trusted brand in Singapore, we are committed to driving community progress and building lasting connections.

"Daikin For U" represents our dedication to making a positive impact in the community.

Governance

Corporate Governance

Upholding the highest standards of corporate governance by promoting transparency and accountability. We will achieve this by constantly reviewing and implementing optimal corporate governance.

Supply Chain Management

Fostering strong supplier relationships with consideration for the environment, quality, occupational safety and human rights within our supply chain.

Daikin Singapore's Targets

Our sustainability targets guide us in identifying improvement opportunities within our business and supply chain, track our performance over time, and assess our contribution towards global sustainability goals.

ESG Commitment	FY2025 Targets	FY2024 Performance
 Green Products and Solutions	72% Super Green Products by 2025 (R32, 4 and 5 energy ticks) 12,000 kg fluorocarbons to be collected 40% metal cylinders collected back for recycling out of total cylinders placed on the market by 2024 [NEW] Up to 10% amount of packaging reduced as a percentage of the amount of packaging placed on market¹	- On track: 69% of Super Green Products - On track: 6,030 kg fluorocarbons collected in FY2024 - Missed: 16% metal cylinders collected back for recycling out of total cylinders placed on the market²
 Daikin Green Building	25% renewable electricity through purchase of RECs	On track: 18% electricity consumption matched with RECs
 People	30% women in the management team <0.7 Accident Frequency Rate <9 Accident Severity Rate	- Lagging: 21% women in the management team - Lagging: 1.19 Accident Frequency Rate - Lagging: 27.26 Accident Severity Rate
 Corporate Governance	100% of employees completing Code of Conduct e-training annually 100% employees completing anti-corruption training annually	- Achieved: 100% of employees completed Code of Conduct e-training - Achieved: 100% of employees completed anti-corruption training
 Supply Chain Management	100% new and renewal suppliers acknowledging the Supplier Code of Conduct	Achieved: 100% of new and renewal suppliers received and acknowledged the Supplier Code of Conduct

¹Packaging reduction target refers to corrugated board used per product model, based on a trial run of two selected models. The baseline year for calculation is 2023.
²FY2024 performance reflects the final year of this target.

Sustainability Governance

The Sustainability Committee, under the leadership of the Managing Director, continues to lead Daikin Singapore's sustainability efforts. While strategic direction is guided by Daikin Industries, such as implementation of the Environmental Vision 2050, the committee is responsible for developing and implementing action plans that align with the goals of Daikin Industries while addressing the local operational needs and context.

The Sustainability Committee meets monthly to review strategy and action plans, monitors performance, and actively tracks the progress of sustainability initiatives. It plays an integral role in overseeing material sustainability topics and ensuring accountability across the internal working groups and business functions. The committee comprises cross-functional members from various departments such as HR, Marketing, Supply Chain, Health & Safety, and Compliance, who work together to embed sustainability into business operations , driving the company's sustainability strategy and advancing progress toward the achievement of our sustainability targets.



Materiality Assessment

Daikin regularly assesses a range of sustainability topics by evaluating their significance to both stakeholders and the company. Topics that are identified as most material are prioritised to guide the development and execution of the company's sustainability strategy.

Potential material topics relevant for Daikin Singapore were identified following Daikin Group's materiality process. These topics were determined based on their relevance to Daikin Singapore's value chain and the potential impact they may have on Daikin Singapore.

Daikin Singapore's Sustainability Committee first reviewed and prioritised material topics in 2021 based on their significance to Daikin Singapore's financial, economic, reputational and legal

impacts, as well as their broader implications for the economy, the environment, society and our stakeholders.

The material topics were updated in 2023 based on the revised Daikin Group materiality assessment and their relevance for Daikin Singapore. These topics were subsequently validated through a management review.

In 2024, we continued to review the material topics that form the foundation of our sustainability strategy and reporting, to ensure they remain relevant to our value chain. As part of this review, the topic "Response to resource recycling" was renamed to "Circular economy readiness" to align with the same term used by Daikin Group. There were no further changes made to the material topics in FY2024.

Material Topics and their Importance to Daikin Singapore

Material Topics	Why is it important
Environment	
Response to climate change	The growing use of air conditioning raises concerns about electricity consumption and greenhouse gas emissions. Daikin Singapore recognises its responsibility to manage and reduce its environmental impact.
Increase the value-added nature of air	Effective indoor ventilation is essential for disease prevention, and we leverage on Daikin's expertise to provide comfortable, energy-efficient ventilation and air purification.
Provide safe and reliable air environments	Providing safe and reliable air environments is important because it enhances quality of life by supporting people's overall well-being.
Circular economy readiness	Air conditioners are made from a variety of resources, and fluorocarbons used as refrigerants have an impact on global warming. By providing products and services based on the premise of resource recycling, we help reduce waste, conserve valuable materials, lower production costs, and minimise our environmental impact.
Prevent air and water pollution	Preventing air and water pollution is crucial for protecting public health, preserving ecosystems, and ensuring sustainable resources for future generations.
Social	
Human resource development	Daikin Singapore emphasises on-the-job training because we believe that enhancing employees' skills and knowledge leads to better performance and long-term organisational growth.
Occupational safety and health	Ensuring occupational safety and health is crucial to create a zero-accident workplace where Daikin Singapore's employees and subcontractors can work safely.
Quality and Customer satisfaction	By offering safe and high-quality products, services, and proposing innovative solutions, we can enhance customers' convenience, comfort, and satisfaction.
Diversity management	Diversity is important because it brings together varied perspectives and ideas, driving innovation and fostering a more inclusive work environment.
Communities	Building strong relationships with the community fosters trust and collaboration, leading to support for local initiatives and greater business resilience.
Governance	
Corporate Governance	Strong corporate governance enhances the organisation's value by ensuring a balance between proactive decision-making and efficient operations.
Anti-corruption	As the global economy evolves, there is growing demand for stronger anti-corruption measures, alongside increasingly stringent regulations at both domestic and international levels.
Information security	To provide safe and reliable products and services while safeguarding both ours and our customers' information assets.
Respect for human rights	Recent human rights violations by businesses have heightened public scrutiny of business practices and their potential impact on human rights.
Supply chain management	Global supply chains pose risks like human rights violations and environmental harm, making it vital for companies to address these issues to ensure long-term sustainability.
Create innovation through co-creation	By leveraging synergies with organisations across various industries and fields, we can foster innovation beyond our own organisation.

Stakeholder Engagement

Stakeholders	Main dialogue methods and opportunities	Main dialogue representatives at Daikin
 Customer	- Daily Sales Activities - Annual recognitions award ceremony - Quarterly customer engagement sales meeting - Overseas incentive trips for customers - Factory visits - Contact Centre - Showrooms	- Sales Division - Service Division
 Procurement business partners	- Supplier briefings - Quality improvement meeting in case of major quality issue - Factory visit - Quality and routine audits (during new supplier evaluation)	Procurement Division
 Employees	- Interviews based on employee self-assessments - Group Management Meeting and Global managers' meetings - Employee satisfaction survey - Employee communication events	- Human Resources Division - Corporate Planning Department
 Communities	- Involvement with local groups and events - Providing environmental education	CSR Representative
 Government agencies, industry, academia	Participation in industry activities	- Marketing Department - HR Department

Environmental Vision 2050

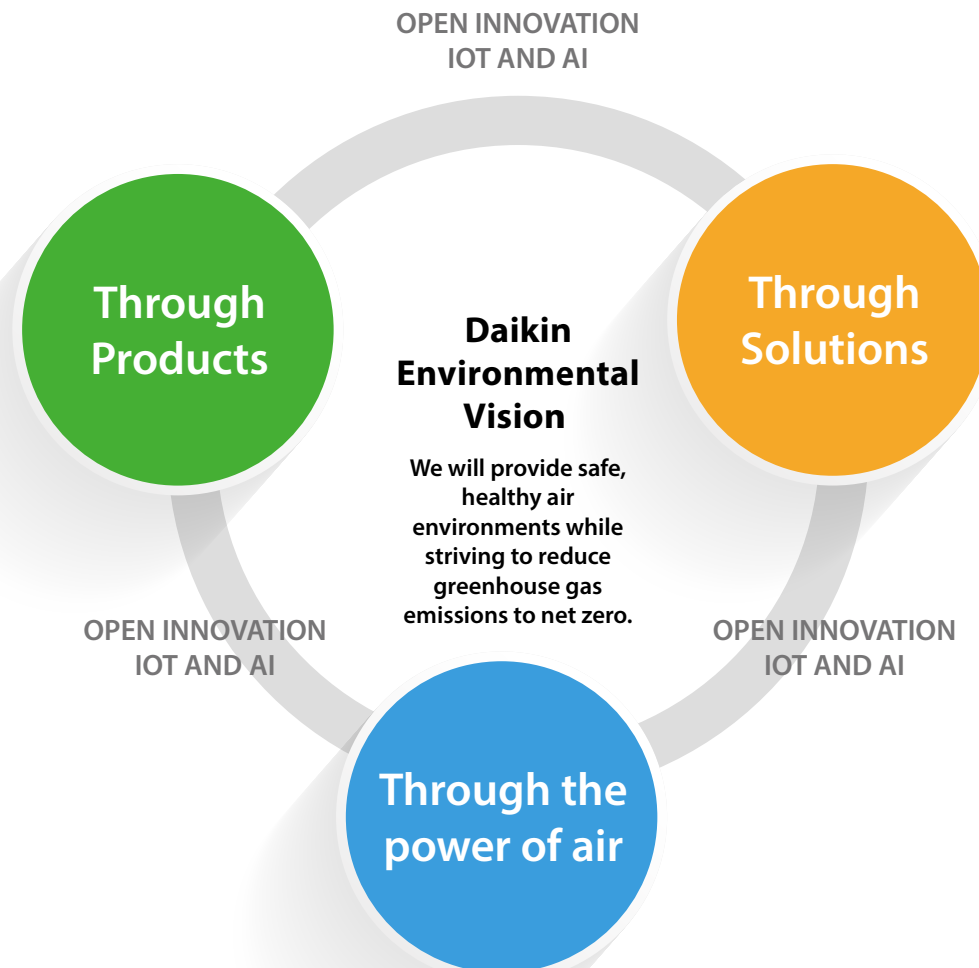
In our commitment to a sustainable future, Daikin is undertaking an ambitious effort to reduce greenhouse gas emissions throughout the entire lifecycle of our products. Our Environmental Vision 2050 stands as a testament to our unwavering dedication to environmental responsibility.

As we look ahead to 2050, Daikin's Environmental Vision 2050 continues to guide our actions and decisions towards a more sustainable future. Collaborating closely with stakeholders, we are ready to make a meaningful impact on the journey towards a greener planet. Working alongside key government agencies such as the Building and Construction Authority (BCA) and the National Environment Agency (NEA), we align our technologies with national priorities in energy efficiency, environmental sustainability and indoor air quality. For example, we support the NEA Energy Efficiency Fund to help SMEs adopt greener air-conditioning solutions and participate in refrigerant transition discussions to ensure compliance while helping the industry to advance climate-friendly alternatives. These collaborations

reflect a shared commitment to long-term environmental goals and highlight the value of public-private partnership in accelerating Singapore's green transition.

Using open innovation IoT and AI, we will meet the world's needs for air solutions by providing safe and healthy air environments while at the same time contributing to finding solutions to global environmental problems.

In FY2024, we revised our Environmental Policy and reaffirm our commitment to being a leading air-conditioning service provider that delivers quality products and services while upholding the highest standards of environmental responsibility and management. This policy underscores our dedication to continual improvement in our Environmental Management System and is communicated to all relevant stakeholders.



Green Products and Solutions

The Singapore Green Plan continues to serve as Singapore's strategic framework for sustainable development. It upholds Singapore's commitments to the UN's 2030 Sustainable Development Agenda and the Paris Agreement, guiding ongoing efforts to achieve net zero emissions by 2050. Daikin Singapore is committed to advancing the Singapore Green Plan and supports its objectives through targeted environmental initiatives as outlined in this chapter. By implementing these initiatives, Daikin Singapore seeks to leverage innovative technologies to reduce negative environmental impacts and contribute to nationwide sustainability goals.

Mitigation of Global Warming with Energy-Efficient Air Conditioners and Chillers

Rising global temperatures are driving increased demand for air-conditioning, which can further contribute to climate change. We recognise that air conditioners consume significant amounts of electricity, and refrigerant use can contribute to both greenhouse gas emissions and ozone depletion.

To mitigate these impacts, we embed environmental considerations across our products' lifecycle, from design to end-of-life. We promote energy-efficient solutions through 5-tick energy-rated products and the use of lower-GWP refrigerants such as R-32, R-1233zd and R-1234ze, reducing electricity consumption and environmental impact. These efforts are complemented by circular economy practices, including refrigerant recovery, reclamation and recycling, as well as non-brazed connection technologies such as DGT and Mechfit to minimise refrigerant and water leakage.

R-32 is widely adopted across our HVAC portfolio due to its strong performance, delivering approximately 10% energy savings compared to legacy systems, zero ozone depletion potential (ODP) and significantly lower GWP than conventional alternatives, while aligning with National Environment Agency (NEA) requirements and international agreements such as the Montreal and Kyoto Protocols.

Twin Streamer Technology in Daikin Air Purifying System

Daikin's Twin Streamer Technology is an advanced air purification system that uses dual Streamer units to decompose pollutants more quickly and effectively than conventional models. Powered by plasma discharge, it breaks down allergens, bacteria, and viruses, significantly improving indoor air quality in residential and commercial spaces, while also reducing reliance on chemical-based treatments.

Modular and Big Tonnage Chillers-Efficient and Sustainable HVAC Solutions

In FY2024, Daikin organised technical trips for customers to the Wuhan factory to showcase our latest chiller system technologies and exchange insights through knowledge-sharing sessions.

Daikin's modular chiller systems are designed as plug-and-play plants that integrate oil-free magnetic bearing water-cooled chillers, variable speed drive (VSD) pumps, and advanced control systems to deliver high performance with excellent energy efficiency and reliability. Oil-free compressors eliminate oil contamination, while VSD pumps reduce energy consumption during low load conditions. The pre-assembled, compact design enables efficient installation, reduces spatial requirements, and allows flexibility for customisation or relocation. High-level system interfacing and integrated safety features, including smoke, refrigerant, and water leak detectors, further support efficient, safe and sustainable operations.



Customers viewing Daikin's modular chiller plant during a technical trip to Wuhan factory

Big tonnage chillers are used for large-scale cooling applications and are designed to deliver high cooling capacity, with units capable of reaching up to 2,000 refrigeration tonnes. When configured in sequence, these chillers reduce compressor workload, improve overall system performance, and achieve significant energy savings of up to 18%. They also support sustainability goals by using low-GWP, zero-ODP refrigerants and help lower infrastructure costs through reduced start currents, which require smaller transformers. This combination of high capacity, energy efficiency, and environmental responsibility makes big tonnage chillers ideal for centralized cooling in expansive facilities.

Sustainable Refrigerant Management

Since its launch in 2022, Daikin Singapore's Refrigerant Eco-Cycle Initiative has been a key pillar of our efforts to promote responsible refrigerant recovery and management. The initiative supports lifecycle emissions reduction by encouraging refrigerant recovery and reuse, reducing the need for new refrigerant production and lowering environmental impact. Participating companies benefit from lower disposal costs, enhanced environmental credentials, and recognition as Eco Partners, supported by a certificate of refrigerant recovery. To date, more than 20 companies have participated and over 12,000 kg of refrigerants have been recovered through this initiative.

Our Refrigerant Eco-Cycle Initiative encompasses 3 stages:



Stage 1: Recovery

Contractors collect used refrigerants into empty cylinders using a recovery machine and drop off at Daikin Eco Corner.



Stage 2: Reclaiming

Daikin sends used refrigerant to reclamation facilities for purification and processing, ensuring it meets AHRI-700 standards.



Stage 3: Reusing

Contractors and dealers can reuse the reclaimed refrigerants on any air-conditioners without the need to produce new refrigerants.

Daikin Singapore's Eco-Corner

As part of its ongoing green efforts, Daikin Singapore operates the Daikin Eco-Corner, a one-stop centre for the collection and management of used refrigerants for reclamation and treatment. Together with the Eco-Cycle Initiative, these programmes support a complete refrigerant solution encompassing recovery, reclamation, and reuse.

Contractors can drop off old metal cylinders used to store refrigerants at our Spare Parts Centre for recycling. The 40% metal cylinder recycling target concluded in FY2024, with a final recycling rate of 16%. The reduction in recycling rate was driven by several external and operational factors, including an overall increase in the total number of cylinders in the

market, lower customer returns due to the voluntary nature of the exercise, and accessibility constraints arising from on-site construction works during the reporting period. Despite these challenges, we remain focused on enhancing resource efficiency and promoting circularity through the responsible recovery and recycling of materials. As corrugated board accounts for a higher proportion of Daikin Singapore's total packaging waste compared to metal cylinders, we will focus on a new target to achieve up to 10% reduction in corrugated board packaging per product model by 2025³. Progress against this target will be reported in future Sustainability Reports.

Eco-Corner Performance	Unit	FY2023	FY2024
Metal cylinders collected back for recycling ⁴	%	20	16
Total refrigerant recovery	kg	4,005	6,030

Collaborations on Refrigerant Recovery

With the help and collaboration of our dealers and contractors, Daikin Singapore has successfully recovered 6,030 kg of refrigerant gas in FY2024, effectively reducing over 9,000 tonnes of carbon dioxide equivalent (CO₂e) emissions. Every step towards reducing our carbon footprint is crucial. Together with our dealers and contractors, we are making a measurable and meaningful impact on the environment.

Celebrating our ECO Warrior Award Recipients

In FY2024, the inaugural ECO Warrior Award was introduced to recognise our partners for their outstanding contributions to sustainability. The award honours those who have gone above and beyond in refrigerant recovery, achieving their pledged refrigerant recovery targets and demonstrating their strong commitment to environmental responsibility. The ECO Warrior Award was presented to three valued partners- our Accredited Daikin Competent Contractors (ADCC) Goodair Pte Ltd, along with our dealers, Cappitech Engineering Pte Ltd and Aston Air Control Pte Ltd- in recognition for their efforts in advancing environmentally sustainable practices.

³ This target is based on a trial run of two selected product models and uses 2023 as the baseline year.
⁴ Amount of packaging recycled as a percentage of the amount of packaging placed on market

Cooling System Projects

Centralised Cooling System in Tengah Residential Town

Daikin Singapore continues to lead the implementation of the Centralised Cooling System (CCS) in Tengah, Singapore's first eco-smart residential town. Over 9,000 households have subscribed to the CCS, which uses chilled water from rooftop chiller plants to cool homes efficiently. Daikin has deployed high-efficiency modular chillers and fan coil units, supported by smart controls via the SP Utilities App, allowing residents to remotely manage cooling, monitor energy usage, and receive maintenance alerts. To ensure proper installation and full proof systems, Daikin has tripled its on-site workforce and doubled its team, handling installation and maintenance daily. The system offers up to 30% energy savings compared to conventional air-conditioning, and eliminates the need for individual condensers, reducing maintenance and freeing up space. By doing so, Daikin has achieved the Super Low Energy rating, delivering a scalable, energy-conscious cooling model for sustainable urban living, aligning with Singapore's Green Plan, paving the way for future residential developments alike.



Singapore's Largest Industrial District Cooling Plant

Daikin Singapore is contributing to the development of Singapore's largest industrial district cooling plant, set to be operational by 2025. With a total capacity of 36,000 refrigeration tonnes to cool STMicroelectronics' Ang Mo Kio TechnoPark, the plant integrates Daikin's high-efficiency HFO chillers with low global warming potential and zero ozone depletion. The system is expected to enable ST to reduce carbon emissions by up to 120,000 tonnes annually, cut cooling-related electricity consumption by 20%, recycle 500,000m3 of water each year, and remove the equivalent of 109,000 Internal combustion engine vehicles from the roads annually. The new installations have also allowed ST to repurpose over 4,000 square meters of former chiller space to install PFC abatement systems. In addition, the plant targets to achieve the Green Mark Platinum Super Low Energy certification by the Building and Construction Authority (BCA) in FY2025. This reinforces their commitment to sustainable innovation and supports their goal of achieving carbon neutrality by 2027.

Digital Solutions to Optimise Energy Efficiency

IoT and analytics play a critical role in improving energy efficiency, thereby reducing energy costs and supporting sustainability goals. By embedding sensors or other IoT devices into various applications, we enable real-time data collection and feedback loops that improve system control and performance monitoring. Leveraging our technical expertise, we have developed a comprehensive suite of smart solutions designed to monitor, optimise and reduce energy consumption and carbon emissions, while maintaining superior levels of comfort and convenience for end users.

Energy Solutions

Through our Energy Solutions, we help building owners improve energy efficiency and advance green initiatives while maintaining reliable, uninterrupted operations.

Energy Audits, Optimisation and Performance Guarantee Contracts

Our services begin with energy audits to assess cooling and air distribution systems, identifying inefficiencies and improvement opportunities. We then optimise system operations, implement targeted improvements or minor retrofits, and support performance through guarantee contracts. This approach enhances efficiency, reduces carbon emissions, and delivers measurable energy and cost savings.

Building Management System (BMS)

Daikin's smart control technologies improve building energy performance through data-driven optimisation:



The iAir Manager optimises air handling unit (AHU) and fan coil unit (FCU) performance in real time, achieving up to 35% cooling energy savings and enhancing overall chiller plant performance.



The iPlant Manager improves chiller plant room efficiency through automated, data-driven controls, delivering up to 40% energy savings and reducing carbon emissions and costs.



Pay-Per-Use Air Conditioning Solution supports sustainable energy consumption by enabling on-demand cooling and minimising unnecessary energy use.

Cybersecurity is embedded across our building infrastructure products and solutions to ensure system reliability and service continuity. Together, these technologies deliver a holistic, energy-efficient building cooling solution.

Control Solutions

At Daikin, we are committed to delivering intelligent, seamless, and energy-efficient control solutions for both residential and commercial users. Our Marutto Smart Solution and Reiri Solutions offer advanced building management capabilities, ensuring optimal comfort, convenience, and efficiency.

REIRI Solutions

Daikin's Reiri Solutions deliver comfort, convenience and energy efficiency for residential and commercial users through tailored offerings:



Reiri for Office: Enables remote monitoring and control of air conditioning systems, energy consumption, smart lighting and other building functions through smart mobile devices, enhancing convenience and system oversight.



Reiri for Home: Connects Daikin devices for app-based control, allowing users to schedule cooling, track energy consumption and manage their home environment efficiently.



Reiri for Hotel: Provides hotel managers with centralised control and monitoring of room temperatures, improving guest comfort while reducing electricity consumption.

Marutto Smart Solution

Marutto Smart Solution is a cloud-based HVAC platform that enables real-time monitoring, control, and analytics across single or multiple sites. By visualising consumption patterns, automating schedules, and simulating energy-saving scenarios, Marutto helps businesses optimise operations, enhance efficiency and reduce their environmental impact.

Indoor Environmental Quality (IEQ)

Daikin continues to advance solutions that promote healthier indoor environments while supporting responsible and energy-efficient building operations. We provide a comprehensive suite of Indoor Environmental Quality (IEQ) and smart-environment solutions for commercial and industrial facilities, supporting Green Building initiatives.

All services are delivered in accordance with stringent environmental standards and industry regulations, reinforcing our commitment to responsible operations. To further strengthen our IEQ offering, Daikin has introduced two new services to complement our existing solutions: the Indoor Smart Ecosystem™ (ISES) and Kitchen Exhaust Duct (KED) Cleaning.

Daikin Kitchen Exhaust Duct (KED) Cleaning

Daikin's Kitchen Exhaust Duct (KED) Cleaning services enhance sustainability and safety by improving airflow efficiency, indoor air quality, and fire risk management. Regular cleaning reduces grease and particulate build-up, lowering energy demand and improving exhaust system performance while ensuring compliance with SCDF Fire Safety Guidelines.

Our end-to-end KED cleaning process includes system inspection, thorough degreasing, exhaust fan servicing, hood and filter cleaning, and before-and-after documentation to support audits and compliance. All chemical residues, grease, and oil waste are responsibly collected and disposed of through licensed providers, preventing environmental contamination. This approach helps clients maintain regulatory compliance while improving the safety, efficiency, and sustainability of kitchen operations.

Indoor Smart Ecosystem™

Daikin Singapore, in partnership with Singrass, implemented the ISES in childcares and within our premises to improve indoor air quality through indoor greenery, energy-efficient air purification, and plant-based biofiltration, reducing reliance on traditional mechanical filtration. To date, many childcare centres have adopted the Indoor Smart Ecosystem™ to promote better indoor air quality and learning among children. The system also supports onsite indoor farming, with edible greens shared with employees and children, promoting wellbeing, environmental awareness, and workplace engagement while contributing to Singapore's urban farming and food resilience goals. Through data-driven assessments, clear processes, and continuous performance monitoring, Daikin helps clients create healthier, sustainable indoor environments, demonstrating leadership in nature-integrated solutions aligned with national sustainability priorities and industry best practices, thereby reinforcing our commitment to sustainable indoor innovation.

Anti-corrosion, Anti microbial and Chemical-Free water treatments

Daikin's environmental solutions protect air-conditioning equipment, improve efficiency and reduce environmental impact. Our Anti-Corrosion and Anti-Microbial treatments extend equipment lifespan, enhance IAQ, and deliver energy and cost savings. The chemical-free water treatment (Decalon™) eliminates scale, prevents corrosion and bio-fouling while eliminating hazardous chemical usage. It also improves cooling efficiency, saves water and reduces carbon emissions, supporting more sustainable and comfortable building operations.

Formaldehyde Treatment

Managing indoor formaldehyde levels is increasingly important in Singapore as the government tightens oversight on indoor environmental quality, particularly in spaces occupied by vulnerable groups such as young children.

Childcare centres are required to maintain safe and healthy indoor environments under licensing and operational standards, and proactive formaldehyde reduction is essential to meet these regulations, manage compliance risks, and safeguard children's wellbeing.

At Daikin, we develop sustainable solutions to addresses this need. Through treatment, we can significantly reduce the formaldehyde content to acceptable limits.

IEQ Events

Indoor Air Quality- The Triple Impact Seminar

In November 2024, Daikin Singapore in collaboration with Air & Odor Management, organised another IAQ seminar titled ‘The Triple Impact.’ The event brought together industry leaders, experts, and professionals to exchange insights on enhancing IAQ, minimising carbon footprints and advancing ESG initiatives. Through thought-provoking discussions and practical strategies focused on sustainability, technology and innovation, the seminar reinforced a shared commitment to healthier indoor environments and the need to implement more sustainable business practices. This collaboration underscored Daikin Singapore’s commitment to driving impactful change by engaging industry stakeholders to enhance indoor air quality, paving the way for a healthier, greener and smarter future.

Showcasing our Green Innovation at Built Environment Expo (BEX) Asia 2024

Daikin is committed to innovation and sustainability through advanced HVAC solutions, supporting our mission for a healthier, greener future. Daikin Singapore participated in BEX Asia 2024, an event that brought together industry leaders to showcase their solutions and explore the future of the built environment. The event featured inspiring insights on key topics such as decarbonisation, digital innovations, and IAQ improvement. Daikin Singapore contributed to the event’s thought leadership through panel discussions and showcasing our latest innovations in green technology and indoor air quality solutions at our dedicated booth. The platform enabled us to have meaningful engagement with industry stakeholders and drove the conversation on decarbonisation, energy efficiency and sustainable building practices.

From Data to Decision: Leveraging Smart Controls for Sustainability

On 28 May 2024, Daikin Singapore hosted a sustainability talk at BCA Academy titled *“From Data to Decision: Leveraging Smart Controls for Sustainability”*. The session highlighted how data-driven insights and smart building controls can optimize HVAC performance, reduce energy consumption, and support Singapore’s Green Plan objectives. Through the integration of IoT technologies, real-time monitoring, and predictive maintenance, Daikin demonstrated how intelligent systems enable operational efficiency, lower carbon emissions, and enhance indoor environmental quality. The event reinforced Daikin’s commitment to advancing sustainable solutions and promoting energy-efficient practices within the built environment.

Daikin Green Building

Green buildings play a vital role in sustainable development by enhancing energy efficiency, conserving water and prioritising sustainable materials- thereby reducing resource depletion and waste. They also generate substantial cost savings through lower energy and water bills. Additionally, the use of non-toxic materials and advanced ventilation systems in green buildings contributes to improved IAQ, enhancing occupant health and comfort.

At Daikin Singapore, we recognise the significant benefits green buildings bring and we lead by example. Some of the key initiatives implemented in our offices are:

Energy Savings

- Implement energy efficiency technologies across the whole building
- Set up scheduled timing and temperature settings to minimise energy wastage
- Integrate solar films on window to reduce outdoor heat intake
- Planning for new VRV system with Advanced Technologies

Renewable Energy

- Purchase of Renewable Energy Certificates (RECs)
- Planning for solar panel installation

Water Savings

- Upgrade water fittings to 3 ticks WELS (Water Efficiency Labelling)
- Implement scheduled timing for plant irrigation

Indoor Environment Quality

- Provide Daikin building with adequate fresh air supply for good ventilation
- Equip all meeting rooms with air purifiers and filters to enhance good indoor air quality
- Schedule regular maintenance and steam cleaning of HVAC system

Green Landscaping

- Maintain Green walls at second floor balcony to reduce heat into the building

Building Optimisation

- Integrate Smart Office through collection of real time data

Waste Management

- Promote 3R (Reduce, Reuse and Recycle) among staff
- Recycled and general waste



In FY2024, the Service Hub was launched to accommodate staff from Service, Solution Business, and BMS&T, previously based at Tagore Lane. Expanding from 300 sqm to over 1,400 sqm, the Service Hub now accommodates over 200 staff, enabling greater synergy across the Service Business. This expansion contributed to the increase in electricity consumption in FY2024 compared to FY2023.

Daikin Singapore has made significant progress in reducing its environmental footprint, supporting Singapore’s renewable energy transition. Key actions include energy-efficient upgrades such as VRV air-conditioning systems, LED lighting,

Energy consumption	Unit	FY2023	FY2024
Fuel consumption	kWh	524,290	528,063
Electricity consumption	kWh	995,611	1,106,786
Electricity consumption matched with RECs	kWh	180,000	200,000
Electricity consumption per employee	kWh	2,242	2,438

GHG emissions	Unit	FY2023	FY2024
Scope 1	tCO ₂ e	130	133
Scope 2 (location-based)	tCO ₂ e	415	456
Scope 2 (market-based)	tCO ₂ e	340	374
Scope 3			
Employee Commuting	tCO ₂ e	-	256

and water-efficient fixtures. Furthermore, we support the expansion of clean energy through the procurement of local Renewable Energy Certificates (RECs), and plan to install solar panels on-site.

During the reporting period, plans were developed to install rooftop solar panels at the Service Hub, supplying renewable energy for the building over 20 years. The installation is scheduled to commence operations in December 2025, contributing to a lower-carbon and more resource-efficient workplace.

Waste	Unit	FY2023	FY2024
Total waste generated	Tonne	78.2	94.7
General waste	Tonne	52.4	68.0
Wood	Tonne	20.1	20.1
Carton box	Tonne	4.3	2.9
E-waste	Tonne	1.3	3.7

Water	Unit	FY2023	FY2024
Water withdrawal	m3	6,893	8,743

Human Resource Development

Daikin Singapore’s Management Philosophy is guided by the People-Centred Management (PCM) framework, which prioritises understanding, acceptance, and motivation among our people. The organisation supports sustainable growth by fostering an environment where people are empowered to learn, develop, and succeed. Through investment in talent, continuous development opportunities, and recognition of contributions, business decisions are made with employees at the core, supporting both professional and personal growth.

Daikin’s Human Rights Policy is guided by the principles and guidance contained in the United Nations Guiding Principles on Business and Human Rights, the Universal Declaration of Human Rights, the International Labor Organisation’s Declaration on Fundamental Principles and Rights at Work, the OECD Guidelines for Multinational Enterprises, and others. We comply with all applicable laws and regulations in the countries and regions where we operate in.

Daikin Singapore has pledged to be part of Singapore Business Federation (SBF) Sustainable Employment initiative. We are committed to fostering a work environment built on respect and dignity and regularly review our employment practices to make improvements where necessary. Beyond our internal workforce, we also maintain responsible and respectful relationships with all stakeholders, including suppliers, partners and individuals we engage, regardless of their size or role in the value chain.

As adopters of the Tripartite Alliance for Fair & Progressive Employment Practice (TAFEP), our hiring policies follow TAFEP guidelines and we recruit and select employees based on merit (such as skills, experience, or ability to perform the job), regardless of age, race, gender, religion, marital status and family responsibilities, or disability.

In April 2025, Daikin Singapore launched its first Employee Engagement Survey to gain insights into employee perspectives and experiences in the workplace. 94% of employees participated in the survey, demonstrating strong engagement and providing valuable insights for organisational improvement. Moving forward, we will leverage these insights to focus on areas for improvement and continue to be open to feedback from employees to enhance the overall work environment, wellbeing, and experience.

Headcount	FY2023	FY2024
Total headcount as of 31 March	444	454
Of which are permanent employees	371	388
Of which are fixed-term employees	73	66



Talent Development

We are dedicated to empowering employees through continuous learning and growth opportunities. By investing in skills development, leadership training, and career advancement opportunities, we equip our workforce with the necessary skillset and capabilities to meet future challenges. In this way, we nurture talent, driving innovation and building a sustainable, resilient organisation.

In FY2024, Daikin Singapore provided 8,909 hours of training, with an average of 20 hours per employee trained.

Employee Training	FY2023	FY2024
Average training hours per employee	20	20
Total training hours	8,694	8,909

Web Based Training for New Hires

At Daikin Singapore, training and development begins on day one, ensuring new hires are equipped with the necessary knowledge and skills to contribute effectively in their roles from the start.

Developing Future-Ready, Globally-Minded Leaders

Talent development is key to sustainable business growth and success. Daikin invests in developing the next generation of leaders through targeted programs that cultivate global perspectives and management capabilities. The Regional Daikin Executive Program (R-DEP) provides selective training for management personnel across the Asia-Oceania region, combining in-person sessions and online coaching to reinforce Daikin's management philosophy and strengthen regional networks.

Complementing this, the Young Shining Star Academy (YSSA) equips young leaders - particularly in sales and service roles - with skills, insights and executive mentorship to navigate an evolving business environment. Together, these programs nurture a pipeline of globally-minded, future-ready leaders to drive Daikin's growth across our markets.

University Career Fairs

Daikin Singapore actively engages with students and graduates through university career fairs. For instance, we participated in the National University of Singapore (NUS) Career Fair, presenting internship opportunities, and connected with students at Nanyang Technological University (NTU) Singapore's Job-In fair, offering both internships and full-time roles. These initiatives highlight our partnership with higher learning institutions, helping the next generation explore meaningful careers with Daikin.

Sustainability Awareness for Employees

As part of our commitment to promoting a culture of environmental sustainability, Daikin Singapore integrates sustainable practices into all aspects of our work culture. Through various events and workshops, we equip employees with the skills and knowledge needed to contribute effectively to our sustainability goals. To further enhance these efforts, a new dedicated sustainability e-learning programme would be launched in 2025, empowering employees across our organisation to drive positive environmental change through their work.

Empowering Daikin Singapore's Leaders for a Sustainable Future

Daikin Singapore reinforced its focus on environmental and social impact through a comprehensive ESG (Environmental, Social, and Governance) training session for Heads of Departments and managers. The session equipped leaders with ESG knowledge, including global sustainability trends, regulatory expectations, and practical frameworks for integrating ESG into decision-making. By enhancing their understanding, managers are empowered to champion sustainability within their teams, strengthening Daikin's ability to operate responsibly and ethically while building a future-ready organisation.

Greenwashing Training for Sales and Marketing team

In FY2024, we conducted Greenwashing Training for our Sales and Marketing team to strengthen understanding of responsible marketing and ensure compliance with local standards. Participants examined real-world greenwashing cases and learned how misleading claims can harm consumer trust, brand reputation, and legal compliance. Through group discussions and hands-on activities, employees practiced identifying potential greenwashing using a structured checklist and received practical guidance for ensuring sustainability messages are accurate and credible.

Workplace Diversity

At Daikin Singapore, we believe that valuing our differences unites us as one.

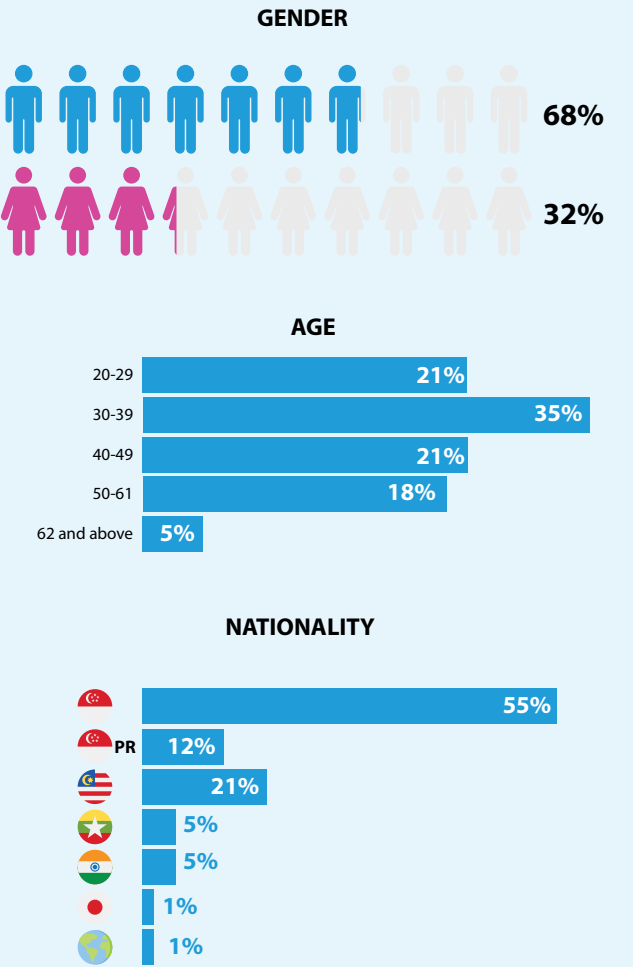
Our hiring policies ensure equal employment opportunities for all. We respect the human rights of each and every employee and do not tolerate discrimination based on nationality, race, ethnicity, religion, colour of skin, age, gender, sexual orientation, or disability. We enthusiastically embrace diverse individual values, transforming each person's unique talents and abilities into a driving force for our organisation.

Celebrating International Women's Day 2025

On International Women's Day, Daikin proudly celebrated the remarkable women who inspire, lead and drive change within our communities and workplaces. To symbolise our collective support, employees were encouraged to wear purple or white. At Daikin, we take immense pride in our diverse team of talented women, from engineers to managers to frontline workers, whose unwavering dedication significantly contributes to our company's success. We firmly believe that diversity fuels innovation, and we are committed to fostering an inclusive and empowering workplace where women can thrive, lead, and innovate.



Our Workforce



Employee Wellness

At Daikin Singapore, we recognise that employee wellness programmes are key to fostering a healthier, more engaged, and satisfied workforce. Participants in these programmes demonstrate higher engagement and reduced absenteeism, contributing significantly to a positive work environment. The Wellness Committee, composed of volunteers from various departments, organises activities that promote health, build team harmony, and support overall wellbeing.

Healthy Food for Employees

At Daikin Singapore, we promote employee wellness through access to healthy food and beverages. Vending machines offering fruits and iJooz orange juice are subsidised for staff, encouraging healthy choices throughout the day. In addition, herbal tea is distributed to employees during Labour Day as part of our wellness initiatives.

Annual Dinner

In December 2024, Daikin Singapore celebrated its 100th anniversary with an enchanting "Once Upon a Time" Dinner and Dance. Our employees transformed into beloved storybook characters for an unforgettable evening of camaraderie and celebration, fostering stronger bonds and reinforcing a vibrant, inclusive company culture.

Long Service Awards

In FY2024, we had the privilege of celebrating 41 dedicated team members with our Long Service Awards, honouring their loyalty, hard work, and commitment to Daikin. These milestones

reflect not only individual achievements, but also the strong, enduring culture we have built across the company. We are proud to honour their contributions and deeply appreciate their valuable contributions and unwavering commitment to our shared success as a company.

Riding Under the Stars

In November 2024, Daikin Singapore participated for the second year in Mediacorp's Yes 933 night cycling event at the Singapore Sports Hub. The event fostered team bonding, promoted wellness, and encouraged greener choices, reflecting our values of community engagement. It also supported the Lions Prostheses Centre, a Social Service Agency providing prosthetic limbs to financially disadvantaged amputees, enabling them to lead normal lives.

Festive Celebrations

At Daikin Singapore, we celebrate the cultural diversity of our workforce and foster an inclusive workplace. Throughout the year, employees came together to mark key festivities, including Chinese New Year, Hari Raya, Deepavali, Mid-Autumn Festival, National Day, and Christmas, through shared activities, festive treats, and small tokens of appreciation. These celebrations help strengthen connections, promote inclusion, and ensure every employee feels valued across our diverse workplace.



Occupational Safety and Health

Workplace Safety and Health (WSH) is a fundamental aspect of our business operations. We are committed to fostering a safe and healthy work environment for all employees and stakeholders. To uphold this commitment, we implement periodic inspection, audit and reviews of our WSH practices, with the aim of proactively identifying risks and eliminating workplace injuries and illnesses.

In fulfilment of the requirements stated in the Workplace Safety and Health Act, and other applicable legislations, Daikin Singapore is firmly committed to integrating safety and health into our daily operations and organisational culture.

- We actively communicate our safety and health policies and concerns to our staff and contractors.
- We integrate safety and health considerations as part of our daily work and culture in fulfilment of our products and services liabilities.
- We take prompt and appropriate actions to address any safety and health hazards, ensuring continuous improvement in maintaining a safe and healthy working environment.

Our long-standing ISO 45001 certification, maintained since 2010, reflects the robustness of our safety management system. The reputation of having good WSH records and procedures in place continues to earn the trust and confidence of existing and potential customers.

In FY2024, two employee safety-related injuries were reported, relating to improper manual handling and a slip on a staircase. To prevent future occurrences, we strengthened controls through measures including refresher training, installation of non-slip stair strips, case review at the WSH Committee meeting, and sharing of lessons learnt amongst employees. The increase in the staff Accident Severity Rate (ASR) in FY2024 is attributable to the employee who slipped and fell, which required 43 days of medical leave.

We continued to strengthen our commitment to a safe and healthy workplace in FY2024 through comprehensive initiatives encompassing training, on-site practices, risk management, technology, and recognition programs. Our WSH training covered core safety skills, sector-specific practices, leadership and management. An example of these efforts was a focused work-at-height training program of eight sessions that reached over 200 employees and service partners, enhancing their capabilities and awareness in work-at-height safety, reinforcing safe practices and promoting alignment with our WSH procedures, thereby fostering a stronger workplace safety culture.



Beyond our organisation, we advance industry safety standards by delivering safety training to share our expertise and best practices for safer air-conditioning works. To enhance on-site safety, Daikin Singapore staff conduct weekly safety briefings to Service Partners before site work, closely monitor activities and follow up on any safety issues, replacing the previous contractor-led sessions. In addition, safety professionals provide daily on-site WSH advice and assistance to technicians across various worksites, routinely inspect tools and equipment used, and perform regular site visits to ensure compliance by our Service Teams on-site. We also encourage safe work practices through our annual Service Partner Awards, recognising and rewarding exemplary Service Teams.

Staff and Service Partners are briefed on past case studies of recent accidents, and risk assessments are reviewed and updated to implement preventive measures and enhance work procedures for improved safety. One such measure is the prominent installation of safety signage in high-risk areas, such as the office building's spiral staircase.

Internally, safety policies, accident statistics and other relevant updates are displayed on the safety information board to promote employee awareness. Safety procedures are further strengthened through digitalisation via a safety app, which streamlines reporting of Tool Box meeting, WSH inspection reports and other safety documentations for efficient and systematic monitoring. Technologies such as the Bluetooth Service Checker also allow Service Partners to detect air-conditioning malfunctions remotely, reducing the need for hazardous manual checks.

In addition, we conduct Licensed Electrical Worker (LEW) inspections for our Service Partners to reinforce safe electrical work practices, strengthen safety oversight, and ensure compliance with electrical safety requirements.



Looking ahead, we will continue to strengthen workplace safety by increasing our site safety inspections, enforcing a demerit point system for poor safety performance, and implementing appropriate risk control measures, as part of our commitment to eliminating workplace injuries and maintaining a safer, healthier workplace for all.

Our Health and Safety Performance

Staff	FY2022 ⁵	FY2023	FY2024
Accident Frequency Rate	1.36	1.00	1.19
Accident Severity Rate	4.09	14.93	27.26
Near Miss	0	1	1
Fatality Rate	0	0	0

Contractors	FY2022 ⁶	FY2023	FY2024
Accident Frequency Rate	0	1.41	0
Accident Severity Rate	0	7.05	0
Near Miss	1	0 ⁷	0
Fatality Rate	0	0	0

Safety during Construction of Singapore’s Largest Industrial District Cooling Plant

Underscoring the commitment to safety, this project achieved over **2 million accident-free man hours** over a 3-year construction period, demonstrating a robust safety culture and the consistent application of rigorous WSH protocols throughout the plant’s construction.



⁵Figures (Staff) for FY2022 have been restated to align with the financial year reporting period
⁶Figures (Contractors) for FY2022 have been restated to align with the financial year reporting period
⁷Near Miss (Contractors) figure for FY2023 have been restated to align with the financial year reporting period.

Customer Satisfaction

Daikin’s philosophy is to identify and fulfil customers’ needs through providing high quality products, materials, and services. In response to changing social trends, we proactively innovate and deliver new products and services that exceed customer expectations. To uphold service excellence, we conduct annual training, technical assessments, and soft skills development to ensure our service engineers are fully equipped with the necessary skillsets to troubleshoot works on the ground and communicate effectively with customers.

Part of this process is our ongoing training for internal staff, service partners, dealers and installers to consistently deliver satisfactory service to our customers. In FY2024, our Training Centre delivered a dozen of programs covering product knowledge, installation, maintenance, troubleshooting, and safety. Key training sessions focused on systems installation to ensure our engineers, technicians, service partners, and dealer staff understand product specifications, features, installation standards and troubleshooting techniques. Other training sessions covered usage of advanced tools and equipment,

including centralised controllers and Bluetooth checkers, to improve troubleshooting capabilities and device management. Refrigerant recovery training reinforced sustainability practices, while basic aircon system training provided call center staff with the knowledge needed to support customers effectively. Overall, these programs ensure all participants, from engineers and technicians to dealers and call center staff, are well-equipped to deliver high-quality service while adhering to technical standards and safety protocols.

The Overall Satisfaction score of after-sales service for FY2024 is 1.00, indicating a baseline level of customer satisfaction. This suggests that while expectations were met, there is significant room for improvement to enhance customer experience and loyalty. To strengthen customer experience, we will continue to refine our after-sales processes, deepen our understanding of customer needs, and explore opportunities to enhance service responsiveness and quality, supporting long-term improvements in overall customer satisfaction.

	Base Year	FY2023	FY2024
Overall Satisfaction*	FY2015	1.02	1.00

**Satisfaction of after-sales services, regarding the base year as 1.00*



Communities

Besides being a trusted air conditioner brand in Singapore, Daikin Singapore is deeply committed to contributing to the progress of our community. We launched the 'Daikin For U' initiative which represents our commitment towards giving back to the society and protecting the environment. This initiative embodies our dedication to making a positive and lasting impact on society and the planet.

We use our resources to contribute to society by:

- Protecting the Environment
- Partnering with Institute of Higher Learning to provide opportunities to graduates and mid-career opportunities.
- Living in Harmony with Communities

In FY2024, Daikin's monetary contributions through donations, sponsorships, and goods exceeded SGD 200,000, while employees logged over 350 CSR hours. These efforts demonstrate strong corporate support and active employee engagement in community initiatives, reinforcing the company's social impact.

Plant a Tree 2024

Daikin Singapore demonstrated our dedication to sustainability and environmental stewardship by pledging to plant 60 trees at Tampines Eco Green in support of the OneMillionTrees movement. Held on 11th September 2024, the tree-planting event brought together employees, partners, and Mediacorp YES 933 radio personalities in a collective effort to support biodiversity and climate resilience. This initiative embodies our ongoing mission to safeguard and preserve the environment for the benefit of future generations, aligning with our commitment to sustainability and our dedication to making a meaningful impact on the communities we serve.



Partnering With Institute of Higher Learning to Provide Opportunities to Graduates and Mid-Career Opportunities

Since its inception in 2008, the ITE-Daikin Cooperation, underscores Daikin Singapore's unwavering dedication to education and skills enhancement. Daikin Singapore proudly supports the Institute of Technical Education (ITE) by providing invaluable hands-on training and internship opportunities for students and staff. Utilising state-of-the-art Chilled Water Air-Conditioning Equipment, Chiller System Management Software, and VRV Simulators, Daikin Singapore enriches the learning experience by providing practical and industry-specific insights through unique, hands-on education. Daikin Singapore also recognises academic excellence by presenting Book Prizes to deserving students from Nitec in Built Environment, a commitment we recently honoured at the ITE College West Graduation Ceremony in 2024.

Empowering Student Innovation to Develop Smart Refrigerant Solutions

As part of the HSBC-NYAA-ITE Sustainability Initiative, two ITE College West students partnered with Daikin Singapore's subsidiary, BMS Engineering, to develop a smart refrigerant detector that won top honours. The sensor monitors gas pressure in real time and sends leak alerts via WhatsApp or email, helping technicians and homeowners address leaks early. By preventing energy loss, equipment damage, and carbon emissions, this innovation is projected to reduce Scope 1 and 2 emissions by 20%, saving up to 5,097 tonnes of CO2 annually. The project highlights Daikin Singapore's commitment to nurturing young talent and promoting sustainability through industry-academic collaboration.



ITE College West students showcase their winning entry as part of the HSBC-NYAA-ITE Sustainability Initiative

Living in Harmony with Communities

Community Chest's Heartstrings Walk 2024

In 2024, Daikin Singapore participated in the Community Chest Singapore Heartstrings Walk, bringing together over 100 staff, dealers, customers, and family members. Walking together around Marina Bay, participants demonstrated strong unity in support of a meaningful cause. Co-organised by Community Chest Singapore and Marina Bay Sands, the annual Heartstrings Walk raises funds for more than 100 social service agencies supporting over 93,000 individuals. As a Gold Sponsor, Daikin Singapore is proud to contribute to this initiative and support a more caring community.



Daikin Singapore Managing Director, Chua Ban Hong (left) receiving a token of appreciation, pictured with Minister Gan Kim Yong (centre) and Mr Chew Sutat (right), Chairman of Community Chest.

Daikin Charity Golf Event 2024: Driving Positive Change Through Community Giving

In July 2024, Daikin Singapore hosted its 38th Charity Golf Tournament in conjunction with Daikin's 100th anniversary, raising a record SGD 100,000 for two Community Chest programmes: SHINE Children and Youth Services and Lions Befrienders Service Association. SHINE supports children aged 5 to 10 with specific learning disabilities and related social and emotional needs, while Lions Befrienders works to reduce social isolation among seniors through companionship and community activities. The success of the event reflects the collective generosity of participants and partners, demonstrating the positive impact achieved through community collaboration.



Daikin Singapore Managing Director, Chua Ban Hong (right) receiving token of appreciation from Deputy Director, Philanthropic Partnerships of Community Chest, Ms Shae Chua (left)

Compliance with Corporate Governance

Corporate governance plays a critical role in driving sustainability within Daikin Singapore. By ensuring transparency, accountability, and ethical decision-making, strong governance frameworks help mitigate business risks and strengthen trust with our stakeholders. Effective corporate governance enables us to integrate sustainability into our strategies, ensuring long-term growth while aligning with environmental, social, and regulatory expectations.

Since 2008, Daikin has endorsed and participated in United Nations Global Compact (UNGC) and follows the ten principles of the UN Global Compact.

At Daikin Singapore, our Code of Conduct serves as the foundation for ethical behaviour and compliance across all operations. It guides employees to uphold the highest standards of corporate governance in both internal and external engagements, including fair and responsible sales and procurement practices that aligns with proper corporate ethics and in accordance with sound business practices and social norms. Our Code of Conduct is available publicly on the Company's website.

Since 2020, all employees have been required to complete a comprehensive Code of Conduct e-training programme, which includes training on anti-bribery, reinforcing our commitment to integrity and compliance. In FY2024, 100% of employees completed the training.

Code of Conduct

-  **Providing Safe, High Quality Products and Services**
-  **Free Competition and Fair Trading**
-  **Observing Trade Control Laws**
-  **Respect and Protection of Intellectual Property Rights**

-  **Proper Management and Utilisation of Information**
-  **Prohibition of Insider Trading**
-  **Timely and Appropriate Disclosure of Corporate Information**
-  **Preservation of the Global Environment**
-  **Ensuring the Safety of Operations**
-  **Respect for Human Rights and Diversity and Observance of Labor Laws**
-  **Protection of Company Assets**
-  **Proper Handling of Accounting Procedures**
-  **Practicing Moderation in Entertainment, Gift Exchanges, and Invitations**
-  **Maintaining a Firm Attitude against Anti-social Activities**
-  **Relationship with Society**
-  **Observing Each Category of Industry Law and Regulation**

Self-Assessment and Risk Assessment

Daikin Singapore conducts annual self-assessment and risk assessment to ensure constant compliance with our Group Conduct Guidelines. Our risk assessments identify and prioritise risks throughout our value chain, with findings, along with any emerging issues and proposed mitigation measures reported to Daikin's Corporate Ethics and Risk Management Committee or discussed at regional compliance committee meetings. This process ensures that critical information is effectively addressed and communicated throughout the Daikin Group to effectively mitigate risks.

In FY2024, Daikin Singapore completed a human rights due diligence exercise to identify potential risks across our business operations and actively work to prevent, avoid, or mitigate them. We utilise the Daikin Group questionnaire to assess the current work environment and monitor human rights risks. In line with the Daikin Group Human Rights Policy, we take prompt corrective measures to eliminate the relevant event and remedy the rights if we identify that we caused or are involved in adverse impacts to human rights.

Whistleblowing Helpline

Daikin Singapore maintains a Whistleblowing Helpline for Corporate Ethics accessible to both internal and external stakeholders. This channel allows the confidential reporting of violations or irregularities on all corporate ethics matters, including human rights, sexual harassment, and power harassment. Through the helpline, all reported matters are kept strictly confidential and dealt with promptly and appropriately. The Internal Audit Department investigates all queries to the helpline and collaborates with related company divisions to implement corrective actions and prevent recurrence. To ensure visibility and accessibility, the helpline's contact information are prominently displayed on posters affixed to the printing room walls on all levels and common areas for internal stakeholders, and published on the Company's website for external stakeholders.

In FY2024, there were no reports received on violations or irregularities on all corporate ethics matters, including human rights, sexual harassment, and power harassment.



Information Security

Daikin Singapore is committed to complying with the Personal Data Protection Act (PDPA) 2012, ensuring the privacy and security of personal data as a key aspect of responsible governance. We regularly conduct self-assessments and risk evaluations to maintain compliance with our Group Conduct Guidelines. A comprehensive Privacy Policy and rigorous internal rules govern the proper collection, use, disclosure, and protection of personal data. Dedicated Data Protection Officers and trained personnel enforce these rules across all divisions, upholding the highest standards in information security.

Our commitment to continuous improvement in information security is reinforced through audits conducted by our Internal Auditing Department. These audits verify our compliance to the Group Conduct Guidelines and Information Security Policy, enabling us to proactively identify areas for enhancement and ensure that our practices remain robust and current. At Daikin Singapore, we conduct yearly assessments that is aligned with JSOX to maintain strong internal controls and governance standards.

Additionally, Daikin remains dedicated to ensuring compliance with relevant regulations. We place strong emphasis on employee education through PDPA trainings, which equip staff with a thorough understanding of data protection obligations and keep them informed of policy updates or regulatory changes. To reinforce data protection awareness across the organisation, all new employees are required to complete PDPA training as part of the onboarding process. Moving

forward, regular refresher training sessions will be introduced to ensure all employees remain up to date with relevant PDPA requirements and best practices.

We have achieved ISO 27001 certification, a globally recognised standard for information security management. This demonstrates our dedication to protecting sensitive data and maintaining robust cybersecurity and risk management practices. By implementing an Information Security Management System (ISMS) aligned with ISO 27001, we reinforce stakeholder trust and support operational excellence. Annual audits by the certifying body ensure ongoing compliance with the standard.

These ongoing efforts enable us to continuously refine our internal policies and processes, keeping them aligned with PDPA requirements and upholding high standards of data management and information security.

During the reporting year, there were no substantiated complaints received concerning breaches of customer privacy.

Supply Chain Management

Daikin Singapore is committed to conducting business in a responsible and sustainable manner, with trust, fairness and expected standards of behaviour at the foundation of successful supplier relationships. We seek to partner with suppliers who provide quality products and services while upholding ethical, social, and environmental responsibility.

Daikin Green Procurement Guidelines

Daikin established the Green Procurement Guidelines, which promote environmental management throughout the entire supply chain to provide more environmentally responsible products. At Daikin Singapore, we ensure our suppliers abide by the Green Procurement Guidelines and conduct regular inspections of products from our suppliers to verify adherence. As part of our commitment to sustainable procurement, priority will be given to vendors who align with our values.

Daikin Supply Chain CSR Promotion Guidelines

Daikin formulated its Supply Chain CSR Promotion Guidelines in April 2017, which set out standard requirements such as proper management and abidance with all applicable laws and regulations. Additionally, Daikin encourages its suppliers, and their subcontractors to continuously improve their performance in key areas of CSR, such as in the environment, quality, occupational safety, corporate ethics and human rights.

Daikin Singapore's Purchasing Policy

Our Purchasing Policy reflects our commitment to fair, transparent, and responsible procurement practices. We aim to engage with suppliers based on the below principles:

- Fair relations based on an open-door policy: Provide open, equal, and fair opportunities for all companies, regardless of their locality, size, and sales results.
- Look for good partners: Procure from local as well as overseas vendors who provide innovative products at high quality and competitive prices.
- Observe laws and maintain confidentiality: Observe laws on business dealings and respect the spirit of these laws.
- Mutual growth through mutual trust: Create open conditions for business dealings and respect free competition.
- Promote CSR Procurement: Work hand in hand with suppliers on fulfilling their social responsibilities, such as sustainable purchasing, environmental conservation, occupational safety and health, human rights, forced labour.

Supplier Code of Conduct

The Supplier Code of Conduct sets forth our expectations and requirements for our Suppliers. All new and renewing suppliers are required to acknowledge and adhere to our Supplier Code of Conduct, committing to the expectations and standards set forth therein. Our Supplier Code of Conduct is publicly available to external stakeholders on the Daikin Singapore website.

Supplier ESG Screening and Assessment

Our potential partners are invited to complete our Vendor Evaluation Form, which enables us to collect and assess key

company information. When considering the new vendor, priority will be given to vendors who have obtained ISO 9001, ISO 14001 certifications and demonstrate compliance with RoHS or REACH standard. All our Service Partners are required to achieve bizSAFE Level 3 certification within one year of joining Daikin Singapore.

Daikin Singapore conducts annual assessments of our top 10 suppliers to ensure responsible practices. The Green Procurement inspection evaluates environmental management systems, legal compliance, chemical waste management, and carbon footprint reduction initiatives. The CSR questionnaire assesses suppliers' adherence to ethical standards, including fair labor practices and respect for human rights, both within their operations and among their external providers.

Moving forward, we will further strengthen our ESG screening and assessment process by identifying suppliers providing products and services from high-risk industries, assessing their ESG risk levels and tailoring our supplier evaluation and engagement strategies accordingly.

Fostering Collaboration for Success and Sustainability: Daikin Dealers Meeting and ADCC & Applied Meeting 2024

We conducted a sustainability training session for our valued partners, including dealers, ADCC and service partners. The session underscored the importance of integrating sustainability into business practices and shared Daikin Singapore's key sustainability commitments. We also reaffirmed our dedication to carbon neutrality and highlighted meaningful CSR projects that contribute to a greener and more caring community. By fostering collaboration, we aim to work with our partners towards shared sustainability goals and create a lasting impact for future generations.



ESG Data

Environment	Unit	FY2023	FY2024
Green Products and Solutions			
% of Super Green Products	%	65 ⁸	69
Total refrigerant recovery	kg	4,004.5	6,030
Metal Cylinders collected back for recycling	%	20	16
Daikin Green Building			
Energy consumption			
Fuel consumption	kWh	524,290	528,063
Electricity consumption	kWh	995,611	1,106,786
Electricity consumption matched with Renewable Energy Certificates ("RECs")	kWh	180,000	200,000
Electricity consumption per employee	kWh	2,242 ⁹	2,438
GHG emissions			
Scope 1	tCO ₂ e	130	133
Scope 2 (location-based)	tCO ₂ e	415	456
Scope 2 (market-based)	tCO ₂ e	340	374
Scope 3			
Employee Commuting	tCO ₂ e	-	256
Waste			
Total waste generated	Tonne	78.2	94.7
General waste	Tonne	52.4	68.0
Wood	Tonne	20.1	20.1
Carton box	Tonne	4.3	2.9
E-waste	Tonne	1.3	3.7
Water			
Water Withdrawal	m3	6,893	8,743

⁸% of Super Green Products for FY2023 have been restated due to a calculation error made in the previous reporting period
⁹Electricity consumption per employee for FY2023 have been restated due to a calculation error made in the previous reporting period

Social	Unit	FY2023	FY2024
Human Resource- Headcount and Diversity			
Total number of employees	Headcount	444	454
Of which are permanent employees	Headcount	371	388
Of which are fixed-term employees	Headcount	73	66
% Employees by Gender			
Male	%	69	68
Female	%	31	32
% Employees by Age			
20-29	%	21	21
30-39	%	33	35
40-49	%	21	21
50-61	%	20	18
62 and above	%	5	5
Employees by Nationality			
Singapore	%	58	55
Singapore PR	%	12	12
Malaysia	%	18	21
Myanmar	%	5	5
India	%	3	5
Japan	%	1	1
Others	%	3	1
% Women in the Management Team	%	20	21
Human Resource- Training and Development			
Total training hours	Hours	8,694	8,909
Average training hours per employee	Hours/ Employee	20	20
Employee Engagement			
Employee Engagement Survey participation rate	%	-	94
Occupational Safety and Health			
Staff			
Accident Frequency Rate		1.00	1.19
Accident Severity Rate		14.93	27.26
Near Miss		1	1
Fatality Rate		0	0
Contractors			
Accident Frequency Rate		1.41	0
Accident Severity Rate		7.05	0
Near Miss		0 ¹⁰	0
Fatality Rate		0	0

¹⁰Near Miss (Contractors) for FY2023 have been restated to align with the financial year reporting period

Governance	Unit	FY2023	FY2024
Corporate Governance			
% employees completing Code of Conduct e-training	%	100	100
% employees completing anti-corruption training	%	100	100
Whistleblowing			
Number of whistleblowing reports	Number	0	0
Number of confirmed incidents of corruption	Number	0	0
Information Security			
Total number of substantiated complaints received concerning breaches of customer privacy	Number	0	0
Total number of identified leaks, thefts, or losses of customer data	Number	0	0
Supply Chain Management			
% new and renewal suppliers acknowledging the Supplier Code of Conduct	%	100	100
Class A CSR Procurement Achievement Rate ¹¹	%	72	88
Green Procurement Rate ¹²	%	87	96

¹¹ Applies to the Top 10 Daikin Singapore trade suppliers
¹² Applies to the Top 10 Daikin Singapore trade suppliers

Methodology

Term Covered
April 1, 2024 to March 31, 2025

Daikin Organisations Covered
This report covers operations wholly owned and directly managed by Daikin Airconditioning (Singapore) Pte. Ltd.

Reporting frameworks used
This report has been prepared with reference to the Global Reporting Initiative (GRI) Universal Standards 2021. The GRI Content Index can be found on page 43.

- Restatements**
- The % of Super Green Products reported in FY2023 was restated to 65%, due to a calculation error where the total number of Super Green Products was previously understated.
 - Electricity consumption per employee reported in FY2023 was restated to 2,242kWh, due to a calculation error where the total number of employee headcount was previously understated.
 - The Accident Frequency Rate and Accident Severity Rate for staff in FY2022 have been restated to 1.36 and 4.09 respectively, while the Near Miss for contractors have been restated to 1, to align with the financial year reporting period from 1 April 2022 to 31 March 2023.
 - The Near Miss for contractors in FY2023 has been restated to 0, to align with the financial year reporting period from 1 April 2023 to 31 March 2024.

ENVIRONMENT

Green Products and Solutions

% of Super Green Products
% of Super Green Products refers to the percentage of R32, and 4 and 5 energy ticks products, out of the total number of products as of 31 March 2025.

Total refrigerant recovery
Total refrigerant recovery is the weight of total refrigerants (in kg) recovered through our Eco-Cycle and Eco-Corner initiatives.

Metal Cylinders collected back for recycling
Refers to the percentage of metal cylinders collected back for recycling, out of the total amount of cylinders placed on the market.

Daikin Green Building

Fuel consumption
Fuel consumption is measured in kWh and calculated by multiplying the volume of diesel consumed by company-owned vehicles (in litres), with the fuel conversion factor sourced from the UK Government GHG Conversion Factors for Company Reporting 2024 (Department for Energy Security & Net Zero).

Electricity consumption
Electricity consumption refers to the total electricity consumed during the reporting year, measured in kWh and based on monthly utility invoices.

During the reporting year, Daikin Singapore has redeemed Renewable Energy Certificates (“RECs”), which are reported separately as the portion of electricity consumption matched with RECs.

Electricity consumption per employee, used as a measure of electricity intensity, is calculated by dividing the total electricity consumption by the total employee headcount.

GHG emissions
The GHG emissions are calculated following the GHG Protocol Guidance.

Scope 1 emissions refer to the emissions emitted from diesel consumed by company- owned vehicles. It is calculated by multiplying the volume of diesel consumed (in litres), by the diesel emission factor sourced from the UK Government GHG Conversion Factors for Company Reporting 2024 (Department for Energy Security and Net Zero).

Scope 2 location-based emissions include indirect emissions due to purchased electricity consumed at our sites. These are calculated by multiplying the total electricity consumption (in kWh) by the electricity emission factor provided by Singapore’s Energy Market Authority (EMA).

Scope 2 market-based emissions are calculated by adjusting Scope 2 location-based emissions to account for the impact of purchased Renewable Energy Certificates (RECs), reflecting the reduction in emissions achieved through renewable electricity procurement.

Scope 3 emissions- Employee Commuting
Daikin Singapore conducted an employee commuting survey in 2025 to collect information on the number of work-from-office days, mode of transportation, distance travelled by

selected mode of transportation and fuel type if known. Based on the distance travelled by local mode of transport (e.g. car, bus, train), emissions were calculated using mode-specific emission factors. Emission factors were obtained from the Singapore Emission Factor Registry (SEFR) and the UK Government GHG Conversion Factors for Company Reporting 2025 (Department for Energy Security & Net Zero), with local factors prioritised where available, followed by international sources.

Waste

The total waste generated is measured by weight (in tonnes) and broken down by general waste, wood, carton box, and e-waste for the reporting year.

Water

Water withdrawal refers to the total volume of water (in m3) consumed at our sites during the reporting year, based on data obtained from monthly utility bills.

SOCIAL

Human Resource- Headcount and Diversity

Total number of employees

Total number of employees refers to the total headcount as of the end of the reporting period, broken down into permanent and fixed-term (contract) employees.

Employees by gender, age, nationality

Employee demographics are broken down by gender, age and nationality, reported as a percentage of the total headcount at the end of the reporting period. This data includes all active employees with an employment contract at Daikin Singapore.

% women in the management team

% women in the management team refers to the percentage of female employees holding positions at assistant manager level and above at Daikin Singapore, based on their job grade classifications.

Human Resource- Training and Development

Total training hours

Refers to the total number of training hours provided to employees during the reporting year, including in-person training, e-learning, leadership and development programs.

Average training hours per employee

Refers to the total number of training hours divided by the total headcount.

Employee Engagement

Employee Engagement Survey participation rate

The participation rate indicates the percentage of employees who participated in and completed the employee engagement survey.

Occupational Safety and Health

Accident Frequency Rate

Accident Frequency Rate refers to the number of workplace accidents reported per million man-hours worked. This is based on definition provided by Singapore’s Ministry of Manpower.

Accident Severity Rate

Accident Severity Rate refers to the number of man-days lost to workplace accidents per million man-hours worked. This is based on definition provided by Singapore’s Ministry of Manpower.

Near Miss

A near miss is an incident that has the potential to result in injury or ill health but where none occurs.

Fatality Rate

Fatality rate refers to the number of workplace fatal injuries per 100,000 workers.

GOVERNANCE

Corporate Governance

% employees completing Code of Conduct e-training

Percentage of employees who have completed the annual Daikin Singapore’s Code of Conduct e-training as of the end of the reporting period.

% employees completing anti-corruption training

Percentage of employees completing the annual anti-corruption training, as of the end of the reporting period.

Whistleblowing

Number of whistleblowing reports

Refers to the total number of whistleblowing reports received by Daikin Singapore during the reporting year, regardless of whether they were submitted by internal or external stakeholders or through any of the designated whistleblowing channels.

Number of confirmed incidents of Corruption

Refers to the number of substantiated corruption cases identified through the whistleblowing system or operational internal audit (if any) during the reporting year.

Information Security

Total number of substantiated complaints received concerning breaches of customer privacy

Refers to the number of substantiated complaints concerning breaches of customer privacy received by Daikin Singapore during the reporting year.

Total number of identified leaks, thefts or losses of customer data

Refers to the number of confirmed information security incidents involving leaks, thefts, or losses of customer data identified during the reporting year.

Supply Chain Management

% new and renewal suppliers acknowledging the Supplier Code of Conduct

Percentage of new and renewal suppliers who have formally acknowledged to comply with Daikin Singapore’s Supplier Code of Conduct during the reporting year.

Class A CSR Procurement Achievement Rate

The Class A CSR Procurement Achievement Rate is the percentage of total procurement value sourced from suppliers who satisfied Daikin’s Class A in-house standards. Suppliers classified as Class A are those scoring 80 or more points on the CSR questionnaire, indicating suppliers with excellent CSR initiatives.

Green Procurement Rate

Green procurement rate is calculated as the value of goods procured from suppliers who meet our assessment criteria divided by the total value of all goods procured.

GRI Content Index

Statement of use	Daikin Airconditioning (Singapore) has reported the information with reference to the GRI Standards for the period 1 April 2024 to 31 March 2025.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI Standard	Disclosure	Page
GRI 2: General Disclosures 2021	The organisation and its reporting practices	
	2-1 Organisational details	5, 7
	2-2 Entities included in the organisation's sustainability reporting	5, 7
	2-3 Reporting period, frequency, and contact point	5
	Activities and Workers	
	2-6 Activities, value chain and business relationships	7
	2-7 Employees	22-25
	Governance	
	2-9 Governance structure and composition	10
	2-11 Chair of the highest governance body	10
	2-12 Role of the highest governance body in overseeing the management of impacts	10
	2-13 Delegation of responsibility for managing impacts	10
	Strategy, policies and practices	
	2-22 Statement on sustainable development strategy	6, 8, 9
	2-23 Policy commitments	Disclosed throughout the Sustainability Report 2025
	2-24 Embedding policy commitments	Disclosed throughout the Sustainability Report 2025
	2-26 Mechanisms for seeking advice and raising concerns	31-32
	Stakeholder Engagement	
	2-29 Approach to stakeholder engagement	12

Material Topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	11
	3-2 List of material topics	11
Green Products and Solutions Daikin Green Building		
GRI 3: Material Topics 2021	3-3 Management of material topics	13-21
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	13-21, 35
	302-3 Energy intensity	13-21, 35
GRI 303: Water and Effluents 2018	303-3 Water withdrawals	13-21, 35
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	13-21, 35
	305-2 Energy indirect (Scope 2) GHG emissions	13-21, 35
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	13-21
	306-3 Waste generated	13-21, 35
Human Resource Development		
GRI 3: Material Topics 2021	3-3 Management of material topics	22-25
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	22-25, 36
	404-2 Programs for upgrading employee skills and transition assistance programs	22-25
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	10, 22-25, 36
Occupational Safety and Health		
GRI 3: Material Topics 2021	3-3 Management of material topics	26-27
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	26-27
	403-5 Worker training on occupational health and safety	26-27
	403-9 Work-related injuries	26-27, 36
Customer Satisfaction		
GRI 3: Material Topics 2021	3-3 Management of material topics	28
Communities		
GRI 3: Material Topics 2021	3-3 Management of material topics	29-30
Information Security		
GRI 3: Material Topics 2021	3-3 Management of material topics	33
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	33, 37
Compliance with Corporate Governance		
GRI 3: Material Topics 2021	3-3 Management of material topics	31-32
GRI 205: Anti-Corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	31-32
	205-3 Confirmed incidents of corruption and actions taken	31-32, 37
Supply Chain Management		
GRI 3: Material Topics 2021	3-3 Management of material topics	34

DAIKIN AIRCONDITIONING (SINGAPORE) PTE. LTD.

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You can also view this report on our website.

URL <https://www.daikin.com.sg/sustainability>

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UN Global Compact

Since 2008 Daikin has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labor, the environment and anti-corruption.



Eco First

For its range of environmentally advanced efforts, Daikin Industries, Ltd. has been certified as an Eco-First Company by Minister of the Environment of Japan.



The Daikin Group Environmental Symbol

The symbol of the Earth in the shape of a green heart represents a determination on the part of each and every employee of Daikin to think green (think of the Earth and take care of the environment).