Aim for ZERO to achieve complete 'customer' satisfaction !

For Daikin Europe NV, DENV, a leading manufacturer and distributor of HVAC-R products and services, quality, safety and the environment including energy consumption is of the greatest importance. These 4 aspects are an integral part of our core values, corporate ethics and business principles and will guide us to develop, produce and deliver differentiated products, services, processes and workstations that are stable, smart, safe and preferred by our 'customers'. This approach will outperform competitors in quality, environmental performance, safety, cost and lead time.

To achieve complete 'customer' satisfaction we aim for 'ZERO': zero defects, zero (serious) accidents, net zero emissions of greenhouse gasses.

This requires everybody to be engaged, motivated and to understand their responsibility in achieving our objectives. Empowerment to take action is key to achieve a high level of performance and assuring continuous improvement.

At DENV, our IMS policy summarizes the following essentials:

1) Taking steps to proactively improve

Taking into account the complete product life cycle we will design, manufacture and maintain our processes to eliminate risks and to minimize the environmental aspects (CO_2 eq emissions, energy efficiency, impact of HFC emissions, waste, water usage and VOC emissions). Sustainable and circular use of resources is key to reduce these impacts.

To ensure this we will periodically execute risk assessments and implement countermeasures. The management initiatives will be periodically evaluated to verify their effectiveness. Also advices and visions of the interested parties will be taken into account (employees, customers, third parties, communities). Supported by the management initiates and the progressive technological developments continuous improvement will be guaranteed.

2) Compliancy with the applicable legislation

All Daikin products, processes and services will meet at least the applicable legislation and internal requirements.

3) Provision and promotion of the management activities

DENV will promote and support the management activities in all her processes to eliminate risks and unwanted output. The ensure the objectives, leadership will be shown and adequate resources will be made available. Employees will be consulted and encouraged to participate in the management activities.

4) Know-how, training, awareness and instructions

To succeed in our objectives the necessary training and information will be provided for all employees, including the hierarchical line and third parties. Through standards, education, training, supervision and effective bilateral communication we strive to create a 'culture' for improvement in favor of our processes, products and services. Teamwork, engagement, ownership and support by every stakeholder is needed to bring these principles into practice.

Each and every one of us has the power to influence the management initiatives to improve our product, processes and services so DENV remains a passionate and trusted leader on the HVAC-R market.

President	Chairman of the Board
Mr. T. Tsubouchi	**Mr. M. Minaka**
24 MEI 2022	24 MEI 2022

2022

This policy will be revised periodically, is available for the public and can be shared with all interested parties.