

Company Name: Daikin Industries, Ltd.
 (Securities Code: 6367, TSE Prime Market)
 Name of Representative: Masanori Togawa, President and CEO
 Inquiries: Motoshi Hosomi, General Manager, Corporate Communication Department
 (Tel.: +81-6-6147-9925)

Notice Concerning Change of Representative Directors

Daikin Industries, Ltd. today announced that the changes in representative directors were determined at the Board of Directors' Meeting held on May 9, 2024. These appointments will become officially effective at the subsequent Board of Directors' Meeting, following the approval at the 121st Ordinary General Meeting of Shareholders to be held on June 27, 2024.

1. Reason for Change

Through the transition to a new structure in its centennial year of founding, Daikin aims for even greater speed in managerial decision-making and execution, amid significant changes in the environment surrounding the company group. In order to contribute to a sustainable society and achieve the group's growth, Daikin will reestablish the previously suspended COO position, taking on this challenge with all its strength. The person appointed as COO will have the company's representative rights, along with the CEO, and will focus on business execution as well as further enhancing the group management and governance.

2. Names and Job Titles of Newly Appointed and Retiring Representative Directors

Name	Current Position	New Position
Masanori Togawa	Representative Director, <u>President and CEO,</u> <u>Member of the Board</u> [Assigned post] <u>Chairman,</u> <u>Internal Control Committee</u>	Representative Director, <u>Chairman of the Board,</u> and CEO
Ken Tayano	<u>Representative Director,</u> <u>Member of the Board,</u> <u>Senior Executive Officer</u> [Specific duties] <u>Air Conditioning Business in</u> <u>Japan; Representative,</u> China Business [Assigned post] Chairman of the Board, Daikin (China) Investment Co., Ltd.	<Retiring> <u>Senior Associate Officer</u> [Specific duty] Representative, China Business [Assigned post] Chairman of the Board, Daikin (China) Investment Co., Ltd.
Naofumi Takenaka	<u>Senior Executive Officer</u> [Specific duties] <u>Human</u> <u>Resources; General Affairs</u>	<Newly Appointed> <u>Representative Director,</u> <u>President and COO,</u> <u>Member of the Board</u> [Assigned post] <u>Chairman,</u> <u>Internal Control Committee</u>

3. Career Summary of Newly Appointed Representative Director, Naofumi Takenaka

Date of Birth	Career Summary	Number of Shares Held
Jan 31, 1964	Apr 1986 Entered the Company	1,000
	Dec 2003 Senior Manager, Planning Dept., Air Conditioning Manufacturing Div., Senior Manager, A/C R&D Planning Dept.	
	Jun 2004 Department Manager, Planning Dept., Air Conditioning Manufacturing Div.	
	May 2009 Department Manager, Business Strategy Dept., Air Conditioning Sales Div.	
	Apr 2011 Deputy General Manager, Business Strategies, Air Conditioning Sales Div., Department Manager, Business Strategy Dept., Air Conditioning Sales Div.	
	Jun 2012 Associate Officer, In charge of SCM, Deputy General Manager, Business Strategies, Air Conditioning Sales Div., Department Manager, Business Strategy Dept., Air Conditioning Sales Div.,	
	Jun 2014 Associate Officer, In charge of SCM and Logistics, Deputy General Manager, Business Strategies, Air Conditioning Sales Div., Department Manager, Business Strategy Dept., Air Conditioning Sales Div.	
	Jun 2017 Senior Associate Officer, In charge of SCM and Logistic, Deputy General Manager, Business Strategies, Air Conditioning Sales Div., Department Manager, Business Strategy Dept., Air Conditioning Sales Div.,	
	Jun 2018 Senior Executive Officer, In charge of SCM and Logistics, Deputy General Manager, Business Strategies, Air Conditioning Sales Div., Department Manager, Business Strategy Department, Air Conditioning Sales Div., General Manager, Tokyo Office	
	Jun 2020 Senior Executive Officer, In charge of Human Resources and General Affairs	
Jun 2021 Senior Executive Officer, In charge of Human Resources and General Affairs of the company		

4. Scheduled Date of Assuming Office

June 27, 2024

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