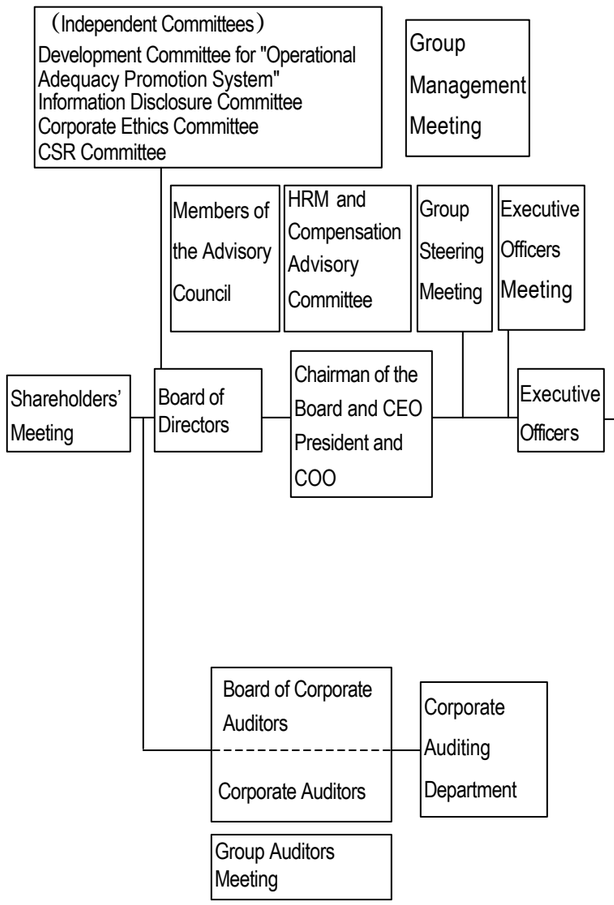
As of October 1, 2008

Consolidated Corporate Organizational Diagram



(Group Strategy Staff Unit)

- **Secretarial Office**
- **Internal Auditing Department**
- **Corporate Communication Department**
  - **Corporate IR Group**
  - **PR Group**
- **Corporate Planning Department**
- **Technology and Innovation Center Development Department**

(Management Resource Innovation Unit)

- **Finance and Accounting Division**
  - **Planning Group**
  - **Accounting Group**
  - **Budget and Administration Group**
  - **Finance Group**
- **Human Resources Division**
  - **Human Resources Planning Group**
  - **Labor and Personnel Administration Group**
  - **Global Human Resources Group**
  - **Recruitment and Training Group**
- **Legal Affairs, Compliance and Intellectual Property Department**
  - **Corporate Ethics and Risk Management Group**
  - **Overseas Legal Affairs Group**
  - **Japan Legal Affairs Group**
  - **Intellectual Property Group**
- **CSR and Global Environment Department**
- **Business Flow Innovation Department**
- **General Affairs Department**
  - **General Affairs Group**
  - **Publicity Group**
- **Facility Department**
- Daikin Accounting Solutions Co, Ltd.
- Daikin Industries Management Services (Asia) Pte. Ltd.
- Daikin Human Support Co, Ltd.
- Daikin Information System co., LTD
- Environmental Technology Laboratory
  - Bio Theta, Ltd.
  - GISMEC, Ltd.
- Chemical Research & Development Center
  - DAI-ACT
- **Solutions Product Development Center**

(Company-wide Support Departments)

- **Logistics Division**
- **Training Department**
- **Tokyo Office**
- **Sakai Plant**
- **Yodogawa Plant**
- **Shiga Plant**
- **Kashima Plant**
- Daikin (China) Investment Co., Ltd.
- Daikin Holdings (USA), Inc.
- **New York Office**
- **Dusseldorf Office**
- **Beijing Office**
- **Shanghai Office**
- **Guangzhou Office**
- Daikin Fukushi Services Co. Ltd.
- Daikin Sunrise Settsu Co. Ltd.

Airconditioning Sales Division

Daikin Airconditioning and Technology Hokkaido Co. Ltd., Daikin Airconditioning and Technology Tohoku Co. Ltd.
Daikin Airconditioning and Technology Niigata Co. Ltd., Daikin Airconditioning and Technology Kantoo Co. Ltd.
Daikin Airconditioning and Technology Ibaraki Co. Ltd., Daikin Airconditioning and Technology Chiba Co. Ltd.
Daikin Airconditioning and Technology Tokyo Co. Ltd., Daikin Airconditioning and Technology Kanagawa Co. Ltd.
Daikin Airconditioning and Technology Shizuoka Co. Ltd., Daikin Airconditioning and Technology Tokai Co. Ltd.
Daikin Airconditioning and Technology Hokuriku Co. Ltd., Daikin Airconditioning and Technology Keiji Co. Ltd.
Daikin Airconditioning and Technology Osaka Co. Ltd., Daikin Airconditioning and Technology Kobe Co. Ltd.
Daikin Airconditioning and Technology Shikoku Co. Ltd., Daikin Airconditioning and Technology Cyugoku Co. Ltd.
Daikin Airconditioning and Technology Kyushu Co. Ltd., Daikin Airconditioning and Technology Miyazaki Co. Ltd.
Daikin Airconditioning and Technology Kagoshima Co. Ltd., Daikin Airconditioning and Technology Okinawa Co. Ltd.
Daikin Airtechnology & Engineering Co. Ltd., OK Kizai Ltd., D.S.Tech Co. Ltd., Moritani Daikin Co,Ltd.
SEM Daikin Co. Ltd., Nikkoh Engineering Co. Ltd., Daiichi Sentoraru Setsubi Co. Ltd.

Global Operations Division

Daikin Europe N.V., Daikin Airconditioning Belgium N.V., Daikin Europe Coordination Center N.V.
Daikin Airconditioning UK Ltd., Daikin Airconditioning France S.A.S., Daikin Airconditioning Germany GmbH
ROTEX Heating System GmbH, Daikin Industries Czech Republic s.r.o., Daikin Device Czech Republic s.r.o.
Daikin Airconditioning Central Europe Handels GmbH, Daikin Airconditioning Spain, S.A.
Daikin Airconditioning Portugal S.A., Daikin Airconditioning Poland Sp. zo. o., Daikin Airconditioning Italy S.p.A.
Daikin Airconditioning Greece S.A., Daikin Sweden AB, Daikin Airconditioning Netherlands B.V.,
Daikin Airconditioning South Africa Pty. Ltd., Abbar & Zainy Daikin Airconditioning Co., Ltd.,
Daikin Industries (Thailand) Ltd., Daikin Airconditioning (Thailand) Ltd., Siam Daikin Sales Co., Ltd.,
Daikin Compressor Industries Ltd., Daikin Industries Holdings Co., Ltd., Daikin Airconditioning (Singapore) Pte. Ltd.,
Daikin Airconditioning Malaysia Sdn. Bhd., Daikin-Alen Airconditioning Co., Ltd., Daikin Airconditioning India Pvt Ltd.,
Daikin Air Conditioning (Shanghai) Co. Ltd., Daikin Device Suzhou Co. Ltd., Daikin Motor Suzhou Co.,Ltd.
Xi'an Daikin Qing'an Compressor Co.,Ltd., Daikin Airconditioning (Hong Kong) Ltd.,
Daikin Airconditioning Korea Co., Ltd., Daikin AC (Americas), Inc. Daikin U.S. Corporation,
Daikin Air Conditioning Argentina S.A., Daikin Australia Pty. Ltd.

Refrigeration Division

Daikin MR Engineering Co., Ltd., Daikin Refrigeration (Suzhou) Co. Ltd., IRS International Pty. Ltd.

Airconditioning Manufacturing Division

Daikin Rexxam Electronics (Japan) Ltd., Daikin Piping Co. Ltd., Dakin Sheet-Metal Co. Ltd.
Daikin Trading Ltd., Daikin Trading (Thailand) Ltd.
Matsushita Daikin Air-conditioning Technologies Development Center, Ltd.

After Sales Service Division

Daikin Facilities Co. Ltd., Daikin Asia Servicing Pte. Ltd., Daikin Air-conditioning Technology (Beijing) Co. Ltd.
Daikin Air-conditioning Technology (Shanghai) Co. Ltd., Daikin Air-conditioning Technology (Guangzhou) Co. Ltd.

Daikin Applied Systems Co. Ltd.

Chemicals Division

Toho Kasei Co. Ltd., Kyoei Kasei Industries Ltd., Daikin Chemical Sales Ltd., Daikin Fine Chemical Laboratory Co. Ltd.
Environment Technology Ventures, Inc., Daimics Co. Ltd., Daikin America, Inc. MDA Manufacturing, Inc., Cri-Tech Inc.,
Daikin Chemical Europe GmbH, Daikin Chemical Netherlands B.V., Daikin Chemical France S.A.S.
Daikin Fluorochemicals (China) Co. Ltd., Daikin Chemical International Trading (Shanghai) Co. Ltd.
Daikin Fluorine Coatings (Shanghai) Co. Ltd., Ningbo Orient-Daikin Communication Science & Technology Co. Ltd.
Daikin Chemical (Hong Kong) Ltd., Formosa Daikin Advanced Chemicals Co. Ltd.
Taiwan Daikin Advanced Chemicals Inc., Jiangxi Datang Chemicals Co., Ltd, Daikin Arkema Refrigerants Asia Ltd.

Oil Hydraulics Division

Daikin Lubrication Products & Engineering Co. Ltd., Daikin Powermotion Engineering East Japan Co. Ltd.
Daikin Powermotion Engineering Central Japan Co. Ltd., Daikin Hydraulic Engineering Co. Ltd.
Sauer-Danfoss-Daikin, Ltd., Daikin-Sauer-Danfoss Manufacturing, Ltd.

Defense Systems Division

Electronics Division

O.Y.L. Corporate Management Office

- O.Y.L. Manufacturing Company Sdn Bhd
- McQuay International
- AAF International
- J&E Hall