Consolidated Corporate Organizational Chart

As of Aug 1, 2011

- Shareholders Meeting
  - Board of Directors
    - Chairman of the Board and CEO President and COO
    - Executive Officers
    - Members of the Advisory Council
    - HRM and Compensation Advisory Committee
    - Group Steering Meeting
    - Executive Officers Meeting
  - Board of Corporate Auditors / Corporate Auditors
    - Corporate Auditing Department
    - Group Auditors Meeting

（Independent Committees）
CSR Committee
Corporate Ethics and Risk Management Committee
Information Disclosure Committee
Development Committee for Operational Adequacy Promotion System

Group Management Meeting

[Group Strategy Staff Unit]
- **Secretarial Office**
- **Internal Auditing Department**
- **Corporate Communication Department**
  - **- Corporate IR Group**
  - **- PR Group**
- **Marketing Research Division**
- **Corporate Planning 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 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 Process Reengineering Department**
- **General Affairs Department**
  - **- General Affairs Group**
  - **- Publicity Group**
- **Facility Department**

- Daikin Accounting Solutions Co., Ltd.
- Daikin Information Systems Co., Ltd.
- **Technology and Innovation Center Development Department**
- **Environmental Technology Laboratory**
  - - Bio Theta, Ltd.
- **Chemical Research & Development Center**
- **Solutions Product Development Center**

[Company-wide Support Unit]
- **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**
- **Beijing Office**
- **Shanghai Office**
- **Guangzhou Office**
- Daikin Fukushi Service Co., Ltd.
- Daikin Sunrise Settsu Co., Ltd.

Air Conditioning Sales Division
- Daikin HVAC Solution Hokkaido Co., Ltd.
- Daikin HVAC Solution Tohoku Co., Ltd.
- Daikin HVAC Solution Niigata Co., Ltd.
- Daikin HVAC Solution Tokyo Co., Ltd.
- Daikin HVAC Solution Tokai Co., Ltd.
- Daikin HVAC Solution Hokuriku Co., Ltd.
- Daikin HVAC Solution Kinki Co., Ltd.
- Daikin HVAC Solution Chushikoku Co., Ltd.
- Daikin HVAC Solution Kyushu Co., Ltd.
- Daikin HVAC Solution Okinawa Co., Ltd.
- Daikin Consumer Marketing Co., Ltd.
- Daikin Airtechnology & Engineering Co, Ltd., OK Kizai Ltd., D.S. Tech Co, Ltd.
- Moritani Daikin Co, Ltd., SEM Daikin Co, Ltd., Daiichi Sentoraru Setsubi Co, Ltd.

Global Operations Division
- 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 Airconditioning Philippines, Inc.
- Daikin Airconditioning India Private Limited, Viet Kim Joint Stock Company, Daikin Airconditioning Korea Co., Ltd.
- Daikin AC (Americas), Inc., Daikin U.S. Corporation, Daikin Airconditioning Argentina S.A., Daikin Australia Pty. Ltd.

Europe
- Daikin Europe N.V., Daikin Airconditioning Belgium N.V., Daikin Europe Coordination Center N.V.
- Daikin Airconditioning UK Limited, Daikin Airconditioning France SAS, Daikin Airconditioning Germany GmbH
- Rotex Heating Systems 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 Distribuiçao Equipamento Termico S.A., Daikin Airconditioning Poland Sp.z.o.o.
- Daikin Airconditioning Italy S.p.A., Daikin Airconditioning Greece SA, Daikin Sweden AB
- Daikin Airconditioning Netherlands B.V., Daikin Airconditioning South Africa (PTY) Ltd.
- Abbar & Zainy Daikin Airconditioning Co., Ltd., Daikin Mcquay Middle East FZE

China
- 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.
- Zhuhai Gree Daikin Device Co., Ltd., Zhuhai Gree Daikin Precision Mold Co., Ltd.

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

Air Conditioning Manufacturing Division
- Daikin Rexxam Electronics Co. Ltd., Daikin Piping Co, Ltd., Dakin Sheet-Metal Co, Ltd.
- Panasonic-Daikin Air-Conditioning Technologies Development Center, Ltd.

Global Procurement Division
- Daikin Trading Ltd., Daikin Trading (Thailand) Ltd.

After Sales Service Division
- Daikin Facilities, 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.

Applied Solution Business Division
- Daikin Applied Systems Co., Ltd., U.S. McQuay, Inc., McQuay Europe, McQuay China

Chemicals Division
- Toho Kasei Co, Ltd., Kyoei Kasei Industries, 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 Fluoro Coatings (Shanghai) Co. Ltd.
- Daikin Communication Science & Technology (Ningbo) Co., 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 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.
- AAF International
- J&E Hall

Nippon Muki Co., Ltd.