

Corporate Data

As of June 28, 2001

FINANCIAL HIGHLIGHTS

MANAGEMENT PERSPECTIVE

TOPICS

REVIEW OF OPERATIONS

FINANCIAL SECTION

CORPORATE DATA

BOARD OF DIRECTORS

Noriyuki Inoue

President

Yasushi Yamada

Executive Vice President

Satoshi Mizuno

Senior Managing Director

Yukiyoshi Okano

Senior Managing Director

Hiroyuki Kitai

Senior Managing Director

Osamu Okumura

Senior Managing Director

Katsuhiko Takagi

Senior Managing Director

Yoshihiro Kato

Managing Director

Tadashi Shibai

Managing Director

Katashi Uryu

Managing Director

Masahiko Amano

Managing Director

Kiyoshi Ninomiya

Managing Director

Guntaro Kawamura

Managing Director

Kunikazu Torikoshi

Managing Director

Hiroshi Tanaka

Managing Director

Toshinari Oka

Managing Director

Takenori Miyamoto

Director

Kiyohiko Ihara

Director

CORPORATE AUDITORS

Kenji Kohsaka

Senior Corporate Auditor

Yoshiaki Hanaoka

Senior Corporate Auditor

Nobuyuki Shibata

Corporate Auditor

Yoshitake Hata

Corporate Auditor

ASSOCIATE DIRECTORS

Minoru Yoshino

Associate Managing Director

Ken Tayano

Associate Director

Kenji Ogura

Associate Director

Junichi Sato

Associate Director

Satoshi Koyama

Associate Director

Takahiko Sakanoue

Associate Director

Hideki Tujii

Associate Director

Frans Hoorelbeke

Associate Director

PRODUCTS

AIR CONDITIONING AND INDUSTRIAL- REFRIGERATION EQUIPMENT

Residential-Use Air Conditioners

- Room air conditioners
- Air cleaners
- Dehumidifiers

Industrial Refrigerators and Air Conditioners

- Packaged air conditioners
- Spot air conditioners
- Medium- and low-temperature air conditioners
- Air cleaners
- Total heat exchangers
- Infrared ceramic space heaters
- Marine-type container refrigeration units
- Marine vessel air conditioners and refrigerators

Custom and Large-Scale Refrigerators and Air Conditioners

- Water-chilling units
- Screw-type refrigerators
- Turbo refrigerators
- Absorption refrigerators
- Air-handling units
- Fan-coil units

FLUORO-CHEMICALS

- Fluorocarbons
- Fluoroplastics
- Fluoroelastomers
- Fluorinated oils
- Oil- and water-repellent finishes
- Mold release agents
- Surfactants
- *LEZANOVA* fluorinated natural leather
- Pharmaceuticals and intermediates
- Semiconductor-etching reagents
- *NEUROFINE* high-performance air filters
- *ZEFFLE* fluoropolymer paint base
- Organic solvent recovery and treatment equipment
- Dry air suppliers (open dry chambers, dry dehumidifiers)

OIL HYDRAULICS AND LUBRICATION EQUIPMENT

- Pumps and motors
- Control valves
- Stack valves
- Positioning motors
- Oil-cooling units
- Power packages
- Hydrostatic transmissions
- Centralized lubrication units and systems
- Multi-level car-parking systems

DEFENSE PRODUCTS

- Ammunition
- Aircraft parts
- Safety and arming devices
- Warheads
- Home-use oxygen therapy equipment

COMPUTER GRAPHICS

- Network management systems
- Computer graphics systems
- DVD-authoring systems
- CAD/CAM/CAE systems

SEMICONDUCTOR MANUFACTURING EQUIPMENT

- Cryo-pumps
- Cryogenic refrigerators
- Vacuum transport modules

CONSOLIDATED SUBSIDIARIES (OVERSEAS)

Daikin Europe N.V.
Zandvoordestraat 300,
B-8400 Oostende, Belgium
Phone: 32-59-558111
Facsimile: 32-59-558899

Daikin Australia Pty. Ltd.
77-83 Alfred Road, Chipping Norton,
P.O. Box 120, Moorebank N.S.W. 2170,
Australia
Phone: 61-2-9755-3322
Facsimile: 61-2-9755-2017

A.C.E. Daikin (Singapore) Pte. Ltd.
No. 10, Ang Mo Kio Industrial Park 2,
Singapore 569501
Phone: 65-583-8888
Facsimile: 65-484-0140

Daikin Airconditioning (Hong Kong) Ltd.
Room 801, Block B, Sea View Estate,
Watson Road, North Point, Hong Kong, China
Phone: 852-2570-2786
Facsimile: 852-2807-2484

Daikin Industries (Thailand) Ltd.
700/11 Bangpakong Industrial Estate,
Bangna-Trad Road, KM57,
Tambol Klongtamru, Amphur Muang,
Chonburi 20000, Thailand
Phone: 66-38-213-032
Facsimile: 66-38-213-047

Shanghai Daikin
Air-Conditioning Co., Ltd.
No. 318, Shen Fu Road, Xing Zhuang
Industry Zone, Shanghai, China
Phone: 86-21-6466-0472
Facsimile: 86-21-6415-0874

Xi'an Daikin Qingan
Compressor Co., Ltd.
No. 10, Gao Xin Road 2, Western Area,
Xi'an Newly Hi-Tech Industrial Development
Zone, Xi'an, China
Phone: 86-29-8311830
Facsimile: 86-29-8317543

Huizhou Daikin Suns
Air-Conditioning Co., Ltd.
Suns Industrial Base,
Xinle Industrial Area, Maan Town,
Huizhou City, Guangdong 516257, China
Phone: 86-752-361-3400
Facsimile: 86-752-361-3438

Daikin Airconditioning
South Africa Pty. Ltd.
P.O. Box 1147, Milnerton 7435,
Cape Town, South Africa
Phone: 27-21-551-7776
Facsimile: 27-21-551-8434

Daikin-Alen Air Conditioning, Inc.
41 Linaw Street Sta, Mesa Heights,
Quezon City 1114, Philippines
Phone: 632-712-2144
Facsimile: 632-712-4501

Daikin Shriram Airconditioning Pvt. Ltd.
12 Floor, Surya Kiran Building,
19 KG Marg, New Delhi, 110001
Phone: 91-11-375-2647
Facsimile: 91-11-375-2646

Daikin Compressor Industries Ltd.
700/11 Bangpakong Industrial Estate,
Bangna-Trad Road, KM57,
Tambol Klongtamru, Amphur Muang,
Chonburi 20000, Thailand
Phone: 66-38-213-032
Facsimile: 66-38-213-047

Daikin Airconditioning (Thailand) Ltd.
700/444 Moo, 7 (Bangpakong Industrial
Park 2) Bangna-Trad Road, KM57,
Tambol Donhualor, Amphur Muang,
Chonburi 20000, Thailand
Phone: 66-38-717-066
Facsimile: 66-38-214-943

Siam Daikin Sales Co., Ltd.
49/9 Moo 5, Soi Onnuh 55/1 Onnuh Road,
K.M. 7.5., Pravet Subdistrict, Pravet District,
10250 Bangkok
Phone: 66-2-721-7677
Facsimile: 66-2-721-7607

Daikin Industries Holdings Co., Ltd.
700/444 Moo, 7 (Bangpakong Industrial
Park 2) Bangna-Trad Road, KM57,
Tambol Donhualor, Amphur Muang,
Chonburi 20000, Thailand
Phone: 66-38-717-066
Facsimile: 66-38-214-943

Daikin Airconditioning Argentina S.A.
Marcero T de Alvear 1430, 1° Piso C
1060AAB-Buenos Aires, Argentina
Phone: 54-11-4816-3274
Facsimile: 54-11-4375-4280

Daikin Trading (Thailand) Ltd.
283/79 Home Place Office Building,
15th Floor, Soi Thonglor 13,
Sukhumvit 55 Road, Klongtonnua,
Klongtoey, Bangkok 10110, Thailand
Phone: 66-2-712-7314
Facsimile: 66-2-712-7316

Daikin Asia Servicing Pte. Ltd.
19 Loyang Way #02-21 (Rear Block),
Changi International Logistic Center,
Singapore 508724
Phone: 65-546-8678
Facsimile: 65-546-9727

Daikin America, Inc.
20 Olympic Drive, Orangeburg, NY 10962, U.S.A.
Phone: 1-845-365-9500
Facsimile: 1-845-365-9515

Daikin Chemical Europe GmbH
Immermannstr. 65D,
40210 Düsseldorf, Germany
Phone: 49-211-1792250
Facsimile: 49-211-1640732

Daikin Fluoro Coatings (Shanghai) Co., Ltd.
No. 388, Chun Guan Road, Xinzhuang
Industry Zone, Shanghai 201108, China
Phone: 86-21-5442-1840
Facsimile: 86-21-5442-1835

Daikin Industries Management
Services Asia Pte. Ltd.
19 Loyang Way #02-21 (Rear Block),
Changi International Logistic Center,
Singapore 508724
Phone: 65-546-8678
Facsimile: 65-546-9727

Daikin Airconditioning France S.A.
"Le Capitole" 55,
Avenue Des Champs Pierreux,
92012 Nanterre Cedex, France
Phone: 33-1-46-69-95-69
Facsimile: 33-1-47-21-41-60

Daikin Airconditioning Belgium N.V.
Avenue Franklin 1B, B-1300, Wavre, Belgium
Phone: 32-10-237223
Facsimile: 32-10-244910

Daikin Europe Coordination Center N.V.
Zandvoordestraat 300,
B-8400 Oostende, Belgium

Daikin Airconditioning Germany GmbH
Inselkammer Strasse 2,
82008 Unterhaching, Germany
Phone: 49-89-74427-210
Facsimile: 49-89-74427-223

Daikin Airconditioning
Central Europe GmbH
Walfholzgasse 28, 2345 Brunn, Austria
Phone: 43-223-632557
Facsimile: 43-223-631783

Daikin Airconditioning Spain S.L.
Calle Labastida 2 28034 Madrid
Phone: 349-1-334-5600
Facsimile: 349-1-334-5630

Daikin Airconditioning Poland Sp.zo.o.
Ul, 17-GO STYCZNA, Number 56,
02-146 WARSZAWA, Poland
Phone: 48-22-846-43-92-101
Facsimile: 48-22-846-43-92-116

A.C.E. Daikin (Malaysia) Sdn. Bhd.
No. 1 Jalan Pjs 11/9, Bandar Sunway,
46150 Petaling Jaya, Selangor, Malaysia
Phone: 60-3-5636-8888
Facsimile: 60-3-5634-3398

Daikin Institute of Advanced
Chemistry and Technology, Inc.
20 Olympic Drive, Orangeburg, NY 10963, U.S.A.
Phone: 1-845-365-9501
Facsimile: 1-845-365-9545

(DOMESTIC)

Daikin Plant Co., Ltd.

Daikin Airconditioning
and Technology Tokyo Co., Ltd.

Daikin Airconditioning
and Technology Osaka Co., Ltd.

Daikin Airconditioning
and Technology Kyushu Co., Ltd.

Daikin Airconditioning
and Technology Tokai Co., Ltd.

O.K. Kizai Co., Ltd.

50 other companies

AFFILIATED COMPANIES

(OVERSEAS)

Daikin U.S. Corporation

Daikin Chemical Netherlands B.V.

8 other companies

(DOMESTIC)

Kyoei Kasei Industries, Ltd.

Daikin Sunrise Settsu, Ltd.

18 other companies

OFFICES

HEAD OFFICE

Umeda Center Bldg., 2-4-12, Nakazaki-Nishi,
Kita-ku, Osaka 530-8323, Japan
Phone: 81-6-6373-4351
Facsimile: 81-6-6373-4388

TOKYO OFFICE

Shinjuku-Sumitomo Bldg., 2-6-1, Nishi-Shinjuku,
Shinjuku-ku, Tokyo 163-0235, Japan
Phone: 81-3-3344-8177
Facsimile: 81-3-3344-8028

MAIN BRANCH OFFICES

New York, Düsseldorf, Singapore, Beijing,
Shanghai, Guangzhou

PLANTS AND FACTORIES

Sakai Plants (Kanaoka Factory,
Rinkai Factory), Yodogawa Plant,
Shiga Plant, Kashima Factory

DAIKIN INDUSTRIES, LTD.