

Profile

Since its establishment in 1934, Daikin Industries, Ltd., has grown into a leading producer of air-conditioning systems and fluorochemical products. Faced with major competition due to the advent of a single global market, we are making every effort to expand our operations on a global basis.

Combining specialized technologies with distinctive R&D capabilities, Daikin is expanding its business in the oil hydraulics and electronics industries to generate revolutionary products with industrial and household applications.

In addition, the Company is striving to meet the targets set forth in its strategic management plan, "Fusion 05." To accomplish this, we are taking steps to establish a "fast and flat" management framework emphasizing total corporate value. Aiming to increase the aggregate value of its shares to ¥1 trillion by fiscal 2004, the Daikin Group is working hard to develop into a "global top-tier company" by fiscal 2006.

In fiscal 2002, both consolidated net sales and operating income, which increased for the eighth consecutive term, reached all-time highs.

Daikin aims to expedite the execution of management decisions. To this end, we will raise the quality of our management framework by improving the function of consolidated management, building a unique corporate governance system, and revolutionizing our technological capabilities.

Daikin is challenging itself to develop leading-edge technologies and will continue to provide dependable products and systems and build trust among all of its shareholders.

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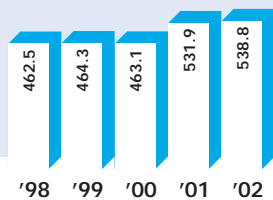
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Forward-Looking Statements

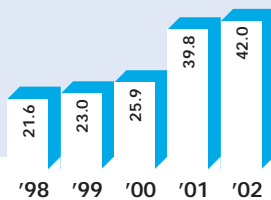
This annual report contains statements regarding future plans and strategies of Daikin Industries, Ltd. (the Company), as well as the Company's future performance. These statements are not statements of past facts but are based on judgments made by the Company on the basis of information known at the time. Therefore, readers should refrain from drawing conclusions based only on these statements regarding the future performance of the Company. The actual future performance of the Company may be influenced by economic trends, strong competition in the industrial sectors where it conducts its operations, foreign currency exchange rates, and changes in taxation and other systems. For these reasons, these forward-looking statements are subject to latent risk and uncertainty.

Financial Highlights

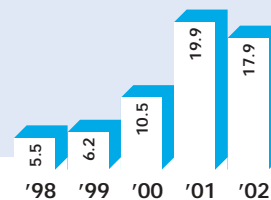
Net Sales
(¥ billion)



Operating Income
(¥ billion)



Net Income
(¥ billion)



Daikin Industries, Ltd. and Consolidated Subsidiaries
Years Ended March 31

	Millions of yen		
	2002	2001	2000
Net sales.....	¥538,790	¥531,908	¥463,069
Operating income.....	41,968	39,814	25,888
Net income.....	17,937	19,939	10,453
Total assets.....	460,549	453,142	431,009
Total shareholders' equity.....	191,196	173,924	159,635
	Yen		
Per share of common stock:			
Net income*.....	¥68.03	¥75.60	¥39.62
Cash dividends applicable to the year.....	12.00	12.00	10.00

* Calculated on the basis of the weighted average number of common shares outstanding during each year