



- Company-wide Strategic Staff Departments**
- Secretarial Office
  - Corporate Ethics Dept.
  - Internal Auditing Dept.
  - Facility Operations Auditing Dept.
  - Corporate Planning Dept.
  - Financial Affairs Dept.
  - Human Resources Dept.
  - General Affairs Dept.
  - Public Relations Dept.
  - IT Development Dept.
  - Legal Affairs and Intellectual Property Dept.
  - Daikin (China) Investment Co., Ltd.

- Business Development Departments**
- Global Environment Dept.
  - Air Conditioning Product & Technology Planning Dept.
  - Air Conditioning Quality Control Innovation Dept.
  - Daikin Air Conditioning R&D Laboratory, Ltd.
  - Daikin Systems & Solutions Laboratory, Ltd.
  - Daikin Environmental Laboratory, Ltd.
  - Bio Theta Co., Ltd.

- Company-wide Support Departments**
- After Sales Service Division
    - 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 Facilities Co., Ltd.
  - Logistics Division
  - Training Department
  - Tokyo Office
  - Sakai Plant
  - Yodogawa Plant
  - Shiga Plant
  - Kashima Plant
  - New York Office
  - Dusseldorf Office
  - Singapore Office
  - Beijing Office
  - Shanghai Office
  - Guangzhou Office
  - Daikin Information Systems Co., Ltd.
  - Daikin Accounting Solutions Co., Ltd.
  - Daikin Management Services Asia Pte. Ltd.
  - Daikin Human Support Co., Ltd.
  - Daikin Fukushi Services Co., Ltd.
  - Daikin Sunrise Settsu, Ltd.

- Air Conditioning Sales Division**
- Daikin Airconditioning & Technology Hokkaido Co., Ltd.
  - Daikin Airconditioning & Technology Tohoku Co., Ltd.
  - Daikin Airconditioning & Technology Niigata Co., Ltd.
  - Daikin Airconditioning & Technology Kanto Co., Ltd.
  - Daikin Airconditioning & Technology Ibaraki Co., Ltd.
  - Daikin Airconditioning & Technology Chiba Co., Ltd.
  - Daikin Airconditioning & Technology Tokyo Co., Ltd.
  - Daikin Airconditioning & Technology Kanagawa Co., Ltd.
  - Daikin Airconditioning & Technology Shizuoka Co., Ltd.
  - Daikin Airconditioning & Technology Tokai Co., Ltd.
  - Daikin Airconditioning & Technology Hokuriku Co., Ltd.
  - Daikin Airconditioning & Technology Keiji Co., Ltd.
  - Daikin Airconditioning & Technology Osaka Co., Ltd.
  - Daikin Airconditioning & Technology Kobe Co., Ltd.
  - Daikin Airconditioning & Technology Shikoku Co., Ltd.
  - Daikin Airconditioning & Technology Chugoku Co., Ltd.
  - Daikin Airconditioning & Technology Kyushu Co., Ltd.
  - Daikin Airconditioning & Technology Miyazaki Co., Ltd.
  - Daikin Airconditioning & Technology Kagoshima Co., Ltd.
  - Daikin Airconditioning & Technology Okinawa Co., Ltd.
  - Daikin Airtechnology & Engineering Kanto Co., Ltd.
  - Daikin Airtechnology & Engineering Tokyo Co., Ltd.
  - Daikin Airtechnology & Engineering Chukyo Co., Ltd.
  - Daikin Airtechnology & Engineering Kinki Co., Ltd.
  - Daikin Airtechnology & Engineering Chugoku Co., Ltd.
  - Daikin Airtechnology & Engineering Shikoku Co., Ltd.
  - Daikin Airtechnology & Engineering Kyushu Co., Ltd.
  - OK Kizai Co., Ltd.
  - D.S. Tech 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.
  - Daikin Airconditioning Germany GmbH
  - Daikin Airconditioning Central Europe GmbH
  - Daikin Industries Czech Republic s.r.o.
  - Daikin Airconditioning Spain S.L.
  - Daikin Airconditioning Poland sp.zo.o
  - Daikin Airconditioning Italy S.r.l.
  - 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, Inc.
  - Daikin-Shriram Airconditioning, Ltd.
  - Shanghai Daikin Airconditioning Co., Ltd.
  - Daikin General Airconditioning (Shanghai) Co., Ltd.
  - Daikin Device (Suzhou) Co., Ltd.
  - Xi'an Daikin Qing'an Compressor Co., Ltd.
  - Huizhou Daikin Suns Airconditioning Co., Ltd.
  - Daikin Central Airconditioning (Shanghai) Co., Ltd.
  - Daikin Airconditioning (Hong Kong) Ltd.
  - Daikin U.S. Corporation
  - Daikin Airconditioning Argentina S.A.
  - Daikin Australia Pty. Ltd.
  - Daikin Airconditioning South Africa Pty. Ltd.

- Air Conditioning Manufacturing Division**
- Daikin Electronics Parts Co., Ltd.
  - Daikin Piping Co., Ltd.
  - Daikin Sheet-Metal Co., Ltd.
  - Daikin Trading, Ltd.
  - Daikin Trading (Thailand) Ltd.
  - Matsushita-Daikin Air Conditioning Technologies Development, Ltd.

- Daikin Applied Systems Co., Ltd.

- Transportation and Refrigeration Systems Division**

- Chemicals Division**
- Toho Kasei Co., Ltd.
  - Kyoei Kasei Industries, Ltd.
  - Daikin Chemical Sales, Ltd.
  - Daikin Fine Chemical Laboratory Co., Ltd.
  - Daikin America, Inc.
  - MDA Manufacturing, Inc.
  - DAI-ACT
  - Daikin Chemical Europe GmbH
  - Daikin Chemical Netherlands N.V.
  - Daikin Chemical France S.A.
  - Daikin Fluorochemicals (China) Co., Ltd.
  - Daikin Chemical International Trading (Shanghai) Co., Ltd.
  - Daikin Fluoro Coatings (Shanghai) Co., Ltd.
  - Daikin Chemical (Hong Kong) Ltd.
  - Formosa Daikin Advanced Chemicals Co., Ltd.
  - Taiwan Daikin Advanced Chemicals, Inc.

- Oil Hydraulics Division**
- Daikin Lubrication Products & Engineering Co., Ltd.
  - Tokyo Hydrautechno Co., Ltd.
  - Chukyo Hydrautechno Co., Ltd.
  - Osaka Hydraulics Co., Ltd.
  - Sauer-Danfoss Daikin, Inc.
  - Daikin Sauer-Danfoss Manufacturing, Inc.

- Defense Systems Division**

- Electronics Division**

- Semiconductor Division**

## BOARD OF DIRECTORS

### Noriyuki Inoue

Chairman of the Board and CEO

### Yukiyoshi Okano

President and COO, Member of the Board

### Tadasu Tachi

Director, Member of the Board  
Counsellor, Kaneka Corporation

### Chiyono Terada

Director, Member of the Board  
President and CEO, Art Corporation

### Katsuhiko Takagi

Director, Member of the Board and  
Senior Executive Officer

### Guntaro Kawamura

Director, Member of the Board and  
Senior Executive Officer

### Hiroshi Tanaka

Director, Member of the Board and  
Senior Executive Officer

### Yasushi Yamada

Director, Member of the Board and  
Senior Executive Officer

### Masanori Togawa

Director, Member of the Board and  
Senior Executive Officer

## CORPORATE AUDITORS

### Yoshiaki Hanaoka

Senior Corporate Auditor

### Nobuyuki Shibata

Senior Corporate Auditor

### Yoshitake Hata

Corporate Auditor

### Yoshiyuki Kaneda

Corporate Auditor

## EXECUTIVE OFFICERS

### Osamu Okumura

Senior Executive Officer

### Masahiko Amano

Senior Executive Officer

### Ken Tayano

Senior Executive Officer

### Junichi Sato

Senior Executive Officer

### Kiyoshi Ninomiya

Senior Executive Officer

### Kunikazu Torikoshi

Senior Executive Officer

### Toshinari Oka

Senior Executive Officer

### Takenori Miyamoto

Senior Executive Officer

### Yutaka Kato

Senior Executive Officer

### Yukio Hayashi

Senior Executive Officer

### Kiyohiko Ihara

Executive Officer

### Kosei Uematsu

Executive Officer

### Katsuyuki Mizuno

Executive Officer

### Susumu Okano

Executive Officer

### Minoru Soejima

Executive Officer

### Seiji Ideno

Executive Officer

### Shinya Okada

Executive Officer

### Takashi Matsuzaki

Executive Officer

### Satoru Akama

Executive Officer

## ASSOCIATE OFFICERS

### Minoru Yoshino

Senior Associate Officer

### Kenji Ogura

Senior Associate Officer

### Yoshibumi Katayama

Senior Associate Officer

### Frans Hoorelbeke

Senior Associate Officer

### Satoshi Koyama

Associate Officer

### Hideki Tsujii

Associate Officer

### Masanori Fujikawa

Associate Officer

### Shigetoshi Shimoo

Associate Officer

### Kazunobu Ohyama

Associate Officer

### Masahiro Kobayashi

Associate Officer

## PRODUCTS

### AIR-CONDITIONING SYSTEMS AND INDUSTRIAL REFRIGERATION EQUIPMENT

### RESIDENTIAL AIR-CONDITIONING SYSTEMS

- Room air-conditioning systems
- Air cleaners
- Dehumidifiers

### COMMERCIAL AIR-CONDITIONING SYSTEMS AND INDUSTRIAL REFRIGERATORS

- Packaged air-conditioning systems
- Spot air-conditioning systems
- Medium- and low-temperature  
air-conditioning systems
- Air cleaners
- Total heat exchangers
- Infrared ceramic space heaters

- Marine-type container refrigeration units
- Marine vessel air-conditioning systems  
and refrigerators

### CUSTOM AND LARGE-SCALE REFRIGERATORS AND AIR- CONDITIONING SYSTEMS

- 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 products
- Mold release agents
- Surfactants
- LEZANOVA fluorinated natural leather
- Pharmaceuticals and intermediates
- Semiconductor-etching products
- 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
- Multilevel 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

As of March 31, 2004

## CORPORATE INFORMATION

### Head Office

Umeda Center Bldg.,  
2-4-12, Nakazaki-Nishi, Kita-ku,  
Osaka 530-8323, Japan  
Phone: 81-6-6373-4312  
Facsimile: 81-6-6373-4380  
URL: <http://www.daikin.com/>

### Tokyo Office

JR Shinagawa East Bldg.,  
2-18-1, Konan, Minato-ku,  
Tokyo 108-0075, Japan  
Phone: 81-3-6716-0111  
Facsimile: 81-3-6716-0200

### Fiscal Year-end Date

March 31 on an annual basis

### Date of Establishment

February 11, 1934

### Paid-in Capital

¥28,023 million

### Number of Shares of Common Stock Issued

263,813 thousand

### Number of Shareholders

9,045

### Major Shareholders

Japan Trustee Services Bank, Ltd.  
Master Trust Bank of Japan, Ltd.  
State Street Bank & Trust Company  
Chase Manhattan Bank, London  
Sumitomo Mitsui Banking Corporation  
Trust & Custody Services Bank, Ltd.  
The Bank of New York  
The Nomura Trust and Banking Co., Ltd.  
Matsushita Electric Industrial Co., Ltd.  
Mitsui Sumitomo Insurance Co., Ltd.

### Number of Subsidiaries and Affiliated Companies

Domestic: 67  
Overseas: 54

### Number of Employees

17,077 (Consolidated)  
6,782 (Non-consolidated)

### Stock Exchange Listings

Tokyo, Osaka, Nagoya, Fukuoka,  
Sapporo

### Newspapers for Official Notices

*The Sankei Shimbun* (Osaka)  
*Nihon Keizai Shimbun* (Tokyo)

### Transfer Agent and Register

Daiko Shoken Business Co., Ltd.  
2-4-6, Kitahama, Chuo-ku,  
Osaka 541-8583, Japan

### Ordinary General Meeting of Shareholders

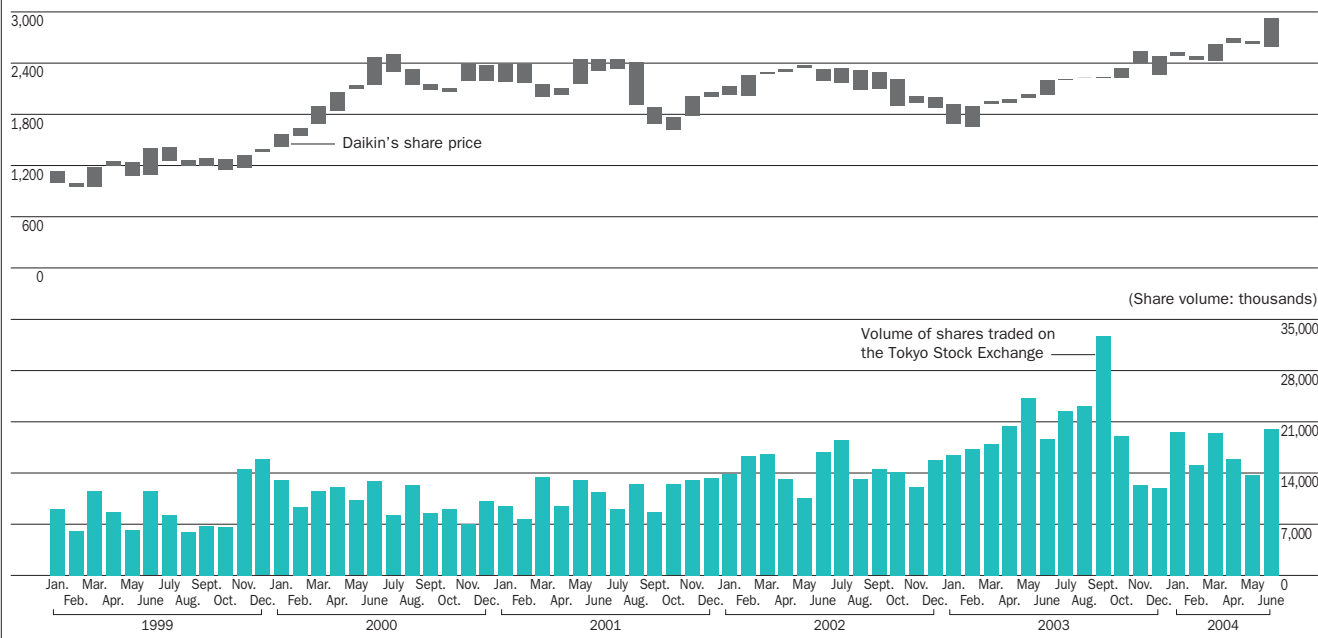
June

### Auditor

Deloitte Touche Tohmatsu

## Share Price Movement (Tokyo Stock Exchange)

(Share price: yen)



**DAIKIN INDUSTRIES, LTD.**



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<http://www.daikin.com>

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