

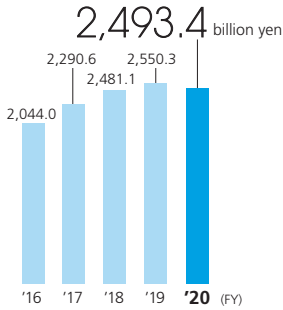
# Bringing the World Healthy, Comfortable Lifestyles

Daikin is a global manufacturer with close to 80% of net sales originating from outside of Japan and more than 80% of the Group's employees working overseas. In our businesses of air conditioning and fluorochemicals, we respond to the needs that arise from the diverse cultures and values of the world's countries and regions by providing products that make people and space healthier and more comfortable.

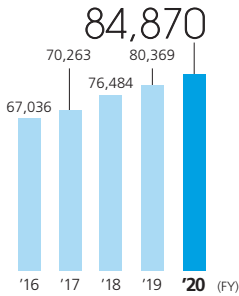
**Our Business:** Providing Healthy, Comfortable Lifestyles through Air Conditioning and Fluorochemical Technologies

<p><b>Air Conditioning</b></p> <p>Achieving Both Comfort and Environmental Performance to Meet All Global Air Conditioning Needs</p>	 <p>Residential Air Conditioners</p>	 <p>Commercial Air Conditioners</p>	 <p>Air Filters</p>
 <p>Air Purifiers</p>	 <p>Space and Water Heaters</p>	 <p>Air Conditioning Systems</p>	 <p>Refrigeration Equipment</p>
<p><b>Chemicals</b></p> <p>Utilizing the Characteristics of Fluorochemicals and Contributing to a Wide Range of Fields</p>	 <p>Semiconductor Field</p>	 <p>Automotive Field</p>	 <p>Information and Telecommunication Field</p>
<p><b>Oil Hydraulics, Defense Systems, and Electronics</b></p> <p>Proprietary Technologies at Work in a Range of Industries, IT Solutions</p>	 <p>Machine Tools</p>	 <p>In-Home Medical Equipment</p>	 <p>IT Solutions</p>

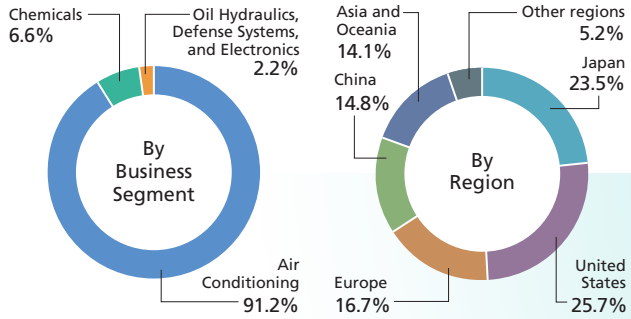
**Net Sales** (Consolidated)



**Number of Employees** (Workforce, Consolidated)



**Ratio of Sales** (Consolidated/Fiscal 2020)



**Business Sphere:** Daikin Is Active in Over 160 Countries

**Europe**

**9,947**  
Employees  
**75**  
Subsidiaries



**Japan**

**13,318**  
Employees  
**31**  
Daikin Industries and subsidiaries



**United States**

**19,812**  
Employees  
**61**  
Subsidiaries



**China**

**19,360**  
Employees  
**33**  
Subsidiaries



**Asia and Oceania**

**17,367**  
Employees  
**54**  
Subsidiaries



**Other regions**  
(Latin America, Middle East, Africa, etc.)

**5,066**  
Employees  
**62**  
Subsidiaries

Employees  
**84,870**  
Subsidiaries  
**315**