Bringing the World Healthy, Comfortable Lifestyles

Daikin is a global manufacturer with overseas sales accounting for more than 70% of the group total and overseas employees accounting for 80% of the group workforce. 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.

BUSINESS

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

Net Sales (Consolidated)

<table>
<thead>
<tr>
<th>Year</th>
<th>Air Conditioning / Refrigeration Equipment</th>
<th>Chemicals</th>
<th>Oil Hydraulics, Defense Systems, and Electronics</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>1,024.0</td>
<td>1,140.3</td>
<td>1,290.9</td>
</tr>
<tr>
<td>2010</td>
<td>1,218.7</td>
<td>1,290.9</td>
<td>1,290.9</td>
</tr>
<tr>
<td>2011</td>
<td>1,787.7</td>
<td>1,915.0</td>
<td>2,043.7</td>
</tr>
<tr>
<td>2012</td>
<td>2,044.0</td>
<td>2,044.0</td>
<td>2,290.6</td>
</tr>
<tr>
<td>2013</td>
<td>2,481.1</td>
<td>89.6%</td>
<td>8.1%</td>
</tr>
<tr>
<td>2014</td>
<td></td>
<td></td>
<td>2.3%</td>
</tr>
</tbody>
</table>
GLOBAL NETWORK

**Business Sphere:** Daikin is active in over 150 countries.

**Employees:** 76,484

**Subsidiaries:** 291

- **Japan:**
  - Employees: 12,497
  - Subsidiaries: 31
- **Asia and Oceania:**
  - Employees: 15,686
  - Subsidiaries: 50
- **Europe:**
  - Employees: 9,034
  - Subsidiaries: 80
- **Other regions** (Latin America, Middle East, Africa, etc.):
  - Employees: 3,387
  - Subsidiaries: 43

In this printed version of the Daikin Sustainability Report, “Daikin” refers to the Daikin Group and “Daikin Industries” refers to Daikin Industries, Ltd.