[Translation]

June 26, 2026

Company Name: Daikin Industries, Ltd.

(Securities Code: 6367, TSE Prime Market)

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Daikin Establishes India-Based R&D Subsidiary

Daikin Industries, Ltd. announced today that its Board of Directors, at today's meeting, resolved to establish Daikin Research and Development India Private Limited in Haryana, India. The new company will serve as a core base to strengthen product development capabilities for the Global South, including Asia, Oceania, and Africa. In conjunction with this initiative, Daikin will build an R&D center in Haryana, with completion scheduled for June 2028.

1. Purpose of Establishing the Subsidiary

In recent years, the Global South has experienced rapid economic growth and urbanization, driving an increase in the construction of data centers, factories, and commercial facilities. As a result, demand for HVAC systems for large-scale facilities is expanding. To address this growing demand, it is essential to further strengthen product development capabilities that reflect local market needs and regulatory requirements.

Daikin will build a new R&D center in India, led by the newly established subsidiary, to enhance its product development capabilities, particularly for large-scale HVAC systems. India offers strong potential as a development hub, supported by a deep pool of engineering and IT talent and a growing concentration of related industries.

Going forward, this R&D center will serve as a core hub for creating products and solutions that meet the diverse needs of the Global South.

2. Outline of the New Subsidiary (expected)

(1) Name	DAIKIN RESEARCH AND DEVELOPMENT INDIA PRIVATE LIMITED
(2) Location (Registered)	New Delhi, India
(3) Representative	To be determined
(4) Business Activities	Development of HVAC systems
(5) Capital	INR 8 billion (approx. JPY 13.6 billion) *Calculated at INR 1 = JPY 1.7)
(6) Establishment	July 2026 (expected)
(7) Shareholder	Daikin Industries, Ltd.: 100% (including 0.001% indirect ownership)
(8) Relationship with the Company	The company will be established with 100% investment by the Daikin Group
	Personnel: To be determined Business: None

3. Impact on Financial Results

The impact of the establishment of this subsidiary on consolidated financial results for the fiscal year ending March 31, 2027 is expected to be minimal.

Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.