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Brief Report on the Settlement of Accounts (Consolidated) for the Nine Months Ended December 31, 2025 (J-GAAP)

February 4, 2026

Name of Listed Company: **Daikin Industries, Ltd.**

Listed on TSE

Code No.: 6367

(URL: <https://www.daikin.co.jp/>)

Representative: Naofumi Takenaka, President and COO

Contact: Motoshi Hosomi,
General Manager, Corporate Communication Department
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Planned date of start of dividend payment: —

Preparation of supplementary explanatory materials for the settlement of accounts: Yes

Holding briefings on the settlement of accounts: Yes (for institutional investors and analysts)

1. Consolidated Business Results for the Nine Months Ended December 31, 2025 (From April 1, 2025, to December 31, 2025)

(1) Consolidated Business Results (Accumulated)

Note: Amounts less than one million yen are truncated.
Percentages indicate year-over-year increases/decreases.

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent	
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%
Nine months ended								
December 31, 2025	3,666,329	2.0	307,910	-3.4	305,667	4.5	195,373	4.6
December 31, 2024	3,593,224	10.1	318,740	4.0	292,483	3.7	186,712	-3.7

Note: Comprehensive income was ¥449,029 million (50.5%) for the nine months ended December 31, 2025, and ¥298,348 million (-8.6%) for the nine months ended December 31, 2024.

	Earnings per share	Diluted earnings per share
	Yen	Yen
Nine months ended		
December 31, 2025	667.22	666.67
December 31, 2024	637.72	637.28

(2) Consolidated Financial Position

	Total assets	Net assets	Equity ratio
	Millions of yen	Millions of yen	%
As of December 31, 2025	5,670,196	3,219,136	55.5
As of March 31, 2025	5,133,416	2,866,693	54.6

(Reference) Equity capital was ¥3,148,086 million as of December 31, 2025, and ¥2,801,281 million as of March 31, 2025.

2. Dividends

	(Annual) Dividend per share				
	1Q-end	2Q-end	3Q-end	Year-end	Total
Fiscal Year ended March 31, 2025	Yen —	Yen 185.00	Yen —	Yen 145.00	Yen 330.00
Fiscal Year ending March 31, 2026	—	165.00	—		
Fiscal Year ending March 31, 2026 (forecast)				165.00	330.00

Note: Revisions to the dividend forecast announced most recently: None

3. Consolidated Business Forecast for the Fiscal Year Ending March 31, 2026 (From April 1, 2025, to March 31, 2026)

Note: Percentages indicate year-over-year increases/decreases.

	Net sales		Operating profit		Ordinary profit		Profit attributable to owners of parent		Earnings per share
	Millions of yen	%	Millions of yen	%	Millions of yen	%	Millions of yen	%	Yen
Full year	4,920,000	3.5	413,000	2.8	398,000	8.6	268,000	1.2	915.29

Note: Revisions to the consolidated business forecast announced most recently: Yes

*Notes

- (1) Significant Changes in the Scope of Consolidation during the Nine Months Ended December 31, 2025: Yes
 - Newly included: 7 companies (Dynamic Data Centers Solutions, Inc. and others)
 - Excluded: 34 companies (Goodman Global Holdings, Inc. and others)
- (2) Adoption of Accounting Treatment Specific to Quarterly Consolidated Financial Statement Preparation: Yes
- (3) Changes in Accounting Policies, Changes in Accounting Estimates, and Retrospective Restatement
 - (i) Changes in accounting policies relating to revisions to accounting standards, etc.: None
 - (ii) Changes in accounting policies other than (i) above: None
 - (iii) Changes in accounting estimates: None
 - (iv) Retrospective restatement: None
- (4) Number of Shares Issued (common stock)
 - (i) Number of shares issued at end of period (including treasury shares)

As of December 31, 2025	293,113,973 shares
As of March 31, 2025	293,113,973 shares
 - (ii) Number of treasury shares at end of period

As of December 31, 2025	278,457 shares
As of March 31, 2025	311,521 shares
 - (iii) Average number of shares outstanding during the nine months

Nine Months Ended December 31, 2025	292,818,052 shares
Nine Months Ended December 31, 2024	292,779,764 shares

Review of the Japanese-language originals of the attached consolidated quarterly financial statements by certified public accountants or an audit corporation: Yes (voluntary)

Explanation about the Appropriate Use of the Business Forecast and Other Noteworthy Points

- The Company plans to hold a briefing on business results for institutional investors and analysts on Wednesday, February 4, 2026. Documents and materials distributed in this briefing are posted on the Company's website (https://www.daikin.com/investor/library/results_materials).

2. Consolidated Financial Statements and Primary Notes

(1) Consolidated Balance Sheet

	FY2024 (As of March 31, 2025)	Third Quarter of FY2025 (As of December 31, 2025)
Assets		
Current assets		(Millions of yen)
Cash and deposits	802,663	985,705
Notes and accounts receivable – trade, and contract assets	856,542	809,496
Merchandise and finished goods	709,232	800,552
Work in process	72,190	95,865
Raw materials and supplies	271,444	277,082
Other	163,975	213,179
Allowance for doubtful accounts	(22,395)	(24,157)
Total current assets	2,853,654	3,157,725
Non-current assets		
Property, plant and equipment		
Buildings and structures, net	524,369	573,821
Other, net	754,957	838,364
Total property, plant and equipment	1,279,327	1,412,186
Intangible assets		
Goodwill	266,337	282,897
Other	371,529	404,689
Total intangible assets	637,867	687,587
Investments and other assets		
Investment securities	160,032	204,501
Other	203,015	208,688
Allowance for doubtful accounts	(481)	(491)
Total investments and other assets	362,566	412,697
Total non-current assets	2,279,761	2,512,470
Total assets	5,133,416	5,670,196
Liabilities		
Current liabilities		
Notes and accounts payable – trade	362,158	365,151
Short-term borrowings	294,643	271,411
Commercial papers	29,554	123,023
Current portion of bonds payable	15,000	25,000
Current portion of long-term borrowings	58,176	65,692
Income taxes payable	47,193	42,854
Provision for product warranties	112,835	129,204
Other	623,484	595,830
Total current liabilities	1,543,047	1,618,166
Non-current liabilities		
Bonds payable	175,000	200,000
Long-term borrowings	239,920	262,861
Retirement benefit liability	21,760	22,236
Other	286,994	347,794
Total non-current liabilities	723,675	832,892
Total liabilities	2,266,723	2,451,059

	(Millions of yen)	
	FY2024 (As of March 31, 2025)	Third Quarter of FY2025 (As of December 31, 2025)
Net assets		
Shareholders' equity		
Share capital	85,032	85,032
Capital surplus	87,304	87,652
Retained earnings	2,068,308	2,172,906
Treasury shares	(1,348)	(1,204)
Total shareholders' equity	2,239,296	2,344,386
Accumulated other comprehensive income		
Valuation difference on available-for-sale securities	53,770	83,059
Deferred gains or losses on hedges	945	1,943
Foreign currency translation adjustment	512,313	728,495
Remeasurements of defined benefit plans	(5,042)	(9,798)
Total accumulated other comprehensive income	561,985	803,700
Share acquisition rights	4,212	4,936
Non-controlling interests	61,199	66,113
Total net assets	2,866,693	3,219,136
Total liabilities and net assets	5,133,416	5,670,196

(2) Consolidated Statement of Income and Consolidated Statement of Comprehensive Income
(Consolidated Statement of Income)

For the Nine Months Ended December 31

(Millions of yen)

	First Nine Months of FY2024 (April 1, 2024, to December 31, 2024)	First Nine Months of FY2025 (April 1, 2025, to December 31, 2025)
Net sales	3,593,224	3,666,329
Cost of sales	2,361,679	2,391,076
Gross profit	1,231,544	1,275,253
Selling, general and administrative expenses	912,803	967,343
Operating profit	318,740	307,910
Non-operating income		
Interest income	14,307	13,772
Dividend income	3,556	4,142
Share of profit of entities accounted for using equity method	1,568	1,244
Inflation accounting adjustment	—	10,686
Other	5,085	5,235
Total non-operating income	24,518	35,082
Non-operating expenses		
Interest expenses	31,769	29,331
Foreign exchange losses	3,850	1,269
Inflation accounting adjustment	6,934	—
Other	8,220	6,723
Total non-operating expenses	50,775	37,325
Ordinary profit	292,483	305,667
Extraordinary income		
Gain on sale of land	287	5
Gain on sale of investment securities	4,253	265
Gain on sale of shares of subsidiaries and associates	—	0
Gain on liquidation of subsidiaries and associates	—	15
Gain on insurance claims	607	—
Gain on revision of retirement benefit plan	—	1,345
Total extraordinary income	5,148	1,632
Extraordinary losses		
Loss on disposal of non-current assets	829	7,301
Loss on sale of land	169	—
Loss on valuation of investment securities	429	100
Distinguished service compensation	4,300	—
Total extraordinary losses	5,728	7,402
Profit before income taxes	291,903	299,896
Income taxes	96,631	95,676
Profit	195,271	204,220
Profit attributable to non-controlling interests	8,558	8,847
Profit attributable to owners of parent	186,712	195,373

(Consolidated Statement of Comprehensive Income)

For the Nine Months Ended December 31

(Millions of yen)

	First Nine Months of FY2024 (April 1, 2024, to December 31, 2024)	First Nine Months of FY2025 (April 1, 2025, to December 31, 2025)
Profit	195,271	204,220
Other comprehensive income		
Valuation difference on available-for-sale securities	(1,970)	29,408
Deferred gains or losses on hedges	212	997
Foreign currency translation adjustment	107,592	219,460
Remeasurements of defined benefit plans	(3,171)	(4,820)
Share of other comprehensive income of entities accounted for using equity method	413	(237)
Total other comprehensive income	103,077	244,808
Comprehensive income	298,348	449,029
Comprehensive income attributable to		
Comprehensive income attributable to owners of parent	288,150	437,087
Comprehensive income attributable to non-controlling interests	10,198	11,941

(3) Consolidated Statement of Cash Flows

	(Millions of yen)	
	First Nine Months of FY2024 (April 1, 2024, to December 31, 2024)	First Nine Months of FY2025 (April 1, 2025, to December 31, 2025)
I. Cash flows from operating activities		
Profit before income taxes	291,903	299,896
Depreciation	144,227	163,247
Amortization of goodwill	36,504	38,059
Increase (decrease) in allowance for doubtful accounts	880	(200)
Interest and dividend income	(17,864)	(17,915)
Interest expenses	31,769	29,331
Share of loss (profit) of entities accounted for using equity method	(1,568)	(1,244)
Loss (gain) on disposal of non-current assets	829	7,301
Loss (gain) on sale of investment securities	(4,253)	(265)
Loss (gain) on valuation of investment securities	429	100
Gain on revision of retirement benefit plan	—	(1,345)
Decrease (increase) in trade receivables	65,930	101,756
Decrease (increase) in inventories	(28,947)	(48,606)
Increase (decrease) in trade payables	26,364	(23,908)
Increase (decrease) in accounts payable - other	(21,470)	(27,839)
Increase (decrease) in accrued expenses	11,607	(10,696)
Increase (decrease) in retirement benefit liability	859	152
Decrease (increase) in retirement benefit asset	2,788	(758)
Other, net	(3,414)	(28,673)
Subtotal	536,577	478,393
Interest and dividends received	19,160	19,234
Interest paid	(31,185)	(28,185)
Income taxes paid	(97,906)	(123,776)
Net cash provided by (used in) operating activities	426,645	345,666
II. Cash flows from investing activities		
Purchase of property, plant and equipment	(187,728)	(144,587)
Proceeds from sale of property, plant and equipment	4,237	3,799
Purchase of investment securities	(16,729)	(1,850)
Proceeds from sale of investment securities	5,626	661
Purchase of shares of subsidiaries and associates	(1,096)	(255)
Payments for acquisition of businesses	(573)	(889)
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(2,707)	(52,702)
Payments for investments in capital of subsidiaries resulting in change in scope of consolidation	(17,237)	(1,974)
Decrease (increase) in time deposits	(52,765)	(86,032)
Other, net	(20,826)	(10,828)
Net cash provided by (used in) investing activities	(289,801)	(294,658)

	(Millions of yen)	
	First Nine Months of FY2024 (April 1, 2024, to December 31, 2024)	First Nine Months of FY2025 (April 1, 2025, to December 31, 2025)
III. Cash flows from financing activities		
Net increase (decrease) in short-term borrowings	(4,367)	53,582
Proceeds from long-term borrowings	103,159	67,884
Repayments of long-term borrowings	(59,314)	(46,387)
Proceeds from issuance of bonds	59,802	49,830
Redemption of bonds	(10,000)	(15,000)
Dividends paid	(92,235)	(90,788)
Proceeds from share issuance to non-controlling shareholders	15,110	270
Dividends paid to non-controlling interests	(7,547)	(6,396)
Repayments of lease liabilities	(42,022)	(46,568)
Other, net	(322)	(161)
Net cash provided by (used in) financing activities	<u>(37,737)</u>	<u>(33,735)</u>
IV. Effect of exchange rate change on cash and cash equivalents		
	36,634	59,989
V. Net increase (decrease) in cash and cash equivalents	<u>135,741</u>	<u>77,261</u>
VI. Cash and cash equivalents at beginning of period	<u>634,008</u>	<u>658,105</u>
VII. Increase (decrease) in cash and cash equivalents resulting from change in accounting period of subsidiaries	<u>(1,511)</u>	<u>—</u>
VIII. Cash and cash equivalents at end of period	<u>768,237</u>	<u>735,367</u>