
GENERAL Names New Leadership Team

GENERAL Inc. ("GENERAL") today held its Shareholders Meeting and approved a new leadership team elected by its Board of Directors Meeting held on March 24, 2026. Effective immediately, Takeshi Ebisu has been appointed Representative Director and Chief Executive Officer, Koji Masuda as Chairman of the Board, and Susumu Ohkawara as Director and Executive Vice President.

GENERAL became part of the Paloma Rheem Holdings ("PRH") Group, an Air & Water company, in August of last year. The company now enters a new phase as a core enterprise supporting the group's air conditioning business growth through heat pump business. This leadership transition is designed to accelerate management decision-making and ensure business growth both domestically and internationally in response to the evolving business environment.

In this new phase, GENERAL will strengthen collaboration with PRH Group companies to accelerate business growth not only in Japan but across global markets. To lead this initiative, Takeshi Ebisu, who brings extensive management experience in the air conditioning business across domestic and international markets, will spearhead GENERAL's business development, while Koji Masuda and Susumu Ohkawara will provide operational support for the management foundation. Simultaneously, by reducing the number of directors and executive officers to create a leaner structure, the company aims to enable faster decision-making and more agile management.

Takeshi Ebisu, newly appointed Representative Director and Chief Executive Officer of GENERAL, stated, "GENERAL has significant potential for global growth. By harnessing GENERAL's superior products and technological expertise, we will integrate air conditioning and water heating technologies across the PRH Group to drive profitability. Our goal is to strengthen PRH's global presence as a leading Air & Water company and deliver sustainable growth."

Changes in Board Members (Effective March 25, 2026)

New	Name	Current
Representative Director and Chief Executive Officer	Takeshi Ebisu	Director
Director	Koji Masuda	Representative Director and Chief Executive Officer
Director and Executive Vice President	Susumu Ohkawara	Director, Senior Executive Officer
Auditor	Toshio Kano	Executive Officer

※ **Koji Masuda was appointed Chairman of the Board on the same date.**

Departing Board Members (Effective March 25, 2026 or March 31, 2026)

The following seven members will retire:

Current	Name
Director	Fumiaki Terasaka
Director	Mieko Kuwayama
Director	Yoshio Osawa
Director	Mayuko Seto
Auditor	Akira Inoue
Director, Chief Operating Officer (Retiring from Executive Officer position on March 31)	Tadashi Hasegawa
Director, Chief Operating Officer (Retiring from Executive Officer position on March 31)	Toshiyuki Kawanishi

Profile of Newly Appointed Representative Director

Takeshi Ebisu

Date of Birth:

September 1, 1962

Career History:

April 1988: Joined Daikin Industries, Ltd. ("Daikin")
July 2011: Director and Executive Vice President, Corporate Planning, Daikin
April 2014: Director of Daikin, and President & CEO, Goodman Manufacturing LLC
November 2023: Executive Fellow, Paloma Rheem Holdings Co., Ltd. (current)
August 2025: Director, Fujitsu General Limited (now GENERAL Inc.)

About Paloma Rheem Holdings

Paloma Rheem Holdings ("PRH") is one of the world's leading air and water companies, operating both air conditioning and water heating businesses. The group is comprised of Paloma, GENERAL (formerly Fujitsu General) in Japan, and Rheem in the U.S., and is primarily engaged in the manufacturing and sales of air conditioning, water heating, heating, and kitchen equipment. Since Paloma acquired Rheem in 1988, the two companies have built a strong partnership over 40 years, respecting each other. The company has actively pursued M&A, particularly in North America and Europe, while pursuing technological innovation and quality improvement to drive business expansion. In 2025, with the acquisition of GENERAL, PRH further solidified its position as a leading company in the air and water sector.

PRH is committed to developing air conditioning and water heating solutions that meet customer needs, positioning itself as an essential support company for comfortable living worldwide. The group operates from 29 countries with a presence in over 100 countries, employing approximately 26,000 people across 43 manufacturing facilities and 25 research and development centers. For the fiscal year ending December 2024, the group generated sales of approximately ¥1 trillion and operating profit of approximately ¥100 billion (excluding GENERAL). For more details, please visit the website: <https://www.pr-holdings.co.jp/>

Contact Us

Media contact: Corporate Relations Office, GENERAL Inc.
<https://www.generalww.com/global/contact/form/input-servicetool.html>