

Themes	Aspirations for 2030	Materiality	Key Performance Indicators (KPIs)		Targets				
			2030 Goals	SDGs	Scope	FY2021	FY2022	FY2023	
Contribute to a smart society	Provide products and services and develop new technology to solve social challenges	Promote innovative technological development and invention	Innovate to create new value for the distribution system		① Innovation investment amount (*1) ② Patent registrations (cumulative total)	Global	① 15 billion yen ② 3,600 patents	① 15 billion yen ② 3,800 patents	① 15 billion yen ② 4,100 patents
		Develop new business domains	Expand the realm of business using business strategy (including M&A and alliances)		Penetration into new markets and new business conditions; commercialization of new products	Global	<ul style="list-style-type: none"> Development through collaborative research with universities and companies Provide new automated solutions Cultivate new customers, expand business area globally Expand service business 		
		Cater to customer needs through smart logistics	Use cutting-edge technology to improve efficiency and automate to create value for customers		Introduction of cutting-edge technology to products and services	Global	<ul style="list-style-type: none"> Use wireless and 5G technology and rechargeable batteries Introduce high-efficiency systems and predictive maintenance systems using AI tech Reduce energy consumption with more sophisticated power supply equipment Make maintenance services more efficient with the use of IoT 		
Maintain and improve the quality of products and services	Build and maintain systems that provide reliable, safe, and high-quality products	Optimize production through globalization	Achieve global optimized production		New and expanded production sites to achieve production in optimal conditions; other countermeasures	Global	<ul style="list-style-type: none"> Build a procurement network globally and share production technology Strengthen ability to respond at global subsidiaries (in sales through production and service) Optimally distribute production through consolidation and in-sourcing 		
		Pursue product quality and safety	Earn customer trust in product quality and safety		① Number of serious accidents related to product or system safety (*2) ② Rate of ISO 9001 global multi-site certification (*3) in production sites ③ Number of employees who obtain safety assessor credentials (*4)	①②Global ③Japan	① 0 occurrences ② 60% ③ 160 people	① 0 occurrences ② 60% ③ 190 people	① 0 occurrences ② 65% ③ 220 people
Enhance operational framework	Carry out both business operations and social responsibility	Strengthen governance	Further strengthen the Group governance system	-	① Improving the effectiveness of the Board of Directors ② Enhancing internal perceptions ③ Carrying out sound internal audits	Global	<ul style="list-style-type: none"> ① Carry out efforts to improve effectiveness ② Implement measures to propagate the Group Code of Conduct globally ③ Carry out internal audits in Japanese business units and global subsidiaries (total 300 cases, 3 years) and maintain compliance with internal evaluations 		
		Ensure compliance	Eliminate serious cases of corruption		Carrying out anti-corruption training	Global	Carry out training and follow-ups for Japanese and global parties with authority to accept and place orders		
		Manage risk	Implement Group risk management, including at global subsidiaries		Implementing countermeasures against major risks	Global	<ul style="list-style-type: none"> Carry out regular risk assessments Form a risk management policy and spread awareness of it Implement significant risk countermeasures Carry out risk response training 		
		Ensure responsible procurement in the supply chain	Implement global CSR procurement	 	Establishing a CSR procurement system and expanding the range of operations	Global	Review CSR Procurement Standards and formulate new guidelines to be applied in Japan and abroad		
		Strengthen information security	Thoroughly implement and continue operation of internal global standards	-	① Number of global information security education sessions ② Number of global e-mail training sessions	Global	① 2 sessions ② 3 sessions	① 4 sessions ② 4 sessions	① 4 sessions + follow-up training ② 4 sessions
		Ensure transparent information disclosure and strategic communication	Strengthen stakeholder engagement		① Number of dialog meetings held with shareholders and investors (*5) ② Enhancing communication with stakeholders	①Global ②Japan	① 370 meetings (ESG-related: 10 meetings) ②	① 1,200 companies (ESG-related: 20 companies)	① 1,200 companies (ESG-related: 20 companies)
Respect human dignity	Seek to provide peace of mind and comfort to people	Protect employee safety and health	Eliminate labor accidents and major accidents in operations		① Frequency rate: Japan (global) ② Severity rate: Japan (global) ③ Number of occupational safety and health trainees ④ Number of serious accidents (*6)	Global	① 0.4 (0.9) ② 0.02 (0.03) ③ 1,500 trainees ④ 0 accidents	① 0.4 (0.8) ② 0.01 (0.02) ③ 1,700 trainees ④ 0 accidents	① 0.3 (0.6) ② 0.01 (0.02) ③ 1,700 trainees ④ 0 accidents
		Achieve diversity and inclusion	Create an environment where a diverse human resources can be active	 	① Number of female managers ② Employment rate of people with disabilities ③ Paternity leave acquisition rate	Japan	① 19 people ② 2.3% ③ 5%	① 25 people ② 2.3% ③ 8%	① 31 people ② Over 2.3% ③ 20% (50%) (*7)
		Create a workplace environment that motivates employees	Achieve a workplace environment where employees experience comfort, health, and prosperity	 	① Paid leave acquisition rate ② Maintaining high rate of stress check testing ③ Holding events to encourage mental and physical health	Japan	① 73% ② 96%	① 76% ② 96%	① 80% ② 96%
		Cultivate human resources	Provide opportunities for growth according to the individual's career ambitions		① Strengthening education for managerial employees and candidates ② Developing training using online resources and promoting autonomous learning	Japan	<ul style="list-style-type: none"> ① Provide education according to the qualities of candidates up for promotion ② Establish an on-demand library for training and education 		
		Respect human rights	Respect the human rights of all people involved in our business	 	① Promotion of workplace understanding of human rights ② Carrying out due diligence for human rights	Global	<ul style="list-style-type: none"> ① Carry out human rights training for Group employees ② Formulate policies and carry out due diligence for human rights and ensure wide-spread human rights knowledge inside and outside the Company 		
Contribute to the environment through our business	Make efforts in all workplaces and regions that reduce our burden on the global environment	Keep business operations environmentally friendly	Enhance measures to reduce environmental footprint, such as in climate change and resource depletion	 	① Daifuku's total CO ₂ emissions reduction rate (compared to FY2018) ② Participation rate in CO ₂ emissions reduction programs (*8) throughout the supply chain ③ Recycling rate of waste (*9)	①③Global ②Japan	① 2.5% reduction ② 32% ③ Survey global sites; establish goals	① 5.0% reduction ② 34% ③ 99%	The KPIs and targets for fiscal 2023 have been changed to align with the revised Daifuku Environmental Vision 2050. Please refer to the chart below for details.
		Expand environmentally friendly products and services	Maximize value for customers through being environmentally friendly	 	① Avoided CO ₂ emissions (*10) ② Sales ratio of environmentally friendly properties (*11) ③ Recyclability rate for new products	Global	① 30,000 t-CO ₂ ② 43% ③ 90%	① 60,000 t-CO ₂ ② 46% ③ 90%	

*1: R&D expenses + DX investment amount
 *2: Accidents caused by the malfunction of our products or systems leading to death or serious illness/injury during operations (injury or illness requiring 30 days or more of treatment)
 *3: Carrying out reviews based on unified standards under the same schedule and certification authority, and obtaining and maintaining certification
 *4: Credentials meant chiefly for designers that certify knowledge and abilities in the field of safety based on international safety standards
 *5: In fiscal 2022, KPI changed to: "Number of companies with which dialog meetings were held"
 *6: Accidental deaths occurring during work at Daifuku (labor accidents)
 *7: The number in parentheses () is based on the amendment to the Child Care and Family Care Leave Act
 *8: Daifuku's own framework on efforts (sharing of goals and supporting measures to reduce emissions, etc.) to reduce CO₂ emissions at suppliers
 *9: Excluding North American locations
 *10: CO₂ emissions produced from our products and services provided to our customers are subtracted from the CO₂ emissions produced from our products and services in FY2011, the base year for environmental performance.
 *11: Projects that have contributed to customers in terms of environmental consideration through certified Daifuku Eco-Products, etc.
 *12: Water consumption (1,000 m³) divided by net sales (100 million yen)
 *13: Sites with 100 or more employees
 *14: Daifuku's unique program for sustainability awareness and training among employees

Key Performance Indicators (KPIs)	FY2023 Targets
Daifuku CO ₂ emissions (Scopes 1 + 2)	21.0% reduction (compared to FY2018)
CO ₂ emissions from purchased goods and services (Scope 3 Category 1)	Begin operations of CO ₂ emission reduction programs throughout the supply chain
CO ₂ emissions from the use of sold products (Scope 3 Category 11)	12.5% reduction (compared to FY2018)
Landfill disposal rate	Domestic: less than 1% Global: less than 5%
Water use intensity (*12)	12.5% reduction (compared to FY2018)
Rate of implementation of biodiversity conservation activities at major sites (*13)	<ul style="list-style-type: none"> Create a list of conservation activities Conduct group-wide awareness activities
Sustainability Action (*14) total annual number of participants	12,000 people

