

Interviews with Outside Directors

Providing Advice as a Specialist in International Transactions

My experience includes international transactions at a leading general trading company for about 30 years and then conducting research at the University of Tokyo and Chuo University on international transactions law and international economics law. In Daifuku's meetings of its Board of Directors, I draw on this expertise and knowledge, and provide advice based on differences in the legal systems of various countries. In my position as independent outside director, I believe that the members of Daifuku's management team live up to high standards of professionalism and ethics, and that Daifuku is a sound and reliable company.

Daifuku is a leading company in the material handling industry, which is a growth sector, and is required to grow at a faster pace than this industry as a whole. For this reason, its international corporate strategy is especially significant. I believe that the global strategy that Daifuku currently implements, which includes proactive M&A, is moving forward in the right direction. As part of upcoming issues to be addressed, Daifuku will merge with advantages in cultures of the countries that it has entered. In addition, the Company will enhance post-merger integration with the companies it has acquired to realize maximum collaborative effects. It is vital to train and give international experience to younger staff members who have the potential to take an active role in Daifuku's global activities.



Noboru Kashiwagi

Outside Director



Yoshiaki Ozawa

Outside Director

Contributing to the Sustained Growth of Daifuku and Working to Increase Corporate Value in the Medium-to-Long Term

One of the duties for outside directors is to provide advice that will contribute to sustaining Daifuku's growth and increase its corporate value in the medium-to-long term. Another duty, when making decisions in the Board of Directors' meetings, is to monitor management activities while keeping in mind the existence of a wide range of stakeholders. I worked in the United States for six years, and, from my perspective as a certified public accountant in Japan and the United States, as well as that gained in my experience lecturing accounting and management analysis courses in colleges and universities, I want to fulfill my responsibilities as an outside director.

At Daifuku, the opinions of the members of Daifuku's Board of Directors are taken into account fairly, and the Company is managed soundly, in line with the Company's corporate philosophy. The sincere energy or leverage that Daifuku shows in recovery efforts following natural disasters has earned a high appraisal among customers and encourages them to continue placing orders with Daifuku. Looking ahead, to further enhance the globalization and diversity of the Company, I will be providing advice from the perspective of hiring regardless of nationalities and genders as well as offering useful information to investors.