

DAIFUKU PROFILE

2021

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PROFILE

2021

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*Fractional points of monetary values below unit numbers have been rounded down

*Percentages have been rounded so percentage totals become 100%

Business: Comprehensive manufacturer and integrator of material handling systems that provides logistics solutions

Corporate name: Daifuku Co., Ltd.

Established: May 20, 1937

Paid-in capital: 31,865 million yen (as of March 31, 2021)

Representative: Hiroshi Geshiro, President and CEO

Employees: 11,697 (Group total, as of end of FY2020)

Listed: First section, Tokyo Stock Exchange (Stock code: 6383)
(Listed on the JPX-Nikkei Index 400)

Ratings: Long-term: A (single A) [Stable]

Short-term: a-1 (a- one)

Rated by Rating and Investment Information, Inc. (R&I)

FY2020 consolidated results (April 1, 2020 - March 31, 2021)

Net sales: 473,902 million yen

Non-Japan sales ratio: 65 %

Service sales ratio: 25 %

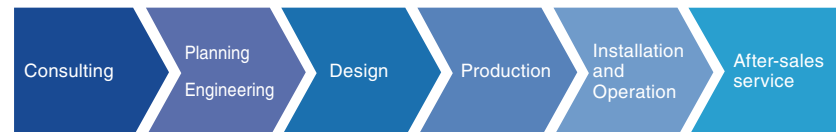
Operating income: 44,566 million yen

Annual dividend: 80 yen per share

One-Stop Support Structure

Daifuku’s advantage lies in its one-stop support structure, which deals with all kinds of services and operations including consulting, system construction, production, installation, after-sales services for long-term stable operation and replacements.

Independently developing and producing the products that are the key components of material handling systems, we offer best solutions that satisfy customers around the world, helping to increase their competitive advantage.



Company Creed



Today we are doing better than we were yesterday. Tomorrow we will be growing ahead of where we are today.

Management Philosophy (Revised on October 1, 2021)

Automation that Inspires

Inspire society, deliver prosperity and enhance well-being through our core competence—automated material handling technology.

We will

- 1) strive to realize a sustainable society that minimizes burdens on people and environment, respects human rights, and encourages responsible manufacturing.
- 2) work together with customers around the world to create optimal smart logistics solutions that incorporate innovative technologies.
- 3) ensure a fair and open corporate culture that respects diversity and allows each individual to excel. Further, we will strengthen our fundamental management practices globally to have a high level of transparency.

Group Code of Conduct

Basic Stance

- We will act in accordance with applicable laws, rules, regulations, social norms and ethics.
- We will place safety as a major premise in all aspects of our business activities.
- We will remain committed to the creed of "Hini Arata" as we take on new challenges and make changes for the better.

▶ Concept of Value Transformation 2023

1. Transformation of the value provided through DX²

$$DX^2 \text{ (DX Squared)} = \text{Digital Transformation} \times \text{Daifuku Transformation}$$

The Daifuku Group will transform the value provided to its customers and other stakeholders through the promotion of Digital Transformation (DX) and of the transformation of the Group itself (Daifuku Transformation).

2. Creation of new value in the new normal

The goal of the Group is to continue to stride forward in a society that demands the creation of new value, leveraging its flexible, creative ability to create ideas free from precedent and its power to execute its plans to transform existing frameworks.

3. Towards realizing a sustainable society

From the perspective of promoting efforts for ESG (environment, society and governance), sustainability, and related endeavors, the Group positions its three-year business plan and Sustainability Action Plan as the two wheels of its business strategy. The Group will implement these plans to contribute to the achievement of the Sustainable Development Goals (SDGs) of the United Nations.

Value Transformation 2023 Concept Map



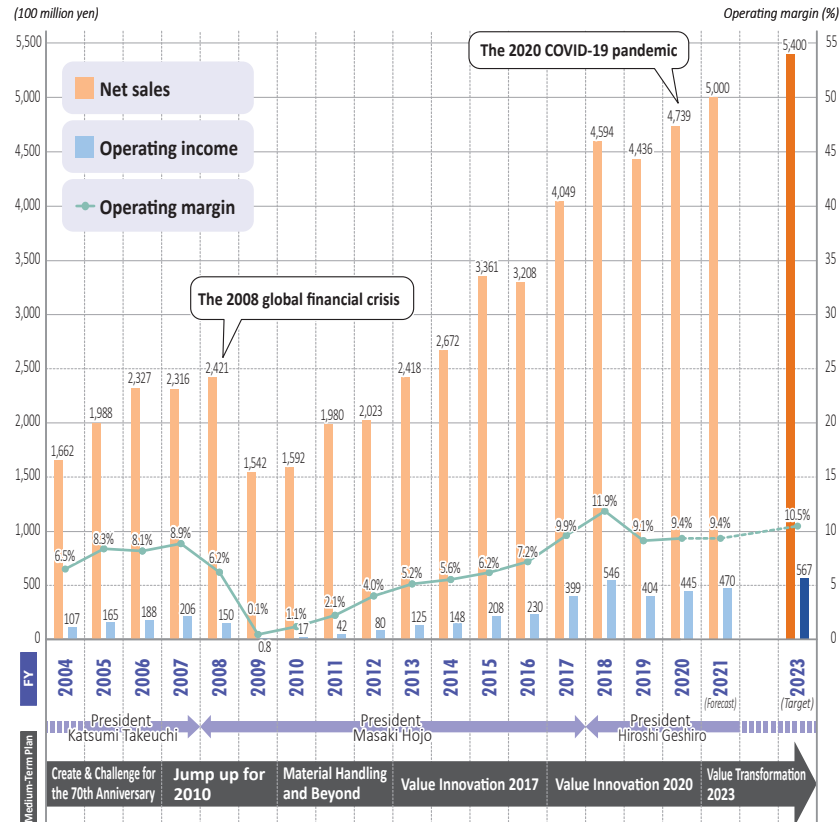
▶ Management targets

Targets of Value Transformation 2023 are as follows.

Final-year targets (FY2023) Consolidated sales: 540 billion yen
 Operating margin: 10.5%
 ROE: 10% or higher (each fiscal year)

With respect to shareholder return, the Group will aim to achieve a consolidated dividend payout ratio of 30% or more on a three-year average (FY2021 – 2023).

▶ Consolidated sales and operating income



▶ Themes and business strategy of Value Transformation 2023



*TOP: Time, Occasion, Place

► Towards realizing a sustainable society

With the aim to achieve a sustainable society and increase our corporate value, we have identified materiality (material issues) to work through our business. These are especially related to two goals, "8. Decent Work and Economic Growth" and "12. Industry, Innovation and Infrastructure", of the 17 targets identified by SDGs. In addition, we have formulated the Sustainability Action Plan (FY2021-2023) after reviewing the critical issues based on the five themes given precedence in our initiatives.

Five themes and 18 material issues

Themes	Related SDGs	Materiality
Contribute to a smart society	8, 9	<ul style="list-style-type: none"> Promote innovative technological development and invention Develop new business domains Cater to customer needs through smart logistics
Maintain and improve the quality of products and services	8, 12	<ul style="list-style-type: none"> Optimize production through globalization Pursue product quality and safety
Enhance operational framework	8, 11, 12, 13, 16	<ul style="list-style-type: none"> Strengthen governance Ensure compliance Manage risk Ensure responsible procurement in the supply chain Strengthen information security Ensure transparent information disclosure and strategic communication
Respect human dignity	3, 4, 5, 8, 10	<ul style="list-style-type: none"> Protect employee health and safety Achieve diversity and inclusion Create a workplace environment that motivates employees Cultivate human resources Respect human rights
Contribute to the environment through our business	6, 7, 9, 12	<ul style="list-style-type: none"> Keep business operations environmentally friendly Expand environmentally friendly products and services

For details on the Sustainability Action Plan, see our website:
www.daifuku.com/sustainability/management/plan



► Daifuku Environmental Vision 2050

Daifuku has set a goal to create material handling systems with zero environmental impact by 2050 and established targets for issue areas until 2030.



Crucial Issue Areas for 2030

Accelerating climate change and energy responses

We will strive to reduce CO₂ emissions in our value chain by reducing the energy use of our products operated at customer sites and by working together with our suppliers.

We will work on CO₂ emissions reductions compliant with the Paris Agreement by promoting energy conservation and introducing renewable energy sources throughout the Daifuku Group.

- 70% or higher sales ratio of projects that include eco-friendly products*
- Overall avoided CO₂ emissions** of 300,000 tons or more
- 25% or more reduction in total CO₂ emissions by Daifuku (from FY2018 levels)
- 50% or more corporate participation in supply chain CO₂ reduction program

Building a foundation to promote the resource recycling

To promote resource recycling throughout the product lifecycle, we will enhance the recyclability rate of our products.

We will build a resource-recycling framework at all our production sites.

- 90% or higher recyclability rate for new products
- Resource recycling*** for our global production sites

* Projects that contributed to our customers' environmental activities through Daifuku Eco-Products.

** CO₂ volume after subtracting all CO₂ emissions from Daifuku products and services provided to our customers from CO₂ emissions in fiscal 2011, used as a base standard for environmental performance at the time.

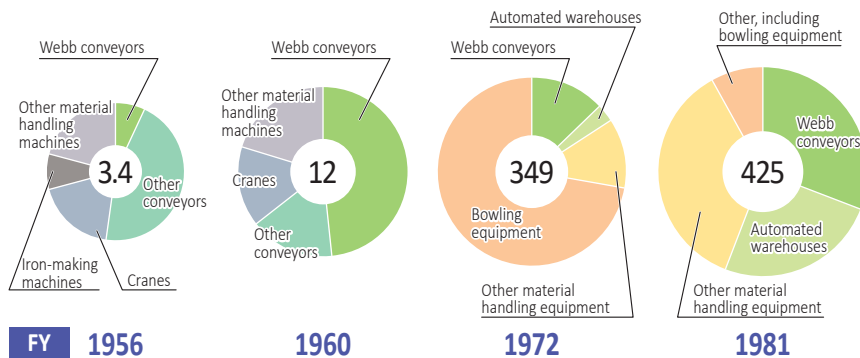
*** In April 2022 we will announce a target following an assessment of resource recycling at our production sites.

► Contribution to the development of industries 1

Business environment	World War II		Rebirth of Japan		Japan's postwar economic boom			End of bowling boom
			Motorization		Leisure boom			
Year	1937	1944	1947	1957	1966	1968	1971	1973
Topics	Founded as Sakaguchi Kikai Seisakusho Ltd.	Joins a general trading company group, changing company name to <i>Kanematsu Kiko</i> .	Changes company name to Daifuku Machinery Works Co., Ltd.*	Enters into a partnership with U.S.-based Jervis B. Webb Company.	Delivers Japan's first automated warehouse system.		Proactively invests in computerization and product developments with profits from bowling business.	Delivers Japan's first automated cold storage system.
Products	Forging machines Cranes		Pilers used in port logistics	Chain conveyors	Bowling machines Mesh box pallets	Online-controlled automated warehouse systems Electric forklift trucks		
Management policy	Strictly follow the contract, especially meeting deadlines, with high responsibility in products and after-sales services. Mobilize human resources, including engineers.			Focus on automotive factory automation with Webb conveyors	Establishes the company creed, Hini Arata.			Growth and enhancement
Providing value				Mass production of automobiles		Factory automation at electric and chemical manufacturers		Improvement of consumer living levels
Slogan	Becoming an all-around material handling systems provider			Daifuku for Material Handling		Challenging Automatic Guide Operation		

[Currently manufactured products are in bold]

► Innovation in business portfolios (sales by product) (100 million yen)



*The origin of the name *Daifuku* came from the Chinese character *Dai*, which relates to the city of Osaka, and *Fuku* from Fukuchiyama, the city of factory location. The name also means to "bring you good fortune" in Chinese.

Daifuku overcame major hardships in post-World War II and the transitioning period from rapid to stable economic growth in Japan.

In 1957, Daifuku gave up on manufacturing products, such as cranes and iron-making machines. In fiscal 1960, the Company established a production framework centered on chain conveyors, which were developed by U.S.-based Jervis B. Webb Company (Webb). Founded in 1919, Webb was a well-established company that had supported motorization in the U.S. Webb joined the Daifuku Group in 2007.

In fiscal 1972, sales of bowling machines accounted for 72% of net sales. Mechanism of material handling systems can be applied to produce bowling machines. Unlike on-demand products, a managerial merit was the fact that bowling machines were produced as planned.

Taking advantage of a bowling boom, the bowling business grew rapidly. After the boom ended, Daifuku returned to its initial business activities focusing on material handling systems.

▶ Contribution to the development of industries 2

Business environment	Toward stable growth	Japan becoming world's top country of auto production	"Robots make robots"	Asian economic crisis	Growth of the Internet		
Year	1975	1980	1984	1991	1994	1999	2002
Topics	Establishes a subsidiary Contec Co., Ltd. Shiga Works starts its operation.	Establishes the first global subsidiary in the United States.	Changes company name to Daifuku Co., Ltd.	Develops and sells roller conveyors.	Opens world's largest logistics demo center, Hini Arata Kan. (p. 49) Begins to obtain ISO 9001 certification.	Shiga and Komaki Works obtain ISO 14001 certification.	
Products	Sorters Plastic pallets Light- & medium-duty racks , TELELIFT (p. 11)	Car wash machines (p. 25)	Cleanway (p. 22) Clean Stocker (p. 22) Electrified monorail systems for auto production	Digital picking systems Flexible Drive System (p. 23)	High-speed sorters World's first non-contact power supply systems	5G LCD panel transport systems <i>[Currently manufactured products are in bold]</i>	
Management policy	Tertiary industry also requires labor-saving policy				Contribute to the development of industry by supplying quality material handling systems, equipment and electronic devices to the global market.	Production & procurement in optimal locations worldwide	
Providing value		Supermarket & library automation	Semiconductor factory automation				
Slogan		Daifuku for Factory Automation (FA)		Advanced FA	Logistics Navigator	Daifuku Challenging Information Technology and Logistics Revolutions	

▶ Consolidated sales by industry with needs of the era

100 million yen (Composition ratio)

FY	1996*	2005	2009	2013
Industry Background	Advanced FA	LCD growth	Increased air travelers	E-commerce
Automobile, auto parts	257 (20%)	542 (27%)	237 (15%)	589 (24%)
Electronics	242 (19%)	637 (32%)	456 (30%)	593 (25%)
Other manufacturers	377 (30%)	263 (13%)	264 (17%)	332 (14%)
Commerce, retail	145 (12%)	304 (16%)	280 (18%)	459 (19%)
Transportation, warehousing	94 (7%)	141 (7%)	92 (6%)	84 (3%)
Airport	- (-)	- (-)	104 (7%)	205 (9%)
Other	156 (12%)	98 (5%)	106 (7%)	153 (6%)
Total	1,273	1,988	1,542	2,418

*1996: Non-consolidated

Daifuku is continuing to innovate by combining its accumulated expertise and technologies and applying these to new industrial fields.

In the 1980s, demand for cleanroom transport systems for semiconductor factories increased rapidly. Overhead monorail system Cleanway (picture top) was developed with an upgrade from TELELIFT (picture bottom), which was used for conveying medical records at hospitals, books at libraries, and documents at airports.

Daifuku also began a business for LCD panel (now flat-panel display) factories in the 2000s. In 2007, Daifuku acquired Jervis B. Webb Company and entered the airport technologies business.

In recent years, sales of systems for distributors, specifically commerce, retail, transportation and warehousing sectors, have been increasing year by year. Daifuku continues to develop systems that meet needs of various distributors, such as convenience stores, general merchandise stores, drug wholesalers, 100-yen or US\$1 stores, and online stores (e-commerce).



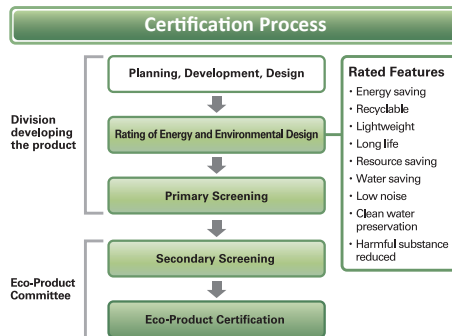
► Contribution to the development of industries 3

Business environment	Globalization	Global financial crisis		Great East Japan Earthquake	China's GDP becomes second in the world	Living standards improved in emerging countries	
Year	2007	2008	2010	2011	2012	2013	2014
Topics	Shiga Works becomes world's largest material handling production site. U.S.-based Jervis B. Webb joins the Daifuku Group. Global production sites obtain ISO 9001 and 14001 certification.	Daifuku moves ahead actively with M&A. (p. 30)		Establishes a U.S. holding company.		U.S.-based Wynright joins the Daifuku Group. Shiga Prefecture's largest solar facility built.	Joins United Nations Global Compact. New Zealand's BCS Group joins the Daifuku Group.
Products	E-DIP	High-throughput AS/RS DUOSYS	Fresh produce sorting systems	World's fastest airport baggage handling system eye-navi	Nitrogen purge systems for semiconductor factories Shuttle Rack (picture below, p. 18)	Area Management System Smart Stocker Quattro SPDR (p. 23) <i>[Currently manufactured products are in bold]</i>	
Management policy		Aiming to become a world leader in the material handling industry in both quality and volume		Taking on five new challenges: entering new markets; creating new products and systems; developing new production methods; building new global partnerships; and launching new businesses.	Create "one-of-a-kind" products and services.	Prioritizing safety. Spread safety culture worldwide	
Providing value		Environmentally friendly, safe, and reliable products/systems				Providing the best solutions for customers to help them gain a competitive edge	
Slogan	Material Handling and Beyond					Always an Edge Ahead	

► Daifuku Eco-Products certification program

In 2011, we formulated the Daifuku Environmental Vision. Within this policy, we launched an environmentally friendly measure, called Daifuku Eco-Products Certification Program, in November 2012.

The program rates and certifies products based on in-house environmental standards. Every product manufactured within the Daifuku Group is rated in the following terms: energy saving, recyclable, lightweight, long life, resource saving, water saving, low noise, clean water preservation, and harmful substances reduced. We now have 70 certified products as of May 2021.



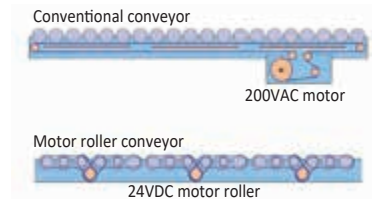
The Shuttle Rack mini load AS/RS

Automated storage and retrieval systems (AS/RS) are used chiefly in the distribution centers of e-commerce operators. The Shuttle Rack conveys loads using lightweight vehicles. Its power consumption is therefore some 60% lower than that of conventional AS/RS.



Motor roller conveyor

Using a built-in high-performance motor provides higher productivity and about 20% lower power consumption over conventional conveyors.



► Contribution to the development of industries 4

Business environment	Growth of e-commerce		Labor shortage at logistics sites			COVID-19 pandemic	
Year	2015	2016	2017	2018	2019	2020	2021
Topics			Paid-in capital increased to 31.8 billion yen.	Strategic global partnership agreement with Fast Retailing		India's Vega Conveyors & Automation joins the Daifuku Group. Airport-related software companies join the Daifuku Group. Assents to the TCFD recommendations.	
Products	Wireless battery charging system for electric forklifts D-PAD		10.5G flat-panel display production line systems Clean Stocker		TRTS (pronounced "tortoise") drive-through truck station		Shuttle Rack D ³ extra high-density unit load AS/RS <i>[Currently manufactured products are in bold]</i>
Management policy	Becoming the truly global leader in material handling			Rapid innovation		Strengthen global competitiveness	
Providing value	Providing the best solutions for customers to help them gain a competitive edge						
Slogan	Always an Edge Ahead						

Forms a strategic global partnership with Fast Retailing

In October 2018, Daifuku entered into a strategic global partnership with Fast Retailing Co., Ltd. With regard to medium- and long-term comprehensive logistics. The two companies work on innovation and enhancement of logistics systems on the basis of their extensive knowledge and experience.



India-based material handling system manufacturer joins the Daifuku Group

In April 2019, Daifuku acquired all shares of Vega Conveyors and Automation Private Limited in India. With an eye to expanding its business in the Asia-Pacific market, Daifuku aims to bolster its product development capacity in India.



Software companies join the Daifuku Group to strengthen airport digital solutions

In August 2019, Daifuku announced acquisition of Netherlands-based Scarabee Aviation Group B.V. and Australia-based Intersystems (Asia Pacific) Pty Limited. We will diversify our business through a new entry into the digital-related sector, including airport's Smart Security Lane and integrated information systems.



Scarabee Smart Security Lane

Business partnership with Germany-based AFT Industries

In December 2020, Daifuku formed business tie-up with AFT Industries AG. Both companies will collaborate by leveraging AFT Industries' European automotive customer base, technologies and expertise, and Daifuku's extensive global network to increase the level of our offerings to customers in the global automotive industry.



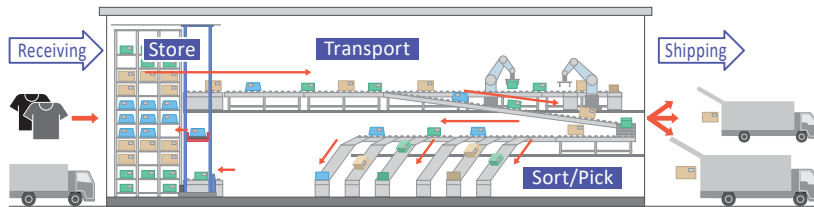
AFT electric monorail system

Material handling refers to the effective storage, conveyance and sorting of goods. A material handling system provides a smooth flow of goods by integrating equipment that has such functions and software that control and manage system operations.

The objective of a material handling system is to alleviate the tasks of front-line workers, helping them engage in more high-value work.

Daifuku addresses customer needs by capitalizing on its strength as the world's only supplier and system integrator of in-house manufactured products for storage, transport and sorting.

Typical distribution center flow



Looking to antiquity for the foundation of mechanics



Ancient material handling—the conveyance of large stones throughout ancient history often relied on human power

Source: The Avant-Garde of Material Handling Machinery, Daifuku

Transporting heavy objects has always been a challenge for humans.

Since the time of the first human settlements, human power as well as animal power—draft animals, including horses and cattle—were the primary means. As mathematics and dynamics developed in the ancient Greek period, mechanics emerged as a science for moving heavy objects. Thus, materials handling was the origin of mechanical engineering.

Later, as steam, electric and other forms of energy became available through the industrial revolution, tools developed into full-scale facilities.

Combined with computers later in the twentieth century, they became even more advanced.

Intralogistics

Manufacturing and Distribution Systems

Provides systems to distributors and manufacturers in wide-ranging sectors. This business operates mainly in Japan but is expanding into Asia and North America.



Cleanroom

Cleanroom Production Line Systems

Provides systems to semiconductor and flat-panel display factories. About 90% of sales are recorded outside of Japan, including Asia and North America. This business boasts a large market share with its advanced technologies.



Automotive

Automobile Production Line Systems

Provides systems for automobile production processes worldwide, mainly for Japanese, U.S., Chinese and South Korean automakers. The system conveys car bodies between each manufacturing process at automobile factories, including press, weld, paint, and assembly shops. Also, this business is expanding into the parts logistics sector.



Airport

Airport Technologies

Provides a broad range of solutions for airports, including baggage handling systems, automated self-service baggage check-in systems, baggage screening systems, and software and controls.



Auto Wash

Car Wash Machines

Provides mainly car wash machines to filling stations and automobile dealers. The business enhances eco-friendly features, including water saving and plant-based liquid detergents. This business boasts top shares in the Japanese and South Korean markets.



Electronics

Provides high-end industrial personal computers, IoT-related systems, computers for digital signage, and measuring/control systems for solar facilities through Daifuku's subsidiary Contec Co., Ltd.



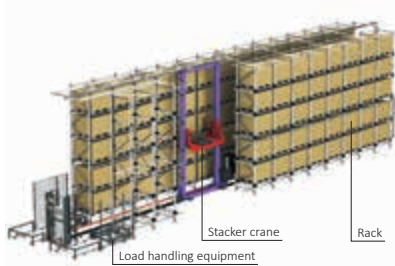
► **Intralogistics**

Manufacturing and Distribution Systems

AS/RS and grouping system

Daifuku's mainstay AS/RSs are classified into two types, unit load or mini load, by size and weight of items handled. Stacker cranes are used to store and retrieve loads.

AS/RS basic configuration



Unit load AS/RS

Benefits of AS/RS

- Energy- and labor-saving
- Improvement in inventory control and shipping speed
- Effective use of storage space
- Suitable for various environments and conditions (cold chain, explosion proof)

In recent years, demand for more advanced and complex systems from distributors, including mail order and e-commerce players, has been rising. Instead of conventional stacker cranes, sales of high-throughput, mini load AS/RSs with shuttle vehicles, which store, retrieve and transport loads, are increasing.



Mini load AS/RS



High-throughput mini load AS/RS – Shuttle Rack

Sorting and picking systems

Mail order and wholesale companies use sorting and picking systems at their distribution centers.

Conventional pick-to-light systems have been used at many centers, but picking robots are increasingly chosen in recent years. The sorting system sorts picked products automatically by destination.



Pick-to-light system – Digital Pick System



High-speed sorter – Surfing Sorter

Rack system

Daifuku provides twice the storage of a fixed rack because it moves to open aisles. Daifuku also offers non-rail type for existing buildings and rental storage along with options for cold storage, heavy-duty loads, and long objects.



Aisle opening pallet rack for heavy load storage – Mobile Rack

DAIFUKU Logistics Solutions Site

Our logistics solutions site shows a broad range of our solutions through case studies by industry. (www.daifuku-logisticssolutions.com/en)

[Case Study]

Cutting-edge distribution center using the latest technologies

Along with responding to labor shortages brought on by an aging population and declining birth rate, this center also targets zero shipping errors. As a cutting-edge facility, the center uses a number of advanced technologies, including 3D image processing that enables high-mix, low-volume handling and robotic piece picking; and AI-based palletizing simulations. Daifuku's extensive experience, expertise and intensive initiatives for new technologies help drive automation to new heights.

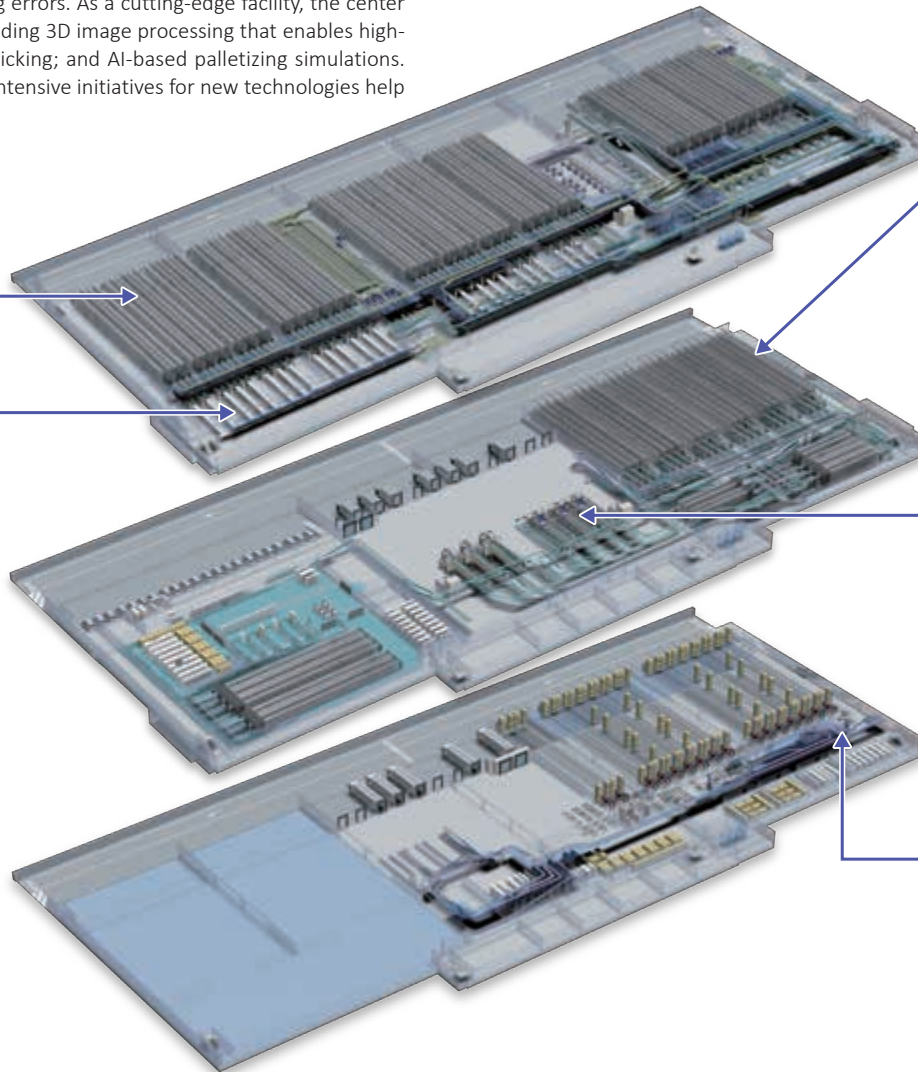


AS/RS* for picking operations
Provides products in a timely manner to piece-picking robots

*AS/RS: Automated Storage and Retrieval System



Piece-picking robot
Carefully and gently picks individual items of various sizes and weights



High-throughput mini load AS/RS
Stores different-sized cardboard boxes and facilitates case shipping



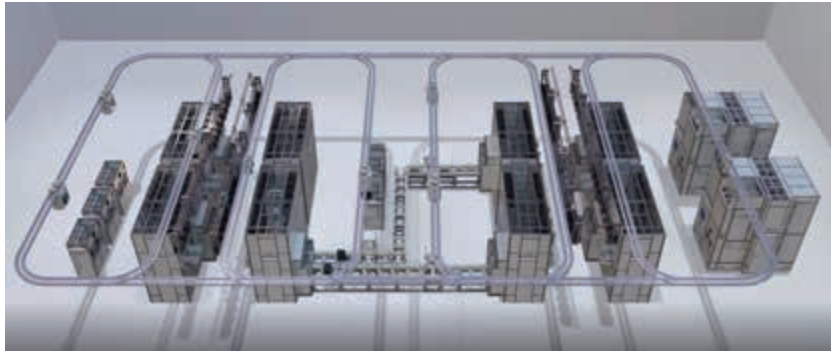
Case-palletizing robot
Rapidly palletizes cases of various shapes and sizes



Depalletizing robot
Picks cardboard boxes from a pallet retrieved from an AS/RS

▶ Cleanroom Cleanroom Production Line Systems

Daifuku provides storage and transport systems designed exclusively for clean rooms to factories manufacturing semiconductors, flat-panel displays (FPDs), and organic light emitting displays (OLEDs). A semiconductor factory has interbay rail tracks with a total lengths of 10 km on the ceiling of the clean room as well as hundreds of wafer transport vehicles in operation 24/7.



Cleanroom transport system – Cleanway

Cleanway is used for intrabay/interbay transport of wafers held in an enclosure called a front opening unified pod (FOUP), and is equipped with non-contact power supply technology, which eliminates abrasion powder.



Cleanroom storage system – Clean Stocker

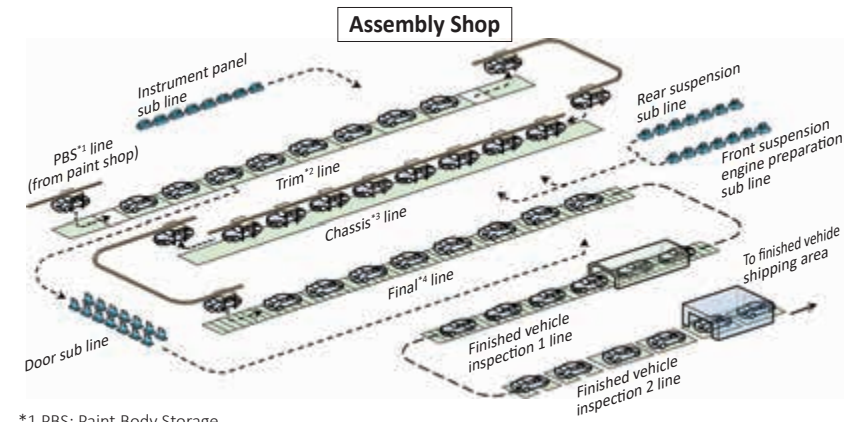
As an automated warehouse, Clean Stocker buffers intrabay/interbay work in progress in semiconductor factories. Daifuku also developed a nitrogen purge stocker system to meet needs for semiconductor miniaturization. Nitrogen gas prevents deterioration of wafers.



The Cleanroom business site (www.daifuku.com/pro/efa) is now available, featuring video images of semiconductor and FPD production line systems as well as videos introducing various products and systems.

▶ Automotive Automobile Production Line Systems

Daifuku offers automated and labor-saving systems for all automobile production processes, including press, weld, paint, and assembly.



- *1 PBS: Paint Body Storage
- *2 Trim: Process of attaching the accessories and parts to the car body
- *3 Chassis: Process of attaching the accessories and parts to car undercarriage
- *4 Final: Process of adding the finishing touches

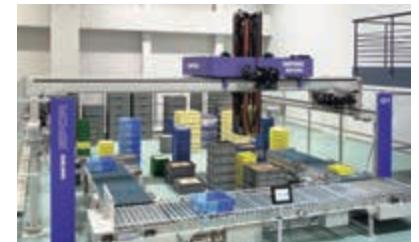
Chainless conveyor system – Flexible Drive System (FDS)

FDS enables steady and stable transport and performs best in assembly and processing lines.



Temporary storage/sortation system – SPDR (Spider)

SPDR is an automated system that stores, retrieves, and sorts various sizes cases containing auto assembly parts. It enables timely supply according to production plans.



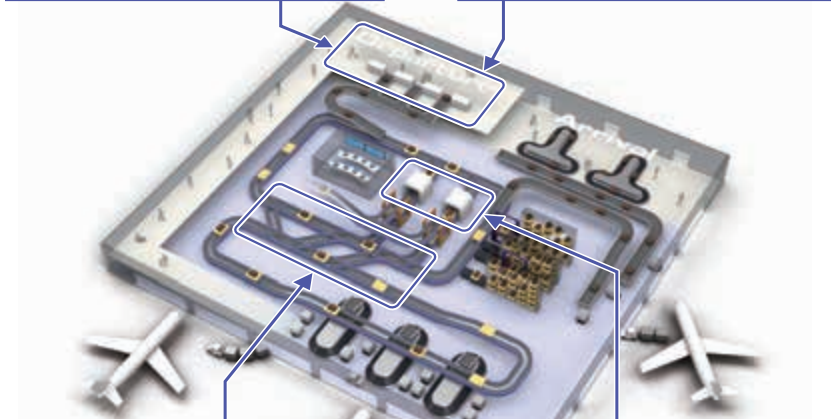
► **Airport**
Airport Technologies

Daifuku provides airports around the world with an extensive array of systems, centering on baggage handling, self-service baggage check-in, security, and airport facility monitoring.

Self-service bag drop



Flight information displays



Baggage transport and sortation system



AGV-based mobile inspection table

Airport business site (www.daifukuatc.com)

► **Auto Wash**
Car Wash Machines

Car wash machines

Daifuku develops and sells car wash machines for filling stations, automobile dealers, and coin-operated car washes. Daifuku boasts an extensive product lineup, such as water-saving, noise-reducing gate-type machines and the tunnel-type machines that use conveyor technologies.



Large-sized vehicle wash machine – Camion Custom

Designed for trucks and buses, the product features the industry’s shortest washing time (about 4 minutes) thanks to improved sensor performance and optimized brushing functions, thereby reducing driver workload.



► **Electronics**

Industrial computers

Most suitable for environments that require high reliability and durability. This technology is used in various sectors, including factory automation (FA), built-in manufacturing equipment, medical, and energy.



IoT devices

Developed for measurement control and communication system construction, which are used in many sectors, such as FA, social infrastructure and renewable energy. We also offer and provide solutions including cloud services by using product development technology.



▶ Daifuku's inventions and designs

We established our Rules on Inventions and Designs, under which we actively promote patent applications and the acquisition of rights with a special focus on newly developed products. Normally it takes four to six years from the point of filing the patent application to registration, therefore, Daifuku gives awards to innovators prior to patent registration based on feedback from customers and internal evaluations across the Daifuku Group.

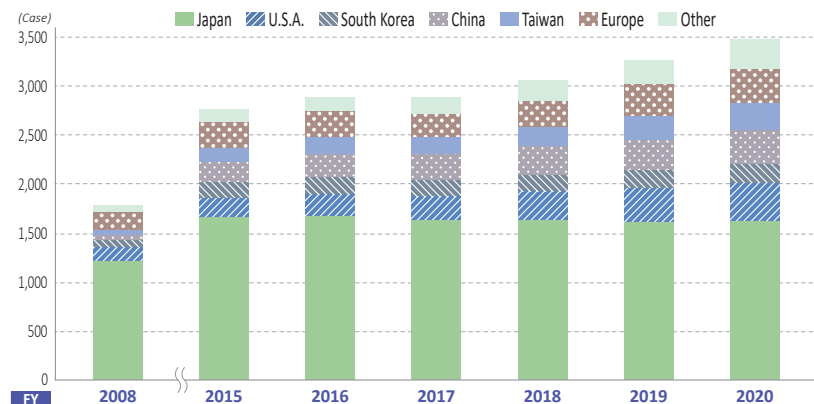
During fiscal 2020, the Daifuku Innovation Award was given to nine products.

We aim to increase the number of innovators to strengthen our technological development platform. In fiscal 2020, 148 innovators were recorded, an increase of 30 innovators from the previous fiscal year.

▶ Non-Japan patents registered

The progress of globalization has resulted in an increased number of patent applications made outside of Japan in recent years. The number of our patents exceeded 3,000 in more than 30 countries as of March 2021. In particular, there has been a steady rise in the proportion of applications we file in Asia, mainly China, South Korea, and Taiwan.

▶ Patents registered by region



▶ Financial index

(100 million yen, the record-high in shaded area)

FY	2016	2017	2018	2019	2020
Orders received	3,565	4,879	5,033	4,831	4,510
Order backlogs	2,314	3,145	3,584	3,979	3,750
Net sales	3,208	4,049	4,594	4,436	4,739
Operating income	230	399	546	404	445
Operating margin (%)	7.2	9.9	11.9	9.1	9.4
Ordinary income	237	411	558	409	458
Net income attributable to shareholders of the parent company	167	290	395	280	323
Net income per share (yen)	137	235	314	222	257
Cash dividends per share (yen)	42	70	90	75	80
Total assets	3,035	3,730	4,099	4,108	4,454
Net assets	1,423	1,914	2,228	2,373	2,620
ROA (%)	5.6	8.6	10.1	6.8	7.6
ROE (%)	12.6	17.7	19.5	12.4	13.2
Equity ratio (%)	45.8	50.4	53.3	56.7	57.7
Cash flows from operating activities	266	114	85	137	382
Cash flows from investing activities	-53	-56	59	-147	-61
Cash flows from financing activities	-44	134	-68	-183	-89
Free cash flows	212	58	144	-10	320
Employees (of which, outside of Japan)	8,689 (5,536)	9,193 (5,936)	9,857 (6,459)	10,863 (7,312)	11,697 (8,045)
Capital investment	59	63	79	132	74
Depreciation	42	44	45	56	64
R&D expenditures	74	81	86	89	91
Interest-bearing liabilities	397	379	400	334	351

► Performance by segment

Reportable segment	Outline
Daifuku	The core company, which manufactures and sells material handling systems and equipment, and car wash machines
Contec	A subsidiary, which manufactures and sells industrial PCs, interface boards, and other equipment
Daifuku North America	A U.S. subsidiary, which oversees operations in North America <div style="text-align: center; margin-top: 10px;"> <pre> graph TD DNH[Daifuku North America Holding Company] --- DA[Daifuku America Corporation] DNH --- WY[Wynright Corporation] DNH --- DCA[Daifuku Cleanroom Automation America Corporation] DNH --- JW[Jervis B. Webb Company] </pre> </div>
Clean Factomation	A subsidiary, which manufactures and sells cleanroom transport systems for semiconductor manufacturers
Other	Subsidiaries and affiliates worldwide except the three above

(100 million yen)

	FY	2016	2017	2018	2019	2020
Orders received	Daifuku	1,711	2,159	2,314	2,183	1,841
	Contec	156	164	163	168	153
	Daifuku North America	888	1,104	1,094	1,367	1,194
	Clean Factomation	112	299	417	238	310
	Other	697	1,151	1,051	874	1,010
	Total		3,565	4,879	5,033	4,831
Net sales*	Daifuku	1,458	1,869	2,025	2,044	1,993
	Contec	154	157	163	163	162
	Daifuku North America	790	997	971	1,022	1,371
	Clean Factomation	119	212	342	326	305
	Other	682	853	1,108	939	896
	Total		3,208	4,049	4,594	4,436
Segment income* <small>(Net income attributable to shareholders of the parent company)</small>	Daifuku	133	252	337	186	260
	Contec	7	9	16	16	11
	Daifuku North America	35	28	4	62	60
	Clean Factomation	7	14	25	25	27
	Other	16	33	57	25	23
	Total		167	290	395	280

*Total amount after consolidated adjustment

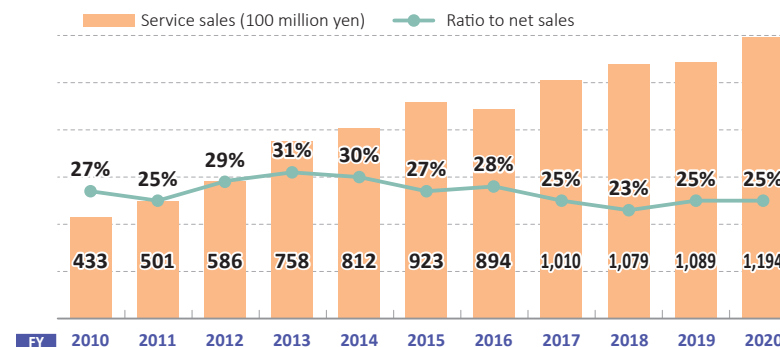
► Sales by industry

(100 million yen)

Industry	FY	2016	2017	2018	2019	2020
Automobile, auto parts		604	735	686	684	801
Electronics		988	1,455	1,899	1,441	1,370
Commerce, retail		535	721	717	862	1,155
Transportation, warehousing		193	204	290	285	235
Machinery		76	64	93	135	112
Chemicals, pharmaceuticals		174	144	141	153	183
Food		124	120	118	131	177
Iron, steel, nonferrous metals		38	37	45	53	44
Precision equipment, printing, office equipment		47	53	64	114	87
Airport		283	301	355	419	412
Other		140	209	180	153	158
Total		3,208	4,049	4,594	4,436	4,739

► Service sales

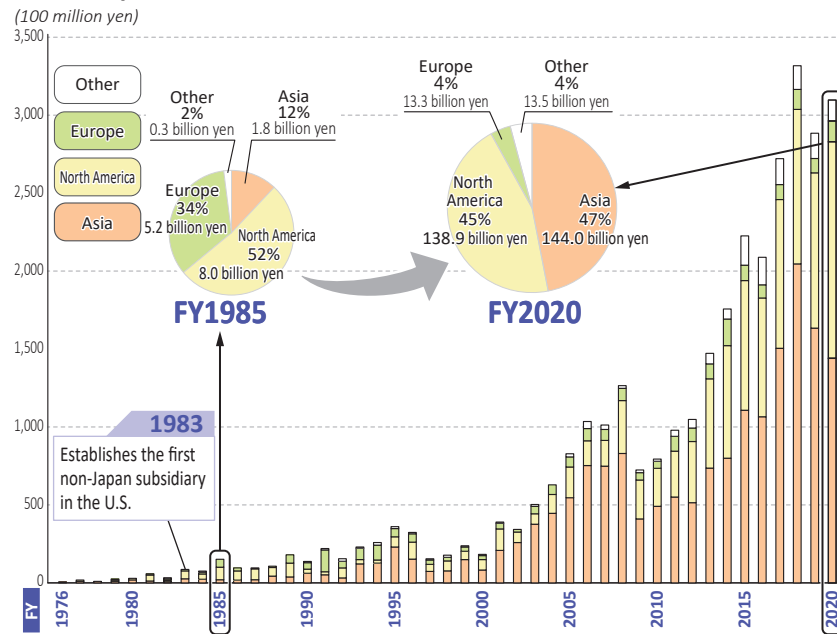
Our service includes maintenance and regular inspection of products we have delivered. We provide an extensive servicing menu, which leads to stable earnings.



After-sales service

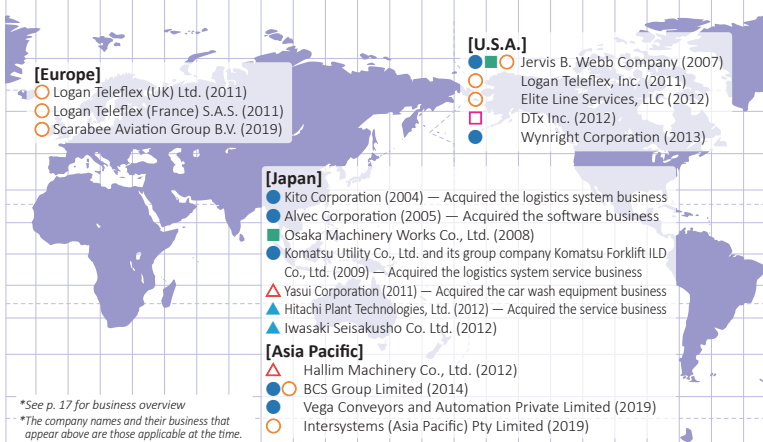
- Periodic inspection
- System maintenance contracts
- Safety training
- Facility services
- Troubleshooting
- Supply of parts/components
- Remote maintenance
- Prediction/Forecast system
- On-site services
- Upgrades, retrofits

▶ Non-Japan sales



▶ Expanding business fields through M&A (2000 and after)

● Intralogistics ▲ Cleanroom ■ Automotive ○ Airport △ Auto Wash □ Electronics



▶ Sales by region

● Japan

The number of large projects has been increasing, backed by increased demand for intralogistics systems for the e-commerce sector. We have a strong record for installing systems at automakers and other manufacturers as well as distributors. In addition, the ratio of service sales to net sales is high in this market.

● North America

In the United States, we established our first non-Japan subsidiary in 1983, as Japanese automakers were entering the U.S. market, and have subsequently further expanded our business into the manufacturing, distribution, and semiconductor production sectors. Since 2007, we have entered the airport technologies business as a result of M&A. Looking ahead, we will aim to increase sales and profitability in systems for manufacturers, distributors, and airports.

● Asia

Ratio of sales in Asia to total non-Japan sales reached 50%. In particular, China and South Korea are big markets. In Asia, previously, we focused on business from semiconductor and flat-panel display factories mainly in China, South Korea and Taiwan, and automobile factories mainly in China, South Korea, Thailand and Indonesia. Meeting rising needs along with economic growth in Asia, we will expand business into the manufacturing and distribution sectors.

● Europe

We mainly center on intralogistics systems for manufacturers and distributors, as well as airport systems.

● Latin America

We primarily sell systems for automobile factories.

(100 million yen)

Region	FY	2016	2017	2018	2019	2020
Japan		1,106	1,324	1,276	1,550	1,639
Non-Japan sales total		2,101	2,724	3,318	2,886	3,099
North America		766	955	991	996	1,389
Asia		1,070	1,505	2,046	1,634	1,440
China		368	725	1,113	702	595
South Korea		322	508	567	435	433
Taiwan		278	155	211	371	305
Other		100	115	153	125	104
Europe		85	96	128	92	133
Latin America		40	61	60	62	41
Other		138	106	92	99	93
Total		3,208	4,049	4,594	4,436	4,739
Non-Japan sales ratio		65%	67%	72%	65%	65%

Stock code: 6383

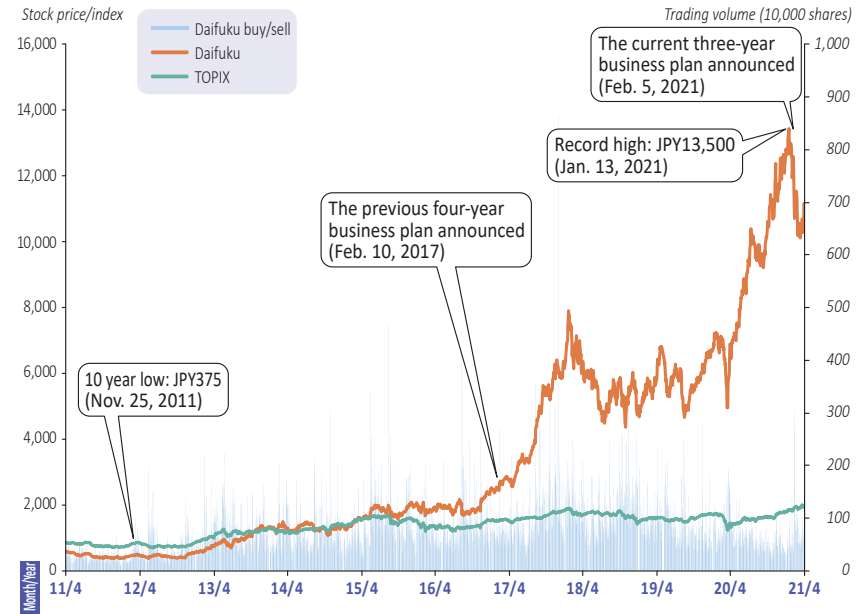
Number of shares per unit: 100 shares

(Yen)

FY	2016	2017	2018	2019	2020
Net income per share	137	235	314	222	257
Net assets per share	1,142	1,493	1,738	1,850	2,040
Price to book value ratio (times)	2.4	4.3	3.3	3.7	5.3
Price earnings ratio (times)	20.2	27.0	18.3	30.7	42.2
Dividends per share	42	70	90	75	80
Dividends payout (%)	31	30	29	34	31
Year-end stock price	2,775	6,370	5,760	6,850	10,840
TSR* (%)	148.5	341.7	314.3	375.7	590.2
TOPIX (incl. dividends)	114.7	132.9	126.2	114.2	162.3
Year-end market capitalization (100 million yen)	3,430	8,065	7,292	8,672	13,724
Number of shares issued at the end of the period (shares)	123,610,077	126,610,077	126,610,077	126,610,077	126,610,077
Paid-in capital (100 million yen)	150	318	318	318	318

*TSR (total shareholder return): Calculated based on the end of FY2015

Trends in stock prices

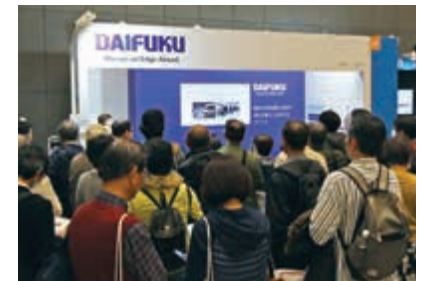


Investor relations events

We invite our shareholders to tour the Hini Arata Kan demo center to familiarize them with our products and business. In 2020, the tour was called off due to the COVID-19 pandemic.

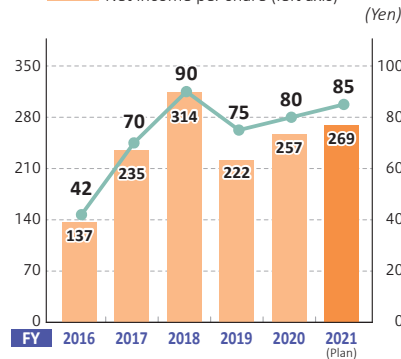


Hini Arata Kan tour for shareholders



The 2019 Tokyo Stock Exchange's investor relations fair

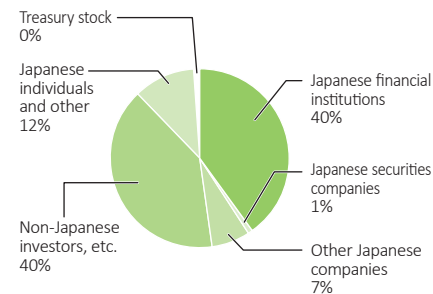
● Dividend per share (right axis)
 ■ Net income per share (left axis)



Distribution of shareholders

(as of March 31, 2021)

(Yen)



Number of shareholders: 24,172

Basic policy for dividends

Daifuku regards the return of profits to shareholders as its most important management task. We aim to achieve a consolidated dividend payout ratio of 30% or more on a three-year (FY2021-2023) average during the ongoing three-year business plan, Value Transformation 2023.

We disclose financial/non-financial information on our website, as outlined in the following table. www.daifuku.com

Also, the following sites introduce business operations and products:

Intralogistics

www.daifuku-logisticssolutions.com/en

Cleanroom

www.daifuku.com/pro/efa

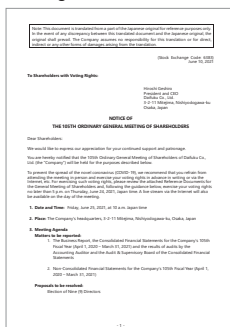
Airport

www.daifukuattec.com



	Title	Posted on the Web	Language		
			Japanese	English	Chinese
Investor Relations	Earnings announcement & presentation	✓	✓	✓	
	Securities report	✓	✓		
	Notice of the Ordinary General Meeting of Shareholders	✓	✓	✓	
	Shareholders' newsletter	✓	✓		
	Daifuku Report (integrated reporting)	✓	✓	✓	
Corporate Governance	Corporate Governance Report	✓	✓	✓	
	Daifuku Corporate Governance Guidelines	✓	✓	✓	
Company	Corporate Profile	✓	✓	✓	✓
Sustainability	Sustainability information	✓	✓	✓	
	ESG (environment, society, governance) data, environmental performance, evaluation from outside	✓	✓	✓	

Notice of the Ordinary General Meeting of Shareholders



Daifuku Report



Sustainability reporting

For our social and environmental activities and initiatives, see our sustainability site: www.daifuku.com/sustainability/report



► Our policy on corporate governance

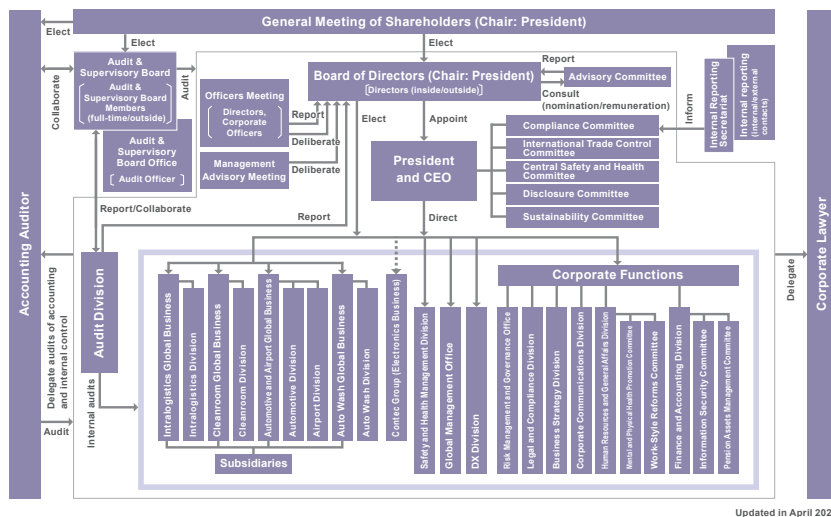
Daifuku has enhanced its corporate governance framework by developing the Board of Directors, including four outside directors, and the Audit & Supervisory Board consisting of four members, three of whom are elected from outside the Company. We believe that the management oversight system functions sufficiently through the close collaboration of the two Boards. In addition, we have introduced the corporate officer system to encourage speedy business execution.

Daifuku acknowledges that a firm internal control system will make corporate governance more workable, thereby leading to greater corporate credibility in addition to efficient and effective operations, and seeks to ensure compliance with laws and regulations, risk management, secured assets, and credible financial reporting.

► Corporate governance structure (as of June 25, 2021)

Form of organization	Company with the Audit & Supervisory Board
Term of office of the Board of Directors specified in the Articles of Incorporation	1 year
Chair of the Board of Directors	President and CEO
Number of directors	9 (including 4 outside directors)
Frequency of Board meetings in fiscal 2020	Regular: 12 times, Special: 5 times
Voluntary committee	Advisory Committee for nominations and remunerations
Members and chair of the voluntary committee	Members: 1 or more representative directors and 3 or more directors including 1 or more outside directors (FY2020: 1 representative director and 4 outside directors)
Frequency of Advisory Committee in fiscal 2020	6 times
Number of Audit & Supervisory Board members	4 (including 3 outside members)
Frequency of Audit & Supervisory Board meetings in fiscal 2020	6 times
Independence standards of outside directors and outside members of the Audit & Supervisory Board	Daifuku defines its standards, which are specified in disclosed convocation notices of General Meeting of Shareholders among others.
Evaluation of the Board of Directors' effectiveness	Daifuku conducts a questionnaire survey through an external organization, of all directors and Audit and Supervisory Board members concerning the Board of Directors' effectiveness. The summary of the survey is disclosed in the Corporate Governance Report.
Directors' remuneration system linked to the medium- to long-term results	We introduced the Board Benefit Trust, a performance-linked equity compensation plan, for inside directors and corporate officers.

▶ Corporate governance structure



Daifuku Corporate Governance Guidelines

Daifuku has set its Corporate Governance Guidelines to develop and strengthen its corporate governance structure. The Company strives to improve the effectiveness of corporate governance by implementing the PDCA cycle continuously. (www.daifuku.com/ir/policy/governance/guideline)

Major changes in corporate organization for FY2021

- Integrate the Automotive Global Business with the Airport Global Business into one unit to increase the efficiency of business operations.
- Establish the DX Division for promoting DX (Digital Transformation).
- Set the Risk Management and Governance Office to enhance governance of the entire Group.

▶ Directors



Hiroshi Geshiro
President and CEO



Shuichi Honda
Director
Senior Managing Officer
Daifuku North America Holding Company President and CEO



Seiji Sato
Director
Managing Officer
Cleanroom Global Business Head
Cleanroom Division Manager



Toshiaki Hayashi
Director
Managing Officer
Automotive and Airport Global Business Head
Automotive Division Manager



Hiroshi Nobuta
Director
Managing Officer
Intralogistics Global Business Head
Intralogistics Division Manager

▶ Outside directors

**Yoshiaki Ozawa**

[Significant concurrent positions]
 Professor of Faculty of Business Administration at St. Andrew's University
 Outside Audit & Supervisory Board Member, Daido Life Insurance Company

**Mineo Sakai****Kaku Kato**

[Significant concurrent positions]
 Visiting Professor of Faculty of Law and Politics at Rikkyo University

**Keiko Kaneko**

[Significant concurrent positions]
 Partner, Anderson Mori & Tomotsune
 External Statutory Auditor, Fast Retailing Co., Ltd.
 Statutory Auditor, UNIQLO Co., Ltd.
 External Statutory Auditor, The Asahi Shimbun Company

▶ Audit & Supervisory Board members

**Yoshihisa Kimura**

Audit & Supervisory Board Member

**Ryosuke Aihara**

Audit & Supervisory Board Member (outside)

[Significant concurrent positions]
 Lawyer, Aihara Law Office

**Tsukasa Miyajima**

Audit & Supervisory Board Member (outside)

**Nobuo Wada**

Audit & Supervisory Board Member (outside)

[Significant concurrent positions]
 Professor at Graduate School of Law of Asahi University
 Chairman of the Asset Disposition Council of Japan Railway Construction, Transport and Technology Agency
 Outside Director of Hulic Co., Ltd.
 Outside Director of Dai Nippon Printing Co., Ltd.
 Outside Audit & Supervisory Board Member of Mikuni Corporation

► Composition of Board of Directors

We will continue to discuss the diversity in the Board of Directors, based on changes in the business environment, the Group's management plans, and other aspects.

Skill matrix of the Board of Directors

	Independent (outside officers)	Professional background		Expertise	International experience	Gender*	Age
		Corporate management	Other than corporate management				
Hiroshi Geshiro		The Group		Knowledge about the Company's business	✓	M	63
Shuichi Honda		Bank, the Group		Knowledge about the Company's business	✓	M	64
Seiji Sato		The Group		Knowledge about the Company's business	✓	M	61
Toshiaki Hayashi		The Group		Knowledge about the Company's business	✓	M	62
Hiroshi Nobuta		The Group		Knowledge about the Company's business	✓	M	61
Yoshiaki Ozawa	✓		Accounting firm, university, outside member of the Audit & Supervisory Board and Substitute Director (Audit & Supervisory Committee Member) of enterprises	Finance/ Accounting	✓	M	67
Mineo Sakai	✓	Trading company, IT company		Finance/ Accounting	✓	M	70
Kaku Kato	✓	Trading company, energy development company	University	Legal	✓	M	66
Keiko Kaneko	✓		Trading company, university, law firm, statutory auditor and external statutory auditor of enterprises	Legal		F	53

*M: Male, F: Female

Managing officers

Akihiko Kishida	Chairman of Daifuku (China) Co., Ltd. Chairman of Daifuku (China) Automation Co., Ltd.
Yoshiyuki Horiba	Deputy Cleanroom Division Manager General Manager of Field Engineering and Service Operations, Cleanroom Division Chief Officer of Komaki Works
Takaya Uemoto	Deputy Automotive and Airport Global Business Head Airport Division Manager
Yasuhisa Mishina	Production Officer DX Division Manager General Manager of Production Operations, Intralogistics Division
Hideaki Takubo	Corporate Functions Head Human Resources and General Affairs Division Manager

Corporate officers

Akihiko Nishimura	Auto Wash Global Business Head Auto Wash Division Manager President of Daifuku Plusmore Co., Ltd.
Takuya Gondoh	General Manager of Engineering Operations, Intralogistics Division
Hiroaki Kita	Safety and Health Management Division Manager Chief Officer of Shiga Works
Norihito Toriya	General Manager of Sales Operations, Intralogistics Division
Tetsuya Hibi	Deputy Corporate Functions Head Finance and Accounting Division Manager
Seiji Yamamoto	General Manager of Installation and Service Operations, Intralogistics Division
Tsutomu Maeda	General Manager of Installation and Service Operations, Automotive Division
Tomoaki Terai	General Manager of Production Operations, Cleanroom Division

Audit officer

Tsukasa Saito	General Manager of Audit & Supervisory Board Office
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Safety

With a slogan of placing priority on safety, we strive to increase safety awareness, led by the Safety and Health Management Division directly overseen by the president.

- Safety patrols
- Hands-on safety training facilities
- Safety and health seminar for top management of key suppliers, etc.



President Geshiro conducting a safety patrol at a work site

Health

The Mental and Physical Health Promotion Committee, which is one of the Company-wide organizations, specifies health challenges, sets targets, and provides a range of health-promoting events, sessions by outside lecturers, and training for employees.

- Line-of-command care and self-care seminars
- Opportunities for exercise at work
- Staff exercise seminars
- Walking events, etc.



Ms. Aya Terakawa, an Olympic bronze medalist, delivering a talk

HR development

Daifuku provides various training for employees to raise individual ability and work effectively in an organized way.

- Position-specific training
- Leadership training
- Global HR development system
- Global staff training, etc.



Leadership training program

For details, see our website: www.daifuku.com/sustainability/action/human-dignity

Daifuku Eco-Action program (since FY2012)

The program gifts Eco-Points to employees that have voluntarily taken part in environmental activities. Points gained by employees can be exchanged for green goods and other rewards. Further, we donate an amount equivalent to the total points gained by employees to external organizations. In fiscal 2020, based on the Eco-Points gifted we donated 3.23 million yen.

FY	2019	2020
Eco-Points (total)	68,954 points	41,108 points
Participants including employees	13,403	7,122

Eco-Action event

Event	Content/Purpose
Eco-Field report	Learning about environment through experiences at natural parks and environmental facilities
Non-native species fishing festival	Non-native fish species fishing to protect Lake Biwa's ecosystem
Water sprinkling event	A measure for urban heat island

The Yui Project to conserve biodiversity



Staff participating in environmental activities, such as reed cutting in Lake Ibanai and Nishinoko in Shiga Prefecture, which helps improve water quality



About 50 kinds of threatened species are found within Shiga Works: From left, clouded salamander, peregrine falcon

— Evaluation by Third Parties —

Registered in the Ministry of the Environment's Monitoring Sites 1000

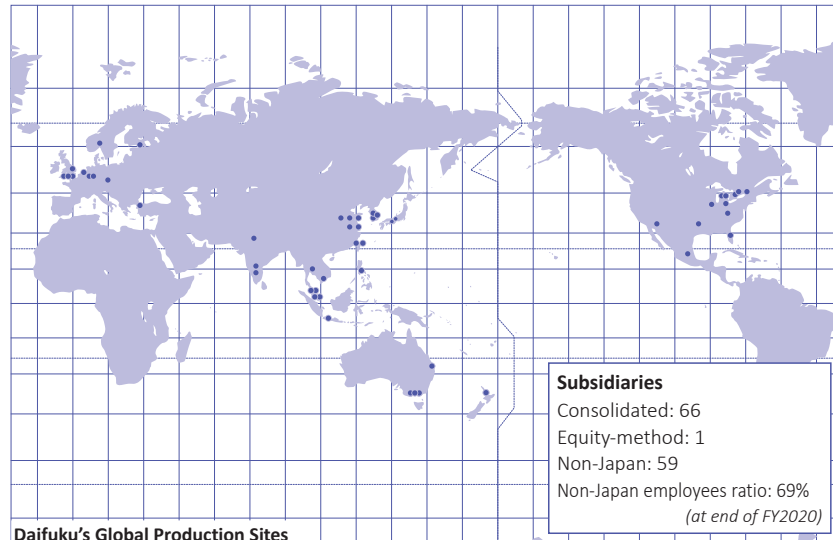
In April 2018, the Shiga Works was registered in the Monitoring Sites 1000, an initiative by Japan's Ministry of the Environment to certify important areas in terms of biodiversity and share the monitoring data for five years.

Obtains top rank in Shiga Prefecture's Biodiversity Program Certification System

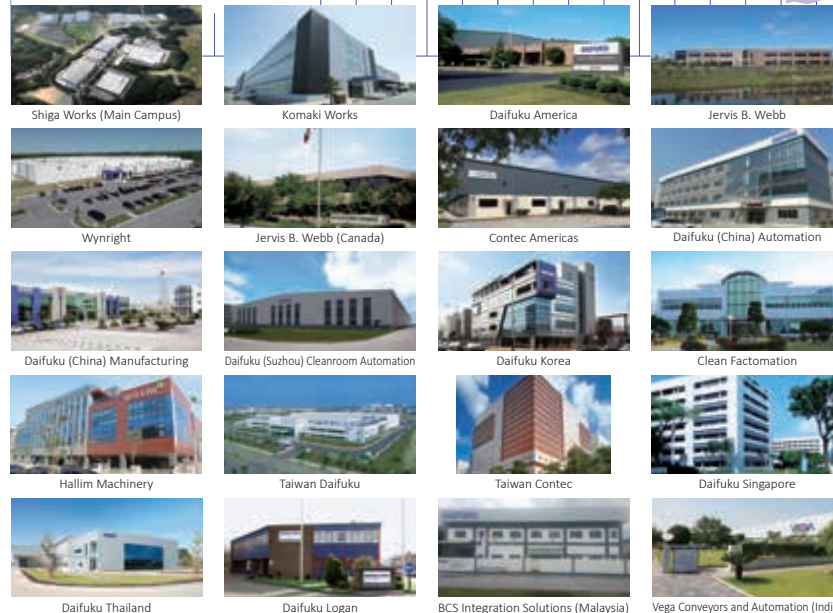
Daifuku obtained the highest rank (three stars) under a system whereby the Governor of Shiga Prefecture certifies biodiversity protection programs run by companies/organizations with offices located in Shiga Prefecture.

For details, see our website: www.daifuku.com/sustainability/environmental-management

Operations in 26 countries and regions



Daifuku's Global Production Sites



Principal locations

Headquarters

3-2-11 Mitejima, Nishiyodogawa-ku, Osaka
 555-0012 Japan
 Tel: 81-6-6472-1261

Tokyo Head Office

Shiodome-Shibarikyu Building, 1-2-3 Kaigan
 Minato-ku, Tokyo 105-0022 Japan
 Tel: 81-3-6721-3501

Shiga Works

1225 Nakazaiji, Hino-cho, Gamo-gun, Shiga
 529-1692 Japan
 Tel: 81-748-53-0321

Komaki Works

4-103 Komakihara, Komaki-shi, Aichi
 485-8653 Japan
 Tel: 81-568-74-1500

Sales and service offices in Japan: 60

Global branches

Czech
 Germany
 Philippines

St. Petersburg (Russia)
 Istanbul (Turkey)
 UK

Japan subsidiaries

Contec Co., Ltd.
 Daifuku Plusmore Co., Ltd.
 Daifuku Business Service Corporation
 Daifuku Manufacturing Technology Co., Ltd.

Iwasaki Seisakusho Co., Ltd.
 Daifuku Airport Technologies Japan Co., Ltd.
 Scarabee Aviation Group – Japan Co., Ltd.

Americas

Daifuku North America Holding Company

Novi, MI, U.S.A.

Daifuku America Corporation• **Main Office & Plant**

Reynoldsburg, OH, U.S.A.

• **Carlisle Forging Plant**

South Carolina

• **Other offices**

Indiana, Kentucky, Michigan, Tennessee

Jervis B. Webb Company• **World Headquarters:** Novi, MI, U.S.A.• **Boyne City Manufacturing Plant**

Michigan

• **Harbor Springs Manufacturing Plant**

Michigan

Elite Line Services, Inc.

Carrollton, TX, U.S.A.

Daifuku Cleanroom Automation America Corporation• **Main Office:** Chandler, AZ, U.S.A.• **Test Center & Office:** Oregon• **Other Office:** Texas**Wynright Corporation**• **World Headquarters**

Hobart, IN, U.S.A.

• **Innovation Center:** Illinois• **Other offices**

Florida, Indiana, Kentucky

Michigan, Utah

• **Other plant:** Texas**Contec Americas Inc.**• **Main Office:** Melbourne, FL, U.S.A.• **Other Office:** Illinois**Daifuku Canada Inc.**

Mississauga, Ontario, Canada

Jervis B. Webb Company of Canada, Ltd.

Hamilton, Ontario, Canada

Daifuku Airport Technologies Canada Inc.

Montréal, QC, Canada

Elite Line Services Ltd.

Toronto, Ontario, Canada

Daifuku de México, S.A. de C.V.

Querétaro, Qro., México

Daifuku (China) Co., Ltd.

Shanghai, China

Daifuku (China) Manufacturing Co., Ltd.• **Main Office:** Shanghai, China• **Branches:** Guangzhou, Shenzhen• **Other offices**

Changsha, Chengdu, Hongqiao, Nanjing,

Suzhou, Hangzhou

Daifuku (China) Automation Co., Ltd.• **Main Office:** Changshu, Jiangsu, China• **Branches**

Beijing, Guangzhou, Shanghai, Tianjin,

Wuhan, Changchun, Chongqing

• **Other offices**

Changshu Yanjiang, Fuzhou, Nansha

TEDA, Zhengzhou

Daifuku (Suzhou) Cleanroom Automation Co., Ltd.• **Main Office:** Suzhou, Jiangsu, China• **Branch:** Shenzhen**Contec (Shanghai) Co., Ltd.**• **Main Office:** Shanghai, China• **Branch:** Beijing**Daifuku India Private Limited**• **Main Office:** Haryana, India• **Other offices:** Bengaluru, Mumbai**ForgePro India Private Limited**

Karnataka, India

Vega Conveyors and Automation Private Limited

Hyderabad, India

P.T. Daifuku Indonesia• **Main Office:** Jakarta, Indonesia• **Deltamas Office:** Bekasi**Daifuku Intralogistics Vietnam Co., Ltd.**

Ho Chi Minh City, Vietnam

Daifuku Korea Co., Ltd.• **Main Office / R&D Center**

Incheon, Korea

• **Plant:** Incheon**Clean Factomation, Inc.**• **Main Office:** Gyeonggi-do, Korea• **Asan Plant**

Chungcheongnam-do, Korea

Hallim Machinery Co., Ltd.

Gyeonggi-do, Korea

Daifuku (Malaysia) Sdn. Bhd.

Selangor D.E., Malaysia

BCS Integration Solutions Sdn. Bhd.• **Main Office**

Kuala Lumpur, Malaysia

• **Factory**

Negeri Semblian, Malaysia

Daifuku Oceania Limited

Auckland, New Zealand

Daifuku Mechatronics (Singapore) Pte. Ltd.

Techplace 1, Singapore

Singapore Contec Pte. Ltd.

Techplace 1, Singapore

Taiwan Daifuku Co., Ltd.• **Main Office & Plant:** Tainan, Taiwan• **Branch:** Hsinchu• **Plant:** Taichung**Taiwan Contec Co., Ltd.**

Xinbei, Taiwan

Daifuku (Thailand) Ltd.• **Main Office & Plant (Pinthong)**

Chonburi, Thailand

• **Other office:** Bangkok• **Chonbri Plant:** Chonburi

Europe

Daifuku Europe Ltd.

Milton Keynes, U.K.

Daifuku Europe GmbH• **Main Office**

Moenchengladbach, Germany

• **Denmark Branch:** Copenhagen, Denmark• **Sweden Branch:** Helsingborg, Sweden• **UK Branch:** Milton Keynes, U.K.**Jervis B. Webb Company, Ltd.**

Milton Keynes, U.K.

Daifuku Logan Ltd.• **Main Office:** Hull, U.K.• **France Branch:** Ivry-sur-Seine, France**Daifuku Self Services Technologies AS**

Oslo, Norway

Scarabee Aviation Group B.V.

Hoofddorp, The Netherlands

Asia Pacific

BCS Airport Systems Pty Limited

Hallam, VIC, Australia

BCS Logistics Solutions Pty Limited

Hallam, VIC, Australia

BCS Infrastructure Support Pty Limited

Hallam, VIC, Australia

InterSystems (Asia Pacific) Pty Limited

Murrarie, QLD, Australia

Material handling industry magazine

Modern Materials Handling (U.S.) www.mmh.com

Organizations of which Daifuku is a member

Japan Institute of Material Handling (JIMH) www.jimh.or.jp/en

Japan Institute of Logistics Systems (JILS)

- This organization surveys to announce the logistics systems and equipment production and shipment statistics once a year.
(This statistics excludes imported goods and services.)

www.logistics.or.jp/english/about.html

Top 20 systems suppliers

2020 Rank	Company	Worldwide 2020 revenue (million USD)	Headquarters	Listed
1	Daifuku	4,540	Japan	✓
2	Dematic (KION)*	3,226	U.S.A. (Germany)*	(✓)
3	Schaefer	3,120	Germany	
4	Vanderlande (TALG**)*	2,100	Netherlands (Japan)*	(✓)
5	Honeywell Intelligrated (Honeywell)*	2,018	U.S.A. (U.S.A.)*	(✓)
6	Murata Machinery	1,490	Japan	
7	Knapp	1,450	Austria	
8	Beumer Group	1,400	Germany	
9	Material Handling Systems	1,050	U.S.A.	
10	TGW Logistics Group	1,000	Austria	
10	Siemens Logistics	1,000	Germany	
12	WITRON Integrated Logistics	855	Germany	
13	Swisslog (KUKA (Midea Group))*	646	Switzerland (Germany (China))*	((✓))
14	Kardex	466	Switzerland	✓
15	Bastian Solutions (TALG**)*	405	U.S.A. (Japan)*	(✓)
16	Elettric 80	354	Italy	
17	System Logistics	262	Italy	
18	DMW&H	214	U.S.A.	
19	viastore Systems	192	Germany	
20	SAVOYE	185	France	

*Names and countries in () show the parent company and its headquarters.

**Toyota Advanced Logistics Group

Source: U.S. magazine, *Modern Materials Handling*

At Hini Arata Kan, the world's largest full-scale logistics demo center, our cutting-edge material handling systems and equipment are on display along with other logistics-related company's products, encompassing 400 different items in 150 categories.

Since its founding in 1994, Hini Arata Kan has welcomed 490,000 visitors from more than 80 countries and regions. Here, our experienced staff provide tours in Japanese, English, Chinese, and Korean so that visitors can view an array of material handling innovations under one roof.

日新館

1225 Nakazaiji, Hino-cho, Gamo-gun, Shiga 529-1692 Japan

Access

From Shinkansen MAIBARA or JR Tokaido (Biwako) Line OMIHACHIMAN Station:
About 40 - 60 minute ride on the Daifuku shuttle bus



Facility facts

- Building area: 6,049 sq.m
- Floor space: 19,482 sq.m
- Hours open: 9:00 a.m. - 5:00 p.m.
- Closed: Saturdays, Sundays & holidays
- Tours: Make online reservations at our website.
www.daifuku.com/showroom/hiniaratakan

