

**DAIFUKU**

Automation that Inspires

# Investing for Growth to Reach 1 Trillion Yen in Sales by 2030

May 28, 2026

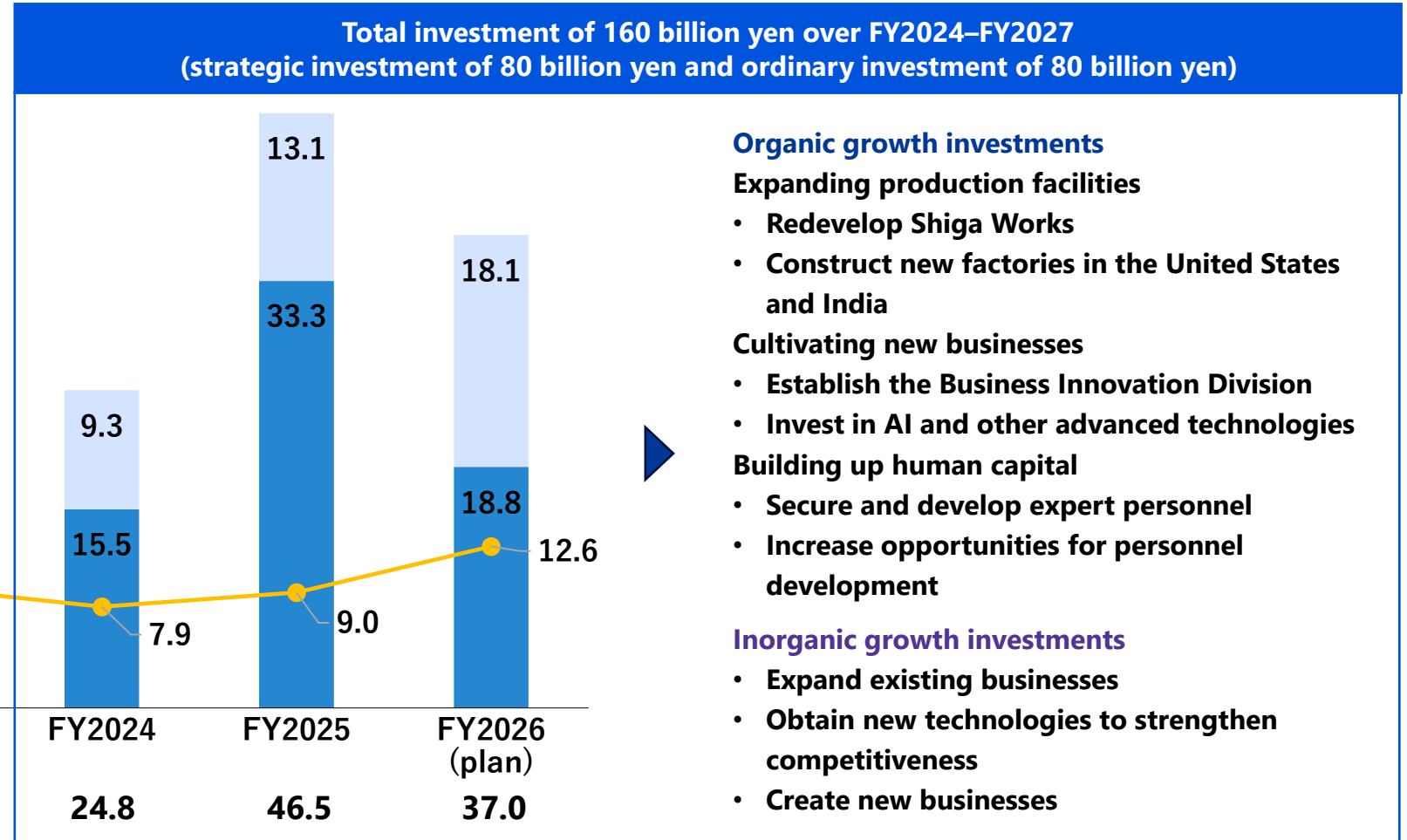
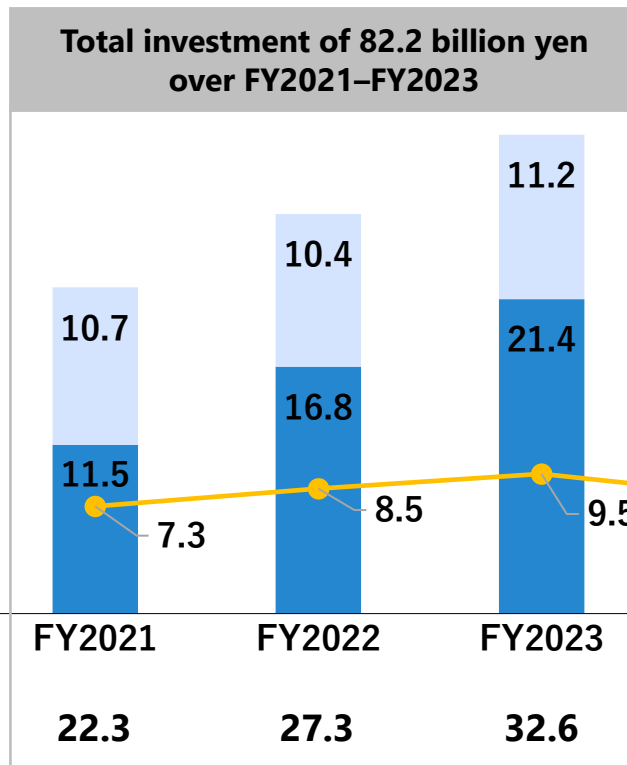
**DAIFUKU CO., LTD. [6383]**

# Strategic Investment for Growth

To reach our goal of 1 trillion yen in net sales set under our long-term vision “Driving Innovative Impact 2030,” our four-year business plan for 2027 sets aside **80 billion yen for strategic investments**. This investment is separate from regular capital spending such as facility maintenance and replacement and R&D expenses.

- Capital investment
- R&D expenses
- Depreciation & amortization

(all numbers in billions of yen)



## Organic growth investments

### Expanding production facilities

- Redevelop Shiga Works
- Construct new factories in the United States and India

### Cultivating new businesses

- Establish the Business Innovation Division
- Invest in AI and other advanced technologies

### Building up human capital

- Secure and develop expert personnel
- Increase opportunities for personnel development

## Inorganic growth investments

- Expand existing businesses
- Obtain new technologies to strengthen competitiveness
- Create new businesses

## Four-Year Business Plan for 2027

### Organic growth investments

**Expanding production facilities  
(31 billion yen)**

**Cultivating new businesses**

**Building up human capital**

### Inorganic growth investments

**M&A, etc.**



#### **Redevelopment of Shiga Works (~22 billion yen)**

We redeveloped our core plant, Shiga Works, to enhance production capacity and optimize factory logistics



#### **Expanded global production bases for the Intralogistics business (~9 billion yen)**

- Doubled production capacity in the United States (photo)
- Quadrupled production capacity in India



- **Kyoto Lab (90 members by 2027)**  
R&D for each Daifuku business segment



- **Tokyo Lab (50 members by 2027)**  
Medium- to long-term R&D of physical AI, robotics, and more

# Growth Investments to Achieve Net Sales of 1 Trillion Yen by 2030

From 2026 to 2029

## Organic growth investments

Expanding production facilities  
(~40 billion yen)

Cultivating new businesses

Building up human capital

Continue investment in the redevelopment of Shiga Works (~30 billion yen)  
Plans for two new factory buildings

Invest in the redevelopment of Komaki Works (~10 billion yen)  
Plans for a complete renovation of one of the existing buildings

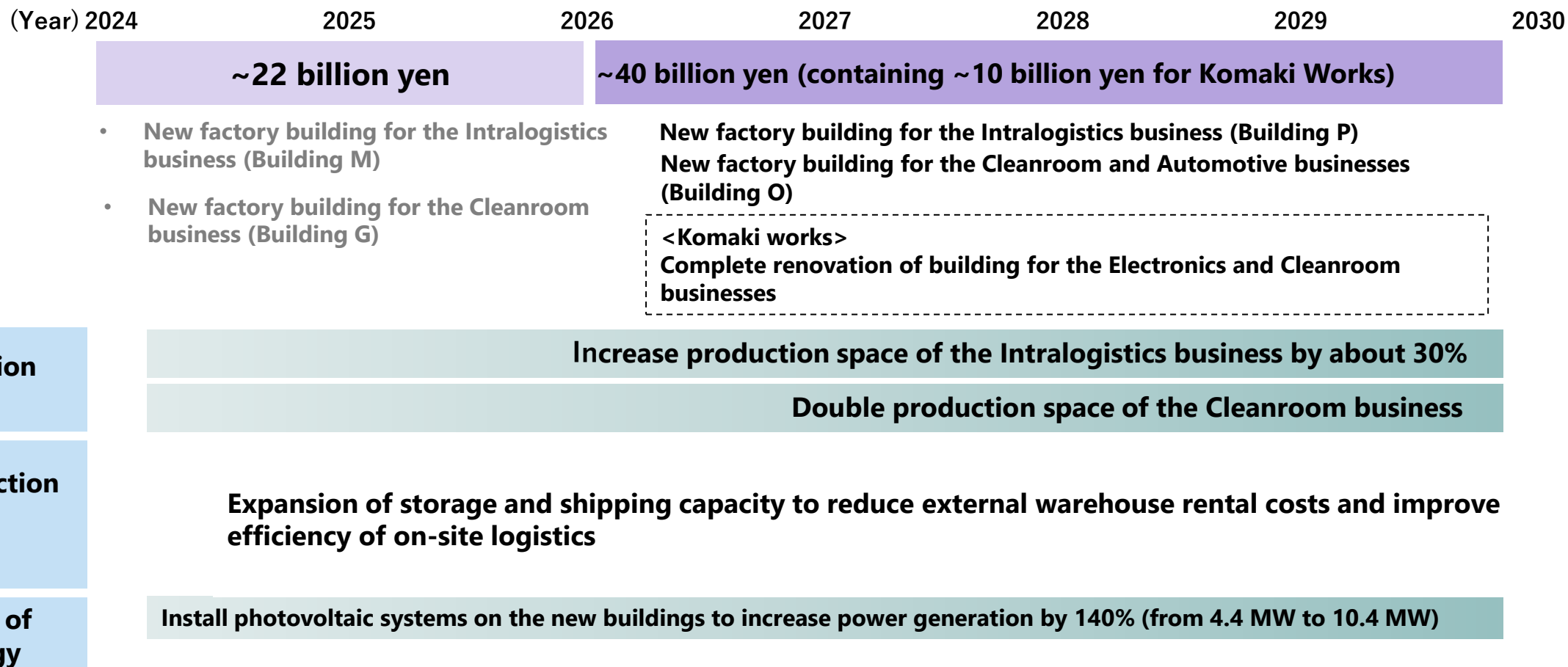
## Inorganic growth investments

M&A, etc.  
(~12 billion yen +  $\alpha$ )

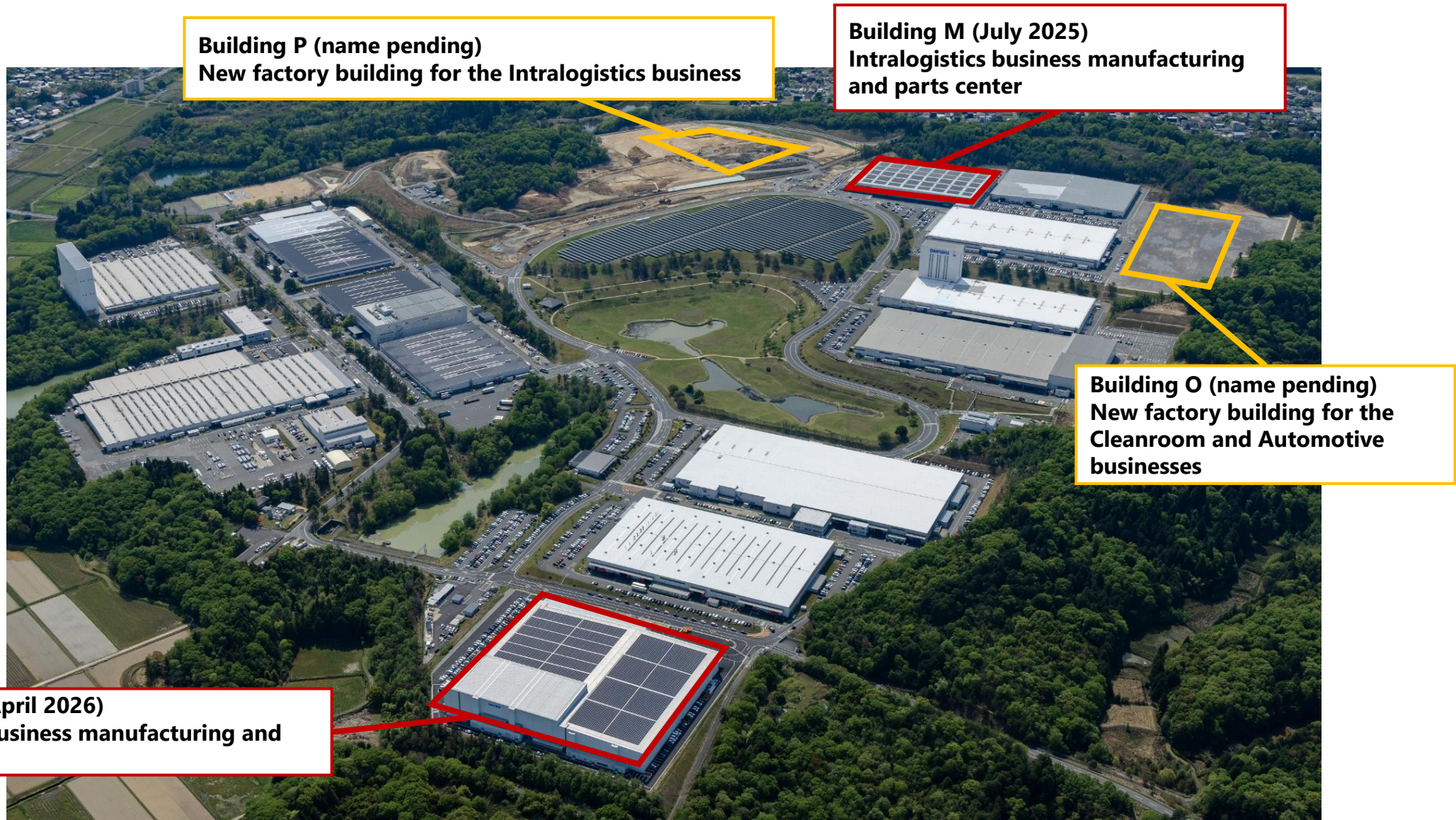
Acquire German company Eisenmann as a wholly owned subsidiary in the Automotive business (~12 billion yen)

Continue to explore M&A opportunities (+  $\alpha$ )

# Redevelopment of Shiga Works and Komaki Works



# Appendix: Shiga Works Redevelopment Status



**Building P (name pending)**  
New factory building for the Intralogistics business

**Building M (July 2025)**  
Intralogistics business manufacturing and parts center

**Building O (name pending)**  
New factory building for the Cleanroom and Automotive businesses

**Building G (April 2026)**  
Cleanroom business manufacturing and development

## From 2026 to 2029

### Organic growth investments

Expanding production facilities  
(~40 billion yen)

Cultivating new businesses

Building up human capital

### Inorganic growth investments

M&A, etc.  
(~12 billion yen +  $\alpha$ )

Acquire German company Eisenmann as a wholly owned subsidiary in the Automotive business (~12 billion yen)

- Strengthen capabilities to meet European standards and customer requirements
- Enhance integrated solution capabilities through complementary technologies (coating equipment and material handling systems)
- Expand business opportunities and strengthen competitiveness in automotive production line systems



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## [Cautionary Statement with Respect to Forward-Looking Statements](#)

The strategies, beliefs and plans related to future business performance as described in this document are not established facts. They are business prospects based on the assumptions and beliefs of the management team judging from the most current information, and therefore, these prospects are subject to potential risks and uncertainties. Due to various crucial factors, actual results may differ materially from these forward-looking statements. These crucial factors that may adversely affect performance include 1) consumer trends and economic conditions in the Daifuku Group's operating environment; 2) the effect of yen exchange rates on sales, assets and liabilities denominated in U.S. dollars and other currencies; 3) the tightening of laws and regulations regarding safety and other matters that may lead to higher costs or sales restrictions; and 4) the impact of natural disasters and intentional threats, war, acts of terrorism, strikes, and plagues. Moreover, there are other factors that may adversely affect the Group's performance.