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FOR IMMEDIATE RELEASE

February 12, 2026

Daifuku Co., Ltd. (Securities code: 6383, TSE Prime)
 Representative: Tomoaki Terai, President and CEO
 Contact: Hiromi Akiba, Managing Officer,
 Corporate Communications Division Manager
 Phone: +81-6-6472-1261

**Notice of Revision of Driving Innovative Impact 2030 and
 Four-Year Business Plan for 2027**

Daifuku Co., Ltd. (the "Company") hereby announces that it has revised its long-term vision, Driving Innovative Impact 2030, and its four-year business plan for 2027 (announced on May 10, 2024), which serves as the midpoint of that vision.

1. Reasons for the revision

As a result of initiatives across the three key processes of manufacturing, customer proposals, and project management, profitability has improved significantly. As a result, fiscal 2025 results to surpass the operating margin target and the ROE target of the four-year business plan for 2027.

Accordingly, the Company has decided to update the economic value it aims to create by 2030 and the management targets of the four-year business plan for 2027.

2. Revision of the vision and management targets

		Long-term vision for 2030		Management targets for 2027	
		Initially planned	Revised targets	Initially planned	Revised targets
Economic value	Consolidated net sales (billion yen)	1,000.0	unchanged	800.0	unchanged
	Operating margin (%)	12.5	15.0	11.5	15.0
	Operating income (billion yen)	125.0	150.0	92.0	120.0
	ROE (%)	13.0	17.0	13.0	17.0

3. Rationale for the Revision

(1) Maintaining a backcasting-based sales target

Global needs for automation continue to expand amid labor shortages and digitalization.

Accordingly, the sales target backcast from our long-term vision for 2030 will continue to be maintained.

(2) Taking on challenges in strategic areas to achieve the Company's vision

In addition to growth in existing business areas, sales expansion is also expected through challenges in strategic areas for medium- to long-term growth, including M&A and new areas such as food and the environment.

(3) Revising profit targets to reflect both profitability and growth

The Company will continue to strengthen its manufacturing and proposal capabilities, and project management, to maintain profitability at record levels. With the aim of balancing this with top-line expansion, the Company has raised its profit targets.

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Automation that Inspires

Driving Innovative Impact 2030

**Revision of Driving Innovative Impact 2030 and
Four-Year Business Plan for 2027**

(April 2024–December 2027)

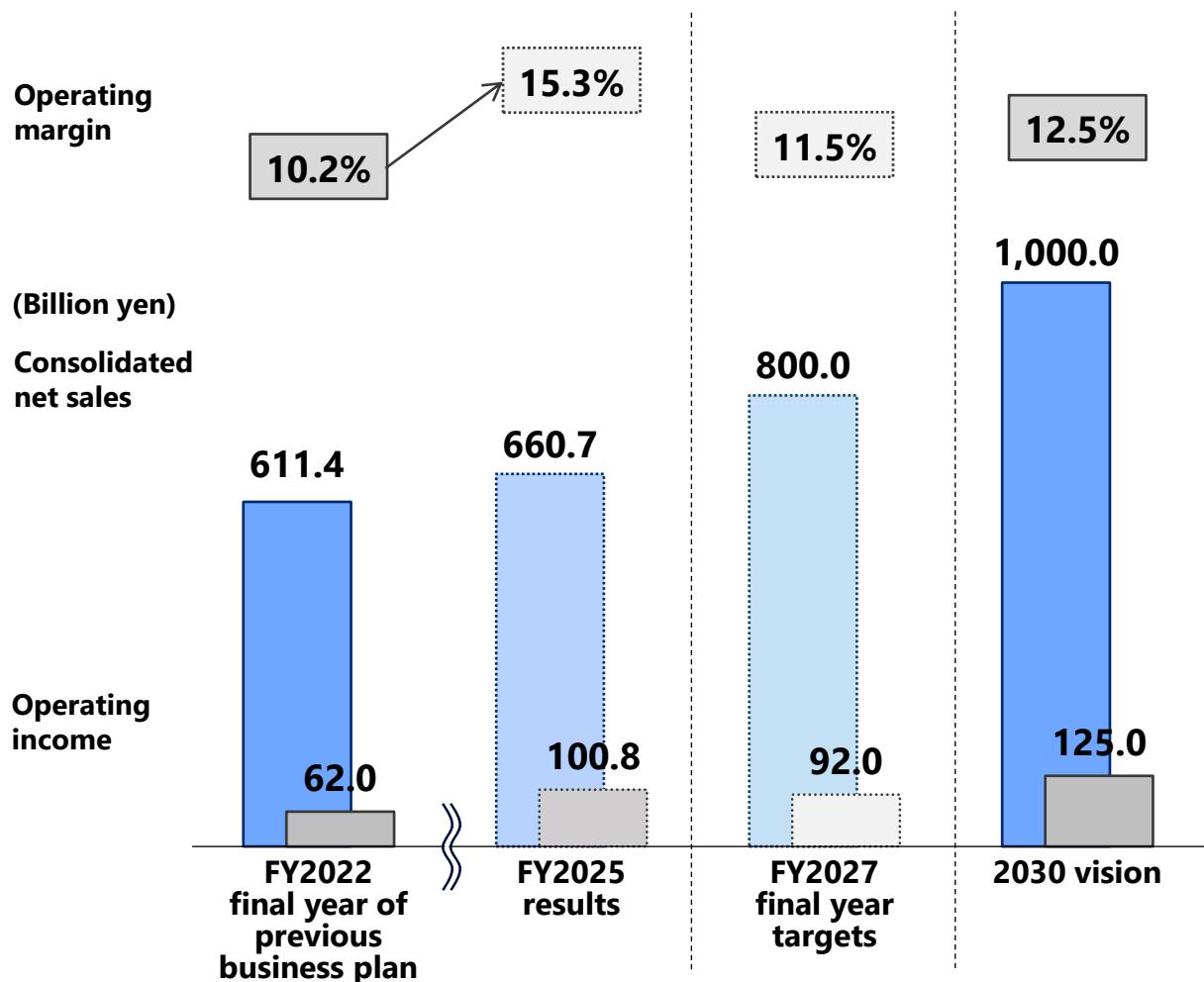
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DAIFUKU CO., LTD. [6383]

- 1. Reasons for the revision**
- 2. Revision of the vision and management targets**
- 3. Key initiatives for fiscal 2026**

1. Reasons for the revision

As a result of initiatives across the three key processes of manufacturing, customer proposals, and project management, profitability has improved significantly, positioning fiscal 2025 results to surpass the operating margin target of the four-year business plan for 2027.



Widespread adoption and sustained implementation of improving production efficiency and cost-reduction measures

The widespread adoption and sustained implementation across all businesses of production efficiency improvement and cost reduction measures, including standardizing products, reducing the number of components, and shortening installation periods, taken since the period of the previous three-year business plan.

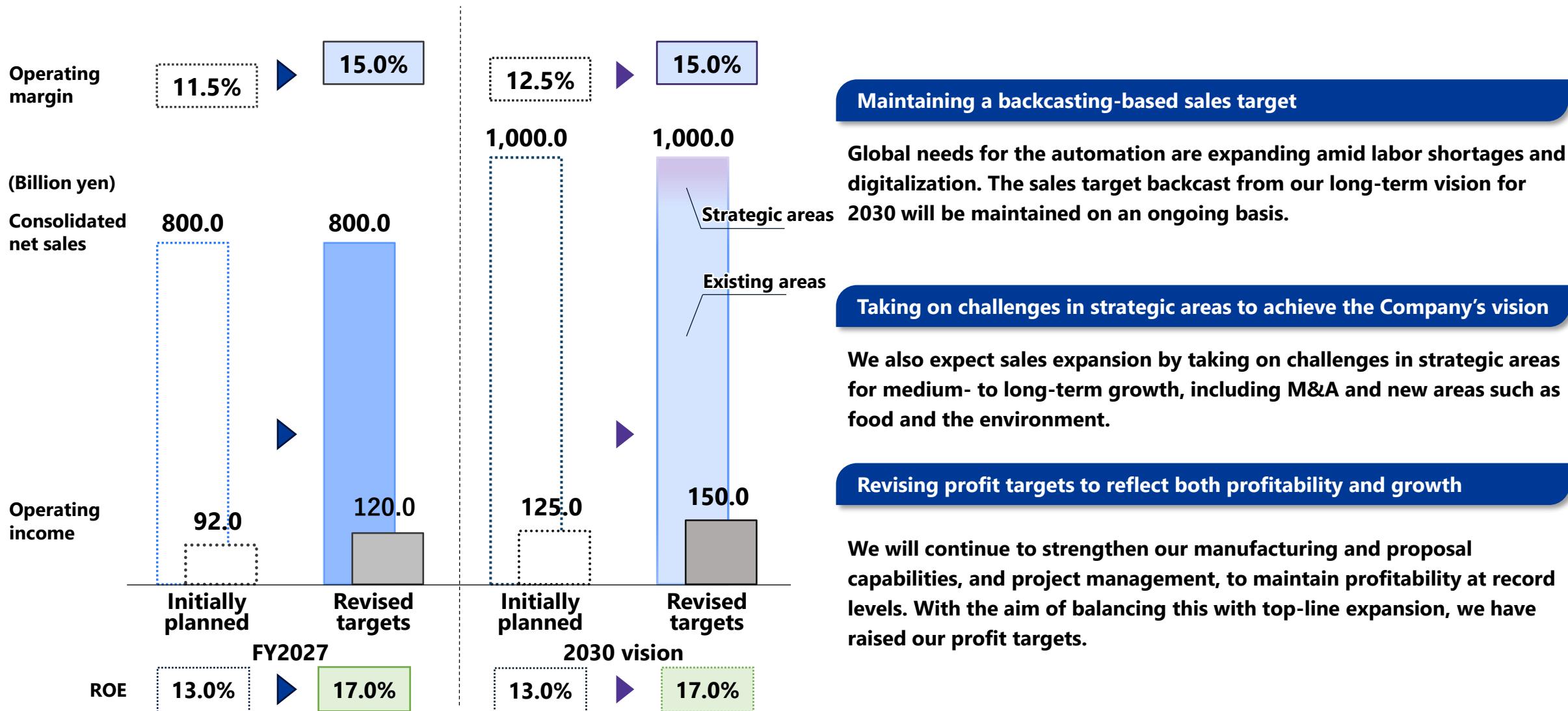
Enhancing profitability at the order-receipt stage

Enhancing the profitability of individual orders through high value-added proposals that meet customer expectations in terms of technology, services, and quality.

Refine project management

Ensuring efficient project execution and preventing additional costs by improving on-site construction efficiency and conducting advance verification using 3D simulations.

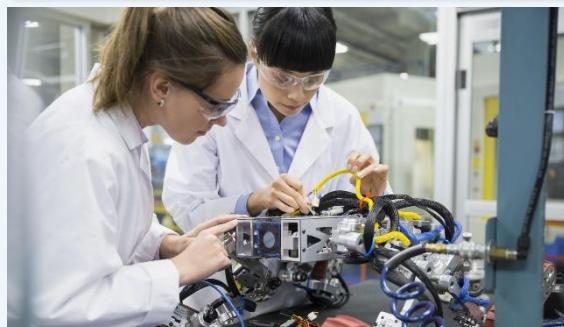
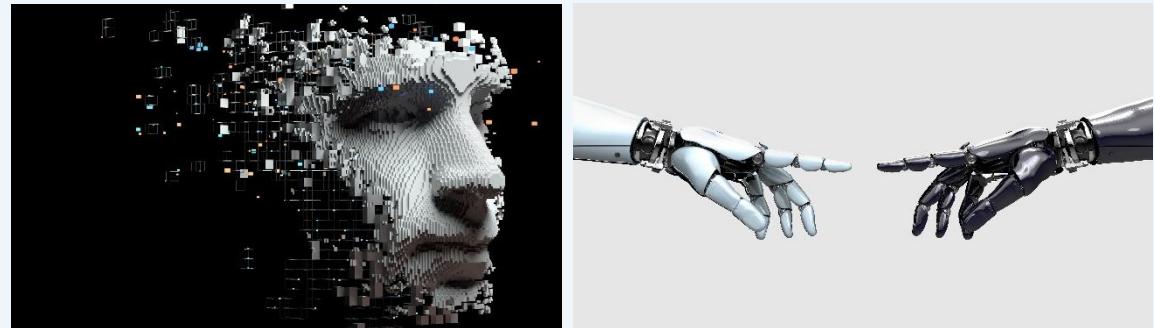
2. Revision of the vision and management targets



3. Key initiatives for fiscal 2026

Accelerating advanced technologies and new business development

- Expanding the R&D promotion structure
- Proactively allocating business resources to AI and robotics
- Expanding into new areas such as food and the environment



Accelerating the global growth strategy

- Expanding our presence in priority markets such as the United States and India
- Strengthening development capabilities tailored to regional characteristics
- Boosting competitiveness with speed by leveraging M&A

Enhancing our profit structure

- Continuing production innovation and cost reduction initiatives
- Improving project management accuracy
- Revamping operational processes





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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.