



Automation that Inspires

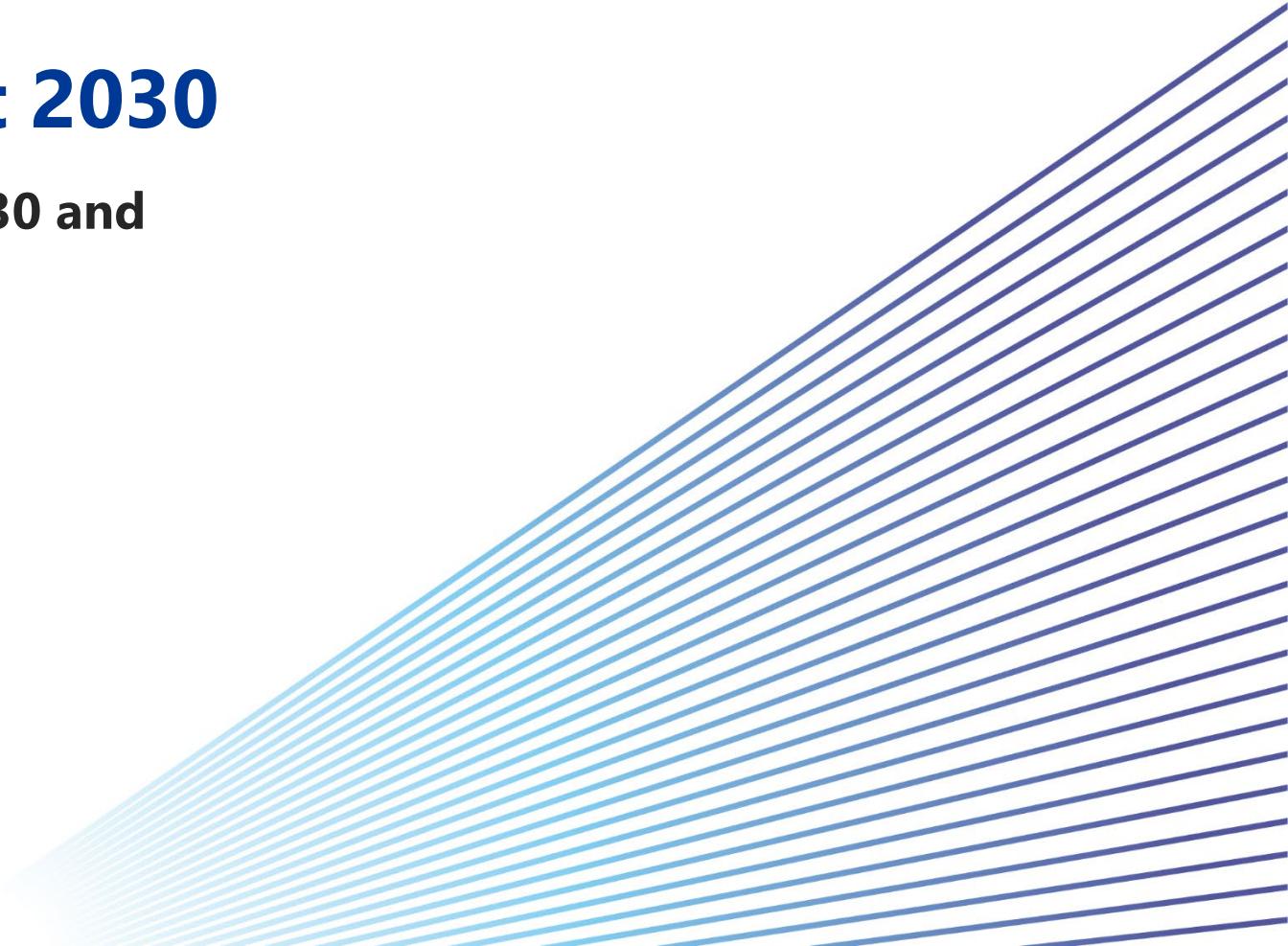
Driving Innovative Impact 2030

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

(April 2024–December 2027)

February 12, 2026

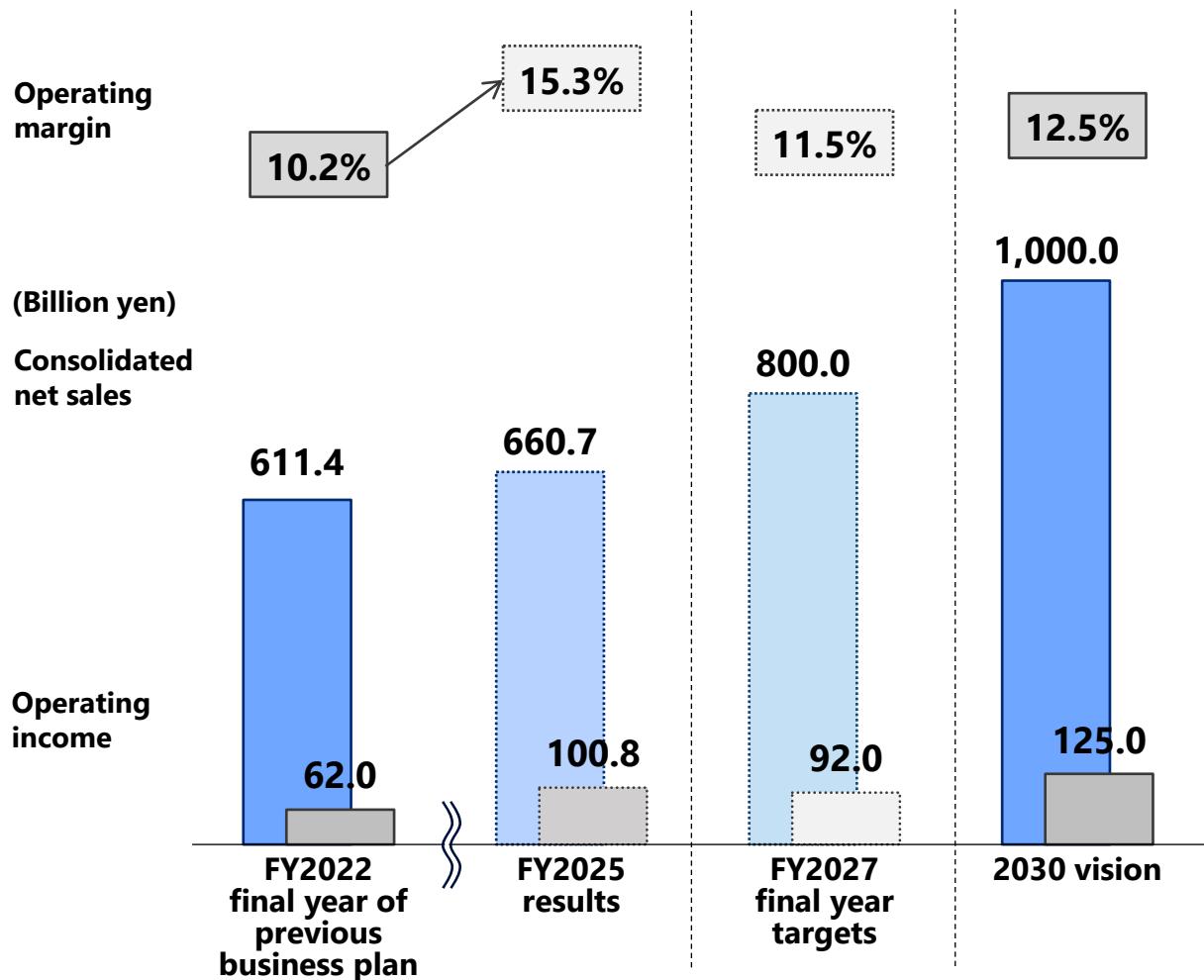
DAIFUKU CO., LTD. [6383]



- 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.

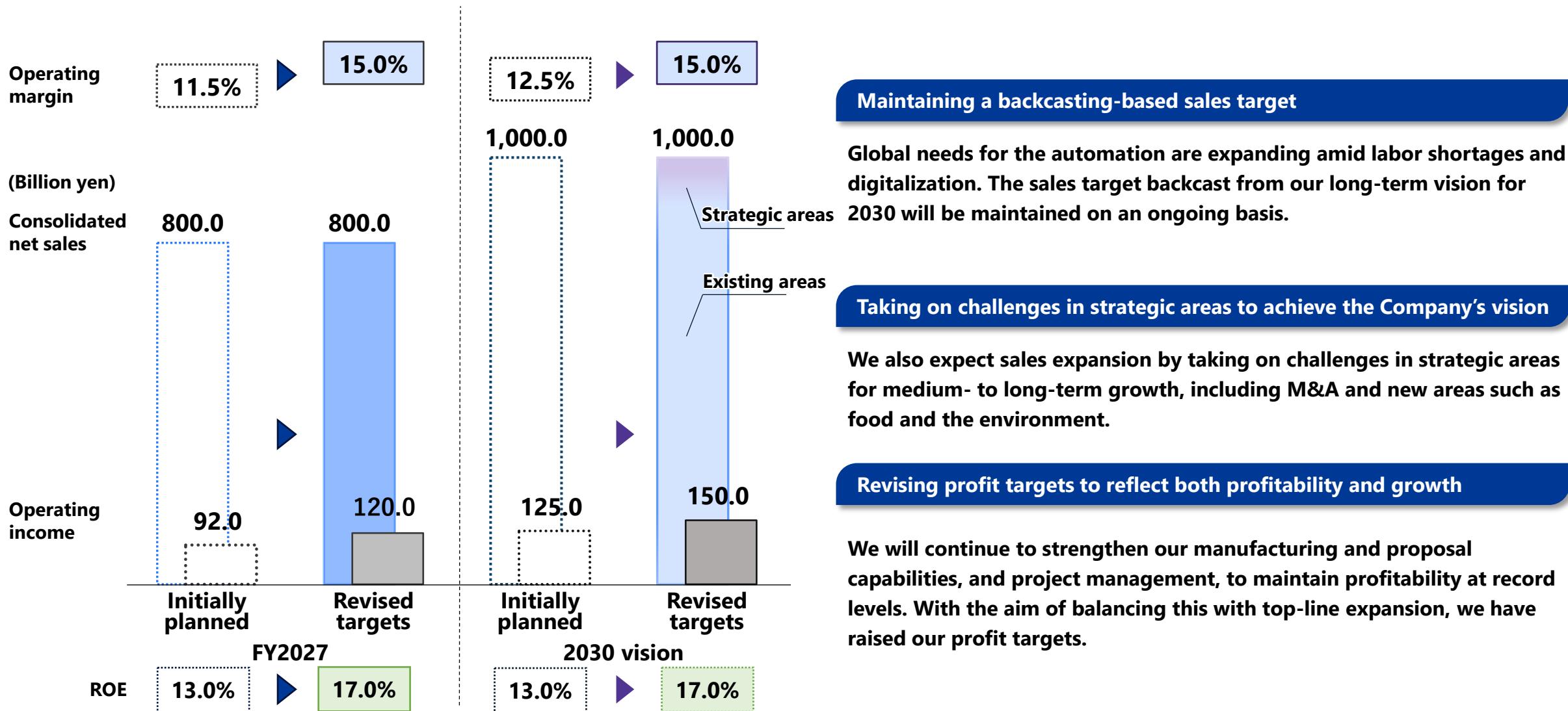
Enhancing profitability at the order-receipt stage

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.

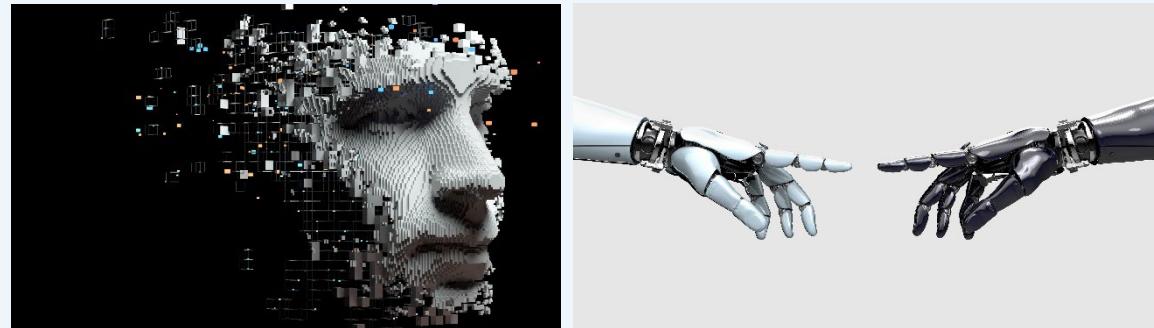
2. Revision of the vision and management targets



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.