



Automation that Inspires

Fiscal Year Ended December 31, 2024

(April 1, 2024–December 31, 2024)

Consolidated Financial Results

February 14, 2025

Prepared in accordance with accounting principles generally accepted in Japan
Translated from the original Japanese-language document

DAIFUKU CO., LTD. [6383]

Change in Fiscal Year-End

Effective with the resolution passed at the Ordinary General Meeting of Shareholders held on June 21, 2024, the fiscal year-end of the Company has been changed from March 31 every year to December 31 every year. The fiscal year ending December 31, 2024, a transitional period to implement the change in the fiscal year-end, ran for nine months from April 1 to December 31, 2024, for Daifuku Co., Ltd. and those of its subsidiaries with a fiscal year previously ended in March, mainly in Japan. Most non-Japan subsidiaries are consolidated for the 12-month period from January 1 to December 31, 2024.

	FY2023	FY2024			FY2025	
			Q1	Q2		H2
Japan	April 1, 2023– March 31, 2024	April 1– December 31, 2024 (9 months)	April 1– June 30	July 1– September 30	October 1– December 31 (3 months)	January 1– December 31, 2025
Non-Japan	January 1– December 31, 2023	January 1– December 31, 2024 (12 months)	January 1– March 31	April 1– June 30	July 1– December 31 (6 months)	

Comparative information (non-audited) with the same period of the previous year is provided, adjusted to be the same as the current consolidated fiscal year.

		2023				2024				2025
		Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Dec
Japan	Results	FY2023				FY2024				FY2025 forecast
	Adjusted	FY2023 adjusted (excluding the results for Jan-Mar 2024)				FY2024 adjusted (adding the results for Jan-Mar 2024)				
Non-Japan	Results	FY2023				FY2024				FY2025 forecast
	Adjusted	FY2023 adjusted				FY2024 adjusted				

Fiscal 2024 results

Orders received

¥ **594.7** billion

Change*

+¥**32.8** billion

+**5.8%**

Orders increased, benefiting from a favorable performance in cleanroom systems for the semiconductor sector in Asia and airport systems in North America.

Net sales

¥ **563.2** billion

Change*

+¥ **32.6** billion

+**6.1%**

Sales increased, underpinned by an extensive order backlog at the end of the previous fiscal year.

Operating income

¥ **71.5** billion

Change*

+¥ **19.0** billion

+**36.3%**

Operating margin

12.7%

Change*

+**2.8pt**

The operating margin increased significantly as a result of efforts to reduce costs, including steps to increase production efficiency, which have been made since the previous business plan. The increase in sales of cleanroom system for legacy semiconductors in China also contributed.

* Compared to FY2023 adjusted. For details, see “Change in Fiscal Year-End” on page 1.

01

Financial Results

Fiscal 2024 Results (April 1–December 31, 2024)

Operating income, ordinary income, and net income attributable to shareholders of the parent company reached new record highs for three years in a row. The net income margin reached the 10% range for the first time.

(Billion yen)	FY2023	FY2023 adjusted* [a]	FY2024 [b]	Change [b-a]	
				Amount	Rate
Orders received	620.3	561.9	594.7	+32.8	+5.8%
Net sales	611.4	530.6	563.2	+32.6	+6.1%
Operating income	62.0	52.4	71.5	+19.0	+36.3%
Operating margin	10.2%	9.9%	12.7%	+2.8pt	—
Ordinary income	64.2	54.3	74.4	+20.1	+37.0%
Net income attributable to shareholders of the parent company	45.4	37.9	57.0	+19.1	+50.6%
Net income margin	7.4%	7.1%	10.1%	+2.9pt	—
Net income per share (yen)	121.63	101.12	154.21	+53.08	+52.5%

* Excluding the results for January to March 2024 from FY2023. For details, see “Change in Fiscal Year-End” on page 1.

Exchange rate (yen)	FY2023	FY2024
U.S. dollar	141.20	152.27
Chinese yuan	19.87	21.13
Korean won	0.1080	0.1113

Effective of exchange rate changes

Orders received +¥28.4 billion
Orders received during the period: +¥22.0 billion
Change in order backlog at previous fiscal year-end: +¥6.4 billion

Net sales +¥21.3 billion

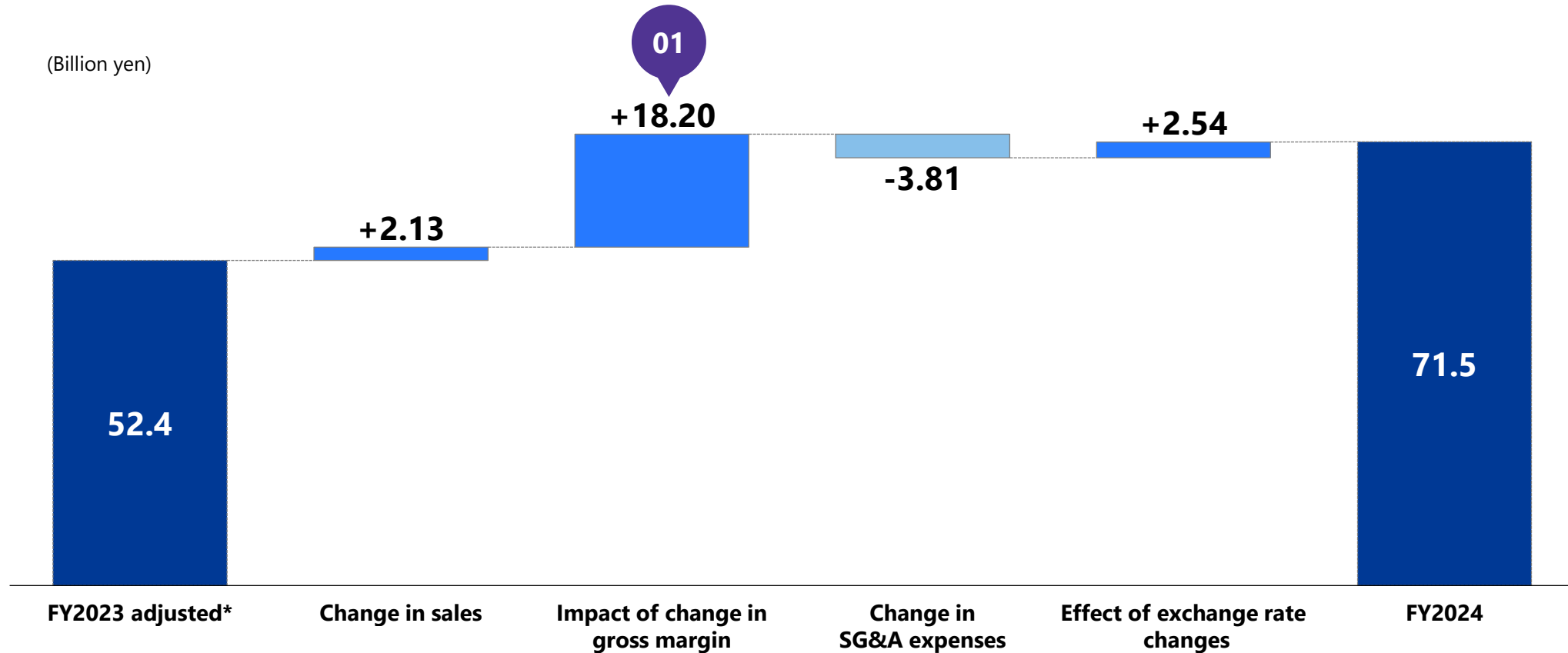
Operating income +¥2.5 billion

Factors for Change in Operating Income

01

The gross margin was closely aligned with efforts to reduce costs, including steps to increase production efficiency, which have been made since the previous business plan, and also benefited from an increase in sales of cleanroom system for legacy semiconductors in China.

(Billion yen)



* Excluding the results for January to March 2024 from FY2023. For details, see "Change in Fiscal Year-End" on page 1.

Results by Reportable Segment

01

Daifuku

Orders and sales remained favorable. Segment income increased, the result of efforts to reduce costs, including steps to increase production efficiency, which have been made since the previous business plan. The increase in sales of cleanroom systems for legacy semiconductors in China also contributed to the increase in operating margin.

03

Daifuku (Suzhou) Cleanroom Automation

Sales and segment income increased, underpinned by an extensive order backlog from the end of the previous fiscal year.

02

Daifuku North America

Orders were strong for airport systems but declined from the previous fiscal year's results in intralogistics systems and cleanroom systems. Segment income increased in intralogistics systems and automotive systems, the result of efforts to reduce costs, including steps to increase production efficiency.

04

Other

Orders remained strong, mainly in cleanroom systems for the semiconductor sector. Segment income increased from the previous fiscal year when one-time costs were recorded for a certain project.

(Billion yen)	Orders received (Orders from external customers)			Net sales (Sales to external customers)			Segment income (Net income attributable to shareholders of the parent company)		
	FY2023 adjusted*	FY2024	Change	FY2023 adjusted*	FY2024	Change	FY2023 adjusted*	FY2024	Change
01 Daifuku	160.5	177.7	+17.2	164.8	188.0	+23.2	19.0	29.2	+10.1
Contec	18.1	17.2	-0.9	16.6	16.9	+0.3	0.6	0.2	-0.3
02 Daifuku North America	202.0	183.3	-18.7	175.7	172.4	-3.3	11.1	16.2	+5.1
Clean Factomation	24.8	31.7	+6.9	30.6	25.8	-4.7	1.8	1.4	-0.4
03 Daifuku (Suzhou) Cleanroom Automation	46.6	31.8	-14.7	30.0	53.3	+23.2	5.4	12.2	+6.7
04 Other	109.6	152.8	+43.1	114.7	102.1	-12.5	1.0	4.0	+2.9
Consolidated adjustment and other	—	—	—	-2.1	4.2	+6.4	-1.3	-6.4	-5.0
Total	561.9	594.7	+32.8	530.6	563.2	+32.6	37.9	57.0	+19.1

* Excluding the results for January to March 2024 from FY2023. For details, see "Change in Fiscal Year-End" on page 1.

Consolidated Balance Sheets

(Billion yen)	Mar. 31, 2024	Dec. 31, 2024*	Change
Current assets	496.4	531.5	+35.1
Cash on hand and in banks	142.0	221.5	+79.4
Notes and accounts receivable	271.6	224.8	-46.7
Inventories	66.4	62.9	-3.5
Other	16.2	22.2	+6.0
Non-current assets	149.7	157.1	+7.3
Property, plant and equipment	77.4	85.7	+8.3
Intangible assets	12.1	12.3	+0.2
Investments and other assets	60.1	58.9	-1.1
Total assets	646.1	688.7	+42.5

(Billion yen)	Mar. 31, 2024	Dec. 31, 2024*	Change
Current liabilities	211.3	214.2	+2.8
Notes and accounts payable	80.5	81.7	+1.1
Contract liabilities	79.5	85.0	+5.4
Other	51.2	47.4	-3.7
Non-current liabilities	76.0	76.0	+0.0
Total Liabilities	287.3	290.2	+2.8
Shareholders' equity	319.7	348.7	+29.0
Total net assets	358.7	398.4	+39.6
Total liabilities and net assets	646.1	688.7	+42.5

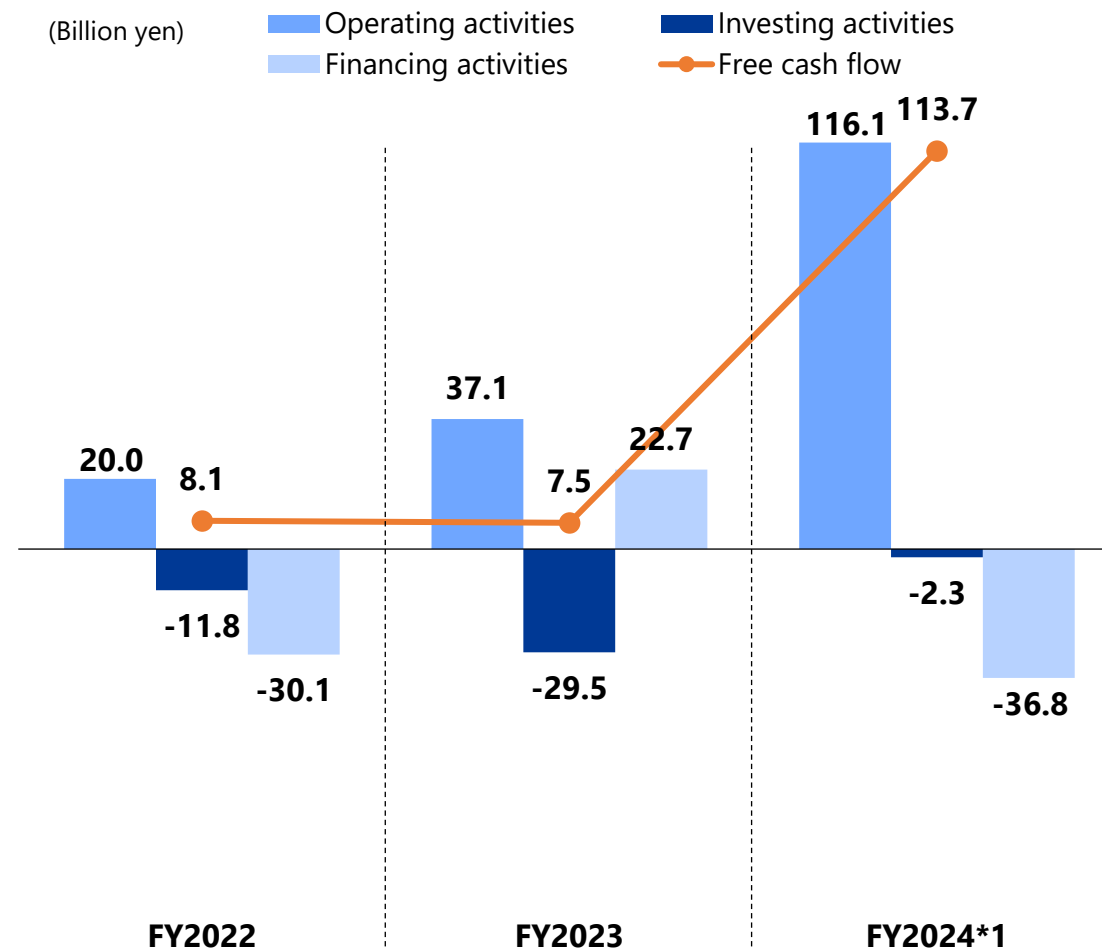
* The consolidation period differs. For details, see "Change in Fiscal Year-End" on page 1.

Consolidated Statements of Cash Flows

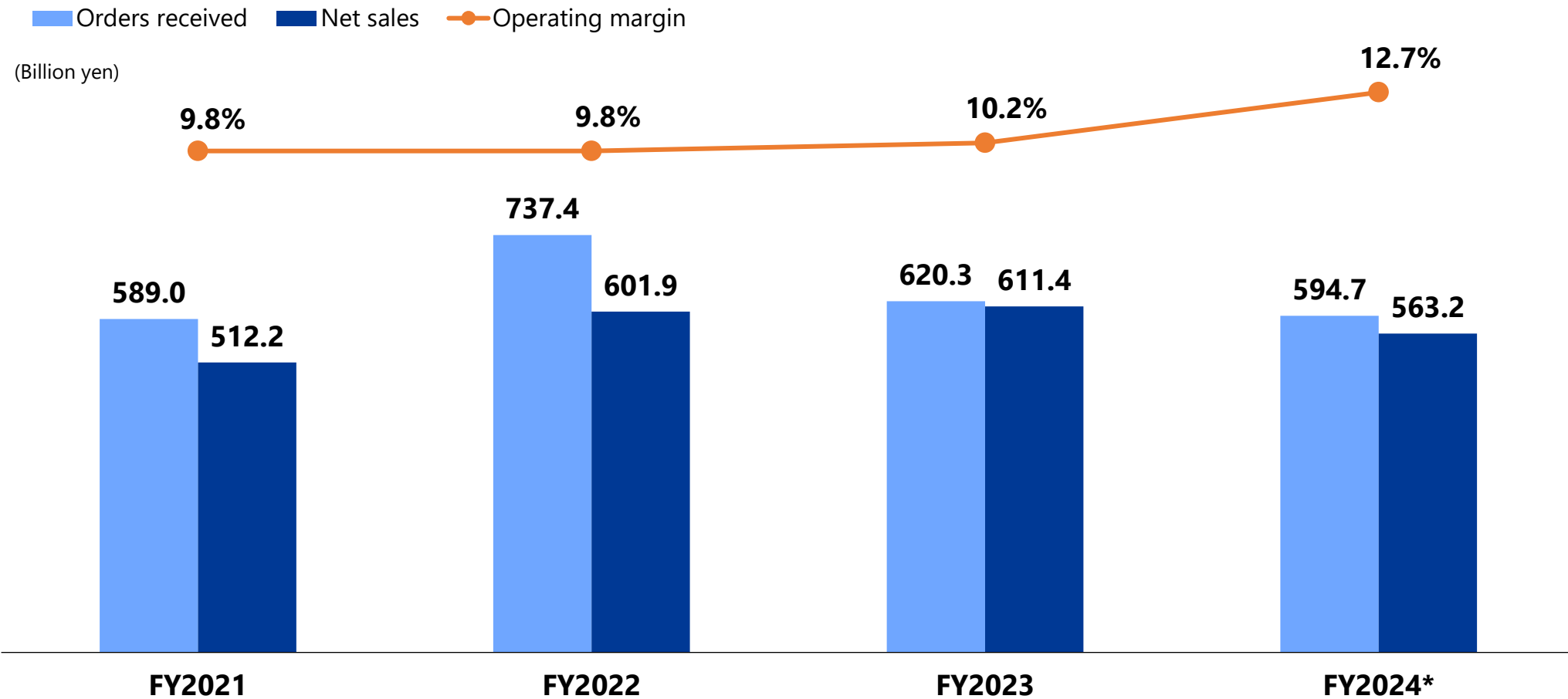
(Billion yen)	FY2023	FY2024*1	Change
Cash flows from operating activities	37.1	116.1	+79.0
Cash flows from investing activities	-29.5	-2.3	+27.1
Free cash flows	7.5	113.7	+106.2
Cash flows from financing activities	22.7	-36.8	-59.5
Cash and cash equivalents at end of period	136.4	220.3	+83.9
Cash conversion cycle (days)*2	100	99	-1

*1 The consolidation period differs. For details, see "Change in Fiscal Year-End" on page 1.

*2 The cash conversion cycle for FY2024 is calculated using the results from April to December 2024 (9 months) in Japan and January to December 2024 (12 months) outside of Japan.



Orders Received, Net Sales, and Operating Margin



* The consolidation period differs. For details, see "Change in Fiscal Year-End" on page 1.

Orders by Destination

01

China
Orders declined for cleanroom systems for the semiconductor sector.

02

South Korea, Taiwan
Orders were driven by cleanroom systems for the semiconductor sector.

(Billion yen)	FY2021		FY2022		FY2023		FY2024*	
	Orders	% of total	Orders	% of total	Orders	% of total	Orders	% of total
Japan	220.5	37.4%	231.4	31.4%	174.6	28.2%	119.6	20.0%
Non-Japan	368.5	62.6%	506.0	68.6%	445.6	71.8%	475.1	80.0%
North America	131.1	22.3%	200.5	27.2%	222.6	35.9%	188.6	31.7%
Asia	204.6	34.8%	255.3	34.6%	184.2	29.7%	240.7	40.5%
China	63.1	10.7%	94.2	12.8%	109.5	17.7%	64.8	10.9%
South Korea	57.8	9.8%	60.7	8.2%	33.5	5.4%	42.1	7.1%
Taiwan	56.5	9.6%	68.4	9.3%	10.0	1.6%	80.3	13.5%
Other Asia	27.1	4.6%	31.8	4.3%	31.0	5.0%	53.3	9.0%
Europe	17.6	3.0%	15.6	2.1%	19.2	3.1%	18.7	3.2%
Latin America	3.0	0.5%	12.6	1.7%	5.7	0.9%	5.8	1.0%
Other	12.0	2.0%	21.7	3.0%	13.7	2.2%	21.1	3.6%
Total	589.0	100.0%	737.4	100.0%	620.3	100.0%	594.7	100.0%

* The consolidation period differs. For details, see "Change in Fiscal Year-End" on page 1.

01

China
Sales were driven by cleanroom systems for the semiconductor sector.

(Billion yen)	FY2021		FY2022		FY2023		FY2024*	
	Sales	% of subtotal	Sales	% of subtotal	Sales	% of subtotal	Sales	% of subtotal
Japan	182.7	35.5%	197.2	32.9%	200.4	32.7%	144.6	25.9%
Non-Japan	332.0	64.5%	402.5	67.1%	412.6	67.3%	414.3	74.1%
North America	136.7	26.6%	152.1	25.4%	181.6	29.6%	174.1	31.1%
Asia	164.3	31.8%	210.2	35.1%	181.0	29.5%	201.9	36.1%
China	57.2	11.1%	60.8	10.2%	85.7	14.0%	110.5	19.8%
South Korea	46.5	9.0%	60.0	10.0%	39.1	6.4%	37.5	6.7%
Taiwan	49.0	9.5%	58.7	9.8%	28.3	4.6%	30.8	5.5%
Other Asia	11.4	2.2%	30.5	5.1%	27.7	4.5%	22.9	4.1%
Europe	15.8	3.1%	17.2	2.9%	18.2	3.0%	14.5	2.6%
Latin America	5.2	1.0%	6.2	1.0%	10.6	1.7%	6.6	1.2%
Other	9.9	2.0%	16.6	2.7%	21.1	3.5%	17.1	3.1%
Subtotal	514.8	100.0%	599.8	100.0%	613.1	100.0%	558.9	100.0%
Consolidated adjustment and other	-2.5	—	2.0	—	-1.6	—	4.2	—
Total	512.2	—	601.9	—	611.4	—	563.2	—

01

* The consolidation period differs. For details, see "Change in Fiscal Year-End" on page 1.

01

Electronics
Orders increased due to a recovery in investment in advanced semiconductors.

02

Airport
Orders were strong in North America.

(Billion yen)	FY2021		FY2022		FY2023		FY2024*	
	Orders	% of total	Orders	% of total	Orders	% of total	Orders	% of total
Automobile, auto parts	57.5	9.8%	89.7	12.2%	92.8	15.0%	83.4	14.0%
01 Electronics	233.4	39.6%	271.4	36.8%	191.4	30.9%	205.7	34.6%
Commerce, retail	156.9	26.6%	187.9	25.5%	139.5	22.5%	90.9	15.3%
Transportation, warehousing	30.6	5.2%	28.8	3.9%	28.6	4.6%	37.6	6.3%
Machinery	8.0	1.4%	11.5	1.6%	11.3	1.8%	6.5	1.1%
Chemicals, pharmaceuticals	22.2	3.8%	33.0	4.5%	28.6	4.6%	18.7	3.1%
Food	16.1	2.7%	17.2	2.3%	42.4	6.8%	16.2	2.7%
Iron, steel, nonferrous metals	5.2	0.9%	5.4	0.7%	6.8	1.1%	4.0	0.7%
Precision equipment, printing, office equipment	5.4	0.9%	6.1	0.8%	4.0	0.6%	3.8	0.6%
02 Airport	33.2	5.7%	62.3	8.4%	53.1	8.6%	110.2	18.5%
Other	20.0	3.4%	23.7	3.3%	21.4	3.5%	17.2	3.1%
Total	589.0	100.0%	737.4	100.0%	620.3	100.0%	594.7	100.0%

* The consolidation period differs. For details, see "Change in Fiscal Year-End" on page 1.

01

Electronics
Sales were strong in cleanroom systems for legacy semiconductors.

02

Airport
Sales were strong in North America.

01

02

(Billion yen)	FY2021		FY2022		FY2023		FY2024*	
	Sales	% of subtotal	Sales	% of subtotal	Sales	% of subtotal	Sales	% of subtotal
Automobile, auto parts	59.0	11.5%	65.4	10.9%	81.4	13.3%	75.1	13.4%
Electronics	151.3	29.4%	215.7	36.0%	203.5	33.2%	197.1	35.3%
Commerce, retail	155.1	30.1%	160.9	26.8%	147.5	24.1%	109.8	19.7%
Transportation, warehousing	32.8	6.4%	30.4	5.1%	24.8	4.0%	26.9	4.8%
Machinery	11.5	2.2%	10.3	1.7%	10.3	1.7%	8.7	1.6%
Chemicals, pharmaceuticals	17.6	3.4%	24.6	4.1%	25.1	4.1%	22.8	4.1%
Food	20.0	3.9%	15.7	2.6%	20.6	3.4%	21.8	3.9%
Iron, steel, nonferrous metals	3.5	0.7%	4.8	0.8%	5.4	0.9%	3.9	0.7%
Precision equipment, printing, office equipment	6.2	1.2%	6.4	1.1%	4.3	0.7%	3.8	0.7%
Airport	43.7	8.5%	46.1	7.7%	65.8	10.7%	71.8	12.9%
Other	13.6	2.7%	19.0	3.2%	23.9	3.9%	16.7	2.9%
Subtotal	514.8	100.0%	599.8	100.0%	613.1	100.0%	558.9	100.0%
Consolidated adjustment and other	-2.5	—	2.0	—	-1.6	—	4.2	—
Total	512.2	—	601.9	—	611.4	—	563.2	—

* The consolidation period differs. For details, see "Change in Fiscal Year-End" on page 1.

Liabilities, Fixed Costs, Employees (Consolidated)

(Billion yen)	FY2021	FY2022	FY2023	FY2024*2	YoY change
Total liabilities	26.3	11.4	70.6	63.3	-7.2
Short-term	22.4	10.3	9.4	2.3	-7.0
Long-term	3.9	1.1	61.1	61.0	-0.1
D/E ratio*1 (times)	0.09	0.03	0.20	0.16	—
Fixed costs	119.7	138.6	148.3	145.7	-2.5
Personnel expenses	88.1	100.4	105.9	108.8	+2.8
Employees (year-end)	12,436	13,020	13,071	11,042	-2,029
Non-Japan	8,643	9,059	8,999	6,810	-2,189

*1 Debt-Equity ratio = Interest-bearing liabilities / Shareholders' equity (year-end)

*2 The consolidation period differs. For details, see "Change in Fiscal Year-End" on page 1.

01

Net assets

Retained earnings increased by 38.8 billion yen and foreign currency translation adjustments increased by 13.4 billion yen, resulting in an increase of 39.6 billion yen from the end of the previous fiscal year, despite a decrease of 9.8 billion yen due to the purchase of treasury stock.

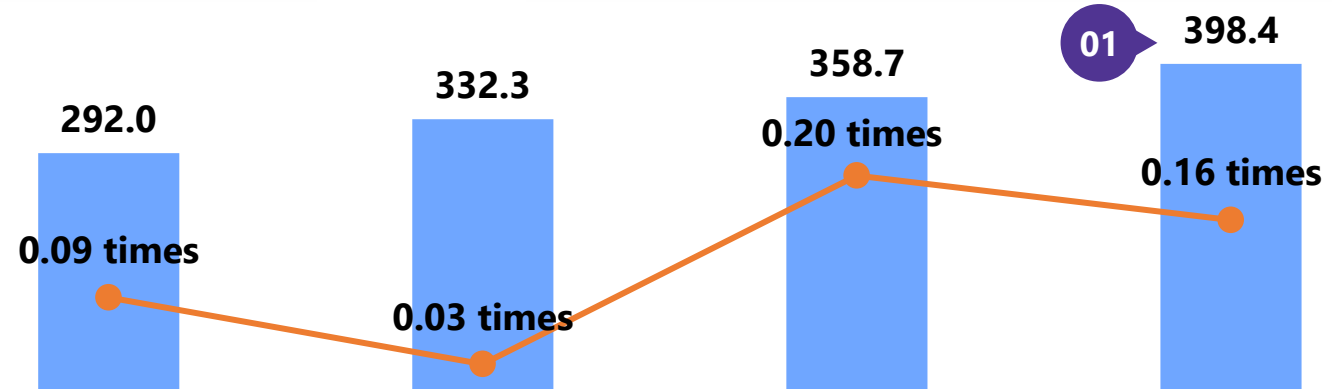
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ROE

ROE increased 1.9 pt, mainly due to the increase in net income and the purchase of treasury stock of 10 billion yen.

(Billion yen)

Net assets
D/E ratio



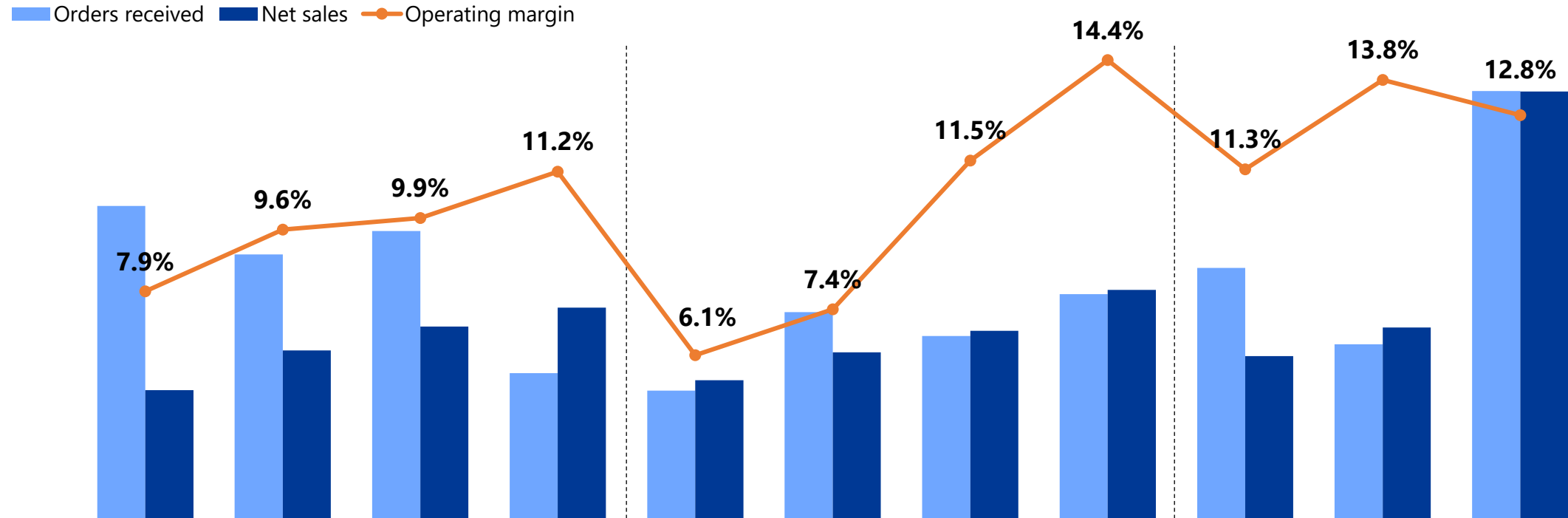
02

	FY2021	FY2022	FY2023	FY2024*2
ROE	13.1%	13.2%	13.2%	15.1%
1) Return on sales	7.00%	6.85%	7.43%	10.14%
2) Total asset turnover (times)	1.10	1.16	1.02	0.84
3) Financial leverage (times)	1.66	1.66	1.80	1.73
ROIC	11.0%	12.6%	11.4%	11.4%
WACC*1	6.4%	6.7%	6.6%	5.9%

*1 1) Change the expected rate of return from 5.5% to 6%. 2) Changed the calculation period for beta values from 36 months to 60 months. The figures for previous fiscal years have been recalculated due to changes in the figures used in the calculations.

*2 The consolidation period differs. For details, see "Change in Fiscal Year-End" on page 1.

Quarterly Orders, Sales, and Operating Margin

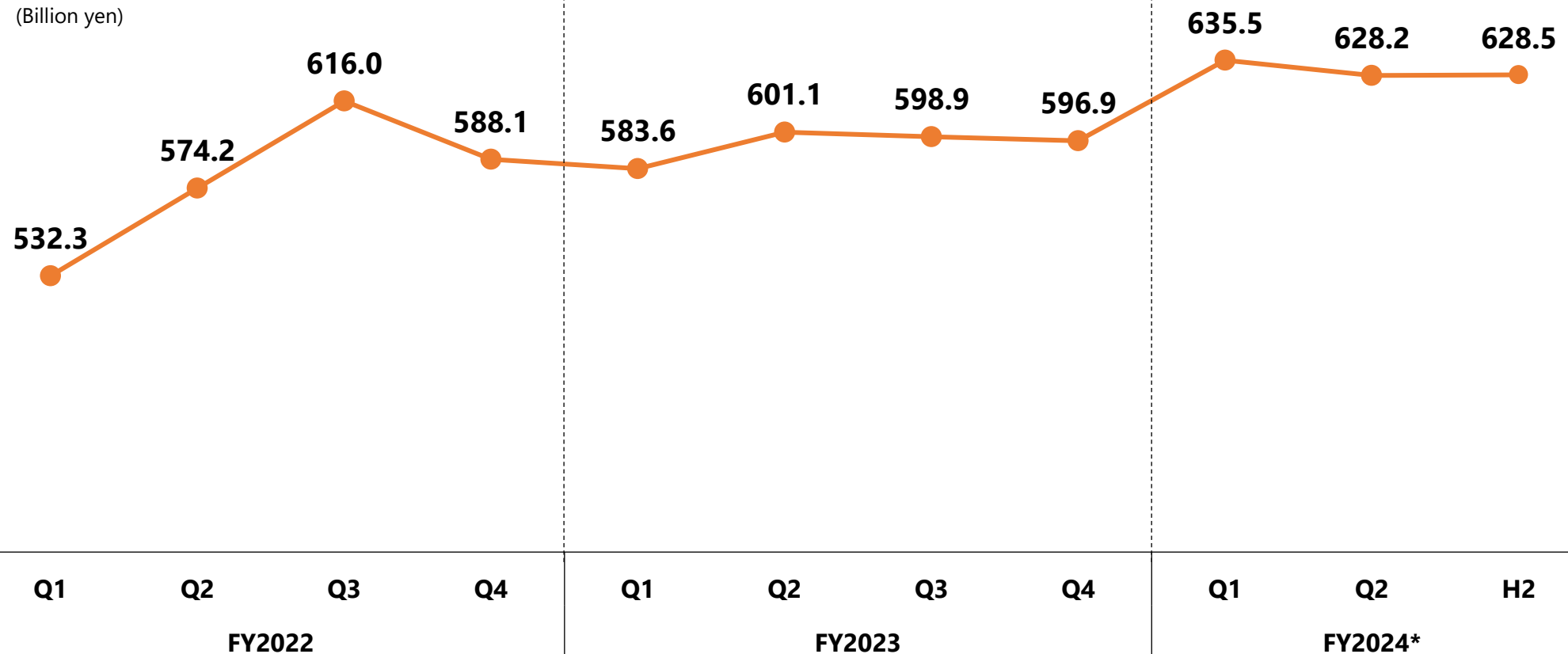


(Billion yen)	FY2022				FY2023				FY2024		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	H2*
Orders received	210.6	189.4	199.7	137.6	130.0	164.2	153.8	172.1	183.6	150.2	260.8
Net sales	130.2	147.5	157.9	166.2	134.5	146.7	156.1	174.0	145.0	157.5	260.6
Operating income	10.2	14.1	15.7	18.6	8.2	10.8	18.0	24.9	16.4	21.7	33.4

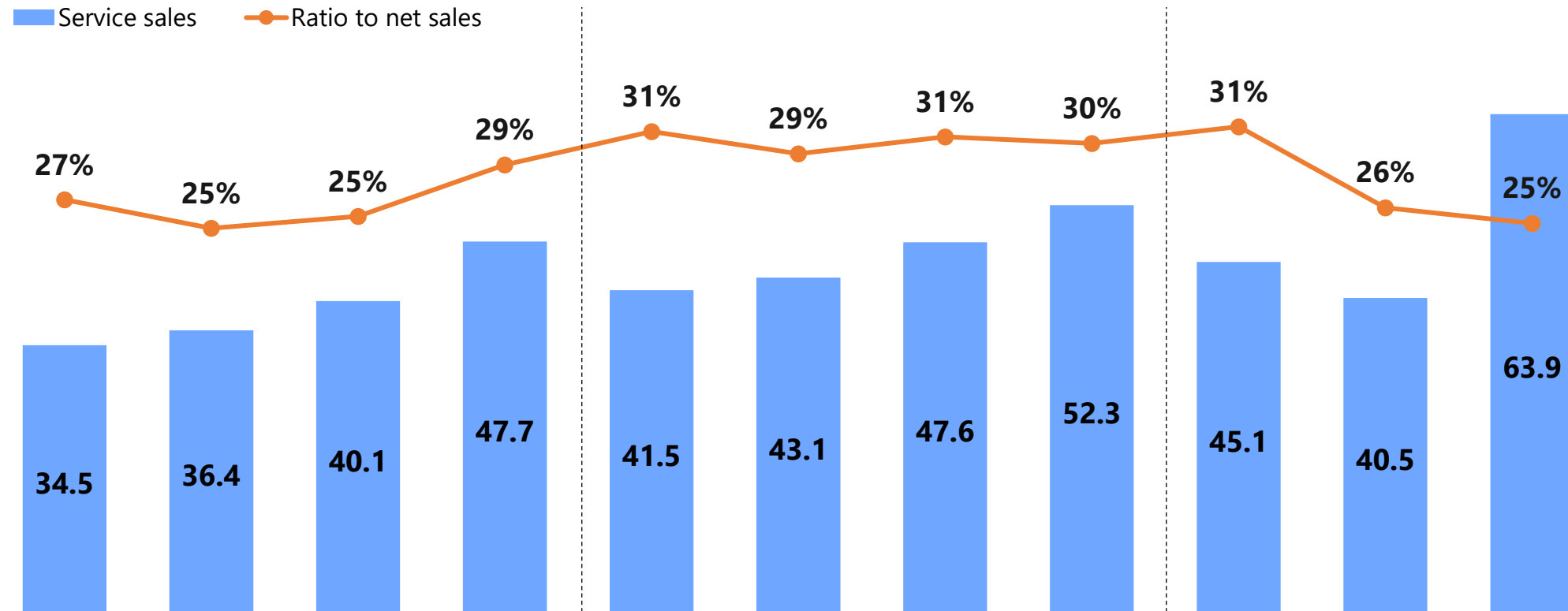
* Results for October–December 2024 in Japan, and July–December 2024 outside of Japan. For details, see “Change in Fiscal Year-End” on page 1.

01 Orders backlogs remained at a high level on a quarterly basis.

(Billion yen)



* The consolidation period differs. For details, see "Change in Fiscal Year-End" on page 1.



(Billion yen)	FY2022				FY2023				FY2024		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	H2*
Total	158.8				184.6				149.7		

* Results for October–December 2024 in Japan, and July–December 2024 outside of Japan. For details, see “Change in Fiscal Year-End” on page 1.

Quarterly Orders Received by Industry

(Billion yen)	FY2022				FY2023				FY2024		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	H2*
Automobile, auto parts	18.0	22.4	23.5	25.7	19.5	19.0	17.0	37.2	18.9	30.2	34.2
Electronics	98.4	87.2	54.2	31.4	40.6	58.2	39.7	52.7	49.0	52.9	103.8
Commerce, retail	50.3	34.1	79.3	24.0	22.2	27.1	55.7	34.3	39.6	28.0	23.3
Transportation, warehousing	5.4	6.2	6.5	10.5	6.8	6.3	6.4	8.9	13.3	3.9	20.3
Machinery	4.2	2.2	1.8	3.2	2.3	2.9	4.4	1.6	2.1	1.9	2.5
Chemicals, pharmaceuticals	11.4	8.9	5.6	6.9	8.0	6.7	5.0	8.8	5.5	3.8	9.2
Food	3.1	3.6	6.6	3.8	6.8	24.1	5.3	6.0	4.2	4.0	8.0
Iron, steel, nonferrous metals	1.5	0.9	1.1	1.7	2.2	1.3	1.5	1.7	1.8	0.5	1.6
Precision equipment, printing, office equipment	2.4	1.9	0.7	0.8	0.9	0.9	1.0	1.0	1.7	0.8	1.2
Airport	10.9	19.5	11.3	20.4	13.5	12.2	12.8	14.4	41.8	19.2	49.2
Other	4.5	1.8	8.6	8.6	6.7	5.0	4.5	5.0	5.3	4.7	7.2
Total	210.6	189.4	199.7	137.6	130.0	164.2	153.8	172.1	183.6	150.2	260.8

* Results for October–December 2024 in Japan, and July–December 2024 outside of Japan. For details, see “Change in Fiscal Year-End” on page 1.

Quarterly Net Sales by industry

(Billion yen)	FY2022				FY2023				FY2024		
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	H2*
Automobile, auto parts	11.5	14.7	17.5	21.6	16.1	19.1	21.1	25.0	16.4	21.6	37.0
Electronics	43.2	52.6	63.4	56.4	44.9	48.5	50.8	59.2	48.3	56.5	92.2
Commerce, retail	41.6	40.4	38.7	40.0	36.2	36.0	38.5	36.6	33.6	30.2	46.0
Transportation, warehousing	8.2	7.7	6.6	7.7	4.8	4.9	6.6	8.3	7.0	7.9	12.0
Machinery	2.9	3.0	2.1	2.1	2.0	2.5	2.9	2.7	2.2	3.3	3.1
Chemicals, pharmaceuticals	4.2	5.7	6.0	8.6	6.1	5.9	6.1	6.9	5.8	7.7	9.2
Food	3.1	3.3	4.2	5.0	2.8	4.6	5.2	7.8	6.2	5.7	9.7
Iron, steel, nonferrous metals	0.7	1.1	1.4	1.4	1.2	1.4	1.1	1.5	1.1	1.2	1.5
Precision equipment, printing, office equipment	1.1	1.6	1.5	2.1	1.1	0.8	1.1	1.3	1.1	1.4	1.1
Airport	9.1	11.3	12.4	13.2	14.2	16.0	16.7	18.7	17.5	13.0	41.2
Other	4.3	4.8	4.2	5.7	4.9	5.0	7.2	6.6	4.8	8.2	3.6
Subtotal	130.3	146.7	158.4	164.2	134.9	145.1	157.9	175.0	144.6	157.2	257.1
Consolidated adjustment and other	-0.1	0.7	-0.5	1.9	-0.4	1.5	-1.8	-0.9	0.4	0.3	3.4
Total	130.2	147.5	157.9	166.2	134.5	146.7	156.1	174.0	145.0	157.5	260.6

* Results for October–December 2024 in Japan, and July–December 2024 outside of Japan. For details, see “Change in Fiscal Year-End” on page 1.

02

Earnings Forecast

Fiscal 2025 forecast

Orders received

¥ **700.0** billion

Change*

+¥**46.8** billion

+**7.2%**

Investment in automation in the distribution and manufacturing sectors against the backdrop of a labor shortage and soaring labor costs, investment in advanced semiconductors for generative AI and investment in semiconductor back-end processes will all increase. Furthermore, xEV-related investment in the automotive industry and investment in automation at airports are expected to continue at a high level.

Net sales

¥ **650.0** billion

Change*

+¥ **6.0** billion

+**0.9%**

Sales are expected to grow steadily based on an extensive order backlog from the end of the previous fiscal year.

Operating income

¥ **81.5** billion

Change*

+¥ **0.4** billion

+**0.6%**

Operating margin

12.5%

Change*

-**0.1**pt

Changes in the sales composition by region for cleanroom systems for the semiconductor sector, rising labor costs and an increase in supply chain costs mainly in Japan are expected. Nevertheless, the same level as FY2024 adjusted is projected, reflecting our efforts to reduce costs, including steps to increase production efficiency.

* Compared to FY2024 adjusted. For details, see "Change in Fiscal Year-End" on page 1.

Fiscal 2025 Forecast (Consolidated)

(Billion yen)	FY2024		FY2024 adjusted* [b]	FY2025 forecast					
	H1 [a]	FY		H1 [c]	YoY change (c-a)		FY [d]	Change (d-b)	
					Amount	Rate		Amount	Rate
Orders received	333.9	594.7	653.1	413.0	+79.0	+23.7%	700.0	+46.8	+7.2%
Net sales	302.6	563.2	643.9	334.0	+31.3	+10.4%	650.0	+6.0	+0.9%
Operating income	38.1	71.5	81.0	42.5	+4.3	+11.4%	81.5	+0.4	+0.6%
Operating margin	12.6%	12.7%	12.6%	12.7%	+0.1pt	–	12.5%	-0.1pt	–
Ordinary income	38.1	74.4	84.2	44.8	+6.6	+17.3%	85.0	+0.7	+0.8%
Net income attributable to shareholders of the parent company	29.7	57.0	64.4	33.0	+3.2	+11.1%	65.0	+0.5	+0.9%
Net margin	9.8%	10.1%	10.0%	9.9%	+0.1pt	–	10.0%	– pt	–
Net income per share (yen)	80.15	154.21	175.15	89.75	+9.60	+12.0%	176.78	+1.63	+0.9%

Exchange rates of 148 yen to the U.S. dollar (152.27 yen of the actual rate in the fiscal year ended December 2024) is assumed in preparing the plan for the fiscal year ending December 31, 2025.

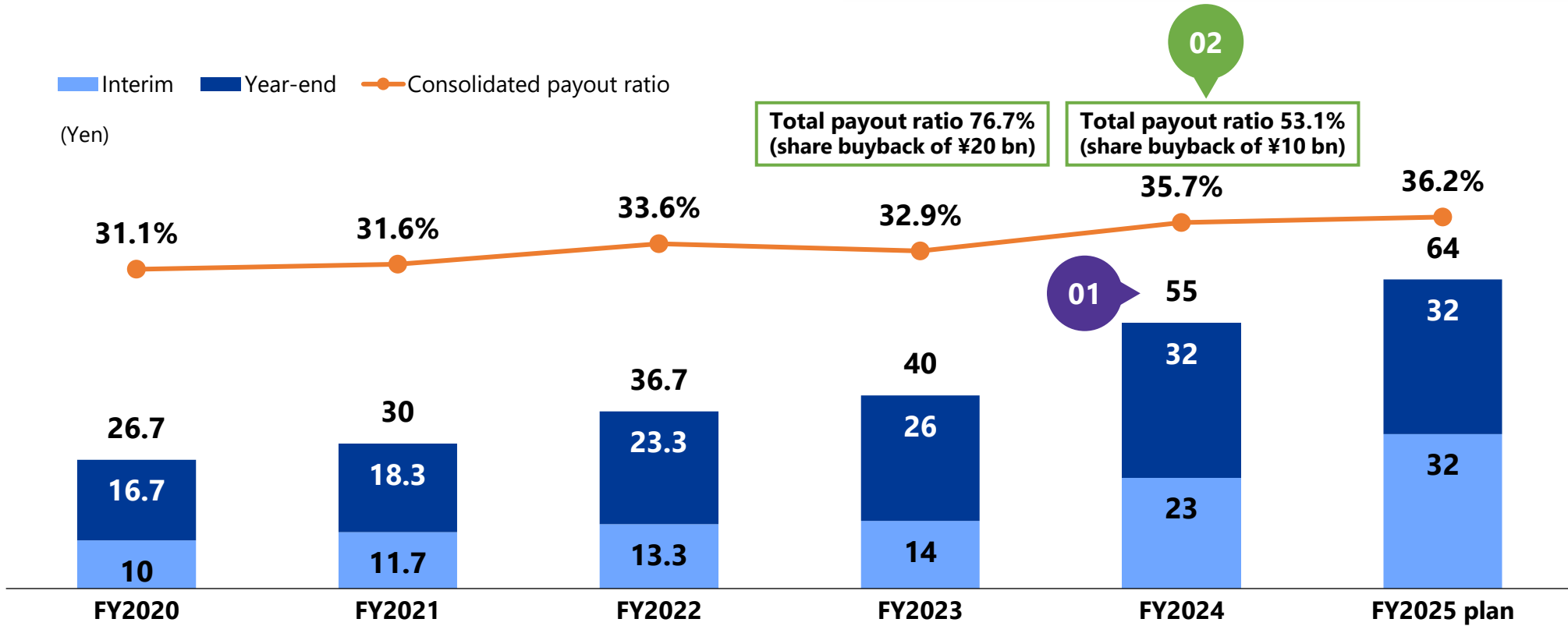
* The results for January to March 2024 in Japan are added to FY2024 results. For details, see “Change in Fiscal Year-End” on page 1.

01

The dividend for fiscal 2024 has been increased by 18 yen from the initial plan and by 8 yen from the announcement on November, to 55 yen.

02

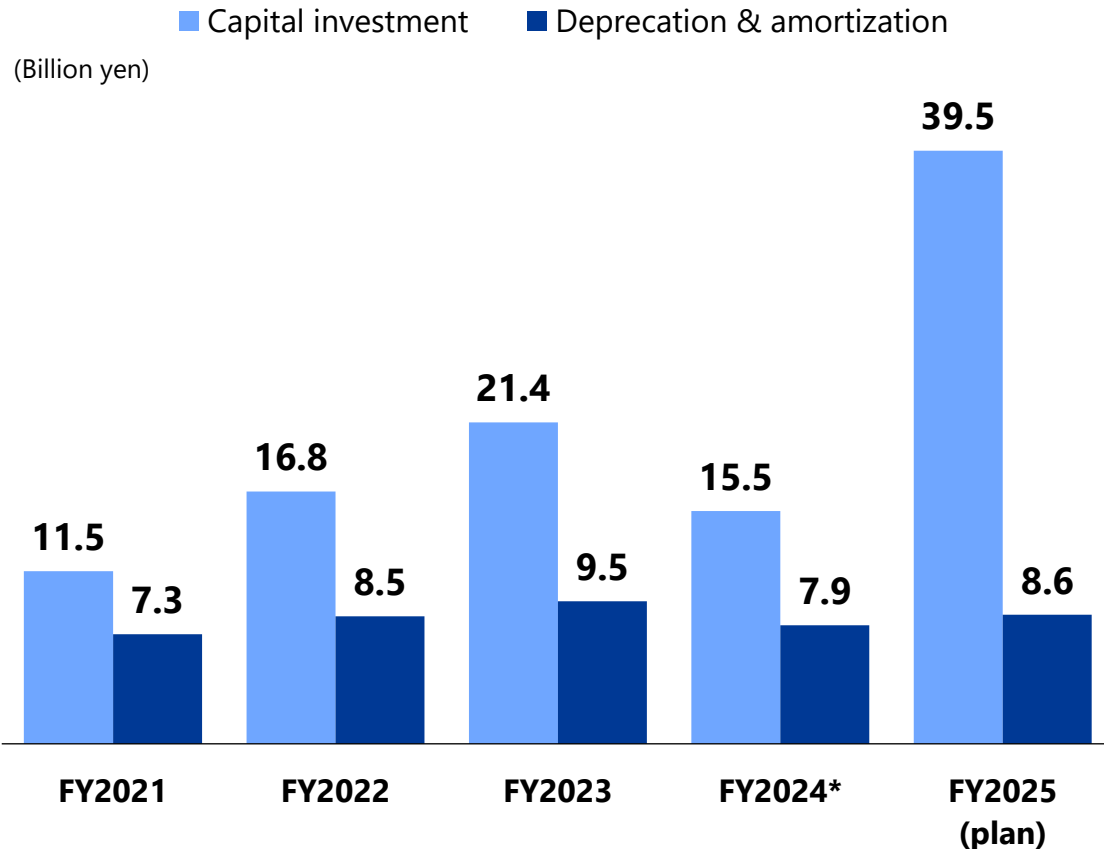
To improve capital efficiency and further enhance shareholder returns, the Company repurchased 10 billion yen worth of its own shares.



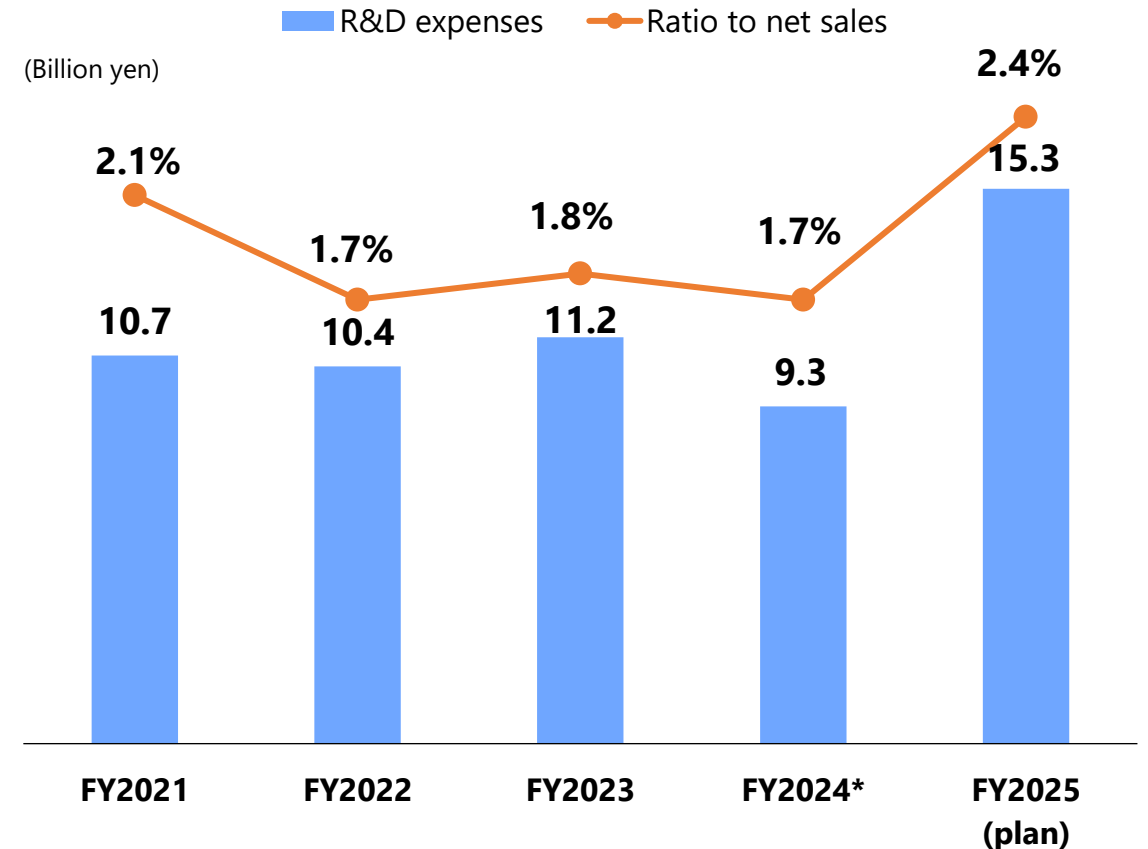
Note: Dividends for the year ended March 2023 and earlier periods are calculated retroactively from the stock split (a three-for-one split of the Company's common stock effective April 1, 2023).

Capital Investment, Depreciation, R&D Expenses (Consolidated)

Capital investment, depreciation



R&D expenses



* The consolidation period differs. For details, see "Change in Fiscal Year-End" on page 1.

03

Topics

Corporate credit rating upgraded

On January 31, Rating and Investment Information, Inc. (R&I) raised Daifuku's rating as below. Meanwhile, its short-term bond rating (commercial paper) was unchanged at "a-1."


	Before change	After change
Issuer Rating	A	A+
Rating outlook	Positive	Stable

	Issue limit	Rating
Commercial paper	20 billion yen	a-1

For details including the reasons for the rating, please refer to R&I's news release: www.r-i.co.jp/en/news_release_cfp/2025/01/news_release_cfp_20250131_22874_eng.pdf

CDP Rating upgraded

The Company has been selected for the highest rating "A List" by CDP*, up from last year's rating "A-", in recognition of its response to CDP Climate Change Program 2024.

	2023	2024
 Climate change	A-	A Highest

The Daifuku Group's initiatives regarding climate change www.daifuku.com/sustainability/environment/climate-change

CDP's website www.cdp.net/en

* CDP: Carbon Disclosure Project, an international non-profit organization working in environmental areas such as climate change, water, and forest resources.

DAIFUKU

Automation that Inspires

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.