



Automation that Inspires

First Half of the Fiscal Year Ending December 31, 2025

(January 1, 2025–June 30, 2025)

Consolidated Financial Results

August 7, 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 from the fiscal year ended December 31, 2024, the fiscal year-end (the closing date of the fiscal year) of the Company has been changed from March 31 to December 31 every year. As stated below, although the first half of the fiscal year ended December 31, 2024 and the first half of the fiscal year ending December 31, 2025 cover differing consolidated periods, the percentage change from the same quarter of the previous fiscal year is provided for reference.

	FY2024				FY2025				
		Q1	Q2	H2		Q1	Q2	Q3	Q4
Japan	April 1– December 31, 2024	April 1– June 30	July 1– September 30	October 1– December 31	January 1– December 31, 2025	January 1– March 31	April 1– June 30	July 1– September 30	October 1– December 31
Outside Japan	January 1– December 31, 2024	January 1– March 31	April 1– June 30	July 1– December 31					

	January–March		April–June		July–September		October–December	
FY2024			Japan (9 months)					
			Japan Q1		Japan Q2		Japan H2 (3 months)	
	Outside Japan (12 months)							
	Outside Japan Q1		Outside Japan Q2		Outside Japan H2 (6 months)			
	FY2024 adjusted* (adding the results for Jan-Mar 2024 in Japan)							
FY2025	Japan, Outside Japan (12 months)							
	Japan, Outside Japan Q1		Japan, Outside Japan Q2		Japan, Outside Japan Q3		Japan, Outside Japan Q4	

* 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.

Fiscal 2025 H1 results

Orders received

¥ **334.4** billion

Change

+¥**0.5** billion

+0.2%

Adjusted change*

+¥**28.7** billion

+9.4%

Net sales

¥ **326.4** billion

Change

+¥ **23.8** billion

+7.9%

Operating income

¥ **51.1** billion

Change

+¥ **12.9** billion

+34.0%

Operating margin

15.7%

Change

+**3.1**pt

Orders were almost on a par with the same period of the previous year. While orders for intralogistics systems and automotive systems declined, this was offset by an increase in orders for cleanroom systems and airport systems.

Sales increased in intralogistics systems, cleanroom systems, and automotive systems, benefiting from an extensive order backlog at the end of the previous fiscal year.

Operating margins increased, the result of cost-cutting initiatives such as production efficiency improvements, and the fact that the first quarter of the current fiscal year included January to March in Japan, a period when high-margin service sales increase due to seasonal factors.

* From FY2025, the change in order backlog at the previous fiscal year-end due to exchange rate fluctuations is not included in the amount of orders received. Orders for the first half of FY2024 include the impact of exchange rate fluctuations of +28.1 billion yen. Excluding this impact, orders received for the first half of FY2024 were 305.6 billion yen.

01

Financial Results

Fiscal 2025 H1 Results (January 1–June 30, 2025)

Sales, operating income, ordinary income, and net income attributable to shareholders of the parent company reached new record highs for the first half of the fiscal year.

(Billion yen)	FY2024 H1*1	FY2025 H1	Change	
			Amount	Rate
Orders received	333.9*2	334.4*2	+0.5	+0.2%
Net sales	302.6	326.4	+23.8	+7.9%
Operating income	38.1	51.1	+12.9	+34.0%
Operating margin	12.6%	15.7%	+3.1pt	—
Ordinary income	38.1	52.5	+14.3	+37.5%
Net income attributable to shareholders of the parent company	29.7	37.6	+7.9	+26.6%
Net income margin	9.8%	11.5%	+1.7pt	—
Net income per share (yen)	80.15	102.32	+22.17	+27.7%

Exchange rate (yen)	FY2024 H1	FY2025 H1
U.S. dollar	154.08	147.66
Chinese yuan	21.26	20.36
Korean won	0.1133	0.1038
New Taiwan dollar	4.81	4.66

Effective of exchange rate changes

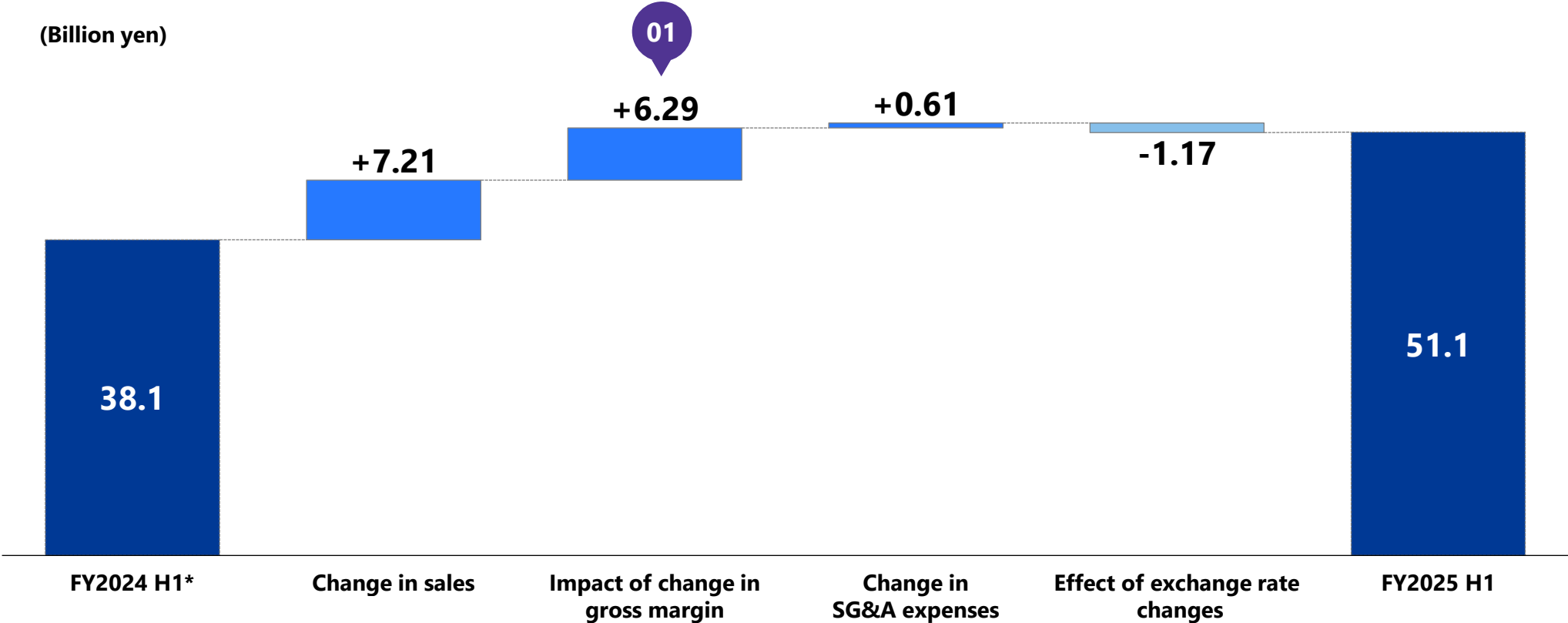
Orders received	Around -¥11.4bn	Net sales	Around -¥8.2bn	Operating income	Around -¥1.2bn
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*1 Reflects results for Apr–Sep 2024 in Japan and Jan–Jun 2024 outside of Japan. For details, see “Change in Fiscal Year-End” on page 1.

*2 From FY2025, the change in order backlog at the previous fiscal year-end due to exchange rate fluctuations is not included in the amount of orders received. Orders for the first half of FY2024 include the impact of exchange rate fluctuations of +28.1 billion yen. Excluding this impact, orders received for the first half of FY2024 were 305.6 billion yen.

Factors for Change in Operating Income

01 The result was supported by cost-cutting initiatives such as production efficiency improvements, and the fact that the first quarter of the current fiscal year included January to March in Japan, a period when high-margin service sales increase due to seasonal factors.



* Reflects results for Apr–Sep 2024 in Japan and Jan–Jun 2024 outside of Japan. For details, see “Change in Fiscal Year-End” on page 1.

Results by Reportable Segment

01

Daifuku

Sales were favorable in all business areas, underpinned by an extensive order backlog from the end of the previous fiscal year. Segment income increased, due to higher service sales in Japan, which are highly profitable.

02

Daifuku North America

Orders for airport systems increased due to the receipt of a large-scale project, while orders for cleanroom systems and automotive systems declined.

03

Clean Factomation

Orders increased, driven by an expansion in advanced semiconductor investment with increased demand for AI applications.

04

Daifuku (Suzhou) Cleanroom Automation

Although investment in legacy semiconductors continued, orders decreased due to the postponement of large-scale project orders to the second half of the fiscal year.

(Billion yen)	Orders received*2 (Orders from external customers)			Net sales (Sales to external customers)			Segment income (Net income attributable to shareholders of the parent company)		
	FY2024 H1*1	FY2025 H1	Change	FY2024 H1*1	FY2025 H1	Change	FY2024 H1*1	FY2025 H1	Change
01 Daifuku	105.3	95.9	-9.4	121.4	134.3	+12.8	17.6	34.0	+16.3
Contec	9.6	8.7	-0.9	9.2	9.5	+0.2	0.3	0.3	-0.0
02 Daifuku North America	116.8	113.5	-3.2	86.4	80.9	-5.4	6.1	8.1	+2.0
03 Clean Factomation	12.3	35.5	+23.1	12.9	18.8	+5.8	0.9	1.5	+0.5
04 Daifuku (Suzhou) Cleanroom Automation	25.2	14.0	-11.1	25.2	21.0	-4.1	7.0	5.7	-1.2
Other	64.4	66.5	+2.0	46.4	62.1	+15.6	1.9	5.9	+3.9
Consolidated adjustment and other	—	—	—	0.7	-0.3	-1.1	-4.3	-18.0	-13.6
Total	333.9	334.4	+0.5	302.6	326.4	+23.8	29.7	37.6	+7.9

*1 Reflects results for Apr–Sep 2024 in Japan and Jan–Jun 2024 outside of Japan. For details, see “Change in Fiscal Year-End” on page 1.

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Consolidated Balance Sheets

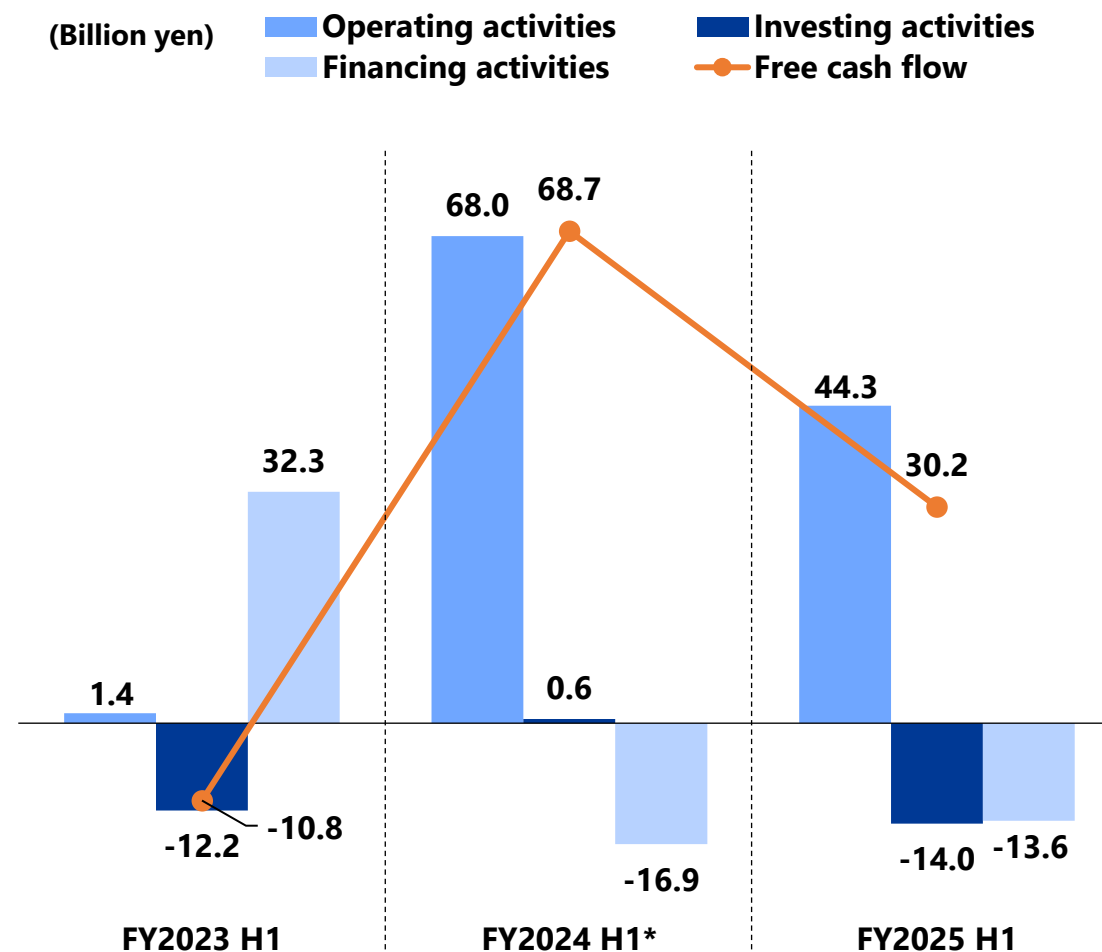
(Billion yen)	Dec. 31, 2024	Jun. 30, 2025	Change
Current assets	531.5	536.2	+4.6
Cash on hand and in banks	221.5	230.8	+9.3
Notes and accounts receivable	224.8	232.1	+7.2
Inventories	62.9	54.2	-8.7
Other	22.2	19.0	-3.1
Non-current assets	157.1	167.4	+10.3
Property, plant and equipment	85.7	94.9	+9.1
Intangible assets	12.3	11.8	-0.5
Investments and other assets	58.9	60.6	+1.7
Total assets	688.7	703.6	+14.9

(Billion yen)	Dec. 31, 2024	Jun. 30, 2025	Change
Current liabilities	214.2	215.5	+1.3
Notes and accounts payable	81.7	82.9	+1.1
Contract liabilities	85.0	73.7	-11.2
Other	47.4	58.9	+11.4
Non-current liabilities	76.0	77.0	+1.0
Total Liabilities	290.2	292.6	+2.3
Shareholders' equity	348.7	374.5	+25.8
Total net assets	398.4	411.0	+12.6
Total liabilities and net assets	688.7	703.6	+14.9

Consolidated Statements of Cash Flows

(Billion yen)	FY2024 H1*	FY2025 H1	Change
Cash flows from operating activities	68.0	44.3	-23.6
Cash flows from investing activities	0.6	-14.0	-14.7
Free cash flows	68.7	30.2	-38.4
Cash flows from financing activities	-16.9	-13.6	+3.3
Cash and cash equivalents at end of period	197.4	229.8	+32.3

* Reflects results for Apr–Sep 2024 in Japan and Jan–Jun 2024 outside of Japan. For details, see “Change in Fiscal Year-End” on page 1.



Orders and Sales by Destination

01

China
Orders declined in cleanroom systems.

02

South Korea, Taiwan
Orders and Sales increased in cleanroom systems.

(Billion yen)	Orders*2					Sales				
	FY2024 H1*1	% of subtotal	FY2025 H1	% of subtotal	YoY change	FY2024 H1*1	% of subtotal	FY2025 H1	% of subtotal	YoY change
Japan	76.3	22.8%	73.9	22.2%	-2.4	93.2	30.9%	93.4	28.6%	+0.1
Non-Japan	257.5	77.2%	260.5	77.8%	+2.9	208.5	69.1%	233.4	71.4%	+24.8
North America	119.3	35.7%	117.1	35.0%	-2.1	88.6	29.4%	85.4	26.1%	-3.2
Asia	117.2	35.2%	130.5	39.0%	+13.3	99.8	33.1%	129.6	39.7%	+29.8
China	48.9	14.7%	34.4	10.3%	-14.5	57.8	19.2%	43.7	13.4%	-14.1
South Korea	17.1	5.1%	39.2	11.7%	+22.1	17.5	5.8%	24.2	7.4%	+6.6
Taiwan	34.5	10.4%	45.5	13.6%	+10.9	13.3	4.4%	44.7	13.7%	+31.4
Other Asia	16.5	5.0%	11.3	3.4%	-5.1	11.0	3.7%	16.9	5.2%	+5.8
Europe	6.9	2.1%	6.7	2.0%	-0.1	7.5	2.5%	7.5	2.3%	+0.0
Latin America	3.8	1.2%	0.7	0.2%	-3.1	3.6	1.2%	1.4	0.4%	-2.2
Other	10.1	3.0%	5.3	1.6%	-4.8	8.8	2.9%	9.3	2.9%	+0.4
Subtotal	—	—	—	—	—	301.8	100.0%	326.8	100.0%	+25.0
Consolidated adjustment and other	—	—	—	—	—	0.7	—	-0.3	—	-1.1
Total	333.9	100.0%	334.4	100.0%	+0.5	302.6	—	326.4	—	+23.8

*1 Reflects results for Apr–Sep 2024 in Japan and Jan–Jun 2024 outside of Japan. For details, see “Change in Fiscal Year-End” on page 1.

*2 From FY2025, the change in order backlog at the previous fiscal year-end due to exchange rate fluctuations is not included in the amount of orders received. Orders for the first half of FY2024 include the impact of exchange rate fluctuations of +28.1 billion yen. Excluding this impact, orders received for the first half of FY2024 were 305.6 billion yen.

Orders and Sales by Industry

01

Automobile, auto parts
Orders declined in North America.

02

Electronics
Orders increased due to an expansion in investment in advanced semiconductors. Sales were strong in cleanroom systems for legacy semiconductors.

03

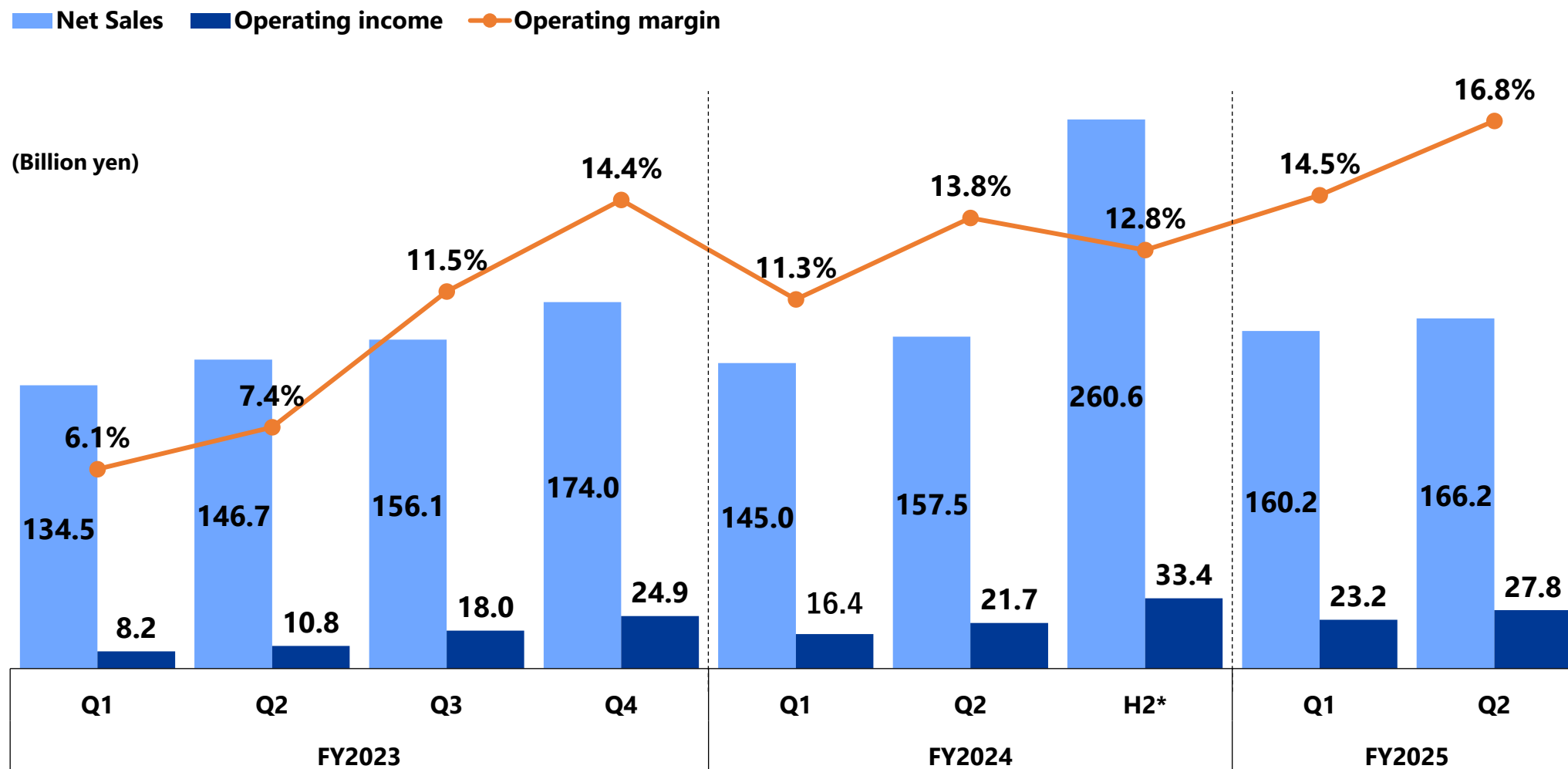
Airport
Orders and sales were strong in North America.

(Billion yen)	Orders*2					Sales				
	FY2024 H1*1	% of subtotal	FY2025 H1	% of subtotal	YoY change	FY2024 H1*1	% of subtotal	FY2025 H1	% of subtotal	YoY change
01 Automobile, auto parts	49.2	14.7%	31.7	9.5%	-17.4	38.1	12.6%	40.8	12.5%	+2.6
02 Electronics	101.9	30.5%	116.6	34.9%	+14.7	104.8	34.7%	126.2	38.5%	+21.3
Commerce, retail	67.6	20.3%	59.3	17.7%	-8.3	63.8	21.2%	68.6	21.0%	+4.7
Transportation, warehousing	17.3	5.2%	7.3	2.2%	-10.0	14.9	4.9%	14.8	4.5%	-0.0
Machinery	4.0	1.2%	4.5	1.4%	+0.5	5.6	1.9%	3.8	1.2%	-1.7
Chemicals, pharmaceuticals	9.4	2.8%	12.4	3.7%	+2.9	13.5	4.5%	10.8	3.3%	-2.7
Food	8.2	2.5%	14.5	4.3%	+6.2	12.0	4.0%	12.0	3.7%	-0.0
Iron, steel, nonferrous metals	2.3	0.7%	2.1	0.7%	-0.1	2.4	0.8%	3.3	1.0%	+0.9
Precision equipment, printing, office equipment	2.5	0.8%	3.1	0.9%	+0.5	2.6	0.9%	2.4	0.9%	-0.2
03 Airport	61.0	18.3%	71.1	21.3%	+10.1	30.6	10.2%	35.3	10.8%	+4.7
Other	10.0	3.0%	11.3	3.4%	+1.3	13.0	4.3%	8.4	2.6%	-4.5
Subtotal	—	—	—	—	—	301.8	100.0%	326.8	100.0%	+25.0
Consolidated adjustment and other	—	—	—	—	—	0.7	—	-0.3	—	-1.1
Total	333.9	100.0%	334.4	100.0%	+0.5	302.6	—	326.4	—	+23.8

*1 Reflects results for Apr–Sep 2024 in Japan and Jan–Jun 2024 outside of Japan. For details, see “Change in Fiscal Year-End” on page 1.

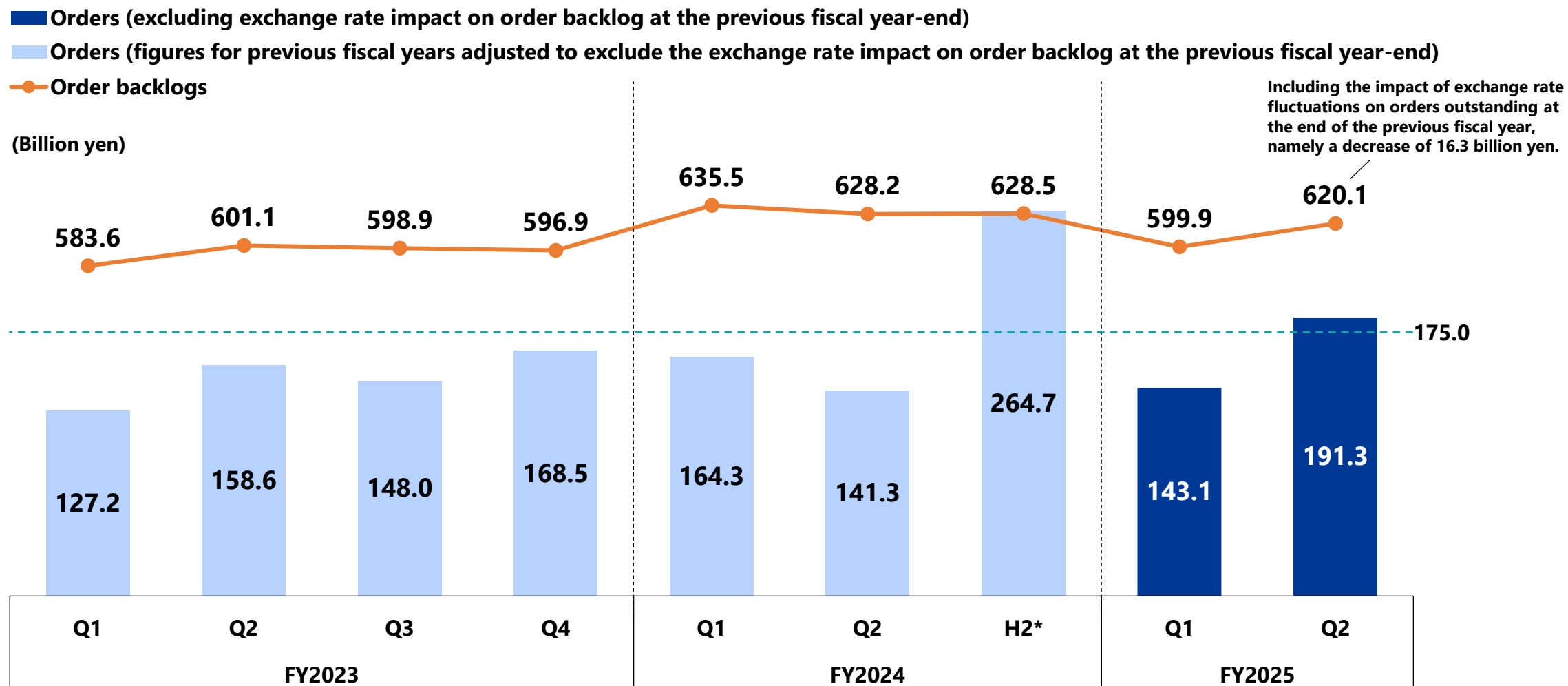
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Quarterly Sales, Operating Income and Operating Margin

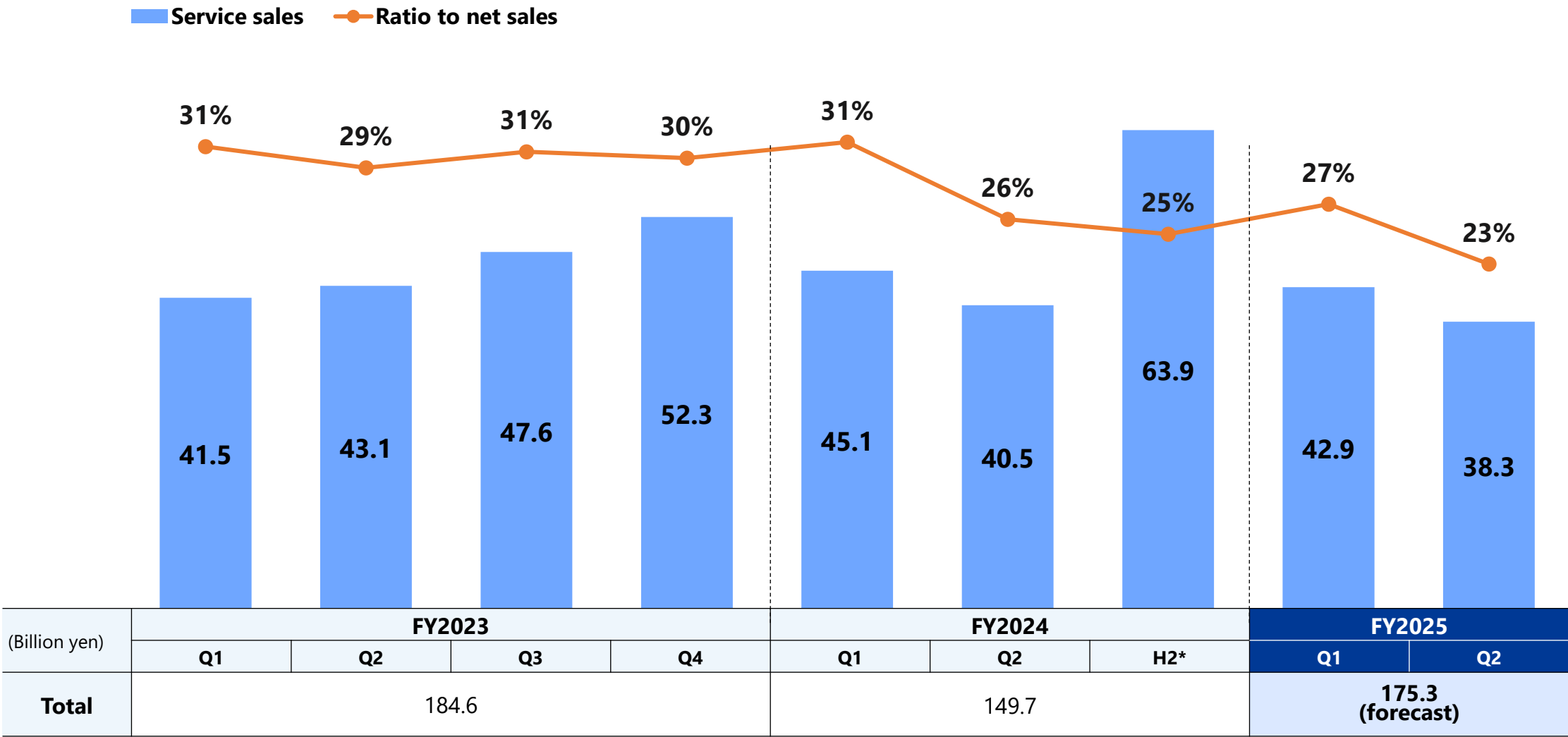


* Reflects results for Oct-Dec 2024 in Japan (3 months) and Jul-Dec 2024 outside of Japan (6 months). For details, see "Change in Fiscal Year-End" on page 1.

Quarterly Orders and Order Backlogs



* Reflects results for Oct-Dec 2024 in Japan (3 months) and Jul-Dec 2024 outside of Japan (6 months). For details, see "Change in Fiscal Year-End" on page 1.



* Reflects results for Oct-Dec 2024 in Japan (3 months) and Jul-Dec 2024 outside of Japan (6 months). For details, see “Change in Fiscal Year-End” on page 1.

Quarterly Net Sales by industry

(Billion yen)	FY2023				FY2024			FY2025	
	Q1	Q2	Q3	Q4	Q1	Q2	H2*	Q1	Q2
Automobile, auto parts	16.1	19.1	21.1	25.0	16.4	21.6	37.0	20.7	20.0
Electronics	44.9	48.5	50.8	59.2	48.3	56.5	92.2	58.4	67.8
Commerce, retail	36.2	36.0	38.5	36.6	33.6	30.2	46.0	34.0	34.5
Transportation, warehousing	4.8	4.9	6.6	8.3	7.0	7.9	12.0	7.8	6.9
Machinery	2.0	2.5	2.9	2.7	2.2	3.3	3.1	1.8	1.9
Chemicals, pharmaceuticals	6.1	5.9	6.1	6.9	5.8	7.7	9.2	5.7	5.0
Food	2.8	4.6	5.2	7.8	6.2	5.7	9.7	6.4	5.5
Iron, steel, nonferrous metals	1.2	1.4	1.1	1.5	1.1	1.2	1.5	1.9	1.4
Precision equipment, printing, office equipment	1.1	0.8	1.1	1.3	1.1	1.4	1.1	1.3	1.0
Airport	14.2	16.0	16.7	18.7	17.5	13.0	41.2	17.3	18.0
Other	4.9	5.0	7.2	6.6	4.8	8.2	3.6	4.8	3.6
Subtotal	134.9	145.1	157.9	175.0	144.6	157.2	257.1	160.6	166.2
Consolidated adjustment and other	-0.4	1.5	-1.8	-0.9	0.4	0.3	3.4	-0.3	0.0
Total	134.5	146.7	156.1	174.0	145.0	157.5	260.6	160.2	166.2

* Reflects results for Oct-Dec 2024 in Japan (3 months) and Jul-Dec 2024 outside of Japan (6 months). For details, see "Change in Fiscal Year-End" on page 1.

02

Earnings Forecast

FY2025 Forecast

Orders received

FY
¥ 700.0 billion

From the May forecast

Unchanged

Change*

+¥46.8 billion

+7.2%

Net sales

FY
¥ 650.0 billion

From the May forecast

Unchanged

Change*

+¥6.0 billion

+0.9%

Operating income

FY
¥ 87.0 billion
OP margin 13.4%

From the May forecast

Revised upward by ¥5.5 billion

Change*

+¥5.9 billion

+7.4%

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.

Sales are expected to progress as planned, underpinned by an extensive order backlog from the end of the previous fiscal year.

The full-year forecast has been revised upward to reflect increased profitability as a result of cost-cutting initiatives such as production efficiency improvements.

Note: The earnings forecast reflects the impact of U.S. tariff policy.

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

Fiscal 2025 Forecast (Consolidated)

(Billion yen)	FY2024		FY2025 forecast					
	FY	FY2024 adjusted* [a]	FY				Change (b-a)	
			Announced on			Change from the May	Amount	Rate
			Feb. 14	May 13	Aug. 7 [b]			
Orders received	594.7	653.1	700.0	700.0	700.0	—	+46.8	+7.2%
Net sales	563.2	643.9	650.0	650.0	650.0	—	+6.0	+0.9%
Operating income	71.5	81.0	81.5	81.5	87.0	+5.5	+5.9	+7.4%
Operating margin	12.7%	12.6%	12.5%	12.5%	13.4%	+0.8pt	+0.8pt	—
Ordinary income	74.4	84.2	85.0	84.3	90.0	+5.7	+5.7	+6.8%
Net income attributable to shareholders of the parent company	57.0	64.4	65.0	65.0	68.0	+3.0	+3.5	+5.6%
Net margin	10.1%	10.0%	10.0%	10.0%	10.5%	+0.5pt	+0.5pt	—
Net income per share (yen)	154.21	175.15	176.78	176.78	184.94	+8.16	+9.79	+5.6%

An exchange rate 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

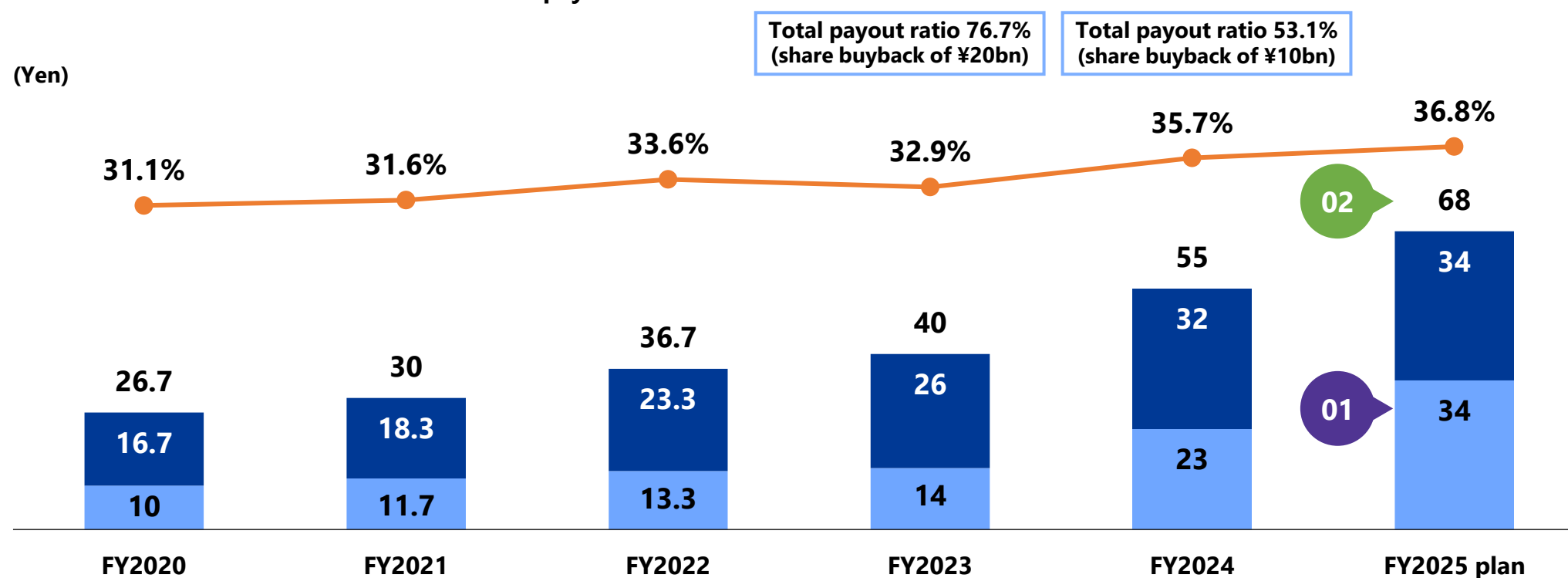
The interim dividend for fiscal 2025 has been increased by 2 yen from the initial plan, to 34 yen.

02

The year-end dividend for fiscal 2025 has been increased by 2 yen from the initial plan, to 34 yen, resulting in a total annual dividend of 68 yen.

■ Interim ■ Year-end — Consolidated payout ratio

(Yen)



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).

The United States is one of our priority markets, accounting for 83.1 billion yen in net sales and composition ratio of 25% for the first half of the fiscal year ending December 31, 2025 (167.7 billion yen and composition ratio of 30% for the previous fiscal year).

While some products and components sourced from outside the United States will be subject to tariffs introduced by the United States, most of the intralogistics systems, automotive systems, and airport systems are produced in the United States. In addition, cleanroom systems are manufactured in Japan, Taiwan, and South Korea and exported to the United States, with the majority of contracts being with customers as importers. For this reason, the tariffs incurred by the Group are limited.

However, U.S. trade policy may affect the future investment plans (country, amount, and timing) of our customers, particularly those in the automotive and semiconductor industries. We will redouble efforts to deepen communication with our customers and make optimal proposals that utilize the Group's global network for investment plans, thereby securing orders.

In addition, the Group has positioned the United States as a priority market and is currently constructing a new factory for intralogistics systems, where production capacity shortages are expected in the future. The factory is scheduled for completion in October 2025. As a result, production capacity for intralogistics systems in the United States will increase to approximately double the previous capacity. We are strengthening our order acquisition activities in anticipation of increased production capacity, aiming to increase sales and expand our market share in the U.S. market by taking advantage of our strengths in local self-sufficiency.

03

Topics

Daifuku Report 2025



We will publish the Daifuku Report 2025 as integrated reporting in September 2025. This report focuses on the value creation story toward realizing the Group's long-term vision, Driving Innovative Impact 2030.


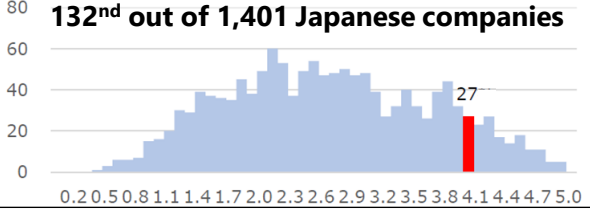
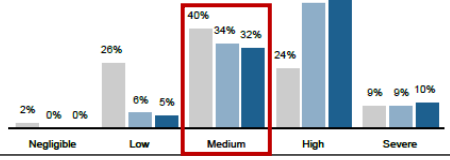
For details, see our website: www.daifuku.com/ir/library/annualreport

Sustainability Report 2025



In August 2025, we published our Sustainability Report 2025. This report is a PDF version of our website disclosure on sustainability.

For details, see our website: www.daifuku.com/sustainability/report

Evaluator	Title (constituent)	Evaluation/Score		
		2024 (CY)	2025 (CY)	Our position
MSCI	ESG Rating Top rating: AAA MSCI Japan ESG Select Leaders Index, MSCI Japan Empowering Women Index	AA	AA As of February	In the top 43% of the industrial machinery sector 
FTSE	ESG Rating Top rating: 5.0 FTSE4Good Index Series, FTSE Blossom Japan Index, FTSE Blossom Japan Sector Relative Index	4.0	4.0 As of June	132 nd out of 1,401 Japanese companies 
Sustainalytics	ESG Risk Rating Five categories rating: Negligible (0-10), Low (10-20), Medium (20-30), High (30-40), Severe (40+)	17.0 (Low Risk)	23.4 (Medium Risk) As of June	81 st out of 575 machinery companies 
CDP	CDP Climate Change Top rating: A	A-	A As of February	—
	CDP Water Security Top rating: A	B	A- As of February	—

In June 2025, Daifuku disclosed information in accordance with the TNFD* recommendations. Following the TNFD framework, we assessed the relationship between our Group's business activities and natural capital, evaluated our impacts and dependencies on natural capital, and identified potential risks and opportunities that may affect the Group in the future.

We have established coexisting with nature as one of our crucial issue areas in the Daifuku Environmental Vision 2050. We strive to sustainably use ecosystem services and conserve biodiversity, aiming to eliminate any negative impact from our business activities on natural capital. Going forward, we will continue to address interconnected environmental issues such as biodiversity and climate change in a comprehensive manner, contributing to the realization of a sustainable society.

*TNFD: Task Force on Nature-related Financial Disclosures

For details, see our website:

Disclosure based on TNFD Recommendations

www.daifuku.com/sustainability/environment/biodiversity/#sec02

Environmental Management

www.daifuku.com/sustainability/environment/management



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.