



Automation that Inspires

First Three Quarters of the Fiscal Year Ending December 31, 2025
(January 1, 2025–September 30, 2025)

Consolidated Financial Results

November 11, 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. Reference information (non-audited) for the previous year is partially provided, adjusted to match the same duration.

	FY2024					FY2025			
	Q1	H1	YoY reference	H2		Q1	H1	3Qs	
Japan	April 1– June 30	April 1– September 30	April– December (9 months)	October 1– December 31 (3 months)	April 1– December 31, 2024 (9 months)	January 1– March 31	January 1– June 30	January 1– September 30	January 1– December 31 2025
Outside Japan	January 1– March 31	January 1– June 30	January– September (9 months)	July 1– December 31 (6 months)	January 1– December 31, 2024 (12 months)				
		January–March		April–June		July–September		October–December	
FY2024				Japan (9 months)					
						Japan YoY reference			
		Outside Japan (12 months)							
				Outside Japan YoY reference					
		FY2024 adjusted* (adding the results for Jan-Mar 2024 in Japan)							
FY2025		Japan, Outside Japan (12 months)							
				Japan, Outside Japan 3Qs					

* 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 3Qs results

Orders received

¥ **499.0** billion

Change

+¥ **12.6** billion

+2.6%

Adjusted change*

+¥ **36.8** billion

+8.0%

Net sales

¥ **486.0** billion

Change

+¥ **19.4** billion

+4.2%

Operating income

¥ **75.2** billion

Change

+¥ **15.6** billion

+26.3%

Operating margin

15.5%

Change

+**2.7**pt

Orders for automotive systems were sluggish, while orders for intralogistics systems, cleanroom systems, and airport systems remained steady.

* Orders for the Year-on-Year reference include the impact of exchange rate fluctuations to the order backlog at the previous fiscal year-end of +24.2 billion yen. Excluding this impact, orders received for Year-on-Year reference were 462.1 billion yen.

Sales remained strong, supported by a favorable performance in intralogistics systems, cleanroom systems, and automotive systems, which benefiting from an extensive order backlog at the end of the previous fiscal year.

Operating margin remained at a high level due to cost reductions achieved through production efficiency improvements and enhanced project management, as well as a focus on securing orders with strong profitability.

Note: "Change" shows the variation compared to the Year-on-Year reference.

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Financial Results

Fiscal 2025 3Qs Results (January 1–September 30, 2025)

Operating income, ordinary income, and net income attributable to shareholders of the parent company already exceed the record-high results of the previous fiscal year.

(Billion yen)	FY2024*1	YoY reference*2	FY2025 3Qs	Change	
				Amount	Rate
Orders received	594.7*4	486.4*5	499.0*3	+12.6	+2.6%
Net sales	563.2	466.6	486.0	+19.4	+4.2%
Operating income	71.5	59.5	75.2	+15.6	+26.3%
Operating margin	12.7%	12.8%	15.5%	+2.7pt	—
Ordinary income	74.4	61.8	77.5	+15.6	+25.3%
Net income attributable to shareholders of the parent company	57.0	47.9	58.4	+10.4	+21.9%
Net income margin	10.1%	10.3%	12.0%	+1.7pt	—
Net income per share (yen)	154.21	129.58	159.01	+29.43	+22.7%

Exchange rate (yen)	FY2024	FY2025 3Qs
U.S. dollar	152.27	147.91
Chinese yuan	21.13	20.49
Korean won	0.1113	0.1047
New Taiwan dollar	4.74	4.75

Effective of exchange rate changes

Orders received	Around -¥9.7bn	Net sales	Around -¥7.7bn	Operating income	Around -¥1.1bn
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*1 Results for Apr–Dec 2024 in Japan and Jan–Dec 2024 outside of Japan. For details, see “Change in Fiscal Year-End” on page 1.

*2 Reference information for Apr–Dec 2024 in Japan and Jan–Sep 2024 outside of Japan.

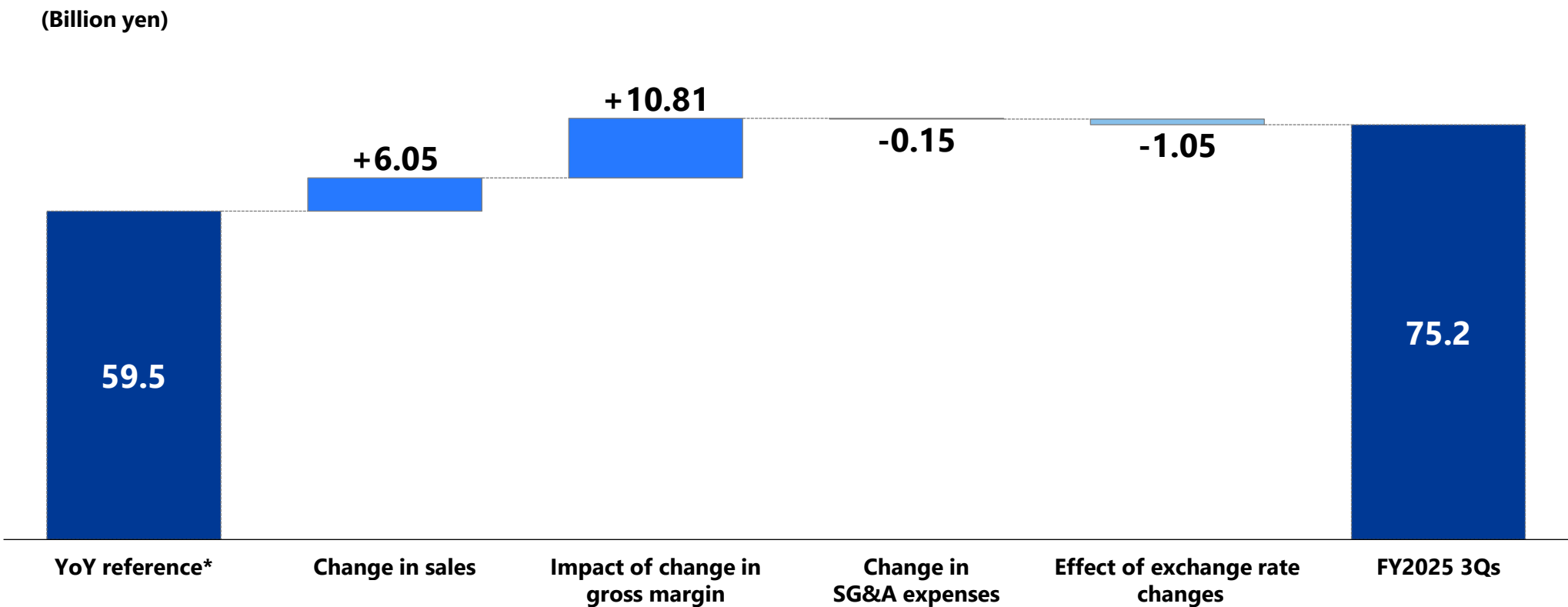
*3 From FY2025, the change in order backlog at the previous fiscal year-end due to exchange rate fluctuations is not included in the amount of orders received.

*4 Orders for the FY2024 include the impact of exchange rate fluctuations to the order backlog at the previous fiscal year-end of +24.2 billion yen. Excluding this impact, orders received for the FY2024 were 570.4 billion yen.

*5 Orders for the Year-on-Year reference include the impact of exchange rate fluctuations to the order backlog at the previous fiscal year-end of +24.2 billion yen. Excluding this impact, orders received for Year-on-Year reference were 462.1 billion yen.

Factors for Change in Operating Income

The result was supported by cost reductions achieved through production efficiency improvements and enhanced project management, as well as a focus on securing orders with strong profitability.



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

Results by Reportable Segment

Daifuku

Orders for automotive systems were affected by delays in project and customer investment decisions on certain projects.

Daifuku North America

Orders for intralogistics systems and airport systems remained favorable.

Clean Factomation

Orders remained steady, driven by an expansion in advanced semiconductor investments for AI applications. Sales and segment income were favorable, underpinned by an order backlog from the end of the previous fiscal year.

Daifuku (Suzhou) Cleanroom Automation

Orders remained generally steady, supported by continued investment in line with efforts to strengthen and promote domestic production.

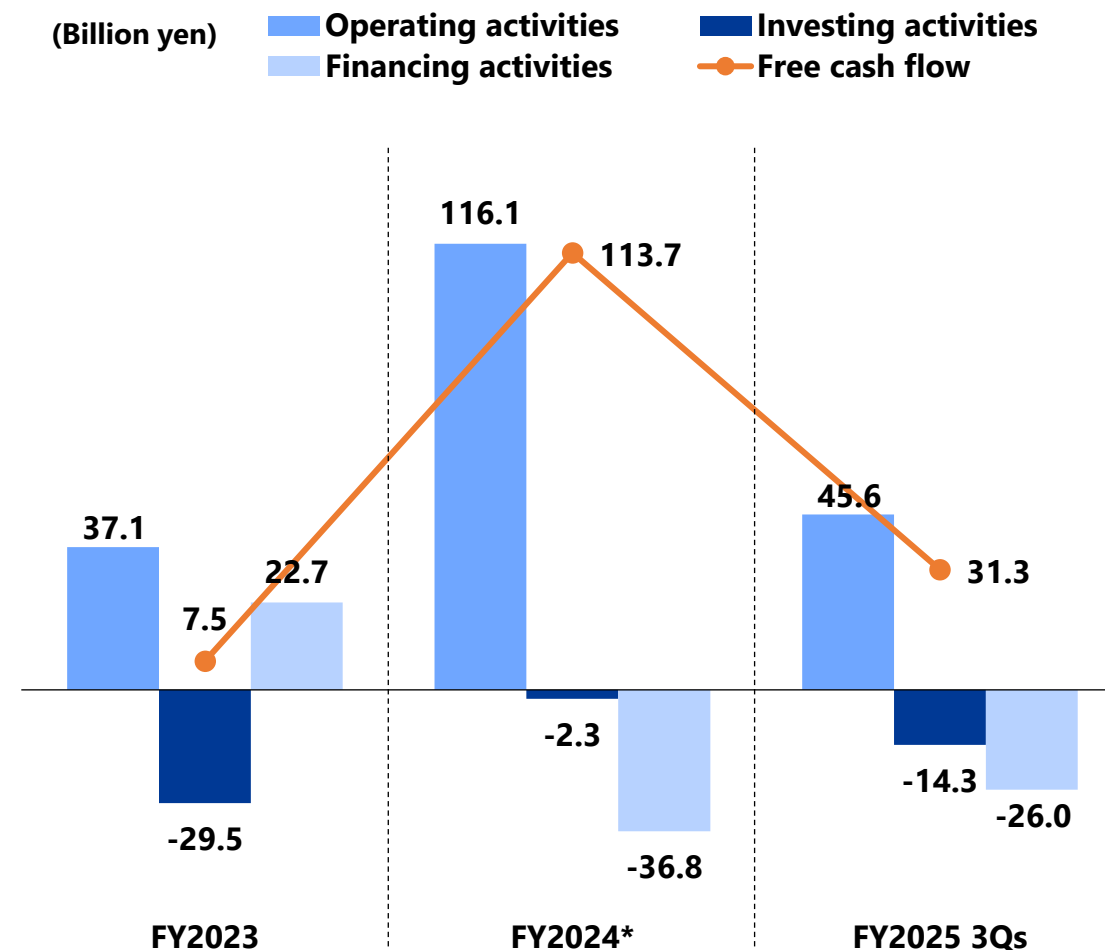
(Billion yen)	Orders received*2 (Orders from external customers)			Net sales (Sales to external customers)			Segment income (Net income attributable to shareholders of the parent company)		
	YoY reference*1	FY2025 3Qs	Change	YoY reference*1	FY2025 3Qs	Change	YoY reference*1	FY2025 3Qs	Change
Daifuku	177.7	163.1	-14.6	188.0	193.4	+5.3	29.2	44.5	+15.3
Contec	14.6	14.2	-0.4	14.0	14.9	+0.9	0.0	0.9	+0.8
Daifuku North America	127.9	159.1	+31.2	127.1	120.5	-6.5	10.6	12.1	+1.4
Clean Factomation	19.1	40.6	+21.5	19.3	28.4	+9.1	1.3	2.6	+1.3
Daifuku (Suzhou) Cleanroom Automation	24.3	22.4	-1.8	39.7	29.5	-10.1	9.7	8.0	-1.6
Other	98.3	99.3	+1.0	73.8	99.2	+25.3	3.2	9.2	+6.0
Consolidated adjustment and other	24.2	—	-24.2	4.2	-0.1	-4.4	-6.3	-19.2	-12.8
Total	486.4	499.0	+12.6	466.6	486.0	+19.4	47.9	58.4	+10.4

*1 Reference information for Apr–Dec 2024 in Japan and Jan–Sep 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 Year-on-Year reference include the impact of exchange rate fluctuations to the order backlog at the previous fiscal year-end of +24.2 billion yen. Excluding this impact, orders received for Year-on-Year reference were 462.1 billion yen.

Consolidated Balance Sheets, Consolidated Statements of Cash Flows

(Billion yen)	Dec. 31, 2024	Sep. 30, 2025	Change
Current assets	531.5	543.0	+11.4
Cash on hand and in banks	221.5	227.7	+6.2
Notes and accounts receivable	224.8	239.9	+15.0
Inventories	62.9	58.7	-4.2
Other	22.2	16.6	-5.5
Non-current assets	157.1	163.9	+6.8
Property, plant and equipment	85.7	97.6	+11.8
Intangible assets	12.3	11.7	-0.5
Investments and other assets	58.9	54.5	-4.4
Total assets	688.7	707.0	+18.3
Current liabilities	214.2	209.2	-4.9
Notes and accounts payable	81.7	81.9	+0.1
Contract liabilities	85.0	70.4	-14.5
Other	47.4	56.8	+9.3
Non-current liabilities	76.0	76.2	+0.1
Total Liabilities	290.2	285.4	-4.8
Shareholders' equity	348.7	382.9	+34.1
Total net assets	398.4	421.5	+23.1
Total liabilities and net assets	688.7	707.0	+18.3



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

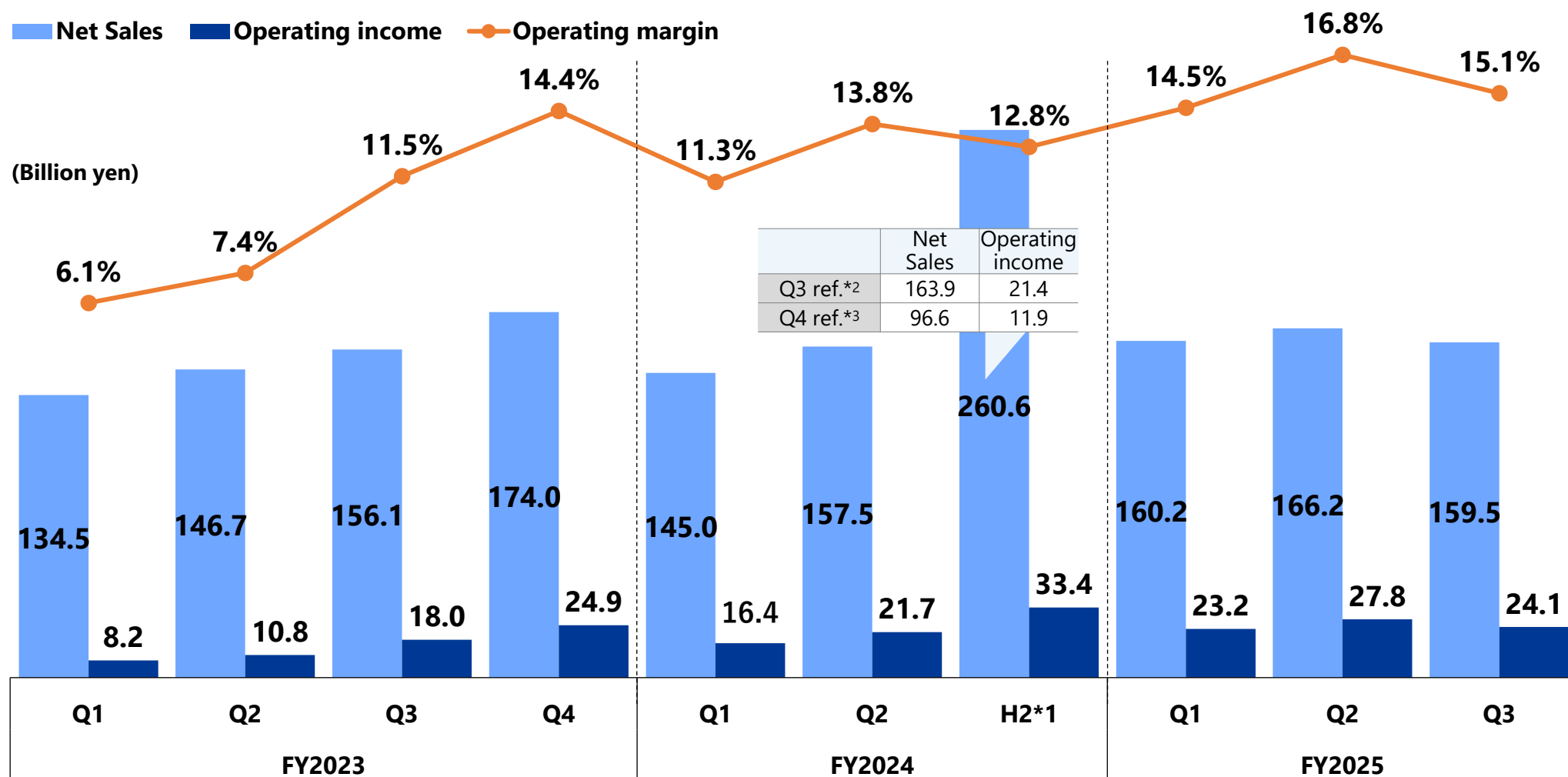
Orders and Sales by Destination

(Billion yen)	FY2025 3Qs			
	Orders	% of total	Sales	% of subtotal
Japan	132.3	26.6%	137.8	28.3%
Non-Japan	366.6	73.4%	348.3	71.7%
North America	164.3	32.9%	127.4	26.2%
Asia	185.0	37.0%	194.9	40.1%
China	54.4	10.9%	63.4	13.0%
South Korea	47.5	9.5%	35.8	7.4%
Taiwan	65.3	13.1%	67.9	14.0%
Other Asia	17.7	3.5%	27.7	5.7%
Europe	9.0	1.8%	10.6	2.2%
Latin America	1.7	0.4%	2.3	0.5%
Other	6.4	1.3%	12.8	2.7%
Subtotal	—	—	486.1	100.0%
Consolidated adjustment and other	—	—	-0.1	—
Total	499.0	100.0%	486.0	—

Orders and Sales by Industry

(Billion yen)	FY2025 3Qs			
	Orders	% of total	Sales	% of subtotal
Automobile, auto parts	48.8	9.8%	62.8	12.9%
Electronics	170.6	34.2%	186.3	38.3%
Commerce, retail	95.9	19.2%	99.6	20.5%
Transportation, warehousing	15.4	3.1%	21.5	4.4%
Machinery	6.9	1.4%	5.7	1.2%
Chemicals, pharmaceuticals	18.8	3.8%	16.7	3.5%
Food	19.4	3.9%	18.5	3.8%
Iron, steel, nonferrous metals	3.0	0.6%	4.7	1.0%
Precision equipment, printing, office equipment	4.2	0.9%	3.4	0.7%
Airport	90.0	18.0%	53.6	11.0%
Other	25.7	5.1%	12.9	2.7%
Subtotal	—	—	486.1	100.0%
Consolidated adjustment and other	—	—	-0.1	—
Total	499.0	100.0%	486.0	—

Quarterly Sales, Operating Income and Operating Margin

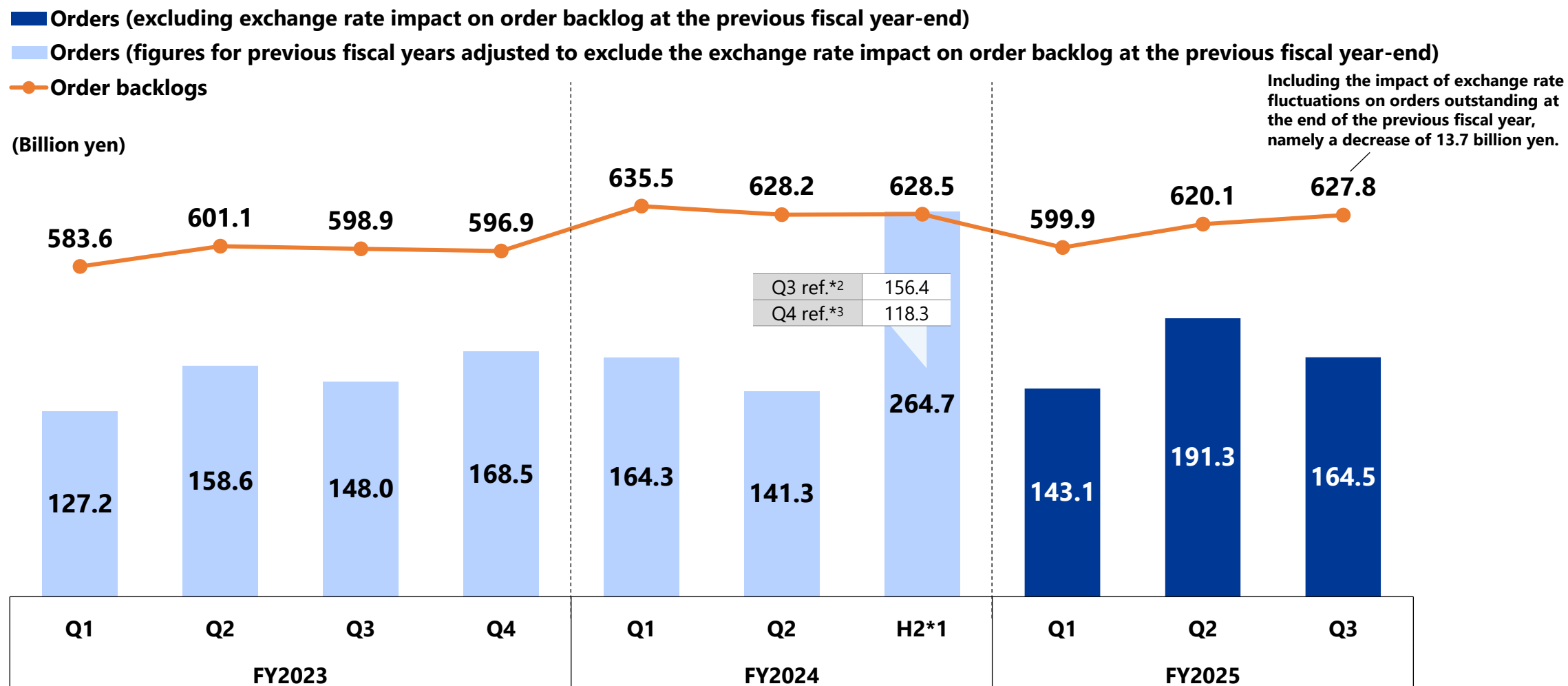


*1 Results for Oct-Dec 2024 in Japan (3 months) and Jul-Dec 2024 outside of Japan (6 months). For details, see "Change in Fiscal Year-End" on page 1.

*2 Reference information for Oct-Dec 2024 in Japan (3 months) and Jul-Sep 2024 outside of Japan (3 months).

*3 Reference information for Oct-Dec 2024 outside of Japan (3 months).

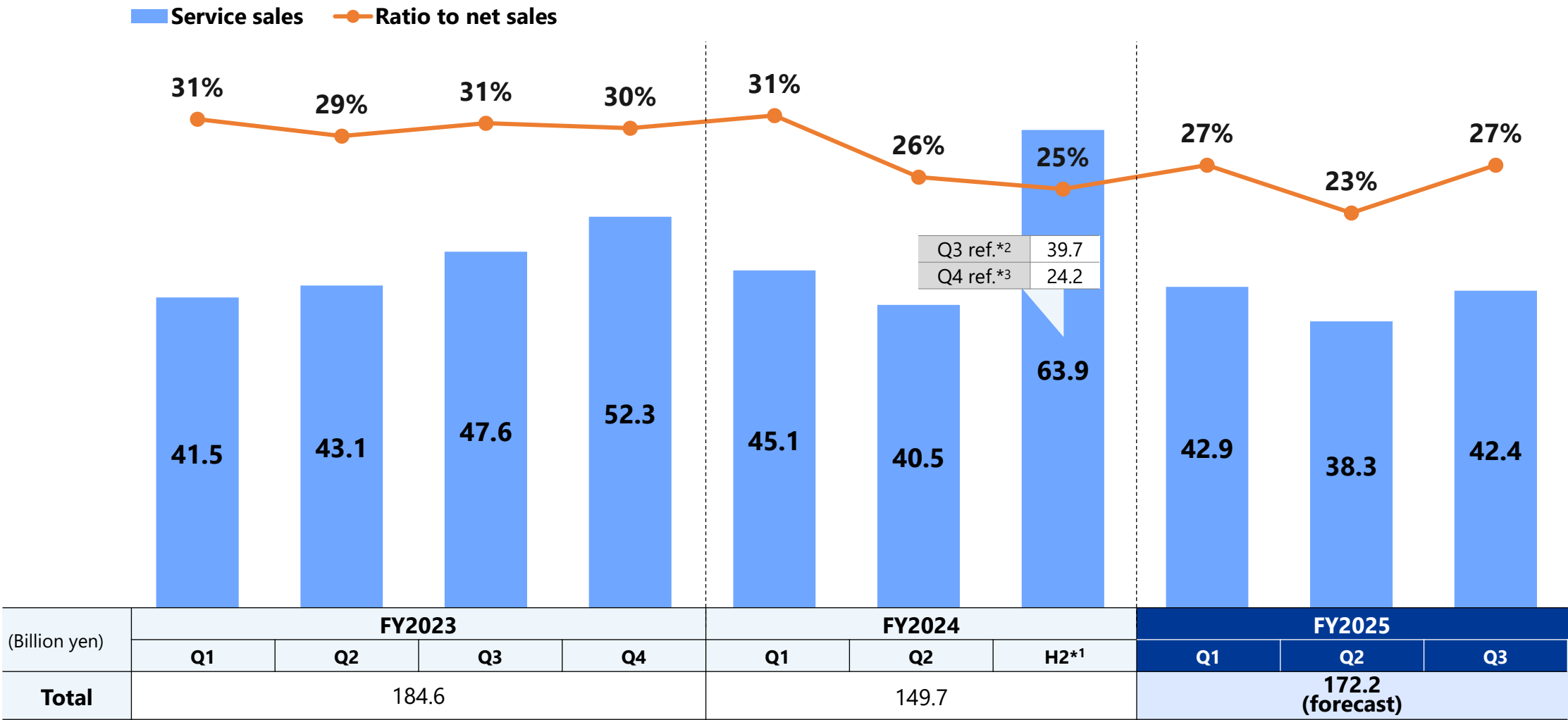
Quarterly Orders and Order Backlogs



*1 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.

*2 Reference information for Oct-Dec 2024 in Japan (3 months) and Jul-Sep 2024 outside of Japan (3 months).

*3 Reference information for Oct-Dec 2024 outside of Japan (3 months).



*1 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.
*2 Reference information for Oct-Dec 2024 in Japan (3 months) and Jul-Sep 2024 outside of Japan (3 months).
*3 Reference information for Oct-Dec 2024 outside of Japan (3 months).

02

Earnings Forecast

FY2025 Forecast

Orders received

FY

¥ **680.0** billion

From the August forecast

Revised downward by ¥20.0 billion

Change*

+¥26.8 billion

+4.1%

Net sales

FY

¥ **650.0** billion

From the August forecast

Unchanged

Change*

+¥6.0 billion

+0.9%

Operating income

FY

¥ **97.5** billion
OP margin 15.0%

From the August forecast

Revised upward by ¥10.5 billion

Change*

+¥16.4 billion

+20.3%

Expected that investment in automation in the distribution and manufacturing sectors against the backdrop of labor shortages and soaring labor costs, investment in advanced semiconductors for generative AI and investment in semiconductor back-end processes will all increase. Meanwhile, the full-year forecast has been revised downward due to delays in customer investment decisions, particularly in the automotive industry.

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, supported by cost reductions achieved through production efficiency improvements and enhanced project management, as well as a focus on securing orders with strong profitability.

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

* Results for January to March 2024 in Japan are added to FY2024 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 Aug.	Amount	Rate
			Feb. 14	May 13	Aug. 7	Nov. 11 [b]			
Orders received	594.7	653.1	700.0	700.0	700.0	680.0	-20.0	+26.8	+4.1%
Net sales	563.2	643.9	650.0	650.0	650.0	650.0	—	+6.0	+0.9%
Operating income	71.5	81.0	81.5	81.5	87.0	97.5	+10.5	+16.4	+20.3%
Operating margin	12.7%	12.6%	12.5%	12.5%	13.4%	15.0%	+1.6pt	+2.4pt	—
Ordinary income	74.4	84.2	85.0	84.3	90.0	102.0	+12.0	+17.7	+21.0%
Net income attributable to shareholders of the parent company	57.0	64.4	65.0	65.0	68.0	76.0	+8.0	+11.5	+18.0%
Net margin	10.1%	10.0%	10.0%	10.0%	10.5%	11.7%	+1.2pt	+1.7pt	—
Net income per share (yen)	154.21	175.15	176.78	176.78	184.94	206.69	+21.75	+31.54	+18.0%

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.

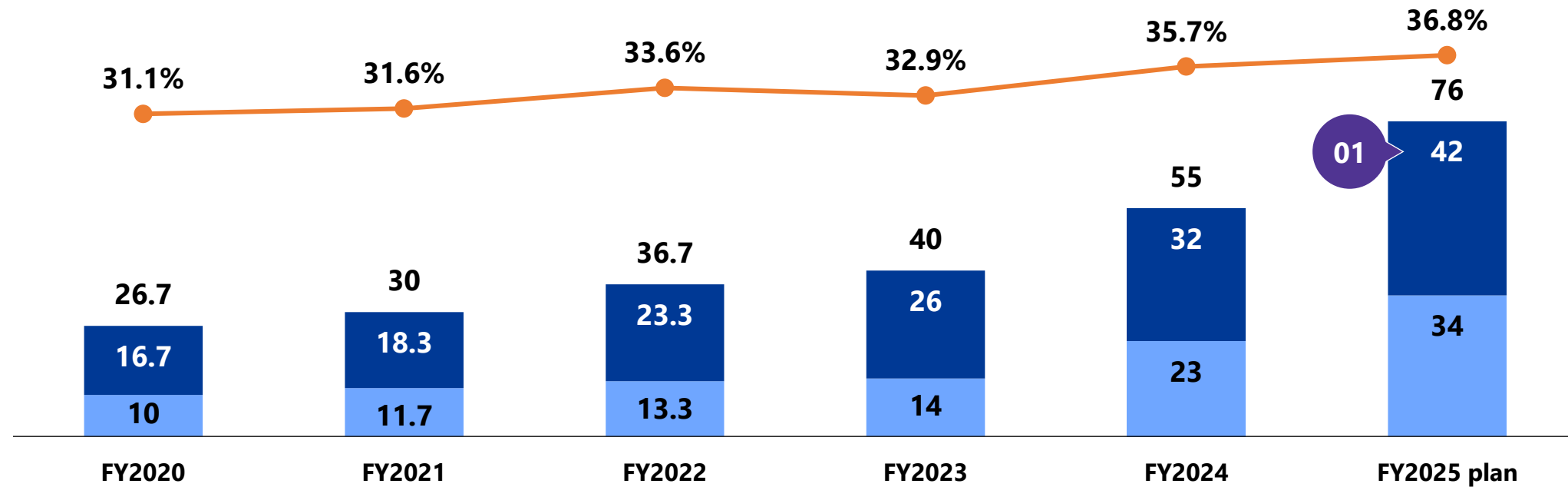
* The results for January to March 2024 in Japan are added to FY2024 results. For details, see "Change in Fiscal Year-End" on page 1.

01

The year-end dividend for fiscal 2025 has been increased by 10 yen from the initial plan 32 yen, to 42 yen, resulting in a total annual dividend of 76 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).

03

Topics

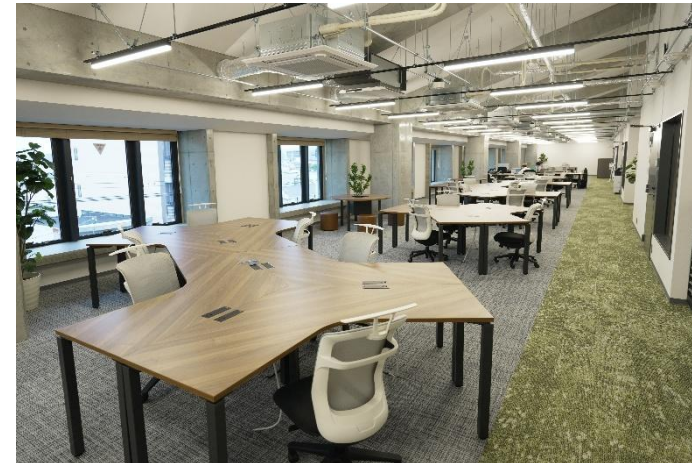
Accelerating Physical AI and Other Technology Development

Daifuku Co., Ltd. has established a new research and development hub, Kyoto Lab, in Sakyo-Ku, Kyoto, Japan. Operations began on November 6, marking a significant step in strengthening Daifuku's R&D capabilities. The Company plans to expand its talent pool by recruiting specialists in cutting-edge technologies such as IT engineering and artificial intelligence (AI). Combined with personnel from the design and development departments of each business unit, Kyoto Lab workforce is projected to reach 90 employees by fiscal 2027.

Until now, Daifuku's R&D activities have primarily been conducted at its main manufacturing site, Shiga Works, where each business unit operated independently. Recognizing the growing need for expert talent in areas like digital transformation (DX) and AI, and the importance of accelerating development to respond to changing market conditions, Daifuku is establishing two new facilities: Kyoto Lab and Tokyo Lab (scheduled to open in 2026).



Kyoto Lab located on the fourth floor



Office space

Production Capacity Doubled to Serve Growing Automation Needs

Daifuku Group company Daifuku Intralogistics America Corporation, has completed the expansion of its manufacturing plant in Hobart, Indiana. The plant expansion began operations in October. The additional manufacturing space doubled the site's production capacity, allowing Daifuku to rapidly respond to vigorous automation demand in the logistics and manufacturing industries and further grow our North American business.

Overview of the plant expansion

Site Area	Approx. 178,000 m ²
New building area	Approx. 25,000 m ² (Existing building area: Approx. 30,000 m ²)
Items produced	Conveyors, sorters, and other material handling systems
Amount of investment	35 million USD (approx. 5 billion yen*)

* Calculated at the rate of 1 USD = 148 yen



The expanded Hobart manufacturing plant



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.