DAIFUKU
Automation that Inspires

Fiscal Year Ended December 31, 2025
(January 1, 2025–December 31, 2025)

Consolidated Financial Results

February 12, 2026

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

DAIFUKU CO., LTD. [6383]

Executive Summary

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FY2025 results

- Orders and sales expanded steadily, with sales reaching a record high.
- Operating income exceeded JPY 100 billion for the first time, and the three key profit metrics achieved record highs for the fourth year in a row. Group-wide initiatives to strengthen profitability delivered tangible results.
- The operating margin surpassed 15%, establishing a solid financial foundation and putting a virtuous cycle for sustainable growth firmly on track.

FY2026 forecasts

- Structural trends including labor shortages, rising labor costs, and growing demand for advanced semiconductors are expected to drive increased automation investment, which we see as a growth opportunity to achieve a significant expansion in orders.
- Sales and income are projected to increase, based on an extensive order backlog from the end of the previous fiscal year.

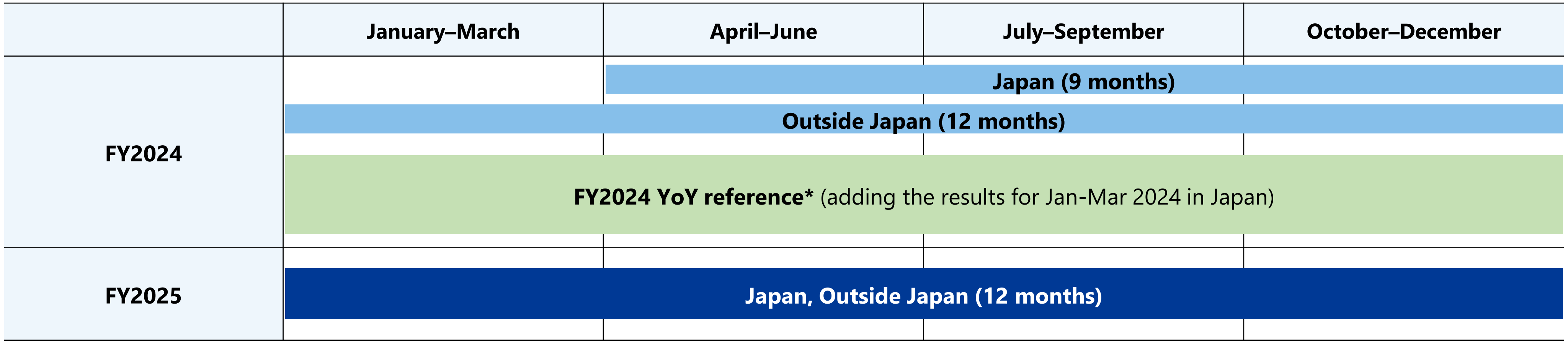
2030 Vision, business plan for 2027

- Profitability targets were achieved ahead of schedule, prompting an upward revision of profit targets for 2027 and 2030 and marking a transition to a higher growth stage.
- With a view to achieving sales of JPY 1 trillion and operating income of JPY 150 billion by 2030, we aim to achieve both growth and high profitability through advanced technologies, new businesses, global expansion, and a further strengthening of the profit structure.

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

	FY2024					FY2025			
	Q1	H1	H2	FY	YoY reference	Q1	H1	3Qs	FY
Japan	April 1– June 30	April 1– September 30	October 1– December 31 (3 months)	April 1– December 31, 2024 (9 months)	January 1– December 31, 2024 (12 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	July 1– December 31 (6 months)	January 1– December 31, 2024 (12 months)	January 1– December 31, 2024 (12 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.

Financial Highlights

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Fiscal 2025 results

Orders received		Net sales	Operating income	Operating margin
¥ 672.6 billion		¥ 660.7 billion	¥ 100.8 billion	15.3%
Change	Adjusted change*	Change	Change	Change
+¥19.4 billion	+¥43.7 billion	+¥16.7 billion	+¥19.7 billion	+2.7pt
+3.0%	+7.0%	+2.6%	+24.4%	

Orders for automotive systems fell short of the YoY reference, 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 on 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 628.8 billion yen.

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

The operating margin improved and profit increased 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.

01

Financial Results

Fiscal 2025 Results (January 1–December 31, 2025)

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(Billion yen)		FY2024*1	YoY reference*2	FY2025	Change	
					Amount	Rate
Orders received		594.7*4	653.1*5	**672.6*3**	+19.4	+3.0%
Net sales		563.2	643.9	**660.7**	+16.7	+2.6%
Operating income		71.5	81.0	**100.8**	+19.7	+24.4%
	Operating margin	12.7%	12.6%	**15.3%**	+2.7pt	—
Ordinary income		74.4	84.2	**104.6**	+20.3	+24.1%
Net income attributable to shareholders of the parent company		57.0	64.4	**78.0**	+13.6	+21.3%
	Net income margin	10.1%	10.0%	**11.8%**	+1.8pt	—
Net income per share (yen)		154.21	175.15	**212.39**	+37.24	+21.3%

Exchange rate (yen)	FY2024	FY2025
U.S. dollar	152.27	149.87
Chinese yuan	21.13	20.88
Korean won	0.1113	0.1055
New Taiwan dollar	4.74	4.81

Effective of exchange rate changes

Orders received	Around -¥6.8bn	Net sales	Around -¥5.5bn	Operating income	Around -¥0.6bn

***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 2.**
***2 Reference information for January to March 2024 in Japan are added to FY2024 results.**
***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 628.8 billion yen. FY2025 orders increased by +43.7 billion yen (+7.0%), versus the adjusted figure.**

Factors for Change in Operating Income

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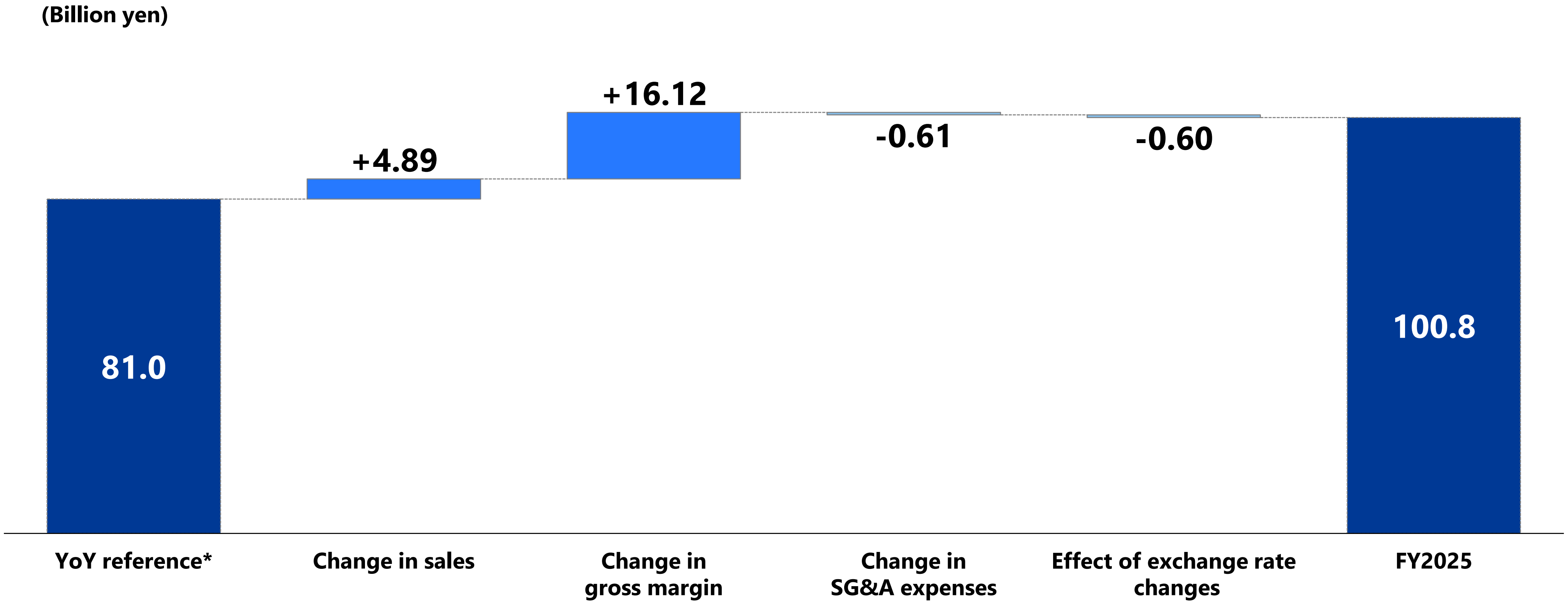
The result was supported by cost reductions achieved through production efficiency improvements and enhanced project management, as well as a focus on securing orders with strong profitability.



* Reference information for January to March 2024 in Japan are added to FY2024 results. For details, see "Change in Fiscal Year-End" on page 2.

Results by Reportable Segment

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01 **Daifuku**
Sales fell short of the YoY reference, although sales were favorable overall, underpinned by an order backlog from the end of the previous fiscal year.

02 **Daifuku North America**
Orders for automotive systems and cleanroom systems fell short of the YoY reference, while orders for intralogistics systems and airport systems remained steady.

03 **Clean Factomation**
Orders remained steady, driven by the continued strength in demand 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.

04 **Daifuku (Suzhou) Cleanroom Automation**
Orders remained favorable, supported by continued investment in China in line with efforts to strengthen and promote domestic semiconductor 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	Change	YoY reference*1	FY2025	Change	YoY reference*1	FY2025	Change
01 Daifuku	230.8	**226.6**	-4.2	262.0	**246.5**	-15.5	43.3	**55.6**	+12.2
Contec	18.7	**18.9**	+0.2	19.3	**20.2**	+0.9	0.6	**1.1**	+0.4
02 Daifuku North America	183.3	**196.1**	+12.8	172.4	**165.8**	-6.5	16.2	**15.2**	-1.0
03 Clean Factomation	31.7	**49.4**	+17.6	25.8	**37.5**	+11.7	1.4	**3.3**	+1.9
04 Daifuku (Suzhou) Cleanroom Automation	31.8	**47.0**	+15.1	53.3	**40.9**	-12.4	12.2	**10.8**	-1.4
Other	156.5	**134.3**	-22.1	106.3	**149.9**	+43.6	4.3	**17.3**	+13.0
Consolidated adjustment and other	–	**–**	–	4.4	**-0.5**	-4.9	-13.9	**-25.3**	-11.4
Total	653.1	**672.6**	+19.4	643.9	**660.7**	+16.7	64.4	**78.0**	+13.6

*1 Reference information for January to March 2024 in Japan are added to FY2024 results. For details, see "Change in Fiscal Year-End" on page 2.
*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 628.8 billion yen.

Consolidated Balance Sheets, Consolidated Statements of Cash Flows

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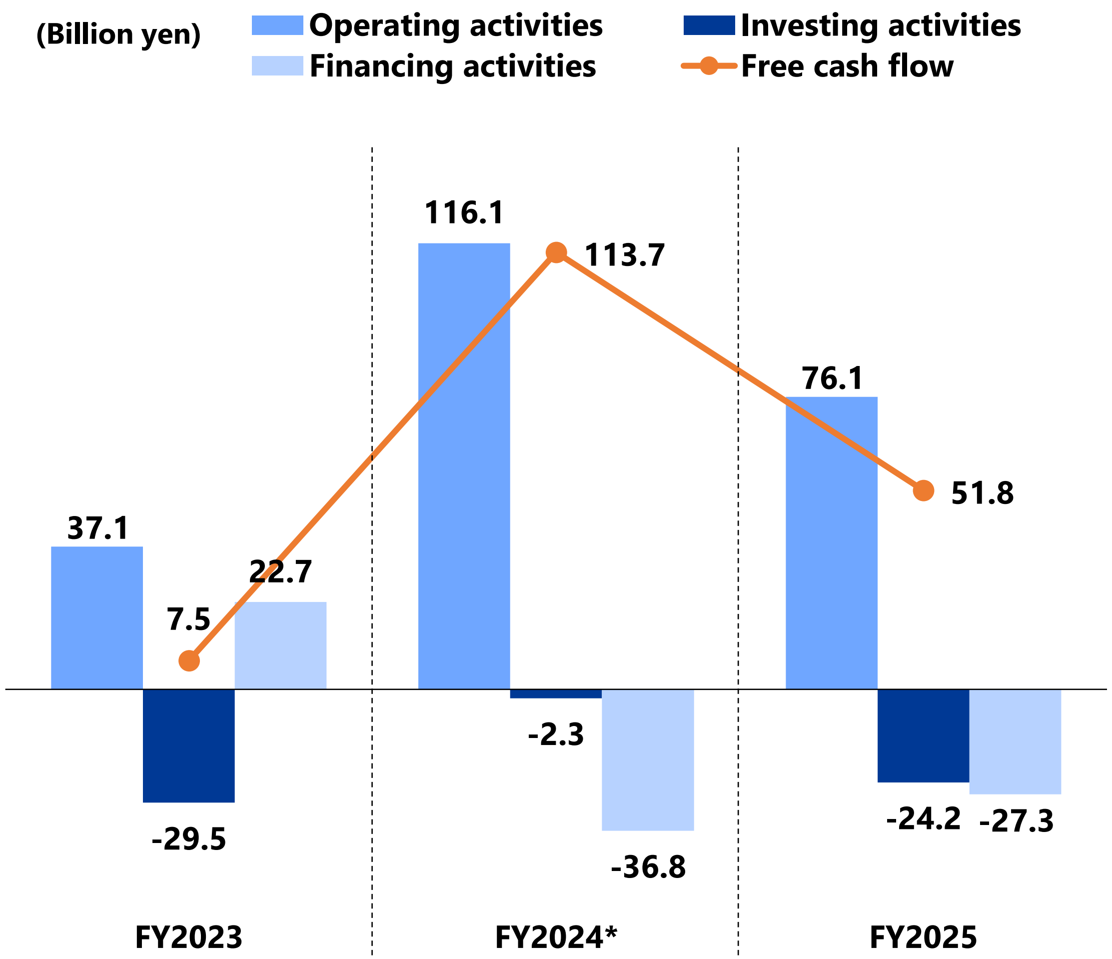
(Billion yen)	Dec. 31, 2024	Dec. 31, 2025	Change
Current assets	531.5	**583.7**	+52.1
Cash on hand and in banks	221.5	**261.2**	+39.7
Notes and accounts receivable	224.8	**238.9**	+14.0
Inventories	62.9	**64.0**	+1.1
Other	22.2	**19.5**	-2.7
Non-current assets	157.1	**170.4**	+13.3
Total assets	688.7	**754.2**	+65.5
Current liabilities	214.2	**227.1**	+12.9
Notes and accounts payable	81.7	**82.8**	+1.0
Contract liabilities	85.0	**74.1**	-10.8
Other	47.4	**70.1**	+22.7
Non-current liabilities	76.0	**75.4**	-0.5
Total Liabilities	290.2	**302.6**	+12.3
Shareholders' equity	348.7	**402.5**	+53.7
Total net assets	398.4	**451.5**	+53.1
Total liabilities and net assets	688.7	**754.2**	+65.5
Interest-bearing liabilities	63.3	**61.3**	-1.9
D/E ratio (times)	0.16	**0.14**	–
Cash conversion cycle (days)	99	**74**	-25



* Results for Apr–Dec 2024 in Japan and Jan–Dec 2024 outside of Japan. For details, see "Change in Fiscal Year-End" on page 2.

Orders and Sales by Destination

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(Billion yen)			FY2025			
			Orders	% of total	Sales	% of subtotal
Japan			175.7	26.1%	182.0	27.5%
Outside of Japan			496.8	73.9%	479.1	72.5%
	North America		198.9	29.6%	174.8	26.4%
	Asia		265.2	39.5%	268.3	40.6%
		China	102.7	15.3%	83.7	12.7%
		South Korea	58.2	8.7%	47.7	7.2%
		Taiwan	79.1	11.8%	94.1	14.2%
		Other Asia	25.1	3.7%	42.8	6.5%
	Europe		19.1	2.8%	15.1	2.3%
	Latin America		4.1	0.6%	3.2	0.5%
	Other		9.4	1.4%	17.5	2.7%
Subtotal			–	–	661.2	100.0%
Consolidated adjustment and other			–	–	-0.5	–
Total			672.6	100.0%	660.7	–

Orders and Sales by Industry

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(Billion yen)	FY2025			
	Orders	% of total	Sales	% of subtotal
Automobile, auto parts	74.6	11.1%	85.7	13.0%
Electronics	239.8	35.7%	251.0	38.0%
Commerce, retail	124.4	18.5%	133.4	20.2%
Transportation, warehousing	23.7	3.5%	29.3	4.4%
Machinery	10.1	1.5%	8.2	1.2%
Chemicals, pharmaceuticals	23.7	3.5%	23.3	3.5%
Food	25.0	3.7%	24.8	3.8%
Iron, steel, nonferrous metals	3.9	0.6%	5.8	0.9%
Precision equipment, printing, office equipment	6.0	0.9%	4.5	0.7%
Airport	108.4	16.1%	76.8	11.6%
Other	32.5	4.9%	17.9	2.7%
Subtotal	–	–	661.2	100.0%
Consolidated adjustment and other	–	–	-0.5	–
Total	672.6	100.0%	660.7	–

Financial Condition

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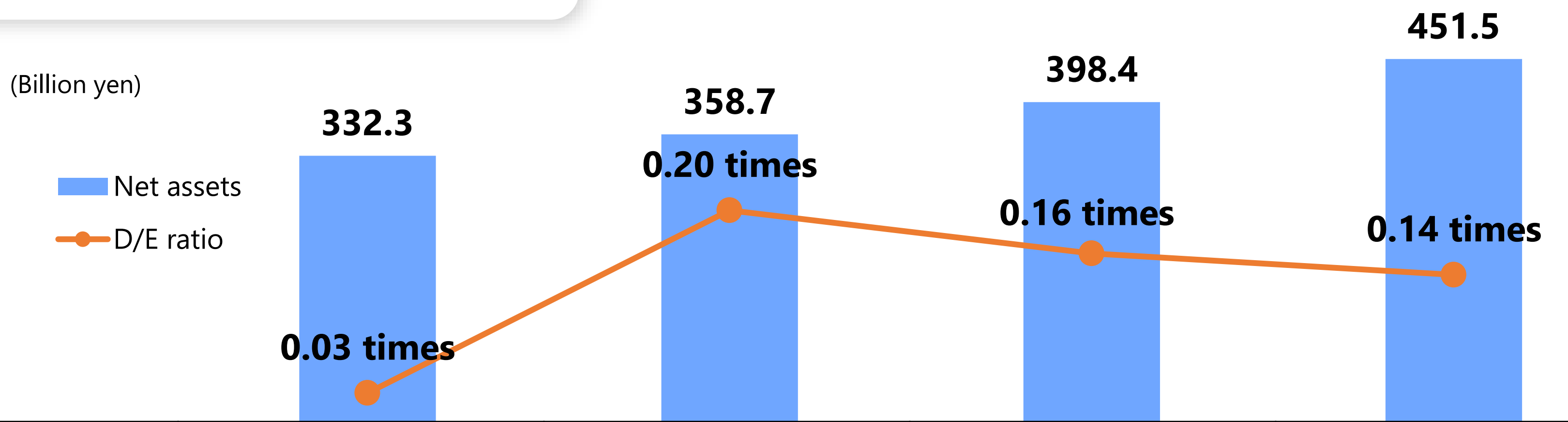
01 **ROE, ROIC**
Improved by 3.3 points each, reflecting an improvement in the net income margin.



	FY2022	FY2023	FY2024*2	FY2025
01 ROE	13.2%	13.2%	15.1%	**18.4%**
1) Net income margin	6.85%	7.43%	10.14%	**11.82%**
2) Total asset turnover (times)	1.16	1.02	0.84	**0.92**
3) Financial leverage (times)	1.66	1.80	1.73	**1.67**
ROIC	12.6%	11.4%	11.4%	**14.7%**
WACC*1	6.7%	6.6%	5.9%	**6.9%**

*1 1) The expected rate is 6%. 2) The beta calculation period is 60 months.
*2 The consolidation period differs. For details, see “Change in Fiscal Year-End” on page 2.

Quarterly Sales, Operating Income and Operating Margin

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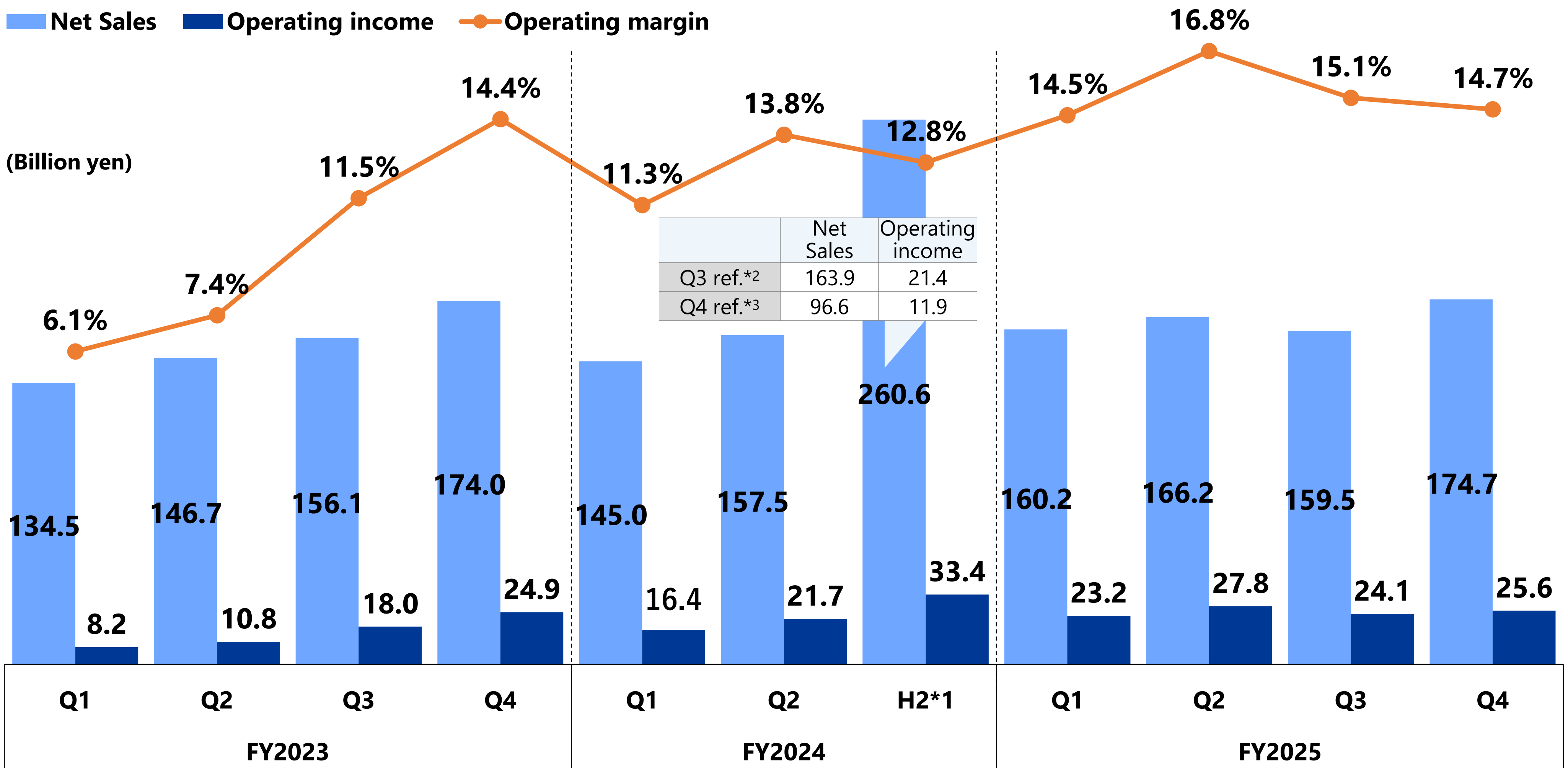
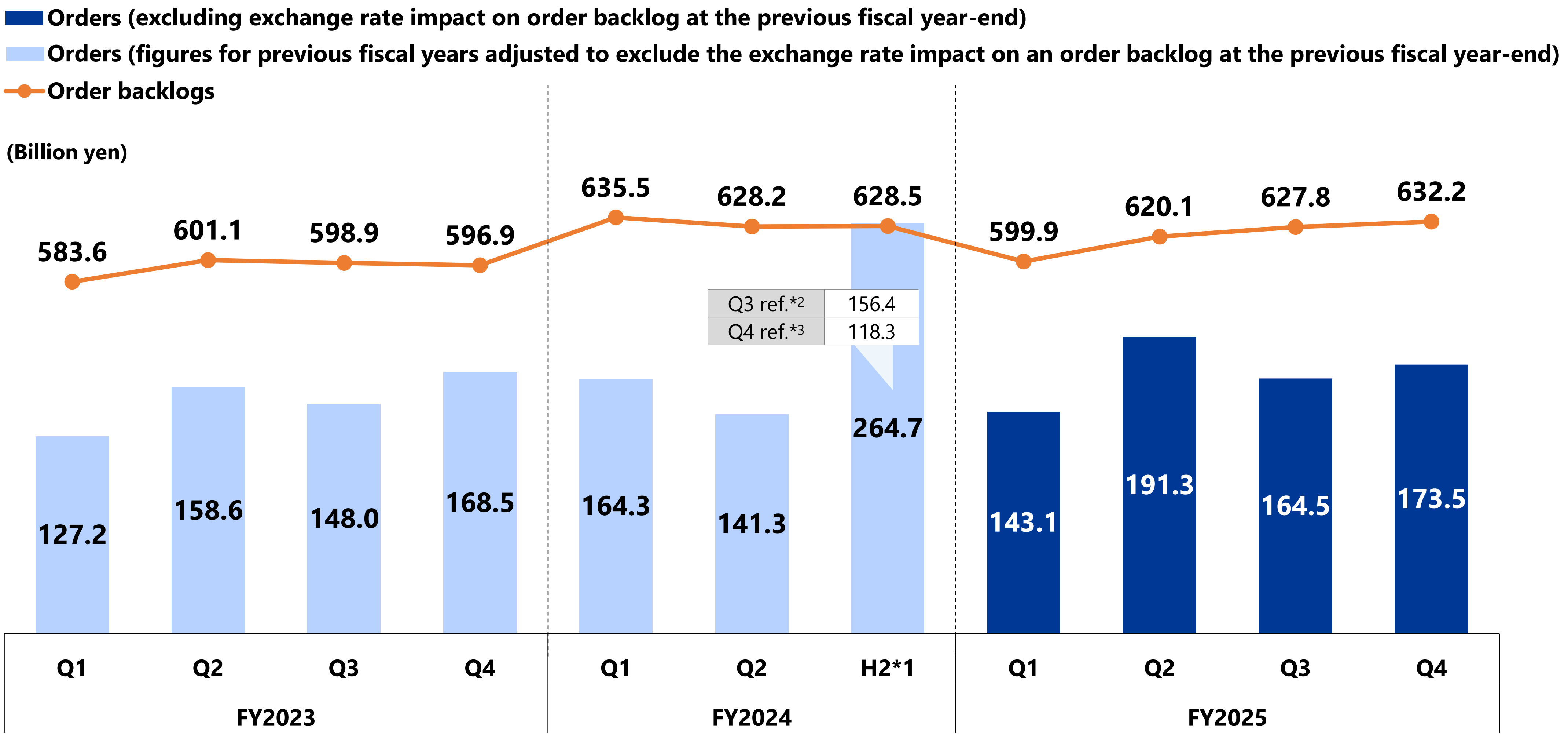


	Net Sales	Operating income
Q3 ref.*2	163.9	21.4
Q4 ref.*3	96.6	11.9

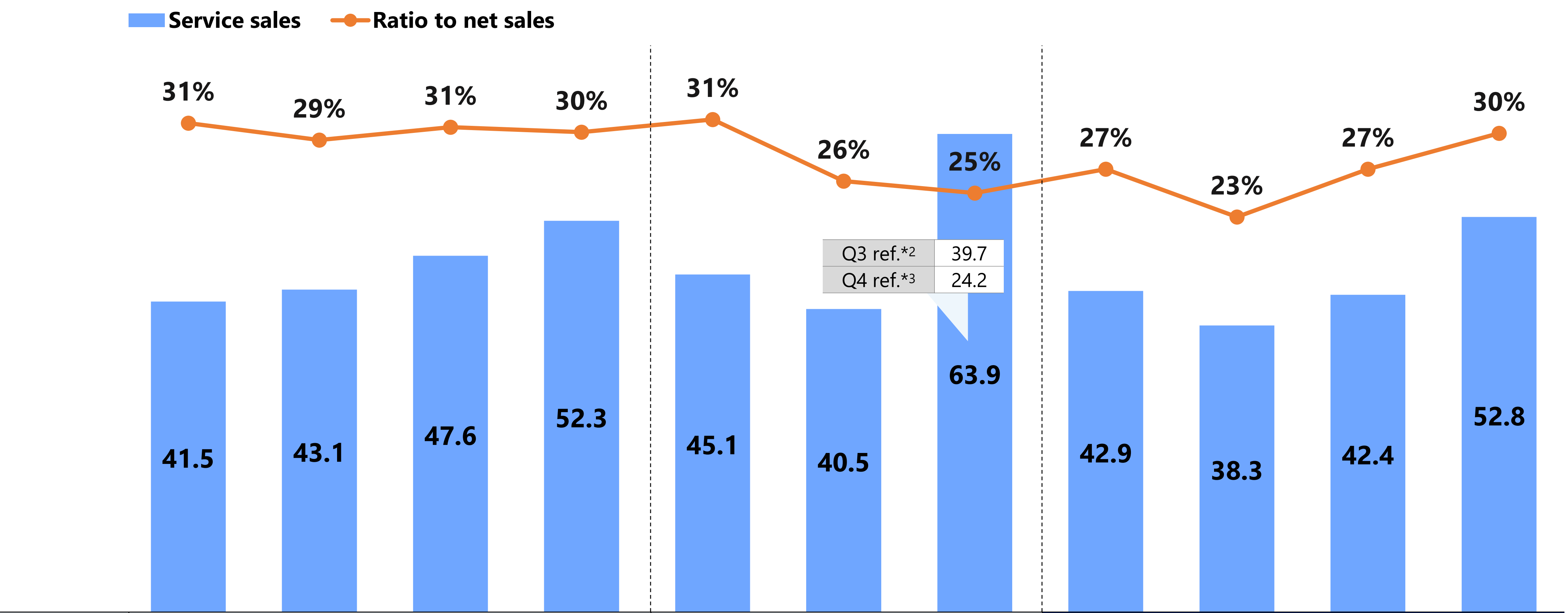
*1 Results for Oct-Dec 2024 in Japan (3 months) and Jul-Dec 2024 outside of Japan (6 months). For details, see “Change in Fiscal Year-End” on page 2.
*2 Reference information for Oct–Dec 2024 in Japan (3 months) and Jul–Sep 2024 outside of Japan (3 months).
*3 Reference information for Oct-Dec 2024 outside 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 2.
*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).

Service Sales



(Billion yen)	FY2023				FY2024			FY2025			
	Q1	Q2	Q3	Q4	Q1	Q2	H2*1	Q1	Q2	Q3	Q4
Total **(ratio to net sales)**	184.6 (30%)				149.7 (27%)			**176.6 (27%)**			

***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 2.**
***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

Earnings Forecast Summary

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Fiscal 2026 forecast

Orders received	Net sales	Operating income	Operating margin
¥780.0~820.0 billion	¥700.0 billion	¥105.0 billion	15.0%
Change	Change	Change	Change
+¥107.3~147.3 billion	+¥39.2 billion	+¥4.1 billion	-0.3pt
+16.0~+21.9%	+5.9%	+4.2%	

Automation investment is expected to continue across the manufacturing and distribution industry, semiconductor industry, and airports, driven by labor shortages, rising labor costs, and rapidly expanding advanced semiconductor investment related to generative AI. In the automotive industry, demand is expected to materialize from investments in flexible production systems and projects deferred from the previous fiscal year.

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

The operating margin is expected to remain at a high level, supported by to cost reductions achieved through production efficiency improvements and enhanced project management, as well as a focus on securing orders with strong profitability.

Fiscal 2026 Forecast (Consolidated)

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(Billion yen)	FY2025		FY2026 forecast					
	H1 [a]	FY [b]	H1 [c]	Change (c-a)		FY [d]	Change (d-b)	
				Amount	Rate		Amount	Rate
Orders received	334.4	672.6	–	–	–	**780.0~ 820.0**	+107.3~ +147.3	+16.0%~ +21.9
Net sales	326.4	660.7	**320.0**	-6.4	-2.0%	**700.0**	+39.2	+5.9%
Operating income	51.1	100.8	**42.5**	-8.6	-16.8%	**105.0**	+4.1	+4.2%
Operating margin	15.7%	15.3%	**13.3%**	-2.4pt	–	**15.0%**	-0.3pt	–
Ordinary income	52.5	104.6	**44.0**	-8.5	-16.2%	**108.5**	+3.8	+3.7%
Net income attributable to shareholders of the parent company	37.6	78.0	**35.3**	-2.3	-6.2%	**80.0**	+1.9	+2.4%
Net margin	11.5%	11.8%	**11.0%**	-0.5pt	–	**11.4%**	-0.4pt	–
Net income per share (yen)	102.32	212.39	**96.00**	-6.32	-6.2%	**217.57**	+5.18	+2.4%

An exchange rate of 150 yen to the U.S. dollar is assumed in preparing the plan for the fiscal year ending December 31, 2026.

Dividends

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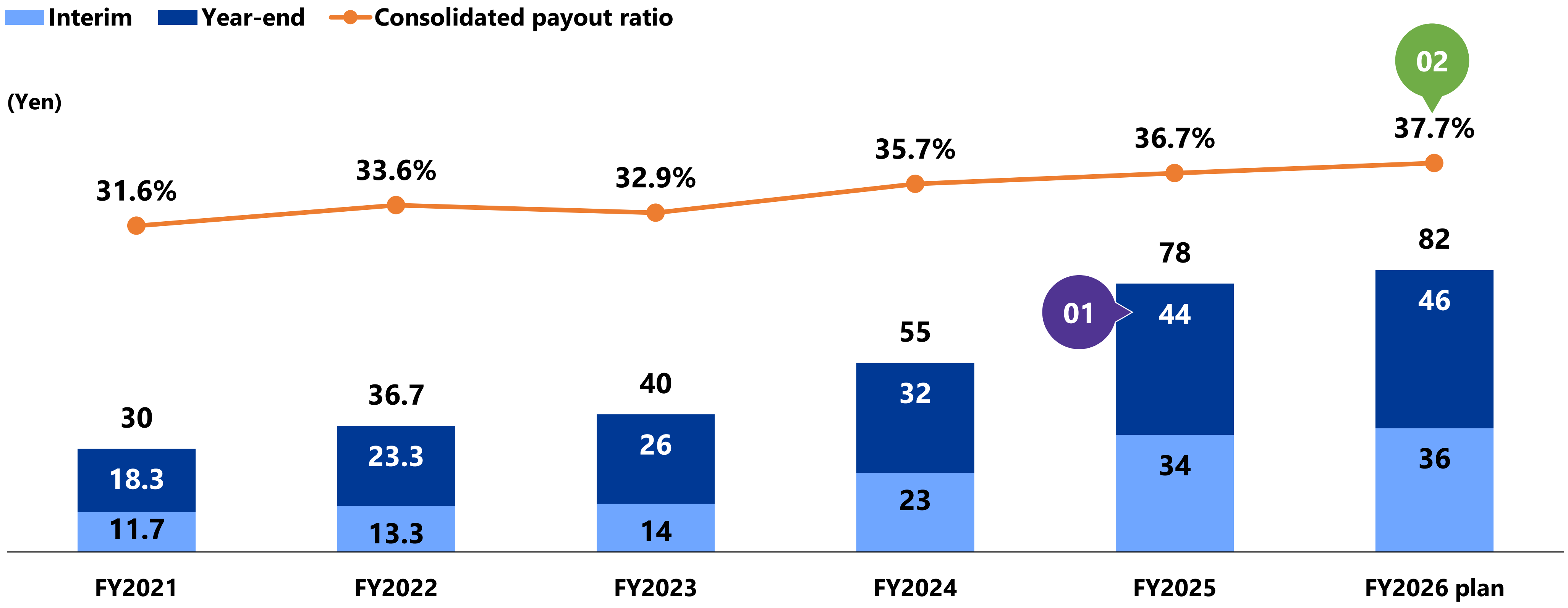
01 The year-end dividend for fiscal 2025 has been increased by 12 yen from the initial plan of 32 yen, to 44 yen, resulting in a total annual dividend of 78 yen.

02 The planned annual dividend for fiscal 2026 is 82 yen per share, an increase of 4 yen from the previous fiscal year. The dividend payout ratio is expected to increase by 1 point to 37.7%.



Note: Dividends for the fiscal 2022 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)

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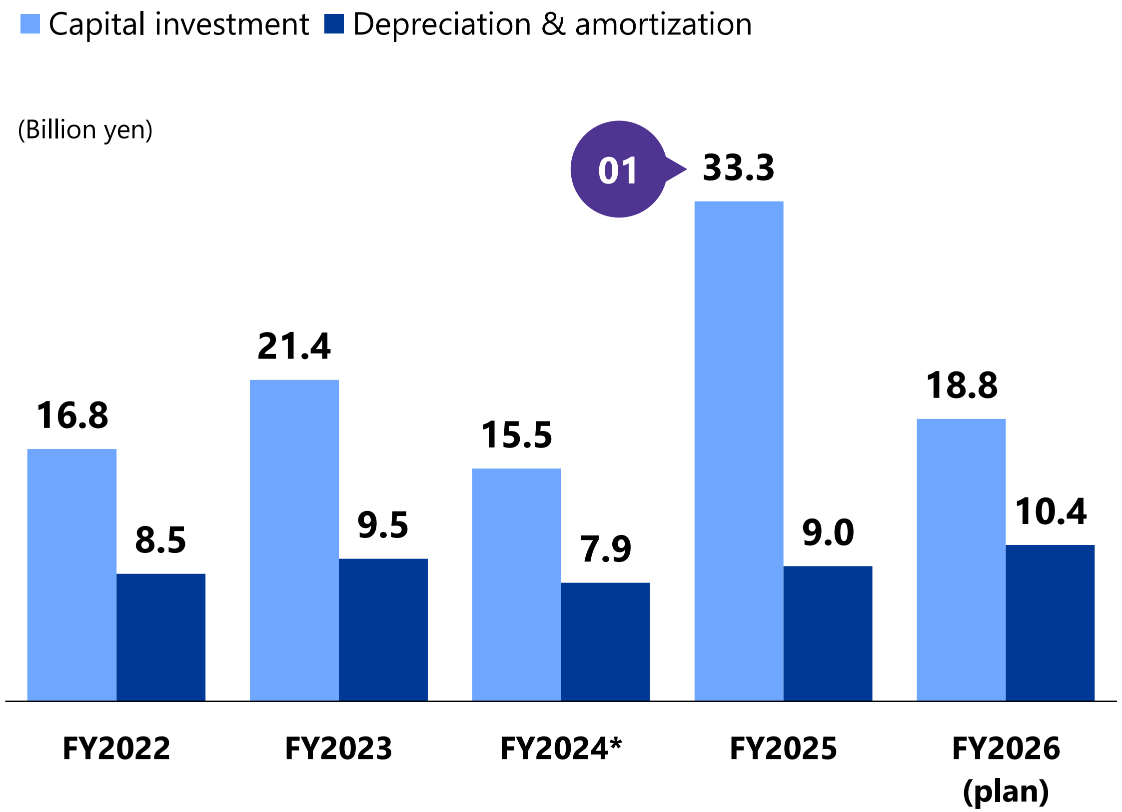
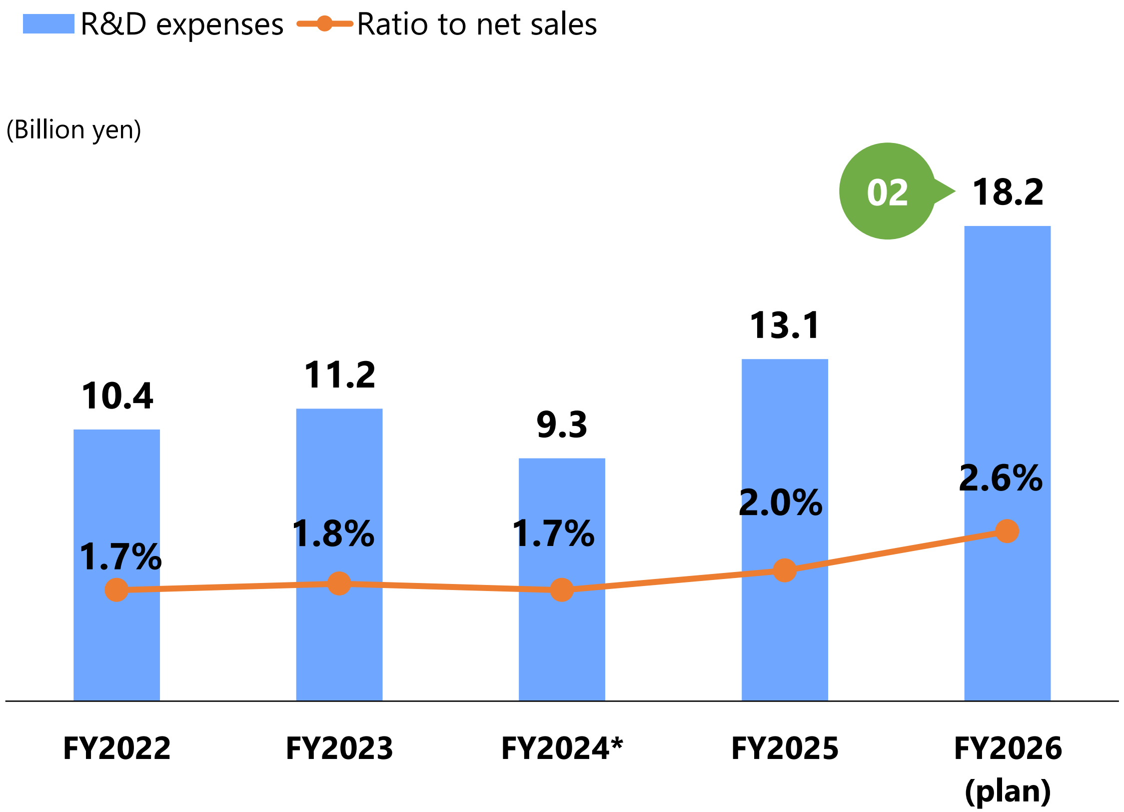
01 Capital investment increased significantly, reflecting an investment of approximately 22.0 billion yen in the redevelopment of Shiga Works and approximately 5.0 billion yen in the new plant in the United States.

02 Development capabilities for growth-driving technologies including physical AI and robotics have been strengthened.

Capital investment, depreciation



R&D expenses



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

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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.