



Automation that Inspires

First Quarter of the Fiscal Year Ending December 31, 2026
(January 1, 2026–March 31, 2026)

Consolidated Financial Results

May 14, 2026

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

DAIFUKU CO., LTD. [6383]

FY2026 Q1 results

- **Orders, sales, operating income, ordinary income, and net income attributable to shareholders of the parent company reached new record highs for the first quarter of the fiscal year.**
- **Orders marked a record high on a quarterly basis and order backlogs exceeded JPY 700 billion for the first time.**
- **The operating margin maintained a high level, exceeding 15% on progress in production efficiency and cost reduction efforts.**

FY2026 forecasts

- **The interim outlook was revised upward for both sales and profits, reflecting accelerated progress in certain projects.**
- **However, the full-year outlook was left unchanged, taking into account uncertainties in the external business environment.**

Impact of the situation in the Middle East on business operations

- **The Group has no production or sales sites in the region, and sales exposure is minimal, accounting for less than 0.1% of consolidated net sales in the previous fiscal year. Accordingly, the direct business impact is limited.**
- **Continue to monitor the impact of supply constraints and higher material costs stemming from rising crude oil prices and international logistics disruptions, as well as trends in future customer investment plans amid increasing uncertainty in the global economy.**

Fiscal 2026 Q1 results

Orders received

¥ **221.3** billion

Change

+¥ **78.2** billion

+54.7%

Orders for airport systems as well as cleanroom systems for the semiconductor sector increased significantly, reaching a record high on a quarterly basis.

Net sales

¥ **172.7** billion

Change

+¥ **12.4** billion

+7.8%

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

Operating income

¥ **26.2** billion

Change

+¥ **3.0** billion

+13.2%

Profitability improved as a result of higher sales, together with progress in production efficiency and cost reduction efforts, leading to an increase in profit.

Operating margin

15.2%

Change

+0.7pt

01

Financial Results

Fiscal 2026 Q1 Results (January 1–March 31, 2026)

| (Billion yen) | FY2025 Q1 | FY2026 Q1 | Change | |
|---|-----------|--------------|--------|--------|
| | | | Amount | Rate |
| Orders received | 143.1 | 221.3 | +78.2 | +54.7% |
| Net sales | 160.2 | 172.7 | +12.4 | +7.8% |
| Operating income | 23.2 | 26.2 | +3.0 | +13.2% |
| Operating margin | 14.5% | 15.2% | +0.7pt | — |
| Ordinary income | 23.6 | 26.5 | +2.8 | +12.0% |
| Net income attributable to shareholders of the parent company | 16.8 | 19.4 | +2.6 | +15.6% |
| Net income margin | 10.5% | 11.3% | +0.8pt | — |
| Net income per share (yen) | 45.86 | 53.03 | +7.17 | +15.6% |

| Exchange rate (yen) | FY2025 Q1 | FY2026 Q1 |
|---------------------|-----------|-----------|
| U.S. dollar | 151.18 | 156.47 |
| Chinese yuan | 20.75 | 22.65 |
| Korean won | 0.1037 | 0.1068 |
| New Taiwan dollar | 4.58 | 4.95 |

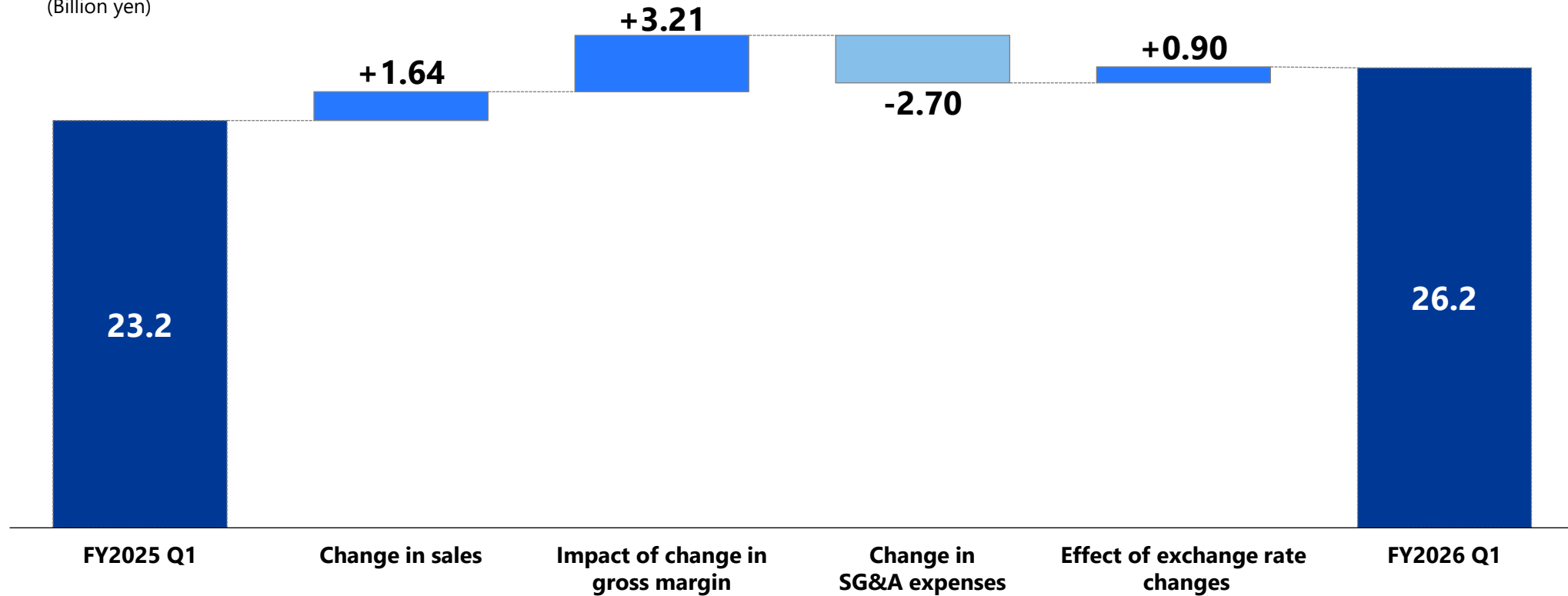
Effective of exchange rate changes

| | | | | | |
|------------------------|----------------|------------------|----------------|-------------------------|----------------|
| Orders received | Around +¥7.0bn | Net sales | Around +¥5.3bn | Operating income | Around +¥0.9bn |
|------------------------|----------------|------------------|----------------|-------------------------|----------------|

Factors for Change in Operating Income

Progress in production efficiency and cost reduction efforts improved the gross margin, more than offsetting the increase in SG&A expenses driven by investment in human capital and enhanced R&D, resulting in higher profits.

(Billion yen)



Results by Reportable Segment

01

Daifuku

Orders increased significantly in cleanroom and automotive systems. Sales and segment income were underpinned by an extensive order backlog at the end of the previous fiscal year, although they fell short of the results recorded in the same period of the previous year.

02

Daifuku North America

Orders increased significantly, mainly in airport systems.

03

Clean Factomation

Orders increased significantly, driven by an expansion in advanced semiconductor investments with increased demand for AI applications. Sales and segment income also increased significantly, underpinned by an extensive order backlog at the end of the previous fiscal year.

04

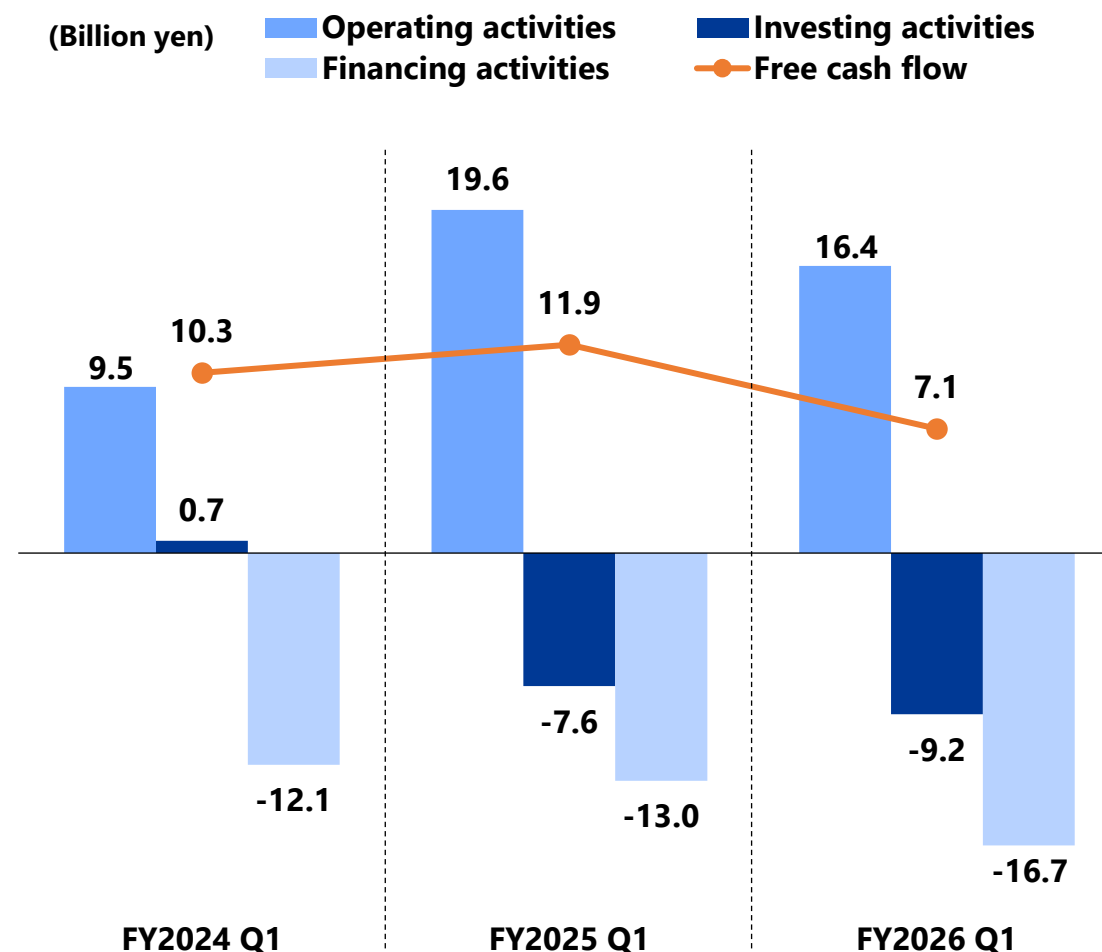
Other

Orders increased, mainly in cleanroom systems. Sales and segment income increased, driven by a strong performance mainly in cleanroom systems, which in turn was underpinned by an extensive order backlog at the end of the previous fiscal year.

| (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) | | |
|---------------------------------------|---|--------------|--------|--|--------------|--------|---|-------------|--------|
| | FY2025 Q1 | FY2026 Q1 | Change | FY2025 Q1 | FY2026 Q1 | Change | FY2025 Q1 | FY2026 Q1 | Change |
| 01 Daifuku | 52.5 | 64.6 | +12.0 | 68.6 | 57.9 | -10.6 | 16.3 | 13.9 | -2.4 |
| Contec | 4.0 | 6.2 | +2.1 | 4.7 | 5.7 | +0.9 | 0.2 | 0.3 | +0.0 |
| 02 Daifuku North America | 37.4 | 64.0 | +26.6 | 39.9 | 40.2 | +0.3 | 3.9 | 2.5 | -1.3 |
| 03 Clean Factomation | 10.5 | 33.1 | +22.6 | 8.4 | 20.2 | +11.7 | 0.6 | 3.3 | +2.7 |
| Daifuku (Suzhou) Cleanroom Automation | 10.3 | 11.1 | +0.8 | 10.5 | 7.5 | -2.9 | 2.7 | 1.8 | -0.9 |
| 04 Other | 28.2 | 42.2 | +13.9 | 28.3 | 41.1 | +12.8 | 1.9 | 5.6 | +3.6 |
| Consolidated adjustment and other | – | – | – | -0.3 | -0.1 | +0.1 | -9.0 | -8.1 | +0.9 |
| Total | 143.1 | 221.3 | +78.2 | 160.2 | 172.7 | +12.4 | 16.8 | 19.4 | +2.6 |

Consolidated Balance Sheets, Consolidated Cash Flows

| (Billion yen) | Dec. 31, 2025 | Mar. 31, 2026 | Change |
|---|---------------|---------------|--------|
| Current assets | 583.7 | 562.8 | -20.9 |
| Cash on hand and in banks | 261.2 | 251.8 | -9.3 |
| Notes and accounts receivable | 238.9 | 229.7 | -9.2 |
| Inventories | 64.0 | 61.0 | -3.0 |
| Other | 19.5 | 20.1 | +0.6 |
| Non-current assets | 170.4 | 180.3 | +9.8 |
| Total assets | 754.2 | 743.1 | -11.0 |
| Current liabilities | 227.1 | 203.1 | -24.0 |
| Notes and accounts payable | 82.8 | 71.0 | -11.7 |
| Contract liabilities | 74.1 | 69.1 | -5.0 |
| Other | 70.1 | 62.9 | -7.2 |
| Non-current liabilities | 75.4 | 81.6 | +6.2 |
| Total Liabilities | 302.6 | 284.8 | -17.8 |
| Shareholders' equity | 402.5 | 405.8 | +3.2 |
| Total net assets | 451.5 | 458.3 | +6.7 |
| Total liabilities and net assets | 754.2 | 743.1 | -11.0 |



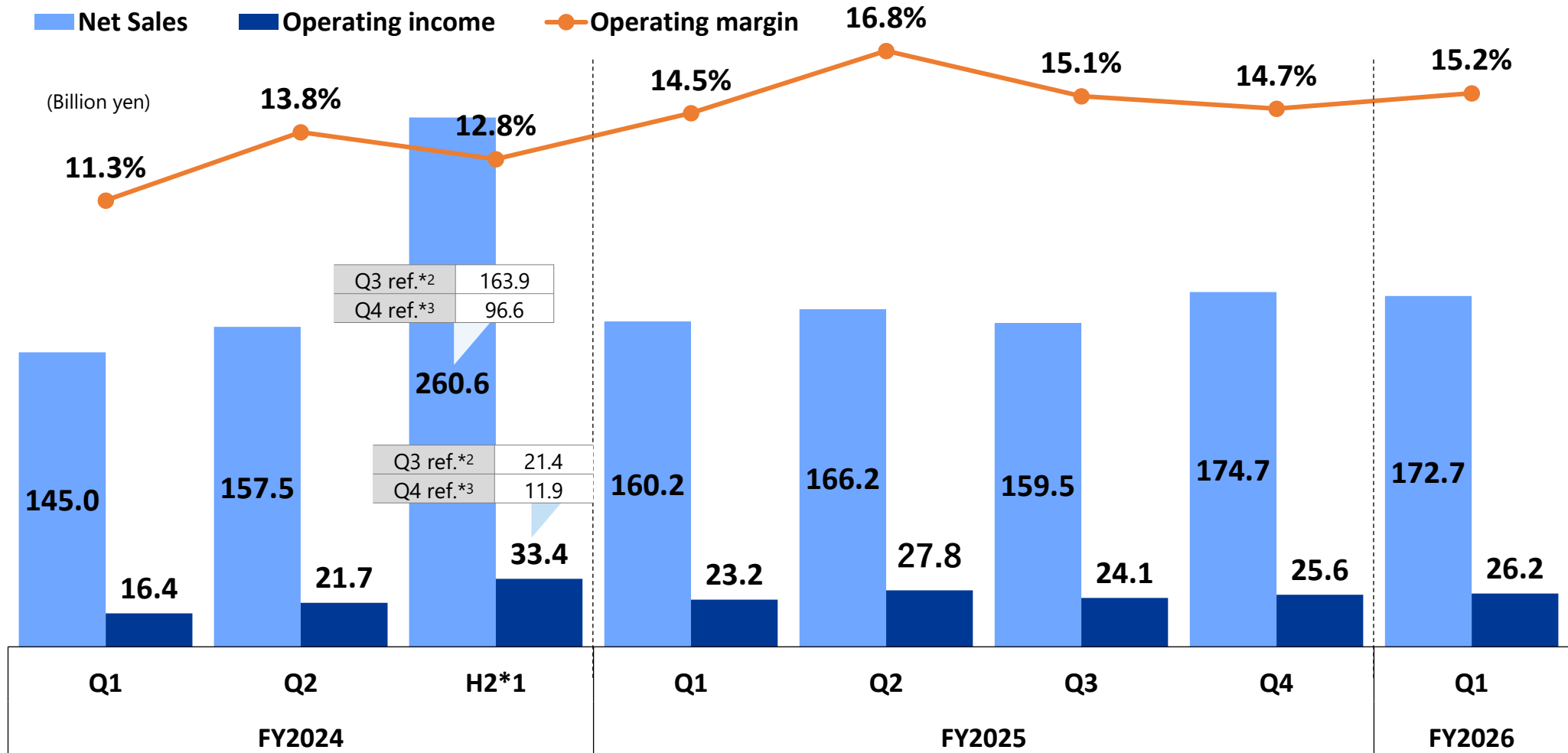
Orders and Sales by Destination

| (Billion yen) | Orders | | | | | Sales | | | | |
|-----------------------------------|-----------|---------------|--------------|---------------|--------|-----------|---------------|--------------|---------------|--------|
| | FY2025 Q1 | % of subtotal | FY2026 Q1 | % of subtotal | Change | FY2025 Q1 | % of subtotal | FY2026 Q1 | % of subtotal | Change |
| Japan | 38.5 | 26.9% | 44.6 | 20.2% | +6.0 | 49.3 | 30.7% | 43.9 | 25.4% | -5.4 |
| Outside of Japan | 104.5 | 73.1% | 176.7 | 79.8% | +72.1 | 111.2 | 69.3% | 128.9 | 74.6% | +17.7 |
| North America | 38.8 | 27.2% | 65.8 | 29.8% | +27.0 | 41.9 | 26.1% | 43.4 | 25.1% | +1.4 |
| Asia | 60.1 | 42.0% | 103.4 | 46.7% | +43.2 | 61.3 | 38.2% | 77.3 | 44.7% | +15.9 |
| China | 25.1 | 17.6% | 21.5 | 9.7% | -3.5 | 23.7 | 14.8% | 20.4 | 11.8% | -3.2 |
| South Korea | 11.6 | 8.1% | 34.3 | 15.5% | +22.6 | 11.3 | 7.1% | 21.4 | 12.4% | +10.0 |
| Taiwan | 18.6 | 13.1% | 43.5 | 19.7% | +24.8 | 19.1 | 11.9% | 22.6 | 13.1% | +3.4 |
| Other Asia | 4.6 | 3.2% | 3.9 | 1.8% | -0.7 | 7.0 | 4.4% | 12.8 | 7.4% | +5.7 |
| Europe | 1.6 | 1.2% | 2.3 | 1.1% | +0.7 | 3.4 | 2.1% | 4.3 | 2.5% | +0.8 |
| Latin America | 0.2 | 0.2% | 0.3 | 0.1% | +0.0 | 0.7 | 0.5% | 0.9 | 0.5% | +0.1 |
| Other | 3.5 | 2.5% | 4.7 | 2.1% | +1.1 | 3.7 | 2.4% | 3.0 | 1.8% | -0.6 |
| Subtotal | 143.1 | 100.0% | 221.3 | 100.0% | +78.2 | 160.6 | 100.0% | 172.8 | 100.0% | +12.2 |
| Consolidated adjustment and other | — | — | — | — | — | -0.3 | — | -0.1 | — | +0.1 |
| Total | 143.1 | — | 221.3 | — | +78.2 | 160.2 | — | 172.7 | — | +12.4 |

Orders and Sales by Industry

| (Billion yen) | Orders | | | | | Sales | | | | |
|---|-----------|---------------|--------------|---------------|--------|-----------|---------------|--------------|---------------|--------|
| | FY2025 Q1 | % of subtotal | FY2026 Q1 | % of subtotal | Change | FY2025 Q1 | % of subtotal | FY2026 Q1 | % of subtotal | Change |
| Automobile, auto parts | 15.0 | 10.5% | 18.2 | 8.2% | +3.1 | 20.7 | 12.9% | 19.0 | 11.0% | -1.6 |
| Electronics | 54.0 | 37.8% | 101.9 | 46.1% | +47.9 | 58.4 | 36.4% | 71.6 | 41.4% | +13.1 |
| Commerce, retail | 27.3 | 19.1% | 21.2 | 9.6% | -6.1 | 34.0 | 21.2% | 28.5 | 16.5% | -5.4 |
| Transportation, warehousing | 3.3 | 2.3% | 9.2 | 4.2% | +5.8 | 7.8 | 4.9% | 8.8 | 5.1% | +1.0 |
| Machinery | 2.2 | 1.6% | 1.6 | 0.7% | -0.6 | 1.8 | 1.2% | 2.6 | 1.5% | +0.7 |
| Chemicals, pharmaceuticals | 6.6 | 4.6% | 5.8 | 2.6% | -0.8 | 5.7 | 3.6% | 7.3 | 4.2% | +1.5 |
| Food | 6.0 | 4.3% | 3.8 | 1.8% | -2.1 | 6.4 | 3.9% | 5.8 | 3.4% | -0.5 |
| Iron, steel, nonferrous metals | 0.8 | 0.6% | 1.6 | 0.8% | +0.8 | 1.9 | 1.2% | 1.2 | 0.7% | -0.6 |
| Precision equipment, printing, office equipment | 2.0 | 1.4% | 1.5 | 0.7% | -0.4 | 1.3 | 0.8% | 1.6 | 1.0% | +0.3 |
| Airport | 18.1 | 12.7% | 52.3 | 23.7% | +34.2 | 17.3 | 10.8% | 19.9 | 11.5% | +2.6 |
| Other | 7.2 | 5.1% | 3.7 | 1.6% | -3.5 | 4.8 | 3.1% | 6.0 | 3.7% | +1.1 |
| Subtotal | 143.1 | 100.0% | 221.3 | 100.0% | +78.2 | 160.6 | 100.0% | 172.8 | 100.0% | +12.2 |
| Consolidated adjustment and other | — | — | — | — | — | -0.3 | — | -0.1 | — | +0.1 |
| Total | 143.1 | — | 221.3 | — | +78.2 | 160.2 | — | 172.7 | — | +12.4 |

Quarterly Sales, Operating Income and Operating Margin



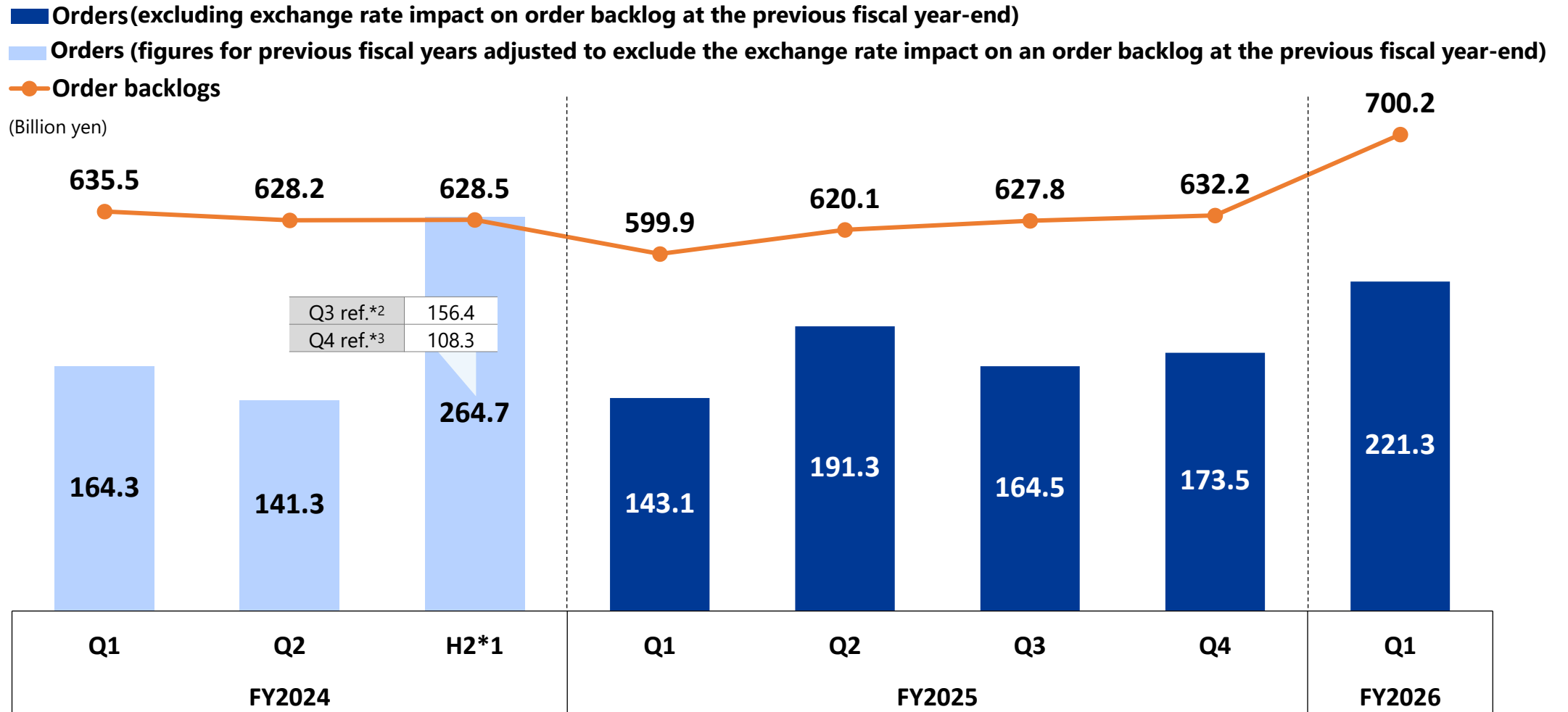
FY2024: Irregular accounting period due to a change in the fiscal year

*1 Results for Oct-Dec 2024 in Japan (3 months) and Jul-Dec 2024 outside of Japan (6 months).

*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



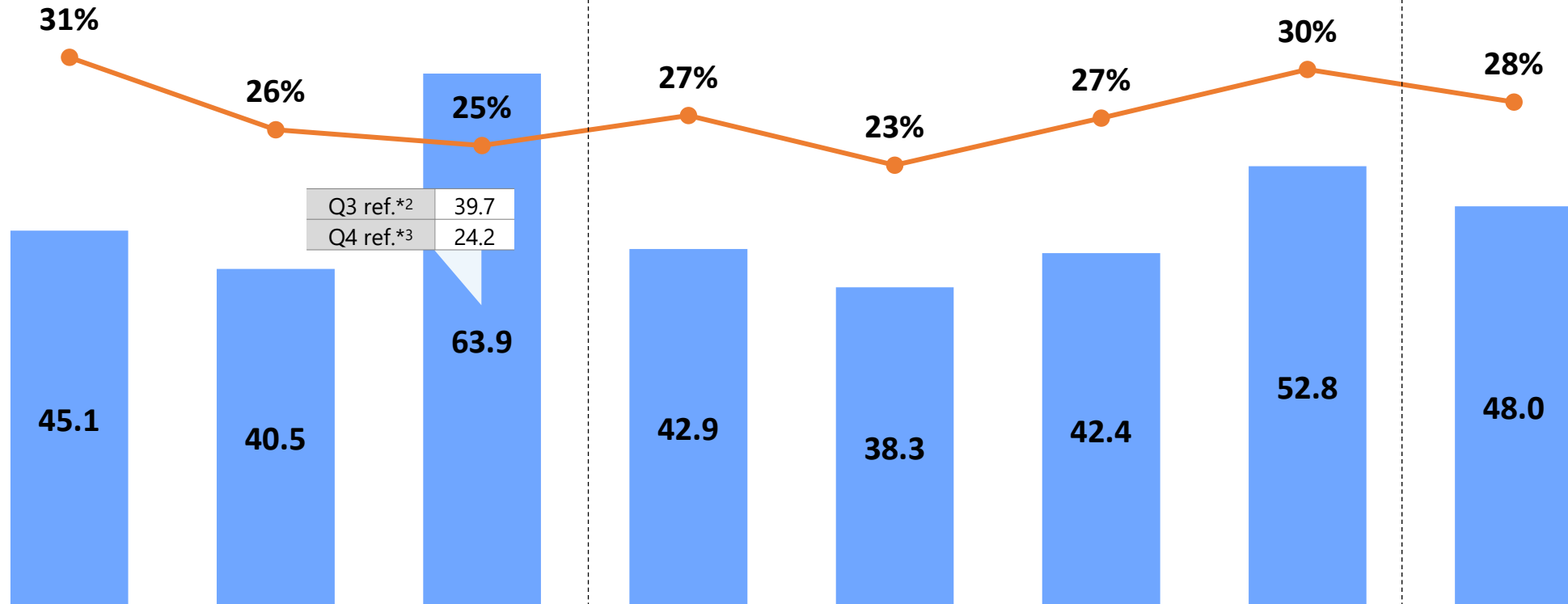
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*1 Results for Oct-Dec 2024 in Japan (3 months) and Jul-Dec 2024 outside of Japan (6 months).

*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 ● Ratio to net sales



| (Billion yen) | FY2024 | | | FY2025 | | | | FY2026 |
|--------------------------------------|----------------|----|------|----------------|----|----|----|---------------------------|
| | Q1 | Q2 | H2*1 | Q1 | Q2 | Q3 | Q4 | Q1 |
| Total (Ratio to net sales) | 149.7 (27%) | | | 176.6 (27%) | | | | 194.5 (forecast) (28%) |

FY2024: Irregular accounting period due to a change in the fiscal year *1 Results for Oct-Dec 2024 in Japan (3 months) and Jul-Dec 2024 outside of Japan (6 months).

*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

FY2026 Forecast

Orders received

FY

¥ **780.0~820.0** bn

From the February forecast

Unchanged

Change

+¥**107.3~147.3** bn

+**16.0~+21.9%**

Orders in the first quarter progressed largely as planned.

Net sales

H1

FY

¥ **330.0** bn ¥ **700.0** bn

From the February forecast

Revised upward
by ¥10.0 bn

Unchanged

Change

+¥**3.5** bn

+**1.1%**

Change

+¥**39.2** bn

+**5.9%**

The interim forecast was revised upward, reflecting smooth progress in projects based on the order backlog at the end of the previous fiscal year, and accelerated progress in certain projects. The full-year forecast remains unchanged, as the interim forecast revision was mainly attributable to projects progressing ahead of schedule during the fiscal year, and uncertainties in the external business environment persist.

Operating income

H1

FY

¥ **48.0** bn ¥ **105.0** bn
OP margin 14.5% OP margin 15.0%

From the February forecast

Revised upward
by ¥5.5 bn

Unchanged

Change

-¥**3.1** bn

-**6.1%**

Change

+¥**4.1** bn

+**4.2%**

The interim forecast was revised upward due to higher sales, while the full-year forecast remains unchanged, consistent with the sales outlook.

Fiscal 2026 Forecast (Consolidated)

| (Billion yen) | FY2025 | | FY2026 forecast | | | | | | | | | |
|---|-----------|-----------|-----------------|---------------|----------------------------|-----------------|-------|-----------------|-------------------------|----------------------------|-------------------|-------------------|
| | H1 [a] | FY [b] | H1 | | | Change (c-a) | | FY | | | Change (d-b) | |
| | | | Announced on | | Change from the Feb. | Amount | Rate | Announced on | | Change from the Feb. | Amount | Rate |
| | | | Feb. 12 | May 14 [c] | | | | Feb. 12 | May 14 [d] | | | |
| Orders received | 334.4 | 672.6 | — | — | — | — | — | 780.0~ 820.0 | 780.0~ 820.0 | 0.0 | +107.3~ +147.3 | +16.0%~ +21.9% |
| Net sales | 326.4 | 660.7 | 320.0 | 330.0 | +10.0 | +3.5 | +1.1% | 700.0 | 700.0 | 0.0 | +39.2 | +5.9% |
| Operating income | 51.1 | 100.8 | 42.5 | 48.0 | +5.5 | -3.1 | -6.1% | 105.0 | 105.0 | 0.0 | +4.1 | +4.2% |
| Operating margin | 15.7% | 15.3% | 13.3% | 14.5% | +1.2pt | -1.2pt | — | 15.0% | 15.0% | 0.0pt | -0.3pt | — |
| Ordinary income | 52.5 | 104.6 | 44.0 | 49.0 | +5.0 | -3.5 | -6.7% | 108.5 | 108.5 | 0.0 | +3.8 | +3.7% |
| Net income attributable to shareholders of the parent company | 37.6 | 78.0 | 35.3 | 37.0 | +1.7 | -0.6 | -1.7% | 80.0 | 80.0 | 0.0 | +1.9 | +2.4% |
| Net margin | 11.5% | 11.8% | 11.0% | 11.2% | +0.2pt | -0.3pt | — | 11.4% | 11.4% | 0.0pt | -0.4pt | — |
| Net income per share (yen) | 102.32 | 212.39 | 96.00 | 100.62 | +4.62 | -1.70 | -1.7% | 217.57 | 217.57 | 0.00 | +5.18 | +2.4% |

An exchange rate for the fiscal year ending December 31, 2026 of 150 yen to the U.S. dollar is unchanged from the beginning of the fiscal year.

03

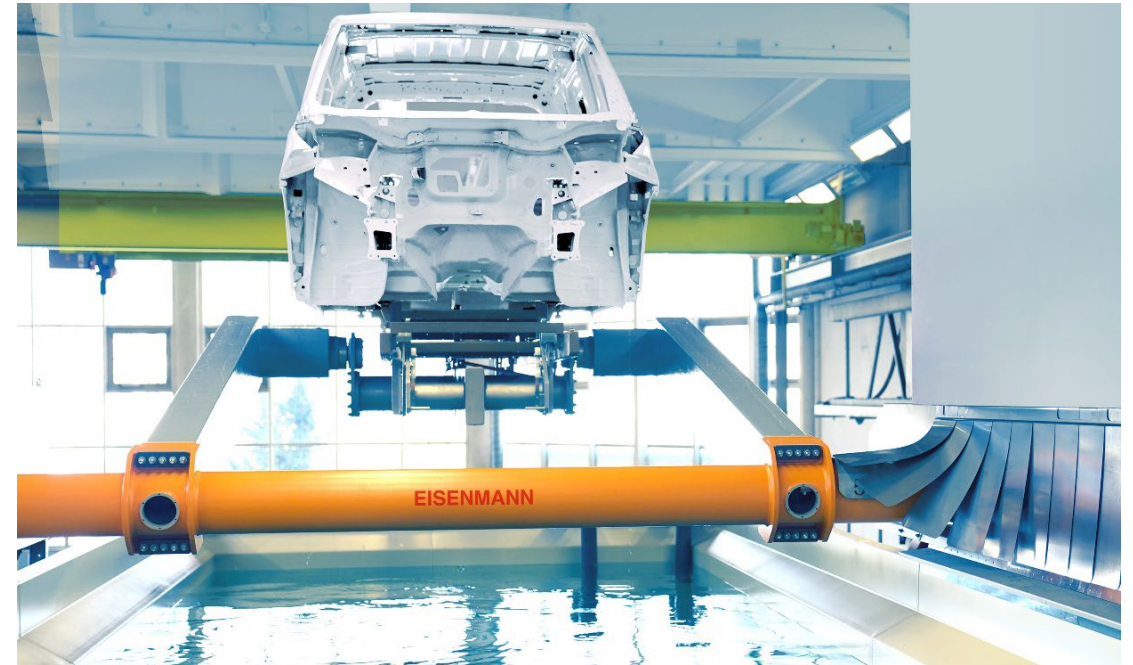
Topics

At a meeting of the Board of Directors held on April 17, 2026, the Company resolved to acquire the shares of EISENMANN GmbH (“EISENMANN”), a Germany-based company, and to make it a subsidiary. The share acquisition is scheduled for July.

Through the acquisition of EISENMANN, which possesses advanced automation technologies and proprietary solutions that reduce environmental impact, the Group aims to strengthen and expand its system solution capabilities compliant with European standards and enhance its business foundation in the European market. In the automotive business, the Group will broaden the range of proposals for automotive production line systems, leading to increased value provided to customers and expanded order opportunities.

Overview of EISENMANN

| | |
|-------------------------------|--|
| Country | Germany |
| Business | Design and engineering of industrial painting and surface treatment systems, and material handling systems |
| Established | 2020 (founded in 1951) |
| Number of employees | 283 (as of December in FY2025) |
| Consolidated net sales | Approximately EUR 65 million (preliminary results for the fiscal year ended December 31, 2025) |



EISENMANN product: Automotive body pretreatment equipment for paint lines

Daifuku Completes New Factory Building for cleanroom systems for the semiconductor sector

Daifuku Co., Ltd. completed construction of its new factory building for cleanroom systems for the semiconductor sector in April 2026. The company established this new factory building in Shiga Works to further strengthen its production and development capabilities in line with the growing demand for semiconductors driven by the rise of AI. This new facility will increase domestic production capacity for the Company's cleanroom business by 30%.

In addition to continuously sophisticating its production processes, the Company has installed a test line that replicates the cleanroom environment of semiconductor fabs, which is expected to reduce on-site adjustment time and achieve shorter project delivery times. Additionally, the new facility with a ceiling height of approximately 20 meters will accelerate its development of large-scale systems and systems for back-end processes.

Overview of the new factory building

| | |
|--------------------------|---|
| Building area | 19,600m ² |
| Total floor area | 21,400m ² (manufacturing and R&D: 16,800m ² , office: 3,400m ²) |
| Primary functions | Development and production of transport and storage systems for semiconductor production lines |



Exterior of new factory building

Daifuku Opens Tokyo Lab—a New R&D Hub for Advanced Technologies

Following the successful launch of the Kyoto Lab in 2025, Daifuku Co., Ltd. opened Tokyo Lab in Minato, Tokyo, in March 2026, as a new base for research and development of advanced technologies. Through the development of physical AI, which sits at the core of intelligent material handling equipment, and the establishment of new robotics technologies, Daifuku will continue its advance toward the full automation of distribution centers and manufacturing plants.

The Tokyo lab operates with a staff of approximately 30 personnel, with plans to expand to 50 by the end of 2027. Daifuku will also promote collaboration with universities, research institutions, and startups, swiftly deploying results company-wide. Daifuku's domestic R&D facilities are organized across three sites, including the Shiga Works.



Collaboration area where seminars and events can be held



Open-plan office area

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.