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## First Three Quarters of the Fiscal Year Ending December 31, 2026
**(January 1, 2026–September 30, 2026)**

# Consolidated Financial Results

**November 11, 2026**

DAIFUKU CO., LTD. [6383]

# Executive Summary

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**FY2026 3Qs results**

- As of the end of the first three quarters of the fiscal year, nine months into the fiscal year, orders received had surpassed the previous record for full-year orders. Sales, operating income, ordinary income, and net income attributable to shareholders of the parent company reached record highs for the first three quarters of the fiscal year. Order backlog also reached a new record high by a wide margin.

**FY2026 forecasts**

- The full-year orders forecast was revised upward, reflecting the continued favorable order environment.
- Net sales are expected to exceed the previous forecast, reflecting smooth progress in projects underpinned by the order backlog at the end of the previous fiscal year, as well as earlier-than-expected revenue recognition for certain cleanroom systems projects for semiconductor production lines.
- Operating income is also expected to exceed the previous forecast due to the positive impact of higher sales of cleanroom systems.
- The Company has decided to repurchase up to ¥40.0 billion (6.6 million shares) of its own shares to improve capital efficiency and further enhance shareholder returns.

**Impact of the situation in the Middle East on business operations**

- The Group has no major 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 on orders already received of supply constraints and rising costs for certain materials resulting from higher crude oil prices and disruptions in international logistics, as well as trends in customers' investment plans amid increasing uncertainty in the global economy.

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# Voluntary Adoption of International Financial Reporting Standards (IFRS Accounting Standards)

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**The Company has decided to voluntarily adopt IFRS Accounting Standards in order to enhance the international comparability of its financial information and provide shareholders, investors, and other stakeholders with more useful information.**

**The full-year consolidated earnings forecasts for the fiscal year ending December 31, 2026 (page 15) also include, for reference purposes, forecasts based on IFRS Accounting Standards, in addition to those based on Japan GAAP.**

**Disclosure schedule (planned) for voluntary adoption of IFRS Accounting Standards**

| Reporting period | | Disclosure materials | Applied accounting standards |
|---|---|---|---|
| Fiscal year ending December 31, 2026 | Third quarter | Quarterly Consolidated Financial Results | Japan GAAP |
| | Year-end | Consolidated Financial Results | IFRS |
| | | Consolidated Financial Statements | |
| | | Securities Report | |

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# Financial Summary

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## Fiscal 2026 3Qs results

### Orders received

¥781.2 billion

Change

+¥282.1 billion

+56.5%

Orders increased significantly overall, driven by a substantial increase in orders for cleanroom systems, while orders for intralogistics systems from manufacturers and distributors and automotive systems also remained strong.

### Net sales

¥553.7 billion

Change

+¥67.7 billion

+13.9%

Sales increased, supported by an extensive order backlog at the end of the previous fiscal year, with higher sales across all business areas, particularly cleanroom systems.

### Operating income

¥83.4 billion

Change

+¥8.2 billion

+11.0%

### Operating margin

15.1%

Change

-0.4pt

Profits increased, driven by higher sales and improved profitability in cleanroom systems.

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# 01

# Financial Results

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# Fiscal 2026 3Qs Results (January 1–September 30, 2026)

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| (Billion yen) | FY2025 3Qs | FY2026 3Qs | Change | |
|---|---|---|---|---|
| | | | Amount | Rate |
| Orders received | 499.0 | **781.2** | +282.1 | +56.5% |
| Net sales | 486.0 | **553.7** | +67.7 | +13.9% |
| Operating income | 75.2 | **83.4** | +8.2 | +11.0% |
| Operating margin | 15.5% | **15.1%** | -0.4pt | — |
| Ordinary income | 77.5 | **85.9** | +8.3 | +10.8% |
| Net income attributable to shareholders of the parent company | 58.4 | **63.2** | +4.8 | +8.2% |
| Net income margin | 12.0% | **11.4%** | -0.6pt | — |
| Net income per share (yen) | 159.01 | **171.15** | +12.14 | +7.6% |

| Exchange rate (yen) | FY2025 3Qs | FY2026 3Qs |
|---|---|---|
| U.S. dollar | 147.91 | 158.76 |
| Chinese yuan | 20.49 | 23.30 |
| Korean won | 0.1047 | 0.1093 |
| New Taiwan dollar | 4.75 | 5.01 |

**Effect of exchange rate changes**

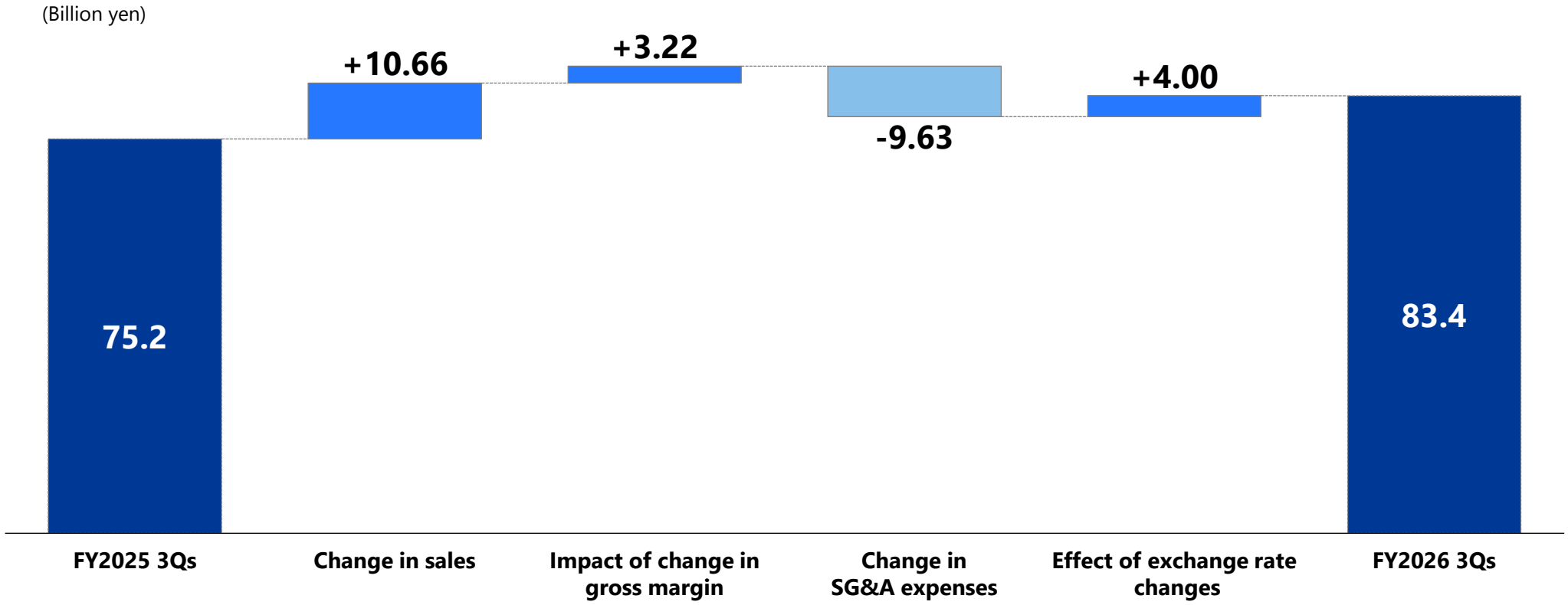
| Orders received | Net sales | Operating income |
|---|---|---|
| Around +¥32.5bn | Around +¥24.4bn | Around +¥4.0bn |

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# Factors for Change in Operating Income

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**Increases in expenses aimed at future growth, including investment in human capital and enhanced R&D, were more than offset by higher sales and an improved gross margin resulting from progress in production efficiency efforts and project management improvements.**




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# Results by Reportable Segment

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**01 Daifuku**

**Orders increased significantly, while orders for cleanroom systems increased substantially and orders for intralogistics systems and automotive systems also remained strong. However, sales decreased from the same period of the previous fiscal year, while segment income increased due to factors including improvements in other income and expenses.**

**02 Daifuku North America**

**Orders for intralogistics systems, cleanroom systems, and automotive systems increased. Sales increased, underpinned by an order backlog at the end of the previous fiscal year.**

**03 Clean Factomation**

**Orders increased significantly, driven by an expansion in advanced semiconductor investments with increased demand for AI applications. Sales and segment income increased significantly, underpinned by an extensive order backlog at the end of the previous fiscal year, as well as contributions from sales recorded from orders received during the period.**

**04 Other**

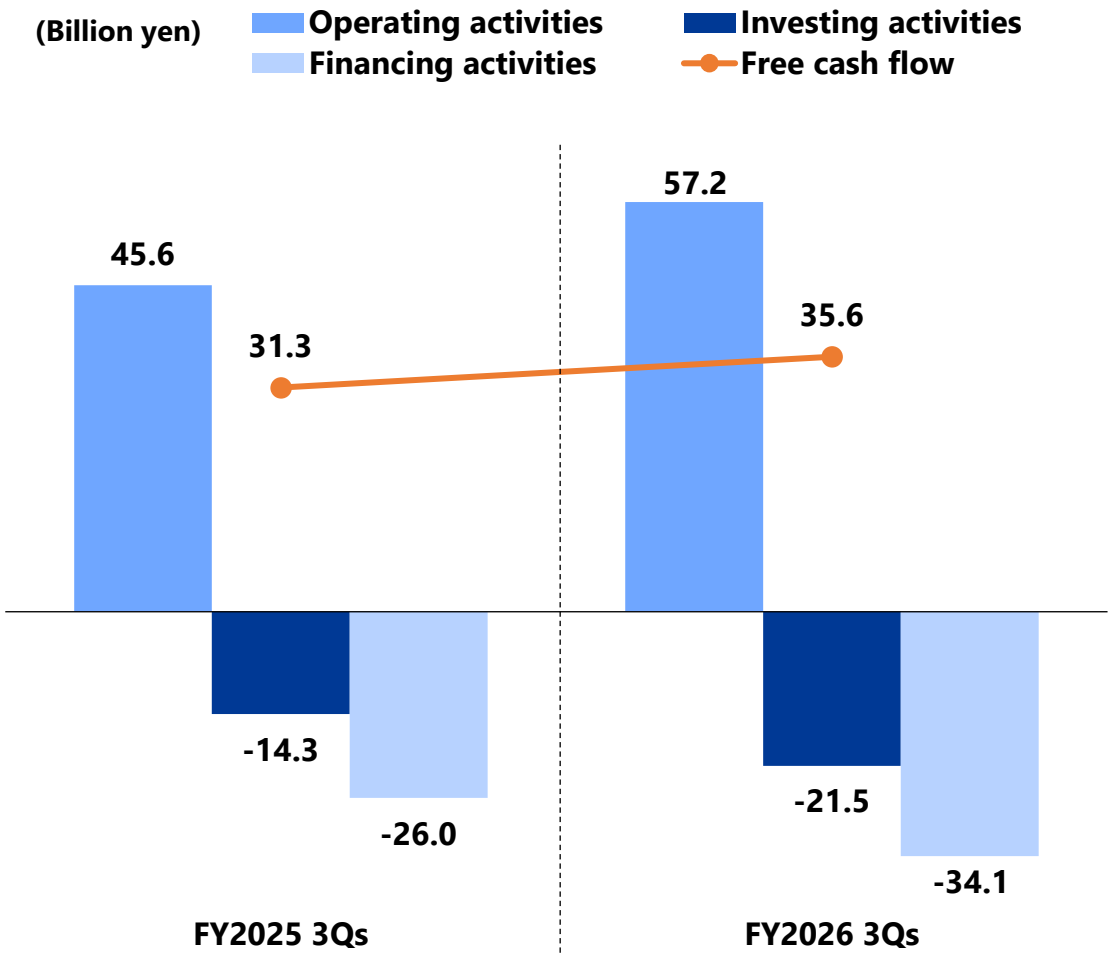
**Orders increased, mainly in cleanroom systems. Sales and segment income increased, driven by a strong performance mainly in cleanroom systems, which in turn was underpinned by an extensive order backlog at the end of the previous fiscal year.**

| (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 3Qs | FY2026 3Qs | Change | FY2025 3Qs | FY2026 3Qs | Change | FY2025 3Qs | FY2026 3Qs | Change |
| 01 Daifuku | 163.1 | **264.7** | +101.6 | 193.4 | **172.8** | -20.5 | 44.5 | **54.4** | +9.8 |
| Contec | 14.2 | **21.2** | +7.0 | 14.9 | **17.9** | +2.9 | 0.9 | **1.1** | +0.1 |
| 02 Daifuku North America | 159.1 | **171.3** | +12.1 | 120.5 | **142.8** | +22.2 | 12.1 | **11.8** | -0.2 |
| 03 Clean Factomation | 40.6 | **121.7** | +81.0 | 28.4 | **55.0** | +26.5 | 2.6 | **9.7** | +7.0 |
| Daifuku (Suzhou) Cleanroom Automation | 22.4 | **65.0** | +42.6 | 29.5 | **33.0** | +3.4 | 8.0 | **8.7** | +0.6 |
| 04 Other | 99.3 | **137.0** | +37.6 | 99.2 | **131.4** | +32.2 | 9.2 | **15.5** | +6.2 |
| Consolidated adjustment and other | – | **–** | – | -0.1 | **0.7** | +0.8 | -19.2 | **-38.2** | -19.0 |
| Total | 499.0 | **781.2** | +282.1 | 486.0 | **553.7** | +67.7 | 58.4 | **63.2** | +4.8 |

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# Consolidated Balance Sheets, Consolidated Cash Flows

| (Billion yen) | Dec. 31, 2025 | Sep. 30, 2026 | Change |
|---|---|---|---|
| Current assets | 583.7 | **607.0** | +23.2 |
| Cash on hand and in banks | 261.2 | **256.6** | -4.6 |
| Notes and accounts receivable | 238.9 | **247.1** | +8.1 |
| Inventories | 64.0 | **78.8** | +14.8 |
| Other | 19.5 | **24.4** | +4.9 |
| Non-current assets | 170.4 | **200.2** | +29.7 |
| Total assets | 754.2 | **807.2** | +53.0 |
| Current liabilities | 227.1 | **238.4** | +11.2 |
| Notes and accounts payable | 82.8 | **87.8** | +4.9 |
| Contract liabilities | 74.1 | **80.7** | +6.5 |
| Other | 70.1 | **69.8** | -0.2 |
| Non-current liabilities | 75.4 | **67.0** | -8.4 |
| Total liabilities | 302.6 | **305.5** | +2.8 |
| Shareholders' equity | 402.5 | **450.4** | +47.9 |
| Total net assets | 451.5 | **501.7** | +50.2 |
| Total liabilities and net assets | 754.2 | **807.2** | +53.0 |




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# Orders and Sales by Destination

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| (Billion yen) | Orders | | | | | Sales | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | FY2025 3Qs | % of subtotal | FY2026 3Qs | % of subtotal | Change | FY2025 3Qs | % of subtotal | FY2026 3Qs | % of subtotal | Change |
| Japan | 132.3 | 26.6% | **164.8** | **21.1%** | +32.4 | 137.8 | 28.3% | **125.8** | **22.8%** | -11.9 |
| Outside of Japan | 366.6 | 73.4% | **616.4** | **78.9%** | +249.7 | 348.3 | 71.7% | **427.2** | **77.2%** | +78.8 |
| North America | 164.3 | 32.9% | **178.7** | **22.9%** | +14.4 | 127.4 | 26.2% | **150.7** | **27.3%** | +23.2 |
| Asia | 185.0 | 37.0% | **410.3** | **52.5%** | +225.3 | 194.9 | 40.1% | **242.2** | **43.8%** | +47.2 |
| China | 54.4 | 10.9% | **134.9** | **17.3%** | +80.4 | 63.4 | 13.0% | **75.8** | **13.7%** | +12.4 |
| South Korea | 47.5 | 9.5% | **122.9** | **15.7%** | +75.4 | 35.8 | 7.4% | **61.2** | **11.1%** | +25.4 |
| Taiwan | 65.3 | 13.1% | **130.0** | **16.6%** | +64.7 | 67.9 | 14.0% | **72.6** | **13.1%** | +4.7 |
| Other Asia | 17.7 | 3.5% | **22.3** | **2.9%** | +4.6 | 27.7 | 5.7% | **32.4** | **5.9%** | +4.6 |
| Europe | 9.0 | 1.8% | **12.1** | **1.6%** | +3.1 | 10.6 | 2.2% | **21.5** | **3.9%** | +10.8 |
| Latin America | 1.7 | 0.4% | **4.1** | **0.5%** | +2.3 | 2.3 | 0.5% | **2.8** | **0.5%** | +0.4 |
| Other | 6.4 | 1.3% | **10.9** | **1.4%** | +4.4 | 12.8 | 2.7% | **9.9** | **1.7%** | -2.9 |
| Subtotal | 499.0 | 100.0% | **781.2** | **100.0%** | +282.1 | 486.1 | 100.0% | **553.0** | **100.0%** | +66.8 |
| Consolidated adjustment and other | – | – | **–** | **–** | – | -0.1 | – | **0.7** | **–** | +0.8 |
| Total | 499.0 | – | **781.2** | **–** | +282.1 | 486.0 | – | **553.7** | **–** | +67.7 |

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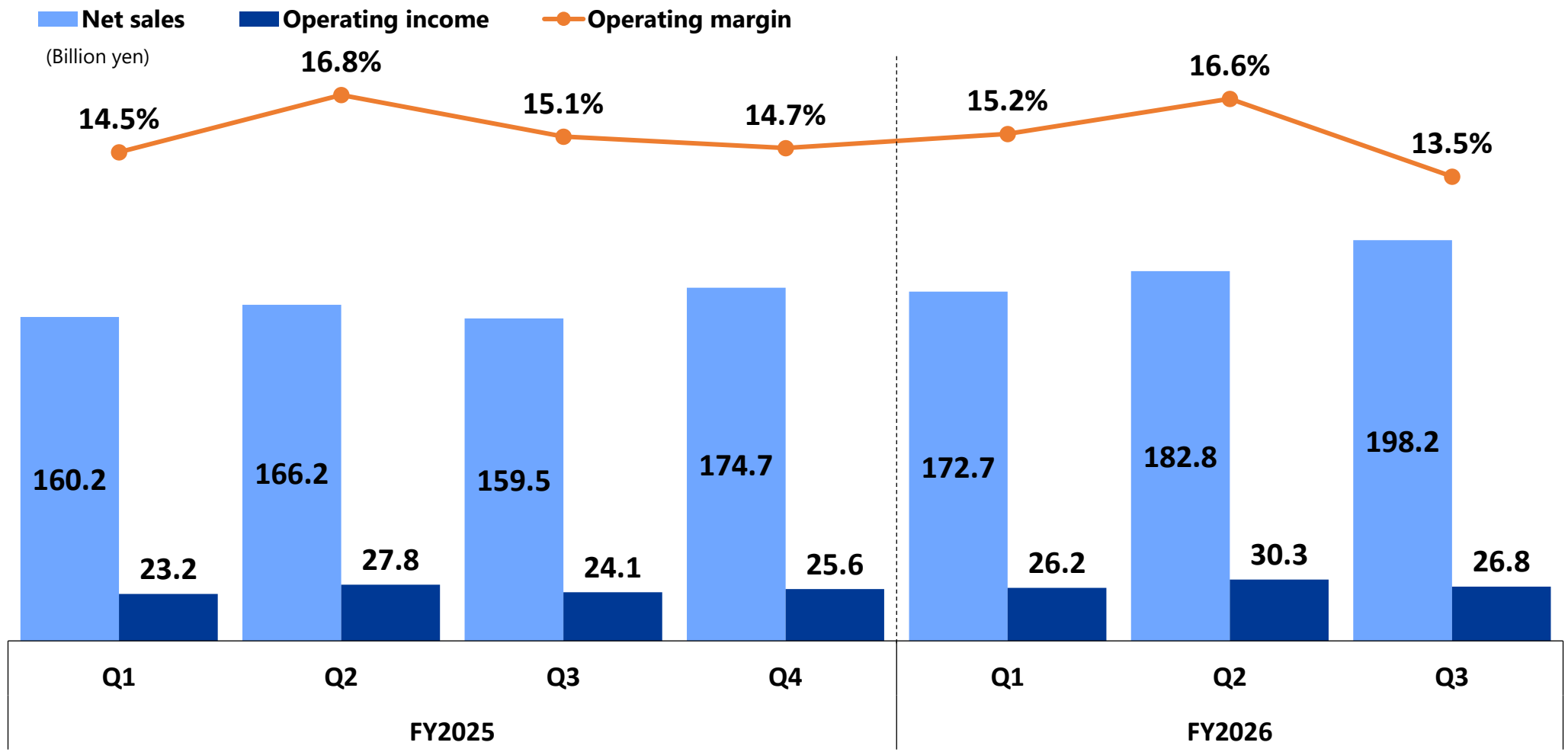
# Orders and Sales by Industry

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| (Billion yen) | Orders | | | | | Sales | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | FY2025 3Qs | % of subtotal | FY2026 3Qs | % of subtotal | Change | FY2025 3Qs | % of subtotal | FY2026 3Qs | % of subtotal | Change |
| Automobile, auto parts | 48.8 | 9.8% | **72.5** | **9.3%** | +23.7 | 62.8 | 12.9% | **70.1** | **12.7%** | +7.3 |
| Electronics | 170.6 | 34.2% | **412.7** | **52.8%** | +242.1 | 186.3 | 38.3% | **226.6** | **41.0%** | +40.3 |
| Commerce, retail | 95.9 | 19.2% | **122.9** | **15.7%** | +27.0 | 99.6 | 20.5% | **95.1** | **17.2%** | -4.4 |
| Transportation, warehousing | 15.4 | 3.1% | **15.0** | **1.9%** | -0.3 | 21.5 | 4.4% | **21.3** | **3.9%** | -0.1 |
| Machinery | 6.9 | 1.4% | **6.3** | **0.8%** | -0.6 | 5.7 | 1.2% | **6.1** | **1.1%** | +0.3 |
| Chemicals, pharmaceuticals | 18.8 | 3.8% | **22.8** | **2.9%** | +4.0 | 16.7 | 3.5% | **20.0** | **3.6%** | +3.2 |
| Food | 19.4 | 3.9% | **19.2** | **2.5%** | -0.2 | 18.5 | 3.8% | **22.4** | **4.1%** | +3.9 |
| Iron, steel, nonferrous metals | 3.0 | 0.6% | **5.0** | **0.7%** | +2.0 | 4.7 | 1.0% | **3.5** | **0.6%** | -1.1 |
| Precision equipment, printing, office equipment | 4.2 | 0.9% | **4.5** | **0.6%** | +0.3 | 3.4 | 0.7% | **4.5** | **0.8%** | +1.0 |
| Airport | 90.0 | 18.0% | **78.5** | **10.1%** | -11.5 | 53.6 | 11.0% | **65.2** | **11.8%** | +11.5 |
| Other | 25.7 | 5.1% | **21.3** | **2.7%** | -4.4 | 12.9 | 2.7% | **17.6** | **3.2%** | +4.6 |
| Subtotal | 499.0 | 100.0% | **781.2** | **100.0%** | +282.1 | 486.1 | 100.0% | **553.0** | **100.0%** | +66.8 |
| Consolidated adjustment and other | – | – | **–** | **–** | – | -0.1 | – | **0.7** | **–** | +0.8 |
| Total | 499.0 | – | **781.2** | **–** | +282.1 | 486.0 | – | **553.7** | **–** | +67.7 |

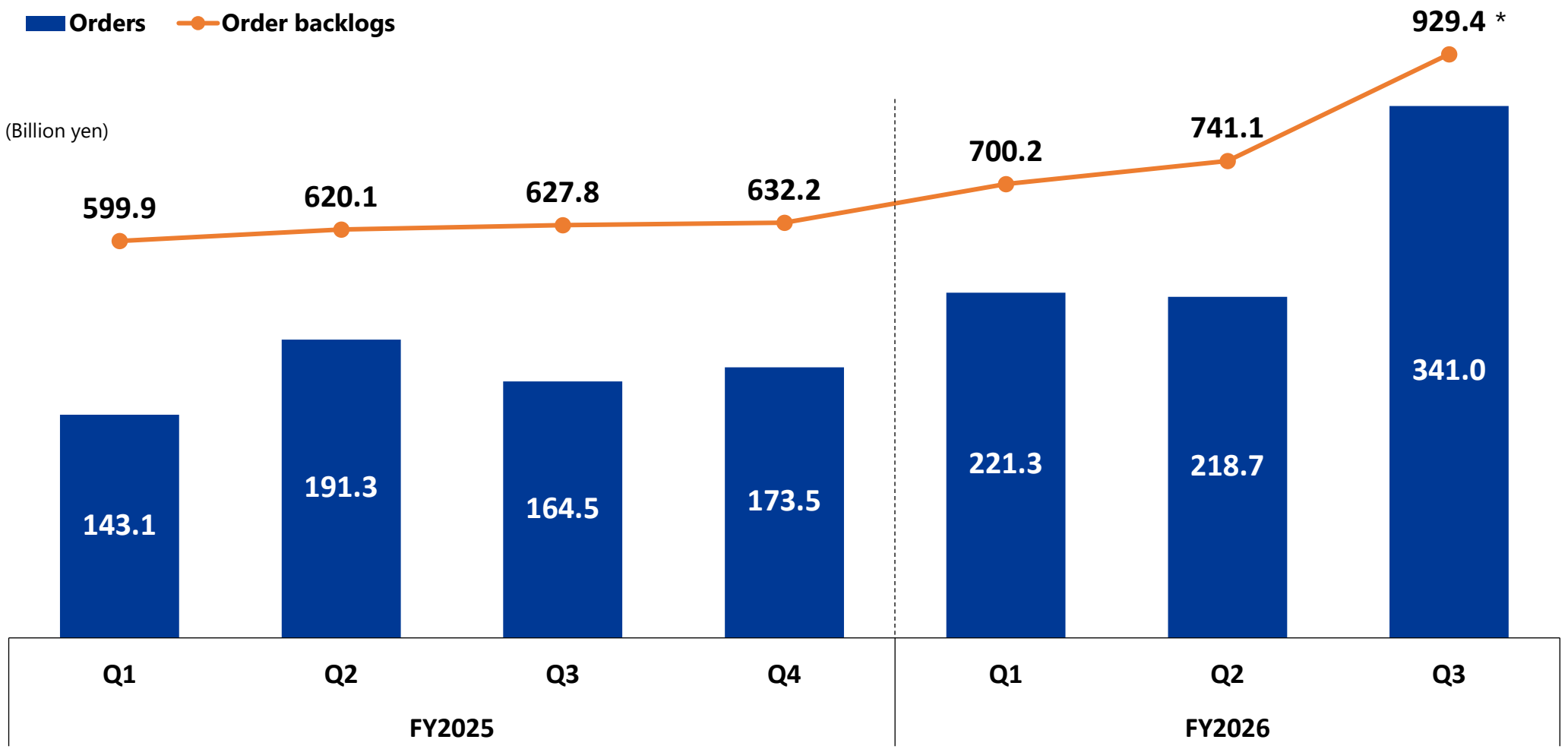
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# Quarterly Sales, Operating Income and Operating Margin




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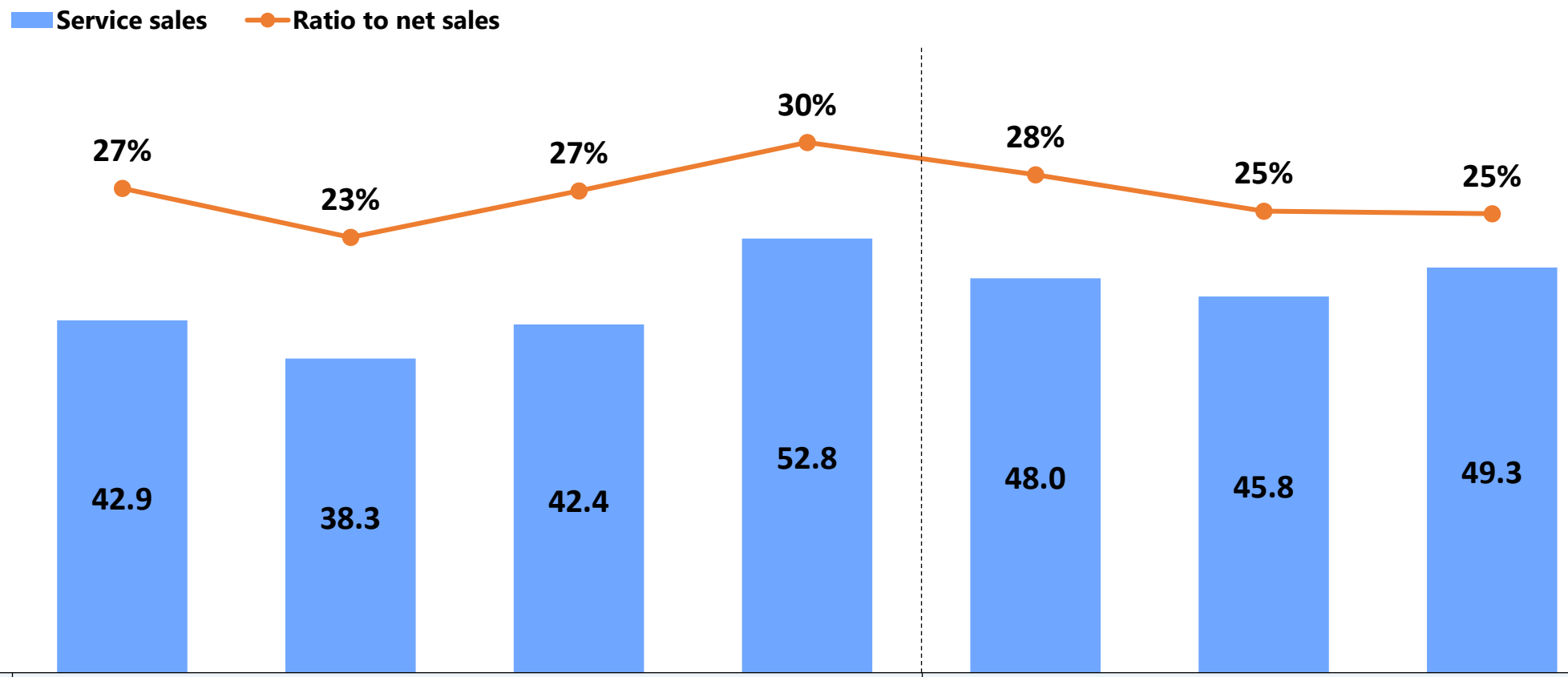
# Quarterly Orders and Order Backlogs




* Includes Eisenmann's order backlogs of €195 million (approximately ¥36.0 billion).

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# Service Sales




| (Billion yen) | FY2025 | | | | FY2026 | | |
|---|---|---|---|---|---|---|---|
| | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 |
| **Total** **(Ratio to net sales)** | 176.6 (27%) | | | | **200.3 (forecast)** **(26%)** | | |

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# 02

# Earnings Forecast

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# Earnings Forecast Summary

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## FY2026 Forecast

### Orders received

**FY <Japan GAAP / IFRS>**

**¥970.0~1,000.0 bn**

From the August forecast

Revised upward by ¥105.0 bn*

Change

+¥297.3~327.3 bn

+44.2~+48.7%

Orders forecast was revised upward, reflecting the continued favorable order environment.

### Net sales

**FY <Japan GAAP / IFRS>**

**¥770.0 bn**

From the August forecast

Revised upward by ¥35.0 bn

Change

+¥109.2 bn

+16.5%

Net sales are expected to exceed the previous forecast, reflecting smooth progress in projects underpinned by the order backlog at the end of the previous fiscal year, as well as earlier-than-expected revenue recognition for certain cleanroom systems projects.

### Operating income

**FY <Japan GAAP>**

**¥119.0 bn**
OP margin 15.5%

**FY <IFRS>**

**¥117.0 bn**
OP margin 15.2%

From the August forecast

Revised upward by ¥6.0 bn

OP margin +0.1 pt

Change

+¥18.1 bn

+18.0%

OP margin +0.2 pt

Profits are also expected to exceed the previous forecast due to the positive impact of higher sales of cleanroom systems.

* Change in median values

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# Fiscal 2026 Forecast (Consolidated)

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| (Billion yen) | FY2025 (Japan GAAP) | FY 2026 Forecast (Japan GAAP) | | | | | | FY2026 Forecast (IFRS) |
|---|---|---|---|---|---|---|---|---|
| | FY [a] | FY | | | | Change (c-a) | | FY |
| | | Announced on | | | Change from the Aug. (c-b) | Amount | Rate | Announced on Nov. 11 |
| | | Feb. 12 | Aug. 6 [b] | Nov. 11 [c] | | | | |
| Orders received | 672.6 | 780.0~820.0 | 860.0~900.0 | **970.0~1,000.0** | +105.0* | +297.3~+327.3 | +44.2%~+48.7% | **970.0~1,000.0** |
| Net sales | 660.7 | 700.0 | 735.0 | **770.0** | +35.0 | +109.2 | +16.5% | **770.0** |
| Operating income | 100.8 | 105.0 | 113.0 | **119.0** | +6.0 | +18.1 | +18.0% | **117.0** |
| Operating margin | 15.3% | 15.0% | 15.4% | **15.5%** | +0.1pt | +0.2pt | – | **15.2%** |
| Ordinary income | 104.6 | 108.5 | 116.5 | **122.0** | +5.5 | +17.3 | +16.6% | – |
| Net income attributable to shareholders of the parent company | 78.0 | 80.0 | 86.5 | **89.5** | +3.0 | +11.4 | +14.6% | **87.5** |
| Net margin | 11.8% | 11.4% | 11.8% | **11.6%** | -0.2pt | -0.2pt | – | **11.4%** |
| Net income per share (yen) | 212.39 | 217.57 | 233.55 | **241.95** | +8.40 | +29.56 | +13.9% | **236.55** |

* Change in median values
[Note 1] An exchange rate of 158 yen to the U.S. dollar is assumed in preparing the plan for the fiscal year ending December 31, 2026.
[Note 2] The forecast for sales includes Eisenmann's sales of €110 million (approximately ¥20.0 billion) from July 2026 onward.

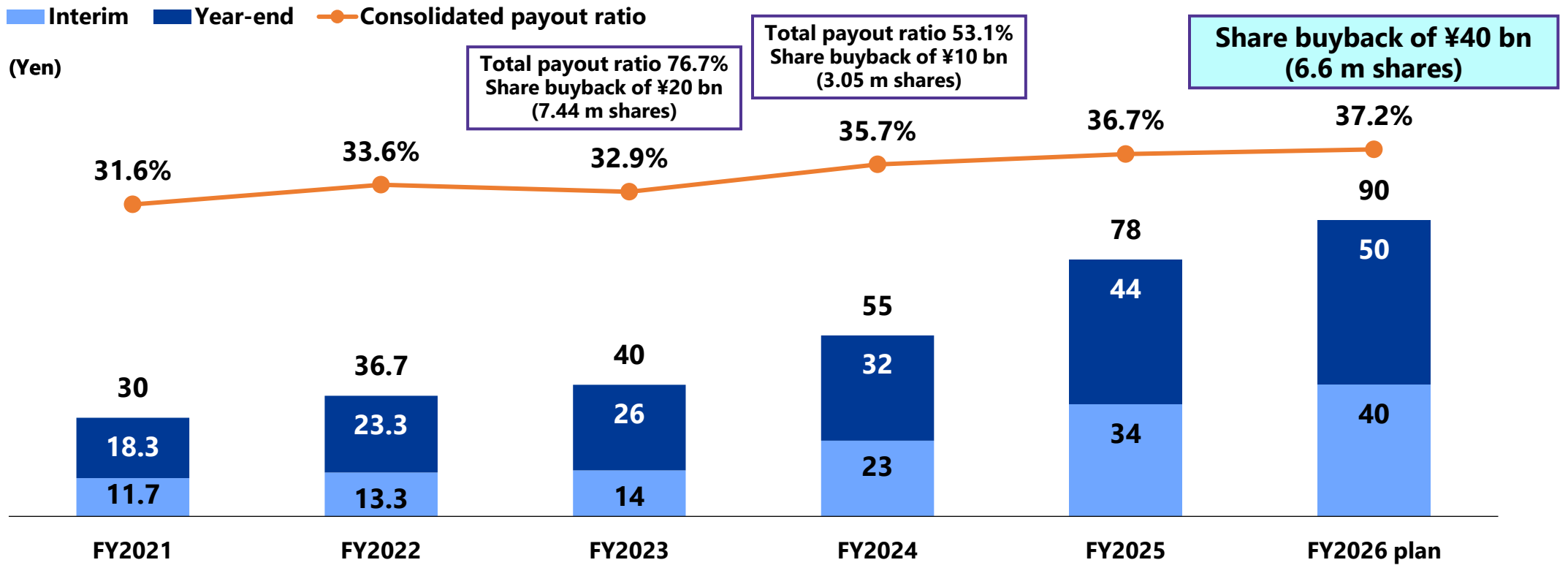
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# Dividends (Dividends and Share Repurchases)

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**The Company has decided to repurchase its own shares to improve capital efficiency, further enhance shareholder return, and increase the value per share by reducing the number of shares in issue. We will repurchase up to ¥40.0 billion (6.6 million shares) during the period from November 12, 2026 to January 31, 2027. We will further enhance shareholder returns by providing stable and continuous dividends through sustainable earnings growth, while flexibly repurchasing our own shares.**

**Trend in dividend per share**




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).

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# 03

# Topics

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# Strengthening global supply capabilities to meet growing semiconductor demand

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**To meet growing semiconductor demand, particularly for generative AI and data centers, we are strengthening the supply capabilities of our Cleanroom business by leveraging our four bases in Japan, South Korea, China, and Taiwan.**

**In South Korea, we are investing approximately KRW 53.0 billion (approximately ¥5.8 billion*) to build a new company-owned warehouse near Asan Plant. The new warehouse will provide approximately 23,000 $m^2$ of storage space, expanding capacity for products awaiting shipment and components. Operations are scheduled to begin in August 2027. In Japan, a new factory building at Shiga Works was completed in April 2026. By also making flexible use of our production bases in China and Taiwan as well as external partners, we will steadily capture capital investment demand from semiconductor manufacturers.**

**Production sites for Cleanroom business**



**Shiga, Japan**



**Asan, South Korea**



**Suzhou, China**



**Tainan, Taiwan**

* Exchange rate of KRW 1 = JPY 0.1093

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## Forward-Looking Statements

**Statements in this presentation material regarding future performance are forward-looking statements.**

**Forward-looking statements are based on certain subjective assumptions of the Company regarding uncertain factors in the future, using information available to the Company at the time of preparation of this presentation material and other information cited herein, and reflect only the Company's understanding as of the time of preparation.**

**Important factors that could affect actual results include, but are not limited to, economic conditions affecting the Company's business, fluctuations in foreign exchange rates, increases in the prices of raw materials and components or supply constraints, changes in laws and regulations, natural disasters, wars, terrorism, labor disputes, infectious diseases, and cybersecurity risks arising from cyberattacks and other information security threats.**

**Accordingly, such forward-looking statements are subject to various risks and uncertainties, and actual results may differ significantly from those expressed or implied in such forward-looking statements. Please be advised that you should not place undue reliance on these forward-looking statements.**

**The Company undertakes no obligation to revise or update any forward-looking statements in light of new information, future events or other findings, except as required by applicable laws or stock exchange regulations.**

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