

Daifuku Group Basic Policy for Corporate Governance

(Objectives)

Daifuku Group (hereinafter referred to as the "Group") actively strives to enhance its corporate governance so as to achieve the sustainable growth of the Company and increase corporate value over the medium to long term. Accordingly, the Daifuku Group Basic Policy for Corporate Governance (hereinafter referred to as the "Policy") has been clarified.

(Our basic approach to corporate governance)

Under the company creed, as an unchanging corporate stance, and the spirit of its management philosophy, which is based on changes in the social and business environment, the Group will contribute to the development of society and the economy as a whole, continuously enhancing the effectiveness of corporate governance to achieve sustainable growth and increase corporate value over the medium to long term.

<Company Creed>

Hini Arata

Today we are doing better
than we were yesterday.

Tomorrow we will be growing
ahead of where we are today.

<Management Philosophy>

Automation that Inspires

Inspire society, deliver prosperity and enhance well-being through our core competence—automated material handling technology.

We will

- 1) strive to realize a sustainable society that minimizes burdens on people and the environment, respects human rights, and encourages responsible manufacturing.
- 2) work together with customers around the world to create optimal smart logistics solutions that incorporate innovative technologies.
- 3) ensure a fair and open corporate culture that respects diversity and allows each individual to excel. Further, we will strengthen our fundamental management practices globally to have a high level of transparency.

Based on its company creed and management philosophy, the Group will emphasize the fulfillment of its economic and social responsibilities with the aim of contributing to the realization of a sustainable society (social value) and increasing corporate value. The Group aims to build sustainable growth and increase corporate value through transparent, fair and swift decision-making and will reinforce its internal system to avoid risks and prevent misconduct. The Group will continuously improve the effectiveness of its corporate governance by implementing the PDCA (plan-do-check-act) cycle of corporate governance.

1. Securing the rights and equal treatment of shareholders

- 1-1. Daifuku will strive to ensure the rights and equality of shareholders, develop an environment that helps shareholders exercise their rights appropriately at general meetings of shareholders and other events, and provide related information.
- 1-2. Daifuku will formulate and disclose capital policies from the standpoint of ensuring and respecting the common interests of shareholders.

2. Appropriate cooperation with stakeholders other than shareholders

The Group will continue to seek appropriate cooperation with stakeholders, including its employees, customers, business partners, creditors, and local communities, to achieve sustainable growth and increase corporate value over the medium to long term.

3. Ensuring appropriate information disclosure and transparency

The Group aims to realize fair and highly transparent management by appropriately disclosing information in compliance with relevant laws and regulations, as well as actively volunteering information.

4. Responsibilities of the Board

- 4-1. Outline of the form of corporate organization
 - Daifuku works to enhance its corporate governance framework by developing a Board of Directors that includes multiple independent outside directors and is designed with a structure that takes diversity into consideration, and an Audit & Supervisory Board that includes multiple members elected from outside the Company.
 - The Audit & Supervisory Board members and the Audit & Supervisory Board Office, which assists in the duties of the Audit & Supervisory Board members, further strengthen cooperation between the Audit Division and the accounting auditor to deepen and streamline audit work.
 - Under the direct control of the Board of Directors, Daifuku has established an Audit Division, which audits the appropriateness of the development and operation of internal

control systems within the Group.

- 4-2. Daifuku has established a corporate officer system and holds monthly meetings of principally corporate officers to discuss business operations. By doing so, the Board of Directors is able to devote more time to issues such as corporate strategy and risk management.
- 4-3. To complement the functions of the Board of Directors, Daifuku has set up an Advisory Committee to deliberate on the nomination, election/dismissal, and remuneration of directors and corporate officers, and will carry out fair and transparent procedures by using independent outside directors.

5. Dialogue with shareholders

- 5-1. Daifuku will strive to engage in constructive dialogue with shareholders even in forums other than general meetings of shareholders.
- 5-2. In formulating and publishing business strategies and plans, Daifuku will endeavor to integrally formulate business strategies, financial strategies, and capital policies. It will also strive to understand the positions and interests of shareholders and provide clear explanations.

(Review of the Policy)

When a review of the Policy is judged to be necessary, the Group shall revise the Policy as necessary by resolution of the Board of Directors.

Daifuku Corporate Governance Guidelines established on May 12, 2016

Revised on March 23, 2017

Revised on November 9, 2018

Revised on June 19, 2019

Revised on March 24, 2020

Revised on May 26, 2020

Revised on March 23, 2021

Daifuku Group's Basic Policy for Corporate Governance established on November 26, 2021 re-edited from the Daifuku Corporate Governance Guidelines

Revised on June 19, 2024