

# DAIFUKU PROFILE **2024**

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Notes:

1. Fractional points of monetary values below unit numbers have been rounded down.

2. Percentages have been rounded so percentage totals become 100%.

**Business:** Comprehensive manufacturer and integrator of material handling systems that provides logistics solutions

**Corporate name:** Daifuku Co., Ltd.

**Established:** May 20, 1937

**Paid-in capital:** 31,865 million yen (as of March 31, 2024)

**Representative:** Hiroshi Geshiro, President and CEO

**Employees:** 13,071 (Group total, as of end of FY2023)

**Osaka Headquarters:** 3-2-11 Mitejima, Nishiyodogawa-ku, Osaka, JAPAN

**Tokyo Head Office:** 1-2-3 Kaigan, Minato-ku, Tokyo, JAPAN

**Listed:** Prime, Tokyo Stock Exchange (Securities code: 6383)  
(Listed on the JPX-Nikkei Index 400)

**Ratings:** Long-term: A (single A) [Positive]

Short-term: a-1 (a-one)

Rated by Rating and Investment Information, Inc. (R&I)

**FY2023 consolidated results (April 1, 2023–March 31, 2024)**

**Net sales:** 611,477 million yen

Non-Japan sales ratio to net sales: 67%

Service sales ratio to net sales: 30%

**Operating income:** 62,079 million yen

**Annual dividend:** 40 yen per share



Osaka Headquarters



Tokyo Head Office

## 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.

## Group Code of Conduct

### Basic stance

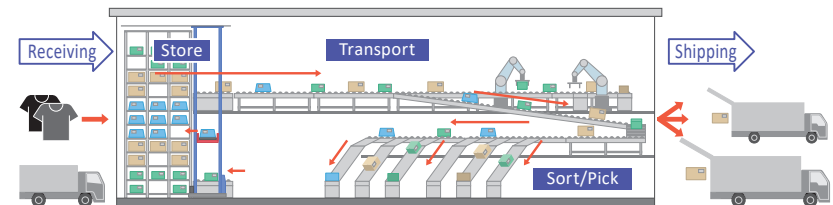
- We will act in accordance with applicable laws, rules, regulations, social norms and ethics.
- We will place safety as a major premise in all aspects of our business activities.
- We will remain committed to the creed of “Hini Arata” as we take on new challenges and make changes for the better.

Material handling refers to the effective storage, transport, sorting, and picking of goods. A material handling system is a mechanism (an automation technology) that provides a smooth flow of goods by integrating equipment with functions and software that control and manage system operations.

Using the material handling system generates new value by reducing the volume of heavy labor and repetitive work.

Daifuku addresses diversified customer needs by capitalizing on its strength as the world’s leading supplier and system integrator of in-house manufactured products for storage, transport, sorting, and picking.

### Typical distribution center flow



### Looking to antiquity for the foundation of mechanics



Ancient material handling—the conveyance of megalithic stones throughout ancient history often relied on human power

Source: The Avant-Garde of Material Handling Machinery, Daifuku

Transporting heavy objects has always been a challenge for humans.

Since the time of the first human settlements, human power as well as animal power—draft animals, including horses and cattle—were the primary means. As mathematics and dynamics developed in the ancient Greek period, mechanics emerged as a science for moving heavy objects. Thus, materials handling was the origin of mechanical engineering.

Later, as steam, electric and other forms of energy became available through the industrial revolution, tools developed into full-scale facilities.

Combined with computers later in the twentieth century, they became even more advanced.

Business environment	World War II		Rebirth of Japan		Japan's postwar economic boom			
	Motorization							
Year	1937	1939	1944	1947	1957	1963	1964	1966
Topics	Founded as Sakaguchi Kikai Seisakusho Ltd.	Builds the Mitejima Factory (now Osaka Headquarters).	Joins a general trading company group, changing company name to Kanematsu Kiko.	Changes company name to Daifuku Machinery Works Co., Ltd.*	Enters into a partnership with U.S.-based Jervis B. Webb Company**.			Delivers Japan's first automated warehouse system.
Products	Forging machines Cranes		1946 Strictly follow the contract, especially meeting deadlines, with high responsibility in products and after-sales services. Mobilize human resources, including engineers.	Pilers used in port logistics	Chain conveyors (Page 6)	Bowling machines (Page 6)	Automatic guided vehicles	Rack-supported building AS/RS*** – Rackbuil System
Management policy					Focus on automotive factory automation with Webb conveyors		Establishes the company creed, Hini Arata.	
Providing value					Mass production of automobiles			Factory automation at electric and chemical manufacturers
Slogan				Becoming an all-around material handling systems provider	Daifuku for Material Handling			Challenging Automatic Guide Operation

[Currently manufactured products are in bold]

\* The origin of the name *Daifuku* came from the Chinese character *Dai*, which relates to the city of Osaka, and *Fuku* from Fukuchiyama, the city of factory location. The name also means to “bring you good fortune” in Chinese.  
\*\* Now Daifuku Airport America Corporation  
\*\*\* AS/RS: Automated Storage and Retrieval System

► Foundation

On May 20, 1937, Sakaguchi Kikai Seisakusho Ltd., the predecessor of Daifuku Co., Ltd. was founded. It mainly manufactured rolling machinery, air hammers, forging machines for ironworks (picture right bottom), and various hoisting cranes.  
In 1939, the company built its main factory in Mitejima, Nishiyodogawa-ku, Osaka (now Osaka Headquarters).



Mitejima Factory in 1939



Forging machine for ironworks

► Company creed, Hini Arata

**Today we are doing better than we were yesterday.  
Tomorrow we will be growing ahead of where we are today.**

The company creed, Hini Arata, expresses Daifuku’s corporate spirit, with aspiration and inventive motivation, which bolsters employees’ mindset and is connected to a principle of behaviors.  
It is based on an anecdote of King Tang, the founder of the Yin Dynasty, find personal inspiration, around the 16th century BC. He laid the foundation for the dynasty that lasted for hundreds of years by engraving the words “苟日新、日日新、又日新” on a washbasin and chanting them three times every day. They mean, “Today’s deeds are newer and better than yesterday’s, and tomorrow’s deeds are newer and better than today’s.”

Business environment	— Japan's postwar economic boom — Leisure boom      End of bowling boom      Toward stable growth      Japan becoming world's top country of auto production      "Robots make robots"								
Year	1969	1971	1973	1975	1980	1984	1986	1987	1991
Topics	Proactively invests in computerization and product developments with profits from bowling business.		Delivers Japan's first refrigerated automated storage system.		Establishes a subsidiary Contec Co., Ltd. Shiga Works starts its operation.	Establishes the first non-Japan subsidiary in the U.S.		Changes company name to Daifuku Co., Ltd.	
Products	<b>Online-controlled automated warehouse systems</b> Electric forklift trucks		<b>Unit load AS/RS</b> (Page 18)		<b>Automated sorters</b> <b>Light- &amp; medium-duty racks</b> TELELIFT (Page 9)	<b>Car wash machines</b> (Page 25)	<b>Electrified monorail system for auto production – RAMRUN</b> <b>Semiconductor production line systems</b> (Page 22)	<b>Pick-to-light systems</b> (Page 19) <b>Mini load AS/RS</b> (Page 18)	<b>Chainless conveyor systems</b> (Page 23) <b>Roller conveyors</b> <i>[Currently manufactured products are in bold]</i>
Management policy			Growth and enhancement		Tertiary industry also requires labor-saving policy				
Providing value			Improvement of consumer living levels		Supermarket & library automation		Semiconductor factory automation		
Slogan					Daifuku for FA (Factory Automation)		Advanced FA		



Chain conveyor system delivered to Japan's first passenger automobile factory (Page 5)



The first Japanese-made ten-pin bowling machine (Page 5)

Daifuku overcame major hardships in post-World War II and the transitioning period from rapid to stable economic growth in Japan.

In 1957, Daifuku gave up on manufacturing products, such as cranes and iron-making machines. In fiscal 1960, the Company established a production framework centered on chain conveyors, which were developed by U.S.-based Jervis B. Webb Company (Webb). Founded in 1919, Webb was a well-established company that had supported motorization in the U.S. Webb joined the Daifuku Group in 2007.

In fiscal 1972, sales of bowling machines accounted for 72% of net sales. Mechanism of material handling systems can be applied to produce bowling machines. Unlike on-demand products, a managerial merit was the fact that bowling machines were produced as planned.

Taking advantage of a bowling boom, the bowling business grew rapidly. After the boom ended, Daifuku returned to its initial business activities focusing on material handling systems.

Business environment	Asian economic crisis		Growth of the Internet		Globalization		Global financial crisis		Great East Japan Earthquake					
Year	1994		1995		1999		2002		2007		2008		2011	
Topics	Opens demo center Hini Arata Kan. (Page 53) Begins to obtain ISO 9001 certification.		Establishes Clean Factomation, Inc. in Korea.		Shiga and Komaki Works obtain ISO 14001 certification.		Shiga Works becomes world's largest material handling production site. U.S.-based Jervis B. Webb joins the Daifuku Group. Global production sites obtain ISO 9001 and 14001 certification.		Establishes a U.S. holding company (now Daifuku North America, Inc.).					
Products	High-speed sorters World's first non-contact power supply systems		Automated columbarium (Page 10)		5G LCD panel transport systems		Automobile paint line system – E-DIP		High-throughput mini load AS/RS – DUOSYS		World's fastest airport baggage handling system (Page 24) High-throughput pick-to-light system – eye-navi <i>[Currently manufactured products are in bold]</i>			
Management policy	Contribute to the development of industry by supplying quality material handling systems, equipment and electronic devices to the global market.		Production & procurement in optimal locations worldwide		Aiming to become a world leader in the material handling industry in both quality and volume		Environmentally friendly, safe, and reliable products/systems		Taking on five new challenges: entering new markets; creating new products and systems; developing new production methods; building new global partnerships; and launching new businesses.					
Providing value														
Slogan	Logistics Navigator		Daifuku Challenging Information Technology and Logistics Revolutions		Material Handling and Beyond									

## ► Consolidated sales by customer/industry with needs of the era

100 million yen (Composition ratio)

FY	1996*	2005	2009	2013
Background	Advanced FA	LCD growth	Increased air travelers	E-commerce momentum
Industry				
Automobile, auto parts	257 (20%)	542 (27%)	237 (15%)	589 (24%)
Electronics	242 (19%)	637 (32%)	456 (30%)	593 (25%)
Other manufacturers	377 (30%)	263 (13%)	264 (17%)	332 (14%)
Commerce, retail	145 (12%)	304 (16%)	280 (18%)	459 (19%)
Transportation, warehousing	94 ( 7%)	141 ( 7%)	92 ( 6%)	84 ( 3%)
Airport	- ( - )	- ( - )	104 ( 7%)	205 ( 9%)
Other	156 (12%)	98 ( 5%)	106 ( 7%)	153 ( 6%)
Total	1,273	1,988	1,542	2,418

\*1996: Non-consolidated

Daifuku continues to innovate by combining its accumulated expertise and technologies and applying these to new industrial fields.

In the 1980s, demand for cleanroom transport systems for semiconductor factories increased rapidly. The Company's core product, overhead monorail system Cleanway (picture top) was developed with an upgrade from TELELIFT (picture bottom), which was used for conveying medical records at hospitals, books at libraries, and documents at airports.

Daifuku also began a business for LCD panel (now flat-panel display) factories in the 2000s. In 2007, Daifuku acquired Jervis B. Webb Company and entered the airport baggage handling systems business.

In recent years, sales of systems for distributors, specifically commerce, retail, transportation and warehousing sectors, have been increasing year by year. Daifuku continues to develop systems that meet needs of various distributors, such as convenience stores, general merchandise stores, drug wholesalers, 100-yen or US\$1 stores, and online stores (e-commerce).





Business environment	China's GDP becomes second in the world	Living standards improved in emerging countries	Growth of e-commerce			Labor shortage at logistics sites	
Year	2012	2013	2014	2015	2016	2017	2018
Topics	Establishes Daifuku (Suzhou) Cleanroom Automation Co., Ltd. in China.	U.S.-based Wynright Corporation* joins the Daifuku Group. Builds Shiga Prefecture's largest solar facility.	Joins United Nations Global Compact.			Paid-in capital increased to 31.8 billion yen.	Strategic global partnership agreement with Fast Retailing.
Products	<b>Automatic checking system for dispensaries</b> (Picture 1) <b>Nitrogen purge systems for semiconductor factories</b> <b>High-throughput multi shuttle mini load AS/RS</b> (Page 18)	<b>Area Management System</b> <b>High-throughput mini load AS/RS – Smart Stocker Quattro</b> <b>Temporary storage/sortation system for parts logistics</b> (Page 23)		<b>Wireless battery charging system for electric forklifts</b> (Picture 2)		<b>10.5G flat-panel display production line systems – Clean Stocker</b>	<b>Drive-through truck station – TRTS (pronounced “tortoise”)</b>  <i>[Currently manufactured products are in bold]</i>
Management policy	Create “one-of-a-kind” products and services	Prioritizing safety. Spread safety culture worldwide		Becoming the truly global leader in material handling			
Providing value		Providing the best solutions for customers to help them gain a competitive edge					Provide smart logistics for customers
Slogan	Always an Edge Ahead						

\*Now Daifuku Intralogistics America Corporation

## ► Material handling systems used in various fields

Daifuku provides various material handling systems and equipment to a wide range of industries worldwide, harnessing the know-how that it has cultivated over the years.

### Daifuku's official YouTube channel, “D-Tube!”

View our products and case studies:  
[www.youtube.com/user/daifukuglobalchannel](http://www.youtube.com/user/daifukuglobalchannel)

### Temples/Cemeteries

Daifuku develops and provides models to address the issue of a shortage of urban graveyards.



Automated columbarium

### Dispensaries

This system prevents dosing mistakes by using image recognition and weight inspection.



(Picture 1) Automatic checking system for dispensaries – audit

### Installation and logistics sites

This system charges a battery-powered electric vehicle in a non-contact manner.



(Picture 2) Wireless battery charging system for electric forklifts – D-PAD

Business environment	COVID-19 pandemic					
Year	<div><div>2019</div><div>2020</div><div>2021</div><div>2022</div><div>2023</div><div>2024</div></div>					
Topics	India-based Vega Conveyors and Automation Private Limited* joins the Group. Airport-related software companies join the Group. Assents to the TCFD recommendations.		Acquires shares of Contec to make it a wholly owned subsidiary. Hini Arata Kan Reopens. New manufacturing plant for airport systems begins operations in the U.S.		Enhances production capacity in China and Korea. Issues zero coupon convertible bonds. Builds the second high-rise testing facility within Shiga Works.	Changes the Company's fiscal year-end. (Page 15)
Products	Extra high-density unit load AS/RS – Shuttle Rack D <sup>3</sup>		Pallet sorting vehicle – Sorting Transfer Robot-L Order fulfillment system – Robot Vehicle		Piece sorting system – Sorting Transfer Robot-S	<i>[Currently manufactured products are in bold]</i>
Management policy	Rapid innovation	Strengthen global competitiveness				
Providing value	Towards realizing a sustainable society					
Slogan	Automation that Inspires					

\*Now Daifuku Intralogistics India Private Limited

## ▶ Latest topics

### Enhancing production capacity in China and Korea

From July to September 2023, two manufacturing facilities for cleanroom systems for the semiconductor sector began operations. In China, Daifuku (Suzhou) Cleanroom Automation built a new plant, focusing on the future expansion of the semiconductor market. A showroom will help enhance our brand image. In Korea, Clean Factomation rebuilt facilities on site to expand its office and factory areas.

Daifuku (Suzhou) Cleanroom Automation		Clean Factomation	
Location	Suzhou, Jiangsu, China	Location	Asan-si, Chungcheongnam-do, Korea
Amount invested	5 billion yen	Amount invested	2.7 billion yen
			

### Issuing zero coupon convertible bonds

In September 2023, Daifuku issued zero coupon convertible bonds due 2028 and zero coupon convertible bonds due 2030 (the “Bonds”) with stock acquisition rights. Net proceeds from the issuing of the Bonds were 60 billion yen to be used primarily as follows.

#### Capital investment: 40 billion yen

- 33 billion yen to maintain, upgrade, and enhance production facilities mainly for intralogistics systems and cleanroom systems within Shiga Works
- 7 billion yen to upgrade production facilities for intralogistics systems at manufacturing plants in the United States and India

#### Repurchased Company's shares: 20 billion yen

- To improve capital efficiency and increase the value per share by reducing the number of shares in issue
- To smoothly carry out fundraising by mitigating the short-term impact on demand and supply for the Company's shares accompanied by the issuance of the Bonds

#### [Sites to be invested]

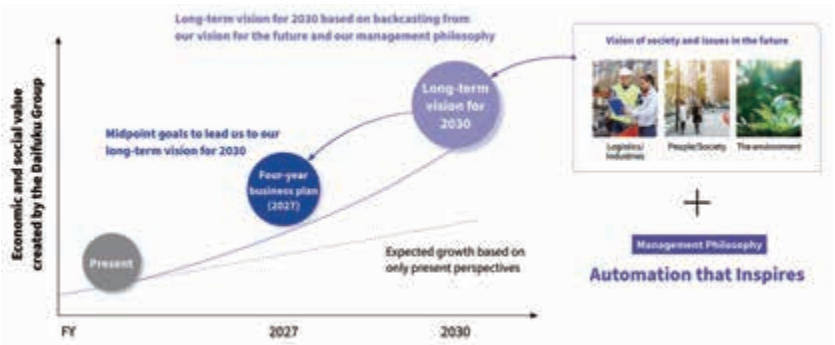
Japan	Shiga Works
U.S.A.	Daifuku Intralogistics America Corporation
India	Daifuku Intralogistics India Private Limited



► Driving Innovative Impact 2030 and four-year business plan for 2027 concept

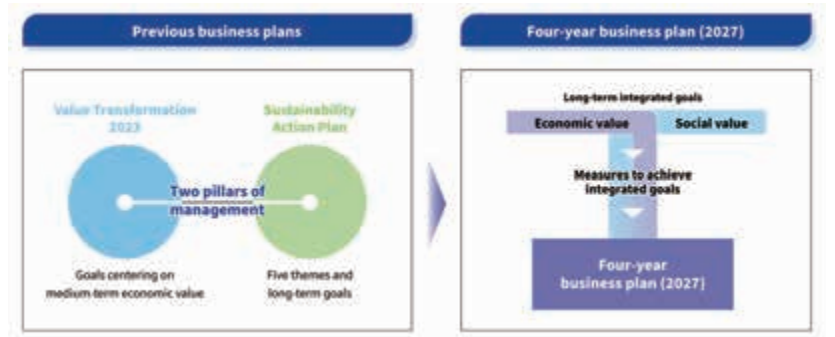
From short-term to long-term oriented

While we have achieved growth with our previous business plans, we were limited because they were based on only our then present perspectives. In formulating the four-year business plan for 2027, first we produced our vision of society and issues in the future and used backcasting to formulate our long-term vision for 2030. Then, we set the four-year business plan as a midpoint of our overall goals for 2030.



Balancing economic value and social value

While previously we operated with the three-year business plan, Value Transformation 2023, and the sustainability action plan as the two pillars of our management policy. In the four-year business plan for 2027, we have integrated the two, laying out goals that take both business and sustainability perspectives into account, and we have formulated measures and roadmaps for achieving them.

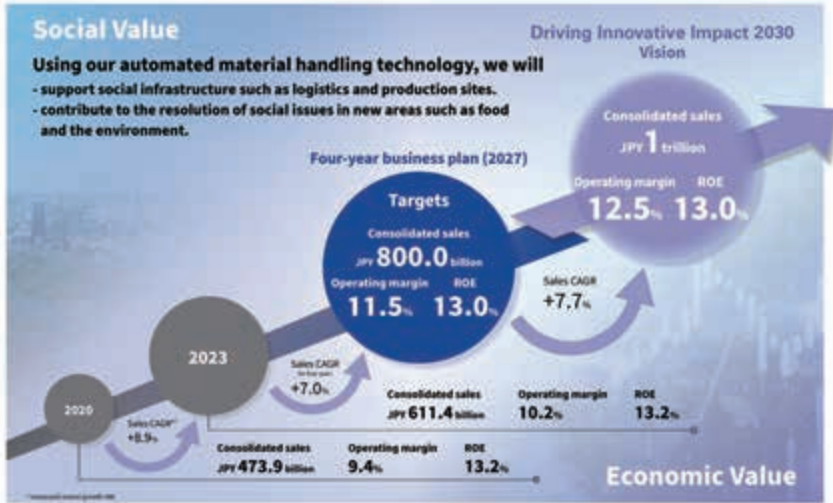


Driving Innovative Impact 2030

Our long-term vision encompasses our strong desire to achieve even greater economic and social value by strengthening our initiatives with new future-oriented ideas and trailblazing groundbreaking change for our stakeholders.

Four-year business plan for 2027

► Vision and goals



Change in fiscal year-end

Daifuku changed its fiscal year-end to match the calendar year, thereby enhancing the efficiency of its global business operations and the transparency of its management through timely and appropriate disclosure of management information. Accordingly, the four-year business plan for 2027 will run for three years and nine months.

2024				2025			
Jan.- Mar.	Apr.- Jun.	Jul.- Sep.	Oct.- Dec.	Jan.- Mar.	Apr.- Jun.	Jul.- Sep.	Oct.- Dec.
FY2023				FY2025			

Fiscal 2024, a transitional period to implement the change in the fiscal year-end, runs for nine months (April 1–December 31, 2024) for Daifuku Co., Ltd. and its subsidiaries in Japan, while non-Japan subsidiaries have a 12-month accounting period (January 1–December 31, 2024) as before.

## ► Business strategy

### Intralogistics

To expand the business, we will develop new areas of factory automation (FA) and work toward developing next-generation solutions with complete automation. In addition, we will increase profitability through innovating productivity with cutting-edge technology and promoting optimal production and procurement outside of Japan.

- Expanding business areas
- Improving profitability of the business globally
- Pursuing quality from the customers' point of view
- Innovating productivity using cutting-edge technologies

### Cleanroom

We aim to continually evolve by developing systems that incorporate cutting-edge technologies, expanding markets, and identifying new areas; to further increase production efficiency in semiconductor factories.

- Creating value for customers
- Deepening existing business; expanding into new areas and developing next-generation solutions
- Improving profitability

### Automotive

To realize sustainable mobility in society, we will provide next-generation automation systems. We will create new value by providing automation systems that are tailored to various needs in the rapidly changing global mobility market.

- Expanding orders globally
- Evolving existing businesses and expanding into new areas
- Proactively allocating business resources to growth areas

### Airport

We will continue to expand our business in North America and build a business foundation in Asia and Europe, where demand is expected to grow. In addition, we will incorporate new technologies in transport systems and meet demand in the digital field at airports.

- Providing added value to customers
- Strengthening development and sales of digital systems
- Improving global profitability

### Auto Wash

We aim to expand by strengthening our existing business and entering new areas.

- Evolving existing business and expanding into new areas
- Improving profitability

### Electronics

To grow the scale of the business, we aim to expand globally, focusing on entering new fields in Japan, North America, and Asia.

- Expanding sales in the global market
- Improving profitability

## Our Business and Strength



### Intralogistics

Manufacturing and distribution systems



### Cleanroom

Cleanroom production line systems



### Automotive

Automobile production line systems



### Airport

Airport technologies



### Auto Wash

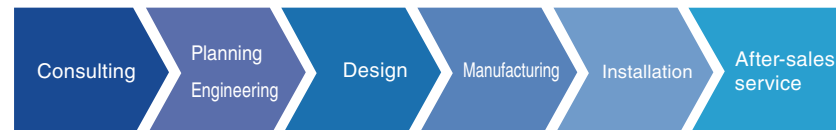
Car wash machines



### Electronics

### One-stop support structure

Daifuku's advantage lies in its one-stop support structure, which deals with all kinds of services and operations, including consulting, system construction, manufacturing, installation, and after-sales services, for stable operation and replacements over the long term. Independently developing and producing the products that are the key components of material handling systems, we offer the best solutions that satisfy customers around the world, helping increase their competitive advantage.



## ► Intralogistics

### Manufacturing and distribution systems

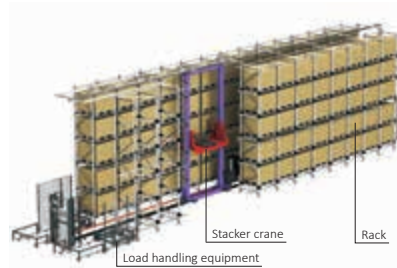
Daifuku provides systems to distributors and manufacturers in a wide range of sectors, including retail and wholesale, in areas such as e-commerce, transportation and warehousing, as well as food, pharmaceuticals and chemicals, and machinery. This business operates mainly in Japan and is expanding into Asia and North America.

#### AS/RS\* and grouping system

Daifuku's mainstay AS/RS is classified into two types, unit load or mini load, by size and weight of items handled. Stacker cranes are used to store and retrieve loads.

\*AS/RS: Automated Storage and Retrieval System

#### AS/RS basic configuration



#### Unit load AS/RS

#### Mini load AS/RS

An automated warehouse system for receiving, storing, and retrieving small-lot, multi-variety items. For “what you need, when you need it, and as many as you need,” the system enables speedy and accurate supply as well as first-in, first-out management, and lot-specified retrieval.



#### High-throughput multi shuttle mini load AS/RS – Shuttle Rack M

Instead of conventional stacker cranes, Shuttle Rack M provides temporary storage, sorting, and sequential retrieval of loads, using shuttle vehicles with transfer function and lifters.



#### Pick-to-light system – Digital Pick System

The system instructs workers to pick items in accordance with the digital indications. Limiting the scope of worker responsibility, it offers improved work efficiency compared to the paper list method. Picking robots have increasingly been adopted in recent years.



#### High-speed sorter – Cross-Belt Sorter

A looped high-capacity case-sorting system comprises vehicles equipped with a belt conveyor. The system handles items of various sizes and shapes, from cardboard cases, containers, and plastic bags at mail-order distribution centers and freight terminals.



#### Rack system – Mobile Rack

Daifuku provides twice the storage of a fixed rack because it moves to open aisles. Daifuku also offers non-rail type for existing buildings and rental storage along with options for cold storage, heavy-duty loads, and long objects.



Logistics Solution Site: [www.daifuku.com/solution/intralogistics](http://www.daifuku.com/solution/intralogistics)

The site shows our solutions by industry, product information, case studies, and after-sales services.



## [Case Study]

### Cutting-edge distribution center using the latest technologies

Along with responding to labor shortages brought on by an aging population and declining birth rate, this center also targets zero shipping errors. As a cutting-edge facility, the center uses a number of advanced technologies, including 3D image processing that enables high-mix, low-volume handling and robotic piece picking; and AI-based palletizing simulations. Daifuku's extensive experience, expertise and intensive initiatives for new technologies help drive automation to new heights.



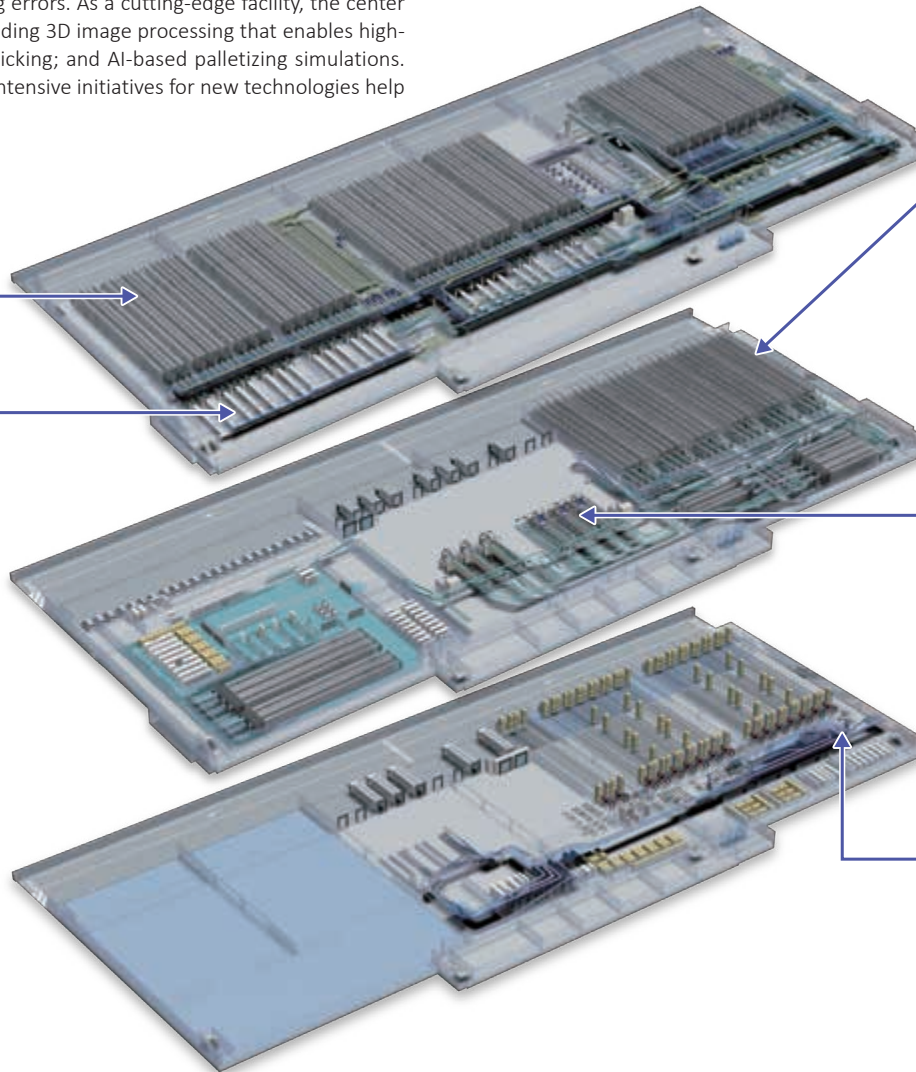
#### AS/RS for picking operations

Provides products in a timely manner to piece-picking robots.



#### Piece-picking robot

Accurately picks individual items of various sizes and weights.



#### Mini load AS/RS

Stores various-sized cardboard boxes.



#### Case-palletizing robot

Rapidly palletizes cases of various shapes and sizes.



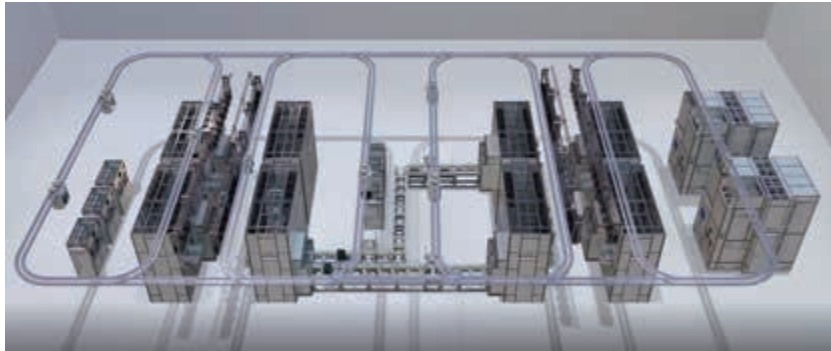
#### Depalletizing robot

Picks cardboard boxes from a pallet retrieved from an AS/RS.

## ► Cleanroom

### Cleanroom production line systems

Daifuku provides storage and transport systems designed exclusively for clean rooms to factories manufacturing semiconductors, flat-panel displays (FPDs), and organic light emitting displays. This business boasts a large market share because it requires advanced technology, and about 90% of its sales are recorded outside of Japan, such as Asia and North America. A semiconductor factory has interbay rail tracks with a total length of 10 km, and several hundred wafer transport vehicles in operation 24/7.



#### Cleanroom transport system – Cleanway

Cleanway is used for intrabay/interbay transport of wafers held in an enclosure called a front opening unified pod (FOUP), and is equipped with non-contact power supply technology, which eliminates abrasion powder.



#### Cleanroom storage system – Clean Stocker

As an automated warehouse, Clean Stocker buffers intrabay/interbay work in progress in semiconductor factories. Daifuku also developed a nitrogen purge stocker system to meet needs for semiconductor miniaturization. Nitrogen gas prevents deterioration of wafers.



Cleanroom Promotion Site: [www.daifuku.com/pro/cr/jp](http://www.daifuku.com/pro/cr/jp)

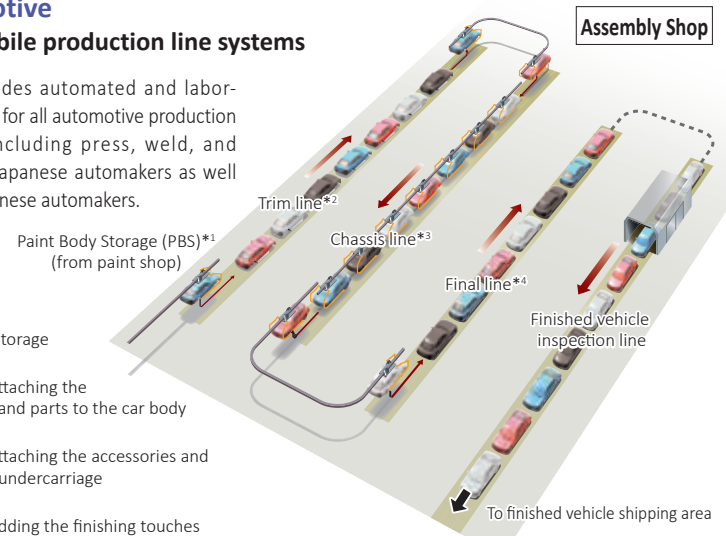
The site features video images of products and systems for semiconductor and FPD production lines.

## ► Automotive

### Automobile production line systems

Daifuku provides automated and labor-saving systems for all automotive production processes, including press, weld, and assembly, to Japanese automakers as well as U.S. and Chinese automakers.

- \*1: PBS:  
Paint Body Storage
- \*2: Trim line:  
Process of attaching the accessories and parts to the car body
- \*3: Chassis line:  
Process of attaching the accessories and parts to car undercarriage
- \*4: Final line:  
Process of adding the finishing touches



#### Chainless conveyor system – Flexible Drive System (FDS)

FDS enables steady and stable transport and performs best in assembly and processing lines.



#### Temporary storage/sortation system – SPDR (pronounced "spider")

SPDR is an automated system that stores, retrieves, and sorts various sizes cases containing auto assembly parts. It enables timely supply according to production plans.



Production Line Optimization Solutions Site: [www.daifuku.com/pro/aps](http://www.daifuku.com/pro/aps)

The site offers our solutions for automakers and other sectors.



## ► Airport

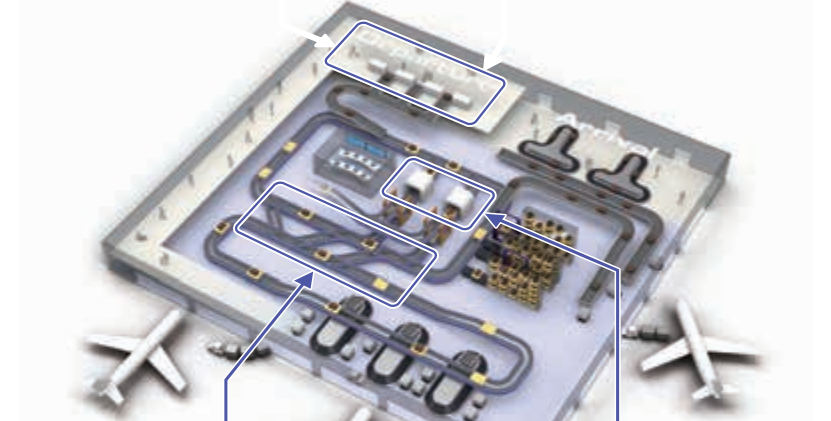
### Airport technologies

Daifuku provides airports around the world with an extensive array of solutions, centering on baggage handling, self-service baggage check-in, security, and airport facility monitoring.

#### Self-service bag drop



#### Airport terminal operation system



**Baggage transport and sortation system**



**AGV-based mobile inspection table**

Airport Technologies Site: [www.daifukuattec.com](http://www.daifukuattec.com)

## ► Auto Wash

### Car wash machines

Daifuku develops and sells car wash machines, harnessing the manufacturing expertise and technologies it has accumulated in material handling systems. This business boasts the top market share in Japan and South Korea.

#### Car wash machines

We offer a wide variety of car wash machines and related products, including gate-type machines with water-saving and low-noise features, tunnel-type machines using conveyor technologies, drive-through machines, and large-sized machines for trucks, buses, and semi-trailers. They are used at filling stations, car dealerships and maintenance shops, transportation companies, and coin-operated car washes.



## ► Electronics (Contec Co., Ltd.)

Daifuku's subsidiary Contec develops, manufactures, and sells industrial computers, measuring/control systems, and network-related products. It also develops IoT devices and solutions business.

#### Industrial computers

Industrial computers are developed for factory automation (FA) environments that require high reliability and durability. In recent years, leveraging our expertise in the FA industry has allowed us to expand our business and quality product offerings to the growing information and communication technology fields, including digital signage, healthcare, and energy.



Contec Americas Site: [www.contec.com/us](http://www.contec.com/us)



## ► Use of Intellectual Property

Our four-year business plan for 2027, which began in fiscal 2024, shows a theme of establishing a system to bolster growth. To achieve this, we have established measures to promote the acquisition of intellectual property rights and the use of our intellectual property rights.

In fiscal 2023, our innovation investment was 17.0 billion yen. As of the end of March 2024, we registered a cumulative total of 4,378 patents.

## ► Daifuku's inventions and designs

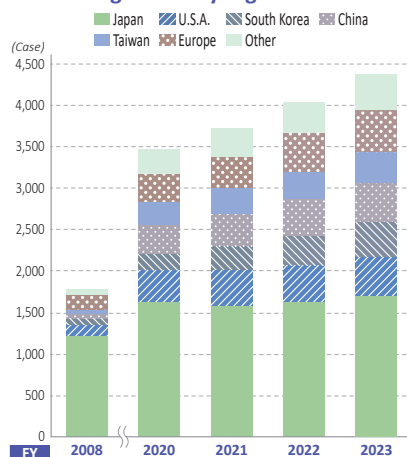
We established our Rules on Inventions and Designs, under which we actively promote patent applications and the acquisition of rights with a special focus on newly developed products. Normally it takes four to six years from the point of filing the patent application to registration, therefore, Daifuku gives awards to innovators prior to patent registration based on feedback from customers and internal evaluations across the Daifuku Group.

During fiscal 2023, the Daifuku Innovation Grand Prize was given to one product, while eight products were recognized with the Daifuku Innovation Award.

## ► Non-Japan patents registered

In recent years, the number of patent applications outside Japan has been on the rise, and we hold patents in more than 30 countries around the world. In particular, there has been a steady rise in the number of patent registrations in Asia, mainly China, South Korea, and Taiwan.

Patents registered by region



## ► Financial index

(100 million yen, the record-high in shaded area)

FY	2019	2020	2021	2022	2023
Orders received	4,831	4,510	5,890	7,374	6,203
Order backlogs	3,979	3,750	4,518	5,874	5,969
Net sales	4,436	4,739	5,122	6,019	6,114
Operating income	404	445	502	588	620
Operating margin (%)	9.1	9.4	9.8	9.8	10.2
Ordinary income	409	458	512	597	642
Net income attributable to shareholders of the parent company	280	323	358	412	454
Net income per share (yen)*1	74	85	94	109	121
Cash dividends per share (yen)*2	25	26.7	30	36.7	40
Total assets	4,108	4,454	4,833	5,515	6,461
Net assets	2,373	2,620	2,920	3,323	3,587
ROA (%)	6.8	7.6	7.7	8.0	7.6
ROE (%)	12.4	13.2	13.1	13.2	13.2
Equity ratio (%)	56.7	57.7	60.2	60.2	55.5
Cash flows from operating activities	137	382	566	200	371
Cash flows from investing activities	-147	-61	-98	-118	-295
Cash flows from financing activities	-183	-89	-275	-301	227
Free cash flows	-10	320	468	81	75
Employees (of which, outside of Japan)	10,863 (7,312)	11,697 (8,045)	12,436 (8,643)	13,020 (9,059)	13,071 (8,999)
Capital investment	132	74	115	168	214
Depreciation	56	64	73	85	95
R&D expenditures	89	91	107	104	112
Interest-bearing liabilities	334	351	263	114	706

\*1: The Company conducted a three-for-one split of its common stock effective April 1, 2023. Net income per share is calculated, assuming that the stock split had been conducted at the beginning of fiscal 2019.

\*2: Dividends for fiscal 2023 and before are calculated retroactively from the stock split (from one to three shares effective April 1, 2023) for convenience.

## ► Performance by segment

Reportable segments	Outline
Daifuku	The core company, which manufactures and sells material handling systems and equipment, and car wash machines
Contec	A subsidiary, which manufactures and sells industrial PCs, interface boards, and other equipment
Daifuku North America	<div> <div>A U.S. subsidiary, which oversees operations in North America</div> <div> <div>Intralogistics</div> <div>Daifuku Intralogistics America Corporation</div> <div>Cleanroom</div> <div>Daifuku Cleanroom America Corporation</div> <div>Automotive</div> <div>Daifuku Automotive America Corporation</div> <div>Airport</div> <div>Daifuku Airport America Corporation</div> </div> <div>Daifuku North America, Inc.</div> </div>
Clean Factomation	A subsidiary, which sells, manufactures, and installs cleanroom transport/storage systems and provides after-sales services of them in Korea
Daifuku (Suzhou) Cleanroom Automation	A subsidiary, which sells, manufactures, and installs cleanroom transport systems and provides after-sales services of them in China
Other	Global subsidiaries and affiliates except the four above

(100 million yen)

	FY	2019	2020	2021	2022	2023
Orders received	Daifuku	2,183	1,841	2,624	2,931	2,136
	Contec	168	153	196	192	197
	Daifuku North America	1,367	1,194	1,351	2,110	2,020
	Clean Factomation	238	310	367	481	248
	Daifuku (Suzhou) Cleanroom Automation	140	108	264	406	466
	Other	733	903	1,085	1,251	1,133
	<b>Total</b>	<b>4,831</b>	<b>4,510</b>	<b>5,890</b>	<b>7,374</b>	<b>6,203</b>
Net sales	Daifuku	2,044	1,993	2,250	2,388	2,388
	Contec	163	162	157	186	190
	Daifuku North America	1,022	1,371	1,404	1,587	1,757
	Clean Factomation	326	305	286	426	306
	Daifuku (Suzhou) Cleanroom Automation	152	140	156	251	300
	Other	787	755	892	1,157	1,186
	<b>Total</b>	<b>4,436</b>	<b>4,739</b>	<b>5,122</b>	<b>6,019</b>	<b>6,114</b>
Segment income (Net income attributable to shareholders of the parent company)	Daifuku	186	260	286	340	332
	Contec	16	11	12	9	8
	Daifuku North America	62	60	75	61	111
	Clean Factomation	25	27	20	29	18
	Daifuku (Suzhou) Cleanroom Automation	3	4	31	19	54
	Other	21	18	6	36	8
	<b>Total</b>	<b>280</b>	<b>323</b>	<b>358</b>	<b>412</b>	<b>454</b>

Note: Since fiscal 2021, new accounting standards for revenue recognition have been applied.

## ► Sales by industry

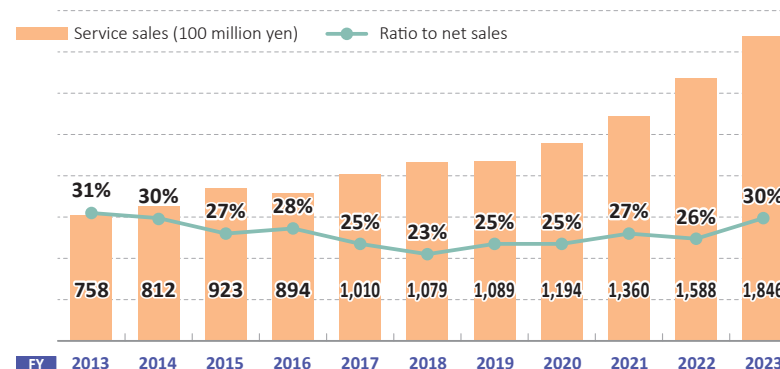
(100 million yen)

Industry	FY	2019	2020	2021	2022	2023
Automobile, auto parts		684	801	590	654	814
Electronics		1,441	1,370	1,513	2,157	2,035
Commerce, retail		862	1,155	1,551	1,609	1,475
Transportation, warehousing		285	235	328	304	248
Machinery		135	112	115	103	103
Chemicals, pharmaceuticals		153	183	176	246	251
Food		131	177	200	157	206
Iron, steel, nonferrous metals		53	44	35	48	54
Precision equipment, printing, office equipment		114	87	62	64	43
Airport		419	412	437	461	658
Other		153	158	136	190	239
Consolidated adjustment and other		–	–	–25	20	–16
<b>Total</b>		<b>4,436</b>	<b>4,739</b>	<b>5,122</b>	<b>6,019</b>	<b>6,114</b>

Note: Since fiscal 2021, new accounting standards for revenue recognition have been applied.

## ► Service sales

Our service includes maintenance and regular inspection of products we have delivered. We provide an extensive servicing menu, which leads to stable earnings.

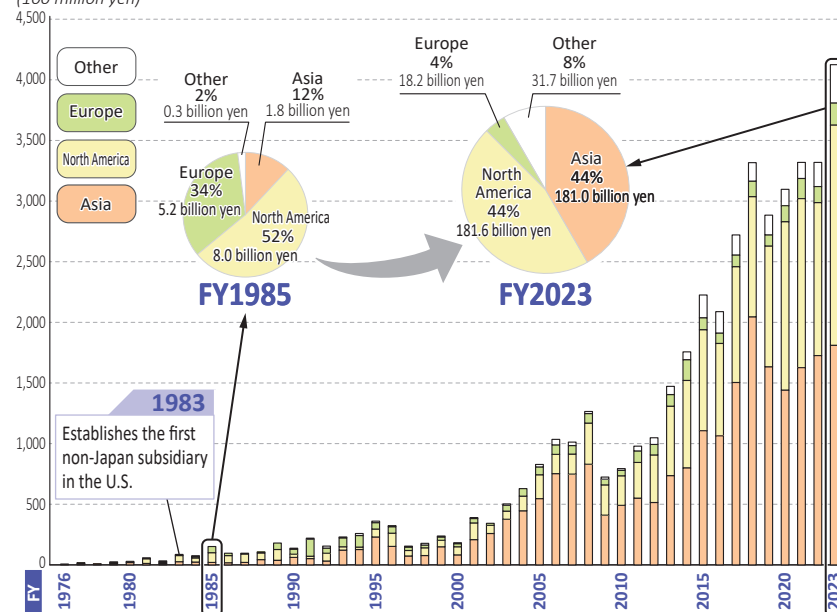


### After-sales service

- Periodic inspection
- System maintenance contracts
- Safety training
- Facility services
- Troubleshooting
- Supply of parts/components
- Remote maintenance
- Prediction/Forecast system
- On-site services
- Upgrades, retrofits

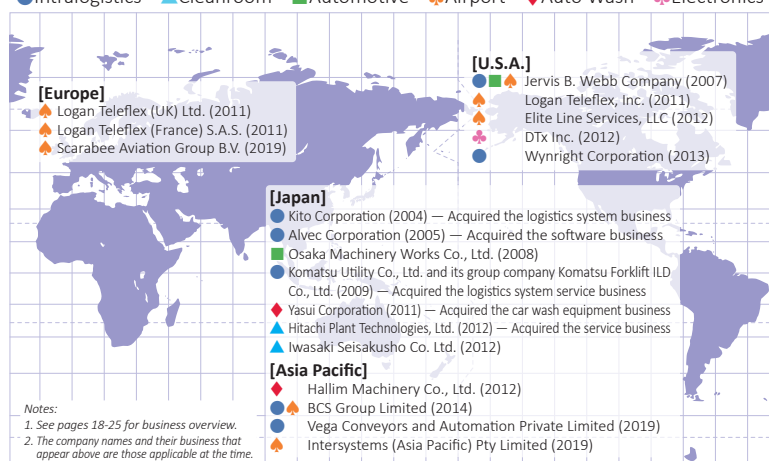
## ► Non-Japan sales

(100 million yen)



## ► Expanding business fields through M&A (2000 and after)

● Intralogistics ▲ Cleanroom ■ Automotive ◆ Airport ◆ Auto Wash ◆ Electronics



## ► Sales by region

### Japan

The number of large projects has been increasing, backed by increased demand for intralogistics systems for the e-commerce sector. We have a strong record for installing systems at automakers and other manufacturers as well as distributors. In addition, the ratio of service sales to net sales is high in this market.

### North America

In the United States, we established our first non-Japan subsidiary in 1983, as Japanese automakers were entering the U.S. market, and have subsequently further expanded our business into the manufacturing, distribution, and semiconductor production sectors. Since 2007, we have entered the airport technologies business as a result of M&A. Looking ahead, we will aim to increase sales and profitability in systems for manufacturers, distributors, and airports.

### Asia

The ratio of sales in Asia to total non-Japan sales remains at 44%. In Asia, previously, we focused on business from semiconductor and flat-panel display factories mainly in China, South Korea and Taiwan, and automobile factories mainly in China, South Korea, Thailand and Indonesia. Meeting rising needs along with economic growth in Asia, we will expand business into the manufacturing and distribution sectors.

### Europe

We mainly provide after-sales services, including maintenance, for intralogistics systems and airport systems.

### Latin America

We primarily sell systems for automobile factories.

(100 million yen)

Region	FY	2019	2020	2021	2022	2023
Japan		1,550	1,639	1,827	1,972	2,004
Non-Japan sales total		2,886	3,099	3,320	4,025	4,126
North America		996	1,389	1,367	1,521	1,816
Asia		1,634	1,440	1,643	2,102	1,810
China		702	595	572	608	857
South Korea		435	433	465	600	391
Taiwan		371	305	490	587	283
Other		125	104	114	305	277
Europe		92	133	158	172	182
Latin America		62	41	52	62	106
Other		99	93	99	166	211
Consolidated adjustment and other		—	—	—25	20	—16
Total		4,436	4,739	5,122	6,019	6,114
Non-Japan sales ratio		65%	65%	65%	67%	67%

Note: Since fiscal 2021, new accounting standards for revenue recognition have been applied.

Listed on Prime, Tokyo Stock Exchange (Securities code: 6383)

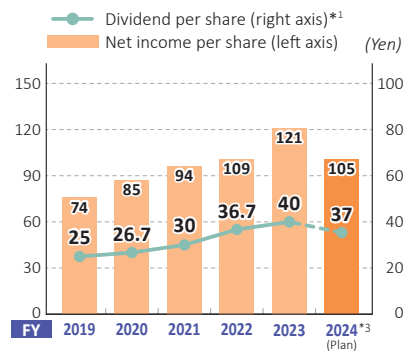
Number of shares per unit: 100 shares

FY	2019	2020	2021	2022	2023
Net income per share	74	85	94	109	121
Net assets per share	616	680	769	878	966
Price to book value ratio (times)	3.7	5.3	3.8	2.8	3.7
Price earnings ratio (times)	30.7	42.2	30.9	22.4	29.5
Dividends per share*1	25	26.7	30	36.7	40
Dividends payout (%)	33.6	31.1	31.6	33.6	32.9
Year-end stock price	2,283	3,613	2,930	2,443	3,584
TSR (Total Shareholder Return)*2 (%)	120.2	190.9	156.9	133.4	194.9
TOPIX (incl. dividends)*2	90.5	128.6	131.2	138.8	196.2
Year-end market capitalization (100 million yen)	8,672	13,724	11,129	9,279	13,613
Number of shares issued at the end of the period (shares)	379,830,231	379,830,231	379,830,231	379,830,231	379,830,231
Paid-in capital (100 million yen)	318	318	318	318	318

Note: The Company conducted a three-for-one split of its common stock effective April 1, 2023. The figures are calculated, assuming that the stock split had been conducted at the beginning of fiscal 2019.

\*1: Dividends for fiscal 2023 and before are calculated retroactively from the stock split (from one to three shares effective April 1, 2023) for convenience.

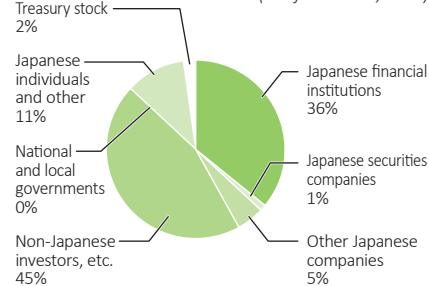
\*2: Calculated based on the figures at the end of fiscal 2018



\*3: Earnings forecast for fiscal 2024 is based on forecasts for nine-month period of Japan and twelve-month period outside of Japan

## Distribution of shareholders

(as of March 31, 2024)

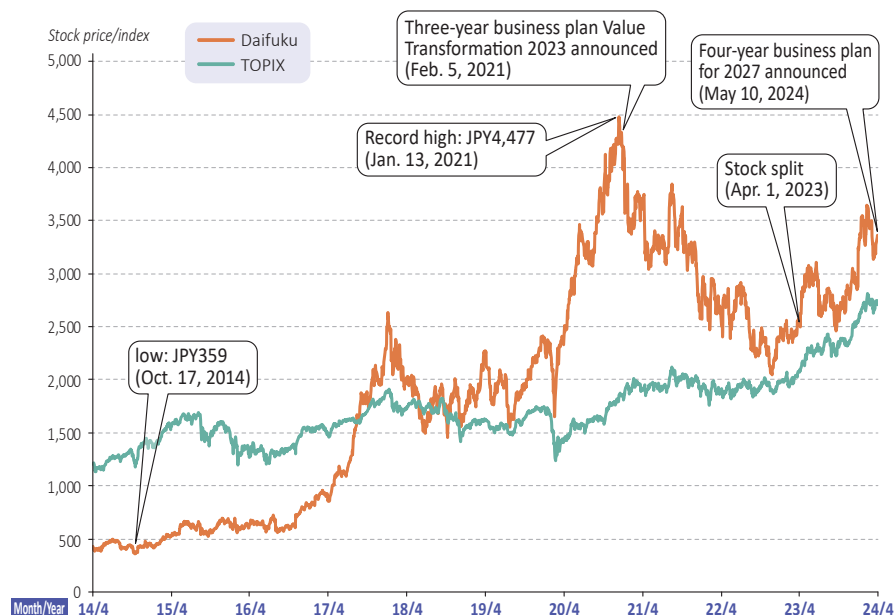


Number of shareholders: 30,601

## Basic policy for dividends

Daifuku regards the return of profits to shareholders as its most important management task. The consolidated dividend payout ratio target in our four-year business plan for 2027 is 35% or more for each fiscal year.

## Trends in stock prices



Note: In the graph above, Daifuku stock prices apply the figures after a three-for-one split of the Company's common stock effective April 1, 2023.

## Investor relations (IR) events

As part of its IR initiatives, Daifuku invites its shareholders to tour the Hini Arata Kan demo center and holds an IR Day for institutional investors and securities analysts.



Hini Arata Kan tour for shareholders



The IR Day, held since 2022

## ► Creating economic and social value

In May 2024, we reviewed our priority topics (material issues) along with the formulation of our long-term vision, Driving Innovative Impact 2030. We have defined the priority topics that must be addressed by the Daifuku Group to achieve the long-term vision, and we have specified strategies, measures, action plans, and KPIs (key performance indicators) based on these topics.

### Daifuku's framework and priority topics

Framework	Priority topics
Evolving existing businesses Expanding into new areas Developing next-generation solutions	<ul style="list-style-type: none"> <li>Development utilizing advanced technologies including AI</li> <li>Expansion of service business</li> <li>Development of new domains and creation of new businesses</li> </ul>
Establishing a system to bolster growth	<ul style="list-style-type: none"> <li>Investment and platform fortification for innovation creation</li> </ul>
Revamping overall business operations	<ul style="list-style-type: none"> <li>Social responsibility in the supply chain</li> <li>Pursuit of product quality and product safety</li> </ul>
Safety reinforcement	<ul style="list-style-type: none"> <li>Ensure occupational safety and health</li> </ul>
Eliminating environmental impact	<ul style="list-style-type: none"> <li>Addressing climate change</li> <li>Promoting resource recycling</li> <li>Coexisting with nature</li> </ul>
Strengthening management structure and refining business management	<ul style="list-style-type: none"> <li>Strengthening governance</li> <li>Fulfillment of stakeholder communication</li> </ul>
Organizational strengthening	<ul style="list-style-type: none"> <li>Staff recruitment, retention, and training</li> <li>Respect for human rights</li> <li>Diversity and inclusion</li> <li>Improvement of employee engagement</li> </ul>

For details on the priority topics, see our website:  
<https://www.daifuku.com/sustainability/management/materiality>



## ► Daifuku Environmental Vision 2050 (revised May 2024)

We at the Daifuku Group aim to realize a world where material handling systems operate with zero environmental impact by 2050, and we have established three crucial issue areas as well as environmental targets to achieve by 2030.



### Environmental Goals for 2030

Crucial issue areas	KPIs	Targets
Addressing Climate Change	Daifuku CO <sub>2</sub> emissions (Scopes 1 + 2)	<b>60% reduction</b> (compared to FY2018)
	Percentage of electricity derived from renewable energy sources	<b>80%</b> (Daifuku Japan is expected to achieve 100% by 2027.)
	CO <sub>2</sub> emissions from purchased goods and services (Scope 3 Category 1)	<b>30% reduction*<sup>1</sup></b> (compared to FY2018)
	CO <sub>2</sub> emissions from the use of sold products (Scope 3 Category 11)	
Promoting Resource Recycling	Landfill disposal rate	<b>Less than 1%</b>
	Water use intensity* <sup>2</sup>	<b>30% reduction</b> (compared to FY2018)
Coexisting with Nature	Rate of implementation of biodiversity conservation activities at major sites* <sup>3</sup>	<b>100%</b>
	Global expansion of Sustainability Action	<b>Program expansion and awareness raising</b>

\*1: Scope 3 Category 1 and Category 11 combined target

\*2: Water consumption (1,000 m<sup>3</sup>) divided by net sales (100 million yen)

\*3: Sites with 100 or more employees

For details, see our website: [www.daifuku.com/sustainability/environment/management](https://www.daifuku.com/sustainability/environment/management)



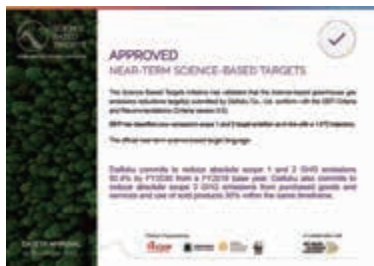
## ► Environmental initiatives

### Our CO<sub>2</sub> reduction targets receive SBTi approval

As announced in January 2024, the CO<sub>2</sub> emissions reduction targets established in the Daifuku Environmental Vision 2050 have been recognized as near-term science-based targets in accordance with the Paris Agreement and have received official approval from the Science Based Targets initiative (SBTi)\* in November 2023.

In the Daifuku Environmental Vision 2050, we have established addressing climate change as one of our crucial issue areas, and we are implementing initiatives such as introducing renewable energy at each of our locations and reducing CO<sub>2</sub> emissions associated with procurement and the operation of our products.

\* The SBTi is a collaboration between CDP, the United Nations Global Compact, World Resources Institute (WRI) and the World Wide Fund for Nature (WWF). Approval is awarded to companies that are recognized as having set science-based targets in alignment with the criteria established by the Paris Agreement.



Approval letter from the SBTi

### Introduction and expansion of renewable energy

As of November 2022, all electricity used within Shiga Works, our largest core plant in Japan, has been switched to renewable energy sources. When converted to CO<sub>2</sub> emissions, the Group's Scope 1 and 2 emissions are reduced by about 16% (compared to fiscal 2018).

In fiscal 2023, we installed photovoltaic systems for facilities in China (Suzhou), South Korea, Thailand, and Taiwan. From fiscal 2024 onward, similar installation projects are planned in the United States, India, and Indonesia to expand the introduction of renewable energy.



Photovoltaic system installed on the roof of manufacturing facilities for our cleanroom systems (Suzhou, China)

### Daifuku Sustainability Action Program

The Daifuku Eco-Action Program was launched in fiscal 2012 with the aim of promoting and stimulating employees' voluntary learning about the environment. The program issues points to employees who voluntarily take part in environmental activities, which can then be exchanged for eco-friendly goods, disaster recovery support products, and other rewards. We also donate a monetary amount equivalent to the total number of points gained by employees to external organizations. In fiscal 2023, 12,141 people participated and 63,177 points were issued.

In fiscal 2023, the program was renamed as the Daifuku Sustainability Action Program. We are working to expand the scope of our activities to include social contribution activities in addition to environmental activities.

### Yui Project, an initiative for biodiversity conservation (since 2014)

Surrounded by greenery, the 1.2 million square meter Shiga Works site is home to more than 1,000 native species in forests, wetlands, reservoirs, and other environments. Of these, more than 70 species of wildlife listed in the Japanese Red List and the Shiga Prefecture Red Data Book have been identified. To protect this rich natural environment, we have established conservation areas within Shiga Works as part of the Yui Project, and we are engaged in biological conservation activities, environmental contribution activities, and creating opportunities for employees to come into contact with nature.



Staff participating in reed cutting at Lake Ibaniko and Lake Nishinoko in Shiga Prefecture, which helps improve water quality



The endangered Yamato salamander



Trigomphus ogumai, a rare species of dragonfly

For details, see our website: [www.daifuku.com/sustainability/environment/biodiversity](http://www.daifuku.com/sustainability/environment/biodiversity)

### ► External evaluations

Evaluator	Evaluation (end of FY2023)
MSCI (U.S.A.)	AA
FTSE Russell (U.K.)	4.0
CDP Worldwide (U.K.)	Climate change: A-
	Water security: B

For details, see our website: [www.daifuku.com/sustainability/external-evaluation](http://www.daifuku.com/sustainability/external-evaluation)



## ► Safety

With a slogan of placing priority on safety, we strive to increase safety awareness, led by the Safety and Health Management Division directly overseen by the president.

- Safety patrols
- Hands-on safety training facilities
- Safety and health seminar for top management of key suppliers, etc.



President Geshiro conducting a safety patrol at an installation site

## ► Human resource development

To facilitate effective human resource (HR) development, we conduct systematic and focused training programs based on these policies across the Daifuku Group. In particular, we are responsible for fostering the human resources we need to support the global development of our business and the strengthening of our management.

- Position-specific training
- Career development training
- Global HR development system
- Leadership training
- Global staff training, etc.

For details, see our website: [www.daifuku.com/sustainability/society/human-resources](http://www.daifuku.com/sustainability/society/human-resources)

## ► Health

The Mental and Physical Health Promotion Committee, which is one of the company-wide organizations, specifies health challenges, sets targets, and provides a range of health-promoting events, sessions by outside lecturers, and training for employees.

- Line-of-command care and self-care seminars
- Opportunities for exercise at work
- Health checkups
- Walking events, etc.



Opportunities for exercise at work with an external instructor

## ► Human rights initiatives

In fiscal 2021, we formulated the Daifuku Group Human Rights Policy, and since fiscal 2022, as part of our human rights due diligence efforts, we have been working to establish and operate a system to identify, evaluate, correct, and prevent negative human rights impacts related to our overall business activities, including our supply chain, mainly through interviews. We will continue to contribute to the realization of a sustainable society, recognizing that respect for human rights is one of the most important responsibilities in the sustainable growth of our business and organization.

For details, see our website: [www.daifuku.com/sustainability/society/human-rights](http://www.daifuku.com/sustainability/society/human-rights)

## ► Achieve diversity and inclusion

We seek to employ diverse human resources based on our management philosophy and to develop an environment where each employee is able to work actively with a sense of motivation and ease of work.

### Women's participation and advancement in the workplace

To facilitate the active participation of women, we are developing and expanding a support system that enables us to fully demonstrate our abilities and grow while striving to balance childcare and work. Looking ahead, we will enhance our efforts to promote female managers.

### Creating employment opportunities

In Japan, we actively promote employment of people with disabilities to achieve the legally mandated employment ratio of 2.5% for people with disabilities, which has been raised in April 2024. At Shiga Works, our core factory, we have set up a specialized department to facilitate the employment of people with disabilities at the manufacturing site. We are accepting workplace training and regular recruitment in partnership with a high school for students with disabilities in Shiga Prefecture. In addition, we have instituted our own curriculum that takes the steps of “preemployment training-> company adaptation-> workplace training-> workplace adaptation” and have built a system that enables disabled employees to work with peace of mind.

In recent years, the work area has been expanded due to digitalization, and the number of cases of not only work at the manufacturing site but also clerical work such as design and management, is increasing.



Assembly guidance by support staff

We disclose financial and non-financial information on our website, as outlined in the following table.  
www.daifuku.com

## Investor Relations

www.daifuku.com/ir

## Corporate Governance

www.daifuku.com/ir/policy/governance

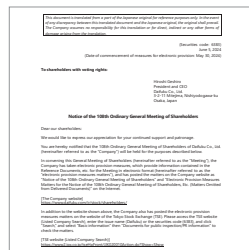
## Sustainability

www.daifuku.com/sustainability



	Title	Language	
		Japanese	English
Company	Corporate Profile	✓	✓
Sustainability	Sustainability Report	✓	✓
Investor Relations	Earnings announcements and presentations	✓	✓
	Securities Report	✓	✓
	Notice of the Ordinary General Meeting of Shareholders	✓	✓
	Newsletters for shareholders	✓	
	Daifuku Report (integrated reporting)	✓	✓
Corporate Governance	Corporate Governance Report	✓	✓
	Daifuku Group's Basic Policy for Corporate Governance	✓	✓
	The Disclosure Based on the Principles of Japan's Corporate Governance Code	✓	✓

## Notice of the Ordinary General Meeting of Shareholders



## Daifuku Report



## Sustainability Report



## Our policy on corporate governance

As a company with Audit & Supervisory Board, the Daifuku Group is introducing and expanding systems that enhance management transparency, monitoring and supervision functions, adopting a flexible approach. We strive to improve our effectiveness by continuously following the PDCA (plan-do-check-act) cycle, establishing the Daifuku Group's Basic Policy for Corporate Governance and the Disclosure Based on the Principles of Japan's Corporate Governance Code.

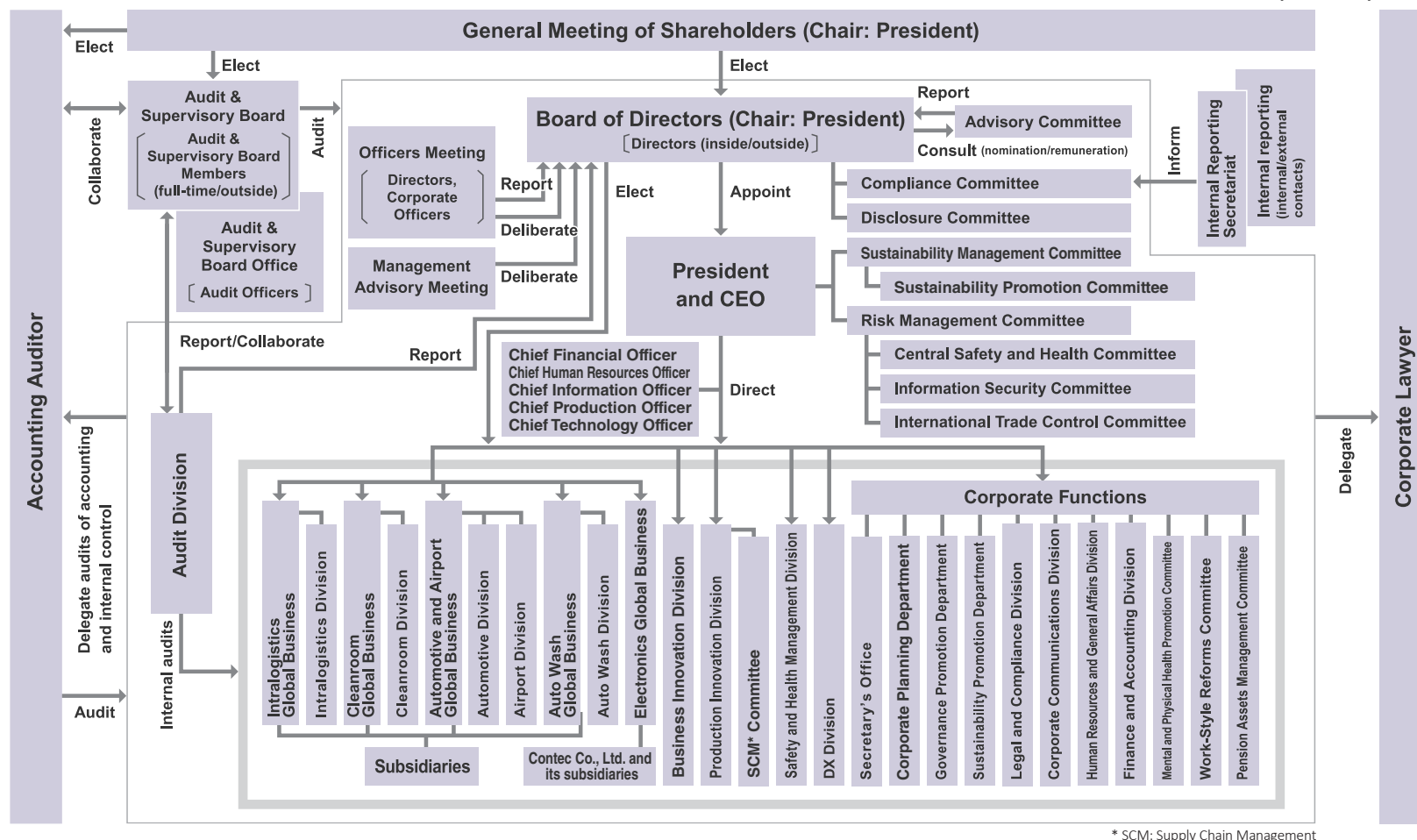
Daifuku Group's Basic Policy for Corporate Governance and the Disclosure Based on the Principles of Japan's Corporate Governance Code: [www.daifuku.com/ir/policy/governance](http://www.daifuku.com/ir/policy/governance)

## Corporate governance structure (as of June 21, 2024)

Form of organization	Company with the Audit & Supervisory Board
Term of office of the Board of Directors specified in the Articles of Incorporation	1 year
Chair of the Board of Directors	President and CEO
Number of directors	10 (including 5 outside directors)
Frequency of Board meetings (FY2023)	Ordinary: 12 times, Extraordinary: 4 times
Voluntary committee	Advisory Committee for nominations and remunerations
Members and chair of the voluntary committee	Members: 1 or more representative directors and 3 or more directors including 1 or more outside directors Chair: One of outside directors Meets: 3 times or more a year
Number of Audit & Supervisory Board members	4 (including 3 outside members)
Frequency of Audit & Supervisory Board meetings (FY2023)	Ordinary: 8 times
Independence standards of outside directors and outside members of the Audit & Supervisory Board	Daifuku defines its standards, which are specified in disclosed convocation notices of General Meeting of Shareholders among others.
Evaluation of the Board of Directors' effectiveness	Daifuku conducts a questionnaire survey through an external organization, of all directors and Audit and Supervisory Board members concerning the Board of Directors' effectiveness. The summary of the survey is disclosed in the Corporate Governance Report.
Directors' remuneration system linked to the medium- to long-term results	Daifuku introduces the Board Benefit Trust, a performance-linked equity compensation plan.

## ► Corporate governance structure

Updated in April 2024



### FY2024 major changes in corporate organization

- Established the Electronics Global Business unit with Contec Co., Ltd., which became a wholly owned subsidiary in 2022, at its core.
- Set a cross-functional unit, the Business Innovation Division, to expand the business domain of the entire Daifuku Group by introducing cutting-edge technologies such as AI, developing personnel with expertise, developing new business solutions, and supporting the future orientation of existing businesses.

- Newly established the Corporate Planning Department directly under the Corporate Functions, to support the promotion of sophisticated management by executing and managing the progress of business plans from the perspective of management that takes both business and sustainability perspectives into account.
- Newly established the Sustainability Management Committee, Sustainability Promotion Committee, and SCM Committee.

▶ Inside directors



**Hiroshi Geshiro**  
Representative Director  
President and CEO



**Seiji Sato**  
Director  
Senior Managing Officer  
President and CEO of  
Daifuku North America, Inc.



**Hiroshi Nobuta**  
Director  
Managing Officer  
Intralogistics Global Business  
Head



**Hideaki Takubo**  
Director  
Managing Officer  
Chief Human Resources Officer  
Corporate Functions Head



**Tomoaki Terai**  
Director (newly appointed)  
Managing Officer  
Cleanroom Global Business Head  
Cleanroom Division Manager  
General Manager of Production  
Operations, Cleanroom Division

▶ Outside directors



**Yoshiaki Ozawa**  
Director



**Mineo Sakai**  
Director



**Kaku Kato**  
Director



**Keiko Kaneko**  
Director



**Gideon Franklin**  
Director

▶ Audit & Supervisory Board members



**Tsukasa Saito**  
Audit Supervisory Board  
Member (full-time)



**Tsukasa Miyajima**  
Audit & Supervisory Board  
Member (outside)



**Nobuo Wada**  
Audit & Supervisory Board  
Member (outside)



**Eiko Hakoda**  
Audit & Supervisory Board Member  
(outside) (newly appointed)

## ► Composition of Board of Directors

We are considering the optimal composition of the Board of Directors in terms of expertise, experience, diversity, etc., in consideration of changes in the business environment and the management policies and plans of the Daifuku Group.

### Skill matrix of the Board of Directors

	Independence	Expertise/Experience						
		Corporate management	Technology	Finance, accounting	Legal affairs, risk management	Sales, marketing	Global	Environment, society, governance
Hiroshi Geshiro		✓			✓	✓	✓	✓
Seiji Sato		✓				✓	✓	
Hiroshi Nobuta		✓	✓				✓	
Hideaki Takubo		✓		✓	✓		✓	✓
Tomoaki Terai		✓	✓			✓	✓	
Yoshiaki Ozawa	✓			✓			✓	✓
Mineo Sakai	✓	✓		✓			✓	✓
Kaku Kato	✓	✓			✓		✓	✓
Keiko Kaneko	✓				✓		✓	✓
Gideon Franklin	✓	✓		✓			✓	✓

Notes:

- In Expertise/Experience, up to five skills of individuals are marked with “✓”.
- The above list does not represent all of the knowledge, experience, and abilities of individuals.

## ► Senior Managing officer

Yasuhisa Mishina	Chief Production Officer Chief Information Officer General Manager of Shiga Works Production Innovation Division Manager DX Division Manager
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## ► Managing officers

Takaya Uemoto	Automotive and Airport Global Business Head Airport Division Manager
Takuya Gondoh	Chief Technology Officer Business Innovation Division Manager
Akihiko Nishimura	Deputy Automotive and Airport Global Business Head Automotive Division Manager
Norihito Toriya	Intralogistics Division Manager
Tetsuya Hibi	Chief Financial Officer Deputy Corporate Functions Head Finance and Accounting Division Manager

## ► Corporate officers

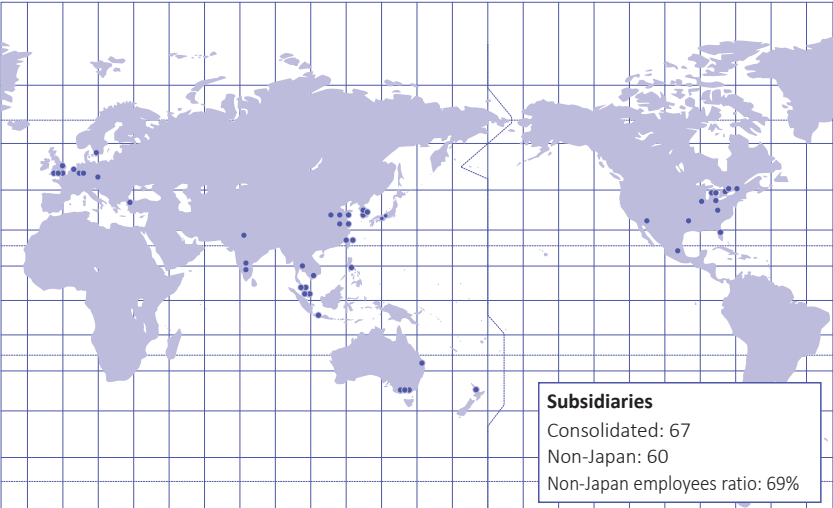
Hiroaki Kita	Chairman of Daifuku Oceania Limited
Seiji Yamamoto	General Manager of Installation and Service Operations, Intralogistics Division Safety and Health Management Division Manager
Tsutomu Maeda	General Manager of Sales and Service Operations, Automotive Division Deputy Safety and Health Management Division Manager
Atsushi Sonoda	Deputy Cleanroom Division Manager General Manager of Sales Operations, Cleanroom Division General Manager of Komaki Works
Hirobumi Akiba	Corporate Communications Division Manager
Masayuki Izutsu	General Manager of Airport Operations, Airport Division
Takafumi Tanaka	Auto Wash Global Business Head Auto Wash Division Manager General Manager of Production Operations, Auto Wash Division President of Daifuku Plusmore Co., Ltd.
Junji Yano	General Manager of Production Operations, Intralogistics Division
Kazuyoshi Nishiyama	Electronics Global Business Head President and CEO of Contec Co., Ltd.

## ► Audit officer

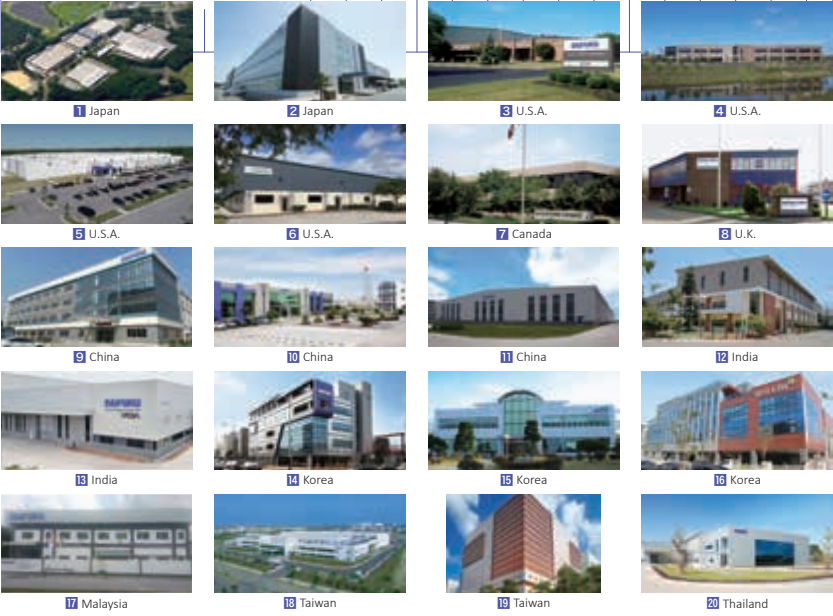
Toshikatsu Takahashi	General Manager of Audit & Supervisory Board Office
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Operations in 24 countries and regions



Daifuku's global production sites Note: See pages 49-52 for names and locations of companies shown below.



Principal locations

<b>Osaka Headquarters</b> 3-2-11 Mitejima, Nishiyodogawa-ku, Osaka 555-0012 Japan Tel: 81-6-6472-1261	<b>Tokyo Head Office</b> Shiodome-Shibarikyu Building, 1-2-3 Kaigan Minato-ku, Tokyo 105-0022 Japan Tel: 81-3-6721-3501
<b>Shiga Works</b> ..... 1 1225 Nakazaiji, Hino-cho, Gamo-gun, Shiga 529-1692 Japan Tel: 81-748-53-0321	<b>Komaki Works</b> ..... 2 4-103 Komakihara, Komaki-shi, Aichi 485-8653 Japan Tel: 81-568-74-1500

Sales and service offices in Japan: About 60

Global branches

Czech .....	■	Istanbul (Turkey) .....	■
Germany .....	●	UK .....	●
Philippines .....	■		

Japan subsidiaries

Contec Co., Ltd. .... ♣	Daifuku Airport Technologies Japan Co., Ltd. .... ♠
Daifuku Plusmore Co., Ltd. .... ♦	Scarabee Aviation Group – Japan Co., Ltd. .... ♠
Daifuku Business Service Corporation	
Daifuku Manufacturing Technology Co., Ltd. .... ●	



## Americas

## Daifuku North America, Inc.

Novi, MI, U.S.A.

## Daifuku Automotive America

## Corporation ..... 3 ■

- **Main Office & Plant**  
Reynoldsburg, OH, U.S.A.
- **Carlisle Forging Plant**  
South Carolina
- **Other offices**  
Indiana, Kentucky, Michigan, Tennessee

## Daifuku Cleanroom America

## Corporation ..... ▲

- **Main Office:** Chandler, AZ, U.S.A.
- **Oregon Test Center & Office:** Oregon
- **Austin Office:** Texas

## Daifuku Airport America

## Corporation ..... 4 ♠

- **World Headquarters**  
Novi, MI, U.S.A.
- **Canada Branch**  
Dorval, Quebec, Canada
- **Plants:** Kentucky, Michigan

## Daifuku Services America

## Corporation ..... ● ♠

Carrollton, TX, U.S.A.

## Daifuku Intralogistics America

## Corporation ..... 5 ●

- **World Headquarters**  
Hobart, IN, U.S.A.
- **Innovation Center:** Illinois
- **Other offices**  
Florida, Indiana, Kentucky  
Michigan, Utah
- **Plants:** Indiana, Texas

## Contec Americas Inc. .... 6 ♣

Melbourne, FL, U.S.A.

## Daifuku Canada Inc. .... ■

Mississauga, Ontario, Canada

## Daifuku Manufacturing Canada

## Corporation ..... 7 ● ■ ♠

Hamilton, Ontario, Canada

## Daifuku Airport Technologies

## Canada Inc.

Montréal, QC, Canada

## Daifuku Services Canada Corporation

Toronto, Ontario, Canada

## Daifuku de México, S.A. de C.V. .... ■

Querétaro, Qro., México

## Europe

## Daifuku Europe GmbH ..... ●

- **Main Office**  
Moenchengladbach, Germany
- **Denmark Branch:** Copenhagen, Denmark
- **Sweden Branch:** Helsingborg, Sweden
- **UK Branch:** Milton Keynes, U.K.

## Daifuku Automotive U.K. Ltd. .... ■

Milton Keynes, U.K.

## Asia Pacific

## BCS Airport Systems Pty. Ltd. .... ♠

Hallam, VIC, Australia

## BCS Logistics Solutions Pty. Ltd. .... ●

Hallam, VIC, Australia

## BCS Infrastructure Support

## Pty. Ltd. .... ● ♠

Hallam, VIC, Australia

## Intersystems (Asia Pacific)

## Pty. Ltd. .... ♠

Hallam, VIC, Australia

## Daifuku (China) Co., Ltd.

Shanghai, China

## Daifuku (China) Automation

## Co., Ltd. .... 9 ■

- **Main Office:** Changshu, Jiangsu, China
- **Branches**  
Beijing, Changchun, Chongqing,  
Guangzhou, Tianjin, Wuhan
- **Other offices**  
Nansha TEDA, Zhengzhou

## Daifuku (China) Manufacturing

## Co., Ltd. .... 10 ●

- **Main Office:** Shanghai, China
- **Branches:** Beijing, Guangzhou, Shenzhen,  
Wúxī
- **Other offices**  
Changsha, Chengdu, Chongqing,  
Hangzhou, Hongqiao, Nanjing, Ningbo,  
Suzhou, Taichang, Tianjin, Wuhan, Xi'an

## Daifuku Logan Ltd. .... 8 ♠

- **Main Office:** Hull, U.K.
- **France Branch:** Alfortville, France

## Scarabee Aviation Group B.V. .... ♠

Hoofddorp, The Netherlands

## Daifuku (Suzhou) Cleanroom

## Automation Co., Ltd. .... 11 ▲

- **Main Office & Plant:** Suzhou, Jiangsu,  
China
- **Branches:** Chengdu, Shanghai, Shenzhen,  
Wuhan, Xi'an

## Contec (Shanghai) Co., Ltd. .... ♣

- **Main Office:** Shanghai, China
- **Branch:** Beijing

## Daifuku India Private Limited ..... ■

- **Main Office:** Haryana
- **Other offices:** Bengaluru, Gujarat

## Daifuku Manufacturing India

## Private Ltd. .... 12 ■

Karnataka, India

## Daifuku Intralogistics India

## Private Limited ..... 13 ●

- **Main Office & Plant:** Hyderabad, India
- **Mumbai Office:** Mumbai

## P.T. Daifuku Indonesia ..... ● ■

- **Main Office:** Jakarta, Indonesia
- **Deltamas Office:** Bekasi

## Asia Pacific

<b>Daifuku Korea Co., Ltd.</b> ..... 14 ● ■	<b>Daifuku Mechatronics (Singapore) Pte. Ltd.</b> ..... ● ▲
• <b>Main Office / R&amp;D Center</b> Incheon, Korea	Techplace 1, Singapore
• <b>Incheon Plant:</b> Incheon	
<b>Clean Factomation, Inc.</b> ..... 15 ▲	<b>Singapore Contec Pte. Ltd.</b> ..... ♣
• <b>Main Office:</b> Gyeonggi-do, Korea	Techplace 1, Singapore
• <b>Asan Plant</b> Chungcheongnam-do	
<b>Hallim Machinery Co., Ltd.</b> ..... 16 ◆	<b>Taiwan Daifuku Co., Ltd.</b> ..... 18 ● ▲
• <b>Main Office &amp; Plant</b> Gyeonggi-do, Korea	• <b>Main Office &amp; Plant:</b> Tainan, Taiwan
• <b>Other offices</b> Busan, Daegu, Daejeon, Gwangju, Seoul	• <b>Branch:</b> Hsinchu
	• <b>Plant:</b> Taichung
<b>Daifuku (Malaysia) Sdn. Bhd.</b> ..... ● ■	<b>Taiwan Contec Co., Ltd.</b> ..... 19 ♣
Selangor D.E., Malaysia	Xinbei, Taiwan
<b>BCS Integration Solutions Sdn. Bhd.</b> ..... 17 ♠	<b>Daifuku (Thailand) Limited</b> ..... 20 ● ■
• <b>Main Office</b> Kuala Lumpur, Malaysia	• <b>Main Office &amp; Plant (Pinthong)</b> Chonburi, Thailand
• <b>Factory</b> Negeri Sembilan	• <b>Bangkok Office:</b> Bangkok
	• <b>Chonburi Plant:</b> Chonburi
<b>Daifuku Oceania Limited</b> ..... ● ♠	<b>Daifuku Intralogistics Vietnam Company Limited</b> ..... ●
• <b>Main Office:</b> Auckland, NZ	• <b>Main Office:</b> Ho Chi Minh City, Vietnam
• <b>Other offices</b> Australia, Canada, Malaysia	• <b>Hanoi Office:</b> Hanoi

## Industry Information

## Organizations of which Daifuku is a member

Japan Institute of Material Handling (JIMH)	<a href="http://www.jimh.or.jp/en">www.jimh.or.jp/en</a>
Japan Institute of Logistics Systems (JILS) This organization surveys to announce the logistics systems and equipment production and shipment statistics once a year. (The statistics excludes imported goods and services.)	<a href="http://www.logistics.or.jp/english/about.html">www.logistics.or.jp/english/about.html</a>

## Hini Arata Kan Demo Center

Hini Arata Kan is one of the world's largest hands-on demo centers for material handling and logistics. At the center, cutting-edge material handling systems and equipment, developed and manufactured in-house, are on display along with other products from companies involved in the logistics industry.

Since its founding in 1994, Hini Arata Kan has welcomed about 530,000 visitors from around 90 countries and regions. We undertook a large-scale replacement of the latest systems and equipment and reopened in June 2022.

Our dedicated staff introduce product functions and features, as well as case studies and solutions. Japanese, English, Chinese, and Korean guides are available.

日に新た館

1225 Nakazaiji, Hino-cho, Gamogun, Shiga 529-1692 Japan

## Access

From Shinkansen MAIBARA or JR Tokaido (Biwako) Line OMI HACHIMAN Station, a ride on the Daifuku shuttle bus (reservations required)



## Facility facts

- Building area: 6,049 sq.m
- Floor space: 19,482 sq.m
- Closed: Saturdays, Sundays & holidays
- Hours open: 9:00 a.m. – 4:30 p.m.
- Tour times: 9:50 a.m. – 3:15 p.m. (course system using time slots)

Note: Operating days, hours, and tour times are subject to change.

- Tours: Make online reservations through our website.

[www.daifuku.com/showroom/hiniaratakan](http://www.daifuku.com/showroom/hiniaratakan)

Note: For non-competitors and organizations only.

