

# DAIFUKU PROFILE **2025**

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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%.
- 3. This document has been translated from the Japanese original. If there are any discrepancies between this document and the Japanese original, the original shall prevail.



**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 December 31, 2024)

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

**Employees:** 11,042 (Group total, as of end of FY2024)

**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+ [Stable]

Short-term: a-1

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

**FY2024 consolidated results\* (April 1, 2024–December 31, 2024)**

**Net sales:** 563,228 million yen

Service sales ratio to net sales: 27%

**Operating income:** 71,546 million yen

**Annual dividend:** 55 yen per share

\* The Company changed its accounting period from April 1 to March 31 to January 1 to December 31 of every year.  
For details, see page 5.



Osaka Headquarters



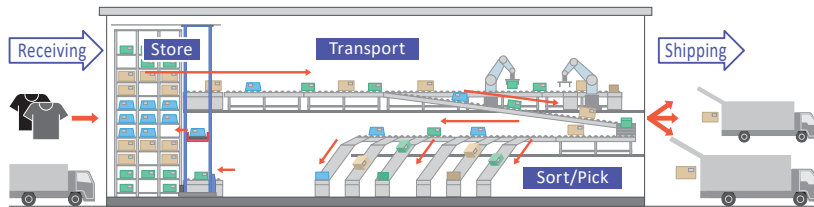
Tokyo Head Office

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.

## Company Creed



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

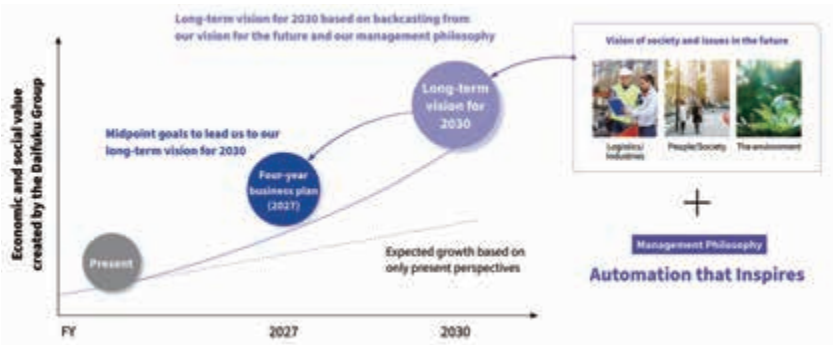
### Basic stance

- 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.

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

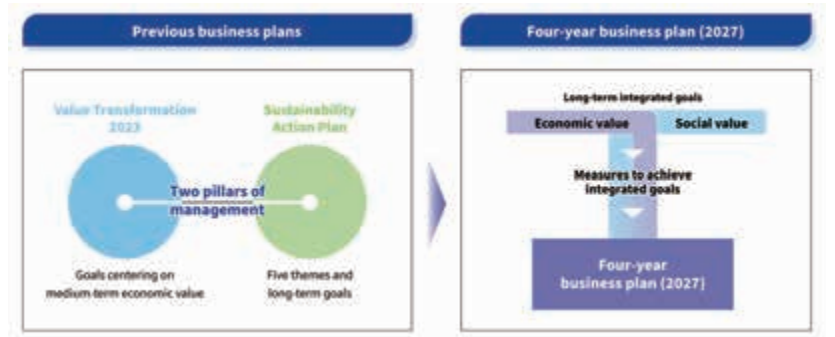
From short-term to long-term oriented

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.

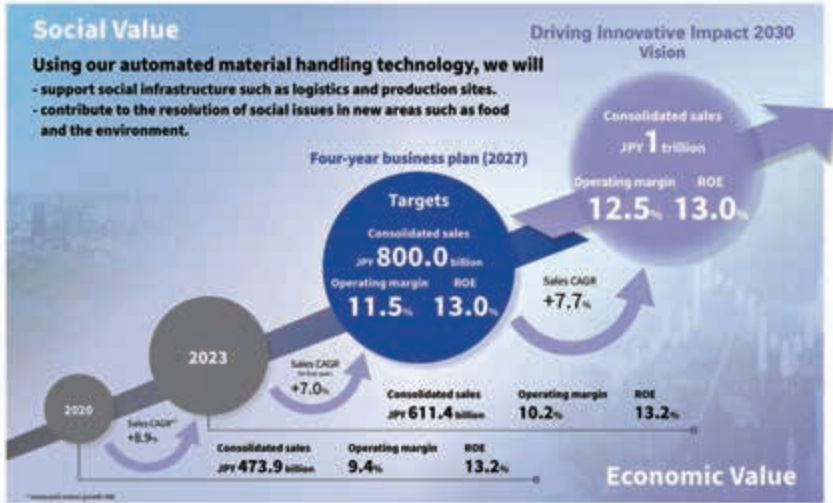


Driving Innovative Impact 2030

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, ran 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.

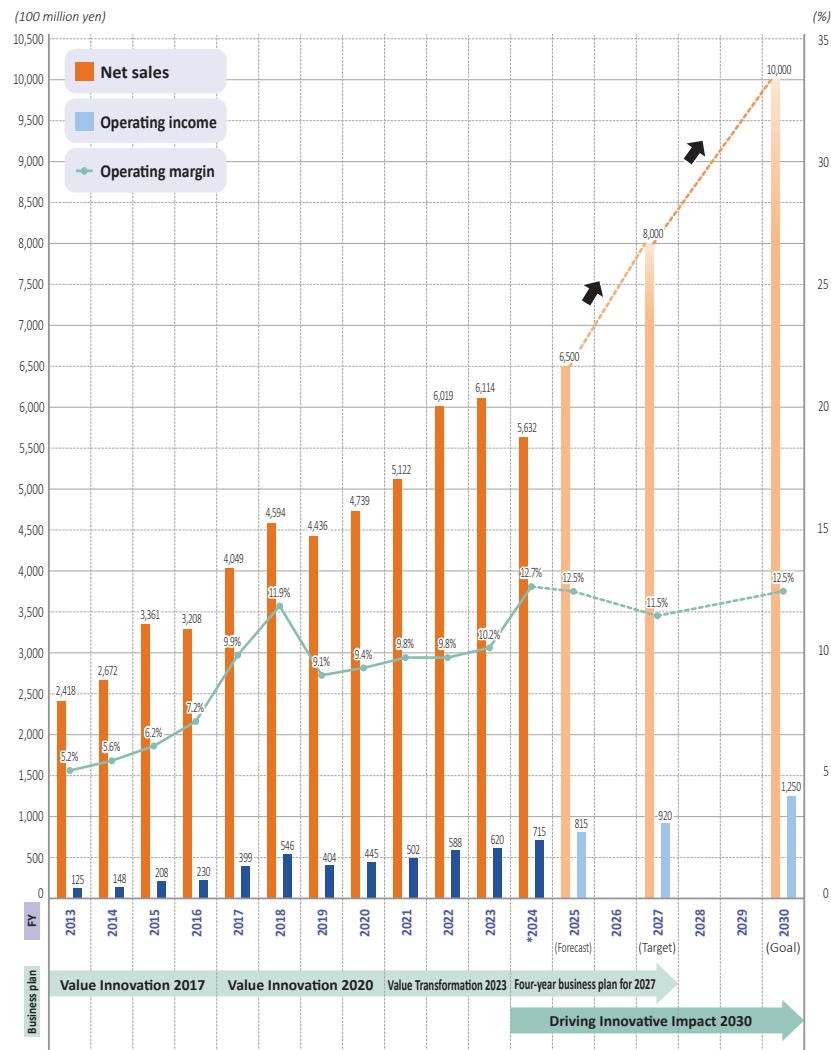
- Evolving existing business and expanding into new areas
- Improving profitability

### 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

## ► Consolidated net sales and operating income



\* Fiscal 2024, a transitional period to implement the change in the fiscal year-end, ran for 9 months in Japan, from April 1 to December 31, 2024.

For details on the Vision and Four-Year Business Plan, see our website: [www.daifuku.com/ir/policy/plan](http://www.daifuku.com/ir/policy/plan)





## Intralogsitics

Manufacturing and distribution systems



## Cleanroom

Cleanroom production line systems



## Automotive

Automobile production line systems



## Airport

Airport technologies



## Auto Wash

Car wash machines

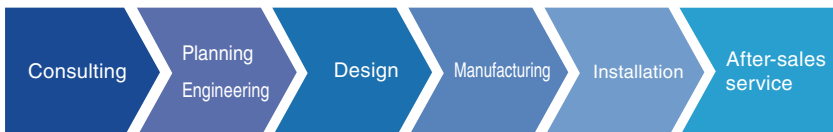


## Electronics

## 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 such as e-commerce, transportation and warehousing, also manufacturers like food, chemicals, and machinery. We timely provide the logistics solution that automated storage, transport, sorting and picking systems for needs of customers.

### Automated storage & retrieval systems (AS/RSs)

Daifuku's AS/RS is classified into two types, unit load or mini load, by size and weight of items handled. In recent years, introduction of AS/RS to multi-tenant warehouse, cold storage warehouse and hazardous material warehouse has also been increasing.



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

Shuttle Rack M provides high-speed storage and retrieval using shuttle vehicles with transfer function and lifters, instead of conventional stacker cranes. Not only for temporary storage, but also best suited for sorting, and sequential retrieval of loads.



## [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.



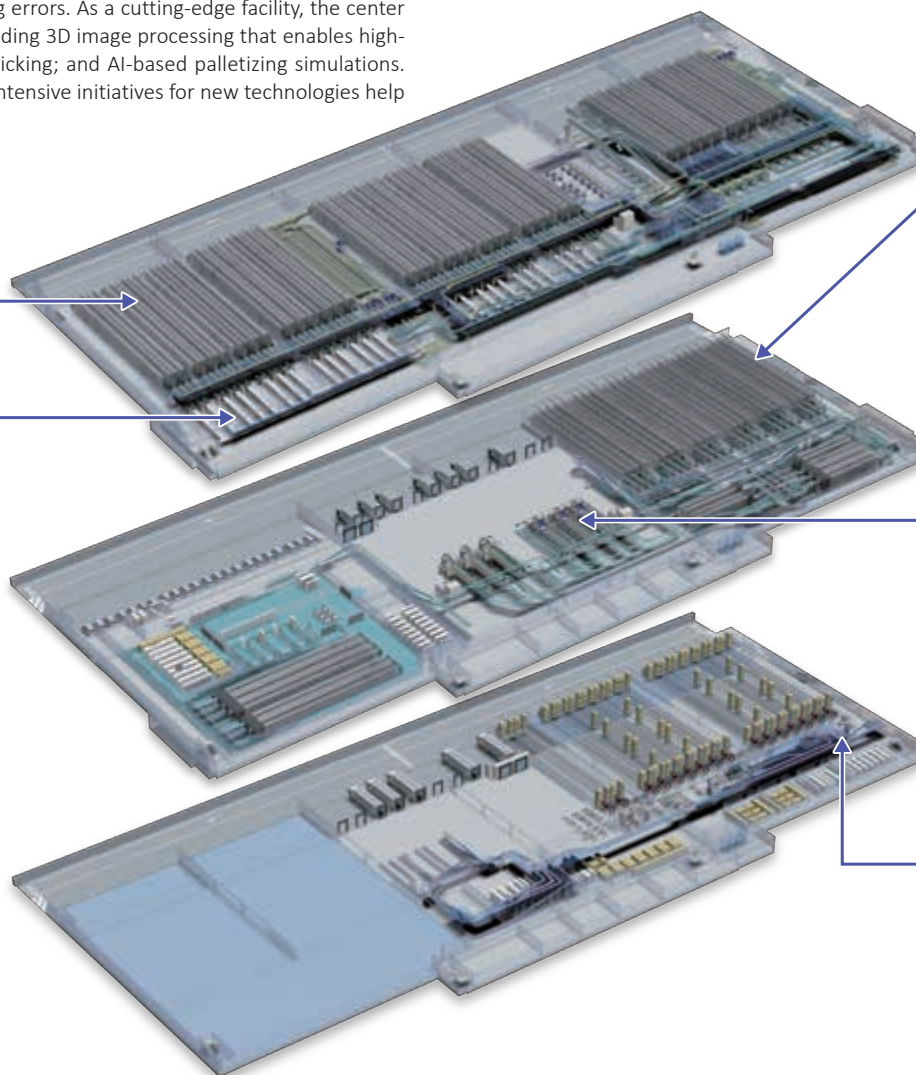
#### AS/RS for picking operations

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.



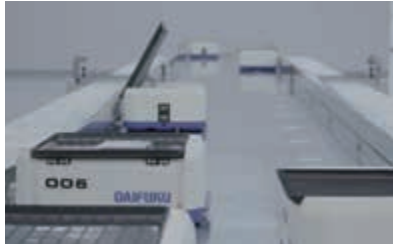
#### Depalletizing robot

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



### Piece sorting system – Sorting Transfer Robot S (SOTR-S)

SOTR-S is a transfer robot that sorts and transports piece items. It can accurately, quickly, and gently sort products of various shapes, improves sorting capacity, and mitigates labor shortage issues.



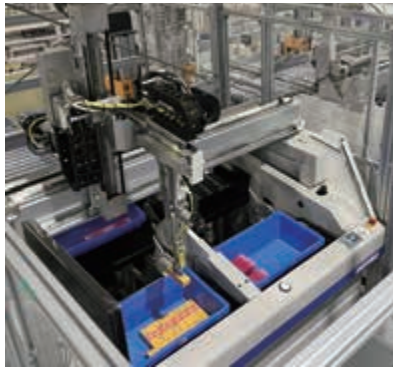
### High-speed sorter – Cross-Belt Sorter

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.



### Piece-picking robot XY-Picking Robot

With its three-axis handling and image recognition system, XY-picking robot can automatically pick items of various shapes, and can be installed in a smaller space than a conventional arm-type robot. We continue to research AI image recognition and handling technology, with the aim of achieving complete automation of distribution centers.



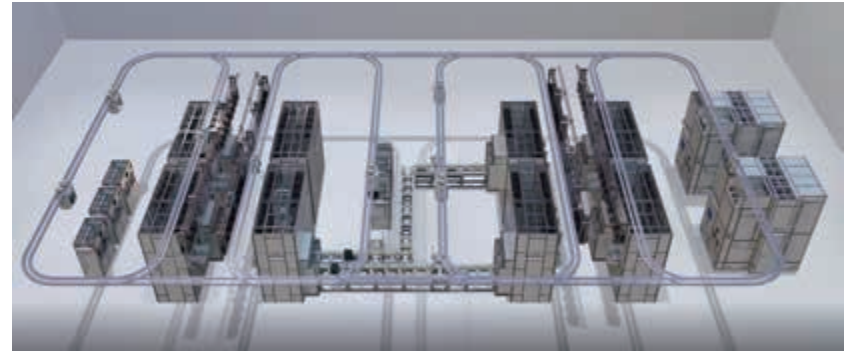
Logistics Solution Site: [www.daifuku.com/solution/intralogistics](http://www.daifuku.com/solution/intralogistics)

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

## Cleanroom

### Cleanroom production line systems

Daifuku provides storage and transport systems designed exclusively for clean rooms to semiconductor manufacturers. 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. Also, we are developing systems for the back-end processes of semiconductor manufacturing, where the need for automation is increasing.



### 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 systems for semiconductor production lines.



## ► Automotive

### Automobile production line systems

Daifuku supply automated and laborsaving systems for all automotive production processes, including press, weld, paint, assembly, part storage and supply, though to engine testing. Anticipating a production of a wide variety of products including EVs and gasoline-powered vehicles, we have also developed a heavy-duty AGV (automated guided vehicle) for the xEV\* production line.

\*A generic term for electric vehicles, including BEVs, HEVs, PHEVs, and FCEVs

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

FDS enables steady and stable transport and performs best in assembly and processing lines. The picture on the right is Floor Type.

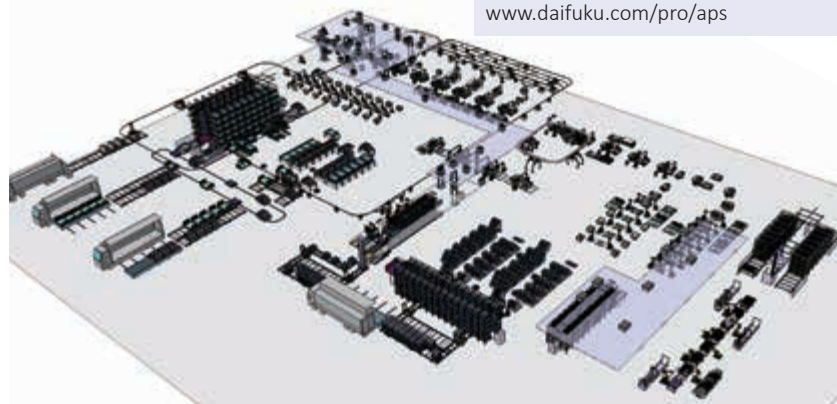


#### Drive-through truck station– TRTS (pronounced “tortoise”)

The system allows automatically loading and unloading objects from the truck, saving space by allowing loading and unloading to be performed at the same location. The drive-through system also reduces truck standby time and the number of trucks. This forklift-less system improves the safety of the work environment and is also considerate to the environment by reducing greenhouse gases emissions.



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



## ► Airport

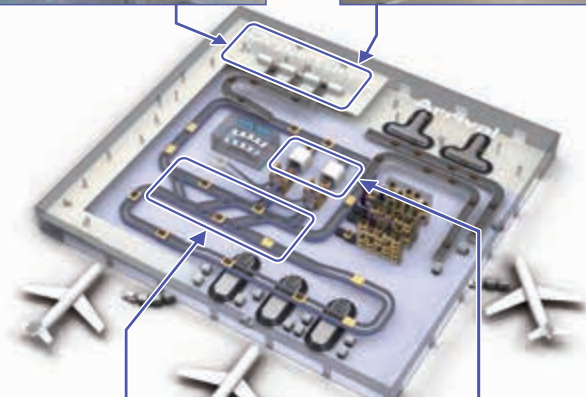
### Airport technologies

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

#### Self-service bag drop



#### Security lane



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 car wash machines, harnessing the manufacturing expertise and technologies it has accumulated in material handling systems. We offer a wide variety of car wash machines and related products, including machines with water-saving and low-noise features, and large-sized machines for trucks and buses. We are also developing AI car wash machines that anyone can use safely and securely.

In addition, we are striving to expand into new areas using washing technologies. To begin with, we have developed a cleaning machine for the inside of garbage collection trucks, and brought it to the market.



Car wash machine



Waste collection vehicle washer

## ► Electronics (Contec Co., Ltd.)

Mainly with our subsidiary Contec Co., Ltd., we develop, manufacture, and sell industrial computers, and IoT devices such as measuring/control and network-related products and provide solutions. We have also been focusing on new solutions utilizing AI technology.

### Industrial computers

We develop industrial computers for FA environments that require high reliability and durability, and have achieved a long-term stable supply.

### IoT devices

We develop I/O boards and network devices used in various types of signal processing, which are essential for measurement control systems using computers.



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

# Intellectual Property

## ► 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.

As of the end of December 2024, we registered 4,498 patents.

## ► Daifuku's inventions and designs

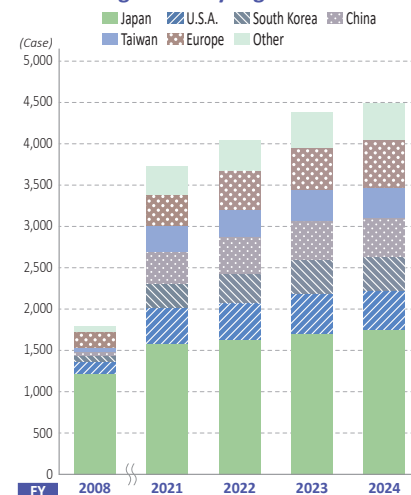
We established our Rules on Inventions and Designs, under which we actively promote patent applications and the acquisition of rights with a special focus on newly developed products. Normally it takes four to six years from the point of filing the patent application to registration, therefore, Daifuku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

During fiscal 2024, the Daifuku Innovation Grand Prize was given to one product, while four 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

Notes:

- Fiscal 2024, a transitional period to implement the change in the fiscal year-end, reflects results for 9 months in Japan and 12 months outside of Japan.
- 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 2020. Dividends for fiscal 2023 and before are calculated retroactively from the stock split for convenience.
- Since fiscal 2021, new accounting standards for revenue recognition have been applied.

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

FY	2020	2021	2022	2023	2024
Orders received	4,510	5,890	7,374	6,203	5,947
Order backlogs	3,750	4,518	5,874	5,969	6,285
Net sales	4,739	5,122	6,019	6,114	5,632
Operating income	445	502	588	620	715
Operating margin (%)	9.4	9.8	9.8	10.2	12.7
Ordinary income	458	512	597	642	744
Net income attributable to shareholders of the parent company	323	358	412	454	570
Net income per share (yen)	85	94	109	121	154
Cash dividends per share (yen)	26.7	30	36.7	40	55
Total assets	4,454	4,833	5,515	6,461	6,887
Net assets	2,620	2,920	3,323	3,587	3,984
ROA (%)	7.6	7.7	8.0	7.6	8.6
ROE (%)	13.2	13.1	13.2	13.2	15.1
Equity ratio (%)	57.7	60.2	60.2	55.5	57.8
Cash flows from operating activities	382	566	200	371	1,161
Cash flows from investing activities	-61	-98	-118	-295	-23
Cash flows from financing activities	-89	-275	-301	227	-368
Free cash flows	320	468	81	75	1,137
Employees (of which, outside of Japan)	11,697 (8,045)	12,436 (8,643)	13,020 (9,059)	13,071 (8,999)	11,042 (6,810)
Capital investment	74	115	168	214	155
Depreciation	64	73	85	95	79
R&D expenditures	91	107	104	112	93
Interest-bearing liabilities	351	263	114	706	633

## 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 <sup>*1</sup>	<div> <div> A U.S. subsidiary, which oversees operations in North America  Daifuku North America, Inc. </div> <div> <b>Intralogistics</b>  Daifuku Intralogistics America Corporation </div> <div> <b>Cleanroom</b>  Daifuku Cleanroom America Corporation </div> <div> <b>Automotive</b>  Daifuku Automotive America Corporation </div> <div> <b>Airport</b>  Daifuku Airport America Corporation </div> </div>
Clean Factomation <sup>*2</sup>	A subsidiary, which sells, manufactures, and installs cleanroom transport systems and provides after-sales services of them in Korea
Daifuku (Suzhou) Cleanroom Automation <sup>*3</sup>	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

\*1: Daifuku North America, Inc. and its subsidiaries

\*3: Daifuku (Suzhou) Cleanroom Automation Co., Ltd.

\*2: Clean Factomation, Inc.

(100 million yen)

	FY	2020	2021	2022	2023	2024
Orders received	Daifuku	1,841	2,624	2,931	2,136	1,777
	Contec	153	196	192	197	172
	Daifuku North America	1,194	1,351	2,110	2,020	1,833
	Clean Factomation	310	367	481	248	317
	Daifuku (Suzhou) Cleanroom Automation	108	264	406	466	318
	Other	903	1,085	1,251	1,133	1,528
	<b>Total</b>	<b>4,510</b>	<b>5,890</b>	<b>7,374</b>	<b>6,203</b>	<b>5,947</b>
Net sales	Daifuku	1,993	2,250	2,388	2,388	1,880
	Contec	162	157	186	190	169
	Daifuku North America	1,371	1,404	1,587	1,757	1,724
	Clean Factomation	305	286	426	306	258
	Daifuku (Suzhou) Cleanroom Automation	140	156	251	300	533
	Other	755	892	1,157	1,186	1,021
	<b>Total</b>	<b>4,739</b>	<b>5,122</b>	<b>6,019</b>	<b>6,114</b>	<b>5,632</b>
Segment income (Net income attributable to shareholders of the parent company)	Daifuku	260	286	340	332	292
	Contec	11	12	9	8	2
	Daifuku North America	60	75	61	111	162
	Clean Factomation	27	20	29	18	14
	Daifuku (Suzhou) Cleanroom Automation	4	31	19	54	122
	Other	18	6	36	8	40
	<b>Total</b>	<b>323</b>	<b>358</b>	<b>412</b>	<b>454</b>	<b>570</b>

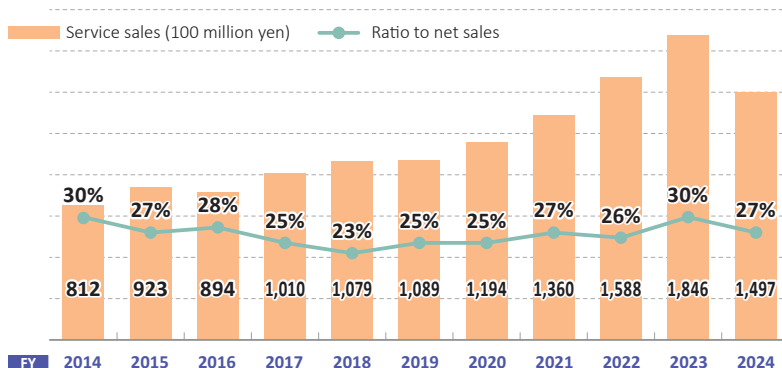
## Sales by industry

(100 million yen)

Industry	FY	2020	2021	2022	2023	2024
Automobile, auto parts		801	590	654	814	751
Electronics		1,370	1,513	2,157	2,035	1,971
Commerce, retail		1,155	1,551	1,609	1,475	1,098
Transportation, warehousing		235	328	304	248	269
Machinery		112	115	103	103	87
Chemicals, pharmaceuticals		183	176	246	251	228
Food		177	200	157	206	218
Iron, steel, nonferrous metals		44	35	48	54	39
Precision equipment, printing, office equipment		87	62	64	43	38
Airport		412	437	461	658	718
Other		158	136	190	239	167
Consolidated adjustment and other		–	–25	20	–16	42
<b>Total</b>		<b>4,739</b>	<b>5,122</b>	<b>6,019</b>	<b>6,114</b>	<b>5,632</b>

## 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.

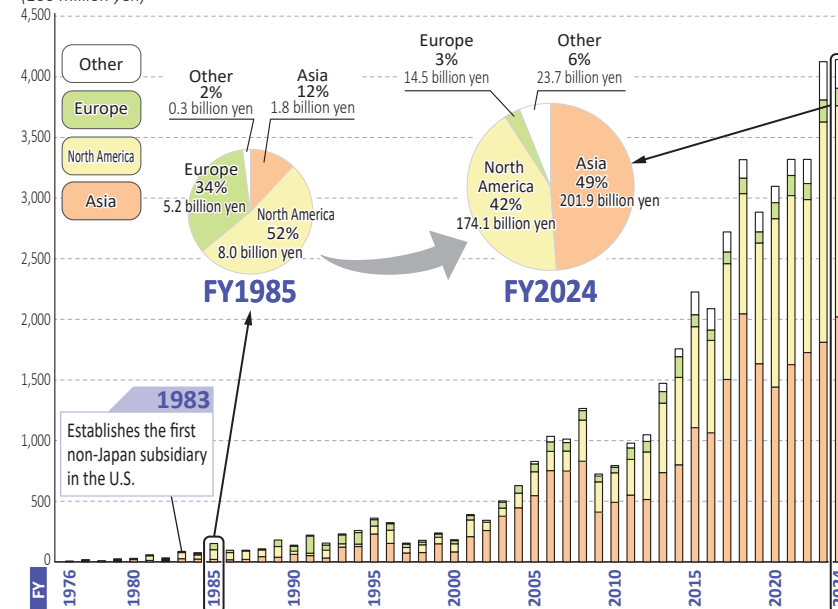


## After-sales service

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

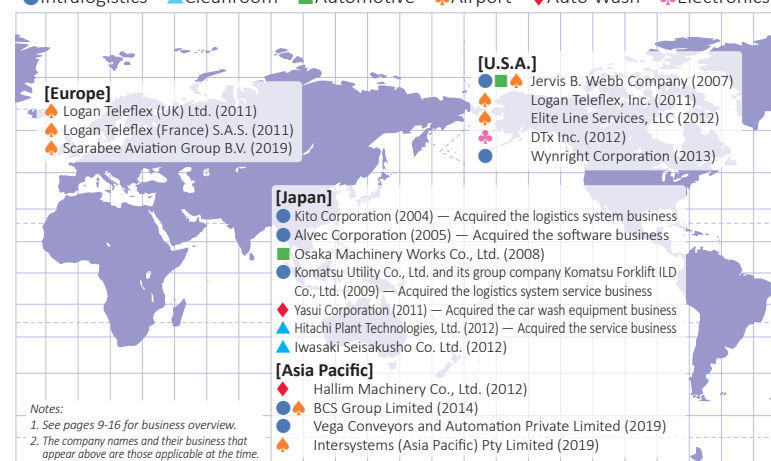
## Non-Japan sales

(100 million yen)



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

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





## Sales by region

### Japan

Logistics-related investment in Japan is on the road to recovery against the backdrop of 2024 logistics problem. 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. Currently, we are constructing a new factory for intralogistics systems, and aim to increase sales further.

### Asia

The ratio of sales in Asia to total non-Japan sales remains at 49%. In Asia, we focused on business from semiconductor factories mainly in China, South Korea and Taiwan, and automobile factories mainly in China, South Korea, Thailand and Indonesia. We are increasing our production capacity in India, where demand is expected to grow in 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	2020	2021	2022	2023	2024
Japan		1,639	1,827	1,972	2,004	1,446
Non-Japan sales total		3,099	3,320	4,025	4,126	4,143
North America		1,389	1,367	1,521	1,816	1,741
Asia		1,440	1,643	2,102	1,810	2,019
China		595	572	608	857	1,105
South Korea		433	465	600	391	375
Taiwan		305	490	587	283	308
Other		104	114	305	277	229
Europe		133	158	172	182	145
Latin America		41	52	62	106	66
Other		93	99	166	211	171
Consolidated adjustment and other		–	–25	20	–16	42
Total		4,739	5,122	6,019	6,114	5,632
Non-Japan sales ratio		65%	65%	67%	67%	–

Note: Following the changes to the fiscal year-end, fiscal 2024 reflects results for 9 months of Japan and 12 months outside of Japan. Accordingly, non-Japan sales ratio is not shown.

## Stock Information

Notes:

1. Fiscal 2024, a transitional period to implement the change in the fiscal year-end, reflects results for 9 months in Japan and 12 months outside of Japan.
2. 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. Dividends for fiscal 2023 and before are calculated retroactively from the stock split for convenience.

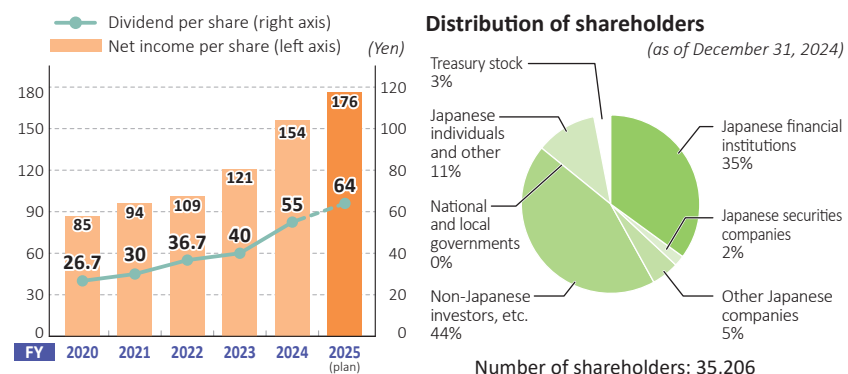
Listed on Prime, Tokyo Stock Exchange (Securities code: 6383)

Number of shares per unit: 100 shares

(Yen)

FY	2020	2021	2022	2023	2024
Net income per share	85	94	109	121	154
Net assets per share	680	769	878	966	1,082
Price to book value ratio (times)	5.3	3.8	2.8	3.7	3.0
Price earnings ratio (times)	42.2	30.9	22.4	29.5	21.4
Dividends per share	26.7	30	36.7	40	55
Dividends payout (%)	31.1	31.6	33.6	32.9	35.7
Year-end stock price	3,613	2,930	2,443	3,584	3,300
TSR (Total Shareholder Return)* (%)	159.4	130.8	111.1	164.9	156.2
TOPIX (incl. dividends)*	142.1	145.0	153.4	216.8	221.0
Year-end market capitalization (100 million yen)	13,724	11,129	9,279	13,613	12,534
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

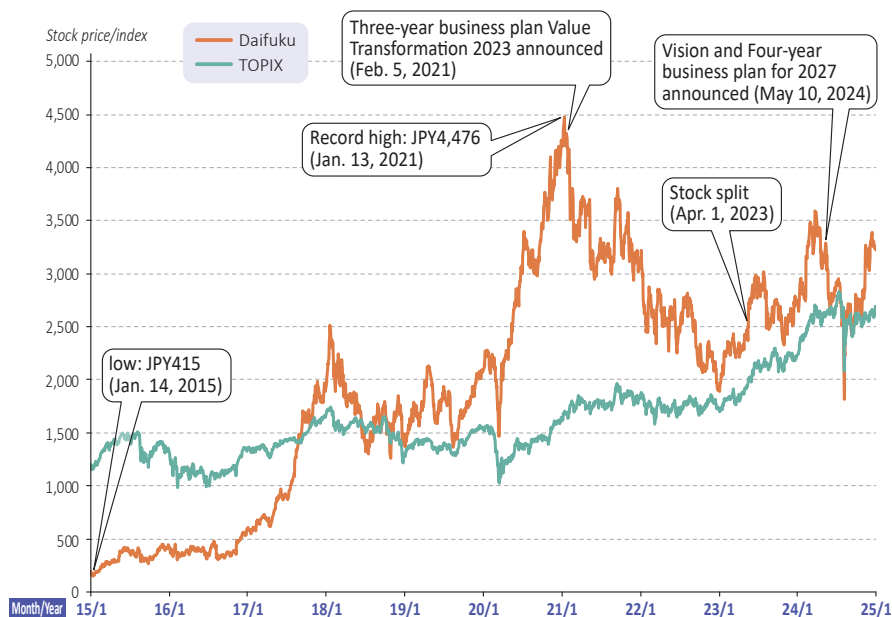
\*Calculated based on the figures at the end of fiscal 2019



## 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
 <b>Addressing Climate Change</b>	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)	
 <b>Promoting Resource Recycling</b>	Landfill disposal rate	<b>Less than 1%</b>
	Water use intensity <sup>*2</sup>	<b>60% reduction<sup>*3</sup></b> (compared to FY2018)
 <b>Coexisting with Nature</b>	Rate of implementation of biodiversity conservation activities at major sites <sup>*4</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: Upwardly revised as initial target was met ahead of schedule (August 2024)

\*4: Sites with 100 or more employees

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

## ► Environmental initiatives

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

As announced in January 2024, Daifuku's CO<sub>2</sub> emissions reduction targets have been recognized as near-term science-based targets in accordance with the Paris Agreement and 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.

### Introduction and expansion of renewable energy

As of November 2024, all electricity used at our locations within Japan have been switched to renewable energy sources. In fiscal 2024, we installed photovoltaic equipment at Hallim Machinery Co., Ltd. (South Korea), and Daifuku Airport America Corporation (U.S.A.) switched their electricity use to that derived from renewable sources. In fiscal 2025, we are scheduled to begin operation of photovoltaic facilities in India, and we also plan to introduce new renewable energy sources in China, South Korea, and the United States.

### Information dissemination at Hini Arata Kan

In December 2024, we installed several sustainability booths (picture right) on the third floor of Hini Arata Kan (page 53) that introduce our initiatives at Shiga Works toward achieving our SDGs targets. The booths are divided by department, and videos about the activities of protecting employee safety and health (Safety Promotion Department), communication with local communities (Hini Arata Kan), and coexisting with nature (Sustainability Promotion Department) are shown on the displays.



### Daifuku Sustainability Action Program (since fiscal 2012)

At Daifuku, we operate the Daifuku Sustainability Action Program, a project designed to make environmental and social contributions more accessible to employees. Through this program, employees can earn points by participating in environmental and social activities and later exchange these points for environmentally friendly products and other rewards. Daifuku also donates a monetary amount proportionate to the total number of points gained by employees to external organizations. In fiscal 2024, there were 7,056 participants who earned a total of 40,371 points, and a total of 3.29 million yen was donated to external organizations based on participation in fiscal 2023.

### The Yui Project, an initiative for biodiversity conservation (since fiscal 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. 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.

Yui no Mori, which is cultivated as part of the Yui Project, was certified as a conserved area by the Ministry of the Environment in September 2024. A conserved area refers to an area where biodiversity is being conserved through private or other initiatives; the favorable evaluations of Daifuku's biodiversity initiatives as well as our internal and external exchange activities led to this certification.



The endangered Yamato salamander



Yui no Mori observational wetlands



30by30 Alliance for Biodiversity Conserved Area Certification

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

### External evaluations

Evaluator	Evaluation (as of February 2025)
MSCI (U.S.A.)	AA
FTSE Russell (U.K.)	4.0
CDP Worldwide (U.K.)	Climate change: A
	Water security: A-

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 we have continued our efforts in human rights due diligence since fiscal 2022. Some of our specific initiatives include on-site interviews with suppliers, requests for the submission of written informed consent to our Human Rights Policy, and employment status surveys of foreign national workers. 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

# Corporate Governance

## ► Our policy on 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 Daifuku 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.

In accordance with this basic stance, we have established the Daifuku Group Basic Policy for Corporate Governance.

For details, see our website: [www.daifuku.com/ir/policy/governance](http://www.daifuku.com/ir/policy/governance)

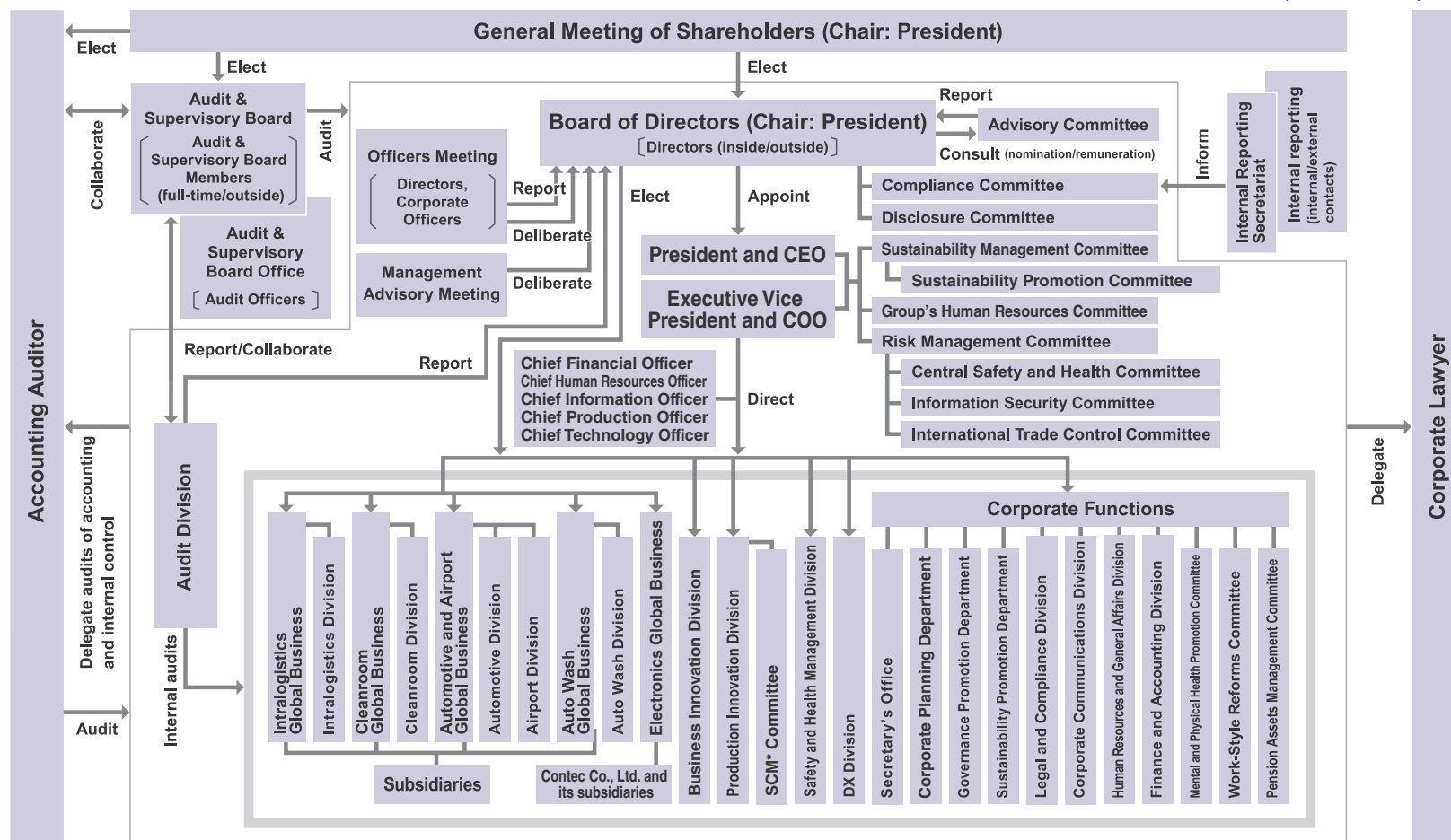
## ► Corporate governance structure *(as of March 28, 2025)*

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	11 (including 6 outside directors)
Frequency of Board meetings (FY2024)*	Ordinary: 9 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 (FY2024)*	Ordinary: 6 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 remuneration scheme.

\* Following the changes to the fiscal year-end, fiscal 2024 reflects the number of the meetings held during the 9-month period from April 1, to December 31, 2024.

## ► Corporate governance structure

Updated in January 2025



### FY2025 major changes in corporate organization

- Appointed an Executive Vice President and COO\*, to respond to rapid changes in the business environment and achieve sustainable growth and increase the corporate value of the Daifuku Group, with an eye to building a management structure for the next generation.

\* COO :Chief Operating Officer

- Newly established the Group's Human Resources Committee that promotes the visualization of the experience and skills of the Group's human resources, develops the successor candidate plan for key positions (officers and executives), and systematically trains and appoints them.

## ▶ Inside directors



**Hiroshi Geshiro**  
Representative Director  
President and CEO



**Tomoaki Terai**  
Representative Director  
Executive Vice President and COO  
Cleanroom Global Business Head



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



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



**Tetsuya Hibi**  
Director (newly appointed)  
Managing Officer  
Chief Financial Officer  
Deputy Corporate Functions Head  
Finance and Accounting Division Manager

## ▶ Outside directors



**Yoshiaki Ozawa**  
Director



**Kaku Kato**  
Director



**Keiko Kaneko**  
Director



**Gideon Franklin**  
Director



**Haruyuki Yoshida**  
Director (newly appointed)



**Yuki Kanzaki**  
Director (newly appointed)

## ▶ Audit &amp; 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)

## ► Composition of Board of Directors

The Company appoints directors by considering the optimal composition of the Board of Directors in terms of expertise, experience, diversity, etc., taking into account changes in the business environment and the management policies and business plans of the Group. Skill matrix showing the expertise and experience of each director is as follows.

### Skill matrix of the Board of Directors

Name	Independence	Expertise/Experience						
		Corporate management	Technology	Finance, accounting	Legal affairs, risk management	Sales, marketing	Global	Environment, society, governance
Hiroshi Geshiro		✓			✓		✓	
Tomoaki Terai		✓	✓				✓	
Seiji Sato		✓				✓	✓	
Hideaki Takubo		✓			✓			✓
Tetsuya Hibi		✓		✓			✓	
Yoshiaki Ozawa	✓			✓			✓	✓
Kaku Kato	✓				✓		✓	✓
Keiko Kaneko	✓				✓		✓	✓
Gideon Franklin	✓	✓		✓			✓	
Haruyuki Yoshida	✓	✓		✓			✓	
Yuki Kanzaki	✓	✓	✓					✓

Notes:

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

## ► Senior Managing officers

Yasuhisa Mishina	Chief Production Officer Chief Information Officer General Manager of Shiga Works Production Innovation Division Manager DX Division Manager
Takaya Uemoto	Automotive and Airport Global Business Head
Takuya Gondoh	Chief Technology Officer Business Innovation Division Manager

## ► Managing officers

Akihiko Nishimura	Deputy Automotive and Airport Global Business Head
Norihito Toriya	Intralogistics Global Business Head Intralogistics Division Manager
Atsushi Sonoda	Cleanroom Division Manager General Manager of Komaki Works

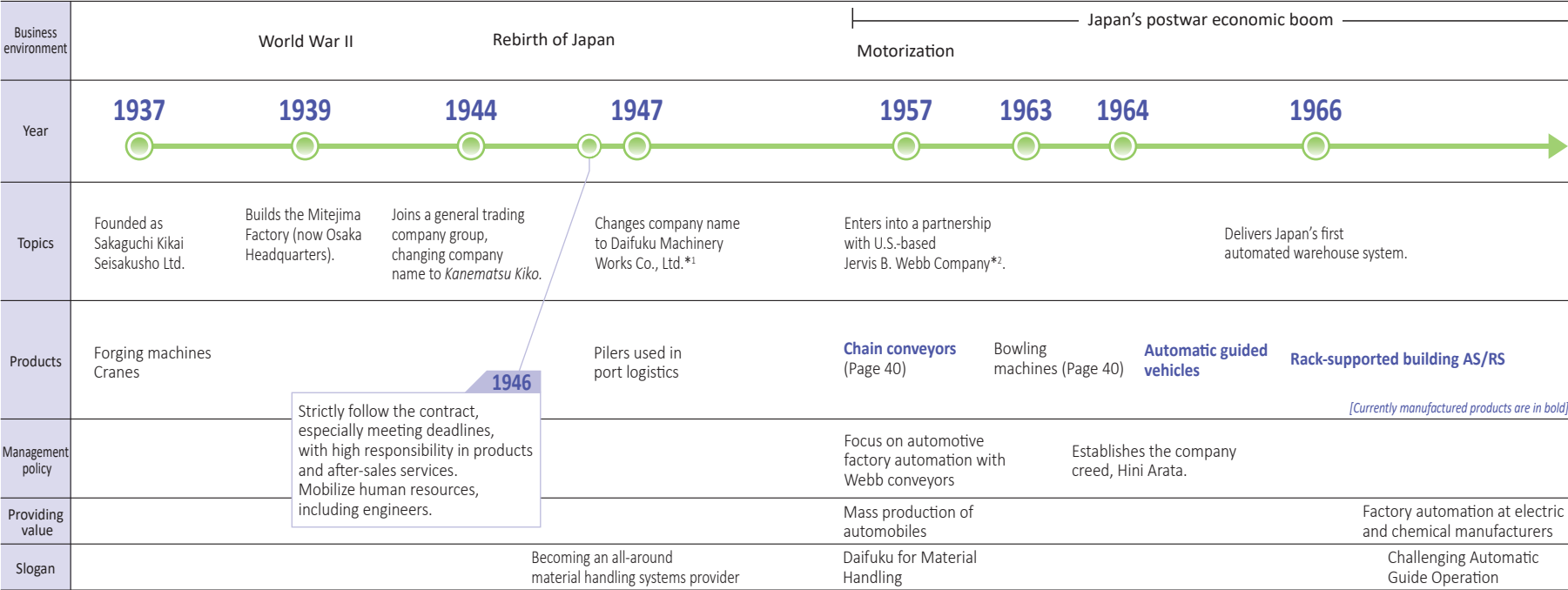
## ► Corporate officers

Hiroaki Kita	Deputy Airport Division Manager President of Daifuku Airport Technologies Japan Co., Ltd. President of Scarabee Aviation Group- Japan Co., Ltd.
Seiji Yamamoto	General Manager of Installation and Service Operations, Intralogistics Division Safety and Health Management Division Manager
Tsutomu Maeda	Automotive Division Manager Deputy Safety and Health Management Division Manager
Hirobumi Akiba	Corporate Communications Division Manager
Masayuki Izutsu	Airport Division Manager General Manager of Airport Operations, Airport Division
Takafumi Tanaka	Auto Wash Global Business Head Auto Wash Division Manager 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.
Satoru Otani	General Manager of Business Promotion Operations, Automotive Division

## ► Audit officer

Toshikatsu Takahashi	General Manager of Audit & Supervisory Board Office
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[Currently manufactured products are in bold]

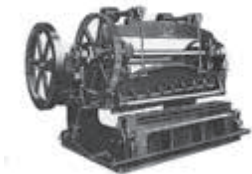
\*1: The origin of the name *Daifuku* came from the Chinese character *Dai*, which relates to the city of Osaka, and *Fuku* from Fukuchiyama, the city of factory location. The name also means to “bring you good fortune” in Chinese.  
\*2: Now Daifuku Airport America Corporation

► 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 9)	<b>Automated sorters</b> <b>Light- &amp; medium-duty racks</b> TELELIFT (Page 43)	<b>Car wash machines</b> (Page 16)	<b>Electrified monorail system for auto production</b> <b>Semiconductor production line systems</b> (Page 13)	<b>Pick-to-light systems</b> <b>Mini load AS/RS</b> (Page 11)	<b>Chainless conveyor systems</b> (Page 14) <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



The first Japanese-made ten-pin bowling machine

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 44)		5G LCD panel transport systems		Automobile paint line system		High-throughput mini load AS/RS				World's fastest airport baggage handling system (Page 15) High-throughput pick-to-light system <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.	Builds Shiga Prefecture's largest solar facility at the time.	Joins United Nations Global Compact.	Paid in capital increased from 15.0 billion yen to 31.8 billion yen, as a result of public stock offerings, etc.			
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 9)		<b>Area Management System</b> <b>Temporary storage/sortation system for parts logistics</b>		<b>Wireless battery charging system for electric forklifts</b> (Picture 2)	<b>10.5G flat-panel display production line systems</b>	<b>Drive-through truck station</b> (Page 14)  <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						

[Currently manufactured products are in bold]

## ► 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	2019	2020	2021	2022	2023	2024	2025
Topics		Revises the Company's management philosophy Formulates the Daifuku Environmental Vision 2050.		Acquires shares of Contec to make it a wholly owned subsidiary.	Issues zero coupon convertible bonds.	Changes the Company's fiscal year-end. (Page 5) Formulates the Group's long-term vision for 2030. (Pages 4 to 7) Begins renovations of Shiga Works.	
Products		<b>Extra high-density unit load AS/RS</b> <b>Piece-picking robot</b> (Page 12)		<b>Pallet sorting vehicle</b> <b>Piece sorting system</b> (Page 12)		<b>Waste collection vehicle washer</b> (Page 16)	<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						

## ► Latest topics

### 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

### Begins renovations of Shiga Works

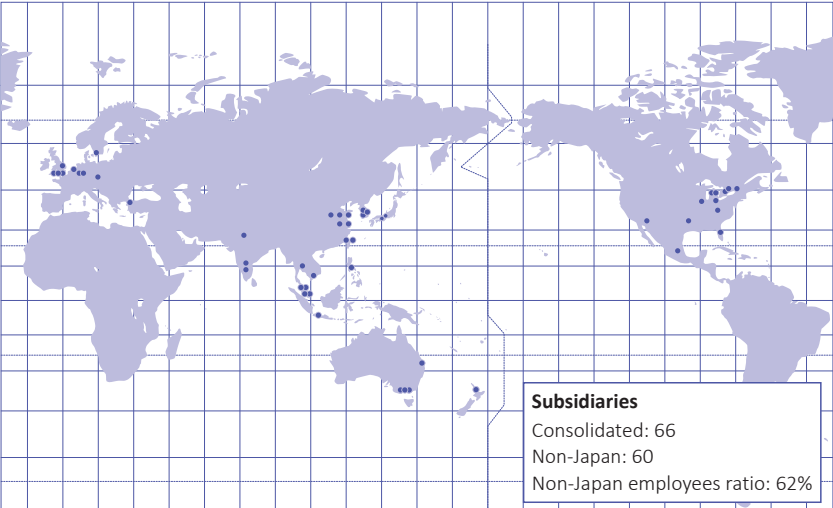
The Company has begun renovations of its core production site Shiga Works (Shiga, Japan), to raise production capacity and optimize plant logistics. The Company recently held a groundbreaking ceremony for the two new factory buildings (hereinafter “Building G” and “Building M”).

The Company will invest approximately 33 billion yen through 2028 to improve logistics efficiency by integrating off-site warehouses within the facility, expand production capacity at Shiga Works by 1.4 times, and ensure business continuity planning (BCP) by upgrading aging facilities.

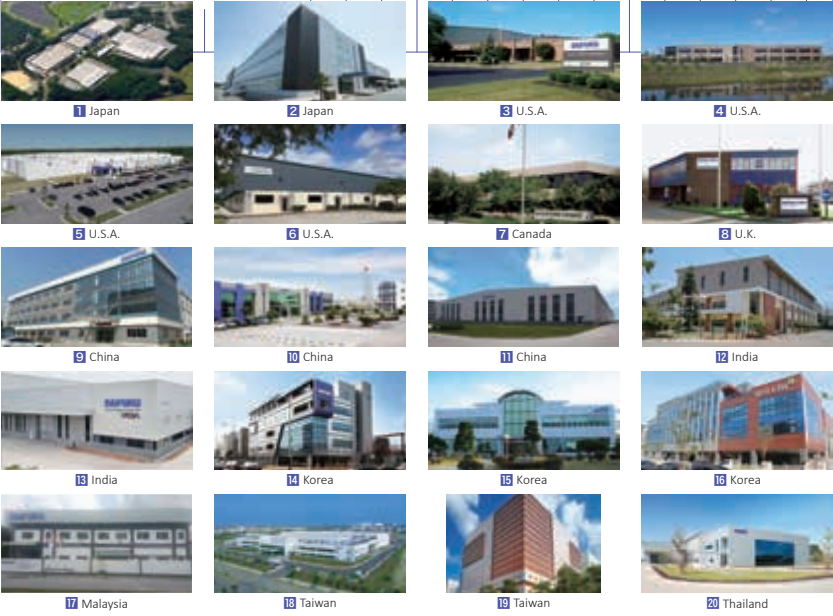


Artist's impression of completed Building G (left) and Building M (right)

Operations in 24 countries and regions



Daifuku's global production sites Note: See pages 49-51 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 Manufacturing Technology Co., Ltd. ●
Daifuku Plusmore Co., Ltd.....	Daifuku Airport Technologies Japan Co., Ltd. ♠
Daifuku Business Service Corporation	Scarabee Aviation Group – Japan Co., Ltd. ♠

## Americas

## Daifuku North America, Inc.

Novi, MI, U.S.A.

## Daifuku Automotive America Corporation

- **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

- **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

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

## Contec Americas Inc.

Melbourne, FL, U.S.A.

## Daifuku Canada Inc.

Mississauga, Ontario, Canada

## Daifuku Manufacturing Canada Corporation

Hamilton, Ontario, Canada

## Daifuku Airport Technologies Canada Inc.

Montréal, QC, 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.

## Daifuku Logan Ltd.

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

## Scarabee Aviation Group B.V.

Hoofddorp, The Netherlands

## Asia Pacific

## BCS Airport Systems Pty. Ltd.

Mascot, NSW, Australia

## BCS Logistics Solutions Pty. Ltd.

Mascot, NSW, Australia

## BCS Infrastructure Support Pty. Ltd.

Mascot, NSW, Australia

## Intersystems (Asia Pacific) Pty. Ltd.

Mascot, NSW, Australia

## Daifuku (China) Co., Ltd.

Shanghai, China

## Daifuku (China) Automation Co., Ltd.

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

## Daifuku (China) Manufacturing Co., Ltd.

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

## Daifuku (Suzhou) Cleanroom Automation Co., Ltd.

- **Main Office & Plant:** Suzhou, Jiangsu, China
- **Branches**  
Chengdu, Hangzhou, Qingdao, R&D Center, 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.

Karnataka, India

## Daifuku Intralogistics India Private Limited

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

## P.T. Daifuku Indonesia

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

## Daifuku Korea Co., Ltd.

- **Main Office / R&D Center**  
Incheon, Korea
- **Incheon Plant:** Incheon

## Clean Factomation, Inc.

- **Main Office:**  
Gyeonggi-do, Korea
- **Asan Plant**  
Chungcheongnam-do

## Hallim Machinery Co., Ltd.

- **Main Office & Plant**  
Gyeonggi-do, Korea
- **Other offices**  
Busan, Daegu, Daejeon, Gwangju, Seoul

## Daifuku (Malaysia) Sdn. Bhd.

Selangor D.E., Malaysia

## BCS Integration Solutions Sdn. Bhd.

- **Main Office**  
Kuala Lumpur, Malaysia
- **Factory**  
Negeri Sembilan

## Daifuku Oceania Limited

- **Main Office:** Auckland, NZ
- **Other offices**  
Australia, Canada, Malaysia

## Daifuku Mechatronics (Singapore) Pte. Ltd.

Techplace 1, Singapore

## Singapore Contec Pte. Ltd.

Techplace 1, Singapore

## Taiwan Daifuku Co., Ltd.

- **Main Office & Plant:** Tainan, Taiwan
- **Branch:** Hsinchu
- **Plant:** Taichung

## Taiwan Contec Co., Ltd.

Xinbei, Taiwan

## Daifuku (Thailand) Limited

- **Main Office & Plant (Pinthong)**  
Chonburi, Thailand
- **Bangkok Office:** Bangkok
- **Chonburi Plant:** Chonburi

## Daifuku Intralogistics Vietnam Company Limited

- **Main Office:** Ho Chi Minh City, Vietnam
- **Hanoi Office:** Hanoi

We disclose financial and non-financial information on our website, as outlined in the following table.  
[www.daifuku.com](http://www.daifuku.com)

Investor Relations

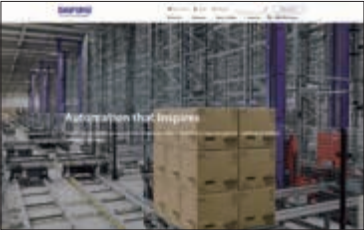
[www.daifuku.com/ir](http://www.daifuku.com/ir)

Corporate Governance

[www.daifuku.com/ir/policy/governance](http://www.daifuku.com/ir/policy/governance)

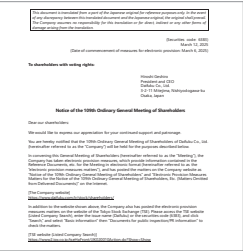
Sustainability

[www.daifuku.com/sustainability](http://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 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



Organizations of which Daifuku is a member

Japan Institute of Material Handling (JIMH)

[www.jimh.or.jp/en](http://www.jimh.or.jp/en)

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.)

[www1.logistics.or.jp/english/about.html](http://www1.logistics.or.jp/english/about.html)

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 540,000 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.

日新館

1225 Nakazaiji, Hino-cho, Gamo-gun, 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.



Hini Arata Kan is also popular as a destination for field trips as part of social studies curriculum for elementary schools.

