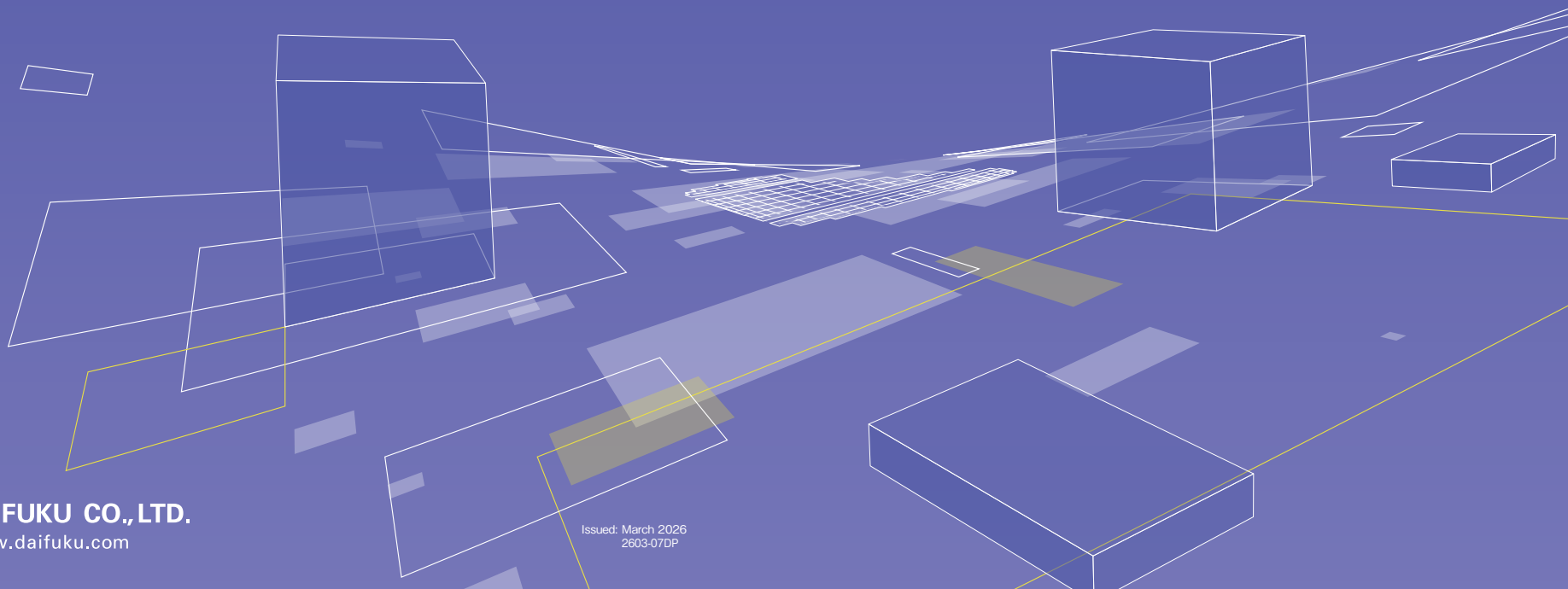
DAIFUKU
Automation that Inspires

DAIFUKU PROFILE
2026



DAIFUKU CO., LTD.
www.daifuku.com

Issued: March 2026
2603-07DP

Contents

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.

About DAIFUKU

Business: Consulting, engineering, design, manufacture, installation, and after-sales services for logistics systems and material handling equipment.
Corporate name: Daifuku Co., Ltd.
Established: May 20, 1937
Paid-in capital: 31,865 million yen (as of December 31, 2025)
Representative: Tomoaki Terai, President and CEO
Consolidated employees: 11,417 (as of December 31, 2025)
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 Prime 150 Index and the JPX-Nikkei Index 400)
Ratings: Long-term: A+ [Stable]
Short-term: a-1
Rated by Rating and Investment Information, Inc. (R&I)

FY2025 consolidated results (January 1, 2025–December 31, 2025)
Net sales: 660,724 million yen
Ratio of sales outside Japan: 73%
Service sales ratio to net sales: 27%
Operating income: 100,816 million yen
Annual dividend: 78 yen per share

Osaka Headquarters


Tokyo Head Office

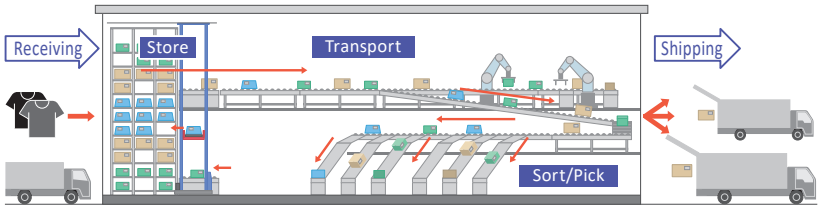
What Is Material Handling?

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.

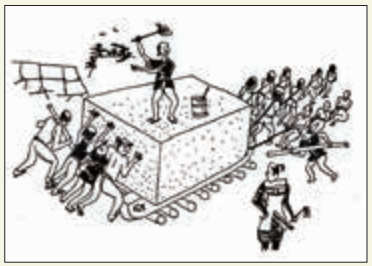
Using the material handling system generates new value by reducing the volume of heavy labor and repetitive work.

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.

Mission Statement & Policies

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

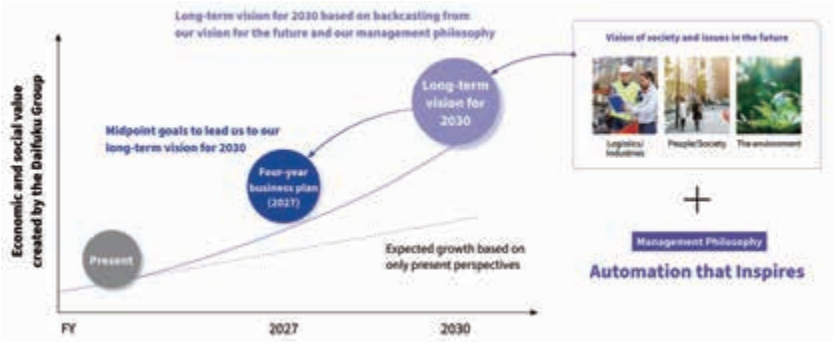
Basic stance

- 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

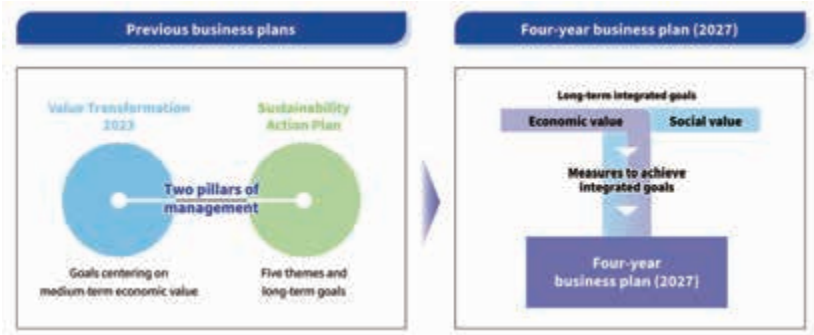
From short-term to long-term oriented

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.

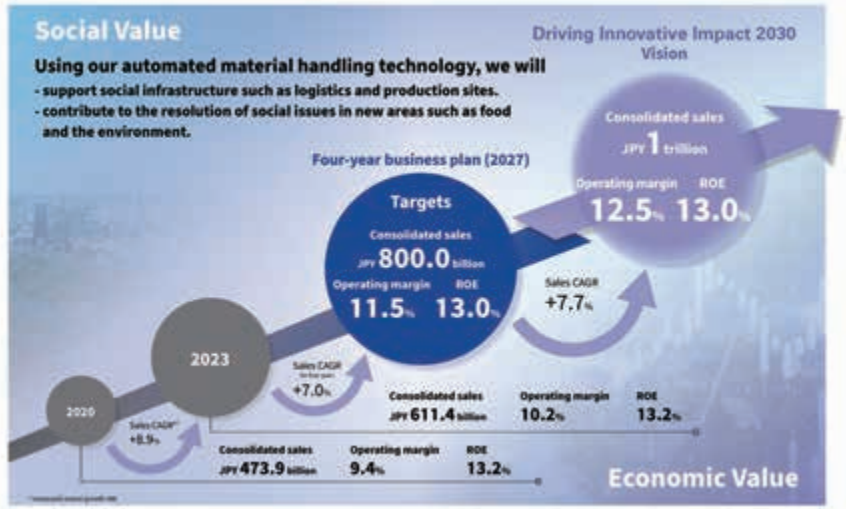


Driving Innovative Impact 2030

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

2030 vision and management targets for 2027



Note: In February 2026, we updated the long-term vision for 2030 and the management targets for 2027. For details, please see page 6.

Change in fiscal year-end

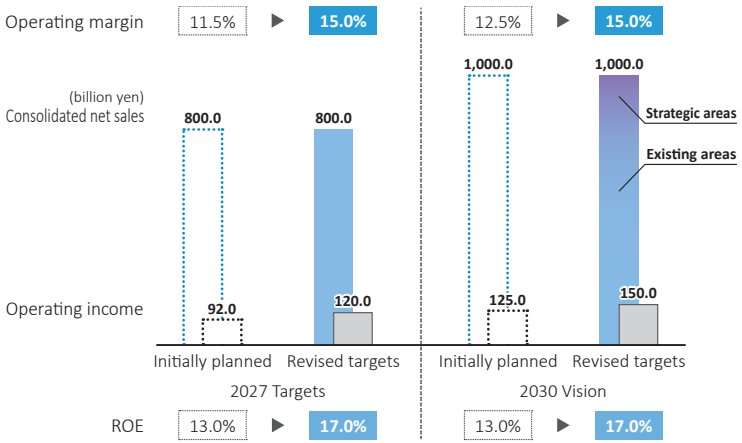
The Company changed its fiscal year-end to match the calendar year, thereby enhancing the efficiency of its global business operations and the transparency of its management through timely and appropriate disclosure of management information. Accordingly, the four-year business plan for 2027 will run 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	FY2024			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 subsidiaries outside of Japan have a 12-month accounting period (January 1–December 31, 2024) as before.

Revision of the vision and business plan for 2027

As a result of initiatives across the three key processes of manufacturing, customer proposals, and project management, profitability has improved significantly. Since the fiscal 2025 results exceeded the operating margin target and the ROE target of the four-year business plan for 2027, the Company has decided to update our long-term vision for 2030 and the management targets of the four-year business plan for 2027.



Maintaining a backcasting-based sales target

Global needs for the automation are expanding amid labor shortages and digitalization. The sales target backcast from our long-term vision for 2030 will be maintained on an ongoing basis.

Taking on challenges in strategic areas to achieve the Company's vision

We also expect sales expansion by taking on challenges in strategic areas for medium- to long-term growth, including M&A and new areas such as food and the environment.

Revising profit targets to reflect both profitability and growth

We will continue to strengthen our manufacturing and proposal capabilities, and project management, to maintain profitability at record levels. With the aim of balancing this with top-line expansion, we have raised our profit targets.

For details on revision of the vision and business plan for 2027, see our website:
www.daifuku.com/ir/assets/20260212_04e.pdf

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

Intralogistics

Manufacturing and distribution systems

We provide logistics solutions that meet customer needs across a wide range of distribution and manufacturing sectors, including food and beverage, pharmaceuticals, machinery and metal processing, electrical products, and daily consumer goods. Building on our abundant experience and know-how, we are actively developing new technologies to push automation and labor-saving to the highest level.

Cleanroom

Cleanroom production line systems

We provide cleanroom automated material handling systems that automate semiconductor production to users across the globe. We boast incredible technical prowess in the industry, and our unique technologies such as non-contact power supply and nitrogen purging have allowed manufacturers to miniaturize their semiconductors, enhancing the production of the world's most advanced digital products.

Automotive

Automobile production line systems

We supply automated and laborsaving systems for all automotive production processes, including press, weld, paint, assembly, part storage and supply, through to engine testing. We support motorization expanding on a global scale, including a worldwide shift to xEVs (BEVs, PHEVs, HEVs, and FCEVs), with our advanced logistics technologies and automobile production solutions.

Airport

Airport technologies

We provide airports around the world with an extensive array of solutions to realize "smart airports", centering on baggage handling, self-service baggage check-in, security lane, and airport operational databases.

Auto Wash

Car wash machines

Our car wash machines make the most of the techniques and quality that we have accumulated over the years as a manufacturer of material handling systems. We offer a wide variety of car wash systems, from general gate-type to large-vehicle wash systems, serving a wide range of industries such as gas stations, automotive dealerships, and transportation companies. In addition, we are proactively pursuing new challenges in expanding into new areas, such as the development and commercialization of Japan's first internal washing systems designed for waste collection vehicles.

Electronics (Contec Co., Ltd.)

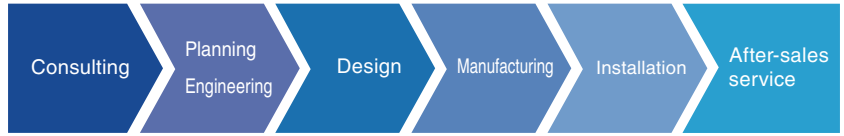
Mainly with our subsidiary Contec Co., Ltd., we manufacture and sell industrial computers, and IoT devices such as measuring/control and network-related products and provide solutions. Leveraging our core technologies cultivated in electronic devices for FA, which requires high reliability, we are expanding into various growth fields, such as environment and energy, medical care, and railway.

For our case studies, see our website: www.daifuku.com/solution/casestudy

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.



Products

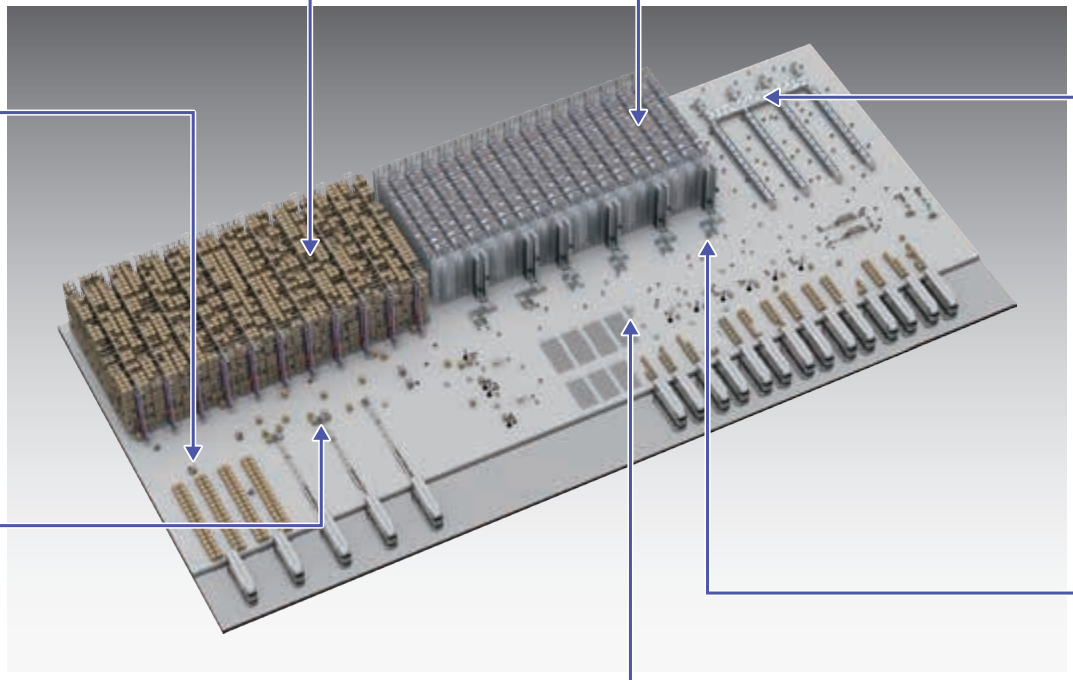
Intralogistics

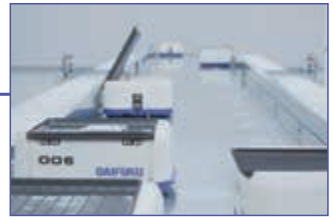
Manufacturing and distribution systems

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 2D shuttle mini load AS/RS – Shuttle Rack MX
Shuttle vehicles transport load not only in the conventional forward and backward direction (X-axis), but also in the lateral direction (Z-axis). Because the shuttle vehicles can access any aisle (the lanes for the shuttle vehicles), items can be retrieved directly from the shuttle vehicles to the picking station, enabling a conveyor-less retrieval layout.

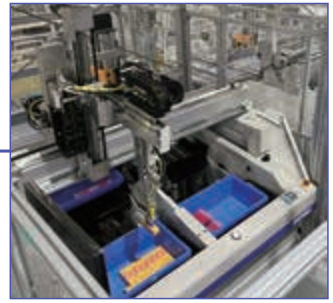
Automated guided forklift – Sorting Transfer Robot F (SOTR-F)
SOTR-F is a transport robot that features an integrated forklift mechanism and can automate inter-process transport that were traditionally carried out by operators, enabling labor savings and improved operational efficiency.





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.

Pallet sorting system – Sorting Transfer Robot L (SOTR-L)
SOTR-L is an under rider pallet transport robot that offers a space-saving solution, enabling easy integration with automated warehouses and vertical conveyor systems.



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.

Case sorting system – Sorting Transfer Robot M (SOTR-M)
SOTR-M is a case sorting robot that performs Goods-to-Person (GTP) picking, transport, and sorting without the use of conveyors. By utilizing floor-based transport, freely configurable layout designs become possible, delivering a system with high flexibility and scalability.

Logistics Solution Site: 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

Cleanroom transport system – Cleanway

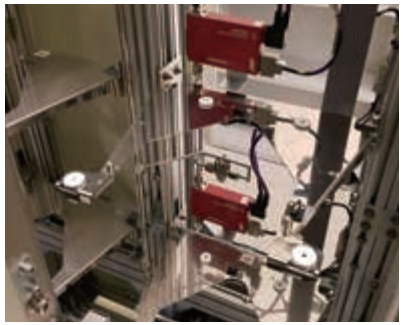
Cleanway is used for intrabay/interbay transport of wafers held in an enclosure called a front opening unified pod (FOUP), and is equipped with non-contact power supply technology, which eliminates abrasion powder.

Cleanroom storage system – Clean Stocker

An automated warehouse, Clean Stocker buffers intrabay/interbay work in progress in semiconductor factories. It features a space-saving design and high-speed access, supporting stable operation of production lines.

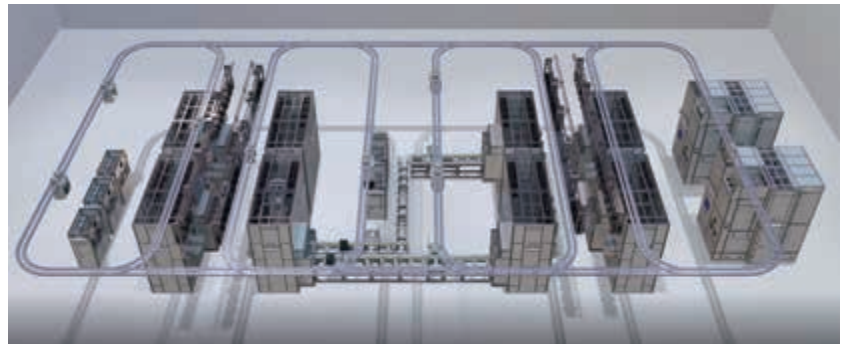
Nitrogen purge system

Nitrogen purge systems fill FOUPs with nitrogen gas to reduce oxygen concentration and humidity, thereby preventing the deterioration of semiconductor wafers. They can also be applied to existing stockers. We have been delivering a number of factories, along with accelerated needs for semiconductor miniaturization.



Automated material handling system for back-end process – CLW-A7

In recent years, as AI chips have become more advanced in performance, “chiplets,” which combine multiple functions in the back-end process, have become mainstream. This has led to a growing need for safely and stably transporting enlarged PLP (Panel Level Package) substrates and heavy loads. CLW-A7 was developed to meet these requirements. Its low-vibration design suppresses vibration during transport, enabling the safe, fully automated handling of loads up to 100 kg, thereby minimizing any decline in yield of delicate semiconductor devices.



Semiconductor factory (front-end process)

Cleanroom Promotion Site: www.daifuku.com/pro/cr/jp
The site features video images of products systems for semiconductor production lines.

Automotive

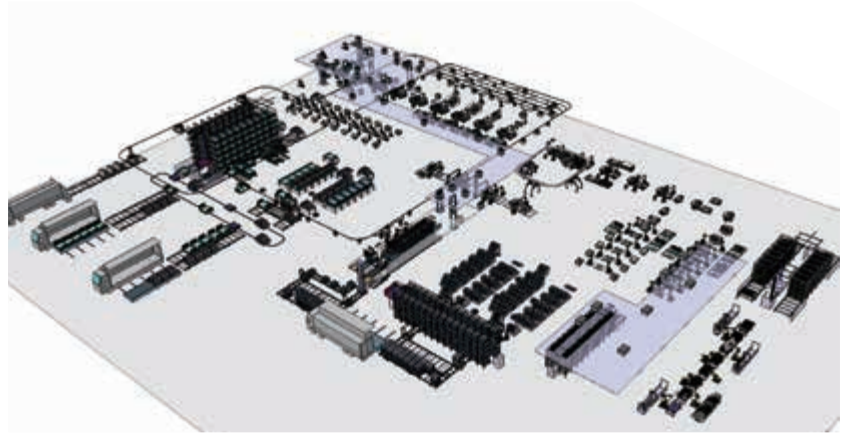
Automobile production line systems

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 gas emissions.

Automated installation system
We provide systems that automatically install a wide range of components onto vehicles. In the suspension and battery integrated installation system shown in the picture, the Automated Guided Vehicle (AGV) handles the transportation of vehicles and components, while multiple robots operate in coordination to automatically and consecutively tighten more than 20 bolts. The AGVs can be freely customized by combining modular units, enabling the system to meet a wide variety of customer needs.

AGV for automotive production lines – TRVS
TRVS is an AGV that tows a cart loaded with a vehicle body. Its load capacity surpasses six tons, which is nearly double that of our conventional models. Its form is so compact that it can easily be introduced to existing plants. Moving freely between processes, it helps create a production line that runs autonomously.



Automotive Production Line Systems Site: www.daifuku.com/solution/automotive

Airport
Airport technologies

Self-service bag drop
This system enables passengers to check-in their own baggage. The system is being increasingly introduced at airports both within and outside Japan to streamline check-in operations and ease congestion.

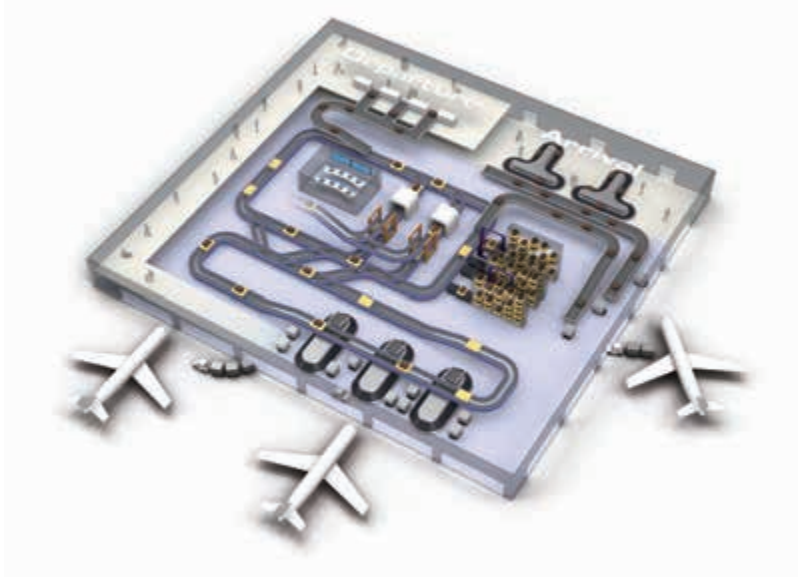
Baggage transport and sortation system
This system provides fast and accurate baggage handling and sorting within the airport. It leverages RFID tags and barcode-based tracking technologies to provide real-time monitoring and control of baggage.

Security lane
This is a next-generation solution designed to streamline airport security screening. Featuring a unique design that allows multiple passengers to prepare for screening at the same time, the system reduces wait times and ensures smooth and efficient screening operations.

Airport Technologies Site: www.daifukuatec.com

Airport operational databases
The database provides integrated functions to improve airport operational efficiency, including systems that deliver real-time flight information to passengers as well as systems for managing resources such as gates and counters.

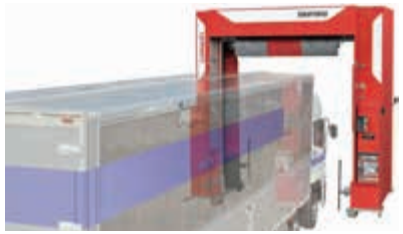
AGV-based mobile inspection table
This is a next-generation solution that integrates automated baggage handling with X-ray inspection. Baggage entrusted by passengers is automatically transported to inspection systems via AGVs and subsequently integrated into the sorting line, achieving high-precision inspection and handling without manual intervention.



Auto Wash
Car wash machines

Drive-through car wash machine – Treus Wide
Treus Wide has a wider entrance, expanded by 200 millimeters to 2,600 millimeters while maintaining the machine's original installation footprint. In addition, features such as low noise brushes, a pure water system, and chemicals that help prevent deterioration caused by UV exposure further enhance comfort and convenience.

Large-vehicle car wash machine – Camion Custom
Camion Custom is a car wash machine for large-sized vehicles, designed for trucks and buses, offering one of the fastest washcycles in the industry at only three minutes and 55 seconds. It offers high-efficiency washing, directly contributing to a reduction in total working hours, alleviating driver workload and improving the working environment.



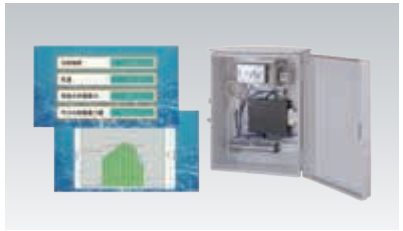
Waste collection vehicle washer – Shower Hopper
Shower Hopper is Japan's first internal cleaning system designed specifically for waste collection vehicles. Automating the cleaning work that was previously done manually makes it possible to reduce workloads, shorten cleaning time, and cut water consumption. In addition, it contributes to improved hygiene and enhanced safety.

Electronics (Contec Co., Ltd.)

Industrial computers
We develop computers for environments that require high reliability and durability, which are widely used in FA and manufacturing equipment, and across a variety of industries, including the medical and energy sectors.

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.

IoT solution business
We also provide a wide range of optimal solutions, including cloud services for centralized management of multiple sites, as well as monitoring and measurement systems utilizing sensors, control devices, controllers for factories, water treatment facilities, environmental and energy applications. In addition, we are focusing on developing new solutions that leverage AI technologies.



Solar power monitoring and display system

Contec Americas Site: www.contec.com/us

Intellectual Property

Use of Intellectual Property

Our four-year business plan for 2027 identifies “establishing a system to bolster growth” as one of our priority framework. 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 2025, we registered 4,773 patents.

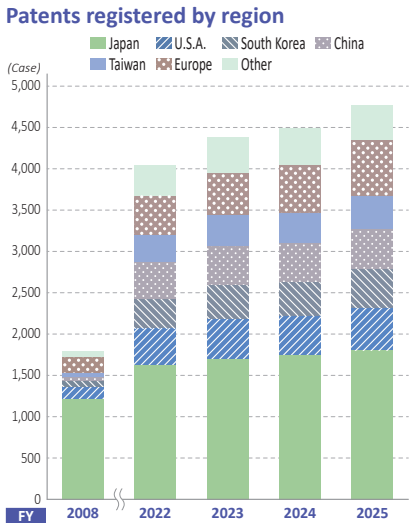
Daifuku’s inventions and designs

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 2025, the Daifuku Innovation Grand Prize was given to 2 products, while 4 products were recognized with the Daifuku Innovation Award.

Patent registrations outside Japan

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.



Utilization of Advanced Technologies

Under our long-term vision “Driving Innovative Impact 2030”, we aim to create even greater social value by utilizing our technology to address new social issues in areas such as food and the environment. To realize this, the use of advanced technologies such as AI and the promotion of DX (digital transformation) is indispensable. By proactively accelerating these initiatives, we will create new values, drive sustainable growth, and contribute to addressing social issues.

Strategic Partnership Agreement with JDSC

The Company has concluded a strategic partnership with Japan Data Science Consortium Co. Ltd. (JDSC), which has an extensive experience in supporting DX through AI development and data utilization. With this partnership, we will accelerate the development of advanced automation technologies, promote DX, and enhance human resource development. The specific initiatives are as follows.

1. Formulation and promotion of advanced technology strategies: Accelerating forward-looking R&D to strengthen competitiveness.
2. Development of innovative material handling systems: Leveraging AI and robotics to create added value in each business domain.
3. Utilization of AI to improve operational efficiency: Deploying company-wide initiatives such as searching for similar failure/incident information and generative AI chatbots.
4. DX talent development program D-Adapt*: Developing 10% of employees into data scientists by 2030.

*Daifuku AI & Data science Advanced Pursuit Training

Established Kyoto Lab

Kyoto Lab is a research and development hub established in November 2025 to strengthen our R&D capabilities and to expand our talent pool by recruiting specialists in advanced technologies. Starting with the use of physical AI, we will accelerate research and development of advanced technologies required by each business unit, including control technologies for AGVs and robots, and software development for semiconductor production line transport systems. In addition, we will promote cross-business collaboration and, through the development of systems and services that pursue full automation while prioritizing sustainability, aim to create new value and drive further growth for the Daifuku Group.

Kyoto Lab located on the fourth floor

Financial index

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 2021. Dividends for fiscal 2023 and before are calculated retroactively from the stock split for convenience.
3. From fiscal 2025, changes in order backlog at the end of the most recent period due to exchange rate fluctuations are excluded from the amount of orders received.

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

FY	2021	2022	2023	2024	2025
Orders received	5,890	7,374	6,203	5,947	6,726
Order backlogs	4,518	5,874	5,969	6,285	6,322
Net sales	5,122	6,019	6,114	5,632	6,607
Operating income	502	588	620	715	1,008
Operating margin (%)	9.8	9.8	10.2	12.7	15.3
Ordinary income	512	597	642	744	1,046
Net income attributable to shareholders of the parent company	358	412	454	570	780
Net income per share (yen)	94	109	121	154	212
Cash dividends per share (yen)	30	36.7	40	55	78
Total assets	4,833	5,515	6,461	6,887	7,542
Net assets	2,920	3,323	3,587	3,984	4,515
ROA (%)	7.7	8.0	7.6	8.6	10.8
ROE (%)	13.1	13.2	13.2	15.1	18.4
Equity ratio (%)	60.2	60.2	55.5	57.8	59.9
Cash flows from operating activities	566	200	371	1,161	761
Cash flows from investing activities	−98	−118	−295	−23	−242
Cash flows from financing activities	−275	−301	227	−368	−273
Free cash flows	468	81	75	1,137	518
Employees (of which, outside of Japan)	12,436 (8,643)	13,020 (9,059)	13,071 (8,999)	11,042 (6,810)	11,417 (7,014)
Capital investment	115	168	214	155	333
Depreciation	73	85	95	79	90
R&D expenditures	107	104	112	93	131
Interest-bearing liabilities	263	114	706	633	613

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*1	A U.S. subsidiary, which oversees operations in North America: Daifuku North America, Inc. — Intralogistics: Daifuku Intralogistics America Corporation; Cleanroom: Daifuku Cleanroom America Corporation; Automotive: Daifuku Automotive America Corporation; Airport: Daifuku Airport America Corporation
Clean Factomation*2	A subsidiary, which sells, manufactures, and installs cleanroom transport systems and provides after-sales services of them in South Korea
Daifuku (Suzhou) Cleanroom Automation*3	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
*2: Clean Factomation, Inc.
*3: Daifuku (Suzhou) Cleanroom Automation Co., Ltd.

(100 million yen)

	FY	2021	2022	2023	2024	2025
Orders received	Daifuku	2,624	2,931	2,136	1,777	2,266
	Contec	196	192	197	172	189
	Daifuku North America	1,351	2,110	2,020	1,833	1,961
	Clean Factomation	367	481	248	317	494
	Daifuku (Suzhou) Cleanroom Automation	264	406	466	318	470
	Other	1,085	1,251	1,133	1,528	1,343
	Total	5,890	7,374	6,203	5,947	6,726
Net sales	Daifuku	2,250	2,388	2,388	1,880	2,465
	Contec	157	186	190	169	202
	Daifuku North America	1,404	1,587	1,757	1,724	1,658
	Clean Factomation	286	426	306	258	375
	Daifuku (Suzhou) Cleanroom Automation	156	251	300	533	409
	Other	892	1,157	1,186	1,021	1,499
	Consolidated adjustment and other	−25	20	−16	42	−5
	Total	5,122	6,019	6,114	5,632	6,607
Segment income (Net income attributable to shareholders of the parent company)	Daifuku	286	340	332	292	556
	Contec	12	9	8	2	11
	Daifuku North America	75	61	111	162	152
	Clean Factomation	20	29	18	14	33
	Daifuku (Suzhou) Cleanroom Automation	31	19	54	122	108
	Other	6	36	8	40	173
	Consolidated adjustment and other	−73	−85	−80	−64	−253
	Total	358	412	454	570	780

Five-Year Financial Summary (Consolidated)

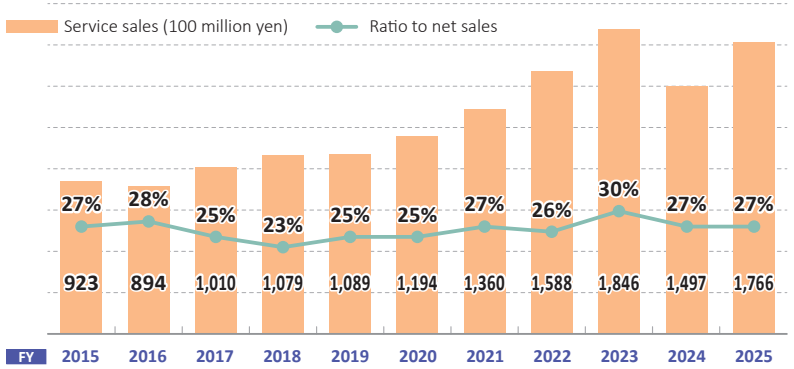
Sales by industry

(100 million yen)

Industry / FY	2021	2022	2023	2024	2025
Automobile, auto parts	590	654	814	751	857
Electronics	1,513	2,157	2,035	1,971	2,510
Commerce, retail	1,551	1,609	1,475	1,098	1,334
Transportation, warehousing	328	304	248	269	293
Machinery	115	103	103	87	82
Chemicals, pharmaceuticals	176	246	251	228	233
Food	200	157	206	218	248
Iron, steel, nonferrous metals	35	48	54	39	58
Precision equipment, printing, office equipment	62	64	43	38	45
Airport	437	461	658	718	768
Other	136	190	239	167	179
Consolidated adjustment and other	−25	20	−16	42	−5
Total	5,122	6,019	6,114	5,632	6,607

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.

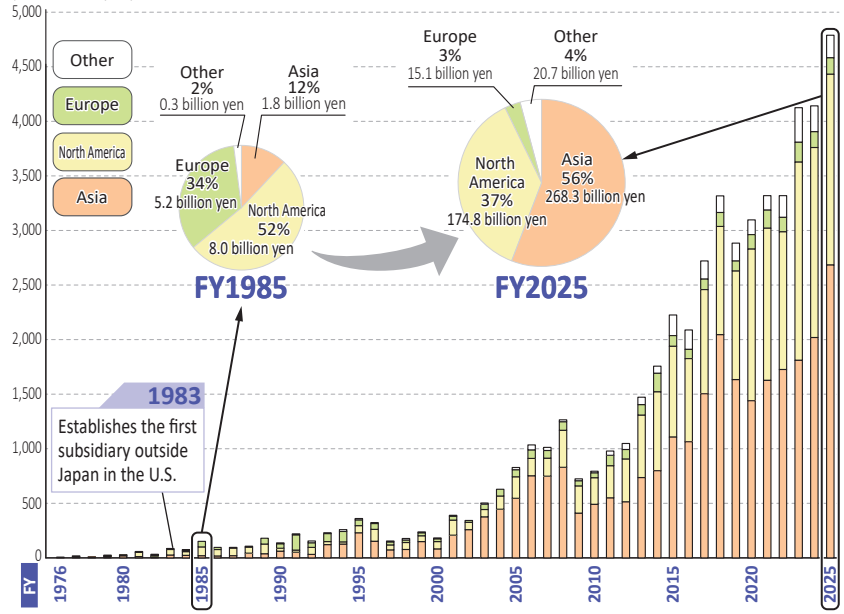


After-sales service

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

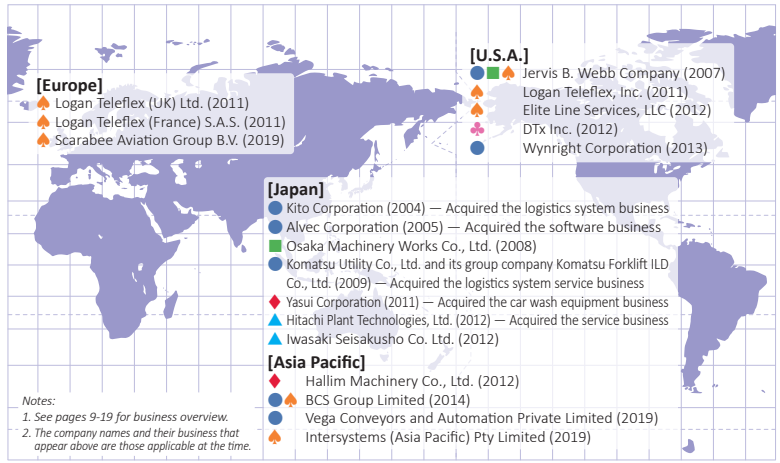
Ratio of sales outside Japan

(100 million yen)



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

Intralogistics ▲Cleanroom ■Automotive ♠Airport ♦Auto Wash ♣Electronics



Notes:
1. See pages 9-19 for business overview.
2. The company names and their business that appear above are those applicable at the time.

Stock Information

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 subsidiary outside of Japan 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. In October 2025, we constructed a new factory for systems serving manufacturing and distribution industries, aiming to further increase sales.

Asia
The ratio of sales in Asia to sales outside Japan remains at 56%. 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. The construction of our new factory in India, where demand is expected to grow in the manufacturing and distribution industries, was completed in April 2025. We aim to increase sales further.

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	2021	2022	2023	2024	2025
Japan	1,827	1,972	2,004	1,446	1,820
Sales total outside Japan	3,320	4,025	4,126	4,143	4,791
North America	1,367	1,521	1,816	1,741	1,748
Asia	1,643	2,102	1,810	2,019	2,683
China	572	608	857	1,105	837
South Korea	465	600	391	375	477
Taiwan	490	587	283	308	941
Other	114	305	277	229	428
Europe	158	172	182	145	151
Latin America	52	62	106	66	32
Other	99	166	211	171	175
Consolidated adjustment and other	−25	20	−16	42	−5
Total	5,122	6,019	6,114	5,632	6,607
Ratio of sales outside Japan	65%	67%	67%	–	73%

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, sales ratio outside of Japan is not shown.

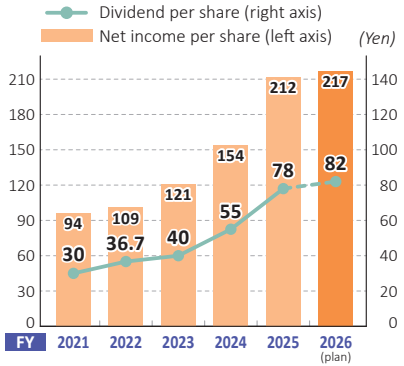
Notes:
1. Fiscal 2024, a transitional period to implement the change in the fiscal year-end, reflects results for 9 months in Japan and 12 months outside of Japan.
2. The Company conducted a three-for-one split of its common stock effective April 1, 2023. The figures are calculated, assuming that the stock split had been conducted at the beginning of fiscal 2021. 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

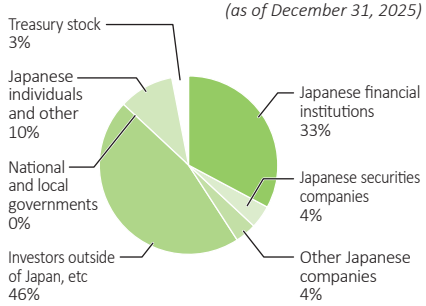
(Yen)

FY	2021	2022	2023	2024	2025
Net income per share	94	109	121	154	212
Net assets per share	769	878	966	1,082	1,228
Price to book value ratio (times)	3.8	2.8	3.7	3.0	4.0
Price earnings ratio (times)	30.9	22.4	29.5	21.4	23.2
Dividends per share	30	36.7	40	55	78
Dividends payout (%)	31.6	33.6	32.9	35.7	36.7
Year-end stock price	2,930	2,443	3,584	3,300	4,928
TSR (Total Shareholder Return)* (%)	130.8	111.1	162.8	152.8	227.5
TOPIX (incl. dividends)*	145.0	153.4	216.8	221.0	277.3
Year-end market capitalization (100 million yen)	11,129	9,279	13,613	12,534	18,718
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 (in accordance with the Securities Report).



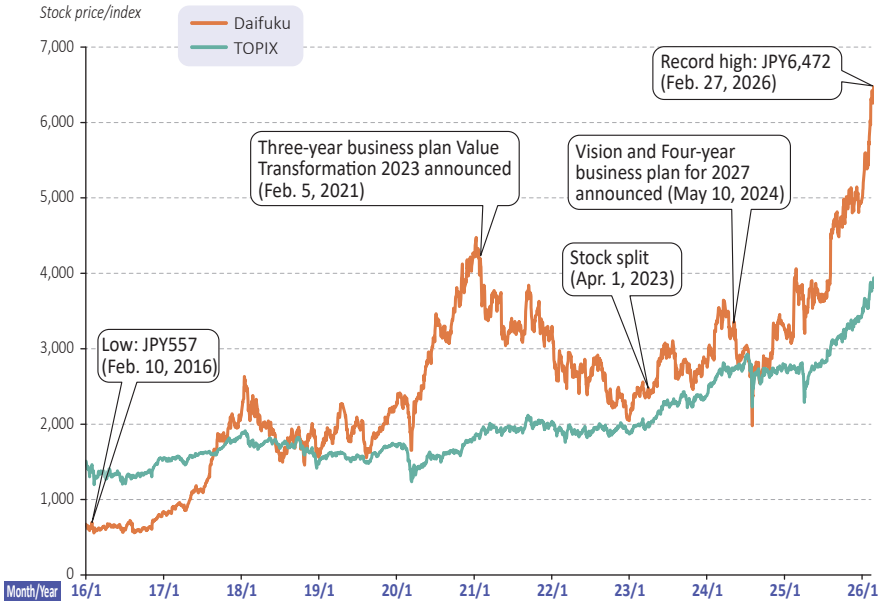
Distribution of shareholders
(as of December 31, 2025)



Number of shareholders: 32,924

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

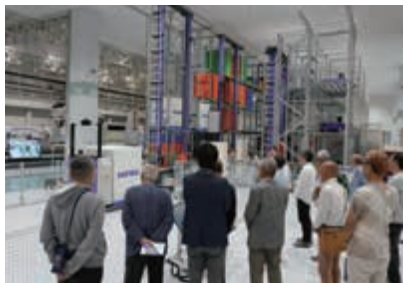
Trends in stock prices (January 4, 2016–February 27, 2026)



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, the Company 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	・Development utilizing advanced technologies including AI ・Expansion of service business ・Development of new domains and creation of new businesses
Establishing a system to bolster growth	・Investment and platform fortification for innovation creation
Revamping overall business operations	・Social responsibility in the supply chain ・Pursuit of product quality and product safety
Safety reinforcement	・Ensure occupational safety and health
Eliminating environmental impact	・Addressing climate change ・Promoting resource recycling ・Coexisting with nature
Strengthening management structure and refining business management	・Strengthening governance ・Fulfillment of stakeholder communication
Organizational strengthening	・Staff recruitment, retention, and training ・Respect for human rights ・Diversity and inclusion ・Improvement of employee engagement

For details on the priority topics, see our website:
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_2 emissions (Scopes 1 + 2)	**60% reduction** (compared to FY2018)
	Percentage of electricity derived from renewable energy sources	**80%** (Daifuku Japan is expected to achieve 100% by 2027.)
	CO_2 emissions from purchased goods and services (Scope 3 Category 1)	**30% reduction**[*1] (compared to FY2018)
	CO_2 emissions from the use of sold products (Scope 3 Category 11)	
Promoting Resource Recycling	Landfill disposal rate	**Less than 1%**
	Water use intensity[*2]	**60% reduction**[*3] (compared to FY2018)
Coexisting with Nature	Rate of implementation of biodiversity conservation activities at major sites[*4]	**100%**
	Global expansion of Sustainability Action	**Program expansion and awareness raising**

*1: Scope 3 Category 1 and Category 11 combined target
*2: Water consumption (1,000 m3) 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

Environmental initiatives

Our CO_2 reduction targets receive SBTi approval

As announced in January 2024, Daifuku's CO_2 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_2 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 2025, Daifuku Intralogistics India Private Limited (India) installed photovoltaic equipment, and Daifuku Korea Co., Ltd. (South Korea) introduced additional renewable energy through an on-site PPA. Also, Daifuku Automotive America Corporation (U.S.A.) and Daifuku Oceania Limited (New Zealand) switched their electricity use to that derived from renewable sources. In fiscal 2026, we plan to introduce additional renewable energy in South Korea, Taiwan, and the United States.

Information disclosures based on TNFD recommendations

Daifuku has been disclosing information in accordance with the TNFD* recommendations since June 2025. Following the TNFD framework, we identified the relationship between our Group's business activities and natural capital, evaluated the dependencies and impacts on natural capital, and assessed risks and opportunities in the future. We have also been participating in the TNFD Forum, an organization that supports information sharing, framework development, and discussions related to the TNFD.

Toward achieving the goals of the Daifuku Environmental Vision 2050, we will continue our efforts to sustainably use ecosystem services and conserve biodiversity.

* Task Force on Nature-related Financial Disclosures

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 2025, there were 13,530 participants who earned a total of 69,261 points, and a total of 3.3 million yen was donated to external organizations based on participation in fiscal 2024.

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 are engaged in biological conservation activities, environmental contribution activities, and events 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

External evaluations

Evaluator	Evaluation (as of February 2026)
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

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.

Top management conducting a safety patrol at an installation site

Human resource development

To facilitate effective human resource (HR) development, we conduct systematic and focused initiatives. In particular, we are promoting the development of human resources to support the global expansion of our business, while also strengthening management capabilities.

- 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

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.

Historical walking tour held in collaboration with a local community event (Shiga, Japan)

Corporate Governance

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 in the supply chain. 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

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 them to fully demonstrate their 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.

Assembly guidance by support staff

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.

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

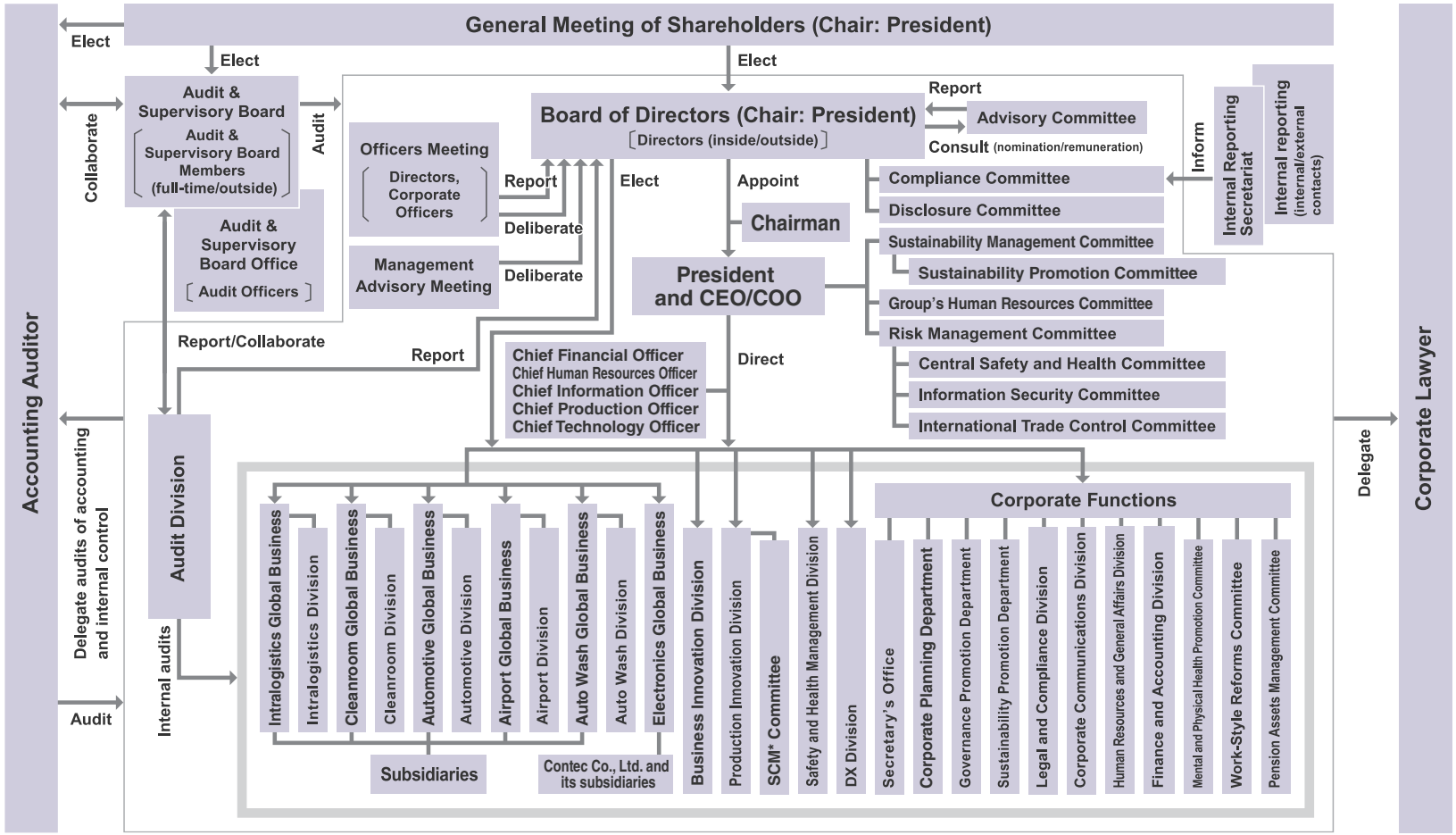
Corporate governance structure (as of March 27, 2026)

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	9 including 5 outside directors (3 female outside directors, 1 foreign national outside director)
Frequency of Board meetings (FY2025)	Regular: 12 times, Extraordinary: 4 times
Voluntary committee	Advisory Committee for nominations and remunerations
Members and chair of the Advisory Committee	Members: three or more directors, including one or more representative directors and one 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 (FY2025)	Regular: 9 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.
Executive remuneration system linked to the medium- to long-term results	Daifuku introduces the Board Benefit Trust, a performance-linked equity remuneration scheme.

Corporate Governance

Corporate governance structure

Updated in January 2026



* SCM: Supply Chain Management

FY2026 major changes in corporate organization

- We are renewing our management structure to better respond to rapid changes in the market environment, strengthen our global competitiveness, and enhance corporate value.
- The President also serves as CEO and COO to strengthen strategy execution and speed up decision-making.

Management (as of March 27, 2026)

Inside directors

Hiroshi Geshiro
Representative Director
Chairman

Tomoaki Terai
Representative Director
President and CEO/COO

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

Tetsuya Hibi
Director
Managing Officer
Chief Financial Officer
Deputy Corporate Functions Head
Finance and Accounting Division Manager

Outside directors

Gideon Franklin
Director

Haruyuki Yoshida
Director

Yuki Kanzaki
Director

Mayumi Hongo
Director (newly appointed)

Asuka Nakamura
Director (newly appointed)

Audit & Supervisory Board Members

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

Nobuo Wada
Audit & Supervisory Board Member (outside)

Eiko Hakoda
Audit & Supervisory Board Member (outside)

Kazuya Oki
Audit & Supervisory Board Member (outside) (newly appointed)

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		✓	✓			✓	✓	
Hideaki Takubo		✓			✓		✓	✓
Tetsuya Hibi		✓		✓	✓		✓	
Gideon Franklin	✓	✓		✓			✓	
Haruyuki Yoshida	✓	✓		✓			✓	
Yuki Kanzaki	✓	✓	✓					✓
Mayumi Hongo	✓				✓		✓	✓
Asuka Nakamura	✓			✓	✓			✓

Notes:
- In Expertise/Experience, up to four 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
Takaya Uemoto	Airport Global Business Head
Takuya Gondoh	Chief Technology Officer Business Innovation Division Manager

Managing officers

Akihiko Nishimura	President and CEO of Daifuku North America, Inc.
Norihito Toriya	Intralogistics Global Business Head Intralogistics Division Manager
Atsushi Sonoda	Cleanroom Global Business Head Cleanroom Division Manager General Manager of Komaki Works
Tsutomu Maeda	Automotive Global Business Head Automotive Division Manager
Seiji Yamamoto	General Manager of Installation and Service Operations, Intralogistics Division Safety and Health Management Division Manager
Hirobumi Akiba	Corporate Communications Division Manager

Corporate officers

Masayuki Izutsu	Airport Division Manager General Manager of Airport Operations, Airport Division Deputy Safety and Health Management Division Manager
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
Fumiaki Tatemi	Chairman of Daifuku Intralogistics America Corporation General Manager of Global Strategy Operations, Intralogistics Division
Masaaki Yano	Human Resources and General Affairs Division Manager
Chikashi Nakamura	General Manager of Sales Operations, Intralogistics Division
Kouji Katori	General Manager of Production Operations, Cleanroom Division

Audit officer

Toshikatsu Takahashi	General Manager of Audit & Supervisory Board Office

Path of Innovation

Business environment		World War II		Rebirth of Japan		Motorization	Japan's postwar economic boom	
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 Co., Ltd.	Changes company name to Daifuku Machinery Works Co., Ltd.*1	Enters into a partnership with U.S.-based Jervis B. Webb Company*2.			Delivers Japan's first automated warehouse system.
Products	Forging machines Cranes			Pilers used in port logistics	**Chain conveyors** (Page 44)	Bowling machines (Page 44)	**Automated guided vehicles**	**Rack-supported building AS/RS**
Slogan and Brand Message				Becoming an all-around material handling systems provider	Daifuku for Material Handling			Challenging Automatic Guide Operation

[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."

Path of Innovation

	1969	1971	1973	1975	1980	1984	1986	1987	1991
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"			
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 subsidiary outside Japan in the U.S.	Changes company name to Daifuku Co., Ltd.			
Products	**Online-controlled automated warehouse systems** Electric forklift trucks	**Unit load AS/RS** (Page 10)	**Automated sorters** **Light- & medium-duty racks** TELELIFT (Page 47)	**Car wash machines** (Page 18)		**Electrified monorail system for auto production** **Semiconductor production line systems** (Page 12)	**Pick-to-light systems** **Mini load AS/RS**	**Chainless conveyor systems** (Page 14) **Roller conveyors**	
Slogan and Brand Message					Daifuku for FA (Factory Automation)			Advanced FA	

[Currently manufactured products are in bold]

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.

Path of Innovation

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 57) 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**		**5G LCD panel transport systems**		**Automobile paint line system**	High-throughput mini load AS/RS	**World's fastest airport baggage handling system** (Page 16) **High-throughput pick-to light system**
Slogan and Brand Message	Logistics Navigator			Daifuku Challenging Information Technology and Logistics Revolutions		Material Handling and Beyond		

[Currently manufactured products are in bold]

Consolidated sales by customer/industry with needs of the era

100 million yen (Composition ratio)

FY	1996*	2005	2009	2013	2020
Background / Industry	Advanced FA	LCD growth	Increased air travelers	E-commerce momentum	Further increase in demand for automation
Automobile, auto parts	257 (20%)	542 (27%)	237 (15%)	589 (24%)	801 (17%)
Electronics	242 (19%)	637 (32%)	456 (30%)	593 (25%)	1,370 (29%)
Other manufacturers	377 (30%)	263 (13%)	264 (17%)	332 (14%)	603 (13%)
Commerce, retail	145 (12%)	304 (16%)	280 (18%)	459 (19%)	1,155 (24%)
Transportation, warehousing	94 (7%)	141 (7%)	92 (6%)	84 (3%)	235 (5%)
Airport	- (-)	- (-)	104 (7%)	205 (9%)	412 (9%)
Other	156 (12%)	98 (5%)	106 (7%)	153 (6%)	158 (3%)
Total	1,273	1,988	1,542	2,418	4,739

*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 dollar stores, and online stores (e-commerce).

Path of Innovation

	2012	2013	2014	2015	2016	2017	2018
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
Topics	Establishes Daifuku (Suzhou) Cleanroom Automation Co., Ltd. in China.	Builds Shiga Prefecture's largest solar facility at the time.	Joins the 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	**Automatic checking system for dispensaries** (Picture 1) **Nitrogen purge systems for semiconductor factories** (Page 12) **High-throughput multi shuttle mini load AS/RS**	**Area management system** **Temporary storage/sortation system for parts logistics**		**Wireless battery charging system for electric forklifts** (Picture 2)	**10.5G flat-panel display production line systems**	**Drive-through truck station** (Page 14)	
Slogan and Brand Message		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

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

Communication site-DAIFUKU Square

DAIFUKU Square

This site provides insights on industry innovations, expert perspectives, testimonials, and more.
We regularly publish a wide range of content on a monthly basis.
www.daifuku.com/daifuku-square/?dr=news

Path of Innovation

Business environment			COVID-19 pandemic			2024 logistics problem		
Year	2019	2020	2021	2022	2023	2024	2025	2026
Topics			Revises the Company's management philosophy. (Page 3) 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			**Extra high-density unit load AS/RS** **Piece-picking robot** (Page 11) **Pallet transport/sorting system** (Page 10)	**Piece sorting system** (Page 11)		**Waste collection vehicle washer** (Page 18)	**Case transport/sorting system** (Page 10) **High-throughput multi 2D shuttle mini load AS/RS** (Page 11) **Automated guided forklift** (Page 10) **Automated material handling system for back-end process** (Page 13) *[Currently manufactured products are in bold]*	
Slogan and Brand Message			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

- About 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 (completed in October 2025)
India	Daifuku Intralogistics India Private Limited (completed in April 2025)

Begins renovations of Shiga Works

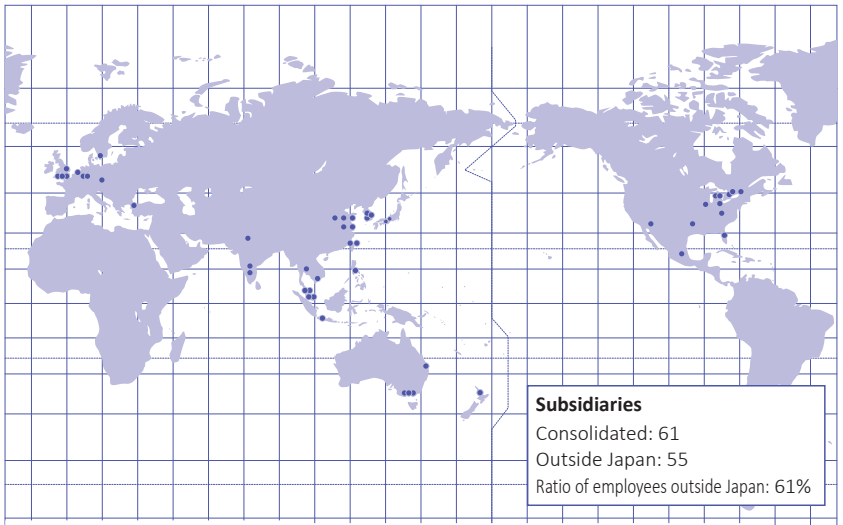
The Group has begun renovations of its core production site Shiga Works (Shiga, Japan), to raise production capacity and optimize plant logistics. In July 2025, the Company completed "Building M", a new building for intralogistics systems. The Company is also proceeding with the construction of "Building G," a new production building for cleanroom systems, which is scheduled for completion during fiscal 2026.

The Company will invest approximately 33 billion yen through 2028 to improve logistics efficiency by integrating off-site warehouses within the facility and ensure business continuity planning (BCP) by upgrading aging facilities.

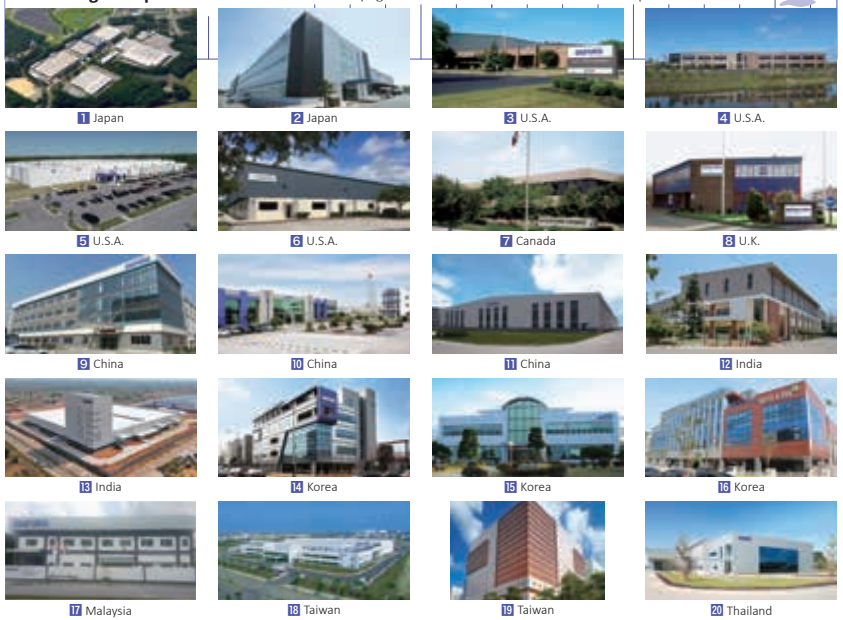

Exterior of building M (left), completed in July 2025, and artist's impression of the completed building G (right)

Global Reach (as of December 31, 2025)

Operations in 24 countries and regions



Daifuku's global production sites Note: See pages 53-55 for names and locations of companies shown below.



Offices (as of December 31, 2025)

Principal locations

Osaka Headquarters
3-2-11 Mitejima, Nishiyodogawa-ku, Osaka
555-0012 Japan
Tel: 81-6-6472-1261

Tokyo Head Office
Shiodome-Shibarikyu Building, 1-2-3 Kaigan
Minato-ku, Tokyo 105-0022 Japan
Tel: 81-3-6721-3501

Shiga Works 1
1225 Nakazaiji, Hino-cho, Gamo-gun, Shiga
529-1692 Japan
Tel: 81-748-53-0321

Komaki Works 2
4-103 Komakihara, Komaki-shi, Aichi
485-8653 Japan
Tel: 81-568-74-1500

Kyoto Lab
Fourth Floor, 31-1 Shogoin Rengezo, Sakyo-Ku, Kyoto 606-8357 Japan

Sales and service offices in Japan: About 55

Global branches

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

Japan subsidiaries

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

● Intralogistics ▲ Cleanroom ■ Automotive ♠ Airport ♦ Auto Wash ♣ Electronics

Global Affiliates (as of January 1, 2026)

Americas

Daifuku North America, Inc.
Novi, MI, U.S.A.

Daifuku Airport America Corporation 4
- **World Headquarters**
  Novi, MI, U.S.A.
- **Canada Branch**
  Montréal, Quebec, Canada
- **Plants:** Kentucky, Michigan

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.
- **Austin Office:** Texas
- **Oregon Test Center & Office:** Oregon

Daifuku Intralogistics America Corporation 5
- **World Headquarters**
  Hobart, IN, U.S.A.
- **Innovation Center:** Illinois
- **Other offices**
  Florida, Kentucky, Michigan, Utah
- **Plants:** Indiana, Texas

Daifuku Services America Corporation
Carrollton, TX, U.S.A.

Contec Americas Inc. 6
Melbourne, FL, U.S.A.

Daifuku Canada Inc.
Mississauga, Ontario, Canada

Daifuku Manufacturing Canada Corporation 7
Hamilton, 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.

Daifuku Airport UK Ltd. 8
- **Main Office:** Hull, U.K.
- **France Branch:** Alfortville, France

Daifuku Airport Netherlands Group B.V.
Hoofddorp, The Netherlands

Asia Pacific

Daifuku Australia Pty Limited
Mascot, NSW, Australia

Daifuku Service Australia Pty Limited
Mascot, NSW, Australia

● Intralogistics ▲ Cleanroom ■ Automotive ♠ Airport ♦ Auto Wash ♣ Electronics

Daifuku (China) Co., Ltd.
Shanghai, China

Daifuku (China) Automation Co., Ltd. 9
- **Main Office & Plant**
  Changshu, Jiangsu, China
- **Branches**
  Beijing, Changchun, Chongqing, Guangzhou, Tianjin, Wuhan
- **Other offices**
  Nansha, TEDA, Yanjiang, Zhengzhou

Daifuku (China) Manufacturing Co., Ltd. 10
- **Main Office & Plant:** Shanghai, China
- **Branches**
  Beijing, Chongqing, Guangzhou, Nanjing, Shenzhen, Wuhan, Wúxī
- **Other offices**
  Chengdu, Hongqiao, Ningbo, Suzhou, Tianjin, Xi'an

Daifuku (Suzhou) Cleanroom Automation Co., Ltd. 11
- **Main Office & Plant:** Suzhou, Jiangsu, China
- **Branches**
  Beijing, Chengdu, Hangzhou, Qingdao, R&D Center, Shanghai, Shenzhen, Wuhan, Xi'an

Contec (Shanghai) Co., Ltd.
- **Main Office:** Shanghai, China
- **Other office:** Beijing

Daifuku India Private Limited
- **Main Office:** Haryana
- **Other offices:** Bengaluru, Gujarat

Daifuku Manufacturing India Private Ltd. 12
- **Headquarters and Plant:** 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

Daifuku Korea Co., Ltd. 14
- **Main Office / R&D Center**
  Incheon, Korea
- **Incheon Plant:** Incheon

Clean Factomation, Inc. 15
- **Main Office:**
  Gyeonggi-do, Korea
- **Asan Plant**
  Chungcheongnam-do

Hallim Machinery Co., Ltd. 16
- **Main Office & Plant**
  Gyeonggi-do, Korea
- **Other offices**
  Busan, Daegu, Daejeon, Gwangju, Seoul

Daifuku Airport Malaysia Sdn. Bhd 17
- **Main Office**
  Kuala Lumpur, Malaysia
- **Factory**
  Negeri Sembilan

Daifuku (Malaysia) Sdn. Bhd.
Selangor D.E., Malaysia

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. 18
- **Main Office & Plant:** Tainan, Taiwan
- **Branch:** Hsinchu
- **Plant:** Taichung

Taiwan Contec Co., Ltd. 19
Xinbei, Taiwan

Daifuku (Thailand) Limited 20
- **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

Information Disclosure

The Group discloses financial and non-financial information on our website, as outlined in the following table.
www.daifuku.com

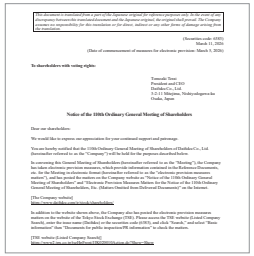
Investor Relations
www.daifuku.com/ir

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 Basic Policy for Corporate Governance	✓	✓
	Disclosure Based on the Principles of Japan's Corporate Governance Code	✓	✓

Notice of the Ordinary General Meeting of Shareholders



Daifuku Report

Sustainability Report

Industry Information

Organizations of which the Group is a member	
Japan Institute of Material Handling (JIMH)	**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**

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 550,000 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, 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
  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.