

FY2025 Targets and Results					
Themes	Materiality	Key Performance Indicators (KPIs)		Targets and Results	
			Scope	FY2025 Targets	FY2025 Results
Evolving existing businesses, expanding into new areas, developing next-generation solutions	Development utilizing advanced technologies including AI	Introduction of cutting-edge technology to products and services	Global	<ul style="list-style-type: none"> Improve system efficiency and energy-saving performance using AI and battery technologies Establish predictive maintenance using AI and IoT technologies 	<ul style="list-style-type: none"> Worked toward the realization of complete automation by continuing to expand and provide solutions such as XY-picking robots and SLAM autonomous mobile robots (AMR) Developed unmanned overhead hoist transport (OHT) using battery technologies to reduce power consumption Improved transport efficiency through operation control utilizing AI and other technologies Developed new systems and products utilizing image recognition technology Continued to develop a predictive maintenance system utilizing AI
	Expansion of service business	Service sales	Global	160.0 billion yen	176.6 billion yen
	Development of new domains and creation of new businesses	Penetration into new markets and new business areas; commercialization of new products	Global	<ul style="list-style-type: none"> Develop systems for new areas Cultivate new customers and expand business areas globally Develop next-generation solutions 	<ul style="list-style-type: none"> Made proposals for further automation solutions for frozen warehouses Expanded the scope of target processes for rechargeable battery and semiconductor manufacturing, and made proposals for automation solutions Provided automation solutions for back-end processes in semiconductor manufacturing, such as wafer stacking and direct bonding Developed new in-house logistics and parts transport systems for next-generation car manufacturing plants Expanded the acquisition of certifications for the delivery of systems to airports Provided waste collection vehicle washer
Establishing a system to bolster growth	Investment and platform fortification for innovation creation	Investments in areas of growth (*1)	Global	Invest approximately 160.0 billion yen (cumulative total from the fiscal year ended December 31, 2024, to the fiscal year ending December 31, 2027)	Invested in areas of growth: 74.8 billion yen (cumulative total from the fiscal year ended December 31, 2024, to the fiscal year ended December 31, 2025; of which results for the fiscal year ended December 31, 2025: 48.4 billion yen)
		Cultivation of human resources proficient in AI and other digital skills	Global	<ul style="list-style-type: none"> Implement Company-wide training, including e-learning (rolled out incrementally to all employees) Cultivate data scientists and other specialized human resources (cumulative from the fiscal year ended December 31, 2024, to the fiscal year ending December 31, 2027: 180 people) 	Continued to implement an e-learning course and an education program on AI and DX (e-learning course: taken by a cumulative total of 3,500 employees (of these, a cumulative total of 2,450 employees completed the course between November 2023 and December 2025); training program for data scientists and other specialists: taken by a cumulative total of 173 participants (of these, a cumulative total of 107 participants completed the program between January 2024 and December 2025))
		Promotion of industry-government-academia collaboration, M&A, alliances, etc.	Global	<ul style="list-style-type: none"> Continue consideration of M&A and alliances Carry out development through joint research and collaboration with universities and companies 	Considered and conducted research and development on next-generation technologies with multiple universities, research institutes, and companies
Revamping overall business operations	Social responsibility in the supply chain	Strengthening of supply chain management	Global	<ul style="list-style-type: none"> Japan: identify supplier risks and implement audits Group companies outside of Japan: conduct visits, assess conditions, and address risks 	<ul style="list-style-type: none"> Conducted a questionnaire for domestic suppliers and performed audits based on the risks we identified Conducted interviews with subsidiaries outside of Japan (in Taiwan, South Korea, and China) Launched sustainable procurement activities in Taiwan and South Korea
	Pursuit of product quality and product safety	Number of serious accidents (*2) related to product and system safety	Global	0 occurrences	0 occurrences
Safety reinforcement	Ensure occupational safety and health	Frequency rate: Japan (outside of Japan) (*3)	Global	0.261 (0.5)	1.000 (0.740)
		Severity rate: Japan (outside of Japan) (*3)	Global	0.004 (0.016)	0.045 (0.020)
		Number of serious accidents (*3), (*4)	Global	0 occurrences	0 occurrences
Eliminating environmental impact	Addressing climate change	Daifuku CO ₂ emissions reduction rate (compared to FY2018) (Scopes 1 + 2)	Global	52%	56.4%
		Percentage of electricity derived from renewable energy sources	Global	66%	73.9%
		Reduction rate of CO ₂ emissions from purchased goods and services (*5) (Scope 3 Category 1)	Global	Expand and disseminate CO ₂ emission reduction programs (*6) throughout the supply chain	Held online briefings aimed at reducing CO ₂ emissions for 153 major suppliers in Japan and continued collecting CO ₂ emissions data from suppliers
		Reduction rate of CO ₂ emissions from the use of sold products (*5) (Scope 3 Category 11)	Global	Improve energy-saving performance of products and systems	Implemented LCAs (Life Cycle Assessments) for all new product and system development
	Promoting resource recycling	Landfill disposal rate	Global	Domestic: less than 1% Outside of Japan: less than 5%	Domestic: 1.1% Outside of Japan: 4.1%
		Reduction rate of waste emissions per unit sales (*7) (compared to FY2023)	Global	7%	-8.4%
		Reduction rate of water consumption per unit sales (*8) (compared to FY2018)	Global	44%	38.1%
	Coexisting with nature	Rate of implementation of biodiversity conservation activities at major sites (*9)	Global	50%	63.6%
Global expansion of Sustainability Action (*10)		Global	Expand and raise awareness of the program	<ul style="list-style-type: none"> Conducted e-learning on biodiversity globally Implemented two sustainability action programs globally 	
Strengthening management structure and refining business management	Strengthening governance	Improvement of the effectiveness of the Board of Directors	Daifuku Co., Ltd	Conduct evaluations of the effectiveness of the Board of Directors and address issues	<ul style="list-style-type: none"> Conducted evaluations of the effectiveness of the Board of Directors by obtaining support from a third-party organization to perform questionnaires and interviews and analyze the results To address issues identified from the evaluation results, (1) implemented initiatives to refine business management (developing investment management processes, promoting management with greater awareness of cost of capital, promoting initiatives for the application of IFRS, etc.) and (2) enhanced the support structure for the Board of Directors (providing opportunities for interaction between outside officers, improving and enhancing the content of materials, strengthening support for operations, etc.)
		Dissemination of management philosophy and strategies	Global	Continue to implement awareness activities for officers and employees	<ul style="list-style-type: none"> Conducted e-learning on the long-term vision and four-year business plan for all employees within and outside of Japan Expanded video content and delivered messages from C-suite roles
		Ensuring compliance	Global	Implement education and training on key compliance risks	<ul style="list-style-type: none"> Conducted compliance awareness survey of employees globally (responses: 5,861) Launched fact-finding survey of trading compliance globally Held lectures on Competition Law during the Compliance Awareness Month Implemented compliance training (total of 20 sessions, including seven video training sessions) tailored to the needs of various ranks Held Compliance Promotion Subcommittee meetings semiannually and promoted activities to raise compliance awareness throughout the Group
		Implementation of countermeasures against major risks	Global	<ul style="list-style-type: none"> Implement risk assessments and monitoring Collect information on risk indicators, including emerging risks, and analyze their impact Review crisis management systems and strengthen emergency response capabilities 	<ul style="list-style-type: none"> Conducted risk assessments based on questionnaire responses as part of the PDCA cycle for risk management activities, and identified new major risks at the Risk Management Committee (the Committee also monitored major risks that had already been selected and were under continuous management) Conducted management interviews to confirm current risk recognition and discuss potential response measures Considered a dedicated BCP organization toward the restructuring of the BCM system

Themes	Materiality	Key Performance Indicators (KPIs)		Targets and Results	
			Scope	FY2025 Targets	FY2025 Results
Strengthening management structure and refining business management	Fulfillment of stakeholder communication	Number of dialogue meetings held with shareholders and investors (non-unique)	Global	More than 1,200 companies	1,726 companies
		Enhancement of communication with stakeholders	Global	<ul style="list-style-type: none"> Enhance information disclosure (financial and non-financial) Ascertain management issues through dialogue with stakeholders Implement measures to increase brand awareness across a broad spectrum Actively participate in social contribution activities 	<ul style="list-style-type: none"> Continuously created engagement opportunities by holding IR events for shareholders and institutional investors within and outside of Japan Created new opportunities for dialogue between outside directors, institutional investors, and securities company analysts Created advertisements based on new advertising policies and presented them on television, in trains, etc. Also expanded targeted ads for use on social media, etc. Promoted our brand by participating in exhibitions within and outside of Japan Held press conferences to spread awareness through the media Accepted social studies field trip groups and workplace experience groups. Continued conducting community cleaning activities, etc.
		Maintenance and improvement of evaluations from external rating agencies	Global	<ul style="list-style-type: none"> CDP climate change: A- or higher Continue as a constituent in FTSE4Good MSCI ESG rating: AA or higher 	<ul style="list-style-type: none"> Received an A rating (the highest rating) for climate change from CDP Continued to be included in FTSE4Good Achieved an AA rating in the MSCI ESG Rating
Organizational strengthening	Staff recruitment, retention, and training	Rate of sufficiency of number of prospective successors for key positions	Global	<ul style="list-style-type: none"> Develop a pool of human resources (visualize experience and skills) Prospective successor sufficiency rate of 100% by the fiscal year ending December 31, 2027 (the fiscal year ended March 31, 2024: 68%) 	<ul style="list-style-type: none"> Updated succession plans and continued monitoring at the Group's Human Resources Committee and Business Unit Human Resources Committee (Group's Human Resources Committee: held twice; Business Unit Human Resources Committee: held 12 times) Prospective successor sufficiency rate: 72% Introduced MBA program-based strategic, financial, and organizational theory into new general manager training
		Compounding of the human resources system in response to securement of specialized human resources	Daifuku Co., Ltd.	<ul style="list-style-type: none"> Consider and implement new systems and measures (compensation, work systems, work locations, and recruitment measures for highly specialized personnel) Improve adopted systems 	<ul style="list-style-type: none"> Established Kyoto Lab to secure technical personnel Introduced a region-specific employee system for certain job categories Introduced a sign-on bonus program for targeted talent
	Respect for human rights	Establishment of a human rights due diligence system	Global	<ul style="list-style-type: none"> Implement the human rights due diligence PDCA cycle Implement risk assessments within and outside of Japan Build grievance mechanisms 	<ul style="list-style-type: none"> Conducted impact assessments on one supplier in Japan Performed improvement measure follow-up following impact assessments of two subsidiaries outside of Japan and their two suppliers Considered the introduction of a grievance mechanism system through Grievance Mechanism Introduction Project under the Sustainability Promotion Committee
		Implementation of human rights training	Global	<ul style="list-style-type: none"> Establish education and training systems on human rights Develop educational content for Group employees 	<ul style="list-style-type: none"> Held lectures and conducted group work on human rights and harassment in rank-based training in Japan Deliberated addition of content related to human rights to the education program provided to Group employees
	Diversity and inclusion	Number of female managers (ratio)	Daifuku Co., Ltd.	60 female managers (7.6%) by the fiscal year ending December 31, 2027	50 female managers (6.9%)
		Creation of an environment where diverse personnel can work effectively	Daifuku Co., Ltd.	<ul style="list-style-type: none"> Promote internal awareness of diversity Create a work environment considerate of minorities 	<ul style="list-style-type: none"> Established new Women Internal Network Growing (WING) community program for female managers The D&I Subcommittee and Labor-Management Special Committee gathered needs for childcare-related improvements, and we revised our systems in accordance with amendments to the Child Care and Family Care Leave Act (April 2025) Conducted awareness-raising seminars, aimed at employees in management positions, regarding childcare- and family care-related systems
Improvement of employee engagement	Engagement survey score	Global	—	No survey implementation (we plan to conduct the survey within and outside of Japan simultaneously in May 2026)	
	Implementation of engagement survey and issue response	Global	Identify issues from survey results and implement countermeasures	<ul style="list-style-type: none"> Visited a subsidiary outside of Japan that conducted surveys in the fiscal year ended March 31, 2024 and conducted follow-ups on the measures implemented (one company) Held business unit-specific briefings (total of six times) and division-specific workshops (total of 29 times) based on the survey results for the fiscal year ended December 31, 2024, and formulated and implemented action plans for individual divisions 	

※1 : Capital investment, R&D expenses, investment in human capital, etc.

※2 : Accidents caused by the malfunction of the Group's products or systems leading to death or serious illness and/or injury during operations (injury and/or illness requiring 30 or more days of treatment)

※3 : Calculations include installation contractors

※4 : Accidents resulting in death or permanent injury during work at Daifuku

※5 : For Scope 3 Category 1 and Category 11, pursue qualitative targets with the aim of a 30% reduction (compared to the fiscal year ended March 31, 2019) by the fiscal year ending December 31, 2030

※6 : Daifuku's own framework on efforts (sharing of goals and supporting measures to reduce emissions, etc.) to reduce CO₂ emissions at suppliers

※7 : Waste generated (tons) divided by net sales (100 million yen)

※8 : Water consumption (1,000 m³) divided by net sales (100 million yen)

※9 : Sites with 100 or more employees

※10 : Daifuku's unique employee-participatory program for sustainability awareness and training

FY2024 Targets and Results						
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			Scope	FY2024 Targets	FY2024 Results	
Evolving existing businesses, expanding into new areas, developing next-generation solutions	Development utilizing advanced technologies including AI	Introduction of cutting-edge technology to products and services	Global	<ul style="list-style-type: none"> Improve system efficiency and energy-saving performance using AI and battery technologies Establish predictive maintenance using AI and IoT technologies 	<ul style="list-style-type: none"> Developed and delivered XY-picking robots Continued to develop a predictive maintenance system utilizing AI Developed an environmentally friendly storage system by making effective use of regenerative energy Improved transport efficiency through AI-driven operation control Made proposals for next-generation assembly lines for EV production plants Developed new devices incorporating image recognition technology Provided transport systems equipped with high-efficiency motors Started developing an automatic baggage loading machine for aircraft containers Started basic development of a car wash machine that utilizes image recognition technology 	
	Expansion of service business	Service sales	Global	150.0 billion yen	149.7 billion yen	
	Development of new domains and creation of new businesses	Penetration into new markets and new business areas; commercialization of new products	Global	<ul style="list-style-type: none"> Develop systems for new areas Cultivate new customers and expand business areas globally Develop next-generation solutions 	<ul style="list-style-type: none"> Continued development of picking robots and automated guided vehicles Made proposals for further automation solutions for refrigerated warehouses Expanded the scope of target processes for rechargeable battery and semiconductor manufacturing, and made proposals for automation solutions Provided automation solutions for back-end processes in semiconductor manufacturing, such as wafer stacking and direct bonding Developed solutions for cargo transportation and transfer utilizing various forms of mobility Constructed transport and automation equipment for next-generation car manufacturing Delivered TSA (*1) certified Smart Security Lanes to airports in North America Started delivery of digital airport systems to the Japanese market Delivered products for airport systems to the African market Launched and received orders for interior cleaning equipment for garbage trucks 	
Establishing a system to bolster growth	Investment and platform fortification for innovation creation	Investments in areas of growth (*2)	Global	Invest approximately 160 billion yen (cumulative total from FY2024 to FY2027)	Invested in areas of growth: 26.4 billion yen	
		Cultivation of human resources proficient in AI and other digital skills	Global	<ul style="list-style-type: none"> Implement Group-wide training, including e-learning (rolled out incrementally to all employees) Cultivate data scientists and other specialized human resources (cumulative total from FY2024 to FY2027: 180 people) 	<ul style="list-style-type: none"> Implemented an e-learning course on AI and DX, with 2,400 employees having begun (the course is being rolled out over three terms; 800 employees have completed the course so far) Implemented a training program for data scientists and data engineers with 62 participants (rolled out in Shiga, Tokyo, and Osaka; 13 participants in Shiga completed the program) 	
		Promotion of industry-government-academia collaboration, M&A, alliances, etc.	Global	<ul style="list-style-type: none"> Continue consideration of M&A and alliances Carry out development through joint research and collaboration with universities and companies 	<ul style="list-style-type: none"> Considered and conducted research and development on next-generation technologies with multiple universities, research institutes, and companies Participated in the Semiconductor Assembly Test Automation and Standardization Research Association (SATAS) 	
Revamping overall business operations	Social responsibility in the supply chain	Strengthening of supply chain management	Global	<ul style="list-style-type: none"> Japan: identify supplier risks and implement audits Group companies outside of Japan: conduct visits, assess conditions, and address risks 	<ul style="list-style-type: none"> Conducted a questionnaire for 66 domestic suppliers based on the Sustainable Procurement Guidelines and audited them based on the results Visited four global Group companies (in South Korea and Taiwan) to conduct interviews on procurement 	
	Pursuit of product quality and product safety	Number of serious accidents (*3) related to product and system safety	Global	0 occurrences	0 occurrences	
Safety reinforcement	Ensure occupational safety and health	Frequency rate: Japan (outside of Japan) (*4)	Global	0.261 (0.6)	0.460 (0.7)	
		Severity rate: Japan (outside of Japan) (*4)	Global	0.006 (0.020)	0.026 (0.009)	
		Number of serious accidents (*4), (*5)	Global	0 occurrences	1 occurrence	
Eliminating environmental impact	Addressing climate change	Daifuku CO ₂ emissions reduction rate (compared to FY2018) (Scopes 1 + 2)	Global	51%	56.4%	
		Percentage of electricity derived from renewable energy sources	Global	60%	66.6%	
		Reduction rate of CO ₂ emissions from purchased goods and services (*6) (Scope 3 Category 1)	Global	Expand and disseminate CO ₂ emissions reduction programs (*7) throughout the supply chain	Held online briefings aimed at reducing CO ₂ emissions for 150 major suppliers in Japan and started collecting CO ₂ emissions data from suppliers	
		Reduction rate of CO ₂ emissions from the use of sold products (*6) (Scope 3 Category 11)	Global	Improve energy-saving performance of products and systems	<ul style="list-style-type: none"> Implemented LCAs (Life Cycle Assessments) for all new product and system development Considered methods to investigate the status of introduction of renewable energy sources at customer sites 	
	Promoting resource recycling	Landfill disposal rate	Global	Domestic: less than 1% Outside of Japan: less than 5%	Domestic: 0.9% Outside of Japan: 8.7%	
		Reduction rate of waste emissions per unit sales (*8) (compared to FY2023)	Global	4%	6.8%	
	Coexisting with nature	Reduction rate of water consumption per unit sales (*9) (compared to FY2018)	Global	40%	37.6%	
Rate of implementation of biodiversity conservation activities at major sites (*10) Global expansion of Sustainability Action (*11)		Global	10%	36.4%		
Strengthening management structure and refining business management	Strengthening governance	Improvement of the effectiveness of the Board of Directors	Daifuku Co., Ltd	Conduct evaluations of the effectiveness of the Board of Directors and address issues	<ul style="list-style-type: none"> Implemented initiatives to refine the business management by the Board of Directors (held review meetings on capital cost management, promoted initiatives for the application of IFRS, etc.) For the development of prospective successors for the CEO and other positions, we enhanced training for officers and executives in accordance with management strategies, and we intensively discussed succession plans for the CEO and other positions at the Advisory Committee 	
		Dissemination of management philosophy and strategies	Global	Continue to implement awareness activities for officers and employees	<ul style="list-style-type: none"> Conducted e-learning on the long-term vision and four-year business plan for all employees within and outside of Japan Expanded video content and delivered messages from C-suite roles 	
		Ensuring compliance	Global	Implement education and training on key compliance risks	<ul style="list-style-type: none"> Held lectures on business-to-business transactions and customer harassment during the Compliance Awareness Month Implemented compliance training (total of 15 sessions, including three video training sessions) tailored to the needs of various ranks Established an organizational structure to promote compliance 	
		Implementation of countermeasures against major risks	Global	<ul style="list-style-type: none"> Implement risk assessments and monitoring Collect information on risk indicators, including emerging risks, and analyze their impact Review crisis management systems and strengthen emergency response capabilities 	<ul style="list-style-type: none"> Conducted management interviews, discussed recognized critical risks (themes: cybersecurity, human resource-related risks, etc.) at the Risk Management Committee, and determined how to address them Began refining each risk item and formulating potential scenarios Discussed BCM and BCP at the Risk Management Committee again and began consideration of restructuring the crisis management systems 	
	Fulfillment of stakeholder communication	Number of dialogue meetings held with shareholders and investors (non-unique)	Global	More than 900 companies	1,190 companies	
		Enhancement of communication with stakeholders	Global	<ul style="list-style-type: none"> Enhance information disclosure (financial and non-financial) Ascertain management issues through dialogue with stakeholders Implement measures to increase brand awareness across a broad spectrum Actively participate in social contribution activities 	<ul style="list-style-type: none"> Promoted our growth story aimed at realizing our long-term vision through the Daifuku Report and other media Continuously created engagement opportunities by holding IR events for shareholders and institutional investors within and outside of Japan Ran YouTube ads to raise awareness among young people Promoted our business and philosophy via TV commercials and advertisements in newspapers and on trains Promoted our brand by participating in exhibitions such as Logis-Tech Tokyo Held press conferences to spread awareness through the media Continued to donate used clothing and books and conducted cleanup activities in the areas surrounding our business sites 	
		Maintenance and improvement of evaluations from external rating agencies	Global	<ul style="list-style-type: none"> CDP climate change: A- or higher Continue as a constituent in FTSE4Good MSCI ESG rating: AA or higher 	<ul style="list-style-type: none"> Received an A rating (the highest rating) for climate change from CDP Continued to be included in FTSE4Good Achieved an AA rating in the MSCI ESG Rating 	

Themes	Materiality	Key Performance Indicators (KPIs)		Targets and Results	
			Scope	FY2024 Targets	FY2024 Results
Organizational strengthening	Staff recruitment, retention, and training	Rate of sufficiency of number of prospective successors for key positions	Global	<ul style="list-style-type: none"> Develop a pool of human resources (visualize experience and skills) Prospective successor sufficiency rate of 100% by FY2027 (FY2023: 68%) 	<ul style="list-style-type: none"> Considered items and methods for collecting experience and skills (begin collecting from FY2025) Group's Human Resources Committee: held twice; Global Business Human Resources Committee: held 11 times Prospective successor sufficiency rate for key positions: 73% Formed a project to establish a new base for securing technical personnel Began consideration of a region-specific employee system for certain job categories
		Compounding of the human resources system in response to securement of specialized human resources	Daifuku Co., Ltd.	<ul style="list-style-type: none"> Consider and implement new systems and measures (compensation, work systems, work locations, and recruitment measures for highly specialized personnel) Improve adopted systems 	<ul style="list-style-type: none"> Continued to investigate the employment status of foreign national workers (technical intern trainees, specified skilled workers) in the supply chain Conducted impact assessments on three suppliers in Japan Launched the Grievance Mechanism Introduction Project under the Sustainability Promotion Committee to consider the introduction of a grievance mechanism system
	Respect for human rights	Establishment of a human rights due diligence system	Global	<ul style="list-style-type: none"> Implement the human rights due diligence PDCA cycle Implement risk assessments within and outside of Japan Build grievance mechanisms 	<ul style="list-style-type: none"> Held lectures and conducted group work on human rights and harassment in rank-based training in Japan Considered content for Group human rights training
		Implementation of human rights training	Global	<ul style="list-style-type: none"> Establish education and training systems on human rights Develop educational content for Group employees 	
	Diversity and inclusion	Number of female managers (ratio)	Daifuku Co., Ltd.	60 female managers (7.6%) by FY2027	40 female managers (5.4%)
		Creation of an environment where diverse personnel can work effectively	Daifuku Co., Ltd.	<ul style="list-style-type: none"> Promote internal awareness of diversity Create a work environment considerate of minorities 	<ul style="list-style-type: none"> Received the two-star Eruboshi certification (level two) from the Ministry of Health, Labour and Welfare as a company that promotes women's participation and advancement in the workplace The D&I Subcommittee and Labor-Management Expert Committee identified a need for childcare-related improvements, and we plan to revise our systems in accordance with amendments to the Child Care and Family Care Leave Act (April 2025)
	Improvement of employee engagement	Engagement survey score	Global	Score above the national average in each respective country	<ul style="list-style-type: none"> In Japan Job satisfaction 56% (Japan average 58%) Ease of work 51% (Japan average 58%)
		Implementation of engagement survey and issue response	Global	Identify issues from survey results and implement countermeasures	Visited subsidiaries outside of Japan that conducted surveys in the previous fiscal year and followed up on the measures implemented (13 companies)

※1 : Transportation Security Administration

※2 : Capital investment, R&D expenses, investment in human capital, etc.

※3 : Accidents caused by the malfunction of Daifuku's products or systems leading to death or serious illness and/or injury during operations (injury and/or illness requiring 30 or more days of treatment)

※4 : Calculations include installation contractors

※5 : Accidents resulting in death or permanent injury during work at Daifuku

※6 : For Scope 3 Category 1 and Category 11, pursue qualitative targets with the aim of a 30% reduction (compared to FY2018) by FY2030

※7 : Daifuku's own framework on efforts (sharing of goals and supporting measures to reduce emissions, etc.) to reduce CO₂ emissions at suppliers

※8 : Waste generated (tons) divided by net sales (100 million yen)

※9 : Water consumption (1,000 m³) divided by net sales (100 million yen)

※10 : Sites with 100 or more employees

※11 : Daifuku's unique program for sustainability awareness and training