

# Daifuku Group Employee Management Policy

## 1. Purpose of Establishment

The Daifuku Group always has focused on employee development, with people as an important resource, and has built its strength on teamwork and cohesion, respecting diversity.

Since organizational management is performed within our business divisions, we conventionally implement employee management in a fixed and optimized manner.

Going forward, however, in order to create next-generation businesses, we need to think outside the box and maximize employee engagement. To this end, as a global corporation, the Group has established an Employee Management Policy that outlines our approach to measures regarding recruitment, placement, training, evaluation, and treatment.

## 2. Daifuku Group's Corporate Culture and the Ideal Workforce

Since its founding in 1937, Daifuku always has stayed ahead of the times to meet the needs of its customers as a leading manufacturer of material handling systems and equipment. Daifuku's corporate culture is to "drive people to respond sincerely to customer needs and continue to pursue cutting-edge technology under an open and dynamic corporate culture."

In order to maintain and develop this corporate culture, we define the behavioral traits and competencies expected of Daifuku Group employees as follows:

### ■ Behavioral Traits and Competencies Expected of Daifuku Group Employees

- ① Consistently Challenging the Status Quo (Hini Arata)
- ② Developing Optimal Strategies to Leverage Our Knowledge of Products and Service Offerings
- ③ Collaborating with Internal and External Stakeholders to Achieve Optimal Results
- ④ Embracing Diversity in an Open and Dynamic Corporate Culture
- ⑤ Growing Through Continuous Learning and Experience

## 3. Principles

In order to maximize the value of our human capital, the Daifuku Group will implement measures based on an approach that aims to create a workplace culture in which employees can feel satisfaction in their work and to promote careers that allow everyone to grow together.

#### <Recruitment>

- We hire personnel who have the motivation and competence to do the work and embrace our values.
- We do not discriminate or treat anyone unfavorably on the basis of race, creed, sex, sexual orientation, religion, nationality, political opinion, or disability.

#### <Placement>

- We promote highly motivated employees who produce results.
- We assign employees to positions that allow them to demonstrate their independent motivation, career aspirations, and professional abilities

#### <Training>

- Supervisors are responsible for developing their subordinates and should consider training successors to be an important part of their duties.
- We support the growth and development of employees within the Group.

#### <Evaluation>

- Evaluation is based on performance and competency.
- Individual targets are linked to organizational targets.

#### <Treatment>

- Compensation is based on role and performance.
- Salary increases and bonuses are determined based on company performance and individual performance

Establishment date: April 1, 2025