

Our Competitive Edge

Our strength lies in our in-house development of hardware and software, and our comprehensive support system for customers that includes consulting, design, production, installation, and maintenance. Daifuku boasts a wealth of manufacturing and system integration experience, quickly responding to needs that include designing systems with complex requirements and making on-site adjustments when problems occur. We will establish these strengths at a global level toward achieving further success amid fierce market competition.



1

Consulting

**Well-balanced configuration**

- Storage, transportation, sorting/picking functions, capabilities and costs, from receiving to shipment

**Long-term vision**

- Post-operation scalability and flexibility

2

Planning/Engineering

**Whole system optimization**

- Integrate various aspects such as hardware and its control, software, architecture, and electricity
- Assuming a situation where trouble should occur

3

Design/Production

**Proactive production and R&D**

- Production sites across the world: Thorough quality control in Japan, North America, Asia, and Europe

▶ **Daifuku's global production**

**26** sites



**Global workload adjustment**

- Efficiently distribute production to each region to supply products in a stable manner

**Supply chain development**

- High in-house production rate and operation rate
- Use AI (artificial intelligence) and VR (virtual reality) to shorten the development process

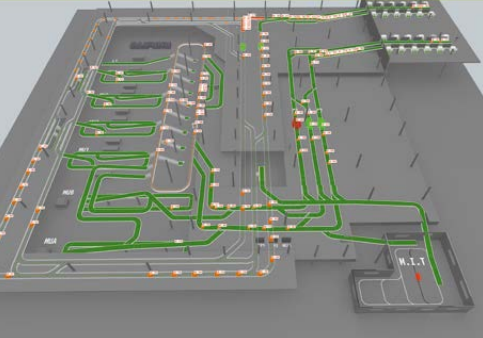
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Installation/Operation


**Streamlining on-site adjustment**

- High factory perfection
- Preliminary verification using 3D software (Sym3 below)
- Bench strength of human resources with abundant experience in project management

▶ **Sym3 system image**



▶ **Construction site of high-rise automated warehouse system**



5

After-Sales Service

**Abundant service assets around the world**

- More than 31,000 stacker cranes for automated warehouse systems
- Over a total of 5,000 kilometers of automobile conveyor systems

**Extensive service menu**

- Daily maintenance and operation
- Upgrade, remodeling, retrofits

▶ **Service features by business**

Intralogistics	• Maintenance • Inspection, repair • Retrofits
Cleanroom	• On-site services
Automotive	• Upgrades
Airport	• Operations and maintenance

**Strong relationship of trust with customers**

- Fostering with long-term relationships
- A strategic move to win new projects

▶ **Retrofit timing and size for automated warehouse systems**

