

DAIFUKU PROFILE
2022

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PROFILE
2022

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Notes:

- Fractional points of monetary values below unit numbers have been rounded down.
- Percentages have been rounded so percentage totals become 100%.

Business: Comprehensive manufacturer and integrator of material handling systems that provides logistics solutions

Corporate name: Daifuku Co., Ltd.

Established: May 20, 1937

Paid-in capital: 31,865 million yen (as of March 31, 2022)

Representative: Hiroshi Geshiro, President and CEO

Employees: 12,436 (Group total, as of end of FY2021)

Listed: Prime, Tokyo Stock Exchange (Stock code: 6383)
(Listed on the JPX-Nikkei Index 400)

Ratings: Long-term: A (single A) [Stable]

Short-term: a-1 (a-one)

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

FY2021 consolidated results (April 1, 2021 - March 31, 2022)

Net sales: 512,268 million yen

Non-Japan sales ratio: 65 %

Service sales ratio: 27 %

Operating income: 50,252 million yen

Annual dividend: 90 yen per share

One-Stop Support Structure

Daifuku’s advantage lies in its one-stop support structure, which deal with all kinds of services and operations including consulting, system construction, manufacturing, installation, and after-sales service 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 best solutions that satisfy customers around the world, helping to increase their competitive advantage.



Company Creed



Hini Arata

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

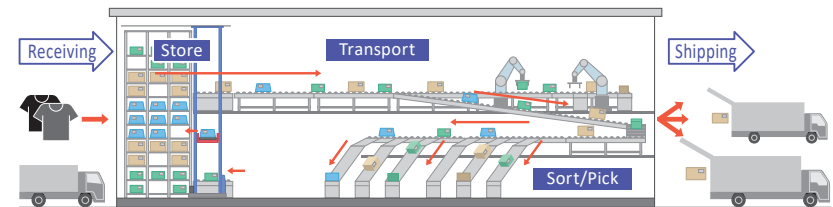
- We will act in accordance with applicable laws, rules, regulations, social norms and ethics.
- We will place safety as a major premise in all aspects of our business activities.
- We will remain committed to the creed of “Hini Arata” as we take on new challenges and make changes for the better.

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.

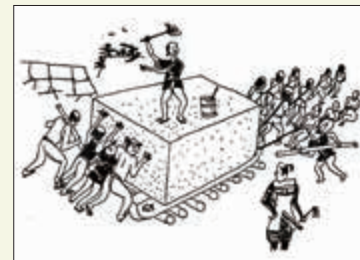
Using the material handling system generates new value by reducing the volume of heavy labor and repetitive work.

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 large stones throughout ancient history often relied on human power

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.

Source: The Avant-Garde of Material Handling Machinery, Daifuku

► Contribution to the development of industries 1

Business environment	World War II		Rebirth of Japan		Japan's postwar economic boom					
Year	1937	1939	1944	1947	1957	1963	1964	1965	1966	1968
Topics	Founded as Sakaguchi Kikai Seisakusho Ltd.	Builds the Mitejima Factory (now Osaka Headquarters).	Joins a general trading company group, changing company name to <i>Kanematsu Kiko</i> .	Changes company name to Daifuku Machinery Works Co., Ltd.*	Enters into a partnership with U.S.-based Jervis B. Webb Company.				Delivers Japan's first automated warehouse system.	
Products	Forging machines Cranes			Pilers used in port logistics	Chain conveyors	Bowling machines	Automatic guided vehicles Mesh box pallets	Rack-supported building AS/RS** – Rackbuil System		
Management policy		Strictly follow the contract, especially meeting deadlines, with high responsibility in products and after-sales services. Mobilize human resources, including engineers.			Focus on automotive factory automation with Webb conveyors		Establishes the company creed, Hini Arata.			
Providing value					Mass production of automobiles				Factory automation at electric and chemical manufacturers	
Slogan			Becoming an all-around material handling systems provider		Daifuku for Material Handling				Challenging Automatic Guide Operation	

1946

[Currently manufactured products are in bold]

*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.

**AS/RS: Automated Storage and Retrieval System

► 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.**

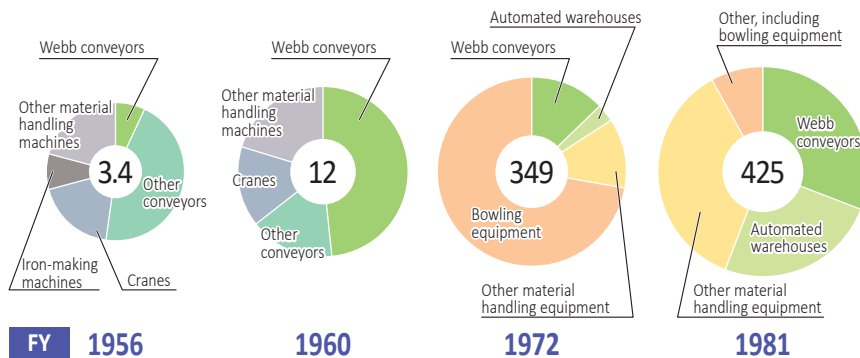
The company creed, Hini Arata, expresses Daifuku's corporate spirit, with aspiration and inventive motivation, which bolsters employees' mindset and is connected to a principle of behaviors.

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."

▶ Contribution to the development of industries 2

Business environment	— Japan's postwar economic boom —		Toward stable growth	Japan becoming world's top country of auto production	"Robots make robots"				
Year	1969	1971	1973	1975	1980	1984	1986	1987	1991
Topics	Proactively invests in computerization and product developments with profits from bowling business.		Delivers Japan's first automated cold storage system.	Establishes a subsidiary Contec Co., Ltd. Shiga Works starts its operation.	Establishes the first global subsidiary in the U.S.	Changes company name to Daifuku Co., Ltd.			
Products	Online-controlled automated warehouse systems Electric forklift trucks	Unit load AS/RS (p. 18)	Automated sorters Light- & medium-duty racks TELELIFT (p. 9)	Car wash machines (p. 25)	Electrified monorail system for auto production – RAMRUN Semiconductor production line systems (p. 22)	Pick-to-light systems (p. 19)	Mini load AS/RS (p. 18)	Chainless conveyor systems (p. 23)	Roller conveyors <i>[Currently manufactured products are in bold]</i>
Management policy	Growth and enhancement		Tertiary industry also requires labor-saving policy						
Providing value	Improvement of consumer living levels			Supermarket & library automation		Semiconductor factory automation			
Slogan	Daifuku for Factory Automation (FA)				Advanced FA				

▶ Innovation in business portfolios (sales by product) (100 million yen)



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.

▶ Contribution to the development of industries 3

Business environment	Asian economic crisis		Growth of the Internet		Globalization	Global financial crisis	
Year	1994	1995	1999	2002	2007	2008	2010
Topics	Opens demo center Hini Arata Kan (p. 53). Begins to obtain ISO 9001 certification.		Establishes Clean Factomation in South 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.
Products	High-speed sorters World's first non-contact power supply systems		Automated columbarium (p. 10)		5G LCD panel transport systems		Automobile paint line system – E-DIP
							High-throughput mini load AS/RS – DUOSYS
							Fresh produce sorting systems
							<i>[Currently manufactured products are in bold]</i>
Management policy	Contribute to the development of industry by supplying quality material handling systems, equipment and electronic devices to the global market.		Production & procurement in optimal locations worldwide		Aiming to become a world leader in the material handling industry in both quality and volume		
Providing value					Environmentally friendly, safe, and reliable products/systems		
Slogan	Logistics Navigator		Daifuku Challenging Information Technology and Logistics Revolutions		Material Handling and Beyond		

▶ Consolidated sales by industry with needs of the era

100 million yen (Composition ratio)

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

*1996: Non-consolidated

Daifuku is continuing 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. Overhead monorail system Cleanway (picture top) was developed with an upgrade from TELELIFT (picture bottom), which was used for conveying medical records at hospitals, books at libraries, and documents at airports.

Daifuku also began a business for LCD panel (now flat-panel display) factories in the 2000s. In 2007, Daifuku acquired Jervis B. Webb Company and entered the airport baggage handling systems business.

In recent years, sales of systems for distributors, specifically commerce, retail, transportation and warehousing sectors, have been increasing year by year. Daifuku continues to develop systems that meet needs of various distributors, such as convenience stores, general merchandise stores, drug wholesalers, 100-yen or US\$1 stores, and online stores (e-commerce).



► Contribution to the development of industries 4

Business environment	Great East Japan Earthquake	China's GDP becomes second in the world	Living standards improved in emerging countries	Growth of e-commerce		
Year	2011	2012	2013	2014	2015	2016
Topics	Establishes a U.S. holding company (now Daifuku North America Holding Company).		U.S.-based Wynright joins the Daifuku Group. Shiga Prefecture's largest solar facility built.		Joins United Nations Global Compact.	
Products	World's fastest airport baggage handling system (p. 24) High-throughput pick-to light system – eye-navi		Automatic checking system for dispensaries (picture 1) Nitrogen purge systems for semiconductor factories High-throughput multi shuttle mini load AS/RS (p. 18)		Area Management System High-throughput mini load AS/RS – Smart Stocker Quattro Temporary storage/sortation system for parts logistics (p. 23) Wireless battery charging system for electric forklifts (picture 2)	
Management policy	Taking on five new challenges: entering new markets; creating new products and systems; developing new production methods; building new global partnerships; and launching new businesses.		Create "one-of-a-kind" products and services.	Prioritizing safety. Spread safety culture worldwide		Becoming the truly global leader in material handling
Providing value	Providing the best solutions for customers to help them gain a competitive edge					
Slogan	Always an Edge Ahead					

[Currently manufactured products are in bold]

► Material handling systems used in various fields

Daifuku provides various material handling systems and equipment to a wide range of industries worldwide, harnessing the know-how that it has cultivated over the years.

Temples/Cemeteries

Daifuku develops and provides models to address the issue of a shortage of urban graveyards.



Automated columbarium

Dispensaries

This system prevents dosing mistakes by using image recognition and weight inspection.



(Picture 1) Automatic checking system for dispensaries – audit

Installation and logistics sites

This system charges a battery-powered electric vehicle in a non-contact manner.



(Picture 2) Wireless battery charging system for electric forklifts – D-PAD

Daifuku's official YouTube channel, "D-Tube!"

View our products and case studies:
www.youtube.com/user/daifukuglobalchannel

▶ Contribution to the development of industries 5

Business environment	Labor shortage at logistics sites		COVID-19 pandemic			
Year	2017	2018	2019	2020	2021	2022
Topics	Paid-in capital increased to 31.8 billion yen.	Strategic global partnership agreement with Fast Retailing	India-based Vega Conveyors and Automation joins the Daifuku Group. Airport-related software companies join the Group. Assents to the TCFD recommendations.		Forms business tie-up with Germany-based AFT Industries.	Acquires shares of Contec to make it a wholly owned subsidiary.
Products	10.5G flat-panel display production line systems – Clean Stocker	Drive-through truck station – TRTS (pronounced “tortoise”)			Extra high-density unit load AS/RS (p. 36)	
	<i>[Currently manufactured products are in bold]</i>					
Management policy			Rapid innovation	Strengthen global competitiveness		
Providing value	Provide smart logistics for customers		Towards realizing a sustainable society			
Slogan	Automation that Inspires					

India-based material handling system manufacturer joins the Group

In April 2019, Daifuku acquired all shares of Vega Conveyors and Automation Private Limited in India. With an eye to expanding its business in the Asia-Pacific market, Daifuku aims to bolster its product development capacity in India.



Software companies join the Group to strengthen airport digital solutions

In August 2019, Daifuku announced acquisition of Netherlands-based Scarabee Aviation Group B.V. and Australia-based Intersystems (Asia Pacific) Pty Limited. We diversify our business through a new entry into the digital-related sector, including airport's Smart Security Lane and integrated information systems.



Scarabee Smart Security Lane

Business partnership with Germany-based AFT Industries

In December 2020, Daifuku formed business tie-up with AFT Industries AG. Both companies collaborate by leveraging AFT Industries' European automotive customer base, technologies and expertise, and Daifuku's extensive global network to increase the level of our offerings to customers in the global automotive industry.



AFT electric monorail system

Acquires shares of Contec to make it a wholly owned subsidiary

Daifuku acquired shares of Contec Co., Ltd., a listed, consolidated subsidiary, through a tender offer to make it a wholly owned subsidiary on May 6, 2022. We aim to further enhance the corporate value of the Group by deepening collaboration with Contec.



Measurement control device and industrial PC

▶ Concept of Value Transformation 2023

1. Transformation of the value provided through DX²

DX² (DX Squared) = Digital Transformation × Daifuku Transformation

The Daifuku Group will transform the value provided to its customers and other stakeholders through the promotion of Digital Transformation (DX) and of the transformation of the Group itself (Daifuku Transformation).

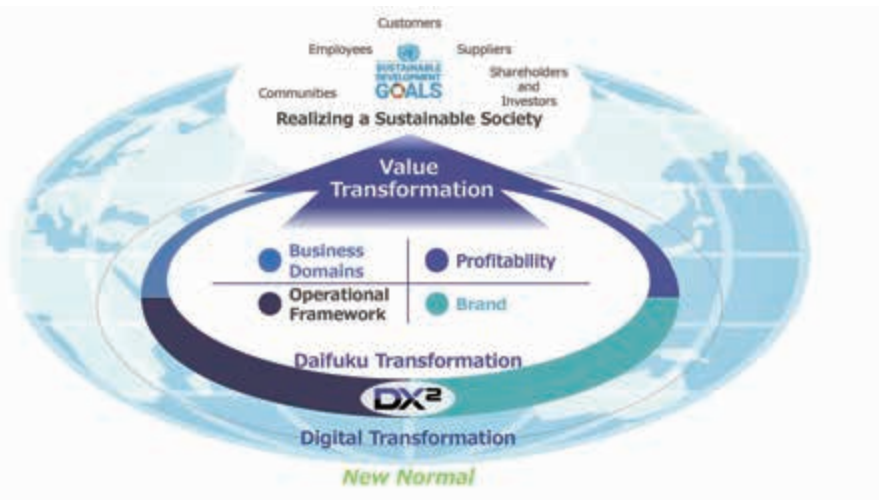
2. Creation of new value in the new normal

The goal of the Group is to continue to stride forward in a society that demands the creation of new value, leveraging its flexible, creative ability to create ideas free from precedent and its power to execute its plans to transform existing frameworks.

3. Towards realizing a sustainable society

From the perspective of promoting efforts for ESG (environment, society and governance), sustainability, and related endeavors, the Group positions its three-year business plan and Sustainability Action Plan as the two wheels of its business strategy. The Group will implement these plans to contribute to the achievement of the Sustainable Development Goals (SDGs) of the United Nations.

Value Transformation 2023 Concept Map



▶ Management targets

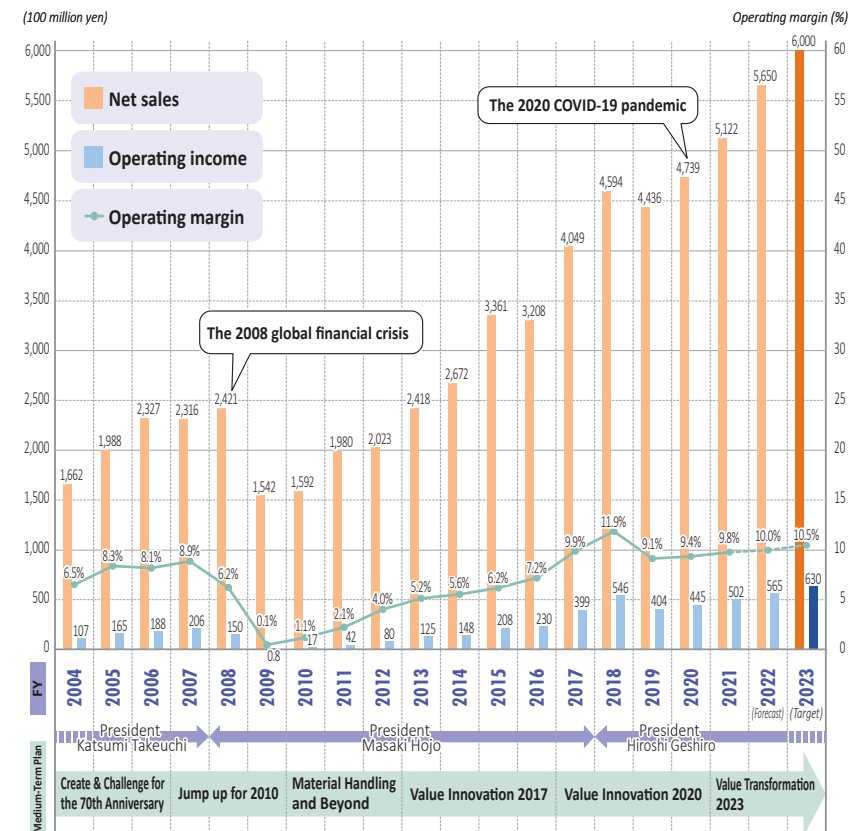
Targets of Value Transformation 2023 are as follows.

Final-year targets (FY2023) Consolidated net sales: 600 billion yen (revised May 2022*)
 Operating margin: 10.5%
 ROE: 10% or higher (each fiscal year)

With respect to shareholder return, the Group will aim to achieve a consolidated dividend payout ratio of 30% or more on a three-year average (FY2021-2023).

*The Group has revised its management target of consolidated net sales for the fiscal year ending March 2024, the final year of its three-year business plan Value Transformation 2023, which was published in February 2021. The target was revised upward from 540 billion yen to 600 billion yen, following a review taking into account the recent business environment.

▶ Consolidated net sales and operating income



► Themes and business strategy of Value Transformation 2023



*TOP: Time, Occasion, Place

Intralogistics

Manufacturing and distribution systems

Provides systems to distributors and manufacturers in wide-ranging sectors. This business operates mainly in Japan but is expanding into Asia and North America.



Cleanroom

Cleanroom production line systems

Provides systems to semiconductor and flat-panel display factories. About 90% of sales are recorded outside of Japan, including Asia and North America. This business boasts a large market share with its advanced technologies.



Automotive

Automobile production line systems

Provides systems for automobile production processes worldwide, mainly for Japanese, U.S., Chinese and South Korean automakers. The system conveys car bodies between each manufacturing process at automobile factories, including press, weld, paint, and assembly shops. Also, this business is expanding into the parts logistics sector.



Airport

Airport technologies

Provides a broad range of solutions for airports, including baggage handling systems, automated self-service baggage check-in systems, baggage screening systems, and software and controls.



Auto Wash

Car wash machines and related products

Provides mainly car wash machines to filling stations and automobile dealers. The business enhances eco-friendly features, including water saving and plant-based liquid detergents. This business boasts top shares in the Japanese and South Korean markets.



Electronics

Provides high-end industrial personal computers, IoT-related systems, computers for digital signage, and measuring/control systems for solar facilities through Daifuku's subsidiary Contec Co., Ltd.



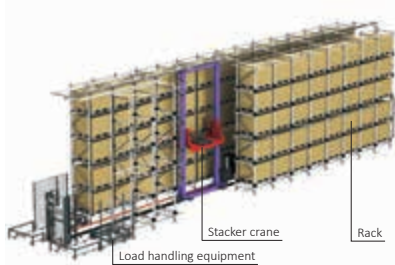
► **Intralogistics**

Manufacturing and distribution systems

AS/RS* and grouping system

Daifuku's mainstay AS/RSs are classified into two types, unit load or mini load, by size and weight of items handled. Stacker cranes are used to store and retrieve loads.

AS/RS basic configuration



Unit load AS/RS

Benefits of AS/RS

- Energy- and labor-saving
- Improvement in inventory control and shipping speed
- Effective use of storage space
- Suitable for various environments and conditions (cold chain, explosion proof)

*AS/RS: Automated Storage and Retrieval System

In recent years, demand for more advanced and complex systems from distributors, including mail order and e-commerce players, has been rising. Instead of conventional stacker cranes, Shuttle Rack-M (picture right bottom) provides temporary storage, sorting, and tandem retrieval of loads, using shuttle vehicles with transfer function and lifters.



Mini load AS/RS



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

Sorting and picking systems

Mail order and wholesale companies use sorting and picking systems at their distribution centers.

Conventional pick-to-light systems have been used at many centers, but picking robots are increasingly chosen in recent years. The sorting system sorts picked products automatically by destination.



Pick-to-light system - Digital Pick System



High-speed sorter - Surfing Sorter

Rack system

Daifuku provides twice the storage of a fixed rack because it moves to open aisles. Daifuku also offers non-rail type for existing buildings and rental storage along with options for cold storage, heavy-duty loads, and long objects.



Aisle opening pallet rack for heavy load storage - Mobile Rack

Logistics Solution Site: www.daifuku.com/solution/intralogistics
 The site shows our solutions by industry, product information, case studies, and after-sales services.

[Case Study]

Cutting-edge distribution center using the latest technologies

Along with responding to labor shortages brought on by an aging population and declining birth rate, this center also targets zero shipping errors. As a cutting-edge facility, the center uses a number of advanced technologies, including 3D image processing that enables high-mix, low-volume handling and robotic piece picking; and AI-based palletizing simulations. Daifuku's extensive experience, expertise and intensive initiatives for new technologies help drive automation to new heights.

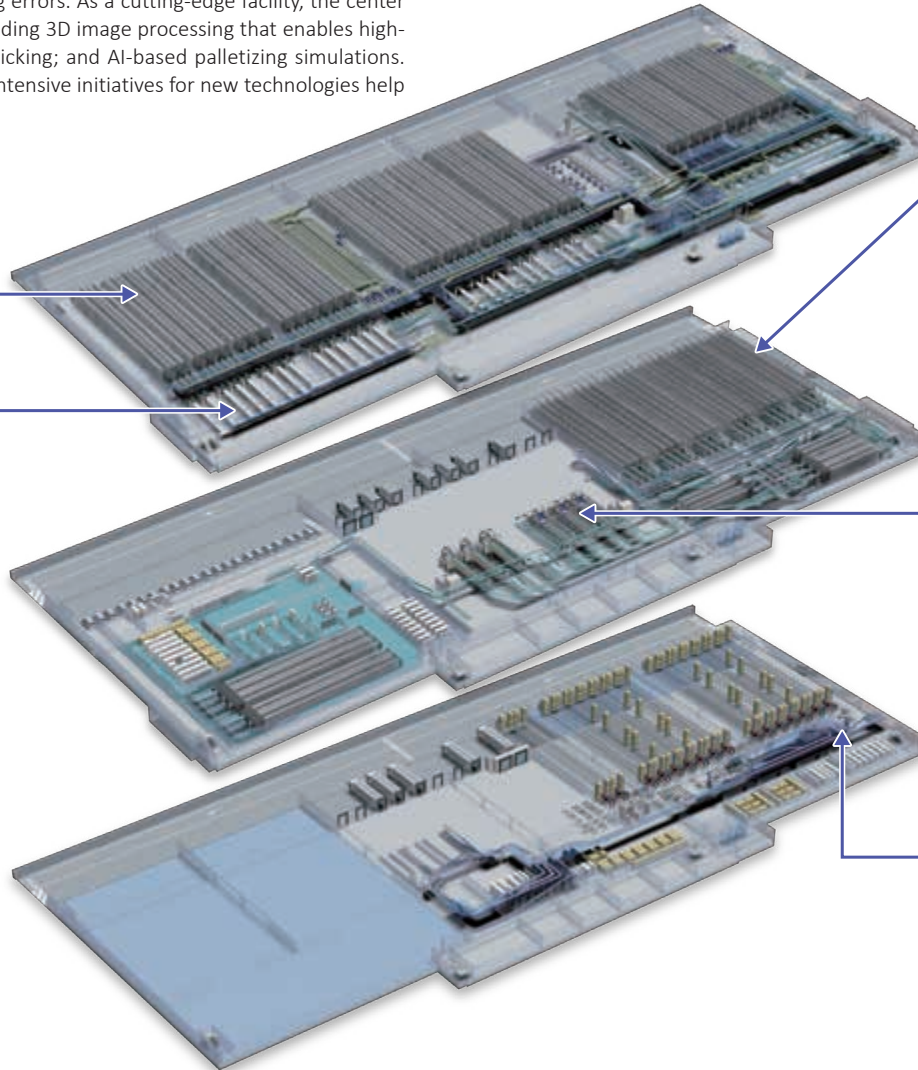


AS/RS* for picking operations
Provides products in a timely manner to piece-picking robots

*AS/RS: Automated Storage and Retrieval System



Piece-picking robot
Carefully and gently picks individual items of various sizes and weights



High-throughput mini load AS/RS
Stores different-sized cardboard boxes and facilitates case shipping



Case-palletizing robot
Rapidly palletizes cases of various shapes and sizes

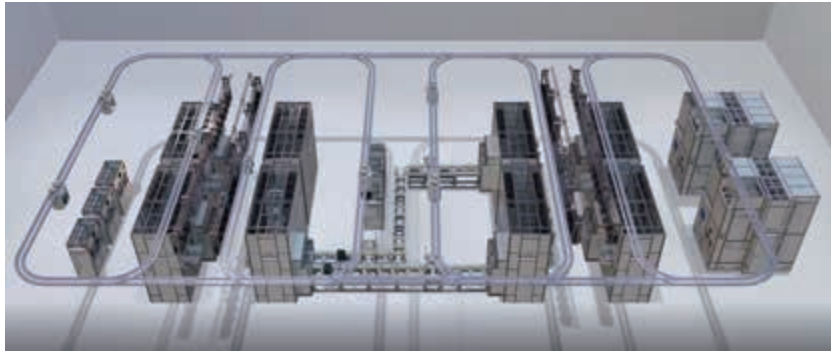


Depalletizing robot
Picks cardboard boxes from a pallet retrieved from an AS/RS

Cleanroom

Cleanroom production line systems

Daifuku provides storage and transport systems designed exclusively for clean rooms to factories manufacturing semiconductors, flat-panel displays (FPDs), and organic light emitting displays (OLEDs). A semiconductor factory has interbay rail tracks with a total lengths of 10 km on the ceiling of the clean room as well as hundreds of wafer transport vehicles in operation 24/7.



Cleanroom transport system – Cleanway

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



Cleanroom storage system – Clean Stocker

As an automated warehouse, Clean Stocker buffers intrabay/interbay work in progress in semiconductor factories. Daifuku also developed a nitrogen purge stocker system to meet needs for semiconductor miniaturization. Nitrogen gas prevents deterioration of wafers.



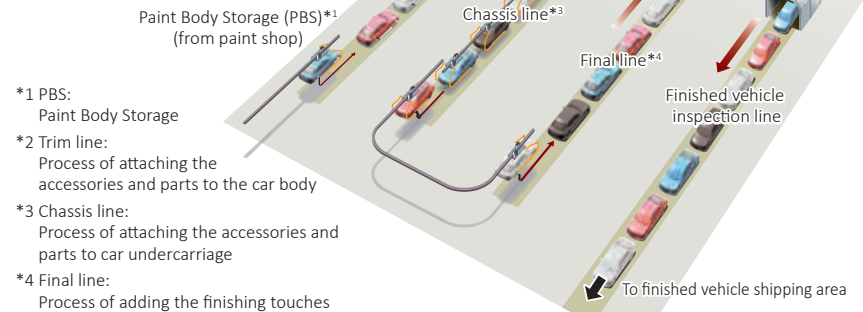
Cleanroom Promotion Site: www.daifuku.com/pro/cr/jp

The site features video images of products and systems for semiconductor and FPD production lines.

Automotive

Automobile production line systems

Daifuku offers automated and labor-saving systems for all automobile production processes, including press, weld, paint, and assembly.



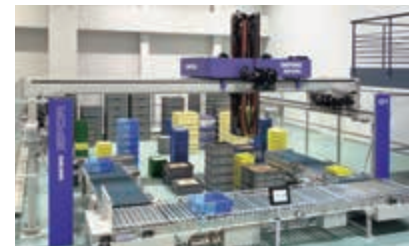
Chainless conveyor system – Flexible Drive System (FDS)

FDS enables steady and stable transport and performs best in assembly and processing lines.



Temporary storage/sortation system – SPDR (Spider)

SPDR is an automated system that stores, retrieves, and sorts various sizes cases containing auto assembly parts. It enables timely supply according to production plans.



Production Line Optimization Solutions Site: www.daifuku.com/pro/aps

The site offers our solutions for automakers and other sectors.

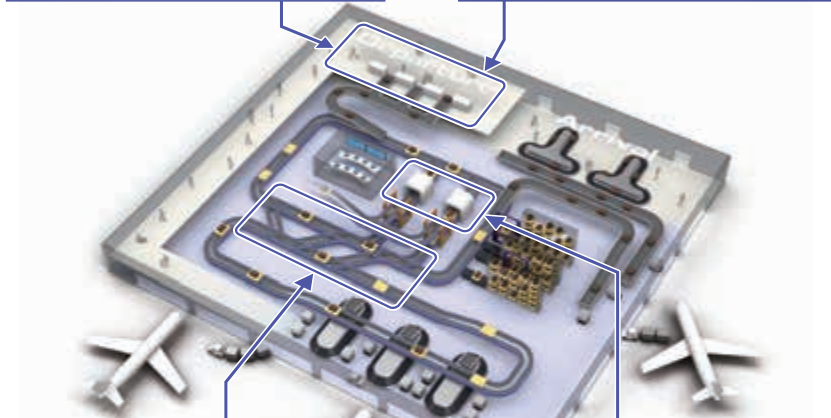
► **Airport**
Airport technologies

Daifuku provides airports around the world with an extensive array of systems, centering on baggage handling, self-service baggage check-in, security, and airport facility monitoring.

Self-service bag drop



Flight information displays



Baggage transport and sortation system



AGV-based mobile inspection table

Airport Technologies Site: www.daifukuattec.com

► **Auto Wash**
Car wash machines and related products

Car wash machines

Daifuku develops and sells car wash machines for filling stations, automobile dealers, and coin-operated car washes. Daifuku boasts an extensive product lineup, such as water-saving, noise-reducing gate-type machines and the tunnel-type machines that use conveyor technologies.



Large-sized vehicle wash machine – Camion Custom

Designed for trucks and buses, the product features the industry's shortest washing time (about four minutes) thanks to improved sensor performance and optimized brushing functions, thereby reducing driver workload.



► **Electronics (Contec Co., Ltd.)**

Industrial computers

Most suitable for environments that require high reliability and durability. This technology is used in various sectors, including factory automation (FA), built-in manufacturing equipment, medical, and energy.



IoT devices

Developed for measurement control and communication system construction, which are used in many sectors, such as FA, social infrastructure and renewable energy. We also offer and provide solutions including cloud services by using product development technology.



Contec Americas Site: www.contec.com/us

▶ Investing in intellectual property

The Sustainability Action Plan (p. 34) seeks to contribute to a smart society through technological development and the provision of products and services. As material issues, we have identified innovative technology development and invention promotion, and list the cumulative total amount of innovation investment [R&D expense + digital transformation (DX) investment amount] and the number of patent registrations in our KPIs.

In fiscal 2021, our innovation investment was 13 billion yen. At the end of the year we had registered a cumulative total of 3,726 patents.

▶ Daifuku’s inventions and designs

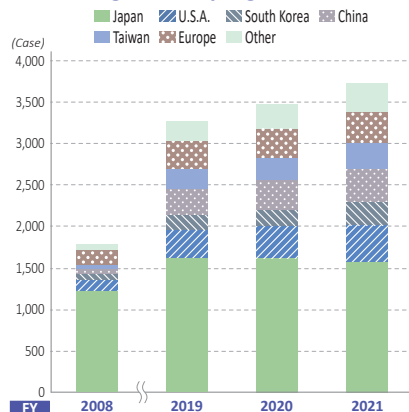
We established our Rules on Inventions and Designs, under which we actively promote patent applications and the acquisition of rights with a special focus on newly developed products. Normally it takes four to six years from the point of filing the patent application to registration, therefore, Daifuku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

During fiscal 2021, the Daifuku Innovation Grand Prize was given to one product, while four products were recognized with the Daifuku Innovation Award.

▶ Non-Japan patents registered

In recent years, the number of patent applications outside Japan has been on the rise, and we hold patents in more than 30 countries around the world. In particular, there has been a steady rise in the number of patent registrations in Asia, mainly China, South Korea, and Taiwan.

Patents registered by region



▶ Financial index

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

FY	2017	2018	2019	2020	2021
Orders received	4,879	5,033	4,831	4,510	5,890
Order backlogs	3,145	3,584	3,979	3,750	4,518
Net sales	4,049	4,594	4,436	4,739	5,122
Operating income	399	546	404	445	502
Operating margin (%)	9.9	11.9	9.1	9.4	9.8
Ordinary income	411	558	409	458	512
Net income attributable to shareholders of the parent company	290	395	280	323	358
Net income per share (yen)	235	314	222	257	284
Cash dividends per share (yen)	70	90	75	80	90
Total assets	3,730	4,099	4,108	4,454	4,833
Net assets	1,914	2,228	2,373	2,620	2,920
ROA (%)	8.6	10.1	6.8	7.6	7.7
ROE (%)	17.7	19.5	12.4	13.2	13.1
Equity ratio (%)	50.4	53.3	56.7	57.7	60.2
Cash flows from operating activities	114	85	137	382	566
Cash flows from investing activities	-56	59	-147	-61	-98
Cash flows from financing activities	134	-68	-183	-89	-275
Free cash flows	58	144	-10	320	468
Employees (of which, outside of Japan)	9,193 (5,936)	9,857 (6,459)	10,863 (7,312)	11,697 (8,045)	12,436 (8,643)
Capital investment	63	79	132	74	115
Depreciation	44	45	56	64	73
R&D expenditures	81	86	89	91	107
Interest-bearing liabilities	379	400	334	351	263

► Performance by segment

Reportable segment	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	A U.S. subsidiary, which oversees operations in North America <div style="text-align: center; margin-top: 10px;"> <pre> graph TD DNH[Daifuku North America Holding Company] --- DA[Daifuku America Corporation] DNH --- WY[Wynright Corporation] DNH --- DCA[Daifuku Cleanroom Automation America Corporation] DNH --- JW[Jervis B. Webb Company] </pre> </div>
Clean Factomation	A subsidiary, which manufactures and sells cleanroom transport systems for semiconductor manufacturers
Other	Subsidiaries and affiliates worldwide except the three above

(100 million yen)

FY		2017	2018	2019	2020	2021*
Orders received	Daifuku	2,159	2,314	2,183	1,841	2,624
	Contec	164	163	168	153	196
	Daifuku North America	1,104	1,094	1,367	1,194	1,351
	Clean Factomation	299	417	238	310	367
	Other	1,151	1,051	874	1,010	1,349
	Total	4,879	5,033	4,831	4,510	5,890
Net sales	Daifuku	1,869	2,025	2,044	1,993	2,250
	Contec	157	163	163	162	157
	Daifuku North America	997	971	1,022	1,371	1,404
	Clean Factomation	212	342	326	305	286
	Other	853	1,108	939	896	1,048
	Total	4,049	4,594	4,436	4,739	5,122
Segment income <small>(Net income attributable to shareholders of the parent company)</small>	Daifuku	252	337	186	260	286
	Contec	9	16	16	11	12
	Daifuku North America	28	4	62	60	75
	Clean Factomation	14	25	25	27	20
	Other	33	57	25	23	37
	Total	290	395	280	323	358

*Applying new accounting standards for revenue recognition

► Sales by industry

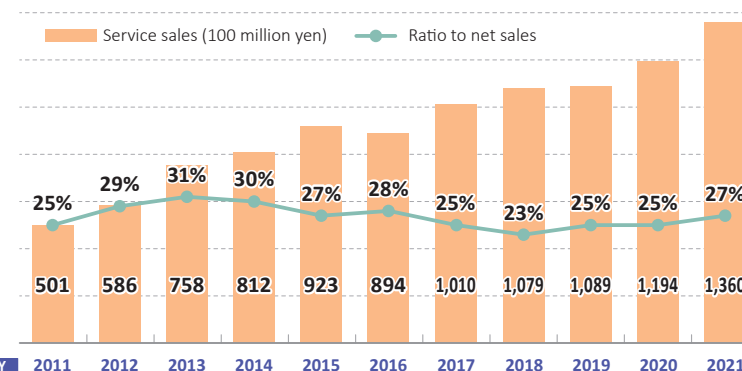
(100 million yen)

Industry	FY	2017	2018	2019	2020	2021*
Automobile, auto parts		735	686	684	801	590
Electronics		1,455	1,899	1,441	1,370	1,513
Commerce, retail		721	717	862	1,155	1,551
Transportation, warehousing		204	290	285	235	328
Machinery		64	93	135	112	115
Chemicals, pharmaceuticals		144	141	153	183	176
Food		120	118	131	177	200
Iron, steel, nonferrous metals		37	45	53	44	35
Precision equipment, printing, office equipment		53	64	114	87	62
Airport		301	355	419	412	437
Other		209	180	153	158	136
Consolidated adjustment and other		-	-	-	-	-25
Total		4,049	4,594	4,436	4,739	5,122

*Applying new accounting standards for revenue recognition

► Service sales

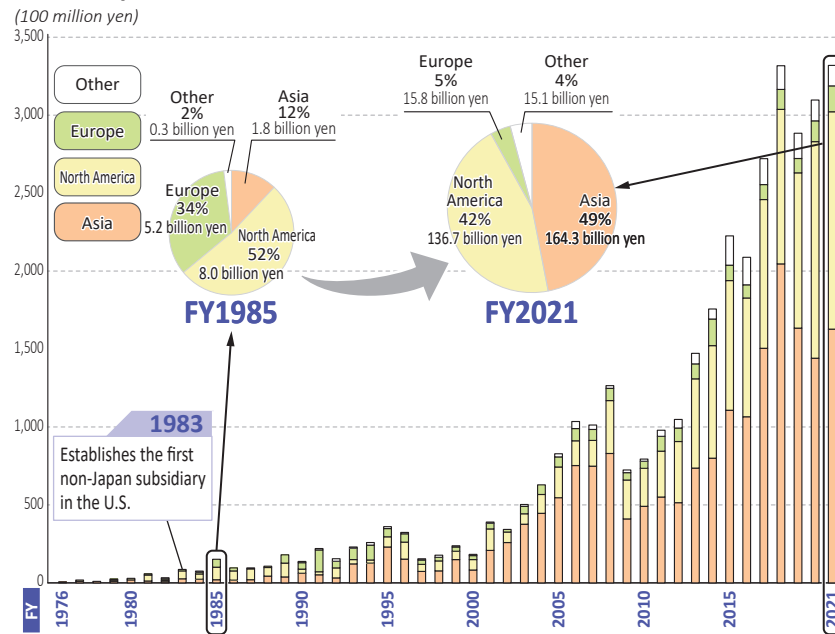
Our service includes maintenance and regular inspection of products we have delivered. We provide an extensive servicing menu, which leads to stable earnings.



After-sales service

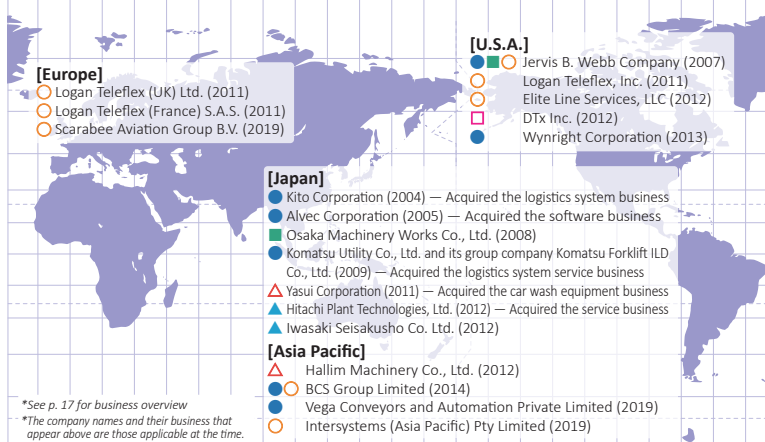
- Periodic inspection
- System maintenance contracts
- Safety training
- Facility services
- Troubleshooting
- Supply of parts/components
- Remote maintenance
- Prediction/Forecast system
- On-site services
- Upgrades, retrofits

▶ Non-Japan sales



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

● Intralogistics ▲ Cleanroom ■ Automotive ○ Airport △ Auto Wash □ Electronics



▶ Sales by region

• Japan

The number of large projects has been increasing, backed by increased demand for intralogistics systems for the e-commerce sector. We have a strong record for installing systems at automakers and other manufacturers as well as distributors. In addition, the ratio of service sales to net sales is high in this market.

• North America

In the United States, we established our first non-Japan subsidiary in 1983, as Japanese automakers were entering the U.S. market, and have subsequently further expanded our business into the manufacturing, distribution, and semiconductor production sectors. Since 2007, we have entered the airport technologies business as a result of M&A. Looking ahead, we will aim to increase sales and profitability in systems for manufacturers, distributors, and airports.

• Asia

The ratio of sales in Asia to total non-Japan sales remains at about 50%. In Asia, previously, we focused on business from semiconductor and flat-panel display factories mainly in China, South Korea and Taiwan, and automobile factories mainly in China, South Korea, Thailand and Indonesia. Meeting rising needs along with economic growth in Asia, we will expand business into the manufacturing and distribution sectors.

• Europe

We mainly provide after-sales services, including maintenance, for intralogistics systems and airport systems.

• Latin America

We primarily sell systems for automobile factories.

(100 million yen)

Region	FY	2017	2018	2019	2020	2021*
Japan		1,324	1,276	1,550	1,639	1,827
Non-Japan sales total		2,724	3,318	2,886	3,099	3,320
North America		955	991	996	1,389	1,367
Asia		1,505	2,046	1,634	1,440	1,643
China		725	1,113	702	595	572
South Korea		508	567	435	433	465
Taiwan		155	211	371	305	490
Other		115	153	125	104	114
Europe		96	128	92	133	158
Latin America		61	60	62	41	52
Other		106	92	99	93	99
Consolidated adjustment and other		-	-	-	-	-25
Total		4,049	4,594	4,436	4,739	5,122
Non-Japan sales ratio		67%	72%	65%	65%	65%

*Applying new accounting standards for revenue recognition

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

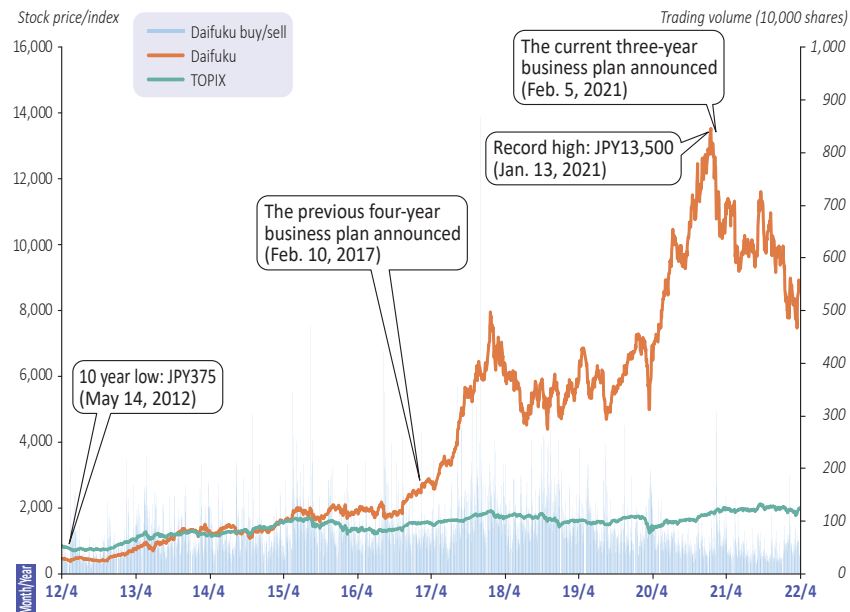
Number of shares per unit: 100 shares

(Yen)

FY	2017	2018	2019	2020	2021
Net income per share	235	314	222	257	284
Net assets per share	1,493	1,738	1,850	2,040	2,307
Price to book value ratio (times)	4.3	3.3	3.7	5.3	3.8
Price earnings ratio (times)	27.0	18.3	30.7	42.2	30.9
Dividends per share	70	90	75	80	90
Dividends payout (%)	30	29	34	31	32
Year-end stock price	6,370	5,760	6,850	10,840	8,790
TSR* (%)	232.1	213.3	255.3	402.0	331.4
TOPIX (incl. dividends)	115.9	111.0	99.6	141.5	144.3
Year-end market capitalization (100 million yen)	8,065	7,292	8,672	13,724	11,129
Number of shares issued at the end of the period (shares)	126,610,077	126,610,077	126,610,077	126,610,077	126,610,077
Paid-in capital (100 million yen)	318	318	318	318	318

*TSR (total shareholder return): Calculated based on the end of FY2016

Trends in stock prices

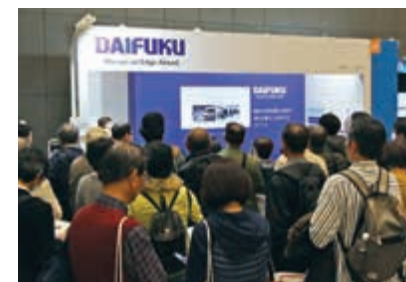


Investor relations events

We invite our shareholders to tour the Hini Arata Kan demo center to familiarize them with our products and business. In 2021, the tour was called off due to the COVID-19 pandemic.

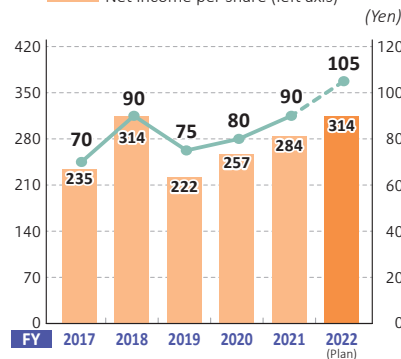


Hini Arata Kan tour for shareholders



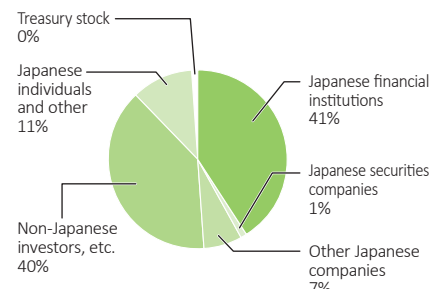
The 2019 Tokyo Stock Exchange's investor relations fair

— Dividend per share (right axis)
— Net income per share (left axis)



Distribution of shareholders

(as of March 31, 2022)



Number of shareholders: 23,150

Basic policy for dividends

Daifuku regards the return of profits to shareholders as its most important management task. We aim to achieve a consolidated dividend payout ratio of 30% or more on a three-year (FY2021-2023) average during the ongoing three-year business plan Value Transformation 2023.

► Towards realizing a sustainable society

With the aim to achieve a sustainable society and increase our corporate value, we have identified materiality (material issues) to work through our business. These are especially related to two goals, “8. Decent Work and Economic Growth” and “12. Industry, Innovation and Infrastructure”, of the 17 targets identified by SDGs. In addition, we have formulated the Sustainability Action Plan (FY2021-2023) after reviewing the critical issues based on the five themes given precedence in our initiatives.

Five themes and 18 material issues

Themes	Related SDGs	Materiality
Contribute to a smart society	8, 9	<ul style="list-style-type: none"> Promote innovative technological development and invention Develop new business domains Cater to customer needs through smart logistics
Maintain and improve the quality of products and services	8, 12	<ul style="list-style-type: none"> Optimize production through globalization Pursue product quality and safety
Enhance operational framework	8, 11, 12, 13, 16, 17	<ul style="list-style-type: none"> Strengthen governance Ensure compliance Manage risk Ensure responsible procurement in the supply chain Strengthen information security Ensure transparent information disclosure and strategic communication
Respect human dignity	3, 4, 5, 8, 10	<ul style="list-style-type: none"> Protect employee health and safety Achieve diversity and inclusion Create a workplace environment that motivates employees Cultivate human resources Respect human rights
Contribute to the environment through our business	6, 7, 9, 12, 13	<ul style="list-style-type: none"> Keep business operations environmentally friendly Expand environmentally friendly products and services

For details on the Sustainability Action Plan, see our website: www.daifuku.com/sustainability/management/plan



► Daifuku Environmental Vision 2050

Daifuku has set a goal to create material handling systems with zero environmental impact by 2050 and established targets for issue areas until 2030.



Crucial Issue Areas for 2030

Accelerating climate change and energy responses

We will strive to reduce CO₂ emissions in our value chain by reducing the energy use of our products operated at customer sites and by working together with our suppliers.

We will work on CO₂ emissions reductions compliant with the Paris Agreement by promoting energy conservation and introducing renewable energy sources throughout the Daifuku Group.

- 70% or higher sales ratio of projects that include eco-friendly products*
- Overall avoided CO₂ emissions** of 300,000 tons or more
- 25% or more reduction in total CO₂ emissions by Daifuku (from FY2018 levels)
- 50% or more corporate participation in supply chain CO₂ reduction program

Building a foundation to promote the resource recycling

To promote resource recycling throughout the product lifecycle, we will enhance the recyclability rate of our products.

We will build a resource-recycling framework at all our production sites.

- 90% or higher recyclability rate for new products
- Resource recycling*** for our global production sites

*Projects that contributed to our customers’ environmental activities through Daifuku Eco-Products.

**CO₂ volume after subtracting all CO₂ emissions from Daifuku products and services provided to our customers from CO₂ emissions in fiscal 2011, used as a base standard for environmental performance at the time.

***By the end of 2022 we will announce a target following an assessment of resource recycling at our production sites.

▶ Environmental contribution

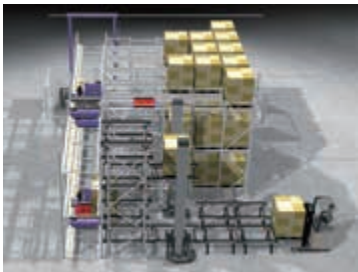
Daifuku Eco-Products certification program

In November 2012, we launched an environmentally friendly measure, called Daifuku Eco-Products Certification Program. The program rates and certifies products based on in-house environmental standards. Every product manufactured within the Daifuku Group is rated in the following terms: energy saving, recyclable, lightweight, long life, resource saving, water saving, low noise, clean water preservation, and harmful substances reduced, following results from its performance and the Life Cycle Assessment. We had 77 certified products as of May 2022.



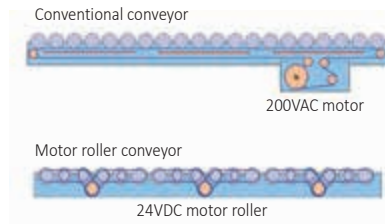
Shuttle Rack D³ extra high-density unit load AS/RS

Shuttle Rack D³ is a unit load AS/RS suitable for storing small types of products in large quantities. Power consumption has been reduced by reducing the weight of the running part.



Motor roller conveyor

Using a built-in high-performance motor provides higher productivity and about 20% lower power consumption over conventional conveyors.



For details, see our website: www.daifuku.com/sustainability/action/environment/product

Daifuku Eco-Action program (since FY2012)

The program gifts Eco-Points to employees that have voluntarily taken part in environmental activities. Points gained by employees can be exchanged for green goods and other rewards. Further, we donate an amount equivalent to the total points gained by employees to external organizations. In fiscal 2021, based on the Eco-Points gifted we donated 3.11 million yen.

FY	2020	2021
Eco-Points (total)	41,108 points	57,395 points
Participants including employees	7,122	11,608

Eco-Action event

Event	Content/Purpose
Eco-Field report	Learning about environment through experiences at natural parks and environmental facilities
Non-native species fishing festival	Non-native fish species fishing to protect Lake Biwa's ecosystem
Water sprinkling event	A measure for urban heat island

The Yui Project to conserve biodiversity



Staff participating in environmental activities, such as reed cutting in Lake Ibonaiko and Nishinoko in Shiga Prefecture, which helps improve water quality



About 50 kinds of threatened species are found within Shiga Works: From left, clouded salamander, peregrine falcon.

— Evaluation by Third Parties —

Registered in the Ministry of the Environment's Monitoring Sites 1000

In April 2018, the Shiga Works was registered in the Monitoring Sites 1000, an initiative by Japan's Ministry of the Environment to certify important areas in terms of biodiversity and share the monitoring data for five years.

Obtains top rank in Shiga Prefecture's Biodiversity Program Certification System

Daifuku obtained the highest rank (three stars) under a system whereby the Governor of Shiga Prefecture certifies biodiversity protection programs run by companies/ organizations with offices located in Shiga Prefecture.

For details, see our website: www.daifuku.com/sustainability/environmental-management

▶ Safety

With a slogan of placing priority on safety, we strive to increase safety awareness, led by the Safety and Health Management Division directly overseen by the president.

- Safety patrols
- Hands-on safety training facilities
- Safety and health seminar for top management of key suppliers, etc.



President Geshiro conducting a safety patrol at a work site

▶ HR development

To facilitate effective human resource (HR) development, we developed HR policies and conduct systematic and focused training programs based on these policies across the Daifuku Group. In particular, we are responsible for fostering the human resources we need to support the global development of our business and the strengthening of our management.

- Position-specific training
- Career development training
- Global HR development system
- Leadership training
- Global staff training, etc.

For details, see our website: www.daifuku.com/sustainability/action/human-dignity/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
- Staff exercise seminars
- Walking events, etc.



Lunchtime walking using promenade in the Shiga Works

▶ Human Rights Policy

In October 2021, the Daifuku Group adopted its Group Human Rights Policy. The Group declares its commitment to respecting human rights in its management philosophy and Group Code of Conduct, and strives to create an environment where each and every employee is able to maximize their potential. We will continue to contribute to building a sustainable society by ensuring that our employees and business partners understand and comply with this policy.

For details, see our website: www.daifuku.com/sustainability/action/human-dignity/human-rights

▶ Achieve diversity and inclusion

We seek to employ diverse human resources based on our management philosophy and to develop an environment where each employee is able to work actively with a sense of “motivation” and “ease of work.”

Women’s participation and advancement in the workplace

To facilitate the active participation of women, we are developing and expanding a support system that enables us to fully demonstrate our abilities and grow while striving to balance childcare and work. Looking ahead, we will step up our efforts to promote female managers.

Create employment opportunity

We have exceeded the statutory employment rate for people with disabilities of 2.3% (as of April 1, 2022), with an actual rate of 2.46%. At the 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 “pre-employment training-> company adaptation-> workplace training-> workplace adaptation” and have built a system that enables disabled employees to work with peace of mind.

In recent years, the work area has been expanded due to digitalization, and the number of cases of not only work at the manufacturing site but also clerical work such as design and management, is increasing.



Assembly guidance by support staff

We disclose financial/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

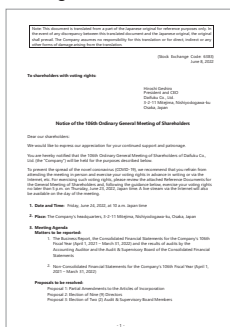
Sustainability

www.daifuku.com/sustainability



	Title	Language	
		Japanese	English
Investor Relations	Earnings announcements and presentations	✓	✓
	Securities reports	✓	(To be released in 2022)
	Notice of the Ordinary General Meeting of Shareholders	✓	✓
	Newsletters for shareholders	✓	
Corporate Governance	Daifuku Report (integrated reporting)	✓	✓
	Corporate Governance Report	✓	✓
	Daifuku Group's Basic Policy for Corporate Governance	✓	✓
Company	The Disclosure Based on the Principles of Japan's Corporate Governance Code	✓	✓
	Corporate Profile	✓	✓
Sustainability	Sustainability information	✓	✓
	ESG (environment, society, governance) data, environmental performance, evaluation from outside	✓	✓
	Sustainability reports	✓	✓

Notice of the Ordinary General Meeting of Shareholders



Daifuku Report



Sustainability reports

For our social and environmental activities and initiatives, see our sustainability site:
www.daifuku.com/sustainability/report



Our policy on corporate governance

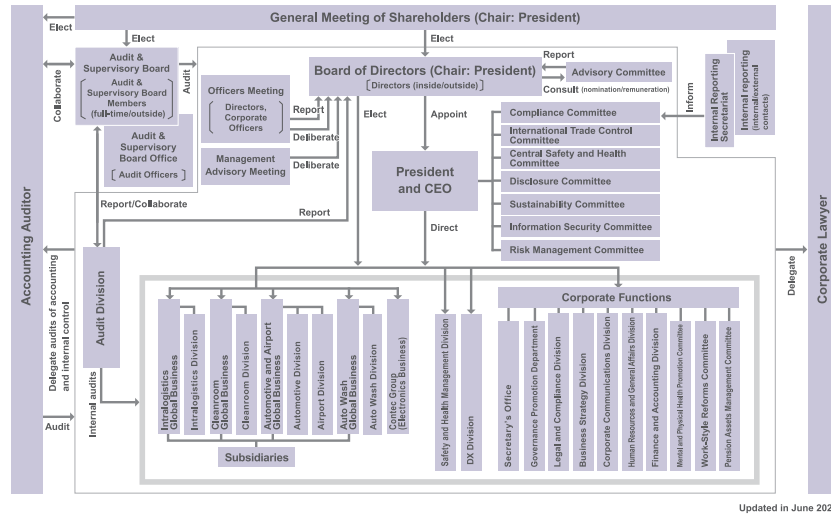
As a company with Audit & Supervisory Board, the Daifuku Group is introducing and expanding systems that enhance management transparency, monitoring and supervision functions, adopting a flexible approach. We strive to improve our effectiveness by continuously following the PDCA (plan-do-check-act) cycle, establishing the Daifuku Group's Basic Policy for Corporate Governance and the Disclosure Based on the Principles of Japan's Corporate Governance Code.

Daifuku Group's Basic Policy for Corporate Governance and the Disclosure Based on the Principles of Japan's Corporate Governance Code: www.daifuku.com/ir/policy/governance

Corporate governance structure (as of June 24, 2022)

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 4 outside directors)
Frequency of Board meetings in fiscal 2021	Regular: 12 times, Special: 6 times
Voluntary committee	Advisory Committee for nominations and remunerations
Members and chair of the voluntary committee	Members: 1 or more representative directors and 3 or more directors including 1 or more outside directors Chair: One of outside directors Meets: 3 times or more a year
Number of Audit & Supervisory Board members	4 (including 3 outside members)
Frequency of Audit & Supervisory Board meetings in fiscal 2021	8 times
Independence standards of outside directors and outside members of the Audit & Supervisory Board	Daifuku defines its standards, which are specified in disclosed convocation notices of General Meeting of Shareholders among others.
Evaluation of the Board of Directors' effectiveness	Daifuku conducts a questionnaire survey through an external organization, of all directors and Audit and Supervisory Board members concerning the Board of Directors' effectiveness. The summary of the survey is disclosed in the Corporate Governance Report.
Directors' remuneration system linked to the medium- to long-term results	Daifuku introduces the Board Benefit Trust, a performance-linked equity compensation plan.

▶ Corporate governance structure



FY2021 major changes in corporate organization

1. Tasking a new committee, the Risk Management Committee chaired by the CEO, with advancing Groupwide risk management activities for important risks that have a significant impact on the Group's corporate activities.
2. Reorganizing the Information Security Committee, which belonged to the Finance and Accounting Division, to become a body chaired by the CEO. The Company will secure and maintain risk management relating to the information security of the entire Group.

▶ Directors



Hiroshi Geshiro
President and CEO



Shuichi Honda
Director
Senior Managing Officer
President and CEO of Daifuku North America Holding Company



Seiji Sato
Director
Managing Officer
Cleanroom Global Business Head
Cleanroom Division Manager



Toshiaki Hayashi
Director
Managing Officer
Automotive and Airport Global Business Head
Chief Officer of Shiga Works



Hiroshi Nobuta
Director
Managing Officer
Intralogistics Global Business Head
Intralogistics Division Manager

▶ **Outside directors**



Yoshiaki Ozawa

[Significant concurrent positions]
 Professor of Faculty of Business Administration at St. Andrew's University
 Outside Audit & Supervisory Board Member, Daido Life Insurance Company
 Representative Director, Andrew Partners Co., Ltd.



Mineo Sakai



Kaku Kato

[Significant concurrent positions]
 Visiting Professor of Faculty of Law and Politics at Rikkyo University



Keiko Kaneko

[Significant concurrent positions]
 Partner, Anderson Mori & Tomotsune
 External Statutory Auditor, Fast Retailing Co., Ltd.
 Statutory Auditor, UNIQLO Co., Ltd.
 External Statutory Auditor, The Asahi Shimbun Company

▶ **Audit & Supervisory Board members**



Tsukasa Saito

Audit & Supervisory Board Member (full-time)



Ryosuke Aihara

Audit & Supervisory Board Member (outside)

[Significant concurrent positions]
 Lawyer, Aihara Law Office



Tsukasa Miyajima

Audit & Supervisory Board Member (outside)



Nobuo Wada

Audit & Supervisory Board Member (outside)

[Significant concurrent positions]
 Professor at Graduate School of Law at Asahi University
 Chairman of the Asset Disposition Council of Japan Railway Construction, Transport and Technology Agency
 Outside Director, Hulic Co., Ltd.
 Outside Director, Dai Nippon Printing Co., Ltd.
 Audit & Supervisory Board Member (outside), Mikuni Corporation

► Composition of Board of Directors

We will continue to discuss the diversity in the Board of Directors, based on changes in the business environment, the Group's management plans, and other aspects.

Skill matrix of the Board of Directors

	Expertise/Experience							Diversity			
	Corporate management	Technology	Finance, accounting	Legal affairs, risk management	Sales, marketing	Global	Environment, society, governance	Independence	Gender	Age	Major career
Hiroshi Geshiro	●			●	●	●	●		M	64	The Group
Shuichi Honda	●		●	●		●	●		M	65	The Group, bank
Seiji Sato	●				●	●			M	62	The Group
Toshiaki Hayashi	●	●				●			M	63	The Group
Hiroshi Nobuta	●	●				●			M	62	The Group
Yoshiaki Ozawa			●			●	●	✓	M	68	Accounting firm, university, outside member of the Audit & Supervisory Board and Substitute Director (Audit & Supervisory Committee Member) of enterprises
Mineo Sakai	●		●			●	●	✓	M	71	Trading company, IT company
Kaku Kato	●			●		●	●	✓	M	67	Trading company, energy-related company, university
Keiko Kaneko				●		●	●	✓	F	54	Trading company, university, law firm, statutory auditor and external statutory auditor of enterprises

Notes:

- Up to five skills of individuals are marked with “●”.
- The above list does not represent all of the knowledge, experience, and abilities of individuals.

► Managing officers

Akihiko Kishida	Chairman of Daifuku (China) Co., Ltd.
Yoshiyuki Horiba	Auto Wash Global Business Head Auto Wash Division Manager President of Daifuku Plusmore Co., Ltd.
Takaya Uemoto	Deputy Automotive and Airport Global Business Head Airport Division Manager
Yasuhisa Mishina	Production Officer DX Division Manager General Manager of Production Operations, Intralogistics Division
Hideaki Takubo	Corporate Functions Head Human Resources and General Affairs Division Manager
Takuya Gondoh	Advanced Technology & New Business Development Officer General Manager of Engineering Operations, Intralogistics Division

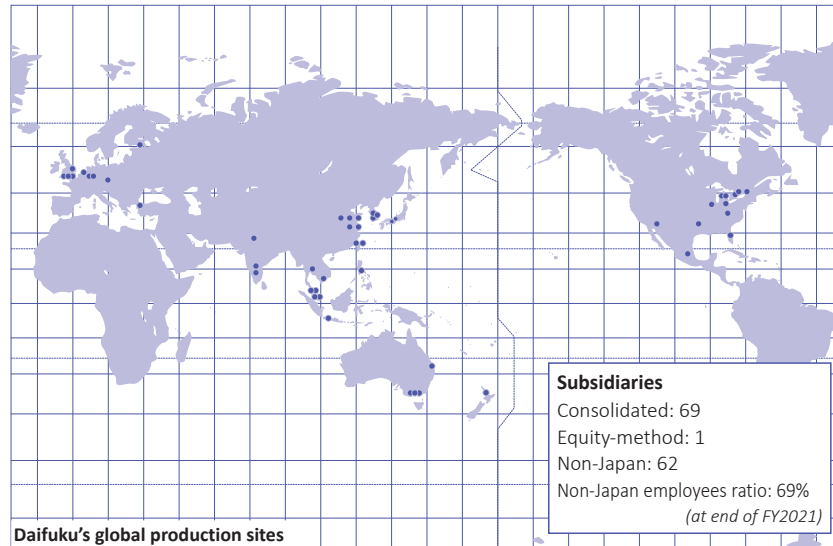
► Corporate officers

Akihiko Nishimura	Deputy Automotive and Airport Global Business Head Automotive Division Manager General Manager of Sales and Service Business Strategy Operations, Automotive Division
Hiroaki Kita	Safety and Health Management Division Manager
Norihito Toriya	General Manager of Sales Operations, Intralogistics Division
Tetsuya Hibi	Deputy Corporate Functions Head Finance and Accounting Division Manager
Seiji Yamamoto	General Manager of Installation and Service Operations, Intralogistics Division
Tsutomu Maeda	General Manager of Domestic Market Business Unit, Automotive Division General Manager of Global Production Operations, Automotive Division
Tomoaki Terai	General Manager of Production Operations, Cleanroom Division
Atsushi Sonoda	General Manager of Sales Operations, Cleanroom Division Chief Officer of Komaki Works

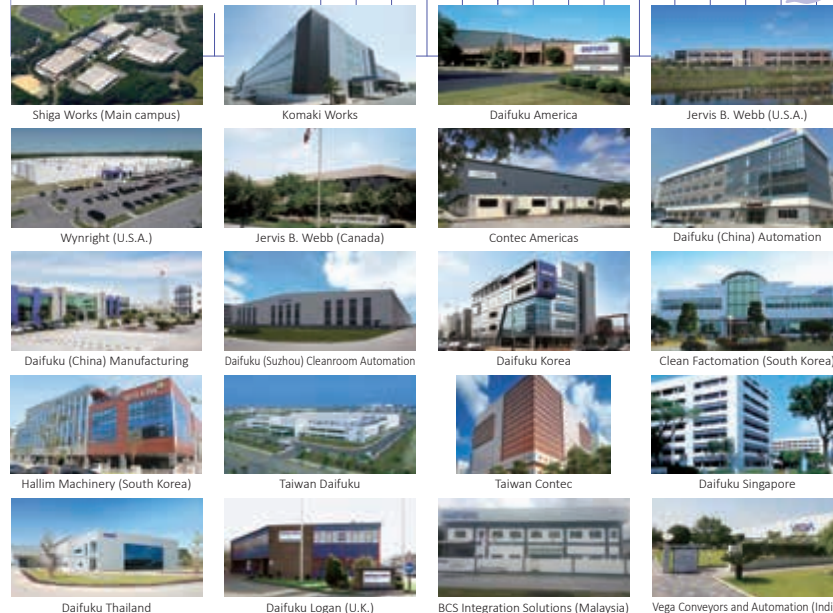
► Audit officer

Toshikatsu Takahashi	General Manager of Audit & Supervisory Board Office
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Operations in 26 countries and regions



Daifuku's global production sites



Principal locations

Headquarters

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

Tokyo Head Office

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

Shiga Works

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

Komaki Works

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

Sales and service offices in Japan: About 60

Global branches

Czech
 Germany
 Philippines

St. Petersburg (Russia)
 Istanbul (Turkey)
 UK

Japan subsidiaries

Contec Co., Ltd.
 Daifuku Plusmore Co., Ltd.
 Daifuku Business Service Corporation
 Daifuku Manufacturing Technology Co., Ltd.

Iwasaki Seisakusho Co., Ltd.
 Daifuku Airport Technologies Japan Co., Ltd.
 Scarabee Aviation Group – Japan Co., Ltd.

Americas

Daifuku North America Holding Company

Novi, MI, U.S.A.

Daifuku America Corporation

- **Main Office & Plant**

Reynoldsburg, OH, U.S.A.

- **Carlisle Forging Plant**

South Carolina

- **Other offices**

Indiana, Kentucky, Michigan, Tennessee

Daifuku Cleanroom Automation America Corporation

- **Main Office:** Chandler, AZ, U.S.A.

- **Test Center & Office:** Oregon

- **Other Office:** Texas

Jervis B. Webb Company

- **World Headquarters:** Novi, MI, U.S.A.

- **Boyne City Manufacturing Plant**

Michigan

- **Harbor Springs Manufacturing Plant**

Michigan

Elite Line Services, Inc.

Carrollton, TX, U.S.A.

Wynright Corporation

- **World Headquarters**

Hobart, IN, U.S.A.

- **Innovation Center:** Illinois

- **Other offices**

Florida, Indiana, Kentucky

Michigan, Utah

- **Other plant:** Texas

Contec Americas Inc.

- **Main Office:** Melbourne, FL, U.S.A.

- **Other Office:** Illinois

Daifuku Canada Inc.

Mississauga, Ontario, Canada

Jervis B. Webb Company of Canada, Ltd.

Hamilton, Ontario, Canada

Daifuku Airport Technologies Canada Inc.

Montréal, QC, Canada

Elite Line Services Ltd.

Toronto, Ontario, Canada

Daifuku de México, S.A. de C.V.

Querétaro, Qro., México

Daifuku (China) Co., Ltd.

Shanghai, China

Daifuku (China) Automation Co., Ltd.

- **Main Office:** Changshu, Jiangsu, China

- **Branches**

Beijing, Changchun, Chongqing,

Guangzhou, Shanghai, Tianjin, Wuhan

- **Other offices**

Changshu Yanjiang, Fuzhou, Nansha

TEDA, Zhengzhou

Daifuku (China) Manufacturing Co., Ltd.

- **Main Office:** Shanghai, China

- **Branches:** Beijing, Guangzhou, Shenzhen

- **Other offices**

Changsha, Chengdu, Chongqing,

Hangzhou, Hongqiao, Nanjing, Ningbo,

Suzhou, Taicang, Tianjin, Wuhan, Xi'an

Daifuku (Suzhou) Cleanroom Automation Co., Ltd.

- **Main Office:** Suzhou, Jiangsu, China

- **Branch:** Shenzhen

Contec (Shanghai) Co., Ltd.

- **Main Office:** Shanghai, China

- **Branch:** Beijing

Daifuku India Private Limited

- **Main Office:** Haryana

- **Other Office:** Bengaluru, Gujarat

ForgePro India Private Limited

Karnataka, India

Vega Conveyors and Automation Private Limited

- **Main Office:** Hyderabad, India

- **Other Office:** Mumbai

P.T. Daifuku Indonesia

- **Main Office:** Jakarta, Indonesia

- **Deltamas Office:** Bekasi

Daifuku Korea Co., Ltd.

- **Main Office / R&D Center**

Incheon, Korea

- **Plant:** Incheon

Clean Factomation, Inc.

- **Main Office:** Gyeonggi-do, Korea

- **Asan Plant**

Chungcheongnam-do, Korea

Hallim Machinery Co., Ltd.

- **Main Office**

Gyeonggi-do, Korea

- **Other Office**

Busan, Daegu, Daejeon, Gwangju, Seoul

Daifuku (Malaysia) Sdn. Bhd.

Selangor D.E., Malaysia

BCS Integration Solutions Sdn. Bhd.

- **Main Office**

Kuala Lumpur, Malaysia

- **Factory**

Negeri Sembilan, Malaysia

Daifuku Oceania Limited

- **Main Office:** Auckland, NZ

- **Other Office**

Australia, Canada, Malaysia

Daifuku Mechatronics (Singapore) Pte. Ltd.

Techplace 1, Singapore

Singapore Contec Pte. Ltd.

Techplace 1, Singapore

Taiwan Daifuku Co., Ltd.

- **Main Office & Plant:** Tainan, Taiwan

- **Branch:** Hsinchu

- **Plant:** Taichung

Taiwan Contec Co., Ltd.

Xinbei, Taiwan

Daifuku (Thailand) Limited

- **Main Office & Plant (Pinthong)**

Chonburi, Thailand

- **Other office:** Bangkok

- **Chonburi Plant:** Chonburi

Daifuku Intralogistics Vietnam Company Limited

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

- **Other Office:** Hanoi

Europe

Daifuku Europe Ltd.

Milton Keynes, U.K.

Daifuku Europe GmbH

- **Main Office**

Moenchengladbach, Germany

- **Denmark Branch:** Copenhagen, Denmark

- **Sweden Branch:** Helsingborg, Sweden

- **UK Branch:** Milton Keynes, U.K.

Jervis B. Webb Company, Ltd.

Milton Keynes, U.K.

Daifuku Logan Ltd.

- **Main Office:** Hull, U.K.

- **France Branch:** Alfortville, France

Scarabee Aviation Group B.V.

Hoofddorp, The Netherlands

Asia Pacific

BCS Airport Systems Pty Limited

Hallam, VIC, Australia

BCS Logistics Solutions Pty Limited

Hallam, VIC, Australia

BCS Infrastructure Support Pty Limited

Hallam, VIC, Australia

InterSystems (Asia Pacific) Pty Limited

Murrarie, QLD, Australia

Material handling industry magazine

Modern Materials Handling (U.S.) www.mmh.com

Organizations of which Daifuku 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.
(This statistics excludes imported goods and services.) www.logistics.or.jp/english/about.html

Top 20 systems suppliers

2021 Rank	Company	Worldwide 2021 revenue (million USD)	Headquarters
1	DAIFUKU	4,390	Japan
2	Dematic (KION Group)*	4,299	U.S.A. (Germany)*
3	SSI Schaefer Group	3,732	Germany
4	Honeywell Intelligrad	2,940	U.S.A.
5	Vanderlande (TALG**)*	2,600	Netherlands (Japan)*
6	Knapp	1,840	Austria
7	Murata Machinery	1,780	Japan
8	Material Handling Systems	1,500	U.S.A.
9	WITRON Integrated Logistics	1,242	Germany
10	Interlake Mecalux (MECALUX)*	1,177	U.S.A. (Spain)*
11	Beumer Group	1,120	Germany
12	Siemens Logistics	1,000	Germany
13	TGW Logistics Group	924	Austria
14	Swisslog (KUKA Robotics)*	737	Switzerland (Germany)*
15	Fives Intralogistics (Five Group)*	664	Japan (France)*
16	Kardex	514	Switzerland
17	Bastian Solutions (TALG**)*	426	U.S.A. (Japan)*
18	Elettric 80	372	Italy
19	AutoStore	327	Norway
20	System Logistics	322	Italy

*Names and countries in () show the parent company and its headquarters.

**Toyota Advanced Logistics Group

Source: U.S. magazine, *Modern Materials Handling*

Hini Arata Kan is one of the world's largest hands-on exhibition 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 500,000 visitors from around 90 countries and regions. We undertook a large-scale replacement of the latest systems and equipment and reopened in June 2022.

Our dedicated staff introduce product functions and features, as well as case studies and solutions. Japanese, English, Chinese, and Korean guides are available.

日新館

1225 Nakazaiji, Hino-cho, Gamogun, 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. - 5:00 p.m.

Note: Operating days and hours are subject to change.

- Tours: Make online reservations at our website.

www.daifuku.com/showroom/hiniaratakan

Note: For non-competitors and organizations only.

