

**DAIFUKU CO., LTD.**

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# **Consolidated Financial Results**

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**for the Year Ended March 31, 2013**

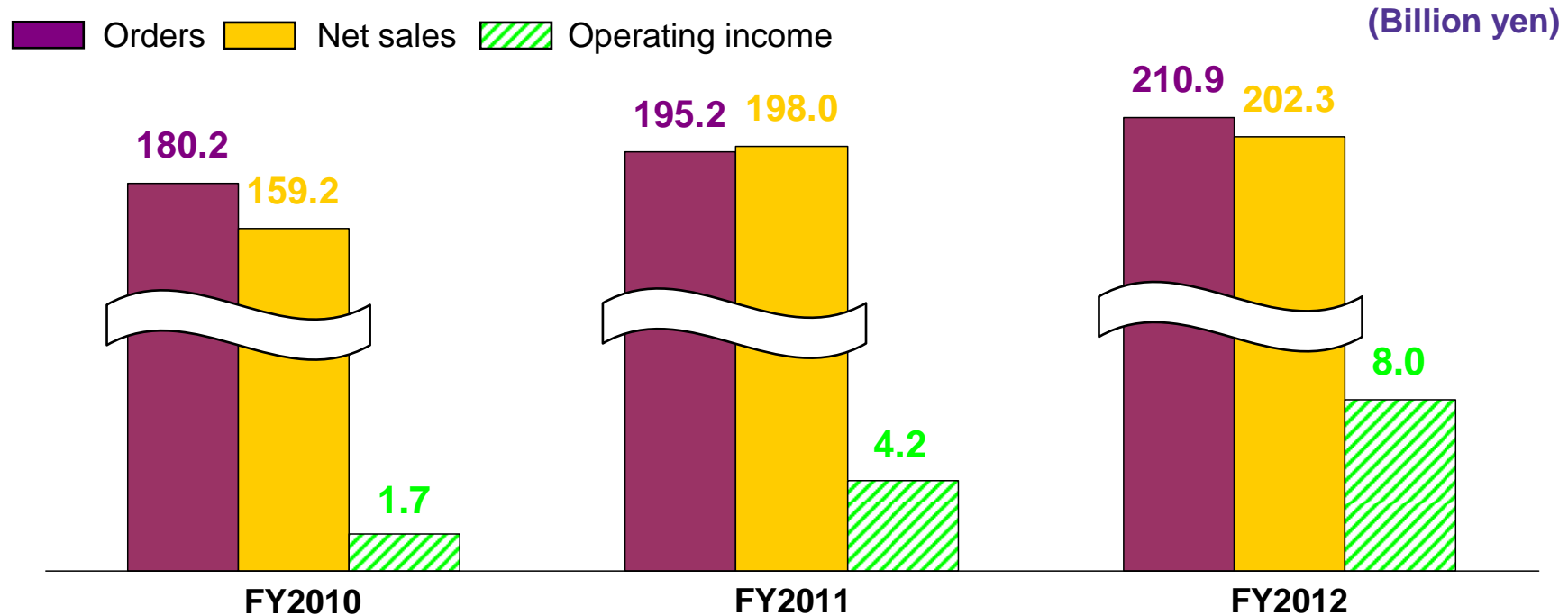
**May 14, 2013**

**DAIFUKU**

**Always an Edge Ahead**

- Operating income increased significantly, attributable to the efforts of Daifuku Co., Ltd. in exacting and comprehensive project management together with cost cutting.
- Non-Japanese subsidiaries, especially in Asia, benefited the Group's profits.

Trends in FY2012 Results



# FY2012 Results (Consolidated)

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(Billion yen)	(FY2012)	(FY2011)	(Year-on-year)
<b>Orders</b>	<b>210.99</b>	<b>195.21</b>	<b>8.1%</b>
<b>Net Sales</b>	<b>202.33</b>	<b>198.05</b>	<b>2.2%</b>
<b>Operating income</b>	<b>8.01</b>	<b>4.21</b>	<b>89.9%</b>
<b>Ordinary income</b>	<b>7.99</b>	<b>4.02</b>	<b>98.9%</b>
<b>Net income</b>	<b>4.43</b>	<b>1.22</b>	<b>262.9%</b>
<b>Comprehensive income</b>	<b>11.04</b>	<b>0.74</b>	<b>10.30</b>
<b>Net income per share</b>	<b>40.12 yen</b>	<b>11.05 yen</b>	

\* FY2011 orders included a backlog of about 6 billion yen for orders received by Logan Teleflex companies, which joined the Daifuku Group in April 2011.

\* FY2012 orders included a backlog of about 6.5 billion yen for orders received by Elite Line Services, LLC, which joined the Daifuku Group in November 2012.

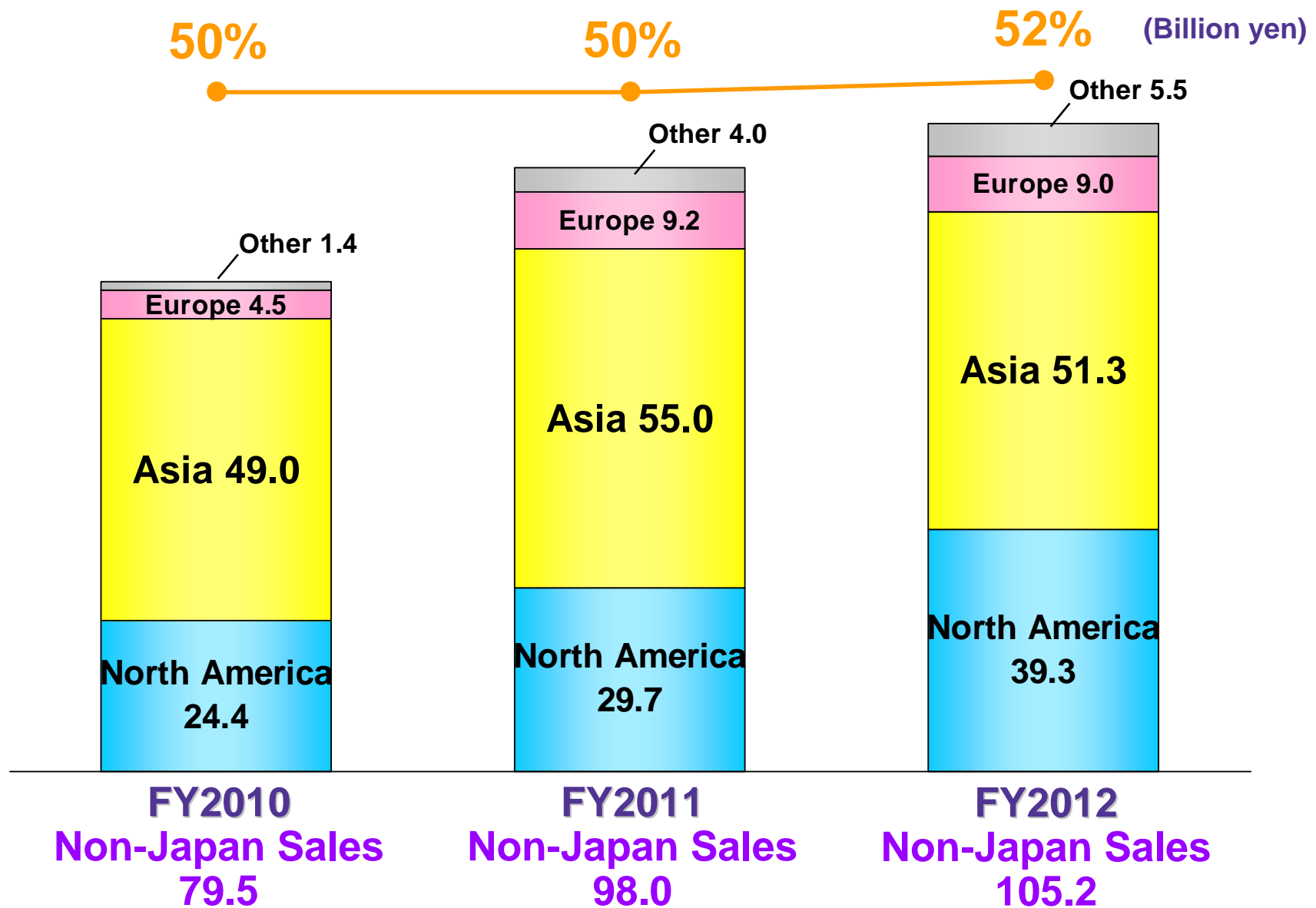
# FY2012 Results by Segment

(Billion yen)

	Orders		Net sales		Net income	
	FY2012	FY2011	FY2012	FY2011	FY2012	FY2011
<b>Daifuku</b>	<b>106.56</b>	111.87	<b>110.09</b>	114.61	<b>5.60</b>	1.88
<b>Contec</b>	<b>9.32</b>	8.35	<b>8.93</b>	8.16	<b>0.17</b>	0.06
Daifuku Webb Holding	<b>44.85</b>	25.77	<b>38.15</b>	28.27	<b>0.56</b>	1.12
<b>Other</b>	<b>50.25</b>	49.21	<b>45.37</b>	45.01	<b>2.13</b>	1.69
Consolidated adjustment and other	-	-	<b>-0.21</b>	1.98	<b>-4.03</b>	-3.55
<b>Total</b>	<b>210.99</b>	195.21	<b>202.33</b>	198.05	<b>4.43</b>	1.22

\* Among Daifuku's Japanese subsidiaries, one was transferred to the Contec Group and two were merged into Daifuku Co., Ltd. effective April 2012.

# Trends in Non-Japan Sales Ratio (Consolidated)



# Non-Japan Net Sales by Area (Consolidated)

**Sales increased significantly in North America and Mexico.**

(Billion yen)

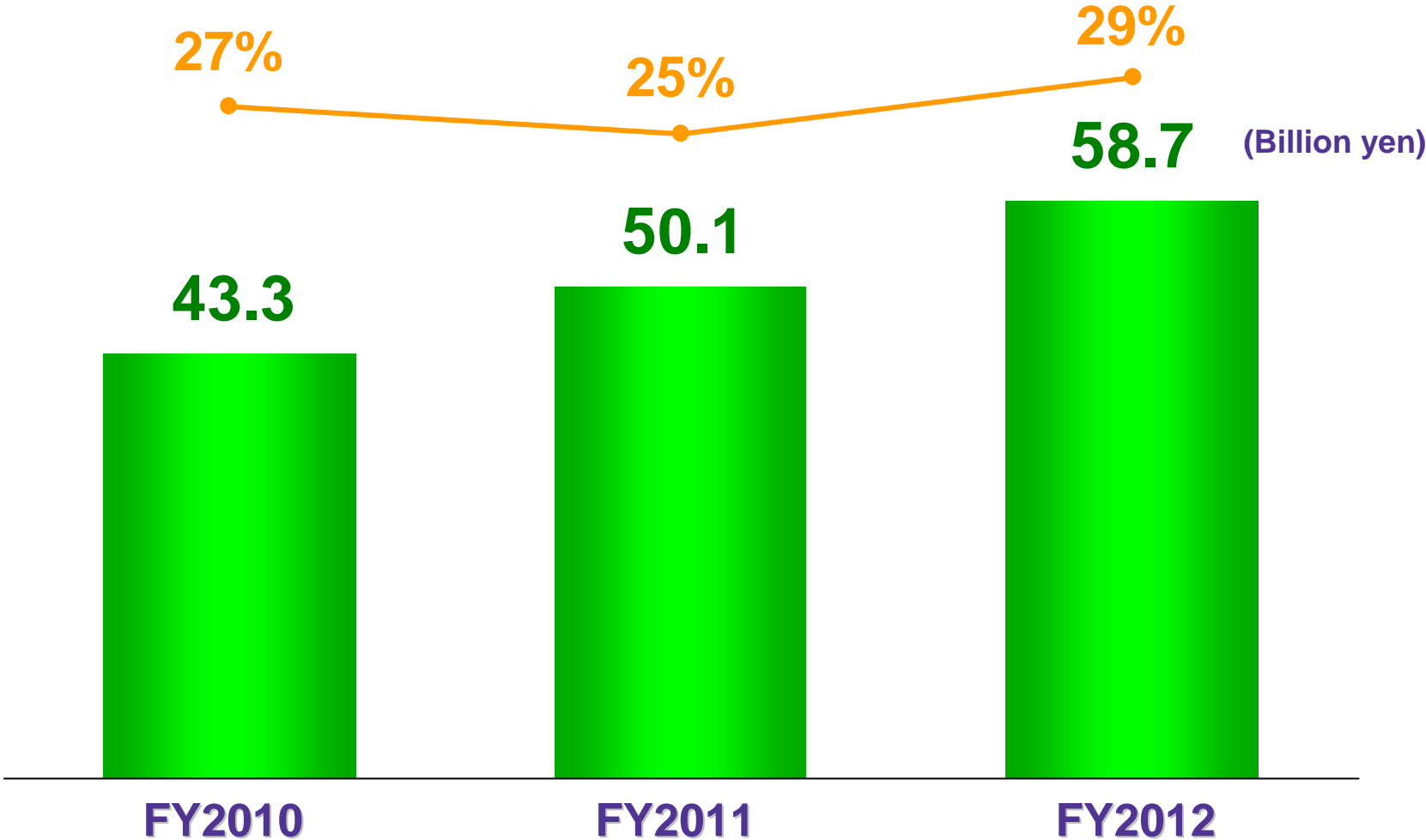
Area	FY2010		FY2011		FY2012	
	Sales	Ratio (%)	Sales	Ratio (%)	Sales	Ratio (%)
North America	24.46	30.7	29.70	30.3	39.33	37.4
Asia	49.05	61.7	55.06	56.2	51.36	48.7
Taiwan	9.21	11.6	14.63	14.9	14.68	13.9
South Korea	13.98	17.6	16.61	16.9	14.14	13.4
China	21.34	26.8	13.84	14.1	10.90	10.4
Thailand	1.55	1.9	4.91	5.0	5.31	5.0
Other	2.97	3.8	5.07	5.3	6.33	6.0
Europe	4.56	5.8	9.29	9.4	9.04	8.6
Latin America	1.11	1.4	1.93	1.9	3.88 *	3.7
Other	0.37	0.4	2.10	2.2	1.67	1.6
<b>Total</b>	<b>79.55</b>	<b>100.0</b>	<b>98.08</b>	<b>100.0</b>	<b>105.28</b>	<b>100.0</b>

\* Includes 3.43 billion yen in sales in Mexico, compared to 0.24 billion yen for the same period last year.

# Trends in Service Business (Consolidated Sales)

Note: Sales in the service business include maintenance, retrofitting, and remodeling work for products and systems Daifuku delivered

Aftermarket Sales / Net sales (%)



# Orders and Net Sales by Industry (Consolidated)

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Orders and sales recovered in the automotive and auto parts sector.

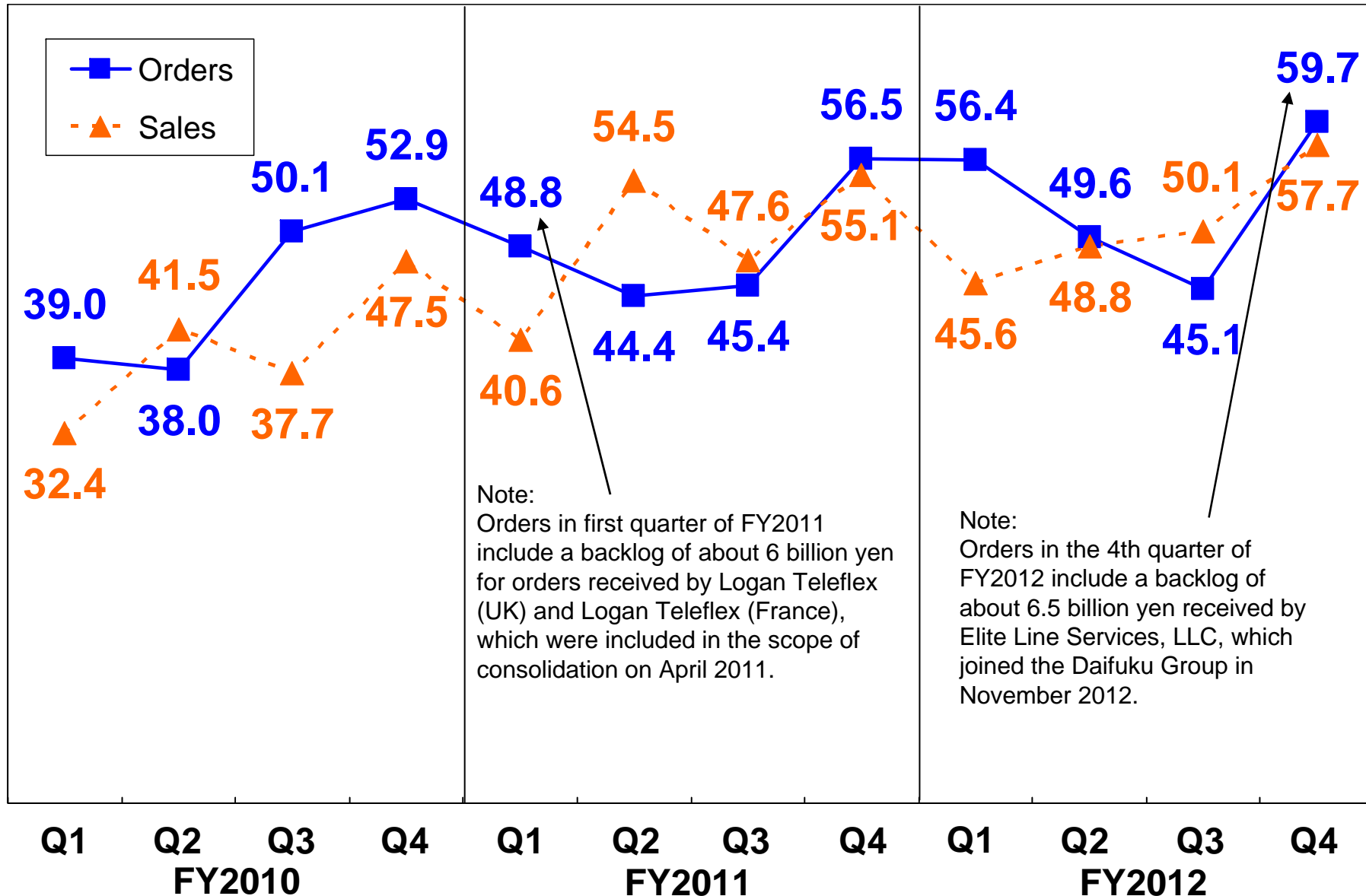
(Billion yen)

Industry	Orders				Net Sales			
	FY2011		FY2012		FY2011		FY2012	
	Orders	Ratio (%)	Orders	Ratio (%)	Sales	Ratio (%)	Sales	Ratio (%)
Automobile, Auto Parts	44.91	23.0%	56.23	26.6%	43.29	21.9%	53.66	26.5%
Electronics	53.65	27.5%	50.02	23.7%	61.04	30.8%	50.21	24.8%
Commerce, Retail	33.43	17.1%	37.24	17.6%	30.85	15.6%	37.43	18.5%
Transportation, Warehousing	7.68	3.9%	6.42	3.0%	9.04	4.6%	7.18	3.5%
Machinery	5.57	2.9%	6.54	3.1%	6.14	3.1%	5.94	2.9%
Chemicals, Pharmaceuticals	9.99	5.1%	8.04	3.8%	10.72	5.4%	8.78	4.3%
Food	5.06	2.6%	8.75	4.1%	5.46	2.8%	6.20	3.1%
Iron, Steel, Nonferrous Metals	3.53	1.8%	3.64	1.7%	3.63	1.8%	3.24	1.6%
Precision Machinery, Printing, Office Equipment	3.25	1.7%	3.29	1.6%	3.06	1.5%	2.72	1.3%
Airport	15.70	8.0%	19.23	9.1%	12.36	6.2%	13.97	6.9%
Other	12.45	6.4%	11.59	5.7%	12.46	6.3%	13.00	6.6%
<b>Total</b>	<b>195.22</b>	<b>100.0%</b>	<b>210.99</b>	<b>100.0%</b>	<b>198.05</b>	<b>100.0%</b>	<b>202.33</b>	<b>100.0%</b>



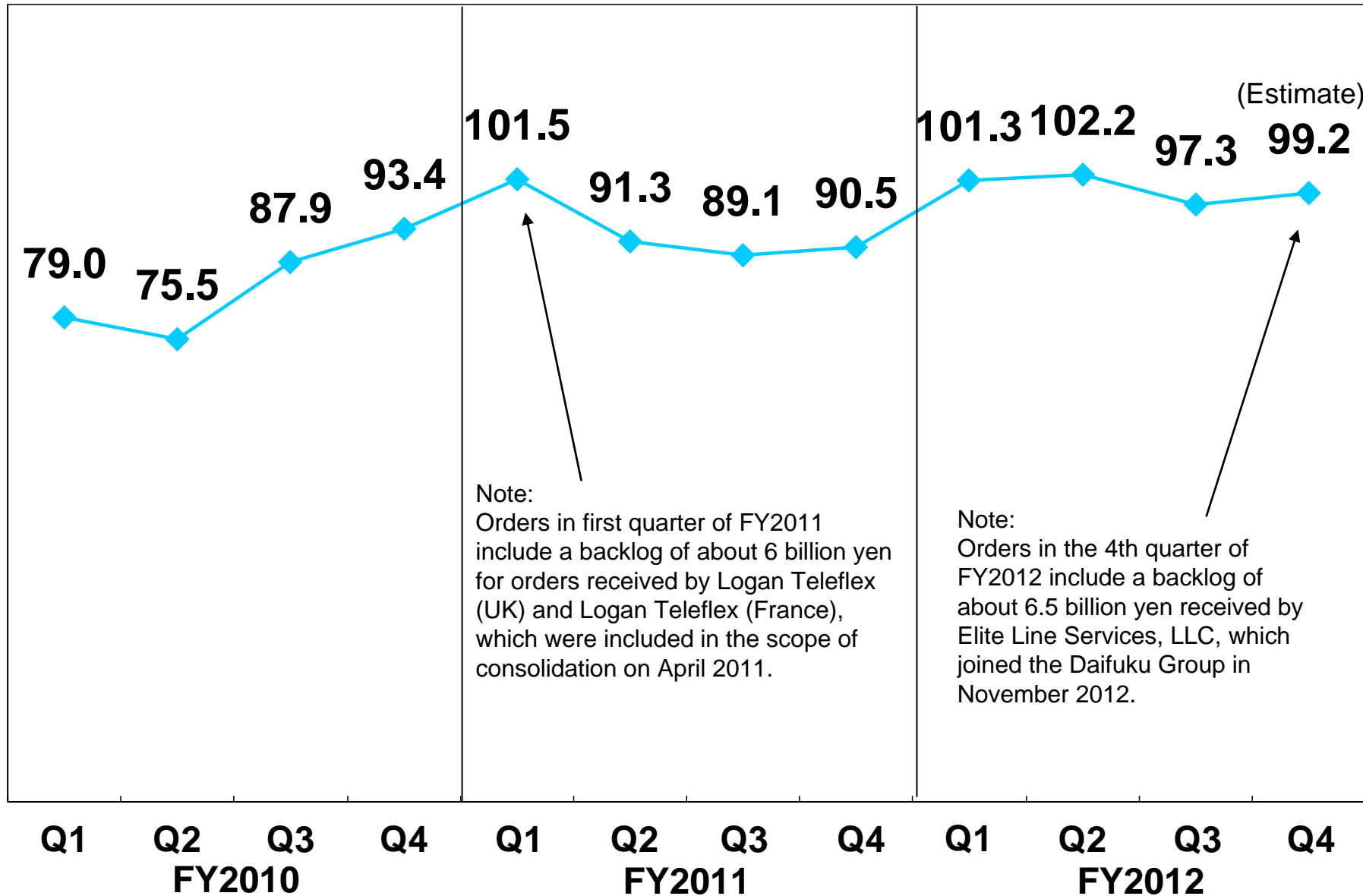
# Trends in Quarterly Orders and Sales

(Billion yen)



# Trends in Order Backlogs

(Billion yen)



## **Rethinking the fundamentals of Safety, Quality, Cost, Development, and Ecology for the benefit of customers and society**

- **Create a positive, accident-free working environment, adhere to safety practices and maintain a professional attitude while on customers' premises.**
- **Raise the quality of manufacturing and installations.**
- **Promote structural improvements across the Group.**
- **Use ICT for product developments to provide new added value to customers, such as preventive maintenance functions.**
- **Undertake ecological activities across the Group as a method to raise added value.**

# FY2013 Interim Estimates (Consolidated, Apr-Sep 2013)

**DAIFUKU****11**

(Billion yen)	(FY2013 H1)	(FY2012 H1)	(Year-on-year)
<b>Orders</b>	<b>120.0</b>	<b>106.0</b>	<b>(13.1%)</b>
<b>Net Sales</b>	<b>110.0</b>	<b>94.4</b>	<b>(16.5%)</b>
<b>Operating income</b>	<b>2.5</b>	<b>2.9</b>	<b>(-14.4%)</b>
<b>Ordinary income</b>	<b>2.3</b>	<b>2.4</b>	<b>(-5.8%)</b>
<b>Net income</b>	<b>1.4</b>	<b>1.2</b>	<b>(10.2%)</b>

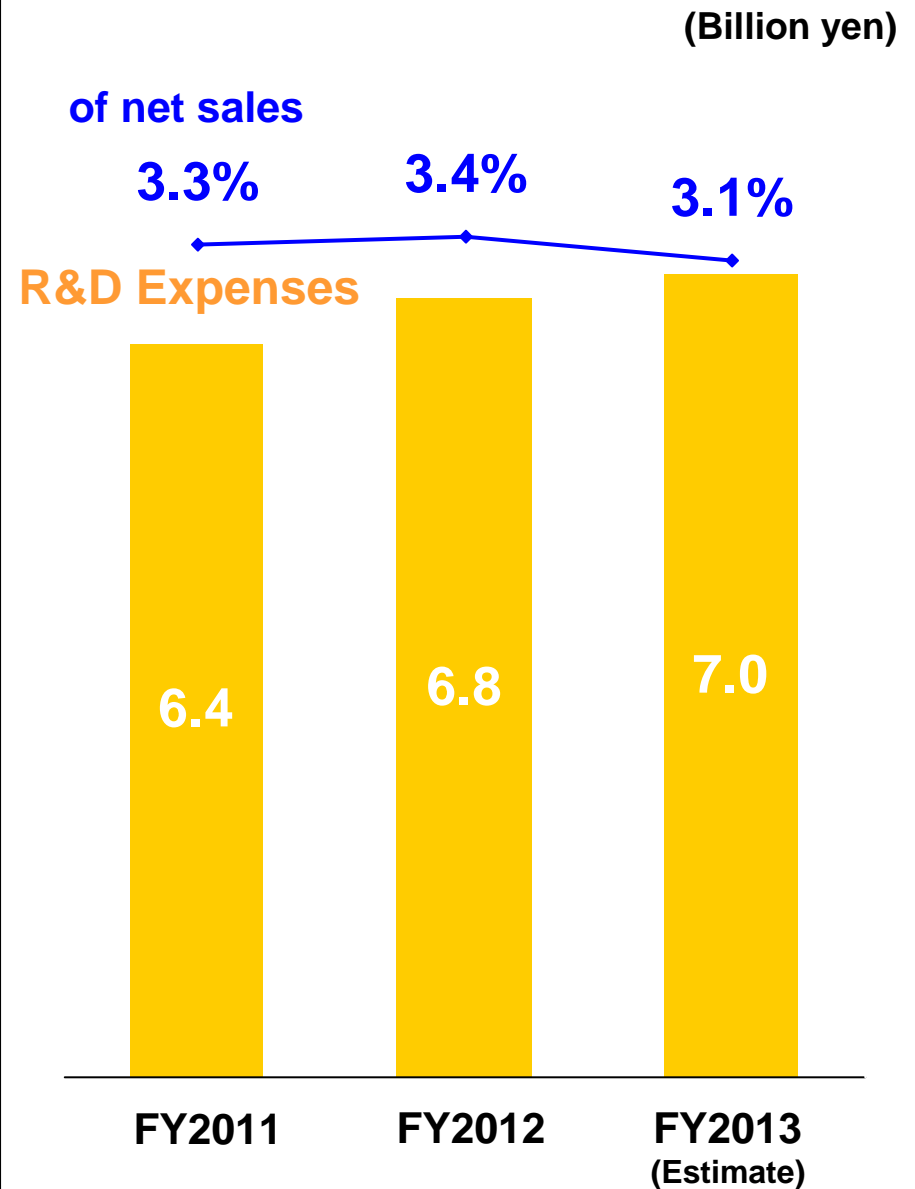
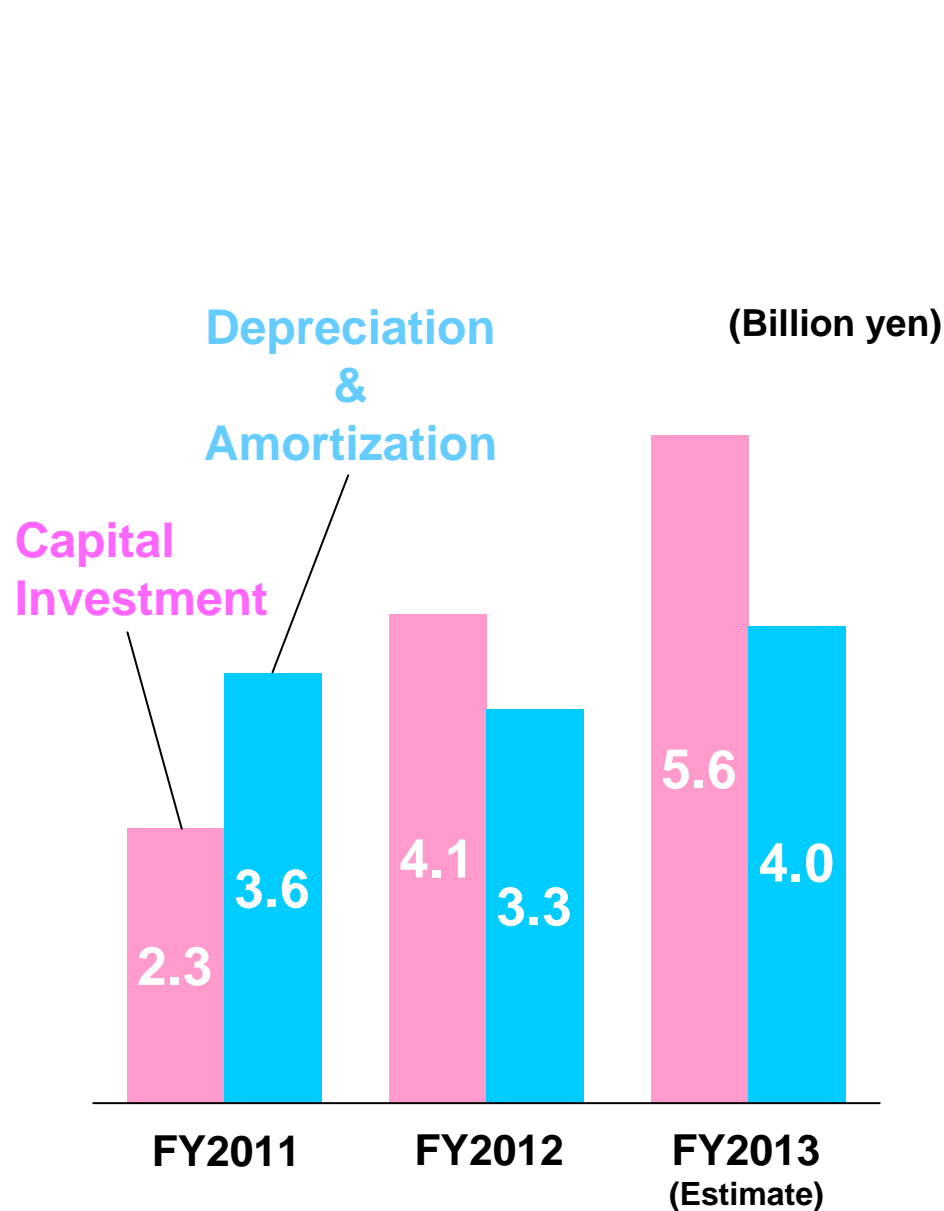
# FY2013 Estimates (Consolidated)

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(Billion yen)	(FY2013)	(FY2012)	(Year-on-year)
<b>Orders</b>	<b>230.0</b>	<b>210.9</b>	<b>(9.0%)</b>
<b>Net Sales</b>	<b>225.0</b>	<b>202.3</b>	<b>(11.2%)</b>
<b>Operating income</b>	<b>8.5</b>	<b>8.0</b>	<b>(6.1%)</b>
<b>Ordinary income</b>	<b>8.0</b>	<b>7.9</b>	<b>(0.0%)</b>
<b>Net income</b>	<b>5.0</b>	<b>4.4</b>	<b>(12.6%)</b>

# Financial Standing (Consolidated)



## Interest-bearing liabilities

(Billion yen)

		FY2010	FY2011	FY2012
	Short-term	2.8	17.9	34.2
	Long-term	38.1	33.1	19.2
Total		40.9	51.0	53.4

## Expenses and employees

(Billion yen)

		FY2010	FY2011	FY2012
Fixed cost		59.7	65.0	66.7
	Personnel expenses	36.8	41.7	45.2
Employees		5,209	5,617	6,678

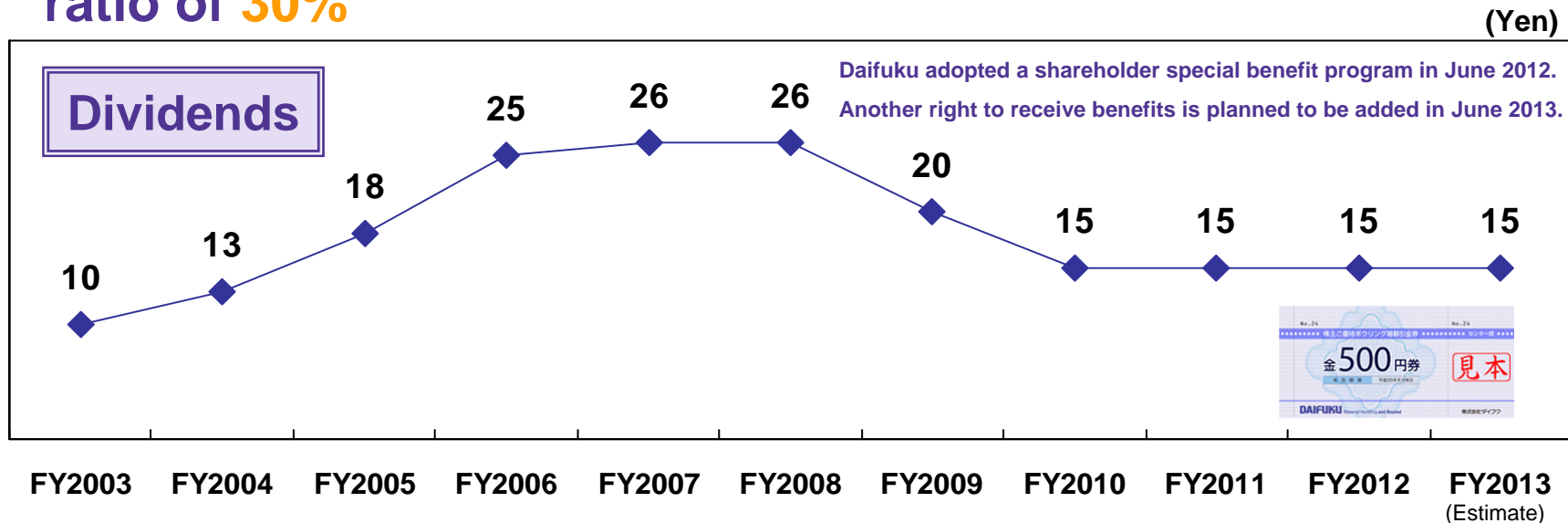
# Basic Policy for Dividends

- 1. FY2012 ended March 2013: **15 yen\*** per share  
*\*5 yen interim dividend + 10 yen year-end dividend*

Dividend payout ratio: 37.4%

- 2. FY2013 ending March 2014 (estimate) : **15 yen\*** (maintained) per share  
*\*5 yen interim dividend + 10 yen year-end dividend*

- 3. Dividend payment policy in the Four-Year Business Plan  
Aiming for dividends per share that enable sustainable growth, introduce a medium- to long-term dividend payout ratio of **30%**





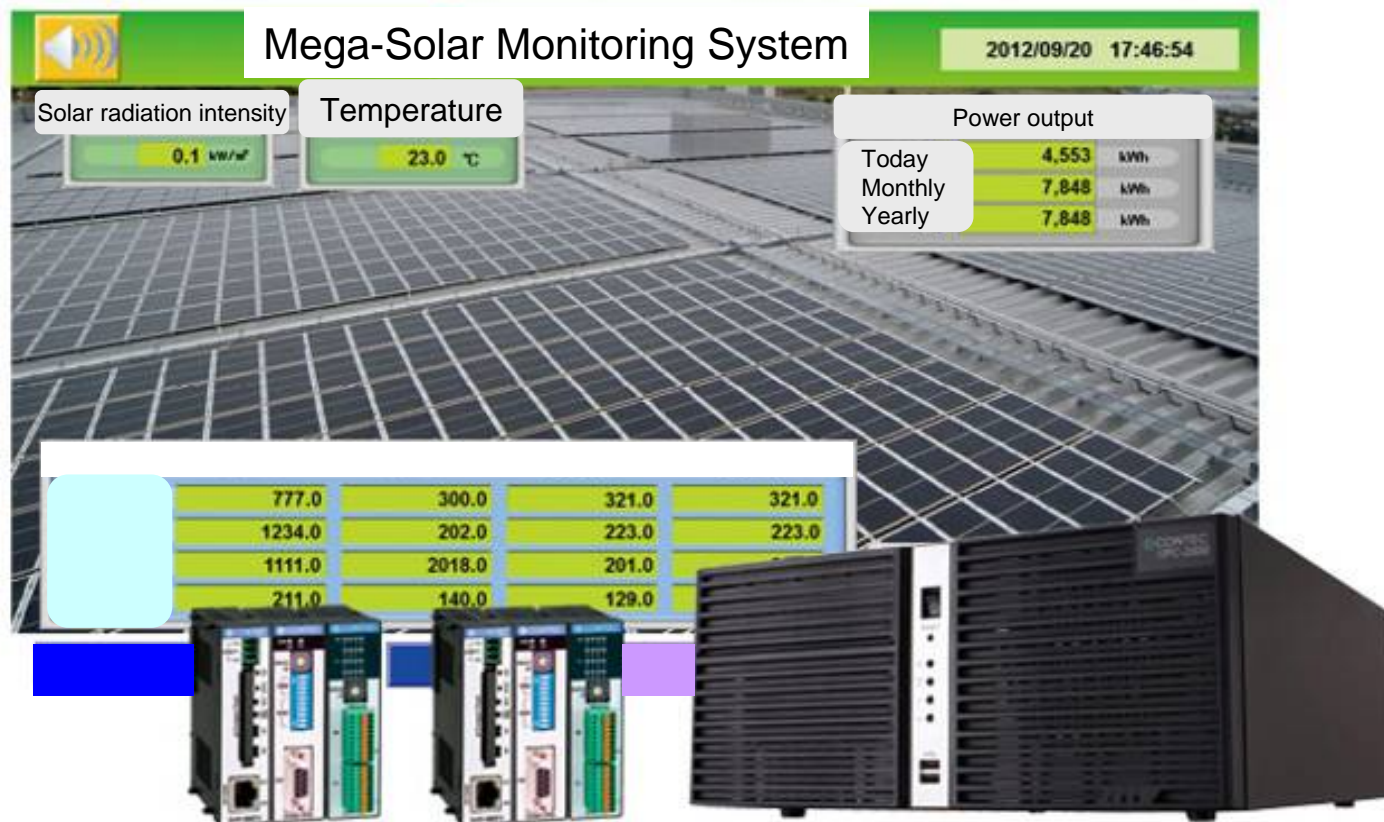
- Favorable sales of the Shuttle Rack in the agriculture and pharmaceutical wholesale sectors



**Potato shipping management systems consisting of the Shuttle Rack and other products**

## ■ Favorable sales of Contec's photovoltaic-related business

Sales and profits rose significantly in photovoltaic data measuring systems, backed by Japan's renewable energy buyback program.



## **Cautionary Statement with Respect to Forward-Looking Statements**

The strategies, beliefs and plans related to future business performance as described in this document are not established facts. They are business prospects based on the assumptions and beliefs of the management team judging from the most current information, and therefore, these prospects are subject to potential risks and uncertainties. Due to various crucial factors, actual results may differ substantially from these forward-looking statements. These crucial factors that may adversely affect performance include 1) consumer trends and economic conditions in the Company's operating environment; 2) the effect of yen exchange rates on sales, assets and liabilities denominated in U.S. dollars and other currencies; 3) the tightening of laws and regulations regarding safety and other matters that may lead to higher costs or sales restrictions; and 4) the impact of natural disasters and intentional threats, war, acts of terrorism, strikes, and plagues. Moreover, there are other factors that may adversely affect the Company's performance.