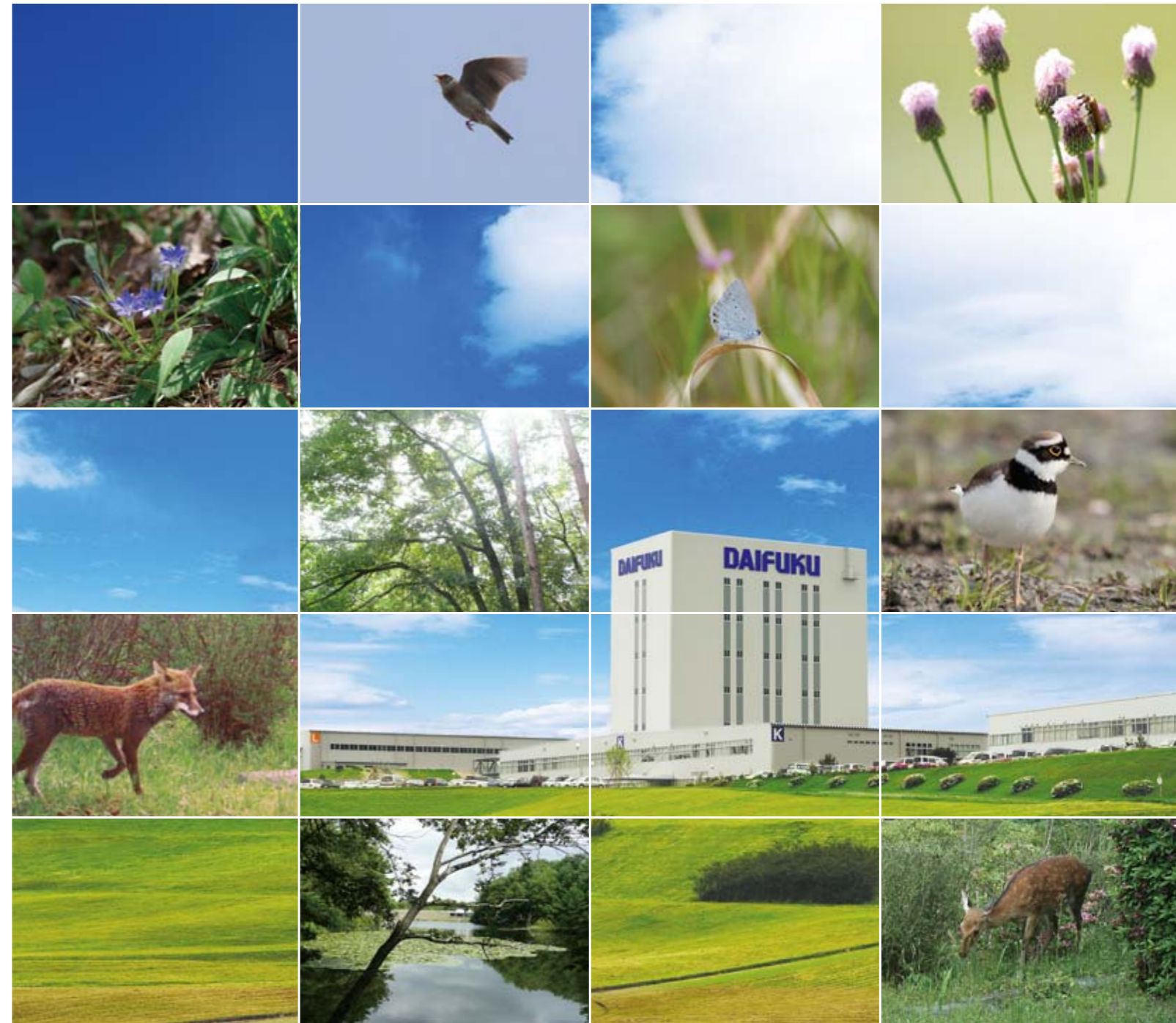


DAIFUKU CO., LTD.

www.daifuku.com



Building on the technologies and know-how we have accumulated as a comprehensive manufacturer and integrator of material handling systems, we aim to evolve from a manufacturer into a Value Innovator capable of providing an ever-expanding range of solutions and progressive technologies to respond to the development of customers and society. Daifuku continuously innovates to revolutionize tomorrow.

Aiming to evolve into a Value Innovator



Always an Edge Ahead

Our new brand message conveys our desire to create and provide best solutions to give customers a competitive edge. It also symbolizes our flexible and outstanding workforce, possessing both expertise and a commitment to taking on new challenges and making changes for the better.

Three aspirations embodied in the brand message

- ▶ **Daifuku helps customers always be an edge ahead**
We will continuously provide customers with a competitive edge.
- ▶ **Daifuku is always an edge ahead**
We will develop cutting-edge technologies, thereby maintaining its competitive edge.
- ▶ **Daifuku's workforce is always striving to be an edge ahead**
We are committed to taking on new challenges and making changes.

Message from the President: To Our Stakeholders	1
Special Feature: Aiming to Evolve into a Value Innovator	
Path of Innovation	3
Providing Support Today	5
Creating the Future	13
CSR Management	15
Daifuku and People	
Daifuku People Grow in Teams	17
Customers	19
Employees	20
Shareholders and Investors	21
Suppliers	22
Communities	23
Protecting the Environment for the Next Generation	24
Third-Party Opinion	30
Daifuku Profile	31



Daifuku is nurturing the seeds of Value Innovation around the world

Masaki Hojo
President and CEO

Creating new value for our customers and people worldwide

For more than 75 years, Daifuku has contributed to industry and society through its material handling systems and equipment as well as many other products. Today, the Daifuku Group operates globally, with customers around the world and a non-Japan sales ratio exceeding 50%. What's more, non-Japanese staff make up more than half of our about 7,000 employees.

In terms of corporate social responsibility (CSR), our mission is to increase the efficiency of our customers' corporate activities while making peoples' lives more affluent and convenient through our business operations. That is why we

strive to apply the experience and know-how we have accumulated in the material handling industry to spark continuing innovation.

Furthermore, to deepen its relationship of trust with society, Daifuku has adopted a Corporate Code of Conduct, centered mainly on legal compliance, to provide guidelines for proper behavior. Strongly aware of our position as a global company, we aim to create a company in which every employee worldwide works confidently and sincerely to serve stakeholders and contribute to society.

Management philosophy

1. Provide the best solutions to benefit the global markets and the development of society.
2. Focus on healthy, growth-driven global management under a diverse and positive corporate culture.

Four-year business plan *Value Innovation 2017*

We launched the four-year business plan *Value Innovation 2017* in April 2013, with goals of achieving consolidated net sales of 280 billion yen and an operating income ratio of 7% by fiscal 2016, the year ending March 2017. Daifuku will strive as a Group to make its 80th anniversary in May 2017 a proud milestone in the Group's history and evolve from a manufacturer into a Value Innovator.

Since its founding, Daifuku has focused on technological innovations and the development of products that improve labor efficiency, steadily building a strong reputation with its

customers that has grown in step with Japan's economic development. The Group has developed a foundation for its global business and has operations in 20 countries and regions. Themes of the four-year business plan are Business Domains, Profitability, Brand Power and Operational Efficiency. Particularly in terms of business domains, we are working as a Group to nurture the seeds of Value Innovation by identifying new businesses and markets and developing our global business with a particular emphasis on Asian Countries and the United States.

Themes for the four-year business plan

Business Domains	1) Identifying new businesses and markets 2) Bolstering global business 3) Expanding existing business
Profitability	1) Increasing value added 2) Boosting cost competitiveness 3) Strengthening businesses using ICT*
Brand Power	1) Raising employee awareness 2) Changing the approach to customers 3) Building a new brand
Operational Efficiency	1) Leveraging managerial resources 2) Enhancing financial integrity 3) Streamlining business operations

*ICT: Information & Communications Technology

Understanding of the Daifuku Brand

Along with the establishment of the four-year business plan, we reexamined our corporate philosophies and have formulated a new management philosophy, brand proposition and brand message under the company creed, Hini Arata.*

A brand is the trust and expectations that are formed over time in people's minds. Understood this way, the DAIFUKU brand can be expressed as "Continuously meeting the trust and expectations of customers by providing value-added products, services and information."

Daifuku's brand power can be viewed in two ways: a platform to cultivate new markets and attract new customers, and a strength that changes with the times to meet the needs of existing customers. We endeavor to continuously sustain and reinforce both these aspects of our brand power.

Our brand message, "Always an Edge Ahead," contains two meanings; it expresses our attitude toward our customers and

the ideals to which we aspire as a company. It combines our desire to provide products and services that offer value that precisely fits our customers' needs, thereby giving them a competitive edge, with the image we have of Daifuku as a company of outstanding, flexible and unique individuals that continually take on new challenges and make changes for the better.

We endeavor to rapidly provide products and services that meet the needs of customers, which will make us an irreplaceable business partner with whom customers will want to work. As a Value Innovator, Daifuku strives to build an exciting future by continuously pursuing technological innovation and creating additional services to generate new value.

*Hini Arata, quoted from Chinese classics, means "Today we are doing better than we were yesterday. Tomorrow we will be growing ahead of where we are today."

The pre-war and post-war recovery era

1937

Operations begin in Osaka City with a staff of 150; manufactures mainly forge rolling machinery for ironworks

Mitejima factory, 1939



1947

Pilers that eliminate manual stacking



1953

Bulkveyors, revolutionary equipment for unloading shipments of imported grain



1957

First Japanese-manufactured chain conveyor system, the leading edge of automation systems



Towards an era of rapid economic growth

1959

Chain conveyor system installed at Japan's first passenger automobile factory



1963

First Japanese-manufactured bowling machine



1965

Japan's first automatic guided vehicle (AGV)



1966

Japan's first rack-supported building automated storage and retrieval system (AS/RS)



1969

Japan's first online computer-controlled rack-supported building AS/RS



Era of systemization

1972

Unit load AS/RSs that can be installed in existing buildings



1973

Mini load AS/RSs for handling small- and mid-sized loads



1976

Japan's first steel belt-type automated sorter



1977

Car wash machines that use microcomputer controls



1982

FA* systems delivered to a state-of-the-art motor factory



1984

Transport systems for clean rooms, a pioneering step in the development of semiconductor manufacturing



1988

Japan's first picking cart and optical transmission using IC cards



1989

Friction-driven automobile assembly and transport systems in which workers ride the pallet while assembling



Expanding business to DA* fields, and beyond to SCM*

1992

Expanding into DA with the development of an automated sorting systems using controlled trays



1993

World's first electrified monorail system with non-contact power supply



1994

Japan's first energy-efficient AGV



1999

First delivery of quake-absorbing AS/RS



2002

Japan's largest automated book storage and transport system



2003

Transport systems for liquid crystal glass substrate wafers



2004

World's first and original automobile paint line system, replacing the conventional conveyor systems



2004

Mini load AS/RS, running at the world-leading speed of 500 meters per minute



2006

Mini load AS/RS with two stacker cranes on a single rail



Innovating material handling technologies to create added-value

2008

World's first superfast mini load AS/RS with four stacker cranes that move past one another on the same rack but arranged in two tiers



2011

Pick-to-light systems with wireless displays mounted on collection boxes



2012

Cleanroom storage technologies to respond to the semiconductor miniaturization needs



2012

Airport baggage handling system running at the world-leading speed of 600 meters per minute



Evolving from a material handling manufacturer to a Value Innovator

*FA: Factory Automation, DA: Distribution Automation, SCM: Supply-Chain Management

Miyagi Co-op

Miyagi Co-op (headquartered in Sendai, Miyagi Pref., Japan) began operating its new distribution center, called Narita Set Center, in Tomiya-cho, Miyagi, in September 2011. This center comprises Miyagi Co-op's Fresh Goods Set Center, which handles refrigerated foods and breads, and the Frozen Goods Set Center for handling frozen foods, which is run by Co-op Sunnet, the federation of Co-ops (also headquartered in Sendai) serving the six prefectures of northeastern Japan.

On its frozen and refrigerated food lines, the Narita Set Center uses the *eye-navi*, a newly developed pick-to-light system with built-in wireless displays, and Jungle Carts, which feature operation and goods-assorting cartridge carts combined into one unit. While the *eye-navi* is used for frequently handled goods, Jungle Carts are used for low-frequency items. This system offers merits that the existing systems used by other Co-ops do not, including significantly improved productivity in collection and the ability to flexibly increase the variety of products handled, which was previously a challenge. Furthermore, the new center boasts environmentally friendly features including solar panels, charging stations for electric vehicles and LED lighting.

The new center has increased efficiency in joint purchasing and home delivery operations under the overarching goal of speedily delivering safe food products to its customers.

The *eye-navi* significantly improved collection productivity

**Speedily delivering safe food products to customers
Expanding the home-delivery business**



Refrigerated line incorporating the *eye-navi*. Displays on collection boxes and shelves are synchronized.



Miyagi Co-op's Narita Set Center



The display can show order numbers and inspection information.

Honda Automobile (Thailand) Co., Ltd.

Honda Automobile (Thailand) Co., Ltd.'s (headquartered in Ayutthaya Province, Thailand) Ayutthaya Plant is the Honda Group's largest facility in Southeast Asia, with a production capacity of 240,000 automobiles per year. After opening its first factory in April 1996, the plant enhanced its production lines in 2003. In 2008, a second factory was built on the premises, raising the total production capacity to 1,000 vehicles per day. In addition to the City, Civic, CR-V and Accord models, which have been produced since its opening, the plant began manufacturing the Jazz (also known as the Fit) in November 2003 and the Brio, a compact car developed for Asian markets, in March 2011, for a total lineup of six models.

In October 2011, the plant was damaged by an unprecedented level of flooding that halted production, stopping the export of finished cars and components and impacting markets in Japan and North America. The plant, which had just reached its full production of 1,000 vehicles per day the previous month, had to undergo significant renovations on a scale commensurate with building a new factory. However, in March 2012, the plant was able to recommence production an incredibly short six months after the disaster and reached full capacity in April 2012.

Looking ahead, Ayutthaya Plant will begin the first production of Honda's hybrid vehicles in continental Asia and will continue to play a significant role in the economic development of the Asian markets.

Daifuku's supporting capacity for automotive production lines

Production resumed at a remarkable speed, and the plant is now playing a significant role in Asian economies



Daifuku's power & free chain conveyor system on the chassis line for engine and underbody assembly (450 m in conveyor length, with 55 carriers)



Honda's Ayutthaya Plant



Flooded Ayutthaya Plant

Kunming Changshui International Airport

In June 2012, the Kunming Changshui International Airport, China's fourth largest airport, opened in Kunming, the capital of the southwestern province of Yunnan, which borders Vietnam, Laos and Myanmar. The Daifuku Group's Logan Teleflex (UK) Ltd. (headquartered in the United Kingdom) delivered Tilt Tray Sorters and other baggage handling systems to the airport through its joint venture partner, Kunming Logan KSEC Airport Logistics System Company Ltd.

The new airport lies about 25 kilometers to the northeast of central Kunming, or around 30 minutes by car on the connecting expressway. It contains two 4,000 meter runways and boasts a terminal building that is 855 meters north to south, 1,135 meters east to west, and 73 meters tall. The two tilt tray sorter lines, which form the core of the baggage handling system, can handle 10,000 bags per hour for both domestic and international flights. The system also includes a storage line that can temporarily hold up to about 500 bags for passengers who have checked in early. The total length of these conveyor systems extends into 13 kilometers.

The Kunming Changshui International Airport is used by 24 million passengers a year and is expected to serve an annual 38 million passengers by 2020. The airport plans to adopt destination-coded vehicles to rapidly transport baggage between the central baggage handling systems and remote terminals during a later phase of its expansion.



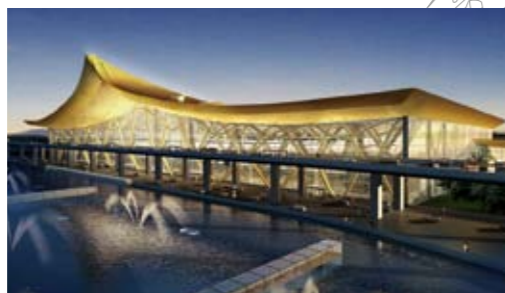
Sixteen check-in lines divided into four groups that are color-coded for easy recognition



Two Tilt Tray Sorters totaling 580 meters and 532 trays

Tilt Tray Sorters that handle 10,000 bags per hour

Offering safe, pleasant air travel to 24 million passengers per year



Main terminal



Departure lobby on the third floor of the main terminal with 16 check-in lines: 12 domestic and 4 international

Meyer Corporation, U.S.

Founded in 1981, Meyer Corporation, U.S. (headquartered in Vallejo, California) is one of the largest cookware manufacturers in the United States. Meyer annually manufactures about 42 million stainless steel, anodized aluminum, and non-stick coated pots and pans as well as other products, making it the second largest cookware producer in the world, with products sold in more than 30 countries.

In March 2010, Meyer's Fairfield Distribution Center adopted its first automated warehouse system, designed by Daifuku America Corporation. With the new system, the center aimed to increase storage capacity and the efficiency in supplying products across the nation.

Daifuku's unit load AS/RS is 30 meters high with 12 stacker cranes. The system's racks are two pallets deep ("double deep"), enabling the high-density storage of up to 66,000 pallets, one of the largest storage capacities on the West Coast. By consolidating warehousing operations into an automated warehouse, Meyer reduced its logistics costs and considerably increased its storage and handling capacity. The expansion of facilities has significantly increased the center's shipping capacity, enabling it to meet the growing logistics needs and an anticipated increase in logistics volume generated from expanding demand.



All 12 stacker cranes store pallets double deep

Double deep automated warehouse system

Consolidated warehousing reduced costs and enhanced nationwide product supply



Meyer's Fairfield Distribution Center



Fairfield, California, United States

ICA Sverige AB

ICA Sverige AB (headquartered in Stockholm), with more than 2,100 stores mainly in Sweden, is one of the largest Scandinavian supermarket groups. The company uses its unique procurement and supply frameworks as well as business development focused on consumer needs to provide high quality and affordable products.

In 2006, ICA constructed a distribution center, the largest in the region, in Helsingborg, southern Sweden, as a supply chain hub. In May 2011, the company began operating a material handling system at the center, achieving even greater efficiency. The material handling system consists of automated warehouse systems supplemented by various conveyors, heavy-duty racks and sorting systems. Daifuku Co., Ltd. (Japan) and Daifuku Europe Ltd. built the system cooperatively.

Aiming to increase its management efficiency, ICA established the distribution center by the integration of nine former warehouses across southern Sweden, where around 30% of the group's stores are located. The facility contains three areas with different temperatures: room temperature (dry goods), refrigerated (fresh goods), and frozen (cold goods). The comprehensive distribution center handles more than 5,000 different products.



29 high-speed rail-guided sorting transfer vehicles on a loop track transport incoming shipments



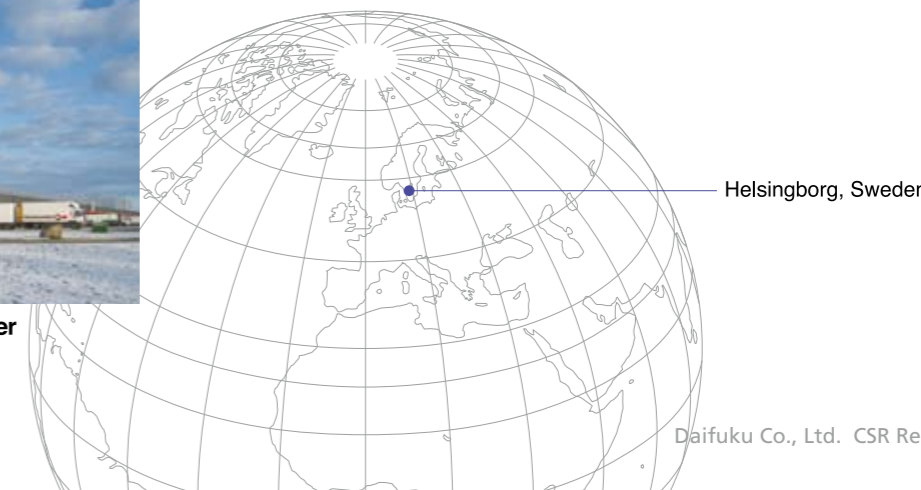
Unit load AS/RS with 13 stacker cranes and 26,000 pallet capacity

Three different temperature-controlled areas

Realizing enhanced logistics efficiency with automated material handling systems



ICA's Helsingborg Distribution Center



Helsingborg, Sweden

Daifuku is a professional organization of creative and flexible individuals. Here, Daifuku people share how they envision Daifuku in the future.



A company that brings joy and inspiration to customers, communities and other stakeholders

Nagoya Sales Branch, FA&DA

Hiroaki Ito



Capitalizes on its transport and storage technologies and manufacturing products that will bring happiness to people, from the youth to the elderly

Customer Service Dept., Flat Panel Display, eFA

Manabu Tokumura



I would like to strengthen Daifuku as an employer brand and to become more prominent as a brand and company in the minds of potential employees

Administration & Accounting, Daifuku Europe Ltd.

Julia Hager



Pursues business opportunities in new markets and proactively undertakes international projects

International Business Dept., FA&DA

Andrey Kras



A company that has systems to support women getting married and having children and creates a comfortable environment where women can work and thrive

Showroom guide, Hiniaratakan Corporation

Tomoko Nishimoto



I would like to see Daifuku grow in such a way as to allow the companies within the Group to remain competitive and flexible in their market sectors

Smart Handling Software, Jervis B. Webb Company

Nick Ellens



A company with a personal business approach that provides safety and reliability through its after-sales service

Service, FA&DA

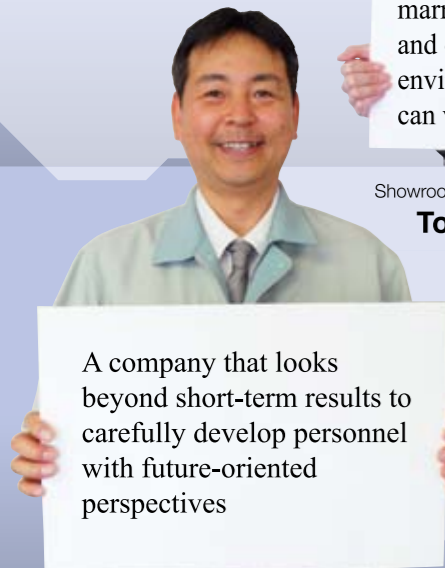
Fujio Andou



A company that displays teamwork in global fields regardless of gender and nationality

Global Business Administration Dept., Finance & Accounting

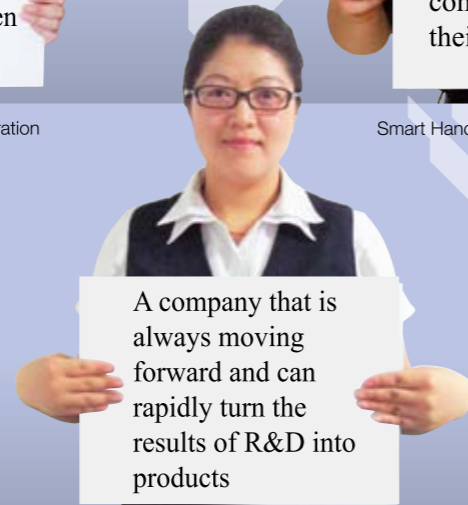
Chisato Kuwabara



A company that looks beyond short-term results to carefully develop personnel with future-oriented perspectives

Safety Promotion Dept. Business Continuity Plan Promotion

Tetsuro Yokota



A company that is always moving forward and can rapidly turn the results of R&D into products

Quality Assurance Dept. Daifuku (China) Manufacturing Co., Ltd.

Lu Yuhong



A company where not only our equipment is always an edge ahead, also our training tools and resources are always an edge ahead

Global Sales Dept., AFA

Jesus Gomez



A company that leads the industry in various aspects, including an increased number of women in managerial positions and the hiring of disabled people

Human Resources Dept. Daifuku Plusmore Co., Ltd.

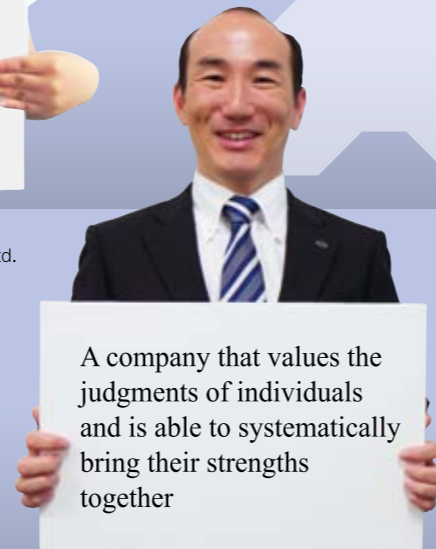
Madoka Shoubu



Delivers Daifuku products to airports around the world where people can experience and appreciate its original technologies first-hand

Production Dept., ABH

Takuya Isomura



A company that values the judgments of individuals and is able to systematically bring their strengths together

Sales Engineering Dept., Semiconductor, eFA

Yuichi Morimoto



Provides reliable, low-cost, quality products that meet customer needs

Design Dept., Service, AFA

Tetsuro Douyama



Communicates corporate information on a global scale through established relationships with international media

Corporate Communications Dept., CSR

Colin Ludlow



Promoting Daifuku's evolution into a Value Innovator from an ESG perspective

Shuichi Honda
 Director and Managing Officer
 COO of Corporate Affairs Operations

The source of the Daifuku Group's innovation and the starting point for its Corporate Social Responsibility (CSR) activities lies in its people and workplaces. Accordingly, we regard personnel development and the support of workplaces as key issues. As part of our efforts to tackle these issues, we maintain an age-, career stage- and region-sensitive system of personnel development for employees ranging from new hires to executives and offer internal employee teamwork initiatives as well as an award system for suppliers, all of which are discussed elsewhere in this report.

Recently, the maintenance of corporate value and fulfillment of social responsibility from environmental (E), social (S) and corporate governance (G) perspectives are demanded of companies. In our four-year business plan, we focus on four themes as we aim to evolve into a Value Innovator. These themes are vital to achieve our targets, and we will promote each theme from an ESG perspective. I believe that there is great room for economic development in all areas of the world, and the construction of a sustainable society on a global scale will ultimately benefit our various stakeholders. We will endeavor as a Group to make the final year of the business plan, which coincides with Daifuku's 80th anniversary, a shining milestone and to fulfill our corporate responsibility to society.

Brand book, our brand—promoting awareness of the Corporate Code of Conduct



Daifuku has formulated its Corporate Code of Conduct to guide executives and personnel in fulfilling their corporate and public roles.

In May 2013, in line with the new brand message, "Always an Edge Ahead," the Company distributed a brand book, to all employees and associates as a guide to building up the DAIFUKU brand. The booklet expresses our convictions concerning Daifuku's brand, as well as the company creed, management philosophy and Corporate Code of Conduct.

The booklet is available in nine languages—Japanese, English, Chinese (simplified and traditional), Korean, Thai, German, French and Spanish—with the aim of raising awareness of the DAIFUKU brand and CSR across the Group.

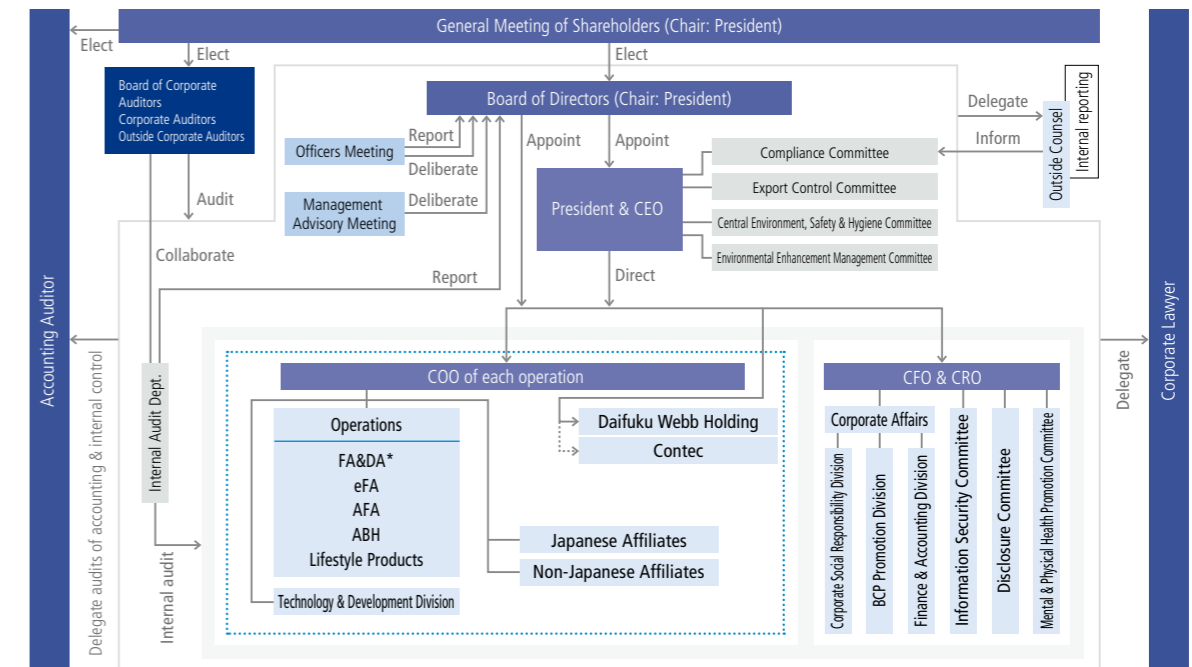
The Corporate Code of Conduct is available on Daifuku's website:
www.daifuku.com/company/profile/ethics.html

Our basic approach to corporate governance

Daifuku fulfills its CSR based on its management philosophy of "Provide the best solutions to benefit the global markets and the development of society" and "Focus on healthy, growth-driven global management under a diverse and positive corporate culture." Daifuku ceaselessly promotes the improvement of its

corporate governance, the platform supporting the realization of this mission.

More information about Daifuku's corporate governance can be found on its website:
www.daifuku.com/ir/governance.html



*FA&DA: Manufacturing and distribution automation, eFA: Cleanroom automation for semiconductor and flat panel displays, AFA: Automotive automation, ABH: Airport automation

Human resource development

To facilitate effective human resource development, Daifuku formulated human resource policies and implements systematic and focused training programs based on these policies across the Group. In addition to position-specific training for new hires, mid-career employees and managers, we conduct new business leader (NBL) training to cultivate division leaders. Moreover, we not only encourage employees in Japan to take the TOEIC English proficiency exam, we also provide a global business trainee program to quickly develop candidates with strong international skills for postings outside Japan.



New hire training

Corporate Code of Conduct: Basic Policy

- **Contributing to society through corporate activity**
 Daifuku focuses on environmental sensitivity and safety, and develops and provides products and systems that contribute to the creation of a comfortable and affluent society.
- **Awareness as a global company and compliance with rules and social principles**
 Daifuku implements fair and transparent corporate activities in compliance with relevant laws and social principles, both foreign and domestic, while taking fully into consideration international standards and rules in a global perspective.

- **Retaining the confidence of stakeholders**
 Daifuku highly values its stakeholders, including shareholders, customers, companies with which it has a cooperative relationship (hereinafter 'cooperating companies') and its employees, and seeks to build a healthy and positive relationship with them.
- **Contribution to the community**
 Daifuku contributes to the community positively as a good corporate citizen.
- **Respect for the personality and individuality of employees**
 Daifuku fully respects each employee's personality and individuality to create a diverse and positive corporate culture.

Daifuku People Grow in Teams

Daifuku carries out various programs to nurture the next generation of leaders. Through team initiatives and activities, we instill all employees with Daifuku's corporate culture of strong on-site efforts, solidarity and manufacturing skills, knowledge and spirit.

Global Leadership Training

In November 2012, Daifuku held the Global Leadership Training program, aiming to develop the skills of executives and executive candidates from Daifuku affiliates outside of Japan. Six participants from China, South Korea and India came to Japan to take part in the program. The program included lectures from Daifuku executives and instruction on a wide array of topics, such as credit, information security and human resource development, as well as tours of the Shiga Works and customers' facilities with opportunities to meet and exchange opinions with executive candidates in Japan. The communication and other skills that the participants learned are being used at affiliate companies to build cooperation within the Group.



Global Leadership Training was conducted over seven days at Hini Arata Kan.

Employee Teamwork Initiatives

Employee teamwork initiatives are an ongoing project aimed at increasing efficiency and reducing costs, particularly at production sites, by promoting problem-solving and creativity in each workplace. At the annual Employee Teamwork Initiative Presentation, teams make presentations on their day-to-day activities and compete for the best results as they share ideas for improvement, making this an event that goes beyond reporting to something that builds momentum for continued improvement.

We recommended the winning team for the Minister of Education, Culture, Sports, Science and Technology's Creative Merit Award. The skills developed in these teams also contribute to individual success.



The 17th Employee Teamwork Initiative Presentation was held on March 6, 2013. Participants included eight teams selected from across Japan and two teams from outside Japan.

What does being a global leader mean to you?

China



Xing Botian
General Manager
Engineering Division, FA&DA
Daifuku (China) Co., Ltd.

I believe that global leaders must maintain good vertical communication, learn and understand cultural differences, develop human resources and maximize the potential of individuals.

Korea



Inyeol Lee
General Manager
Technical Dept., Domestic Division
Daifuku Korea Co., Ltd.

Global leaders should have the ability to act, the leadership to guide people, and strong moral character. They must also be flexible and change with the times as they lead.

China



Wu Guohua
Factory Manager
Production Dept.
Daifuku (China) Manufacturing Co., Ltd.

Global leaders must emphasize learning from the best aspects of other cultures, developing human resources and fostering teamwork. They must also have sharp observation skills and judgment as well as a rich knowledge of products and the ability to understand the global markets.

Korea



Il Woong Kim
General Affairs and Personnel Team
Management Division
Clean Factomation, Inc.

Global leaders need to be sincere, with a strong ethical sense and solid values. They should be eager to set an example for their staff and earn the trust of those around them.

China



Ma Yongqi
Design Department Minister
Production Division
Daifuku (China) Automation Co., Ltd.

Someone who can carry out their own business while keeping in mind the trends of the world economy. Also, someone who can effectively communicate and strengthen collaboration across the Group and absorb best practices.

India



Ashok Kumar Verma
General Manager
Daifuku India Private Limited

It will not be enough for the leaders of tomorrow to be experts in one area; they will need to be well versed in all of the Company's businesses. It is also important that they put effort into creating a positive, safe working environment.

A step toward the Creative Merit Award

This annual award is given to personnel who have contributed to workplace improvements such as increased efficiency, product quality and cost reduction. A total of 26 Daifuku Group staff have received this award, with at least one employee receiving the award for ten consecutive years.



Akira Banba
Line Assembly, Production Dept., Lifestyle Products

2013 award

Enhanced productivity in car wash machine assembly

I was uncertain about revising the production method we had been using, but through the determination of everyone involved and managerial support, we were able to create a new production system. We will continue to work as a team to create an optimal work environment that goes beyond existing facilities and production methods.



Hideaki Yamanari
Intra-facility Logistics, Manufacturing Dept., FA&DA

2012 award

Improved shipping management of conveyor equipment

By improving the coordination of shipment information with installation sites and the shipping management framework, we increased installation efficiency and eliminated shipment errors. As this award is usually given for improvements to fixtures and worksite processes, it was encouraging to be recognized for developing and improving support systems.



Kazuki Morimoto
Assembly, Manufacturing Dept., AFA

2011 award

Improved assembly procedures for automobile paint line system arms

We worked as a team to design and install a production line for the mass production of heavy machinery in a way that had never been done before. I felt the most self-accomplishment from improving my skills, such as designing fixtures, in addition to assembly. I will continue to work hard to become a leader for the next generation.

Customers

Corporate Code of Conduct: Daifuku will provide only the best products and services from the customer's viewpoint.

Daifuku strives to earn higher trust from customers through a comprehensive system that encompasses everything from the proposal of solutions to after-sales services and facility retrofits.

Named Supplier of the Year 2012



Daifuku was chosen from among 347 suppliers as most outstanding and awarded a plaque.

Daifuku Korea Co., Ltd. was named Supplier of the Year 2012 in the equipment category by Hyundai Motor Group. Daifuku Korea has continually provided high-quality production equipment and excellent service to Hyundai and Kia Motors Corporation, contributing greatly to the efficiency of their factories. In particular, Daifuku Korea was recognized for having completed all its installations in 2012 with no accidents.

New car wash machines showcased

Daifuku demonstrated its new car wash machines and held car wash business seminars at an event hall in Shin-Yokohama, Japan, on February 7 and 8 and at the Shiga Works on February 14, 2013. Around 500 participants from car wash-related sectors, including oil wholesalers and filling station managers, attended the events.



Presenting features of the new car wash machine TWINFECT FORCE, foaming car wash system AWA3000 and other models

Employees

Corporate Code of Conduct: Daifuku fully respects each employee's personality and individuality to create a diverse and positive corporate culture.

Daifuku promotes efforts to help employees improve work-life balance as well as maintain mental and physical health.

Tours for employee families



341 attendees from 79 families participated over a three-day period.

The Hini Arata Kan exhibition center holds tours for the families of employees every year in July and August. Children have the unusual opportunity to see products made by their parents' company as well as photographs and videos introducing worksites and other topics. Guests enjoyed a fun tour, which included a magic show performed by former Daifuku staff.

Support for mental and physical health

Daifuku holds casual exercise events as part of efforts to maintain employee health and promote communication beyond the workplace. The Company supports mental and physical well-being through various programs tailored to the characteristics of each region.



Mini ball exercise



Softball tournament

Hini Arata Kan, a full-scale exhibition center for material handling and logistics technologies

日に新館

Hini Arata Kan is an unrivaled exhibition center where visitors can experience Daifuku's latest systems and solutions hands-on. Visitors can watch demonstrations and experience our material handling systems and equipment along with products from other logistics vendors, encompassing 400 different items in 150 categories.

Hini Arata Kan hosts seminars put on by Daifuku as well as training for employees and other events. For further details, please visit Hini Arata Kan's website: www.daifuku.co.jp/hiniaratakan/en



Hini Arata Kan is used by customers to view products as well as for training and other purposes.



Hini Arata Kan staff conducting tours



Conveying systems for automobile production lines



Storage systems



Picking systems



Sorting systems

Supporting maternity and childcare leave

Daifuku prepared a PDF handbook on maternity and childcare leave that explains the systems and schedules for these types of leave and is targeted at expecting women, employees who have small children, and their managers.

In fiscal 2012, 41 employees used the maternity and childcare leave systems.



Shareholders and Investors

Corporate Code of Conduct: Daifuku will disclose corporate information accurately, quickly and positively with fairness and proper authority and in accordance with laws and regulations.

Daifuku aims to enhance the appeal of its stock and increase the number of medium- and long-term shareholders.

Hini Arata Kan tour for shareholders



The demonstration of an automobile production line system is always a popular part of the tour.

The fifth annual Hini Arata Kan tour for shareholders was held on October 12, 2012, with a record 208 guests. We introduced our mainstay products and held demonstrations by a professional bowler at the center's newly installed bowling lane and of the latest foaming car wash system.

Tokyo Stock Exchange's investor relations fair

Daifuku exhibited at the "TSE*1 IR*2 Festa 2013" trade fair for individual investors held February 15 and 16, 2013, in Tokyo. Participating for the second time, we made a presentation exploring the importance of logistics systems as an aspect of social infrastructure and the rising demand in emerging countries, exhibiting Daifuku's growth potential.

*1Tokyo Stock Exchange
*2Investor Relations



Daifuku executive holding a briefing session

Quarterly results briefings held

Daifuku holds briefings for institutional investors and analysts quarterly including all quarters of fiscal 2012. Representative directors made presentations on Daifuku's business results and outlook, and held Q&A sessions to deepen participants' understanding of the Company. We also conduct small and individual meetings as necessary, maintaining ample communications with institutional investors and analysts.



Results briefing for the year ended March 31, 2013, the Tokyo Head Office

Shareholder special benefit program

In 2012, Daifuku adopted a special benefit program for shareholders, distributing coupons that can be used at more than 300 bowling alleys throughout Japan.

Number of shares held	Value of coupons presented
500 to less than 2,000	1,000 yen
2,000 to less than 5,000	3,000 yen
5,000 to less than 10,000	5,000 yen
10,000 or more	10,000 yen



Coupons are available to use at bowling alleys where Daifuku products and equipment have been delivered.

Suppliers

Corporate Code of Conduct: Daifuku will build stable business connections and aim at achieving harmonious coexistence and shared prosperity in its dealings with cooperating companies.

Daifuku undertakes manufacturing in cooperation with its suppliers, complying with its own basic procurement policies and green procurement guidelines.

Presentation on business trends

On May 24, 2013, Daifuku held the 2013 Management and Production Trends Presentation, inviting 166 major business partners, ranging from manufacturers and trading companies to those involved in processing, installation, servicing, design and software development.

A total of 26 Daifuku executives and managers attended, including our president Masaki Hojo and managers responsible for production and installations. Hojo presented an analysis of Daifuku's performance in fiscal 2012 and its outlook for fiscal 2013, along with the Company's management policy. In the presentation, he raised the four points of 1) prioritizing safety, 2) environmental consciousness (promoting biodiversity preservation), 3) efforts to increase product quality and 4) participation in cost reduction activities, as important matters for achieving the goals of the four-year business plan, and asked for the attendees' continued cooperation.



Hojo presenting Daifuku's business forecasts

Five suppliers given S.Q.D. Awards

Daifuku launched the Supplier Quality Development (S.Q.D.) Award system to annually commend outstanding goods-related suppliers and installation contractors. In fiscal 2013, from among a total of 153 companies, we presented the S.Q.D. Award to five companies.

2013 S.Q.D. Award Recipients:
Asuka Co. Ltd.; Terashima Corporation; Tokai Riken Co., Ltd.; Numazawa Co., Ltd.; Handen Co., Ltd.



Trophies were presented to the five award-winning companies.

25 years of partnership with ULMA

On November 7, 2012, Daifuku invited executives from ULMA Handling systems, headquartered in Spain, to the Tokyo Head Office for a celebratory ceremony. The ceremony commemorated the 25th anniversary of the two companies partnership in January 2013. ULMA sells and provides servicing for Daifuku's products in Spain, Portugal, France and Brazil.



Commemorative photo with ULMA's president (front row, second from left)

Communities

Corporate Code of Conduct: Daifuku will contribute to the creation of a sound, safe and comfortable community as a responsible member of the local community.

Daifuku, as a good corporate citizen, aims to be a company that contributes to the development of both the economy and society by proactively conducting community-based activities.

Exhibit at the Biwako Business Messe 2012

The Daifuku Group exhibited at the Biwako Business Messe 2012, held October 24–26, 2012. As a company whose core factory is located nearby, Daifuku took the opportunity to reinforce communication with local residents while showcasing its environmentally friendly products and services.



Introducing installations and after-sales services for photovoltaic systems as well as Contec Co., Ltd.'s data measuring/monitoring systems

Student tour of Anzen-Taikan Dojo

On December 21, 2012, fourteen local community members, including elementary school students, visited the Anzen-Taikan Dojo, Daifuku's hands-on safety training facility. Participants learned about the danger of electrical accidents, which can occur even in the household, and about the safety measures taken at our manufacturing sites.



Demonstration of a fire started by a current surge, teaching caution against accidents that could occur in everyday life

Participation in exhibitions around the world, contributing to the logistics system industry

LOGIS-TECH TOKYO 2012



Daifuku exhibited its Baggage Tray System for airports, which boasts a world-leading conveyor speed of 600 meters per minute. We also used huge screens to present our global expansion, technological capabilities and ability to build systems.

CeMAT INDIA 2012



Daifuku Co., Ltd. (Japan) and Daifuku India Private Limited jointly introduced the Group's global development and its automated warehouse systems. We worked to spread awareness of the importance of logistics systems as an aspect of social infrastructure.

CeMAT ASIA 2012



Daifuku (China) Co., Ltd. showcased the Daifuku Group's comprehensive strengths and introduced installations in China to raise interest in logistics' role as a primary force that allows companies to expand their businesses.

ProMat 2013



U.S.-based Daifuku Webb Holding Company displayed its automatic guided carts as well as Daifuku's super-fast mini load AS/RS developed in Japan. The exhibit emphasized cooperative systems that incorporate technologies from both the United States and Japan.



Globally promoting environmental management to raise corporate value

Ken Sasaki

Environment Enhancement Management Committee Chair
Corporate Officer, Chief Officer of Shiga Works

The Daifuku Group's non-Japan sales ratio is now higher than 50% and its CO₂ emissions from global operations exceed those from within Japan. As this shift is expected to continue, it is important that we not only undertake environmental activities in Japan, but enhance the foundations of our environmental management throughout the Daifuku Group.

At the Shiga Works, the Group's core manufacturing facility, we are carrying out a wide range of leading-edge initiatives in accordance with the *Daifuku Environmental Vision 2020*. These include providing environmental training and participatory environmental education for staff; improving energy efficiency of production and investing in energy-saving equipment; creating an in-house certification program to promote the development of environmentally friendly products; building a mega solar facility to generate renewable energy; and conserving biodiversity based on surveys of the ecosystems surrounding major facilities. We have also established a framework so that the Environment Enhancement Management Committee can view the environmental data of the Group operations around the globe to promote improvements suited to the environmental regulations and economic situation of each country and region.

We conduct business based on the idea that passing on a sustainable, rich global environment to the next generation is a vital aspect of our corporate social responsibility as a member of global society. In October 2012, we became the first material handling manufacturer to receive an environmental rating from the Development Bank of Japan, in recognition of our efforts to reduce environmental impact. Looking ahead, we will continue to position the development of environmental management as an indispensable aspect of raising corporate value while taking on even greater initiatives.

DBJ Environmental Rating

Daifuku became the first material handling manufacturer to receive a rating from the Development Bank of Japan (DBJ) and received a loan based on this rating.

The DBJ is the world's first financial institution to apply environmental management ratings, based on its own three-rank rating system, as a condition for loans.

Daifuku received the highest ranking from the DBJ due in part to positive evaluations of its in-house environmental standards for product development that help raise product competitiveness, CO₂ reduction targets, energy visualization and biodiversity conservation at the Shiga Works. Daifuku also received a DBJ disaster preparedness rating in 2011.



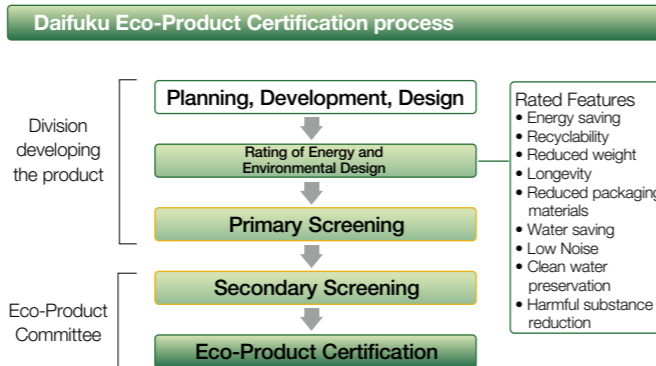
Environmentally friendly products and services

Daifuku Eco-Products Certification Program



Daifuku established the Daifuku Eco-Products Certification Program to rate and certify products based on in-house standards in November 2012.

This program is in line with the *Daifuku Environmental Vision 2020*, which states “developing and supplying environmentally friendly products and services that comply with our environmental standards” as a goal for the year 2020. We rate every product manufactured in the Daifuku Group in terms of energy saving, recyclability, weight reduction, longevity, reduced packaging materials, water saving, low noise generation, clean water preservation and harmful substance reduction. Products that meet certain standards are certified as Daifuku Eco-Products. Seven products were certified in fiscal 2012.

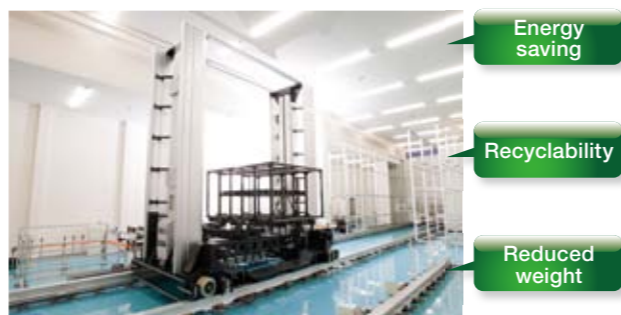


Environmentally friendly features of key certified products



■ Mini load AS/RS

By significantly redesigning the structure of stacker cranes that store and retrieve cargo, we reduced their weight by 15%. This allowed us to use a smaller motor, helping reduce power consumption.



■ Clean Stocker for flat-panel display manufacturing

We achieved energy conservation with this product by upgrading the non-contact power supply system. We also reduced electric power consumption by using regenerated power stored in capacitors when stacker cranes decelerate or move vertically.



■ E-DIP, an original automobile paint line system

By optimizing the dipping angle for each car model, we improve coating quality, reduce the amount of liquid lost from the dipping tank and prevent liquid waste due to mixing. The dipping tank was also reduced, shortening the conveyor line, and the recycling rate of components was also improved.



■ GSPECT gate-type car wash machine

The GSPECT uses only 41 liters of water per vehicle at regular operating speeds while maintaining excellent cleaning capabilities. By redesigning the entire machine, the size of the machine was reduced and the rail length was shortened by 0.5 meters, helping to save space.

For further details, please see Daifuku's website: www.daifuku.com/csr/environment/env_product.html

Raising environmental awareness

Environment Enhancement Management Committee leading environmental initiatives

The Environment Enhancement Management Committee was established to achieve the *Daifuku Environmental Vision 2020*, which outlines the future of the Group from an environmental management perspective. The Committee conducts meetings on various themes and implements environmental policies.

In May 2013, Keisuke Takegahara, general manager of the Environmental Initiative and CSR-support division of the Development Bank of Japan, gave a lecture on the current state of CSR and changes in the external environment to help the committee understand social trends. Mr. Takegahara also expressed his praise and expectations for Daifuku, encouraging further expansion of the committee's activities.



The 34 committee members meeting in the international conference hall of Hini Arata Kan

Companywide environmental awareness promotion

○ Instilling the Environmental Vision through e-learning

Daifuku carried out a learning program on the *Daifuku Environmental Vision 2020* for all personnel. The Company works to promote environmental awareness and education through programs tailored to both managers and their staff.

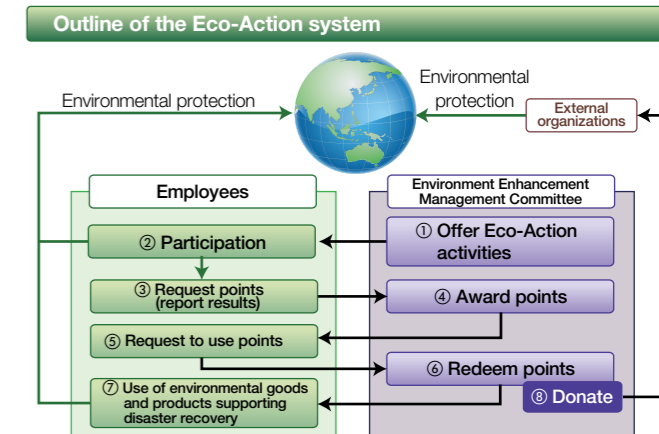


Education via an e-learning program

○ Launch of the Eco-Action program

In fiscal 2012 we launched the Daifuku Eco-Action program, which awards points for environmental activities undertaken by staff in a bid to give them a sense of contributing to the environment. We set up environmental activities at various locations, and a total of 453 employees participated in volunteer activities and environmental studies.

The points earned by employees can be exchanged for environmental goods. Daifuku donates an amount equivalent to the value of these goods to external organizations.



Lecture on biodiversity (Shiga)



Volunteer activity to catch non-native fish (Shiga)



Lecture on energy conservation methods (Tokyo)

Environmental preservation activities

Daifuku established and is working toward medium-term goals in line with the *Daifuku Environmental Vision 2020*.

Fiscal 2012 environmental action plans and results

Theme	Item	Details	FY2012		
			Target	Result	Grade
Factory/Office	Global warming countermeasures	Reduce CO ₂ emissions attributable to energy use	Total CO ₂ emissions relative to the FY05 level Reduce 17%	Reduced 34.6%	○
		Reduce CO ₂ emissions from product logistics	CO ₂ emissions per unit of net sales relative to the FY05 level Reduce 7%	Reduced 21.8%	○
	Recycle resources and reduce waste	Reduce general/industrial waste, including valuable materials	CO ₂ emissions per unit of net sales relative to the FY05 level Reduce 12%	Reduced 18.5%	○
		Recycle waste	Waste generated per unit of net sales relative to the FY05 level Reduce 7%	Reduced 2.4%	X
Products	Reduce environmentally harmful substances	Promote green procurement	Instill green procurement systems	Notified all suppliers of revisions to green procurement guidelines through EDI*	○
	Provide environmentally friendly products	Reduce emissions of PRTR substances	Emissions per unit of net sales relative to FY05 level Reduce 75%	Reduced 68.8%	X
		Expand sales of the environmentally friendly products	Same as the targets for environmentally friendly product sales ratio set in fiscal 2010	Launched Daifuku Eco-Products Certification Program, certified 7 products Decided not to use sales ratio targets for environmentally friendly products	○
Management	Strengthen environmental management framework	Promote environmental management at production sites worldwide	Manage Daifuku's global environmental performance	Gathered environmental data for all Group operations Reduction-related activities required further improvement	△
		Enhance environmental education and awareness-raising activities	Implement environmental education Implement business-specific environmental education that leads to operational improvements	Launch of Companywide Environmental Vision education was delayed Spread awareness with launch of the Daifuku Eco-Action program (453 participants)	△
	Contribute to biodiversity protection	Raise employee awareness Implement environmental contribution activities Conduct environmentally conscious business activities	Conducted education on biodiversity with external instructors Conducted surveys of biodiversity at Shiga Works Participated in external environmental preservation volunteer activities	○	

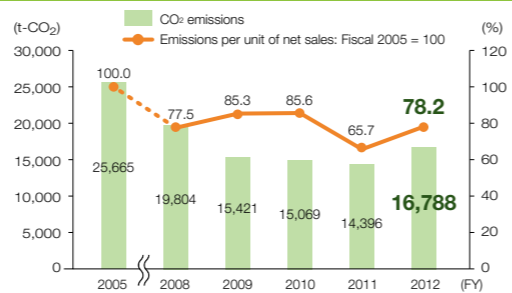
*EDI: Electronic Data Interchange

○: Achieved △: Partly achieved X: Not achieved

Carbon dioxide (CO₂) emissions from business activities

Although total CO₂ emissions from business activities increased as sales rose, we reduced total emissions 34.6% and emissions per unit of net sales 21.8% compared with the fiscal 2005 level, exceeding the respective Group targets of 17% and 7%.

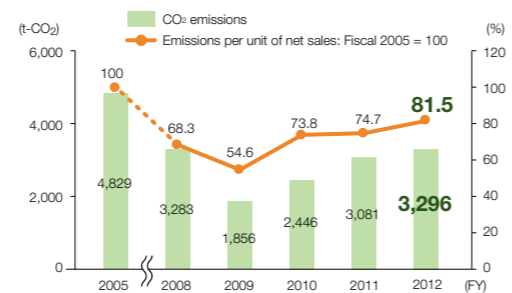
These reductions were the result of power saving measures, including enhanced Companywide efforts to save energy in summer and winter, the adoption of an electric power monitoring system at the Shiga Works and changes to ventilation heating sources for clean rooms. We will endeavor to conserve energy to achieve the *Daifuku Environmental Vision 2020* goal of reducing total CO₂ emissions to 25% compared with the 2005 level by 2020.



CO₂ emissions from transportation

Total transportation-related emissions of CO₂ per unit of net sales in fiscal 2012 were reduced 18.5% compared with those of fiscal 2005, exceeding the Group target of 12%.

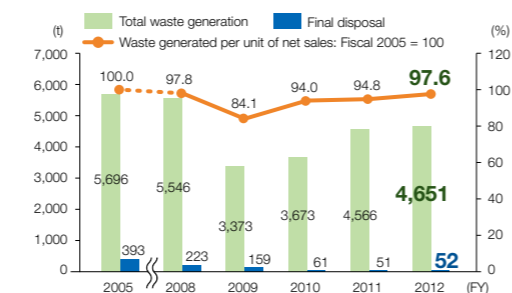
We strove to reduce environmental impact through efficient transportation mainly by improving packing and transportation methods, moving from individual shipping to the milk run method and promoting modal shifts. We will continue to make improvements in this area going forward.



Waste generation

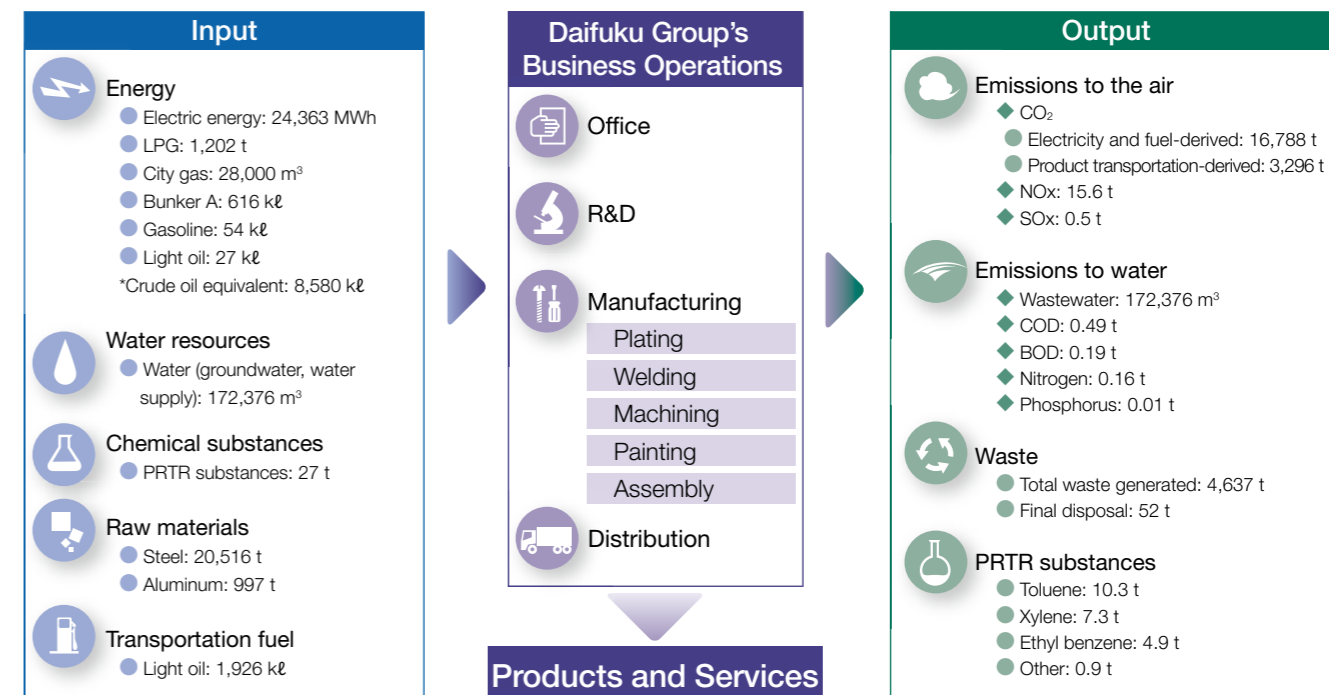
Waste generated per unit of net sales was reduced 2.4% compared with the fiscal 2005 level, falling short of the Group target of 7%. This was mainly due to an increase in steel scrap accompanying an increase in overall production.

Moving forward, we will endeavor to boost the yield of manufacturing processes. On the other hand, the Group achieved a recycling rate of 98.9% through efforts to reduce waste for final disposal in landfills, surpassing its own zero-emission recycling ratio standard of 98%.



Business operation material balance

Monitoring the environmental impact of its business operations, Daifuku strives to minimize its environmental burden.



*Details are published on our global website: www.daifuku.com/csr/environment/index.html

Environmental accounting

Daifuku conducts environmental accounting by monitoring costs and the effectiveness of its environmental conservation activities.

Costs of environmental conservation activities (classified by business activity)

Category	Investment		Cost			
	FY2011	FY2012	FY2011	FY2012		
Incurred in business areas	Pollution prevention	(1) Preventing air pollution	—	—	46,899	75,759
		(2) Preventing water pollution	—	2,860	77,101	43,237
		(3) Preventing soil contamination	—	—	—	—
		(4) Preventing vibration and noise	—	—	—	—
	Environmental conservation	(5) Saving energy	3,734	123,779	28,454	33,990
		(6) Controlling chemical substances	19,070	—	27,901	26,307
	Resource recycling	(7) Effectively utilizing resources	—	—	11,583	4,395
		(8) Processing industrial and general waste	—	—	85,245	65,138
Upstream/Downstream	(9) Difference between costs of regular and green purchasing	—	—	1,920	1,920	
Management activities	(10) Environmental management system operation	—	—	34,968	33,127	
	(11) Environmental information disclosure and advertisement	—	—	6,391	7,720	
	(12) Environmental impact monitoring	—	—	5,815	2,988	
R&D	(13) Environmental education for employees	—	—	5,642	4,566	
Social activities	(14) Environmental conservation out of R&D	64,000	64,840	128,000	129,680	
	(15) Nature protection, greening and beautification	—	1,470	53,082	61,583	
Environmental damage response	(16) Donation to and support for nature conservation groups	—	—	1,544	1,668	
Total	(17) Covering environmental damage	—	—	—	—	
Total		86,804	192,949	514,544	492,078	

Economic effects of environmental conservation measures (actual effects)

Effects	FY2011	FY2012
Sales of valuable resources	84,031	59,294
Energy cost saving	-8,636	-55,844
Waste disposal cost saving	-34,395	16,484
Total	41,000	19,934

This table shows business revenues and reduced or obviated costs associated with environmental conservation measures in monetary units. Revenues are due mainly to the sale of resources that are no longer needed. The negative energy cost saving values are due to increased costs resulting from increased production.

Environmental data:
Target operations: All Group operations in Japan
Period covered: April 2012 – March 2013

Shiga Works, the center of Daifuku's environmental management

Continually protecting the rich natural environment

Daifuku conducts initiatives at the Shiga Works to make the most of the surrounding expansive, abundant natural environment. In line with our declaration to preserve biodiversity in the *Daifuku Environmental Vision 2020*, we have conducted surveys of the ecosystem within the Works since 2012.

These surveys have shown that many native species live within the Works, including some threatened species. We will establish more specific conservation plans and strive to create a Works that coexists harmoniously with nature.



Peregrine falcon on the high-rise R&D building



Scarlet dwarf, the smallest species of dragonfly



Clouded salamander, a threatened species

Beginning operations of Shiga Prefecture's largest mega solar power plant

In November 2013, Daifuku will begin operations of Daifuku Shiga Mega Solar to contribute to the realization of a low-carbon society through renewable energy. The largest photoelectric power generation systems in Shiga Prefecture, it will have a generating capacity of 4,438 kW and a yearly output of 4,300 MWh. We will open the facility to the public to foster environmental education and awareness in the local community.



Third-Party Opinion



Expressing the Daifuku Group's drive to evolve

Keisuke Takegahara

General Manager
Environmental Initiative & Corporate Social Responsibility-Support Department
Development Bank of Japan Inc.

The Daifuku *CSR Report 2013* clearly illustrates the Daifuku Group's drive to evolve under the four-year business plan *Value Innovation 2017*. The Group's Value Innovator brand proposition is quite compelling in combination with the "Message from the President," which emphasizes using advanced technologies to respond to trust and expectations from society as a source of brand power. The "Special Feature" introduces Daifuku's excellent products in and outside Japan, concretely showing its global pursuit of comprehensive customer value creation over time, and clearly articulates the orientation of the Company.

The themed sections also give the impression of an underlying current of change while adhering to the style used in previous reports. Daifuku's perspective on human resources is consistently an important theme in its CSR reports, and this year's report emphasizes CSR management's role in supporting people and workplaces as the Company's sources of innovation. This clarified the Company's perspective on CSR management and tied together the various related sections.

I found it quite interesting how the report emphasizes Daifuku's contributions to society that go beyond reducing environmental impact to include improving the

productivity of customers as a part of its environmental management. This idea can be seen in the adoption of the Daifuku Eco-Products Certification Program. With the explanations of the environmentally friendly features of certified products as a clear example of "globally promoting environmental management to raise corporate value," we can see the Daifuku Group's steady enhancement of environmental management.

I hope that in the future the report will show the value that the Company is creating in society in a more multi-faceted manner by bringing the interconnectedness of Daifuku's various initiatives more to the forefront. For example, Daifuku's efforts to conserve water and other resources through technologies that help lower customers' dependence on natural resources, thereby contributing to preserving natural capital. I think a stronger awareness of this kind of value could make efforts such as the declaration to preserve biodiversity and survey of the ecosystem at the Shiga Works, Daifuku's core factory, more appealing to stakeholders.

Communication with stakeholders is extremely important to raising brand value. The potential of the CSR report as a tool to aid in this task is enormous, and I look forward to seeing its continued development.

■ Response to the third-party opinion

First of all, we would like to express our appreciation to Mr. Takegahara for tendering his opinion on our CSR report.

Daifuku seeks to broadly contribute to the development of industry by addressing production and distribution issues in all sectors through its material handling systems. This April, we launched our four-year business plan *Value Innovation 2017*, aimed at moving beyond being a material handling manufacturer to become a Value Innovator. We will take this chance to promote innovation rooted in our people and workplaces while further enhancing our CSR activities, which are driven by such innovation.

We are very glad that Mr. Takegahara could sense the spirit of change in the report, from the president's message to the special feature and themed sections. We also appreciate his praise of our

progress in environmental management through the Eco-Products Certification Program.

Looking forward, we will deepen our communication with stakeholders by increasing the appeal of our social value through emphasis on the interconnectedness of our various initiatives, as Mr. Takegahara suggested.

The Shiga Works will begin operating its mega solar facility in November 2013. In terms of preserving biodiversity, we are working to promote the harmonious coexistence of our businesses and nature through efforts that include surveys and wildlife conservation activities in the Shiga Works as well as by disseminating information in and outside the Company.

Daifuku CSR Promotion Project Team

■ Corporate data

Corporate name: Daifuku Co., Ltd.

Headquarters: 3-2-11 Mitejima, Nishiyodogawa-ku

Osaka 555-0012 Japan

Established: May 20, 1937

Paid-in capital: 8,024 million yen (as of March 31, 2013)

Representative: Masaki Hojo, President and CEO

Employees: 6,678 (total for Daifuku Group, as of March 31, 2013)

■ Financial data (fiscal year ended March 31, 2013)

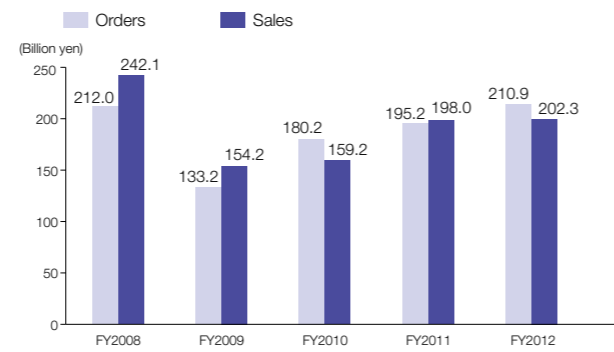
For the year	(Million yen)
Orders received	210,990
Net sales	202,337
Operating income	8,010
Net income	4,439
Net income per share (yen)	40.12
Cash dividends per share (yen)	15.00
Capital investment	7,687
R&D expenditures	6,855

At year-end	(Million yen)
Total assets	206,875
Net assets	85,685

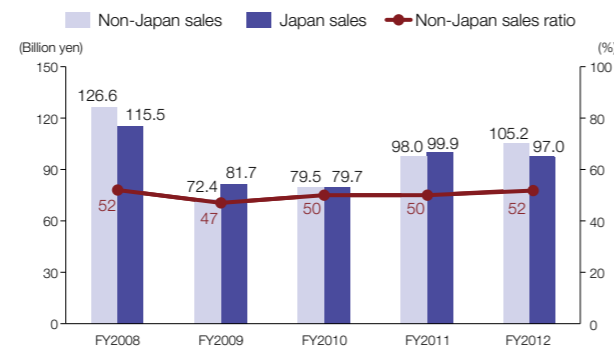
Ratios	(%)
Operating income / Net sales	4.0
Net income / Net sales	2.2
Return on shareholders' equity (ROE)	5.6
Shareholders' equity ratio / Total assets	40.4

Ratings	R&I rating	Short-term rating
Rating company		
Rating and Investment Information, Inc. (R&I)	A-[Stable]	a-1

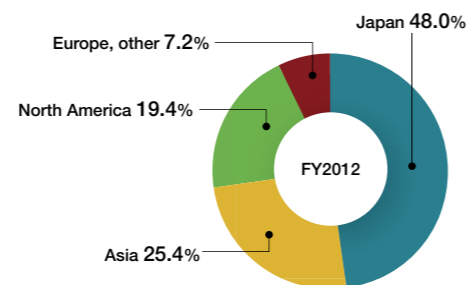
■ Consolidated orders and sales



■ Worldwide sales



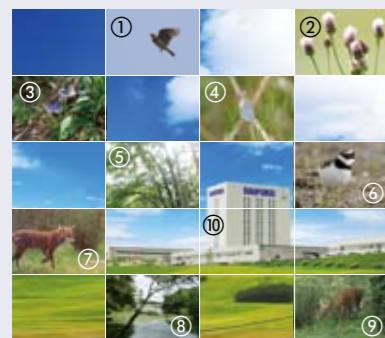
■ Ratio of sales by region



■ Key products

- Manufacturing and distribution systems
- Cleanroom production line systems
- Automobile production line systems
- Airport baggage handling systems
- Lifestyle products
- Electronics

- Rackbuil systems
- Surfing Sorter
- Sorting Transfer Vehicle
- Digital Picking System
- Cleanway (semiconductors)
- Clean Stocker (semiconductors)
- Clean Stocker (flat-panel displays)
- Clean RGV (flat-panel displays)
- Flexible Drive System
- Power & Free Conveyor
- Drop Lift
- Unit load AS/RS
- Baggage Tray System
- Tilt Tray Sorter
- In-line baggage screening systems
- Electronic devices
- Car wash machines
- Vertical Carrousel for surgical instruments
- Multilevel bicycle parking systems
- Bowling alley equipment



Cover photos

On its cover, the *Daifuku CSR Report 2013* features snapshots of the natural environment and wildlife at the Shiga Works. Daifuku works to preserve biodiversity and carry out trustworthy manufacturing operations in harmony with nature.

- ① Lark
- ② Thistle and soldier beetle
- ③ Gentian
- ④ Short-tailed blue butterfly
- ⑤ Oak and Japanese red pine thicket
- ⑥ Little ringed plover
- ⑦ Fox
- ⑧ Shakunage (Rhododendron) Pond
- ⑨ Deer
- ⑩ High-rise R&D building

Editorial policy

Daifuku's *Corporate Social Responsibility (CSR) Report 2013* was compiled in line with the Company's desire to evolve into a Value Innovator, as set out in the four-year business plan. The special feature consists of three thematic sections of past, present and future. The report showcased Daifuku's initiatives involving various stakeholders and its environmental preservation activities,

including those at the Shiga Works.

This report was written to be easy to read and understand, with a sense of originality and as a tool to facilitate good communication with stakeholders. To improve the content of Daifuku's CSR activities, we would very much appreciate your feedback.

Contact

Daifuku Co., Ltd.
 CSR Promotion Department
 2-14-5 Shiba, Minato-ku, Tokyo 105-0014 JAPAN
 Phone: +81 3 3456 2243 FAX: +81 3 3456 2258
 E-mail: webmaster@ha.daifuku.co.jp