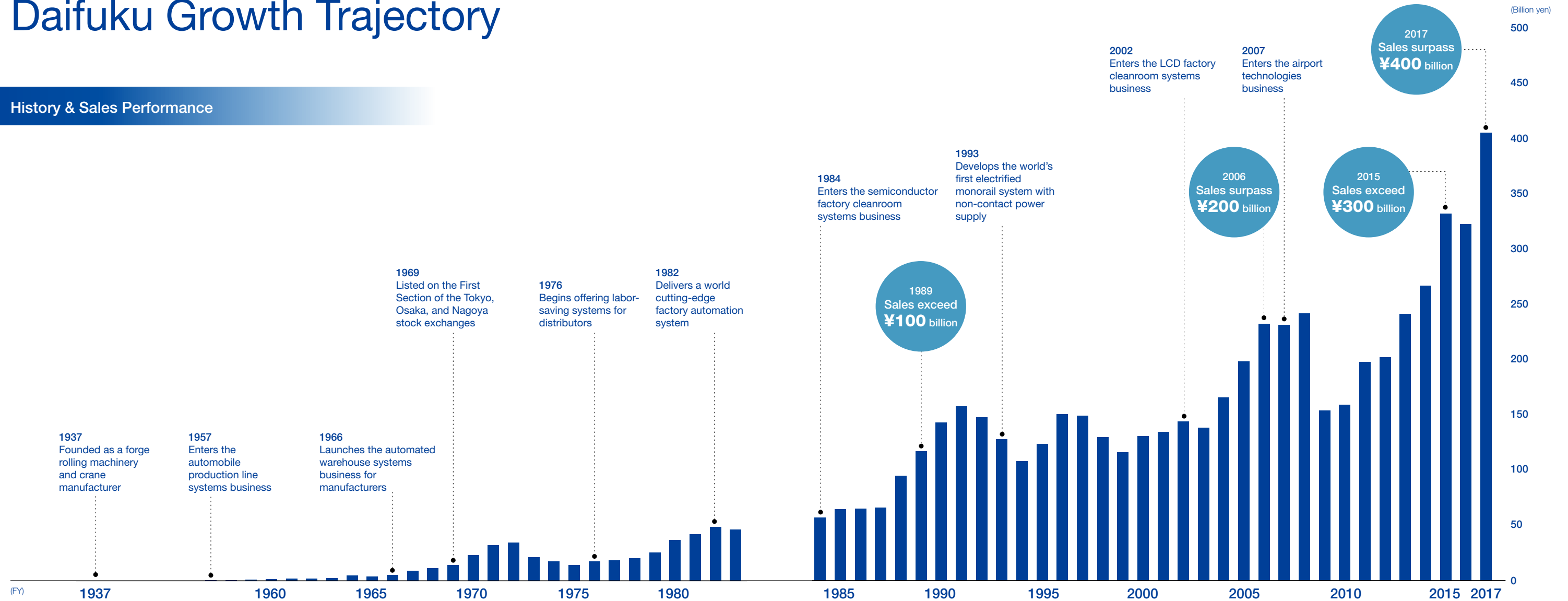


Daifuku Growth Trajectory

History & Sales Performance



Business Evolution	1937 Founded as a forge rolling machinery and crane manufacturer. Engages in port logistics 1957 Delivers chain conveyor systems to an automobile factory 1963 Develops the first Japan-made bowling machine. Enters the bowling machine business 1966 Delivers Japan's first high-rise automated warehouse systems to a manufacturer	1975 Establishes Contec Co., Ltd. 1976 Delivers Japan's first steel belt-type automated sorter to a distributor 1977 Enters the car wash machine business 1982 Delivers a world cutting-edge factory automation system for a motor factory	1984 Develops systems for semiconductor factories 1993 Develops world's first electrified monorail system with non-contact power supply (details on page 22) 1999 Delivers quake-absorbing automated warehouse systems 2007 Enters the airport technologies business as a result of M&A	2014 Develops temporary storage and sortation system, SPDR (pronounced spider)
	Introducing technologies from outside Japan 1952 Technology alliance with Bühler Brothers, Switzerland 1957 Technology alliance with Jervis B. Webb Company, U.S.A. Supporting Japanese automaker's global expansion 1983 Establishes the Company's first non-Japanese subsidiary Daifuku U.S.A. Inc. (now Daifuku America Corporation) in Chicago 1986 Establishes Daifuku Mechatronics (Singapore) Pte. Ltd.	1989 Establishes Daifuku Europe Ltd. in London, U.K. 1991 Establishes Daifuku (Thailand) Ltd. Responding to local demands from the food, pharmaceutical and distribution sectors 2002 Establishes Daifuku (Shanghai) Ltd., the Company's first subsidiary in China 2005 Establishes production facilities to enhance functions across Asia	Expanding business through M&A 2007 U.S.-based Jervis B. Webb Company joins the Group 2009 Non-Japan sales ratio to total sales reaches 50% 2011 U.K.-based Logan Teleflex companies join the Group 2012 U.S.-based Elite Line Services, LLC joins the Group	2013 U.S.-based Wynright Corporation joins the Group 2014 BCS Group Limited of New Zealand joins the Group 2014 Daifuku ranked worldwide leader in sales in the material handling industry, retaining its top spot for four years through 2017 2015 Establishes a U.S. holding company (now Daifuku North America Holding Company)
Global Operations	1964 Enacts the company creed <i>Hini Arata</i> 1969 Listed on the First Section of the Tokyo, Osaka, and Nagoya stock exchanges 1984 Changes company name from Daifuku Machinery Works to Daifuku 1994 Inaugurates Hini Arata Kan logistics demo center	2004 Formulates the corporate code of conduct 2004 Establishes the Compliance Committee 2006 Shiga Works becomes the world's largest material handling production site 2010 Establishes the Environmental Enhancement Management Committee 2010 Installs a photovoltaic system at Hini Arata Kan	2011 Formulates the Daifuku Environmental Vision 2020 2012 Ratings received from the Development Bank of Japan's environmental responsibility and disaster preparedness programs 2012 Launches Daifuku Eco-Products Certification Program 2012 Appoints an outside director	2013 Completes Daifuku Shiga Mega Solar power system 2014 Joins the United Nations Global Compact 2016 Establishes Daifuku Corporate Governance Guidelines 2017 Launches the Work-Style Reform Committee 2018 Launches the Pension Asset Management Committee
	Corporate Development			