

# Financial/Non-Financial Highlights

## Eleven-Year Financial Summary

Daifuku Co., Ltd. and consolidated subsidiaries  
Years ended March 31, 2008 to 2018

	Jump Up for 2010			Material Handling and Beyond			Value Innovation 2017				Value Innovation 2020	
	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
(Million yen)												
<b>For the Year</b>												
Net sales	¥231,619	¥242,182	¥154,208	¥159,263	¥198,052	¥202,337	¥241,811	¥267,284	¥ 336,184	¥ 320,825	¥ 404,925	
Cost of sales	182,260	195,430	128,195	131,639	165,505	165,340	194,974	215,641	272,832	256,417	321,836	
Gross profit	49,358	46,752	26,012	27,623	32,546	36,996	46,836	51,642	63,351	64,407	83,089	
Selling, general and administrative expenses	28,680	31,736	25,932	25,897	28,328	28,986	34,279	36,759	42,472	41,308	43,164	
Operating income	20,677	15,015	80	1,726	4,217	8,010	12,556	14,883	20,878	23,099	39,924	
Income before income taxes	20,592	13,956	862	703	3,129	7,316	12,137	15,211	20,650	23,942	41,059	
Net income attributable to shareholders of the parent company	11,893	7,851	1,018	269	1,223	4,439	7,740	9,810	13,652	16,746	29,008	
Capital investment	4,071	4,613	2,280	3,221	2,393	7,687	10,446	7,532	4,210	5,905	6,348	
Depreciation	3,401	3,930	3,679	3,577	3,612	3,332	3,821	4,157	4,587	4,202	4,419	
R&D expenditures	6,964	8,018	6,075	6,370	6,484	6,855	7,490	6,945	7,009	7,489	8,123	
<b>Cash Flows</b>												
Cash flows from operating activities	¥ 21,234	¥ (8,425)	¥ 20,921	¥ 11,417	¥ (5,187)	¥ 15,666	¥ 20,447	¥ 6,295	¥ 7,206	¥ 26,683	¥ 11,497	
Cash flows from investing activities	(6,340)	(6,900)	(7,303)	(3,616)	(4,039)	(13,649)	(7,372)	(5,846)	(2,099)	(5,393)	(5,600)	
Free cash flows	14,894	(15,325)	13,617	7,801	(9,227)	2,016	13,074	448	5,107	21,289	5,897	
Cash flows from financing activities	(3,531)	16,189	(11,321)	(6,056)	7,709	88	1,045	(509)	(8,702)	(4,404)	13,444	
<b>At Year-End</b>												
Total assets	¥222,386	¥194,727	¥165,430	¥163,388	¥185,049	¥206,875	¥249,531	¥271,011	¥ 296,055	¥ 303,540	¥ 373,712	
Working capital	64,840	75,087	66,265	65,908	61,943	45,832	87,070	91,187	99,293	96,401	142,267	
Interest-bearing liabilities	33,559	55,417	45,295	40,912	51,010	53,385	58,144	60,547	40,904	39,770	37,967	
Net assets	88,709	82,810	81,295	77,714	76,618	85,685	99,690	111,521	130,116	142,340	191,474	
Shareholders' equity	83,355	85,727	83,852	82,454	82,013	84,486	90,652	98,469	123,669	136,694	181,454	
Number of employees	5,663	5,660	5,395	5,209	5,617	6,678	7,349	7,746	7,835	8,689	9,193	
<b>Amounts per Share of Common Stock</b>												
Net income per share (Yen)	¥ 105.05	¥ 70.29	¥ 9.20	¥ 2.43	¥ 11.05	¥ 40.12	¥ 69.96	¥ 88.59	¥ 118.72	¥ 137.58	¥ 235.62	
Net assets per share (Yen)	746.59	718.68	716.07	683.39	674.72	754.98	875.14	972.75	1,044.40	1,142.14	1,493.69	
Cash dividends per share (Yen)	26.00	26.00	20.00	15.00	15.00	15.00	18.00	22.00	30.00	42.00	70.00	
<b>Ratios</b>												
Operating income/net sales	8.9%	6.2%	0.1%	1.1%	2.1%	4.0%	5.2%	5.6%	6.2%	7.2%	9.9%	
Income before income taxes/net sales	8.9	5.8	0.6	0.4	1.6	3.6	5.0	5.7	6.1	7.5	10.1	
Net income/net sales	5.1	3.2	0.7	0.2	0.6	2.2	3.2	3.7	4.1	5.2	7.2	
Return on shareholders' equity (ROE)	14.7	9.6	1.3	0.3	1.6	5.6	8.6	9.6	11.6	12.6	17.7	
Total assets turnover (Times)	1.0	1.2	0.9	1.0	1.1	1.0	1.0	1.0	1.1	1.1	1.1	
Shareholders' equity/total assets	38.0	40.9	47.9	46.3	40.3	40.4	38.8	39.8	42.9	45.8	50.3	
D/E ratio	0.40	0.70	0.57	0.54	0.68	0.64	0.60	0.56	0.32	0.29	0.20	

Notes: 1. The amount of "Capital investment" in the years ended March 31, 2015, 2014, and 2013 includes goodwill generated from acquisition of shares in overseas companies.  
2. In the calculation of net assets per share, the amount of non-controlling interests is subtracted from the amount of net assets in accordance with the above guidelines.  
3. In the calculation of shareholders' equity/total assets ratio and ROE, shareholders' equity represents the amount of net assets less non-controlling interests.  
4. D/E ratio=Interest-bearing liabilities/(Net assets - Non-controlling interests - Bonds with stock acquisition rights)  
5. A PDF version containing notes to the financial statements is available on our website: [www.daifuku.com/ir/library/annualreport](http://www.daifuku.com/ir/library/annualreport)

# Financial/Non-Financial Highlights

## Five-Year Non-Financial Summary

Daifuku Co., Ltd. and consolidated subsidiaries  
Years ended March 31

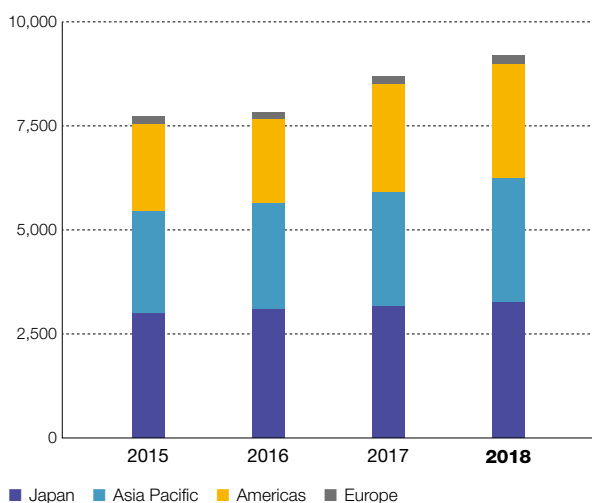
Environment	Value Innovation 2017				Value Innovation 2020
	2014	2015	2016	2017	2018
CO <sub>2</sub> emissions (t-CO <sub>2</sub> )					
Japan	16,774	16,616	16,190	15,034	15,154
Non-Japan	21,573	20,700	20,148	24,563	25,332
CO <sub>2</sub> reduction contribution from environmentally friendly products (t-CO <sub>2</sub> )	18,974	25,694	33,367	41,689	53,327
Water usage (m <sup>3</sup> )					
Japan	145,404	136,801	135,519	125,991	123,587
Non-Japan	99,153	91,762	98,522	102,160	90,113
Emission and transfer volume of chemical substances related to PRTR Law (kg)* <sup>1</sup>	23,506	18,691	30,010	21,180	28,576
Waste generated (t)* <sup>2</sup>	1,142	968	1,244	1,083	1,147
Recycling rate (%)* <sup>2</sup>	97.2	96.7	93.0	94.4	94.4

\*1: Shiga Works

\*2: Figures for Japan only

Employees	Value Innovation 2017				Value Innovation 2020
	2014	2015	2016	2017	2018
Total	7,349	7,746	7,835	8,689	9,193
Japan	2,970	2,986	3,077	3,153	3,257
Asia Pacific	2,042	2,453	2,558	2,758	2,978
Americas	2,103	2,093	2,027	2,587	2,759
Europe	234	214	173	191	199

Employees by region



CO<sub>2</sub> emissions

