

Disclaimer

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February 12, 2013

FOR IMMEDIATE RELEASE

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Daifuku Announces New Corporate Management Plan

Osaka, Japan - Daifuku Group has announced its new corporate management plan, *Value Innovation 2017*, which will apply for the four-year period from April 1, 2014 to March 31, 2017. Based on this plan, Daifuku aims to achieve sales of 280 billion yen and an operating income ratio of 7% in the fiscal year ending March 31, 2017. In May of the same year, Daifuku will be celebrating its 80th anniversary and so it will strive as a Group to reach its objectives to coincide with this important milestone.

As part of *Value Innovation 2017*, Daifuku will endeavor to evolve from a manufacturer of material handling systems to a top-class Value Innovator that provides the best solutions for customers, backed by the expertise and technologies it has accumulated as a comprehensive manufacturer and integrator of material handling systems.

Under the current three-year business plan, *Material Handling and Beyond*, Daifuku set targets of sales of 220 billion yen and operating income of 11 billion yen. Unfortunately, the recent business environment has remained harsh and these goals now look difficult to achieve.

Nevertheless, Daifuku has seen a sure recovery from the effects of the 2008 global financial crises through the latter part of the corporate slogan, *and Beyond*, as it actively strove to develop new products, business, and markets.

To further sustain this upward momentum, Daifuku has set four themes under *Value Innovation 2017*: Business Domains, Profitability, Brand Power and Operational Efficiency.

In addition, Daifuku has established a new brand message, *Always an Edge Ahead*. Daifuku Group will continue to advocate this new message as an effective boost, with the aim of becoming a true value innovator.

Please refer to the separate document for additional details about the new corporate management plan.

<New brand message>

Always an Edge Ahead

The brand message conveys our desire to provide solutions that will not only fulfill the aspirations of our customers but will also provide them with a competitive edge. In addition, “edge” symbolizes our flexible and outstanding workforce, possessing both expertise and a commitment to taking on new challenges and making changes for the better.

<Corporate logo with the new brand message>



About Daifuku Co., Ltd.

Daifuku Co., Ltd. is the world's top manufacturer and supplier of automated material handling systems and software to the automotive, semiconductor and LCD equipment, and general industry markets. Daifuku is headquartered in Osaka, Japan, with sales and service offices throughout the world. The Company was founded in 1937.

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Value Innovation 2017

Four-Year Business Plan

April 1, 2013 - March 31, 2017

February 12, 2013

DAIFUKU

Core Businesses

Current and Future Business Challenges

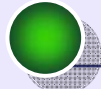
Themes for Four-Year Business Plan

- Business Domains
 - Profitability
 - Brand Power
 - Operational Efficiency
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Management Targets (in the plan)

Structure of Daifuku Group's New Philosophy

- Company Creed
 - Management Philosophy
 - Brand Proposition
 - Brand Message
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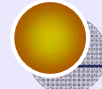


Factory and Distribution Automation

A broad range of industries, including commerce, retail, transportation, food, chemical, and pharmaceuticals



Transport, storage, sorting/picking systems, and material handling commodity products

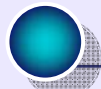


e-Factory Automation

Semiconductor, flat-panel display, and electronic components factories



Cleanroom transport and storage systems



Automotive Factory Automation

Automakers



Automobile production line systems, parts logistics systems



Airport Baggage Handling

Airports



Baggage handling systems, operation & maintenance services



Lifestyle Products

Filling stations, automobile dealers, and bowling alleys



Car wash machines, bowling systems/equipment, wheelchair lifts for care-provider vehicles, and other equipment

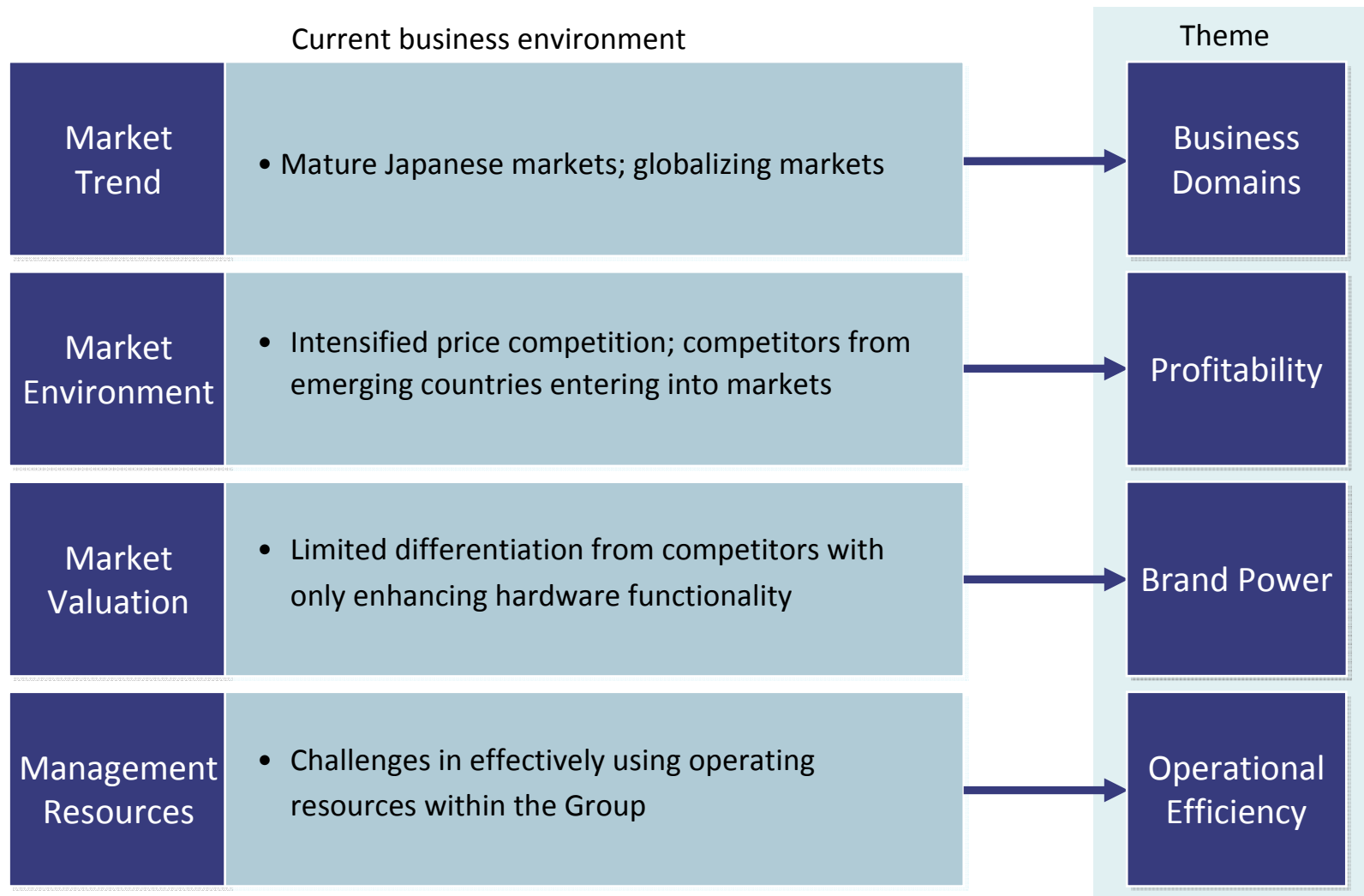


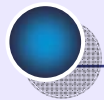
Electronics

Device manufacturers, information technology sector, hospitals, etc.



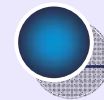
Board computers, control/instrumentation software, industrial PCs, etc.





Business Domains

1. Identifying new businesses and markets
2. Bolstering global business
3. Expanding existing business

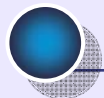


Profitability

1. Increasing value added
2. Boosting cost competitiveness
3. Strengthening businesses using ICT

ICT: Information & Communication Technology

Value Innovator



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



1. Identifying new businesses and markets

- Aim to generate new functional value to establish a new business through the integration of existing business and new technologies.
- Proactively acquire companies related to existing businesses through M&A and tie-ups.

2. Bolstering global business

- Boost the ratio of non-Japan sales from 50% to 60%, while entering new areas using the global network.
- Strive to enhance personnel management to help accelerate Daifuku's global business development.

3. Expanding existing business

- Strengthen pre-maintenance and aftermarket services for the existing facilities to raise servicing sales ratio to more than 25%.



1. Increasing value added

- Review value chains to provide competitiveness in terms of increasing customers' added value.

2. Boosting cost competitiveness

- Promote business localization outside Japan to establish a competitive cost structure across the globe.
- Continue building the competitive cost structure in markets through innovative procurement and production.

3. Strengthening businesses using ICT

- Increase productivity in sales and services using the ICT network and realtime features.



1. Raising employee awareness

- Create a vibrant corporate culture with a flexible and outstanding workforce.

2. Changing the approach to customers

- Promote customer-oriented business to meet the customer's essential needs and provide high-value added solutions.

3. Building a new brand

- Create an attractive Daifuku brand by providing customers with a world-class, one-of-a-kind products and services.



1. Leveraging managerial resources

- Share and use expertise and technologies within the Group.
- Make effective use of human talent across national borders or business operations.

2. Enhancing financial integrity

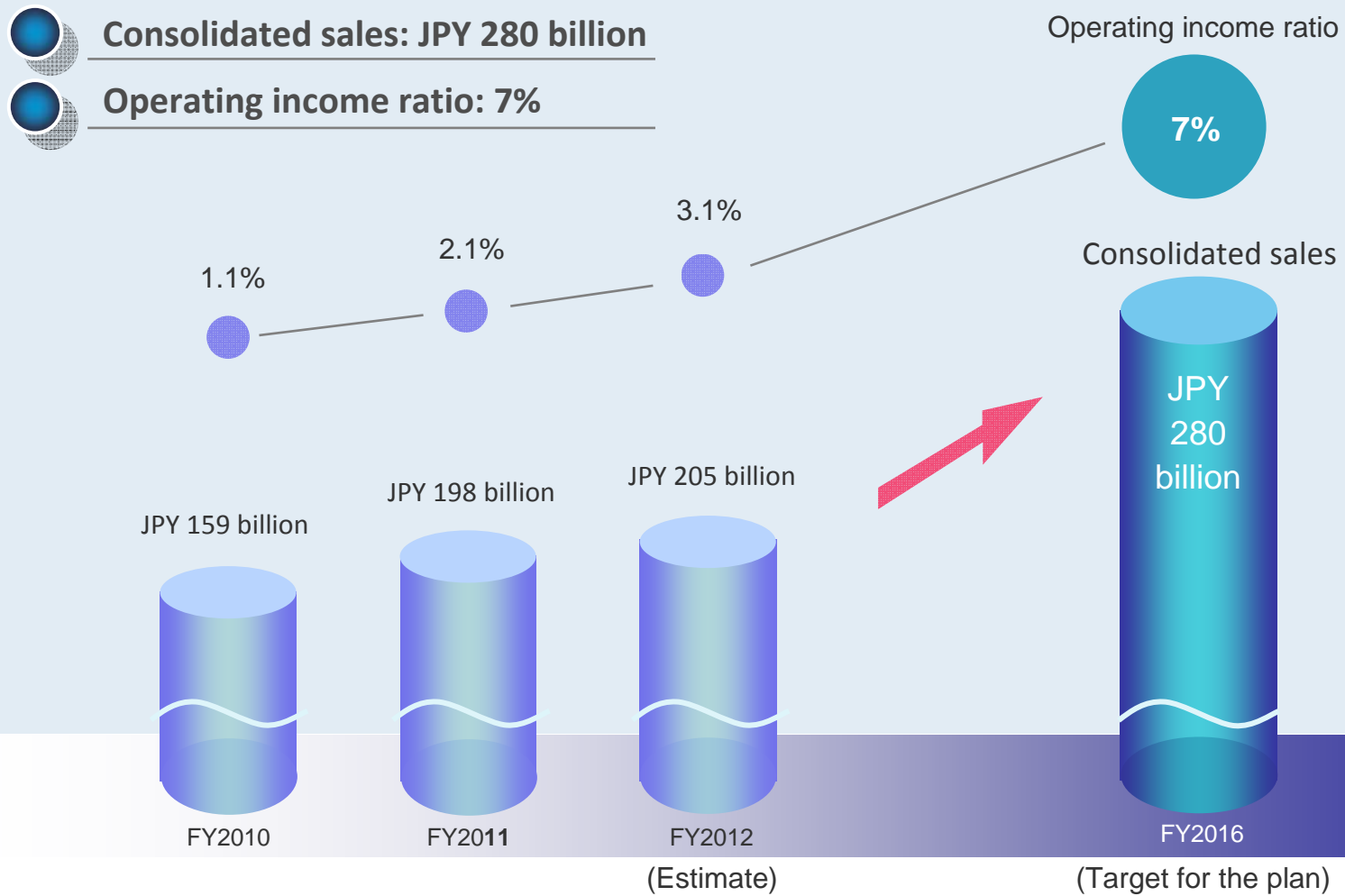
- Generate free cash flow for active use in global business development.
- Keep the R&I rating in the A zone or higher.
- Sustain growth in dividends per share, aiming for a medium- to long-term dividend payout ratio of 30%.

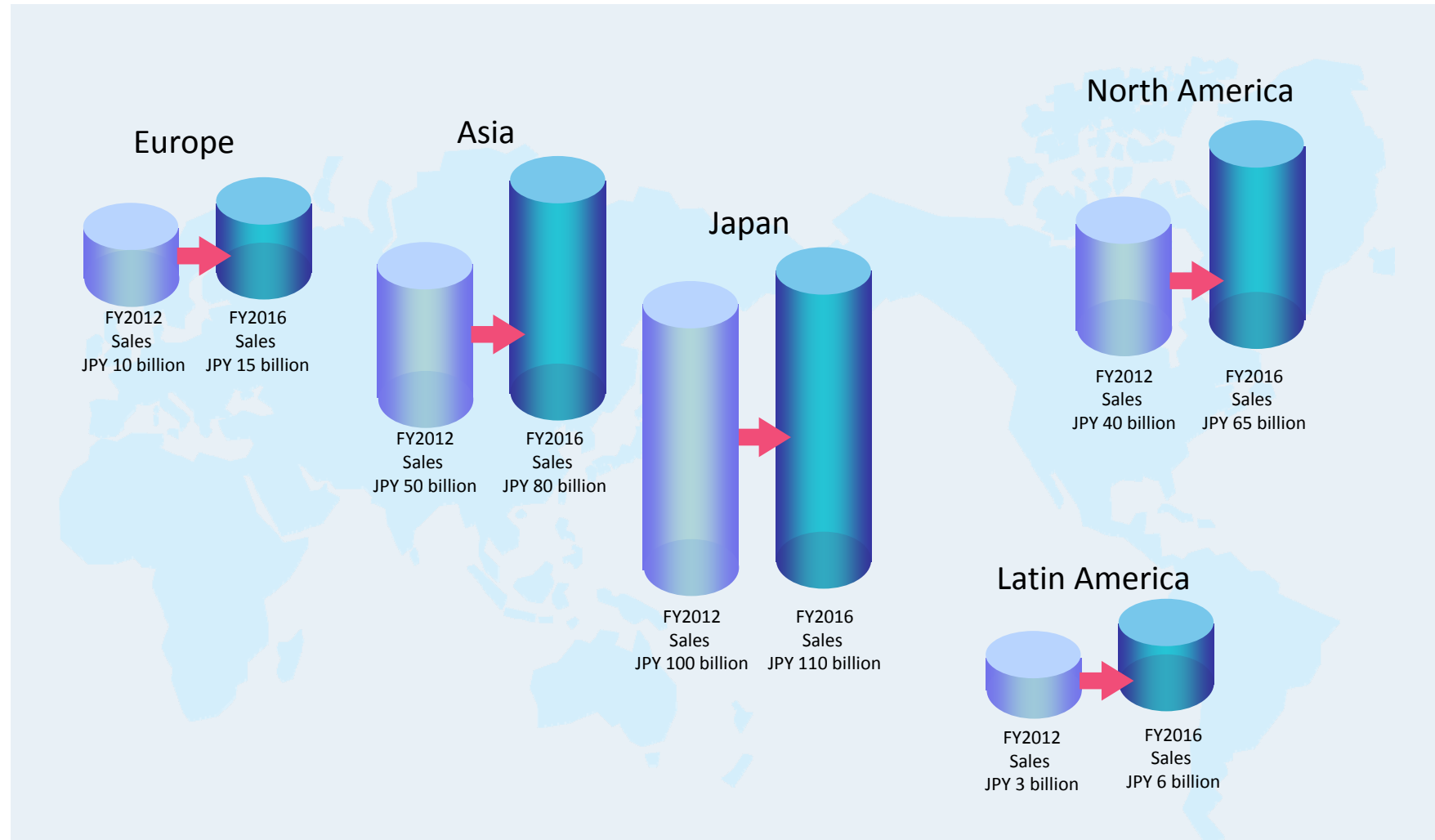
3. Streamlining business operations

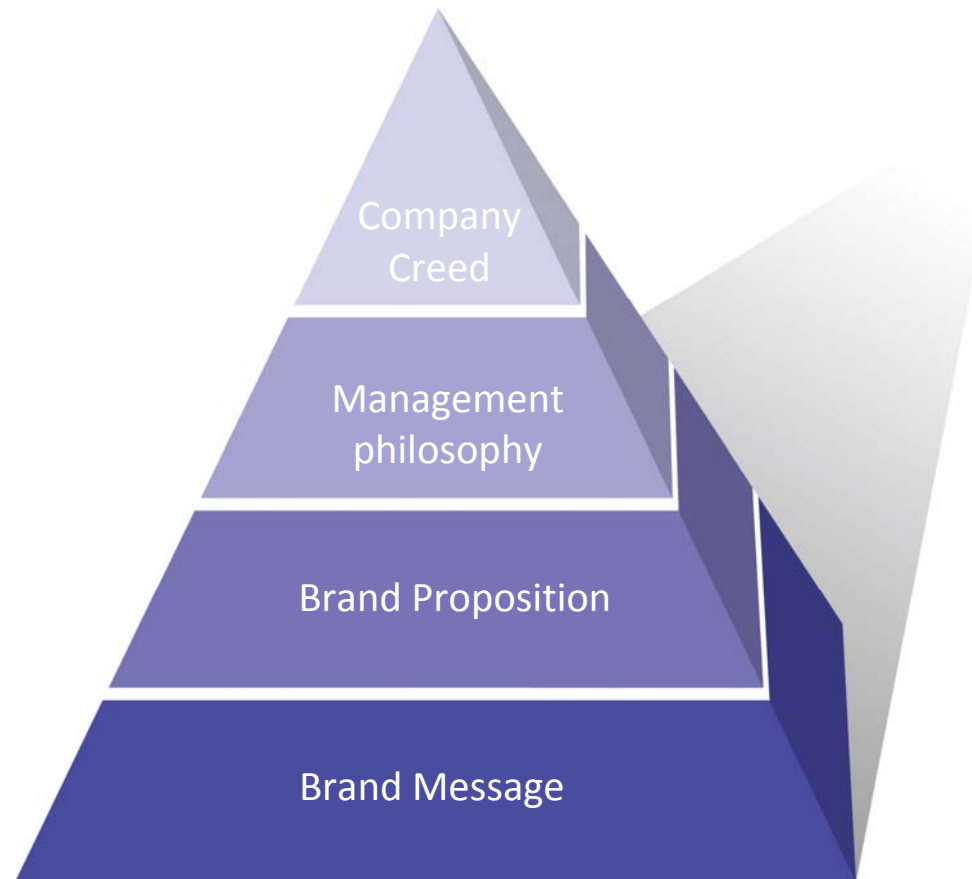
- Standardize, consolidate, and streamline finance, general affairs, procurement, and other corporate functions across the globe.

Management Targets (in the plan) 1

Value Innovation 2017









Company Creed

日新

Hini Arata

今日の「われ」は
昨日の「われ」にあらず
明日の「われ」は
今日の「われ」にとどまるべからず

Today we are doing better
than we were yesterday.

Tomorrow we will be growing
ahead of where we are today.



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.



Brand Proposition

Value Innovator

Daifuku aims to evolve into a top-class Value Innovator that provides the best solutions for customers, backed by the expertise and technologies it has accumulated as a comprehensive manufacturer and integrator of material handling systems.



Brand Message

Always an Edge Ahead

The brand message conveys our desire to provide solutions that will not only fulfill the aspirations of our customers, but also provide them with a competitive edge. In addition, “edge” symbolizes our flexible and outstanding workforce, possessing both expertise and a commitment to taking on new challenges and making changes for the better.

Disclaimer Regarding Forward-Looking Statements

The strategies, beliefs and plans related to future business performance as described in this business plan 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 materially 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.