



CKD, becoming a true SUSTAINABLE company that the future needs

In 2016, we developed the 10-Year VISION to address the changing market environment. Looking forward 10 years, as a pioneer in fluid control and automation, we aim to become the "Total FA Worldwide Supplier". As companies grow, we will strive to achieve greater social contributions through our business and create a sustainable society. As new values are created by the New Normal, the 10-Year VISION will be reviewed in 2021, and based on the four basic policies will be "Challenge new businesses and markets," "Accelerate globalization and expand overseas markets," "Establish a sustainable management base," and "Building a corporate culture that emphasizes human resources," we will continue to boldly take on challenges toward high goals and show the world the new value that will be created as a result. We will aim to be a truly sustainable company together with all stakeholders by developing new technologies and products with an eye on the future, aggressively expanding into overseas markets, and strengthening our customer-first service system.

Corporate Philosophy

With creative knowledge and technology, We shall innovate fluid control and automation, Thus contribute to build rich society.

Corporate Commitment

- Recognition of Corporate Social Responsibility
- 2. Care for Global Environment
- 3. Thorough Customer Orientation
- 4. Challenge to Technology Innovation
- Corporate Culture with Faith in Human Resource

Standards of Conduct

- Awareness of social responsibility
- 2. Sincere and fair conduct
- 3. Observation of the law
- 4. Disclosure of information5. Environmental preservation
- 6. Customer orientation
- Challenging technical development
- 8. Enhancing the human resources
- Appropriate execution and reformation of business
- 10. Exertion of organizational strength

CKD's strengths

01

Wide range of products that meet needs

An extensive product lineup supports manufacturing activities around the world.

02

Evolving technology

Develop new products with a wide range of technologies.

03

CKD global network

Establish a production and sales system that contributes to customers all over the world.

 $2013 \sim 2015$

 $2016 \sim 2018$

 $2019 \sim 2021$

Medium-term management plan GLOBAL CKD 2015

Medium-term management plan
Challenge CKD 2018

New medium-term management plan Build-up CKD 2021



2025

10-year VISION

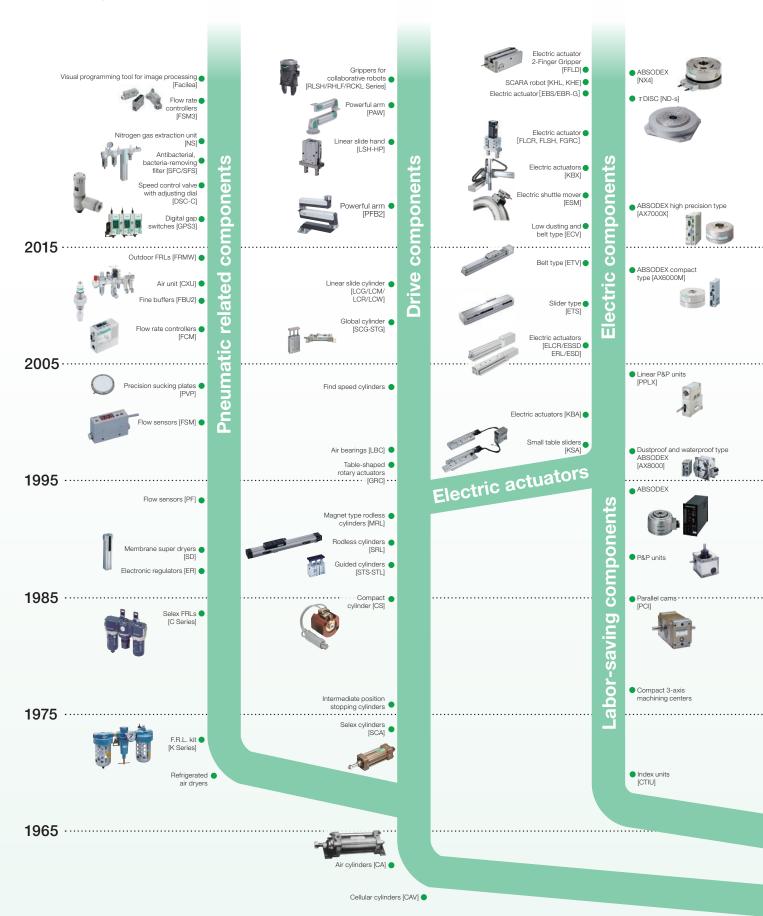
GO CKD!

"Total FA Worldwide Supplier"

- Contribute to the creation of a prosperous society, both in material and in spirit
- Bring happiness to employees as well as their families
- Meet expectations of shareholders

Our strengths 01

Wide range of products that meet the needs

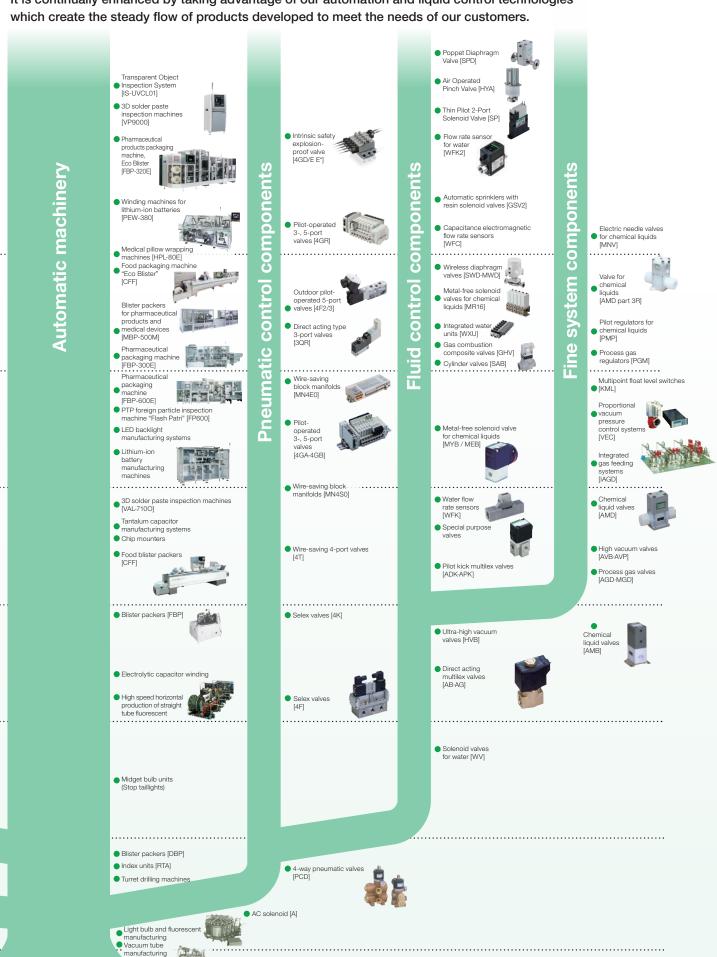


With the growth of our product lineup, CKD is contributing to helping manufacturing businesses around the world.

We are proud of our rich product portfolio that covers all fields with over 500,000 products supporting manufacturing sites all over the world.

CKD's core technologies

It is continually enhanced by taking advantage of our automation and liquid control technologies





A broad range of technologies supports the entire process from development to quality assurance across diverse industrial fields.

Since its establishment, CKD has continually identified the needs of the age faster than any other company as a pioneer of automation technology. We have researched and developed a wide range of products from two different perspectives: Automatic machinery and component products. The technology has been handed down and improved with the times.

Image inspection technology

CKD's automated machineries are equipped with our proprietary image inspection technology. For example, with pharmaceutical products packaging inspection and 3D solder paste inspection for printed circuit boards, this technology improves quality and fully automates processes with fast and reliable fault detecting functions.

Film forming technology

Various forms of film containers can be molded spanning a broad range of products from pharmaceutical, food, etc. From the forming to the final punching out of the container is done in one process, products are packaged in an extremely hygienic environment.

Glass processing technology

We have profound knowledge of glass processing, such as, shape processing suitable for glass characteristics and glass-to-metal seals. Our technology allows high quality processing for many different lighting apparatuses including automotive, special purpose lamps, etc.

Machine control technology

Our machine control technology supports automation and contributes to high speed and accurate automated systems, e.g., electrode winding of lithium-ion batteries and system synchronization of film packaging.

Towards a Total FA Worldwide Supplier

Automatic machinery

Component products

CKD's broad range of technologies

CKD is proud of its rich product lineup.

A wide range of diversified technologies support those products across many industrial fields.

We aim to be a Total FA Worldwide Supplier by continuously integrating and improving our proprietary technologies for individual component products.



[CKD development process]

Product Mass-production planning Design evaluation

Development planning

Function evaluation

Unique approach to development

Development project system

In new product development, specialists from concerned departments gather and work as a team. We have improved the quality of our development operations by assigning dedicated staff members with different expertise.



Modularization and systematization

To be able to meet the delivery needs of our customers, the automated machinery are modularized, and to be space-saving with high performance, components products are integrated and systemized. CKD's core technologies are supplied to our customers.



Contribution to smart factories

We develop telecommunication, sensors and failure prediction products on a timely basis that have become required due to the proliferation of IoT. We support the enhancement of pre-maintenance management.



Quality assurance

To keep quality high during the development process, we evaluate and record quality in each phase of a given project. With a thorough quality management system based on quality engineering, we can also respond to customer needs for quality.





Integration of electric power and air in drive components

To respond to many different applications of automation, we have control technologies that use electric power and air. We provide automation appropriate to customer needs via a rich product lineup based on our high technological capabilities.

Fluid control technology

With our vast lineup of component products that optimally control a wide range of fluids from water to air, gas, steam, oil, etc., we cater to customers' needs.

Technology for microminiaturization of semiconductor devices

The fluid control components incorporated in semiconductor manufacturing equipment are manufactured in clean rooms that meet equipment requirements. Furthermore, we continue to develop technologies responding to miniaturization applications.

Technologies for individual manufacturing processes

Our FP Series for food manufacturing processes, W Series for Outdoor use, P4 Series for Rechargeable battery manufacturing processes, G Series for Welding processes, etc., thoroughly support diversified operating environments.





CKD's network spans the world.

Production and sales network for global satisfaction

To deliver optimal products, technologies and services to customers rapidly and surely, we have a network of bases encompassing not only Japan but also Europe, North America, Latin America and Asia. We build close relationships with customers across the globe and provide them with the strong support they want and need.

Sales Locations

Production bases

CKD Corporation

Komaki Plant / Kasugai Plant / Inuyama Plant / Yokkaichi Plant / Tohoku Plant

Automatic Machinery

East Japan Branch / Central Japan Branch / West Japan Branch

■ Component Products

[Eastern District Sales Dept.]
Sendai Sales Office
Koriyama Branch Office
Yamagata Sales Office
Kitagami Sales Office
Ota Sales Office
Utsunomiya Sales Office

[Tokyo Sales Dept.]
Tokyo Sales Office
Sapporo Branch Office
Tachikawa Sales Office
Chiba Sales Office
Ibaraki Sales Office
Saitama Sales Office
Nagaoka Sales Office

[Minami-Kanto Sales Dept.] Yokohama Sales Office Atsugi Sales Office Kofu Sales Office [Nagoya Sales Dept.] Komaki Sales Office Nagoya Sales Office Yokkaichi Sales Office Matsumoto Sales Office Kanazawa Sales Office Toyama Sales Office

[Tokai Sales Dept.]
Toyota Sales Office
Mikawa Sales Office
Hamamatsu Sales Office
Shizuoka Sales Office

[Osaka Sales Dept.]
Osaka Sales Office
Osakahigashi Sales Office
Nara Sales Office
Kyoto Sales Office
Kobe Sales Office
Shiga Sales Office

[Western District Sales Dept.]
Hiroshima Sales Office
Matsuyama Sales Office
Yamaguchi Sales Office
Okayama Sales Office
Takamatsu Sales Office
Kumamoto Sales Office
Fukuoka Sales Office
Kitakyushu Sales Office

Europe

CKD Europe B.V.

Netherlands Headquarters Germany Office Czech Office UK Office

CKD Corporation Europe Branch

- CKD Field Engineering Corporation
- CKD Global Service Ltd.
- CKD NIKKI DENSO CO., LTD.
- CKD Shikoku Seikou Corporation

Maintenance and support network

Support bases in Japan and overseas are being developed for the automated machinery and components products. Our knowledgeable staff will respond to your maintenance and various enquiries quickly.

Inventory and local procurement

Shenzhen West Office

We manufacture products to local market needs. Since there is an inventory center in each area, a system is in place for us to provide what customers want on a timely basis.

Asia

CKD (China) CORPORATION

China Plant

CKD (Shanghai) Corporation

Shanghai Headquarters

Shanghai Puxi Office Shenzhen East Office Shanghai Pudong Office Dongguan Office Ningbo Office Xiamen Office Hangzhou Office Fuzhou Office Wuxi Office Shenyang Office Kunshan Office Changchun Office Suzhou Office Dalian Office Beijing Office Nanjing Office Hefei Office Tianjin Office Chengdu Office Qingdao Office Wuhan Office Weifang Office Zhengzhou Office Jinan Office Changsha Office Yantai Office **Chongqing Office**

CKD India Private Limite

Gurgaon Headquarters Bangalore Office Pune Office

Xian Office

Guangzhou Office Zhongshan Office

PT CKD MANUFACTURING INDONESIA

Indonesia Plant

PT CKD TRADING INDONESIA

Jakarta Headquarters Bekasi Office Karawang Office Surabaya Office Medan Office Sumaran Office

CKD Korea Corporation

Seoul Headquarters Suwon Office Cheonan Office Ulsan Office South Korea Plant

M-CKD PRECISION SDN. BHD.

Shah Alam headquarters Johor Bahru Branch Office Penang Branch Office Malaysia Plant

CKD SINGAPORE PTE. LTD. (Singapore)

CKD CORPORATION
BRANCH OFFICE
(Asia Pacific)

CKD THAI CORPORATION LTD.

Bangkok Headquarters
Rayong Office
Eastern Seaboard Office
Lamphun Office
Korat Office
Amatanakorn Office
Prachinburi Office
Saraburi Office
Thailand Plant

Taiwan CKD Corporation

Taipei Headquarters Hsinchu Office Taichung Office Tainan Office Kaohsiung Office

CKD VIETNAM ENGINEERING CO., LTD.

Hanoi Headquarters Ho Chi Minh Office

North America and Latin America

CKD MEXICO, S. DE R.L. DE C.V. (Queretaro)

CKD USA CORPORATION

Chicago Headquarters
Lexington Office
San Jose Office and Technical Center
San Antonio Office
Detroit Office
Boston Office



CKD's technology active in the world



Convenience in our everyday lives

Fluid control components

CKD's technology for controlling virtually any type of fluid is active in various fields such as park sprinkler systems, machine tools, etc., and is making people's lives more convenient.





Manufacturing (Monozukuri)

Electric actuators / Pneumatic cylinders

Also included in CKD products are automotive, daily necessities, processes where things are made. They are used for pneumatically operated doors on trains.





Food safety

Automated food packaging systems / Food manufacturing components

An increasing number of foods are being packaged to improve added-values such as maintenance of food quality and hygienic conditions. CKD's food packaging technology ensures food safety and provides people with a peace of mind.





Environment

Fluid control devices for solar cells

Solar cells are being introduced in various fields to convert to sustainable energy. CKD's products are adopted in the solar cell manufacturing process.







CKD's technology, which has penetrated society and proven itself beneficial in all fields, is helping to build an affluent society and create a new era.



Electronics

Fluid control components for semiconductors

Semi-conductors and liquid crystals are used in electronic devices such as data center servers, tablet devices, etc. CKD's fluid control components are actively used in the clean environments for manufacturing them.





IT

Three-dimensional solder paste inspection machines

CKD's technology that never misses defects in printed circuit board manufacturing of smartphones, contribute to high functionality and miniaturization of electronic components.





Pharmaceutical packaging systems / Life science components

CKD's technologies are applied to the pharmaceutical and medical machines supporting safe medical care such as drug and syringe packaging machines, oxygen concentrators, analytical devices and dental instrument control.





Lithium-ion battery manufacturing machines / Battery manufacturing components

Lithium-ion batteries are used for hybrid and electric vehicles, and their applications are increasing. CKD's technology is used to manufacture lithium-ion batteries.





Automatic packaging systems

Pharmaceutical and medical

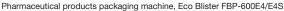
Contribute to safe medical care with more than 50 years of achievements and know-how.

We have a wide range of cutting-edge machines for automated packaging processes for medical and pharmaceutical products. In fact, we have the top market share in Japan. We meet user needs for energy- and resource-savings, and fully unmanned packaging processes with quality control using our proprietary inline automated inspection system.



Pharmaceutical products packaging machine Eco Blister FBP-320E







Packaged drugs

Automatic machinery

We develop and provide automated machineries that meet customer needs based on our best-in-the-industry achievements.

Winding machines for lithium-ion batteries

We ensure the safety of batteries with high-precision windings and contamination countermeasures.

These automated machines manufacture cores of lithium-ion batteries at high speeds and high precision. With the integration of our servo control technology that we have improved over the years and our proprietary technology for pneumatic components and cam technology, we guarantee the quality and safety of batteries.



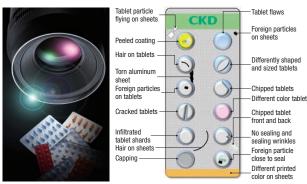
Winding machines for lithium-ion batteries



Inspection

One-stop delivery of essential quality pharmaceutical products.

We develop not only machines, but also inspection machines, guaranteeing quality - the most important aspect in pharmaceuticals. We provide peace of mind for customers and safety for patients.



Foreign particle inspection machine for tablets, Flash Patri FP630



Making use of blister packaging machine-specific technologies, the CFF series has pursued cost advantages and improved quality stability. This series offers high performance sealing, safety, hygiene and operability. In addition, these machines conserve resources by minimizing waste from packaging materials including upper lids and container films.



Maintenance system

Provide finely tuned maintenance services to optimize the operation of machines

Specialized in the maintenance of automatic machines, the "CKD Field Engineering Corporation" supports safe and secure operations. Professional engineers

provide total solution services from regular maintenance to repairs and improvement proposals.



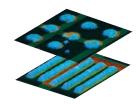


3D solder paste inspection machines

Supporting miniaturization and high densification of electronic components.

With our proprietary 3D inspection technology and high-speed inspection which is top-class in the industry, these machines accurately measure the volume and height of the solder paste, and while reducing the defect rate of printed circuit boards, miniaturization and high density are promoted. They are highly evaluated for their high inspection accuracy and user-friendliness.











Fine system components

Ultra-cleanroom compatible components support electronic devices.

With a broad range of products covering supply systems to exhaust systems of semiconductor and flat panel displays, we are able to provide state-of-the-art process control. We support the electronic device industry with our the Fine System Components which can be used in clean environments.

Fluid control components

Our fluid control technology has been successfully applied in wide range of fields.

We are developing units and systems to effectively use liquids, by taking advantage of CKD's pillar fluid control technologies. Under the concept of high quality and wide variation, we have launched a broad range of products from various types of valves, precipitator control systems and environmental products such as water treatment systems.



Medical analysis-specific valves

Component products

We have a wide array of component products to respond to customer demands and needs for quality, fluid control and automation.

Drive components

Support the automation of industrial systems.

Pneumatic cylinders are used in a wide range of industrial fields because they can be easily automated at low costs. Electric actuators and direct drive motors can readily achieve flexible operation and enable mass customization of production equipment. We support the world's manufacturing with a wide range of products from pneumatic actuators to cams, electric actuators and robots.





Pneumatic cylinders



Assistive devices







Electric actuators



Flow rate sensors for water



Water catchment units



Explosion-proof 2, 3-port solenoid valves





Direct acting 2, 3-port valves



Gas combustion valves



Solenoid valves for automatic sprinklers





Pilot operated 2-port valves



Promote automation by making full use of pneumatic technology.

These units control airflow, for example, the driving of a control valve cylinder. We develop automated systems responding to a broad range of industrial needs and propose pneumatic technologies in consideration of environmental preservation and energy conservation.



ABSODEX



SCARA robots



Index units



Pneumatic related components



Flow rate sensor / Flow rate controller

System peripherals manage the quality of compressed air.

We provide pneumatic system units based on the know-how acquired through the development of pneumatic auxiliary devices including "F.R.L. units."



Electro-pneumatic regulator



Gas Supply Unit



Nitrogen gas extraction unit

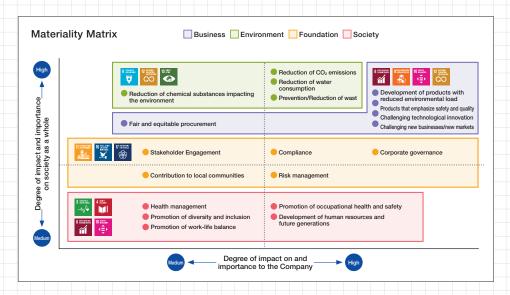
ESG

We at CKD contribute to the realization of a sustainable society, and look to improve our corporate value.

Achieve sustainable growth and improved corporate value

With the corporate philosophy of "With creative knowledge and technology, We shall innovate fluid control and automation, Thus contribute to build rich society," as a pioneer in automation technology, we have been working on the development of various products, focusing on two axes: automatic machinery and component products. We have also identified a number of social issues (materiality), including the SDGs, that we should prioritize in the industry to improve corporate value.

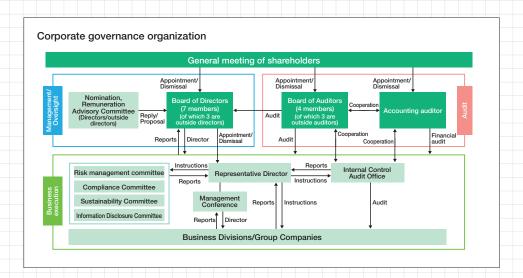
We will continue to contribute to the realization of a sustainable society through business activities.



Governance



In order to become a company that continues to be trusted and appreciated by stakeholders with a wide variety of interests, the Group aims to realize sound and efficient management practices and enhance the transparency of its content, and further enhance corporate governance.



Risk management

In order to ensure business continuity and improvement of corporate value, we identify various risks associated with corporate activities, evaluate the risks appropriately, and carry out efficient and effective management activities.

Compliance

Each employee fulfills his or her social responsibility by complying with laws and corporate ethics. To that end, we distribute the "a CKD Conduct Guidelines Manual" to all employees and convey our policy for thorough legal compliance. We also provide compliance training and legal information to overseas bases.

Environment



From pollution problems and the European RoHS Directive to compliance with environmental regulations applied to products, we are working on improvement activities company-wide. We also consider the realization of a low-carbon society as a vital issue in the international community, and believe that business activities that coexist with a beautiful environment and eco-friendly activities of each employee will produce great results. We will continue to contribute to the conservation of the global environment by developing environment-friendly products that are unique tothe Company and delivering them to our customers by complying with laws and regulations, and utilizing the automation technology and fluid control technology that we have long cultivated as a manufacturer.

Development of environmentally friendly products

In order to produce products with higher environmental levels, we believe that environmental level goals must be built in more consciously than during the development planning stage, and we are working to develop products that reduce environmental load using our own "Environmental Acceptability Assessment Form*".

Evaluated for contributing to reducing the environmental load, CKD's efforts to develop unique Component products using its automated and fluid control technologies have also won the Gold Prize, the 2021 Aichi Environment Award for its high-durability components "HP Series" that extends the life of machines, and for the Nitrogen gas extraction unit NS Series that enables long-term storage of foodstuffs.

* Environmental Acceptability Assessment Form: Environmental Level assessment of the four environmental load items, "energy conservation," "resource conservation," "waste," and "environmental pollution" from both the "customer environment" and "internal environment".





> Environmental Impact Reduction Efforts

The entire group is engaged in environmental activities toward the realization of a sustainable society. In the "Quality / Environmental Policy", "Promotion of energy saving / resource saving and construction of energy saving production line" is stated, and positive activities such as upgrading to high efficiency components and installing solar power generation systems are developed.





Solar Power Generation

We are introducing renewable energy, and started operating solar power systems at the Thai plant in June 2019, the headquarters and Komaki plant in July 2020, and the China plant in November 2020.





FEMS* Integration

At the Tohoku Plant, we have introduced a system called "FEMS" that can collectively manage the energy consumption of the entire plant, and are working to reduce CO₂ by optimizing energy in production.

* FEMS : Factory Energy Management System

> For higher quality products

Every fiscal year, we have set up a quality and environmental policy and made it known to all employees, as a commitment to continuously improving our quality and environmental management systems throughout the Company to promote "the supply of products and services that satisfy our customers", making them more reliable and efficient.

>Green procurement

From the procurement stage, we provide green procurement that is environmentally friendly. Our standards give priority to customers with a high degree of green procurement.

Society

Human Resources

The "human resources-oriented corporate culture" is one of our management philosophies, regarding human resource as human capital. We place it as an important management resource for the sustainable development and growth of the Company. Furthermore, with the development of employee skills as one of the most important themes for management, we aim to develop human resources that can provide products and services more valuable to our customers as we expand our business globally.

Human resource development

We are strengthening efforts to enable diverse human resources to play an active role by maximizing their abilities.

- Education and training
- System for Overseas Trainees
- Skill Training Facility
- Support for Language Learning
- Utilization of the Career Planning Sheet
- Support for self-improvement activities



Overseas trainee

Promoting Diversity

We are promoting diversity that makes the most of diverse human resources, regardless of gender, nationality, or age. As part of the Child Care Support Program/Promotion of Women's Performance, the Company opened an on-site nursery school in 2018.



"Ohana nursery school" (Komaki Plant), a private daycare center

Promotion of work-life balance

We believe that when both work and family life are fulfilled, employees can realize an engaging workplace for themselves, and so we are taking various measures to achieving them.

Efforts to reduce total actual working hours

- Reduction of overtime work by implementing business improvements
- Establish one day in the week where workers leave at a specified time
- Set up specified days when all employees use paid holidays
- Creation of an hourly paid leave system

Support for balancing work and childcare/nursing care

- Part-time work system
- Overtime waiver
- Monetary gift for female workers who give birth
- Special leave for childbirth
- Returning-to-Job system
- Establishment of an on-site nursery school
- Fee subsidy program for unaccredited childcare facilities

Promotion of health management

We believe employee health is an important management issue and has set up the CKD Health Management Declaration to raise employee health awareness in collaboration with health insurance associations and labor unions, and to create a workplace where workers can be healthy and active both physically and mentally.



Large corporations in 2020 and 2021 Certified as an Excellent Corporation for Health Management

Occupational health and safety

[Basic Principles]

- We put safety first, and follow stringent manufacturing protocols.
- We provide our customers with products that can be used with peace of mind stemming from a safe and healthy workplace.

Contribution to the community

We value our relationship with society as good corporate citizens and contribute to the creation of a prosperous society by promoting social contribution activities. (Based on the corporate philosophy, corporate commitment, and standards of conduct)





CKD's forestation activities



Science class for learning from Manufacturing (Monozukuri)



Environmental preservation activities in Thailand

Corporate Information

Corporate profile

Establishment: April 2, 1943
Paid-in Capital: 11,016 million yen

Number of employees: 4,515 personnel (As of March 31, 2021) Annual sales: 106.7 billion yen (As of March 31, 2021)

Listed on: First Section of Tokyo Stock Exchange and Nagoya Stock Exchange

Line of business: Development, manufacturing, sales, and export of functional equipment such as automatic machinery, and

components such as drive units, pneumatic control, pneumatic related and fluid control

History

April	1943	Established "Japan Aircraft Electric Co., Ltd." in Nagoya City with 10 million yen in capital.
		Started the manufacturing and sales of electrical components for aircraft.
October	1945	Renamed the company "Chukyo Electric Co., Ltd.", and began the manufacture, sales and
		repair of electrical machinery and equipment.
May	1947	Started manufacturing vacuum tube appliances.
December	1956	Established the Component Division in addition to the Machinery Division.
		Started the mass-production of various types of solenoids, pneumatic cylinders and valves.
June	1961	Relocated to Komaki City after constructing a new plant.
October	1962	Listed the company on the second section of Nagoya Stock Exchange.
February	1971	Listed the company on the first section of Nagoya Stock Exchange.
July	1979	Renamed the company "CKD Corporation."
November	1979	Listed the company on the first section of Tokyo Stock Exchange.
August	1984	Established "M-CKD PRECISION SDN. BHD." in Malaysia.
October	1985	Established "CKD USA CORPORATION" in Illinois, USA.
June	1987	Established the "Wuxi Pneumatic Research Institute, CKD Pneumatic Technical Training
		Center" in China.
May	1988	Established "CKD THAI CORPORATION LTD." in Thailand.
June	1989	Established "CKD SINGAPORE PTE. LTD" in Singapore.
October	1995	Defined the new corporate statement, logo, color and communication name.
January	2000	Merged "CKD Controls Ltd."
October	2000	Merged CKD Seiki Ltd. and CKD Precision Ltd.
October	2001	Established "CKD (Shanghai) Corporation" in China.
August	2002	Established "CKD Korea Corporation" in South Korea.
January	2003	Merged domestic sales subsidiaries.
		Established "CKD (China) Corporation" in China.
December	2003	Opened a branch office in the Netherlands.
April	2007	Established "Taiwan CKD Corporation" in Taiwan.
	2011	Opened a branch office in Singapore.
July	2012	Renamed the company "CKD Corporation."
November	2012	Established "CKD Field Engineering Corporation" in Japan
October	2013	Built a new plant for "CKD (China) Corporation" in China.
May	2014	Established "PT CKD TRADING INDONESIA" in Indonesia.
June	2014	Established "CKD VIETNAM ENGINEERING CO., LTD." in Vietnam.
August	2014	Established "PT CKD MANUFACTURING INDONESIA" in Indonesia.
March	2015	Established "CKD MEXICO, S. de R.L. de C.V." in Mexico.
December	2015	Established "CKD India Private Limited" in India.
November	2016	Established "CKD Europe B.V." in the Netherlands.
April	2017	"NIKKI DENSO CO., LTD." became CKD's affiliated companies to become CKD NIKKI
		DENSO CO., LTD.
April	2018	Commenced the operation of "Ohana nursery school", an on-site day-care center in Japan
		Headquarters / Komaki Plant.
January	2019	Completed the Tohoku plant in Ohira-mura, Kurokawa-gun, Miyagi Prefecture.



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