

11-Year Summary

10-Year Vision

GO CKD!

Medium-Term Management Plan NEW CKD 2012

GLOBAL CKD 2015

Challenge CKD 2018

Build-up CKD 2021

(fiscal years ended March)

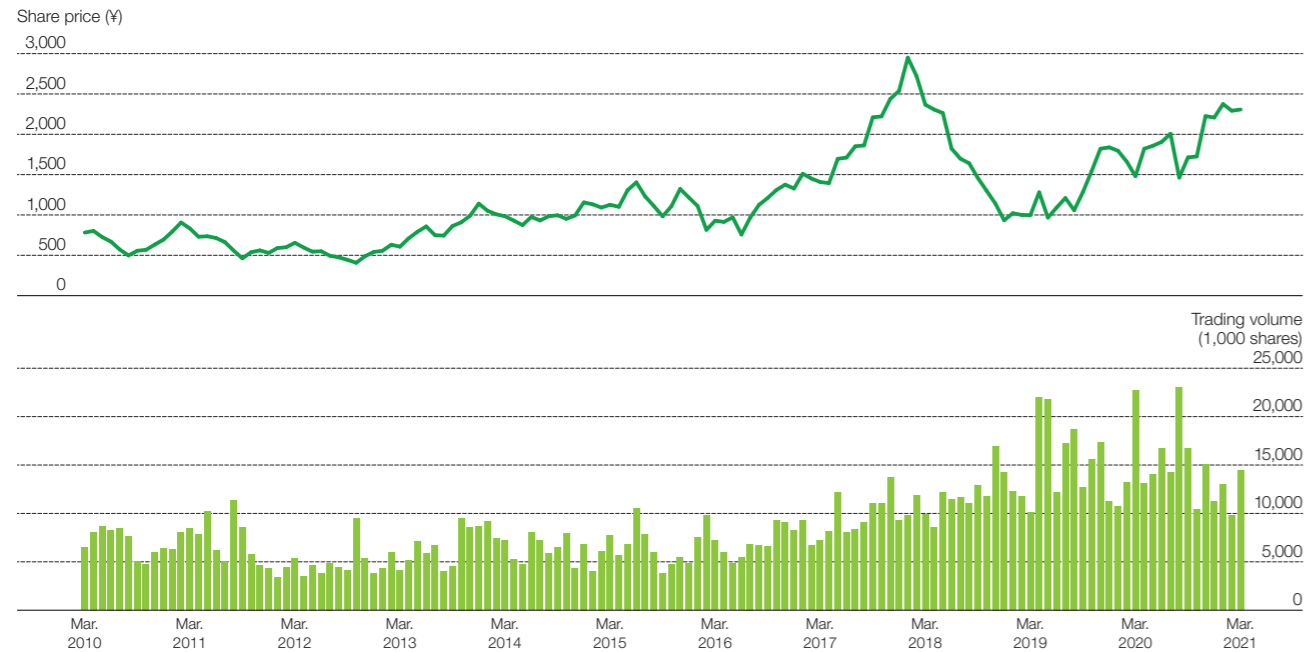
	(Unit)	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Financial summary												
Business results												
Net sales	¥ million	72,020	72,804	65,031	75,491	83,379	88,117	94,012	115,700	115,665	100,717	106,723
Operating income	¥ million	7,502	6,067	3,244	7,883	8,363	8,107	9,580	12,472	5,429	5,230	7,698
Ordinary income	¥ million	7,528	6,213	3,517	8,136	8,735	8,094	9,771	12,469	5,425	5,374	7,823
Net income attributable to owners of parent	¥ million	4,577	3,741	2,452	5,456	6,010	5,459	6,958	9,142	4,793	3,689	5,273
Cash flow												
Cash flows from operating activities	¥ million	4,048	3,775	7,008	9,754	6,226	8,027	10,163	5,542	(2,254)	17,250	17,521
Cash flows from investing activities	¥ million	(1,048)	(3,020)	(5,017)	(6,224)	(4,755)	(6,183)	(4,081)	(7,273)	(14,867)	(4,555)	(2,786)
Cash flows from financing activities	¥ million	(766)	(2,450)	(57)	(2,330)	618	(3,329)	(2,505)	2,559	14,374	(6,022)	2,423
Free cash flows	¥ million	2,999	754	1,990	3,530	1,471	1,844	6,081	(1,730)	(17,121)	12,694	14,735
Financial position												
Total assets	¥ million	72,171	70,079	71,742	86,711	96,018	96,412	106,361	130,887	136,961	136,059	152,726
Net assets	¥ million	45,335	48,322	50,852	57,712	65,555	66,419	70,957	80,058	80,444	82,465	97,617
Cash and cash equivalents	¥ million	7,728	5,961	8,180	9,831	12,290	10,342	13,905	14,799	12,028	18,409	35,913
Interest-bearing debt	¥ million	5,851	4,040	5,070	3,446	5,411	4,391	3,602	11,684	28,627	23,068	19,939
Investment												
Depreciation	¥ million	2,639	2,769	2,619	2,485	3,188	4,060	3,964	4,230	5,173	5,822	5,507
Capital investment	¥ million	2,180	2,963	2,710	5,800	5,454	7,801	4,864	9,422	14,843	3,060	3,620
Research and development expenses	¥ million	2,245	2,151	2,336	2,709	2,927	2,857	3,348	4,330	3,637	3,383	3,578
Per share information												
Earnings per share (EPS)	¥	73.40	58.96	38.99	87.36	96.25	87.99	112.38	147.65	77.42	59.56	80.23
Dividends per share	¥	14	12	10	18	24	26	30	37	28	18	25
Book-value (net assets) per share (BPS)	¥	714.46	761.54	814.25	924.09	1,049.70	1,072.72	1,146.02	1,291.26	1,296.94	1,321.28	1,463.15
Key performance indicators												
ROE	%	10.5	8.0	4.9	10.1	9.8	8.3	10.1	12.1	6.0	4.5	5.9
ROA	%	6.3	5.3	3.4	6.3	6.3	5.7	6.5	7.0	3.5	2.7	3.5
Equity ratio	%	62.8	69.0	70.9	66.6	68.3	68.9	66.7	61.1	58.6	60.5	63.8
Non-financial summary												
Governance												
Number of directors	Persons	7	7	7	7	7	6	6	7	7	8	7
Number of external directors	Persons	2	2	2	2	2	2	2	3	3	3	3
Ratio of external directors	%	29	29	29	29	29	33	33	43	43	38	43
Society												
Number of employees	Persons	3,288	3,266	3,273	3,166	3,294	3,594	3,719	4,284	4,582	4,470	4,515
Number of female employees	Persons	—	—	778	773	821	897	939	1,090	1,197	1,183	1,232
Ratio of female employees	%	—	—	23.77	24.42	24.92	24.96	25.25	25.44	26.12	26.47	27.29
Number of overseas employees	Persons	—	—	1,261	1,109	1,188	1,460	1,526	1,768	1,839	1,701	1,750
Ratio of overseas employees	%	—	—	38.53	35.03	36.07	40.62	41.03	41.27	40.14	38.05	38.76
Environment												
CO ₂ emissions	tCO ₂	—	—	—	24,597	25,295	24,147	40,123	39,345	39,421	36,614	36,805
Water consumption	(1,000 m ³)	—	—	—	338	309	336	392	413	464	479	496
Industrial waste	t	—	—	—	951	1,077	1,015	1,243	1,341	1,455	1,453	1,353

*1 Figures have been revised for the fiscal year ended March 31, 2018 to reflect changes in accounting policies from April 1, 2018.

*2 Figures for CO₂ emissions, water consumption, and industrial waste for the fiscal years ended March 31, 2014 through March 31, 2016 do not include the figures of the Tohoku Plant or overseas bases. CO₂ emissions and water consumption are the totals of domestic plants (excluding those of domestic Group companies) and overseas plants (using domestic emission factors). Industrial waste is the total industrial waste from domestic plants (excluding those of domestic Group companies) and overseas plants.

Share Information

Share price trend



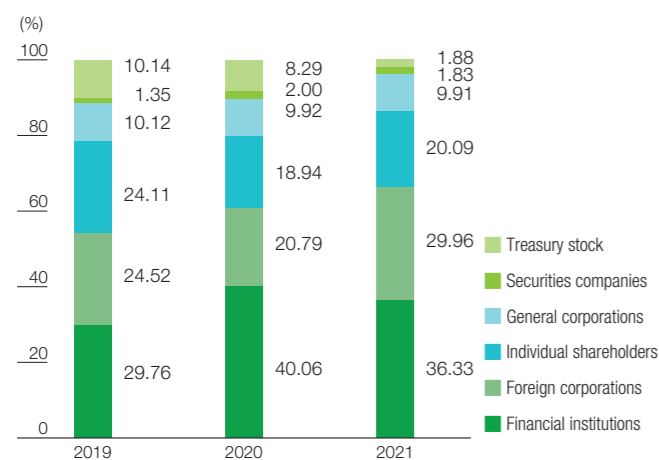
Stock status (As of March 31, 2021)

Total number of authorized shares	233,000,000 shares
Total number of shares outstanding	67,909,449 shares
Number of shareholders	11,696

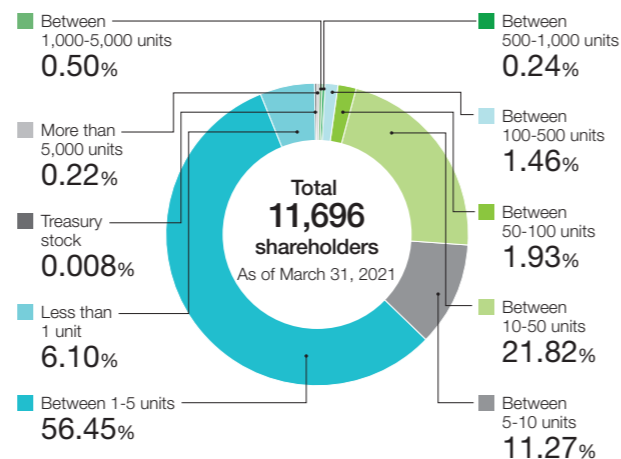
Dividends and dividend payout ratio (fiscal years ended March)

	Dividends (¥)	Dividend payout ratio (%)
2021	25	31.2
2020	18	30.2
2019	28	36.2
2018	37	25.1
2017	30	26.7
2016	26	29.5
2015	24	24.9
2014	18	20.6
2013	10	25.6
2012	12	20.4
2011	14	19.1

Shareholder status (As of March 31)



Shareholder ratio by number of shares held (Unit: 100 shares)



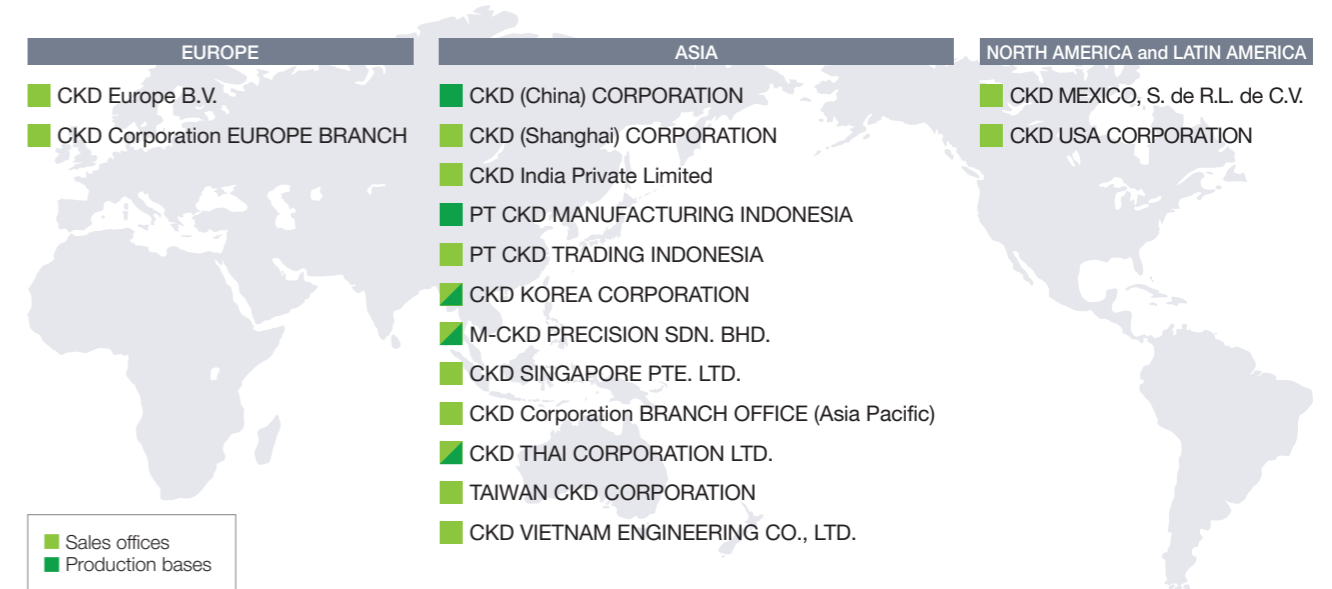
Corporate Data

Corporate profile

Company name	CKD Corporation
Establishment	April 2, 1943
Paid-in capital	¥11,016 million
Consolidated number of employees	4,515 (March 31, 2021)
Net sales	¥106.7 billion (Fiscal year ended March 31, 2021)
Listed on	First Section of the Tokyo Stock Exchange and the Nagoya Stock Exchange
Securities code	6407

Lines 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
Head office	250 Ouji 2-chome, Komaki, Aichi 485-8551, Japan Telephone: +81-568-77-1111

Key overseas business facilities and overseas subsidiaries



■ Sales offices
■ Production bases

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This report contains selected information of high relevance that is conducive to the enhancement of our corporate value. For more information about our technology, products, and finances, please visit our website.



<https://www.ckd.co.jp/en/>

