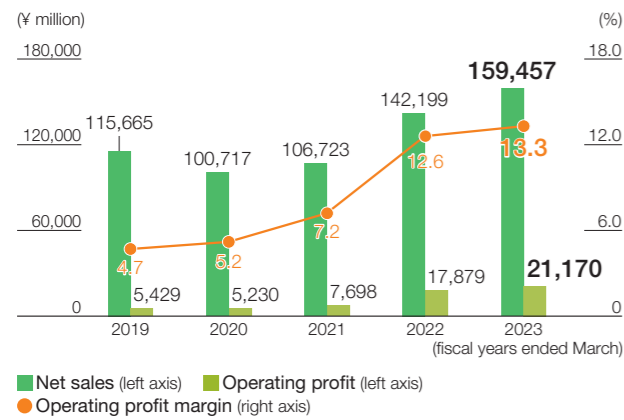


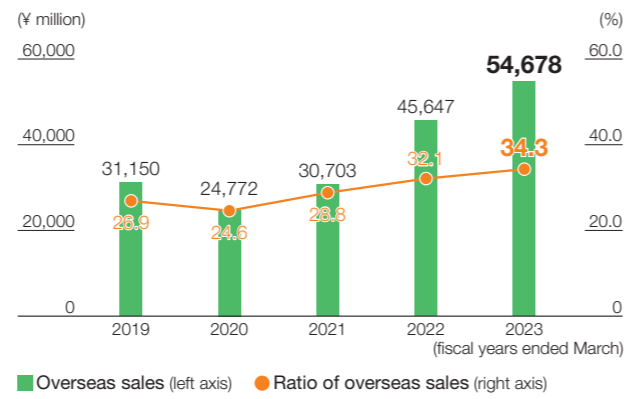
# Financial/Non-Financial Highlights

## Financial highlights

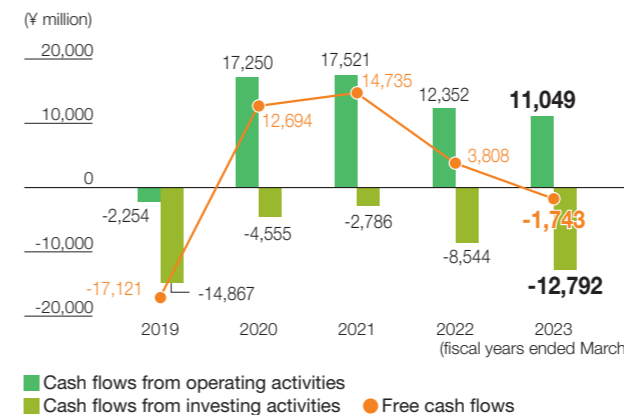
Net sales **¥159,457 million**  
Ordinary profit **¥21,170 million**



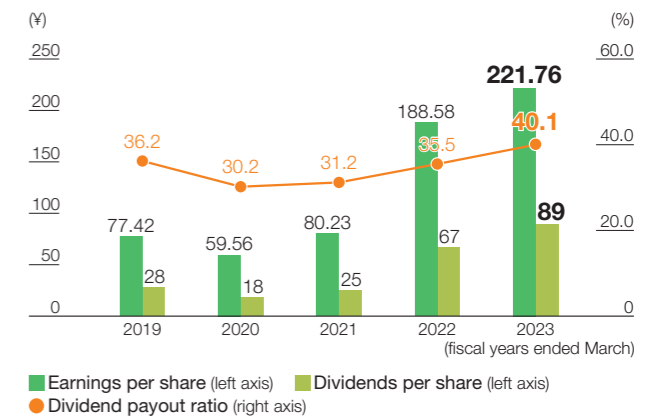
Overseas sales **¥54,678 million**  
Ratio of overseas sales **34.3%**



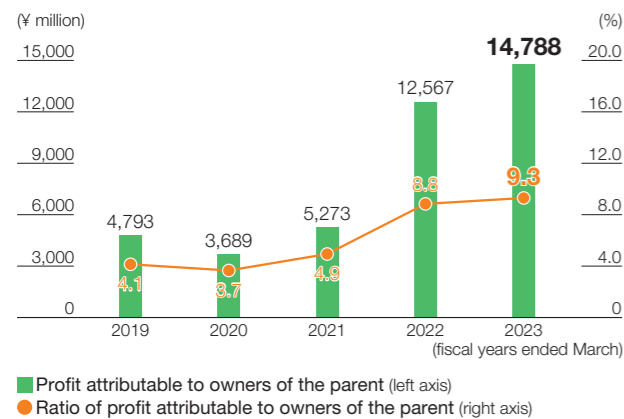
Free cash flows **¥-1,743 million**



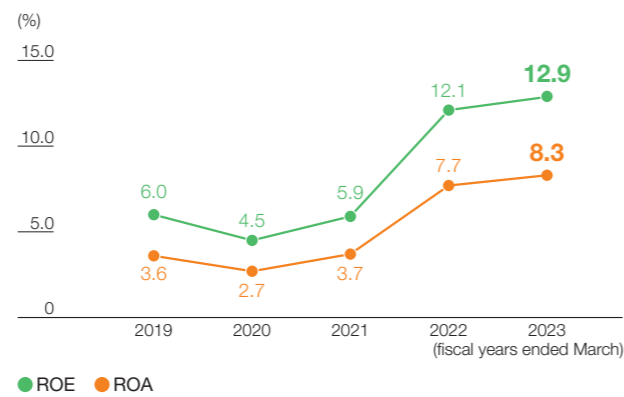
Earnings per share (EPS) **¥221.76** Dividends per share **¥89**



Profit attributable to owners of the parent **¥14,788 million**

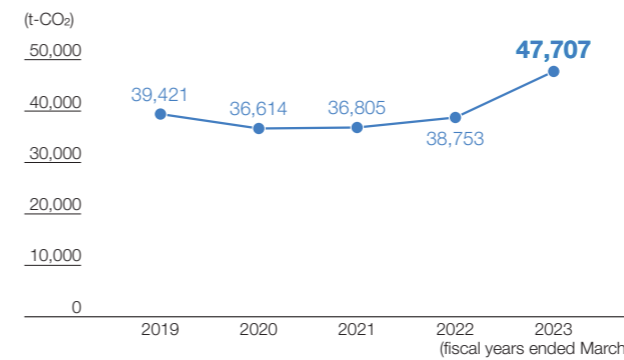


ROE **12.9%** ROA **8.3%**

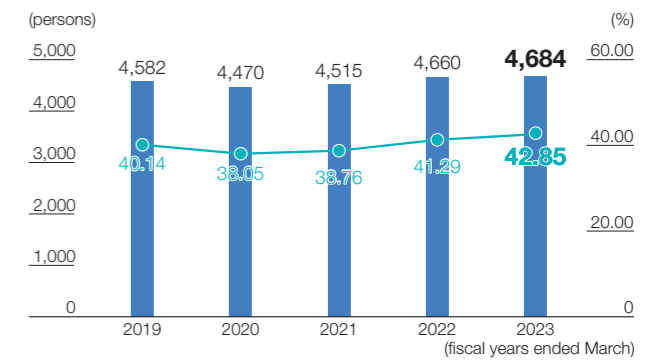


## Non-financial highlights

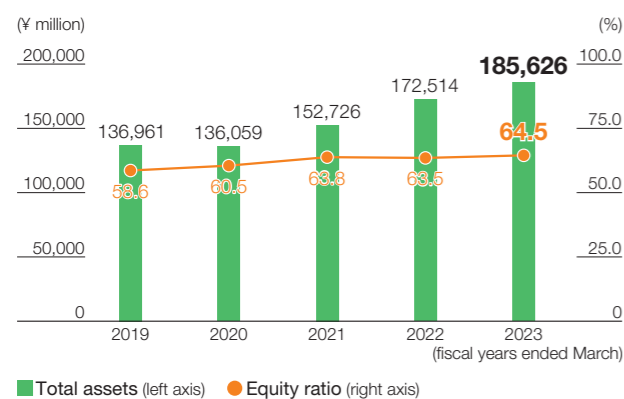
CO<sub>2</sub> emissions (Scope 1 and 2) **47,707 t-CO<sub>2</sub>**



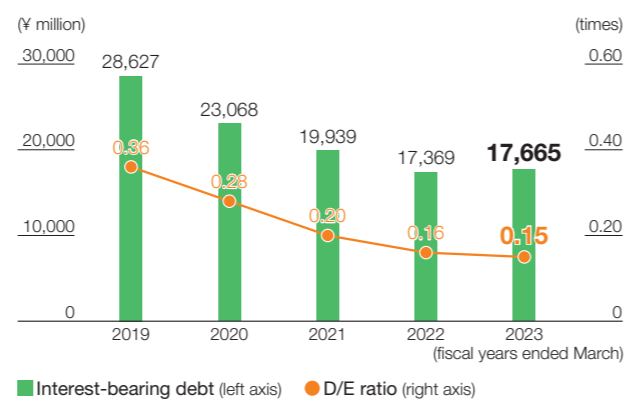
Employees **4,684** Ratio of overseas employees **42.85%**



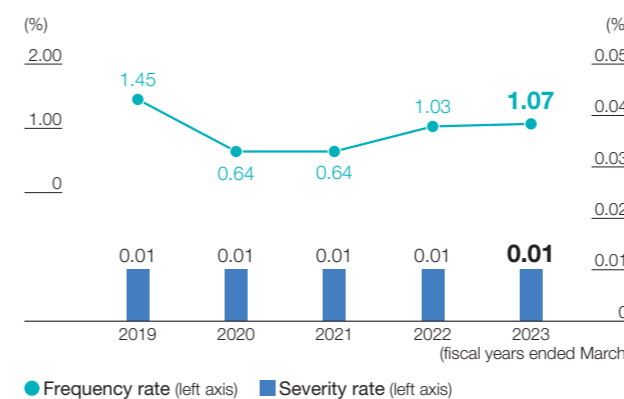
Total assets **¥185,626 million**  
Equity ratio **64.5%**



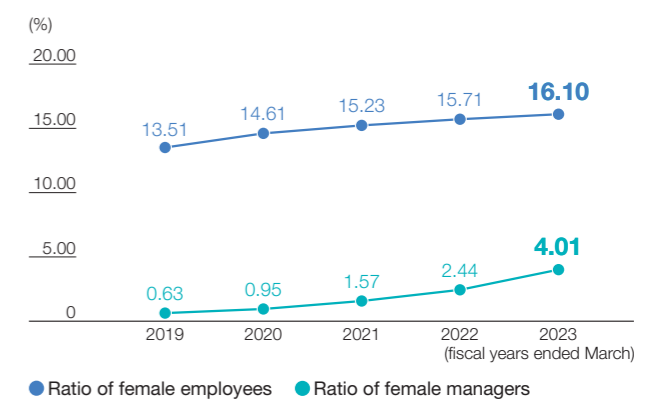
Interest-bearing debt **¥17,665 million**  
D/E ratio **0.15 times**



Frequency rate<sup>1</sup> **1.07%** Severity rate<sup>2</sup> **0.01%**



Ratio of female employees **16.10%**  
Ratio of female managers **4.01%**



● CO<sub>2</sub> emissions  
\* Scope of aggregation: Total of domestic plants (excluding those of domestic Group companies) and overseas plants (using domestic emission factors) for the fiscal years ended March 31, 2019 through March 31, 2022. The Group companies and energy (excluding overseas sales companies) included in the scope were expanded from the fiscal year ended March 31, 2023. CO<sub>2</sub> emissions before offsetting by green energy, etc.  
\* Emission factors: From the fiscal year ended March 31, 2023, market-based emission factors (adjusted emission factors) are used in Japan, and location-based emission factors are used overseas.

● Frequency rate (left axis) ● Severity rate (left axis)  
\*1 Frequency rate: The frequency with which accidents occurred, indicated by the number of casualties through industrial accidents per one million hours worked.  
\*2 Severity rate: The severity of accidents, indicated by the total number of working days lost per one thousand hours worked.  
\* Scope of aggregation: Total of domestic (excluding domestic Group companies)

● Ratio of female employees ● Ratio of female managers  
\* Scope of aggregation: Total of domestic (excluding domestic Group companies)

## 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

Exciting CKD 2025

(fiscal years ended March)

(Unit)	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	
<b>Financial summary</b>												
<b>Business results</b>												
Net sales	¥ million	65,031	75,491	83,379	88,117	94,012	115,700	115,665	100,717	106,723	142,199	159,457
Operating profit	¥ million	3,244	7,883	8,363	8,107	9,580	12,472	5,429	5,230	7,698	17,879	21,170
Ordinary profit	¥ million	3,517	8,136	8,735	8,094	9,771	12,469	5,425	5,374	7,823	18,043	21,181
Profit attributable to owners of the parent	¥ million	2,452	5,456	6,010	5,459	6,958	9,142	4,793	3,689	5,273	12,567	14,788
<b>Cash flow</b>												
Cash flows from operating activities	¥ million	7,008	9,754	6,226	8,027	10,163	5,542	(2,254)	17,250	17,521	12,352	11,049
Cash flows from investing activities	¥ million	(5,017)	(6,224)	(4,755)	(6,183)	(4,081)	(7,273)	(14,867)	(4,555)	(2,786)	(8,544)	(12,792)
Cash flows from financing activities	¥ million	(57)	(2,330)	618	(3,329)	(2,505)	2,559	14,374	(6,022)	2,423	(6,264)	(5,743)
Free cash flows	¥ million	1,990	3,530	1,471	1,844	6,081	(1,730)	(17,121)	12,694	14,735	3,808	(1,743)
<b>Financial position</b>												
Total assets	¥ million	71,742	86,711	96,018	96,412	106,361	130,887	136,961	136,059	152,726	172,514	185,626
Net assets	¥ million	50,852	57,712	65,555	66,419	70,957	80,058	80,444	82,465	97,617	109,571	119,730
Cash and cash equivalents	¥ million	8,180	9,831	12,290	10,342	13,905	14,799	12,028	18,409	35,913	34,027	26,654
Interest-bearing debt	¥ million	5,070	3,446	5,411	4,391	3,602	11,684	28,627	23,068	19,939	17,369	17,665
<b>Investment</b>												
Depreciation	¥ million	2,619	2,485	3,188	4,060	3,964	4,230	5,173	5,822	5,507	5,910	6,626
Capital investment	¥ million	2,710	5,800	5,454	7,801	4,864	9,422	14,843	3,060	3,620	9,596	11,447
Research and development expenses	¥ million	2,336	2,709	2,927	2,857	3,348	4,330	3,637	3,383	3,578	3,639	3,808
<b>Per share information</b>												
Earnings per share (EPS)	¥	38.99	87.36	96.25	87.99	112.38	147.65	77.42	59.56	80.23	188.58	221.76
Dividends per share	¥	10	18	24	26	30	37	28	18	25	67	89
Book-value (net assets) per share (BPS)	¥	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	1,643.36	1,794.44
<b>Key performance indicators</b>												
ROE	%	4.9	10.1	9.8	8.3	10.1	12.1	6.0	4.5	5.9	12.1	12.9
ROA	%	3.5	6.9	6.6	5.7	6.9	7.6	3.6	2.7	3.7	7.7	8.3
Equity ratio	%	70.9	66.6	68.3	68.9	66.7	61.1	58.6	60.5	63.8	63.5	64.5
<b>Non-financial summary</b>												
<b>Governance</b>												
Number of directors	Persons	7	7	7	6	6	7	7	8	7	7	6
Number of independent directors	Persons	2	2	2	2	2	3	3	3	3	3	3
Ratio of independent directors	%	29	29	29	33	33	43	43	38	43	43	50
<b>Society</b>												
Number of employees	Persons	3,273	3,166	3,294	3,594	3,719	4,284	4,582	4,470	4,515	4,660	4,684
Number of female employees	Persons	778	773	821	897	939	1,090	1,197	1,183	1,232	1,313	1,332
Ratio of female employees	%	23.77	24.42	24.92	24.96	25.25	25.44	26.12	26.47	27.29	28.18	28.44
Number of overseas employees	Persons	1,261	1,109	1,188	1,460	1,526	1,768	1,839	1,701	1,750	1,924	2,007
Ratio of overseas employees	%	38.53	35.03	36.07	40.62	41.03	41.27	40.14	38.05	38.76	41.29	42.85
<b>Environment</b>												
CO <sub>2</sub> emissions: Scope 1 and 2	t-CO <sub>2</sub>	—	24,597	25,295	24,147	40,123	39,345	39,421	36,614	36,805	38,753	47,707
CO <sub>2</sub> emissions: Scope 3	t-CO <sub>2</sub>	—	—	—	—	—	—	—	—	—	—	1,509,335
Water consumption	1,000 m <sup>3</sup>	—	338	309	336	392	413	464	479	496	535	542
Industrial waste	t	—	951	1,077	1,015	1,243	1,341	1,455	1,453	1,353	1,566	1,638

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

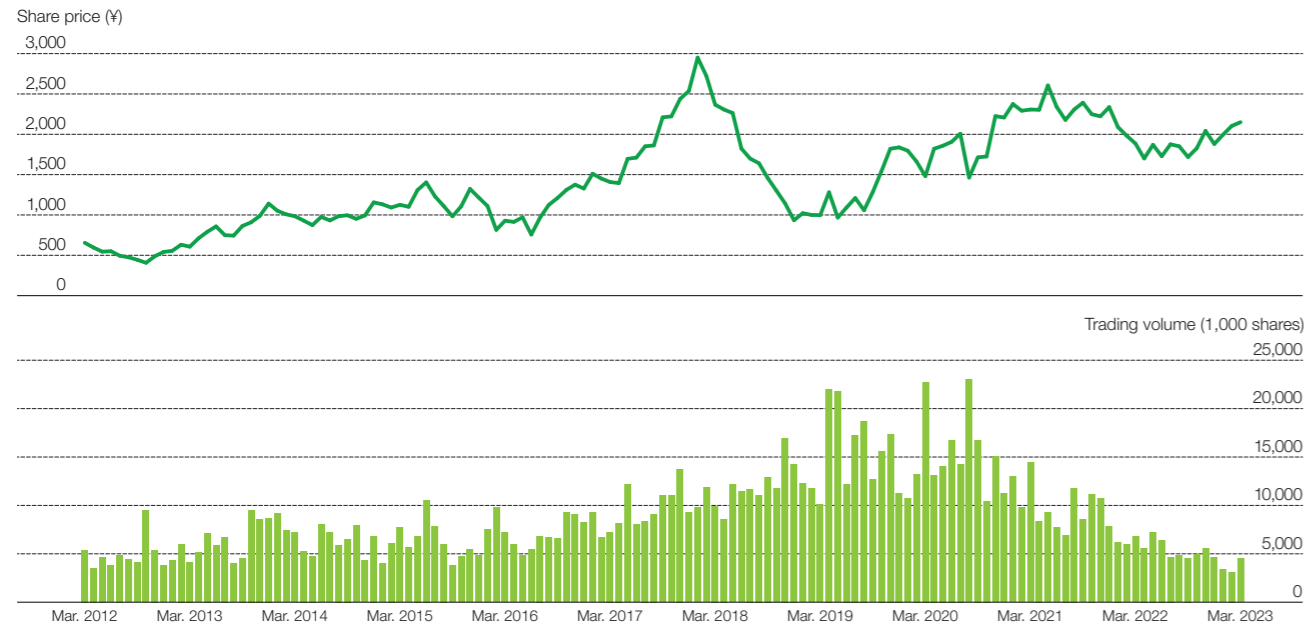
\*2 Figures for CO<sub>2</sub> emissions, water consumption, and industrial waste for the fiscal years ended March 31, 2014 through March 31, 2016 do not include the figures of overseas bases.\*3 CO<sub>2</sub> emissions (Scope 1 and 2) are CO<sub>2</sub> emissions before offsetting by green energy, etc. The Group companies and energy (excluding overseas sales companies) included in the scope were expanded from the fiscal year ended March 31, 2023. From the fiscal year ended March 31, 2023, market-based emission factors (adjusted emission factors) are used in Japan, and location-based emission factors are used overseas. CO<sub>2</sub> emissions (Scope 3) are domestic (excluding domestic Group companies) CO<sub>2</sub> emissions.

\*4 Water consumption is the total of domestic plants (excluding domestic Group companies) and overseas plants.

\*5 Waste emissions are the total of industrial waste from domestic plants (excluding domestic Group companies) and overseas plants (excluding the Austin Plant in North America).

# Share Information

## Share price trend



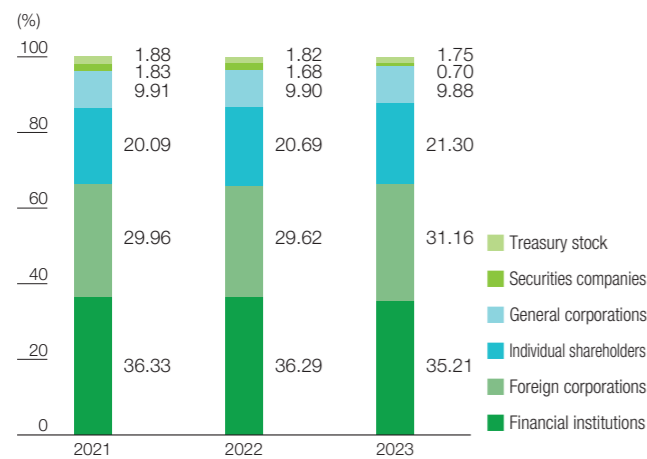
## Stock status (As of March 31, 2023)

Total number of authorized shares	233,000,000 shares
Total number of issued shares	67,909,449 shares
Number of shareholders	15,784 persons

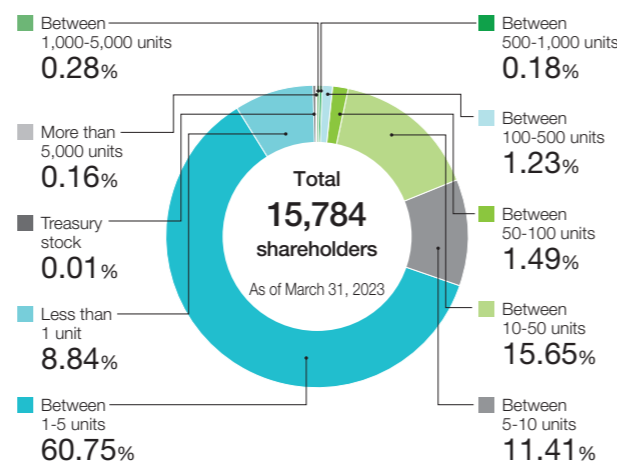
## Dividends and dividend payout ratio (fiscal years ended March)

	Dividends (¥)	Dividend payout ratio (%)
2023	89	40.1
2022	67	35.5
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

## Shareholder status (As of March 31)



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



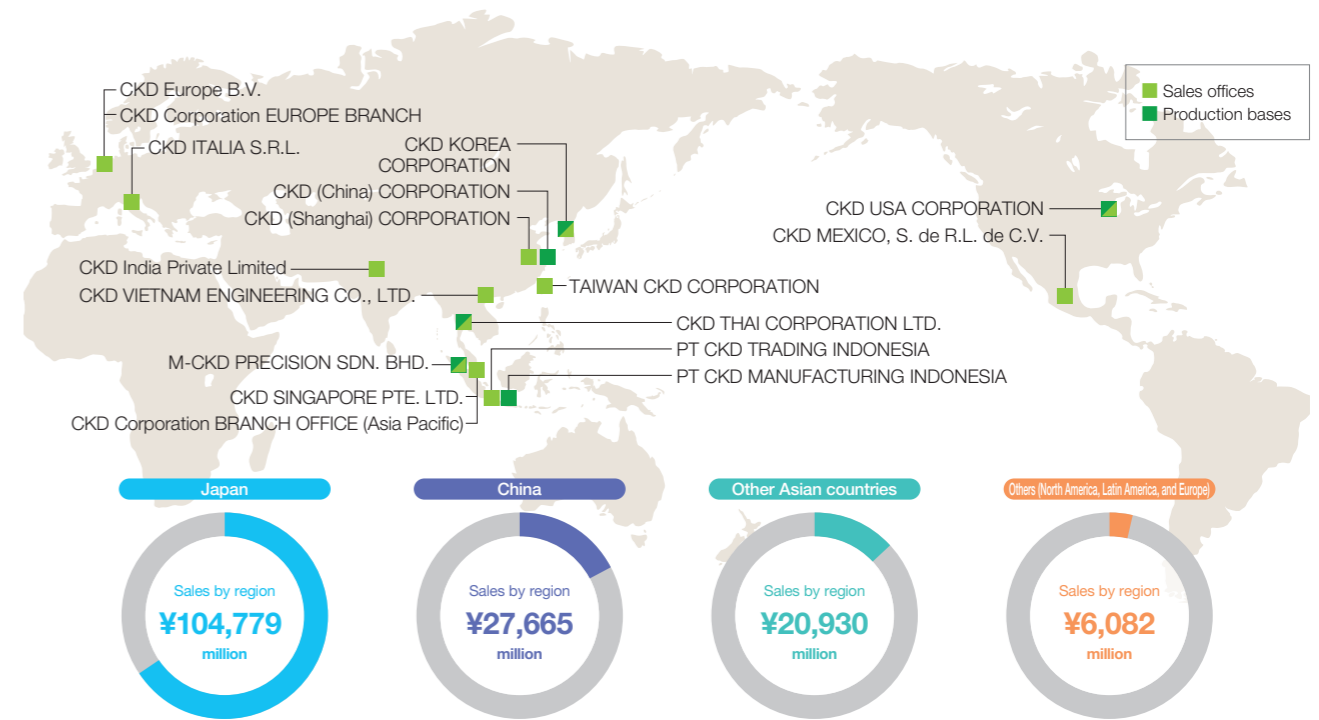
# Corporate Data

## Corporate profile

<b>Company name</b>	CKD Corporation
<b>Establishment</b>	April 2, 1943
<b>Paid-in capital</b>	¥11,016 million
<b>Net sales</b>	¥159.5 billion (Fiscal year ended March 31, 2023)
<b>Listed on</b>	Tokyo Stock Exchange (Prime Market), Nagoya Stock Exchange (Premier Market)
<b>Securities code</b>	6407

<b>Lines of business</b>	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
<b>Head office</b>	250 Uji 2-chome, Komaki, Aichi 485-8551, Japan Telephone: +81-568-77-1111

## Key overseas business facilities and overseas subsidiaries



## Production bases and sales offices in Japan

