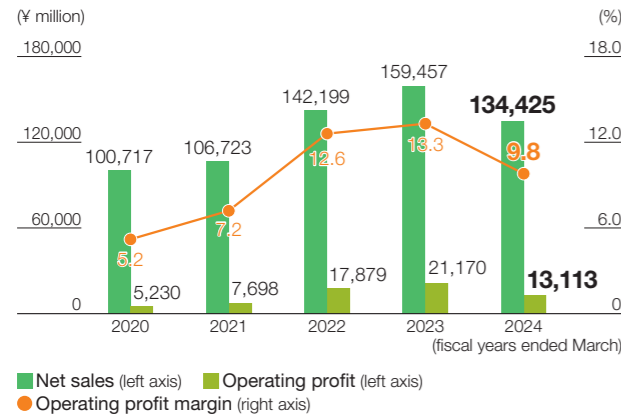


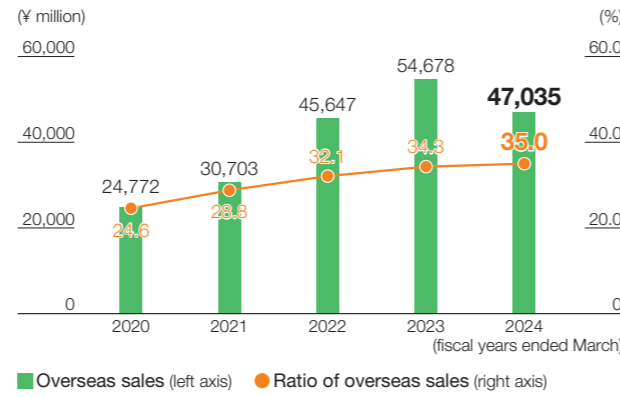
Financial/Non-Financial Highlights

Financial highlights

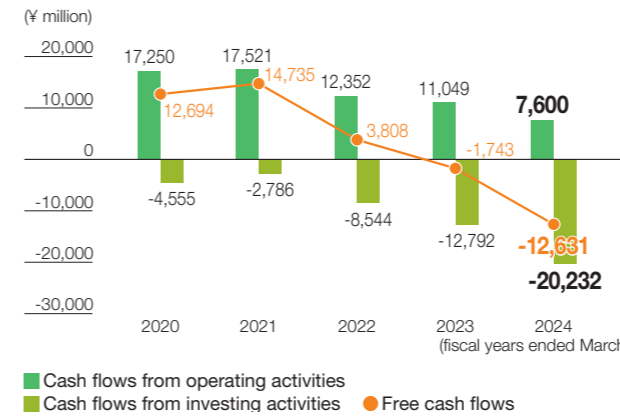
Net sales **¥134,425 million**
Operating profit **¥13,113 million**



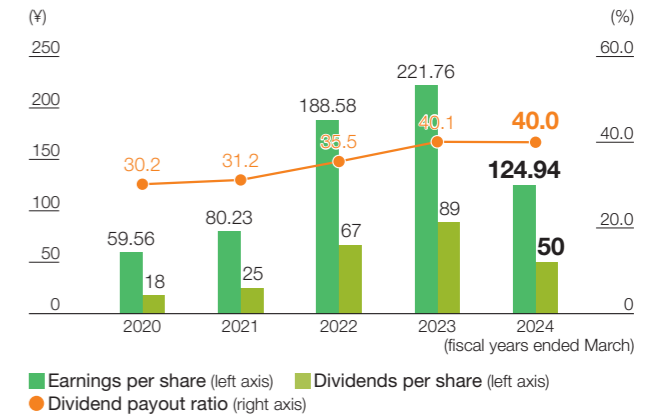
Overseas sales **¥47,035 million**
Ratio of overseas sales **35.0%**



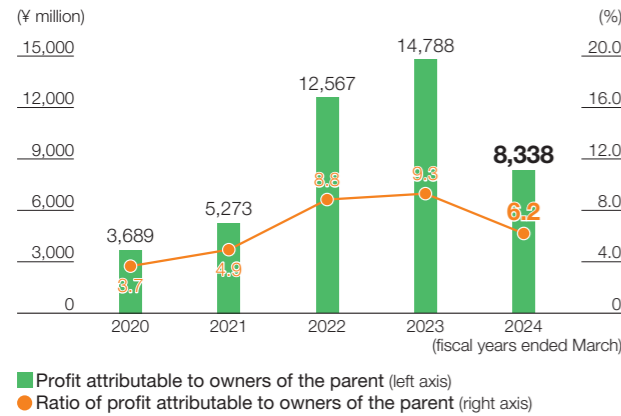
Free cash flows **¥-12,631 million**



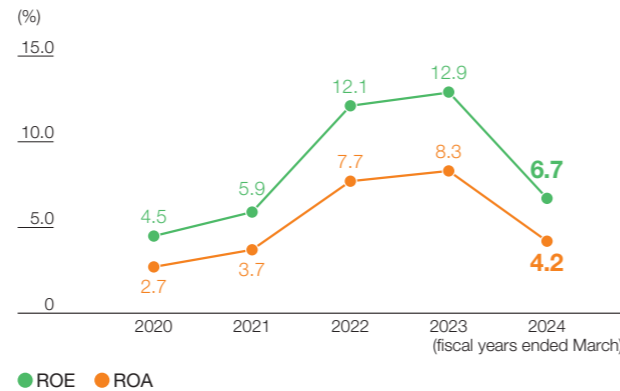
Earnings per share (EPS) **¥124.94**
Dividends per share **¥50**



Profit attributable to owners of the parent **¥8,338 million**

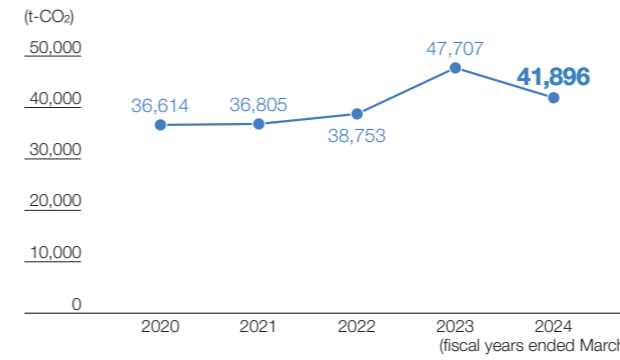


ROE **6.7%** ROA **4.2%**

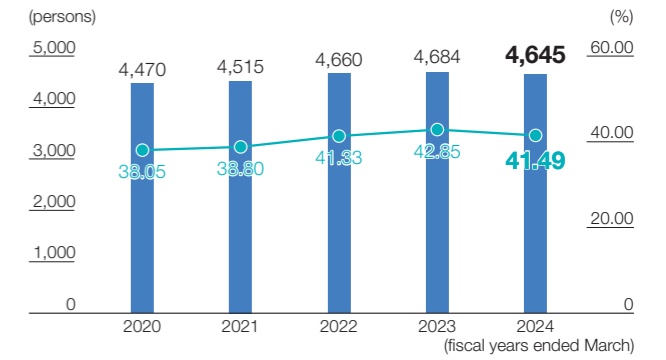


Non-financial highlights

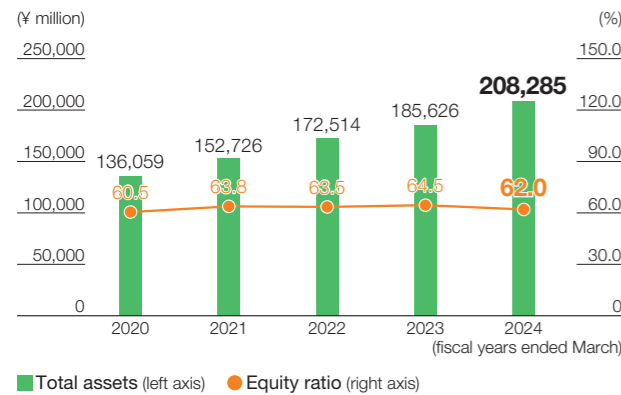
CO₂ emissions (Scope 1 and 2) **41,896 t-CO₂**



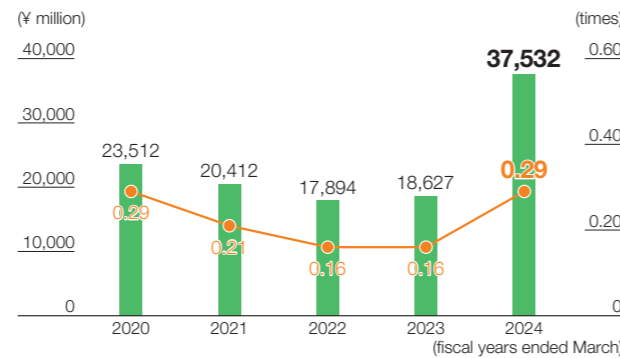
Number of employees **4,645**
Ratio of overseas employees **41.49%**



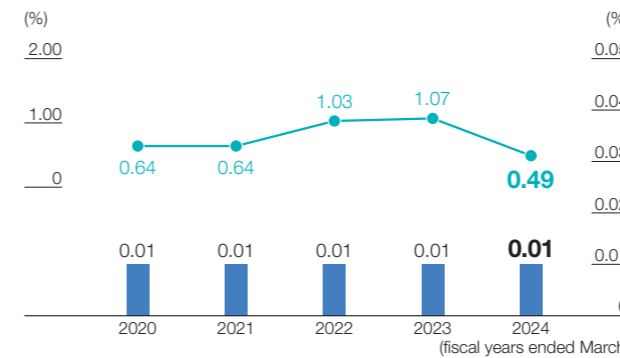
Total assets **¥208,285 million**
Equity ratio **62.0%**



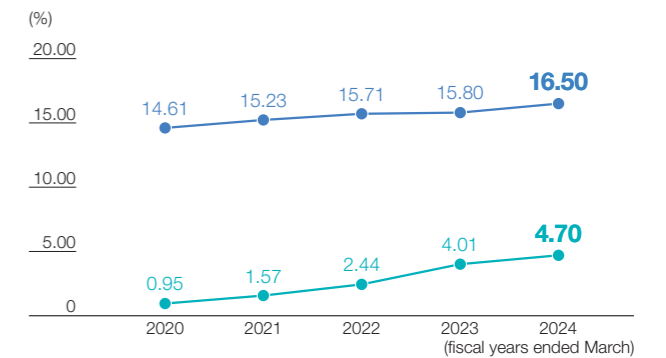
Interest-bearing debt **¥37,532 million**
D/E ratio **0.29 times**



Occupational accident frequency rate¹ **0.49%**
Severity rate² **0.01%**



Ratio of female employees **16.50%**
Ratio of female managers **4.70%**



* 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, 2020 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.
* Emission factors: From the fiscal year ended March 31, 2023, calculated in accordance with the GHG Protocol with market-based emission factors (adjusted emission factors) used in Japan, and location-based emission factors used overseas.

¹ Occupational accident 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)

* Scope of aggregation: Total of domestic (excluding domestic Group companies)

11-Year Summary

10-Year VISION

GO CKD!

Medium-Term Management Plan GLOBAL CKD 2015

Challenge CKD 2018

Build-up CKD 2021

Exciting CKD 2025

	(Unit)	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Financial summary												
Business results												
Net sales	¥ million	75,491	83,379	88,117	94,012	115,700	115,665	100,717	106,723	142,199	159,457	134,425
Operating profit	¥ million	7,883	8,363	8,107	9,580	12,472	5,429	5,230	7,698	17,879	21,170	13,113
Ordinary profit	¥ million	8,136	8,735	8,094	9,771	12,469	5,425	5,374	7,823	18,043	21,181	13,048
Profit attributable to owners of the parent	¥ million	5,456	6,010	5,459	6,958	9,142	4,793	3,689	5,273	12,567	14,788	8,338
Cash flow												
Cash flows from operating activities	¥ million	9,754	6,226	8,027	10,163	5,542	(2,254)	17,250	17,521	12,352	11,049	7,600
Cash flows from investing activities	¥ million	(6,224)	(4,755)	(6,183)	(4,081)	(7,273)	(14,867)	(4,555)	(2,786)	(8,544)	(12,792)	(20,232)
Cash flows from financing activities	¥ million	(2,330)	618	(3,329)	(2,505)	2,559	14,374	(6,022)	2,423	(6,264)	(5,743)	13,055
Free cash flows	¥ million	3,530	1,471	1,844	6,081	(1,730)	(17,121)	12,694	14,735	3,808	(1,743)	(12,631)
Financial position												
Total assets	¥ million	86,711	96,018	96,412	106,361	130,887	136,961	136,059	152,726	172,514	185,626	208,285
Net assets	¥ million	57,712	65,555	66,419	70,957	80,058	80,444	82,465	97,617	109,571	119,730	129,098
Cash and cash equivalents	¥ million	9,831	12,290	10,342	13,905	14,799	12,028	18,409	35,913	34,027	26,654	27,740
Interest-bearing debt	¥ million	3,446	5,411	4,391	3,602	11,684	28,627	23,512	20,412	17,894	18,627	37,532
Investment												
Depreciation	¥ million	2,485	3,188	4,060	3,964	4,230	5,173	5,822	5,507	5,910	6,626	6,815
Capital investment	¥ million	5,800	5,454	7,801	4,864	9,422	14,843	3,060	3,620	9,596	11,447	22,128
Research and development expenses	¥ million	2,709	2,927	2,857	3,348	4,330	3,637	3,383	3,578	3,639	3,808	3,554
Per share information												
Earnings per share (EPS)	¥	87.36	96.25	87.99	112.38	147.65	77.42	59.56	80.23	188.58	221.76	124.94
Dividends per share	¥	18	24	26	30	37	28	18	25	67	89	50
Book-value (net assets) per share (BPS)	¥	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	1,933.58
Key performance indicators												
ROE	%	10.1	9.8	8.3	10.1	12.1	6.0	4.5	5.9	12.1	12.9	6.7
ROA	%	6.9	6.6	5.7	6.9	7.6	3.6	2.7	3.7	7.7	8.3	4.2
Equity ratio	%	66.6	68.3	68.9	66.7	61.1	58.6	60.5	63.8	63.5	64.5	62.0
Non-financial summary												
Governance												
Number of directors	Persons	7	7	6	6	7	7	8	7	7	6	6
Number of independent directors	Persons	2	2	2	2	3	3	3	3	3	3	3
Ratio of independent directors	%	29	29	33	33	43	43	38	43	43	50	50
Society												
Number of employees	Persons	3,170	3,294	3,594	3,719	4,284	4,582	4,470	4,515	4,660	4,684	4,645
Number of female employees	Persons	773	821	897	939	1,090	1,197	1,183	1,232	1,313	1,332	1,311
Ratio of female employees	%	24.38	24.92	24.96	25.25	25.44	26.12	26.47	27.29	28.18	28.44	28.22
Number of overseas employees	Persons	1,111	1,182	1,456	1,525	1,771	1,842	1,701	1,752	1,926	2,007	1,927
Ratio of overseas employees	%	35.05	35.88	40.51	40.01	41.34	40.20	38.05	38.80	41.33	42.85	41.49
Environment												
CO ₂ emissions: Scope 1 and 2*	t-CO ₂	24,597	25,295	24,147	40,123	39,345	39,421	36,614	36,805	38,753	47,707	41,896
CO ₂ emissions: Scope 3	t-CO ₂	—	—	—	—	—	—	—	—	—	1,509,335	1,256,033
Water consumption	1,000 m ³	338	309	336	392	413	464	479	496	535	542	464
Industrial waste	t	951	1,077	1,015	1,243	1,341	1,455	1,453	1,353	1,566	1,638	1,357

*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 overseas bases.*3 With regard to CO₂ emissions (Scope 1 and 2), the Group companies and energy (excluding overseas sales companies) included in the scope were expanded from the fiscal year ended March 31, 2023. Emission factors were calculated from the fiscal year ended March 31, 2023 in accordance with the GHG Protocol with market-based emission factors (adjusted emission factors) used in Japan, and location-based emission factors used overseas. Scope 3 CO₂ emissions applies to CKD Corporation (domestic, non-consolidated).

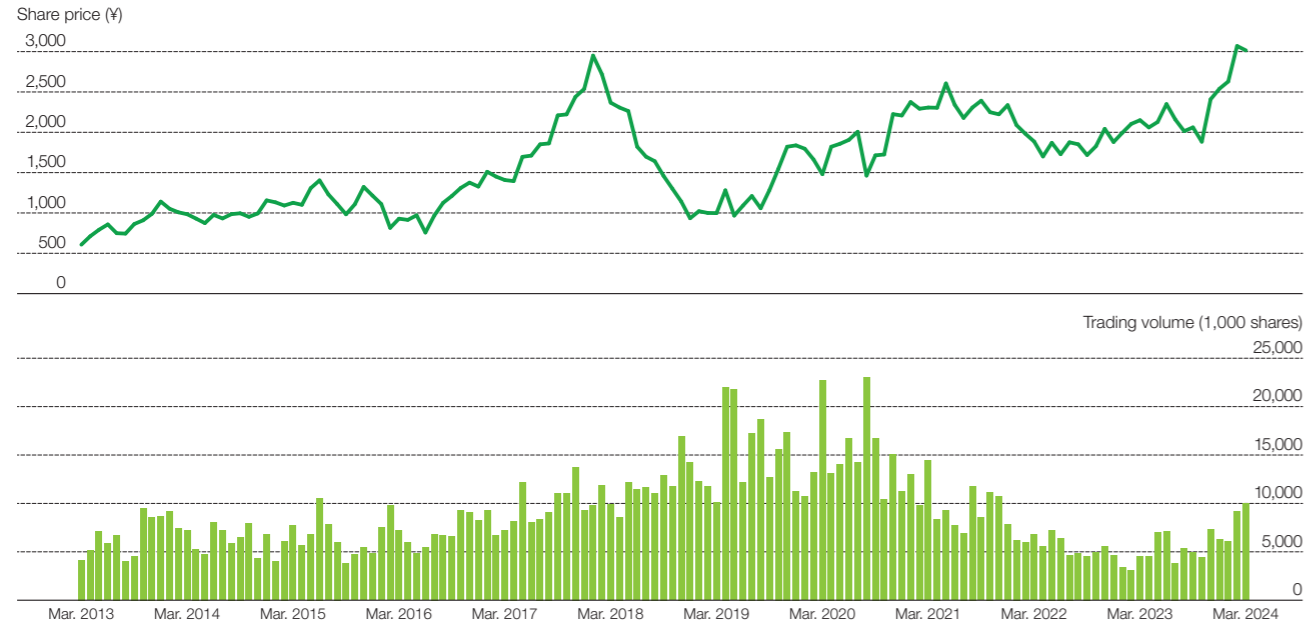
*4 Water consumption is the total of domestic plants (excluding domestic Group companies) and overseas plants.

*5 Waste emissions are the total of industrial waste from domestic plants (excluding domestic Group companies) and overseas plants (excluding the U.S. Austin Plant).

*6 Data for the fiscal year ended March 31, 2024 for items marked with ★ has been certified by an independent third-party organization. Third-party warranty certificate (https://www.ckd.co.jp/en/assets/images/csr/esg/ghg_emissions_en.pdf)

Share Information

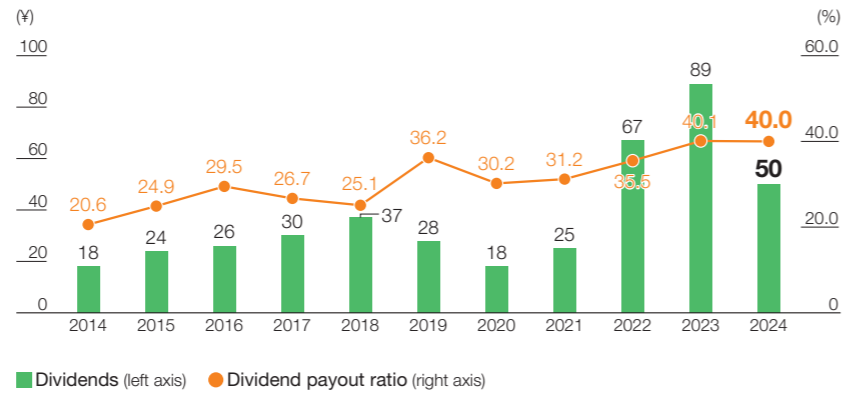
Share price trend



Stock status (As of March 31, 2024)

Total number of authorized shares	233,000,000 shares
Total number of issued shares	67,909,449 shares
Number of shareholders	10,483 persons

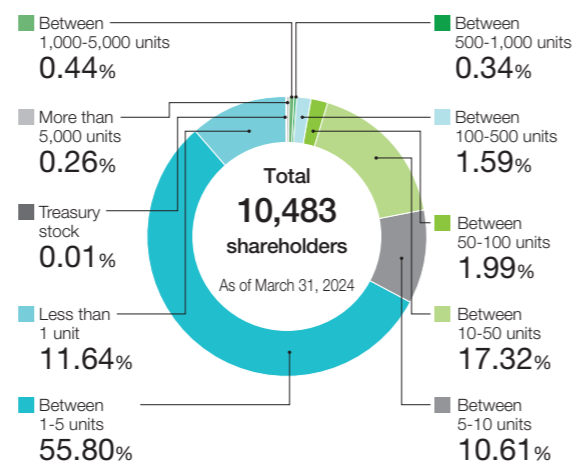
Dividends and dividend payout ratio (fiscal years ended March)



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
Net sales	¥134.4 billion (Fiscal year ended March 31, 2024)
Listed on	Tokyo Stock Exchange (Prime Market), Nagoya Stock Exchange (Premier Market)
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 Uji 2-chome, Komaki, Aichi, 485-8551, Japan Phone: +81-568-77-1111

List of external ratings and awards

FTSE Blossom Japan Sector Relative Index

FTSE Russell confirms that CKD has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Sector Relative Index. The FTSE Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

- CDP** DISCLOSURE 2023: Climate Change Score of "B", Water Security Score of "B"
- 2024 Health and productivity** Outstanding Organization for Health & Productivity Management
- 2022年認定 Kurumin** certification
- あいち女性輝きカンパニー** Certified as an Aichi Josei Kagayaki Company
- あいちフレンドリーカンパニー** Registered as an Aichi Prefecture Family Friendly Company
- 2023 "Most Liked!" IR Award** member of Japan Investor Relations Association

This report contains carefully selected information that is highly important for improving our corporate value. For further information, please refer to our website.

Stock Information & Ratings

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

Sustainability Information

- ESG Data <https://www.ckd.co.jp/en/csr/esg/>
- GRI Standard Reference Table <https://www.ckd.co.jp/en/csr/gri/>
- Approaches to SDGs <https://www.ckd.co.jp/en/csr/sdgs/>
- Social Contribution Activities <https://www.ckd.co.jp/en/csr/contribution/>

Report

- Securities Report (Japanese version only) <https://www.ckd.co.jp/ir/finance/yuka/>
- Corporate Governance Report https://www.ckd.co.jp/en/assets/images/company/govern/en_govern.pdf
- CKD Technical Journal <https://www.ckd.co.jp/company/giho/>