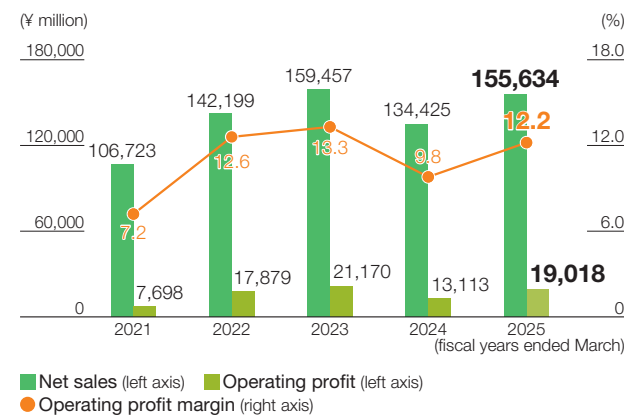


Financial/Non-Financial Highlights

Financial highlights

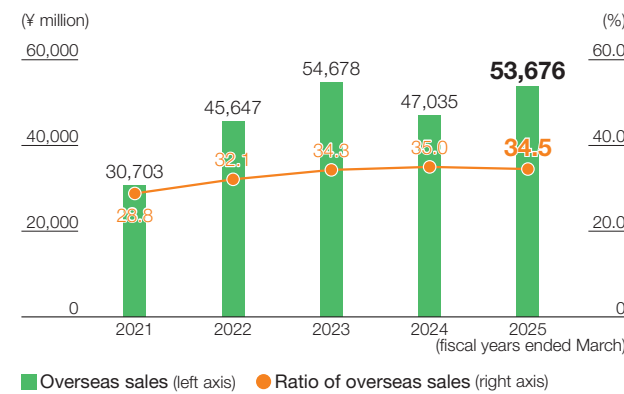
Net sales **¥155,634 million**

Operating profit **¥19,018 million**

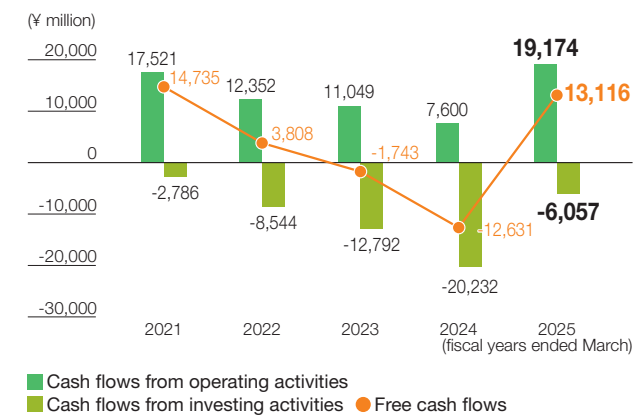


Overseas sales **¥53,676 million**

Ratio of overseas sales **34.5%**

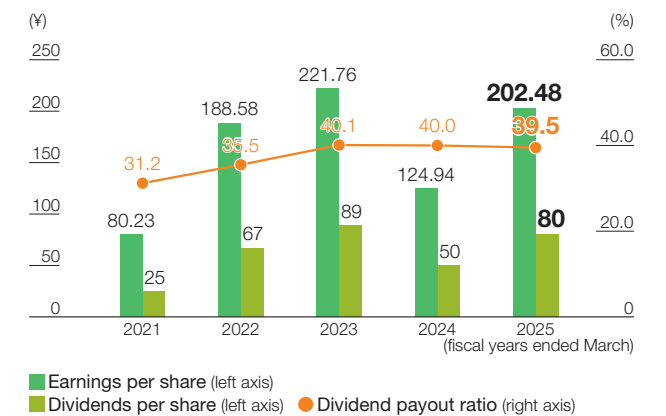


Free cash flows **¥13,116 million**



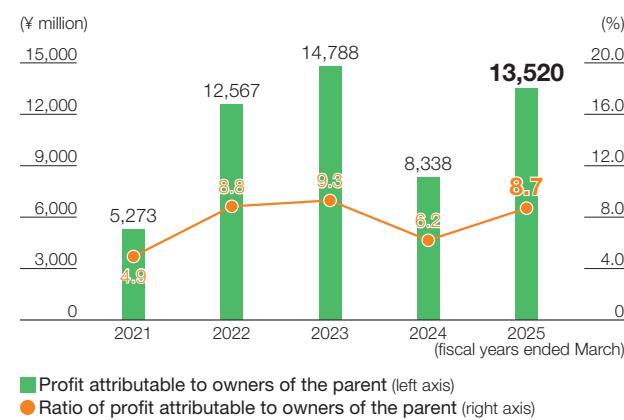
Earnings per share (EPS) **¥202.48**

Dividends per share **¥80**

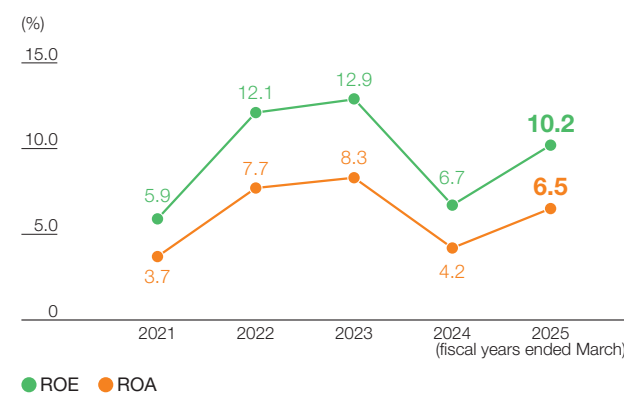


Profit attributable to owners of the parent

¥13,520 million

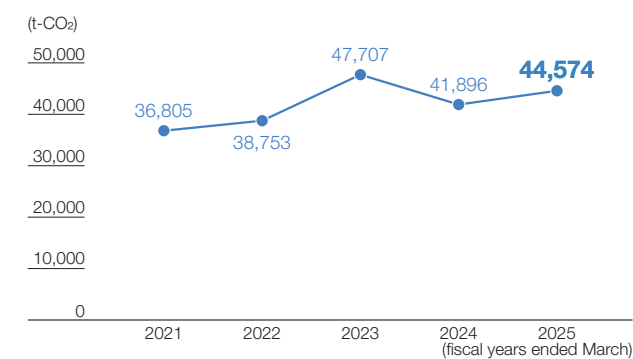


ROE **10.2%** ROA **6.5%**



Non-financial highlights

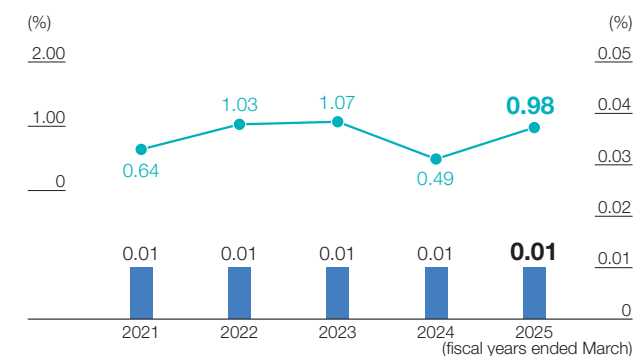
CO₂ emissions (Scope 1 and 2) **44,574t-CO₂**



* 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 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.

Occupational accident frequency rate*1 **0.98%**

Severity rate*2 **0.01%**

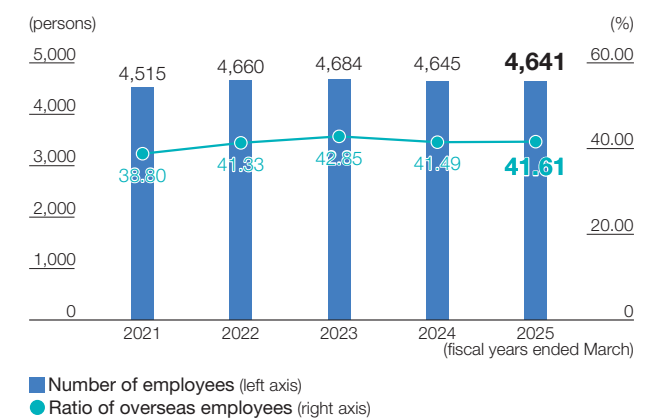


*1 Occupational accident frequency rate: The frequency with which accidents occurred, indicated by the number of casualties through industrial accidents per one million hours worked.
*2 Severity rate: The severity of accidents, indicated by the total number of working days lost per one thousand hours worked.

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

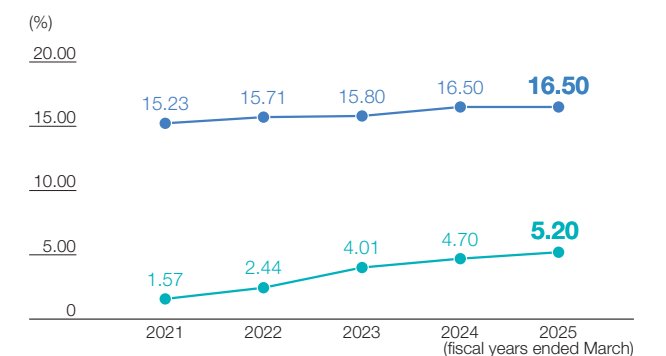
Number of employees **4,641**

Ratio of overseas employees **41.61%**



Ratio of female employees **16.50%**

Ratio of female managers **5.20%**



* 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)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
(fiscal years ended March)												
Financial summary												
Business results												
Net sales	¥ million	83,379	88,117	94,012	115,700	115,665	100,717	106,723	142,199	159,457	134,425	155,634
Operating profit	¥ million	8,363	8,107	9,580	12,472	5,429	5,230	7,698	17,879	21,170	13,113	19,018
Ordinary profit	¥ million	8,735	8,094	9,771	12,469	5,425	5,374	7,823	18,043	21,181	13,048	19,167
Profit attributable to owners of the parent	¥ million	6,010	5,459	6,958	9,142	4,793	3,689	5,273	12,567	14,788	8,338	13,520
Cash flow												
Cash flows from operating activities	¥ million	6,226	8,027	10,163	5,542	(2,254)	17,250	17,521	12,352	11,049	7,600	19,174
Cash flows from investing activities	¥ million	(4,755)	(6,183)	(4,081)	(7,273)	(14,867)	(4,555)	(2,786)	(8,544)	(12,792)	(20,232)	(6,057)
Cash flows from financing activities	¥ million	618	(3,329)	(2,505)	2,559	14,374	(6,022)	2,423	(6,264)	(5,743)	13,055	(6,179)
Free cash flows	¥ million	1,471	1,844	6,081	(1,730)	(17,121)	12,694	14,735	3,808	(1,743)	(12,631)	13,116
Financial position												
Total assets	¥ million	96,018	96,412	106,361	130,887	136,961	136,059	152,726	172,514	185,626	208,285	210,867
Net assets	¥ million	65,555	66,419	70,957	80,058	80,444	82,465	97,617	109,571	119,730	129,098	136,521
Cash and cash equivalents	¥ million	12,290	10,342	13,905	14,799	12,028	18,409	35,913	34,027	26,654	27,740	34,344
Interest-bearing debt	¥ million	5,411	4,391	3,602	11,684	28,627	23,512	20,412	17,894	18,627	37,532	35,803
Investment												
Depreciation	¥ million	3,188	4,060	3,964	4,230	5,173	5,822	5,507	5,910	6,626	6,815	6,568
Capital investment	¥ million	5,454	7,801	4,864	9,422	14,843	3,060	3,620	9,596	11,447	22,128	5,023
Research and development expenses	¥ million	2,927	2,857	3,348	4,330	3,637	3,383	3,578	3,639	3,808	3,554	3,546
Per share information												
Earnings per share (EPS)	¥	96.25	87.99	112.38	147.65	77.42	59.56	80.23	188.58	221.76	124.94	202.48
Dividends per share	¥	24	26	30	37	28	18	25	67	89	50	80
Book-value (net assets) per share (BPS)	¥	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	2,043.69
Key performance indicators												
ROE	%	9.8	8.3	10.1	12.1	6.0	4.5	5.9	12.1	12.9	6.7	10.2
ROA	%	6.6	5.7	6.9	7.6	3.6	2.7	3.7	7.7	8.3	4.2	6.5
Equity ratio	%	68.3	68.9	66.7	61.1	58.6	60.5	63.8	63.5	64.5	62.0	64.7
Non-financial summary												
Governance												
Number of directors	Persons	7	6	6	7	7	8	7	7	6	6	6
Number of independent directors	Persons	2	2	2	3	3	3	3	3	3	3	3
Ratio of independent directors	%	29	33	33	43	43	38	43	43	50	50	50
Society												
Number of employees	Persons	3,294	3,594	3,719	4,284	4,582	4,470	4,515	4,660	4,684	4,645	4,641
Number of female employees	Persons	821	897	939	1,090	1,197	1,183	1,232	1,313	1,332	1,311	1,313
Ratio of female employees	%	24.92	24.96	25.25	25.44	26.12	26.47	27.29	28.18	28.44	28.22	28.29
Number of overseas employees	Persons	1,182	1,456	1,525	1,771	1,842	1,701	1,752	1,926	2,007	1,927	1,931
Ratio of overseas employees	%	35.88	40.51	40.01	41.34	40.20	38.05	38.80	41.33	42.85	41.49	41.61
Environment												
CO ₂ emissions: Scope 1 and 2*	t-CO ₂	25,295	24,147	40,123	39,345	39,421	36,614	36,805	38,753	47,707	41,896	44,574
CO ₂ emissions: Scope 3	t-CO ₂	—	—	—	—	—	—	—	—	1,509,335	1,256,033	1,422,912
Water consumption	1,000 m ³	309	336	392	413	464	479	496	535	542	479	565
Industrial waste	t	1,077	1,015	1,243	1,341	1,455	1,453	1,353	1,566	1,638	1,357	1,362

*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 until the fiscal year ended 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 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 the Company (domestic, non-consolidated), and have been expanded to include domestic Group companies from the fiscal year ended March 31, 2025.

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

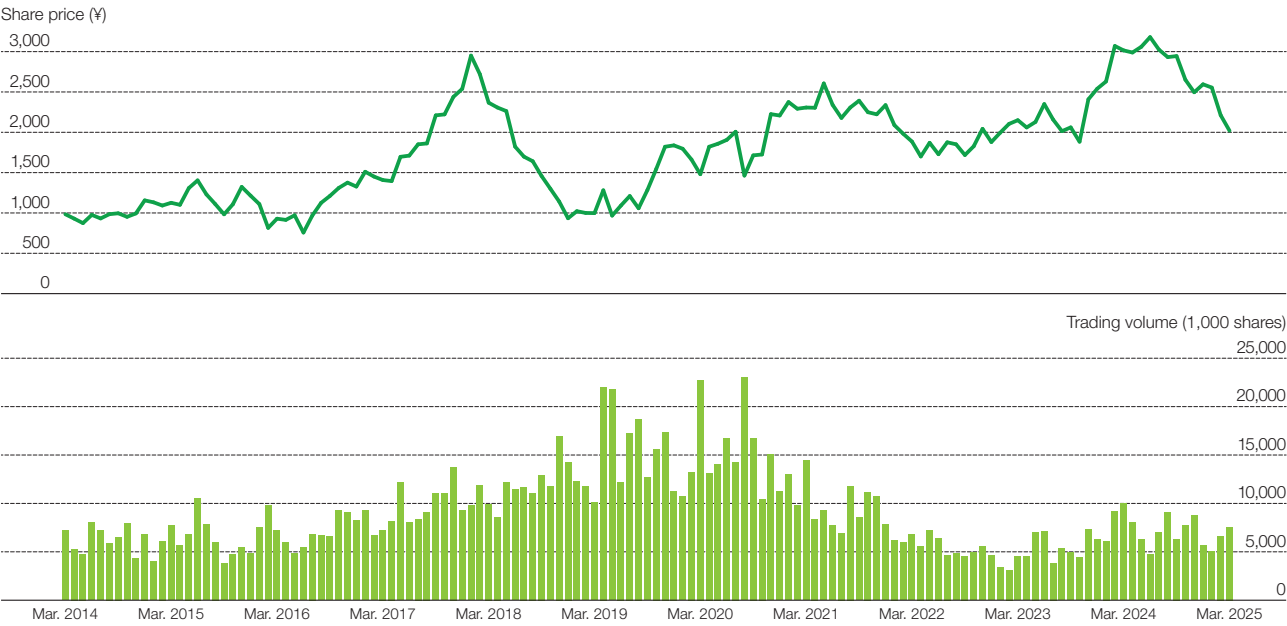
*5 Waste emissions are the total of industrial waste from domestic plants (excluding domestic Group companies) and overseas plants (excluding the U.S. Austin Plant).

*6 Data for the fiscal year ended March 31, 2025 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

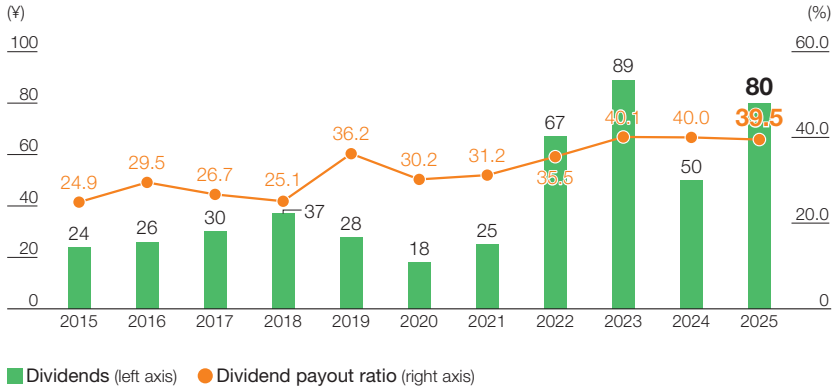
Share price trend



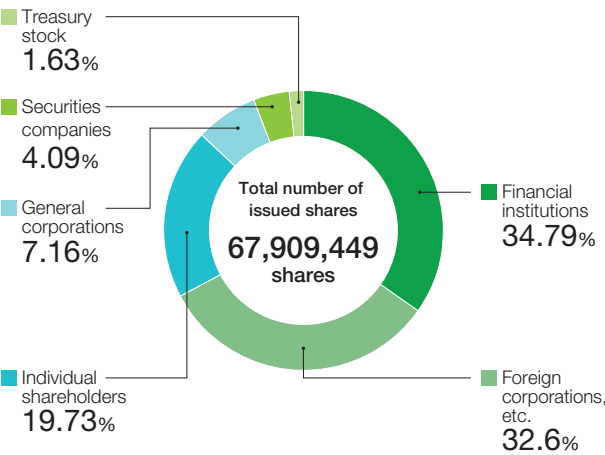
Stock status (As of March 31, 2025)

Total number of authorized shares	233,000,000 shares
Total number of issued shares	67,909,449 shares
Number of shareholders	13,235 persons

Dividends and dividend payout ratio (fiscal years ended March)



Distribution of shares by holder type (As of March 31, 2025)



Major shareholders (top 10 shareholders)

Shareholder name	Number of shares held (thousand shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	9,307	13.93
Custody Bank of Japan, Ltd. (Trust Account)	4,224	6.32
CKD Shareholding Association	2,735	4.09
JP MORGAN CHASE BANK 385840	2,201	3.30
SUMITOMO LIFE INSURANCE COMPANY	1,914	2.87
CKD Cooperative Companies Investment Association	1,817	2.72
Sumitomo Mitsui Banking Corporation	1,581	2.37
The Dai-ichi Life Insurance Company, Limited	1,400	2.10
THE BANK OF NEW YORK MELLON 140044	1,372	2.06
JP MORGAN CHASE BANK 385632	1,237	1.85

Note: Shareholding ratios are calculated excluding treasury shares.

Corporate Data

Corporate profile

Company name	CKD Corporation
Establishment	April 2, 1943
Paid-in capital	¥11,016 million
Net sales	¥155,634 million (Fiscal year ended March 31, 2025)
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 Ouji 2-chome, Komaki, Aichi, 485-8551, Japan Phone: +81-568-77-1111

External evaluation



FTSE Blossom Japan Index

FTSE Russell confirms that CKD Corporation has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Index. Created by the global index provider FTSE Russell, the FTSE Blossom Japan Index is designed to measure the performance of Japanese companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.



FTSE Blossom Japan Sector Relative Index

FTSE Russell confirms that CKD Corporation 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.

2025 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

THE INCLUSION OF CKD CORPORATION IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF CKD CORPORATION BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.



CDP Climate Change Score of "B"
Water Security Score of "B"



Recognized as an Outstanding Organization for Health & Productivity Management in 2025



Awarded a Kurumin certification



Certified as an Aichi Josei Kagayaki Company

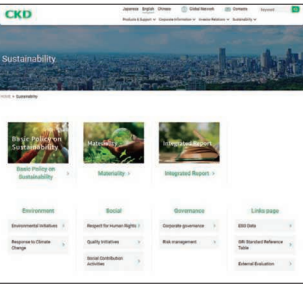


Registered as an Aichi Prefecture Family Friendly Company

Guide to the Company's website

Sustainability information

A new page has been added.
<https://www.ckd.co.jp/en/csr/>



Newly posted on the CKD Brand website

The website features content such as the brand concept and logo mark to deepen understanding of the CKD brand.
<https://www.ckd.co.jp/en/company/brand/>



New content: 'CKD explained through Manga!' now available!

CKD's products are introduced in easy-to-understand four-panel manga.
<https://www.ckd.co.jp/comic/>
(Japanese version only)

