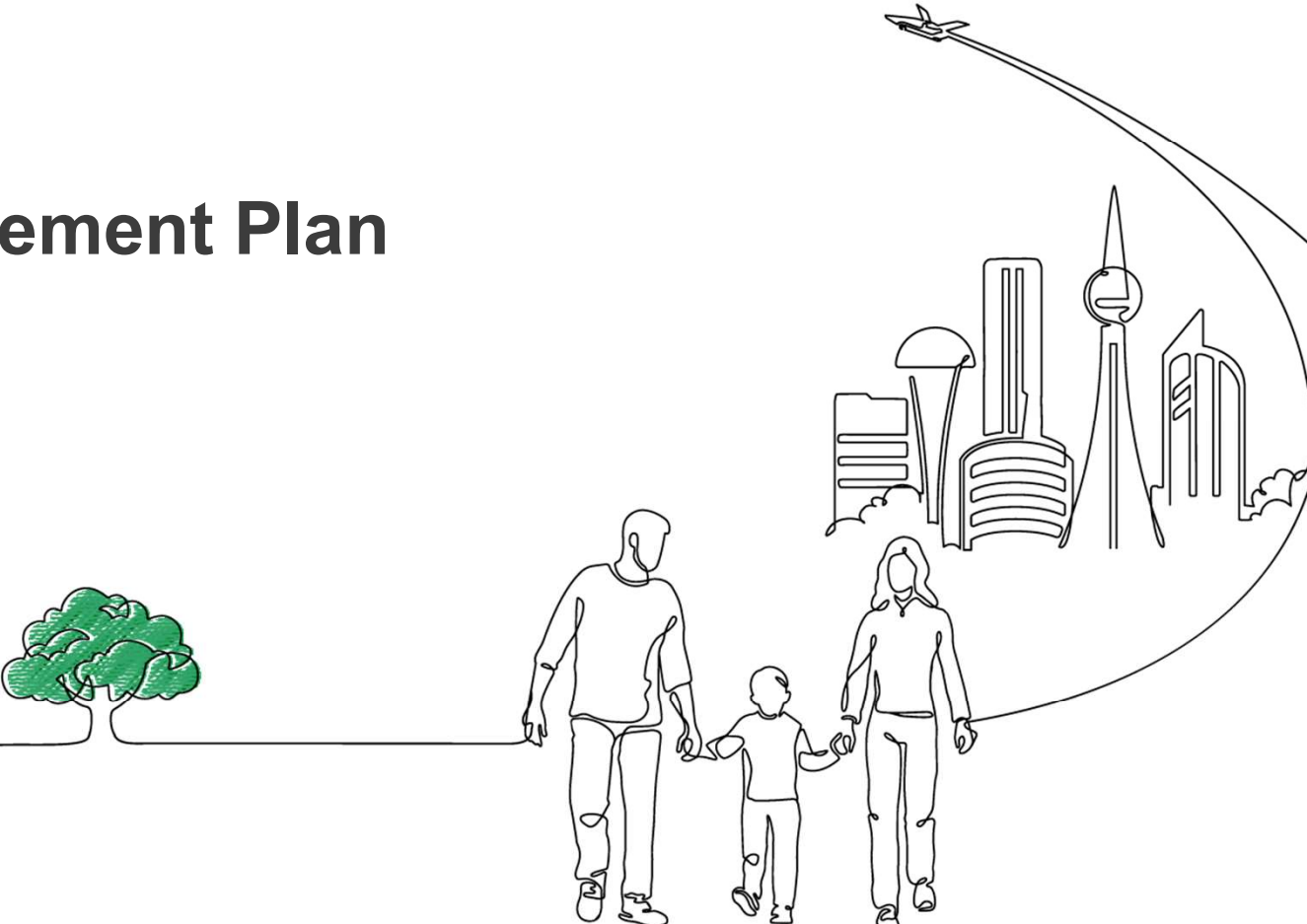




# New 10-Year VISION New Mid-Term Management Plan

May 15, 2026



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- 1 . Review of the last 10-Year Vision/Mid-Term Management Plan..... P4
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# “10-year VISION GO CKD!” Retrospective

Expanded semiconductor business and strengthened the global organization

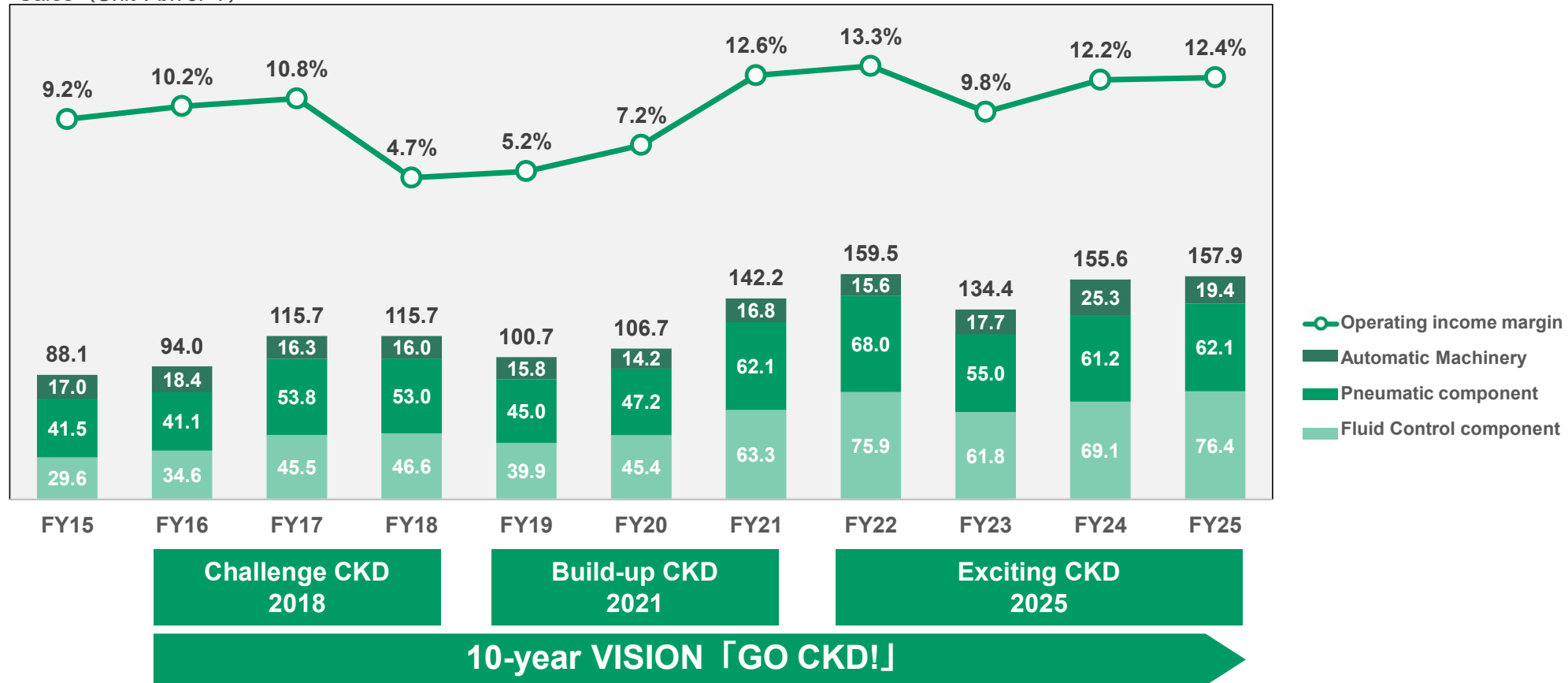
Long-term management VISION "10-Year VISION GO CKD!"



# Sales and Operating Profit Margin Trends

10-year VISION target sales of 150 billion JPY achieved ahead of schedule.

Sales (Unit : bn JPY)



# Mid-Term Management Plan “Exciting CKD 2025” Retrospective

Achievement of “10-Year VISION GO CKD!” and building a foundation leading to the next long-term management vision.  
 Challenged further heights but could not achieve sales target of 180 billion JPY due to delayed recovery in semiconductor market.

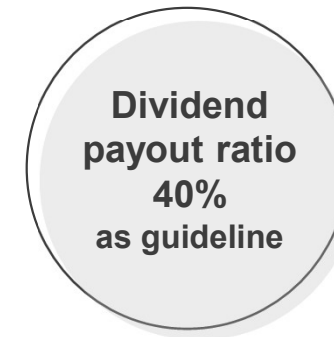
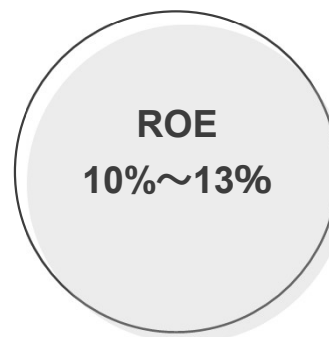
## Basic Policy

**1** Challenge new businesses and markets

**2** Accelerate globalization and expand overseas markets

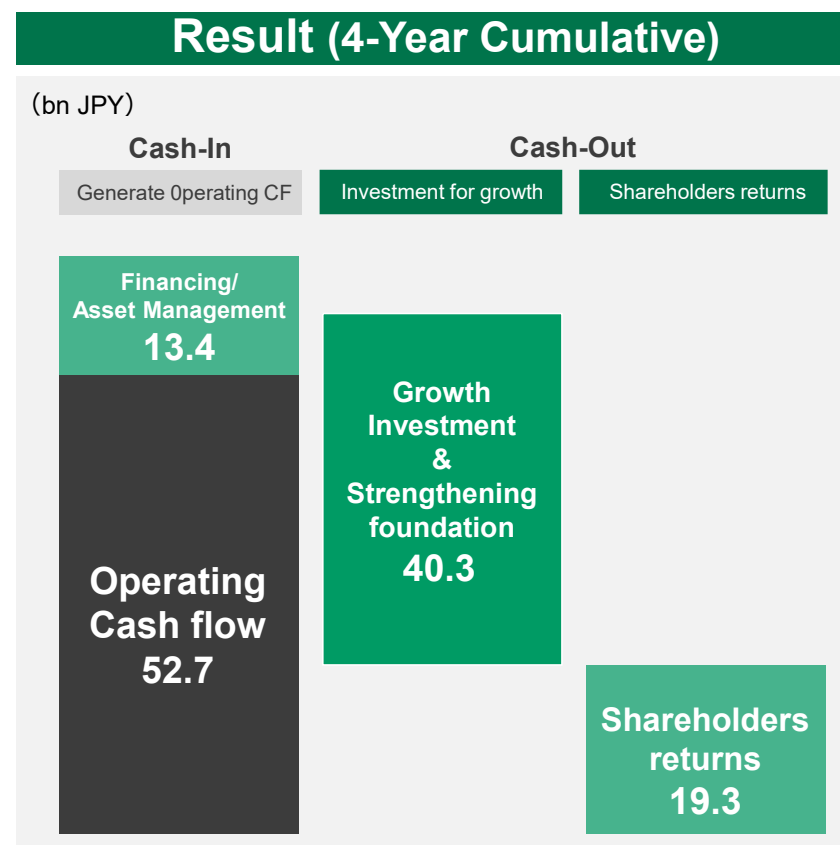
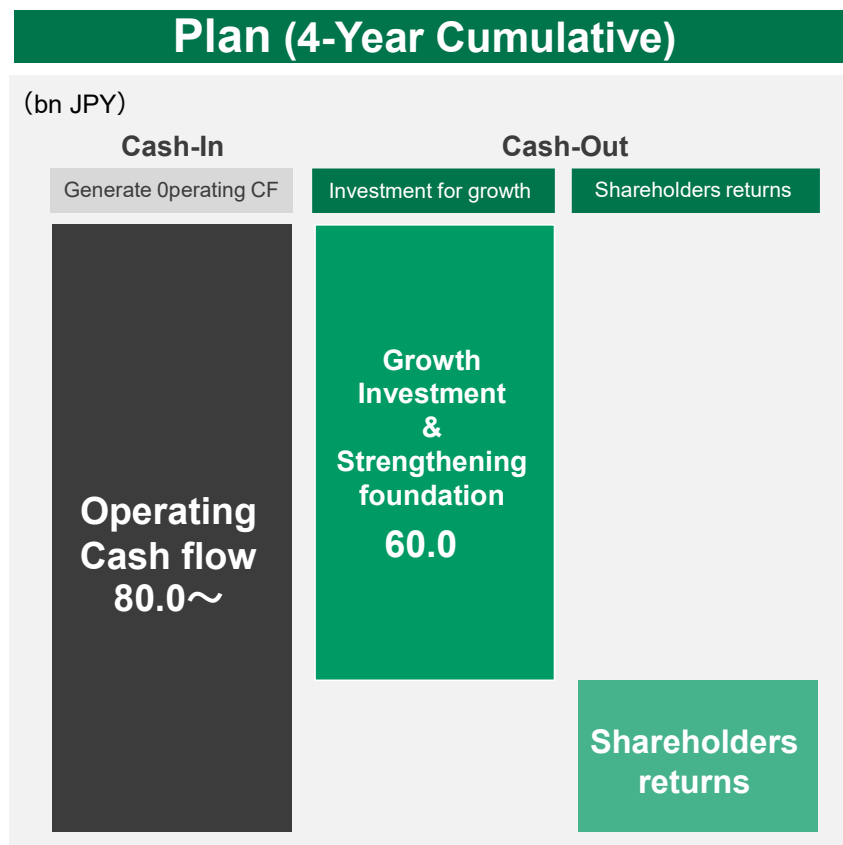
**3** Establish a sustainable management foundation

**4** Build a corporate culture that emphasizes human resources



KPI	FY2025 Target	FY2025 Result
Net Sales	180 billion JPY	157.9 billion JPY
Operating profit	25 billion JPY	196 billion JPY
ROE	10.0 % ~ 13.0 %	9.4%
Dividend Policy	Dividend payout ratio: 40% as a guideline	Approx. 40%
Buy back shares	Consider flexible share buyback	-

# “Exciting CKD 2025” Cash allocation overview



# CKD's strength

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**Establish a 10-Year VISION that leverages the strengths of the Purpose as a starting point, and work to improve corporate value**

## **Purpose**

We will continue to explore and co-create automation technologies to cultivate a healthy global environment and a prosperous future.

Smart Automation Technology

Diverse technological capabilities tied to automation

Innovative Fusion

The power to innovate by integrating technologies and creating proposals

Co-Creation

Co-creation capabilities that are close to customer needs

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# “CKD VISION 2035”

## CKD VISION 2035

CKD continues to take on challenges.

Each and every one of us thinks for ourselves, takes a step forward, and creates new value together with our diverse partners.

We believe that this value will support industry and daily life, contribute to a healthy global environment, and enrich people's futures.

Toward the realization of a "society where value circulates."

We will continue to take on challenges that open up the future while cherishing our people, partners, and the Earth.

# “CKD VISION 2035” Our Future State

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## 1. Technology & Solution

By integrating diverse technologies and co creating with our partners, we solve our customers’ challenges and build a resilient business that can flexibly adapt to change.



- Identify needs through **dialogue with customers** and **create new value**.
- Adapt **flexibly** to **changes** in the external environment and build a **strong business entity**.
- Establish sustainable **competitive advantage as a global niche leader**.
- **Circulate value** from product sales to services and transition to a business model that **leverages entry barriers**.

## 2. Human & Sustainability

By viewing human resources as the source of value creation, we deliver value for industry, everyday life, and the environment, and aim to contribute to a sustainable society.



- Foster a corporate culture where **diverse talents can collaborate and thrive**.
- Achieve **sustainable growth by thinking and acting proactively**.
- Creating **eco-friendly value** and contributing to a **sustainable society**.
- Making choices we can be proud of for **our employees, customers, local communities**, and **future generations**.

# “CKD VISION 2035” Management Targets



## CKD VISION 2035

### Sixth Medium-Term Plan FY2026 ~ FY2028

- Human capital management and strengthening of management foundations
- Strengthening R&D capabilities
- Transition to high-value-added business models



### 7th Mid-Term Plan

- Business expansion in growth areas
- Strengthening the global management structure



### Eighth Medium-Term Plan ~ FY2035

- Establishment of strong entities
- Stable earnings structure
- True global company

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# Sixth Mid-Term Management Plan Slogan

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## “All CKD Together 2028”

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Transcending boundaries between departments and roles—Automatic machinery and Components, sales and engineering/production, Japan HQ and overseas operations—we unite as one company to achieve growth.

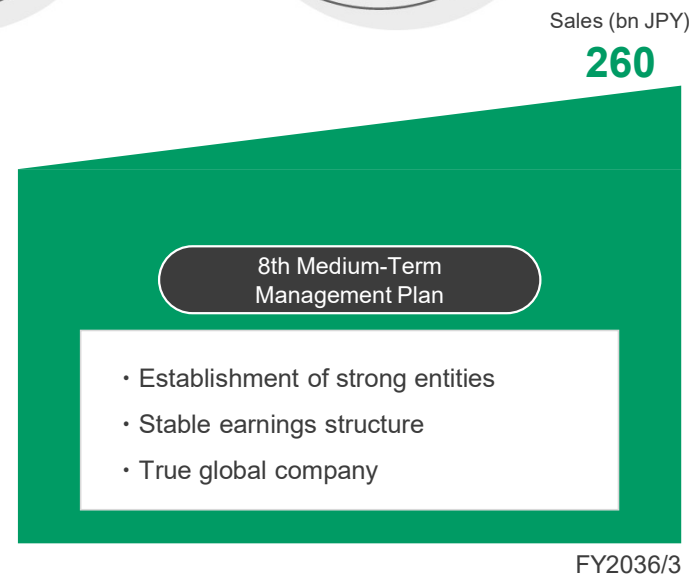
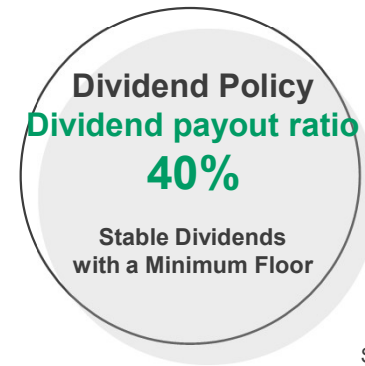
Growth Strategies	1	Human Capital Management and Strengthening Management Foundations	3	Concentrate management resources on global growth areas
	2	Strengthen R&D to provide products and services that solve societal challenges	4	Transition to a high-value-added business model

# “All CKD Together 2028”

## Four Growth Strategies for Achieving Our Vision

Growth Strategies		Explanation	Measures
1	Strengthen human capital management and management foundations	We will consider human resources as the source of value creation and develop a management foundation that supports sustainable growth	<ul style="list-style-type: none"> <li>• Formation of a talent portfolio aligned with the business plan</li> <li>• Strengthening global governance</li> <li>• Efforts to achieve carbon neutrality</li> <li>• Promotion of DX and AX</li> </ul>
2	Providing products and services that enhance R&D and solve social issues	Continuously provide high value-added products and services that solve customer and social issues, using technology development capabilities as a source of competitive advantage	<ul style="list-style-type: none"> <li>• Setting R&amp;D themes for customer issues</li> <li>• Development of low environmental impact products</li> <li>• Strengthening intellectual property strategies and promoting open innovation</li> </ul>
3	Centralizing management resources for a global growth industry	Make the most of limited management resources by selecting and focusing on areas where market growth and the strengths of the Company crossover	<ul style="list-style-type: none"> <li>• Concentrated on global growth industries</li> <li>• Identify areas in which to leverage the strengths of the Company, and work together with productions and sales to resolve issues</li> <li>• Development of the Indian market</li> </ul>
4	Transition to a high-value-added business model	Transitioning to a business model that not only sells products but also combines services and solutions to circulate value, thereby enhancing profitability.	<ul style="list-style-type: none"> <li>• Strengthened proposals for problem-solving units/systems</li> <li>• Service and maintenance business deployment</li> <li>• Challenge to new business models such as circular economy</li> </ul>

# “All CKD Together 2028”



# “All CKD Together 2028” Measures



## 1. Business Strategy

1. Advanced semiconductor
2. Life Sciences
3. Energy and Environment
4. Overseas Business



## 2. Capital Policy

1. Capital Policy Approach  
—Cash allocation overview—
2. Growth Investment  
(Strengthening R&D)



## 3. Strengthening of management foundations

1. ESG for Sustainable Growth
2. Environment
3. Human Resources
4. Governance

# “All CKD Together 2028”



## 1. Business Strategy

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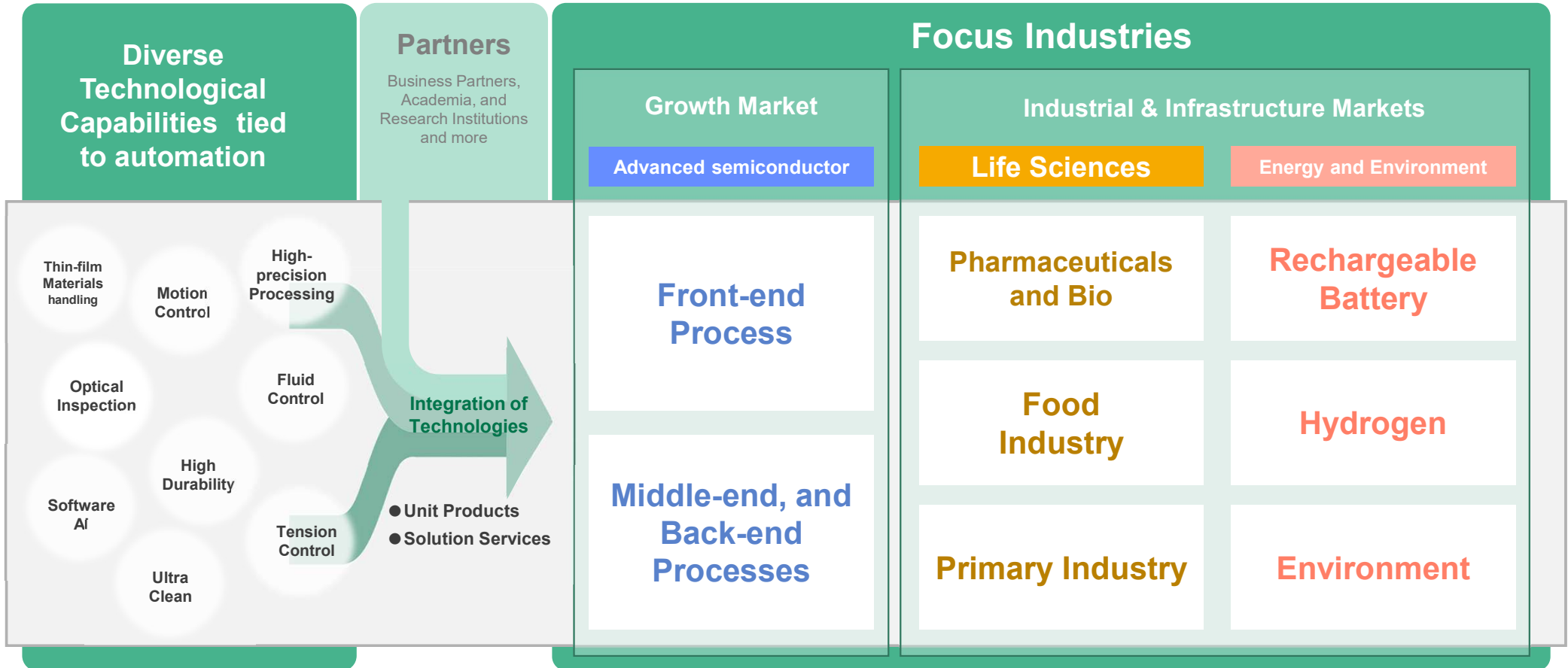


## 3. Strengthening of management foundations

1. ESG for Sustainable Growth
2. Environment
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4. Governance

# 1. “All CKD Together 2028” Business Strategy

Leveraging core technologies to deliver new value in strategic growth industries.



# 1. Diverse Technological Capabilities for Automation

## -Key Automation Technologies-

### Ultra-Clean Technology



Fluid Control components

Maintaining ultra-clean environments in front-end semiconductor processes

### High-Durability Technology



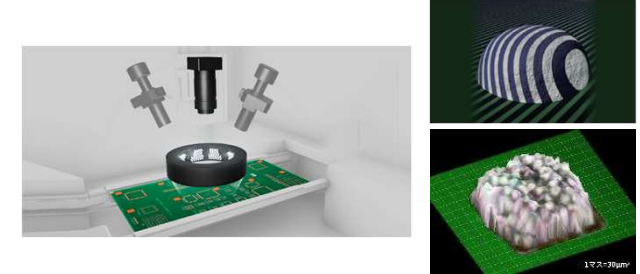
Long-Life Cylinders

High-Precision Actuators

Assistance Devices

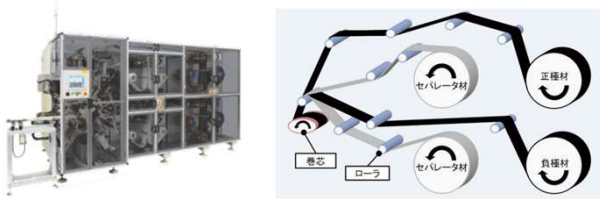
Supporting long-life equipment performance and labor-saving processes

### Optical Inspection Technology



Non-contact detection of microscopic defects

### Tension Control Technology



Lithium-ion battery winding machines

Precise tension control of multiple films to ensure stable winding quality

### Motion Control Technology



Servo Drive

Enabling high-precision motion and positioning control for semiconductor and electronic component manufacturing equipment

### Sensing Technology for Fluid Processes



Pressure Sensor

Flow Sensor

Real-time detection of flow rate and pressure anomalies in production environments

# 1. (1) Advanced semiconductor

Close contact with customers, identify needs and issues in cutting-edge processes, and co-create new value

## Cutting-edge process

- Front-end process – Deposition, Etching and Cleaning

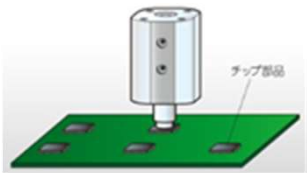


- High temperature/high durability valves
- Unit products

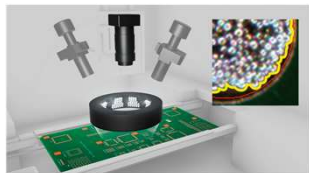


- Vacuum pressure Control System

- Middle-end, and Back-end Processes – Advanced Packaging Process



High-Precision Actuators



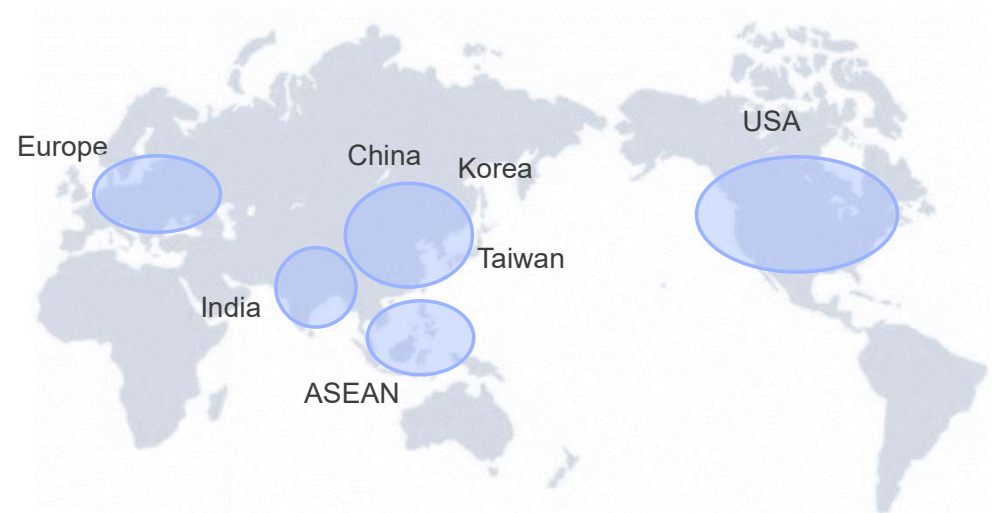
3D Solder Paste inspection Machines



Optical Inspection Systems

## Strengthening Global Responsiveness

- Accelerating Global Expansion
- Strengthening Service and Maintenance Networks in Key Regions



# 1. (2) Life Sciences

Identifies challenges and potential needs through dialog with customer, and provides new value

## Expanding Packaging Services

- Providing Solutions through Predictive Monitoring and Remote Support
- Driving Productivity Gains through Data-Driven Proposals



## Advancing Bio-related Technologies

- Contributing to Pharmaceutical Manufacturing through Fluid Control and Automation Technologies



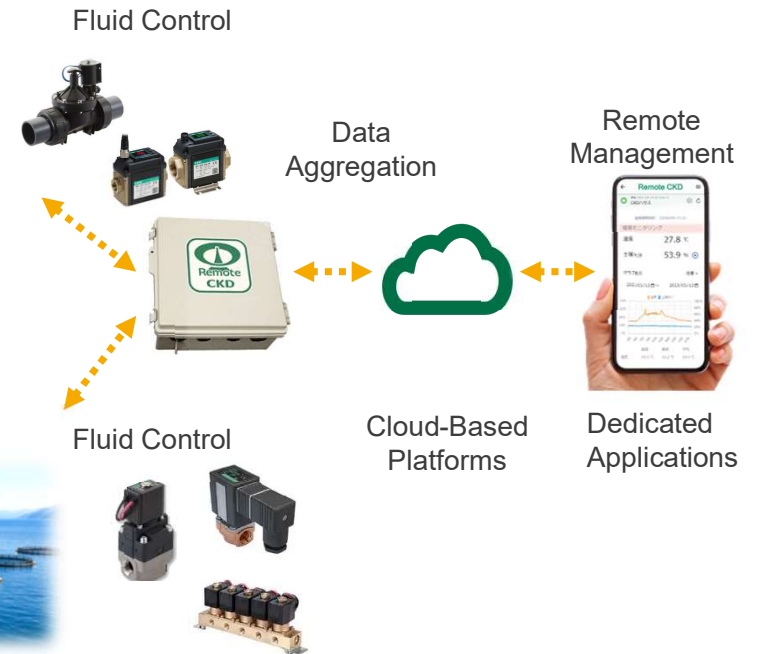
## Environmental Control Solutions for Primary Industries

- Delivering IoT Solutions to Boost Productivity, Address Labor Shortages, and Ensure Sustainable Operations

### Agriculture



### Fisheries



# 1. (3) Energy and Environment

Identifies challenges and potential needs through customer dialog, and provides new value

## Expanding the problem-solving business

- Energy-saving diagnostics based on CN (Carbon Neutral) initiatives
- Proposing optimal energy-saving equipment



Air Monitoring Unit

Flow sensors / Pressure sensors

- Stable and safe gas supply via fluid control technology



Nitrogen Gas Extraction Unit



Hydrogen-compatible components

## Proposing Digital Solutions for Energy Efficiency

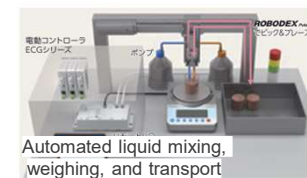
- Low-cost and simple operation through digitalized measurement and processes



Digitalization of analog gauges

Facilea

Visual Programming Tool



Automated liquid mixing, weighing, and transport

ExiaStudio

Device Visual Programming Tool

## Solutions for Rechargeable Battery Manufacturing

- Compatibility with special environments under material restrictions



Rechargeable Battery Compatible Components

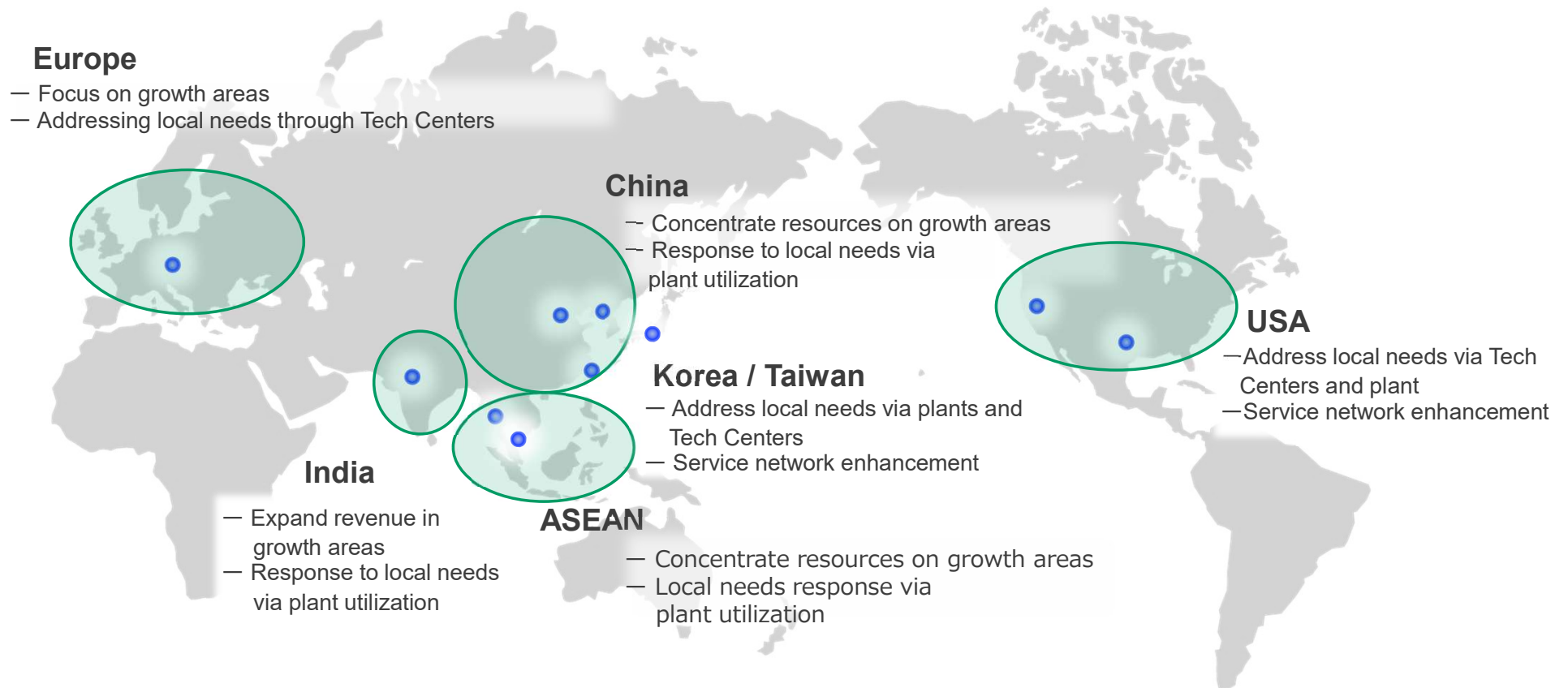
- Material Restrictions
- Environment & Supply Air
- Stable Operation
- Particle Control
- Contamination Control



Lithium-ion battery winding machines

# 1. (4) Overseas Business

Focus on growth fields and meet customer needs with the utilization of the Tech Center and new plant  
Rapidly responding to regional needs and challenges



# “All CKD Together 2028”



## 1. Business Strategy

1. Advanced semiconductor
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## 2. Capital Policy

1. Capital Policy Approach  
—Cash allocation overview—
2. Growth Investment  
(Strengthening R&D)



## 3. Strengthening of management foundations

1. ESG for Sustainable Growth
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## 2. (1) Capital Policy Approach —Cash allocation overview—

Strengthening investment in human capital, R&D, and productivity to ensure stable shareholder returns with a target payout ratio of 40%

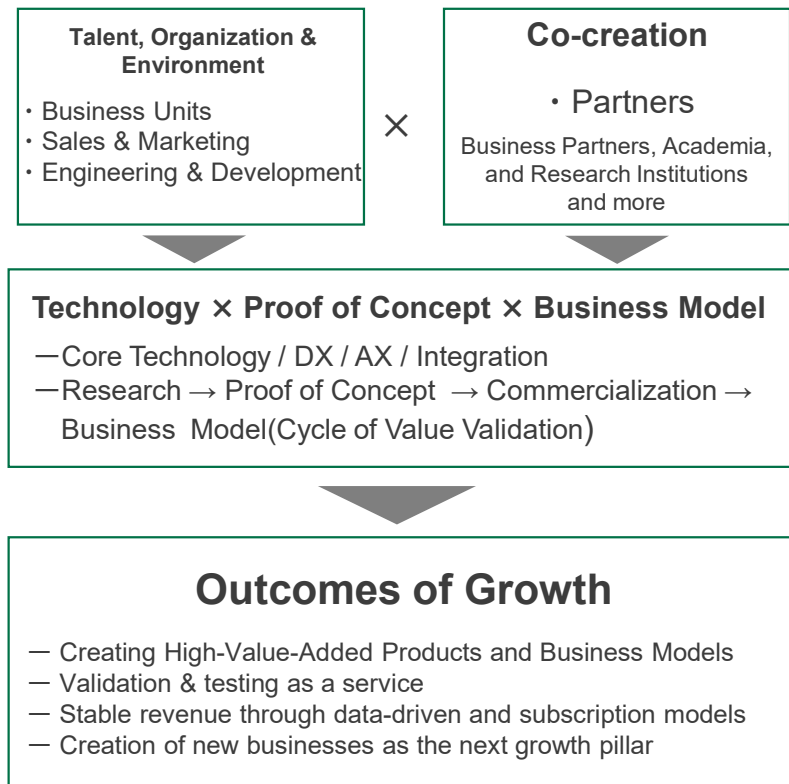
### FY2027/3–FY2029/3 Forecast (3-Year Cumulative)

Cash-In	Cash-Out	(bn JPY)
Financing/ Asset Management	Further Investment for Growth	—Further Investment for the Next Growth Phase
Operating Cash flow (Before R&D Tax Credits) 66.5	Shareholders returns 19.5	—Maximizing Corporate Value via Optimal Balance of Growth and Returns —Dividends Balancing Performance-Linked and Stability —Flexible Share Buybacks to Improve Capital Efficiency
	Growth investment 20.0	—Investment in Human Capital as a Source of Value Creation —Investment in Services Business for Stable Revenue and Higher Added Value —M&A and Alliances for Speed and Synergy
	R&D 12.0	—Strengthening R&D for New Value Creation
	Strengthening foundations 10.0	—Investments in Capex, Productivity, and DX for Quality, Cost Reduction and manufacturing capacity

## 2. (2) Growth Investment (Strengthening R&D)

Accelerating medium- to long-term growth by creating new value through a core technology-driven network connecting people, organizations, partners, and society

### Innovation Structure



### Purpose and Objectives

#### 1. People as the Source of Value Creation

Cultivate an environment that supports diverse workstyles for engineers and developers, empowering them to achieve high performance and embrace new challenges

#### 2. Cross-functional integration across BUs, Sales, Engineering, Marketing, and R&D

Creating high-value-added products and businesses through cross-functional technology integration and synergy

#### 3. End-to-end Process: Research → Proof of Concept → Commercialization → Business Model

Efficiently driving the entire process from R&D and proof of concept to commercialization and business model construction

#### 4. Establishing an open development environment built on external co-creation

Building an enduring external network for continuous co-creation, centered on customer needs

# “All CKD Together 2028”



## 1. Business Strategy

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## 3. Strengthening of management foundations

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4. Governance

## 3. (1) ESG for Sustainable Growth

### Promoting ESG-based initiatives to co-create a healthy global environment and a prosperous future

Classification/ Material issues		Key material topics
<b>Realizing a Sustainable Global Environment (E)</b>	Supply chain management	Ensuring environmental compliance and sustainability of products and services
	Improvement of environmental value of products and businesses	Contributing to energy saving and carbon neutrality with automation technology
	Adaptation to and Resources to Climate Change Promotion of Recycling	Design a long service life and improve resource efficiency with an eye on the transition to a resource-recycling society
		Reduce environmental impact and strengthen competitiveness through the introduction of energy-saving equipment and promotion of renewable energy use
<b>Supporting Sustainable Growth for People and Society (S)</b>	Growth of human resources and work satisfaction	Create work satisfaction and growth opportunities, support for proactive career development, and strengthen engagement
	Diversity and inclusion	Promotion of diversity (career advancement of women, appointment of global human resources, localization of overseas representatives)
	Consideration for occupational safety and health	Maintenance and promotion of physical and mental health
	Coexistence with society and Region	Promotion of Region and social contribution activities
		Supply chain human rights/labor risk management
<b>Strengthening Sound and Transparent Governance (G)</b>	Risk management and compliance	Thorough Risk Management, Compliance with Laws and Regulations, and Corporate Ethics (Group-wide)
	Global governance	Strengthening internal control of the entire Group, including overseas bases
	Sophistication of disclosure	Highly transparent disclosure and expanded sustainability information

# 3. (2) Environment

## CO2 Reduction Targets

- **2030 Target: 50% reduction** (Total emissions and Intensity per unit of sales)
- **2040–2050 Target: Achieve Net Zero**

\*Targets cover Scope 1 and Scope 2 emissions

\*Base years: FY2022 for total emissions; FY2013 for sales intensity

\* New reduction targets for Scope 1, 2, and 3 are scheduled to be set in conjunction with the SBT application

## SBT Certification

- **Plan to apply for SBT certification to validate CO2 reduction targets**

\*SBT(Science Based Targets) An international certification system for greenhouse gas reduction targets in line with climate science

- **Key Initiatives / Case Studies**



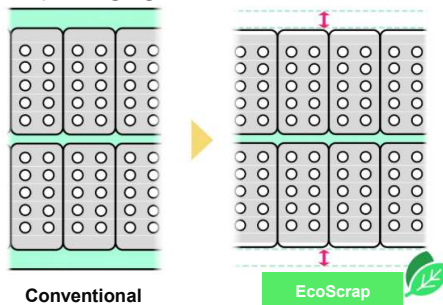
Utilization of green electricity



## Low Environmental Impact Products

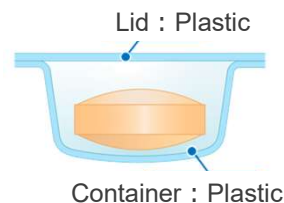
- **Expanding Development and Sales of Low Environmental Impact Products**

- Reducing plastic waste through the "EcoScrap" pharmaceutical packaging machine



- WorldStar Global Packaging Awards 2026 WorldStar Award (Medical and Pharmaceutical category)
- AsiaStar 2025 Awards AsiaStar Award (ECO PACKAGE category)
- 2026Aichi Environmental Award (Excellence Award)
- 2025 Japan Packaging Contest (Appropriate Packaging Award)

- Contributing to future collection and recycling with Mono-material PTP (Single-material) packaging



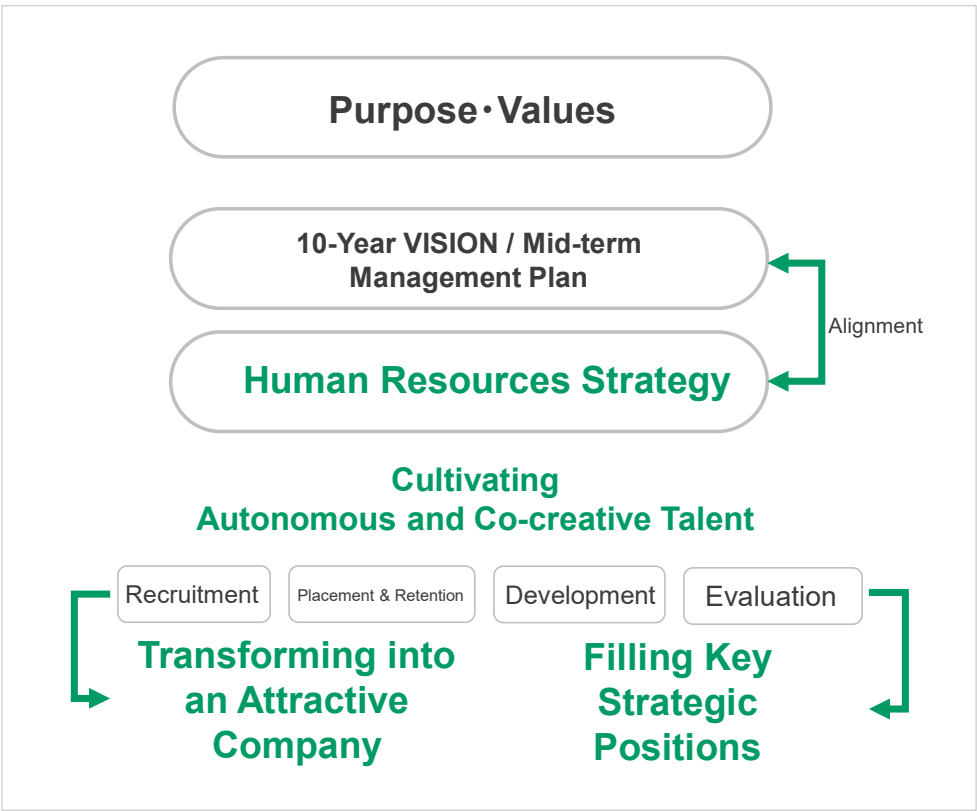
- Reducing compressed air consumption with Pulse Blow Valves



- Energy Conservation Grand Prize 2025 (Director-General's Award, Agency for Natural Resources and Energy)
- 'CHO' MONODZUKURI Innovative Parts and Components Awards 2025 (Environment, Resources and Energy Related Component Award)
- Good Design Award 2025

# 3. (3) Human Resources

Driving human resources strategy aligned with the New 10-Year VISION and the Mid-term Management Plan.



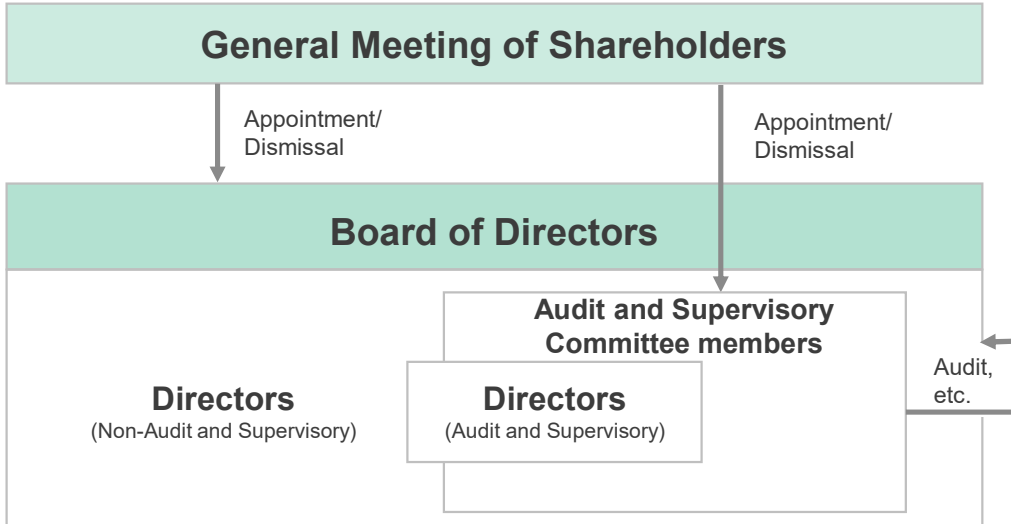
Human Resource Materiality	Key Measures
<b>Cultivating Autonomous and Co-creative Talent</b>	<ul style="list-style-type: none"> <li>– Professional Development</li> <li>– Developing Global Leaders &amp; Successor Pipeline</li> </ul>
<b>Transforming into an Attractive Company</b>	<ul style="list-style-type: none"> <li>– Enhancing Safety &amp; Health Infrastructure</li> <li>– Restructuring HR &amp; Compensation Systems</li> <li>– Optimizing Recruitment Channels</li> </ul>
<b>Filling Key Strategic Positions</b>	<ul style="list-style-type: none"> <li>– Building a Strategic Human Capital Foundation</li> <li>– Visualizing the Management Plan × Talent Portfolio</li> </ul>

# 3. (4) Governance

To achieve sustainable growth in corporate value, we strive to ensure and enhance the effectiveness of our corporate governance from the perspectives of "ensuring management transparency and soundness" and "appropriate collaboration with stakeholders."

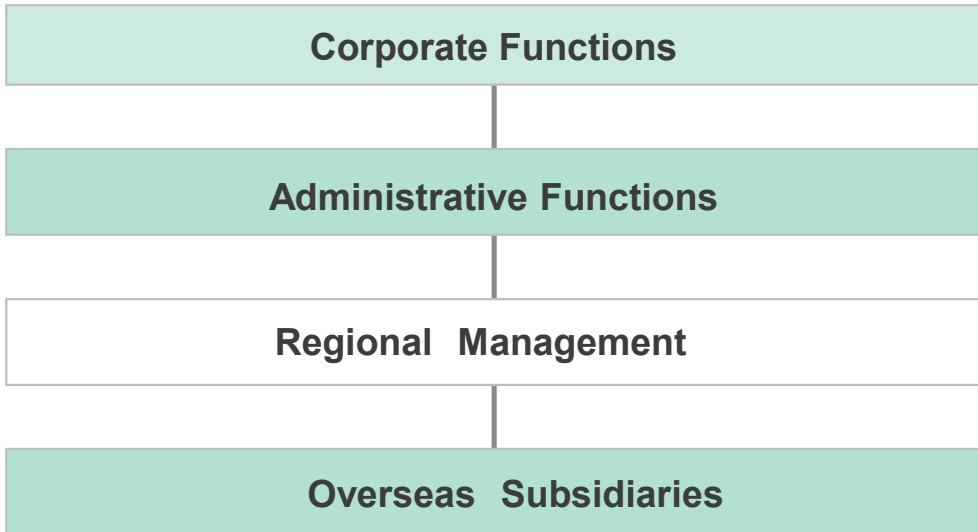
## Transition to a Company with an Audit and Supervisory Committee

- Strengthen Board Oversight
- Accelerate Decision-Making



## Strengthening Global Governance

- Establish Regional Management functions to enhance oversight and drive regional strategies



\*To be proposed at the Annual General Meeting of Shareholders on June 26, 2026.



### [Precautions for handling materials]

#### Precautions Concerning Forward-Looking Statements

The earnings forecasts and forward-looking statements described in this document are forecasts judged by CKD based on information currently available, and include potential risks and uncertainties. Therefore, please be aware that due to changes in various factors, actual business performance may differ significantly from the stated forward-looking statements.

#### Handling of numbers

The amount listed is rounded to the nearest unit, and percentages are rounded to the nearest yen, so the total of the breakdown may not equal the total.