



Creating Solutions Together

Financial Results for FY2024 ended March 31, 2025

May 13, 2025

CKD Corporation

Securities code 6407



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Financial Results for FY2024 ended March 31, 2025

- Summary of Financial Results
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Summary of Financial Results

■ YoY Increases in net sales and income

Net Sales **16% increase**

Operating Income **45% increase**

Management Results

(Unit : billion yen)

| | | FY23 Actual | FY24 Actual | YoY | |
|---|---------------------|----------------|-----------------|------------------|----------|
| | | | | Amount change | % change |
| Net Sales | Total | 134.4 | 155.6 | + 21.2 | + 16% |
| | Automatic Machinery | 17.7 | 25.3 | + 7.7 | + 43% |
| | Components | 116.8 | 130.3 | + 13.6 | + 12% |
| Operating Income (Operating Income Margin) | | 13.1 (9.8%) | 19.0 (12.2%) | + 5.9 | + 45% |
| Ordinary Income | | 13.0 | 19.2 | + 6.1 | + 47% |
| Net Income | | 8.3 | 13.5 | + 5.2 | + 62% |

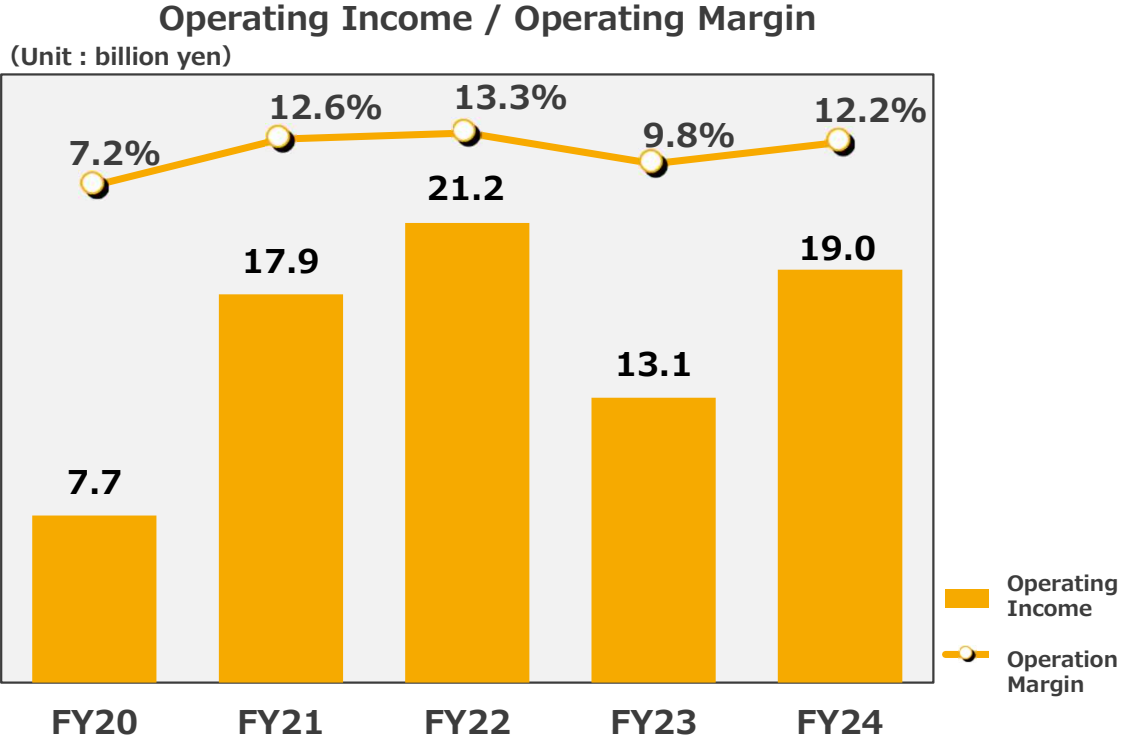
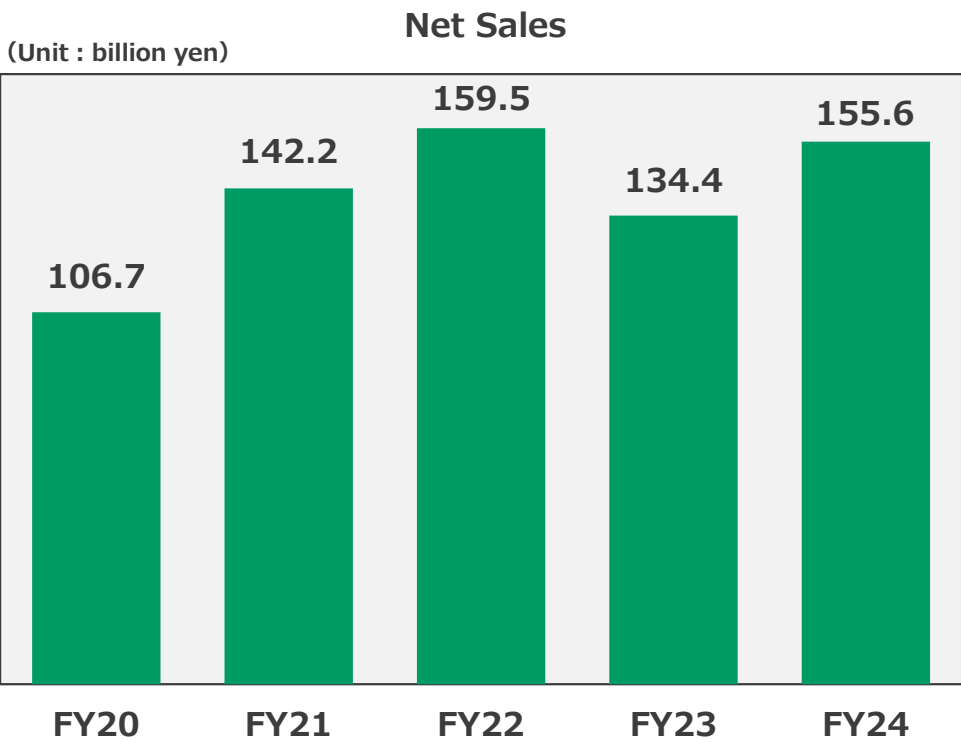
Financial Status

(Unit : billion yen)

| | End March 2024 | End March 2025 | YoY | |
|---------------------|-------------------|-------------------|---------------|----------|
| | | | Amount change | % change |
| Current assets | 124.3 | 131.5 | + 7.1 | + 6% |
| Fixed assets | 84.0 | 79.4 | - 4.6 | - 5% |
| Total assets | 208.3 | 210.9 | + 2.6 | + 1% |
| Current liabilities | 43.0 | 40.0 | - 3.0 | - 7% |
| Fixed liabilities | 36.2 | 34.4 | - 1.9 | - 5% |
| Total liabilities | 79.2 | 74.3 | - 4.8 | - 6% |
| Total net assets | 129.1 | 136.5 | + 7.4 | + 6% |
| Equity ratio | 62.0% | 64.7% | | + 3% |

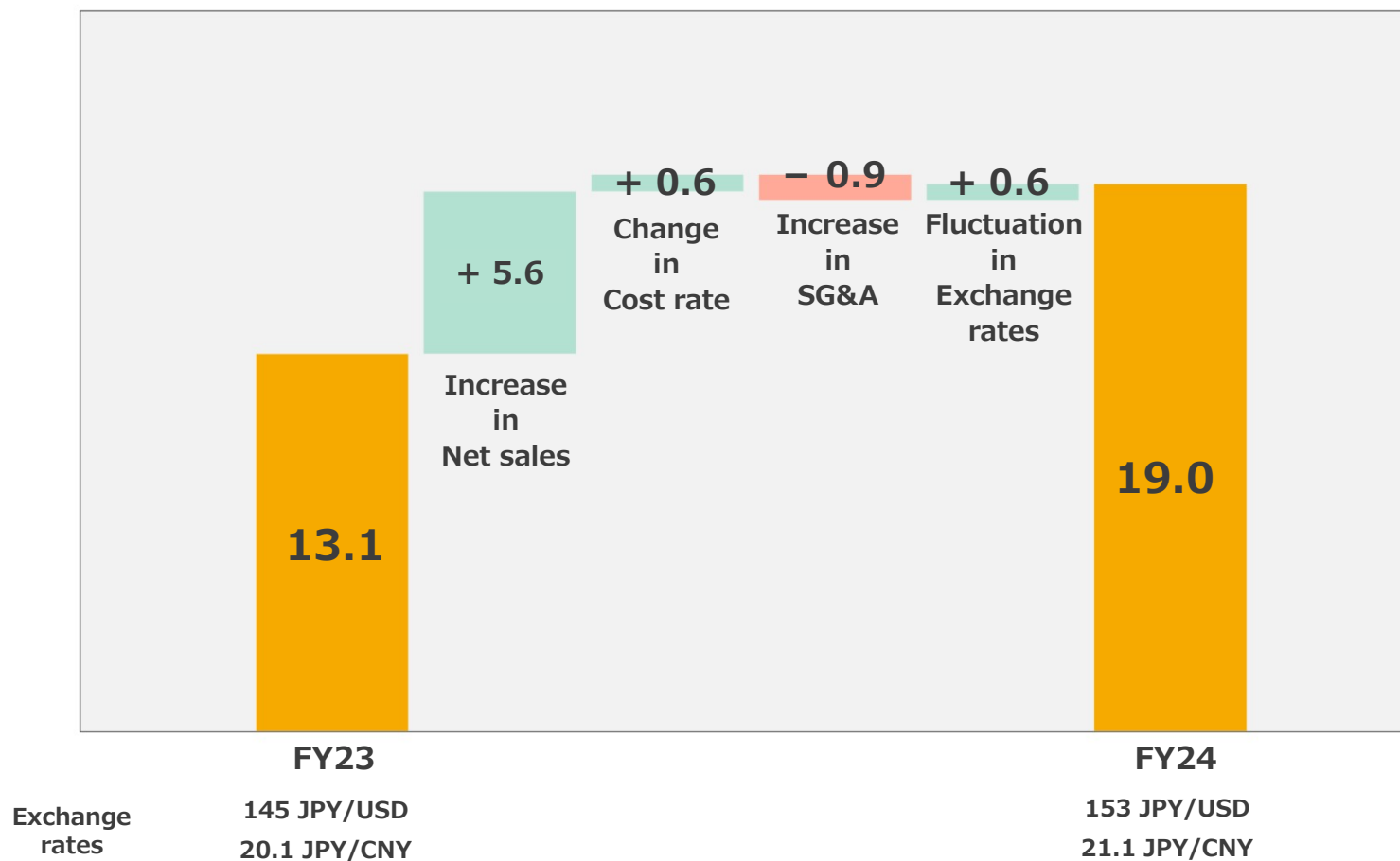
Consolidated Performance

| FY24 | Net Sales | Operating Income | Operating Income Margin | () YoY |
|------------------|---------------------------|-------------------------|-------------------------|---------|
| Full-year Actual | 155.6 billion yen (+21.2) | 19.0 billion yen (+5.9) | 12.2% (+2.5) | |



Analysis of Operating Income

(Unit : billion yen)

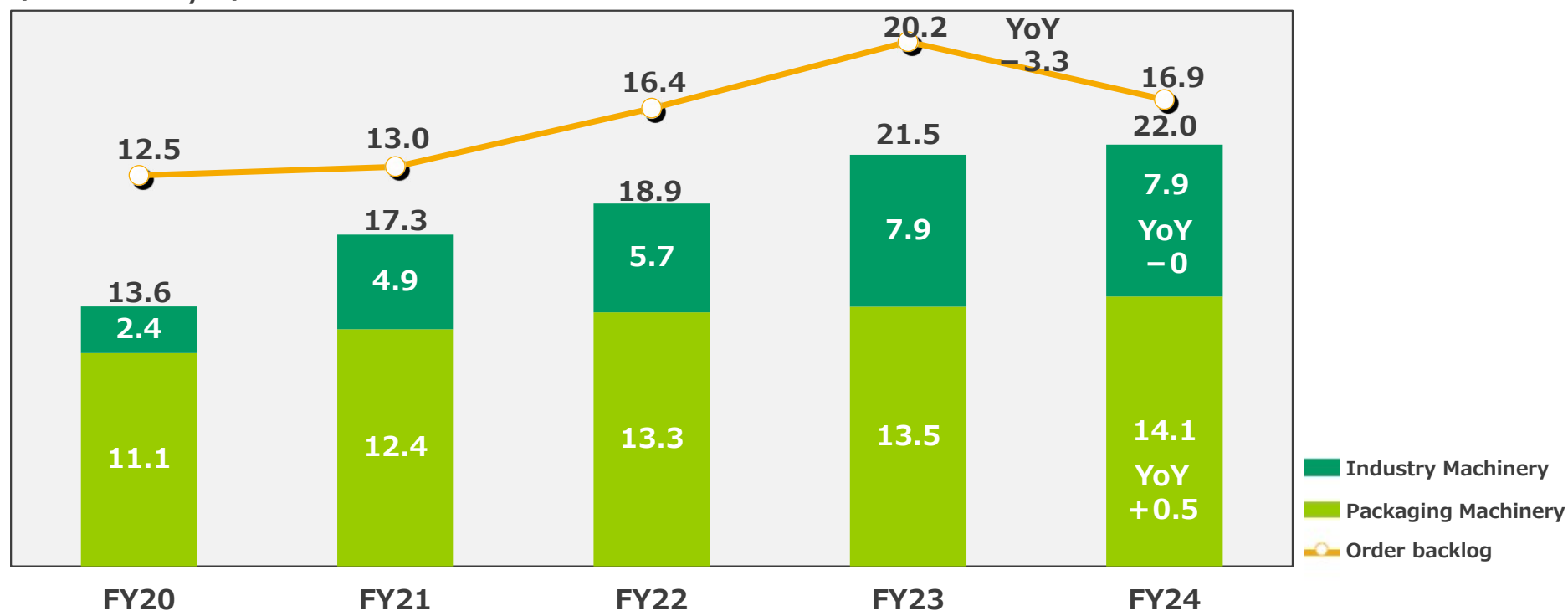


Automatic Machinery Orders

| FY24 | Orders |
|------------------|-------------------------|
| Full-year Actual | 22.0 billion yen (+0.5) |

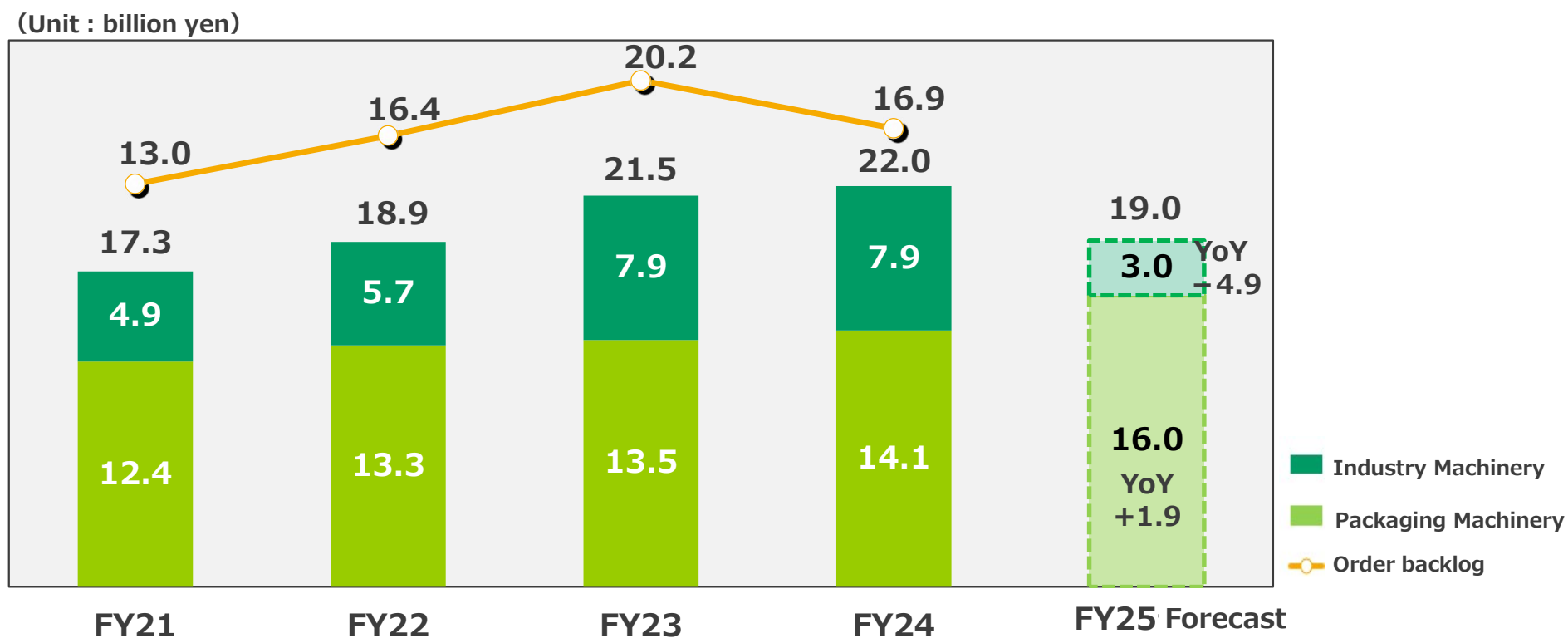
() YoY

(Unit : billion yen)



Automatic Machinery Forecast of Orders

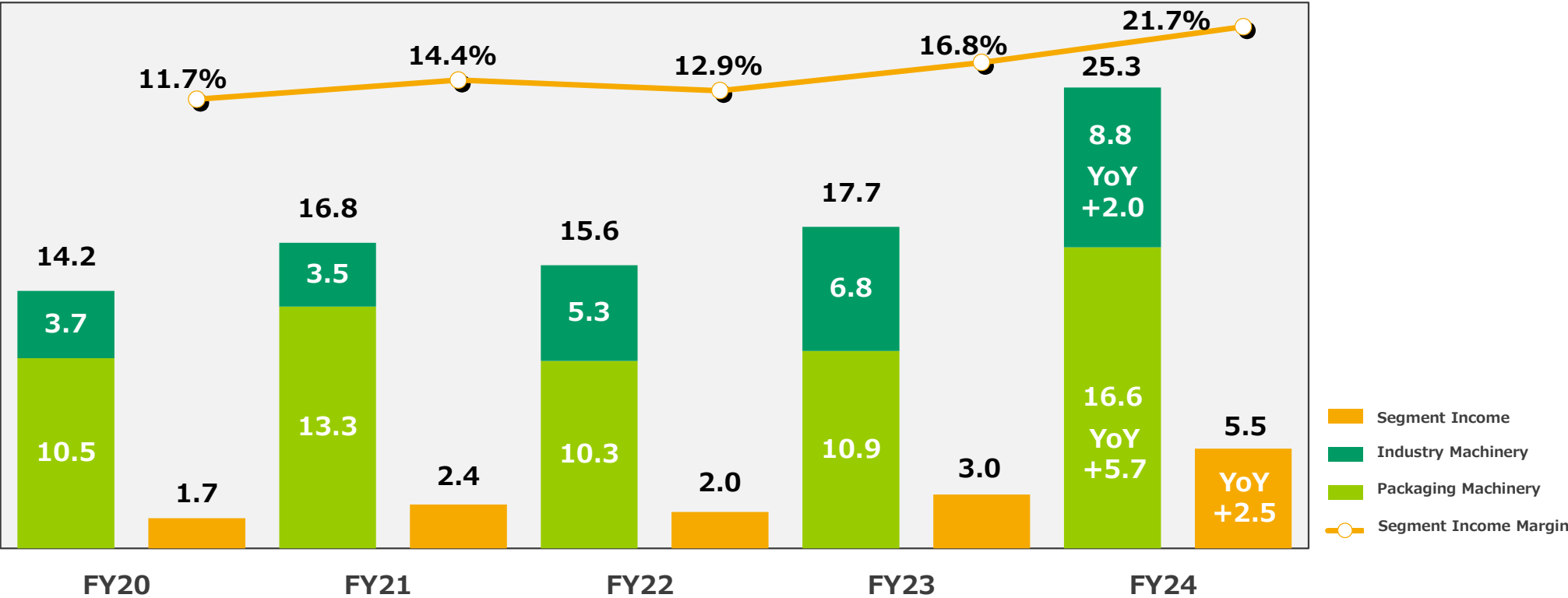
| FY25 | Orders | () YoY |
|----------------------|---------------------------|---------|
| Full – year Forecast | 19.0 billion yen (– 3.0) | |



Automatic Machinery Achievement Changes

| FY24 | Net Sales | Segment Income | Segment Income Margin | () YoY |
|------------------|-------------------------|------------------------|-----------------------|---------|
| Full-year Actual | 25.3 billion yen (+7.7) | 5.5 billion yen (+2.5) | 21.7% (+4.9) | |

(Unit : billion yen)

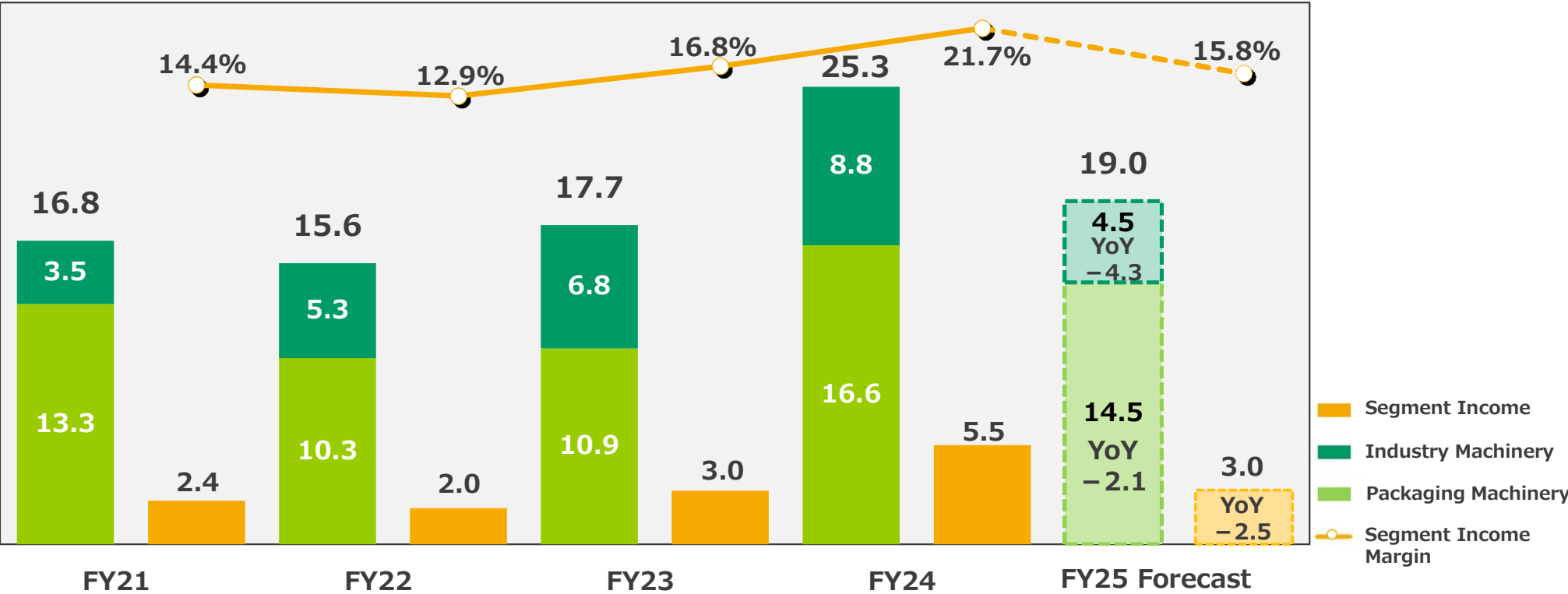


Automatic Machinery Outlook of Performance

| FY25 | Net Sales | Segment Income | Segment Income Margin |
|--------------------|--------------------------|-------------------------|-----------------------|
| Full-year Forecast | 19.0 billion yen (− 6.3) | 3.0 billion yen (− 2.5) | 15.8% (− 5.9) |

() YoY

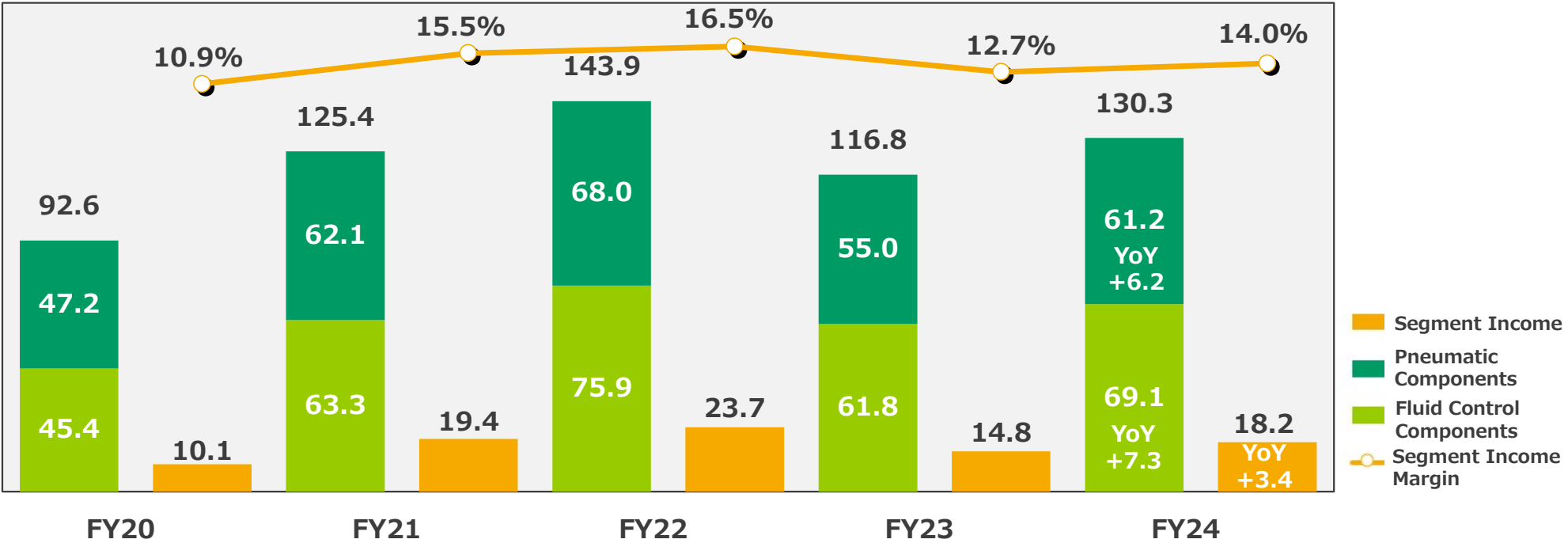
(Unit : billion yen)



Components Achievement Changes

| FY24 | Net Sales | Segment Income | Segment Income Margin | () YoY |
|------------------|---------------------------|-------------------------|-----------------------|---------|
| Full-year Actual | 130.3 billion yen (+13.6) | 18.2 billion yen (+3.4) | 14.0% | (+1.3) |

(Unit : billion yen)



Components FY2024 Actual by Market

*YoY vs. FY23 actual

(Unit:%)

| Main Industries in Japan | 1H Actual | 2H Actual | Full-year Actual |
|--------------------------------|-----------|-----------|------------------|
| Semi-conductor | 102 | 130 | 116 |
| Automobile | 110 | 115 | 112 |
| Machine Tool | 96 | 108 | 102 |
| Medical | 103 | 102 | 102 |
| Rechargeable Battery | 103 | 163 | 133 |
| Total Main Industries in Japan | 103 | 128 | 116 |

| Main Areas Overseas | 1H Actual (¥153/\$) | 2H Actual (¥153/\$) | Full-year Actual (¥153/\$) |
|-----------------------------------|------------------------|------------------------|-------------------------------|
| East Asia | 117 | 111 | 114 |
| Southeast Asia | 115 | 122 | 118 |
| Total (including Europe and U.S.) | 115 | 113 | 114 |

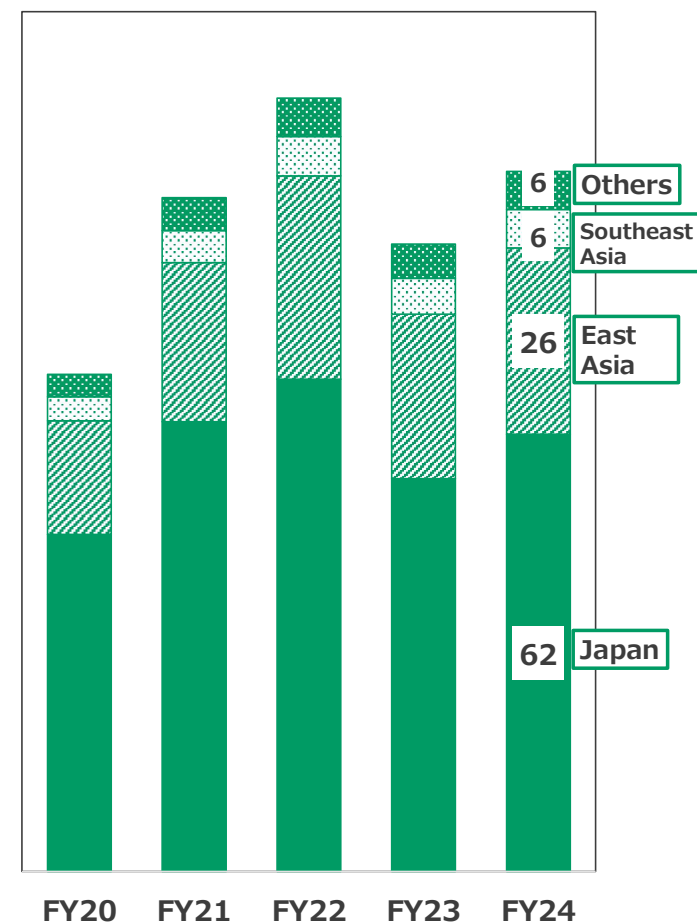
Components FY2025 Prospects by Market

*YoY vs. FY24 actual

| Industries in Japan | 1H FY25 | 2H FY25 | Status |
|----------------------|---------|---------|---|
| Semi-conductor | ↘ | ↗ | HBM-related demand remains solid |
| Automobile | ↗ | ↗ | Ongoing demand for automation, labor reduction, and decarbonization |
| Machine Tool | → | ↗ | Demand has bottomed out; gradual recovery expected |
| Medical | → | → | Steady performance continues |
| Rechargeable Battery | ↘ | ↘ | Investment entering a phase of adjustment |
| Other Industries | → | → | |
| Domestic Total | → | ↗ | |

| Overseas Area | 1H FY25 | 2H FY25 | Status |
|-------------------------|---------|---------|---|
| East Asia | → | ↗ | Rising domestic demand in China for semi-conductors and manufacturing equipment |
| Southeast Asia | ↗ | ↗ | Fewer automotive projects; increased semi-conductor-related demand |
| Europe, U.S. and Others | → | ↗ | Ongoing need to monitor developments amid U.S. trade tensions |
| Overseas Total | → | ↗ | |

Sales Ratio by Region (Unit : %)



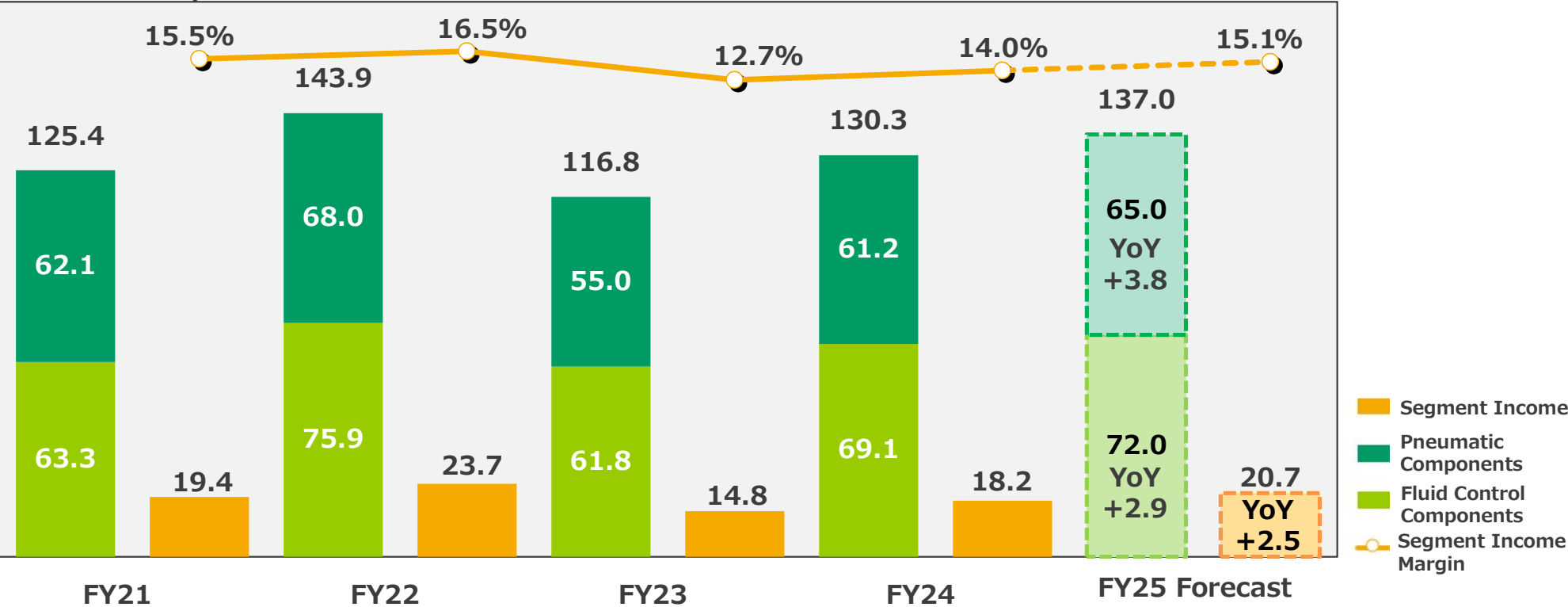
YoY change : ↗ +10%~ ↗ +5~9% → -4 ~ +4% ↘ -5~9% ↘ -10%~

Components Earnings Forecasts

| FY25 | Net Sales | Segment Income | Segment Income Margin |
|--------------------|---------------------------|--------------------------|-----------------------|
| Full-year Forecast | 137.0 billion yen (+ 6.7) | 20.7 billion yen (+ 2.5) | 15.1% (+ 1.1) |

() YoY

(Unit : billion yen)

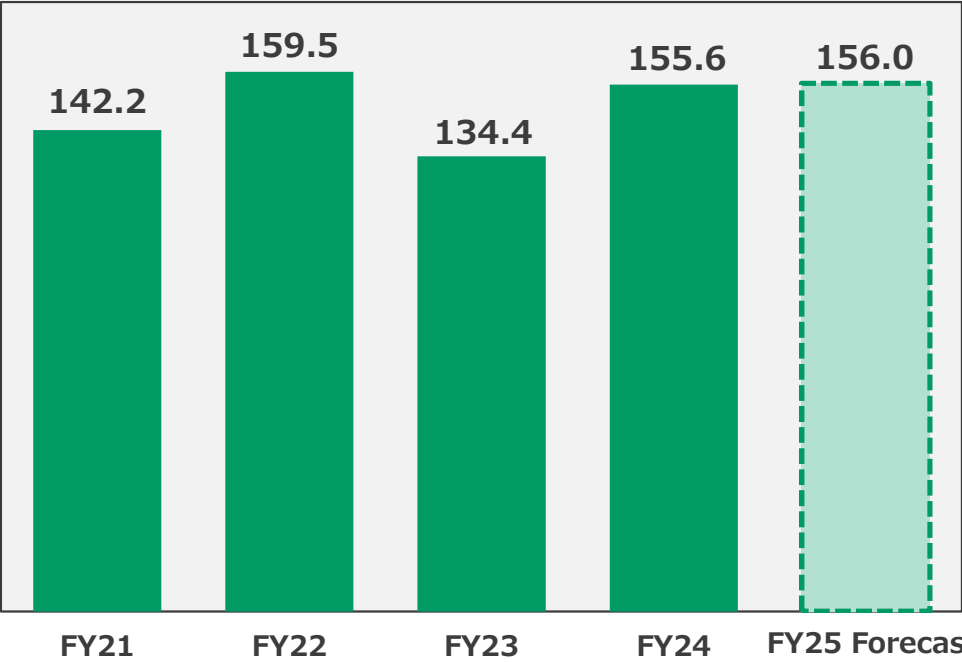


Earnings Forecasts

| FY25 | Net Sales | Operating Income | Operating Income Margin | () YoY |
|--------------------|---------------------------|------------------------|-------------------------|---------|
| Full-year Forecast | 156.0 billion yen (+0.4) | 19.0 billion yen (–0) | 12.2% (–0) | |

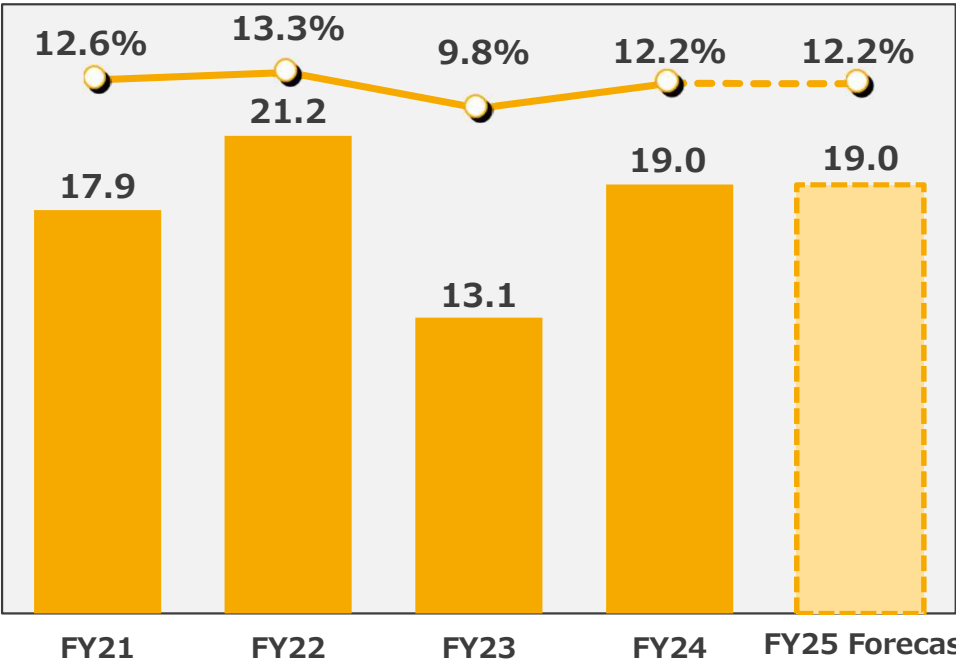
Net Sales

(Unit : billion yen)



Operating Income / Operating Margin

(Unit : billion yen)



Earnings Forecasts

(Unit : billion yen)

| | | FY24 Actual | FY25 Forecasts | | |
|---|--|-----------------|-----------------------|----------------------|-----------------|
| | | | Full-year Forecast | YoY Amount Change | YoY % Change |
| Net Sales | Total | 155.6 | 156.0 | + 0.4 | + 0% |
| | Automatic Machinery | 25.3 | 19.0 | - 6.3 | - 25% |
| | Components | 130.3 | 137.0 | + 6.7 | + 5% |
| Operating Income (Operating Income Margin) | | 19.0 (12.2%) | 19.0 (12.2%) | - 0 | - 0% |
| | Automatic Machinery (Segment Income Margin) | 5.5 (21.7%) | 3.0 (15.8%) | - 2.5 | - 45% |
| | Components (Segment Income Margin) | 18.2 (14.0%) | 20.7 (15.1%) | + 2.5 | + 14% |
| Ordinary Income | | 19.2 | 19.0 | - 0.2 | - 1% |
| Net Income | | 13.5 | 13.1 | - 0.4 | - 3% |

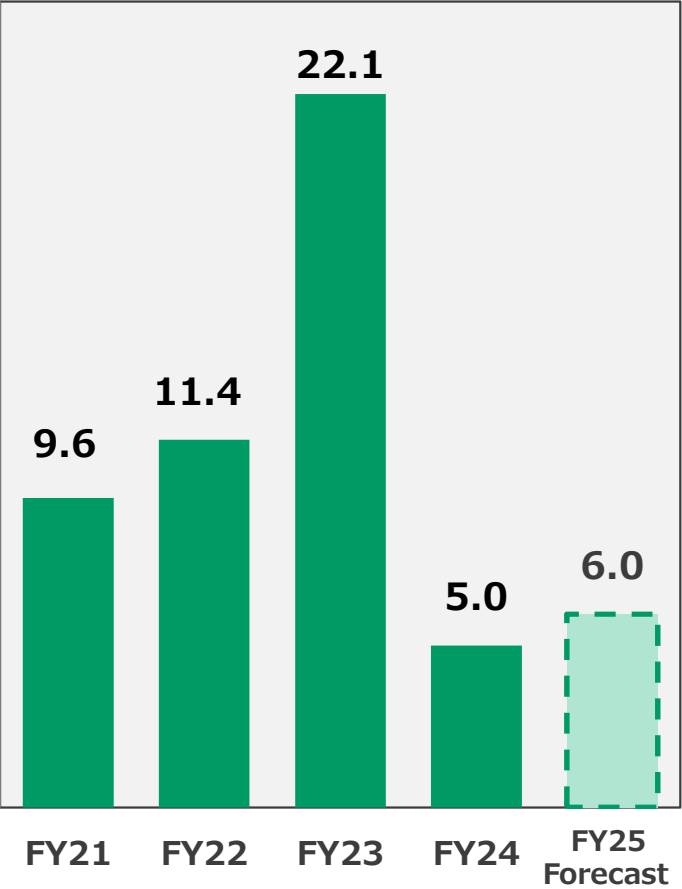
*Estimated Exchange rate : Full-year 145.0 JPY / USD

Investments

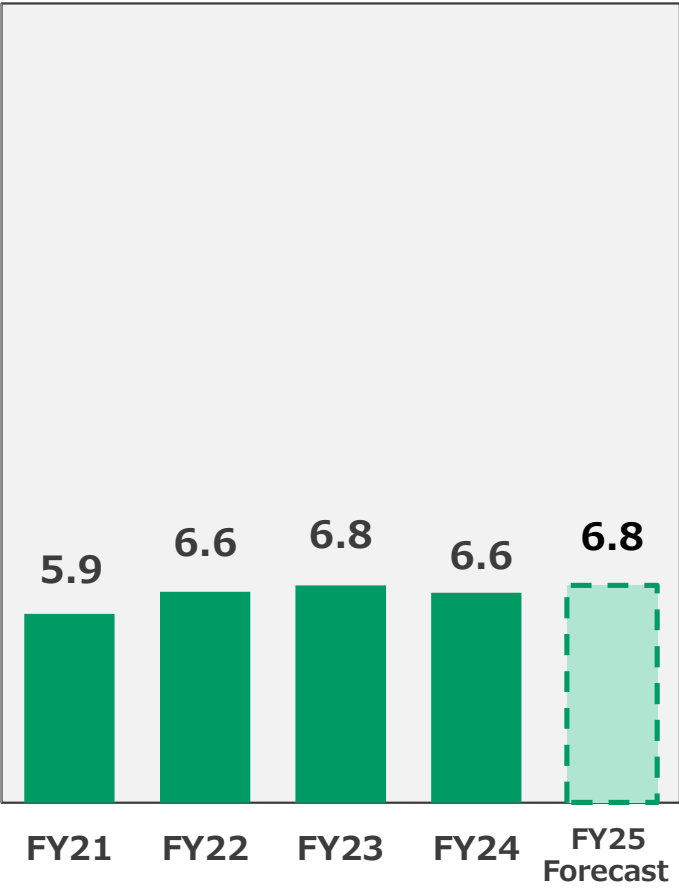
Investments

(Unit : billion yen)

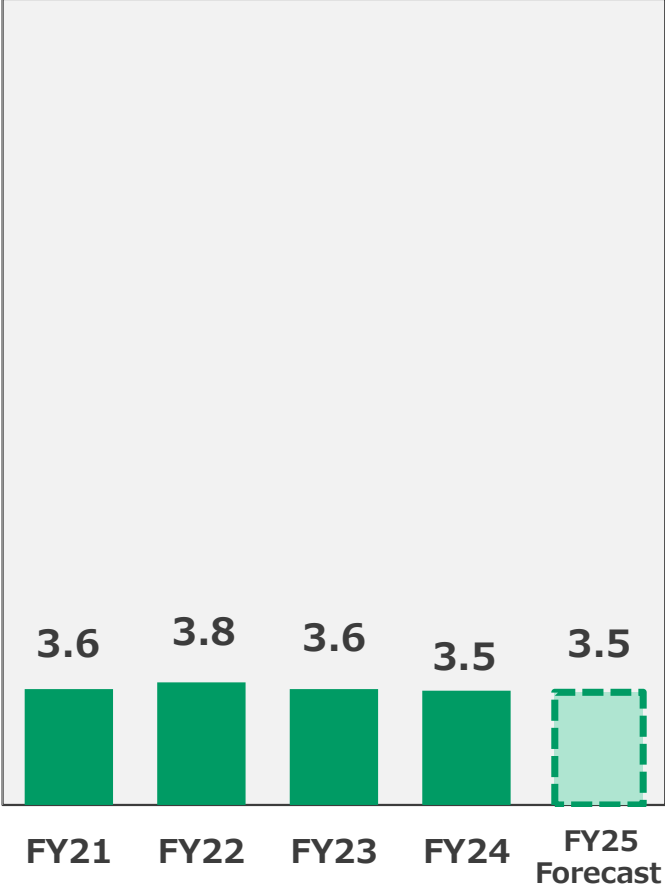
Capital Investment



Depreciation



R&D Investment



Shareholders Return

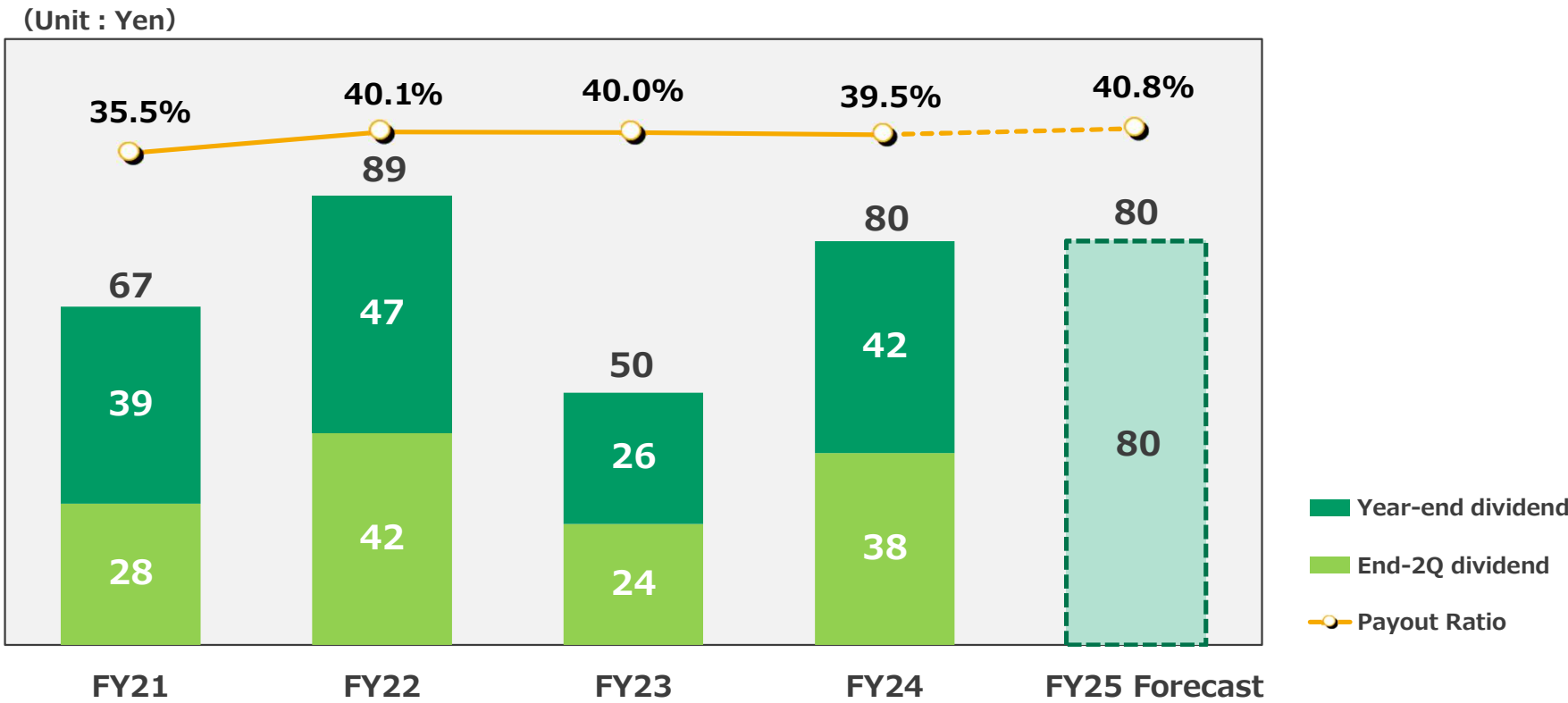
Dividends

FY2024 Dividends

End-2Q dividend : 38 yen per share
Year-end dividend : 42 yen per share

FY2025 Dividends Outlook

Annual dividend : 80 yen per share
Interim and year-end dividends: To be determined

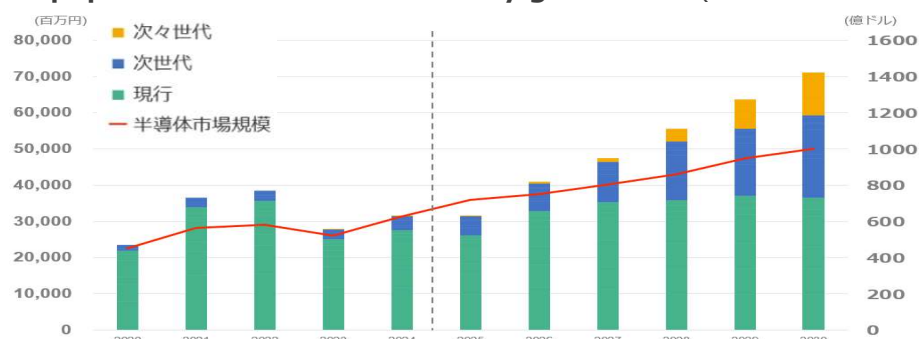


Status of Growth Initiatives

Growth Scenario (Industries of focus: semiconductors)

Further strengthen CKD's strengths, respond to cutting-edge processes, and strengthen overseas market structure

■ Equipment sales ratio forecast by generation (based on CKD research)



■ Following technological innovations in semiconductor manufacturing processes

Logic

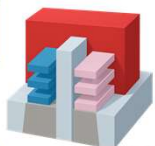
GAA
CFET

3D NAND

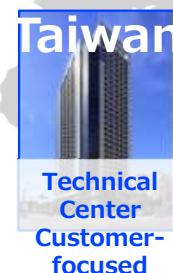
>400 layers

DRAM

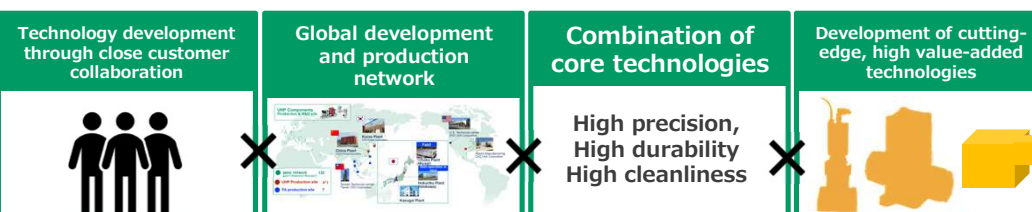
Advanced
Package



- Deeper etching, deposition, and cleaning
→ Supporting increased process steps
- More complex processes and faster production speed
→ Enhancing productivity through core technologies (high precision, high durability, high cleanliness)
- Advanced packaging and 3D stacking in middle processes
→ Contributing through precision control technology



■ Strengthening CKD's Core Strengths



Review of 10-year VISION

10-Year VISION Progress Mid-to-Long-Term Roadmap

Long-Term Management Vision「10-Year VISION: GO CKD!」

GLOBAL CKD 2015

Automatic machinery

- Built sales system in China
- **Strengthened service and support system**
- **Specialized in battery manufacturing systems for electric vehicles**

Components

- **Accommodated miniaturization**
- More advanced functions for core pneumatic products
- Strengthened variations for electric motion products

Strengthened sites

- Built a new plant in China
- **Converted the Yokkaichi Plant to a mother factory**



Challenge CKD 2018

Automatic machinery

- **Strengthened production for investment in domestic generics**
- **Put priority on battery market for Chinese vehicles**

Components

- **Strengthened overseas markets**
- Strengthened upstream development for state-of-the-art device manufacturers
- developed jointly with Taiwan TOYO
- **Management integration with NIKKI DENSO**



Strengthened sites

- **Strengthened Technical Center functions in North America**
- Augmented new production building in China
- **Launched sales at Indian sales company**

Build-up CKD 2021

Automatic machinery

- **Expanded service businesses in Japan**
- Launched transparent object inspection systems

Components

- **Enhancement of production capacity for semiconductors**
- **Launched HP Series long-life devices**
- Expanded accommodations for IoT and networks
- **Expanded accommodations for IoT and networks**



Strengthened sites

- **Completed Tohoku Plant**
- Augmented products at Thailand Plant



Exciting CKD 2025

Industries of focus: semiconductors

Strengthen production system in view of expanding demand in semiconductors
Complete U.S. Austin Plant and Hokuriku Plant

Industries of focus: batteries

Aim to expand orders received in both Automatic Machinery and Component Products Businesses by making investments in rechargeable batteries

Business of focus: new products and new businesses

Develop automation technology to raise customer productivity and solve social issues

Regions of focus: overseas markets

Strengthen production in India and regions



Sustainable Growth & Maximization of Corporate Value

Toward Greater Heights

Committed to maximizing corporate value through sustainable growth while continuously pursuing new heights



[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.