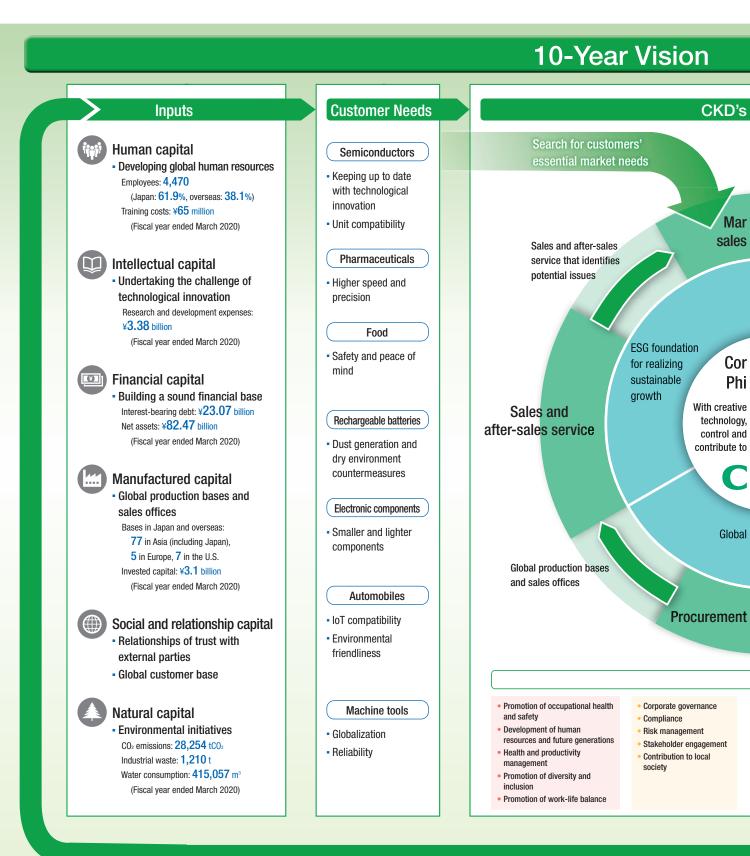
Corporate Value Creation Model

CKD aims to contribute to achieving the SDGs by investing capital in each focus domain and working on technological innovation and value creation to resolve various social issues through its automation and fluid control business domains.



Going forward, we will continue to contribute to the realization of an affluent society, as outlined in our corporate philosophy, without disrupting the cycle of social value creation.

GO CKD! **Business Model** Outputs Outcome Trainees dispatched from Japan Automatic to overseas bases machinery business 50 personnel (cumulative) Pharmaceutical products Employees with a TOEIC score packaging machines of 600 or over Leading Japanese market 145 personnel share keting and - Increase in non-Japanese activities employees (non-consolidated) Technological innovation +6 personnel (compared to the previous fiscal year) linked to solution proposals Increase in female employees (non-consolidated) +31 personnel Fluid control (compared to the previous fiscal year) Ŷ Newly developed products Creative core 25 (Fiscal year ended March 2020) porate technologies New patents losophy 163 (Fiscal year ended March 2020) Automation $\mathbf{\mathbf{\Theta}}$ Dividends per share knowledge and Research and Component ¥18 (Fiscal year ended March 2020) we shall innovate fluid development Cash flows from operating automation, and thus products activities building a rich society. Pneumatic components ¥17.25 billion Top class Japanese (Fiscal year ended March 2020) market share Net sales Fine system components Japan: ¥75.1 billion (75%) Top class global market Overseas: ¥24.7 billion (25%) share Increase in component products business base excluding repair components +69,209(April 5, 2019 - April 3, 2020) Highly productive automation Supplier companies equipment and manufacturing 889 (which we have done business with between and production technologies that realize high quality November 2019 and October 2020) Overseas distributors 258 **Development of low** Materiality environmental load products Environmentally friendly products Development of low Reduction of CO₂ emissions developed: 15 environmental load products Reduction of water consumption (Fiscal year ended March 2020) Provision of safety- and Prevention and reduction of waste quality-oriented products Reduction of chemical substances Undertaking the challenge of that have an environmental impact technological innovation Undertaking the challenge of new businesses and markets Fair and just procurement **Social Value Creation**