

11-Year Financial Summary

		Medium-Term Management Plan	NEW CKD 2012		
	(Unit)	2010	2011	2012	2013
Business results					
Net sales	(¥ million)	50,035	72,020	72,804	65,031
Gross profit	(¥ million)	11,421	20,657	19,655	17,022
Selling, general and administrative expenses	(¥ million)	11,087	13,154	13,588	13,778
Operating income	(¥ million)	333	7,502	6,067	3,244
Ordinary income	(¥ million)	711	7,528	6,213	3,517
Net income attributable to owners of parent	(¥ million)	1,494	4,577	3,741	2,452
Cash flow					
Cash flows from operating activities	(¥ million)	7,775	4,048	3,775	7,008
Cash flows from investing activities	(¥ million)	(831)	(1,048)	(3,020)	(5,017)
Cash flows from financing activities	(¥ million)	(5,838)	(766)	(2,450)	(57)
Free cash flows	(¥ million)	6,944	2,999	754	1,990
Financial position					
Total assets	(¥ million)	62,869	72,171	70,079	71,742
Net assets	(¥ million)	41,480	45,335	48,322	50,852
Cash and cash equivalents	(¥ million)	5,581	7,728	5,961	8,180
Interest bearing debt	(¥ million)	6,012	5,851	4,040	5,070
Investment					
Depreciation	(¥ million)	2,918	2,639	2,769	2,619
Capital investment	(¥ million)	597	2,180	2,963	2,710
Research and development expense	(¥ million)	1,731	2,245	2,151	2,336
Per share information					
Net income per share (EPS)	(¥)	24.04	73.40	58.96	38.99
Dividends per share	(¥)	6	14	12	10
Net assets per share (BPS)	(¥)	667.24	714.46	761.54	814.25
Key performance indicators					
Sales by products					
Automatic machinery business	(¥ million)	11,967	13,061	14,762	14,202
Components business	(¥ million)	38,068	58,959	58,041	50,828
Ratio of overseas sales	%	15.8	20.6	20.3	20.8
Sales by areas					
Japan	(¥ million)	42,122	57,155	58,043	51,499
Rest of Asia	(¥ million)	6,907	13,080	12,712	11,966
Other	(¥ million)	1,006	1,785	2,047	1,565
ROE	%	3.7	10.5	8.0	4.9
ROA	%	2.4	6.8	5.3	3.5
Shareholders' equity ratio	%	66.0	62.8	69.0	70.9

Note: Accounting year figures have been revised for the accounting year ended on March 31, 2018 to reflect changes in accounting policies from April 1, 2018.

GLOBAL CKD 2015

Challenge CKD 2018

Build-up CKD 2021

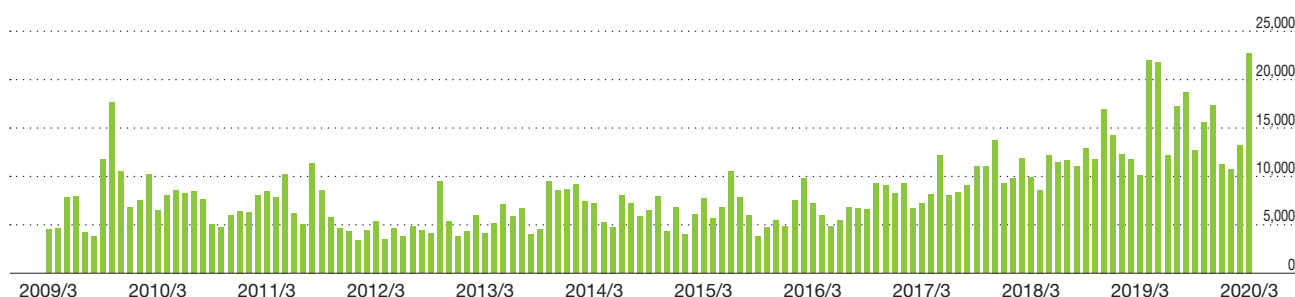
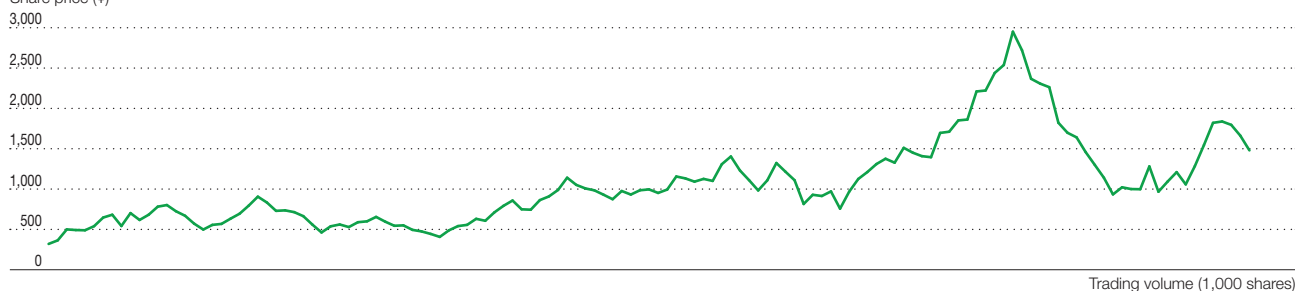
(Fiscal year ended March)

2014	2015	2016	2017	2018	2019	2020
75,491	83,379	88,117	94,012	115,700	115,665	100,717
23,151	25,439	26,734	28,727	35,835	28,510	26,135
15,268	17,076	18,627	19,146	23,363	23,081	20,905
7,883	8,363	8,107	9,580	12,472	5,429	5,230
8,136	8,735	8,094	9,771	12,469	5,425	5,374
5,456	6,010	5,459	6,958	9,142	4,793	3,689
9,754	6,226	8,027	10,163	5,542	(2,254)	17,250
(6,224)	(4,755)	(6,183)	(4,081)	(7,273)	(14,867)	(4,555)
(2,330)	618	(3,329)	(2,505)	2,559	14,374	(6,022)
3,530	1,471	1,844	6,081	(1,730)	(17,121)	12,694
86,711	96,018	96,412	106,361	130,887	136,961	136,059
57,712	65,555	66,419	70,957	80,058	80,444	82,465
9,831	12,290	10,342	13,905	14,799	12,028	18,409
3,446	5,411	4,391	3,602	11,684	28,627	23,068
2,485	3,188	4,060	3,964	4,230	5,173	5,822
5,800	5,454	7,801	4,864	9,422	14,843	3,060
2,709	2,927	2,857	3,348	4,330	3,637	3,383
87.36	96.25	87.99	112.38	147.65	77.42	59.56
18	24	26	30	37	28	18
924.09	1,049.70	1,072.72	1,146.02	1,291.26	1,296.94	1,321.28
15,113	15,920	16,954	18,380	16,344	16,027	15,792
60,377	67,458	71,163	75,631	99,355	99,638	84,924
22.6	27.6	29.7	25.5	27.8	26.9	24.6
58,461	60,352	61,907	70,046	83,518	84,515	75,944
14,815	20,455	22,469	20,772	28,529	27,253	21,320
2,214	2,571	3,741	3,193	3,652	3,897	3,452
10.1	9.8	8.3	10.1	12.1	6.0	4.5
6.9	6.6	5.7	6.9	7.7	3.6	2.7
66.6	68.3	68.9	66.7	61.1	58.6	60.5

Share Information

Share price trend

Share price (¥)



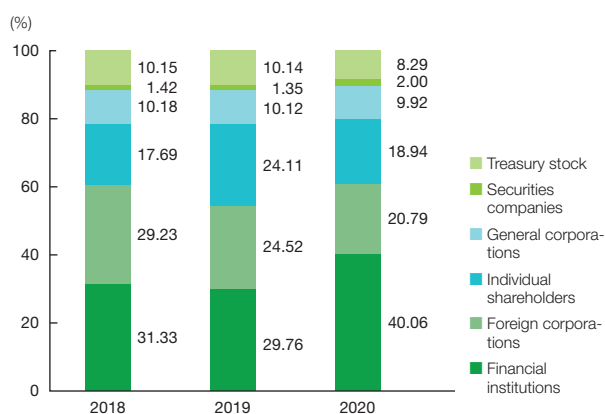
Stock status (As of March 31, 2020)

Total number of authorized shares	233,000,000 shares
Total number of shares outstanding	67,909,449 shares
Number of shareholders	10,055

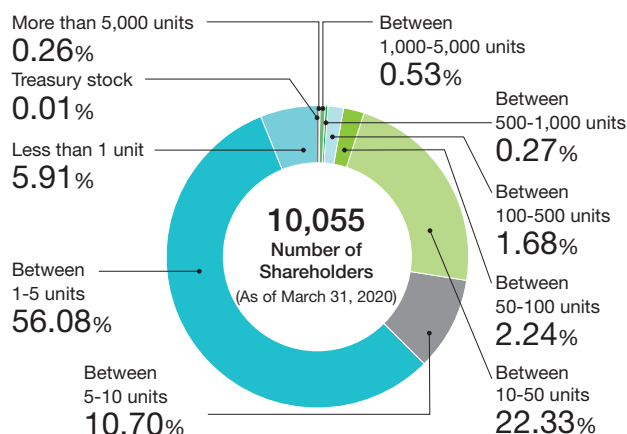
Dividends/dividend payout ratio (Fiscal year ended March)

	Dividends (¥)	Dividend payout ratio (%)
2020	18	30.2
2019	28	36.2
2018	37	25.1
2017	30	26.7
2016	26	29.5
2015	24	24.9
2014	18	20.6
2013	10	25.6
2012	12	20.4
2011	14	19.1
2010	6	25.0
2009	16	—

Shareholder status (As of March 31)



Shareholder ratio by number shares held (Unit: 100 shares)



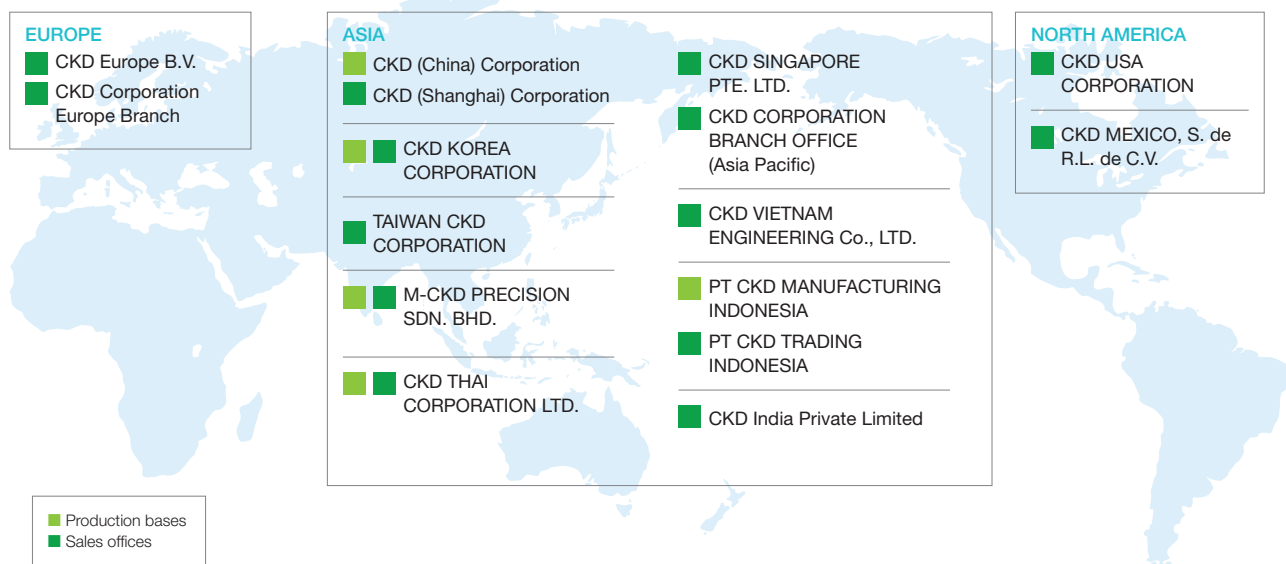
Corporate Data

Corporate profile

Company name	CKD Corporation
Establishment	April 2, 1943
Paid-in capital	¥11,016 million
Consolidated number of employees	4,470 (March 31, 2020)
Net sales	¥100.7 billion (March 31, 2020)
Listed on	First Section of the Tokyo Stock Exchange and Nagoya Stock Exchange
Securities code	6407

Lines of Business	Development, manufacture, sale, and export of functional components which include automatic machinery, drive components, pneumatic control components, pneumatic auxiliary components, and fluid control components
Headquarters	Address: 2-250 Oujii, Komaki City, Aichi 485-8551, Japan Telephone: +81 (568) 77-1111

Key overseas business facilities and overseas subsidiaries



Editorial policy

CKD Report 2020 is an integrated report that the CKD Group has published in order to contribute to engagement with its various stakeholders. The report has been edited in a manner to facilitate understanding of CKD's business profile, management strategies, and growth strategies.

Organizations covered in the report: In principle consolidated CKD Group companies

Scope of the report: In principle from April 1, 2019 to March 31, 2020 but includes certain periods before and after in order to provide more detailed information.