

Financial Highlights

FY	2011	2012	2013
	JGAAP	JGAAP	JGAAP
Net sales	337,158	305,752	352,710
Segment profit* ¹	—	—	—
Operating profit (loss)	21,538	10,473	18,170
Profit (loss) before tax [Income (loss) before income taxes and minority interests]	21,760	12,994	21,032
Profit (loss) attributable to owners of the parent [Net income (loss)]	13,898	7,789	12,761
Capital expenditures	27,173	39,215	29,908
Depreciation and amortization	13,508	14,554	17,294
R&D expenses	4,035	5,468	6,917
Cash flows from operating activities	17,399	18,984	28,788
Cash flows from investing activities	(20,000)	(36,125)	(36,078)
Cash flows from financing activities	(3,455)	8,529	5,709
Cash and cash equivalents at end of period	42,010	35,215	38,132
Total assets	301,349	327,912	361,083
Interest-bearing debt* ²	80,518	95,338	88,813
Total equity [Total net assets]	102,762	116,435	153,997
Basic earnings per share [Net income (loss) per share]* ³ (Yen)	62.87	35.24	55.25
Cash dividends per share applicable to the year* ³ (Yen)	9.00	8.00	9.00
Return on equity attributable to owners of the parent [Return on equity] (ROE; %)	14.8	7.3	9.7
Ratio of equity attributable to owners of the parent [Equity ratio] (%)	33.2	34.5	41.2
P/E ratio (Times)	8.0	13.1	7.9
Number of employees	11,975	12,306	13,033

*1: Segment profit is calculated by deducting cost of sales and selling, general and administrative expenses from net sales.

*2: Interest-bearing debt = Short-term borrowings + Current portion of long-term borrowings + Current lease obligations + Corporate bonds + Long-term debt + Non-current lease obligations + Guarantee deposits received (Corporate bonds have been added since FY2021)

*3: The Company carried out 1-for-10 reverse stock split on the effective date of October 1, 2017.

Notes: 1. KYB Corporation and Consolidated Subsidiaries

2. *JGAAP

(Millions of yen)

	2014	2015	2016	2017	2018	2019	2020	2021
	IFRS	IFRS	IFRS	IFRS	IFRS	IFRS	IFRS	IFRS
	370,327	355,320	355,316	393,743	412,214	381,584	328,037	388,360
	15,506	17,588	18,624	22,949	22,010	17,575	13,325	24,713
	14,461	4,327	19,247	20,885	(28,496)	(40,298)	18,297	30,001
	14,892	2,825	18,852	20,881	(29,510)	(41,419)	16,340	28,817
	8,036	(3,161)	14,544	15,202	(24,757)	(61,879)	17,658	23,900
	30,087	21,300	20,578	20,956	25,345	23,347	13,322	14,588
	15,191	17,075	15,922	16,988	17,581	20,615	18,634	18,314
	8,910*	7,760	7,621	8,102	6,750	6,312	5,368	5,767
	22,335	19,958	31,153	29,252	17,047	(4,999)	20,826	24,247
	(30,658)	(20,320)	(21,337)	(16,386)	(13,616)	(21,505)	(6,281)	(10,871)
	(555)	(3,395)	(969)	(4,482)	10,418	22,576	1,146	(32,711)
	30,510	25,296	33,988	42,702	56,092	50,423	68,700	52,118
	387,877	359,002	381,326	412,493	441,074	410,454	426,635	434,187
	92,448	91,685	93,563	94,641	108,634	154,608	160,278	124,874
	175,256	153,381	169,771	186,651	155,643	79,815	116,726	160,914
	31.45	(12.37)	56.93	595.09	(969.18)	(2,422.53)	668.95	854.96
	12.00	11.00	12.00	150.00	0.00	0.00	75.00	105.00
	5.1	(2.0)	9.3	8.8	(15.0)	(55.4)	18.5	17.1
	43.6	41.3	43.1	43.7	33.9	18.1	25.9	35.3
	14.0	—	10.2	8.5	—	—	4.5	3.5
	13,732	13,796	14,350	14,754	15,427	15,439	14,718	14,472

Introduction

Strategy

Value Creation

Financial Highlights

Data

Kayaba in Globe (As of October 1, 2022)

23 Countries, 42 Companies

- ★ Regional Headquarters
- Production Base
- R&D Base
- Sales Office / Other Services

Europe

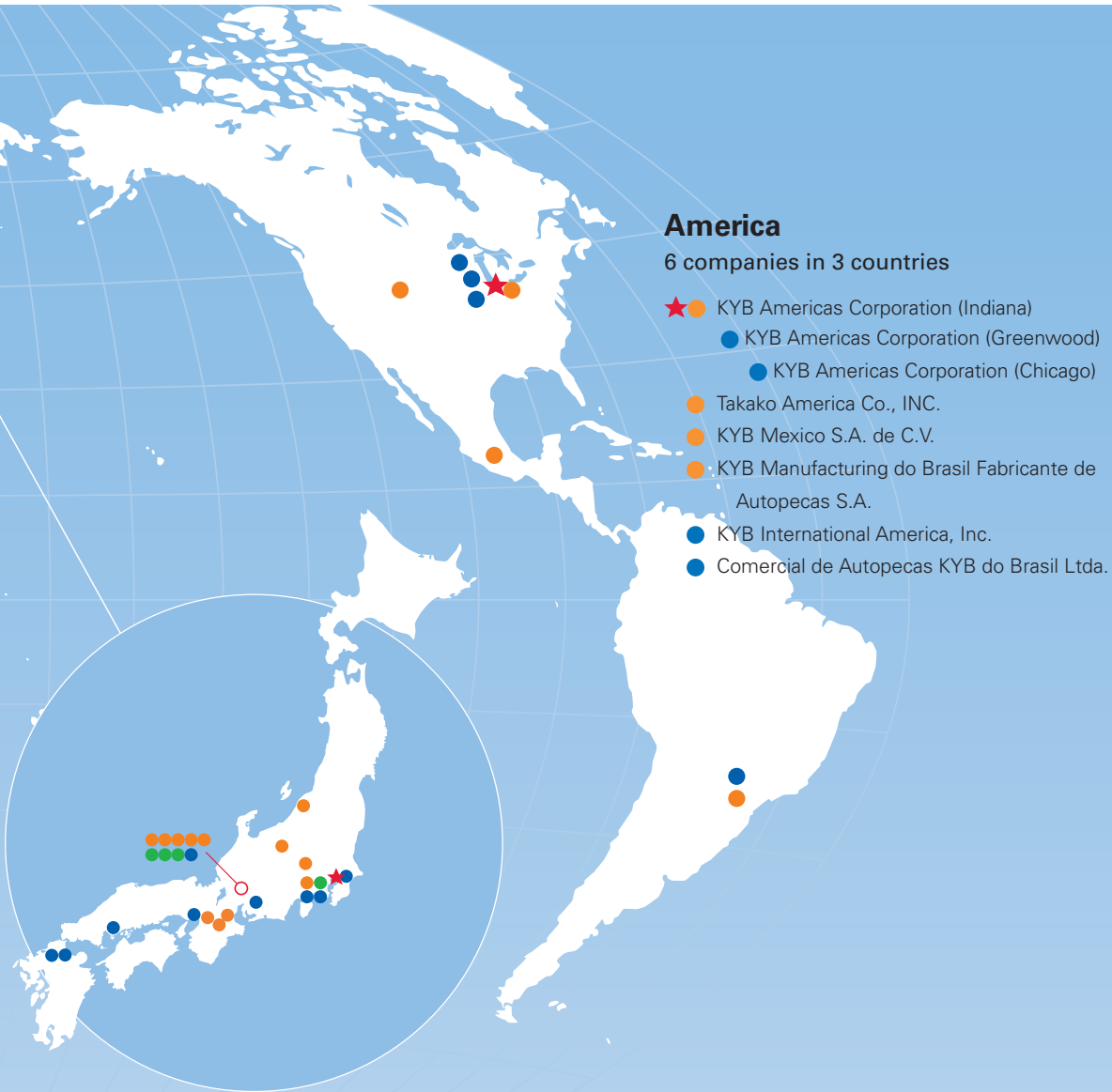
7 companies in 12 countries

- ★ ● KYB Europe GmbH
 - KYB Europe GmbH (Navarra Branch)
 - KYB Europe GmbH (Dusseldorf Branch)
 - KYB France
 - KYB Iberia
 - KYB Italy
 - KYB Poland
 - KYB Romania
 - KYB Turkey
 - KYB UK
 - KYB Ukraine
- KYB Suspensions Europe, S.A.U.
- KYB Advanced Manufacturing Spain, S.A.U.
- KYB Manufacturing Czech s.r.o.
- KYB CHITA Manufacturing Europe s.r.o.
- LLC KYB Eurasia
 - KYB Eurasia Vladivostok
- KYB Middle East FZE

Asia

7 companies in 18 countries

- ★ KYB (China) Investment Co., Ltd.
- KYB Industrial Machinery (Zhenjiang) Ltd.
- Wuxi KYB Top Absorber Co., Ltd.
- Changzhou KYB Leadrun Vibration Reduction Technology Co., Ltd.
- Hubei Henglong & KYB Automobile Electric Steering System Co., Ltd.
- CHITA KYB Manufacturing (Zhenjiang) Co., Ltd.
- KYB Manufacturing Taiwan Co., Ltd.
- KYB Steering (Thailand) Co., Ltd.
- KYB (Thailand) Co., Ltd.
- KYB Manufacturing Vietnam Co., Ltd.
- Takako Vietnam Co., Ltd.
- PT. KYB Hydraulics Manufacturing Indonesia
- PT. Kayaba Indonesia
- PT. Chita Indonesia
- KYB-UMW Malaysia Sdn. Bhd.
- KYB Motorcycle Suspension India Pvt. Ltd.
- KYB-Conmat Pvt. Ltd.
- KYB Asian Pacific Corp. Ltd.
 - KYB Asian Pacific Corp. Ltd., Amata Nakorn Branch
 - KYB Corporation Chennai Branch



America

6 companies in 3 countries

- ★ ● KYB Americas Corporation (Indiana)
- KYB Americas Corporation (Greenwood)
- KYB Americas Corporation (Chicago)
- Takako America Co., INC.
- KYB Mexico S.A. de C.V.
- KYB Manufacturing do Brasil Fabricante de Autopeças S.A.
- KYB International America, Inc.
- Comercial de Autopeças KYB do Brasil Ltda.

Japan

11 companies in 1 country

- ★ KYB Corporation (Kayaba)
- Kumagaya Plant
- Sagami Plant
- Gifu North Plant
- Gifu South Plant
- Gifu East Plant
- Mie Plant
- Basic Technology R&D Center
- Production Technology R&D Center
- Machine Tools Center
- Developmental Center
- South kanto
- Nagoya
- Osaka
- Hiroshima
- Fukuoka
- KYB Trondule Co., Ltd.
- KYB-YS Co., Ltd.
- KYB Kanayama Co., Ltd.
- KYB Motorcycle Suspension Co., Ltd.
- KYB-CS Co., Ltd.
- Takako Industries, Inc.
- Kensiyuu Co., Ltd.
- Japan Analysts Co., Ltd.
- KYB Logistics Co., Ltd.
- Chikuyo Seiki Kogyo Co., Ltd.

Corporate Information (As of March 31, 2022)

Company Name	KYB Corporation
Head Office	World Trade Center Bldg., South Tower 28F, 4-1, Hamamatsu-cho 2-chome, Minato-ku, Tokyo 105- 5128, Japan Tel: +81-3-3435-3511 Fax: +81-3-3436-6759

Date of Establishment	March 10, 1935
Fiscal Year	April 1 to March 31
Paid-in Capital	¥27,647.6 million
Number of Employees	14,472 (Consolidated basis)
Securities Traded	Prime Market of Tokyo Stock Exchange

Corporate Website



Information related to the Company, including corporate information, investor information, product information, etc.



<https://www.kyb.co.jp/english/index.html>

Investor Relations

For reports on our IR activities such as management strategy, financial affairs, and performance.



Products

For reports on our products which support safety and comfort in a wide range of industries.



Sponsorship (Japanese only)

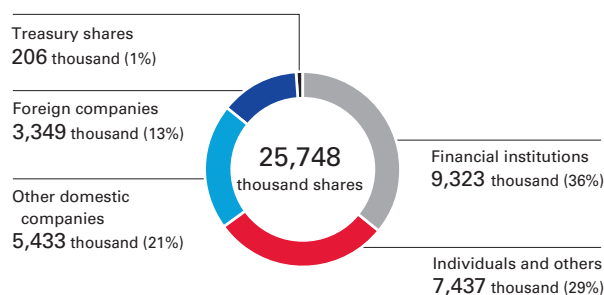
For reports on motorsports, including information on support and sponsorship for various races.



Shareholder Information (As of March 31, 2022)

Common Stock Issued	Common stock : 25,748,431 Class A preferred stock : 125
Number of Shareholders	Common stock : 14,555 Class A preferred stock : 8
Transfer Agent and Registrar	Mizuho Trust & Banking Co., Ltd. 3-3, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8241, Japan

Composition of Shareholders (Common Stock)



Major Shareholders

Name	Shareholding (Thousands)	Percent of Total Shares Issued (%)
The Master Trust Bank of Japan (Trust Account)	3,088,200	12.1
Toyota Motor Corporation	1,965,417	7.7
Custody Bank of Japan, Ltd. (Trust Account)	1,139,300	4.5
Meiji Yasuda Life Insurance Company	1,004,650 [15]	3.9
Suppliers' stock ownership	923,400	3.6
Hitachi Construction Machinery Co., Ltd.	892,000	3.5
Trust & Custody Services Bank, Ltd. as trustee for Mizuho Bank, Ltd. Retirement Benefit Trust Account re-entrusted by Mizuho Trust and Banking Co., Ltd.	611,500	2.4
Ogaki Kyoritsu Bank, Ltd.	591,433 [10]	2.3
Mizuho Bank, Ltd.	490,519 [35]	1.9
Employee Stock Ownership	430,565	1.7

Notes: 1. The percent of total shares issued is calculated after the deduction of own shares (206,351 shares).
2. [] is the number of Class A preferred shares

Monthly Stock Price Range (Tokyo Stock Exchange)



Note: The Company carried out 1-for-10 reverse stock split on the effective date of October 1, 2017. Numbers for the prior fiscal years are as recorded after the reverse stock split.

Contact

KYB Corporation

World Trade Center Bldg., South Tower 28F,
4-1, Hamamatsu-cho 2-chome,
Minato-ku, Tokyo 105-5128, Japan
Tel. +81-3-3435-3511
Fax. +81-3-3436-6759

