

Corporate Spirit

Corporate Spirit and Management Vision

Taking occasion to the 70th anniversary of foundation last year, we have reviewed our corporate spirit and management vision. The new corporate spirit clearly addresses what the KYB group will aim in the future, how it will advance management and how it will contribute to the society. The new management vision indicates in detail the image the KYB group aims to become. Under this new corporate spirit, we hope to become a company group that can sufficiently respond to the needs of our stakeholders.

[Corporate Spirit]

"KYB group contributes to society providing technologies and products that make life safe and comfortable."

1. We shall build a corporate culture full of vitality, and hold high goals.
2. We shall value sincerity, cherish nature, and care for the environment.
3. We shall constantly pursue creativity, contribute to the prosperity of customers, shareholders, suppliers and society.

[Management Vision]

1. **Foster talent** : To foster the talent to achieve the objectives with a thorough understanding of the principles and the strategy.
2. **Technology and product development** : To provide products that are impressive, comfortable and reliable to customers throughout the world.
3. **Industrial crafting** : To make our plants enjoyable, dynamic places to work, and at the same time full of discipline based on the field priority doctrine, in order to produce products satisfactory to the customer.
4. **Management** : Always keep social responsibilities of the corporation in mind and provide efficient group management.

Compliance

The KYB group believes that compliance is "complying with the laws, orders and regulations that are the prescriptive social norms, complying with the articles of incorporation, inhouse regulations, standards and contracts, and complying with the corporate ethics for healthier corporate activities."

At KYB, we have established "Action Guidelines" as rules for pursuing corporate activities by executives and employees of the group to strictly observe laws and regulations, and to establish corporate ethics.

1. Establish corporate ethics based on the leadership and commitment of top management executives with the company working as a whole.
2. Strengthen risk management by establishing inhouse communication system (immediate report/complaint box) targeting all Group members.
3. Establish internal control by fulfilling the check functions of the Auditing Department, etc. while advancing system of CSR promotion.
4. Fulfill compliance training through training by rank/field.

Corporate Ethics
Observance of Social Norms

(Observance of Laws
and Regulations)

CSR

Corporate Social Responsibility

1. Promotion of CSR

Each department and division of KYB shall deepen the awareness regarding the importance of "corporate social responsibilities."

CSR shall be incorporated into the advancement of management objectives for advancement of global corporate reform.



2. Detailed implementation of CSR activities

- ① KYB shall learn the activities taken by each company and incorporate them into the management strategy.
- ② KYB shall check the items of CSR and reform items that are found to be weak.

—Items of reform—

- Grasping of the degree of satisfaction of employees and fulfillment of human resource training
- Recruitment of various human resources
- Risk management for pursuing production activities
- Strengthening of system for information disclosure related to compliance
- Strengthening of system for IR (Investor Relations) and disclosure
- Guidance of environmental preservation activities at overseas bases
- Examination of CSR items for overseas bases, etc.