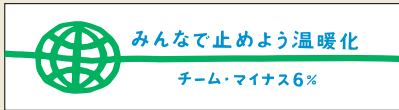


## Participation in "Team minus 6%" promoted by the Ministry of the Environment



"Team minus 6%" is a national project promoted by the Ministry of the Environment to accomplish the goal of reducing emission of greenhouse gas as stipulated in the Kyoto Protocol. The KYB Group has made enlightenments on the ecology actions promoted by Team minus 6% upon making further efforts to save energy. We are expanding our circle of activities by distributing enlightenment sheets to each household so that our activities go beyond the boundaries of the company including the recommendation of "cool biz/warm biz" and appropriate adjustment of air conditioners.

Enlightenment posters by the President were distributed to the entire Group. KYB has been participating in the operation of Team minus 6% by printing special articles in inhouse newsletters.



Inhouse newsletter article

Team Minus 6% Enlightenment Sheet introducing the 6 actions has also been distributed in English and Portuguese.



6 Action Enlightenment Sheet (Portuguese)