

Management Team (As of August 1, 2019)

Directors



Yasusuke Nakajima¹

Director, Chairman

- 1979 Joined the Company
- 2005 Member of the Board of Directors; General Manager, Hydraulics Sales & Marketing Headquarters, Hydraulic Components Operations
- 2007 Member of the Board of Directors; General Manager, Hydraulics Sales Headquarters, Hydraulic Components Operations
- 2009 Managing Member of the Board of Directors; General Manager, Hydraulic Components Operations
- 2010 Senior Managing Member of the Board of Directors
- 2011 Member of the Board of Directors, Senior Managing Executive Officer
- 2015 Representative Director, President Executive Officer
- 2018 Representative Director, Chairman, President Executive Officer
- 2019 Representative Director, Chairman
- 2019 Director, Chairman (current position)



Masao Ono¹

Representative Director, President Executive Officer

- 1979 Joined the Company
- 2005 General Manager, Operations Planning Department, Automotive Components Operations
- 2006 General Manager, Purchasing Department
- 2008 General Manager, Purchasing Division
- 2012 Executive Officer; General Manager, Purchasing Division.
- 2014 Managing Executive Officer; General Manager, Purchasing Division
- 2016 Senior Managing Executive Officer
- 2017 Member of the Board of Directors, Senior Managing Executive Officer
- 2018 Member of the Board of Directors, Executive Vice President Executive Officer
- Representative Director, President Executive Officer (current position)



Takaaki Kato¹

Representative Director, Executive Vice President Executive Officer

- 1980 Joined The Fuji Bank, Limited (present Mizuho Bank, Ltd.)
- 2005 General Manager, Hong Kong Branch, Mizuho Corporate Bank, Ltd. (present Mizuho Bank, Ltd.)
- 2008 Executive Officer, Mizuho Securities Co., Ltd.
- 2009 Managing Executive Officer, Mizuho Securities Co., Ltd.
- 2011 Managing Executive Officer, Mizuho Securities Co., Ltd. and Chairman, Mizuho Securities Asia Limited
- 2013 Joined the Company; Managing Executive Officer
- 2015 Senior Managing Executive Officer
- 2015 Member of the Board of Directors, Senior Managing Executive Officer
- 2017 Representative Director, Executive Vice President Executive Officer (current position)



Keisuke Saito¹

Member of the Board of Directors, Executive Vice President Executive Officer

- 1983 Joined the Ministry of International Trade and Industry (present Ministry of Economy, Trade and Industry)
- 2002 General Manager, Beijing Office, Japan-China Economic Association
- 2005 Director, Industrial Revitalization Division, Economic and Industrial Policy Bureau, Ministry of Economy, Trade and Industry
- 2007 Director, Industrial Science and Technology Policy Division, Industrial Science and Technology Policy and Environment Bureau, Ministry of Economy, Trade and Industry
- 2008 Director, Finance Division, Minister's Secretariat, Ministry of Economy, Trade and Industry
- 2009 Director-General for Energy Conservation and Renewable Energy Department, Agency for Natural Resources and Energy, Ministry of Economy, Trade and Industry
- 2010 Special Adviser of the Company
- 2011 Member of the Board of Directors, Senior Managing Executive Officer
- 2019 Member of the Board of Directors, Executive Vice President Executive Officer (current position)



Rokuro Tsuruta^{1,3}

Member of the Board of Directors (Outside)

- 1970 Prosecutor, Tokyo District Public Prosecutors Office
- 2005 Superintending Prosecutor, Nagoya High Public Prosecutors Office
- 2006 Registered as an attorney (Daini Tokyo Bar Association)
- 2007 Outside Director, TEIKOKU PISTON RING CO., LTD. (present TPR Co., Ltd.) (current position)
- 2007 Outside Audit & Supervisory Board Member, J. FRONT RETAILING Co., Ltd.
- 2012 Outside Corporate Auditor, Sumitomo Mitsui Financial Group, Inc.
- 2012 Attorney and Representative, Tsuruta Rokuro Law Office (current position)
- 2015 Member of the Board of Directors (Outside) of the Company (current position)
- 2017 Outside Director, J. FRONT RETAILING Co., Ltd.
- 2017 Outside Corporate Auditor, Sumitomo Mitsui Banking Corporation (current position)



Shuhei Shiozawa^{1,3}

Member of the Board of Directors (Outside)

- 1981 Assistant, Faculty of Economics, Keio University
- 1987 Associate Professor, Faculty of Economics, Keio University
- 1994 Professor, Faculty of Economics, Keio University
- 2001 Director for International Economic Affairs, Cabinet Office
- 2005 Dean, Faculty of Economics, Keio University
- 2012 Member of the Board of Directors (Outside), Kenedix, Inc. (current position)
- 2016 Member of the Board of Directors (Outside) of the Company (current position)
- 2017 Independent Director (Audit & Supervisory Committee member), Ahresty Corporation (current position)
- 2019 Professor Emeritus, Keio University (current position)
- 2019 President, Tokyo International University (current position)

Notes: 1. Term of office: One year from the conclusion of the Ordinary General Meeting of Shareholders held on June 25, 2019.

2. Term of office: Four years from the conclusion of the Ordinary General Meeting of Shareholders held on June 24, 2016.

Full-time Audit & Supervisory Board Member (Outside) Takashi Saito has taken over the term of office from the previous Audit & Supervisory Board Member, with a term of office of two years from the conclusion of the Ordinary General Meeting of Shareholders held on June 22, 2018.

In addition, full-time Audit & Supervisory Board Member (Outside) Junichi Tanaka has taken over the term of office from the previous Audit & Supervisory Board Member, with a term of office of one year from the conclusion of the Ordinary General Meeting of Shareholders held on June 25, 2019.

3. Members of the Board of Directors (Outside) Rokuro Tsuruta and Shuhei Shiozawa and full-time Audit & Supervisory Board Member Junichi Tanaka (Outside) are independent officers as prescribed in Rule 436-2 of the Securities Listing Regulations of the Tokyo Stock Exchange.

Audit & Supervisory Board Members



Tomoo Akai²

Audit & Supervisory Board Member (Full Time)

1979 Joined the Company
 2004 General Manager, Legal & Auditing Department
 2005 General Manager, Legal Affairs Department
 2006 General Manager, General Affairs & Personnel Administration Department
 2008 General Manager, Human Resources Division
 2009 General Manager, Audit Department
 2011 Audit & Supervisory Board Member of the Company (Full time) (current position)



Motoo Yamamoto²

Audit & Supervisory Board Member (Full Time)

1977 Joined the Company
 2004 Deputy Executive Officer, Corporate Planning Department
 2005 General Manager, Operations Planning Department, Related Business Operations
 2007 Member of the Board of Directors and General Manager, Administration Department, Kayaba System Machinery Co., Ltd.
 2009 Managing Member of the Board of Directors and General Manager, Administration Department, Kayaba System Machinery Co., Ltd.
 2012 Member of the Board of Directors and Executive Vice President, KYB Trondule Co., Ltd.
 2015 Audit & Supervisory Board Member of the Company (Full time) (current position)



Takashi Saito²

Audit & Supervisory Board Member (Full Time) (Outside)

1984 Joined The Fuji Bank, Limited (present Mizuho Bank, Ltd.)
 2011 General Manager, International Fund Department, The Fuji Bank, Limited (present Mizuho Bank, Ltd.)
 2012 Executive Officer, General Manager, International Fund Department, The Fuji Bank, Limited (present Mizuho Bank, Ltd.)
 2013 Executive Officer, General Manager, Derivatives Sales Department, The Fuji Bank, Limited (present Mizuho Bank, Ltd.)
 2016 Managing Executive Officer, Deputy Head of Global Markets Company, Mizuho Financial Group, Inc.
 2016 Managing Executive Officer, Co-General Manager, Global Markets Division, Mizuho Bank, Ltd.
 2017 Advisor, Mizuho Human Services K.K.
 2017 Representative Director and President, Mizuho Human Services K.K.
 2018 Audit & Supervisory Board Member of the Company (Full time) (Outside) (current position)



Junichi Tanaka^{2,3}

Audit & Supervisory Board Member (Full Time) (Outside)

1984 Joined The Yasuda Fire and Marine Insurance Co., Ltd. (present Sampo Japan Nipponkoa Insurance Inc.)
 2014 Senior Vice President, General Manager, Global Business Planning Department, Sampo Japan Nipponkoa Insurance Inc. Senior Vice President, General Manager, Global Business Planning Department, Sampo Japan Nipponkoa Holdings, Inc. (present Sampo Holdings, Inc.)
 2016 Executive Vice President, General Manager, Europe & South America, Regional Headquarters, Sampo Japan Nipponkoa Insurance Inc. Executive Vice President, General Manager, Europe & South America, Regional Headquarters, Sampo Japan Nipponkoa Holdings, Inc.
 2016 Executive Vice President, General Manager, Europe & South America, Regional Headquarters, Sampo Holdings, Inc.
 2017 Executive Vice President, Sampo Japan Nipponkoa Insurance Inc. Executive Vice President, Sampo Holdings, Inc.
 2018 CEO of Overseas Insurance Business, Executive Vice President, Sampo Holdings, Inc.
 2018 CEO of Overseas Insurance Business, Director, Executive Vice President, Sampo Holdings, Inc.
 2019 Audit and Supervisory Board Member (Full Time) (Outside) of the Company

Executive Officers

Representative Director, President Executive Officer	Masao Ono	
Executive Vice President Executive Officers	Takaaki Kato	In charge of Global Corporate Finances
	Keisuke Saito	General Manager, Seismic Isolation/Mitigation Correspondence Operations
Senior Managing Executive Officers	Hiroshi Ogawa	In charge of European Operations; President, KYB Europe GmbH
	Toshihiko Hatakeyama	In charge of North, Central & South American Operations (Automotive Components Operations Relations) General Manager, Automotive Components Operations
	Hitoshi Nitta	In charge of Quality and Cost Planning; General Manager, Production Division; Deputy General Manager, Seismic Isolation/Mitigation Correspondence Operations
Managing Executive Officers	Eiji Hisada	In charge of auditing; General Manager, President Office
	Kenji Yamanouchi	President, KYB Americas Corporation
	Hideki Nonoyama	In charge of Purchasing; Deputy General Manager, Seismic Isolation/Mitigation Correspondence Operations
	Osamu Kunihara	General Manager, Finance & Accounting Division
	Ikuo Inagaki	General Manager, Hydraulic Components Operations
	Hajime Sato	Deputy General Manager, Automotive Components Operations and General Manager, Motorcycle Headquarters
	Kazuaki Shoji	In charge of Special Purpose Vehicle Division and Aircraft Components Division; General Manager, Human Resources Division
	Masahiro Kawase	General Manager, Steering Headquarters, Automotive Components Operations
	Masaru Tsuboi	General Manager, CSR & Safety Control Division and General Manager, Legal Affairs Department

Executive Officers	Tomoyuki Nagata	Deputy General Manager, Seismic Isolation/Mitigation Correspondence Operations and General Manager, Customer Correspondence Headquarters
	Koji Yamamoto	General Manager, Quality Division
	Hiroshi Kurotaki	Assistant of Aircraft Components Division
	Takashi Kondo	Deputy General Manager, Seismic Isolation/Mitigation Correspondence Operations and Deputy General Manager, Customer Correspondence Headquarters
	Kimiro Sudo	Assistant of Hubei Henglong & KYB Automotive Electric Steering System CO., LTD.
	Takashi Tezuka	General Manager, Engineering Division; General Manager, Engineering Planning Department
	Ryuji Uda	Global Production (Automotive Components Operations Relations) General Manager, Suspension Headquarters, Automotive Components Operations
	Minoru Ishikawa	Deputy General Manager, Seismic Isolation/Mitigation Correspondence Operations; General Manager, Promotion Headquarters
	Tomoki Takaoka	General Manager, Purchasing Division
	Ukuru Tsuchida	General Manager, Special Purpose Vehicles Division
	Ichio Nemoto	In charge of Global Corporate Planning and Domestic Affiliated Companies; General Manager, Corporate Planning Division; General Manager, Corporate Planning Department and IT Planning Department
	Minoru Tamai	General Manager, Gifu South Plant, Hydraulic Components Operations
	Shozo Amano	General Manager, Sagami Plant, Hydraulic Components Operations

Financial Highlights

KYB Corporation and Consolidated Subsidiaries

FY	2008	2009	2010	2011
	JGAAP	JGAAP	JGAAP	JGAAP
Accounting standards applied				
Net sales	329,262	252,020	320,082	337,158
Segment profit ¹	—	—	—	—
Operating profit	50	3,896	24,152	21,538
Profit before tax [Income (loss) before income taxes and minority interests]	(4,300)	1,671	24,440	21,760
Profit (loss) attributable to owners of the parent [Net income (loss)]	(5,230)	661	17,014	13,898
Capital expenditures	24,968	10,082	8,916	27,173
Depreciation and amortization	16,552	15,318	13,427	13,508
R&D expenses	3,268	2,817	3,218	4,035
Cash flows from operating activities	8,499	22,655	35,433	17,399
Cash flows from investing activities	(26,505)	(12,828)	(7,233)	(20,000)
Cash flows from financing activities	32,200	(6,646)	(16,968)	(3,455)
Cash and cash equivalents at end of period	34,272	37,664	48,123	42,010
Total assets	269,655	269,361	285,134	301,349
Interest-bearing debt ²	104,782	98,145	81,641	80,518
Total equity [Total net assets]	76,451	78,489	89,964	102,762
Basic earnings per share [Net income (loss) per share] ³ (Yen)	(23.62)	3.03	77.54	62.87
Cash dividends per share applicable to the year ³ (Yen)	3.50	2.50	8.00	9.00
Return on equity attributable to owners of the parent [Return on equity] (ROE; %)	—	0.9	21.1	14.8
Ratio of equity attributable to owners of the parent [Equity ratio] (%)	26.6	27.3	30.6	33.2
P/E ratio (Times)	—	113.9	8.6	8.0

Notes: 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 + Long-term debt + Non-current lease obligations + Guarantee deposits received

3. The Company carried out a 1-for-10 reverse stock split effective October 1, 2017.

Note: Items in brackets are Japanese Generally Accepted Accounting Principles (JGAAP) line item names applied prior to the year ended March 31, 2015 (FY2014).

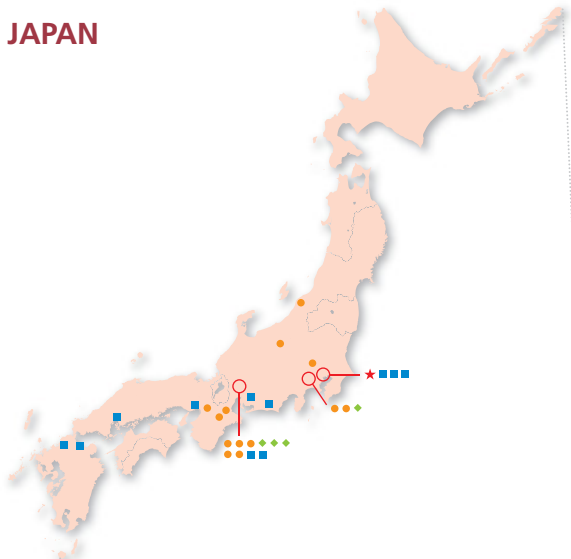
*JGAAP

(Millions of yen)

2012	2013	2014	2015	2016	2017	2018
JGAAP	JGAAP	IFRS	IFRS	IFRS	IFRS	IFRS
305,752	352,710	370,327	355,320	355,316	393,743	412,214
—	—	15,506	17,588	18,624	22,949	22,010
10,473	18,170	14,461	4,327	19,247	20,885	(28,496)
12,994	21,032	14,892	2,825	18,852	20,881	(29,510)
7,789	12,761	8,036	(3,161)	14,544	15,202	(24,757)
39,215	29,908	30,087	21,300	20,578	20,956	25,345
14,554	17,294	15,191	17,075	15,922	16,988	17,581
5,468	6,917	8,910*	7,760	7,621	8,102	6,750
18,984	28,788	22,335	19,958	31,153	29,252	17,047
(36,125)	(36,078)	(30,658)	(20,320)	(21,337)	(16,386)	(13,616)
8,529	5,709	(555)	(3,395)	(969)	(4,482)	10,418
35,215	38,132	30,510	25,296	33,988	42,702	56,092
327,912	361,083	387,877	359,002	381,326	412,493	441,074
95,338	88,813	92,448	91,685	93,563	94,641	108,634
116,435	153,997	175,256	153,381	169,771	186,651	155,643
35.24	55.25	31.45	(12.37)	56.93	595.09	(969.18)
8.00	9.00	12.00	11.00	12.00	150.00	0.00
7.3	9.7	5.1	(2.0)	9.3	8.8	(15.0)
34.5	41.2	43.6	41.3	43.1	43.7	33.9
13.1	7.9	14.0	—	10.2	8.5	—

Global Network (As of September 1, 2019)

JAPAN



KYB Corporation

- ★ KYB Head office
- Kumagaya Plant
- Sagami Plant
- Aikawa Plant
- Gifu North Plant
- Gifu South Plant
- Gifu East Plant
- ◆ Basic Technology R&D Center
- ◆ Production Technology R&D Center
- ◆ Machine Tools Center
- ◆ Developmental Experiment Center
- Hamamatsu
- Nagoya
- Osaka
- Hiroshima
- Fukuoka
- KYB Trondule Co., Ltd.
- KYB-YS Co., Ltd.
- KYB Kanayama Co., Ltd.
- KYB Motorcycle Suspension Co., Ltd.
- Kayaba System Machinery Co., Ltd.
- KYB Stage Engineering Co., Ltd.
- Takako Industries, Inc.
- KYB Engineering and Service Co., Ltd.
- Kensiyuu Co., Ltd.
- Japan Analysts Co., Ltd.
- KYB Logistics Co., Ltd.
- KYB Systemerit Co., Ltd.
- Chikuyo Seiki Kogyo Co., Ltd.

EUROPE

- ★ ◆ KYB Europe GmbH
- ★ KYB Europe GmbH (Navarra Branch)
- KYB Europe GmbH (Düsseldorf Branch)
- KYB France
- KYB Iberia
- KYB Italy
- KYB Poland
- KYB Romania
- KYB Turkey
- KYB UK
- KYB Ukraine
- KYB Suspensions Europe, S.A.U.
- KYB Steering Spain, 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

- ★ KYB (China) Investment Co., Ltd.
- KYB Industrial Machinery (Zhenjiang) Ltd.
- KYB Industrial Machinery (Zhenjiang) Ltd. (Shanghai Branch)
- ■ 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)
- Kayaba System Machinery Co., Ltd. Taiwan Office
- KYB Corporation Chennai Branch

AMERICAS

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

Corporate Information/Shareholder Information (As of March 31, 2019)

Corporate Information

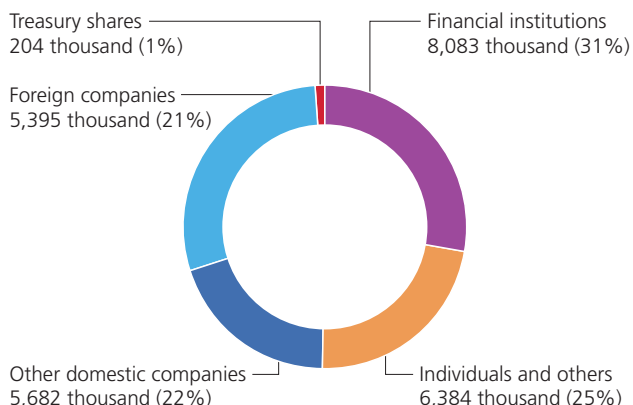
Company Name KYB Corporation
Head Office World Trade Center Bldg.,
 4-1, Hamamatsu-cho 2-chome,
 Minato-ku, Tokyo 105-6111, Japan
 TEL: +81-3-3435-3511
 FAX: +81-3-3436-6759
 URL: <https://www.kyb.co.jp/english/>

Date of Establishment March 10, 1935
Fiscal Year April 1 to March 31
Paid-in Capital ¥27,647.6 million
Number of Employees 15,427 (Consolidated basis)
Securities Traded Tokyo Stock Exchange (First Section)

Shareholder Information

Common Stock Issued 25,748,431
Number of Shareholders 16,693
Transfer Agent and Registrar Mizuho Trust & Banking Co., Ltd.
 2-1, Yaesu 1-chome, Chuo-ku,
 Tokyo 103-8670, Japan

Composition of Shareholders

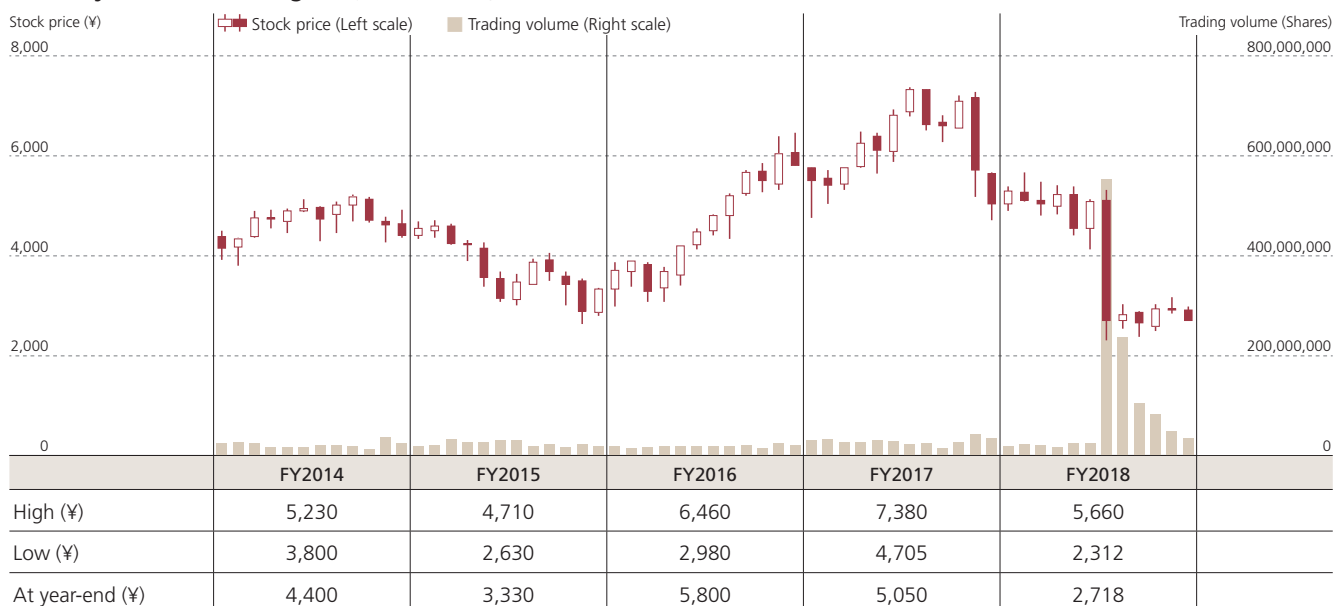


Major Shareholders

Name	Shareholdings (Thousands)	Percent of Total Shares Issued (%)
Toyota Motor Corporation	1,965	7.7
The Master Trust Bank of Japan, Ltd. (Trust Account)	1,324	5.2
Meiji Yasuda Life Insurance Company	1,005	3.9
Hitachi Construction Machinery Co., Ltd.	892	3.5
KYB suppliers' stock ownership	784	3.1
Trust & Custody Services Bank, Ltd. as trustee for Mizuho Bank, Ltd. Retirement Benefit Trust Account re-entrusted by Mizuho Trust and Banking Co., Ltd.	612	2.4
Ogaki Kyoritsu Bank, Ltd.	591	2.3
Mizuho Bank, Ltd.	491	1.9
Japan Trustee Services Bank, Ltd. (Trust Account 9)	419	1.6
Japan Trustee Services Bank, Ltd. (Trust Account 5)	408	1.6

Note: Shareholding ratio is calculated after the deduction of own shares (204,834 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

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FAX: +81-3-3436-6759