

Financial Highlights

(Millions of yen)

FY	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Accounting standards applied	JGAAP	JGAAP	JGAAP	JGAAP	IFRS	IFRS	IFRS	IFRS	IFRS	IFRS	IFRS
Net sales	320,082	337,158	305,752	352,710	370,327	355,320	355,316	393,743	412,214	381,584	328,037
Segment profit ¹	—	—	—	—	15,506	17,588	18,624	22,949	22,010	17,575	13,325
Operating profit (loss)	24,152	21,538	10,473	18,170	14,461	4,327	19,247	20,885	(28,496)	(40,298)	18,297
Profit (loss) before tax [Income (loss) before income taxes and minority interests]	24,440	21,760	12,994	21,032	14,892	2,825	18,852	20,881	(29,510)	(41,419)	16,340
Profit (loss) attributable to owners of the parent [Net income (loss)]	17,014	13,898	7,789	12,761	8,036	(3,161)	14,544	15,202	(24,757)	(61,879)	17,658
Capital expenditures	8,916	27,173	39,215	29,908	30,087	21,300	20,578	20,956	25,345	23,347	13,322
Depreciation and amortization	13,427	13,508	14,554	17,294	15,191	17,075	15,922	16,988	17,581	20,615	18,634
R&D expenses	3,218	4,035	5,468	6,917	8,910*	7,760	7,621	8,102	6,750	6,312	5,368
Cash flows from operating activities	35,433	17,399	18,984	28,788	22,335	19,958	31,153	29,252	17,047	(4,999)	20,826
Cash flows from investing activities	(7,233)	(20,000)	(36,125)	(36,078)	(30,658)	(20,320)	(21,337)	(16,386)	(13,616)	(21,505)	(6,281)
Cash flows from financing activities	(16,968)	(3,455)	8,529	5,709	(555)	(3,395)	(969)	(4,482)	10,418	22,576	1,146
Cash and cash equivalents at end of period	48,123	42,010	35,215	38,132	30,510	25,296	33,988	42,702	56,092	50,423	68,700
Total assets	285,134	301,349	327,912	361,083	387,877	359,002	381,326	412,493	441,074	410,454	426,635
Interest-bearing debt ²	81,641	80,518	95,338	88,813	92,448	91,685	93,563	94,641	108,634	154,608	160,278
Total equity [Total net assets]	89,964	102,762	116,435	153,997	175,256	153,381	169,771	186,651	155,643	79,815	116,726
Basic earnings per share [Net income (loss) per share] ³ (Yen)	77.54	62.87	35.24	55.25	31.45	(12.37)	56.93	595.09	(969.18)	(2,422.53)	668.95
Cash dividends per share applicable to the year ³ (Yen)	8.00	9.00	8.00	9.00	12.00	11.00	12.00	150.00	0.00	0.00	75.00
Return on equity attributable to owners of the parent [Return on equity] (ROE; %)	21.1	14.8	7.3	9.7	5.1	(2.0)	9.3	8.8	(15.0)	(55.4)	18.5
Ratio of equity attributable to owners of the parent [Equity ratio] (%)	30.6	33.2	34.5	41.2	43.6	41.3	43.1	43.7	33.9	18.1	25.9
P/E ratio (Times)	8.6	8.0	13.1	7.9	14.0	—	10.2	8.5	—	—	4.5
Number of employees	11,440	11,975	12,306	13,033	13,732	13,796	14,350	14,754	15,427	15,439	14,718

KYB Corporation and Consolidated Subsidiaries

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.

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

* JGAAP

Global Network (As of October 1, 2021)

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

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 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

AMERICAS

- ★● 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.
- KYB Latinoamerica, S.A. de C.V.
- Comercial de Autopeças KYB do Brasil Ltda.

ASIA

- ★ 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

JAPAN

KYB Corporation

- ★ KYB Head Office
- 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
- Kita-Kanto
- Minami-Kanto
- Nagoya
- Osaka
- Hiroshima
- Fukuoka

- KYB Trondule Co., Ltd.
- KYB-YS Co., Ltd.
- KYB Kanayama Co., Ltd.
- KYB Motorcycle Suspension Co., Ltd.
- KYB Stage Engineering Co., Ltd.
- KYB-CS Co., Ltd.
- Takako Industries, Inc.
- Kensiyuu Co., Ltd.
- KYB Engineering and Service Co., Ltd.
- Japan Analysts Co., Ltd.
- KYB Logistics Co., Ltd.
- Chikuyo Seiki Kogyo Co., Ltd.

Shareholder Information (As of March 31, 2021)

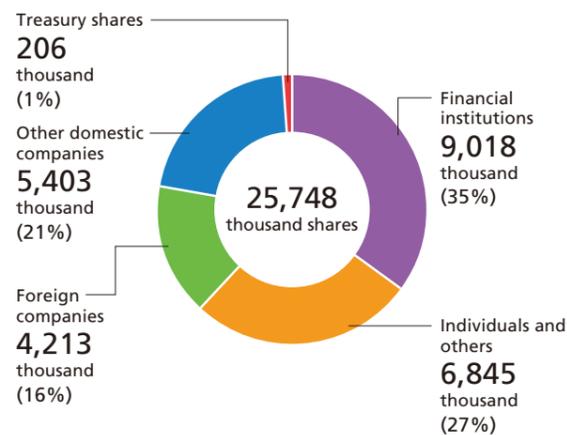
Shareholder Information

Common Stock Issued	25,748,431
Number of Shareholders	14,002
Transfer Agent and Registrar	Mizuho Trust & Banking Co., Ltd. 2-1, Yaesu 1-chome, Chuo-ku, Tokyo 103-8670, Japan

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)	1,606	6.3
Meiji Yasuda Life Insurance Company	1,005	3.9
Custody Bank of Japan, Ltd. (Trust Account)	970	3.8
Hitachi Construction Machinery Co., Ltd.	892	3.5
KYB suppliers' stock ownership	875	3.4
Custody Bank of Japan, 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
KYB Employee Shareholding Association	388	1.5

Composition of Shareholders



Notes: 1. The shareholding ratio is calculated after the deduction of own shares (205,872 shares).
2. The number of shares held has been rounded down to the nearest thousand 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.

Corporate Information (As of March 31, 2021)

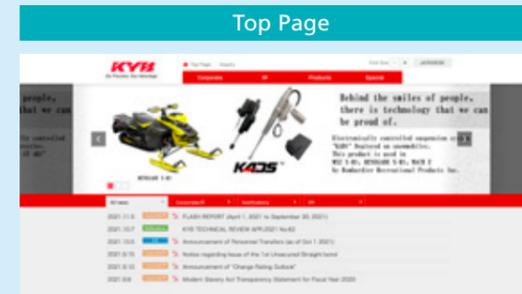
Corporate Information

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

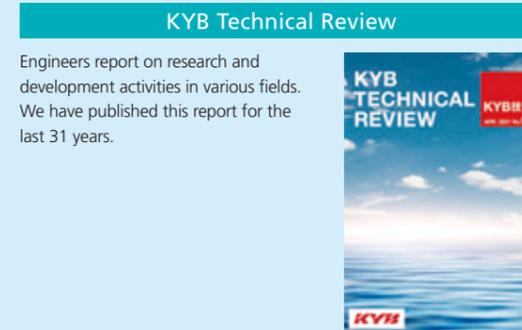
Date of Establishment	March 10, 1935
Fiscal Year	April 1 to March 31
Paid-in Capital	¥27,647.6 million
Number of Employees	14,718 (Consolidated basis)
Securities Traded	Tokyo Stock Exchange (First Section)

Corporate Website

Please visit the following pages for more information.



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



https://www.kyb.co.jp/technical_report/index.html
(Japanese only)



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

<https://www.kyb.co.jp/company/sponsorship/index.html>
(Japanese only)