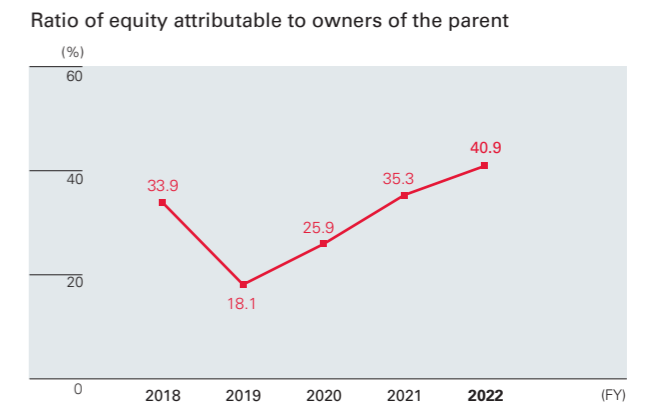
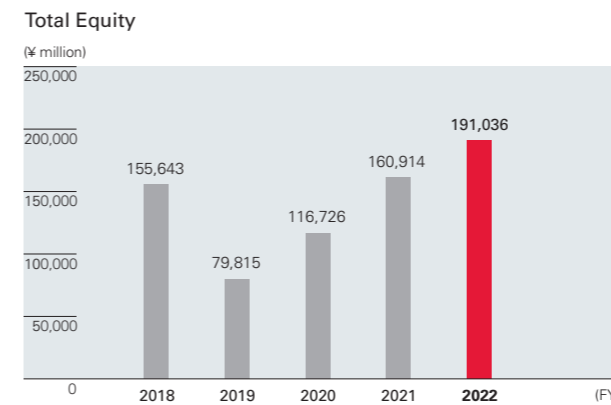
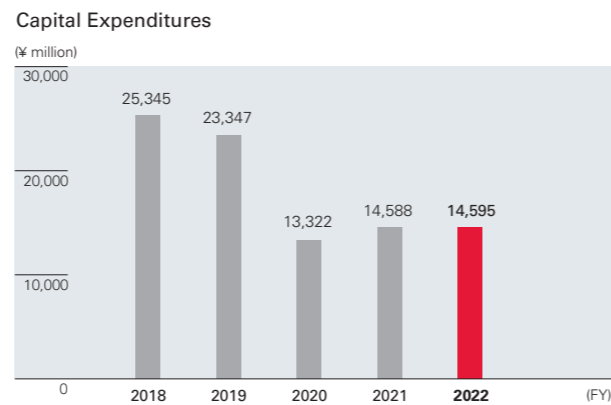
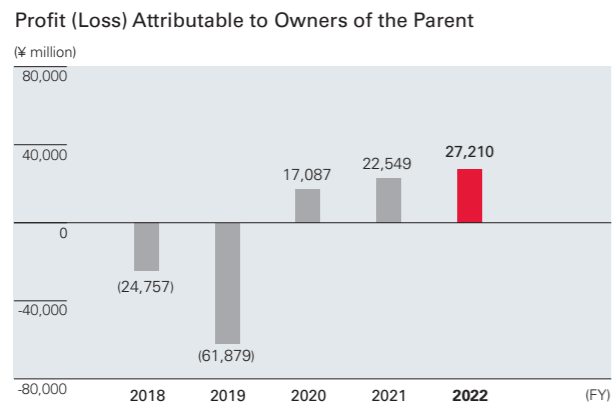
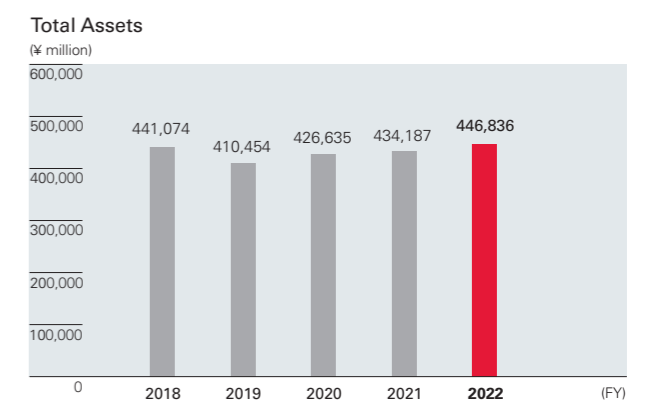
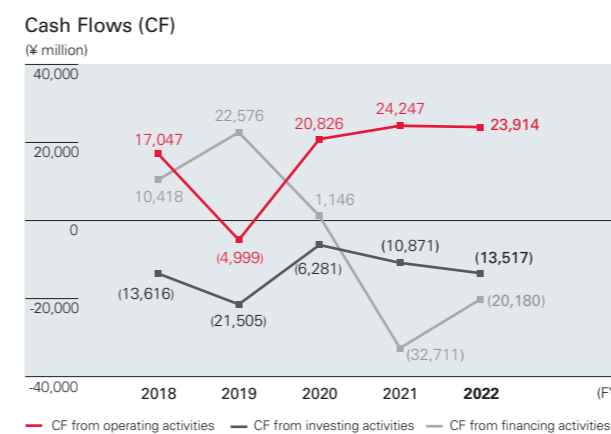
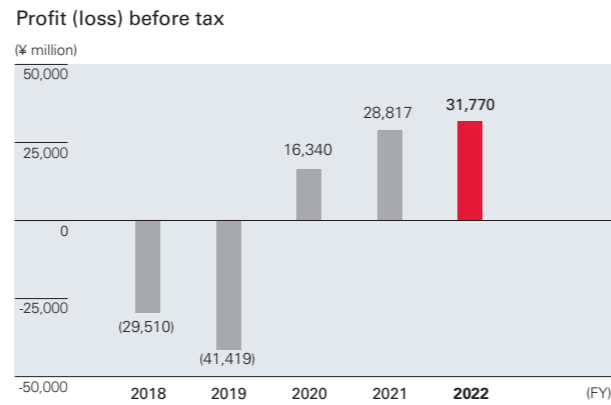
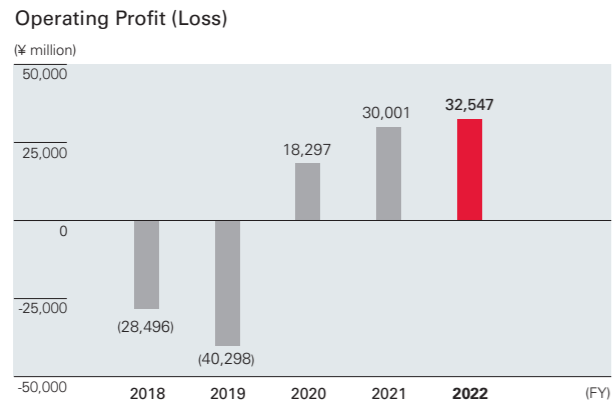
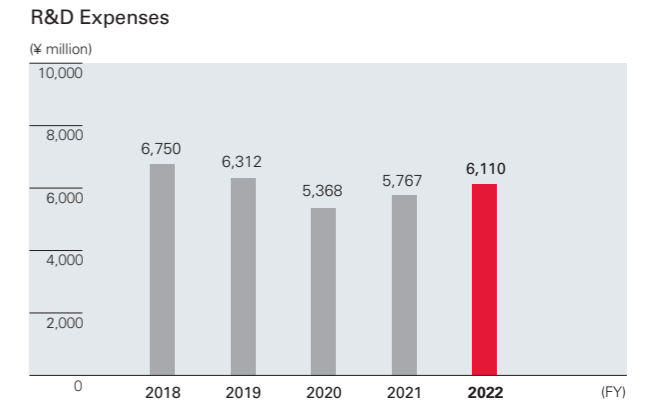
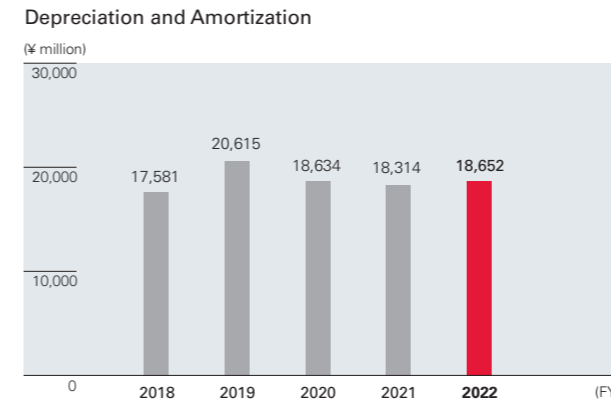
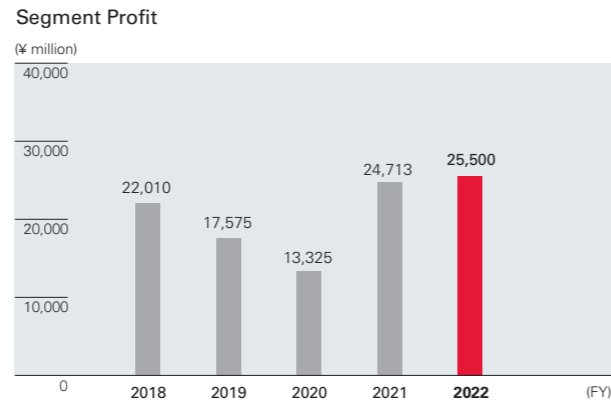
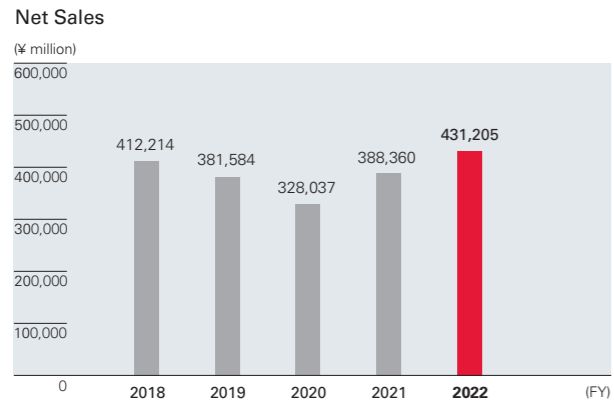


KAYABA Performance Highlights

Financial

Net sales for the KAYABA Group were ¥431.2 billion, a ¥42.8 billion increase over the previous fiscal year. Operating profit was ¥32.5 billion (compared with ¥30 billion in the previous fiscal year), while profit before tax ¥31.8 billion (compared with ¥28.8 billion in the previous fiscal year). Also, profit attributable to owners of the parent was ¥27.2 billion (compared with a profit attributable to owners of the parent of ¥22.5 billion in the previous fiscal year).

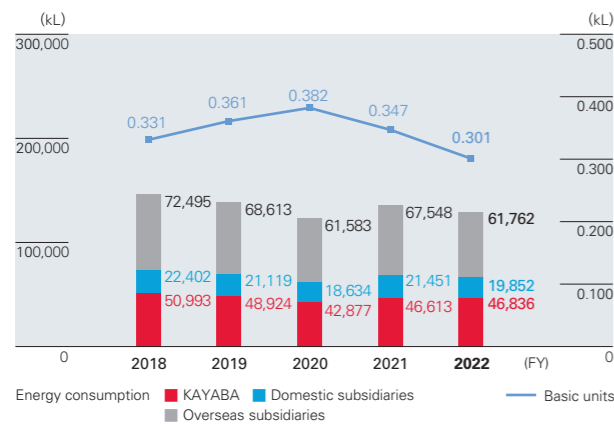


KAYABA Performance Highlights

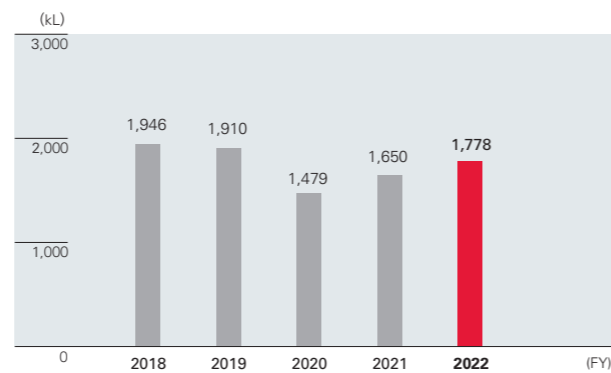
Non-financial

The volume of energy used in the product manufacturing phase in the KAYABA Group was 128,450 kL in crude oil conversion (a year-on-year decrease of 5.3%), with a basic unit of 0.301 kL/million yen (a year-on-year decrease of 13%). Regarding industrial waste, we worked to reduce the volume of waste matter and promote in-house recycling, bringing emission volumes (the volume treated by contractors) to 18,506 tons (a year-on-year decrease of 2.5%), with a basic unit of 43.4kg/hundred million yen (10.5% compared to the previous fiscal year).

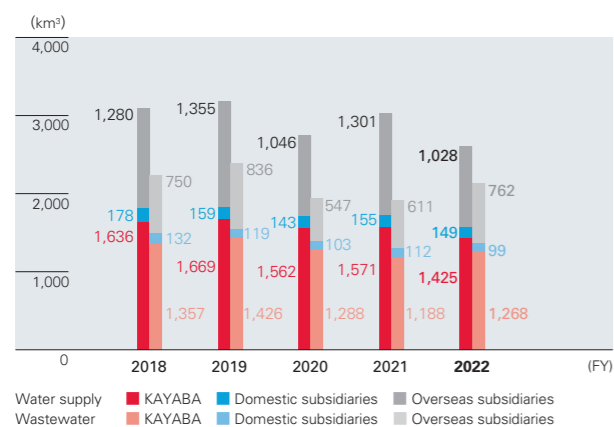
Energy Consumption



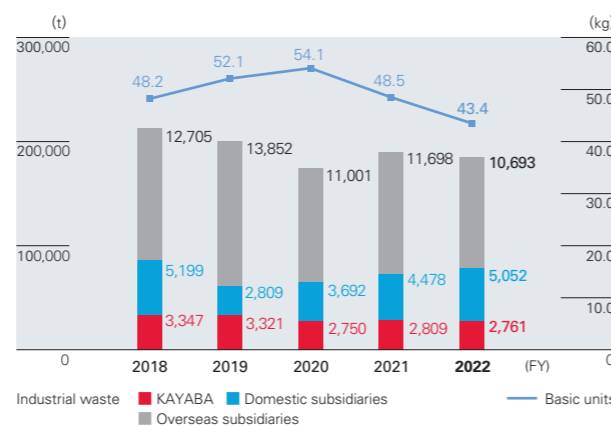
Energy Consumption for Transportation



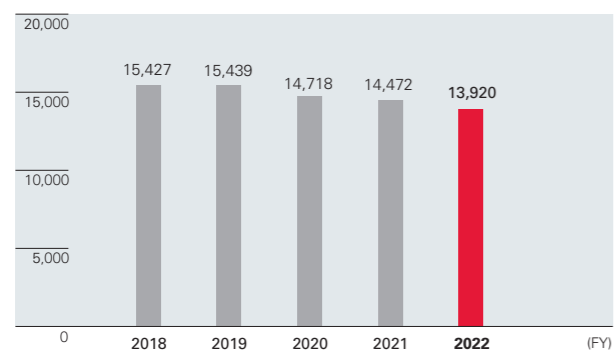
Water Usage



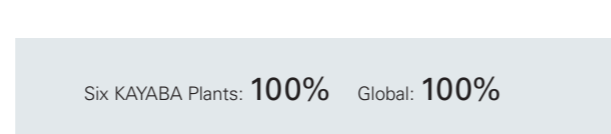
Industrial waste: Volume treated by contractors



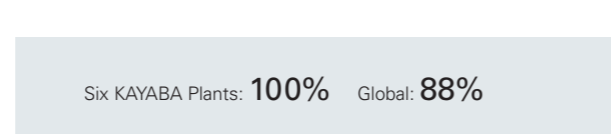
Number of Employees



OSHMS/ISO 45001 Certification Acquisition (As of March 31, 2023)



ISO14001 Certification Acquisition (As of March 31, 2023)



CO₂ Emissions

CO ₂ emission category		KAYABA (six plants)	Domestic subsidiaries (seven companies)	Overseas subsidiaries (18 companies)	Total	
Scope 1	Direct Emissions	25,874 tCO ₂	4,139 tCO ₂	29,708 tCO ₂	59,721 tCO ₂	
Scope 2	Indirect Emissions from the Use of Electricity (Market Standard)	51,392 tCO ₂	27,403 tCO ₂	85,849 tCO ₂	164,644 tCO ₂	
Scope 3	Category 1	Purchased Goods and Services	828,110 tCO ₂	370,035 tCO ₂	834,797 tCO ₂	2,032,943 tCO ₂
	Category 2	Capital Goods	16,836 tCO ₂	10,920 tCO ₂	24,299 tCO ₂	52,055 tCO ₂
	Category 3	Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	24,318 tCO ₂	5,895 tCO ₂	15,022 tCO ₂	45,236 tCO ₂
	Category 4	Upstream Transportation and Distribution	4,491 tCO ₂	9,121 tCO ₂	56,223 tCO ₂	69,835 tCO ₂
	Category 5	Waste Generated in Operations	1,964 tCO ₂	2,618 tCO ₂	14,330 tCO ₂	18,911 tCO ₂
	Category 6	Business Travel	734 tCO ₂	271 tCO ₂	1,897 tCO ₂	2,901 tCO ₂
	Category 7	Employee Commuting	3,497 tCO ₂	3,327 tCO ₂	10,452 tCO ₂	17,276 tCO ₂
	Category 8	Upstream Leased Assets	2,745 tCO ₂	1,950 tCO ₂	731 tCO ₂	5,426 tCO ₂
	Category 9	Downstream transportation and Distribution	315 tCO ₂	55 tCO ₂	0 tCO ₂	370 tCO ₂
	Category 10	Processing of Sold Products	—	—	—	—
	Category 11	Use of sold products	275,616 tCO ₂	0 tCO ₂	0 tCO ₂	275,616 tCO ₂
	Category 12	End-of-Life Treatment of Sold Products	16,889 tCO ₂	0 tCO ₂	0 tCO ₂	16,889 tCO ₂
	Category 13	Downstream Leased Assets	0 tCO ₂	0 tCO ₂	0 tCO ₂	0 tCO ₂
	Category 14	Franchises	—	—	—	—
	Category 15	Investments	—	—	—	—

The coverage of Scope 1, 2, and 3 contains six KAYABA Plants and the Company's affiliates (seven domestic subsidiaries, 18 overseas subsidiaries) for the entire KAYABA Group's performance in 2022. The calculation method for each Scope is in conformity with the guidelines released by Japan's Ministry of the Environment, and the method for overseas plants is essentially the same. However, Scope 2 uses the market standards for CO₂ emissions factors.

Materials cited for calculations

- Scope 1: Manual for the Calculation and Reporting of Greenhouse Gas Emissions and GHG Protocol, Ministry of the Environment
- Scope 2: Emission Factors by Electric Utility Operator (used to calculate emissions volumes of greenhouse gas by designated emitters), Ministry of the Environment and Ministry of Economy, Trade and Industry; IEA Emission factors 2021; and Ministry of Ecology and Environment of People's Republic of China (China plants) (In cases where the market standard was unclear, a location basis was substituted.)
- Scope 3, Category 1: Environmental Impact Factors with Consideration for the Global Supply Chain, announced by Incorporated Administrative Agency the National Institute for Environmental Studies, and use of basic units based on the results of domestic calculations at overseas plants
- Scope 3, Categories 2 to 15: Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain, announced by the Ministry of the Environment and Ministry of Economy, Trade and Industry. Category 10 is under investigation, Categories 11 and 12 are applicable to the mixer trucks in our Special-purpose Vehicles Division, and Category 14 and 15 are not applicable.

○: Target achieved x: Target not achieved

Theme	Global (KAYABA, seven domestic subsidiaries, 18 overseas subsidiaries)	KAYABA (six plants)		
		Numerical target	FY 2022 achievements	Evaluation
Climate change counter-measures	CO ₂ emission volume	(Ref.) 236,265 tCO ₂ or less	224,365 tCO ₂	—
	CO ₂ emission volume per basic unit	0.604 tCO ₂ /¥ million or less	0.526 tCO ₂ /¥ million	○
	Energy consumption	(Ref.) 134,496 kl or less	128,450 kl	—
Reduction of industrial waste	Energy consumption per basic unit	0.351 kl/¥ million or less	0.301 kl/¥ million	○
	General waste	(Ref.) 3,246 t or less	2,653 t	—
	General waste per basic unit	8.46 t/¥ million or less	6.23 kg/¥ million	○
	Metal scrap	(Ref.) 40,140 t or less	40,459 t	—
	Metal scrap per basic unit	105 kg/¥ million or less	95 kg/¥ million	○
	Industrial waste	(Ref.) 21,105 t or less	18,506 t	—
Recycling	Industrial waste per basic unit	55.0 kg/¥ million or less	43.4 kg/¥ million	○
	Plastic waste matter	(Ref.) 438 t or less	405 t	—
	Recycling rate	—	—	—
	Final disposal volume	—	—	—

Note: Energy refers to the total of crude oil conversion, such as electricity and fuel. Regarding the decrease of industrial waste, the calculations exclude valuable materials (recycling or reuse) generated by initiatives to promote recycling. Output level are calculated based on KAYABA's regulations, which take shipping into account. Reference: At the present time, the numerical target for the aggregate volume of emissions has not been set, and we are undergoing investigations related to setting the targets.

11-Years Financial Summary

(Millions of yen)

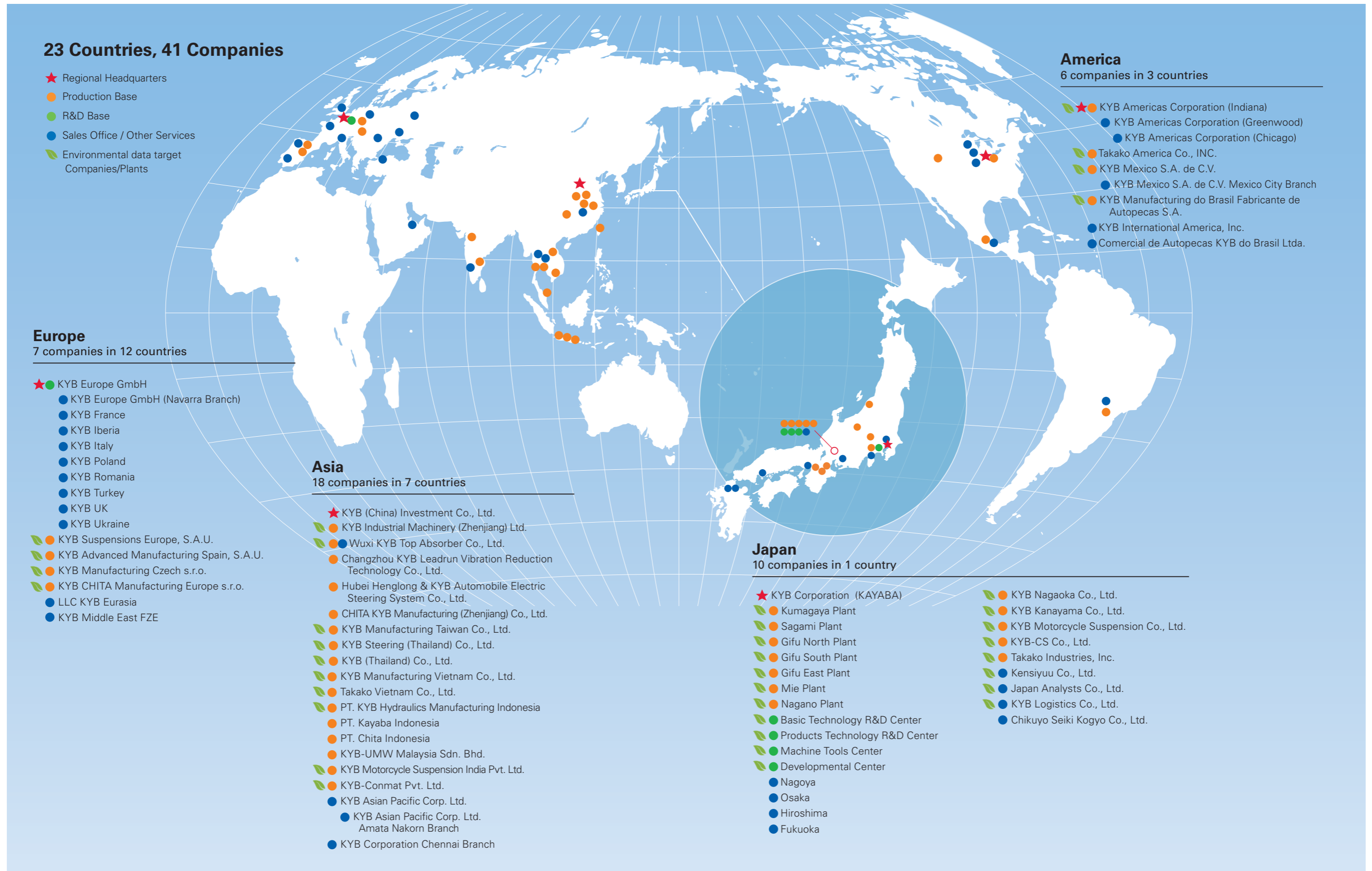
FY	2012	2013	2014		2015	2016	2017	2018	2019	2020	2021	2022
Accounting standards applied	JGAAP	JGAAP	IFRS		IFRS	IFRS	IFRS	IFRS	IFRS	IFRS	IFRS	IFRS
Net sales	305,752	352,710	370,327		355,320	355,316	393,743	412,214	381,584	328,037	388,360	431,205
Segment profit* ¹	—	—	15,506		17,588	18,624	22,949	22,010	17,575	13,325	24,713	25,500
Operating profit (loss)	10,473	18,170	14,461		4,327	19,247	20,885	(28,496)	(40,298)	18,297	30,001	32,547
Profit (loss) before tax [Income (loss) before income taxes]	12,994	21,032	14,892		2,825	18,852	20,881	(29,510)	(41,419)	16,340	28,817	31,770
Profit (loss) attributable to owners of the parent [Net income (loss)]	7,789	12,761	8,036		(3,161)	14,544	15,202	(24,757)	(61,879)	17,087	22,549	27,210
Capital expenditures	39,215	29,908	30,087		21,300	20,578	20,956	25,345	23,347	13,322	14,588	14,595
Depreciation and amortization	14,554	17,294	15,191		17,075	15,922	16,988	17,581	20,615	18,634	18,314	18,652
R&D expenses	5,468	6,917	8,910*		7,760	7,621	8,102	6,750	6,312	5,368	5,767	6,110
Cash flows from operating activities	18,984	28,788	22,335		19,958	31,153	29,252	17,047	(4,999)	20,826	24,247	23,914
Cash flows from investing activities	(36,125)	(36,078)	(30,658)		(20,320)	(21,337)	(16,386)	(13,616)	(21,505)	(6,281)	(10,871)	(13,517)
Cash flows from financing activities	8,529	5,709	(555)		(3,395)	(969)	(4,482)	(10,418)	22,576	1,146	(32,711)	(20,180)
Cash and cash equivalents at end of period	35,215	38,132	30,510		25,296	33,988	42,702	56,092	50,423	68,700	52,118	43,585
Total assets	327,912	361,083	387,877		359,002	381,326	412,493	441,074	410,454	426,635	434,187	446,836
Interest-bearing debt* ²	95,338	88,813	92,448		91,685	93,563	94,641	108,634	154,608	160,278	124,874	114,706
Total equity [Total net assets]	116,435	153,997	175,256		153,381	169,771	186,651	155,643	79,815	116,726	160,914	191,036
Basic earnings per share [Net income (loss) per share]* ³ (Yen)	35.24	55.25	31.45		(12.37)	56.93	595.09	(969.18)	(2,422.53)	668.95	854.96	1,028.40
Cash dividends per share applicable to the year* ³ (Yen)	8.00	9.00	12.00		11.00	12.00	150.00	0.00	0.00	75.00	105.00	200.00
Return on equity attributable to owners of the parent [Return on equity] (ROE; %)	7.3	9.7	5.1		(2.0)	9.3	8.8	(15.0)	(55.4)	18.5	17.1	16.2
Ratio of equity attributable to owners of the parent [Equity ratio] (%)	34.5	41.2	43.6		41.3	43.1	43.7	33.9	18.1	25.9	35.3	40.9
P/E ratio (Times)	13.1	7.9	14.0		—	10.2	8.5	—	—	4.5	3.5	3.9
Number of employees	12,306	13,033	13,732		13,796	14,350	14,754	15,427	15,439	14,718	14,472	13,920

*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



External Assessments

(FY2022)

Awards List

Year and Month	Name of Award/Certification	Awards Side	Notes	Awarded
June 2022	Green Star Award	Thai government	Audit passed for safety, health, environment, and plant management	KST (Thailand)
July 2022	Superior Product Quality Award	Nissan Motor	Manufacture of camshaft bracket installed in engine, two consecutive years	KYB-YS
	QCDS Best Performance Award Regional Quality Award	JATCO	Two consecutive years	KAYABA, Kanayama
	QCDS A Rank Award	JATCO (Guangzhou) and JATCO (Suzhou)	Two consecutive years	KCI (China)
	Award for Effort to Deliver Zero Defective Products (for the sixth consecutive month)	Mazda Motor		KAYABA
August 2022	Regional Special Award and Quality Award	JATCO (Thailand)	Received award every year since the establishment of JTL (eighth time)	KST (Thailand)
	Best Improvement on Working Capital and Fixed Asset Management	PT. Astra Otoparts Tbk.	Recognition for working capital improvements and outstanding fixed asset management	PT.KYBI (Indonesia)
September 2022	Logistics Performance Award	Daihatsu Motor	Evaluations on the efforts to improve logistics	KST (Thailand)
	Service Parts Supplier Award	Mitsubishi Motor	Evaluations of quality and delivery	KST (Thailand)
October 2022	Best Innovation Award	UMW Group	Group Award, Company Award	KMSB (Malaysia)
	Best Profit Ratio Award	UMW Group	2021 Award, Past Three Years Award	KMSB (Malaysia)
	Chairman's Award	UMW Group	Annual champion	KMSB (Malaysia)
	Minister of Education, Culture, Sports, Science and Technology Award (Gold Award)	Gifu Inventors Exhibition	Patent related to swing valve	KAYABA
	Chairman's Award from the Gifu Prefecture Labor Standards Association	Gifu Prefecture Labor Standards Association	Recognition of KAYABA's health and safety activities in the Gifu district	KAYABA
	Zhenjiang People's Friendship Envoy Award	Zhenjiang People's External Friendship Association	Non-citizens who have made prominent contributions to Zhenjiang's economic and social development, philanthropic work, or the promotion of friendly relations overseas	KCI (China)
November 2022	Gifu Governor's Award	Chubu Regional Invention Awards	Patent for forklift lift cylinder	KAYABA
December 2022	SER (Certified)	Caterpillar		KAYABA, KIMZ (China)
January 2023	Selected as a Good Partnership Company	Automobile Business Association of Japan	Efforts in the development of shock absorbers for sit skis as well as providing aid and technology support for disabled persons	KAYABA
February 2023	Best Service Award	Sany Group		KAYABA, KIMZ (China)
	Golden Supplier Award	Sunward		KAYABA, KIMZ (China)
	Best Partner Award	Qianjiang Motorcycle	First-time award	KWT (Taiwan)
March 2023	CO ₂ Reduction Early Achievement of 2025 Target	Toyota Daihatsu Engineering and Manufacturing	Early achievement of exceeding cumulative CO ₂ reduction targets	KYBT (Thailand)
	Safety Activity 2022 Level A	Toyota Co-operation Club	Fourth consecutive years	KYBT (Thailand)

Note: KCI: KYB (China) Investment Co., Ltd., KIMZ: KYB Industrial Machinery (Zhenjiang) Ltd., KWT: Wuxi KYB Top Absorber Co., Ltd., KST: KYB Steering (Thailand) Co., Ltd., KYBT: KYB (Thailand) Co., Ltd., KMSB: KYB-UMW Malaysia Sdn. Bhd., PT.KYBI: PT. Kayaba Indonesia



Best Improvement on Working Capital and Fixed Asset Management (2022.08)



Logistics Performance Award (2022.09)



Zhenjiang People's Friendship Envoy Award (2022.10)



Selected as a Good Partnership Company (2023.01)



CO₂ Reduction Early Achievement of 2025 Target Award (2023.03)



CDP's score for targeting climate change was raised a rank to "B." (2022)

Corporate Information

(As of March 31, 2023)


<https://www.kyb.co.jp>

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

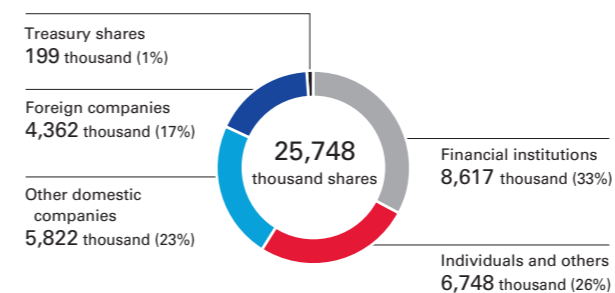
Date of Establishment	March 10, 1935
Fiscal Year	April 1 to March 31
Paid-in Capital	¥27,647.6 million
Number of Employees	13,920 (Consolidated basis)
Securities Traded	Prime Market of Tokyo Stock Exchange

Shareholder Information

(As of March 31, 2023)

Common Stock Issued	Common stock : 25,748,431 Class A preferred stock : 125
Number of Shareholders	Common stock : 13,482 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)



Monthly Stock Price Range (Tokyo Stock Exchange)



Major Shareholders

Name	Shareholding (Thousands)	Percent of Total Shares Issued (%)
The Master Trust Bank of Japan (Trust Account)	2,818,600	11.0
Toyota Motor Corporation	1,965,417	7.7
Custody Bank of Japan, Ltd. (Trust Account)	1,031,300	4.0
Meiji Yasuda Life Insurance Company	1,004,650 [15]	3.9
Suppliers' stock ownership	984,200	3.9
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	486,365	1.9

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