



*Our Precision, Your Advantage*

# Meeting Materials for FY2020

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May 19, 2021

KYB Corporation

(Stock Code: 7242; First Section of Tokyo Stock Exchange)

## FY2020 Performance Overview

- Net sales decreased due to the impact of the COVID-19 pandemic
- Segment profits\* reached profitability due to progress with fixed cost reductions
- Through reducing all kinds of costs, profit (loss) attributable to owners of the parent company reached a profit for the first time in three fiscal years

## 2020 Mid-term Management Plan

- We revised the 2020 Mid-term Management Plan on account of the external environment, and are now making an official announcement

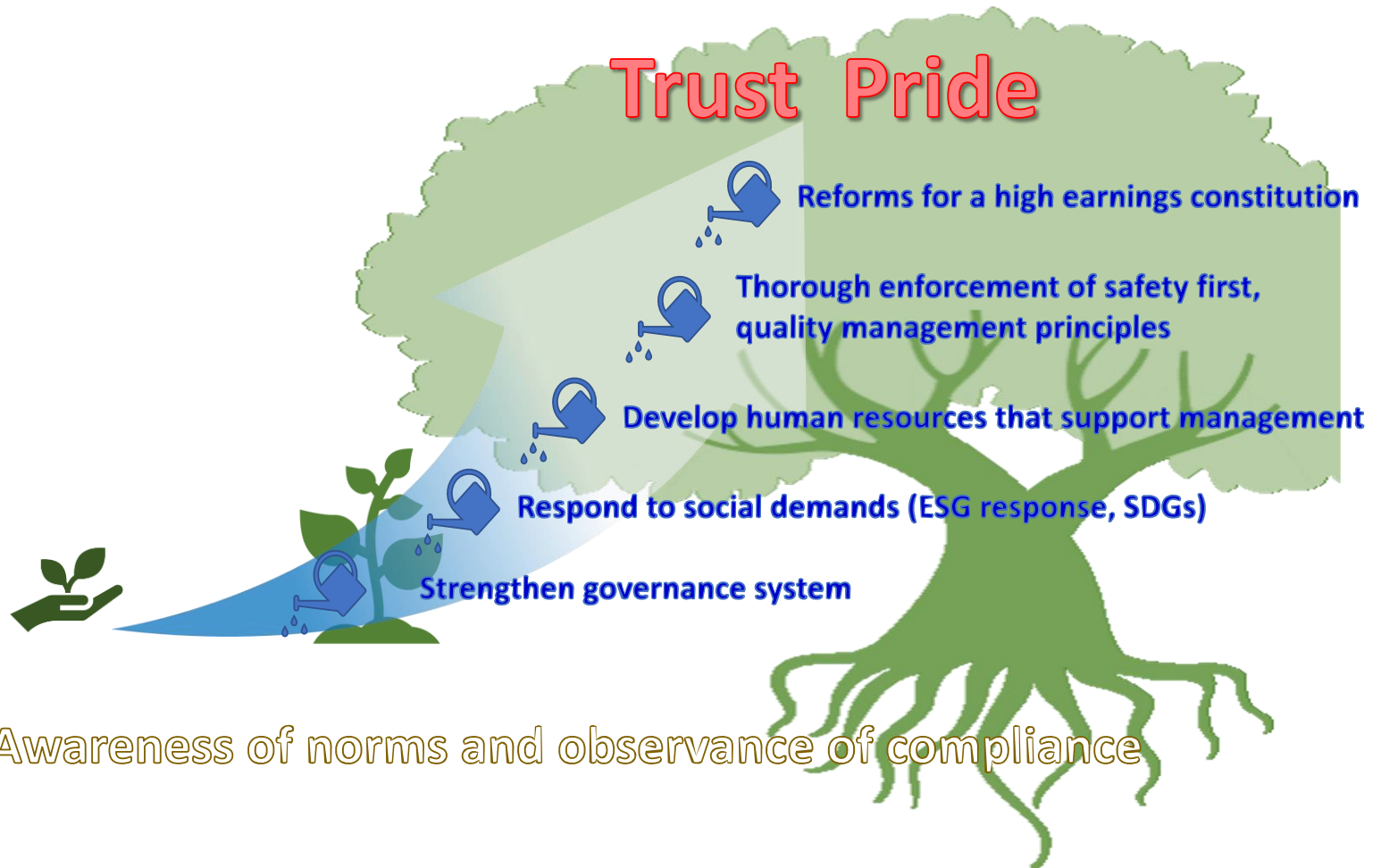
\*Segment profits correspond to operating income in JGAAP.



# 2020 Mid-term Management Plan (FY2020 to FY2022)

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Aiming to change to a high profit business constitution with awareness of norms and compliance observance as the foundation of management



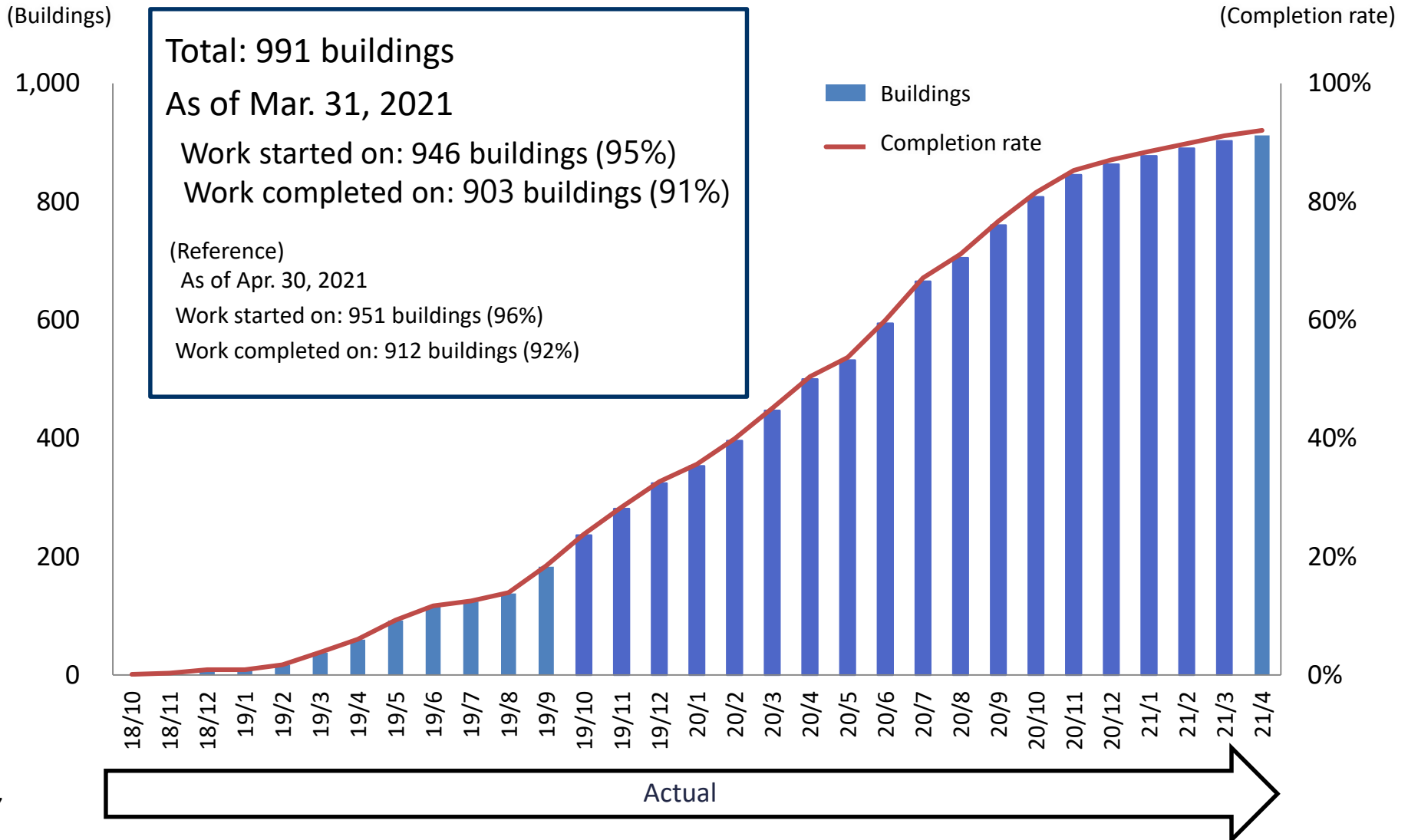
## Focus Items

- Observe Compliance and Strengthen Governance
- Stabilize Revenue Base (discontinue unprofitable businesses, locations, and products)
- Growth Strategy
- Evolve into ESG Management

## Focus Items

- **Observe Compliance and Strengthen Governance**
- Stabilize Revenue Base (discontinue unprofitable businesses, locations, and products)
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## Progress Plan for Bringing Nonconforming Seismic Isolation/Mitigation Dampers up to Conformity



# Progress Plan for Bringing Nonconforming Seismic Isolation/Mitigation Dampers up to Conformity



## Breakdown of Remaining Items to Bring up to Conformity

(As of end of April 2021)

	<b>Total: 991 buildings</b>
Under construction or undergoing administration procedures	17 (1.7%)
Dampers being manufactured or finished (Waiting for construction work to start, construction schedule being adjusted)	37 (3.7%)
Coordinating details with the relevant persons regarding bringing the items up to conformity	25 (2.5%)
<b>Total</b>	<b>79 (8.0%)</b>



# Quickly bring seismic isolation/mitigation oil dampers up to conformity



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## Preventive Measures and State of Progress (As of March 31)

### Cause Analysis

\*1. Starting: The details of a concrete plan being considered

\*2. Underway: Preparations are complete, operations are ongoing

Cause Analysis	Items	Progress			
		Starting *1	Underway *2	Completed	
1. Lack of compliance awareness	Strictly build a compliance awareness, reform corporate culture	17	0	1	16
2. Corporate culture looks away from inconvenient truths					
3. Management focused on receiving orders	Evaluate business feasibility, revise our business operation systems as well as information sharing systems	22	0	1	21
4. Lack of inspections					
5. Lack of nonconforming act preventions in inspection machines					
6. Incomplete information sharing system	Improve inspection systems/methods	12	0	0	12
7. Monopolization of important business					
8. 1) Deficient quality inspections 2) Lack of inspections for similar nonconforming instances related to quality	Strengthening internal audits/regulation systems	16	0	2	14
9. Problems related to commercialization					
<b>Total</b>	<b>67</b>	<b>0</b>	<b>4</b>	<b>63</b>	

## Instill a corporate culture with awareness of norms

Items	Progress
Make Corporate Guiding Principles common knowledge	Provide education for all employees (easy to understand teaching materials)
Build compliance awareness	<p>Information directly from the President (New Year's Greeting, General Policy Speech), company newsletter serial                      Top Management Training Course (all executives and managers of all plants and offices)                      Compliance education (all employees)                      Prevent the memory of the damper incident from fading with an exhibition</p>
Related laws and ordinances Uncover/inspect	Labor laws, fire laws, antitrust laws, etc.
Compliance Month	<p>Continue to position October as "Compliance Reinforcement Month"</p> <ul style="list-style-type: none"> <li>• President's Message</li> <li>• Slogan (announce, recite in unison)</li> <li>• Poster</li> <li>• Questionnaire</li> </ul>

## Constructing internal controls and inspection functions for the Group

Items	Progress
Board of Directors composition	Increase ratio of outside directors: 25% ⇒ <b>43%</b> (Two out of eight ⇒ <b>Three out of seven</b> )
Enhancement of promotion committee	<b>Established Compliance Committee</b> (Chaired by the Representative Director, President Executive Officer)  (Changed from “Special Audit Committee for Non-Compliance Risks,” which established after the nonconforming acts in damper inspections incident)
Strengthen governance at affiliates	<b>Reorganize domestic affiliates</b> (merger)  <ul style="list-style-type: none"> <li>• Kayaba System Machinery Co., Ltd. (Planned to be merger in July 2021)</li> <li>• KYB Engineering and Service Co., Ltd. (Planned to be merger in January 2022)</li> </ul> <b>Nomination of directors for overseas headquarters (United States, Europe, China)</b>
Strengthen reporting to the Board of Directors (every quarter )	<ul style="list-style-type: none"> <li>• Provide situation reports on the planning and application of internal controls</li> <li>• Provide situation reports on each inspection (quality, environment and safety, work inspections)</li> </ul>

## Focus Items

- Observe Compliance and Strengthen Governance
- Stabilize Revenue Base (discontinue unprofitable businesses, locations, and products)
- Growth Strategy
- Evolve into ESG Management

# 2020 Mid-term Management Plan

## FY2022 Financial Targets



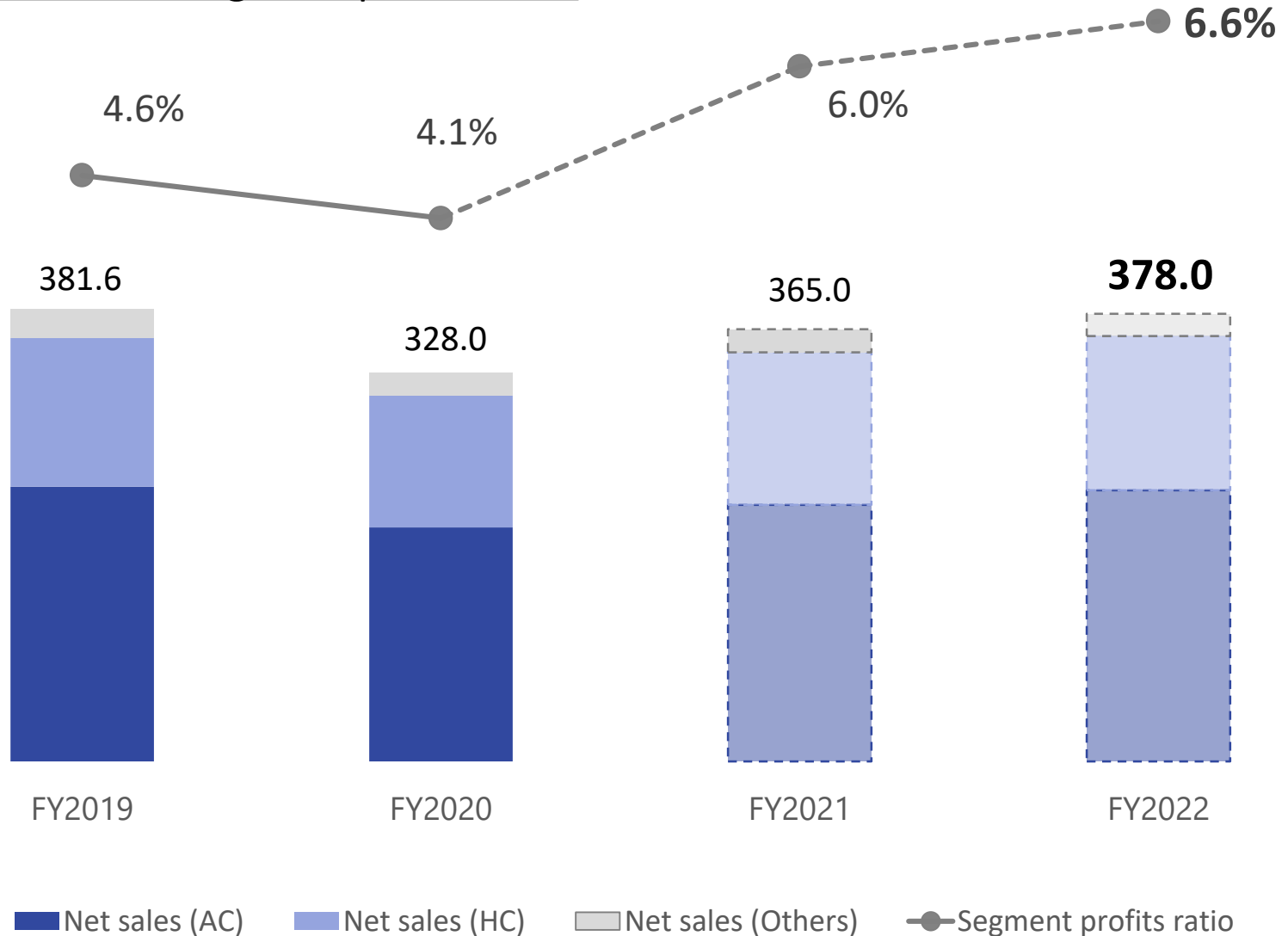
(¥ Billion)	<u>FY2019 Actual</u>	<u>FY2022 Target</u>
Net sales	381.6	<b>378.0</b>
AC	232.1	<b>229.0</b>
HC	125.3	<b>130.0</b>
Segment profits*	17.6	<b>25.0</b>
Segment profits ratio	4.6%	<b>6.6%</b>
Equity ratio	18.1%	<b>34%</b>

Note: Segment profits is derived by deducting the cost of sales and selling, general and administrative expenses from net sales, which correspond to operating income in JGAAP.

# 2020 Mid-term Management Plan

## FY2022 Financial Targets

### Net sales and Segment profits ratio



### Results of earnings improvements

(FY2019: ¥17.6 billion → FY2022: ¥25.0 billion)

**+¥7.4 billion**

Improve productivity (decrease of manufacturing costs)

+¥3.4 billion

Innovative *monozukuri* (increase automation level), streamlined workforce promotion, etc.

Discontinue or reduce activity in unprofitable fields

+¥1.7 billion

Discontinue domestic production of unprofitable automobile EPS; close European power steering plant

Reduce variable costs

+¥1.0 billion

VA and VE; promote local procurement

Consolidating plants; building the optimum production system

+¥0.7 billion

Reorganize European plants; build optimized global CVT production system

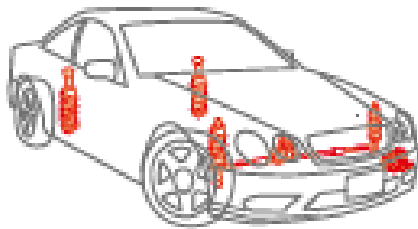
Promote sales expansion activity

+¥0.6 billion

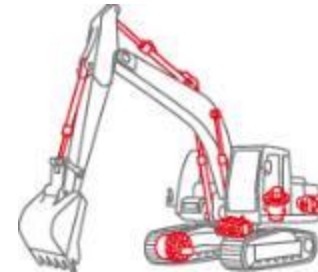
Sales promotions for mini-excavators to accompany the application of electronic controls;  
expansion of the sales network for aftermarket products

## The two core business that support KYB

**Automotive  
Components  
Operations  
(AC)**



**Hydraulic  
Components  
Operations  
(HC)**

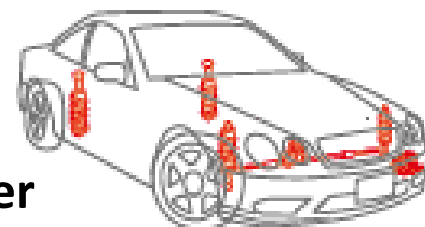


Special-purpose vehicles, etc.



Ideal goal for  
FY2022

**Establish position as a core supplier by further strengthening existing projects and core technology**



Basic  
strategy

- **Strengthen: Stabilization of revenue base**
  - Optimize production by consolidating and reorganizing major plants
  - Cost reduction activity
  - Structural reform of the aftermarket business
- **Evolution: Innovative *monozukuri***
  - Cost competitiveness
- **New initiatives: Creation of high-value-added products**
  - Strengthen original technology (respond to the use of EVs, CASE, and MaaS)

## Optimized production to match customers' shift to local demand

### Consolidation Reorganization

- ✓ European plants: Close power steering plants >> Shock absorber plant reorganization (western Europe → eastern Europe)
- ✓ EPS production: Discontinue domestic production of unprofitable automobile products >> Pivot to China
- ✓ CVT optimize global production system
- ✓ Asia motorcycle plant: Reorganize manufacturing; reduction of surplus plants and equipment

## Innovative *monozukuri* to achieve leading competitiveness

### Full automation Manpower reduction

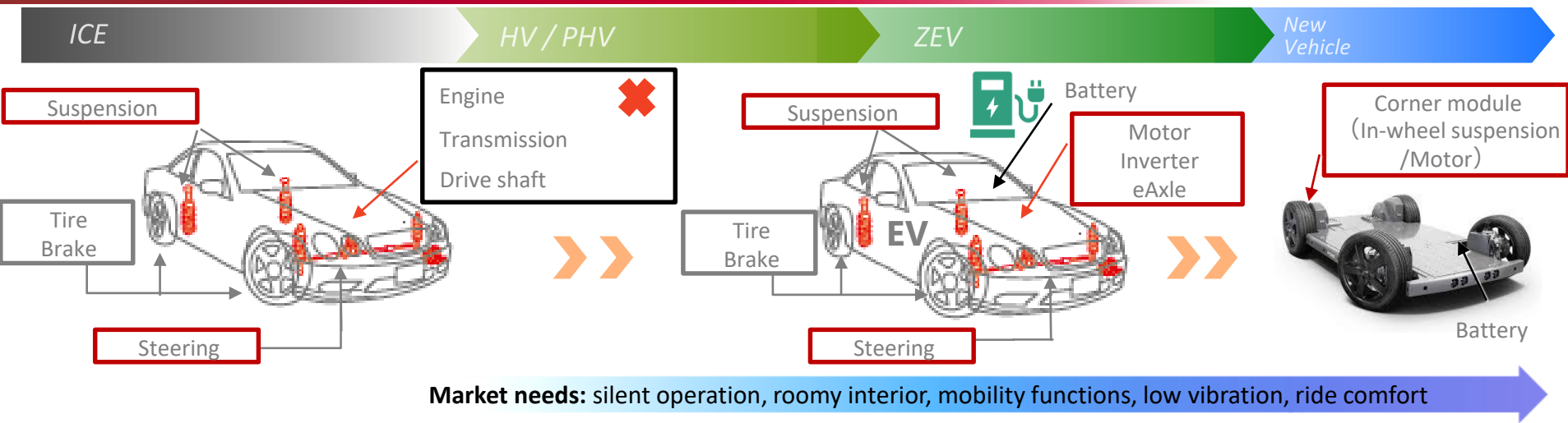
- ✓ Reduce processing costs by improving the automation level and using full automation
- ✓ Sequential roll out for domestic and overseas plants (aftermarket line)

# AC Operations

## Technology Strategy: KYB's Product Focus



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### Technological strategy

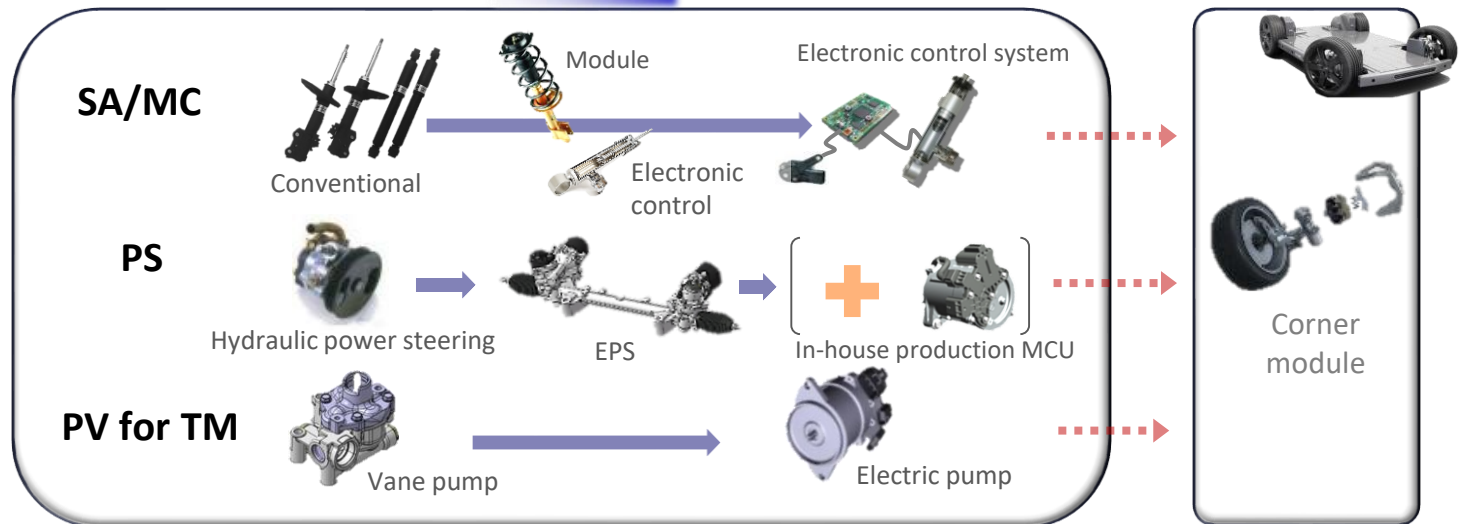
✓ Respond to next-generation P/F

✓ Strengthening core technology

✓ Core hydraulic technology application

✓ EE/systems response

### Major products



### Core technologies: Vibration control; power control

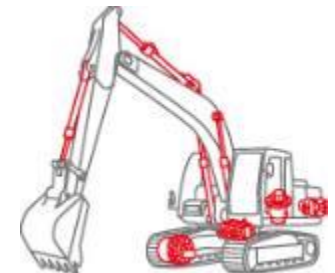
Ideal goal for  
FY2022

**HC Operations that continue to be trusted by customers  
and used around the world**

**Be a first-choice manufacturer that customers trust**

Basic  
strategy

- **Respond to automation and complex needs**  
Develop electronically controlled, load sensing products  
+ Develop medium to large-sized pumps
- **Cost reductions; promotion of local procurement activity**  
Improve market competitiveness by launching  
low-priced models



		Past	2019	2020	2021	2022	2025~2027
Excavator	Trend	Computerized construction; Introduce ICT → Spread use	Use IoT and big data	Automation, remote work, environmental compatibility			
	KYB	Analog → Hydraulic pilot control	Digital → Electromagnetic proportional control				
		Respond to exhaust gas restrictions	Pump → Increase lineup				
		Improve maneuverability and durability, reduce noise, decrease costs	Control valve → Application of electronic controls				
Mini excavator	Trend	Lower noise and fuel consumption, improve maneuverability, safety equipment, respond to multiple operations	Respond to diversity and environmental concerns				
	KYB	Model expansion; improve fuel consumption in standby functions; enhance functions	Strengthen response to attachment diversification, introduce examination of electric motor specifications.				
		Respond to exhaust gas restrictions Transition to a load sensing system	Load sensing system → Increase lineup, application of electronic controls				
		Improve maneuverability and durability, reduce noise, decrease costs					
Common	Trend	Expand markets in growth and mature regions					
	KYB	Development and commercialization of low-cost models					

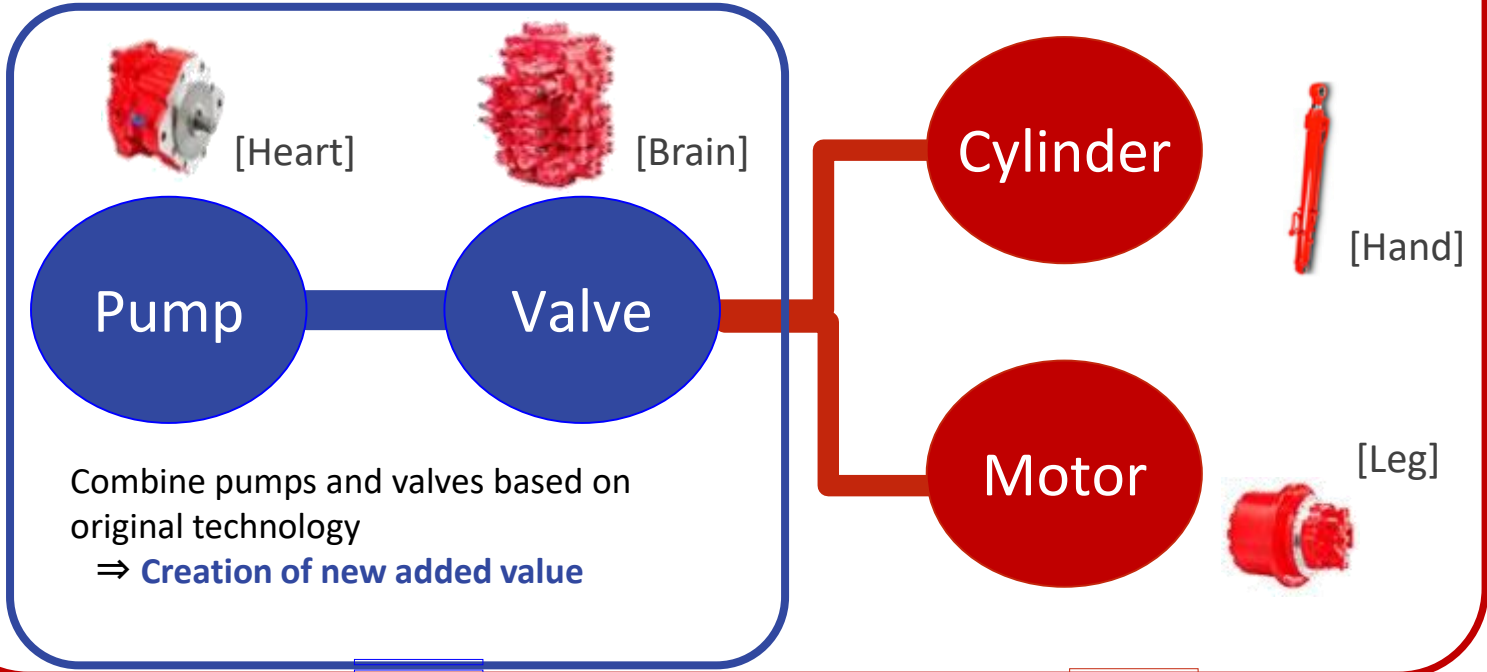
# HC Operations: Excavator Growth Strategy



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Power control technology

System response possible ... to technological domains that the competition cannot reach



Combine pumps and valves based on original technology  
=> Creation of new added value

- Electronic Controls
- Load Sensing

- Decrease matching workload of customers



# HC Operations: Respond to Use of Load Sensing

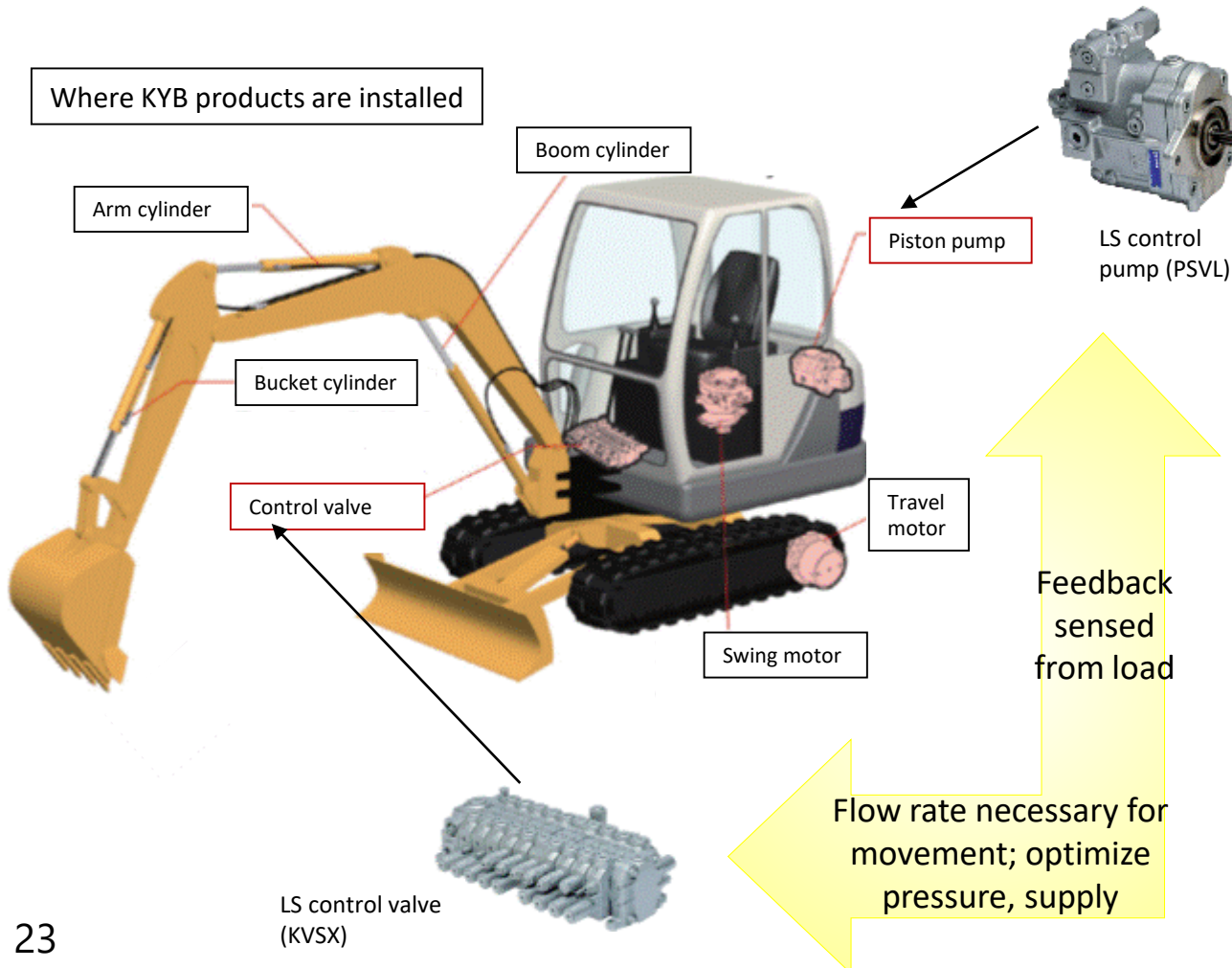


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KYB has strengths for responding to the use of load sensing in mini excavators.

## Load Sensing

The flow rate necessary for the load sensed by the valve to be fed back to the pump / mechanism that applies pressure



### Strengths

1. Simplifies simultaneous and complex operations that depend on the operator
  2. Compatible with all kinds of attachments
- Example: Can be used in disaster relief
3. Energy conservation
  4. Use of electronics without affecting loads; automation possible

Mini excavator attachment example



## Focus Items

- Observe Compliance and Strengthen Governance
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## Examples of initiatives for ESG

Initiatives for the environment

Amount of energy used, decrease in CO<sub>2</sub> output  
Energy conservation

Install solar power generation equipment at KYB-YS Ueda Plant



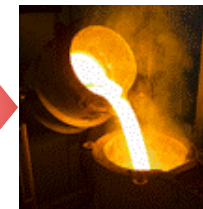
Amount generated: 696,043kw(FY2020)



Reuse of scrap material  
Reuse Recycle  
Re-product

Reduction of industrial waste volume

Use scrap material generated by plants and involved customers as casting material for in-house production



Scrap material usage fee: 1,089 tons (FY2020)

Create workplaces where employees feel worth in their work

Promote health management

Awarded as a Health and Productivity Management Organization for the second consecutive year in 2021



## Future Initiatives

- Reduction of CO<sub>2</sub> emissions: Year on year decrease of 3% (output level)  
Renewable energy use: 15% use by 2025
- Development of products that contribute to the sustainable society
- Establish ESG Promotion Office → Strengthen links to policies



**FY2020**

# **Financial Information**

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## FY2020 Performance Overview

- ✓ **Net sales and segment profits decreased compared to the previous fiscal year. Large increase in operating income and Profit attributable to owners of the parent.**
  - Contraction of 14% due to the impact of the COVID-19 pandemic
  - Segment profits\* decreased due to a fall in quantities, however, there is a clear trend toward recovery in the second-half
  - Operating profit and profit attributable to owners of the parent greatly increased due to a decrease in costs related to seismic isolation/mitigation dampers and impairment loss
  - Dividends are planned for 75 yen per share

## FY2021 Forecast

- ✓ **Increase in Net sales and profits is forecasted year-on-year**
  - Year-on-year increase in net sales and profits forecast in segment profits and operating profit, driven by the recovery of demand
  - We presume that the impact on the fiscal year of unpredictable factors such as the current shortage of semiconductors will be insignificant

\*Segment profits correspond to operating income in JGAAP.

# FY2020 Financial Summary



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(¥ Billion)	IFRS					Differences	
	FY2019 actual	FY2020 forecast (as of Feb.)			FY2020 actual	Previous period	Forecast
			1H	2H			
Net sales	381.6	320.0	138.8	189.2	<b>328.0</b>	(53.5)	8.0
Segment profits* [Segment profits ratio]	17.6 [4.6%]	11.0 [3.4%]	(1.4) [-]	14.7 [7.8%]	<b>13.3</b> [4.1%]	(4.3) [(0.5)%]	2.3 [0.7%]
Operating profit (loss)	(40.3)	11.6	(2.7)	21.0	<b>18.3</b>	58.6	6.7
Profit (loss) attributable to owners of the parent	(61.9)	7.2	(3.8)	20.8	<b>17.1</b>	79.0	9.9
Dividend (¥)	0	—	0	75	<b>75</b>	75	75
FOREX (Average) (¥)							
JPY/ US\$	108.74	105.33	106.91	105.20	<b>106.06</b>		
JPY/ EUR	120.81	120.53	121.29	126.11	<b>123.69</b>		

\*Segment profits correspond to operating income in JGAAP.

# FY2020 Performance (Net Sales)



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(¥ Billion)	Net Sales						
							Differences
	1H	2H	FY2019 actual	1H	2H	FY2020 actual	
AC	118.9	113.2	232.1	<b>81.8</b>	<b>115.6</b>	<b>197.5</b>	(34.6)
HC	66.5	58.8	125.3	<b>48.6</b>	<b>62.7</b>	<b>111.3</b>	(14.0)
System products	4.4	3.7	8.1	<b>2.5</b>	<b>3.5</b>	<b>6.0</b>	(2.2)
Aircraft Components	2.6	2.9	5.5	<b>1.9</b>	<b>2.0</b>	<b>3.9</b>	(1.6)
Others	5.2	5.3	10.5	<b>4.0</b>	<b>5.4</b>	<b>9.4</b>	(1.1)
Total	197.6	183.9	381.6	<b>138.8</b>	<b>189.2</b>	<b>328.0</b>	(53.5)

AC: Automotive Components

HC: Hydraulic Components

Others: Special-purpose vehicles, electronic components, etc.

# FY2020 Performance (Segment Profits)



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(¥ Billion)	Net Sales						
	1H	2H	FY2019 actual				Differences
				1H	2H	FY2020 actual	
AC	6.9	4.8	11.7	<b>(1.3)</b>	<b>9.5</b>	<b>8.2</b>	(3.5)
HC	4.1	1.5	5.5	<b>0.2</b>	<b>5.3</b>	<b>5.5</b>	(0.0)
System products	0.9	0.7	1.5	<b>0.3</b>	<b>0.8</b>	<b>1.1</b>	(0.5)
Aircraft Components	(0.4)	(1.7)	(2.2)	<b>(0.8)</b>	<b>(1.6)</b>	<b>(2.5)</b>	(0.3)
Others	0.5	0.5	1.0	<b>0.3</b>	<b>0.8</b>	<b>1.0</b>	0.0
Total	11.9	5.7	17.6	<b>(1.4)</b>	<b>14.7</b>	<b>13.3</b>	(4.3)

AC: Automotive Components

HC: Hydraulic Components

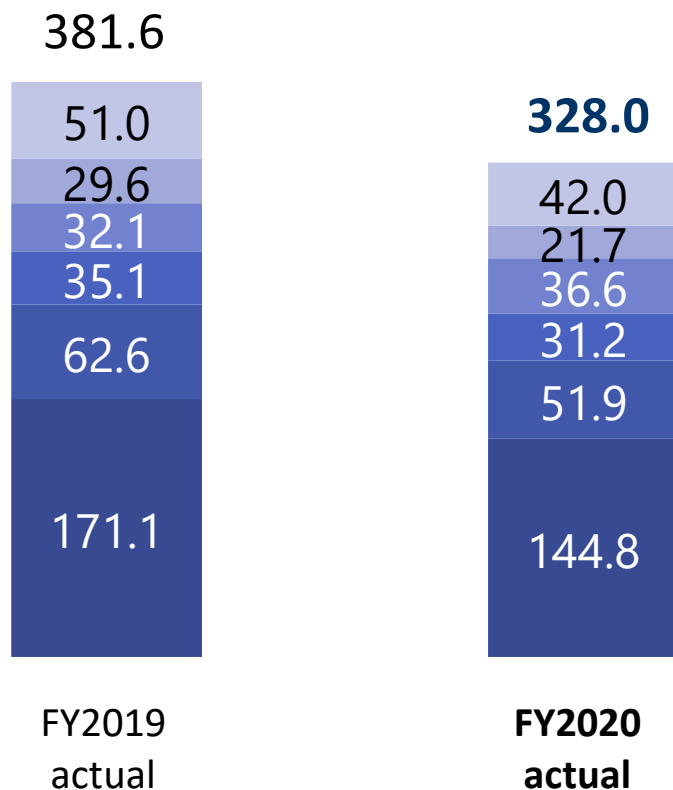
Others: Special-purpose vehicles, electronic components, etc.

# FY2020 Net Sales by Region



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(¥ Billion)



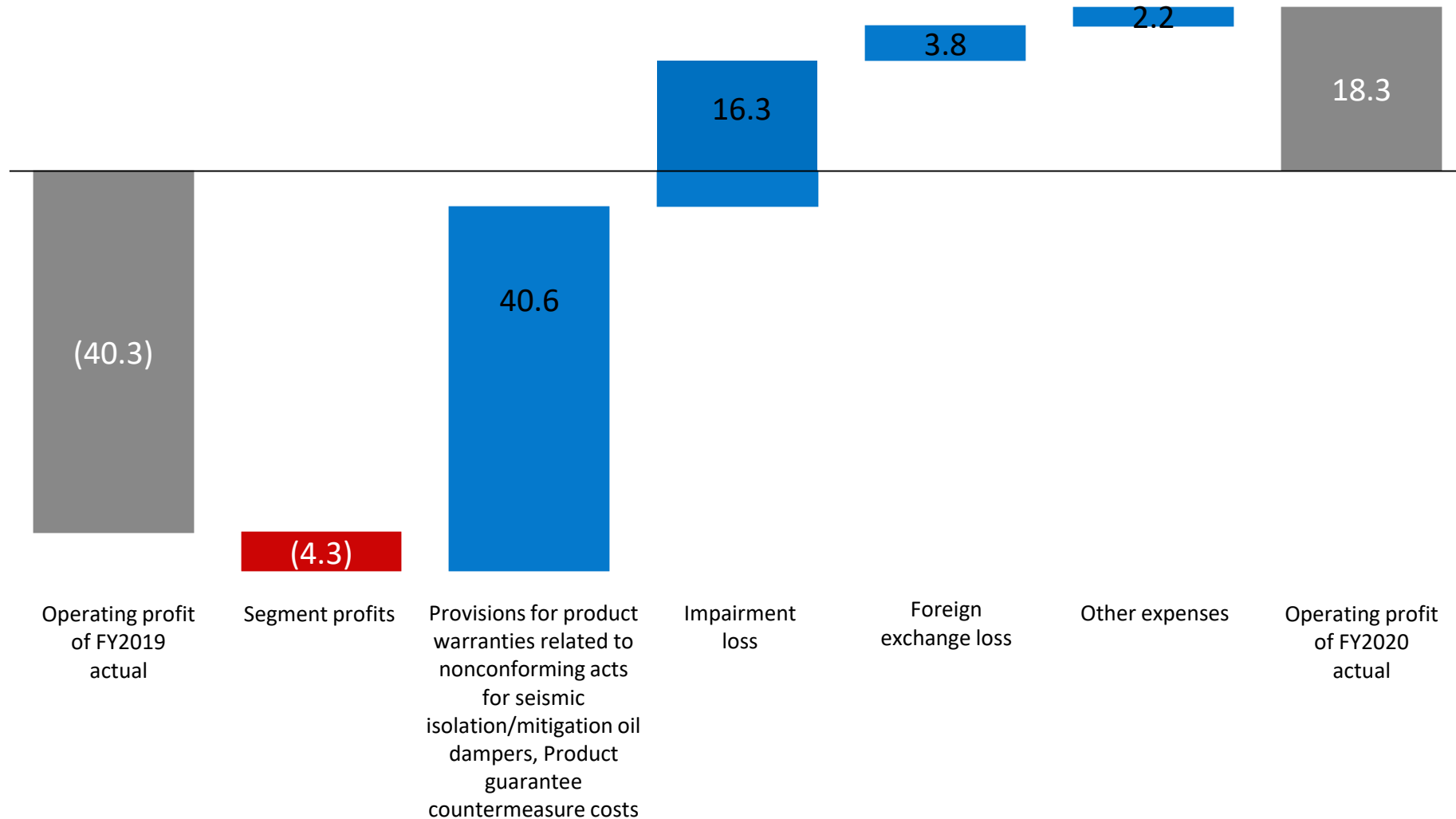
Differences  
Previous period

Other	(17.8)%
Southeast Asia	(26.8)%
China	13.9%
America	(11.2)%
Europe	(17.2)%
Japan	(15.4)%

Overseas Sales Ratio  
55.2% ⇒ 55.9%

# FY2020 Changes in Operating Profit (Comparison with previous period)

(¥ Billion)





# Impact of Nonconforming Acts Related to Seismic Isolation/mitigation Oil Dampers on Performance

## Cost amount

Note: Numbers expressed as negative indicate a reversal of costs

(¥ Billion)

Items	FY2018				FY2019					FY2020					(1)+(2) +(3)
	2Q	3Q	4Q	(1) cumulative total	1Q	2Q	3Q	4Q	(2) cumulative total	1Q	2Q	3Q	4Q	(3) cumulative total	
Provision for product guarantee	14.4	11.4	9.3	35.1	0.3	0.1	6.8	15.2	22.5	0.1	(3.3)	(3.3)	(7.9)	(14.5)	43.1
Product guarantee Countermeasure costs	0.0	1.0	5.0	6.0	2.2	2.9	3.1	4.1	12.2	1.6	1.9	1.8	3.2	8.6	26.8
<b>Total</b>	<b>14.4</b>	<b>12.4</b>	<b>14.3</b>	<b>41.1</b>	<b>2.5</b>	<b>3.0</b>	<b>10.0</b>	<b>19.3</b>	<b>34.7</b>	<b>1.7</b>	<b>(1.4)</b>	<b>(1.5)</b>	<b>(4.7)</b>	<b>(5.9)</b>	<b>69.9</b>

## Impact on cash

Items	FY2018				FY2019					FY2020					(1)+(2) +(3)
	2Q	3Q	4Q	(1) cumulative total	1Q	2Q	3Q	4Q	(2) cumulative total	1Q	2Q	3Q	4Q	(3) cumulative total	
Provision for product guarantee	0.0	0.0	0.0	0.0	1.9	2.8	3.3	3.8	11.8	4.0	1.9	1.4	1.6	8.9	20.7
Product guarantee Countermeasure costs	0.0	1.0	5.0	6.0	2.2	2.9	3.1	4.1	12.2	1.6	1.9	1.8	3.2	8.6	26.8
<b>Total</b>	<b>0.0</b>	<b>1.0</b>	<b>5.0</b>	<b>6.0</b>	<b>4.1</b>	<b>5.6</b>	<b>6.5</b>	<b>7.8</b>	<b>24.0</b>	<b>5.6</b>	<b>3.8</b>	<b>3.3</b>	<b>4.8</b>	<b>17.5</b>	<b>47.5</b>

# Financial Forecast for FY2021



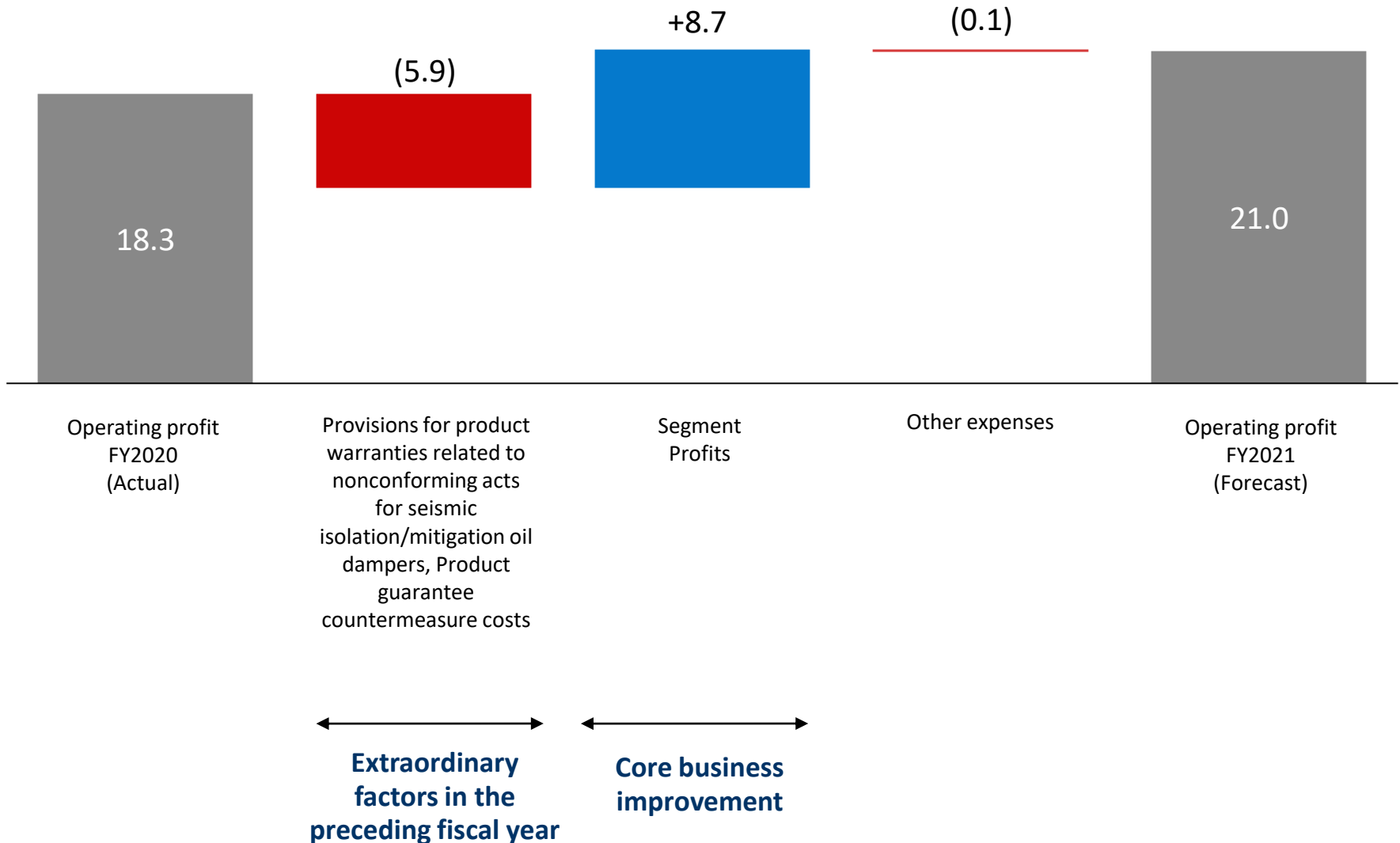
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(¥ Billion)	IFRS		Differences
	FY2020 Actual	FY2021 Forecast	Previous year
Net sales	328.0	<b>365.0</b>	37.0
Segment profits* [Segment profits ratio]	13.3 [4.1%]	<b>22.0</b> [6.0%]	8.7 [1.9%]
Operating profit	18.3	<b>21.0</b>	2.7
Profit attributable to owners of the parent	17.1	<b>16.0</b>	(1.1)
Dividend (¥)	75	<b>90</b>	15
FOREX (Average) (¥)			
JPY/ US\$	106.06	<b>100.00</b>	
JPY/ EUR	123.69	<b>118.00</b>	

\*Segment profits correspond to operating income in JGAAP.

# FY2021 Changes in Operating Profit (Comparison with previous forecast)

(¥ Billion)

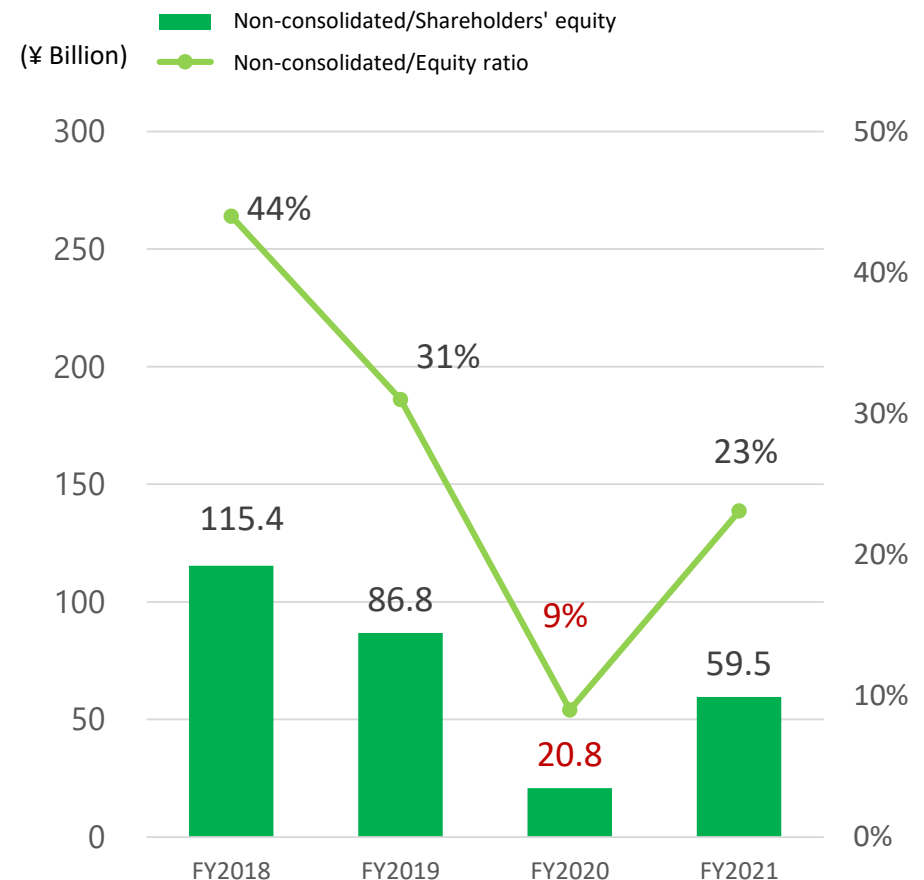
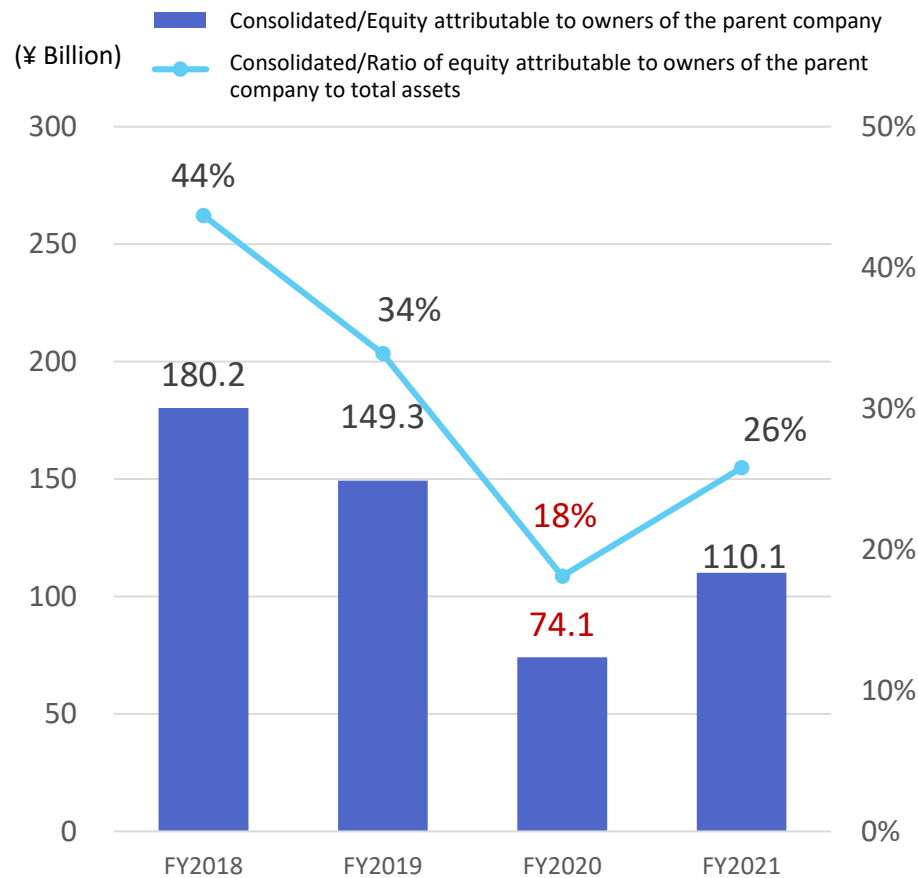


# Improvement of the Financial Structure (Shareholders' equity)



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- ✓ The equity ratio for FY2020 deteriorated to 18% on a consolidated basis and 9% on a non-consolidated basis.
- ✓ Shareholders' equity strengthened by a recovery in the financial structure through performance improvements and the issuance of preferred stocks





## *Our Precision, Your Advantage*

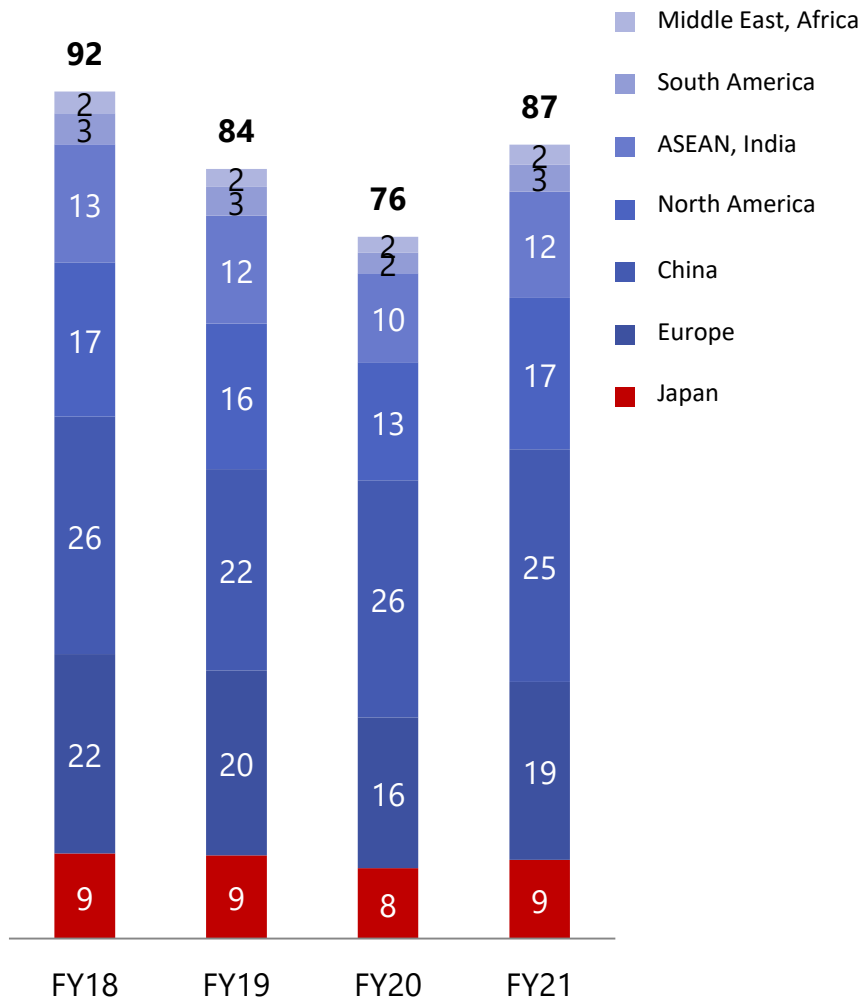
### Cautionary Statement

This report contains forward-looking statements, including KYB's plans and strategies, as well as statements that report historical results. Forward-looking statements involve such known and unknown risks and uncertainties as economic conditions; currency exchange rates; laws, regulations, and government policies; and political instability in principal markets.

For further information, please contact:  
Investor Relations Sect., Finance Dept.  
Tel: +81-3-3435-3580

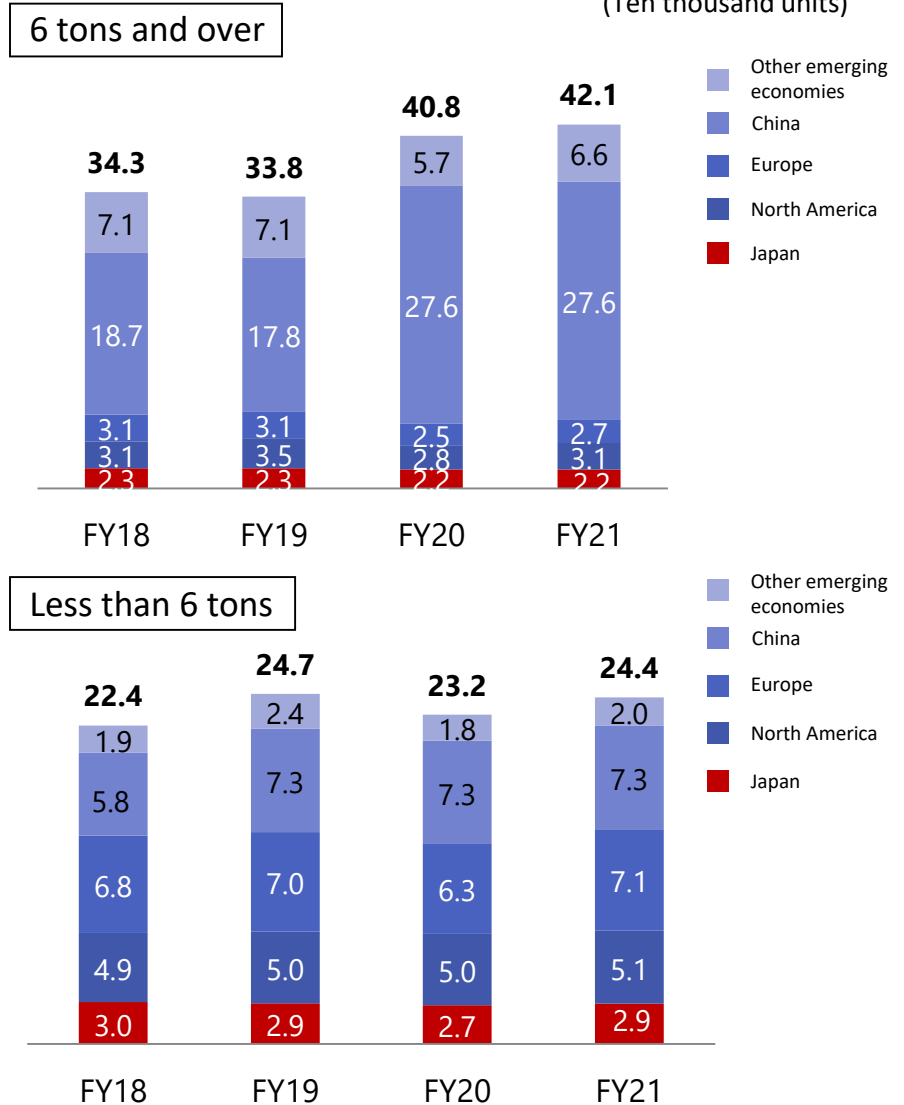
### Automobile Production Forecast

(Million units)



### Demand Forecast for Hydraulic Excavators

(Ten thousand units)



## FY2020 Net Sales and Segment Profits

(¥ Billion)	Net Sales			Segment Profits		
	FY2019 actual	FY2020 actual	Differences	FY2019 actual	FY2020 actual	Differences
AC	232.1	<b>197.5</b>	(34.6)	11.7	<b>8.2</b>	(3.5)
Shock absorbers for automobiles	167.1	<b>142.7</b>	(24.4)	-	-	-
Shock absorbers for motorcycles	28.2	<b>26.1</b>	(2.1)	-	-	-
Hydraulic equipment for automobiles	32.1	<b>24.8</b>	(7.3)	-	-	-
Others	4.7	<b>3.9</b>	(0.8)	-	-	-
HC	125.3	<b>111.3</b>	(14.0)	5.5	<b>5.5</b>	(0.0)
Hydraulic equipment for industrial use	117.0	<b>104.0</b>	(13.0)	-	-	-
Others	8.3	<b>7.4</b>	(0.9)	-	-	-
System products	8.1	<b>6.0</b>	(2.2)	1.5	<b>1.1</b>	(0.5)
Aircraft Components	5.5	<b>3.9</b>	(1.6)	(2.2)	<b>(2.5)</b>	(0.3)
Others	10.5	<b>9.4</b>	(1.1)	1.0	<b>1.0</b>	0.0
Total	381.6	<b>328.0</b>	(53.5)	17.6	<b>13.3</b>	(4.3)

AC: Automotive Components

HC: Hydraulic Components

Others: Special-purpose vehicles, electronic components, etc.

## Net Sales by Region

(¥ billion)

		FY2019				FY2020			
		AC	HC	Others	Total	AC	HC	Others	Total
Japan	1st Half	33	46	10	90	22	33	7	62
	2nd Half	33	39	10	81	33	41	9	83
	Total	66	85	20	171	55	74	16	145
Europe	1st Half	29	4	0	33	19	2	0	21
	2nd Half	26	3	0	29	28	3	0	31
	Total	55	7	0	63	47	5	0	52
America	1st Half	14	3	1	18	11	3	1	14
	2nd Half	14	3	1	17	13	4	0	17
	Total	28	6	1	35	24	6	1	31
China	1st Half	8	8	0	16	8	8	0	16
	2nd Half	7	9	0	16	10	10	0	20
	Total	15	17	0	32	18	18	0	37
South East Asia	1st Half	13	1	0	14	7	1	0	8
	2nd Half	14	1	0	15	13	1	0	14
	Total	27	2	0	30	20	2	0	22
Others	1st Half	21	4	1	26	14	3	1	17
	2nd Half	20	4	1	25	19	4	2	25
	Total	40	8	3	51	33	7	2	42
Total	1st Half	119	67	12	198	82	49	8	139
	2nd Half	113	59	12	184	116	63	11	189
	Total	232	125	24	382	197	111	19	328



# Appendix

## Financial Data



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### Capital Expenditure, Depreciation

(¥ billion)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Capital Expenditure	29.8	21.3	18.2	18.5	22.7	21.5	13.1
Depreciation Exp.	16.5	17.1	15.9	17.0	17.6	20.6	18.6

### Interest-bearing Debt

(¥ billion)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Interest-bearing Debt	92.4	91.7	93.6	94.6	108.6	154.6	160.3

### R&D Expenses

(¥ billion)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
R&D Expenses	8.9	7.8	7.6	8.1	6.8	6.3	5.4

### Cash flows

(¥ billion)

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Cash flows from operating activities	21.1	20.0	31.2	29.3	17.0	(5.0)	20.8
Cash flows from investing activities	(29.4)	(20.3)	(21.3)	(16.4)	(13.6)	(21.5)	(6.3)
Cash flows from financing activities	(0.6)	(3.4)	(1.0)	(4.5)	10.4	22.6	1.1

### Number of Employees

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Number of Employees	13,732	13,796	14,350	14,754	15,427	15,439	14,718

### Foreign Exchange Rate

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Average FOREX Rate - JPY/USD	109.93	120.15	108.38	110.85	110.91	108.74	106.06	100.00
Average FOREX Rate - JPY/EUR	138.77	132.57	118.79	129.70	128.40	120.81	123.69	118.00

# Overview of Preferred Stocks

Items	Details
Underwriters (eight companies)	Mizuho Bank, Ltd., Development Bank of Japan Inc., Meiji Yasuda Life Insurance Company, The Ogaki Kyoritsu Bank Ltd. , The 77 Bank, Ltd., Sompo Japan Insurance Inc., Fuyo General Lease Co., Ltd., Mizuho Leasing Company, Limited
Issue amount	¥12.5 billion
Resolution date (Planned)	June 25, 2021, General Meeting of Shareholders
Payment date (Planned)	June 28, 2021
Voting rights	None
Handling of dividends	Cumulative type
Equity requirements (Non-consolidated)	Fulfill
Equity requirements (Consolidated)	Fulfill