



Our Precision, Your Advantage

Meeting Materials for FY2021

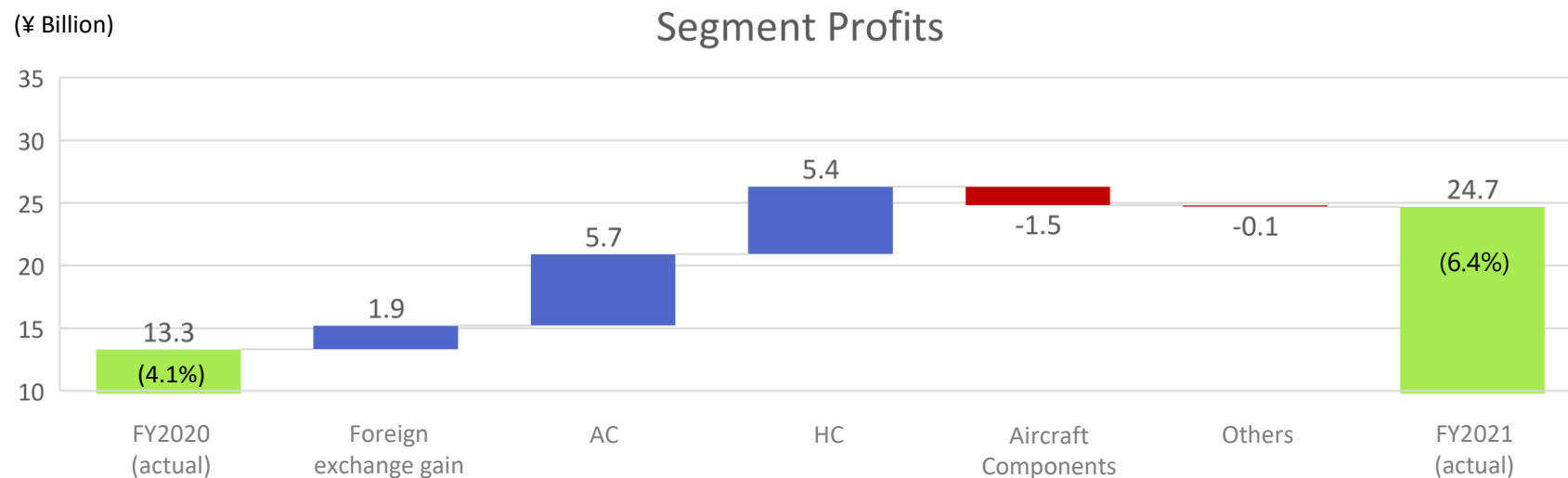
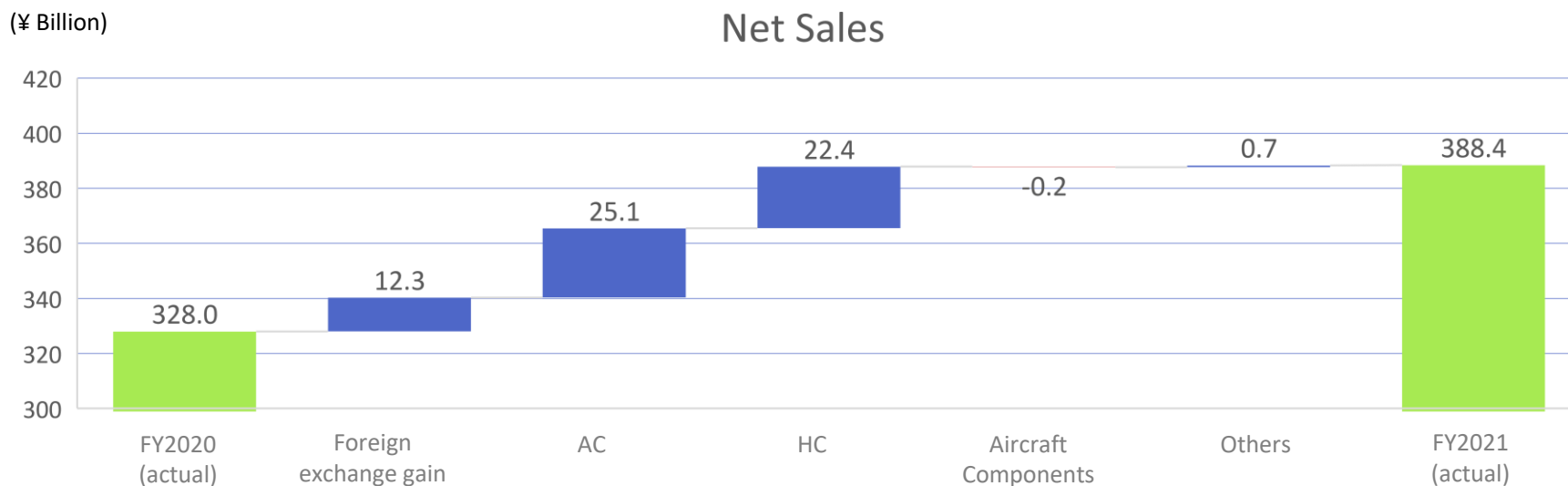
May 23, 2022

KYB Corporation

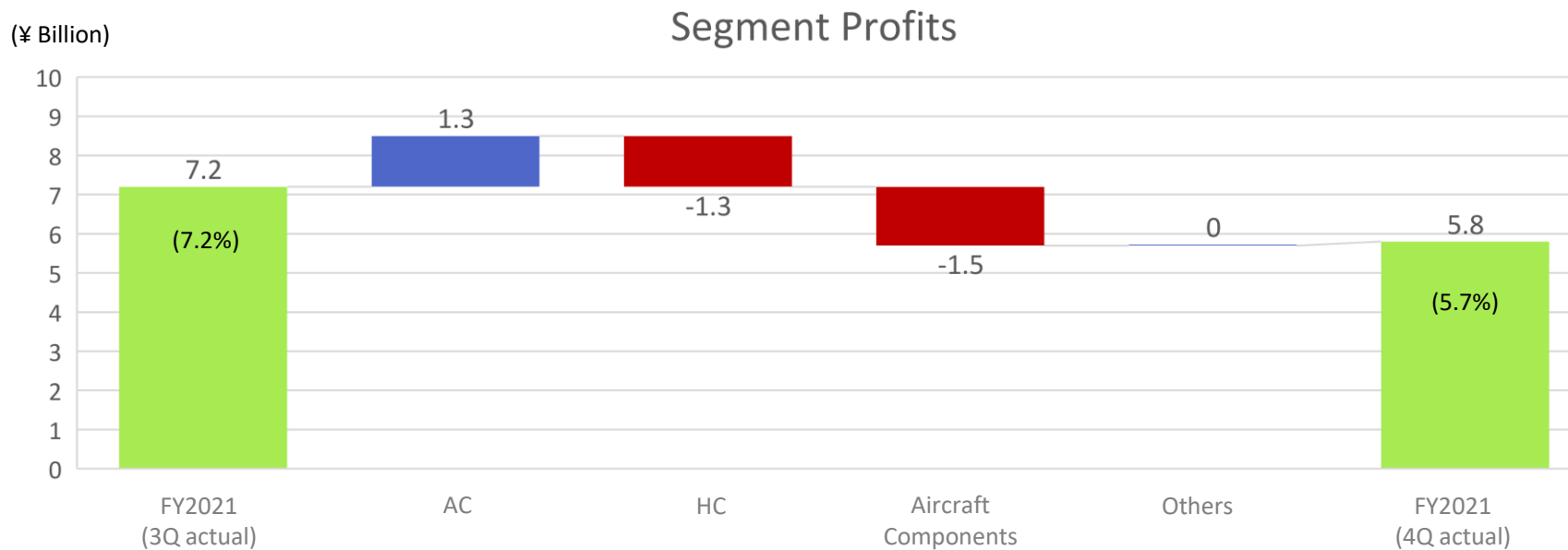
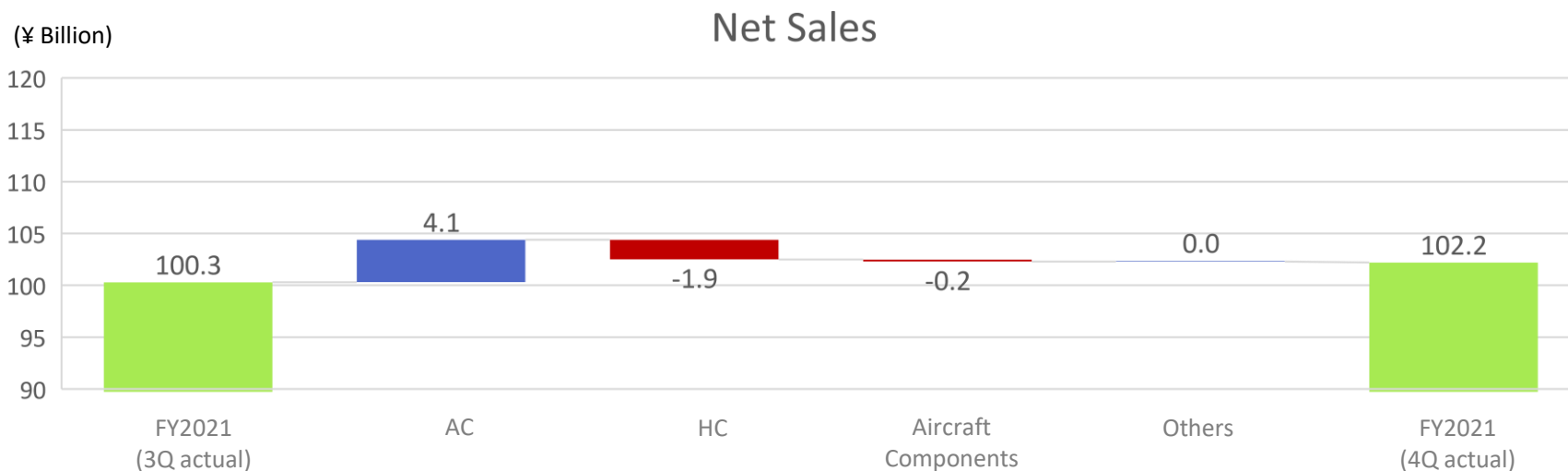
(Stock Code: 7242; Tokyo Stock Exchange(Prime Market))

- ✓ Net sales: ¥388.4 billion (18% YoY increase)
Recovery to the pre-COVID-19 level (FY2019)
- ✓ Segment profits: ¥24.7 billion (increase ¥11.4 billion YoY)
Record high profit
- ✓ Operating profit: ¥30.0 billion (increase ¥11.7 billion YoY)
Record high profit
- ✓ Final profit: ¥22.5 billion (increase ¥5.5 billion YoY)
Record high profit

FY2021 Full Year (compared with previous year)



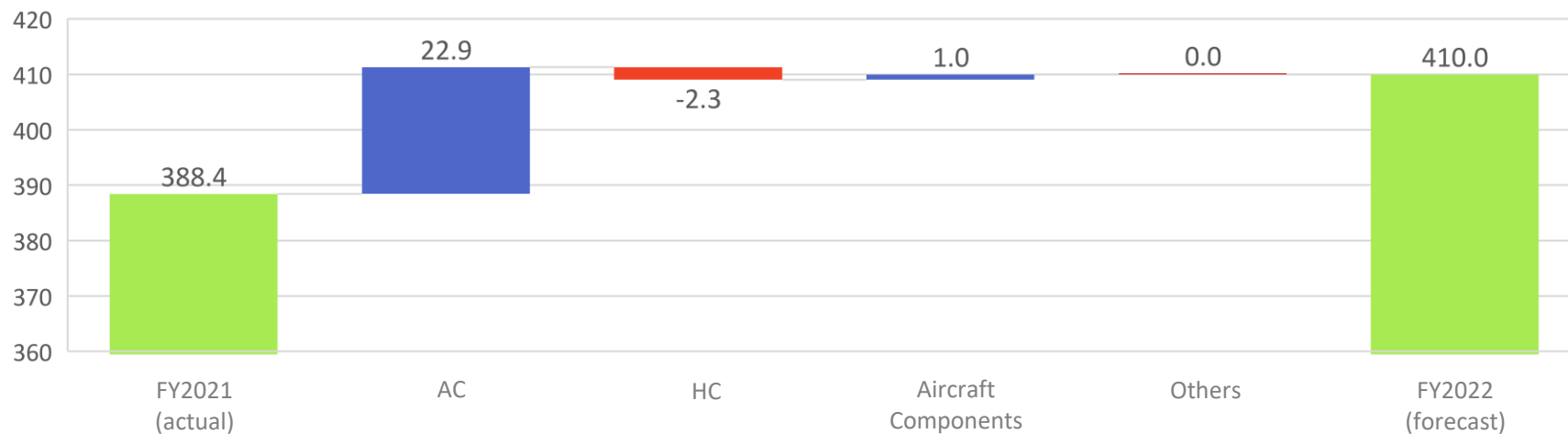
FY2021 Fourth Quarter (compared with the previous quarter)



FY2022 Full Year Forecast (compared with previous year)

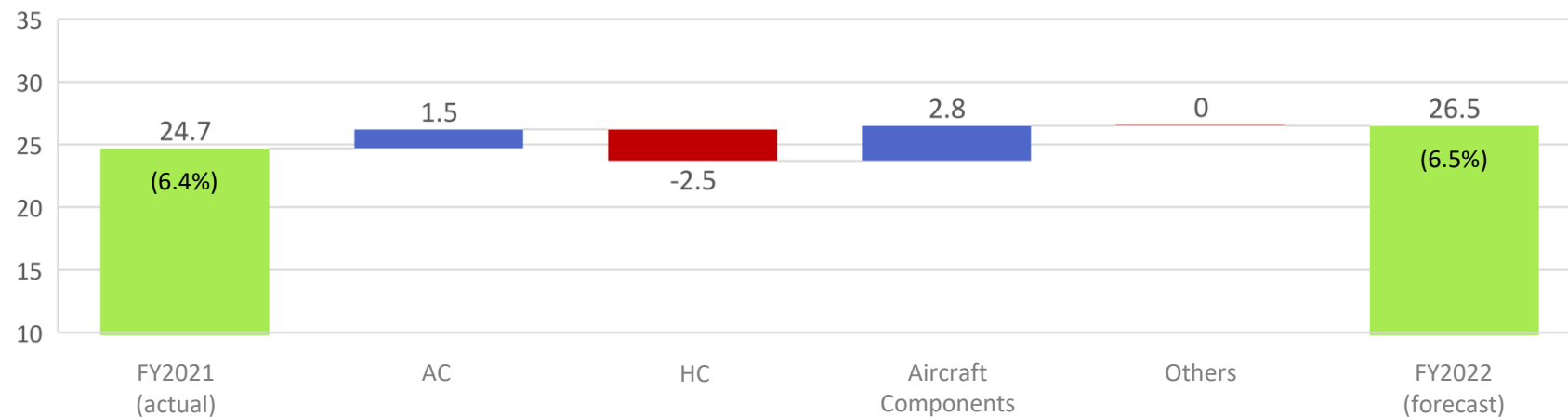
(¥ Billion)

Net Sales



(¥ Billion)

Segment Profits





FY2021

Financial Information

FY2021 Performance Overview

- ✓ **Major increase in sales and profit over the previous year (record high profit)**
 - Net sales increased 18% over the previous year with the recovery of the market from the COVID-19 situation
 - Despite the impact of the sudden jump in material costs, cost improvements and fixed cost reductions contributed to an increase in segment profits
 - We repaid over 30 billion yen in interest-bearing debt, restoring a sound financial condition
 - Dividends per share increased 15 yen from the planned 45 yen, and the annual dividend reached 105 yen

FY2022 Forecast

- ✓ **Increase in net sales and segment profits is forecasted year-on-year**
 - Despite the impact of the Russia-Ukraine situation, we forecast an increase in segment profits due to continuing cost improvements and efforts on the sales side
 - Dividends are planned for 120 yen per share, increase 15 yen compared to FY2021

*Segment profits correspond to operating income in JGAAP.

FY2021 Financial Summary

(¥ Billion)	IFRS			Differences	
	FY2020 actual	FY2021 forecast (as of Feb.)	FY2021 actual	Previous period	Forecast
Net sales	328.0	380.0	388.4	60.4	8.4
Segment profits* [Segment profits ratio]	13.3 [4.1%]	23.5 [6.2%]	24.7 [6.4%]	11.4	1.2
Operating profit	18.3	28.0	30.0	11.7	2.0
Profit attributable to owners of the parent	17.1	19.0	22.5	5.5	3.5
Dividend (¥)	75	90	105	30	15
FOREX (Average) (¥)					
JPY/ US\$	106.06	110.33	112.38		
JPY/ EUR	123.69	129.21	130.56		

*Segment profits correspond to operating income in JGAAP.

FY2021 Performance (Net Sales)

(¥ Billion)	Net Sales						
							Differences
	1H	2H	FY2020 actual	1H	2H	FY2021 actual	
AC	81.8	115.6	197.5	111.0	121.8	232.8	35.3
HC	51.1	66.2	117.3	68.0	73.6	141.6	24.3
Aircraft Components	1.9	2.0	3.9	1.9	1.8	3.7	(0.2)
Others	4.0	5.4	9.4	5.0	5.3	10.3	0.9
Total	138.8	189.2	328.0	185.9	202.5	388.4	60.4

AC: Automotive Components

HC: Hydraulic Components

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

FY2021 Performance (Segment Profits)

(¥ Billion)	Net Sales						
							Differences
	1H	2H	FY2020 actual	1H	2H	FY2021 actual	
AC	(1.3)	9.5	8.2	7.1	8.3	15.4	7.2
HC	0.5	6.1	6.6	5.9	6.5	12.4	5.8
Aircraft Components	(0.8)	(1.6)	(2.5)	(1.9)	(2.1)	(4.0)	(1.5)
Others	0.3	0.8	1.0	0.5	0.4	0.9	(0.1)
Total	(1.4)	14.7	13.3	11.7	13.1	24.7	11.4

AC: Automotive Components

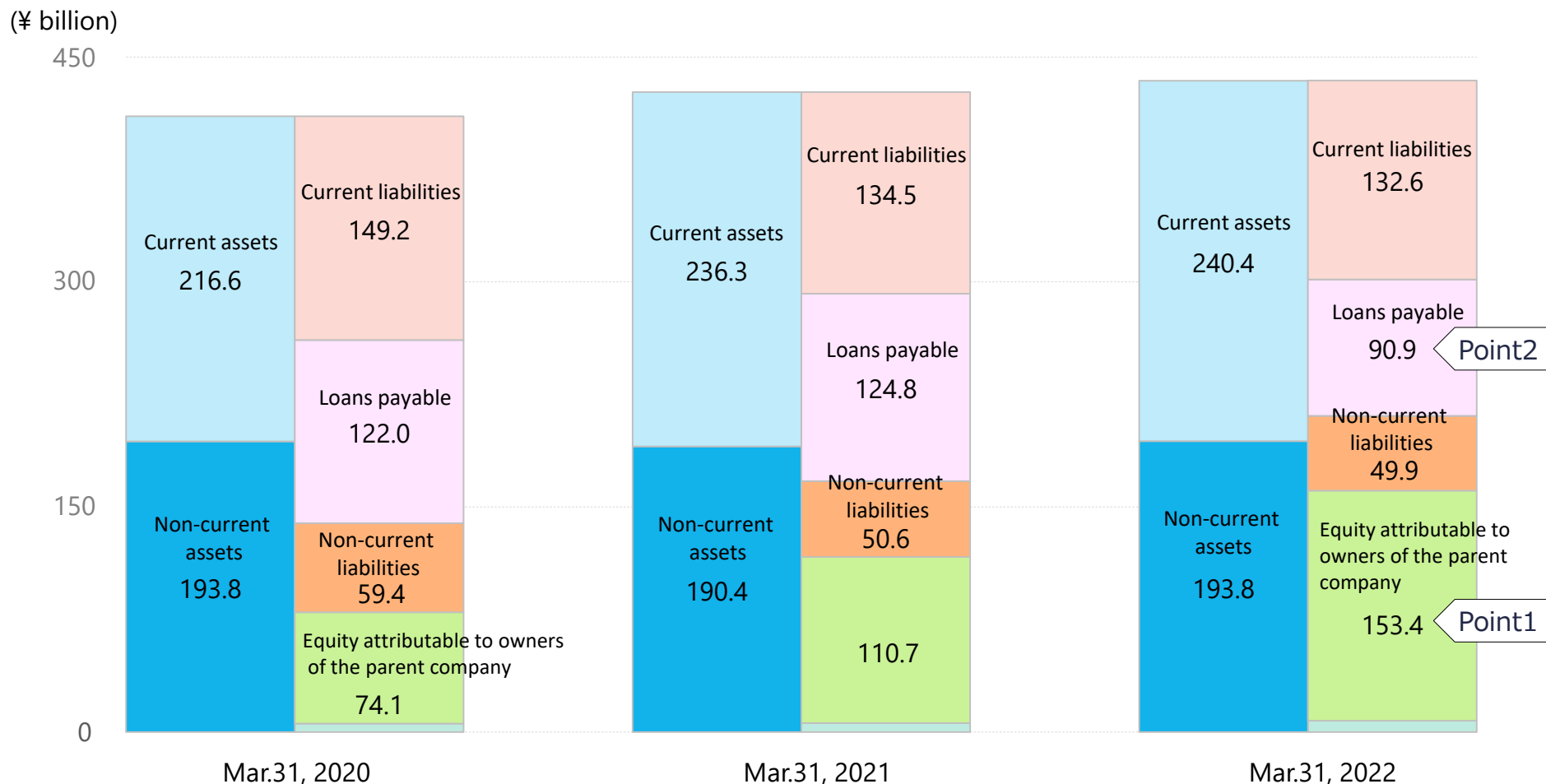
HC: Hydraulic Components

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

FY2021 Financial Position

(¥ Billion)	Mar. 31, 2021	Mar. 31, 2022	Differences
Current assets	236.3	240.4	4.2
Non-current assets	190.4	193.8	3.4
Total assets	426.6	432.2	7.6
Current liabilities (Note)	204.5	198.4	(6.1)
Non-current liabilities (Note)	105.4	74.9	(30.5)
Total liabilities	309.9	273.3	(36.6)
Equity attributable to owners of the parent company	110.7	153.4	42.7
Non-controlling interest	6.0	7.5	1.5
Total capital	116.7	160.9	44.2
Total capital and liabilities	426.6	432.2	7.6
(Note) Long-term debt	124.8	90.9	(34.0)
Provisions for product warranties related to vibration control dampers	22.3	13.6	(8.8)

Change in Financial Position



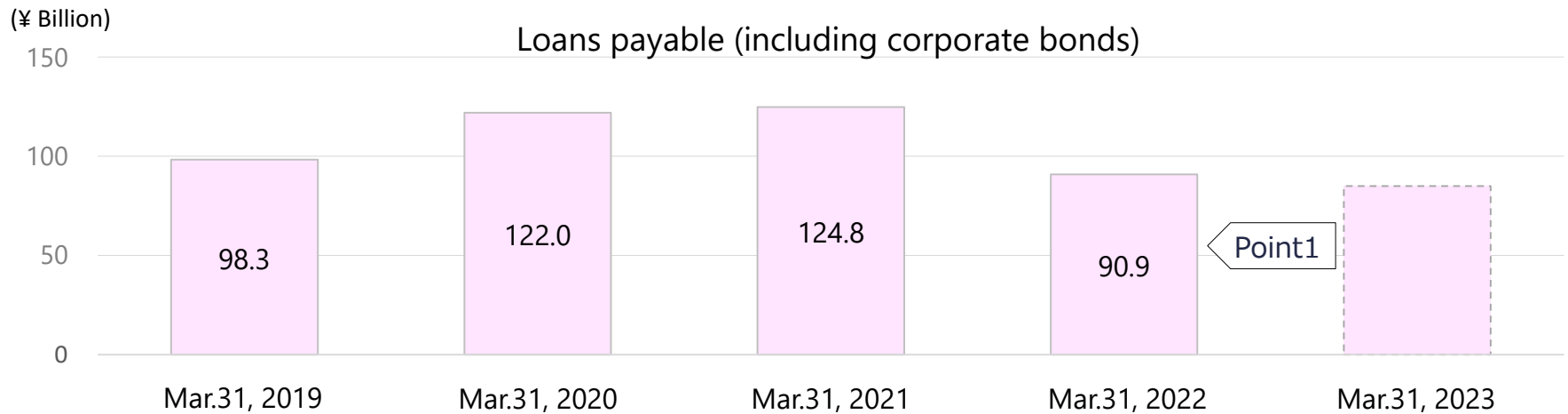
Point 1: Owned capital necessary for the pressing issue of business continuity has recovered to a safe level.
(We have also accumulated the capital necessary for returns to stockholders.)

Point 2: Loans payable had increased, but have been repaid to the level of before the seismic isolation/mitigation damper incident. (The guarantees established at the time of the loans have been canceled, improving the loan conditions.)

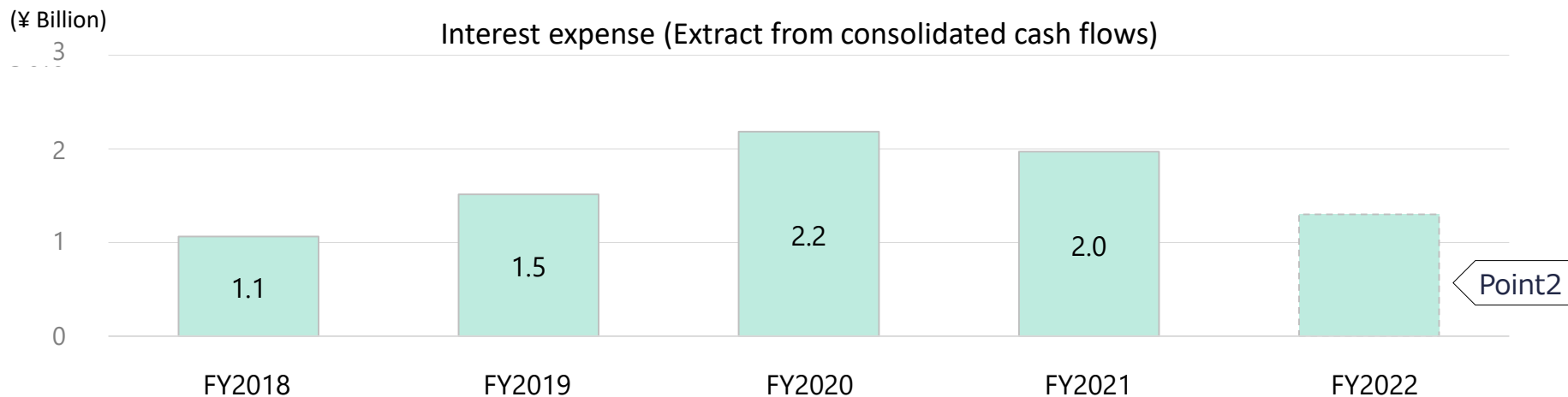
Improvement in Loans Payable / Interest Expense



Our Precision, Your Advantage



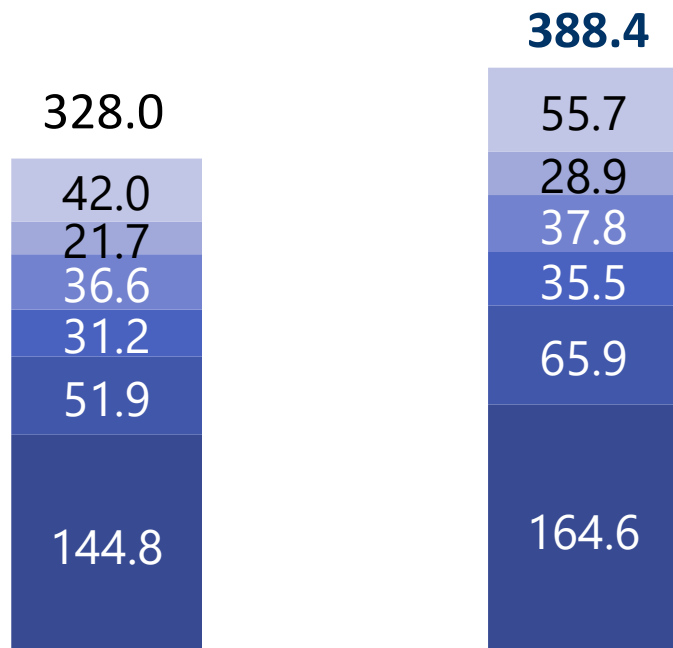
Point 1: Loan balance has greatly decreased by activities such as the full payment of syndicated loans.



Point 2: In addition to interest reduction through loan repayment, we conducted the issuance and conversion of corporate bonds, which improved the interest level. (We forecast a major improvement in the interest responsibility in FY2022 and onward.)

FY2021 Net Sales by Region

(¥ Billion)



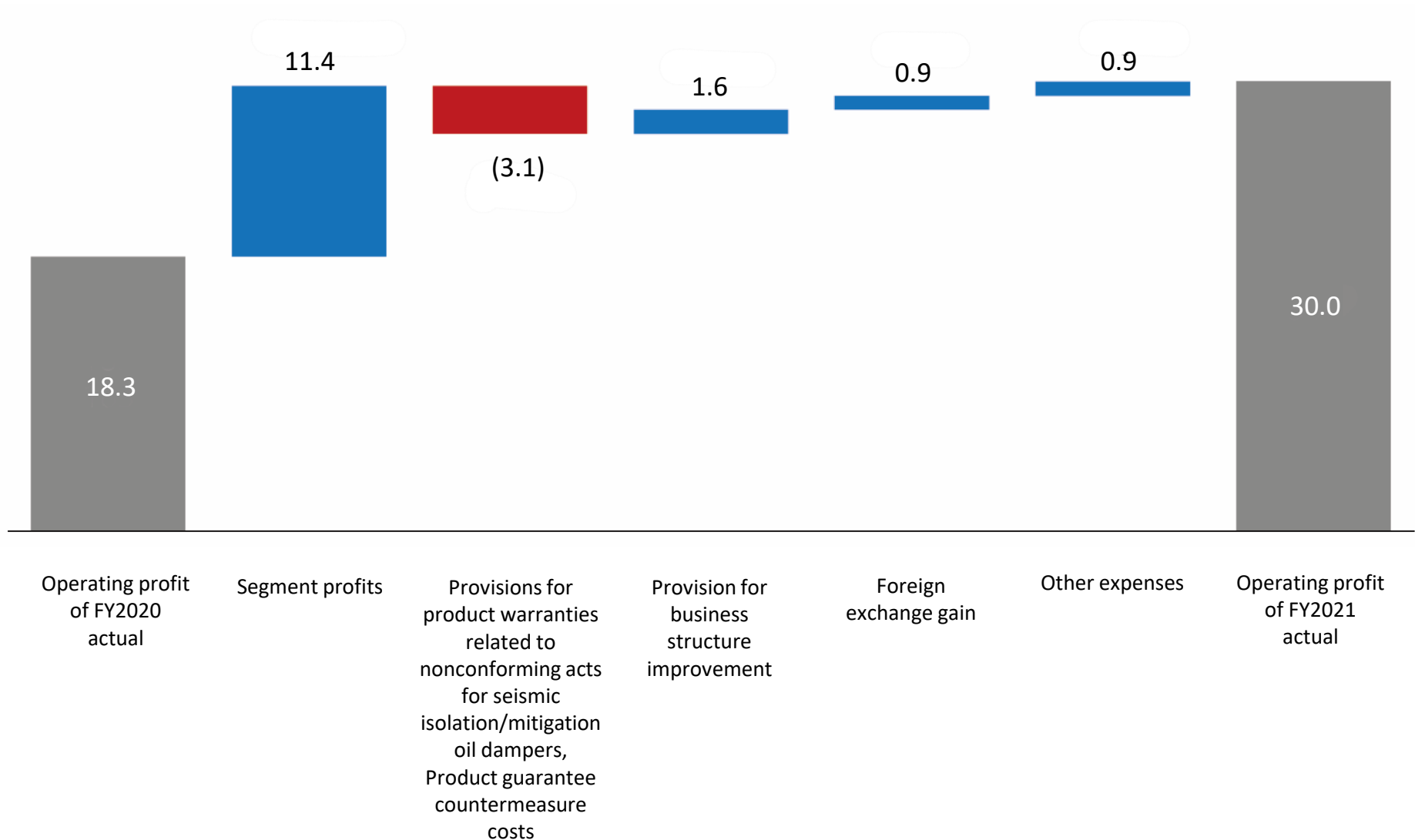
	Differences Previous period
Other	32.8%
Southeast Asia	33.6%
China	3.2%
America	13.7%
Europe	27.1%
Japan	13.7%

Overseas Sales Ratio

55.9% ⇒ 57.6%

FY2021 Changes in Operating Profit (Comparison with previous period)

(¥ Billion)



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 Apr. 2022
Work completed	965 buildings [97.3%]
Exchange work ongoing	5 buildings [0.5%]
Waiting for construction work to start, construction schedule being adjusted	11 buildings [1.1%]
On manufacturing standby to align with the construction schedule	1 buildings [0.1%]
Under administrative coordination	1 buildings [0.1%]
Coordinating details with the relevant persons regarding bringing the items up to conformity	8 buildings [0.8%]
Total	991 buildings

Financial Forecast for FY2022

(¥ Billion)	IFRS		Differences
	FY2021 Actual	FY2022 Forecast	Previous year
Net sales	388.4	410.0	21.6
Segment profits* [Segment profits ratio]	24.7 [6.4%]	26.5 [6.5%]	1.8
Operating profit	30.0	26.5	(3.5)
Profit attributable to owners of the parent	22.5	18.0	(4.5)
Dividend (¥)	105	120	15
FOREX (Average) (¥)			
JPY/ US\$	112.38	120.00	
JPY/ EUR	130.56	130.00	

*Segment profits correspond to operating income in JGAAP.

Net Sales and Segment Profits Forecast for FY2022

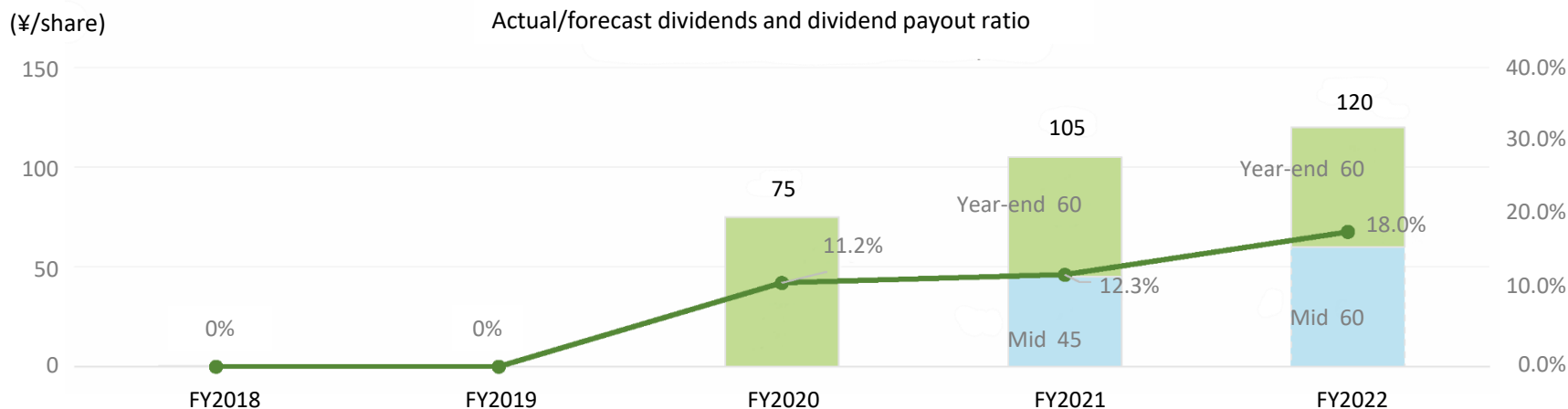
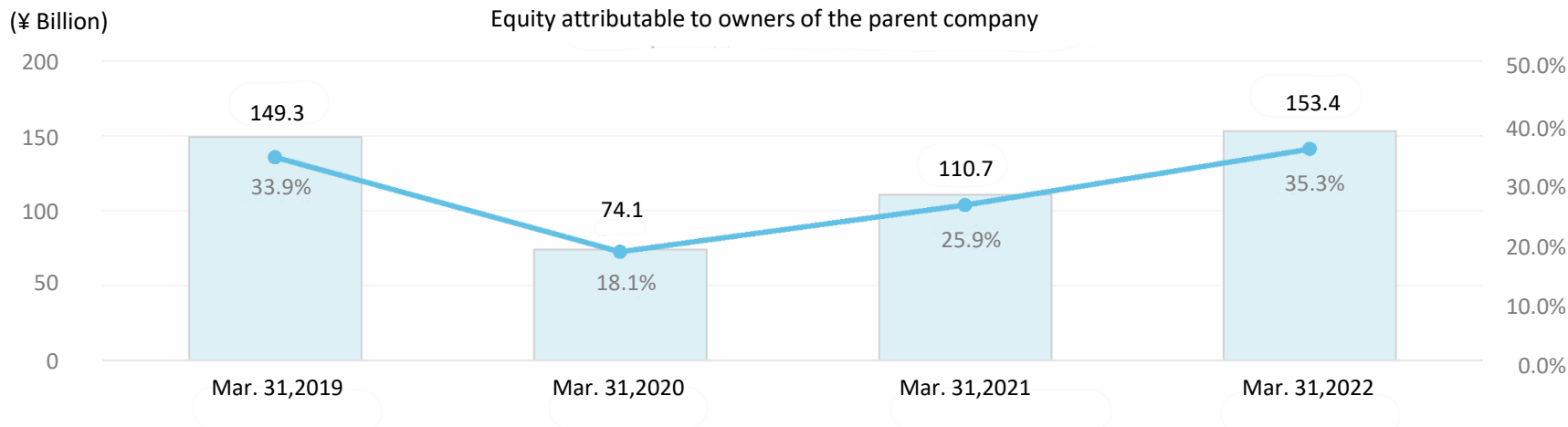
(¥ Billion)	Net Sales			Segment Profits		
	FY2021 actual	FY2022 forecast	Differences	FY2021 actual	FY2022 forecast	Differences
AC	232.8	255.7	22.9	15.4	16.9	1.5
HC	141.6	139.3	(2.3)	12.4	9.9	(2.5)
Aircraft Components	3.7	4.7	1.0	(4.0)	(1.2)	2.8
Others	10.3	10.3	–	0.9	0.9	–
Total	388.4	410.0	21.6	24.7	26.5	1.8

AC: Automotive Components

HC: Hydraulic Components

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

Changes in Equity and Dividends



- ✓ Along with the recovery in performance in FY2020, we are currently continuing to resume and increase dividends.
- ✓ Going forward, we forecast the stabilization of shareholders' equity and will enforce a policy of increasing returns to shareholders.



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:
Public Relations & IR Sect., Executive Office Div.
Tel: +81-3-3435-3580 E-mail: kyb-ir@kyb.co.jp

FY2021 Net Sales and Segment Profits

(¥ Billion)	Net Sales			Segment Profits		
	FY2020 actual	FY2021 actual	Differences	FY2020 actual	FY2021 actual	Differences
AC	197.5	232.9	35.4	8.2	15.4	7.2
Shock absorbers for automobiles	142.7	169.2	26.5	—	—	—
Shock absorbers for motorcycles	26.1	34.9	8.8	—	—	—
Hydraulic equipment for automobiles	24.8	23.9	(0.9)	—	—	—
Others	3.9	4.9	1.0	—	—	—
HC	117.3	141.6	24.3	6.6	12.4	5.8
Hydraulic equipment for industrial use	104.0	128.7	24.7	—	—	—
System products	6.0	4.6	(1.4)	—	—	—
Others	7.4	8.2	0.8	—	—	—
Aircraft Components	3.9	3.7	(0.2)	(2.5)	(4.0)	(1.5)
Others	9.4	10.3	0.9	1.0	0.9	(0.1)
Total	328.0	388.4	60.4	13.3	24.7	(11.4)

AC: Automotive Components

HC: Hydraulic Components

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

Net Sales by Region

(¥ Billion)		FY2020				FY2021			
		AC	HC	Others	Total	AC	HC	Others	Total
Japan	1st Half	22.1	35.3	4.6	62.0	27.8	46.4	5.3	79.4
	2nd Half	32.7	44.6	5.4	82.8	30.9	49.9	4.4	85.1
	Total	54.9	79.9	10.0	144.9	58.7	96.3	9.6	164.6
Europe	1st Half	19.4	1.9	0.0	21.4	28.9	3.7	0.0	32.6
	2nd Half	27.8	2.7	0.0	30.5	28.6	4.8	0.0	33.3
	Total	47.3	4.6	0.0	51.9	57.4	8.5	0.0	65.9
America	1st Half	11.0	2.5	0.6	14.2	13.1	3.6	0.3	17.0
	2nd Half	13.0	3.7	0.3	17.0	14.5	3.7	0.3	18.5
	Total	24.0	6.3	0.9	31.2	27.6	7.2	0.6	35.5
China	1st Half	8.5	7.8	0.0	16.3	9.2	8.0	0.0	17.2
	2nd Half	9.9	10.3	0.0	20.3	11.5	9.1	0.0	20.6
	Total	18.4	18.2	0.0	36.6	20.7	17.0	0.0	37.8
South East Asia	1st Half	6.9	0.8	0.0	7.7	11.9	1.5	0.0	13.5
	2nd Half	12.9	1.1	0.0	13.9	13.7	1.8	0.0	15.5
	Total	19.8	1.8	0.0	21.7	25.6	3.3	0.0	28.9
Others	1st Half	13.8	2.8	0.7	17.3	20.0	4.8	1.4	26.2
	2nd Half	19.3	3.7	1.6	24.7	22.7	4.5	2.3	29.5
	Total	33.1	6.5	2.3	42.0	42.7	9.2	3.7	55.7
Total	1st Half	81.8	51.1	5.9	138.8	111.0	68.0	6.9	185.9
	2nd Half	115.6	66.2	7.4	189.2	121.9	73.6	7.0	202.5
	Total	197.5	117.3	13.2	328.0	232.8	141.6	13.9	388.4

Capital Expenditure, Depreciation

(¥ billion)	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Capital Expenditure	21.3	18.2	18.5	22.7	21.5	13.1	14.0
Depreciation Exp.	17.1	15.9	17.0	17.6	20.6	18.6	18.3

Interest-bearing Debt

(¥ billion)	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Interest-bearing Debt	91.7	93.6	94.6	108.6	154.6	160.3	124.9

R&D Expenses

(¥ billion)	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
R&D Expenses	7.8	7.6	8.1	6.8	6.3	5.4	5.8

Cash flows

(¥ billion)	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Cash flows from operating activities	20.0	31.2	29.3	17.1	(5.0)	20.8	24.3
Cash flows from investing activities	(20.3)	(21.3)	(16.4)	(13.6)	(21.5)	(6.3)	(10.9)
Cash flows from financing activities	(3.4)	(1.0)	(4.5)	10.4	22.6	1.2	(32.7)

Number of Employees

	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Number of Employees	13,796	14,350	14,754	15,427	15,439	14,718	14,472

Foreign Exchange Rate

(¥)	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	Estimate FY2022
Average FOREX Rate - JPY/USD	120.15	108.38	110.85	110.91	108.74	106.06	112.38	120.00
Average FOREX Rate - JPY/EUR	132.57	118.79	129.70	128.40	120.81	123.69	130.56	130.00