



Contents

- 1 What is KYB?
- 4 Ten-Years Summary
- 6 To Our Shareholders and Investors
- 10 Corporate Governance
- 13 Management
- 14 Risk Information
- 16 Financial Review
- 18 Financial Statements
- 24 KYB in Globe
- 26 Corporate Information
- 27 Shareholder Information

Forward-Looking Statements

This annual 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.