

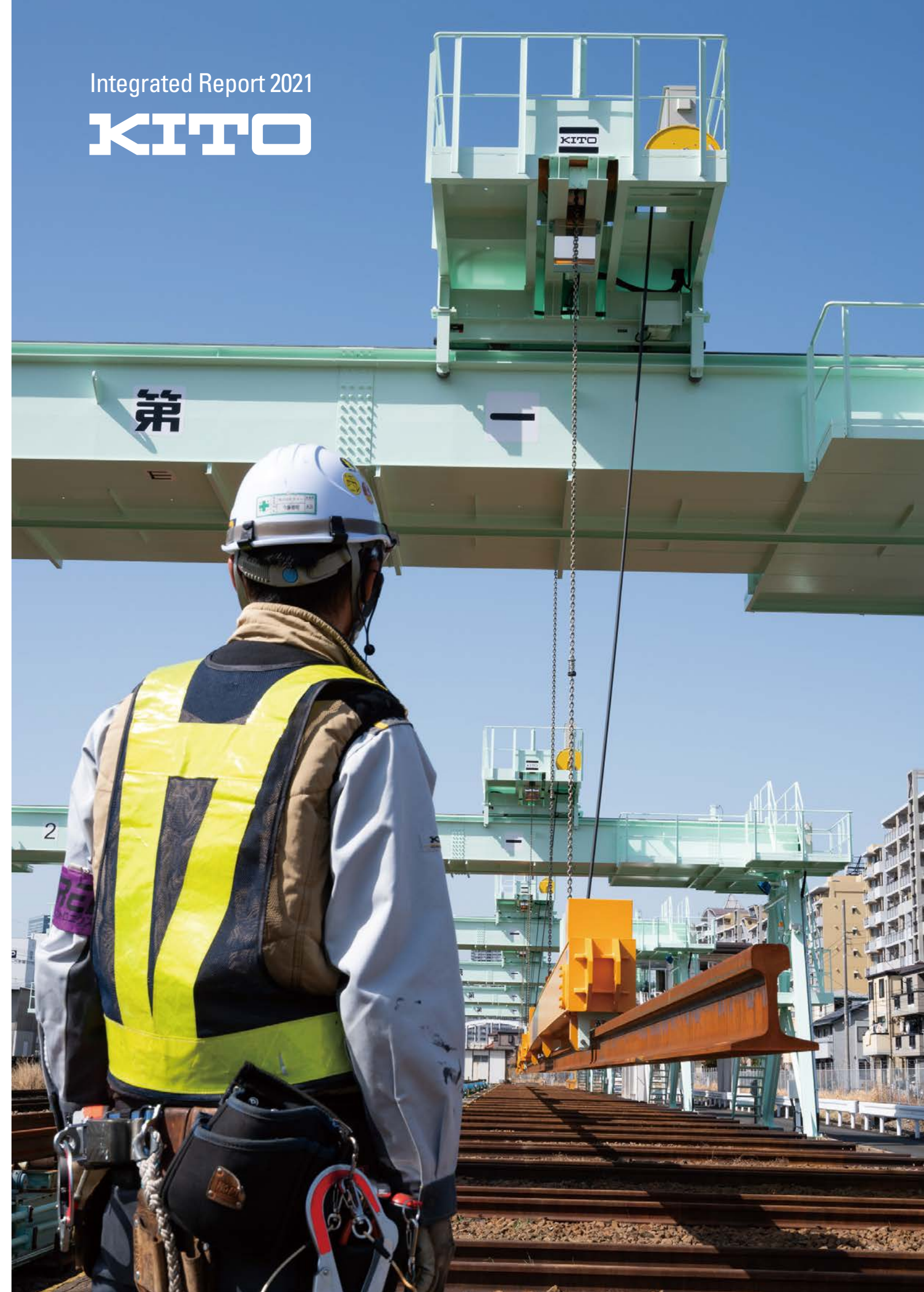
KITO

KITO CORPORATION

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<https://kito.com>

Integrated Report 2021
KITO



Kito works for greater safety, functionality and customer confidence.

Every aspect of our society is showing clear, constant evolution, from daily life to our highly specialized industrial frontiers. Catering to the human need to lift, transport and hold heavy loads is central to social growth. Doing that with the greatest attention to safety and functionality has been Kito's mission since its founding in 1932. Kito works to build customer trust in our unique products and services, created to help build a more convenient and comfortable society.

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Reference Guidelines

International Integrated Reporting Council (IIRC): International Integrated Reporting Framework

Ministry of the Environment: Environmental Reporting Guidelines 2012

GRI: GRI Sustainability Reporting Guidelines (G4)

*In a June 2021 reorganization and merger, the IIRC became the Value Reporting Foundation (VRF).

Reporting Period

April 2020 to March 2021

Corporate Mission

KITO's Mission: Deliver Unmatched Satisfaction to Our Customers

KITO is committed to enhancing customers' safety and productivity at customers' operations by providing products and services with innovative ideas and cutting-edge technology. KITO always uses our customers' perspective to design and bring innovative solutions to the material handling industry.

KITO values the "Trust from our customers" as our first priority. KITO strives for our success based on this mission and believes it leads to the happiness of KITO team members and prosperity for our stakeholders.

KITO's Quality: Our Driving "Spirit" is "Quality"

KITO believes the "Quality" of our products and services is the most important value of the company. KITO is committed to the highest quality in safety, ease of use, satisfaction to the customer needs, and environmental adaptation. KITO never sacrifices its quality for cost constraint, but provides it through our technology and innovation.

KITO delivers our highest "Quality" to our customers through the shared spirit of each KITO team member: "Everything is for our customers' value".

KITO's Innovation: Change and Challenge Always

KITO is committed to constantly improving our products, services and our operation through relentless innovation, and earns customers' "Trust" as the leader of the industry. KITO always overcomes any constraints with our innovation and unceasing dedication. KITO highly regards and rewards our team members that strive for higher goals by innovating on behalf of our customers.

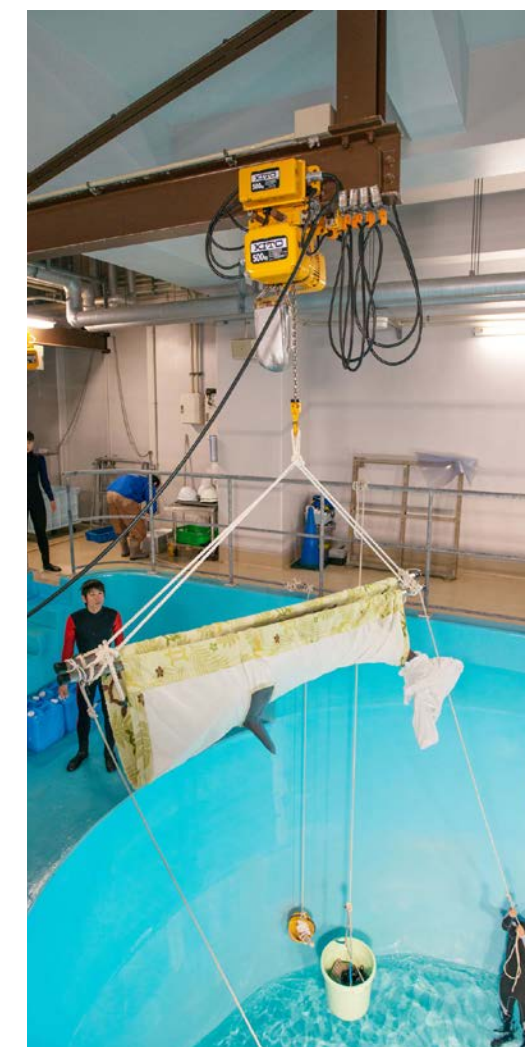
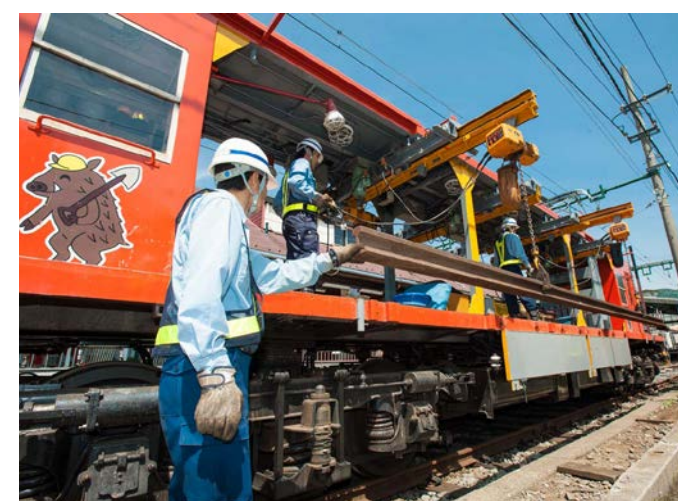
Value of KITO people: Integrity, Honesty, Pride and Gratitude

KITO people always act with integrity and honesty. KITO has pride in our business and in our behavior, and is always grateful to everyone and everything around us.

Kito will nimbly respond to social changes and new demand trends in markets and industries as we build a framework focused on future growth.

Through our products that excel in safety and durability, waste-free, clean processes for producing and distributing them, and after-sale services based on mutually trusting relationships with our customers,

Kito makes workplaces safer, reduces environmental impact and contributes to society in broad ways.



Kito's History

Since being founded, Kito has consistently pursued not only safety and security, but ever higher quality and technological innovation as indispensable aspects of manufacturing.

Starting with the establishment in 1990 of our U.S. subsidiary, we have expanded our overseas business and currently supply Kito products worldwide, with a 60% market share in Japan and 40% share in the U.S. (according to our internal research).

In order to deliver Kito's added value of safety and reliability to markets worldwide, we will continue our relentless dedication and unwavering conviction to be the world's most trusted hoist and crane maker.

1932 Established the Kito Manufacturing Company in Omori, Tokyo



1945 Moved Head Office & Factory to Nakanoshima, Kawasaki

1947 Developed Lever Hoist, the first device of its kind in Japan

1958 Developed 57 Series Electric Chain Hoist

1959 Developed KITO MIGHTY, a manual chain hoist

1970 Changed corporate name to Kito Corporation

1982 Developed MIGHTY M3 manual chain hoist with a 1000 N/mm² chain



1983 Moved Head Office & Factory from Kawasaki to Showa-cho, Yamanashi

1990 Establish KITO INC. and Harrington Hoists, Inc. in the U.S.



1993 Established KITO CANADA INC. in Canada

1995 Established JIANGYIN KITO CRANE CO., LTD. in China

1996 Established Kito Philippines in Philippines

1997 Established SIAM KITO CO., LTD. in Thailand

1998 Developed ER Series, Electric Chain Hoist



2002 Developed LEVER HOIST Model L5



2003 Accepted capital participation from The Carlyle Group
Developed LX Series Lever Hoist, awarded Gold Prize Good Design

2004 Established Shanghai Kito Trading in China
Spun off the Logistics System Division

2006 Established Kito Europe GmbH in Germany
Developed CX Series Manual Chain Hoist

2007 Stock listed in the 1st section of Tokyo Stock Exchange (Aug. 9)

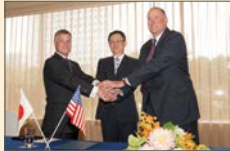
2008 Established KITO KOREA CO., LTD. in Korea
Good Design Award awarded to CX series of hand chain hoist

2010 Acquired all shares of ARMSEL MHE PVT. LTD. (India), making it a wholly owned subsidiary

2011 Established PT. KITO INDONESIA in Indonesia
Established KITO DO BRASIL COMERCIO DE TALHAS E GUINDASTES LTDA in Brazil
Developed EQ Series Electric Chain Hoist

2012 Established KITO TAIWAN CO., LTD. in Taiwan

2014 Acquired all shares of the PEERLESS INDUSTRIAL GROUP, INC.



2016 Established Kito Chain Italia S.r.l. in Italy
Acquired all shares of PWB Anchor LTD. in Australia
Developed RY Series of Wire-rope Hoist



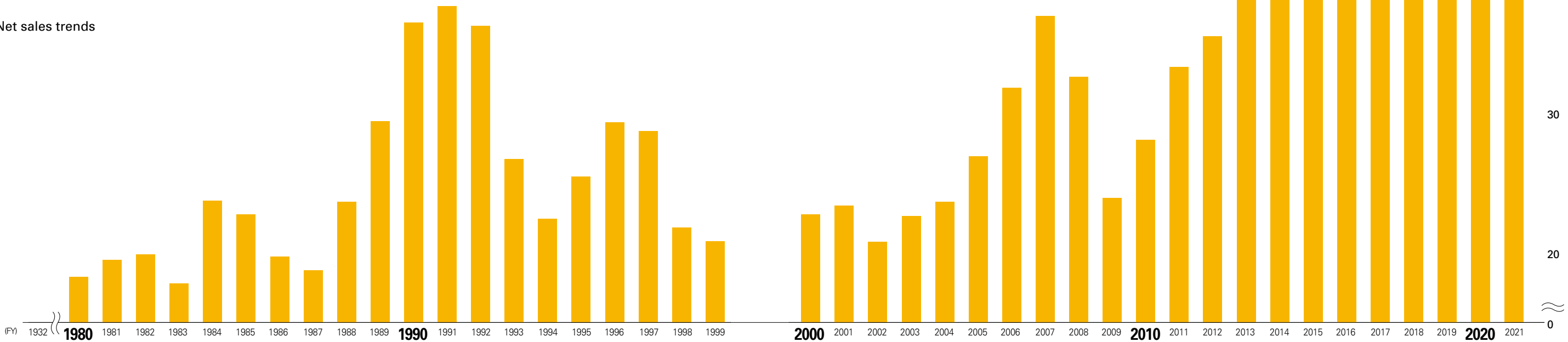
2017 Received the Minister Award in Good Practices of the Employment of Persons with Disabilities (Ministry of Health, Labour and Welfare)

2018 Acquired all the shares of ERIKKILA OY in Finland

2019 Established KITO HOIST THAI CO., LTD in Thailand

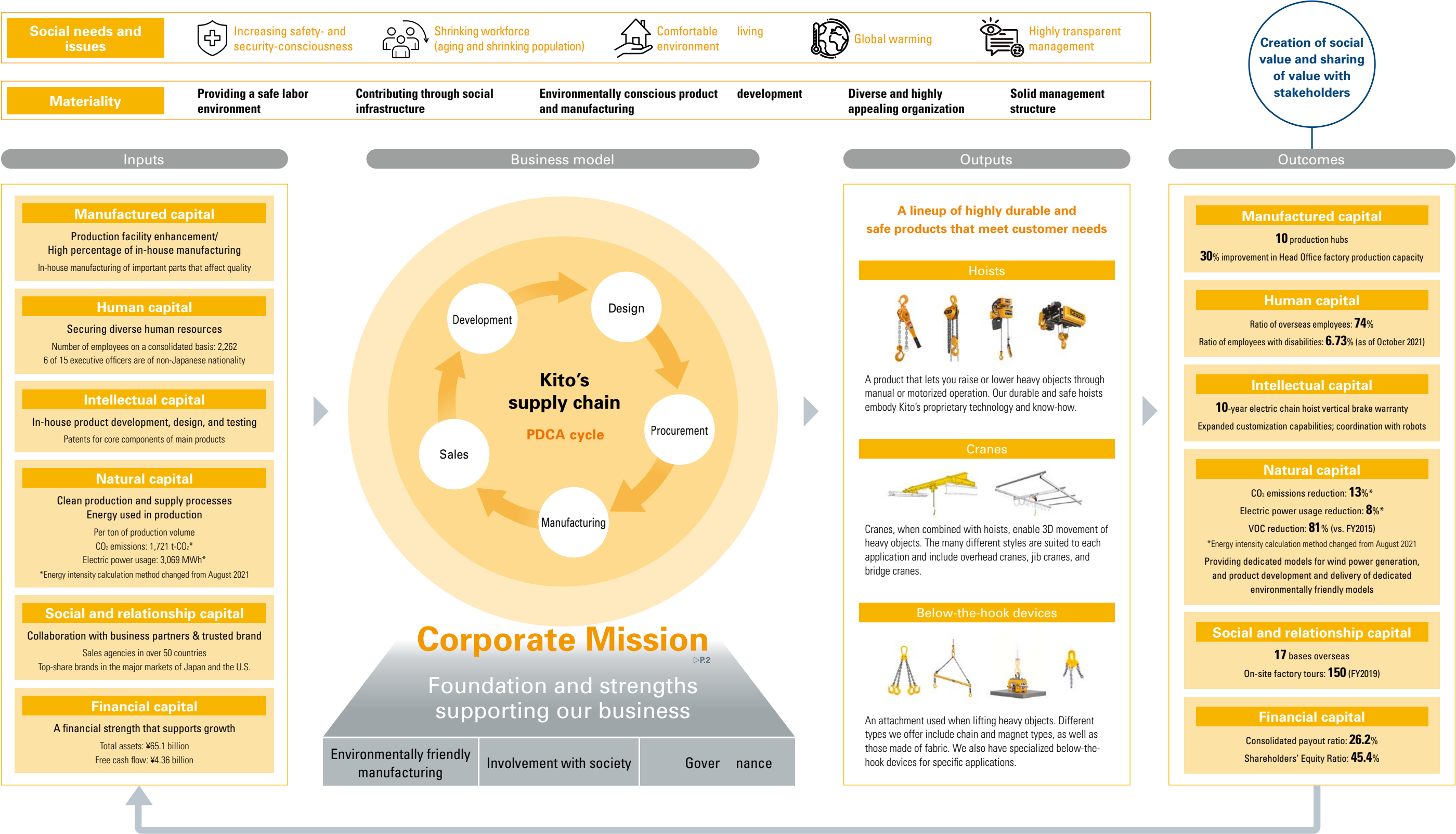
2020 Acquired all shares of Van Leusden in the Netherlands
Developed Electric Chain Balancer

Net sales trends



Kito's Value Creation Process

Kito ensures quality through an integrated production management framework covering everything from raw material procurement to chain manufacturing, component processing, product assembly, and inspection. By supplying products with superb safety and durability, we help create safe work environments in all types of industries.



Structure Supporting Value Creation

Kito is leveraging robust cooperation among Group companies to transition to a business structure that will produce solid profit even when there are significant changes in the external environment. We will nimbly respond to new demand trends in global markets and industries as we build a framework focused on future growth.

Inputs

The business of the Kito Group is supported by six types of management resources: manufactured capital, human capital, intellectual capital, natural capital, social and relationship capital, and financial capital. Kito's business model solves social issues and we develop our business in order to help achieve a sustainable society.

■ Manufactured capital

Kito invests to increase and enhance production facilities and responds to changes in demand with resilient and flexible production. Additionally, through in-house manufacturing of important parts that affect quality, we are continuing to ensure our ability to deliver high-quality products.

■ Human capital

Kito believes that having diverse human resources is a foundation for the Company's economic development and sustainable growth. With our Corporate Mission as the organization's unifying force, we aim to be a Group with a high sense of ethics.

■ Intellectual capital

Since our founding, Kito has contributed to making products smaller, lighter, and easier for customers to use. We put our own effort into development, design, and testing, and have amassed core technologies while ensuring product safety and quality.

■ Natural capital

By establishing clean production and supply processes, and also minimizing the energy used for production, Kito will continue contributing to global environmental preservation.

■ Social and relationship capital

Kito possesses a sales network that covers over 50 countries worldwide. Alongside our business partners, which include customers, sales agencies, and suppliers, we contribute to solving social issues through our business operations.

■ Financial capital

Kito aims to raise capital efficiency with capital costs as our benchmark, and provide TSR that meets shareholder expectations, by balancing financial soundness and growth as we engage in business.

Business model and outputs

The Kito Group's primary business covers the development, design, manufacturing, and sale of hoists, cranes, chains, and similar equipment. We offer customized products that address differing needs according to the usage environment, the type of load being handled, and mass production products standardized through make-to-stock production, all in addition to aftercare services.

With a network of production sites dispersed around the world, we have endeavored toward environmentally conscious manufacturing and have built an efficient supply chain. We deliver our products and services through an overseas sales network that covers more than 50 countries worldwide—including the regions of North America, Asia, and Europe. Kito's products, which excel in superb safety and durability, are used in a wide range of industries throughout the world, including manufacturing, mining, construction, civil engineering, and clean energy, as well as integral parts of everyday life, such as food production and entertainment.

Outcomes

Kito believes that helping create safe work environments contributes to solving social issues. Alongside our business partners, which include sales agencies and suppliers, we contribute to the broader society by delivering products with superb safety and durability.

Kito Group

Top-Share Brands with Highly Regarded Quality



In the U.S., Canada, Mexico and Brazil, we have broad sales channels and service networks. Hoists and hoist accessories, such as chains and slings, are produced in the region.



The combination of our four companies centralized by Kito Europe in Germany, will help maximize the synergetic effect for our business development and improve our brand awareness in the European region.



Here our business model focuses on local production and consumption. In the Chinese market, where wire-rope hoists are in great demand, Kito enjoys the leading market share.



At its main Yamanashi Plant Kito produces chain and lever hoists as core products under a system of total production control for customers in over 50 countries.



In South Korea and Thailand we produce cranes, an essential factory-equipment category. We are working to build one-stop services, including after-sale service.



From hoists to chains, the region's product lines are among the broadest in the group, meeting the needs of a broad range of customers.

Risks, Opportunities, Materiality

External environment awareness		Risks	Opportunities	Materiality	Kito's response	KPI
Increasing safety- and security-consciousness	<ul style="list-style-type: none"> Increasing safety-consciousness in emerging countries Spread of counterfeit goods Incorrect use of products Diversification of product users 	<ul style="list-style-type: none"> Price competition in emerging markets Inundation of cheap counterfeit goods Stagnation of safety-consciousness among laborers Industry restructuring Possibility of accidents from product usage by inexperienced users 	<ul style="list-style-type: none"> Receptivity to high-quality, long-lasting higher priced goods Product differentiation Retention of users by providing educational opportunities Development of products that can be safely used by anyone 	Providing a safe labor environment <ul style="list-style-type: none"> High-quality products as social infrastructure Product differentiation User education Development of products that are safe, secure, and easy for anyone to use (compact, lightweight) 	<ul style="list-style-type: none"> Develop products durable over the long term Product differentiation User education Functionality as standard products 	<ul style="list-style-type: none"> Ratio of in-house manufacturing Critical component patents Product warranty period
	Shrinking workforce (aging and shrinking population) <ul style="list-style-type: none"> Aging of laborers (customers and employees) Obstacles to hiring employees Need for less labor intensive, less energy intensive processes Declining appeal of manufacturing industries 	<ul style="list-style-type: none"> Young employee labor shortages Problems passing down skills and expertise Adoption of robots at manufacturing sites Lower manufacturing quality 	<ul style="list-style-type: none"> Need for compact sizes and lighter weights Communicate attractiveness to the labor market Technological development of automated control and automated carrying Process coordination with robots Creation of opportunities for fostering the next generation 	Contributing through social infrastructure <ul style="list-style-type: none"> Technological development and sale of automated control and automated carrying Process coordination with robots Customization capabilities that match applications More efficient production 	<ul style="list-style-type: none"> Enhance and expand production globalization and localization Expand customization capabilities that meet the needs of diverse customers Promote less labor intensive, less energy intensive processes by working with robots 	<ul style="list-style-type: none"> Domestic and overseas market share No. of overseas bases Use case numbers for new production adoption
	Comfortable living environment <ul style="list-style-type: none"> Intensifying natural disasters Aging social infrastructure Increase of depopulated areas 	<ul style="list-style-type: none"> Supply chain interruption due to a disaster Surging manufacturing costs/material costs Depopulation/aging of residents in regional areas 	<ul style="list-style-type: none"> Increased demand due to disaster recovery Increased demand due to infrastructure maintenance Addressing less labor intensive, less energy intensive processes 	Environmentally conscious product development and manufacturing <ul style="list-style-type: none"> Maintaining clean production and supply processes Product lineup that contributes to solving environmental issues 	<ul style="list-style-type: none"> Maintaining clean production and supply processes Develop and propose environmentally conscious products (wind power, solar power, etc.) Utilize a water recycling system Reduce VOCs 	<ul style="list-style-type: none"> Electrical power usage in production CO₂ emissions VOC usage volume
	Global warming <ul style="list-style-type: none"> Transitioning to clean energy Mitigation of environmental burdens CO₂ reduction 	<ul style="list-style-type: none"> Declining investment needs for fossil fuels Lost procurement and sales opportunities 	<ul style="list-style-type: none"> Increased demand due to environmental and natural energy industries Use of products in wind power generation Improved corporate image from initiatives for reducing environmental burdens (clean production & supply processes) 	A diverse and highly appealing organization <ul style="list-style-type: none"> Communicate attractiveness to the labor market Promote Kito's value internally and externally Foster the next generation that will carry manufacturing forward Shape personnel and networks to respond to the global market 	<ul style="list-style-type: none"> Create a work-friendly environment Implement labor market PR activities and on-site facility tours Foster future managers and supervisors Hire, train, and utilize global employees Thorough recognition and understanding of KITO SPIRIT 	<ul style="list-style-type: none"> Ratio of overseas employees Ratio of non-Japanese officers No. of designers, developers, and testers Overtime hours Utilization ratio of paid annual leave
	Highly transparent management <ul style="list-style-type: none"> Further improvement of corporate value Sound balance sheet Returns to stakeholders 	<ul style="list-style-type: none"> Increased capital expenditure burden Fewer shareholders; fewer investor interest in Kito Incidents of impropriety 	<ul style="list-style-type: none"> Strengthening information disclosure Improvement of investment efficiency Acquisition of long-term investors 	Solid management structure <ul style="list-style-type: none"> Appropriately return profit to shareholders Further strengthen global governance Implement well-timed M&A 	<ul style="list-style-type: none"> Procurement that takes governance and capital efficiency into account Acquire long-term, top-tier investors Strengthen IR Implement well-timed M&A 	<ul style="list-style-type: none"> Shareholders' Equity Ratio Shareholder returns; consolidated payout ratio Net assets per share

Financial and Capital Strategy

Basic policy

The Kito Group delivers value that exceeds customer expectations and we maximize the value of the Kito brand in the marketplace. The pillars of our financial strategies are to improve capital efficiency, maintain a strong financial footing, raise the cash flow generating capabilities of each business, allocate investment—including M&A—for growing cash generated, and tying these into sustainable growth.

In our previous mid-term management plan, we announced “returning to a high-margin business structure” as one of our mid-term management plan targets. We were able to produce results by increasing cash flow from operating activities and fortifying our earnings capabilities in terms of our operating cash flow margin, while also boosting operating income and ROE. We aim for greater financial soundness and robust growth for the Kito Group and have placed an emphasis on corporate sustainability. We believe that generating cash flow alongside profit that exceeds cost of capital will translate to improved shareholder

value and, in our next mid-term management plan, are promoting improved capital efficiency and increased cost of capital spread.

Shareholder returns and investment strategies

It is necessary to build a robust business base in order to achieve sustainable growth and become a strong, resilient company able to withstand drastic changes to the external environment. To date, Kito Group’s financial foundation has been stable and we are taking an approach of meeting capital requirements by remaining vigilant regarding financial soundness, with a focus on cash flows from operating activities, while also utilizing external loans. Our basic capital strategy is to balance this sound financial foundation with active investment in growth, while at the same time enhance shareholder returns, practice management focused on capital costs, and strengthen product portfolio management so that we can further raise capital efficiency and enhance corporate value in

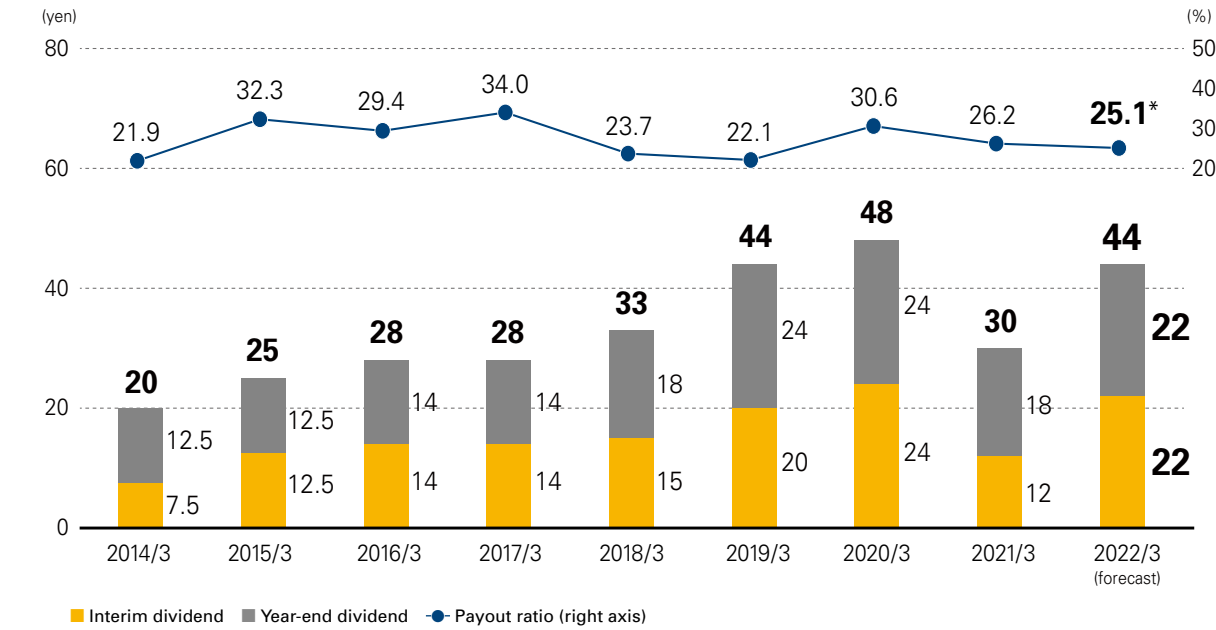
the medium to long term.

The Kito Group is increasing cash flow generating capabilities through initiatives such as expanding our product portfolio and concentrating on high-margin business, and we are making investments that will lead to the next stage of our growth. The total amount of capital investment in fiscal 2020 was ¥2,500 million, including ¥1,080 million invested in Japan, which was invested primarily on increasing the production capacity at the Head Office & Factory and updating the environmentally friendly features of equipment. Regarding the allocation of resources going forward, in addition to this kind of investment in production, we will continuously invest in growth aimed at IT investment and enhancing future profits while also keeping our financial foundation balanced and stable. Free cash flow created will also be used for shareholder returns and further strengthening this financial foundation. Regarding investment, we will continue to make precise investment decisions based on proper consideration of factors such as the global

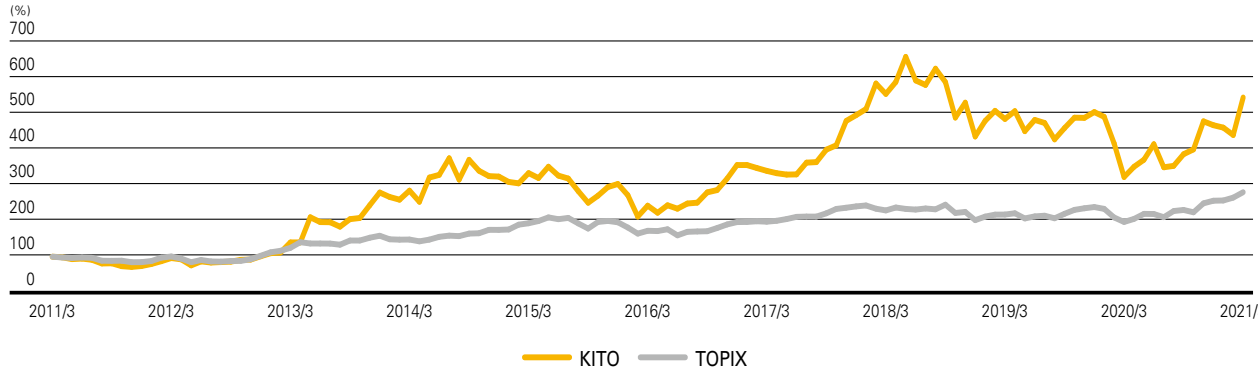
situation, market conditions, business growth potential, and return on capital cost, while raising capital efficiency, maximizing free cash flow, and enhancing shareholder returns.

In regard to our policy on dividends, we believe it is important to secure sufficient retained earnings to reinforce our business base and prepare for future business development, in addition to appropriately returning profits to shareholders commensurate with the Company’s performance. Under this policy, we are working to actively return profits to our shareholders by targeting a consolidated payout ratio of 20% or higher, subject to the overall consideration of consolidated results and our financial position. Additionally, we think it is important to enhance total returns by raising dividends and market evaluation while improving capital efficiency in the medium term.

Cash Dividends per Share / Payout Ratio



TSR (10 years, including dividend)



<Share Performance (Total Shareholder Return)>

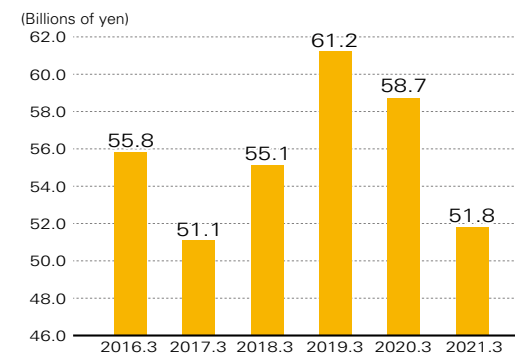
	1 year	3 years		5 years		10 years	
		Cumulative	Annualized	Cumulative	Annualized	Cumulative	Annualized
KITO	+86.1%	-1.9%	-0.6%	+138.8%	+19.0%	+442.8%	+18.4%
TOPIX	+42.1%	+22.1%	+6.9%	+62.3%	+10.2%	+179.4%	+10.8%

* TSR (Total Shareholder Return): Factors in capital gains and dividends when measuring the total return generated by a stock
* Graph values are indexed market prices in terms of TSR, with March 31, 2011 closing price data set at 100 (holding period through end-March 2021)

Financial and Non-Financial Highlights (as of March 31, 2021)

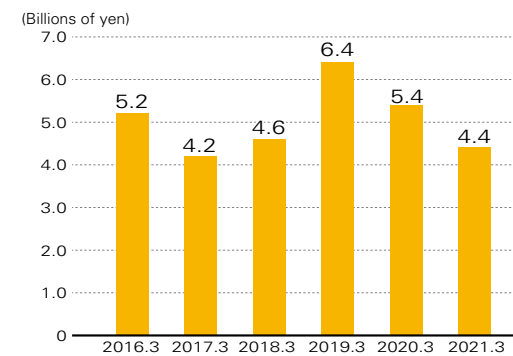
Financial Highlights

Net Sales



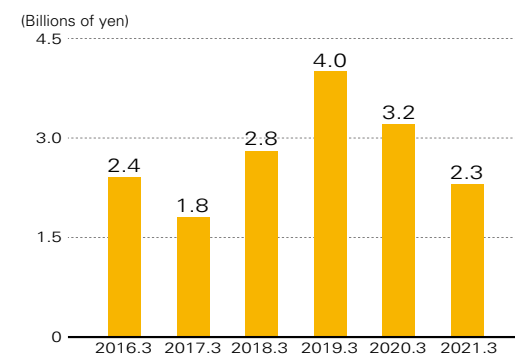
In Q1, net sales gradually recovered despite decreased demand, while in Q4, demand basically returned to the previous year's Q4 level and we posted net sales of 51,800 million yen (down 11.8% YoY).

Operating Income



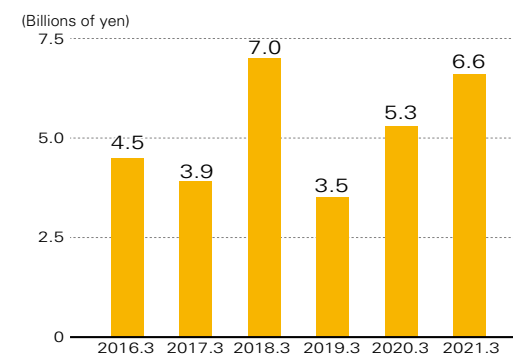
Although we dedicated effort toward securing profit through Group-wide work efficiency gains and reduced expenditures, the impact of decreased demand mainly in Japan and the U.S. resulted in operating income of 4,400 million yen (down 18.6% YoY).

Net Income Attributable to Owners of Parent



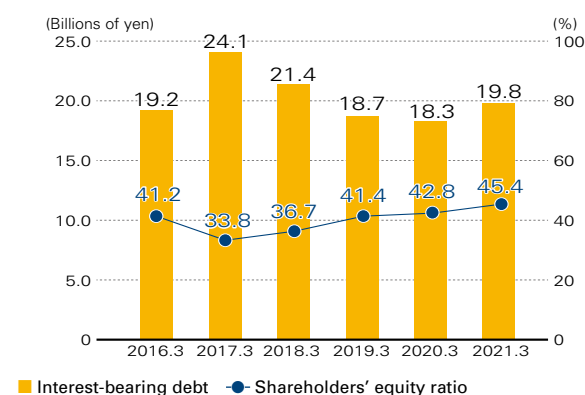
Due to recording an impairment loss at our Dutch subsidiary and restructuring costs at our Australian subsidiary (the total of both amounting to an extraordinary loss of 520 million yen), net income attributable to owners of parent came to 2,300 million yen (down 26.8% YoY).

Cash Flow from Operating Activities



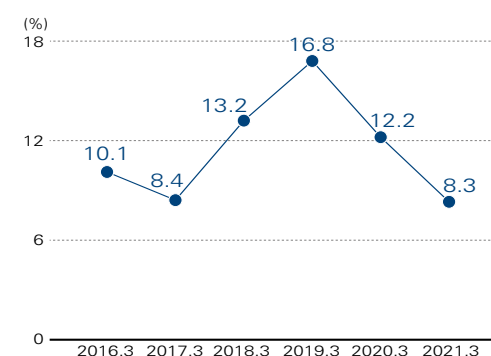
Due to income before income taxes of 3,600 million yen, depreciation of 2,600 million yen, and decrease in inventories of 1,200 million yen, cash flow from operating activities came to 6,600 million yen (up 1,200 million yen YoY).

Interest-Bearing Debt / Shareholders' Equity Ratio



Due to an increase in short-term debt of 4,700 million yen and a decrease in long-term debt of 2,900 million yen, interest-bearing debt came to 19,800 million yen (up 1,500 million yen YoY).

ROE



Due to an increase in net assets from a 5,200 million yen decrease in treasury stock, as well as a decrease in net income, ROE came to 8.3% (down 3.9% YoY).

Non-Financial Highlights



Overseas Locations

17 locations

Kito operates 17 subsidiaries in 16 countries around the world and provides products and services in more than 50 countries around the world.



Overseas Sales Ratio

74.9%

Kito's business portfolio supports results by being effective for diverse regions and customers.



Top-Share Brands

Kito's products and services are highly regarded worldwide for their safety and durability. We have established positions as top-share brands in Japan, the U.S., and China, which are leading markets.



Number of employees on a consolidated basis

2,262

(down 66 from the previous fiscal year)

Accompanying the expansion of our global network, our ratio of non-Japanese employees already exceeds 70%.



Employment of people with disabilities

6.73%

(As of October 2021)

With the goal of being a company in which anyone can work, Kito is committed to systematically and continually improving the working environment. These efforts have contributed to the company achieving an employment rate for people with disabilities of 6.9%, which is one of the highest rates in Japan and well above the government's statutory rate of 2.2%.






Executive officers with foreign nationality

6

Six of the Kito Group's 15 executive officers are foreign nationals. We appropriately place various human resources.

ESG Management

Kito responds to the need to safely lift, move and hold heavy loads in all industries and regions, enabling the creation of new value without the constraints of gravity. As a corporate member of society, we always bear in mind our responsibilities and we are committed to advancing legal compliance, which is our top priority, fair and transparent corporate governance, and timely, broad and fair disclosure of information. We also actively promote clean, environmentally friendly manufacturing and social contribution, among other initiatives.

Key Themes	ESG Initiatives
<div><p>Environment</p></div> <div><ul style="list-style-type: none">• Contribution to a circular economy• Energy saving and global warming countermeasures• Waste reduction• Conservation and effective use of water resources</div>	<p>We are helping to create a rich, sustainable society where people live in harmony with the environment, by adopting action guidelines that include setting goals for reducing environmental impact and preventing pollution through our operations and total product life cycles, while continuously improving our management system and promoting environmentally conscious activities.</p>
<div><p>Social</p></div> <div><ul style="list-style-type: none">• Achievement of safe work environments• Promotion of diversity• Contribution to regional society</div>	<p>By manufacturing and selling hoists and cranes with superb safety and durability, we contribute not only to stakeholders such as customers, distributors, and business partners, but broadly to society.</p>
<div><p>Governance</p></div> <div><ul style="list-style-type: none">• Corporate governance• Risk management• Compliance</div>	<p>To achieve sustainable growth and improve corporate value on a medium- to long-term basis in line with our Corporate Mission, we are fully engaged in enhancing corporate governance in accordance with our basic concepts, based on the belief that the essence of corporate governance lies in increasing the dynamism of management by ensuring it is transparent and fair and by making management decisions in a prompt and decisive manner.</p>

SDG Initiatives

Safe Water

The wastewater treatment facilities at our Yamanashi Head Office & Factory handle approximately 200 tons of wastewater per day. Wastewater from manufacturing activities is treated with a coagulation-sedimentation method that uses chemicals to make harmful substances coagulate and sink, while daily-use wastewater is treated with an activated sludge method that utilizes aerobic microorganisms. Since we abide by Yamanashi Prefecture's expanded regulations, which are more stringent than the Water Pollution Prevention Act, we check the condition of water quality every day and ensure that water has been purified before being released into the river.



Regenerative Energy

Our heavy-duty lifting hoist jointly developed with an authorized distributor is able to generate electricity while using electricity, which helps contribute to energy saving measures. Electricity is consumed in order to operate the hoist, but electricity is simultaneously discharged as well. Reusing discharged electricity without letting it go to waste is the definition of regenerative energy. Fast-charging a lithium-ion battery with power regenerated when lowering the hoist extends the possible hours of continuous use.



Environmentally Friendly Packaging

Using dedicated transportation and storage boxes for customers, as well as composite packaging for large orders, not only helps reduce packaging material, but also lessens work for users when unpackaging products. Additionally, we are making progress with reusing packaging boxes when shipping components between Kito Group companies.



Products that Support Social Infrastructure

Kito products are indispensable for building social infrastructure such as roads, railways, ships, and power plants. By providing products and services with superb safety and durability, Kito supports the safety and efficiency of customers engaged in social projects.

A Work-Friendly Company for All

With the goal of being a company in which anyone can work, Kito is committed to systematically and continually improving the working environment. In particular, our promotion of employing people with disabilities helps improve the safety and productivity of workplaces and engenders a sense of unity among employees. Disabled employees make up 6.73% of our total workforce (as of October 2021), which is far above the legal mandate.



Flexible Manufacturing System

Peerless Chain Co., our U.S. subsidiary, has started manufacturing hoist chains. Manufacturing chains closer to customers in the U.S. market, where demand is strong, helps reduce the expense of shipping from Japan. Furthermore, we have moved the manufacture of some of our main products to our Thai subsidiary and are striving to reduce manufacturing costs and the cost of materials in our supply chain. While focused on a future with growing demand, we will increase the production capacity of hoists across the entire Kito Group.

Policy

Kito shall contribute to realizing an enriched and sustainable society where people are in harmony with the earth by developing business activities and providing products and services in the material handling field.

As concrete steps, we shall set goals for reducing environmental impact and preventing pollution through our operations and total product life cycles, while continuously improving our management system and promoting the following environmentally conscious activities.

Measures against climate change	
1.	We will decrease energy consumption to reduce greenhouse gas emissions.
Control of chemical substances	
2.	We will continuously reduce and replace substances having significant impacts on people and the earth.
Sustainable use of resources	
3.	We will understand the finiteness of resources and ensure their effective use by saving and recycling them.
Measures to protect biodiversity	
4.	We will strive to mitigate our impact on biodiversity and conserve ecosystems.
Compliance	
5.	We will comply with environment-related laws and regulations, and other requirements that our company agrees to.

Initiatives

Acquiring certification

- The Group's two major manufacturing facilities, our Yamanashi Head Office & Factory in Japan and our factory in Jiangyin, China, have received international ISO 14001 certification for environmental management.
- One of our main products, the EQ electric chain hoist (capacity: 980 kg), acquired the EcoLeaf environmental label. This involves the verification and publication of quantifiable environmental impact data concerning a product acquired through life cycle assessments under the Type III eco-labeling program managed by the Japan Environmental Management Association for Industry (JEMAI).

Environmentally friendly manufacturing

We aim to further reduce environmental impact by renovating our manufacturing to enable cleaner, more energy-efficient operations. At the Yamanashi Head Office & Factory, our top priority is to maintain a safe workplace for all by paying careful attention to fire and other work-related risks, and harmful elements such as noise and odors, as well as advancing efforts to reduce energy consumption, CO₂ emissions, and other environmental impacts.

Green procurement

Kito has specified Green Procurement Guidelines based on our environmental policies and we strive to lower environmental impacts with the cooperation of our business partners. Based on joint industry guidelines such as the European Union's Restriction of Hazardous Substances (RoHS) standards, we have independently identified and are preventing the use of 19 selected hazardous substances (Kito's "banned 19"). Currently, all our standard manual and electric chain hoists comply with RoHS standards. For other products, we are actively working to switch to products that meet RoHS standards and do not use the "banned 19."

(fiscal year)			
Environmental Data	Unit	2015	2020
Consumption of electricity per amount of production	MWh/t	3.342	3.069
Emissions of CO ₂ per amount of production	t-CO ₂ /t	1.994	1.721
Waste (including items with value, such as scrap metal)	t	2,509	1,630
Water withdrawal (tap water + groundwater)	1,000m ³	168.2	113.7
Water discharge (industrial and non-industrial wastewater)	1,000m ³	46.6	42.9
Amount of organic solvents used	t	68.9	12.9

Policy

Under the corporate mission of "Deliver Unmatched Satisfaction to Our Customers," Kito strives to communicate with stakeholders and we have positioned solving social issues through our business and providing customers with high quality products and services as our highest priority management issues. "Kito Quality" means overcoming tight cost restrictions to realize products that are extremely safe, easy to use, meet customer needs, and that contribute to workplaces, and we set ourselves high targets in order to contribute to realizing a sustainable society.

Initiatives

Customer safety and peace of mind

In workplaces all over the world that handle materials, we will continually maintain a customer-oriented perspective. By proposing new ideas and then providing the products and services that bring them to fruition, we will gain the trust of the market, supporting customer safety and the efficient functioning of society.

Development of human resources

We value diversity in hiring and work to ensure that our employees are motivated and happy. Out of the Kito Group's employees, 74% are of nationalities other than Japanese. We invite excellent young people from Group firms around the world to attend Kito University, where they can learn about the firm's history and philosophy together, and develop into the next generation of leaders. With the aim to help employees develop their careers by utilizing their abilities and characteristics, we are promoting the career design system and internal recruitment system.

Working

Kito quickly introduced teleworking as part of its promotion of a flexible working style. Group companies have taken thorough measures to prevent infection by the novel coronavirus, and are giving top priority to keeping employees healthy so they are continuing with teleworking.

Employee health

After employees receive regular health checkups and mental health (stress) checks, further care is provided for those who require it by an occupational physician or full-time public health nurse. Furthermore, we strive to support employee health by including subsidies for influenza vaccines and other items as part of employee benefits.

Hiring disabled people

We put special effort into hiring people with disabilities under the belief that the job opportunities a corporation offers are an important part of its social contribution. Our basic labor policy is to build a work environment in which all people, with different personalities, abilities and disabilities, can work together in harmony. Based on this we continuously make workplace improvements as a concerted group-wide effort to become a group where anyone can work comfortably. Disabled employees make up 6.73% of our total workforce as of October 2021, far above the legal mandate of 2.3%. In September 2017, Kito won the Grand Prix for workplace improvement for disabled employees from the Ministry of Health, Labour and Welfare.

Social contribution

We work to advance social contribution activities that enable us to prosper together with regional and global communities and to maintain clear, close and frequent communications, always keeping in mind our responsibilities as a corporate member of society. In addition to environmental preservation activities in Yamanashi Prefecture, we are also supporting volunteer activities and collecting donations for areas affected by large scale disasters. We also signed a contract as a "Gold Partner" of the JAPAN Para-Ski Federation as a way to support athletes competing on a global stage.

(fiscal year)		
Social Data	2015	2020
Employees	681	677
Average employee age	41.7	43.8
Ratio of women in management positions	1.3%	3.5%
Ratio of disabled employees	6.68%	6.80%

Contributing through Social Infrastructure

■ Solving the social issue of “being free of gravity”

The social issue that Kito is called upon to solve is “being free of gravity.” Gravity is a constant companion to our daily lives on Earth. A diversity of organisms exists and the Earth is a beautiful blue planet thanks to gravity. Also due to gravity, however, lifting, transporting, and securing heavy cargo is a considerable challenge. Kito provides society with material handling equipment, particularly hoists and cranes, in order to solve this social issue. The equipment that Kito makes is used at workplaces to handle heavy items, but it is not meant to replace humans. Rather, it is meant to reduce the burden of labor and make tasks more efficient.

This in itself creates new challenges. Since Kito equipment assists people and is used in close proximity to workers, there is the risk not only that customers' valuable assets may be damaged from drops or load shifting, but also that the irreplaceable lives of workers and those near them could be jeopardized. In other words, the significance of Kito's existence is both the social service of freeing workers from the relentless force of gravity and also facilitating a safe work environment in which drops and load shifts do not occur. This is simultaneously Kito's source of growth. Since gravity on Earth never pauses, there is no end to the human challenge of lifting and moving heavy objects. Consequently, demand for equipment that can control gravity is similarly unending.

Responses to Materiality

Environmentally conscious product development and manufacturing



Reduction of environmentally hazardous substances and CO₂



Elimination of waste and efficiency improvements for work tasks



In order to solve the universal challenge of handling gravity, Kito, since being founded, has placed top priority on ensuring the safety of workers and creating an efficient work environment by delivering products with superb safety, durability, and usability. Kito products have become indispensable for social infrastructure and are recognized for their ability to make contributions to the development of industries in many regions going forward. In order to continually deliver high added value in an economic environment that is difficult to predict and drastically changing, Kito aims to constantly and nimbly grasp social changes and continually innovate in a way that fosters our own business and unlocks new markets, all while continuing to be useful to society.

- We will pursue the development of products that are needed by society, while expanding business activities that generate added value for customers and contribute to growing new businesses and markets.

- We will effectively use limited resources across our entire supply chain and strive to mitigate impacts on the natural environment.
- By maintaining a business structure that generates strong, long-term, and stable profits, we will reinvest capital for future business growth and for ensuring optionality in our business strategies.
- We will establish an environment that is both conducive to employees leveraging their talents and that supports mentally and physically healthy work, while striving to grow results as a union of individuals, teams, and organizations.
- We will position Kito's Corporate Mission as the highest embodiment of our decision making and action guidelines as we aim to shape an organization whose unifying force is our Corporate Mission. A team that pulls together human resources with a high sense of ethics and action for achieving goals is a team that increases corporate sustainability.

Basic Concepts

With the goal of achieving sustainable growth and improvement of corporate value on a medium- to long-term basis, Kito is enhancing corporate governance in accordance with the following basic concepts, based on the belief that the essence of corporate governance lies in increasing the dynamism of management by ensuring it is transparent and fair and by making management decisions in a prompt and decisive manner.

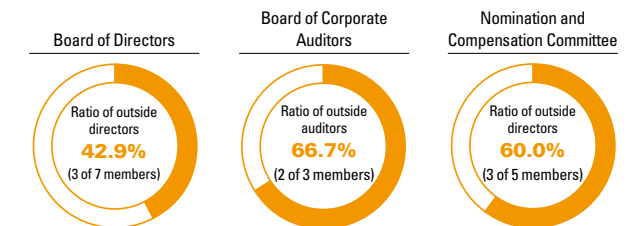
- (1) We respect the rights of shareholders and work to ensure equality among them.
- (2) We consider the interests of stakeholders, including shareholders, and cooperate with them as appropriate.
- (3) We properly disclose corporate information and ensure transparency.
- (4) Based on its fiduciary responsibility and accountability to shareholders, the Board of Directors aims to realize sustainable growth and improvement of corporate value on a medium- to long-term basis and enhance earnings power and capital efficiency by strengthening management supervision functions through the separation of management oversight and executive roles and the appointment of outside directors.
- (5) The Board encourages healthy engagement with shareholders.

Structure

Kito has chosen to be a Company with a Board of Company Auditors, judging this to be the optimal corporate governance structure for carrying out management based on our Corporate Mission. Within this structure, we have also adopted an executive officer system in order to facilitate dynamic operations by separating decision-making/management oversight from executive roles.

Since the time of Kito's public listing in 2007, we have maintained an outside director ratio of one-third or higher on the Board of Directors. At present, three of our seven Board of Directors members are independent outside

directors, while two of the three Board of Corporate Auditors members are outside auditors. Furthermore, we have established a Nomination and Compensation Committee, an advisory body to the Board of Directors, with outside directors for a majority of its members.

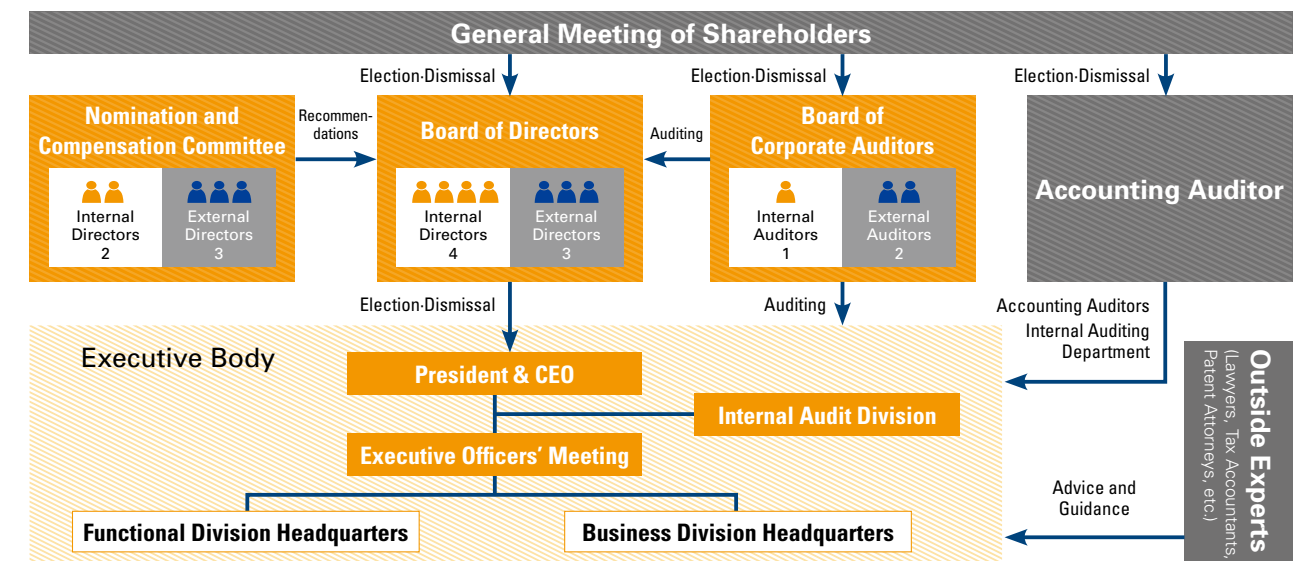


Board of Directors

The Board of Directors is comprised of seven directors, three of whom are outside directors and independent officers, and, as the Company's management decision-making body, the Board handles resolutions on legal matters, makes determinations and approvals of basic management policies and matters important to the execution of Company business, and supervises the state of execution of business by directors. The Board is positioned as the highest decision-making body of the Kito Group and it exercises overall control, including making all decisions concerning important matters related to the Group.

To ensure that the Board has the diversity and balance of knowledge, experience, and know-how necessary to realize sustainable growth and the enhancement of corporate value of the Company over the medium to long term, outside directors are appointed from among corporate executives and those with deep knowledge in the field based on their experience, insight, and expertise. For internal directors, we ensure diversity by appointing directors from among people experienced in business

Corporate Governance Structure



divisions, including sales and manufacturing, and people experienced in planning, development, and administration divisions. In addition to a regular meeting held once each month in principle, extraordinary meetings are held as necessary, resulting in a structure that enables prompt and appropriate business decisions. Furthermore, we have also adopted an executive officer system in order to facilitate dynamic business execution by separating decision-making/oversight from executive roles. The Board of Directors selects 15 executive officers and follows a management approach in which the Board fulfills its roles and duties as a supervisor of the execution of business.

Board of Corporate Auditors

Kito's Board of Corporate Auditors is comprised of three members: one full-time corporate auditor and two outside corporate auditors. In addition to performing audits in accordance with the audit schedule determined in meetings of the Board of Corporate Auditors, members also attend important meetings of the Board of Directors and Board of Executive Officers to offer their opinions, while also supervising and auditing the execution of business by the directors in a strict manner. Members also verify the adequacy and efficiency of the execution of business by directors through information collected in coordination with the Internal Audit Office and accounting auditor, including information heard directly from the directors or obtained through the inspection of important documents.

In addition to a regular meeting held once each month in principle, the Board of Corporate Auditors also holds briefings as necessary to gather information from the Finance & Accounting Division, the accounting auditors, and others.

Nomination and Compensation Committee

Kito has established a Nomination and Compensation Committee as an advisory body comprised of five directors.

Of the five members, three are selected as outside directors in order to ensure independence and neutrality. The Committee deliberates on matters pertaining to the selection of candidates for the positions of director, auditor, executive officer, and subsidiary officer, in addition to the dismissal and removal of individuals in these positions. The Committee also deliberates on matters pertaining to the compensation of these individuals (not including auditors) and evaluates the results of the execution of business while also making recommendations to the Board of Directors.

Evaluation of the Effectiveness of the Board of Directors

The results of the fiscal 2020 evaluation of the effectiveness of the Board of Directors are as follows.

1. Evaluation method

The non-anonymous survey of all seven directors and three auditors gathered their evaluations of the following items on a five-point scale, in addition to their opinions (written in free response sections) on each item. Survey items for fiscal 2020 were the same as those for fiscal 2019 (taking into consideration the June 2018 revisions to the TSE Corporate Governance Code).

Survey Items

- (1) Composition of the Board of Directors (composition, number and ratio of outside directors, diversity, term of appointment, etc.)
- (2) Management of the Board of Directors (roles of the Board of Directors, reference material details, delegation of authority, degree of dynamism of discussions, etc.)
- (3) Selection of agenda items (including the status of discussions on compensation, appointments/dismissals, compliance, and the like; status of responses to prior issues)
- (4) Structure supporting the Board of Directors (frequency of and opportunities for exchanging information, status of coordination among departments, information access, etc.)
- (5) Questions on voluntary committees (including the status of discussions on composition, compensation, appointments/dismissals; plans for fostering successors, etc.)

2. Evaluation results (summary)

Evaluation results confirmed that the overall effectiveness of the Board of Directors is being appropriately ensured. In particular, at the meeting of the Board of Directors when these results were presented, it was reconfirmed that directors and auditors are afforded a forum for freely and constructively voicing their opinions and engaging in discussions, and that this forum is conducive to transparent, fair, swift, and decisive decision making. On the other hand, again fiscal 2020 only 70% (approximately) of survey responses gave positive evaluations of items "3" (Selection of agenda items) and "4" (Structure supporting the Board of Directors). Although challenges were virtually unavoidable in fiscal 2020 due to the COVID-19 pandemic, the three issues that need to continue being dealt with, as indicated on the fiscal 2018 and fiscal 2019 effectiveness surveys, have not yet been resolved. We have established a shared understanding that these are issues to continue to address in fiscal 2021.

Issues to be dealt with

The Board of Directors has concluded, based on the results of current evaluations, that the three issues identified in the fiscal 2018 and 2019 effectiveness evaluations need to continue being dealt with. As we formulate

the next mid-term management plan, we will continue to deal with the issues identified and make progress with improvements in fiscal 2021 in order to further enhance the effectiveness of the Board of Directors.

Three issues that need to continue being dealt with, and the measures to be taken

Issues	Measures
Deepening discussions on medium- to long-term strategies, product strategies and regional strategies	In fiscal 2021, we will elevate the quality and depth of discussions as we formulate the next mid-term management plan (scheduled to begin in fiscal 2022).
Increasing frequency of discussions about risk and conducting periodic reviews	Incorporating our experiences of the COVID-19 pandemic, we will share information on the Company's business risks and carry out ample analysis and review.
Discussing management succession plans	Although progress has been made with plans for fostering management successors, we will continue discussing plans for fostering a successor to the president & CEO.

Officers' Compensation System

Kito's Board of Directors determines policies for setting the compensation, etc. of individual directors. In making these determinations, the Nomination and Compensation Committee carries out discussions and makes reports to the Board of Directors. Officer compensation based on these policies is as follows.

Basic policy for the officers' compensation system

Kito's basic policy on officer compensation is to align the scheme with shareholder interests so that the scheme functions as a sufficient incentive for achieving sustainable growth and enhancing the medium to long term corporate value of the Group. When making decisions on individual officer compensation, we use appropriate criteria taking into account the duties of each officer.

Structure of compensation

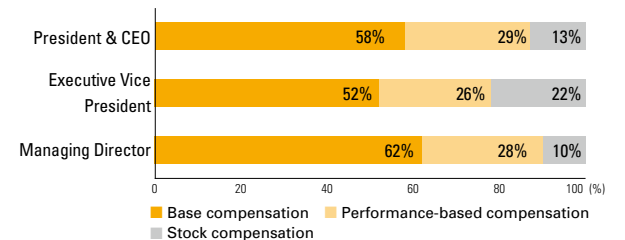
Officer compensation is comprised of base compensation (fixed compensation), annual performance-based compensation, and shares of stock (transfer-restricted, equity-based compensation). Outside directors and auditors entrusted with handling supervisory functions are paid base compensation only, while taking into account their professional duties.

The breakdown of compensation (i.e., the ratios of each particular type of compensation) weighs performance-based compensation more heavily as the recipient's job grade and duties increase, while taking into account a benchmark compensation standard that includes companies of similar scale in related industries and business categories. The composition of compensation is reviewed by the Nomination and Compensation Committee, then reported to the Board of Directors.

The Board of Directors determines individual

compensation (the amounts of base compensation and performance-based compensation) within the range recommended in the report by the Nomination and Compensation Committee. Note that the Board of Directors may also elect to delegate to the Nomination and Compensation Committee the determination of individual compensation amounts. The target ratio of each type of compensation is 6:3:1 (base compensation : performance-based compensation : stock compensation) when there is 100% achievement of performance targets.

Base compensation	Monthly base compensation is determined with comprehensive consideration of the levels at other companies for officers with similar rank and duties, as well as Kito's performance and the salary levels of Kito employees.
Annual performance-based compensation (cash bonus)	This compensation is paid in cash at a specific time each year and reflects performance indicators in order to raise awareness toward increasing the Company's performance each fiscal year. The amount is calculated according to the degree of achievement of the Company's targets for consolidated net sales and EBITDA for the fiscal year, in addition to an evaluation of personal goals set each year by each individual. Targets for EBITDA are set based on publicly announced figures and business plans formulated each year taking into account the mid-term management plan. These targets are revised as necessary in accord with environmental changes and the recommendations of the Nomination and Compensation Committee.
Stock compensation (transfer-restricted, equity-based compensation)	A standard annual amount corresponding to job grade is determined by the Board of Directors and a number of common shares equivalent to this monetary amount is granted at a specific time once a year. Transfer restrictions are canceled on the day of retirement of a director or executive officer of the Company or one of the Company's subsidiaries.



* We revised policies for determining individual director compensation in July 2021, prior to which, the Board of Directors was allowed to delegate to the CEO decisions on individual compensation. Now, however, those decisions can be delegated to the Nomination and Compensation Committee.

Cross-Shareholdings

Basic policy for cross-shareholdings

The Company will hold listed shares of its business partners as cross-shareholdings only in the cases where the holding of said shares, including the number of shares to be held, is deemed rational following comprehensive consideration of its importance to the Company's business strategies and our business relationship with the trading partner. The rationality for holding such shares will be verified on a regular basis. Also, as a result of these verifications, our basic policy is to promptly dispose of or reduce the number of cross-shareholdings for which the significance of possession is considered to be weak.

As of March 31, 2021, the Company does not possess any cross-shareholdings.

Directors

President & CEO
Yoshio Kito
Chief Executive Officer
Chief Product Officer

Attendance at board meetings
14/14

Number of shares of the Company held
176,603



Executive Vice President
Edward W. Hunter
Co-Chief Market Officer

Attendance at board meetings
14/14

Number of shares of the Company held
54,648



Managing Director
Tsuneo Yuzurihara
Senior Executive Officer
Chief Quality Officer
Chief Manufacturing Officer

Attendance at board meetings
14/14

Number of shares of the Company held
37,093



Managing Director
Shigeki Osozawa
Senior Executive Officer
Chief Financial Officer

Attendance at board meetings
14/14


Number of shares of the Company held
39,493



Outside Director
Katsumi Nakamura

Attendance at board meetings
14/14


Number of shares of the Company held
400



Outside Director
Takashi Hirai

Attendance at board meetings
14/14

Number of shares of the Company held
7,500



Outside Director
Koji Osawa

Attendance at board meetings
14/14

Number of shares of the Company held
5,700



Data

Six-Year Financial Highlights (Year ended March 31)

Financial Information

Results of Operations (Consolidated) (Millions of yen)

	2016	2017	2018	2019	2020	2021
Net Sales	¥55,821	¥51,141	¥55,168	¥61,238	¥58,722	¥51,805
Overseas Sales Ratio (%)	77.3	74.3	76.0	73.6	74.2	74.9
Net sales by region						
Japan	25,415	24,036	24,886	29,794	26,704	21,534
The Americas	27,965	24,809	26,785	28,691	28,171	24,013
China	7,870	5,524	6,264	7,185	7,503	7,104
Asia	5,166	4,744	4,681	4,668	3,214	2,934
Europe	1,686	1,390	1,916	3,754	4,578	4,462
Other*1	-	1,356	2,048	1,901	1,464	1,504
Gross profit	20,309	18,968	19,881	22,545	21,979	18,724
Gross profit ratio (%)	36.4	37.1	36.0	36.8	37.4	36.1
Operating income	5,221	4,208	4,698	6,413	5,474	4,457
Operating income ratio (%)	9.4	8.2	8.5	10.5	9.3	8.6
Ordinary income	4,576	3,249	3,791	5,748	4,991	4,550
Net income attributable to owners of parent	2,497	1,897	2,836	4,064	3,204	2,344
Capital Expenditures	2,013	2,239	1,607	1,321	2,377	1,833
Depreciation	1,814	1,792	2,116	2,470	2,711	2,697
Return on equity (%)	10.1	8.4	13.2	16.8	12.2	8.3
Number of employees	2,365	2,364	2,169	2,308	2,328	2,262

Cash Flows

Cash flow from operating activities	¥4,502	¥3,981	¥7,044	¥3,553	¥5,374	¥6,662
Net cash used in investing activities	(3,572)	(2,142)	(2,191)	(1,580)	(2,826)	(2,300)
Free cash flow	930	1,839	4,853	1,973	2,548	4,362
Cash flows from financing activities	(1,900)	(1,148)	(3,083)	(4,279)	(1,671)	(82)

Financial Soundness

Total assets	¥60,639	¥60,137	¥61,854	¥62,078	¥62,804	¥65,067
Net assets	26,040	21,239	23,697	26,687	27,927	30,567
Interest-bearing debt	19,281	24,178	21,449	18,795	18,332	19,877
Shareholders' equity ratio (%) *2	41.2	33.8	36.7	41.4	42.8	45.4
Debt/equity ratio (Times)	0.74	1.14	0.91	0.7	0.66	0.65
Interest paid	450	397	386	408	356	252
Interest coverage ratio (Times) *3	10.0	10.0	18.2	8.7	15.1	26.4

Valuation

Net assets per share (Yen) *4	¥952.43	¥1,001.60	¥1,114.03	¥1,258.34	¥1,314.13	¥1,439.48
Net income per share (Yen)	95.13	82.38	139.52	199.14	156.64	114.29
Cash dividends per share (Yen)	28.00	28.00	33.00	44.00	48.00	30.00
Payout ratio (%) *5	29.4	34.0	23.7	22.1	30.6	26.2
Price/earnings ratio (Times) *6	8.8	14.4	14.2	8.4	6.4	16.0
Price book value ratio (Times) *7	0.88	1.19	1.78	1.32	0.76	1.27

*1 We acquired all the stock of Scaw Metals Pty. Ltd. (currently Kito Australia Pty. Ltd.) in the fiscal year ended March 31, 2017 so that the company and its two subsidiaries are included in the consolidated figures. Along with the change in the coverage of consolidation, the reportable segment Others has been added.

*2 Net assets applicable to common stock/total assets × 100

*3 Cash flow from operating activities/Interest paid

*4 Net assets applicable to common stock/average outstanding shares

*5 Cash dividends/net income (consolidated)

*6 Stock price (year-end)/EPS

*7 Stock price (year-end)/BPS

As of March 31, 2021

Corporate Profile (As of March 31, 2021)

Company Name	KITO CORPORATION
Head Office & Factory	2000, Tsuijiarai, Showa-cho, Nakakoma-gun, Yamanashi 409-3853, Japan
Tokyo Head Office	SHINJUKU NS Building 9F, 2-4-1, Nishi-Shinjuku, Shinjuku-ku, Tokyo 163-0809, JAPAN Tel: +81-3-5908-0155
President & CEO	Yoshio Kito
Established	July 1944 (started Nov. 1932)
Number of Employees (As of March 31, 2021)	Consolidated: 2,262 Non-consolidated: 677
Capital	¥3,976 million
Net Sales (March 31, 2021)	Consolidated: ¥51,805 million Non-consolidated: ¥21,534 million

Major Domestic Bases

Name of Business Office	Location
Head Office & Factory	Showa-cho, Nakakoma-gun, Yamanashi
Tokyo Head Office	Shinjuku-ku, Tokyo
Sapporo Sales Group	Sapporo, Hokkaido
Sendai Sales Group	Sendai, Miyagi
Kita-Kanto & Shinetsu Sales Group	Ota, Gunma
Yokohama Sales Group	Yokohama, Kanagawa
Central-Japan Sales Group	Nagoya, Aichi
Osaka Sales Group	Moriguchi, Osaka
Chugoku & Shikoku Sales Group	Okayama, Okayama
Fukuoka Sales Group	Fukuoka, Fukuoka

Bases of Major Subsidiaries

Company Name	Country
KITO Americas, Inc.	U.S.A.
Harrington Hoists, Inc.	U.S.A.
PEERLESS CHAIN COMPANY	U.S.A.
KITO CANADA INC.	Canada
KITO DO BRASIL COMÉRCIO DE TALHAS E GUINDASTES LTDA	Brazil
Kito Europe GmbH	Germany
KITO CHAIN ITALIA S.R.L.	Italy
ERIKKILA OY	Finland
Van Leusden B.V.	Netherlands
JIANGYIN KITO CRANE CO., LTD.	China
KITO HOISTS & CRANES (SHANGHAI) CO., LTD.	China
KITO TAIWAN CO., LTD.	Taiwan
KITO KOREA CO., LTD.	Korea
SIAM KITO CO., LTD.	Thailand
PT. KITO INDONESIA	Indonesia
KITO INDIA PRIVATE LIMITED	India
PWB ANCHOR LIMITED	Australia
SCC Japan Godo Kaisha	Japan

Stock Information (As of March 31, 2021)

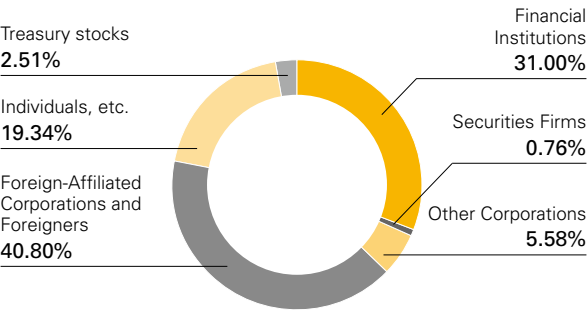
Stock Code	6409
Date of Listing	August 9, 2007
Stock Exchange Listing	Tokyo Stock Exchange, First Section
Total Number of Shares Issued	21,048,200
Trading Unit of Shares	100
Number of Shareholders	4,245
Transfer Agent and Administrator of Special Account	Sumitomo Mitsui Trust Bank, Limited 1-4-1, Marunouchi, Chiyoda-ku, Tokyo

Major Shareholders (top 10)

Name of shareholders	Percentage of ownership (%)
MISAKI ENGAGEMENT MASTER FUND	9.96
The Master Trust Bank of Japan, Ltd. (Trust account)	8.69
THE BANK OF NEW YORK-JASDECNON-TREATY ACCOUNT	4.84
GOVERNMENT OF NORWAY	4.58
Custody Bank of Japan, Ltd. (Trust account)	4.47
YK Capital Co., Ltd.	3.60
Custody Bank of Japan, Ltd. (Trust account 9)	3.52
Sumitomo Mitsui Banking Corporation	3.26
RE FUND 107 – CLIENT AC	2.02
Custody Bank of Japan, Ltd. (Securities investment trust account)	1.99

Notes: Share ownership percentages were calculated after the deduction of treasury shares (528,427 shares).

Shareholders’ Composition by Category



Ask IR Officers!

We provide prompt responses to questions from individual shareholders.

<https://kito.com/ir/ask>

