



Our Precision, Your Advantage

KAYABA Group Report **2023**

April 1, 2022 – March 31, 2023

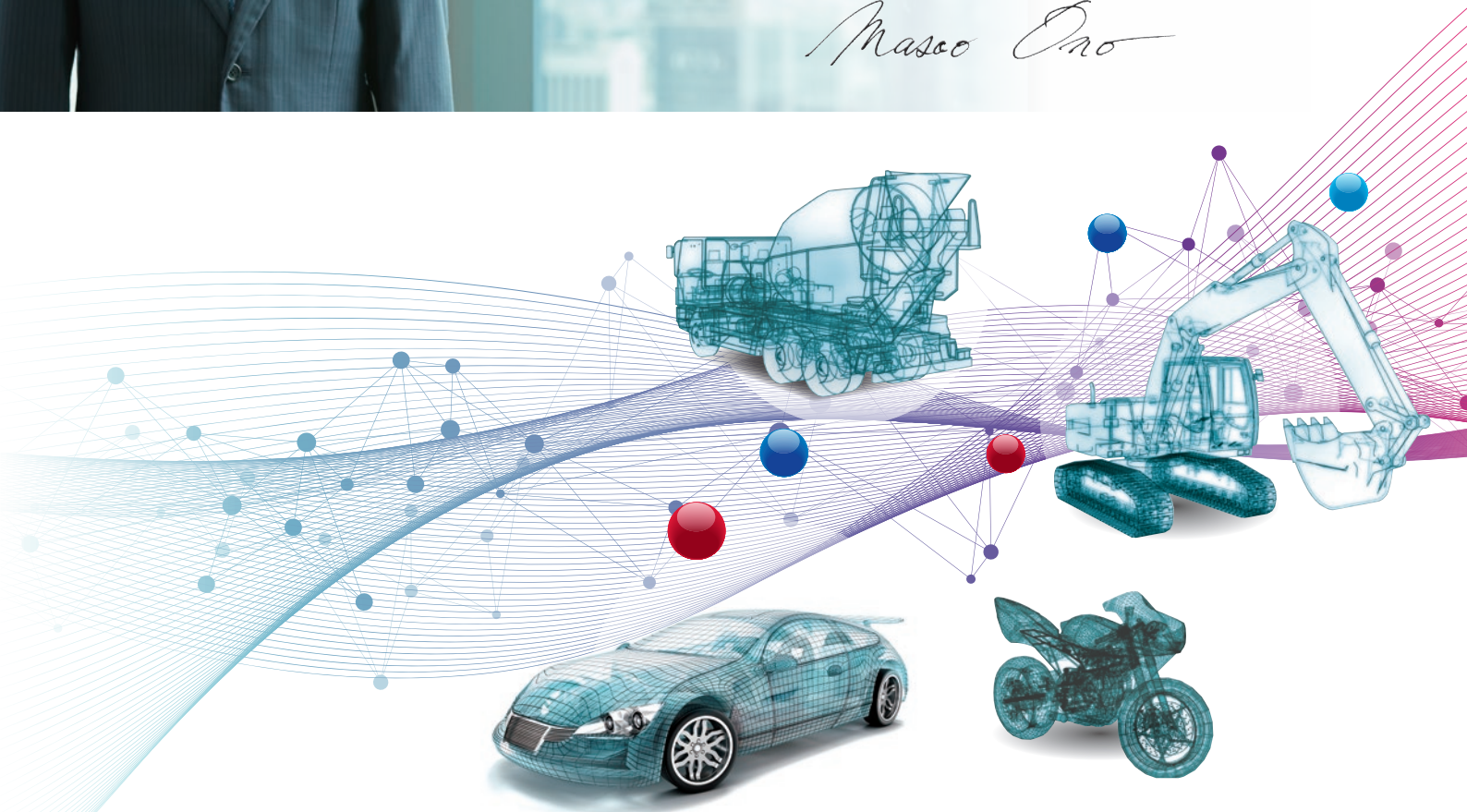


**In FY2023, we will accelerate toward achieving
the targets of our new medium-term
management plan.**

**Firmly rooted in our origin,
we will carry the corporate DNA instilled
by our founder into the future.**

Representative Director,
Chief Executive Officer (CEO)

Masao Ono



KYB Corporation

Automotive Components (AC) Operations

Delivering Environmental Compatibility, Ride Comfort, and Excitement With Original Development Capabilities

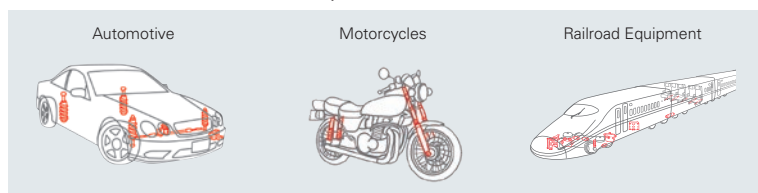


As an independent manufacturer, we take pride in our strength of conducting unique development together with our customers.

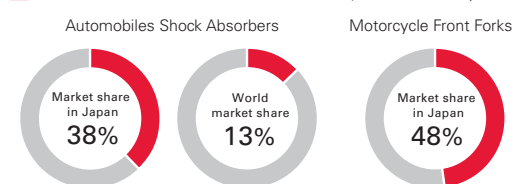
We promptly conduct driving trials and test prototype models with the latest testing equipment at the test course in our Developmental Center, which expands the potential of our ideas. Another strength is the synergistic effect generated through the accumulation of know-how that includes knowledge from our global development system and other Business Units (HC Operations and the Special-Purpose Vehicles Division).

We get involved in world-class motorsports races, where we can further increase our technological capabilities through conducting developments that play a part in winning the championship.

Main machines that use KAYABA products

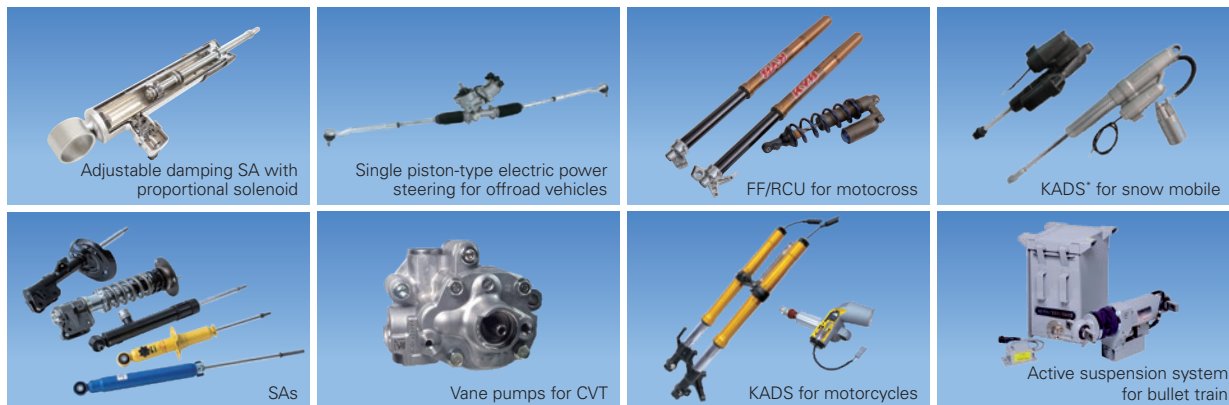


Market Share Source: KAYABA data (As of March 31, 2023)



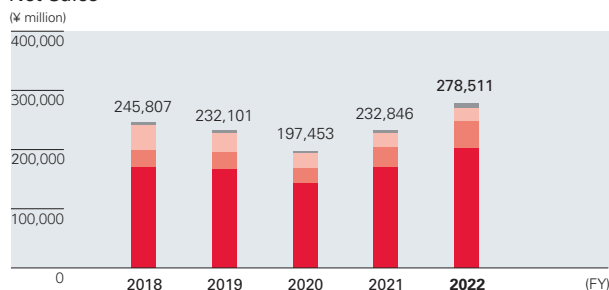
Main Products

SA for automobiles	Shock absorbers (original equipment, aftermarket), suspension systems
SA for motorcycles	Front forks (FF), rear cushion units (RCU)
Hydraulic equipments for automobiles	Vane pumps, vane pumps for continuously variable transmissions (CVT), hydraulic power steering systems, electric power steering (EPS)
Others	Stay damper, SA for all-terrain vehicles, free locks, railroad equipments (dampers, brakes, suspension systems)



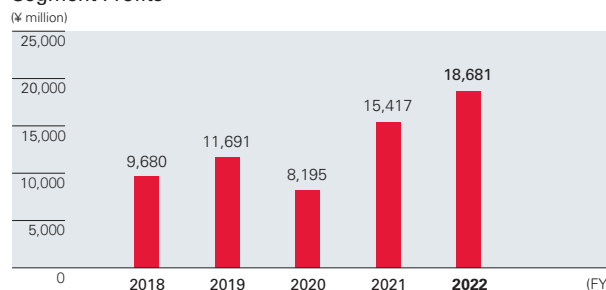
*KADS: KYB Actimatic Damper System™

Net Sales



Legend: Shock absorbers for automobiles (red), Shock absorbers for motorcycles (orange), Hydraulic equipment for automobiles (light blue), Others (dark blue)

Segment Profits



Notes: 1. As a result of the review of segment management classification, railroad equipment that was previously categorized under the "HC Operation" is disclosed as part of the "AC Operations" from FY2022.

2. Segment profit is calculated by deducting cost of sales and selling, general and administrative expenses from net sales.

Hydraulic Components (HC) Operations

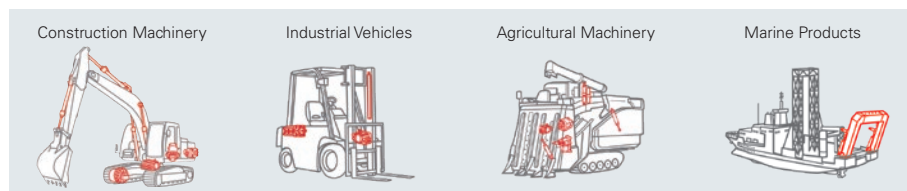
A History of Setting Industry Standards
Seeking New Possibilities with Hydraulics



KAYABA has been a pioneer in devices that have led Japan's hydraulics technology since hydraulic excavators first entered Japan in the 1960s. We believe a major strength for the Company lies in how it continues to evolve while passing on vast amounts of data and know-how.

In construction machinery, our product quality and efficient manufacturing processes have been fine-tuned with feedback from many years of market performance. Also, we contribute to shorting lead time and energy conservation in the machines that incorporate our products through proposing optimal systems made possible from our development, design, and manufacture of all hydraulic devices, such as pumps, control valves, motors, and cylinders.

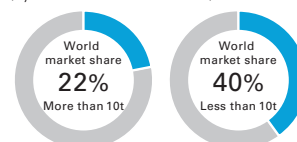
Main machines that use KAYABA products



Market Share

Source: KAYABA data (As of March 31, 2023)

Hydraulic cylinders for construction machinery (by excavator machine mass)

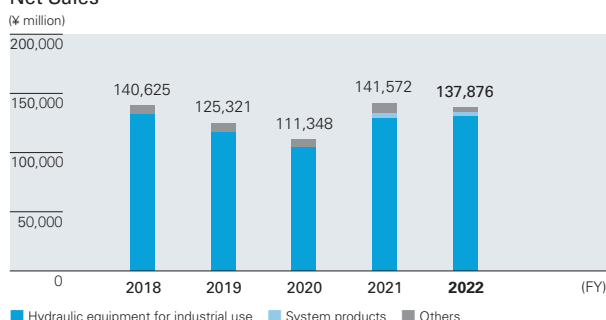


Main Products

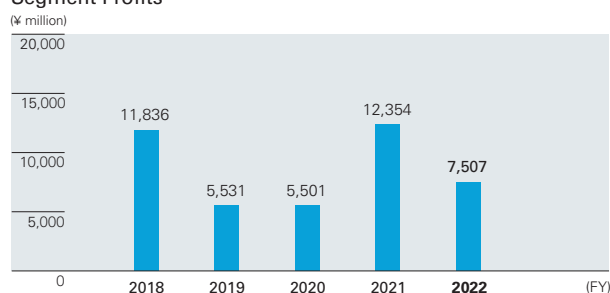
Hydraulic equipment for industrial use	Cylinders, valves, pumps, motors, mini-motion packages (MMP), hydrostatic transmissions (HST), seal
Others	Auditorium and stage control systems, tunnel boring machines



Net Sales



Segment Profits



Notes: 1. As a result of the review of segment management classification, systems products that was previously categorized under the "Special-Purpose Vehicles Division" is disclosed as part of the "HC Operations" from FY2021.
2. As a result of the review of segment management classification, railroad equipment that was previously categorized under the "HC Operation" is disclosed as part of the "AC Operations" from FY2022.
3. Segment profit is calculated by deducting cost of sales and selling, general and administrative expenses from net sales.

Special-Purpose Vehicles Division

A History of Creating Products that Meet Customer Needs with Hydraulic and Customization Technology



We offer new added value by visiting customers and creating products that respond to their various needs.

KAYABA's concrete mixer trucks are equipped with specialized hydraulic equipment that we make, which contributes to the stable operation of the product. By making it possible to provide a stable supply of the fresh concrete that is critical to construction work, they support urban development and infrastructure construction. Also, they play an important role that impacts repair work in times of disaster, and we are proud that our product contributes to the safe and comfortable lives of people.

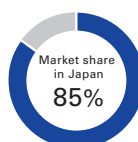
Main machines that use KAYABA products



Market Share

Source: KAYABA data (As of March 31, 2023)

Concrete Mixer Truck



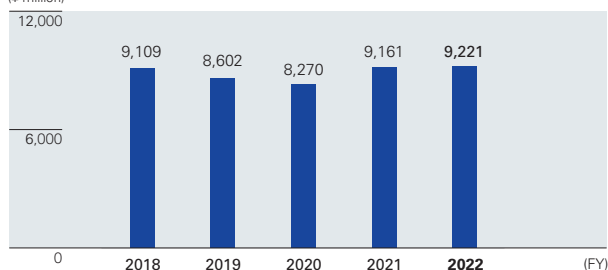
Main Products

Special-purpose Vehicles Concrete mixer trucks, granule carriers, pruned tree shredder trucks, specialfunction vehicles



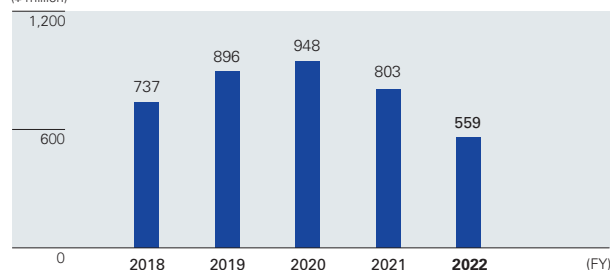
Net Sales

(¥ million)



Segment Profits

(¥ million)



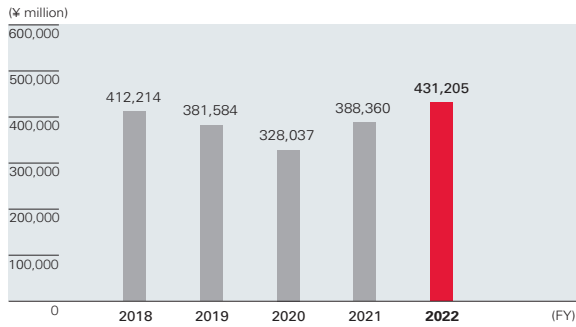
Notes: 1. As a result of the review of segment management classification, systems products that was previously categorized under the "Special-Purpose Vehicles Division" is disclosed as part of the "HC Operations" from FY2021.
2. Segment profit is calculated by deducting cost of sales and selling, general and administrative expenses from net sales.

KAYABA Performance Highlights

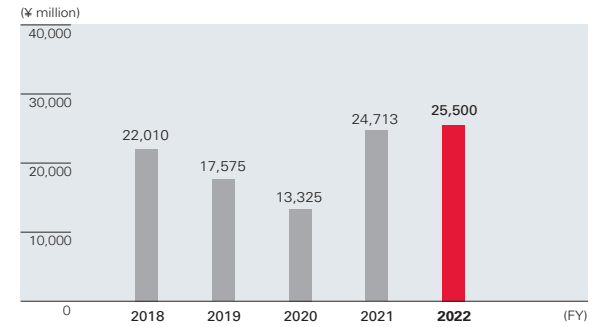
Financial

Note: Segment profit is calculated by deducting cost of sales and selling, general and administrative expenses from net sales.

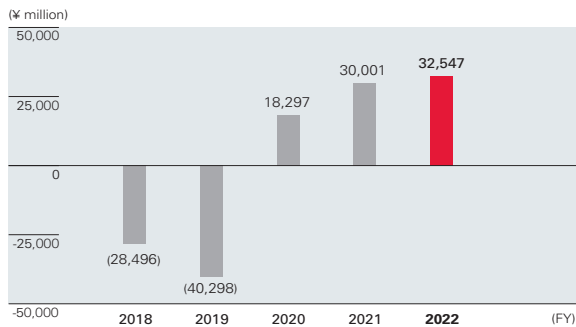
Net Sales



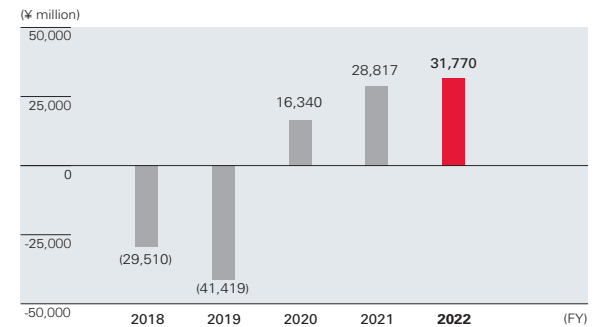
Segment Profit



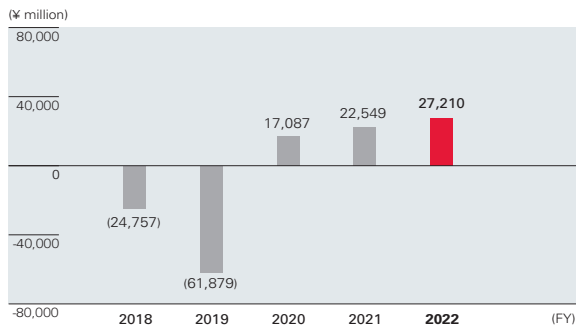
Operating Profit (Loss)



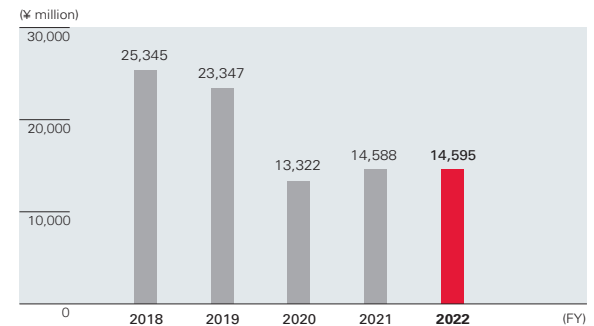
Profit (loss) before tax



Profit (Loss) Attributable to Owners of the Parent

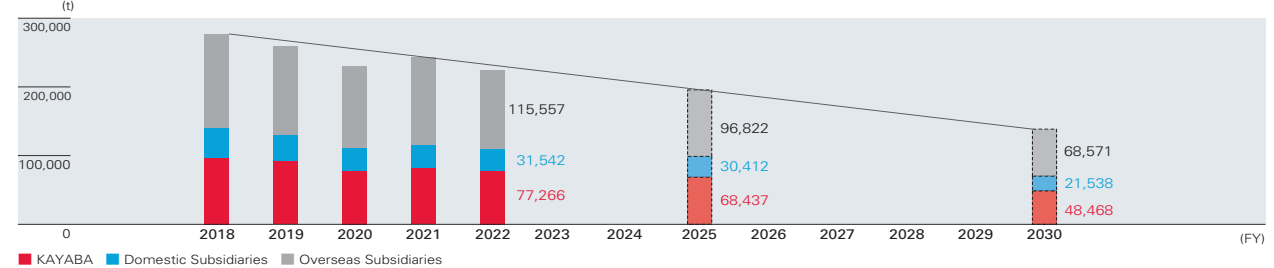


Capital Expenditures

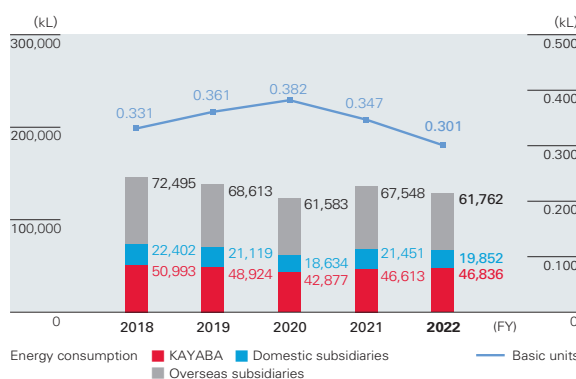


Non-financial

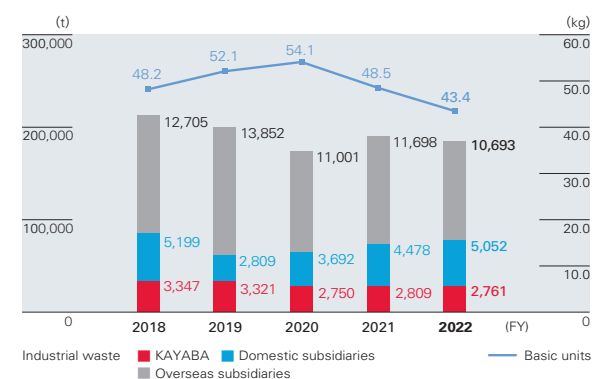
CO₂ emissions reduction targets (Scope 1, Scope 2)



Energy Consumption



Industrial waste: Volume treated by contractors



Corporate Information

(As of March 31, 2023)

Company Name	KYB Corporation
Head Office	World Trade Center Bldg., South Tower 28F, 4-1, Hamamatsu-cho 2-chome, Minato-ku, Tokyo 105- 5128, Japan Tel: +81-3-3435-3511 Fax: +81-3-3436-6759

Date of Establishment	March 10, 1935
Fiscal Year	April 1 to March 31
Paid-in Capital	¥27,647.6 million
Number of Employees	14,472 (Consolidated basis)
Securities Traded	Prime Market of Tokyo Stock Exchange

KAYABA in Globe (As of October 1, 2023)

23 Countries, 41 Companies ★ Regional Headquarters ● Production Base ● R&D Base ● Sales Office / Other Services

Europe (7 companies in 12 countries)

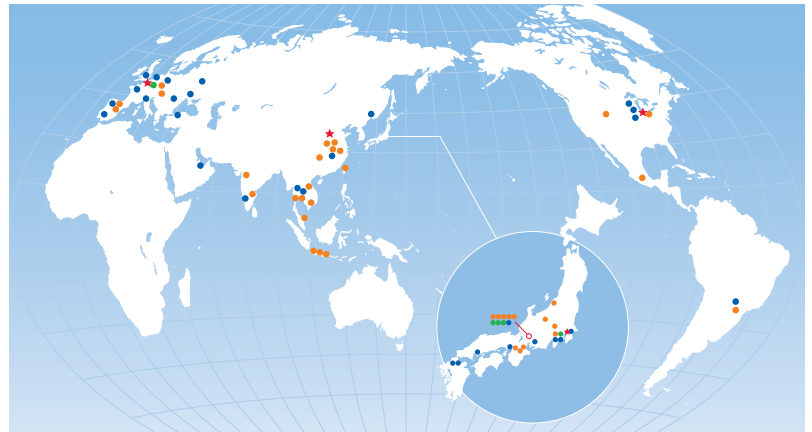
- ★● KYB Europe GmbH
 - KYB Europe GmbH (Navarra Branch)
 - KYB France
 - KYB Iberia
 - KYB Italy
 - KYB Poland
 - KYB Romania
 - KYB Turkey
 - KYB UK
 - KYB Ukraine
- KYB Suspensions Europe, S.A.U.
- KYB Advanced Manufacturing Spain, S.A.U.
- KYB Manufacturing Czech s.r.o.
- KYB CHITA Manufacturing Europe s.r.o.
- LLC KYB Eurasia
- KYB Middle East FZE

Asia (18 companies in 7 countries)

- ★ KYB (China) Investment Co., Ltd.
- KYB Industrial Machinery (Zhenjiang) Ltd.
- Wuxi KYB Top Absorber Co., Ltd.
- Changzhou KYB Leadrun Vibration Reduction Technology Co., Ltd.
- Hubei Henglong & KYB Automobile Electric Steering System Co., Ltd.
- CHITA KYB Manufacturing (Zhenjiang) Co., Ltd.
- KYB Manufacturing Taiwan Co., Ltd.
- KYB Steering (Thailand) Co., Ltd.
- KYB (Thailand) Co., Ltd.
- KYB Manufacturing Vietnam Co., Ltd.
- Takako Vietnam Co., Ltd.
- PT. KYB Hydraulics Manufacturing Indonesia
- PT. Kayaba Indonesia
- PT. Chita Indonesia
- KYB-UMW Malaysia Sdn. Bhd.
- KYB Motorcycle Suspension India Pvt. Ltd.
- KYB-Conmat Pvt. Ltd.
- KYB Asian Pacific Corp. Ltd.
 - KYB Asian Pacific Corp. Ltd. Amata Nakorn Branch
- KYB Corporation Chennai Branch

Japan (10 companies in 1 country)

- ★ KYB Corporation (KAYABA)
 - Kumagaya Plant
 - Sagami Plant
 - Gifu North Plant



- Gifu South Plant
 - Gifu East Plant
 - Mie Plant
 - Nagano Plant
 - Basic Technology R&D Center
 - Products Technology R&D Center
 - Machine Tools Center
 - Developmental Center
 - Nagoya
 - Osaka
 - Hiroshima
 - Fukuoka
 - KYB Nagaoka Co., Ltd.
 - KYB Kanayama Co., Ltd.
 - KYB Motorcycle Suspension Co., Ltd.
 - KYB-CS Co., Ltd.
 - Takako Industries, Inc.
 - Kensiyuu Co., Ltd.
 - Japan Analysts Co., Ltd.
 - KYB Logistics Co., Ltd.
 - Chikuyo Seiki Kogyo Co., Ltd.
- ### America (6 companies in 3 countries)
- ★● KYB Americas Corporation (Indiana)
 - KYB Americas Corporation (Greenwood)
 - KYB Americas Corporation (Chicago)
 - Takako America Co., INC.
 - KYB Mexico S.A. de C.V.
 - KYB Mexico S.A. de C.V. Mexico City Branch
 - KYB Manufacturing do Brasil Fabricante de Autopecas S.A.
 - KYB International America, Inc.
 - Comercial de Autopecas KYB do Brasil Ltda.