



Our Precision, Your Advantage



As a global leader in vibration and power control rooted in our core hydraulic technology, KYB is striving to contribute to the sustainable development of the world and society.

Masahiro Kawase
Representative Director, President/Chief Executive Officer (CEO)

KAYABA Group Report 2024

April 1, 2023 – March 31, 2024



AC Operations

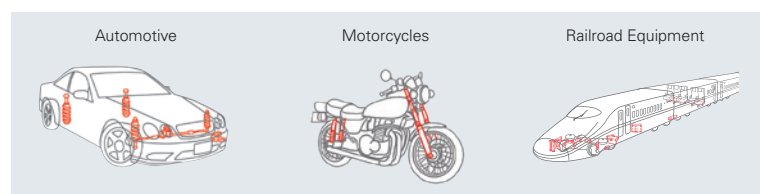


Continuing to leverage our extensive expertise, we harmonize environmental protection with the exhilaration of motorsports, striving to excel as specialists in the field

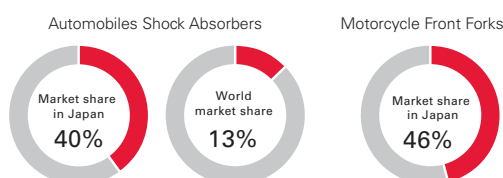
Our strengths lie in being able to conduct independent development as an independent manufacturer with close customer connections, our global development system, and the synergy created through accumulated know-how, including that of HC Operations and the Special-Purpose Vehicles Division.

Our Development Center features a test course, where we measure the performance of products under development using the latest testing equipment and test vehicles under actual driving conditions. This approach allows us to tailor products to customer usage. Additionally, our participation in the world's leading motorsports races drives us to pursue technological development at the highest level.

Main machines that use KYB products

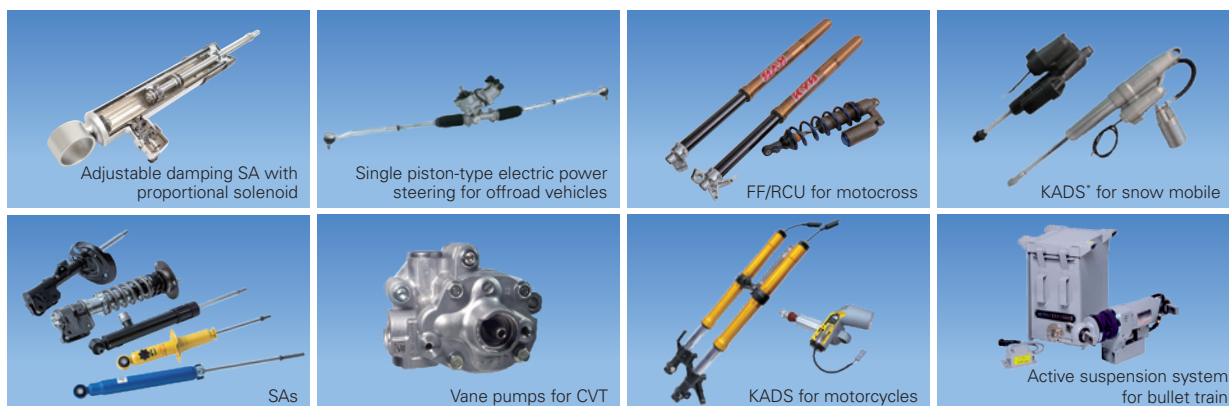


Market Share Source: KYB data (As of March 31, 2024)



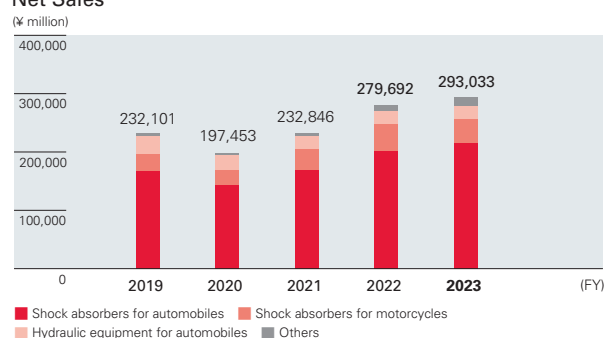
Main Products

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)

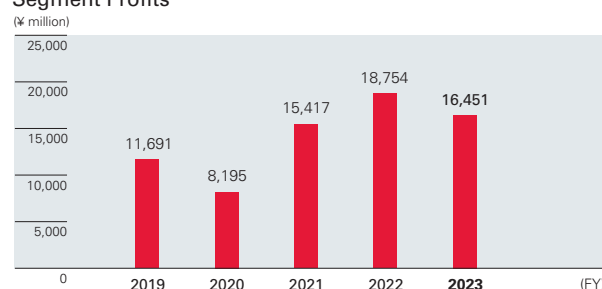


*KADS: KYB Actimatic Damper System™

Net Sales



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.

HC Operations

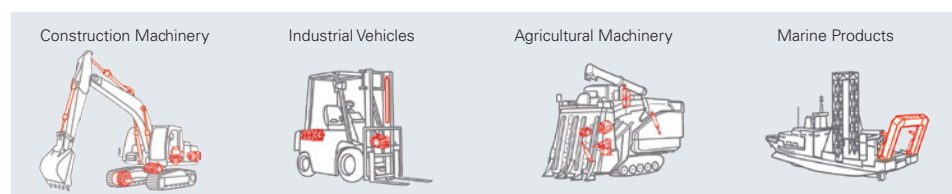


Using a vast amount of existing technological data and know-how to generate new added value

KYB has been a pioneer in devices that have advanced Japan's hydraulics technology since hydraulic excavators first entered the country in the 1960s. A major strength of the Company lies in its ability to continuously evolve while passing on a wealth of data and expertise.

In construction machinery, our product quality and efficient manufacturing processes have been refined through feedback from decades of market performance. Additionally, we contribute to shortening lead times and achieving energy conservation in the machines that incorporate our products by proposing optimal systems, made possible through the development, design, and manufacture of all hydraulic components, such as pumps, control valves, motors, and cylinders.

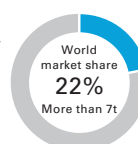
Main machines that use KYB products



Market Share

Source: KYB data (As of March 31, 2024)

Hydraulic cylinders for construction machinery (by excavator machine mass)

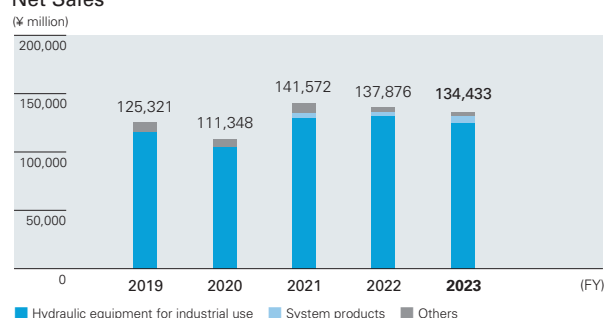


Main Products

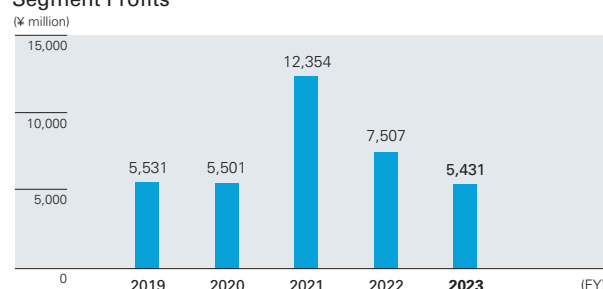
Hydraulic equipment for industrial use	Cylinders, valves, pumps, motors, mini-motion packages (MMP), hydrostatic transmissions (HST), seal
Others	Auditorium and stage control systems, tunnel boring machines



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 Div.



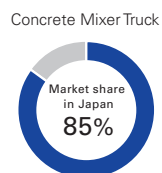
Aiming to be the leading mixer truck manufacturer with our strengths in after service and high value-added products

We create new added value by visiting customers and developing products tailored to their various needs. KYB's concrete mixer trucks are equipped with specialized hydraulic equipment designed and manufactured in-house, ensuring stable operation. By enabling a consistent supply of fresh concrete, which is essential for construction work, these trucks support urban development and infrastructure projects. They also play a vital role in disaster recovery efforts, and we are proud that our product contributes to the safe and comfortable lives of people.

■ Main machines that use KYB products



■ Market Share Source: KYB data (As of March 31, 2024)

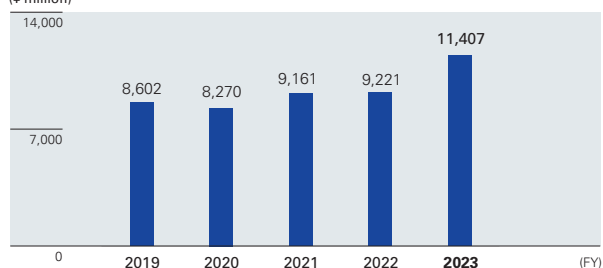


■ Main Products

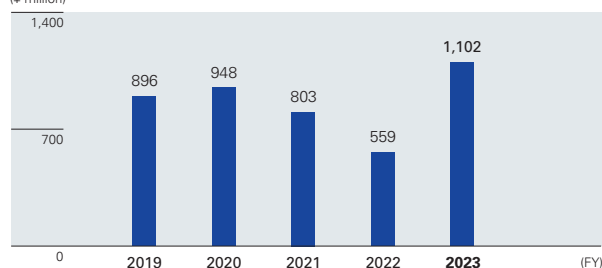
Special-purpose Vehicles Concrete mixer trucks, granule carriers, pruned tree shredder trucks, specialfunction vehicles



Net Sales (¥ million)



Segment Profits (¥ million)



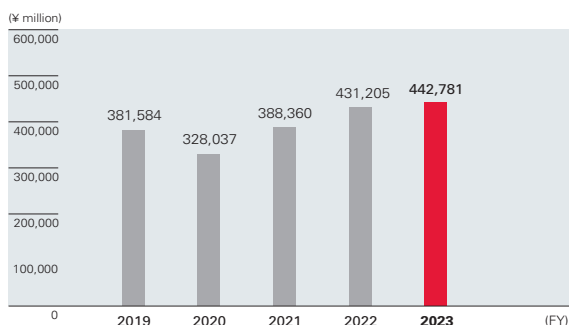
Notes: 1. As a result of the review of segment management classification, systems products that was previously categorized under the "Special-Purpose Vehicles Division" is disclosed as part of the "HC Operations" from FY2021.
2. Segment profit is calculated by deducting cost of sales and selling, general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

KYB Performance Highlights

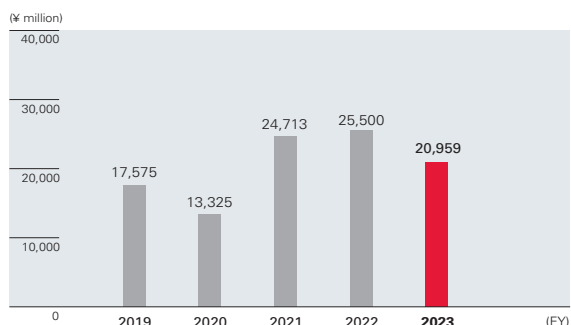
Financial

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

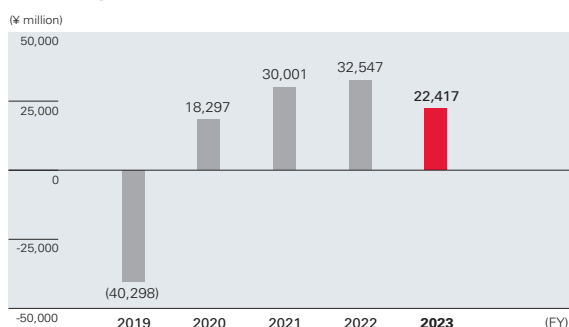
Net Sales



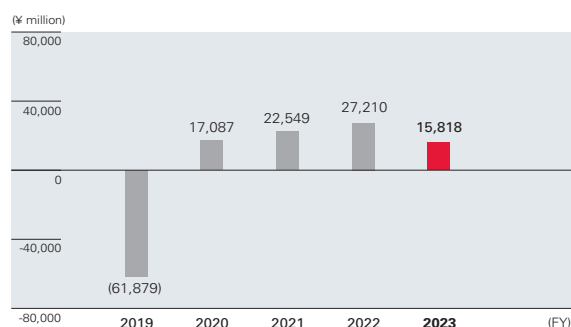
Segment Profit



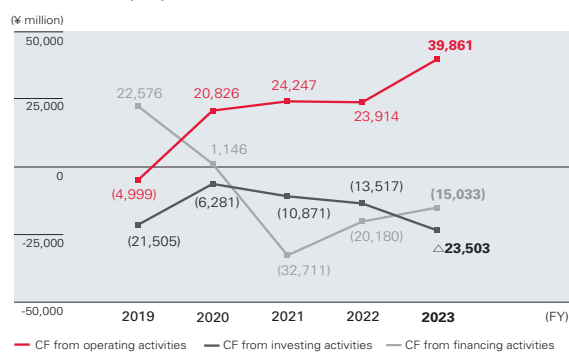
Operating Profit (Loss)



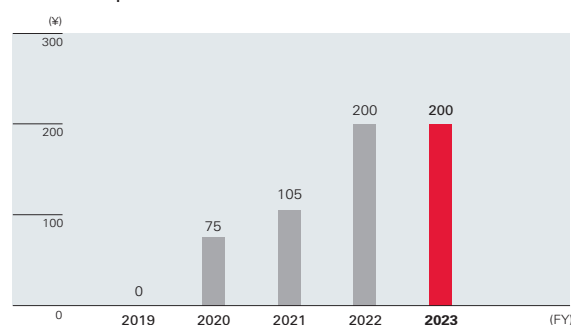
Profit (Loss) Attributable to Owners of the Parent



Cash Flows (CF)

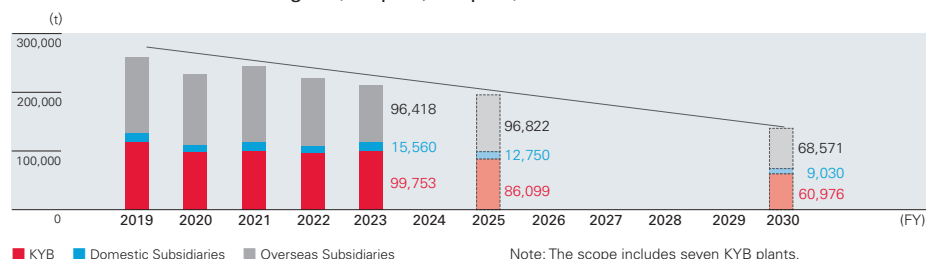


Dividends per Share



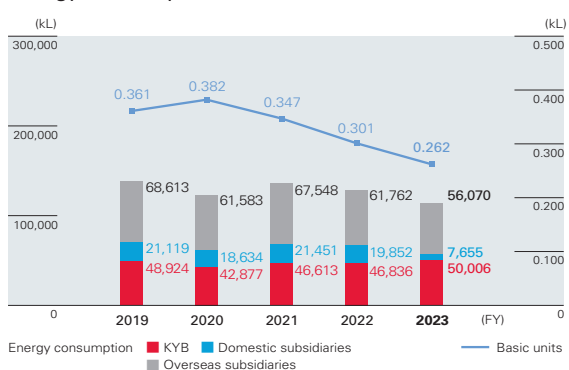
Non-financial

CO₂ Emissions Reduction Targets (Scope 1, Scope 2)

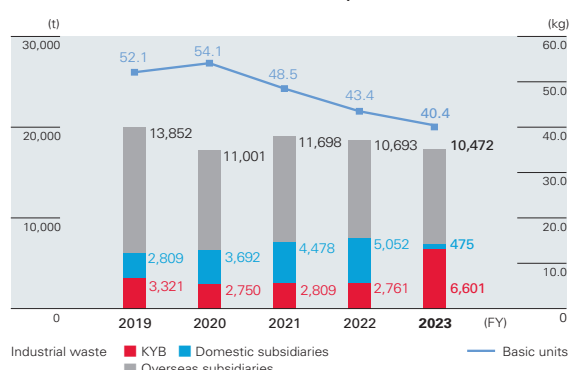


Note: The scope includes seven KYB plants, Consolidated subsidiaries (six domestic and 18 overseas).

Energy Consumption



Industrial waste: Volume treated by contractors



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	13,634 (Consolidated basis)
Securities Traded	Prime Market of Tokyo Stock Exchange

KYB in Globe

(As of October 1, 2024)

23 Countries, 41 Companies

★ Regional Headquarters

● Production Base

● R&D Base

● Sales Office / Other Services

Europe (7 companies in 12 countries)

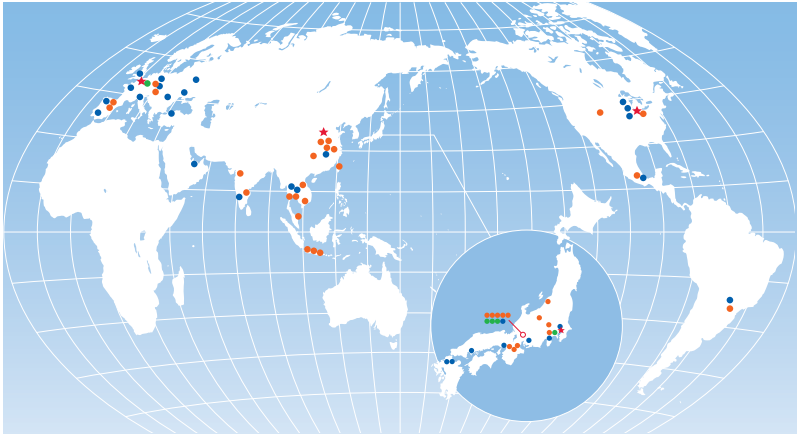
- ★● KYB Europe GmbH
- KYB Europe GmbH (Navarra Branch)
- KYB France
- KYB Iberia
- KYB Italy
- KYB Poland
- KYB Romania
- KYB Turkey
- KYB UK
- KYB Ukraine
- KYB Suspensions Europe, S.A.U.
- KYB Advanced Manufacturing Spain, S.A.U.
- KYB Manufacturing Czech s.r.o.
- KYB CHITA Manufacturing Europe s.r.o.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