



FY2025

Financial Information

May 13, 2026

KYB Corporation

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

FY2025 Performance Overview

✓ **Increase in Net Sales and Profit (Operating Profit ¥22.7bn → ¥34.9bn)**

- Net sales increased due to higher sales of automotive OEM and construction machinery products, the consolidation of Chita Kogyo as a subsidiary, and price pass-through of higher energy cost.
- Operating profit increased thanks to cost reductions from improved productivity in the U.S., the recognition of negative goodwill from the acquisition of Chita Kogyo, and price pass-through of higher energy cost.

FY2026 Forecast

✓ **Increase in Net Sales, Decrease in Profit (Operating Profit ¥34.9bn → ¥24.0bn)**

- Net sales increased due to higher sales of aftermarket products for automobiles.
- While an increase in sales of aftermarket products for automobiles is anticipated, operating profit is expected to decrease due to the non-recurrence of one-off factors from FY2025, including a gain on negative goodwill.
- The impact of the situation in the Middle East is not incorporated into the forecasts at this time.

Return to Shareholders

✓ **FY2025 annual dividend: ¥156 per share (Up ¥6 from the figures announced in February)**

- Interim dividend forecast: ¥75 per share / Year end dividend forecast: ¥81 per share

✓ **FY2026 annual dividend forecast: ¥162 per share**

- Interim dividend forecast: ¥81 per share / Year end dividend forecast: ¥81 per share

✓ **Completion of tender offer and repurchase of treasury shares (Total acquisition cost: approx. ¥12.2bn)**

- Repurchase period: From Feb. 13 to Mar. 16, 2026; Settlement commencement: Apr. 8, 2026

(¥ Billion)	IFRS			Differences
	FY2024 actual	FY2025 forecast	FY2025 actual	Previous period
Net sales	438.3	475.0	481.5	43.2
Segment profit* [Segment profit ratio]	19.8 [4.5%]	27.5 [5.8%]	29.4 [6.1%]	9.6 [1.6%]
Operating profit [Operating profit ratio]	22.7 [5.2%]	36.0 [7.6%]	34.9 [7.3%]	12.3 [2.1%]
Profit attributable to owners of the parent	14.9	27.5	29.0	14.1
FOREX (Average) (¥)				
JPY/ US\$	152.57	147.31	150.77	
JPY/ EUR	163.73	170.13	174.79	

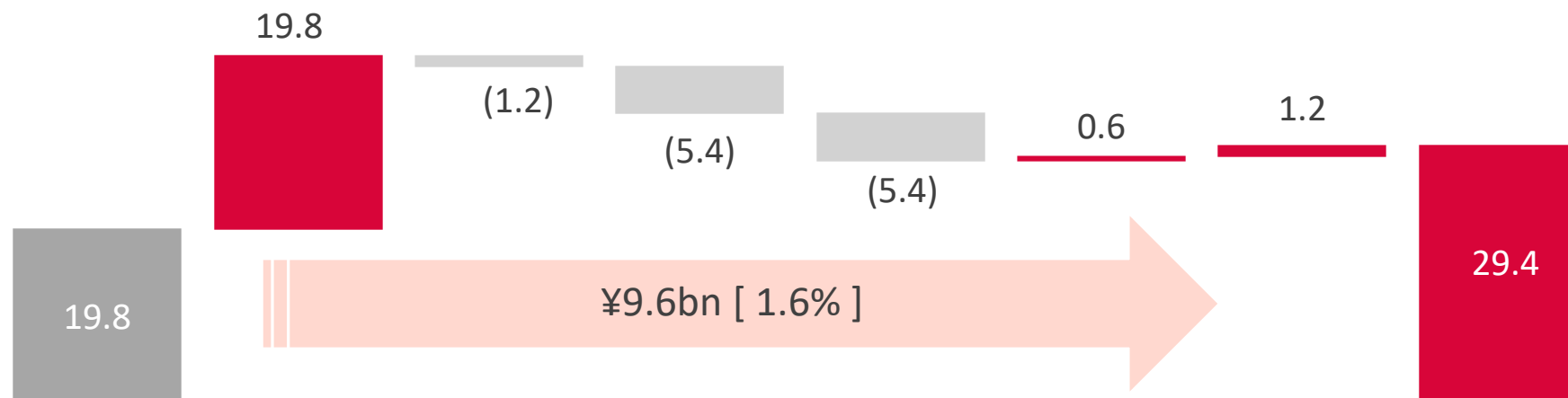
*Segment profit correspond to operating income in JGAAP.

FY2025 Net Sales and Segment Profit

(¥ Billion)	Net Sales			Segment Profit		
	FY2024 actual	FY2025 actual	Differences	FY2024 actual	FY2025 actual	Differences
AC	307.6	344.1	36.4	17.2	23.4	6.2
HC	116.2	123.9	7.7	1.7	4.5	2.7
Aircraft Components	3.7	6.7	3.0	(0.4)	0.4	0.8
Special-Purpose Vehicles	10.8	6.9	(4.0)	1.3	1.1	(0.2)
Total	438.3	481.5	43.2	19.8	29.4	9.6

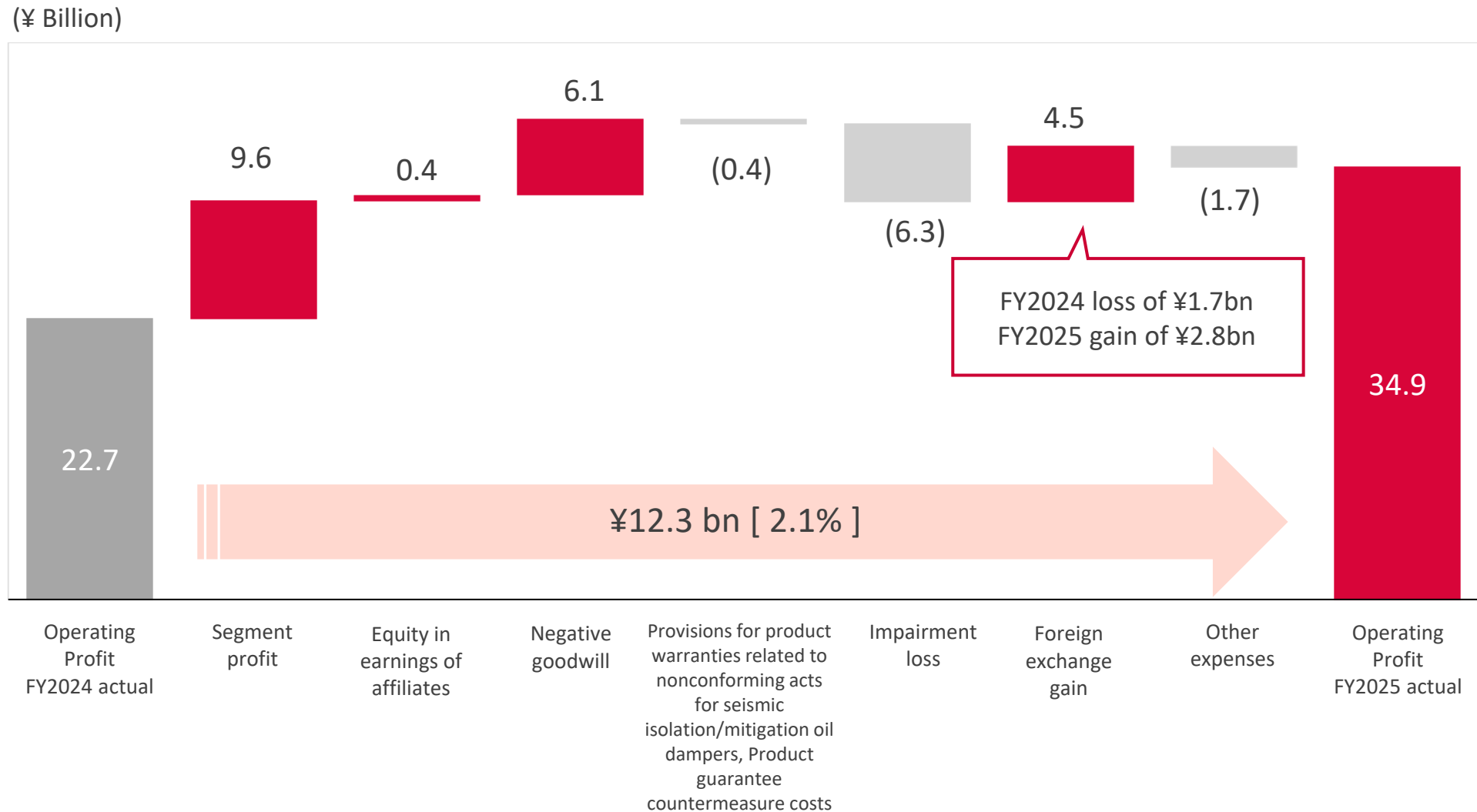
AC: Automotive Components HC: Hydraulic Components

FY2025 Net Sales and Segment Profit (Comparison with previous period)



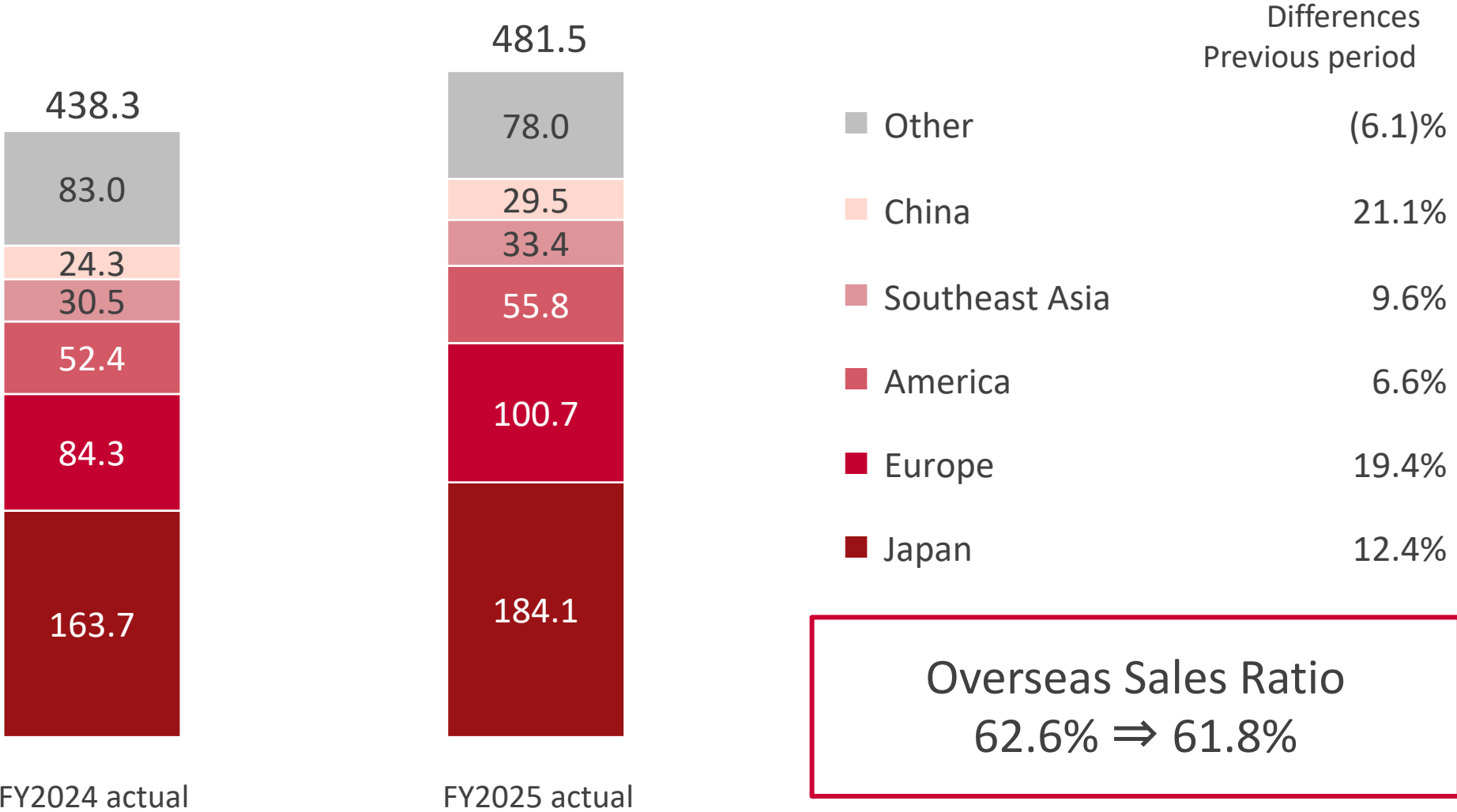
(¥ Billion)	FY2024	Sales & variable cost factors	Depreciation expenses	Personnel expenses	Other expenses	Foreign exchange	Subsidiarization of Chita Kogyo	FY2025
AC	17.2	13.8	(1.3)	(4.6)	(3.5)	0.6	1.2	23.4
HC	1.7	5.6	0.0	(1.4)	(1.5)	(0.0)	0	4.5
Aircraft Components	(0.4)	1.1	(0.0)	0.0	(0.2)	0	0	0.4
Special-Purpose Vehicles	1.3	(0.7)	0.1	0.6	(0.1)	0	0	1.1
Total	19.8	19.8	(1.2)	(5.4)	(5.4)	0.6	1.2	29.4

FY2025 Changes in Operating Profit (Comparison with previous period)



FY2025 Net Sales by Region

(¥ Billion)



(¥ Billion)	IFRS		Differences
	FY2025 actual	FY2026 forecast	Previous year
Net sales	481.5	489.0	7.5
Segment profit* [Segment profit ratio]	29.4 [6.1%]	20.0 [4.1%]	(9.4)
Operating profit	34.9	24.0	(10.9)
Profit attributable to owners of the parent	29.0	16.0	(13.0)
Dividend (¥)	156	162	6
FOREX (Average) (¥)			
JPY/ US\$	150.77	155.00	
JPY/ EUR	174.79	180.00	

* Segment profit correspond to operating income in JGAAP.

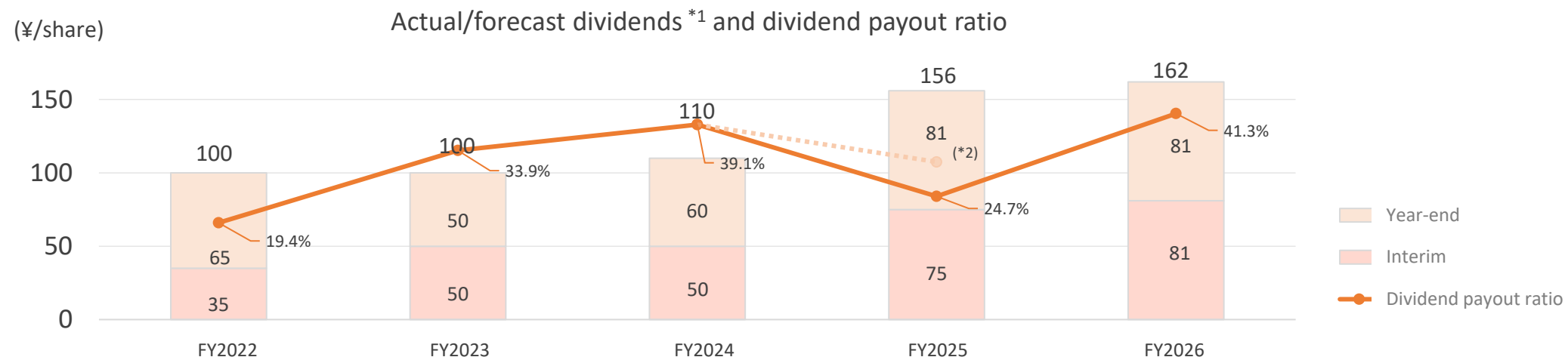
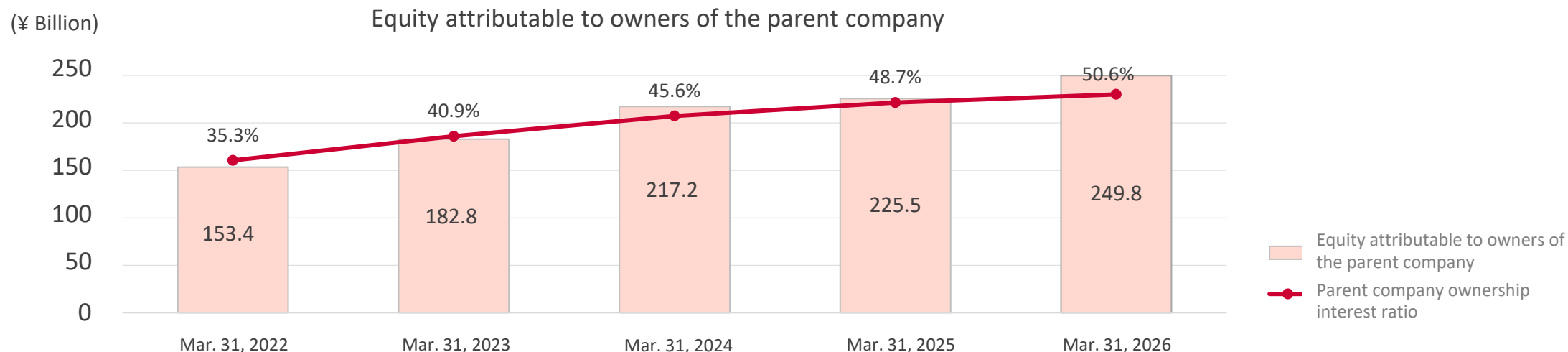
FY2026 Net Sales and Segment Profit Forecast (By Sales Division)

(¥ Billion)	Net Sales			Segment Profit		
	FY2025 actual	FY2026 forecast	Differences	FY2025 actual	FY2026 forecast	Differences
AC	344.1	349.6	5.5	23.4	15.6	(7.7)
HC	123.9	126.8	2.9	4.5	3.8	(0.6)
Aircraft Components	6.7	6.0	(0.7)	0.4	0.0	(0.4)
Special-Purpose Vehicles	6.9	6.6	(0.3)	1.1	0.5	(0.7)
Total	481.5	489.0	7.5	29.4	20.0	(9.4)

AC: Automotive Components

HC: Hydraulic Components

Changes in Equity and Dividends



^{*1} Dividends (adjusted for the stock split) are stated based on the 2-for-1 stock split on December 3, 2024, and retroactively adjusted for FY2022 (pre-split dividend X 1/2)

^{*2} Excluding the non-cash gain (¥6.1 billion of negative goodwill from the acquisition of Chita Kogyo) from profit, the dividend payout ratio is 31.6%



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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.

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Appendix FY2025 Net Sales and Segment Profit

(¥ Billion)	Net Sales			Segment Profit		
	FY2024 actual	FY2025 actual	Differences	FY2024 actual	FY2025 actual	Differences
AC	307.6	344.1	36.4	17.2	23.4	6.2
Shock absorbers for automobiles	227.9	254.6	26.7	—	—	—
Shock absorbers for motorcycles	43.8	51.0	7.3	—	—	—
Hydraulic equipment for automobiles	21.1	21.0	(0.0)	—	—	—
Others	14.9	17.5	2.5	—	—	—
HC	116.2	123.9	7.7	1.7	4.5	2.7
Hydraulic equipment for industrial use	106.4	112.6	6.2	—	—	—
System products	6.3	7.8	1.5	—	—	—
Others	3.5	3.4	(0.0)	—	—	—
Aircraft Components	3.7	6.7	3.0	(0.4)	0.4	0.8
Special-Purpose Vehicles	10.8	6.9	(4.0)	1.3	1.1	(0.2)
Total	438.3	481.5	43.2	19.8	29.4	9.6

AC: Automotive Components

HC: Hydraulic Components

Appendix Net Sales by Region

(¥ Billion)		FY2024				FY2025			
		AC	HC	Others	Total	AC	HC	Others	Total
Japan	1H	35.2	40.0	4.4	79.6	41.0	41.3	6.6	88.9
	2H	38.4	40.1	5.6	84.1	45.0	43.2	6.9	95.2
	Full year	73.6	80.1	10.0	163.7	86.1	84.5	13.6	184.1
Europe	1H	36.5	3.7	0.0	40.1	42.0	4.2	0.0	46.2
	2H	40.6	3.6	0.0	44.2	50.0	4.5	0.0	54.5
	Full year	77.1	7.3	0.0	84.3	92.0	8.7	0.0	100.7
America	1H	21.6	3.8	0.1	25.5	24.0	3.6	0.0	27.6
	2H	22.9	3.8	0.1	26.9	23.7	4.5	(0.0)	28.2
	Full year	44.5	7.6	0.3	52.4	47.7	8.1	0.0	55.8
China	1H	7.8	4.7	0.0	12.5	9.5	4.5	0.0	14.0
	2H	7.9	3.9	0.0	11.9	10.3	5.2	0.0	15.4
	Full year	15.7	8.6	0.0	24.3	19.8	9.7	0.0	29.5
Southeast Asia	1H	12.3	2.1	0.0	14.4	13.8	2.0	0.0	15.8
	2H	13.9	2.2	0.0	16.0	15.4	2.1	0.0	17.6
	Full year	26.2	4.3	0.0	30.5	29.2	4.2	0.0	33.4
Others	1H	34.5	4.0	2.7	41.3	33.7	4.5	0.0	38.2
	2H	36.0	4.3	1.5	41.8	35.5	4.3	0.0	39.8
	Full year	70.5	8.3	4.2	83.0	69.2	8.8	0.0	78.0
Total	1H	148.0	58.2	7.3	213.5	164.1	60.1	6.6	230.8
	2H	159.7	58.0	7.2	224.9	180.0	63.8	6.9	250.7
	Full year	307.6	116.2	14.5	438.3	344.1	123.9	13.6	481.5

Capital Expenditure, Depreciation

(¥ billion)	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Capital Expenditure	21.5	13.1	14.0	14.0	30.8	20.3	21.8
Depreciation Exp.	20.6	18.6	18.3	18.7	18.9	18.7	19.4

Interest-bearing Debt

(¥ billion)	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Interest-bearing Debt	154.6	160.3	124.9	114.7	101.5	108.2	114.5

R&D Expenses

(¥ billion)	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
R&D Expenses	6.3	5.4	5.8	7.1	7.6	7.8	8.1

Cash flows

(¥ billion)	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Cash flows from operating activities	(5.0)	20.8	24.3	23.9	39.9	43.8	19.5
Cash flows from investing activities	(21.5)	(6.3)	(10.9)	(13.5)	(23.5)	(34.1)	(6.6)
Cash flows from financing activities	22.6	1.2	(32.7)	(20.2)	(15.0)	(9.1)	(12.3)

Number of Employees

	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Number of Employees	15,439	14,718	14,472	13,920	13,634	12,951	13,418

Foreign Exchange Rate

(¥)	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Estimate FY2026
Average FOREX Rate - JPY/USD	108.74	106.06	112.38	135.48	144.62	152.57	150.77	155.00
Average FOREX Rate - JPY/EUR	120.81	123.69	130.56	140.97	156.78	163.73	174.79	180.00



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