Our Precision, Your Advantage

Second Quarters of FY2026 (2Qs)

Financial Information

November 11, 2026

KYB Corporation

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

Summary

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2Qs (1H) of FY2026 Performance Overview

✓ **Increase in Net Sales, decrease in Profit (Operating Profit ¥20.7bn → ¥17.9bn)**

- Net sales increased approx. 9% due to higher sales of products for automobiles, motorcycles, and construction machinery, as well as the depreciation of the yen.
- Segment profit* increased due to higher sales and the depreciation of the yen, while operating profit decreased due to the absence of the gain on bargain purchase recorded in 1Q FY2025.

*Segment profit correspond to operating income in JGAAP.

FY2026 Forecast

✓ **Revision Upward from the Previous Forecast (Operating Profit ¥24.0bn → ¥31.5bn)**

- Based on progress through the second quarter, we have revised our previously announced forecast upward.

Return to Shareholders

✓ **FY2026 annual dividend forecast: ¥60 per share (Up ¥6 from the previous forecast)**

- Interim dividend forecast: ¥30 per share, Year end dividend forecast: ¥30 per share (forecast)

Note: KYB conducted a three-for-one stock split of its common shares, effective October 1, 2026. The annual dividend forecast presented here is based on the number of shares outstanding after the stock split.

2Qs (1H) of FY2026 Financial Summary

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(¥ Billion)	IFRS		Differences
	1H of FY2025 actual	1H of FY2026 actual	Previous period
Net sales	230.8	251.8	21.0
Segment profit* [Segment profits ratio]	12.0 [5.2%]	15.3 [6.1%]	3.3 [0.9%]
Operating profit [Operating profit ratio]	20.7 [9.0%]	17.9 [7.1%]	(2.8) [(1.9)%]
Profit attributable to owners of the parent	17.1	13.0	(4.1)
FOREX (Average) (¥) JPY/ US$ JPY/ EUR	 146.04 168.06	 159.37 184.34	

*Segment profit correspond to operating income in JGAAP.

2Qs (1H) of FY2026 Net Sales and Segment Profits

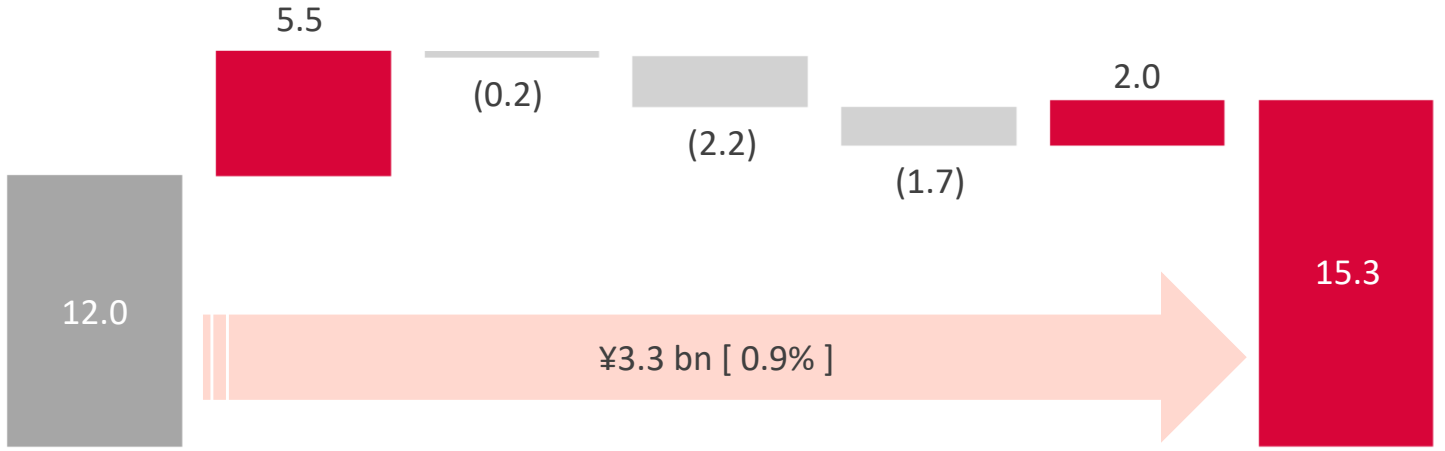
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(¥ Billion)	Net Sales			Segment Profits		
	1H of FY2025 actual	1H of FY2026 actual	Differences	1H of FY2025 actual	1H of FY2026 actual	Differences
AC	160.8	177.1	16.3	8.8	11.4	2.6
HC	63.4	67.0	3.6	2.3	2.4	0.1
Aircraft Components	3.2	4.2	1.0	0.3	1.1	0.9
Special-purpose vehicles, etc.	3.4	3.4	0.0	0.6	0.3	(0.3)
Total	230.8	251.8	21.0	12.0	15.3	3.3

AC: Automotive Components HC: Hydraulic Components

Note: Effective FY2026, the railroad business has been reclassified from AC Operations to HC Operations. FY2025 results have also been restated under HC Operations accordingly.

2Qs (1H) of FY2026 Changes in Segment Profits (Comparison with previous period)

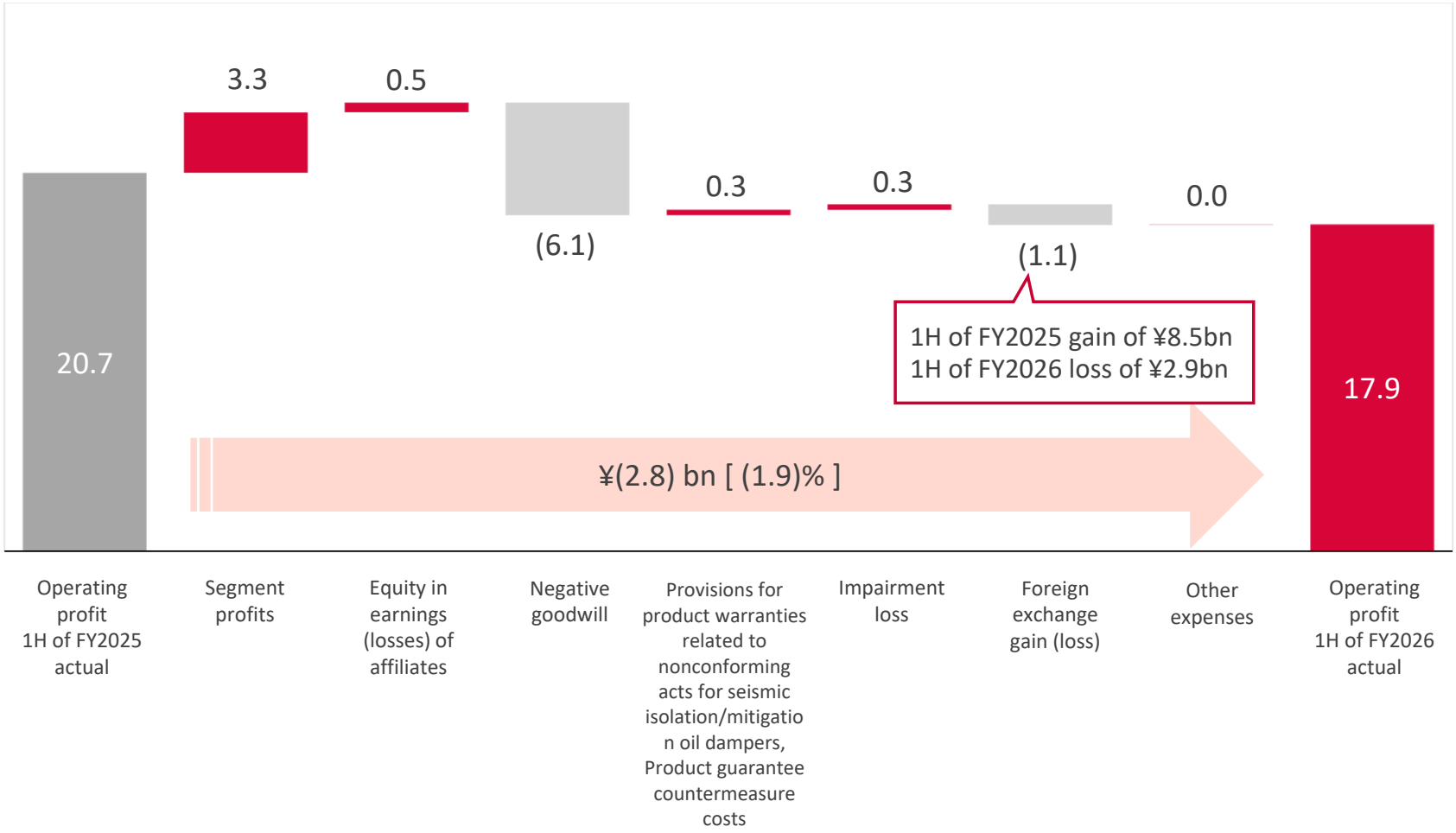


(¥ Billion)	1H of FY2025 actual	Sales & variable cost factors	Depreciation expenses	Personnel expenses	Other expenses	Foreign exchange	1H of FY2026 actual
AC	8.8	3.8	(0.2)	(1.5)	(1.4)	1.9	11.4
HC	2.3	0.9	(0.1)	(0.7)	(0.1)	0.1	2.4
Aircraft Components	0.3	0.8	0.0	0.0	0.1	0.0	1.1
Special-purpose vehicles, etc.	0.6	0.0	0.0	(0.1)	(0.3)	0.0	0.3
Total	12.0	5.5	(0.2)	(2.2)	(1.7)	2.0	15.3

2Qs (1H) of FY2026 Changes in Operating Profit (Comparison with previous period)

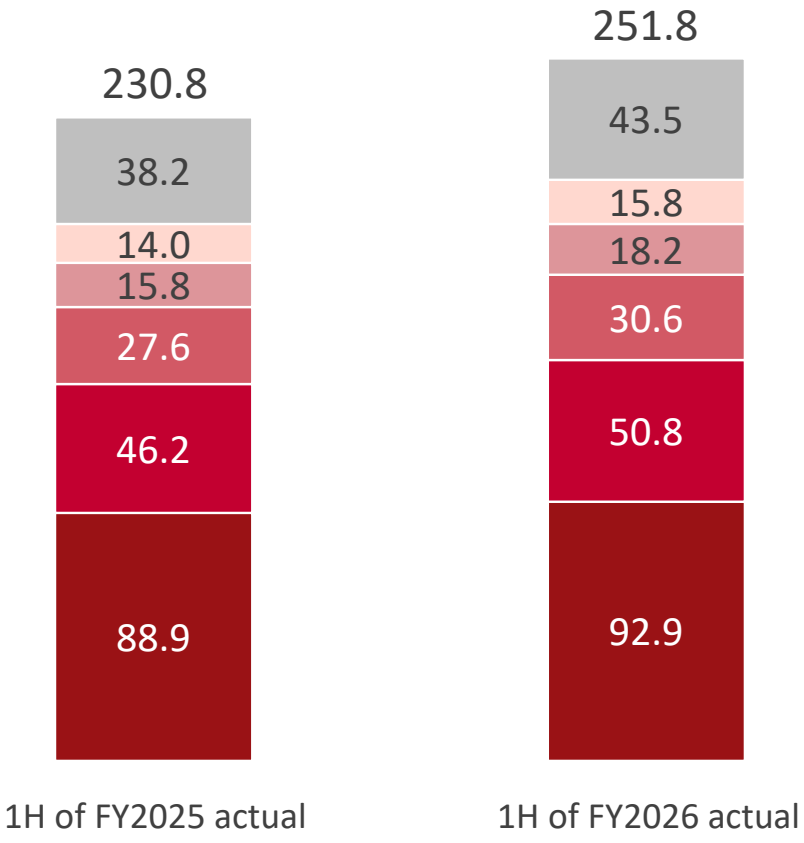
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(¥ Billion)



2Qs (1H) of FY2026 Net Sales by Region

(¥ Billion)



	Differences Previous period
Other	13.9%
China	12.3%
Southeast Asia	15.1%
America	10.8%
Europe	9.9%
Japan	4.4%

Overseas Sales Ratio
61.5% ⇒ 63.1%

FY2026 Financial Forecast

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(¥ Billion)	IFRS			Differences	
	FY2025 actual	FY2026 forecast (previous)	FY2026 forecast (revised)	Previous year	Previous forecast
Net sales	481.5	489.0	511.0	29.5	22.0
Segment profit*1 [Segment profit ratio]	29.4 [6.1%]	20.0 [4.1%]	26.5 [5.2%]	(2.9)	6.5
Operating profit	34.9	24.0	31.5	(3.4)	7.5
Profit attributable to owners of the parent	29.0	16.0	21.0	(8.0)	5.0
Dividend (¥)*2 (Adjusted for the stock split)	52	54	60	8	6
FOREX (Average) (¥)					
JPY/ US$	150.77	156.12	157.19		
JPY/ EUR	174.79	181.35	182.17		

*1 Segment profit correspond to operating income in JGAAP.
*2 Dividends (adjusted for the stock split) reflect the three-for-one stock split effective October 1, 2026 (pre-split dividend × 1/3).

FY2026 Net Sales Forecast

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(¥ Billion)	Net Sales				
	FY2025 actual	FY2026 Forecast (previous)	FY2026 Forecast (revised)	Differences	
				Previous Year	Previous forecast
AC	337.4	349.6	360.3	22.9	10.7
HC	130.5	126.8	136.1	5.6	9.3
Aircraft Components	6.7	6.0	7.9	1.2	1.9
Special-purpose vehicles, etc.	6.9	6.6	6.7	(0.2)	0.1
Total	481.5	489.0	511.0	29.5	22.0

AC: Automotive Components HC: Hydraulic Components

FY2026 Segment Profit Forecast

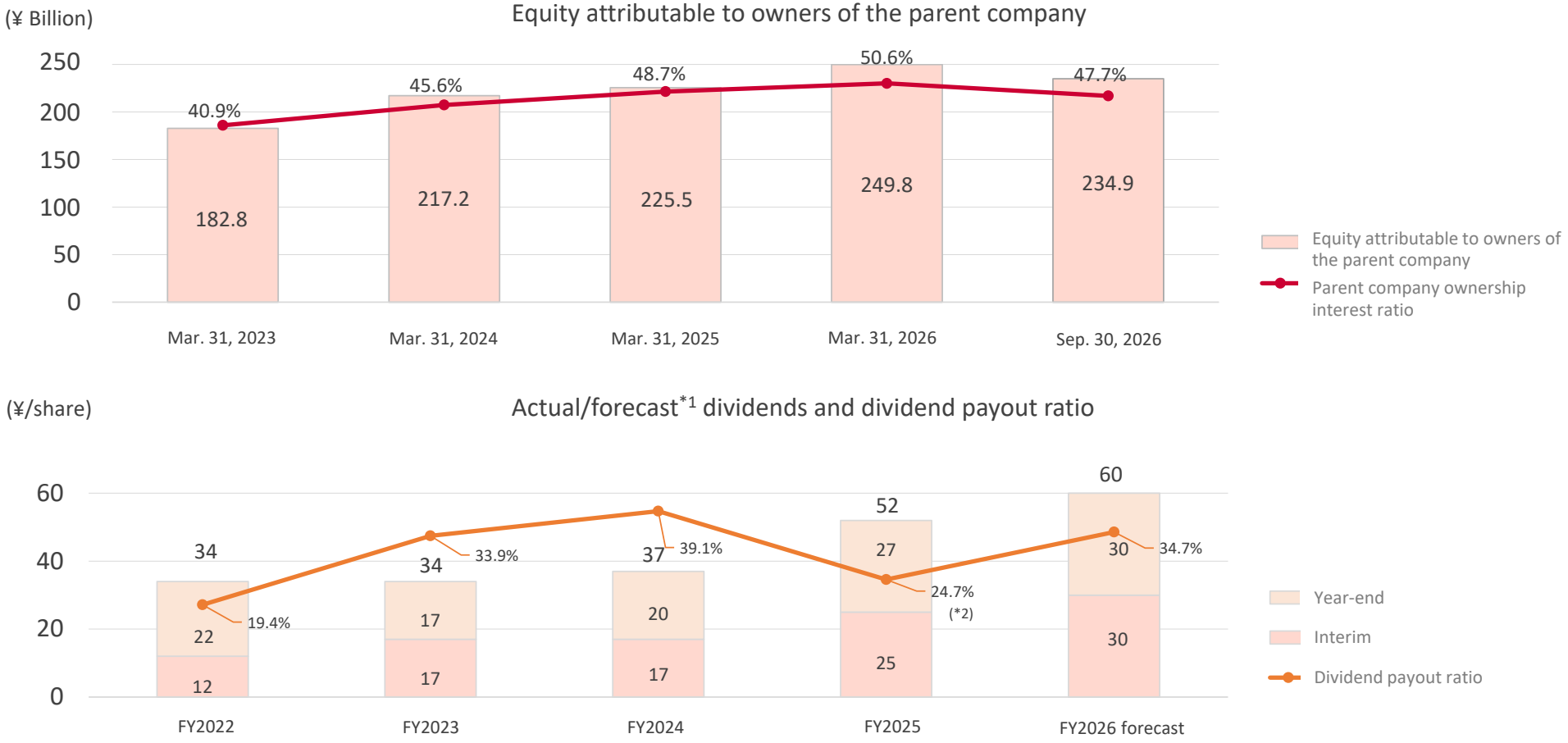
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(¥ Billion)	Segment Profit				
	FY2025 actual	FY2026 Forecast (previous)	FY2026 Forecast (revised)	Differences	
				Previous year	Previous forecast
AC	22.0	15.6	20.2	(1.8)	4.6
HC	5.8	3.8	4.8	(1.0)	1.0
Aircraft Components	0.4	0.0	1.0	0.6	1.0
Special-purpose vehicles, etc.	1.1	0.5	0.5	(0.6)	0.0
Total	29.4	20.0	26.5	(2.9)	6.5

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Changes in Equity and Dividends

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*1 Dividend amounts have been retrospectively adjusted to FY2022 to reflect the two-for-one stock split effective December 3, 2024, and the three-for-one stock split effective October 1, 2026.

*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 2Qs (1H) of FY2026 Net Sales and Segment Profit

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(¥ Billion)	Net Sales			Segment Profit		
	1H of FY2025 actual	1H of FY2026 actual	Differences	1H of FY2025 actual	1H of FY2026 actual	Differences
AC	160.8	177.1	16.3	8.8	11.4	2.6
Shock absorbers for automobiles	120.7	132.7	12.1	–	–	–
Shock absorbers for motorcycles	23.7	28.8	5.1	–	–	–
Hydraulic equipment for automobiles	10.8	9.3	(1.4)	–	–	–
Others	5.7	6.3	0.6	–	–	–
HC	63.4	67.0	3.6	2.3	2.4	0.1
Hydraulic equipment for industrial use	55.5	57.7	2.2	–	–	–
System products	2.9	4.1	1.2	–	–	–
Others	5.0	5.2	0.2	–	–	–
Aircraft Components	3.2	4.2	1.0	0.3	1.1	0.9
Special-purpose vehicles, etc.	3.4	3.4	0.0	0.6	0.3	(0.3)
Total	230.8	251.8	21.0	12.0	15.3	3.3

AC: Automotive Components HC: Hydraulic Components

Appendix Net Sales by Region

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(¥ Billion)		1H of FY2025				1H of FY2026			
		AC	HC	Others	Total	AC	HC	Others	Total
Japan	1H	37.7	44.6	6.6	88.9	39.3	45.9	7.6	92.9
	Full year	37.7	44.6	6.6	88.9	39.3	45.9	7.6	92.9
Europe	1H	42.0	4.2	0.0	46.2	46.9	3.9	0.0	50.8
	Full year	42.0	4.2	0.0	46.2	46.9	3.9	0.0	50.8
America	1H	24.0	3.6	0.0	27.6	26.0	4.6	0.0	30.6
	Full year	24.0	3.6	0.0	27.6	26.0	4.6	0.0	30.6
China	1H	9.5	4.5	0.0	14.0	11.0	4.8	0.0	15.8
	Full year	9.5	4.5	0.0	14.0	11.0	4.8	0.0	15.8
Southeast Asia	1H	13.8	2.0	0.0	15.8	15.7	2.5	0.0	18.2
	Full year	13.8	2.0	0.0	15.8	15.7	2.5	0.0	18.2
Others	1H	33.7	4.5	0.0	38.2	38.2	5.3	0.0	43.5
	Full year	33.7	4.5	0.0	38.2	38.2	5.3	0.0	43.5
Total	1H	160.8	63.4	6.6	230.8	177.1	67.0	7.6	251.8
	Full year	160.8	63.4	6.6	230.8	177.1	67.0	7.6	251.8



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