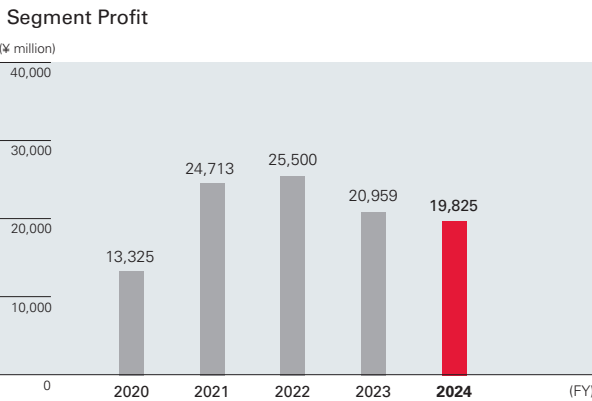
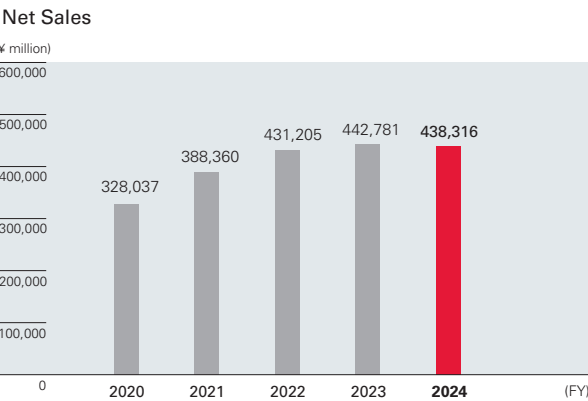


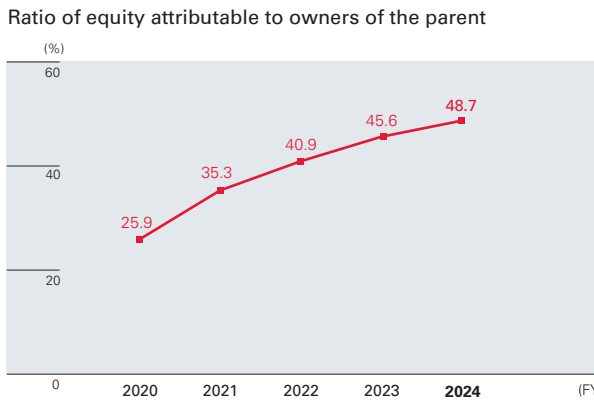
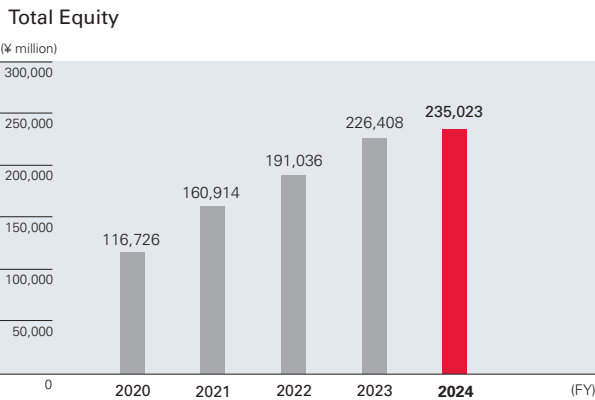
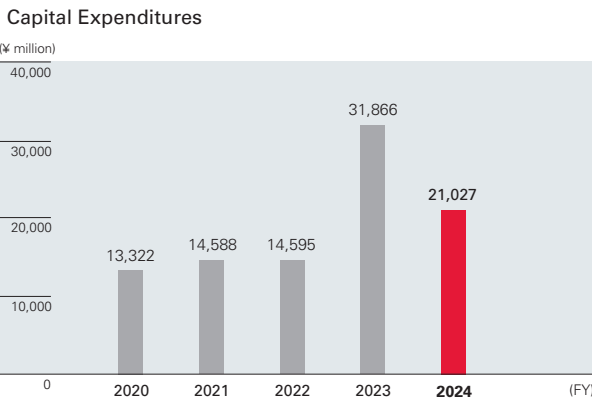
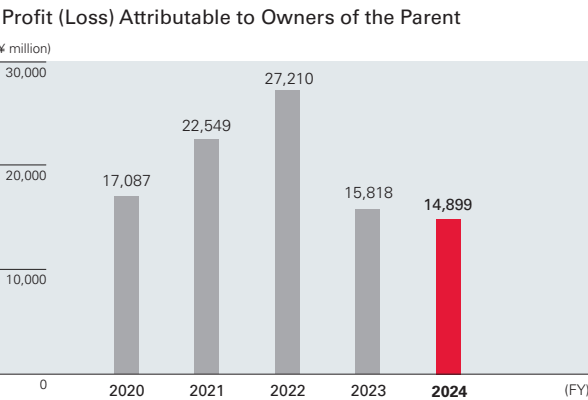
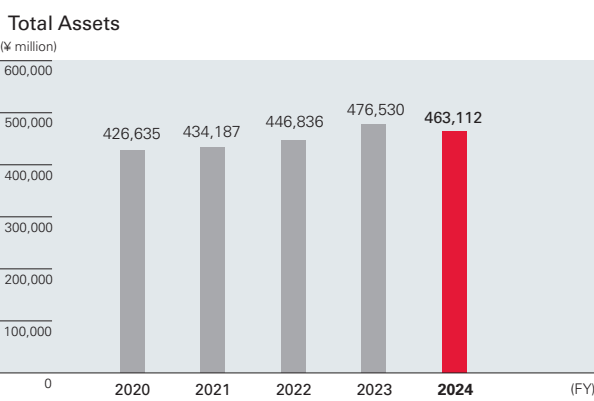
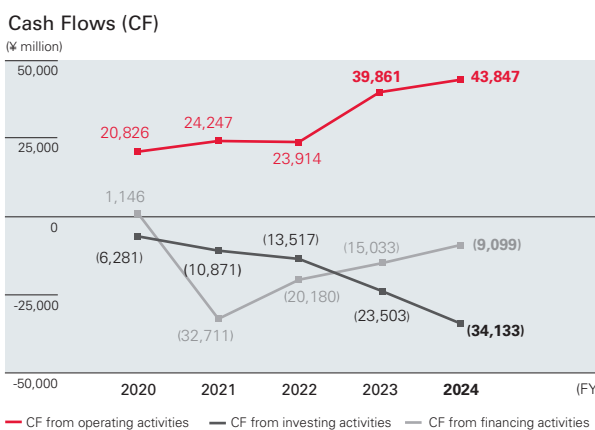
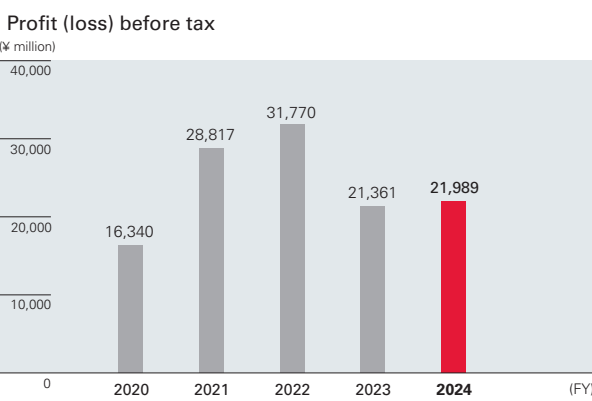
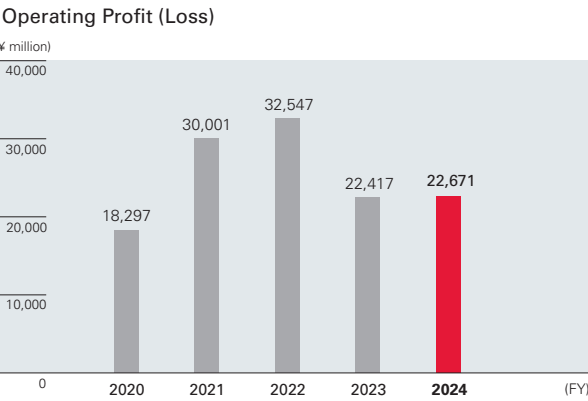
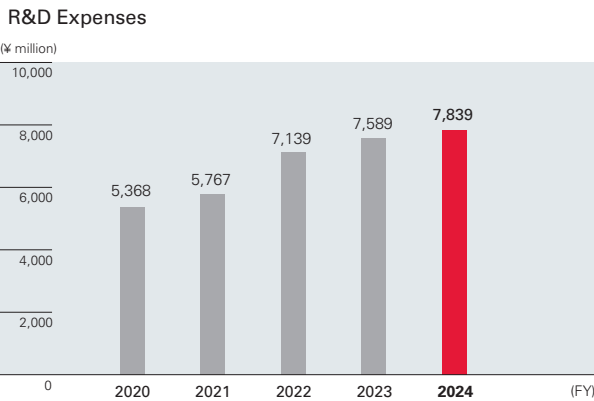
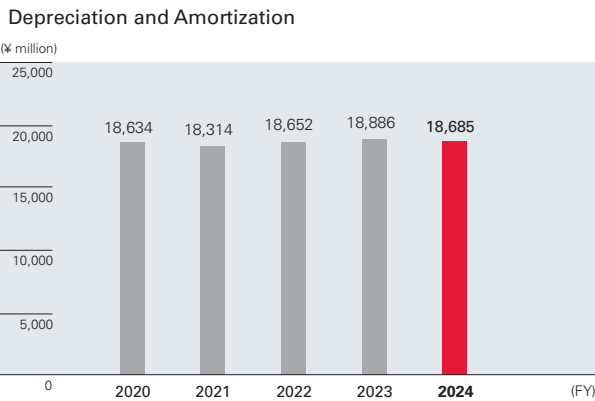
KYB Performance Highlights

Financial

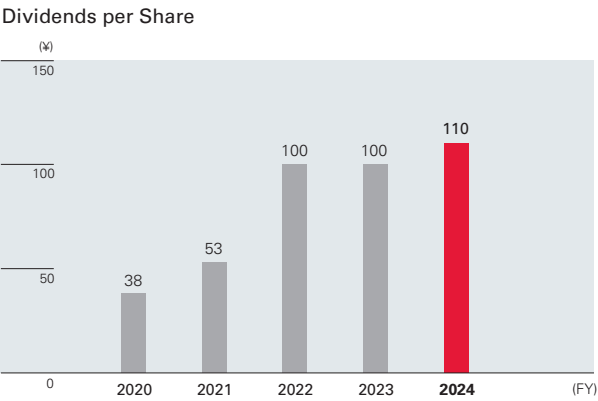
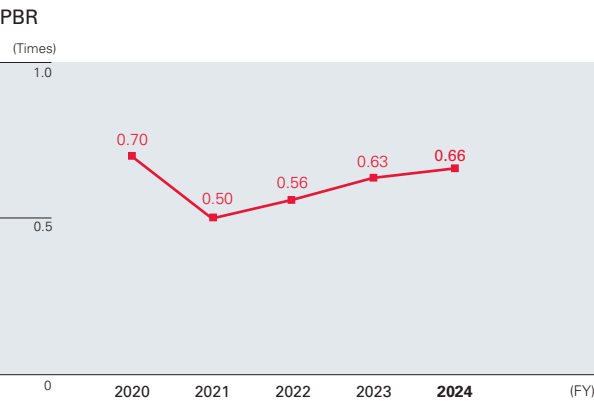
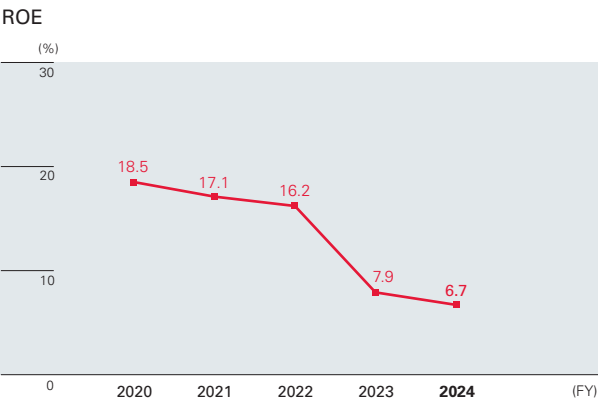
Net sales for the KAYABA Group were ¥438.3 billion, a decrease of ¥4.5 billion from the previous fiscal year. Operating profit was ¥22.7 billion, up from ¥22.4 billion in the previous fiscal year. Profit before tax was ¥22.0 billion, up from ¥21.4 billion in the previous fiscal year. Profit attributable to owners of the parent was ¥14.9 billion, compared with ¥15.8 billion in the previous fiscal year.



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

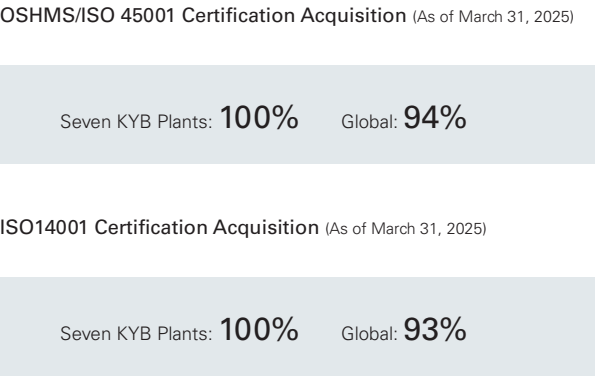
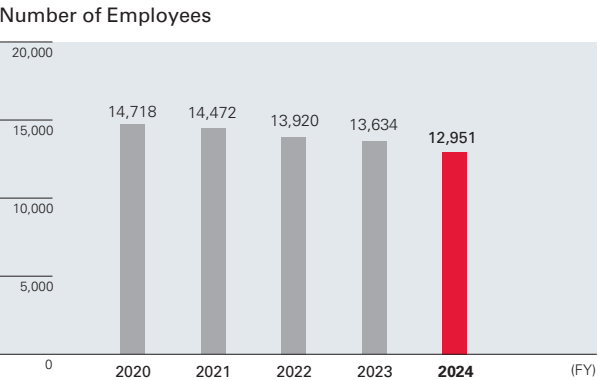
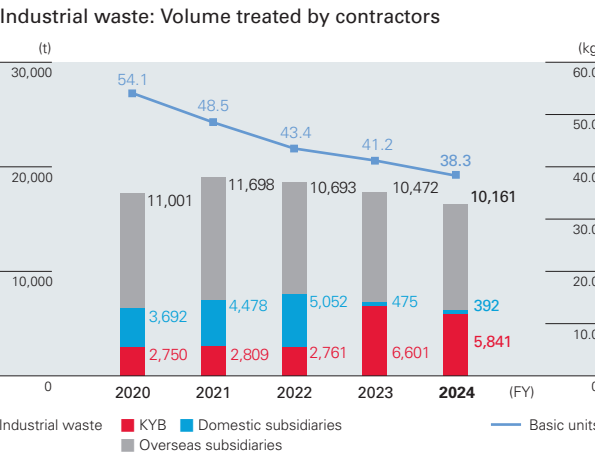
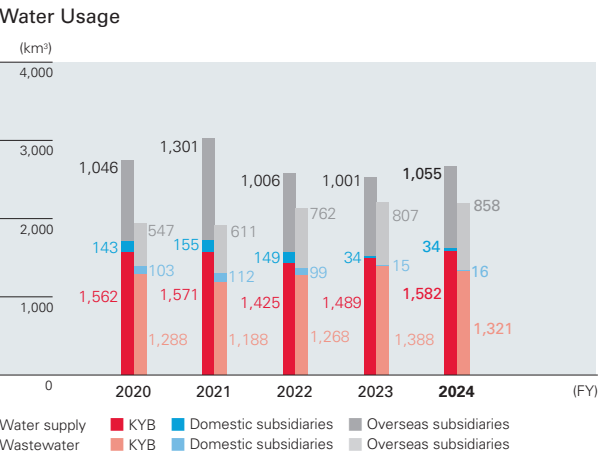
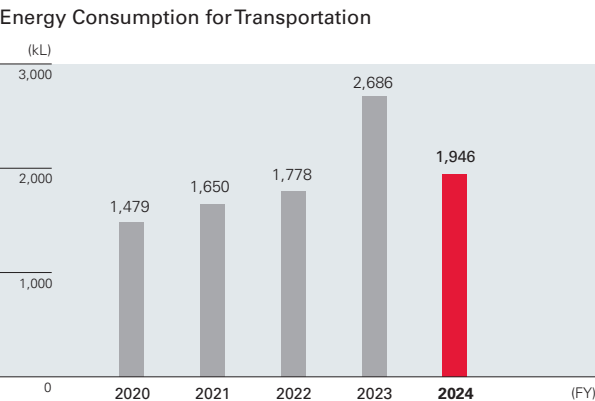
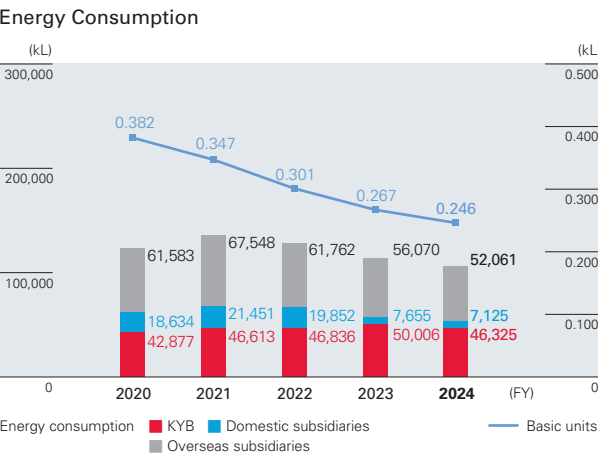


Financial



Non-financial

During the product manufacturing phase, the KAYABA Group consumed 105,511 kL of crude oil equivalent, which is a 7.2% year-on-year reduction. The energy intensity was 0.246 kL per million yen, which is a 7.9% year-on-year reduction. Regarding industrial waste, we prioritized reducing volume and promoting in-house recycling. This resulted in contractor-treated emissions of 16,394 tons (a 6.6% year-on-year reduction) and a basic unit of 38.3 kg per million yen (a 7.0% year-on-year reduction).



KYB Performance Highlights

CO₂ Emissions

CO ₂ emission category			KYB (Seven plants)	Domestic subsidiaries (Six companies)	Overseas subsidiaries (18 companies)	Total
Scope 1	Direct Emissions		34,942 tCO ₂	2,112 tCO ₂	27,378 tCO ₂	64,433 tCO ₂
Scope 2	Indirect Emissions from the Use of Electricity (Market Standard)		54,204 tCO ₂	11,459 tCO ₂	58,973 tCO ₂	124,636 tCO ₂
Scope 3	Category 1	Purchased Goods and Services	1,206,916 tCO ₂	137,340 tCO ₂	1,157,917 tCO ₂	2,502,172 tCO ₂
	Category 2	Capital Goods	48,502 tCO ₂	5,704 tCO ₂	152,726 tCO ₂	206,932 tCO ₂
	Category 3	Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2	16,932 tCO ₂	2,387 tCO ₂	12,395 tCO ₂	31,714 tCO ₂
	Category 4	Upstream Transportation and Distribution	5,654 tCO ₂	403 tCO ₂	10,348 tCO ₂	16,405 tCO ₂
	Category 5	Waste Generated in Operations	5,143 tCO ₂	462 tCO ₂	13,542 tCO ₂	19,148 tCO ₂
	Category 6	Business Travel	1,075 tCO ₂	346 tCO ₂	1,127 tCO ₂	2,548 tCO ₂
	Category 7	Employee Commuting	3,350 tCO ₂	1,460 tCO ₂	3,741 tCO ₂	8,551 tCO ₂
	Category 8	Upstream Leased Assets	0 tCO ₂	0 tCO ₂	0 tCO ₂	0 tCO ₂
	Category 9	Downstream transportation and Distribution	416 tCO ₂	105 tCO ₂	3,967 tCO ₂	4,488 tCO ₂
	Category 10	Processing of Sold Products	0 tCO ₂	0 tCO ₂	0 tCO ₂	0 tCO ₂
	Category 11	Use of sold products	315,700 tCO ₂	0 tCO ₂	0 tCO ₂	315,700 tCO ₂
	Category 12	End-of-Life Treatment of Sold Products	19,610 tCO ₂	0 tCO ₂	0 tCO ₂	19,610 tCO ₂
	Category 13	Downstream Leased Assets	0 tCO ₂	0 tCO ₂	0 tCO ₂	0 tCO ₂
	Category 14	Franchises	0 tCO ₂	0 tCO ₂	0 tCO ₂	0 tCO ₂
	Category 15	Investments	11,470 tCO ₂	0 tCO ₂	0 tCO ₂	11,470 tCO ₂

The coverage of Scope 1, 2, and 3 contains seven KYB Plants and the Company's affiliates (six domestic subsidiaries, 18 overseas subsidiaries) for the entire KAYABA Group's performance in 2022. The calculation method for each Scope is in conformity with the guidelines released by Japan's Ministry of the Environment, and the method for overseas plants is essentially the same. However, Scope 2 uses the market standards for CO₂ emissions factors.

Materials cited for calculations

Scope 1: Manual for the Calculation and Reporting of Greenhouse Gas Emissions and GHG Protocol, Ministry of the Environment

Scope 2: Emission Factors by Electric Utility Operator (used to calculate emissions volumes of greenhouse gas by designated emitters), Ministry of the Environment and Ministry of Economy, Trade and Industry; IEA Emission factors; and Ministry of Ecology and Environment of People's Republic of China (China plants) (In cases where the market standard was unclear, a location basis was substituted.)

Scope 3, Category 1: Environmental Impact Factors with Consideration for the Global Supply Chain, announced by Incorporated Administrative Agency the National Institute for Environmental Studies, and use of basic units based on the results of domestic calculations at overseas plants

Scope 3, Categories 2 to 15: Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain, announced by the Ministry of the Environment and Ministry of Economy, Trade and Industry. Category 10 is under investigation, Categories 11 and 12 are applicable to the mixer trucks in our Special-purpose Vehicles Division, and Category 14 is not applicable.

Evaluation of FY2024 Activities

○ Target achieved ×: Target not achieved

Theme		Global (KYB (seven plants), Consolidateed subsidiaries (six domestic, 18 overseas)			KYB (seven plants)		
		Numerical target	FY2024 achievements	Evaluation	Numerical target	FY2024 achievements	Evaluation
Climate change counter- measures	CO ₂ emissions	200,098 tCO ₂ or less	189,069 tCO ₂	○	94,220 tCO ₂ or less	89,146 tCO ₂	○
	CO ₂ emissions per basic unit	(Ref.) 0.473 tCO ₂ /¥ million or less	0.442 tCO ₂ /¥ million	—	(Ref.) 0.456 tCO ₂ /¥ million or less	0.451 tCO ₂ /¥ million	—
	Energy consumption	(Ref.) 125,907 kL or less	105,511 kL	—	(Ref.)57,162 kL or less	46,325 kL	—
	Energy consumption per basic unit	0.283 kL/¥ million or less	0.246 kL/¥ million	○	0.251 kL/¥ million or less	0.234 kL/¥ million	○
Reduction of industri- al waste	General waste	(Ref.) 2,600 t or less	2,556 t	—	(Ref.) 453 t or less	377 t	—
	General waste per basic unit	6.10 t/¥ million or less	5.97 kg/¥ million	○	2.17 kg/¥ million or less	1.91 kg/¥ million	○
	Metal scrap	(Ref.) 39,412 t or less	33,977 t	○	(Ref.) 20,566 t or less	17,164 t	—
	Metal scrap per basic unit	88.5 t/¥ million or less	79.4 kg/¥ million	—	90.4 kg/¥ million or less	86.8 kg/¥ million	○
	Industrial waste	(Ref.) 18,167 t or less	16,394 t	—	(Ref.) 7,073 t or less	5,841t	—
	Industrial waste per basic unit	41.4 kg/¥ million or less	38.3 kg/¥ million	○	31.7 kg/¥ million or less	29.5 kg/¥ million	○
Recycling	Plastic waste matter	—	—	—	(Ref.) 469 t or less	495 t	—
	Recycling rate	—	—	—	76.5% or more	76.8%	○
	Final disposal volume	—	—	—	2.2% or less	2.7%	×

Note: Energy refers to the total of crude oil conversion, such as electricity and fuel. Regarding the decrease of industrial waste, the calculations exclude valuable materials (recycling or reuse) generated by initiatives to promote recycling.
Output level are calculated based on KYB's regulations, which take shipping into account.

Environmental Accounting

The amounts of investment and cost were calculated with reference to the Environmental Accounting Guidelines, 2005, provided by the Ministry of the Environment.2005, provided by the Ministry of the Environment.

FY2024 Results (Seven KYB Plants)

Cost Type		Major Contents	Invested Amount	Cost
(1) Business area cost	(1)-1 Pollution prevention cost	Air pollution and water pollution prevention activities	268.8	202.2
		Maintenance and inspection of pollution prevention facilities		
		Analysis and measurement of atmosphere and water quality		
	(1)-2 Global environmental conservation-cost	Energy conversion	51.0	9.2
		Energy-saving activities (Investments, etc.)		
	(1)-3 Resource circulation cost	Recycling of plant waste	9.7	351.1
Reduction of industrial waste				
(2) Upstream/downstream cost			0.0	0.0
(3) Management activity cost		Maintenance and management of ISO 14001, etc.	6.4	68.7
		Monitoring of environmental impact and employee education		
(4) R&D cost		Environmentally friendly product development	17.0	219.2
		Lightweight products and products containing less hazardous chemical substances		
(5) Social activity cost		Support of non-profit environmental protection	0.0	0.2
		Afforestation and maintenance of scenery around plants		
(6) Environmental remediation cost			0.0	0.0
(7) Other cost		Internal environmental conservation	0.0	84.8
		Welfare conservation		
Subtotal			352.9	935.3
Grand total				1,288.2

Note: Classification and Definition of Environmental Conservation Costs
Invested amount: Expense for the purpose of environmental conservation during the target period with effect that continues for a number of terms and running cost for those periods. Cost: Cost or loss generated from expenditure of finances/services for the purpose of environmental conservation.

11-Years Financial Summary

(Millions of yen)

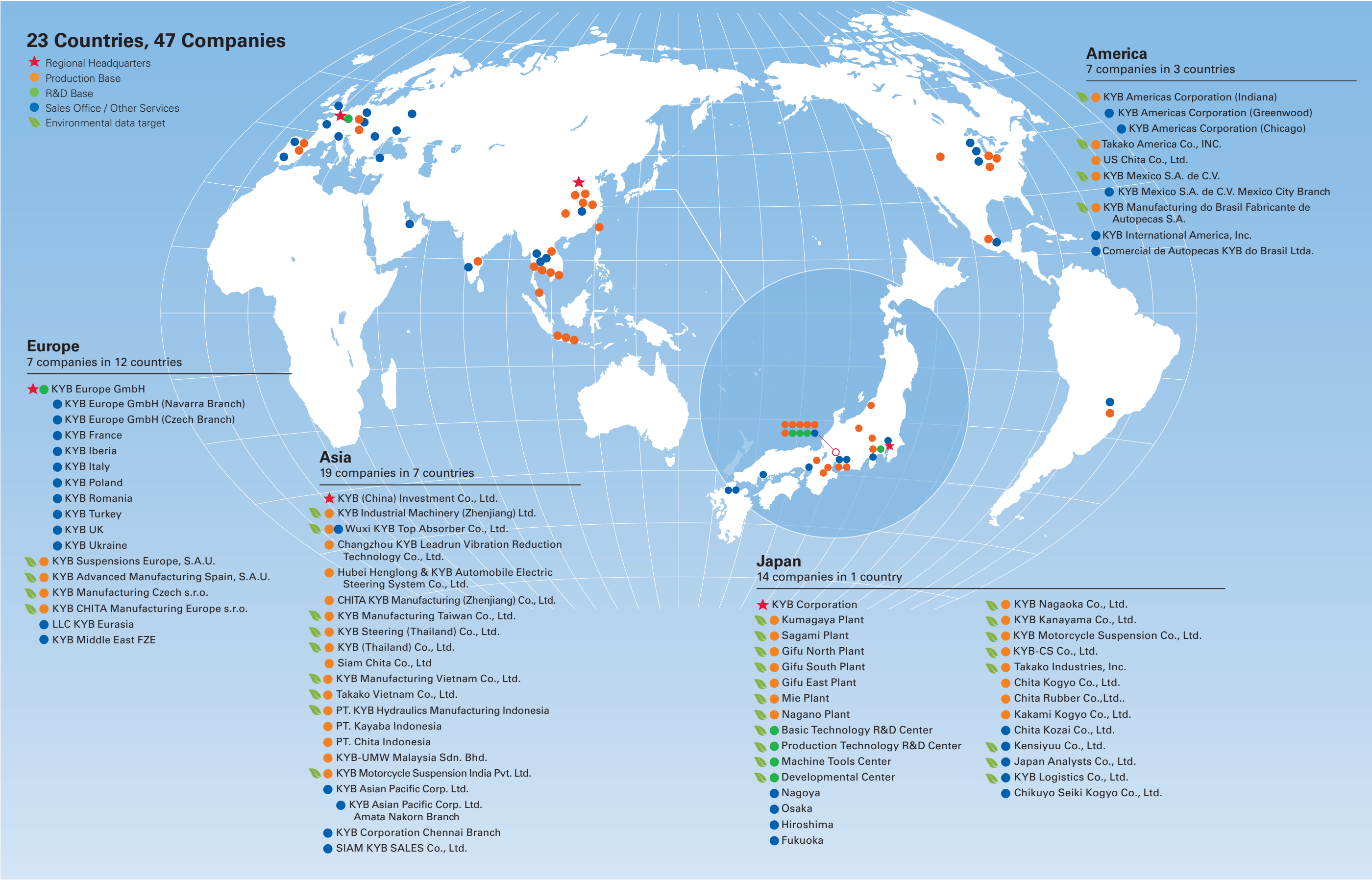
FY	2014	2015	2016		2017	2018	2019	2020	2021	2022	2023	2024
Accounting standards applied	IFRS	IFRS	IFRS		IFRS	IFRS	IFRS	IFRS	IFRS	IFRS	IFRS	IFRS
Net sales	370,327	355,320	355,316		393,743	412,214	381,584	328,037	388,360	431,205	442,781	438,316
Segment profit* ¹	15,506	17,588	18,624		22,949	22,010	17,575	13,325	24,713	25,500	20,959	19,825
Operating profit (loss)	14,461	4,327	19,247		20,885	(28,496)	(40,298)	18,297	30,001	32,547	22,417	22,671
Profit (loss) before tax [Income (loss) before income taxes]	14,892	2,825	18,852		20,881	(29,510)	(41,419)	16,340	28,817	31,770	21,361	21,989
Profit (loss) attributable to owners of the parent [Net income (loss)]	8,036	(3,161)	14,544		15,202	(24,757)	(61,879)	17,087	22,549	27,210	15,818	14,899
Capital expenditures	30,087	21,300	20,578		20,956	25,345	23,347	13,322	14,588	14,595	31,866	21,027
Depreciation and amortization	15,191	17,075	15,922		16,988	17,581	20,615	18,634	18,314	18,652	18,886	18,685
R&D expenses	8,910*	7,760	7,621		8,102	6,750	6,312	5,368	5,767	7,139	7,589	7,839
Cash flows from operating activities	22,335	19,958	31,153		29,252	17,047	(4,999)	20,826	24,247	23,914	39,861	43,847
Cash flows from investing activities	(30,658)	(20,320)	(21,337)		(16,386)	(13,616)	(21,505)	(6,281)	(10,871)	(13,517)	(23,503)	(34,133)
Cash flows from financing activities	(555)	(3,395)	(969)		(4,482)	10,418	22,576	1,146	(32,711)	(20,180)	(15,033)	(9,099)
Cash and cash equivalents at end of period	30,510	25,296	33,988		42,702	56,092	50,423	68,700	52,118	43,585	46,637	47,428
Total assets	387,877	359,002	381,326		412,493	441,074	410,454	426,635	434,187	446,836	476,530	463,112
Interest-bearing debt* ²	92,448	91,685	93,563		94,641	108,634	154,608	160,278	124,874	114,706	101,526	108,224
Total equity [Total net assets]	175,256	153,381	169,771		186,651	155,643	79,815	116,726	160,914	191,036	226,408	235,023
Diluted earnings per share [Net income (loss) per share]* ^{3, 4} (Yen)	31.45	(12.37)	56.93		595.09	(969.18)	(2,422.53)	334.47	427.48	514.20	294.79	281.13
Basic earnings per share [Net income (loss) per share]* ^{3, 4} (Yen)	—	—	—		—	—	—	—	—	514.03	294.75	281.08
Cash dividends per share applicable to the year* ^{3, 4} (Yen)	12.00	11.00	12.00		150.00	0.00	0.00	38.00	53.00	100.00	100.00	110.00
Return on equity attributable to owners of the parent [Return on equity] (ROE; %)	5.1	(2.0)	9.3		8.8	(15.0)	(55.4)	18.5	17.1	16.2	7.9	6.7
Ratio of equity attributable to owners of the parent [Equity ratio] (%)	43.6	41.3	43.1		43.7	33.9	18.1	25.9	35.3	40.9	45.6	48.7
P/E ratio (Times)	14.0	—	10.2		8.5	—	—	4.5	3.5	3.9	8.8	10.5
Number of employees	13,732	13,796	14,350		14,754	15,427	15,439	14,718	14,472	13,920	13,634	12,951

*1: Segment profit is calculated by deducting cost of sales and selling, general and administrative expenses from net sales.
*2: Interest-bearing debt = Short-term borrowings + Current portion of long-term borrowings + Current lease obligations + Corporate bonds + Long-term debt + Non-current lease obligations + Guarantee deposits received (Corporate bonds have been added since FY2021)
*3: The Company carried out 1-for-10 reverse stock split on the effective date of October 1, 2017.
*4: On December 3, 2024, the Company implemented a 2-for-1 stock split. For comparison purposes, cash dividends per share applicable to the year, as well as basic and diluted earnings per share, have been calculated on the assumption that the stock split had been effective at the beginning of FY2020 and have been retroactively adjusted.

* JGAAP
Note: KYB Corporation and Consolidated Subsidiaries

KYB in Globe

(As of November 1, 2025)



External Assessments

(FY2024)

Awards List				
Year and Month	Name of Award/Certification	Awards Side	Notes	Awarded
April 2024	SER (Excellent)	Caterpillar		KYB
	Kitaichi Evaluation (Rank A)	Toyota Latin America and Caribbean	In categories such as safety, quality, delivery, customer relations, operations management, and TPS	KMB (Brazil)
August 2024	Supplier Quality Excellence Award 2023	General Motors	QPR5 (Quality Performance Requirements Level 5)	KMB (Brazil)
September 2024	ASEAN Regional Quality Award Chassis Category	Nissan Motor Thailand	Number one in the ASEAN region	KST (Thailand)
October 2024	Gifu Prefecture Excellent New Product Encouragement Award (Gold Award)	Gifu Inventors Exhibition	Patent related to electric power steering	KYB
November 2024	Minister of Education, Culture, Sports, Science and Technology Award at the Chubu Regional Invention Awards	Invention Association		KYB
	Invention Encouragement Award at the Kanto Regional Invention Awards	Invention Association		KYB
January 2025	Master Niigata Health Management Promotion Company 2025	Niigata Prefecture	Three consecutive years	KYB Nagaoka
February 2025	Best Quality Award	Boon Siew Honda		KMSB (Malaysia)
March 2025	Activity Award	SMC	Efforts to reduce energy consumption by lowering pneumatic operating pressure at the plant and minimizing losses caused by air leaks	KYBSE (Spain)
	Certificate of Appreciation	JR West and JR Central	Presented to companies with outstanding contributions	KYB

Note: KMB: KYB Manufacturing do Brasil Fabricante de Autopecas S.A., KST: KYB Steering (Thailand) Co., Ltd., KMSB: KYB-UMW Malaysia Sdn. Bhd., KYBSE: KYB Suspensions Europe, S.A.U.



SER (Excellent)
(April 2024)



Supplier Quality Excellence
Award 2023 (August 2024)



ASEAN Regional Quality Award
Chassis Category
(September 2024)



Best Quality Award
(February 2025)



Activity Award
(March 2025)

Other Assessments



“B” ratings on climate change and on water security (2024)



Selected as constituents of the JPX Nikkei Index 400 and the JPX Nikkei Small- and Mid-cap Indexes (2024)



Certified Health and Productivity Management Organization 2025



Certified as an “Eruboshi” Company (2024)

Corporate Information

(As of September 30, 2025)



<https://www.kyb.co.jp/english/>

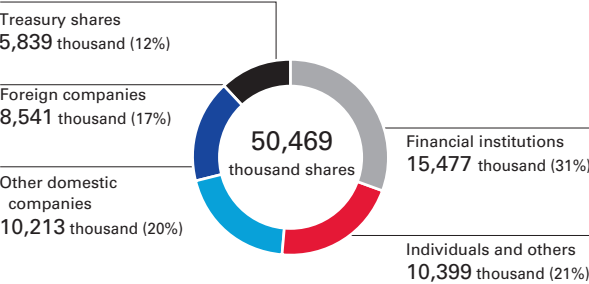
Company Name	KYB Corporation	Date of Establishment	March 10, 1935
Head Office	World Trade Center Bldg., South Tower 28F, 4-1, Hamamatsu-cho 2-chome, Minato-ku, Tokyo 105- 5128, Japan Tel: +81-3-3435-3511 Fax: +81-3-3436-6759	Fiscal Year	April 1 to March 31
		Paid-in Capital	¥27,647.6 million
		Number of Employees	13,310 (Consolidated basis)
		Securities Traded	Prime Market of Tokyo Stock Exchange

Shareholder Information

(As of September 30, 2025)

Common Stock Issued	Common stock : 50,468,662 Class A preferred stock : 125
Number of Shareholders	Common stock : 11,583 Class A preferred stock : 8
Transfer Agent and Registrar	Mizuho Trust & Banking Co., Ltd. 3-3, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8241, Japan

Composition of Shareholders (Common Stock)



Major Shareholders

Name	Shareholding (Thousands)	Percent of Total Shares Issued (%)
The Master Trust Bank of Japan (Trust Account)	4,999,800	11.2
Toyota Motor Corporation	2,938,834	6.6
Custody Bank of Japan, Ltd. (Trust Account)	2,206,800	4.9
Suppliers'stock ownership	2,130,400	4.8
Meiji Yasuda Life Insurance Company	2,009,300 [15]	4.5
Hitachi Construction Machinery Co., Ltd.	1,784,000	4.0
Trust & Custody Services Bank, Ltd. as trustee for Mizuho Bank, Ltd. Retirement Benefit Trust Account re-entrusted by Mizuho Trust and Banking Co., Ltd.	1,223,000	2.7
Ogaki Kyoritsu Bank, Ltd.	1,182,866 [10]	2.7
Employee Stock Ownership	1,115,830	2.5
STATE STREET BANK AND TRUST COMPANY 505223	1,003,674	2.2

Note: The percent of total shares issued is calculated after the deduction of own shares (5,839,187 shares). [] is the number of Class A preferred shares.

Monthly Stock Price Range (Tokyo Stock Exchange)



Note: Share prices prior to the December 3, 2024 stock split have been retroactively adjusted for comparison purposes.