



*Our Precision, Your Advantage*



## KAYABA Group Report **2025**

April 1, 2024– March 31, 2025



**We strive to become a partner that supports the future of people's lives—an indispensable source of safety and comfort in mobility, infrastructure, and living spaces.**

Representative Director, President, Chief Executive Officer (CEO)

**KYB Corporation**

## AC Operations



**We continue forging ahead with our responsibilities to protect the environment while delivering the thrill of motorsports and striving to remain specialists.**

### KYB's Strengths

- 1) The ability to pursue proprietary development as an independent manufacturer while maintaining close relationships with customers
- 2) A globally integrated development structure
- 3) Synergies generated from accumulated know-how across the Group, including the HC Operations and Special-Purpose Vehicles Division
- 4) A Development Center equipped with its own test course
- 5) Participation in world-class motorsports events, which drives the advancement of our cutting-edge technologies

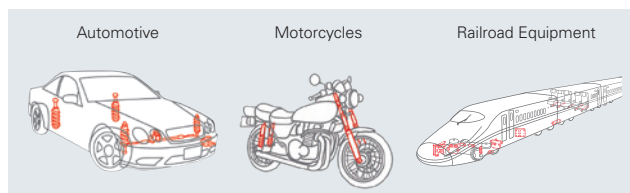
### Main Products

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)

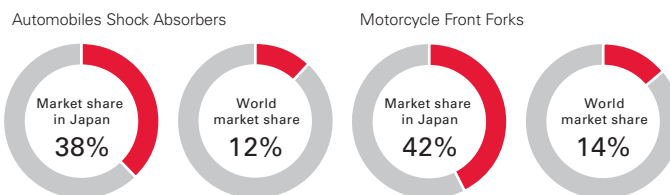


\*KADS: KYB Actimatic Damper System™

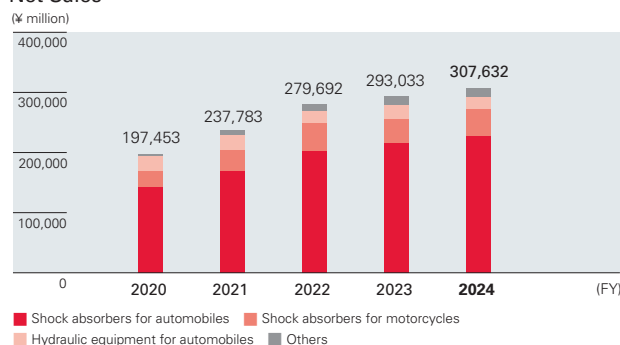
### Main machines that use KYB products



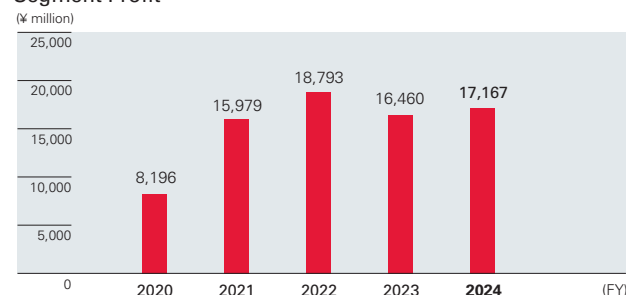
### Market Share Source: KYB data (As of March 31, 2025)



### Net Sales



### Segment Profit



- 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's Strengths

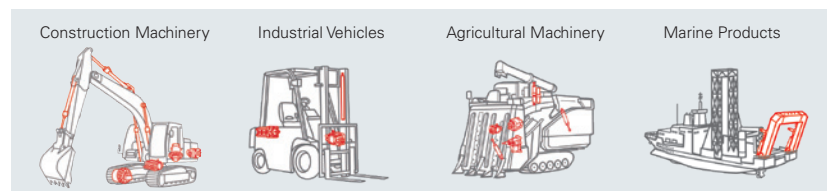
- 1) A pioneer in hydraulic equipment that led Japanese technology in the 1960s
- 2) Continuously evolving through the inheritance of extensive data and expertise
- 3) High product quality and efficient production processes
- 4) Capable of developing, designing, and manufacturing all hydraulic components (including pumps, control valves, motors, and cylinders)
- 5) Ability to propose optimal systems that shorten OEMs' development lead time and contribute to energy efficiency

## 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

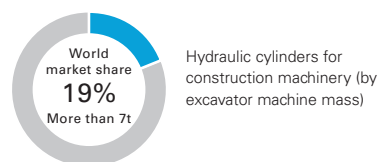


## Main machines that use KYB products

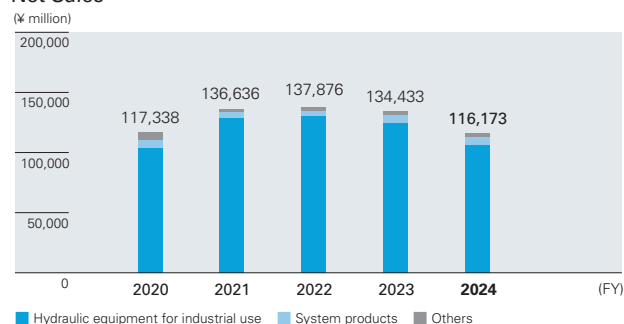


## Market Share

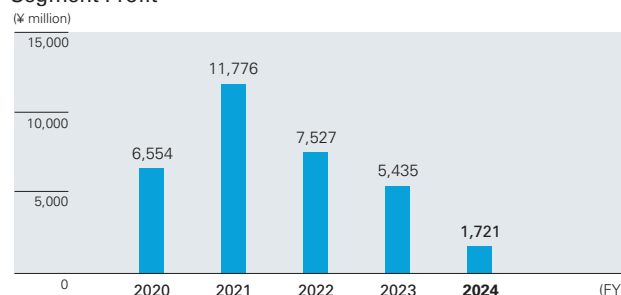
Source: KYB data (As of March 31, 2025)



## Net Sales



## Segment Profit



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.



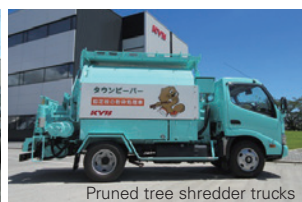
**Aiming to be the leading mixer truck manufacturer with our strengths in after service and high value-added products**

## KYB's Strengths

- 1) Providing new added value by incorporating a wide range of customer needs—identified through regular customer visits—into our products
- 2) Ensuring stable and reliable product operation

## Main Products

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

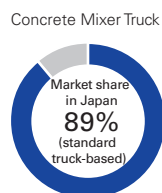


## Main machines that use KYB products



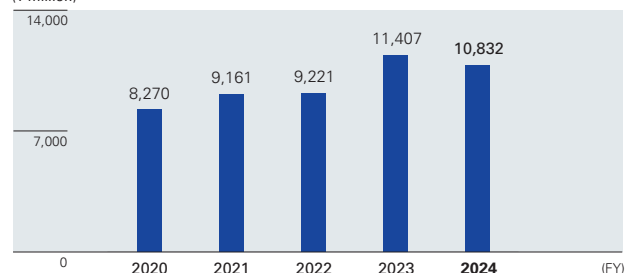
## Market Share

Source: KYB data (As of March 31, 2025)



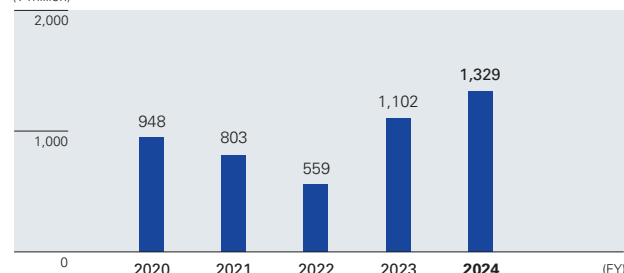
## Net Sales

(¥ million)



## Segment Profit

(¥ million)



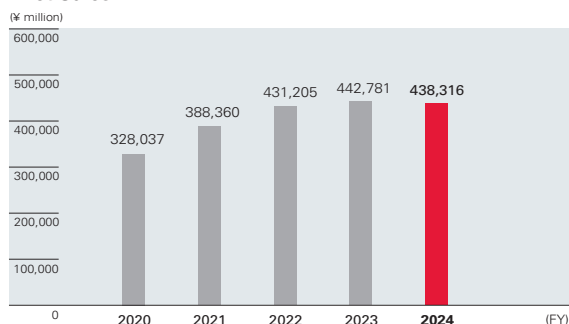
Notes: 1. As a result of the review of segment management classification, systems products that was previously categorized under the "Special-Purpose Vehicles Division" is disclosed as part of the "HC Operations" from FY2021.  
2. Segment profit is calculated by deducting cost of sales and selling, general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

# KYB Performance Highlights

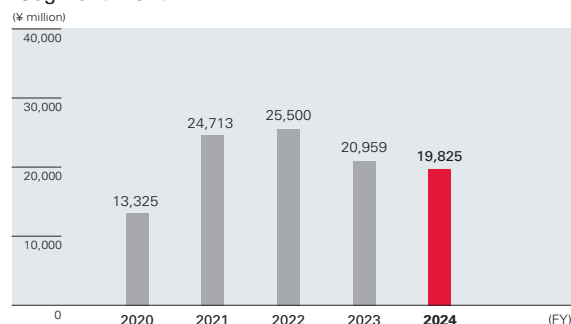
## Financial

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

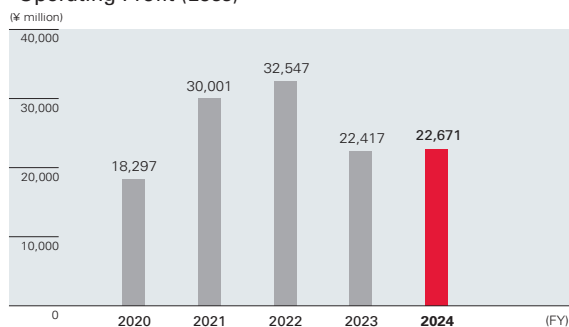
### Net Sales



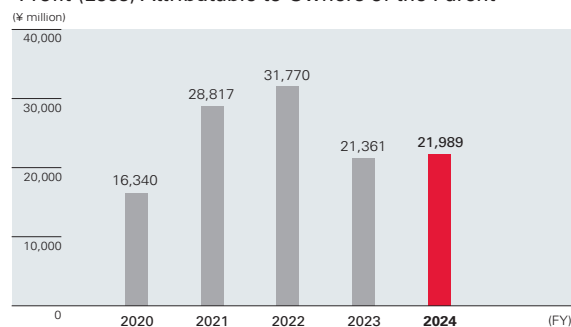
### Segment Profit



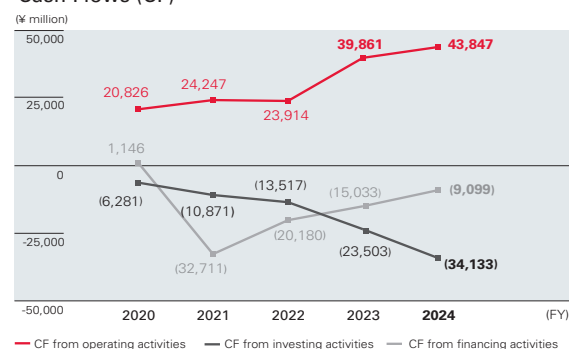
### Operating Profit (Loss)



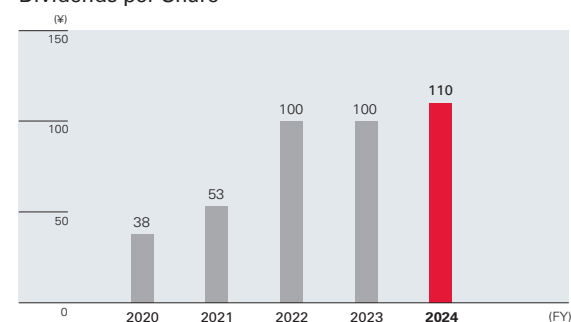
### Profit (Loss) Attributable to Owners of the Parent



### Cash Flows (CF)

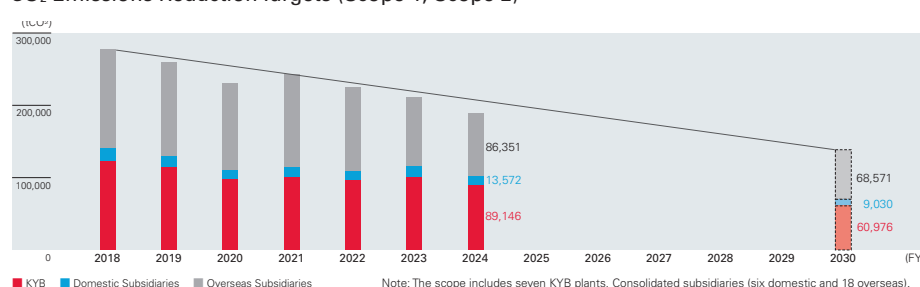


### Dividends per Share

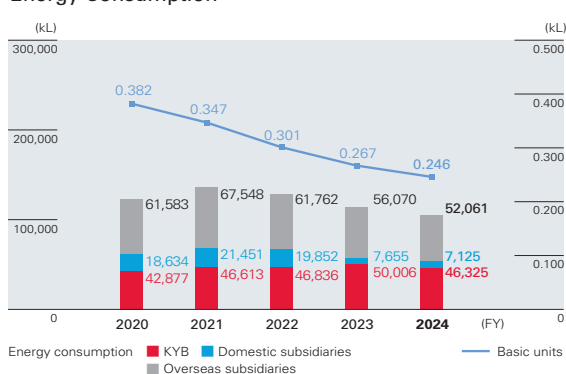


## Non-financial

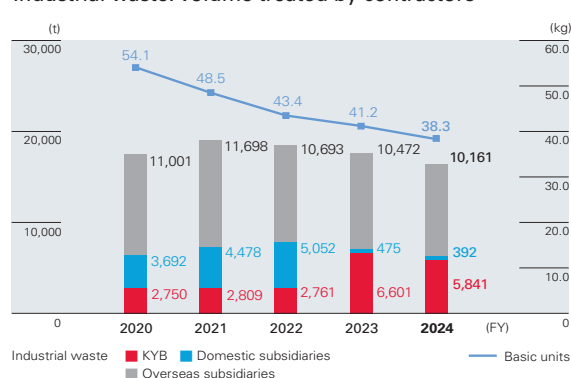
### CO<sub>2</sub> Emissions Reduction Targets (Scope 1, Scope 2)



### 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	13,310 (Consolidated basis)
Securities Traded	Prime Market of Tokyo Stock Exchange

## KYB in Globe (As of November 1, 2025)

23 Countries, 47 Companies

★ Regional Headquarters    ● Production Base    ● R&D Base    ● Sales Office / Other Services

Europe (7 companies in 12 countries)

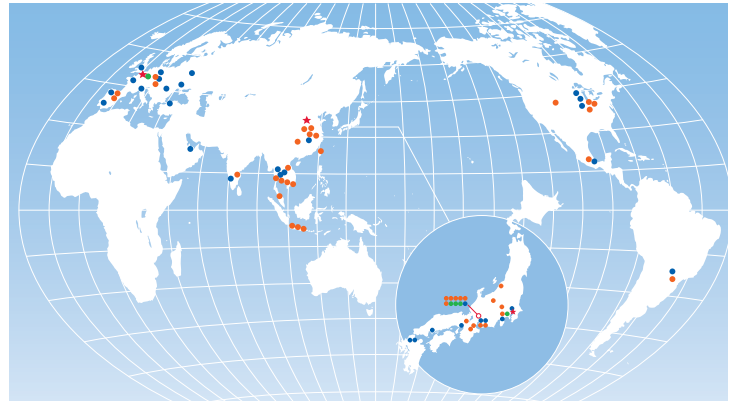
- ★ ● KYB Europe GmbH
  - KYB Europe GmbH (Navarra Branch)
  - KYB France
  - KYB Iberia
  - KYB Italy
  - KYB Poland
  - KYB Romania
  - KYB Turkey
  - KYB UK
  - KYB Ukraine
- KYB Suspensions Europe, S.A.U.
- KYB Advanced Manufacturing Spain, S.A.U.
- KYB Manufacturing Czech s.r.o.
- KYB CHITA Manufacturing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

Asia (19 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.
- Siam Chita 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
- SIAM KYB SALES Co., Ltd.

Japan (14 companies in 1 country)

- ★ KYB Corporation
  - Kumagaya Plant
  - Sagami Plant
  - Gifu North Plant
  - Gifu South Plant



- Gifu East Plant
- Mie Plant
- Nagano Plant
- Basic Technology R&D Center
- Production 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.
- Chita Kogyo Co., Ltd.
- Chita Rubber Co., Ltd.
- Kakami Kogyo Co., Ltd.
- Chita Kozai Co., Ltd.
- Kensiyuu Co., Ltd.
- Japan Analysts Co., Ltd.
- KYB Logistics Co., Ltd.
- Chikuyo Seiki Kogyo Co., Ltd.

America (7 companies in 3 countries)

- KYB Americas Corporation (Indiana)
  - KYB Americas Corporation (Greenwood)
  - KYB Americas Corporation (Chicago)
- Takako America Co., INC.
- US Chita Co., Ltd.
- 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.