



Our Precision, Your Advantage

Meeting Materials for Second Quarters (2Qs) of FY2024

November 13, 2024

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

Progress on Action to Implement Management that is Conscious of Cost of Capital and Stock Price

(Previously announced on May 23, 2024)

Investment in Growth Areas and Introducing New Electrification-Compatible Products

- ✓ **Initiated discussions on specific plans to enter the Indian automotive market**
- ✓ **Order received for electric pumps for automobiles**

Maintaining and Improving Global Price Competitiveness

- ✓ **Converted Chita Kogyo Co., Ltd. into a wholly owned subsidiary**

Improve Capital Efficiency and Return to Shareholders

- ✓ **Decision to acquire treasury shares (Up to ¥20bn)**
 - Strengthen B/S control and aim to improve asset efficiency and strengthen financial health
 - Conducting agile share repurchases and cancellations with a focus on shareholder returns

Approach to Investors

- ✓ **Announcement of a Stock Split (2-for-1)** (Public notice of record date: December 2, 2024
Effective date: December 3, 2024)
 - Creating a more accessible investment environment by lowering the investment unit
 - Aiming to improve stock liquidity and further expand the investor base

Converted Chita Kogyo Co., Ltd. Into a Wholly Owned Subsidiary

About Chita Kogyo Co., Ltd.

- Head Office: Aichi Prefecture
- Listed Exchange: Nagoya Stock Exchange (Main Market)
- Code number: 5993
- Market Capitalization: ¥8.2bn (as of October 31, 2024)
- Consolidated Sales: ¥14.5bn (FY2023)
- Major Shareholder: **KYB (11.6%)**, Neturen Co., Ltd. (8.6%)
- Business Activities: Wire springs, Thin plate springs, etc.



Relationship with KYB and Chita Kogyo

KYB CHITA Manufacturing Europe s.r.o. (Czech Republic)
KYB: 70% (indirect ownership), Chita Kogyo: 30%



PT.CHITA INDONESIA (Indonesia)
KYB: 30%, Chita Kogyo: 70%

CHITA KYB Manufacturing (Zhejiang) Co., Ltd. (China)
KYB: 30%, Chita Kogyo: 70%

Note: The figures represent the investment ratio

Purpose of Full Subsidiarization

- Strengthening the aftermarket sector
- Cost reduction activities focused on globally optimized production sites adapted to environmental changes
- Ensure stable product production and delivery by building and strengthening an optimal supply chain with suppliers

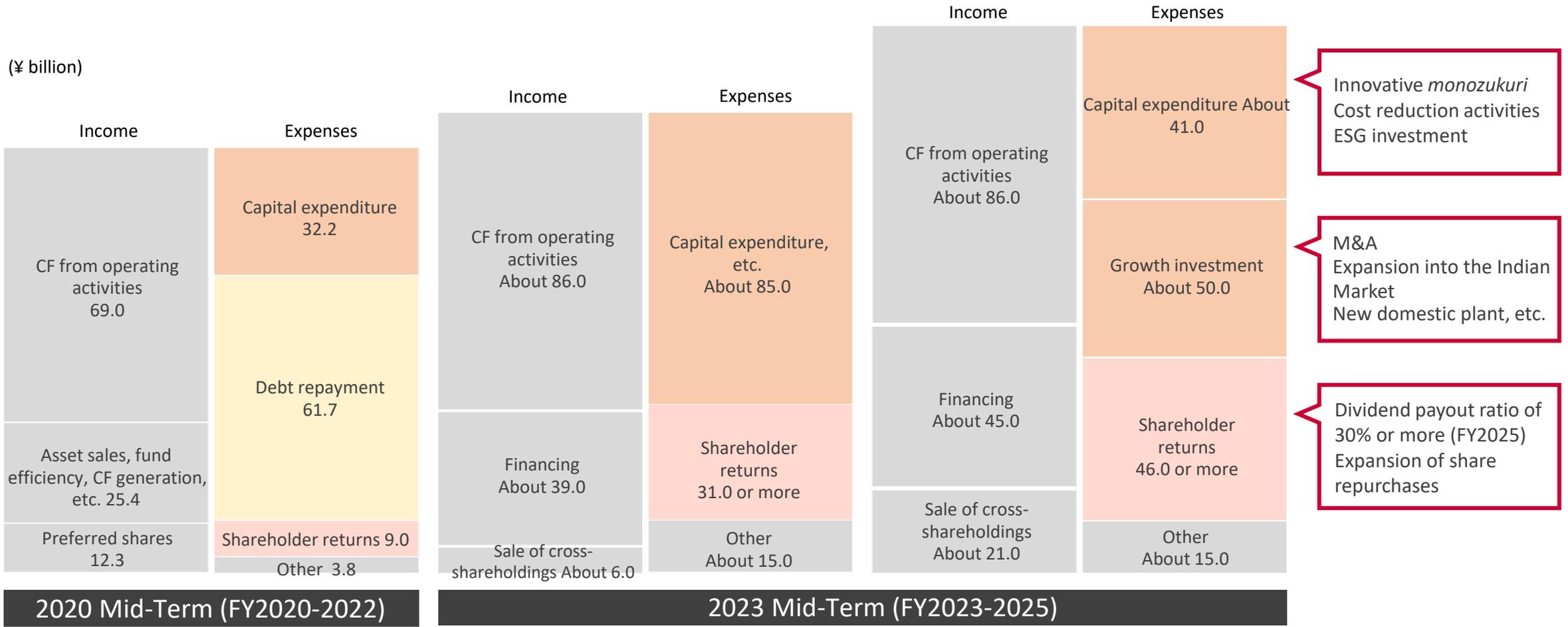
Expected Synergies



- **Product planning and development through mutual collaboration**
- **Cost reduction and quality improvement through knowledge sharing**
- **Accelerate and simplify decision making**
- **Strengthening the supply chain through mutual cooperation**
- **Strengthening the organizational structure of Chita Kogyo in terms of human resources and governance**

Enhancing Corporate Value

Further Strengthening of Growth Investments and Return to Shareholders



Announced on May 23, 2024

Announced on November 13, 2024



Second Quarters of FY2024 (2Qs)

Financial Information

2Qs (1H) of FY2024 Performance Overview

- ✓ **Decrease in net sales and profits (Operating Profit ¥11.1bn → ¥8.3bn)** *Segment profits correspond to operating profit in JGAAP.
 - Despite increased sales of automotive aftermarket products and the positive impact of yen depreciation, a decline of approximately 2% in net sales was recorded due to reduced sales to domestic OEMs for automobiles and a drop in demand related to construction machinery.
 - Although segment profits* increased due to cost reductions from productivity improvements in the U.S. and Mexico and higher sales of automotive aftermarket products, operating profit decreased as a result of foreign exchange revaluation of receivables and payables.

FY2024 Forecast

- ✓ **The initial forecast remains unchanged**
 - Taking into account the progress in the 2Qs, the initial forecast remains unchanged.

Stock Split

- ✓ **Decision to implement a stock split (2-for-1)**
 - Public notice of record date: December 2, 2024 Effective date: December 3, 2024

Return to Shareholders

- ✓ **Annual dividend forecast: ¥200 per share (Before stock split)**
 - Interim dividend forecast: ¥100 per share Year end dividend forecast: ¥100 per share
- ✓ **Decision to acquire treasury shares (Up to ¥20bn)**
 - Implementation of a flexible capital policy to strengthen shareholder returns and respond to changes in the business environment.

2Qs (1H) of FY2024 Financial Summary



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(¥ Billion)	IFRS		Differences
	1H of FY2023 actual	1H of FY2024 actual	Previous period
Net sales	217.9	213.5	(4.4)
Segment profits* [Segment profits ratio]	8.0 [3.7%]	8.7 [4.1%]	0.8 [0.5%]
Operating profit [Operating profit ratio]	11.1 [5.1%]	8.3 [3.9%]	(2.8) [(1.2)%]
Profit attributable to owners of the parent	8.2	5.2	(3.0)
FOREX (Average) (¥)			
JPY/ US\$	140.99	152.62	
JPY/ EUR	153.37	165.93	

*Segment profits correspond to operating income in JGAAP.

2Qs (1H) of FY2024 Net Sales and Segment Profits

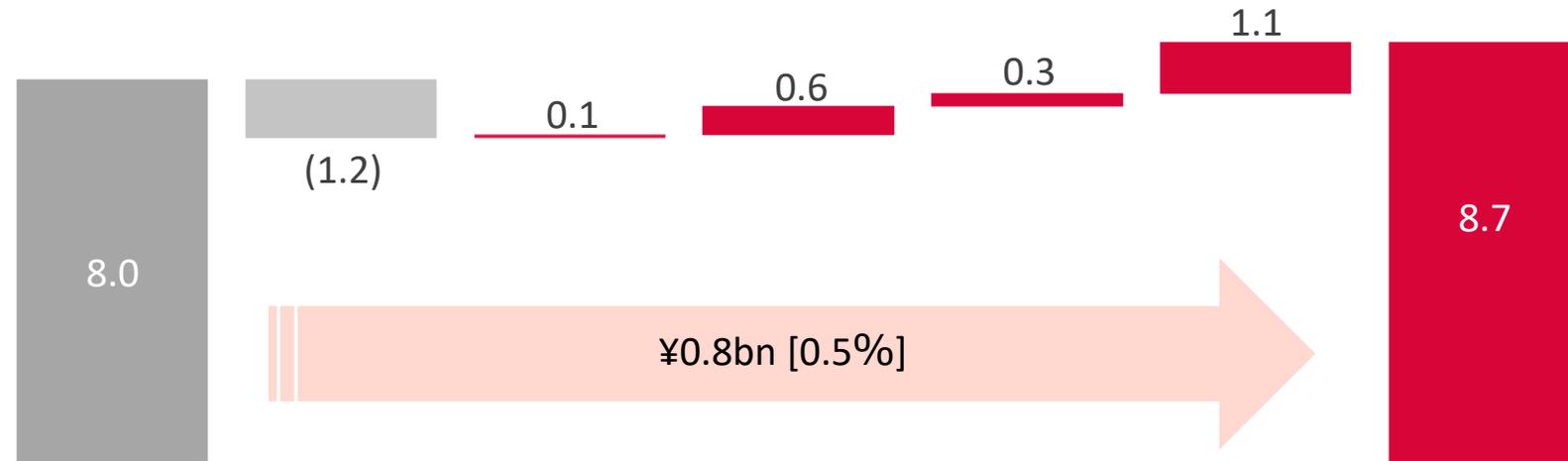
(¥ Billion)	Net Sales			Segment Profits		
	1H of FY2023 actual	1H of FY2024 actual	Differences	1H of FY2023 actual	1H of FY2024 actual	Differences
AC	142.8	148.0	5.1	6.0	7.9	1.9
HC	67.9	58.2	(9.7)	2.8	0.8	(1.9)
Aircraft Components	2.0	1.5	(0.5)	(1.2)	(0.6)	0.6
Others	5.3	5.9	0.6	0.4	0.6	0.2
Total	217.9	213.5	(4.4)	8.0	8.7	0.8

AC: Automotive Components

HC: Hydraulic Components

Others: Special-purpose vehicles, etc.

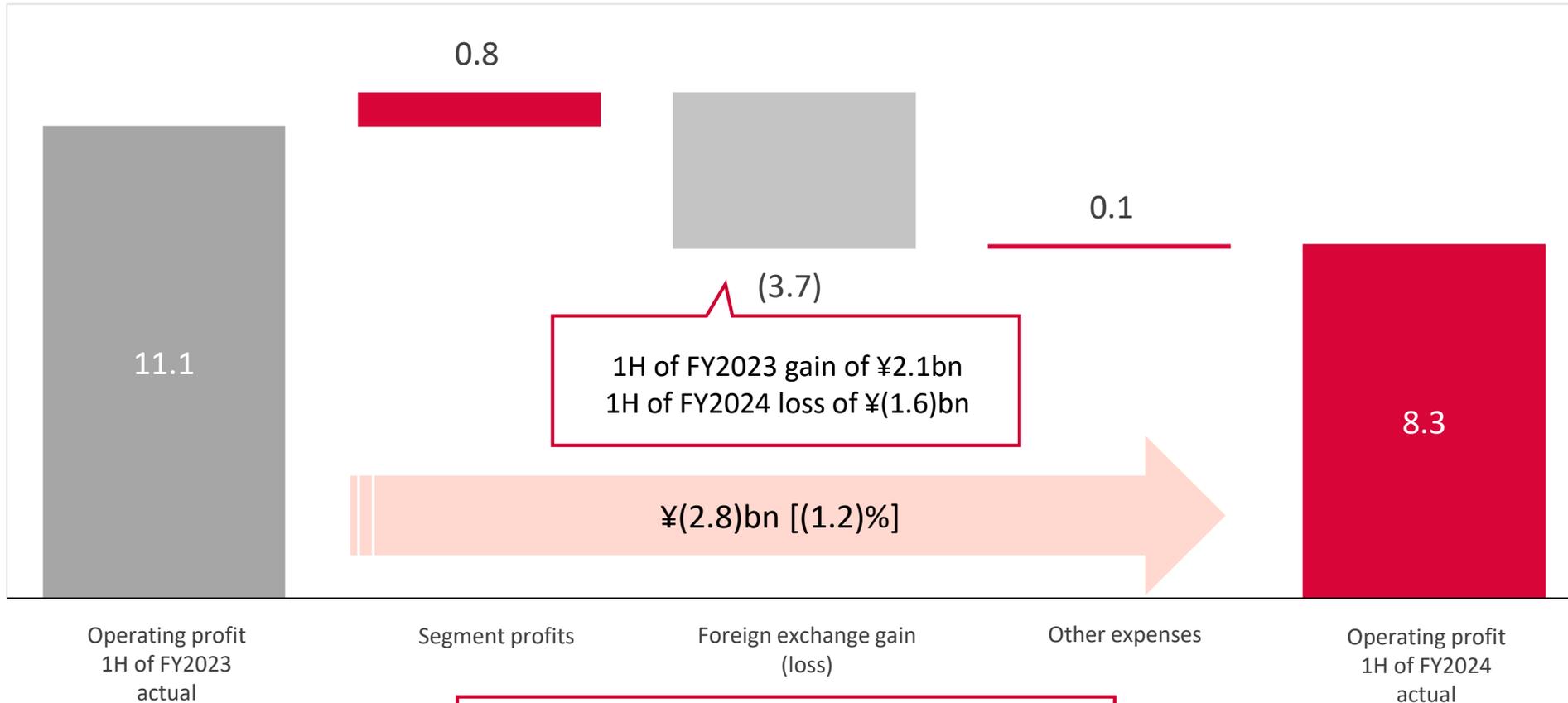
2Qs (1H) of FY2024 Changes in Segment Profits (Comparison with previous period)



(¥ Billion)	1H of FY2023 actual	Sales & variable cost factors	Depreciation expenses	Personnel expenses	Other expenses	Foreign exchange	1H of FY2024 actual
AC	6.0	1.8	(0.0)	0.1	(0.9)	0.9	7.9
HC	2.8	(3.6)	0.1	0.5	1.0	0.1	0.8
Aircraft Components	(1.2)	0.4	(0.0)	0.1	0.1	0	(0.6)
Others	0.4	0.2	0.0	(0.1)	0.0	0.1	0.6
Total	8.0	(1.2)	0.1	0.6	0.3	1.1	8.7

2Qs (1H) of FY2024 Changes in Operating Profit (Comparison with previous period)

(¥ Billion)



1H of FY2023 gain of ¥2.1bn
1H of FY2024 loss of ¥(1.6)bn

Year-end exchange rate (US\$)
4Q of FY2022 ¥133.54 → 2Q of FY2023 ¥149.58
4Q of FY2023 ¥151.40 → 2Q of FY2024 ¥142.82

2Qs (1H) of FY2024 Net Sales by Region

(¥ Billion)



1H of FY2023 actual

1H of FY2024 actual

Differences
Previous period

Other	8.3%
Southeast Asia	(12.0)%
China	(0.8)%
America	(0.4)%
Europe	15.6%
Japan	(12.0)%

Overseas Sales Ratio

58.5% ⇒ 62.7%

(¥ Billion)	IFRS		Differences
	FY2023 actual	FY2024 forecast	Previous year
Net sales	442.8	448.0	5.2
Segment profits ^{*1} [Segment profits ratio]	21.0 [4.7%]	21.5 [4.8%]	0.5
Operating profit	22.4	22.5	0.1
Profit attributable to owners of the parent	15.8	13.5	(2.3)
Dividend (¥)	200	200 ^{*2}	±0
FOREX (Average) (¥)			
JPY/ US\$	144.62	147.81	
JPY/ EUR	156.78	160.47	

*1 Segment profits correspond to operating income in JGAAP.

*2 Before stock split

FY2024 Net Sales and Segment Profits Forecast

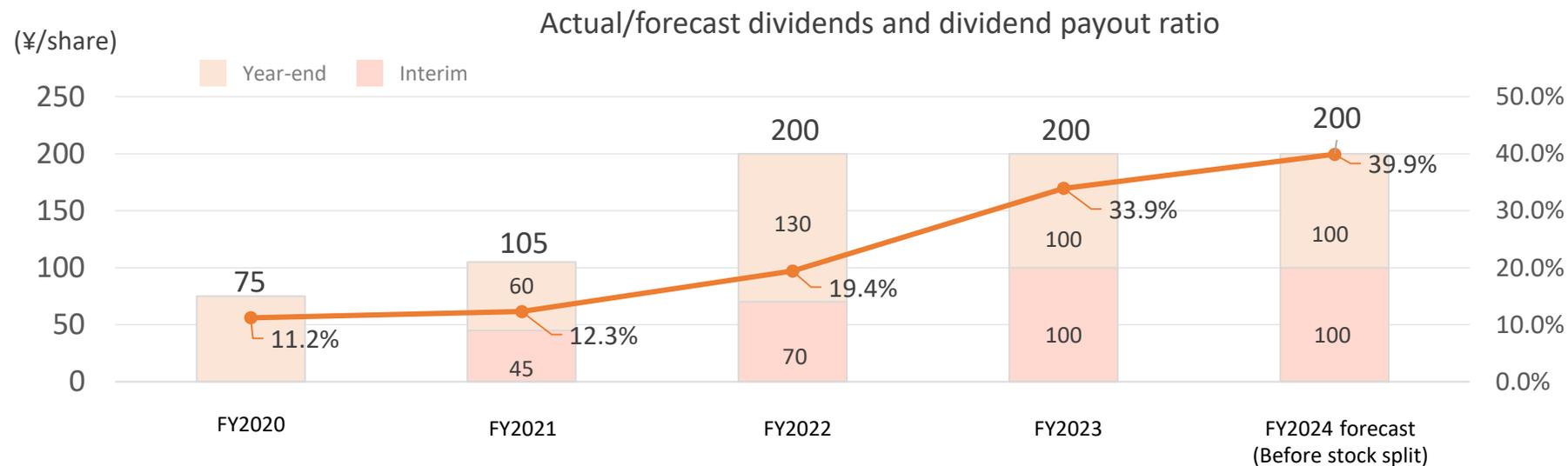
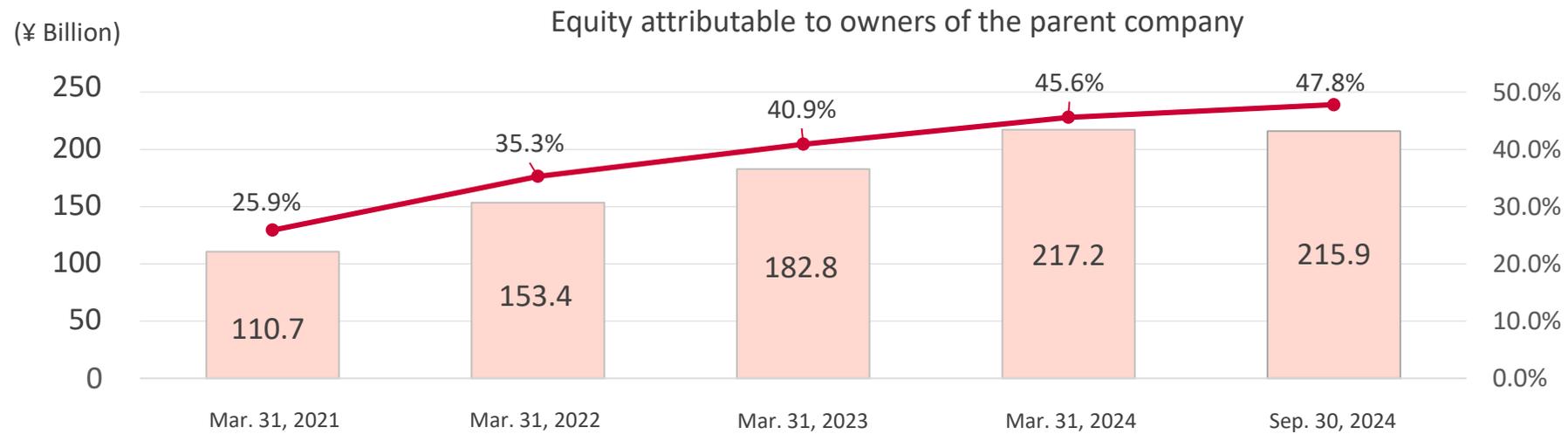
(¥ Billion)	Net Sales			Segment Profits		
	FY2023 actual	FY2024 forecast	Differences	FY2023 actual	FY2024 forecast	Differences
AC	293.0	315.4	22.3	16.5	18.8	2.3
HC	134.4	115.7	(18.7)	5.4	1.9	(3.6)
Aircraft Components	3.9	5.1	1.2	(2.0)	(0.3)	1.8
Others	11.4	11.8	0.4	1.1	1.1	(0.0)
Total	442.8	448.0	5.2	21.0	21.5	0.5

AC: Automotive Components

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Others: Special-purpose vehicles, etc.

Changes in Equity and Dividends





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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 FY2024 Net Sales and Segment Profits

(¥ Billion)	Net Sales			Segment Profits		
	1H of FY2023 actual	1H of FY2024 actual	Differences	1H of FY2023 actual	1H of FY2024 actual	Differences
AC	142.8	148.0	5.1	6.0	7.9	1.9
Shock absorbers for automobiles	103.2	108.5	5.3	—	—	—
Shock absorbers for motorcycles	20.5	21.2	0.7	—	—	—
Hydraulic equipment for automobiles	11.7	10.7	(0.9)	—	—	—
Others	7.4	7.6	0.2	—	—	—
HC	67.9	58.2	(9.7)	2.8	0.8	(1.9)
Hydraulic equipment for industrial use	64.2	54.4	(9.8)	—	—	—
System products	2.0	2.0	0.0	—	—	—
Others	1.7	1.8	0.1	—	—	—
Aircraft Components	2.0	1.5	(0.5)	(1.2)	(0.6)	0.6
Others	5.3	5.9	0.6	0.4	0.6	0.2
Total	217.9	213.5	(4.4)	8.0	8.7	0.8

AC: Automotive Components

HC: Hydraulic Components

Others: Special-purpose vehicles, etc.

Appendix Net Sales by Region

(¥ Billion)		1H of FY2022				1H of FY2024			
		AC	HC	Others	Total	AC	HC	Others	Total
Japan	1H	38.5	47.1	4.8	90.5	35.2	40.0	4.4	79.6
	Full year	38.5	47.1	4.8	90.5	35.2	40.0	4.4	79.6
Europe	1H	30.5	4.2	0.0	34.7	36.5	3.7	0.0	40.1
	Full year	30.5	4.2	0.0	34.7	36.5	3.7	0.0	40.1
America	1H	20.5	4.9	0.2	25.6	21.6	3.8	0.1	25.5
	Full year	20.5	4.9	0.2	25.6	21.6	3.8	0.1	25.5
China	1H	7.9	4.7	0.0	12.6	7.8	4.7	0.0	12.5
	Full year	7.9	4.7	0.0	12.6	7.8	4.7	0.0	12.5
Southeast Asia	1H	13.9	2.6	0.0	16.4	12.3	2.1	0.0	14.4
	Full year	13.9	2.6	0.0	16.4	12.3	2.1	0.0	14.4
Others	1H	31.5	4.4	2.2	38.1	34.5	4.0	2.7	41.3
	Full year	31.5	4.4	2.2	38.1	34.5	4.0	2.7	41.3
Total	1H	142.8	67.9	7.2	217.9	148.0	58.2	7.3	213.5
	Full year	142.8	67.9	7.2	217.9	148.0	58.2	7.3	213.5

KYB

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