Our Precision, Your Advantage

Second Quarters of FY2025 (2Qs)
Financial Information

November 12, 2025

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

Summary

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2Qs of FY2025 Performance Overview

✓ **Increase in Net Sales and Profit (Operating Profit ¥8.3bn → ¥20.7bn)**

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

FY2025 Forecast

✓ **Revision Upward from the Previous Forecast (Operating Profit ¥22.5bn → ¥31.0bn)**

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

Return to Shareholders

✓ **FY2025 annual dividend forecast: ¥150 per share (¥30 increase from the figures announced in August)**

- Interim dividend forecast: ¥75 per share, Year end dividend forecast: ¥75 per share

✓ **Decision to acquire treasury shares (Up to ¥20.0bn)**

- As of the end of October 2025, approximately ¥18.5bn of treasury shares had been repurchased.

2Qs (1H) of FY2025 Financial Summary

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(¥ Billion)	IFRS 1H of FY2024 actual	IFRS 1H of FY2025 actual	Differences Previous period
Net sales	213.5	230.8	17.4
Segment profits* [Segment profits ratio]	8.7 [4.1%]	12.0 [5.2%]	3.2 [1.1%]
Operating profit [Operating profit ratio]	8.3 [3.9%]	20.7 [9.0%]	12.4 [5.1%]
Profit attributable to owners of the parent	5.2	17.1	12.0
FOREX (Average) (¥) JPY/ US$	152.62	146.04	
FOREX (Average) (¥) JPY/ EUR	165.93	168.06	

*Segment profits correspond to operating income in JGAAP.

2Qs (1H) of FY2025 Net Sales and Segment Profits

(¥ Billion)	Net Sales			Segment Profits		
	1H of FY2024 actual	1H of FY2025 actual	Differences	1H of FY2024 actual	1H of FY2025 actual	Differences
AC	148.0	164.1	16.1	7.9	9.4	1.6
HC	58.2	60.1	1.9	0.8	1.6	0.8
Aircraft Components	1.5	3.2	1.8	(0.6)	0.3	0.8
Special-purpose vehicles	5.9	3.4	(2.5)	0.6	0.6	0.0
Total	213.5	230.8	17.4	8.7	12.0	3.2

AC: Automotive Components HC: Hydraulic Components

2Qs (1H) of FY2025 Changes in Segment Profits (Comparison with previous period)

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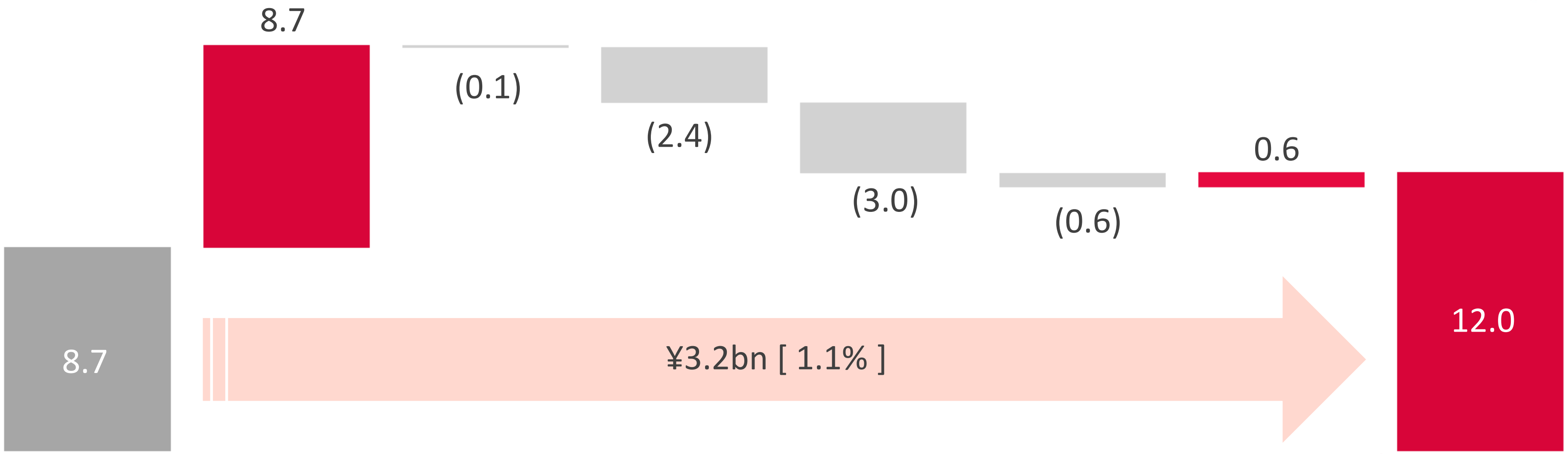

(¥ Billion)	1H of FY2024 actual	Sales & variable cost factors	Depreciation expenses	Personnel expenses	Other expenses	Foreign exchange	Subsidiarization of Chita Kogyo	1H of FY2025 actual
AC	7.9	6.4	(0.2)	(2.6)	(2.1)	(0.6)	0.6	9.4
HC	0.8	2.0	0.0	(0.2)	(0.8)	(0.1)	0.0	1.6
Aircraft Components	(0.6)	1.0	(0.0)	0.0	(0.2)	0.0	0.0	0.3
Special-purpose vehicles	0.6	(0.6)	0.0	0.4	0.1	0.1	0.0	0.6
Total	8.7	8.7	(0.1)	(2.4)	(3.0)	(0.6)	0.6	12.0

2Qs (1H) of FY2025 Changes in Segment Profits (Comparison with previous period)

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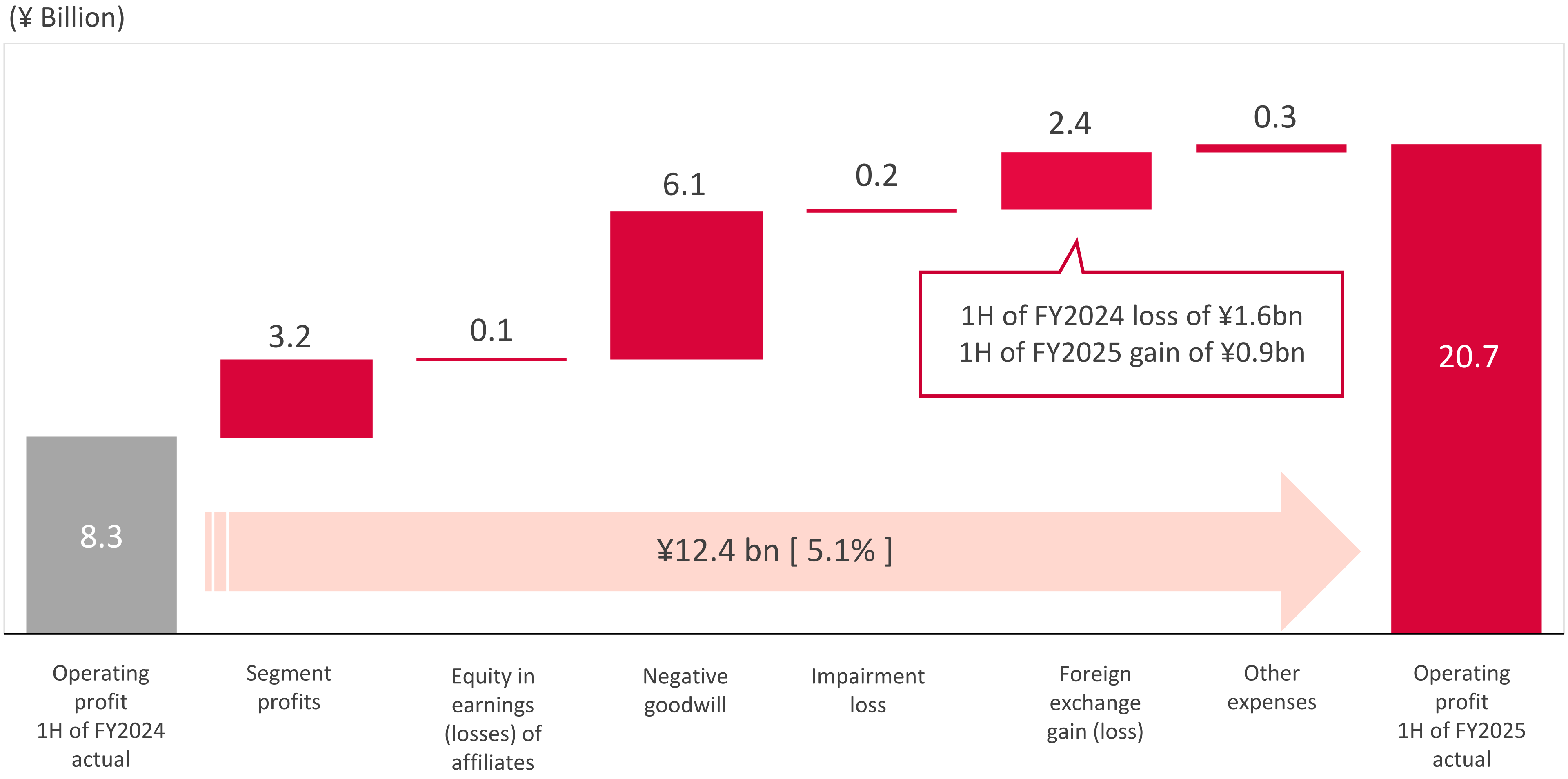
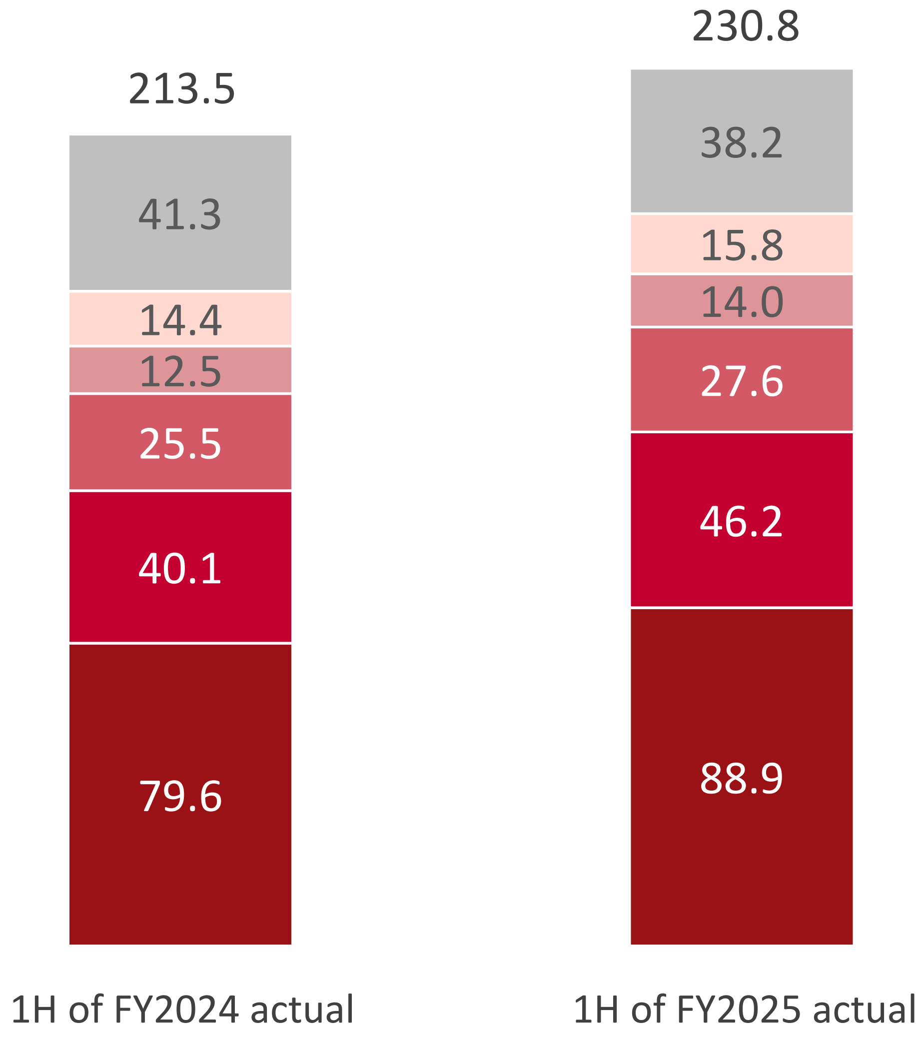


2Qs (1H) of FY2025 Net Sales by Region

(¥ Billion)



	Differences Previous period
Other	(7.6)%
Southeast Asia	9.5%
China	12.5%
America	8.3%
Europe	15.1%
Japan	11.8%

Overseas Sales Ratio
62.7% ⇒ 61.5%

FY2025 Financial Forecast

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(¥ Billion)	IFRS			Differences	
	FY2024 actual	FY2025 Forecast (previous)	FY2025 Forecast (revised)	Previous year	Previous forecast
Net sales	438.3	440.0	460.0	21.7	20.0
Segment profits*1 [Segment profits ratio]	19.8 [4.5%]	15.0 [3.4%]	23.0 [5.0%]	3.2	8.0
Operating profit	22.7	22.5	31.0	8.3	8.5
Profit attributable to owners of the parent	14.9	17.5	25.0	10.1	7.5
Dividend (¥)*2 (Adjusted for the stock split)	110 (Including commemorative dividend 5)	120	150	40	30
FOREX (Average) (¥) JPY/ US$ JPY/ EUR	 152.57 163.73	 137.40 157.20	 144.52 166.53		

*1 Segment profits correspond to operating income in JGAAP.
*2 Dividends (adjusted for the stock split) are stated based on the 2-for-1 stock split on December 3, 2024, and retroactively adjusted (pre-split dividend X 1/2)

FY2025 Net Sales Forecast

(¥ Billion)	Net Sales				
	FY2024 actual	FY2025 Forecast (previous)	FY2025 Forecast (revised)	Differences	
				Previous year	Previous forecast
AC	307.6	314.8	328.0	20.4	13.2
HC	116.2	113.6	119.4	3.2	5.8
Aircraft Components	3.7	5.1	5.9	2.3	0.8
Special-purpose vehicles	10.8	6.5	6.6	(4.2)	0.1
Total	438.3	440.0	460.0	21.7	20.0

AC: Automotive Components　　HC: Hydraulic Components

FY2025 Segment Profits Forecast

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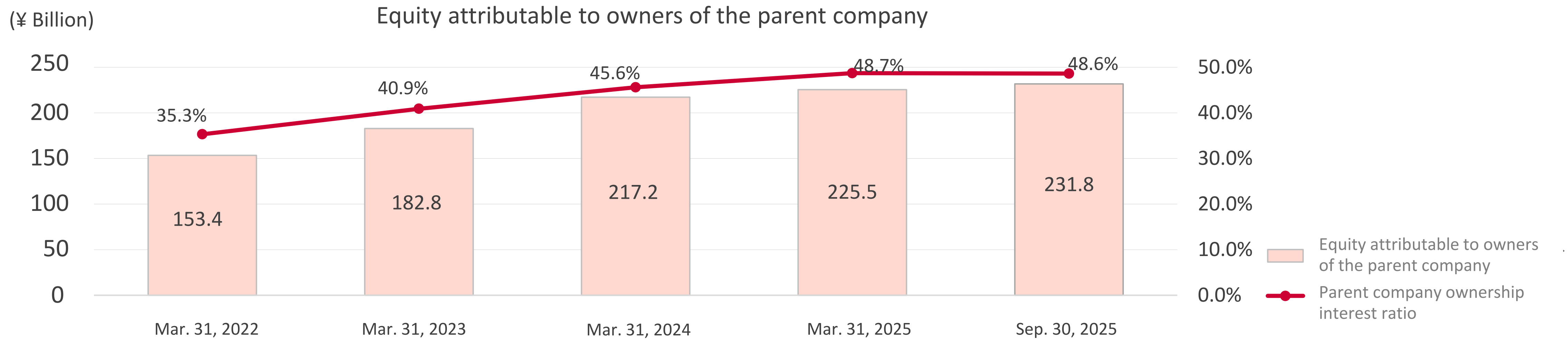
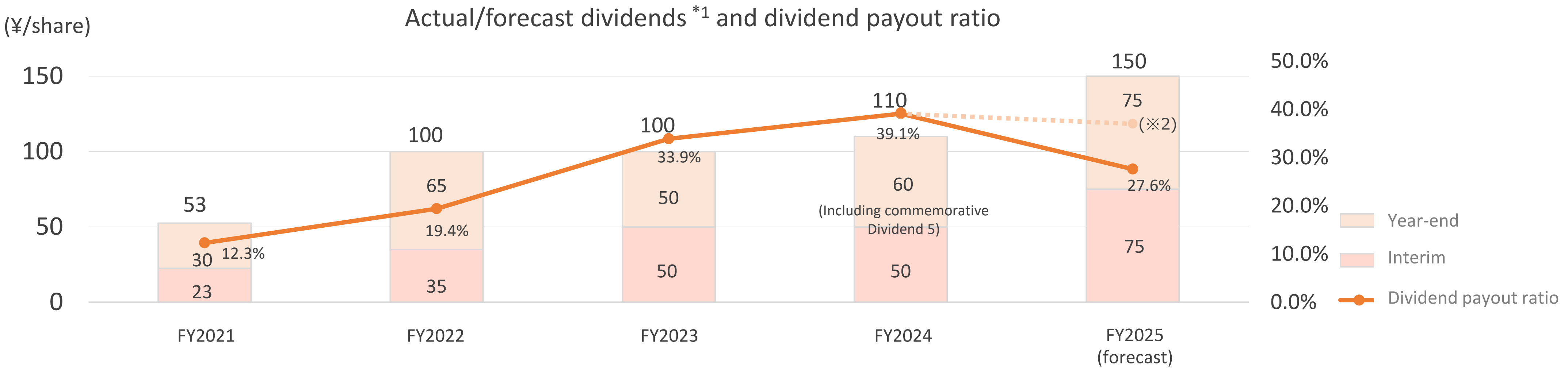
(¥ Billion)	Segment Profits				
	FY2024 actual	FY2025 Forecast (previous)	FY2025 Forecast (revised)	Differences	
				Previous year	Previous forecast
AC	17.2	13.2	19.0	1.8	5.8
HC	1.7	0.9	2.9	1.1	1.9
Aircraft Components	(0.4)	0.0	0.3	0.6	0.2
Special-purpose vehicles	1.3	0.8	0.9	(0.4)	0.1
Total	19.8	15.0	23.0	3.2	8.0

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 FY2021 (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 37.0%

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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 FY2025 Net Sales and Segment Profits

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(¥ Billion)	Net Sales			Segment Profits		
	1H of FY2024 actual	1H of FY2025 actual	Differences	1H of FY2024 actual	1H of FY2025 actual	Differences
AC	148.0	164.1	16.1	7.9	9.4	+1.6
Shock absorbers for automobiles	108.5	120.7	12.2	–	–	–
Shock absorbers for motorcycles	21.2	23.7	2.5	–	–	–
Hydraulic equipment for automobiles	10.7	10.8	0.0	–	–	–
Others	7.6	9.0	1.4	–	–	-–
HC	58.2	60.1	1.9	0.8	1.6	0.8
Hydraulic equipment for industrial use	54.4	55.5	1.1	–	–	–
System products	2.0	2.9	0.8	–	–	–
Others	1.8	1.7	(0.1)	–	–	-–
Aircraft Components	1.5	3.2	1.8	(0.6)	0.3	0.8
Special-purpose vehicles	5.9	3.4	(2.5)	0.6	0.6	0.0
Total	213.5	230.8	17.4	8.7	12.0	3.2

AC: Automotive Components HC: Hydraulic Components

Appendix Net Sales by Region

(¥ Billion)		1H of FY2024				1H of 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
	Full year	35.2	40.0	4.4	79.6	41.0	41.3	6.6	88.9
Europe	1H	36.5	3.7	0.0	40.1	42.0	4.2	0.0	46.2
	Full year	36.5	3.7	0.0	40.1	42.0	4.2	0.0	46.2
America	1H	21.6	3.8	0.1	25.5	24.0	3.6	0.0	27.6
	Full year	21.6	3.8	0.1	25.5	24.0	3.6	0.0	27.6
China	1H	7.8	4.7	0.0	12.5	9.5	4.5	0.0	14.0
	Full year	7.8	4.7	0.0	12.5	9.5	4.5	0.0	14.0
Southeast Asia	1H	12.3	2.1	0.0	14.4	13.8	2.0	0.0	15.8
	Full year	12.3	2.1	0.0	14.4	13.8	2.0	0.0	15.8
Others	1H	34.5	4.0	2.7	41.3	33.7	4.5	0.0	38.2
	Full year	34.5	4.0	2.7	41.3	33.7	4.5	0.0	38.2
Total	1H	148.0	58.2	7.3	213.5	164.1	60.1	6.6	230.8
	Full year	148.0	58.2	7.3	213.5	164.1	60.1	6.6	230.8

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