



Third Quarters of FY2025 (3Qs) Financial Information

February 12, 2026

KYB Corporation

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

3Qs of FY2025 Performance Overview

✓ Increase in Net Sales and Profit (Operating Profit ¥15.3bn → ¥31.2bn)

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

FY2025 Forecast

✓ Revision Upward from the Previous Forecast (Operating Profit ¥31.0bn → ¥36.0bn)

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

Return to Shareholders

✓ FY2025 annual dividend forecast: ¥150 per share (Unchanged from November forecast)

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

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

- Completed acquisition of approximately ¥20.0bn of treasury shares as of November 2025.

3Qs of FY2025 Financial Summary

(¥ Billion)	IFRS		Differences
	3Qs of FY2024 actual	3Qs of FY2025 actual	Previous period
Net sales	322.8	354.0	31.2
Segment profit* [Segment profit ratio]	13.1 [4.1%]	21.1 [6.0%]	7.9 [1.9%]
Operating profit [Operating profit ratio]	15.3 [4.7%]	31.2 [8.8%]	16.0 [4.1%]
Profit attributable to owners of the parent	9.2	24.6	15.4
FOREX (Average) (¥)			
JPY/ US\$	152.56	148.74	
JPY/ EUR	164.81	171.83	

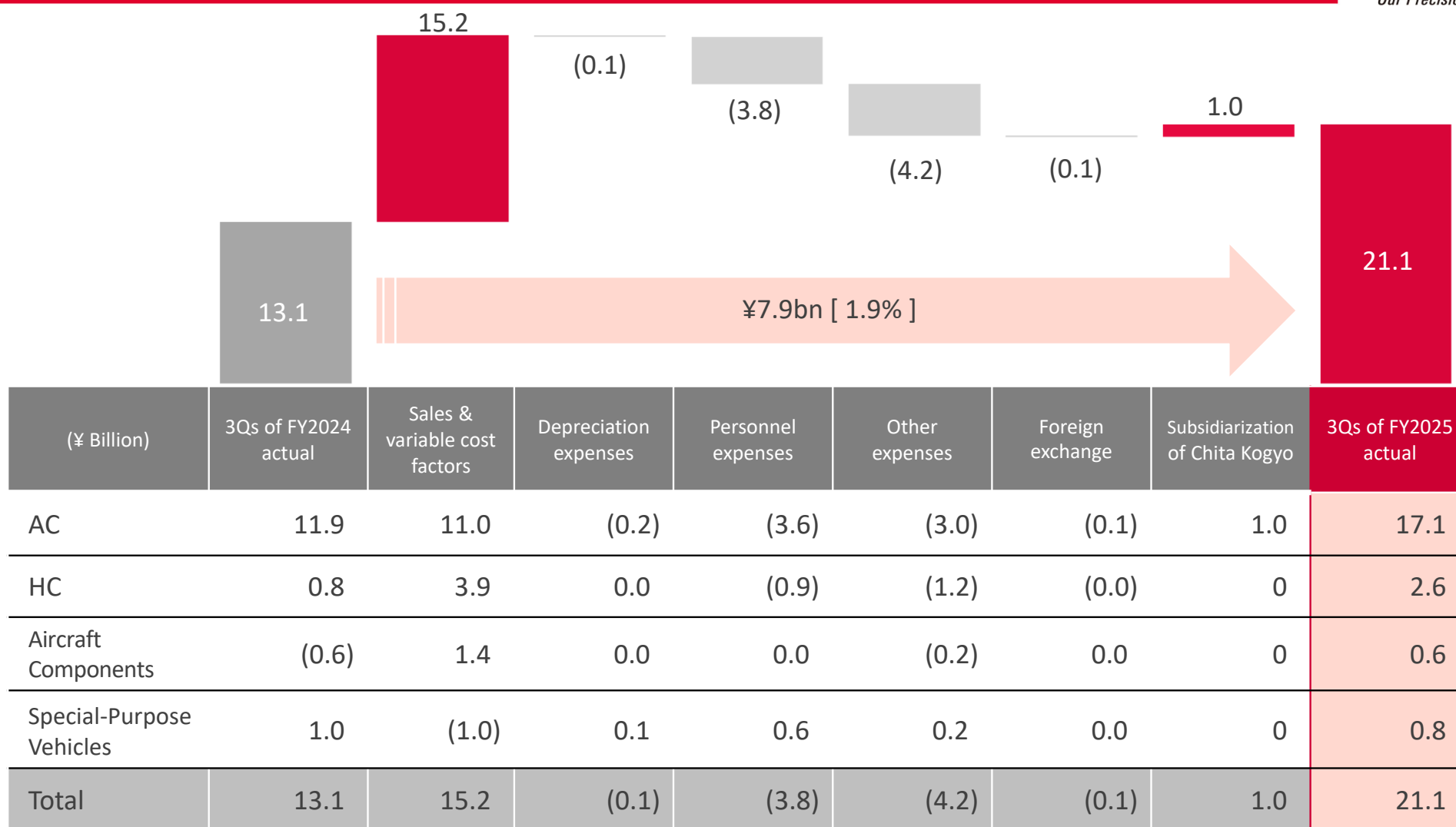
*Segment profit correspond to operating income in JGAAP.

3Qs of FY2025 Net Sales and Segment Profit

(¥ Billion)	Net Sales			Segment Profit		
	3Qs of FY2024 actual	3Qs of FY2025 actual	Differences	3Qs of FY2024 actual	3Qs of FY2025 actual	Differences
AC	225.6	252.6	27.0	11.9	17.1	5.2
HC	86.0	91.8	5.7	0.8	2.6	1.8
Aircraft Components	2.2	4.7	2.4	(0.6)	0.6	1.1
Special-Purpose Vehicles	8.9	4.9	(4.0)	1.0	0.8	(0.2)
Total	322.8	354.0	31.2	13.1	21.1	7.9

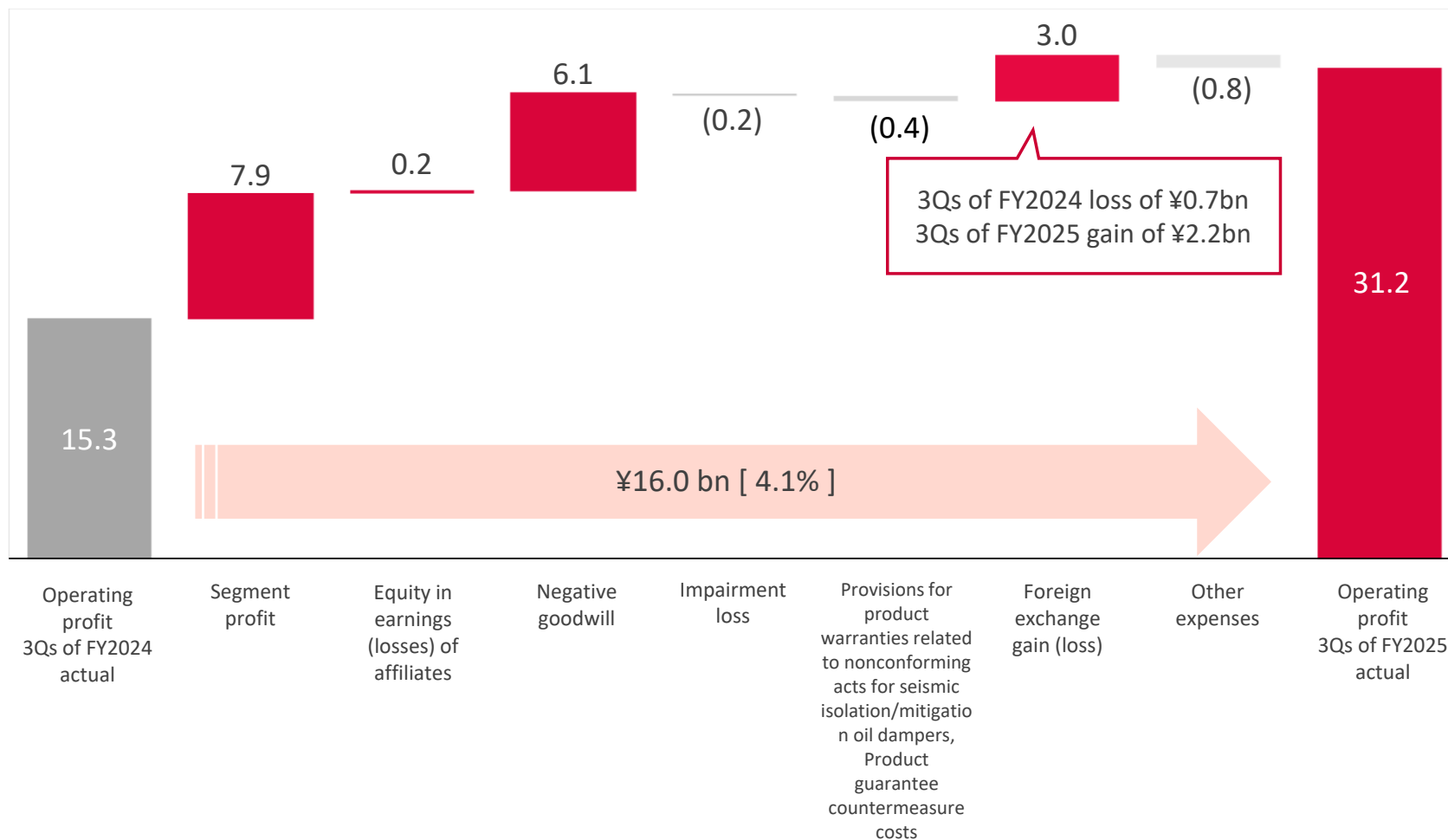
AC: Automotive Components HC: Hydraulic Components

3Qs of FY2025 Changes in Segment Profit (Comparison with previous period)



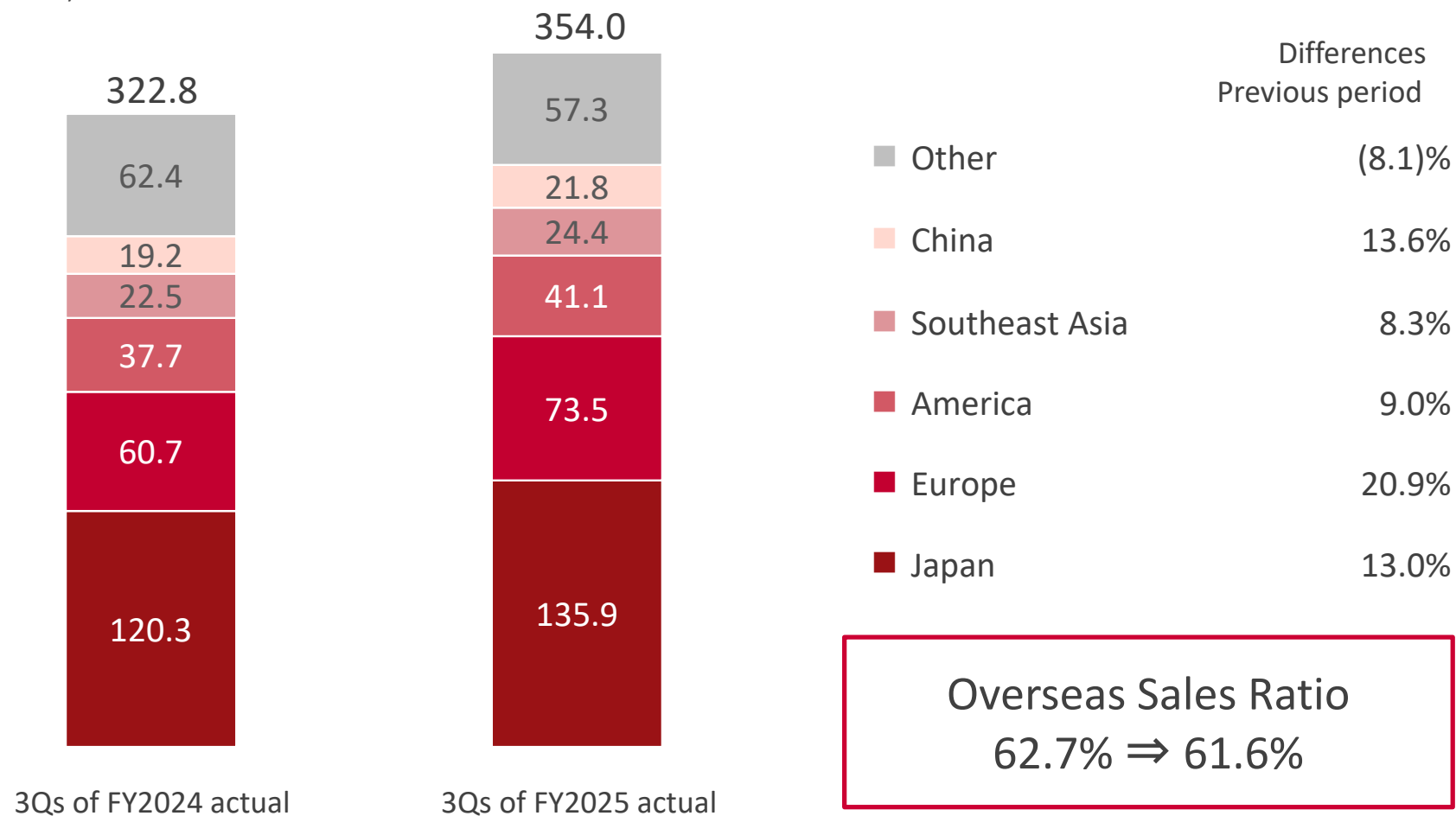
3Qs of FY2025 Changes in Operating Profit (Comparison with previous period)

(¥ Billion)



3Qs of FY2025 Net Sales by Region

(¥ Billion)



FY2025 Financial Forecast

(¥ Billion)	IFRS			Differences	
	FY2024 actual	FY2025 Forecast (previous)	FY2025 Forecast (revised)	Previous year	Previous forecast
Net sales	438.3	460.0	475.0	36.7	15.0
Segment profit ^{*1} [Segment profits ratio]	19.8 [4.5%]	23.0 [5.0%]	27.5 [5.8%]	7.7	4.5
Operating profit	22.7	31.0	36.0	13.3	5.0
Profit attributable to owners of the parent	14.9	25.0	27.5	12.6	2.5
Dividend (¥) ^{*2} (Adjusted for the stock split)	110 (Including commemorative dividend 5)	150	150	40	0
FOREX (Average) (¥)					
JPY/ US\$	152.57	144.52	147.31		
JPY/ EUR	163.73	166.53	170.13		

*1 Segment profit 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 (By Sales Division)

(¥ Billion)	Net Sales				
	FY2024 actual	FY2025 Forecast (previous)	FY2025 Forecast (revised)	Differences	
				Previous year	Previous forecast
AC	307.6	328.0	339.2	31.6	11.2
HC	116.2	119.4	123.0	6.8	3.6
Aircraft Components	3.7	5.9	6.1	+2.5	0.2
Special-Purpose Vehicles	10.8	6.6	6.6	(4.2)	0.0
Total	438.3	460.0	475.0	36.7	15.0

AC: Automotive Components

HC: Hydraulic Components

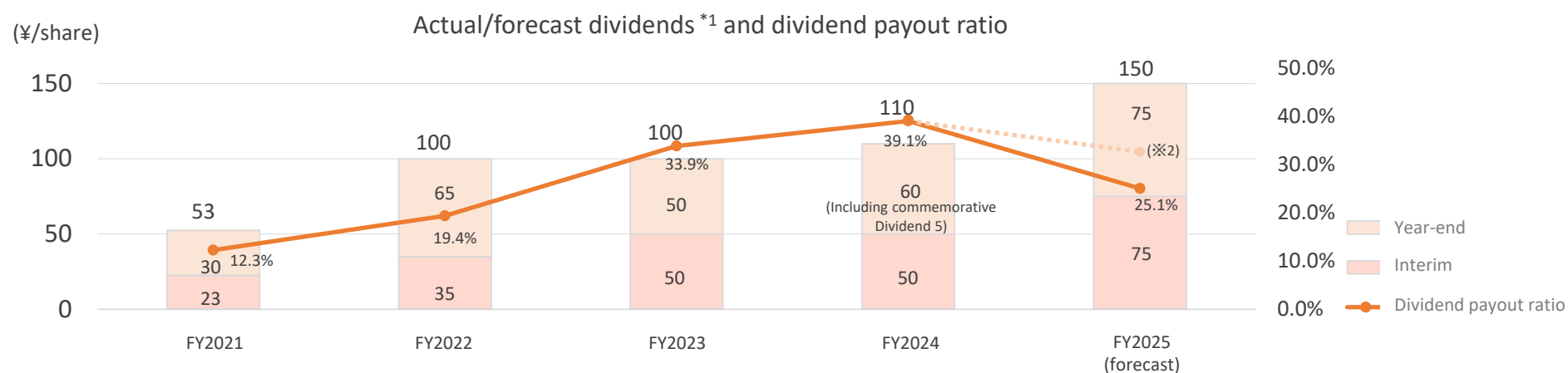
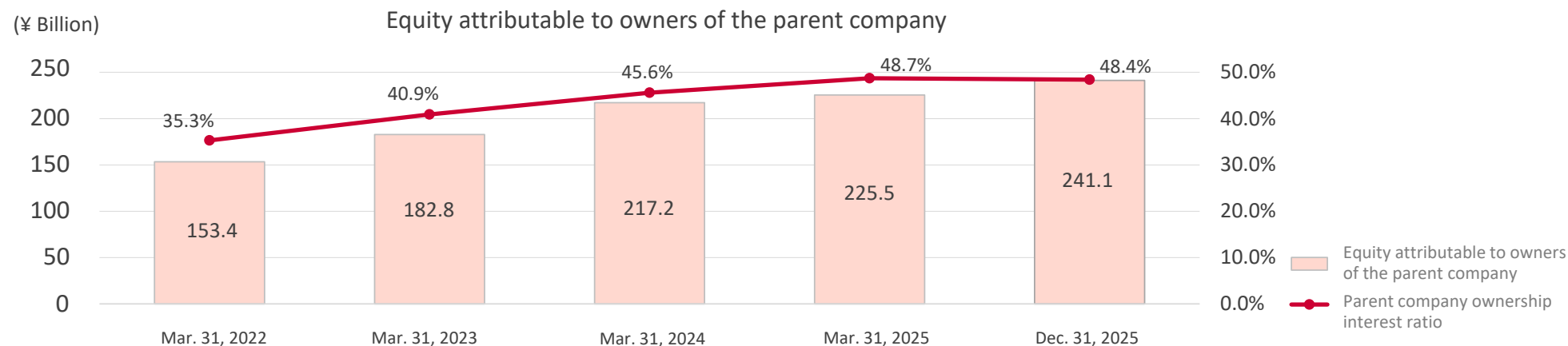
FY2025 Segment Profit Forecast (By Sales Division)

(¥ Billion)	Segment Profit				
	FY2024 actual	FY2025 Forecast (previous)	FY2025 Forecast (revised)	Differences	
				Previous year	Previous forecast
AC	17.2	19.0	23.0	5.8	4.0
HC	1.7	2.9	3.3	1.6	0.4
Aircraft Components	(0.4)	0.3	0.3	0.7	0.0
Special-Purpose Vehicles	1.3	0.9	0.9	(0.4)	0.0
Total	19.8	23.0	27.5	7.7	4.5

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 32.7%



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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 3Qs of FY2025 Net Sales and Segment Profit



(¥ Billion)	Net Sales			Segment Profit		
	3Qs of FY2024 actual	3Qs of FY2025 actual	Differences	3Qs of FY2024 actual	3Qs of FY2025 actual	Differences
AC	225.6	252.6	27.0	11.9	17.1	5.2
Shock absorbers for automobiles	166.5	186.6	20.1	—	—	—
Shock absorbers for motorcycles	32.4	36.9	4.5	—	—	—
Hydraulic equipment for automobiles	15.7	16.1	0.4	—	—	—
Others	11.0	13.1	2.1	—	—	—
HC	86.0	91.8	5.7	0.8	2.6	1.8
Hydraulic equipment for industrial use	80.1	84.3	4.2	—	—	—
System products	3.3	4.9	1.6	—	—	—
Others	2.6	2.6	(0.0)	—	—	—
Aircraft Components	2.2	4.7	2.4	(0.6)	0.6	1.1
Special-Purpose Vehicles	8.9	4.9	(4.0)	1.0	0.8	(0.2)
Total	322.8	354.0	31.2	13.1	21.1	7.9

AC: Automotive Components

HC: Hydraulic Components

Appendix Net Sales by Region



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(¥ Billion)		FY2024				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
	3Q	19.1	19.3	2.3	40.7	22.4	21.6	3.0	46.9
	Full year	54.3	59.3	6.7	120.3	63.4	62.9	9.6	135.9
Europe	1H	36.5	3.7	0.0	40.1	42.0	4.2	0.0	46.2
	3Q	18.8	1.8	0.0	20.6	24.9	2.3	0.0	27.2
	Full year	55.3	5.4	0.0	60.7	67.0	6.5	0.0	73.5
America	1H	21.6	3.8	0.1	25.5	24.0	3.6	0.0	27.6
	3Q	10.3	1.8	0.1	12.2	11.4	2.1	(0.0)	13.5
	Full year	32.0	5.5	0.2	37.7	35.4	5.7	0.0	41.1
China	1H	7.8	4.7	0.0	12.5	9.5	4.5	0.0	14.0
	3Q	4.6	2.2	0.0	6.7	5.4	2.4	0.0	7.8
	Full year	12.4	6.9	0.0	19.2	14.9	7.0	0.0	21.8
Southeast Asia	1H	12.3	2.1	0.0	14.4	13.8	2.0	0.0	15.8
	3Q	6.9	1.1	0.0	8.1	7.4	1.2	0.0	8.6
	Full year	19.3	3.2	0.0	22.5	21.2	3.2	0.0	24.4
Others	1H	34.5	4.0	2.7	41.3	33.7	4.5	0.0	38.2
	3Q	17.9	1.7	1.5	21.1	17.0	2.1	0.0	19.2
	Full year	52.4	5.7	4.2	62.4	50.7	6.6	0.0	57.3
Total	1H	148.0	58.2	7.3	213.5	164.1	60.1	6.6	230.8
	3Q	77.7	27.8	3.9	109.4	88.6	31.7	3.0	123.2
	Full year	225.6	86.0	11.2	322.8	252.6	91.8	9.6	354.0



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