



## KAYABA Group Report **2025**

April 1, 2024– March 31, 2025

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## Seeking to Increase Your Understanding of Our Company

The KAYABA Group Report has been published since FY2019 with the aim of deepening the understanding of investors, shareholders, and all stakeholders regarding the Group's management, financial, and business strategies, as well as our ESG initiatives.

We are committed to carrying our more than 100 years of history and corporate value into the future. As a corporate group in which we all take pride, we hope that readers will share our expectations for KYB's potential as we continue contributing to a prosperous future society.

The FY2024 edition has been compiled with a continued focus on ESG management, which forms the foundation of policy formulation at KYB. Key highlights include vision for creating the future through ESG management, the Action Plan for 2050, and a roundtable discussion with external directors. We hope this report helps readers gain a deeper understanding of the KAYABA Group and our wide-ranging initiatives aimed at contributing to a sustainable society.

We will continue to incorporate feedback from readers as we strive to improve this report and remain committed to timely and appropriate information disclosure. In addition to this report, we encourage you to visit the KYB website for press releases, corporate information on technology and environmental initiatives, and various reports available in the investor relations section.

## KYB's Stance on Information Disclosure

KYB Website

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

## Financial Information

Information on our IR activities such as management strategy, financial affairs, and performance.

## Non-Financial Information

Information on activities related to solving environmental and social problems.

## Other Information

Products

Motorsports  
(Japanese)

## Social Media-Related

### KYB's Official Social Media

(Available in Japanese only.)

Corporate account  
Instagram・X

Official SNS  
Instagram・X

### Plant Introduction Video (YouTube)

Gifu North  
Plant

Gifu South /  
Gifu East Plants

Kumagaya  
Plant

Sagami  
Plant

For more information:

YouTube

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## Reporting Period

FY2024 (April 1, 2024 to March 31, 2025)

Note: Includes some activities and information from outside the above reporting period.

## Scope

The report covers KYB Corporation and subsidiaries and affiliates in Japan and around the world.

Note: Environmental data is for KYB Corporation (Sagami Plant, Kumagaya Plant, Gifu North Plant, Gifu South Plant, Gifu East Plant, Mie Plant and Nagano Plant) unless otherwise annotated.

**Date of Issue**

December 2025

## Forward-Looking Statements

**Forward-Looking Statements**  
This report includes plans and forecasts as of the issue date, and estimates based on our business plans and management policies. Forward-looking statements are based on information available at the time of report preparation, and actual results may differ depending on changes in relevant conditions.



### Cover Design

The design expresses KYB's commitment to uniting our people as one team, taking on the challenge of creating future value filled with possibilities, and embarking on efforts to support the future of people's lives.



# 90 Years of Evolving Technology

Since its establishment, the KAYABA Group has consistently developed vibration control and power control technologies, building on the cornerstone of hydraulic technology. In recent years, this evolution has advanced further into cutting-edge system control through the integration of electronic control technologies.

Guided by our Corporate Spirit of “offering products and technologies that make people’s lives safe and comfortable, and contributing to society,” we are returning to the spirit of originality passed down from our founder. By continuing to evolve our core technologies while stabilizing business performance, the KAYABA Group aims to become an indispensable presence in society, supporting safety and comfort in the fields of mobility, infrastructure, and living environments.



**1935** Shiro Kayaba, who had a passion for mechanical invention from an early age, founded the Kayaba Research Center in November 1919 with a desire to devote his abilities to national defense and world peace. In March 1935, he established Kayaba Manufacturing Co., Ltd.



- 1948** Established Kayaba Industry Co., Ltd.
- 1959** Listed shares on the Tokyo Stock Exchange.
- 1966** Announced a long-term management vision as “KYB of the World.”
- 1976** Decided to introduce TQC (Total Quality Control). Established the Basic Research Laboratory and Materials Research Laboratory within the Technical Research Center.
- 1989** Received a commendation from the Agency for Natural Resources and Energy. Established the Electronics Department.
- 1991** Established Production Technology R&D Center.

## KYB's History▶



## Evolution of Technology▶

- |                                                                               |                                                                                    |
|-------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| <b>1946</b> Received prototype orders for automotive shock absorbers.         | <b>1979</b> Delivered an underway replenishment system for the supply ship Sagami. |
| <b>1950</b> Produced dump truck bodies as part of special procurement demand. | <b>1981</b> Developed a compact vane pump.                                         |
| <b>1951</b> Developed oil dampers for railway vehicles.                       | <b>1983</b> Developed multi-layer seals for hydraulic cylinders.                   |
| <b>1952</b> Developed front forks and oil cushion units for motorcycles.      | <b>1985</b> Developed an electronically controlled full air suspension system.     |
| <b>1953</b> Started assembly and body installation of concrete mixer trucks.  | <b>1993</b> Completed the high-productivity line (N09) for shock absorbers.        |
| <b>1962</b> Received orders for hydraulic cylinders for hydraulic excavators. | <b>1998</b> All plants acquired ISO 9001 certification.                            |
| <b>1964</b> Developed a fully hydraulic small concrete mixer truck.           |                                                                                    |
| <b>1966</b> Developed a fully hydraulic tilting-drum concrete mixer truck.    |                                                                                    |
| <b>1967</b> Started mass production of strut-type shock absorbers.            |                                                                                    |
| <b>1969</b> Started mass production of stay dampers.                          |                                                                                    |



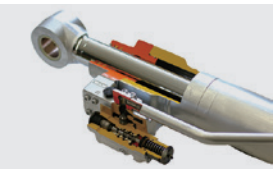
Shock Absorbers for Jeeps (1946)



Oil Damper for Railways (1951)



High-Low Type Concrete Mixers (1953)



High voltage cylinder KCH (1990)



Adjustable damping SA with proportional solenoid (2016)



e-Mixer III (2021)

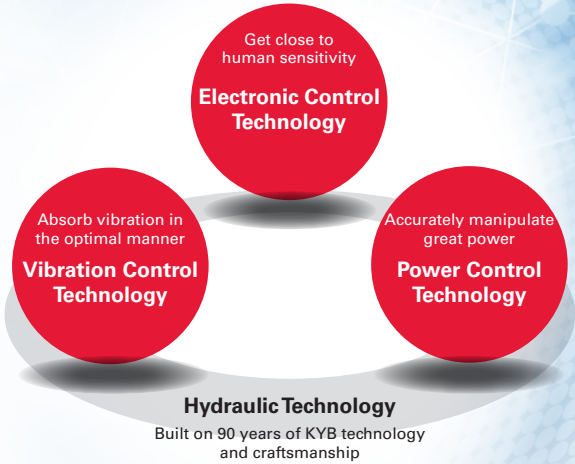
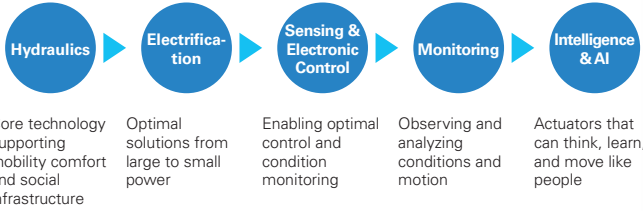


SustainaLub™, an environmentally friendly hydraulic fluid (2023)



VILLATOR campervan (2025)

The evolution of hydraulic-based technology is poised to advance further through intelligent systems and AI. As the core of vibration, power, and electronic controls, KYB's technology will continue inspiring dreams and shaping the future.



- 2015** The trade name was changed to KYB Corporation.
- 2016** Established Aircraft Components Division.
- 2017** Established the Motorsports Department within the Corporate Planning Division.
- 2019** Established the Business Support Center within the General Affairs & Human Resources Division to promote the employment of people with disabilities.
- 2022** Adopted “Kayaba” as the Company’s common name in Japan.

- 2023** Decided to withdraw from the Aircraft Components Business. Adopted “Kayaba” as the Company’s trade name in Japan.
- 2024** Exhibited at IFPEX2024. Hosted the Kayaba Legends Open.
- 2025** 90th anniversary of the Company’s founding. Made Chita Kogyo Co., Ltd. a wholly owned subsidiary.