



*Our Precision, Your Advantage*

ゆめある  
あしたを、  
つくろう。  
90  
YEARS  
ANNIVERSARY  
est.1935



## KAYABA Group Report 2025

April 1, 2024– March 31, 2025

### Contact

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

# 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

## Contents

<b>Seeking to increase your understanding of our company</b>	01
<b>90 Years of Evolving Technology</b>	03

### Inspiring Dreams: The Future We Aim to Build as a 100-Year Company

<b>Message from the CEO</b>	05
<b>Message from the CFO</b>	09

### Inspiring Dreams: The Future We Aim to Build Through Our Business Units

<b>Three Mainstay Business Units</b>	15
AC Operation	17
HC Operations	19
Special-Purpose Vehicles Division	21

### Inspiring Dreams: The Future We Aim to Build Through Our Technology

<b>The Technologies Behind KYB's Strength</b>	23
Technology Development	23
Production Technology	24
Quality Management	25
Intellectual Property Strategies	27
Innovative Products Shaping the Next Generation	29

### Inspiring Dreams: The Future We Aim to Build Through ESG Management

<b>Vision for Creating the Future through ESG Management</b>	31
ESG Management Based On the Long-Term Vision	31
ESG Promotion System	33
Instilling ESG within the Company	33
<b>Environmental Activities</b>	34
Action Plan for 2050	34
Contributing to Climate Action	35
FY2024 Activity Achievements	36
Environmental Management	38
<b>Social Activities</b>	40
Occupational Safety and Health	40
Basic Policy on Human Rights	42
Human Resources Strategy	42
Supply Chain Management	47
<b>Governance Activities</b>	49
Management Team	51
Officer Compensation	53
Roundtable Discussion with External Directors	55
Internal Control System	59
Risk Management	60

<b>KYB Performance Highlights</b>	61
Financial	61
Non-Financial	64

### 11-Years Financial Summary

<b>KYB in Globe</b>	69
---------------------	----

<b>External Evaluations (FY2024)</b>	71
--------------------------------------	----

<b>Company Overview / Stock Information</b>	72
---	----

ゆめある  
あしたを、  
つくろう。



### 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

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.

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.



Core technology supporting mobility comfort and social infrastructure  
Optimal solutions from large to small power  
Enabling optimal control and condition monitoring  
Observing and analyzing conditions and motion  
Actuators that can think, learn, and move like people



**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.  
**2024** Adopted "Kayaba" as the Company's trade name in Japan.  
**2025** Exhibited at IFPEX2024.  
Hosted the Kayaba Legends Open.  
90th anniversary of the Company's founding.  
Made Chita Kogyo Co., Ltd. a wholly owned subsidiary.



Built on 90 years of KYB technology and craftsmanship



## KYB's History ▶



### Evolution of Technology ▶

**1946** Received prototype orders for automotive shock absorbers.  
**1950** Produced dump truck bodies as part of special procurement demand.  
**1951** Developed oil dampers for railway vehicles.  
**1952** Developed front forks and oil cushion units for motorcycles.  
**1953** Started assembly and body installation of concrete mixer trucks.  
**1962** Received orders for hydraulic cylinders for hydraulic excavators.  
Developed a fully hydraulic small concrete mixer truck.  
**1964** Developed a fully hydraulic tilting-drum concrete mixer truck.  
**1967** Started mass production of strut-type shock absorbers.  
**1969** Started mass production of stay dampers.

**1979** Delivered an underway replenishment system for the supply ship Sagami.  
**1981** Developed a compact vane pump.  
**1983** Developed multi-layer seals for hydraulic cylinders.  
**1985** Developed an electronically controlled full air suspension system.  
**1993** Completed the high-productivity line (N09) for shock absorbers.  
**1998** All plants acquired ISO 9001 certification.

**2009** Developed HARMOFREQ, a frequency-sensitive shock absorber.  
**2015** Developed and began mass production of the flow-control valve-less vane pump (7K3) for CVTs.  
**2019** Developed an ultra-low-speed valve (Swing Valve) for shock absorbers.  
**2020** Developed a smart road monitoring system.  
**2021** Developed KADS, an electronically controlled suspension system for motorcycles.  
Developed the electronically controlled mixer truck (e-Mixer III).  
**2022** Registered the trademark "Smart Road Monitoring."

**2023** Kayaba Rally Team entered the All Japan Rally Championship.  
Unveiled SustainaLub™, an environmentally friendly hydraulic fluid, for the first time in the world.  
Developed an oil condition diagnostic system for hydraulic equipment.  
**2024** Developed an oil leak detection sensor for hydraulic cylinders for construction machinery.  
Started mass production on the SA Aftermarket Innovation Line.  
Developed AI-based marking inspection technology.  
Established CAE-based damping-force calculation technology for SA products using AI.  
Orders began for the "VILLATOR" campervan.



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)