

Announcement of Organizational Changes

KYB Corporation hereby announces that it will implement organizational changes to its business operations and head office functions, effective April 1, 2026, with the aim of responding swiftly to changes in the market environment, strengthening business competitiveness, and enhancing corporate value.

1. Organizational Changes in the Automotive Components (AC) Operations and the Hydraulics Components (HC) Operations

1) Purpose

- To respond promptly to changes in market conditions and customer needs by placing sales and procurement functions under the direct control of each Operations, thereby improving decision-making and responsiveness.
- To reorganize Operations along market and product axes and strengthen strategic planning and execution capabilities from a global perspective.

2) Overview

- AC Operations will be reorganized into a two-division structure consisting of the 4W Components Headquarters and the 2W Components Headquarters, and the Sales Headquarters and the Aftermarket Sales Headquarters will be established under AC Operations.
- HC Operations will be reorganized into a two-division structure consisting of the Hydraulics Components Headquarters and the Infrastructure Components Headquarters, and the Agricultural & Industrial Equipment Center, the Rolling Stock Equipment Center, and the Sales Headquarters will be established under HC Operations.

Headquarters	Products under Responsibility
4W Components Headquarters, AC Operations	Hydraulic shock absorbers for four-wheel vehicles, onboard steering systems, and related applied products
2W Components Headquarters, AC Operations	Hydraulic shock absorbers for motorcycles and related applied products
Hydraulics Components Headquarters, HC Operations	Hydraulic equipment for construction machinery and mining machinery, and related applied products
Infrastructure Components Headquarters, HC Operations	Hydraulic equipment for marine applications and related applied products

2. Establishment of New Organizations for New Business Creation

1) Purpose

- To accelerate the identification of new business opportunities and their commercialization, and to promote the creation of new value that contributes to sustainable growth.
- To consolidate technologies and human resources in the Electrical and Electronic (EE) domain and strengthen advanced development in the electronic systems field.

2) Overview

- The Innovation & New Business Development Department will be established under the Corporate Planning Division.
- The Electronics Development Division will be established, and the Electronics Advanced Development Department and the Electronics Engineering Department will be created under the new division.

3. Organizational Changes to Realize Manufacturing Innovation

1) Purpose

- To integrate digital technologies with on-site capabilities in order to shorten production lead times and achieve manufacturing that balances reduced environmental impact with improved workplace conditions.
- To enhance collaboration across processes from research and development through production and product commercialization, thereby accelerating the pace of value creation.

2) Overview

- The Production Technology R&D Center, currently under the Engineering Division, will be transferred to the Production Division to strengthen collaboration among manufacturing-related organizations.
- The Basic Technology R&D Center under the Engineering Division will be renamed the Advanced Technology R&D Center to reinforce development collaboration with business domains.

4. Organizational Changes in Head Office Functions

1) Purpose

- To promote business transformation and standardization, strengthen the efficiency of business division operations, and enhance support for smaller business units.
- To improve the Group's ability to respond to risks that affect the entire organization.

2) Overview

- The ESG Promotion Department, currently under the Corporate Planning Division, will be transferred to the CSR & Safety Control Division. The CSR & Safety Control Division will be renamed the ESG Division, and the ESG Promotion Department will be renamed the Sustainability Planning Department.
- The Cost Planning Department, currently under the Engineering Division, will be transferred to the Corporate Planning Division.



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