

December 8, 2020 KYB Corporation 7242; First Section of Tokyo Stock Exchange

Announcement of Reorganization

On January 1, 2021, KYB will integrate the sales functions within our Automotive Components (AC) Operations and Hydraulics Components (HC) Operations and newly establish a Sales Division as outlined below.

New Establishment of Sales Division

1) Purpose

- To build a system that can raise customer service to higher level than ever before through joint ownership of information in possession and the unification of handled products.
- To strive to strengthen sales affairs governance and planning ability through the integration of sales functions.

2) Outline

We will newly establish a Sales Division that will function as a Head Office by integrating the sales functions that have existed up until now within AC Operations and HC Operations.

Name: Sales Division

Products: Shock absorbers for automobiles and related products

Hydraulic equipment for automobiles, steering, and related products

Shock absorbers for motorcycles and related products

Hydraulic equipment for construction machinery, industrial vehicles, agricultural

machinery, etc.

Hydraulic equipment for industrial machinery, railroad equipment, etc.

Note: Sales of special-purpose vehicle equipment, such as concrete mixer trucks, and aircraft component products, such as actuators, will continue to be handled by the

Sales Departments within the Special-purpose Vehicles Division and Aircraft

Components Division, respectively.

General Manager: Hajime Sato



<Outline of Department>

Sales Strategy Department

- Regulatory affairs such as formulating the policies, sales strategies, and sales information for the Sales Division
- Formulate all kinds of regulations related to the Division, promote the Compliance Reinforcement Activity.

Global Sales Promotion Department

- Duties related to the sales of aftermarket products for overseas (Hydraulic buffer products for automobiles and motorcycles, hydraulic equipment and control systems equipment for construction machinery, industrial vehicles, agricultural machinery, industrial machinery)
- · Product development for in-house brand products and marketing operations
- *On February 1, 2021, we will transfer sales of AC products that were handled at our affiliate KYB Engineering & Service Co., Ltd. to us.

East Japan Sales Department

• Operations related to sales, including for all overseas positions, for the products (Hydraulic buffer products for automobiles and motorcycles, hydraulic equipment and control systems equipment for construction machinery, industrial vehicles, agricultural machinery, industrial machinery) of all customers located in the Kanto (east Japan) area.

Central Japan Sales Department

• Operations related to sales, including for all overseas positions, for the products (Hydraulic buffer products for automobiles and motorcycles, hydraulic equipment and control systems equipment for construction machinery, industrial vehicles, agricultural machinery, industrial machinery) of all customers located in the Chubu (central Japan) area.

West Japan Sales Department

• Operations related to sales, including for all overseas positions, for the products (Hydraulic buffer products for automobiles and motorcycles, hydraulic equipment and control systems equipment for construction machinery, industrial vehicles, agricultural machinery, industrial machinery) of all customers located in the Kansai (west Japan) area.

System Sales Department

 Operations related to sales information management regarding equipment business products within the KYB Group

For more information, please contact:

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