



March 16, 2026

TSUBAKI NAKASHIMA CO., LTD.

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Notice of Capital Increase of an Overseas Subsidiary

TSUBAKI NAKASHIMA CO., LTD. (“the Company”) announced today, that it has decided to increase capital of TN INDIA PRIVATE LIMITED, its consolidated subsidiary in India.

1. Purpose of Capital Increase

The Company will increase capital at its consolidated subsidiary in India, a growing market, to fund business activities including capital investment. India is one of the important business development regions the Company is focusing on as part of its growth strategy within its “Mid-Term Business Plan 2025-2029”.

2. Outline of the Consolidated Subsidiary Subject to the Capital Increase

- (1) Name: TN INDIA PRIVATE LIMITED
- (2) Location: Union Territory of Dadra and Nagar Haveli, India
- (3) Representative: Director, Yoshio Sugawara
- (4) Major business: Precision component business
- (5) Date of establishment: December 2010
- (6) Capital: 680 million Indian rupee
- (7) Capital contribution ratio: TSUBAKI NAKASHIMA CO., LTD. 65.7%, TN AMERICAS INTERNATIONAL, INC. 34.2%, TN AMERICAS HOLDINGS, INC. 0.1%

3. Outline of the Capital Increase

- (1) Paid in amount*: 750 million Indian rupee (Approximately 1.4 billion Japanese yen)
- (2) Payment date: March 2026 (Planned)
- (3) Capital after increase: 1,430 million Indian rupee
- (4) Capital contribution ratio after increase: TSUBAKI NAKASHIMA CO., LTD. 83.1%, TN AMERICAS INTERNATIONAL, INC. 16.8%, TN AMERICAS HOLDINGS, INC. 0.1%

* “Paid in amount” has been converted using the exchange rate of 1 Japanese yen = 1.88 Indian rupee as of March 10, 2026.

4. Future Prospect

The impact of this capital increase on the Company's consolidated financial results for the fiscal year ending December 2026 will be minimal.