

October 8, 2026

To Whom It May Concern,

Company name: KYB Corporation
Representative: Masahiro Kawase
Representative Director, President Chief Executive Officer (CEO)
(Securities Code: 7242, Prime Market of Tokyo Stock Exchange)
Contact: Norimichi Fukuda
General Manager, Public Relations & Investor Relations Dept.
(Tel: +81-3-3435-3580)

Notice Regarding Change in Specified Subsidiary

KYB Corporation ("KYB") hereby announces that its Board of Directors resolved at a meeting held on October 8, 2026 to make an additional capital contribution to KYB India Private Limited ("KIPL"), a consolidated subsidiary of KYB. As a result, the amount of KIPL's capital will exceed 10% of KYB's capital, and KIPL will therefore become a specified subsidiary of KYB. Details are as follows.

1. Reason for the Change

KYB has decided to make an additional capital contribution to KIPL to secure funds for future capital investments and working capital required for the expansion of its business in India.

As a result of this capital increase, the amount of KIPL's capital will exceed 10% of KYB's capital, and KIPL will become a specified subsidiary of KYB.

2. Overview of the Subsidiary Subject to the Change

(1) Name	KYB India Private Limited		
(2) Address	Unit No. 19, 3rd Floor @ Aeromall, 333, Domestic Airport, Pune International Airport Area, Lohegaon, Pune, Maharashtra 411032, India		
(3) Representative	Atsushi Okubo, Managing Director		
(4) Principal Business	Manufacture and sale of components for automobiles, construction machinery, agricultural machinery, and industrial machinery		
(5) Date of Establishment	August 3, 2025		
(6) Capital	INR 1,350 million		
(7) Major Shareholder and Ownership Ratio	KYB Corporation (effectively 100%*)		
(8) Relationship with KYB			
• Capital Relationship	Consolidated subsidiary of KYB		
• Personnel Relationship	Officers and employees are dispatched from KYB		
• Business Relationship	KIPL has entered into a technical assistance agreement with KYB and conducts transactions including the purchase of KD parts, the payment of royalties, and the receipt of technical support		
(9) Financial Results and Financial Position for the Most Recent Fiscal Year			
Fiscal Year-End	FY ended March 31, 2024-	FY ended March 31, 2025	FY ended March 31, 2026
Net Assets (INR million)	—	—	1,284
Total Assets (INR million)	—	—	1,312

Net Assets per Share(INR)	—	—	9.51
Net Sales (INR million)	—	—	—
Operating Profit (Loss) (INR million)	—	—	(64)
Net Profit (Loss) (INR million)	—	—	(66)
Earnings (Loss) per Share (INR)	—	—	(0.49)
Dividend per Share (INR)	—	—	—

3. Details of the Capital Increase

(1) Amount of Capital Increase	INR 2,150 million
(2) Capital after Increase	INR 3,500 million
(3) Subscriber	KYB Corporation
(4) Payment Date	Late November 2026 (planned)
(5) Shareholding Ratio after Increase	KYB Corporation (effectively 100%*)

4. Status Before and After the Change

Item	Before the Change	After the Change
Capital	INR 1,350 million	INR 3,500 million
Shareholding Ratio Held by KYB	Effectively 100%*	Effectively 100%*
Status as Specified Subsidiary	Not Applicable	Applicable

5. Schedule

Item	Date
Resolution of the Board of Directors	October 8, 2026
Payment Date	Late November 2026 (planned)
Date of Change	Late November 2026 (planned)

6. Future Outlook

The impact of this matter on KYB's consolidated financial results for the fiscal year ending March 31, 2027 is expected to be immaterial.

Note :

• Although there are shareholders other than KYB as required under the Companies Act of India, KYB effectively holds a 100% equity interest in the subsidiary.

• As KYB India Private Limited was incorporated on August 3, 2025, only the fiscal years for which disclosure is available have been presented.