



April 9, 2026

Company: Tsubakimoto Chain Co.
Representative: Takatoshi Kimura, President and Representative Director
(Code No.: 6371, Prime Market of the TSE)
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Notice Concerning Establishment of a Subsidiary

Tsubakimoto Chain Co. (the “Company”) hereby announces that, at the meeting of the Board of Directors held on March 24, 2026, it resolved to establish a wholly owned subsidiary, Tsubaki Europe Holdings B.V., for the purpose of strengthening its management structure for European operations, and to reorganize its European subsidiaries under this new holding company.

Although this decision has already been made, the Company regretfully announces this matter at this time and apologizes for the delay in disclosure.

1. Purpose of Establishment

Since establishing its local subsidiary in the Netherlands in 1972, the Company’s Group has expanded its European business through multiple operating companies and brands. While this expansion has strengthened its business base, management has been primarily conducted on an individual company basis, making it difficult to implement decision-making and optimal allocation of management resources from a region-wide perspective.

In response to this situation, the Company has decided to transition to an integrated management structure for European operations as a unified region by establishing a European holding company, with the aim of improving the efficiency of decision-making and business operations, and to reorganize its European subsidiaries under this structure.

2. Outline of the Subsidiary to Be Established

(1)	Name	Tsubaki Europe Holdings B.V.
(2)	Location	Aventurijn 1200, 3316 LB Dordrecht, The Netherlands
(3)	Representative	Hans Henning Preis, President & CEO
(4)	Business Description	Import and sales, as well as local manufacturing and sales, of power transmission products (chains and motion control products), mobility products, and material handling products.
(5)	Capital	EUR 50,000
(6)	Date of Establishment	July 1, 2026 (planned)
(7)	Ownership	100% owned by the Company
(8)	Fiscal Year-End	March 31

(9) Relationship with the Company	Capital	The subsidiary will be wholly owned by the Company
	Personnel	Officers of the Company are expected to concurrently serve as directors of the subsidiary
	Business	No applicable transactions at present; intra-group transactions are expected after establishment

3. Schedule

(1) Board Resolution Date	March 24, 2026
(2) Date of Establishment	July 1, 2026 (planned)
(3) Commencement of Operations	April 1, 2027 (planned)

4. Future Outlook

The impact of the establishment of this subsidiary on the Company's consolidated financial results for the fiscal year ending March 2027 is expected to be minimal.

The Company will promptly disclose any additional matters that require disclosure in the future.