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FOR IMMEDIATE RELEASE

KUBOTA Corporation

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Notice Concerning Change in Specified Subsidiaries (Sub-subsidiaries)

Kubota Corporation (Head Office: Naniwa-ku, Osaka, President: Shingo Hanada, hereinafter referred to as "Kubota") and its consolidated subsidiary, Escorts Kubota Limited (Registered Office: 15/5, Mathura Road, Faridabad, Haryana, India, Chairman and Managing Director (MD): Nikhil Nanda, hereinafter referred to as "EKL"), have decided at today's Board of Directors meeting to infuse capital by 5 billion Indian Rupees (9 billion yen *) in Escorts Kubota Finance Limited (Registered Office: 15/5, Mathura Road, Faridabad, Haryana, India, Managing Director & Chief Executive Officer: Abhishek Mudgal, hereinafter referred to as "EKFL").

The aforesaid capital infusion is scheduled to be implemented in stages by the end of December 2027. If the full amount of the capital infusion is completed, EKFL's capital will correspond to more than 10% of Kubota's capital, qualifying it as a specific subsidiary.

(Note) Exchange rate: 1 rupee =1.72 yen (as of February 9, 2026)

1)Background and Objectives of the Capital Infusion

This capital infusion has been implemented to address the funding needs arising from the expansion of EKFL's business.

2)Outline of the EKFL (As of December 31, 2026)

(1) Company Name	Escorts Kubota Finance Limited	
(2) Location	Registered Office: 15/5, Mathura Road, Faridabad, Haryana , India	
(3) Title/name of Representative	Managing Director & Chief Executive Officer; Abhishek Mudgal	
(4) Business	Offering of captive financing services	
(5) Current Capital	1.3 billion Indian Rupees (2 billion yen) (The current Kubota and EKL Board approval for capital infusion of up to 5 billion Rupees in EKFL, is in addition to its earlier approval dated September 20, 2023, for investment in EKFL up to Rs. 2 billion Rupees, out of which 1.3 billion Rupees has been utilized.)	
(6) Date of incorporation	January 9, 2024	
(7) Commencement of business	November 26, 2024	
(8) Shareholders and ownership	EKL 100.0% Others*2 0.0% (1 share each held by 6 Nominees for the benefit of EKL)	
(9) Relation between Kubota and EKFL, etc.	Capital relationship	Kubota holds 54.07% of the shares of EKL. Further, EKL holds 100% share of EKFL along with its nominees.
	Personnel relationship	Mr. Bharat Madan, Ms. Nitasha Nanda and Mr. Akira Kato (employee of Kubota), Executive Directors of EKL, hold position of Directors in EKFL. Further, Mr. Seiji Fukuoka and Mr. Yujiro Okada, employees of Kubota also hold directorship in EKFL.
	Business relationship	N/A

- (Note) 1. Exchange rate: 1 rupee =1.72 yen (as of February 9, 2026)
2. Pursuant to a legal requirement in India, the following companies hold one share each of EKFL.
- ① Escorts Dealers Development Association Limited
 - ② Escorts Crop Solutions Limited
 - ③ EEWL Limited
 - ④ Invigorated Business Consulting Limited
 - ⑤ EKL CSR Foundation
 - ⑥ Kubota Corporation

3)Outline of EKL

(1) Company name	Escorts Kubota Limited
(2) Location	Faridabad, Haryana, India
(3) Title/name of Representative	Chairman and Managing Director: Nikhil Nanda
(4) Business	Manufacturing and sales of agricultural machinery, construction machinery, etc.
(5) Capitalization	1 billion Indian Rupees (2 billion yen *) Paid Up
(6) Year of Incorporation	1944

(Note) Exchange rate: 1 rupee =1.72 yen (as of February 9, 2026)

4) Schedule for Capital Increase

We plan to implement the capital increase as needed, aiming for completion by the end of December 2027. (After estimating the required funds, we intend to make payments in multiple installments over several fiscal years.)

5) Future Outlook

We will continue to aim for further business expansion by offering fine-tuned loan programs integrated with sales of agricultural machinery and construction machinery.

6) Impact on Business Performance

The financial impact that this matter transaction may have on Kubota's performance is currently under examination. A comprehensive disclosure will be promptly made should any material information arise as a result of the examination.

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< Cautionary Statements with Respect to Forward-Looking Statements >

This document may contain forward-looking statements that are based on management's expectations, estimates, projections and assumptions. These statements are not guarantees of future performance and involve certain risks and uncertainties, which are difficult to predict. Therefore, actual future results may differ materially from what is forecast in forward-looking statements due to a variety of factors, including, without limitation: general economic conditions in the Company's markets, particularly government agricultural policies, levels of capital expenditures, both in public and private sectors, foreign currency exchange rates, the occurrence of natural disasters, continued competitive pricing pressures in the marketplace, as well as the Company's ability to continue to gain acceptance of its products.