

Powering new lifestyles



**Financial Results for the Fiscal Year
Ended March 31, 2026**

BANDO

Since 1906

120th
ANNIVERSARY

May 14, 2026

BANDO CHEMICAL INDUSTRIES, LTD.

Table of contents

I . Financial Results for the Fiscal Year ended March 31, 2026

II . Forecast for the Fiscal Year Ending March 31, 2027

III . Engagement for Mid-to Long-Term Management Plan

“Creating New Value for the Future” 1st stage

IV . Appendix

I . Financial Results for the Fiscal Year Ended March 31, 2026

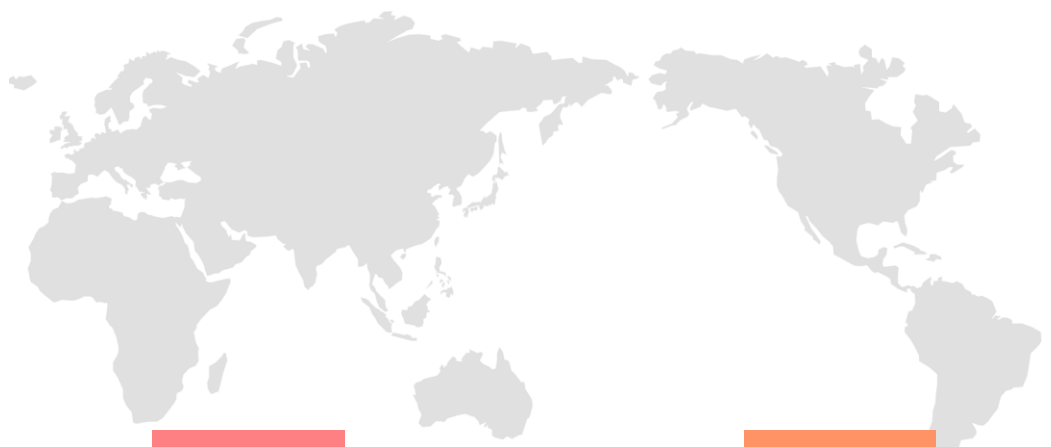
Financial Highlight

(Unit : Million Yen, %)

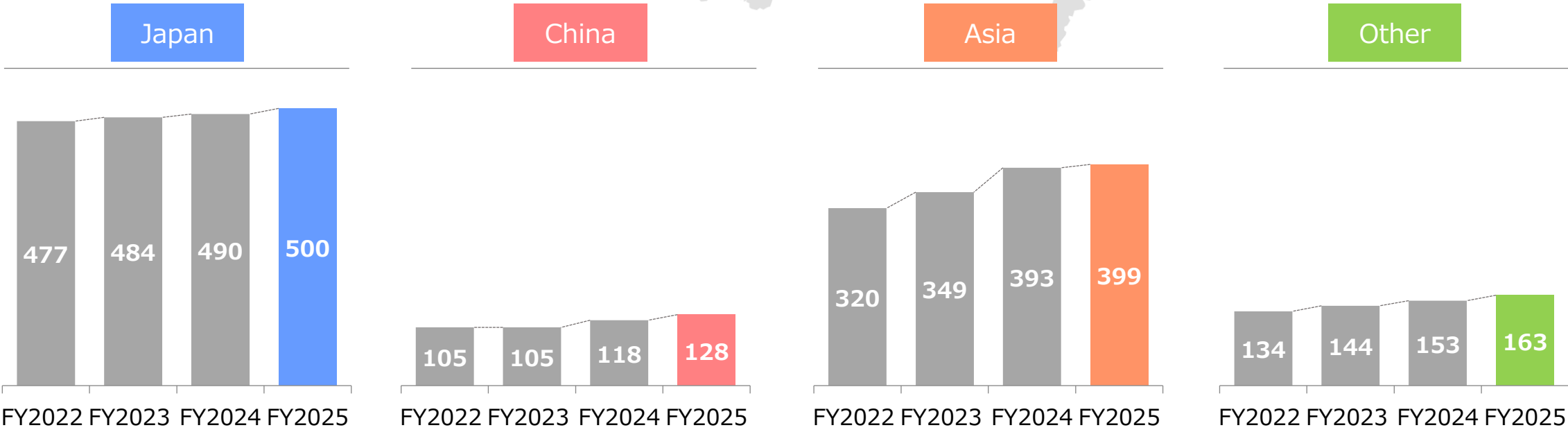
				FY2024	FY2025		
				Result	Result	Change	Achieved ratio
Revenue				115,593	119,257	+3,664	117,000 101.9%
Core Operating Profit				7,743	9,551	+1,807	8,200 116.5%
Operating Profit				3,480	12,073	+8,592	10,500 115.0%
Profit attributable to owners of parent				1,496	10,568	+9,071	7,400 142.8%
Return on Equity				1.8%	12.1%	+10.3ppt	- -
Exchange rate	U	S	D	152.57	151.06	-	145.00 -
	T	H	B	4.40	4.68	-	4.40 -
	C	N	Y	21.13	21.35	-	20.00 -

- Revenue, core operating profit, operating Profit, profit attributable to owners of parent reached a new record high
- Operating profit increased significantly due to the absence of impairment losses related to consolidated subsidiaries recorded in the previous fiscal year and the recognition of insurance claim income of ¥1,524 million for the hail damage that occurred at its Kakogawa Plant in the current fiscal year
- Profit attributable to owners of parent increased due to a reduction of deferred tax expenses of ¥1,228 million

Revenue by Area for FY2025



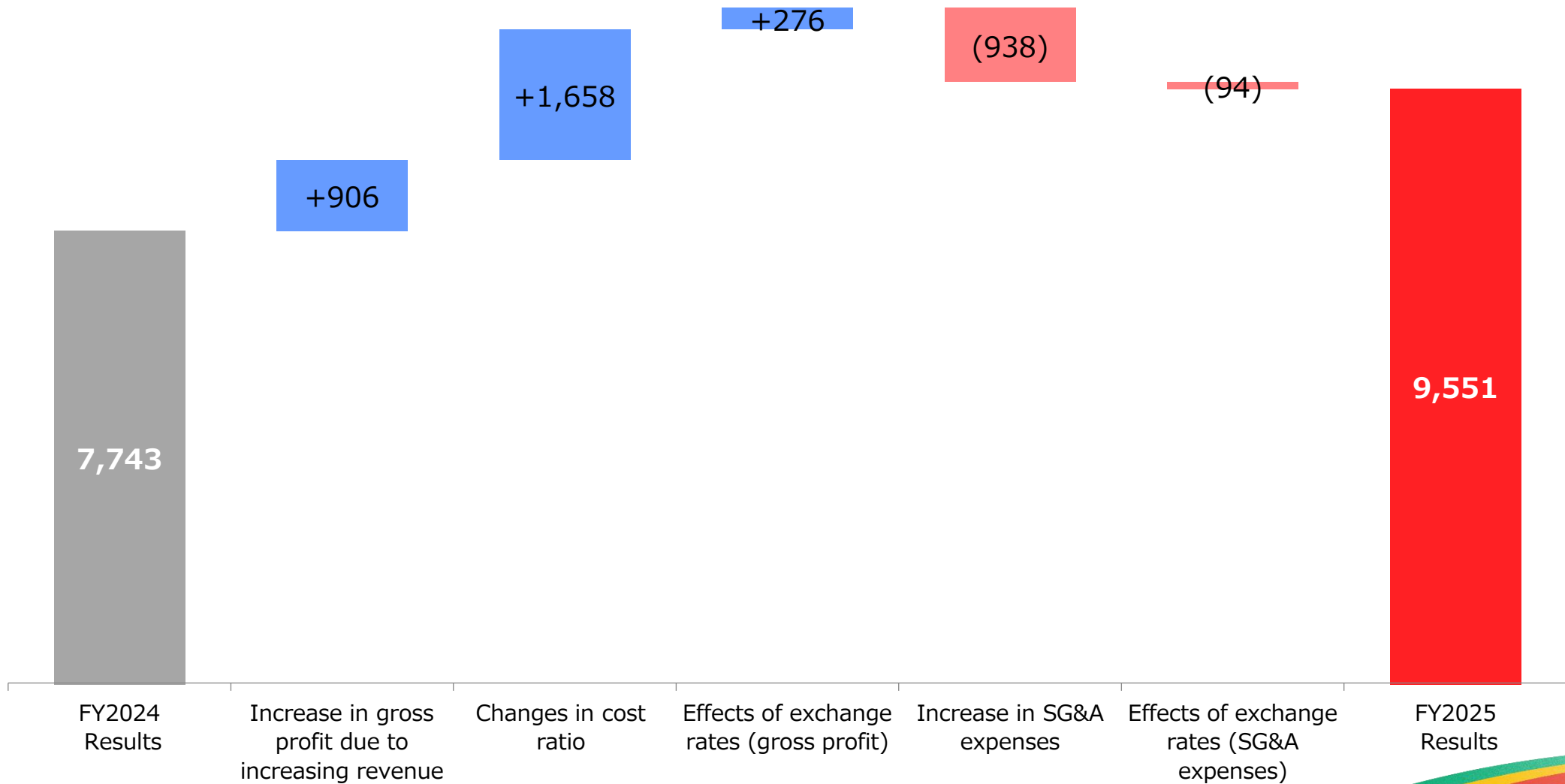
(Unit : 100 Millions Yen)



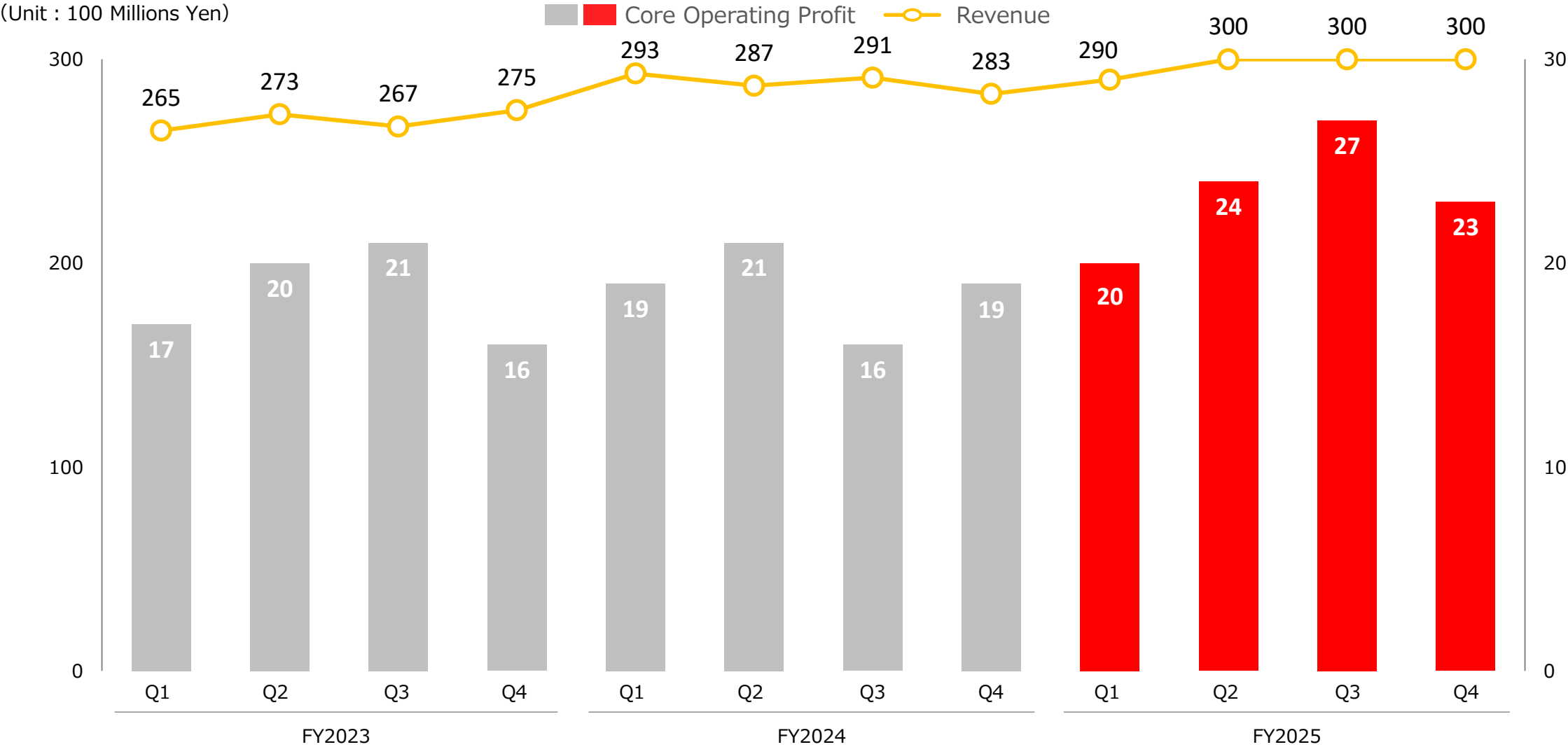
(※) The above amount was after the elimination of intersegment transactions.

Analysis of Core Operating Profit

(Unit : Million Yen)



Quarterly Operating Results (Revenue and Core Operating Profit)



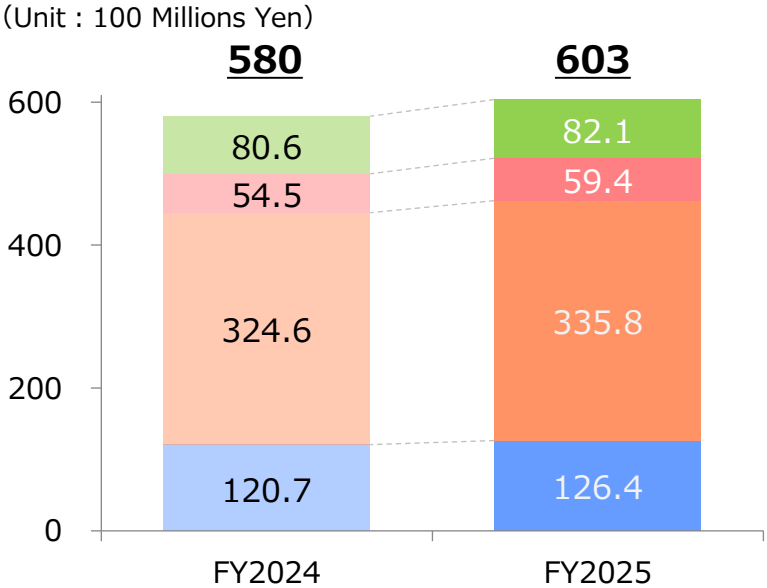
Operating Results by Segment

(Unit : Million Yen)

	FY2024	FY2025		
	Result	Result	Change	Change in ratio
Revenue	115,593	119,257	+3,664	+3.2%
Automotive Parts	58,056	60,397	+2,340	+4.0%
Industrial Products	38,100	38,807	+707	+1.9%
Advanced Elastomer Products	14,216	14,423	+207	+1.5%
Other	6,095	6,954	+858	+14.1%
Adjustments	(875)	(1,324)	(449)	-
Core Operating Profit	7,743	9,551	+1,807	+23.3%
Automotive Parts	4,897	5,682	+785	+16.0%
Industrial Products	2,541	3,264	+723	+28.4%
Advanced Elastomer Products	(15)	433	+448	-
Other	296	242	(53)	(18.1)%
Adjustments	23	(72)	(95)	-

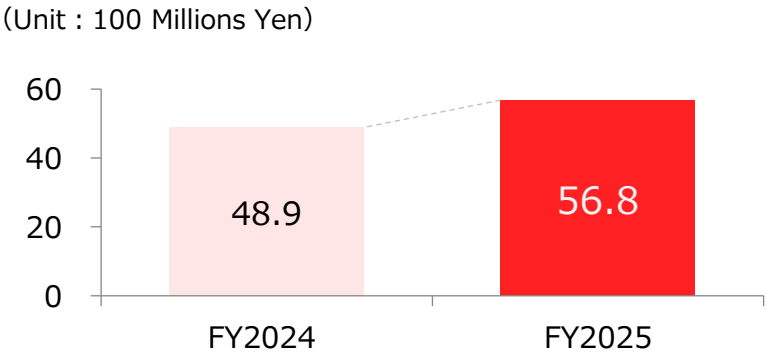
Overview of Automotive Parts

Revenue by Area



Other	+1.9%	Sales of products for aftermarket industries increased in Europe.
China	+9.1%	Sales of variable speed belts for scooters increased.
Asia	+3.4%	Sales of variable speed belts for scooters for aftermarket industries increased.
Japan	+4.8%	Sales of accessory drive power transmission belts (such as RIBACE™) and accessory drive power transmission system goods (such as Auto Tensioner) increased due to an increase in the number of models adopting to the Company's products.

Core Operating profit



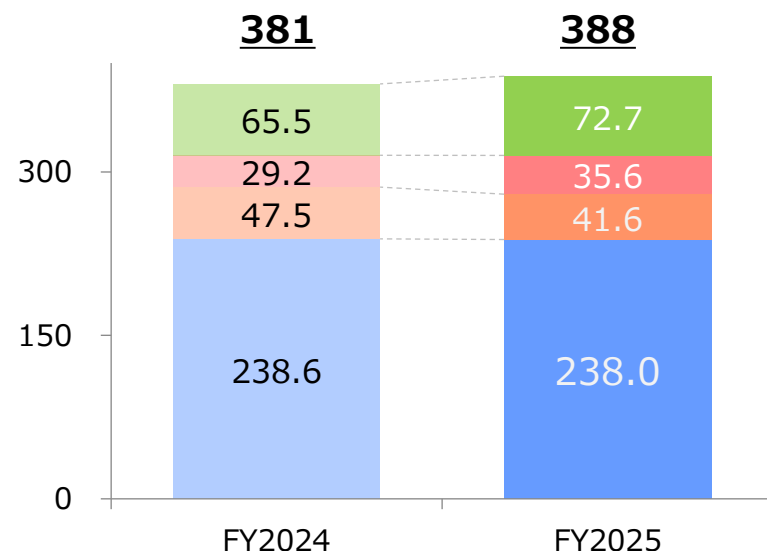
Core Operating Profit	+16.0%	Core operating profit increased due to an increase in revenue.
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Note: The above amount of revenue was after the elimination of intersegment transactions.

Overview of Industrial Products

Revenue by Area

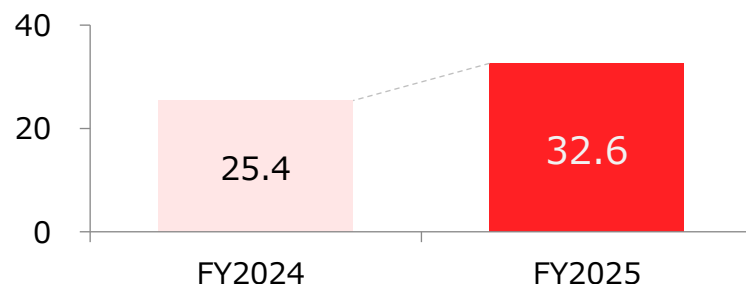
(Unit : 100 Millions Yen)



Other	+11.0%	■ Sales of power transmission belts for industrial machinery increased.
China	+21.9%	■ Sales of power transmission belts for agricultural machinery increased.
Asia	(12.3)%	■ Sales of power transmission belts for agricultural machinery decreased.
Japan	(0.3)%	■ Sales of power transmission belts for industrial machinery increased. ■ Although sales of light-duty conveyer belts (such as SUNLINE™ belt) increased, sales of heavy-duty conveyer belts decreased.

Core Operating Profit

(Unit : 100 Millions Yen)

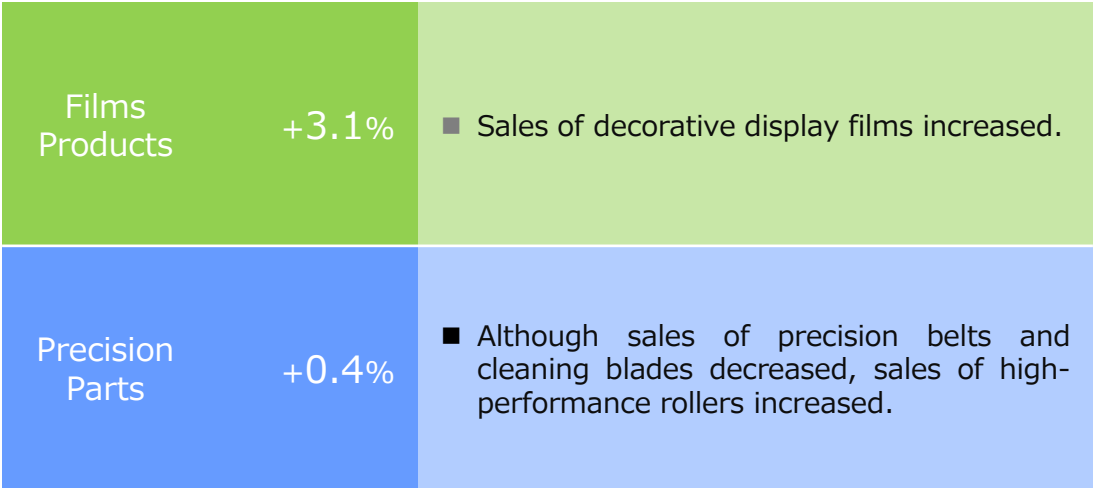
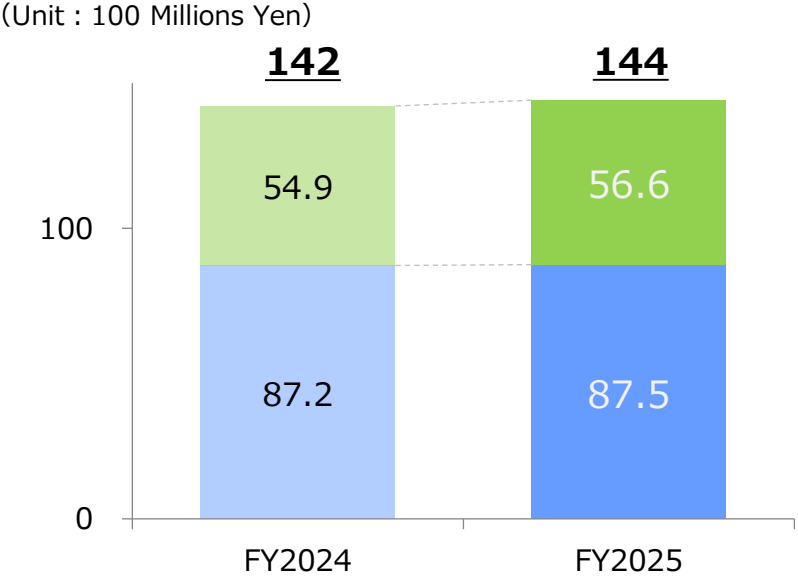


Core Operating Profit	+28.4%	■ Core operating profit increased due to an increase in revenue and changes in sales mix.
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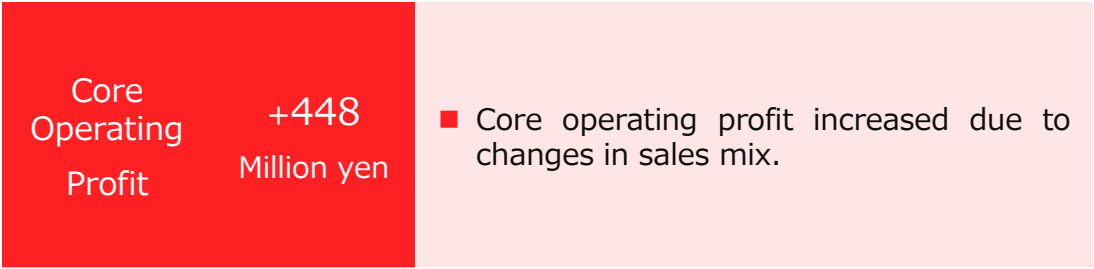
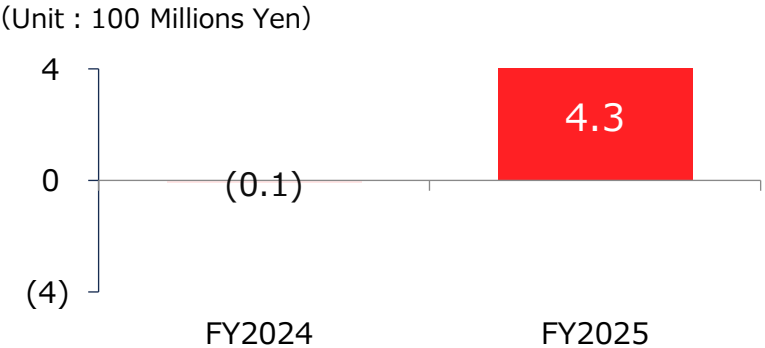
(※) The above amount of revenue was after the elimination of intersegment transactions.

Overview of Advanced Elastomer Products

Revenue by Products



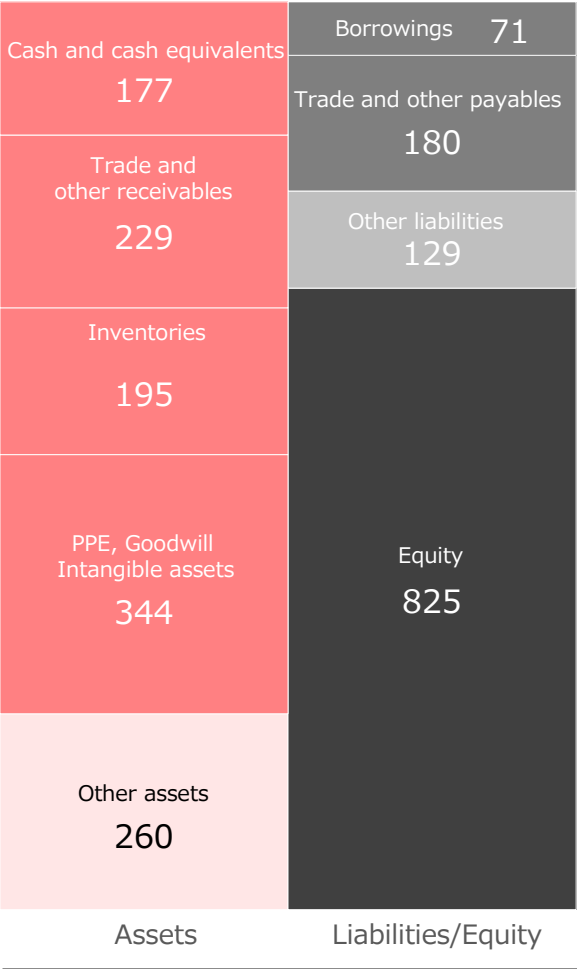
Core Operating Profit



(※) The above amount of revenue was after the elimination of intersegment transactions.

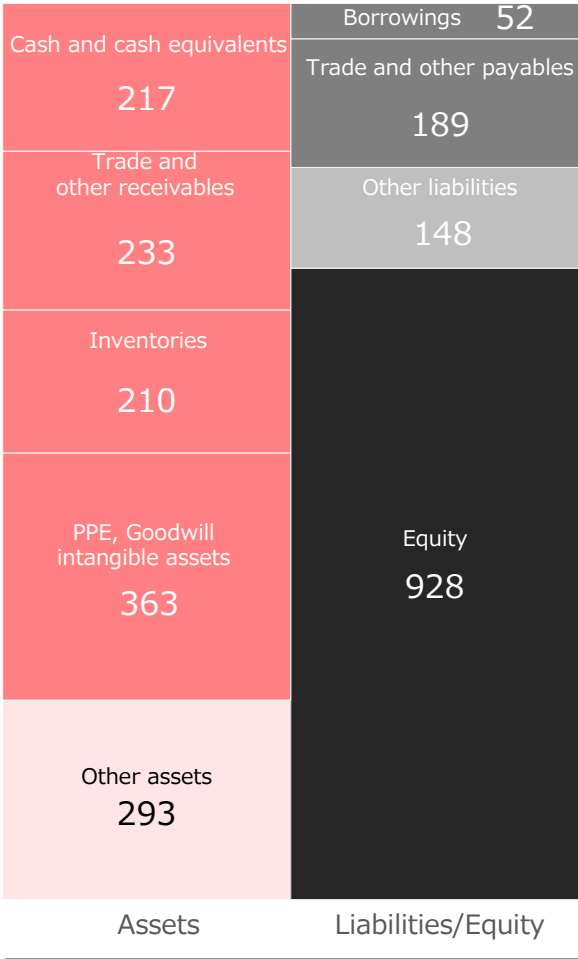
Statements of Financial Position

(Unit : 100 Millions Yen) **1,206**

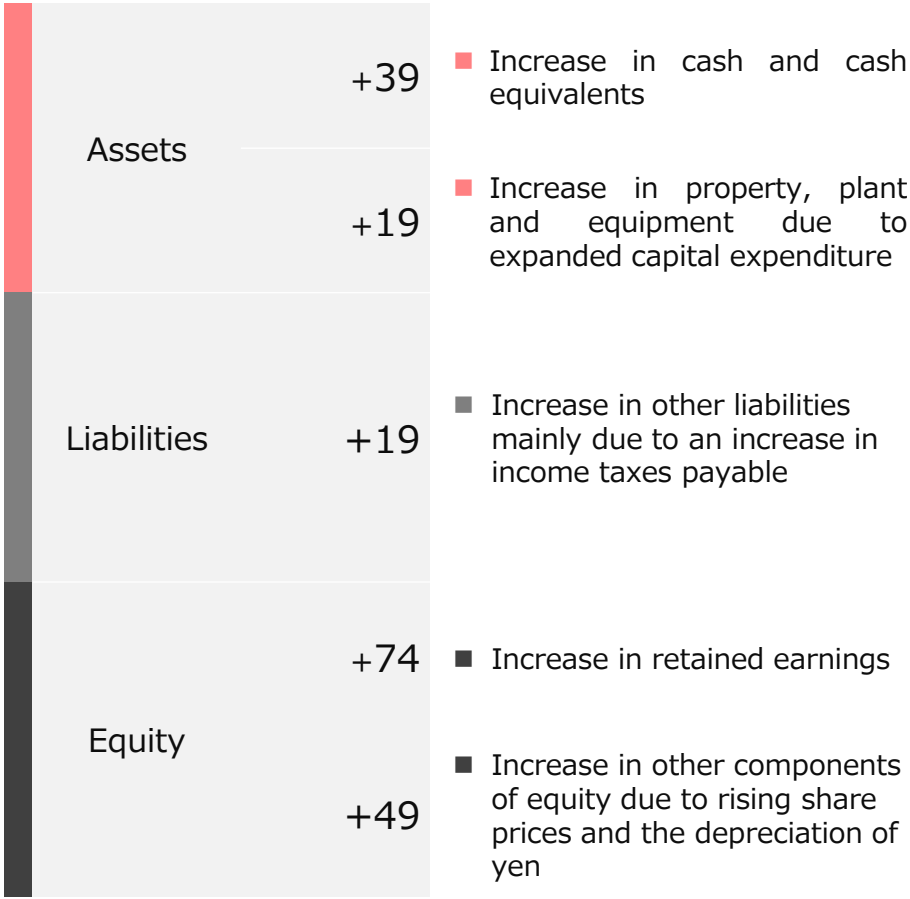


FY2024 Year-end

1,318



FY2025 Year-end



Ⅱ . Forecast for the Fiscal Year Ending March 31, 2027

Financial results forecast

(Unit : Million yen, %)

				FY2025	FY2026	
				Result	Forecast	Change
Revenue				119,257	120,000	+742 +0.6%
Core Operating Profit				9,551	9,600	+48 +0.5%
Operating Profit				12,073	11,000	(1,073) (8.9)%
Profit attributable to owners of parent				10,568	8,000	(2,568) (24.3)%
Capital Expenditure				7,089	8,000	+910 +12.8%
Depreciation and amortization				5,450	5,600	+149 +2.7%
Exchange rate	U S D			151.06	150.00	- -
	T H B			4.68	4.65	- -
	C N Y			21.35	21.50	- -

※The consolidated financial results forecast for the fiscal year does not reflect the impact of the situation in the Middle East.

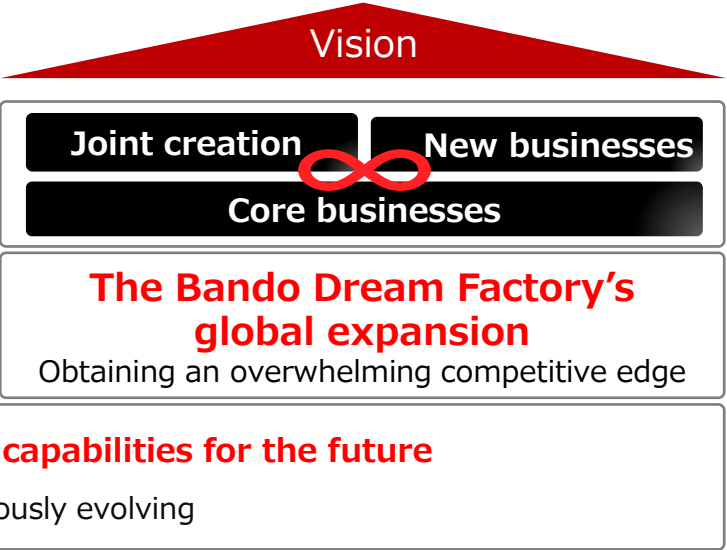
III. Engagement for Mid-to Long-Term Management Plan “Creating New Value for the Future” 1st Stage

Overview of Mid-to Long-Term Management Plan

FY2023 ← CV-1 → FY2026 FY2027 ← CV-2 → FY2030 FY2050

Vision 2050 Best Partner,supporting people and society,connecting the present and future

Creating New Value for the Future

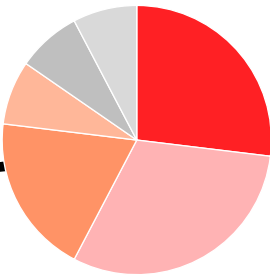


Medium-to-long term strategy	GUIDELINE1	Creation of value Evolution of new businesses and deepening of core businesses, accelerated by joint creation
	GUIDELINE2	Creation of smart manufacturing Preparing for the Bando Dream Factory of the future
	GUIDELINE3	Evolution of organizational capabilities for the future Laying down the groundwork to support evaluation

Creation of value Toward an optimum business portfolio
Achieving the Bando Dream Factory model line Safe, secure, and environmentally friendly manufacturing
Evolution of organizational capabilities for the future We are continuously evolving

Medium-to long term goals	Revenue	120 billion yen
	Core Operating Profit	12 billion yen
	R O E	12%

Non-financial Indicators	Reduction of CO2 emissions by 38% (compared to FY2013 levels)
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Toward sustainable growth

Achieving carbon neutrality

Strengthening Profitability①

▶▶ Automotive Parts

Sales expansion in the global aftermarket

- Promote sales expansion in key regions such as India

Business expansion in the personal mobility market

- Expand sales of products for EVs
- Expand sales of high-load double cog belts for ATVs and UTVs expanded



▶▶ Industrial Products

Sales expansion in the large agricultural machinery market

- Expand sales of repair parts in new markets

Deepening growth markets for synchronous belts

- Expand sales in key markets such as robots and semiconductors, etc



Strengthening Profitability②

▶▶ Advanced Elastomer Products

Sales expansion of decorative films with low environmental impact and superior design

- Further expand sales of decorative film by leveraging design capabilities

Deepening growth markets for synchronous belts

- Expand sales in key markets such as robots and semiconductors, etc



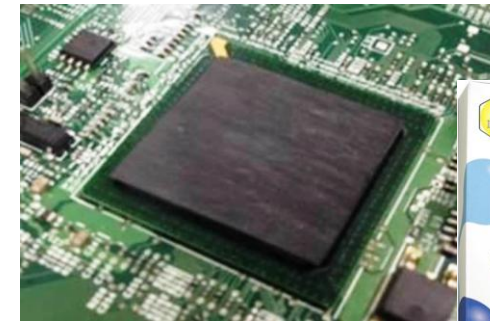
▶▶ Other Business

Commercialization of the Electronic Products Business

- Expand sales of precision abrasive "TOPX™"
- Promote development of thermal management products for semiconductor markets, etc

Continuous launch into the medical and healthcare device market

- Further expand sales of resorbable bone regeneration material "e=Bone™"



Improve Capital Efficiency

Basic Policy

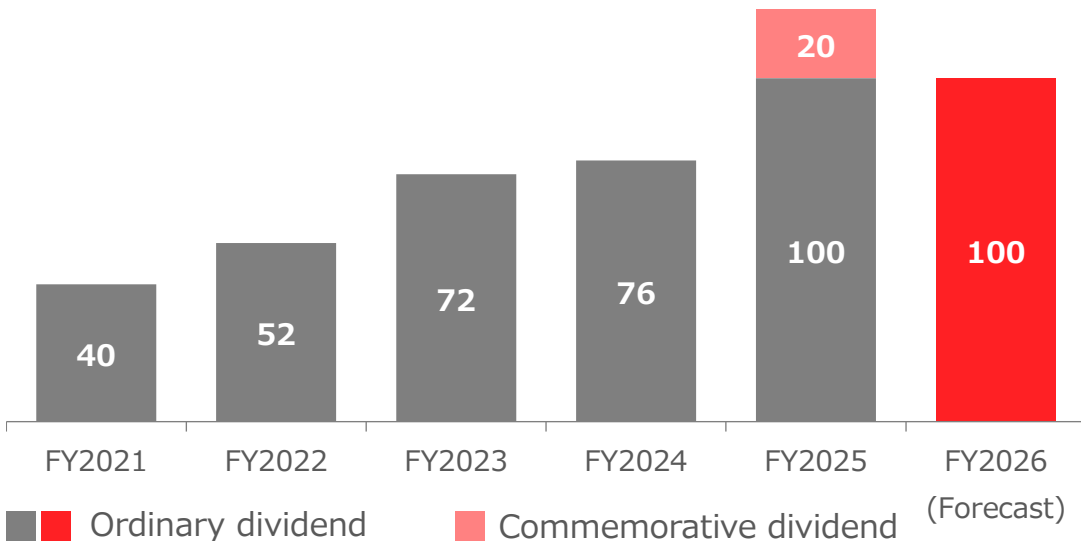
The Company's basic policy of shareholder returns is to endeavor to enhance returns, with dividends as the foundation, considering consolidated earnings and financial position. **The target annual dividends amount has been set at ¥26 or a consolidated dividend payout ratio 50%, whichever is higher.** In addition, the Company will consider agile acquisition of treasury shares, comprehensively taking into account its medium- to long-term investment plan, market environment and capital conditions.

Engagement

Annual dividend per share for the fiscal year ended March 31, 2026 is planned to be ¥120, including commemorative dividend of ¥20 for the Company's 120th anniversary of founding
Annual dividend per share for the fiscal year ending March 31, 2027 is expected to be ¥100, equivalent to the ordinary dividend for the previous fiscal year
Resolved the acquisition of treasury shares in the stock market (Max 1.3 Million Shares, ¥2 Billion, From May 15, 2026 to April 30, 2027)

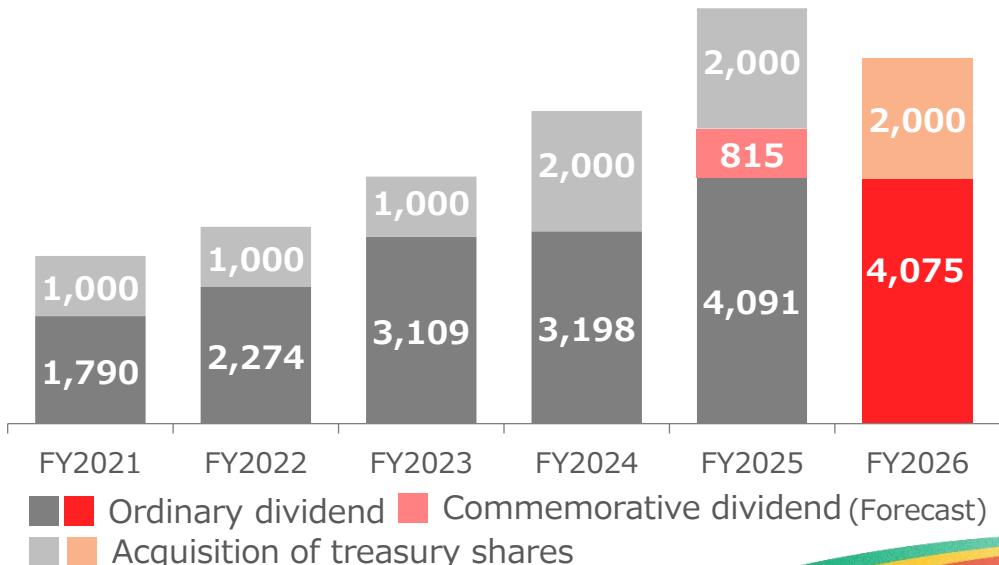
Dividends per share

(Unit : Yen)



Total shareholder returns

(Unit : Million yen)



Note: The above amount is after elimination of dividends paid to BIP trusts.

Facing climate change risks and contributing to social development



- Sequentially introduce solar power generation systems, energy-saving equipment, etc.in Japan and overseas
- Plan to newly establish a Group-wide CO₂ reduction target, in addition to the CO₂ reduction target on a non-consolidated basis



Bando Manufacturing (Vietnam) Co., Ltd.

Improving engagement



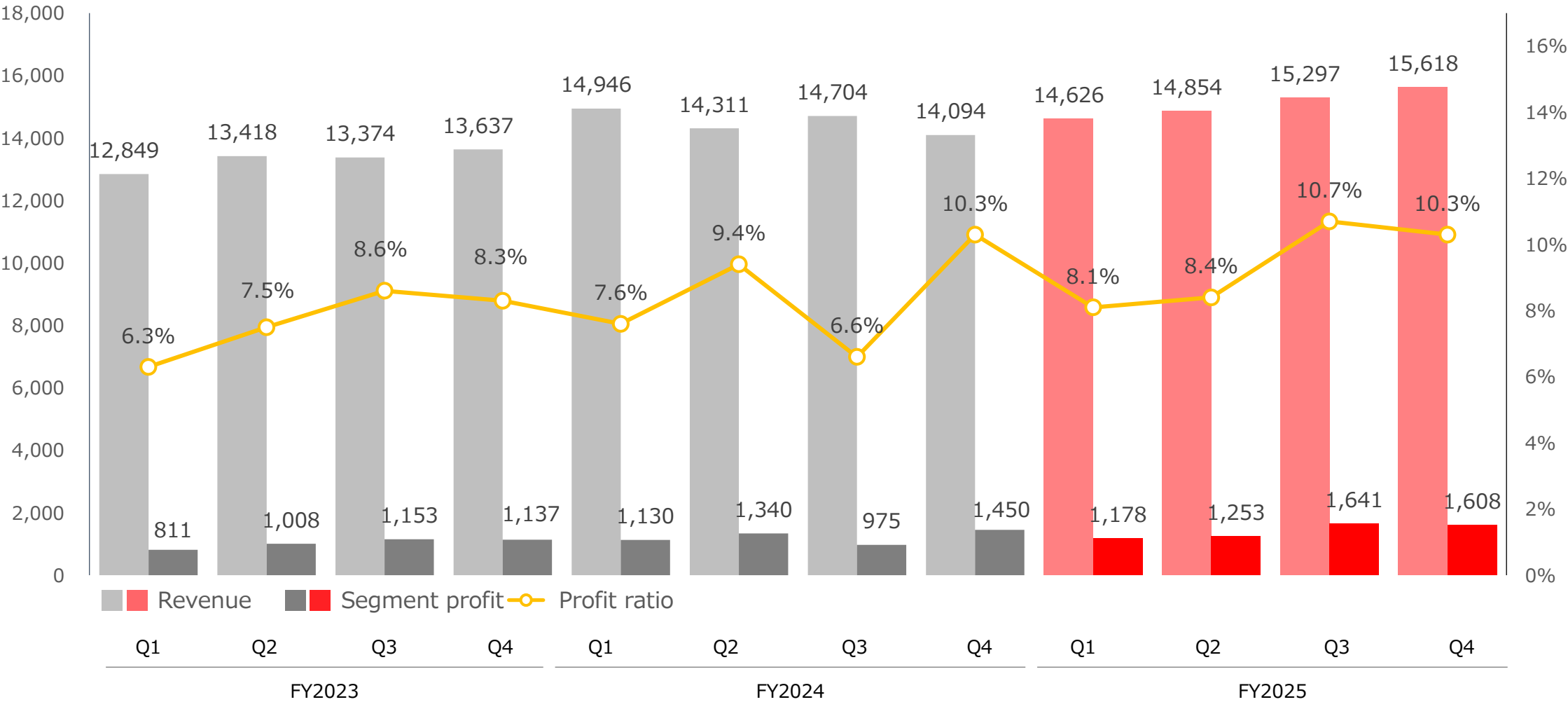
- Certified as a “Health & Productivity Management Outstanding Organization 2026(Large Enterprise Category)”
- Selected as a constituent of the FTSE Blossom Japan Index and the FTSE Blossom Japan Sector Relative Index



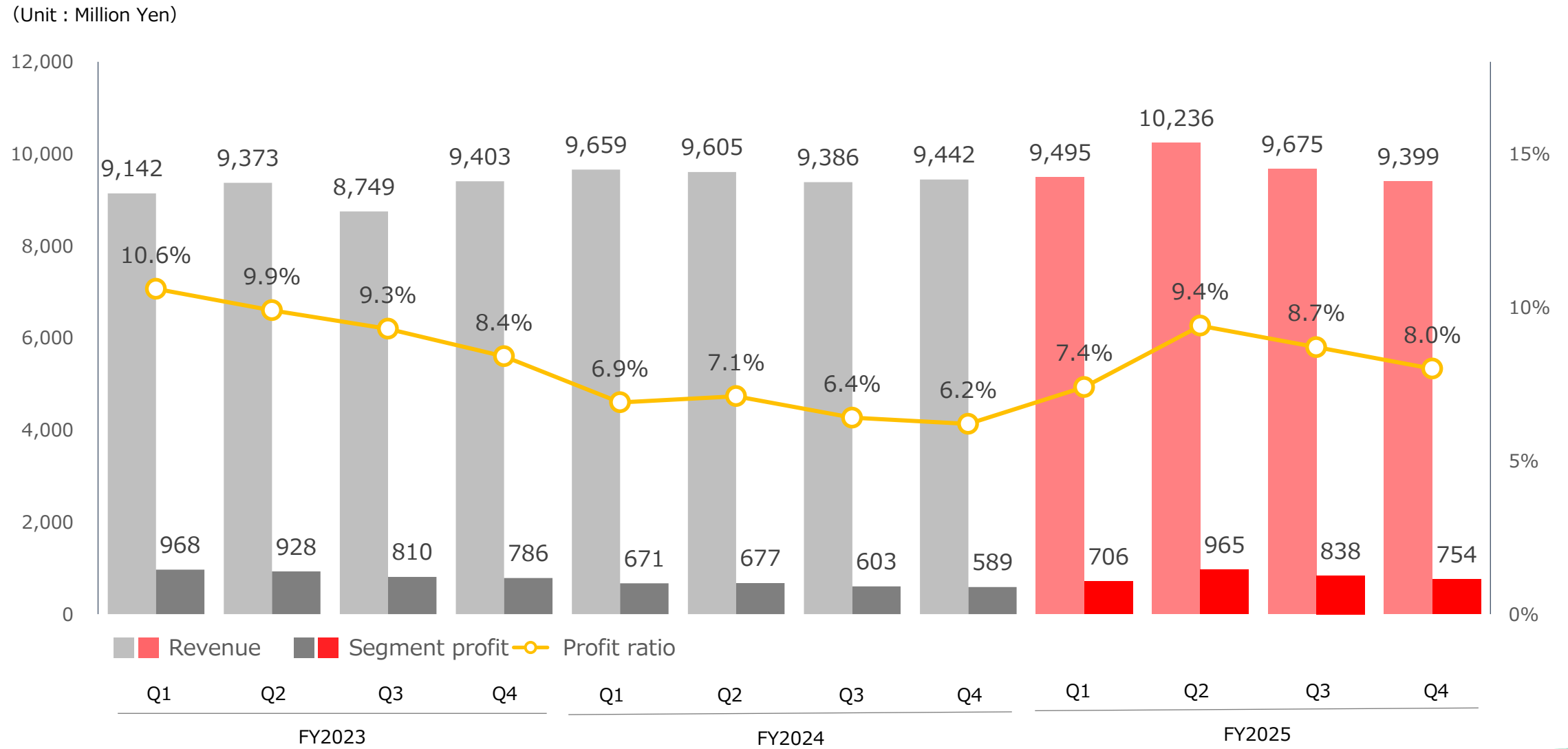
IV. Appendix

Quarterly Operating Results for Automotive Parts

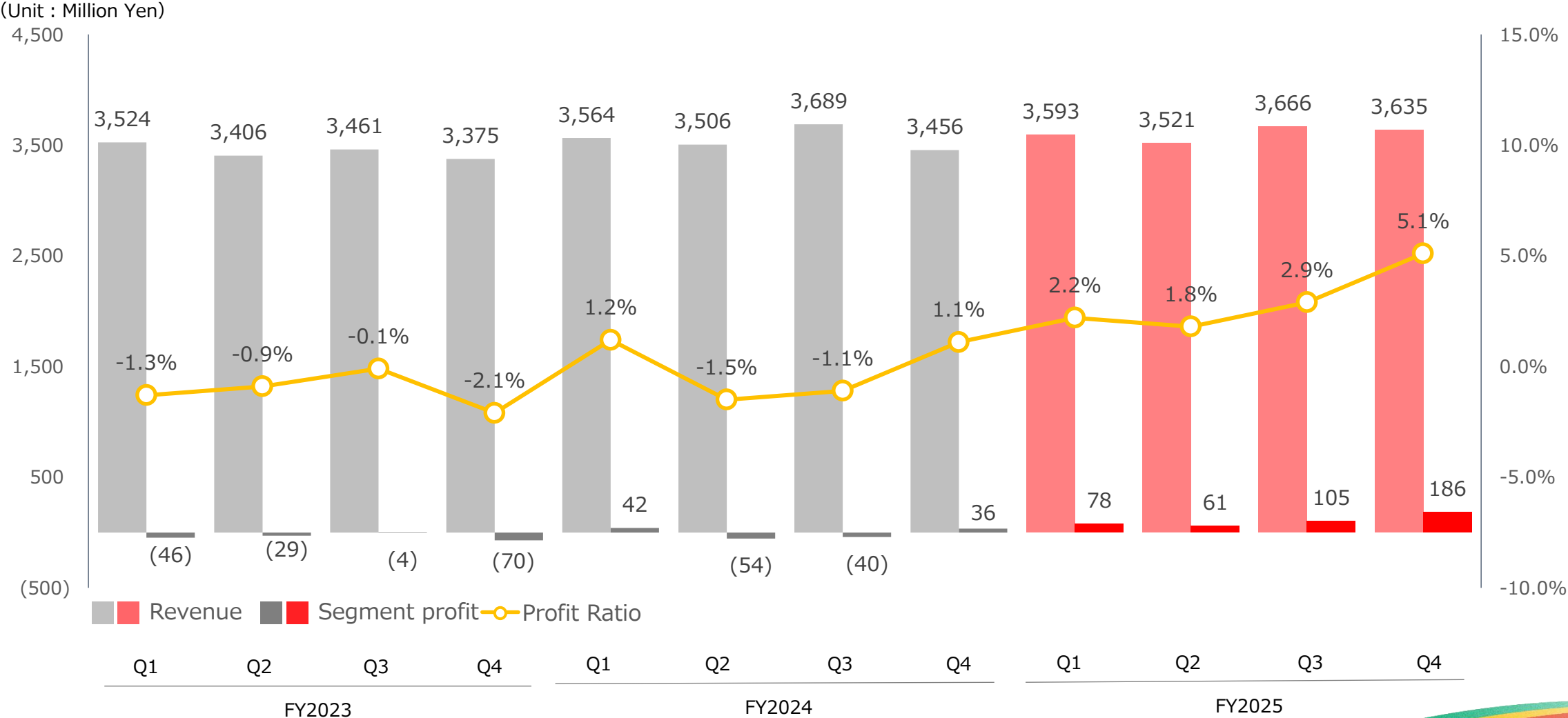
(Unit : Million Yen)



Quarterly Operating Results for Industrial Products



Quarterly Operating Results for Advanced Elastomer Products



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