Mitsuboshi Belting Ltd.

Financial Results Briefing Materials

(2026/4/1 ~ 2026/9/30)

November 9, 2026

Note to future-oriented statements

The forward-looking statements in this document, including performance forecasting, are based on currently available information and assumptions considered reasonable by us and do not guarantee our future financial results. Actual results may differ greatly from the forecast figures depending on various factors.

Note : This document has been translated from a part of the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

Highlights & Outlook

MITSUBOSHI

01. In the first half,
Sales, operating profit, ordinary profit, and profit attributable to owners of parent all reached record highs.*

Operating profit exceeded expectations due to sales price optimization and improved sales mix.

02. **Full-year earnings forecast revised upward again based on strong first-half results.**

First Half Results

- ✓ Sales increased both in Japan and overseas, particularly in the overseas belt business. Even excluding foreign exchange effects, sales grew by 7.2%.
- ✓ Operating profit exceeded ¥3.0 billion in both Q1 and Q2, representing a step change from previous performance levels.

Full Year Outlook

- ✓ The Company further revised upward its full-year earnings forecast from the level announced on August 7.
- ✓ Operating profit expected to exceed ¥10 billion for the first time in the Company's history.
- ✓ Sales, operating profit, ordinary profit, and profit attributable to owners of parent are all expected to reach record highs for the full year.*

* Highest level since the sale of the Automotive components business in 2006.

Forecasts

Further Upward Revision of Full-Year Forecast

(Previous Revision: August 7, 2026)

- Profits grew faster than expected due to the optimization of sales prices and the improvement of sales mix.
- Exchange rate assumptions unchanged. Second Half: ¥150/USD, Full Year: ¥155/USD

(Unit: millions of yen)

Item	FY2025 Result	**Forecast** as of May 14, 2026	**Forecast** as of August 7, 2026	November 9, 2026 **Revised Forecast**	Change	Change
	Full Year	Full Year	Full Year	Full Year	vs. August 7	vs. PY
Sales	92,298	95,000	97,000	**98,000**	+1,000 +1.0%	+5,702 +6.2%
Operating Profit **(Margin)**	8,678 (9.4%)	8,800 (9.3%)	9,900 (10.2%)	**11,300** **(11.5%)**	+1,400 +1.3pt	+2,622 +2.1pt
Ordinary Profit **(Margin)**	10,178 (11.0%)	8,700 (9.2%)	9,800 (10.1%)	**11,800** **(12.0%)**	+2,000 +1.9pt	+1,622 +1.0pt
Profit attributable to owners of parent	7,392 (8.0%)	9,000 (9.5%)	9,800 (10.1%)	**11,500** **(11.7%)**	+1,700 +1.6pt	+4,108 +3.7pt
Exchange rate (JPY/USD)	150.8	150	155	**155** *		

* 1st Half : 159.37 / 2nd Half : 150 / Full Year : 155

Consolidated Financial Summary

Significant Increase in Sales and Profit

- Recorded the highest net sales for the 3 consecutive years since the divestiture of Automotive components business in 2006.
- The first half of FY2026: Extraordinary profit of approximately ¥1.9 billion from the sale of strategic shareholdings.

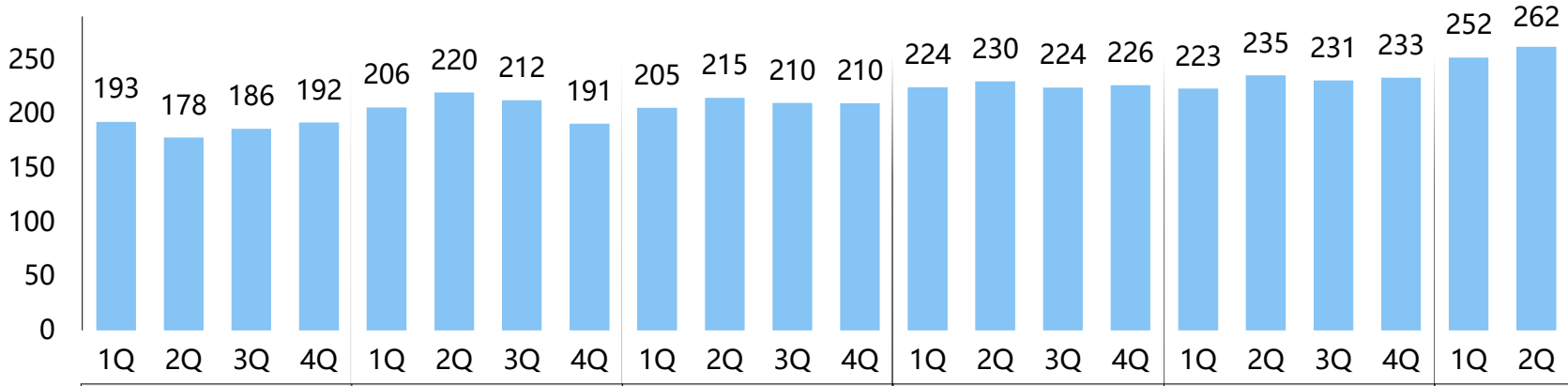
(Unit: millions of yen)

	FY2025 (2025/4-2026/3)						**FY2026 (2026/4-2026/9)**		vs.PY (1st Half)	
	1st Half	Margin	2nd Half	Margin	Full Year	Margin	1st Half	Margin	change	%
Sales	45,868	-	46,430	-	92,298	-	51,389	-	+5,521	+12.0%
Operating profit	4,597	10.0%	4,081	8.8%	8,678	9.4%	6,667	13.0%	+2,070	+45.0%
Ordinary profit	5,075	11.1%	5,103	11.0%	10,178	11.0%	7,142	13.9%	+2,067	+40.7%
Profit attributable to owners of parent	3,870	8.4%	3,522	7.6%	7,392	8.0%	6,410	12.5%	+2,540	+65.6%

Quarterly Results

Sales

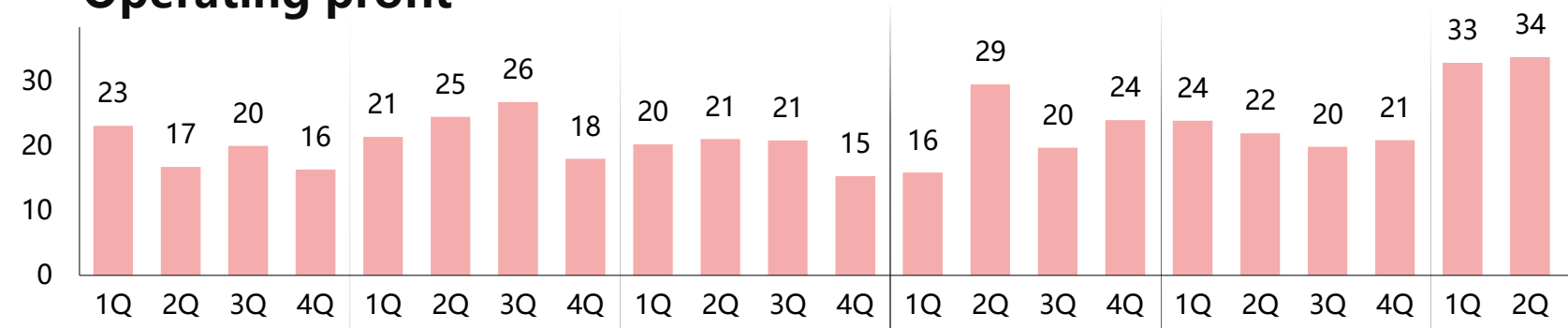
(Unit: 100 mil. of yen)



FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
749	829	840	905	922	514 (1st Half)

Operating profit

(Unit: 100 mil. of yen)



	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Operating Profit margin	10.2%	10.9%	9.2%	9.9%	9.4%	13.0% (1st Half)

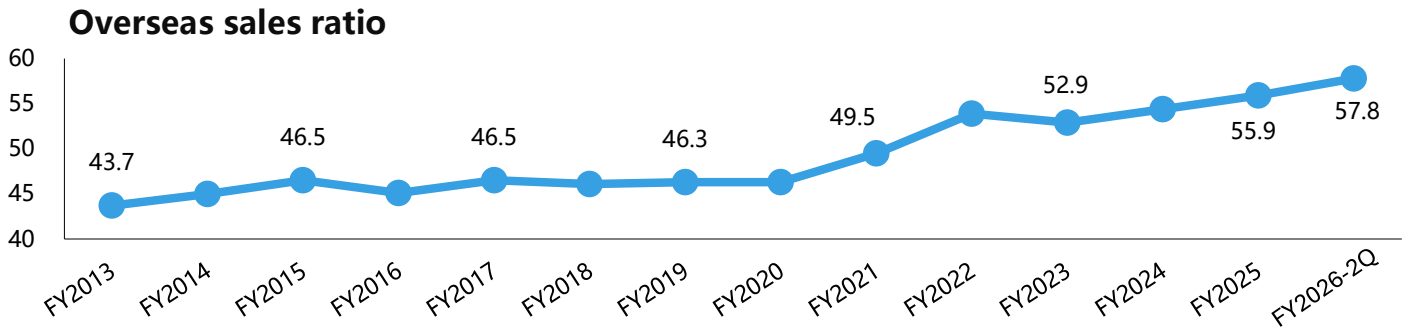
Sales by Segment (vs.PY (1st Half))

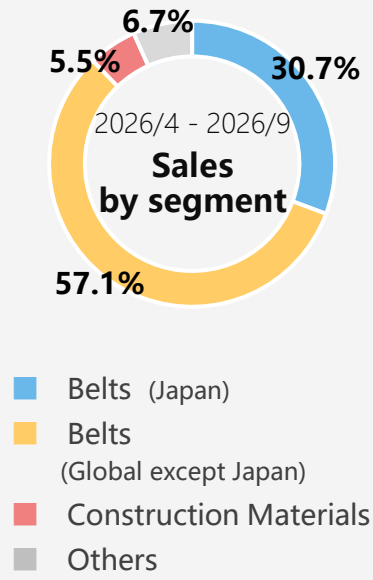
The core belt business increased, while the construction materials business declined.

- Sales of the core belt business were strong both in Japan and overseas.
- Construction materials:
  - Building segment: Sales decreased due to construction delays caused by material shortages at other companies related to the situation in the Middle East, as well as labor shortages at construction sites.
  - Civil engineering segment: Sales decreased from the same period of the previous year, reflecting fewer large-scale projects.

(Unit: millions of yen)

		FY2025 (2025/4-2026/3)						FY2026		vs.PY (1st Half)	
		1st Half	Share	2nd Half	Share	Full Year	Share	1st Half	Share	change	%
Net Sales by segment	Belts - Japan	14,744	32.1%	14,231	30.7%	28,975	31.4%	**15,757**	**30.7%**	+1,013	+6.9%
	Belts – Global except Japan	24,701	53.9%	26,086	56.2%	50,787	55.0%	**29,323**	**57.1%**	+4,622	+18.7%
	Construction Materials	3,424	7.5%	3,345	7.2%	6,769	7.3%	**2,837**	**5.5%**	−587	−17.1%
	Others	2,998	6.5%	2,767	6.0%	5,765	6.2%	**3,471**	**6.8%**	+473	+15.8%
		45,868	100%	46,430	100.0%	92,298	100%	**51,389**	**100%**	+5,521	+12.0%
Overseas sales ratio		25,045	54.6%	26,536	57.2%	51,581	55.9%	**29,720**	**57.8%**	+4,675	+18.7%





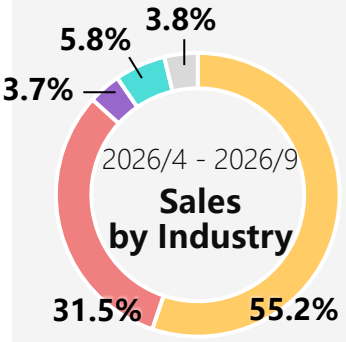
Breakdown of Belt Sales (vs.PY (1st Half))

Sales of automotive parts and power transmission belts increased.

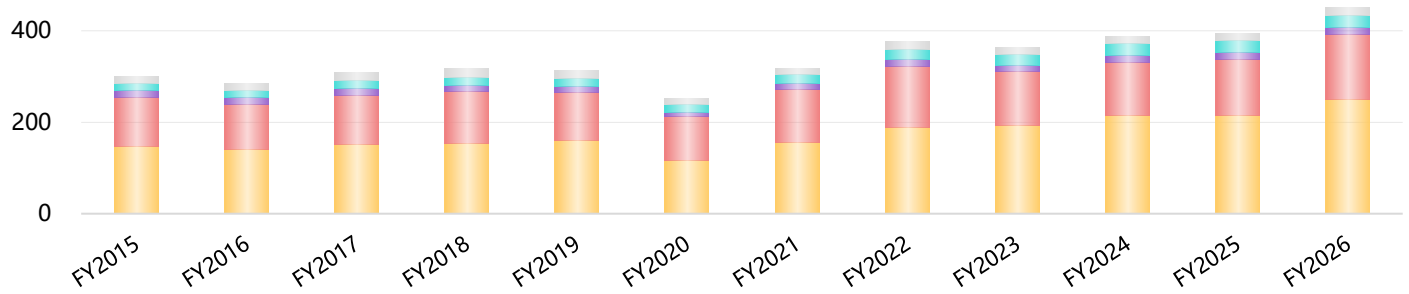
- **Automotive Parts:** Sales of CVT belts for scooters and All-Terrain Vehicles continued to perform well. Sales of belts for electric units (such as EPS) for four-wheel vehicles, and rear-wheel drive systems for electric scooters continued to grow steadily.
- **Power Transmission Belts:** **Domestic:** Demand for agricultural machinery expanded. Demand for semiconductor-related robots and injection molding machines was firm.
  Overseas: Sales of V belts and timing belts increased in Asia, including China.

(Unit: millions of yen)

		FY2025 (2025/4-2026/3)						FY2026		vs. PY (1st half)	
		1st Half	Share	2nd Half	Share	Full Year	Share	**1st Half**	**Share**	change	%
Automotive Parts Field		21,385	54.2%	22,373	55.5%	43,758	54.9%	**24,895**	**55.2%**	+3,510	+16.4%
Industrial Machinery Field	**Power transmission belts**	12,367	31.4%	12,288	30.5%	24,655	30.9%	**14,200**	**31.5%**	+1,833	+14.8%
	OA equipment	1,441	3.7%	1,464	3.6%	2,905	3.6%	**1,672**	**3.7%**	+231	+16.0%
	Conveyor belts	2,766	7.0%	2,688	6.7%	5,454	6.8%	**2,635**	**5.8%**	△131	−4.7%
	Engineering plastics	1,486	3.8%	1,505	3.7%	2,991	3.7%	**1,678**	**3.7%**	+192	+12.9%
		39,445	100%	40,318	100%	79,763	100%	**45,080**	**100%**	+5,635	+14.3%



Belt Business Sales by Industry (12-Year Trend, 1st Half)

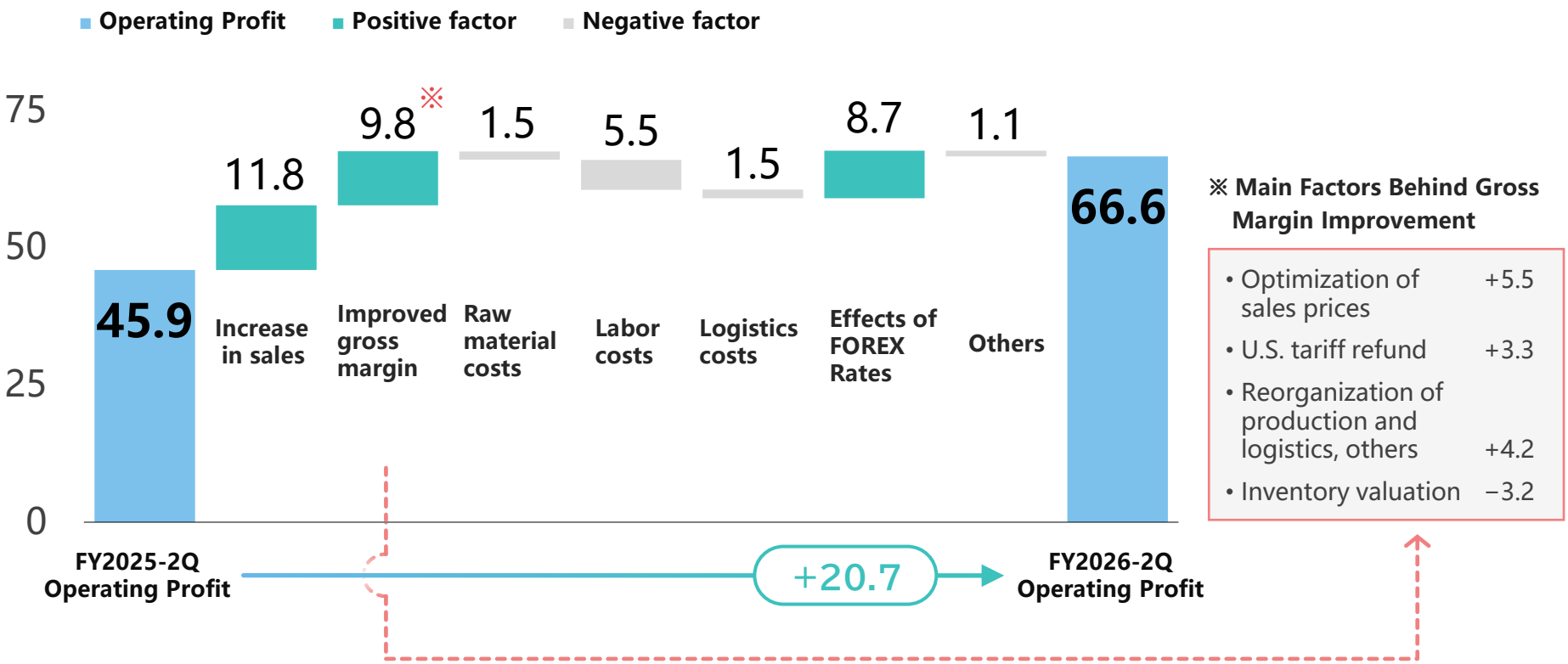


Analysis of Operating Profit

- **Achieved substantial profit growth, driven by higher sales and pricing optimization.**
- **Production and logistics restructuring also contributed to profit growth.**

(Unit: 100 mil. of yen)

	FY2025-2Q	FY2026-2Q	change
Sales	458.6	513.8	+55.2
Operating Profit	45.9	66.6	+20.7
Ordinary Profit	50.7	71.4	+20.7



※ Main Factors Behind Gross Margin Improvement

• Optimization of sales prices	+5.5
• U.S. tariff refund	+3.3
• Reorganization of production and logistics, others	+4.2
• Inventory valuation	−3.2

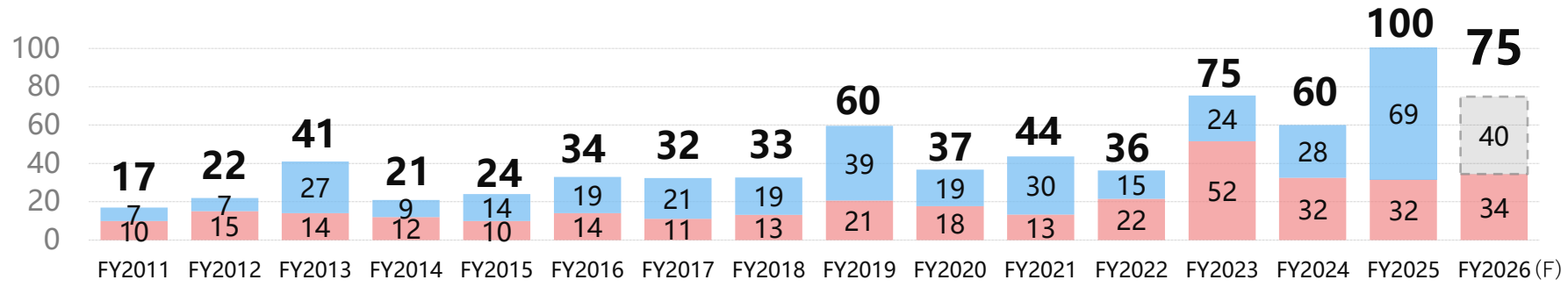
Capital expenditures and Depreciation

Expansion, relocation, and renewal of manufacturing facilities in Japan and overseas

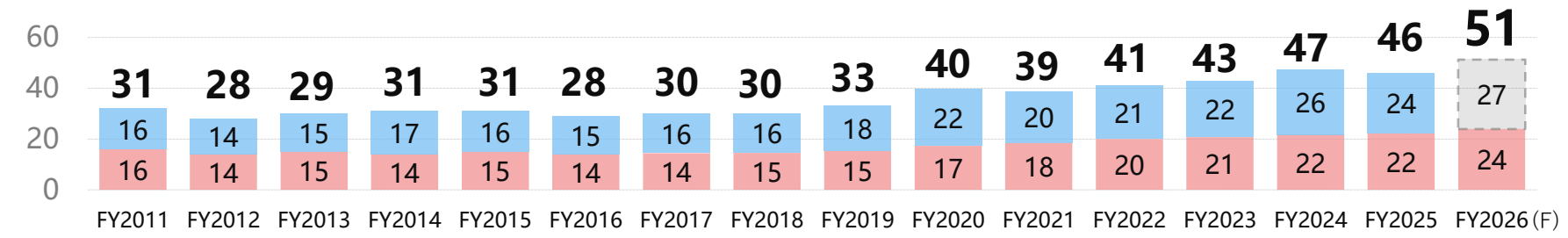
- Total capex under '24 Mid-Term Business Plan (FY2024–FY2026): ¥20 billion (approved amount)
- The approved amount for FY2026 plan is approximately 6.1 billion yen. (as of the end of September 2026)

(capitalized amounts / Unit: 100 mil. of yen)

Capital expenditures



Depreciation



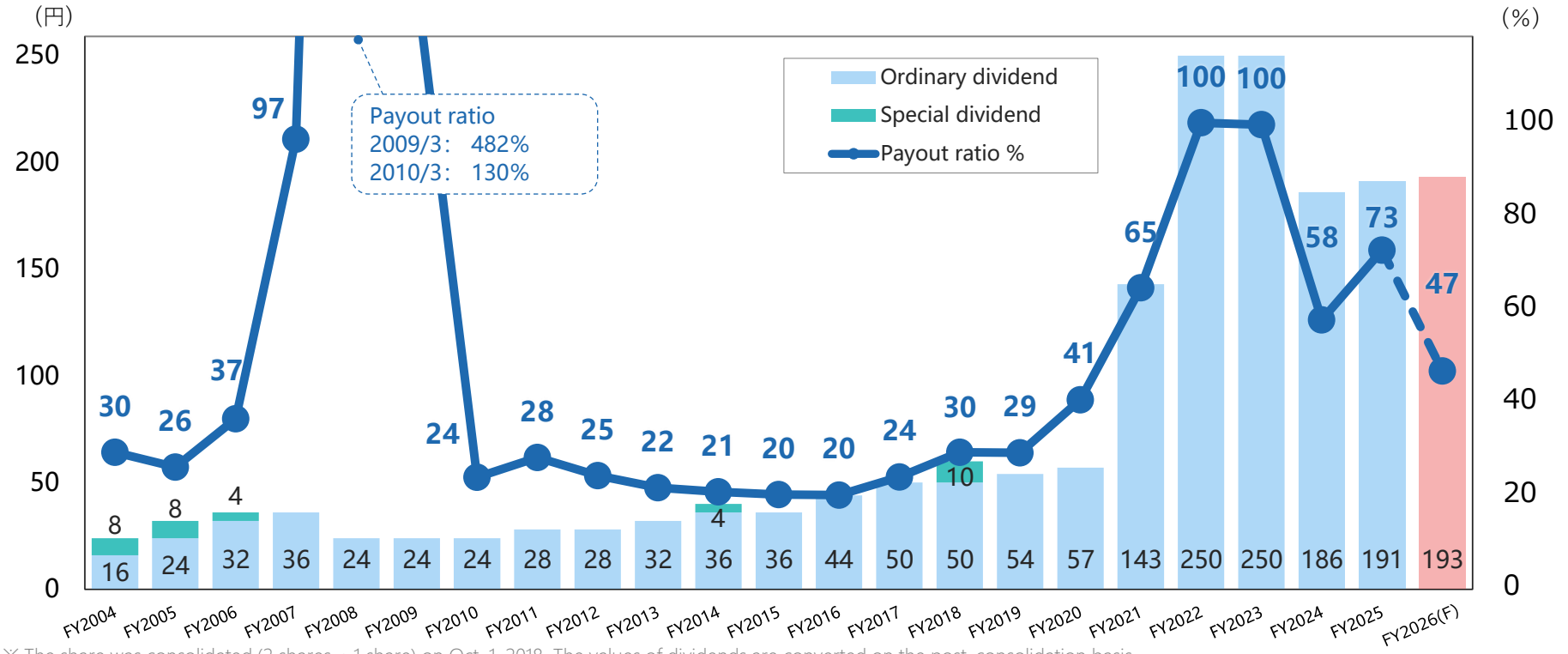
Dividends

FY2026 Dividend:

Interim ¥92 per share, Year-end ¥101 per share (Forecast)

Under '24 Mid-Term Business Plan (FY2024-FY2026), the Company aims for "sustainable and stable dividends," targeting a DOE of approximately 5.4%(corresponding to an annual dividend of at least ¥180 per share)

	Interim	Year-end	Total
2026/3	¥90	¥101	¥191
2027/3	¥92		
2027/3 (Forecast)		¥101	¥193



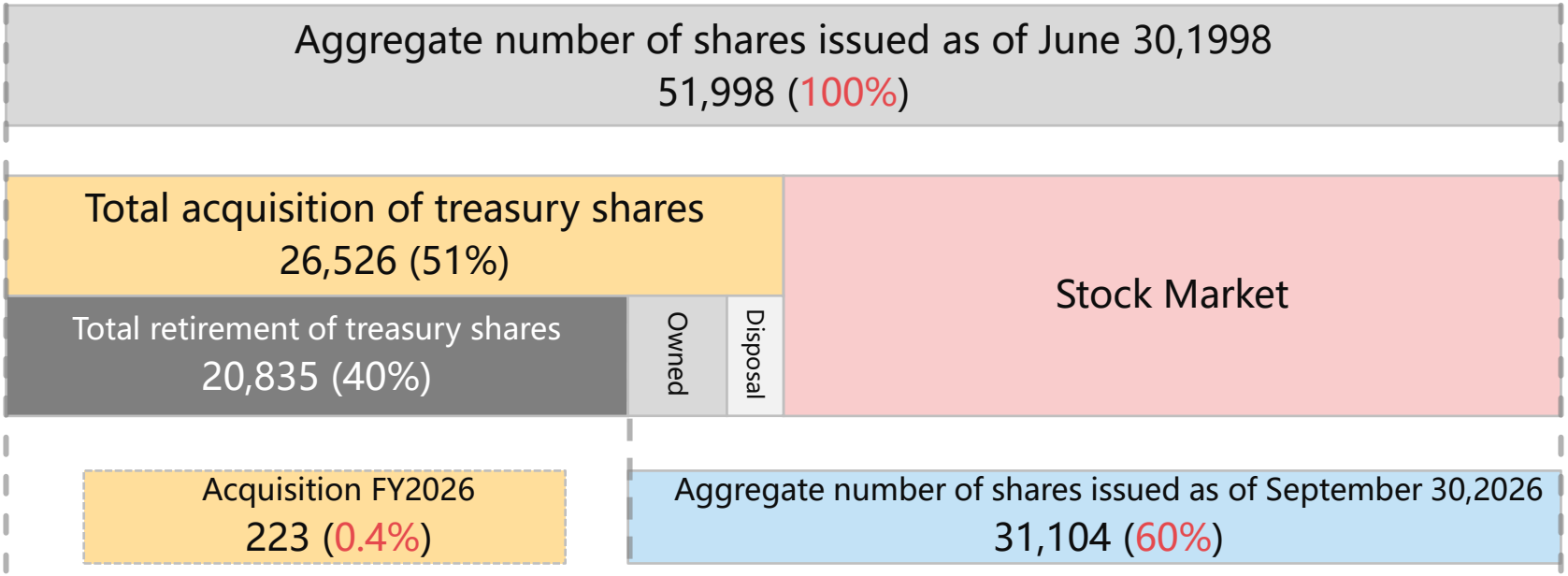
※ The share was consolidated (2 shares→ 1 share) on Oct. 1, 2018. The values of dividends are converted on the post-consolidation basis.

Acquisition and Retirement of treasury shares

The Company has continued to acquire treasury shares.
(Total number of treasury shares acquired: 51% , Total number of treasury shares retired: 40%)

- Completed the planned acquisition of ¥3.0 billion of treasury shares under "'24 Mid-Term Business Plan" (FY2024-FY2026).
- Treasury share acquisitions in FY2026: approximately ¥1.0 billion (223,200 shares).

(Unit: Thousand Shares)



(Except acquisition and retirement of shares less than one unit)
(The share was consolidated (2 shares→ 1 share) on Oct. 1, 2018. The number of shares is converted on the post-consolidation basis.)

APPENDIX

Next Growth Opportunities
Leveraging Technological Strengths

The Mitsuboshi Belting Group aims to enhance profitability and corporate value by providing high-value-added products that meet evolving societal needs.

① Electrification compatible products

Supporting the Advancement of EV and Electric Mobility

As mobility becomes increasingly electrified, automotive parts are required to be quieter, less vibratory, lighter, more durable, and have a longer life. The Company has been developing high-value-added products to meet such market needs by leveraging its materials, product design, and evaluation/analysis technologies cultivated over many years. Its presence in the electric mobility field continues to expand.



Examples of Product Adoption



Timing belts for EPS drive
(for four-wheeled vehicles)



Timing belts for PSD actuators
(for four-wheeled vehicles)



Rear-wheel drive timing belts
(for electric motorcycles)

Other high-value-added products

In addition to the belt business, the Company is steadily taking advantage of new growth opportunities in response to changes in the external environment by leveraging its materials and processing technologies.

② Environmental Contribution Products

Supporting the Realization of a Decarbonized Society



highest energy-saving performance in the series
e-POWER® NX
(for Industrial Machinery)

As decarbonization progresses, demand for products that contribute to energy saving and CO_2 emission reduction is expanding. The Company is developing Environmental Contribution Products with highly efficient power transmission by leveraging its materials and product design technologies, thereby accelerating its expansion into sustainable growth markets.

③ Semiconductor & Electronics Products

Supporting the Advancement of Digital Society



Baked molding pastes with excellent conductivity, adhesion and durability

Recognizing the growing next-generation semiconductor market as an opportunity, the Company is developing electronic materials utilizing its proprietary blending, dispersion, and paste-processing technologies. By providing integrated support from joint development to mass production, the Company is expanding its business in high-value-added fields such as AI and data centers.

Integrated Report 2026

The Company aims to communicate its value creation process in an easy-to-understand manner.

Key Points of the Integrated Report 2026

In the Integrated Report 2026, the Company reorganized the report structure using the corporate value calculation formula as a framework.
It aimed to provide readers with a more systematic understanding of its value creation story by interrelating profitability, capital efficiency, and initiatives for future growth from both financial and non-financial perspectives.

Enhancement of Corporate Value = (**Expand Created Value**) / (**Lower Cost of Capital** − **Increase Growth Rate**)







Key Contents

- TOP MESSAGE
- Message from the Director in charge of the Finance Department
- Value Creation Process, Three Strengths We Have Cultivated
- Feature Page　“The Technological Capabilities of Mitsuboshi Belting”
- Human Resources Strategy
- Interview with Outside Directors

URL (Japanese version*):
https://www.mitsuboshi.com/dcms_media/other/integrated_report2026.pdf

*English version available in mid-November.

Sponsored Research

Shared Research

(Sponsored Research Report)

The Company provides sponsored research reports to help investors better understand its business.



URL:
https://sharedresearch.jp/en/companies/5192

Contact:

IR Planning Department, Corporate Communication Division
https://www.mitsuboshi.com/english/inquiry/form_ir/

Corporate Website – Investor Relations
https://www.mitsuboshi.com/english/stockholder/