

MORITO CO., LTD.
Presentation Materials for
the First Quarter of Fiscal Year
Ending November 30, 2026,
Financial Results

Prime Market of TSE: 9837

April 2026

MORITO Where innovation is the norm

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(Reference) Company Profile

MORITO Group Values

Founding Principles

Active and Steadfast

Corporate Principle

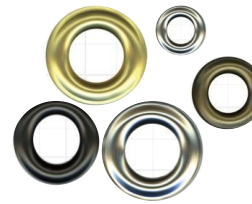
**DESIGN YOUR BRIGHT FUTURE WITH OUR
VARIOUS PARTS.**

Corporate Vision

**Create MORITO's existence value,
Realize "New MORITO Group"**

Company Profile

- **Founded in 1908**
 - Began operating in Osaka as a broker of eyelets and snap fasteners
 - Later expanded operations mainly for sales of MAGIC TAPE® and other clothing accessories and automotive interior components.
- **Trading company with manufacturing functions**
 - A specialized trading company that handles everything from planning and development to manufacturing, wholesale, and distribution
 - Operating in 22 locations around the world
- **Operating three businesses**
 - Apparel, product, and transportation businesses form the core of our operations
 - Ratio of in-house production and procurement is 3:7



Eyelets



Snap fasteners



MAGIC TAPE®

*Eyelet: A metal ring attached to a hole in shoes, clothing, etc. through which a lace or cord is threaded



Operations by Business

Apparel Business

<Examples of products handled>



Snap fasteners

MAGIC TAPE®

Buttons



Tape

Eyelets and shoelaces



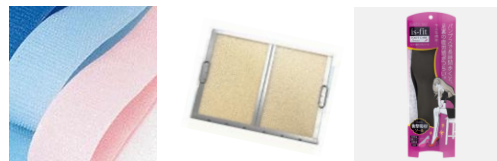
In-house brand products

Applications

- Casual wear/shoes
- Sportswear/shoes
- Workwear/shoes
- Medical wear, baby wear
- Formal wear/shoes
- Bags and accessories
- Ladies' wear

Product Business

<Examples of products handled>



MAGIC TAPE®

Grease filters

Insoles



Straps

Skateboards, snowboards, and surfboards

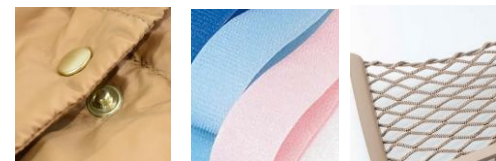
In-house brands

Applications

- Insoles and shoe care products
- Video equipment-related products such as camera/PC cases and mouse pads
- Braces and supports, safety products, teaching tools and stationery
- Skateboards, surfboards, etc.
- Action sports products
- Grease filter rental service

Transportation Business

<Examples of products handled>



Snap fasteners

MAGIC TAPE®

Nets



Emblems

Trunk floor lining

Applications

- Automotive interior components
- Railway and Shinkansen interior components
- Aircraft interior components

MORITO's Strengths

- **Lines of business for daily necessities, which are unaffected by trends**

Since we deal in parts for things that are vital to people's daily lives, many of our businesses are essentially immune to trends or economic downturns and can continue to operate as usual.

- **Stable performance with a diversified portfolio**

Operating worldwide with three core businesses focused on apparel, products, and transportation, we have maintained stable financial performance without falling into the red despite the impact of the oil crises (in the 1970s), the 2008 financial crisis, and the COVID-19 pandemic.

- **Enjoying high market share for various products targeting niche areas**

Many products dominate the market in their respective industries.

We have the top market share for metal snap fasteners in Japan, and the highest or second-highest in the world.

- **Global manufacturing, procurement, and sales capabilities**

In addition to our own locations, we have partner plants and distributors all over the world, giving us close proximity to our customers and the ability to respond to their every need.

MORITO's High Value-added Products: Product Examples

We develop original, value-added products that meet the needs of customers and consumers to win over customers looking for high functionality and quality. Here are some product lines that generate higher profit margins than standard products.



Product name: Raku Raku Kan[®]

This product combines a spring with a hook and bar closure to be used over the zipper on bottoms for formal wear, uniforms, etc.

When one's waist size expands after a meal, etc., it automatically stretches through the spring, thereby relieving tightness.

Product name: Tapey Snapper[®]

This product integrates plastic snaps into tape. It allows customers to eliminate the process of attaching plastic snaps at their sewing factory. Since all they have to do is just sew the tape onto the fabric, they don't have to invest in equipment for their factories. It's popular with baby and children's brands because it's safe and secure with little risk of falling out.



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FY2026.11 1Q Financial Results

Message from the CEO

- Net sales, operating profit, and ordinary profit achieved new all-time highs since the beginning of quarterly disclosures, while gross profit maintained the 30% range.
- The Apparel Business was affected by the consolidation of Ms.ID and MITSUBOSHI CORPORATION, and performance in accessories for athletic shoes in Vietnam was strong.
- Strong performance in the ODM/OEM Business and expansion in kitchen appliance-related services resulted in solid trends in the Product Business.
- The Transportation Business showed resilience in Japan and Europe.
- In view of conditions in the Middle East and the economic environment in the U.S., full-year forecasts currently remain unchanged, and progress is ahead of projections.

FY2026 1Q Summary of Financial Results

(Million JPY)	(Reference) 2024.1Q	2025.1Q	2026.1Q	Y/Y	
				Increase/ Decrease	Percentage change
Net sales	11,744	12,161	16,681	+4,519	+37.2%
Gross profit	3,378	3,526	5,069	+1,542	+43.7%
(%)	(28.8%)	(29.0%)	(30.4%)		
Expenses	2,715	2,909	4,030	+1,121	+38.5%
(%)	(23.1%)	(23.9%)	(24.2%)		
Operating profit	662	617	1,038	+420	+68.1%
(%)	(5.6%)	(5.1%)	(6.2%)		
Ordinary profit	669	689	1,046	+357	+51.8%
(%)	(5.7%)	(5.7%)	(6.3%)		
Profit	564	601	660	+59	+9.8%
(%)	(4.8%)	(4.9%)	(4.0%)		

*FY2025.1Q results do not include Ms.ID and MITSUBOSHI CORPORATION.

FY2026 Forecast & 1Q Progress

In addition to the full-year consolidation of Ms.ID, performance at MITSUBOSHI CORPORATION and existing businesses was strong, leading to both net sales and operating profit exceeding projections. Meanwhile, considering the impact of geopolitical risks, in areas such as the Transportation Business, full-year forecasts remain unchanged at this time.

(Million JPY)

	2026.1Q Results	2026 Full-Year Forecast	Progress
Net sales	16,681	63,000	26.5%
Operating profit	1,038	3,500	29.7%
(%)	6.2%	5.6%	
Ordinary profit	1,046	3,700	28.3%
(%)	6.3%	5.9%	
Profit	660	3,000	22.0%
(%)	4.0%	4.8%	

FY2026 1Q Major Factors for Y/Y Changes

Net sales, operating profit, and ordinary profit achieved new all-time highs since the beginning of quarterly disclosures.

	Y/Y	Major factors for changes (+) Factor for increase (-) Factor for decrease
Net sales	+4,519 million JPY +37.2%	(+) Full-year consolidation of Ms.ID and MITSUBOSHI CORPORATION (+) Health products and kitchen appliance-related services were strong (+) Accessories for athletic shoes in Vietnam were strong (-) Decrease in action sports
Gross profit	+1,542 million JPY +43.7%	(+) Full-year consolidation of Ms.ID and MITSUBOSHI CORPORATION (+) Awareness about improving and maintaining gross profit ratio permeating across the company
Operating profit	+420 million JPY +68.1%	(+) Improvement in gross profit (-) Increase in expenses such as higher personnel expenses and expenses associated with sales at Ms.ID
Ordinary profit	+357 million JPY +51.8%	(+) Increase in operating profit (-) Decrease in foreign exchange gains
Profit	+59 million JPY +9.8%	(+) Increase in ordinary profit

FY2026 1Q Trends in Net Sales & Gross Profit Ratio

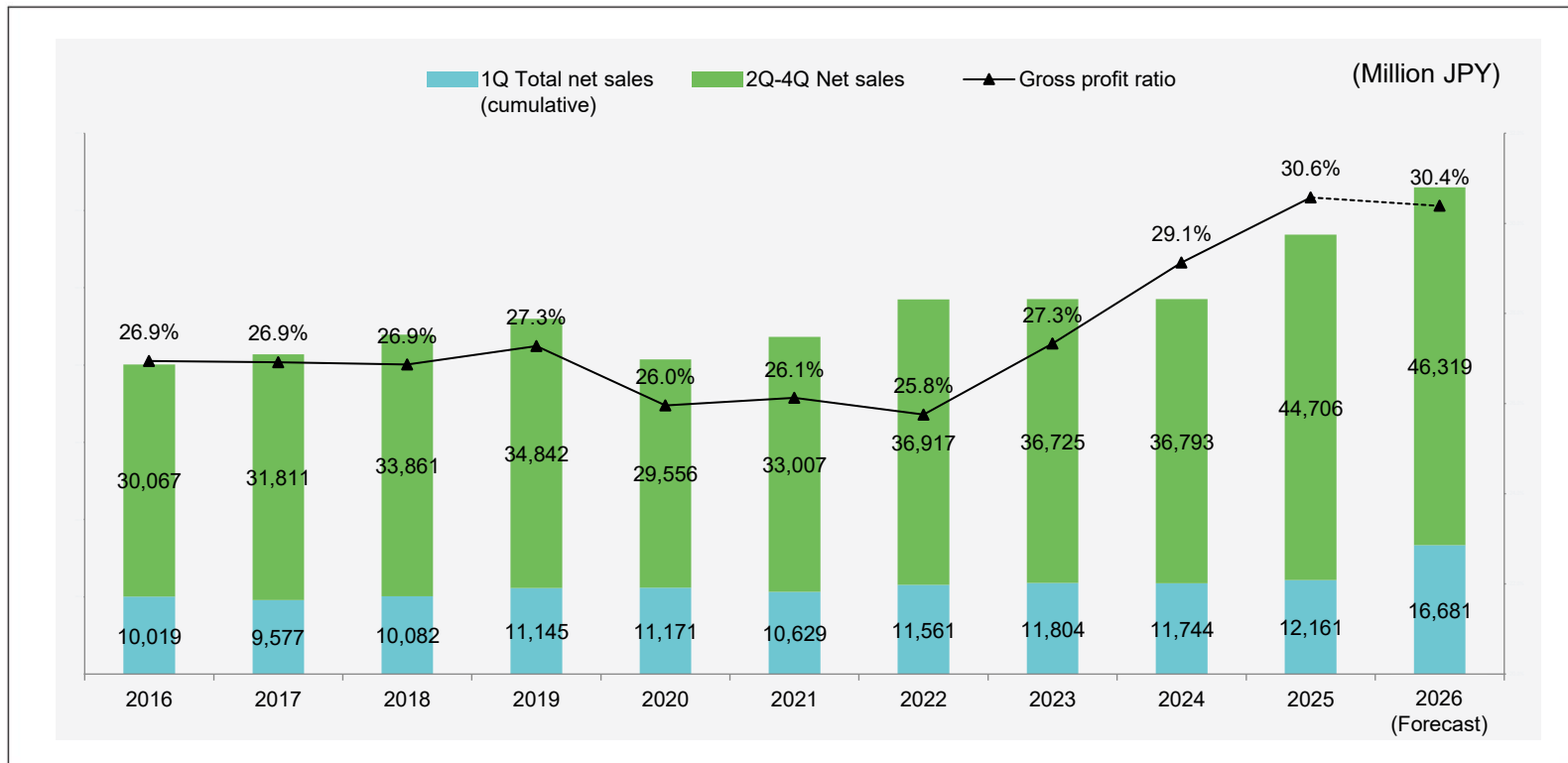
Steady gross profit ratio improvement continued at existing business, excluding the two companies consolidated via M&A.

[Positive factors for gross profit ratio]

- Consolidation of Ms.ID
- Awareness about improving and maintaining gross profit ratio permeating across the company

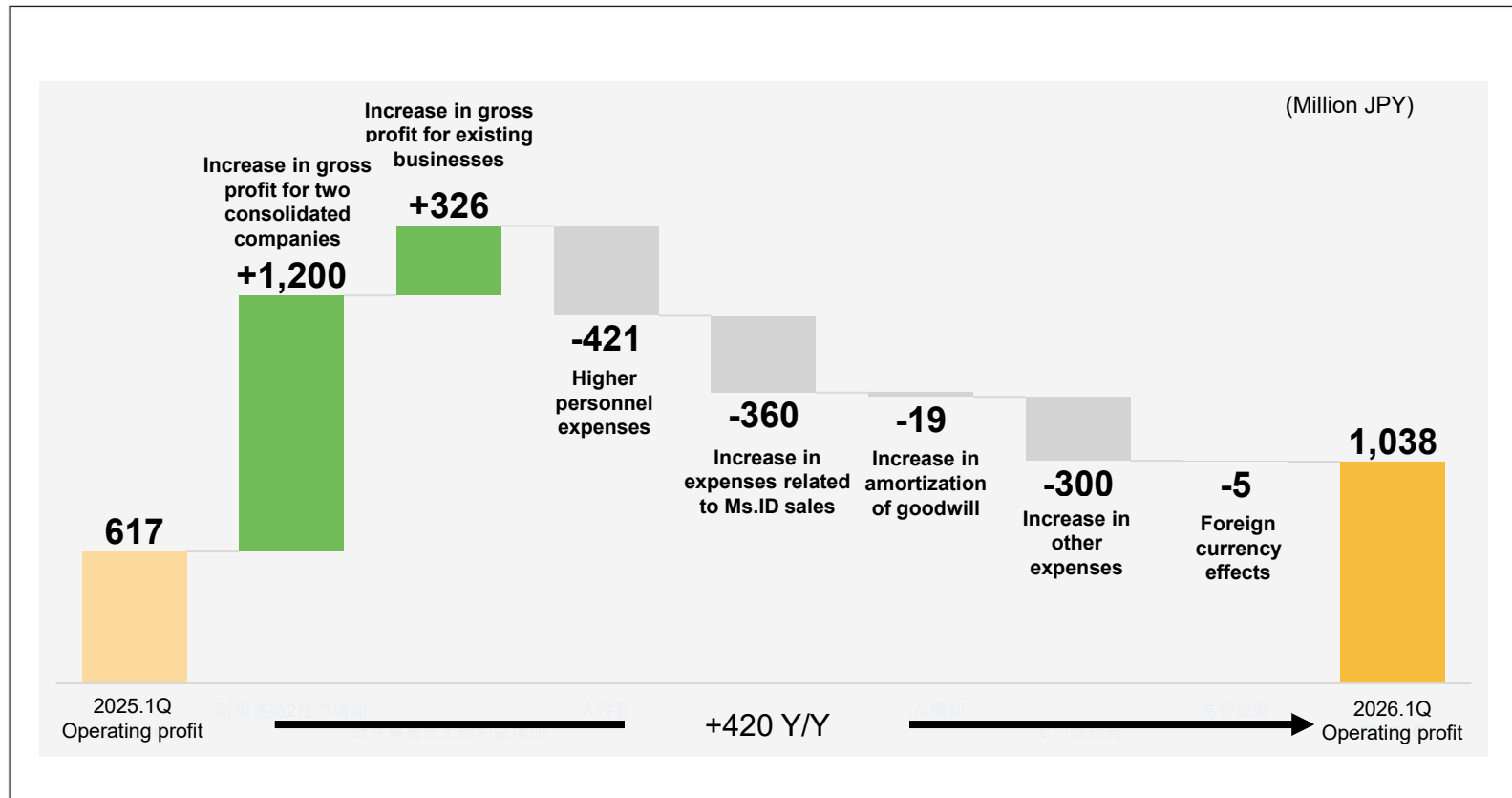
[Negative factors for gross profit ratio]

- Consolidation of MITSUBOSHI CORPORATION



FY2026 1Q Changes in Operating Profit (Y/Y)

As included in full-year forecasts, expenses increased primarily in personnel expenses and expenses associated with BtoC sales at Ms.ID. Meanwhile, in addition to the consolidation of Ms.ID and MITSUBOSHI CORPORATION, expansion in existing business contributed to higher operating profit.



FY2026 1Q Consolidated Balance Sheet

(Million JPY)

	2025.4Q	2026.1Q
Assets		
Current assets	31,001	31,374 (+373)
Fixed assets	24,497	25,835 (+1,338)
Total assets	55,498	57,210 (+1,711)

	2025.4Q	2026.1Q
Liabilities		
Current liabilities	10,217	10,866 (+648)
Fixed liabilities	5,448	5,817 (+369)
Total liabilities	15,666	16,684 (+1,018)
Net assets		
Shareholders' equity	33,221	32,363 (-858)
Accumulated other comprehensive income	6,610	8,163 (+1,552)
Total net assets	39,832	40,526 (+693)
Total liabilities and net assets	55,498	57,210 (+1,711)

Equity ratio for FY2026 1Q: 70.8%
(FY2025: 71.8%)

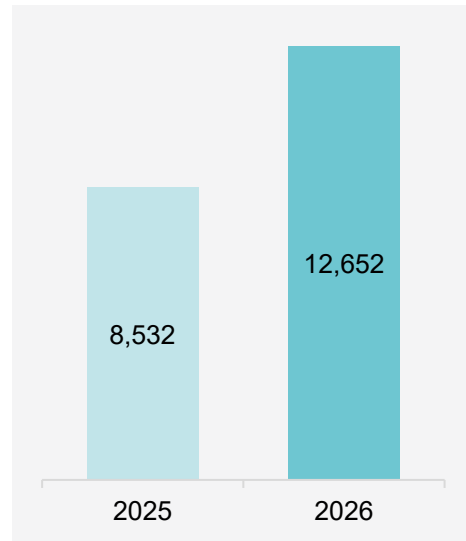
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FY2026.11 1Q Segment Information

FY2026 1Q Net Sales and External Environment by Region

(Million JPY)

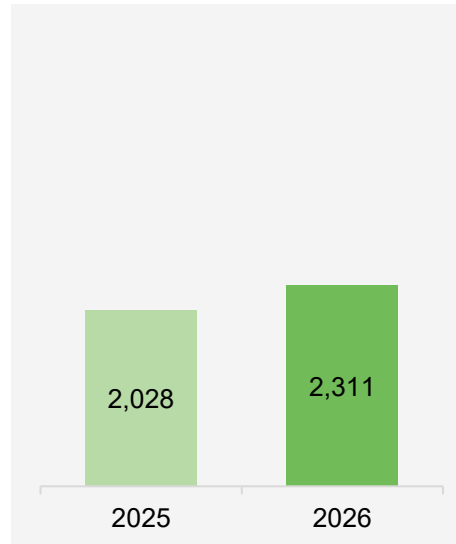
Japan
Sales composition:
76%



Y/Y: +4,119 million JPY **↑**
(+48.3%)

Full-year consolidation of two companies
Strong ODM/OEM performance

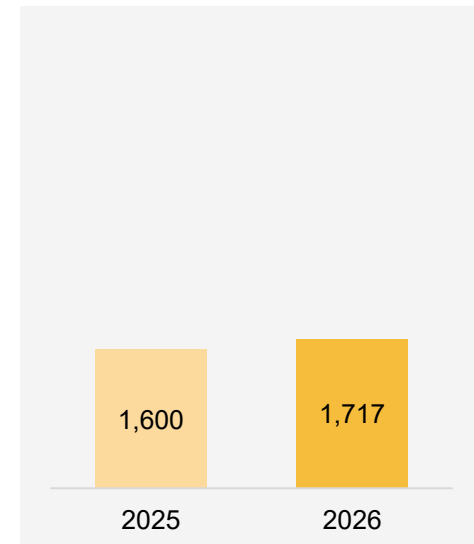
Asia
Sales composition:
14%



Y/Y: 283 million JPY **↑**
(+14.0%)

Increased production in Vietnam
Sluggish performance of Japanese automotive manufacturers

Europe & the U.S.
Sales composition:
10%



Y/Y: +116 million JPY **↑**
(+7.3%)

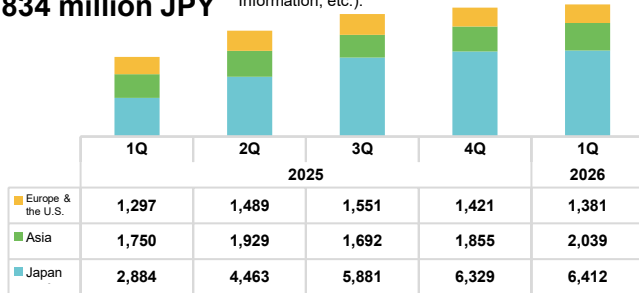
Medical wear strong in the U.S.
Increase in transportation in Europe

FY2026 1Q Net Sales and Comments by Business

	Net sales		Y/Y	Comments
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Apparel Business 9,834 million JPY

*Net sales in Asia and Europe and the U.S. include "other revenue" stated in Financial Results (Segment Information, etc.).

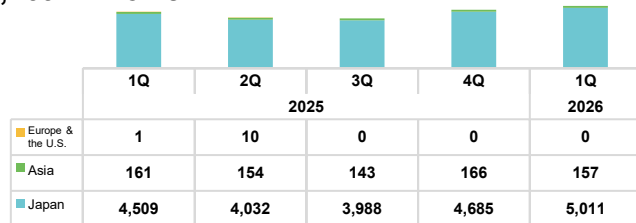


+3,901 million JPY
+65.8%

- [Japan]
 (+) Consolidation of Ms.ID and increase in silver accessories
 (+) Consolidation of MITSUBOSHI CORPORATION and increase in uniform-related materials
 (+) Increase in accessories for high-end bags
 (-) Performance in materials for fashion apparel was soft due to stagnant demand for fall season products
- [Asia]
 (+) Increase in accessories for casual wear in China
 (+) Increase in accessories for athletic shoes in Vietnam
- [Europe and the U.S.]
 (+) Increase in accessories for medical wear in the U.S.

Product Business 5,169 million JPY

*Net sales in Asia include "other revenue" stated in Financial Results (Segment Information, etc.).

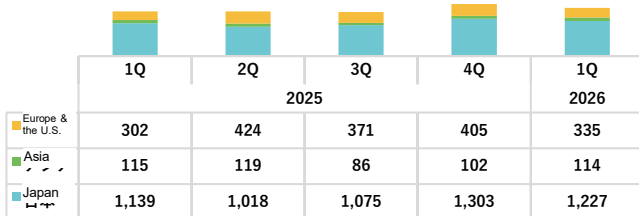


+496 million JPY
+10.6%

- [Japan]
 (+) Increase in health products, stationery and game-related products, and products designed to beat the summer heat
 (+) Increase in kitchen appliance rental, sales, and cleaning business
 (-) Decrease in action sports products

Transportation Business 1,678 million JPY

*Net sales in Europe and the U.S. include "other revenue" stated in the Financial Results (Segment Information, etc.).



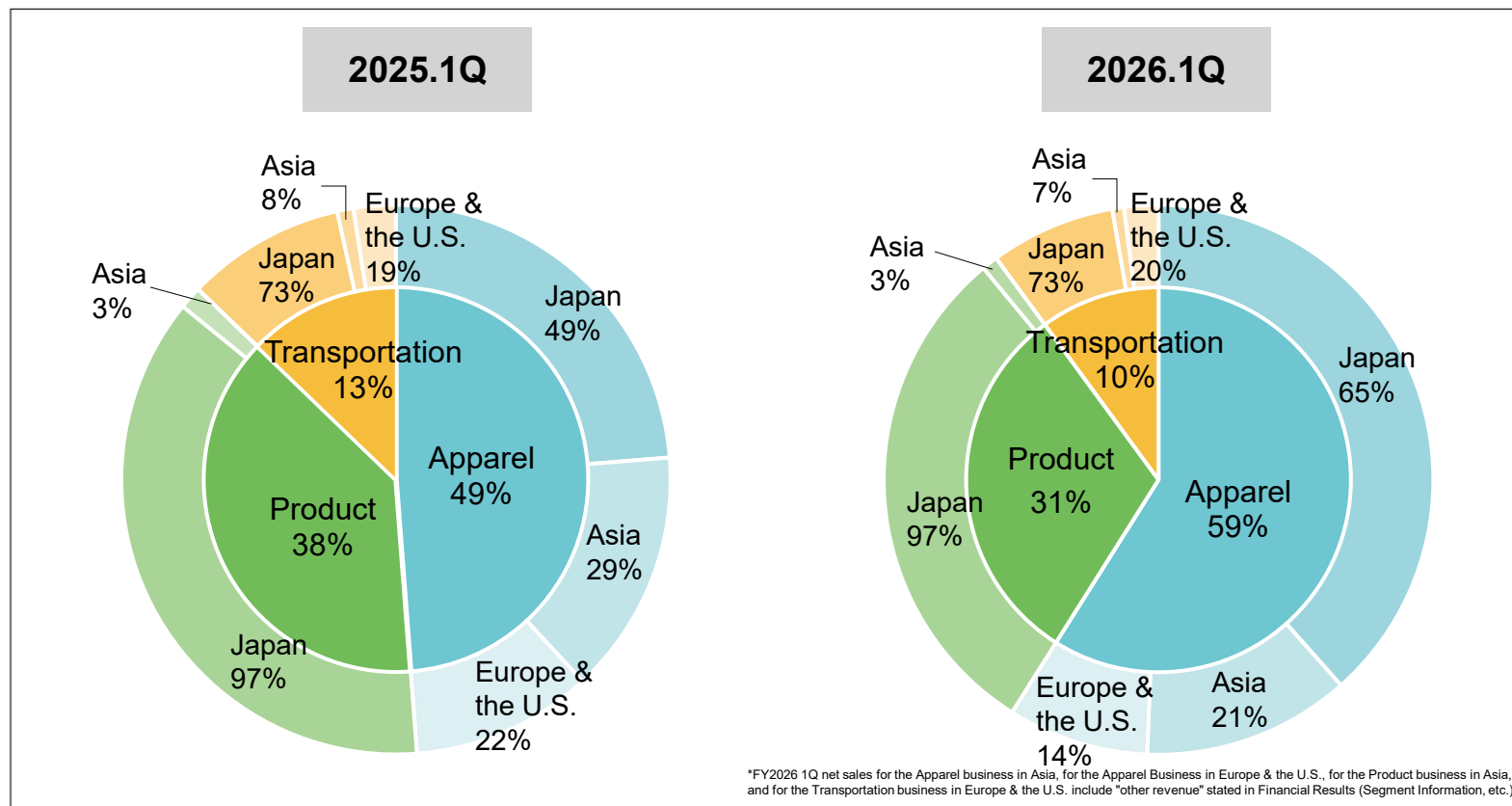
+121 million JPY
+7.8%

- [Japan]
 (+) Increase in automotive interior components for Japanese automotive manufacturers
- [Asia]
 (-) Decrease in automotive interior components for Japanese automotive manufacturers in China
- [Europe and the U.S.]
 (+) Increase in automotive interior components for Japanese automotive manufacturers in Europe

(Reference) FY2026 1Q Sales Composition by Region & Business

The percentage for Japan in the Apparel Business increased due to the consolidation of Ms.ID and MITSUBOSHI CORPORATION.

The percentage of the Apparel Business is projected to increase further for the full year of FY2026.



(Reference) FY2026 1Q Net Sales by Segment

(Million JPY)

2026 results				
	1Q	Composition	Increase/ Decrease	Percentage change
Japan	12,652	75.8%	+4,119	+48.3%
Asia	2,311	13.9%	+283	+14.0%
Europe & the U.S.	1,717	10.3%	+116	+7.3%
Total	16,681	100.0%	+4,519	+37.2%

2025 results								
	1Q	2Q	3Q	4Q	Full year	Composition	Increase/ Decrease	Percentage change
Japan	8,532	9,514	10,944	12,319	41,310	72.6%	+8,298	+25.1%
Asia	2,028	2,204	1,922	2,125	8,280	14.6%	-92	-1.1%
Europe & the U.S.	1,600	1,924	1,922	1,827	7,275	12.8%	+123	+1.7%
Total	12,161	13,643	14,790	16,271	56,867	100.0%	+8,330	+17.2%

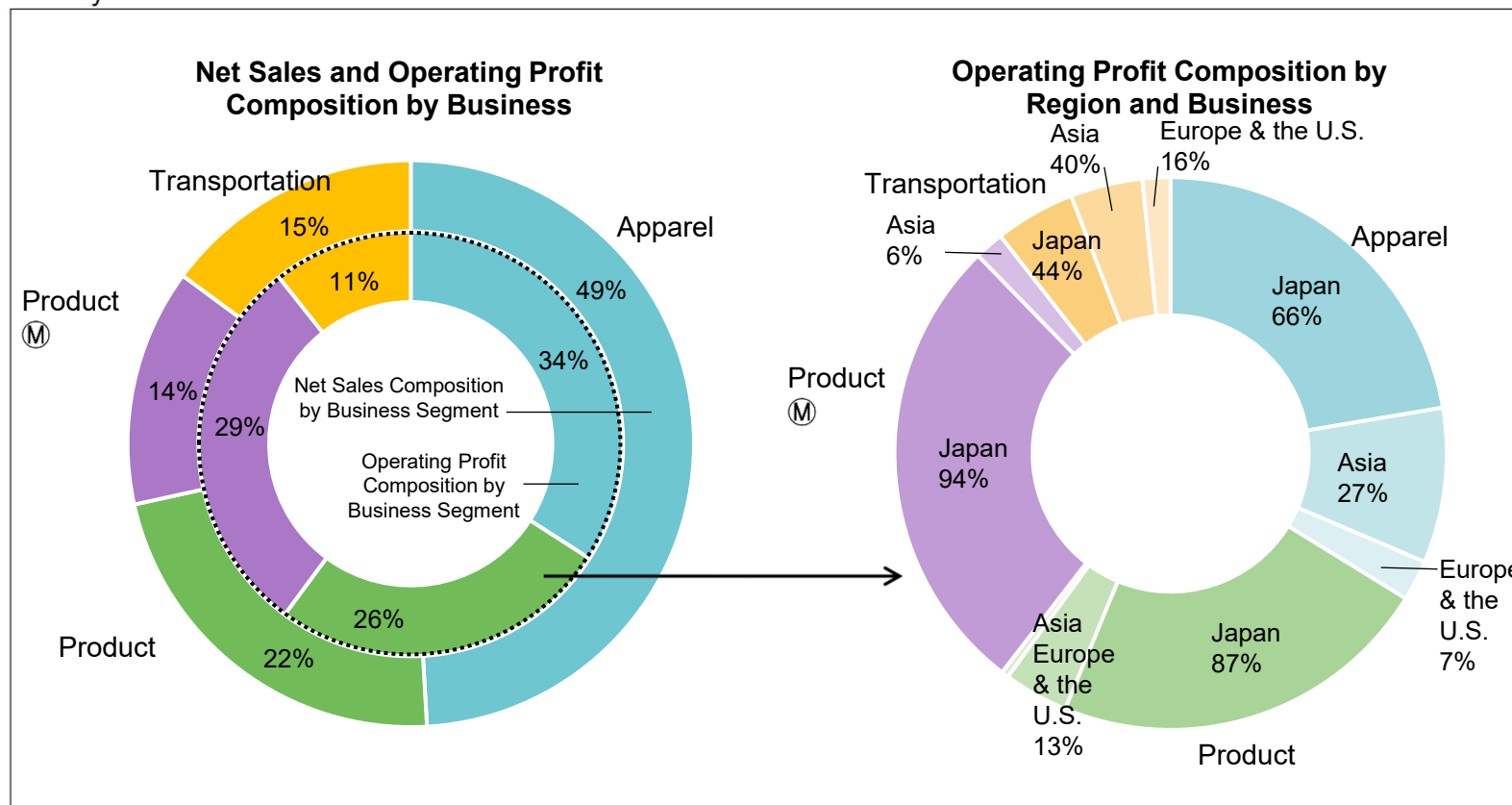
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(Reference) Operating Profit by Business Segment

FY2025 1Q Net Sales and Operating Profit Composition by Business and Region

In presenting segment profit, businesses related to products that have been added to the MORITO Group through acquisitions or other means are classified as Product (M). Specific company names for Product (M) are listed on p24.

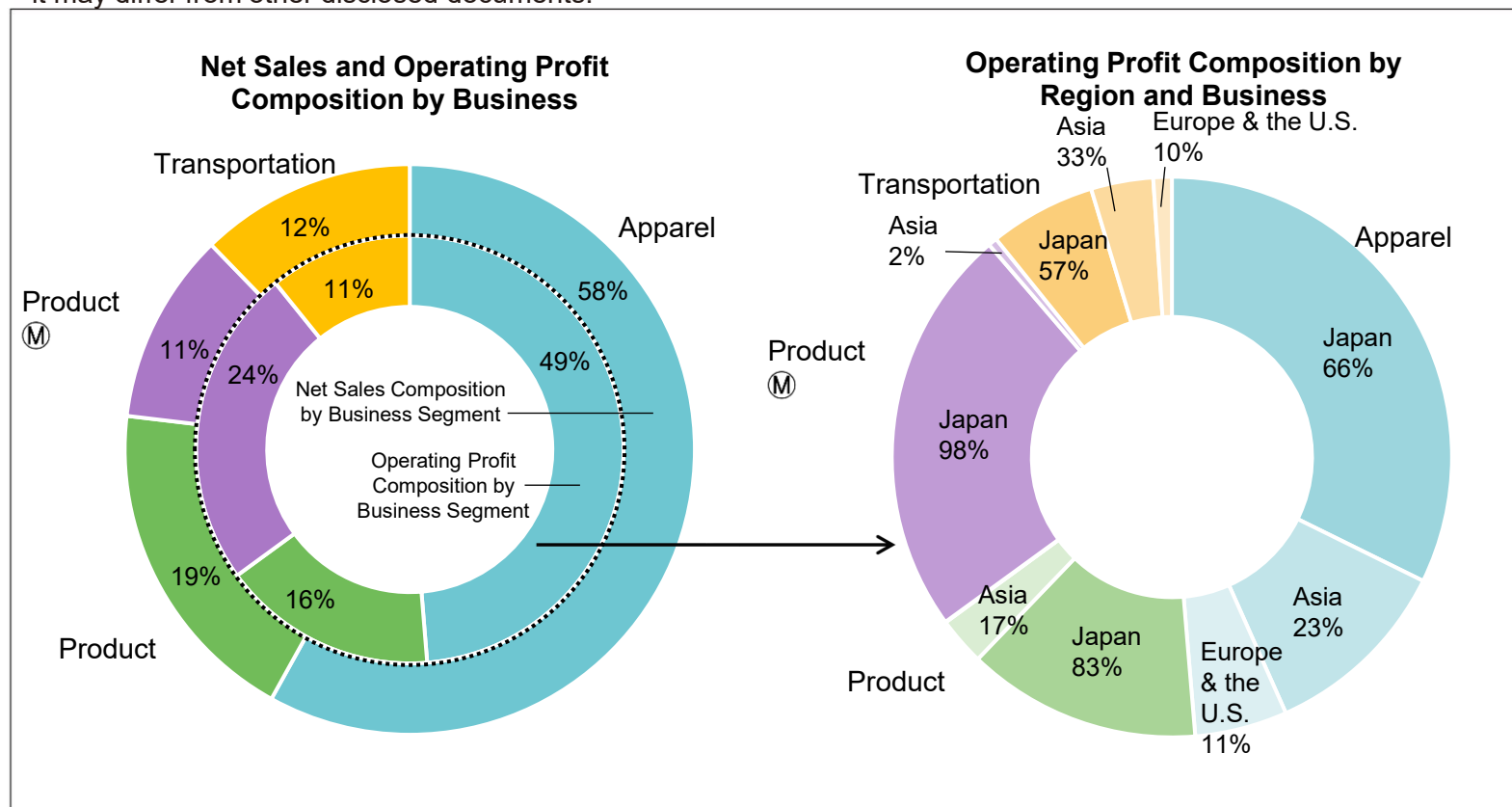
*The composition is based on figures before the elimination of intercompany transactions and goodwill amortization, and it may differ from other disclosed documents.



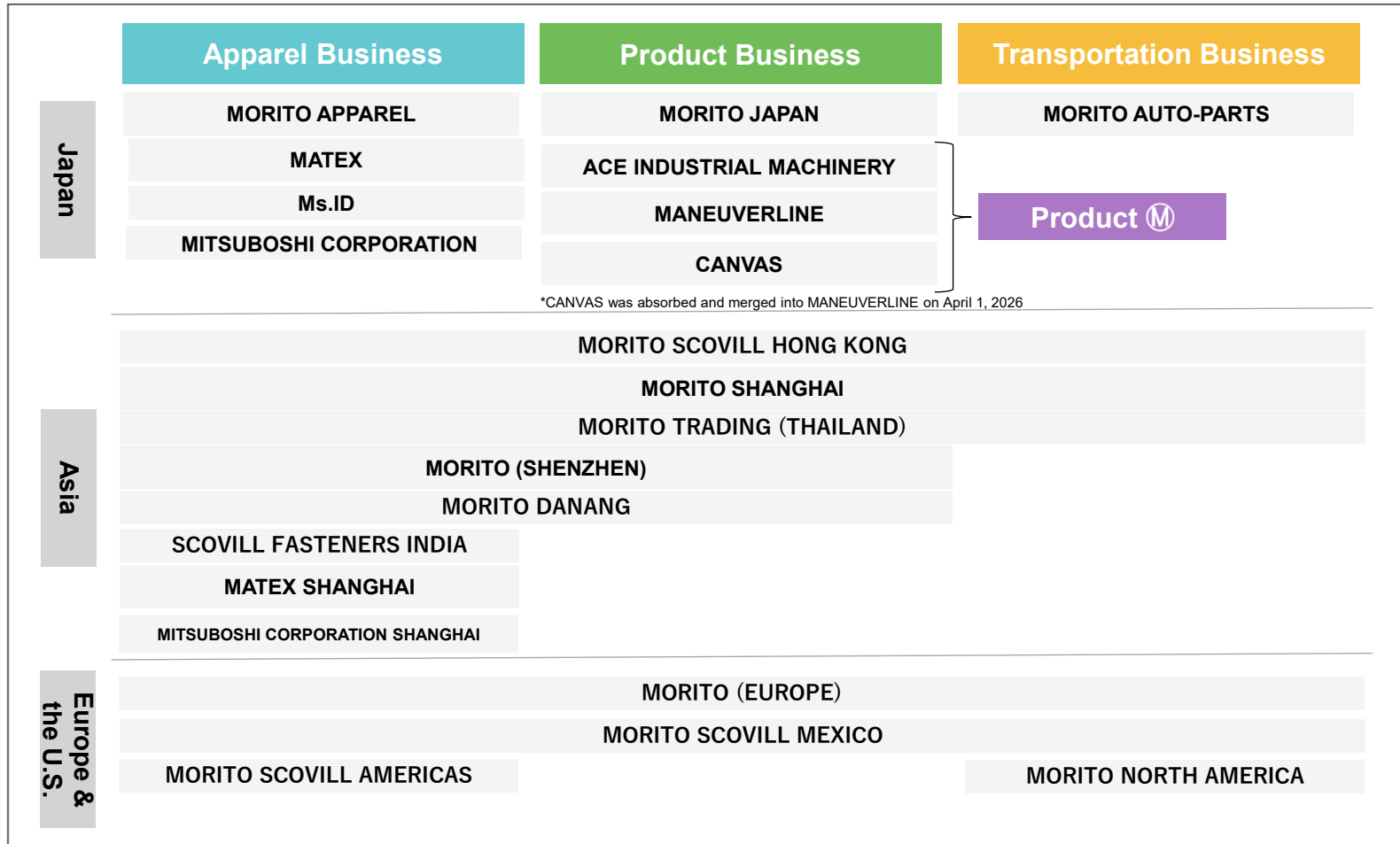
FY2026 1Q Net Sales and Operating Profit Composition by Business and Region

The Apparel Business in Japan was increased by two consolidated companies. Product (M), such as kitchen appliance-related services and action sports, and the domestic Transportation Business also contributed to profits.

*The composition is based on figures before the elimination of intercompany transactions and goodwill amortization, and it may differ from other disclosed documents.



Group Companies by Segment



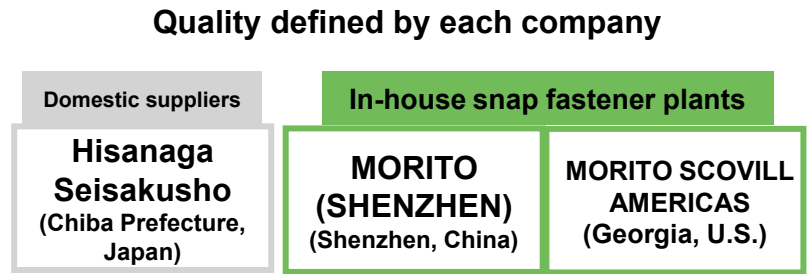
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Business Topics

Progress in the 8th Mid-term Management Plan [Local Production for Local Consumption]

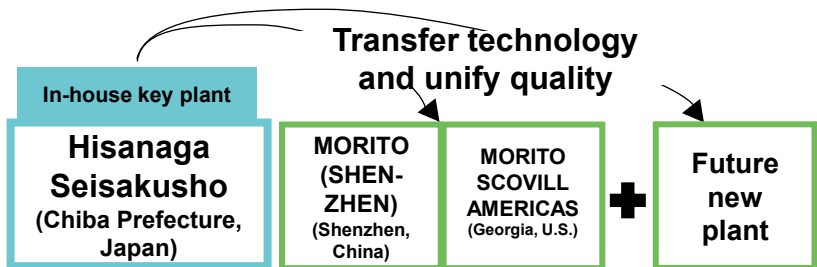
Hisanaga Seisakusho, a partner plant tasked with producing MORITO’s metal snap fasteners for close to 80 years, has joined the MORITO Group. We are working to internalize advanced metal snap fastener technologies. Positioning it as a key plant among our in-house production locations, we are globally expanding “MORITO Quality.”

Legacy snap fastener production structure



Quality varies by region, making it difficult to advance local production for local consumption

Future outlook



Standardize “MORITO Quality” globally with Hisanaga Seisakusho as the key plant

➔ Accelerate local production for local consumption

*As these are primarily inter-group sales, the impact on consolidated financial results is projected to be limited

Stainless Steel Ring Prong Snap Fastener - MORITO's High-Value-added Products: Product Examples

We develop original, value-added products that meet the needs of customers and consumers to win over customers looking for high functionality and quality.

Product name: Stainless Steel Ring Prong Snap Fastener (Manufacturer: Hisanaga Seisakusho)



This snap fastener is perfect for medical gowns used in hospitals. With anti-chemical properties and the ability to tolerate commercial washing and drying, the product is durable enough to withstand strong detergents used to remove blood and other stains. Additionally, its special magnetizing-resistant steel manufacturing process allows the gown to be safely used in MRI environment. In particular, since the magnetizing-resistant steel manufacturing process is beyond other companies' capabilities, this product contributes significantly to MORITO's medical gown market share.

Progress in the 8th Mid-term Management Plan [Environmental Initiatives]

Denim fabric made from “MURON[®],” a recycled fiber made entirely from discarded fishing nets collected in Japan, has been adopted for some of the products in the HELLY HANSEN 2026 Spring and Summer collection.

Special page on the official online store
Where the sea meets the city—marine style, reimagined.

MURON[®]

▶ Click here for details



New TEN. Location Opening

“TEN.,” a silver accessory brand operated by Ms.ID, opened a new location. Trends in FY2026 1Q were strong. The second Taiwan location is also scheduled to open in the middle of April.



**JR HAKATA CITY
AMU PLAZA HAKATA**



Stellar Place Sapporo

6

Shareholder Returns

Basic Dividend Policy

We regard returning profits to shareholders as one of the most important management issues, and determine the amount of dividends based on the following policy, taking into consideration investment projects and financial conditions (net assets, etc.).

Realize stable and continuous dividend payments

Dividend payout ratio of 50% or more
in relation to profit attributable to owners of parent is the standard

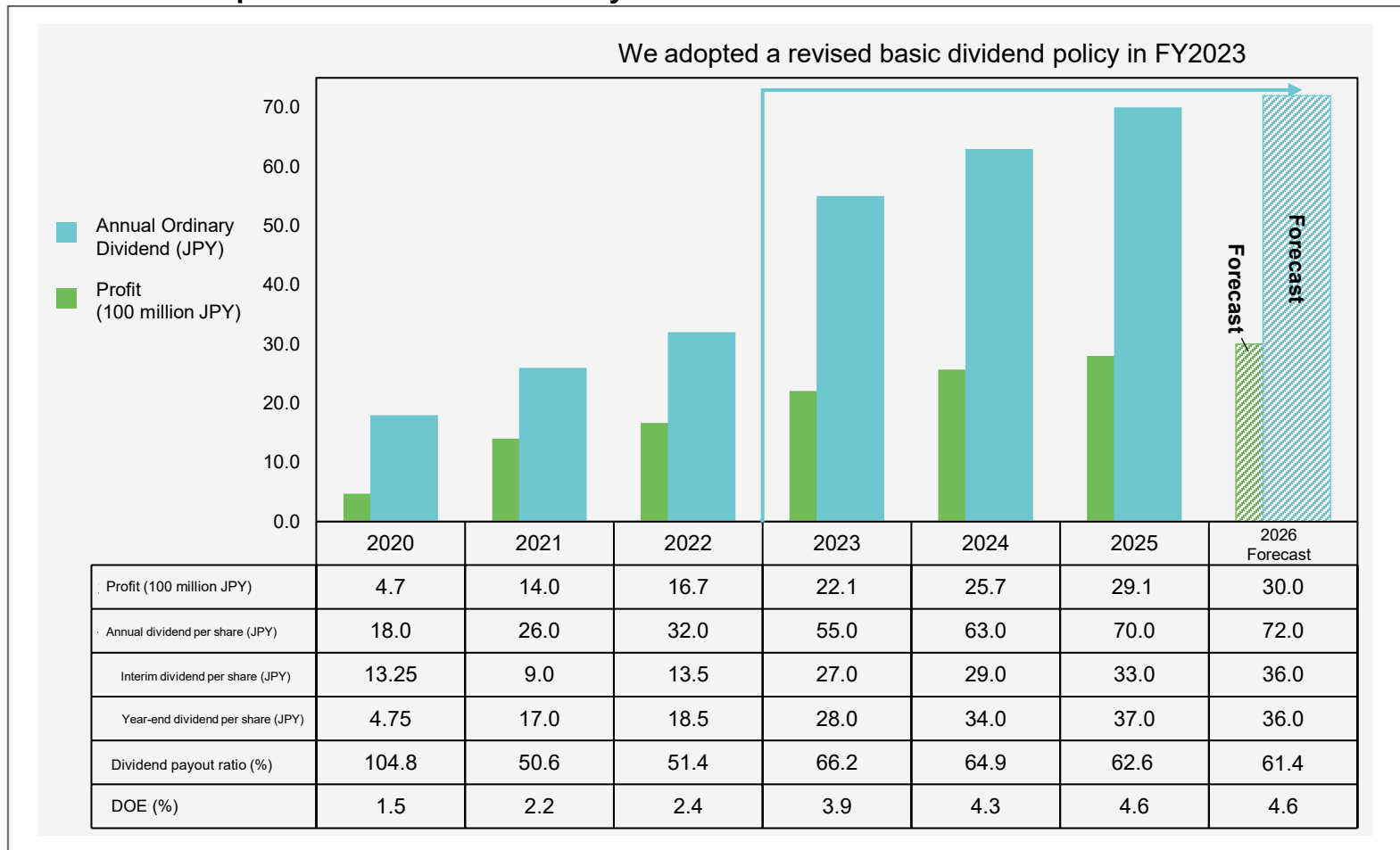
Standard for dividend on equity (DOE) ratio of 4.0%
(on a consolidated basis)

Continue to consider buying back shares whenever necessary and canceling them appropriately

*In a fiscal year with a significant fluctuation in after-tax profit attributable to owners of parent due to special factors such as extraordinary income or losses, the dividend amount will be determined in consideration of the corresponding impact.

Trends of Dividend, Dividend Payout Ratio & DOE

The annual dividend is expected to increase by 2 JPY from the previous fiscal year, meaning dividends will have been up for six consecutive fiscal years since FY2020.

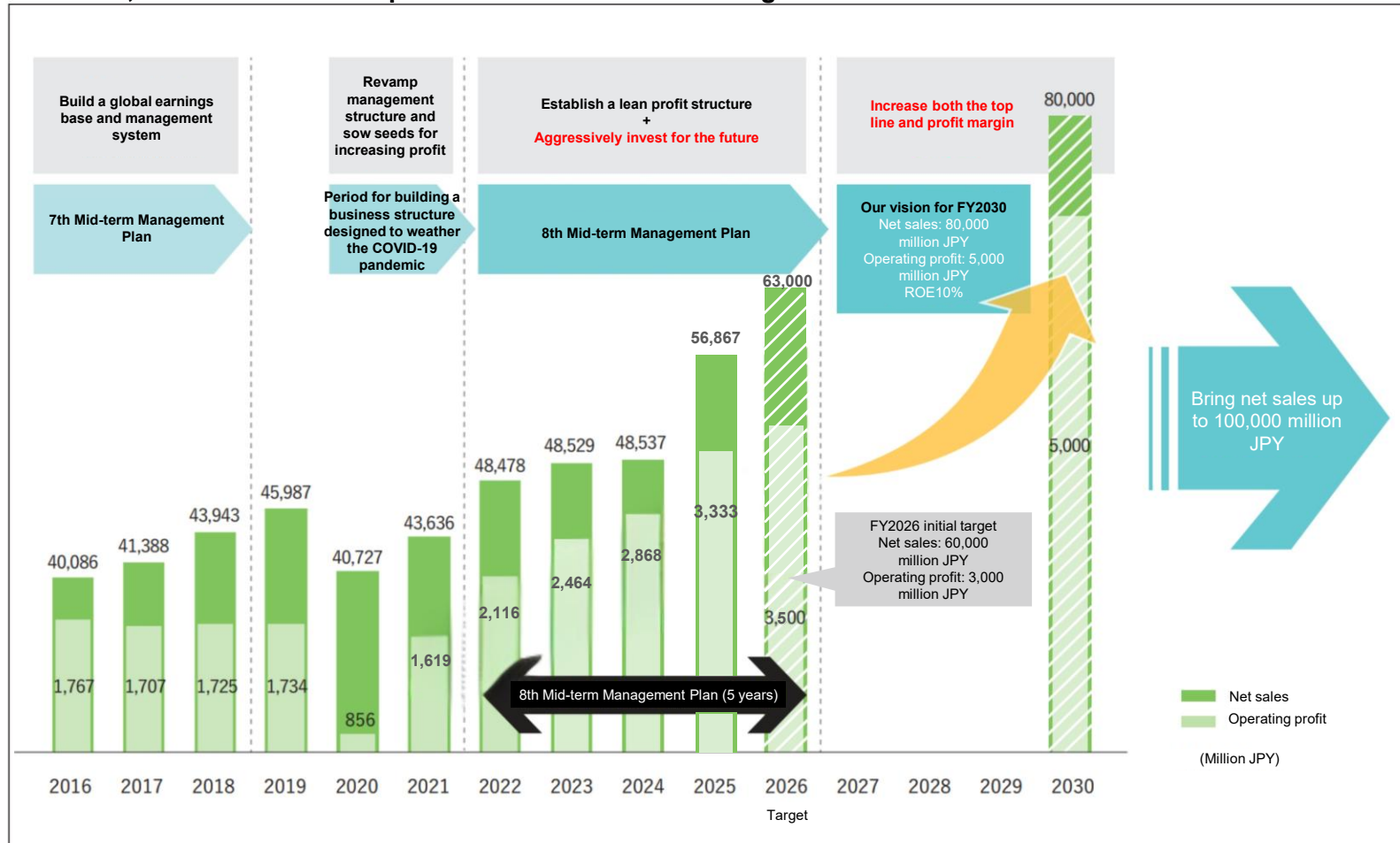


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(Reference) 8th Mid-term Management Plan

(Reference) Positioning of the 8th Mid-term Management Plan

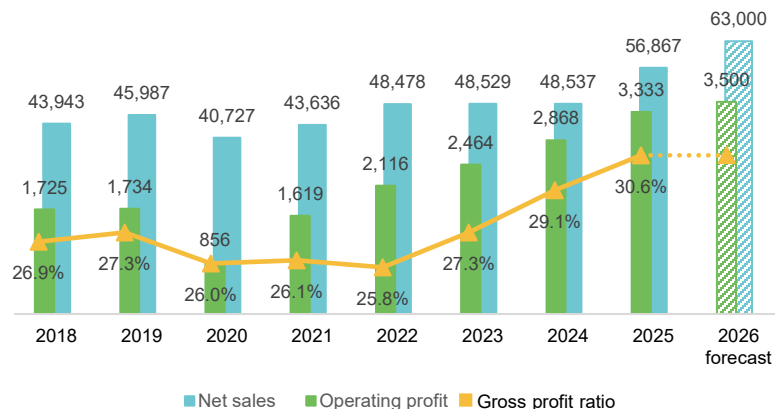
Period to sow seeds for further growth. The operating profit target of 3,000 million JPY has been achieved ahead of schedule, and net sales are expected to exceed the initial target.



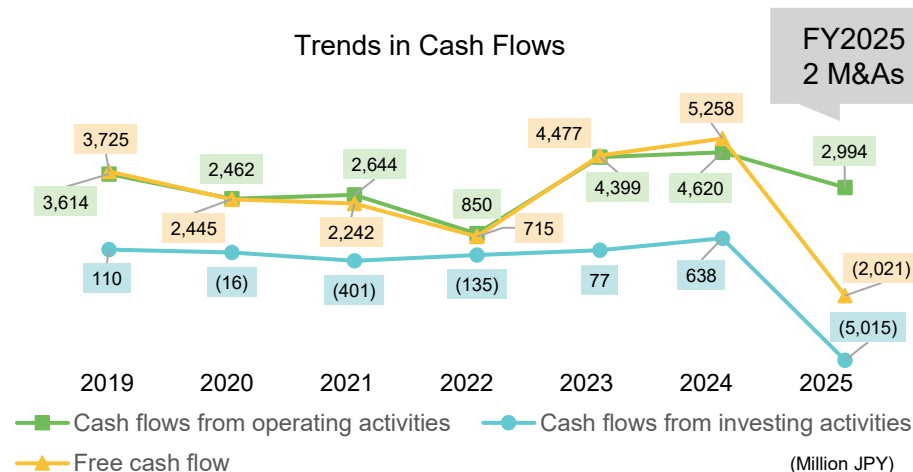
Progress in the 8th Mid-term Management Plan (FY2022 – FY2025) Results of Structural Reforms Following Company Split

Significant improvement in profit structure and cash flow

Trends in Net Sales, Operating Profit, and Gross Profit Ratio



Trends in Cash Flows



Issues at the beginning of the 8th Mid-term Management Plan

- Slowdown in operating profit growth
- Stagnation of sales expansion
- Lack of inventory and cost awareness

Cause: Lack of a healthy sense of urgency

- Stable earnings through businesses that complement one another
- Not enough investment in growth
- Cash-rich financial base



Countermeasure: Change values and culture ingrained in employees

Two pillars of the 8th Mid-term Management Plan

1. Establish a lean profit structure

→ In 2022, MORITO Japan Co., Ltd. was split into three companies by business segment.

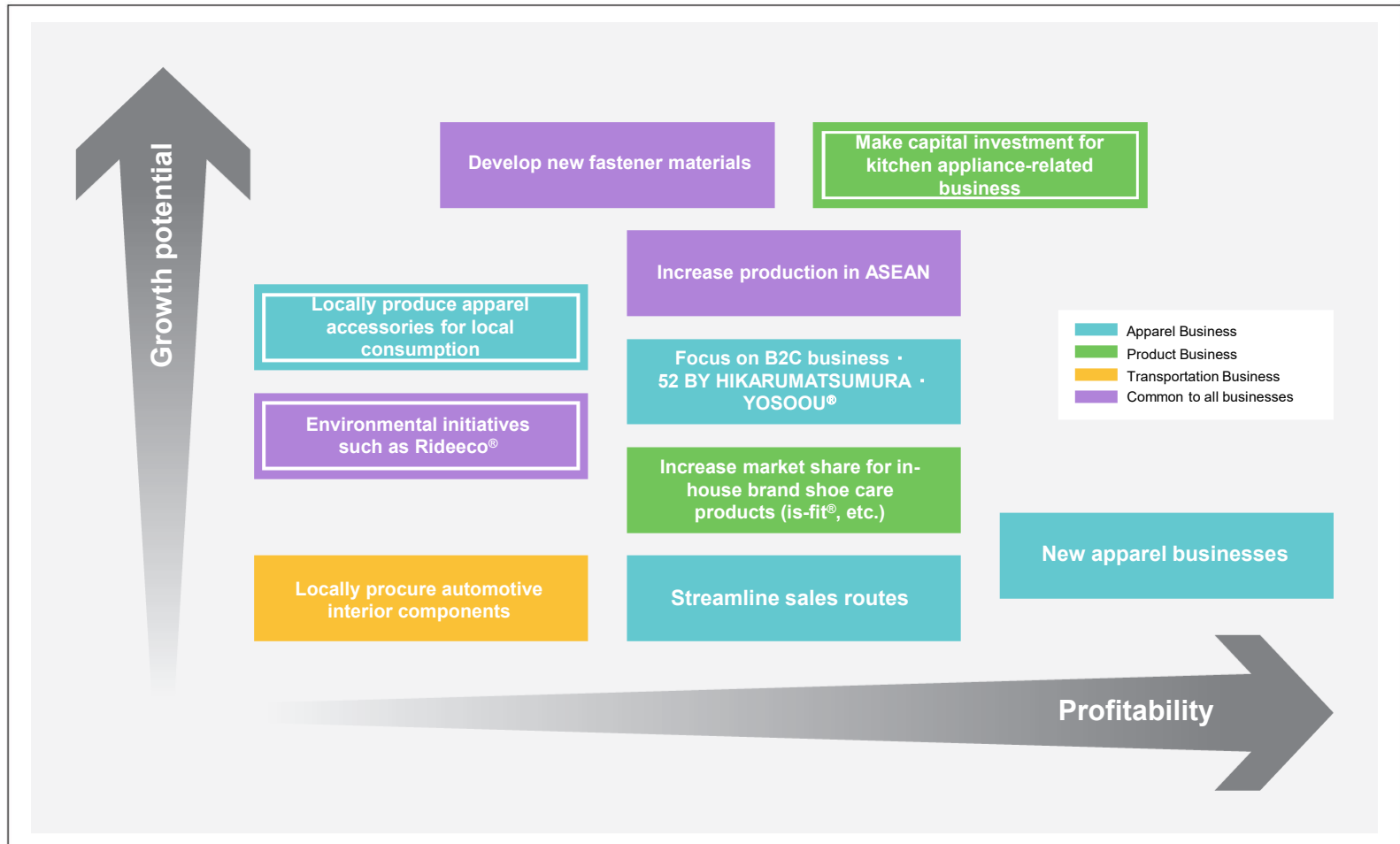
Visualized issues in each business and reviewed unprofitable businesses [Post-split-off initiatives]

- Higher profit margin → Reviewed sales terms and conditions as well as bonuses
- Improvement of CCC/inventory → Established a new executive evaluation system using CCC

2. Formulate an investment strategy and aggressively invest for the future

→ Increased capital investment and carried out two M&As

(Reference) Overview of the Growth Strategy for Achieving the 8th Mid-term Management Plan



Current Issues for the Next Mid-term Management Plan

We are drawing up the next mid-term management plan with an eye to solving the following issues. (The plan currently being drafted is scheduled for completion around summer 2026.)

Apparel Business

- (1) Snap fasteners have made in two in-house factories or Japanese-made. These each have different specifications.
→ There is a difference in quality at each manufacturing location, and some customers require products exported from Japan, preventing the full realization of local production for local consumption.
- (2) Although we are positioned close to a manufacturer in the snap fastener market, few products are made in-house.

Product Business

- (1) Most of our operations, such as the OEM business, are easily affected by customer demand, making it difficult to significantly improve profitability.
- (2) Sales of MORITO brand products account for a small percentage.
- (3) Existing in-house service centers in the kitchen appliance-related business alone cannot cover all of Japan.

Transportation Business

- (1) Profitability is low due to reliance on procurement, and not many products are made in-house.
- (2) Fewer items are procured in the North American region, where Japanese automakers have large production volumes, than in Japan and China, preventing the full realization of local production for local consumption.

Group-wide

We haven't created synergies with acquired companies.

Disclaimer

This handout has been prepared only for information purposes and is not intended to solicit investment.

Although this handout is made with extreme care, its completeness cannot be guaranteed.

We assume no responsibility whatsoever for any damages resulting from the contents.

The financial results forecasts and forward-looking statements in this presentation are made with information known as of the day of presentation and contain some potential risks and uncertainties. Therefore, please be aware that the content of the forecasts may differ significantly from actual results, due to various factors such as changes in the business environment.

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MORITO

Where innovation is the norm