MORITO

July 14, 2026

To Shareholders with Voting Rights:

Company Name	MORITO CO., LTD.
Name of Representative	Takaki Ichitsubo, Representative Director, CEO
	(Securities Code: 9837, TSE Prime Market)
Head Office	4-2-4, Minami Honmachi, Chuo-ku, Osaka-shi, Osaka, Japan
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Notice of Formulation of 9th Mid-term Management Plan "ACTION 1000"

MORITO Co., Ltd. (the "Company") hereby announces that it has formulated the 9th Mid-term Management Plan "ACTION 1000" for the five years from the fiscal year ending November 30, 2027 to the fiscal year ending November 30, 2031.

1. Background

The Company Group has strengthened its earnings foundation and driven structural reforms in its 8th Mid-term Management Plan. In its 9th Mid-term Management Plan "ACTION 1000," the Company has set "Balancing Scale and Profitability" as the basic policy. This is centered on expanding scale through discontinuous growth and maintaining and enhancing profitability to build on the achievements to date and move to the next stage of growth.

2. Outline of the 9th Mid-term Management Plan "ACTION 1000"

The 9th Mid-term Management Plan "ACTION 1000" aims not only to achieve the following numerical targets by the fiscal year ending November 30, 2031, but also to enhance the Company's corporate value on a sustainable basis. It will do this by strengthening the competitive advantages of existing businesses, expanding into growth businesses and investing in human capital while reinforcing its corporate functions, including M&A.

Item	Targets in FY ending November 30, 2031
Consolidated net sales	100 billion yen
Consolidated operating profit	6 billion yen
ROE	12%
ROIC	8%
DOE	6%

Starting from the fiscal year ending November 30, 2027, the Company will accelerate further growth by separately managing the BtoC Business, the Facility & Environmental Services Business, and the Frontier Sports Business, as new earnings pillars, from existing businesses.

Please refer to the attached material for details.

* Forward-looking statements such as performance targets included in this material are ones that the Company determined based on information currently available and they contain various uncertainties. Please note that actual results, etc. may differ from these targets due to changes in economic conditions and various other factors.

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MORITO CO., LTD.

9th Mid-term Management Plan

July 14, 2026

ACTION 1000

Prime Market of TSE: 9837

MORITO’s Responsibility

By continuously reinvesting profits generated through growth investments, we will create a virtuous cycle of sustainable growth with ongoing business expansion, thereby fulfilling our responsibilities to stakeholders.

Employees	Recognize employees as the essential foundation for enhancing the execution of our management plan and actively invest in human capital.
Customers / Business Partners	Be a long-term partner capable of consistently providing products of the same high quality and at competitive prices worldwide.
Shareholders	Enhance shareholder value on a sustainable basis by improving shareholder returns as well as ROE and ROIC from a medium- to long-term perspective.
Society	Contribute to a sustainable society through manufacturing using environmentally friendly materials.

Fulfilling Our Responsibilities to Stakeholders

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ACTION 1000

"ACTION 1000" embodies our commitment to achieving net sales of 100 billion JPY and an ROE of 12%, while embracing a "spirit of continuous challenge" and a "determination to drive transformation."

The logo is designed around two signature colors: brass, symbolizing the snap fasteners that are MORITO's core products, and blue, representing reliability and trust.
The symbol on the left is inspired by the imprint left on a metal sheet after a snap fastener is punched out.
Rooted in MORITO's origins in parts, it embodies our commitment to "Challenge Through Parts, Leap Beyond Parts" and to creating new value from parts.
The sparkle incorporated into the logo also conveys our excitement for the future.

FY 2031.11 Targets

Net Sales	Operating Profit	ROE
100 billion JPY	6 billion JPY	12%

Dividend on Equity (DOE)	ROIC
6% target	8%

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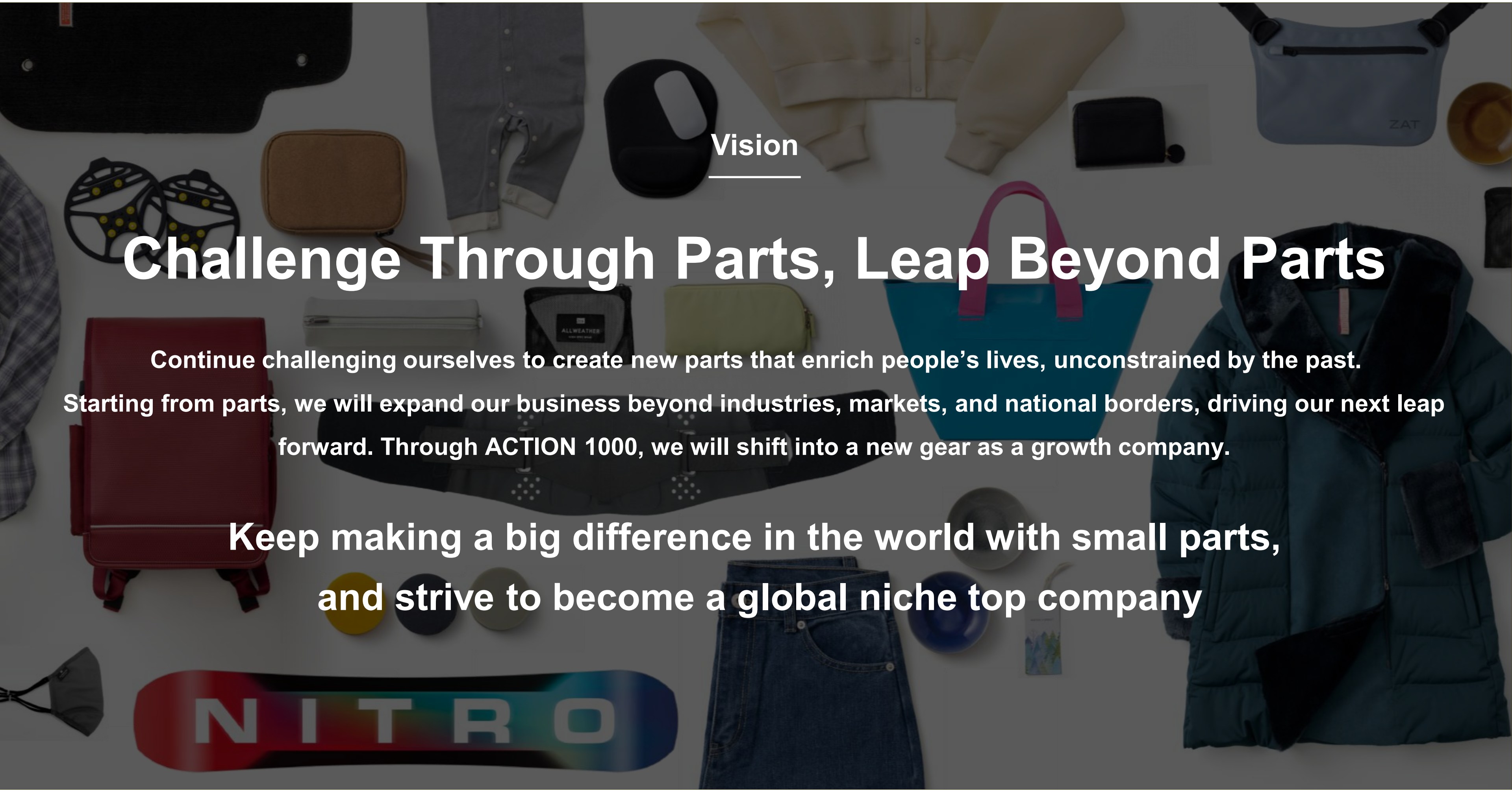

Vision

Challenge Through Parts, Leap Beyond Parts

Continue challenging ourselves to create new parts that enrich people’s lives, unconstrained by the past. Starting from parts, we will expand our business beyond industries, markets, and national borders, driving our next leap forward. Through ACTION 1000, we will shift into a new gear as a growth company.

Keep making a big difference in the world with small parts, and strive to become a global niche top company

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Message from the CEO

A new challenge, ACTION 1000, begins for the five-year period from 2027 to 2031.
Looking back on the 8th Mid-term Management Plan, we pursued a lean management structure, highlighted by the major structural reform of the spin-off of MORITO CO., LTD. Although we faced numerous challenges, including the COVID-19 pandemic and heightened geopolitical risks, we achieved a certain level of success in both our quantitative and qualitative targets. At the same time, however, we also recognized challenges in expanding the scale of our business.
Under ACTION 1000, we will maintain our lean management structure while pursuing greater scale, striving to achieve both “Scale Growth” and “Profitability.”
As we work toward achieving ACTION 1000, we aspire to create a future in which our employees and their families can enjoy fulfilling and secure lives. We believe that the sense of achievement and fulfillment experienced by our employees will strengthen our Company, create corporate value, enhance shareholder value, and ultimately contribute to society.
With this vision for the future, we take on the challenge of achieving ACTION 1000.

Takaki Ichitsubo

Review of the
8th Mid-term Management Plan

Key Management Indicators

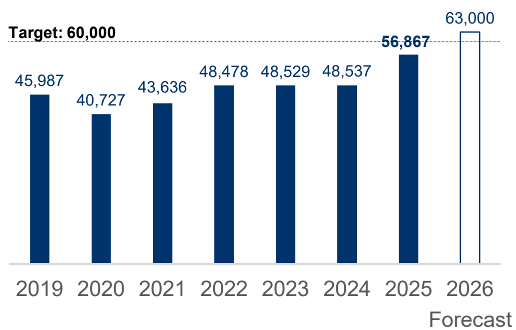
Investment and Shareholder Return Results

Achievements and Challenges of the Growth Strategy

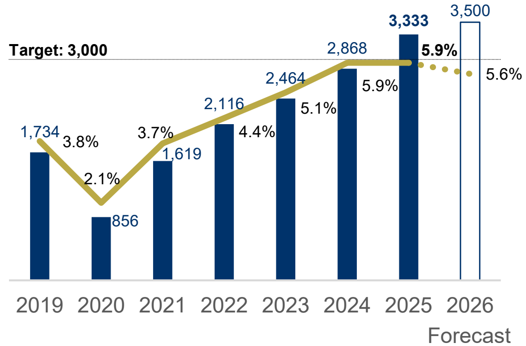
Key Management Indicators

Improved ROE through enhanced profitability and enhanced shareholder returns, while expanding scale remains a challenge.

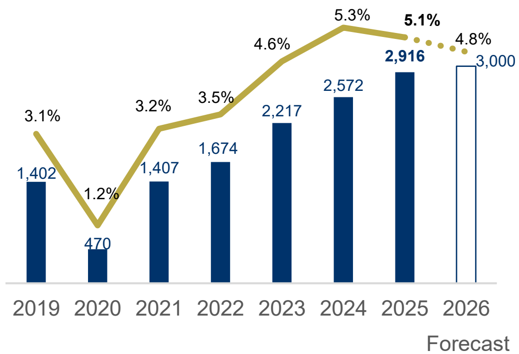
Net sales (Million JPY)



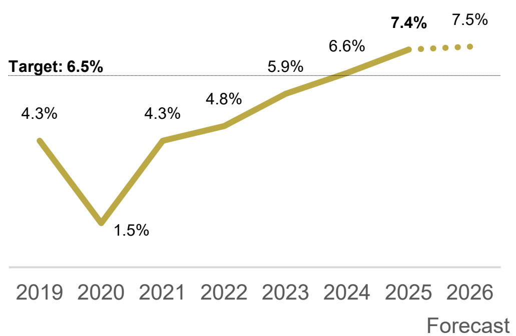
Operating Profit / Operating Profit Ratio (Million JPY)



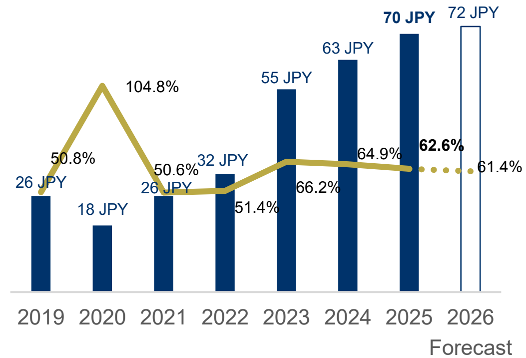
Net Profit / Net Profit Ratio (Million JPY)



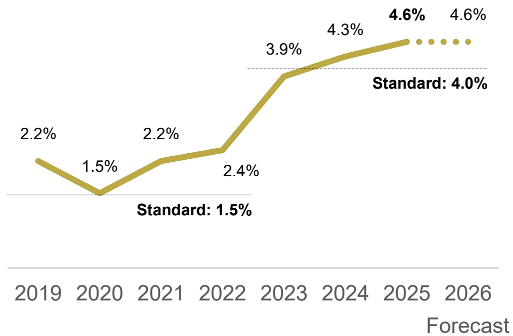
ROE



Annual Dividend per Share / Dividend Payout Ratio



DOE



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Investment and Shareholder Return Results

Throughout the 8th Mid-Term Management Plan, we steadily executed investments to strengthen our business foundation and expand growth areas, as well as M&A and shareholder returns, thereby building a foundation for future earnings growth through capital allocation to priority areas.

Operating CF 7,000 million JPY ±20%

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Cash on hand / External financing

		2024–2026 Total Target	2024–2025 Total Actual*
Existing investments and facility maintenance		1,200 million JPY	750 million JPY
Growth investment	New product development	500 million JPY	70 million JPY
	Initiatives to reduce environmental impact	500 million JPY	180 million JPY
	Capital investments	600 million JPY	1,060 million JPY
	Strengthening B2C	300 million JPY	200 million JPY
	Utilization of IT	500 million JPY	270 million JPY
	Investment in human capital	100 million JPY	70 million JPY
M&A		5,000 million JPY	5,440 million JPY
Shareholder returns		6,000 million JPY	6,280 million JPY

*Total actual results through the fiscal year ending November 30, 2026, will be disclosed in January 2027.

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Achievements and Challenges of the Growth Strategy

In addition to strengthening our existing businesses, proactive investments in our growth strategy contributed significantly to achieving our financial targets.
By accurately identifying the challenges ahead, we will drive further growth.

	Achievements	Future Challenges
Growth Strategy 1 BtoC Business	Improved EC sales expertise for existing brands through the acquisition of Ms.ID as a subsidiary.	Visualize investment effectiveness Generate synergies with existing businesses
Growth Strategy 2 Increase production in ASEAN	Strengthened production capacity in ASEAN through capital investment in the Da Nang Plant in Vietnam. Significantly improved supply stability despite the COVID-19 pandemic and geopolitical risks, contributing to greater customer confidence.	Standardize quality and productivity at each location Strengthen local talent development and the management structure
Growth Strategy 3 Kitchen appliance-related business	Made proactive capital investments, including the establishment of a service center equipped with state-of-the-art washing equipment.	Strengthen processing capacity and staffing to accommodate increasing project volume
Growth Strategy 4 Environmental initiatives	Fabrics and fibers made from recycled fishing nets were adopted by major domestic brands and for staff items at Expo 2025 Osaka, Kansai, Japan. In addition to hangtags, recycled paper “ASUKAMI®” has also been adopted for a variety of paper products.	Increase brand awareness beyond the apparel industry Expand product offerings across the Group

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ACTION 1000

– Basic Strategy –

Positioning of ACTION 1000

Key Management Indicators: Targets

Competitive Advantages Supporting Growth

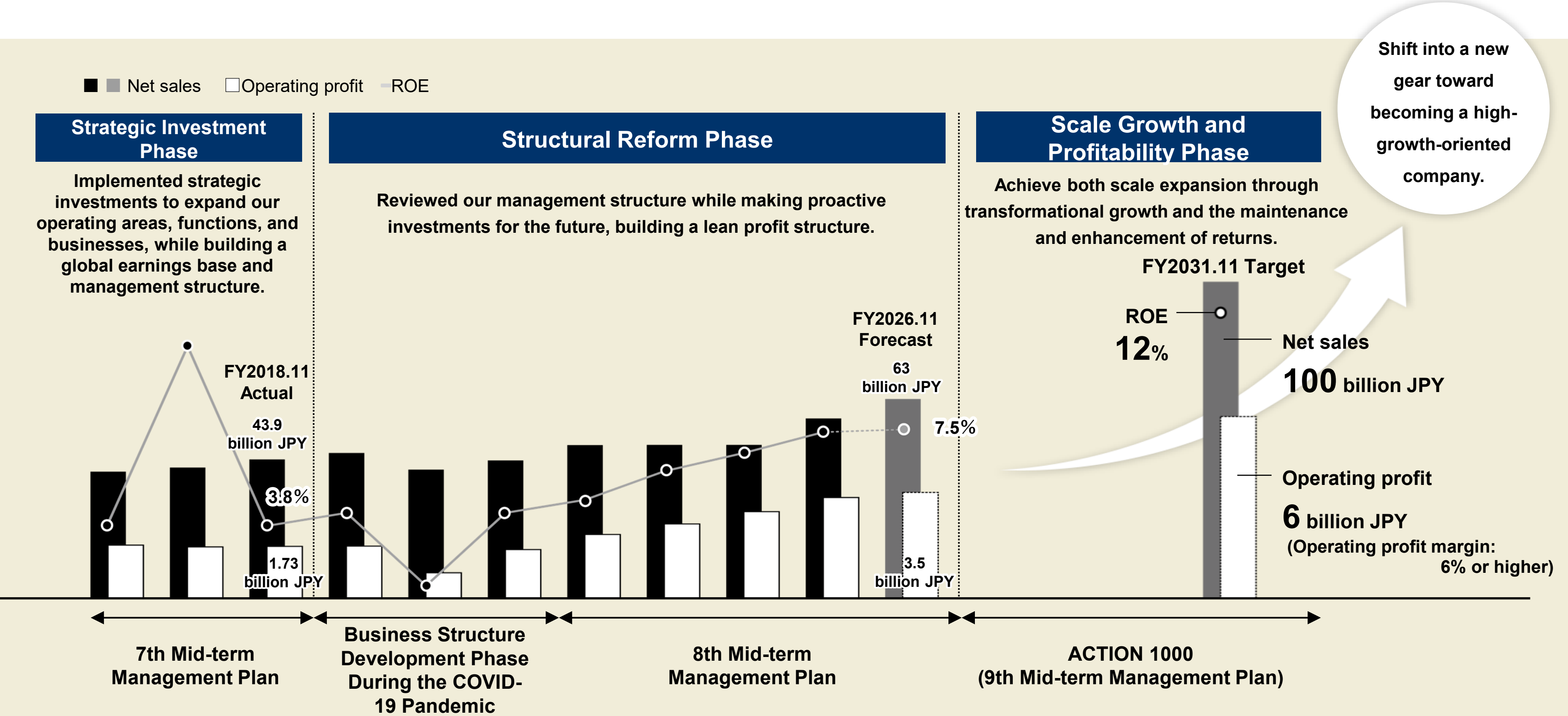
Changes to the Business Domains

Growth Drivers of ACTION 1000

Positioning of Each Growth Driver

Positioning of ACTION 1000

Transition to a new phase of growth through proactive investments in growth and human capital.
While maintaining and expanding profitability, aim to achieve net sales of 100 billion JPY as a key milestone toward sustainable business growth.



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Key Management Indicators: Targets

	8th Mid-term Management Plan	FY2026.11 Forecast	FY2031.11 Target
Net Sales	60 billion JPY	63 billion JPY	100 billion JPY
Operating Profit	3 billion JPY	3.5 billion JPY	6 billion JPY
ROE	6.5%	7.5%	12%
DOE	4.0% standard	4.6%	6%

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Competitive Advantages Supporting Growth

By focusing on niche fields, we avoid direct competition and establish unique value.

Through one-stop support from planning and development to manufacturing and service delivery, we earn strong customer trust, raise barriers to entry, and build a solid earnings base.

Business Model

Planning / Development / Design → Manufacturing / Procurement → Sales / Marketing (BtoB, BtoC) → Customer Manufacturing / Quality Support

- Our one-stop value-added business model enables us to earn exceptional customer trust and accumulate profits.
- Focus on “essential everyday,” “niche,” and “high-quality, high-performance” fields.
- Leverage the trust built through our core products to expand business opportunities across a wide range of industries.

Strengths Enabling Our Business Model

Proposal Capabilities		Product Realization and Optimization		Partnership Capabilities
Ability to identify trends	×	Optimal material combinations	×	Support from product introduction to operation
Ability to identify needs		Optimal manufacturing methods (In-house & Outsourced)		Ensuring global quality
Ability to deliver added value		Optimal production locations (Global SCM)		

Source of Our Strengths

A corporate culture that “never says no” and “encourages challenges”

Outcome

Established a solid, risk-diversified earnings base without being drawn into price competition.

Maintained profitability since our founding in 1908.

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Changes to the Business Domains (Effective FY2027.11)

By managing businesses with the potential to become new pillars—such as the BtoC Business, Facility & Environmental Services Business, and Frontier Sports Business—separately from our existing businesses, we will accelerate growth.

	Apparel Business	Product Business	Transportation Business	Growth Business
Japan	MORITO APPAREL	MORITO JAPAN	MORITO AUTO-PARTS	・BtoC Business ・Facility & Environmental Services Business *1 ・Frontier Sports Business *2
Japan	MATEX			
Japan	MITSUBOSHI CORPORATION			
Japan		ACE INDUSTRIAL MACHINERY →		ACE INDUSTRIAL MACHINERY
Japan		MANEUVERLINE →		MANEUVERLINE
Japan	Ms.ID →			Ms.ID
Japan	HISANAGA SEISAKUSHO			
Asia	MORITO SCOVILL HONG KONG	MORITO SCOVILL HONG KONG	MORITO SCOVILL HONG KONG	
Asia	MORITO SHANGHAI	MORITO SHANGHAI	MORITO SHANGHAI	
Asia	MORITO TRADING (THAILAND)	MORITO TRADING (THAILAND)	MORITO TRADING (THAILAND)	
Asia	MORITO (SHENZHEN)	MORITO (SHENZHEN)		
Asia	MORITO DANANG	MORITO DANANG		
Europe & the U.S.	MORITO (EUROPE)	MORITO (EUROPE)	MORITO (EUROPE)	
Europe & the U.S.	MORITO SCOVILL MEXICO	MORITO SCOVILL MEXICO	MORITO SCOVILL MEXICO	
Europe & the U.S.	MORITO SCOVILL AMERICAS		MORITO NORTH AMERICA	

*1. Facility & Environmental Services Business: Providing services for commercial kitchen environments through filter rental, cleaning, maintenance, and installation work.

*2. Frontier Sports Business: A growth business that pioneers new sports and lifestyle markets, with action sports as its starting point.

From FY2027.11, results and other information will be disclosed based on the four business domains above.

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Growth Drivers of ACTION 1000

1 Establishing global leadership in niche markets

Accelerate the capture of demand in global markets by further strengthening our competitive advantage in niche fields centered on parts.

- Apparel Business: Further optimize production locations
- Product Business: Strengthen overseas sales
- Transportation Business: Strengthen the supply chain

2 Pursuing the Growth Business

Growth of the BtoC Business

Accelerate the growth of the BtoC Business by pursuing business synergies with Ms.ID, whose strengths lie in the BtoC field, thereby strengthening the sales capabilities of our existing brands.

Building new earnings pillars

Build the next earnings pillars from a medium- to long-term perspective by strengthening the Facility & Environmental Services Business, including kitchen-related businesses, and expanding product offerings in the Frontier Sports Business.

3 Strengthening corporate functions

- Position human resources as the key foundation for executing the plan and proactively invest in human capital.
- Strengthen corporate functions that support our business foundation by enhancing data utilization across businesses, advancing sustainability initiatives, and improving the quality of investor dialogue.
- Acquire management resources and capabilities needed through M&A to strengthen our position in existing businesses and expand our growth businesses.

Accelerate sustainable growth by enhancing our global presence in niche fields centered on parts and pursuing the Growth Business.

Enhance corporate value / Establish a sustainable growth cycle

Transform into a new value creation model / Build further competitive advantages / Maximize earnings power

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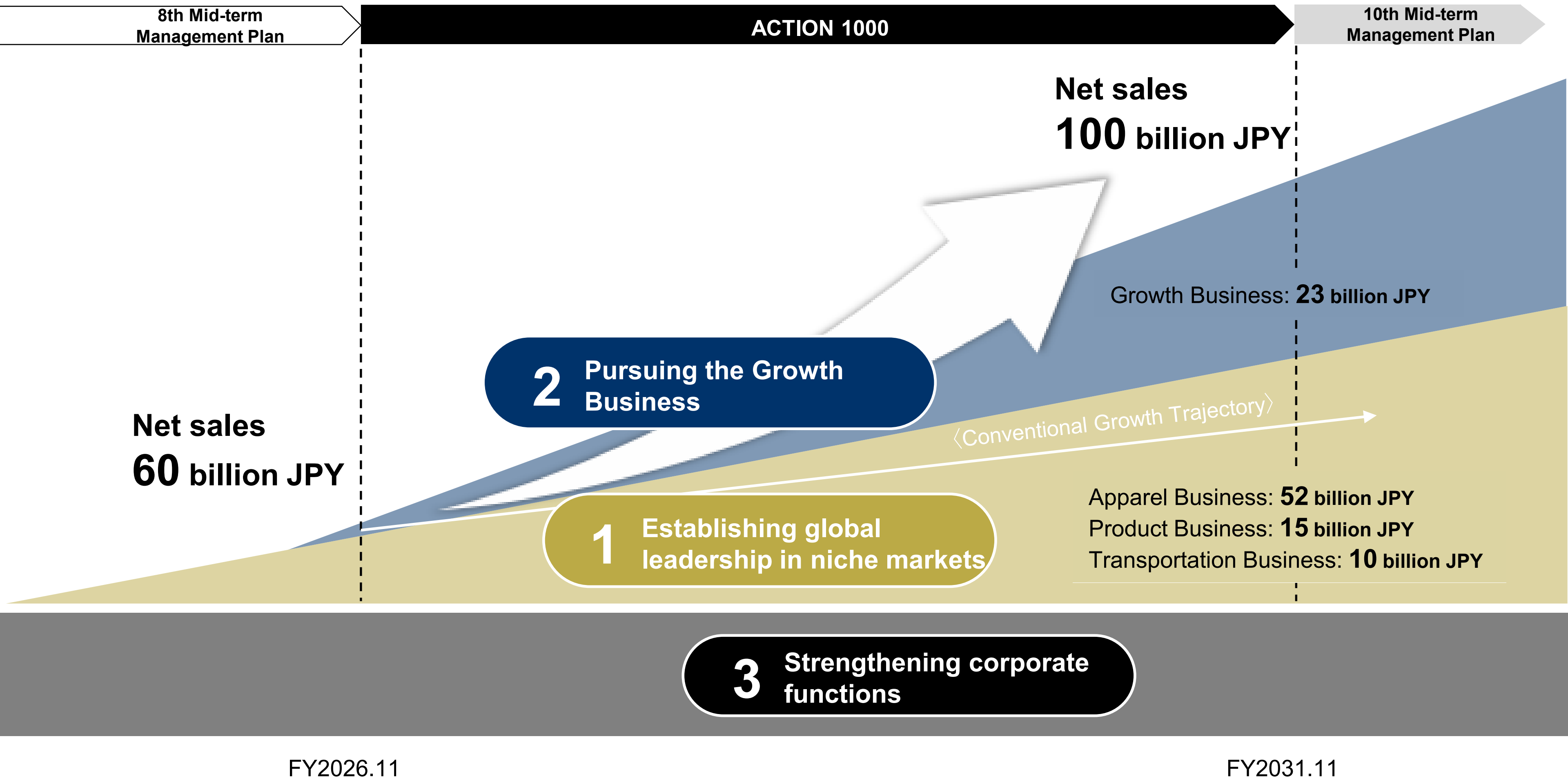
Positioning of Each Growth Driver

Aim to accelerate sustainable growth by enhancing our global presence in niche fields and pursuing the Growth Business, supported by strengthened corporate functions.



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– Key Initiatives –

Growth Driver 1

Business Strategies

Apparel Business

Product Business

Transportation Business

Growth Driver 2

Growth Business

Growth Driver 3

M&A Strategy

Strengthening Investment in Human Capital

Functional Strategy

Human Resources

IT

Sustainability

IR

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Business Strategies

Apparel Business

Business Environment

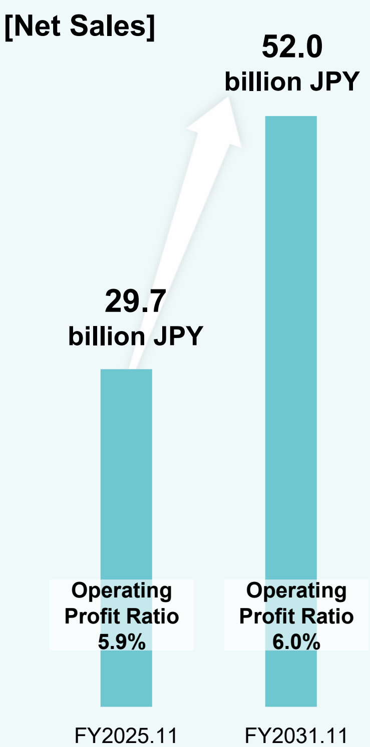
- Changes in supply chain structures driven by geopolitical risks
- A large and resilient demand base remains in the European and North American markets
- Growing demand for and increasing awareness of environmentally friendly products

Business Strategy

- Integrate each function from planning to sales through a one-stop, global framework to simultaneously optimize production and supply in response to customer needs and enhance our business portfolio.

Key Initiatives KPIs

- Strengthen collaboration with the lead plant in Japan, which serves as the center for establishing global quality standards
- Build a local production-for-local consumption framework, including strengthening manufacturing capabilities in the ASEAN region
- Strengthen our business presence to support future sales expansion in the European and North American markets
- Plan, manufacture, and market innovative products beyond the boundaries of existing product categories



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Business Strategies

Apparel Business

Key Topics

Vertically integrate the functions deployed across each region, centered on the lead plant in Japan, to deliver optimal products to a broader global customer base.

Establishing a globally and vertically integrated Snap Fastener business

[Lead Plant] HISANAGA SEISAKUSHO (Chiba, Japan)

Transfer technology and unify quality

- MORITO (SHENZHEN) (Shenzhen, China)
- MORITO SCOVILL AMERICAS
- Future new plant

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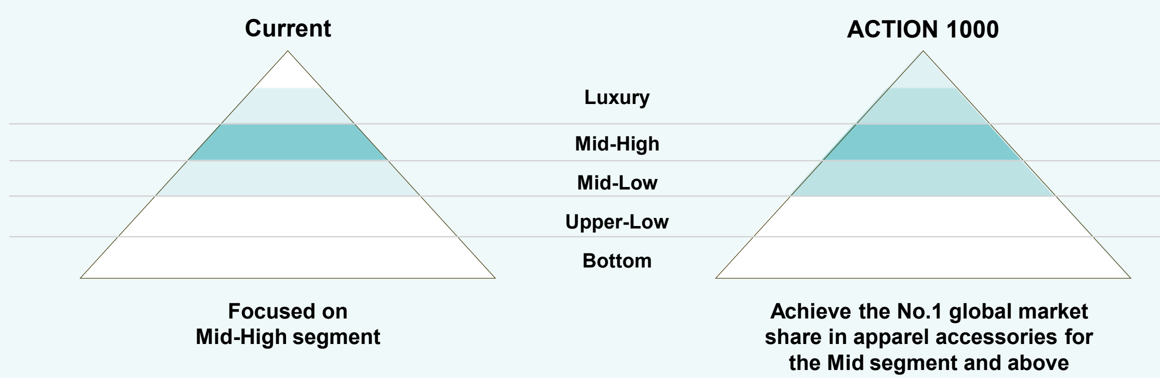
Apparel-related group companies, including MITSUBOSHI CORPORATION

→ Customers

Target Market

Expand our target market beyond the current Mid-High segment by strengthening our existing customer base and extending our reach to the luxury segment, delivering optimal products for each customer segment.



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Business Strategies

Product Business

Business Environment

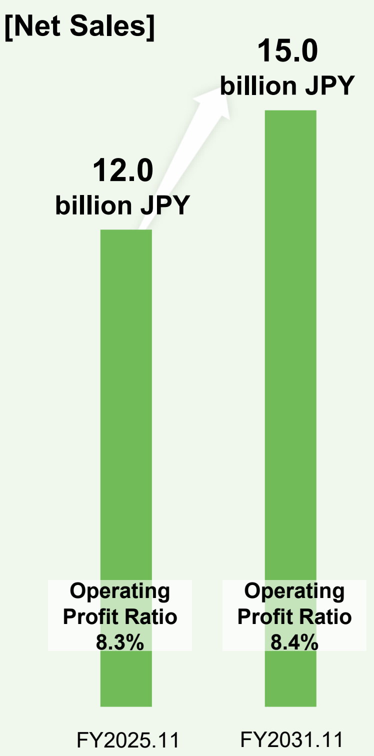
- Changes in the global market driven by the growing presence of emerging countries in both procurement and sales
- More advanced data utilization driven by the acceleration of digital transformation (DX) across the entire supply chain
- Growing demand for environmentally friendly materials and products in international markets

Business Strategy

- Deepen existing ODM/OEM businesses
- Increase the share of in-house brand planning through materials-driven ODM
- Develop new markets for existing products, including overseas markets

Key Initiatives KPIs

- Increase the number of products offered for new market entry and overseas expansion
- Healthcare products (Insoles, Supporters, and Innerwear)
  Strengthen marketing capabilities to enhance appeal in the domestic market and create overseas markets
- Increase the number of our own brands



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Business Strategies

Product Business

Key Topics

Position the healthcare field as a priority area, grow the domestic business to five times its current size, and expand broadly into overseas markets.

[Domestic]

Grow the domestic healthcare-related business to five times its current scale by developing highly original products, rebranding existing products and technologies, and developing new materials and technologies.

[Overseas]

Promote global expansion by leveraging Japan quality standards cultivated through our domestic healthcare business.

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Business Strategies

Transportation Business

Business Environment

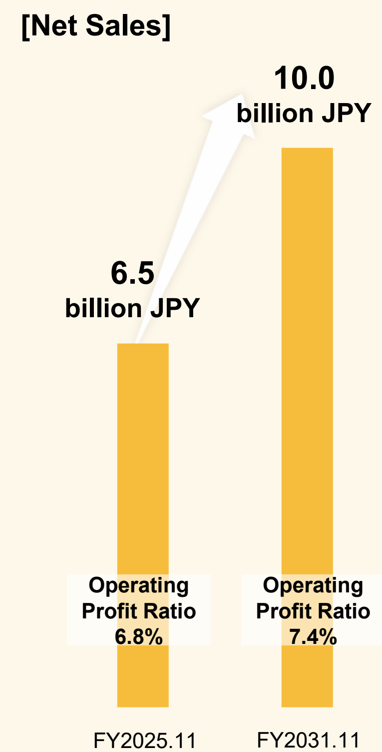
- Growing local procurement and sales in the North American market following the revision of U.S. tariff rates, one of the world's largest automotive markets
- Increasing automobile production in the Kyushu region within Japan's automotive industry

Business Strategy

- Centered on automotive interior components, strengthen manufacturing capabilities on a global scale by enhancing production capacity at North American plants and establishing a local production-for-local consumption framework through production and sales in the Kyushu region

Key Initiatives KPIs

- Strengthen manufacturing capabilities in Mexico
- Develop new business with Japanese automotive manufacturers in North America while deepening relationships with existing customers
- Develop the supply chain in the Kyushu region



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Business Strategies

Transportation Business

Key Topics

Position the North American market as our top priority market and strengthen both manufacturing and sales functions, while enhancing competitiveness in the Kyushu region of Japan, where production demand is expected to grow.

[Domestic]

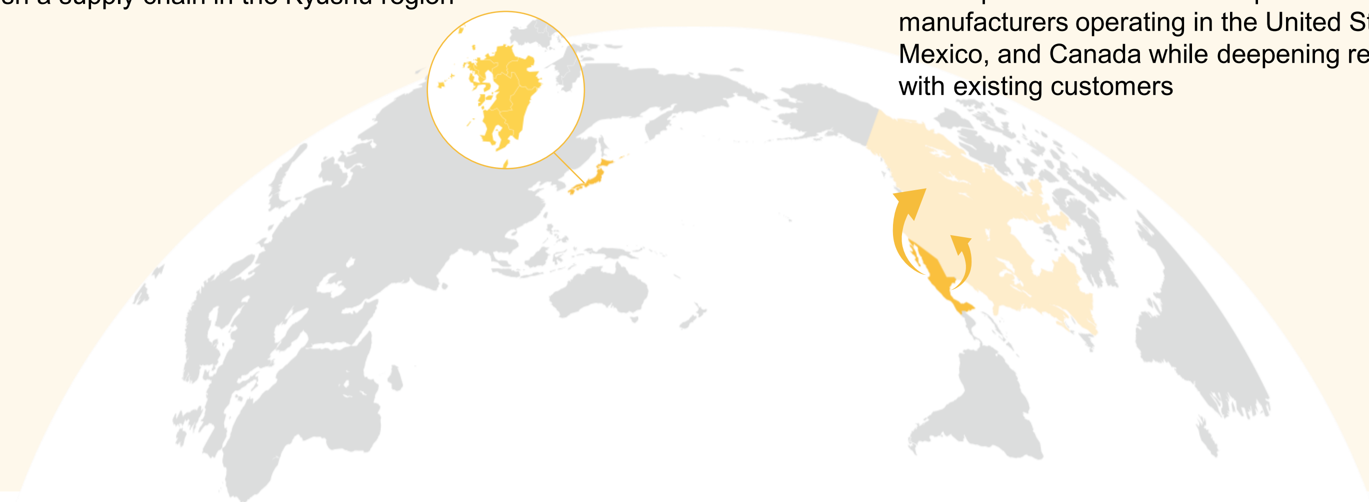
Enhance competitiveness in the Kyushu region, where production demand is expected to grow

- Expand new business opportunities in the Kyushu area through the Kyushu Sales Office
- Establish a supply chain in the Kyushu region

[Overseas]

Accelerate growth by positioning North America as the top priority market

- Strengthen manufacturing capabilities by launching an automotive interior trim plant in Mexico
- Develop new business with Japanese automotive manufacturers operating in the United States, Mexico, and Canada while deepening relationships with existing customers



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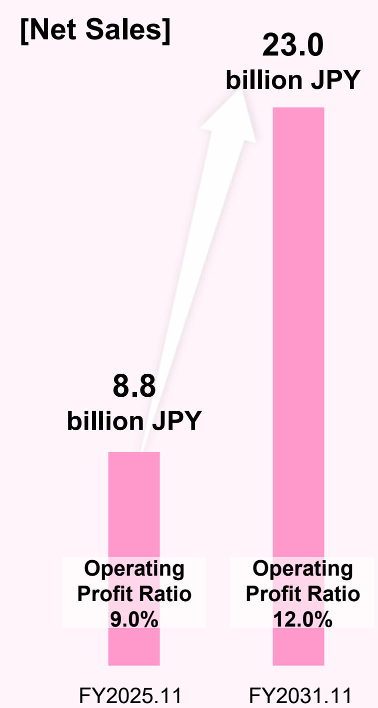
Business Strategies

Growth Business

In addition to deepening existing businesses, establish “Growth Business” as the fourth pillar to drive transformational growth, with the aim of achieving 100 billion JPY in net sales and balancing scale growth and profitability.

	BtoC Business	Facility & Environmental Services Business	Frontier Sports Business
Business Environment	• Return to physical stores in the apparel industry and growing demand for OMO • Growing demand for high-quality, casual apparel among consumers in their 30s and 40s	• Increase in duct fires at restaurants • Strengthening of domestic regulations (wastewater and carbon dioxide emissions)	• Diversification of leisure activities and shortening product trend cycles
Business Strategy	• Strengthen the business by leveraging brand strength and stabilize the earnings base by expanding the target customer base	• Strengthen the filter rental business promotion structure • Build a network including partner companies engaged in cleaning and construction businesses • Acquire and develop specialized talent and promote DX	• Shift to a high-value-added business model by establishing a direct-to-consumer business in the action sports market and expanding in-house brands
Key Initiatives KPIs	• Expand the store network in major cities • Increase repeat customers through the app (higher ratio of repeat customers within one year) • Strengthen OMO integration • Launch a dedicated online store for the brand targeting consumers in their 30s and 40s	• Strengthen the workforce (increase the number of sales personnel, service technicians, construction management staff, etc.) • Develop logistics hubs for the filter rental business and renovate factories • Operation of various business systems, including the phased development and operation of logistics management and construction management systems	• Increase sales from direct-to-consumer and e-commerce businesses in the action sports business and the Frontier Business, which pioneers new sports • Launch in-house action sports brands and expand the licensing business



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Business Strategies

Growth Business

Facility & Environmental Services Business

Strengthen the workforce across all locations by securing talent and recruiting and developing specialized personnel, while promoting DX through various business systems

- In addition to initiating capacity enhancements through the establishment of new facilities and the renovation of facilities in the Kanto and Kansai regions, strengthen both front-office and back-office functions across all locations through workforce expansion and DX to expand the Facility & Environmental Services Business.

BtoC Business

Apparel	• Strengthen the store network in major cities, leverage apps, and collaborate with major companies, while also pursuing overseas expansion to grow into a key earnings pillar
Accessories	• Expand the customer base by leveraging apps, strengthening OMO, and launching a dedicated online store for the brand targeting consumers in their 30s and 40s
New Businesses	• Explore the launch of new businesses that leverage MORITO Group's strengths and create synergies with existing businesses to support the expansion of the Growth Business

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Business Strategies

Growth Business

Frontier Sports Business

Action Sports	• Shift from a wholesale-focused business to offering high-value-added, high-quality products by increasing sales through direct-to-consumer and e-commerce businesses and launching in-house brands
Pickleball	• Enter the pickleball business as a new initiative under the Frontier Sports Business • With approximately 49 million players in the United States, pickleball is a market with significant growth potential. In Japan, the number of players has increased fivefold in just one year.

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M&A Strategy – M&A Target Areas by Business –

Acquire the management resources and capabilities needed through M&A to accelerate the two growth engines: establishing a position as a global niche top company in existing businesses and expanding the Growth Business by leveraging our strengths, thereby shifting into a higher gear of growth.

	Business Area	Current Strengths	Management Resources and Capabilities Needed	M&A Targets	Expected Synergies
Existing Businesses	Apparel Business	Global presence In-house manufacturing plants High-quality products Quality control by the Quality Assurance Department Strong brand recognition within the industry A wide range of items that can be used continuously regardless of trends	Development of new core products to succeed eyelets and snap fasteners Proposal capabilities for new businesses and industries	Local talent development and management structure Planning and development capabilities Quality management and manufacturing capabilities Distributors and business locations	Expansion into customers across a wide range of market segments Expansion of global market share Enhanced sales capabilities and support for local production for local consumption Expanded product portfolio Improved profitability through integrated manufacturing and sales
Existing Businesses	Product Business	Quality control by the Quality Assurance Department Sales of in-house brand products	Planning and sales capabilities for overseas markets In-house product planning capabilities	Planning and development capabilities Overseas market share	Overseas expansion of existing product offerings Solutions to social issues
Existing Businesses	Transportation Business	Establishment of North American operations Establishment of the Kyushu Sales Office	Manufacturing capabilities supporting local production for local consumption New sales channels	Manufacturing capabilities in the Kyushu and North American regions Capabilities to establish new sales channels	Enhanced sales capabilities and support for local production for local consumption Deeper relationships with existing customers New customer acquisition and expansion of new products Solutions to social issues
Growth Business		Proactive capital investment in service centers equipped with state-of-the-art facilities Enhanced e-commerce expertise for existing brands through the acquisition of Ms.ID as a subsidiary	DX of services Utilization of e-commerce expertise Capabilities to expand into high-growth-potential sports businesses	Distributors (personnel) and specialized talent New brands Development of the Frontier Sports Business	Expanded geographic coverage, market share, and service offerings Enhanced brand value Greater brand recognition Establishing new earnings pillars

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M&A Strategy – M&A Disciplines for Strategic Investments –

Execution Policy

1. Actively pursue M&A as a means of expanding strategic business areas and accelerating growth
2. Rather than pursuing scale for its own sake, prioritize the acquisition of priority growth areas, talent, and customer bases.

Strategic Disciplines

- Alignment with the strategy of each business
- Potential to acquire management resources that strengthen growth potential and competitive advantage
- PMI execution with a high degree of confidence

Investment / Financial Disciplines

- EV/EBITDA multiple of 4–6x (up to 8x as a guideline)
- Positive operating profit after goodwill amortization from the first year
- ROIC exceeding WACC (6.0%–8.5%)

Red Line Policy (Clearly Defined No-Go Criteria)

Strategic

- Not aligned with the Company's strategy or priority areas
- No continued commitment from key personnel
- Excessive PMI burden that could hinder other strategic initiatives

Investment / Financial

- Risk of a prolonged payback period, including payback periods exceeding 10 years
- Expected continued operating losses after goodwill amortization

Strengthening Investment in Human Capital

Strengthen investment in human capital to enhance employees' sense of achievement and fulfillment, thereby contributing to society and enhancing corporate and shareholder value.

Enhancing Recruitment and Talent Development

Securing diverse talent to drive growth and strengthening talent development systems

Development of next-generation management and specialized talent
Communicating a growth story and achieving planned talent development

Enhancing Compensation and Evaluation Systems

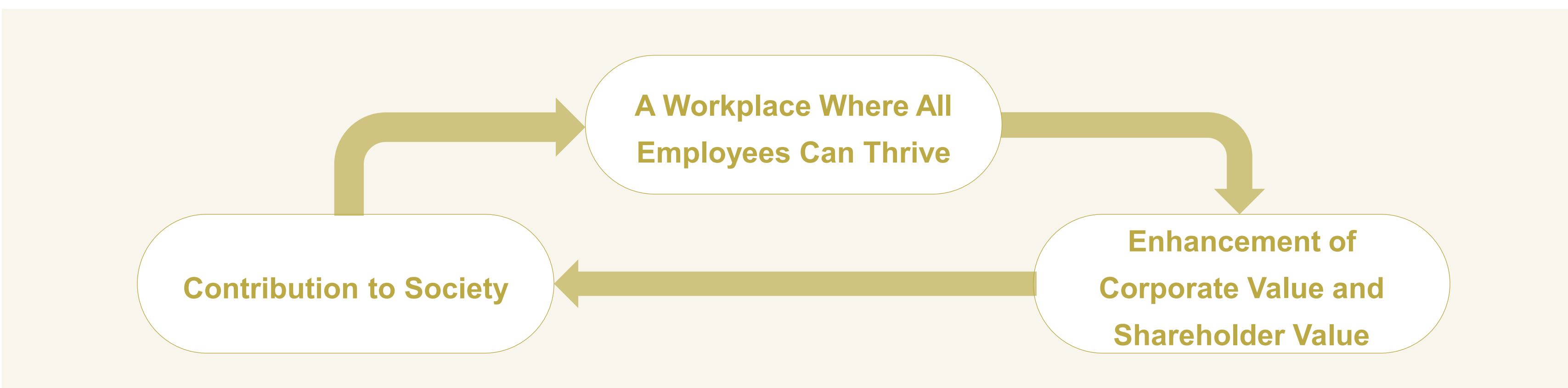
Establishing performance evaluation and compensation systems that reward initiative and performance

Establishment of fair and transparent performance evaluation and compensation systems based on performance and roles, enabling sustainable improvements in compensation

Enhancing Well-Being

Fostering a corporate culture where employees can take pride in their work and find it fulfilling

Embedding MORITO's values and philosophy while enabling physically and mentally fulfilling ways of working



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Functional Strategy [Human Resources]

Policy

- Secure diverse talent and provide an environment that enables sustainable growth
- Ensure fair performance evaluations and reflect achievements in compensation while maintaining an attractive level of compensation
- Foster a workplace that enhances employee well-being, supports individual growth, and cultivates a culture where employees take pride in their work.

Key Initiatives	Targets
Securing diverse talent to drive growth and strengthening talent development systems	• Recruit key talent (global talent, DX and EC specialists) and improve expertise • Development of next-generation female management candidates • Expansion of IT education to enhance IT literacy • Expansion of communication opportunities across the Group, including through Group-wide training programs • Expansion of support for self-development and improvement in employee satisfaction with training opportunities
Establishing performance evaluation and compensation systems that reward initiative and performance	• Improved employee satisfaction with performance evaluations and compensation • Increase average annual compensation for full-time employees to 1.5 times the FY2025 level • Strengthened share-based incentives
Fostering a corporate culture where employees can take pride in their work and find it fulfilling	• Improved employee engagement and enhanced psychological safety • Creation of a healthy work environment that enables employees to enjoy long and fulfilling careers • Expansion of employee benefits • Expansion of work options to enhance flexibility

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Functional Strategy [IT]

Policy

- Strengthen both "Growth-Driving IT," which supports global cross-functional sales and manufacturing strategies, supply chain transformation, and the growth of the Growth Business, and "Resilient IT," which enhances the Group's cybersecurity risk management capabilities.

Key Initiatives	Targets
Advanced data utilization	• Improved data quality and enhanced data integration through legacy system modernization • Expanded application of AI technologies using the Group's data infrastructure
Supporting the Growth Business	• IT support for the growth of Group companies driving the Growth Business • Promotion of Group-wide IT governance
Strengthening security and BCP	• Reduced cybersecurity risk • Establishment of backup and recovery systems for critical systems

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Functional Strategy [Sustainability – Rideeco®]

Policy

- Build on the business foundation established under the 8th Mid-term Management Plan to evolve Rideeco®, the Group's sustainability initiative, into a Group-wide initiative.
- At the same time, accelerate its global expansion to achieve both business growth and the creation of social value.
- Promote environmentally friendly materials as the industry standard while aiming to realize Creating Shared Value (CSV).

Key Initiatives

Expand the full-scale commercialization of traceable recycled fishing net materials made with MURON® fiber, which is made entirely from discarded fishing nets collected in Japan and developed by MORITO APPAREL, across a wide range of industries.
└ Leverage MITSUBOSHI CORPORATION's extensive sales network and expertise in textiles to the fullest extent
└ Accelerate expansion into the European market

Under the slogan "Turn the World's Paper into ASUKAMI®," sell ASUKAMI®, a sustainable recycled paper developed by MATEX by reusing waste materials such as unwanted paper and clothing, through the sales channels of all Group companies.
└ Adopt ASUKAMI® as the standard specification for paper products used within the Group, where specifications allow

Globally expand non-cyanide plating (a cyanide-free plating technology with superior safety and environmental performance) from newly consolidated HISANAGA SEISAKUSHO as an environmentally friendly surface treatment.

Increase the number of Stock Keeping Units (SKUs, the smallest unit used for inventory management and order processing) for polyester mono-material products to facilitate circularity across industries.

Targets

	8th Mid-term Management Plan Forecast	ACTION 1000 Targets
Number of Rideeco® Partner Companies	Approx. 20 companies	200 companies
Sales from Environmentally Friendly Products	Approx. 1 billion JPY	5 billion JPY
Industries Served	Primarily the apparel and furniture industries	All industries served by MORITO
Sales Regions	Japan only	Domestic and international markets
Number of Rideeco® Products	5 items	30 items

From an Option to the Industry Standard for Environmentally Friendly Materials

Functional Strategy [IR]

Policy

- Strengthen dialogue with the capital markets to support MORITO's unique approach to enhancing corporate value.

Key Initiatives	Targets
Strengthening dialogue with the capital markets	• Reduced cost of capital • Higher Market Expectations for Growth

Organizational structure for IR activities

The Corporate Planning Department and the Investor Relations/Public Relations Department are in charge of IR activities.
To improve company recognition, they also carry out public relations (PR) activities to bolster internal and external communications.
They report to the Board of Directors twice a year and make ongoing improvements in management and policies based on these reports.

Representative Director/CEO

Corporate Planning Department

Investor Relations / Public Relations Department

Provision and disclosure of information

Financial results briefings
General meetings of shareholders

Individual IR meetings for domestic institutional investors
Individual IR meetings for overseas institutional investors
Briefings for individual investors

Integrated reports (Japanese / English)
New investor materials (Japanese / English)
Press releases, etc.

Feedback from shareholders and investors

Reporting at board meetings

Improvements in management and policies

▶ For details on IR activities, dialogue topics, and the outcomes of dialogue, please refer here.

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ACTION 1000

– Capital Policy –

Cash Allocation

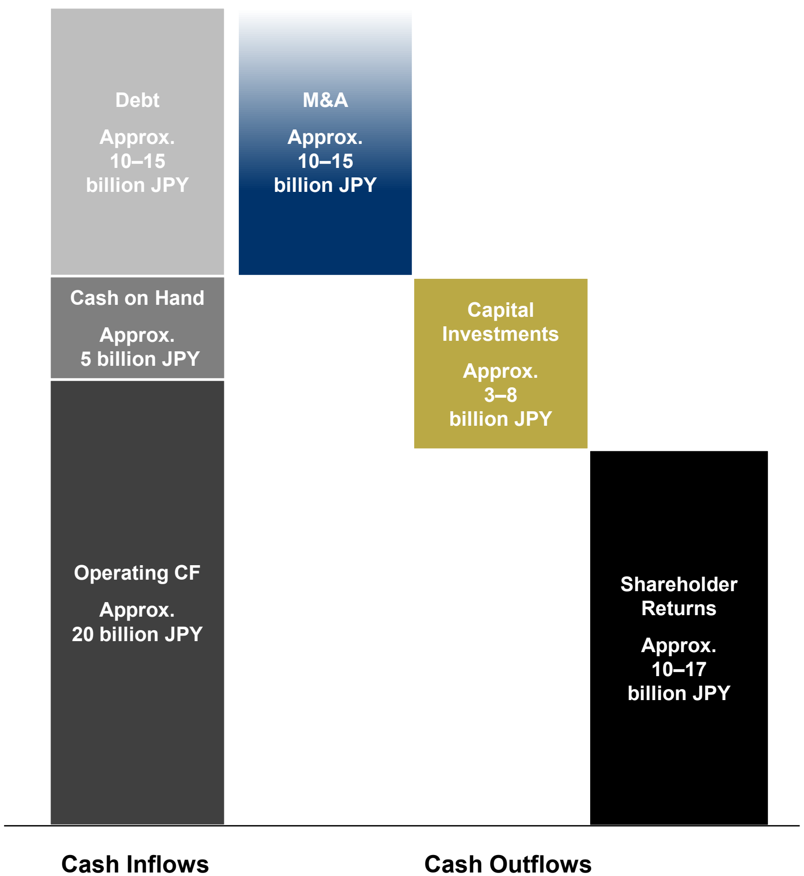
Balance Sheet

Shareholder Returns

Cash Allocation

Enhance business management centered on ROIC and improve capital efficiency through strategic investments.

FY2027.11 – FY2031.11



M&A

- Pursue proactive M&A to acquire priority growth areas, talent, and customer bases
- If suitable acquisition opportunities are unavailable, we will not raise external funds and will instead allocate capital to investments in existing businesses and shareholder returns.

Capital Investments

- Apparel Business: construction of a new warehouse
- Product Business: development of an e-commerce sales system
- Transportation Business: installation of new manufacturing equipment
- Growth Business: establishment of a new service center and renewal of washing facilities

Shareholder Returns

- Dividend payout ratio: 50% (FY2031.11)
- DOE: 6% target (FY2031.11)
- Flexible share buybacks

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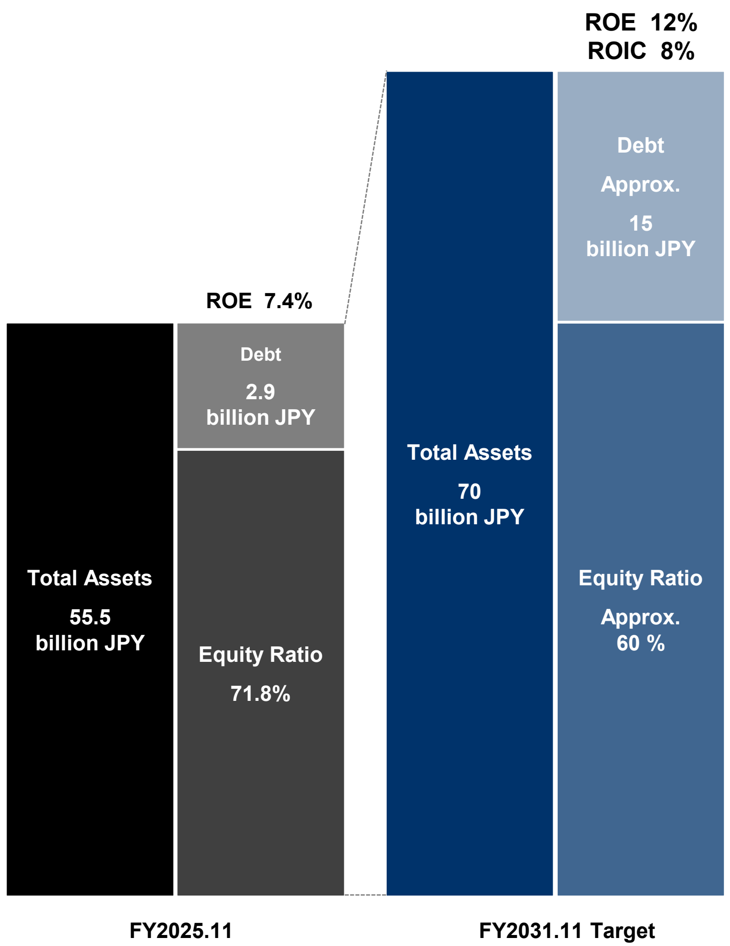
Balance Sheet

Appropriately utilize financial leverage while maintaining a disciplined balance sheet to achieve both sustainable growth and stable shareholder returns.



Total Assets

- **Make proactive investments, including the establishment of new manufacturing facilities and M&A.**

Debt

- **Utilize debt in addition to cash on hand to fund investments.**

Equity Ratio

- **The equity ratio will decline as interest-bearing debt is utilized.**
- **Deliver stable shareholder returns through sustainable earnings growth.**

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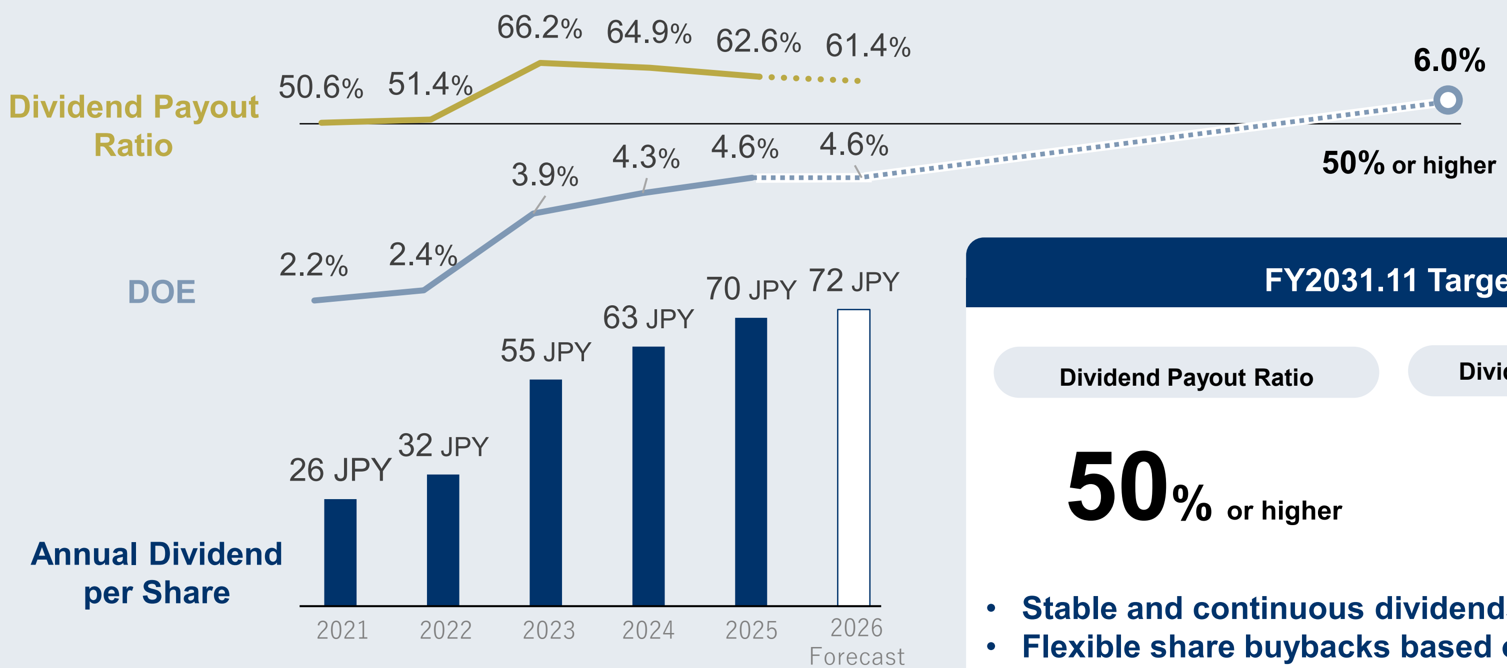
Shareholder Returns

- Pursue a progressive dividend policy while maintaining stable and continuous dividends.
- Set the Dividend on Equity (DOE) standard to 5.0%, with a target of 6.0% by FY2031.11.
- Maintain the current dividend payout ratio target of 50% or higher of profit attributable to owners of parent, depending on business performance and other factors.



Share Buybacks (Million JPY)	63	449	471	750	1,060	1,360*

*As of June 30, 2026

FY2031.11 Target

Dividend Payout Ratio	Dividend on Equity (DOE)
50% or higher	**6% Target**

- **Stable and continuous dividends**
- **Flexible share buybacks based on the share price, etc.**

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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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