

Financial Data Summary

	2015/11	2016/11	2017/11	2018/11	2019/11	2020/11	2021/11	2022/11	2023/11	2024/11	2025/11
Net sales (million JPY)	43,293	40,086	41,388	43,943	45,987	40,727	43,636	48,478	48,529	48,537	56,867
Operating profit (million JPY)	1,721	1,767	1,707	1,725	1,734	856	1,619	2,116	2,464	2,868	3,333
Ordinary profit (million JPY)	1,871	1,647	1,703	1,790	1,779	928	1,834	2,342	2,771	3,003	3,624
Profit attributable to owners of parent (million JPY)	1,432	1,181	3,305	1,257	1,402	470	1,407	1,674	2,217	2,572	2,916
Free cash flow (a + b) (million JPY)	3,011	4,119	4,741	(4,545)	3,724	2,446	2,243	715	4,476	5,258	(2,021)
Cash flows from operating activities (a) (million JPY)	2,034	1,391	1,802	626	3,614	2,462	2,644	850	4,399	4,620	2,994
Cash flows from investing activities (b) (million JPY)	977	2,728	2,939	(5,171)	110	(16)	(401)	(135)	77	638	(5,015)
Depreciation (million JPY)	726	617	675	714	860	962	937	992	1,010	983	999
Total assets (million JPY)	47,331	40,853	43,473	48,059	47,185	43,699	45,938	50,271	51,429	52,476	55,498
Equity (million JPY)	31,113	29,246	32,581	32,905	32,667	31,958	33,858	36,628	38,433	39,276	39,832
Operating profit to net sales ratio (%)	4.0	4.4	4.1	3.9	3.8	2.1	3.7	4.4	5.1	5.9	5.9
Ordinary profit to total assets ratio (ROA) (%)	4.0	3.7	4.0	3.9	3.7	2.0	4.1	4.9	5.5	5.8	6.7
Return on equity (ROE) (%)	4.7	3.9	10.7	3.8	4.3	1.5	4.3	4.8	5.9	6.6	7.4
Capital adequacy ratio (%)	65.7	71.6	74.9	68.5	69.2	73.1	73.7	72.9	74.7	74.8	71.8
Basic earnings per share (EPS) (JPY)	49.48	41.48	119.29	45.71	51.17	17.17	51.41	62.23	83.05	97.12	111.88
Net assets per share (BPS) (JPY)	1,081.23	1,027.96	1,184.79	1,196.17	1,193.13	1,167.21	1,240.70	1,371.63	1,445.12	1,495.67	1,556.22
Dividends per share (annual dividend) (JPY)	14.50	17.00	28.00	25.00	26.00	18.00	26.00	32.00	55.00	63.00	70.00
Consolidated dividend payout ratio (%)	29.3	41.0	23.5	54.7	50.8	104.8	50.6	51.4	66.2	64.9	62.6
Consolidated dividends to net assets (DOE) (%)	1.4	1.6	2.5	2.1	2.2	1.5	2.2	2.4	3.9	4.3	4.6

Non-financial Data Summary

Environment

GHG emissions

(t-CO₂)

GHG emissions	2022	2023	2024	2025	FY2025 vs. FY2022
Scope1	2,256	1,783	1,940	1,919	85%
Scope2	5,004	3,785	3,543	3,672	73%
Total for Scope 1 and 2	7,260	5,567	5,483	5,591	77%
Scope3	186,822	175,594	166,663	174,733	94%

Note: Starting in the fiscal year ended November 30, 2025, we included all of our domestic and overseas subsidiaries* in Scope 3 emissions calculations.

* Excluding new subsidiaries acquired through M&A and companies undergoing liquidation procedures

Governance

Board of Directors makeup

Number of
directors

7



Number (ratio) of outside directors: 3
(42.9%)

Number (ratio) of female directors: 3
(42.9%)

■ Male ■ Female

Number of Board of Directors meetings held and attendance rate

(fiscal year ended November 30, 2025):

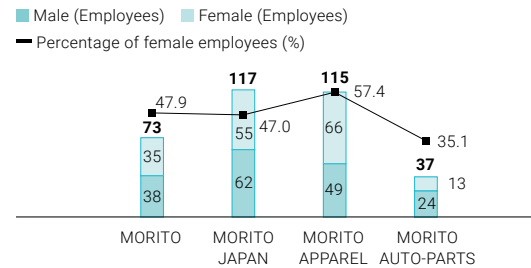
14,100%



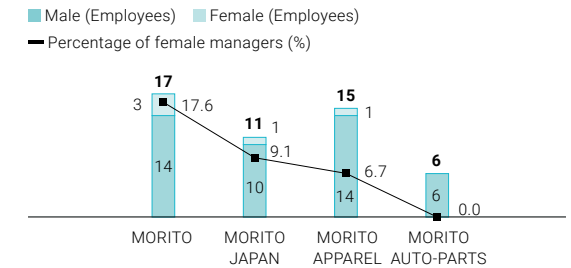
Social

Number of male and female employees

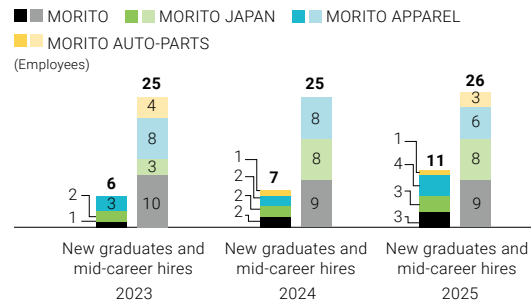
(as of November 30, 2025)



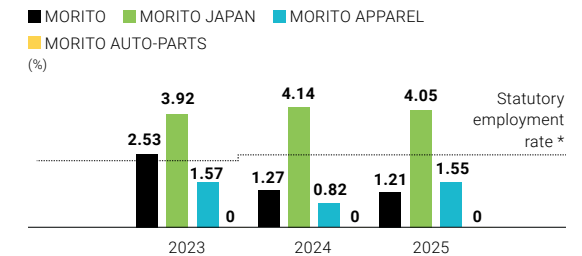
Number of male and female management-level employees (as of November 30, 2025)



Number of new graduates and mid-career hires



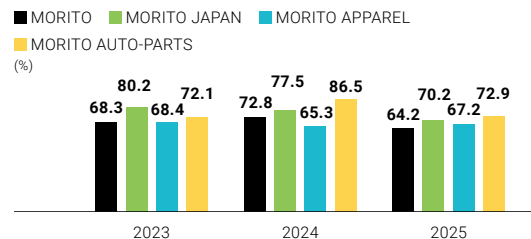
Employment rate of persons with disabilities



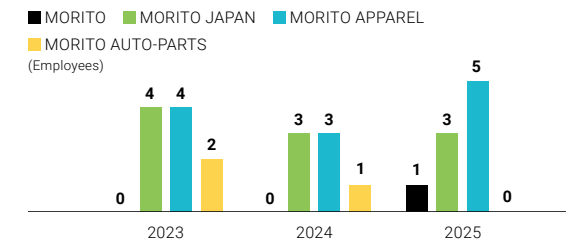
Note: MORITO AUTO-PARTS CO., LTD. is not included because the number of employees is below the legal standard.

* The statutory employment rate was 2.3% in FY2023 and 2.5% in FY2024 and FY2025.

Percentage of employees taking paid annual leave



Number of employees taking maternity leave and childcare leave



Note: There were no employees or spouses of employees eligible for childcare leave or other leave due to childbirth at MORITO CO., LTD. in FY2023 and FY2024 and at MORITO AUTO-PARTS CO., LTD. in FY2025.

Corporate and Stock Information (as of November 30, 2025)

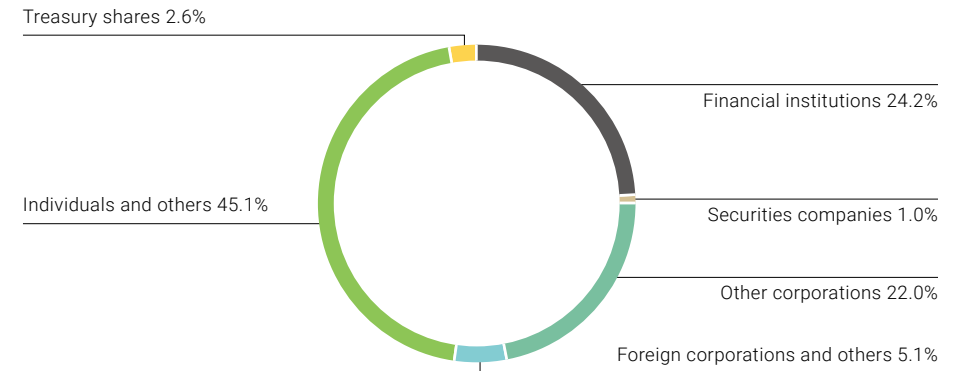
Corporate information

Trade name	MORITO CO., LTD.
Founded	June 1, 1908
Established	December 17, 1935
Capital	3,532,492,000 JPY
Employees	73 employees (1,708 on a consolidated basis)
Consolidated financial statement entities	Consolidated subsidiaries: 9 domestic companies, 13 overseas companies Unconsolidated subsidiaries: 1 domestic company Affiliates accounted for using equity method: 1 domestic company
Address	4-2-4 Minami-honmachi, Chuo-ku, Osaka-shi, Osaka 541-0054 TEL: 06-6252-3551 URL: https://en.morito.co.jp

Stock information

Securities code	9837
Stock exchange	Prime Market, Tokyo Stock Exchange
Share unit	100 shares
Type of shares	Ordinary shares (The Company does not currently issue preferred or other types of shares.)
Total outstanding shares	26,800,000 shares
Fiscal year-end	November 30 of each year
Record date for shareholders	Year-end dividend: November 30 of each year Interim dividend: May 31 of each year In other cases where necessary, we will set a record date after giving prior public notice.
Annual general meeting of shareholders	February of each year
Transfer agent	Mitsubishi UFJ Trust and Banking Corporation
Special account administrator	Osaka Corporate Agency Dept. Mitsubishi UFJ Trust and Banking Corporation, 3-6-3 Fushimimachi, Chuo-ku, Osaka-shi 541-8502 TEL: 0120-094-777 (toll-free in Japan) https://www.tr.mufig.jp/daikou

Ownership percentage (by type of investor)



Major shareholders

Shareholders	Number of shares (in thousands)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (trust account)	2,402	9.20
Meiji Yasuda Life Insurance Company	1,700	6.51
KANE-M Co., Ltd.	1,576	6.04
Kuraray Co., LTD.	1,324	5.07
Custody Bank of Japan, Ltd. (trust account)	797	3.05
MORITO Employee Stock Ownership Plan	519	1.99
Custody Bank of Japan, Ltd. (trust E account)	353	1.35
Mizuho Bank, Ltd.	352	1.35
MORITO Kyo-ei Kai	317	1.22
BYNM AS AGT/CLTS NON TREATY JASDEC	240	0.92

Notes: 1. 697 thousand shares (2.60%) of treasury shares owned by MORITO CO., LTD. are not included in the above list of major shareholders.

2. 353 thousand shares of MORITO held by the Custody Bank of Japan, Ltd. (trust account E) and 154 thousand shares of MORITO held by the Master Trust Bank of Japan, Ltd. (officer remuneration BIP trust account) are not included in treasury shares.



Editor's Note

Thank you for reading Integrated Report 2026. We compiled this year's integrated report with a focus on people, the source of our value creation, to highlight our competitive advantage while conveying the unique character of MORITO. We hope it serves as an introduction to the vision behind our new Mid-term Management Plan, ACTION 1000, as well as our growth strategy, which aims to achieve 100 billion JPY in net sales. We will continue to pursue IR activities characterized by sincerity and a focus on active dialogue, timely and appropriate disclosure, and the enhancement of sustainable corporate value.