

**MORITO CO., LTD.**  
**Presentation Materials for**  
**the Second Quarter of Fiscal Year**  
**Ending November 30, 2025,**  
**Financial Results**

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Prime Market of TSE: 9837

July 2025

Where innovation is the norm

**MORITO**

# Message from the CEO

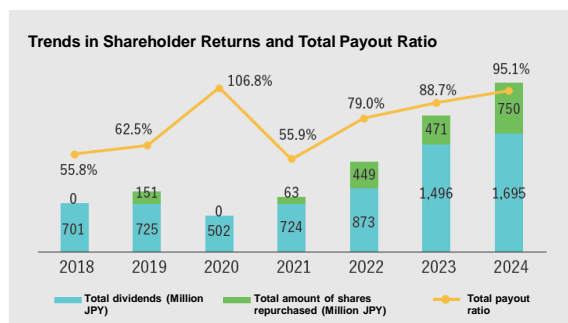
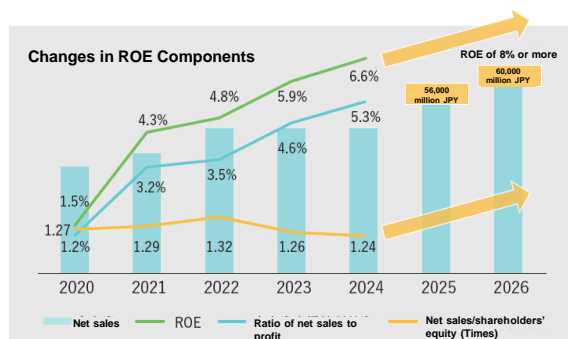
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- Net sales, operating profit, and ordinary profit hit all-time highs since we began reporting semiannual results.
- We achieved a gross profit ratio of 30%, our target since the beginning of the 8th Mid-term Management Plan, thanks to the new addition of Ms.ID to our consolidated subsidiaries and the improved gross profit ratio for the organic business.
- With the spin-off of MORITO JAPAN, each company actively worked on product development and investments with an eye to the future in order to generate profits on their own.
- We expect to recover from the impact of inventory adjustments, especially in the domestic apparel business, while demand from inbound tourists and sports-related products are expected to remain strong.
- We aim to achieve an ROE of 8.0% as soon as possible.

# Measures to Realize Management Conscious of Cost of Capital and Stock Price (Update)

We are particularly focusing on increasing net sales in order to bridge the gap between our calculated cost of equity and the expected market return.

## Our approach to cost of equity (CAPM basis)



## Analysis of Current Status and Future Direction

- Since FY2020, ROE has improved due to the improvement of profit margins, a component of ROE.
- On the other hand, net sales have been flat for the past three years and future growth potential has not been demonstrated.
- We will proactively return profits to shareholders through dividends and share buybacks in order to limit excessive accumulation of shareholders' equity.
- We will continue to maintain a lean profit structure and expand net sales through organic growth and synergies with existing businesses through M&A to improve ROE.

**Achieve an ROE of 8.0% or more by the final year of the 8th Mid-term Management Plan**

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# 1

## **Company Profile**

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# MORITO Group Values

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## 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**

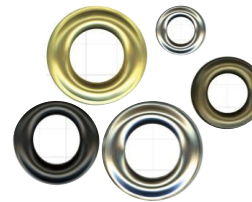
- Began operating in Osaka as a broker of eyelets and snap fasteners
- Later expanded operations mainly for sales of MAGIC TAPE® and other clothing accessories and automotive interior components.

- **Trading company with manufacturing functions**

- A specialized trading company that handles everything from planning and development to manufacturing, wholesale, and distribution
- Operating in 23 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®



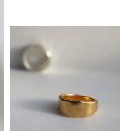
Buttons



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.  
Active 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

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- **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 a 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 industry.

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 which relieves 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 the 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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# **FY2025.11 2Q Financial Results**

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## FY2025 2Q Summary of Financial Results

(Million JPY)	(FYI) 2023.2Q	2024.2Q	2025.2Q	Y/Y	
				Increase/ Decrease	Percentage change
Net sales	24,148	23,749	25,805	+2,055	+8.7%
Gross profit	6,541	6,933	7,868	+934	+13.5%
(%)	(27.1%)	(29.2%)	(30.5%)		
Cost	5,236	5,449	6,297	+847	+15.6%
(%)	(21.7%)	(22.9%)	(24.4%)		
Operating profit	1,305	1,483	1,570	+86	+5.9%
(%)	(5.4%)	(6.2%)	(6.1%)		
Ordinary profit	1,459	1,565	1,713	+147	+9.4%
(%)	(6.0%)	(6.6%)	(6.6%)		
Net income	1,308	1,393	2,359	+965	+69.3%
(%)	(5.4%)	(5.9%)	(9.1%)		

\* Ms. ID was consolidated in 2Q 2025. MITSUBOSHI CORPORATION is scheduled to be consolidated starting in 3Q 2025, respectively, and is not included in the above figures.

## FY2025 2Q Major Factors for Y/Y Changes

Gross profit ratio reached 30% due to the consolidation of Ms.ID.  
Some expenses, such as personnel expenses, increased.

	Y/Y	Major factors for changes (+) Factor for increase (-) Factor for decrease
<b>Net sales</b>	+2,055 million JPY +8.7%	(+) Recovery of domestic apparel market and increase in sports- and outdoor-related products (+) Recent consolidation of Ms.ID and strong performance of silver accessories (-) Decrease in active sports products due to a warm winter the year before last and inventory adjustments (-) Decline in Japanese automotive manufacturers' sales volumes in China
<b>Gross profit</b>	+934 million JPY +13.5%	(+) Recent consolidation of Ms.ID (+) Awareness about improving and maintaining gross profit ratio permeating across the company (-) Decrease in active sports products
<b>Operating profit</b>	+86 million JPY -5.9%	(+) Improved gross profit (-) Increase in personnel expenses and expenses related to sales for Ms.ID
<b>Ordinary profit</b>	+147 million JPY +9.4%	(+) Increase due to foreign exchange gains
<b>Net income</b>	+965 million JPY +69.3%	(+) Gain on the bargain purchase of MITSUBOSHI CORPORATION, totaling 1,120 million JPY (provisional)

## FY2025 2Q Trends in Net Sales & Gross Profit Ratio

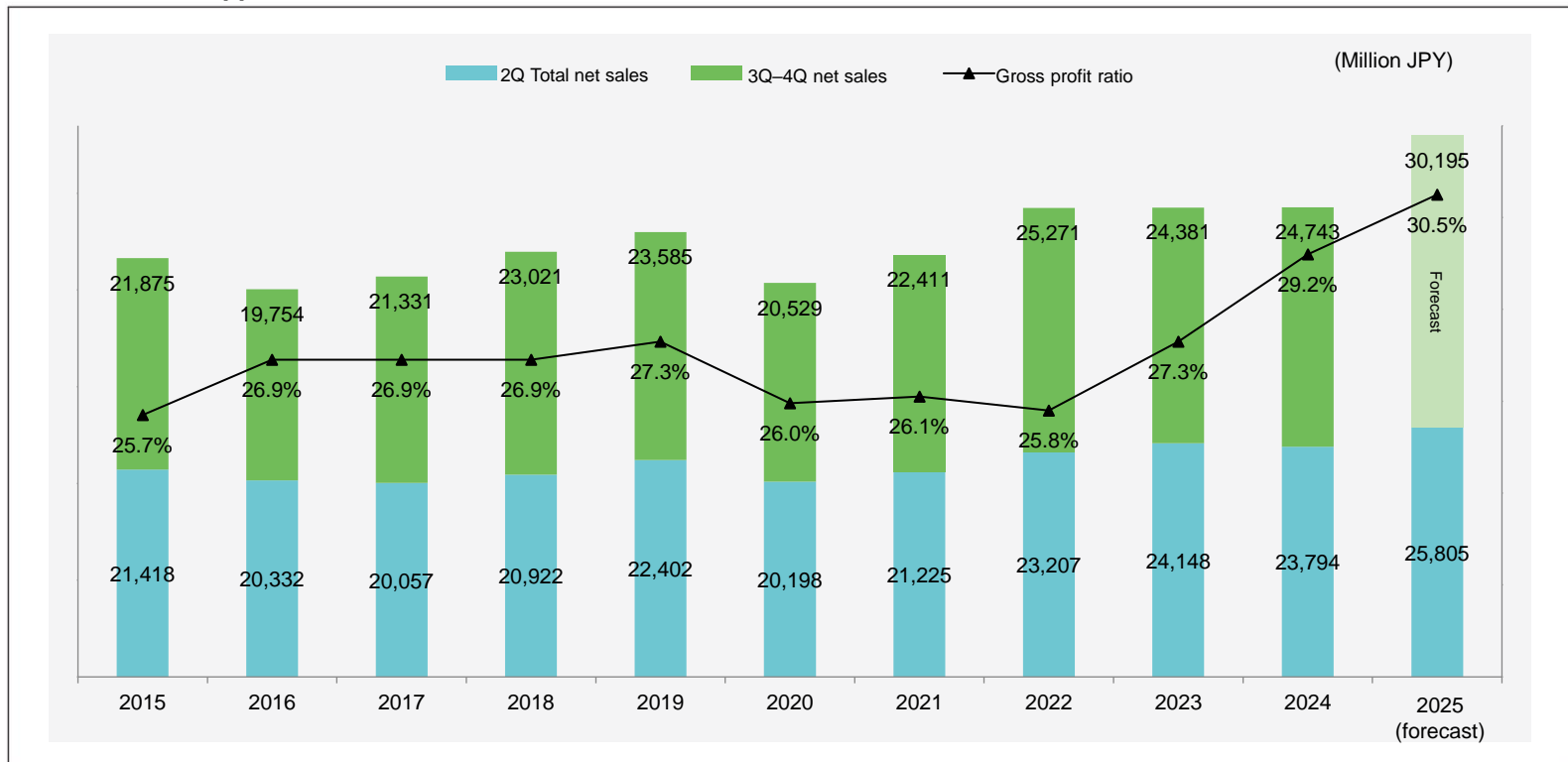
Gross profit ratio hit a record high. The recent consolidation of MITSUBOSHI CORPORATION in 3Q may temporarily affect gross profit ratio.

**[Positive factors for gross profit ratio]**

- Recent consolidation of Ms.ID
- Awareness about improving and maintaining gross profit ratio permeating across the company
- Sales recovery and gross profit ratio improvement for the domestic apparel business

**[Negative factors for gross profit ratio]**

- Decreased sales of active sports products

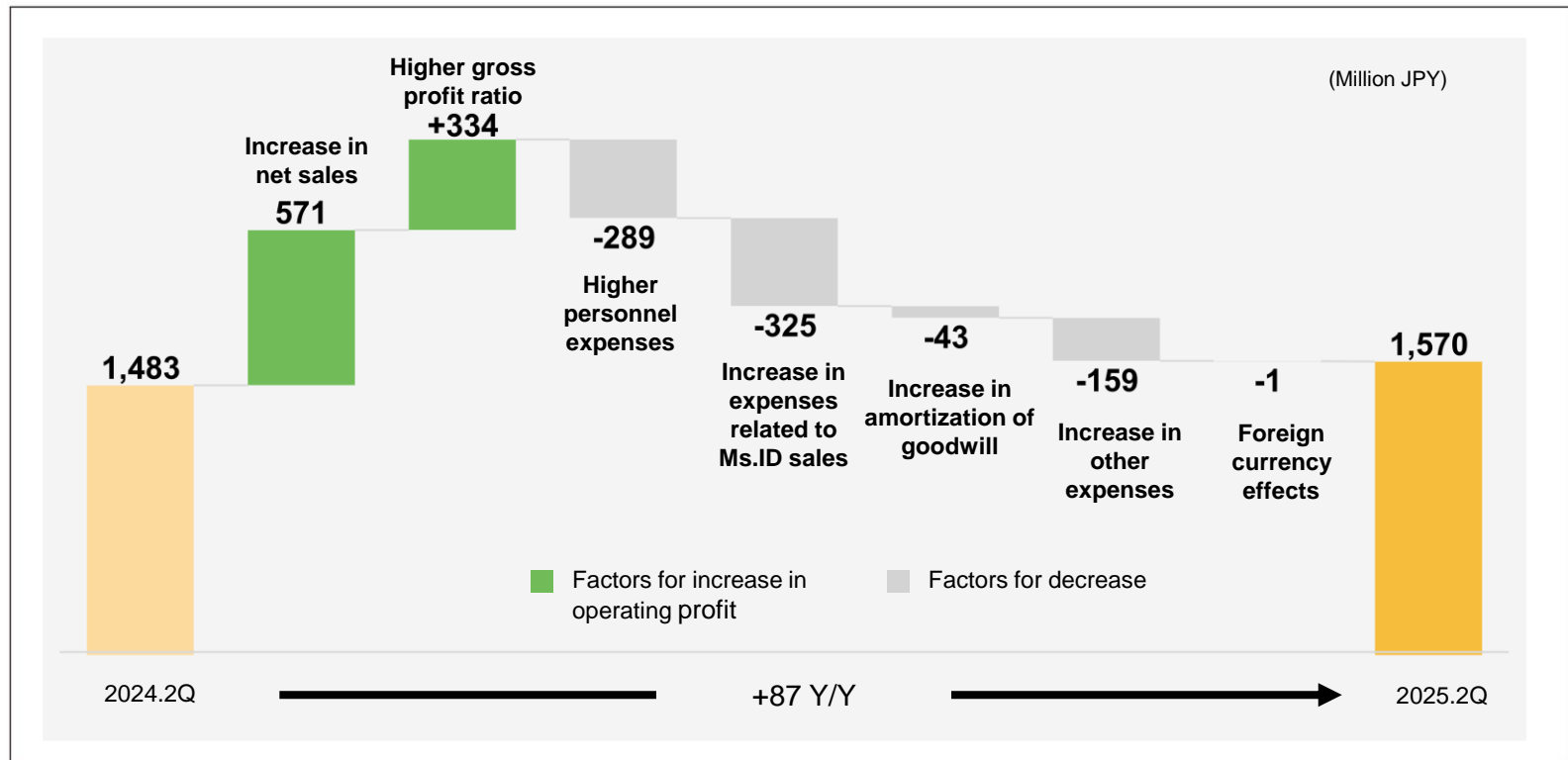


## FY2025 2Q Changes in Operating Profit (Y/Y)

Despite higher personnel expenses and expenses related to sales for Ms.ID, higher net sales and gross profit ratio boosted operating profit.

[Medium-term initiative to maintain and improve operating profit ratio]

- Increase net sales → Recent consolidation of MITSUBOSHI CORPORATION, local production for local consumption initiatives (ASEAN/North America), and creation of business synergies
- Increase gross profit ratio → Local production for local consumption initiatives (ASEAN/North America) and expansion of B2C business in collaboration with Ms.ID
- Use of IT



## FY2025 2Q Consolidated Balance Sheet

The consolidated balance sheet includes Ms.ID and MITSUBOSHI CORPORATION.

(Million JPY)

	2024	2025 2Q
<b>Assets</b>		
Current assets	32,049	31,371 (-677)
Fixed assets	20,427	25,753 (+5,326)
<b>Total assets</b>	<b>52,476</b>	<b>57,125</b> (+4,648)

	2024	2025 2Q
<b>Liabilities</b>		
Current liabilities	8,886	10,220 (+1,333)
Fixed liabilities	4,313	5,870 (+1,556)
<b>Total liabilities</b>	<b>13,200</b>	<b>16,090</b> (+2,889)
<b>Net assets</b>		
Shareholders' equity	33,129	34,480 (+1,351)
Accumulated other comprehensive income	6,147	6,554 (+407)
<b>Total net assets</b>	<b>39,276</b>	<b>41,034</b> (+1,758)
<b>Total liabilities and net assets</b>	<b>52,476</b>	<b>57,125</b> (+4,648)

Equity ratio for FY2025 2Q: 71.8%  
(FY2024: 74.8%)



## FY2025 2Q Consolidated Cash Flow Statement

There are some changes due to the acquisition of Ms.ID and MITSUBOSHI CORPORATION.

	2024.2Q	2025.2Q
Cash and cash equivalents at beginning of period	13,009	15,460
Cash flows from operating activities	2,301	1,334
Cash flows from investing activities	429	(5,393)
Cash flows from financing activities	(1,219)	(1,302)
Effect of exchange rate change on cash and cash equivalents	51	112
Net increase (decrease) in cash and cash equivalents	1,562	(5,248)
Increase in cash and cash equivalents resulting from inclusion of subsidiaries in consolidation	-	-
Decrease in cash and cash equivalents resulting from exclusion of subsidiaries from consolidation	-	-
Cash and cash equivalents at end of period	14,572	10,211

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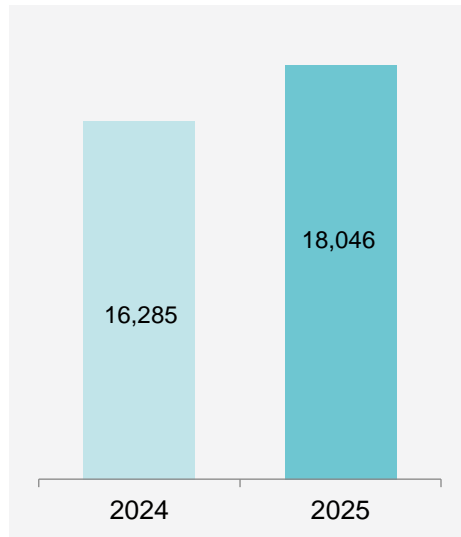
## **FY2025.11 2Q Segment Information**

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## FY2025 2Q Net Sales and External Environment by Region

(Million JPY)

### Japan Sales composition: 70%

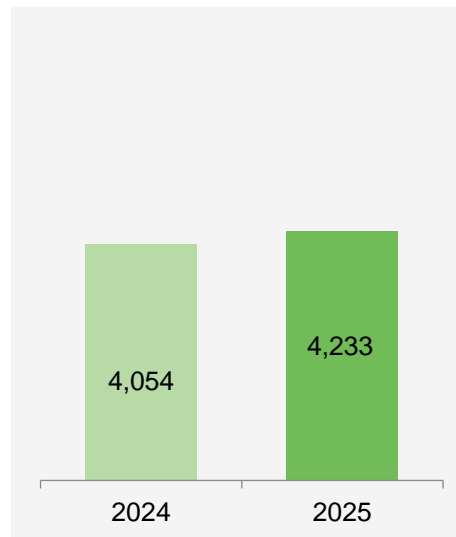


Y/Y: +1,761 million JPY  
(+10.8%)



Demand recovery in the apparel market  
Strong sales of sports and safety-related products

### Asia Sales composition: 16%

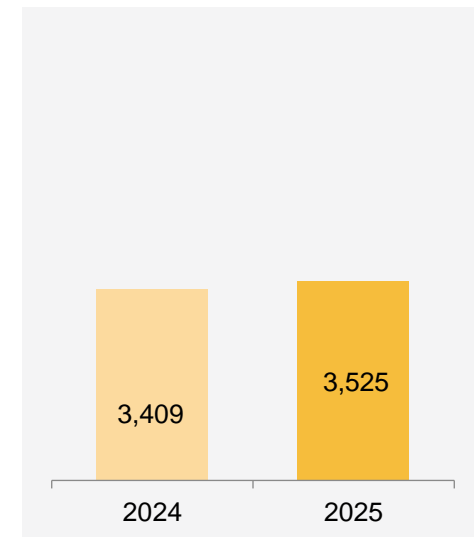


Y/Y: +178 million JPY  
(+4.4%)



Increase in workwear-related products for  
Europe and the U.S.  
Sluggish performance of Japanese  
automotive manufacturers

### Europe & the U.S. Sales composition: 14%

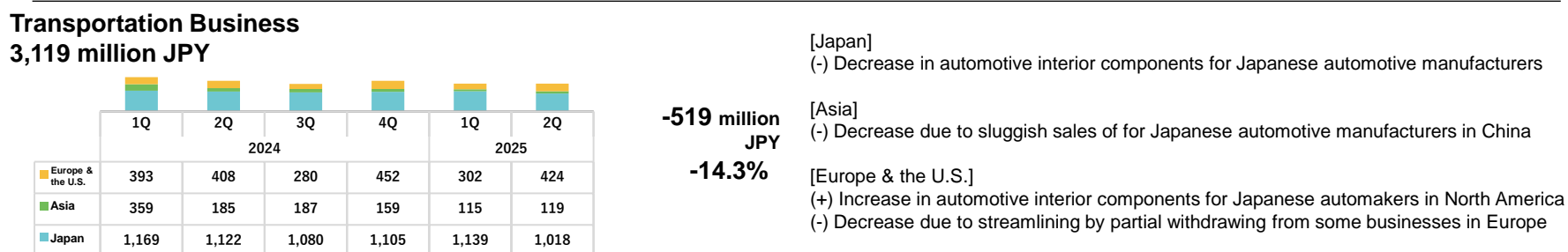
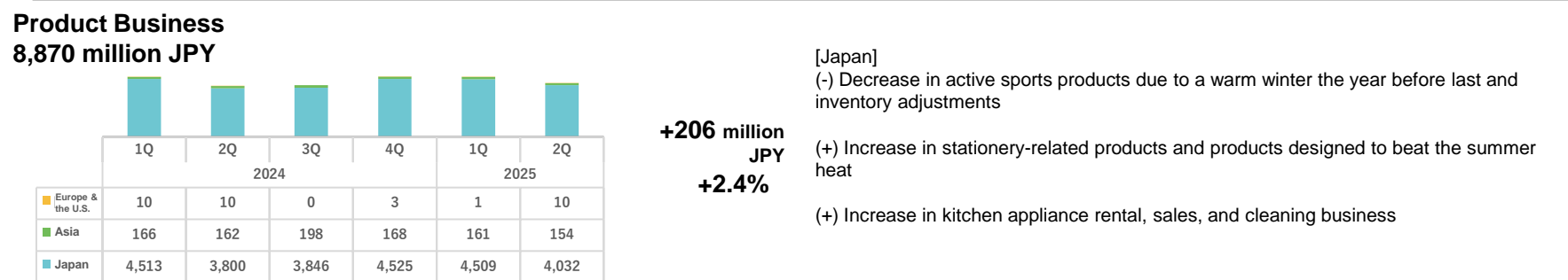
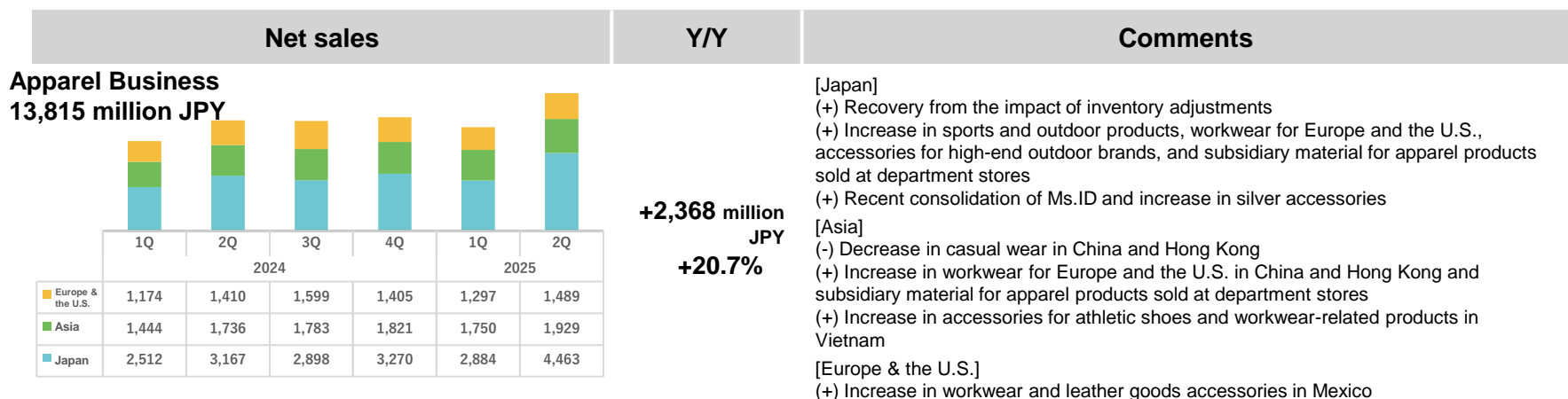


Y/Y: +116 million JPY  
(+3.4%)



Steady sales of transportation-related  
products in North America and workwear  
Negative impact of partial withdrawal from  
the transportation business in Europe

# FY2025 2Q Net Sales and Comments by Business

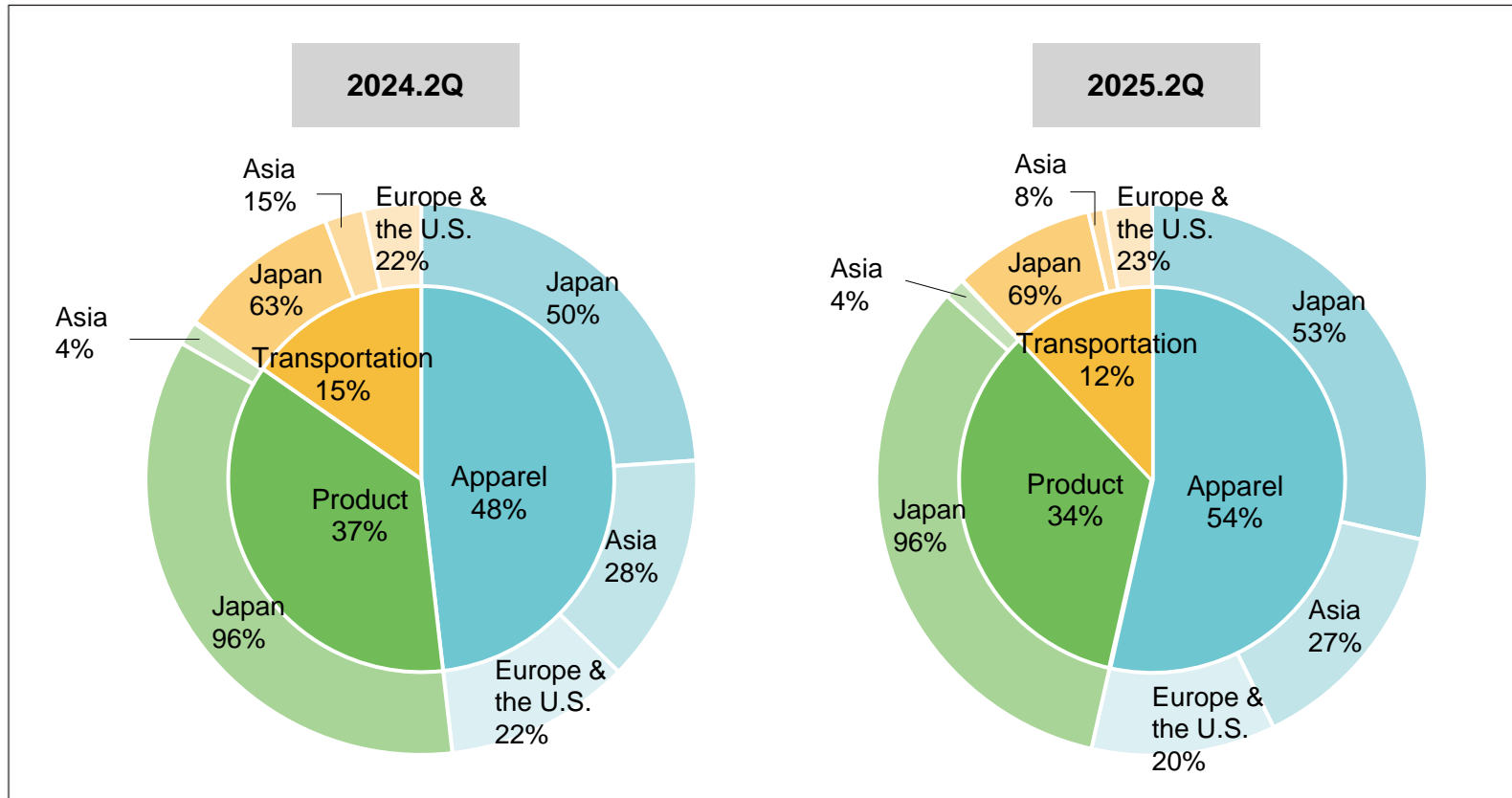


## (FYI) FY2025 2Q Sales Composition by Region & Business

The percentage for Japan in the Apparel Business increased due to the consolidation of Ms.ID and the recovery of the domestic apparel market.

The Transportation Business remained strong in North America but was significantly affected by the withdrawal of some businesses in Europe and a decline in China.

It may be affected by fluctuations in the production volume of Japanese automakers in the future.



## (FYI) FY2025 2Q Net Sales by Segment

(Million JPY)

2025 results						
	1Q	2Q	First-half total	Composition	Increase/Decrease	Percentage change
<b>Japan</b>	8,532	9,514	18,046	69.9%	+1,761	+10.8%
<b>Asia</b>	2,028	2,204	4,233	16.4%	+178	+4.4%
<b>Europe &amp; the U.S.</b>	1,600	1,924	3,525	13.7%	+116	+3.4%
<b>Total</b>	12,161	13,643	25,805	100.0%	+2,055	+8.7%



2024 results								
	1Q	2Q	3Q	4Q	Full year	Composition	Increase/Decrease	Percentage change
<b>Japan</b>	8,195	8,090	7,825	8,900	33,012	68.0%	-1,058	-3.1%
<b>Asia</b>	1,969	2,084	2,169	2,149	8,372	17.2%	+667	+8.7%
<b>Europe &amp; the U.S.</b>	1,579	1,829	1,881	1,861	7,151	14.7%	+398	+5.9%
<b>Total</b>	11,744	12,005	11,875	12,911	48,537	100.0%	+7	+0.02%

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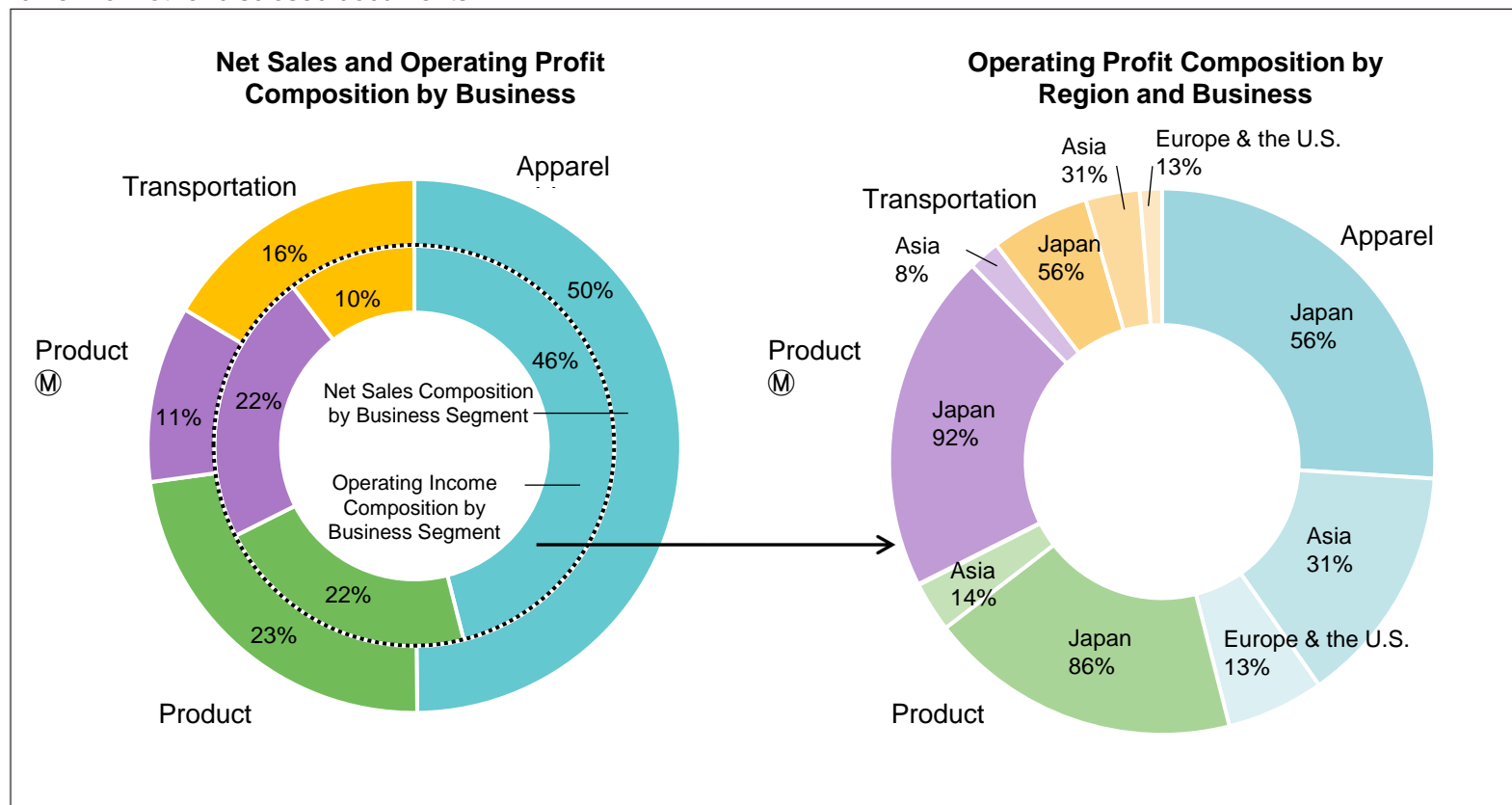
## **(FYI) Operating Profit by Business Segment**

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# FY2024 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 . Specific company names for Product  are listed on the p25.

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

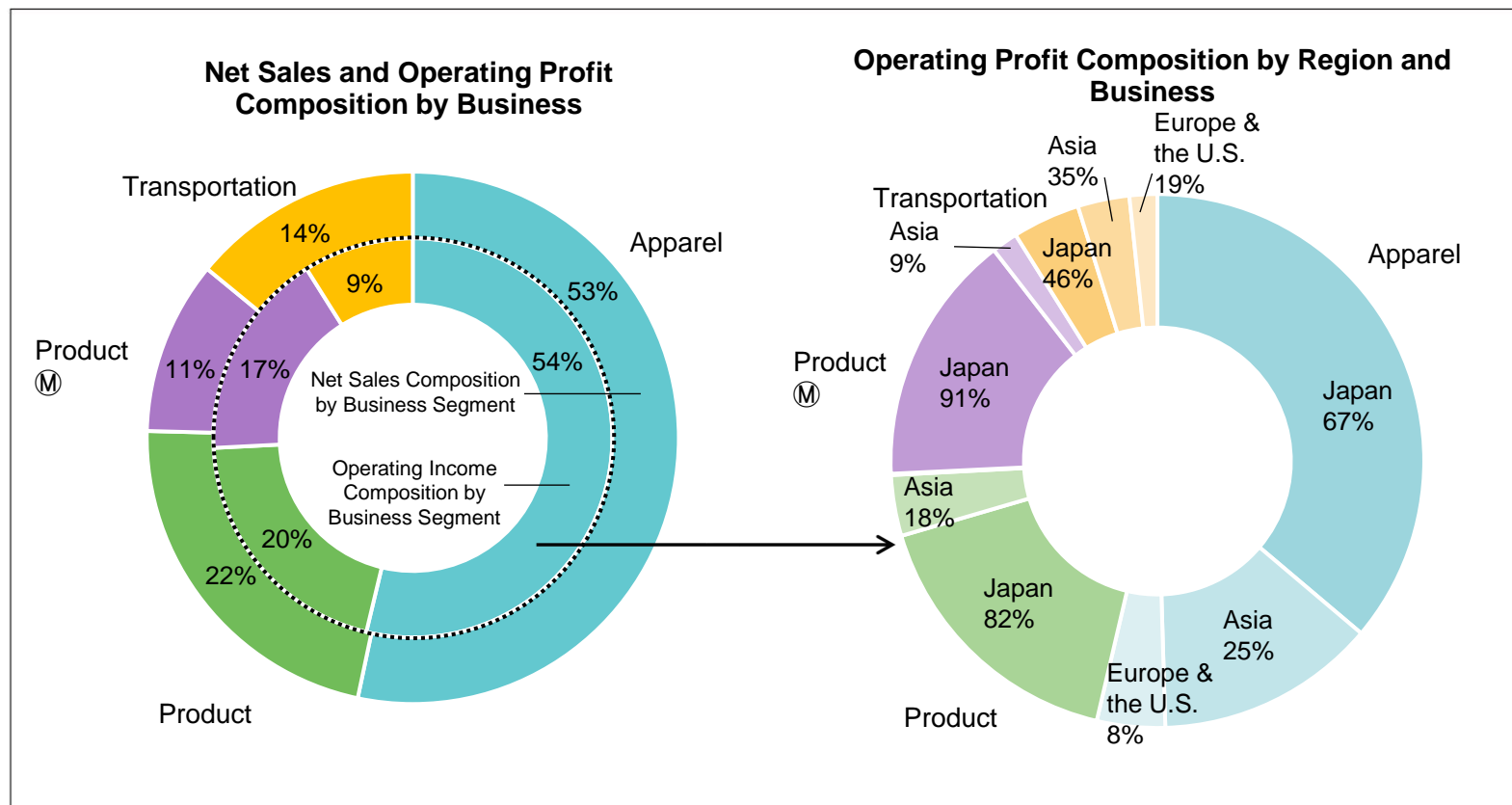





# FY2025.2Q Net Sales and Operating Profit Composition by Business and Region

Overall operating profit margin improved in Apparel Business. In particular, the operating profit composition of the Apparel Business in Japan increased significantly by recent consolidation of Ms.ID. Operating profit in Product<sup>®</sup> Business decreased due to struggles with active sports.

\*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

	Apparel Business	Product Business	Transportation Business
Japan	MORITO APPAREL	MORITO JAPAN	MORITO AUTO-PARTS
	MATEX	ACE INDUSTRIAL MACHINERY	Product 
	Ms.ID	MANEUVERLINE	
	MITSUBOSHI CORPORATION (unconsolidated)	CANVAS	
Asia	MORITO SCOVILL HONG KONG		
	MORITO SHANGHAI		
	MORITO TRADING (THAILAND)		
	MORITO (SHENZHEN)		
	MORITO DANANG		
	SCOVILL FASTENERS INDIA		
	MATEX SHANGHAI		
	SHANGHAI MITSUBOSHI (unconsolidated)		
Europe & the U.S.	MORITO (EUROPE)		
	MORITO SCOVILL MEXICO		
	MORITO SCOVILL AMERICAS	MORITO NORTH AMERICA	

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## **FY2025 Full-Year Forecast**

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## FY2025 2Q Forecast & Progress

Net sales are expected to be favorable due to the consolidation of MITSUBOSH and the steady growth of the apparel market. Operating profit is slightly behind the forecast due to an increase in personnel and other expenses. We expect to continue to incur M&A-related expenses and other costs. While the provisional recording of a gain on the bargain purchase significantly boosted net income, a cautious decision is required on the valuation of goodwill and trademark rights of MORITO SCOVILL AMERICAS due to the acceleration of local production for local consumption.

(Million JPY)

	2025 2Q Results	2025 Full-Year Forecast	Progress
Net sales	25,805	56,000	46.1%
Operating profit	1,570	3,200	49.1%
(%)	6.1%	5.7%	
Ordinary profit	1,713	3,300	51.9%
(%)	6.6%	5.9%	
Net income	2,359	2,800	84.3%
(%)	9.1%	5.0%	

## FY2025 Outlook for the Second Half

The market environment should be favorable except for transportation and active sports-related products despite some uncertainty about the impact of the U.S. tariffs.

Apparel Business	Japan	Sales of environmentally friendly products will be strong. Market conditions will be generally favorable for other products despite some concerns due to U.S. tariff trends. Ms.ID will continue to perform well.
	Asia	We are working to leverage other brands to make up for the decline in sales of casual wear-related products for the Chinese market due to changes in customer product specifications. We will focus on manufacturing and procurement in ASEAN countries due to concerns about making products in China for the U.S. market.
	Europe & the U.S.	Sales will be steady mainly for workwear. We will also assume the business environment in the U.S. changes due to U.S. tariffs trends and the acceleration of local production for local consumption.
Product Business	Japan	Sales of stationery-related products and products designed to beat the summer heat will remain up. The kitchen appliance-related services business is also expected to remain robust. Sales of active sports-related products will be higher compared with the first half but will be down for the full year. Sales of snowboarding-related products may recover in FY2026.
	Asia	No significant increase or decrease is expected.
Transportation Business	Japan	Sales are expected to be higher than the first half by the start of several mass production projects. At this time, there are no changes in the production plans of individual automakers, and the impact of the U.S. tariffs has not been taken into account.
	Asia	The market will be tough due to slumping sales of Japanese automakers in China.
	Europe & the U.S.	Sales are expected to decline due to our partial withdrawal from European businesses despite strong sales in North America.

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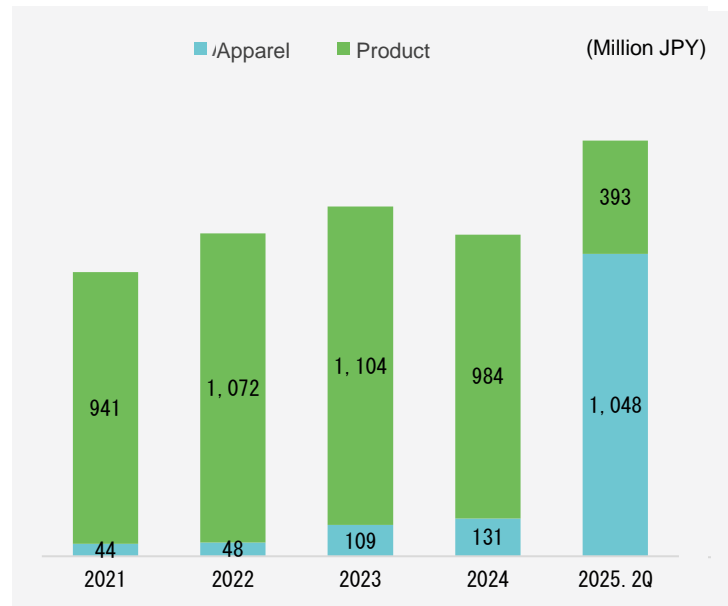
## Business Topics

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## 8th Mid-term Management Plan: Focus on B2C business

Our B2C operations in the apparel business (52 BY HIKARUMATSUMURA and YOSOOU®) and the product business (is-fit® and ZAT®) generated annual sales of around 1 billion JPY in the past. Since the consolidation of Ms.ID in 2Q FY2025, the B2C business has expanded with net sales exceeding the previous annual level before the second half of the year.

Moving forward, we aim to leverage Ms.ID's know-how to create synergy with existing brands.



\* The figures are annual sales for 2022 through 2024 and first-half sales for 2025.



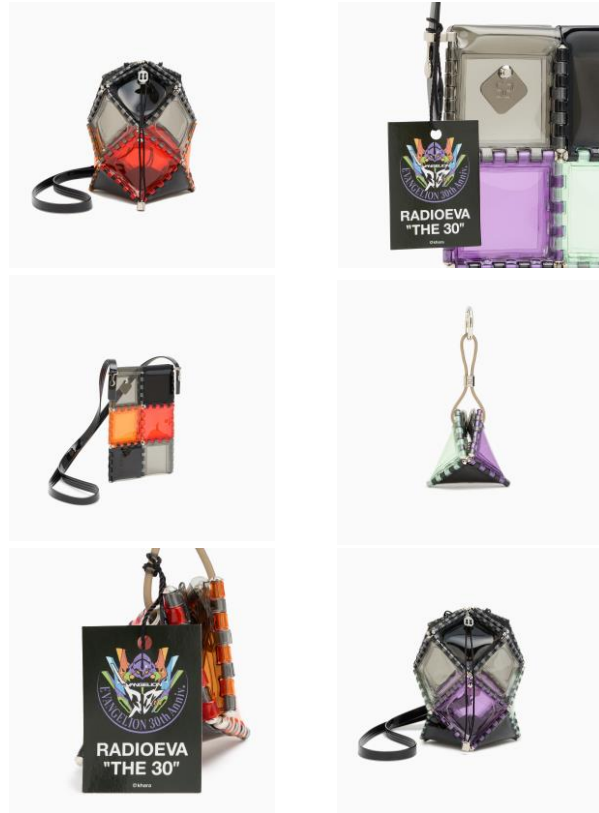
## 8th Mid-term Management Plan: Focus on B2C Business

### Launch of Neon Genesis Evangelion Collaboration Bag

52 BY HIKARUMATSUMURA collaborated with Neon Genesis Evangelion to commemorate the 30th anniversary of the anime series' first airing. A special bag collection inspired by Unit-01 and Unit-02 is available in limited quantities for a limited time.



On sale July 15  
To be sold at the official Evangelion store,  
official 52 online store, etc.  
→ Click here for details and inquiries  
<https://52byhikarumatsumura.com/en>





## 8th Mid-term Management Plan Environmental Initiatives

### Morito Products Adopted for Helly Hansen's 2025 Spring/Summer Collection

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Fabric made from MURON®, a recycled fiber used entirely discarded fishing nets collected in Japan, has been adopted by outdoor brand HELLY HANSEN for some of its 2025 spring/summer season products.



Some of the items that use MURON®

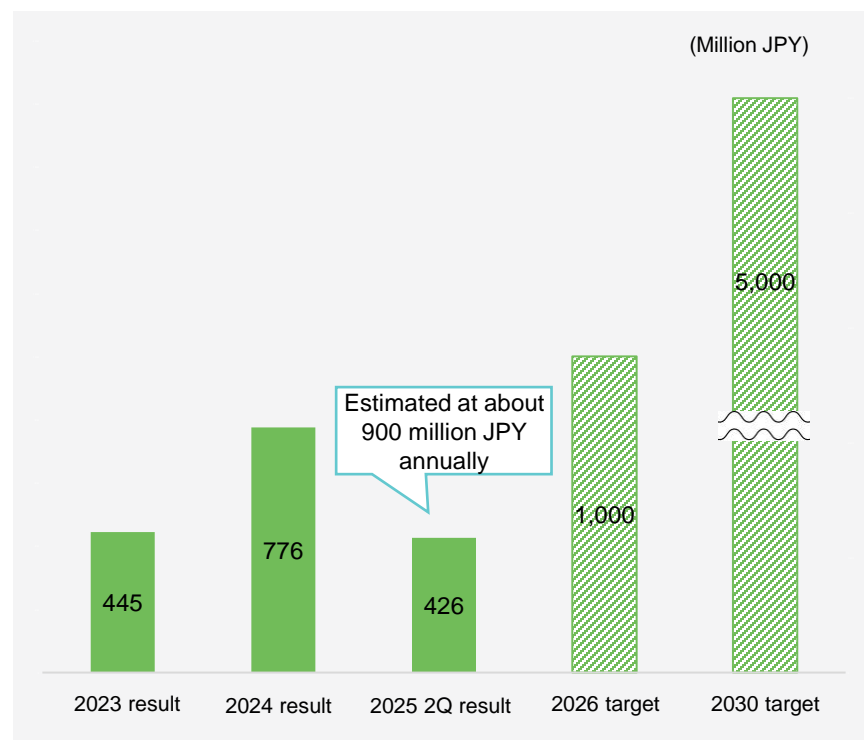
[▶Click here for product details](#)

# MURON®

[▶Click here for more information about MURON®](#)

## 8th Mid-term Management Plan: Environmental Initiatives

Our environmental initiatives, including full-scale launch of MURON® starting in FY2025, resulted in steady sales performance. MURON® is also used in the uniforms designed by ANREALAGE for the NTT Pavilion at the ongoing Expo 2025 Osaka, Kansai, Japan.



MURON® is used in the bucket hats and bags worn as part of the NTT Pavilion uniforms.



\*The figures are annual sales for 2022 through 2024 and first-half sales for 2025.

## 8th Mid-term Management Plan: Local Production of Apparel Accessories for Local Consumption Participated in SaigonTex 2025 in Vietnam

We exhibited at SaigonTex 2025, one of the largest textile and apparel industry exhibitions in Vietnam, held in Ho Chi Minh City, Vietnam in April 2025. Our exhibits highlighted the MORITO Group's ability to respond to the needs of local production for local consumption as well as the great features of MORITO products.



We are focusing on strengthening sales in the ASEAN region, including production at MORITO DANANG and procurement and supply from the HO CHI MINH BRANCH.



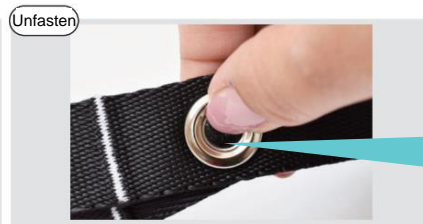
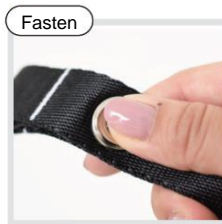
## Touch Snap - MORITO's High Value-added Products: Product Examples

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: Touch Snap



This snap fastener closes very securely to prevent accidental opening. You can open it by pressing the button in the center with the tip of a fingernail. Since it's hard to unfasten, it's used in adaptive clothing, medical mittens, etc. Designed for safety, it can prevent the patient from dislodging intravenous lines, etc. The product has also been used to secure seat belts in automobiles.



Press down hard on the center of the button to unfasten

## (FYI) Media Coverage

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● **MURON® was featured in "NHK WORLD-JAPAN."**

<https://www3.nhk.or.jp/nhkworld/en/shows/6128008/>

● **MURON® and a fabric derived from discarded fishing nets, as well as a product using them, were featured in the ELLE digital magazine.**

<https://www.elle.com/jp/fashion/fashion-column/g64886089/fishing-nets-to-fashion-250606-hns/>

● **MORITO's initiation ceremony where new employees get hands-on experience using snap fasteners was featured in the *Nikkan Jidosha Shinbun*.**

Click here for more information about the initiation ceremony:

[https://note.com/morito\\_official/n/nca43078c6a65](https://note.com/morito_official/n/nca43078c6a65)

# 7

## Shareholder Returns

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# 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.

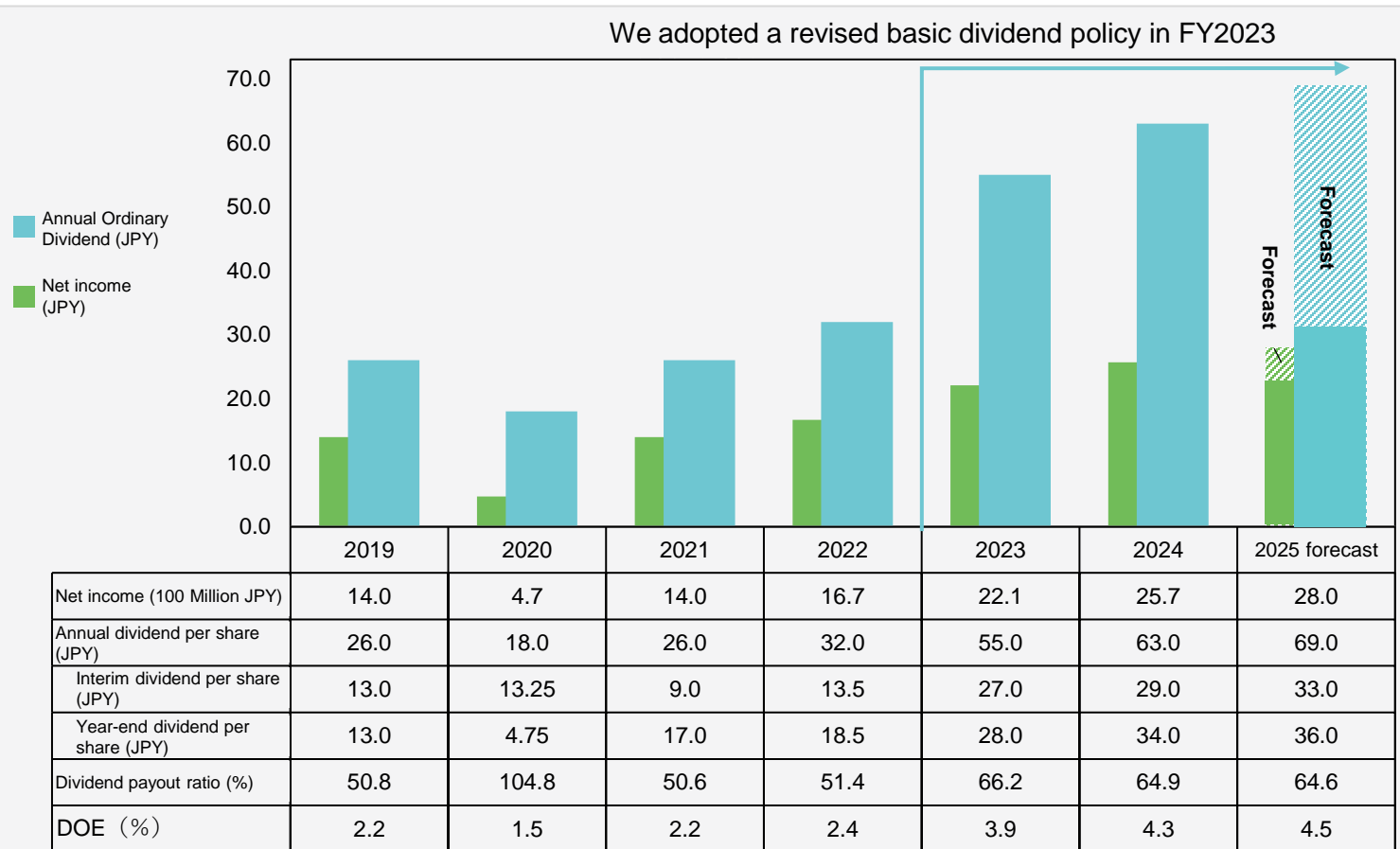
## Upward Revision to Year-end Dividend Forecast

We revised the year-end dividend forecast upward by 2 yen, from 34 JPY to 36 JPY, by taking into consideration the upward revision made to our net income forecast in April 2025 and the capital policy (continued shareholder return and control of net assets) outlined in the "Measures to Realize Management Conscious of Cost of Capital and Stock Price."

	Interim dividend	Year-end dividend	Total (Annual dividend)
Previous forecast		34 JPY	67 JPY
<b>Revised forecast</b>		<b>36 JPY</b>	<b>69 JPY</b>
Current fiscal year	33 JPY		
Previous fiscal year	29 JPY	34 JPY	63 JPY



## Trends of Dividend, Dividend Payout Ratio & DOE



# 8

## **(FYI) 8th Mid-term Management Plan**

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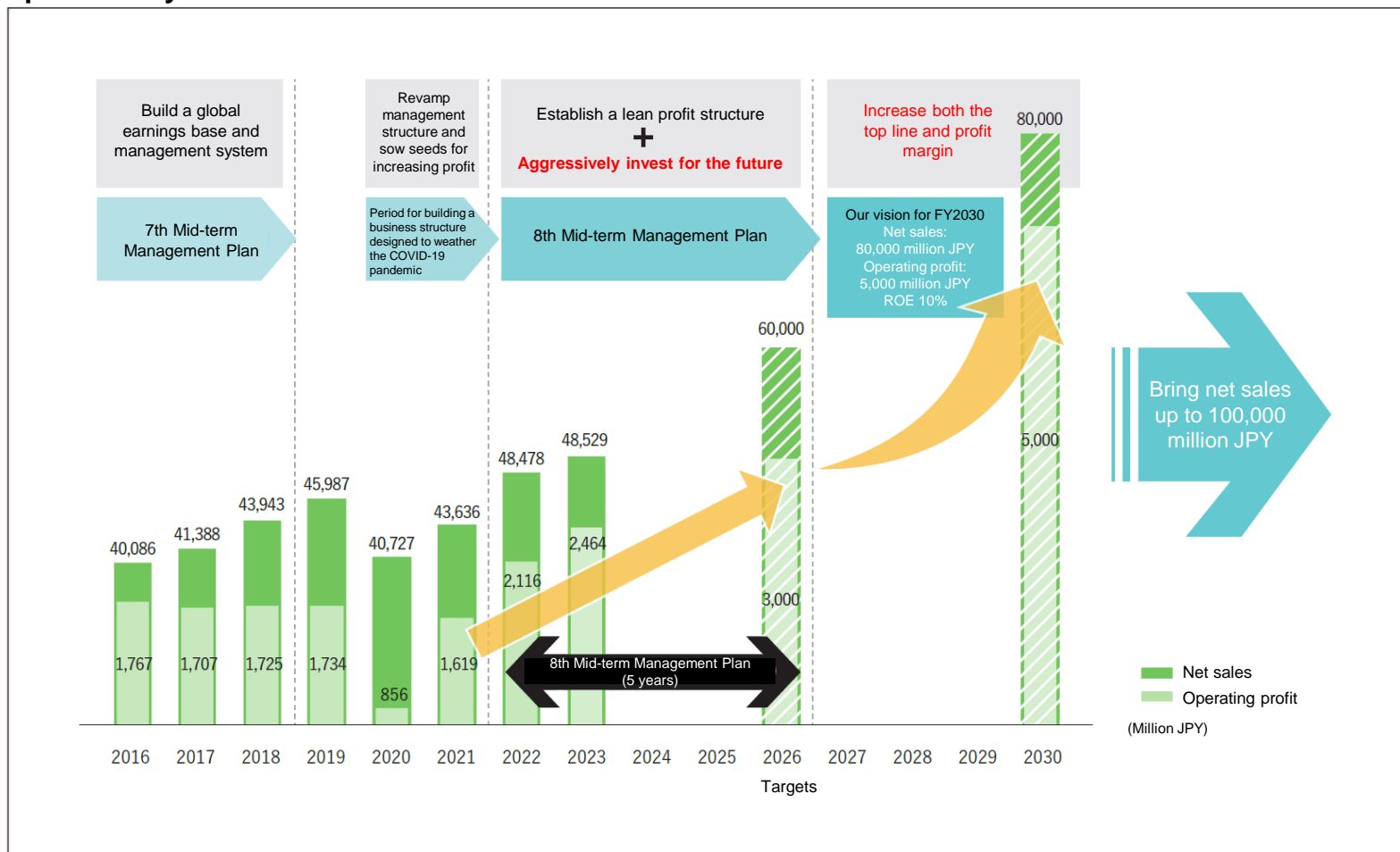
## **Medium- and Long-term Policy MORITO's Vision**

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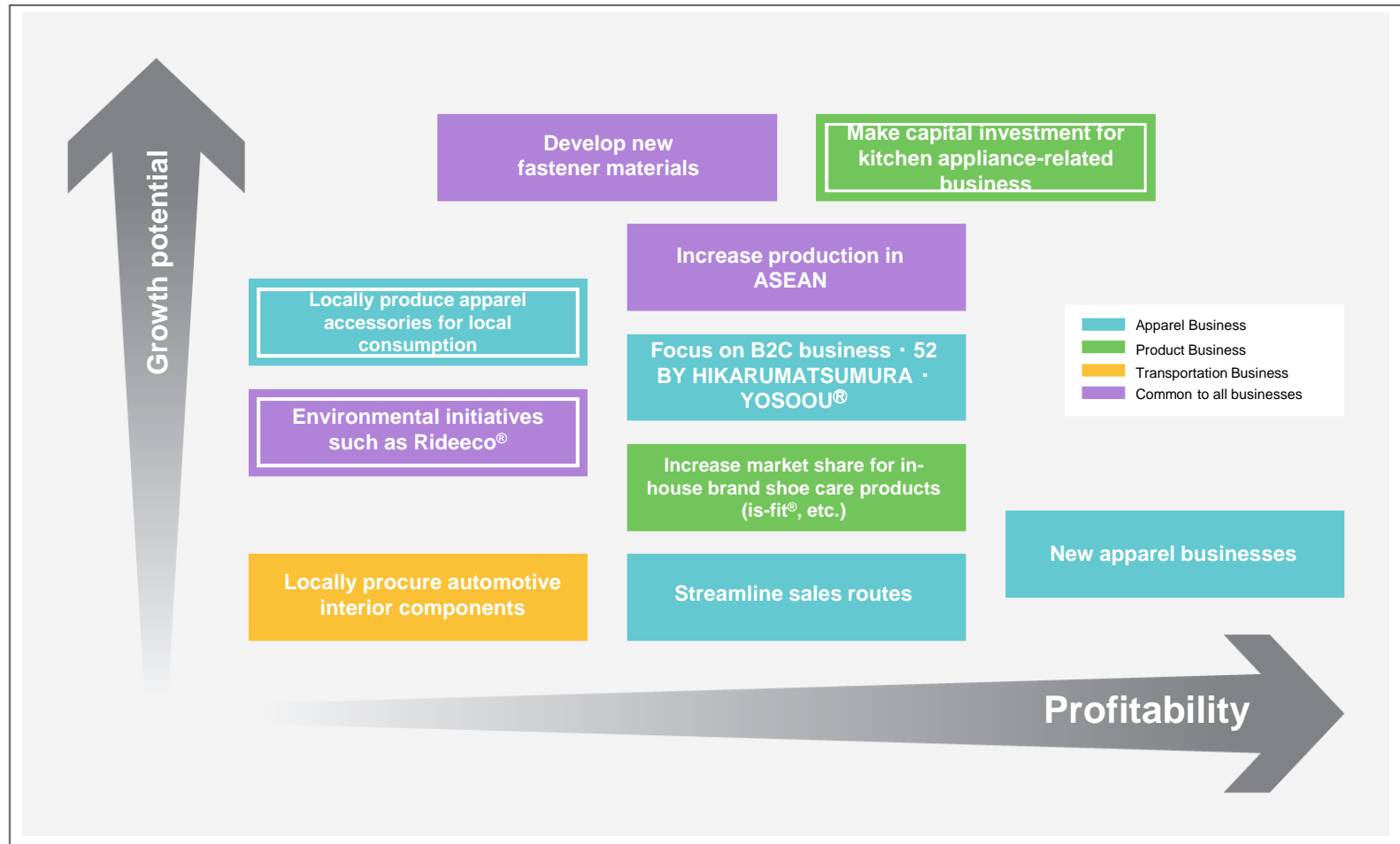
**Become a global niche top company  
that keeps making a big difference  
in the world with small parts**

# Toward Our Long-term Target of 100,000 Million JPY in Net Sales under the 8th Mid-term Management Plan

Focus on initiatives aimed at increasing revenue size and aggressive investments while maintaining profitability.



# Overview of the Growth Strategy for Achieving the 8th Mid-term Management Plan



# Disclaimer

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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

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