MORITA GROUP
Safeguarding Lives and the Environment

To Shareholders and Investors

Business Report for the 93rd Term

From April 1, 2025 to March 31, 2026

Securities Identification Code: 6455

TOP MESSAGE Greeting

Thank you for your continuing support.

The Morita Group was founded in 1907. The engineering and manufacturing skills we learned along the way, after developing Japan's first gasoline-powered fire pump, became the foundation that allowed us to continue taking firefighting technology forward, and we have constantly safeguarded the lives and assets of people from fires and disasters. Today, we safeguard human lives and the environment more broadly by developing recycling facilities and environmental conservation vehicles.

Safeguarding lives and the environment. Securing peace of mind.
Technology, powered by visionary challenge.

We define our purpose - our reason for being in society – as follows.

Precisely because this is an era of radical change and high uncertainty, we believe it is more important than ever to clarify our reason for being and the values we can provide to society, and bring together the capabilities of people with an unflagging passion for change.

Our commitment to this remains continuing and unwavering, as we dedicate ourselves to securing a future filled with peace of mind. Through our advanced technology - the source of so many groundbreaking products - we must constantly reinvent ourselves, and keep tackling the challenges of creating a sustainable future. I hope we can count on your continuing support for the Morita Group as we move forward.

Masayoshi Kato President

Overview of the 93rd Term

Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent
¥116,596 million	¥15,456 million	¥15,045 million	¥9,456 million
Year on year Up 4.3%	Year on year Up 12.5%	Year on year Up 9.5%	Year on year Down 0.2%

During the fiscal year under review, the outlook for the Japanese economy remained uncertain due to increasing geopolitical risks centered on the Middle East situation, the impact of U.S. policies, and the trend of foreign exchange markets as well as rising prices, interest rate hikes and other factors.

In this business environment, the Morita Group has been promoting sustainability management based on our purpose "Safeguarding lives and the environment. Securing peace of mind. Technology, powered by visionary challenge." And we have been working on various measures to enhance corporate value in this fiscal year as the final year of our Medium-term Plan "Morita Reborn 2025."

Consequently, we succeeded in achieving the following management quantitative targets for this consolidated fiscal year: "An operating profit margin of 12%," "A dividend on equity (DOE) of a minimum of 2.5%" and "A record-high operating profit."

For the period of this consolidated fiscal year, orders received totaled 104,379 million yen (down 1,209 million yen or 1.1% year on year) and net sales came to 116,596 million yen (up 4,852 million yen or 4.3% year on year). As for profit and loss, operating profit totaled 15,456 million yen (up 1,723 million yen or 12.5% year on year), ordinary profit was 15,045 million yen (up 1,301 million yen or 9.5%), and net income attributable to the owners of the parent company was 9,456 million yen (down 15 million yen or 0.2% year on year). Net sales, operating profit, and ordinary profit reached record highs.

MORITA NEWS

Morita Unveils Next-Gen Firefighting Solutions at INTERSCHUTZ 2026 in Germany, the world's leading trade fair for the Fire and Rescue Services, Civil Protection and Safety.

Morita Corporation (hereinafter, "Morita") showcased its latest advancements in firefighting technology at INTERSCHUTZ 2026, held every five years in Hannover, Germany. In 2026, it was held from June 1 to June 6. At the event, Morita unveiled and exhibited its next-generation solutions designed to resolve critical challenges on the firefighting frontlines while reducing environmental impact. Key highlights included the "MLMA5-32" advanced aerial ladder fire truck with an articulated arm, alongside an innovative EV pump unit.

(Photo) A joint exhibition by the Morita Group and its Finnish subsidiary, BRONTO SKYLIFT.
In the foreground is Morita's "MLMA5-32," advanced articulated aerial ladder fire truck.

● MLMA5-32: Advanced Articulated Aerial Ladder Fire Truck

The aerial ladder fire truck was jointly engineered through the strategic partnership with ITURRI, a prominent Spanish special-purpose vehicle manufacturer that has over 14 branch offices and four manufacturing sites across Europe, Latin America and North Africa . The MLMA5-32 is the latest aerial ladder fire truck compliant with EN standards (the unified regulatory framework in the EU region).

Engineered for optimal efficiency, the MLMA5-32's articulated arm enables highly effective firefighting and rescue operations even in complex urban environments. The high-capacity rescue cage is backed by an advanced control system, ensuring top-tier safety, functionality, and operability under the most demanding conditions.

By fusing Morita's aerial ladder expertise with ITURRI's engineering and manufacturing capabilities in special-purpose vehicles, this model is to spearhead business expansion in the aerial ladder truck markets across Europe, Latin America, and North Africa.

● EV Pump Unit

An EV pump unit delivers both high flow rates and exceptional efficiency, fully compliant with the European EN 1028 standard. Powered by Morita's proprietary ePTO (electric Power Take-Off) system, the unit operates independently without relying on the chassis' traditional mechanical PTO. The system allows it to be flexibly integrated into any Battery Electric Vehicle (BEV).

(1) High flow rate and superior efficiency: Pump efficiency has improved by approximately 15% over conventional models, enabling maximum utilization of limited power supply.

(2) Compact and lightweight: By integrating the electric motor and the water pump into a single, cohesive unit, its volume and weight are reduced by roughly 14% and 19%, respectively, compared to conventional models. This significant downsizing further enhances installation flexibility on various vehicle chassis.

Support in Disaster Response to Forest Fires Occurring across the Country

As part of its support for areas affected by forest fires, Morita donates "Multi-A (Multi-Ace)," an environmentally friendly fire extinguishing foam agent free from PFAS (organofluorine compounds) that offers excellent cooling and re-ignition prevention performance and maintains high foaming capability even when used with seawater, and provides free inspections of Morita fire trucks deployed to disaster-stricken areas.

In March 2025, Morita donated fire extinguishing agent and provided free inspections to the Ofunato District Fire Department in Iwate Prefecture and the Imabari City Fire Department in Ehime Prefecture. In January 2026, Morita donated fire extinguishing agent to the Otsuki City Fire Department and the Uenohara City Fire Department in Yamanashi Prefecture. Out of these activities, Morita was recognized as a corporation contributing to firefighting by the Uenohara City in March 2026.

Morita will continue contributing to society through disaster response support under its purpose "Safeguarding lives and the environment. Securing peace of mind. Technology, powered by visionary challenge."

Donation to the Otsuki City Fire Department, Yamanashi Prefecture

Cover Page

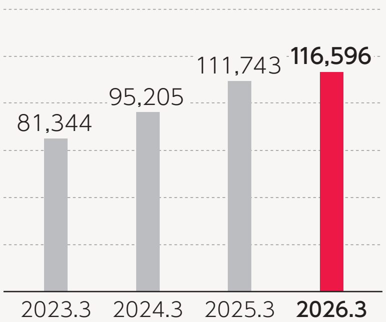
"Future Fire and Disaster Prevention Ideas Contest 2026" for elementary, junior high, and high school students nationwide
This is the winning entry submitted by Ao Ichino (Grade 3*), recipient of the Grand Prize in the Lower Elementary School Division. *Grade at the time of entry.

(Information on the Company's website URL)
https://www.morita119.com/sustainability/social/contest_fdp/vol001/index.html

Financial Highlights (Consolidated)

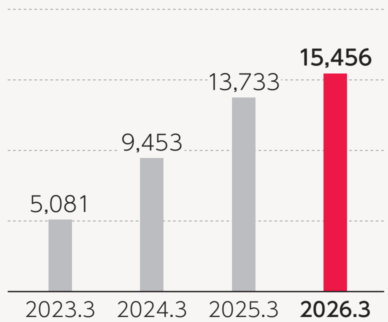
Net sales

Unit: Millions of yen



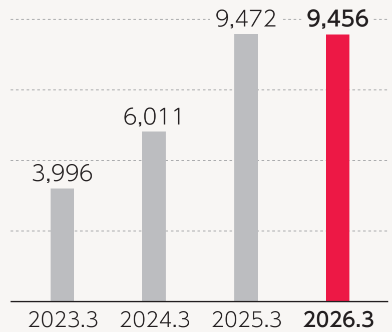
Operating profit

Unit: Millions of yen



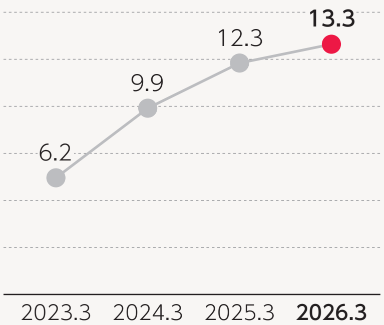
Profit attributable to owners of parent

Unit: Millions of yen



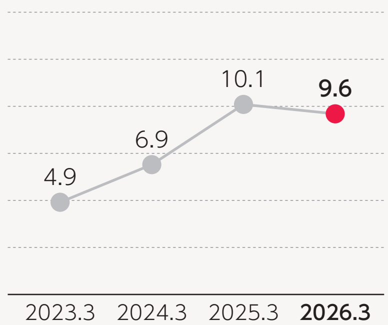
Operating income to net sales

Unit: %



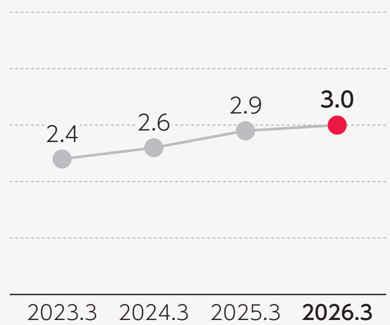
Return on equity (ROE)

Unit: %

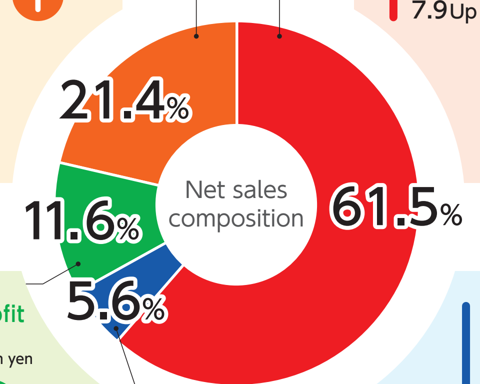


Dividend on equity (DOE)

Unit: %



Performance by Segment



Fire Protection Equipment & Systems Business

Net sales 24,959 million yen
Year on year 6.2 Down %

Operating profit 5,148 million yen
Year on year 2.7 Up %

Sales declined but profits increased as sales from large projects for fire suppression systems in the previous fiscal year decreased.

Fire Fighting Vehicles Business

Net sales 71,689 million yen
Year on year 7.9 Up %

Operating profit 8,167 million yen
Year on year 19.5 Up %

Both sales and profits increased due to steady sales in Japan.

Environmental Conservation Vehicles Business

Net sales 13,469 million yen
Year on year 9.1 Up %

Operating profit 1,254 million yen
Year on year 22.1 Up %

Both sales and profits increased as sales of products remained strong.

Recycling Machines Business

Net sales 6,476 million yen
Year on year 1.8 Up %

Operating profit 896 million yen
Year on year 4.9 Up %

Both sales and profits increased due to steady sales of products, parts and maintenance services.

Company Profile and Stock Information

Company Name	MORITA HOLDINGS CORPORATION
Founded	April 23, 1907
Established	July 23, 1932
Paid-in capital	4,746 million yen
Osaka Head Office	3-6-1 Dosho-machi, Chuo-ku, Osaka-shi, Osaka
Tokyo Head Office	5-36-7 Shiba, Minato-ku, Tokyo
Business	Control/management of business activities of group companies, and being entrusted with indirect management operations

Executives

Representative Director	Masayoshi Kato	President	Masayoshi Kato
Representative Director	Hiroyuki Fukunishi	Vice President	Hiroyuki Fukunishi
Director	Mitsuo Isoda	Managing Executive Officer	Ritsuo Nishida
Director	Takao Kawanishi	Executive Officer	Hiroyuki Nishikaze
Director	Mari Kaneko	Executive Officer	Hitokazu Ikemura
Director	Masaru Ota	Executive Officer	Kyoko Aketa
Full-Time Corporate Auditor	Michihiro Hiraoka		
Auditor	Shozo Nishimura		
Auditor	Nahoko Yano		
Auditor	Ken Kawamura		

Information about the Stock

Fiscal Year	April 1 to March 31
Annual General Meeting of Shareholders	June
Reference Dates	Annual General Meeting of Shareholders - March 31 Year-end Dividend - March 31 Interim Dividend - September 30 Other dates published in advance as necessary
Method of Public Notice	Posted as electronic public notice on company website https://www.morita119.com/ir/stock/kohkoku.html
Shareholder Registry Administrator	Sumitomo Mitsui Trust Bank, Limited 1-4-1 Marunouchi, Chiyoda-ku, Tokyo
Handling Office of Shareholder Registry Administrator	Stock Transfer Agency Department, Sumitomo Mitsui Trust Bank, Limited 4-5-33 Kitahama, Chuo-ku, Osaka-shi, Osaka
(Postal Address)	Stock Transfer Agency Department, Sumitomo Mitsui Trust Bank, Limited 2-8-4 Izumi, Suginami-ku, Tokyo, 168-0063
(Telephone Inquiries)	+81-3-3323-7111
(Internet Website URL)	https://www.smtb.jp/personal/procedure/agency/
Stock Exchang Listing	Tokyo Stock Exchange
Number of shares per unit	100 shares

Notice Concerning Buyback and Additional Purchase System for Shares Less than One Unit

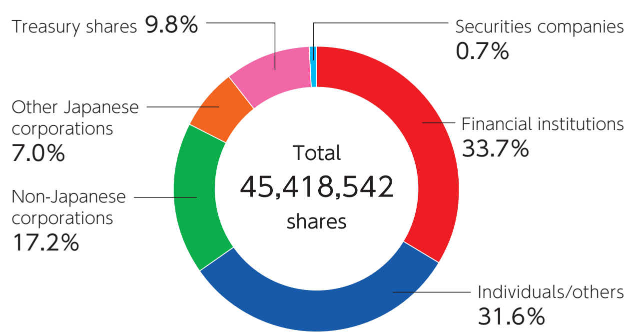
The trading unit of the Company's shares is 100 shares (one unit). Shareholders holding less than one unit of shares can use a system for buyback and additional purchase of shares to eliminate fractional shares. For details, please access the system from the following URL or QR code.
https://www.morita119.com/ir/stock/memo.html

Major Group Companies

MORITA CORPORATION	1-5 Techno Park, Sanda-shi, Hyogo, 669-1339, Japan Development, manufacturing and sales of ladder trucks, pumpers, and other fire trucks and specialty vehicles.
MORITA MIYATA CORPORATION	3-5-7 Ariake, Koto-ku, Tokyo, 135-0063, Japan Development, manufacturing and sales of fire extinguishing-related equipment, mainly of fire extinguishers, firefighting equipment and fire protection-related equipment
MORITA ENVIRONMENTAL TECH CORPORATION	1530 Konoda-cho, Funabashi-shi, Chiba, 274-0081, Japan Design and construction of waste recycling facilities and other waste disposal facilities. Development, manufacturing and sales of large hydraulic equipment
MORITA ECONOS CORPORATION	28 Techno Park, Sanda-shi, Hyogo, 669-1339, Japan Development, manufacturing and sales of environmental conservation vehicles such as sanitary vehicles and garbage trucks
MORITA TECHNOS CORPORATION	32 Techno Park, Sanda-shi, Hyogo, 669-1339, Japan Aftercare service and maintenance of fire trucks and of rescue equipment. Development, manufacturing and sales of electronic applied machinery and information processing machinery
BRONTO SKYLIFT OY AB	Teerivuorenkatu 28, FI-33300 Tampere, Finland Development, manufacturing and sales of combined platform ladders and aerial platforms

Breakdown of Shares by Type of Shareholder

As of March 31, 2026



Major Shareholders (Top 10)

As of March 31, 2026

Name	No. of shares (thousand)
The Master Trust Bank of Japan, Ltd. (Trust account)	4,332
Morita Trading-Partner Shareholding Association	2,379
The Dai-ichi Life Insurance Company, Limited	1,805
Mizuho Bank, Ltd.	1,774
Custody Bank of Japan, Ltd. (Trust account)	1,759
AIR WATER INC.	1,730
MUFG Bank, Ltd.	1,498
Sumitomo Mitsui Trust Bank, Limited	1,117
Sumitomo Mitsui Banking Corporation	1,007
Morita Employee Shareholding Association	944

Notes: 1. Number of shares held is rounded down to the nearest thousand shares.
2. The Company holds treasury shares numbering 4,446 thousand shares.

Safeguarding Lives and the Environment

MORITA

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https://www.morita119.com/en/