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Notice Regarding Formulation of the Mid-Term Management Plan “Morita Growth 2030”

MORITA HOLDINGS CORPORATION (the “Company”) hereby announces that it has formulated its new Mid-Term Management Plan, “Morita Growth 2030,” covering the period through fiscal year 2030, as outlined below.

1. Review of the Previous Mid-Term Management Plan (FY2019–FY2025)

Under its previous Mid-Term Management Plan, “Morita Reborn 2025” (FY2019–FY2025), the Company pursued various initiatives under the vision of becoming a “Global Provider of Comprehensive Disaster Prevention Solutions.” Key initiatives included strengthening the profitability of existing businesses, expanding overseas and new businesses, and enhancing fundamental research and product development capabilities.

As a result, the Company achieved record-high net sales and operating profit across all business segments. It also successfully attained its management targets, including an operating profit margin of 12%, a DOE target of 2.5% or higher, and record-high operating profit, thereby steadily strengthening its management foundation. Furthermore, the Company advanced future growth initiatives, including the expansion of overseas operations centered on Bronto Skylift, enhancement of its R&D platform, and demonstration of next-generation technologies at Expo 2025 Osaka, Kansai, Japan.

At the same time, the diversification of social challenges in the disaster prevention and environmental fields, together with ongoing technological innovation, has further increased the role expected of the Group.

2. Overview of the New Mid-Term Management Plan (FY2026–FY2030)

Guided by its Purpose, “Safeguarding lives and the environment. Securing peace of mind. Technology, powered by visionary challenge.”, the Group is committed to addressing social issues in the firefighting, disaster prevention, and environmental fields.

Under the new Mid-Term Management Plan, “Morita Growth 2030,” the Company has adopted the following basic concept:

“Achieve advanced fire protection and a sustainable society through innovation and advance to a new growth stage.”

The Company positions its Fire Fighting Vehicles (FFV) Business and Fire Protection Equipment & Systems (FPES) Business as key growth drivers and aims to achieve sustainable growth and enhance corporate value through innovation-driven differentiation, higher value-added products and services, expansion of overseas operations, and the strengthening of human capital, research and development, and corporate governance.

3. Basic Policies

Achieve advanced fire protection and a sustainable society through innovation and advance to a new growth stage

- (1) Evolution of Business Models
- (2) Differentiation and Higher Added Value Through Innovation
- (3) Strengthening of Management Foundations

4. Financial Targets

Item	FY2030 Target
Net Sales	¥150.0 billion
Operating Profit	¥20.0 billion
ROE (Return on Equity)	10% or higher
DOE (Dividend on Equity Ratio)	Guideline of 3.5% or higher
Strategic Growth Investment Capacity	¥62.0 billion (including M&A)

For further details regarding the Mid-Term Management Plan “Morita Growth 2030,” please refer to the Japanese version of the plan released today. An English version of the presentation material is currently under preparation and will be disclosed separately upon completion.

Cautionary Statement Regarding Forward-Looking Information

This document contains forward-looking statements, including management targets and business strategies. These statements are based on information currently available to the Company and certain assumptions deemed reasonable by the Company. Actual results may differ materially from those expressed or implied due to various factors.