MORESCO Corporation

Presentation Materials for the 68th Annual General Meeting of Shareholders (March 1, 2025 - February 28, 2026)

Tokyo Stock Exchange Standard Market 5018 (Petroleum and Coal Products)
May 27, 2026

Copyright © MORESCO Corporation All Rights Reserved.

Contents

- Business Report
- Report on Consolidated Financial Results
- Progress report on the 10th Medium-term Management Plan
- Matters to Be Resolved
- Introduction of Directors

Copyright © MORESCO Corporation All Rights Reserved.

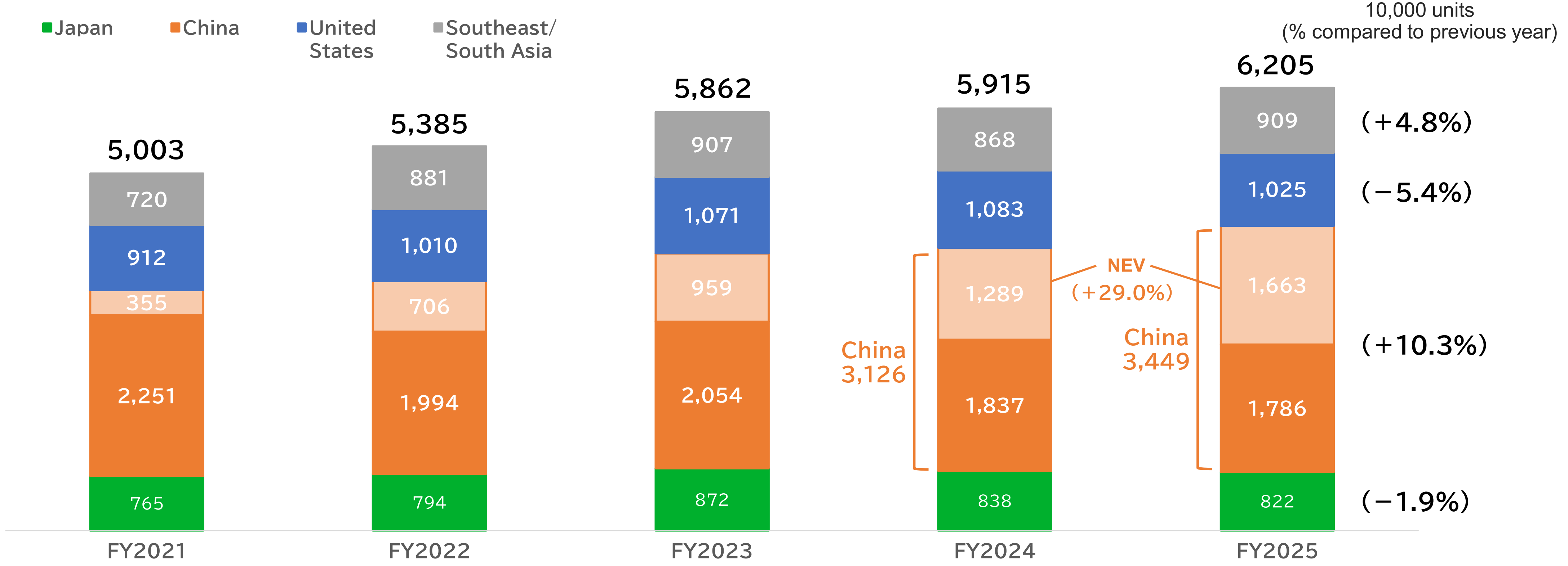
Contents

Copyright © MORESCO Corporation All Rights Reserved.

Business Environment - Volume of automobile production

➢ Automobile production in North America and Japan declined year on year, while China and Southeast/South Asia (India) recorded increases.

Volume of automobile production in areas where our business sites are located



Source: Prepared by MORESCO based on data released by MarkLines Co., Ltd.
Note 1: Data is aggregated based on MORESCO's fiscal year (Japan: March to February, overseas: January to December).
Note 2: Data for Southeast/South Asia includes only Thailand, Indonesia, and India, where we have operating sites.

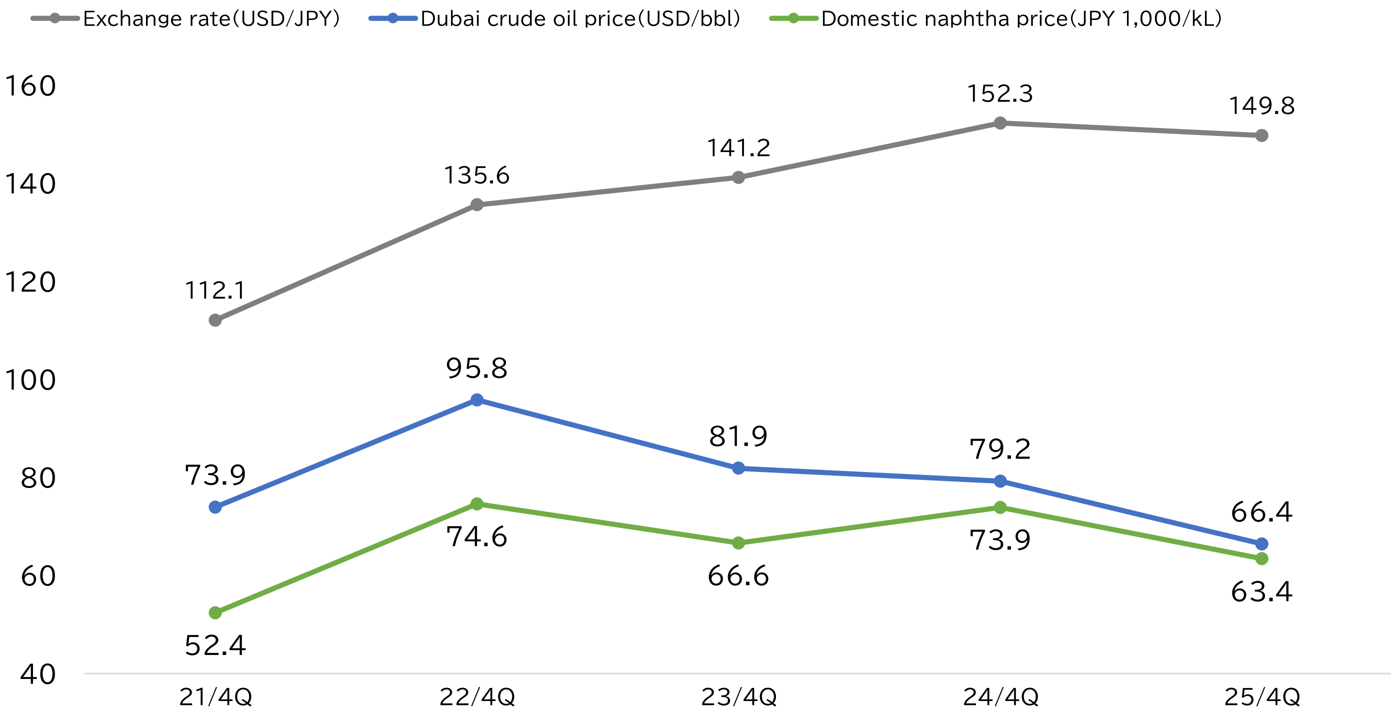
Copyright © MORESCO Corporation All Rights Reserved.

Business Environment - Trends in foreign exchange, crude oil and naphtha prices

MORESCO

- The average USD/JPY exchange rate for FY26/2 was slightly stronger yen compared to the same period of the previous year.
- Crude oil and naphtha prices remained at low levels.

Trends in foreign exchange, crude oil and naphtha prices(on a mid-period average basis)



	FY2025 Result	FY2025 Plan	vs. Plan	(YoY Change)
Exchange rate (USD/JPY)	149.8	145.0	＋ 4.8	− 2.5
Crude oil price (USD/bbl)	66.4	79.5	− 13.1	− 12. 8
Domestic naphtha price (JPY 1,000/kL)	63.4	-	-	-

Source: Compiled by MORESCO based on publicly available data.
Note: Figures represent period averages.

Copyright © MORESCO Corporation All Rights Reserved.

Consolidated Statement of Income

➢ Both revenue and profit increased, driven by higher sales of high-value-added products and the containment of selling, general and administrative expenses.

(Millions of yen)	FY2024	FY2025	Year-on-year change	
			Change in amount	Change in percentage
Net sales	34,374	34,871	+497	+1.4%
Gross profit	9,960	10,957	+997	+10.0%
SG&A	8,569	8,590	+21	+0.3%
R&D expenses	(1,599)	(1,544)	−55	−3.4%
Operating profit	1,391	2,367	+976	+70.2%
Non-operating profit (loss)	430	337	−93	−21.7%
Ordinary profit	1,821	2,704	+883	+48.5%
Profit before tax	1,585	2,612	+1,027	+64.8%
Profit*	1,013	1,525	+512	+50.6%

* Profit attributable to owners of parent.

Copyright © MORESCO Corporation All Rights Reserved.

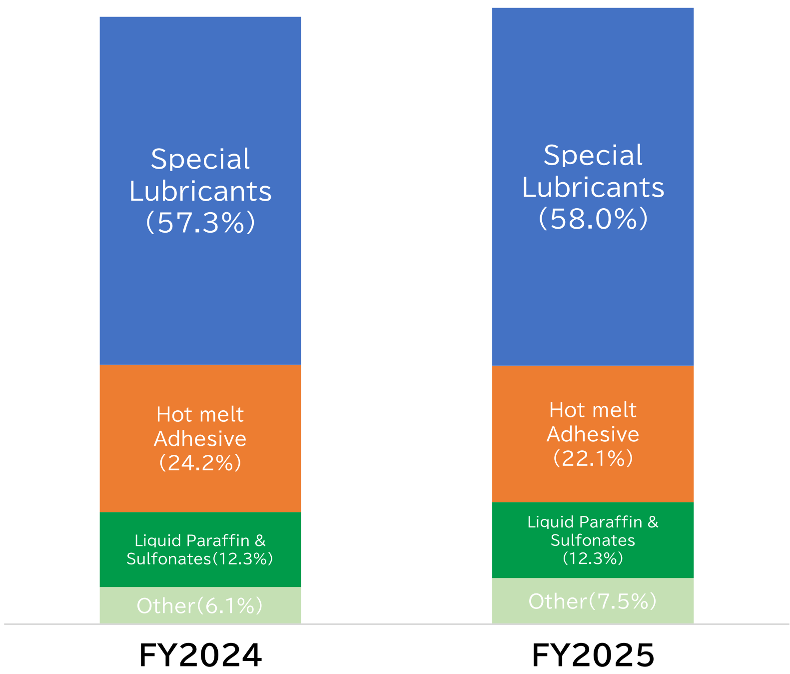
Net sales by Division

MORESCO

- Revenue from Cutting Fluids and Hard Disk Surface Lubricants for data centers increased (Special Lubricants Division).
- Sales of hygiene material applications declined (Hot Melt Adhesive Division).
- Sales of wastewater treatment equipment increased (Other).

(Millions of yen)	FY2024	FY2025	Year-on-year change: Change in amount	Year-on-year change: Change in percentage
Special Lubricants Division	19,697	20,238	+541	+2.7%
Hot melt Adhesive Division	8,332	7,720	−612	−7.3%
Liquid Paraffin & Sulfonates Division	4,234	4,298	+64	+1.5%
Other	2,110	2,615	+505	+23.9%
Total net sales	34,374	34,871	+497	+1.4%

Departmental net sales share



Copyright © MORESCO Corporation All Rights Reserved.

Special Lubricants Division

[Net sales] Up 2.7% year on year (¥20,238 million) [Sales volume] Up 0.3% year on year

Hydraulic fluid

- Domestic demand declined, resulting in lower revenue.

DC (die casting) fluids

- Sales decreased in China and North America.

Cutting fluids

- Revenue increased, driven by expansion into new customers.

High temperature lubricating oils

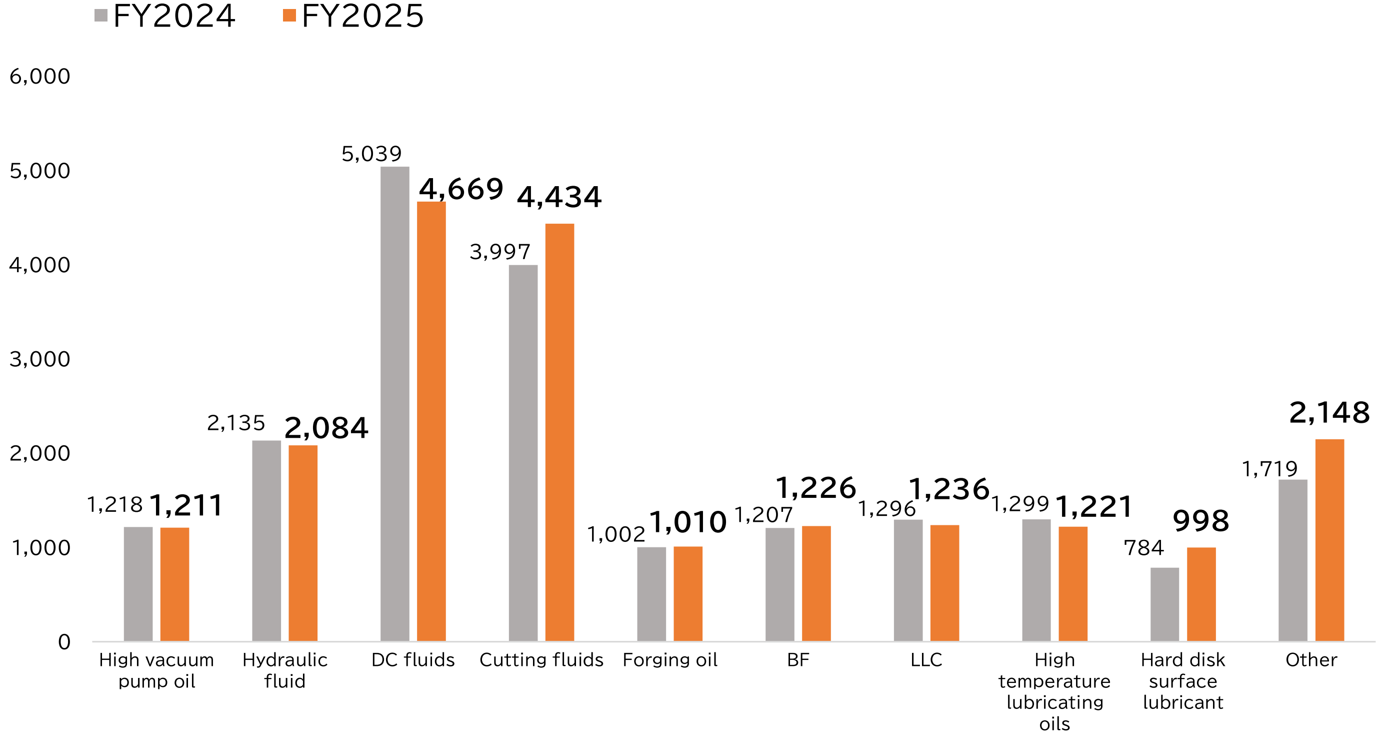
- Domestic demand declined, resulting in lower revenue.

HD (hard disk) surface lubricant

- Sales increased due to an increase in demand.

Net sales by product

(Millions of yen)



Copyright © MORESCO Corporation All Rights Reserved.

Hot melt Adhesive Division

[Net sales] Down 7.4% year on year (¥7,720 million) [Sales volume] Down 4.8% year on year

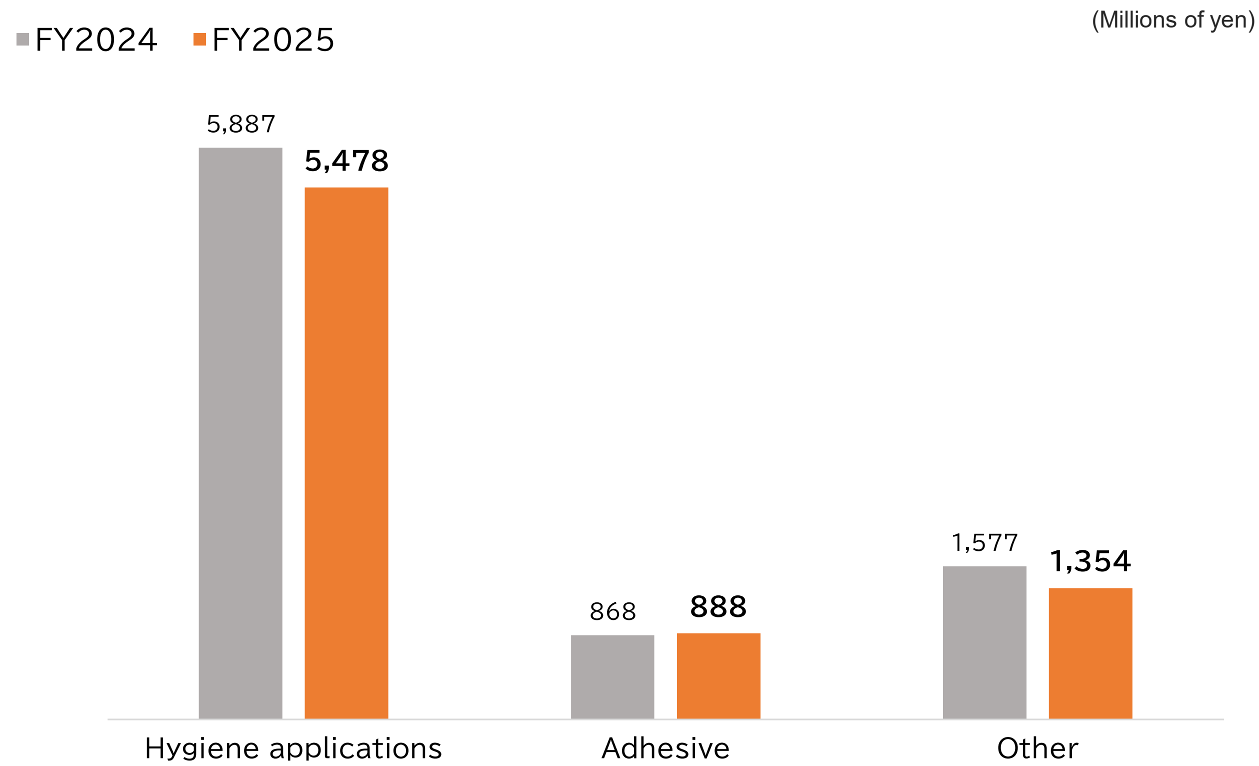
Hygiene applications

- Both revenue and volume declined.

Adhesive

- Overseas demand remained sluggish; however, recovery in domestic demand led to higher revenue.

Net sales by product



Copyright © MORESCO Corporation All Rights Reserved.

Liquid Paraffin & Sulfonates Division

[Net sales] Up 1.5% year on year (¥4,298 million) [Sales volume] Down 0.3% year on year

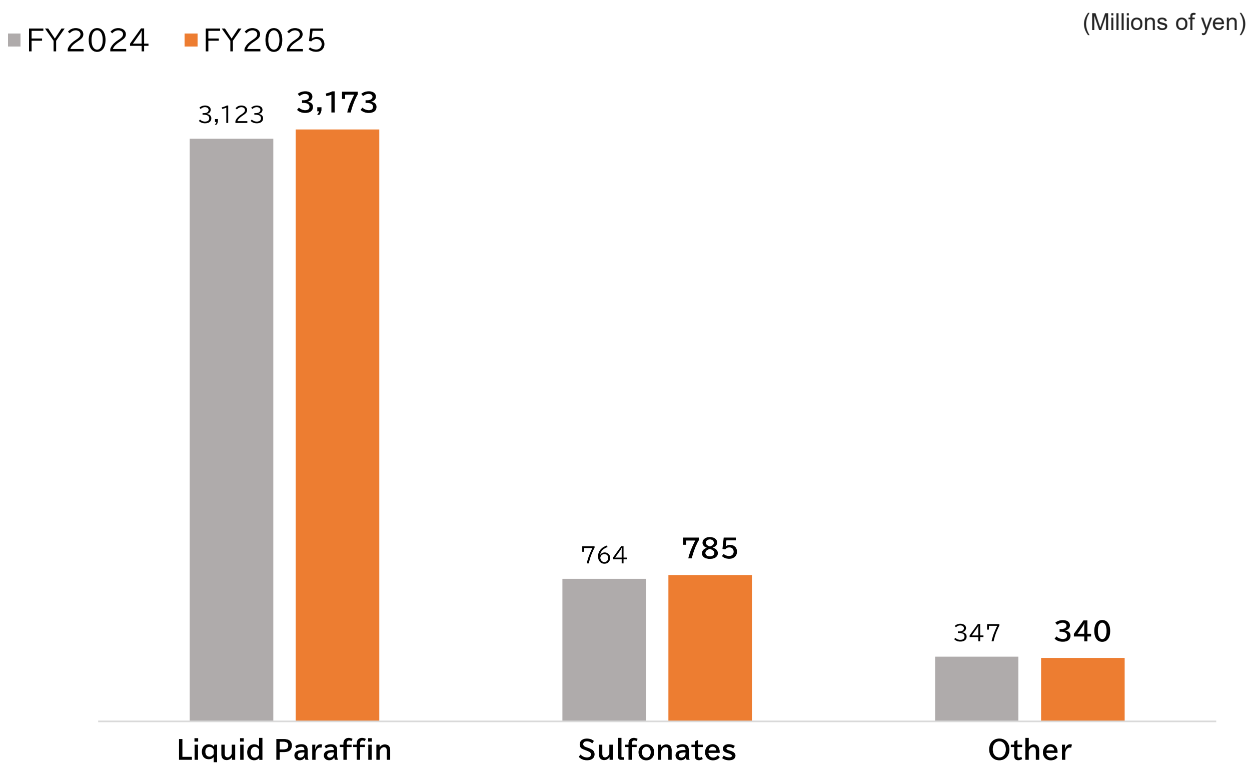
Liquid Paraffin

- Domestic sales remained stable, contributing to higher revenue.

Sulfonates

- Despite sluggish demand from China, increased sales to North America contributed to higher revenue.

Net sales by product

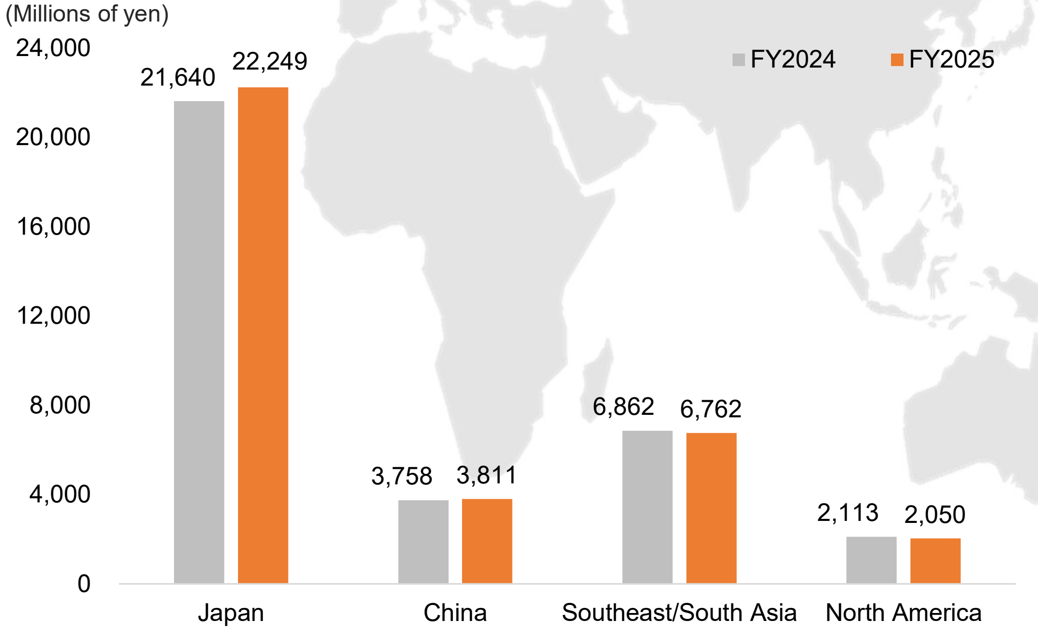


Copyright © MORESCO Corporation All Rights Reserved.

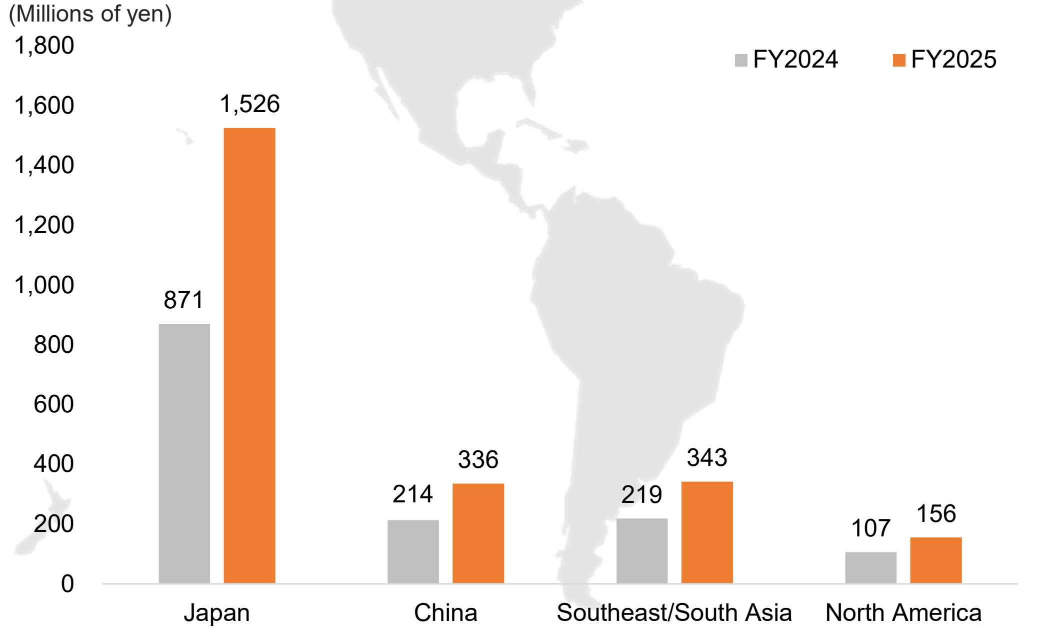
Consolidated Segment Profits and Losses

[Japan]	Revenue and profit both increased, driven by expanded sales of Cutting Fluids and Hard Disk Surface Lubricants for data centers.
[China]	Despite lower Die Casting Lubricant sales, increased sales of vacuum oils and Cutting Fluids drove higher revenue and profit.
[Southeast/South Asia]	Revenue declined due to lower Hot Melt Adhesive sales; however, strong performance across lubricants overall led to higher profit.
[North America]	Revenue declined, but profit improved due to integration synergies.

Net sales



Operating profit



Copyright © MORESCO Corporation All Rights Reserved.

Contents

Copyright © MORESCO Corporation All Rights Reserved.

Consolidated Balance sheet

Inventories

- Products －270

Property, plant and equipment

- Machinery & Vehicles －275

Investments and other

- Retirement Benefit Assets ＋606

Interest-bearing liabilities

- Long-Term Loans －832

Accumulated comprehensive income

- Foreign Currency Translation Adjustments ＋199
- Remeasurements of Defined Benefit Plans ＋665

(Millions of yen)		Change in amount			Change in amount
Cash and deposits	6,914	+1,406	Trade payables	5,081	+81
Trade receivables	8,661	+531	Interest-bearing liabilities	4,560	−557
Inventories	6,892	−235	Other current liabilities	2,681	+496
Other	662	+167	Other non-current liabilities	1,477	+492
Total current assets	23,129	+1,870	Total liabilities	13,799	+511
Property, plant and equipment	9,932	−482	Share capital/ capital surplus	4,096	+7
Intangible assets	1,283	−89	Retained earnings	16,385	+1,112
Investments and other	6,338	+1,087	Treasury shares	−641	+8
			Accumulated comprehensive income	3,637	+665
			Non-controlling interests	3,406	+82
Total non-current assets	17,553	+516	Total net assets	26,883	+1,874
Total assets	40,683	2,386	Total liabilities and capital	40,683	+2,386

Copyright © MORESCO Corporation All Rights Reserved.

Consolidated Statement of Income

Net sales

- Increase in Special Lubricants segment sales.

Gross Profit

- Price corrections and expansion of high-value-added product sales.

Operating Profit

- Containment of selling, general and administrative expenses.

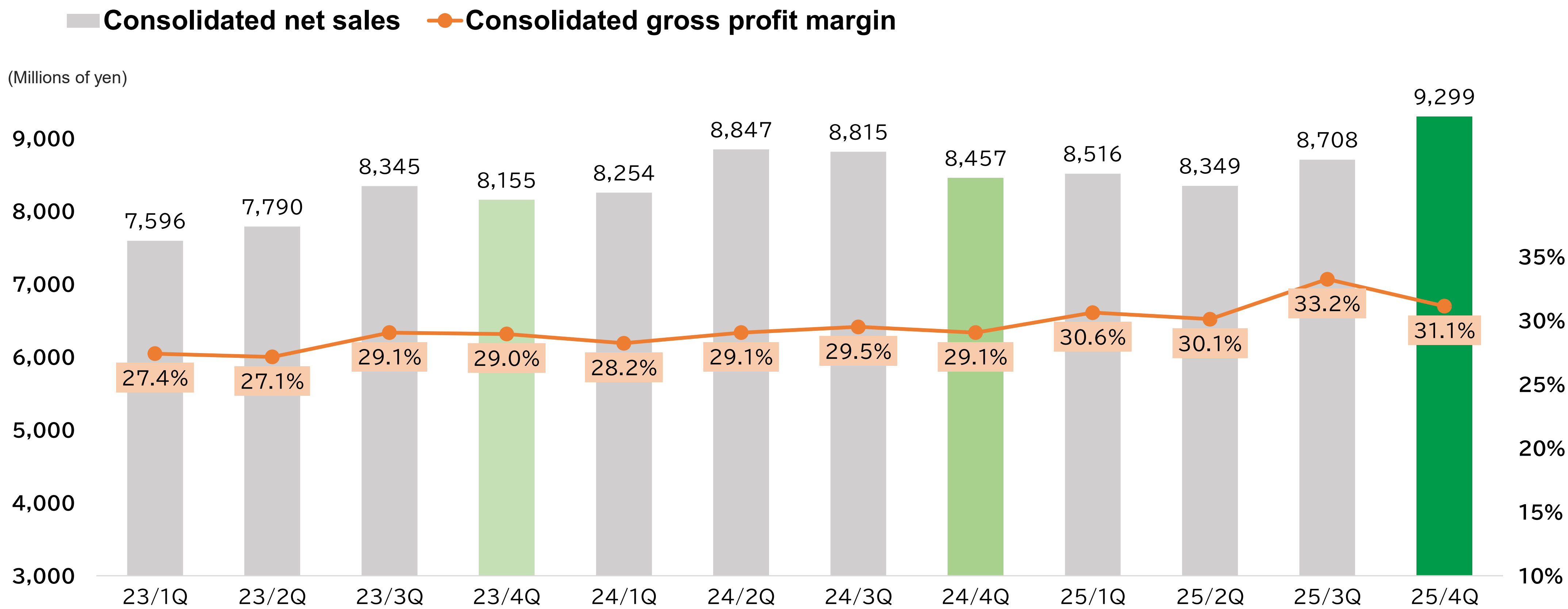
(Millions of yen)	FY2024	FY2025	Year-on-year change	
			Change in amount	Change in percentage
Net sales	34,374	34,871	+497	+1.4%
Gross profit	9,960	10,957	+997	+10.0%
SG&A	8,569	8,590	+21	+0.3%
R&D expenses	(1,599)	(1,544)	−55	−3.4%
Operating profit	1,391	2,367	+976	+70.2%
Non-operating profit (loss)	430	337	−93	−21.7%
Ordinary profit	1,821	2,704	+883	+48.5%
Profit before tax	1,585	2,612	+1,027	+64.8%
Profit	1,013	1,525	+512	+50.6%

* Profit attributable to owners of the parent

Copyright © MORESCO Corporation All Rights Reserved.

Trends in Consolidated Net sales and Consolidated Gross Profit Margin (quarterly)

- Net sales maintained an upward trend.
- Gross profit margin held above 31%.



Copyright © MORESCO Corporation All Rights Reserved.

Topics (Initiatives to strengthen the global framework.)

MORESCO

➢ Review of Management Structure in North America and China (Announced December 12, 2025)

Merger of Two Group Companies in North America

MORESCO USA Inc. (Michigan, USA), a consolidated subsidiary of MORESCO Corporation, merged with CROSS TECHNOLOGIES N.A. INC. (Michigan, USA).

Dissolution of the Hot Melt Adhesive Plant in China (Tianjin)

MORESCO Group currently operates its Hot Melt Adhesive business in Japan, China, Indonesia, and India. As part of a review of our global production structure, we have decided to dissolve and liquidate the manufacturing plant in China.

Copyright © MORESCO Corporation All Rights Reserved.

Construction of the 2nd Research Center

- To drive the creation of new businesses, MORESCO is currently constructing a new research center. Operations are targeted to commence around March 2027.

Rendering of the 2nd Research Center exterior

Research Center Location

Copyright © MORESCO Corporation All Rights Reserved.

Contents

- Business Report
- Report on Consolidated Financial Results
- **Progress report on the 10th Medium-term Management Plan**
- Matters to Be Resolved
- Introduction of Directors

Copyright © MORESCO Corporation All Rights Reserved.

Major achievements of the 10th Medium-Term Management Plan

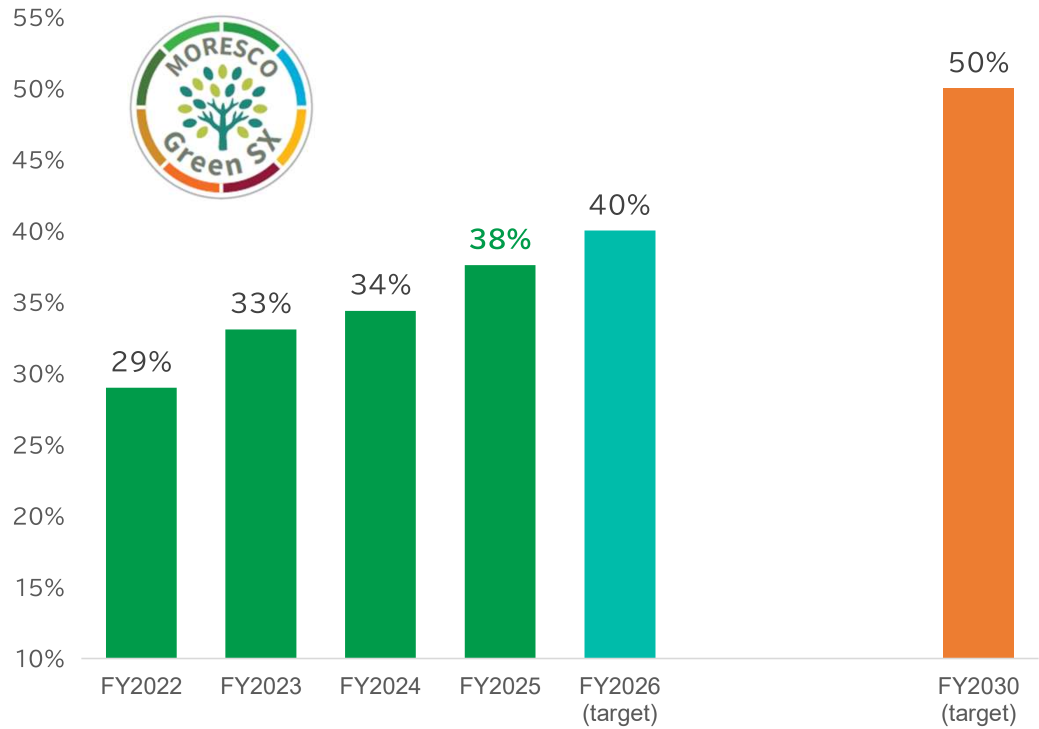
（Basic policies(Business strategy)）	(Major initiatives)	(Major achievements)
Promotion of Sustainability Management	● Promotion of carbon neutrality ● Increasing MGS product sales ratio ● Efforts to reduce environmental impact	● **Achieved GHG reduction rate of 53% in FY2025 (compared to FY2013)** ● **MGS product sales ratio reached 38% in FY2025**
Enhancement of Our Product Portfolio	● Development and sales expansion of high-value-added products ● Response to circular economy	● **Accelerated the development of PFAS-free lubricant and other new products in the semiconductor field** ● **Established a recycling system for raw materials, reusing regenerated oil as feedstock**
Creation of Next-Generation Business	● Focus on life science business ● Promoting businesses related to perovskite solar cells	● **Started online sales of our own cosmetics using our unique nanoemulsion** ● **In the development of perovskite solar cells, demonstration experiments progressed and we joined the Film Photovoltaic Research Consortium** ● **Stepped up involvement in the development of fusion power plants**
Innovation of Business Processes	● Innovation of production processes ● Promotion of DX ● Addressing logistics issues	● **Accelerated and streamlined product development and improvement through the use of generative AI** ● **In the Liquid Paraffin & Sulfonates Division, preparation for pilot production progressed with a view to the introduction of a new chemical treatment method (single-substance treatment method)**
Improvement of the Return on Capital	● Strengthening Earning Power (Profitability) ● Promotion of human capital management ● Shareholder returns ● Strengthening IR activities	● **Started creating ROIC reverse trees by Division and target management using ROIC indicators** ● **Health and Productivity Management, Human Capital Strategy**
（Basic policies(Overseas strategy)）		
Enhancement of global structure	[China] Early stabilization of operation of new plants strengthening of development system [North America] Creating synergies through business acquisitions, etc. [Southeast/South Asia] Enhancement of R&D function	● **Reviewed the global production structure, leading to the dissolution of a subsidiary in China** ● **Merged two North American subsidiaries, MORESCO USA and CROSS TECHNOLOGIES** ● **Established a subsidiary in Mexico, MORESCO LUBU MEXICANA** ● **Enhancement of R&D systems advanced mainly in Thailand and China**

Copyright © MORESCO Corporation All Rights Reserved.

MORESCO Green SX (MGS) Products Sales Ratio

- To achieve the FY2026 target of 40%, MORESCO will accelerate the development of MGS products.

MGS products sales ratio targets



MGS products

Water soluble cutting fluids MORESCO TOOLMATE GR-5

Environmental conservation | Building of a better workplace

A proprietary special additive suppresses the solidification and floating of glass powder, reducing malfunctions in peripheral equipment such as centrifugal separators and cutting replacement work time by 75%.

Reactive hot melt adhesive MORESCO-MELT RO-400

Energy conservation | Building of a better workplace

A reactive hot melt adhesive that cures through moisture in the air or on the substrate. It eliminates the drying process after application, improving productivity and reducing energy consumption, while also contributing to environmental improvement through solvent elimination.

Copyright © MORESCO Corporation All Rights Reserved.

Strengthening Sales of High-Value-Added Products: PFAS-Free Lubricants

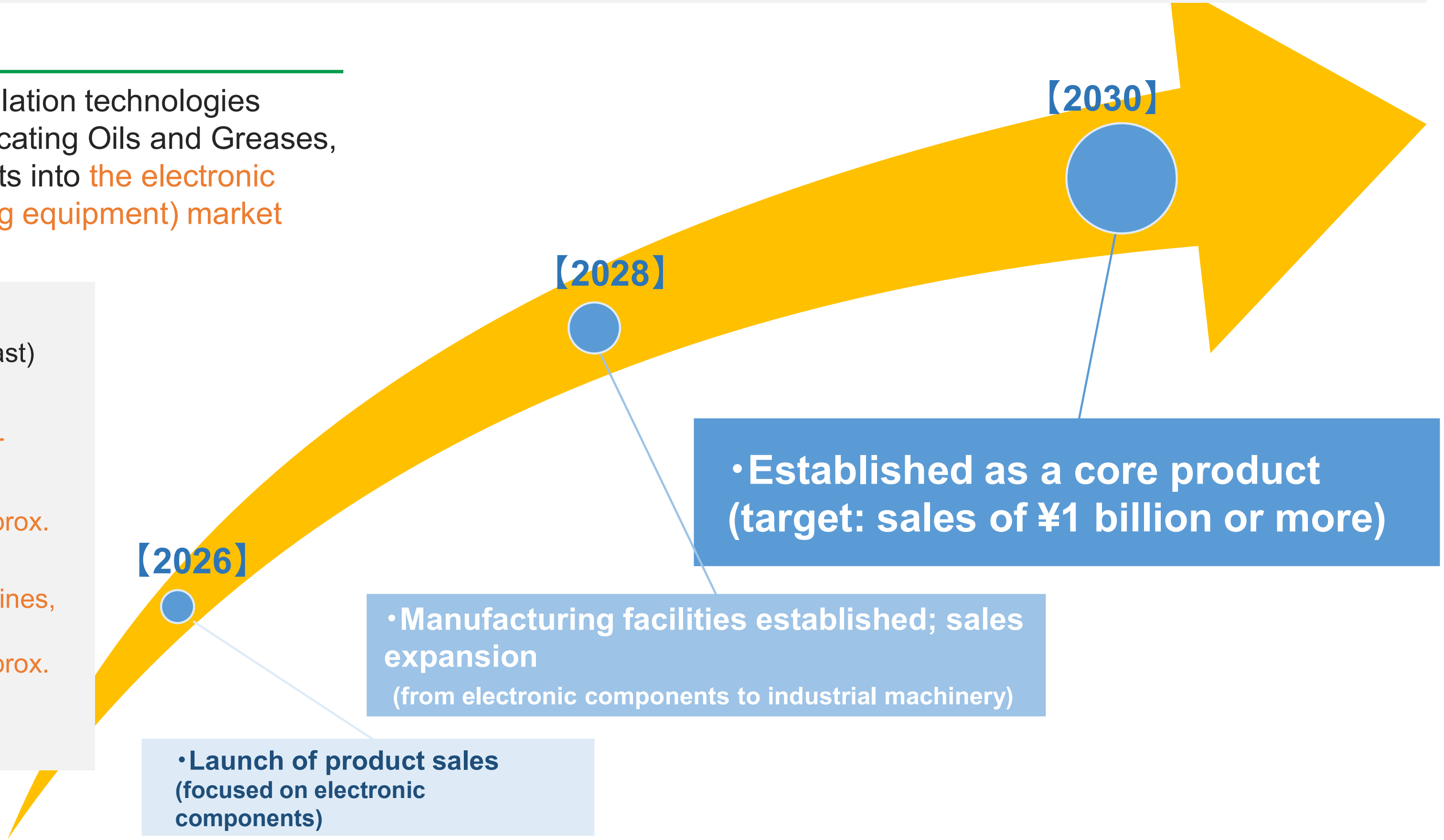
- PFAS-free lubricants for electronic components (semiconductor manufacturing equipment), with commercial launch planned for FY2026.

Our Initiatives

✓ Leveraging molecular synthesis and formulation technologies cultivated through High Temperature Lubricating Oils and Greases, MORESCO will expand PFAS-free products into the electronic components (semiconductor manufacturing equipment) market and the industrial machinery market.

【Market Size (Overall)】

- ¥70 billion (2022 actual) → ¥110 billion (2028 forecast)
- Key applications by segment (2022 actual)
  - Electronic Components: 24% (semiconductor manufacturing equipment-related)
    - ➡ Estimated market size of approx. ¥17 billion
  - Industrial Machinery: 14% (corrugating machines, etc.)
    - ➡ Estimated market size of approx. ¥10 billion
  - Automotive: 15%



Source: Prepared by MORESCO based on publicly available information

Copyright © MORESCO Corporation All Rights Reserved.

Sealant for Perovskite Solar Cells (Development Status)

➢ We are accelerating efforts for the early development of sealants for perovskite (PSC), such as collaborating with the Technology Collaboration Consortium (Prof. Miyasaka, Toin University of Yokohama) and joining the Film Photovoltaic Research Consortium (Prof. Wakamiya, Kyoto University).

Recent Development Activities

- Collaboration with Prof. Miyasaka (Toin University of Yokohama)

  Our sealant applied to PSC installed for demonstration purposes at a farm in Takatsuki City

- Joined the Film Photovoltaic Research Consortium (April 1, 2025)

Features of Our Sealant (Thermoplastic Resin)

1) High water vapor barrier property
2) High adhesion strength to substrates
3) Low damage to organic devices
4) Can be supplied pre-coated onto a water vapor-impermeable barrier film

- We are advancing development of both glass-substrate and film-substrate types, in line with each manufacturer's development approach.

Source: Prepared by MORESCO based on publicly available information

Copyright © MORESCO Corporation All Rights Reserved.

Radiation resistant lubricating oils (Business Related to Fusion (Nuclear Fusion) Plants)

- In the development of fusion (nuclear fusion) plants, we are contributing through our proprietary radiation-resistant lubricant technology

Comprehensive Business Alliance with Kyoto Fusioneering Ltd.

・In May 2025, we entered into a comprehensive business alliance with Kyoto Fusioneering Ltd. for the joint development and sale of radiation-resistant lubricants for use in future fusion (nuclear fusion) plants.

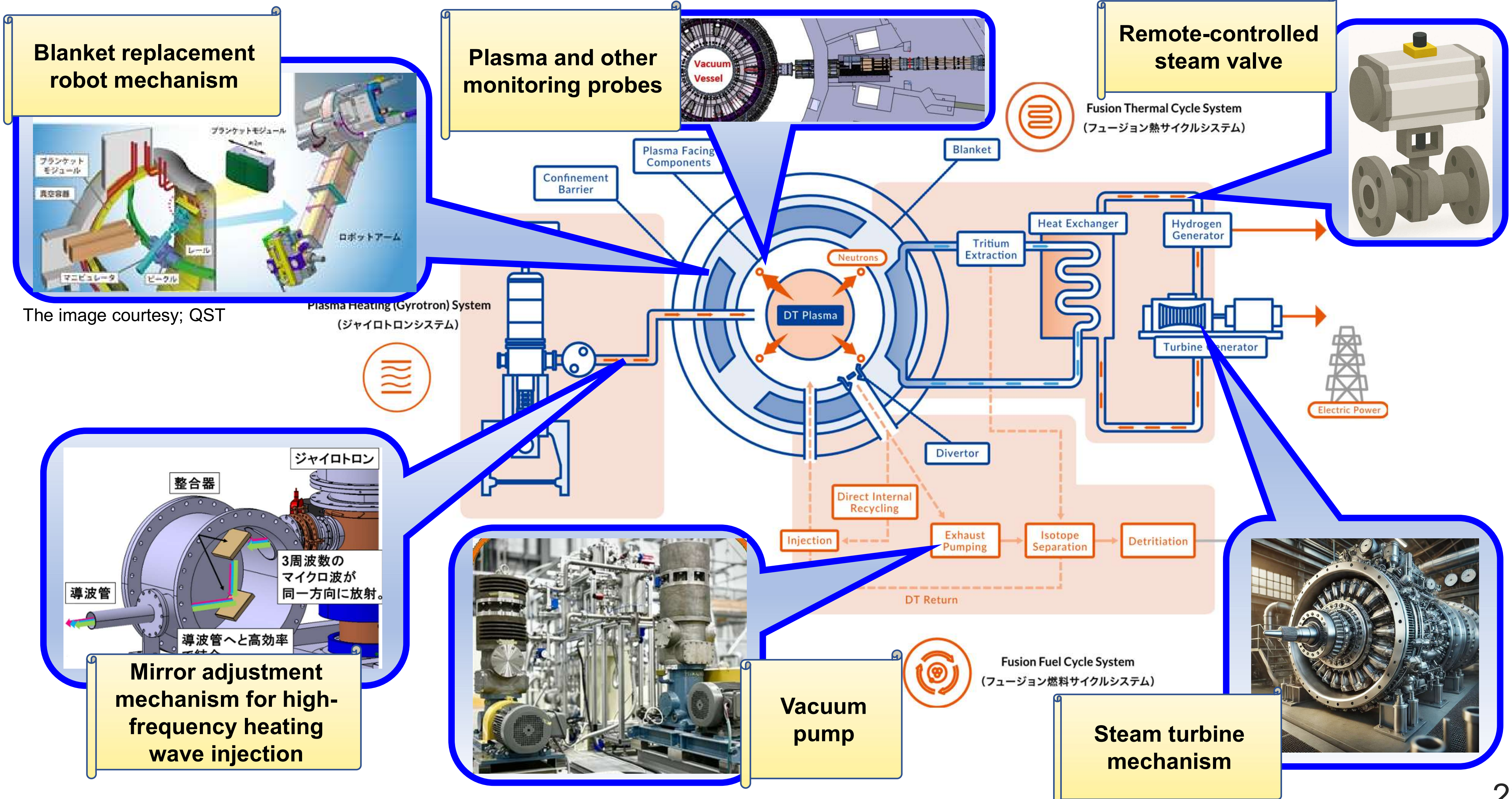
MORESCO × KYOTO FUSIONEERING

・We will continue to actively engage in fusion plant development projects around the world, including ITER (France) and DONES (Spain).

Copyright © MORESCO Corporation All Rights Reserved.

Examples of Equipment Expected to Incorporate Our Products in Fusion (Plants)

MORESCO



The image courtesy; QST

Copyright © MORESCO Corporation All Rights Reserved.

FY2026 Earnings Forecast

MORESCO

Full-Year Forecast Assumptions

- Crude Oil Price (Dubai): USD 130/bbl
- Exchange Rate: JPY 160/USD

Annual Dividend per Share (Forecast)

- JPY 55
  (Interim: JPY 25, Year-end: JPY 30)

(Millions of yen)	FY2025 results	FY2026 forecasts	Year-on-year change	
			Change in amount	Change in percentage
Net sales	34,871	37,000	＋2,129	＋6.1%
Operating profit	2,367	2,400	＋33	＋1.4%
Ordinary profit	2,704	2,700	－4	－0.1%
Profit*	1,525	1,550	＋25	＋1.6%

* Profit attributable to owners of parent.

Copyright © MORESCO Corporation All Rights Reserved.

Contents

Copyright © MORESCO Corporation All Rights Reserved.

Disposal of Retained Earnings

(1) Type of dividend property

Cash

(2) Matters concerning appropriation of the dividend property and the total amount thereof

35 yen per share of the Company's common stock Total amount of dividends: 321,201,300

Since 20 yen per share of the Company's common stock was paid as an interim dividend in November 2025, the annual dividend will be 55 yen per share.

(3) Date on which distribution of retained earnings takes effect

May 28, 2026

Copyright © MORESCO Corporation All Rights Reserved.

Agendum 2

Election of Six Directors (except Directors who are Audit and Supervisory Committee Members)

Candidates for Directors

Motohisa Morozumi
Nobuhiro Sewaki
Hirofumi Fujimoto
Jiro Hosomi
Katsuhito Fukuda
Hiroshi Sakai (Outside Director)

Copyright © MORESCO Corporation All Rights Reserved.

Agendum 3

Election of Four Directors Who Are Audit and Supervisory Committee Members

Candidate for Director who is an Audit and Supervisory Committee Member

[New] Tadashi Takeuchi

Mikio Nakajo (Outside Independent)

Hiroko Fuji (Outside Independent)

[New] Yukiko Hirazawa (Outside Independent)

Copyright © MORESCO Corporation All Rights Reserved.

Contents

- Business Report
- Report on Consolidated Financial Results
- Progress report on the 10th Medium-term Management Plan
- Matters to Be Resolved
- **Introduction of Directors**

Copyright © MORESCO Corporation All Rights Reserved.

Introduction of Directors

Directors

Motohisa Morozumi

Nobuhiro Sewaki

Hirofumi Fujimoto

Jiro Hosomi

Katsuhito Fukuda

Hiroshi Sakai
(Outside Independent)

Director (Audit and Supervisory Committee Member)

[New] **Tadashi Takeuchi**

Mikio Nakajo
(Outside Independent)

Hiroko Fuji
(Outside Independent)

[New] **Yukiko Hirazawa**
(Outside Independent)

Copyright © MORESCO Corporation All Rights Reserved.

Head Office and R&D Center

MORESCO Group delivers sustainable one-of-a-kind products

MORESCO Group Integrated Report 2025

- Performance outlook and other information related to future forecasts and strategies contained in this material is based on the Company's decisions at the time of preparation of this material and is subject to change in the future without prior notice.
- The Company will not be held responsible for any damage caused by making investment decisions based solely on the performance outlook and target figures provided in this material.
- Please note, copying or distributing this material without permission is prohibited.

Copyright © MORESCO Corporation All Rights Reserved.