

The background of the slide features a blurred image of a robotic arm in motion, overlaid with a semi-transparent grid of binary code (0s and 1s). On the left side, there is a vertical yellow band with a black dot pattern, and on the right side, there is a vertical blue band with a white dot pattern.

MISUMI Group Inc.

FY2024 (ended March 31, 2025)

Full-year Earnings Report and Future Initiatives

April 25, 2025
Ryusei Ono
Representative Director and President

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FX rates (vs Yen)	FY23 Actual	FY24 Actual
USD	144.4 yen	152.5 yen
EUR	156.8 yen	163.6 yen
RMB	20.1 yen	21.1 yen

Earnings Overview for FY2024

Summary of FY24 Financial Results

<Market Outlook / Market Trends>

- Growing market uncertainty from geopolitical risk and forex volatility
- Gradual recovery in China, Asia, and Japan; EU and US markets remain challenged

<Sales Growth / Profitability>

- Sales Growth: Sales reached **a record high**
- Profitability: Operating income margin **improved 1.2 pt YoY**

<Strategy Execution / Infrastructure Enhancement>

- Continuous execution on "**Digital MODEL Shift**" x "**region-specific growth strategy**"
- Digital MODEL initiatives, such as meviy, produced certain results
- Further strengthening the Business foundation, including core system renewal

FY2024 Earnings Overview

Achieved record-high sales due to unique measures and gradual recovery in demand

Profitability improved, but fell short of plan due to higher purchasing costs and delays in price increases in certain regions

Million yen

Category	FY23	FY24			
	Actual	10/25 Announced FC	Actual	Percentage change	
				YoY	vs. Announced FC
Net sales	367,649	401,200	401,987	+9.3%	+0.2%
Operating income	38,365	49,100	46,480	+21.2%	-5.3%
Margin	10.4%	12.2%	11.6%	+1.2pt	-0.6pt
Ordinary income	41,265	51,600	49,901	+20.9%	-3.3%
Net income	28,152	37,100	36,549	+29.8%	-1.5%

FY2024 Sales and Operating Income by Business Segment

Sales increased across all businesses, with telecom, meviy and Economy series driving strong growth in FA

Profitability remained consistent with 1H; significant improvements in FA, while Die components and VONA were in line with the previous year

(Million yen)

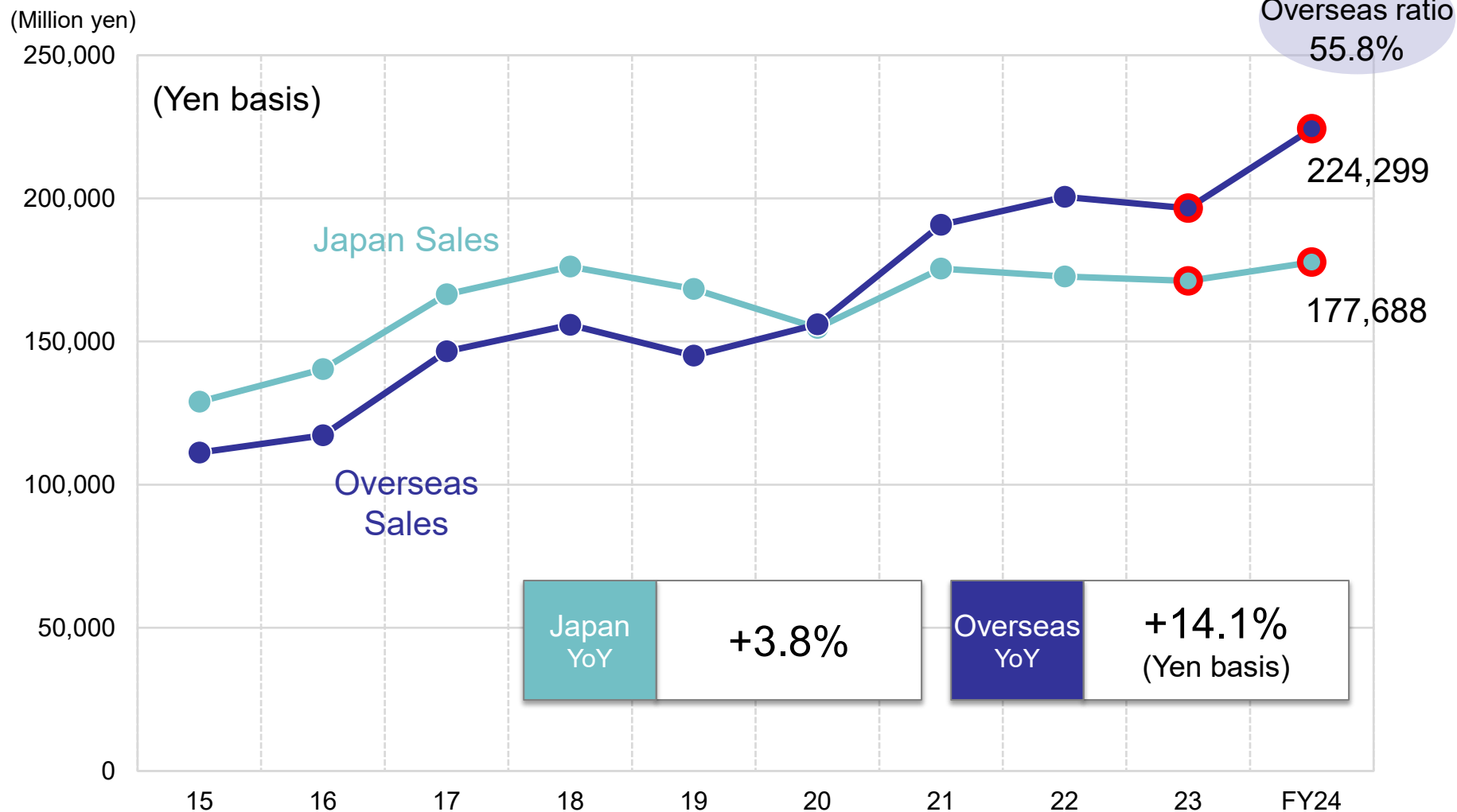
Category	Net sales			Operating income				
	FY23	FY24	YoY change	FY23		FY24		YoY change
			Yen basis (*)					
					Margin		Margin	Yen basis (*)
Total	367,649	401,987	+9.3% (+6.9%)	38,365	10.4%	46,480	11.6%	+21.2% (+13.7%)
FA business	118,219	135,803	+14.9% (+12.3%)	15,097	12.8%	22,510	16.6%	+49.1% (+40.9%)
Die components business	79,932	86,451	+8.2% (+4.9%)	9,139	11.4%	9,504	11.0%	+4.0% (-3.6%)
VONA business	169,497	179,732	+6.0% (+4.1%)	14,128	8.3%	14,466	8.0%	+2.4% (-4.5%)

*Local currency basis 5

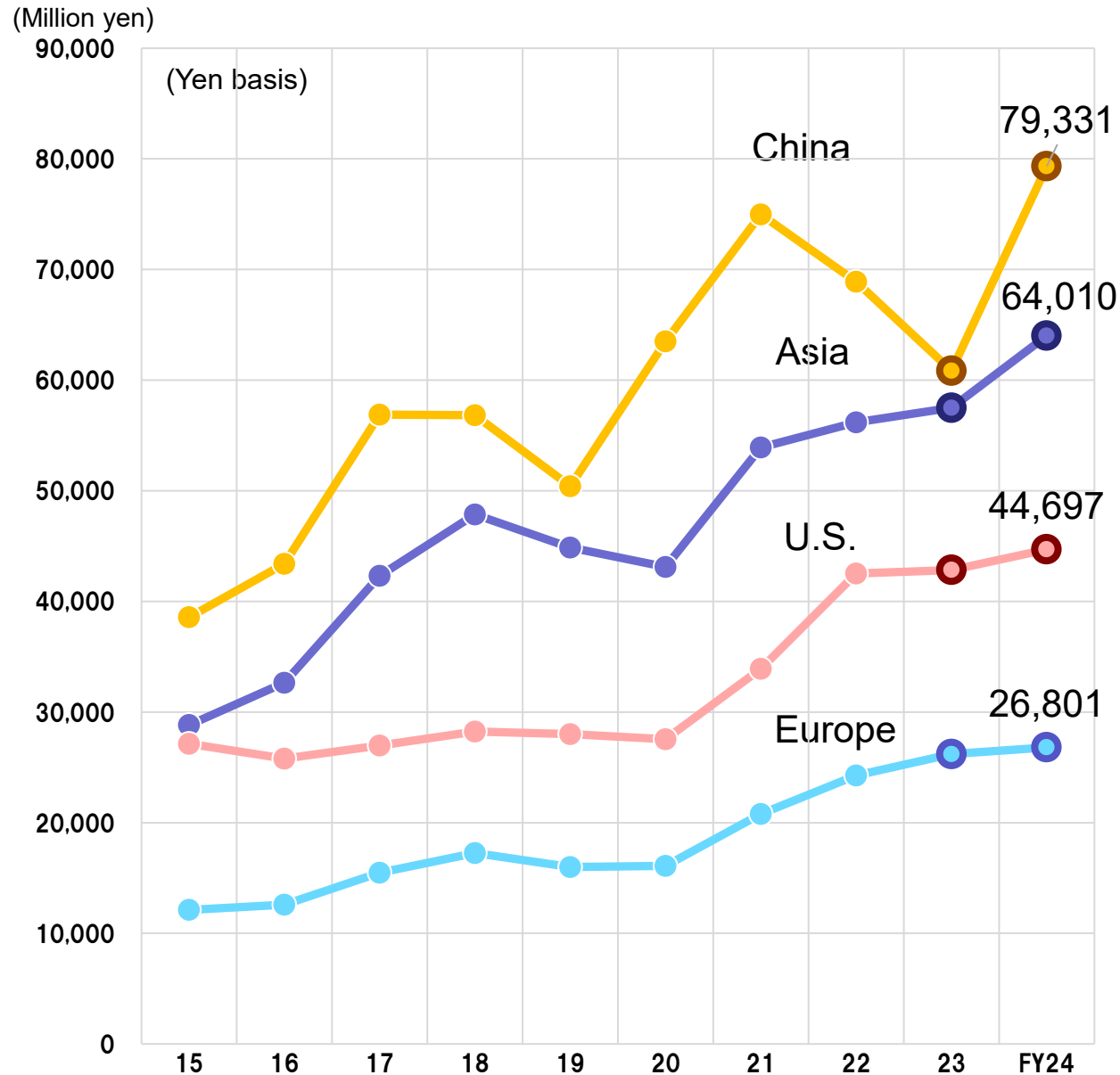
FY2024 Japan & Overseas Sales

Japan: Automotive demand & meviy remained solid, driving YoY sales growth

Overseas: Sales increased in China and Asia, which partially offset the sluggish performance in the EU and the US



FY2024 Sales by Region



China

Despite uncertain market conditions, telecom made significant contribution

YoY	Yen basis	Local currency basis
	+30.4%	+24.4%

Asia

Firm demand, Economy Series made significant contribution

YoY	Yen basis	Local currency basis
	+11.3%	+8.0%

U.S.

Growing uncertainty preventing market recovery and CAPEX investments

YoY	Yen basis	Local currency basis
	+4.3%	-1.2%

Europe

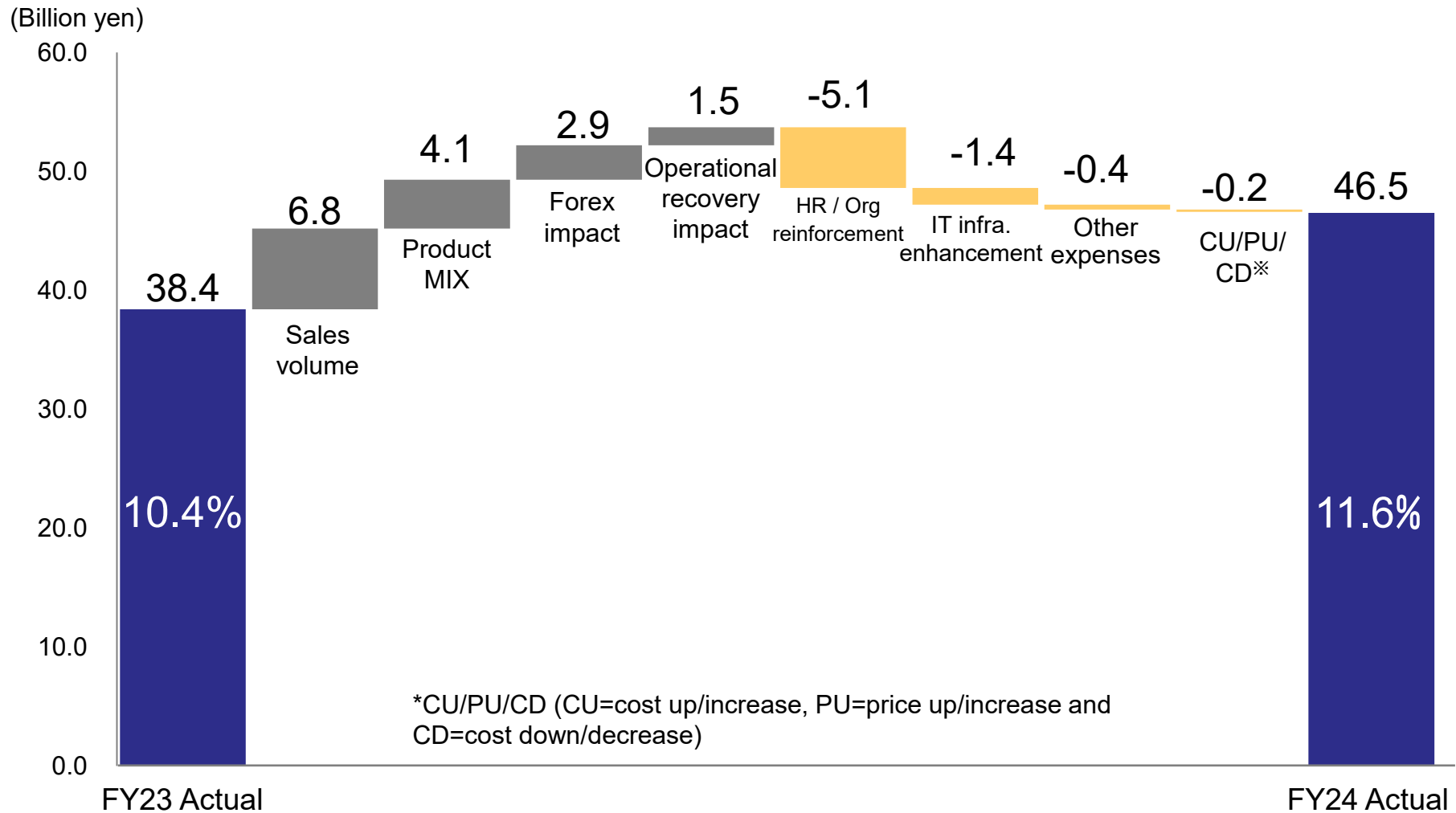
Unique measure effective, but unable to offset slump of deteriorating markets

YoY	Yen basis	Local currency basis
	+2.3%	-1.9%

FY2024 Operating Income Analysis (YoY)

Higher sales volumes, product mix and forex impact are main contributing factors for increased profits

Realized improved profitability notwithstanding MODEL innovations made through IT infrastructure and HR organizational enhancements



FY2025 Consolidated Earnings Forecast

FX rates (vs Yen)	FY24 Actual	FY25 Forecast
USD	152.5 yen	139.0 yen
EUR	163.6 yen	153.0 yen
RMB	21.1 yen	19.3 yen

Summary of FY25 Financial Forecast

<Market Outlook / Market Trends>

- Trade issues and policy developments in various countries, having **significant impact** on the global economy
- **Business environment expected to remain challenged** due to highly unpredictable market outlook

<Sales Growth / Profitability>

※Calculations are based on certain assumptions about the impact of U.S. tariffs and resulting decline in capital investment demand in various countries. However, this is subject to change due to future market conditions and other factors.

- Sales growth: **Slight sales decline** driven by US tariffs and FX impact
- Profitability: By thoroughly managing profitability, maintain a **double-digit** operating margin

<Strategy Execution / Infrastructure Enhancement>

- **Balancing short to medium term** focus
- Further promote regionally tailored Digital MODEL initiatives
- Continue to strengthen the essential Business foundation based on market demand trends

FY2025 Full-year Forecast

Slight decline in sales due to lower capital investment demand from US tariff policy and impact from foreign exchange rates

Double digit profitability expected despite cost increases and impact from previous year

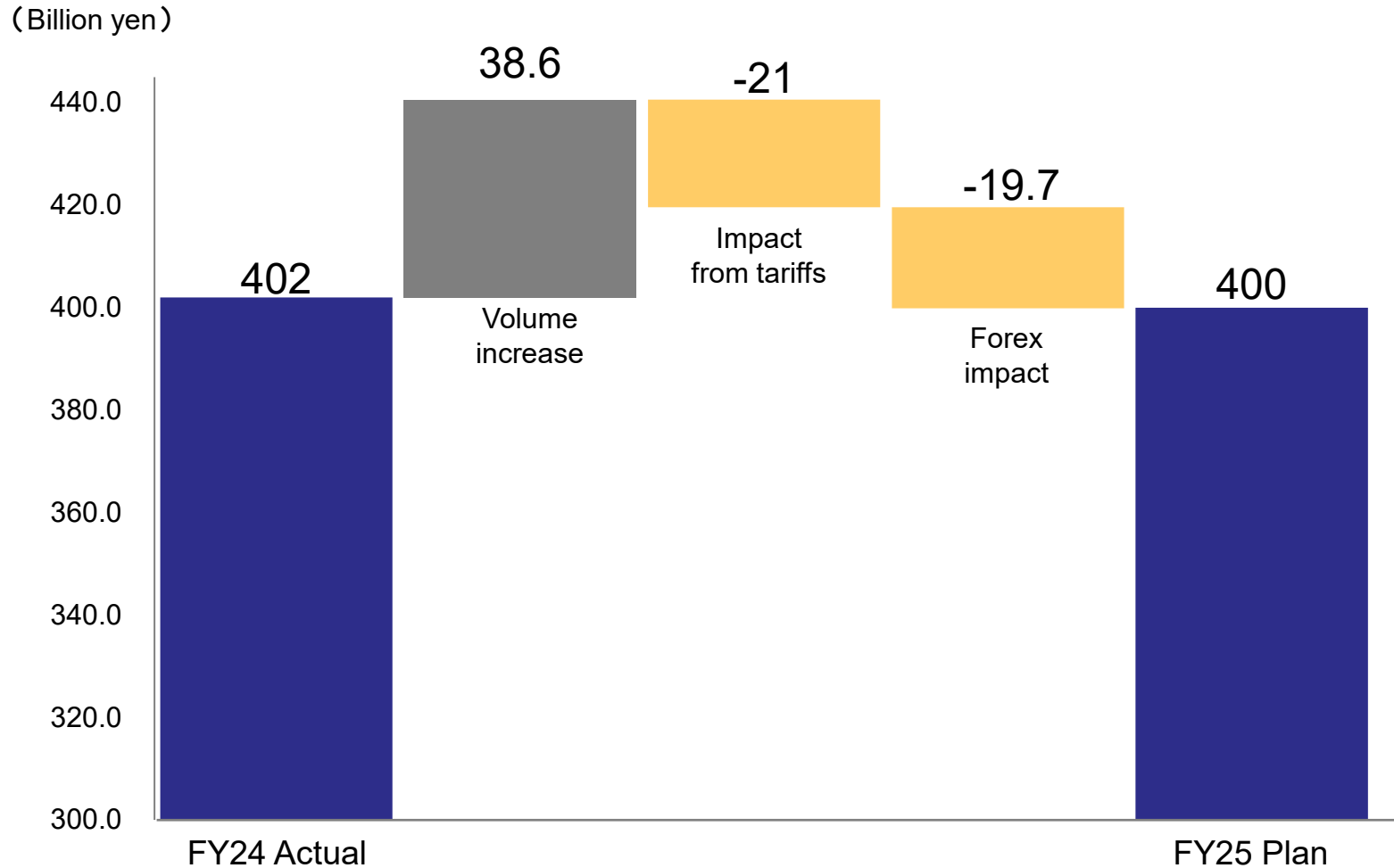
(Million yen)

Category	FY24	FY25		
	Actual	Plan	YoY change	
			Yen basis	Local currency basis
Net sales	401,987	400,000	-0.5%	+4.7%
Operating income	46,511	43,500	-6.4%	+4.9%
Margin	11.6%	10.9%	-0.7pt	+0.0pt
Ordinary income	49,933	44,500	-10.8%	-
Net income	36,574	32,000	-12.4%	-

※As resolved at the Board of Directors meeting on April 17, 2025, the impact from the Fictiv acquisition is currently under review and is not reflected in the forecast above

FY2025 Sales Analysis (YoY)

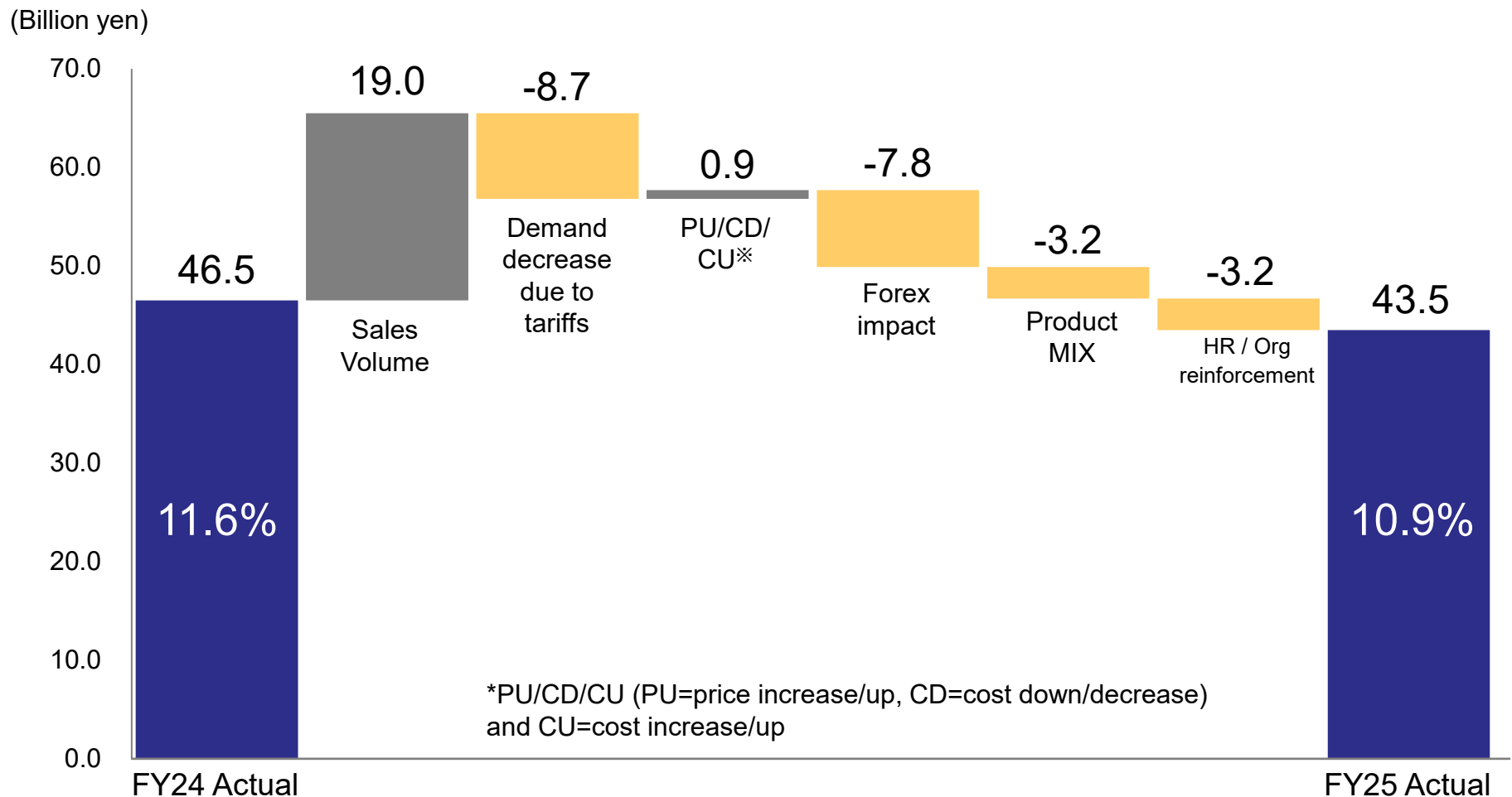
Sales volume expected to increase from digital initiatives, however unable to offset impact from tariffs and exchange rates



FY2025 Operating Income Analysis (YoY)

Unique measures expected to increase sales volume; decrease in demand also factored in due to impact from tariffs

Tariffs related price increase partially absorbed by cost reductions; profitability decline from forex impact, product mix, and HR/Organizational reinforcement expected



Shareholder Returns

FY24: Full-year dividend expected to be 43.21 yen (dividend payout ratio of 32.5%)

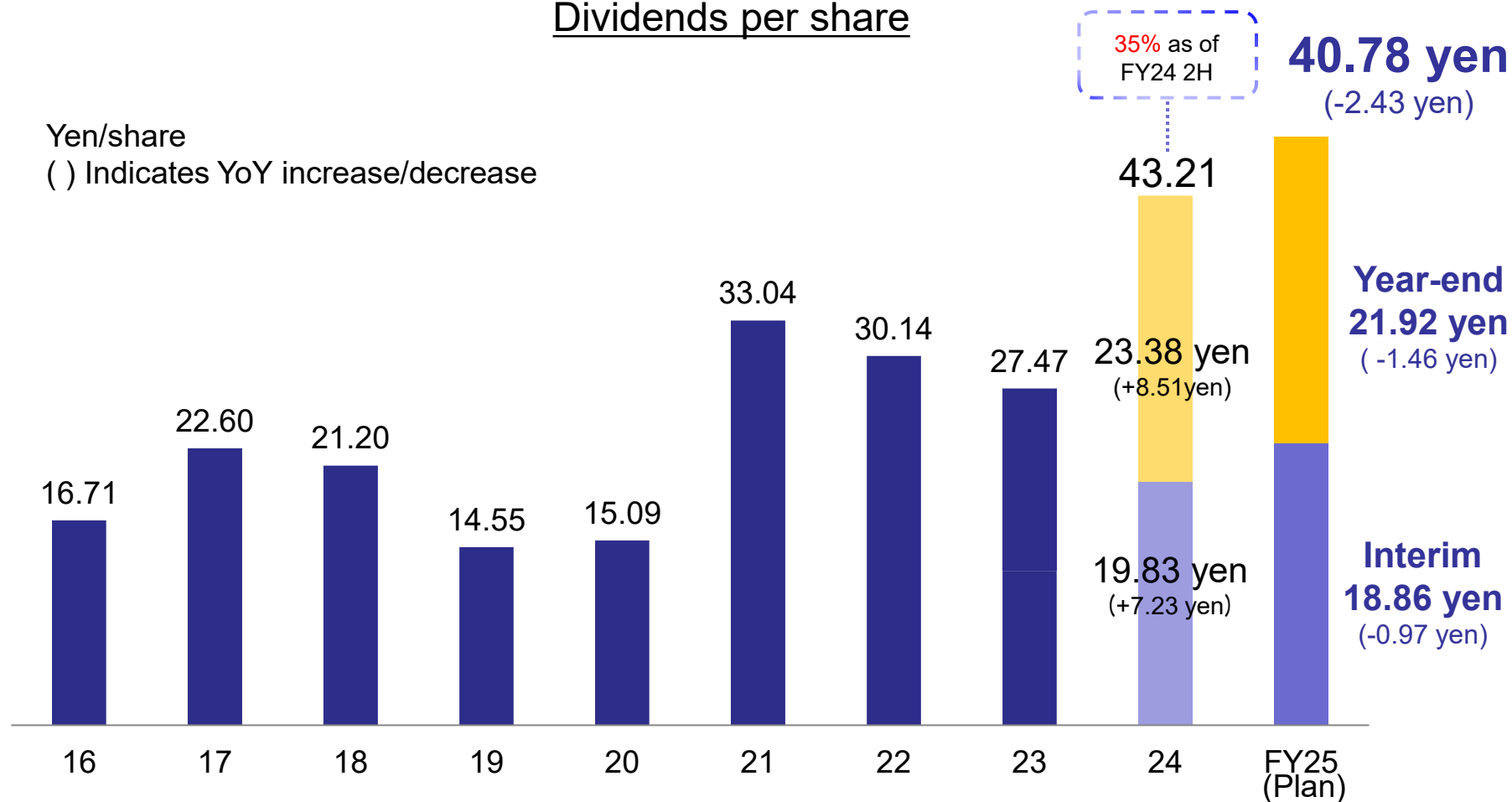
※Dividend payout ratio 30%→**35%** (**changed** from 2H)

FY25: Full-year dividend planned to be 40.78 yen (dividend payout ratio of 35%)

Dividends per share

Yen/share

() Indicates YoY increase/decrease

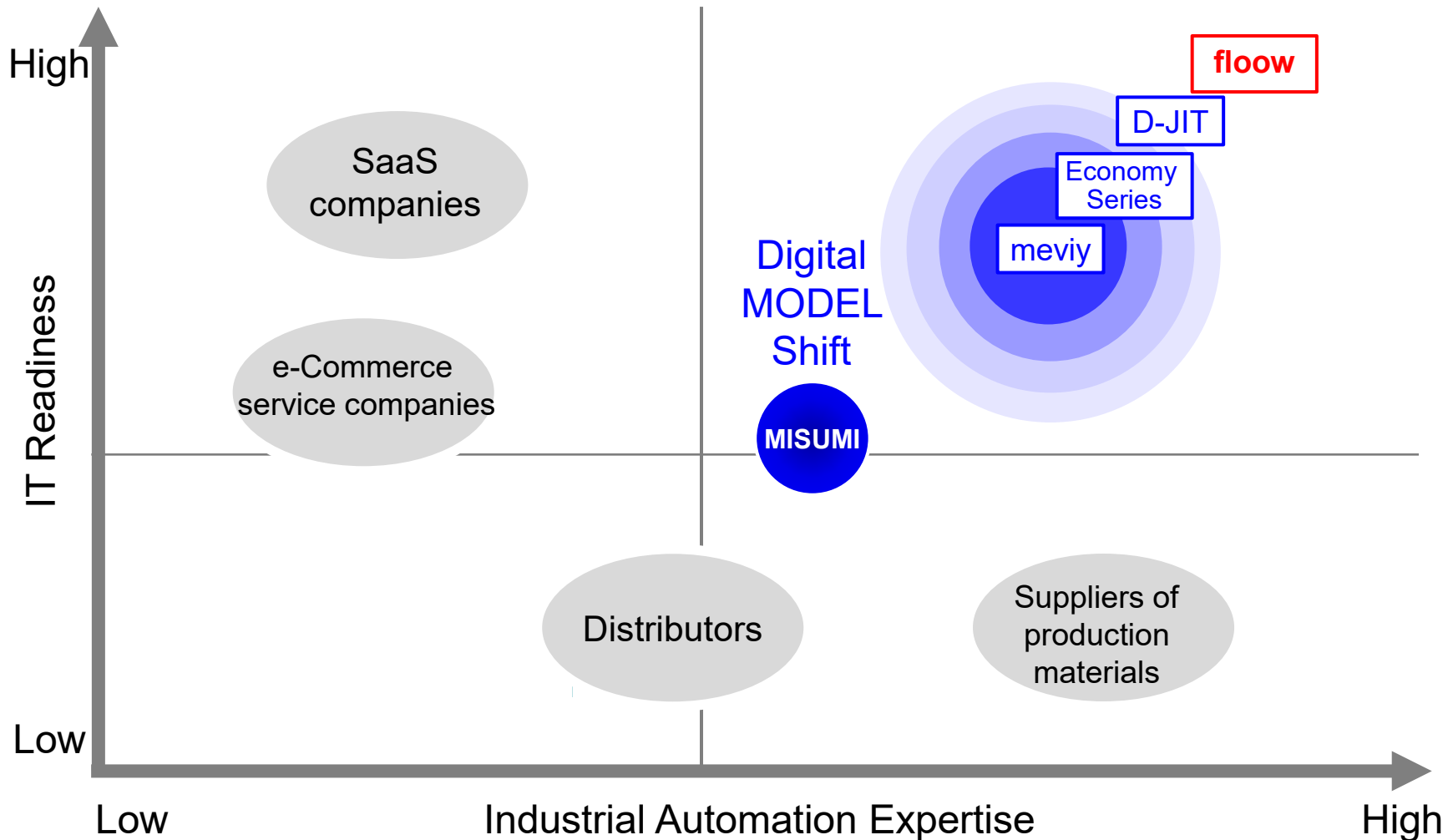


Future Growth Strategy and FY25 Principal Initiatives

MISUMI's Digital MODEL Shift

4th Digital MODEL released to meet increasingly diverse automation customer needs




Building unique competitive advantages through synergies and region-specific growth strategies



Penetration of Digital Initiatives in our Main Businesses

Aim to fundamentally strengthen existing businesses through Company-wide digital initiatives

Ongoing efforts to accelerate the MODEL to enhance our Customer's Time Value

		FA	VONA	Die Components
Company wide strategy	meviy	Customized products		
	Economy Series	Mid-range spec products		
	D-JIT	High-volume procurement		
	floow		Factory MRO	
Strategy by Business				

Progress of Digital MODEL Shift

DM #1 meviy

Sales
15.9 billion yen

of users
190,000
(+34%)

Profitability
Achieved profitability in Japan

DM #2 Economy Series

Sales
11.1 billion yen

China **+49%**
Asia **+86%**

of customers
90K(+25%)

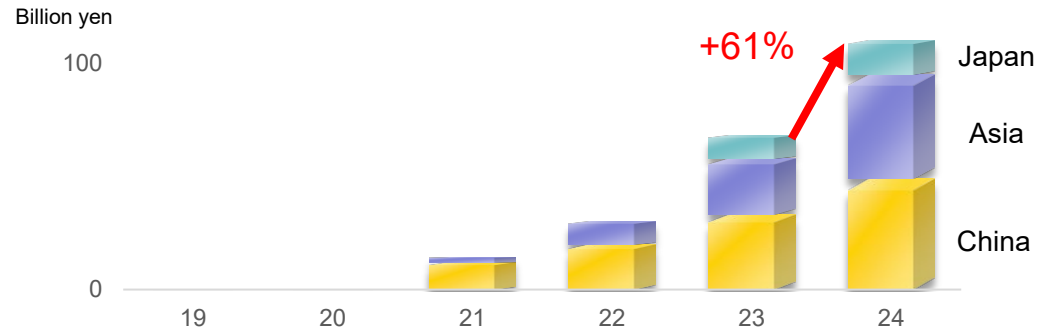
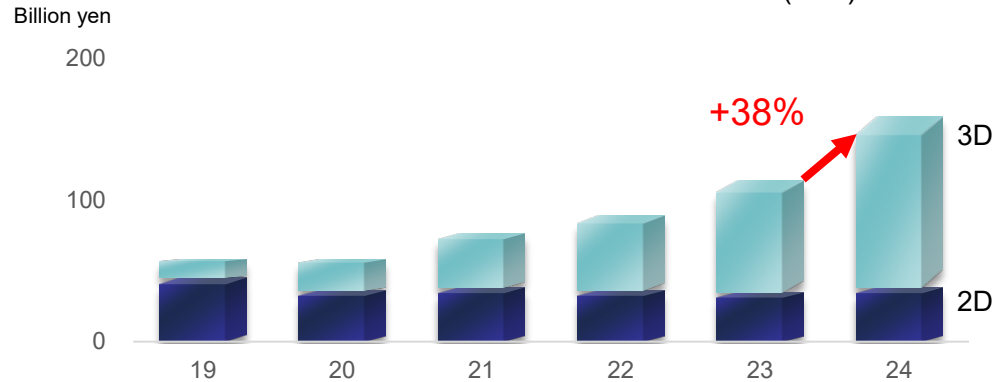
Japan **+47%**

DM #3 D-JIT

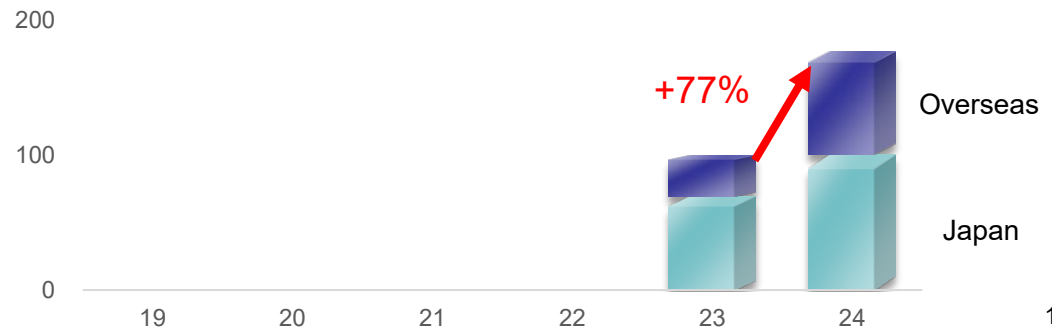
Sales (YoY)
+77%

Japan **+46%**
Overseas **+146%**

Growth rate as of March 2025 (YoY)



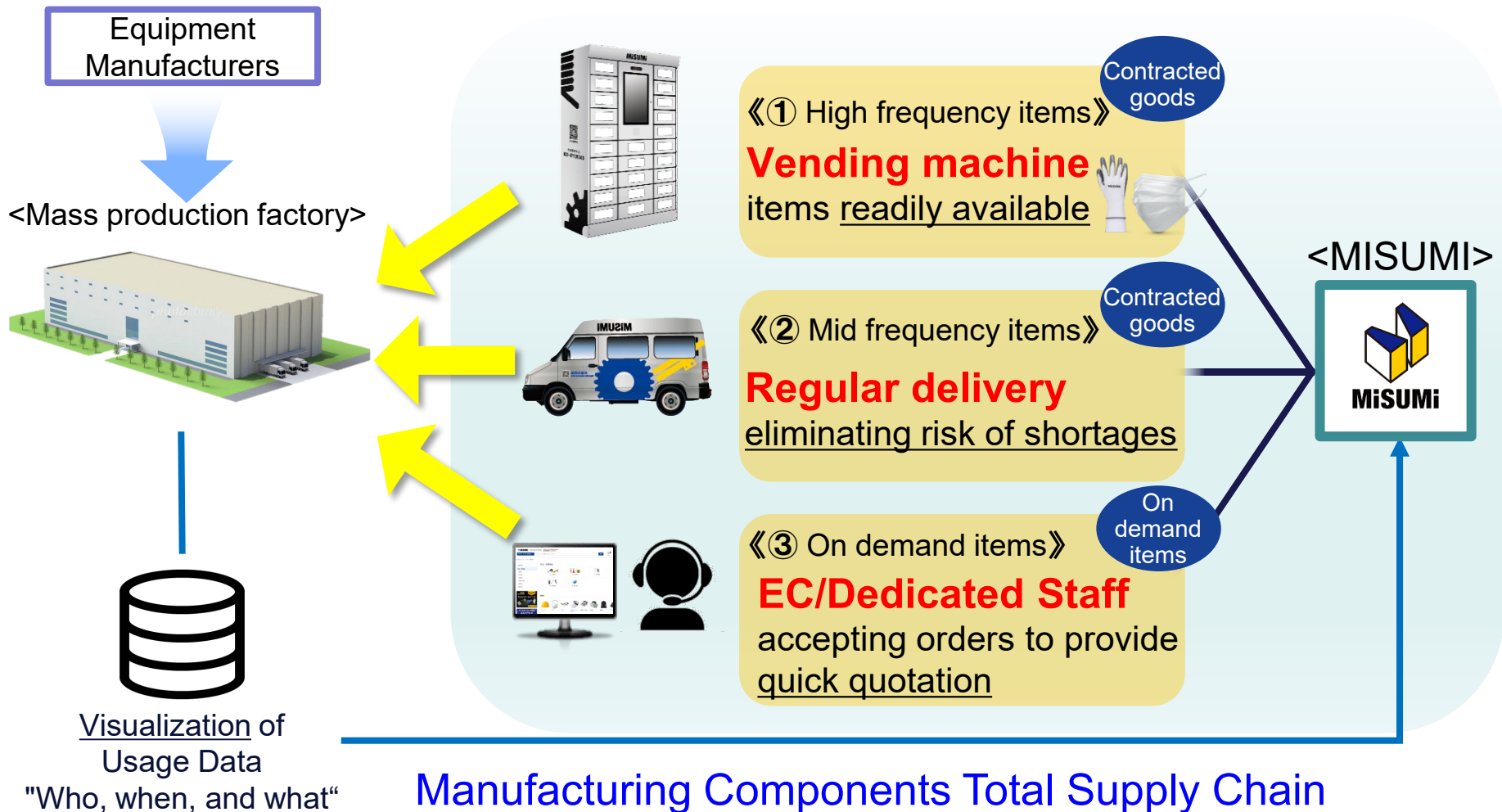
(Index: FY23=100)



The 4th Digital MODEL Shift: flow

Total cost reduction for manufacturing components that tailors the purchasing of manufacturing components according to a customer's purchasing pattern

To expand from existing equipment manufacturing customers to new mass production factory customers across different industries

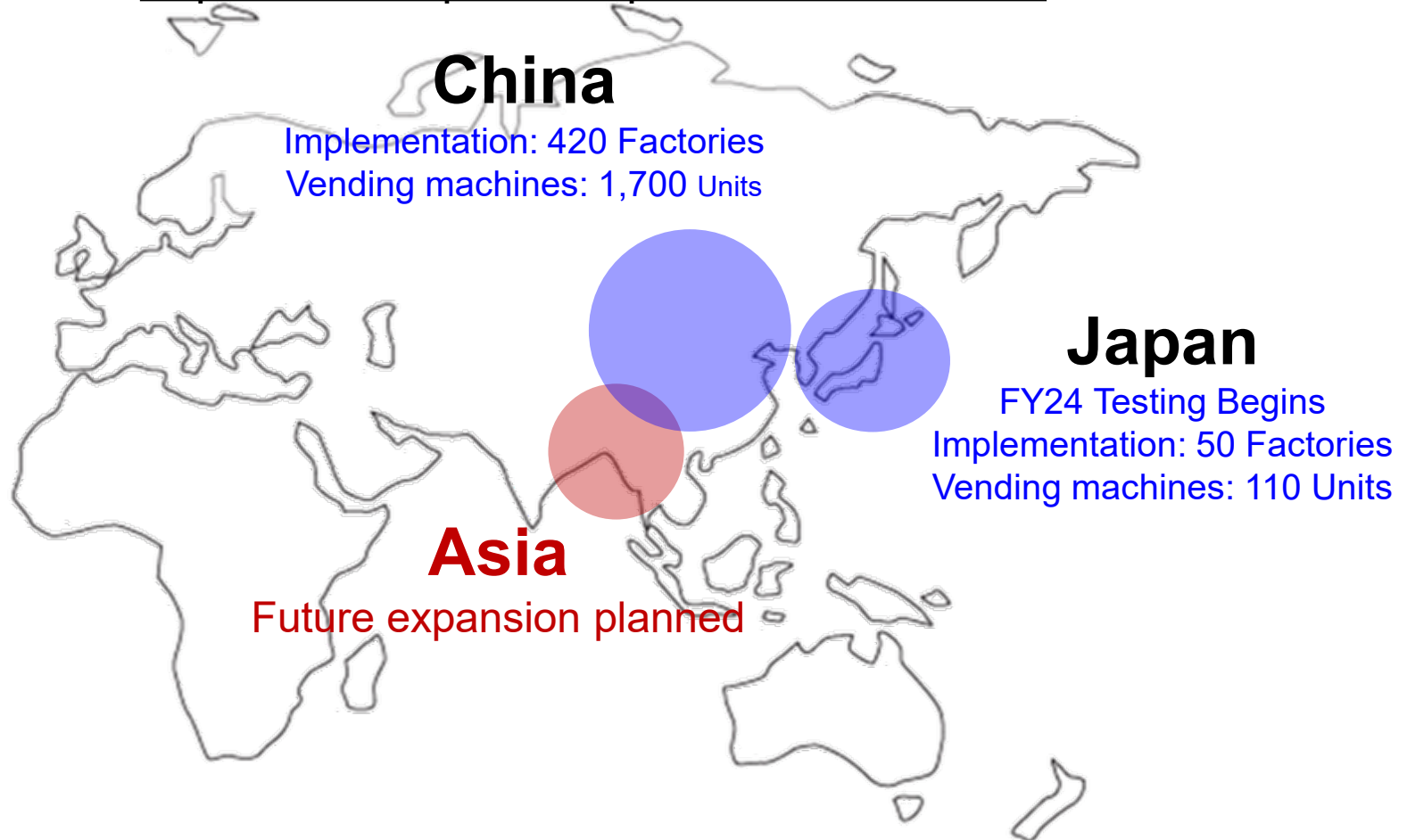


Expanding flow's Operations

In addition to China, where rollout is underway, Japan is conducting operational testing, where factory participation and vending machines are increasing

Expansion across Asia planned from this fiscal year onwards, further demonstrating the competitive advantage of our digital initiatives

Expansion Map and Implementation Status



Acquisition of Fictiv. Inc. (US)

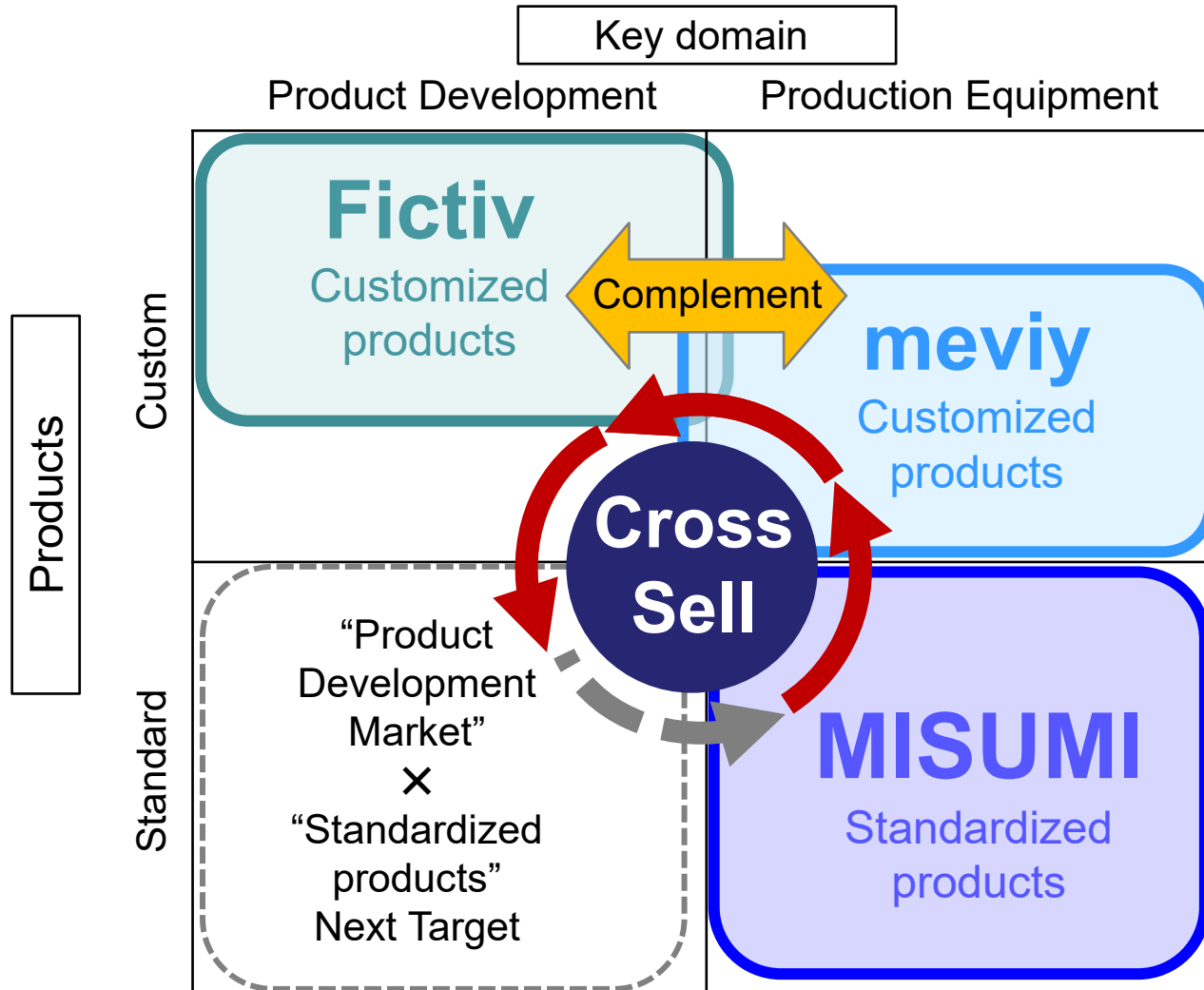
Purpose of the Acquisition

- Accelerate growth of Online Processing Business
 - Promoting the growing “Online Processing Business” sector through meviy and Fictiv integration
 - Further advance competitiveness by complementing Business MODELS and system strengths
- Contributing to expanding MISUMI's business domain
 - Fictiv's primary “Product Development” domain, is MISUMI's domain expansion target
 - Leveraging their business foundation to launch domain expansion
- Reinforcement of Manufacturing AI Capabilities
 - IT/AI engineers talent acquisition with manufacturing expertise
 - Fundamentally strengthen our manufacturing AI capabilities in line with the Digital MODEL Shift initiatives

Expected Synergies

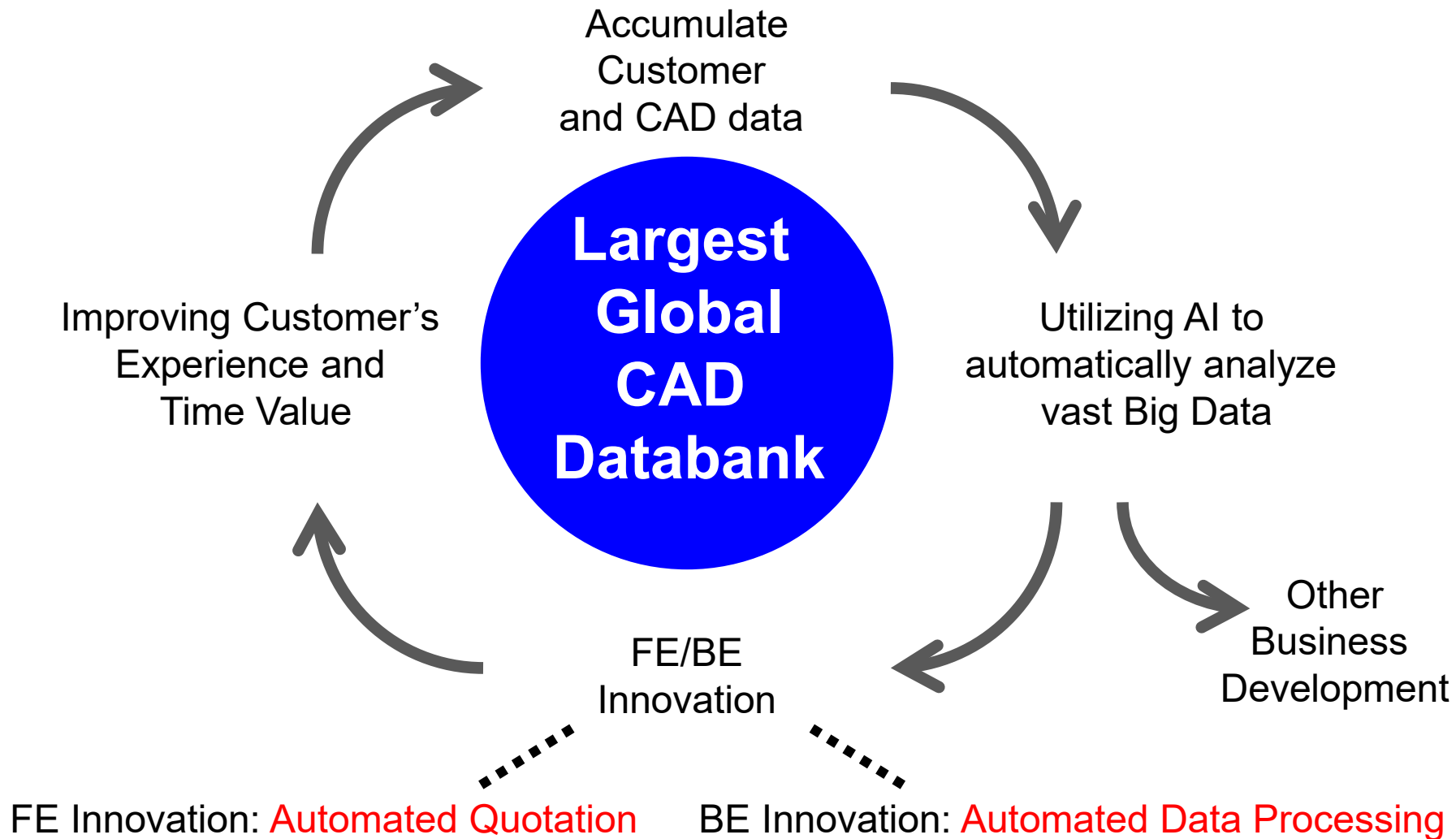
This complementary relationship has supported both the extension of our core business domains and our growth in the US market

Maximize the synergistic impact in terms of products, customers, and regions through cross-selling and leveraging the network



Aspired Form

Fundamentally enhancing our online processing capabilities to create the next MISUMI



Reference Materials

FY2025 Exchange Rate/ Sensitivity

FX rates (vs Yen)	FY24 Actual	FY25 Forecast
	Full year	Full year
USD	141.3 yen	139.0 yen
EUR	153.5 yen	153.0 yen
RMB	19.8 yen	19.3 yen

	Exchange rate sensitivity	
	Sales	Operating income
Approximate impact	2 billion yen	0.6 billion yen

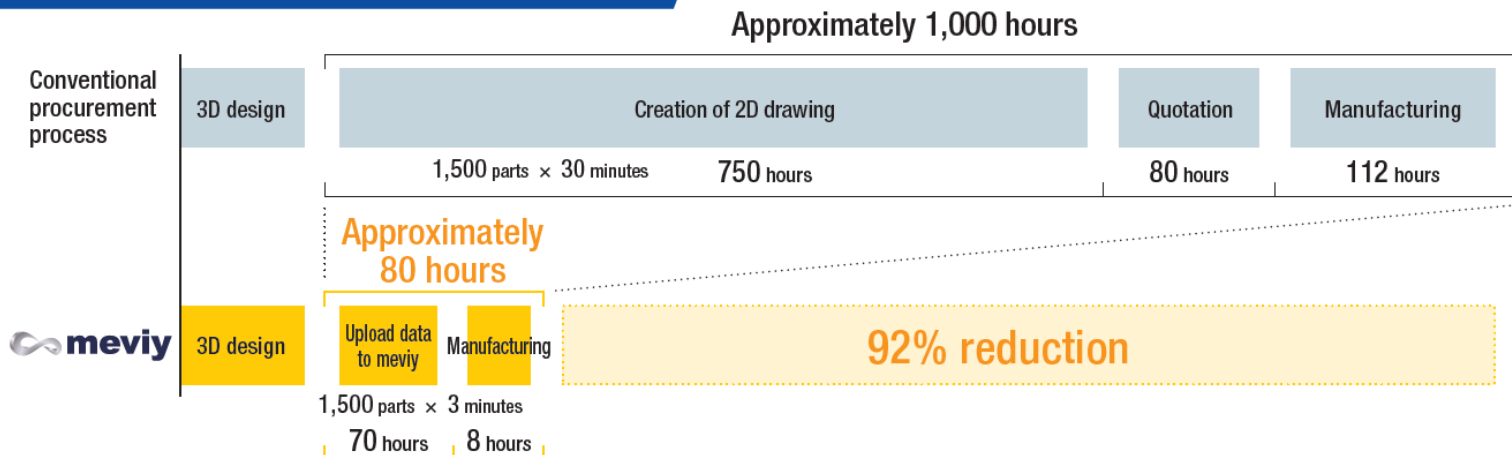
*If all traded currencies fluctuate 1% on average

A Revolution in Parts Procurement: meviy

- Simply upload 3D data of mechanical components and the AI will automatically and instantly provide a quote, and our unique platform enables shipping in as little as one day using a digital manufacturing system (available for free)



Example: Parts procurement for equipment with 1,500 components



What is the Product Development Market?

Disclosure
materials
as of April 17,
2025

The market for mechanical components is outpacing our current domain, especially in the U.S.

<Upstream> Product Development Market

- Components integrated into finished products
- Numerous complex, design-sensitive components
- Large-sized components and high unit price
- Applicable to all types of B2B devices (such as logistics, robots, medical devices)

Application Examples



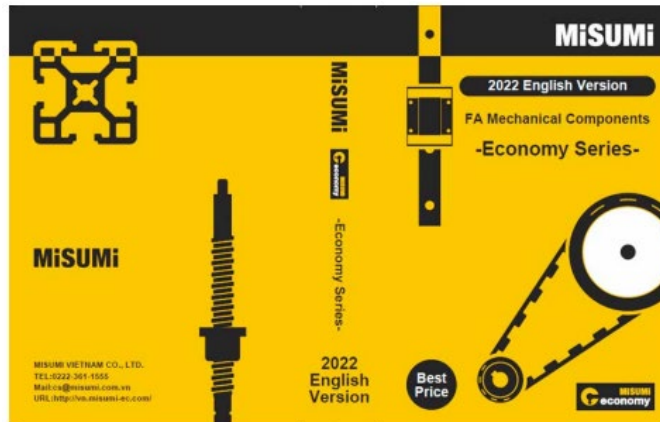
<Current Domain> Production Equipment Market

- Components integrated into equipment and devices
- Generally, there many simple components
- Small-sized components with low unit price
- All types of equipment and devices used within the factory (such as automation line equipment, devices)



Product Range Reform: Economy Series

- Newly introduced, competitively priced mid-range product line from China



MISUMI **MISUMI economy**
Miniature Linear Guides
Standard

Volume Discount

CAD : 3D

MISUMI **MISUMI economy** **SAVE Up to 55%**
Small Ball Bearings

Recommendation

Volume Discount

Comparison with existing products

Existing product



Accuracy -0.009 to 0
 (I.D. Intersection)

Price index 100

Economy Series



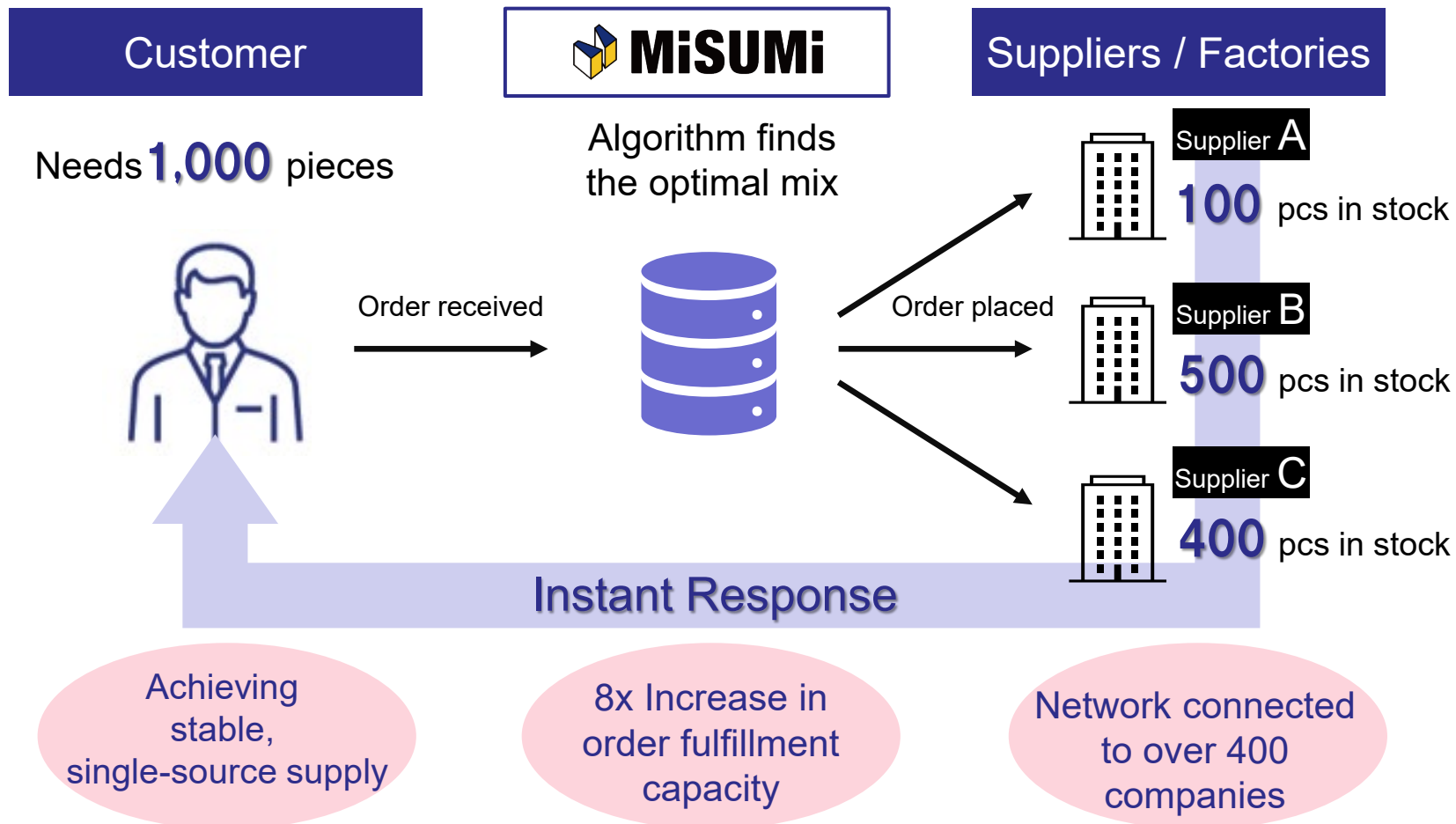
-0.012 to +0.003
 (Middle range accuracy)

30-50

Improving Response to Quantity: D-JIT

A unique system is now in place that allows us to respond to our customers' needs, even for large-volume orders with quick lead times

From “**MISUMI for small-lot, quick delivery**” to “**MISUMI for large quantities, too**”, which will be rolled out globally from Japan



Approx. 50 bln yen MISUMI inventory → Approx. 400 bln yen virtual inventory

Business Foundation

IT

- Our Company has made a proactive investment in IT to promote sustainable growth
- Starting in fiscal year 2021, we began a comprehensive overhaul of the core systems
- We aim to triple the rate of new feature development while reducing development costs by two-thirds

Production/ Logistics

- Aiming for a more stable supply of products by strengthening the globally reliable, quick delivery system

