

## Ten-Year Summary of Financial Indicators

		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
<b>Earnings/Losses</b>											
Net Sales	Million yen	208,562	240,139	259,015	312,969	331,936	313,337	310,719	366,160	373,151	<b>367,649</b>
Operating Income	Million yen	23,759	25,690	27,127	34,848	31,874	23,640	27,199	52,210	46,615	<b>38,365</b>
Operating Margin	%	11.4	10.7	10.5	11.1	9.6	7.5	8.8	14.3	12.5	<b>10.4</b>
Income before income taxes	Million yen	22,942	25,003	26,071	34,516	31,815	22,781	23,496	51,131	46,533	<b>39,219</b>
Net income attributable to owners of parent	Million yen	14,291	16,907	18,387	25,601	24,034	16,504	17,138	37,557	34,282	<b>28,152</b>
Net income margin attributable to owners of parent	%	6.9	7.0	7.1	8.2	7.2	5.3	5.5	10.3	9.2	<b>7.7</b>
<b>Financial Position</b>											
Total assets* <sup>1</sup>	Million yen	184,784	194,186	212,041	243,492	252,393	264,684	288,921	347,390	378,458	<b>413,517</b>
Total equity	Million yen	132,138	141,462	154,530	185,203	203,520	209,514	231,147	277,225	311,286	<b>344,515</b>
Interest-bearing liabilities* <sup>2</sup>	Million yen	—	—	—	—	—	—	—	—	—	<b>—</b>
<b>CAPEX, depreciation and amortization as of and for the years ended March 31:</b>											
Capital expenditures (CAPEX)	Million yen	8,487	9,126	7,219	15,421	21,414	18,018	14,016	16,508	13,625	<b>17,976</b>
Depreciation and amortization expense* <sup>3</sup>	Million yen	7,024	7,821	7,439	8,105	8,758	11,339	13,101 * <sup>3</sup>	13,589 * <sup>3</sup>	14,712 * <sup>3</sup>	<b>15,747</b>
<b>Capital expenditures (CAPEX) Depreciation and amortization</b>											
Return on equity* <sup>4</sup>	%	11.5	12.4	12.4	15.1	12.4	8.0	7.8	14.8	11.7	<b>8.6</b>
Return on assets* <sup>5</sup>	%	13.2	13.2	12.8	15.2	12.8	8.8	8.5	16.1	12.8	<b>9.9</b>
Current ratio	%	429.2	445.8	430.3	362.1	444.4	434.6	478.9	483.0	577.5	<b>627.7</b>
Interest coverage ratio* <sup>6</sup>	times	1,470.3	5,179.8	4,972.6	21,868.1	8,853.9	360.1	541.8	623.9	270.4	<b>371.0</b>
<b>Per share information</b>											
Earnings* <sup>7</sup>	Yen	52.28	61.65	66.94	91.01	84.80	58.18	60.36	132.15	120.53	<b>99.75</b>
Cash dividends* <sup>7</sup>	Yen	13.05	15.42	16.71	22.60	21.20	14.55	15.09	33.04	30.14	<b>27.47</b>
Equity* <sup>7</sup>	Yen	482.17	515.39	560.79	653.71	717.56	737.99	813.57	975.04	1,093.98	<b>1,222.38</b>
Cash flow* <sup>7</sup>	Yen	41.26	60.89	70.80	85.86	46.00	99.40	128.44	194.82	110.52	<b>193.61</b>
<b>Stock valuations as of and for the years ended March 31:</b>											
PER	times	30.9	26.1	30.1	32.1	32.5	40.5	53.3	27.7	27.4	<b>20.7</b>
PBR	times	3.4	3.1	3.6	4.5	3.8	3.2	4.0	3.8	3.0	<b>1.7</b>

\*1 The figure for FY2017 has been revised retroactively in accordance with Partial Amendments to Accounting Standard for Tax Effect Accounting.

\*2 The convertible bonds with attached stock acquisition rights issued in October 2013 are excluded from interest-bearing liabilities on account of being non-interest bearing.

In addition, lease liabilities under IFRS 16 "Leases" are excluded. The actual amount for the fiscal year ending March 2024 is 6,818 million yen.

\*3 Excludes depreciation of right-of-use assets due to the application of IFRS 16 "Leases." The actual amount for FY2023 was ¥1,823 million.

\*4 Calculated based on the net income attributable to owners of parent company stock

\*5 Calculated based on income before income taxes

\*6 Net cash provided by operating activities ÷ interest payment

\*7 After adjustment for stock split effective July 1, 2015

## Overview by Segment

### Manufacturing Business

#### FY2023 Overview

In the manufacturing business, we operate two segments: the FA business, which involves the development, production, and sale of precision machine components used in manufacturing equipment and production automation machinery, and the Die Components business, which focuses on the development, production, and sale of standard and precision components incorporated into molds for mass-producing press and resin mold parts.

In the fiscal year ending March 2024, the FA business in Japan maintained levels similar to the previous year. However, performance in overseas regions, particularly China, was sluggish, leading to sales of 118,219 million yen, a 3.0% decrease year-over-year, and an operating profit of 15,097 million yen, (29.4% decrease year-over-year).

In the fiscal year ending March 2024, the Die Components business, while generally experiencing sluggish performance across all regions, achieved increased sales and profits by capturing automotive-related demand, especially in Asia and Europe, aided by favorable foreign exchange effects. Sales amounted to 79,932 million yen, (1.0% increase year-over-year), and operating profit reached 9,139 million yen, (4.8% increase year-over-year).

Segments	Net Sales (Million Yen)			Operating Income (Million Yen)			Profit Ratio (%)	
	FY2022	FY2023	Increase/Decrease	FY2022	FY2023	Increase/Decrease	FY2022	FY2023
FA	121,932	118,219	-3.0%	21,384	15,097	-29.4%	17.5%	12.8%
Die Components	79,125	79,932	1.0%	8,723	9,139	4.8%	11.0%	11.4%

#### Key subsidiaries/associated companies

<b>FA Business</b>	MISUMI Corporation	<b>Die Components Business</b>	MISUMI Corporation
	SURUGA Production Platform Co., Ltd. SURUGA SEIKI Co., Ltd.		SURUGA Production Platform Co., Ltd. Dayton Progress Corporation

### Distribution Business

#### FY2023 Overview

The Distribution Business encompasses the sales and distribution of manufacturing and automation-related equipment parts, MRO (Maintenance, Repair, and Operations) products, and other auxiliary materials from both the MISUMI brand and third-party manufacturers. We are committed to further enhancing the brands and product lineups we offer, aligning with our vision represented by the brand name VONA—"Variation & One-stop by New Alliance." Additionally, we will continue to drive innovation in our e-Commerce platform.

In the VONA business, sales in Japan in FY2023 remained flat from the previous year but overseas sales, particularly China and Asia, remained sluggish due to the slowdown in customers' factory operations. Net sales were ¥169,497 million (1.5% decrease year-over-year), and operating income was ¥14,128 million (14.4% decrease year-over-year).

Segments	Net Sales (Million Yen)			Operating Income (Million Yen)			Profit Ratio (%)	
	FY2022	FY2023	Increase/Decrease	FY2022	FY2023	Increase/Decrease	FY2022	FY2023
VONA Business	172,093	169,497	-1.5%	16,506	14,128	-14.4%	9.6%	8.3%

#### Key subsidiaries/associated companies

MISUMI Corporation
MISUMI (China) Precision Machinery Trading Co. Ltd.
SURUGA Production Platform Co., Ltd.

## Employee-related Information

Description	Scope	Unit	FY2021	FY2022	FY2023
Number of employees	Global*2	Employees	11,842	11,804	11,039
Domestic			3,241	3,136	3,164
FA Business			912	896	863
Die Components Business			311	224	234
VONA Business			181	49	59
Other*1			1,837	1,967	2,008
Overseas			8,601	8,668	7,875
FA Business			3,819	3,769	3,153
Die Components Business			2,700	2,810	2,563
VONA Business			80	77	213
Other*1			2,002	2,012	1,946
Number of fulltime employees	MISUMI Japan*3	Age	1,739	1,675	1,752
Average age			38.2	38.9	39.8
Average no. of years of continuous service			6.0	6.5	7.1
Percentage of Female Employees	Global*2		—	36.0	36.8
	MISUMI Japan*3		—	43.2	42.9
Percentage of Female Managers	Global*2		—	22.7	23.6
	MISUMI Japan*3		—	14.5	14.8
Gender Wage Gap (all employees)	MISUMI Japan*3	%	—	58.1	61.6
Full-time employees			—	66.0	69.0
Contract employees/part-timers			—	55.3	63.9
By hierarchy (Officers; heads of departments)			—	131.9	118.2
By hierarchy (Directors)			—	93.6	86.2
By hierarchy (Leaders)			—	87.9	90.0
By hierarchy (Members)			—	84.4	83.3
Percentage of Paternity Leave Utilized by Male Employees	MISUMI Japan*3		—	70.0	86.6

\*1 Employees engaged in operations that cannot be classified into specific business segments (various management, order processing, logistics, etc.) are counted.

\*2 Total value of domestic and overseas group affiliated companies

\*3 Total number within MISUMI Group Inc. and MISUMI Corporation

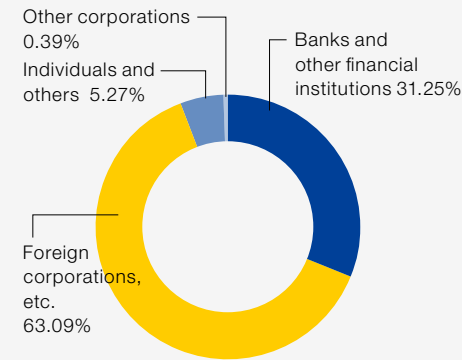
Corporate Information

Company name	MISUMI Group Inc.
Established	February 23, 1963
Capital Stock	14,146 million yen
Number of employees (consolidated)	11,039
Head Office location	Kudan Kaikan Terrace, 6-5, Kudan-Minami 1-chome, Chiyoda-ku, Tokyo 102-8583, Japan
Business Description	Strategic management, planning, administration, and operations centered around the FA Business, Die Components Business, VONA Business for the corporate Group
Website	<a href="https://www.misumi.co.jp/english/">https://www.misumi.co.jp/english/</a>

Stock Information

Stock listing	Prime Section of the Tokyo Stock Exchange
Code:	9962
Number of shares	Total number of authorized shares 1,020,000,000 shares Total number of shares outstanding 284,847,897 shares
Number of shareholders	10,912

Share Distribution by Owner Type



Major Shareholders

Shareholder's Name	Number of shares held (thousand)	Percentage of shares outstanding (%)
The Master Trust Bank of Japan, Ltd.	50,589	17.95
Custody Bank of Japan, Ltd.	22,282	7.91
SSBTC CLIENT OMNIBUS ACCOUNT Permanent Agent: The Hongkong and Shanghai Banking Corporation Tokyo Branch	18,901	6.71
BNYM AS AGT/CLTS NON TREATY JASDEC Permanent Agent: Mitsubishi UFJ Bank, Ltd.	12,498	4.43
STATE STREET BANK AND TRUST COMPANY 505103 Permanent Agent: The Hongkong and Shanghai Banking Corporation Tokyo Branch	5,829	2.07
RBC IST 15 PCT LENDING ACCOUNT – CLIENT ACCOUNT Permanent Agent: Citibank, N.A. Tokyo Branch	5,650	2.01
STATE STREET BANK WEST CLIENT – TREATY 505234 Permanent Agent: Mizuho Bank, Ltd. Settlement Sales Department	5,140	1.82
JPMorgan Securities Japan Co., Ltd.	4,879	1.73
THE BANK OF NEW YORK MELLON 140044 Permanent Agent: Mizuho Bank, Ltd. Settlement Sales Department	4,860	1.72
RBC IST 15 PCT NON LENDING ACCOUNT – CLIENT ACCOUNT Permanent Agent: Citibank, N.A. Tokyo Branch	4,859	1.72

(Note) 1 In calculating the ownership ratio, treasury stock is excluded.  
(Note) 2: The ownership ratio is rounded to three decimal places.

Stock Price and Trading Volume Trends.

