

The background of the slide is a composite image. On the right, a robotic arm is shown in motion, blurred to suggest speed. On the left, there is a yellow and black halftone pattern. Overlaid on the center is a grid of white text that appears to be code or data, including terms like "operation", "error_mod", "use_x", "use_y", "use_z", "selection", "context", and "Selected".

MISUMI Group Dynamic Growth Toward Digital MODEL Shift

April 17, 2025

Representative Director & CEO, Ryusei ONO

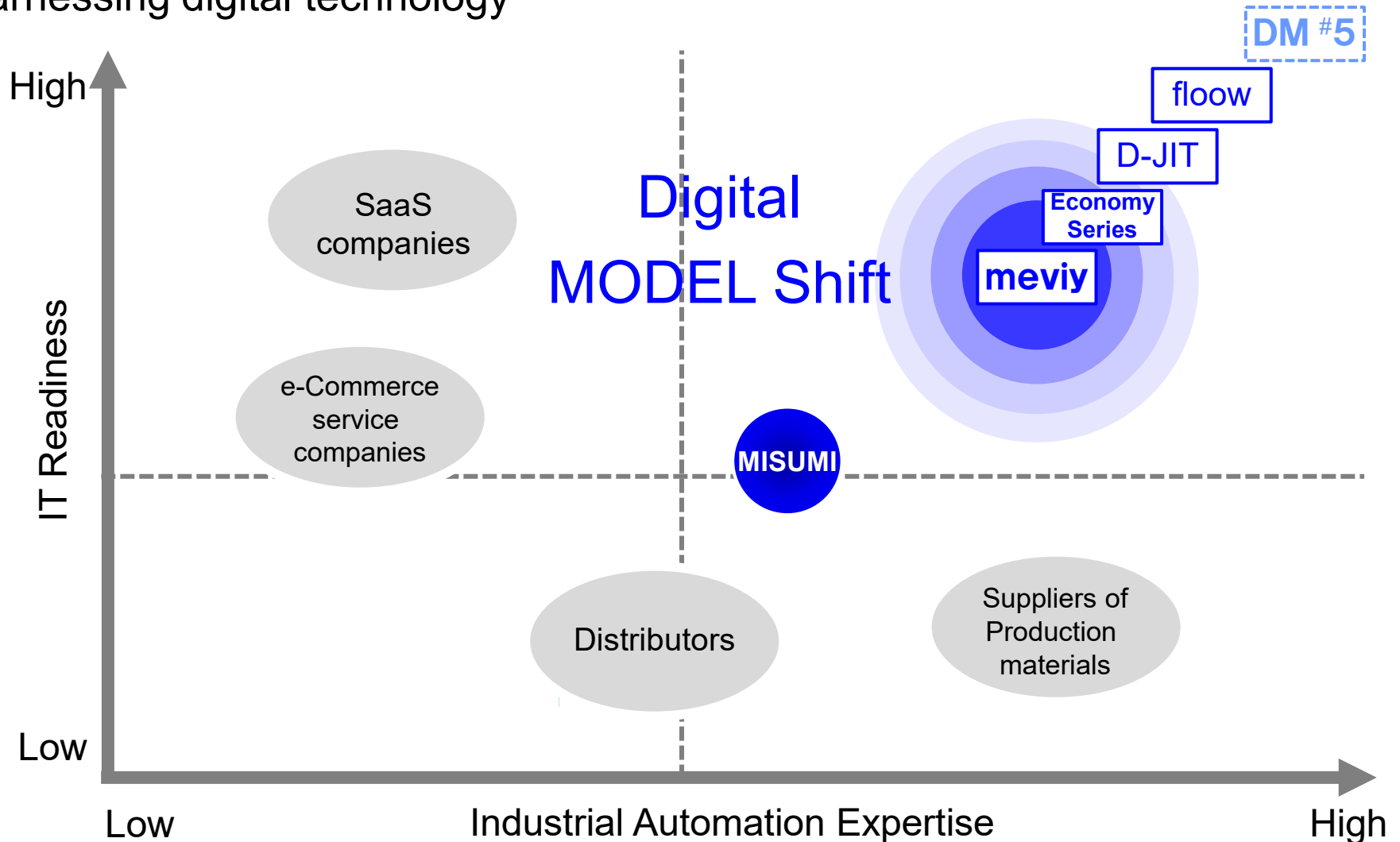
Senior Corporate Officer & ID Business Company President, Mitsunobu YOSHIDA

Senior Corporate Officer & CFO, Toru TAKANAMI

Digital MODEL Shift Strategy

Pursuing Digital MODEL innovation to meet diverse automation needs

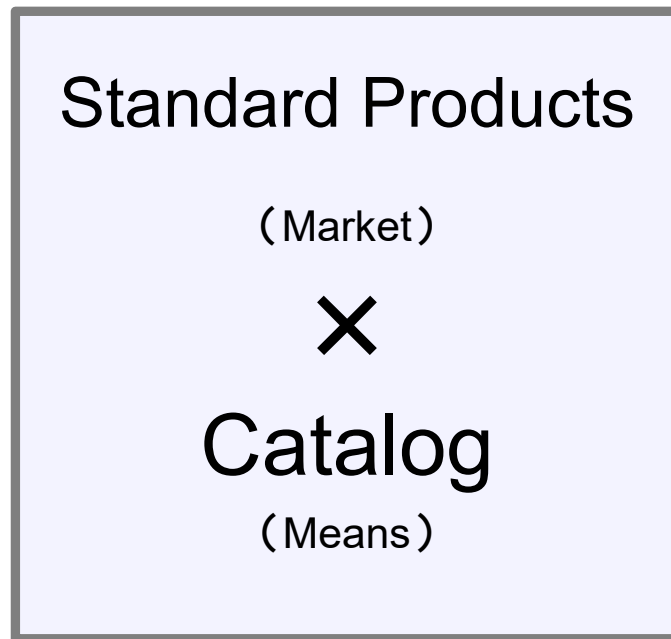
Creating a unique competitive advantage in production material distribution by harnessing digital technology



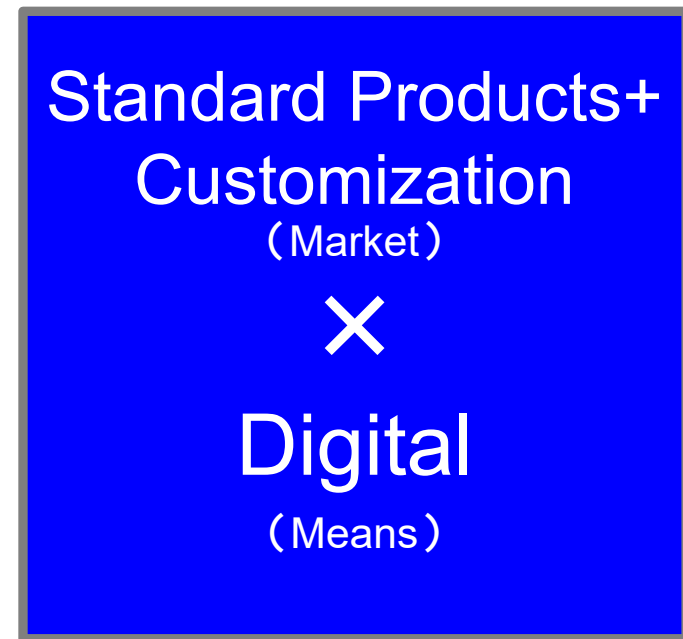
The Direction of MISUMI MODEL Innovation

Responding to the rapidly changing external environment and diversifying customer needs is an urgent priority

Value Provided So Far



Next Value Proposition



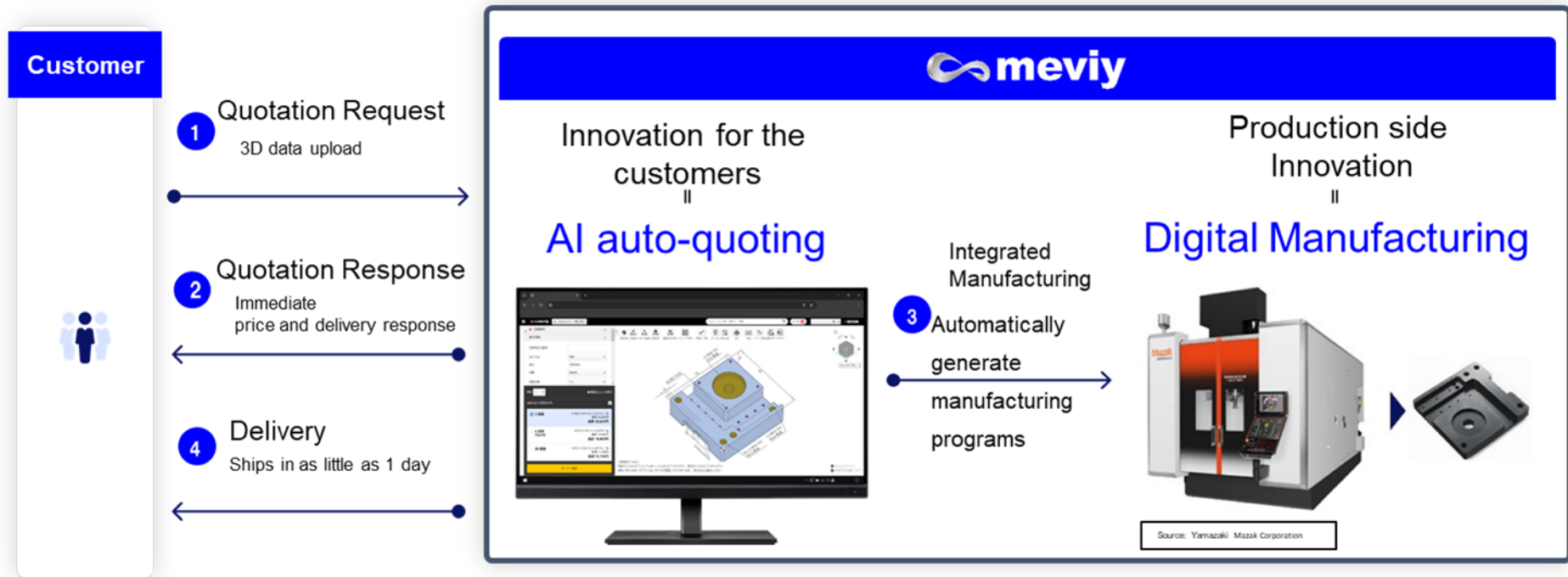
DX銘柄2025
Digital Transformation

Enhancing “Dynamic Capabilities” through Digital Technology

Growth of meviy

Acquired 170,000 users domestically and internationally, No. 1 in domestic market share for 4 consecutive years*


Acquiring new markets through the power of digital technology, accelerating growth through global expansion



Instant Quotation, ships in as little as 1-Day
Revolutionizing Time in Manufacturing

Overview of Fictiv Inc.

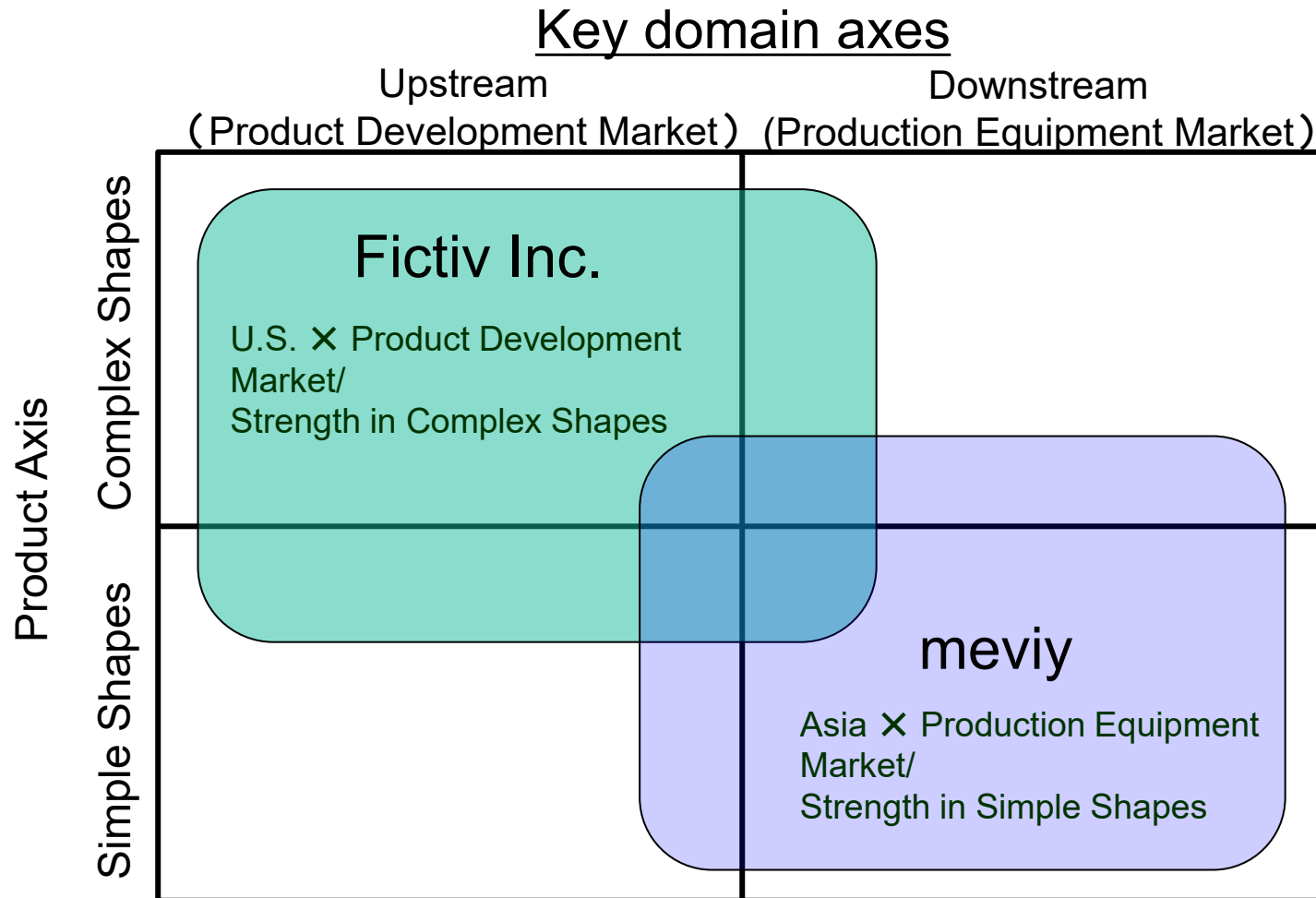
Rapidly growing on-demand procurement service for custom mechanical components in the U.S.

Company Name	Fictiv Inc. 
Headquarters Location	Oakland, California, U.S.
Representatives Position & Name	Co-Founder CEO David Evans Co-Founder CXO Nathan Evans
Nature of Business	Provides an on-demand procurement service for custom mechanical components, supporting prototyping to mass production. Possess a production network spanning four global regions, offering a wide range of options
Business Performance	Sales (FY2024) US\$72 million Year-over-year +41%, 5-year CAGR +40% EBITDA (FY2024) US\$(24) million
Established	2013

Fictiv & meviy Relationship

Complementary across product and customer axes, with the U.S. as the core market where MISUMI is currently expanding its capabilities

Positioning of meviy and FICTIV



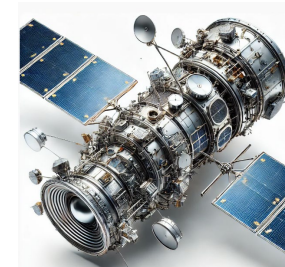
What is the Product Development Market?

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

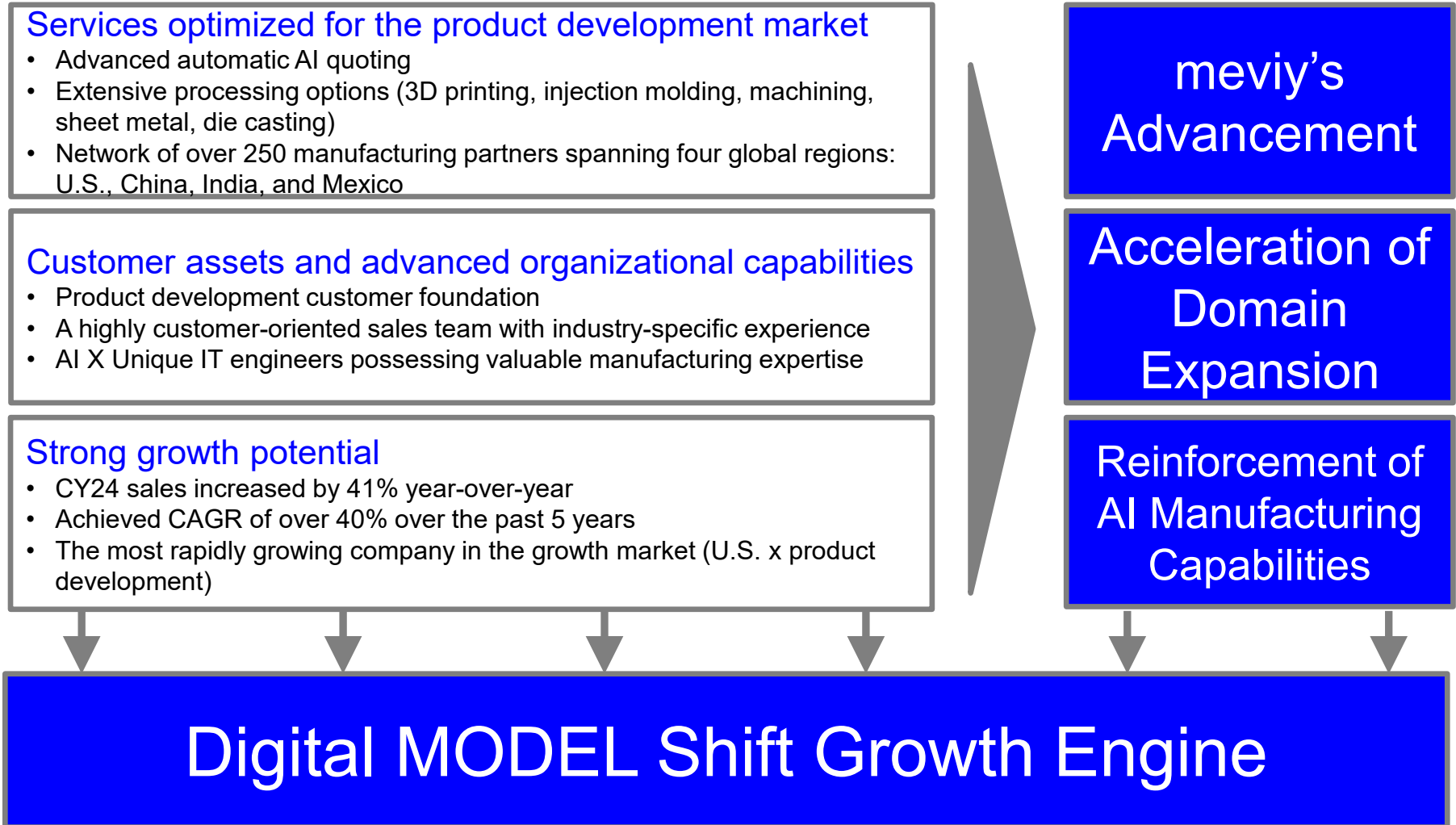
- Components integrated into equipment and devices
- Generally, there many simple components
- Small-sized components with low unit price
- All types of equipment and devices used within the factory (such as automation line equipment, devices)



Fictiv's Competitive Advantage

Strong services and capabilities in the product development market

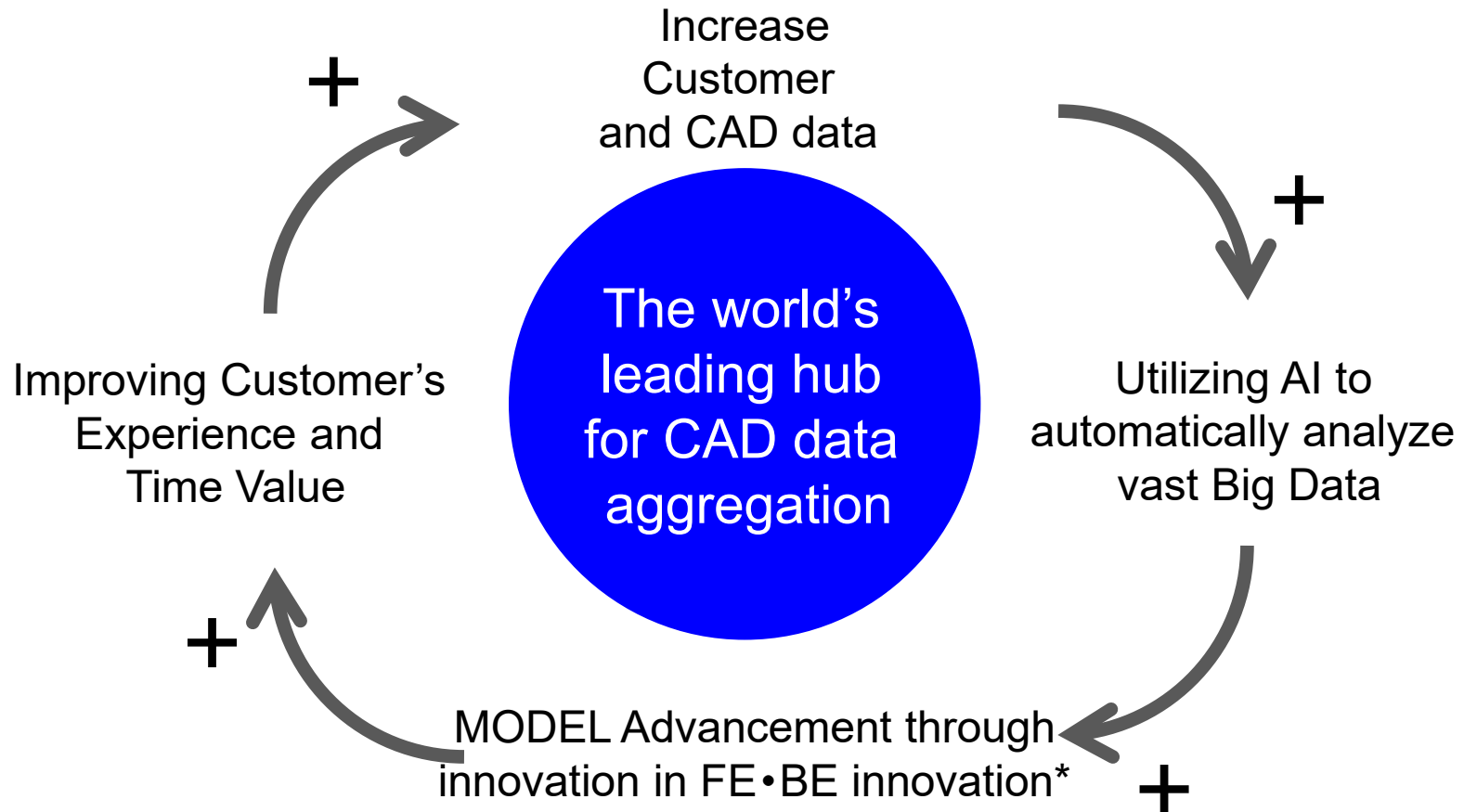
On-demand procurement service for custom mechanical components achieving the highest growth



Aspired Form

Leveraging IT and AI to drive the Digital MODEL Shift for the “Second Founding” of MISUMI


Positive Feedback Loop Model



*FE Innovation (Automated Quotation)

*BE Innovation (Processing Data)

Transaction Overview

Target Company	<div>Fictiv Inc. </div> <div>(Headquarters: Oakland, California, U.S.)</div>
Structure	Reverse Triangular Merger Method To be a wholly-owned subsidiary of MISUMI Investment USA Corporation
Enterprise Value	\$350 million (approximately ¥50.1 billion) * Sales Multiple: 4.8 times
Financing	Cash on hand

*Exchange Rate Assumption: 143.23 yen / US\$

Schedule

April 17, 2025

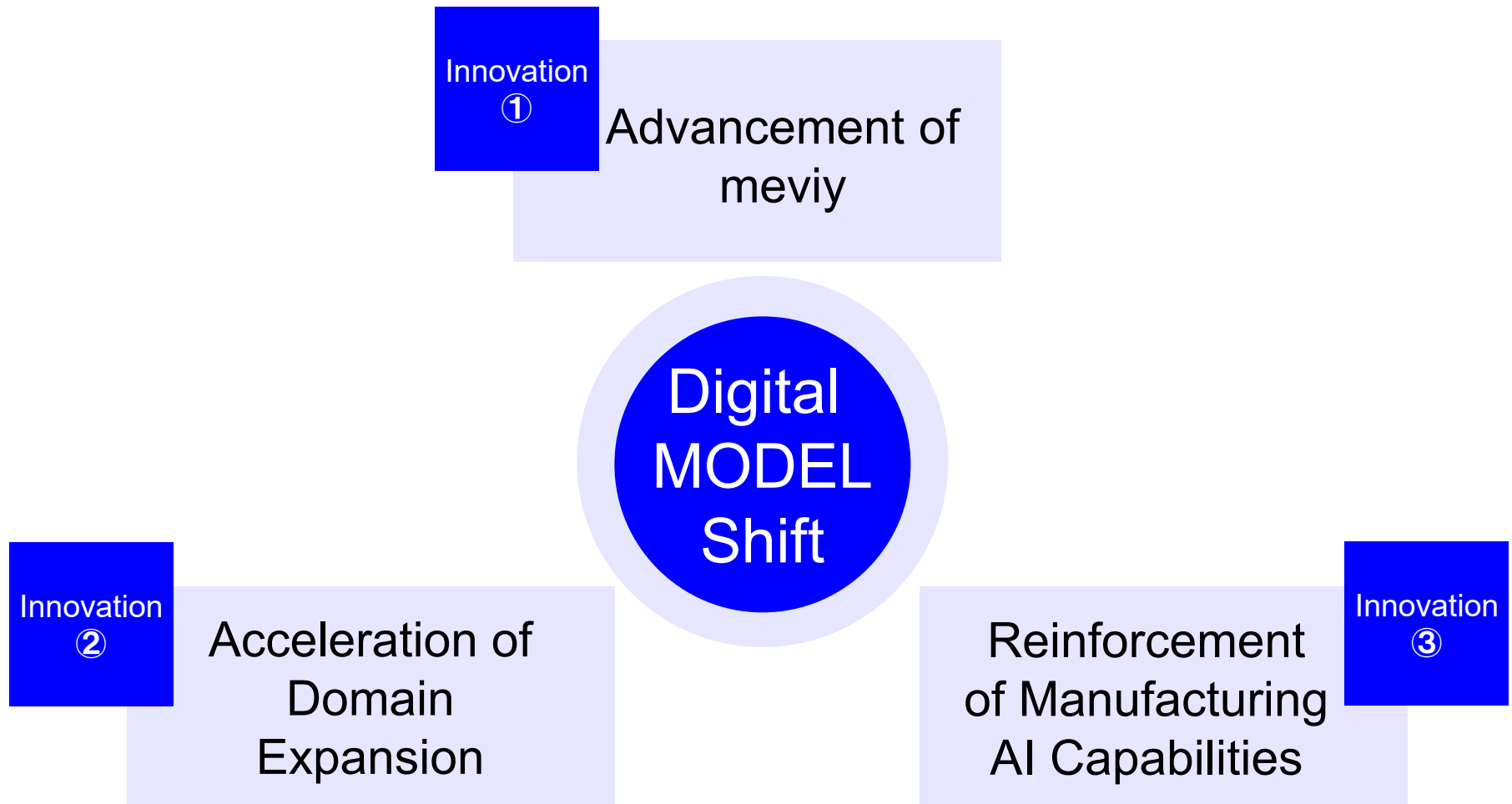
Signing of the Merger Agreement

June 2025
(planned)

To be a wholly Owned Subsidiary by MISUMI
Investment USA Corporation (Closing)

Lastly

Achieve MODEL innovation, accelerate the strategy toward a Digital MODEL Shift
Continue advancing as a company focused on supporting the ongoing development of
IA customers and society





Your Time, Our Priority

顧客の時間価値を第一に

