The 64th Fiscal Year (FY2025)
Business Report

June 18, 2026

MISUMI Group Inc.

Representative Director and President Arata Shimizu

1. Earnings Overview for FY2025

FY25 Full-Year Results

＜Market Outlook / Market Trends＞

-An uncertain business environment is expected to persist, driven by factors such as U.S. tariff policies and rising geopolitical risks.

- Despite delays in certain automotive investment projects, demand related to telecommunications continued to remain robust.

＜Sales Growth / Profitability＞

- Sales Growth: Digital MODEL Shift initiatives drove growth, with full-year net sales reaching a record high.

- Profitability: Higher profitability driven by telecommunications-related demand and growth in China and other Asian markets.

＜Strategy Execution / Infrastructure Enhancement＞

-The combination of a “Digital MODEL Shift” and “region-specific growth strategies” is generating tangible results.

-Strengthened the Americas business and acquired AI-related capabilities through the acquisition of Fictiv.

Consolidated Financial Results

Net sales amounted to ¥441.3 Bn (+9.8% YoY), and operating income totaled ¥47.6 Bn (+2.4% YoY), achieving record-high in net income.

Billion yen

	Pre-Fictiv consolidation			Fictiv	Post-Fictiv consolidation	
	FY24 Actual	**FY25 Actual**	YoY change (Local currency basis)	25.Jul ~ 26.Mar Nine months	**FY25 Actual**	YoY change (Local currency basis)
Net Sales	401.9	**427.0**	+6.2% (+5.6%)	14.3	**441.3**	+9.8% (+9.2%)
※1 Before goodwill amort. Operating Income	46.4	**52.6**	+13.2% (+11.8%)	※2 -2.1	**50.4**	+8.6% (+7.3%)
Margin	11.6%	**12.3%**	+0.8pt (+0.7pt)	-	**11.4%**	-0.1pt (-0.2pt)
Operating Income	46.4	**52.6**	+13.2% (+11.8%)	※3 -4.9	**47.6**	+2.4% (+0.7%)
Margin	11.6%	**12.3%**	+0.8pt (+0.7pt)	-	**10.8%**	-0.8pt (-0.9pt)
※4 Net income	36.5	**45.1**	+23.4% (-)	-4.6	**40.4**	+10.7% (-)

※1: Profit calculated by adding amortization of goodwill and amortization of intangible assets related to the acquisition of Fictiv Inc. to operating profit
※2: Breakdown: Fictiv standalone performance: −¥1.0 Bn ; M&A advisory fees: −¥1.1 Bn
※3: Included amortization of goodwill and related items: −¥2.8 Bn
※4: Includes the decrease in income tax adjustments attributable to, among others, the recognition of deferred tax assets for net operating loss carryforwards in connection with the introduction of the U.S. consolidated tax filing system

FY25 Exchange rate
USD：¥151.0, EUR：¥174.6, RMB：¥21.3

Sales and Operating Income by Business Segment

FA: Performance remained solid, driven mainly by telecommunications-related demand; however, operating income declined due to the consolidation of Fictiv.

Die Components: Profit declined, impacted by sluggish automotive demand in the Americas and Europe.

Billion yen

	Net Sales			Operating Income				
	FY24 Actual	**FY25 Actual**	YoY change (Local currency basis)	FY24 Actual	Margin	**FY25 Actual**	**Margin**	YoY change (Local currency basis)
Total	401.9	**441.3**	+9.8% (+9.2%)	46.4	11.6%	**47.6**	**10.8%**	+2.4% (+0.7%)
FA business	135.8	**160.4**	+18.2% (+17.3%)	22.5	16.6%	**20.2**	**12.6%**	-9.9% (-11.6%)
Pre-Fictiv consolidation	135.8	146.1	+7.6% (+6.8%)	22.5	16.6%	25.2	17.3%	+12.3% (+11.4%)
Die Components business	86.4	**88.3**	+2.2% (+2.0%)	9.5	11.0%	**8.6**	**9.8%**	-8.5% (-9.1%)
VONA business	179.7	**192.5**	+7.1% (+6.5%)	14.4	8.0%	**18.6**	**9.7%**	+28.8% (+26.4%)

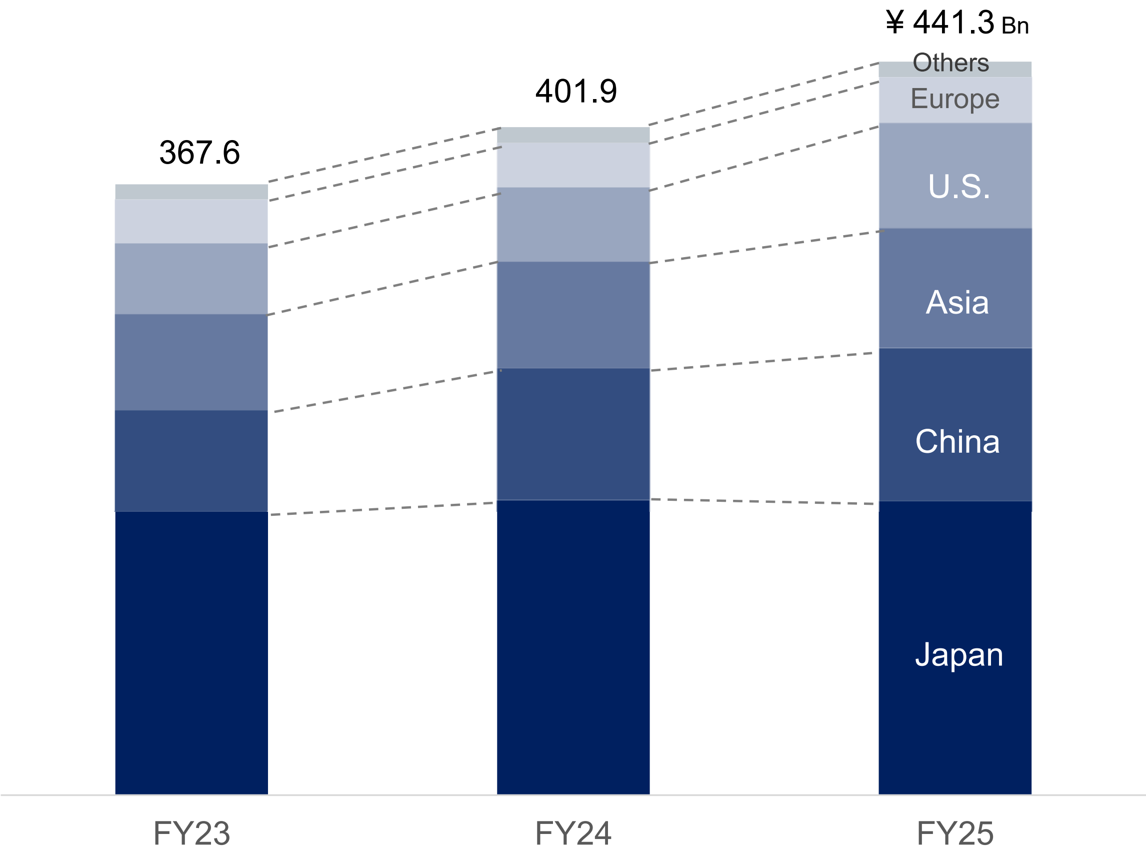
Digital MODEL Shift: Performance

Net Sales (Billion yen)

	FY24 Actual	**FY25 Actual**	YoY change	KPI	Progress
Total	35.2	**64.2**	+81.6%		
Online Processing Business	15.9	**32.1**	＋101.1%		
meviy	15.9	**17.7**	＋11.2%	Cumulative users 240,000 (+26.3% YoY)	Plans fell short due to sluggish conditions in the domestic EV market
Fictiv	—	**14.3**	—	# of customers approximately 2,000 companies	The integration process with MISUMI continues to progress smoothly
Economy Series	11.1	**18.3**	＋63.7%	# of customers 95,000 companies (+5.6% YoY)	Continued growth led by China and Asia
D-JIT	8.2	**13.8**	＋68.0%	Cyber NW procurement integration: over 700 companies	Enhanced global volume responsiveness

Sales by Region

Overseas sales ratio has expanded to approximately 60%.

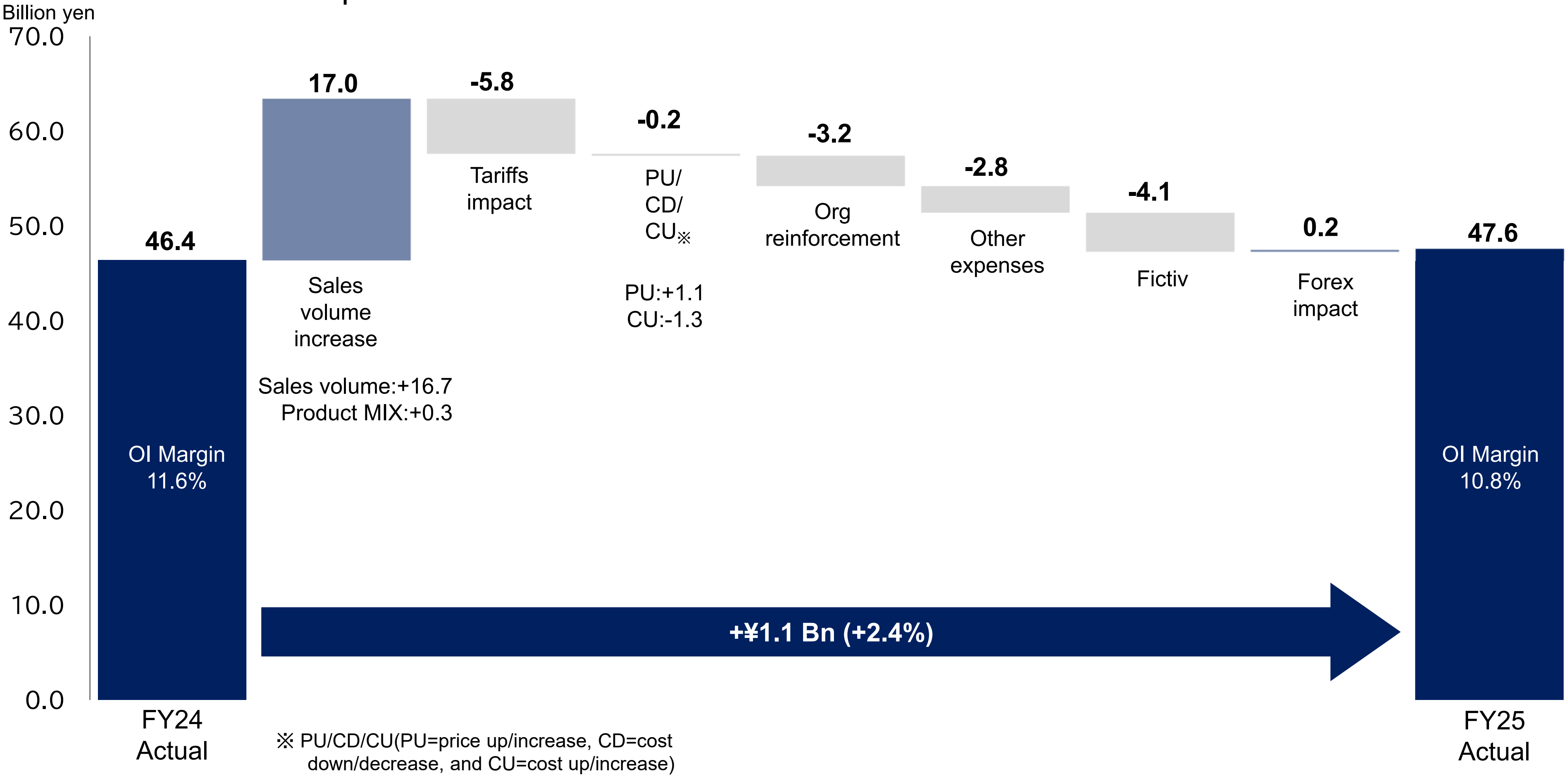


Overseas ratio	FY23	FY24	FY25
	53.4%	55.8%	59.8%

	Sales	YoY Yen basis	YoY Local currency basis
Europe	**¥27.6 Bn**	**+3.3%**	**-3.2%**
✓ Manufacturing PMI improved from Q4 onward; however, a full recovery has yet to materialize			
U.S.	**¥63.3 Bn**	**+41.6%**	**+42.7%**
Pre-Fictiv consolidation	**¥48.9 Bn**	**+5.1%**	**+10.6%**
✓ Significant YoY growth following Fictiv consolidation ✓ Pre-consolidation, growth was maintained through proprietary initiatives despite ongoing uncertainty from tariffs and other factors			
Asia	**¥72.0 Bn**	**+12.6%**	**+12.3%**
✓ Semiconductor-related demand remained strong; E-products were also solid			
China	**¥91.9 Bn**	**+15.9%**	**+14.9%**
✓ E-products remained strong; telecommunications-related demand accelerated in 2H			
Japan	**¥177.2 Bn**	**-0.3%**	**—**
✓ Q4 showed signs of recovery, while automotive-led market softness persists			

Operating Income Variance Analysis

Higher sales volumes offset the impacts of tariffs and the Fictiv acquisition, among other factors, delivering a ¥1.1 Bn YoY increase in profit.

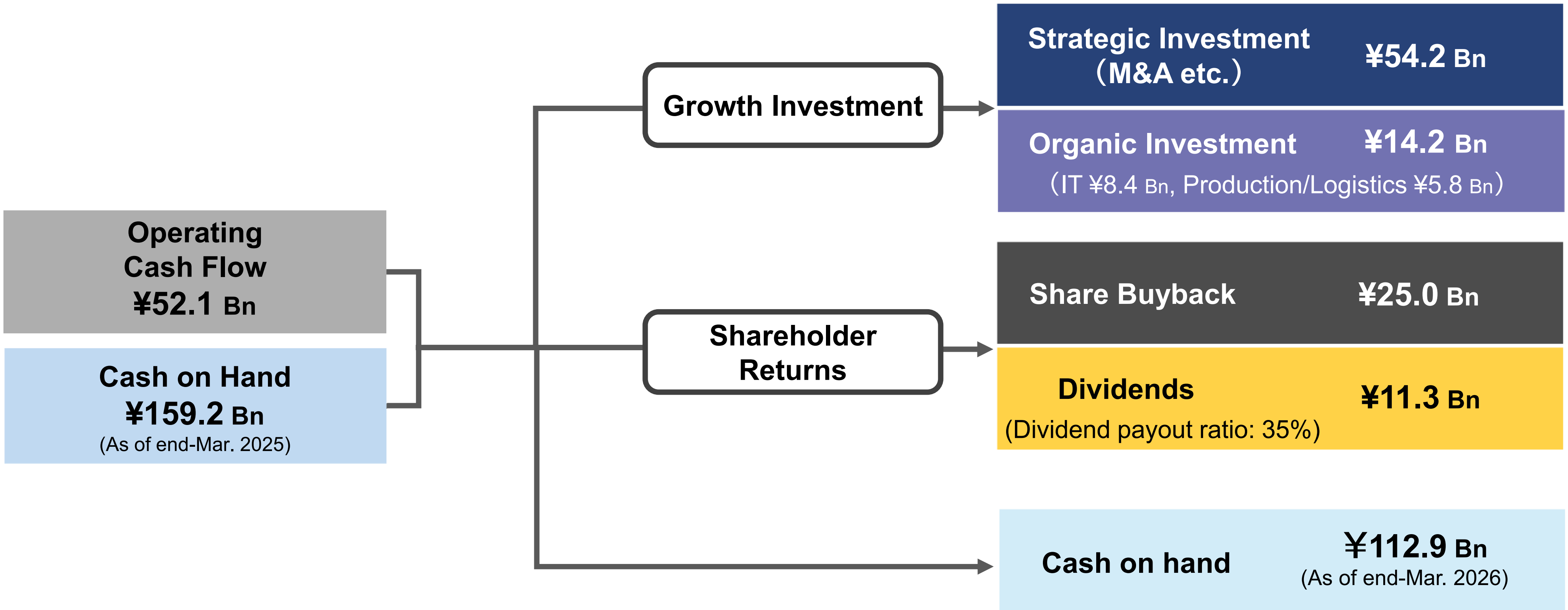


※ PU/CD/CU(PU=price up/increase, CD=cost down/decrease, and CU=cost up/increase)

Cash Allocation

Completed the acquisition of Fictiv and entered into a capital and business alliance with Oishii Farm.

■ FY25

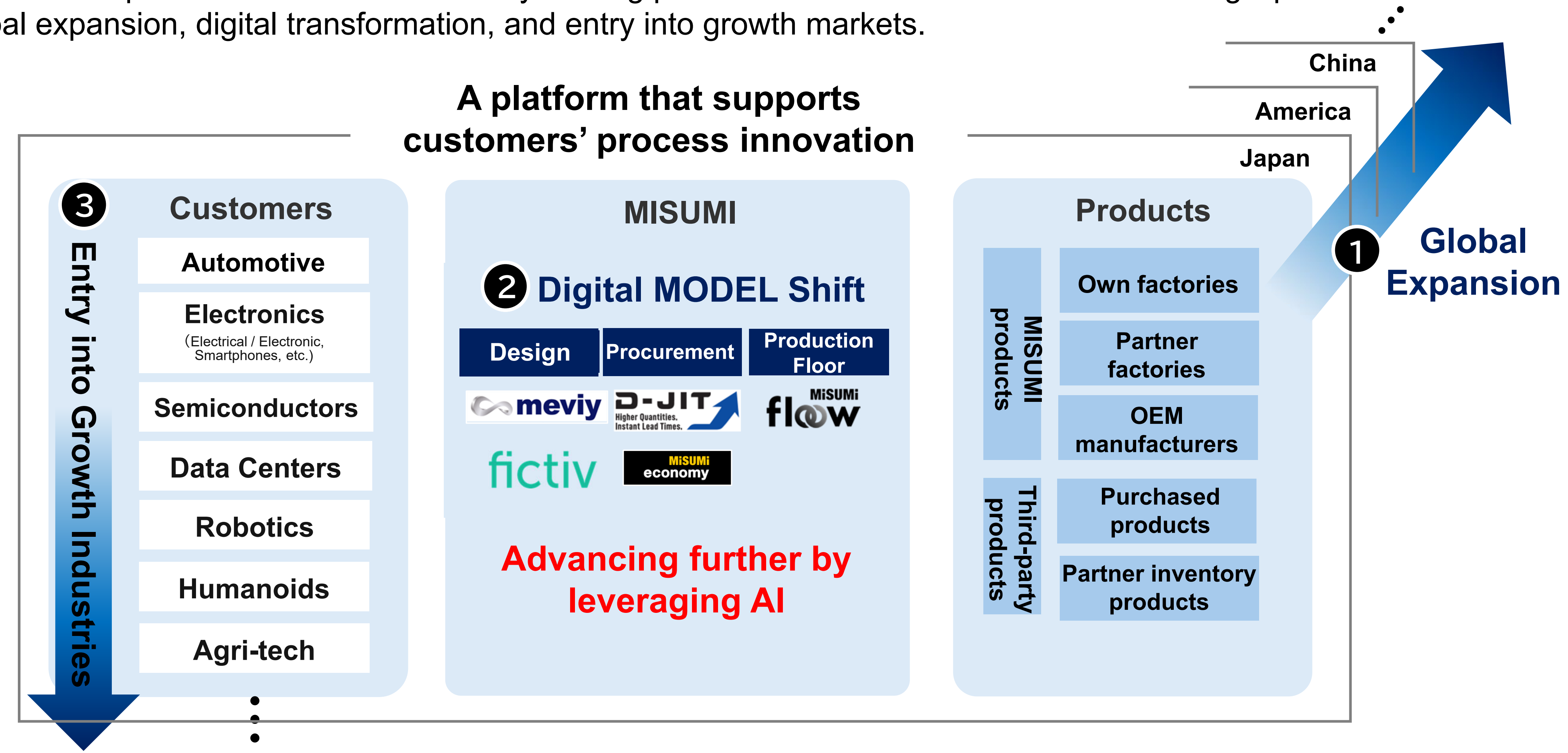


※ Only principal uses of funds are shown
※ The Fictiv acquisition amount under strategic investments is calculated at ¥143.23 / USD

2. Future Growth Strategy

MISUMI 3 Growth Strategies

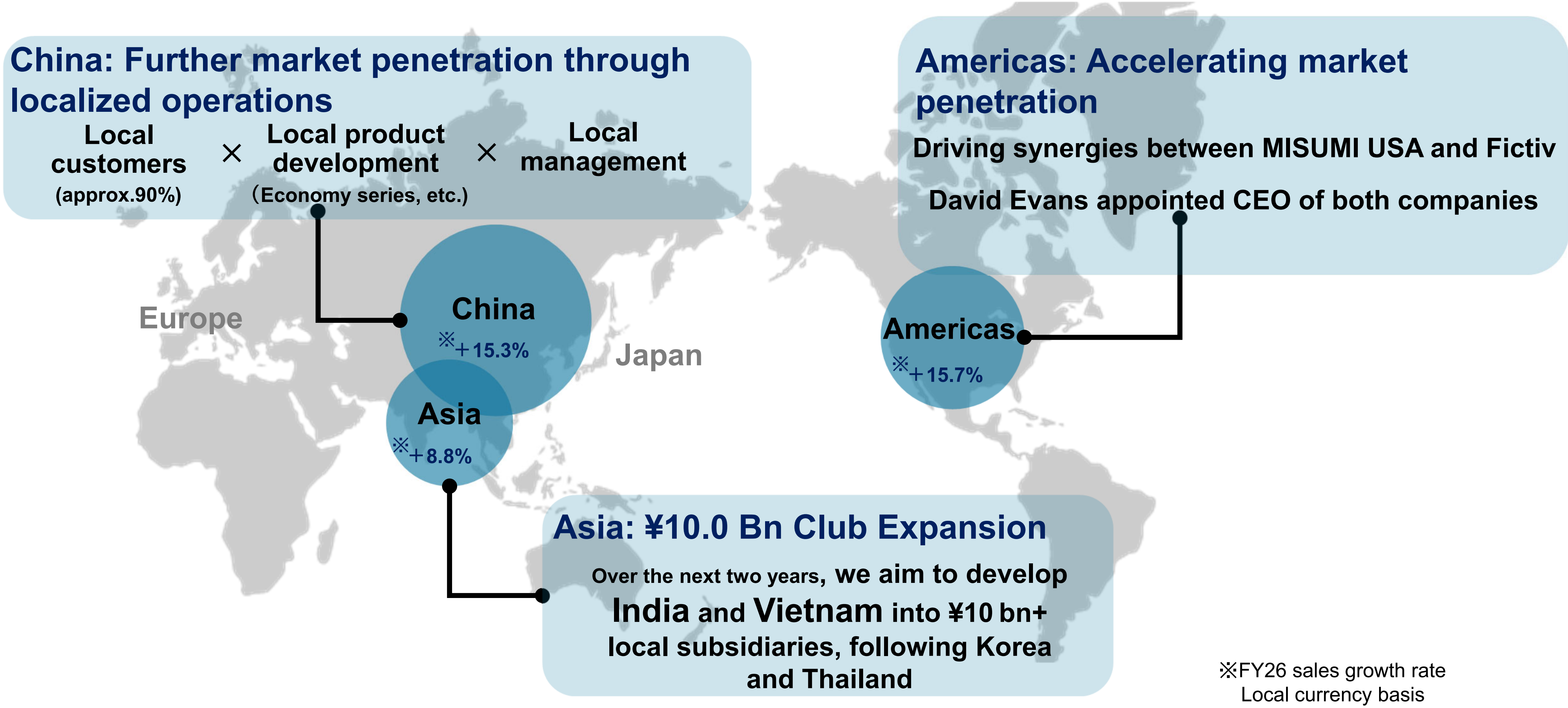
We aim to expand our business domain by making proactive investments across three strategic pillars: global expansion, digital transformation, and entry into growth markets.



2. Future Growth Strategy

① Global Expansion

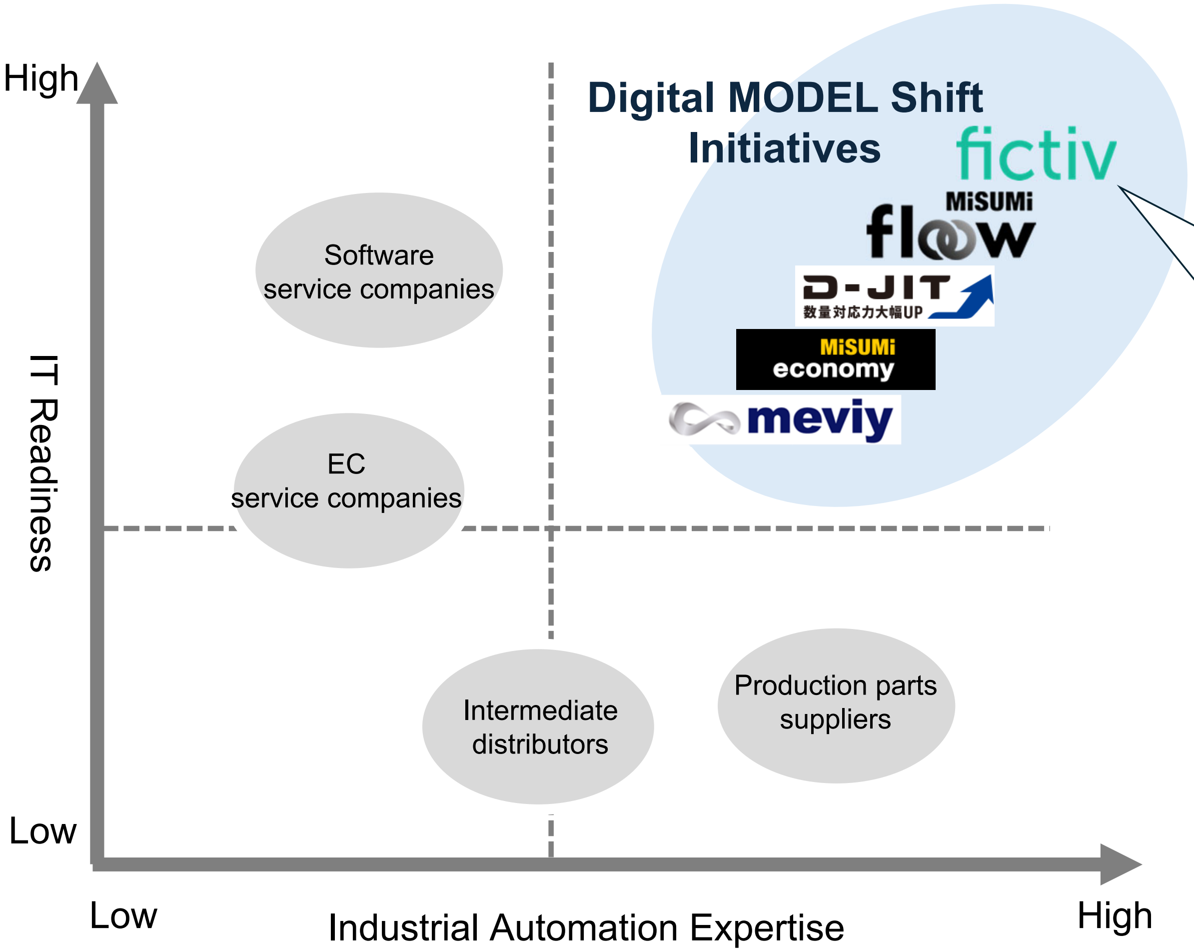
Designation of priority regions and strategic countries to enable focused investment.



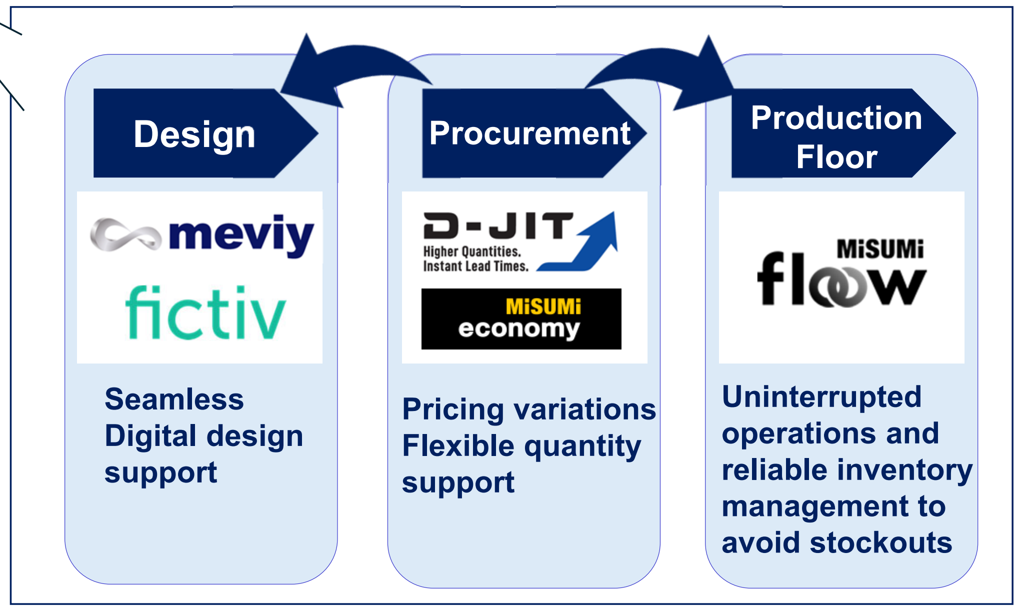
※FY26 sales growth rate
Local currency basis

② Digital MODEL Shift

Selected as a 2026 DX Stock (Grand Prix); accelerating the Digital MODEL Shift through enhanced AI investment.



DX Grand Prix 2026
Digital Transformation



③ Entry to Growing Industries

We are actively advancing our entry into new growth industries emerging through AI.

For Data Centers

Investing to double supply capacity for automated stages

¥2.0 Bn (FY26)

For Agri-tech

Capital and business alliance with Oishii Farm; promoting joint R&D

Driving the expansion of the agrifarm market

Capital and business alliance

For Robotics· Humanoids

Advancing partnerships with robotics and humanoid-related companies

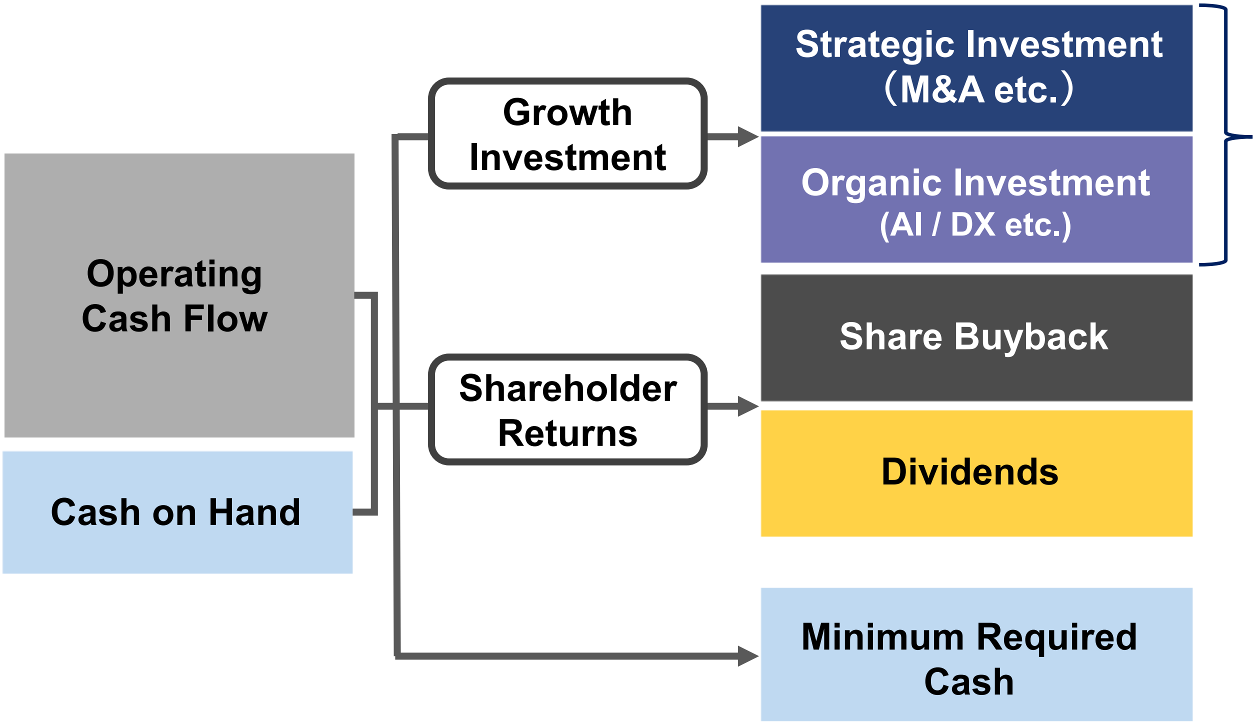
Strengthening robotics / supply chain

Capital and business alliance
(Under consideration)

Cash Allocation

Setting a growth investment budget for the next 3 years and, in parallel, introducing a progressive dividend premised on dividend increases to clearly define the balance between growth investments and shareholder returns.

FY26-28



- Setting a growth investment budget of up to **¥150.0** Bn over the next 3 years
- Excess funds to be directed toward share buybacks, taking into account stock price levels
- FY26 share buyback: **¥30.0** Bn
- Newly introducing a **progressive dividend** with an approximate **35**% payout ratio target, for more stable shareholder returns
- **¥70.0** Bn
(Maintaining level sufficient to fulfill supply responsibilities for 6 months even in BCP situations)

3. FY2026 Full-year Performance Outlook

Consolidated Business Outlook

Net sales of ¥491.5 Bn (+11.4% YoY) and operating income of ¥55.0 Bn (+15.5% YoY), with operating income planned to reach a record high.

Billion yen

	Pre-Fictiv consolidation			Fictiv			Post-Fictiv consolidation		
	FY25 Actual	**FY26 Plan**	YoY change (Local currency basis)	FY25 Actual (9months)	**FY26 Plan (12months)**	YoY change (Local currency basis)	FY25 Actual	**FY26 Plan**	YoY change (Local currency basis)
Net Sales	427.0	**469.3**	+9.9% (+8.9%)	14.3	**22.1**	+54.3% (+55.3%)	441.3	**491.5**	+11.4% (+10.4%)
※1 Before goodwill amort. Operating Income	52.6	**59.5**	+13.3% (+10.0%)	-2.1	**-0.8**	−% (-%)	50.4	**58.7**	+16.5% (+13.6%)
Margin	12.3%	**12.7%**	+0.4pt (+0.1pt)	–	**–**	–	11.4%	**12.0%**	+0.5pt (+0.3pt)
Operating Income	52.6	**59.5**	+13.3% (+10.0%)	※2 -4.9	**-4.5**	−% (-%)	47.6	**55.0**	+15.5% (+12.4%)
Margin	12.3%	**12.7%**	+0.4pt (+0.1pt)	–	**–**	–	10.8%	**11.2%**	+0.4pt (+0.2pt)
※3 Net income	45.1	**41.7**	-7.3% (-)	-4.6	**-4.3**	−% (-%)	40.4	**37.4**	-7.6% (-)

※1: Operating income plus amortization of goodwill and intangible assets associated with the acquisition of Fictiv Inc.
※2: Includes amortization of goodwill, etc.: -¥3.7 Bn

FY26 Assumed Exchange Rates
USD: ¥152, EUR: ¥179, RMB: ¥22

Sales and Operating Income by Business Segment

FA growth driven by the Americas, China, Asia, and the Digital MODEL Shift initiatives.
Improvements in profitability in the Die Components and VONA businesses.

Billion yen

	Net Sales			Operating Income				
	FY25 Actual	**FY26 Plan**	YoY change (Local currency basis)	FY25 Actual	Margin	**FY26 Plan**	**Margin**	YoY change (Local currency basis)
Total	441.3	**491.5**	+11.4% (+10.4%)	47.6	10.8%	**55.0**	**11.2%**	+15.5% (+12.4%)
FA business	160.4	**201.4**	+25.5% (+24.4%)	20.2	12.6%	**22.6**	**11.3%**	+11.8% (+7.9%)
Pre-Fictiv consolidation	146.1	179.2	+22.7% (+21.4%)	25.2	17.3%	27.2	15.2%	+7.9% (+4.3%)
Die Components business	88.3	**92.9**	+5.1% (+4.1%)	8.6	9.8%	**12.4**	**13. 4%**	+43.4% (+38.8%)
VONA business	192.5	**197.1**	+2.4% (+1.6%)	18.6	9.7%	**19.8**	**10.1%**	+6.6% (+5.1%)

Digital MODEL Shift Performance

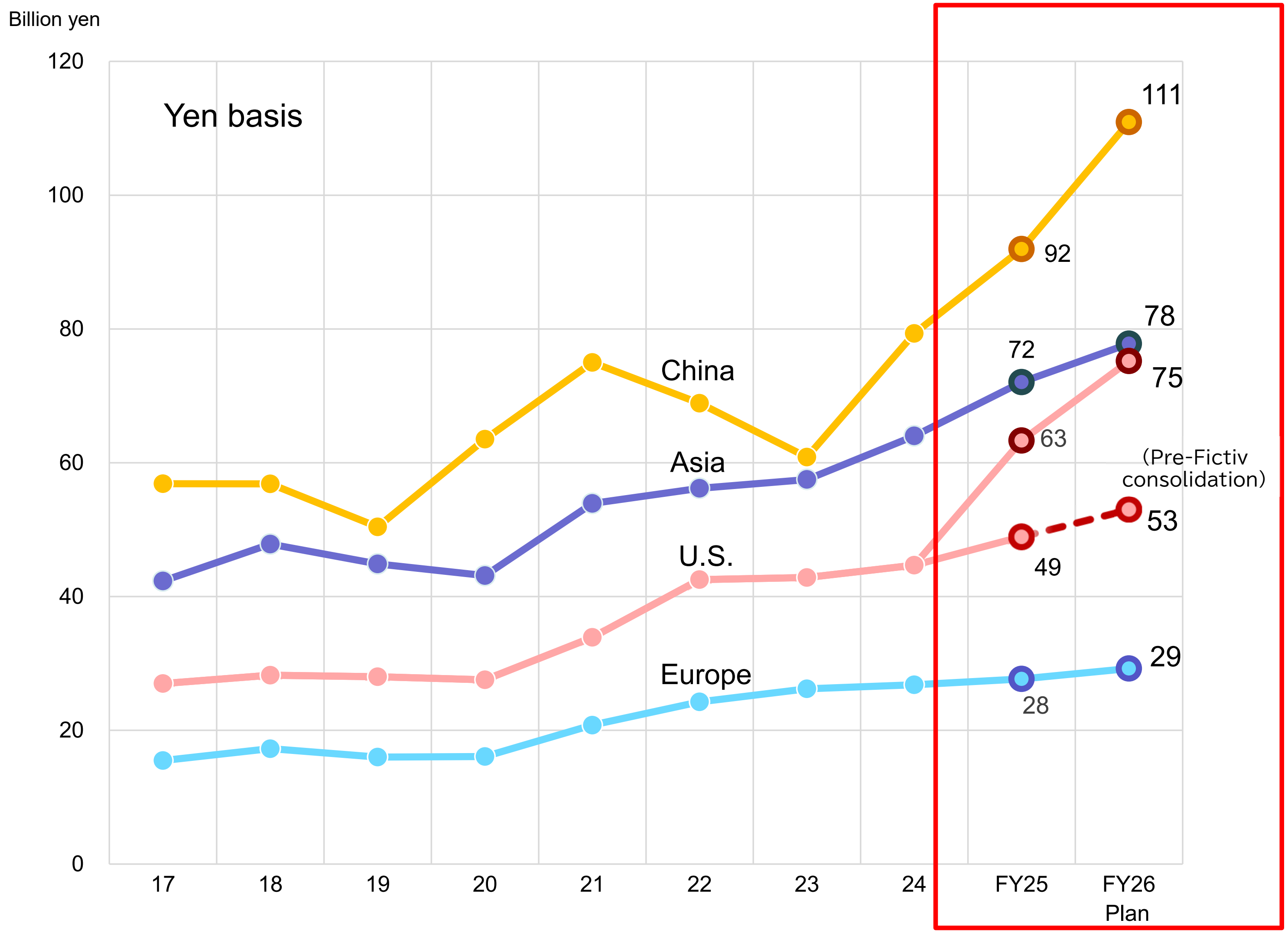
Net Sales (Billion yen)

	FY25 Actual	**FY26 Plan**	YoY change	FY26 Action Plans for Each Initiative
Total	64.2	**87.5**	＋36.3%	
Online Processing Business	32.1	**46.4**	＋44.5%	
meviy	17.7	**24.3**	＋36.8%	Addressing both prototyping and mass production needs
Fictiv	14.3	**22.1**	＋54.0% (+24.8%) ※1	Expanding customer penetration by enhancing capability and responsiveness
Economy Series	18.3	**25.1**	＋37.2%	Customer expansion driven by continued enhancement of product variety
D-JIT	13.8	**16.0**	＋15.9%	Further expansion of countries of operation

※1: FY25 figures represent nine-month results; on a full-year basis, YoY growth is +24.8%.

3. FY2026 Full-year Performance Outlook

Sales by Region



China

Continued growth through the Digital MODEL, alongside sustained telecommunications-related demand.

	Yen basis	Local currency basis
YoY	+20.6%	+16.1%

Asia

Positioning Vietnam and India as priority countries

	Yen basis	Local currency basis
YoY	+8.1%	+9.4%

U.S.

Accelerating penetration in the Americas market through Fictiv integration

YoY	Yen basis	Local currency basis
Pre-Fictiv consolidation	+8.4%	+7.9%
Post-Fictiv consolidation	+18.8%	+18.4%

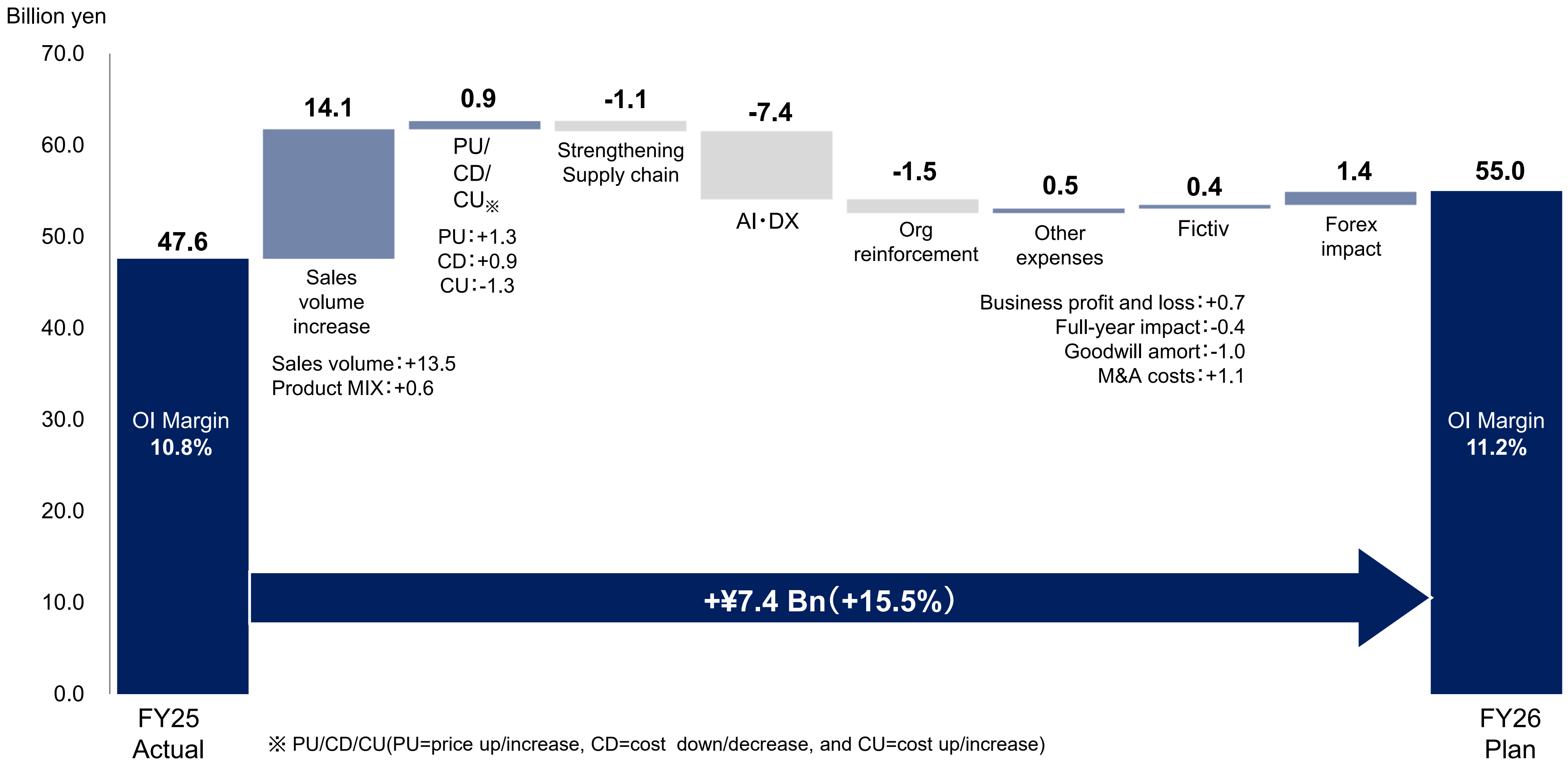
Europe

Gradual market recovery anticipated, though uncertainty is expected to persist

	Yen basis	Local currency basis
YoY	+5.6%	+3.3%

Operating Income Variance Analysis

Volume-driven profit growth is expected to offset growth investments in AI and DX; operating income planned at ¥55.0 Bn (+15.5% YoY).



※ PU/CD/CU(PU=price up/increase, CD=cost down/decrease, and CU=cost up/increase)