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Ryusei Ono
Representative Director and President

FY2024 1H earnings overview

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FX rates (vs Yen)	FY23 Actual		FY24	
	1H	Full year	1H Actual	2H Forecast
USD	141.3 yen	144.4 yen	152.3 yen	145.0 yen
EUR	153.5 yen	156.8 yen	165.5 yen	157.0 yen
RMB	19.8 yen	20.1 yen	21.2 yen	20.0 yen

FY2024 1H market outlook and our initiatives

- Initial outlook
 - Uncertainty in business environment continues, driven by geopolitical risk and impact from foreign exchange rates
 - Path to recovery remains moderate in first half
 - Expect full-fledged recovery for capital investments in automotive and semiconductor in second half
- First half outlook and market demand trends
 - Overall market trending towards a gradual recovery; difference are seen from region to region
 - Strong recovery in telecom-related sector; however, slower than expected recovery for automotive and semiconductor
- Our approach
 - Unique measures performing well in addition to success of telecom-related special demand (China)
 - From a midterm perspective, to revise and execute on regional portfolio strategies
 - Accelerate "Digital MODEL Shift" × "region-specific growth strategy"

FY2024 1H earnings overview

Record first-half sales from gradual recovery in demand and impact from our unique measures

Increased profits from higher sales volumes, product mix, and exchange rates generate sufficient funds to invest in strengthening our foundation

Million yen

Category	FY23 1H	FY24 1H			
	Actual	4/26 Announced FC	Actual	Percentage change	
				YoY	vs. Announced FC
Net sales	180,094	189,800	198,022	+10.0%	+4.3%
Operating income	18,515	20,200	23,390	+26.3%	+15.8%
Margin	10.3%	10.6%	11.8%	+1.5pt	+1.2pt
Ordinary income	20,007	20,900	25,221	+26.1%	+20.7%
Net income	14,185	15,200	18,200	+28.3%	+19.7%

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FY2024 1H Sales and operating income by business segment

Sales increase in all business segments. FA business grew by double digits, driven by demand in telecom-related sector

Significant profitability improvement in FA ; Die components and VONA in line with the previous year

Million yen

Category	Net sales			Operating income			
	FY23 1H Actual	FY24 1H Actual	YoY change Yen basis (*)	FY23 1H Actual		FY24 1H Actual	
				Margin		Margin	YoY change Yen basis (*)
Total	180,094	198,022	+10.0% (+6.1%)	18,515	10.3%	23,390	11.8% +26.3% (+13.5%)
FA business	57,895	66,854	+15.5% (+11.4%)	7,317	12.6%	11,565	17.3% +58.1% (+43.8%)
Die components business	39,329	42,819	+8.9% (+3.7%)	4,301	10.9%	4,572	10.7% +6.3% (-5.7%)
VONA business	82,868	88,347	+6.6% (+3.7%)	6,896	8.3%	7,251	8.2% +5.2% (-6.6%)

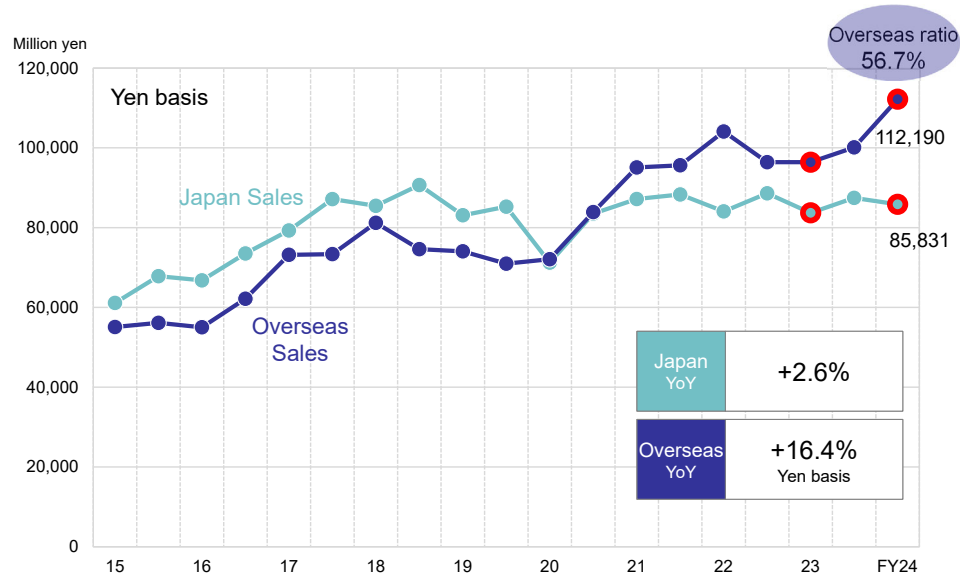
*Local currency basis

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FY2024 1H Japan & overseas sales

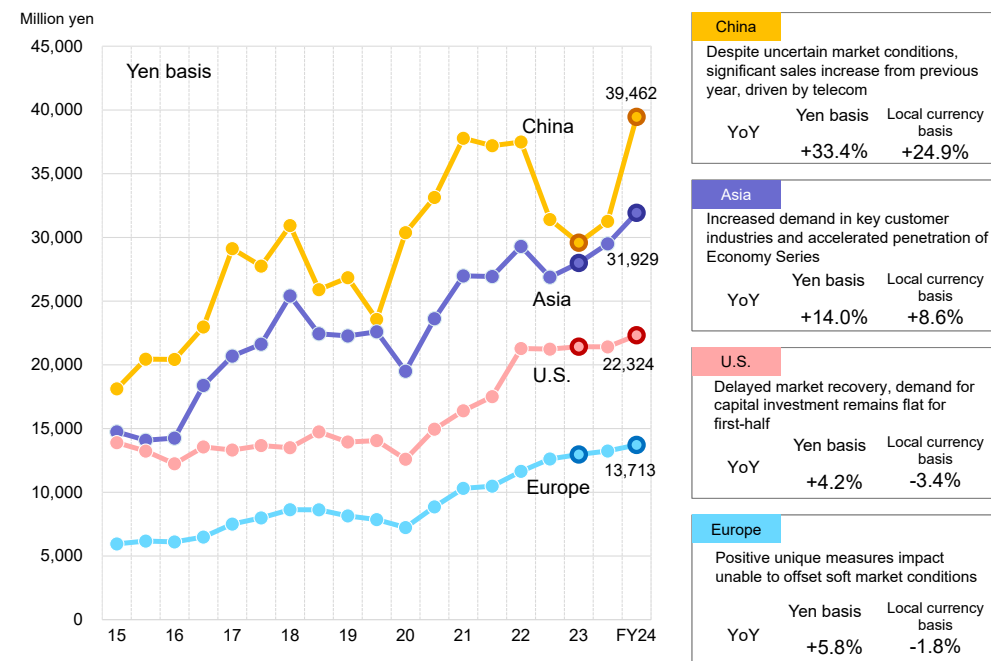
Japan: Gradual recovering demand in automotive-related sector, driving sales growth

Overseas: Strong China and Asia demand; Europe and US remain soft



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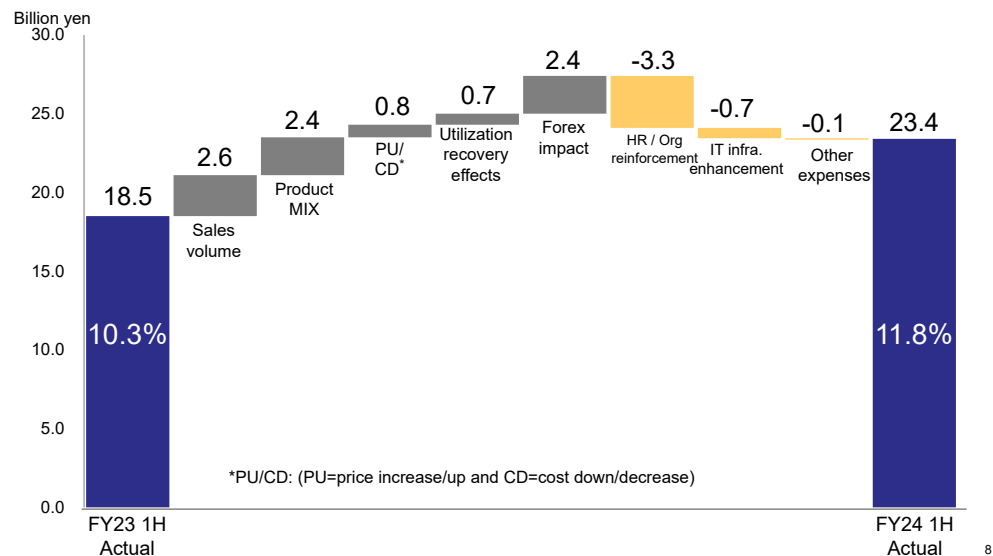
FY2024 1H sales by region



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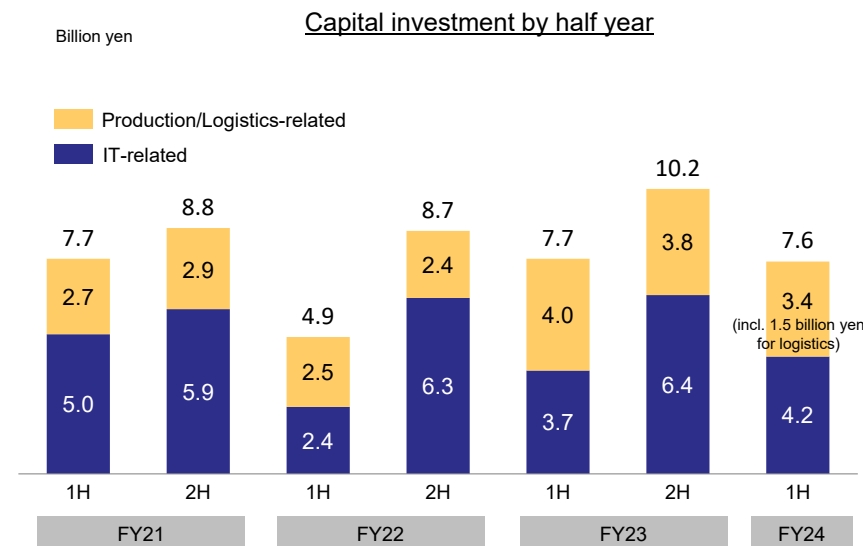
FY2024 1H operating income analysis (YoY)

Higher sales volumes, product mix and foreign exchange are main factors contributing to increased profits
Efforts for the MODEL innovation, realizes 1.5pts profitability improvement through enhancement of IT infrastructure and HR organization



Capital Investment performance

Ongoing investments reinforcing foundation, first-half capital investment in line with previous year



FY2024 consolidated earnings forecast

FY2024 full-year forecast

Full-year forecast raised to reflect strong first-half. Sales forecasted for new sales record

Second-half forecast: Automotive and semiconductor demand expecting recovery in Japan, China, and Asia; slight delay to recover demand in Europe and US

Continued implementation of assertive measure and thorough profit management will further improve profitability vs. first-half

Millions of yen

Category	FY23	FY24		
		10/25 Forecast	YoY change	
	Actual		Yen basis	Local currency basis
Net sales	367,649	401,200	+9.1%	+7.8%
Operating income	38,365	49,100	+28.0%	+23.9%
Margin	10.4%	12.2%	+1.8pt	+1.6pt
Ordinary income	41,265	51,600	+25.0%	-
Net income	28,152	37,100	+31.8%	-

FY2024 sales forecast by business segment

FA: Impact from unique measures + Japan, China and Asia second-half recovery, to drive strong growth

Die components & VONA: Second-half sales growth driven by Die component in Asia, Europe; for VONA in Asia and Europe

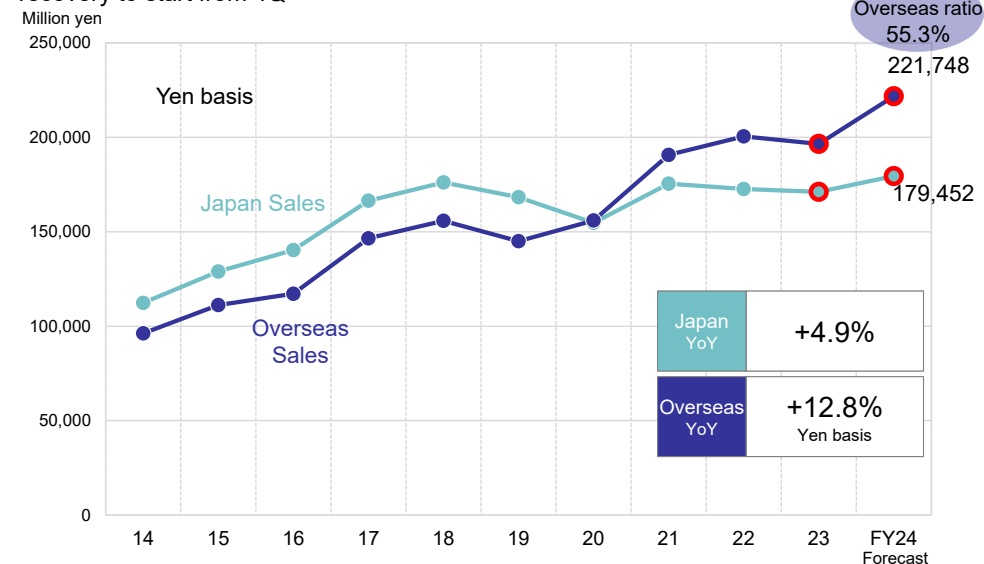
Category	Million yen			
	FY23 Actual	FY24 10/25 Forecast	YoY change	
			Yen basis	Local currency basis
Total	367,649	401,200	+9.1%	+7.8%
FA business	118,219	136,994	+15.9%	+14.4%
Die component business	79,932	85,043	+6.4%	+4.5%
VONA business	169,497	179,163	+5.7%	+4.7%

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FY2024 Japan & overseas sales forecast

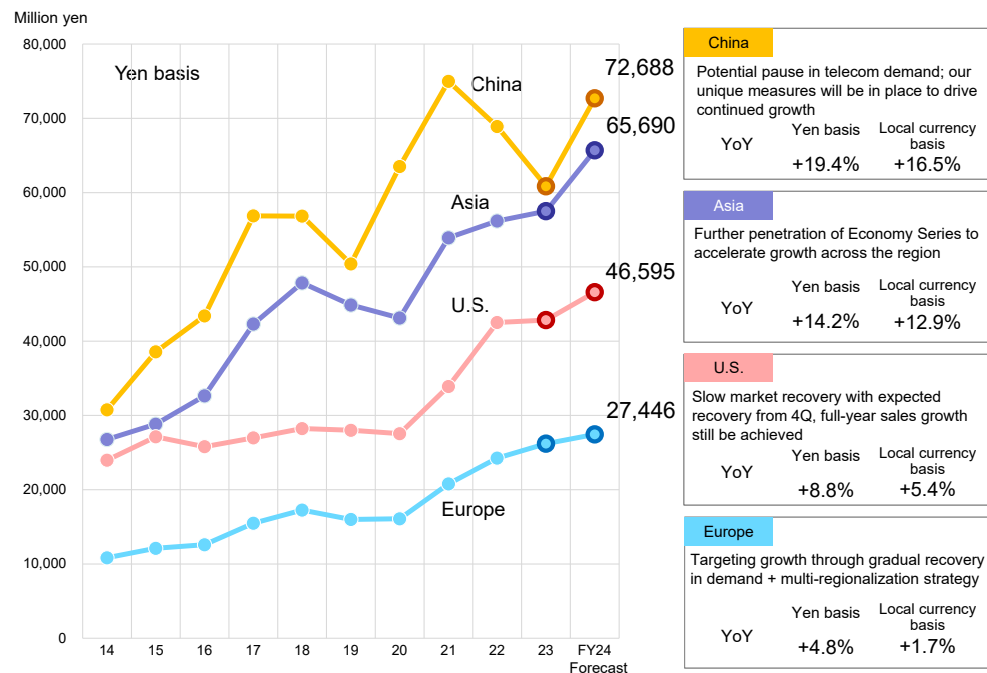
Japan: Soft demand for automotive and semiconductor in first-half, to expect gradual recovery from 3Q

Overseas: Continued second-half growth in China and Asia; with Europe and US recovery to start from 4Q



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FY2024 sales forecast by region

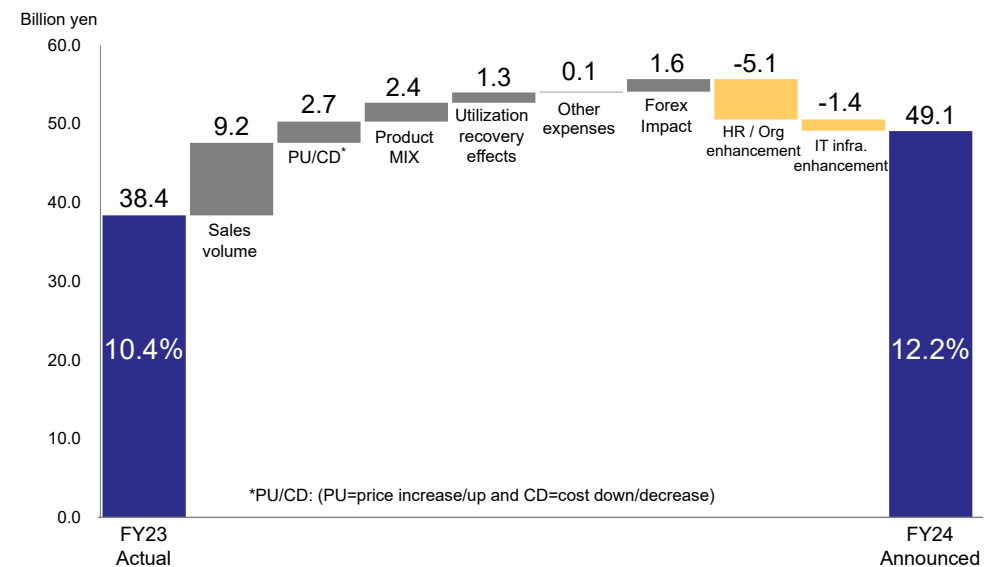


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FY2024 operating income analysis (YoY)

As in the first-half, higher sales volumes, PU/CD, and product mix expected to increase profitability

HR organization and IT infrastructure enhancement progressing as planned, profitability expected to improve by 1.8pt from previous year



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Future growth strategy and the progress in the first half of FY2024

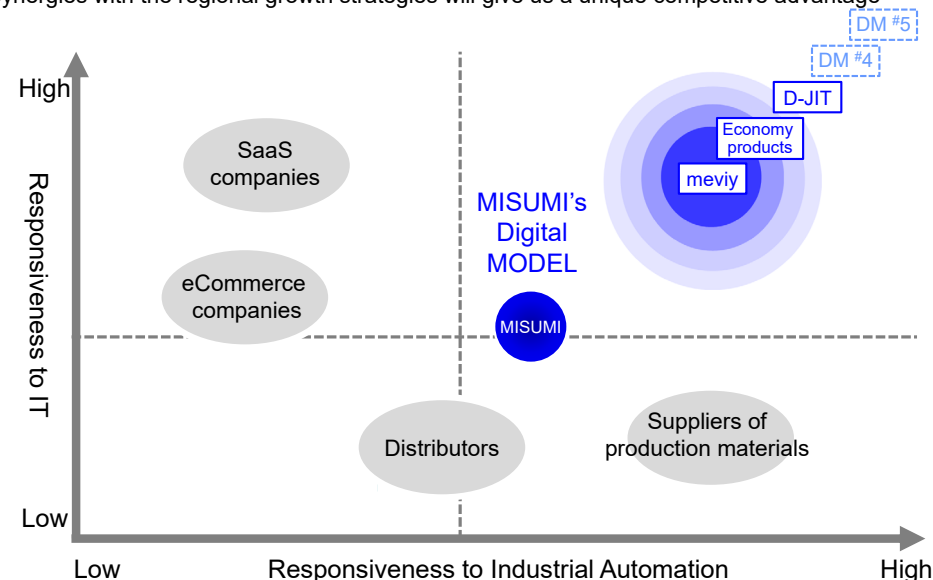
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The ever-changing MISUMI Digital MODEL

Report from
FY2023 Full-Year
earnings report

To meet the increasingly diverse needs of our industrial automation customers, we will continue to work on evolving the Digital MODEL

Synergies with the regional growth strategies will give us a unique competitive advantage



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Our growth strategies by region

Partially revised
report from
FY2023 Full-Year
earnings report

We are promoting the market-specific Digital MODELS to meet the needs of each market

The competitive environment is different in every region. We will build optimal regional MODELS that adapt to each environment

	Main demand sources		Digital MODEL				Position/ objective of each region
	Equipment design	Mass production	#1 meviy	#2 Economy Series Products	#3 D-JIT	#4 ..	
EUR	●	○	●	○	●	...	Expand to regions other than German-speaking regions
US	●	○	●	○	●	...	"Key Region" identified from the mid-term
JPN	●	●	●	●	●	...	A business development base
CH	●	●	●	●	●	...	Carefully assess when market will recover
ASIA	▲	●	*) ▲	●	●	...	Remain as the "Key Region"

*) excluding Korea

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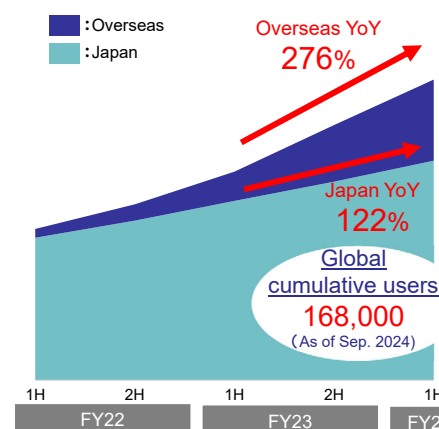
DM #1

meviy: accelerating its development

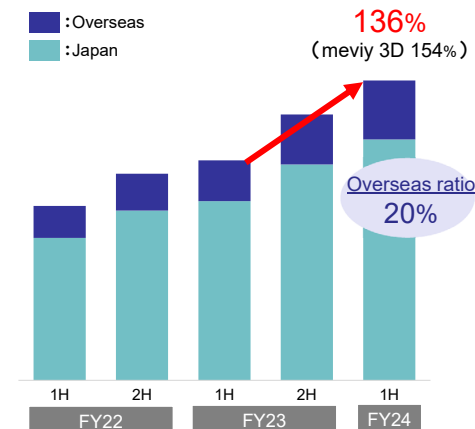
Product enhancements and system integration expansion leads to +160K user

In addition to continued growth in Japan, sales expanded globally, with overseas sales ratio reaching 20%

meviy 3D users cumulative trend



Global sales of custom products (meviy 3D+2D)



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DM #1

meviy: expansion plan

Our products and systems will progressively strengthen to meet the diverse needs of our global customers

meviy Marketplace model, a new platform for ordering machined parts, was launched in September 2024

●: launched in 1H FY24 ○: To launch in 2H FY24

FY24 Initiative		JPN	EUR	US	CHN	KOR
Product/ service offerings improvement	• Welded parts: expand product ranges	●				
	• Squared parts: expand eligible size (~2m)	●	●	●		
	• Environmental considerations (Degrease cleaning)	○	○	○		
	• Expand production in China	○	○	○		
System integration	• Rapid expansion of product range	○	○	○	○	○
	• Data sharing within one user account	○	○	○	○	○
	• Release a CAD add-on tool	○				
	• Add a marketplace model	●				

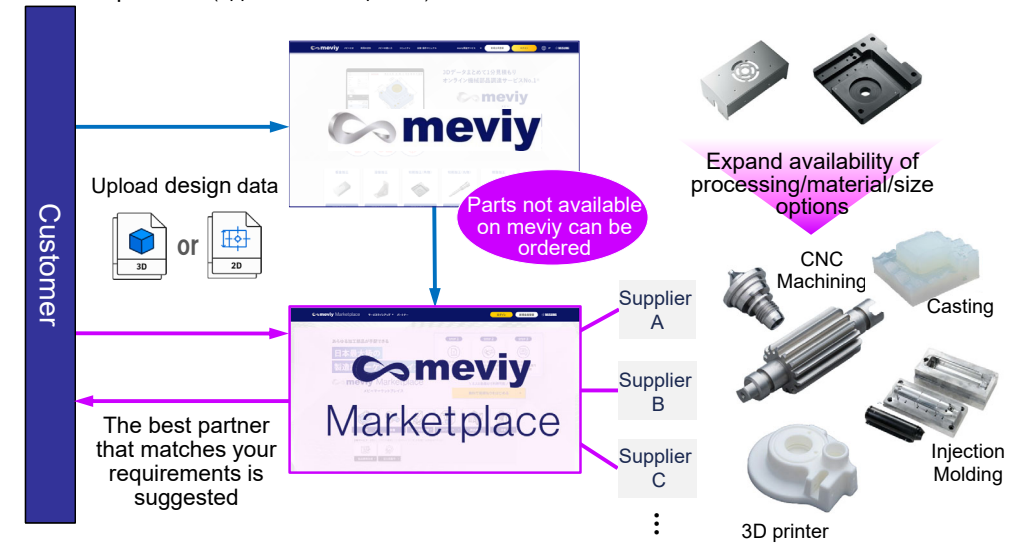
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DM #1

meviy Marketplace launched

Customers can simply click-to-buy to complete the procurement process without the hassle of searching for suppliers

Both product range and convenience has been improved by collaborating with carefully selected partners (approx. 100 companies)



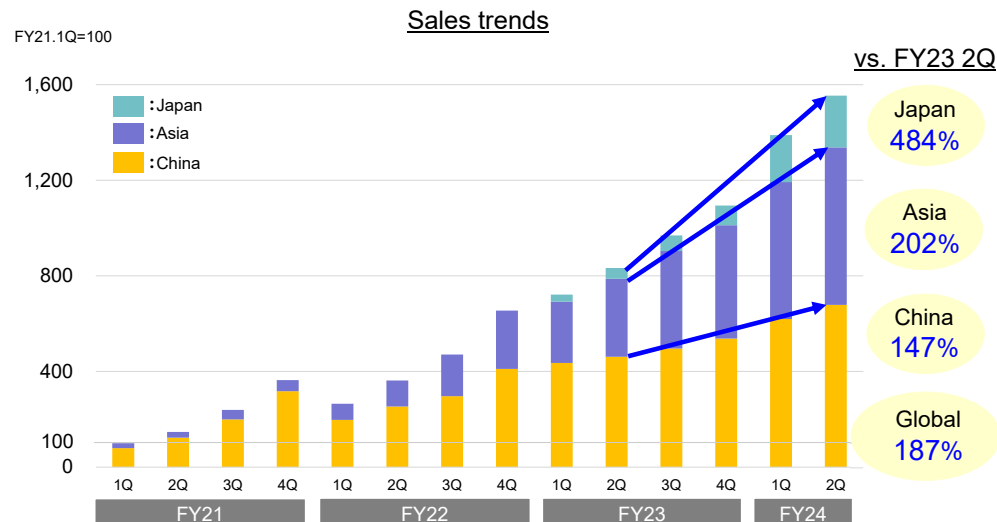
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DM #2

Economy Series products: market penetration

Increased product variations contributing to market penetration, sales increase of 87% vs previous year

All regions experience strong growth; highest growing Asia* region expected to overtake China in sales volume (* = Korea, Thailand, Vietnam and India as primary countries")



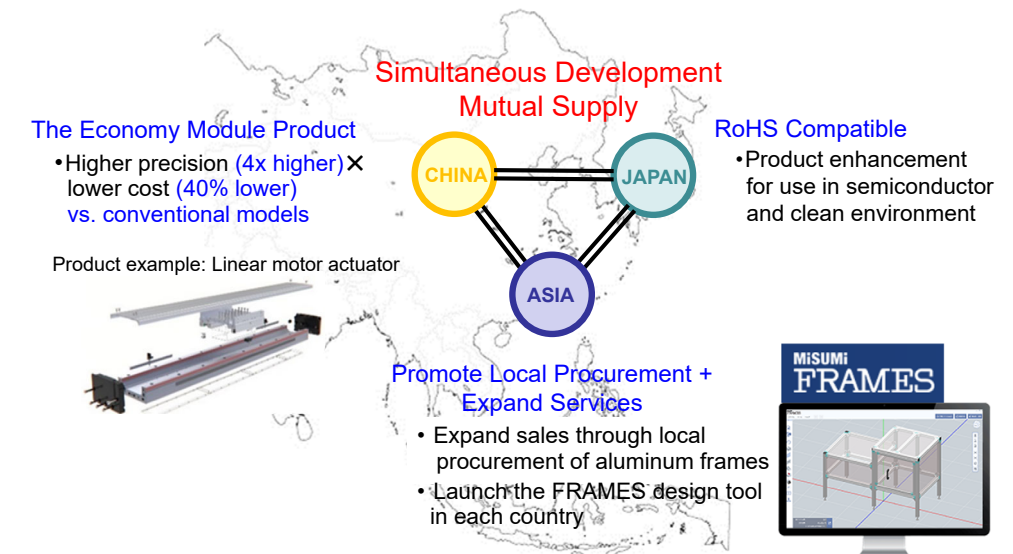
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DM #2

Economy Series products: regional enhancement

Actions to differentiate ourselves progressing as planned to meet region specific customer demands in Japan, China, and Asia

Proprietary products and tools have helped accelerate the pace of market penetration

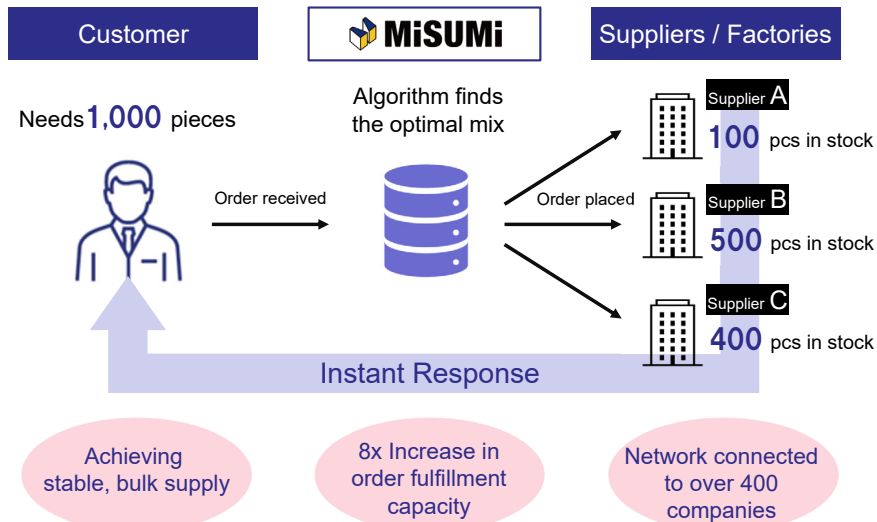


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Improving response to quantity: D-JIT

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

From "MISUMI for small-lot, quick delivery" to "MISUMI for bulk, too", which will be rolled out globally from Japan



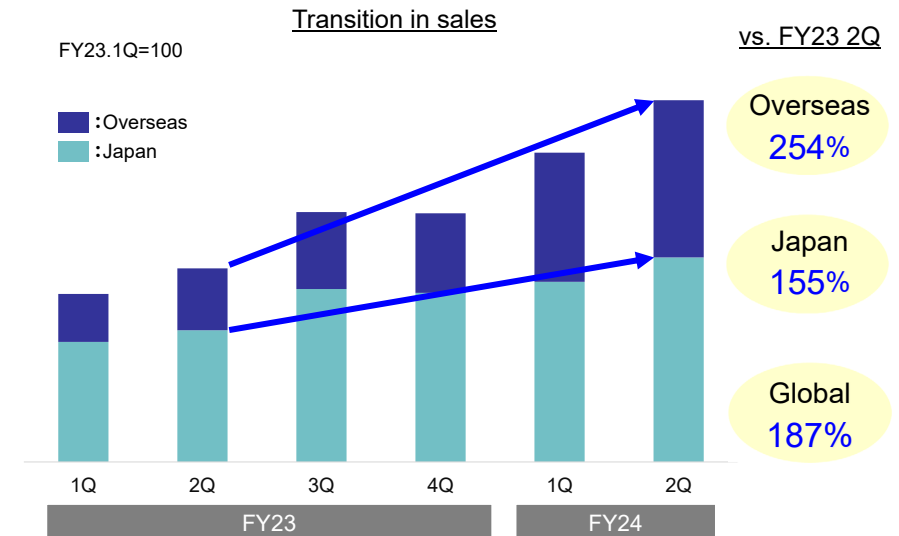
Approx. 50 bln yen MISUMI inventory → Approx. 400 bln yen virtual inventory

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D-JIT generates sales

Steady sales growth in Japan, Taiwan, and Thailand., where it is currently in the market test phase, in addition to US, China and Europe, where it is already in place

The number of customers - now more than 60,000 companies globally - has grown due to improving our fulfillment capabilities

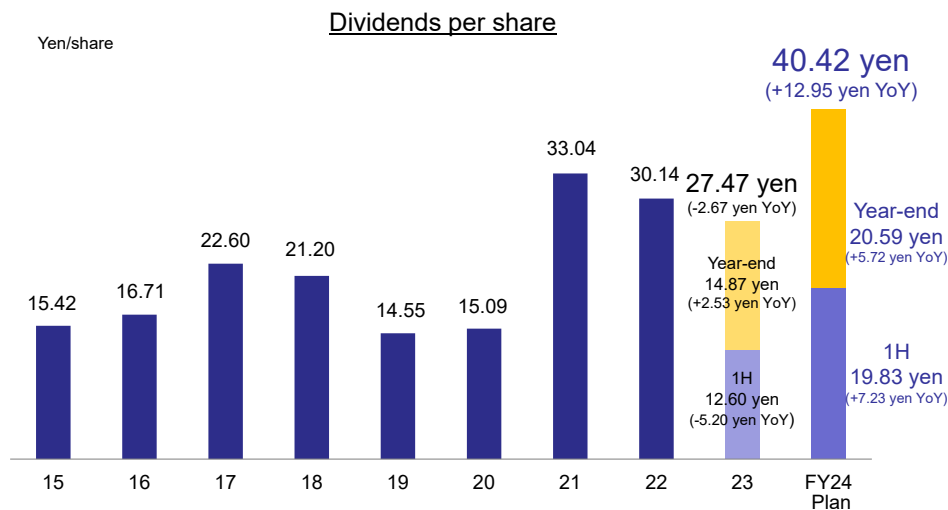


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Shareholder return

Dividend for 1H of FY24 was 19.83 yen, an increase of 7.23 yen YoY

Full-year dividend is expected to be 40.42 yen, an increase of 12.95 yen YoY (payout ratio 30%)



*Dividend has been retroactively adjusted due to a 3-for-1 stock split effective July 1, 2015.

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Capital and business alliance with Punch Industry Co., Ltd.

Regarding this alliance

- Leverage our strengths, in not only **die and mold components** but including **FA and meviy**, to complement and strengthening each other in a wide range of **standard and custom products** for **the entire metal processing industry**

MISUMI's strength

- Standardization know-how cultivated over many years, leading digital technology
- Global reliable, quick delivery supply system

Punch Industry Co., Ltd. strengths

- Advanced precision machining technology
- Exceptional response times in the field of custom machined parts

Regarding future collaborations

- Domestically, we aim to quickly realize the synergies by starting with **mutual supply of products** then moving forward to collaborate on **joint delivery and joint storage logistics**
- Internationally, we aim to **develop growth markets, create further business opportunities**, maximize **the assets** of both companies, and become more competitive in the metal processing industry

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Reference materials

FY2024 Exchange rate/ sensitivity

FX rates (vs Yen)	FY23 Actual		FY24	
	1H	Full year	1H Actual	2H Forecast
USD	141.3 yen	144.4 yen	152.3 yen	145.0 yen
EUR	153.5 yen	156.8 yen	165.5 yen	157.0 yen
RMB	19.8 yen	20.1 yen	21.2 yen	20.0 yen

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

*If all traded currencies fluctuate 1% on average

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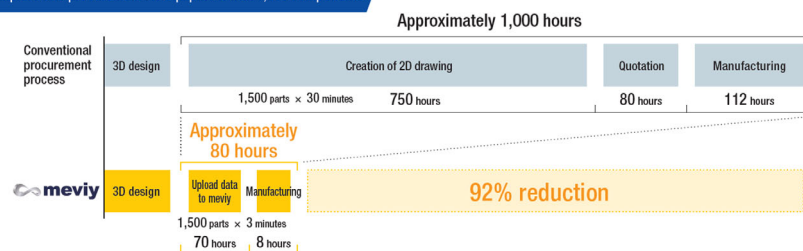
DM #1

A revolution in parts procurement: meviy

- Simply upload 3D data of machine parts 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

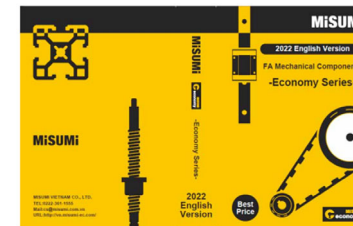


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DM #2

Product range reform: Economy products

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



Comparison with existing products

Existing product



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

Economy product



-0.012 to +0.003
(Middle range accuracy)

MISUMI **meviy economy**
Miniature Linear Guides
Standard
Volume Discount
CAD : 3D

MISUMI **meviy economy** **SAVE Up to 55%**
Small Ball Bearings
Recommendation
Volume Discount

Price index **100**

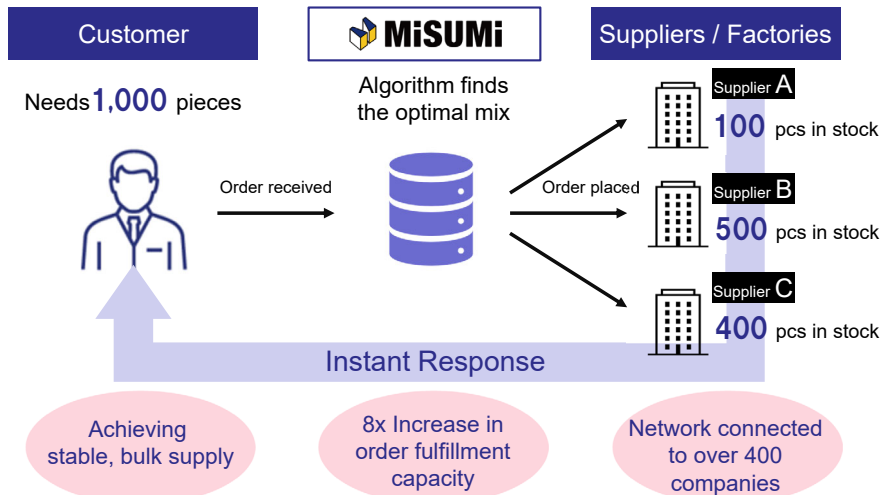
30-50

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Improving response to quantity: D-JIT

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

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



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

*D-JIT stands for "Digital version of Just in Time."

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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 one-third. To facilitate this transformation, we have allocated a total investment of approximately 20 billion yen over four years

Production/ Logistics

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



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