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FX rates (vs Yen)	FY23 3Q YTD Actual	FY24 3Q YTD Actual
USD	142.8 yen	152.9 yen
EUR	155.2 yen	164.9 yen
RMB	20.0 yen	21.2 yen

Earnings overview for the first nine months of FY2024

FY2024 3Q Earnings overview

Record first nine months sales from gradual recovery in demand and impact from unique measures

Improved profitability despite expenses to strengthen the foundation for MODEL innovation

(Million yen)

Category	FY23 3Q YTD	FY24 3Q YTD	
	Actual	Actual	YoY change
Net Sales	272,823	301,585	+10.5%
Operating income	28,903	36,150	+25.1%
Margin	10.6%	12.0%	+1.4pt
Ordinary income	31,157	38,904	+24.9%
Net income	22,455	28,213	+25.6%

FY2024 3Q Sales and operating income by business segment

First half trend continues with increased sales in all segments, telecom related demand, also a contributing factor

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

(Million yen)

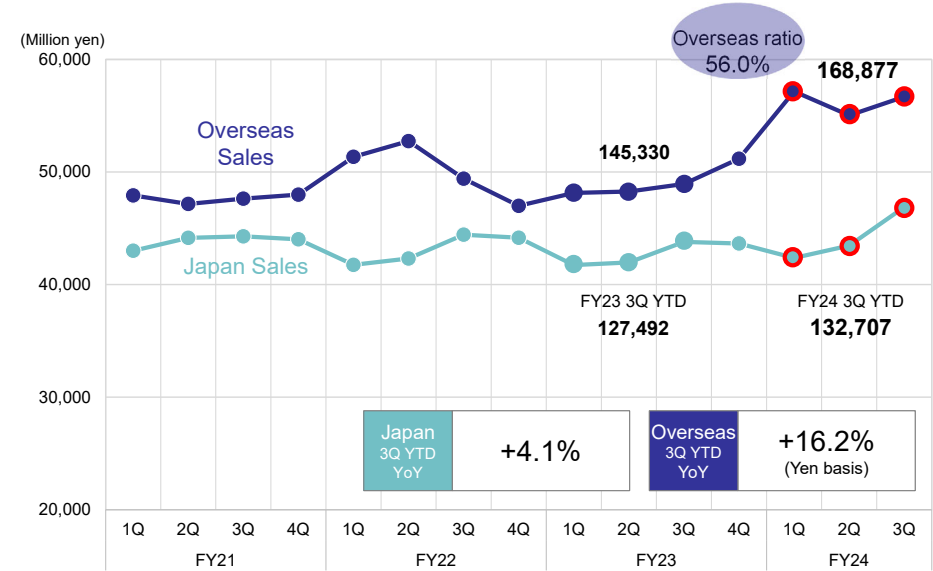
Category	Net sales			Operating income				
	FY23 3Q YTD	FY24 3Q YTD	YoY change Yen basis (*)	FY23 3Q YTD		FY24 3Q YTD		YoY change Yen basis (*)
				Margin	Margin	Margin	Margin	
Total	272,823	301,585	+10.5% (+7.2%)	28,903	10.6%	36,150	12.0%	+25.1% (+14.9%)
FA business	87,723	102,158	+16.5% (+12.9%)	11,381	13.0%	17,517	17.1%	+53.9% (+43.6%)
Die components business	59,348	64,721	+9.1% (+4.5%)	6,792	11.4%	7,015	10.8%	+3.3% (-7.3%)
VONA business	125,751	134,705	+7.1% (+4.5%)	10,729	8.5%	11,616	8.6%	+8.3% (-1.5%)

*Local currency basis 4

FY2024 3Q Japan & overseas sales

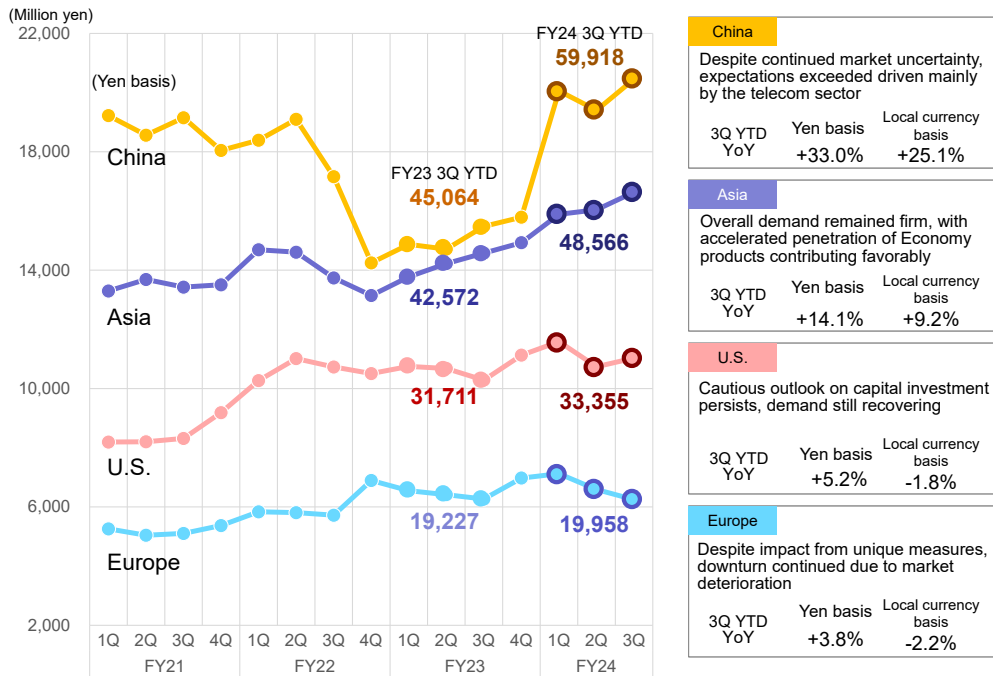
Japan: Demand remains firm, primarily in automotive/electronics sectors

Overseas: Despite regional variations, significant growth versus previous year



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FY2024 3Q Sales by region

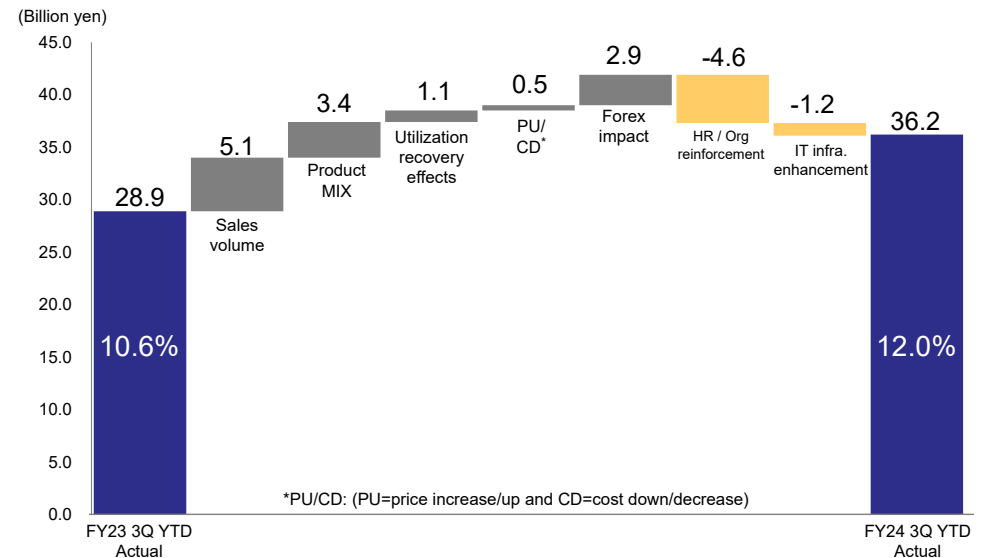


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FY2024 3Q Operating income analysis (YoY)

Profits increased mainly due to volume growth, product mix, and favorable foreign exchange impact

Profitability further improved even with ongoing enhancement of HR organization and IT infrastructure for MODEL innovation



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FY2024 Consolidated earnings forecast

FX rates (vs Yen)	FY24 3Q YTD Actual	FY24 4Q Forecast
USD	152.9 yen	154.0 yen
EUR	164.9 yen	160.0 yen
RMB	21.2 yen	21.2 yen

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FY2024 Full-year forecast

Based on the third quarter results and current conditions, no revisions to the full year plan announced on Oct. 25, 2024

Maintained high profitability through assertive measures and rigorous income management

(Million yen)

Category	FY23	FY24		
	Actual	Forecast 10/25	YoY change	
			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%	-

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Reference materials

FY2024 Exchange rate/ sensitivity

FX rates (vs Yen)	FY23 Actual		FY24	
	1H	Full year	3Q YTD Actual	4Q Forecast
USD	141.3 yen	144.4 yen	152.9 yen	154.0 yen
EUR	153.5 yen	156.8 yen	164.9 yen	160.0 yen
RMB	19.8 yen	20.1 yen	21.2 yen	21.2 yen

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

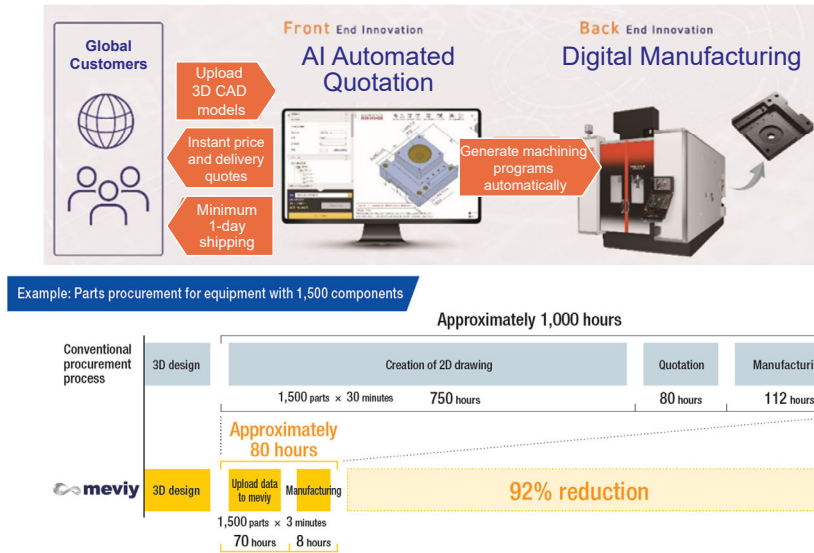
*If all traded currencies fluctuate 1% on average

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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)



Product range reform: Economy products

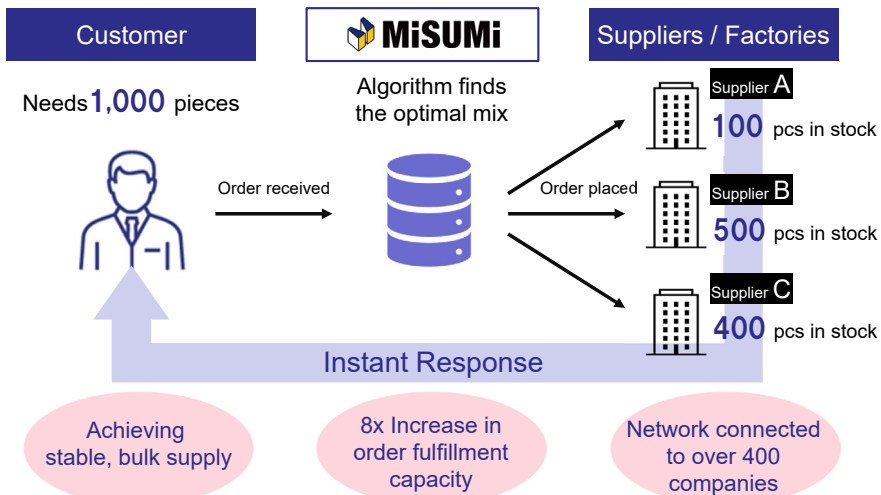
- Newly introduced, competitively priced mid-range product line from China

Existing product	Economy product
Accuracy: -0.009 to 0 (I.D. Intersection)	Accuracy: -0.012 to +0.003 (Middle range accuracy)
Price index: 100	Price index: 30-50

MISUMI Economy
 MISUMI **SAVE up to 55%**
 MISUMI **Recommendation**

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

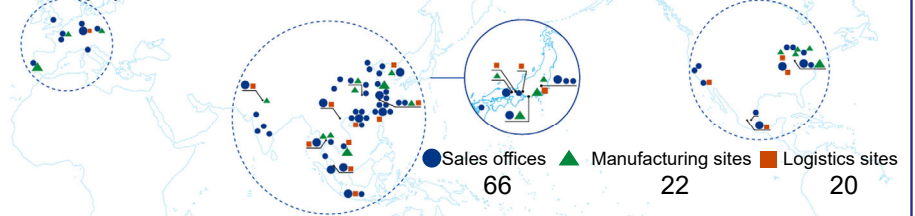
Business foundation

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. 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



production We have established a global 5 region production system. In the event of an emergency, we can immediately switch production plants

logistics Expansion of global operations with automation. Strengthen logistics infrastructure through productivity and site expansion