

# The 63<sup>rd</sup> (FY24) Business Report

June 19, 2025

MISUMI Group Inc.  
Representative Director and President  
Ryusei Ono

# Earnings Overview for FY2024

| FX rates<br>(vs Yen) | FY23<br>Actual | FY24<br>Actual |
|----------------------|----------------|----------------|
| USD                  | 144.4 yen      | 152.5 yen      |
| EUR                  | 156.8 yen      | 163.6 yen      |
| RMB                  | 20.1 yen       | 21.1 yen       |

# Summary of FY24 Financial Results

## <Market Outlook / Market Trends>

- Growing market uncertainty from geopolitical risk and forex volatility
- Gradual recovery in China, Asia, and Japan; EU and US markets remain challenged

## <Sales Growth / Profitability>

- Sales Growth: Sales reached **a record high**
- Profitability: Operating income margin **improved 1.2 pt YoY**

## <Strategy Execution / Infrastructure Enhancement>

- Continuous execution on "**Digital MODEL Shift**" x "**region-specific growth strategy**"
- Digital MODEL initiatives, such as meviy, produced certain results
- Further strengthening the Business foundation, including core system renewal

# FY2024 Earnings Overview

Achieved record-high sales due to unique measures and gradual recovery in demand  
 Profitability improved and profits increased significantly from the previous fiscal year,  
 but announced targets were not achieved due to increase in purchase prices

Million yen

| Category         | FY23    | FY24                     |         |                   |                     |
|------------------|---------|--------------------------|---------|-------------------|---------------------|
|                  | Actual  | 10/25<br>Announced<br>FC | Actual  | Percentage change |                     |
|                  |         |                          |         | YoY               | vs. Announced<br>FC |
| Net sales        | 367,649 | 401,200                  | 401,987 | +9.3%             | +0.2%               |
| Operating income | 38,365  | 49,100                   | 46,480  | +21.2%            | -5.3%               |
| Margin           | 10.4%   | 12.2%                    | 11.6%   | +1.2pt            | -0.6pt              |
| Ordinary income  | 41,265  | 51,600                   | 49,901  | +20.9%            | -3.3%               |
| Net income       | 28,152  | 37,100                   | 36,549  | +29.8%            | -1.5%               |

# FY2024 Sales and Operating Income by Business Segment

Sales increased across all businesses, with telecom, meviy and Economy series driving strong growth in FA

Significant profit increase in FA, due to the strong performance of high-profitability product groups, while Die components and VONA were in line with previous year

(Million yen)

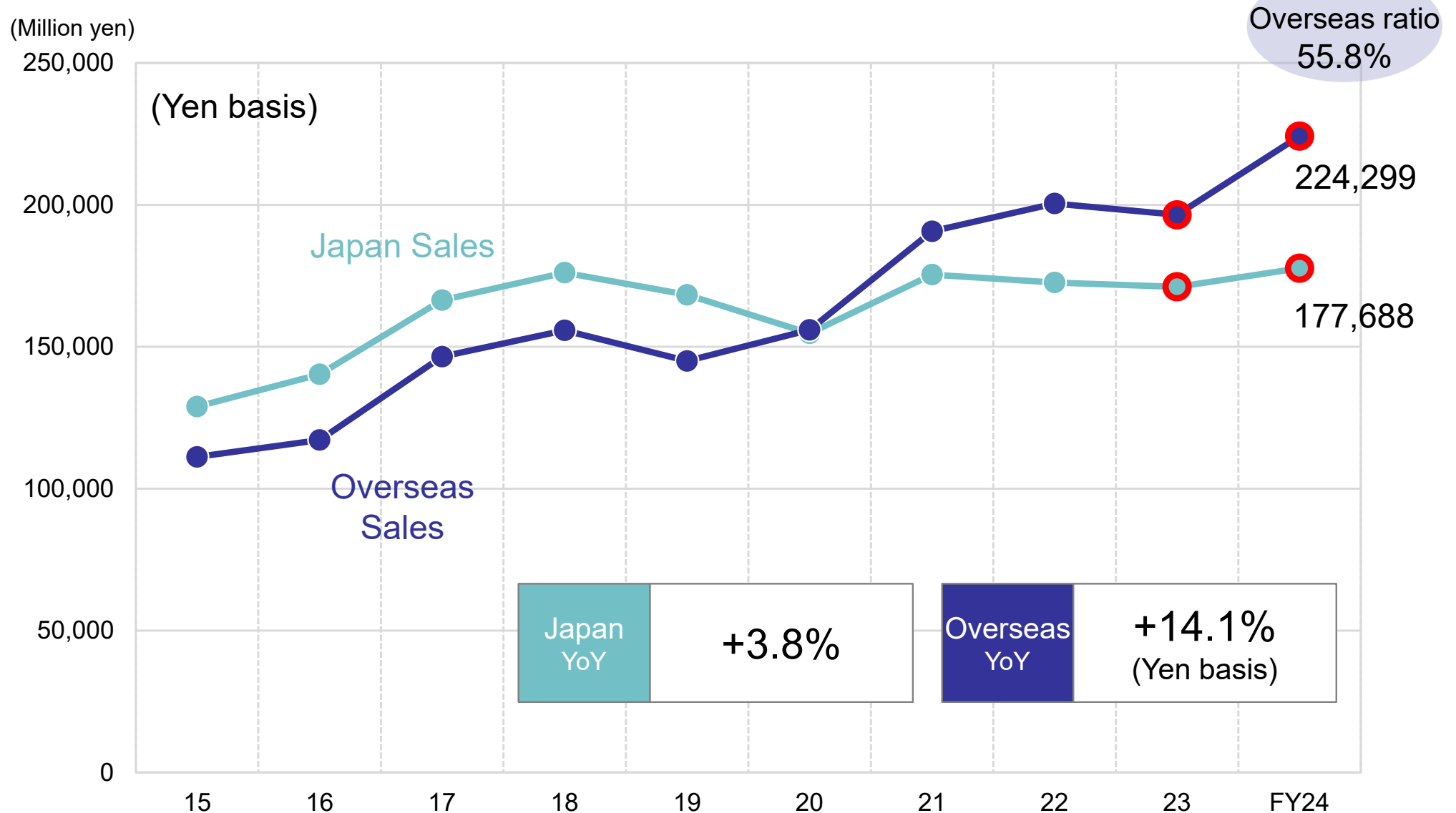
| Category                | Net sales |         |                    | Operating income |        |        |        |                    |
|-------------------------|-----------|---------|--------------------|------------------|--------|--------|--------|--------------------|
|                         | FY23      | FY24    | YoY change         | FY23             |        | FY24   |        | YoY change         |
|                         |           |         | Yen basis<br>(*)   |                  |        |        |        |                    |
|                         |           |         |                    |                  | Margin |        | Margin | Yen basis<br>(*)   |
| Total                   | 367,649   | 401,987 | +9.3%<br>(+6.9%)   | 38,365           | 10.4%  | 46,480 | 11.6%  | +21.2%<br>(+13.7%) |
| FA business             | 118,219   | 135,803 | +14.9%<br>(+12.3%) | 15,097           | 12.8%  | 22,510 | 16.6%  | +49.1%<br>(+40.9%) |
| Die components business | 79,932    | 86,451  | +8.2%<br>(+4.9%)   | 9,139            | 11.4%  | 9,504  | 11.0%  | +4.0%<br>(-3.6%)   |
| VONA business           | 169,497   | 179,732 | +6.0%<br>(+4.1%)   | 14,128           | 8.3%   | 14,466 | 8.0%   | +2.4%<br>(-4.5%)   |

\*Local currency basis 4

# FY2024 Japan & Overseas Sales

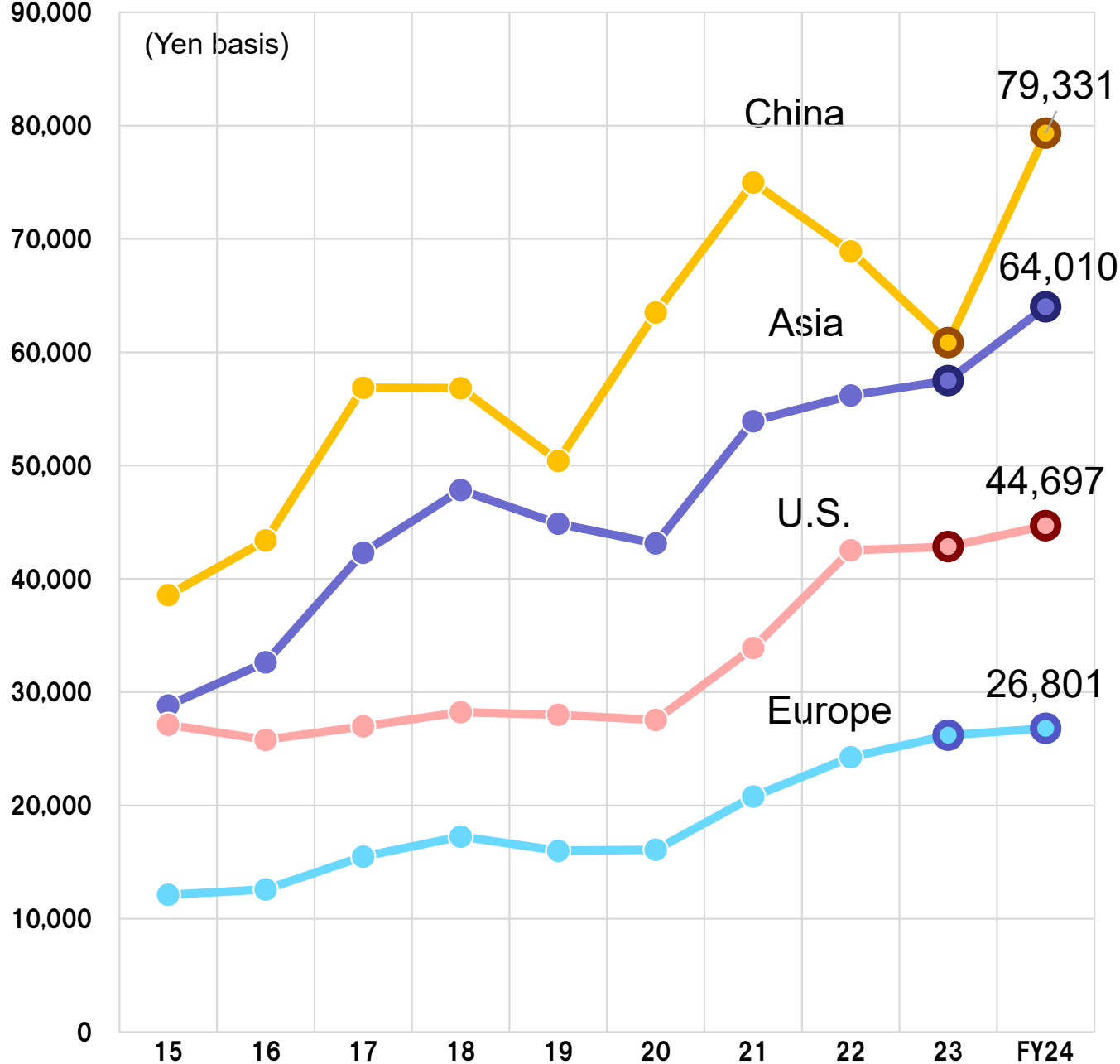
Japan: Automotive demand & meviy remained solid, driving YoY sales growth

Overseas: Sales increased in China and Asia, which partially offset the sluggish performance in the EU and the US



# FY2024 Sales by Region

(Million yen)



## China

Despite uncertain market conditions, telecom made significant contribution

| YoY | Yen basis | Local currency basis |
|-----|-----------|----------------------|
|     | +30.4%    | +24.4%               |

## Asia

Firm demand, Economy Series made significant contribution

| YoY | Yen basis | Local currency basis |
|-----|-----------|----------------------|
|     | +11.3%    | +8.0%                |

## U.S.

Growing uncertainty preventing market recovery and CAPEX investments

| YoY | Yen basis | Local currency basis |
|-----|-----------|----------------------|
|     | +4.3%     | -1.2%                |

## Europe

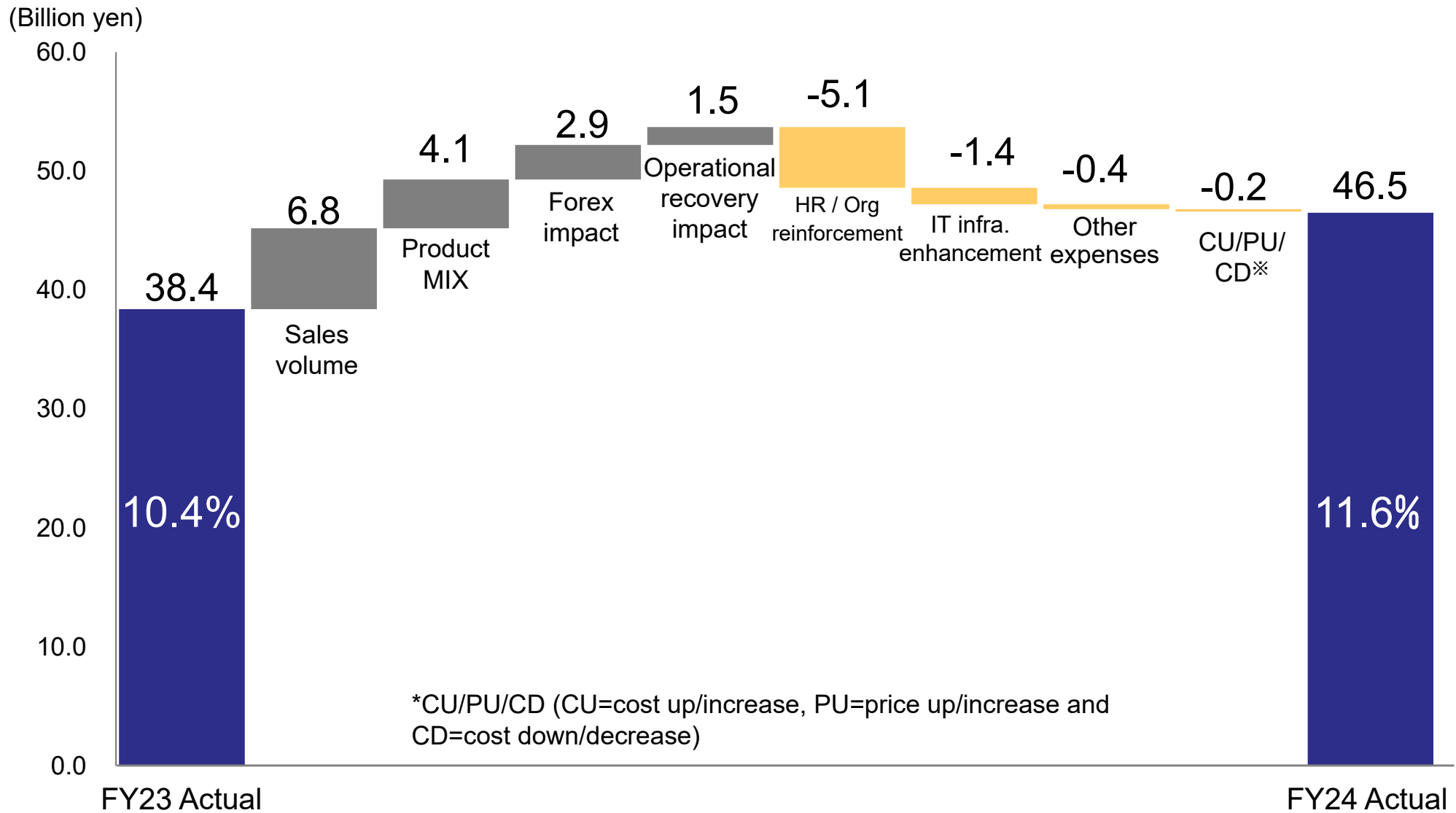
Unique measure effective, but unable to offset slump of deteriorating markets

| YoY | Yen basis | Local currency basis |
|-----|-----------|----------------------|
|     | +2.3%     | -1.9%                |

# FY2024 Operating Income Analysis (YoY)

Higher sales volumes, product mix and forex impact are main contributing factors for increased profits

Realized improved profitability notwithstanding MODEL innovations made through IT infrastructure and HR organizational enhancements





# FY2025 Consolidated Earnings Forecast

| FX rates<br>(vs Yen) | FY24<br>Actual | FY25<br>Forecast |
|----------------------|----------------|------------------|
| USD                  | 152.5 yen      | 139.0 yen        |
| EUR                  | 163.6 yen      | 153.0 yen        |
| RMB                  | 21.1 yen       | 19.3 yen         |

# Summary of FY25 Financial Forecast

## <Market Outlook / Market Trends>

- Trade issues and policy developments in various countries, having **significant impact** on the global economy
- **Business environment expected to remain challenged** due to highly unpredictable market outlook

## <Sales Growth / Profitability>

※Calculations are based on certain assumptions about the impact of U.S. tariffs and resulting decline in capital investment demand in various countries. However, this is subject to change due to future market conditions and other factors.

- Sales growth: **Slight sales decline** driven by US tariffs and FX impact
- Profitability: By thoroughly managing profitability, maintain a **double-digit** operating margin

## <Strategy Execution / Infrastructure Enhancement>

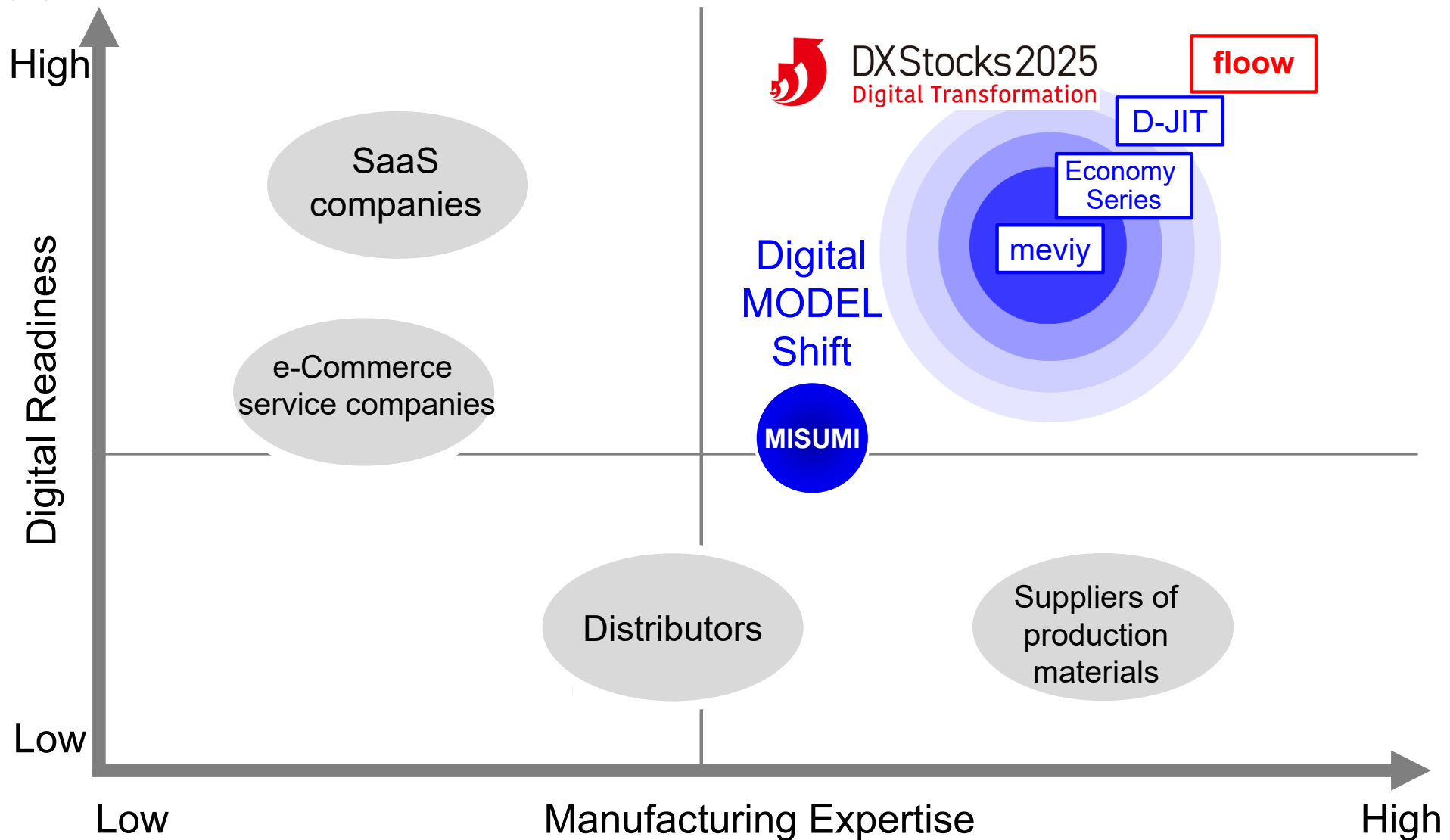
- **Balancing short to medium term** focus
- Continue to strengthen the essential Business foundation based on market demand trends
- Further promote regionally tailored Digital MODEL initiatives

# MISUMI's Digital MODEL Shift

4th Digital MODEL released to meet increasingly diverse automation customer needs

Efforts recognized and Company certified as a “DX Stock”




⇒ Aiming to become industrial foundation and infrastructure for digital manufacturing era



# Penetration of Digital Initiatives in our Main Businesses

Aim to fundamentally strengthen existing businesses through Company-wide digital initiatives

Acquire domain (products and markets) previously unaddressed, and produce steady results

|                       |                | FA   | VONA  | Die Components  |
|-----------------------|----------------|--|---|---|
| Company wide strategy | meviy          | Online processing business   |   |   |
|                       | Economy Series | Product series offering optimal quality at a low price                               |   |   |
|                       | D-JIT          | Mass procurement and automatic ordering system                                       |   |   |
|                       | floow          | Optimization service for factory MRO procurement                                     |   |   |
| Strategy by Business  |                |  |  |  |

# Progress of Digital MODEL Shift

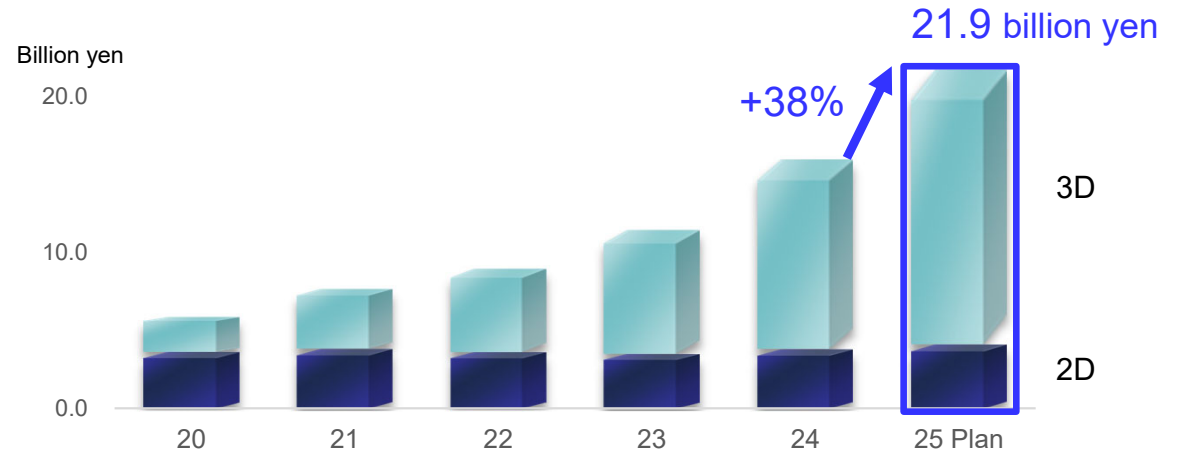
Growth rate as of March 2025 (YoY)

## DM #1 meviy

**Sales** **# of users**  
**15.9** billion yen **190,000**  
(+38%) (+34%)

### Profitability

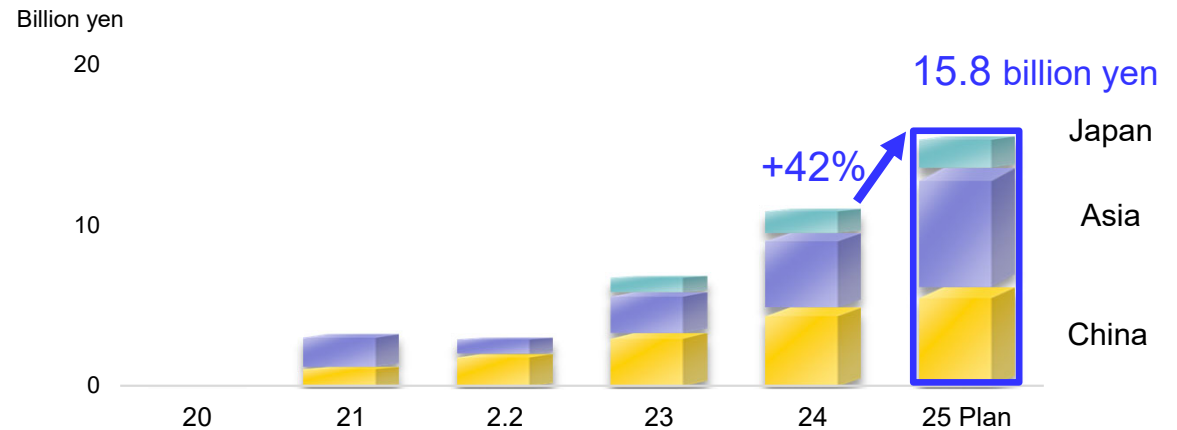
Achieved profitability in Japan



## DM #2 Economy Series

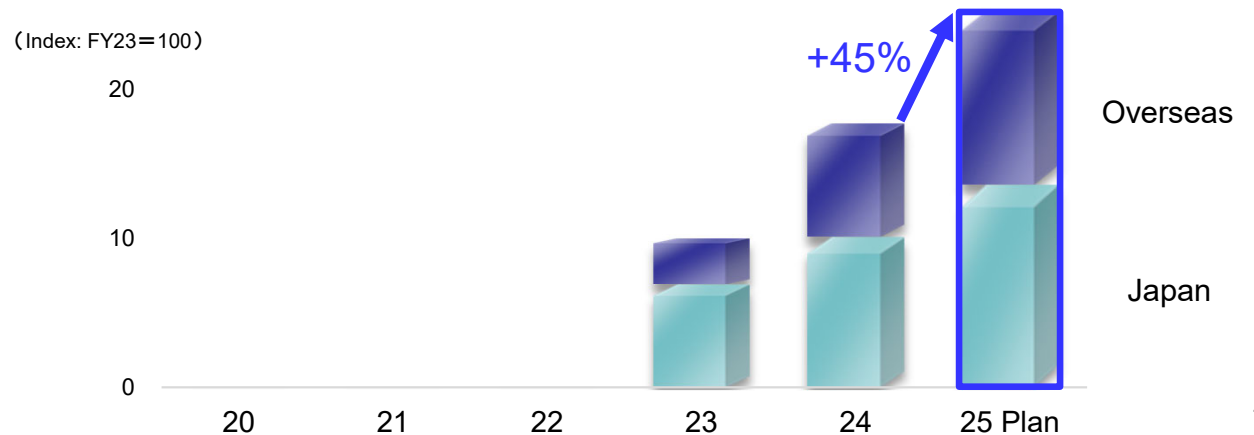
**Sales** **China** **+49%**  
**11.1** billion yen **Asia** **+86%**  
(+61%) **Japan** **+47%**

**# of customers**  
**90K**(+25%)



## DM #3 D-JIT

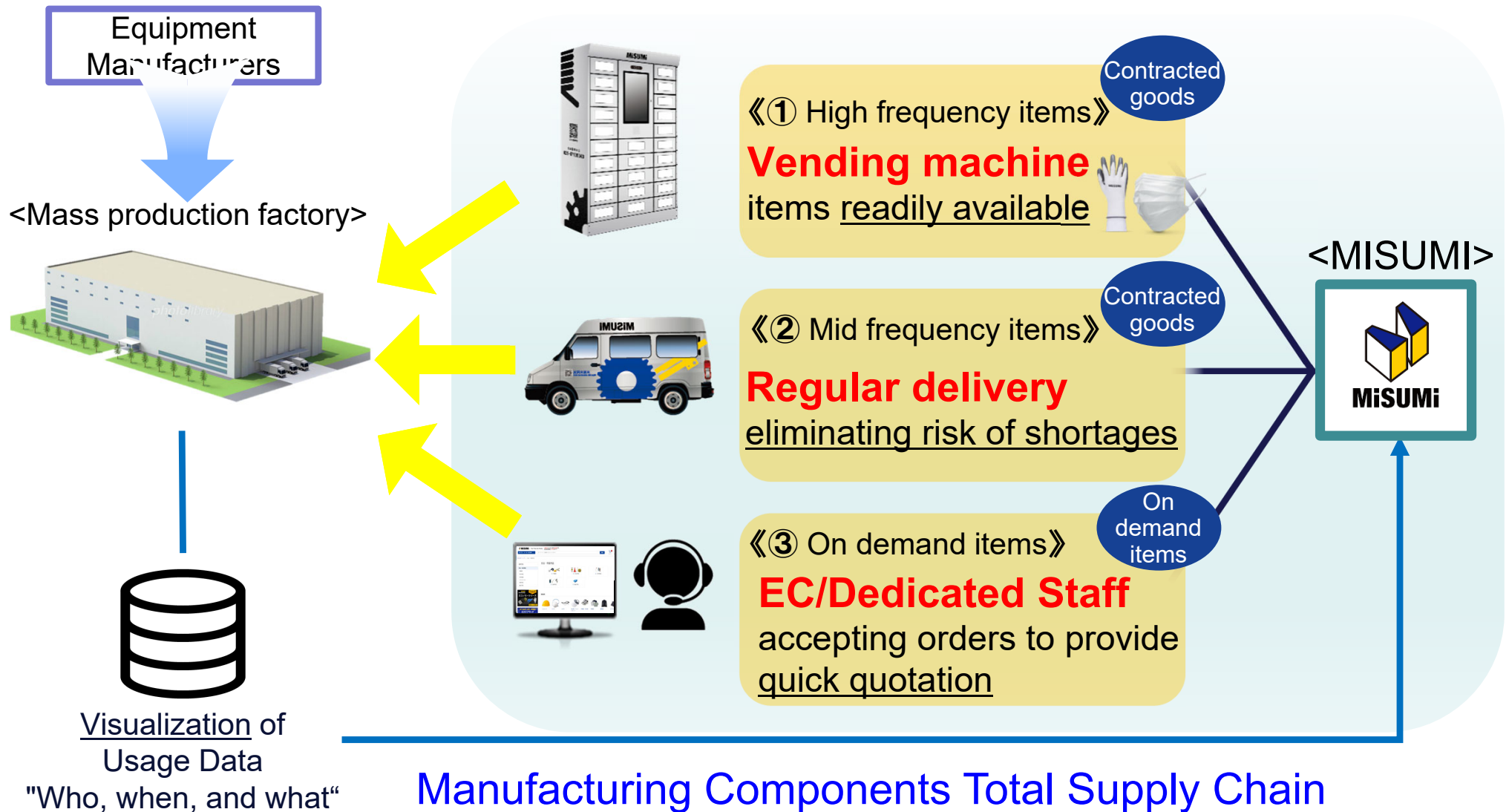
**Sales (YoY)** **Japan** **+46%**  
**+77%** **Overseas** **+146%**



# The 4th Digital MODEL Shift: flow

Total cost reduction for manufacturing components that tailors the purchasing of manufacturing components according to a customer's purchasing pattern

Approximately 420 companies in China have installed 1,700 vending machines, with rollout underway in Japan



# FY2025 Full-year Forecast

Forecasting slight decrease in net sales, driven by lower capital investment stemming from U.S. tariff policy and conservative view of forex rates

In conjunction, double digit profitability expected despite cost increases and impact from previous year

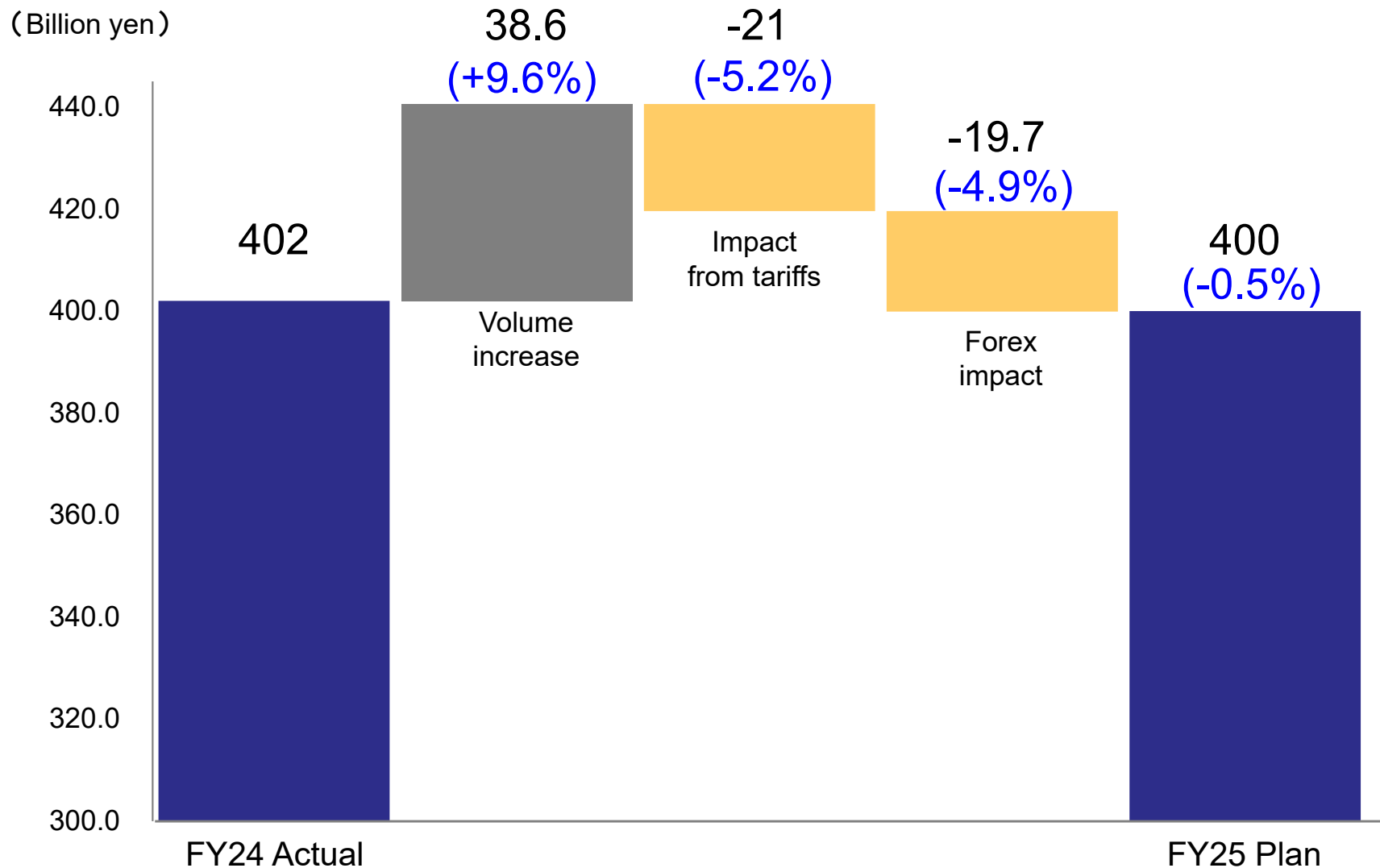
(Million yen)

| Category         | FY24    | FY25    |            |                      |
|------------------|---------|---------|------------|----------------------|
|                  | Actual  | Plan    | YoY change |                      |
|                  |         |         | Yen basis  | Local currency basis |
| Net sales        | 401,987 | 400,000 | -0.5%      | +4.7%                |
| Operating income | 46,511  | 43,500  | -6.4%      | +4.9%                |
| Margin           | 11.6%   | 10.9%   | -0.7pt     | +0.0pt               |
| Ordinary income  | 49,933  | 44,500  | -10.8%     | -                    |
| Net income       | 36,574  | 32,000  | -12.4%     | -                    |

※As resolved at the Board of Directors meeting on April 17, 2025, the impact from the Fictiv acquisition is currently under review and is not reflected in the forecast above

# FY2025 Sales Analysis (YoY)

Sales volume expected to increase from digital initiatives, partially offset by tariffs and exchange rate impact

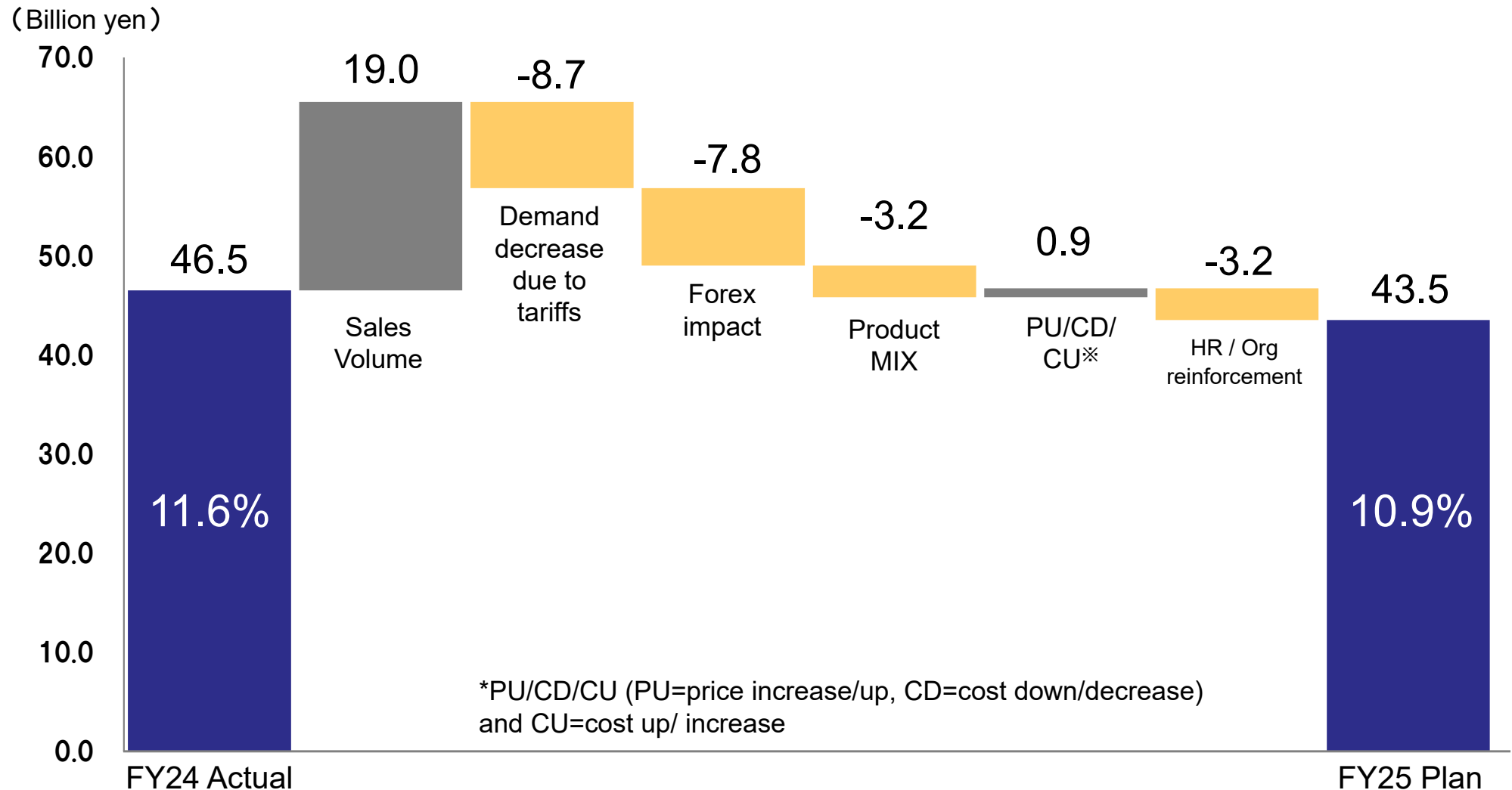




# FY2025 Operating Income Analysis (YoY)

As with sales, profit is expected to increase through unique measures; however, the impact of tariffs and forex remains significant

Despite mitigating impacts through pricing and product mix adjustments, profit to slightly decrease due to certain organizational strengthening



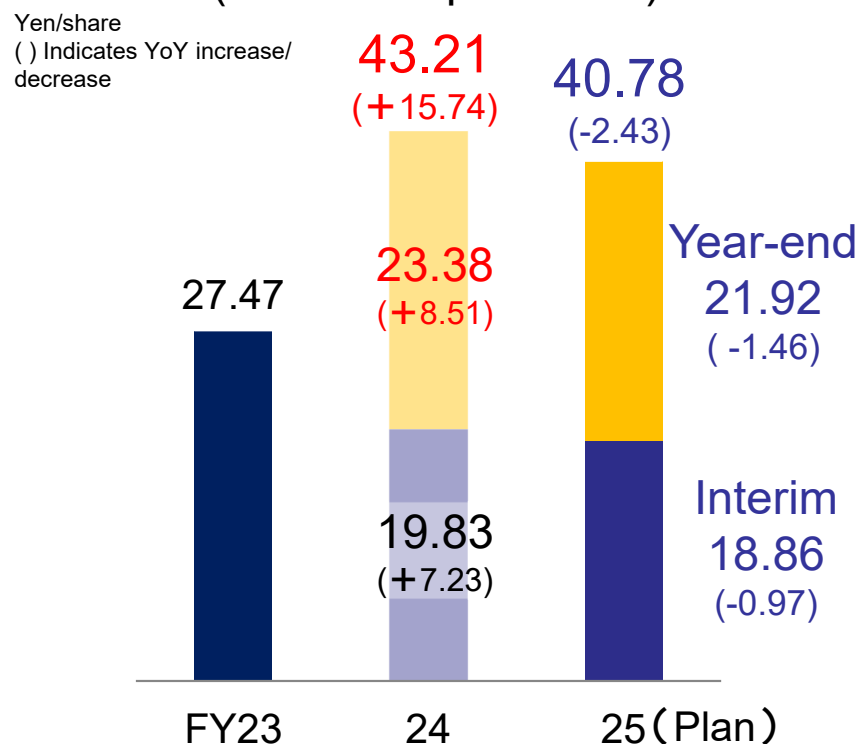
# Capital Policy

Change to a dividend payout ratio of 35% from FY24 2H, with a full-year FY24 plan of 43.21 yen per share

Comprehensive review of investment and returns, and capital management currently being considered

## Shareholder Returns

(Dividends per share)



[ 35% as of FY24 2H ]

- Dividend payout ratio: FY24 32.5%  
FY25 35.0%

## Capital Policy: Future Approach

(Cash Allocation)

Current policy


- 100 billion yen on-hand cash (including response to BCP)
  - Surplus funds to be reinvested into growth of business (including M&A)
  - Remaining amount to be allocated for flexible share buybacks and dividends
- ⇒ Aim to balance investments in business growth with returns to shareholders

Review achieved due to the optimization of cash management

# Acquisition of Fictiv. Inc. (US)

# Overview of Fictiv Inc.

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

|                       |  |
|-----------------------|--|
| Company Name          | Fictiv Inc.   |
| Established           | 2013   |
| Headquarters Location | Oakland, California, U.S.  |
| Nature of Business    | <ul style="list-style-type: none"><li>• Provides an on-demand procurement service for custom mechanical components</li><li>• Supporting prototyping to mass production</li><li>• Possess a production network spanning four global regions</li></ul> |
| Business Performance  | Sales (FY2024) US\$72 million<br>Year-over-year +41%, 5-year CAGR +40%<br>EBITDA (FY2024) US\$(24) million   |

# Purpose of the Acquisition

## ■ Accelerate growth of Online Processing Business

- Promoting the growing “Online Processing Business” sector through meviy and Fictiv integration
- Further advance competitiveness by complementing Business MODELS and system strengths

## ■ Contributing to expanding MISUMI's business domain

- Fictiv’s primary “Product Development” domain, is MISUMI's domain expansion target
- Leveraging their business foundation to launch domain expansion

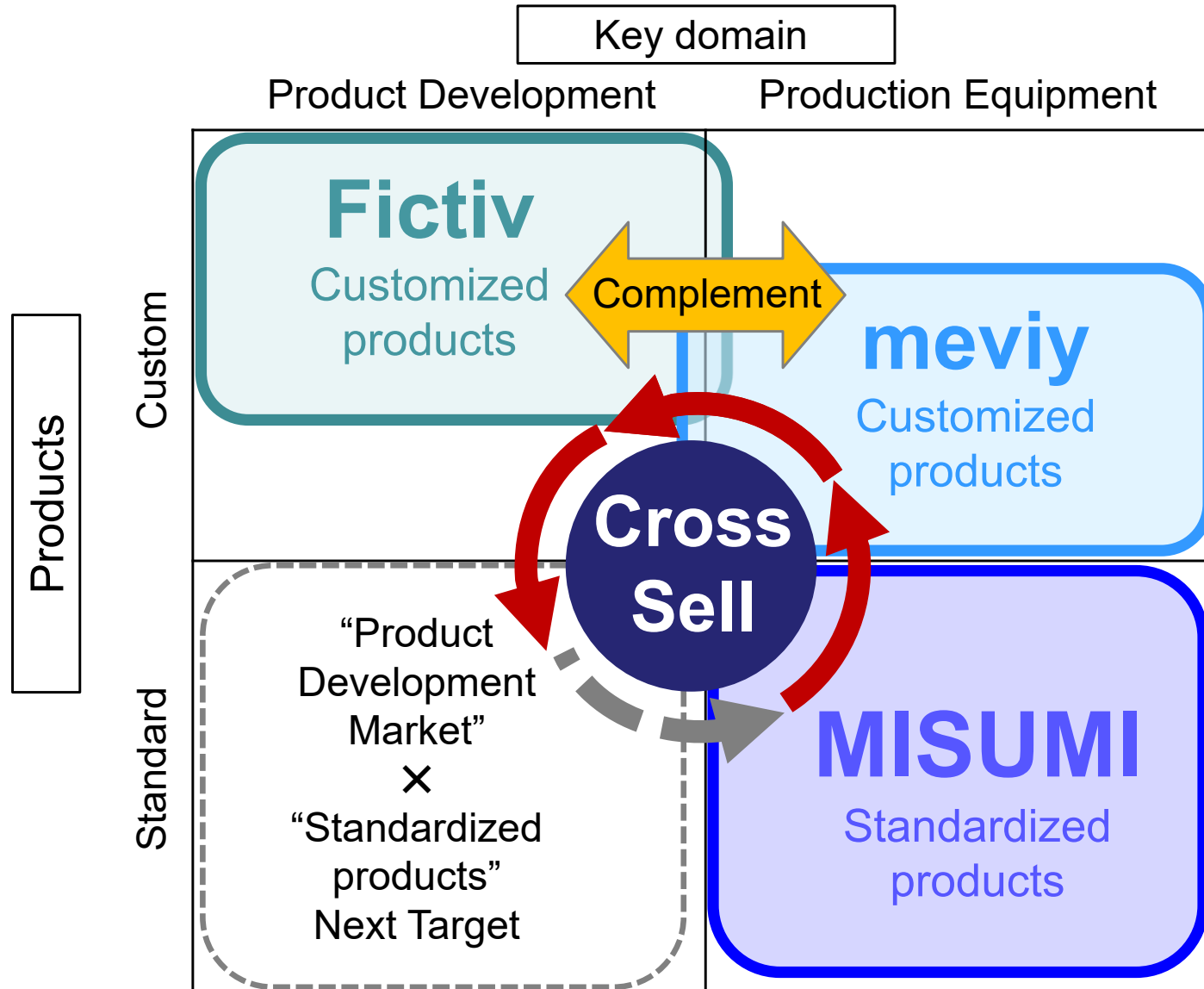
## ■ Reinforcement of Manufacturing AI Capabilities

- IT/AI engineers' talent acquisition with manufacturing expertise
- Fundamentally strengthen our manufacturing AI capabilities in line with the Digital MODEL Shift initiatives

# Expected Synergies

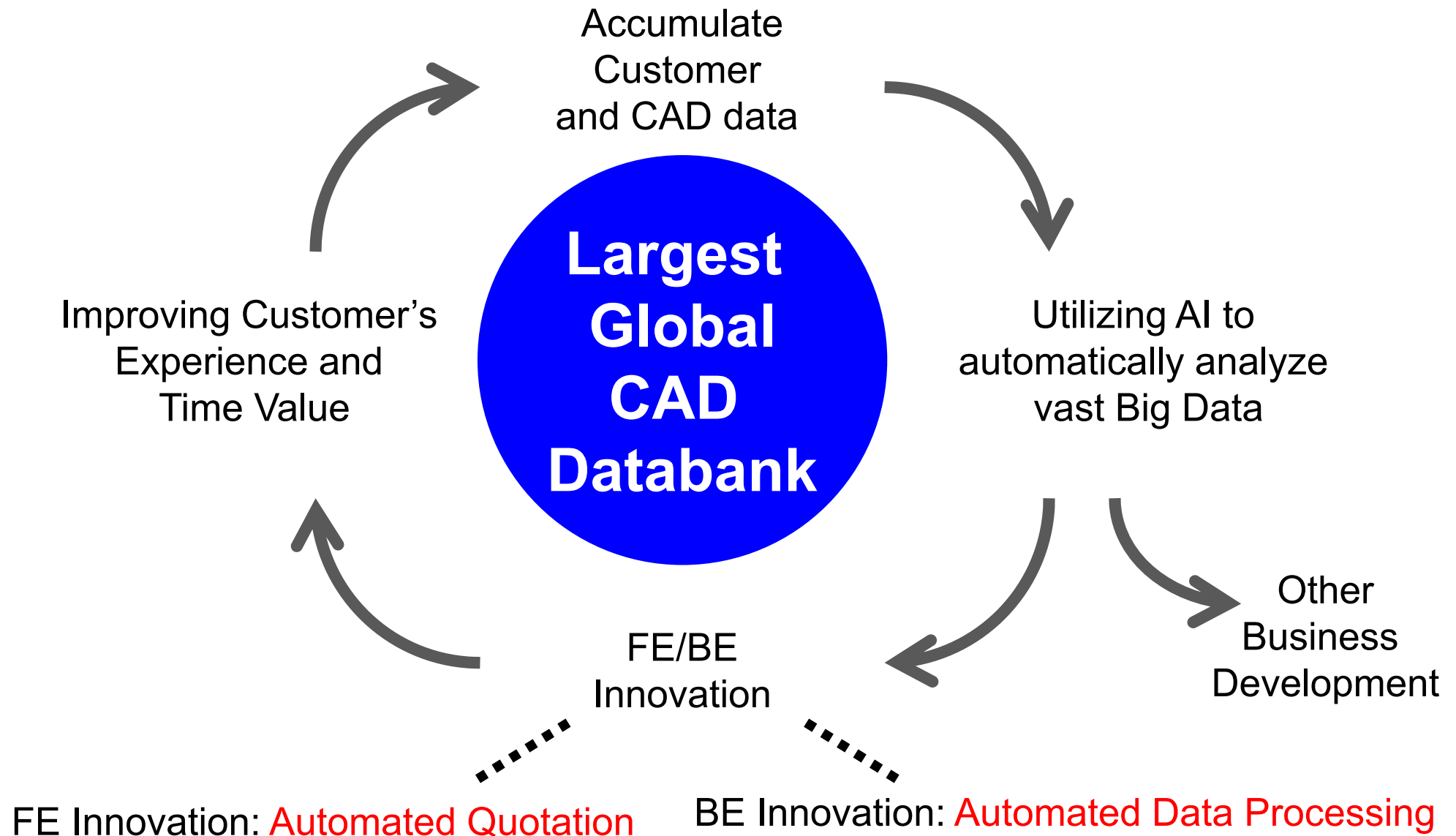
This complementary relationship has supported both the extension of our core business domains and our growth in the US market

Maximize the synergistic impact in terms of products, customers, and regions through cross-selling and leveraging the network



# Aspired Form

Fundamentally enhancing our online processing capabilities, developing the next central pillar of MISUMI



We respectfully seek additional  
support from our shareholders