

The 63rd (FY24) Business Report

June 19, 2025

MISUMI Group Inc.
Representative Director and President
Ryusei Ono

Earnings Overview for FY2024

FX rates (vs Yen)	FY23 Actual	FY24 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 Announced FC	Actual	Percentage change	
				YoY	vs. Announced 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)

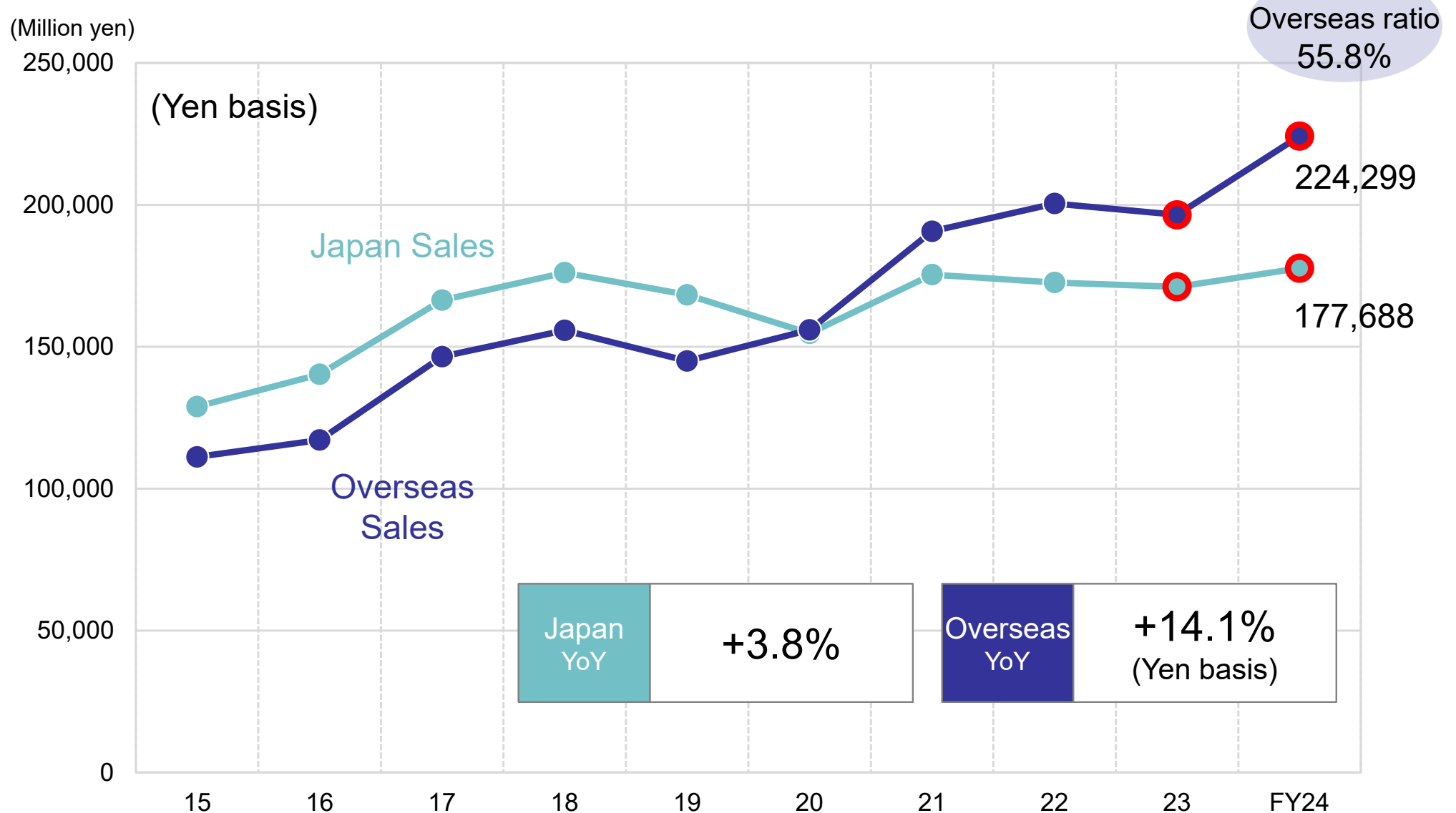
Category	Net sales			Operating income				
	FY23	FY24	YoY change	FY23		FY24		YoY change
			Yen basis (*)					
					Margin		Margin	Yen basis (*)
Total	367,649	401,987	+9.3% (+6.9%)	38,365	10.4%	46,480	11.6%	+21.2% (+13.7%)
FA business	118,219	135,803	+14.9% (+12.3%)	15,097	12.8%	22,510	16.6%	+49.1% (+40.9%)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

*Local currency basis 4

FY2024 Japan & Overseas Sales

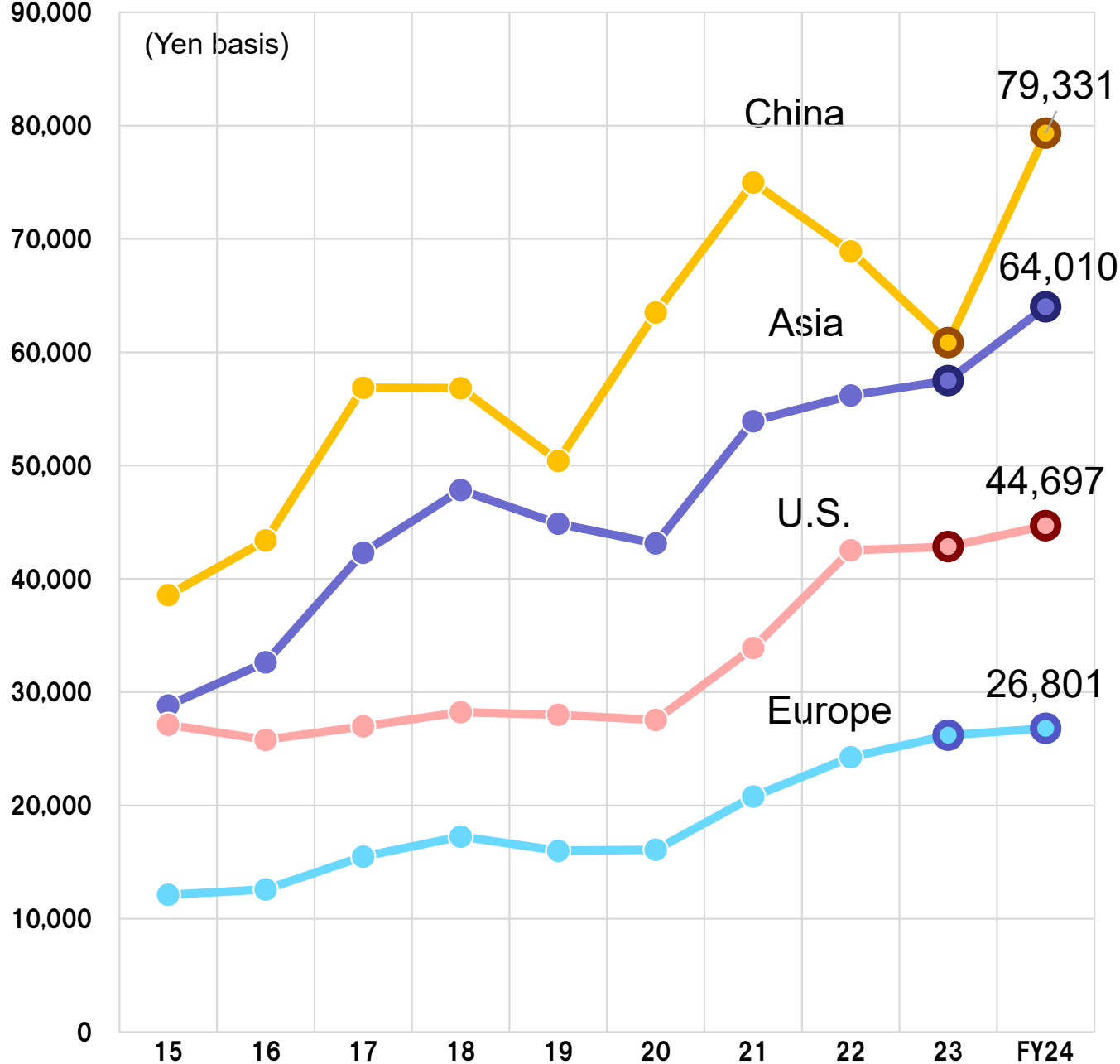
Japan: Automotive demand & meviy remained solid, driving YoY sales growth

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

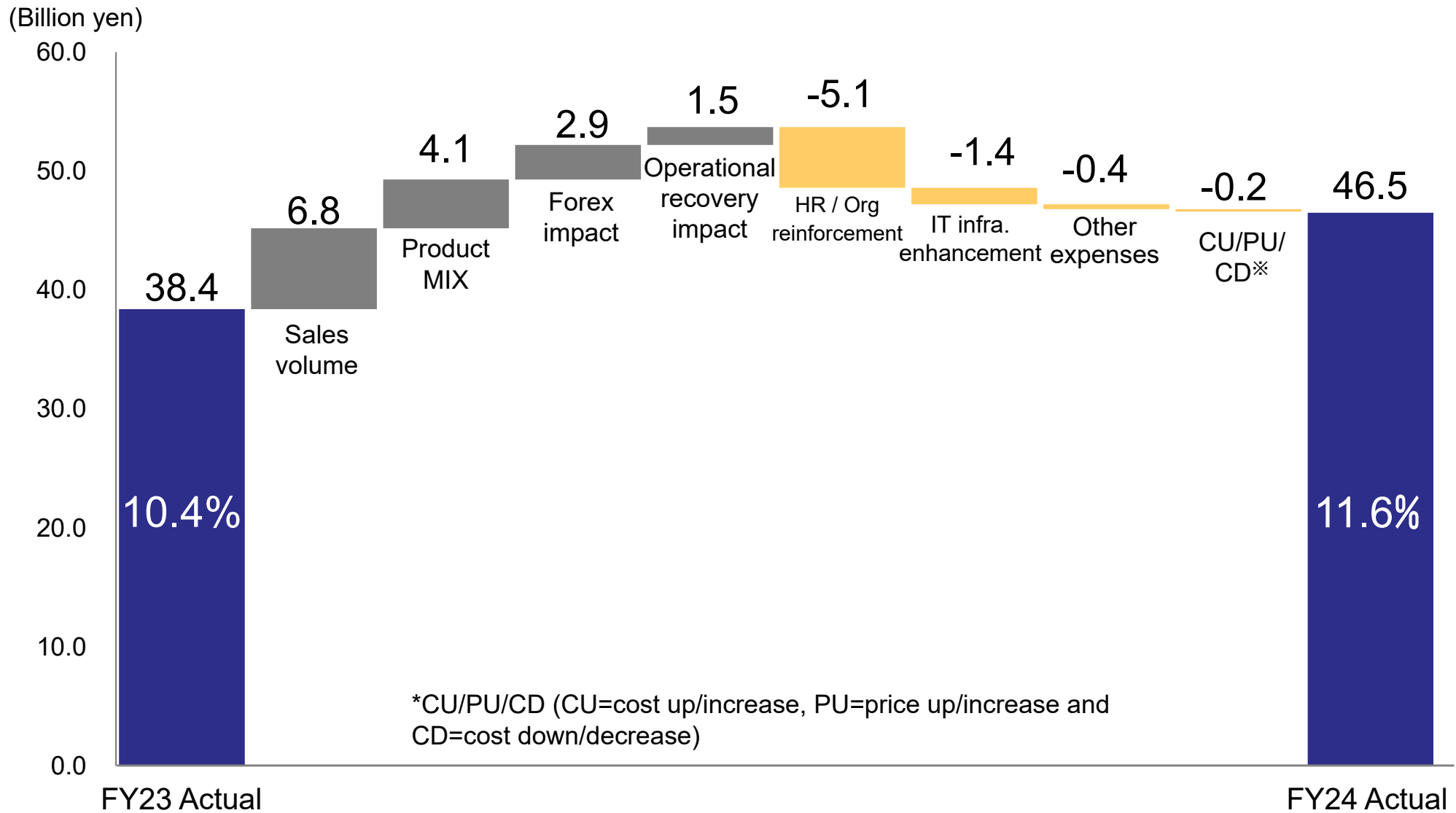
Unique measure effective, but unable to offset slump of deteriorating markets

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 (vs Yen)	FY24 Actual	FY25 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>

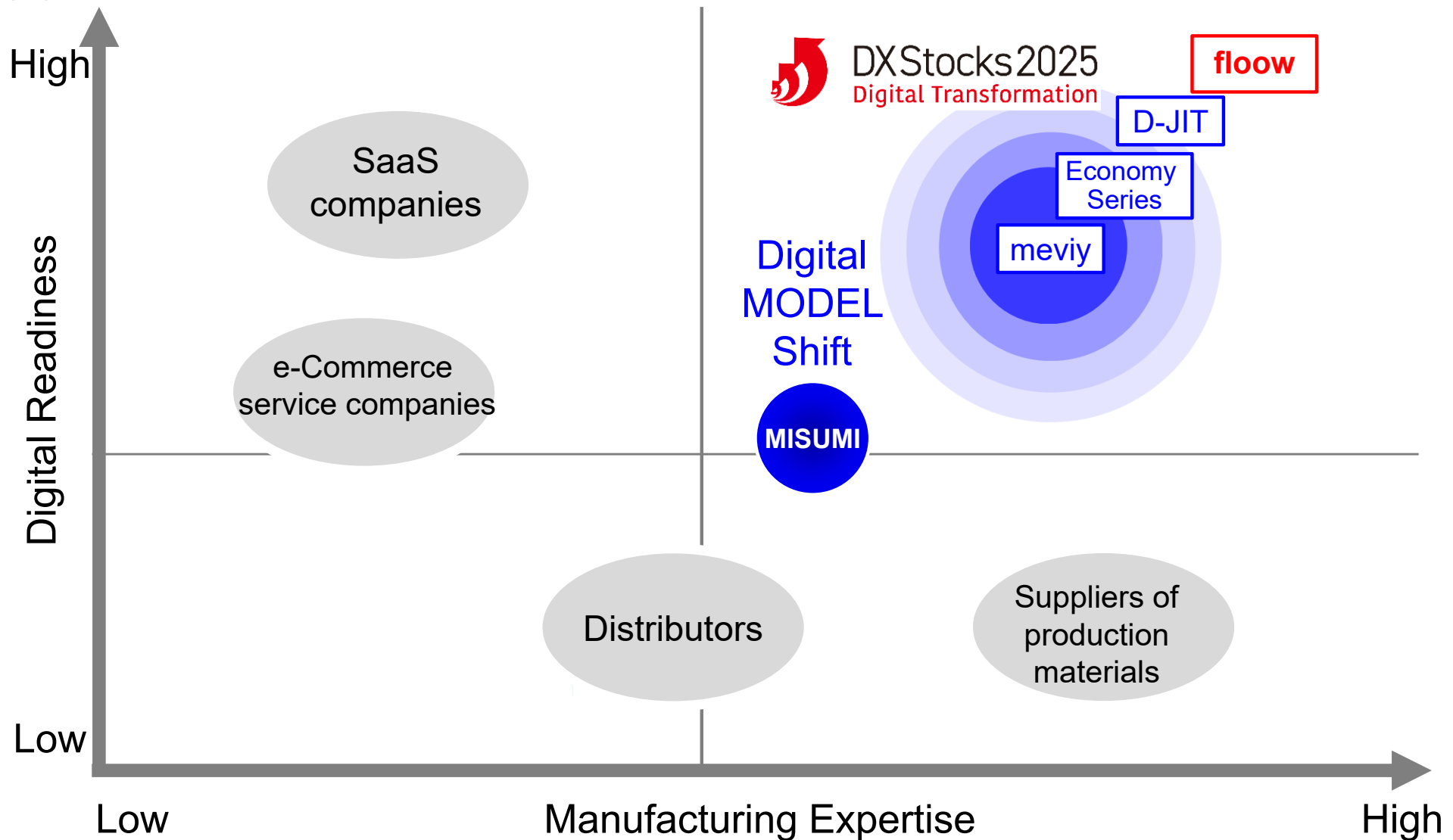
- **Balancing short to medium term** focus
- Continue to strengthen the essential Business foundation based on market demand trends
- Further promote regionally tailored Digital MODEL initiatives

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

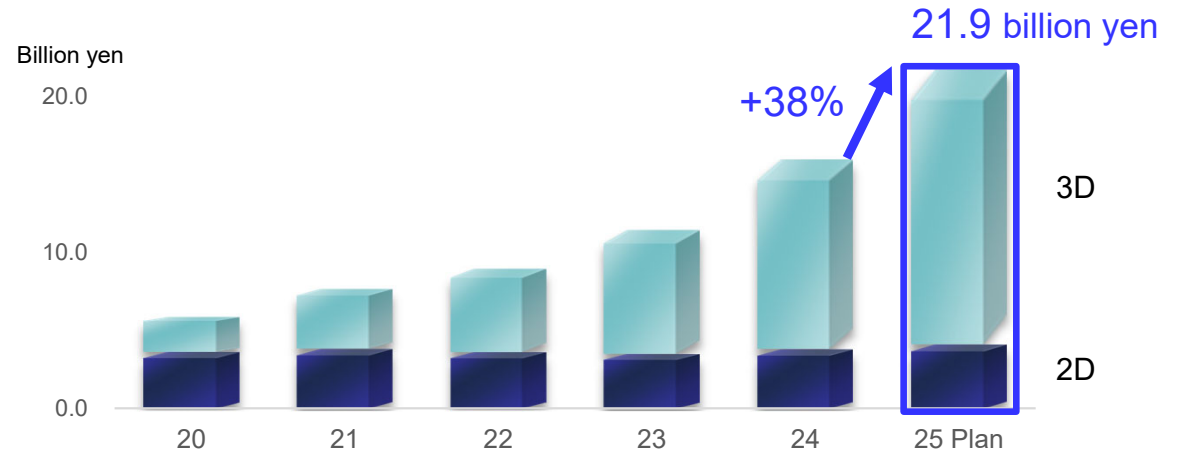
Growth rate as of March 2025 (YoY)

DM #1 meviy

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

Profitability

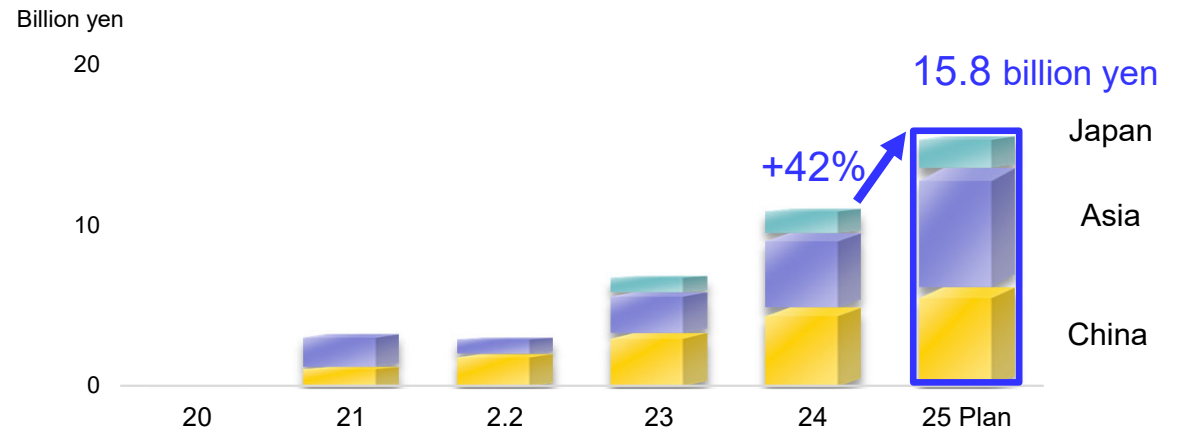
Achieved profitability in Japan



DM #2 Economy Series

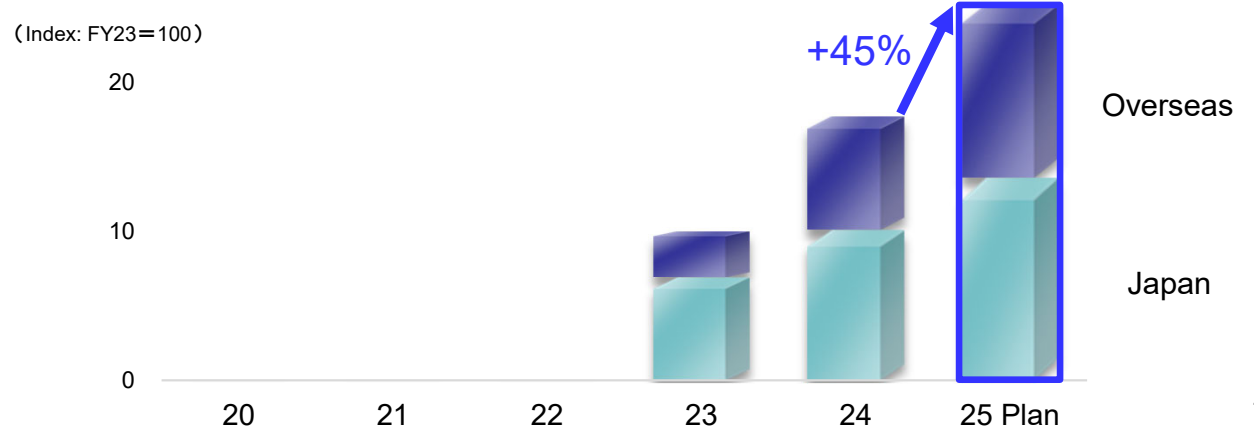
Sales **China** **+49%**
11.1 billion yen **+86%**
(+61%) **Asia**

of customers **Japan** **+47%**
90K(+25%)



DM #3 D-JIT

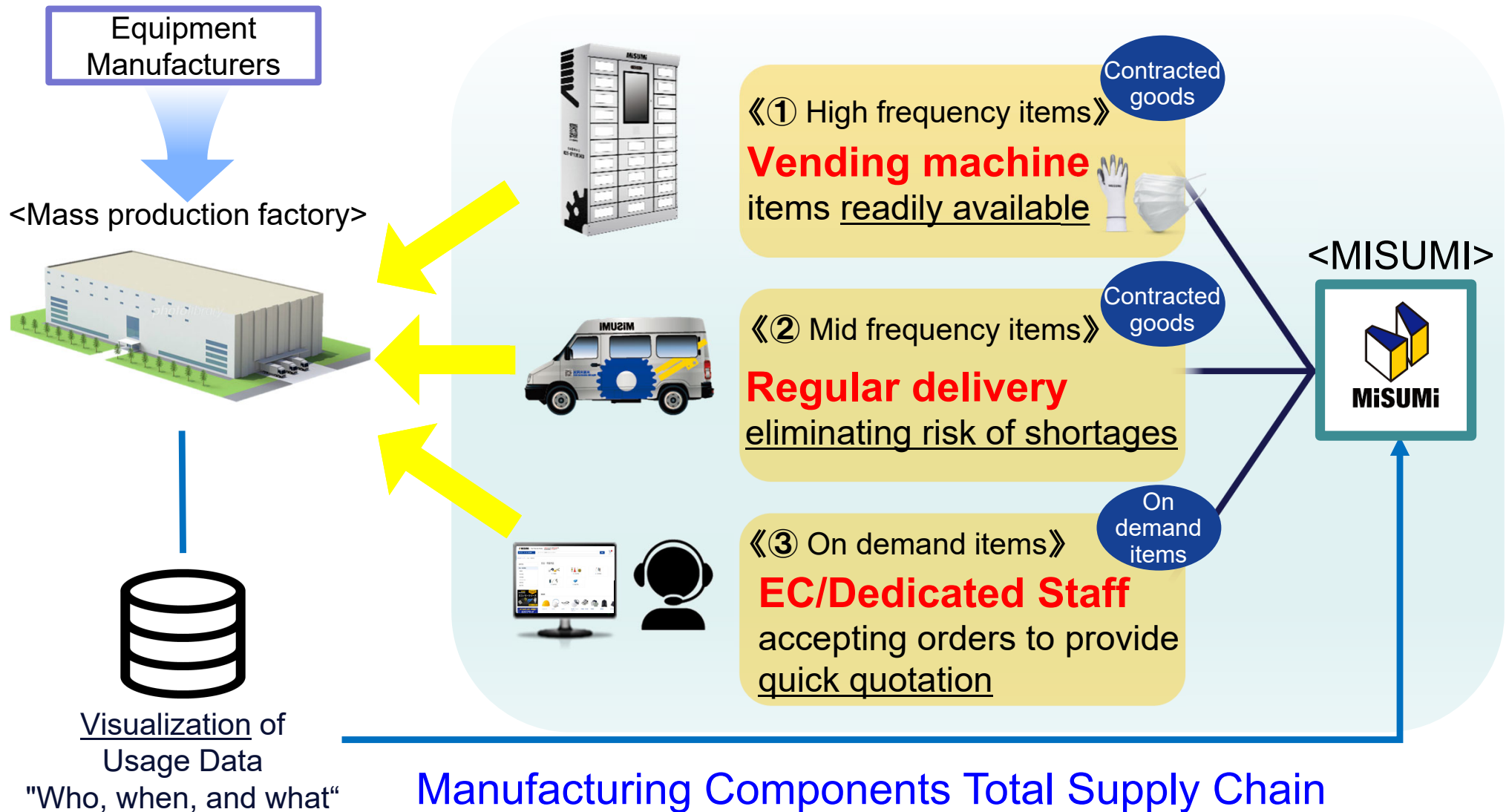
Sales (YoY) **Japan** **+46%**
+77% **Overseas** **+146%**



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

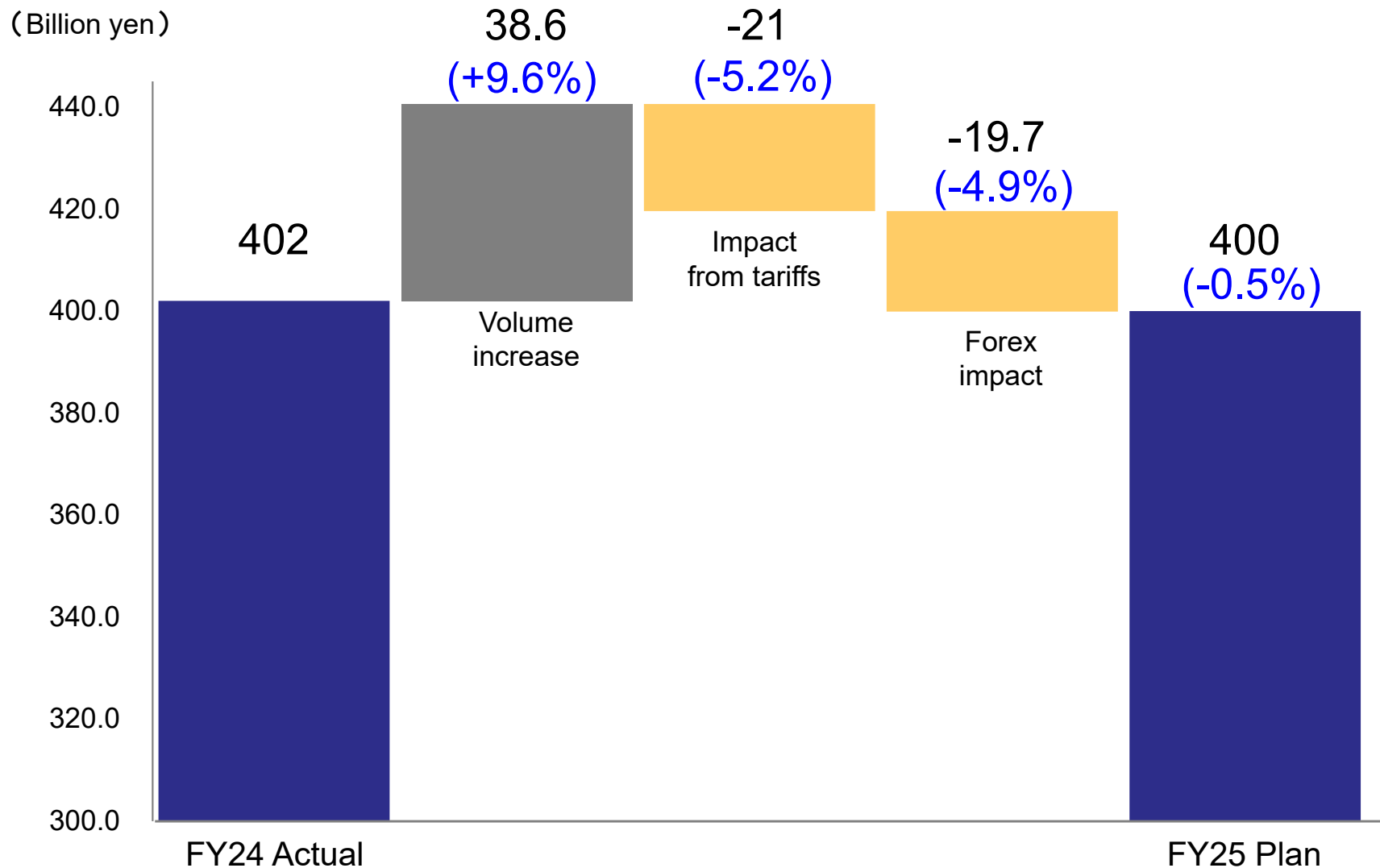
(Million yen)

Category	FY24	FY25		
	Actual	Plan	YoY change	
			Yen basis	Local currency basis
Net sales	401,987	400,000	-0.5%	+4.7%
Operating income	46,480	43,500	-6.4%	+4.9%
Margin	11.6%	10.9%	-0.7pt	+0.0pt
Ordinary income	49,901	44,500	-10.8%	-
Net income	36,549	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)

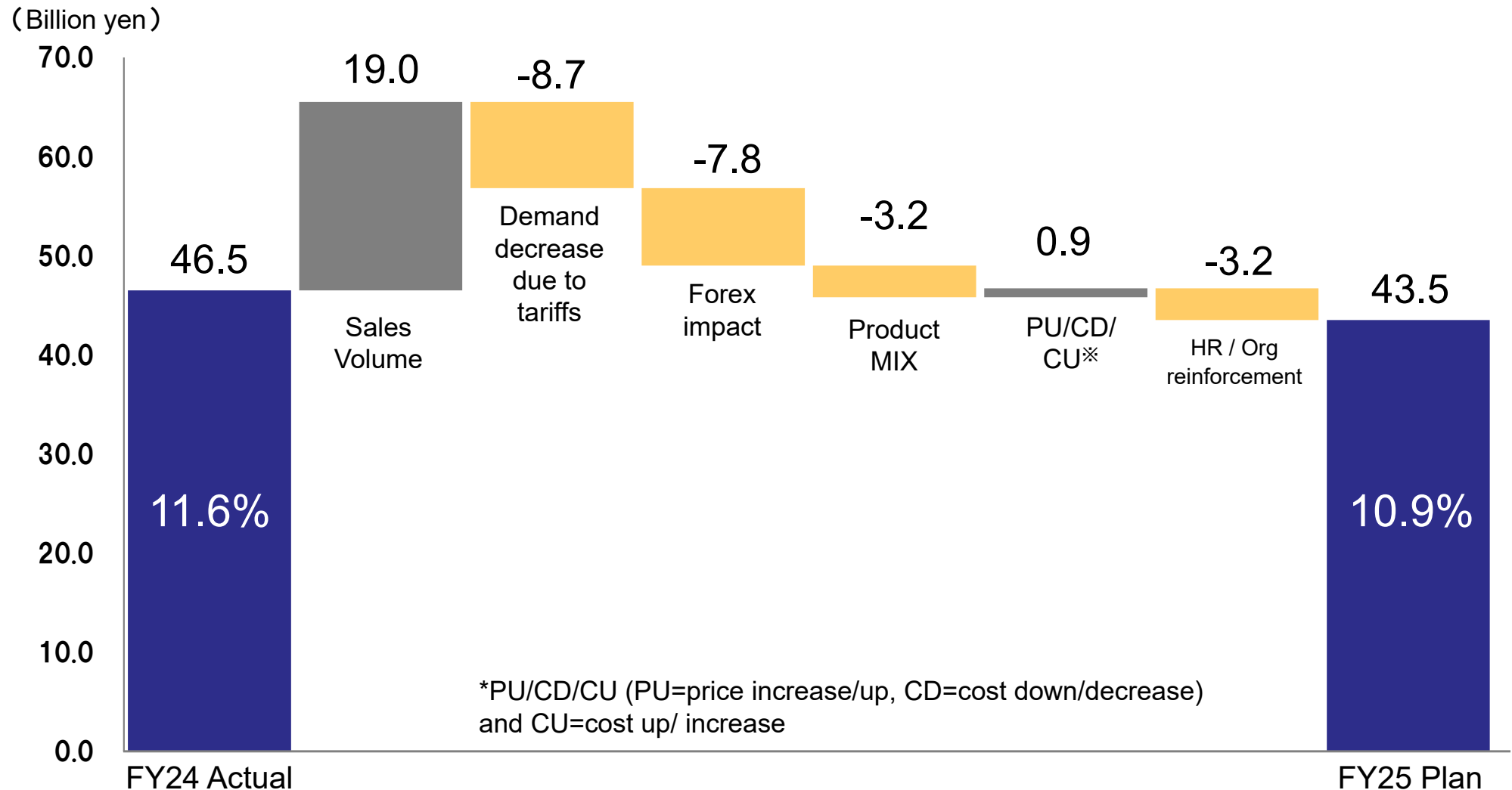
Sales volume expected to increase from digital initiatives, partially offset by tariffs and exchange rate impact



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



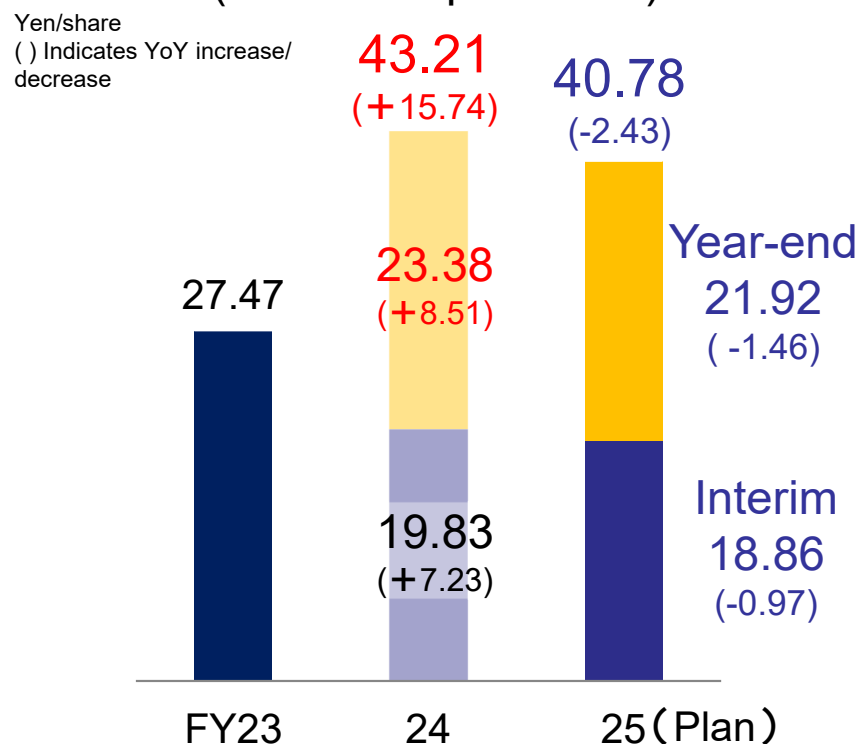
Capital Policy

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">• Provides an on-demand procurement service for custom mechanical components• Supporting prototyping to mass production• Possess a production network spanning four global regions
Business Performance	Sales (FY2024) US\$72 million Year-over-year +41%, 5-year CAGR +40% 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

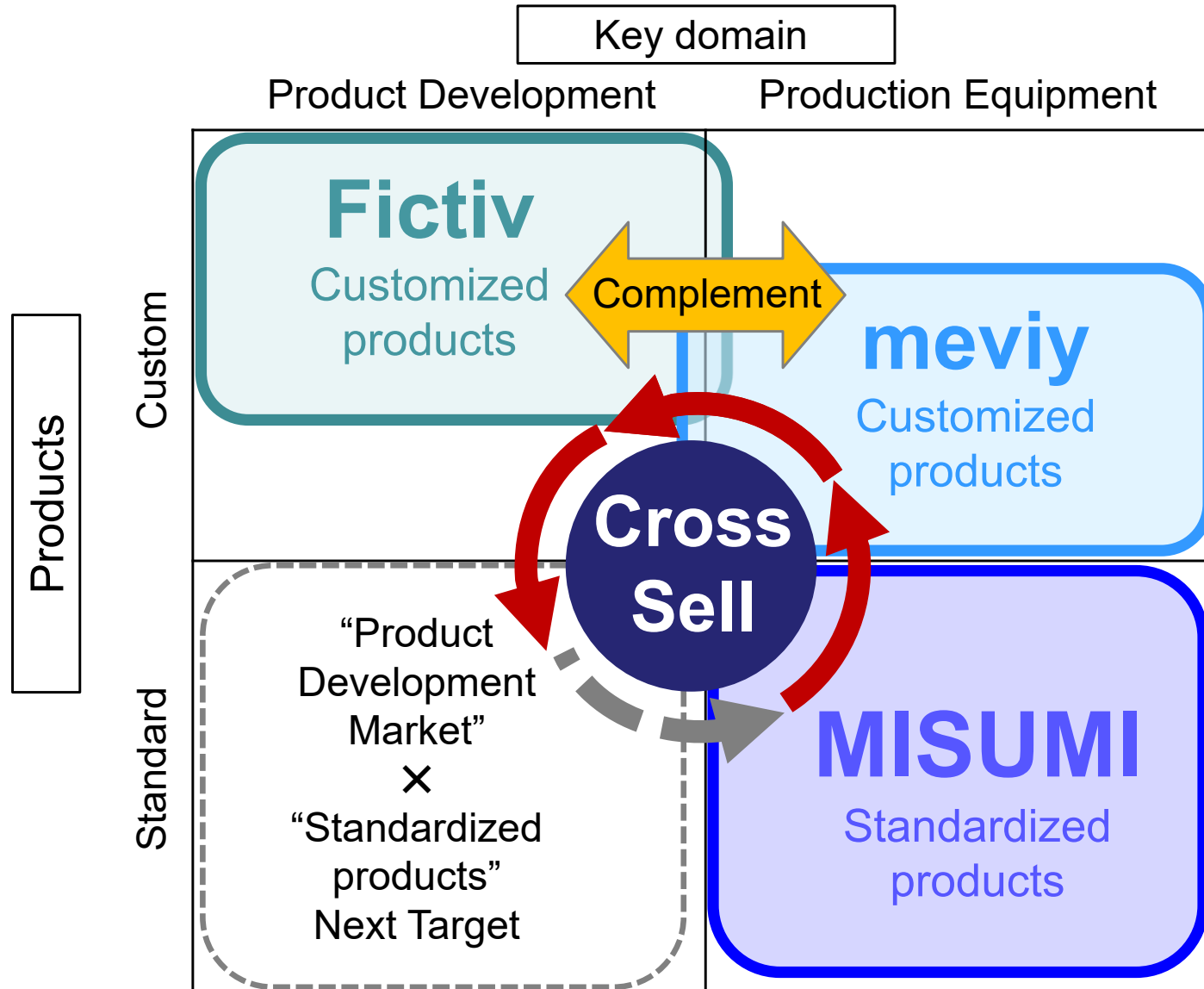
■ Reinforcement of Manufacturing AI Capabilities

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

Expected Synergies

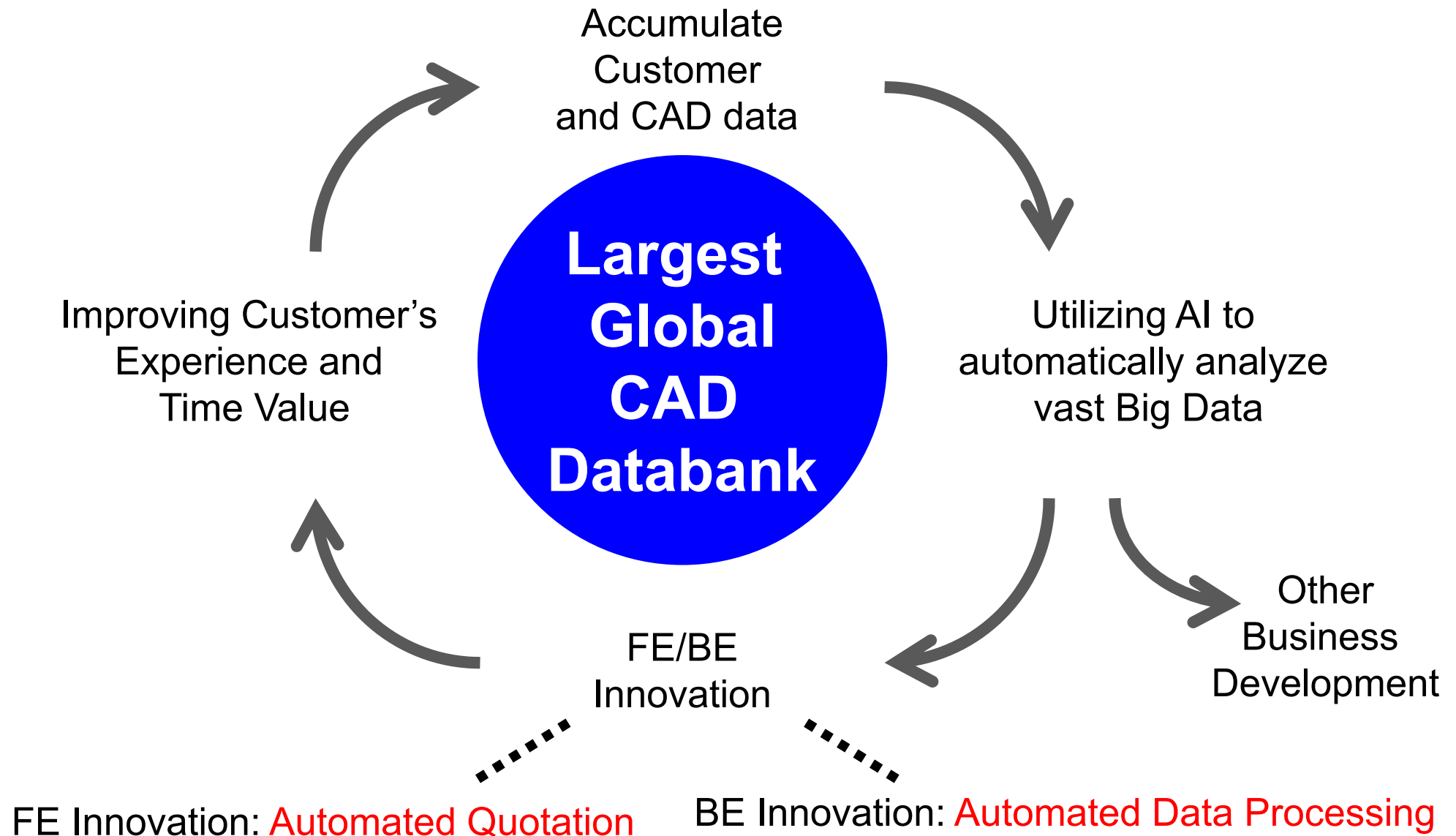
This complementary relationship has supported both the extension of our core business domains and our growth in the US market

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