

The background of the slide features a grayscale image of a robotic arm in motion, overlaid with a semi-transparent grid of binary code (0s and 1s). The left side of the slide has a yellow-to-white gradient with a halftone dot pattern, and the right side has a blue-to-white gradient with a similar pattern.

# MISUMI Group Inc. FY2025 (ending March 31, 2026) First Half (1H) Earnings Report and Future Initiatives

**October 31, 2025**

**Ryusei Ono**

**Representative Director and President**

# Table of contents

1. FY2025 1H Earnings Overview	2
2. FY2025 Full-year Performance Outlook	11
3. Future Growth Strategies and Progress in FY2025 1H	18
4. Reference Materials	30

FX rates (vs Yen)	FY24 Actual		FY25	
	1H	Full year	1H Actual	2H Forecast
USD	152.3 yen	152.5 yen	146.6 yen	145.0 yen
EUR	165.5 yen	163.6 yen	167.7 yen	171.0 yen
RMB	21.2 yen	21.1 yen	20.4 yen	20.4 yen

# FY2025 1H Earnings Overview

# Market Conditions and Our Initiatives in FY 2025 1H

## <Market and Demand Trends>

- The anticipated impact of trade policy **was milder than expected**, though the extent varied by region.
  - Japan and Europe: Weak demand in the automotive industry
  - U.S., China, and Asia: Steady demand in telecommunications and electronics

## <Our Company's Performance>

- Growth: Increased sales offset the effects of tariffs and currency fluctuations, resulting in **higher sales**.
- Profitability: Although there were several factors negatively impacting profits—such as tariffs, forex, and costs related to the Fictiv acquisition—overall results were **roughly in line with the initial plan**.

## <Strategy Execution & Foundation Strengthening>

- We continued to **balance** short-term and mid-term measures, with **steady progress made in our Digital MODEL initiatives**.
- Investments to strengthen the business foundation, which are essential for sustainable growth, also continued.
- Since July, **Fictiv's performance**, now included in our consolidated results, **has been strong**, and the integration plan is proceeding smoothly.

# FY2025 1H Earnings Overview

Growth of +3.9% year-over-year due to the effects of proprietary initiatives. Record-high performance continued pre-Fictiv consolidation.

Higher sales volumes balanced out tariffs and forex, but profit still fell YoY because of growth-related investments, including Fictiv.

Million yen

Category	Pre-Consolidation			Fictiv	Post-Consolidation			
	FY24 1H Actual	FY25 1H Actual	YoY change	FY25 1H Actual (Jul.-Sept.)	Announced Figures	FY25 1H Actual	YoY change	Change from Announced Figures
			Yen basis (Local currency basis)				Yen basis (Local currency basis)	Yen basis
Net Sales	198,022	201,093	+1.6% (+3.3%)	4,721	204,000	205,814	+3.9% (+5.7%)	+0.9% (-)
Before goodwill amort. Operating Income	23,390	21,861	-6.3% (-1.6%)	※1 -1,380	-	20,481	-12.4% (-7.8%)	-
Margin	11.8%	10.9%	-0.9pt (-0.6pt)	-	-	10.0%	-1.9pt (-1.5pt)	-
Operating Income	23,390	21,861	-6.3% (-1.6%)	※2 -2,242	19,400	19,618	-16.1% (-11.5%)	+1.1% (-)
Margin	11.8%	10.9%	-0.9pt (-0.6pt)		9.5%	9.5%	-2.3pt (-1.9pt)	+0.0pt (-)
Net Income	18,200	16,105	-14.2% (-)	-2,108	13,900	13,997	-23.1% (-)	+0.7% (-)

※1: Details: (Fictiv Standalone business performance -315 million yen, M&A intermediary fees -1,065 million yen)

※2: Amortization of goodwill, etc.: 862 million yen

# FY2025 1H Sales and Operating Income by Business Segment

FA: Sales experienced growth due to proprietary initiatives including meviy, Economy products, and D-JIT. The integration of Fictiv contributed to additional sales expansion.

Die Components: Although demand in the automotive sector remains sluggish, growth in China and Asia has offset this, resulting in only a slight year-over-year decrease in sales.

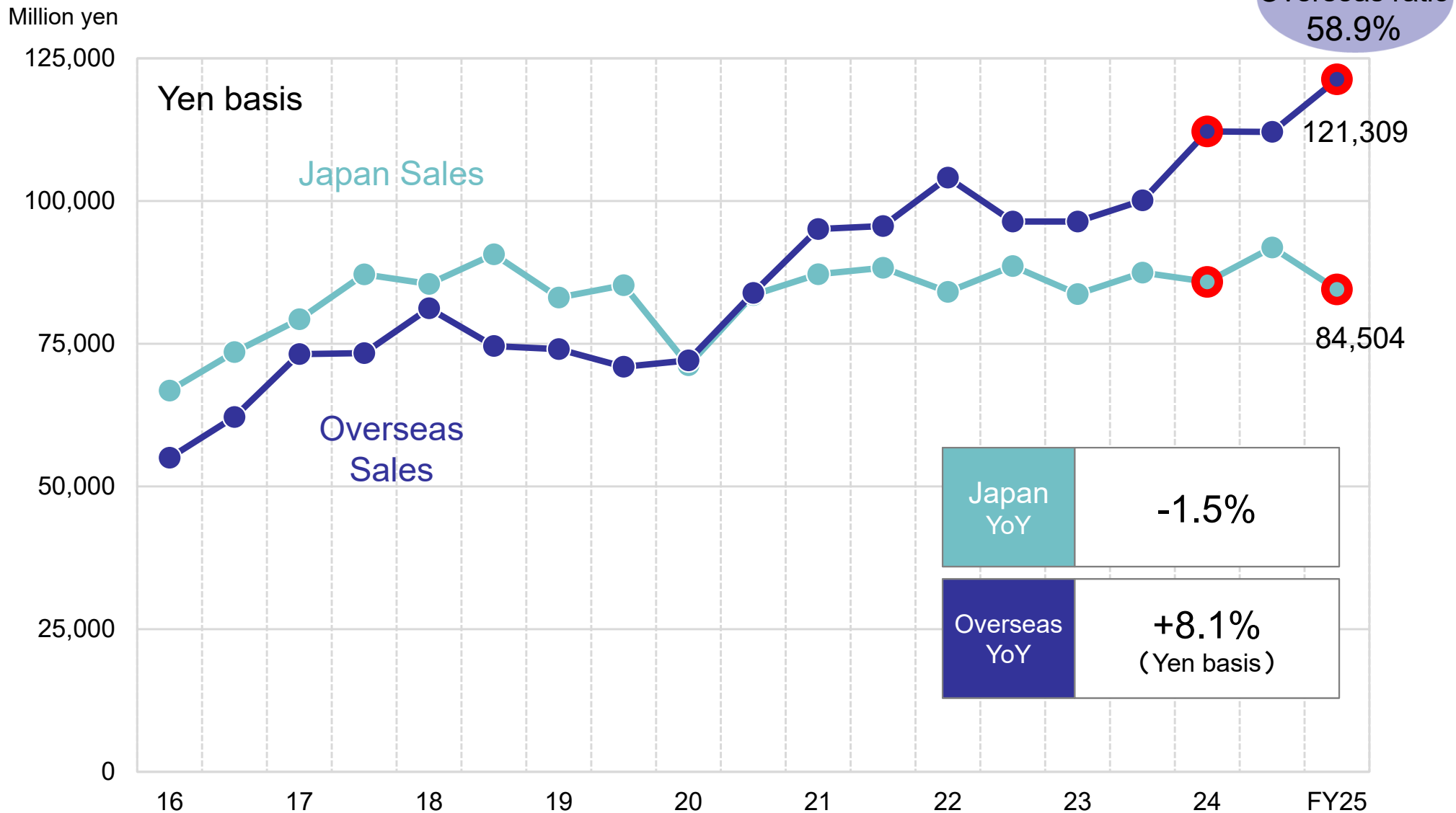
VONA: Achieved increased sales and profit by capturing mass production demand, mainly in China and Asia.

Million yen								
Category	Net sales			Operating income				
	FY24 1H Actual	FY25 1H Actual	YoY change	FY24 1H Actual		FY25 1H Actual		YoY change
			Yen basis (Local currency basis)					
					Margin		Margin	Yen basis (Local currency basis)
Total	198,022	205,814	+3.9% (+5.7%)	23,390	11.8%	19,618	9.5%	-16.1% (-11.5%)
FA business	66,854	72,743	+8.8% (+10.5%)	11,565	17.3%	8,133	11.2%	-29.7% (-26.1%)
Pre-Fictiv Consolidation		68,021	+1.7% (+3.4%)			10,375	15.3%	-10.3% (-6.4%)
Die component business	42,819	42,573	-0.6% (+2.3%)	4,572	10.7%	4,177	9.8%	-8.7% (-2.6%)
VONA business	88,347	90,498	+2.4% (+3.8%)	7,251	8.2%	7,307	8.1%	+0.8% (+6.1%)

# FY2025 1H Japan and Overseas Sales

Japan: Economic sentiment worsened due to tariffs impact, especially among automotive-related customers.

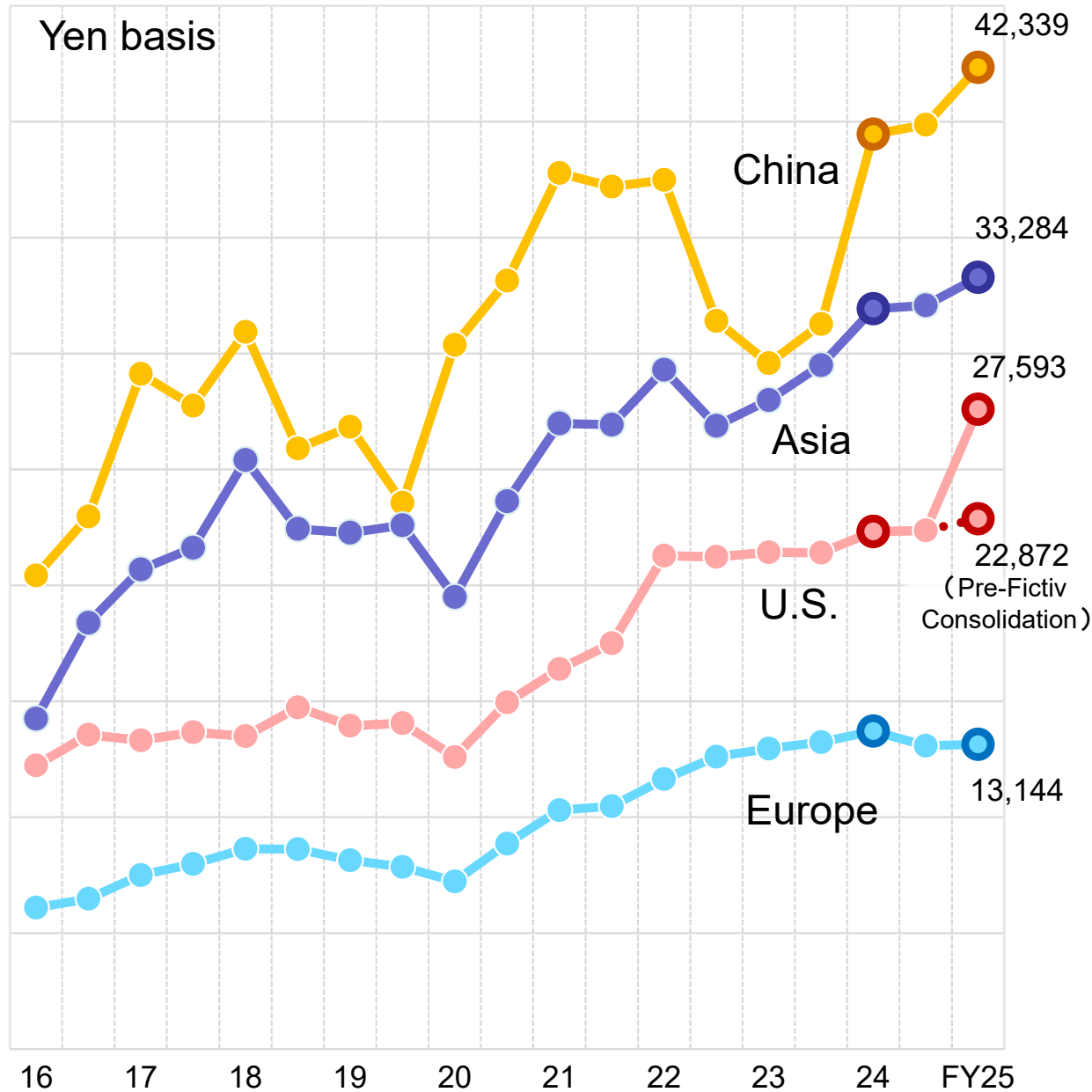
Overseas: Growth was driven by China, Asia, and the U.S., while Europe continued to be sluggish.





# FY2025 1H Sales by Region

Million yen



## China

In addition to the growth of Economy products and flow, demand related to communications continues to be secured.

	Yen basis	Local currency basis
YoY	+7.3%	+11.3%

## Asia

Proprietary initiatives (such as the Economy products) have driven growth, maintaining stable performance.

	Yen basis	Local currency basis
YoY	+4.2%	+7.1%

## U.S.

The impact of tariffs was milder than initially expected, and Fictiv has performed solidly.

YoY	Yen basis	Local currency basis
Pre-Fictiv Consolidation	+2.5%	+6.5%
Post-Fictiv Consolidation	+23.6%	+27.6%

## Europe

Weak demand persists, particularly in the automotive-related industries.

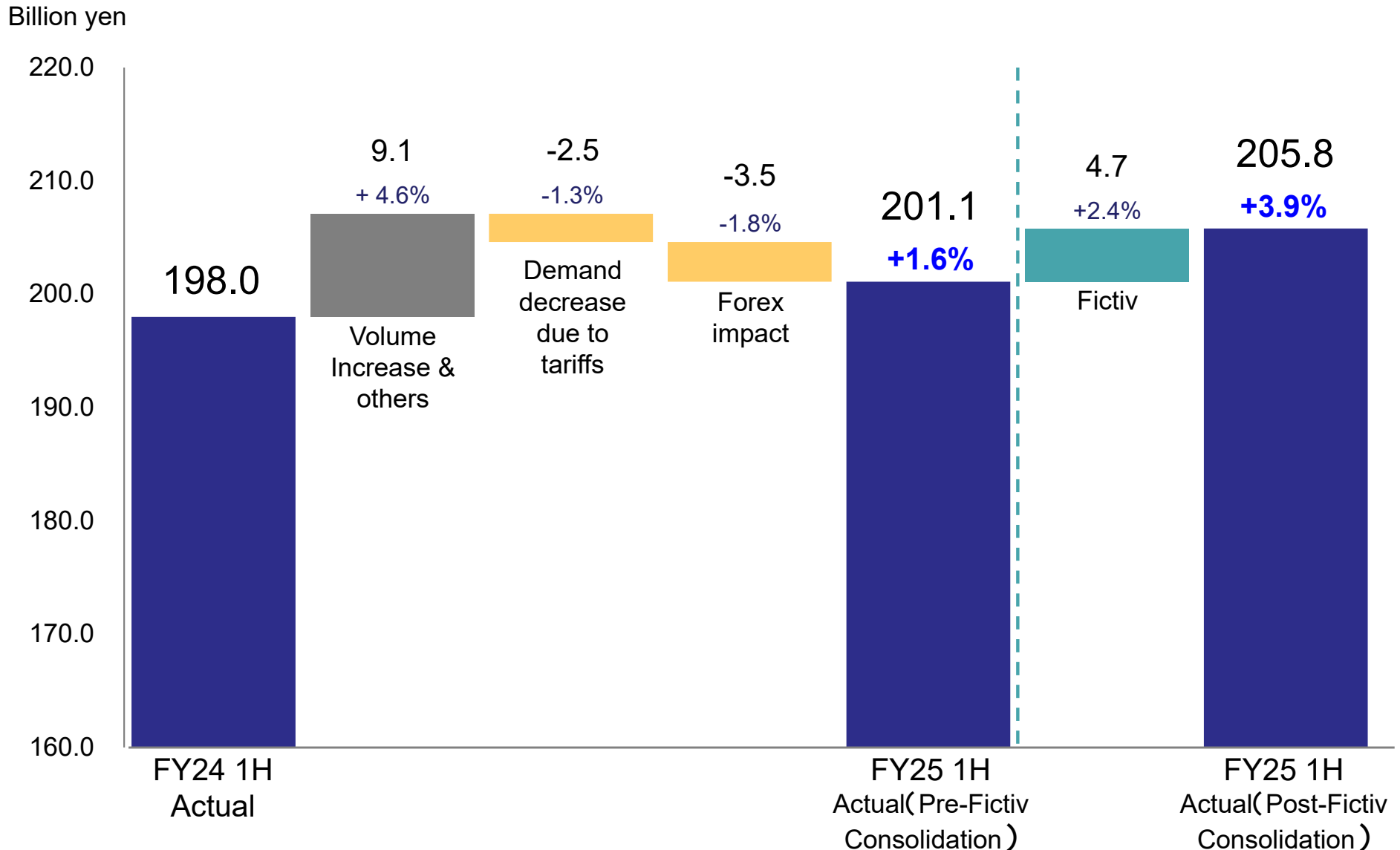
	Yen basis	Local currency basis
YoY	-4.1%	-5.5%



# FY2025 1H Sales Variance Analysis (YoY)

Increased volume, driven by the effects of proprietary initiatives, offset the impact of tariffs and forex.

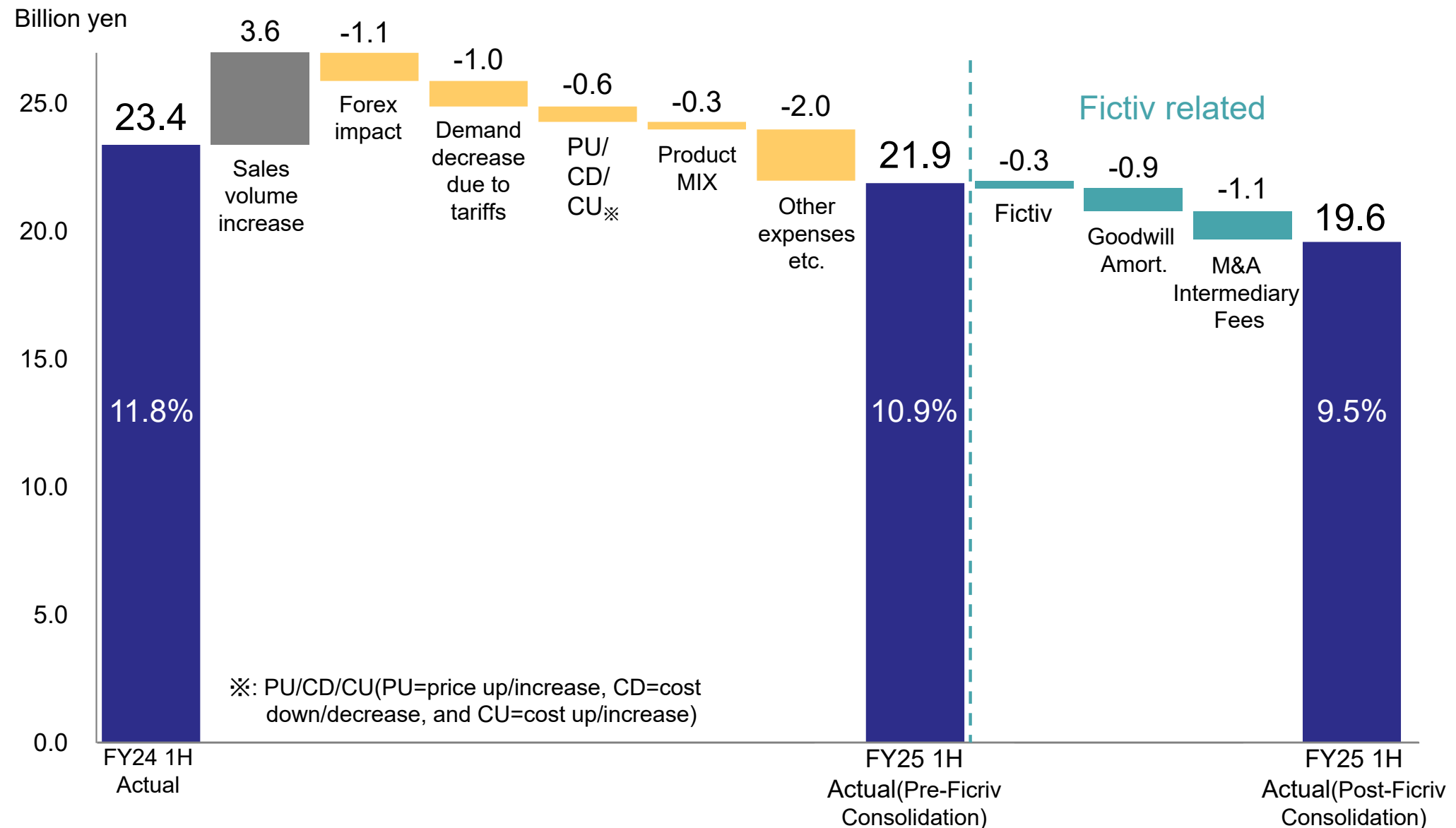
Sales increased by 3.9% YoY following the consolidation of Fictiv in July.



# FY2025 1H Operating Income Analysis (YoY)

The growth in volume mitigated the year-over-year effects of tariffs, forex, cost increase, and product mix, while investments related to growth continued.

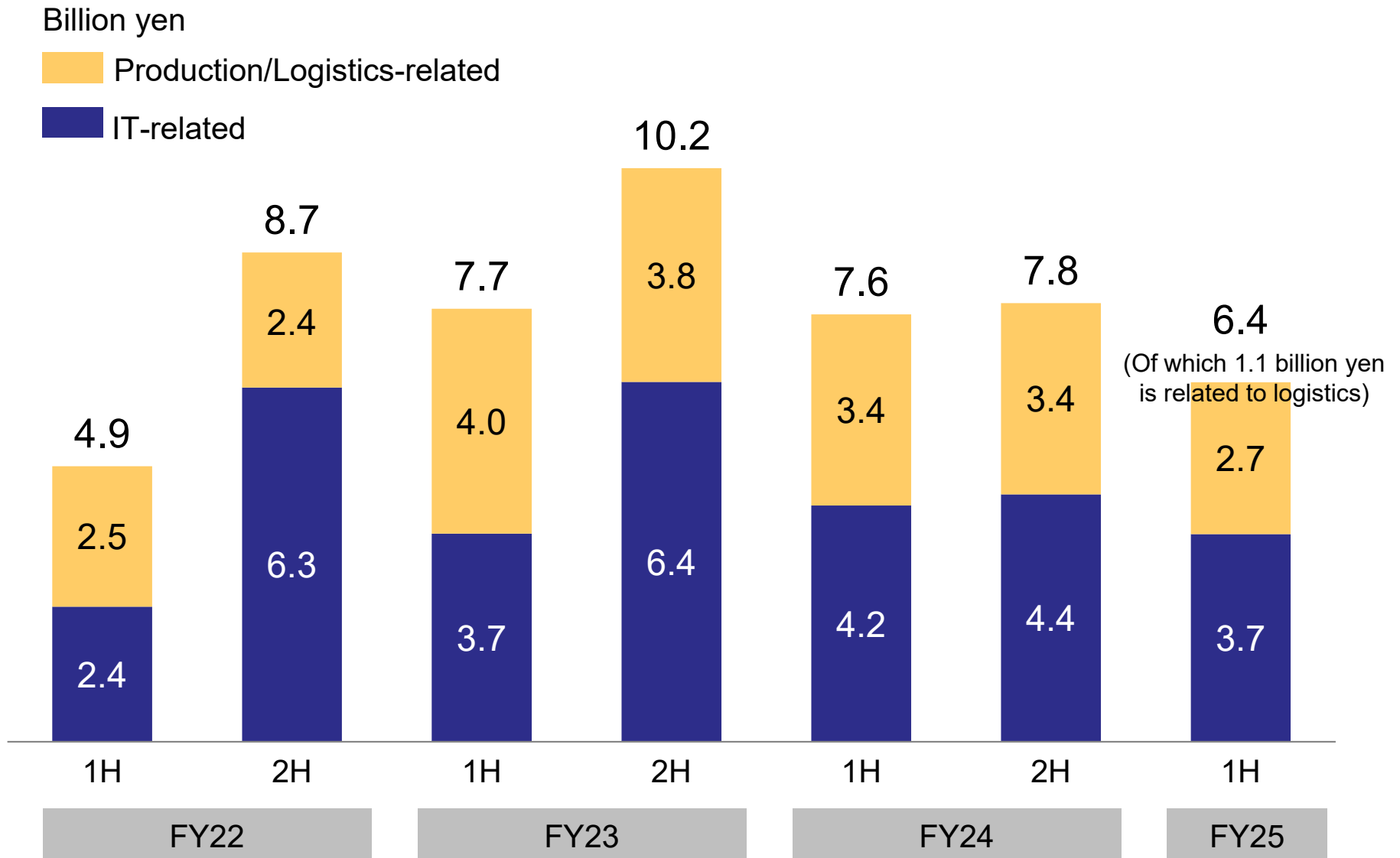
Acquisition-related expenses were incurred, and the decrease in profits due to Fictiv's performance was less significant than previously anticipated.



# Capital Investment Performance

Ongoing IT investments include global launch of the new core system, with further upgrades for production and logistics planned for later this year.

## Trends in capital investment by half-year



# FY2025 Full-year Performance Outlook

# FY2025 Full-Year Performance Outlook

The sales outlook has been updated with a 7.5% year-over-year increase, reflecting Fictiv's robust performance and the impact of forex considerations.

While growth-related expenditure continued, profitability rose by 0.3 pt. compared to previous announcement, following initiatives implemented to improve earnings.

Million yen

Category	Pre-consolidation			Fictiv	Post-consolidation			
	FY24 Actual	FY25 Forecast	YoY change	FY25 Forecast (Nine months (July 2025 to March 2026)	FY25 Announced Figures (7/25)	FY25 Forecast (10/31)	YoY Change	Change from Announced Figures
			Yen basis (local currency basis)				Yen basis (local currency basis)	Yen basis (local currency basis)
Net Sales	401,987	419,413	+4.3% (+5.9%)	12,586	422,000	432,000	+7.5% (+9.0%)	+2.4% (0.0%)
Before goodwill amort. Operating Income	46,480	50,394	+8.4% (+13.2%)	※1 -2,194	-	48,200	+3.7% (+2.3%)	-
Margin	11.6%	12.0%	+0.4pt (+0.8pt)	-	-	11.2%	-0.4pt (-0.8pt)	-
Operating Income	46,480	50,394	+8.4% (+13.2%)	-4,894	42,900	45,500	-2.1% (-3.6%)	+6.1% (-0.8%)
Margin	11.6%	12.0%	+0.4pt (+0.8pt)		10.2%	10.5%	-1.1pt (-1.4pt)	+0.3pt (-0.1pt)
Net Income※2	36,549	38,691	+5.9% (-)	-4,791	30,800	33,900	-7.2% (-)	+10.1% (-)

※1: Details: (Fictiv Standalone business performance -1,129M yen, M&A related costs -1,065M yen)

※2: Includes goodwill amortization 2,700M yen, and the consolidated tax impact from Fictiv acquisition

# FY2025 Full-year Sales Outlook by Business Segment

Although tariffs each business segment experienced YoY sales growth due to consistent advancement of proprietary initiatives.

We anticipate sustained robust demand within the telecommunications sector and considerable expansion in the Factory Automation (FA) business, particularly with the integration of Fictiv.

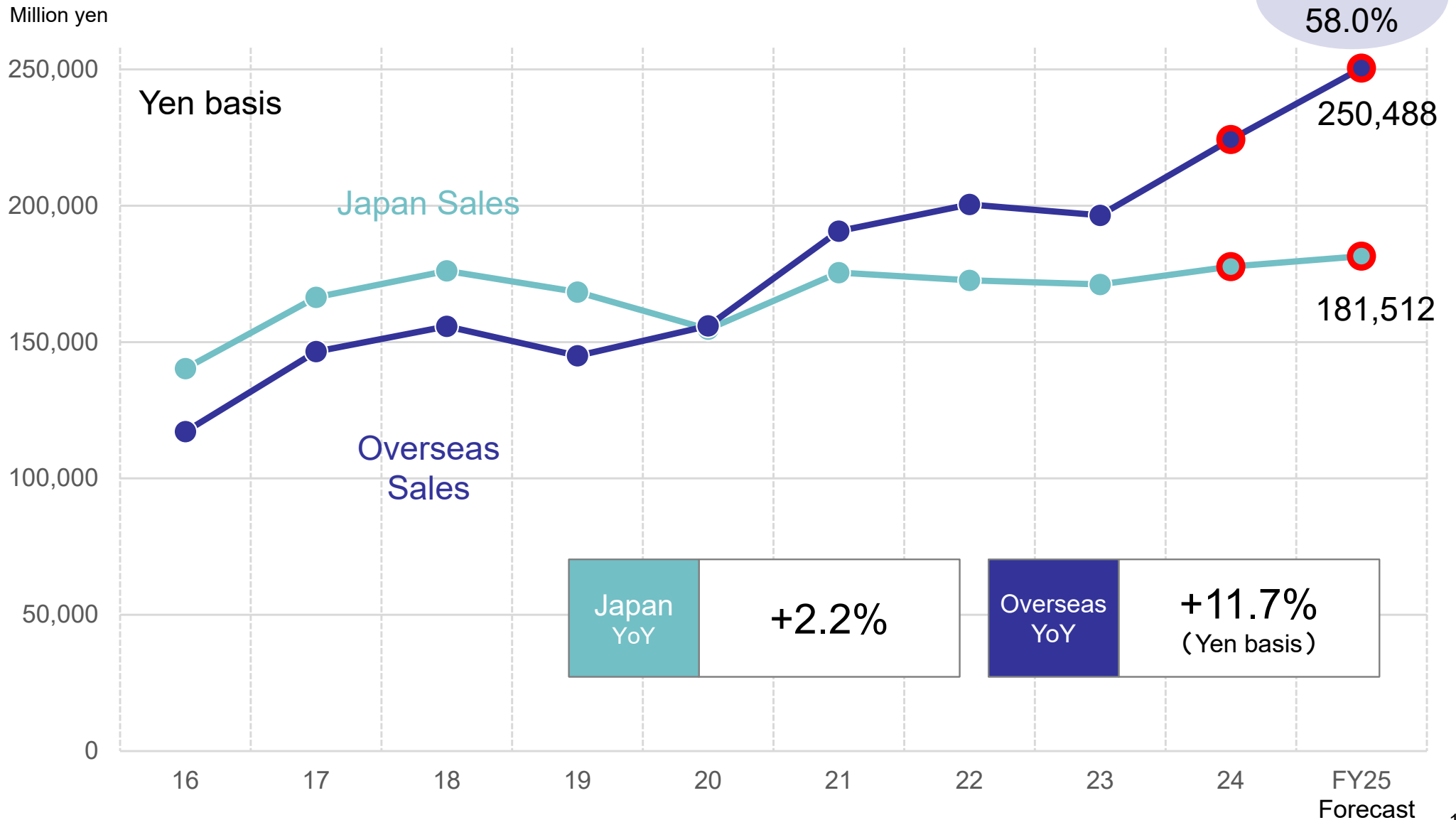
Million yen

Category	FY24	FY25			
	Actual	Announced Figures (7/25)	Outlook (10/31)	YoY change	Change from Announced Figures
				Yen basis (local currency basis)	Yen basis (local currency basis)
Total	401,987	422,000	432,000	+7.5% (+9.0%)	+2.4% (0.0%)
FA Business	135,803	154,555	157,778	+16.2% (+17.5%)	+2.1% (-0.4%)
Pre-Fictiv consolidation		142,509	145,192	+6.9% (+8.2%)	+1.9% (-0.5%)
Die Component Business	86,451	83,935	87,760	+1.5% (+4.1%)	+4.6% (+1.5%)
VONA Business	179,732	183,510	186,462	+3.7% (+5.0%)	+1.6% (-0.4%)

# FY2025 Full-year Japan & Overseas Sales Outlook

Japan: Despite sluggish demand in the automotive sector, sales increase was secured through the effectiveness of proprietary initiatives.

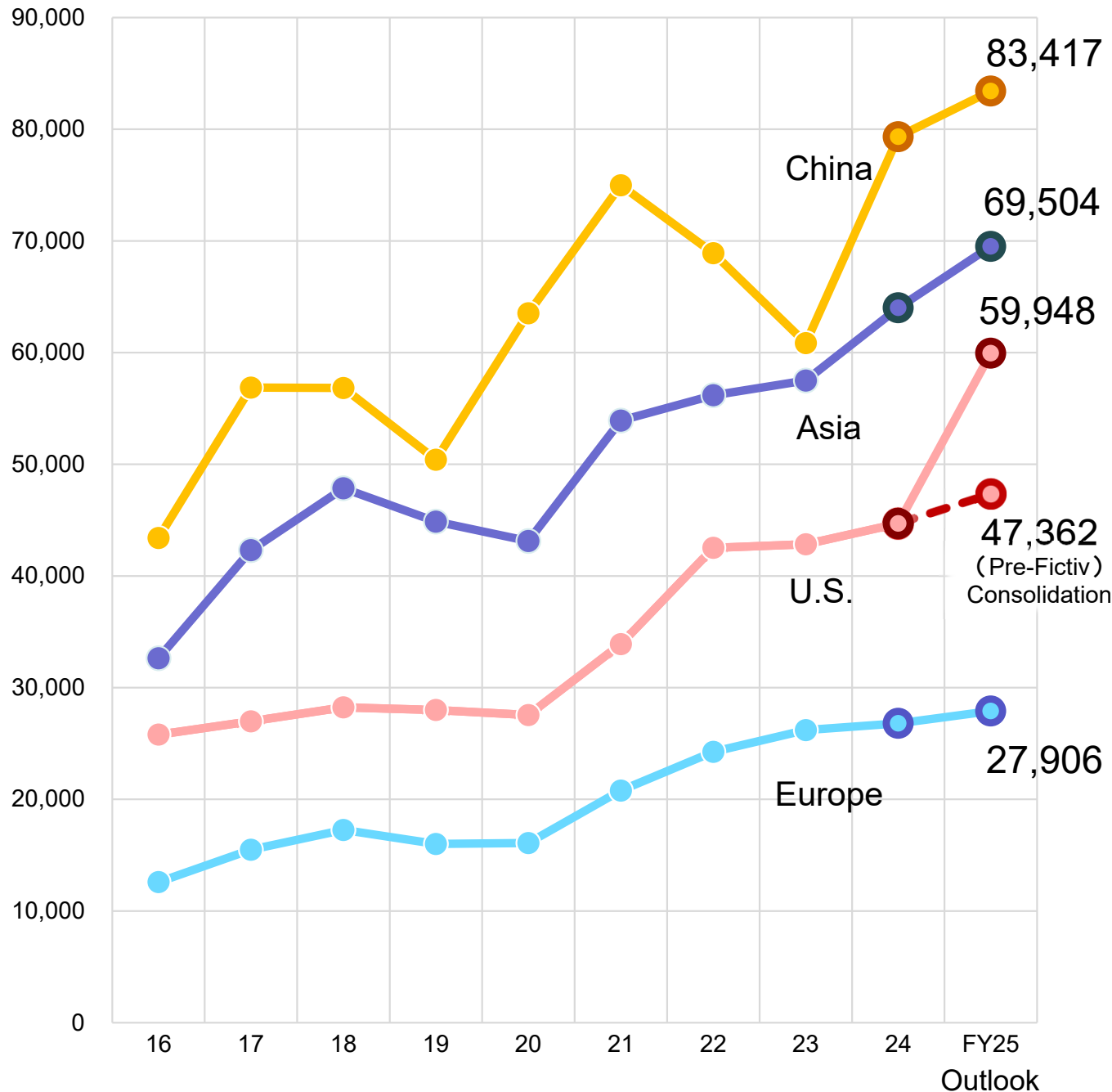
Overseas: Growth was driven by the U.S., China, and Asia; growth accelerating with Fictiv consolidation.





# FY2025 Full-year Sales Outlook by Region

Million yen



## China

Maintained growth by steadily capturing demand through proprietary initiatives

	Yen basis	Local currency basis
YoY	+5.2%	+8.8%

## Asia

Strong 1H Economy product sales are expected to drive further high growth as market penetration continues

	Yen basis	Local currency basis
YoY	+8.6%	+11.3%

## U.S.

Although uncertainty due to tariff policies continues, sales increased significantly with Fictiv

	Yen basis	Local currency basis
YoY Pre- Fictiv Consolidation	+6.0%	+10.7%
Post- Fictiv Consolidation	+34.1%	+38.9%

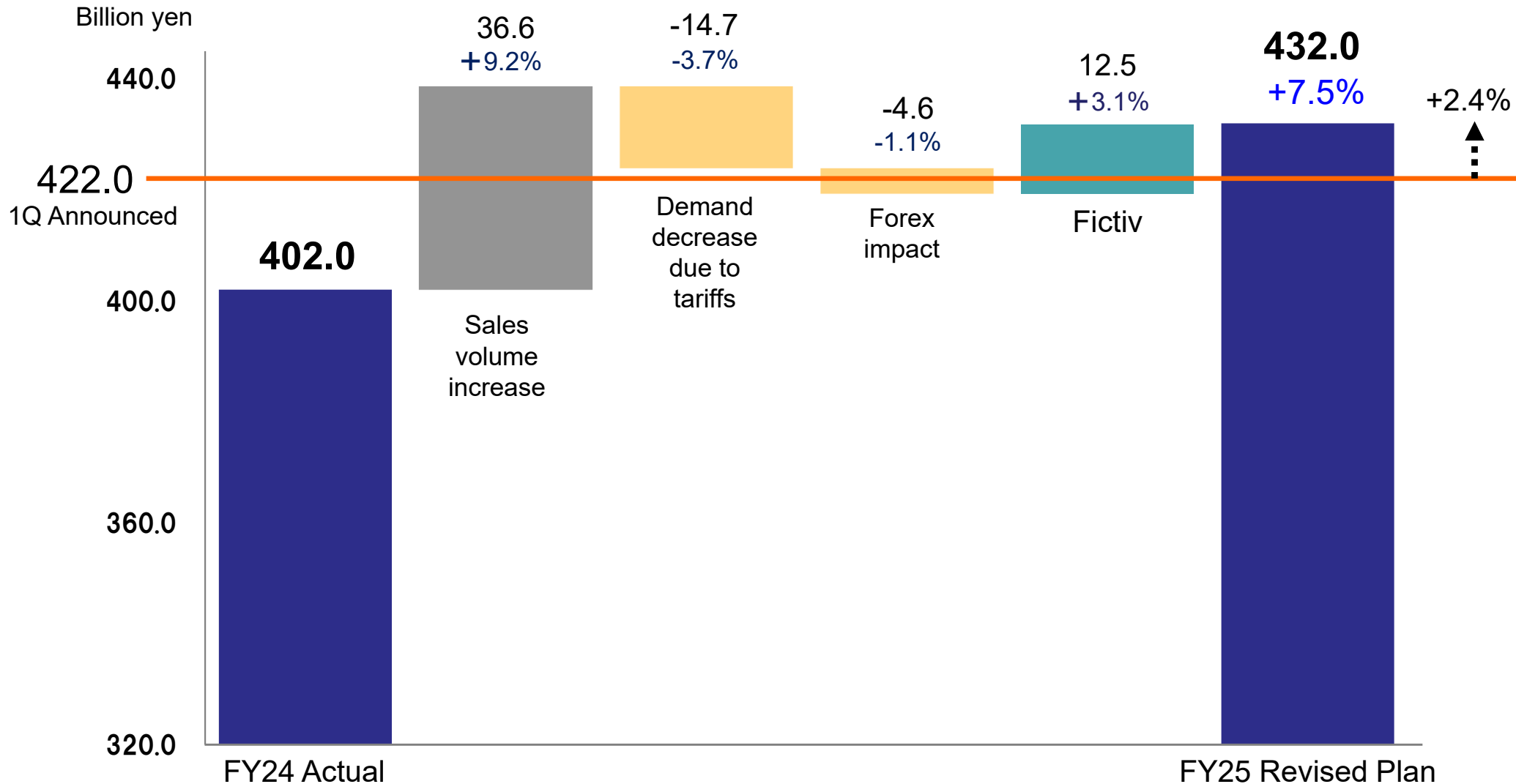
## Europe

The recovery of demand is expected to require some time, particularly within the key automotive sector

	Yen basis	Local currency basis
YoY	+4.1%	+0.7%

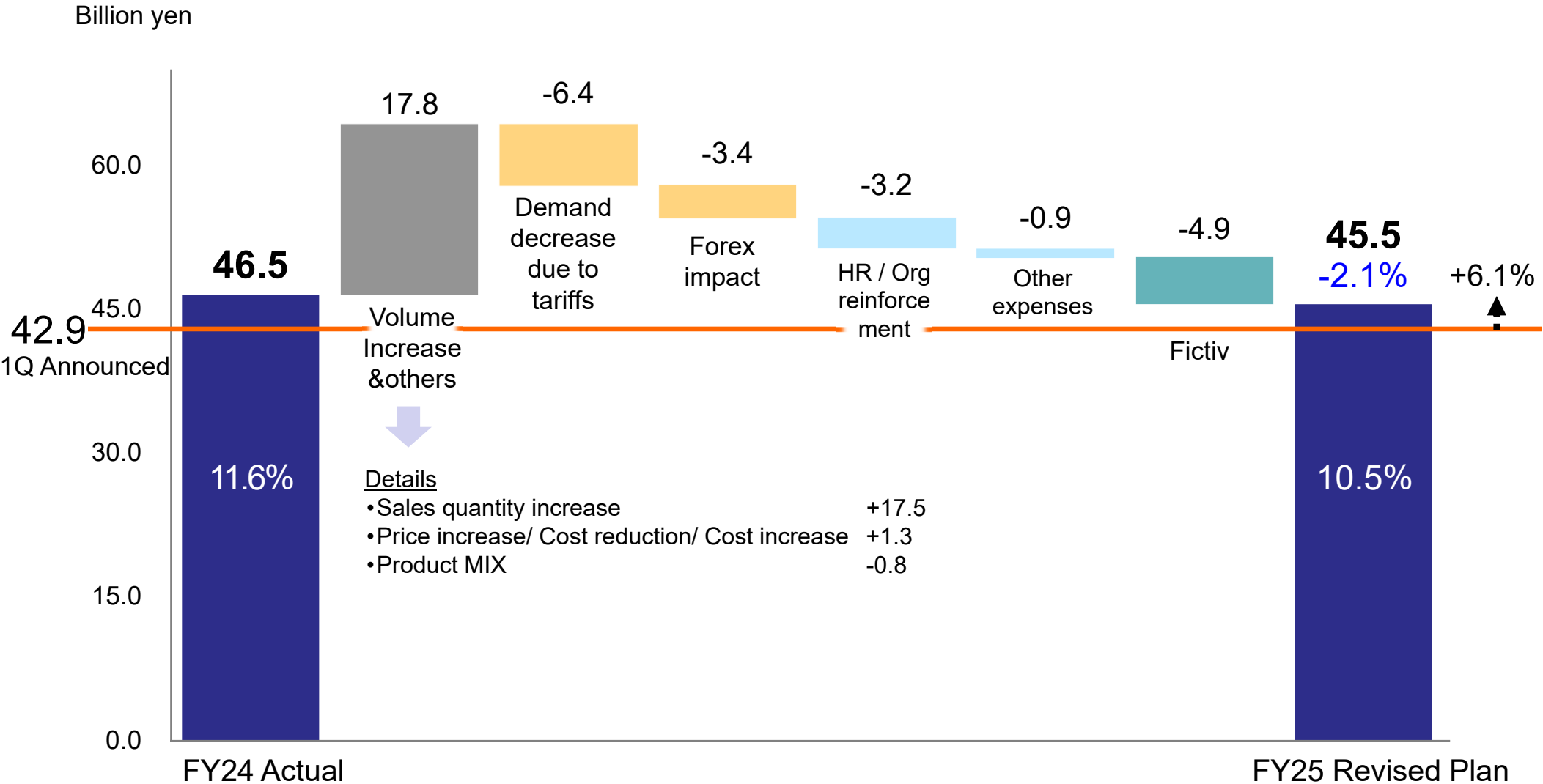
# FY2025 Full-year Sales Variance Analysis (YoY)

While tariffs and forex had less impact than expected, they still notably slowed sales growth. The integration of the acquired Fictiv contributed to record sales, representing a 7.5% increase over the prior fiscal year.



# FY2025 Full-year Operating Income Analysis (YoY)

Higher volume from proprietary initiatives offset tariffs, forex, and growth expenses.  
With Fictiv's results included, expected profitability is now 10.5%.



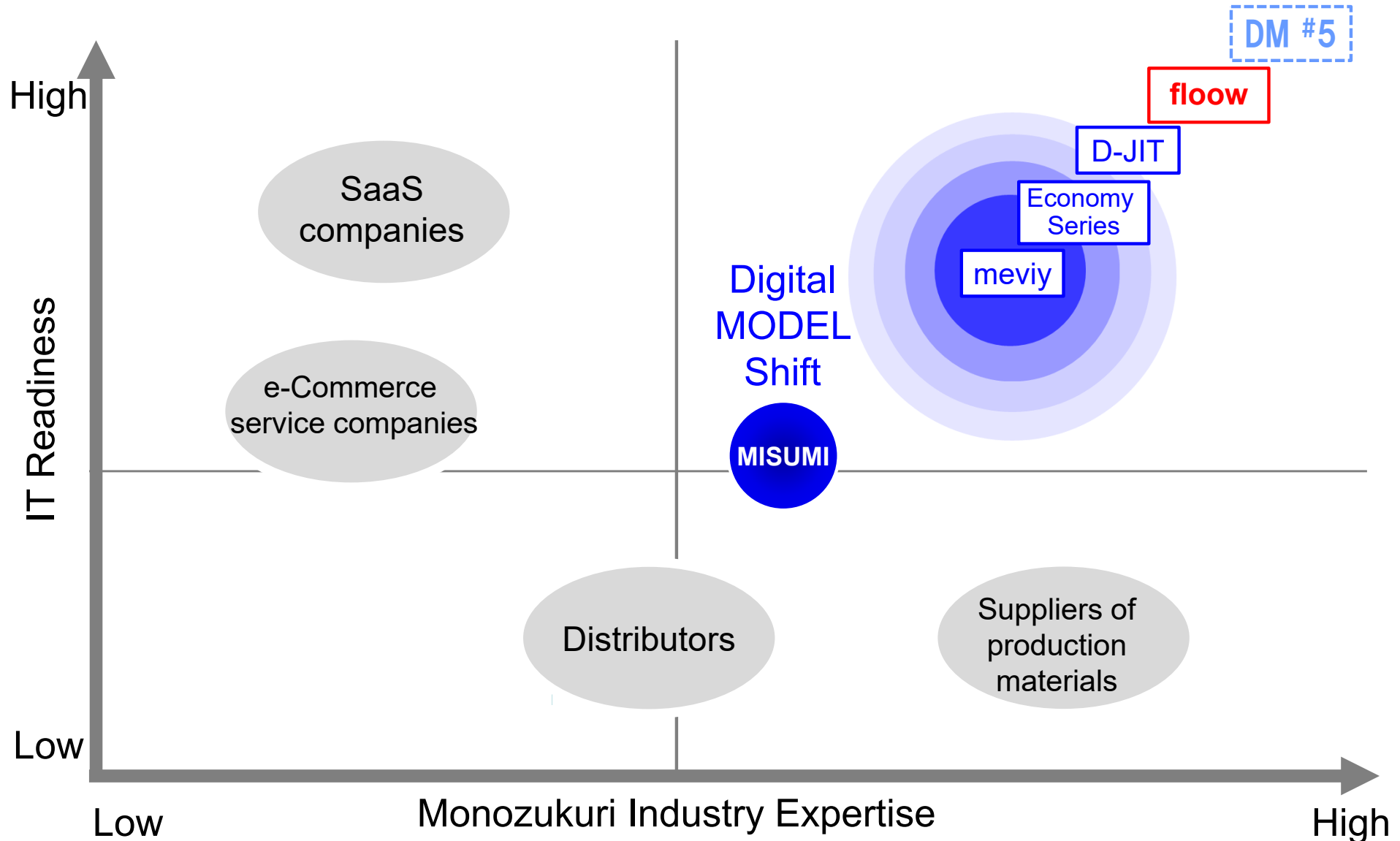
# Future Growth Strategies and Progress in FY2025 1H

# MISUMI's Digital MODEL Shift

FY2025 full-year  
Earnings Report

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

Building unique competitive advantages through synergies and region-specific growth strategies.



# Digital MODEL Shift : FY2025 Sales Outlook

( ) indicates YoY growth rate

## DM #1 On-Demand Mfg. Business (meviy+Fictiv)

### FY25 Sales Plan

**34.4 Bn yen**

meviy **21.9 Bn yen**  
(+38%)

Fictiv **12.5 Bn yen**  
(-%)

### FY24

meviy

#of cumulative  
users

**190k**

Fictiv

# of  
customers

**2k**

companies

## DM #2 Economy Series

### FY25 Sales Plan

**15.8 Bn yen**  
(+42%)

### FY24

# of  
customers

**90k**  
companies

## DM #3 D-JIT

### FY25 Sales Plan

**11.9 Bn yen**  
(+45%)

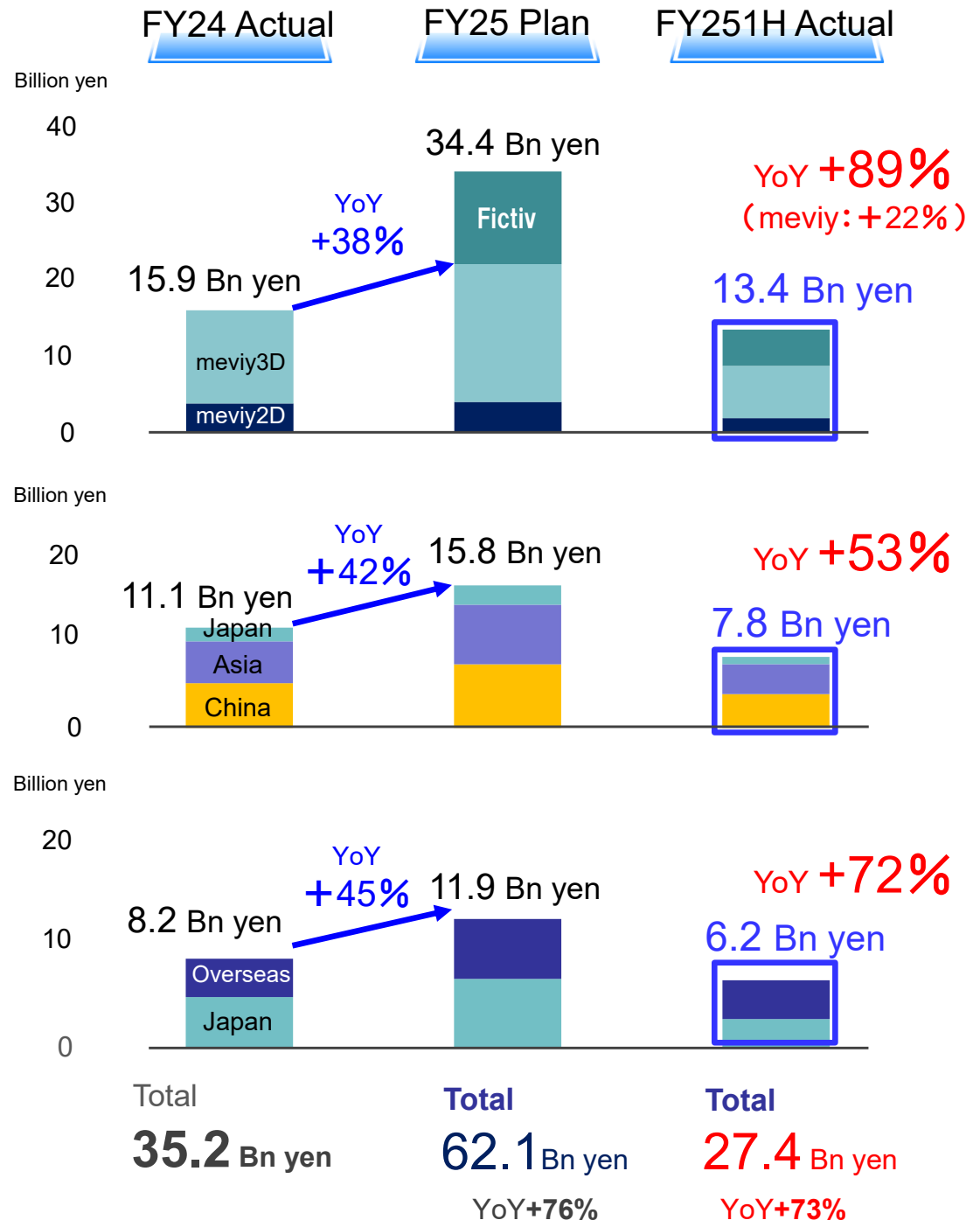
### FY24

Cyber NW procurement  
integration

**400**  
companies

Virtual Inventory

vs. previous level **8 fold**

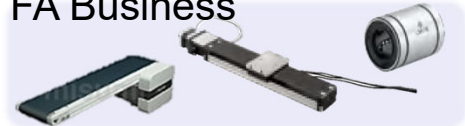


# Core Business Penetration of the Digital MODEL Shift

Digital initiatives remain robust, cushioning manufacturing businesses amid market softness.  
Continue innovating MISUMI-unique MODEL to adapt to market dynamics.

## Manufacturing Business

### FA Business



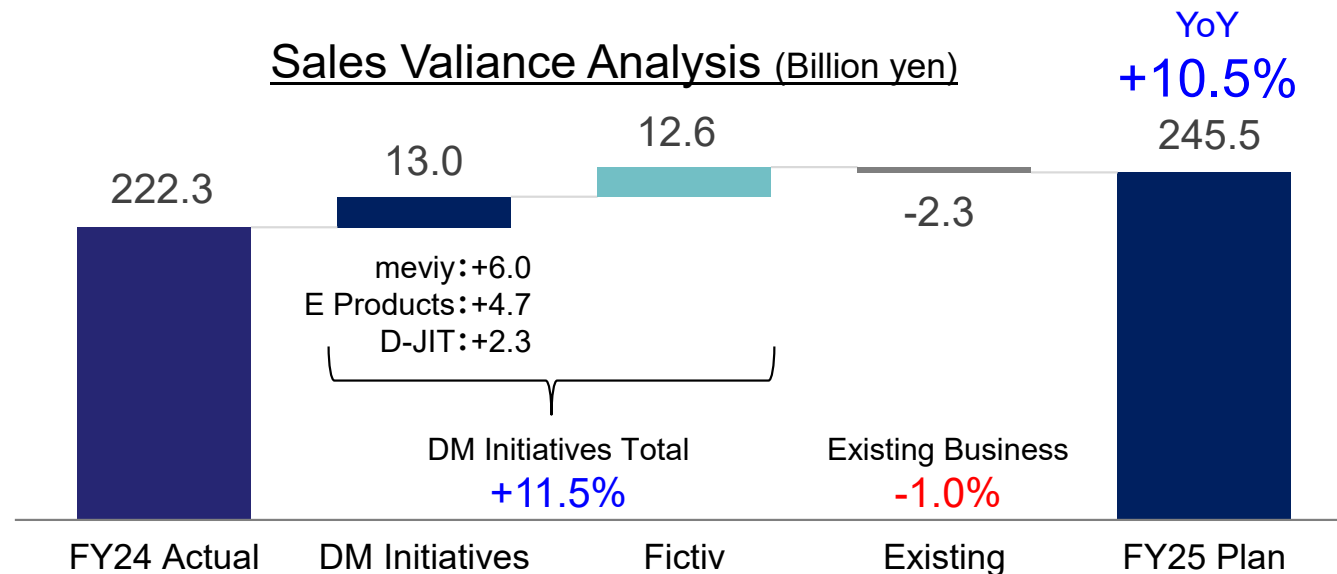
DM Initiatives: meviy, E products, D-JIT, Fictiv

### Die Components Business



DM Initiative: D-JIT

## Sales Valiance Analysis (Billion yen)

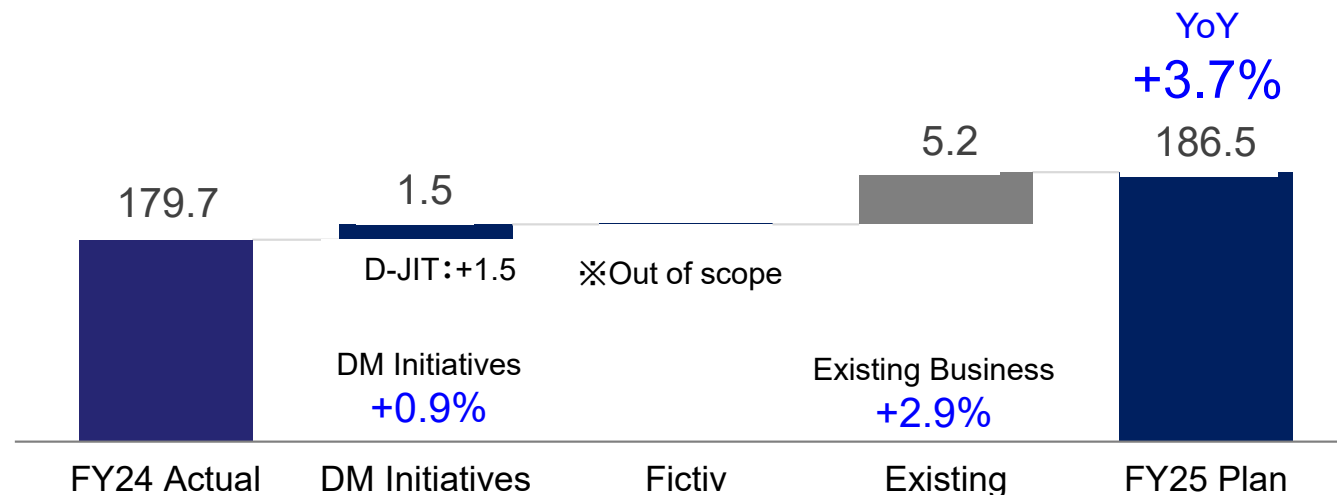


## Distribution Business

### VONA Business



DM Initiative: D-JIT  
※flood sales are not disclosed;  
flood is not included as a DM initiative





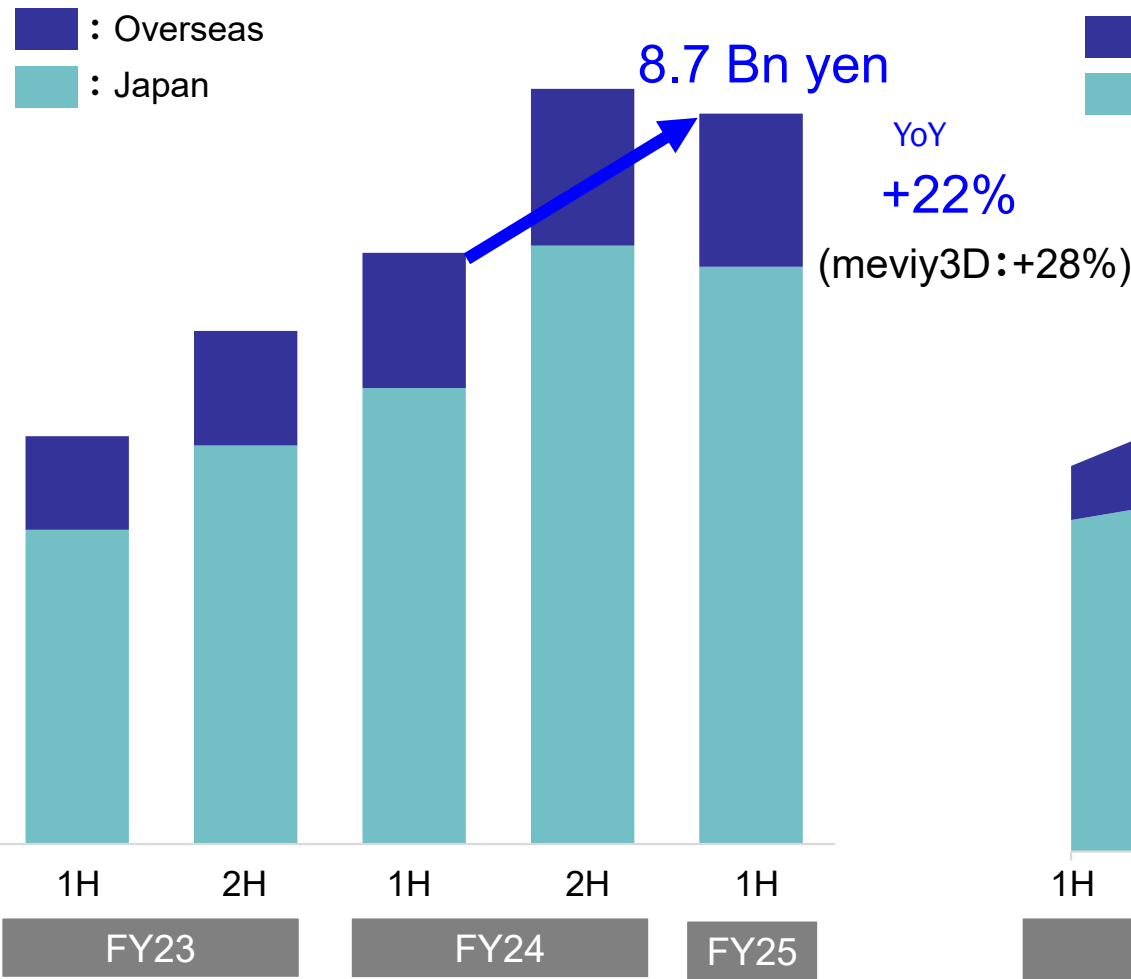
# meviy: Expansion Progress

Japan, major contributor to sales, experienced a market downturn that led to stagnation, particularly in meviy 2D.

Globally, user counts surpassed 210K through new product-driven customer expansion.

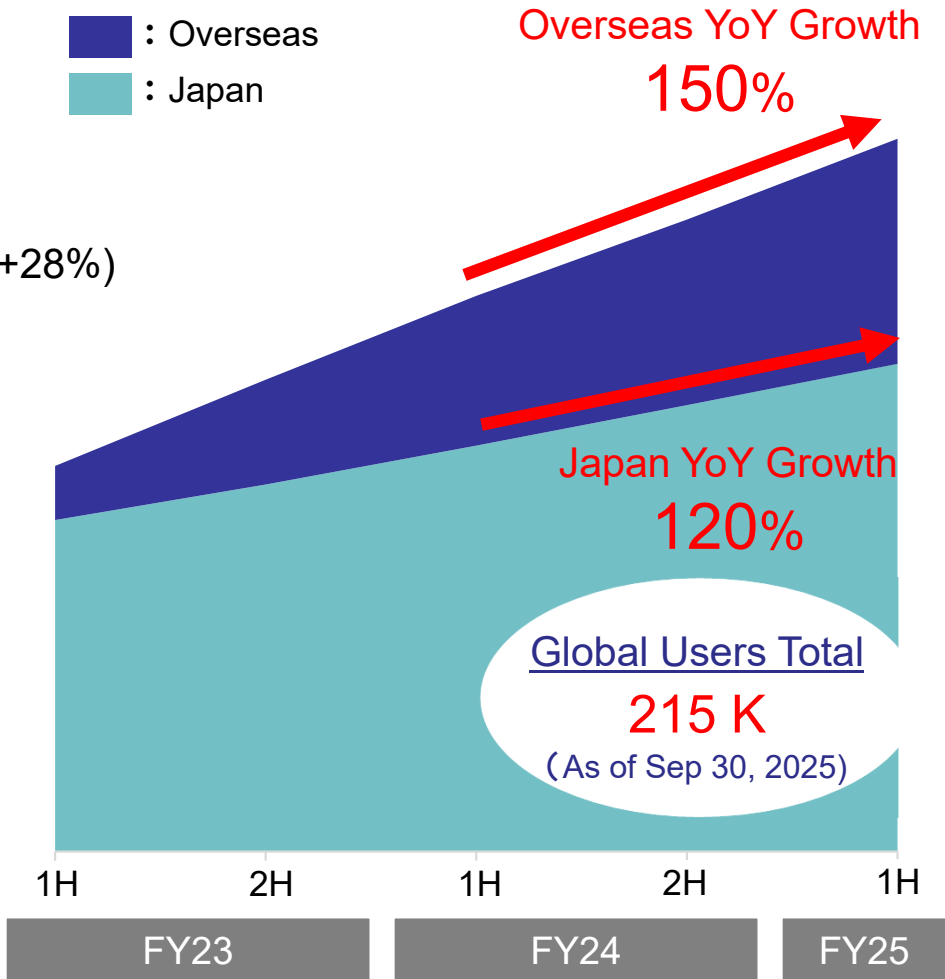
## Global Sales

(meviy 3D + 2D)



## meviy 3D

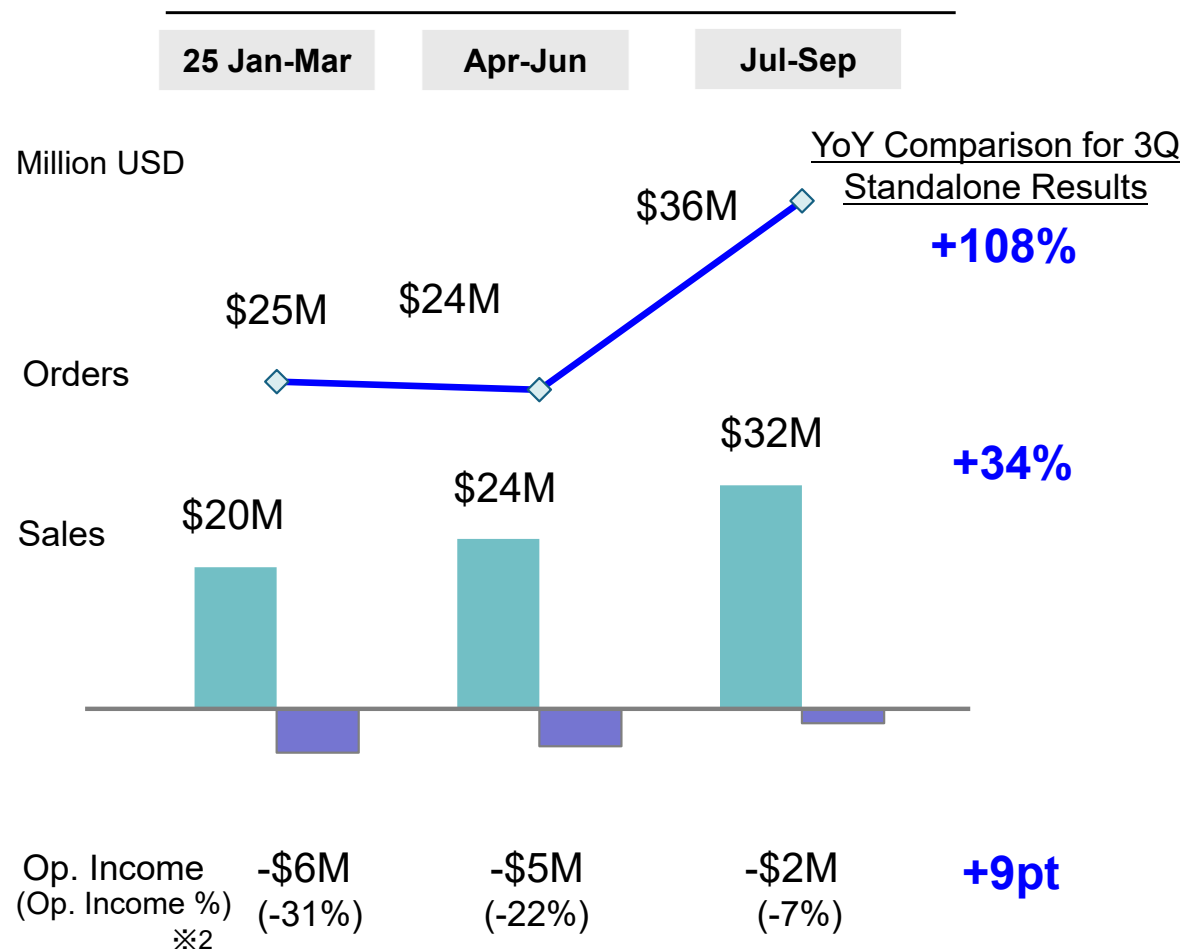
### Cumulative User Count Trend



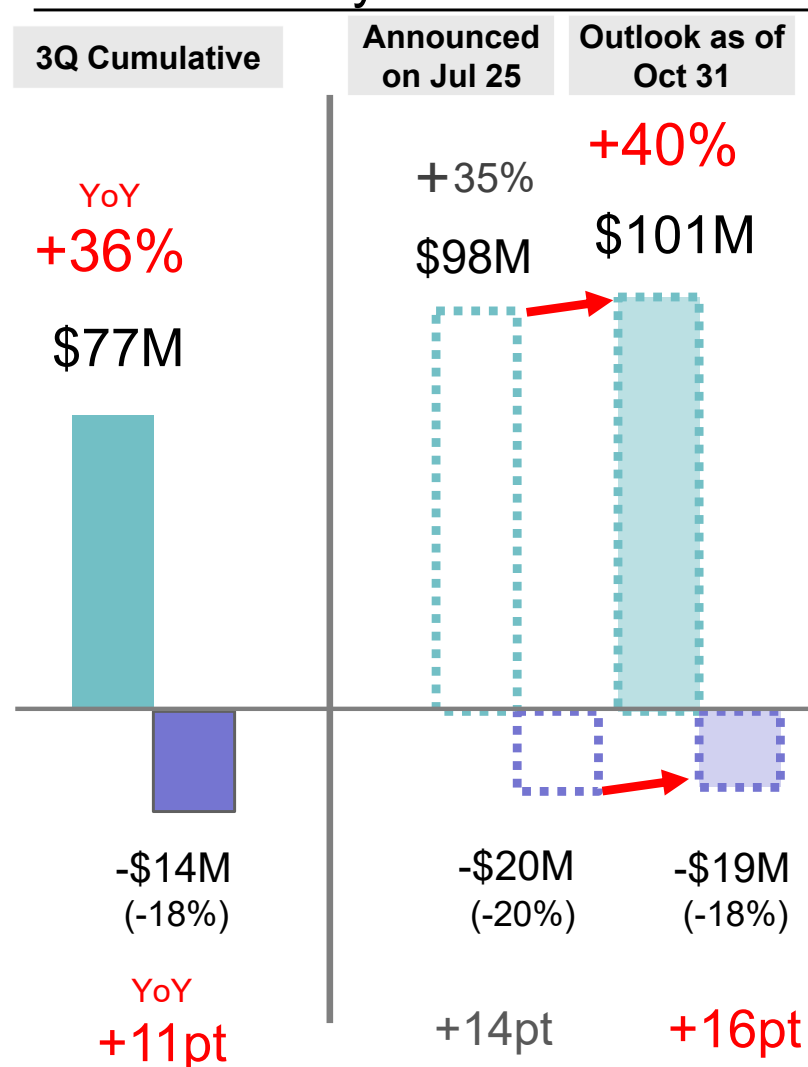
# Fictiv Business Performance (Standalone)

Cross-selling drove strong growth immediately post-acquisition, with 3Q orders up 108% YoY. Based on current growth trends, the results for CY25 are projected to exceed original expectations.

## CY25 Quarterly Sales Trend ※1



## CY25.3Q Cumulative Actual/ Full-year Outlook ※1



\*1: Business performance from July onward will be included in the consolidated financial report

\*2: Excludes M&A intermediary fees and goodwill amortization

# Progress of Integration Plan

The integration plan designed to create synergies is on track and has already produced results surpassing our original expectations.

## 1. Lean Transformation

- Manufacturing of Fictiv products at MISUMI's collaborative factories began, contributing to cost reduction.
- Cost savings have also begun through the consolidation of international and the U.S. domestic transportation providers.
- Additional savings are under consideration through integration of AWS and consolidation of insurance contracts.

## 2. Cross-selling

- Joint sales activities to MISUMI customers commenced, acquiring multiple large orders due to MISUMI's credibility.
- We will initiate sales of MISUMI products to Fictiv customers.

## 3. Expansion of business domain (Product development domain)

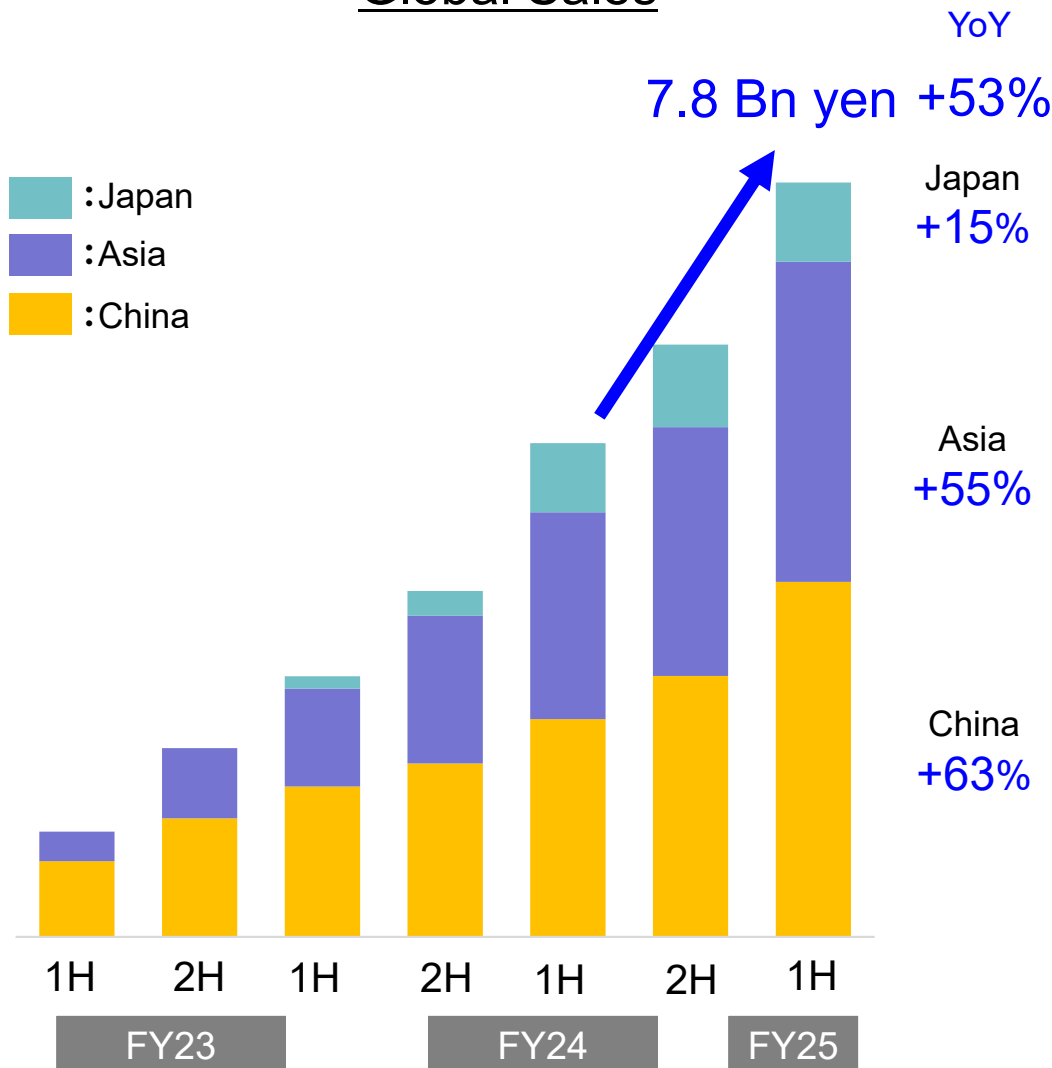
- Trial marketing for a new business targeting a select customer group in the Americas market has commenced.

# Economy Series: Strengthening Regional Measures

Strong growth continued, especially in price-sensitive regions such as China and Asia.

Regionally strengthened and accelerated growth through new catalog releases, local procurement, and marketing efforts.

## Global Sales



### Japan

- Development of new products
- New catalog (booklet) launched in Oct

### Asia

- Local procurement rate rose to 35%
- Expanding intra-regional product lineup
- New catalog launched in Vietnam in Oct, with further regional releases planned

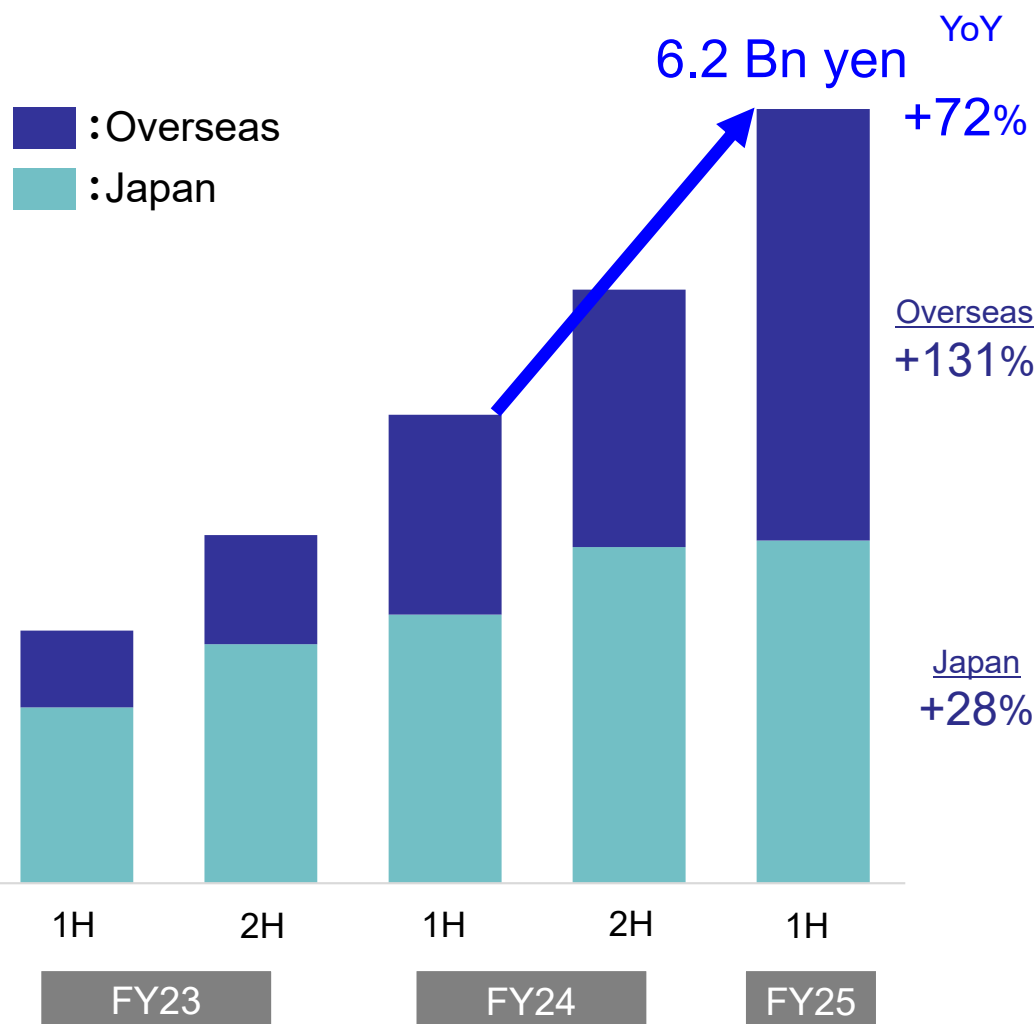
### China

- Strengthening development of high value-added (Economy Module) products and expansion of product lineup

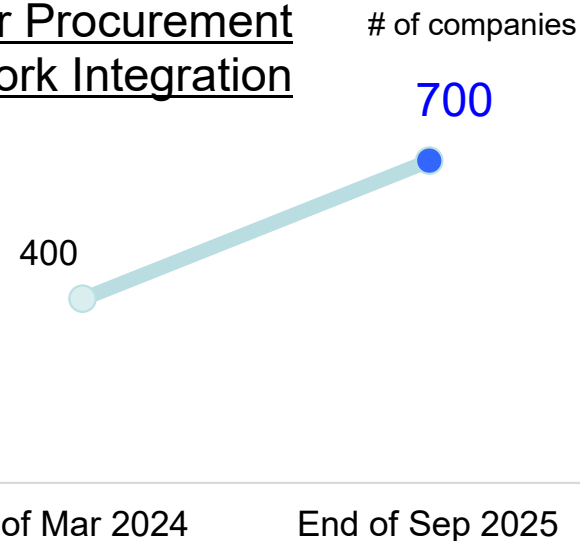
# D-JIT (Realization of large-volume procurement): Global Expansion

Overseas sales grew 130% in FY2025 1H due to accelerated overseas expansion. In 2H, the new core system will be launched in the U.S., Mexico, and India, further expanding geographical reach and utilization.

## Global Sales

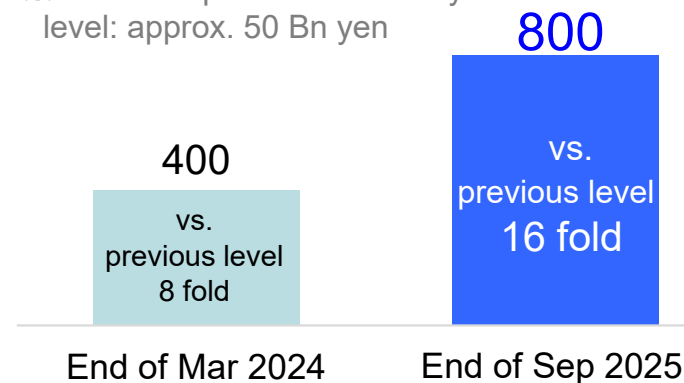


## Cyber Procurement Network Integration



## Virtual Inventory (Bn yen)

※MISUMI's previous inventory level: approx. 50 Bn yen



# flow: Accelerating Implementation in Japan & China

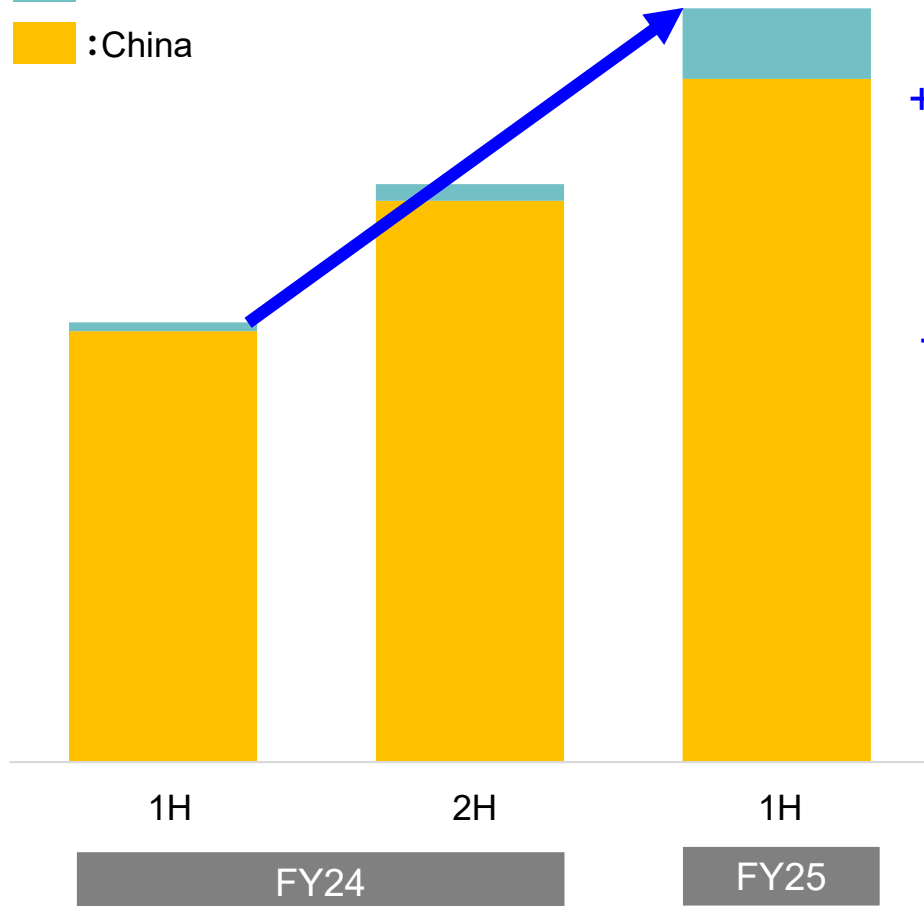
Full-scale launch in Japan in FY2025 increased factory adoption by 120% compared to FY2024 year-end.

Resolving issues at mass production sites has sped up adoption by major customers.

## Global Sales

Index: FY24 1H = 100

■ :Japan  
■ :China



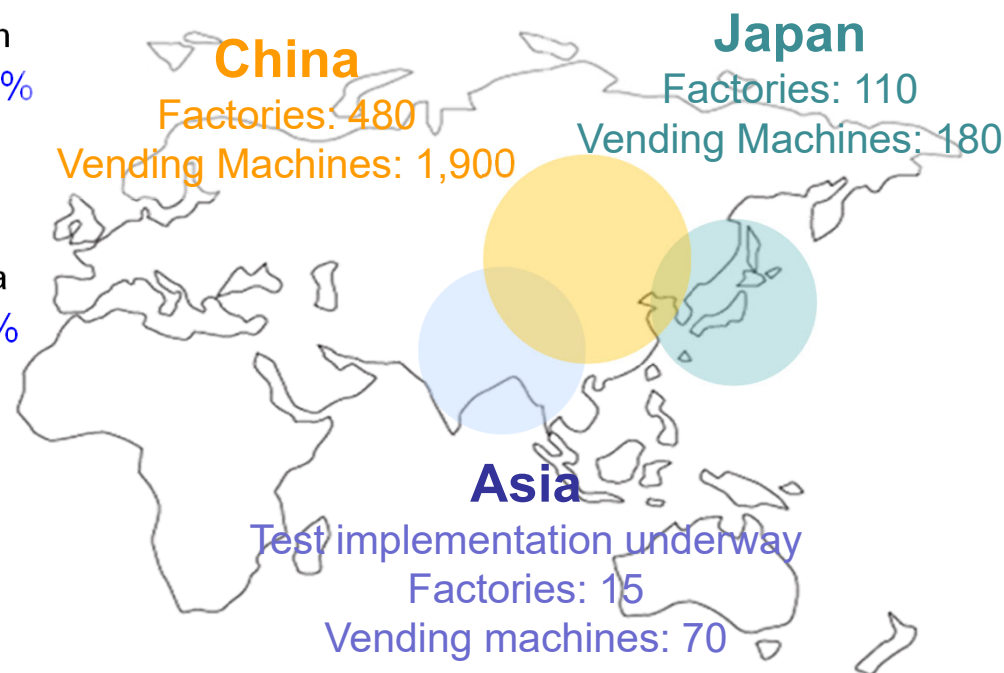
YoY  
**+71%**

Japan  
**+705%**

China  
**+59%**

## Implementation Status

(Progress in FY25 1H)



※ As of March 31, 2025

China : 420 factories & 1,700 vending machines

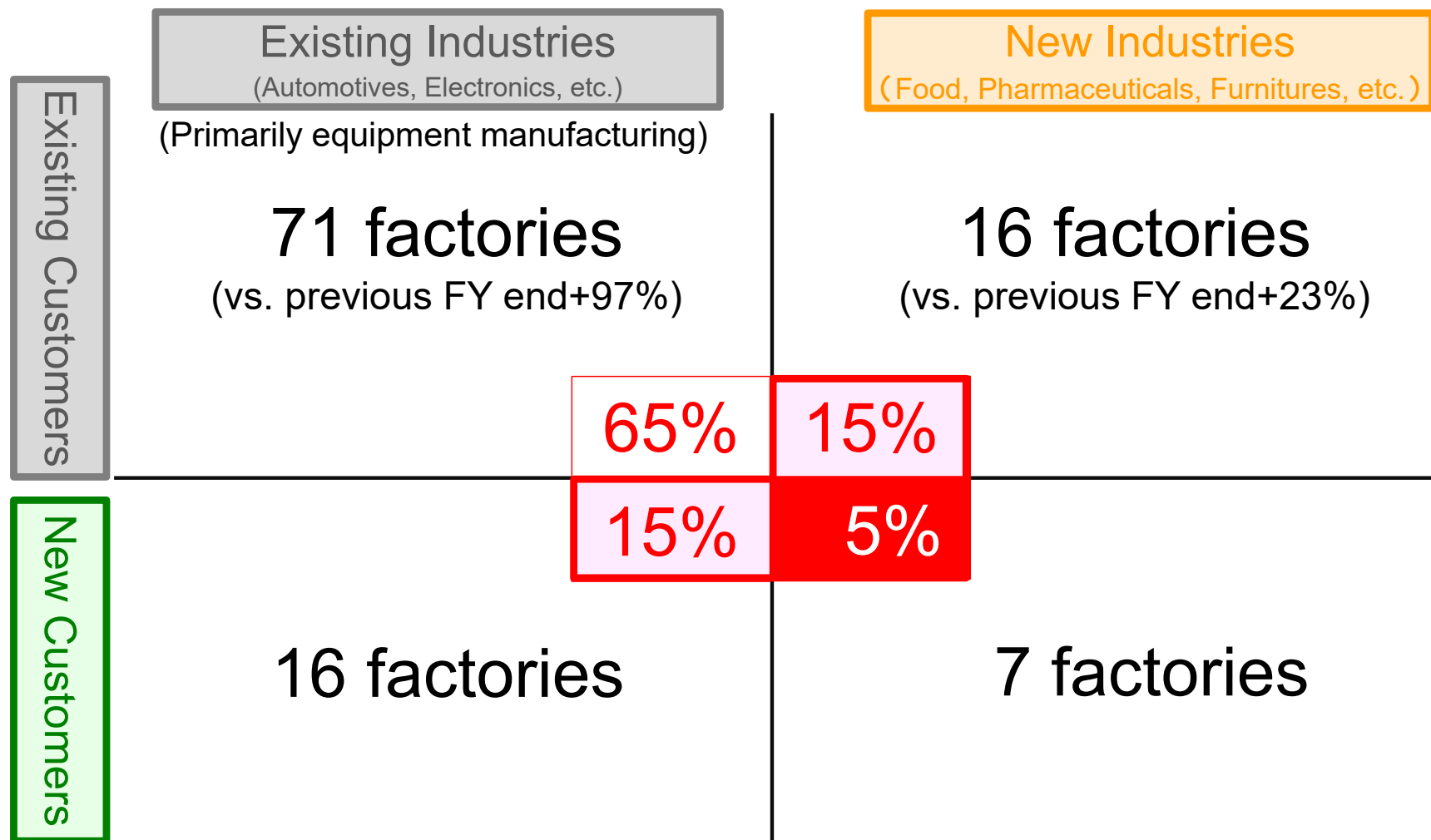
Japan : 50 factories & 110 vending machines

# floow(Factory MRO Procurement): New Customer Acquisition

Tackling challenges in mass-production factories is a key driver in MISUMI's expansion into additional domains (industry × customer).

Strive to create demand in these by continuously improving the floow system functionality.

## Breakdown of 110 floow-implemented Factories in Japan



※Customers with no purchase record in FY24 are defined as “new.”



# Shareholder Returns

The interim dividend of FY2025 was 18.02 yen, a decrease of 1.81 yen YoY.  
(Increase of 0.31 yen compared to the previous forecast)

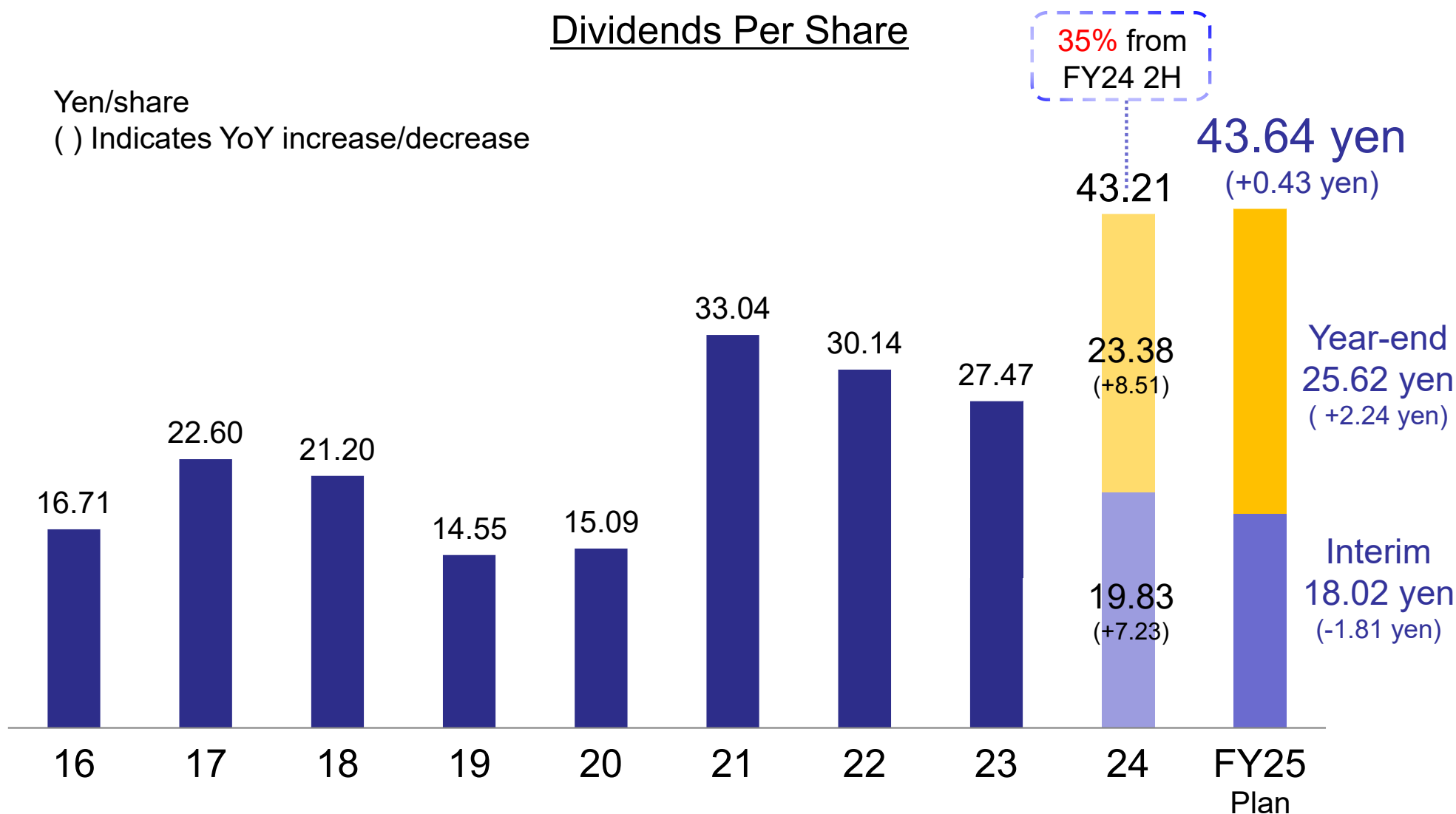
Full-year dividend is expected to be 43.64 yen, an increase of 0.43 yen YoY.  
(Increase of 4.08 yen compared to the previous forecast)

※payout ratio 35%

## Dividends Per Share

Yen/share

( ) Indicates YoY increase/decrease



# Reference materials

# 1 Consolidated Balance Sheet

(million yen)

	As of March 31, 2023		As of March 31, 2024		As of Sep. 30, 2024		As of March 31, 2025		As of Sep. 30, 2025	
	Amount	vs previous FY end %	Amount	vs previous FY end %	Amount	vs previous FY end %	Amount	vs previous FY end %	Amount	vs previous FY end %
Current assets	282,623	11.7%	313,381	10.9%	301,615	-3.8%	317,805	1.4%	272,539	-14.2%
Cash and Deposits	119,558	9.8%	148,848	24.5%	145,192	-2.5%	159,296	7.0%	105,372	-33.9%
Notes receivable and accounts receivable	76,359	-0.6%	75,869	-0.6%	74,627	-1.6%	78,390	3.3%	84,305	7.5%
Inventories	77,391	25.3%	78,378	1.3%	72,351	-7.7%	69,652	-11.1%	69,877	0.3%
Other current assets	9,313	64.3%	10,285	10.4%	9,444	-8.2%	10,466	1.8%	12,985	24.1%
Fixed assets	95,835	1.7%	100,136	4.5%	98,355	-1.8%	101,769	1.6%	153,216	50.6%
Property, Plant and Equipment	48,405	4.1%	51,042	5.4%	51,239	0.4%	52,522	2.9%	52,887	0.7%
Buildings and structures	14,604	5.7%	14,252	-2.4%	20,749	45.6%	21,536	51.1%	21,955	1.9%
Machinery, equipment and vehicles	15,666	-3.7%	16,084	2.7%	15,339	-4.6%	15,626	-2.8%	15,089	-3.4%
Land	3,898	0.6%	3,880	-0.5%	3,874	-0.1%	4,259	9.8%	4,301	1.0%
Other tangible fixed assets	14,235	13.4%	16,824	18.2%	11,275	-33.0%	11,099	-34.0%	11,540	4.0%
Intangible fixed assets	35,021	-2.0%	36,109	3.1%	33,640	-6.8%	33,283	-7.8%	84,054	152.5%
Goodwill	-	-	-	-	-	-	-	-	51,369	-
Intangible fixed assets	35,021	-2.0%	36,109	3.1%	33,640	-6.8%	33,283	-7.8%	32,684	-1.8%
Investments and Other assets	12,408	3.2%	12,984	4.6%	13,475	3.8%	15,963	22.9%	16,274	1.9%
Investment securities	6	0.0%	6	0.0%	6	0.0%	1,224	-	1,302	6.4%
Deferred tax assets	6,891	5.2%	7,679	11.4%	8,654	12.7%	9,052	17.9%	9,134	0.9%
Other investments	5,510	0.8%	5,298	-3.9%	4,814	-9.1%	5,686	7.3%	5,837	2.6%
Total assets	378,458	8.9%	413,517	9.3%	399,971	-3.3%	419,574	1.5%	425,756	1.5%
Current liabilities	48,942	-6.6%	49,929	2.0%	47,654	-4.6%	51,876	3.9%	52,661	1.5%
Notes payable and Accounts payable	22,434	3.8%	20,984	-6.5%	19,701	-6.1%	21,189	1.0%	22,803	7.6%
Other current liabilities	26,507	-13.9%	28,944	9.2%	27,953	-3.4%	30,686	6.0%	29,857	-2.7%
Long-Term liabilities	15,291	1.8%	15,908	4.0%	15,765	-0.9%	15,634	-1.7%	15,968	2.1%
Deferred tax liabilities	798	-14.9%	648	-18.8%	913	40.7%	1,043	60.8%	990	-5.1%
Liability for Retirement Benefits	7,025	2.2%	7,436	5.9%	7,624	2.5%	7,337	-1.3%	7,703	5.0%
Other long-term liabilities	7,467	3.6%	7,823	4.8%	7,228	-7.6%	7,253	-7.3%	7,273	0.3%
Total liabilities	64,234	-4.7%	65,837	2.5%	63,420	-3.7%	67,510	2.5%	68,629	1.7%
Common stock	13,936	2.0%	14,146	1.5%	14,346	1.4%	14,483	2.4%	14,598	0.8%
Capital surplus	24,292	1.1%	24,303	0.0%	24,484	0.7%	24,585	1.2%	24,520	-0.3%
Retained earnings	245,557	11.4%	266,651	8.6%	280,661	5.3%	293,546	10.1%	301,121	2.6%
Treasury stock	△ 80	-	△ 9,159	-	△ 26,153	185.5%	△ 28,352	209.6%	△ 34,655	22.2%
Total accumulated other comprehensive income	27,580	44.4%	48,573	76.1%	40,266	-17.1%	45,020	-7.3%	48,872	8.6%
Stock acquisition rights	1,989	2.7%	2,087	4.9%	1,871	-10.4%	1,663	-20.3%	1,503	-9.6%
Non-controlling interests	948	18.9%	1,076	13.5%	1,074	-0.2%	1,116	3.8%	1,166	4.4%
Total net assets	314,224	12.2%	347,679	10.6%	336,550	-3.2%	352,064	1.3%	357,127	1.4%
Total liabilities and net assets	378,458	8.9%	413,517	9.3%	399,971	-3.3%	419,574	1.5%	425,756	1.5%

(Note1) MISUMI Group has applied IFRS 16 "Leases" from FY2020/3 to certain overseas consolidated subsidiaries. The right-to-use assets are booked in "Other tangible fixed assets", and Lease obligations are booked in "Other current liabilities and "Other long-term liabilities".

(Note2) Items where the increase/decrease rate exceeds 1,000% are indicated as "-".

# 2 Consolidated Statement of Income

(million yen)

		Fiscal year ended March 2023		Fiscal year ended March 2024		Half Year ended September 2024		Fiscal year ended March 2025		Half Year ended September 2025		Fiscal year ended March 2026 Forecast	
		Amount	Sales ratio YoY%	Amount	Sales ratio YoY%	Amount	Sales ratio HoH%	Amount	Sales ratio YoY%	Amount	Sales ratio HoH%	Amount	Sales ratio YoY%
Factory Automation		121,932	32.7%	118,219	32.2%	66,854	33.8%	135,803	33.8%	72,743	35.3%	157,778	36.5%
			2.2%		-3.0%		15.5%		14.9%		8.8%		16.2%
	Die Components	79,125	21.2%	79,932	21.7%	42,819	21.6%	86,451	21.5%	42,573	20.7%	87,760	20.3%
VONA			5.3%		1.0%		8.9%		8.2%		-0.6%		1.5%
		172,093	46.1%	169,497	46.1%	88,347	44.6%	179,732	44.7%	90,498	44.0%	186,462	43.2%
			0.2%		-1.5%		6.6%		6.0%		2.4%		3.7%
Net sales		373,151	100.0%	367,649	100.0%	198,022	100.0%	401,987	100.0%	205,814	100.0%	432,000	100.0%
			1.9%		-1.5%		10.0%		9.3%		3.9%		7.5%
Cost of sales		202,073	54.2%	200,272	54.5%	105,240	53.1%	214,997	53.5%	110,812	53.8%		
			1.4%		-0.9%		6.3%		7.4%		5.3%		
Gross profit		171,078	45.8%	167,377	45.5%	92,781	46.9%	186,990	46.5%	95,002	46.2%		
			2.5%		-2.2%		14.4%		11.7%		2.4%		
S G & A expenses		124,463	33.4%	129,011	35.1%	69,391	35.0%	140,509	35.0%	75,383	36.6%		
			8.6%		3.7%		10.8%		8.9%		8.6%		
Operating income		46,615	12.5%	38,365	10.4%	23,390	11.8%	46,480	11.6%	19,618	9.5%	45,500	10.5%
			-10.7%		-17.7%		26.3%		21.2%		-16.1%		-2.1%
Non-operating income		2,283	0.6%	4,199	1.1%	2,451	1.2%	4,701	1.2%	1,424	0.7%		
			118.9%		84.0%		25.8%		11.9%		-41.9%		
Non-operating expenses		1,059	0.3%	1,299	0.4%	619	0.3%	1,279	0.3%	646	0.3%		
			40.6%		22.7%		35.6%		-1.6%		4.3%		
Ordinary income		47,838	12.8%	41,265	11.2%	25,221	12.7%	49,901	12.4%	20,397	9.9%	46,300	10.7%
			-8.9%		-13.7%		26.1%		20.9%		-19.1%		-7.2%
Extraordinary income/losses(Δ)		△ 1,305	-0.3%	△ 2,045	-0.6%	△ 110	-0.1%	38	0.0%	△ 504	-0.2%		
			-4.6%		56.6%		19.4%		-101.9%		354.5%		
Income taxes		12,126	3.2%	10,964	3.0%	6,868	3.5%	13,285	3.3%	5,817	2.8%		
			-10.2%		-9.6%		20.8%		21.2%		-15.3%		
Net income attributable to non-controlling interests		124	0.0%	102	0.0%	41	0.0%	105	0.0%	77	0.0%		
			92.5%		-17.3%		-9.5%		2.6%		89.1%		
Net income attributable to owners of parent		34,282	9.2%	28,152	7.7%	18,200	9.2%	36,549	9.1%	13,997	6.8%	33,900	7.8%
			-8.7%		-17.9%		28.3%		29.8%		-23.1%		-7.2%

# 3 Consolidated Statement of Cash Flows

(million yen)

	Fiscal year ended March 2023		Fiscal year ended March 2024		Half Year ended September 2024		Fiscal year ended March 2025		Half Year ended September 2025	
	Amount	YoY	Amount	YoY	Amount	HoH	Amount	YoY	Amount	HoH
Operating activities	31,447	△ 23,943	54,567	23,120	31,362	7,678	60,461	5,893	17,528	△ 13,834
Income before income taxes	46,533	△ 4,598	39,219	△ 7,313	25,110	5,196	49,940	10,720	19,892	△ 5,217
Depreciation, Amortization	16,587	1,245	17,564	977	8,876	120	17,718	153	8,371	△ 504
Amortization of goodwill	-	-	-	-	-	-	-	-	862	862
Decrease (Increase) in working capital	△ 11,766	△ 9,426	6,059	17,826	2,463	△ 288	4,228	△ 1,831	△ 2,488	△ 4,952
Other	△ 19,906	△ 11,164	△ 8,276	11,629	△ 5,088	2,650	△ 11,425	△ 3,148	△ 9,110	△ 4,021
Investing activities	△ 19,033	3,728	△ 18,995	38	△ 20,639	△ 14,150	△ 32,452	△ 13,457	△ 34,340	△ 13,700
Purchase of fixed assets	△ 13,625	2,882	△ 17,976	△ 4,350	△ 7,631	34	△ 15,434	2,541	△ 6,443	1,187
Deposits and withdrawals of time deposits	△ 5,416	943	△ 1,483	3,933	△ 13,165	△ 14,320	△ 16,100	△ 14,617	20,756	33,922
Purchase of shares of subsidiaries resulting in change	-	-	-	-	-	-	-	-	△ 48,483	△ 48,483
Other	9	△ 97	464	455	157	135	△ 916	△ 1,381	△ 168	△ 326
Financing activities	△ 11,169	△ 1,560	△ 18,968	△ 7,799	△ 22,808	△ 8,246	△ 31,759	△ 12,790	△ 17,684	5,123
Dividends paid	△ 9,244	△ 1,427	△ 7,058	2,185	△ 4,190	△ 679	△ 9,653	△ 2,595	△ 6,422	△ 2,231
Purchase of treasury stock	△ 0	0	△ 10,095	△ 10,094	△ 17,522	△ 7,426	△ 20,164	△ 10,068	△ 6,896	10,626
Other	△ 1,924	△ 132	△ 1,814	109	△ 1,095	△ 140	△ 1,940	△ 126	△ 4,366	△ 3,271
Effect of exchange rate change on cash and cash equivalents	3,952	△ 2,506	10,132	6,179	△ 3,995	△ 12,378	△ 1,367	△ 11,500	1,442	5,438
Net increase (decrease) in cash and cash equivalents	5,197	△ 24,281	26,736	21,538	△ 16,081	△ 27,097	△ 5,117	△ 31,853	△ 33,053	△ 16,972
Cash and cash equivalents at beginning of year	101,443	29,479	106,640	5,197	133,376	26,736	133,376	26,736	128,259	△ 5,117
Cash and cash equivalents at end of year	106,640	5,197	133,376	26,736	117,295	△ 361	128,259	△ 5,117	95,205	△ 22,090

(Note1)The "Other" category under cash flows from financing activities for the half year ended September 2025 includes an outflow of ¥3,322 million for the repayment of borrowings by acquired subsidiaries.

# 4 Number of Customers/ 5 Capex and Depreciation

## 4 Number of Customers

	Fiscal year ended March 2023		Fiscal year ended March 2024		Half Year ended September 2024		Fiscal year ended March 2025		Half Year ended September 2025	
	Number of customers	YoY%	Number of customers	YoY%	Number of customers	HoH%	Number of customers	YoY%	Number of customers	HoH%
Domestic	115,934	-10.7%	108,663	-6.3%	85,460	-2.7%	107,438	-1.1%	85,959	0.6%
Overseas	204,442	-0.3%	209,434	2.4%	161,175	3.5%	216,418	3.3%	169,493	5.2%
Total	320,376	-4.3%	318,097	-0.7%	246,635	1.3%	323,856	1.8%	255,452	3.6%

(Note1) Number of Customers : Number of customer companies to which our group sold products during the applicable period.

## 5 Capex and Depreciation

(million yen)

	Fiscal year ended March 2023				Fiscal year ended March 2024				Half Year ended September 2024				Fiscal year ended March 2025				Half Year ended September 2025			
	Domestic	Overseas	Total	YoY	Domestic	Overseas	Total	YoY	Domestic	Overseas	Total	HoH	Domestic	Overseas	Total	YoY	Domestic	Overseas	Total	HoH
Buildings, Structures and Land	176	43	220	△ 12	336	80	417	197	2	101	104	△ 238	446	156	602	184	8	75	84	△ 20
Machinery and Fixtures	1,798	3,939	5,738	1,345	732	6,177	6,910	1,171	1,297	2,323	3,620	299	2,792	4,653	7,446	536	1,135	1,112	2,248	△ 1,372
Intangible Fixed Assets	6,514	1,153	7,667	△ 4,214	9,975	673	10,648	2,981	3,681	224	3,905	△ 95	6,639	746	7,386	△ 3,262	3,525	584	4,110	204
Total Capital Expenditure	8,489	5,136	13,625	△ 2,882	11,044	6,931	17,976	4,350	4,981	2,649	7,631	△ 34	9,878	5,556	15,434	△ 2,541	4,670	1,773	6,443	△ 1,187
Depreciation, Amortization (note1)	9,377	4,832	14,209	1,087	10,081	5,071	15,152	943	5,024	2,675	7,700	152	10,091	5,411	15,502	349	4,656	1,675	6,332	△ 1,367
Amotization of goodwill (note2)	-	503	503	36	-	595	595	92	-	320	320	23	-	640	640	45	-	1,229	1,229	909
Total	9,377	5,335	14,712	1,123	10,081	5,666	15,747	1,035	5,024	2,995	8,020	175	10,091	6,051	16,142	394	4,656	2,905	7,562	△ 457

(Note1) The right-to-use assets depreciation (according to application of IFRS16 "Leases"), etc. are excluded. The excluded amount in 2025/9 is 827 Million Yen.

(Note 2) From September 2025 (interim period), the amortization of other intangible assets relating to the acquisition of Dayton Lamina Corporation and the amortization of goodwill relating to the acquisition of Fictiv Inc are included.

## 6 Key Financial Indicator

	Fiscal year ended March 2023	Fiscal year ended March 2024	Half Year ended September 2024	Fiscal year ended March 2025	Half Year ended September 2025
EBITDA (million yen)	63,202	55,930	32,266	64,199	28,853
Net income per share(yen)	120.53	99.75	65.21	131.95	51.06
Operating Income Margin (%)	12.5	10.4	11.8	11.6	9.5
Return on Assets (%)	9.4	7.1	4.6	8.8	3.4
Return on Equity (%)	11.7	8.6	5.5	10.5	4.1
Current Ratio (%)	577.5	627.7	632.9	612.6	517.5
Equity Ratio (%)	82.3	83.3	83.4	83.2	83.3
Receivables Turnover (Days)	74.9	75.6	68.3	70.0	70.7
Inventory Turnover (Months)	4.1	4.7	4.4	4.1	3.9

- Formula -
- EBITDA: Operating income + Depreciation, Amortization + Amortization of goodwill
  - Net income per share: Net Income/Weighted average number of shares outstanding during the fiscal year(excluding treasury stock)
  - Operating Income Margin: Operating Income/Sales
  - Return on Assets: Net Income/((Last Ending Assets+Ending Assets)/2)
  - Return on Equity: Net Income/((Last Ending Equity+Ending Equity)/2)
  - Current Ratio: Current Assets/Current Liabilities
  - Equity Ratio: Ending Equity/Ending Assets

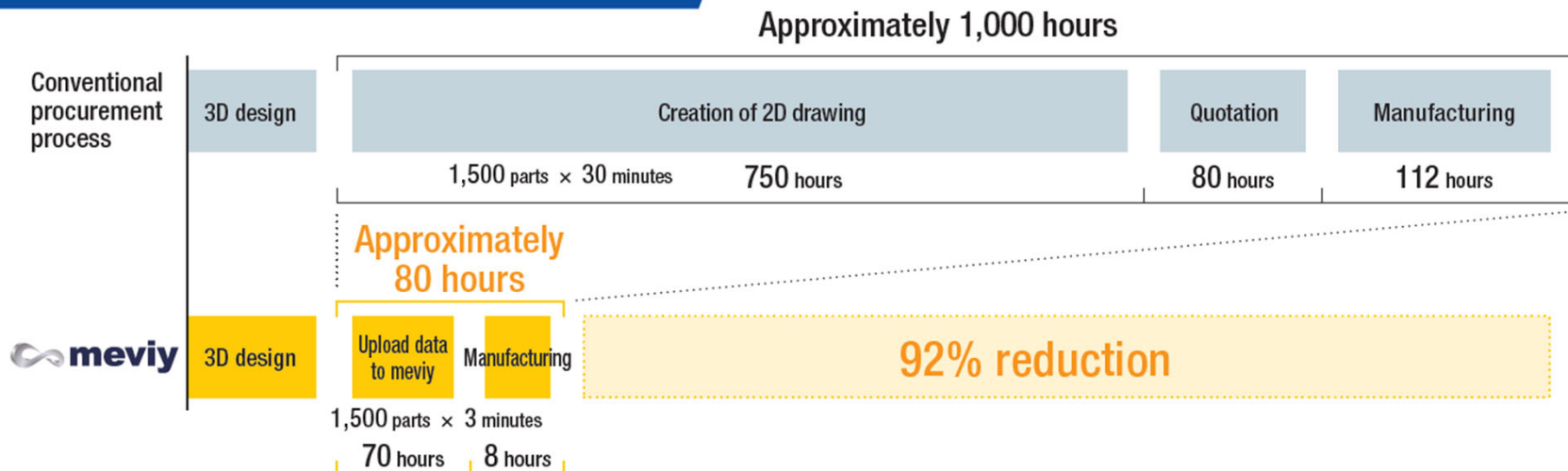


# A Revolution in Parts Procurement: meviy

- 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)

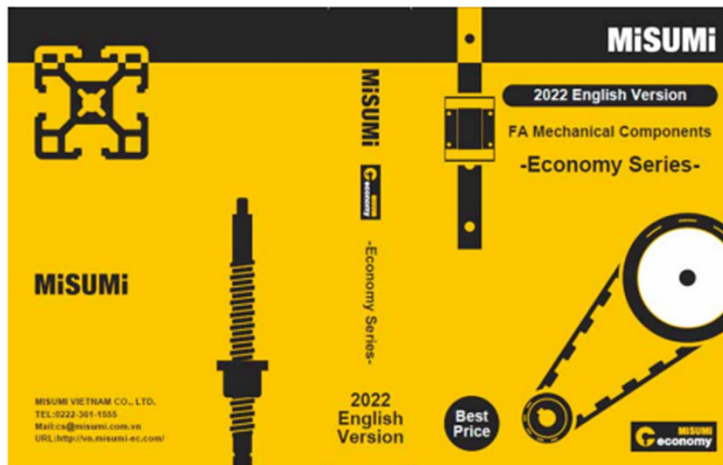


Example: Parts procurement for equipment with 1,500 components



# Product Range Reform: Economy Products

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



MISUMI **MiSUMi economy**  
**Miniature Linear Guides**  
**Standard**

Volume Discount

CAD : 3D



MISUMI **MiSUMi economy** **SAVE Up to 55%**  
**Small Ball Bearings**

Recommendation

Volume Discount

## Comparison with existing products

Existing product



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

Price index 100

Economy product

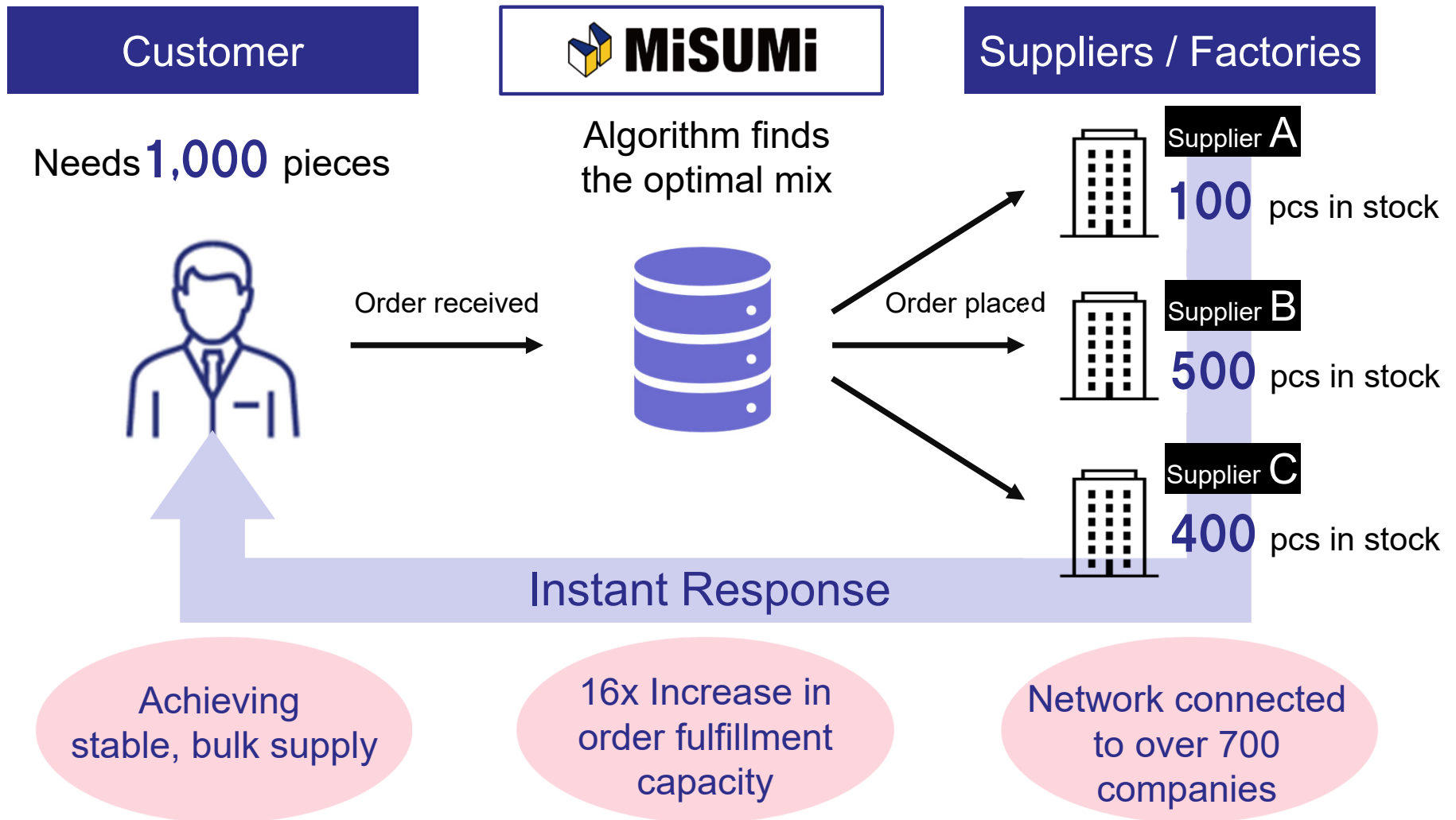


-0.012 to +0.003  
 (Middle range accuracy)

30-50

## Improving Response to Quantity: D-JIT

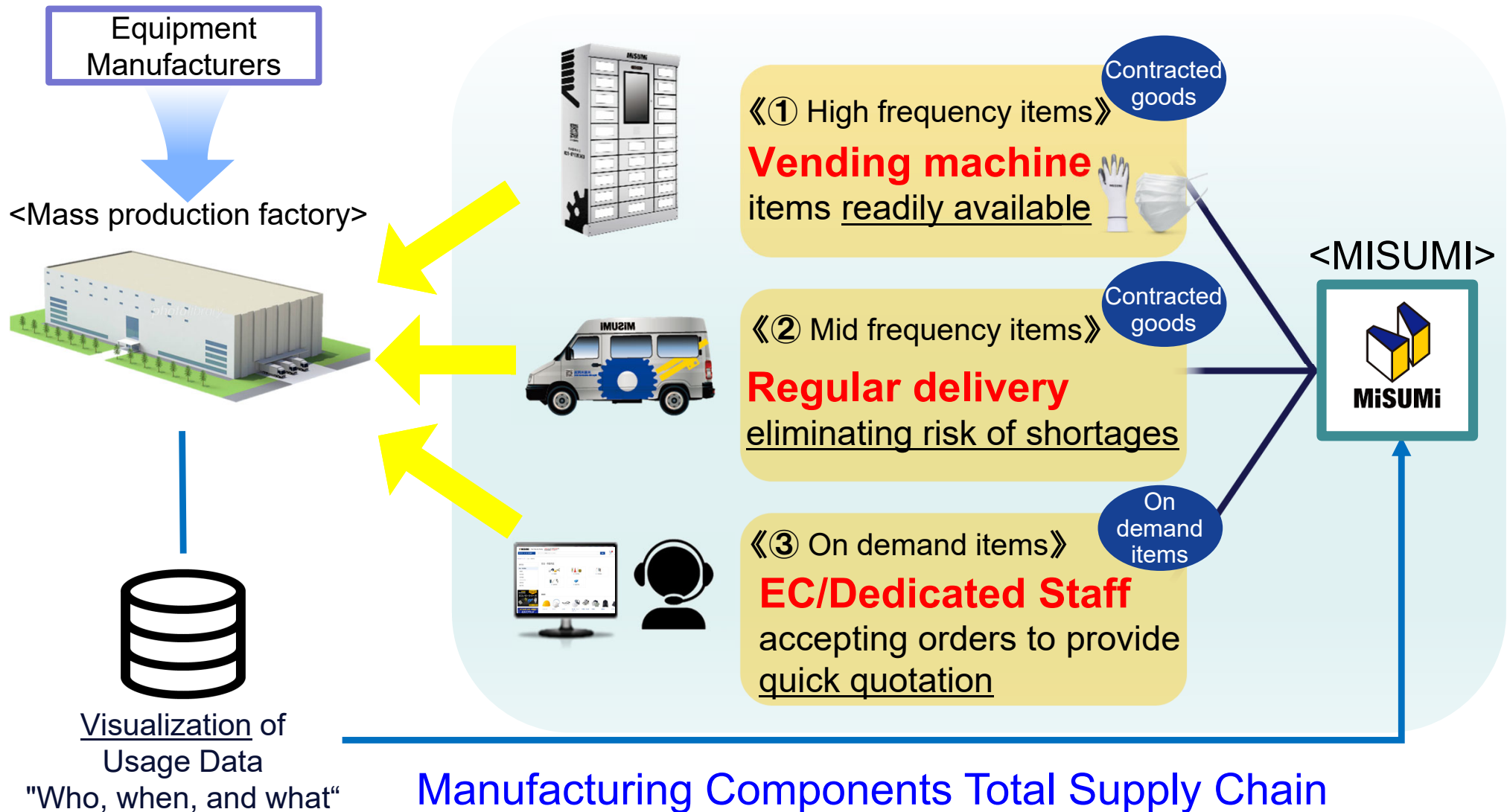
- A unique system is now in place that allows us to respond to our customers' needs, even for high-volume orders with short lead times
- From “**MISUMI for small quantities, quick delivery**” to “**MISUMI even for larger quantities**”, which will be rolled out globally from Japan



Approx. 50 bn yen MISUMI inventory → Approx. 800 bn yen virtual inventory

# The 4th Digital MODEL Shift: floow

- Total cost reduction for manufacturing components that tailors the purchasing of manufacturing components according to a customer's purchasing pattern
- To expand from existing equipment manufacturing customers to new mass production factory customers across different industries



# 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

## Production/ Logistics

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

