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Category	Item	Unit	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Profit and loss	Net sales	JPY Million	259,015	312,969	331,936	313,337	310,719	366,160	373,151	367,649	401,987	**441,383**
	Operating income	JPY Million	27,127	34,848	31,874	23,640	27,199	52,210	46,615	38,365	46,480	**47,613**
	Operating income margin	%	10.5	11.1	9.6	7.5	8.8	14.3	12.5	10.4	11.6	**10.8**
	Income before income taxes	JPY Million	26,071	34,516	31,815	22,781	23,496	51,131	46,533	39,219	49,940	**48,498**
	Net income attributable to owners of parent	JPY Million	18,387	25,601	24,034	16,504	17,138	37,557	34,282	28,152	36,549	**40,457**
	Net income margin attributable to owners of parent	%	7.1	8.2	7.2	5.3	5.5	10.3	9.2	7.7	9.1	**9.2**
Financial position	Total assets *1	JPY Million	212,041	243,492	252,393	264,684	288,921	347,390	378,458	413,517	419,574	**464,969**
	Shareholders' equity	JPY Million	154,530	185,203	203,520	209,514	231,147	277,225	311,286	344,515	349,284	**379,832**
Capital expenditures (CAPEX) and depreciation	Capital expenditures (CAPEX)	JPY Million	7,219	15,421	21,414	18,018	14,016	16,508	13,625	17,976	15,434	**14,288**
	Depreciation and amortization expenses	JPY Million	7,439	8,105	8,758	11,339	13,101	13,589	14,712	15,747	16,142	**18,436**
Key indicators	Return on equity (ROE) *2	%	12.4	15.1	12.4	8.0	7.8	14.8	11.7	8.6	10.5	**11.1**
	Return on assets (ROA) *3	%	12.8	15.2	12.8	8.8	8.5	16.1	12.8	9.9	12.0	**11.0**
	Current ratio	%	430.3	362.1	444.4	434.6	478.9	483.0	577.5	627.7	612.6	**453.6**
	Interest coverage ratio *4	times	4,972.6	21,868.1	8,853.9	360.1	541.8	623.9	270.4	371.0	386.7	**283.5**
Per-share information	Net income for the period	JPY	66.94	91.01	84.80	58.18	60.36	132.15	120.53	99.75	131.95	**149.30**
	Dividends	JPY	16.71	22.60	21.20	14.55	15.09	33.04	30.14	27.47	43.21	**52.98**
	Net assets	JPY	560.79	653.71	717.56	737.99	813.57	975.04	1,093.98	1,222.38	1,271.58	**1,433.69**
	Operating cash flow	JPY	70.80	85.86	46.00	99.40	128.44	194.82	110.52	193.61	220.11	**196.99**
Investment indicators	PER	times	30.1	32.1	32.5	40.5	53.3	27.7	27.4	20.7	18.7	**17.6**
	PBR	times	3.6	4.5	3.8	3.2	4.0	3.8	3.0	1.7	1.9	**1.8**

*1 FY2017 figures have been retrospectively adjusted following partial revisions to the Accounting Standard for Tax Effect Accounting.
*2 Calculated based on net income attributable to owners of the parent.
*3 Calculated based on income before income taxes.
*4 Net cash provided by operating activities divided by interest payments.

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Field		Item	Scope	Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Environment	CO_2 emissions	Scope 1+2+3	Global *1	Thousand t-CO_2e	1,465	1,704	1,549	1,372	1,450*2	**1,673**
		Scope 1+2		Thousand t-CO_2e	67	67	21	19	18	**18**
		Scope 1 *3 *4	Global *1	Thousand t-CO_2e	6	5	6	6	6	**6**
			Japan	Thousand t-CO_2e	1	1	1	1	1	**1**
			Overseas	Thousand t-CO_2e	5	4	5	5	5	**5**
		Scope 2 *4	Global *1	Thousand t-CO_2e	61	62	15	13	12	**13**
			Japan	Thousand t-CO_2e	11	11	3	3	3	**3**
			Overseas	Thousand t-CO_2e	49	51	11	10	9	**10**
		Scope 3 *5	Global *1	Thousand t-CO_2e	1,399	1,637	1,528	1,353	1,433*2	**1,654**
		Category 1 Purchased goods and services			1,258	1,463	1,346	1,160	1,253*2	**1,470**
		Category 2 Capital goods			45	53	44	58	49	**46**
		Category 3 Fuel- and energy-related activities (not included in Scope 1 or Scope 2)			10	10	9	8	8	**8**
		Category 4 Upstream transportation and distribution			73	96	112	108	98	**104**
		Category 5 Waste generated in operations			3	3	3	3	4	**4**
		Category 6 Business travel			1	2	3	6	8	**9**
		Category 7 Employee commuting			3	3	3	3	3	**4**
		Category 8 Upstream leased assets			-	-	-	-	-	**-**
		Category 9 Downstream transportation and distribution			-	-	-	-	-	**-**
		Category 10 Processing of sold products			-	-	-	-	-	**-**
		Category 11 Use of sold products			-	-	-	-	-	**-**
		Category 12 End-of-life treatment of sold products			6	7	7	8	8	**9**
		Category 13 Downstream leased assets			-	-	-	-	-	**-**
		Category 14 Franchises			-	-	-	-	-	**-**
		Category 15 Investments			-	-	-	-	-	**-**
	Energy consumption	Purchased electricity (grid)	Global *1	MWh	111,923	114,831	109,213	103,086	103,107	**102,274**
		Gasoline		kl	576	473	635	843	778	**775**
		Diesel		kl	347	319	419	315	234	**228**
		Kerosene		kl	14	11	6	7	7	**7**
		LPG		t	32	47	55	57	51	**42**
		LNG		t	0	0	0	0	0	**0**
		Natural gas		Thousand m^3	1,184	1,010	1,156	1,096	1,235	**1,274**
		City gas		Thousand m^3	506	518	511	461	487	**463**
		Other purchased energy (steam, hot water, etc.)		GJ	8,545	6,833	6,978	6,847	7,006	**10,706**
	On-site solar power generated		Global *1	MWh	1,841	1,936	2,698	3,296	6,172	**7,314**
	Carbon-neutral electricity procured (excluding on-site solar)		Global *1	MWh	0	0	12,940	14,731	15,936	**15,422**
	Water	Water withdrawal *9	Global *1	Thousand m^3	-	-	326	307	292	**293**
		Water discharge *9			-	-	326	307	292	**293**
		Water withdrawal in water-risk areas *10			-	-	-	197	183	**216**
	Waste	Waste generated	Global *1	Thousand t	-	-	14	14	13	**12**
	Percentage of sites with ISO 14001 certification		Global *1	%	-	-	61	61	61	**56**

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	Field	Item	Scope	Unit	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Social	Employees	Number of employees *6	Global *1	Persons	11,682	11,842	11,804	11,039	11,064	**11,304**
		Number of regular employees	MISUMI Japan *7	Persons	1,829	1,739	1,675	1,752	1,760	**1,737**
		Average age		Years	38.0	38.2	38.9	39.8	39.4	**39.6**
		Average length of service		Years	5.4	6.0	6.5	7.1	7.0	**7.5**
	Percentage of female employees		Global *1	%	–	–	36.0	36.8	36.4	**36.3**
			MISUMI Japan *7		–	–	43.2	42.9	42.9	**42.7**
		Percentage of female managers	Global *1		–	–	22.7	23.6	23.6	**23.5**
			MISUMI Japan *7		–	–	14.5	14.8	14.5	**13.9**
	Gender pay gap	All employees	MISUMI Japan *7	%	–	–	58.1	61.6	63.0	**63.8**
		Regular employees			–	–	66.0	69.0	68.7	**69.5**
		Contract employees and part-time employees			–	–	55.3	63.9	59.7	**59.9**
		By job level: Officers and department heads			–	–	131.9	118.2	125.2	**137.6**
		By job level: Directors (managerial grade)			–	–	93.6	86.2	93.0	**92.5**
		By job level: Leaders			–	–	87.9	90.0	88.3	**90.8**
		By job level: Members			–	–	84.4	83.3	81.8	**83.7**
	Paternity leave uptake rate		MISUMI Japan *7	%	–	–	70.0	86.6	95.2	**101.7**
	Internal mobility rate		MISUMI Japan *7	%				15	18	**16**
	Employees willing to take on challenges (survey)		MISUMI Japan *7	%				80	87	**83**
	Employees with a sense of personal growth (survey)		MISUMI Japan *7	%				70	75	**75**
	Percentage of mid-career hires		MISUMI Japan *7	%					85	**84**
Governance	Board of Directors composition *6	Number of Directors	MISUMI Group Inc.	Persons	8	9	8	8	9	**10**
		Number of Outside Directors		Persons	3	3	3	3	3	**4**
		Number of female Directors		Persons	0	0	1	1	2	**3**
		Number of Board meetings held (regular and extraordinary)		Meetings	14	14	14	14	14	**14**
	Audit & Supervisory Board composition *6	Number of Audit & Supervisory Board Members	MISUMI Group Inc.	Persons	3	3	3	3	4	**4**
		Number of Outside Audit & Supervisory Board Members		Persons	2	2	2	2	2	**2**
		Number of Audit & Supervisory Board meetings held		Meetings	19	22	27	24	24	**23**
	Remuneration *8	Directors' remuneration	MISUMI Group Inc.	Millions of yen	607	819	582	689	998	**934**
		Audit & Supervisory Board Member remuneration		Millions of yen	20	20	22	24	46	**54**
	Voluntary committees	Advisory Committee on Nomination and Remuneration	MISUMI Group Inc.	Yes/No	Yes	Yes	Yes	Yes	Yes	**Yes**
	Number of whistleblowing reports		MISUMI Group Inc.	Cases			29	38	38	**47**
	Other	IR interviews	MISUMI Group Inc.	Cases	300	362	457	443	526	**537**

*1 Total for MISUMI Group companies in Japan and overseas.
*2 Corrected due to errors in previously disclosed figures.
*3 Scope 1: Calculated, in principle, using unit calorific values and emission factors under Japan's Act on Promotion of Global Warming Countermeasures, which are also applied to overseas operations.
*4 Scope 2: Calculated using the market-based method in Japan and the location-based method overseas. Country-specific factors from IEA Emission Factors are used overseas. GHGs covered in Scope 1 and 2 are energy-related CO_2 emissions; non-energy-related CO_2 and six other greenhouse gases are excluded.
*5 Scope 3 covers Categories 1 through 7 and 12.
*6 Numbers of employees, Directors and Audit & Supervisory Board Members are as of the end of each fiscal year.
*7 Combined figures for MISUMI Group Inc. and MISUMI Corporation.
*8 Excludes Outside Directors and Outside Audit & Supervisory Board Members.
*9 As no water is incorporated into products, water discharge is assumed to be equal to water withdrawal.
*10 Water-risk areas comprise (i) water-stressed areas identified using the WRI Aqueduct Water Risk Atlas and (ii) high-withdrawal areas, defined as areas where two sites each accounting for 10% or more of the Group's total water withdrawal are located. In FY2025, water withdrawal was 44 thousand m^3 in water-stressed areas and 172 thousand m^3 in high-withdrawal areas.

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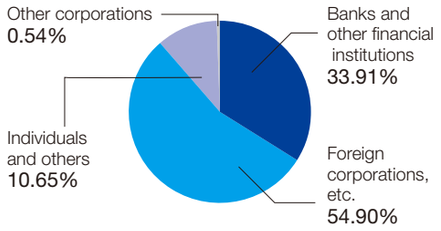
Company Information

Company name	MISUMI Group Inc.
Established	February 23, 1963
Capital stock	¥14,727 million
Number of employees, consolidated	11,304
Head office	Kudan Kaikan Terrace, 1-6-5 Kudan-minami, Chiyoda-ku, Tokyo 102-8583, Japan
Business activities	Formulating strategies and managing and operating the corporate group centered on the Factory Automation, Die Components, and VONA businesses
URL	https://www.misumi.co.jp/

Stock Information

Stock exchange listing	Tokyo Stock Exchange, Prime Market
Securities code	9962
Number of shares	Total number of authorized shares 1,020,000,000 Total number of issued shares 285,221,897
Number of shareholders	7,891

Distribution of Shareholders by Type

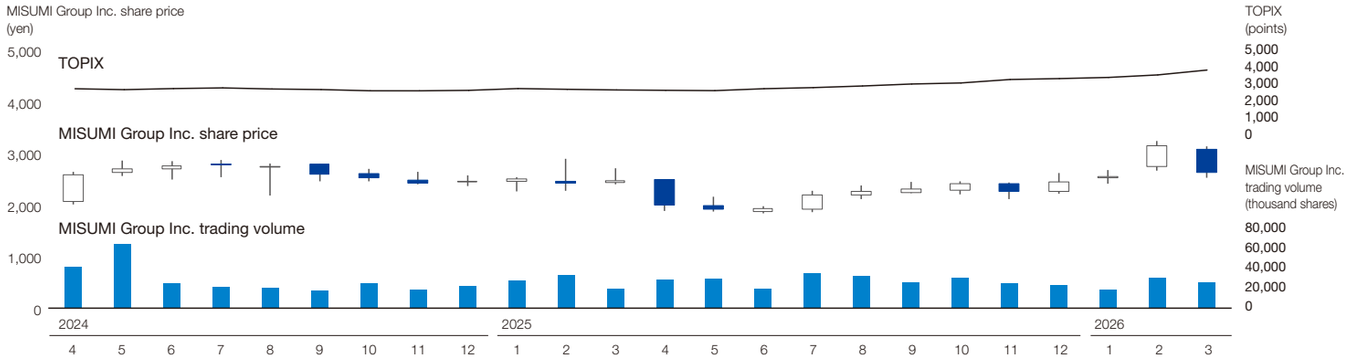


Major Shareholders*1

Shareholder	Shares held (thousand)	Shareholding ratio (%) *2
The Master Trust Bank of Japan, Ltd.	54,695	20.65
Custody Bank of Japan, Ltd.	28,725	10.84
BNYM AS AGT/CLTS NON TREATY JASDEC Standing proxy: MUFG Bank, Ltd.	16,827	6.35
STATE STREET BANK AND TRUST COMPANY 505103 Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Department	8,226	3.11
CEP LUX-ORBIS SICAV Standing proxy: Citibank, N.A., Tokyo Branch	6,145	2.32
JP MORGAN CHASE BANK 385781 Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Department	6,098	2.30
STATE STREET BANK AND TRUST COMPANY 505001 Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Department	6,000	2.27
THE BANK OF NEW YORK MELLON 140044 Standing proxy: Mizuho Bank, Ltd., Settlement & Clearing Services Department	4,500	1.70
RBC IST 15 PCT NON LENDING ACCOUNT-CLIENT ACCOUNT Standing proxy: Citibank, N.A., Tokyo Branch	4,447	1.68
GOVERNMENT OF NORWAY Standing proxy: Citibank, N.A., Tokyo Branch	3,662	1.38

*1 Excludes treasury shares. *2 Rounded to the second decimal place.

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