

SPECIAL DIALOGUE

Governance Dialogue

Governance for Achieving Sustainable Growth as a Truly Global Company

MISUMI's succession plan, challenges for the Board of Directors, and DX promotion were discussed in a dialogue between Kosuke Nishimoto, Representative Director and Chairman of the Board of Directors, and Yoichi Nakano, Lead Outside Director and Chairman of the Nomination and Compensation Committee.

Kosuke Nishimoto

Kosuke Nishimoto joined the MISUMI Group in 2017 after stints in management at Meitec Corporation and Interworks. In 2019, he was appointed Executive Vice President and Director, and in 2020 he was appointed Representative Director and Chairman.

Yoichi Nakano

Yoichi Nakano was appointed an Outside Director of the MISUMI Group in 2019, with his extensive experience in various industries on a global basis, such as finance, consulting and executive search.

Succession Planning

(effectiveness of the Nomination and Compensation Committee)

Nishimoto In the fiscal year ending March 2022, our Company reorganized the previous Compensation Committee into the Nomination and Compensation Committee. As the most critical issue for achieving sustainable growth as a truly global enterprise, we have been discussing the “aspired form” and “required qualifications” of the next generation of top leaders. The composition of our Nomination and Compensation Committee already has a ratio of Outside Directors to Internal Directors (Chairman and President) of 3:2, with decision-making authority delegated to the Outside Directors. Mr. Nakano has played a central role in these discussions, and from this fiscal year, was

appointed as Lead Outside Director and Chairman of the Nomination and Compensation Committee.

What are your thoughts on the role of the Committee, from your perspective as Chairperson?

Nakano Recognizing that selecting the next generation of leaders is the Company's most fundamental issue and I embraced the role of Chairperson with a strong sense of mission. I believe the Nomination and Compensation Committee's crucial task ahead is to refine the pool of next-generation leader candidates based on objective evaluation criteria. Those individuals who have been promoted to the position of Corporate Officer or above have the necessary skills and experience required of senior Executives.

However, the role of top Management ultimately involves taking full responsibility and making critical decisions that affect the survival

and growth of the Company, so the indomitable WILL is significantly higher compared to what is expected of other Officers.

From my perspective, beyond abilities and experience, a crucial requirement for our Company's top leaders is the capacity to return to MISUMI's philosophy and origins when hesitations arise in decision-making, a trait that can be described as “MISUMI's DNA.” Since my appointment as an Outside Director, I have interacted with numerous executive employees to ascertain whether the management candidates embody MISUMI's DNA. Currently, all three Outside Directors on the Nomination and Compensation Committee are conducting extensive interviews with executive employees, consistently exploring the potential of future candidates.

SPECIAL DIALOGUE



It is crucial for both Internal and Outside Directors to foster a sense of unity as a team and to deepen discussions focused on enhancing corporate value over the medium to long term.

Yoichi Nakano

Nishimoto Mr. Nakano has been actively involved with the executives since the initial stages of discussing the succession plan. Building on this, I hope that a strong commitment will be maintained in selecting the leaders who will lead MISUMI into the future.

Issues Faced by the Board of Directors

Nishimoto Our Company acknowledges the need to increase diversity of our Board members as a global Company. With the appointment of Director Xu, the number of female and non-Japanese nationals has increased and we are striving for further progress. Furthermore, as our Company increasingly focuses on the North American market, it is crucial to have Board members with global business experience, particularly those well-versed in the U.S. market and society. In this context, the participation of three Outside Directors with global business and management experience is of great significance. During Board of Directors meetings, each member independently and actively shares insights based on their experiences, and as the Chairman, I consistently take their contributions seriously.

Additionally, as we strive for global, non-linear growth in the future, the presence of Auditor Otokozaawa is crucial. Not only is he deeply familiar with MISUMI's business as a former CFO, but he also brings valuable management experience from U.S. companies and expertise in M&A. Moving forward, to achieve sustainable growth as an increasingly global Company, we must continue to reform the Board of Directors. Mr. Nakano,

how do you perceive the current state of our Board of Directors?

Nakano I believe that the Board of Directors should prioritize compliance and risk management. In this respect, I am confident that it is functioning effectively, given that we have members with diverse business experience both domestically and internationally. As MISUMI strives to become a global Company, it is more important for the Board of Directors to engage in “forensic” discussions—fact-based, evidence-driven, and analytical—rather than merely emphasizing English proficiency.

Another essential function of the Board of Directors is the ability to conduct discussions grounded in global-level insights within specific areas of expertise, such as finance and DX.

Considering these criteria, I assess our current Board of Directors to be at a reasonable level overall. However, if I were to highlight an area for improvement, it would be that Internal and Outside Directors have yet to fully function as a unified team. Addressing this would, in my view, result in a more impactful and effective Board of Directors.

Nishimoto What specific measures are necessary for them to function effectively as a team?

Nakano For instance, fostering an environment that facilitates open discussions both within and outside the Company—such as introducing informal forums separate from the Board of Directors—could strengthen team cohesion and enrich discussions during Board meetings.

Nishimoto Indeed. While informal discussions are already actively taking place among Internal Directors, including Corporate Officers, we will further strive to engage Outside Directors and enhance both the frequency and depth of these discussions.

Nakano All Board members are expected to propose and discuss issues based on a factual analysis of the current situation. However, it is crucial during Board meetings to ensure that discussions remain fair and transparent from an external perspective, and we, as Outside Directors, are here to guarantee this.

Moreover, it is important to harmonize MISUMI's norms with external perspectives during discussions. MISUMI's norms, even if unconventional in the wider society, are not necessarily negative and could be an important source of competitive advantage for the Company. The critical task is to determine how to effectively integrate these differences. As Outside Directors, we see it as our role and responsibility to facilitate discussions on how Internal and Outside Directors can learn from and understand each other, and ultimately work together to increase the Company's value in the medium to long term.

Nishimoto To enhance Outside Directors' understanding of our business and organizational operations, we have traditionally held Board meetings that incorporate site visits to key infrastructure divisions, such as distribution centers and in-house production facilities, which are fundamental to our competitive advantage. In light of your feedback, we will actively explore the possibility of hosting more off-site meetings moving forward.

SPECIAL DIALOGUE

DX Promotion Efforts

Nishimoto Amid the broader societal shift toward DX, a key area impacting our business is the advancement of DX in the global manufacturing sector, which includes our primary customers. Notably, the digitalization of business processes related to the design of production equipment, manufacturing machinery, and parts procurement is rapidly accelerating. To adapt to these significant changes and achieve sustainable growth as a global company, we must proactively lead in advancing Digital Transformation (DX) ourselves.

MISUMI has historically achieved growth through the originality and strength of its Business MODEL centered on the standardization and catalog sales of machine parts. Our management policy remains focused on achieving sustainable growth by continuously innovating this Business MODEL. Integrating Digital Transformation (“DX”) into the advancement of our Business MODEL is a critical priority for our management strategy.

Based on this premise, we introduced NEWTON through an investment exceeding 20 billion yen, as a new information platform designed to respond quickly and flexibly to DX. This project is currently active and is one of the most frequently discussed and reported topics at Board of Directors meetings. Deliberations and decisions are made using a cost/return/risk approach informed by extensive lectures on digital knowledge. The Board remains responsible for monitoring every step of progress.

In essence, discussions at the Board of Directors meetings focus critically on how to enhance corporate value through DX. We consistently consider how DX drives our BPR and boosts company-wide productivity, alongside significantly improving customer UI/UX. Due to the high expertise required for decision-making based on DX insights at our Board, we appointed Director

Shimizu, who has extensive experience and achievements in supporting DX in the manufacturing industry since 2020, as an Outside Director to join the management (Senior Executive Director since June 2024). As a result, there is a noticeable elevation in the level of discussions regarding DX at the Board of Directors meeting.

What are Director Nakano’s thoughts on this situation?

Nakano I myself have had the opportunity to see the actual sites of small factories in Japan, and was deeply impressed by MISUMI’s Time-based Strategy, which fundamentally transforms manufacturing processes. For example, meviy’s ability to shorten the component design and procurement process by approximately 90% is truly revolutionary. MISUMI’s value proposition lies not only in eliminating waste to create time for more creative work but also in alleviating the mental stress of tasks that make people wonder, “Why do we have to spend so much time on something so simple or unnecessary?” In this context, I believe it is critically important to ensure that meviy is widely adopted across the manufacturing industry in the future. While challenges remain, I fully support this initiative and take great pride in being associated with a company like MISUMI.

Nishimoto I’m grateful. As mentioned earlier, the digitalization of our customers’ business processes means that our interactions with them are also becoming digitalized. This shift has the potential to dramatically enhance the Time Value we offer our customers. Since its inception, MISUMI has grown by continuously innovating its Business MODEL, from component standardization to catalog sales. In this light, we are currently transitioning to a Digitalized MODEL, with meviy leading the charge.

Digital MODEL Shift, leveraging AI, is critical to further improving Customer’s Time Value, which is one of our key management challenges.

Kosuke Nishimoto



Furthermore, while we are already leveraging AI technology in meviy and D-JIT, a key management challenge is to genuinely connect this AI utilization to enhancing the Customer’s Time Value. Beyond meviy, we aim to thoroughly deliberate in the Board of Directors meeting on how to accelerate the Digital MODEL innovation throughout MISUMI as a whole.

SPECIAL DIALOGUE

Regarding MISUMI's Sustainability

Nishimoto Amid rising societal expectations and demands on companies, including ESG responses, we have established a “Sustainability Platform” as the driving force for our sustainability efforts. Furthermore, we’ve formed a “Sustainability Committee,” consisting of Directors and Group Executive Officers, to closely monitor our sustainability activities. Mr. Nakano, from your perspective as an Outside Director, how do you view our Company’s sustainability initiatives?

Nakano Concerning sustainability and ESG, I see macro-level initiatives, like global climate change measures toward carbon neutrality, alongside micro-level efforts, where companies strive to address social issues through their business activities.

From this perspective, I believe our Time-based Strategy, which delivers Time Value, eliminates wasted time at the micro-level within the Company while increasing personal time at home. When adopted broadly across society, this approach could significantly contribute to macro-level sustainability.

Nishimoto Indeed. Time-based Strategy is the core of our business strategy. In other words, we are not merely selling products; we are providing Time Value by eliminating unnecessary effort, waste, and inconsistency for our customers. This approach extends beyond individual customers to the entire market and society, eliminating waste, conserving resources, saving energy, and contributing to sustainable development. Our Company has explicitly linked the Time-based Strategy to social sustainability, implementing it as part of our Growth Chain-reaction Aspired Management policy, both internally and externally. This approach is intended to enhance corporate value for all stakeholders.

Growth Chain-reaction Aspired Management P01

In essence, the concept is that by enhancing corporate value for employees, customers, and society, the corporate value for shareholders (reflected in stock price and market capitalization) will also increase.

Furthermore, the concept of “growth driven by our Time-based Strategy, sparked by employee challenges,” lies at the heart of our human capital. Employee value represents the attractiveness of the Company to its employees. At MISUMI, we aim to position the ability for employees to utilize all Company resources for their personal development as our greatest attraction. Our vision is to make MISUMI “the Best Place to Grow” for our employees. I believe this forms the cornerstone of our sustainability-driven management.

Role of Representative Directors

Nakano Finally, while the Company currently has two Representative Directors, how do you define your role as Chairman?

Nishimoto Corporate management and supervisory structures can take many forms, with the required leadership varying depending on the circumstances a company faces. In essence, I believe there is no single, definitive structure for ensuring a company’s sustainable growth.

Our Company’s most fundamental management challenge is to establish a framework that enables sustainable growth as a truly global enterprise. The mission of the Representative Directors is to develop a structure that drives global, sustainable growth, establish a Board of Directors structure to oversee it, and cultivate the next generation of leadership.

From this perspective, my role as Chairman, is to nurture the next generation of management leaders. With President Ono, who rose

from within the Company and is well-versed in our business’s past, present, and future, alongside the Representative Director (Chairman) with nearly 30 years of management experience in publicly traded companies outside MISUMI, we collaborate to cultivate future leaders based on their diverse experiences. I believe this collaboration will sustain a management structure that ensures sustainable growth as a truly global enterprise.

Corporate Governance Structure

“MISUMI Group Corporate Governance Guidelines” has been established to define the fundamental concepts and policy approaches concerning corporate governance within our Group.

[MISUMI Group's Corporate Governance Guidelines](#)

■ Purpose of Corporate Governance

MISUMI Group's corporate governance aims to consistently achieve “Growth Chain-reaction Aspired Management,” fostering the development of the IA industry, our customers, and society through MISUMI MODEL innovation, sparked by the initiatives of our employees. This approach is designed to enhance corporate value over the medium to long term.

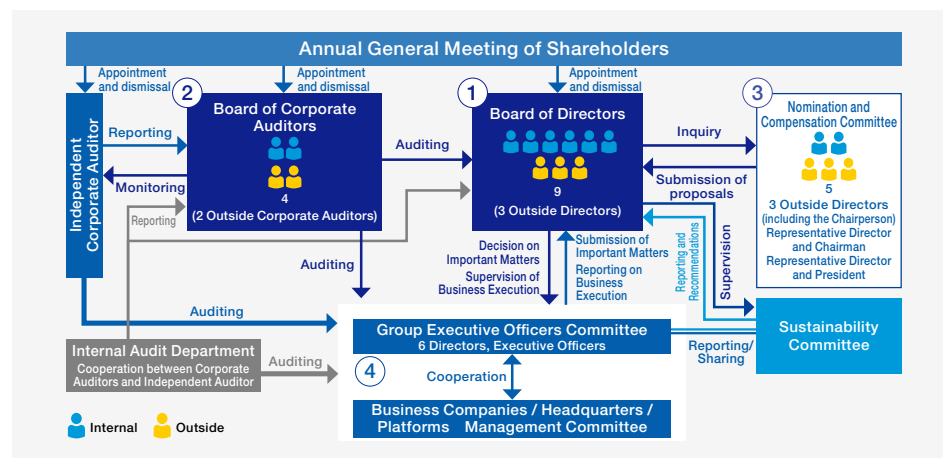
■ Relationship with Shareholders

MISUMI Group proactively and appropriately communicates key management strategies, financial performance, sustainability initiatives, risk management, governance practices, and responses to social and environmental issues to shareholders in a timely manner. We are also committed to fostering active and constructive dialogue with our shareholders.

■ Corporate Governance Structure

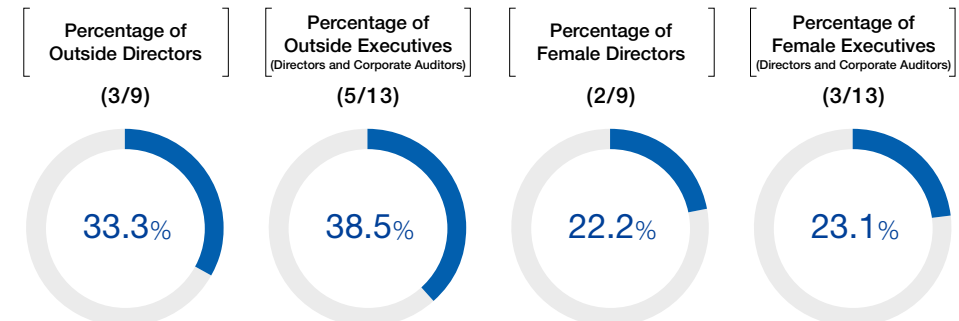
MISUMI Group, in compliance with the Companies Act, has established a Board of Directors and Board of Corporate Auditors. These entities, along with the Group Executive Officers Committee, oversee and audit business operations. Furthermore, voluntary advisory committees, including the Nomination and Compensation Committee and the Sustainability Committee, have been instituted.

MISUMI Group has established Business Companies and Headquarters to oversee business operations, along with Platforms dedicated to providing business support and service functions.



■ Overview of the Corporate Governance Structure

Organizational format	Company with a Board of Corporate Auditors
Number of Directors [of which, Outside Directors]	9 [3]
Term duration for Directors	1 year
Number of Outside Directors designated as independent executives	3
Number of Corporate Auditors [of which, Outside Corporate Auditors]	4 [2]
Adoption of the Corporate Officer structure	Yes
Existence of voluntary committees	Yes (Nomination and Compensation Committee)
Compensation system for Directors and other Officers	1. Base Salary 2. Performance-linked compensation (bonuses) 3. Long-term incentive compensation (restricted stock)



Corporate Governance Structure

① Board of Directors

Board of Directors is responsible for setting the strategic direction of the MISUMI Group, making decisions on significant business executions, supervising and guiding the duties performed by Corporate Officers and Representative Corporate Officers in charge of the respective Business Companies, Headquarters, and Platforms, and establishing an appropriate Internal Control System.

Moreover, the MISUMI Group periodically assesses and revises the operational status of the internal control system, the implementation of the Code of Conduct, and the functioning of the Internal Whistleblowing System.

Board of Directors, comprising nine members, including three Independent Outside Directors, meets regularly once a month and convenes additional Extraordinary Board Meetings as needed to make critical management and business decisions and to oversee business execution

② Board of Corporate Auditors

Board of Corporate Auditors comprises four members including two Outside Corporate Auditors. They audit the Directors' execution of duties and collaborate closely with the Independent Auditor and the Internal Audit Department to enhance audit effectiveness and efficiency.

■ Composition and Skill Matrix of the Board of Directors and Board of Corporate Auditors

Name	Position	Corporate management	Business strategy	Global experience (Overseas business management, Management of regional subsidiaries, etc.)	DX/IT	Manufacturing/Operations (Logistics, Customer service etc.)	Organizational/ Human resource strategy	Finance/ Accounting	ESG/Risk management/ Legal
Kosuke Nishimoto	Representative Director	●	●				●	●	●
Ryusei Ono	Representative Director	●	●	●	●	●			
Arata Shimizu	Director	●	●		●	●			
Tomoki Kanatani	Director		●	●	●	●			
Shigetaka Shimizu	Director		●	●	●	●			
Shaochun Xu	Director			●			●	●	●
Yoichi Nakano	Outside Director	●		●			●	●	
Tomoharu Suseki	Outside Director	●		●		●			●
Keiko Yano	Outside Director	●	●	●			●		
Ichiro Otokozawa	Full-time Corporate Auditor	●		●				●	●
Takaaki Wada	Full-time Corporate Auditor			●		●			
Juichi Nozue	Outside Corporate Auditor			●					●
Nanako Aono	Outside Corporate Auditor	●						●	

*10 Males, 3 females; 12 Japanese nationals, 1 foreign national

③ Nomination and Compensation Committee

Our Company bolsters the Board of Directors' supervisory role and improves the transparency of its decision-making process with a Nomination and Compensation Committee. This committee is led by an Independent Outside Director and consists of a majority (60%) of Independent Outside Directors.

The Nomination and Compensation Committee acts as an advisory body, deliberating and submitting proposals to the Board of Directors on evaluation and remuneration matters, the election and dismissal of Directors, including Representative Directors, and succession planning for these roles to ensure the Company's sustainable growth as a global entity. Additionally, the Committee objectively discusses and considers important issues, such as nominations and compensation, from various perspectives, including diversity and skills.

Member of the Nomination and Compensation Committee	Outside Director	Yoichi Nakano (Chairperson)	Outside Director	Tomoharu Suseki
	Representative Director and Chairman	Kosuke Nishimoto	Outside Director	Keiko Yano
	Representative Director and President	Ryusei Ono		
Meetings Held	7 in FY2023			

④ Group Executive Officers Committee /

Business Companies, Headquarters and Platform Management Committee

Within our Group, we have established Business Companies, Headquarters and Platforms for business support and service functions. Authority and responsibility are delegated across these Business Companies and Headquarters, and Platforms. This structure enables integrated management between the business divisions, which include MISUMI's sales organization, and the manufacturing divisions of the SURUGA Production Platform, while also accelerating decision-making processes.

The Group Executive Officers Committee consists of six full-time Directors (excluding Outside Directors) from MISUMI Group Inc., along with Representative Corporate Officers from Business Companies, Headquarters, and Platforms. As a standard practice, they convene regular meetings once a month to strengthen both supervision and execution.

Furthermore, each Business Company, Headquarters and Platform within the MISUMI Group has established meeting bodies, such as Corporate Management meetings, to streamline and clarify the decision-making process

Outside Directors and Outside Corporate Auditors

The Function and Role of Outside Directors and Outside Corporate Auditors in Corporate Governance

Our Company maintains a Board of Directors responsible for both management decision-making and overseeing business execution by Executive Officers and Corporate Officers. Out of nine Directors, three are Outside Directors, and of the four Corporate Auditors, two are Outside Corporate Auditors. We consider the role of external oversight from an objective and neutral perspective to be crucial in corporate governance. We believe that our current structure adequately ensures effective external oversight, facilitated by the supervision and checks of Outside Directors and independent audits by Outside Corporate Auditors.

Criteria or Policies Regarding the Independence from the Submitting Company in the Appointment of Outside Directors and Outside Corporate Auditors

MISUMI Group uses the standards for Independent Officers set by the Tokyo Stock Exchange as the basis for selecting its Outside Directors and Outside Corporate Auditors.

MISUMI Group has outlined the reasons for appointing its Outside Directors and Outside Corporate Auditors, along with their attendance at Board of Directors meetings for the fiscal year ending March 2024. in the table on the right. Leveraging their specialized knowledge, experience, and perspectives, they are considered well-equipped to oversee and monitor MISUMI Group’s management, as well as to perform fair and objective audits from an independent standpoint.

Supervision or Auditing by Outside Directors and Outside Corporate Auditors

Outside Directors participate in the monthly Board of Directors meetings, where they offer questions and advice on proposals and discussions from an objective standpoint, independent of the management team responsible for business execution.

Additionally, Outside Corporate Auditors attend the monthly Board of Directors and the Board of Corporate Auditors, offering questions and advice on proposals and discussions, drawing from their specialized knowledge and experience.

(As of June 13, 2024)

Outside Director	Reason for Appointment	Number of Board of Directors' Meetings Attended in the Fiscal Year Ended March 31, 2024	
Yoichi Nakano	Bringing extensive global experience across industries such as finance, consulting, and executive search, possessing broad insights into executive leadership development.	Attended all 14 meetings.	
Tomoharu Suseki	Having held executive roles in several global companies, primarily in the electronics industry, possessing abundant experience and extensive knowledge.	Attended all 14 meetings.	
Keiko Yano	Having held executive positions in multiple global companies, including Japan-U.S. joint ventures in the automotive and automotive parts industries, possessing abundant experience and extensive knowledge.	— (Newly appointed in June 2024)	

Outside Corporate Auditor	Reason for Appointment	Number of Board of Directors' Meetings Attended in the Fiscal Year Ended March 31, 2024	Number of Board of Corporate Auditors Meetings Attended in the Fiscal Year Ended March 31, 2024
Juichi Nozue	Bringing specialized legal expertise as a lawyer and extensive experience as an Outside Corporate Auditor and Outside Director of MISUMI Group Inc. and other companies	Attended all 14 meetings.	Attended all 24 meetings.
Nanako Aono	Bringing significant expertise in financial accounting as a certified public accountant, complemented by broad insights developed through a career as a business manager and Corporate Auditor	Attended all 14 meetings.	Attended all 24 meetings.

Board of Directors' Effectiveness Evaluation

■ Evaluation Process (year ended March 31, 2024)

To assess the effectiveness of our Board of Directors, a questionnaire was distributed to Directors and Corporate Auditors, and their responses were collected. Designated evaluation members conducted analysis and assessment based on the aggregated results, the frequency of Board meetings during the fiscal year, the topics discussed, and the level of participation in deliberations.

■ Evaluation Results (year ended March 31, 2024)

Our Board of Directors has concluded that its effectiveness is adequately ensured, as outlined below.

- During the deliberations of the Board of Directors' agenda items, ample time is allocated, and attendees actively engage in discussions, ensuring thorough and serious debates. This process facilitates appropriate decision-making and oversight of execution.
- Outside Directors and Outside Corporate Auditors actively participate in discussions, offering insights from their respective professional perspectives. Their opinions are thoroughly incorporated into the management decision-making process.
- The function and management approach of the Company's Board of Directors are continually refined to boost their effectiveness. This results in more active deliberations, enhanced supervision, and more effective guidance of execution.
- There are now three independent Outside Directors, meeting the requirement of having more than one-third independent Outside Directors in the Prime Market
- At the Annual General Meeting of Shareholders in June 2024, a female Outside Director was appointed, further enhancing the diversity of the Board of Directors.
- The Nomination and Compensation Committee has been established as an advisory body to deliberate and submit proposals to the Board of Directors on evaluation and compensation matters, as well as the election and dismissal of Directors, including Representative Directors. It also discusses and implements succession planning for the Representative Directors.

Moving forward, we will continue to evaluate the roles, functions, operations, and meeting agendas of the Board of Directors to ensure a clear focus on future business growth and globalization initiatives. Additionally, we will maintain ongoing dialogue with stakeholders, including shareholders and investors, while carefully considering the number, composition, diversity, and the balance of knowledge, experience, and skills among Directors and Outside Directors.

Officers' Compensation

■ Basic Policy on Officers' Compensation

The Company's policy is to grant reasonable compensation to Directors by considering past experience, market standards, and their contributions.

■ Structure and Composition of Compensation

The compensation for Directors comprises three components: "base salary," "performance-linked compensation," and "long-term incentive compensation." However, Outside Directors, given their independent role separate from business execution, receive only base salary to maintain their independence and fulfill their responsibilities.

① Base Salary

The amount is determined as a monthly fixed compensation, considering each Director's role, position, and market standards.

② Performance-linked Compensation (bonus)

To strengthen motivation to contribute to the Company's performance during each consolidated fiscal year, the compensation for each Director is determined comprehensively based on factors such as consolidated ordinary income and dividend amounts for the year and is paid annually as a bonus.

③ Long-term Incentive Compensation (restricted stock)

To boost motivation for contributing to mid- to long-term performance and enhancing corporate value, the number of restricted shares granted annually is determined based on individual evaluations.

The compensation structure is appropriately determined based on our management strategy, business environment, responsibilities, and mid- to long-term incentives, with reference to the compensation levels of benchmark companies. Furthermore, performance-linked compensation and the allocation of long-term incentive shares may fluctuate based on performance and individual evaluations, and there may be years when they are not granted at all.

■ Method for Determining Individual Compensation for Directors

Matters related to individual compensation and other rewards for Directors are determined through deliberation by the Nomination and Compensation Committee. Additionally, long-term incentive compensation requires a resolution by the Board of Directors, following the decision of the Nomination and Compensation Committee.

■ Executive's Compensation Claw back Clause

In the event of a significant fraudulent or illegal act by a Director, the compensation of the said executive (including vested rights) may be confiscated or subject to a repayment claim.

Risk Management

■ Risk Management Structure and Policy

The Group has implemented an operational framework to anticipate and manage various risks, ensuring Reliable, Quick Delivery of products to our customers. Considering the growing geopolitical risks, we are striving to further enhance our global risk management structure.

■ Risks Associated with Business Activities

At our Company, each organization responsible for business execution analyzes risks within their respective business areas to develop Business Plans, which are reviewed by the Directors and Group's Corporate Officers. Additionally, the execution status is reported to the Board of Directors and the Group Executive Officers Committee, where countermeasures are deliberated in response to significant risks or issues.

■ Risks Relating to Quality Control

In the product planning and design stages, we thoroughly consider product safety and strive to establish a framework for appropriate quality control during the manufacturing stage.

■ Risks of Natural Disasters and Conflicts

We have established specialized organizations to respond to emergencies such as disasters and have implemented measures including the development of a Business Continuity Plan (BCP), the introduction of a disaster communication system, the establishment of disaster response frameworks, and employee training. Additionally, we conduct BCP drills at domestic and international business sites to identify issues and promote awareness.

■ Risks of Information Security

Our Group holds confidential information related to business processes such as ordering, sales, procurement, and manufacturing, as well as customer and personal information, in electronic data form, and utilizes many information systems in business operations. To strengthen information security, we have established information management rules such as the "Basic Policy on Information Security" and conduct annual internal training to ensure thorough awareness.

Moreover, with the increasing importance of cybersecurity, we are implementing the following measures.

- Formulation and Execution of a Cybersecurity Risk Response Plan

Our Company identifies cybersecurity risks and formulates corresponding response plans. These plans consider both system and human aspects, advancing the development of a defense framework, and we conduct regular system and security audits.

Additionally, as part of the BCP, we conduct exercises and drills to enhance the overall response capabilities of our employees.

- Strengthening the Cybersecurity Framework

We are formulating security policies and promoting related investments while routinely implementing the PDCA (Plan, Do, Check, Act) cycle to establish a framework that can respond flexibly and swiftly to evolving threats.

Status of Internal Control System Development

Our Group has established a three-line defense as part of its Internal Control System (First Line: Business Execution Departments, Second Line: Risk Management Department, Third Line: Internal Audit Department) and is working towards further strengthening it.

Additionally, at the Board of Directors meeting held on October 17, 2024, a resolution was passed to revise the “Basic Policy on Internal Control Systems” based on Article 362, Paragraph 4, Item 6 of the Companies Act and Articles 100, Paragraphs 1 and 3 of the Enforcement Regulations of the Companies Act. The details are as follows.

[Basic Policy on Internal Control System](#) 

① System for the preservation and management of information related to the execution of duties by the Company's Directors

- Minutes of important meetings, such as the Board of Directors and the Group Executive Officers Committee of the Group Headquarters, shall be prepared in accordance with laws and regulations, and internal rules, and appropriately preserved.
- Regarding information management, based on the “Basic Policy on Information Security” and the “Information Security Guidelines,” we clarify the responsibility structure and measures for information security. We establish an information security and management framework to continuously implement initiatives for maintaining and improving information security.
- Regarding trade secrets, they are appropriately managed in accordance with the standards defined based on the “Confidentiality Rules,” depending on the level of confidentiality.
- Personal information is strictly managed based on laws and regulations, as well as the “Personal Information Handling Rules.”
- In addition to shareholders and investors, we disclose timely and appropriate corporate information to the stakeholders of each company in our Group, such as customers and suppliers.

② Regulations and other structure for managing the risk of loss at our Company and its subsidiaries

- For managing risks related to compliance with laws and regulations, environmental issues, information security, export control, natural disasters, and other areas within our Group, we have established a comprehensive risk management framework supported by various regulations, internal rules, and manuals.
- The Company-wide risk management Officer establishes a comprehensive risk management framework focused on risk and compliance organizations, oversees the Group's risk management, and implements the analysis and countermeasures for identified risk factors.
- Departments responsible for Company-wide risk management deliver essential support, coordination, and guidance to ensure systematic and effective risk management across all organizations within the Group.

- Each organization works to identify risks associated with its assigned business or function, prioritizes those requiring immediate attention, establishes specific response policies and measures, and executes risk management effectively.
- Response policies for significant management risks and other important matters from a risk management perspective are thoroughly deliberated by the Board of Directors.
- In the event of an unforeseen situation within the Group, a Task Force will be established to ensure a swift response, with progress reported to the Board of Directors. The Global BCP Promotion Department oversees responses to such situations, including the formulation, maintenance, and execution of the BCP, while providing necessary guidance.

③ To ensure the efficient execution of duties by Directors of our Company and its subsidiaries:

- The management plan of our Group is ultimately approved by the Board of Directors, and its progress is reviewed at the monthly Group Executive Officers Committee.
- Important matters identified through progress reviews are discussed at the Board of Directors or the Group Executive Officers Committee.
- At the monthly Board of Directors meetings, performance reports are presented, with monitoring of performance, advice and guidance provided are on important matters.

④ To ensure that the execution of duties by Directors and employees of our Company and its subsidiaries complies with laws, regulations and the Articles of Incorporation.

- Officers and employees of our Group adhere to the MISUMI Group Code of Conduct to ensure compliance with laws, regulations and the Articles of Incorporation.
- Establish a structure to ensure the proper execution of duties through the decision-making rules of our corporate Group, such as the regulations on authority and duties.
- To promptly detect violations or suspected violations of laws, regulations, or internal rules, an Internal Whistleblowing System covering the entire Group is established, ensuring the prevention of any disadvantageous treatment of whistleblowers.

Status of the Internal control System development

⑤ Reporting to the Company on matters related to the execution of duties by Directors of subsidiaries

Structure to ensure the appropriateness of operations within the corporate Group consisting of the Company and its subsidiaries

- MISUMI Group ensures that the MISUMI Value's and the MISUMI Group Code of Conduct, which define the Group's aspirations, mission, and value propositions, are communicated and ingrained among Officers and employees.
- MISUMI Group Inc. requires subsidiaries to report on their performance and the status of business execution once a month.
- MISUMI Group Inc. ensures the appropriateness of the business operations of each subsidiary by reviewing business reports and monitoring progress on management plans at the Group Executive Officers Committee.
- For the Group's overseas subsidiaries, Directors are appointed as Representative Corporate Officers, Executive Officers, or individuals qualified to supervise and provide advice on the execution of operations and business activities for the respective entity. Corporate Auditors are selected from representatives of the department responsible for internal control at the MISUMI Group Inc.
- The Internal Audit Department performs regular operational audits of each subsidiary.
- The MISUMI Group Code of Conduct stipulates the severance of any relationships with anti-social forces, and the entire Group takes a resolute stance in addressing and responding to such entities.

⑥ Matters regarding employees who should assist in the duties of the Company's Corporate Auditors

- Corporate Auditors are free to appoint assistant auditors, and auditors are involved in matters such as personnel transfers and evaluations of the assistant auditors.
- When assisting with the duties of the Corporate Auditors, assistant auditors perform their tasks following the instructions of the Corporate Auditors.

⑦ Structure for reporting to the Company's Corporate Auditors

- Corporate Auditors attend important meetings such as the Board of Directors and the Group Executive Officers Committee, and Directors and employees promptly report to the Corporate Group Auditors if facts occur or are likely to occur that significantly affect the Group.
- Officers and employees of the Group appropriately report when requested by Corporate Auditors to provide reports related to business execution.
- Corporate Auditors hold regular meetings with the independent Auditor and the Internal Audit Department to exchange opinions and information and may request reports from accounting auditors as needed.
- The department responsible for the Internal Whistleblowing System regularly reports the status of internal reporting within the Group to the Corporate Auditors.
- Ensure the prevention of any adverse treatment toward the Group's Officers and employees who report to the Corporate Auditors.

⑧ Matters regarding the Policy for handling expenses and other costs arising from the execution of our Corporate Auditors' duties

- A fixed annual budget is allocated for expenses incurred in the execution of Corporate Auditors' duties. Furthermore, any additional necessary expenses related to the execution of Corporate Auditors' duties are promptly advanced or reimbursed upon request from the Corporate Auditors.

Ethics and Compliance

The Group has established an “Employee Code of Conduct,” which outlines actions to be taken based on MISUMI Values as a fundamental principle for all Group employees, as well as a “MISUMI Group Human Rights Policy” and a “Zero Tolerance of Harassment Declaration,” which explicitly state the respect for human rights. All activities are conducted based on these principles.

Code of Conduct

In the Group, actions are defined based on “Aspiration,” “Value proposition,” and “Mission” to realize MISUMI’s Growth Chain-reaction Aspired Management, as well as actions based on global social demands, including the principles of the United Nations Global Compact. Among these, actions that the Company should take are compiled in the “Corporate Code of Conduct,” and actions that each Officer and employee should take are compiled in the “Employee Code of Conduct.”

[Employee Code of Conduct](#) 

Employee Training on Ethical Standard

The Group has established an ethics and compliance education system and conducts regular ethics training (in principle, once a year) for all relevant employees. The training includes topics such as the dissemination of the Code of Conduct, prevention of bribery and fraud, accounting compliance, insider trading, HR compliance, and export control. After each training session, a test is administered to measure understanding, ensuring retention of the training content.

Bribery and Anti-Corruption Policy / Efforts to Prevent Bribery and Fraud

The Group has established in its / “Code of Conduct” a prohibition on bribery or the giving of money or gifts to government and administrative agency officials, as well as the improper exchange of money or goods with suppliers and others. Additionally, through the aforementioned employee education activities, all employees are thoroughly informed about the prohibition of bribery and the prevention of fraud.

Protection of Personal Information

The Group complies with this policy, laws, and other regulations regarding personal information protection and appropriately handles the personal information of all stakeholders.

[“Basic Policy on Personal Information Protection”](#) and [“Personal Information Protection Policy”](#) 

Information Security

The Group recognizes the importance of information security in globally expanding its business activities and has established a “Basic Policy on Information Security” to appropriately protect the information assets owned or managed by the Group from various threats. The Group is committed to improving information security

Reporting and Supervision of Legal, Compliance, and Ethical Activities

The Group’s activities concerning legal, compliance, and ethics are reported regularly (in principle, twice a year) to the Board of Directors by the Corporate Officer overseeing legal and compliance. Board of Directors discusses the reported implementation status and supervises by providing guidance on points that need correction or strengthening.

The Legal Department provides monthly reports on important issues and challenges related to legal and compliance matters.

We have also established a HR Compliance Committee composed of two Representative Directors, Corporate Officers in charge of each relevant organization, and the Corporate Officer responsible for managing legal and compliance, to deliberate and decide on disciplinary actions.

Supervision through the Internal Control System and Evaluation/Audit of System Operations

The Group has established, through resolutions of the Board of Directors, a “structure to ensure that the execution of duties complies with laws and the Articles of Incorporation” and a “structure to ensure the appropriateness of other operations”, regulations (the “Internal Control System”).

The Group’s Board of Corporate Auditors evaluates and audits the operations of the Internal Control System annually.

Additionally, the Internal Audit Department sets approximately 10 audit target locations and organizations each year and conducts audits to ensure that the execution of operations at these locations is appropriately carried out in compliance with laws, regulations and internal rules.

Furthermore, since 2019, the Legal Department has been conducting an initiative known as “Legal Risk Review Rounds” to early detect legal risks that could lead to violations of laws, and work with the relevant departments to resolve them.

Ethics and Compliance

MISUMI Group Internal Whistleblowing System

Internal Whistleblowing System and Whistleblower Protection

The Group has established an Internal Whistleblowing System called the “Corporate Ethics Helpline,” where employees of Group companies, both domestically and internationally, can consult and report inappropriate conduct, with reports accepted in English and Japanese. The reporting hotline is set up at an external law firm to ensure strict confidentiality of the reported content.

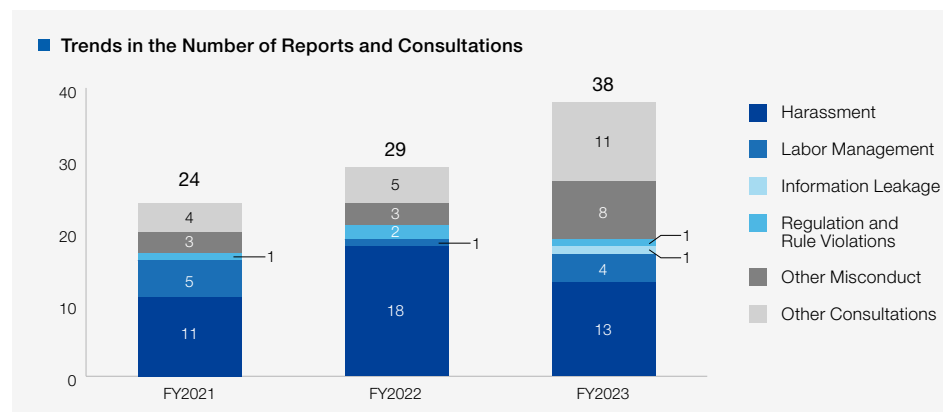
Additionally, a consultation desk has been established within the Human Resources Department where employees can discuss harassment and other inappropriate workplace conduct. The consultation desk also guarantees the anonymity of whistleblowers and ensures that no disadvantage occurs to them.

[Internal Whistleblowing System](#)

Investigation and Response Decision for Reports

When a report is made to the Corporate Ethics Helpline or the Human Resources Department’s consultation desk, both the Human Resources and Legal Departments conduct an internal investigation into the facts and circumstances, ensuring the utmost care to protect the whistleblower’s anonymity and safety. The necessity and content of any disciplinary action based on the investigation results are discussed and determined at the “Human Resources Compliance Meeting”, which includes the Representative Director.

When disciplinary action is taken, the department name is disclosed (without revealing individual names), and the fact of the disciplinary action is announced internally to ensure transparency in the process.



MISUMI Group Human Rights Policy

Our Group considers respect for human rights as a fundamental principle in all activities and has established the “MISUMI Group Human Rights Policy” (hereinafter referred to as the Human Rights Policy). We are committed to ensuring management and actions that are always in harmony with the international community. The Human Rights Policy identifies key human rights issues that our Group must address and promotes appropriate measures.

Key Human Rights Issues

- We respect individuals’ fundamental human rights, individuality, and diversity, and prohibit discrimination or harassment based on race, nationality, gender, religion, beliefs, birth, age, sexual orientation, physical characteristics, or mental and physical disabilities.
- We prohibit all forms of harassment that unjustly harm individual dignity, such as sexual harassment, power harassment, and moral harassment.
- We emphasize diversity in backgrounds, skills, gender, nationality, and other aspects, ensuring equal opportunities in hiring, development, promotion, and treatment of personnel.
- We comply with safety and health-related laws and standards and strive to maintain a safe and comfortable workplace environment.
- We prioritize the mental and physical health of our employees and prevent long working hours.
- We respect employees’ rights as workers, including freedom of association.
- We do not engage in any form of child labor or forced labor.

We apply the Human Rights Policy to all Officers and employees of the Group. We also expect our business partners, such as suppliers, to understand and support this policy, and we work to ensure it is respected.

Additionally, as part of our due diligence efforts, we evaluate and identify human rights risks not only within our Group but also among our business partners, implementing measures to prevent and mitigate such risks.

For communication, we ensure comprehensive education and awareness for all employees within our Group, while providing appropriate information disclosure and engaging in dialogue with stakeholders.

[MISUMI Group Human Rights Policy](#)

Ethics and Compliance

Zero Tolerance for Harassment

In 2017, the MISUMI Group adopted the “Zero Tolerance for Harassment Declaration,” stating that “all forms of harassment are unacceptable within the MISUMI Group,” and has been continuously working towards eradicating harassment.

We vigorously advance initiatives toward this goal by conducting regular compliance training for employees worldwide, thoroughly overhauling and globally implementing our Corporate Code of Conduct and Employee Code of Conduct and establishing a widely publicized internal reporting structure. As a result, the number of harassment cases has declined in recent years. For instance, in the fiscal year 2023, there were very few cases resulting in sanctions due to harassment, with only two cases reported in Japan and one case outside Japan.

However, we acknowledge that achieving Zero Harassment remains an ongoing challenge. To this end, we will further enhance our educational programs, preventive measures, and response strategies to completely eradicate harassment. Additionally, to ensure harassment is neither hidden nor overlooked, we will consistently provide clear and accessible information about our Internal Whistleblowing System and consultation services.

■ Provisions Outlined in the Zero Tolerance for Harassment Declaration

- Prohibition of Harassment Declaration
- Types and Specific Examples of Prohibited Harassment
(Sexual Harassment, Power Harassment, Maternity Harassment, etc.)
- Scope of the Declaration (Applicable to all employees)
- Sanctions for Harassment Incidents
- Establishment of Consultation Channels and Protection for Whistleblowers
- Implementation of Investigations and Measures Following Consultations, and Consideration of Recurrence Prevention Strategies
- Programs Available for Employees Requiring Special Consideration
- Implementation of Harassment Training

[Zero Tolerance for Harassment Declaration](#) 

Members of the Management Team

(As of June 13, 2024)

Directors



Kosuke Nishimoto
Representative Director and
Chairman



Ryusei Ono
Representative Director and
President



Arata Shimizu
Senior Executive Director



Tomoki Kanatani
Executive Director



Shigetaka Shimizu
Executive Director



Shaochun Xu
Director



Yoichi Nakano
Lead Outside Director



Tomoharu Suseki
Outside Director



Keiko Yano
Outside Director

Founder



Tadashi Saegusa
Chairman Emeritus and
Second-Era Founder

Members of the Management Team

(As of June 13, 2024)

Board of Directors' Brief Biography

Kosuke Nishimoto

Representative Director and Chairman

April	1981	Joined Kanebo, Ltd.
September	1984	Joined Meitec Corporation
June	1995	Director, Meitec Corporation
July	1996	Senior Managing Director, Meitec Corporation
November	1999	Representative Director and President, Meitec Corporation
April	2003	Representative Director, President, and Group CEO, Meitec Corporation
April	2014	Director and Chairman, Meitec Corporation
June	2015	Outside Director, Interworks Inc. (currently Interworks Confidence Inc.)
April	2017	Representative Director, Chairman and President, Interworks Inc. (currently Interworks Confidence Inc.)
June	2017	Director, MISUMI Group Inc.
June	2019	Executive Vice President and Director, MISUMI Group Inc.
February	2020	Representative Director and Chairman, MISUMI Group Inc. (incumbent)

Ryusei Ono

Representative Director and President

April	1987	Joined MISUMI
April	2002	Corporate Officer, MISUMI Group Inc.
June	2007	Director of the Board and Senior Corporate Officer, MISUMI Group Inc.
October	2008	Representative Director and President, SURUGA Production Platform Co., Ltd.
October	2008	Director and Senior Corporate Officer, MISUMI Group Inc.
January	2011	Representative Director and President, SURUGA SEIKI Co. Ltd.
January	2013	Senior Executive Director, MISUMI Group Inc.
December	2013	Representative Director and President, MISUMI Group Inc.
December	2013	Representative Director and President, MISUMI Corporation (incumbent)
June	2014	Representative Director, President, and CEO, MISUMI Group Inc.
February	2020	Representative Director and President, the Company (incumbent)

Arata Shimizu

Senior Executive Director

April	1997	Joined Accenture Japan Ltd.
September	2005	Executive Partner, Accenture Japan Ltd.
July	2015	Executive Officer, General Manager of Strategic Consulting Headquarters, Accenture Japan Ltd.
March	2017	Representative Director, Vice President, and COO, SEAOS, Inc.
June	2017	Outside Director, Interworks Inc. (currently Interworks Confidence Inc.)
September	2017	Outside Director, Trust Tech Inc. (currently Open Up Group Inc.) (incumbent)
June	2020	Outside Director, MISUMI Group Inc.
June	2021	Director, P&E Directions, Inc.
June	2024	CIO Representative Corporate Officer, MISUMI Group Inc. (incumbent)

Tomoki Kanatani

Executive Director

April	1991	Joined Kankaku Securities Co., Ltd.
April	1992	Joined Sadoshima Corporation
June	2000	Joined MISUMI Group Inc.
December	2015	President, China Business Company, MISUMI Corporation
July	2020	Senior Corporate Officer, MISUMI Group Inc.
October	2020	Chief Executive in charge of China and Asia Business, MISUMI Corporation (incumbent)
June	2021	Executive Director, MISUMI Group Inc. (incumbent)
January	2023	President, Asia Business Company, MISUMI Corporation (incumbent)

Shigetaka Shimizu

Executive Director

April	1995	Joined Ookura Trading Co.Ltd.
April	1999	Joined MISUMI Group Inc.
December	2015	President, Asia Business Company, MISUMI Corporation
July	2020	Senior Corporate Officer, MISUMI Group Inc.
October	2020	President, IM Business Company, MISUMI Corporation
June	2021	Executive Director, MISUMI Group Inc. (incumbent)
April	2022	President, Japan Business Company, MISUMI Corporation (incumbent)

Shaochun Xu

Director

September	1988	Treasury, Commercial Bureau of Shanghai city, China
September	1996	Chief of China Investment Division, ITOCHU (China) Holding Co. Ltd.
August	1998	General Manager of Finance Department, Panasonic Electric Works China Co., Ltd.
May	2012	Joined MISUMI (China) Precision Machinery Trading Co. Ltd.
April	2017	Corporate Officer, China Business Company, MISUMI Corporation
April	2017	General Manager, MISUMI (China) Precision Machinery Trading Co. Ltd.
October	2021	Senior Corporate Officer, China Business Company, MISUMI Corporation
October	2021	Chairperson and General Manager, MISUMI (China) Precision Machinery Trading Co. Ltd. (incumbent)
June	2022	Director, MISUMI Group Inc. (incumbent)
June	2022	Vice President, China Business Company, MISUMI Corporation (incumbent)

Yoichi Nakano

Lead Outside Director

May	1990	Joined Investment Division, International Finance Corporation, World Bank Group
June	1996	Joined McKinsey & Company Incorporated, Japan
June	2003	Executive Search Consultant, Jomon Associates Inc.
August	2011	Partner, Leadership Consulting Division, Heidrick & Struggles Japan GK
January	2013	Partner, Executive Search, Heidrick & Struggles Japan GK
February	2016	Representative Director and President, Chuuyou Corporation (incumbent)
June	2019	Outside Director, MISUMI Group Inc.
June	2024	Lead Outside Director, MISUMI Group Inc. (incumbent)

Tomoharu Suseki

Outside Director

April	1979	Joined Sumitomo Electric Industries, Ltd.
January	1997	Director, Raychem Corporation
November	2001	Representative Director, Tyco Electronics Raychem K.K.
April	2003	Executive Officer, D&M Holdings Inc.
November	2004	Representative Director, President, and CEO, OCC Corporation
March	2007	Executive Officer and COO, Sumida Corporation
September	2010	Representative Executive Officer and President, Sumida Corporation
March	2020	Director and Chairman of the Risk Management Committee, Sumida Corporation
March	2021	Member of the Nomination Committee and the Compensation Committee, Sumida Corporation
June	2021	Outside Director, MISUMI Group Inc. (incumbent)

Keiko Yano

Outside Director

April	1981	Joined Toyo Kogyo Co., Ltd. (currently Mazda Motor Corporation)
January	1988	Joined Ford Motor (Japan) Co., Ltd.
July	2000	Seconded Senior Managing Director and General Director of Corporate Planning, Japan Climate Systems Corporation
November	2005	Sales Director, Visteon Japan
December	2011	Seconded Senior Managing Director and General Manager of Corporate Planning, Japan Climate Systems Corporation
September	2012	Mazda General Manager, Johnson Controls Inc.
July	2014	Sales Director, Visteon Corporation
October	2020	Vice President, Visteon Corporation
October	2020	Representative Director, Visteon Japan Ltd.
June	2024	Outside Director, MISUMI Group Inc. (incumbent)

Members of the Management Team

Corporate Auditors



Ichiro Otokozawa
Full-time Corporate Auditor

April	1979	Joined Nippon Kokan Corporation (currently JFE Engineering Corporation)
March	1997	General Manager of President's Office, Santen Pharmaceutical Co., Ltd.
July	1999	Corporate Officer, Santen Pharmaceutical Co., Ltd.
June	2005	Director and Senior Corporate Officer, Santen Pharmaceutical Co., Ltd.
May	2006	Senior Director, AlixPartners
July	2007	Senior Director, Advent International Corporation
April	2011	Director and CFO, Avon Products Co., Ltd. currently FMG & Mission Co. Ltd.
December	2013	Senior Corporate Officer and CFO, MISUMI Group Inc.
June	2014	Executive Director and CFO, MISUMI Group Inc.
July	2020	Executive Director, MISUMI Group Inc.
October	2020	MISUMI Corporation, Head of the Europe and Americas Business Group
June	2024	Corporate Auditor, MISUMI Group Inc. (incumbent)



Takaaki Wada
Corporate Auditor

April	1985	Joined MISUMI
July	2006	Business Director of P&D Business Team, Die Components Business, MISUMI Corporation
November	2011	Corporate Officer, Die and Mold Business Company, MISUMI Corporation
November	2013	President, Die and Mold Business Company, MISUMI Corporation
December	2015	President, Die and Mold Business Company, MISUMI Corporation
January	2017	G Corporate Officer, MISUMI Group Inc.
May	2017	Senior Corporate Officer, MISUMI Group Inc.
April	2022	Corporate Auditor, MISUMI Corporation
June	2022	Corporate Auditor, MISUMI Group Inc. (incumbent)



Juichi Nozue
Outside Corporate Auditor

April	1987	Registered as an attorney-at-law
December	1990	Joined Kato Law and Patent Office (currently Shizuoka Nozomi Law and Patent Office) (incumbent)
March	1996	Registered as an attorney-at-law in the State of New York, the United States of America
October	1998	Registered as a patent attorney
June	2000	Outside Corporate Auditor, SURUGA Production Platform Co., Ltd.
March	2003	Outside Corporate Auditor, Shizuoka Gas Co., Ltd.
April	2005	Outside Corporate Auditor, MISUMI Group Inc. (incumbent)
March	2015	Outside Director, Shizuoka Gas Co., Ltd.
June	2015	Outside Director (Audit and Supervisory Committee member), LEC, Inc.
June	2018	Outside Director, Akasaka Diesels Limited (incumbent)
March	2023	Outside Director, Aikawa Iron Works Co. Ltd. (incumbent)
June	2024	Outside Auditor, Shizuoka Railway Co., Ltd. (incumbent)



Nanako Aono
Outside Corporate Auditor

April	1984	Joined The Nikko Securities Co., Ltd. (currently SMBC Nikko Securities Inc.)
November	1995	Joined Chuo Aoyama Audit Corporation
July	2002	Joined Busicom Co., Ltd. (currently OAG Consulting Group)
March	2005	Director, OAG Consulting Group
June	2008	Outside Corporate Auditor, Duskin Co., Ltd.
May	2010	Representative Director and President, GEN Co., Ltd. (incumbent)
June	2017	Outside Corporate Auditor, the Company (incumbent)
June	2019	Outside Corporate Auditor, Nippon Paper Industries Co., Ltd. (incumbent)
March	2020	Outside Director, Optex Group Co. Ltd.
March	2021	Outside Corporate Auditor, Meiko Network Japan Co., Ltd.
November	2022	Outside Director (Audit and Supervisory Committee member), Meiko Network Japan Co., Ltd. (incumbent)
March	2023	Outside Director, CCS Inc. (incumbent)

Executive Officers in charge of overseeing the Group

Representative Director and Chairman	Kosuke Nishimoto	Representative Director and President	Ryusei Ono
Senior Executive Director / CIO Digital Transformation System Platform and Representative Corporate Officer SCM Operation Platform and Representative Corporate Officer	Arata Shimizu	Executive Director and Chief Executive in charge of China and Asia Business President, Asia Business Company	Tomoki Kanatani
Executive Director President, Japan Business Company	Shigetaka Shimizu	Director Vice President, China Business Company Chairperson and General Manager, MISUMI (China) Precision Machinery Trading Co., Ltd.	Shaochun Xu
Senior Corporate Officer President, ID* Business Company	Mitsunobu Yoshida	Senior Corporate Officer President, China Business Company	Toru Arakawa
Senior Corporate Officer President, Americas Business Company	Ryuji Ohora	Senior Corporate Officer Representative Corporate Officer, Human Resources & Legal Platform	Takako Sasaki
CFO and Senior Corporate Officer Representative Corporate Officer, Finance Platform Representative Corporate Officer, SX Platform	Toru Takanami		

Corporate Officers

Vice President, Japan Business Company	Hideka Shoji	Vice President, Japan Business Company	Koichi Kawakami	President, OST Business Company	Nobumasa Watanabe
President, Factory-MRO Business Company	Takashi Baba	President, Europe Business Company	Noriaki Murata	Representative Corporate Officer, Production Platform	Takumi Toya
Chief of Headquarters EC Service Development	Masatake Sumi	Chief of Headquarters DJ System Promotion	Yusuke Kido		

Founders

Chairman Emeritus and Second-Era Founder	Tadashi Saegusa	Special Advisor and Founder	Hiroshi Taguchi
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*ID = Industrial Digital Manufacturing

(As of June 13, 2024)