Special Feature: Growth Strategy

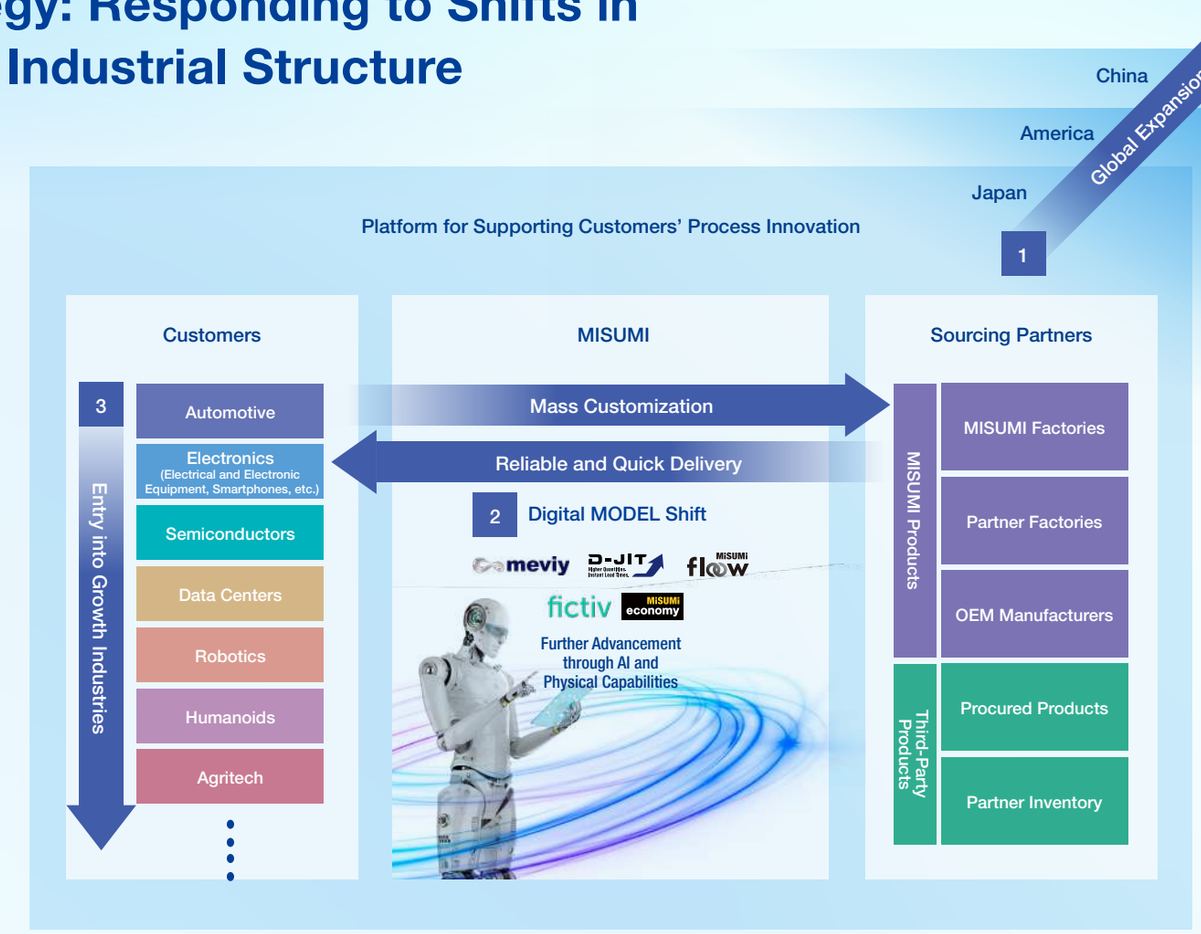
Basic Strategy | Three Growth Strategies

MISUMI's Growth Strategy: Responding to Shifts in Customer Behavior and Industrial Structure

At the heart of MISUMI's growth strategy is the recognition that advances in AI are reshaping the industrial structure. We view the transformation now under way as a turning point comparable to the spread of the internet some 30 years ago, one that will redefine the very nature of society and industry. What matters is not how to use AI or DX as tools. Our starting point is the fundamental transformation of customer purchasing behavior and the industrial structure itself. Against this backdrop, we have established three strategic pillars: Global Expansion, Digital MODEL Shift, and Entry into Growth Industries.

The markets we serve span all industries involving Monozukuri, from concept development and design through prototyping, manufacturing, installation, and maintenance. Beyond traditional factory automation, we will capture opportunities in new growth industries emerging from advances in AI, including semiconductors, data centers, humanoids, agritech, and the convergence of photonics and electronics.

We will continue to respond to changes in the market and move swiftly to capture opportunities in new areas with strong growth potential, making full use of digitalization and AI. At the same time, we will elevate the global supply chain platform that MISUMI has developed over many years to a world-class level, and further strengthen our core strength of integrating digital and physical capabilities so that they function as one. This is MISUMI's challenge in shaping the future of Monozukuri.



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1 Global Expansion | Taking Our Strengths Global, Starting with Customers

The global Monozukuri market remains vast, with many regions and customers we have yet to fully serve. Capturing this extensive growth potential is key to our sustainable growth. Our foremost priority is to start with the customer. As industrial structures and customer needs differ by region, we will not simply replicate the model that succeeded in Japan. Instead, we will operate each business in the way best suited to its market. Guided by “Think Global, Act Local,” we will combine a shared management foundation with local agility and allocate talent and management resources appropriately. The driving force is our global supply chain platform, MISUMI’s greatest strength. Connecting 339,000 customers worldwide with approximately 4,000 Sourcing Partners, we will refine in each region the capabilities that turn digital orders into physical delivery with assured quality, providing value that only MISUMI can offer.

Further Expansion

Overseas Sales Ratio

Over 60%

(FY2026 Plan)

Europe

A market where, although automotive demand is still recovering, strong interest in digitalization, exemplified by Industry 4.0, supports efforts to build and grow a core customer base.

China

The world’s largest manufacturing and automation market, with continued growth in data centers, EMS, and robotics. Self-contained regional operations enable MISUMI to capture local demand.

Japan

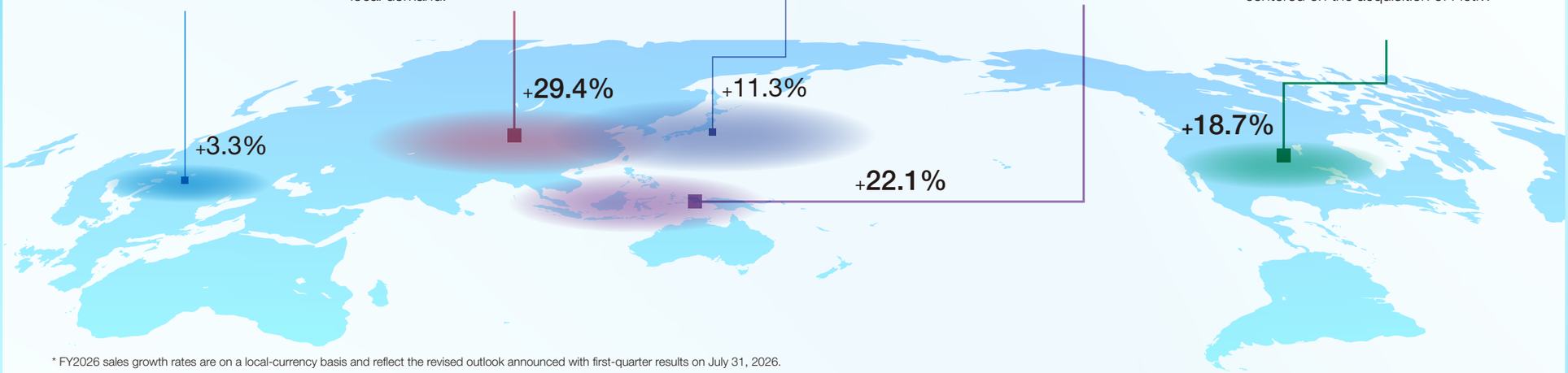
MISUMI’s largest core market, with further growth potential among mid-sized and large companies, and the starting point for developing AI-enabled models.

Asia

Emerging markets such as India and Vietnam, where strong growth is expected and MISUMI will build and grow its customer base through initiatives tailored to local needs.

United States

A global center of innovation, accounting for approximately 60% of worldwide R&D investment, and MISUMI’s greatest growth opportunity, where we aim for non-linear growth centered on the acquisition of Fictiv.



* FY2026 sales growth rates are on a local-currency basis and reflect the revised outlook announced with first-quarter results on July 31, 2026.

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1 Global Expansion | Interviews with Leaders of Priority Regions



Dave Evans

CEO, Fictiv Inc.;
Corporate Officer, MISUMI Group Inc.;
President, Americas Business Company

United States

The United States is the world's largest innovation market in terms of R&D investment. Although MISUMI's market penetration there remains low, we see strong potential for future growth and regard the United States as the Group's greatest growth opportunity. MISUMI Americas, which has integrated Fictiv, aims to become a "one-stop manufacturing partner" that offers a broad range from standard to custom products by combining the foundation of standard, semi-custom, and Factory-MRO products that MISUMI has built over 60 years with Fictiv's custom manufacturing capabilities. This breadth, which industry peers specializing in either off-the-shelf products or contract machining cannot match, is driving growth in the number of customers and orders at a pace well above the previous year.

We are further accelerating this growth through investment in AI and human capital. By applying AI to the vast industrial data the MISUMI Group has accumulated over decades, we are enhancing the speed, accuracy, and intelligence of our customer support. In addition, in September 2026, we launched a partnership program with leading universities that produce more than 80% of mechanical engineers in the United States, building relationships with the next generation of engineering talent.

Over the medium to long term, we aim to establish MISUMI as a "one-stop manufacturing partner" in the U.S. market and grow it into the Group's largest growth engine.



Shaochun Xu

Director and Senior Corporate Officer; Representative, China Region Hub;
concurrently Representative, Asia Region Hub

China

In China, innovation is advancing at remarkable speed and scale. While consolidation continues among traditional manufacturers, investment is expanding, particularly in semiconductors, communications, and data centers. The shift from quantity to quality, and the resulting move toward higher-value-added offerings, creates the greatest growth opportunity.

MISUMI is capturing this opportunity by strengthening spec-in sales, an approach that goes beyond selling parts by engaging with customers from the design stage and helping shape the specifications themselves. This is enabling us to participate from the design stage with major customers we had previously been unable to engage.

At the same time, we are securing cost competitiveness through local production, including Economy Series products, while adding greater value to our products and developing products for new fields. In this way, we are deepening our product lineup. For example, we are expanding beyond individual components to module products that integrate drive and control functions. Through products such as LMAC*, we are working to eliminate the time customers have traditionally spent resolving complex control issues on the production floor. We also aim to support unmanned customer operations through DX and achieve greater scale by combining our customer base and operational platform.

* LMAC: Linear Motor Actuator

Asia

Vietnam and India represent our greatest growth opportunities in Asia. Vietnam remains welcoming to foreign investment and continues to see strong momentum in production transfers and new factory investment as companies diversify their production footprints. India faces infrastructure challenges, but its large population and government policies to promote manufacturing give the market exceptionally strong medium- to long-term growth potential. MISUMI is expanding the rollout of Economy Series products and products for new fields while extending e-Commerce and marketing expertise developed in China to other countries. We are also strengthening our organizational foundation by assigning senior personnel from China and Korea to support operations while developing local national leaders.

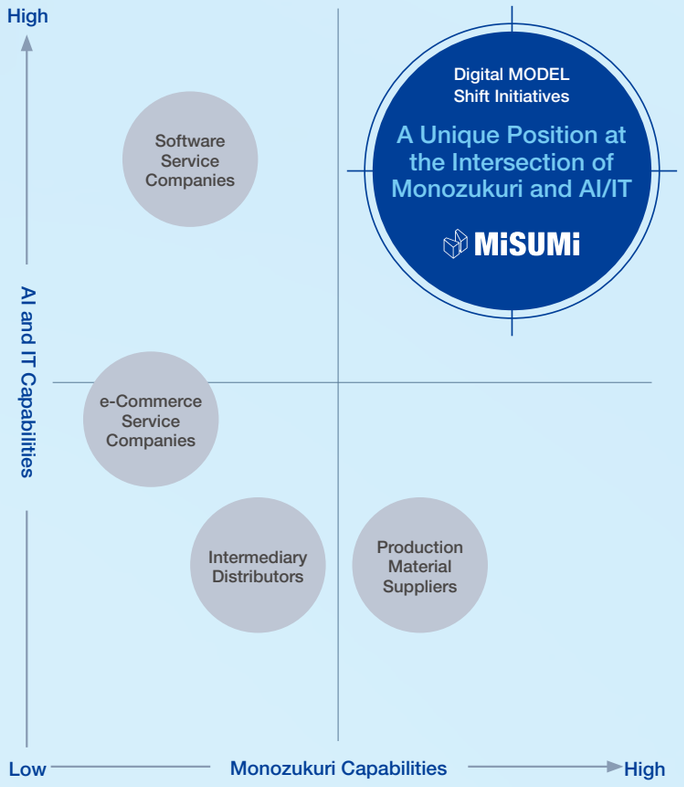
In the near term, we aim to grow our subsidiaries in India and Vietnam into businesses with annual sales of ¥10 billion each within the next two years. By differentiating MISUMI through product supply capabilities, technical expertise, service responsiveness, and local responsiveness, we aim to be the first name that comes to mind for customers whenever a need arises.

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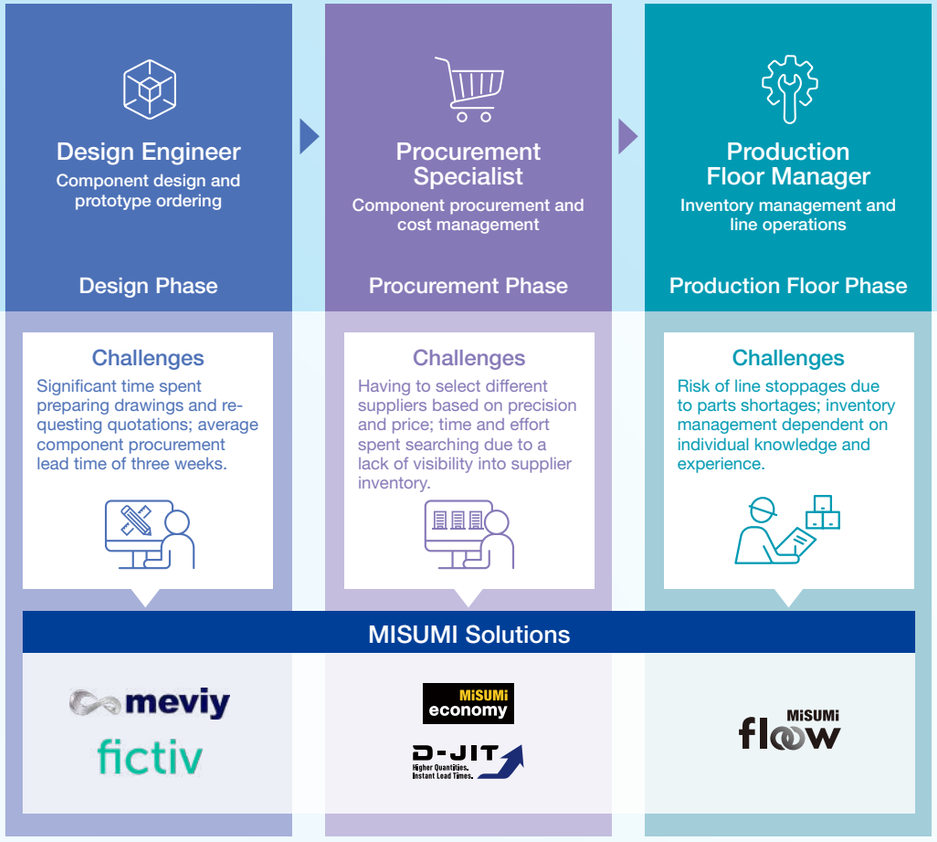
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2 Digital MODEL Shift | Advancing Digital and Physical Capabilities as One to Take On the Challenge of Monozukuri Innovation

MISUMI's Positioning



Customers' Monozukuri Workflow



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2 Digital MODEL Shift | Advancing Services that Digitally Connect Design, Procurement, and Production

Design

meviy Fictiv

Upload CAD data for an instant automated quotation. Receive parts as early as the next day.

meviy

We are focusing on expanding the range of parts and use cases supported by meviy. Over the medium to long term, we aim to provide seamless support from prototyping through initial mass production and generate new proposals by combining CAD data with generative AI.

Fictiv

Engineers with deep insight into Monozukuri, digital technologies, and AI are building a next-generation technology platform, starting with the customer.

* Other services supporting customers in the design phase include RAPiD Design, which streamlines CAD data retrieval and quotations within CAD software, and MISUMI FRAMES (Japanese only), which improves the efficiency of aluminum-frame enclosure design and ordering by up to 90%.

Procurement

Economy Series (Japanese only) D-JIT (Japanese only)

A broad product lineup spanning a wide range of precision and price levels. Inventory visibility enables immediate ordering in the required quantity.

Economy Series

In China, we are advancing more sophisticated product development, including software-controlled units, while raising awareness and optimizing pricing in Asia. Over the medium to long term, we will expand our lineup of software-controlled products and deploy them across Asia and Japan to differentiate MISUMI from competitors.

D-JIT

Leveraging enhanced capacity to meet quantity requirements, optimized pricing, stronger multi-sourcing, and the rollout of NEWTON*, we are strengthening our presence in Asia as a priority region. Over the medium to long term, we aim to establish a global standard for the procurement experience, with MISUMI becoming the preferred partner for orders of all sizes.

* NEWTON P37

Production Floor

MISUMI floow

Toward zero line stoppages caused by parts shortages. No inventory management required.

MISUMI floow

We aim to become a one-stop partner for solving indirect-material procurement challenges at mass-production factories. To achieve this, we will develop new products and services and expand the value we provide.

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3 Entry into Growth Industries | Supporting the Emerging Players in New Industries as Their Launch Partner

MISUMI has grown alongside the automotive, electronics, and other markets that have underpinned Japan's industrial competitiveness. These markets will remain important foundations for our growth.

At the same time, advances in AI are beginning to reshape the industrial landscape. New growth industries are emerging one after another in fields such as semiconductors, data centers, energy, robotics, humanoids, aerospace, and agritech. The companies leading these industries are already shaping the future of manufacturing, where the speed of bringing products and services from concept through prototyping and validation to market launch is becoming a major source of competitiveness.

MISUMI aims to serve as a "launch partner," working closely with customers throughout the development of new businesses and helping them bring new products and services to market. By combining the product and supply capabilities, digital technologies, and global network we have built over many years, we will provide seamless support from concept development through launch. By leveraging our strengths in established markets while contributing to the development of emerging industries, we will expand our business domains along these two complementary avenues and drive new growth for MISUMI.



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3 Entry into Growth Industries | Building on MISUMI's Strengths to Accelerate Our Initiatives and Actively Enter New Industries

MISUMI's strengths

Supporting customers' sustainable growth through a resilient global supply chain powered by AI and physical capabilities

Mass Customization

Unique manufacturing capabilities that enable the supply of 80 sextillion (80 billion times one trillion) component variations, combining high product diversity with short lead times

Reliable and Quick Delivery

A proprietary, integrated supply chain and automated systems that achieve an on-time delivery rate of more than 99.5%

Digital Platform

Customer touchpoints connecting design, procurement, and the production floor, with digital and physical capabilities working as one

Data Centers

Market size*1

US$ 658.7 billion (2030)

CAGR 11.2%

2025 — 2030

Initiatives to Capture Opportunities

FY2026 capital expenditure of ¥ 6.6 billion

- to expand automated positioning stage supply capacity while advancing the development of components for next-generation growth fields.

Robotics and Humanoids

Market size*1

US$ 219.3 billion (2030)

CAGR 14.7%

2025 — 2030

Initiatives to Capture Opportunities

We are exploring and advancing business and capital alliances with relevant companies

- while assessing opportunities to enter the component and application fields.

Agritech

Market size*1, 2

US$ 26.3 billion (2030)

CAGR 22.3%

2025 — 2030

Initiatives to Capture Opportunities

A business and capital alliance has been concluded with Oishii Farm

- Through joint research, we are building first-mover expertise and taking the lead in standardization.

*1 Source: Publicly available figures published in market reports by Precedence Research (CAGR: 2025–2030). Data centers: Data Center Market (updated September 10, 2026). Robotics and humanoids: Combined market sizes reported in Robotics Technology Market (updated September 11, 2026) and Humanoid Robot Market (updated April 22, 2026); CAGR calculated by MISUMI. Agritech: Vertical Farming Market (updated September 9, 2026).
*2 Calculated based on the vertical farming (plant factory) market.

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