

- Globally building a solid business foundation in IT, logistics, and production to maximize the strength of our combined manufacturing and distribution businesses • Supporting the realization of the "MISUMI Q (Quality), C (low Cost), T (Time, reliable and quick delivery) model" and a "standard domestic delivery time of two days, with an on-time delivery rate of 99% or higher"
- Assertive investments for growth, accelerating innovation in response to the 'Digital MODEL Shift', including the introduction of a new core system infrastructure and automation of logistics





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Chapter 1 **MISUMI Group's Management**

- 2 Message from Top Management
- 4 Business Overview
- 8 The Reasons Why Customers Favor MISUMI
 - 8 Manufacturing Business
- 13 Distribution Business
- 14 Business Foundation

Chapter 2 **Toward Sustainable Growth**

16 MISUMI Group's Sustainability

- 19 Environmental Initiatives
- 28 Social Initiatives
- 34 Corporate Governance
- 40 Top Management

Chapter 3 **Financial & Corporate Information**

- 41 Ten-Year Summary of Financial Data
- 42 Financial Analysis
- 44 Consolidated Financial Statements
- 71 Company Profile and Stock Information

Forward-looking statements:

This Annual Report contains forward-looking statements regarding MISUMI Group's business performance forecast and business environment projections. All forward-looking statements are based on judgments from information available to MISUMI Group at the time of publication, and these forecasts and projections may include uncertainties. Specific risks and uncertainties could cause MISUMI's actual results to differ materially from any projections presented in this report. Accordingly, please be advised that actual future business performance and business environment may differ from the forecasts and projections indicated in this document.