

# MISUMI Group's Value Creation Process

MISUMI, a company that provides Time Value to customers. Under the banner of 'Digital MODEL Shift', we are working to innovate the MISUMI MODEL to create new "Time Value" to address the global megatrends behind business innovation. In our pursuit of "reliable, quick delivery" and reduction of customer's wasted work and tasks, we are contributing to the sustainable development and the elimination of inefficiencies in the industrial automation industry.

## MISUMI's Business MODEL that realizes "Time-based Strategy"



### Manufacturing Business

- Development, manufacture, and sales of FA\* equipment utilized in the front lines of industrial automation, as well as precision parts for die sets, and automation-related production auxiliary materials
- Initially, each part had to be drawn individually and manufactured to order, but we have developed a unique method of cataloging these parts. We eliminate inefficiencies customers face through the convenience of web-based ordering that generates model numbers that do not require drawings and also reliable, quick delivery and CAD-linked services such as meviy  
\*Factory Automation



### Distribution Business

- The distribution business handles a broad range of third-party manufactured products, in addition to those under the MISUMI brand
- Carrying a lineup of over 30 million products, and currently expanding global business development
- Responding to customer needs for one-stop purchasing and management of automation-related production materials

### Business Foundation

- 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

### MISUMI Group's Sustainability



## MISUMI's Value Proposition



MISUMI's  
Core Business

Manufacturing Business

Distribution Business

Reliable, Quick Delivery

Reduction of  
customer's wasted  
work and tasks

Customer's  
Time Value  
– Time-based  
strategy –

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#### 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.