

Contents

01 MISUMI's Growth Chain-reaction Aspired Management

02 Realizing Growth Chain-reaction Aspired Management through MISUMI Value's

03 Contents / Editorial Policy

Message from Top Management

04 Message from the CEO

At a Glance

07 Management Trajectory

08 Accumulated Management Capitals

Value Creation

09 Value Creation Process

10 Business Portfolio

11 Strengths of our Business MODEL

11 Manufacturing Business

12 Distribution Business

13 Business Foundation

14 Global Network

15 Path Towards Innovation: Digital MODEL Shift

16 Digital Services Innovation

17 Digital MODEL Strategy

17 Message from the CIO

19 meviy

21 Economy Series

22 D-JIT

24 NEWTON

26 Use of Manufacturing AI

27 MISUMI's DX Organization and Digital Talent

29 HR Strategy

29 MISUMI's Human Capital Management: "Best Place To Grow"

31 Next Challenge Scheme

32 Interview with Next Challenge Scheme Participants

33 D&I (Diversity & Inclusion)

34 Monitoring of Engagement and Challenge Motivation

35 Creating an Environment Promoting Model Innovation

36 Financial Strategy

36 Message from the CFO

Sustainability

38 MISUMI's Sustainability

39 Basic Policy of Sustainability

40 Our Key Issues in Sustainability

41 Sustainability Committee

42 Environmental Initiatives

42 MISUMI Group's Basic Environmental Policy

42 Climate Change Initiatives

49 Initiatives in Procurement of Products / Parts

49 MISUMI Group's Environmental Activities

51 Social Initiatives

51 Supply Chain Management

52 Manufacturing Support Activities

52 Dialogue and Co-creation with Our Stakeholders

Governance

53 SPECIAL DIALOGUE (Governance Dialogue)

57 Corporate Governance Structure

59 Outside Directors and Outside Corporate Auditors

60 Board of Directors' Effectiveness Evaluation

60 Officers' Compensation

61 Risk management

62 Status of Internal Control System Development

64 Ethics and Compliance

67 Members of the Management Team

Data

70 Ten-Year Summary of Financial Data (Consolidated)

71 Overview by Segment

72 Employee-related Information

73 Corporate Information / Stock Information

Editorial Policy

The MISUMI Integrated Report 2024 was prepared with the key objectives to 1) help our diverse stakeholders, both domestic and international, gain a deeper understanding of MISUMI's value creation process and its unique strength and 2) be transparent in presenting our initiatives aimed at enhancing long-term and sustainable corporate value, enabling stakeholders to grasp the potential of these efforts.

Additionally, the report outlines MISUMI's initiatives to accelerate the advancement of the MISUMI MODEL, which has been central to improving Customer's Time Value since our founding. These initiatives include growth strategies driven by the Digital MODEL Shift as well as efforts to strengthen our Business Foundation, human capital strategy, and corporate governance.

The report concisely presents MISUMI's Growth Chain-reaction Aspired Management and its historical business trajectory in the "At a Glance" section, followed by a "Value Creation" section, which highlights the strengths of the MISUMI MODEL, Digital MODEL Strategy and organizational strategies. Furthermore, the "Sustainability" section outlines our ESG initiatives and describes efforts to enhance the corporate governance structure.

Finally, the report includes MISUMI's financial data to clearly communicate the trends in corporate value and our future growth strategies. Comprehensive IR information and ESG-related data are disclosed on our corporate website, ensuring easy access for stakeholders worldwide. MISUMI leverages its integrated report as a key tool for information dissemination. Moving forward, we remain committed to incorporating stakeholder feedback and continuously improving the quality of the report.

Reporting Period

FY2023 (From April 1, 2023 through March 31, 2024)
However, the report includes certain disclosure items and details of business activities commenced from April 2024.

Scope of this Report

MISUMI Group Inc. and its consolidated subsidiaries/associates

Forward-looking statements

This report contains forward-looking statements regarding MISUMI Group's business performance forecast and business environment projections. These statements are based on information available to MISUMI Group at the time of publication and include inherent uncertainties. There may be potential risks that could cause MISUMI's actual results to materially differ from those projected in this report. Accordingly, please be advised that actual future business performance and business environment may differ from the forecasts and projections presented here.