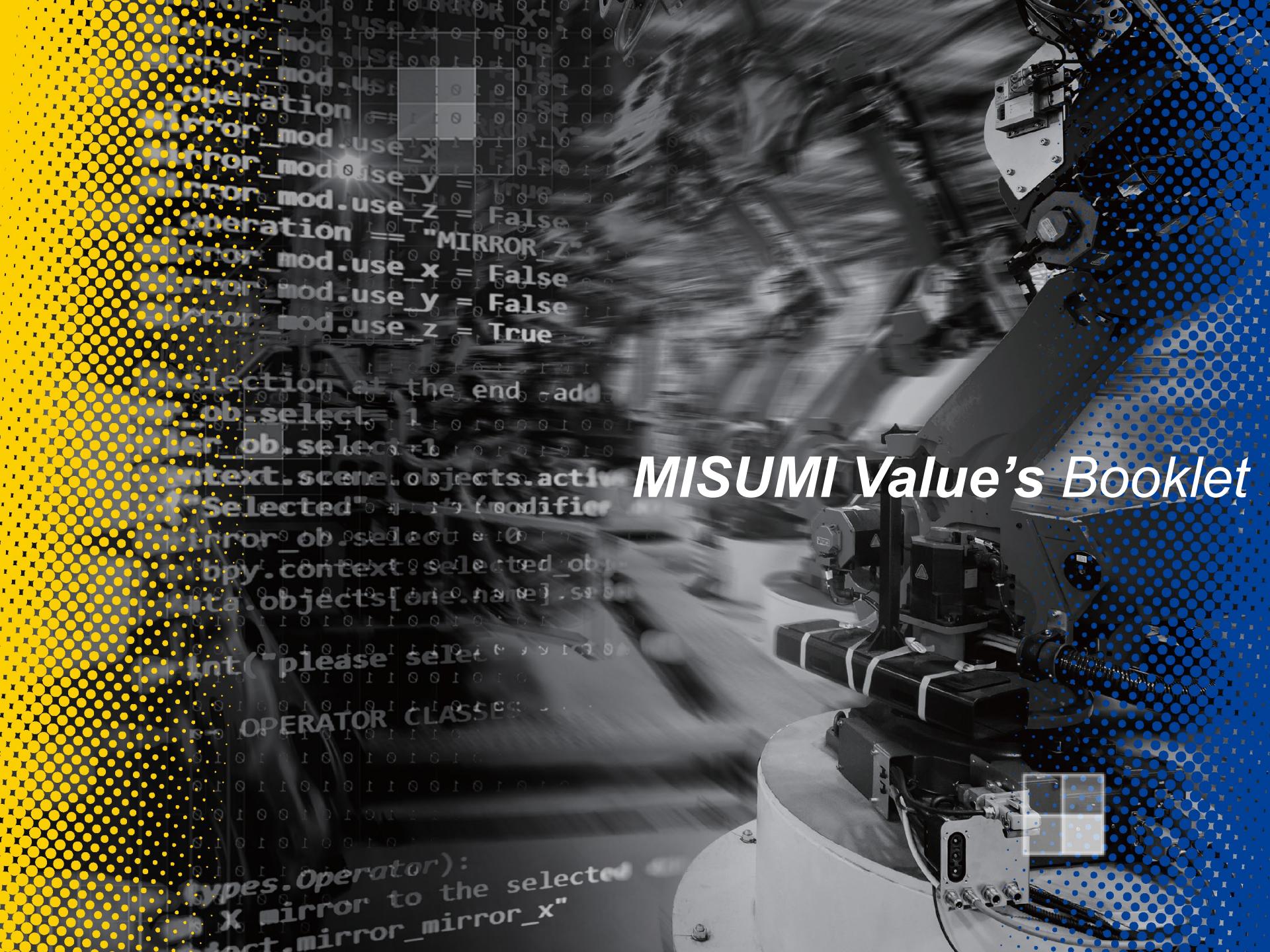


# MISUMI Value's Booklet





# Contents

---

- Growth Chain-reaction Aspired Management

---

- Aspired Management Style

---

- MISUMI Values

- Aspiration: Monozukuri Industry Foundation
- Value Proposition: Customer's Time Value
- Mission: Advancement of the MISUMI MODEL
- Means of Mission Accomplishment: MISUMI-unique Time-based Strategy
- Means of Mission Accomplishment: Individuals' Growth and Company's Growth
- Management System

---

- MISUMI Group's Employee Code of Conduct

---

- MISUMI Group's Corporate Code of Conduct

---

- MISUMI Group's Human Rights Policy

---

- Zero Harassment Declaration

---

- MISUMI Group's Sustainability Basic Policy

---

## MISUMI Value's

This booklet outlines the most valuable ways of thinking, attitudes, and behaviors that drive MISUMI's corporate activities. It is being distributed to all employees of the global MISUMI Group to promote a unified approach to achieving the company's Growth Chain-reaction Aspired Management mission.

We encourage employees to use this booklet as a guide for their actions and communications, emphasizing the practice.

April 1, 2024

Kosuke Nishimoto, Representative Director and Chairman

Ryusei Ono, Representative Director and President

## MISUMI's Growth Chain-reaction Aspired Management

Realize Growth Chain-reaction Aspired Management with employees' challenges as starting point

### Sustainability Basic Policy



## Aspired Management Style vision

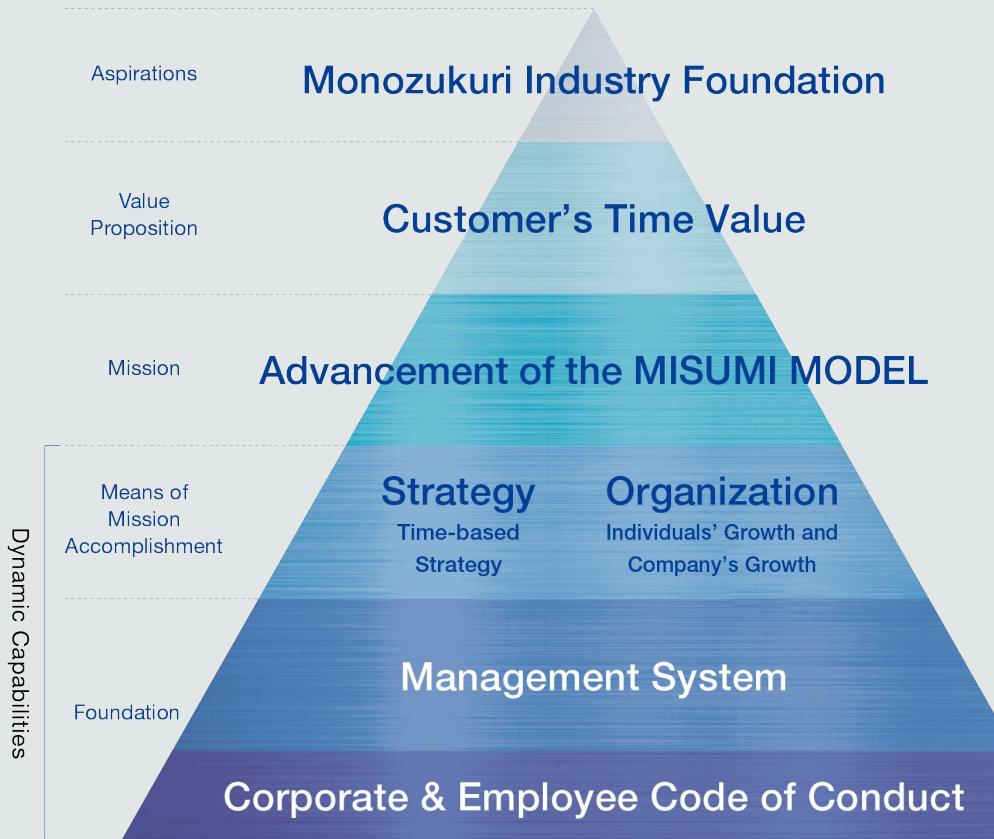
Realize Growth Chain-reaction Aspired Management with employees' challenges as starting point

- MISUMI aims to activate Growth Chain-reaction Aspired Management that starts with employees' challenges.
- With our employees' commitment to take on challenges to enhance Customer's Time Value, MISUMI aims to drive a Growth Chain-reaction that fosters prosperity for customers, society, and employees.

- To sustain continuous enhancement on Customer's Time Value, MISUMI has three unique perspectives.
  - ① Growth potential: Highly growth oriented where one measure attracts the subsequent growth
  - ② Strategicsness: Highly strategy oriented with "time" at the core
  - ③ Proactiveness: Self-motivated employees willing to take on new challenges
- To realize Growth Chain-reaction Aspired Management, we, as MISUMI employees, will continually take it upon ourselves to mature and develop further by "learning, thinking, and experimenting on one's own."

# MISUMI Value's

## *Growth Chain-reaction Aspired Management*



## Monozukuri Industry Foundation

By serving as the Industrial Foundation for Monozukuri, MISUMI drives innovation in its customers' Monozukuri processes, thereby maximizing their Time Value

- Monozukuri process innovation means leveraging digital technologies to transform the entire manufacturing lifecycle—from product development and equipment manufacturing to mass production.
- MISUMI will contribute to the development of society by fulfilling its contribution to the Monozukuri industry.
- To contribute to society, we must adapt to social imperatives (ESG, etc.).

## Customer's Time Value

- MISUMI is committed to the continuous improvement of two Customer's Time Value:
  - Reliable and Quick Delivery
  - Reduction in customers' workload (elimination of wasteful work and tasks)
- MISUMI employees prioritize Customer's Time Value first and foremost.
- Employees are the most significant stakeholder in providing superior Time Value to customers. Therefore, MISUMI will create an environment that maximizes employees' abilities that elevate Customer's Time Value.
- MISUMI employees' motivational source is the provision of Time Value to customers, and the amplification of Time Value, in turn, leads to one's professional growth.

## Mission

## Advancement of the MISUMI MODEL

- MISUMI has achieved its growth to date by providing customers with intrinsic value created through its unique Business MODEL.
- MISUMI aims to improve Customer's Time Value through MISUMI MODEL innovation; by providing "products," "prices," "delivery times," and "services" that were previously unavailable.
- Moreover, since the MISUMI MODEL is made possible through the unrelenting efforts of all employees, we are charged with its innovation.
- The unceasing innovation of the MISUMI MODEL, which is MISUMI's lifeline, is the starting point that activates Growth Chain-reaction Aspired Management.

## Dynamic Capabilities

- As the structure of the Monozukuri industry continues to evolves and global societal challenges continue to shift, Dynamic Capabilities represent the organizational mindset and competencies required of MISUMI and its employees need to sustain Growth Chain-reaction Aspired Management.
- To adapt to changes in the external environment and to maintain and strengthen competitiveness, we enhance three capabilities of broadly sensing, accurately seizing, and rapidly transforming.

Means of Mission  
Accomplishment

(Strategy)

**MISUMI-Unique  
Time-based Strategy**Means of Mission  
Accomplishment

(Organization)

**Individuals' Growth  
& Company's Growth**

- We will invariably develop and advance the original core strategy of Time-based Strategy.
- We focus on all wastes latent in the Monozukuri industry's entire supply chain and comprehensive business processes (customers, MISUMI, suppliers); strive to innovate the MISUMI MODEL from the "time" perspective.
- Directly address "time" to achieve competitive differentiation and ensure cost competitiveness.
- The most significant point of differentiation is our mass customization which allows us to meet the unique customer needs with standardized solutions by the utilization of the latest digital technologies.
- For that reason, every MISUMI employee must master the art of time management.

- MISUMI employees constantly pursue two Next Challenges:
  - “Challenges towards the next theme” to realize MISUMI MODEL innovation
  - “Challenges towards the next role” to further mature and develop as professionals
- Ponder and ask those around you “what's next,” and navigating proactively and single-mindedly to this end is expected and respected at MISUMI.
- Each Next Challenge leads to greater Customer's Time Value and social contribution, which in turn drives one's own next stage of growth. This sustainable cycle of growth (Growth Chain-reaction) becomes the source of our energy and vitality.
- Every challenge contributes to the advancement of the MISUMI MODEL and the enhancement of Customer's Time Value, both of which in turn drives Company's Growth.
- To ensure that MISUMI as a whole remains an organization always oriented toward Growth potential, Strategicness, and Proactiveness and moves at the fastest speed possible to innovate our Business MODEL, MISUMI pursues its transformation as an optimal organization / organizational theory.

## Management System

- To sustain our Growth Chain-reaction Aspired Management, we continue to enhance our global Dynamic Capabilities, our adaptability to change.
- To this end, we will continue to advance the management system into a mechanism that globally expands both the quantity and quality of individual challenges globally and bolster our prospects for success.

### MISUMI Group's Corporate Code of Conduct (Officers & Employees)



### MISUMI Group's Human Rights Policy



### Zero Harassment Declaration



### Sustainability Basic Policy



Affiliation

---

Name

---

# *MISUMI Value's Booklet*