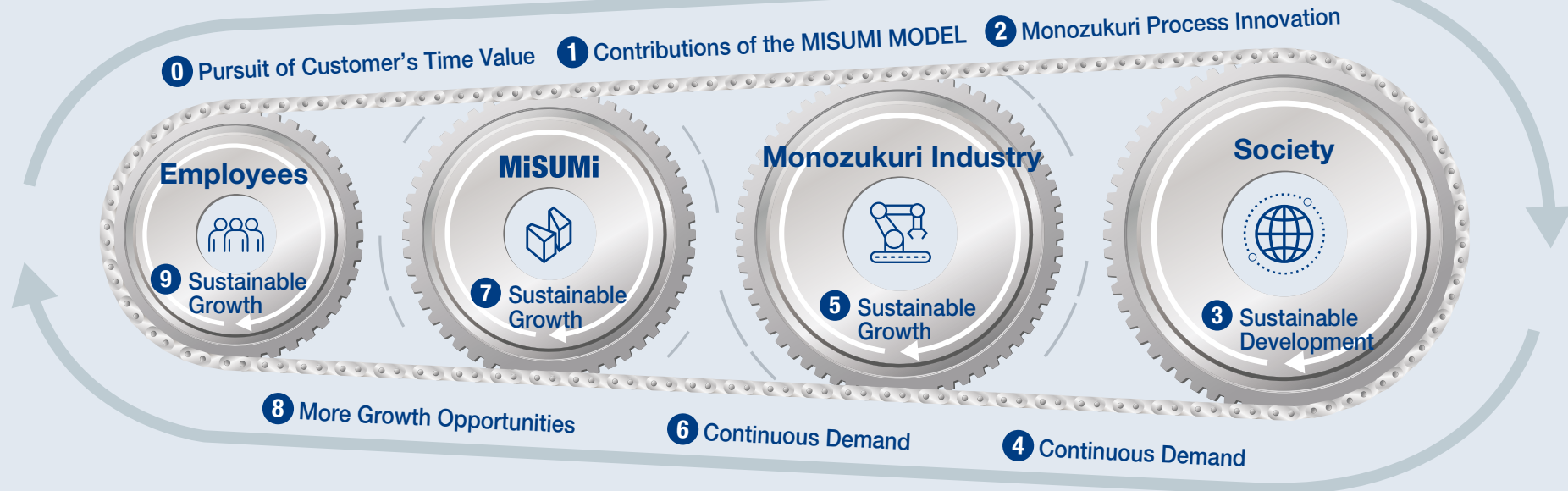


Introduction

MISUMI's Growth Chain-reaction Aspired Management

As an industrial foundation supporting Monozukuri, MISUMI innovates existing processes and enhances Customer's Time Value.

With employees' challenges as the starting point, we aim to realize Growth Chain-reaction Aspired Management, where MISUMI, the Monozukuri industry, and society grow and develop together.



Vision Aspired Management Style

Employees' Challenges as the Starting Point

Employees always pursue the "next challenge," accelerating MISUMI MODEL innovation

In-house Initiatives

Improving Customer's Time Value through continuous MODEL innovation

- Reliable and Quick Delivery
- Reduce Customer Workload

Initiatives to Support Customer Industries

MODEL innovation in every customer process, from product development to equipment manufacturing and mass production

Contributions to the Sustainable Development of Society

Driving process innovation across the Monozukuri industry to accelerate the transition to a circular economy

Introduction

Editorial Policy

● Editorial Policy

The MISUMI Integrated Report 2025 was prepared with the key objectives to 1) help our diverse stakeholders, both Japan and overseas, gain a deeper understanding of MISUMI's value creation process and its growth strategy and 2) disclose our initiatives aimed at enhancing long-term and sustainable corporate value, enabling stakeholders to grasp the potential of these efforts.

In this Integrated Report, we provide a structured overview of the capitals essential for realizing MISUMI's management philosophy of Growth Chain-reaction Aspired Management, together with the MISUMI Value's that drive our growth, the revised materiality, and the initiatives that support customers' Monozukuri process innovation. It also outlines our efforts to enhance corporate governance, which serves as the foundation for achieving sustainable growth.

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

FY2024 (from April 1, 2024 through March 31, 2025).

The report also includes certain disclosure items and business activities initiated after April 2025.

● Scope of This Report

MISUMI Group Inc. and its consolidated subsidiaries and equity method affiliates.

● 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. These forecasts and projections include risks and uncertainties, and actual results or business conditions may differ from those described in this Report.

Information on the Website and Reports

This report aggregates and discloses key financial and non-financial information to help readers gain a deeper understanding of the MISUMI Group.

For more detailed information, please refer to the websites and reports listed below.



Information for Shareholders and Investors

<https://www.misumi.co.jp/english/ir>



Sustainability

<https://www.misumi.co.jp/english/esg>



Corporate Governance

<https://www.misumi.co.jp/english/esg/governance>



Introduction

Table of Contents

Introduction

MISUMI's Growth Chain-reaction Aspired Management	1
Editorial Policy	2
Table of Contents	3
At a Glance	4
Financial and Non-Financial Highlights	5

Value Creation Narrative

Message from the CEO	6
Trajectory of Business MODEL Innovation	9
Value Creation Process	10
Accumulated Capitals	11
MISUMI Value's	12
Message from the Officer Responsible for Sustainability Promotion	13
Materiality	14
Explanation of Materiality and KPIs	15

Growth Strategy

MISUMI Group's Growth Strategy	16
Intellectual Capital: DX Strategy	22
Business Portfolio	25
MISUMI x Fictiv Roundtable Discussion	26
Digital MODEL Shift	29
meviy	29
MISUMI fflow	30
Economy Series & D-JIT	31
3D CAD Design Support	32
NEWTON	33
Case Studies (Customer Testimonials)	34
Manufacturing Capital	35
Human Capital	36
Financial Capital	42
Natural Capital	44
Social and Relationship Capital	46

Management Foundation

Directors' Roundtable Discussion	48
Corporate Governance	50
Sustainability Committee	59
Risk Management	60
Internal Control	61
Ethics and Compliance	61
MISUMI Group Human Rights Policy	63

Data

Ten-Year Summary of Financial Indicators	64
ESG Data	65
Corporate Information/ Stock Information	67

Key Points of MISUMI Group Integrated Report 2025

1. Materiality

In September 2025, MISUMI revised its materiality after engaging in more than a year of discussion. As the business environment surrounding MISUMI shifts, further enhancement of our Dynamic Capabilities, our adaptability to change, has become more critical than ever for achieving sustainable growth.

In this section, we introduce our newly reorganized material issues from both a societal and internal perspective aligned directly with our growth strategy.

P13-15

2. MISUMI Group's Growth Strategy

Guided by our longstanding commitment to "Your Time, Our Priority," MISUMI has always prioritized the Time Value of our customers since our founding. This section presents a structured overview of our growth strategy, tracing the advancement of the MISUMI-unique Business MODEL that has redefined the conventional norms of Monozukuri processes. It also highlights how we are accelerating DX through Digital MODEL Shift initiatives, expanding into the product development domain, and pursuing new opportunities that lie ahead.

P16-21

3. MISUMI x Fictiv Roundtable Discussion

In June 2025, MISUMI acquired Fictiv, a U.S.-based provider of on-demand manufacturing services for custom mechanical parts to expand its role as a foundational partner in the Monozukuri industry. In this roundtable discussion, Senior Corporate Officer Mitsunobu Yoshida, who led the acquisition, and Fictiv co-founders David Evans and Nathan Evans exchange views on the synergies created through the integration and their shared vision for establishing a competitive advantage in the global marketplace.

P26-27

Introduction

At a Glance

Business Domains

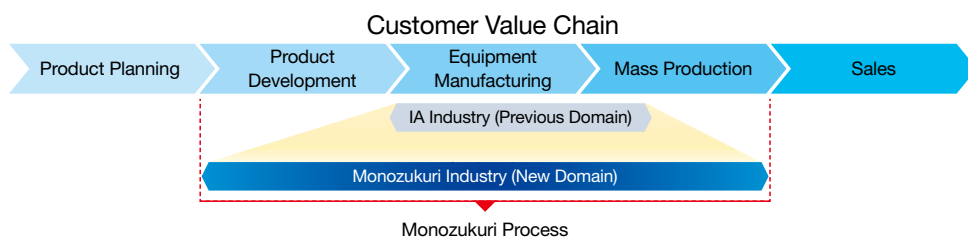
Monozukuri Industry

Monozukuri—the distinctive Japanese approach to manufacturing excellence—embodies a deep professional spirit and philosophy, continuous improvement (kaizen), precision, and pride in the pursuit of creating exceptional products.

Across the value chain, from product development and equipment manufacturing to mass production, these processes go far beyond the scope of traditional manufacturing or automation industries.

MISUMI refers to this broader domain as the Monozukuri industry, representing an expansion from automation toward a wider sector that encompasses product development.

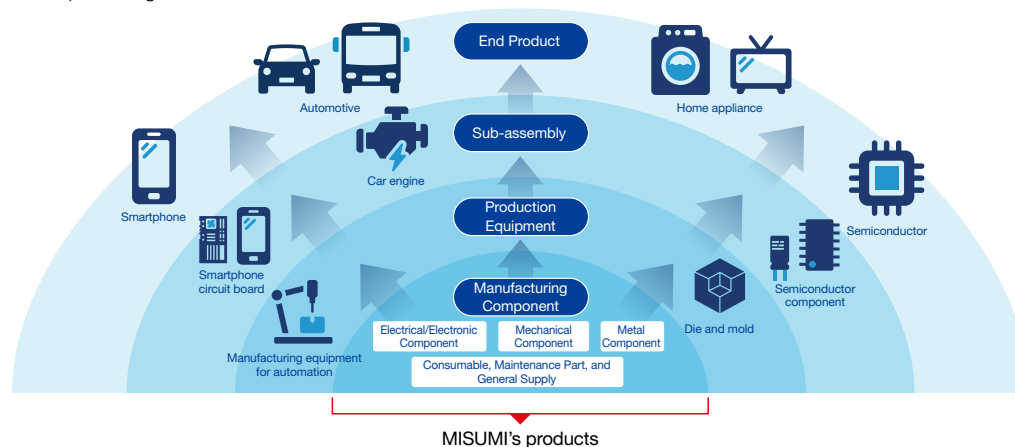
This year, MISUMI has extended its business domain from the Industrial Automation (IA) industry to the Monozukuri industry, aspiring to contribute to the sustainable development of society by innovating the Monozukuri process itself.



Manufacturing Components Supporting Monozukuri

From the perspective of end products, such as smartphones or automobiles, MISUMI's offerings consist of manufacturing components used in equipment manufacturing and mass production. These include mechanical components, fixtures, and consumables integrated into production equipment and devices.

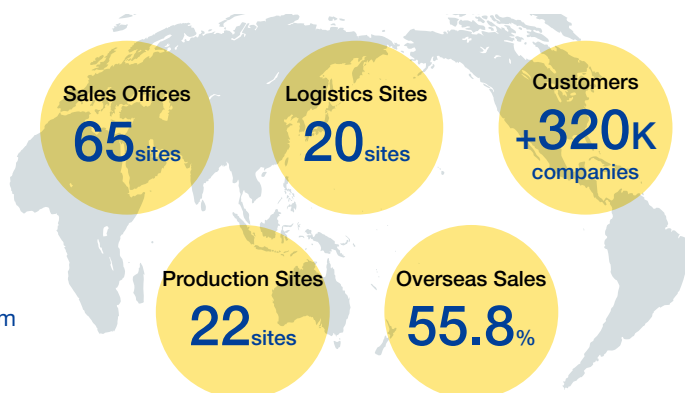
Furthermore, MISUMI's product supply now extends into the product development domain, while leveraging IT and AI to streamline customers' manufacturing component procurement processes, another unique strength of MISUMI's Business MODEL.



Competitive Advantage



Global Business



As of March 31, 2025

Enabling Platform

NEWTON

DX Infrastructure enabling agile response and accelerating growth in a rapidly evolving business environment

NEWTON



Supply Chain Management

Global 5-Pole Production Structure and resilient logistics network enabling Reliable and Quick Delivery

Manufacturing Capital



Introduction

Financial and Non-Financial Highlights

Financial Highlights (FY2024)

Net Sales

JPY **401,987** million

+9.3% YoY

Operating Income

JPY **46,480** million

+21.2% YoY

Operating Margin

11.6%

+1.2pt YoY

Ordinary Income

JPY **49,901** million

+20.9% YoY

Net Income

JPY **36,549** million

+29.8% YoY

Capital Expenditure

JPY **15,434** million

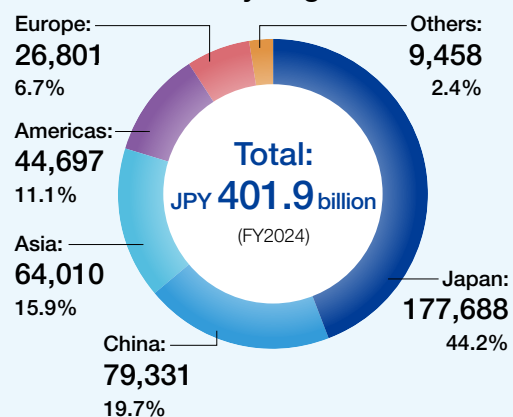
-14.1% YoY

Earnings per Share (EPS)

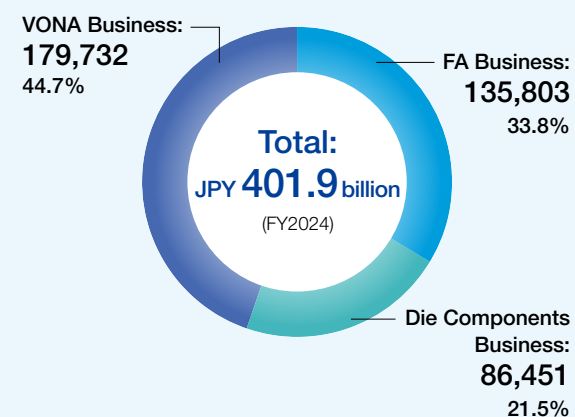
JPY **131.95**

+32.3% YoY

Net Sales by Region (JPY Million)



Sales by Segment (JPY Million)



Non-Financial Highlights (FY2024)

CO₂ Emissions (Scope 1+2)**18** kt CO₂

-73.6% vs. FY2020

CO₂ Emissions (Scope 3)**1,424** kt CO₂

+1.8% vs. FY2020

Number of Employees (as of March 2025)

Consolidated: **11,064** persons