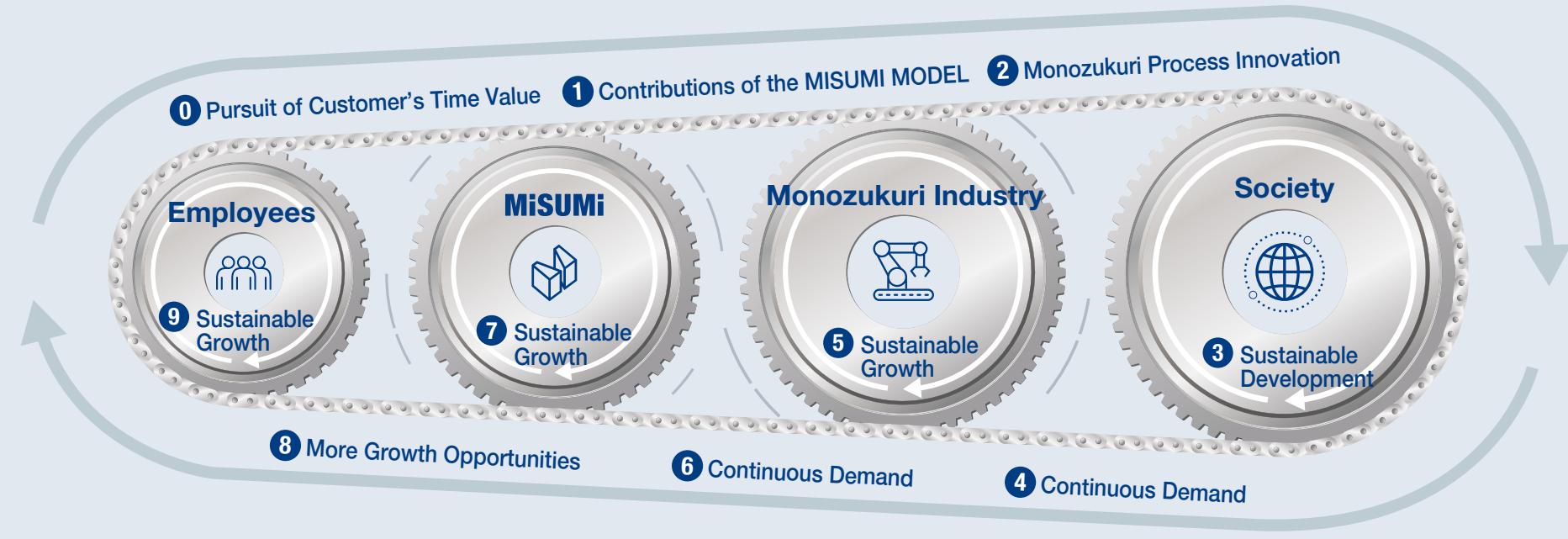


Introduction

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

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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

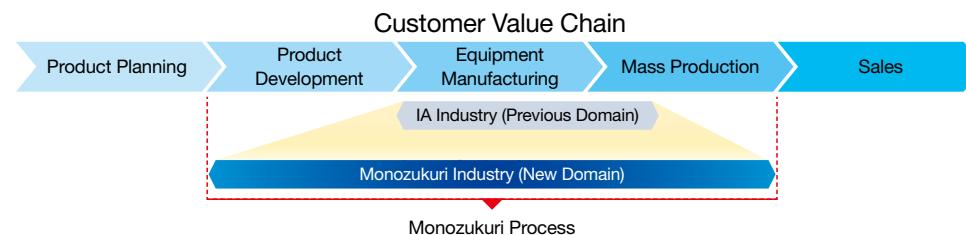
Monozukuri Industry

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



Products

Infinite Possibilities to Monozukuri

Over 30 million Standard Products

- A comprehensive lineup covering everything from mechanical components to consumables
- Including variations, product combinations reach 80 sextillion (1 trillion times 80 billion) possibilities

AI-driven Custom Product Analysis

- AI automatically analyzes CAD data to handle custom products beyond standard specifications, expanding the number of possible SKUs virtually without limit

Service Platform

One-Stop Procurement e-Commerce Platform

- Instant response on quotation and delivery date
- AI vector search enables quick retrieval of desired products

Globally Reliable and Quick Delivery

- Standard shipment on the second day after order, even for Make-To-Order products

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

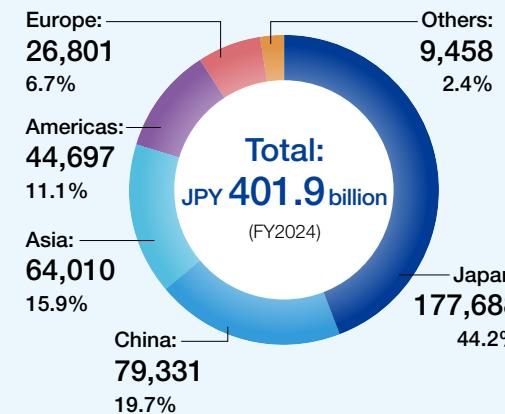
-14.1% YoY

Earnings per Share (EPS)

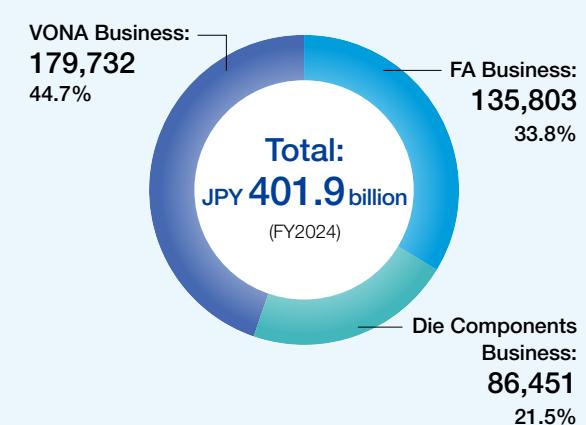
JPY **131.95**

+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)

11,064 persons

Europe:

548

Americas:

1,296

*Number of employees in the United States, Mexico, and Canada.

Asia:

3,633

Japan:

3,217

China:

2,370

