

Growth Strategy

MISUMI × Fictiv Roundtable Discussion: Essence of “Digital MODEL Shift” and the Future of Global Monozukuri



Participants

David Evans (left)

Corporate Officer
and President & CEO of Fictiv Inc.

Nathan Evans (center)

Corporate Officer
Representative of AI Global R&D Center
and CXO of Fictiv Inc.

Mitsunobu Yoshida (right)

Senior Corporate Officer,
President of ID Business Company, and Chairman of Fictiv Inc.

Value Creation Through Synergy from Integration

Through its integration with Fictiv, a U.S.-based company with an advanced manufacturing platform, MISUMI Group is accelerating the Digital MODEL Shift strategy and pursuing new value creation. In this roundtable session, Mitsunobu Yoshida, Senior Corporate Officer at MISUMI who spearheaded this integration, together with David Evans and Nathan Evans, co-founders of Fictiv, discussed the specific synergy impacts resulting from their collaboration and shared perspectives on the outlook toward establishing competitive advantages within the global marketplace.

Shared Vision and Mission to Support Monozukuri

Yoshida: I have consistently monitored trends within the industrial sector, paying special attention to Fictiv’s innovative approach over the years. When Fictiv was founded in 2013, MISUMI was also beginning to move seriously from concept to development, working toward what would become meviy, with the goal of transforming traditional business practices, eliminating inefficiencies, and supporting Monozukuri.

David: At the time, one of the major challenges we saw in our customers’ product development was the procurement process

for custom machine parts. Unstable supply chains, substantial time and financial costs, and operational inefficiencies, such as manual quoting and intricate vendor management, led to ongoing delays in product launches and posed significant obstacles to innovation. Fictiv was founded to resolve these issues. Since then, we have been building a cloud-based platform designed to simplify procurement and accelerate manufacturing through digital transformation. To date, the Company has manufactured more than 39 million parts and provides services to over 5,000 customers worldwide.

Nathan: From the outset, our goal was to make ordering precision-machined components as simple as booking an airline ticket online. We aimed to provide engineers and procurement professionals with a platform to bring any product to life—whether it’s a rocket or a medical device. Our unwavering mission is to relieve customers from low-value-added manual processes and establish a truly digital-native supply chain, empowering them to focus on innovation and speed up product launches.

Yoshida: When I learned about Fictiv’s founding purpose and vision, I immediately thought, “They’re just like us.” Their mission to make world-class manufacturing technology accessible to everyone and reduce barriers to product development is perfectly aligned with MISUMI’s Digital MODEL Shift growth strategy.

David: We feel the same way. For more than ten years, we have worked with MISUMI as a customer, and from our first interactions, I recognized that we shared a common vision: to make manufacturing faster, more accessible, and more reliable.

Combining the Strengths of Both Companies to Create a One-of-a-Kind Platform That Contributes to the Entire Industry.

David: Fictiv’s corporate identity is defined by its role as a digital-native, innovation-driven manufacturing partner. While maintaining the precision and discipline essential to manufacturing, what truly sets us apart is our ability to seamlessly blend agility and creativity—hallmarks of a technology company. We have cultivated a culture that embraces new technologies and encourages bold, forward-thinking ideas.

Nathan: We take pride in having built an inclusive culture by bringing together diverse talent from around the world. At the same time, because we are directly involved in our customers’ manufacturing processes, we have consistently earned trust through rigorous quality management and highly transparent communication. As a rapidly growing startup, we expect every employee to demonstrate initiative and ownership, and we empower them with significant autonomy to make that possible.

Yoshida: What stands out to me the most about Fictiv’s culture is its impressive combination of “innovation and agility” with “quality and accountability.” In recent years, MISUMI has placed increasing emphasis on the speed of adapting to change, and I find Fictiv’s rapid cycle of validation and improvement both remarkable and

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inspiring. While it's natural that there are differences in organizational culture and mindset. I believe it's important to move forward with integration by understanding and respecting each other. In particular, I have much to learn from Fictiv's swift decision-making and technology-driven approach to problem-solving.

Nathan: We would be pleased if our entrepreneurial spirit and technology-driven approach could help accelerate MISUMI Group's overall pace and transformation. At the same time, joining the MISUMI Group is also highly significant for Fictiv. MISUMI's extensive experience in global expansion, developed over several decades, will enhance the depth and stability of our business operations.

Yoshida: From a business perspective, I believe our differences will become a source of strength. Fictiv excels in complex, custom mechanical components, especially for direct materials used in finished products such as robotics and aerospace. On the other hand, MISUMI's meviu specializes in manufacturing components used in production equipment (indirect materials), offering cost advantages for simple-shaped components.

David: Exactly. Through integration, the scope and convenience of our services will expand dramatically. Beyond meviu, MISUMI's global infrastructure and standard components business will strongly support Fictiv's expansion into new domains. Customers will be able to seamlessly procure both custom and standard mechanical components from a single network, accelerating product development and delivering benefits to companies of all sizes.

Yoshida: This integration is not just a typical M&A, but an exceptionally strategic partnership where we truly complement each other. By combining our strengths, we can enhance the value proposition to existing customers while expanding our reach into



new markets and customer segments. We believe this will enable us to build a one-of-a-kind platform that streamlines everything from prototyping to small-scale mass production, making a significant contribution to the entire Monozukuri industry.

Building a Resilient Supply Chain by Turning Environmental Changes into Opportunities

Nathan: In recent years, the manufacturing environment has become increasingly unstable. Shifts in tariffs and trade agreements, as well as geopolitical risks such as U.S.-China relations and regional conflicts, have resulted in higher costs and restricted market access. Additionally, disruptions caused by natural disasters and cyberattacks have exposed vulnerabilities in the supply chain. That said, these changes also present new opportunities. Our Company has expanded its manufacturing network across the United States, Mexico, India, and China, building a structure that can flexibly respond to geopolitical risks.

David: One of our major strengths is having a system that enables us to source from the most optimal region depending on the situation. For example, even if production in a specific region

becomes less advantageous due to tariff changes, we can quickly shift our manufacturing bases to alternative locations without compromising on quality or delivery times. Furthermore, by leveraging AI-powered real-time visibility, we gain a comprehensive understanding of our fragmented global manufacturing landscape allowing us to minimize risks and optimize costs for our customers. This capability is a significant competitive advantage for us.

Yoshida: It is crucial to view changes in the external environment not as "threats," but as "opportunities."

Transforming new digital solutions into competitive strengths is essential in today's era, and MISUMI is pursuing the same direction.

Nathan: Now that we have joined the MISUMI Group, I am even more committed to our mission to "Unlock the world's creative potential to innovate." We will broaden access to world-class manufacturing, eliminate procurement fragmentation, and build a more resilient supply chain. Regardless of global circumstances, we aim to create an environment where everyone—from startups to large enterprises—can quickly prototype, iterate, and accelerate time-to-market for their products. This is what it means to "democratize access to manufacturing" and to establish a Digital Foundation built for the new era.

Yoshida: I strongly resonate with that perspective. We aim to create a world where everyone involved in manufacturing can access high-quality components quickly and without barriers, enabling all industries to advance product development smoothly. Through the integration of MISUMI and Fictiv, we hope to bring new "creativity and smiles" to the Monozukuri industry.

Growth Strategy

Fictiv: Digital On-Demand Supplier Shaping the Future of Global Monozukuri Through Advanced Technology and an International Network



Foundations of Competitive Advantage

Proprietary Business MODEL

Fictiv is a leading U.S. company focused on providing on-demand processing services for custom machine components. Operating with an asset-light model, the company does not own manufacturing facilities, resulting in strong capital efficiency. Fictiv has raised a total of USD192 million in funding and has achieved rapid growth.

Cutting-edge AI Technology and Skilled Professionals

Fictiv has developed a proprietary digital platform that uses advanced algorithms and artificial intelligence to deliver highly accurate quotes, maintain quality control, and select the most suitable suppliers. The Company is backed by a team of exceptionally talented individuals with expertise in both manufacturing and AI, forming the cornerstone of its development capabilities.

Global Network

By collaborating with approximately 250 carefully selected manufacturing partners worldwide, Fictiv offers exceptional flexibility and scalability to support a diverse array of manufacturing processes. The Company can fulfill any customer order in as little as one day and has established a foundation that can readily adapt to geopolitical supply chain risks.

Solid Customer Base

The Company serves more than 5,000 customers worldwide, ranging from startups to large enterprises dedicated to driving innovation. Its primary customers are major corporations in high-growth sectors such as robotics, energy, healthcare, and aerospace, with a strong focus on the United States.



Organizationally Embedded Culture

Fictiv's culture is defined by a strong execution capability, seamlessly integrating the founders' entrepreneurial spirit with a digital-native approach to transforming Monozukuri and an unwavering commitment to deliver results. This technology-driven momentum, paired with a readiness to embrace and learn from setbacks, is set to accelerate MISUMI Group's digital transformation.

Moreover, by consistently upholding high standards of quality and efficiency, and proactively addressing customer challenges as our own, we demonstrate a strong commitment to service excellence. This approach is fully aligned with MISUMI's corporate philosophy, "Your Time, Our Priority," fostering synergistic outcomes that are well-positioned to drive market transformation.



Fictiv's Business and Core Values: Maximizing "Time Value" in Manufacturing

Founding Philosophy

Fictiv was established in 2013 to resolve a fundamental challenge in product development: enhancing the productivity of the procurement process for custom machine components, which remains one of the most significant obstacles. The Company's clear purpose, "Unlock the world's creative potential to innovate," serves as the driving force behind its development of digital technologies.



Services Offered

Fictiv streamlines the on-demand procurement of custom machine components for a wide range of products by enabling users to upload 3D data directly to its platform. What was once a closed analog process, can now be managed entirely online—from a single prototype to mass production runs exceeding one million units—with delivery possible in as little as 24 hours. This innovative approach accelerates product development cycles and eliminates inefficiencies.

- Providing instant quotes and Design for Manufacturability (DFM) feedback via an AI-powered platform
- Supporting diverse manufacturing methods, including CNC machining, injection molding, 3D printing, die casting, sheet metal fabrication, compression molding, and urethane casting
- Offering comprehensive services: product design, bill of materials cost reduction, assembly, global sourcing, customs management, and logistics optimization

