

MISUMI Group Inc.
Company Profile

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What is MISUMI?

About MISUMI

Company Profile

Businesses & Products

Extensive Product Lineup of Over 40 Million Products

MISUMI Products Supporting Monozukuri

Customer Challenges

Value Proposition

Business Model Advancement

*Monozukuri refers to the distinctive Japanese approach to manufacturing excellence. It 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

Company Profile

Company Profile

Established 1963	Representative Arata Shimizu Representative Director and President	Capital ¥14.7 billion	Stock Listing Tokyo Stock Exchange Prime Market
Net Sales (Consolidated) ¥441.3 billion	Operating Income (Consolidated) ¥47.6 billion	Overseas Sales Ratio 59.8%	Employees (Consolidated) 11,304

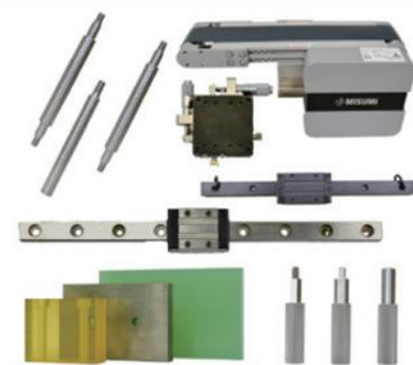
(FY2025 results)

Businesses & Products

MISUMI's Businesses & Products

Manufacturing Business

FA Business*₁



Development, production and sales of precision machine parts for manufacturing equipment and automated production machines



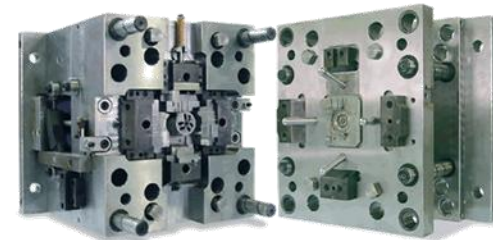
Automated
Production
Equipment

Used in
applications like
these

Die Components Business



Development, production, and sales of standard and precision parts incorporated into dies for mass-produced pressed and resin-molded parts



Injection
Mold

Used in
applications like
these

Distribution Business

VONA Business*₂



A broad lineup covering everything from automation-related indirect materials to consumables, including third-party manufacturer products

*1 Factory Automation
*2 Variation & One-stop by New Alliance

Product Lineup

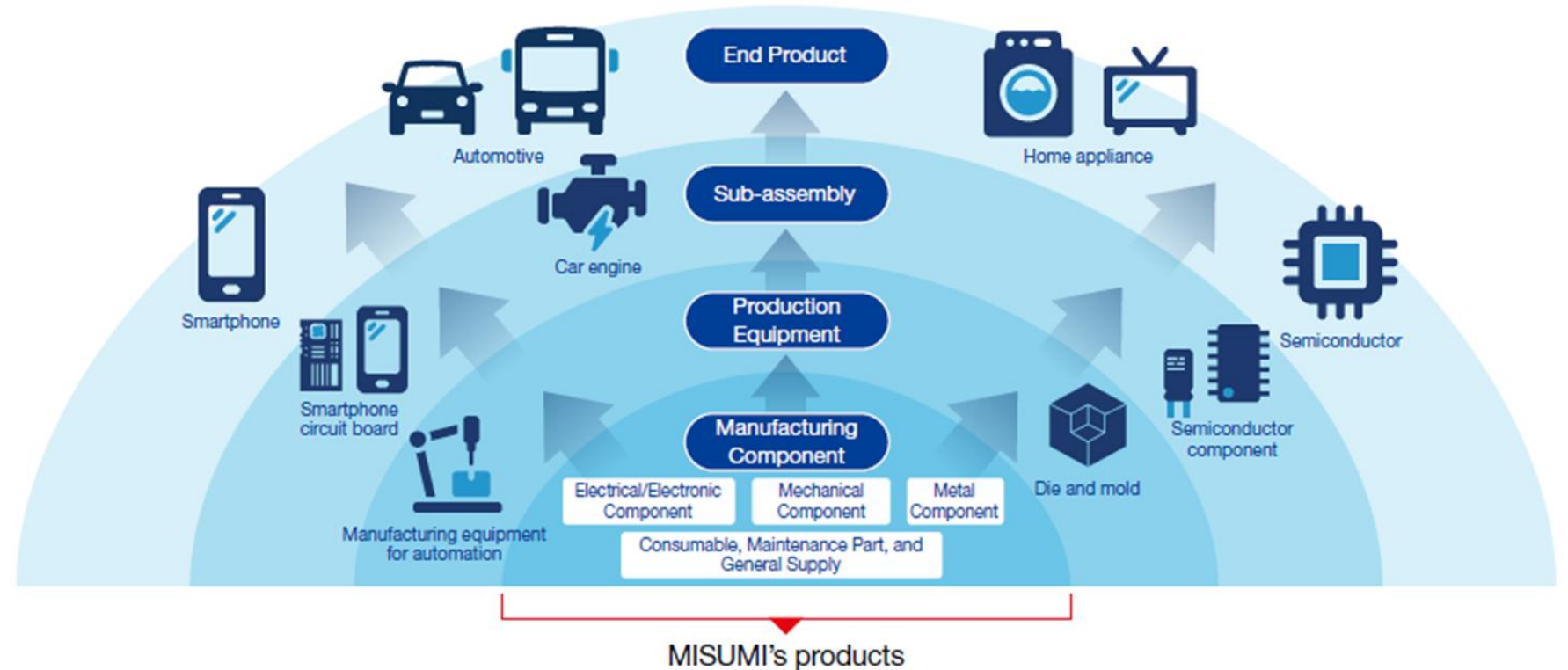
Extensive Product Lineup of Over 40 Million Products

Manufacturing Business	FA Business	FA standardized mechanical components	 Shafts	 Timing pulleys	 Linear bushings	 Flat belt conveyors
			 Set collars	 Locating pins	 Gears	 Couplings
		Locator devices and measurement equipment (OST* Business)	 Automatic stage units	 Actuators	 Optical measurement devices	 Optical experimental equipment
			 Punches	 Button dies	 Ejector pins	 Sprue bushings
	VONA Business	Mechanical components and screws, bolts, washers and nuts	 Sensors and switches	 Pipe fittings	 Screws, bolts and nuts	 Castors
		Wiring, control and PC components	 Connectors	 Switches	 Cables	 Transformers
		Cutting tools and components for production machining	 End mills	 Hexagonal wrenches	 Milling chips	 Calipers
		Packaging and logistics storage supplies/ Safety protection, environmental hygiene, and office supplies	 Carts	 Work gloves	 Parts cleaners	 Laboratory equipment & supplies

*FA Business: Factory Automation Business
 *VONA Business: Variation & One-stop New Alliance Business
 *OST:Optical&Scientific Technology

MISUMI Products

Products Supporting the Monozukuri Industry



In the equipment manufacturing and mass production sectors, manufacturing components ranging from machine parts incorporated into production equipment and machinery to supplies and consumables

Customer Challenges

Customer Challenges

Improving productivity in the Monozukuri industry has become an urgent challenge

Challenges in Parts Procurement



Drawing & Selection

Time-consuming drawing preparation

Make-to-order items require creating drawings before requesting quotations
Distribution products require sifting through a wide variety of options



Quotation

Time-consuming quotation process

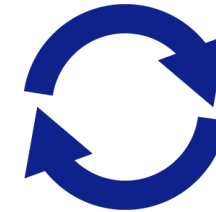
Long wait times from quote request to response
Even minor dimensional changes require re-quoting Comparison quotes across suppliers



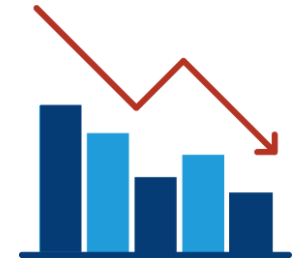
Delivery

Time-consuming waiting periods

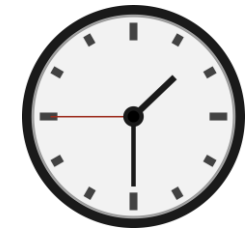
Long lead times until delivery
Delivery deadlines are often missed



Societal Challenges



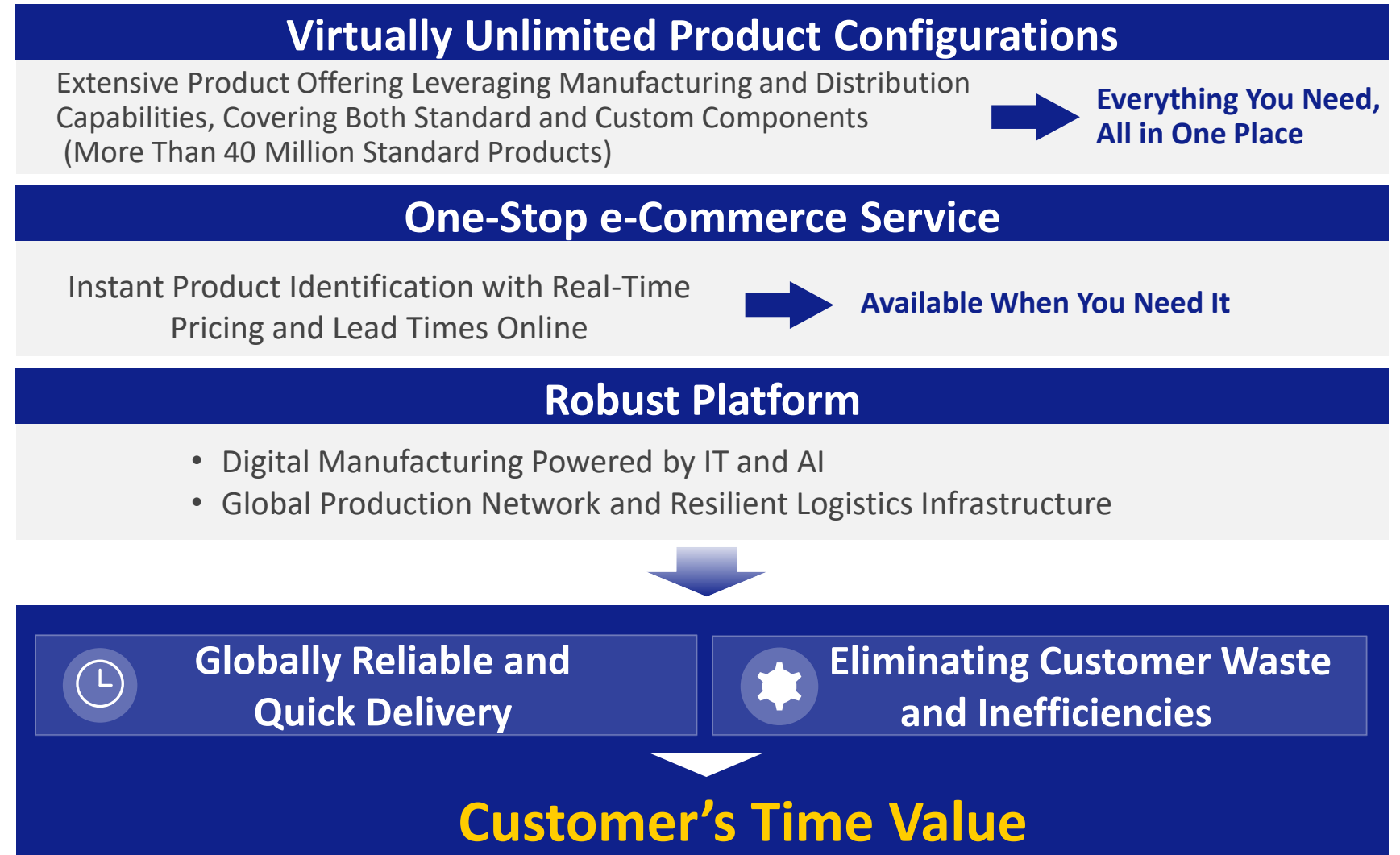
Shrinking Workforce



Working-hour Regulations

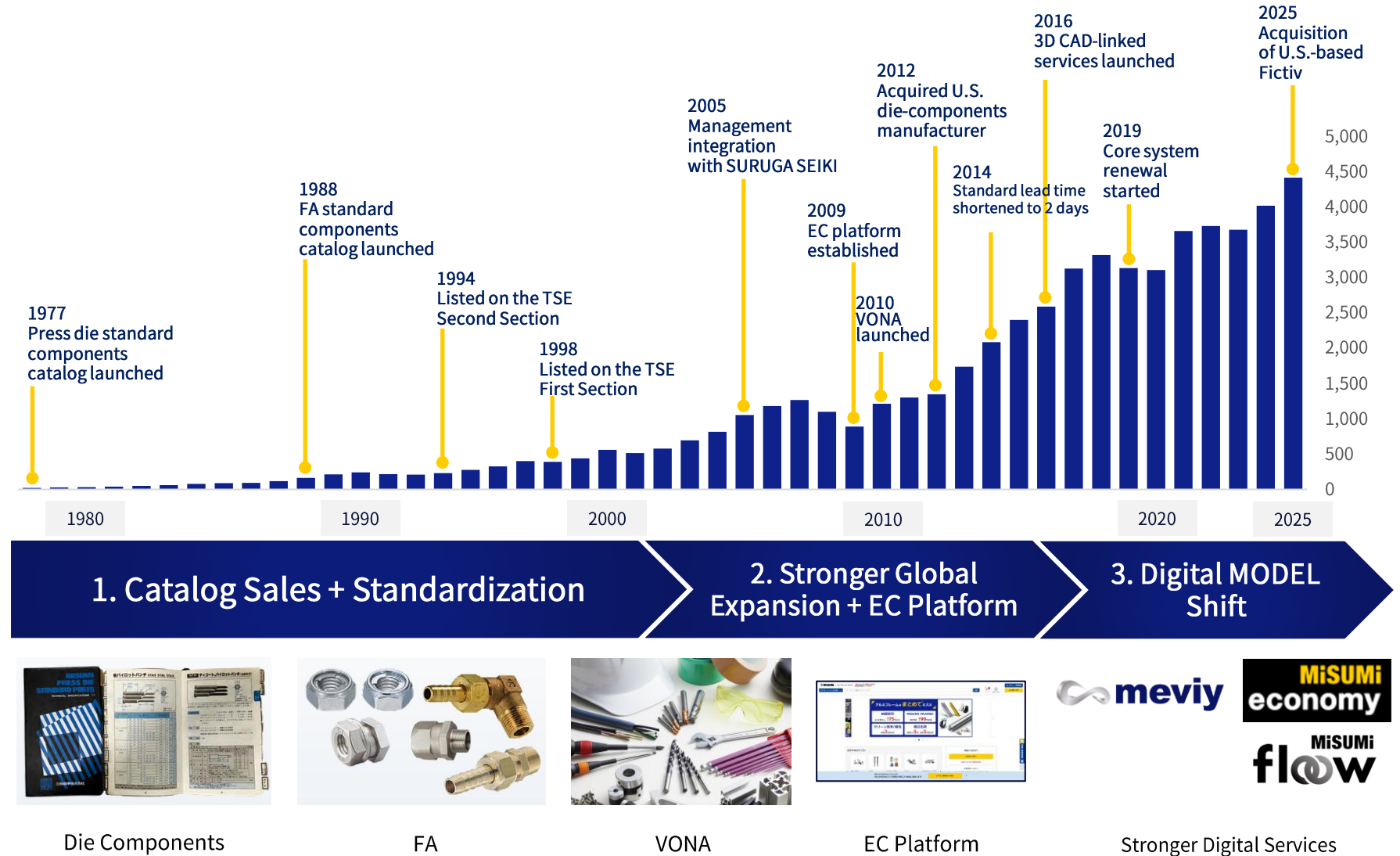
Value Proposition

Value Proposition



Business MODEL Advancement

Business Model Advancement



MISUMI's Growth Strategy

MISUMI's Growth Strategy

Future Growth Strategy

Future Growth Strategy 1: Global Expansion

Future Growth Strategy 2: Digital MODEL Shift Initiatives

- #1 Custom Parts Procurement Revolution: meviy

- #2 Lineup Reform: Economy Series

- #3 Procurement Revolution: D-JIT

- #4 Procurement Revolution: MISUMI flow

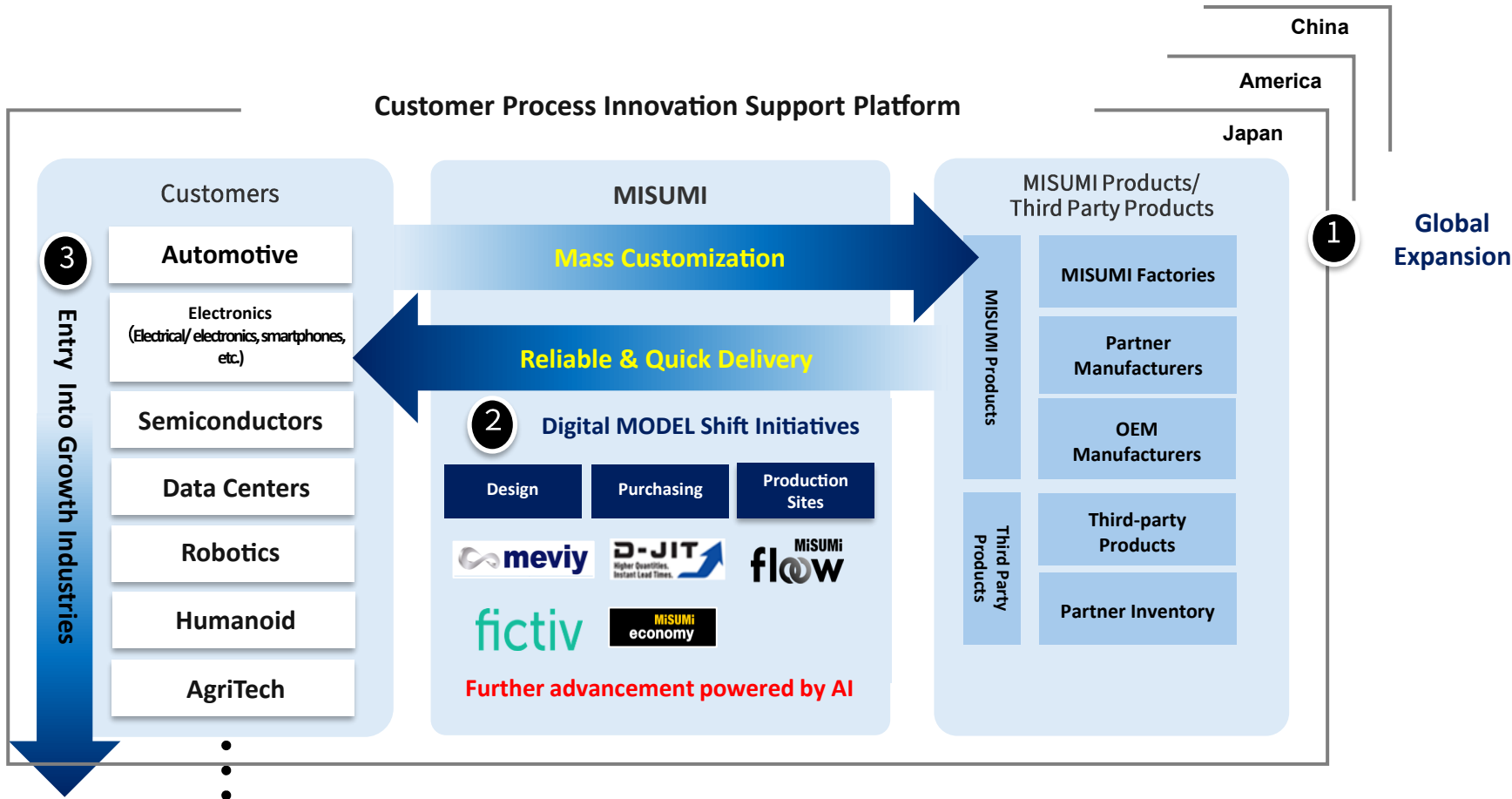
- Business Domain Expansion: Acquisition of U.S.-based Fictiv

Future Growth Strategy 3: Entry into Growth Industries

Future Growth Strategy

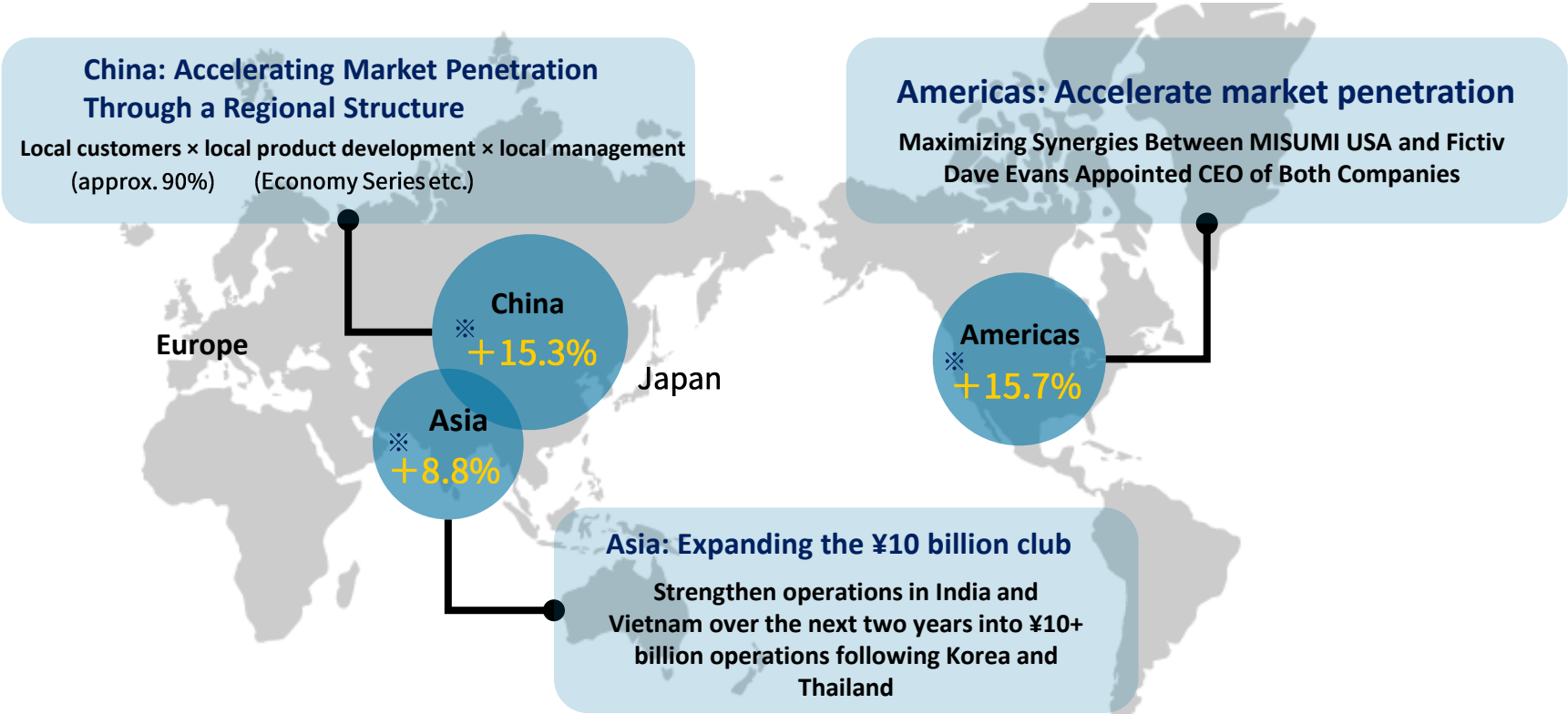
Future Growth Strategy

Expanding Business Domains Through Strategic Investments in Three Areas: Global Expansion, Digitalization, and Growth Markets



Future Growth Strategy
Future Growth Strategy 1
Global Expansion

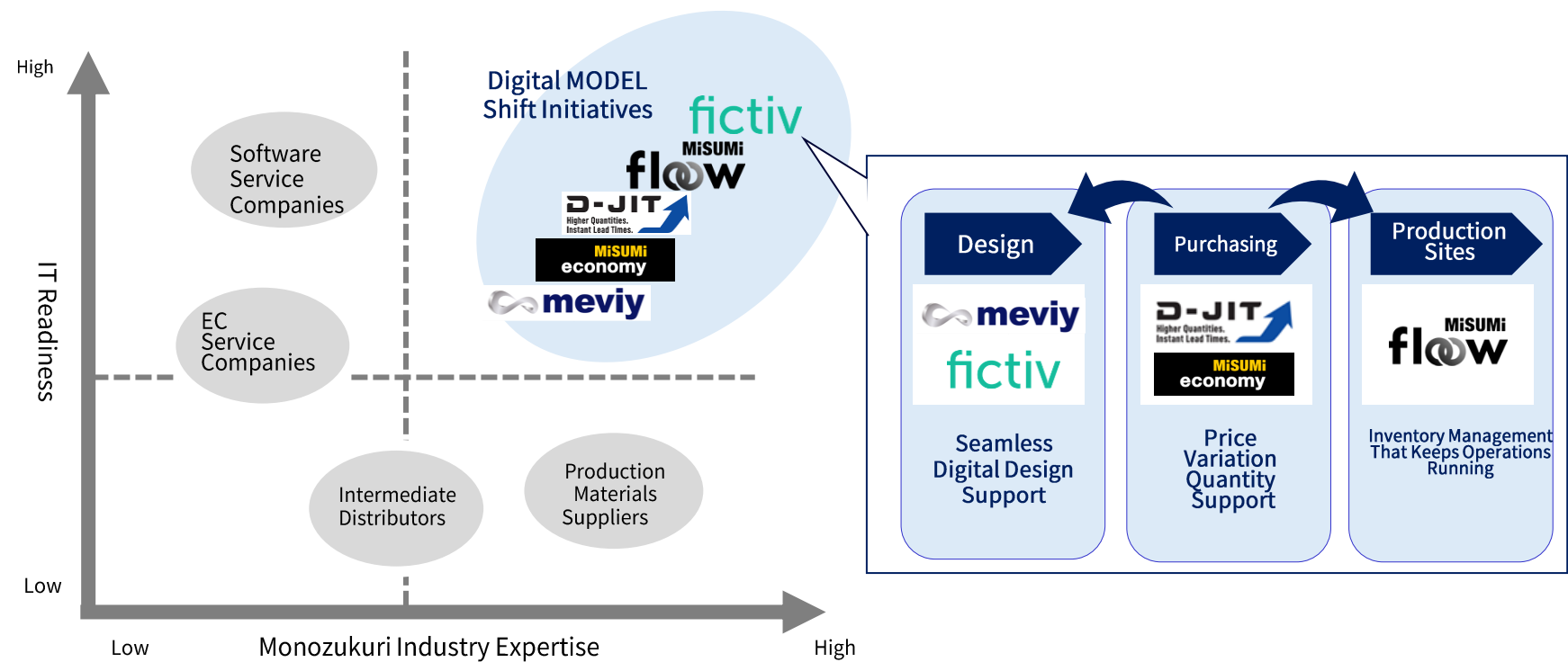
Focused Investments in Priority
Regions and Strategic Markets



*FY2026 sales growth rate on a local-currency basis

Future Growth Strategy
Future Growth Strategy 2
Digital MODEL Shift
Initiatives

Driving Process Innovation in Global Monozukuri
Through AI and Digital Transformation



Future Growth Strategy

Future Growth Strategy 2
Digital MODEL Shift
Initiative #1

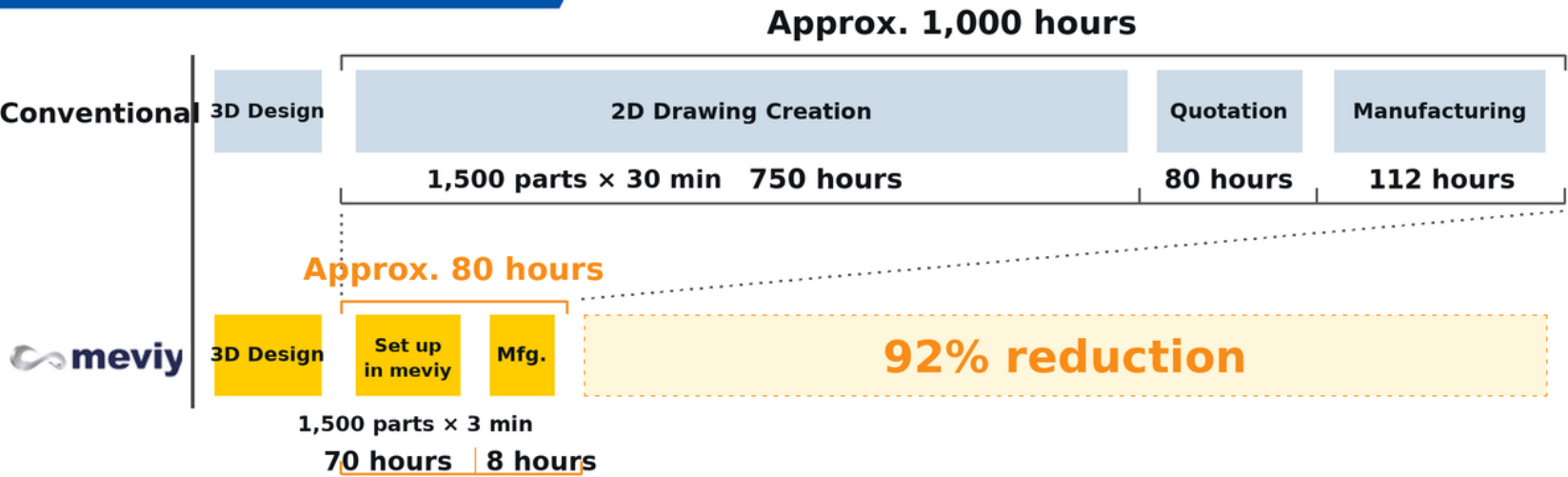
meviy: Revolutionizing
Custom Parts Procurement

Easy Digital Procurement of
Custom Components

An AI-powered platform that generates instant quotes from 3D CAD data and enables shipment in as little as one day through MISUMI's proprietary digital manufacturing system.



Procuring 1,500 Equipment Components



Future Growth Strategy

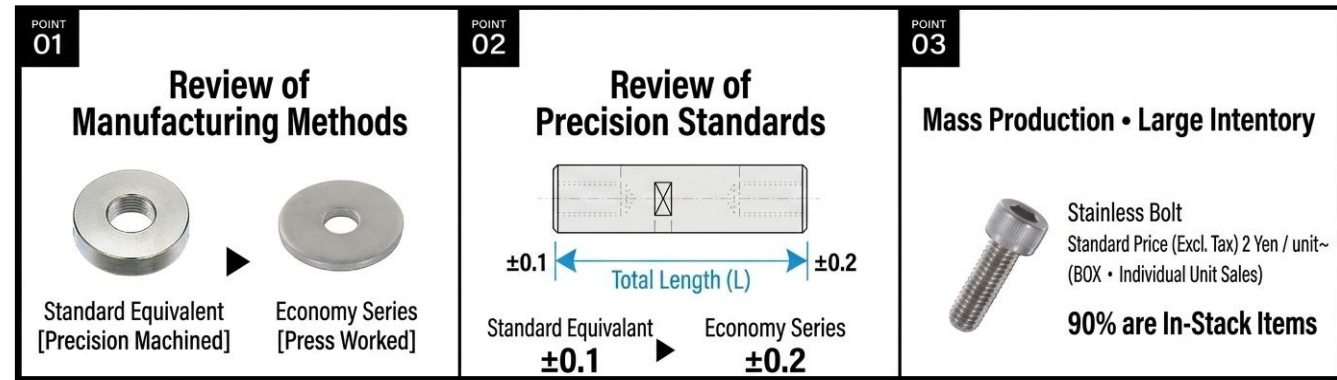
Future Growth Strategy 2
Digital MODEL Shift Initiative #2

Economy Series:
Product Portfolio Transformation

Surprisingly Affordable, Reliable Quality

MISUMI
economy

A competitively priced product series developed in China to address mid-range market demand. By optimizing manufacturing methods and revising product specifications, the series achieves average cost reductions of 45%, with savings of up to 90%.



Popular products in Economy

Proximity Sensor



Stepping Motor



Bearing



Hex Socket Head Cap Screw



Future Growth Strategy

Future Growth Strategy 2
Digital MODEL Shift Initiative #3

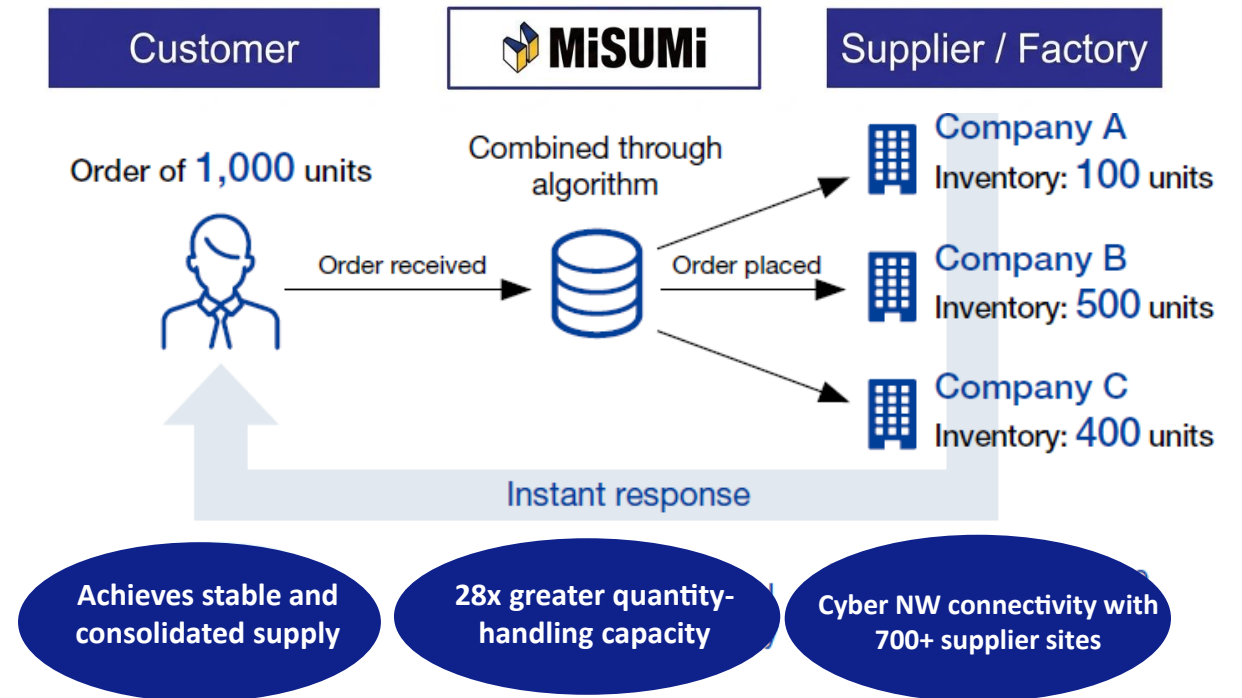
D-JIT: Revolutionizing Procurement

Procurement DX: One-stop aggregation of available inventory



By instantly combining inventory from multiple suppliers across the globe to meet customers' required quantities, MISUMI automatically displays optimal pricing and lead times.

From "MISUMI for Small Quantities and Quick Lead Times" to "MISUMI for High-Volume Orders as Well."



From ¥50 Billion in MISUMI Inventory to ¥1.4 Trillion in Virtual Inventory

*D-JIT: Digital Just-in-Time

Future Growth Strategy

Future Growth Strategy 2
Digital MODEL Shift Initiative #4

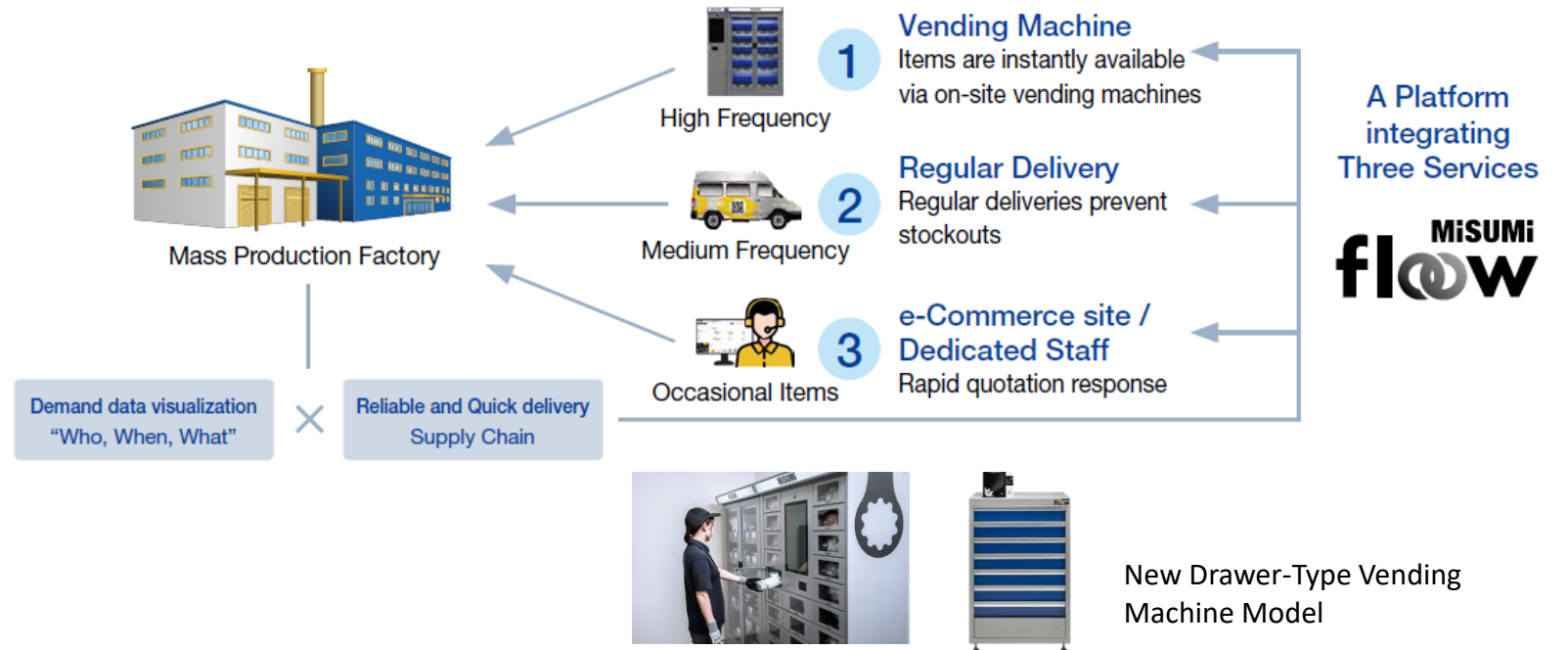
MISUMI flow:
Revolutionizing Procurement

A Total Cost Reduction Service for Procurement Processes in Mass Production Facilities



A total indirect-materials cost-reduction service tailored to customer purchasing patterns. Automating procurement ordering and providing real-time inventory visibility reduces procurement workload by ~70%.

Driving Procurement DX at the Production Site

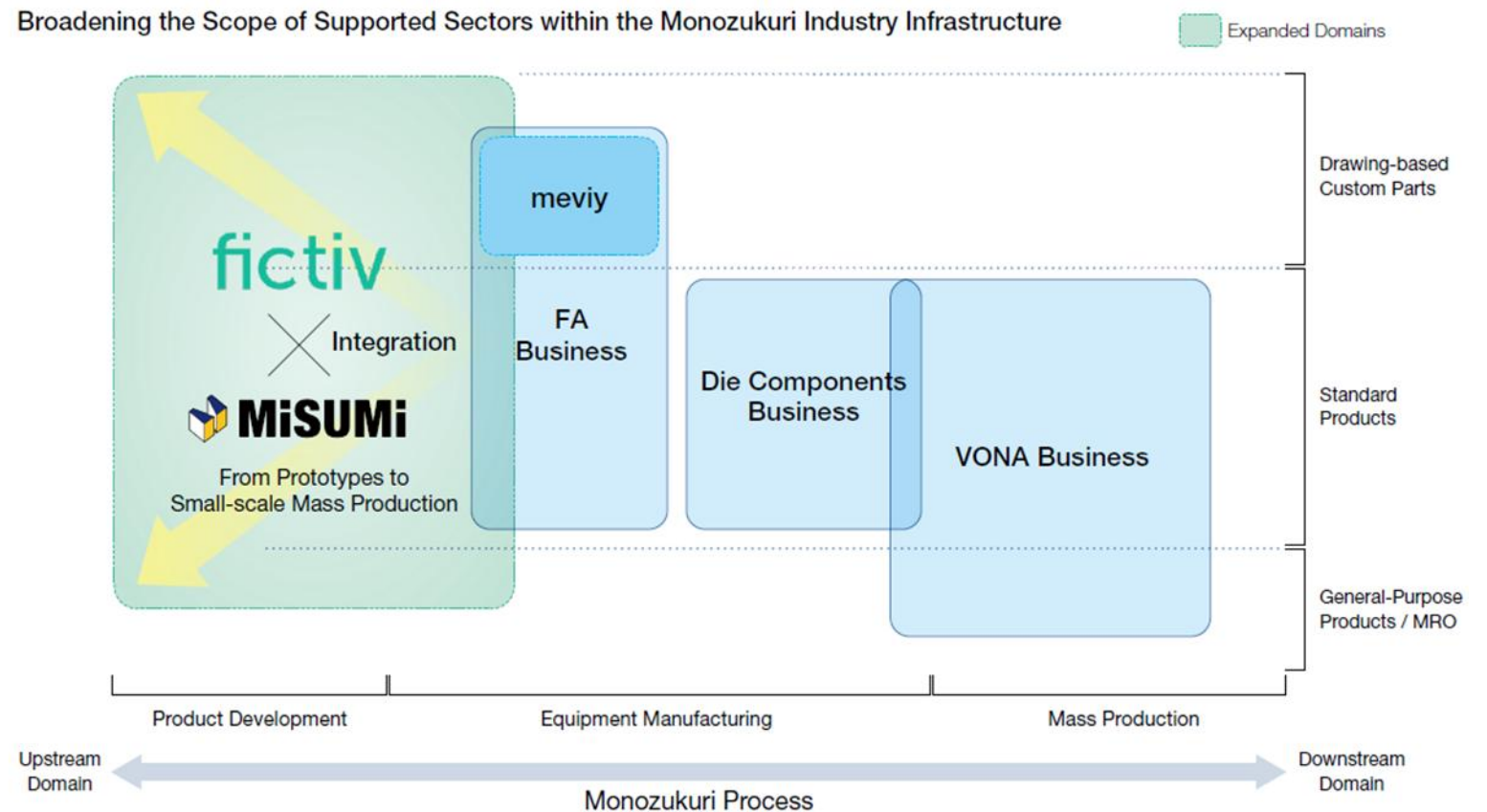


Future Growth Strategy

Future Growth Strategy 2
Digital MODEL Shift Initiative

Business Domain Expansion
Acquisition of U.S.-based Fictiv

In June 2025, MISUMI acquired Fictiv, a U.S.-based provider of online sourcing services for custom mechanical components, expanding into the upstream product development segment of the Monozukuri industry.



Future Growth Strategy
Future Growth Strategy 3

Entry into Growth Industries

Actively Expanding into Emerging Growth Industries Enabled by AI

 For Data Centers	 For AgriTech	 For Robotics / Humanoids
Capital Investment to Double Automated Stage Production Capacity ¥2 billion (FY2026)	Formed a Strategic Business and Capital Partnership with Oishii Farm to Advance Joint Research Expanding into the AgriTech Market Strategic Business and Capital Partnership	Advancing Partnerships with Robotics and Humanoid Technology Companies Strengthening the Robotics Supply Chain Strategic Business and Capital Partnership (Under Consideration)

MISUMI's IT/AI Readiness

MISUMI's IT/AI Readiness

Approach to AI: Creating New Value in Monozukuri through company-wide “AI Readiness”

AI in Action

DX in Action

Selected for the DX Grand Prix

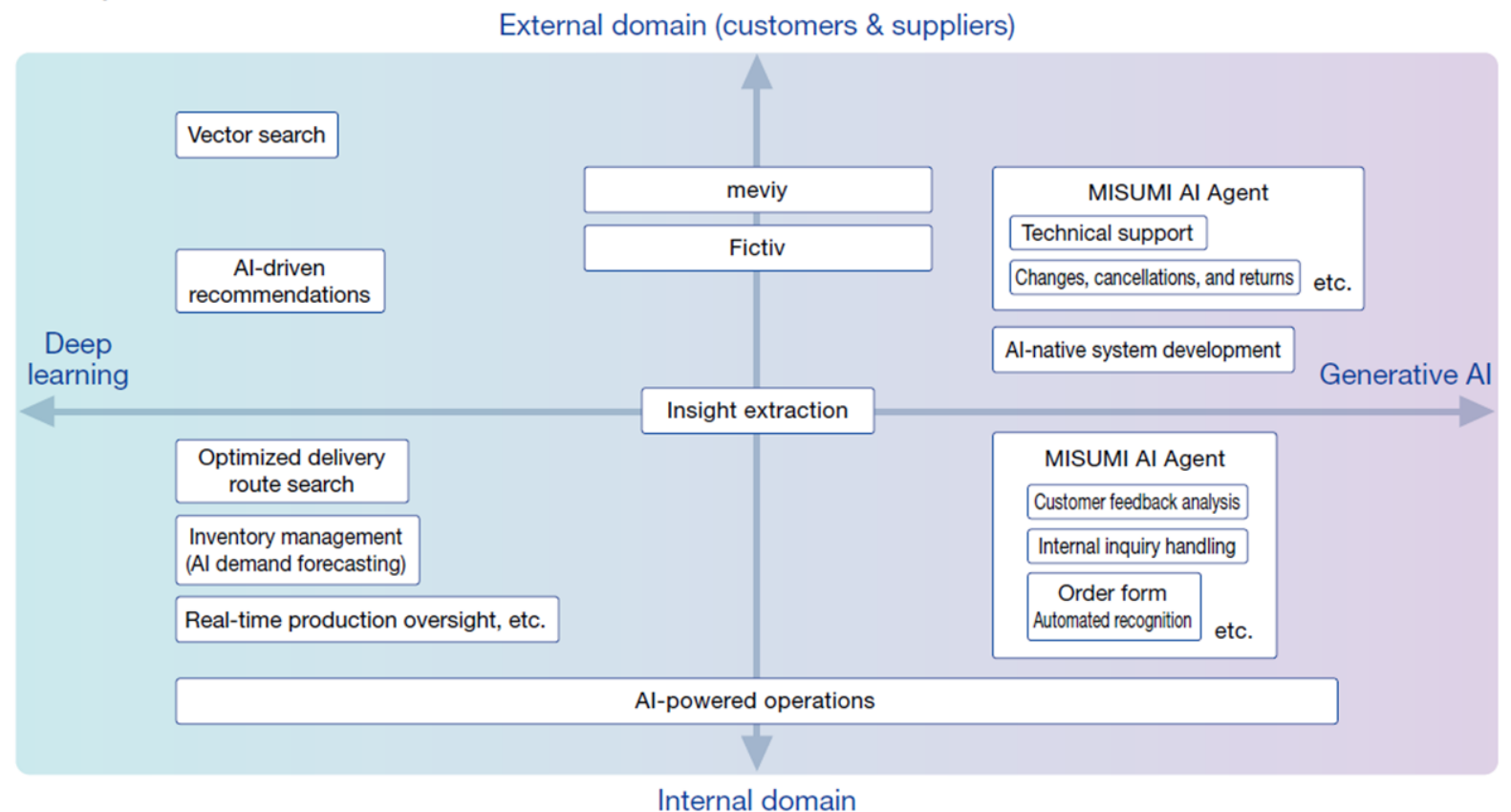
AI and other advanced technologies are transforming service competitiveness and workforce productivity. By leveraging these technologies to the fullest at both the organizational and individual levels, MISUMI enhances Customer's Time Value.

Our Approach to AI

Our Approach to AI

Creating New Value in Monozukuri Through Company-wide "AI Readiness"

Examples of AI Utilization at MISUMI

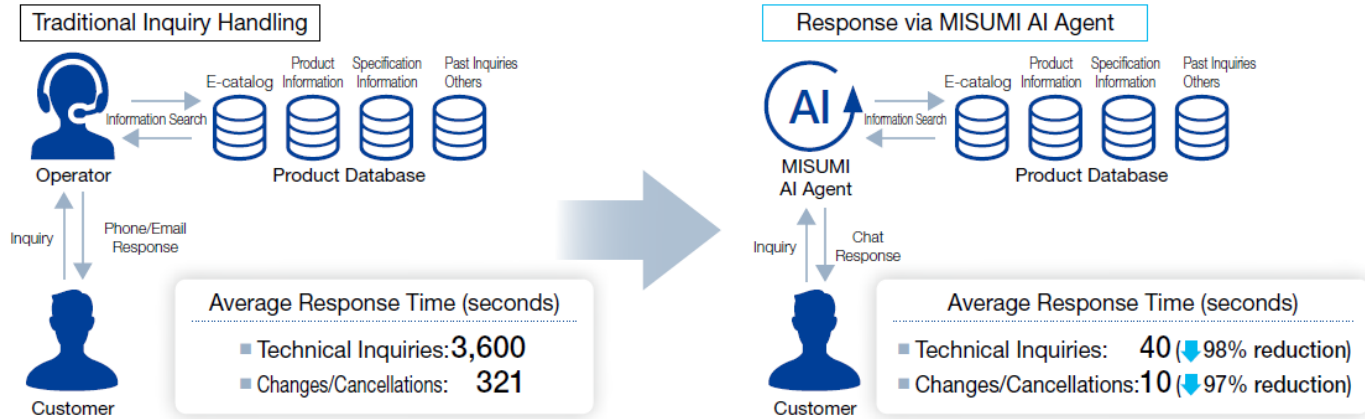


AI in Action

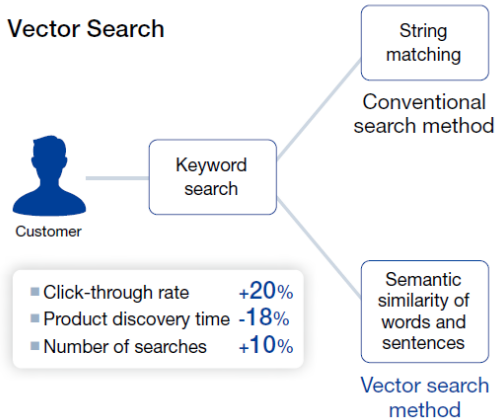
AI in Action

Leveraging Generative AI for Customer Support

AI-powered Chat Service



An Early Adopter of NLP-Based Vector Technology



DX in Action

DX in Action

Production



- MISUMI developed its own automation equipment for make-to-order manufacturing processes, which are traditionally difficult to automate. A single operator can oversee nine machines, reducing lead time from semi-finished material input through processing, inspection, and shipment preparation from approximately 40.5 hours to about 40 minutes.
- The meviy factory for custom mechanical components combines automated generation of manufacturing data with proprietary production lines developed in-house using robotics and digital technologies.

Logistics



- Improving logistics operations by combining automation technologies, such as autonomous shelf-transport robots, with continuous on-site operational improvements.
- Central Japan Distribution Center
Full-scale operation of an automated warehouse equipped with large-scale material handling systems began in November 2020.
- To reduce operational workload, MISUMI developed its own Digital Picking Cart (DPC), equipped with image-recognition and weighing capabilities, achieving a 21% improvement in productivity compared with 2022.

DX Selected for
the DX Grand Prix

Selected for the
DX Grand Prix



DXグランプリ2026
Digital Transformation

Selected as a “DX Stock 2026” Company for the Second Consecutive Year
Also Selected for the “DX Grand Prix 2026” as a Leading Company
in the Digital Era

1. Realizing “Infinite Monozukuri”

Continuing process innovation:
expanding standard products, business
domains, on-site materials procurement
for mass production, AI recognition of 3D
CAD data, and lights-out manufacturing.

2. Companywide Digital Initiatives

A clear "Digital MODEL Shift" growth
strategy and DX vision, with top
management driving the definition,
hiring, and development of digital talent.

3. Active Dialogue with Investors

Quantitative disclosure of Digital MODEL
Shift results and plans, articulating a
concrete growth direction. Proactive
transparency in a hard-to-understand
business drew high evaluation.

4. Expanding DX to Mass Production

Leveraging our Reliable and Quick Delivery
capability for high-mix, low-volume production,
MISUMI's DX now extends into mass production.
The Fictiv acquisition unifies standard and
custom parts ordering on one platform.

5. Building a Monozukuri Foundation and Leveraging
AI

Deploying a manufacturing data platform.
Supplier inventory integration delivers a socially
optimal co-creation model. Generative AI use
drew further recognition in this year's
evaluation.

MISUMI's Human Capital

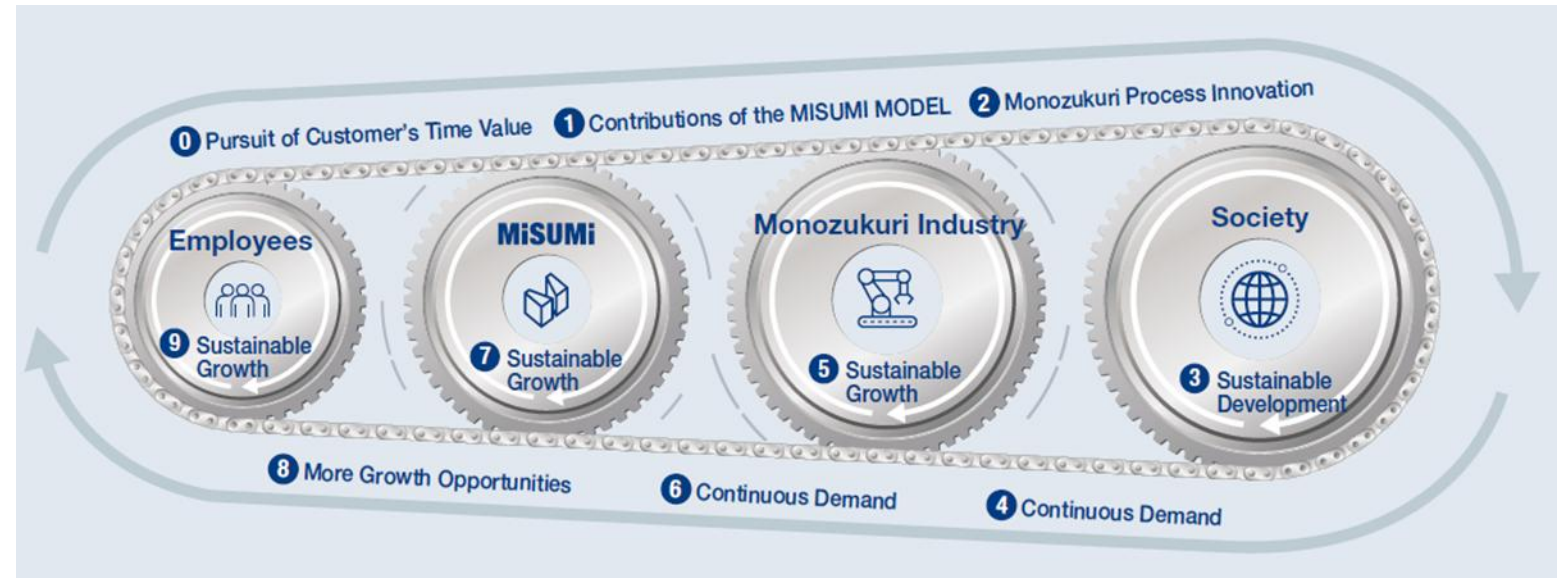
MISUMI's Human Capital

Growth Chain-reaction Management
Key Features of Our Talent Development

Growth Chain-reaction Aspired Management

MISUMI aims for Growth Chain-reaction Management

MISUMI eliminates inefficiencies in the Monozukuri industry and elevates Customer's Time Value. In doing so, MISUMI, the Monozukuri industry, and society grow and develop in tandem. This is the essence of our Growth Chain-reaction Aspired Management. It all begins with employees taking on challenges, which forms the very foundation of MISUMI's human capital management.



Talent Development

Key Features of Our Talent Development

Positioning "Talent Development" as a key management priority and the starting point of MISUMI MODEL innovation

Next Challenge Program



Every employee asks themselves "What's next?" each year, choosing their own transfer, promotion, or new challenge. The Next Challenge Program drives growth and career development through challenge opportunities, with cross-border applications available across global sites.

M-Up



An annual forum where MISUMI MODEL innovation at each workplace is shared globally, creating opportunities for mutual learning, recognition, and knowledge exchange.

i-Up



Launched in FY2025, this event provides platform for next-generation employees to share their own initiatives aimed at enhancing value for both internal and external stakeholders, regardless of the scale of the outcome, energizing MISUMI and driving the company toward the future.