

To whom it may concern

Company Name: MISUMI Group Inc.

Represented by: Ryusei Ono, Representative Director and President

(Ticker Code: 9962 TSE First Section)

Responsible Officer: Tamotsu Okamoto, General Manager, Finance Service Platform

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Tadashi Saegusa's Appointment as Chairman Emeritus

It was resolved at the Board of Director's meeting held today to appoint Mr. Tadashi Saegusa (currently Senior Chairman) as Chairman Emeritus.

1. Content

New Position	Name	Present Position
Chairman Emeritus, Second Era Founder	Tadashi Saegusa	Senior Chairman, Second Era Founder

2. Appointment as Chairman Emeritus

After taking the helm at MISUMI Group Inc. as CEO in 2002, Mr. Saegusa implemented a far-reaching chain of reforms and even after retiring from his CEO position, has been instrumental in developing MISUMI's management, as Chairman of Board of Directors and Senior Chairman.

During this period, Mr. Saegusa joined as CEO, and thanks to his efforts to transform a trading company with 340 employees into an international company with more than 10,000 people, and managed to expand sales from about 50 billion yen to exceed 300 billion yen- a six-fold expansion.

Achievements of numerous chain of reforms by Mr. Saegusa, are as follows,

- Line of business was transformed from a specialized trading company with 40-year history into a manufacturer, changing MISUMI's business format.
- Focused on the potentiality of the almost non-existent overseas businesses and having achieved full-scale entry, realized MISUMI's globalization.
- Transplanted the culture of becoming strategy-oriented, growth-oriented, and internationally oriented into MISUMI's organization; introduced strategic concepts and execution strategies backed by long-standing management experience, thereby fundamentally changing the corporate culture.
- The chain of reforms executed sequentially since taking the helm created a strong business and management foundation capable of supporting MISUMI's growth even

now, amid drastic changes occurring in the market environment and the competitive situation.

- Personnel that comprises the core of MISUMI's management today was nurtured through strategy-oriented management, strategy training sessions (held over 130 days to date), and the business plan development mechanism.
- The ratio of foreign shareholders, which was 8% when appointed, increased to over 50% in about ten years, dramatically heightening MISUMI's corporate value and corporate image in domestic and overseas markets.

The business and management foundation born during MISUMI's "Second Founding Era", supports MISUMI's growth even now in a present progressive manner, offering tremendous value. In addition to these accomplishments- being the "Father of Reform" and as the symbol going forward of MISUMI sustaining strategy-oriented management, appointment as "Chairman Emeritus, Second Era Founder" will transpire July 1, 2021.

3.Appointment Date

July 1, 2021

[Biography of Tadashi Saegusa]

Graduated from the Faculty of Economics, Hitotsubashi University in 1967. After working at Mitsui Petrochemical Industries, he became the first consultant to be hired by the Boston Consulting Group in Japan in his 20s, working in Tokyo and Boston at the dawn of global management strategy theory in the 1970s. He then earned an MBA from Stanford University. Aspiring to become a professional manager, in his 30s, he had headed two companies in turnaround situations and engaged in venture capital investment, each as the President. When he was 41, Saegusa International Co., Ltd. was established. He has been active for 16 years as a turnaround specialist (business revitalization expert) joining ailing companies as Executive Officer. In 2002, he was appointed CEO of MISUMI Group Inc., a company listed on the First Section of the Tokyo Stock Exchange, then became Chairman of the Board of Directors in 2014 and was awarded the title of Senior Chairman, Second Era Founder in April 2018. While managing MISUMI, he has been a visiting professor at Hitotsubashi University Business School for many years. His books include "Senryaku Professional" (Uphill Battle), "Vuiji kaifuku no keiei" (Turnaround Task Force), and "Za Kaisha Kaizo" (Transforming a Company) which is also translated in English as: "It's All About Time".