(Billion yen)

400

350

Management Trajectory

1963

Established MISUMI for the sales of electronic equipment and bearings

1973

Opened the first sales office (current Nagoya Sales Office) in Nisshin, Aichi Prefecture

At a Glance

1977

Launched the standard components catalog for press dies

1981

Sorporate Milestones

Opened the first distribution center (current West Japan Distribution Center) in Mita, Hyogo Prefecture

1988

Established the first overseas subsidiary, MISUMI USA, Inc., in Illinois, U.S.

1988

1980

Paper catalog

MiSUMi

Launched the standardized components catalog for automation machine parts (current FA standardized mechanical components)

Listed on Tokyo Stock Exchange (Second Section)

1998

Listed on Tokyo Stock Exchange (First Section)

2002

Strengthened overseas sites

2005

Integrated with Suruga Seiki Co., Ltd.

2009

Developed an e-Commerce platform (Web catalog and web ordering)

2010

Launched the VONA Business to sell manufacturing components along with MISUMI products Initiated the full-scale development of our e-Commerce platform

2012

Acquired U.S. die and mold components manufacturers



Launched a 3D CAD integrated service

2019

Revamped the IT system (cloud integration, new core system)

2021

Accelerated new business development Accelerated Digital MODEL Shift

300 250 200 150

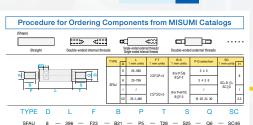


Founding Period

1990

Standardization of MTO (Make To Oder) products

Make To Order P.11



Full-scale Global Expansion

e-Commerce site

Acquisition of Manufacturing Capabilities

Entry into Distribution Business and e-Commerce Platform

3D CAD Integrated Service

Customer Digitalization



FRAMES



Services Responding to

Digital MODEL Shift

*Records for FY1989 are omitted due to a change in the accounting period



Accumulated Management Capitals

At a Glance

MISUMI is committed to enhancing Customer's Time Value and has built various management capitals alongside its business growth. These management capitals are essential in supporting our business activities and serve as a source for further enhancing corporate value in the future. Under our philosophy that improving Customer's Time Value leads to the development of the Industrial Automation (IA) industry, we aim to strengthen each type of capital, accelerate our growth, and contribute to the realization of a sustainable society.



Financial Capital

High profitability and a robust Financial Foundation that support growth investments for Business MODEL innovation

Expansion of the equity spread to secure capital returns exceeding capital costs

Shareholders' Equity

Operating income

¥295.9 billion ¥367.6 billion ¥38.3 billion



Manufacturing Capital

Creation of Customer's Time Value by improving productivity through the Global 5-Pole Production Structure and automation implementation in order to realize Reliable, Quick Delivery

Manufacturing sites 22 sites

Logistics sites

20 sites

investments ¥7.8 billion

Production and logistics



Intellectual Capital

Expertise in expanding products and services by actively utilizing customer feedback and digital technologies

Further promotion of understanding and managing business realities based on data, and enhancing efficiency and automation

IT investments ¥10.1 billion

Research & **Development Costs**

¥3.9 billion

Awards History 13

DX-related

MISUMI's Value Proposition



MISUMI's Sustainability

MISUMI's "Growth Chain-reaction Aspired Management" focuses on eliminating inefficiencies in the Industrial Automation (IA) industry to enhance Time Value. This approach drives supply chain reengineering through introduction of new products and services via Digital MODEL Shift. By tackling societal challenges such as a declining labor force, resource scarcity, and climate change, we align our sustainability efforts with our business strategy, contributing to the realization of a sustainable society.



Human Capital

Guided by our human capital management philosophy, MISUMI strives to be the "Best Place to Grow," embracing challenges and aspiring to be the world's foremost growthoriented company.

Number of employees Percentage of females in management

Internal transfer 15%

11.039 Domestic: 3,164) Overseas: 7,875 24%

/ Use of Next Challenge Program, MISUMI Japan



Natural Capital

MISUMI creates value through management of energy and water resource usage as well as initiatives to reduce consumption

Energy consumption

Amount of water resources used (water consumption)

137,169 MWh

393 thousand m³



Social and Relationship Capital

We strive to achieve sustainable co-creation of social value through initiatives aimed at maintaining and improving our supply chain as well as dialogue with stakeholders

Number of suppliers

Dialogue with investors

Approximately 3,000

443