

# Management Trajectory

## Corporate Milestones

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

1977

Launched the standard components catalog for press dies

1981

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

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

1994

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

2016

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

(Billion yen)



Founding Period

Second-Era Founding Period

Present

## Business MODEL innovation

Standardization of MTO (Make To Order) products

Make To Order P.11

Paper catalog



Procedure for Ordering Components from MISUMI Catalogs

(Shape)		Straight		Double-ended internal threads		Single-ended external threads/Single-ended internal threads		Double-ended external threads		...	
TYPE	D	L	F	B	P	T	S	Q	SC	P-Q selection	
8	25-506									3 4 5	8
8	25-736									3 4 5 6	SC-DL SC-2S
7	/	/	/	/	/	/	/	/	/	7	SC-DL SC-2S
50	25-1486									16 20 24 30	50
TYPE	D	L	F	B	P	T	S	Q	SC		
SFAU	8	396	F23	B21	P5	T28	S25	Q6	SC46		

Full-scale Global Expansion

Acquisition of Manufacturing Capabilities

Entry into Distribution Business and e-Commerce Platform

Digital MODEL Shift

e-Commerce site



3D CAD Integrated Service



Services Responding to Customer Digitalization



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

## Accumulated Management Capitals

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	Net sales	Operating income
<b>¥295.9</b> billion	<b>¥367.6</b> billion	<b>¥38.3</b> 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	Logistics sites	Production and logistics investments
<b>22</b> sites	<b>20</b> sites	<b>¥7.8</b> billion



### 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	Research & Development Costs	DX-related Awards History
<b>¥10.1</b> billion	<b>¥3.9</b> billion	<b>13</b>

## MISUMI's Value Proposition



Customers

MISUMI's  
Main Business

Manufacturing Business

Distribution Business



Reliable, Quick Delivery



Reduce Customer Workload  
(Eliminate unnecessary tasks & operations)



Customer's Time Value  
—Time-based Strategy—

## 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 growth-oriented company.

Number of employees	Percentage of females in management	Internal transfer rate
<b>11,039</b> (Domestic: 3,164 Overseas: 7,875)	<b>24%</b> (Global)	<b>15%</b> (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)
<b>137,169</b> MWh	<b>393</b> thousand m <sup>3</sup>



### 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 <b>3,000</b>	<b>443</b> (Number of interviews)