Driving Monozukuri Innovation

We are living in an era of rapid change. Transformations that once unfolded over years now take place in a matter of months. As AI advances and new growth industries emerge, the world of Monozukuri has reached an unprecedented turning point.

MISUMI will change. From providing the parts-supply infrastructure for manufacturing to transforming Monozukuri itself. Building on the strengths that have enabled us to eliminate waste from manufacturing processes, we will lead the next wave of Monozukuri innovation.

Product development capabilities that unlock new possibilities in Monozukuri.
Digital services that take the burden out of Monozukuri.
Solutions that bridge the digital and physical in Monozukuri processes.
Launch partnerships that support Monozukuri from 0 to 100.

By becoming a driving force behind the transformation of our customers' Monozukuri, we will bring greater freedom than ever before to Monozukuri operations around the world.

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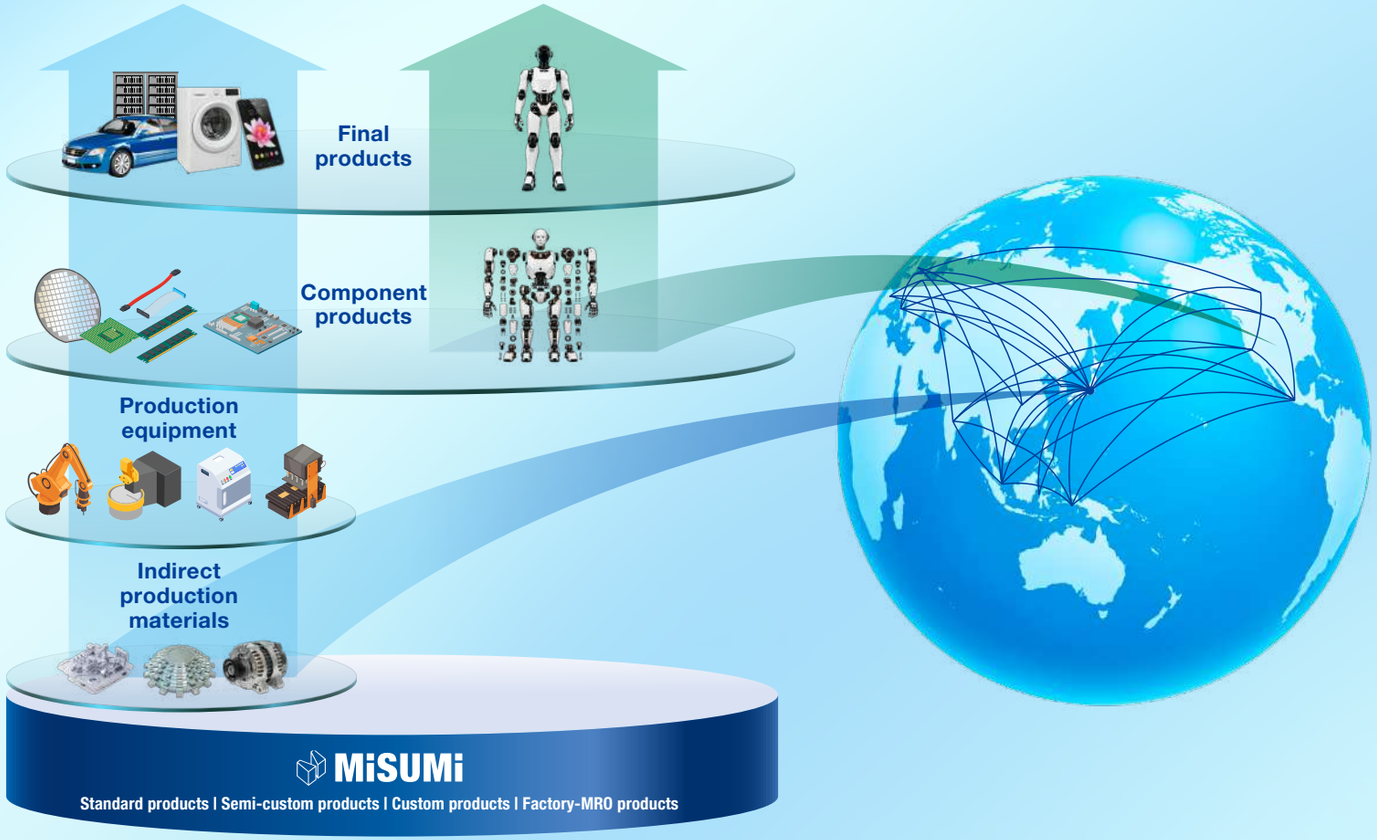
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What Does MISUMI Do?

Supplying Production Materials That Support Monozukuri Globally



MISUMI supplies production materials essential to Monozukuri. Final products such as automobiles and smartphones are made using production equipment. This is the area MISUMI has traditionally supported, supplying everything from mechanical components incorporated into equipment and machinery to Factory-MRO products, the supplies and consumables used on manufacturing floors. Its product lineup spans standard, semi-custom, and custom products.

MISUMI is now expanding the scope of what it provides. It now also handles custom parts that require complex shapes and advanced machining and are incorporated into final products themselves, such as humanoids. From supplying parts for production equipment to supporting the development of final products, MISUMI is evolving to support Monozukuri more broadly.

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What Value Does MISUMI Provide?

Innovating Customers' Monozukuri Processes through DIGITAL to PHYSICAL

We digitalize design, selection, procurement, and ordering, and ultimately deliver value in physical form.
In the AI era, MISUMI's role is to seamlessly connect the digital and the physical.

Challenges to Date

- Effort required to prepare drawings
- Effort required to obtain quotations
- Waiting time
- Declining working-age population
- Working-hour regulations

DIGITAL

Complete everything from design to ordering on one platform

Design	Selection	Procurement	Ordering
Support design through e-Commerce and other services	Select products from standard to custom easily and quickly	Streamline comparison, quotations, and purchasing online	Place orders smoothly with one click

PHYSICAL

Virtually unlimited product variations
Production system supporting high-mix, variable-volume demand



Five-region global production system
Production at 22 sites across five regions: Japan, China, Asia, the Americas, and Europe



Resilient logistics network
Built to withstand demand fluctuations and geopolitical risks; on-time delivery rate of 99.5%



Intellectual Capital P32-37 Manufacturing Capital P38-39

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How Will MISUMI Grow?

Expanding Our Business Domain “Deeper, Broader, and Further Ahead” through Three Growth Strategies

Through three growth strategies, MISUMI will expand the scope of business with existing customers (deeper), reach new customers and markets (broader), and extend its business domain into growth industries (further ahead). In September and October 2026, MISUMI made two strategic investments to support sustainable business growth.

Three Growth Strategies

1 Global Expansion
Localize products, production, and organizations to meet differing customer needs in each region

2 Digital MODEL Shift
Use digital technologies to transform business processes related to design, procurement, and production

3 Entry into Growth Industries
Expand into new areas such as data centers and agritech to broaden business opportunities

Expected Growth Outcomes

Translate broader customer reach, markets, and value propositions into sustainable business growth

Customer base
Expand the scope of purchases by existing customers and establish connections with new customers

Business domain
Expand coverage from standard to custom products and from product development to mass production

Two Strategic Investments to Accelerate Access to Growth Markets and the Creation of Business Opportunities

MISUMI Imprint Foundation

Talent Development Fund

October 2026
Launch of the MISUMI Group’s first foundation

US$2 million

Launched as a seed investment fund to support engineering education, manufacturing programs, and industry-academia collaboration in the United States. As AI expands from software into hardware, demand is growing in the U.S. for engineers capable of advanced design and fabrication. MISUMI will also invite its Sourcing Partners to co-invest, and through this fund will help develop the next generation of engineers and other talent.

MISUMI Venture Capital Fund I, LP

Investment Fund

October 2026
Co-creation with next-generation manufacturing startups

US$50 million

In the North American market, industrial innovation is accelerating in fields that will lead to next-generation Monozukuri, including frontier hardware, robotics, aerospace, medical technology, clean energy, eVTOL (electric vertical take-off and landing aircraft), automation, and industrial AI. Against this backdrop, we will make strategic investments in promising startups creating new value. By also providing the services MISUMI has developed over more than 60 years, we will support companies creating the products and technologies that will shape the future of Monozukuri.

Growth Strategy P22-27 Financial Capital P47-49

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How Will MISUMI Capture Growth Opportunities?

Opening Up Growth Areas through Agile Capital Allocation

Drawing on a strong financial foundation underpinned by high profitability and cash generation, MISUMI has established a growth investment framework for the next three years. We will identify and invest in markets and businesses with growth potential to sustainably enhance corporate value.

Investment Policy for FY2026–FY2028

Growth investment framework

Up to JPY 150 billion

Strategic investments

M&A / capital and business alliances, etc.

Organic investments

Capital expenditure for data centers and humanoids / Investment in DX and AI / Strengthening the supply chain, etc.

Recent Key Initiatives

M&A

Entry into growth areas / Expansion of the business foundation



Acquisition of Fictiv in June 2025

Capital and business alliance

Collaboration with external partners / Strengthening product supply and development capabilities



Capital and business alliance with Oishii Farm in March 2026

Capital expenditure

Additional investment in automated positioning stages



Expansion of automated positioning stage production in January and July 2026

Financial Capital P47-49

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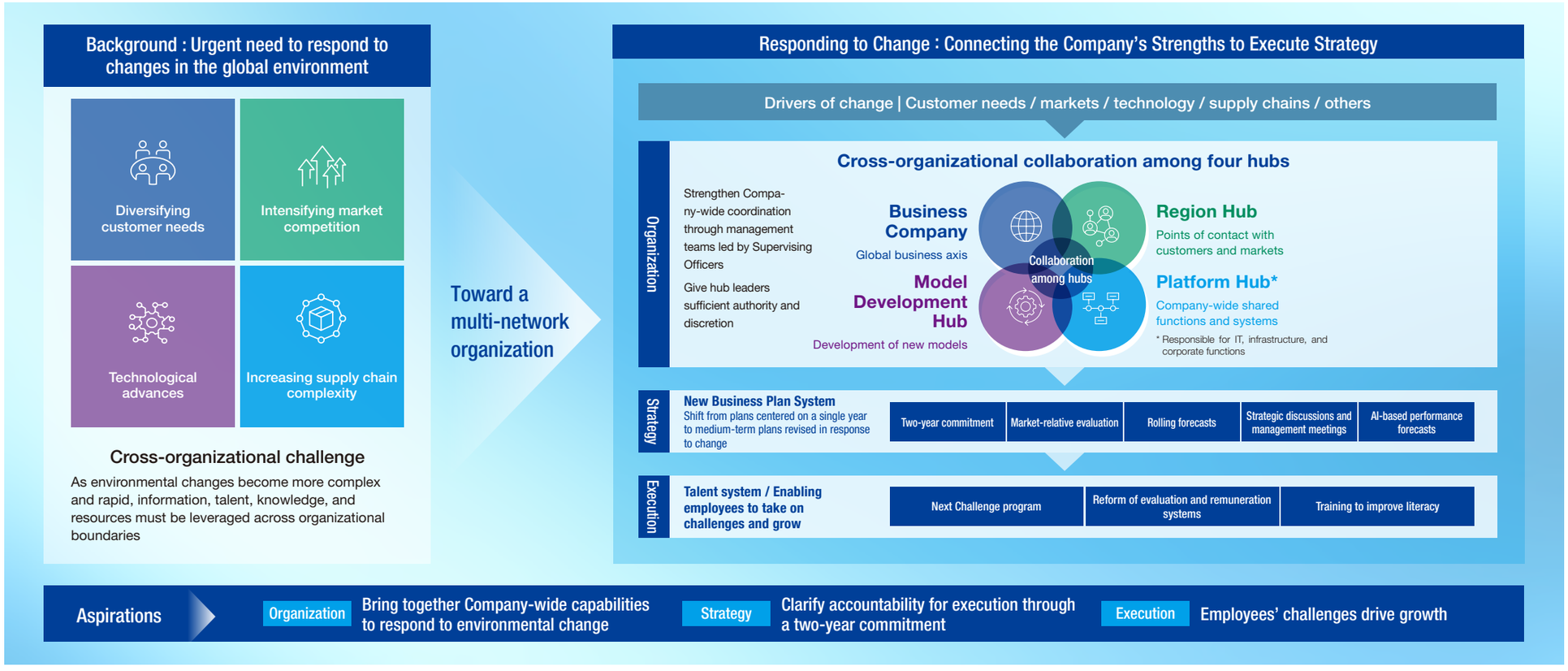
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What Drives Value Delivery?

Organization and Decision-Making That Strengthen Dynamic Capabilities

To respond swiftly to changes in the business environment and achieve sustainable growth, MISUMI Group reorganized in October 2025 into a structure in which four functions (hubs) work together.
By bringing together information, talent, knowledge, and resources across the Company and jointly renewing its management team structure, Business Plan System, and talent system, MISUMI is strengthening the effectiveness of its strategies.



Human Capital P40-46 Financial Capital P47-49 Management Foundation P55-73

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Financial and Non-Financial Highlights (FY2025)

Financial Highlights

Net Sales
JPY 441,383 million
+9.8% YoY

Operating Income
JPY 47,613 million
+2.4% YoY

Operating Margin
10.8%
-0.8pt YoY

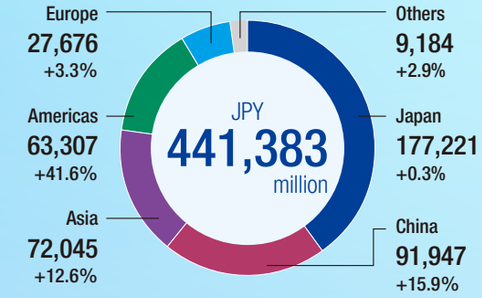
Ordinary Income
JPY 49,095 million
-1.6% YoY

Net Income
JPY 40,457 million
+10.7% YoY

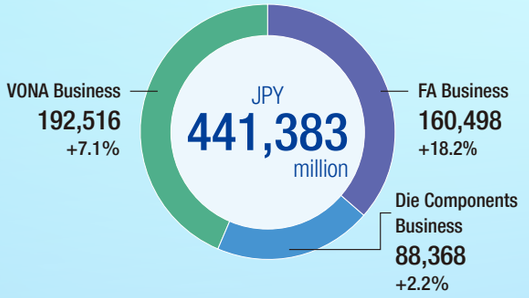
Capital Expenditure
JPY 14,288 million
-7.4% YoY

Earnings per Share (EPS)
JPY 149.30
+13.1% YoY

Net Sales by Region / YoY Change (JPY million)



Sales by Segment / YoY Change (JPY million)

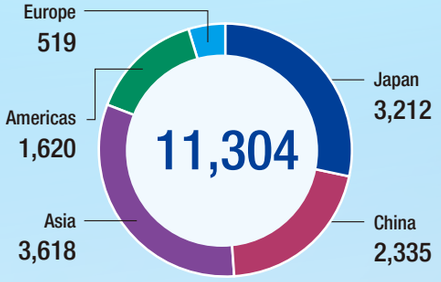


Non-Financial Highlights

CO_2 Emissions (Scope 1+2)
18 kt-CO_2
-72.3% vs. FY2020

CO_2 Emissions (Scope 3)
1,654 kt-CO_2
+18.3% vs. FY2020

Number of Employees (as of March 2026)
Consolidated : 11,304



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