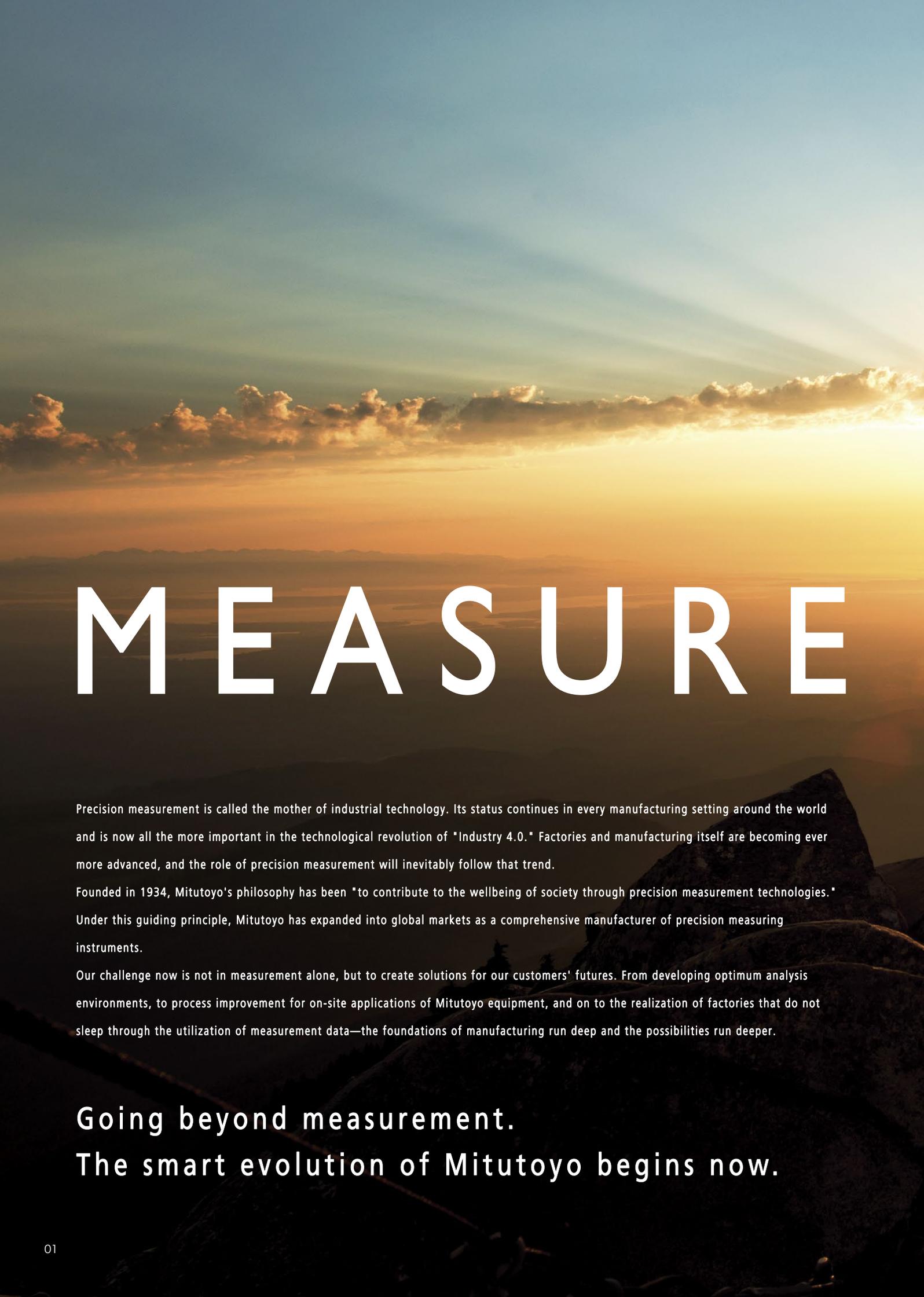




**Mitutoyo**



# MEASURE

Precision measurement is called the mother of industrial technology. Its status continues in every manufacturing setting around the world and is now all the more important in the technological revolution of "Industry 4.0." Factories and manufacturing itself are becoming ever more advanced, and the role of precision measurement will inevitably follow that trend.

Founded in 1934, Mitutoyo's philosophy has been "to contribute to the wellbeing of society through precision measurement technologies." Under this guiding principle, Mitutoyo has expanded into global markets as a comprehensive manufacturer of precision measuring instruments.

Our challenge now is not in measurement alone, but to create solutions for our customers' futures. From developing optimum analysis environments, to process improvement for on-site applications of Mitutoyo equipment, and on to the realization of factories that do not sleep through the utilization of measurement data—the foundations of manufacturing run deep and the possibilities run deeper.

**Going beyond measurement.  
The smart evolution of Mitutoyo begins now.**



and...



# Mitutoyo is changing manufacturing by innovating how you measure.

Smart factory actualization support

## M<sup>3</sup> Innovation

Traditionally, precision measurements have been performed in a laboratory separated from the production line. But Mitutoyo envisions a future where measurement and production are integrated to enable autonomous and sustained processes for a factory that never sleeps. Mitutoyo's M3 concept of Measure (measurement efficiency), M2M (Network architecture beyond specifications and standards), and Manage (analysis and utilization of measurement data), will set in motion a global change in manufacturing.

### Measure

#### Innovative Measurement to Support Smart Factories

On the line, next to the machinery. Mitutoyo is challenging the conventional wisdom of having to take measurements in a separate laboratory, offering precision measurement testing without impeding production line flow. What follows is a fully automated process from fabrication to testing, realizing new ways to measure in the era of the smart factory.





**M2M/Machine to Machine**

**New Platforms, New Heights**

The Machine to Machine (M2M) concept is machine cooperation through a network to provide advanced processing and control. Mitutoyo is building a network that crosses the boundaries of specifications and communication standards to seamlessly connect various devices and measuring instruments. Never has there been a customer-centered platform so versatile in utilizing measurement data.



**Manage**

**Measurement Data's Next Move**

Not reacting to the problem, but ensuring problems do not happen in the first place. Stay one step ahead with our SMS online equipment status monitoring and MeasurLink® statistical measurement data analysis management systems that go beyond measurement to provide production solutions.



MeasurLink® is a registered trademark of Mitutoyo Corporation in Japan and Mitutoyo America Corporation in the United States.



# Mitutoyo

## MiSTAR 555

The world's factories want  
Mitutoyo's higher quality.

Exploring the limits of precision measurement

### 1nm Capability

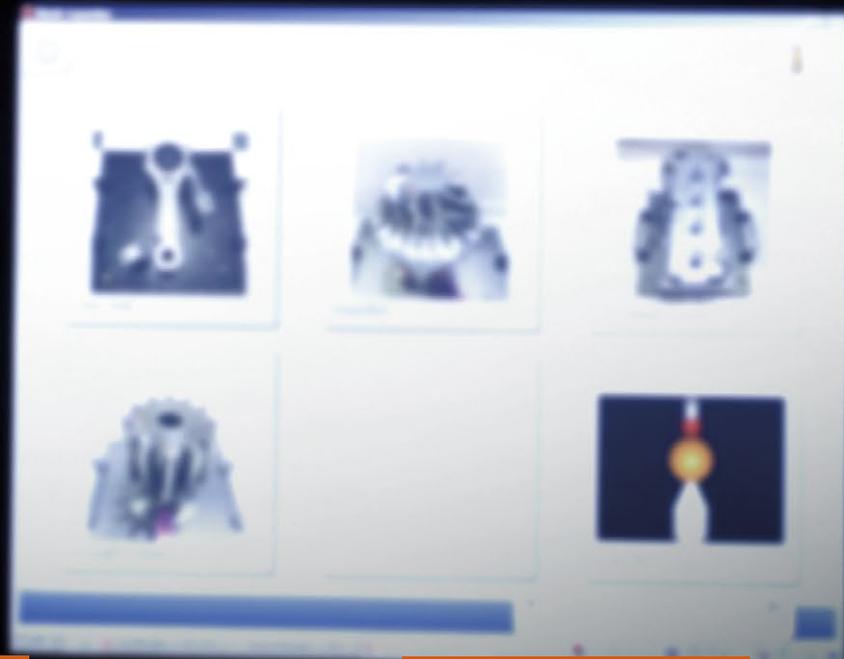
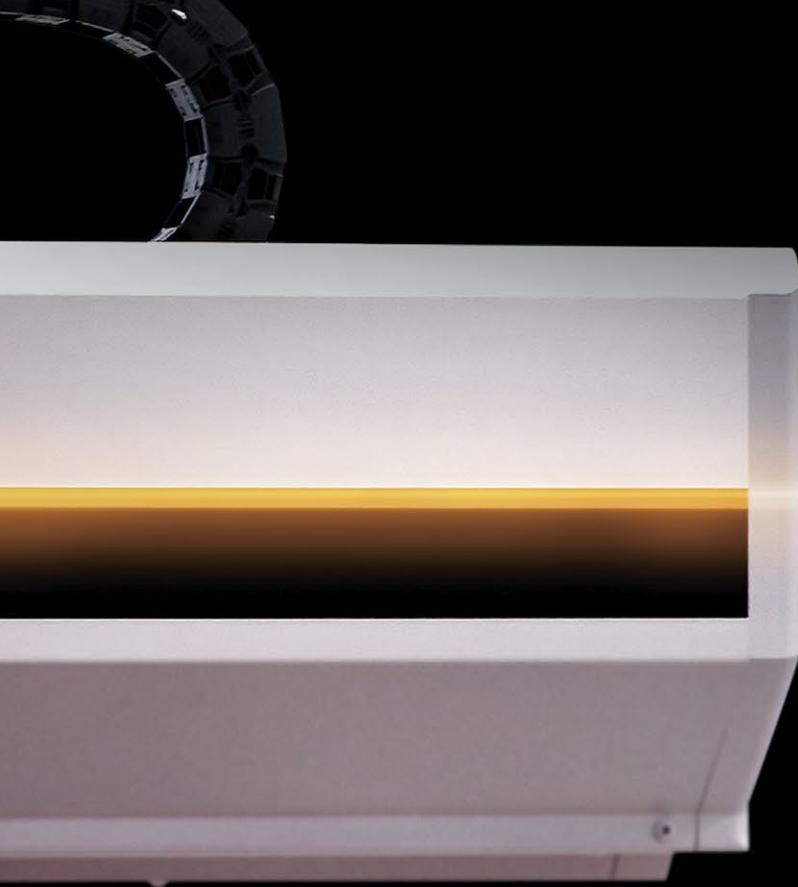
It is impossible to make something more accurate than the measuring instrument's accuracy. This is why precision measurement is called "industry's mother technology." Measurement accuracy is the lifeline of manufacturing, and Mitutoyo is capable of providing 1 nanometer accuracy, leading the way in today's world of ever increasingly advanced industrial technology. As a world leader in precision measurement, Mitutoyo continues to evolve.

#### Global Leader

#### Leading the Way in Precision Measurement

As a comprehensive manufacturer of precision measurement instruments the Mitutoyo name is known around the world. Mitutoyo products have a leading market share both in Japan and overseas and continues to be the choice across industries and nations. Major companies the world over put their trust in Mitutoyo.





**Extensive Product Lineup**

**Over 5,500 Products**

One of our strengths is our development of a wide variety of products to meet the diverse needs of manufacturers. We have more than 5,500 products including calipers, micrometers, dial gauges, shape measuring machines, hardness testers, optical instruments, image measuring machines, coordinate measuring instruments and more. It is no exaggeration to say that Mitutoyo products exist by the number of things that need to be measured.



**Own Production System**

**In-house Key Technologies**

To create products that our customers can trust, we maintain a policy of developing and keeping key technologies in-house. This includes a wide range of advanced technologies in machinery, electrical and electronic components, software, and optics. This integrated system and demanding policy are the unchanging DNA that make our products possible.



Our mission is for you to  
keep using your Mitutoyo product.

Our support is also our brand

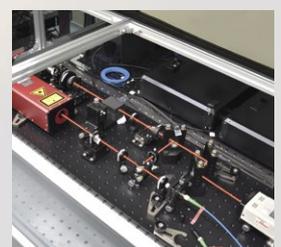
## Mitutoyo Service

The relationship with our customer and their worksite does not end with the sale, but is the start of everything. Mitutoyo provides top-quality service to all of our customers as only a comprehensive manufacturer can do so you are able to use Mitutoyo products at their peak intended performance. We offer various full-system services in Japan and around the world from setup to software training, inspection and calibration, accuracy adjustment, maintenance and repair.

### Calibration & Traceability

#### Traceability System for Highly Reliable Calibration Services

Our optical frequency comb is rated equal to the national standard. With our JCSS accredited traceability system, we are able to offer the highest level of reliability in calibration services. Calibration departments at our overseas locations are ISO/IEC 17025 international standard certified.





**Customer Support**

**Mitutoyo Customer Support Centers**

Mitutoyo has a global network of service centers staffed with specialists and customer engineers to answer any questions that you may have and dispatch technicians in case of repairs. Mitutoyo will be there when you need us.



**Mitutoyo Institute of Metrology**

**The Science of Measurement**

Established in 1975 for the training and development of metrological engineers. The curriculum is based on practical training experience covering the fundamentals, practices, and applications of precision measurement in manufacturing. Our institutes have been established at major locations around the world, and many of our customers attend classes every year.



## From clothing, food and homes, to outer space, Mitutoyo measures the way ahead.

The technologies of measurement are fundamentally linked to everything around us—personal computers, home appliances, cars, mobile phones, and stationery and writing instruments. Mitutoyo products help form the foundation of today's advanced industries and supports the lives of people everywhere.

### Measuring Length



Accurately measure the length of your product  
**Micrometers and Calipers**

A measuring instrument used on-site for industries of all kinds. Measures to an accuracy of 5/100 mm to 1/10,000 mm. The micrometer was Mitutoyo's first domestic success and the start of Mitutoyo's future.

### Measuring Form



Measure surface roughness and form  
**Contour and Roughness Measuring Machines**

The Contracer developed by Mitutoyo has become synonymous with contour measuring machines that test molds, screws, lenses and other minutely detailed shapes. Mitutoyo's surface roughness testing machines are also actively used in many different fields.

### Measuring Coordinates



Detect coordinate values of complex objects  
**Coordinate Measuring Machines**

Coordinate measuring machines capture shapes in XYZ coordinates. The crystallization of precision measurement technology, they are used for aircraft jet engine blades, car bodies, and rocket and satellite parts. Even complex structures can be measured with extreme precision.

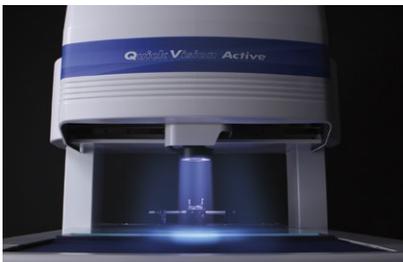
### Providing Technological Solutions

Mitutoyo goes beyond offering measuring instruments as products and will work with you on personalized solutions that meet your needs. For example, we can offer software solutions for a sensing area derived from measuring machine technologies or that support on-site program operations. We will put our years of experience and expertise to work for you.





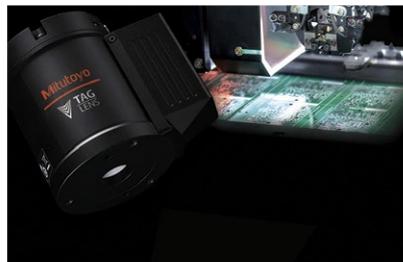
### Image Measurement



#### Efficient, non-contact vision analysis Vision Measuring Systems

Through image processing, edges are detected to measure objects at high speeds and without contact. Visual measuring systems are suited for rubber and resin components, which can be deformed by gentle touch, and precision devices such as electronic substrates.

### Measuring the Minute



#### Precision measurement with microscopes and optics Optical Instruments

Optical technology is essential for measuring glass substrates, liquid crystal color filters and other areas at the nano level (1 nm = 1/1,000,000 mm). At Mitutoyo, we develop our own lenses that become the eyes of optical instruments including our microscopes and vision measuring machines.

### Measuring States



#### Measure hardness, acceleration, vibration and more Material Testing Machines, Vibration Measuring Equipment

We handle material testing machines and vibration measurement equipment to meet a diverse range of needs, such as hardness testers that quantify the hardness of materials and accelerometers that are used to measure building and foundation vibrations. Where site conditions change daily, Mitutoyo helps stabilize quality control.

### The Evolution of Mitutoyo Design

Measurement precision is fundamental in our product performance, but design also plays an integral part in our business strategy and our company as a whole. In pursuing the beauty of form and the rationality of function, our new design that embodies the Mitutoyo brand is recognizable at a glance no matter the worksite, standing as proof of manufacturing precision and a symbol of Mitutoyo's co-evolution with the workplace.



## The Mitutoyo Manufacturing Lifeline

Mitutoyo's technological capabilities are supported by our world-class R&D facilities, factories that utilize our advanced production equipment, and knowledgeable, experienced engineers.

### Kawasaki Plant



The Mitutoyo Headquarters Kawasaki Plant annex was established as an intricate manufacturing system to support a broad range of small lot products such as visual measuring machines, objective lenses and optical instruments, laser scanning micrometers, seismic observation instruments and precision sensors. The facilities also include an on-site laboratory, which conducts R&D and product testing. This historic production center was established in 1940.



### Utsunomiya Operations Small Tool Plant/Microcord Plant/Kiyohara Plant



The site grounds are an extensive 100,000 m<sup>2</sup>, set in a rich, natural environment. It consists of the Small Tool Plant (calipers and height gauges), the Microcord Plant (coordinate measuring machines), and the Kiyohara Plant (linear scales, electrical modules and other semi-finished products). The underground research building, located 9 meters underground at the Kiyohara Plant, holds the Nano Calibration Master 1600, a proprietary high-precision calibration device.



## Hiroshima Operations Kure Plant/Shiwa Plant/Gohara Plant



Centered on Kure City, Hiroshima, these three production centers overlook the Seto Inland Sea. Comprised of the Kure Plant (optical measurement machines, contact/ non-contact contour measurement machines), the Shiwa Plant (micrometer integrated production plant), and the Gohara Plant (precision casting materials supply), these centers deliver Mitutoyo technology to Japan and the world.

## Nakatsugawa Plant



A specialized factory for dial gages opened in the central industrial park of Nakatsugawa City, Gifu. Taking advantage of this Chubu-area automobile and machine tool production center, Mitutoyo is close at hand to produce high-performance measuring equipment for our customers.

## Miyazaki Plant

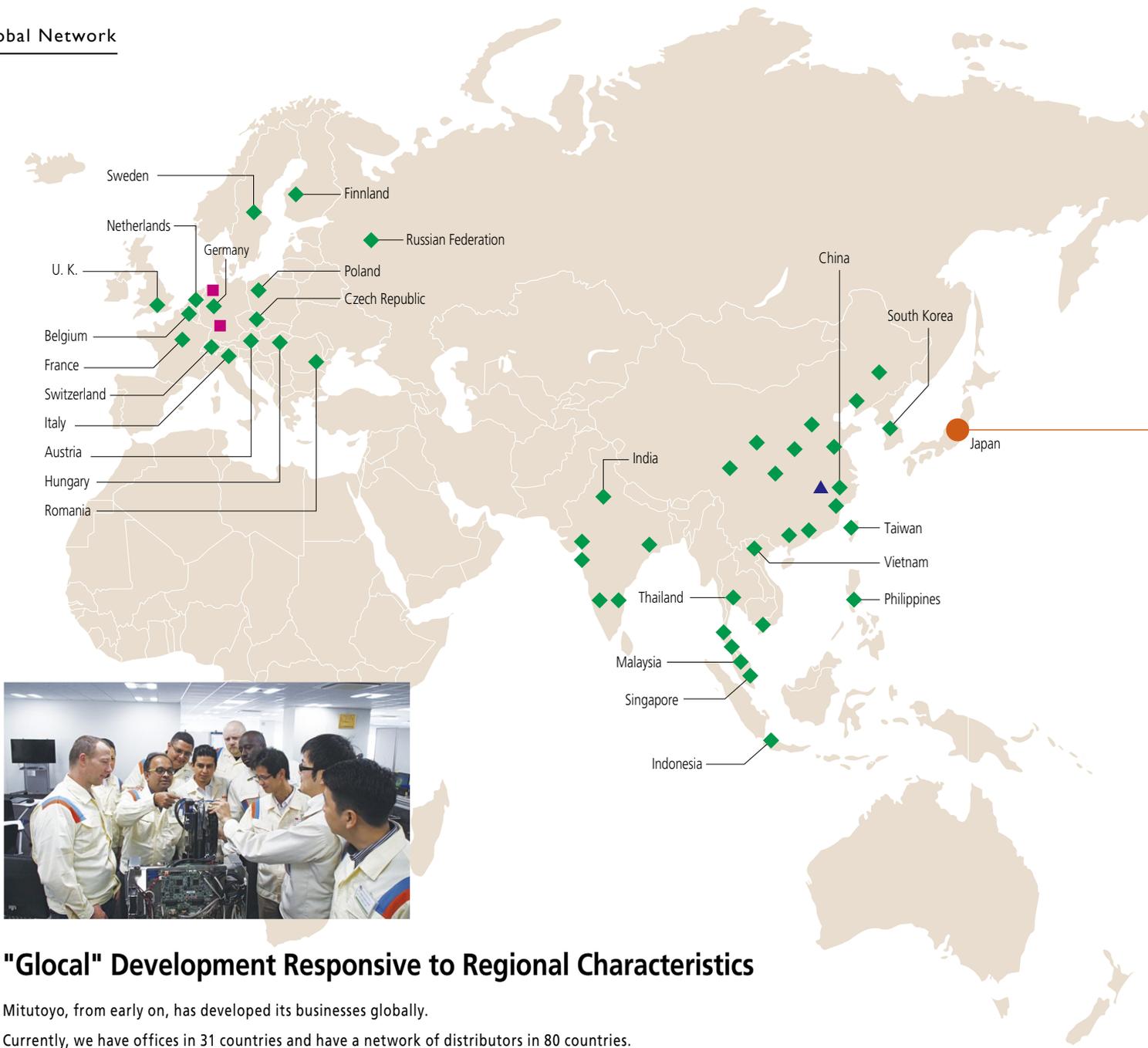


Boasting world-class quality, operations at our Miyazaki Plant began in 1985 in Tanocho, Miyazaki City as a specialized plant for gage blocks and other standards. In order to realize the nanometer accuracy required for gage blocks, we have a proprietary light wave interferometer installed in an underground precision measurement facility.

## Tsukuba Laboratory

Mitutoyo's research institute was established in Tsukuba City, a leading research institution center in Japan. The pinnacle of Mitutoyo technological expertise, the laboratory was jointly developed with Japan's National Institute of Advanced Industrial Science and Technology, and holds an optical frequency comb with the performance equivalent to that of the national standard.





## "Glocal" Development Responsive to Regional Characteristics

Mitutoyo, from early on, has developed its businesses globally.

Currently, we have offices in 31 countries and have a network of distributors in 80 countries.

In addition to having established a globally collaborative system,

we are strengthening local management that responds flexibly to the unique characteristics of each region to always provide the optimal solutions for customers wherever they may be.



Headquarters



Small Tool Plant /  
Microcord Plant



Kiyohara Plant



Nakatsugawa Plant



Kure Plant



Miyazaki Plant



Mitutoyo America Corporation



Mitutoyo Deutschland GmbH

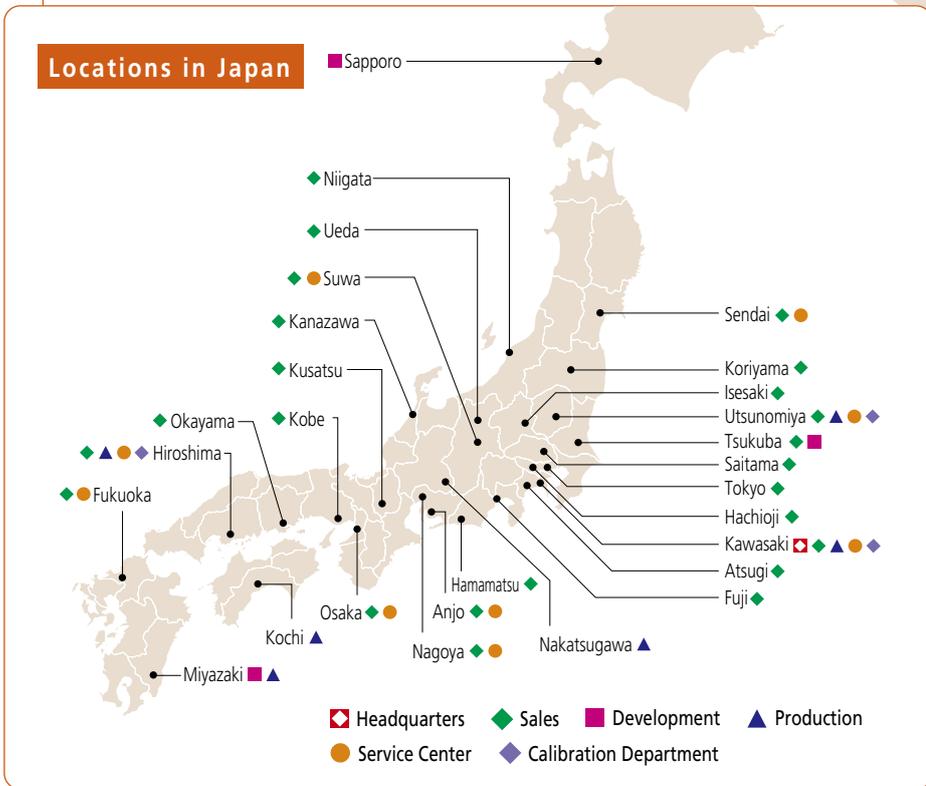
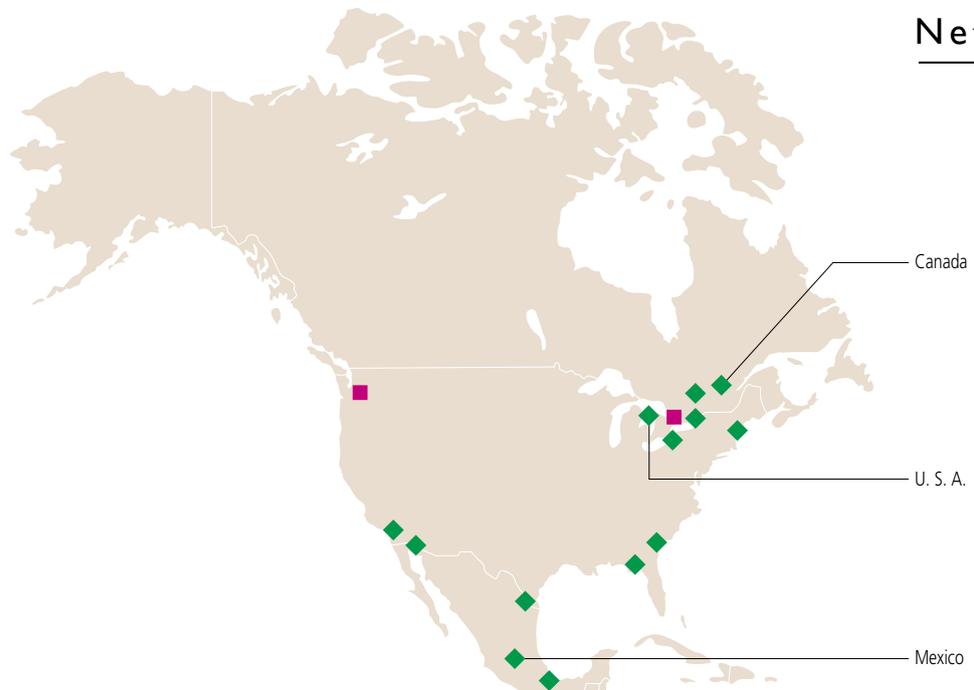


Mitutoyo Asia Pacific Pte. Ltd.



Mitutoyo South Asia Pvt. Ltd.

- ◆ Sales
- Development
- ▲ Production



As of May 2019



Shiba Plant



Gohara Plant



Mitutoyo Sul Americana Ltda.



Mitutoyo Measuring Instruments (Suzhou) Co., Ltd.

Problem Resolution  
Demos and Consultation

### M<sup>3</sup> Solution Center



The M<sup>3</sup> Solution Centers are spaces we have established around the world to give demonstrations and propose Mitutoyo solutions. In addition to product exhibitions, demonstrations and practical instruction by engineering specialists, we also provide consultation on system investment. Whether you are measuring or making, you will surely find problem solving tips here.

## To build things, you must first build up people. This is our past and our future.

Good Environment, Good People, Good Technology

People development is essential to create a trusted product, and good people develop in a good work environment. Our company motto is rooted in our founder's words. For us, company means a place of symbiosis where people gather to connect with and enhance one another in pursuit of happiness together.

More than 5,000 employees work together at Mitutoyo in Japan and around the world. People are our wellspring of possibility from which our future will grow, and we are dedicated to putting these words into practice at our places of work throughout the world. We will not forget the spirit of this founding idea and will continue to challenge ourselves to pursue a society that lives and breathes the spirit of adventure.



### Career advancement structured from hire Personnel Affairs at Mitutoyo

Our personnel evaluation system takes active steps to help realize each and every employee's will to try and succeed. Management is based on dialogue and a clear sharing of company expectations and individual goals. Small matters may encourage new ventures when driven by personal ownership, and we value even forward-thinking failures as positive.



### Fostering a culture without barriers Cross Communication

Employees at Mitutoyo come from all walks of life, so we keep an environment where free and fluid communication across teams and departments occur naturally. In addition to our meeting style where everyone has equal footing, we also encourage non-work related clubs and other activities to revitalize the workplace.





### A space for employee/management dialogue Town Hall Meetings

We hold town hall style meetings as a place for employees from all departments and positions to talk directly with the president, offer recommendations and make requests to the company. Through healthy and heated discussion, we share a renewal of desire to make Mitutoyo a better company and take steps toward action and actualization.



#### Sustainable Development Goals for the Future

##### SDG Initiatives

The Agenda for Sustainable Development is a set of 17 goals agreed upon by the United Nations to be met by 2030. Below are some of the actions Mitutoyo is taking to help meet those goals.

Goal	Mitutoyo Efforts
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<ul style="list-style-type: none"> <li>Active hiring commensurate with company development</li> <li>Create a lively work environment</li> </ul>
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<ul style="list-style-type: none"> <li>Pursue IoT and AI applications</li> <li>Contribute to production around the world with advanced precision measurement equipment</li> </ul>
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<ul style="list-style-type: none"> <li>Guarantee national standards quality</li> <li>Quality improvement support for customer production sites</li> </ul>
 <p>13 CLIMATE ACTION</p>	<ul style="list-style-type: none"> <li>Save energy and reduce waste</li> <li>Develop environmentally conscious products</li> </ul>
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<ul style="list-style-type: none"> <li>Manage trade security through the Mitutoyo Export Management Program</li> </ul>

Source: United Nations Information Centre

## Our Management Principles The company's mission and basic management objectives

---

To contribute to the wellbeing of society through precision measurement technologies

We shall conduct our business based on the following values to:

- Provide solution engineering to support our client business development
- Contribute globally to the advancement of industrial measurement capability
- Cultivate healthy relationships and common prosperity with trading partners
- Support and promote global peace, human happiness and harmony with the environment
- Apply business practices that reflect the integrity of Mitutoyo and our world leading brand
- Nurture a vibrant corporate culture that inspires a passion in our personnel to do their best, to be the best

## Our Corporate Motto and Our Guiding Precepts

---

The company's basic policy of management

A guide for implementing "Our Management Principles"

【 Our Corporate Motto 】

"Good environment, Good people, Good technique"

【 Our Guiding Precepts 】

"Sincerity, Thoughtfulness, Determined Spirit"



The Mitutoyo gourd crest was created and registered as a trademark in 1936, at the introduction of the micrometer. The crest now adorns company buildings and flags.



## Promoting Culture and Science

### The lineage and transitions of measuring instruments Mitutoyo Museum of Measurement

A specialty museum displaying the evolutionary history of precision measurement instruments. The collection is accredited by the Ministry of Economy, Trade and Industry as industrial modernization heritage. In addition to Mitutoyo's own history, the display includes a collection of historical pieces and measuring instruments from around the world.



### Aiding R&D efforts and promoting international cooperation Mitutoyo Association for Science and Technology (MAST)

MAST was established to support excellence in research and development and to promote international research cooperation as part of Japan's contribution to the development of world peace, security and industrial economy through science and technology. Mitutoyo supports MAST's ongoing activities through donations.



## Under One Philosophy

### For the peace and happiness of humanity Society for the Promotion of Buddhism

Established in 1965 at the behest of Mitutoyo founder, Yehan Numata. The foundation edits, publishes and disseminates the book, "The Teaching of Buddha" and works to communicate the Eastern wisdom of Buddhism to people throughout the world.



### Contributing to society through food Mitutoyo Foods

Mitutoyo Foods Corporation was established in 1986 by Mitutoyo founder Yehan Numata. Mitutoyo Foods inherits Yehan Numata's will to convey the Buddhist spirit from the aspect of food and embodies the idea of respect for all living things and avoidance of killing and violence in the food industry. Through the manufacture of yuba (bean curd skin) we hope to realize this philosophical tenant.



### Mitutoyo's Founder and Jyouren-ji Temple

Mitutoyo's Founder Yehan Numata was born in 1897, the third son of the Numata family of the Jodo Shinshu Honganjiha Yoneshiroyama Jyouren-ji Temple in Hiroshima. A statistician in the Japanese Ministry of Resources who ultimately wished to spread Buddhism among the world, he began his own business from his determination to be self-reliant in raising funds for his cause. Jyouren-ji, the temple that nurtured his aspirations, is located next to the Mitutoyo Hiroshima Sales Office Shiwa Plant and is still deeply connected with Mitutoyo today.



# An inheritance of aspirations that crosses centuries.

Beginning as a small research laboratory in 1934, Mitutoyo grew by leaps and bounds to become the highly recognized global company it is today. Born of founder Yehan Numata's dedication and passion to "contribute to the development of the world and the wellbeing of people through business," his original aspirations have been passed down, remaining unchanged throughout changing times.

## 1934- On the Way to Becoming Mitutoyo Manufacture

### Domestic production of the micrometer

Mitutoyo set its place in history when, in 1934 in Kamata, Tokyo, Yehan Numata decided to domestically produce micrometers, which had until that time been entirely imported. In 1936, the company name was changed to Mitutoyo Manufacture. The research that went into production bore fruit, and the first mass produced lot of 100 for retail was completed. Of these, only 17 were deemed satisfactory and the rest were buried at the factory by all of the employees in a moving testimony to the determination they would share that there would be no lenience when it came to testing and that quality and performance would never be compromised.



A model of Kamata Factory at its founding.



Mizonokuchi Factory in 1940 at the start of operations and the current location of Mitutoyo Headquarters.

## 1954- Going Global

### From exports to the establishment of subsidiaries overseas

Mitutoyo was already looking overseas since the first day of production. Yehan Numata represented Japan at the 1st International Metrology Conference and Exhibition held in the United States in 1954. It was a remarkable opportunity to experience first-hand the worldwide progress and name recognition of Mitutoyo's precision measurement instruments. The conference subsequently bore an increase of exports, and in 1963 the first overseas center for Mitutoyo was established in the United States, soon followed by the formation of a distribution subsidiary in Germany in 1968. Since then, we have expanded our network to countries around the globe, including in South America, Europe and Asia.



Foreign news coverage of Mitutoyo founder, Yehan Numata



U.S. market operations begin in 1963



# 1987-

## A New Generation of Mitutoyo

### Leading the world in digitalization

From the second half of the 1970s, the evolution of measuring instruments across the world was in digitalization. The questions were how digitalization could keep pushing down size and cost. Manufacturing was in a fiercely competitive technological race, and in 1978 the Digimatic Series launched to become the hit product, dominating domestic and international markets. Mitutoyo's efforts since then have continually improved our lineup to lead the industry in digitization. In 1987, more than 50 years after its founding, the company was renamed to Mitutoyo Corporation as it took a new step to meet the 21st century.



Launched world's first CNC surface roughness tester and contour measuring instrument series (2003)



Production begins for the MDH-25M, the world's first micrometer displaying down to 0.1 μm (2011)

# 2017-

## A New Horizon

### A solutions company supporting manufacturing sites

More than 80 years after its establishment, Mitutoyo now faces a transition period of evolution and innovation. The advent of IoT and other state-of-the-art capabilities, along with the continuing advancement of manufacturing is, and will continue to be, an ongoing transformation of how measurements are used. Mitutoyo understands that we cannot just respond to change, but must be on the side that changes the world. To foresee those needs which have not yet taken shape and provide solutions as yet unimagined is how we will meet the future. Going beyond our role as a measuring instrument manufacturer, we will be a partner who continually provides new ideas and supports your operations at the ground level.



Vision sensing and processing measurement unit



In-line measurement



Since our founding in 1934, Mitutoyo has always met the science and application of measurement head on. Trust is the last word in precision measurement. That is why quality is the first word when it comes to our products—a demanding policy that, over our many years has earned the moniker "Mitutoyo Measurement" from our customers and is why Mitutoyo is the favorite of work sites around the world.

When a problem concerning measurement arises, we could not be happier that Mitutoyo comes to mind. But let there be no mistake. We want the Mitutoyo of tomorrow to exceed what came before, and we are putting on a new face for the new challenges ahead. When you come to us with a problem, we want to surprise and inspire with the extent to which we can be of help.

Mitutoyo is continually changing. The changes we make from within will be the new value we offer to you next. We invite you to look forward to the new Mitutoyo.

President

**Yoshiaki Numata**

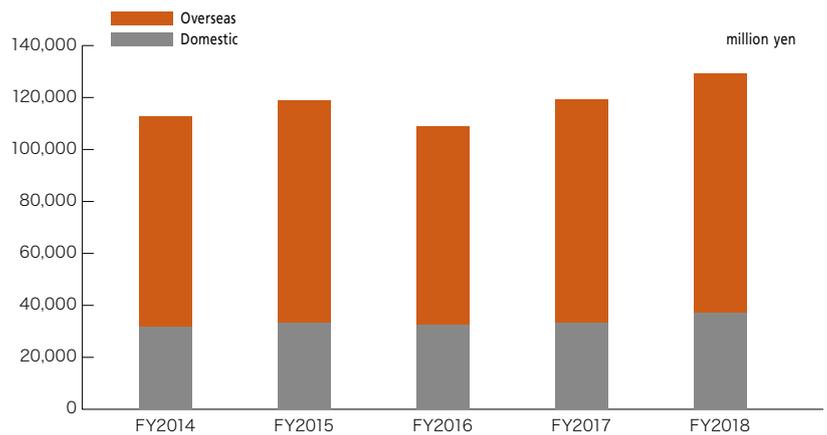
## Company Profile

### Mitutoyo Corporation

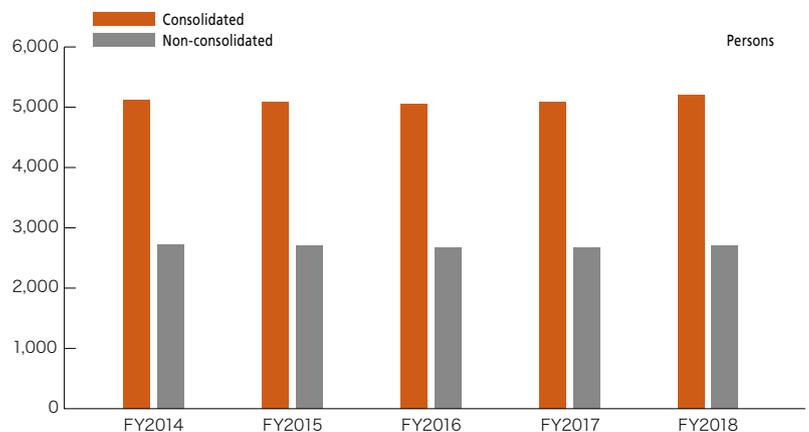
Headquarters	20-1, Sakado 1-Chome, Takatsu-ku, Kawasaki-shi, Kanagawa 213-8533, Japan
Established	22-Oct-1934
Capital	391 million yen
Equity capital	Non-consolidated: 143,044 million yen (equity capital ratio: 86.1%) Consolidated: 191,165 million yen (equity capital ratio: 82.0%)
Non-consolidated sales amount	86,248 million yen
Consolidated sales amount	129,107 million yen (total of 49 companies: 6 companies in Japan, 20 companies in Europe, 14 companies in Asia, 9 companies in North America and Latin America)
Number of employees	Non-consolidated: 2,701 / Consolidated: 5,207
President	Yoshiaki Numata
Business fields	Manufacture and sales of precision measuring instruments
ISO14001 Certified	

\*as of December 2018

### Consolidated sales amount



### Number of Employees (Non-consolidated / Consolidated)



<https://www.mitutoyo.co.jp>

Mitutoyo



**Mitutoyo**

**Mitutoyo Corporation**

[www.mitutoyo.co.jp](http://www.mitutoyo.co.jp)

1267 1911(1)A-(DI)DI134