



Quarter 2, FY2025

(FH 2025)

MonotaRO Co., Ltd
www.monotaro.com

- Main Business
 - Electronic Commerce of indirect materials for factories, construction work, and automotive related businesses. (number of product lineup over 26,370 thou. SKU including 716 thou. SKU available for same-day shipment and 661 thou. SKU in stock).
- Features of Products for Sale
 - Variety of products, convenience is more important than price for customers.
- Number of Employees (consolidated, as of Jun. 30, 2025)

	Regular employee		Part-time and temporary employee		Total	
Head Office, etc. (MonotaRO JPN)	1,233	(732)	453	(406)	1,686	(1,138)
Distribution Center (MonotaRO JPN)	240	(176)	1,563	(1,441)	1,803	(1,617)
Total (MonotaRO JPN)	1,473	(908)	2,016	(1,847)	3,489	(2,755)

- Main Competitors
 - Door-to-door tool dealers, hardware stores, auto parts dealers, Internet shopping sites, etc.
- Main Customer Base
 - Manufacturing, construction/engineering, automotive related, etc. (mainly small and medium-sized companies).
- Market Size
 - 8 to 10 trillion JPY
- Business Strategy
 - Gaining market share through pursuit of customer convenience by enhancing our competitive advantages: merchandising, marketing/sales, supply chain, operations, software, data/algorithms.

2025 FH

(Consol.) Financial Result Overview

Financial Result P/L Outline

	2024FH Result		2025FH Plan		2025FH Result			
	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	YoY	vs Plan
Sales	139,397		159,579		160,232		+14.9%	+0.4%
Gross Profit	40,788	29.3%	46,806	29.3%	47,483	29.6%	+16.4%	+1.4%
SG&A Exp.	23,059	16.5%	26,874	16.8%	25,599	16.0%	+11.0%	△4.7%
Operating Income	17,729	12.7%	19,932	12.5%	21,883	13.7%	+23.4%	+9.8%
Current Income	17,872	12.8%	19,937	12.5%	21,840	13.6%	+22.2%	+9.5%
Net Income (Tax Rate)	12,161 (31.7%)	8.7%	13,652 (31.5%)	8.6%	15,169 (30.5%)	9.5%	+24.7%	+11.1%
Net Income attributable to owners of the parent	12,495	9.0%	13,899	8.7%	15,417	9.6%	+23.4%	+10.9%

Financial Result B/S Outline

		Jun. 2024	Dec. 2024	Jun. 2025	
		mil. JPY	mil. JPY	mil. JPY	Ratio
Assets					
	Cash	21,883	30,727	35,775	21.6%
	Accounts Receivable	31,822	33,569	37,470	22.6%
	Inventory	20,079	20,661	22,426	13.5%
	Others	9,048	9,158	9,925	6.0%
Total Current Assets		82,833	94,116	105,598	63.7%
	Tangible Fixed Assets	38,640	37,305	45,170	27.2%
	Intangible Fixed Assets	6,365	6,516	7,793	4.7%
	Others	7,064	7,090	7,265	4.4%
Total Fixed Assets		52,070	50,911	60,230	36.3%
Total Assets		134,904	145,028	165,828	

		Jun. 2024	Dec. 2024	Jun. 2025	
		mil. JPY	mil. JPY	mil. JPY	Ratio
Liabilities					
	Accounts Payable	18,727	19,825	22,463	13.5%
	Short-term Debt, etc.	2,690	430	320	0.2%
	Others	13,692	16,205	16,074	9.7%
Total Current Liabilities		35,110	36,461	38,858	23.4%
Total Long term Liabilities		4,497	4,300	12,732	7.7%
Total Liabilities		39,608	40,761	51,591	31.1%
Net Assets					
Shareholder's Equity		94,571	103,260	113,332	68.3%
Others		723	1,006	904	0.5%
Total Net Assets		95,295	104,267	114,237	68.9%
Total Liabilities & Net Assets		134,904	145,028	165,828	

*1: Short-term Debt & etc. includes short-term debt & current portion of long-term debt.

Financial Result C/F Outline

	2024FH Result	2025FH Result
	mil. JPY	mil. JPY
Cash Flow from Operating Activity		
Net Income before Tax	17,815	21,835
Depreciation	2,823	3,514
Increase or Decrease in Accounts Receivable (Δ = increase)	Δ 2,430	Δ 3,924
Increase or Decrease in Inventory (Δ = increase)	Δ 1,098	Δ 1,820
Increase or Decrease in Accounts Payable (Δ = decrease)	1,623	2,663
Tax payment	Δ 5,720	Δ 6,896
Increase or Decrease in Accrued Consumption Taxes (Δ = decrease)	Δ 873	Δ 926
Others	Δ 807	Δ 872
Total	11,333	13,574
Cash Flow from Investing Activity		
Acquisition of Tangible Assets	Δ 863	Δ 9,166
Acquisition of Intangible Assets	Δ 1,026	Δ 2,915
Others	323	Δ 291
Total	Δ 1,566	Δ 12,373
Cash Flow from Financing Activity		
Proceeds from Long-term Debt	—	9,000
Repayments of Long-term Debt	Δ 2,250	Δ 208
Cash Dividends Paid	Δ 3,974	Δ 4,971
Others	Δ 149	Δ 25
Total	Δ 6,374	3,794
Currency Exchange Adjustment	36	Δ 48
Net Increase or Decrease in Cash and Cash Equivalent (Δ = decrease)	3,428	4,945
Cash and Cash Equivalent at Beginning of Period	18,454	30,370
Cash and Cash Equivalent at End of Period	21,883	35,316

2025 FH

(Non-consol.) Financial Result Overview

Financial Result P/L Outline 1/3

	2024FH Result		2025FH Plan		2025FH Result			
	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	YoY	vs Plan
Sales	133,531		153,296		155,006		+16.1%	+1.1%
Enterprise Bus.	41,131	30.8%	51,950	33.9%	51,712	33.4%	+25.7%	△0.5%
Gross Profit	39,706	29.7%	45,418	29.6%	46,373	29.9%	+16.8%	+2.1%
SG&A Exp.	21,200	15.9%	24,887	16.2%	23,858	15.4%	+12.5%	△4.1%
Operating Income	18,505	13.9%	20,531	13.4%	22,514	14.5%	+21.7%	+9.7%
Current Income	18,655	14.0%	20,551	13.4%	22,467	14.5%	+20.4%	+9.3%
Net Income (Tax Rate)	12,944 (30.4%)	9.7%	14,266 (30.6%)	9.3%	15,796 (29.7%)	10.2%	+22.0%	+10.7%

Financial Result P/L Outline 2/3 vs. Last Year

	2024FH Result (A)		2025FH Result (B)		Difference (B-A)		
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio			
Sales	133,531	—	155,006	—	Amount (mil.JPY)	+21,475	■ monotaro.com: Grew due to increases in both number of orders and unit price per order. ■ Enterprise Business: Grew highly (YoY +25.7%), due mainly to increases in number of customers placing orders. ■ Royalty income: Increased YoY.
					YoY	+16.1%	
					Sales Ratio	-	
Gross Profit	39,706	29.7%	46,373	29.9%	Amount (mil.JPY)	+6,666	■ Product GP% decreased (Δ0.2pt.: due to product mix and increase in sales share of Large Corporation business, etc.). ■ Royalty income: Increased YoY. ■ Delivery cost ratio improved (+0.2pt.: due to increase in order amount per box).
					YoY	+16.8%	
					Sales Ratio	+0.2%	
SG&A Exp.	21,200	15.9%	23,858	15.4%	Amount (mil.JPY)	+2,657	■ Labor Exp. ratio decreased (Δ0.2pt.: Sales per box increased, increase in productivity, etc.). ■ Other Exp. ratio decreased (Δ0.2pt.: Decreases in system usage cost ratio, increase in capitalization of in-house software development costs, etc.). ■ Outsourcing Exp. ratio decreased (Δ0.1pt.: Sales per box increased, increase in productivity, etc.). ■ Ad. & Prom. Exp. ratio decreased (Δ0.1pt.: Decrease in flyer cost ratio due to sales growth, etc.). ■ Depreciation Exp. ratio increased (+0.2pt.: Due mainly to early amortization of OMS etc.).
					YoY	+12.5%	
					Sales Ratio	Δ0.5%	
Operating Income	18,505	13.9%	22,514	14.5%	Amount (mil.JPY)	+4,009	■ GP ratio increased (+0.2pt.) and SG&A expenses ratio decreased (Δ0.5pt.), hence Operating Income ratio increased (+0.6pt.)
					YoY	+21.7%	
					Sales Ratio	+0.6%	
Net Income (Tax Rate)	12,944 (30.4%)	9.7%	15,796 (29.7%)	10.2%	Amount (mil.JPY)	+2,851	■ Net Income grew by +22.0% YoY. ■ Tax rate decreased because estimated tax credits are deducted from tax amount for each quarter beginning this year onward.
					YoY	+22.0%	
					Sales Ratio	+0.5%	

Financial Result P/L Outline 3/3 vs. Plan

	2025FH Plan (A)		2025FH Result (B)		Difference (B-A)		
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio			
Sales	153,296	—	155,006	—	Amount (mil.JPY)	+1,709	■ Overall: Summer product sales went beyond plan since May due to mandatory heatstroke prevention. ■ monotaro.com: New customer acquisitions and existing customer sales went beyond plan. ■ Enterprise Business: Order volume from some new and existing customers below plan. ■ Royalty income: Higher than plan.
					vs Plan	+1.1%	
					Sales Ratio	-	
Gross Profit	45,418	29.6%	46,373	29.9%	Amount (mil.JPY)	+954	■ Product GP% increased (+0.1pt.: Due to improvements in purchasing, timing differences in recording purchase rebates, etc.). ■ Royalty income: Higher than plan. ■ Delivery cost ratio improved (+0.1pt.: Due to increases in sales per box, etc.).
					vs Plan	+2.1%	
					Sales Ratio	+0.3%	
SG&A Exp.	24,887	16.2%	23,858	15.4%	Amount (mil.JPY)	△1,029	■ Ad. & Prom. Exp. ratio decreased (△0.3pt.: Due to deviation in flyer cost, etc.). ■ Other Exp. ratio decreased (△0.2pt.: Due to decrease in system usage cost,deviation in timing of maintenances and repairs for buildings and equipment at DCs from plan,improvement in bad debt rate, etc.). ■ Outsourcing Exp. ratio decreased (△0.1pt.: Sales per box increased, increase in productivity, etc.). ■ Labor Exp. ratio decreased(△0.1pt.: Sales per box increased, increase in productivity, etc.) ■ Depreciation Exp. ratio decreased (△0.1pt.: Due to deviation in amount of early amortization of OMS, etc.).
					vs Plan	△4.1%	
					Sales Ratio	△0.8%	
Operating Income	20,531	13.4%	22,514	14.5%	Amount (mil.JPY)	+1,983	■ GP ratio increased (+0.3pt.) and SG&A expenses ratio decreased (△0.8pt.), hence Operating Income ratio increased (+1.1pt.)
					vs Plan	+9.7%	
					Sales Ratio	+1.1%	
Net Income (Tax Rate)	14,266 (30.6%)	9.3%	15,796 (29.7%)	10.2%	Amount (mil.JPY)	+1,529	■ Operating profit increased by 1,983 million JPY from plan, and Net Income increased by 1,529 million JPY from plan (+10.7% compared to plan). ■ Tax rate decreased because estimated tax credits are deducted from tax amount for each quarter beginning this year onward.
					vs Plan	+10.7%	
					Sales Ratio	+0.9%	

Operating Income Change Factors



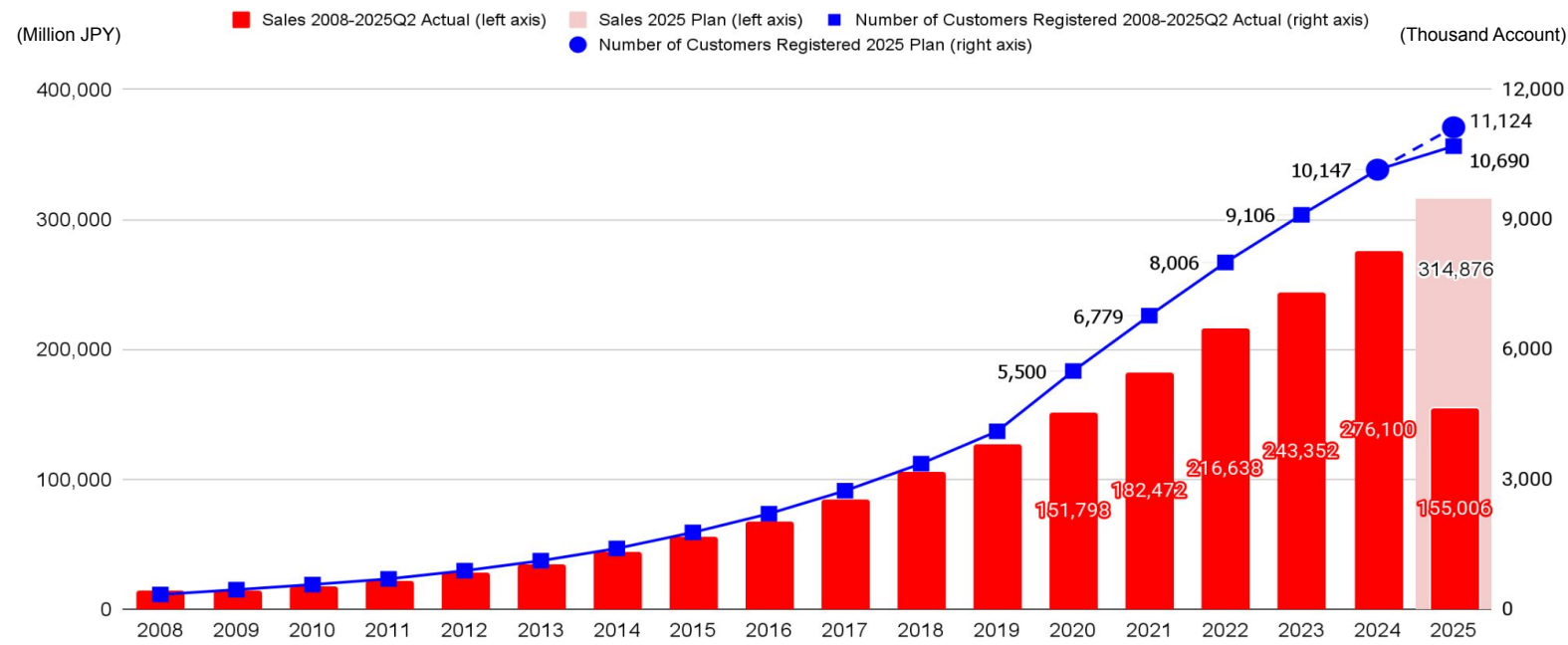
2024FH Op. Income: 18,505 mil. JPY

+2,976 mil.JPY	- monotaro.com: Increase in size and number of orders. - Enterprise Business: Maintained high growth. - Royalty: Increased from 2024FH.
+281 mil.JPY	GP% increased from royalty increase and lower delivery cost ratio, offsetting decreased gross margin caused by shift in product mix and higher sales contribution from enterprise business.
+752 mil.JPY	2025FH SG&A Exp. ratio was lower than 2024FH.
△273 mil.JPY	Early amortization of OMS, etc.
△10 mil.JPY	Increased Mailing Exp. due to postage increase.
+25 mil.JPY	Increase in Inagawa DC utilization rate, etc.
+178 mil.JPY	Decrease in flyer cost, etc.
+179 mil.JPY	Sales per box increased, increase in productivity, etc.
+316 mil.JPY	Decreases in system usage cost ratio, increase in capitalization of in-house software development costs, etc.
+338 mil.JPY	Sales per box increased, increase in productivity, etc.

2025FH Op. Income: 22,514 mil. JPY (YoY: +4,009 mil. JPY, +21.7%)

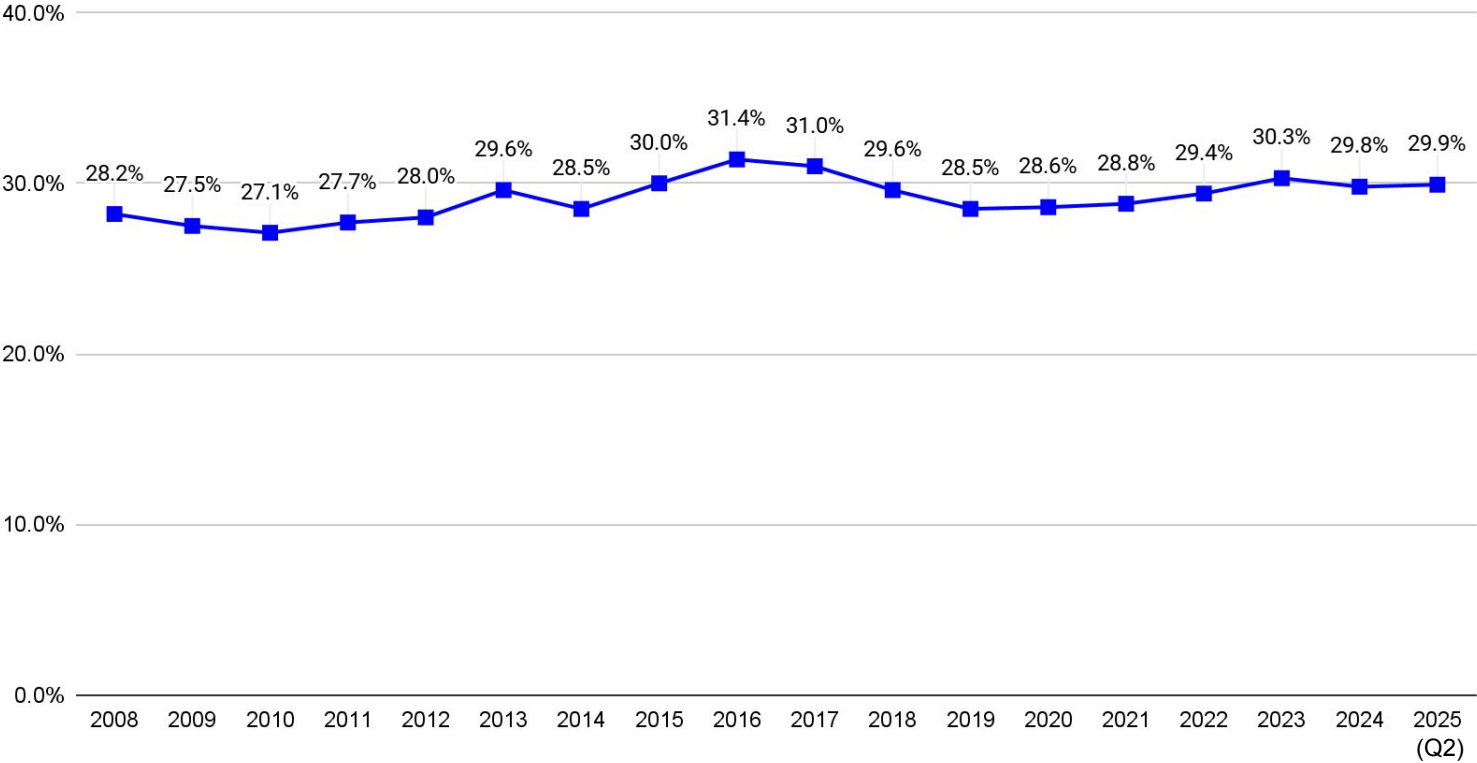
*1: Amounts are effects on Operating Income by changes of rates, not actual amounts.

Progress - Sales & Customer

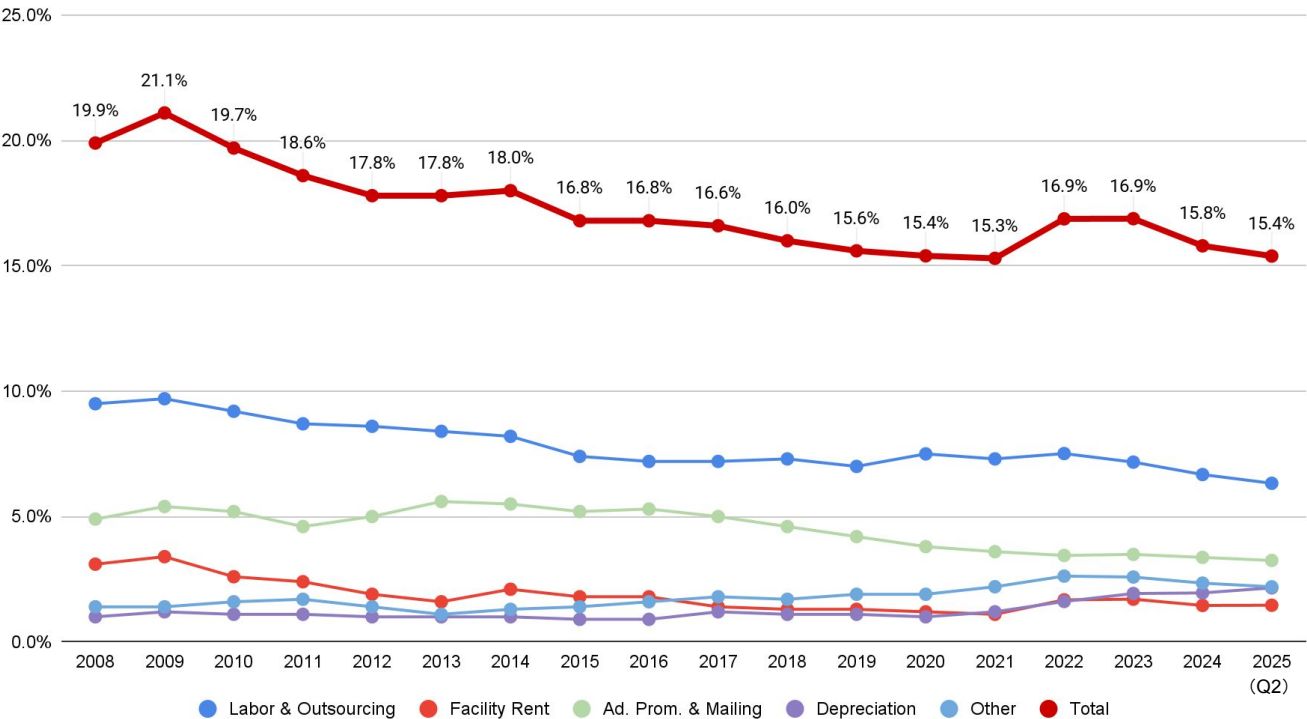


	Dec. 2024		Jun 2025		Dec. 2025 (Plan)	
Number of Registered Customers (thousand account)	10,147	1,040	10,690	543	11,124	976
	(vs. Dec.2023)		(vs. Dec.2024)		(vs. Dec.2024)	

Non-consol. Progress - Gross Profit Ratio



Non-consol. Progress - SG&A Expense Ratio



Expense Breakdown		
	2024FH Result	2025FH Result
Labor	4.3%	4.1%
Outsourcing	2.3%	2.2%
Facility Rent	1.5%	1.5%
Ad & Promotion	3.2%	3.1%
Mailing	0.1%	0.2%
Depreciation	2.0%	2.2%
Others	2.4%	2.2%
Total	15.9%	15.4%

Distribution-related Cost vs. Last Year / vs. Plan

- Distribution-related Cost sales ratio 2025FH Result: 6.2%
 - 0.6pt. lower than 2024FH Result.
 - Labor and outsourcing expense ratio decreased: $\Delta 0.2$ pt. (due to increase in sales per box resulting in decrease in number of box handled, productivity at DC improved, etc.).
 - Depreciation expense ratio decreased: $\Delta 0.2$ pt. (due to sales increase, etc.).
 - Facility Rent expense ratio decreased: $\Delta 0.1$ pt. (due to sales increase, etc.).
 - 0.3pt. lower than Plan.
 - Other expense ratio decreased: $\Delta 0.1$ pt. (due to increase in sales per box resulting in decrease in number of box handled and deviation in timing of maintenances and repairs for buildings, etc.).
 - Labor and outsourcing expense ratio decreased: $\Delta 0.2$ pt. (due to increase in sales per box resulting in decrease in number of box handled, etc.).

	2024FH Result		2025FH Plan		2025FH Result			
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	YoY	vs Plan
Sales (Non-consol.)	133,531		153,296		155,006		+16.1%	+1.1%
Depreciation	1,738	1.3%	1,781	1.2%	1,766	1.1%	+1.6%	$\Delta 0.8\%$
Labor & Outsourcing	3,924	2.9%	4,380	2.9%	4,196	2.7%	+6.9%	$\Delta 4.2\%$
Facility Rent	1,732	1.3%	1,792	1.2%	1,828	1.2%	+5.5%	+2.0%
Others	1,648	1.2%	1,965	1.3%	1,835	1.2%	+11.4%	$\Delta 6.6\%$
Total	9,044	6.8%	9,919	6.5%	9,627	6.2%	+6.4%	$\Delta 2.9\%$

Financial Result B/S Outline

	Jun. 2024	Dec. 2024	Jun. 2025	
	mil. JPY	mil. JPY	mil. JPY	Ratio
Assets				
Cash	21,444	29,981	34,828	21.0%
Accounts Receivable	31,187	32,981	36,914	22.2%
Inventory	18,601	19,298	21,166	12.7%
Other	8,619	8,704	9,488	5.7%
Total Current Assets	79,854	90,966	102,398	61.6%
Tangible Fixed Asset	37,456	36,250	44,167	26.6%
Intangible Fixed Assets	6,266	6,419	7,711	4.6%
Other	10,786	10,668	11,883	7.2%
Total Fixed Assets	54,509	53,337	63,762	38.4%
Total Assets	134,363	144,304	166,161	

	Jun. 2024	Dec. 2024	Jun. 2025	
	mil. JPY	mil. JPY	mil. JPY	Ratio
Liabilities				
Accounts Payable	17,902	19,016	21,790	13.1%
Short-term Debt, etc.	2,250	—	—	0.0%
Others	12,918	15,367	15,239	9.2%
Total Current Liabilities	33,071	34,383	37,030	22.3%
Total Long term Liabilities	4,069	4,129	12,518	7.5%
Total Liabilities	37,141	38,513	49,548	29.8%
Net Assets				
Shareholder's Equity	97,194	105,762	116,584	70.2%
Others	28	28	28	0.0%
Total Net Assets	97,222	105,790	116,612	70.2%
Total Liabilities & Net Assets	134,363	144,304	166,161	

*Note: Short-term Debt & etc. includes short-term debt & current portion of long-term debt.

2025 FH

(Overseas Subsidiaries)

Financial Result Overview

■ NAVIMRO (South Korea)

- Although marketing optimization improved new customer acquisition and repeat rates, cumulative Q2 sales fell below prior-year results and plan.
- Realized Operating profit in each month from April to June.

	2024FH Result			2025FH Plan			2025FH Result				
	Amount (mil.JPY)	YoY	YoY (Local Currency)	Amount (mil.JPY)	YoY	YoY (Local Currency)	Amount (mil.JPY)	YoY	vs Plan	YoY (Local Currency)	vs Plan (Local Currency)
Sales	4,880	+14.1%	+5.5%	5,060	+3.6%	+5.1%	4,390	△10.0%	△13.1%	△3.4%	△8.0%
Op.Income	△70	—	—	△10	—	—	△10	—	—	—	—
Net Income x Share(*1)	△80	—	—	△20	—	—	△20	—	—	—	—

■ MONOTARO INDONESIA (Indonesia)

- Fell short of plan due to increase in public holidays around Ramadan period (including government-encouraged leave days) and decrease in high-value orders.
- Expansion for both new and existing customers remains on track. Continue to drive business growth through ongoing supply chain reinforcement.

	2024FH Result			2025FH Plan			2025FH Result				
	Amount (mil.JPY)	YoY	YoY (Local Currency)	Amount (mil.JPY)	YoY	YoY (Local Currency)	Amount (mil.JPY)	YoY	vs Plan	YoY (Local Currency)	vs Plan (Local Currency)
Sales	590	+38.4%	+29.8%	780	+32.7%	+32.7%	610	+2.9%	△22.5%	+9.4%	△17.6%
Op.Income	△150	—	—	△150	—	—	△170	—	—	—	—
Net Income x Share(*1)	△80	—	—	△90	—	—	△90	—	—	—	—

*1: Calculated by multiplying Net Income by Share Ratio at end of each fiscal year for reference.

* : Sales and profit/loss less than 10 million JPY are rounded down as shown in explanation material in Japanese language.

■ IB MonotaRO (India)

- Sales revenue decreased versus prior year and plan. Business focus shifting to key segment of small and medium-sized enterprises.
- Service quality improvements led to lower return rates. Better control over profitability improved contribution margin ratio from Q1.
- Continue to promote initiatives for focus segment, targeting business expansion from second half.

	2024FH Result			2025FH Plan			2025FH Result				
	Amount (mil.JPY)	YoY	YoY (Local Currency)	Amount (mil.JPY)	YoY	YoY (Local Currency)	Amount (mil.JPY)	YoY	vs Plan	YoY (Local Currency)	vs Plan (Local Currency)
Gross Merchandise Value(*2)	650	Δ1.8%	Δ5.0%	580	Δ10.8%	Δ9.8%	420	Δ34.8%	Δ26.9%	Δ30.7%	Δ23.1%
Sales(*2)	440	+2.1%	Δ1.2%	430	Δ3.4%	Δ2.3%	320	Δ26.8%	Δ24.2%	Δ22.2%	Δ20.3%
Op.Income	Δ530	—	—	Δ420	—	—	Δ450	—	—	—	—
Net Income x Share(*1)	Δ280	—	—	Δ240	—	—	Δ260	—	—	—	—

*1: Calculated by multiplying Net Income by Share Ratio at end of each fiscal year for reference.

*2: Only commission portion of sales by sellers in marketplace is recognized as sales.

* : Sales and profit/loss less than 10 million JPY are rounded down as shown in explanation material in Japanese language.

2025 FH

Business Plan & Strategy

Consolidated P/L Plan Outline

	2024 Result		2025 Plan		
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	YoY
Sales	288,119		328,173		13.9%
Gross Profit	84,420	29.3%	96,841	29.5%	14.7%
SG&A Exp.	47,353	16.4%	53,841	16.4%	13.7%
Operating Income	37,066	12.9%	43,000	13.1%	16.0%
Current Income	37,320	13.0%	43,026	13.1%	15.3%
Net Income	25,726	8.9%	29,832	9.1%	16.0%
(Tax Rate)	(30.8%)		(30.6%)		
Net Income attributable to owners of the parent	26,338	9.1%	30,284	9.2%	15.0%

*: If consolidated financial forecast is expected to exceed by one of following ranges from disclosed consolidated financial forecast, revised forecast is disclosed.

Sales (consolidated): ±5% • Operating Income (consolidated): ±10% • Current Income (consolidated): ±10% • Net Income Attributable to Owners of Parent: ±10%

Non-consol. P/L Plan Outline

	2024 Result		2025 Plan		
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	YoY
Sales (*1)	276,100		314,876		14.0%
Enterprise Bus. (*1)	86,083	31.2%	107,761	34.2%	25.2%
Gross Profit	82,141	29.8%	93,873	29.8%	14.3%
SG&A Exp.	43,591	15.8%	49,792	15.8%	14.2%
Operating Income	38,550	14.0%	44,080	14.0%	14.3%
Current Income	38,805	14.1%	44,120	14.0%	13.7%
Net Income (Tax Rate)	25,984 (29.6%)	9.4%	30,926 (29.9%)	9.8%	19.0%

■ NAVIMRO (South Korea)

	2024 Result			2025 Plan		
	Amount (mil. JPY)	YoY	YoY (Local Currency)	Amount (mil. JPY)	YoY	YoY (Local Currency)
Sales	9,950	+7.1%	+3.7%	10,570	+6.2%	+6.2%
Op. Income	△120	—	—	△0	—	—
Net Income × Share (*1)	△150	—	—	△10	—	—

■ MONOTARO INDONESIA (Indonesia)

	2024 Result			2025 Plan		
	Amount (mil. JPY)	YoY	YoY (Local Currency)	Amount (mil. JPY)	YoY	YoY (Local Currency)
Sales	1,260	+29.1%	+25.0%	1,770	+40.6%	+40.6%
Op. Income	△300	—	—	△260	—	—
Net Income × Share (*1)	△150	—	—	△150	—	—

■ IB MONOTARO (India)

	2024 Result			2025 Plan		
	Amount (mil. JPY)	YoY	YoY (Local Currency)	Amount (mil. JPY)	YoY	YoY (Local Currency)
Gross Merchandise Value (*2)	1,300	+4.1%	△2.1%	1,260	△2.3%	△2.3%
Sales (*2)	930	+17.3%	+10.2%	940	+0.7%	+0.7%
Op. Income	△1,010	—	—	△810	—	—
Net Income × Share (*1)	△550	—	—	△470	—	—

*1: Calculated by multiplying Net Income by Share Ratio at the end of each fiscal year for reference.

*2: Only commission portion of sales by sellers in marketplace is recognized as sales.

*: Sales and profit/loss less than 10 million JPY are rounded down as shown in explanation material in Japanese language.

■ Market Analysis by Customer Size and MonotaRO's Current Status

- Micro-Mid: Based upon LTV calculations, maximizing acquisition of new customers, retaining acquired customers, and increasing LTV of retained customers.
- Mid-Large: Expanding new companies connected to procurement management system and acquiring end users through penetrating bases, increasing order size.

	Customer size (*1) (Market size: approx. 8-10 trillion JPY)	MonotaRO's situation () is change from end of 2023	Strategies for 2025	Progress 2025Q2
Enterprise Business monotaro.com	Micro (Sole Proprietorship, General Consumers, Other)	• 2024 Sales share: 10% (Δ1pt.) • 2024 Sales YoY growth: 1% (+3pt.)	• Optimizing direct marketing based upon expected LTV.	• Optimized direct marketing based on expected LTV, resulting in increase in new customer acquisitions over plan.
	Small (Legal Entity with Sales < 2 bil. JPY etc., about 4.5 mil. corps.)	• 2024 Sales share: about 39% (Δ1pt.) • 2024 Sales YoY growth: 10% (±0pt.) • Corp. registration rate (*2): about 25%	• Strengthening measures to acquire new customers and retaining existing customers by improving each channel and sales promotion base. • Creating sales spaces (e.g. catalogues) aimed at re-accelerating sales growth from first-time purchases for existing customers, for whom growth rates have been declining since 2023.	• Strengthened customer acquisition measures based on expected LTV, resulting in increase in new corp. customer over plan through internet ad., flyers, and inside sales. • Published catalog of "Logistics/Storage/Packaging Supplies/Tape" in July. • Strengthening measures to improve awareness among customers on extended order deadline for same-day shipping.
	Mid (Legal Entity with Sales < 30 bil. JPY etc., about 60,000 corps.)	• 2024 Sales share: about 22% (±0pt.) • 2024 Sales YoY growth: 15% (+1pt.) • Sales via procurement management system: about 30% • Corp. registration rate (*2) is high about 85%, while penetration rate of bases (*3) is about 20%.	• Strengthening measures to acquire new customers and retaining existing customers by improving each channel and sales promotion base. • Strengthening sales activities for Mid customers to immigrate to system connection.	• Sales activities for Mid customers, focusing on inside sales to acquire new system connection, progressed as planned. • Strengthening measures to improve awareness among customers on extended order deadline for same-day shipping.
	Large (Legal Entity with Sales > 30 bil. JPY etc., about 6,500 corps.)	• 2024 Sales share: 29% (+3pt.) • 2024 Sales YoY growth: 25% (Δ1pt.) • Sales via procurement management system: about 90% • Corp. registration rate (*2) is over 90%, while penetration rate of bases (*3) is about 10%. • About 1K corps are connected to system.	• Continuing activities to acquire company with new system connection. • Strengthening on-site sales activities targeting high-potential locations. • Developing services for enterprise customers (e.g. specification of delivery date & time, etc.).	• Sales activities for Large customers to acquire new system connection progressed ahead of plan. • Order volume from some new and existing customers below plan. • Deploying sales reps. and strengthening sales personnel at bases with high-potential usage to increase penetration rates and number of users per base.

* : Update from 2024 version: expanding data source and refining definition (discontinuous of business and corporate number, detailed examination of data on business organisations other than corporations).

*1: Customer size are for customers as of end of 2024.

*2: Rate of corporate customers having at least one person who has MonotaRO account.

*3: Percentage of business offices and sites that have at least one person holding account with MonotaRO among those of company.

■ System Connection with Large Corporations (Enterprise Business)

2024 FH Result			2025 FH Plan			2025 FH Result			
Mil. JPY	YoY	/Total Sales	Mil. JPY	YoY	/Total Sales	Mil. JPY	YoY	vs Plan	/Total Sales
41,131	+28.6%	30.8%	51,950	+26.3%	33.9%	51,712	+25.7%	△0.5%	33.4%

	Dec. 2024 End Result	Jun. 2025 End Result	
	No. Corp.	No. Corp.	vs Dec. 2024 End
Total number of corporations (ONE SOURCE Lite)	^(*) 3,845 (2,994)	^(*) 4,068 (3,178)	+223 (+184)

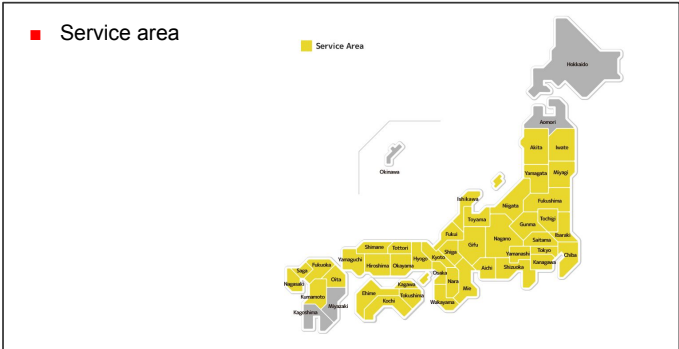
*1: Number of active corporations in Dec. 2024 and Jun. 2025.

■ Royalty Business

	2025FH
Target Business (Grainger's Zoro business in US & UK)	Both sales and operating profit grew YoY.
Royalty Income	Amount of royalty received increased YoY and plan.

■ Extension of order deadline for same-day shipping (3pm to 5pm)

- Progress of measures
 - April 2025: Expand target areas to 42 prefectures.
- Measures to improve customer awareness
 - TV commercials, radio, video distribution
 - Promotion through mailed flyers
 - Banner display on top page of sales website, etc.
- Customer awareness and effectiveness
 - In user survey(*1) conducted in June 2025, awareness of measure was approximately 40% (as of end of March: approximately 20%).
 - Continuing to understand customer segments/product categories that are responsive to deadline extensions.



- TV commercials
- Flyers

Extended order deadline for same-day shipping to 5pm.



Extended order deadline for same-day shipping to 5pm.



- Banner on sales website

Same-day shipping has been extended to 5pm on weekdays.



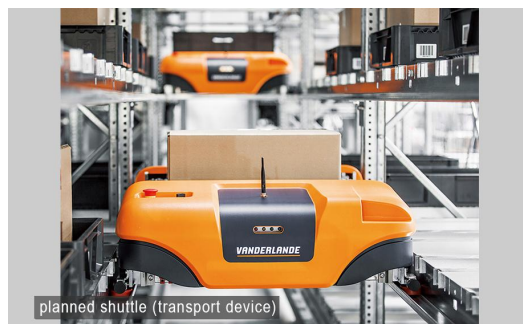
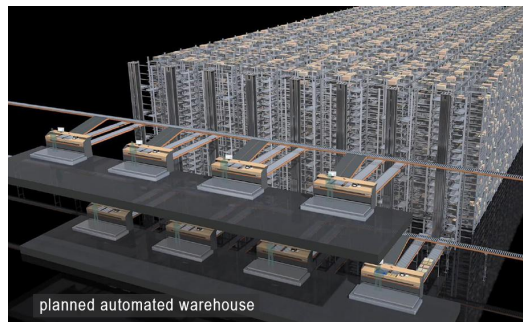
*1: 110,000 people randomly selected from corporations and sole proprietorship who have made at least one purchase on monotaro.com in past six months, and survey is conducted every month since January 2025.

■ Overview of Mito DC

Floor(s)	4 floors
Total Floor Area	approx. 74,000 m ²
Inventory Capacity	500 thou. SKU
Shipping Capacity	300 thou. line/day
Start of construction	May 2025
Completion of construction	May 2027 (planned)
Start of operations	May 2028 (planned)
Investment amount	50.4 billion yen
Assets	Ownership of all DC assets (land, buildings, material handling equipment, etc.)

■ Mito DC Progress Status

- Groundbreaking ceremony held in May 2025, construction started.
- As of end of June, foundation work is in progress.



■ Difference in 2025Q2 SG&A Expenses from Plan

	SG&A Decreasing Factor	Amount
Decrease in Office Expense (except for expenses delayed)	Decrease in IT development costs (outsourcing costs, capitalization of in-house software development costs), bad debt ratio, and decrease of system usage costs, etc.	About △310 mil. JPY
Decrease in Logistic Expense (except for expenses delayed)	Difference of estimations in outsourcing costs, packaging costs, etc.	About △230 mil. JPY
Decrease in Ad.& Promotion Expense (except for expenses delayed)	Reduction in catalog publication costs, deviation in flyer cost, etc.	About △340 mil. JPY
Delayed to Q3 or later (implementation timing shifted)	Logistics supplies and maintenance costs, ad. expenses, system usage costs, etc.	About △120 mil. JPY
Total		About △1,020 mil. JPY

Sustainability

			Progress in 2Q 2025
Prioritized Action Areas	Environment	Reduction of CO2 emissions as measure against climate change	- Received and disclosed third-party assurance report on GHG emissions calculation results for 2024. - Continued energy saving efforts in distribution centers (reduction of electricity consumption through lighting zone division and installation of motion sensors).
		Proposal and development of environment-conscious products	Held an eco-product exhibition and hands-on experience event to raise awareness of environmentally friendly products within company.
		Realization of resource-recycling model	- Disclosed amount of unnecessary materials (valuable materials + waste) and recycling rate in 2024. - Continued efforts to separate unnecessary materials and increase amount of recyclable materials. Started recycling release paper.
	Social	Sustainable procurement	- Distributed procurement guidelines to approximately 2,500 suppliers. Collecting procurement guideline endorsement and self-inspection questionnaires from approx. 80% of them. - Audit criteria, objectives, and methods are researched and examined in order to monitor evaluation for compliance with procurement guidelines. - Conducted sustainability audit at suppliers’ factories in presence of our company. Shared audit results with suppliers and requested them to make improvements.
		Diversity and Inclusion	- Implemented measures to promote employment of people with disabilities at head office and distribution centers, and raised awareness of these measures throughout company. - Updated information on D&I on Sustainability page and Recruitment page. - Held seminars and roundtable discussions to raise awareness and promote mutual understanding in second D&I Promotion Week.
Disclosure			Disclosed training programs for human resource development.

Main external evaluations
(global)



A

FTSE

3.7



B-Rating

Sustainalytics

Low Risk

Main index inclusion

【MSCI】

2025 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

- MSCI Japan Empowering Women Select Index
- ACWI
- ACWI CLIMATE CHANGE
- ACWI LOW CARBON LEADERS
- ACWI SCREENED
- ACWI UNIVERSAL

【FTSE】

- FTSE Blossom Japan Index
- FTSE Blossom Japan Sector Relative Index
- FTSE4Good Index Series

Main external evaluations
(domestic)



Eruboshi three stars
(highest certification mark)

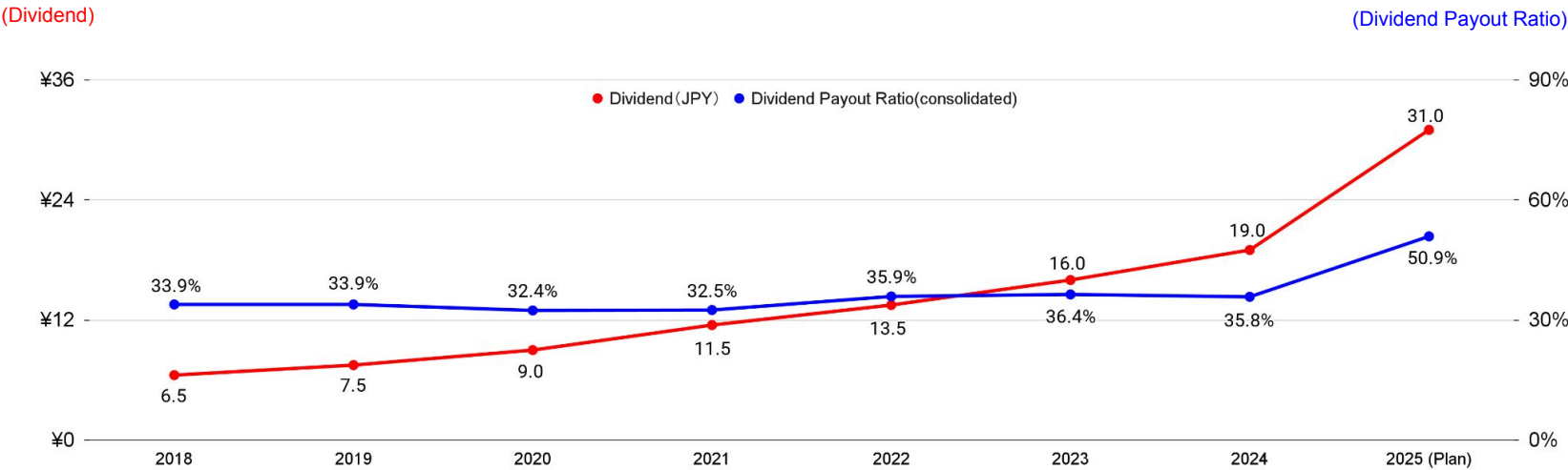


“Platinum Kurumin” certification

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Shareholder Return

- Dividend
 - Dividend Policy : Aiming to maintain dividend payout ratio of 50% or higher based on net income attributable to owners of the parent.
 - 2024 Dividend (actual): 19.00 JPY/share (9.00 JPY/share interim/actual, 10.00 JPY/share fiscal year end/actual).
 - 2025 Dividend (plan): 31.00 JPY/share (15.00 JPY/share interim/actual, 16.00 JPY/share fiscal year end/plan).



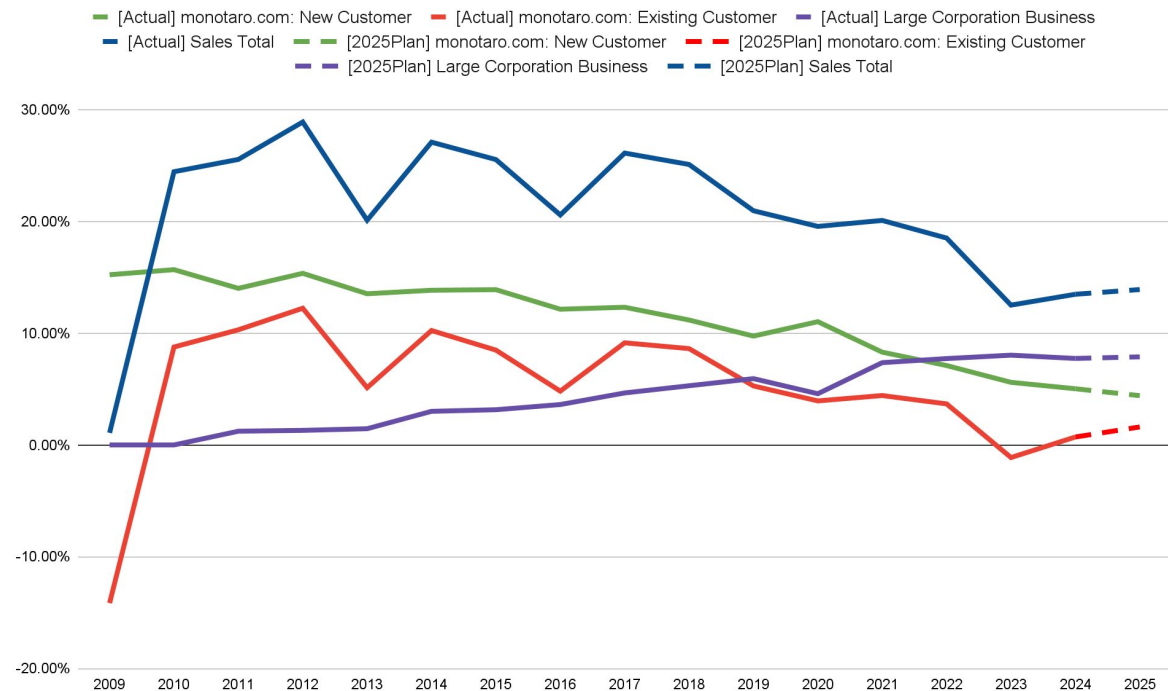
Reference

Integrated Report

- Disclosed “Integrated Report 2025” on July 23, 2025.
 - https://corp.monotaro.com/ir/library/library_11.html
 - As of July 31, 2025, only Japanese version is available. English version is scheduled to be released in late August.



Non-consol. Fiscal Yr. Sales Growth (Service Channel Contribution)



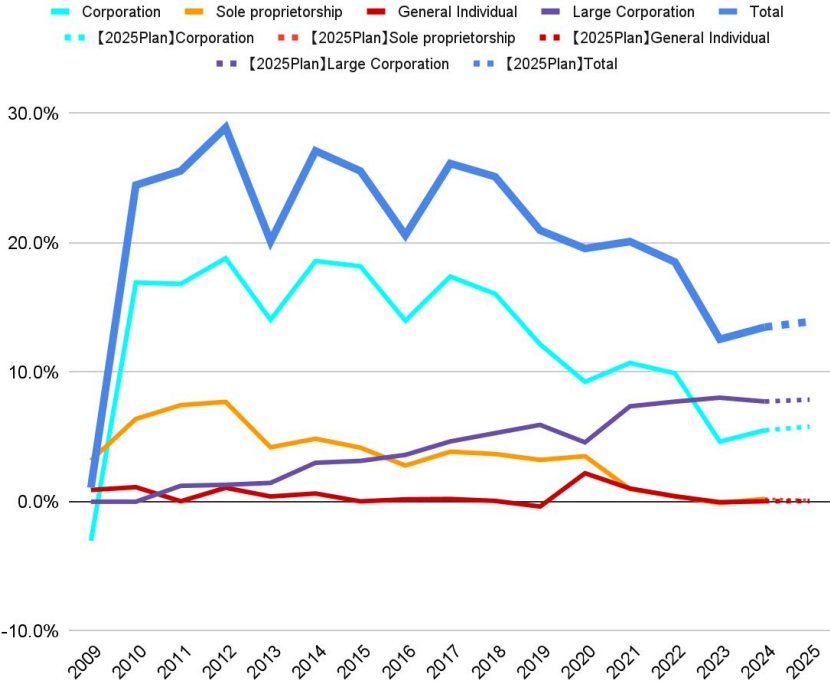
*: Fiscal year contributions of every channel to total sales growth from previous year is organized and shown based on status as of end of 2024.

*: "monotaro.com: New Customer" indicates contribution of sales from customers acquired each fiscal year, and "monotaro.com: Existing Customer" indicates contribution of sales from customers acquired before corresponding year.

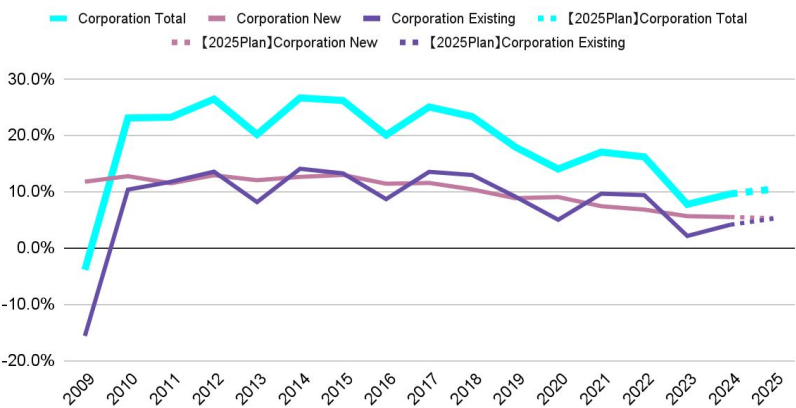
*: Previously, orders placed via monotaro.com by customers of Large Corp.Business were classified as sales of "Large Corp. Business" (due to past sales management classifications), but from 2024 disclosure materials, they are reclassified as sales of "monotaro.com" following accounting system replacement in 2023 (impact on growth rate is negligible).

Non-consol. Year Sales Growth (Corporate New & Existing)

Sales Total Growth
(Contributions of monotaro.com Corp Customer., Large Corp., monotaro.com Sole Proprietorship and General Individual)



Sales Growth of monotaro.com Corp. Customer
(Contributions of New and Existing Customers)

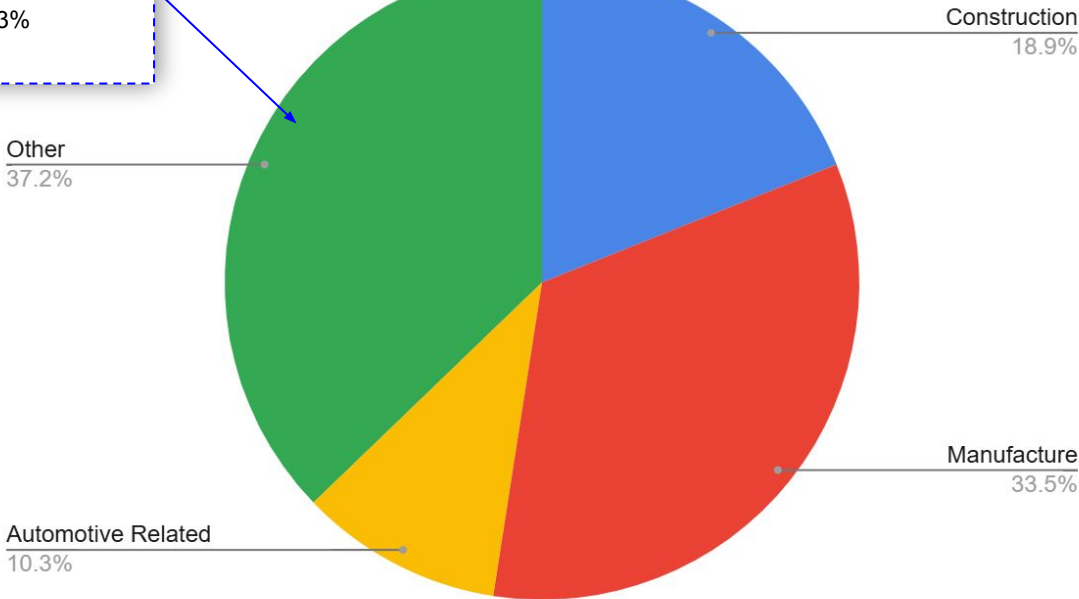


- Growth contribution and growth of corporate customers on monotaro.com
 - Of overall sales growth (13.5% in 2024 result and 14.0% planned in 2025), Total sales growth contribution from corporate customers on monotaro.com is approximately 6% both in 2024 result and 2025 plan (left graph).
 - Sales growth for monotaro.com's corporate customers in 2024 was approximately 10%, and 2025 is approximately 10% (graph above).

Non-consol. Customer Demographics

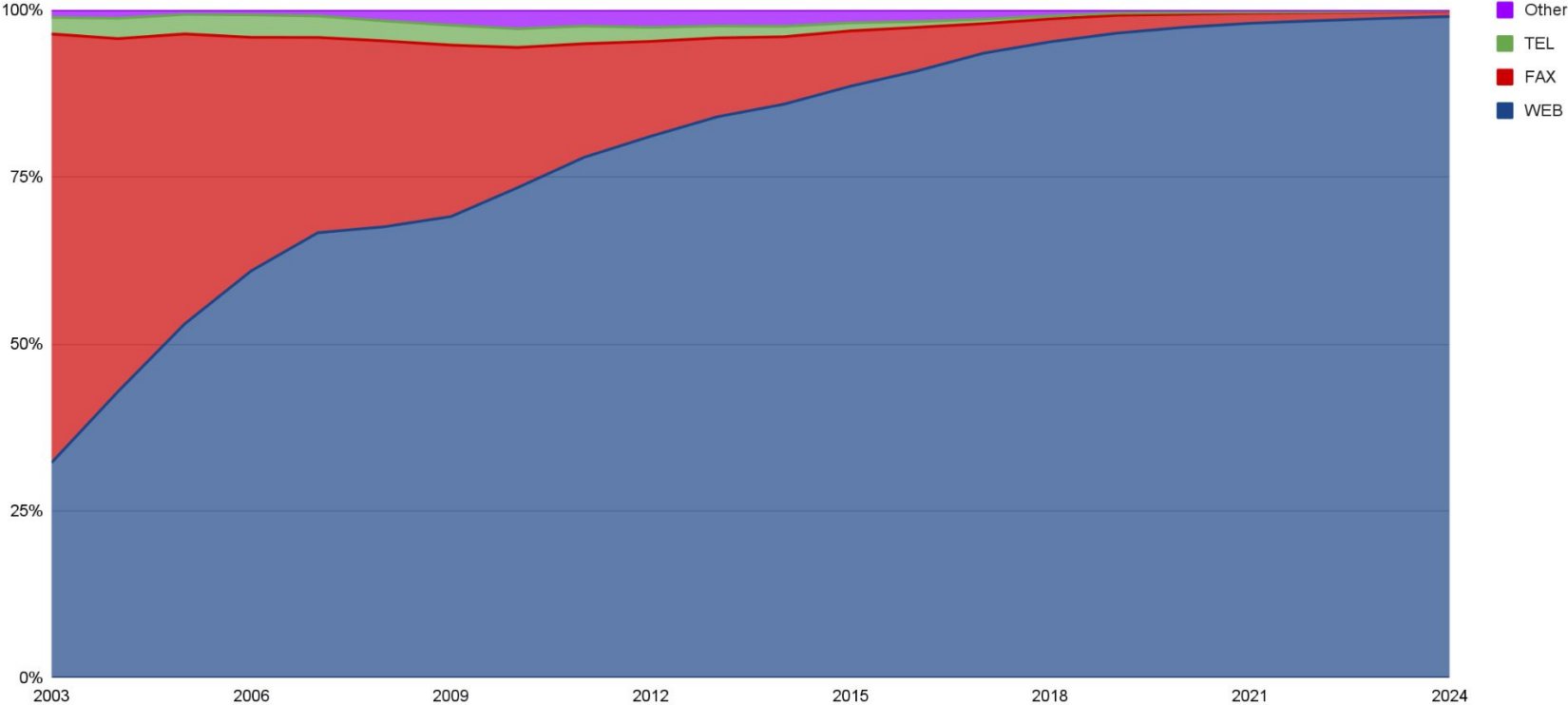
Industry

- Wholesale, Retail, Restaurant: 10.7%
- Education: 2.5%
- Agriculture: 2.1%
- Social security/welfare: 1.3%
- Medical: 1.1%

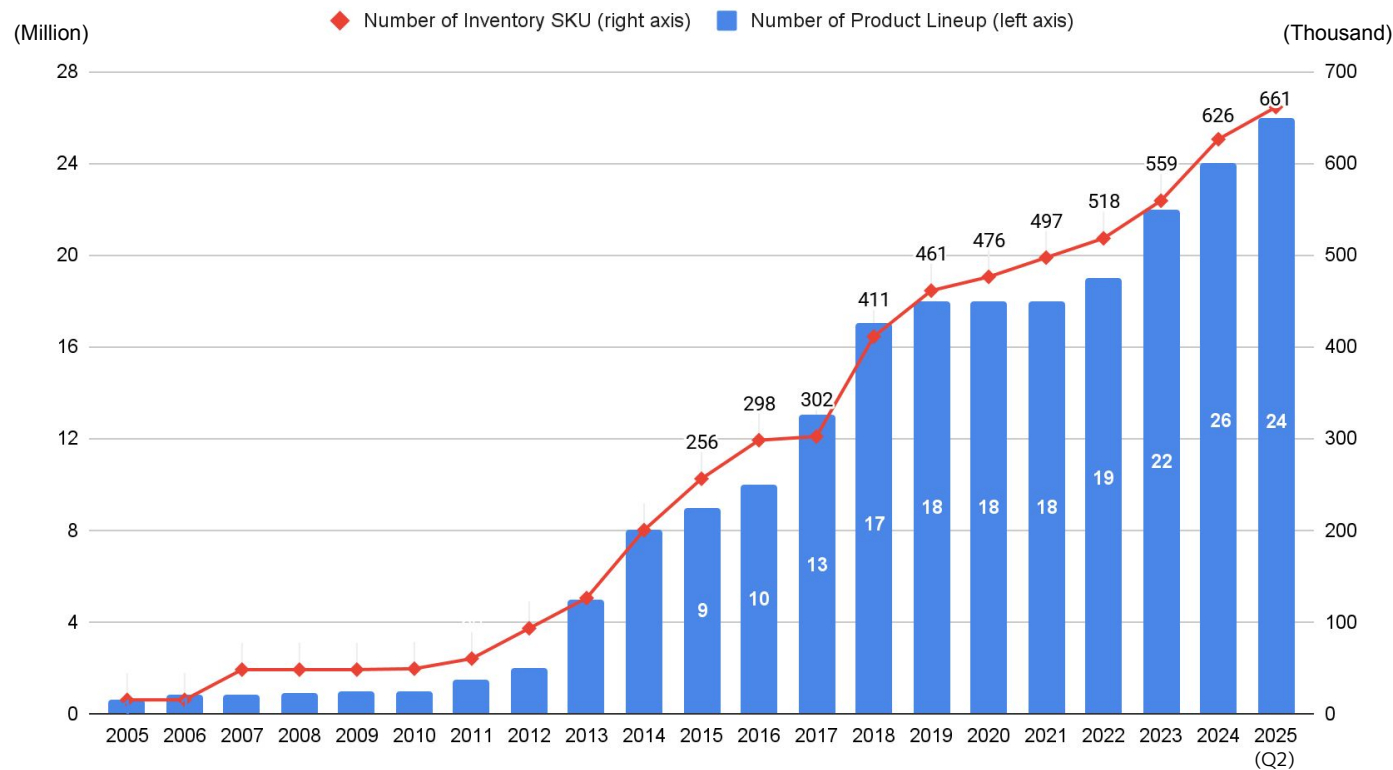


Ratio by sales amount in 2024
(Sales of monotaro.com excluding sales Large Corp. Business)

Non-consol. Internet Purchase Order Ratio



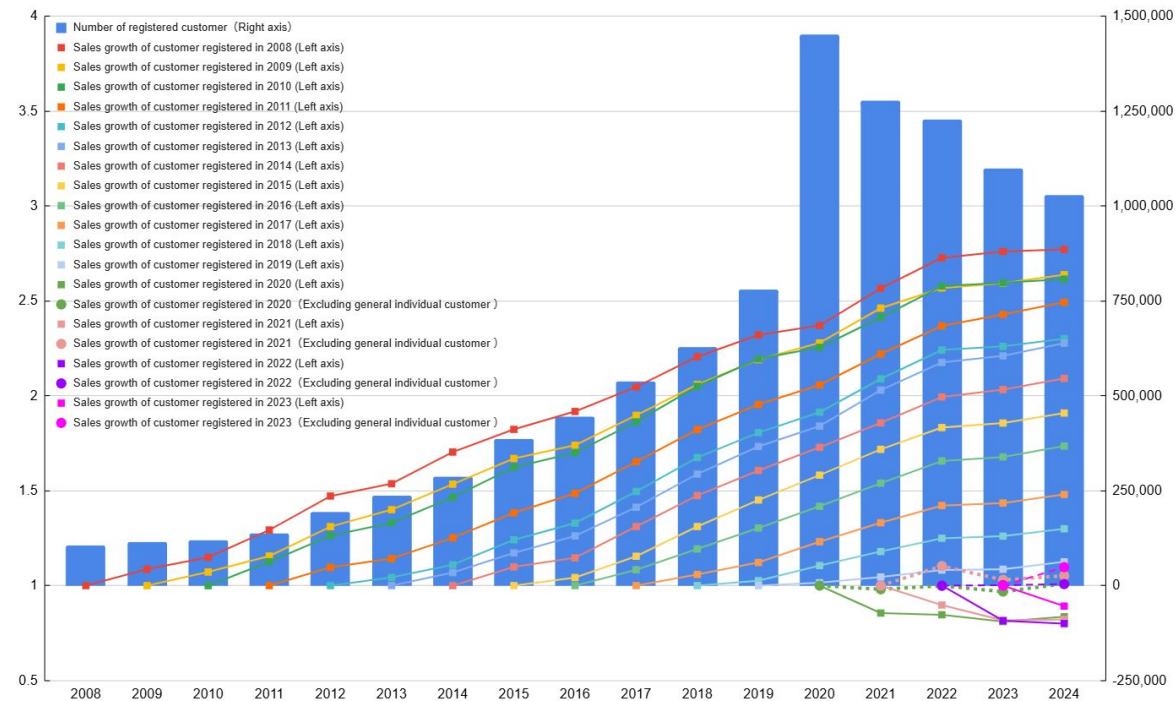
Non-consol. Product Lineup & Inventory



Non-consol. Customer Growth by Year Registered

(Growth Rate of Sales)

(Number of Registered Customers)

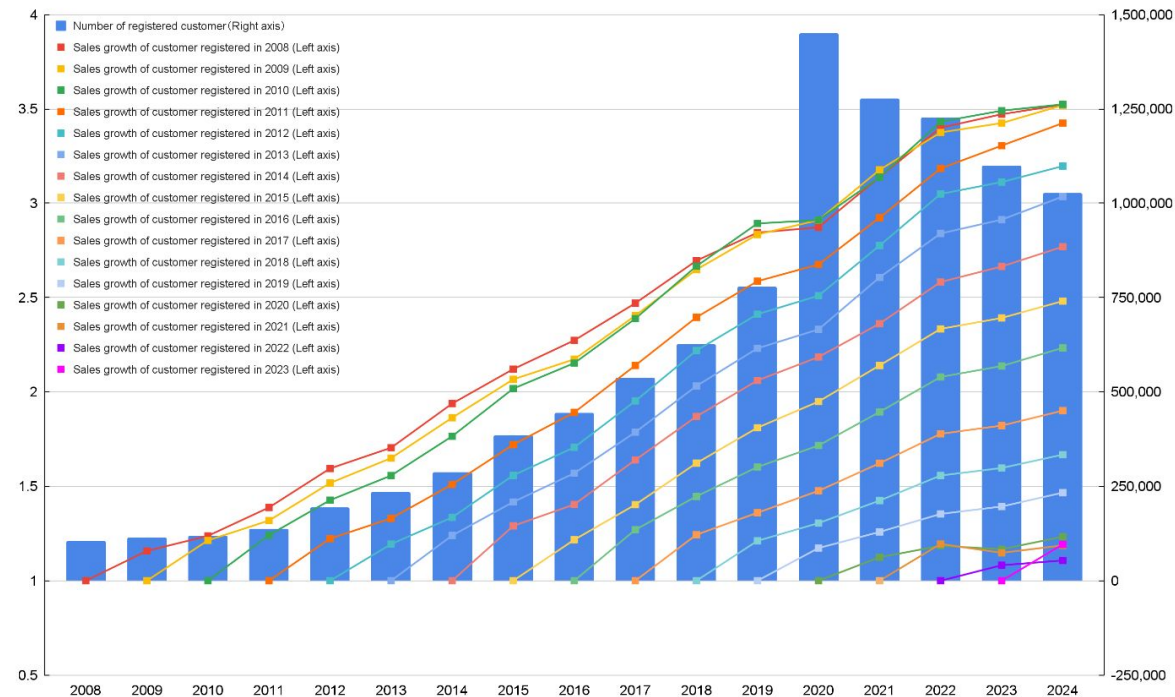


*: Above number of 'monotaro.com' registered customers and sales growth are updated retroactively at end of 2024 (large corporate sales and sales for customers who switched to procurement system for enterprise business are not included).
*: Line chart (left axis) shows sales growth ratio of customers registered each year by setting sales in registered year as '1.'

Non-consol. Customer Growth by Year Registered (Corp.)

(Growth Rate of Sales)

(Number of Registered Customers)

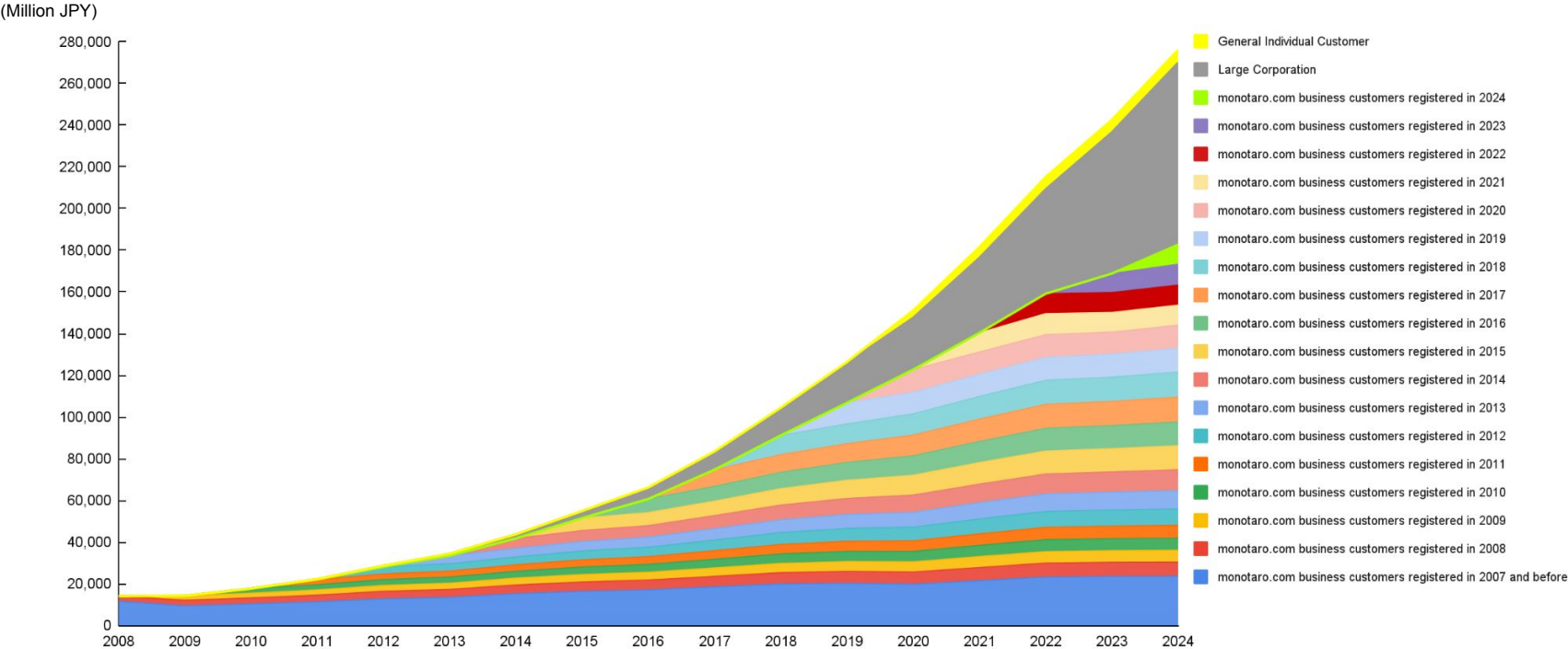


*: Above number of 'monotaro.com' registered customers and sales growth are updated retroactively at end of 2024 (large corporate sales and sales for customers who switched to procurement system for enterprise business are not included).

*: Line chart (left axis) shows sales growth ratio of customers registered each year by setting sales in registered year as '1.'

*: Bar chart is number of new customers acquired that includes those other than corporate customers.

Non-consol. Sales Trend by Registered Year



*: Sales of 'monotaro.com business customers' are sales of monotaro.com's business customers organized retroactively for each registration year based upon updated customer status at end of 2024.

*: Sales of 'Large corporation' are total sales of large corporation customers based upon updated customer status at end of 2024.

*: Sales of 'General individual customers' are total sales of monotaro.com's general individual customers and of IHC MonotaRO based upon updated customer status at end of 2024 (IHC MonotaRO was closed and integrated into monotaro.com).

	Kasama DC	Ibaraki Chuo SC	Inagawa DC	Mito DC
Exterior Image				
Floor(s)	1 floor	1 floor	6 floors (leased)	4 floors
Total Floor Area	approx. 56,000 m ²	approx. 49,000 m ²	approx. 194,000 m ²	approx. 74,000 m ²
Inventory Capacity	330 thou. SKU	30 thou. SKU	550 thou. SKU	500 thou. SKU
Shipping Capacity	100 thou. line/day	30 thou. line/day	180 thou. line/day	300 thou. line/day
When started/ to start shipping	Apr. 2017	Apr. 2021	Apr. 2022	May 2028 (planned)

Cautionary Statement concerning Forward-looking Statements

This presentation may include forward-looking statements relating to our future plans, forecasts, objectives, expectations, and intentions. Actual results may differ materially for wide range of possible reasons. In light of many risks and uncertainties, you are advised not to put undue reliance on these statements.

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