



Fiscal Year of 2025

(Jan.-Dec. 2025)

MonotaRO Co., Ltd
www.monotaro.com

Jan.-Dec. 2025 Financial Results Overview

Jan.-Dec. 2026 Financial Plan

Highlights

FY2025 Full-Year Highlights

Consolidated Net Sales	333.8 bil. JPY	YoY vs. Plan	+15.9% +1.7%
Consolidated Operating Income	46.1 bil. JPY	YoY vs. Plan	+24.6% +7.4%

MonotaRO (Non-consol.)

Net Sales	322.8 bil. JPY	YoY vs. Plan	+16.9% +2.5%
Enterprise Business	106.3 bil. JPY	YoY vs. Plan % to Sales	+23.5% △1.3% 32.9%
Operating Income	47.3 bil. JPY	YoY vs. Plan % to Sales	+22.9% +7.5% 14.7%

MonotaRO (Non-consol.)

■ Net Sales

- **MonotaRO.com Business**

- Orders and number of ordering customers increased YoY and exceeded plan
- Through initiatives focused on acquisition, retention, and category expansion based on expected life time value (LTV), growth rate from Q1 onwards exceeded both YoY and plan
- Strong Q4 office supplies demand (80% of impacted sales)
- Royalty amount increased

- **Enterprise Business**

- +23.5% growth via expansion of newly connected corporations & ordering customers
- Strong Q4 demand for office supplies (20% of impacted sales)
- Orders from some new/existing customers fell below plan

■ Operating Income

Profit growth outpaced sales growth

- GP ratio increased (YoY +0.3pt. / vs. plan +0.3pt.)
- SG&A Exp. ratio decreased (YoY △0.4pt. / vs. plan △0.4pt.)
- Operating income ratio increased (YoY+0.7pt. / vs. plan +0.7pt.)

Consolidated Net Sales	381.3 bil. JPY	YoY	+14.2%
Consolidated Operating Income	53.0 bil. JPY	YoY	+14.9%

MonotaRO (Non-consol.)

Net Sales	368.8 bil. JPY	YoY	+14.3%
Enterprise Business	127.9 bil. JPY	YoY % to Sales	+20.4% 34.7%
Operating Income	54.2 bil. JPY	YoY % to Sales	+14.5% 14.7%

MonotaRO (Non-consol.)

■ Net Sales

• MonotaRO.com Business

- Use data and AI to enhance acquisition and retention of new customers, while driving category expansion among existing customers
- Expand product lineup and services based on deep understanding of customers and categories
- Revised royalty agreement with Zoro US from variable to fixed amount (equivalent to past five-year average), resulting in YoY decrease

• Enterprise Business

- Optimize sales activities for new system connection based on customer business scale and industry sector
- Strengthen sales activities to Improve site penetration of existing customers and increase end users

■ Operating Income

Aim for profit growth outpacing sales growth

- GP ratio decreased (YoY $\Delta 0.3\text{pt.}$)
- SG&A Exp. ratio decreased (YoY $\Delta 0.3\text{pt.}$)
- Maintain operating profit margin at previous year level

About Us

Business Overview, Features, and Differentiation Strategies

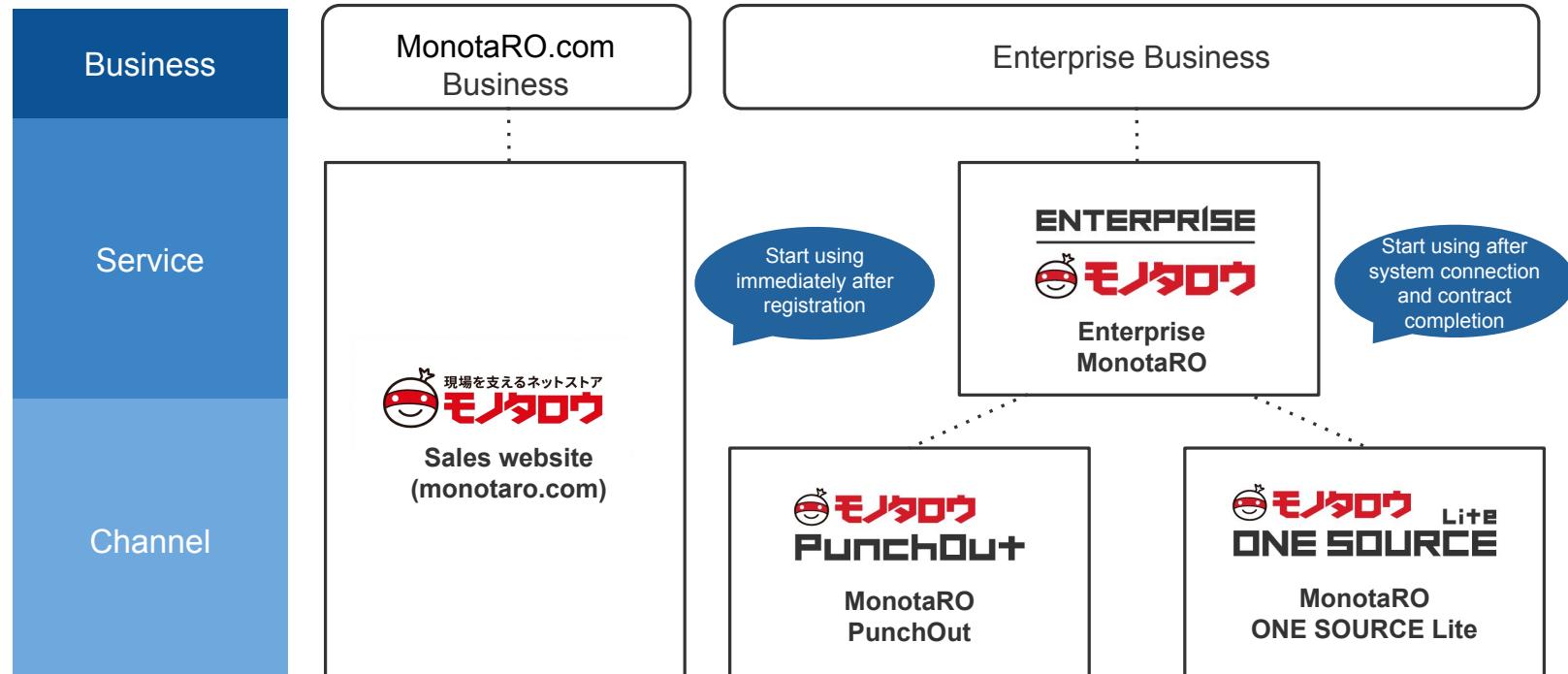
- Corporate Mission
 - To innovate business procurement networks
- Main Business
 - Electronic Commerce of indirect materials for factories, construction work, and automotive related businesses. (number of product lineup over 28,850 thou. SKU including 755 thou. SKU available for same-day shipment and 688 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 Dec. 31, 2025)

	Regular employee		Part-time and temporary employee		Total	
Head Office, etc. (MonotaRO JPN)	1,273	(747)	468	(421)	1,741	(1,168)
Distribution Center (MonotaRO JPN)	252	(184)	1,619	(1,502)	1,871	(1,686)
Total (MonotaRO JPN)	1,525	(931)	2,087	(1,923)	3,612	(2,854)

- 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.

Change of Business Names

- Change of Business Names
 - B2B Online Business (monotaro.com) → MonotaRO.com Business
 - Procurement Management System Business (for Large Enterprises) → Enterprise Business



Value Proposition and Business Expansion

- Value Proposition : To provide value of time through pursuing customer convenience for indirect materials procurement

Business	Customer Segment	Service	Value Proposition by Channel			
MonotaRO .com Business	Micro  Sole Proprietorship, General Consumers, Other Small  Legal entity with sales <2 bil. JPY Mid  Legal entity with sales <30 bil. JPY Large  Legal entity with sales >30 bil. JPY	 Support front-line worker to get things done  Support overall organization to get things done	Sales website monotaro.com  Companies that has <u>not</u> yet implemented procurement management systems  Companies that has <u>already</u> implemented procurement management systems 	Online shopping site supporting front-line operations <ul style="list-style-type: none"> Ready for anyone to start today <ul style="list-style-type: none"> Product range Searchability Fast delivery 	First step to smart procurement <ul style="list-style-type: none"> Easily centralize MRO procurement Visualize and streamline procurement with MonotaRO, which front-line workers are familiar with 	Seamlessly centralize procurement just by connecting <ul style="list-style-type: none"> Connect procurement system with MonotaRO's robust purchasing infrastructure Consolidate indirect procurement to streamline organizational operations

Jan.-Dec. 2025

(Consol.) Financial Result Overview

Financial Result P/L Outline

	2024 Result		2025 Plan		2025 Result			
	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	YoY	vs Plan
Sales	288,119		328,173		333,880		+15.9%	+1.7%
Gross Profit	84,420	29.3%	96,841	29.5%	99,636	29.8%	+18.0%	+2.9%
SG&A Exp.	47,353	16.4%	53,841	16.4%	53,443	16.0%	+12.9%	△0.7%
Operating Income	37,066	12.9%	43,000	13.1%	46,192	13.8%	+24.6%	+7.4%
Current Income	37,320	13.0%	43,026	13.1%	46,057	13.8%	+23.4%	+7.0%
Net Income (Tax Rate)	25,726 (30.8%)	8.9%	29,832 (30.6%)	9.1%	31,979 (30.5%)	9.6%	+24.3%	+7.2%
Net Income attributable to owners of the parent	26,338	9.1%	30,284	9.2%	32,434	9.7%	+23.1%	+7.1%

Financial Result B/S Outline

	Dec. 2024	Dec. 2025		Ratio
	mil. JPY	mil. JPY		
Assets				
Cash	30,727	47,293	24.5%	
Accounts Receivable	33,569	42,614	22.1%	
Inventory	20,661	22,436	11.6%	
Others	9,158	10,772	5.6%	
Total Current Assets	94,116	123,116	63.7%	
Tangible Fixed Assets	37,305	54,958	28.4%	
Intangible Fixed Assets	6,516	7,685	4.0%	
Others	7,090	7,484	3.9%	
Total Fixed Assets	50,911	70,127	36.3%	
Total Assets	145,028	193,243		

	Dec. 2024	Dec. 2025		Ratio
	mil. JPY	mil. JPY		
Liabilities				
Accounts Payable		19,825	25,018	12.9%
Short-term Debt, etc. (*1)		430	109	0.1%
Others		16,205	28,430	14.7%
Total Current Liabilities	36,461	53,558	27.7%	
Long-term-Debt		—	13,000	6.7%
Others		4,300	3,751	1.9%
Total Long term Liabilities	4,300	16,751	8.7%	
Total Liabilities	40,761	70,310	36.4%	
Net Assets				
Shareholder's Equity		103,260	122,174	63.2%
Others		1,006	759	0.4%
Total Net Assets	104,267	122,933	63.6%	
Total Liabilities & Net Assets	145,028	193,243		

*1: Includes short-term debt & current portion of long-term debt.

Financial Result C/F Outline

	2024 Result	2025 Result
	mil. JPY	mil. JPY
Cash Flow from Operating Activity		
Net Income before Tax	37,173	46,038
Depreciation	5,760	6,685
Increase or Decrease in Accounts Receivable (Δ = increase)	Δ 4,214	Δ 9,047
Increase or Decrease in Inventory (Δ = increase)	Δ 1,768	Δ 1,789
Increase or Decrease in Accounts Payable (Δ = decrease)	2,780	5,188
Tax payment	Δ 10,530	Δ 12,741
Increase or Decrease in Accrued Consumption Taxes (Δ = decrease)	Δ 50	Δ 2,082
Others	Δ 489	1,475
Total	28,662	33,726
Cash Flow from Investing Activity		
Acquisition of Tangible Assets	Δ 1,320	Δ 11,938
Acquisition of Intangible Assets	Δ 2,178	Δ 4,131
Others	Δ 83	Δ 1,023
Total	Δ3,582	Δ17,093
Cash Flow from Financing Activity		
Proceeds from Long-term Debt	—	13,000
Repayments of Long-term Debt	Δ 4,722	Δ 210
Cash Dividends Paid	Δ 8,444	Δ 12,424
Others	Δ 172	Δ 336
Total	Δ13,339	27
Currency Exchange Adjustment	176	Δ 35
Net Increase or Decrease in Cash and Cash Equivalent (Δ = decrease)	11,916	16,625
Cash and Cash Equivalent at Beginning of Period	18,454	30,370
Cash and Cash Equivalent at End of Period	30,370	46,995

Jan.-Dec. 2025

(Non-consol.) Financial Result Overview

Financial Result P/L Outline 1/3

	2024 Result		2025 Plan		2025 Result				
	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	YoY	vs Plan	
Sales	276,100		314,876		322,814		+16.9%	+2.5%	
Enterprise Bus.	86,083	31.2%	107,761	34.2%	106,310	32.9%	+23.5%	△1.3%	
Gross Profit	82,141	29.8%	93,873	29.8%	97,243	30.1%	+18.4%	+3.6%	
SG&A Exp.	43,591	15.8%	49,792	15.8%	49,864	15.4%	+14.4%	+0.1%	
Operating Income	38,550	14.0%	44,080	14.0%	47,379	14.7%	+22.9%	+7.5%	
Current Income	38,805	14.1%	44,120	14.0%	47,406	14.7%	+22.2%	+7.4%	
Net Income (Tax Rate)	25,984 (29.6%)	9.4%	30,926 (29.9%)	9.8%	32,659 (29.6%)	10.1%	+25.7%	+5.6%	

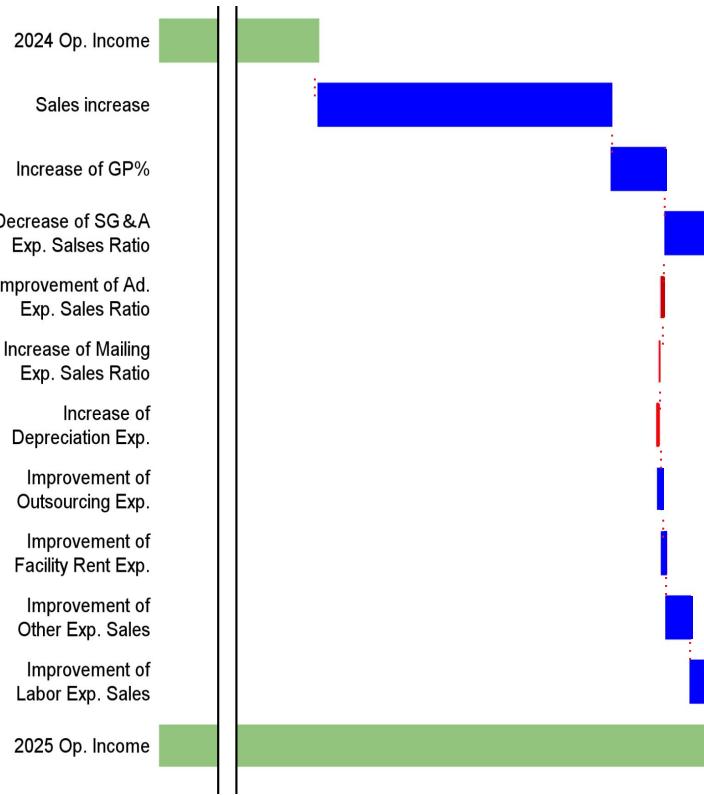
Financial Result P/L Outline 2/3 vs. Last Year

	2024 Result (A)		2025 Result (B)		Difference (B-A)			
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	YoY	Sales Ratio	
Sales	276,100	—	322,814	—	Amount (mil.JPY)	+46,713	<ul style="list-style-type: none"> MonotaRO.com Business: Grew due to increases in both number of orders and unit price per order. Enterprise Business: Grew (YoY +23.5%), due mainly to increases in number of customers placing orders. Royalty income increased YoY. 	
					YoY	+16.9%		
					Sales Ratio	—		
Gross Profit	82,141	29.8%	97,243	30.1%	Amount (mil.JPY)	+15,101	<ul style="list-style-type: none"> Product GP% increased (+0.1pt.: Reduced promotional discounts in Q4 and increased purchase rebates., etc.). Royalty income increased YoY. Delivery cost ratio improved (+0.1pt.: due to increase in order amount per box). 	
					YoY	+18.4%		
					Sales Ratio	+0.3%		
SG&A Exp.	43,591	15.8%	49,864	15.4%	Amount (mil.JPY)	+6,272	<ul style="list-style-type: none"> Labor Exp. ratio decreased (Δ0.2pt.: Increased sales per box and productivity, etc.). Other Exp. ratio decreased (Δ0.2pt.: Decreased maintenances and repairs cost ratio for buildings and equipment at DCs, increased capitalization of in-house software development costs, reduced system usage cost ratio, etc.). 	
					YoY	+14.4%		
					Sales Ratio	△0.4%		
Operating Income	38,550	14.0%	47,379	14.7%	Amount (mil.JPY)	+8,828	<ul style="list-style-type: none"> GP ratio increased (+0.3pt.) and SG&A expenses ratio decreased (△0.4pt.), resulting in Operating Income ratio increased (+0.7pt.). 	
					YoY	+22.9%		
					Sales Ratio	+0.7%		
Net Income (Tax Rate)	25,984 (29.6%)	9.4%	32,659 (29.6%)	10.1%	Amount (mil.JPY)	+6,674	<ul style="list-style-type: none"> Operating Income grew by 8,828 mil. JPY YoY. Net Income grew by +25.7% YoY. 	
					YoY	+25.7%		
					Sales Ratio	+0.7%		

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

	2025 Plan (A)		2025 Result (B)		Difference (B-A)			
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	vs Plan	Sales Ratio	
Sales	314,876	—	322,814	—	Amount (mil.JPY)	+7,937	<ul style="list-style-type: none"> ■ Overall: High demand for office supplies in Q4 contributed. ■ MonotaRO.com Business: Higher than plan. Continued sales growth from new customers driven by Search Engine Marketing improvement, outbound calling, and flyers. ■ Enterprise Business: Order volume from some new and existing customers below plan. ■ Royalty income higher than plan. 	
					vs Plan	+2.5%		
					Sales Ratio	—		
Gross Profit	93,873	29.8%	97,243	30.1%	Amount (mil.JPY)	+3,369	<ul style="list-style-type: none"> ■ Product GP% increased (+0.3pt.: Reduced application of promotional discounts in Q4, Improvements in purchasing, and Increased purchase rebates etc.). ■ Royalty income higher than plan. ■ Shipping cost ratio increased ($\Delta 0.1\text{pt}$: due to lower average order value per box in Q4, etc.) 	
					vs Plan	+3.6%		
					Sales Ratio	+0.3%		
SG&A Exp.	49,792	15.8%	49,864	15.4%	Amount (mil.JPY)	+71	<ul style="list-style-type: none"> ■ Other Exp. ratio decreased ($\Delta 0.2\text{pt}$: deviation in timing of maintenances and repairs for buildings and equipment at DCs from plan, deviation in bad debt rate from plan, reduced system usage, etc.) ■ Depreciation Exp. ratio decreased ($\Delta 0.1\text{pt}$: due to decreased depreciation cost for software, variance in Order Management System, OMS depreciation estimates). ■ Communication Exp. ratio decreased ($\Delta 0.1\text{pt}$: due to decrease in catalog shipping costs, etc.) ■ SG&A Exp. ratio for Q4 increased to 15.6% (compared to the planned 15.2%), due to higher spending on listing advertising, outsourced logistics, and bonus accruals during the period. 	
					vs Plan	+0.1%		
					Sales Ratio	$\Delta 0.4\%$		
Operating Income	44,080	14.0%	47,379	14.7%	Amount (mil.JPY)	+3,298	<ul style="list-style-type: none"> ■ GP ratio increased (+0.3pt.) and SG&A expenses ratio decreased ($\Delta 0.4\text{pt}$), resulting in Operating Income ratio increased (+0.7pt.). 	
					vs Plan	+7.5%		
					Sales Ratio	+0.7%		
Net Income (Tax Rate)	30,926 (29.9%)	9.8%	32,659 (29.6%)	10.1%	Amount (mil.JPY)	+1,733	<ul style="list-style-type: none"> ■ Operating income exceeded plan by 3,298 mil. JPY, net income increased by 1,733 mil. JPY (+5.6% vs. plan). due to the recording of an extraordinary loss of 963 mil. JPY for the impairment of shares in consolidated overseas subsidiaries. 	
					vs Plan	+5.6%		
					Sales Ratio	+0.3%		

Operating Income Change Factors



2024 Op. Income: 38,550 mil. JPY

+6,522 mil.JPY	<ul style="list-style-type: none"> MonotaRO.com Business: Increase in number of customer and unit price per order. Enterprise Business: Increase in number of customer.
+1,204 mil.JPY	<ul style="list-style-type: none"> Products GP% increased due to reduced promotional discounts in Q4 and increased rebates., etc Royalty increased
+1,102 mil.JPY	<ul style="list-style-type: none"> SG&A Exp. ratio improved due to following reasons.
△115 mil.JPY	<ul style="list-style-type: none"> Increased ratio of listing, flyer and catalog expenses
△40 mil.JPY	<ul style="list-style-type: none"> Increase in mailing expenses due to postal rate increase
△30 mil.JPY	<ul style="list-style-type: none"> Early depreciation of Order Management System/ OMS, etc.
+92 mil.JPY	<ul style="list-style-type: none"> Sales per box increased, increase in productivity, etc.
+111 mil.JPY	<ul style="list-style-type: none"> Decreased ratio due to sales growth, etc
+539 mil.JPY	<ul style="list-style-type: none"> Decrease in logistics & maintenance cost ratio, and increased capitalization of in-house software development, etc.
+546 mil.JPY	<ul style="list-style-type: none"> Sales per box increased, increase in productivity, etc.

2025 Op. Income: 47,379 mil. JPY (YonY: +8,828 mil. JPY, +22.9%)

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

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

■ Distribution-related Cost sales ratio Jan.-Dec. 2025 Result: 6.2%.

- 0.5pt. lower than Jan.-Dec. 2024 Result.
 - Labor and outsourcing expense ratio decreased: $\Delta 0.1\text{pt}$. (due to increase in sales per box resulting in decrease in number of boxes handled, productivity at DC improved, etc.).
 - Depreciation expense ratio decreased: $\Delta 0.2\text{pt}$. (due to sales increase, etc.).
 - Facility Rent expense ratio decreased: $\Delta 0.2\text{pt}$. (due to sales increase, etc.).
- 0.1pt. lower than plan
 - Depreciation expenses ratio and Other expense ratio decreased: $\Delta 0.1\text{pt}$. (due to sales increase, variance in estimated repair and maintenance expenses)

	2024 Result		2025 Plan		2025 Result			
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	YoY	vs Plan
Sales (Non-consol.)	276,100		314,876		322,814		+16.9%	+2.5%
Depreciation	3,499	1.3%	3,601	1.1%	3,528	1.1%	+0.8%	$\Delta 2.0\%$
Labor & Outsourcing	8,026	2.9%	8,866	2.8%	9,003	2.8%	+12.2%	1.5%
Facility Rent	3,479	1.3%	3,581	1.1%	3,700	1.1%	+6.4%	+3.3%
Others	3,430	1.2%	3,930	1.2%	3,788	1.2%	+10.5%	$\Delta 3.6\%$
Total	18,435	6.7%	19,979	6.3%	20,021	6.2%	+8.6%	0.2%

Financial Result B/S Outline

	Dec. 2024	Dec. 2025		Ratio
	mil. JPY	mil. JPY		
Assets				
Cash	29,981	46,736	24.1%	
Accounts Receivable	32,981	42,031	21.6%	
Inventory	19,298	21,072	10.8%	
Others	8,704	10,269	5.3%	
Total Current Assets	90,966	120,111	61.8%	
Tangible Fixed Asset	36,250	54,148	27.9%	
Intangible Fixed Assets	6,419	7,614	3.9%	
Investments and Other Assets	10,668	12,419	6.4%	
Total Fixed Assets	53,337	74,182	38.2%	
Total Assets	144,304	194,293		

	Dec. 2024	Dec. 2025		Ratio
	mil. JPY	mil. JPY		
Liabilities				
Accounts Payable		19,016	24,134	12.4%
Others		15,367	27,587	14.2%
Total Current Liabilities	34,383	51,721	26.6%	
Long-term Debt		—	13,000	6.7%
Others		4,129	3,548	1.8%
Total Long term Liabilities	4,129	16,548	8.5%	
Total Liabilities	38,513	68,270	35.1%	
Net Assets				
Shareholder's Equity		105,762	126,006	64.9%
Stock Option		28	16	0.0%
Total Net Assets	105,790	126,022	64.9%	
Total Liabilities & Net Assets	144,304	194,293		

Jan.-Dec. 2025
(Overseas Subsidiaries)
Financial Result Overview

Overseas Subsidiaries Financial Result P/L Outline 1/2

■ NAVIMRO (South Korea)

- New customer acquisition and retention rates improved due to optimized marketing initiatives, though sales fell short of both 2024 results and plan.
- Operating profit achieved through improved gross margin.

	2024 Result			2025 Plan			2025 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	9,950	+7.1%	+3.7%	10,570	+6.2%	+6.2%	9,220	△7.3%	△12.7%	△2.1%	△7.8%	
Op.Income	△120	—	—	0	—	—	0	—	—	—	—	
Net Income x Share ^(*1)	△150	—	—	△10	—	—	0	—	—	—	—	

■ MONOTARO INDONESIA (Indonesia)

- Fell short of plan due to a decline in high-value orders and increase in government-encouraged holidays around Ramadan fasting period.
- Continue to drive business growth through ongoing supply chain reinforcement.

	2024 Result			2025 Plan			2025 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	1,260	+29.1%	+25.0%	1,770	+40.6%	+40.6%	1,400	+10.8%	△21.2%	+16.9%	△16.9%	
Op.Income	△300	—	—	△260	—	—	△300	—	—	—	—	
Net Income x Share ^(*1)	△150	—	—	△150	—	—	△170	—	—	—	—	

*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.

Overseas Subsidiaries Financial Result P/L Outline 2/2

■ IB MONOTARO (India)

- Sales decreased YoY and vs. plan. Business focus shifted to key segment of small and medium-sized enterprises.
- Improved service quality reduced return rates. In addition, sales from existing customers have begun to build up. Net income improved YoY due to effective control of profit margins and costs.
- Continue to pursue business expansion by enhancing service levels and advancing initiatives for target segments.

	2024 Result			2025 Plan			2025 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)	1,300	+4.1%	△2.1%	1,260	△2.3%	△2.3%	790	△39.0%	△37.6%	△35.9%	△34.3%
Sales ^(*2)	930	+17.3%	+10.2%	940	+0.7%	+0.7%	600	△35.1%	△35.5%	△31.7%	△32.1%
Op.Income	△1,010	—	—	△810	—	—	△860	—	—	—	—
Net Income x Share ^(*1)	△550	—	—	△470	—	—	△510	—	—	—	—

*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.

Jan.-Dec. 2026 Business Plan

Consolidated P/L Plan Outline

	2025 Result		2026 Plan			
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	YoY	
Sales	333,880		381,379		14.2%	
Gross Profit	99,636	29.8%	113,035	29.6%	13.4%	
SG&A Exp.	53,443	16.0%	59,966	15.7%	12.2%	
Operating Income	46,192	13.8%	53,069	13.9%	14.9%	
Current Income	46,057	13.8%	52,789	13.8%	14.6%	
Net Income (Tax Rate)	31,979 (30.5%)	9.6%	35,895 (32.0%)	9.4%	12.2%	
Net Income attributable to owners of the parent	32,434	9.7%	36,180	9.5%	11.5%	
	2026 Jan.- Jun. Plan			2026 Jul.- Dec. Plan		
	Amount (mil.JPY)	Sales Ratio	YoY	Amount (mil.JPY)	Sales Ratio	
Sales	188,325		17.5%	193,053		11.2%
Gross Profit	55,573	29.5%	17.0%	57,461	29.8%	10.2%
SG&A Exp.	29,782	15.8%	16.3%	30,184	15.6%	8.4%
Operating Income	25,791	13.7%	17.9%	27,277	14.1%	12.2%
Current Income	25,647	13.6%	17.4%	27,141	14.1%	12.1%
Net Income (Tax Rate)	17,375 (32.3%)	9.2%	14.5%	18,519 (31.7%)	9.6%	10.2%
Net Income attributable to owners of the parent	17,521	9.3%	13.6%	18,659	9.7%	9.6%

*: 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 1/2

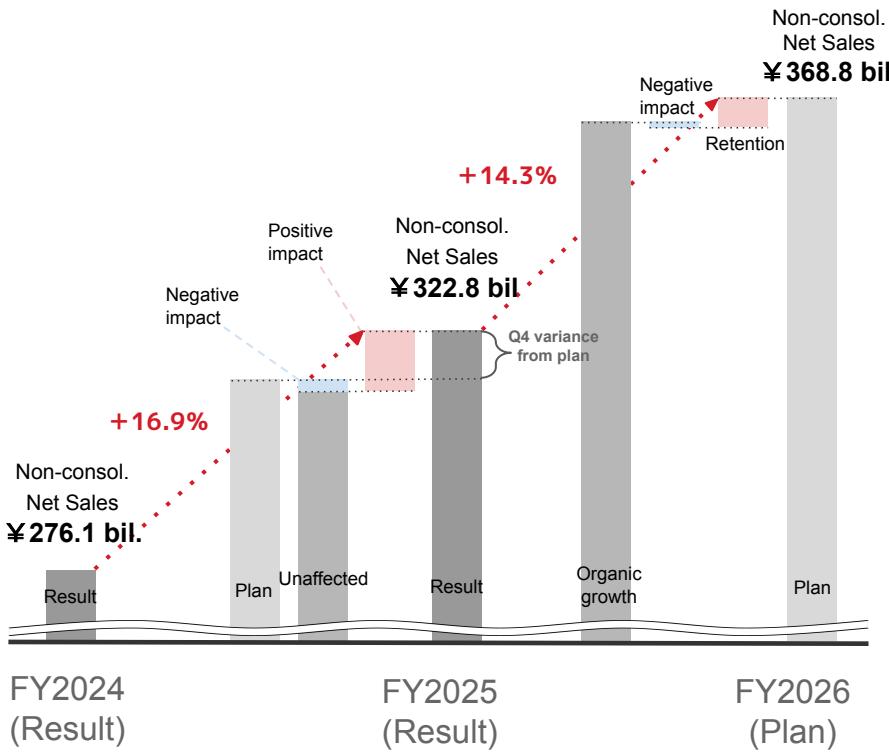
	2025 Result		2026 Plan			
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	YoY	
Sales (*1)	322,814		368,849		14.3%	
Enterprise Bus. (*1)	106,310	32.9%	127,985	34.7%	20.4%	
Gross Profit	97,243	30.1%	110,069	29.8%	13.2%	
SG&A Exp.	49,864	15.4%	55,840	15.1%	12.0%	
Operating Income	47,379	14.7%	54,228	14.7%	14.5%	
Current Income	47,406	14.7%	53,869	14.6%	13.6%	
Net Income (Tax Rate)	32,659 (29.6%)	10.1%	36,978 (31.3%)	10.0%	13.2%	
	2026 Jan.- Jun. Plan			2026 Jul.- Dec. Plan		
	Amount (mil.JPY)	Sales Ratio	YoY	Amount (mil.JPY)	Sales Ratio	
Sales (*1)	182,627		17.8%	186,222		11.0%
Enterprise Bus. (*1)	63,911	35.0%	23.6%	64,073	34.4%	17.4%
Gross Profit	54,239	29.7%	17.0%	55,830	30.0%	9.8%
SG&A Exp.	27,762	15.2%	16.4%	28,078	15.1%	8.0%
Operating Income	26,476	14.5%	17.6%	27,751	14.9%	11.6%
Current Income	26,297	14.4%	17.0%	27,572	14.8%	10.6%
Net Income (Tax Rate)	18,021 (31.5%)	9.9%	14.1%	18,957 (31.2%)	10.2%	12.4%

*1: Considering number of business days (119/122 days in 1st. Half/2nd Half 2025 and 119/121 days in 1st Half/2nd Half 2025).

Non-consol. P/L Plan 2/2 vs. 2025 Results

	2025 Result (A)		2026 Plan(B)		Difference (B-A)			
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	YoY	Sales Ratio	
Sales	322,814	—	368,849	—	Amount (mil.JPY)	+46,035	-	<ul style="list-style-type: none"> ■ Overall: Incorporating retention of incremental demand for office supplies seen in 2025. ■ MonotaRO.com Business: Continue to acquire new customers and increase sales per customer. ■ Enterprise Business: +20.4%. Aim to drive growth by expanding end-user base through new acquisitions and deepening site penetration.
					YoY	+14.3%		
					Sales Ratio	-		
Gross Profit	97,243	30.1%	110,069	29.8%	Amount (mil.JPY)	+12,826	<ul style="list-style-type: none"> ■ Product GP% decreases ($\Delta 0.1\text{pt.}$: Resolution of timing difference in purchase rebate recognition from previous year,etc.). ■ Delivery & other COGS ratios ($\pm 0.0\text{pt}$: shipping cost ratio increases due to price hike of delivery provider, but remains flat YoY thanks to reduction in credit card fee rates improves ■ Royalty income decreases. 	
					YoY	+13.2%		
					Sales Ratio	$\Delta 0.3\%$		
SG&A Exp.	49,864	15.4%	55,840	15.1%	Amount (mil.JPY)	+5,976	<ul style="list-style-type: none"> ■ Depreciation Exp. ratio decreases ($\Delta 0.4\text{pt.}$: Decrease of early amortization of OMS). ■ Labor Exp. ratio decreases ($\Delta 0.2\text{pt}$: Improvement in productivity, etc.). ■ Outsourcing Exp. ratio increases ($+0.1\text{pt.}$: warehouse staffing due to increased volume) ■ Other Exp. Ratio ($+0.2\text{pt}$: increase in system usage fee and insurance fee) 	
					YoY	+12.0%		
					Sales Ratio	$\Delta 0.3\%$		
Operating Income	47,379	14.7%	54,228	14.7%	Amount (mil.JPY)	+6,849	<ul style="list-style-type: none"> ■ Decrease in gross profit ($\Delta 0.3\text{pt.}$), decrease in SG&A Exp. ($\Delta 0.3\text{pt.}$) resulting in maintaining operating income ratio at previous year level. 	
					YoY	+14.5%		
					Sales Ratio	+0.0%		
Net Income (Tax Rate)	32,659 (29.6%)	10.1%	36,978 (31.3%)	10.0%	Amount (mil.JPY)	+4,319	<ul style="list-style-type: none"> ■ Although decrease of prior year's impairment loss on overseas subsidiary shares (963 mil. JPY) boosted profit, net income margin lower year-on-year ($\Delta 0.1\text{pt}$) due to an increase in effective tax rate. 	
					YoY	+13.2%		
					Sales Ratio	$\Delta 0.1\%$		

FY2026 Planning Framework



■ FY2025 Results

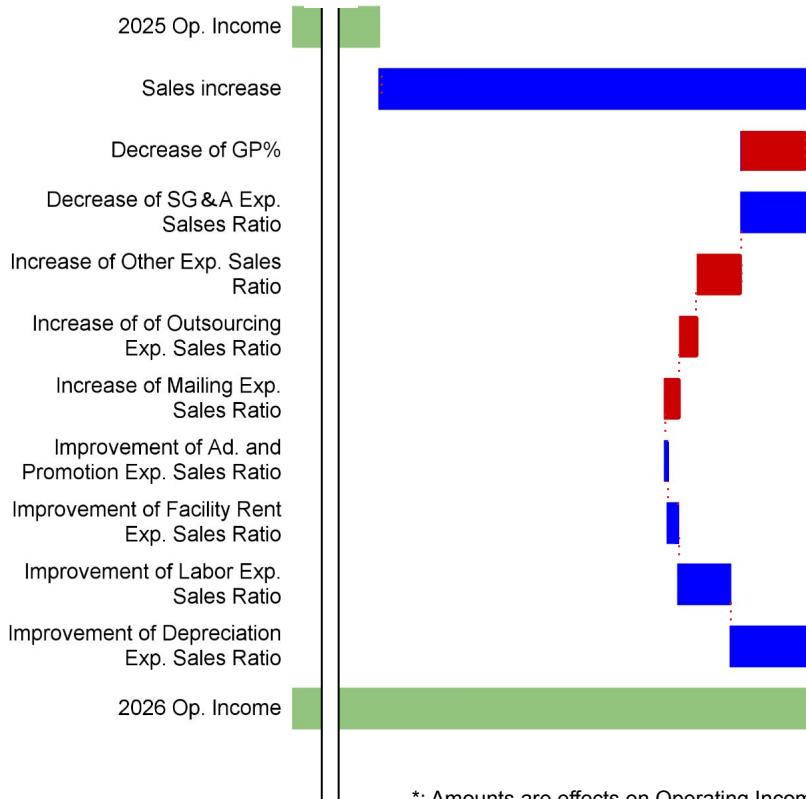
- Sharp increase in demand from mid-Oct. to Dec., centered on office supplies due to external factors
- Breakdown of Impact
 - MonotaRO.com approx. 80%, Enterprise 20%
 - New customers approx. 20%, existing 80%
- Negative impacts also arose from measures taken to handle rapid surge in volume, such as reduced promotions, earlier same-day shipment cut-off times, and changes to internal project schedules.

■ FY2026 Plans

Break down Q4 FY2025 demand surge by based on “customer type x category” and estimate retention rates from past data:

- 1) Existing customers who purchased targeted category continuously
- 2) Existing customers who resumed purchasing targeted category from us after 1 year or longer
- 3) Existing customers who purchased targeted category from us for first time
- 4) New customers who purchased targeted category
 - Project that increased demand peaked in Nov. 2025 and will level off at certain retention rate by Mar. 2026
 - Drive customer retention and LTV growth by delivering convenience, service quality, and data-driven promotional measures

Operating Income Change Factors



2025 Op. Income: 47,379 mil. JPY

+6,757 mil.JPY	<ul style="list-style-type: none"> MonotaRO.com Business: Sales per order and order count increases. Enterprise Business: Aim to drive growth by expanding customer companies connecting with our system, penetration and end-user base.
△1,041 mil.JPY	<ul style="list-style-type: none"> Product GP% decreases due to increased sales ratio of Enterprise Business. Royalty income decreases.
+1,134 mil.JPY	<ul style="list-style-type: none"> SG&A ratio decreases due to following reasons.
△683 mil.JPY	<ul style="list-style-type: none"> Higher other cost ratio driven by increased system fees and insurance expenses.
△288 mil.JPY	<ul style="list-style-type: none"> Increase in outsourcing cost ratio due to higher warehouse staffing expenses driven by volume growth, etc.
△232 mil.JPY	<ul style="list-style-type: none"> Due to publication of catalogs, etc.
+41 mil. JPY	<ul style="list-style-type: none"> Decreased ratio due to sales growth, etc.
+164 mil.JPY	<ul style="list-style-type: none"> Decreased ratio due to sales growth, etc.
+832 mil.JPY	<ul style="list-style-type: none"> Improved productivity, etc.
+1,301 mil.JPY	<ul style="list-style-type: none"> Lower depreciation ratio due to finish of early depreciation of Order Management System (OMS) in previous year,etc.

2026 Op. Income: 54,288 mil. JPY (YonY: +6,849 mil. JPY, +14.5%)

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

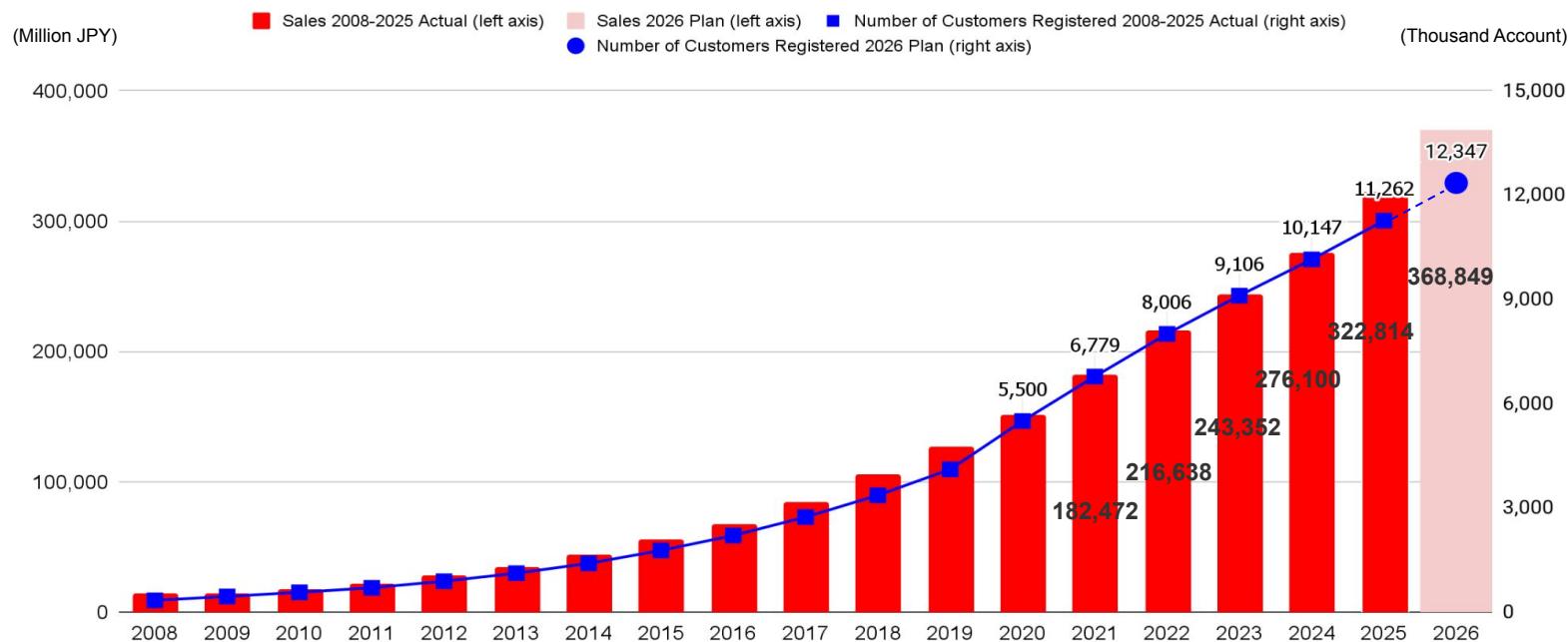
Distribution-related Cost

■ Distribution-related Cost sales ratio 2026: 5.9%.

- 0.3pt. lower than 2025 Result.
 - Depreciation expense ratio decreases: $\Delta 0.2\text{pt.}$ (due mainly to sales increase.).
 - Labor & Outsourcing & Facility rent expense ratio decreases: $\Delta 0.1\text{pt.}$ (due to mainly to sales increase, etc.).

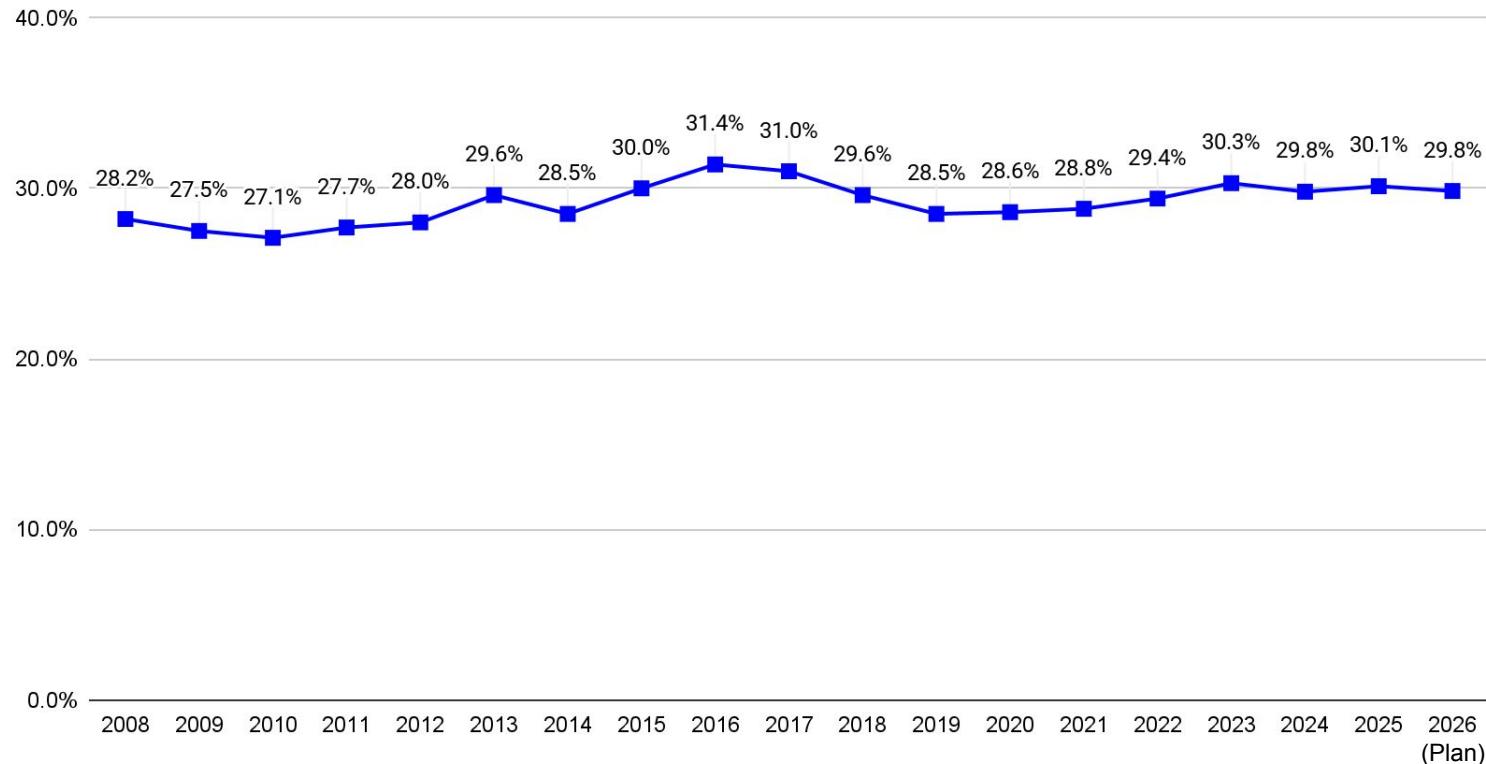
	2024		2025						2026					
	Year Result		First Half Result		Second Half Result		Year Result		First Half Plan		Second Half Plan		Year Plan	
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio
Sales (Non-consol.)	276,100		155,006		167,807		322,814		182,627		186,222		368,849	
Depreciation	3,499	1.3%	1,760	1.1%	1,767	1.1%	3,528	1.1%	1,700	0.9%	1,656	0.9%	3,356	0.9%
Labor & Outsourcing	8,026	2.9%	4,196	2.7%	4,807	2.9%	9,003	2.8%	4,966	2.7%	5,248	2.8%	10,215	2.8%
Facility Rent	3,479	1.3%	1,828	1.2%	1,872	1.1%	3,700	1.1%	1,955	1.1%	2,017	1.1%	3,972	1.1%
Others	3,430	1.2%	1,835	1.2%	1,953	1.2%	3,788	1.2%	2,209	1.2%	2,160	1.2%	4,369	1.2%
Total	18,435	6.7%	9,621	6.2%	10,400	6.2%	20,021	6.2%	10,831	5.9%	11,081	6.0%	21,913	5.9%

Progress - Sales & Customer

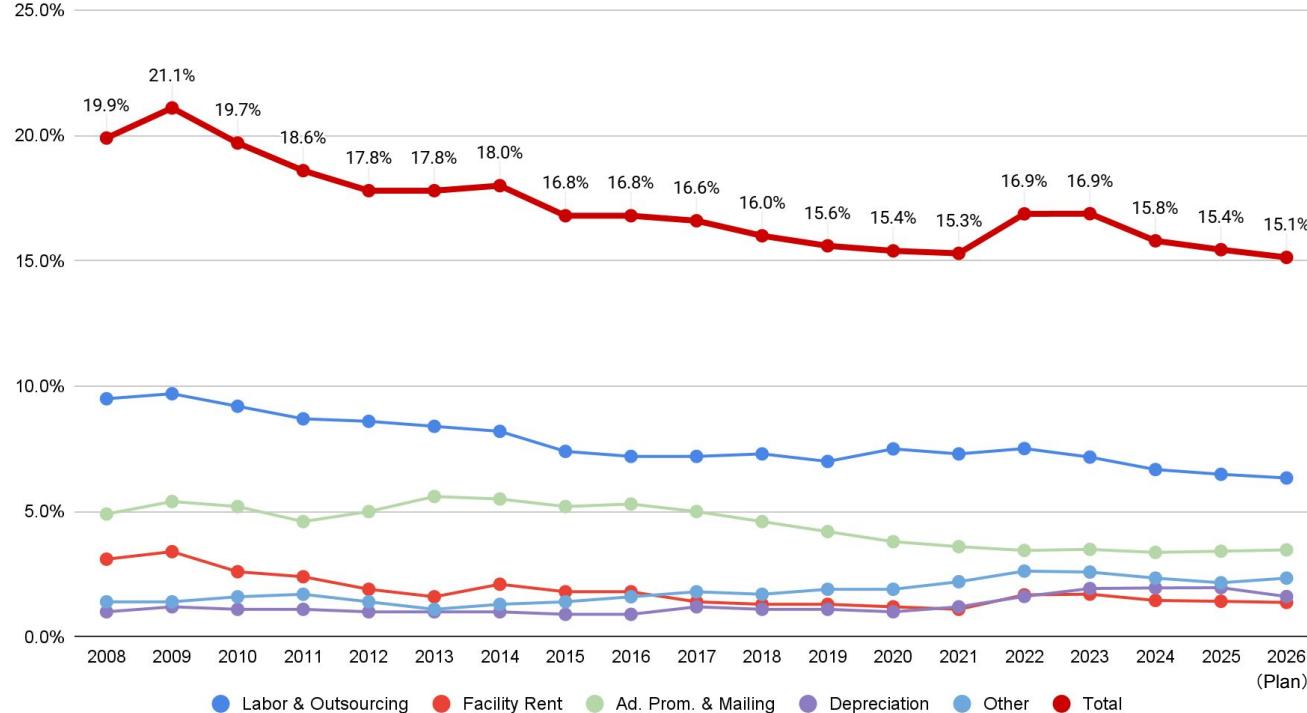


	Dec. 2024		Dec. 2025		Dec. 2026 (Plan)	
Number of Registered Customers (thousand account)	10,147	1,040	11,262	1,114	12,347	1,085
	(vs. Dec.2023)		(vs. Dec.2024)		(vs. Dec.2025)	

Non-consol. Progress - Gross Profit Ratio



Non-consol. Progress - SG&A Expense Ratio



Expense Breakdown		
	2025 Result	2026 Plan
Labor	4.2%	4.0%
Outsourcing	2.3%	2.4%
Facility Rent	1.4%	1.4%
Ad & Promotion	3.2%	3.2%
Mailing	0.2%	0.2%
Depreciation	2.0%	1.6%
Others	2.2%	2.3%
Total	15.4%	15.1%

Domestic Business: MRO Market Trends and Our Positioning

■ Situation in 2025

- MonotaRO's market share estimated: 3.2 to 4.0% (ref. 2.4% to 3.0% in 2023)
- Small to Mid: Growth rate increasing since Q1 due to new customer acquisition and retention measures
- Mid to Large: Sales growth driven by expansion of new connection and users. Challenges remain in increasing penetration rate of bases

Customer Segment	Market size	Number of company	Average number of locations per company (*1)	Sales mix 2025(YoY) 2024(YoY) (: YoY change)	Sales growth 2025(YoY) 2024(YoY) (: YoY change)	Corp. penetration rate (*2) / Penetration rate of bases (*3)	Enterprise Business Number of connected corporations (*4) 2025 2024
Micro (Sole Proprietorship, General Consumers, Other)	-	-	-	9% (Δ1%) 10% (Δ1%)	7% (+6%) 1% (+4%)	-	-
Small (Legal Entity with Sales <2 bil. JPY etc.)	1.5 to 2 tril. JPY	4,600K	1 to 2	39% (±0%) 39% (Δ2%)	15% (+5%) 10% (±0%)	Approx. 25%/-	673 572
Mid Legal Entity with Sales <30 bil. JPY etc.	1.5 to 2 tril. JPY	65K	10 to 30	22% (±0%) 22% (±0%)	16% (+1%) 15% (+2%)	Approx. 85%/20%	3,473 3,059
Large Legal Entity with Sales >30 bil. JPY etc.	5 to 6 tril. JPY	6.6K	Manufacturing: 60+ Non Manufacturing: 150+	30% (+1%) 29% (+3%)	24% (Δ1%) 25% (Δ1%)	Approx. 95%/10%	1,842 1,665

* Sales mix, Corp. penetration rate, Penetration rate of bases, and number of connected corporations in Enterprise Business are as of end of December 2025.

*1: 75th percentile of average number of sites per company is listed as the lower limit for each customer segment. For the Small/Mid segment, the 90th percentile is used as the upper limit.

*2: Corp. penetration rate: Percentage of corporate customers having at least one person who has monotaro.com account or using Enterprise MonotaRO service.

*3: Penetration rates of bases: Percentage of business offices and sites that have at least one person holding account with monotaro.com account or using Enterprise MonotaRO service among those of company.

*4: Enterprise business, Number of connected corporations: The number of corporations that have implemented MonotaRO ONESOURCE Lite or a MonotaRO Punch-Out connection, and have five or more registered end-users. Counts of delivery destination companies.

*5: Difference from previously disclosed figures: Figures disclosed until 2024 were based on number of companies per contract unit. This method failed to capture multiple end-user companies connected through intermediary agencies.

By cross-referencing market data with delivery data, end-user companies beyond these agencies have been identified. Accordingly, figures are now disclosed based on end-user company units.

*6: Total number of companies (Large to Small) would be 3,845(2024) and 4,447(2025) if calculated using previous disclosure criteria.

Domestic Business 1/2

■ Domestic Business Policy & Review 2025

- Micro to Mid: Maximize new customer acquisition, retention, and post-retention LTV growth, based on LTV calculations
- Mid to Large: Expand new connections for Enterprise MonotaRO, while driving end-user acquisition and increasing revenue per user through deeper site penetration

	Measures for 2025
MonotaRO.com Business	<ul style="list-style-type: none"> ● Improve new acquisition and retention rates through ad logic optimization, a new sales promotion platform, flyers and telemarketing (Q1 onward) ● Strengthen sales promotion platform through India tech center establishment (Q3) ● Drive increases in first-time category purchases through relaunch of the paper catalog (Q3, Q4) ● Address increased demand for office supplies (Q4)
Enterprise Business	<ul style="list-style-type: none"> ● Number of new enterprise connections (with over 100 bil. JPY sales) progressed as planned, sales fell short ● Strengthen new connection efforts for customer companies with business scales from 10 bil. JPY to over 100 bil. JPY (Q3 onward) ● Launch flyer and campaign-based promotions targeting companies connected via ONE SOURCE Lite (Q2 onward) ● Sales activities for existing customers (aimed at end-user acquisition through site penetration) fell short of plan
Overall Domestic Business	<ul style="list-style-type: none"> ● Expand 17:00 same-day shipping deadline to 42 prefecture (Q2 onward) ● Release delivery date specification feature on website is delayed (now scheduled for Feb. 2026) ● Strengthen product selection based on customer and category insights (increasing SKU, private brand development, releasing related services)
Royalty	<ul style="list-style-type: none"> ● Target business : Zoro US and Zoro UK. ● Zoro US sales and operating income increased YoY and vs plan, leading to higher royalty income. ● Initiated closure of Zoro UK business in 2025

Domestic Business 2/2

■ Domestic Business Policy & Strategic Direction for 2026

- Micro to Mid: Maximize new customer acquisition, retention, and post-retention LTV growth, based on LTV calculations
- Mid to Large: Expand new connections for Enterprise MonotaRO, while driving end-user acquisition and increasing revenue per user through deeper site penetration

Strategic Direction for 2026	
MonotaRO.com Business	<ul style="list-style-type: none"> • Accelerate new customer acquisition, retention, and first-time category expansion by deploying multi-channel promotional initiatives based on customer status and LTV • Advance integrated marketing by enhancing sales promotion platform function (Q2 onward) • Drive expansion of first-time category purchase launch second edition of catalog in March and establish it as recurring publication
Enterprise Business	<ul style="list-style-type: none"> • Optimize new connection and onboarding sales activities for companies with revenues over 10 bil. JPY, segmented by customer scale and industry • Standardize sales methods and boost productivity to improve site utilization and expand end-user reach at existing account • Strengthening account management structure for major clients • Strengthen development of direct marketing and service functionalities for end-users
Overall Domestic Business	<ul style="list-style-type: none"> • Provide AI-powered services to enhance customer convenience • Release delivery date specification feature on website (Q2 onward) • Strengthen product range increasing (SKU, in-house developed private brands, etc.)
Royalty	<ul style="list-style-type: none"> • In consideration of building sustainable relationship with Zoro US and ensuring appropriate compensation, royalty agreement with Zoro US was changed from variable to fixed amount (equivalent to past five-year average). Royalty amount will decrease YoY basis.

■ Flyers for follow-up after registration

- One of initiatives for retaining newly registered customers
- Flyer for new customers triggered by first purchase launched July 2025



■ Catalogue

- Maximizing existing customer LTV by increasing product touchpoints
- July 2025 launch of "Logistics, Storage, Packaging Supplies, and Tape" catalog drove an increase in new category purchases among existing customers, leading to a reprint in October.
- Second reissue, "Office Supplies," is scheduled for publication in March.



*: Catalogue contents is image

Initiatives to Enhance Product Lineup and Service

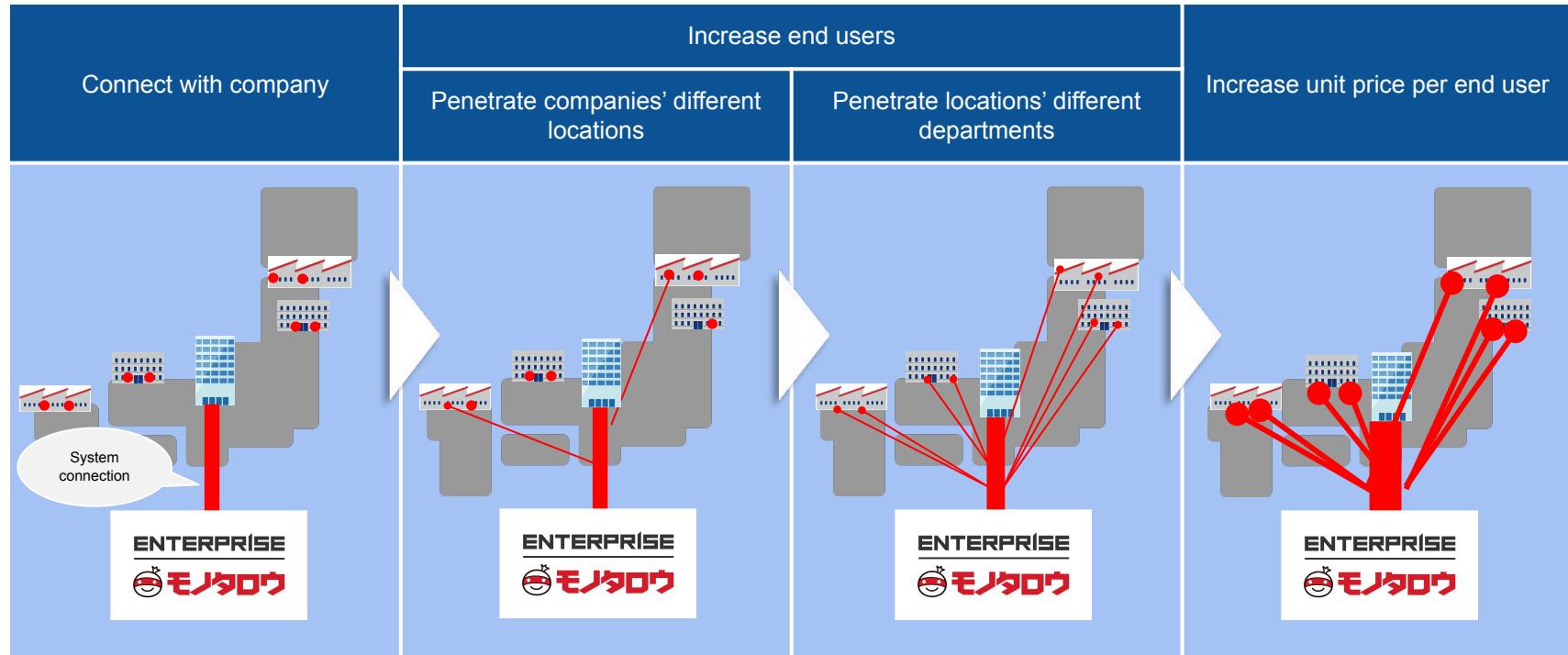
- Enhancing pre-and post- purchase services in addition to increasing number of products to improve customer convenience

	Custom parts service	Name Printing Service		Installation service
Customer's issues	<ul style="list-style-type: none"> Time and effort of preparing drawings Requesting quotes and waiting time Hurdles of low-volume ordering 	<ul style="list-style-type: none"> Requesting quotes and waiting time Hurdles of low-volume ordering 		<ul style="list-style-type: none"> Assembly effort and safety risks for inexperienced users Labor shortages
Service Contents	<ul style="list-style-type: none"> Eliminates need for drawings. Customers simply select dimensions and hole positions on our web interface. Orders can be shipped as early as the next business day. <div style="display: flex; align-items: center;"> <div style="border: 1px solid #ccc; padding: 5px; margin-right: 10px;"> No drawing required. Ship next day! </div> <div style="border: 1px solid #ccc; padding: 5px; margin-right: 10px;"> Easy Ordering Custom Processing Services </div> <div style="border: 1px solid #ccc; padding: 5px; margin-right: 10px;"> <input checked="" type="checkbox"/> Custom parts from just 1 piece. </div> <div style="border: 1px solid #ccc; padding: 5px; margin-right: 10px;"> <input checked="" type="checkbox"/> Support various processes, cutting, bending, and drilling </div> <div style="border: 1px solid #ccc; padding: 5px; margin-right: 10px;"> <input checked="" type="checkbox"/> No quotation needed. </div>  </div>	<ul style="list-style-type: none"> Name printing service for containers and pallets <div style="text-align: center;">  </div>	<ul style="list-style-type: none"> Custom helmet printing service <div style="text-align: center;">  </div>	<ul style="list-style-type: none"> One-stop application for assembly and installation when purchasing shelves/workbenches <div style="text-align: center;">  </div>
Launch	<ul style="list-style-type: none"> April 2025 	<ul style="list-style-type: none"> August 2024 	<ul style="list-style-type: none"> September 2024 *This service has long been available for our private brands 	<ul style="list-style-type: none"> March 2024
Main Target Users	<ul style="list-style-type: none"> Manufacturing, construction, research institution 	<ul style="list-style-type: none"> Manufacturing, wholesale, retailer 	<ul style="list-style-type: none"> Construction, manufacturing 	<ul style="list-style-type: none"> Manufacturing, education and research institution, service

*Customized parts and installation services currently available only on MonotaRO.com

Enterprise Business Activity 1/4

■ Enterprise Business Growth Image



Connect with companies' procurement management system

- Connected with 1,842 companies in the Large market
- Sales activities focus on HQ's procurement dept

Expand active locations within existing customers

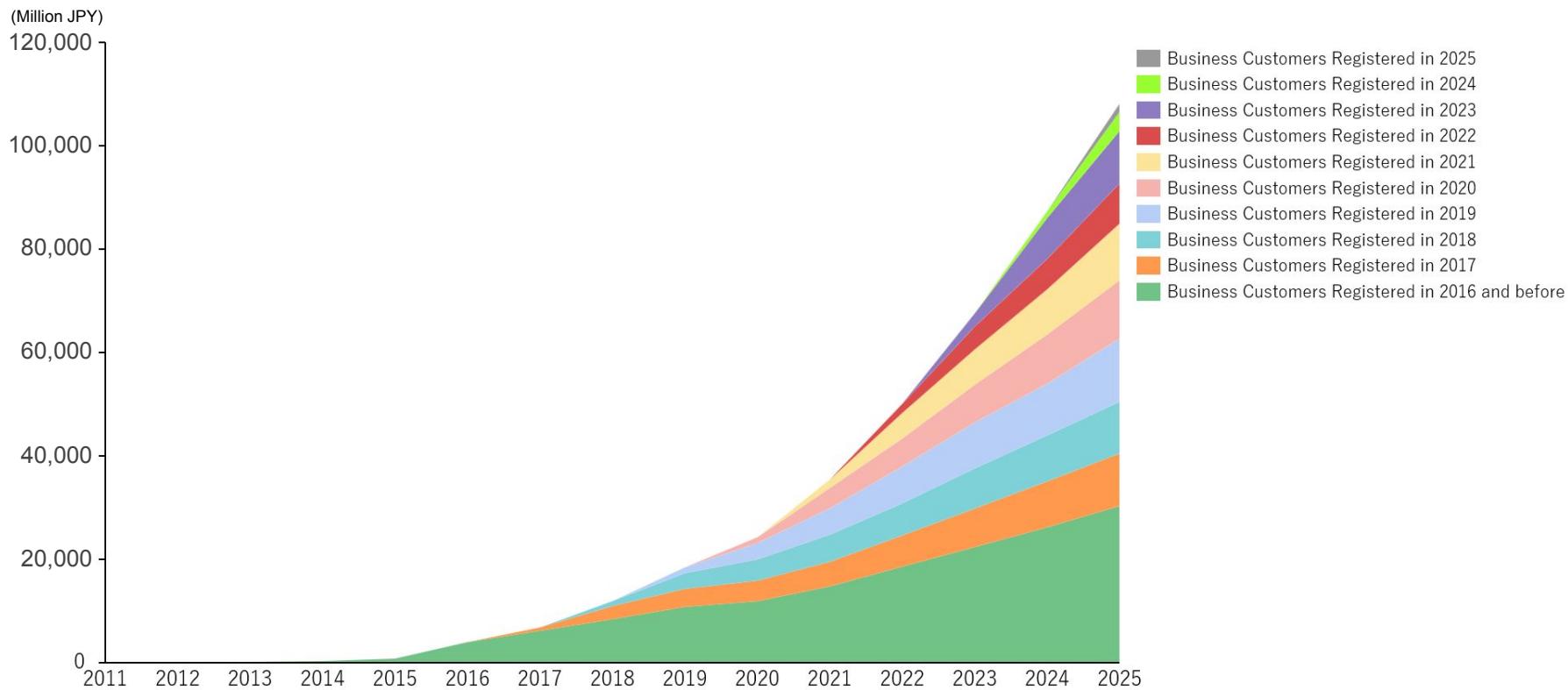
- Connected companies' penetration rate in large market is approx. 10%
- Sales activities target individual business sites as well as HQ's procurement dept.

Expand department adoption within each site

Expand purchase categories and drive repeat purchases among end-user

Enterprise Business Activity 2/4

■ Enterprise Business Sales Trend by Registered Year



Enterprise Business Activity 3/4

■ Analysis of Budget Variance, Countermeasures, and Progress for Enterprise Business ($\Delta 1.3\%$ vs. 2025 Plan)

Customer Segment	Factors Behind Plan Gap	Factors	Countermeasures
New ~ Second year	For companies with business scale exceeding 100 bil. JPY sales performance after new connections deviates from plans	<ul style="list-style-type: none"> Penetration speed into corporate locations acquired through proactive sales initiatives fully launched in 2024 has fallen below expectations 	<ul style="list-style-type: none"> Launch initiatives to drive location penetration by strengthening onboarding team and standardizing sales activities (From Oct. 2025) Standardizing new connections and onboarding sales activities by customer business scale and industry Decreased outbound calling in some areas due to handling increased demand in Q4
Existing	Growth rate of active end users within enterprises has slowed	<ul style="list-style-type: none"> Effectiveness of sales activities aimed at acquiring new end users and activate their activity at target companies has not met expectations 	<ul style="list-style-type: none"> Identify high-potential unutilized locations and increase sales activity to expand site penetration rates Progress made in activating unutilized locations. Currently standardizing sales activities to expand end-user base and improve productivity after initial use
	Sales performance for some major customers deviated from plans	<ul style="list-style-type: none"> As Enterprise Business expand, sensitivity of major customer sales fluctuations to overall company sales increases 	<ul style="list-style-type: none"> Strengthening account management structure for major clients (From Oct. 2025)

Enterprise Business Activity 4/4

- Collaborate with HQ and site coordinators to drive penetration across organization and its locations

Build Internal Awareness

Posting on Company Portal / Intranet

- Building awareness across organization and sites
- Reducing inquiry workload for internal coordinators



Dedicated URL

Support Site / User Manual

Tutorial Videos

Contact Info

Implementation Support

User briefing sessions

- On-site or Online Briefing: Enterprise MonotaRO Login and Operation



Internal & Site-level User Promotion

Promotions

- Partnering with customer coordinators to drive end-user adoption

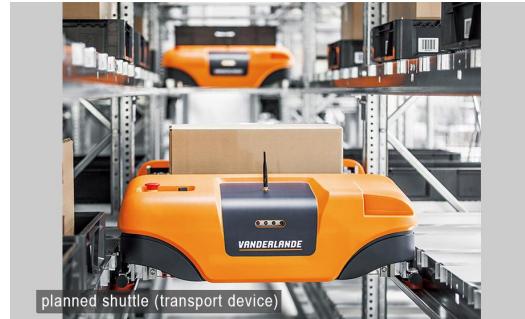
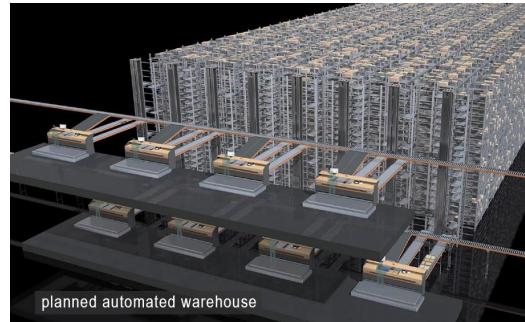


■ Overview of Mito DC

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
- Construction of first floor is substantially completed. Work on columns and second floor will start in November. Overall progress remains on schedule.



**Jan.-Dec 2026
(Overseas Subsidiaries)
Business Plan**

Overseas Subsidiary

■ NAVIMRO (South Korea)

- Further accelerate business expansion ongoing since Q4 2025
- Drive sales growth via new customer acquisition and improved existing customer utilization

	2025 Result			2026 Plan		
	Amount (mil. JPY)	YoY	YoY (Local Currency)	Amount (mil. JPY)	YoY	YoY (Local Currency)
Sales	9,220	△7.3%	△2.1%	9,900	+7.4%	+7.4%
Op. Income	0	—	—	30	+836.4%	+836.4%
Net Income × Share (*1)	0	—	—	30	—	—

■ MONOTARO INDONESIA (Indonesia)

- Continue expanding new customer acquisition; target 35% YoY growth
- Continue strengthening supply chain to build competitive advantage

	2025 Result			2026 Plan		
	Amount (mil. JPY)	YoY	YoY (Local Currency)	Amount (mil. JPY)	YoY	YoY (Local Currency)
Sales	1,400	+10.8%	+16.9%	1,890	+35.2%	+35.2%
Op. Income	△300	—	—	△240	—	—
Net Income × Share (*1)	△170	—	—	△240	—	—

■ IB MONOTARO (India)

- Improve repeat rates for SME customers to achieve sustainable growth
- Manage procurement, inventory, delivery, and customer support end-to-end to build competitive advantage

	2025 Result			2026 Plan		
	Amount (mil. JPY)	YoY	YoY (Local Currency)	Amount (mil. JPY)	YoY	YoY (Local Currency)
Gross Merchandise Value (*2)	790	△39.0%	△35.9%	970	+23.1%	+17.0%
Sales (*2)	600	△35.1%	△31.7%	720	+19.5%	+13.6%
Op. Income	△860	—	—	△830	—	—
Net Income × Share (*1)	△510	—	—	△480	—	—

*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.

Sustainability

			Progress in 2025
Prioritized Action Areas	Environment	Reduction of CO2 emissions as measure against climate change	<ul style="list-style-type: none"> Continue energy-saving initiatives at distribution centers (Made electricity usage visible at some DCs. By tracking air conditioning power consumption, optimized its operation) Ibaraki Chuo SC Preparing to introduce renewable energy via solar panels on roof, targeting summer 2026 operation
		Proposal and development of environment-conscious products	<ul style="list-style-type: none"> Special page for eco-friendly products now available on ONE SOURCE Lite Added trivia about each certification mark and its effects to SDGs site
		Realization of resource-recycling model	<ul style="list-style-type: none"> Continue our efforts to sort waste and increase recyclable materials. Expanded monetization of items such as paper cups and label release paper Reduce damage to products in storage and during delivery.
	Social	Sustainable procurement	
		<ul style="list-style-type: none"> Distributed procurement guidelines to approximately 2,800 suppliers. Collecting procurement guideline endorsement and self-inspection questionnaires from approx. 80% of them Investigating and reviewing audit standards, scope, and methods for monitoring and evaluating 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 Considering methods for obtaining audit information at start of transactions with new suppliers 	
	Diversity and Inclusion	<ul style="list-style-type: none"> Strengthening efforts to support retention of employees with disabilities at headquarters and DCs Achieved advanced certification at D&I AWARD 2025 Held a parenting discussion session Continued conducting Unconscious Bias Workshops. Approx. 80% of employees have completed training 	

External ESG Evaluation

Main external evaluations (global)



Main index inclusion

MSCI

- ACWI IMI, ACWI
- JAPAN EMPOWERING WOMEN (WIN)
- WORLD SCREENED
- WORLD ESG ENHANCED FOCUS CTB
- WORLD LOW CARBON SRI SELECTION
- JAPAN SCREENED

FTSE

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

JPX



- JPX Prime 150 Index
- Nikkei Progressive Dividend Stock Index

Main external evaluations (domestic)



Platinum Eruboshi certification

Awarded "Platinum Eruboshi" certification by the Minister of Health, Labour and Welfare. This certification recognizes companies with outstanding performance in implementing action plans and achieving targets under the Act on the Promotion of Female Participation and Career Advancement in the Workplace (2026).



"Platinum Kurumin" certification

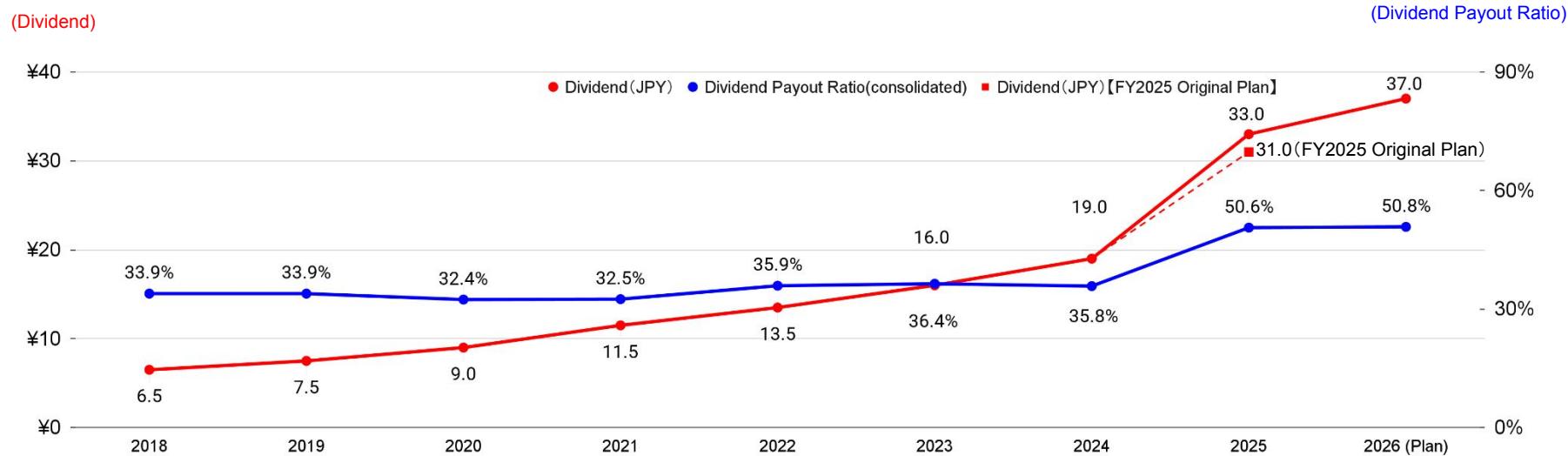
Awarded "Platinum Kurumin" certification by the Minister of Health, Labour and Welfare as an outstanding "Childcare Support Employer." This recognition is based on the Act on Advancement of Measures to Support Raising Next-Generation Children (2025).

* The Inclusion of MonotaRO Co., Ltd In Any MSCI Index, and the use of MSCI logos, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of MonotaRO Co., Ltd by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

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.
- 2025 Dividend (actual): 33.00 JPY/share (15.00 JPY/share interim/actual, 18.00 JPY/share fiscal year end/forecast).
 - Year-end dividend is planned to be increased to 18.0JPY from 16.0 JPY as profit attributable to owners of parent exceeded plan.
- 2026 Dividend (plan): 37.0 JPY/share (18.00 JPY/share interim/plan, 19.0 JPY/share fiscal year end/plan).



■ Regarding Decision on Acquisition of Treasury Shares

- In our "Capital Allocation Policy" disclosed on January 31, 2025, the Company announced a policy to prioritize growth investments aimed at achieving revenue growth exceeding 15% (with profit growth exceeding that rate) while targeting an ROE of 30% or higher. The policy further states that in cases where such investments are not implemented, funds will be utilized for shareholder returns through the acquisition of treasury shares. In accordance with this policy, we have continuously considered the acquisition of treasury shares based on the outlook for investment opportunities and their scale over a certain future period, as well as forecasts for cash and deposits on hand.
- As a result, on February 3, 2026, the Company decided to implement the acquisition of treasury shares as detailed below.

■ Maximum Acquisition Limit

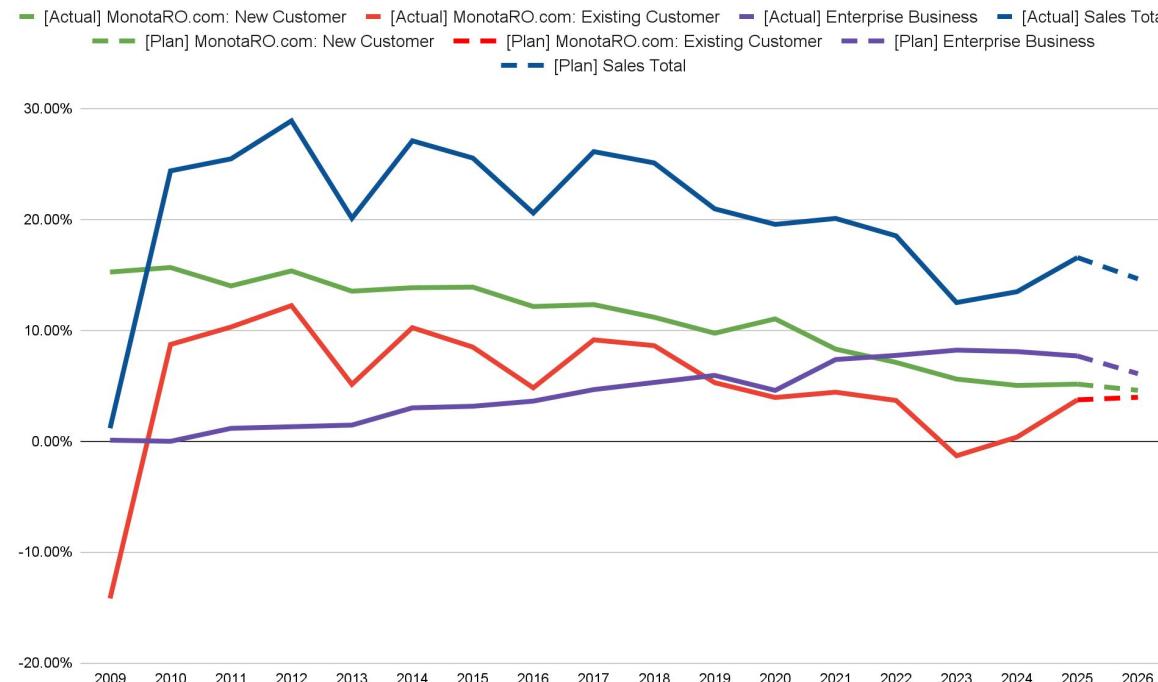
Up to 10 billion yen or 8 million shares (whichever occurs first) via market purchase. All shares acquired will be cancelled after the repurchase is completed.

■ Acquisition Period

February 4, 2026 – December 30, 2026 (planned)

Reference

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



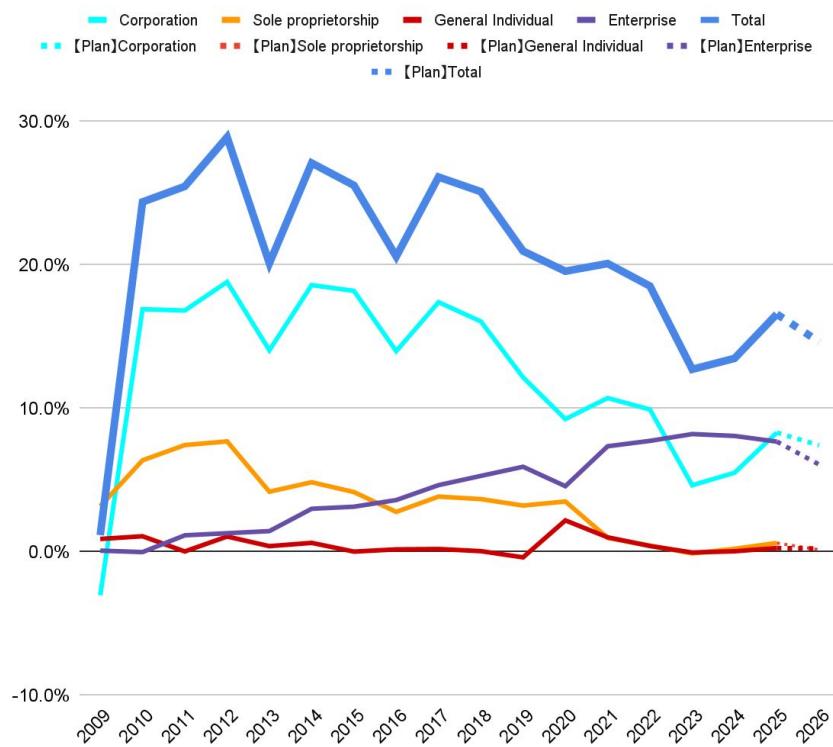
*: Fiscal year contributions of every channel to total sales growth from previous year is organized and shown based on status as of end of 2025.

*: "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 Enterprise Business were classified as sales of "Enterprise 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)

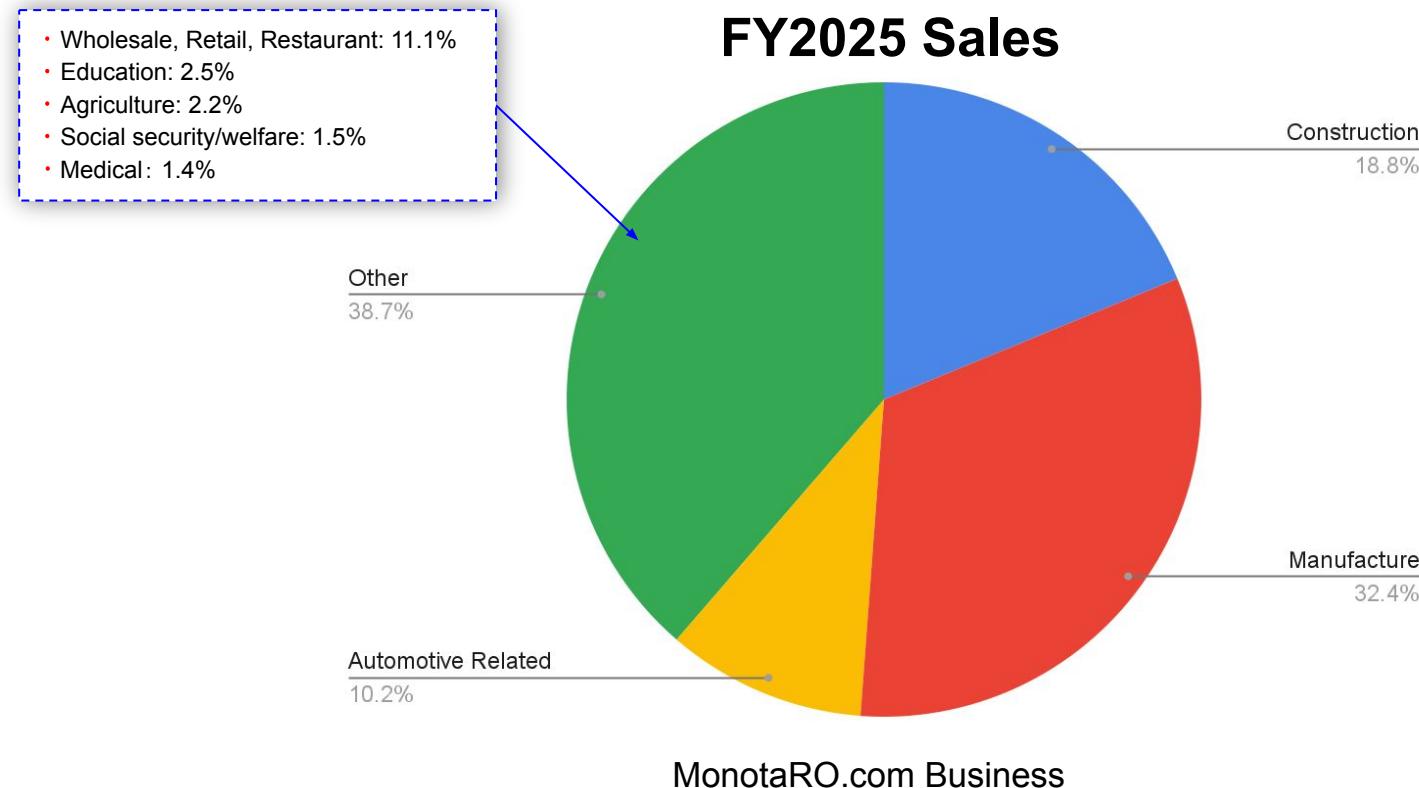
Sales Growth Rate Breakdown



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



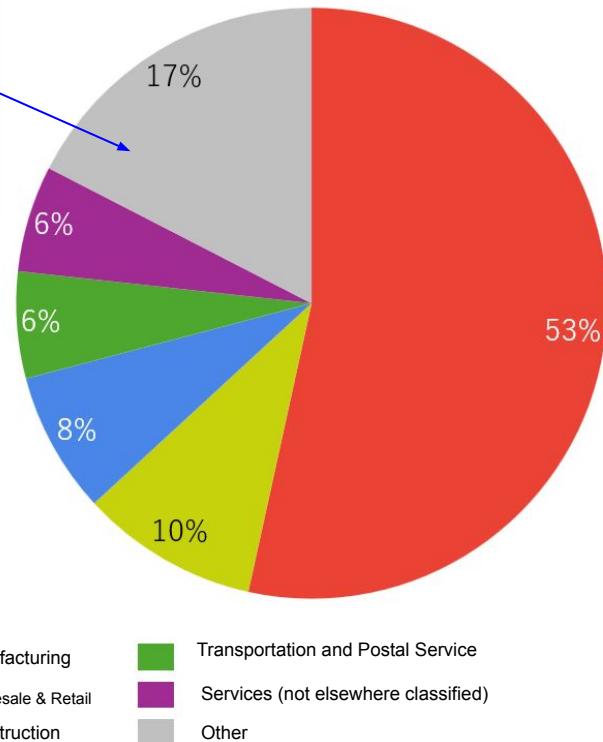
Non-consol. MonotaRO.com Customer Demographics



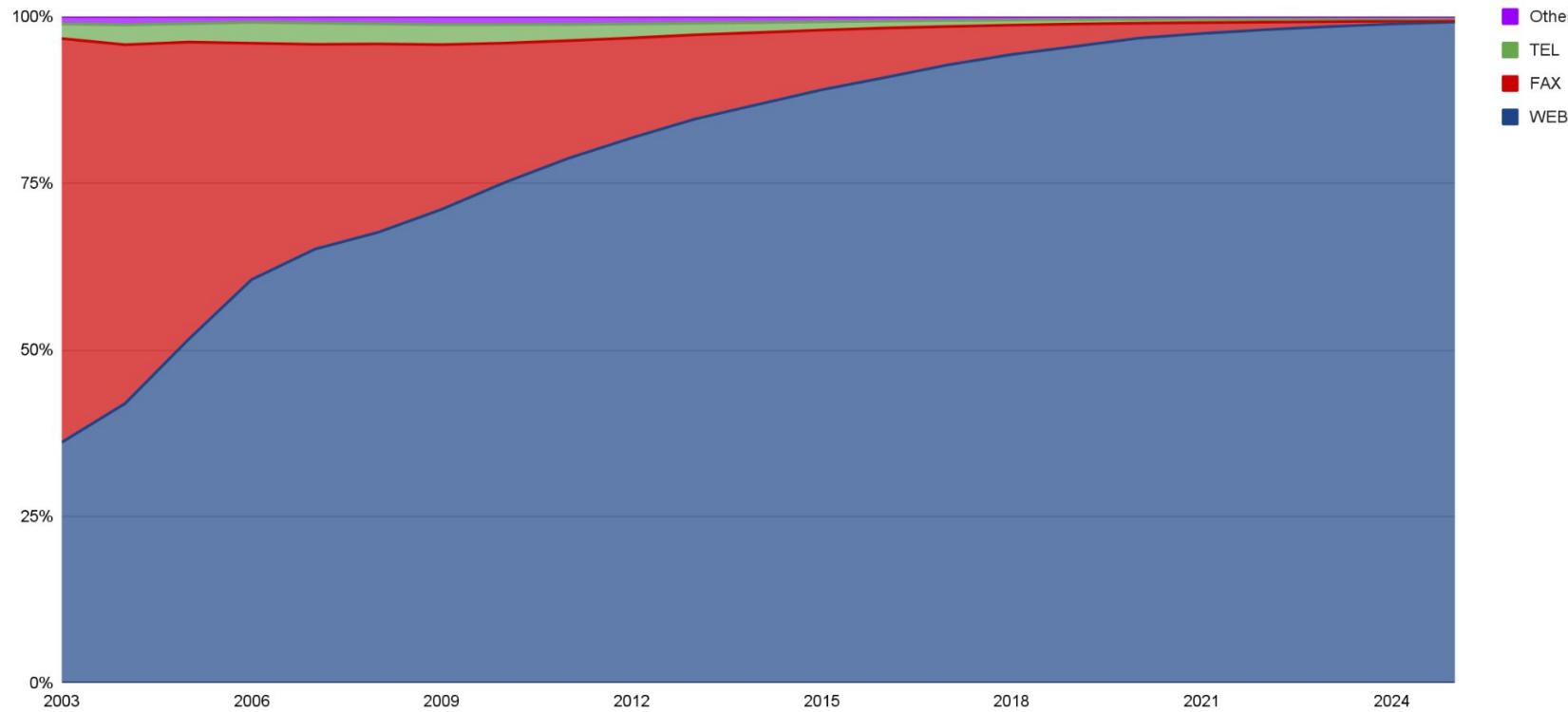
Non-consol. Enterprise Business Customer Demographics

FY2025 Sales

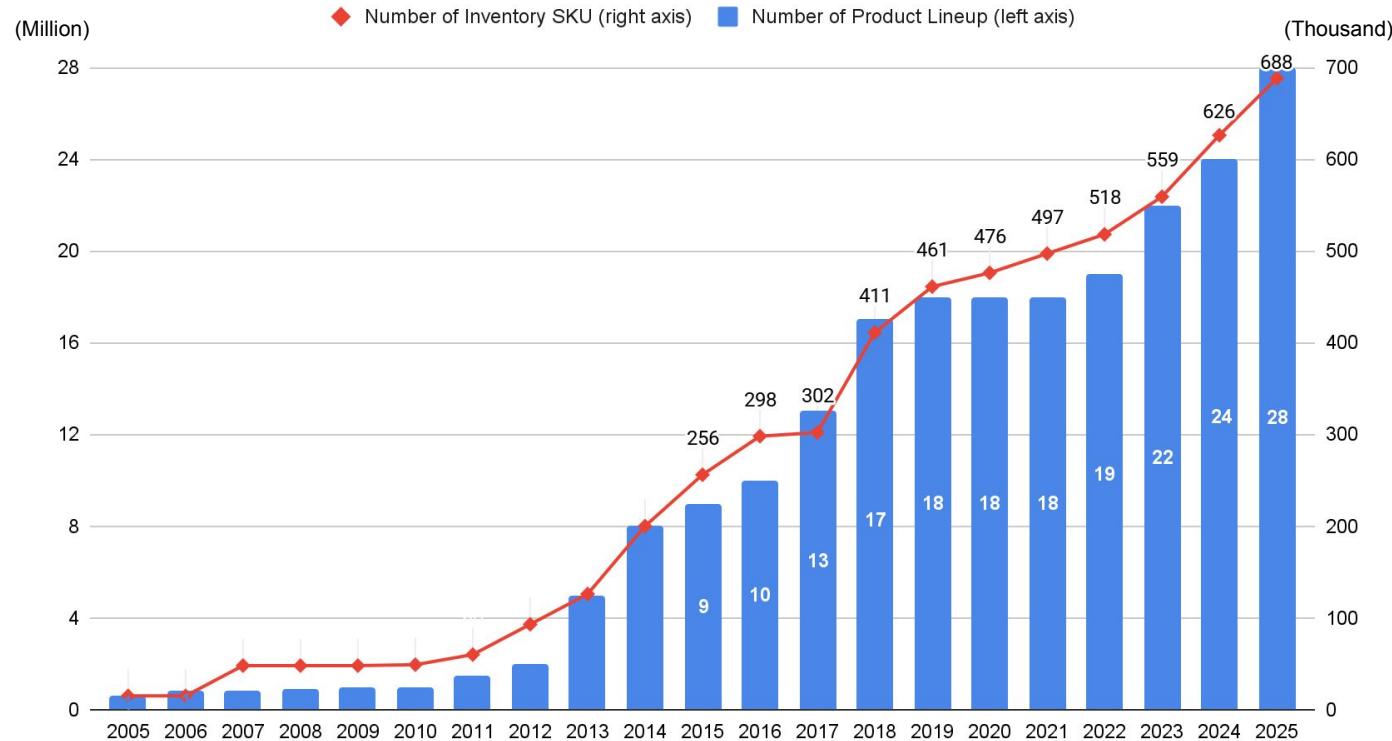
- Scientific research, professional and technical services: 4.6%
- Real estate and goods rental and leasing: 3.1%
- Electricity, gas, heat supply and water: 2.1%
- Living-related and personal services and amusement services: 2.0%
- Information and communications: 1.8%



Non-consol. Internet Purchase Order Ratio

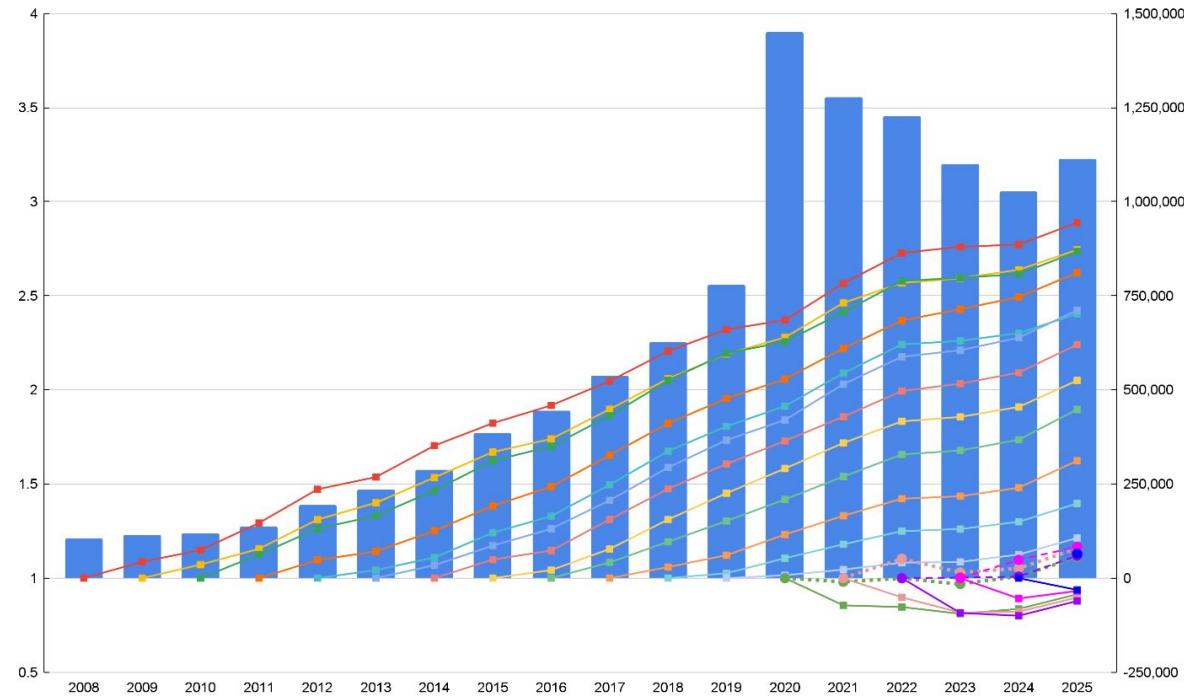


Non-consol. Product Lineup & Inventory



Non-consol. Customer Growth by Year Registered

(Growth Rate of Sales)



(Number of Registered Customers)

- Number of registered customer (Right axis)
- Sales growth of customer registered in 2008 (Left axis)
- Sales growth of customer registered in 2009 (Left axis)
- Sales growth of customer registered in 2010 (Left axis)
- Sales growth of customer registered in 2011 (Left axis)
- Sales growth of customer registered in 2012 (Left axis)
- Sales growth of customer registered in 2013 (Left axis)
- Sales growth of customer registered in 2014 (Left axis)
- Sales growth of customer registered in 2015 (Left axis)
- Sales growth of customer registered in 2016 (Left axis)
- Sales growth of customer registered in 2017 (Left axis)
- Sales growth of customer registered in 2018 (Left axis)
- Sales growth of customer registered in 2019 (Left axis)
- Sales growth of customer registered in 2020 (Left axis)
- Sales growth of customer registered in 2021 (Left axis)
- Sales growth of customer registered in 2022 (Left axis)
- Sales growth of customer registered in 2023 (Left axis)
- Sales growth of customer registered in 2024 (Left axis)
- Sales growth of customer registered in 2025 (Left axis)

*: Above number of 'monotaro.com' registered customers and sales growth are updated retroactively at end of 2025 (sales for customers who switched to 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.)

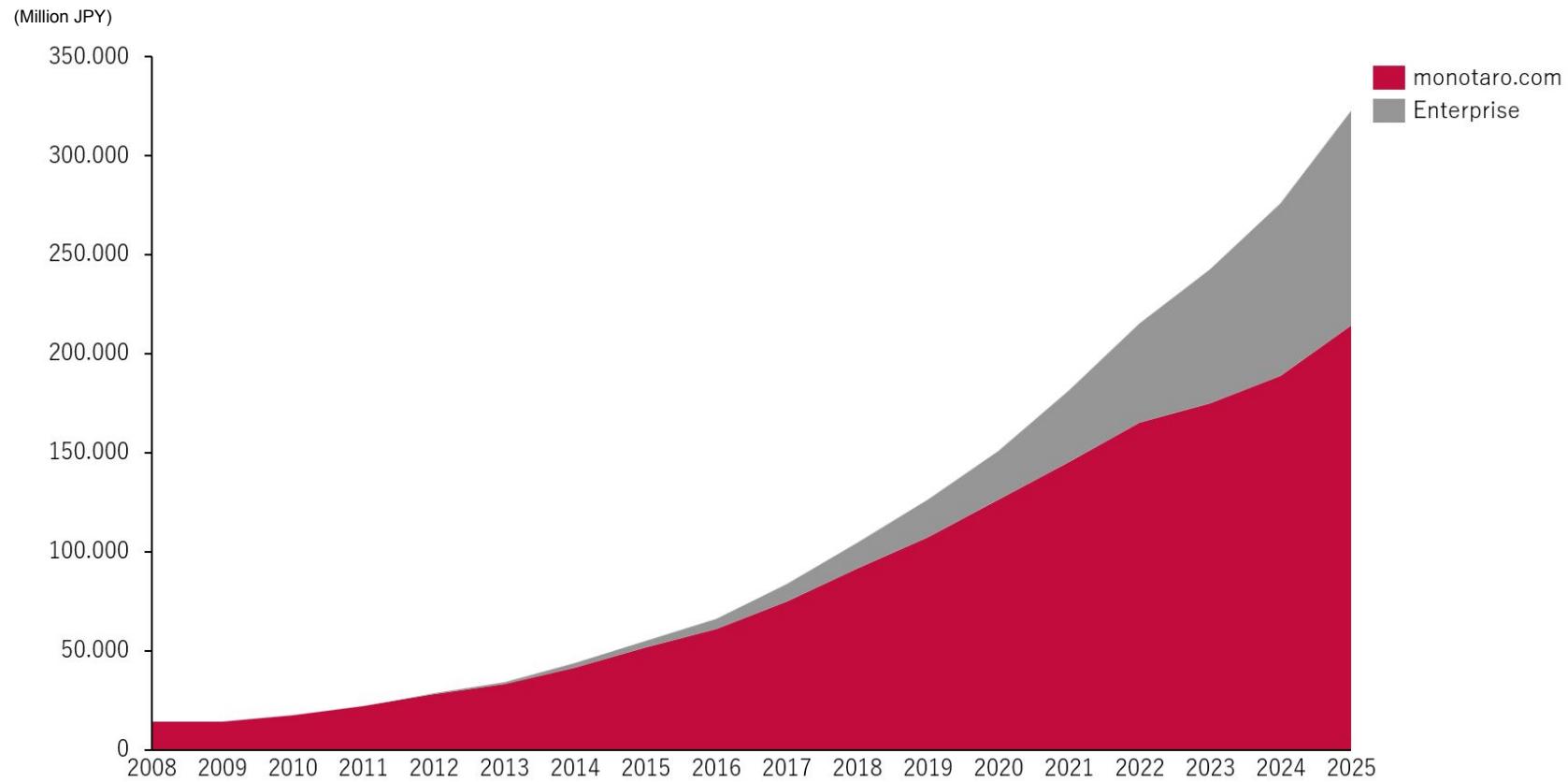
(Growth Rate of Sales)

(Number of Registered Customers)



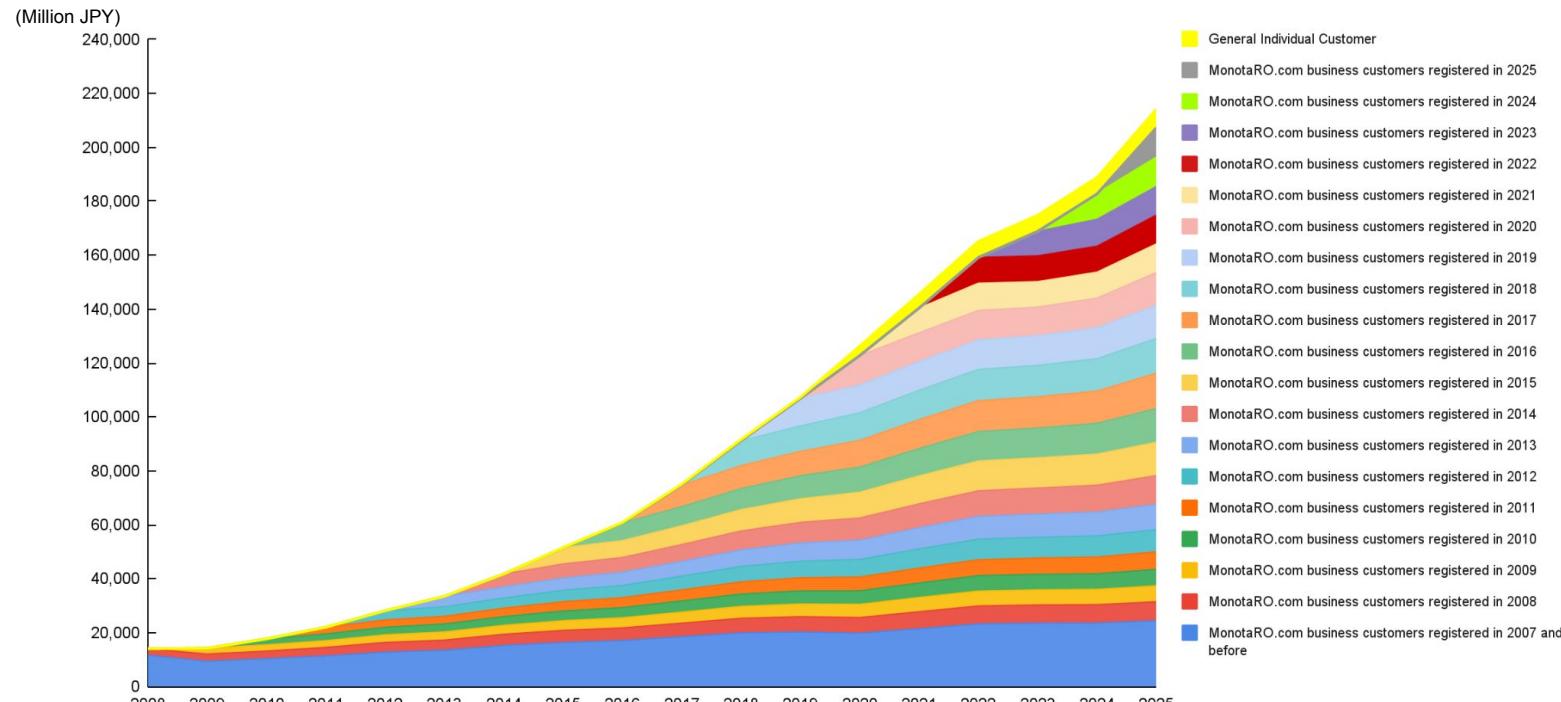
- *: Above number of 'MonotaRO.com registered customers and sales growth are updated retroactively at end of 2025 (Enterprise Business and sales for customers who switched to Enterprise Business sales are not included).
- *: Line chart (left axis) shows sales growth ratio of customers registered each 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 Business Segment



*: Due to the annual migration of customers from monotaro.com to Enterprise, status as of end of fiscal year 2025 will be applied to each registration year

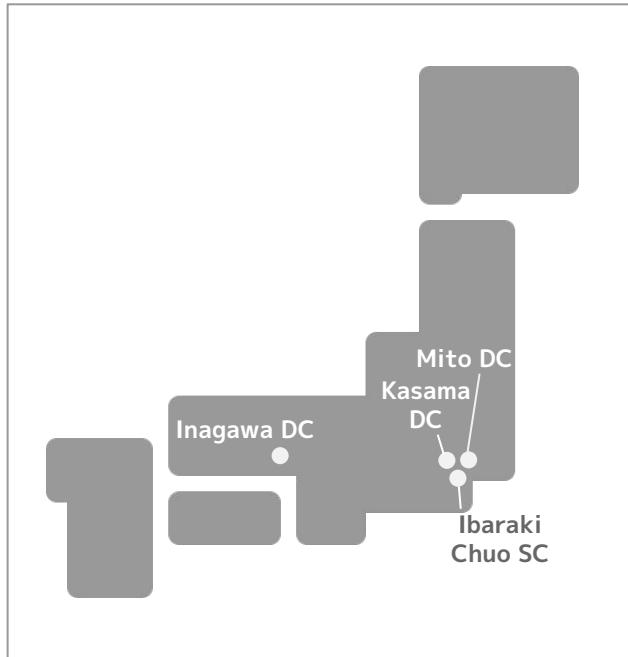
MonotaRO.com Business Trend by Registered Year



*: Due to annual customer migration from MonotaRO.com to Enterprise Business, MonotaRO.com business customers are calculated by applying customer status at end of fiscal year 2025 to each registration year.

*: General individual customer sales are sum of sales attributed to MonotaRO.com general consumer status at end of fiscal year 2025 for each registration year and IHC MonotaRO sales (IHC has been closed and integrated into MonotaRO.com).

Logistic Sites



	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)

Strengthening Valuable Private Brand Products

- Retain customer through expansion of products available exclusively at MonotaRO

- Features of private brand products

- Approx. 20% cost reduction compared to national brand



- Approx. 20,000 items in our extensive selection



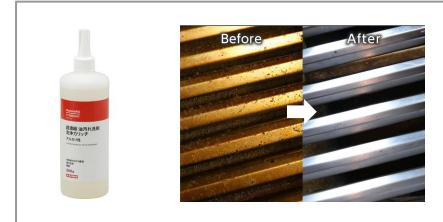
- Quick delivery
(Over 90% of items are eligible for same-day shipping)



- Development of Valuable Private Brand Products

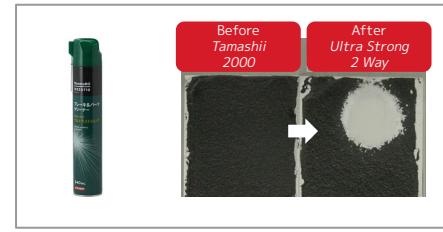
• Ultra-Concentrated Grease-Cutting Detergent Rich Cleaning Power

- Original detergent, developed from ground up with significantly increased active ingredients—over 50% more—to tackle tough grime
- Primary industries: Manufacturing, Food service



• Brake & Parts Cleaner Ultra Strong 2 Way

- Improved spray performance delivers cleaning power surpassing conventional products, with approximately 1.3 times undiluted quantity compared to previous versions
- Primary Industries: Automotive Related, Manufacturing



• Gas Mask

- Our subsidiary has taken over development and manufacturing of mask products made by Sanko Chemical Industry Co., Ltd., and we sell them as our private brand
- Primary industries: Manufacturing, Construction, Automotive Related



■ Targets for Mid-to-Long-Term Sales and Profit Growth

We will achieve the following mid-to-long-term goals by evolving our business model for domestic and international sale of indirect materials through Internet and developing necessary services to advance this evolution:

- Sales growth: Over 15% YoY
- Profits growth: Growth that outpaces sales growth

To expand business in domestic and international market, we will invest in technological and operational innovation.

■ Mid-to-Long-Term Target of ROE Based on Cost of Equity That is Expected by Investors

For the calculation of our cost of equity, we use both the "CAPM Method" and the "Earnings Yield Method" reflecting the return that investors expect from our company. Our cost of equity is calculated to be approximately 7% under the "CAPM Method," and approximately 15% under the "Earnings Yield Method," based on the current stock price and PER levels, and assuming a mid-to-long-term growth rate of 18% expected by investors. Based on this, we aim to achieve:

- ROE level of 30% or higher

■ Growth Investment and Shareholder Return Policy

We classify growth-investment types into (1) capacity expansion in current domain areas, (2) share gains by enhancing functionality in current domain areas, (3) obtaining of new technologies, (4) accelerating overseas expansion of our business model, (5) gaining new competitive advantages by expanding value proposition in procurement process, (6) addressing potential obsolescence of competitiveness due to new technologies.

Among these, we basically use debt to fund investments in (1) capacity expansion in current domain areas, such as investments in distribution centers, since return on investment is relatively predictable.

With respect to dividends, we will implement:

- 50% or higher payout ratio based on net income attributable to owners of the parent

We use remaining cash to growth investments to achieve sales growth YoY exceeding 15% and profit growth exceeding sales growth, while aiming at ROE level of 30% or higher. If we can not use it for the above growth investments, we may use it for shareholder returns through share buybacks.

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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