



March 30, 2026

To Investors:

MonotaRO Co, Ltd
(Code No. 3064 Tokyo Prime Market)
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For Matters Related to Controlling Shareholders

MonotaRO Co., Ltd. (hereinafter “the Company”) announces the matters related to controlling shareholders as follows.

1. Company Names of parent company, controlling shareholder (other than the parent company) or other affiliated companies

[As of December 31, 2025]

Company Name	Category	Voting Rights Ownership (%)			Stock Exchange, etc. where issued shares are listed
		Directly held	Indirectly held	Total	
W. W. Grainger, Inc.	Parent company	-	50.34	50.34	New York Stock Exchange
Grainger International, Inc.	Parent company	-	50.34	50.34	-
Grainger Global Holdings, Inc.	Parent company	50.34	-	50.34	-

2. Name of the most influential company among the parent companies and etc. for the Company and the reason for influence

Name: W.W. Grainger, Inc.

As of December 31, 2025, W.W. Grainger, Inc. (hereinafter “Grainger”) is the parent company, which holds 50.34% of the Company’s voting rights indirectly through Grainger International Inc. (hereinafter “Grainger International”) and Grainger Global Holdings, Inc. (hereinafter “Grainger Global Holdings”), and both Grainger International and Grainger Global Holdings are Grainger’s 100% owned subsidiaries. Grainger International and Grainger Global Holdings are investment companies of Grainger Group, and Grainger substantially makes decisions on the exercise of these voting of the Company’s common share.

3. Position of the Company in the group of the parent company and the relationship between the Company and the parent company

Grainger is listed on New York Stock Exchange and is the core company of the group (Capital stock 54,830 thousand US dollars as of December 31, 2025). Grainger operates MRO distributing business to business users in the United States, and it operates the same business in other areas including Canada, United Kingdom, Mexico, etc. through its affiliated companies.

Grainger, as stated above, is the parent company holding 50.34% of voting rights of the Company, and the Company has a position to operate MRO distributing business in Japan in Grainger Group and recognizes no other entities holding the policy to operate the same business in Japan in the Group.

Disclaimer:

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In the event of any discrepancy between this translated document and the Japanese original, the original prevails.

(The Status of Concurrent Directors)

(As of March 30, 2026)

Name	Position with the Company	Position with the Parent Company	Reasons for Appointment
Masaya Suzuki	Chairman & CEO	Managing Director, Endless Assortment Business, W. W. Grainger, Inc.	Appointment based upon appointment request
Abe Thomas	Director	Group Vice President, Customer Strategy, Sales Operations & Enablement, Marketing & Pricing, W.W. Grainger, Inc.	Having experience and knowledge of the customer strategy, sales operations and marketing, and expected to present useful opinions to the management of the Company group.

(Maintaining independence from the parent company)

In relationship with Grainger and Grainger group companies, the Company does the business maintaining independence of business management and transactions. Although two directors (Masaya Suzuki, Abe Thomas) concurrently serve as employees of Grainger, it does not hinder the Company's own business decisions. In terms of our business activities, the Company's transactions with the Grainger and Grainger group companies are only a few at present, and the Company does not depend heavily on such transactions. The Company therefore recognizes that the certain independence from Grainger is maintained.

4. Matters relating to transactions with controlling shareholders and other parties
No material transaction to report.

5. Implementation of measures to protect minority shareholders in transactions, etc. with controlling shareholder
In order to ensure the Company's independent management judgments, the Company takes a careful note to maintain the number of directors' positions held concurrently by directors or employees of the parent company less than half now and in the future. Currently, two board member positions of the Company are held concurrently by the person with the parent company (Masaya Suzuki, Abe Thomas).

End of notice

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