Fiscal Year of FY2022

(Jan. to Dec. 2022)

MonotaRO Co., Ltd
www.monotaro.com

Business Overview, Features, and Differentiation Strategies

- **Main business**
  - Electronic Commerce of indirect materials for factories, construction work, and automotive related businesses. (number of product lineup over 19 mil. SKU including 610 thou. SKU available for same-day shipment and 518 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, 2022)**

	Regular employee		Part-time and temporary employee		Total	
Head Office, etc. (MonotaRO JPN)	1,064	(557)	464	(409)	1,528	(966)
Distribution Center (MonotaRO JPN)	211	(153)	1,520	(1,429)	1,731	(1,582)
Total (MonotaRO JPN)	1,275	(710)	1,984	(1,838)	3,259	(2,548)

- **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 are customers).
- **Market size**
  - 5 to 10 trillion JPY
- **Business Strategy**
  - Differentiating by wide range of products and high searchability by utilizing Internet to achieve economies of scale.
  - Acquiring and retaining customers through marketing analysis of accumulated orders and customer databases.
  - Achieving high productivity by doing much of work in-house from software development to content creation.

2022 Jan. to Dec.
(Non-consol.) Financial Result Overview

Financial Result P/L Outline 1/3

	2021 Result		2022 Plan		2022 Result			
	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	YonY	vs Plan
Sales	182,472		216,505		216,638		+18.7%	+0.1%
Large Corp.	35,981	19.7%	48,920	22.6%	50,027	23.1%	+39.0%	+2.3%
Gross Profit	52,527	28.8%	61,866	28.6%	63,643	29.4%	+21.2%	+2.9%
SG&A Exp.	27,993	15.3%	36,848	17.0%	36,558	16.9%	+30.6%	△0.8%
Operating Income	24,533	13.4%	25,018	11.6%	27,085	12.5%	+10.4%	+8.3%
Current Income	24,647	13.5%	24,998	11.5%	27,239	12.6%	+10.5%	+9.0%
Net Income (Tax Rate)	17,701 (28.1%)	9.7%	17,321 (29.1%)	8.0%	19,044 (27.8%)	8.8%	+7.6%	+9.9%

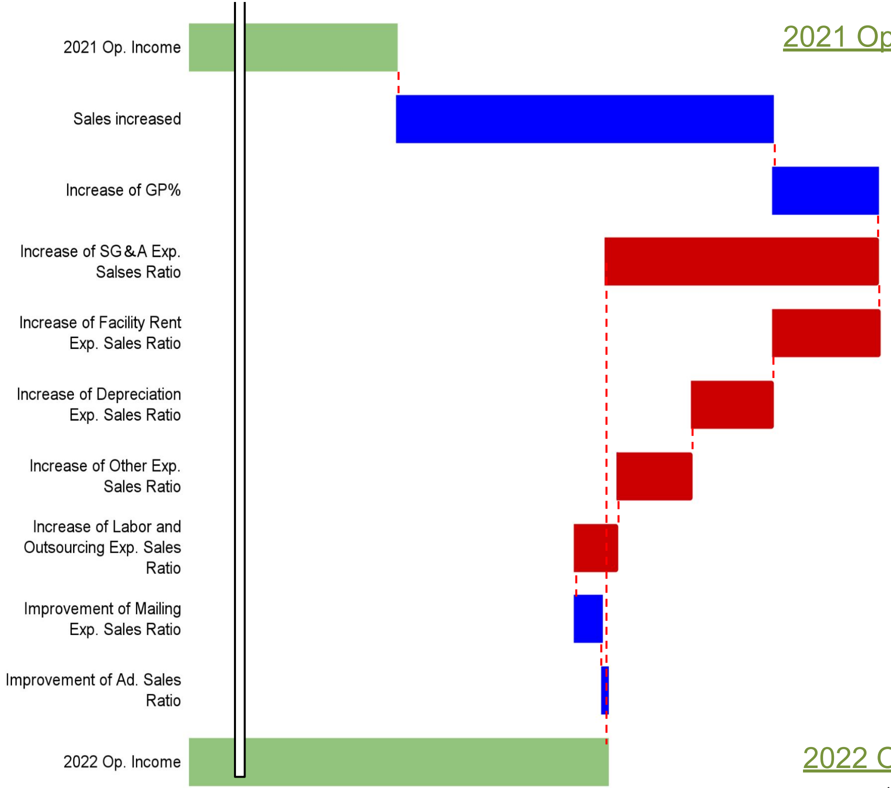
Financial Result P/L Outline 2/3 vs. Last Year

	2021 Result (A)		2022 Result (B)		Difference (B-A)		
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio			
Sales	182,472	—	216,638	—	Amount (mil.JPY)	+34,166	■ Sales of monotaro.com grew due to increases in order amount and customer number. ■ Large Corp. Business maintained high growth rate from last year (+39.0%). ■ Royalty income increased (amount received in foreign currency increased, and JPY depreciation contributed as well).
					YonY	+18.7%	
					Sales Ratio	-	
Gross Profit	52,527	28.8%	63,643	29.4%	Amount (mil.JPY)	+11,115	■ Product GP% decreased (△0.1pt.: sales share of Large Corp. Business increased, and sales share and GP% of imported product decreased). ・Product GP% of products in Q4 of 2022 (Oct to Dec) exceeded same period of previous year, following Q3, due to changes in sales prices, reviewing special sale campaigns days & timing. ■ Royalty income increased. ■ Delivery cost ratio improved (+0.5pt.: due to increase in order amount per box).
					YonY	+21.2%	
					Sales Ratio	+0.6%	
SG&A Exp.	27,993	15.3%	36,558	16.9%	Amount (mil.JPY)	+8,564	■ Facility Rent Exp. ratio increased (+0.6pt.: due to launch of Inagawa DC and parallel operation with Amagasaki DC). ■ Depreciation Exp. ratio increased (+0.5pt.: due to launch of Inagawa DC and parallel operation with Amagasaki DC, and launches of OMS and PIM). ■ Other Exp. ratio increased (+0.4pt.: equipment and consumable expenses for Inagawa DC launch and increase in system usage cost to launch OMS, etc.). ■ Outsourcing Exp. ratio increased (+0.1pt.: increase in temp. staffing for functional relocation from Amagasaki DC to Inagawa DC). ■ Labor Exp. ratio increased (+0.1pt.: Salary and bonus payment increase for all employees). ■ Mailing Exp. ratio decreased (△0.2pt.: decrease in catalog shipping cost for new and existing customers).
					YonY	+30.6%	
					Sales Ratio	+1.6%	
Operating Income	24,533	13.4%	27,085	12.5%	Amount (mil.JPY)	+2,551	■ Operating Income amount increase (+10.4%) due to increase sales amount and GP ratio improvement (+0.6pt) despite increase in SG&A Expense ratio (+1.6pt.) mainly because of launching Inagawa DC (Operating Income ratio :△0.9 pt.).
					YonY	+10.4%	
					Sales Ratio	△0.9%	
Net Income (Tax Rate)	17,701 (28.1%)	9.7%	19,044 (27.8%)	8.8%	Amount (mil.JPY)	+1,343	■ Net Income amount increased YoY +7.6%. Net Income ratio decreased (△0.9pt) due to decline in Operating Income ratio (△0.9 pt.) and Extraordinary Loss (845 million yen) related to closure of Amagasaki DC. Corporate tax rate decreased (△0.3pt.) due to effects of tax credit for investment in Inagawa DC facilities and for Promotion of Securing Human Resources, etc.
					YonY	+7.6%	
					Sales Ratio	△0.9%	

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

	2022 Plan (A)		2022 Result (B)		Difference (B-A)		
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio			
Sales	216,505	—	216,638	—	Amount (mil.JPY)	+133	■ monotaro.com: Grew slightly below planned. ■ Large Corp. Business: Grew beyond plan (+2.3%). ■ Royalty income: Amount received in foreign currency increased, and JPY depreciation contributed as well.
					vs Plan	+0.1%	
					Sales Ratio	-	
Gross Profit	61,866	28.6%	63,643	29.4%	Amount (mil.JPY)	+1,777	■ Product GP ratio increased (+0.4pt.: GP% of domestic products increased). ■ Royalty income increased. ■ Delivery Cost ratio improved (+0.3pt.: due to increase in order amount per box).
					vs Plan	+2.9%	
					Sales Ratio	+0.8%	
SG&A Exp.	36,848	17.0%	36,558	16.9%	Amount (mil.JPY)	△289	■ Depreciation Exp. ratio decreased (△0.1pt.: delay in launch of PIM, and DC's assets planned were reclassified to other expenses, etc). ■ Mailing Exp. ratio decreased (△0.1pt.: decrease in mailing postage cost due to decrease in flyer shipping).
					vs Plan	△0.8%	
					Sales Ratio	△0.1%	
Operating Income	25,018	11.6%	27,085	12.5%	Amount (mil.JPY)	+2,066	■ Sales landed nearly at planned level, but operating profit margin increased due to improvement in GP% (+0.9 points).
					vs Plan	+8.3%	
					Sales Ratio	+0.9%	
Net Income (Tax Rate)	17,321 (29.1%)	8.0%	19,044 (27.8%)	8.8%	Amount (mil.JPY)	+1,723	■ Due to increase of operating income and unplanned tax deduction (taxable income deduction & tax credit), Net Income growth ratio was more than planned (+9.9%) and Net Income ratio improved (+0.8pt.).
					vs Plan	+9.9%	
					Sales Ratio	+0.8%	

Operating Income Change Factors



2021 Op. Income：24,533 mil. JPY

	+4,593 mil.JPY	■ monotaro.com：Sales increased as order size and customer number increased. ■ Large Corp. Business：Maintained high growth rate. ■ Royalty：Amount received increased and JPY depreciation.
	+1,280 mil.JPY	■ GP% increased due to increased royalty amount and improved rate of shipping cost, in spite of increasing sales share of Large Corp. Business and decreasing sales share of Imported products.
	△3,323 mil.JPY	■ SG&A ratio increased (Ope. Income ratio: △1.6pt.) due to following reasons.
	△1,303 mil.JPY	・After launched Inagawa DC, Rent expense ratio increased due to parallel operation with Amagasaki DC, etc.
	△994 mil.JPY	・Increase in Depreciation expense ratio due to parallel operation (Inagawa DC and Amagasaki DC) and delay in launches of OMS and PIM, etc.
	△904 mil.JPY	・Other expense ratio increased due to increases in consumable and equipment for Inagawa DC and in system usage cost for OMS, etc.
	△525 mil.JPY	・Labor and Outsourcing expenses ratio increased due to launch of Inagawa DC, functional transfer from Amagasaki DC to Inagawa DC, and salary and bonus increases for all employees, etc.
	+329 mil.JPY	・Mailing expense ratio decreased due to decrease in catalog shipping cost for new and existing customers.
	+75 mil.JPY	・Ad. expense ratio decreased due to decrease in cost of catalogs for new and existing customers.

2022 Op. Income：27,085 mil. JPY（YonY：+2,551mil. JPY, +10.4%）

※ Amounts are effects on Operating Income by changes of rates, not actual amounts.

Distribution-related Cost Result 1/2

■ FY2022 Distribution-related Cost result

・Distribution-related Cost (Total Cost)

	2021 Result		2022 Plan		2022 Result			
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	YonY	vs Plan
Sales (Non-consol.)	182,472		216,505		216,638		+18.7%	+0.1%
Depreciation	1,459	0.8%	2,418	1.1%	2,340	1.1%	+60.4%	△3.2%
Labor & Outsourcing	6,486	3.6%	8,168	3.8%	8,157	3.8%	+25.8%	△0.1%
Facility Rent	1,652	0.9%	3,340	1.5%	3,247	1.5%	+96.5%	△2.8%
Others	2,193	1.2%	3,363	1.6%	3,090	1.4%	+40.9%	△8.1%
Total	11,792	6.5%	17,291	8.0%	16,836	7.8%	+42.8%	△2.6%

・Distribution-related Cost (Normal Cost)

	2021 Result		2022 Plan		2022 Result			
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	YonY	vs Plan
Sales (Non-consol.)	182,472		216,505		216,638		+18.7%	+0.1%
Depreciation	1,459	0.8%	2,320	1.1%	2,274	1.0%	+55.9%	△2.0%
Labor & Outsourcing	6,486	3.6%	7,841	3.6%	7,768	3.6%	+19.8%	△0.9%
Facility Rent	1,652	0.9%	2,263	1.0%	2,225	1.0%	+34.7%	△1.7%
Others	2,193	1.2%	2,782	1.3%	2,757	1.3%	+25.7%	△0.9%
Total	11,792	6.5%	15,207	7.0%	15,026	6.9%	+27.4%	△1.2%

・Distribution-related Cost (One-Time Cost)

	2021 Result		2022 Plan		2022 Result			
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	YonY	vs Plan
Sales (Non-consol.)	182,472		216,505		216,638		+18.7%	+0.1%
Depreciation	—	—	98	0.0%	65	0.0%	—	△33.1%
Labor & Outsourcing	—	—	326	0.2%	389	0.2%	—	+19.3%
Facility Rent	—	—	1,077	0.5%	1,021	0.5%	—	△5.2%
Others	—	—	581	0.3%	332	0.2%	—	△42.7%
Total	—	—	2,083	1.0%	1,809	0.8%	—	△13.1%

Distribution-related Cost Result 2/2

- Distribution-related Cost (Normal Cost) sales ratio 2022 Jan.- Dec. actual: 6.9%
  - 0.4pt. higher than last year result.
    - Depreciation expense ratio increased : +0.2pt. (expansion of DC facilities: Operation start of Inagawa DC with higher facility investment than existing Amagasaki DC).
    - Facility rent expense ratio increased : +0.1pt. (increase in rent due to launch of Inagawa DC, etc.).
    - Other expense ratio increased : +0.1pt. (increase in utilities expenses due to launch of Inagawa DC operation, etc.).
  - 0.1pt. lower than 2022 plan.
    - Depreciation expense ratio decreased : △0.1pt. (assets planned at Inagawa DC were reclassified to other expenses, etc.).

- Distribution-related Cost (One-Time Cost) sales ratio 2022 Jan.- Dec. actual: 0.8%
  - 0.2pt. lower than plan
    - Other expenses ratio decreased : △0.1pt. (decreased in restoration cost of Amagasaki DC closure).

Financial Result B/S Outline

		Dec. 2021	Dec. 2022	
		mil. JPY	mil. JPY	Ratio
Assets				
	Cash	10,263	7,318	6.6%
	Accounts Receivable	22,346	26,108	23.6%
	Inventory	14,526	18,319	16.5%
	Other	6,447	7,726	7.0%
Total Current Assets		53,583	59,472	53.7%
	Tangible Fixed Asset (*Note 1)	28,044	34,818	31.4%
	Intangible Fixed Assets	5,507	6,291	5.7%
	Other	8,019	10,198	9.2%
Total Fixed Assets		41,571	51,309	46.3%
Total Assets		95,154	110,781	

		Dec. 2021	Dec. 2022	
		mil. JPY	mil. JPY	Ratio
Liabilities				
	Accounts Payable	13,969	14,961	13.5%
	Short-term Debt & etc. (*Note 2)	—	4,500	4.1%
	Others	8,882	10,623	9.6%
Total Current Liabilities		22,852	30,084	27.2%
Total Long term Liabilities		11,641	7,059	6.4%
Total Liabilities		34,493	37,144	33.5%
Net Assets				
Shareholder's Equity		60,561	73,603	66.4%
Others		99	33	0.0%
Total Net Assets		60,661	73,637	66.5%
Total Liabilities & Net Assets		95,154	110,781	

* Note 1: Increase in tangible fixed assets of 6.7billion yen (after depreciation) from December 2021 to December 2022 includes 8.0 billion yen for Inagawa DC.

* Note 2: Short-term Debt & etc. includes short-term debt & current portion of long-term debt.

2022 Jan. to Dec.
(Consol.) Financial Result Overview

Financial Result P/L Outline 1/2

	2021 Result		2022 Plan		2022 Result			
	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	YonY	vs Plan
Sales	189,731		226,073		225,970		+19.1%	△0.0%
Gross Profit	54,045	28.5%	63,934	28.3%	65,437	29.0%	+21.1%	+2.4%
SG&A Exp.	29,916	15.8%	39,554	17.5%	39,224	17.4%	+31.1%	△0.8%
Operating Income	24,129	12.7%	24,380	10.8%	26,213	11.6%	+8.6%	+7.5%
Current Income	24,302	12.8%	24,392	10.8%	26,398	11.7%	+8.6%	+8.2%
Net Income (Tax Rate)	17,340 (28.5%)	9.1%	16,697 (29.9%)	7.4%	18,194 (28.8%)	8.1%	+4.9%	+9.0%
Net Income attributable to owners of the parent	17,552	9.3%	17,067	7.5%	18,658	8.3%	+6.3%	+9.3%

2022 Result Consol.

Financial Result P/L Outline 2/2

■ NAVIMRO（South Korea）

- Sales grew YoY by expanding number of products line up and stock but did not reach plan in local currency.
- Trend of orders on credit went well and orders from large corporate customers were increased.

	2021 Result			2022 Plan			2022 Result				
	Amount (mil.JPY)	YonY	YonY (Local Currency)	Amount (mil.JPY)	YonY	YonY (Local Currency)	Amount (mil.JPY)	YonY	vs Plan	YonY (Local Currency)	vs Plan (Local Currency)
Sales	6,640	+29.1%	+21.8%	7,880	+18.6%	+18.6%	8,030	+21.0%	+2.0%	+14.1%	△3.8%
Op.Income	160	+54.7%	+46.0%	230	+39.3%	+39.3%	190	+17.9%	△15.3%	+11.2%	△20.2%
Net Income x Share(*1)	160	+47.1%	+38.8%	210	+34.6%	+34.6%	190	+22.5%	△8.9%	+15.6%	△14.1%

■ MONOTARO INDONESIA（Indonesia）

- Acquisition of new corporate clients was progressing smoothly and sales exceeded plan.
- Lead time was shortened by sharing inventory information with suppliers.

	2021 Result			2022 Plan			2022 Result				
	Amount (mil.JPY)	YonY	YonY (Local Currency)	Amount (mil.JPY)	YonY	YonY (Local Currency)	Amount (mil.JPY)	YonY	vs Plan	YonY (Local Currency)	vs Plan (Local Currency)
Sales	390	+6.2%	+2.1%	540	+37.4%	+32.2%	730	+84.5%	+34.3%	+59.6%	+20.7%
Op.Income	△260	―	―	△220	―	―	△250	―	―	―	―
Net Income x Share(*1)	△130	―	―	△110	―	―	△130	―	―	―	―

■ IB MonotaRO（India）

- Sales did not meet plan, but grew significantly from previous year. Improving gross margin due to high return rate and resulting increase in shipping costs,etc. are issues to be solved.
- Started operation of new DC in Bengalore. Started cooperation with IndiaMart (started sharing sales and product data).

	2021 Result			2022 Plan			2022 Result				
	Amount (mil.JPY)	YonY	YonY (Local Currency)	Amount (mil.JPY)	YonY	YonY (Local Currency)	Amount (mil.JPY)	YonY	vs Plan	YonY (Local Currency)	vs Plan (Local Currency)
(*3)Gross Merchandise Value	480	(*2)―	(*2)―	1,530	+218.6%	+214.4%	1,040	+116.1%	△32.2%	+92.9%	△38.6%
(*3) Sales	310	(*2)―	(*2)―	1,140	+263.8%	+259.0%	690	+120.2%	△39.5%	+96.6%	△45.2%
Op.Income	△220	―	―	△560	―	―	△730	―	―	―	―
Net Income x Share(*1)	△90	―	―	△270	―	―	△360	―	―	―	―

*1: Calculated by multiplying Net Income by Share Ratio at the end of each fiscal year for reference.
*2: YonY comparison is not presented since Indian business was launched in Jan. 2021.
*3: Only commission portion of sales by sellers in marketplace is recognized as sales.
*4: Sales and profit/loss less than 10 million JPY are rounded down as shown in explanation material in Japanese language.

Financial Result B/S Outline

		Dec. 2021	Dec. 2022	
		mil. JPY	mil. JPY	Ratio
Assets				
	Cash	12,379	8,887	8.0%
	Accounts Receivable	22,565	26,512	23.7%
	Inventory	15,431	19,585	17.5%
	Other	6,710	8,060	7.2%
Total Current Asset		57,086	63,045	56.4%
	Tangible Fixed Asset	28,105	35,046	31.4%
	Intangible Fixed Assets	6,332	7,093	6.3%
	Other	4,264	6,551	5.9%
Total Fixed Asset		38,702	48,691	43.6%
Total Assets		95,789	111,737	

		Dec. 2021	Dec. 2022	
		mil. JPY	mil. JPY	Ratio
Liabilities				
	Accounts Payable	14,562	15,667	14.0%
	Short-term Debt & etc. (*Note)	―	4,772	4.3%
	Others	9,261	11,135	10.0%
Total Current Liabilities		23,824	31,575	28.3%
Total Long term Liabilities		11,681	7,539	6.7%
Total Liabilities		35,505	39,115	35.0%
Net Assets				
Shareholder’s Equity		59,133	71,789	64.2%
Others		1,150	832	0.7%
Total Net Assets		60,283	72,621	65.0%
Total Liabilities & Net Assets		95,789	111,737	

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

Financial Result C/F Outline

	2021 Result mil. JPY	2022 Result mil. JPY
Cash Flow from Operating Activity		
Net Income before Tax	24,260	25,554
Depreciation	2,145	3,565
Increase or Decrease in Accounts Receivable (△ = increase)	△4,287	△3,929
Increase or Decrease in Inventory (△ = increase)	△3,528	△4,091
Increase or Decrease in Accounts Payable (△ = decrease)	2,901	1,055
Tax payment	△7,091	△7,321
Increase or Decrease in Accrued Consumption Taxes (△ = decrease)	△1,510	252
Others	△632	398
Total	12,258	15,483
Cash Flow from Investing Activity		
Acquisition of Tangible Assets	△9,647	△9,461
Acquisition of Intangible Assets	△2,354	△2,047
Others	(*1) △2,287	(*2) △1,025
Total	△14,290	△12,535
Cash Flow from Financing Activity		
Long-term Loans Payable	—	(*3) 633
Repayments of Lease Obligations	△667	△34
Cash Dividends Paid	△5,214	△6,087
Others	115	△25
Total	△5,766	△5,514
Currency Exchange Adjustment	99	83
Net Increase or Decrease in Cash and Cash Equivalent (△ = decrease)	△7,699	△2,482
Cash and Cash Equivalent at Beginning of Period	18,767	11,068
Cash and Cash Equivalent at End of Period	11,068	8,586

*1: Including cash invested in overseas subsidiaries deposited to time deposit.
*2: Including cash invested in Aldagram Inc.
*3: Long-term Loans Payable at subsidiary in Korea.

2023 Jan. to Dec.
Business Plan & Strategy

Non-consol. P/L Plan Outline

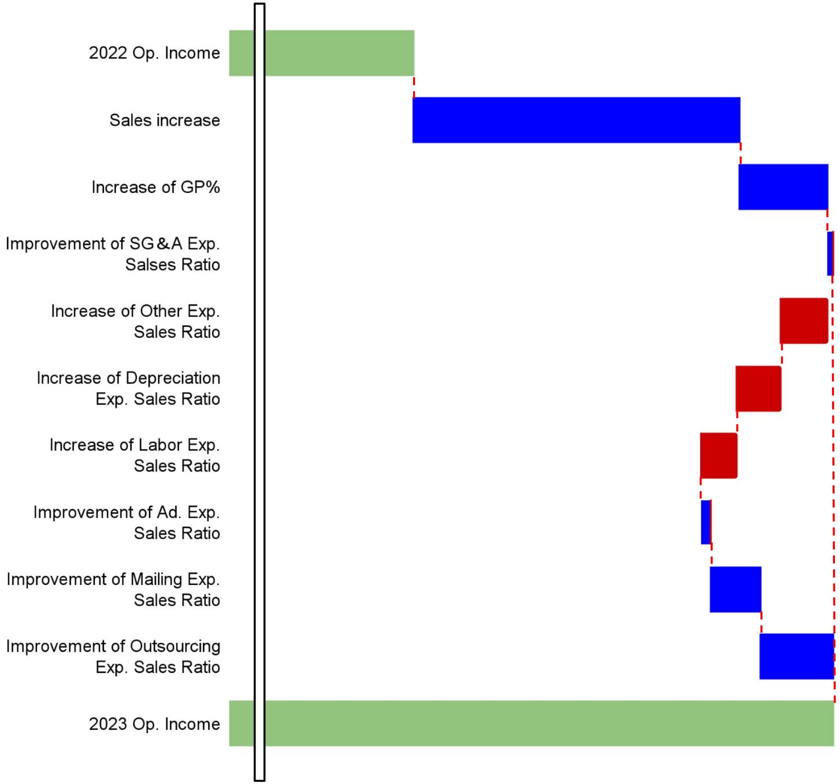
	2022 Result		2023 Plan		
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	YonY
Sales	216,638		253,373		17.0%
Large Corp.	50,027	23.1%	69,250	27.3%	38.4%
Gross Profit	63,643	29.4%	75,672	29.9%	18.9%
SG&A Exp.	36,558	16.9%	42,711	16.9%	16.8%
Operating Income	27,085	12.5%	32,960	13.0%	21.7%
Current Income	27,239	12.6%	32,918	13.0%	20.8%
Net Income	19,044	8.8%	23,283	9.2%	22.3%
(Tax Rate)	(27.8%)		(29.2%)		

	2023 Jan.-Jun. Plan			2023 Jul.-Dec. Plan		
	Amount (mil.JPY)	Sales Ratio	YonY	Amount (mil.JPY)	Sales Ratio	YonY
Sales	123,309		16.7%	130,064		17.2%
Large Corp.	33,254	27.0%	40.7%	35,996	27.7%	36.4%
Gross Profit	36,572	29.7%	19.1%	39,100	30.1%	18.7%
SG&A Exp.	21,142	17.1%	23.2%	21,568	16.6%	11.2%
Operating Income	15,429	12.5%	14.0%	17,531	13.5%	29.4%
Current Income	15,408	12.5%	12.5%	17,509	13.5%	29.2%
Net Income	10,696	8.7%	12.7%	12,587	9.7%	31.8%
(Tax Rate)	(30.6%)			(28.1%)		

Non-consol. P/L Plan vs. 2022

	2022 Result (A)		2023 Plan(B)		Difference (B-A)		
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio			
Sales	216,638	—	253,373	—	Amount (mil.JPY)	+36,734	■ monotaro.com: Number of corporate customer acquisition is planned to increase. ■ Large Corp. Business: High growth rate (+38.4%) is planned maintained.
					YonY	+17.0%	
					Sales Ratio	-	
Gross Profit	63,643	29.4%	75,672	29.9%	Amount (mil.JPY)	+12,028	■ Product GP% increases (+0.2pt.: impact of sales price revision starting in 2022Q2 affects full year in 2023). ■ Royalty income increases. ■ Delivery Cost ratio improved (+0.2pt.: due to increase in order amount per box).
					YonY	+18.9%	
					Sales Ratio	+0.5%	
SG&A Exp.	36,558	16.9%	42,711	16.9%	Amount (mil.JPY)	+6,152	■ Outsourcing Exp. ratio decreases (△0.4pt：Outsourced task decreases due to reduction of overlapping work resulting from closure of Amagasaki DC, etc.). ■ Mailing Exp. ratio decreases (△0.3pt.: Catalogue shipping cost decreases, etc.). ■ Ad. & Promotion Exp. ratio decreases (△0.1pt.: Stopping issuing regular catalogs, etc.). ■ Labor Exp. ratio increases (+0.2pt.: Salary increases for all employees and new evaluation system is to be implemented, etc.). ■ Depreciation Exp. ratio increases (+0.2pt.: Facilities increases due to Phase 2 of Inagawa DC launch.). ■ Other Exp. ratio increase (+0.3pt.: Increases in system usage due to expanded data utilization and in repair and maintenance expenses for logistics facilities due to launch of phase 2 of Inagawa DC, etc.).
					YonY	+16.8%	
					Sales Ratio	△0.0%	
Operating Income	27,085	12.5%	32,960	13.0%	Amount (mil.JPY)	+5,875	■ Operating Income ratio improved (+0.5pt.) due mainly to GP ratio improvement.
					YonY	+21.7%	
					Sales Ratio	+0.5%	
Net Income (Tax Rate)	19,044 (27.8%)	8.8%	23,283 (29.2%)	9.2%	Amount (mil.JPY)	+4,239	■ Improvement of Net Income ratio (+0.4pt.) is slightly lower than improvement of Operating Income ratio (+0.5pt.) due to corporate income tax rate increase (tax deduction decrease from previous year) ,etc.
					YonY	+22.3%	
					Sales Ratio	+0.4%	

Operating Income Change Factors



2022 Op. Income：27,085 mil. JPY

	+4,592 mil.JPY	■ monotaro.com: Number of corp.customer acquisition is planned to increase. ■ Large Corp. Bus.: High growth rate (+38.4%) maintained.
	+1,236 mil.JPY	■ Product GP% increases due mainly to increase in domestic products GP%, royalty income increases, and delivery cost ratio improves due to increase of order amount per box.
	+46 mil.JPY	■ SG&A ratio decreases due to following reasons (slight decrease).
	△678 mil.JPY	・Increases in system usage due to expanded data utilization and in maintenance cost due to launch of Inagawa phase 2 and price rise of packing materials, etc.
	△608 mil.JPY	・Depreciation expense ratio increase because Phase 2 of Inagawa DC is to be launched, etc.
	△504 mil.JPY	・Salary increases for all employees and new evaluation system to be implemented, etc cause Labor expense ratio to increase.
	+136 mil.JPY	・Ad. expense ratio improved due to stopping issuing regular catalogs, etc.
	+696 mil.JPY	・Decrease in Mailing expense because catalogue shipping cost decreases, etc.
	+1,005 mil.JPY	・Outsourced task decreases due to reduction of overlapping work resulting from closure of Amagasaki DC, etc.

2023 Op. Income：32,960 mil. JPY（YonY：+5,875mil. JPY, +21.7%）

※Amounts are effects on Operating Income by changes of rates, not actual amounts.

Domestic Business 1/2

■ BtoB Online E-commerce (monotaro.com)

Acquiring New Customers	Expanding Existing Customers' Sales
・Continuing online (SEM & SEO) and offline acquisition measures (sending flyers to prospective customers). Allocating resources by acquisition channel based on lifetime value (LTV), and number of customer acquisition plan for 2023 is 1.18 mil. ・Acquiring customers more likely to use MonotaRO's services for sales to grow.	・Continuing to improve search function of sales site (personalizing search results & search category displays) to expand customer's experience of shortening time to reach products looking for. ・Promoting product recommendations both online (by showing display comparison of recommended products) and offline (by sending customized flyers to customers). ・Stocking products with high positive sales effect based on number of orders, etc.

■ System Connection with Large Corporations (Large Corporation Business)

Acquiring New Customers	Expanding Customers' Usage
・Holding seminars on improving productivity in indirect materials procurement, including those held by MonotaRO, and use it as a starting point to acquire new partners. ・Targeting customers with significant increase in productivity by using our services.	・Promoting further communication with customers (product recommendation through direct mails, etc.). ・Contributing to improvement of customers' indirect material procurement productivity (improving search functions in procurement management systems).

2021 Result			2022 Result				2023 Plan		
Mil. JPY	YonY	/Total Sales	Mil. JPY	YonY	vs Plan	/Total Sales	Mil. JPY	YonY	/Total Sales
35,981	+42.9%	19.7%	50,027	+39.0%	+2.3%	23.1%	69,250	+38.4%	27.3%

	Dec. 2021 End Result	Dec. 2022 End Result		
	No. Corp.	No. Corp.	vs Dec. 2021 End	Remarks
Total number of corporations（incl. ONE SOURCE/ONE SOURCE Lite）	(*) 1,812 (1,163)	(*) 2,521 (1,847)	+709 (+684)	835 considering

* Note：Number of active corporations on Dec.2021 and Dec. 2022.

■ Royalty Business

	2022 Result	2023 Plan
Target Business (Grainger's Zoro business in US & UK)	・Growth of sales maintained (Zoro US Q4 Growth: +19.5%)	・Plan to grow sales and profit.
Royalty Income	・Increased YoY (amount in foreign currency increased and JPY depreciation).	・Prospected to increase royalty amount from 2022.

Domestic Business 2/2

Structural improvements for growth and cost impact

Item	Summary	Cost impact in 2023 (vs. 2022 Result)				
		Personnel cost	Facility rent.	Depreciat -ion	Other	
Expanding logistics capacity for maintaining and improving customer convenience and reliability (Response to sales growth)	・Ensure shipment capacity of 310,000 lines/day (at maximum after Kasama DC, Ibaraki Central SC, and Inagawa DC/2nd phase operation) to handle increased orders, maintain and improve convenience and reliability, and support growth. ・Ensure inventory capacity (doubled at Inagawa DC in 2023 with 2nd phase operation) to contribute to improving customer productivity by reducing wait time. ・Detail planning for new DC in Ibaraki area (building completion scheduled for 2026Q1).		○	○	○	SG&A Exp. ratio: +0.5% (excluding impact of rising prices of materials such as packaging materials)
Enhancing competitiveness through securing personnel	・Implementing salary increase for all employees (approx. +7% per full-time employee). - Company will continue to increase base salary for 2023 following increase in 2022 fiscal year. - New evaluation system will also be implemented to more fairly evaluate job performance and results.	○				SG&A Exp. ratio: +0.2%
Enhancing sustainable competitiveness through IT system (Expansion of IT utilization)	・Expand utilization of data to implement measures to achieve competitive advantage. ・Ensure business continuity in events of disaster and further reinforcement of security.				○	SG&A Exp. ratio: +0.1%
Accurate response to increasing transactions (Accounting system change)	・Ensure functionality and performance of accounting system for business growth speed and changes in environment. ・Project is also aimed at reducing workload in areas that have increased due to changes in form of employment. ・Working on a project to change to SAP with goal of starting operation in 2023Q3.			○	○	SG&A Exp. ratio insignificant
Securing working space suitable for business growth (Relocation of head office)	・Responding to increase in number of employees due to business growth (difficult to accommodate in current location). ・Continuously generate wisdom for business development, and advance efforts to enhance serendipity. ・Planning to relocate to Osaka Umeda area in Nov. 2023.		○	○	○	SG&A Exp. ratio: insignificant (Facility rent to be incurred full from 2024)

Distribution-related Cost Plan

- **Distribution-related Cost sales ratio 2023 Plan: 7.6%**
  - 0.7pt. higher than Distribution-related Cost (Normal) sales ratio 2022 Result.
    - Facility rent expense ratio increases : +0.5pt. (Rent for Inagawa DC Phase 1 is incurred for full year, and Inagawa DC Phase 2 is to be launched, etc.).
    - Depreciation expense ratio increases : +0.2pt. (Operation of Inagawa DC Phase 1 extents full year, and Inagawa DC Phase 2 is to be launched, etc.).
    - Other expense ratio increases : +0.2pt. (Increase in preparation costs for launch of Inagawa DC Phase 2, etc.).
    - Labor and outsourcing expense ratio decreases : △0.2pt. (Outsourced task decreases due to closure of Amagasaki DC).

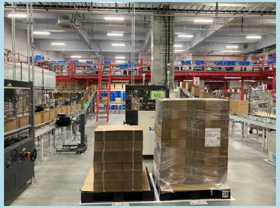
- **Distribution-related Cost sales ratio 2023 First Half and Second Half: 7.9% & 7.4%**
  - Cost ratio improves in Second Half (vs. First Half: △0.5%)
    - Labor and outsourcing expense ratio improves : △0.3pt.(Productivity improvement for Ingawa DC, etc.).
    - Facility rent expense ratio improves : △0.2pt. (Amagasaki DC rent lasts in First Half, and controlling external warehouse rent costs through improvement of storage efficiency at Inagawa DC in Second Half,etc.).
    - Other expense ratio improves : △0.2pt.(Decrease in preparation cost for Inagawa DC Phase 2, etc.).
    - Depreciation expense ratio increases : +0.1pt.(Inagawa DC Phase 2 is to be launched, etc.).

	2021		2022												2023					
	Year Result		First Half Result				Second Half Result				Year Result				First Half Plan		Second Half Plan		Year Plan	
			Normal cost		Total (*)		Normal cost		Total (*)		Normal cost		Total (*)							
	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	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio
Sales (Non-consol.)	182,472		105,653		105,653		110,985		110,985		216,638		216,638		123,309		130,064		253,373	
Depreciation	1,459	0.8%	1,011	1.0%	1,044	1.0%	1,262	1.1%	1,295	1.2%	2,274	1.0%	2,340	1.1%	1,455	1.2%	1,699	1.3%	3,154	1.2%
Labor & Outsourcing	6,486	3.6%	3,736	3.5%	3,827	3.6%	4,031	3.6%	4,330	3.9%	7,768	3.6%	8,157	3.8%	4,375	3.5%	4,176	3.2%	8,551	3.4%
Facility Rent	1,652	0.9%	752	0.7%	1,323	1.3%	1,473	1.3%	1,923	1.7%	2,225	1.0%	3,247	1.5%	1,955	1.6%	1,837	1.4%	3,793	1.5%
Others	2,193	1.2%	1,337	1.3%	1,530	1.4%	1,419	1.3%	1,560	1.4%	2,757	1.3%	3,090	1.4%	1,936	1.6%	1,880	1.4%	3,817	1.5%
Total	11,792	6.5%	6,838	6.5%	7,726	7.3%	8,188	7.4%	9,109	8.2%	15,026	6.9%	16,836	7.8%	9,722	7.9%	9,593	7.4%	19,316	7.6%

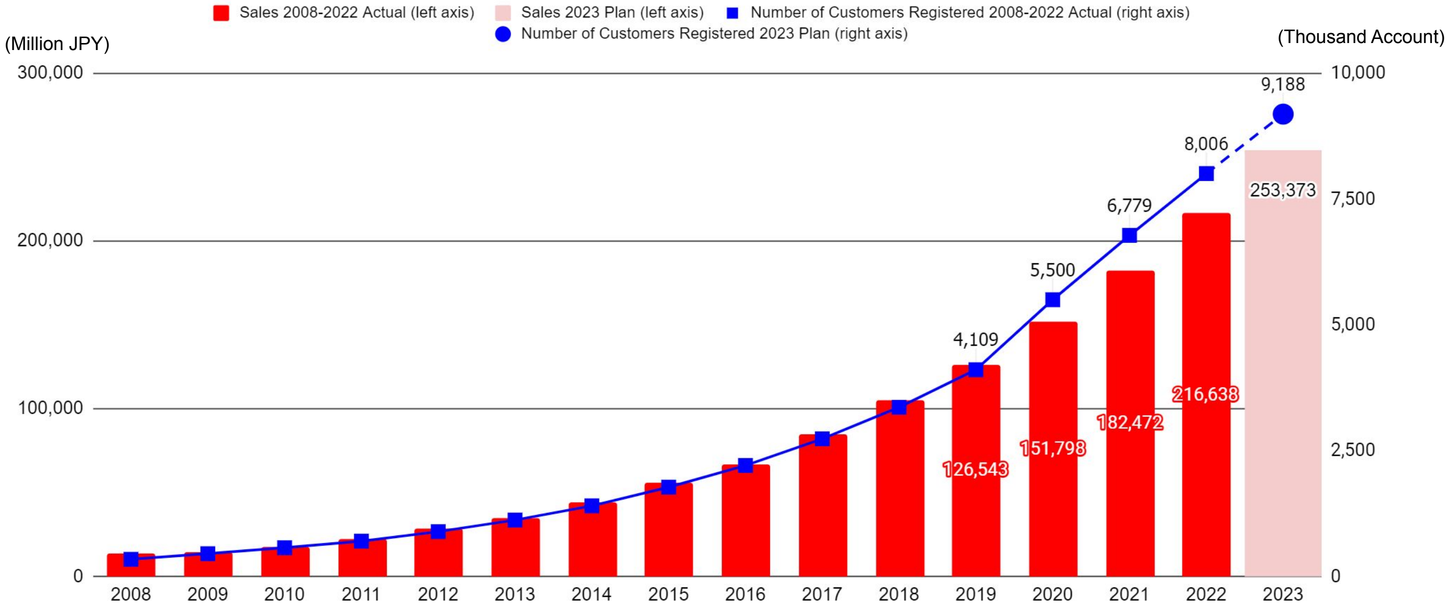
* Note: "Total" for First Half Result, Second Half Result, and Year Result of 2022 is sum of Normal cost and One-time cost.

Distribution Center Situation Updates

■ New Distribution Base Expansion Update

Name		Inagawa DC		Tokyo Area New DC
Address		Inagawa-cho, Kawabe-gun, Hyogo Prefecture		Ibaraki Prefecture
Floor Size		Total about 194,000 ㎡		Under planning
Inventory Capa.		Total 600K SKU		About 500K SKU (Under planning)
Start Operation		Phase1 Launched Apr. 2022	Phase2 Plan 2023Q2	Planned in 2026
Shipping Capacity		About 90K lines/day	About 90K lines/day added (180K lines in total/day)	About 200k ～ 300K lines / day (Under planning)
Invest / Rent	Land	―――――		Total about 40 bil. JPY ・Construction of DC will be completed in 2026Q1.
	Constr.	Add construction about 1.9 bil. JPY, restoration about 1.4 bil. JPY（under examining）		
	Rent	Phase1 4.5 floor･hazardous warehouse：about 22.5 bil. JPY（2021～2031 including common service expense ）		
		―――――	Phase2 1 floor added about 5.3 bil. JPY（2022-2031 including common service exp.）	
	Facility	About 7.9 bil. JPY(under examining)	―――――	
		―――――	About 7.6 bil. JPY（under examining）	
Remark		2022: Started to lease 4.5 to 5.0 floors and hazardous material warehouse. 2023: One floor added for total 5.5 to 6.0 floors to be leased.		－
Picture				－

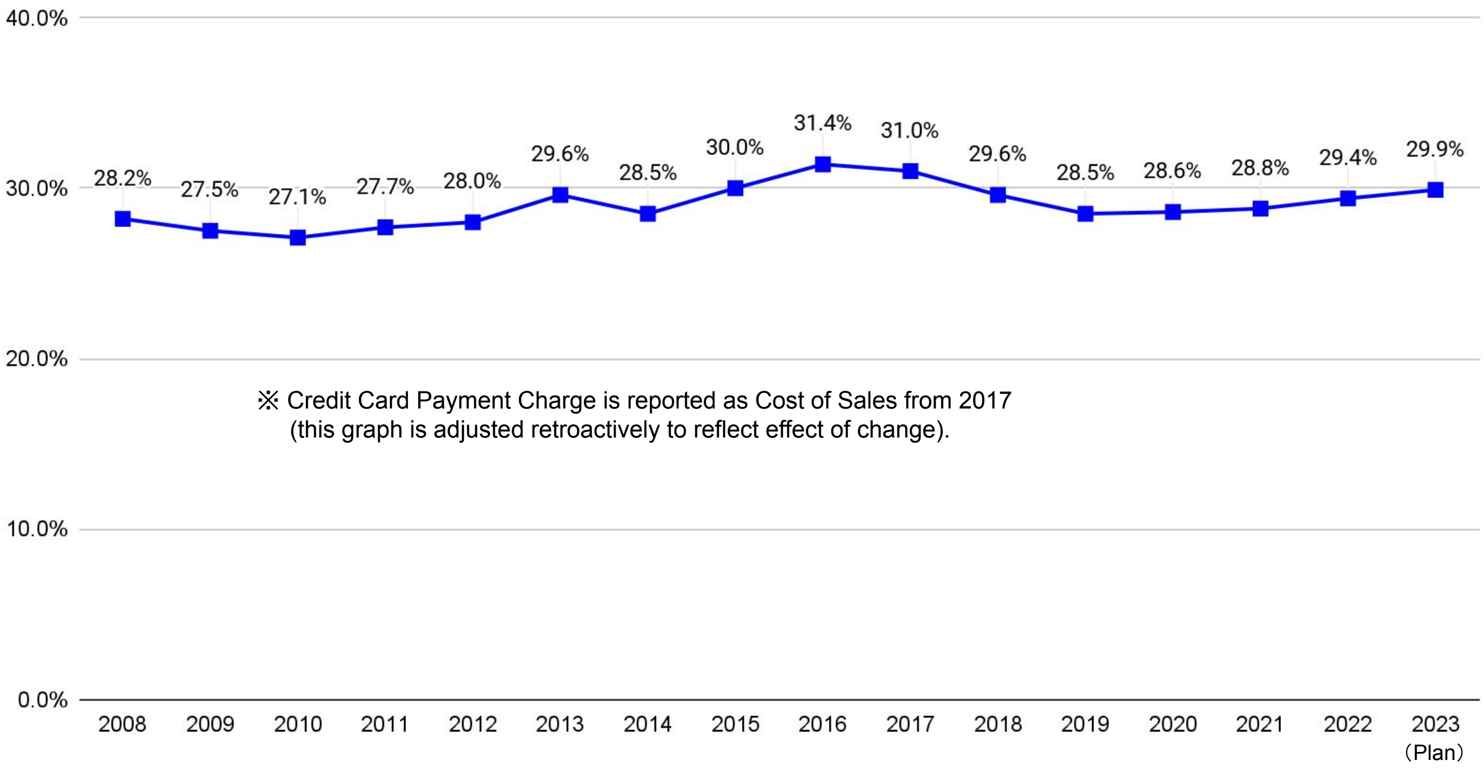
Non-consol. Progress - Sales & Customer



	Dec. 2021		Dec. 2022		Dec. 2023 (Plan)	
Number of Registered Customers	6,779,319	+1,278,545	8,006,494	+1,227,175	9,188,494	+1,182,000

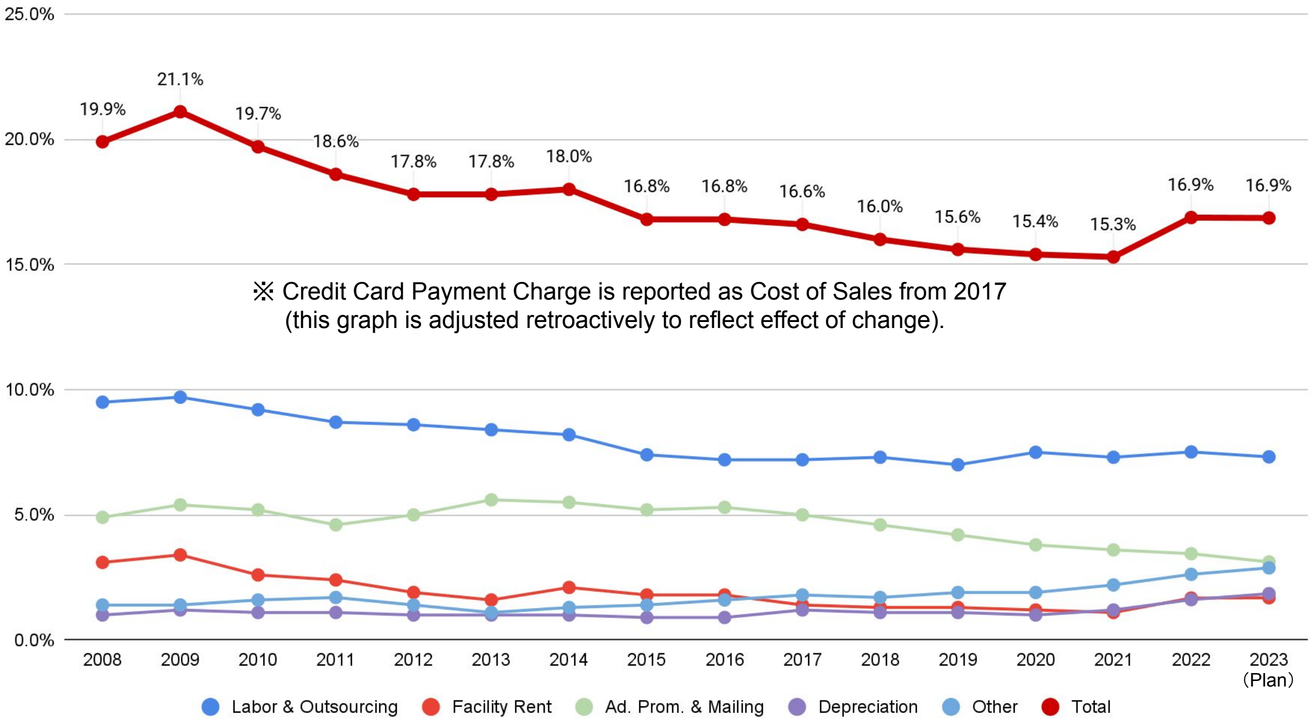
※ After pandemic of COVID19, customer registration by general consumers increased rapidly, but it is expected to decrease YoY in 2023, so number of new customer acquisition is expected to decrease YoY. For corporate customers, there is slight increase plan in YoY basis.

Non-consol. Progress - Gross Profit Ratio



※ Credit Card Payment Charge is reported as Cost of Sales from 2017
(this graph is adjusted retroactively to reflect effect of change).

Non-consol. Progress - SG&A Expense Ratio



Expense Breakdown		
	2022 Result	2023 Plan
Labor	4.4%	4.6%
Outsourcing	3.1%	2.7%
Facility Rent	1.7%	1.7%
Ad & Promotion	3.0%	2.9%
Mailing	0.5%	0.2%
Depreciation	1.6%	1.9%
Others	2.6%	2.9%
Total	16.9%	16.9%

Consolidated PL Plan 1/2

	2022 Result		2023 Plan		
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	YonY
Sales	225,970		265,195		17.4%
Gross Profit	65,437	29.0%	78,288	29.5%	19.6%
SG&A Exp.	39,224	17.4%	46,258	17.4%	17.9%
Operating Income	26,213	11.6%	32,030	12.1%	22.2%
Current Income	26,398	11.7%	31,986	12.1%	21.2%
Net Income	18,194	8.1%	22,347	8.4%	22.8%
(Tax Rate)	(28.8%)		(30.1%)		
Net Income attributable to owners of the parent	18,658	8.3%	22,789	8.6%	22.1%

	2023 Jan.- Jun. Plan			2023 Jul.- Dec. Plan		
	Amount (mil.JPY)	Sales Ratio	YonY	Amount (mil.JPY)	Sales Ratio	YonY
Sales	128,696		17.1%	136,499		17.6%
Gross Profit	37,759	29.3%	19.8%	40,529	29.7%	19.5%
SG&A Exp.	22,859	17.8%	24.4%	23,398	17.1%	12.2%
Operating Income	14,899	11.6%	13.4%	17,131	12.6%	31.0%
Current Income	14,878	11.6%	11.7%	17,108	12.5%	30.8%
Net Income	10,167	7.9%	11.4%	12,180	8.9%	34.3%
(Tax Rate)	(31.7%)			(28.8%)		
Net Income attributable to owners of the parent	10,400	8.1%	11.6%	12,389	9.1%	32.6%

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%

Consolidated PL Plan 2/2

NAVIMRO (South Korea)

- Plan to start operating new warehouse using automated conveyor robots in 2Q 2023. Decrease in operating income due to SG&A cost increase.
- As of 2022, 5 million items and 70,000 stock items. In 2023, work to increase number of stock items.
- Aim to increase sales from large corporate customers by using in-house developed procurement management system.

	2022 Result			2023 Plan		
	Amount (mil.JPY)	YonY	YonY (Local Currency)	Amount (mil.JPY)	YonY	YonY (Local Currency)
Sales	8,030	+21.0%	+14.1%	9,530	+18.7%	+18.7%
Op.Income	190	+17.9%	+11.2%	70	△63.1%	△63.1%
Net Income x Share（*1）	190	+22.5%	+15.6%	50	△73.4%	△73.4%

MONOTARO INDONESIA (Indonesia)

- Advance sharing of inventory information with suppliers.
- Currently sales focus on customers in Jakarta, but improve supply chain and strengthen sales in other regions.
- Aim to achieve break even in 2025.

	2022 Result			2023 Plan		
	Amount (mil.JPY)	YonY	YonY (Local Currency)	Amount (mil.JPY)	YonY	YonY (Local Currency)
Sales	730	+84.5%	+59.6%	1,150	+57.9%	+57.9%
Op.Income	△250	―	―	△170	―	―
Net Income x Share (*1)	△130	―	―	△80	―	―

IB MONOTARO (India)

- Expand products line up and improve supply chain.
- Proceed with collaboration with IndiaMart.

	2022 Result			2023 Plan		
	Amount (mil.JPY)	YonY	YonY (Local Currency)	Amount (mil.JPY)	YonY	YonY (Local Currency)
(*2) Gross Merchandise Value	1,040	+116.1%	+92.9%	1,640	+57.6%	+57.6%
(*2) Sales	690	+120.2%	+96.6%	1,130	+63.4%	+63.4%
Op.Income	△730	―	―	△750	―	―
Net Income x Share (*1)	△360	―	―	△370	―	―

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

Sustainability

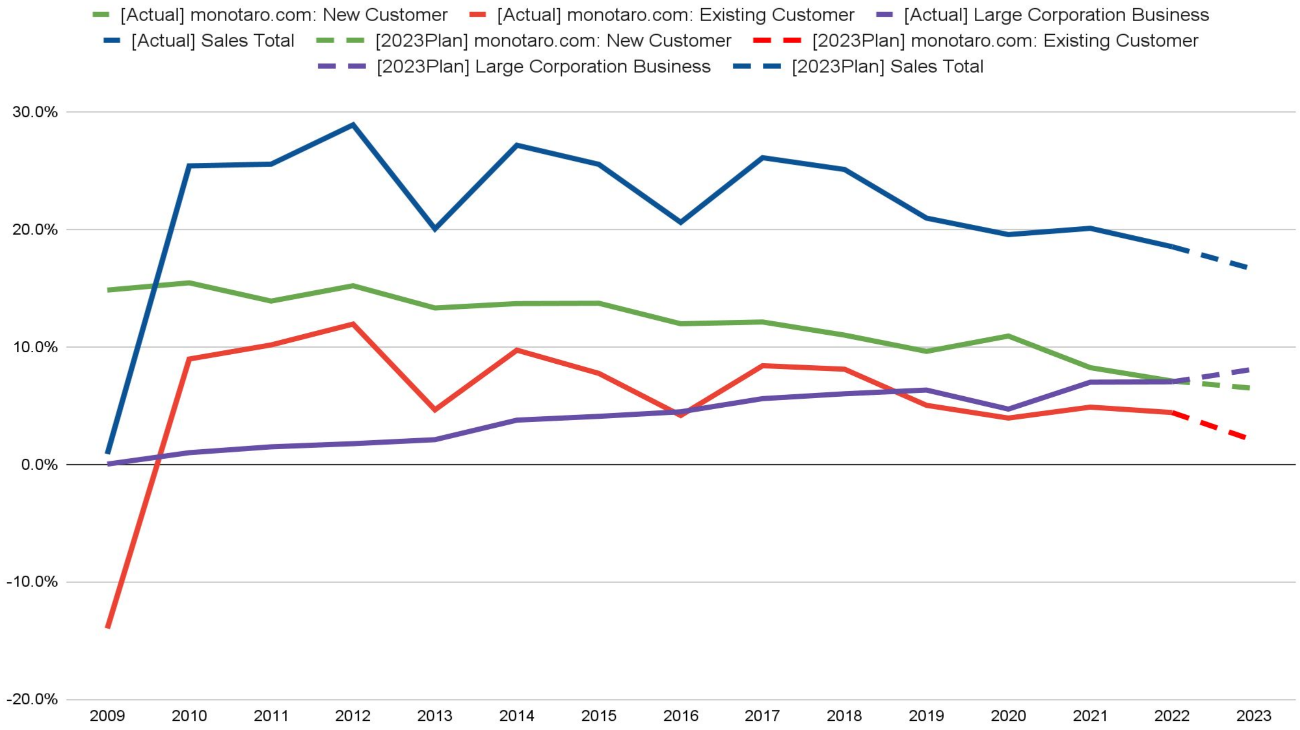
Status of Actions

			Actions in 2022	Planned Actions
Prioritized Action Areas	Environment	Reduction of CO2 emissions as measure against climate change	・CO2 emissions survey (Completed calculation of 2020 & 2021 emissions, and calculation of 2021 certified by third-party). ・Introduction of Renewable Energy (Kasama DC, Ibaraki Central SC)	・Third-party verification of CO2 emissions in 2021 and 2022 (completed on Jan. 20, 2023 for 2021). ・Development of business scenarios for addressing climate change. ・Development and implementation of plan to reduce CO2 emissions. ・Setting targets for reduction.
		Proposal and development of environment-conscious products	・Defined products that have received six environmental certifications such as "Green Purchasing" and "Eco Mark" as environment-conscious products. ・Started in Oct. 27,2022, by showing special pages, monotaro.com allows customers to filter by attribute of environmentally conscious products. ・Support our customers with efficient and ecological indirect material purchasing.	・Addition of definitions for environment-conscious products. ・Development of PB that take environment into consideration.
		Realization of resource-recycling model through recycling activities and waste reductions	・At Kasama DC, items that became unsellable due to exterior damage will be used as internal consumption items. This is expected to result in reduction of waste products by about 10%.	・Reduction of discarded products through establishment of standards for damage. ・Internal utilization of discarded products.
		Responsible Sourcing and Human Rights	・Prepare policy and guideline for supplier's cooperation to sustainable procurement (sustainability, human rights and environmentally conscious procurement) by reference to public guideline.	・Release of procurement policy guidelines.
	Social	Diversity and Inclusion	・Obtained 3-star Eruboshi certification in February 2022. ・Newly designed hourly paid time off system. ・Newly designed career design leave program that allows for taking time off for attending school, such as university. ・Newly designed family support leave program that allows taking time off for childcare, caregiving, and infertility treatment. ・Newly designed accumulated paid vacation system, which allows use of paid vacation earned after 2 years for childcare, caregiving, and infertility treatment. ・Expansion of eligible employees for short-time work and flex-time work systems, making them available for undergoing infertility treatment and increasing maximum utilization period for caregiving and illness to 10 years.	・Continuing to consider and implement systems that make it easy for diversified employees to work, and providing support for their operation. ・Obtaining and disclosing related public certifications/authentications to raise awareness of our efforts and utilize for employee recruitment.
Continu -ing	Gover -nance	Training on Corporate Ethics	・In Q4, training on anti-bribery, business conduct guidelines, and handling of personal information were conducted. ・As number of employees increases with company growth, stronger emphasis on motivating employees to act based on strong sense of ethics.	・Continuing to raise employee awareness of corporate ethics through implementation and improvement of training programs such as at time of hiring and ongoing training.

Reference

Reference

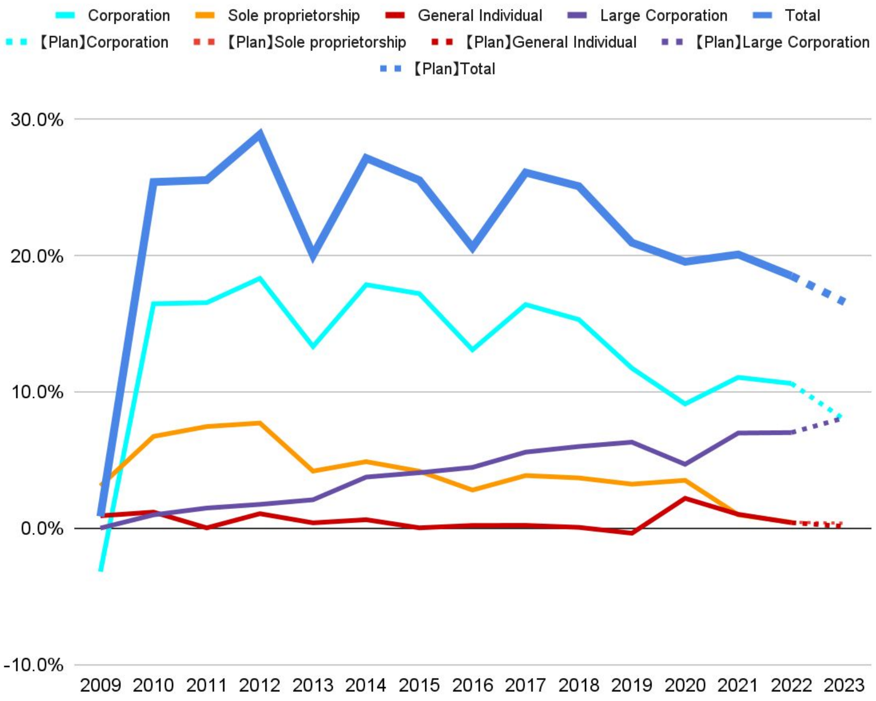
Non-consol. Fiscal Yr. Sales Growth (Service Channel Contribution)



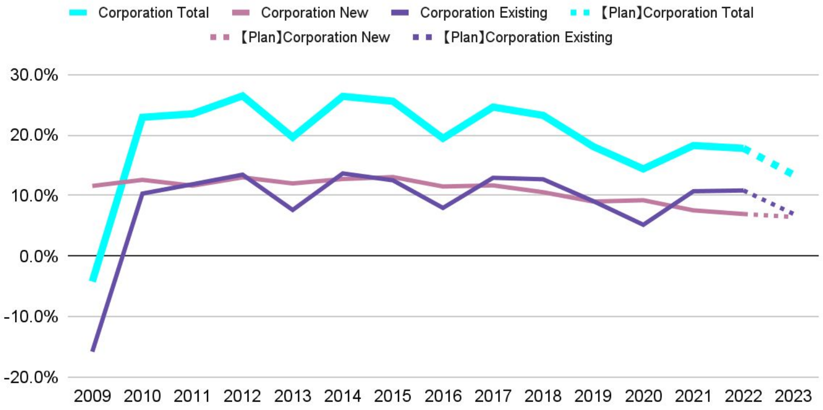
* Note 1: Fiscal year contributions of every channel to total sales growth from previous year is organized and shown based on status as of end of 2022.
* Note 2: “monotaro.com: New Customer” indicates contribution of sales from customers acquired each fiscal year, and “monotaro.com: Existing Customer” indicates contribution of sales from customers acquired before corresponding year.

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

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



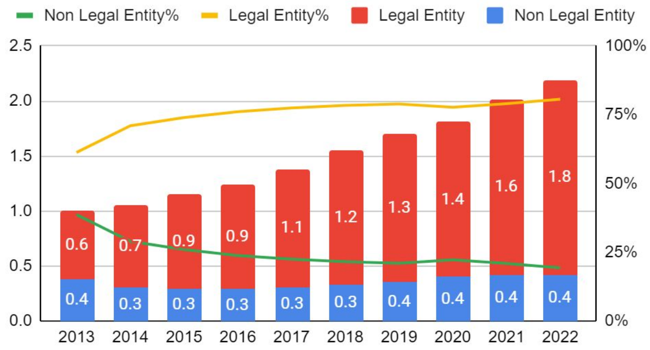
Sales Growth of monotaro.com Corp. Customer
(Contributions of New and Existing Customers)



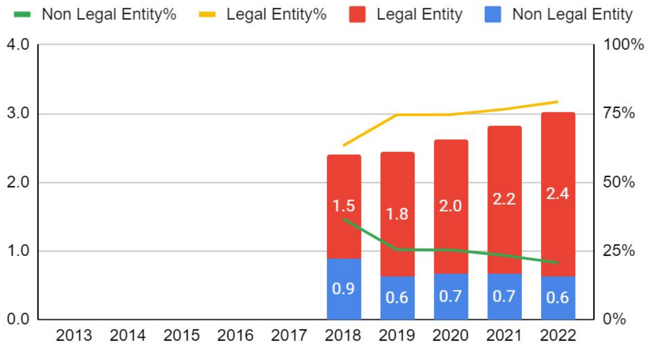
- Growth contribution and growth of corporate customers on monotaro.com
  - Of overall sales growth (18.7% in 2022 and 17.0% in 2023 plan), Total sales growth contribution from corporate customers on monotaro.com is approximately 10% in 2022 and 8% in 2023 plan. Due to increasing growth contribution from high-growth of large corporation business, growth contribution from monotaro.com appears to be relatively decreasing (as shown in left).
  - Sales growth for monotaro.com's corporate customers in 2022 was approximately 18%, and plan for 2023 is approximately 13% (graph above).

Non-consol. Sales Growth & Registered Yr. (after 10, 5, 3 yr.)

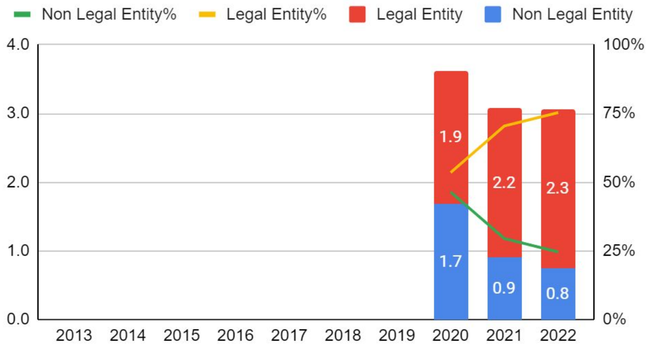
Customers registered in 2013



Customers registered in 2018



Customers registered in 2020

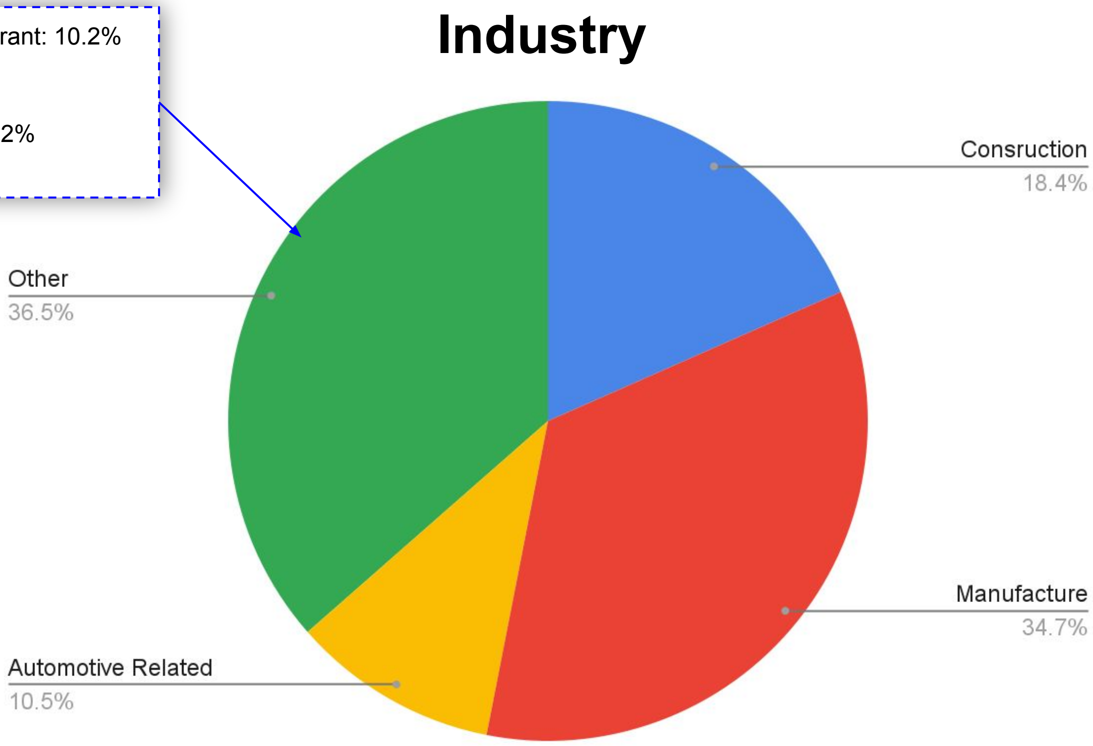


*1: Bar chart (left axis) shows sales growth of customers registered in 2013 (10 years passed), in 2018 (5 years passed) and in 2020 (3 years passed) comparing with sales of customers registered in 2013 by setting 2013 sales as ‘1’. Bar chart consists of legal entity and non legal entity. Line chart (right axis) shows sales ratio of legal entity and non legal entity in each year.

*2: Above history of sales through ‘monotaro.com’ is updated retroactively at the end of 2022 (large corporate sales and sales for customers who switched to procurement system for large corporation business are not included).

Non-consol. Customer Demographics

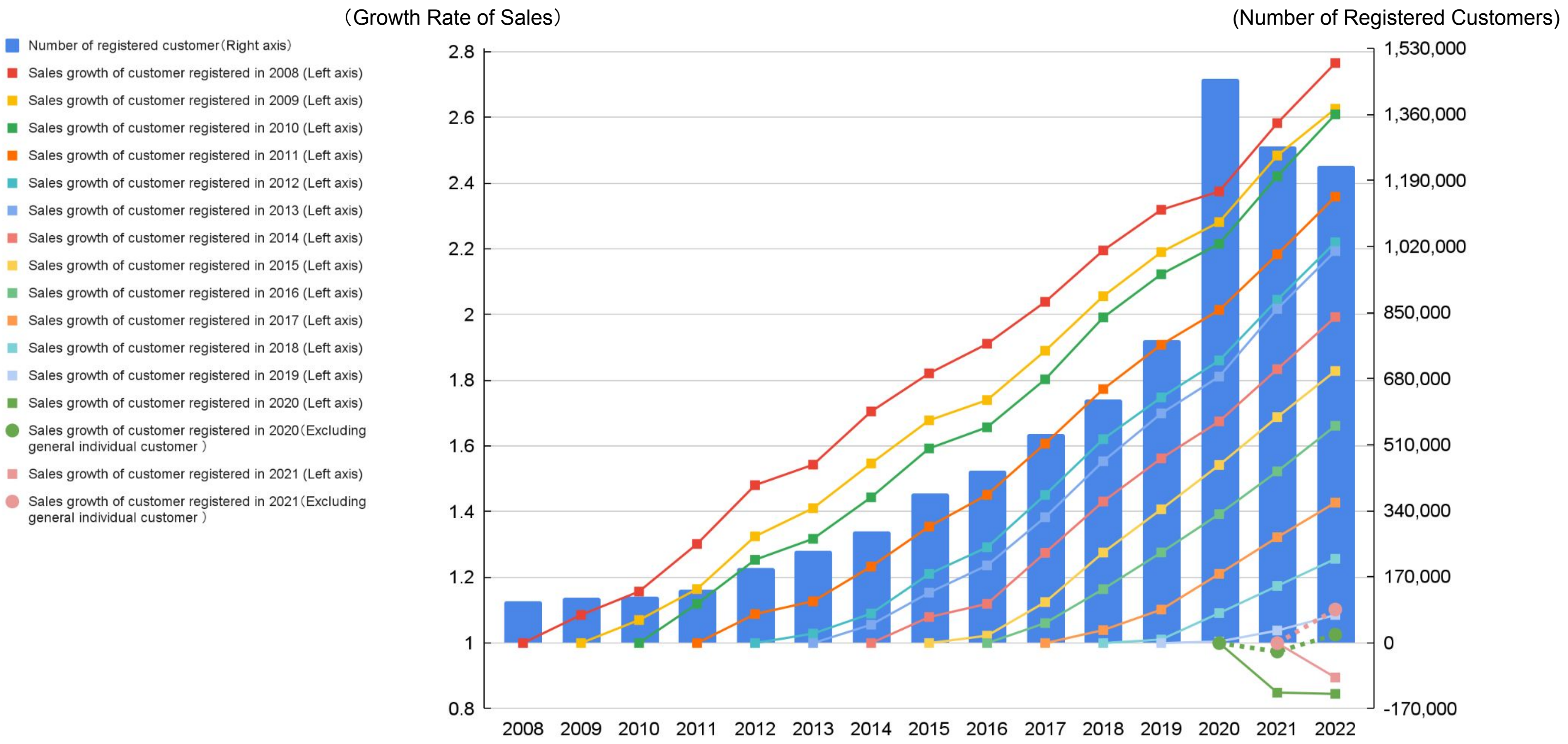
- Wholesale, Retail, Restaurant: 10.2%
- Education：2.3%
- Agriculture：2.2%
- Social security/welfare：1.2%
- Medical：1.2%



Ratio by sales amount in 2022
(Sales of monotaro.com excluding sales Large Corp. Business)

Reference

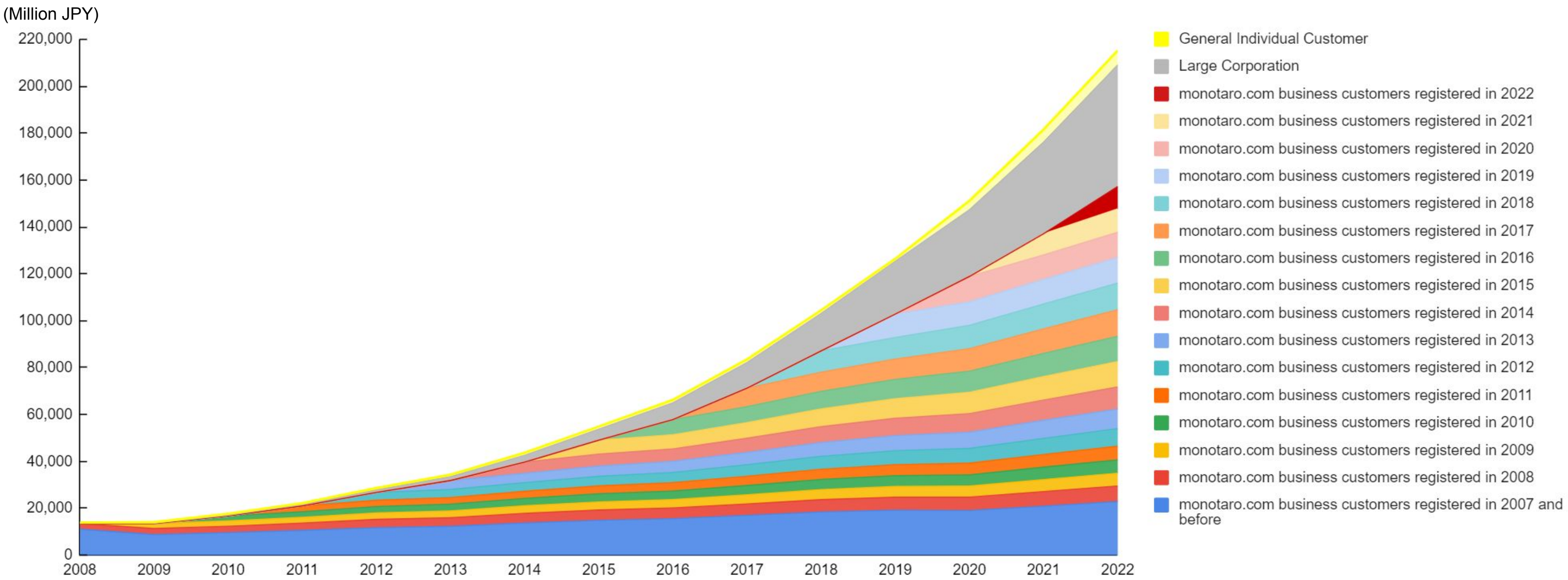
Non-consol. Customer Growth by Year Registered



* 1 : Above number of 'monotaro.com' registered customers and sales growth are updated retroactively at the end of 2022 (large corporate sales and sales for customers who switched to procurement system for large corporation business are not included).
* 2 : Line chart (left axis) shows sales growth ratio of customers registered each year by setting sales in registered year as '1.'

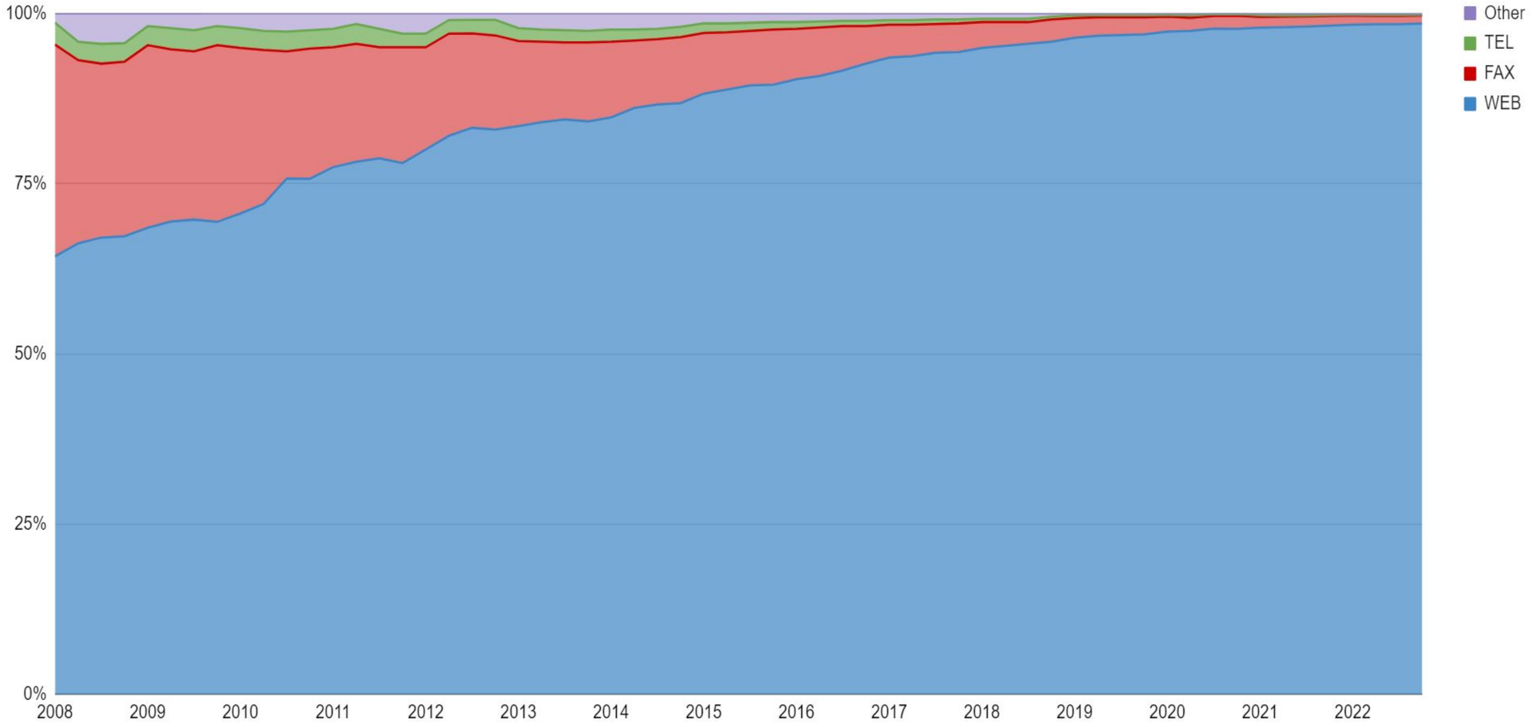
Reference

Non-consol. Sales Trend by Registered Year

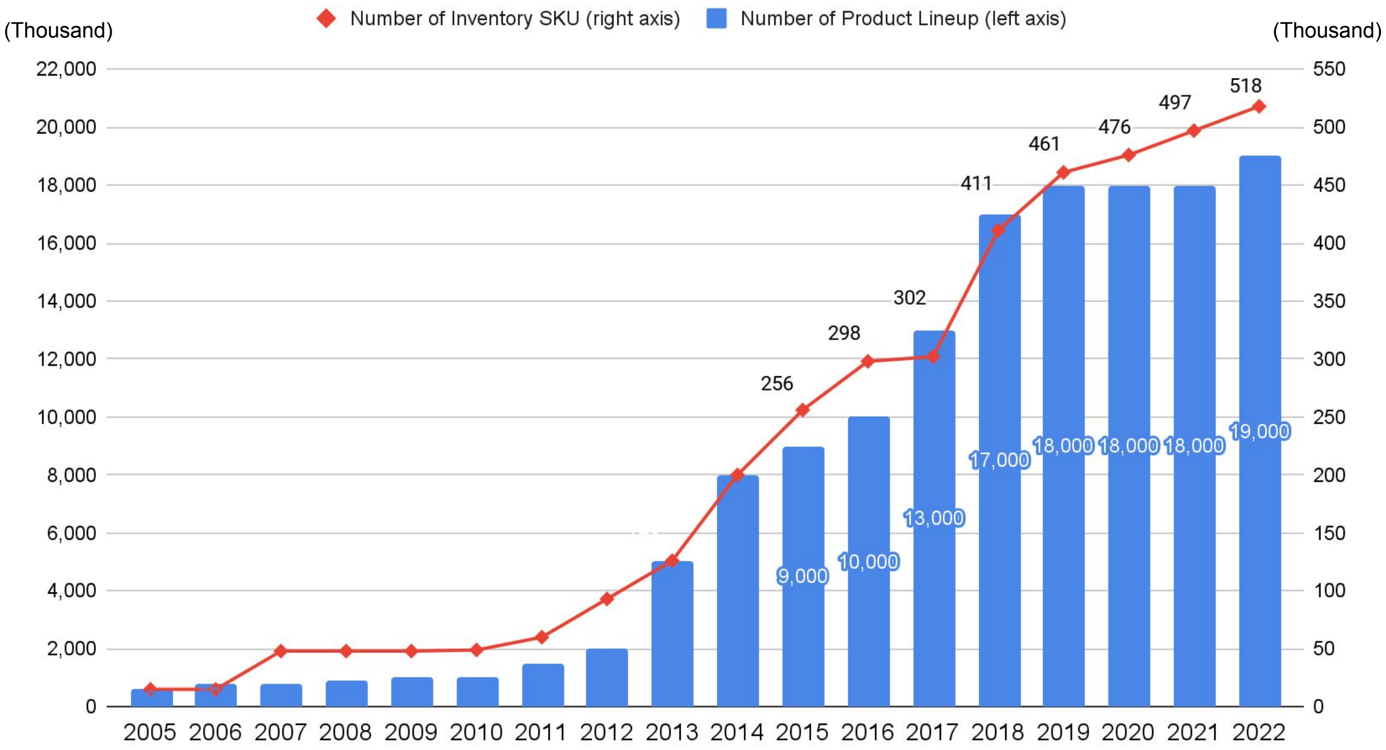


* 1: Sales of 'monotaro.com business customers' are sales of monotaro.com's business customers organized retroactively for each registration year based upon updated customer status at end of 2022.
* 2: Sales of 'Large corporation' is total sales of large corporation customers based upon updated customer status at end of 2022.
* 3: Sales of 'General individual customers' is total sales of monotaro.com's general individual customers and of IHC MonotaRO based upon updated customer status at end of 2022 (IHC MonotaRO was closed and integrated into monotaro.com).

Non-consol. Internet Purchase Order Ratio



Non-consol. Product Lineup & Inventory

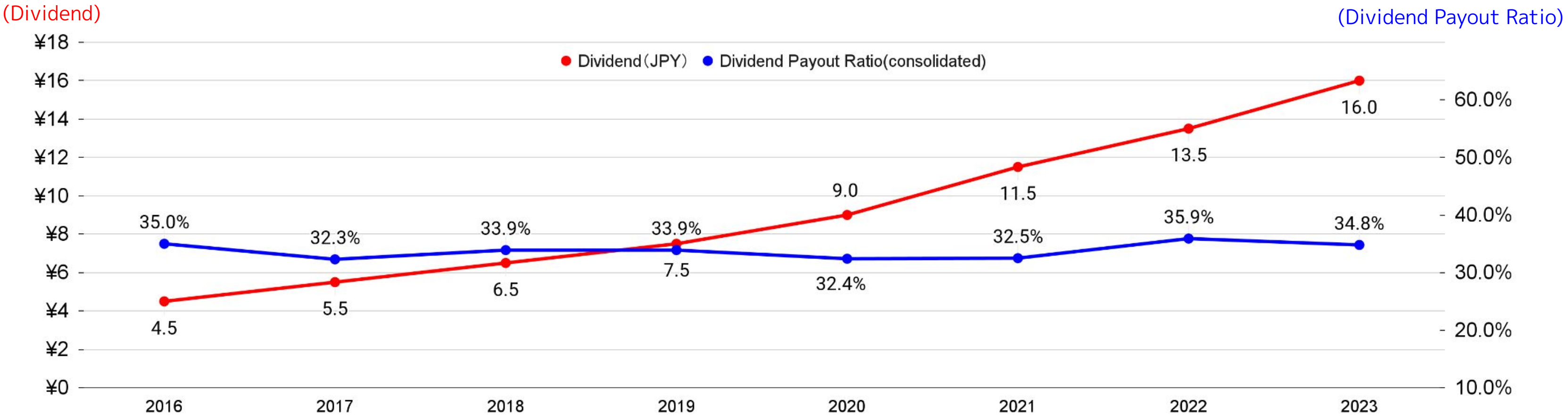


Shareholder Benefit

Dividend & Shareholder Benefit

■ Dividend

- Dividend Policy : Distributing dividend consistent with stable and ongoing growth.
- 2022 Dividend (prospect): 13.50 JPY/share (6.50 JPY/share interim/actual, 7.00 JPY/share fiscal year end/prospect).
- 2023 Dividend (plan): 16.00 JPY/share (8.00 JPY/share interim, 8.00 JPY/share fiscal year end).



■ Shareholders' Benefit

- Shareholders having held one or more unit (100 shares) of MonotaRO share for 6 months or longer on continuous basis as of Dec. 31 are eligible for benefit.
- Eligible shareholders can choose products from MonotaRO's private brand as benefit, and amount of benefit varies in accordance with holding period (as in right chart).

Holding Period	Amount Benefit
6 months or more	3,000 JPY (excl. tax)
3 years or more	5,000 JPY (excl. tax)
5 years or more	7,000 JPY (excl. tax)

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 a wide range of possible reasons. In light of the many risks and uncertainties, you are advised not to put undue reliance on these statements.

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