



# Quarter 2, FY2024

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(Jan. to Jun. 2024)

MonotaRO Co., Ltd  
[www.monotaro.com](http://www.monotaro.com)

- Main business
  - Electronic Commerce of indirect materials for factories, construction work, and automotive related businesses. (number of product lineup about 22.9 mil. SKU including 659 thou. SKU available for same-day shipment and 568 thou. SKU in stock).
- Features of Products for Sale
  - Variety of products, convenience is more important than price for customers.
- Number of employees (consolidated, as of Jun. 30, 2024)

	Regular employee		Part-time and temporary employee		Total	
Head Office, etc. (MonotaRO JPN)	1,180	(661)	446	(398)	1,626	(1,059)
Distribution Center (MonotaRO JPN)	225	(166)	1,617	(1,499)	1,842	(1,665)
Total (MonotaRO JPN)	1,405	(827)	2,063	(1,897)	3,468	(2,724)

- 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.

**2024 Jan. to Jun.**  
**(Non-consol.) Financial Result Overview**

## Financial Result P/L Outline 1/3

	2023FH Result		2024FH Plan		2024FH Result			
	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	YonY	vs Plan
Sales	119,347		133,176		133,531		+11.9%	+0.3%
Enterprise Bus.	31,993	26.8%	41,228	31.0%	41,131	30.8%	+28.6%	△0.2%
Gross Profit	36,174	30.3%	39,841	29.9%	39,706	29.7%	+9.8%	△0.3%
SG&A Exp.	20,250	17.0%	22,113	16.6%	21,200	15.9%	+4.7%	△4.1%
Operating Income	15,923	13.3%	17,727	13.3%	18,505	13.9%	+16.2%	+4.4%
Current Income	16,097	13.5%	17,741	13.3%	18,655	14.0%	+15.9%	+5.2%
Net Income (Tax Rate)	11,205 (30.4%)	9.4%	12,339 (30.4%)	9.3%	12,944 (30.4%)	9.7%	+15.5%	+4.9%

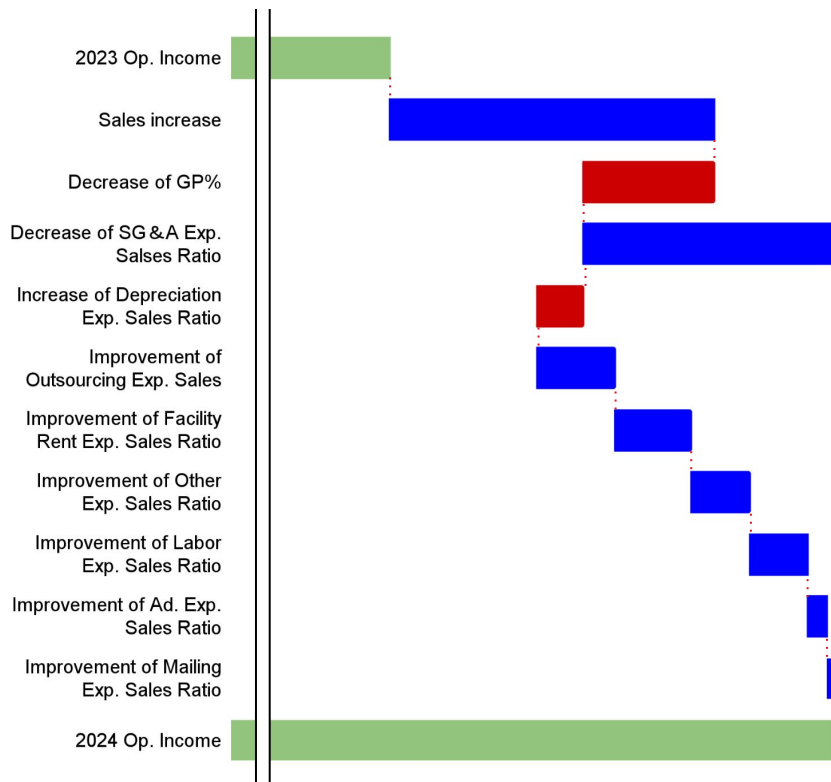
## Financial Result P/L Outline 2/3 vs. Last Year

	2023FH Result (A)		2024FH Result (B)		Difference (B-A)		
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio			
Sales	119,347	—	133,531	—	Amount (mil.JPY)	+14,183	<ul style="list-style-type: none"> <li>monotaro.com: grew due to increases in both number of orders and unit price per order.</li> <li>Enterprise Business: Grew highly YoY (+28.6%) due mainly to increases in number of customers placing orders.</li> <li>Royalty income: decreased YoY.</li> </ul>
					YoY	+11.9%	
					Sales Ratio	-	
Gross Profit	36,174	30.3%	39,706	29.7%	Amount (mil.JPY)	+3,531	<ul style="list-style-type: none"> <li>Product GP% decreased (<math>\Delta</math>0.5pt.: due to change in product mix and decline in profit ratio of imported products resulting from depreciation of JPY).</li> <li>Royalty income: decreased YoY.</li> <li>Other COGS ratio improved (+0.1pt.)</li> </ul>
					YoY	+9.8%	
					Sales Ratio	$\Delta$ 0.6%	
SG&A Exp.	20,250	17.0%	21,200	15.9%	Amount (mil.JPY)	+950	<ul style="list-style-type: none"> <li>Outsourcing Exp. ratio decreased (<math>\Delta</math>0.4pt.: Sales per box increased, increase in productivity, etc.).</li> <li>Facility Rent Exp. ratio decreased (<math>\Delta</math>0.3pt.: due to end of lease contract for Amagasaki DC, sales increase, etc.).</li> <li>Other Exp. ratio decreased (<math>\Delta</math>0.3pt.: Incurred one time cost last year for launching Inagawa DC Phase 2 in Apr. 2023, etc.).</li> <li>Labor Exp. ratio decreased (<math>\Delta</math>0.3pt.: Sales per box increased, increase in productivity etc.).</li> <li>Ad. Exp. ratio decreased (<math>\Delta</math>0.1pt.: decrease in listing ad. expense ratio, etc.).</li> <li>Depreciation Exp. ratio increased (+0.2pt.: Phase 2 of Inagawa DC launched in Apr. 2023, etc.).</li> </ul>
					YoY	+4.7%	
					Sales Ratio	$\Delta$ 1.1%	
Operating Income	15,923	13.3%	18,505	13.9%	Amount (mil.JPY)	+2,581	<ul style="list-style-type: none"> <li>GP ratio decreased (<math>\Delta</math>0.6pt.), but SG&amp;A Exp. ratio decreased (<math>\Delta</math>1.1pt.) and Operating Income ratio improved (+0.6pt.).</li> </ul>
					YoY	+16.2%	
					Sales Ratio	+0.6%	
Net Income (Tax Rate)	11,205 (30.4%)	9.4%	12,944 (30.4%)	9.7%	Amount (mil.JPY)	+1,739	<ul style="list-style-type: none"> <li>Operating Income grew by 16.2% and Net Income amount increased by +15.5%.</li> </ul>
					YoY	+15.5%	
					Sales Ratio	+0.3%	

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

	2024FH Plan (A)		2024FH Result (B)		Difference (B-A)		
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio			
Sales	133,176	—	133,531	—	Amount (mil.JPY)	+354	<ul style="list-style-type: none"> <li>monotaro.com: slightly higher than plan.</li> <li>Enterprise Business: went below plan (<math>\Delta 0.2\%</math>).</li> <li>Royalty income: higher than plan.</li> </ul>
					vs Plan	+0.3%	
					Sales Ratio	-	
Gross Profit	39,841	29.9%	39,706	29.7%	Amount (mil.JPY)	$\Delta 134$	<ul style="list-style-type: none"> <li>Product GP ratio decreased (<math>\Delta 0.3\text{pt.}</math>: due to change in product mix, decrease in sales share of PB products, and depreciation of JPY).</li> <li>Royalty income: increased than planned.</li> </ul>
					vs Plan	$\Delta 0.3\%$	
					Sales Ratio	$\Delta 0.2\%$	
SG&A Exp.	22,113	16.6%	21,200	15.9%	Amount (mil.JPY)	$\Delta 913$	<ul style="list-style-type: none"> <li>Other Exp. ratio decreased (<math>\Delta 0.3\text{pt.}</math>: decreases in system usage fees, etc.).</li> <li>Ad. &amp; Prom. Exp. ratio decreased (<math>\Delta 0.2\text{pt.}</math>: due to decrease in listing ad cost, flyer cost, etc.).</li> <li>Labor Exp. ratio decreased (<math>\Delta 0.1\text{pt.}</math>: due to DC productivity improved, difference in number of employees, etc.).</li> <li>Facility Rent Exp. ratio decreased (<math>\Delta 0.1\text{pt.}</math>: due to estimation variance of external warehouse rent, etc.).</li> <li>Outsourcing Exp. ratio decreased (<math>\Delta 0.1\text{pt.}</math>: due to decrease in temporary system engineer cost, etc.).</li> </ul>
					vs Plan	$\Delta 4.1\%$	
					Sales Ratio	$\Delta 0.7\%$	
Operating Income	17,727	13.3%	18,505	13.9%	Amount (mil.JPY)	+778	<ul style="list-style-type: none"> <li>Despite decrease in gross profit ratio (<math>\Delta 0.2\text{ pt.}</math>), Operating Income increased (+4.4%) due to decrease in SG&amp;A expenses.</li> </ul>
					vs Plan	+4.4%	
					Sales Ratio	+0.6%	
Net Income (Tax Rate)	12,339 (30.4%)	9.3%	12,944 (30.4%)	9.7%	Amount (mil.JPY)	+605	<ul style="list-style-type: none"> <li>Due to increase in Operating Income than plan, Net Income amount increased (+4.9%).</li> </ul>
					vs Plan	+4.9%	
					Sales Ratio	+0.4%	

# Operating Income Change Factors



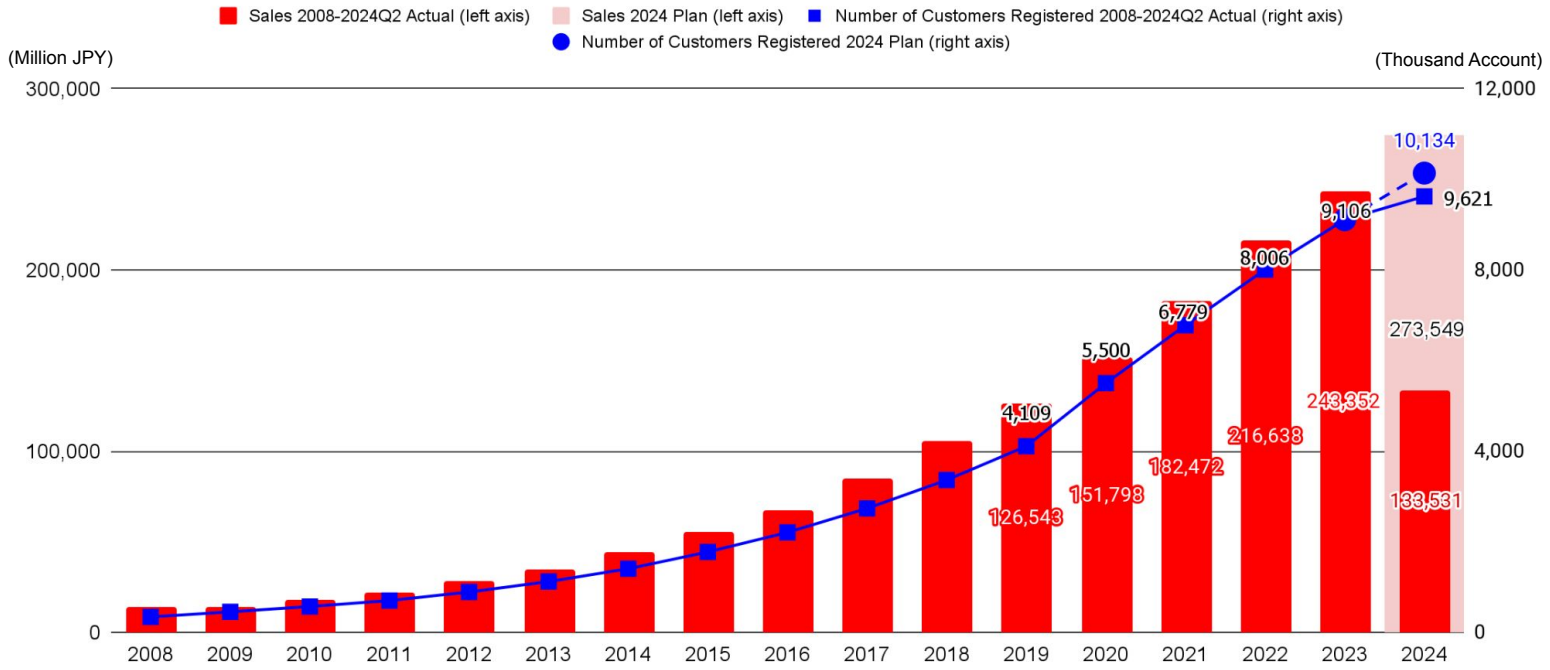
## 2023FH Op. Income: 15,923 mil. JPY

+1,892 mil.JPY	<ul style="list-style-type: none"> <li>monotaro.com : Increase in size and number of orders.</li> <li>Enterprise Business : Maintained high growth due mainly to increase in number of customer.</li> </ul>
△767 mil.JPY	<ul style="list-style-type: none"> <li>Products GP% decreased due mainly to change in product mix.</li> <li>Royalty income decreased.</li> </ul>
+1,456 mil.JPY	<ul style="list-style-type: none"> <li>SG&amp;A Exp. ratio improved from 2023.</li> </ul>
△265 mil.JPY	<ul style="list-style-type: none"> <li>Launch of Inagawa DC Phase 2 in April 2023, etc.</li> </ul>
+453 mil.JPY	<ul style="list-style-type: none"> <li>Sales per box increased, increase in productivity etc.</li> </ul>
+442 mil.JPY	<ul style="list-style-type: none"> <li>End of lease contract for Amagasaki DC, decrease in sales ratio due to sales increase, etc.</li> </ul>
+343 mil.JPY	<ul style="list-style-type: none"> <li>Incurred one time cost last year for launching Inagawa DC Phase 2 in Apr. 2023, etc.</li> </ul>
+339 mil.JPY	<ul style="list-style-type: none"> <li>Sales per box increased, increase in productivity etc.</li> </ul>
+108 mil.JPY	<ul style="list-style-type: none"> <li>Decrease in listing ad. cost ratio, etc.</li> </ul>
+37 mil.JPY	<ul style="list-style-type: none"> <li>Decrease in paper sent, etc.</li> </ul>

## 2024FH Op. Income: 18,505 mil. JPY (YoY: +2,581 mil.JPY, +16.2%)

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

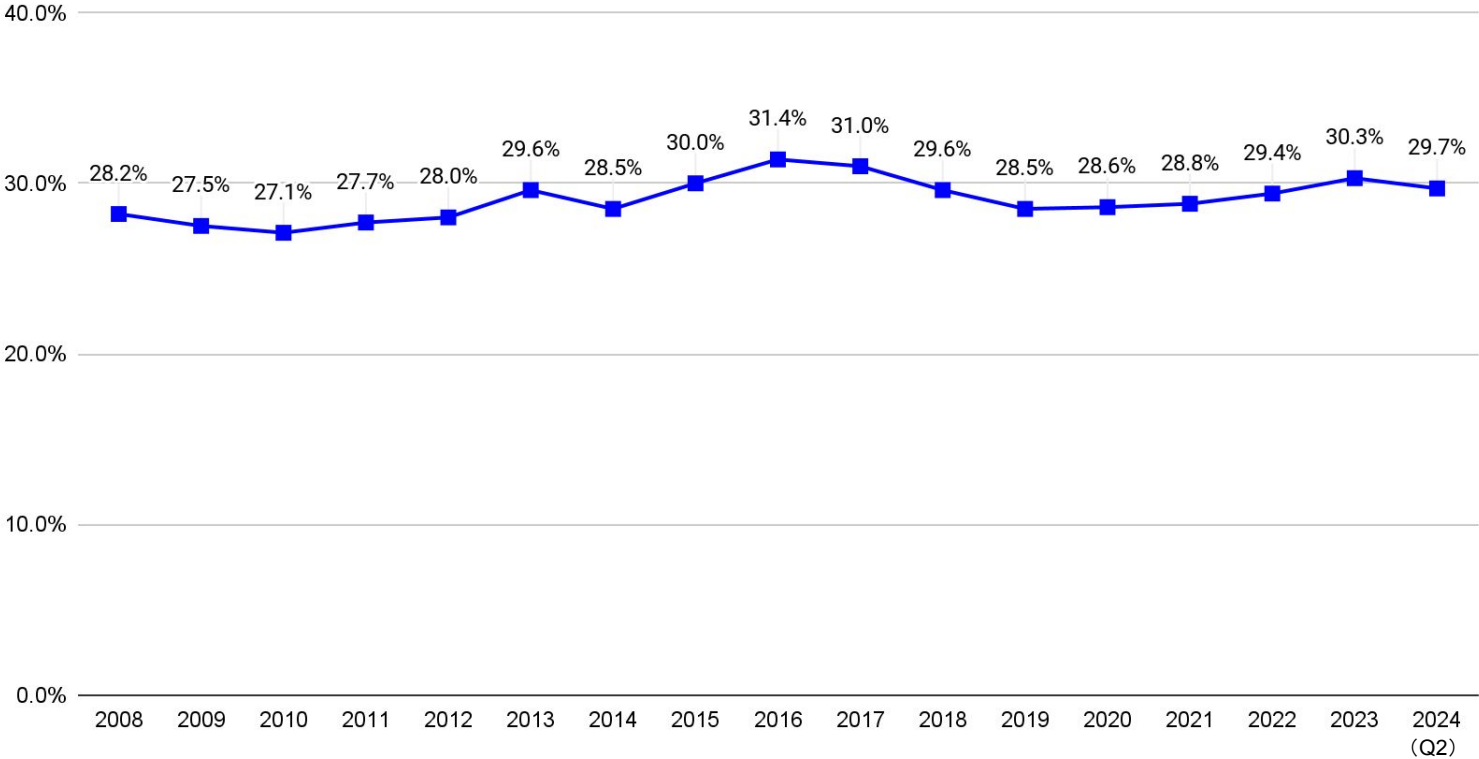
# Non-consol. Progress - Sales & Customer



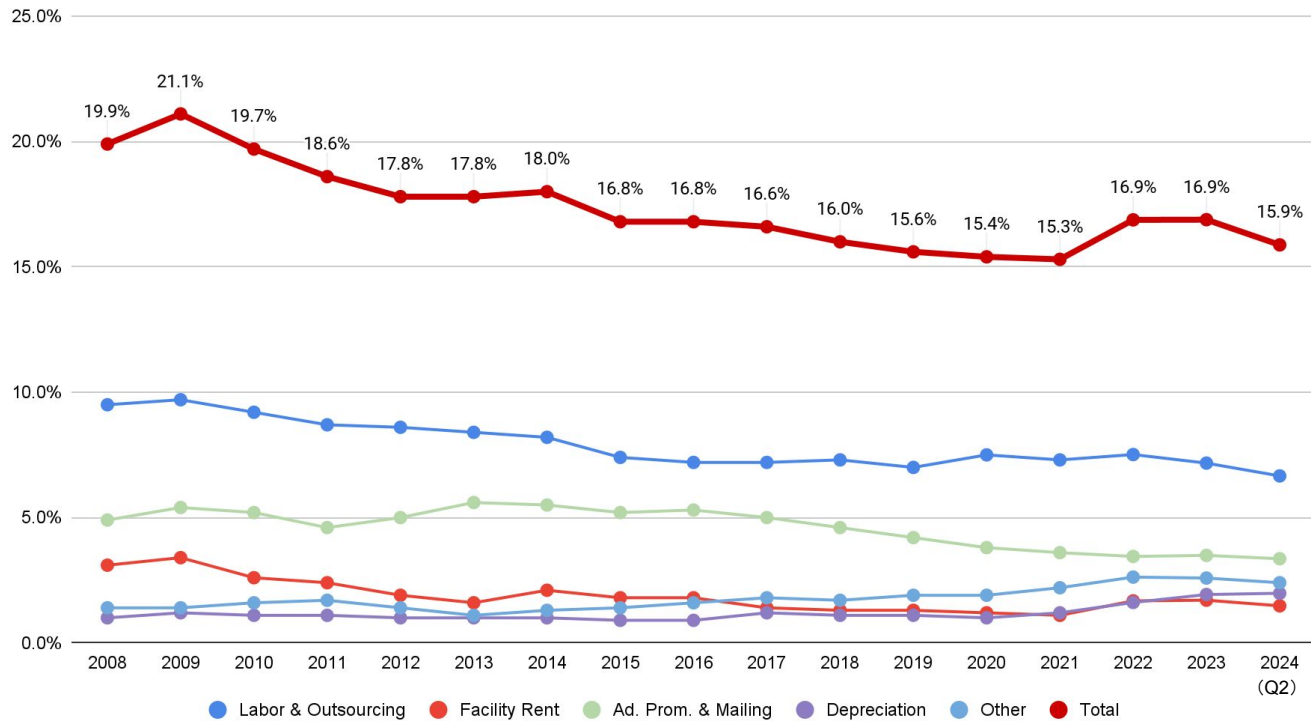
	Dec. 2023		Jun. 2024		Dec. 2024 (Plan)	
Number of Registered Customers	9,106,521	+1,100,027	9,621,608	+515,087	10,134,252	+1,027,731
		(vs. Dec.2022)		(vs. Dec.2023)		(vs. Dec.2023)



# Non-consol. Progress - Gross Profit Ratio



# Non-consol. Progress - SG&A Expense Ratio



Expense Breakdown		
	2023FH Result	2024FH Result
Labor	4.6%	4.3%
Outsourcing	2.7%	2.3%
Facility Rent	1.8%	1.5%
Ad & Promotion	3.3%	3.2%
Mailing	0.2%	0.1%
Depreciation	1.8%	2.0%
Others	2.7%	2.4%
<b>Total</b>	<b>17.0%</b>	<b>15.9%</b>

## Distribution-related Cost

- Distribution-related Cost sales ratio 2024FH: 6.8%
  - 0.9pt. lower than 2023FH Result.
    - Labor and outsourcing expense ratio decreased:  $\Delta 0.5$ pt. (increase in sales per box resulted in decrease in number of box handled per sale, productivity improved, etc.).
    - Facility rent expense ratio decreased:  $\Delta 0.3$ pt. (lease contract for Amagasaki DC ended, sales increased, etc.).
    - Other expense ratio decreased:  $\Delta 0.2$ pt. (incurred preparation cost for launching Inagawa DC phase 2 in Apr. 2023, etc.).
    - Depreciation expense ratio increased:  $+0.1$ pt. (Inagawa DC Phase 2 launched in Apr. 2023, etc.).
  - 0.2pt. lower than Plan.
    - Other expense ratio decreased:  $\Delta 0.1$ pt. (decrease in equipment costs at DC, etc.).
    - Facility rent expense ratio decreased:  $\Delta 0.1$ pt. (estimation variance of external warehouse rent, etc.).
    - Labor & Outsourcing ratio decreased:  $\Delta 0.1$ pt. (almost as planned)

	2023FH Result		2024FH Plan		2024FH Result			
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	YoY	vs Plan
Sales (Non-consol.)	119,347		133,176		133,531		+11.9%	+0.3%
Depreciation	1,427	1.2%	1,761	1.3%	1,738	1.3%	+21.8%	$\Delta 1.3$ %
Labor & Outsourcing	4,092	3.4%	3,952	3.0%	3,924	2.9%	$\Delta 4.1$ %	$\Delta 0.7$ %
Facility Rent	1,917	1.6%	1,842	1.4%	1,732	1.3%	$\Delta 9.7$ %	$\Delta 6.0$ %
Others	1,726	1.4%	1,734	1.3%	1,648	1.2%	$\Delta 4.5$ %	$\Delta 4.9$ %
Total	9,163	7.7%	9,290	7.0%	9,044	6.8%	$\Delta 1.3$ %	$\Delta 2.6$ %

## Financial Result B/S Outline

	Jun. 2023	Dec. 2023	Jun. 2024	
	mil. JPY	mil. JPY	mil. JPY	Ratio
<b>Assets</b>				
Cash	10,995	17,995	21,444	16.0%
Accounts Receivable	28,015	28,802	31,187	23.2%
Inventory	19,561	17,513	18,601	13.8%
Other	7,485	8,089	8,619	6.4%
<b>Total Current Assets</b>	<b>66,059</b>	<b>72,400</b>	<b>79,854</b>	<b>59.4%</b>
Tangible Fixed Asset	35,667	38,335	37,456	27.9%
Intangible Fixed Assets	6,536	6,263	6,266	4.7%
Other	11,305	10,332	10,786	8.0%
<b>Total Fixed Assets</b>	<b>53,510</b>	<b>54,931</b>	<b>54,509</b>	<b>40.6%</b>
<b>Total Assets</b>	<b>119,569</b>	<b>127,332</b>	<b>134,363</b>	

	Jun. 2023	Dec. 2023	Jun. 2024	
	mil. JPY	mil. JPY	mil. JPY	Ratio
<b>Liabilities</b>				
Accounts Payable	17,236	16,304	17,902	13.3%
Short-term Debt, etc.	4,500	4,500	2,250	1.7%
Others	11,217	14,267	12,918	9.6%
<b>Total Current Liabilities</b>	<b>32,953</b>	<b>35,072</b>	<b>33,071</b>	<b>24.6%</b>
<b>Total Long term Liabilities</b>	<b>5,253</b>	<b>4,006</b>	<b>4,069</b>	<b>3.0%</b>
<b>Total Liabilities</b>	<b>38,207</b>	<b>39,079</b>	<b>37,141</b>	<b>27.6%</b>
<b>Net Assets</b>				
Shareholder's Equity	81,334	88,225	97,194	72.3%
Others	28	28	28	0.0%
<b>Total Net Assets</b>	<b>81,362</b>	<b>88,253</b>	<b>97,222</b>	<b>72.4%</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>119,569</b>	<b>127,332</b>	<b>134,363</b>	

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

**2024 Jan. to Jun.**  
**(Consol.) Financial Result Overview**

## Financial Result P/L Outline 1/3

	2023FH Result		2024FH Plan		2024FH Result			
	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	YoY	vs Plan
Sales	124,400		139,015		139,397		+12.1%	+0.3%
Gross Profit	37,198	29.9%	41,057	29.5%	40,788	29.3%	+9.7%	△0.7%
SG&A Exp.	21,820	17.5%	24,034	17.3%	23,059	16.5%	+5.7%	△4.1%
Operating Income	15,377	12.4%	17,022	12.2%	17,729	12.7%	+15.3%	+4.2%
Current Income	15,529	12.5%	17,024	12.2%	17,872	12.8%	+15.1%	+5.0%
Net Income (Tax Rate)	10,621 (31.6%)	8.5%	11,622 (31.7%)	8.4%	12,161 (31.7%)	8.7%	+14.5%	+4.6%
Net Income attributable to owners of the parent	10,878	8.7%	11,923	8.6%	12,495	9.0%	+14.9%	+4.8%

### ■ NAVIMRO (South Korea)

- Accelerated large corporation business, which has much room for growth.
- Improving repeat rate of order by expanding products for customers in manufacturing industry.

	2023FH Result			2024FH Plan			2024FH 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	4,280	+17.5%	+12.4%	4,900	+14.5%	+10.9%	4,880	+14.1%	Δ0.4%	+5.5%	Δ4.9%
Op.Income	0	Δ90.2%	Δ90.6%	Δ70	—	—	Δ70	—	—	—	—
Net Income x Share <sup>(**)</sup>	Δ0	—	—	Δ80	—	—	Δ80	—	—	—	—

### ■ MONOTARO INDONESIA (Indonesia)

- Sales growth was higher than plan due to increase in number of existing customers who regularly purchase indirect materials.
- Expanding number of products handled and promoting linkage of inventory information with suppliers in order to realize one-stop shopping

	2023FH Result			2024FH Plan			2024FH 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	420	+47.8%	+41.2%	520	+23.3%	+19.3%	590	+38.4%	+12.3%	+29.8%	+8.8%
Op.Income	Δ140	—	—	Δ180	—	—	Δ150	—	—	—	—
Net Income x Share <sup>(**)</sup>	Δ80	—	—	Δ90	—	—	Δ80	—	—	—	—

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

\*2: Sales and profit/loss less than 10 million JPY are rounded down as shown in explanation material in Japanese language.

■ IB MonotaRO (India)

- Sales are slightly above Plan. Focused on consumables sales contributed to improvement in repeat rate, but average order unit price declined.
- Continuing to aim to acquire corporate customers with high Lifetime Value.

	2023FH Result			2024FH Plan			2024FH 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(*3)	660	+37.2%	+24.9%	620	Δ5.2%	Δ1.3%	650	Δ1.8%	+3.6%	Δ5.0%	Δ3.7%
Sales(*3)	430	+33.2%	+21.3%	400	Δ8.0%	Δ4.2%	440	+2.1%	+11.0%	Δ1.2%	+3.1%
Op.Income	Δ380	—	—	Δ440	—	—	Δ530	—	—	—	—
Net Income x Share(*1)	Δ200	—	—	Δ230	—	—	Δ280	—	—	—	—

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

\*2: Sales and profit/loss less than 10 million JPY are rounded down as shown in explanation material in Japanese language.

\*3: Only commission portion of sales by sellers in marketplace is recognized as sales.



## Financial Result B/S Outline

	Jun. 2023	Dec. 2023	Jun. 2024	
	mil. JPY	mil. JPY	mil. JPY	Ratio
<b>Assets</b>				
Cash	12,402	18,644	21,883	16.2%
Accounts Receivable	28,537	29,349	31,822	23.6%
Inventory	20,835	18,875	20,079	14.9%
Others	7,834	8,417	9,048	6.7%
<b>Total Current Assets</b>	<b>69,610</b>	<b>75,286</b>	<b>82,833</b>	<b>61.4%</b>
Tangible Fixed Assets	36,799	39,561	38,640	28.6%
Intangible Fixed Assets	7,386	6,359	6,365	4.7%
Others	6,950	7,144	7,064	5.2%
<b>Total Fixed Assets</b>	<b>51,136</b>	<b>53,065</b>	<b>52,070</b>	<b>38.6%</b>
<b>Total Assets</b>	<b>120,746</b>	<b>128,352</b>	<b>134,904</b>	

	Jun. 2023	Dec. 2023	Jun. 2024	
	mil. JPY	mil. JPY	mil. JPY	Ratio
<b>Liabilities</b>				
Accounts Payable	17,926	17,052	18,727	13.9%
Short-term Debt, etc.	4,784	4,942	2,690	2.0%
Others	11,881	14,995	13,692	10.1%
<b>Total Current Liabilities</b>	<b>34,592</b>	<b>36,989</b>	<b>35,110</b>	<b>26.0%</b>
<b>Total Long term Liabilities</b>	<b>5,767</b>	<b>4,380</b>	<b>4,497</b>	<b>3.3%</b>
<b>Total Liabilities</b>	<b>40,360</b>	<b>41,369</b>	<b>39,608</b>	<b>29.4%</b>
<b>Net Assets</b>				
Shareholder's Equity	79,095	86,028	94,571	70.1%
Others	1,290	954	723	0.5%
<b>Total Net Assets</b>	<b>80,385</b>	<b>86,982</b>	<b>95,295</b>	<b>70.6%</b>
<b>Total Liabilities &amp; Net Assets</b>	<b>120,746</b>	<b>128,352</b>	<b>134,904</b>	

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

## Financial Result C/F Outline

	2023FH Result	2024FH Result
	mil. JPY	mil. JPY
<b>Cash Flow from Operating Activity</b>		
Net Income before Tax	15,527	17,815
Depreciation	2,165	2,823
Increase or Decrease in Accounts Receivable ( $\Delta$ = increase)	$\Delta$ 1,984	$\Delta$ 2,430
Increase or Decrease in Inventory ( $\Delta$ = increase)	$\Delta$ 1,167	$\Delta$ 1,098
Increase or Decrease in Accounts Payable ( $\Delta$ = decrease)	2,218	1,623
Tax payment	$\Delta$ 4,245	$\Delta$ 5,720
Increase or Decrease in Accrued Consumption Taxes ( $\Delta$ = decrease)	477	$\Delta$ 873
Others	625	$\Delta$ 807
Total	13,616	11,333
<b>Cash Flow from Investing Activity</b>		
Acquisition of Tangible Assets	$\Delta$ 2,956	$\Delta$ 863
Acquisition of Intangible Assets	$\Delta$ 1,233	$\Delta$ 1,026
Others	$\Delta$ 525	323
Total	$\Delta$ 4,714	$\Delta$ 1,566
<b>Cash Flow from Financing Activity</b>		
Repayments of Long-term Debt	$\Delta$ 2,250	$\Delta$ 2,250
Cash Dividends Paid	$\Delta$ 3,477	$\Delta$ 3,974
Others	351	$\Delta$ 149
Total	$\Delta$ 5,375	$\Delta$ 6,374
Currency Exchange Adjustment	53	36
Net Increase or Decrease in Cash and Cash Equivalent ( $\Delta$ = decrease)	3,579	3,428
Cash and Cash Equivalent at Beginning of Period	8,586	18,454
Cash and Cash Equivalent at End of Period	12,165	21,883

**2024 Jan. to Jun.**  
**Business Plan & Strategy**

## Non-consolidated P/L Plan Outline

	2023 Result		2024 Plan		
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	YoY
Sales	243,352		273,549		12.4%
Enterprise Bus.	67,327	27.7%	86,382	31.6%	28.3%
Gross Profit	73,759	30.3%	82,231	30.1%	11.5%
SG&A Exp.	41,084	16.9%	45,273	16.6%	10.2%
Operating Income	32,675	13.4%	36,957	13.5%	13.1%
Current Income	32,891	13.5%	36,984	13.5%	12.4%
Net Income (Tax Rate)	22,072 (28.9%)	9.1%	25,714 (30.4%)	9.4%	16.5%

## Consolidated P/L Plan Outline 1/2

	2023 Result		2024 Plan		
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	YoY
Sales	254,286		286,570		12.7%
Gross Profit	75,964	29.9%	84,990	29.7%	11.9%
SG&A Exp.	44,654	17.6%	49,169	17.2%	10.1%
Operating Income	31,309	12.3%	35,820	12.5%	14.4%
Current Income	31,538	12.4%	35,835	12.5%	13.6%
Net Income (Tax Rate)	21,264 (30.9%)	8.4%	24,565 (31.4%)	8.6%	15.5%
Net Income attributable to owners of the parent	21,813	8.6%	25,096	8.8%	15.1%

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 P/L Plan Outline 2/2

## ■ NAVIMRO (South Korea)

	2023 Result			2024 Plan		
	Amount (mil.JPY)	YonY	YonY(Local Currency)	Amount (mil.JPY)	YonY	YonY (Local Currency)
Sales	9,300	+15.8%	+9.4%	10,800	+16.1%	+16.1%
Op.Income	△110	—	—	△10	—	—
Net Income x Share(*1)	△120	—	—	△30	—	—

## ■ MONOTARO INDONESIA (Indonesia)

	2023 Result			2024 Plan		
	Amount (mil.JPY)	YonY	YonY (Local Currency)	Amount (mil.JPY)	YonY	YonY (Local Currency)
Sales	970	+34.2%	+28.4%	1,280	+30.7%	+30.7%
Op.Income	△330	—	—	△320	—	—
Net Income x Share(*1)	△160	—	—	△160	—	—

## ■ IB MONOTARO (India)

	2023 Result			2024 Plan		
	Amount (mil.JPY)	YonY	YonY (Local Currency)	Amount (mil.JPY)	YonY	YonY (Local Currency)
(*2) Gross Merchandise Value	1,240	+19.6%	+17.5%	1,420	+14.3%	+14.3%
(*2) Sales	790	+15.4%	+13.3%	930	+17.2%	+17.2%
Op.Income	△790	—	—	△800	—	—
Net Income x Share(*1)	△410	—	—	△410	—	—

\*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.



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

	Customer Size	MonotaRO's Situation	Next Strategy	State of Progress	
Enterprise Business	monotaro.com	<b>Micro</b> (Sole Proprietorship, General Consumers, Other)	<ul style="list-style-type: none"> <li>2023 Sales share: about 10%</li> <li>2023 Sales YoY growth: about 0%</li> </ul>	<ul style="list-style-type: none"> <li>Optimizing direct marketing based upon expected LTV.</li> </ul>	<ul style="list-style-type: none"> <li>Improved convenience through introduction of package drop service.</li> </ul>
		<b>Small</b> (Legal Entity with Sales < 2 bil. JPY, about 4.5 mil. corps.)	<ul style="list-style-type: none"> <li>2023 Sales share: about 40%</li> <li>2023 Sales YoY growth: about 9%</li> <li>Corp. registration % (*1): about 30%</li> </ul>	<ul style="list-style-type: none"> <li>Acquiring new corp. customers through more elaborated direct marketing based upon expected LTV.</li> <li>Strengthening personalized/integrated marketing to increase purchases by existing customers.</li> </ul>	<ul style="list-style-type: none"> <li>Improving understanding of expectation of customers' LTV by their types and status.</li> <li>Increasing flyers to acquire new customers based on new updated list (from Aug.).</li> <li>Released new sales promotion platform in May and planning to expand activities.</li> </ul>
	monotaro.com	<b>Mid</b> (Legal Entity with Sales < 30 bil. JPY, about 60,000 corps.)	<ul style="list-style-type: none"> <li>2023 Sales share: about 25%</li> <li>2023 Sales YoY growth: about 15%</li> <li>Corp. registration % (*1) is high about 80%, and penetration rate of bases (*2) is about 20%.</li> <li>About 2.3K corps are connected to enterprise system.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening measures to acquire new users within companies (e.g. flyers).</li> <li>Increasing user's spending.                             <ul style="list-style-type: none"> <li>Strengthening marketing and site promotion functions to reach end users.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Starting sending flyers to increase penetration of locations within companies (from August).</li> <li>Implementing promotions in procurement system to increase frequency of order.</li> <li>Planning to strengthen sales activities to expand new system linkage in future.</li> </ul>
		<b>Large</b> (Sales > 30 bil. JPY, about 6,000 corps.)	<ul style="list-style-type: none"> <li>2023 Sales share: about 25%</li> <li>2023 Sales YoY growth: about 25%</li> <li>Corp. registration % (*1) is over 90%, and penetration rate of bases (*2) is about 9%.</li> <li>About 1K corps are connected to enterprise system.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening sales team structure to acquire new large customers.</li> <li>Developing effective sales frameworks based on understanding of procurement process.</li> </ul>	<ul style="list-style-type: none"> <li>Improving accuracy of corporation's potential uses.</li> <li>New acquisition of huge accounts progressed as planned.</li> <li>Developing sales activity frameworks to increase penetration rate of bases.</li> </ul>

\* 1: Corp. Registration rate = corporate customers having at least one person who has MonotaRO account.

\* 2: Penetration rate = Percentage of business offices and sites that have at least one person holding account with MonotaRO among those of company.

■ Measures to Improve Service Level of Logistic by Strengthening Cooperation with Yamato Transport

<p>Matter to solve</p>	<ul style="list-style-type: none"> <li>• “Would like to make sure that items ordered during work hours today will be ready for work tomorrow.”</li> </ul>	<ul style="list-style-type: none"> <li>• “Would like to receive products needed for job at right time to use it.”</li> </ul>	<ul style="list-style-type: none"> <li>• “Would like to receive products when away from office or home.”</li> </ul>
<p>Solution</p>	<ul style="list-style-type: none"> <li>• Extension of cutoff time for same day shipment.</li> </ul>	<ul style="list-style-type: none"> <li>• Able to specify delivery date and time.</li> </ul> 	<ul style="list-style-type: none"> <li>• Introducing package drop service.</li> </ul> 
<p>Customer assumed</p>	<ul style="list-style-type: none"> <li>• Customers ordering items for work after 3:00 p.m.</li> </ul>	<ul style="list-style-type: none"> <li>• Customers who are in construction and manufacturing industries and who need to receive products at specific time.</li> </ul>	<ul style="list-style-type: none"> <li>• Customers (especially sole proprietors and general consumers) who are often away during day.</li> </ul>
<p>Details of Initiatives</p>	<ul style="list-style-type: none"> <li>• 2024Q3: Extension of shipping cutoff time for same day shipping to 5:00 p.m. will start in South Kanto area.</li> <li>• Subsequently, regions to be covered will gradually be expanded.</li> </ul>	<ul style="list-style-type: none"> <li>• July 2024: Delivery date and time can be specified on website of Yamato Transport after product is shipped from MonotaRO's distribution centers.</li> <li>• 2025Q1: Allowing customers to specify delivery date and time at MonotaRO's website when placing orders.</li> </ul>	<ul style="list-style-type: none"> <li>• November 2023: Started service in some areas (14 prefectures, corporations/ sole proprietors only)</li> <li>• June 2024: Renewed service (expansion nationwide expansion and to general consumers).</li> </ul>



### ■ BtoB Online E-commerce (monotaro.com)

Acquiring New Customers	Expanding Existing Customers' Sales
<ul style="list-style-type: none"> <li>Strengthened acquisition of high LTV customers through enhanced search advertising, and sales from new customer achieved plan (2024FH).</li> <li>Renewing customer lists and expanded scope of flyers for new customers (from Aug.)</li> </ul>	<ul style="list-style-type: none"> <li>Elaborated LTV for each purchase stage of existing customers, and planning measures to promote personalization and integrated marketing according to stage. Started to operate integrated sales promotion platform in May.</li> <li>Confirmed effects of measures, which was started in 2023, for reactivating dormant customers and retaining reactivated customers.</li> <li>Various measures underway to improve service level of logistics.</li> </ul>

### ■ System Connection with Large Corporations (Enterprise Business)

Acquiring New Customers	Expanding Customers' Usage
<ul style="list-style-type: none"> <li>Understanding of each company potential with accuracy.</li> <li>Number of negotiations and contracts of very large corp. progressed as planned.</li> <li>New customers' sale did not reach plan, and continuing to develop frameworks of business activities for increasing penetration rate of bases after concluding contracts with new customers.</li> </ul>	<ul style="list-style-type: none"> <li>Establishing frameworks of sales activities to increase base penetration rate and number of users (holding exhibitions in customers' locations, etc.).</li> <li>Testing is underway to realize one-to-one marketing.</li> <li>Various measures underway to improve service level of logistics.</li> </ul>

2023 Jan.-Jun. Result			2024 Jan.-Jun. Plan			2024 Jan.-Jun. Result			
Mil. JPY	YonY	/Total Sales	Mil. JPY	YonY	/Total Sales	Mil. JPY	YonY	vs Plan	/Total Sales
31,993	+35.4%	26.8%	41,228	+28.9%	31.0%	41,131	+28.6%	Δ0.2%	30.8%

	Dec. 2023 End Result		Jun. 2024 End Result		
	No. Corp.		No. Corp.	vs Dec. 2023 End	Remark
Total number of corporations (ONE SOURCE / ONE SOURCE Lite)	(*)	3,578 (2,827)	(*) 3,724 (2,924)	+146 (+97)	133 considering

\* Note: Number of active corporations in Dec.2023 and Jun. 2024.

### ■ Royalty Business

	2024Q2 and FH
Target Business (Grainger's Zoro business in US & UK)	<ul style="list-style-type: none"> <li>U.S. sales grew by 6.9% from 2023FH, but both gross profit % and operating profit % declined.</li> </ul>
Royalty Income	<ul style="list-style-type: none"> <li>Amount received in 2024Q2 decreased from 2023Q2 but exceeded Plan.</li> </ul>

■ Difference in 2024FH SG&A Expenses from Plan

	SG&A Decreasing Factor	Amount
Decrease in Expenses Other than Logistic Expense (except for expenses delayed)	<ul style="list-style-type: none"> <li>Decrease in SG&amp;A from Plan               <ul style="list-style-type: none"> <li>Estimated differences in system usage costs, IT development costs (capitalization of in-house development), allowance for doubtful accounts ratio, etc.</li> </ul> </li> </ul>	About Δ440 mil. JPY
Decrease in Logistic Expense (except for expenses delayed)	<ul style="list-style-type: none"> <li>Decrease in SG&amp;A from Plan               <ul style="list-style-type: none"> <li>Variance in estimates of external warehouse rent, equipment cost, and maintenance and repair costs, etc.</li> </ul> </li> </ul>	About Δ210 mil. JPY
Decrease in Ad.& Promotion Expense	<ul style="list-style-type: none"> <li>Decrease in listing ad. and flyer (mainly for existing customers).</li> </ul>	About Δ170 mil. JPY
Delayed to Q3 or later	<ul style="list-style-type: none"> <li>Delayed to Q3 or later (implementation timing shifted)               <ul style="list-style-type: none"> <li>System usage costs, education and training costs, recruitment costs, logistic system maintenance costs, etc.</li> </ul> </li> </ul>	About Δ70 mil. JPY
Total		About Δ910 mil. JPY

\* Amounts less than 10 million JPY are rounded down as shown in explanation material in Japanese language.

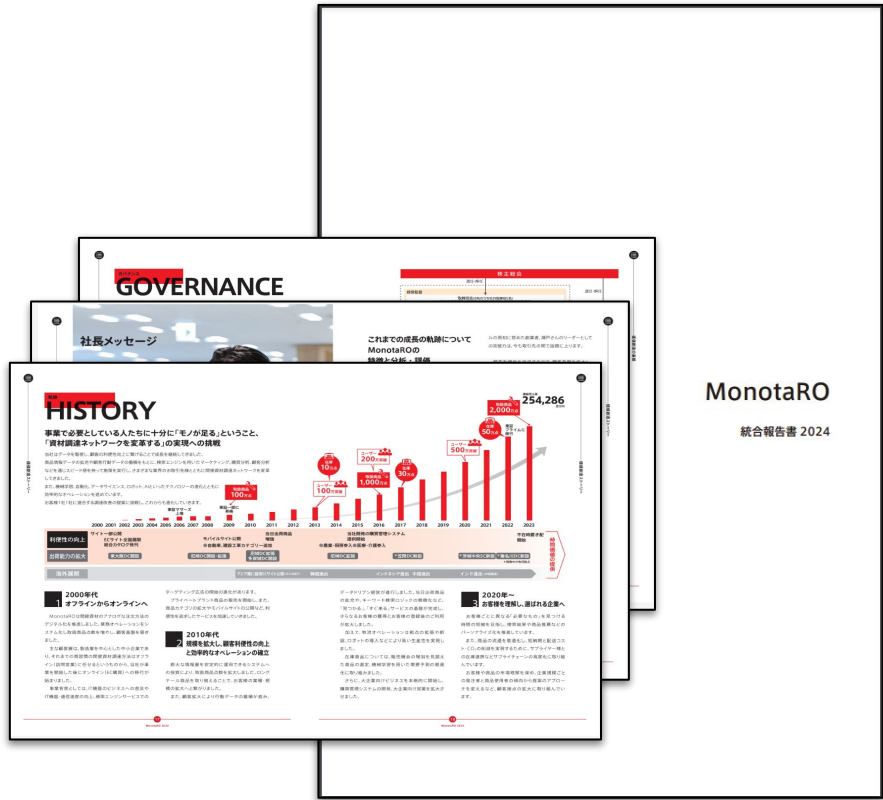
# Sustainability

# Status Update

			Action in 2024 (incl. plan)
Prioritized Action Areas	Environment	Reduction of CO2 emissions as measure against climate change	<ul style="list-style-type: none"> <li>• CO2 emissions calculation for 2023 completed. Third-party assurance verification underway.</li> <li>• Introduction of GHG calculation tools (prevention of impersonalization and streamlining of calculation).</li> <li>• Implemented round use of containers for imported products.</li> </ul>
		Proposal and development of environment-conscious products	<ul style="list-style-type: none"> <li>• Began selling closed-recycled cardboard under MonotaRO brand.</li> <li>• In-house exhibition of environmentally friendly products was held in May with cooperation of four manufacturers.</li> <li>• Improve site navigation to increase user recognition of environmentally friendly products (planned)</li> </ul>
		Realization of resource-recycling model	<ul style="list-style-type: none"> <li>• Definition of recycling of unwanted materials (including waste) is being developed.</li> <li>• Survey is underway to determine whether waste disposal companies recycle waste.</li> </ul>
	Social	Responsible Sourcing and Human Rights	<ul style="list-style-type: none"> <li>• Continuing to collect procurement guideline endorsement and self-inspection questionnaires from suppliers.</li> <li>• As monitoring evaluation for compliance with procurement guidelines, audit criteria, targets, and methods are being researched and studied.</li> <li>• Conducted sustainability audit at suppliers' factories in presence of our company as reference. We shared audit results with suppliers and requested them to make improvements.</li> </ul>
		Diversity and Inclusion	<ul style="list-style-type: none"> <li>• Promoting hiring and employment of people with disabilities, and supporting their retention and response flow is under development.</li> <li>• Internal event "D&amp;I Week" was held in May. Held seminars and roundtable on childcare, career design, employment of people with disabilities, balancing work and nursing care, etc.</li> </ul>
Disaster Responses			<ul style="list-style-type: none"> <li>• On Jan. 2, immediately after Noto Peninsula Earthquake 2024, as per request from Ministry of Economy, Trade and Industry (METI), we supplied materials to disaster areas with cooperation of many people, including MonotaRO staff, suppliers, delivery companies, ministries, and local governments.</li> <li>• Received appreciation letter from METI for above in Jun.</li> </ul>

# Reference

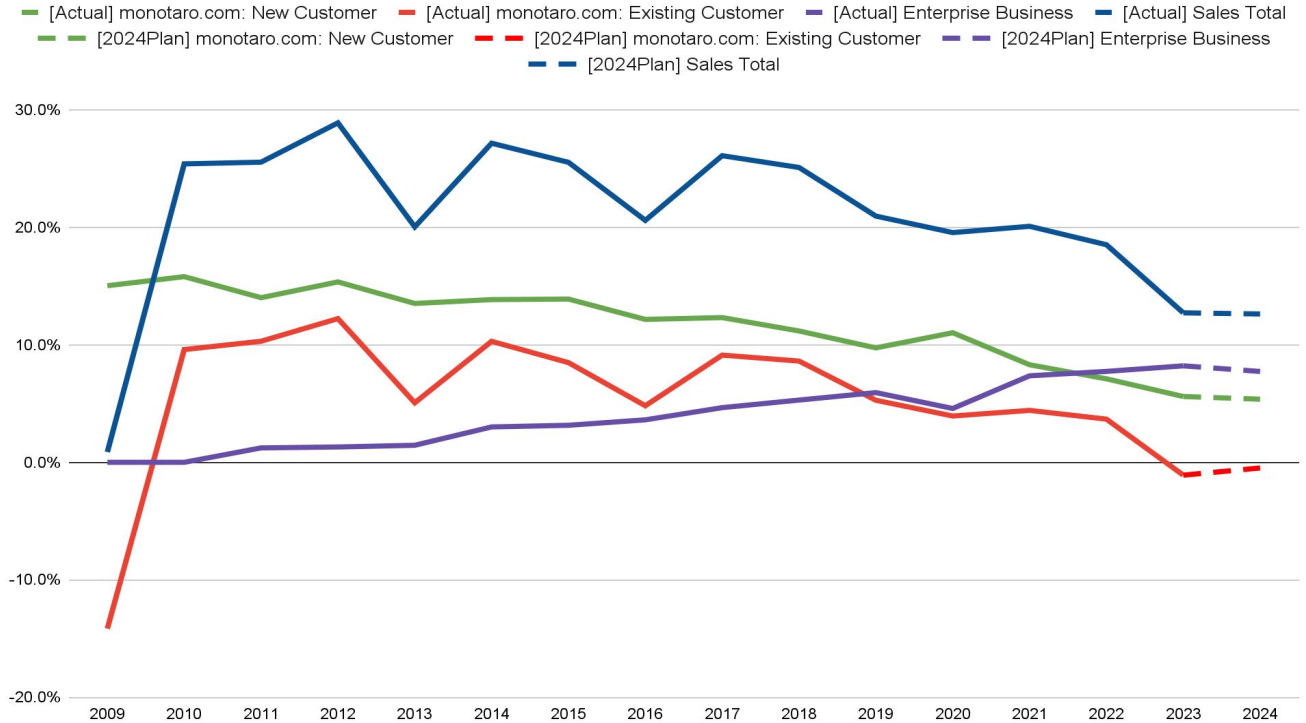
# Integrated Report



MonotaRO  
統合報告書 2024

- On July 24, 2024, MonotaRO's first "Integrated Report 2024" prepared and disclosed. :
  - Where Report is disclosed (IR site): [https://corp.monotaro.com/ir/library/library\\_11.html](https://corp.monotaro.com/ir/library/library_11.html)
  - \* Japanese version (English language report will be prepared and disclosed in late September)
- Contents:
  - Introduction: Greetings from Chairman of the Board, Representative Executive Officer, etc.
  - What is MonotaRO
  - Value Creation Story
  - Value Creation in Practice
  - Foundations of Value Creation
  - Financial & Corporate Information

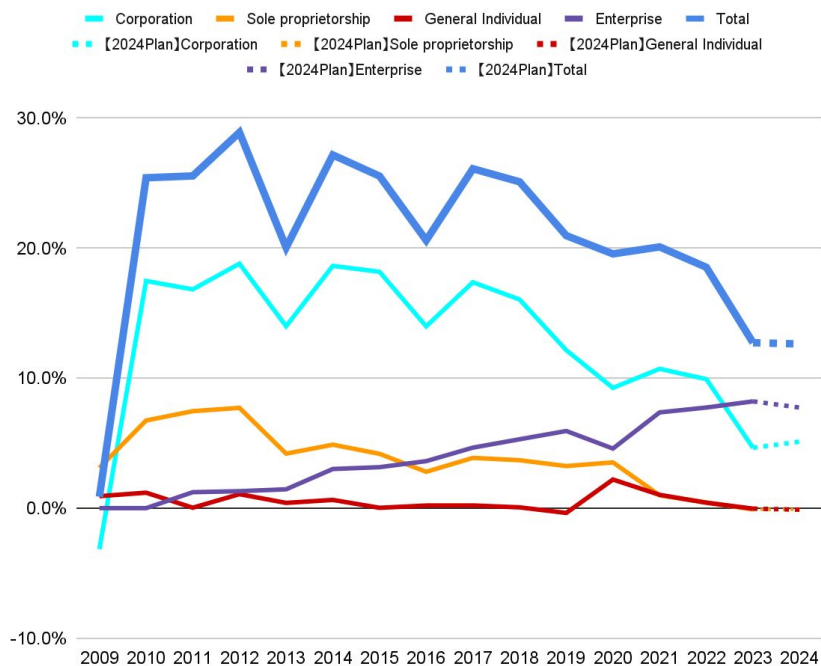
# Non-consol. Fiscal Yr. Sales Growth (Service Channel Contribution)



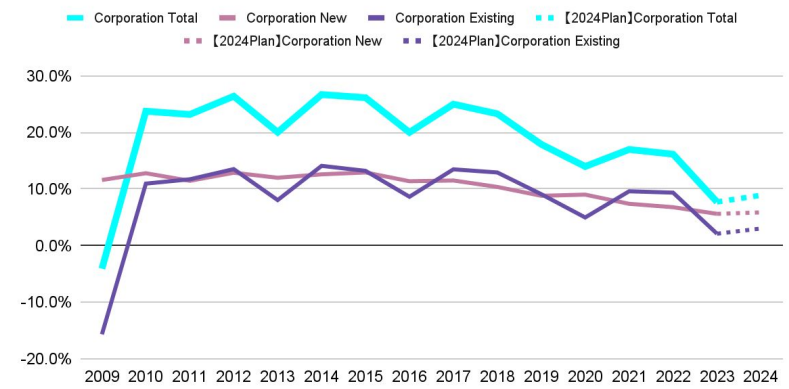
\* Note 1: Fiscal year contributions of every channel to total sales growth from previous year is organized and shown based on status as of end of 2023.  
 \* Note 2: "monotaro.com: New Customer" indicates contribution of sales from customers acquired each fiscal year, and "monotaro.com: Existing Customer" indicates contribution of sales from customers acquired before corresponding year.  
 \* Note 3: 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 Total Growth**  
(Contributions of monotaro.com Corp Customer., Enterprise, monotaro.com Sole Proprietorship and General Individual)



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



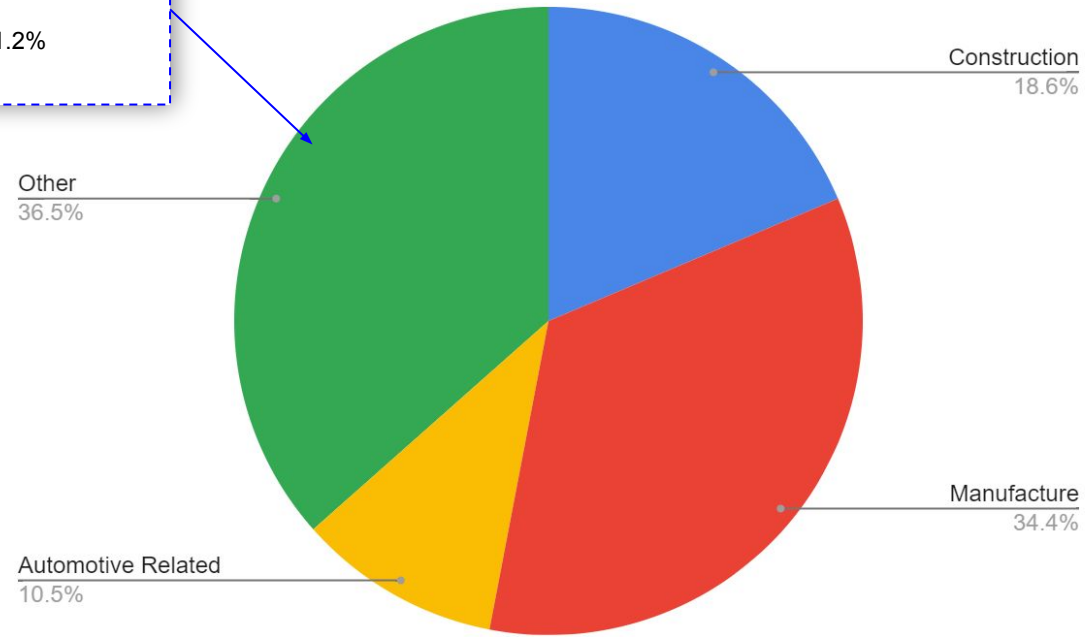
- Growth contribution and growth of corporate customers on monotaro.com
  - Of overall sales growth (12.3% in 2023 result and 12.4% planned in 2024), Total sales growth contribution from corporate customers on monotaro.com is approximately 5% both in 2023 result and 2024 plan. Due to increasing growth contribution from high-growth of Enterprise business, growth contribution from monotaro.com appears to be relatively decreasing (left graph).
  - Sales growth for monotaro.com's corporate customers in 2023 was approximately 8%, and 2024 is approximately 9% (graph above).



# Non-consol. Customer Demographics

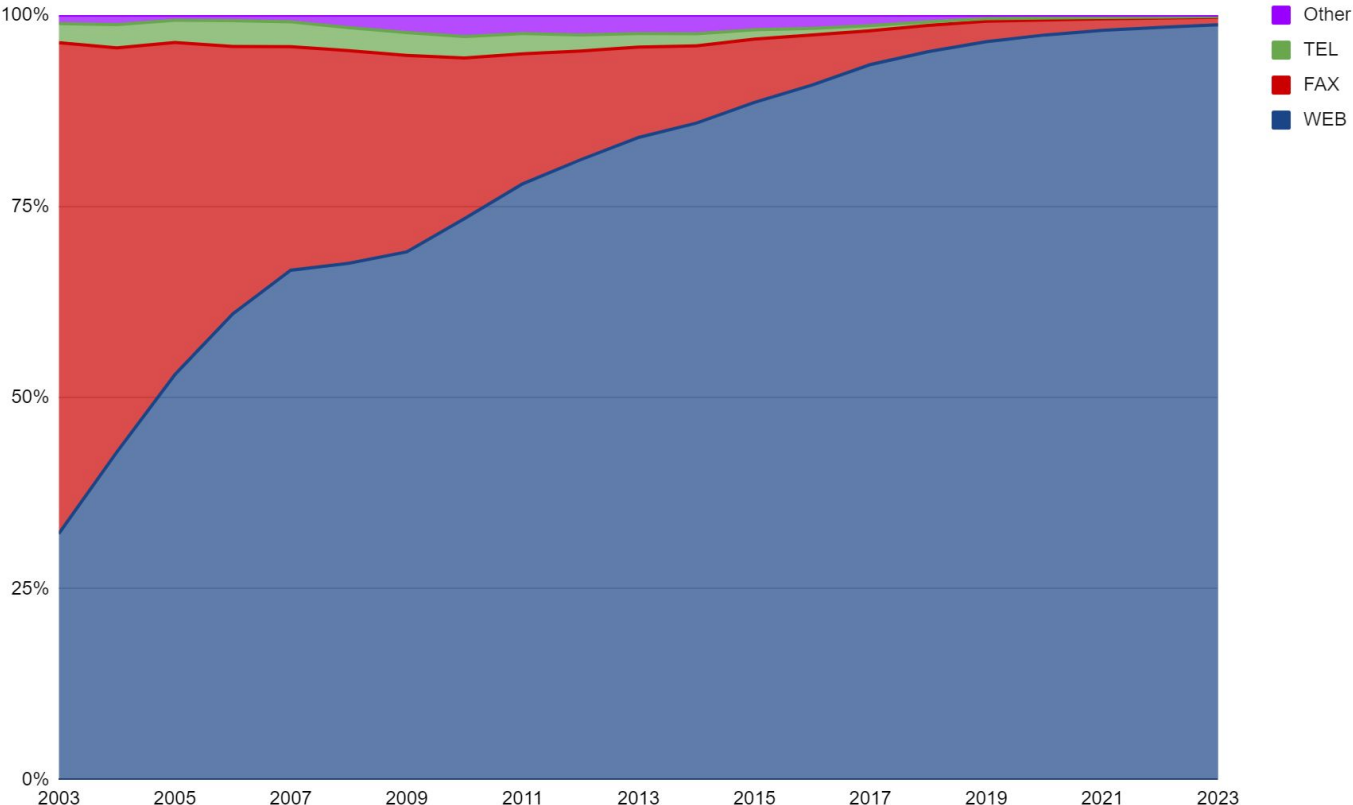
## Industry

- Wholesale, Retail, Restaurant: 10.4%
- Education: 2.4%
- Agriculture: 2.2%
- Social security/welfare: 1.2%
- Medical: 1.1%

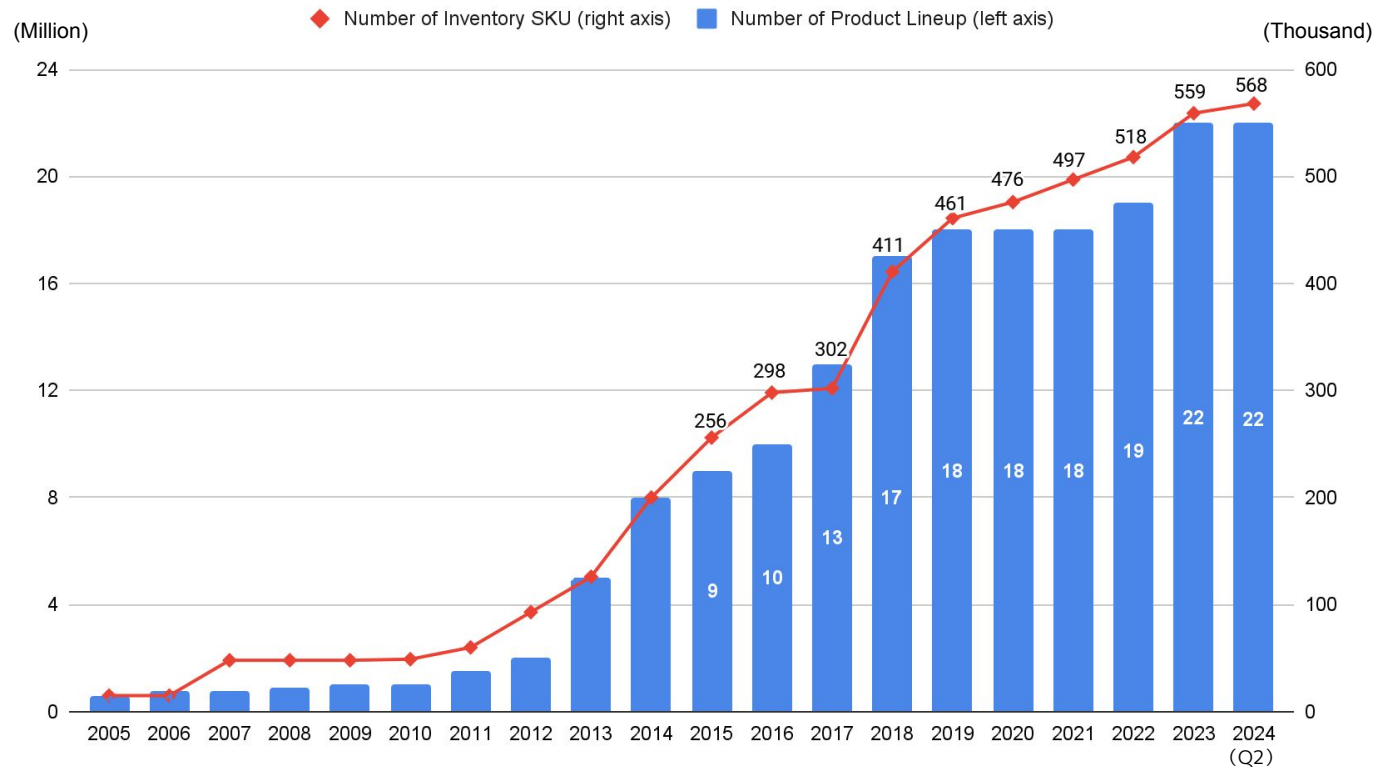


Ratio by sales amount in 2023  
(Sales of monotaro.com excluding Enterprise Business)

# Non-consol. Internet Purchase Order Ratio



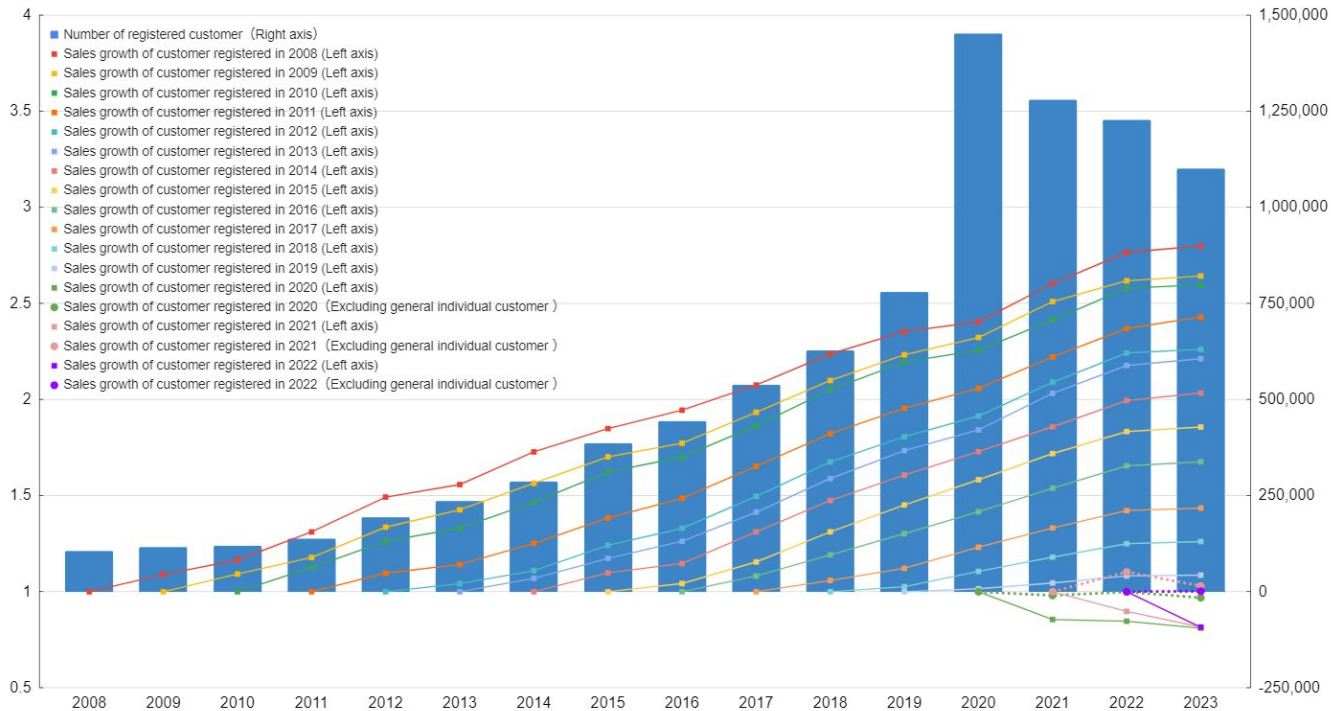
# Non-consol. Product Lineup & Inventory



# Non-consol. Customer Growth by Year Registered

(Growth Rate of Sales)

(Number of Registered Customers)



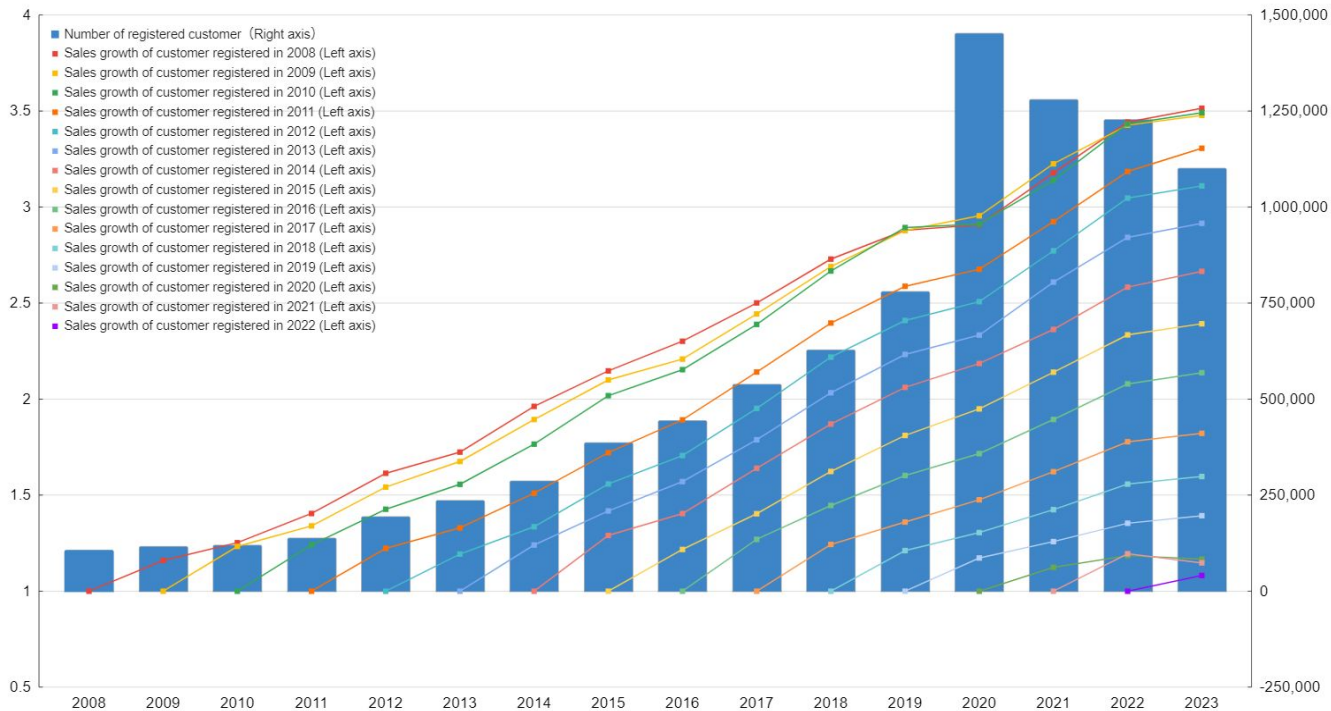
\* Note 1: Above number of 'monotaro.com' registered customers and sales growth are updated retroactively at the end of 2023 (Enterprise Bus. sales and sales for customers who switched to procurement system for Enterprise Bus. business are not included).

\* Note 2: 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)



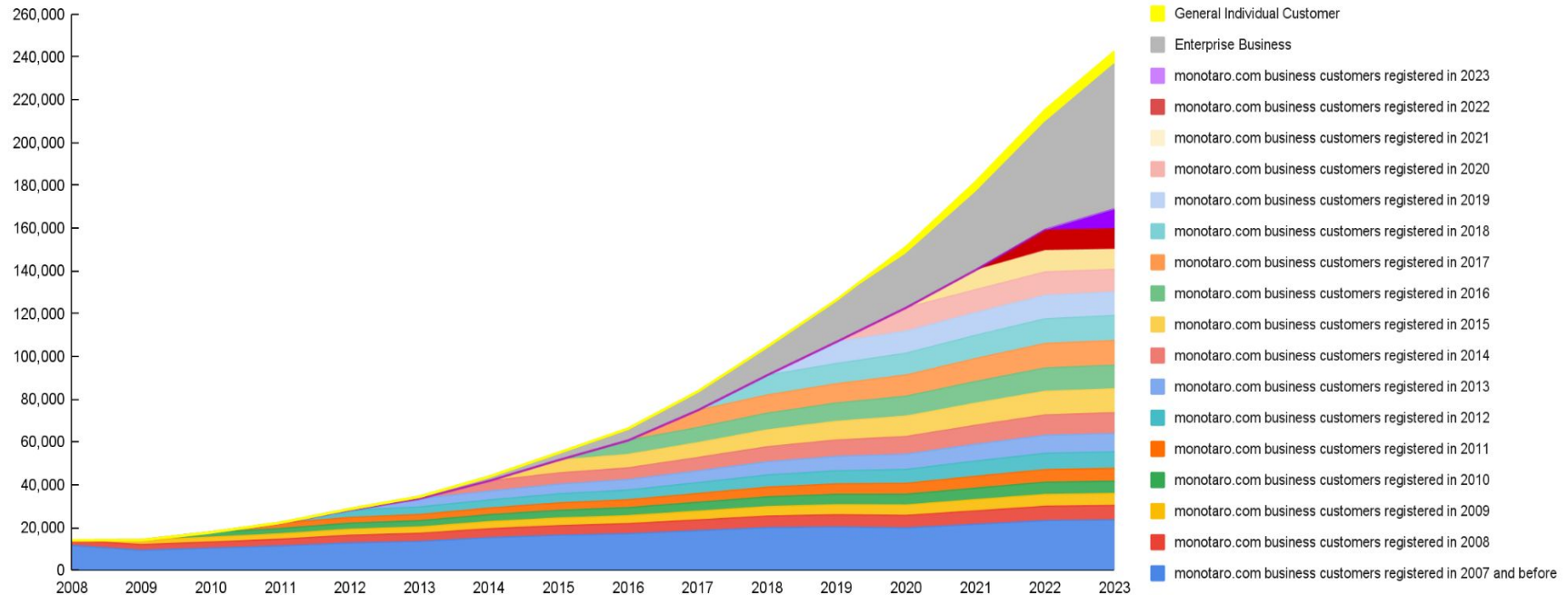
\* Note 1: Above number of 'monotaro.com' registered customers and sales growth are updated retroactively at the end of 2023 (Enterprise Bus. sales and sales for customers who switched to procurement system for Enterprise Bus. business are not included).

\* Note 2: Line chart (left axis) shows sales growth ratio of customers registered each year by setting sales in registered year as '1.'

\* Note 3: Bar chart is number of new customers acquired that includes those other than corporate customers.

# Non-consol. Sales Trend by Registered Year

(Million JPY)



\* Note 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 2023.

\* Note 2: Sales of 'Enterprise Bus.' are total sales of enterprise customers based upon updated customer status at end of 2023.

\* Note 3: Sales of 'General individual customers' are total sales of monotaro.com's general individual customers and of IHC MonotaRO based upon updated customer status at end of 2023 (IHC MonotaRO was closed and integrated into monotaro.com).

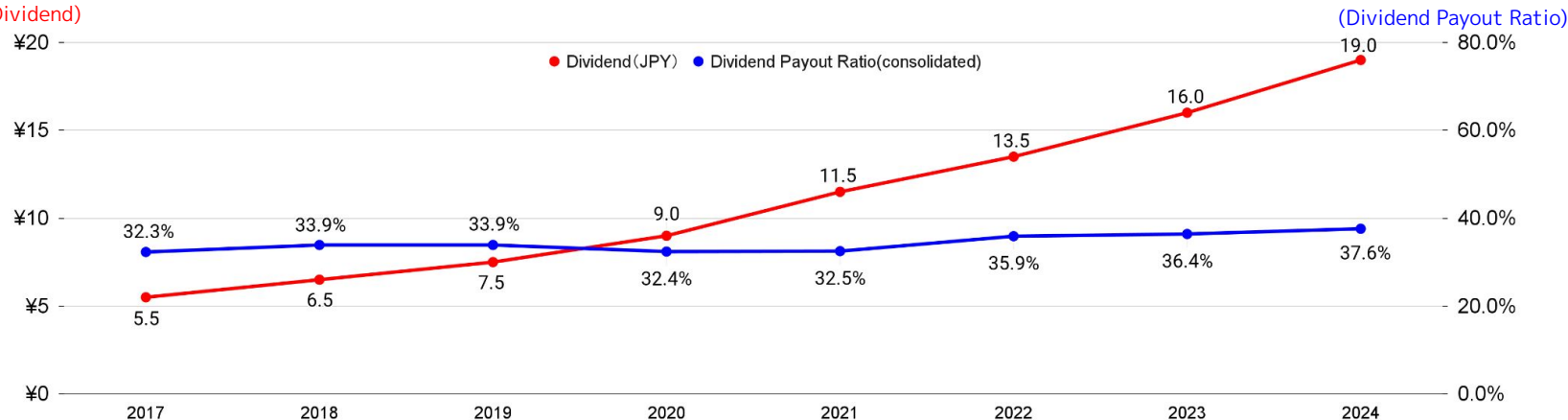
# Shareholder Benefit

# Dividend & Shareholder Benefit

## ■ Dividend

- Dividend Policy : Distributing dividend consistent with stable and ongoing growth.
- 2023 Dividend (actual): 16.00 JPY/share (8.00 JPY/share interim/actual, 8.00 JPY/share fiscal year end/actual).
- 2024 Dividend (plan): 19.00 JPY/share (9.00 JPY/share interim/actual, 10.00 JPY/share fiscal year end/plan).

(Dividend)



## ■ 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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