

MonotaRO

Integrated Report 2024



Masaya Suzuki
Director, Chairman, and CEO

Message from the CEO

MonotaRO was born in Osaka in 2000 out of our desire to offer industry and society innovative procurement through the possibilities offered by a new network—the internet. Since that time, my colleagues and I have not forgotten that wish, and we continue to try to accomplish our corporate mission of innovating business procurement networks. In this report, we hope to explain the company as it is now and future possibilities.

Through our indirect material e-commerce business, we provide our customers with value in the form of the time that they save. We believe that the number of products and ease of searching are key when it comes to online businesses, and we actively invest in our IT. Alongside the evolution of technology, we have worked online and offline to expand the number of customers and the range of industries in which they operate by such methods as targeted advertising and personalized flyers. At the same time, we invest in our logistics and have put in place same-day shipping for products in stock. These varied efforts have enabled us to provide services that offer high levels of customer satisfaction and to continue to grow.

With an eye on further growth, in January 2024 we shifted to a new management team and aim to further refine our growth model and reach the next stage in our evolution. We will continue to work tirelessly to improve convenience for our customers by understanding and analyzing their needs. Going forward, we will also formulate practical business strategies, enhance our ability to make new proposals, and then appropriately implement them.

The social and business environments around us are changing rapidly, yet we are adopting new technology—including automating our operations through the use of data, AI, and robotics—and we make efforts toward efficient operations.

By applying our principles, founded on respect for others, we have cultivated an environment where we recognize diverse individuality and abilities. This drives us to take on challenges and produce new ideas and innovations. I continue to challenge myself to accomplish our mission with my colleagues.

As before, we at MonotaRO will do our best to create a beneficial cycle that ensure our efforts provide society with new value, and that this in turn contributes to our growth. This cycle then inspires us to work even harder on new challenges, leading to new value for society and further growth for ourselves.

Contents

1	Message from the CEO	35	Strengthening IT Systems and Reforming Organizational Structures
2	Contents/Editorial Policy	37	Risk Management
	About Us	39	Overseas Business Development
5	MonotaRO's Mission / Principles	41	Financial Highlights / Non-financial Highlights
7	Value Proposition		Foundations for Value Creation
9	Business Overview	45	Governance
	Value Creation	51	Directors / Interviews
13	Message from the COO	55	Sustainability
17	History		Financial Information & Company Profile
19	Value Creation	61	Financial Indicators and Ten-Year Trends
21	Growth Cycle	63	Company Overview & Stock Information / Reference Information
23	Competitive Advantage		
27	Customer Feedback		
	Value Creation in Practice		
31	Message from the CFO		

Editorial Policy

In this report, we summarize our value creation and describe our company's pursuit of providing the value of time. We hope that it will help all stakeholders (customers, investors, etc.) understand us. We also hope the report will provide a starting point for dialogue.

In compiling this report, we have tried to convey financial and non-financial information (including on ESG topics) in an easy-to-understand manner with reference to the IFRS' Integrated Reporting Framework and the Ministry of Economy, Trade and Industry's Guidance for Collaborative Value Creation.

For more details on financial and non-financial information not included in this report, please refer to our website.

Scope of this report

MonotaRO Co., Ltd. and consolidated subsidiaries:

- MonotaRO Co., Ltd. (Japan)
- NAVIMRO Co., Ltd. (South Korea)
- PT MONOTARO INDONESIA (Indonesia)
- IB MONOTARO PRIVATE LIMITED (India)

Reporting period

From January 1 to December 31, 2023 (some information may relate to dates after this period)

Figures & statistics

Unless otherwise specified, figures and statistics are those for fiscal 2023 or are correct as of December 31, 2023

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