

To Innovate Business Procurement Network

Gain deeper customer insights and improve convenience

Since our establishment in 2000, we have been developing our indirect materials e-commerce business based on our mission of “Innovating Business Procurement Network,” and providing our customers with the value of “time.”

Our services are used in a wide range of industries, including manufacturing, automotive, construction, agriculture, food and beverage, education, and research, and we have over 10 million registered users. Furthermore, in our “Enterprise Business (<https://procurement.monotaro.com/>),” the number of client companies surpassed 5,000 companies in 2025. In addition to Japan, we also carry out business in South Korea, Indonesia and India.

Because indirect materials are purchased less frequently and in smaller quantities, procurement can be very time-consuming and laborious for the purchaser. This poses a major challenge to improving efficiency in work places. In addition to a wide product lineup, we leverage accumulated data and technology to enhance search and recommendation systems and evolve logistics operations, establishing a rapid delivery framework to continuously pursue greater efficiency and convenience in our customers’ procurement processes.

Last October, we marked the significant milestone of our 25th anniversary since the founding of our company. We sincerely express our gratitude for your support over the past quarter of a century. In fiscal year 2026, we took a step toward our next phase of growth. The challenges facing industry, including the worsening labor shortage, are becoming increasingly complex. Our services provide customers with an experience that “gets the job done,” and as a result, increases their “usable time.” By further enhancing the convenience of indirect material procurement, we support an environment where customers can focus on improving productivity in their core businesses, developing new technologies, and creating new businesses, thereby contributing to accelerating innovation across the entire industry.

Our strengths

- 1. One-stop shopping**
With a large product lineup of over 28 million items and same-day shipping for over 750,000 items, customers can procure all the indirect materials they need for their worksites in one place.
- 2. One-price policy**
Transparent, fair, and easy-to-understand pricing.
- 3. Easy to find, quick delivery**
Providing a high level of customer satisfaction by making various uses of a large amount of data.

We sincerely ask for your continued support and encouragement in the years ahead.

President and Chief Executive Officer
Sakuya Tamura



You'll get the job done with MonotaRO

**Steadily increasing satisfied users
in a wide range of industries nationwide**

More than 11.26 million customers

We will continue contributing to MRO product purchases that are “findable, convenient, and efficient,” and continue to grow with our customers.

**Service for Mid-Sized and Large Corporations:
“Enterprise MonotaRO”**

Approx. 5,900 companies using the service

We offer two solutions: “MonotaRO PunchOut,” which connects our catalog to customers’ existing purchasing systems, or implementation of our proprietary purchasing management system, “MonotaRO ONE SOURCE Lite.”

Both solutions have no initial or operational fees with MonotaRO and contribute to resolving procurement challenges for mid-sized and large enterprises through improved operational efficiency.

**Offering a wide range of products more
quickly and efficiently**

More than 2,800 suppliers

We conduct business with more than 2,800 suppliers, including factories, manufacturers, and wholesalers in Japan and more than 10 overseas countries. By refining the supply chain, we can procure and deliver a wide range of products to our customers more efficiently, quickly and accurately.

**Supporting detailed needs through
long tail products**

28.85 million items in our product lineup

By utilizing our strengths in online sales, we can offer a wide range of products that are often not handled by other retailers due to profitability issues (long-tail products), allowing us to respond to the diverse needs of our customers.

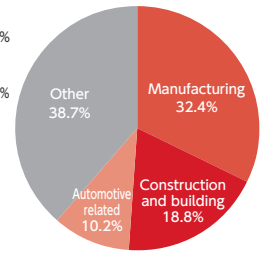
**Rapid Shipping System
to Enhance Convenience**

688,000 products in stock

We have a prompt shipping system at our own distribution center, where we manage inventory and shipping.

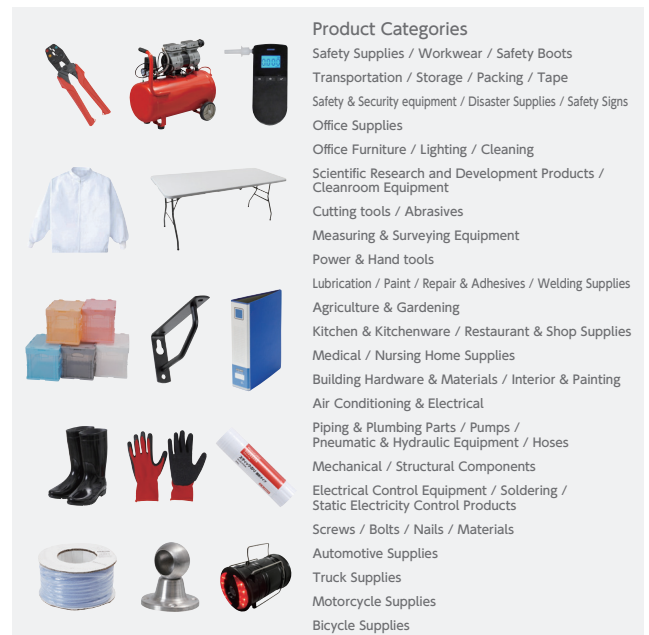
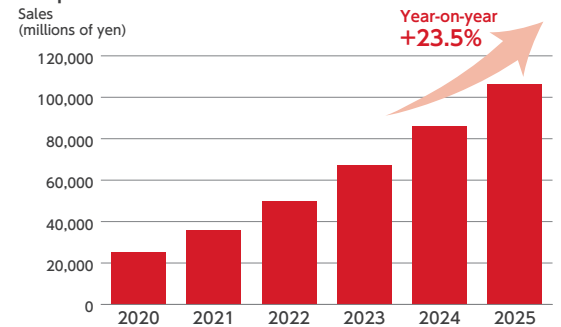
We strive to improve customer convenience through same-day shipping by implementing efficient and highly mobile operations.

- Wholesale, retail, restaurants: 11.1%
- Education: 2.5%
- Agriculture: 2.2%
- Social insurance and social welfare: 1.5%
- Medical care: 1.4%



Based on 2025 sales
MonotaRO.com Business

Enterprise Business Sales Trend



*Figures listed are as of December 31, 2025.

Detailed analysis of purchasing trends per customer

Data marketing that achieves high repeat rates

Analyze massive amounts of data from a range of perspectives, including customer order information and actions on the website. By constructing logic and performing hypothesis testing, such as recommendations that anticipate the needs of each customer, we can achieve more precise marketing and use that information power to help our customers save effort in the purchasing process.



Introducing original products that aim for low cost and optimal quality

MonotaRO brand products

We contribute to the reduction of our customers' product procurement costs through our competitive pricing and optimal quality, and we either plan and develop products in-house or outsource production through OEM.



Three subsidiaries in Asia

Expansion into Overseas Markets

We leverage the expertise in e-commerce MonotaRO has developed in Japan alongside success stories using local subsidiary methods.

Overseas Subsidiaries

- NAVIMRO (Korea)
- monotaro.id (Indonesia)
- IB MONOTARO (India)

Each country has its own unique market background when it comes to purchasing MRO products, so our initiatives are matched to things like the local purchasing and settlement systems in each country.



Provision of MonotaRO's business expertise

Consulting business for Zoro Tools

We are providing our expertise in database marketing and product development to help Zoro Tools (USA), an e-commerce business run by W. W. Grainger, Inc.

Topics in 2025



Expanded Same-Day Shipping Regions for Orders Placed by 5:00 p.m. on Weekdays, Delivery Date Display Now Available

To enhance customer convenience, we are strengthening our delivery services. We have extended the same-day shipping order cutoff time on weekdays from 3:00 p.m. to 5:00 p.m. This initiative began in September 2024 for the southern Kanto region and has now expanded to 42 prefectures. As a result, even in the evening after work, customers can place orders with confidence for materials needed the following day.

In addition, starting in April 2025, we introduced a new feature that allows customers to check the "estimated delivery date" on the checkout page. By knowing the arrival date in advance, customers can more easily plan on-site operations, and it also helps reduce redeliveries.

Established Subsidiary "MONOTARO TECHNOLOGIES INDIA PRIVATE LIMITED"

In April 2025, we established our first Tech Center (IT development base) in Chennai, India, which began operations in September. By securing talented engineers and strengthening our development structure, we aim to build technical expertise in the marketing field in the future and share knowledge across our group companies.



Groundbreaking Ceremony Held for Mito Distribution Center

On May 8, 2025, we held a groundbreaking ceremony for the "Mito Distribution Center" in Mito City, Ibaraki Prefecture. With operations scheduled to begin in May 2028, we aim to introduce new technologies to automate receiving and picking operations and streamline inventory management, targeting productivity approximately three times that of the Kasama Distribution Center.



Catalog Relaunch ~Red Book Vol.19 [Logistics / Storage / Packaging / Tape Edition] ~



To expand touchpoints between customers and products, we resumed catalog publication, which had been suspended since 2022. The relaunch has stimulated customer demand and led us to re-evaluate the promotional effectiveness of catalogs as a medium. Going forward, in addition to increasing print runs of this catalog, we will consider and promote relaunchees in other categories to strengthen our approach to a broader customer base.

Established Subsidiary "Shin-Sanko Mask Co., Ltd."



Shin-Sanko Mask Co., Ltd. was established as a subsidiary to succeed in the manufacturing, sales, and development business of gas masks, various absorbent cartridges, and dust masks produced by Sanko Chemical Industry Co., Ltd. We plan to receive supplies of gas mask and dust mask products from the company and sell them under the MonotaRO brand (scheduled to begin in spring 2026).

Obtained "Platinum Kurumin" and "Platinum Eruboshi" Certifications



We are promoting diversity and inclusion and received two certifications in 2025.

- "Platinum Kurumin": The highest-level certification awarded under the Act on Advancement of Measures to Support Raising Next-Generation Children, recognizing companies as excellent "childcare support companies."
- "Platinum Eruboshi": The highest-level certification awarded under the Act on Promotion of Women's Participation and Advancement in the Workplace, recognizing companies as outstanding promoters of women's empowerment.

Company Information

Outline (as of December 31, 2025)

Company Name --- MonotaRO Co., Ltd.
Headquarters ----- JP Tower Osaka 22F, 3-2-2, Umeda, Kita-ku, Osaka, Japan
Amagasaki Office --- Liber Bldg. 3F, 2-183 Takeyacho, Amagasaki, Hyogo
Tokyo Office ----- Akasaka Nakanishi Bldg. 4F, 4-1-33 Akasaka, Minato-ku, Tokyo
Akasaka Trust Tower 5F, 2-17-22 Akasaka, Minato-ku, Tokyo (Scheduled to relocate in April 2026)
Nagoya Office ----- Nishiyana Park Bldg. 7F, 4-13-7 Meieki, Nakamura-ku, Nagoya, Aichi
Distribution Centers --- Kasama DC: 1877-3 Tairamachi, Kasama, Ibaraki
Ibaraki Chuo SC: 3-8 Chuokogyodanchi, Ibaraki-machi, Higashiibaraki-gun, Ibaraki
Inagawa DC: Prologis Park Inagawa 1, 101-1 Kotani, Sashikumi, Inagawa-cho, Kawabe-gun, Hyogo
Founded ----- October 2000
Capital ----- 2,048,000,000 yen
Parent company --- W.W.Grainger, Inc.
Employees ----- 3,612 employees (consolidated, part-time/temporary employees included)
Business ----- Online MRO products store

[Subsidiaries]

Company Name --- NAVIMRO Co., Ltd.
Headquarters ----- Seoul Special City, the Republic of Korea
Founded ----- January 2013
Business ----- Internet MRO product sales in South Korea

Company Name --- PT MONOTARO INDONESIA
Headquarters ----- Jakarta, the Republic of Indonesia
Entered Market ----- October 2016
Business ----- Internet MRO product sales in Indonesia

Company Name --- IB MONOTARO PRIVATE LIMITED
Headquarters ----- New Delhi, the Republic of India
Entered Market ----- September 2020
Business ----- Internet MRO product sales in India

Company Name --- MONOTARO TECHNOLOGIES INDIA PRIVATE LIMITED
Headquarters ----- Chennai, Republic of India
Entered Market ----- September 2025
Business ----- System development related to MonotaRO Co., Ltd. and its consolidated subsidiaries

Company Name --- MONOTARO (Shanghai) Trading Co., Ltd.
Headquarters ----- Shanghai, People's Republic of China
Entered Market ----- October 2025
Business ----- Inspection and procurement support for indirect materials

Company Name --- Shin-Sanko Mask Co., Ltd.
Headquarters ----- Atsugi, Kanagawa Prefecture
Entered Market ----- November 2025
Business ----- Manufacture and sale of respiratory protective equipment

History

2000 Oct. 19 --- Established by Sumitomo Co., Ltd. and W.W. Grainger Inc.
Oct. --- Website for business operators "MonotaRO.com" launched for limited opening
2001 Nov. --- MRO products procurement site opened nationwide. Began full-scale business
2002 Mar. --- Distribution Center opened in Higashiosaka, Osaka (Integrated into Amagasaki DC in 2007)
2004 Jul. --- Launched private brand "MonotaRO"
2006 Feb. --- The Company was renamed from Sumisho Grainger Co., Ltd. to MonotaRO Co., Ltd.
Dec. --- Listed on the TSE Mothers market
2007 Jan. --- Distribution Center opened in Amagasaki, Hyogo (Amagasaki DC)
2008 Mar. --- Relocated headquarters to Amagasaki, Hyogo
May --- Entered the automotive-related product sales business
Jul. --- MonotaRO Mobile Site opened.
2009 Dec. --- Listed on the TSE First Section market
2011 May --- Distribution Center opened in Tagajo, Miyagi (Consolidated into Kasama DC in 2017)
2012 Mar. 22 --- Masaya Suzuki assumed the position of President and Chief Executive Officer (currently: Chairman)
Kinya Seto assumed the position of Director and Chairman (currently: Honorary Advisor)
2013 Jan. --- Established a subsidiary and moved into the MRO market in South Korea
2014 May --- Entered agricultural materials and kitchen supplies sales business
Jul. --- Distribution Center opened in Amagasaki, Hyogo (Amagasaki DC, integrated into Inagawa DC in December 2022)
--- Launched purchasing management system "ONE SOURCE"
2015 May --- Entered medical & nursing care supplies sales business
2016 Oct. --- Invested in an e-commerce company and moved into the MRO market in Indonesia
2017 Mar. --- Distribution Center opened in Kasama, Ibaraki (Kasama DC)
2018 Feb. --- Established a subsidiary and moved into the MRO market in China (withdrew in September 2021)
2020 Sep. --- Moved into the MRO market in India
2021 Feb. --- Distribution Center opened in Higashiibaraki-gun, Ibaraki (Ibaraki Central SC)
2022 Apr. --- Moved to the TSE Prime Market
--- Distribution Center opened in Kawabe-gun, Hyogo (Inagawa DC)
2023 Nov. --- Relocated the headquarters to Osaka City, Osaka Prefecture.
2024 Jan. 1 --- Sakuya Tamura assumed the position of President and Chief Operating Officer (currently: Director, President and Chief Executive Officer)
Masaya Suzuki assumed the position of Director, Chairman, and Chief Executive Officer (currently: Director, Chairperson)
Oct. --- Entered into an agreement with Ishikawa Prefecture regarding the supply of goods in the event of a disaster
2025 May --- Held groundbreaking ceremony for the "Mito Distribution Center"
Jul. --- Obtained "Platinum Kurumin" certification
Sep. --- Established affiliated subsidiary "MONOTARO TECHNOLOGIES INDIA PRIVATE LIMITED"
Oct. --- Established affiliated subsidiary "MONOTARO (Shanghai) Trading Co., Ltd."
Nov. --- Established affiliated subsidiary "Shin-Sanko Mask Co., Ltd."
Dec. --- Obtained "Platinum Eruboshi" certification

Performance

FY2025 full-year performance

Domestic site: monotaro.com

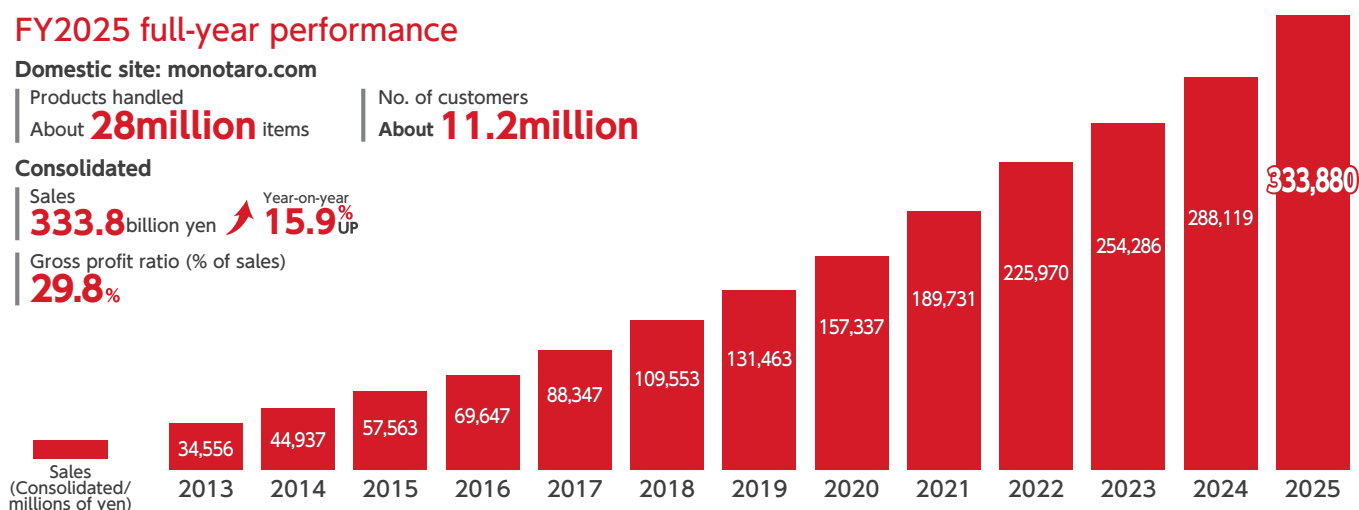
Products handled
About **28million** items

No. of customers
About **11.2million**

Consolidated

Sales
333.8 billion yen  **15.9%** Year-on-year UP

Gross profit ratio (% of sales)
29.8%



MonotaRO Co., Ltd.

<https://www.monotaro.com/>

Corporate site: <https://corp.monotaro.com/>

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