



MonotaRO Business

MonotaRO Co., Ltd.
www.monotaro.com

1. Company Profile

MonotaRO means	• Maintenance, Repair, and Operation • “The sufficient number of products” in Japanese • Like “Momotaro,” fight against unfair-old distribution system	 Image of “Momotaro” in Japanese folk tale
MonotaRO Business	• Providing MRO products through Internet and catalogs, targeting small to mid-sized domestic manufacturers, which are not treated well by conventional retailers.	
MRO products	• Cutting tools/Safety products/Bearings/Fasteners/Industrial equipment (number of product SKU 28.9 million)	
Number of Customers	• Over 11.5 million	
Capital Stock	• 2,048 million JPY	
Number of Employees	• 2,944 including 938 regular employees (as of March 31, 2026 consolidated)	
Head Office	• Kita-ku Osaka-shi	
Major Distribution Centers	• Kasama Distribution Center, Ibaraki Prefecture • Ibaraki Chuo Satellite Center, Ibaraki Prefecture • Inagawa Distribution Center, Hyogo Prefecture	

2. Strength

After (MonotaRO)	Before (Conventional Suppliers)
One-Price Policy - Same price to all customers on website. - Customers trust in open, fair, and proper prices and are free from bothers in asking quotes every time.	Different and unclear price to each customer
Efficient Sales through Internet - Sales through internet, realizing economies of scale. - Efficient promotions leveraging IT.	Labor oriented, small and localized markets
Database Marketing Replace sales representatives by utilizing huge data and with advanced database marketing.	Sales based on experience of sales representatives
Product Availability - Selling about 28.9 million items; 744 thousand items are available for “same day shipment.” 684 thousand items out of “same day shipment products” are in inventory.	Limited product availabilities
Private Brand and Direct Import Products - Importing competitive products directly from overseas. - Providing optimal selection of products including private brand, so that customers can choose the best one out of huge variety to meet their needs.	Sell mainly expensive national brand products

3. Marketing

1. Customer Acquisition

- Search engine marketing (SEO and paid search)
- Sending direct email, flyers, and faxes to prospects
- Broadcasting CM

2. Website

- Recommendations and personalized contents

3. Direct email, Flyers, and Faxes

- Semi-personalized contents

4. Direct Mail Flyers

- Small batches of on-demand printed flyers with DTP

5. Data Mining and Campaign Management

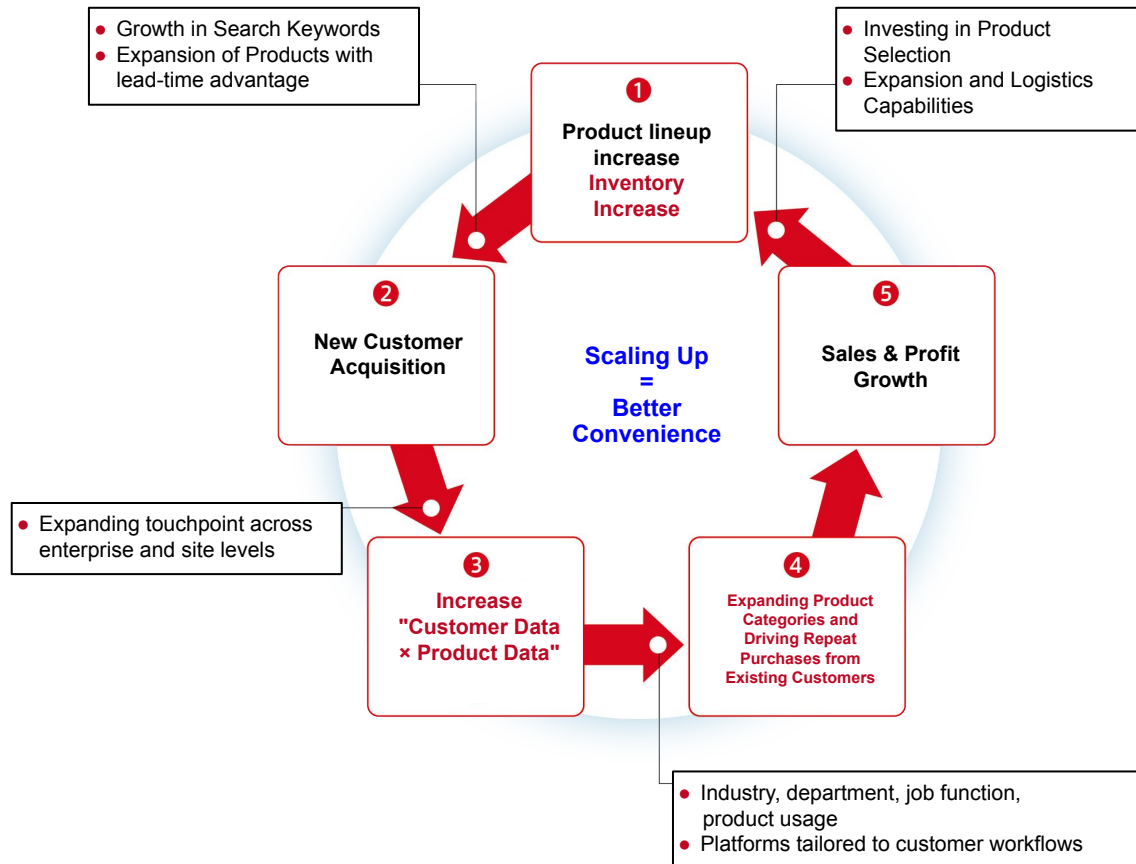
- Promotions optimized by industry categories for more effectiveness and efficiency



4. Procurement

- Enhancement of Product Sources
 - Developing new suppliers and new products through various channels
- Direct Import and Private Brand Product Development
 - Higher margin with national brand quality maintained
 - Unique competitive advantage

5-1. Growth - Development Cycle



5-2. Growth - Industrial Beachhead Expansion

2002	Started with small-to-mid sized manufacturing companies, iron works, metal works, and machine assembly companies	2018	Established real shop in Saga Prefecture for demonstration experiment
2008	Entered automotive aftermarket	2019	Completed 2nd phase expansion of facilities at Kasama Distribution Center
2009	Entered independent contractor market	2020	Number of Enterprise Business customers exceeded one thousand
2010	- Introduced laboratory products - Started US business with providing consulting service to Zoro Tools - Business with large corporations started to grow	2021	- Started Indian business in Jan. (IB MONOTARO, consolidated subsidiary) - Established Ibaraki Chuo Satellite Center
2011	Established Tagajo Distribution Center in Miyagi Prefecture	2022	- Established Inagawa Distribution Center (Phase 1) - Closed Amagasaki Distribution Center
2013	Started South Korean business by establishing subsidiary NAVIMRO	2023	- Established Inagawa Distribution Center (Phase 2) - Product lineup SKU exceeded 20 million - Relocated headquarters office to JP Tower Osaka
2014	- Established Amagasaki Distribution Center in Hyogo Prefecture - Expanded product lineup: agricultural equipment and kitchen equipment - Introduced "MonotaRO One Source" procurement system for large corporations	2024	Sakuya Tamura assumed the position of Director, President, and COO. Masaya Suzuki assumed the position of Director, Chairman, and CEO
2015	Introduced medical & nursing care equipment category	2025	- Established MonotaRO TECHNOLOGIES INDIA PRIVATE LIMITED. - Established MonotaRO (Shanghai) Trading CO., Ltd. - Established Shin-Sanko Mask Co., Ltd.
2016	Started Indonesian business by acquiring majority (51%) of PT MONOTARO INDONESIA and consolidated to MonotaRO Group in Q4	2026	Relocated Tokyo office to Akasaka Trust Tower
2017	- Established Kasama Distribution Center in Ibaraki Prefecture - Introduced simplified and easy-installation system "MonotaRO ONE SOURCE Lite" for large corporations - Closed Tagajo Distribution Center		



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