



# MonotaRO Business

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

# 1. Company Profile

MonotaRO means	<ul style="list-style-type: none"><li>• Maintenance, Repair, and Operation</li><li>• “The sufficient number of products” in Japanese</li><li>• Like “Momotaro,” fight against unfair-old distribution system</li></ul>	 <p>Image of “Momotaro” in Japanese folk tale</p>
MonotaRO Business	<ul style="list-style-type: none"><li>• Providing MRO products through Internet and catalogs, targeting small to mid-sized domestic manufacturers, which are not treated well by conventional retailers.</li></ul>	
MRO products	<ul style="list-style-type: none"><li>• Cutting tools/Safety products/Bearings/Fasteners/Industrial equipment (number of product SKU 28.9 million)</li></ul>	
Number of Customers	<ul style="list-style-type: none"><li>• More than 11.3 million</li></ul>	
Capital Stock	<ul style="list-style-type: none"><li>• 2,048 million JPY</li></ul>	
Number of Employees	<ul style="list-style-type: none"><li>• 3,612 including 1,525 regular employees (as of December 31, 2025 consolidated)</li></ul>	
Head Office	<ul style="list-style-type: none"><li>• Kita-ku Osaka-shi</li></ul>	
Major Distribution Centers	<ul style="list-style-type: none"><li>• Kasama Distribution Center, Ibaraki Prefecture</li><li>• Ibaraki Chuo Satellite Center, Ibaraki Prefecture</li><li>• Inagawa Distribution Center, Hyogo Prefecture</li></ul>	

## 2. Strength

After (MonotaRO)	Before (Conventional Suppliers)
<b>One-Price Policy</b> <ul style="list-style-type: none"><li>Same price to all customers on website.</li><li>Customers trust in open, fair, and proper prices and are free from bothers in asking quotes every time.</li></ul>	<ul style="list-style-type: none"><li>Different and unclear price to each customer</li></ul>
<b>Efficient Sales through Internet</b> <ul style="list-style-type: none"><li>Sales through internet, realizing economies of scale.</li><li>Efficient promotions leveraging IT.</li></ul>	<ul style="list-style-type: none"><li>Labor oriented, small and localized markets</li></ul>
<b>Database Marketing</b> <ul style="list-style-type: none"><li>Replace sales representatives by utilizing huge data and with advanced database marketing.</li></ul>	<ul style="list-style-type: none"><li>Sales based on experience of sales representatives</li></ul>
<b>Product Availability</b> <ul style="list-style-type: none"><li>Selling about 28.9 million items; 755 thousand items are available for “same day shipment.”</li><li>688 thousand items out of “same day shipment products” are in inventory.</li></ul>	<ul style="list-style-type: none"><li>Limited product availabilities</li></ul>
<b>Private Brand and Direct Import Products</b> <ul style="list-style-type: none"><li>Importing competitive products directly from overseas.</li><li>Providing optimal selection of products including private brand, so that customers can choose the best one out of huge variety to meet their needs.</li></ul>	<ul style="list-style-type: none"><li>Sell mainly expensive national brand products</li></ul>

# 3. Marketing

## 1. Customer Acquisition

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

## 2. Website

- Recommendations and personalized contents

## 3. Direct e-mail, 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

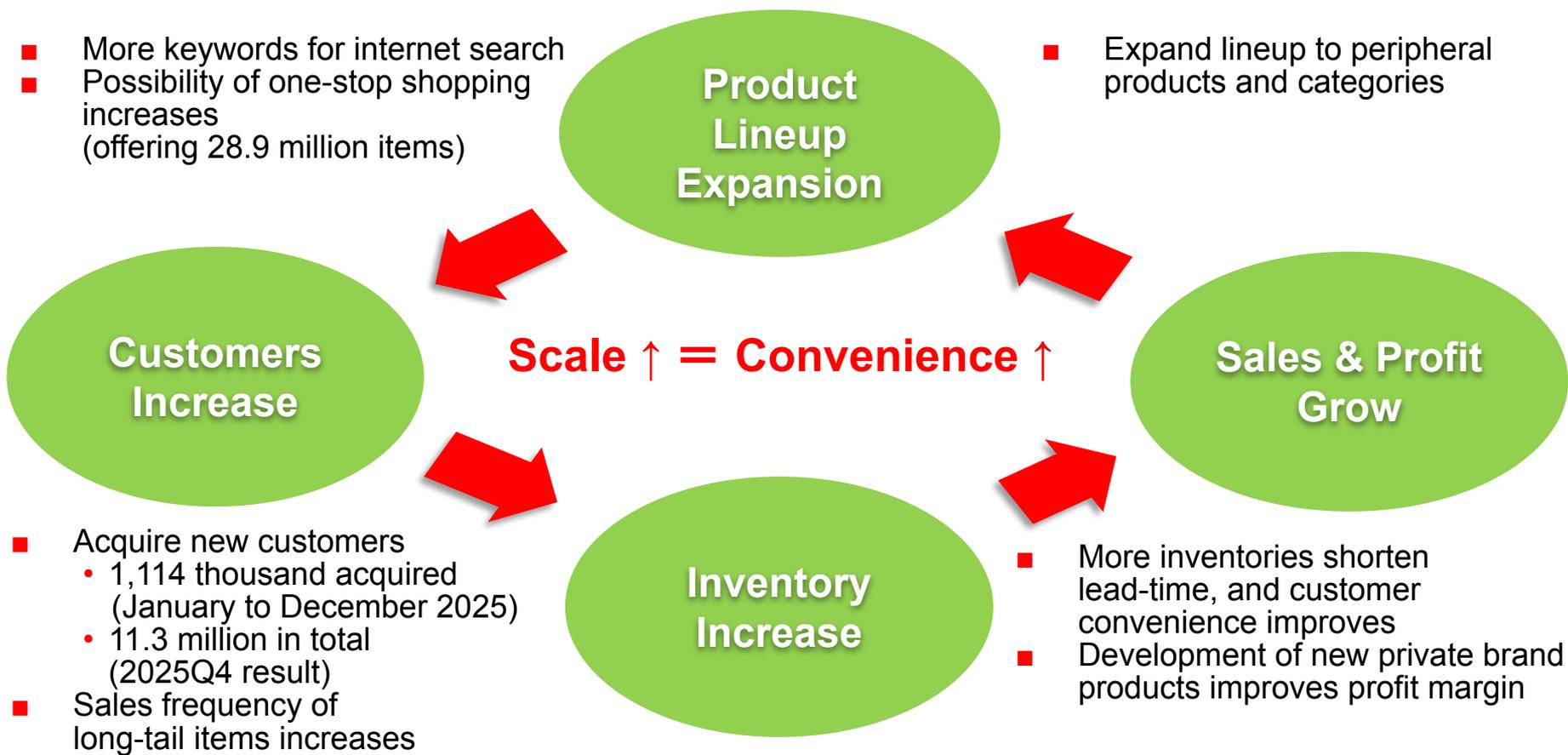


# 4. Procurement

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- 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	<ul style="list-style-type: none"><li>Started with small-to-mid sized manufacturing companies, iron works, metal works, and machine assembly companies</li></ul>
2008	<ul style="list-style-type: none"><li>Entered automotive aftermarket</li></ul>
2009	<ul style="list-style-type: none"><li>Entered independent contractor market</li></ul>
2010	<ul style="list-style-type: none"><li>Introduced laboratory products</li><li>Started US business with providing consulting service to Zoro Tools</li><li>Business with large corporations started to grow</li></ul>
2011	<ul style="list-style-type: none"><li>Established Tagajo Distribution Center in Miyagi Prefecture</li></ul>
2013	<ul style="list-style-type: none"><li>Started South Korean business by establishing subsidiary NAVIMRO</li></ul>
2014	<ul style="list-style-type: none"><li>Established Amagasaki Distribution Center in Hyogo Prefecture</li><li>Expanded product lineup: agricultural equipment and kitchen equipment</li><li>Introduced "MonotaRO One Source" procurement system for large corporations</li></ul>
2015	<ul style="list-style-type: none"><li>Introduced medical &amp; nursing care equipment category</li></ul>
2016	<ul style="list-style-type: none"><li>Started Indonesian business by acquiring majority (51%) of PT MONOTARO INDONESIA and consolidated to MonotaRO Group in Q4</li></ul>
2017	<ul style="list-style-type: none"><li>Established Kasama Distribution Center in Ibaraki Prefecture</li><li>Introduced simplified and easy-installation system "MonotaRO ONE SOURCE Lite" for large corporations</li><li>Closed Tagajo Distribution Center</li></ul>
2018	<ul style="list-style-type: none"><li>Established real shop in Saga Prefecture for demonstration experiment</li></ul>
2019	<ul style="list-style-type: none"><li>Completed 2nd phase expansion of facilities at Kasama Distribution Center</li></ul>
2020	<ul style="list-style-type: none"><li>Number of Enterprise Business customers exceeded one thousand</li></ul>
2021	<ul style="list-style-type: none"><li>Started Indian business in Jan. (IB MONOTARO, consolidated subsidiary)</li><li>Established Ibaraki Chuo Satellite Center</li></ul>
2022	<ul style="list-style-type: none"><li>Established Inagawa Distribution Center (Phase 1)</li><li>Closed Amagasaki Distribution Center</li></ul>
2023	<ul style="list-style-type: none"><li>Established Inagawa Distribution Center (Phase 2)</li><li>Product lineup SKU exceeded 20 million</li></ul>
2024	<ul style="list-style-type: none"><li>Sakuya Tamura assumed the position of Director, President, and COO. Masaya Suzuki assumed the position of Director, Chairman, and CEO</li></ul>
2025	<ul style="list-style-type: none"><li>Established MonotaRO TECHNOLOGIES INDIA PRIVATE LIMITED.</li><li>Established MonotaRO (Shanghai) Trading CO., Ltd.</li><li>Established Shin-Sanko Mask Co., Ltd.</li></ul>



## Contact

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