Quarter 2, FY2026

(FH 2026)

MonotaRO Co., Ltd
www.monotaro.com

Jan.-Jun. 2026 Financial Results Overview Highlights

FY2026 FH Highlights

- Responding to Middle East situation: not only pre-buying by existing customers, but also new customer acquisition and new-category purchases by existing customers — lifting PB ratio.
- Enterprise Business: Standardizing sales activities drove expansion into large unused sites ahead of plan. Office-related products added to sales growth but fell below plan.
- Overseas subsidiaries sales exceeded plan, contributing to consolidated results coming in above plan.

Consolidated Results

	Net Sales	Operating Income	Net Income attributable to owners of the parent
Amount	193.2 bil. JPY	27.3 bil. JPY	18.5 bil. JPY
YoY	+20.6%	+24.9%	+20.5%
vs. Plan	+2.6%	+6.0%	+6.0%

MonotaRO (Non-consol.)

	Amount		
Net Sales	187.3 bil. JPY	YoY	+20.8%
		vs. Plan	+2.6%
MonotaRO.com Business (Incl. Royalty)	123.2 bil. JPY	YoY	+19.8%
		vs. Plan	+3.8%
Enterprise Business	64.1 bil. JPY	YoY	+24.0%
		vs. Plan	+0.3%
		% to Sales	34.2%
Operating Income	27.9 bil. JPY	YoY	+24.1%
		vs. Plan	+5.6%
		% to Sales	14.9%

Sales / OP Income

- Non-consolidated net sales, operating income, and net income all exceeded plan.

MonotaRO.com Business

- PB-led procurement strength met Middle East–driven demand, lifting sales and OP above plan.

Enterprise Business

- Activation of large unused sites and capturing petroleum-based demand more than offset shortfalls in summer and office-related products.

2026 FH
(Consol.) Financial Result Overview

2026FH Consol.

Financial Result P/L Outline

	2025FH Result		2026FH Plan		2026FH Result			
	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	YoY	vs Plan
Sales	160,232		188,325		193,261		+20.6%	+2.6%
Gross Profit	47,483	29.6%	55,573	29.5%	57,561	29.8%	+21.2%	+3.6%
SG&A Exp.	25,599	16.0%	29,782	15.8%	30,219	15.6%	+18.0%	+1.5%
Operating Income	21,883	13.7%	25,791	13.7%	27,342	14.1%	+24.9%	+6.0%
Current Income	21,840	13.6%	25,647	13.6%	27,125	14.0%	+24.2%	+5.8%
Net Income (Tax Rate)	15,169 (30.5%)	9.5%	17,375 (32.3%)	9.2%	18,393 (32.2%)	9.5%	+21.2%	+5.9%
Net Income attributable to owners of the parent	15,417	9.6%	17,521	9.3%	18,578	9.6%	+20.5%	+6.0%

Financial Result B/S Outline

		Jun. 2025	Dec. 2025	Jun. 2026	
		mil. JPY	mil. JPY	mil. JPY	Ratio
Assets					
	Cash	35,775	47,293	41,334	21.6%
	Accounts Receivable	37,470	42,614	40,811	21.4%
	Inventory	22,426	22,436	29,030	15.2%
	Others	9,925	10,772	11,366	6.0%
Total Current Assets		105,598	123,116	122,542	64.1%
	Tangible Fixed Assets	45,170	54,958	54,141	28.3%
	Intangible Fixed Assets	7,793	7,685	7,647	4.0%
	Others	7,265	7,484	6,695	3.5%
Total Fixed Assets		60,230	70,127	68,483	35.9%
Total Assets		165,828	193,243	191,025	

		Jun. 2025	Dec. 2025	Jun. 2026	
		mil. JPY	mil. JPY	mil. JPY	Ratio
Liabilities					
	Accounts Payable	22,463	25,018	26,587	13.9%
	Short-term Debt, etc.*1	320	109	220	0.1%
	Others	16,074	28,430	18,689	9.8%
Total Current Liabilities		38,858	53,558	45,497	23.8%
	Long-term-Debt	9,000	13,000	20,500	10.7%
	Others	3,732	3,751	3,863	2.0%
Total Long term Liabilities		12,732	16,751	24,363	12.8%
Total Liabilities		51,591	70,310	69,861	36.6%
Net Assets					
Shareholder's Equity		113,332	122,174	120,551	63.1%
Treasury Stock		△835	△876	△4,942	△2.6%
Others		904	759	613	0.3%
Total Net Assets		114,237	122,933	121,164	63.4%
Total Liabilities & Net Assets		165,828	193,243	191,025	

*1: Includes short-term debt & current portion of long-term debt.

Financial Result C/F Outline

		2025FH Result mil. JPY	2026FH Result mil. JPY
Cash Flow from Operating Activity			
	Net Income before Tax	21,835	27,116
	Depreciation	3,514	3,101
	Increase or Decrease in Accounts Receivable (△ = increase)	△3,924	1,773
	Increase or Decrease in Inventory (△ = increase)	△1,820	△6,641
	Increase or Decrease in Accounts Payable (△ = decrease)	2,663	1,607
	Tax payment	△6,896	△8,567
	Increase or Decrease in Accrued Consumption Taxes (△ = decrease)	△926	△1,072
	Others	△872	△881
	Total	13,574	16,436
Cash Flow from Investing Activity			
	Acquisition of Tangible Assets	△9,166	△8,697
	Acquisition of Intangible Assets	△2,915	△1,141
	Others	△291	△291
	Total	△12,373	△10,131
Cash Flow from Financing Activity			
	Proceeds from Long-term Debt	9,000	7,500
	Repayments of Long-term Debt	△208	—
	Cash Dividends Paid	△4,971	△8,943
	Acquisition of Treasury shares	△93	△9,999
	Acquisition of shares from non-controlling interests	—	△1,206
	Others	67	63
	Total	3,794	△12,586
Currency Exchange Adjustment		△48	△4
Net Increase or Decrease in Cash and Cash Equivalent (△ = decrease)		4,945	△6,286
Cash and Cash Equivalent at Beginning of Period		30,370	46,995
Cash and Cash Equivalent at End of Period		35,316	40,709

2026 FH
(Non-consol.) Financial Result Overview

Financial Result P/L Outline 1/3

	2025FH Result		2026FH Plan		2026FH Result			
	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	Amount (mil. JPY)	Sales Ratio	YoY	vs Plan
Sales	155,006		182,627		187,293		+20.8%	+2.6%
Enterprise Bus.	51,712	33.4%	63,911	35.0%	64,131	34.2%	+24.0%	+0.3%
Gross Profit	46,373	29.9%	54,239	29.7%	56,271	30.0%	+21.3%	+3.7%
SG&A Exp.	23,858	15.4%	27,762	15.2%	28,324	15.1%	+18.7%	+2.0%
Operating Income	22,514	14.5%	26,476	14.5%	27,947	14.9%	+24.1%	+5.6%
Current Income	22,467	14.5%	26,297	14.4%	27,829	14.9%	+23.9%	+5.8%
Net Income (Tax Rate)	15,796 (29.7%)	10.2%	18,021 (31.5%)	9.9%	19,095 (31.3%)	10.2%	+20.9%	+6.0%

2026FH Non-consol.

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

	2025FH Result (A)		2026FH Result (B)		Difference (B-A)		
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio			
Sales	155,006	—	187,293	—	Amount (mil.JPY)	+32,286	■ Increased demand for petroleum-based products and office-related products driven by changes in the Middle East situation; decreased demand for summer products. ■ Royalty income decreased YoY.
					YoY	+20.8%	
					Sales Ratio	—	
Gross Profit	46,373	29.9%	56,271	30.0%	Amount (mil.JPY)	+9,898	■ Product GP% increased (+0.6pt.: Increase in demand for petroleum-based products led to a higher PB composition ratio. Decreased demand for summer products, etc.) ■ Delivery cost ratio increased (△0.2pt.: Due to increased shipping cost per box.) ■ Royalty income decreased YoY.
					YoY	+21.3%	
					Sales Ratio	+0.1%	
SG&A Exp.	23,858	15.4%	28,324	15.1%	Amount (mil.JPY)	+4,466	■ Depreciation Exp. ratio decreased (△0.6pt.: Decrease in accelerated depreciation of Order Management System, or OMS, etc.) ■ Labor Exp. ratio decreased (△0.3pt.: Due to productivity improvement, etc.) ■ Rent Exp. ratio decreased (△0.2pt.: Due to increase in sales.) ■ Outsourcing Exp. ratio increased (+0.3pt.: Increased logistics outsourcing exp.) ■ Ad Exp. ratio increased (+0.4pt.: Increased Listing Ad, TV ads etc.) ■ Other Exp. ratio increased (+0.1pt.: Increased system usage fee, etc.)
					YoY	+18.7%	
					Sales Ratio	△0.3%	
Operating Income	22,514	14.5%	27,947	14.9%	Amount (mil.JPY)	+5,432	
					YoY	+24.1%	
					Sales Ratio	+0.4%	
Net Income (Tax Rate)	15,796 (29.7%)	10.2%	19,095 (31.3%)	10.2%	Amount (mil.JPY)	+3,299	
					YoY	+20.9%	
					Sales Ratio	+0.0%	

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

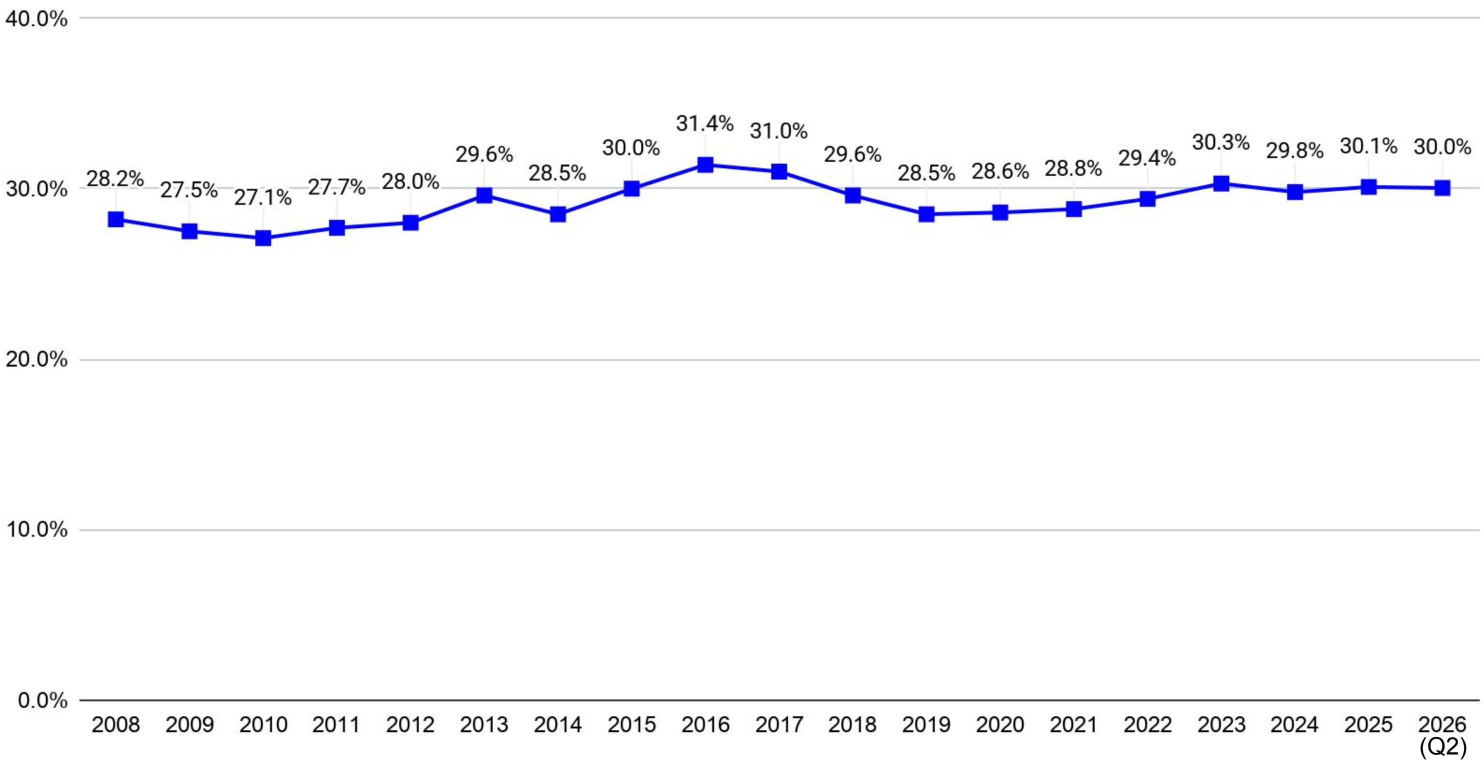
	2026FH Plan (A)		2026FH Result (B)		Difference (B-A)		
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio			
Sales	182,627	—	187,293	—	Amount (mil.JPY)	+4,666	■ MonotaRO.com Business: Exceeded plan due to demand surge for petroleum-based products caused by Middle-East tension despite lower-than-planned sales for retention of office/copy paper and summer products as a result of lower temperatures. ■ Enterprise Business: Demand for office-related and summer products fell short of plan; new corporate connections and unused site acquisition ran ahead of plan.
					vs Plan	+2.6%	
					Sales Ratio	—	
Gross Profit	54,239	29.7%	56,271	30.0%	Amount (mil.JPY)	+2,032	■ Product GP% increased (+0.4pt.: Higher PB ratio driven by increased demand for petroleum-based products, etc.; lower summer products sales mix) ■ Increase in miscellaneous expense ratio (△0.1 pt.: higher card payment fees vs. plan, etc.) ■ Royalties on track with plan.
					vs Plan	+3.7%	
					Sales Ratio	+0.3%	
SG&A Exp.	27,762	15.2%	28,324	15.1%	Amount (mil.JPY)	+562	■ Decrease in other expense ratio (△0.2 pt.: lower maintenance and insurance fee ratios, etc.) ■ Increase in outsourcing expense ratio (+0.1 pt.: higher warehouse-related costs, etc.)
					vs Plan	+2.0%	
					Sales Ratio	△0.1%	
Operating Income	26,476	14.5%	27,947	14.9%	Amount (mil.JPY)	+1,470	
					vs Plan	+5.6%	
					Sales Ratio	+0.4%	
Net Income (Tax Rate)	18,021 (31.5%)	9.9%	19,095 (31.3%)	10.2%	Amount (mil.JPY)	+1,074	
					vs Plan	+6.0%	
					Sales Ratio	+0.3%	

Changes in External Factors and Outlook

- Sharpening competitive advantage through agile responses to external factors, and turning one-off demand into sustainable growth

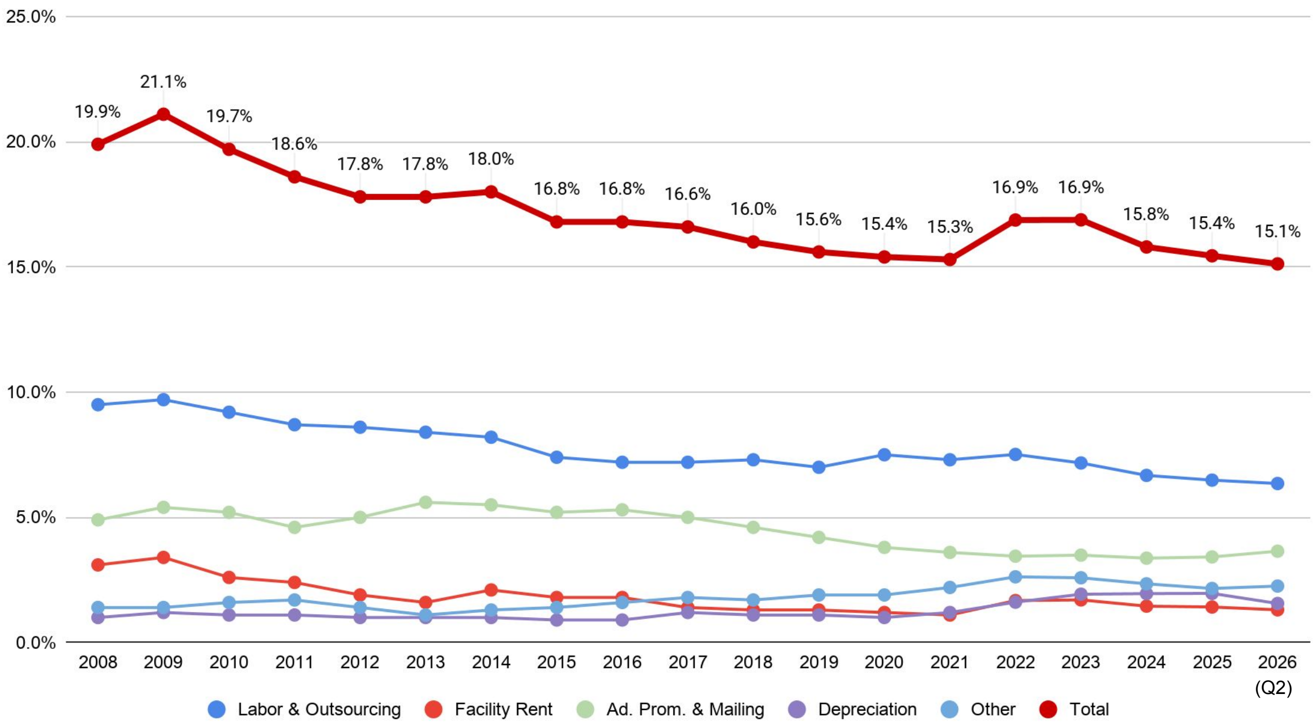
	Plan	H1 situation	H2 Outlook
Petroleum-based products	—	• Late March–May: Sharp surge in demand for petroleum-based products. • Approx. 50% from existing customers' advance purchasing, 40% from existing customers' new-category purchases, 10% from new customer inflow.	• Anticipate reaction (pullback) following existing customers' advance purchasing. • Assume certain degree of retention in inflow customers' and existing customers' new-category purchases.
Office-related products	• Q4 FY2025 inflow converges to certain retention rate by March, continuing through fiscal year-end.	• Inflow customers retained to certain extent. • Copy paper, office-related products retention below plan.	• Assortment improvements in weak categories (copy paper, office supplies) and delivery service enhancements.
Summer products	• Expected summer products demand to begin increasing from June.	• Low temperatures, summer products sales below plan in June.	• From mid-July: temperatures above seasonal average (severe heat), demand recovery. • Continue monitoring future weather/temperature trends.

Non-consol. Progress - Gross Profit Ratio



2026FH Non-consol.

Non-consol. Progress - SG&A Expense Ratio



Expense Breakdown		
	2025FH Result	2026FH Result
Labor	4.1%	3.8%
Outsourcing	2.2%	2.5%
Facility Rent	1.5%	1.3%
Ad & Promotion	3.0%	3.4%
Mailing	0.2%	0.2%
Depreciation	2.2%	1.6%
Others	2.2%	2.3%
Total	15.4%	15.1%

Distribution-related Cost vs. Last Year / vs. Plan

■ Distribution-related cost sales ratio Jan.-Jun. 2026 Result: 5.9%.

- 0.3pt. lower than Jan.-Jun. 2025 Result.
  - Depreciation expense ratio decreased:△0.2pt.
    (decrease in cost-to-sales ratio driven by sales growth and higher utilization rate at Inagawa DC)
  - Facility Rent expense ratio decreased:△0.2pt.
    (decrease in cost-to-sales ratio driven by sales growth and higher utilization rate at Inagawa DC)
  - Labor and outsourcing expense ratio increased: +0.1pt. (due to increase in warehouse staffing costs, etc.)

- ±0.0pt. vs plan
  - Others decreased: △0.1pt. (due to timing difference and decrease of maintenance and repair, supplies expenses, etc.)
  - Labor & Outsourcing cost expenses ratio increased: +0.1pt. (Increase in temporary staffing costs due to estimate variances, etc.)

	2025FH Result		2026FH Plan		2026FH Result			
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	YoY	vs Plan
Sales (Non-consol.)	155,006		182,627		187,293		+20.8%	+2.6%
Depreciation	1,760	1.1%	1,700	0.9%	1,715	0.9%	△2.6%	0.9%
Labor & Outsourcing	4,196	2.7%	4,966	2.7%	5,244	2.7%	+25.0%	5.6%
Facility Rent	1,828	1.2%	1,955	1.1%	1,950	1.0%	+6.7%	△0.2%
Others	1,836	1.2%	2,209	1.2%	2,077	1.1%	+13.1%	△6.0%
Total	9,622	6.2%	10,831	5.9%	10,988	5.9%	+14.2%	1.5%

Financial Result B/S Outline

	Jun. 2025	Dec. 2025	Jun. 2026	
	mil. JPY	mil. JPY	mil. JPY	Ratio
Assets				
Cash	34,828	46,736	40,354	20.8%
Accounts Receivable	36,914	42,031	40,079	20.7%
Inventory	21,166	21,072	27,626	14.2%
Others	9,488	10,269	10,832	5.6%
Total Current Assets	102,398	120,111	118,892	61.3%
Tangible Fixed Asset	44,167	54,148	53,400	27.5%
Intangible Fixed Assets	7,711	7,614	7,595	3.9%
Investments and Other Assets	11,883	12,419	14,036	7.2%
Total Fixed Assets	63,762	74,182	75,031	38.7%
Total Assets	166,161	194,293	193,924	

	Jun. 2025	Dec. 2025	Jun. 2026	
	mil. JPY	mil. JPY	mil. JPY	Ratio
Liabilities				
Accounts Payable	21,790	24,134	25,638	13.2%
Short-term Debt, etc.	—	—	—	0.0%
Others	15,239	27,587	17,874	9.2%
Total Current Liabilities	37,030	51,721	43,512	22.4%
Long-term Debt	9,000	13,000	20,500	10.6%
Others	3,518	3,548	3,622	1.9%
Total Long term Liabilities	12,518	16,548	24,122	12.4%
Total Liabilities	49,548	68,270	67,635	34.9%
Net Assets				
Shareholder’s Equity	116,584	126,006	126,276	65.1%
Treasury stock	△835	△876	△4,942	△2.5%
Stock Option	28	16	12	0.0%
Total Net Assets	116,612	126,022	126,289	65.1%
Total Liabilities & Net Assets	166,161	194,293	193,924	

2026 FH
(Overseas Subsidiaries)
Financial Result Overview

Overseas Subsidiaries Financial Result P/L Outline

■ NAVIMRO (South Korea)

- Marketing optimization efforts since last fiscal year have been successful. Sales exceeded both prior year and plan, supported by strong new customer acquisitions and higher repeat rates.
- Formulated and executed strategies tailored to South Korea's unique market environment (e.g., in the testing & research category)

	2025FH Result			2026FH Plan			2026FH 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)
Sales	4,360	△10.7%	△3.4%	4,590	+5.4%	+4.3%	4,910	+12.5%	+6.8%	+10.0%	+5.5%
Op.Income	△10	—	—	△30	—	—	30	—	—	—	—
Net Income x Share (*1)	△20	—	—	△40	—	—	30	—	—	—	—

■ MONOTARO INDONESIA (Indonesia)

- Ongoing improvements in repeat rates for existing BtoB customers pushed sales above both prior year and plan.
- Established competitive advantage via tailored initiatives, including direct delivery and strengthened import channels. Proactive customer acquisition in non-manufacturing sectors has been also successful.

	2025FH Result			2026FH Plan			2026FH 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)
Sales	610	+2.9%	+9.4%	770	+27.2%	+26.2%	830	+36.3%	+7.1%	+33.7%	+6.0%
Op.Income	△170	—	—	△150	—	—	△180	—	—	—	—
Net Income x Share (*1)	△90	—	—	△150	—	—	△150	—	—	—	—

Overseas Subsidiaries Financial Result P/L Outline

■ IB MONOTARO (India)

- Improved services, including in-house delivery, increased new acquisition and repeat customers,with revenue exceeding both prior-year and target levels.
- Established a competitive advantage through an expanded product lineup, private brand (PB) development, and a proprietary product procurement system. Began to grow by focusing on BtoB customers.

	2025FH Result			2026FH Plan			2026FH 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 (*2)	420	△34.8%	△30.7%	420	△0.3%	△0.3%	420	+0.2%	+0.5%	+1.4%	+1.6%
Sales (*2)	320	△26.8%	△22.2%	300	△6.2%	△6.2%	320	+0.7%	+7.3%	+1.9%	+8.6%
Op.Income	△450	—	—	△400	—	—	△440	—	—	—	—
Net Income x Share (*1)	△260	—	—	△230	—	—	△280	—	—	—	—

*1: Calculated by multiplying Net Income by Share Ratio at end of each fiscal year for reference.
*2: Only commission portion of sales by sellers in marketplace is recognized as sales.
* : Sales and profit/loss less than 10 million JPY are rounded down as shown in explanation material in Japanese language.

2026 FH
Business Plan

Consolidated P/L Plan Outline

	2025 Result		2026 Plan		
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	YoY
Sales	333,880		381,379		14.2%
Gross Profit	99,636	29.8%	113,035	29.6%	13.4%
SG&A Exp.	53,443	16.0%	59,966	15.7%	12.2%
Operating Income	46,192	13.8%	53,069	13.9%	14.9%
Current Income	46,057	13.8%	52,789	13.8%	14.6%
Net Income (Tax Rate)	31,979 (30.5%)	9.6%	35,895 (32.0%)	9.4%	12.2%
Net Income attributable to owners of the parent	32,434	9.7%	36,180	9.5%	11.5%

*: If latest consolidated financial forecast is expected to deviate from previously disclosed forecast by any of the following ranges, revised forecast will be disclosed.
Sales (consolidated): ±5% • Operating Income (consolidated): ±10% • Current Income (consolidated): ±10% • Net Income Attributable to Owners of Parent: ±10%

Non-consol. P/L Plan

	2025 Result		2026 Plan		
	Amount (mil.JPY)	Sales Ratio	Amount (mil.JPY)	Sales Ratio	YoY
Sales (*1)	322,814		368,849		14.3%
Enterprise Bus. (*1)	106,310	32.9%	127,985	34.7%	20.4%
Gross Profit	97,243	30.1%	110,069	29.8%	13.2%
SG&A Exp.	49,864	15.4%	55,840	15.1%	12.0%
Operating Income	47,379	14.7%	54,228	14.7%	14.5%
Current Income	47,406	14.7%	53,869	14.6%	13.6%
Net Income (Tax Rate)	32,659 (29.6%)	10.1%	36,978 (31.3%)	10.0%	13.2%

Overseas Subsidiary

■ NAVIMRO (South Korea)

	2025 Result			2026 Plan		
	Amount (mil. JPY)	YoY	YoY (Local Currency)	Amount (mil. JPY)	YoY	YoY (Local Currency)
Sales	9,220	△7.3%	△2.1%	9,900	+7.4%	+7.4%
Op. Income	0	—	—	30	+836.4%	+836.4%
Net Income × Share (*1)	0	—	—	30	—	—

■ MONOTARO INDONESIA (Indonesia)

	2025 Result			2026 Plan		
	Amount (mil. JPY)	YoY	YoY (Local Currency)	Amount (mil. JPY)	YoY	YoY (Local Currency)
Sales	1,400	+10.8%	+16.9%	1,890	+35.2%	+35.2%
Op. Income	△300	—	—	△240	—	—
Net Income × Share (*1)	△170	—	—	△240	—	—

■ IB MONOTARO (India)

	2025 Result			2026 Plan		
	Amount (mil. JPY)	YoY	YoY (Local Currency)	Amount (mil. JPY) (*3)	YoY	YoY (Local Currency)
Gross Merchandise Value (*2)	790	△39.0%	△35.9%	920	+17.0%	+17.0%
Sales (*2)	600	△35.1%	△31.7%	690	+13.6%	+13.6%
Op. Income	△860	—	—	△790	—	—
Net Income × Share (*1)	△510	—	—	△450	—	—

*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: Exchange rate is corrected from “Presentation Material for FY2025 Results”

Mid-Long term growth policy

Our Business Model and Financial Target

Corporate Mission

To Innovate Business Procurement Network

Business Strategy & Competitive Advantage

MonotaRO.com Biz:
Gain Market Share in Small-to-Mid Segment

- **Product lineup & Inventory Increase**
- **New Customers Acquisition**
- **"Customer Data × Product Data" Increase**
- **Increase Purchases and Repeat Orders**
- **Sales & Profit Growth**

Competitive Advantages

- Marketing /Sales
- Merchandise
- SCM
- Operation
- Data/ Algorithm
- Software

Enterprise Biz:
Gain Market Share in the Mid-to-Large Segment

- **Product lineup & Inventory Increase**
- **New Connected Companies Acquisition**
- **"Customer Data × Product Data" Increase**
- **Increase end users and order value per user**
- **Sales & Profit Growth**

Foundations Supporting Competitive Advantage

Culture | HR | Finance | Capital Allocation | Risk Management

Financial Targets (Mid-Long Term)

Targeting 15%+ revenue growth to double our 3%* market share.
Achieving profit growth that outpaces revenue growth.

*as of 2024

Domestic Business: MRO Market Trends and Our Positioning

■ Updates in Q2 2026

- Unstable supply situation in market, progress in acquiring new customers and new category orders from existing customers by leveraging our competitive advantages in “assortment” and “supply chain”.
- In Large segment, progress in activating unused sites by standardizing sales activities.
- Retention for office-related products underperformed plan; improvement measures are underway.

Customer Segment (Market Size)	MonotaRO Market Share (2025)	Sales Mix (2025) ( ): YoY change	Sales Growth (2025) ( ): YoY change	Enterprise Business number of connected companies (*1, 2) End of Jun. 2026	Progress in 2026FH
Micro	—	9% (△1%)	7% (+6%)	-	
Small 4.6 mil. corps. (¥1.5 to ¥2.5 tril.)	3.3~5.5%	39% (±0%)	15% (+5%)	-	● Renewed top page to promote purchases of new categories, and improve site usability (Jun.) ● Launched a beta version of our AI agent (Apr.) ● Released "Office supplies, Lighting, Cleaning Supplies, and Daily Essentials" catalog (Mar.)
Medium 65 thou. corps. (¥1.5 to ¥2.5 tril.)	2.8~4.8%	22% (±0%)	16% (+1%)	Approx. 3,800 vs. End of Dec. 25: +300	● New connections driven by expansion of sales resources on track
Large 6.6 thou. corps. (¥5 to ¥6 tril.)	1.6~1.9%	30% (+1%)	24% (△1%)	Approx. 1,950 vs. End of Dec. 25 : +150	● Standardizing sales activities contributed to exceeding plan for both No. and sales of new sites ⇒Expanding outreach from unused sites to low used sites ● Connecting new companies is progressing on plan, but Y2 ramp-up for companies acquired in 2025 fell below target. ⇒Utilize site penetration expertise for onboarding
Total (¥8 to ¥10 tril.)	3.2~4.0%	-	16.9% (+3.4%)		● Secured increased demand for petroleum-based products in Middle East situation, promote new customer acquisition and category expansion for existing customers ● Retention of customers acquired in Q4 2025 fell below plan for office supplies and copy paper ⇒ improving product lineup and site experience ● Started delivery-date designation (from Q3)

*1: Connected Companies (Enterprise Business): Number of delivery-destination entities connected via MonotaRO ONE Source Lite or MonotaRO PunchOut with 5+ registered end users
*2: Updated segment classification of connected enterprises to reflect latest status. As of end-December 2025, connected enterprises numbered 3,481 in Mid and 1,787 in Large.

Share gains driven by product assortment and stable supply

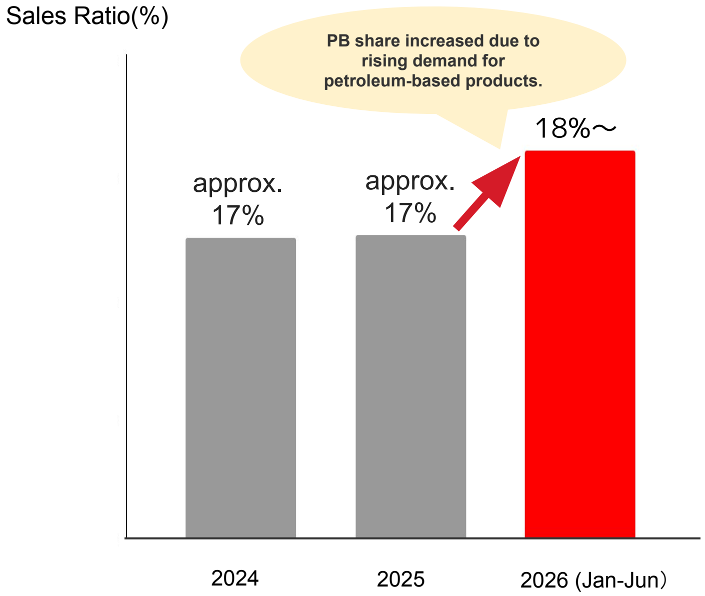
- **Ensure PB product assortment of petroleum-based products and promoted a stable supply in H1 2026 by securing sufficient supply volumes.**
- **In addition to maintaining supply to existing customers, this contributed to acquiring new customers who had previously sourced from trading companies and home centers (offline suppliers).**

● Example of petroleum-based PB products

【Brake & Parts Cleaner】 【Work Gloves】 【Nitrile Gloves】

【Stretch Film】 【Plastic Bags】 【Hand Cleaner】

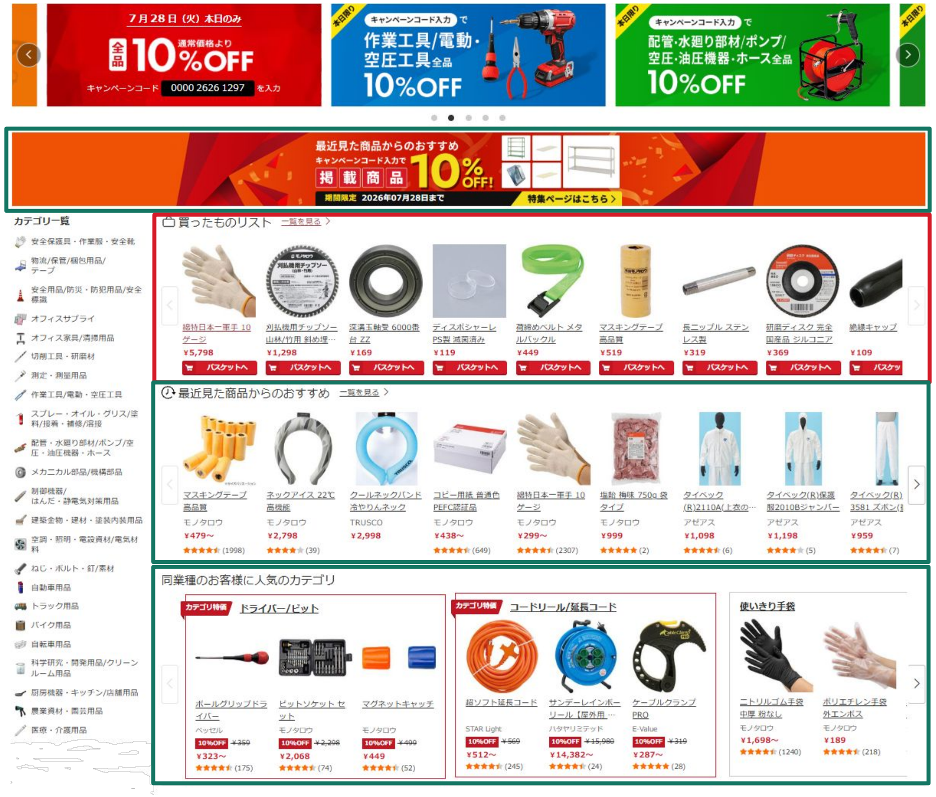
● Rising demand for petroleum-based products



Driving repeat purchases and broader product adoption through improved website experience

■ **First redesign in more than decade - evolving into site that people will want to visit on their own even in AI era, through proactive recommendations, and expanding wallet share.**

- New



- Key improvements and objectives

Objective: Drive repeat purchases

Improvement 1. Move the "Purchased Items" list to the top

Existing customers account for ~50% of MonotaRO.com sales. Easier repeat purchasing, with less search-and-buy effort.

Objective: Expand existing customers into new categories

Improvement 2. Strengthen per-customer personalization

Enhancement of "Recommended Based on Recently Viewed" Features
Issuing Coupons for Non-Purchased Products
Reflecting real-time browsing behavior
→Spark interest in new categories and drive cross-sell.
Add "Popular categories among customers in your industry"
Category suggestions based on same-industry purchasing trends, to shift spend from other suppliers and expand wallet share.

Status of initiatives to expand share in the Large segment

- Expanding across diverse industries and sites through our strengths in assortment, lead time, and system usability
- Significant upside remains in site penetration and usage rates
- Rolling out sales, marketing, and service development based on LTV by industry and site type

Overview of Large market and site penetration in Enterprise business

		Large Market			Our Situation					
		No. of Companies (approx.)	No. of Sites (approx.)	Market size	No. of connected companies (approx.)	Target Sites (Approx.)	Sales 2025 (Approx.) YoY(Approx.)	Sales per Sites	No. of Sites to expand	No. of Users/Sites to expand
Manufacturing	Large sites *2	1,600	13k	¥1.8T～	850	6k	¥34B (30%)	Large～XL	Mid	Large
	Sites except above		110k	¥1.1T～		62k	¥9B (20%)	Small～Mid	Large	Small～Mid
Non-manufacturing *1	Large Site	5,100	16k	¥1.2T～	1,100	5k	¥6B (25%)	Large～XL	Mid	Large
	Sites except above		900k～	¥0.6T～		220k	¥26B (25%)	Small～Mid	Large	Small～Mid
		6,700	1.1M	¥5.1T～	1,950	300k	¥75B (25%)			

Current focus areas

Expanding site penetration through sales activities.

- Start full-scale standardization of proactive site-level sales activities to increase awareness and support onboarding from 2025Q3 for large sites with high LTV.
- Progress to standardize playbook for activating unused large sites, and sales productivity has also improved.Start initiatives to develop low used sites.

To drive further growth

Deepen industry/customer understanding and build foundation for growth.

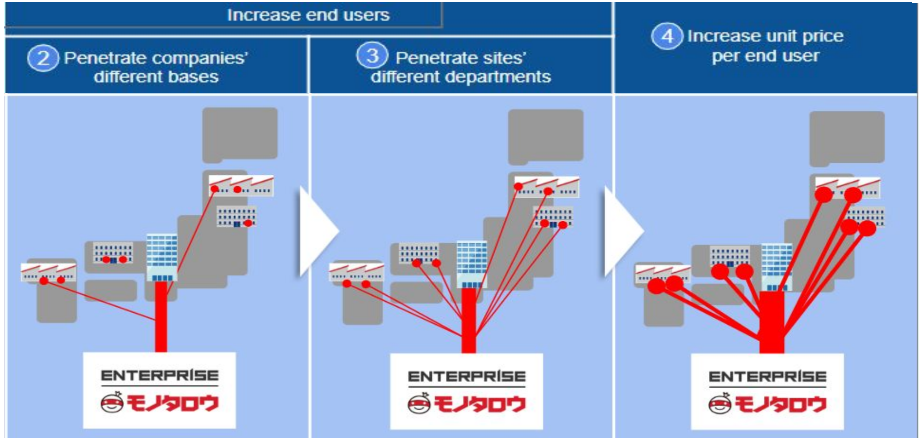
- Research and evaluation of sales and marketing initiatives based on understanding of industry & site characteristics and LTV.
- Development of services, products & data platform tailored to each industry, site and department.

*1: Non-manufacturing is primarily driven by construction, transportation/logistics, and services.
*2: Large sites include factories, R&D centers/labs, and power plants, among others.

Initiatives to increase usage penetration at large sites in Large market

- **Even after company connects to Enterprise service, usage varies widely across its sites — some are well penetrated, while others remain low used or unused**
- **Since 2026, proactive site sales—combining awareness building with purchasing flow support—have advanced onboarding and activation of unused sites**
- **In 2H 2026, we will enhance sales standardization and promote department and user expansion in low used sites**

Image of share expansion in Enterprise business



Large segment: Breakdown of large-site composition within existing customer companies (total: approx. 10,000 sites)

Unused sites approx.50%	Low used sites approx.42%	Medium-to-high penetration sites approx.8%

Revenue mix for these sites (2025: approx. ¥40B)

Low used site approx. 30%	Medium-to-high penetration sites approx. 70%

*Definition of low used sites: large sites where our estimated share of the site's indirect materials spend is under 1%

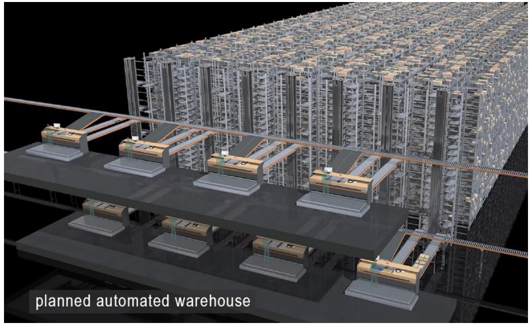
Mito DC

■ Overview of Mito DC

Floor(s)	4 floors
Total Floor Area	approx. 74,000 ㎡
Inventory Capacity	500 thou. SKU
Shipping Capacity	300 thou. line/day (×3 productivity per capita of Kasama DC)
Start of construction	May 2025
Completion of construction	May 2027 (planned)
Start of operations	May 2028 (planned)
Investment amount	50.4 billion yen
Assets	Ownership of all DC assets (land, buildings, material handling equipment, etc.)

■ Mito DC Progress Status

- Groundbreaking ceremony held in May 2025, construction started
- All major construction milestones, including seismic isolation, flooring, roofing, and exterior wall installation, have been completed.
- Overall progress, including the hazardous materials warehouse, remains on schedule.


planned automated warehouse

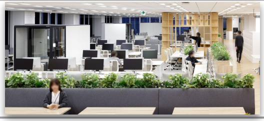

Aerial photo (taken in June 2026)

planned shuttle (transport device)


Seismic isolation pit (taken in July 2026)

Sustainability

Utilization of Renewable Energy

	Exterior Image	Implementation Year	Details
Kasama DC		2022	Adopted the "Green Basic Plan" provided by TEPCO Energy Partner, Inc. A plan with virtually zero CO2 emissions, combining FIT Non-Fossil Certificates (with tracking) and Non-FIT Non-Fossil Certificates with renewable energy designation (with power source attribute information).
Ibaraki Chuo SC		2022	Same as above
		2026	Installed and commenced operation of company-owned solar power generation facilities for self-consumption.
Inagawa DC		2023	Utilized FIT Non-Fossil Certificates (with tracking)
		2024	Began utilizing solar power provided by Prologis Park Inagawa 1, where Inagawa DC is located. Supply from Prologis Park Inagawa 2 will also commence in 2026.
Head Office		2025	Began utilizing the "Renewable Energy ECO Plan" contracted by JP Tower Osaka, where the head office is located.
Mito DC (planned)		2028	Executed an on-site PPA with Prologis toward self-consumption operation of generated renewable energy starting April 2028. Solar panels are planned to be installed on the roof, marking our first adoption of an "on-site PPA model" at a company-owned logistics facility.

External ESG Evaluation

Main external evaluations (global)

MSCI ESG RATINGS

CCC	B	BB	BBB	A	AA	AAA

AA

FTSE ESG Score: 3.5

CDP Score: B-Rating

Rated MORNINGSTAR | SUSTAINALYTICS: Mid Risk

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Main index inclusion

MSCI

- ACWI IMI、ACWI
- JAPAN EMPOWERING WOMEN (WIN)
- WORLD SCREENED
- WORLD ESG ENHANCED FOCUS CTB
- WORLD LOW CARBON SRI SELECTION
- JAPAN SCREENED

FTSE

- FTSE JPX Blossom Japan Index
- FTSE JPX Blossom Japan Sector Relative Index
- FTSE4Good Index Series

JPX

JPX PRIME 150

- JPX Prime 150 Index
- Nikkei Progressive Dividend Stock Index

Main external evaluations (domestic)

プラチナえるぼし 女性が活躍しています！

Platinum Eruboshi certification

Awarded "Platinum Eruboshi" certification by the Minister of Health, Labour and Welfare. This certification recognizes companies with outstanding performance in implementing action plans and achieving targets under the Act on the Promotion of Female Participation and Career Advancement in the Workplace (2026).

プラチナくるみん 子育てサポートしています

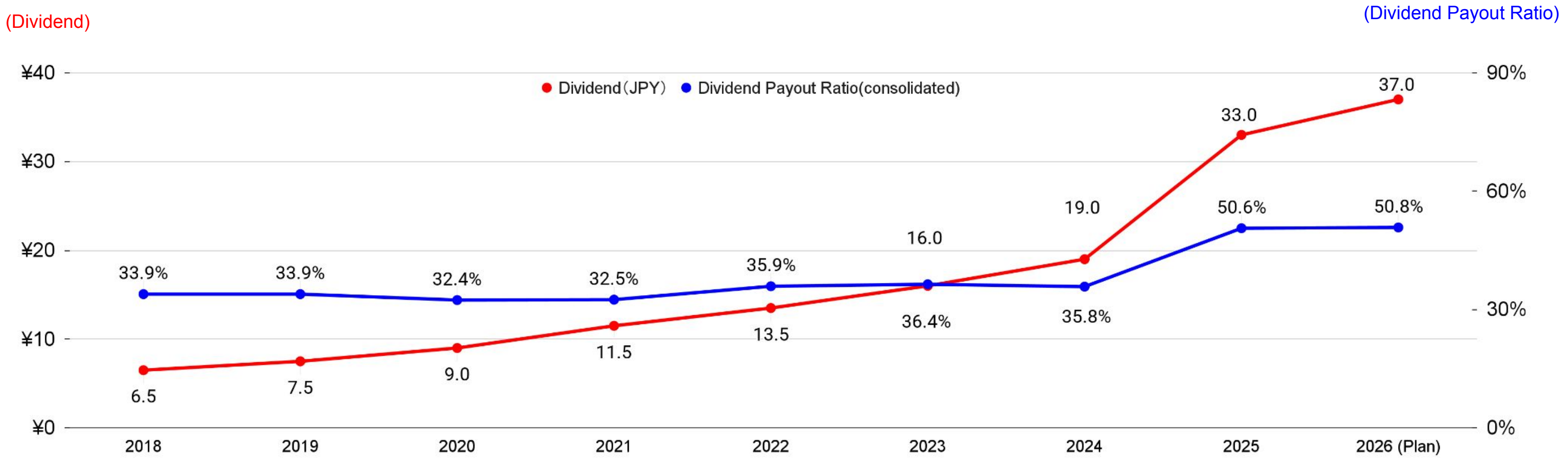
“Platinum Kurumin” certification

Awarded "Platinum Kurumin" certification by the Minister of Health, Labour and Welfare as an outstanding "Childcare Support Employer." This recognition is based on the Act on Advancement of Measures to Support Raising Next-Generation Children (2025).

Shareholder Return

Dividend

- **Dividend**
  - Dividend Policy: Aiming to maintain dividend payout ratio of 50% or higher based on net income attributable to owners of the parent.
  - 2025 Dividend (actual): 33.0 JPY/share (Interim: 15.0 JPY/share actual; Year-end: 18.0 JPY/share actual).
  - 2026 Dividend (plan)　: 37.0 JPY/share (Interim: 18.0 JPY/share actual; Year-end: 19.0 JPY/share plan).



Reference

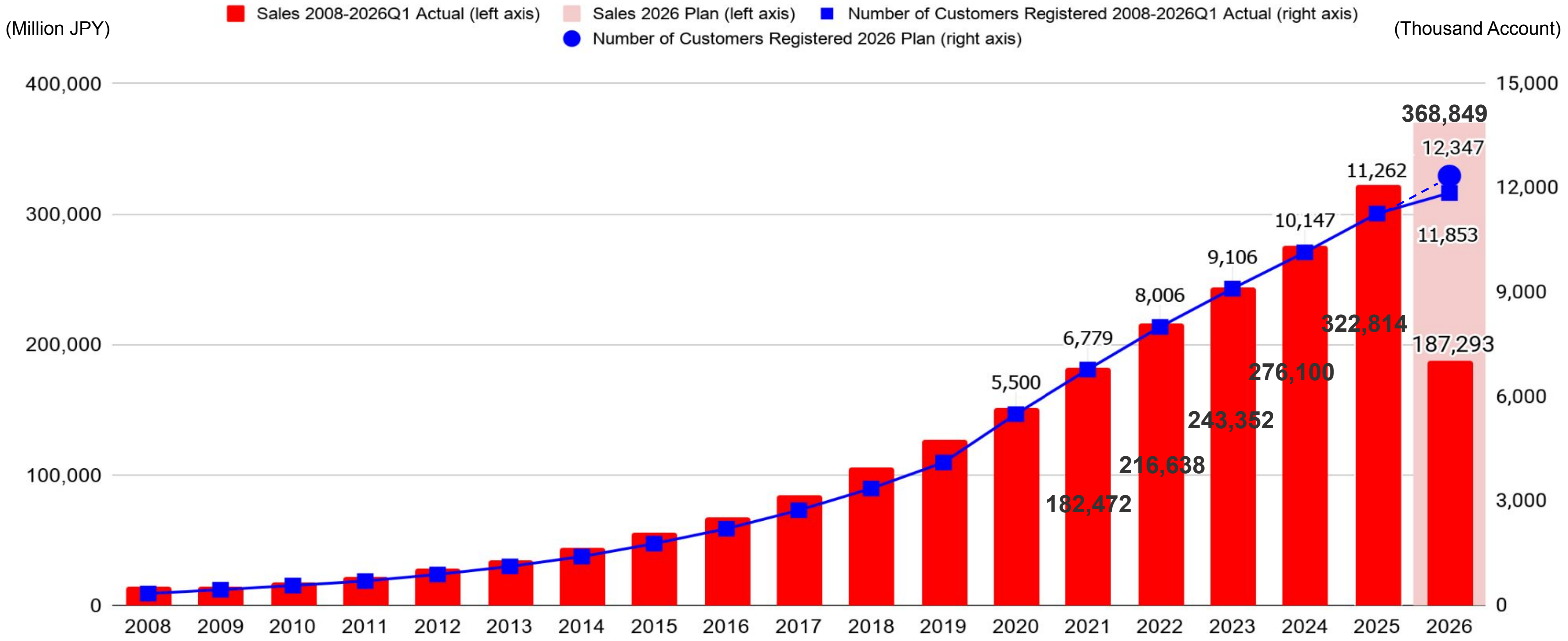
Business Overview, Features, and Differentiation Strategies

- **Corporate Mission**
  - To innovate business procurement network
- **Main Business**
  - Electronic Commerce of indirect materials for factories, construction work, and automotive related businesses. (over 28.66 million SKUs, including approx. 761 thousand SKUs available for same-day shipment and approx. 731 thousand SKUs 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, 2026)**

	Regular employee		Part-time and temporary employee		Total	
Head Office, etc. (MonotaRO JPN)	1,335	(805)	478	(437)	1,813	(1,242)
Distribution Center (MonotaRO JPN)	255	(188)	1,712	(1,591)	1,967	(1,779)
Total (MonotaRO JPN)	1,590	(993)	2,190	(2,028)	3,780	(3,021)

- **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.
- **Market Size**
  - 8 to 10 trillion JPY
- **Business Strategy**
  - Gaining market share through pursuit of customer convenience by enhancing our competitive advantages: merchandising, marketing/sales, supply chain, operations, software, data/algorithms.

Progress - Sales & Customer



	Dec. 2025		Jun. 2026		Dec. 2026 (Plan)	
Number of Registered Customers (thousand account)	11,262	1,114	11,853	591	12,347	1,085
		(vs. Dec. 2024)		(vs. Dec. 2025)		(vs. Dec. 2025)

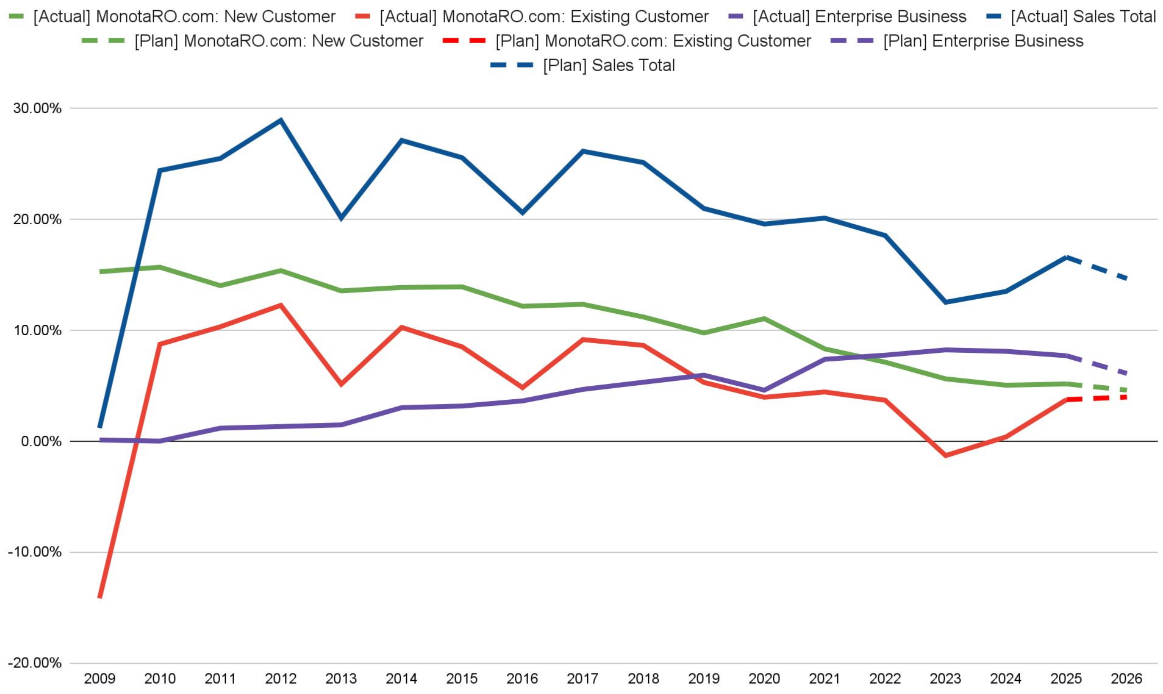
Value Proposition and Business Expansion

- Value Proposition : To provide value of time through pursuing customer convenience for indirect materials procurement

Business	Customer Segment	Service	Value Proposition by Channel	
MonotaRO .com Business	**Micro** Sole Proprietorship, General Consumers, Other	モノタロウ (現場を支えるネットストア) Support front-line workers to get things done	Sales website monotaro.com モノタロウ (現場を支えるネットストア)	**Online shopping site supporting front-line operations** • Ready for anyone to start today - Product range - Searchability - Fast delivery
	Small Legal entity with sales <¥2 bil. Market size: ¥1.5 to 2.5 tril. Number: 4.6 mil. corps.		Companies that have not yet implemented procurement management systems モノタロウ ONE SOURCE Lite	**First step to smart procurement** • Easily centralize MRO procurement • Visualize and streamline procurement with MonotaRO, which front-line workers are familiar with
	Medium Legal entity with sales <¥30 bil. Market size: ¥1.5 to 2.5 tril. Number: 66 thou. corps.	ENTERPRISE モノタロウ Support overall organization to get things done		
Enterprise Business	**Large** Legal entity with sales ≥ ¥30 bil. Market size: ¥5 tril. Companies: 6.6 thou. corps.		Companies that have already implemented procurement management systems モノタロウ PunchOut	**Seamlessly centralize procurement just by connecting** • Connect procurement system with MonotaRO's robust purchasing infrastructure • Consolidate indirect procurement to streamline organizational operations

Reference

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

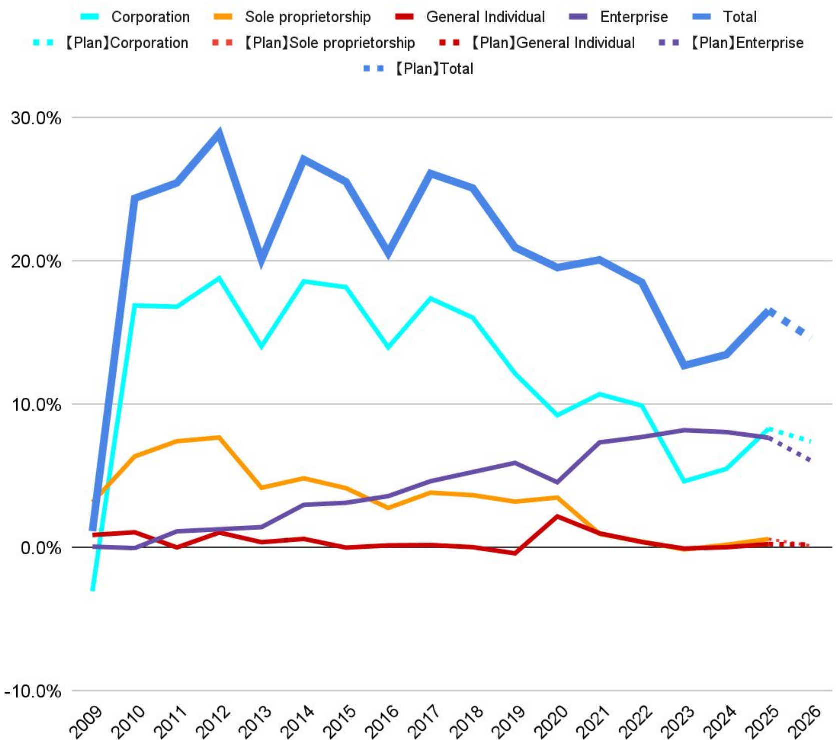


*: Fiscal year contributions of every channel to total sales growth from previous year is organized and shown based on status as of end of 2025.
*: “MonotaRO.com: New Customer” indicates contribution of sales from customers acquired each fiscal year, and “MonotaRO.com: Existing Customer” indicates contribution of sales from customers acquired before corresponding year.
*: 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).

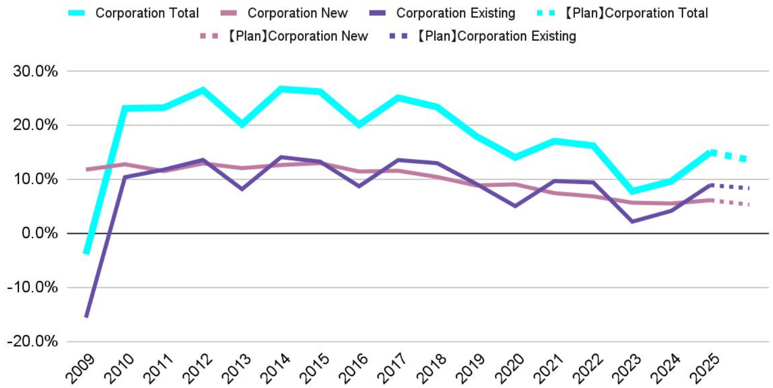
Reference

Non-consol. Year Sales Growth (Corporate New & Existing)

Sales Growth Rate Breakdown



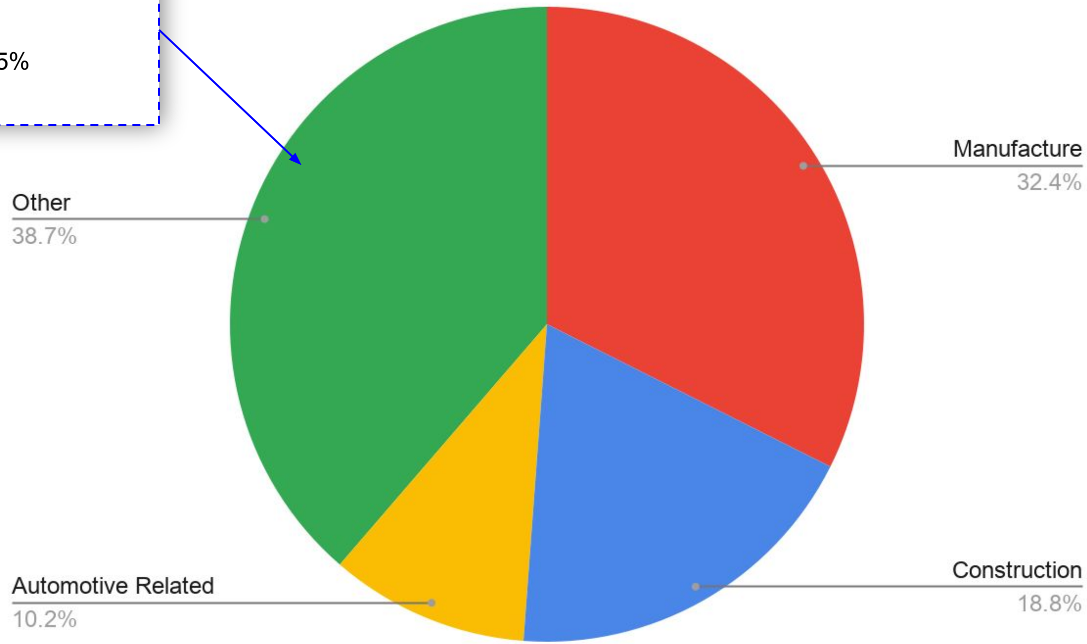
Sales Growth of monotaro.com Corp. Customer
(Contributions of New and Existing Customers)



Non-consol. MonotaRO.com Customer Demographics

- Wholesale, Retail, Restaurant: 11.1%
- Education: 2.5%
- Agriculture: 2.2%
- Social security/welfare: 1.5%
- Medical: 1.4%

FY2025 Sales

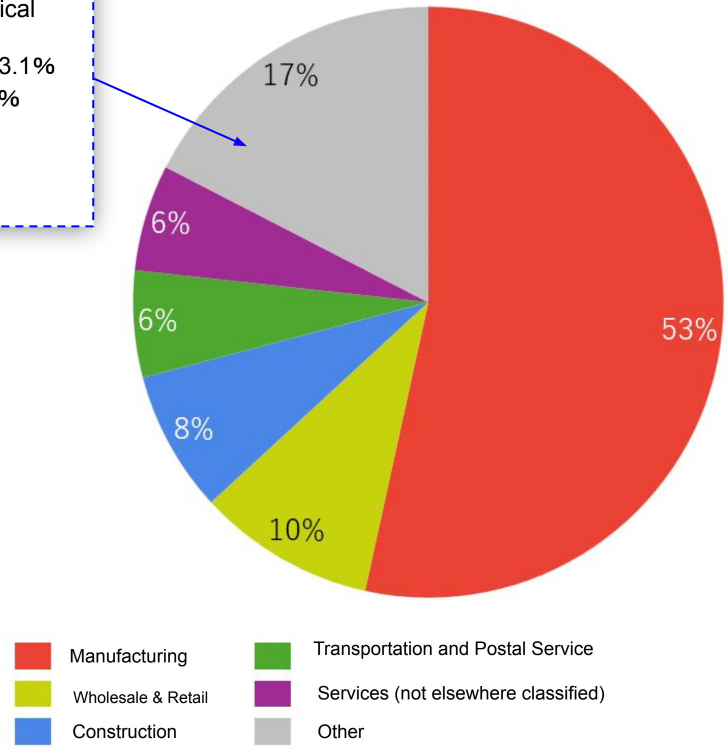


MonotaRO.com Business

Non-consol. Enterprise Business Customer Demographics

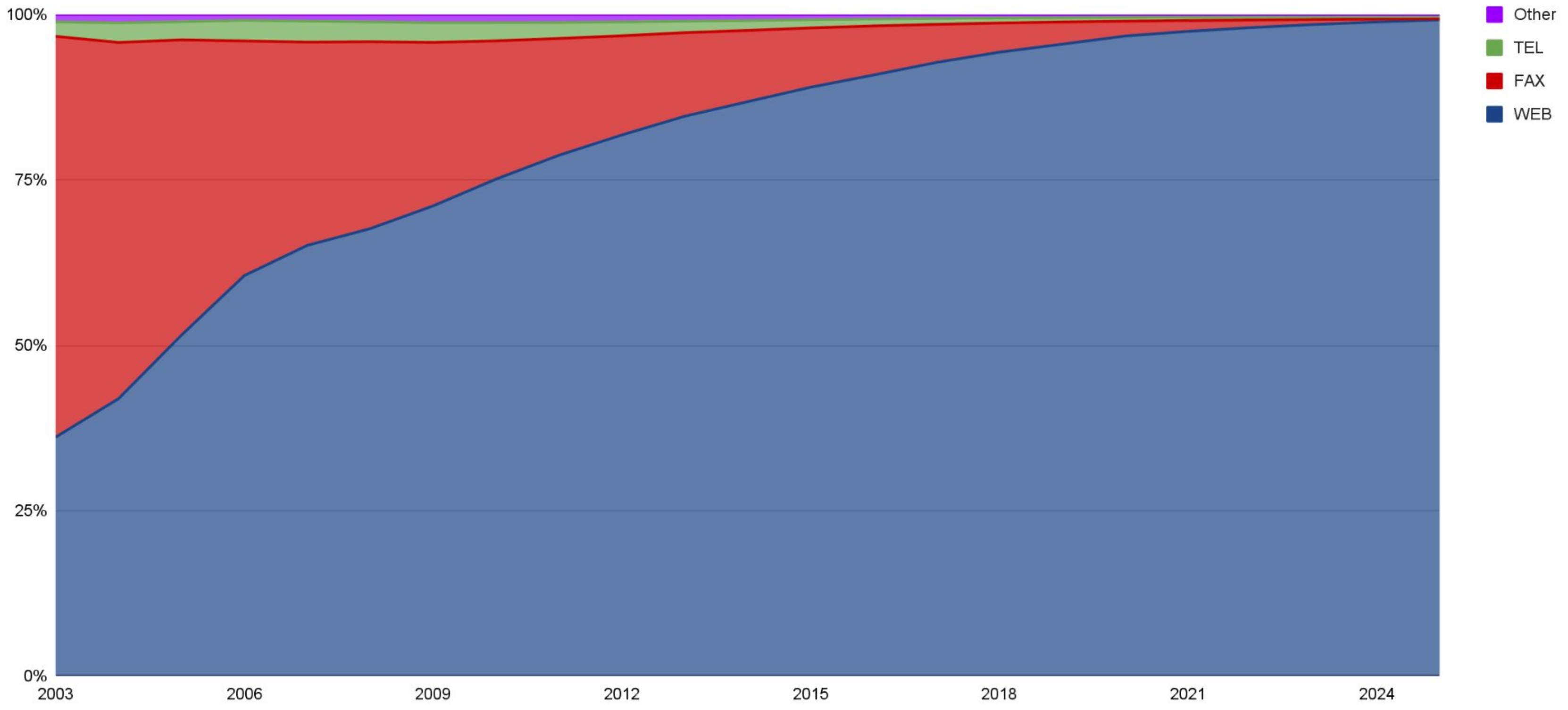
FY2025 Sales

- Scientific research, professional and technical services: 4.6%
- Real estate and goods rental and leasing: 3.1%
- Electricity, gas, heat supply and water: 2.1%
- Living-related and personal services and amusement services: 2.0%
- Information and communications: 1.8%

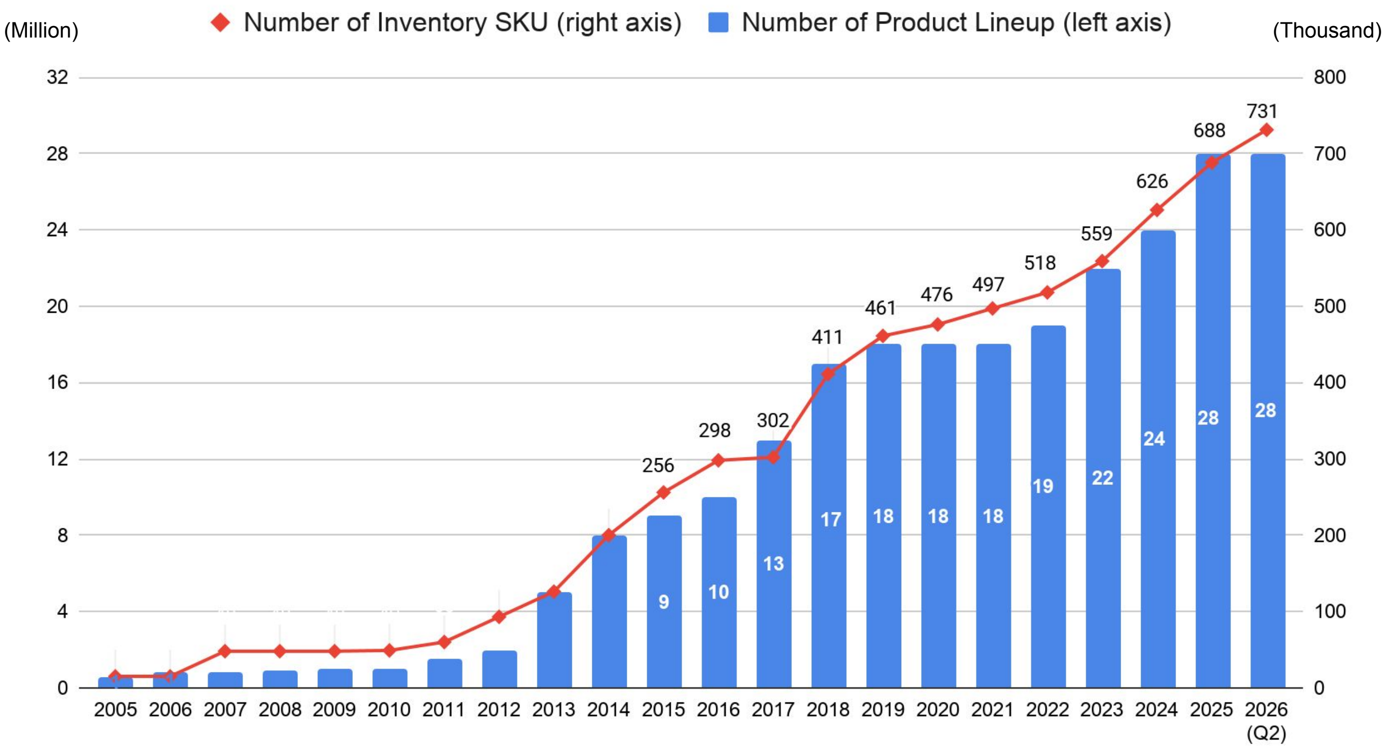


Reference

Non-consol. Internet Purchase Order Ratio

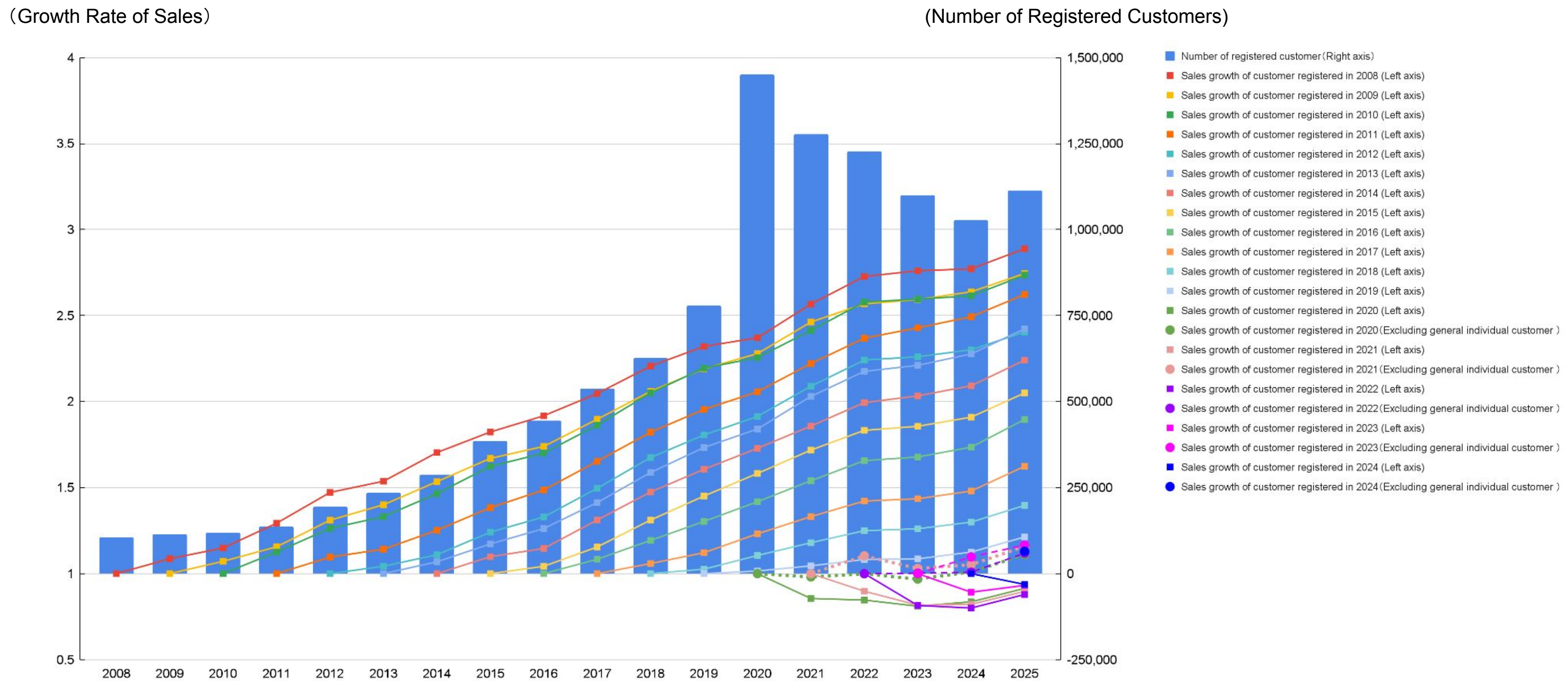


Non-consol. Product Lineup & Inventory



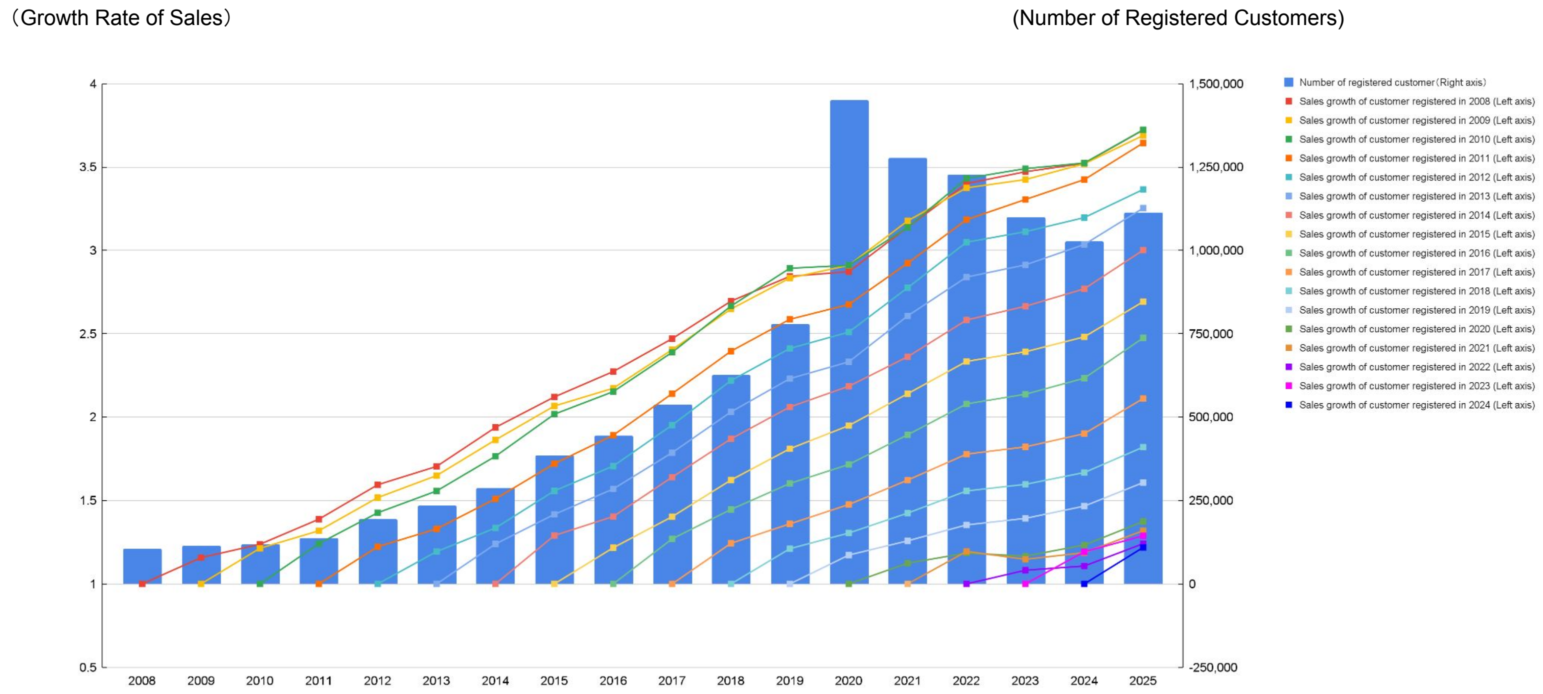
Reference

Non-consol. Customer Growth by Year Registered



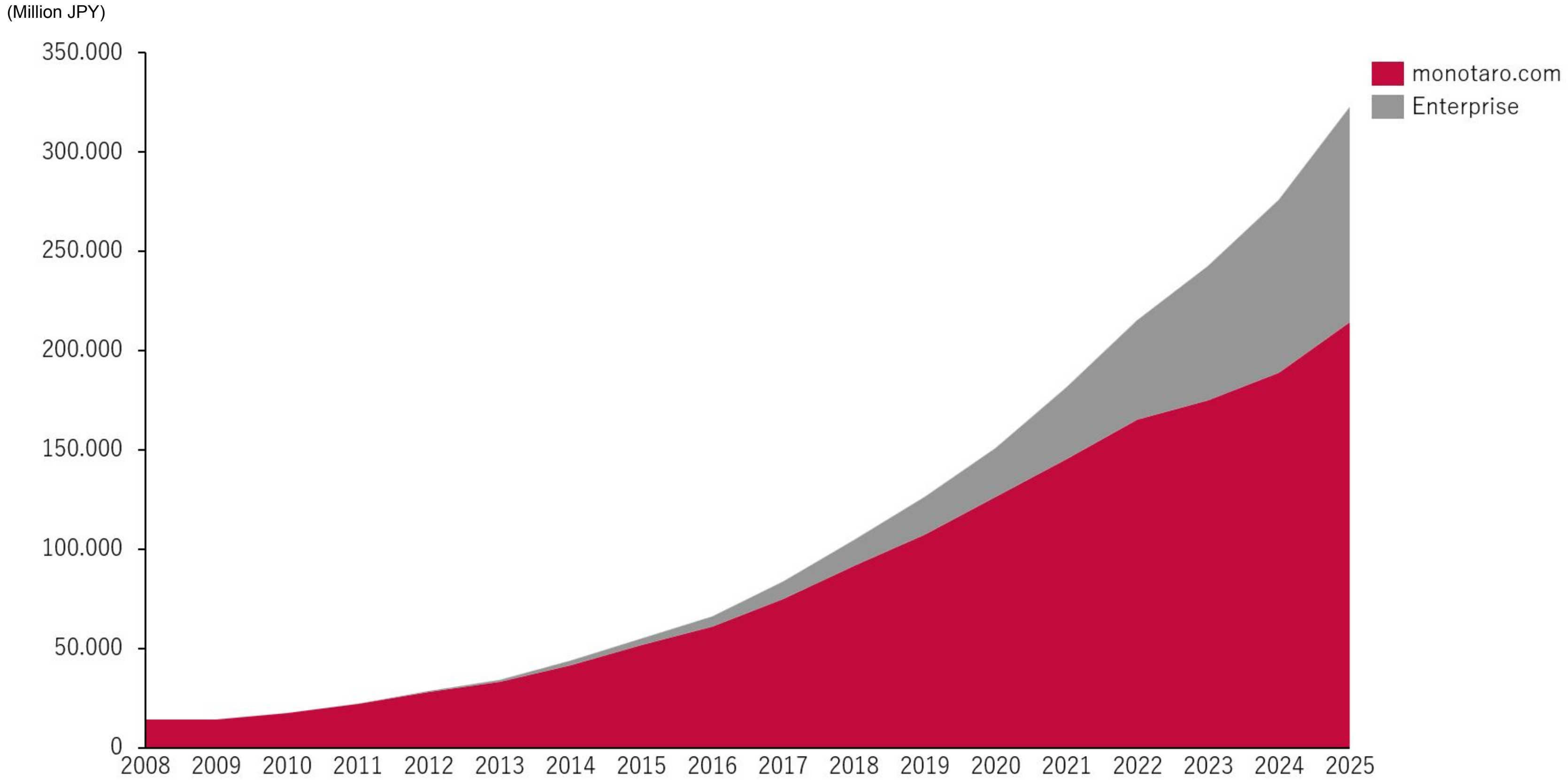
*: Above number of ‘monotaro.com’ registered customers and sales growth are updated retroactively at end of 2025 (sales for customers who switched to Enterprise Business are not included).
*: Line chart (left axis) shows sales growth ratio of customers registered each year by setting sales in registered year as ‘1.’

Non-consol. Customer Growth by Year Registered (Corp.)



*: Above number of ‘MonotaRO.com registered customers and sales growth are updated retroactively at end of 2025 (Enterprise Business and sales for customers who switched to Enterprise Business sales are not included).
*: Line chart (left axis) shows sales growth ratio of customers registered each year by setting sales in registered year as ‘1.’
*: Bar chart is number of new customers acquired that includes those other than corporate customers.

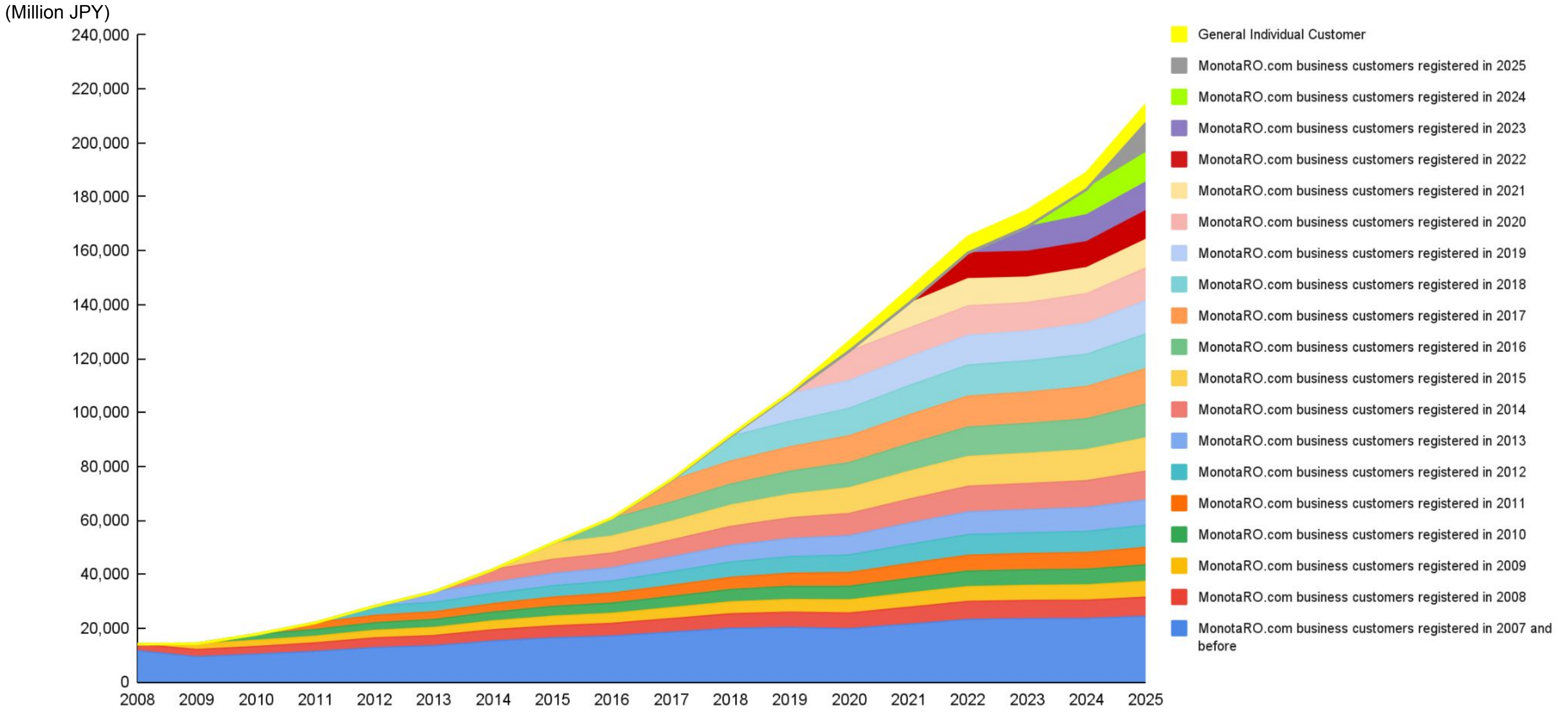
Non-consol. Sales Trend by Business Segment



*: Due to the annual migration of customers from monotaro.com to Enterprise, status as of end of fiscal year 2025 is applied to each registration year

Reference

MonotaRO.com Business Trend by Registered Year

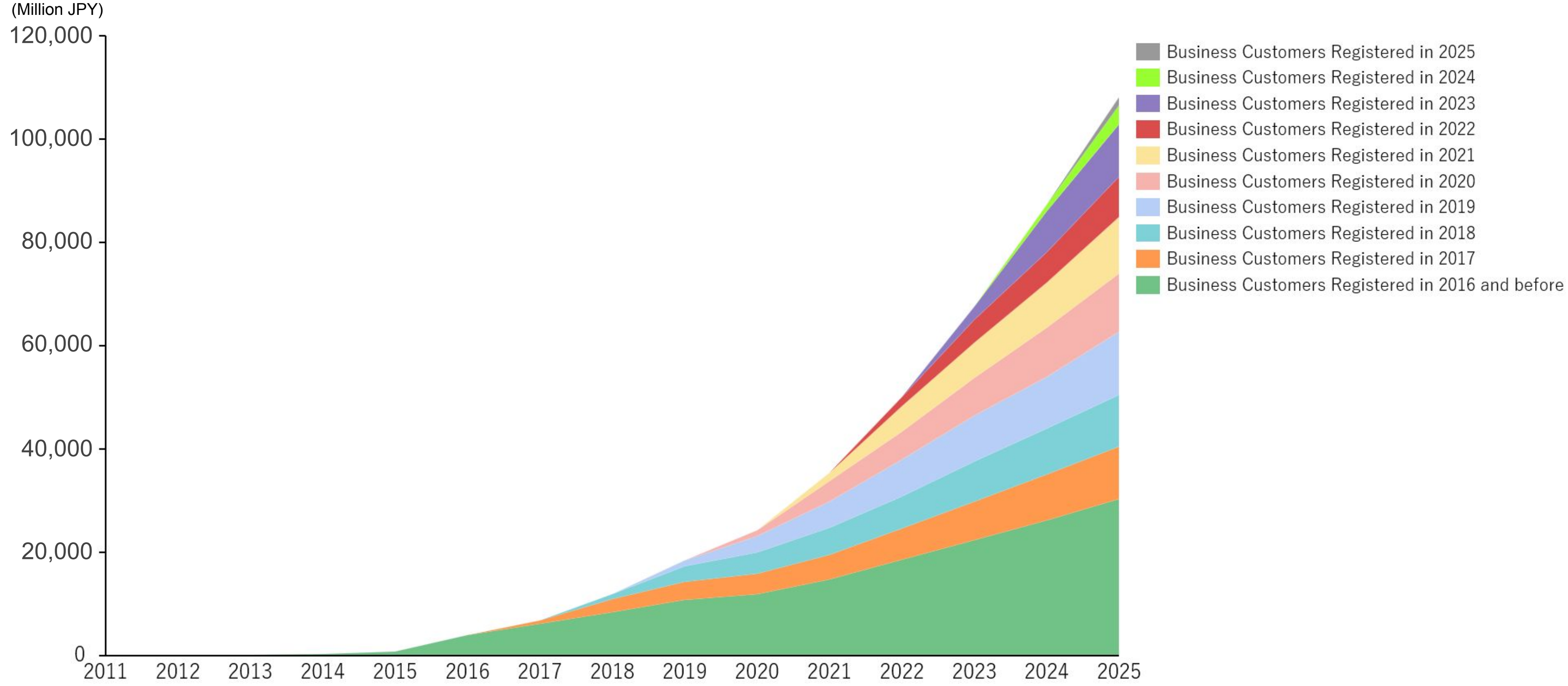


*: Due to annual customer migration from MonotaRO.com to Enterprise Business, MonotaRO.com business customers are calculated by applying customer status at end of fiscal year 2025 to each registration year.
*: General individual customer sales are sum of sales attributed to MonotaRO.com general consumer status at end of fiscal year 2025 for each registration year and IHC MonotaRO sales (IHC has been closed and integrated into MonotaRO.com).

Reference

Enterprise Business Activity

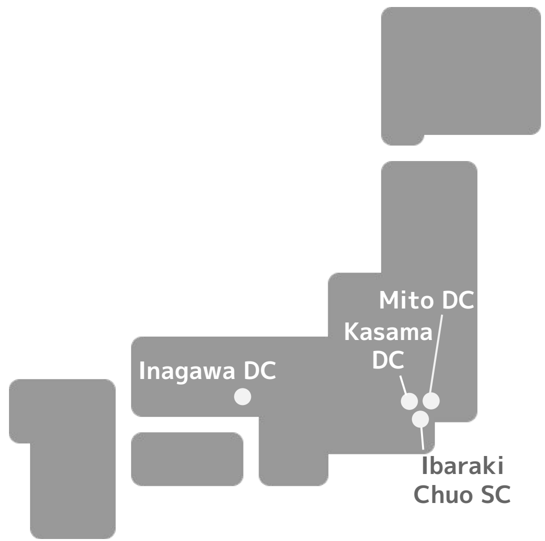
■ Enterprise Business Sales Trend by Registered Year



*: Year of connection to the Enterprise Business is defined as the year in which customer connected to one of our channels (MonotaRO ONE SOURCE Lite / MonotaRO PunchOut).

Reference

Logistic Sites



	Kasama DC	Ibaraki Chuo SC	Inagawa DC	Mito DC (planned)
Exterior Image				
Floor(s)	1 floor	1 floor	6 floors (leased)	4 floors
Seismic isolation/ resistance	Earthquake Resistance	Earthquake Resistance	Seismic Isolation	Seismic Isolation
Total Floor Area	approx. 56,000 ㎡	approx. 49,000 ㎡	approx. 194,000 ㎡	approx. 74,000 ㎡
Inventory Capacity	330 thou. SKU	30 thou. SKU	550 thou. SKU	500 thou. SKU
Shipping Capacity	100 thou. line/day	30 thou. line/day	180 thou. line/day	300 thou. line/day
Start of operations	Apr. 2017	Apr. 2021	Apr. 2022	May 2028 (planned)

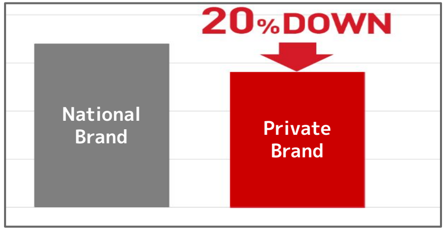
Reference

Strengthening Valuable Private Brand Products

■ Retain customers by expanding products available exclusively at MonotaRO

・ Features of private brand products

・ Approx. 20% cost reduction compared to national brand

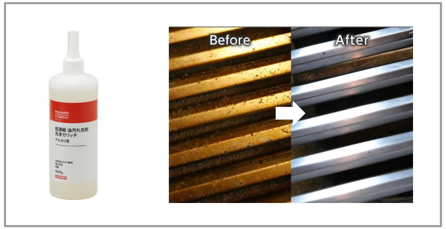


・ Approx. 20,000 items in our extensive selection

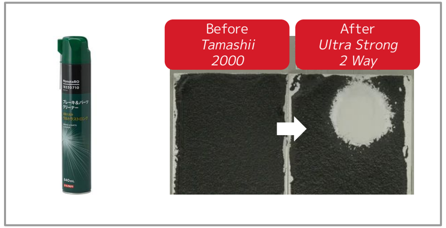
・ Quick delivery
(Over 90% of items are eligible for same-day shipping)

・ Development of Valuable Private Brand Products

・ **Ultra-Concentrated Grease-Cutting Detergent *Rich Cleaning Power***
- Original detergent, developed from ground up with significantly increased active ingredients—over 50% by content—to tackle tough grime
- Primary industries: Manufacturing, Food service



・ **Brake & Parts Cleaner *Ultra Strong 2 Way***
- Improved spray performance delivers cleaning power surpassing conventional products, with approximately 1.3 times undiluted quantity compared to previous versions
- Primary Industries: Automotive Related, Manufacturing



・ **Gas Mask**
- Our subsidiary has taken over development and manufacturing of mask products made by Sanko Chemical Industry Co., Ltd., and we sell them as our private brand
- Primary industries: Manufacturing, Construction, Automotive Related

Capital Allocation 1/2

■ Targets for Mid-to-Long-Term Sales and Profit Growth

We will achieve the following mid-to-long-term goals by evolving our business model for domestic and international sales of indirect materials through Internet and developing necessary services to advance this evolution:

- Sales growth: Over 15% YoY
- Profits growth: Growth that outpaces sales growth

To expand business in domestic and international markets, we will invest in technological and operational innovation.

■ Mid-to-Long-Term Target of ROE Based on Cost of Equity That is Expected by Investors

For the calculation of our cost of equity, we use both the "CAPM Method" and the "Earnings Yield Method" reflecting the return that investors expect from our company. Our cost of equity is calculated to be approximately 7% under the "CAPM Method," and approximately 18% under the "Earnings Yield Method," based on the current stock price and PER levels, and assuming a mid-to-long-term growth rate of 15% expected by investors. Based on this, we aim to achieve:

- ROE level of 30% or higher

Capital Allocation 2/2

Growth Investment and Shareholder Return Policy

We classify growth-investment types into (1) capacity expansion in current domain areas, (2) share gains by enhancing functionality in current domain areas, (3) obtaining of new technologies, (4) accelerating overseas expansion of our business model, (5) gaining new competitive advantages by expanding value proposition in procurement process, (6) addressing potential obsolescence of competitiveness due to new technologies.

Among these, we basically use debt to fund investments in (1) capacity expansion in current domain areas, such as investments in distribution centers, since return on investment is relatively predictable.

With respect to dividends, we will implement:

- 50% or higher payout ratio based on net income attributable to owners of the parent

We direct remaining cash toward growth investments to achieve sales growth YoY exceeding 15% and profit growth exceeding sales growth, while aiming at ROE level of 30% or higher. If we cannot use it for the above growth investments, we may use it for shareholder returns through share buybacks.

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 wide range of possible reasons. In light of many risks and uncertainties, you are advised not to put undue reliance on these statements.

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