

Summary of Financial Results for 3Q FY5/2022

March 15, 2022
ASKUL Corporation



Note / Disclaimer:

This material contains the ASKUL Group's current plans and performance outlook. These plans, forecasts, and other forward-looking statements represent ASKUL's plans and forecasts based on information that is currently available. Actual performance may differ from these plans and forecasts due to a variety of conditions and factors that could occur in the future. This material does not represent promises or guarantees regarding the achievement of these plans.

This material has not been audited by certified public accountants or auditing firms.

For the purpose of this material, LOHACO refers to the online mail-order business for general consumers launched in October 2012 in alliance with Yahoo Japan Corporation.

A "new ASKUL website" refers to constructing a new website that integrates the site for small and medium-sized businesses (SMEs) and the one for medium- and large enterprises.

B-to-B refers to business-to-business transactions. B-to-C refers to business-to-consumer transactions.

MRO refers to Maintenance, Repair and Operation, and in this material primarily refers to indirect materials consumed at work sites by companies.

DX refers to digital transformation.

Since the presentation of the overview of consolidated financial statements for the fiscal year ended May 20, 2016, ASKUL has been reporting its operating performances by dividing its organization into the segments of the E-commerce business, Logistics business, and Other. The E-commerce business deals with sales of OA and PC supplies, stationery/office supplies, living supplies, furniture, beverages/foods, alcoholic beverages, pharmaceuticals, cosmetics, etc. The logistics business refers to logistics and package transport services that target corporations.

This material occasionally uses abbreviations to express ASKUL's distribution centers;

ASKUL Logi PARK as ALP, ASKUL Value Center as AVC, Demand Management Center as DMC, and ASKUL Tokyo Distribution Center as ASKUL Tokyo DC.

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Consolidated Performance for 3Q Finished Almost in Line with Plan Both Net Sales and Profits Marked Record Highs

- B-to-B shows signs of regrowth due to narrowing of the reactionary decline in infection-prevention products and growth in Living Supplies and MRO. Profit progressed as planned due to cost-control measures.
- In LOHACO, gross profit margin and distribution cost ratio improved due to the addition of functions to its New Main Store in coordination with Z Holdings. Profit structure reform progressed toward achieving profitability in the next fiscal year.

Ongoing Implementation of Growth Scenario in Medium-term Management Plan

- New ASKUL website requires an additional investment of 4.5 billion yen due to the additional development requirements.
Aiming for reliable release to achieve significant growth.
- Procurement of semiconductor components at ASKUL Tokyo DC is improving, and the probability of operation within the year is increasing.
- Leveraging knowledge from LOHACO, B-to-B advertising business to begin test phase.

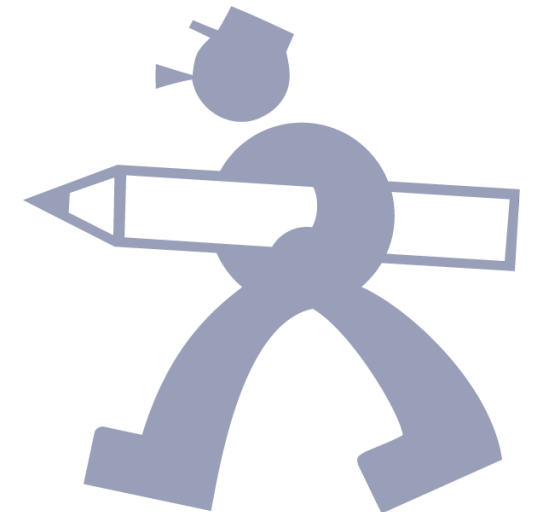
I. Consolidated Performance for 3Q FY5/2022

II. B-to-B

III. B-to-C

IV. ESG / DX

V. Appendix



3Q FY5/2022 Consolidated Performance

Consolidated



	Cumulative results for 3Q FY5/2021			Cumulative results for 3Q FY5/2022			
	Actual	% of net sales %	Reference value*	Actual	% of net sales %	YoY change %	Reference value*
(¥million)							
Net Sales	313,003	100.0	309,099	317,994	100.0	+1.6	+2.9
Gross Profit	77,565	24.8	76,813	77,451	24.4	-0.1	+0.8
Selling, General and Administrative Expenses	67,279	21.5	66,527	66,813	21.0	-0.7	+0.4
Operating Profit	10,286	3.3		10,637	3.3	+3.4	
Ordinary Profit	10,236	3.3		10,646	3.3	+4.0	
Profit Attributable to Owners of Parent	6,150	2.0		7,131	2.2	+15.9	

- Net sales
101.6% YoY
(102.9% in real terms*)
Renewed the previous record
- SG&A expenses ratio
Down 0.5 points YoY
- Operating profit, ordinary profit and profit
Broke the previous record

Comparison of Consolidated Performance in 3Q FY5/2022 (By Business)

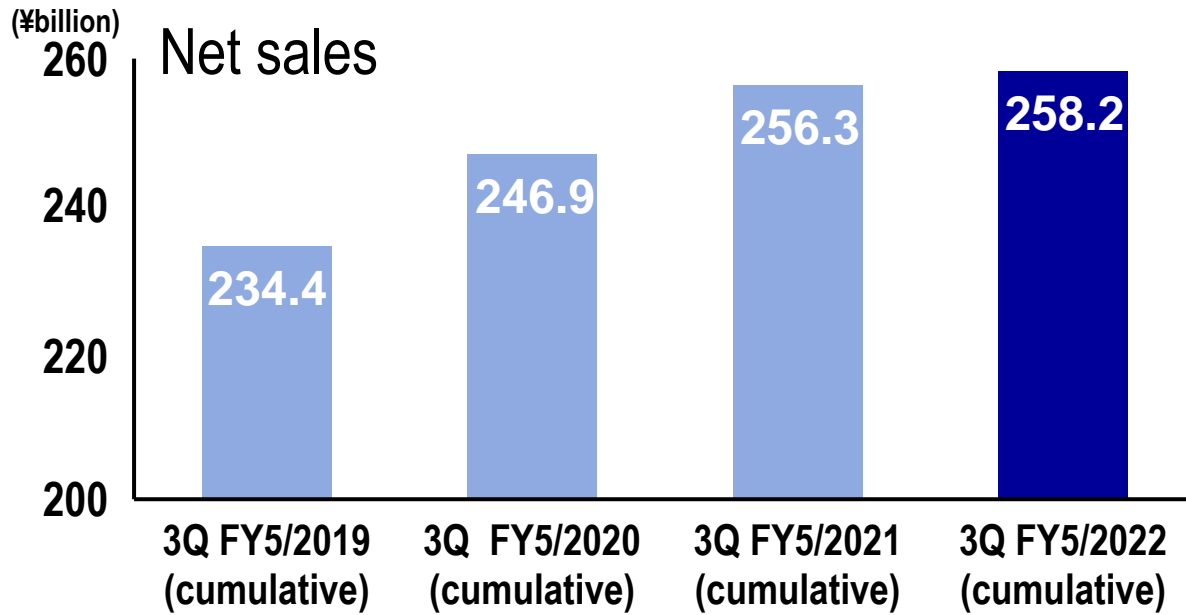
Consolidated



		FY5/2021					FY5/2022					
		1Q	2Q	3Q	Reference value*	4Q	1Q	2Q	3Q	YoY change	YoY change %	Reference value*
Net Sales	B-to-B business	81.1	87.7	87.4	86.3	88.8	83.4	86.1	88.6	12.0	+1.5	+2.8
	LOHACO	12.9	12.7	13.1	12.9	14.0	12.6	13.9	13.6	4.0	+3.8	+5.5
	B-to-C business (including Charm)	16.8	16.8	17.1	16.8	17.6	16.7	18.0	17.8	6.0	+4.1	+5.6
	E-commerce business	98.0	104.6	104.5	103.2	106.5	100.1	104.2	106.5	19.0	+1.9	+3.2
	Logistics business and other	2.1	1.6	2.0	2.0	2.5	2.3	2.3	2.4	4.0	+21.0	+21.0
	Consolidated total	100.1	106.2	106.5	105.2	109.1	102.4	106.5	108.9	24.0	+2.3	+3.6
Operating Profit	B-to-B business	4.7	5.1	5.6		4.5	4.2	4.1	4.3	(13.0)	-23.6	
	LOHACO	(1.2)	(1.1)	(0.9)		(0.8)	(0.9)	(0.8)	(0.5)	4.0	—	
	B-to-C business (including Charm)	(1.2)	(1.1)	(0.9)		(0.8)	(0.8)	(0.6)	(0.4)	5.0	—	
	Performance-linked bonuses (including provision), etc	-	(0.8)	(0.1)		0	(0)	0	(0)	1.0	—	
	E-commerce business	3.4	3.1	4.5		3.7	3.3	3.4	3.9	(6.0)	-14.8	
	Logistics business and other	(0.4)	(0.2)	(0.2)		(0.1)	(0)	(0)	0	2.0	—	
	Consolidated total	2.9	2.9	4.3		3.6	3.2	3.4	3.9	(4.0)	-9.6	

3Q FY5/2022 Consolidated Performance (B-to-B Business)

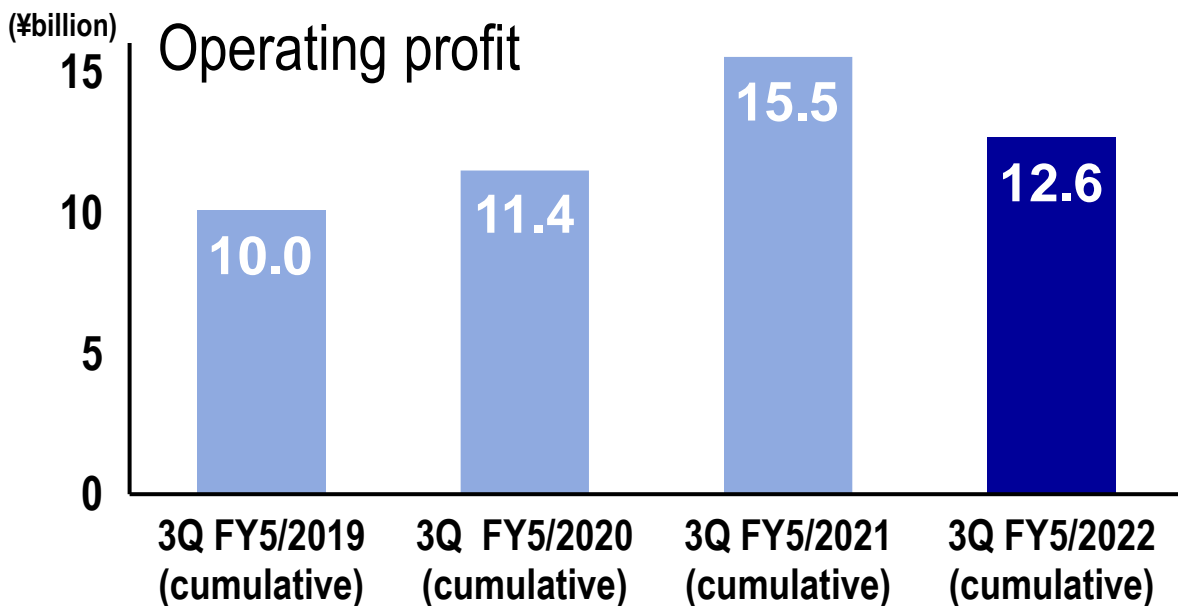
Consolidated



➤ Net sales

100.8% YoY (102.0% in real terms*)

B-to-B shows signs of regrowth due to narrowing of the reactionary decline in infection-prevention products and growth in Living Supplies and MRO. Profit progressed as planned due to cost-control measures.



➤ Operating profit

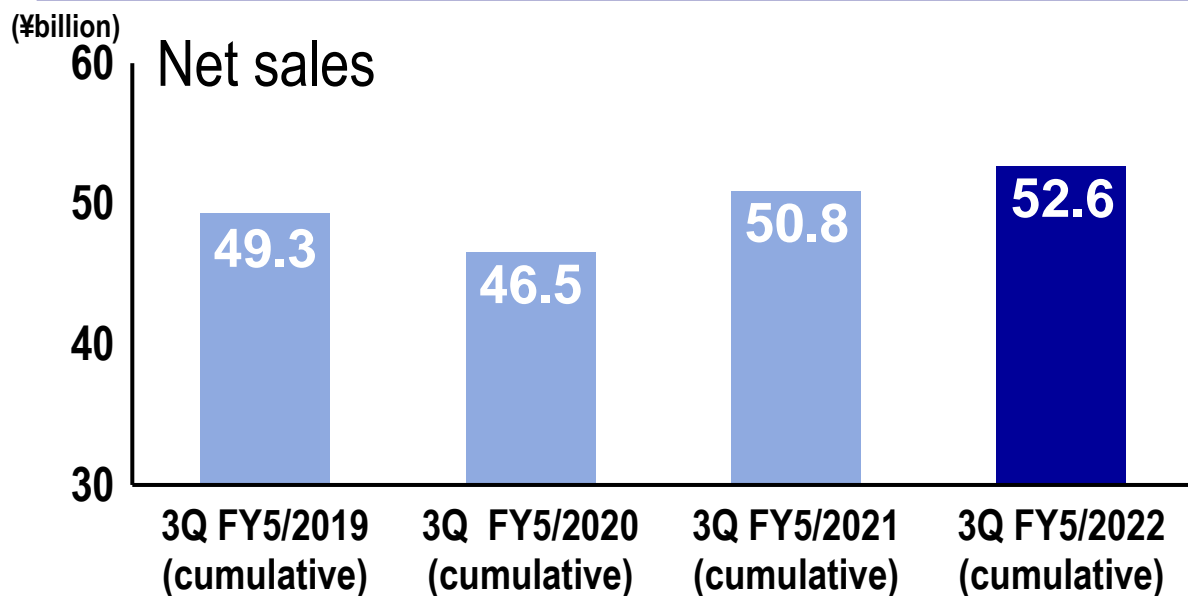
81.5% YoY

Progress was in line with plan despite the impact from reactionary decline of special demand and growth costs.

* Reference value assuming that the Accounting Standard for Revenue Recognition, etc. have been applied since the previous fiscal year.

3Q FY5/2022 Consolidated Performance (B-to-C Business)

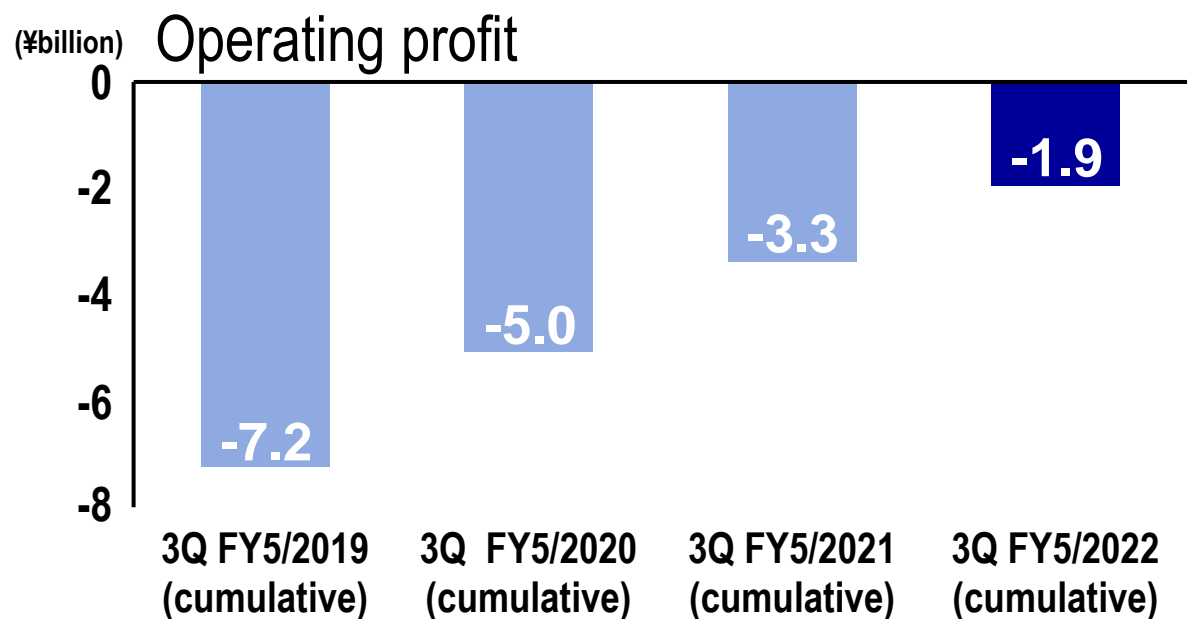
Consolidated



➤ Net sales

103.5% YoY (105.0% in real terms*)

3Q results were almost in line with the plan. Further growth is expected from large-scale sales promotions in collaboration with Z Holdings in 4Q.



➤ Operating profit

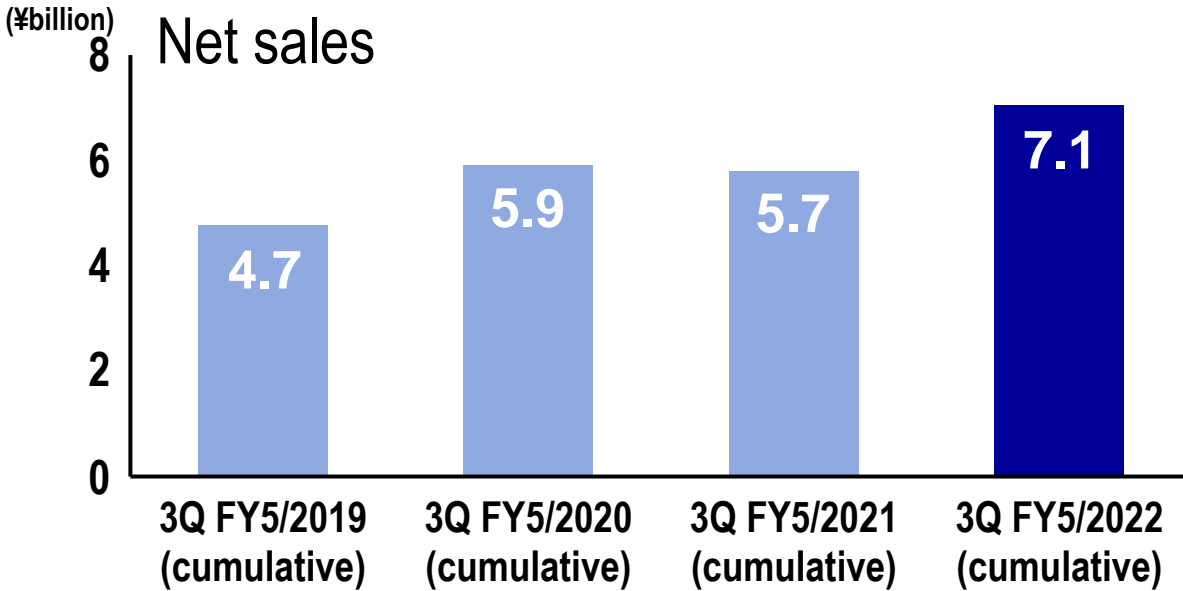
Up ¥1.4 billion YoY

In addition to the improvement in LOHACO, Charm, a Group company, continued strong performance.

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3Q FY5/2022 Consolidated Performance (Logistics Business and Others)

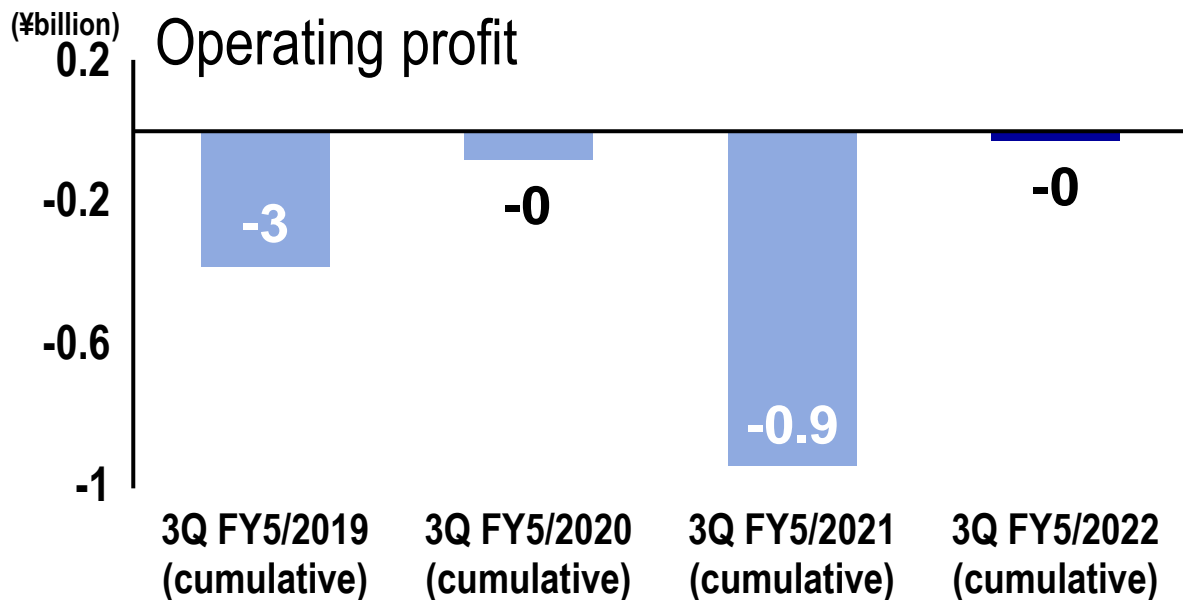
Consolidated



➤ Net sales

121.7% YoY

Net sales increased continuously due to the expansion of the 3PL business.



➤ Operating profit

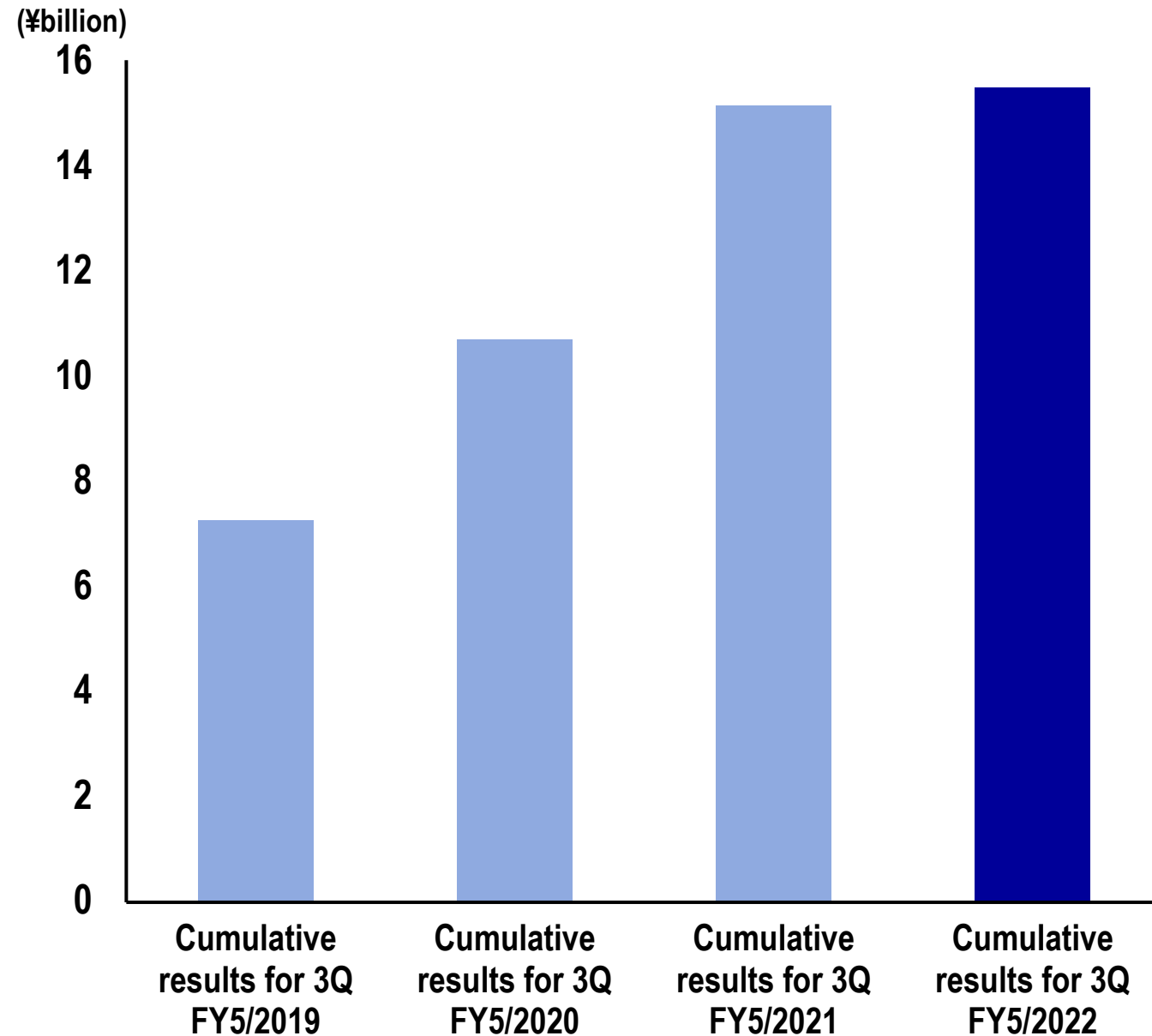
Up ¥0.9 billion YoY

Profit turned to positive in 3Q.

From next fiscal year to profit-contributing business

Trend of EBITDA

Consolidated



Broke the
Previous
Record



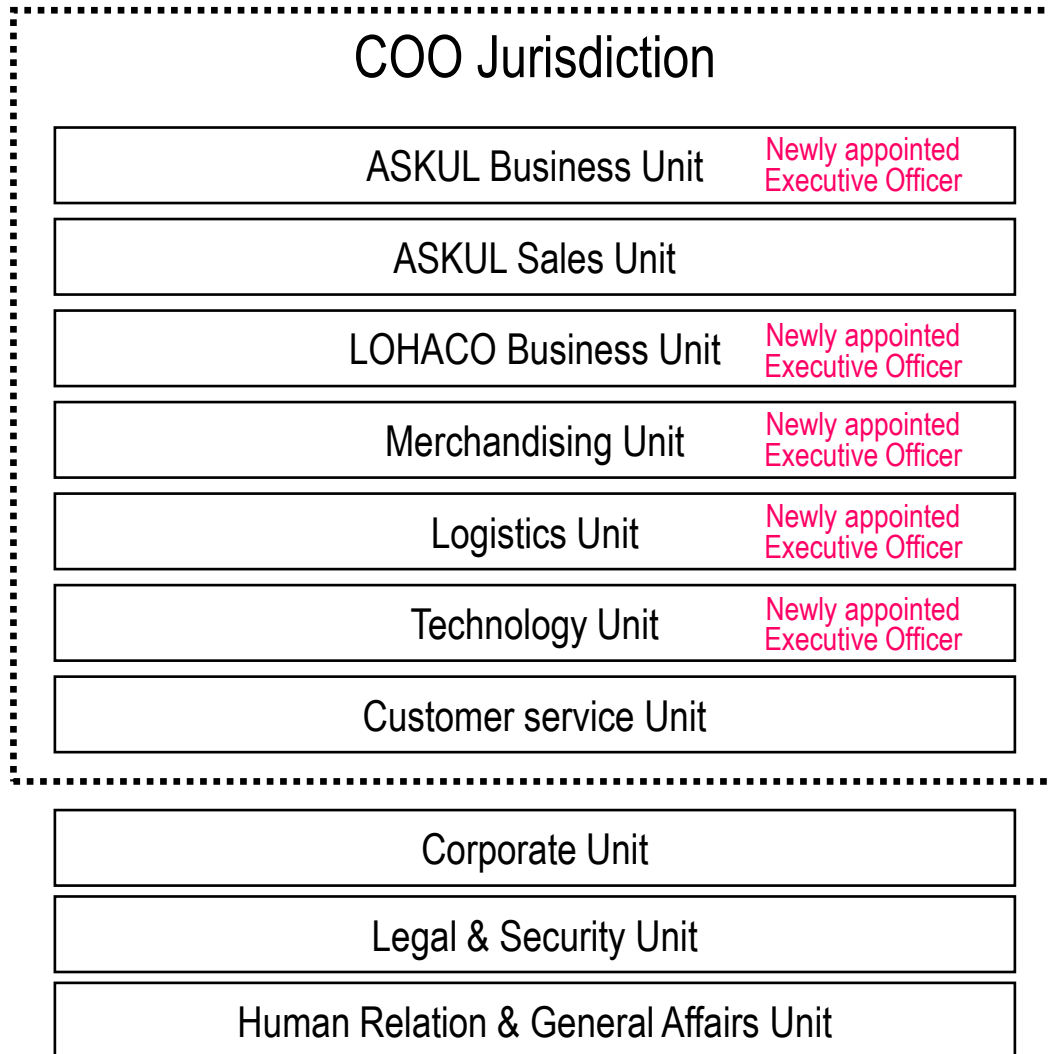
Resolved to acquire (up to 5,000,000 shares / 10,000,000,000 yen) and plan to cancel treasury stock considering stock price trends and growth in the medium-term management plan

Purpose

1. Increase Capital Efficiency
2. Shareholder Returns

In order to avoid a decline in the ratio of shares in circulation, which is one of the criteria for maintaining the listing on the Prime market, ASKUL purchased portion of shares held by Z Holdings on the premise of maintaining Z Holding's voting rights ratio (44.9%)

New Corporate Structure as of March 1, 2022



Started a new corporate structure to achieve the medium-term management plan

- ✓ Establishment of COO position to further strengthen execution capabilities and inter-organizational collaboration
- ✓ Promoting generational change and diversity

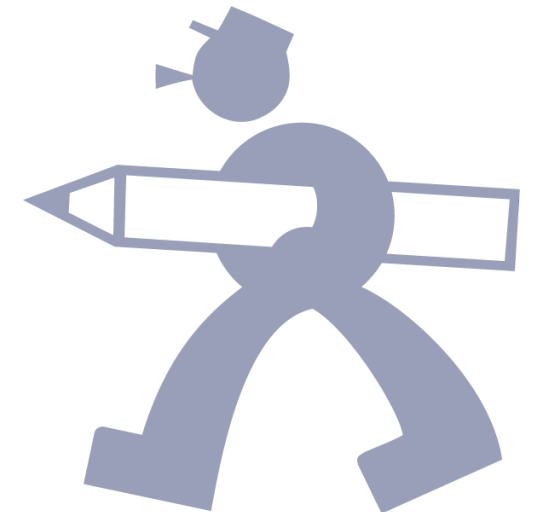
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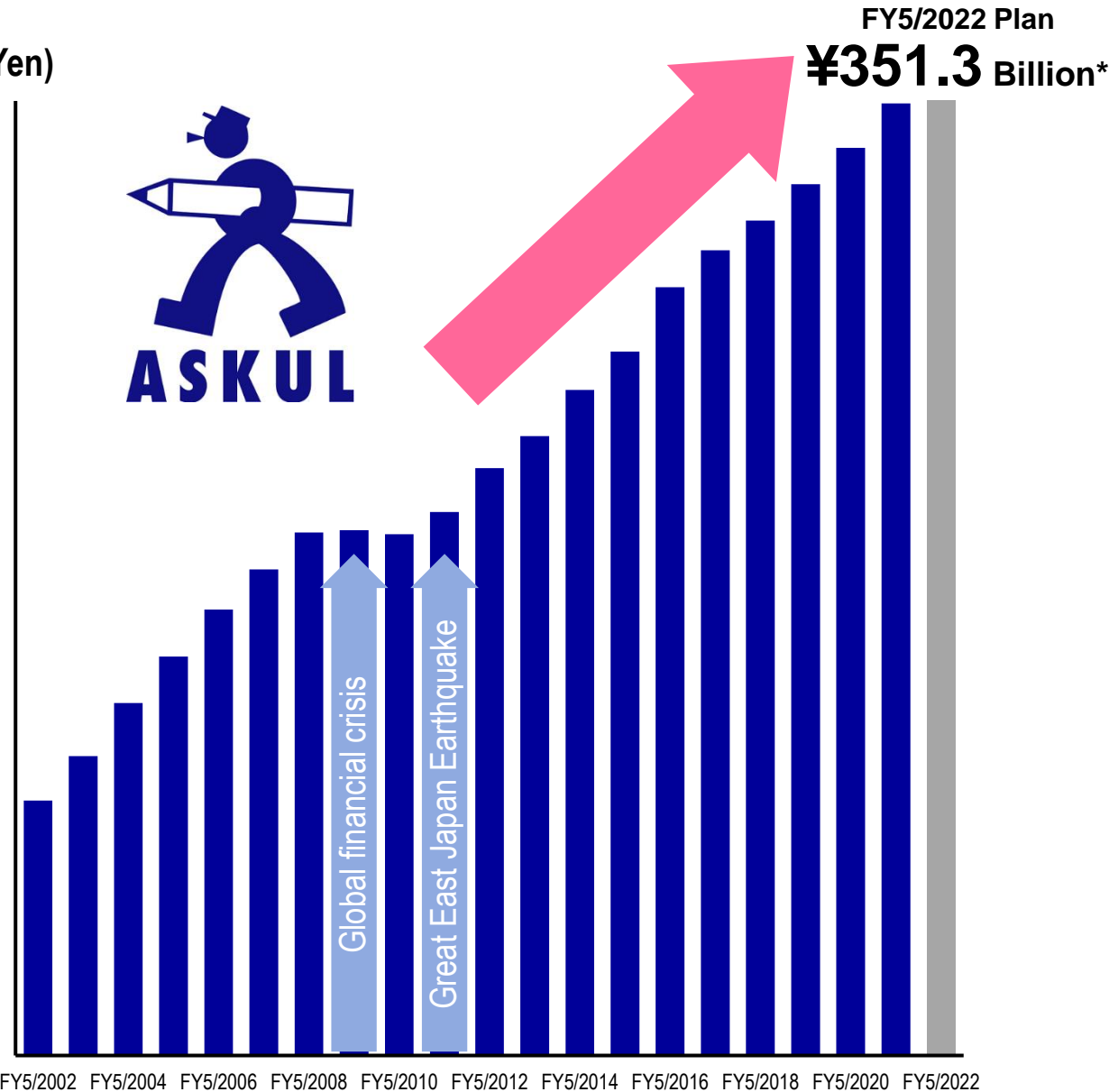
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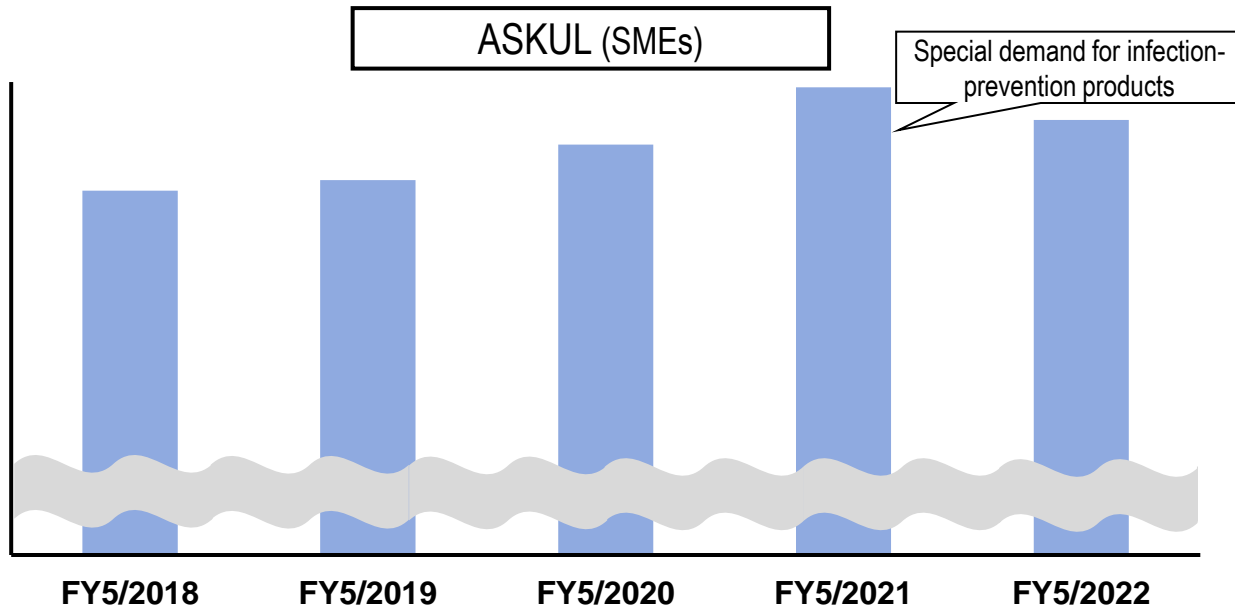
(Yen)



Transformation from Office
Mail Order Business
Toward
Further Growth

FY5/2002 FY5/2004 FY5/2006 FY5/2008 FY5/2010 FY5/2012 FY5/2014 FY5/2016 FY5/2018 FY5/2020 FY5/2022

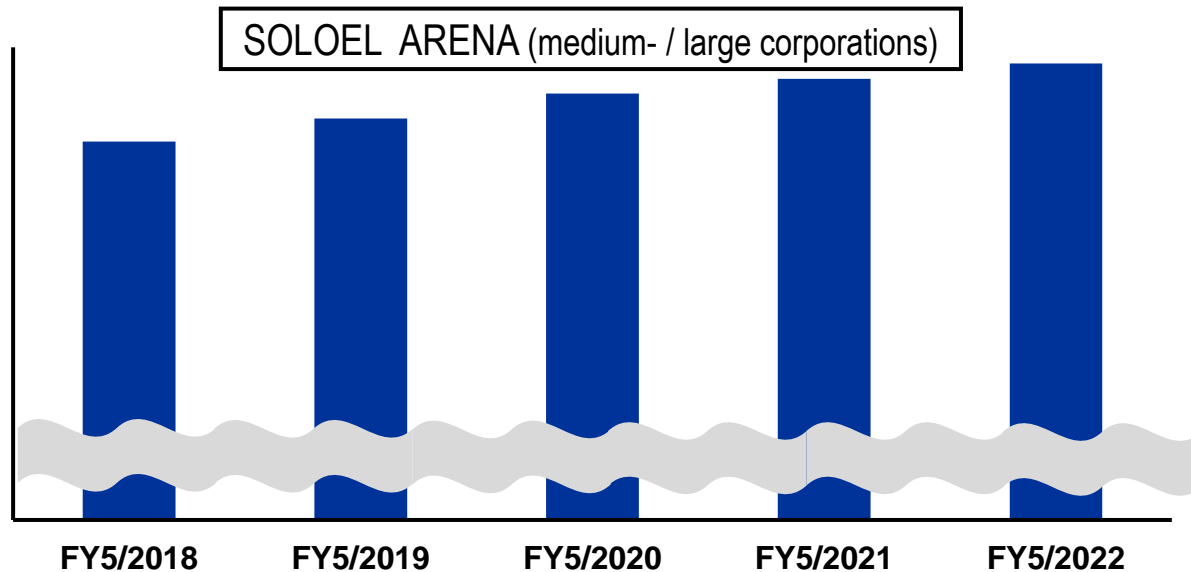
B-to-B The Number of Purchase Customers*



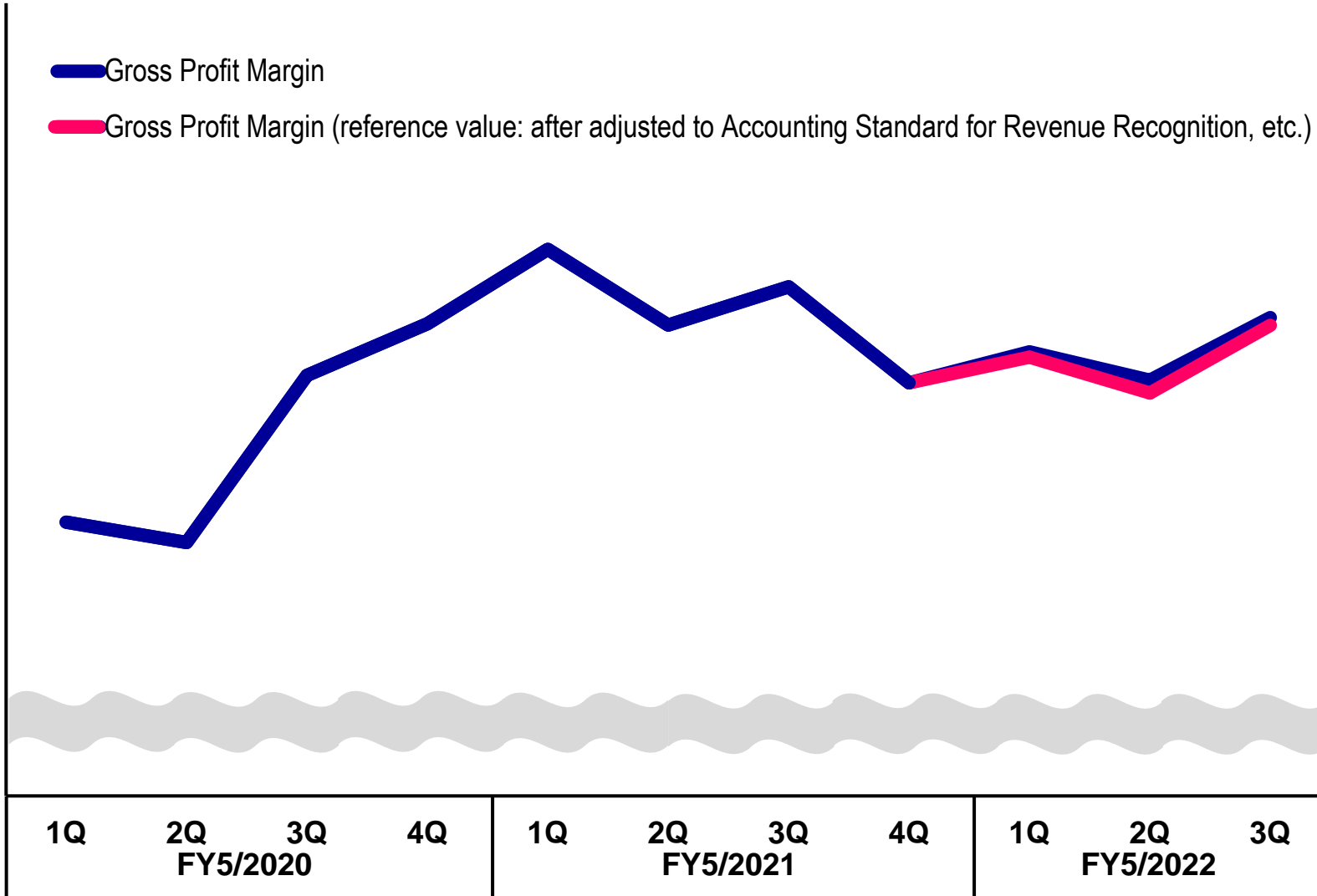
Number of Customers Who Purchased Remains in Growth Trend



Increase Growth Rate by Expanded Product Lineups and Web Strategy



B-to-B Gross Profit Margin



Improved from 2Q
Maintain same level
for the time being

B-to-B Quarterly Net Sales by Item

Non-Consolidated



Return to positive growth in 3Q period

Medical Regrow after the complete end of the reactionary decline, as a medium- to long-term focus category.

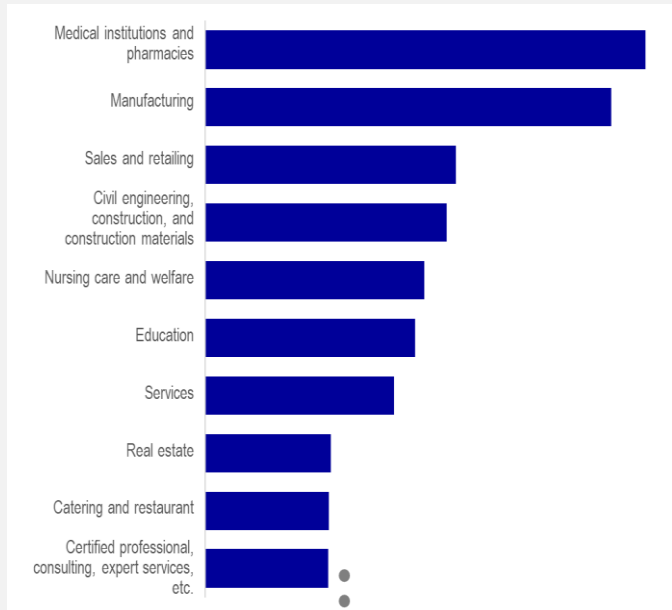
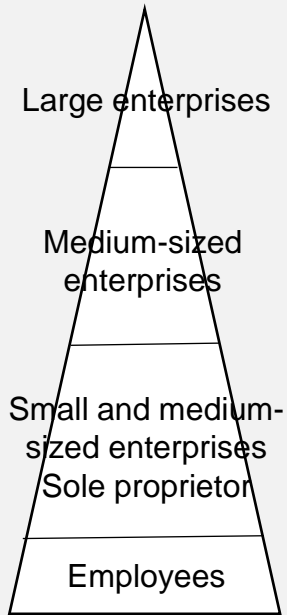
Living Supplies / MRO Accommodate needs associated with change in work-styles and become a mainstay that drives growth

(¥billion)	FY5/2020 3Q		FY5/2021 3Q		FY5/2021 4Q		FY5/2022 1Q		FY5/2022 2Q		FY5/2022 3Q					
		Composition ratio %		Composition ratio %		Composition ratio %		Composition ratio %		Composition ratio %	Composition ratio %	YoY change	YoY change %	vs 2 years ago	vs 2 years ago %	
OA & PC	24.2	32.3	24.0	30.3	24.2	29.9	22.2	29.1	23.4	29.7	24.1	30.3	0.1	+0.6	(0.1)	-0.6
Stationery	10.6	14.2	10.1	12.8	11.5	14.3	9.5	12.5	9.9	12.6	10.0	12.6	0.0	-0.7	(0.6)	-5.8
Living Supplies	19.4	25.9	19.4	24.6	19.7	24.4	22.1	28.9	21.7	27.5	21.0	26.4	1.5	+8.1	1.5	+8.1
Furniture	4.8	6.5	5.4	6.9	6.8	8.5	5.0	6.6	5.1	6.5	5.0	6.4	(0.3)	-7.1	0.1	+3.8
MRO	8.5	11.3	9.0	11.5	9.3	11.5	8.8	11.6	9.4	11.9	9.4	11.9	0.3	+4.3	0.9	+11.3
Medical	5.3	7.1	9.0	11.5	7.4	9.2	7.1	9.3	7.4	9.4	8.0	10.1	(1.0)	-11.3	2.7	+51.0
Others	1.9	2.6	1.9	2.5	1.8	2.3	1.5	2.0	1.9	2.5	1.8	2.3	(0.1)	-5.3	(0.1)	-5.9
Total	75.1	100.0	79.2	100.0	81.1	100.0	76.5	100.0	79.0	100.0	79.7	100.0	0.5	+0.6	4.5	+6.1



Transformation from Office Supplies Mail Order

One of the largest B-to-B customer bases in Japan



- Enhanced Long-tail Product for strategic industries
- Next-day delivery products
- Original Products
Environmentally Friendly, etc.
- Fast & optimal purchase at the new site
Fast purchase from external search engine and improve personalization, free purchasing management functions, etc.
- New Service as the first phase
Advertising business for manufacturers

Products Handled
2 times
18 million items

In-Stock Products
4 times
330,000 items

1.4 times
12,000 items

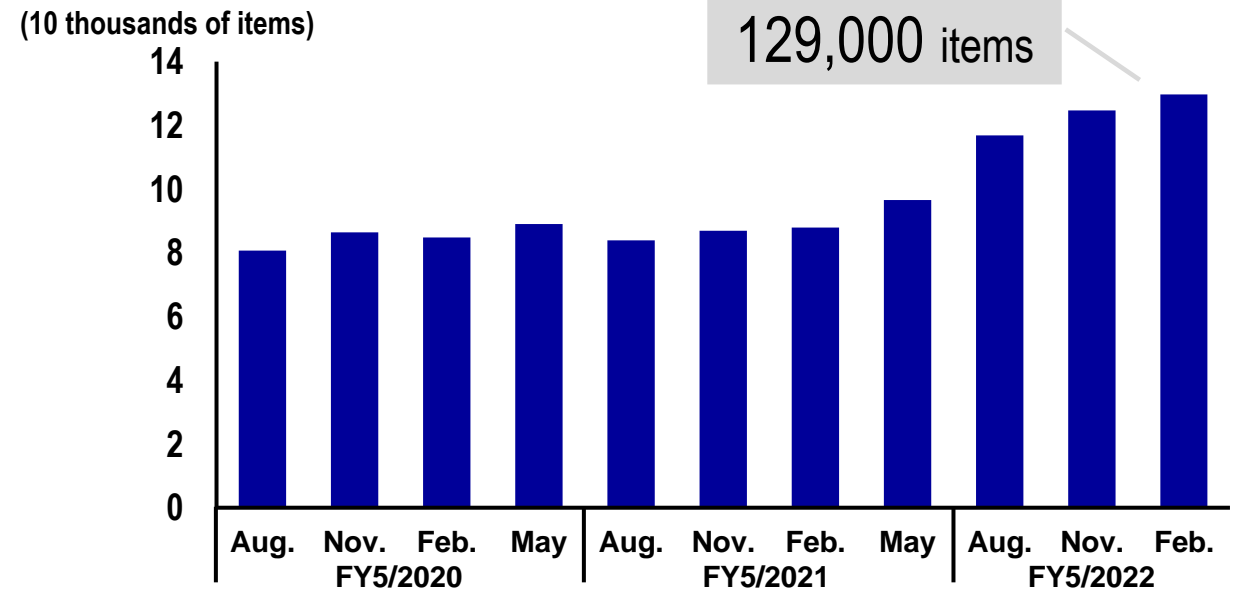
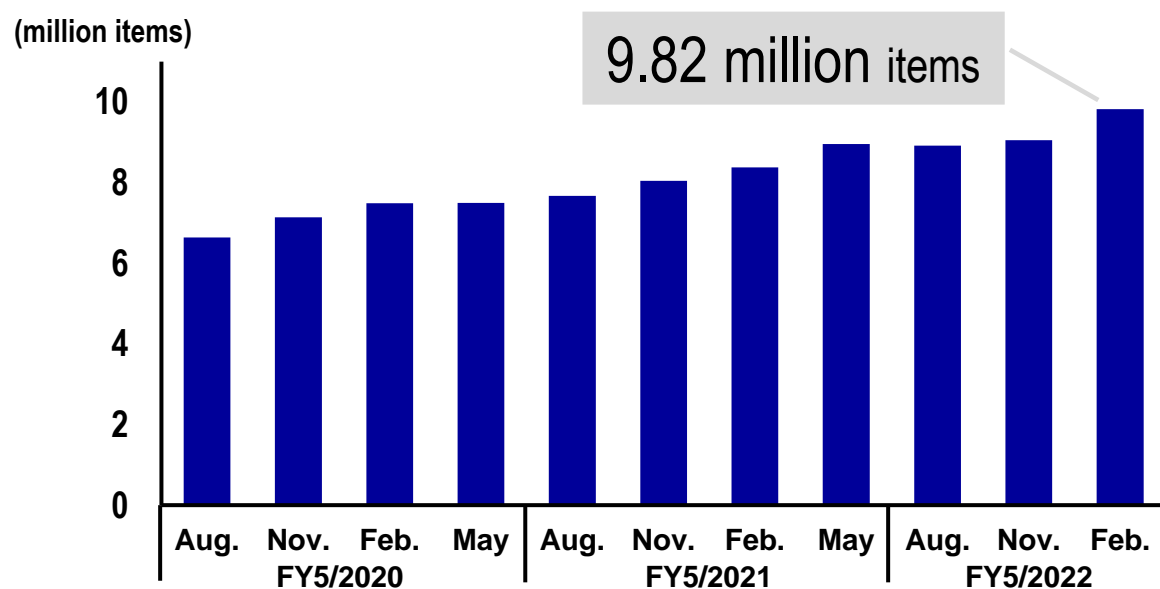
B-to-B Expansion of Product Assortments (Number of Products, Products in-Stock)

Products Handled
(Medium-term target at 18 million items)

- ✓ 3Q period : added more than 770,000 items
New products handled: Over 1,290,000 items
Products suspended for sale temporarily: 520,000 items
(due to discontinued production and shortage of semiconductors)
- ✓ Aiming for 11 million items for the full year

In-Stock Products
(Medium-term target at 330,000 items)

- ✓ 3Q period : added more than 5,000 items
Added new items for the issue of new catalog
- ✓ Promote inventory of long-tail products in AVC Kansai

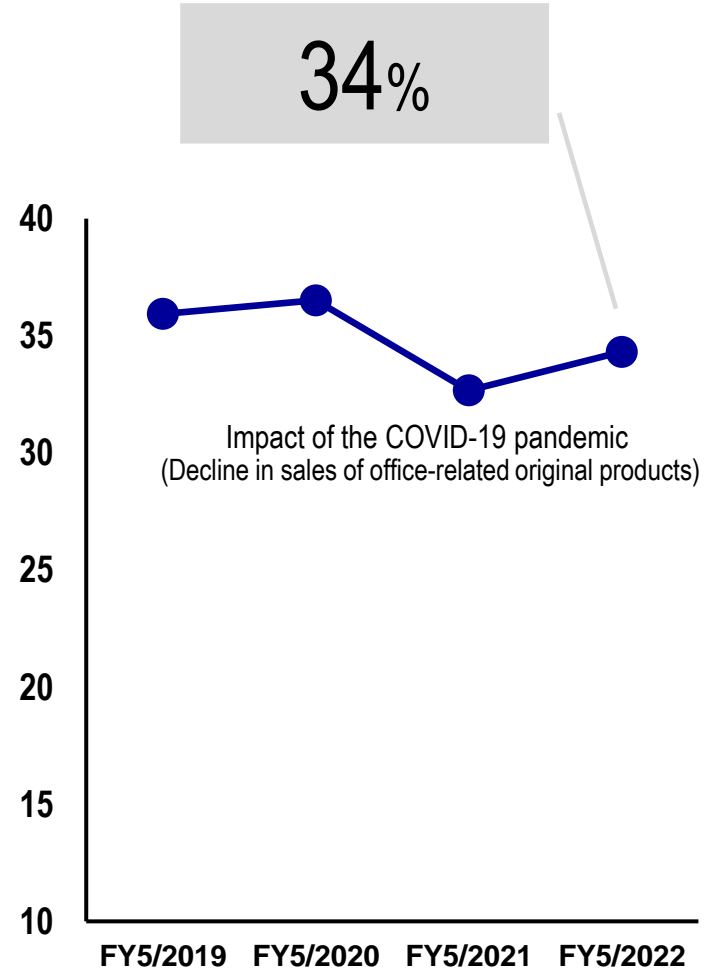
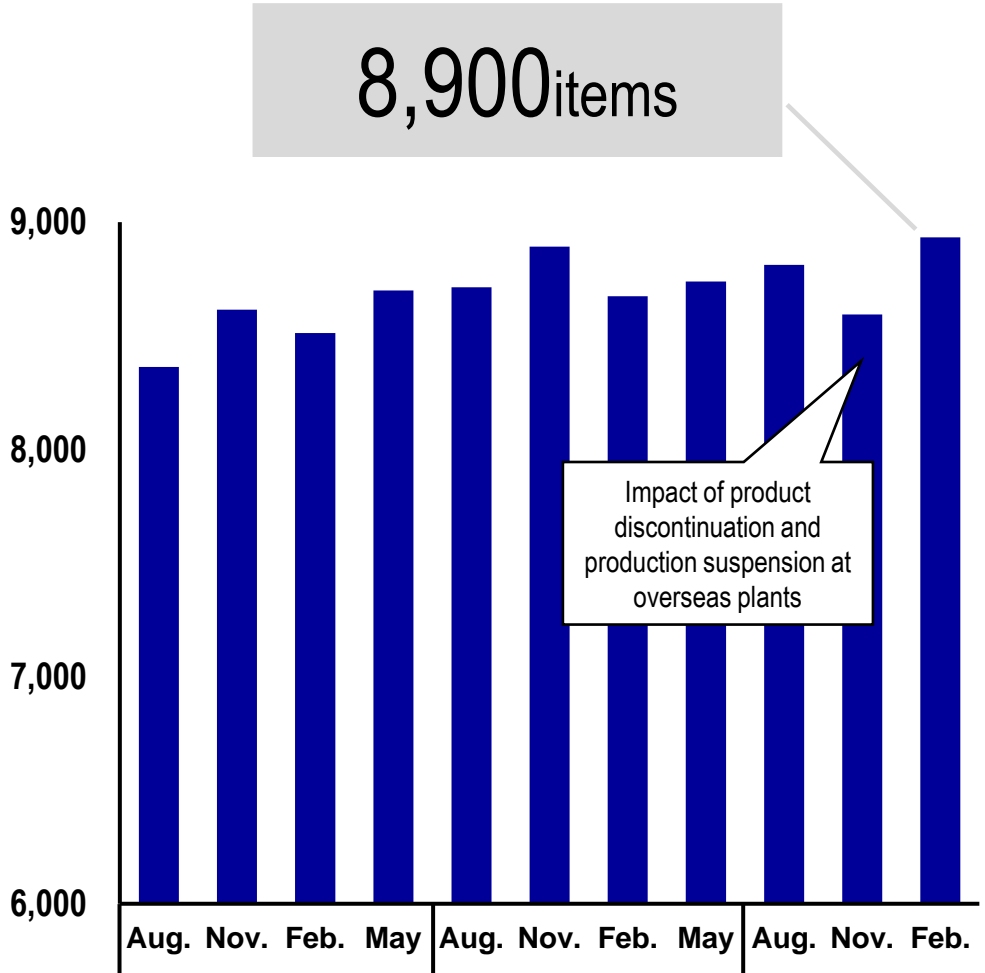


B-to-B Expansion of Product Assortments (ASKUL Original Products*1)

Number of Items
(Medium-term targets at 12,000 items)

Share in Net Sales
(Sales of B-to-B in-stock products)

Reinforce development of original products for strategic 2 major industries*2



Aiming for 9,000+ items for the full year

*1 Original products includes products exclusive to ASKUL Excluding original products exclusive to LOHACO
*2 Industries are Medical and nursing care, Manufacturing



① Additional investment

Increase in investment due to additional development requirements:
4.5 billion yen (total investment amount 10.5 billion yen)

Additional investment amount will be absorbed as much as possible in the overall budget of the medium-term management plan.

② Release schedule

- ✓ Opening of SOLOEL ARENA website to public in FY5/22
- ✓ New ASKUL website to be opened in FY5/23

Aiming for reliable releases to achieve significant growth



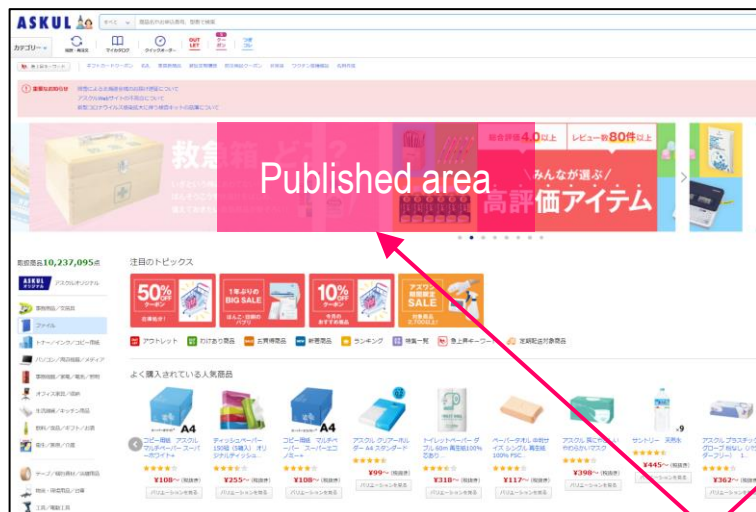
Launching advertising businesses by leveraging knowledge from LOHACO

Image of advertising placement

Schedule

Site top banner

Search ads



Advertising area

Provide listing areas suitable for the characteristics of products

Test operation starts in March 2022

Full-scale development after opening of new ASKUL website

Maximize strong relationship with manufacturers and scale of B-to-B



ASKUL Tokyo DC

- ✓ Procurement of semiconductor components at ASKUL Tokyo DC is improving
- ✓ The probability of operation within the year is increasing.

Status of Material Handling Installation in ASKUL Tokyo DC



Conveyor transfer equipment



Automatic case warehouse

Shinsuna Center

- ✓ B-to-B center launched as a temporary response after fire incident at ALP Tokyo Metropolitan
- ✓ Scheduled to terminate lease in August 2022

<p>ASKUL Value Center Hidaka</p>	<p>Shinsuna Center</p>	<p>ASKUL Value Center Kansai</p>
<p>ASKUL's first center exclusively used for LOHACO operation</p>	<p>Alternative center for ALP Tokyo Metropolitan in B-to-B business</p>	<p>ASKUL's largest and most advanced logistics center</p>
<p>Operation started in April 2017 Leased area: approx. 46,200 m² Capital expenditure: ¥3.8 billion (plan)</p>	<p>Operation started in April 2017 Leased area: approx. 23,500 m² Capital expenditure: ¥0.5 billion (plan)</p>	<p>Full-fledged operation to start in early February 2018 (plan) Leased area: approx. 146,400 m² Capital expenditure: ¥14.9 billion (plan)</p>
<p>Operations at the new centers were launched as planned.</p>		

13

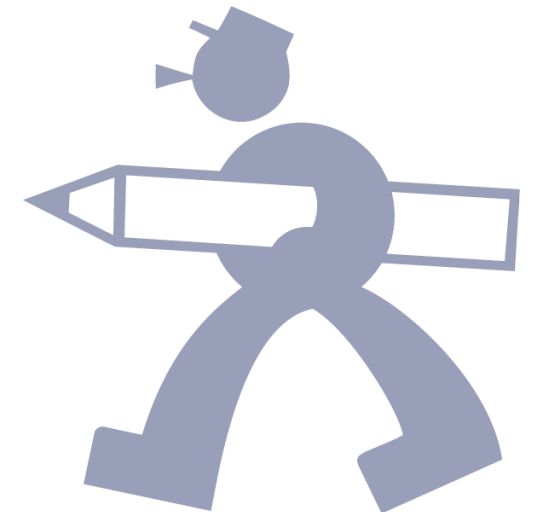
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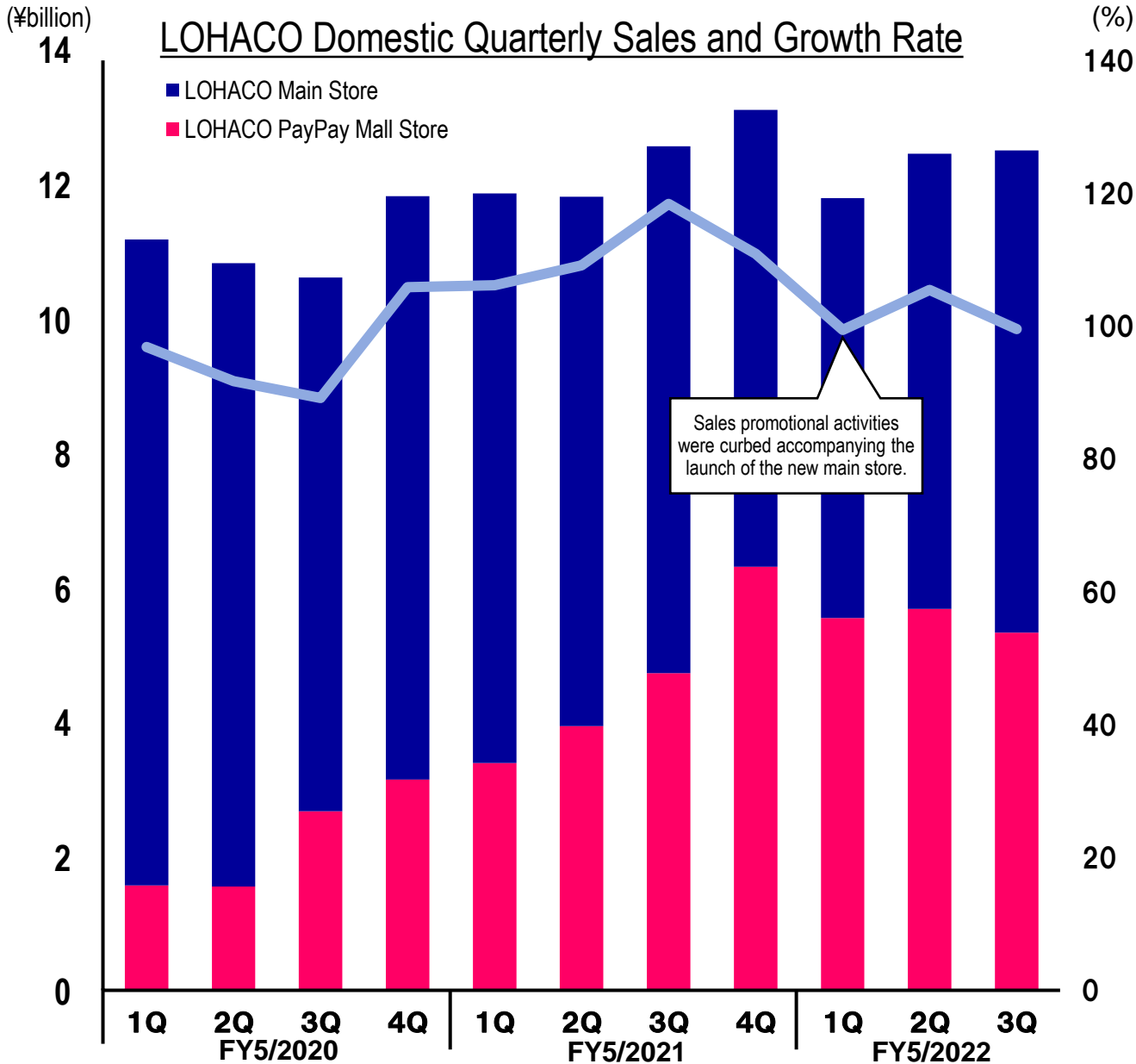
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LOHACO Net Sales



Aim at Further Growth through large-scale promotion in 4Q

Super PayPay Festival
Until 3/22 Tue 1:59am

今週日曜は All LOHACO products are subject to Bonus equivalent to a maximum of **26.5%**!

※条件を満たした場合

Super PayPay Festival (February 14 – March 22)

Softbank / Y! mobile users can receive **every week!**

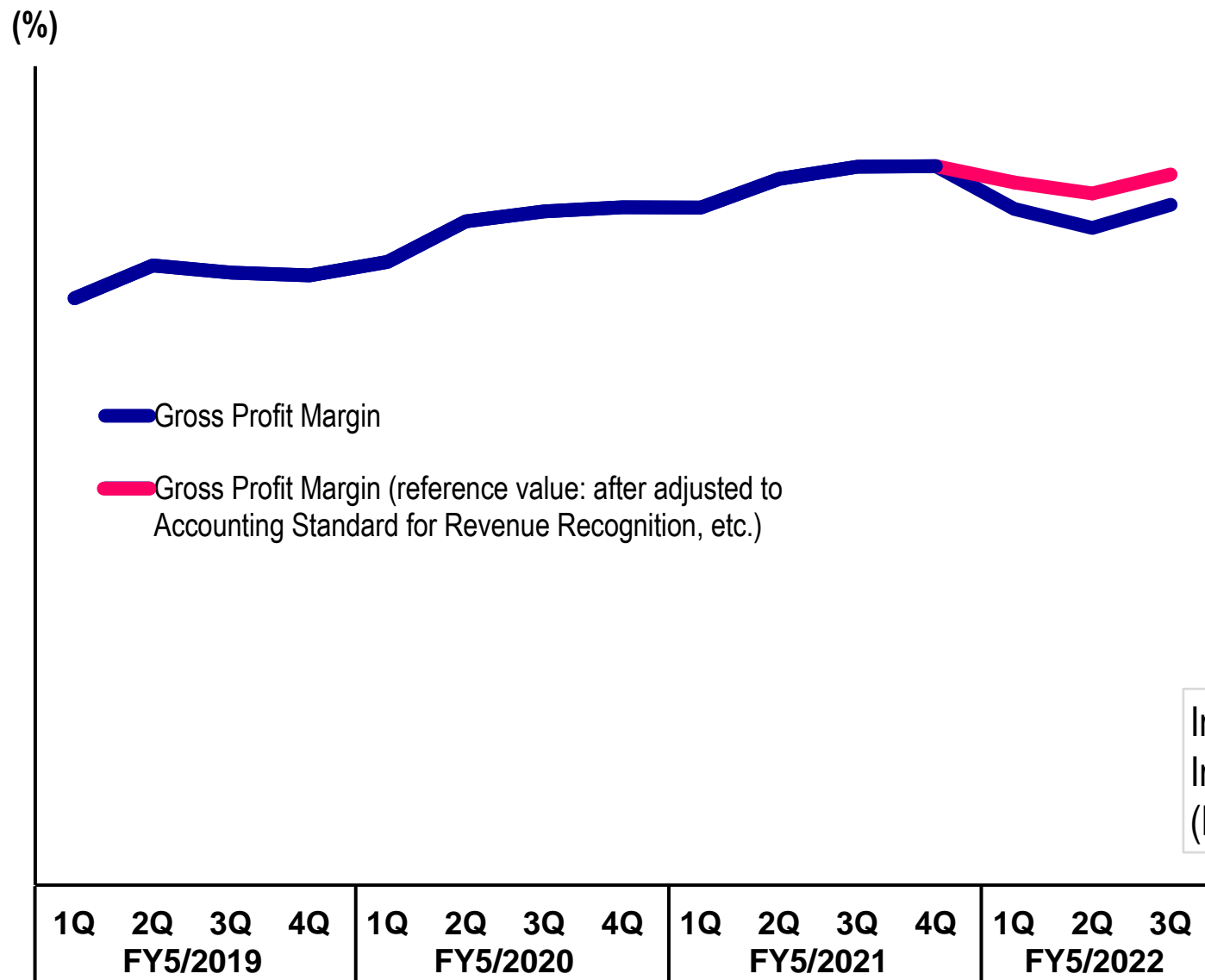
¥500 coupon! that can be used online shopping

※2/26-3/20 対象店舗・利用条件あり



CYBER SUNDAY (February 26 – March 20)

LOHACO Gross Profit Margin



FY5/2022 3Q results
 YoY change: Down 1.4 points



After adjusted to applying Accounting Standard for Revenue Recognition, etc.

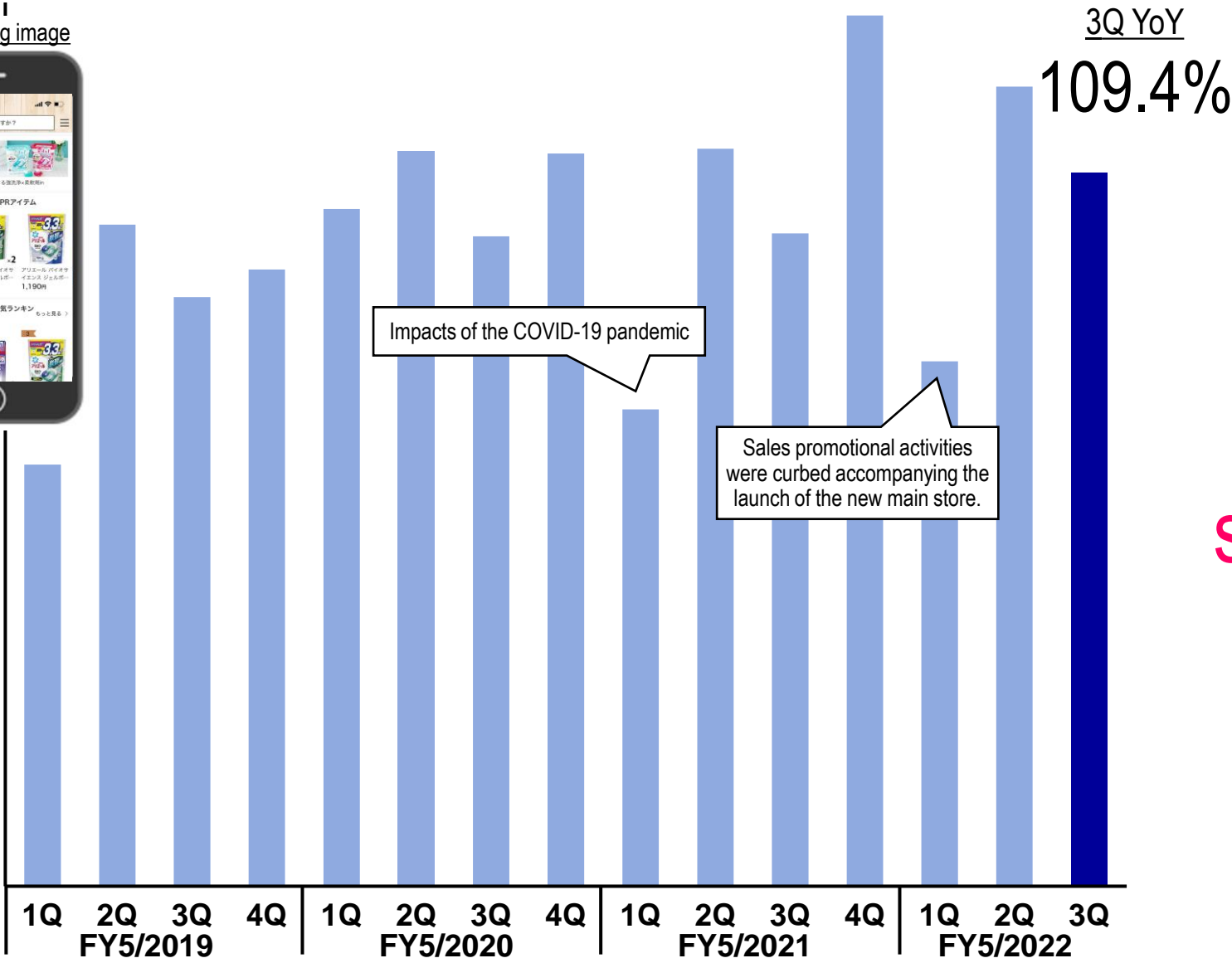
YoY change: **Down 0.3 points**

Increase in overseas composition ratio	Down 0.9 points
Improvement in gross profit margin of domestic (Domestic in February improved Up 1.0 points)	Up 0.6 points

LOHACO Advertising Fee Income

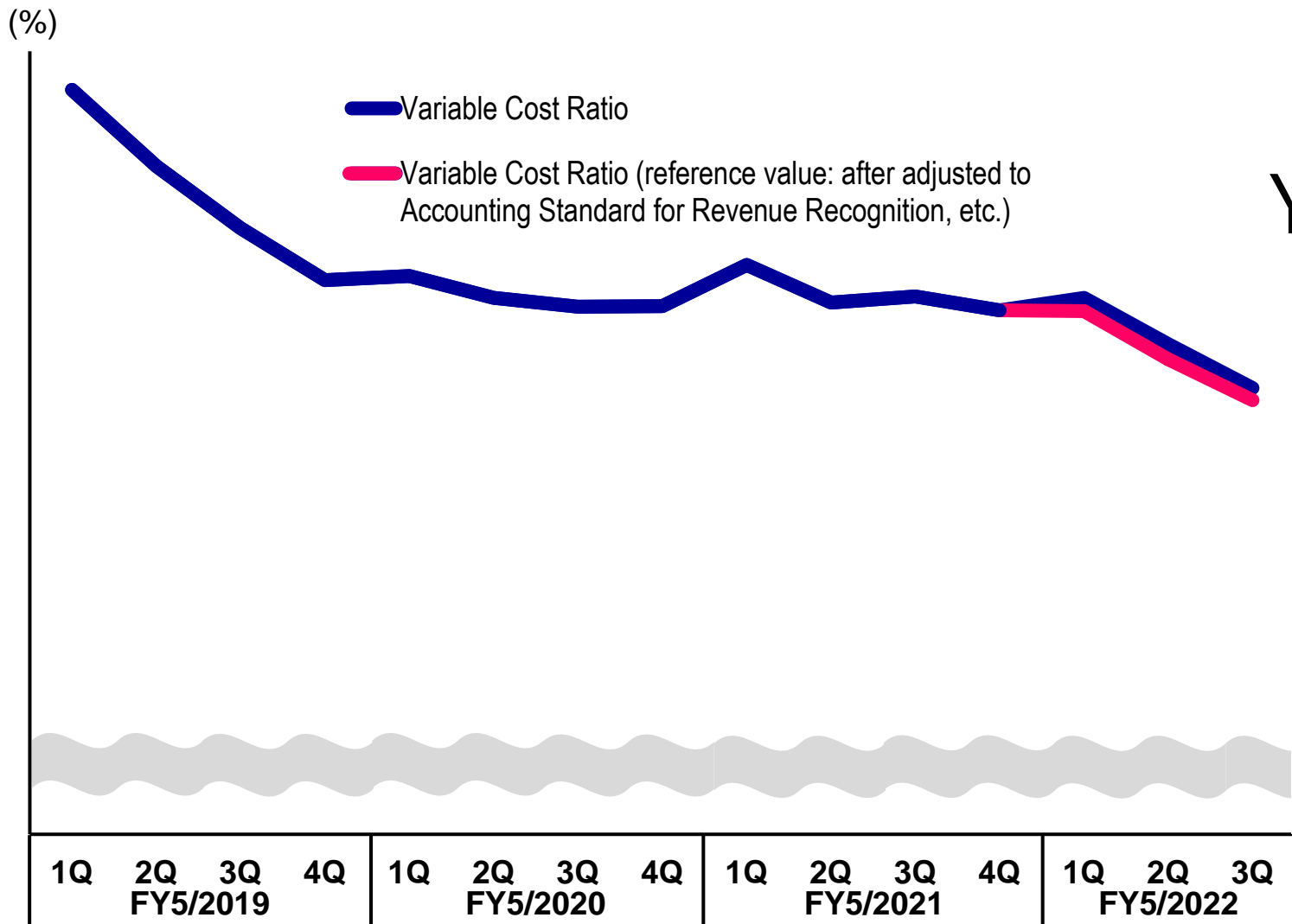
(Yen)

Advertising image



Sales promotion at New Main Store and test marketing support business was successful

LOHACO Variable Cost Ratio



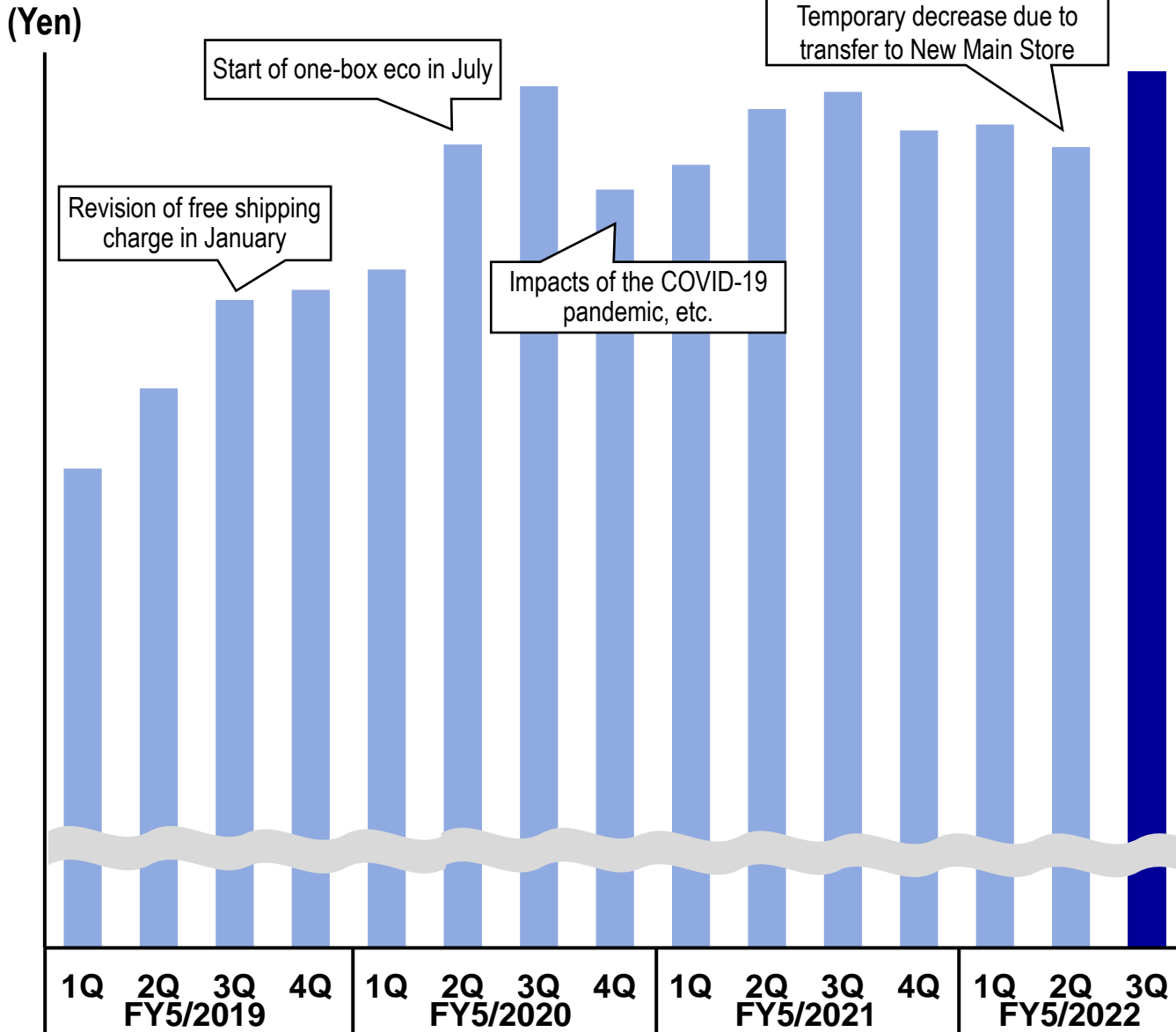
FY5/2022 3Q results
YoY change: Down 2.1 points



After adjusted to applying Accounting Standard for Revenue Recognition, etc.

YoY change:
Down 2.4 points
Progress as planned

LOHACO Sales per Box (domestic)



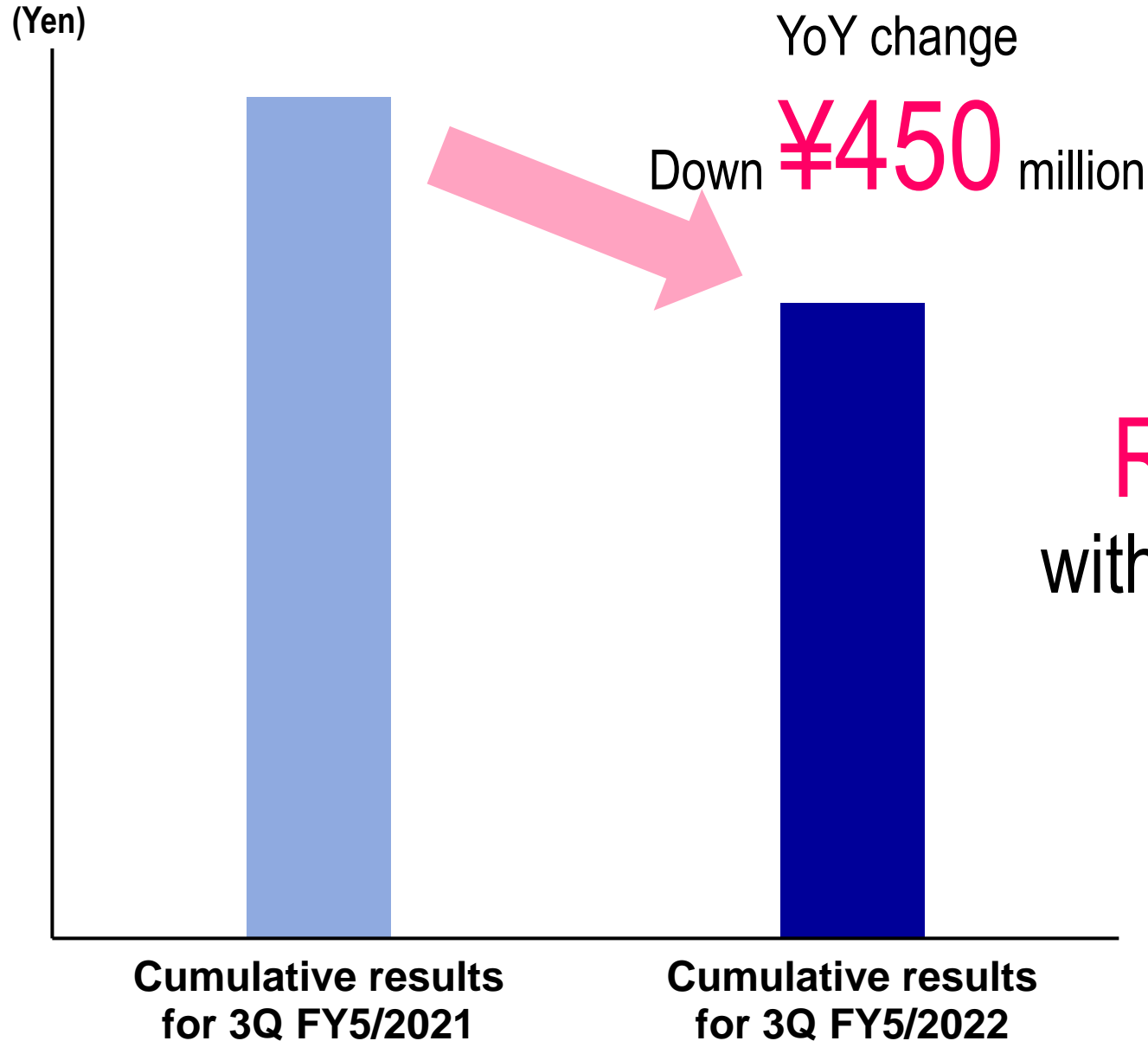
FY5/2022 3Q results
YoY change: Up 1.5%



Increased by
improvement of website
functions, etc.

LOHACO Fixed Costs(amortization of software and personnel expenses)

Non-Consolidated



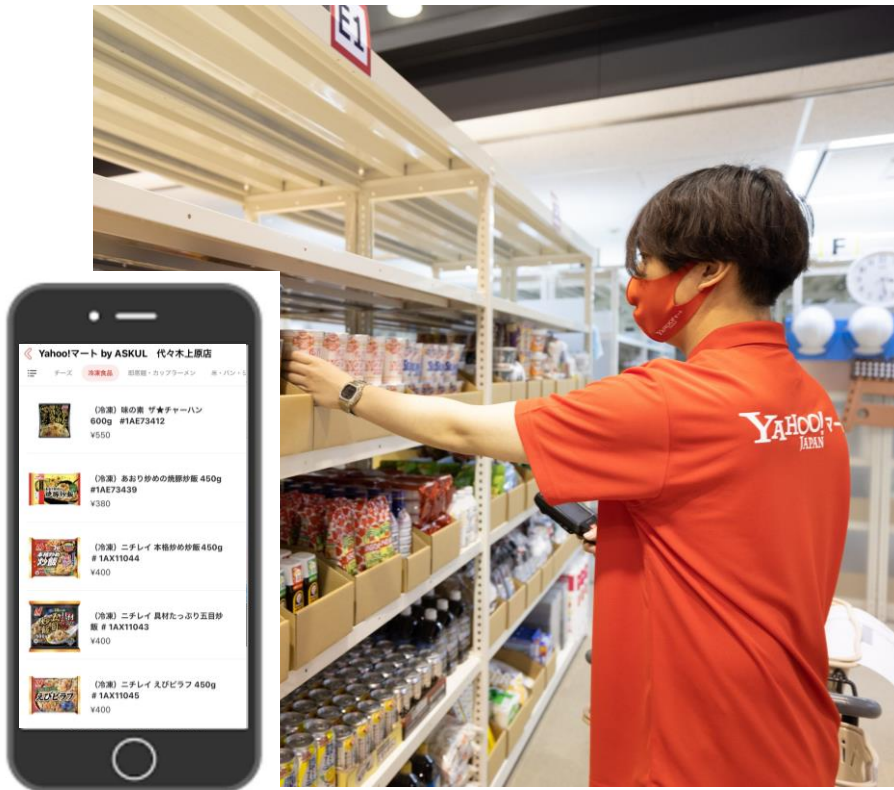
Reduction of fixed costs
with the launch of the new main store



Full-scale development of quick commerce under the initiative of Z Holdings

Launched Yahoo! Mart by ASKUL

Plan to cover all areas in 23 wards in Tokyo by the end of March 2023 (14 stores as of March 2022)



Attracting customers

YAHOO!
JAPAN

LINE

Merchandise (purchase)

 **ASKUL**

Order and delivery

Demaecan

Significance of ASKUL's efforts

- ✓ Strengthen MD and accumulate know-hows by handling chilled and frozen products
- ✓ Strengthen buying power by expanding business scale

LOHACO Synergies with Z Holdings Group (2)

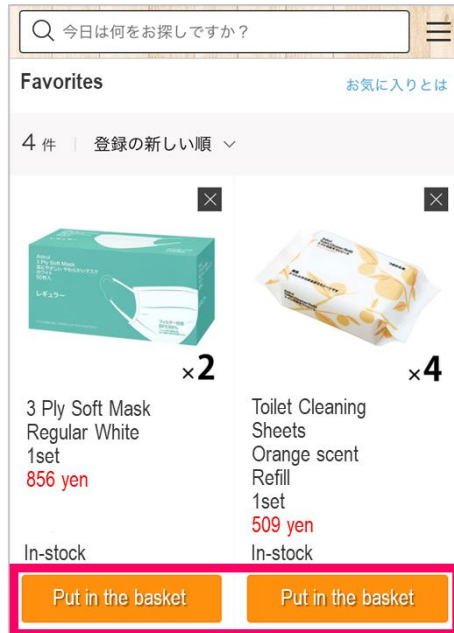


Increase gross profit margin and unit price by continuously improving site functions through strengthened collaboration

Schedule for Major Functional Improvement at LOHACO Main Store

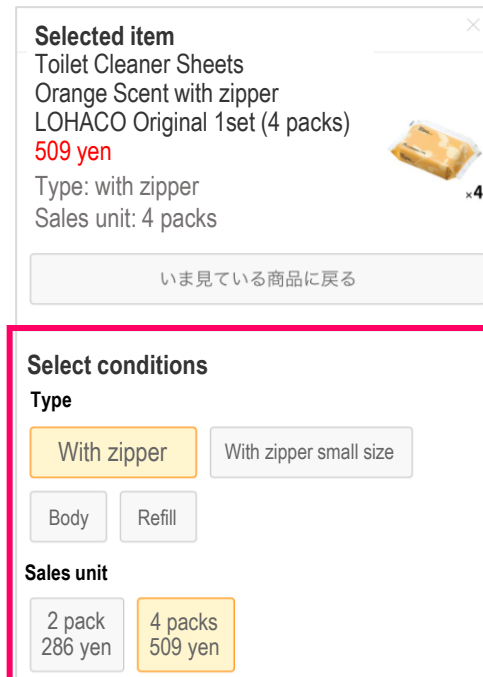
2Q

- ✓ Multiple coupon support
- ✓ Putting in a basket from Favorites, etc.



3Q

- ✓ Display variations
- ✓ Pre-order purchase, etc.



4Q schedule

- ✓ Increased discount according to the number of purchasing category groups
- ✓ Review campaign, etc.



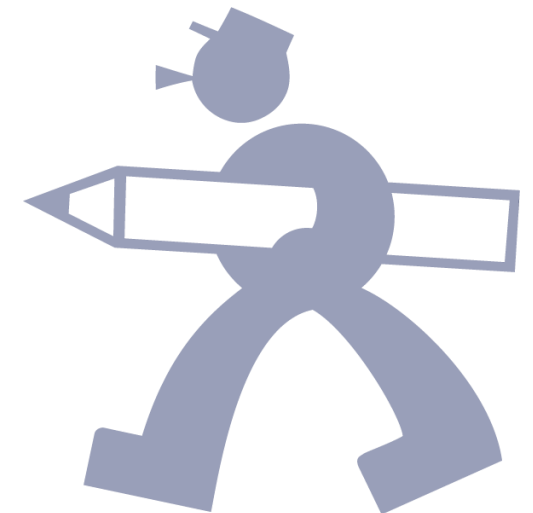
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February 2022

Formulated ASKUL Group Human Rights Policy

- ✓ Commitment to respect human rights as ASKUL Group
- ✓ Cooperate with various stakeholders to promote respect for human rights in all corporate activities



January 2022 ASKUL, CUBE-LINX and Hino Motors

Started demonstration tests of optimal operation management of electric vehicles using small BEV* trucks

- ✓ Working to resolve electricity power management, which is a challenge in expanding introduction of BEV-vehicles, in order to achieve EV100
- ✓ New model “Hino Dutro Z EV” is used.
Verification of vehicle usability, efficient fleet management, and effectiveness of optimal charging management, and energy usage optimization

*Battery Electric Vehicle: Battery-powered electric vehicles

EV **100**

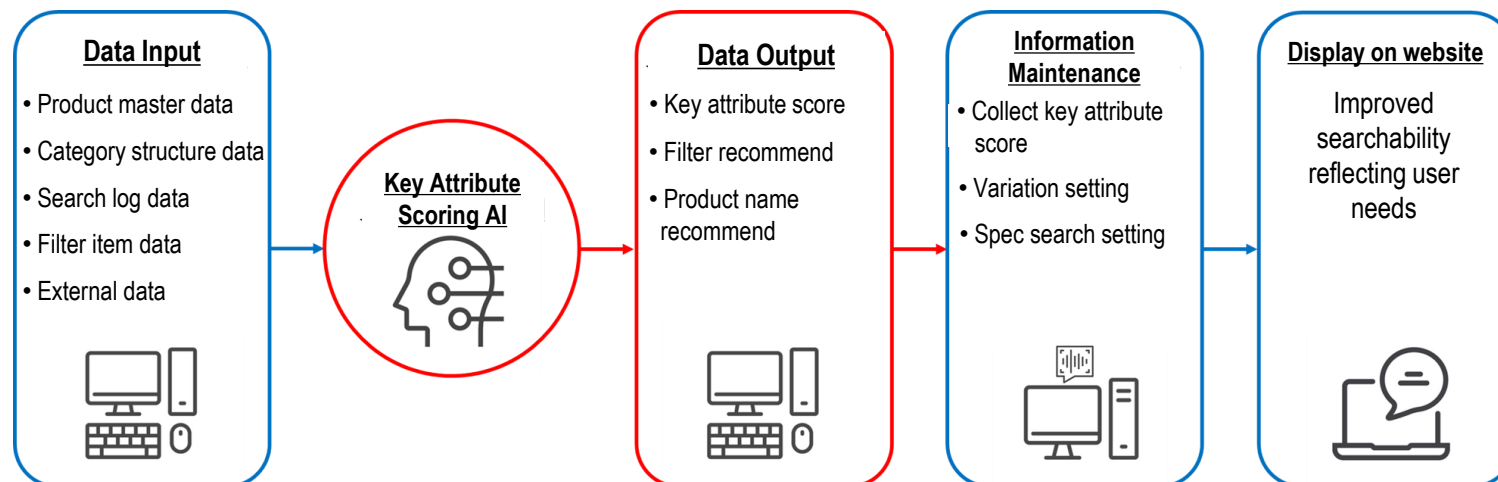




December 2021

Introduced AI scoring for product information enrichment

- ✓ Simplify the product information enrichment process by using AI to quantify the importance of product attribute (capacity, length, etc.) that are decisive factors in purchases as scores.
- ✓ Creating a sales page where specialized products are easy to be selected and purchased by posting appropriate product information that meets product characteristics.



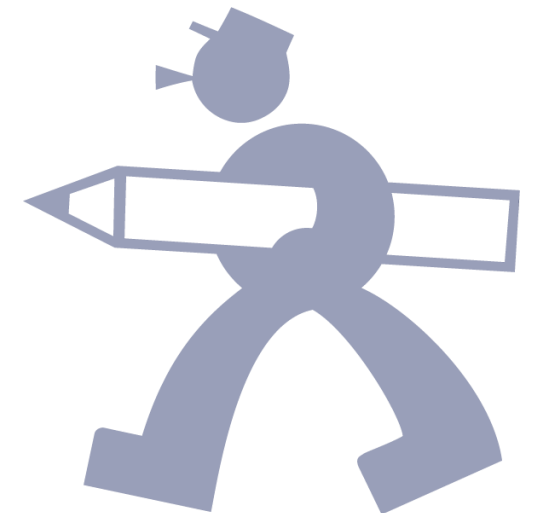
I. Consolidated Performance for 3Q FY5/2022

II. B-to-B

III. B-to-C

IV. ESG / DX

V. Appendix



FY5/2022 Net Sales by Item

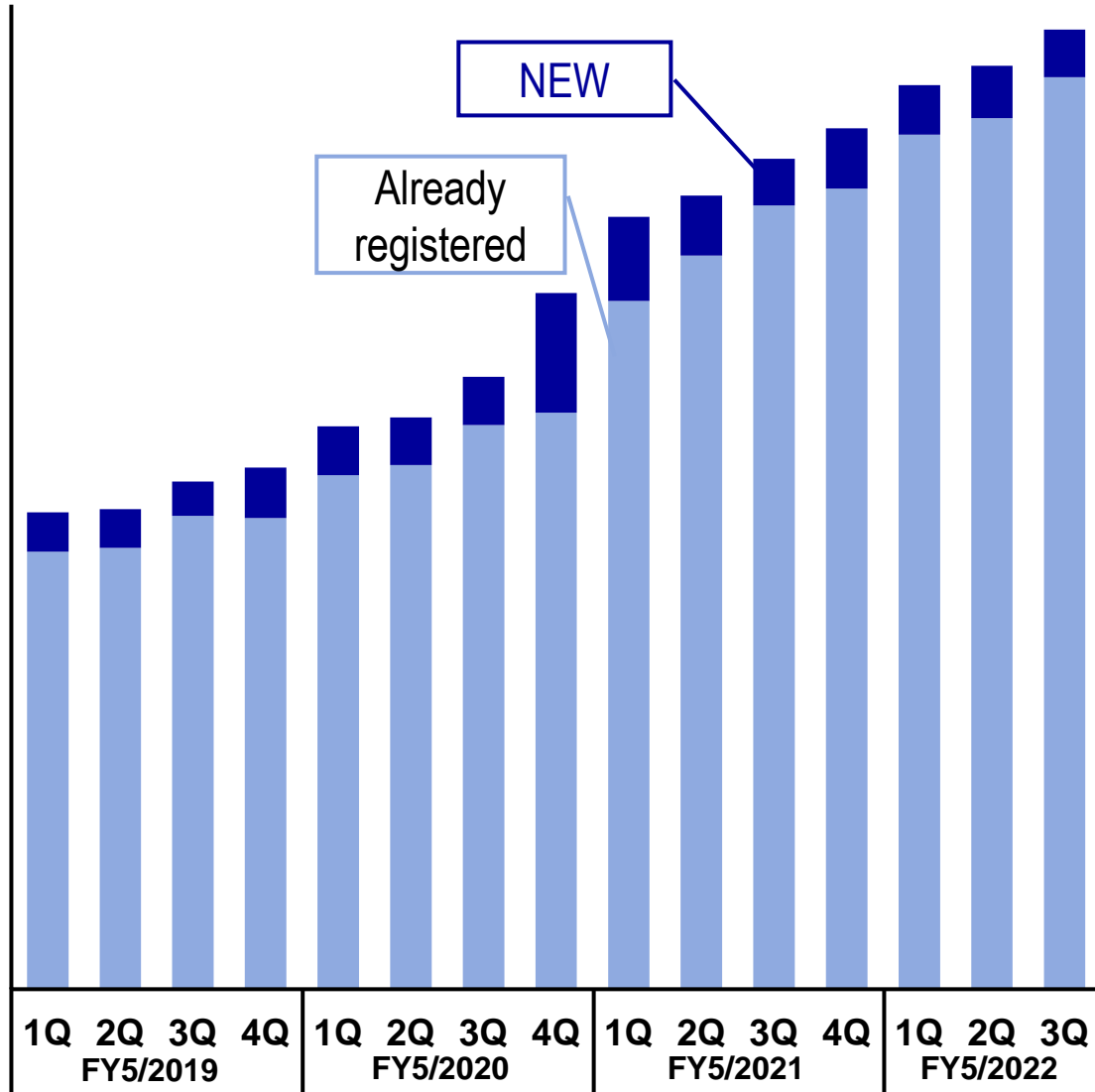
Non-Consolidated



(¥billion)	FY5/2020 3Q Cumulative		FY5/2021 3Q Cumulative			FY5/2022 3Q Cumulative			
		Composition ratio %		Composition ratio %	YoY change %		Composition ratio %	YoY change	YoY change %
OA & PC	74.7	28.6	71.7	26.3	-4.0	71.5	26.0	(0.1)	-0.3
Stationery	32.8	12.6	30.6	11.2	-6.8	30.2	11.0	(0.3)	-1.1
Living Supplies	89.7	34.3	92.2	33.8	+2.8	99.3	36.1	7.1	+7.8
Furniture	15.4	5.9	15.6	5.7	+1.4	15.6	5.7	0	+0.1
MRO	26.2	10.1	27.3	10.0	+4.0	28.6	10.4	1.2	+4.6
Medical	16.2	6.2	29.4	10.8	+81.0	25.7	9.3	(3.7)	-12.7
Others	6.0	2.3	5.8	2.2	-2.4	4.4	1.6	(1.4)	-24.4
Total	261.3	100.0	272.9	100.0	+4.4	275.7	100.0	2.7	+1.0

B-to-B Number of Registered Customers*

(Millions of cases)

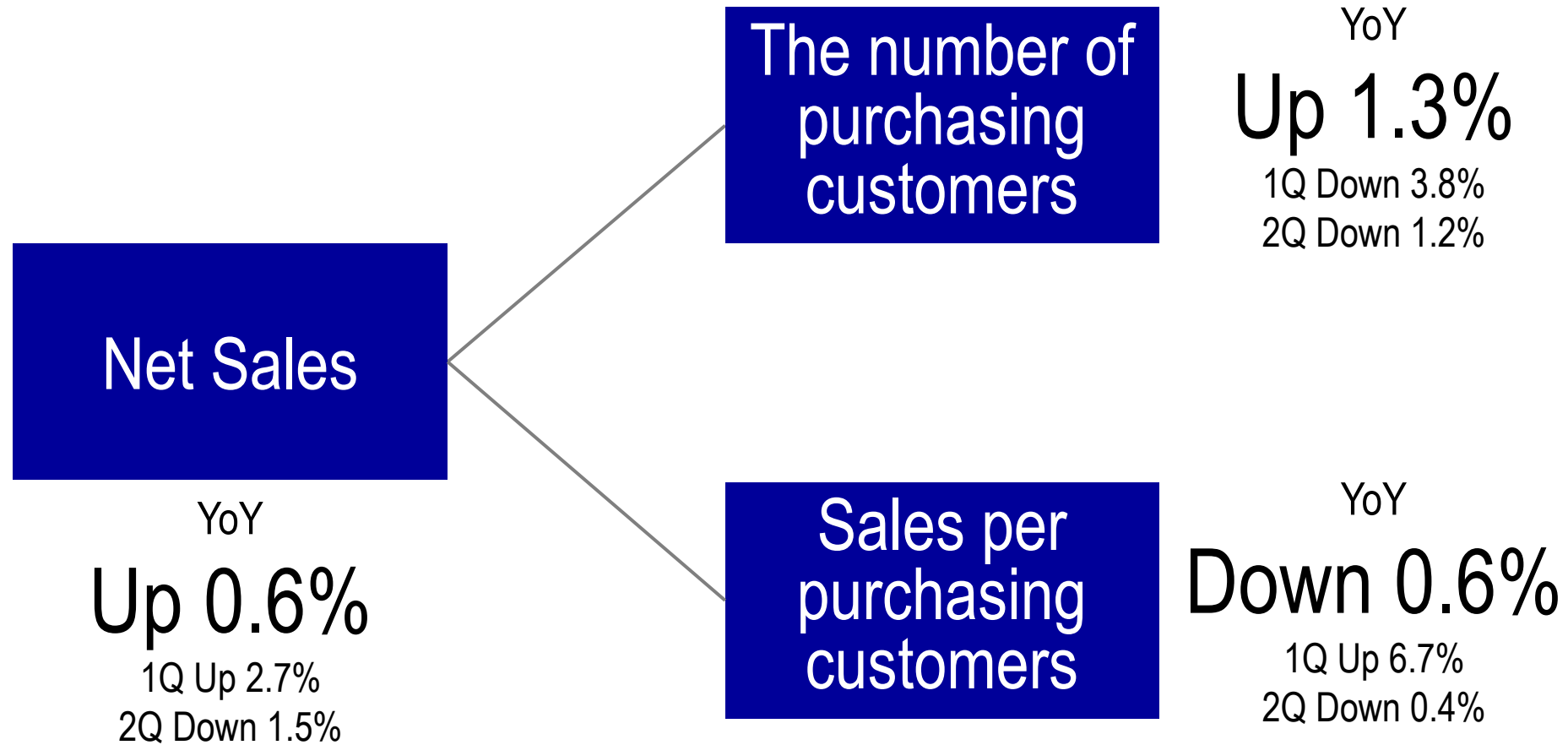


Customer Base Keeps Expanding toward Post-Pandemic Growth

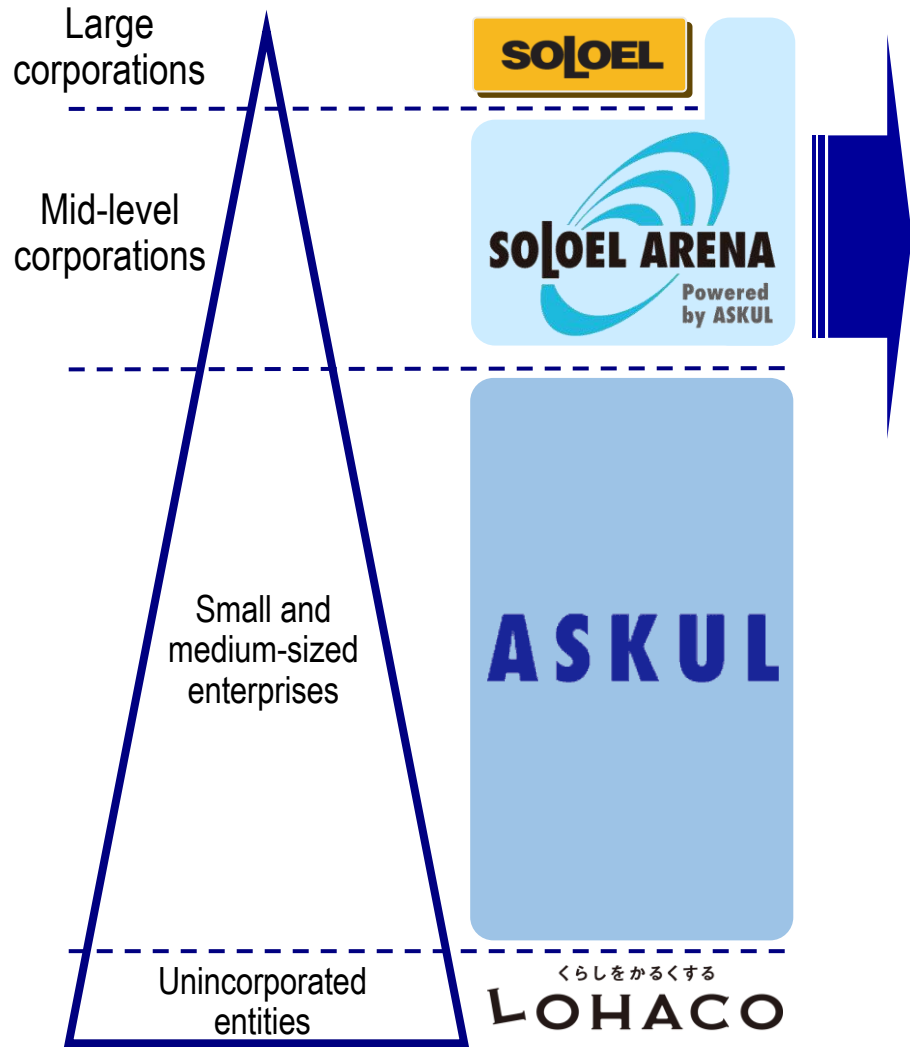
* New means the number of customers who registered in each quarter. Already registered is the number of customers calculated by excluding new customers from the total number of customers from whom ASKUL, SOLOEL ARENA, etc., can receive orders as of the end of each quarter.

B-to-B 3Q FY5/2022 Factors for Increase/Decrease in Net Sales

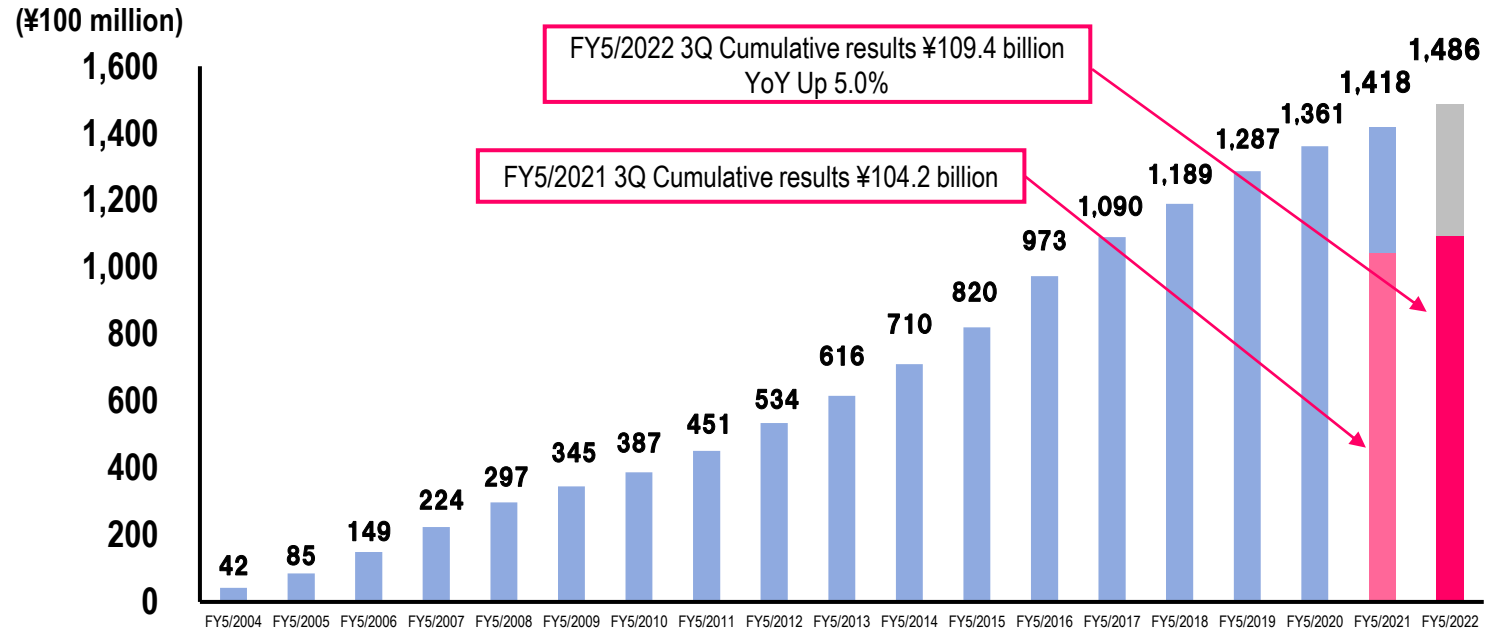
Non-Consolidated



B-to-B Results of SOLOEL ARENA and others

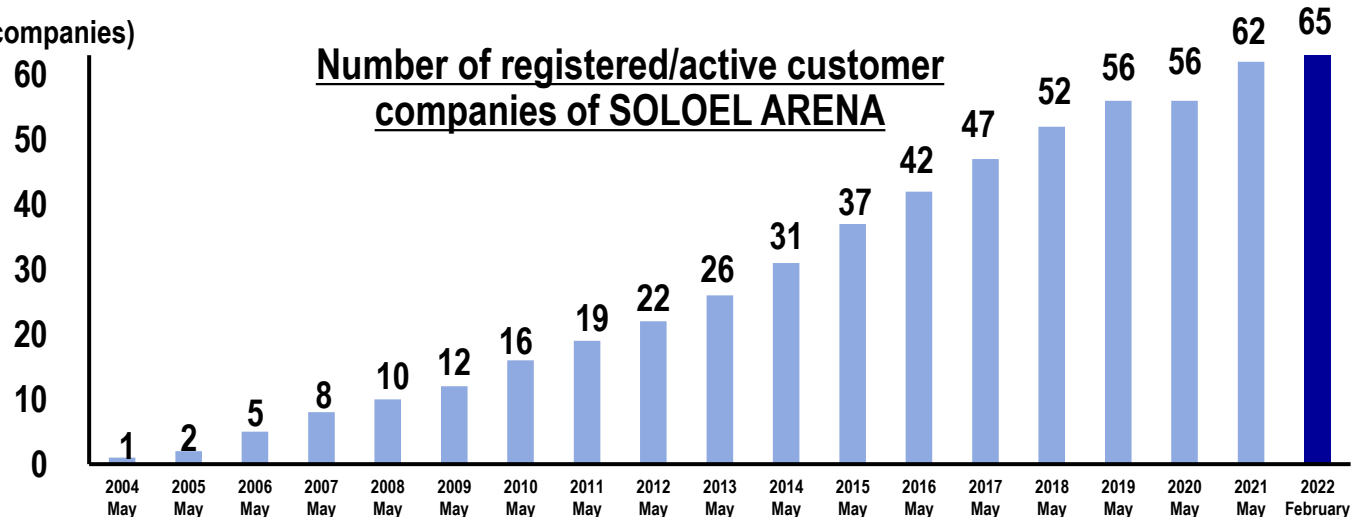


Net sales value for SOLOEL ARENA and others



(1,000 companies)

Number of registered/active customer companies of SOLOEL ARENA





Gross profit: ¥77.4 billion YoY Down ¥0.1 billion

Gross profit margin: 24.4% YoY change: Down 0.4 points

- Impact of changes in B-to-B business category mix

SG&A expenses: ¥66.8 billion YoY Down ¥0.4 billion

Ratio of SG&A expenses to net sales 21.0% YoY change: Down 0.5 points

- Reduction of labor cost ratio
- Effect of applying Accounting Standard for Revenue Recognition, etc.



Capital expenditures ¥7.7 billion (Annual plan: ¥13.4 billion)

Related to new ASKUL website ¥3.7 billion

Related to ASKUL Tokyo DC ¥1.6 billion

(Reference) Depreciation and amortization of software: ¥4.3 billion (Annual plan: ¥6.1 billion)

Investment details

(¥ million)

Item	FY5/2021 3Q Cumulative	FY5/2022 3Q Cumulative	
	Amount	Amount	YoY Change
[Capital expenditures]	7,477	7,714	+3.2%
Property, plant and equipment	4,514	2,520	-44.2%
Intangible assets	2,962	5,194	+75.3%
Construction in progress (Note 2)	3,356	4,622	+37.7%
Software in progress (Note 2)	2,148	6,436	+199.6%

(Note 1) Capital expenditure is stated on an accrual basis.

(Note 2) Construction in progress and software in progress above present balances at the end of the quarter under review, and partially include consumption and other taxes.

3Q FY5/2022 Share of Orders Placed on the Internet of Net Sales and Original Products

Non-Consolidated



Share of orders placed on the Internet of net sales

	FY5/2021 3Q	FY5/2022 3Q	YoY Change
Orders via the Internet	86.0%	87.5%	+1.5pt
Other	14.0%	12.5%	-1.5pt

Note 1: Percentages are based on orders placed.

ASKUL Original Products

(Unit: Item)

	Feb. of FY5/2021	Feb. of FY5/2022	YoY Change
Number of original products	9,996	10,757	+761
Share of non-consolidated net sales (of which, share of B-to-B business)	26.1% (32.7%)	27.1% (34.3%)	+1.0pt (+1.6pt)

Note 1: The number of original products includes those with sales limited to ASKUL. Also, the calculation includes not only those items sold via catalogs but also items sold only via the Internet.

Note 2: The calculation of original products as a percentage of net sales includes original copy paper.

Note 3: From 4Q FY5/2018 onward, the calculation of B-to-B original products as a percentage of net sales uses B-to-B business inventory sales as the denominator.

ASKUL Environmental Policy

We, the ASKUL Group, is committed to contributing to the global environment that will lead to the future generation through its business activities as a company that supports workplace, life, the planet and tomorrow.

Carbon neutral

- “2030 CO₂ Zero Challenge”
Reduce CO₂ that is emitted by business sites and distribution down to zero by 2030
- “RE100”
Raise a group-wide renewable energy utilization ratio to 100% by 2030
Realized 57% as of December 2021
- “EV100”
Replace delivery vehicles owned and used by ASKUL LOGIST 100% with electric vehicles by 2030
In the 4Q of FY5/2021, seven new light EVs were introduced.



Resource recycling

- “1 box for 2 trees”
Confirm planting of two eucalyptus, double the amount of raw materials, by purchasing one box of original copy paper 
- Reduce disposal of returned products
Reduce returned products that lead to their disposal
Remake returned products into salable products
Sell returned products as “imperfect ones” at a discount
- A recycling value chain of used plastic products
Ministry of the Environment “FY2020 Demonstration Project for Constructing a Recycling System for Plastics and Other Resources to Support a Decarbonized Society”
Create a value chain for recycling plastic resources and reduce CO₂ emissions

Development and procurement of environmentally-friendly products

- Environmental response by original products
Development of original products by paying attention not only to quality and design but also to the environment



- Recycled paper bags “Come bag”
An FSC® certified* product, comprised of 85% paper pulp and 15% recycled pulp from ASKUL catalogs
* The FSC® certification system certifies “responsible management of the world’s forests”
Using FSC® certified products leads to forest conservation.



- Lineup of biomass shopping bags





ASKUL Environmental Policy

We, the ASKUL Group, is committed to contributing to the global environment that will lead to the future generation through its business activities as a company that supports workplace, life, the planet and tomorrow.

2021 Selected as a “Climate Change A List” company by CDP

2020 Selected as a “Climate Change A List” company by CDP

2019 Announced support for “TCFD recommendations”
Selected as a “Climate Change A List” company by CDP

2018 Obtained “Eco-First company” and “SBT” Certification

2017 Joined RE100 and EV100

2016 Signed up for the “United Nations Global Compact”
Announced the “2030 CO₂ Zero Challenge”

2013 Formulated Medium-Term Environmental Targets

2003 Formulated ASKUL Environmental Policy



Companies included in “Climate Change A list” are ones selected as the highest rated by the international non-profit environmental organization Carbon Disclosure Project, CDP. If companies are taking excellent actions in response to climate change and disclosure of their information, they will be included in the list

“TCFD recommendations” are international propositions, compiled by the Task Force on Climate-related Financial Disclosures (“TCFD”), concerning how corporations should voluntarily disclose information for the purpose of identifying and disclosing the financial impacts of risks and opportunities caused by climate change

“SBT: Science Based Targets” are corporate targets to reduce global warming gas. The “Science Based Targets” organization, an international initiative, will approve them as targets that aim at scientifically based levels to achieve the “2°C target Efforts to keep the temperature well below 2°C and bring it below 1.5°C)” set out in the Paris Climate Accord

The “Eco-First Company” is a company chosen by the Minister of the Environment as a company that engages in “advanced, unique and industry-leading business activities” in environmental conservation activities, such as global warming countermeasures and waste and recycling measures

United Nations Global Compact (UNGC) is a voluntary initiative by which companies and organizations act as good members of society and participate in the creation of a global framework that realizes sustainable growth by demonstrating responsible and creative leadership

“RE100” is an international business initiative, participated by companies that publicly aim to operate their business with 100% renewable energy

“EV100” is an international business initiative, participated by companies that publicly aim to replace all of their business-purpose vehicles with electric vehicles

Together with colleagues

- Diversity-oriented management
ASKUL's Declaration of Diversity (2015)
 - Utilize diverse human resources
Promote female active participation and enhance the ratio of female managers
Declared a target of raising the ratio of female managers to 30% by 2025
Participated in 30% Club Japan
 - Promote diverse work styles
Systems for leave and shorter working hours for childcare
Systems for leave and shorter working hours for nursing care
Holding of nursing care seminars
Conducted Unconscious Bias Training
Telework system: Abolished the limit on the number of times per month for teleworking
Flextime system: Eliminated the core time
Office where employees can work with peace of mind (Thorough preventive measures against infection)
- ASKUL LOGIST: Provide free lunches
Promotion of health-oriented management by providing free lunches to employees working in logistics, delivery, and headquarters so that they can work in good physical and mental health
- ASKUL LOGIST Fukuoka Distribution Center's efforts to employ persons with disabilities in cooperation with local communities
Legal employment rate at 28.2%*
(Legal employment rate of private companies is 2.3%)
* Legal employment ratio calculated in units of business sites as of February 20, 2022



Together with customers

- Improvement activities starting with customer voices
 - Share customer voices
Distribute internally opinions, requests, and suggestions received from customers by phone, e-mail, on the website, and on Twitter, etc to ensure that all employees grasp the situation.
 - VOC (Voice of Customers) portal site
Establishment of an internal website that lists opinions and requests from customers by field and issue category.
 - Operation of "Customer Satisfaction Improvement Committee"
Based on feedback from customers, related divisions cooperate in implementing service evolution and quality improvement activities.
 - Quality KPI Improvement Activities
PDCA cycle is implemented for the purpose of "enhancing customer satisfaction by improving the quality of products and services." Customer feedback is reported to and shared with CEO, management, and related department heads, and discussions and improvements are made regarding the evolution of products and services.

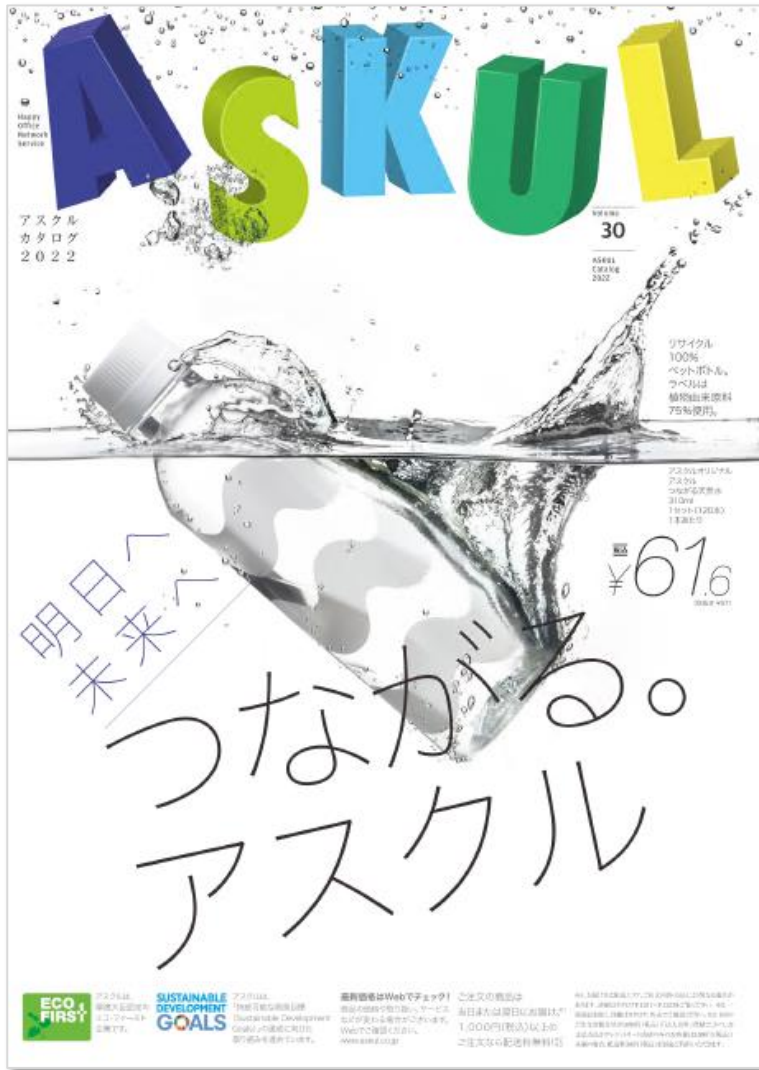
Initiatives with business partners

- Declaration of support and voluntary action for the "White Logistics" promotion campaign
A movement to resolve the shortage of truck drivers and work to realize a more employee friendly working environment in which productivity in truck transportation is improved, efficiency in logistics is raised, and some kinds of drivers, such as women and people over the age of 60, will find it easy to work
- Sustainable Procurement Policy
Formulated in April 2021. In order to help realize a sustainable society, fulfill our corporate social responsibilities in cooperation with our business partners with attention paid to the environment, safety and human rights among others
- Supply Chain CSR Survey
Based on Sustainable Procurement Policy, investigate the status of efforts of suppliers as corporations and actively communicate with them concerning the six aspects of the environment; worry-free and safe products; legal compliance and fair trade; human rights; the working environment; and response to risks and changes.

Social contribution activities

- Supporting East Japan Reconstruction through Impact Investment and Donations
The Group supports projects in three prefectures in the Tohoku region that are intended to solve social problems and revitalize local communities. It does so with the aim of offering cyclical support through donations and impact investing in cooperation with manufacturers. A soil enrichment material manufacturer in Miyagi Prefecture and a confectionery manufacturer in Iwate Prefecture have been decided to be the first recipients of the support.
- Project for looking into air and water environments
In a joint project with S.T. Corporation, the ASKUL Group donates part of the sales of "S.T. Toilet Deodorant and Deodorant Spray," exclusively for sale by ASKUL, to associations that are engaged in improving air and water environments, thereby supporting their activities. The first case will be donated to approved specified NPO, Water Aid Japan.
- Concluded SDGs Collaboration Agreement with City of Tsushima
There are many points in common between Tsushima City's SDGs Future City Plan and ASKUL's approach to and direction of resource circulation. Therefore, the SDGs Collaboration Agreement was concluded in February 2021 to promote joint activities that make effective use of the resources and know-how of both sides to achieve the SDGs targets.

New catalog published (once a year)



"ASKUL Catalog 2022"

Published in February 2022

Latest information is updated on the website as needed.
Website First

Total number of pages	1,260 pages
Number of listed products	Approx. 39,000 items
Number of newly listed products	Approx. 2,500 items
Number of listed original products	Approx. 7,450 items
Number of listed Green products	Approx. 14,500 items

<Reference> Overview of ASKUL Catalog 2021 (Previous Issue)

Total number of pages : 1,260 pages

Number of listed products: Approx. 39,000 items

Number of listed original products: Approx. 7,300 items

Number of listed Green products: Approx. 14,000 items

New catalog published (once a year)



人と人がつながる。環境配慮につながる。大切にしたい想いを未来へ、「つながる天然水」新登場!

小容量ミネラルウォーター
群馬県産の天然水。ミネラル豊富な天然水。清潔でおいしい。硬度の低い軟水。

リサイクル100%ペットボトルと、ラベルは植物由来原料75%使用。

価格 ¥616

お客様に、環境に、最適なモノをお届けします。

持続可能な社会を実現するために、人や社会、地球環境に配慮したモノを輸入・消費しようという意識が高まっています。ASKULは、時代の変化やビジネスの進化をいち早くキャッチし、独自の商品やサービスでお客様に「新しい価値」をご提案してまいります。

ティッシュペーパー

バージンパルプ100%、ソフトな肌ざわりの220組440枚入り国産品質ティッシュ。

価格 ¥20.8

フラットファイル

価格 ¥490

手摺り紙袋

価格 ¥31.9

価格 ¥352

ティッシュペーパー

価格 ¥230

大容量ミネラルウォーター

価格 ¥39

ゴミ袋

価格 ¥193

アスクルのコピー用紙は 10年ずっと、サステナブル!

アスクルのインドネシア製コピー用紙を選んでお使いいただくことで、「1 box for 2 trees」プロジェクトを通じて、お客様自身が持続可能な原材料調達に参加し、持続可能な社会の実現に貢献できます。

Point ① 約68g/m²のコシのある紙質。

Point ② 外箱は開封後も保管しやすいフタ付きBOX。

Point ③ インドネシア製アスクルオリジナルコピー用紙は、国際森林認証のPEFC認証製品です。

日本一使われています!

ASKUL Multipaper スーパーホワイト Super White

価格 ¥2,990

2010年のスタートから10年以上続いています!

1 box for 2 trees

オリジナルコピー用紙1箱のお買い上げが2本の植林につながるプロジェクト!

アスクルのインドネシア製コピー用紙5,000枚(A4-1箱)には、原材料となるユーカリなどの植林木が1本必要です。コピー用紙1箱に対し、原材料の2倍となる2本の植林を確認していくのが「1 box for 2 trees」プロジェクトのコンセプトです。プロジェクトスタートから10年以上が経過して、インドネシアの「木の畑」は面積13万6,500ヘクタール、植林木本数1億9,200万本になりました(※2022年1月現在)。アスクルは、これからも植えて育てて収穫する「木の畑」とともに、その周辺地域社会との共生や生物多様性の保全、ひいては地球環境の保護に貢献できるよう、様々な取り組みをまいります。

「1 box for 2 trees」プロジェクトのイメージ

植えて、育てて、収穫する「木の畑」を続けることは、持続可能な原材料調達につながります。

お客様により身近に感じていただけるよう新たな取り組みをスタートしました。

ご購入いただいたコピー用紙1箱(A4-5,000枚相当)につき、将来の原材料となるユーカリなどの2本相当の産業植林を推進しています。産業植林報告書は以下のサイトからお申し込みいただけます。

www.askul.co.jp/pefc/1for2trees/

アスクルの環境への取り組みについて詳しく知りたい方はWebへ! → 1for2.askul.co.jp



New catalog published (once a year)



さらに進化するリモートワークをもっと
仕事のカタチに対応!

Web会議・セミナーに!

Webカメラ付きスピーカーフォン → ¥940

AIが発言者に自動でフォーカス
300時間の録音/音声のWebカメラ付きスピーカーフォン

専用ボタンでMicrosoft Teams®会議を最大6人まで同時参加可能

マイク/カメラ/LEDライト

価格: ¥12,430 (税込 ¥13,300)

スピーカーフォン → ¥941

マイク/カメラ/LEDライト

価格: ¥12,430 (税込 ¥13,300)

パソコン → ¥966

マイク/カメラ/LEDライト

価格: ¥12,430 (税込 ¥13,300)

スピーカーフォン → ¥941

マイク/カメラ/LEDライト

価格: ¥12,430 (税込 ¥13,300)

大型ディスプレイ → ¥969

価格: ¥12,430 (税込 ¥13,300)

スタンドと設置サービスがセットになってこの価格!

最新価格はWebでチェック!

価格: ¥126,500 (税込 ¥135,000)

価格: ¥208,000 (税込 ¥222,000)

6

と快適に!

オフィスで働くだけでなく、Web会議やリモートワークは今や日常になりました。アスクルは便利に進化するデジタルツールを取り揃え、お客様にとってより快適で質の高いリモートワークの環境づくりをご提案します。

在宅・リモートワークに! 動画配信に!

Webカメラ → ¥940 イヤホンマイク → ¥943 LEDリングライト → ¥949

衛生管理に 毎日の習慣から 徹底的に!

先進テクノロジーで衛生管理や体調管理を

オゾン水生成器 ¥1023

強い酸化力を持つオゾン水を生成し、衛生管理をサポート!

価格: ¥77,000 (税込 ¥82,000)

PCR検査キット ¥246

採取した唾液を専用容器にPCR検査センターへ。最短24時間で感染リスクをお知らせ。

価格: ¥4,180 (税込 ¥4,400)

空気清浄機 ¥1021

オゾンの力で除菌。CO2センサー搭載の空気清浄機が新登場!

価格: ¥168,000 (税込 ¥178,000)

非接触式体温計 ¥252

計測時間の移動で測定できる非接触タイプの体温計。

価格: ¥3,200 (税込 ¥3,400)

抗菌検査キット ¥246

唾液を採取し、約15分で検査可能な新型コロナウイルス抗原検査キット。

価格: ¥1,848 (税込 ¥1,960)

CO2センサー ¥345

CO2濃度を計測し、換気のタイミングを合点でお知らせ!

価格: ¥11,220 (税込 ¥12,000)

8

徹底的に!

今や衛生管理はマストの時代。マスクや手指洗浄・消毒剤といった消耗品をはじめ、検査キットや計測器、対物除菌対策用品など、幅広い品揃えで働く人やお客様の安全・安心をサポートします。

手指や対物の除菌対策に

手指ソープと手指消毒剤 ¥257

「ビネロ」デザインの外装。専用容器にPCR検査センターへ。最短24時間で感染リスクをお知らせ。

価格: ¥1,221 (税込 ¥1,290)

飛沫対策の必需品

メガネ型シールド ¥343

メガネをかけるように装着可能。マスクと併用し、目の飛沫対策に。全面的にフェイスガードもご用意。

価格: ¥378 (税込 ¥400)

フェイスシールド ¥342

ゴイロ目面を透過だけの簡単装着。顔全体の飛沫対策に!

価格: ¥1,280 (税込 ¥1,360)

マウスシールド ¥342

鼻から口元を覆える立体形状のマウスシールドが新登場!

価格: ¥898 (税込 ¥950)

3層式マスク ¥361

汚れが目立たないブラックが、アスクル限定販売登場!

価格: ¥6.56 (税込 ¥7.00)

Webならお買得商品も豊富です。 → 最新価格はWebでチェック! 9



New catalog published (once a year)



高品質!低価格!
環境配慮! **愛されつづける**
デザイン!
業務効率!

定番

アルカリ乾電池 .990

LED懐中電灯や時計など
小〜中電流領域まで使える!
ビタミンカラーの
アルカリ乾電池。

5億本の
実績と信頼

約18.8

99%除菌*できる
おそうじシート。 3,300万個
ご購入いただけます。

約330×230mm、
大巾厚手のシートで
握りにくい・大好評!

ワンタッチで
開閉しやすい
約14×14
約16
約18

約130

ネジジナルコーヒー .61/.66

「まろやか」と「こく」の2種。
ASKULのお客様のために
ブレンドしたオリジナル
コーヒー。

約17.3

約17.3

ロハコウォーター .39

ラベルレスで
おしゃれな
ボトル入り天然水。

約65

約129.8

アイテム!

お客様のご要望から生まれた数々の
ASKULオリジナル商品。
その中からデザインや仕様を変えたり、
原材料などを環境配慮型にシフトしながら、
今なおたくさんのお客様に愛されつづける
ASKULの定番アイテムをご紹介します。

トイレットペーパー .224

長尺ロールを
時代にそって発売
お買得価格で人気!

圧縮の安心を

紙おしぼり .124

圧縮の安心を

建設業・製造業に

電動ドライバー ¥69,946

ガス袋(厚目) ¥194

高熱中計 ¥1,507

工事票帳 ¥2,327

スリム&
ショートボタ
優れた
トータルバランス ¥48.37

充電式草刈機
庭水や
縁石などが
多い庭に
最適な
ナイロンコード式 ¥30,877

グラスナックチェーン ¥5,097

毎旦換 ¥4,207

工場用メタリクスボルト ¥151

約49

Webなら/仕事いろいろ 使える

幼稚園・保育園に

スズランテープ ¥696

色画用紙 ロールタイプ ¥692

ボスターカーラー ¥700

こども用おむつ ¥229

約1,948

約694

約698

約363

約198

約11,000

約10,280

ビルメンテナンス業に

スプレーボトル ¥179

タオル ¥282

清掃用バケツ ¥168

手押し掃除機
押して赤くだけで
ゴミを掃き込む
スワイパー ¥168

クリーニングカート ¥176

コンパクトで
機能も充実。
スチール製の
丈夫なカート ¥31,680

カーブスポンジ ¥152

クロス ¥182

モップ用 替糸 ¥169

約990

約59

約3,300

約115.5

約49

約759

約20,690

理美容業に

理美容業のアイテムも
Webならさらに充実!

ヘアピン ¥280

ヘアクリップ ¥281

耳キップ ¥280

100枚入りで
お買得。

約6.7

約96

約280

約1,258

約7.48

業務用食材

約10以上!



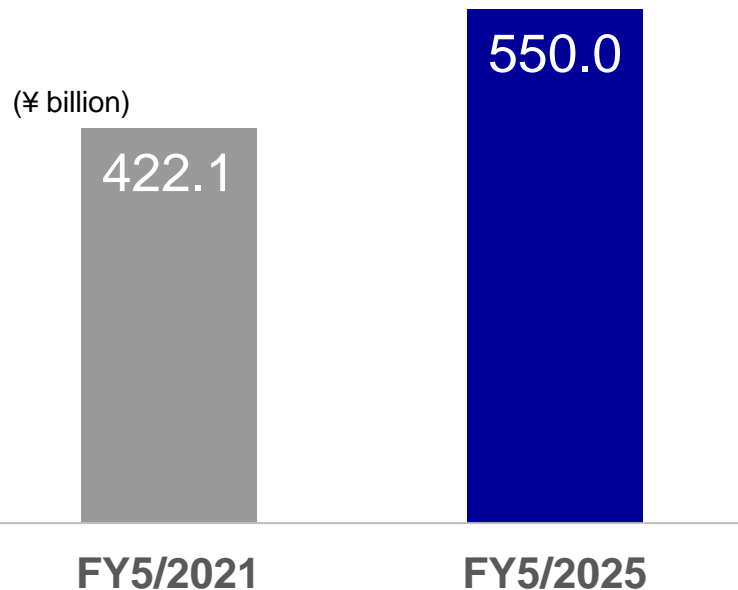


FY5/2025

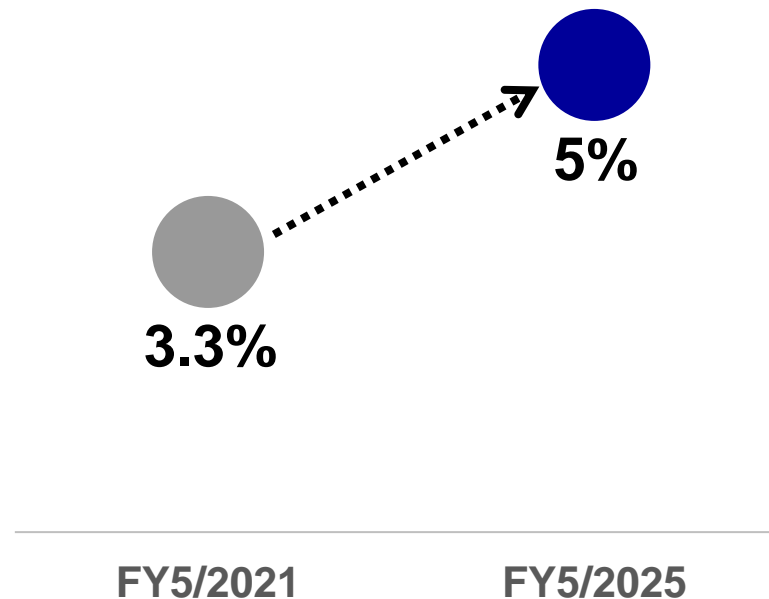
Net Sales **¥550 billion** Operating Income Ratio **5%**

Cumulative investments from FY5/2022 to FY5/2025: More than ¥30 billion

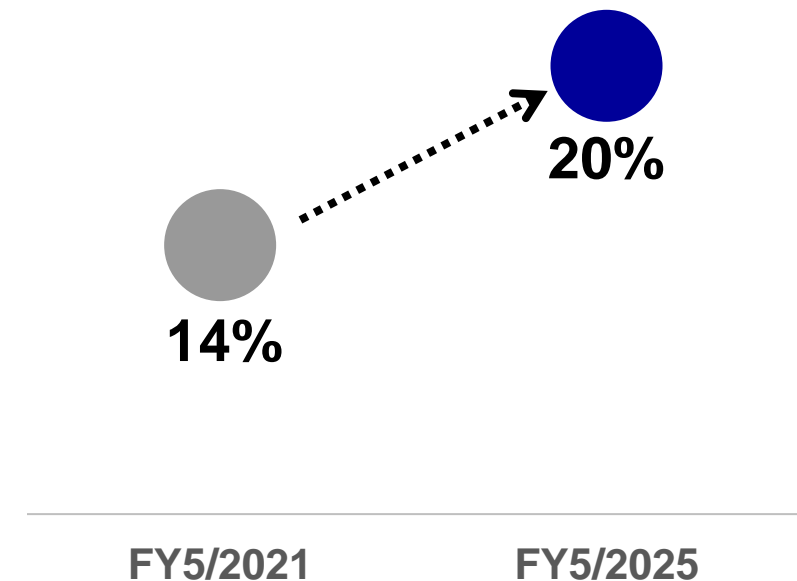
Consolidated net sales
Annual average growth rate:
Over 6%



Consolidated operating income ratio
Annual average growth rate:
Over 18%



Consolidated return on equity (ROE)





Medium-Term Growth Scenario

(From “From FY5/2022 to FY5/2025 Medium-Term Management Plan” announced in July 2021)

Establishment of the most powerful B-to-B EC website

Strategic industries and expansion of product assortments

Synergies with Z Holdings Group

Reform of the platform

FY5/2021

FY5/2022

FY5/2023

FY5/2024

FY5/2025

1. Establishment of the most powerful B-to-B EC website

The two EC websites, ASKUL for small and medium-size businesses and SOLOEL ARENA for mid-level and large corporations, are integrated into one. Aim to become the most powerful B-to-B EC website by not only combining the features of the two sites but also deploying the function to respond to the need from teleworking. In this way, increase the frequency of customers' purchasing and the purchase amount per customer and enhance the customer retention rate by consolidating purchases.

2. Strategic industries and expansion of product assortments

Expand product lineups centered on specialized products for customers in the two major industries of medical and nursing care, and manufacturing. The plan to double the number of items handled (18 million), quadruple in-stock products (330,000) and increase original products by 1.4 times (12,000), compared with those in May 2021. The two measures of the launch of the new ASKUL website and expansion of product assortments will drive double-digit B-to-B growth for FY5/2025.

3. Synergies with Z Holdings Group

The Group will further concentrate its resources on its strengths of products, logistics and CRM by fully utilizing the infrastructure of Z Holdings in terms of attracting customers, site platform and payment systems. Strengthen cooperation with the Z Holdings Group to achieve regrowth after turning profitable. “Yahoo! mart by ASKUL,” a joint fast delivery business with the Z Holdings Group, was launched in January 2022.

4. Reform of the platform

The plan to evolve the high-speed logistics, which is ASKUL's strength, then realize “Come tomorrow” for long-tail products through measures, such as structural reform of distribution centers, integration of B-to-B and B-to-C logistics, and application of DX to value chains. “ASKUL Tokyo DC,” the most advanced core center in eastern Japan, which will play an important role in bringing this project into being, is scheduled to start operating in 2022.

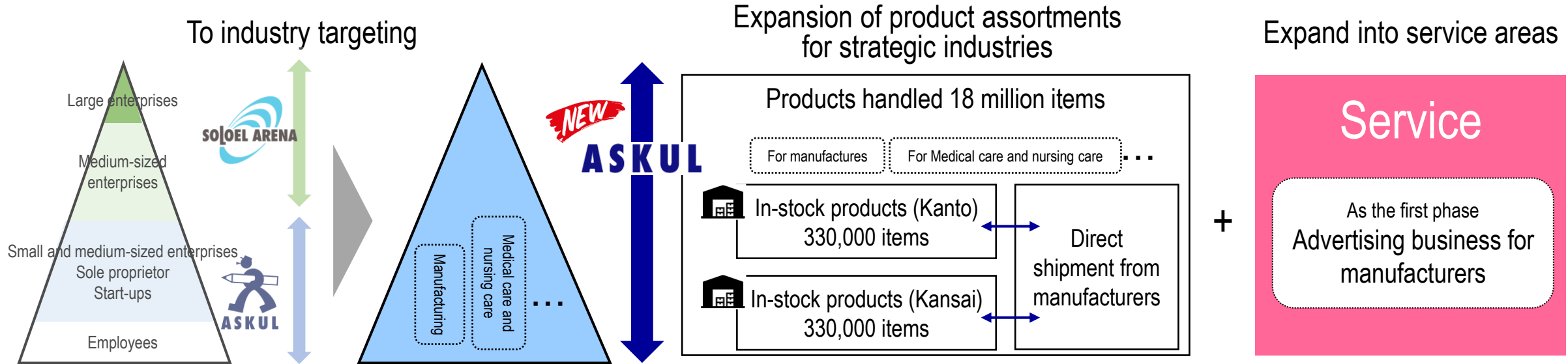
B-to-B Medium-to Long-Term Growth Vision



Achievement Medium-Term Management Plan is a milestone and further enhance corporate value

Transformation from Office Supplies Mail Order

Further Enhancement of Corporate Value



Growth scenario

Strategic industries and expansion of product assortments

Establishment of the most powerful B-to-B EC website

Reform of the platform

Value to be realized

Have all the products that all customers need

Fastest and most convenient purchase experience

Deliver products quickly and reliably

Specific Initiatives

- ✓ Expand product assortment to 18 million items
- ✓ Expansion of products for the 2 major strategic industries
- ✓ Path that can be bought smoothly from search
- ✓ 1-to-1 (personalized) marketing by utilizing Data x AI
- ✓ Significant expansion of in-stock products
- ✓ Improve delivery time accuracy for products shipped directly from manufacturers



Continuously bringing delight to our workplace, life, the planet and tomorrow.