

Summary of Financial Results for the Third Quarter Ending May 2023

March 15, 2023
ASKUL Corporation



Note / Disclaimer:

This material contains the ASKUL Group's earnings forecasts and other forward-looking statements. These forecasts and other forward-looking statements are based on the information ASKUL has obtained to date and on certain assumptions it considers reasonable. As such, these forecasts and statements are not intended as a commitment by the Company to achieve them. Note also that actual results and other future events may differ materially from these forecasts and statements due to a variety of factors.

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 and the one for middle-level 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 Operations, 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 three segments: E-commerce business, Logistics business, and Other. The E-commerce business deals with sales of OA and PC supplies, stationery, office living supplies, office furniture, 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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3Q consolidated net sales posted record high and operating profit was almost in line with the plan

B-to-B

- Net sales exceeded the plan despite the impact of a reactionary decline in sales of infection prevention products.
- Profit was also higher than the plan due to reduction of distribution cost ratio and other factors although profit declined because of soaring cost of goods, start of depreciation cost of ASKUL Tokyo DC, and sales promotion expenses, etc.

LOHACO

- Achieved profitability in 3Q, and continue to aim for full-year profitability
- Going forward, aiming to achieve sound growth by maximizing synergies with B-to-B Business to enhance service quality

Full-year profit plan is within reach

- Expect to improve gross profit margin by continuing cost reduction activities in addition to selling price revisions of core products, which has already implemented
- Continue to reduce distribution cost ratio by improving unit sales price per box, and other measures.
- Implement cost controls, including unused expenses for the new ASKUL website, etc.

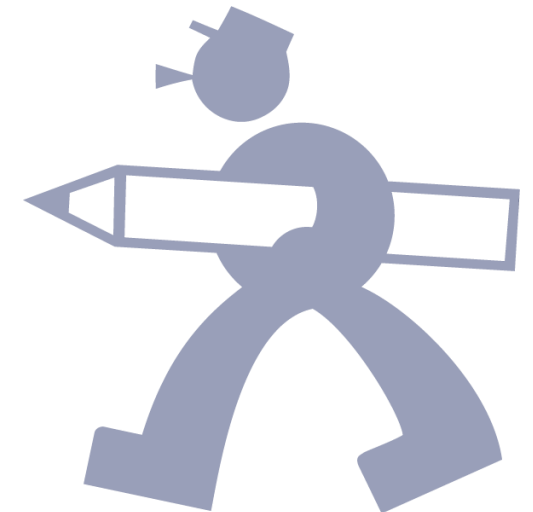
I. Consolidated Performance for 3Q FY5/2023

II. B-to-B

III. B-to-C

IV. ESG Topics

V. Appendix



3Q FY5/2023 Consolidated Performance

Consolidated



	Cumulative results for 3Q FY5/2022		Cumulative results for 3Q FY5/2023		
	Actual	% of net sales %	Actual	% of net sales %	YoY change %
(¥million)					
Net Sales	317,994	100.0	334,224	100.0	+5.1
Gross Profit	77,451	24.4	80,327	24.0	+3.7
Selling, General and Administrative Expenses	66,813	21.0	69,965	20.9	+4.7
Operating Profit	10,637	3.3	10,361	3.1	-2.6
Ordinary Profit	10,646	3.3	10,269	3.1	-3.5
Profit Attributable to Owners of Parent	7,131	2.2	7,093	2.1	-0.5

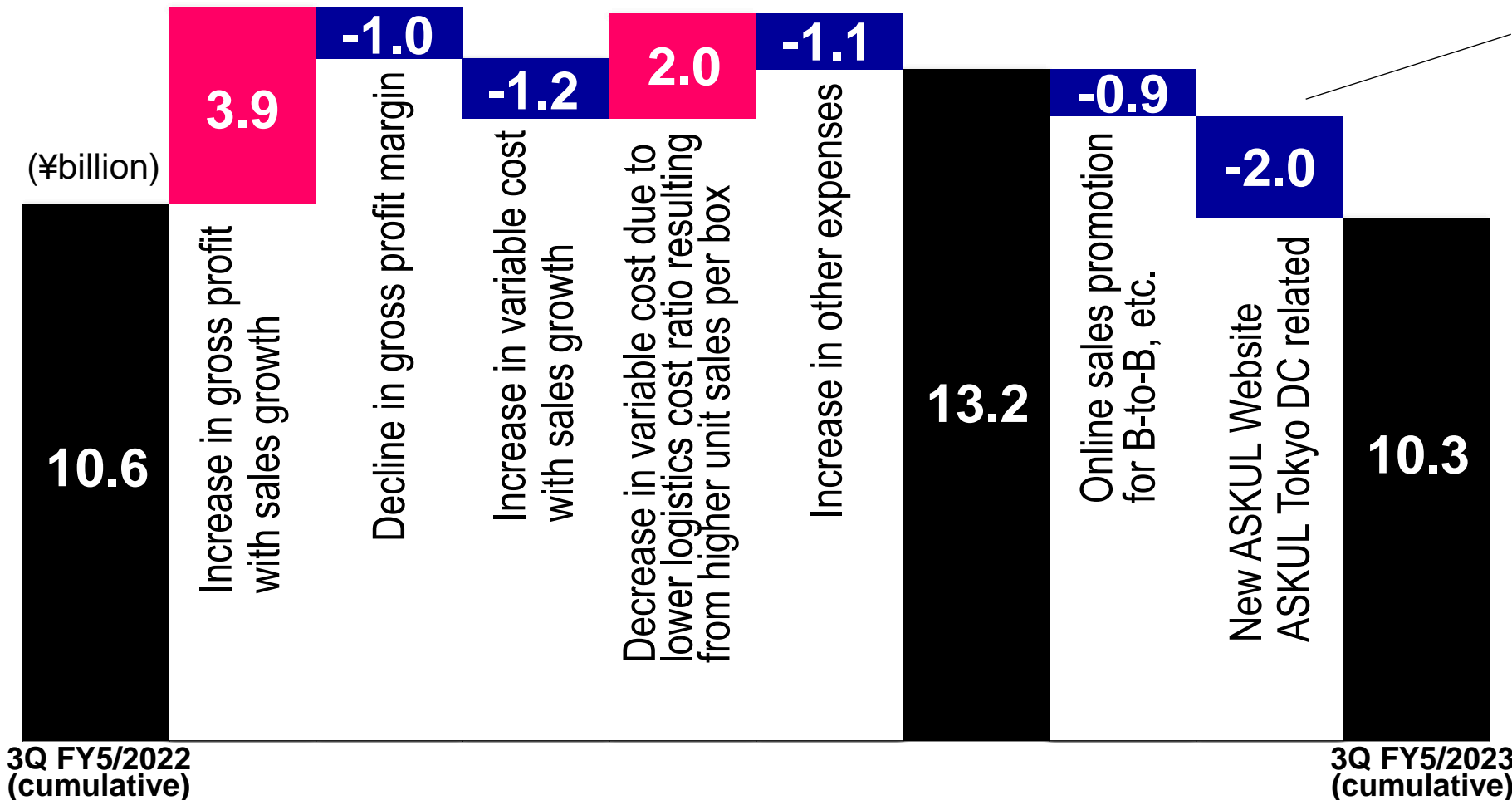
- Net sales
105.1% YoY
Renewed the previous record
- Gross profit margin
Down 0.4 points YoY
Expect to improve in 4Q
despite the impact of soaring
cost of goods
- Operating profit
Full-year plan within reach with
cost control

3Q FY5/2023 Operating Profit Breakdown

Consolidated



Growth costs and a temporary decline in gross margin are offset by sales expansion as well as a reduction in the logistics cost ratio.



Progress of Increased Fixed Costs

- New ASKUL Website -710 million

<breakdown>

Amortization	-320 million
Transition expenses	-90 million
Server expansion*	-280 million
Others	-20 million

- ASKUL Tokyo DC -1,290 million

<breakdown>

Depreciation	-280 million
Rent	-380 million
Cleaning/Security, etc.	-70 million
Startup cost*	-520 million
Others	-40 million

*one-time cost

Comparison of Consolidated Performance in 3Q FY5/2023 (By Business)

Consolidated



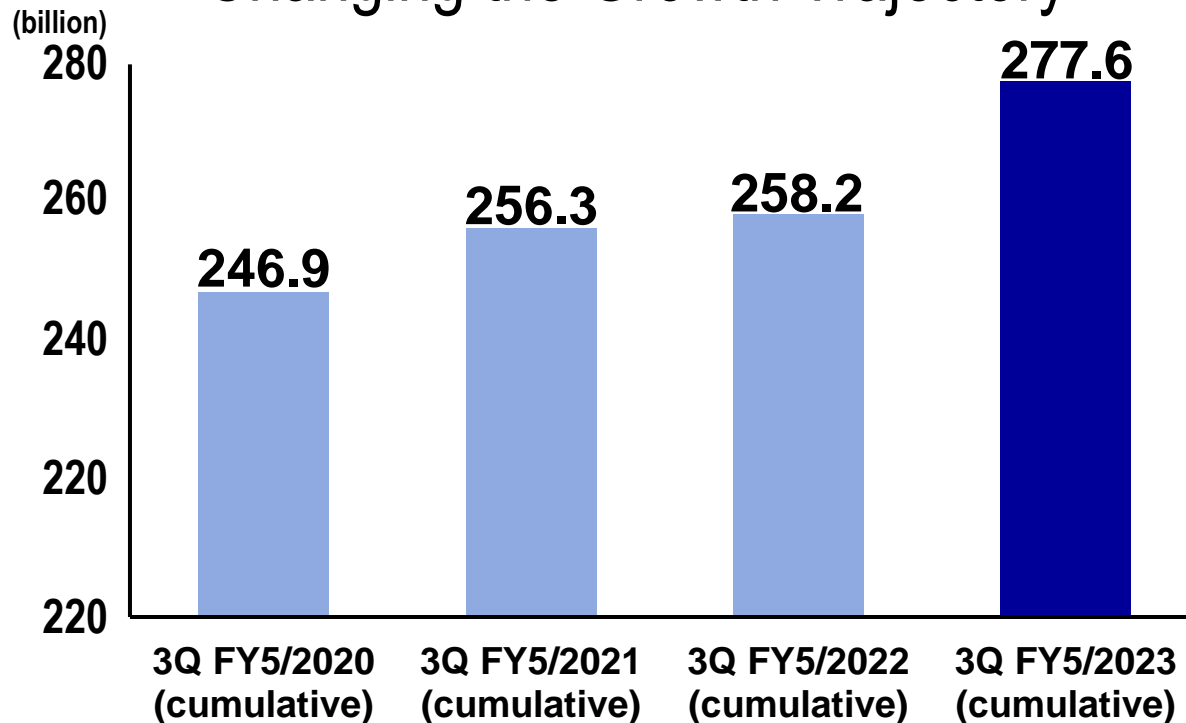
		FY5/2022				FY5/2023					
		1Q	2Q	3Q	4Q	1Q	2Q	3Q	YoY change	YoY change %	
Net Sales											
		B-to-B Business	83.4	86.1	88.6	89.7	89.4	91.9	96.1	7.4	+8.5
		LOHACO	12.6	13.9	13.6	14.0	13.9	11.4	11.0	(2.6)	-19.4
		B-to-C business (including charm)	16.7	18.0	17.8	18.0	18.2	15.8	15.3	(2.4)	-13.8
		E-commerce Business	100.1	104.2	106.5	107.7	107.6	107.8	111.5	5.0	+4.7
		Logistics Business and Other	2.3	2.3	2.4	2.7	2.3	2.3	2.4	(0)	-0.8
		Consolidated Total	102.4	106.5	108.9	110.5	110.0	110.1	113.9	5.0	+4.6
Operating Profit		B-to-B Business	4.2	4.1	4.3	4.3	3.5	3.9	3.2	(1.0)	-24.8
		LOHACO	(0.9)	(0.8)	(0.5)	(0.5)	(0.6)	(0.2)	0.3	0.9	-
		B-to-C business (including charm)	(0.8)	(0.6)	(0.4)	(0.4)	(0.5)	(0.1)	0.4	0.8	-
		Performance-linked Bonuses (including provision), etc.	(0)	0	(0)	(0.1)	(0)	(0)	0	0	-
		E-commerce Business	3.3	3.4	3.9	3.6	3.0	3.8	3.7	(0.1)	-5.1
		Logistics Business and Other	(0)	(0)	0	(0)	(0)	(0)	(0)	(0.1)	-
		Consolidated Total	3.2	3.4	3.9	3.6	2.9	3.7	3.6	(0.3)	-8.2



Net Sales

107.5% YoY

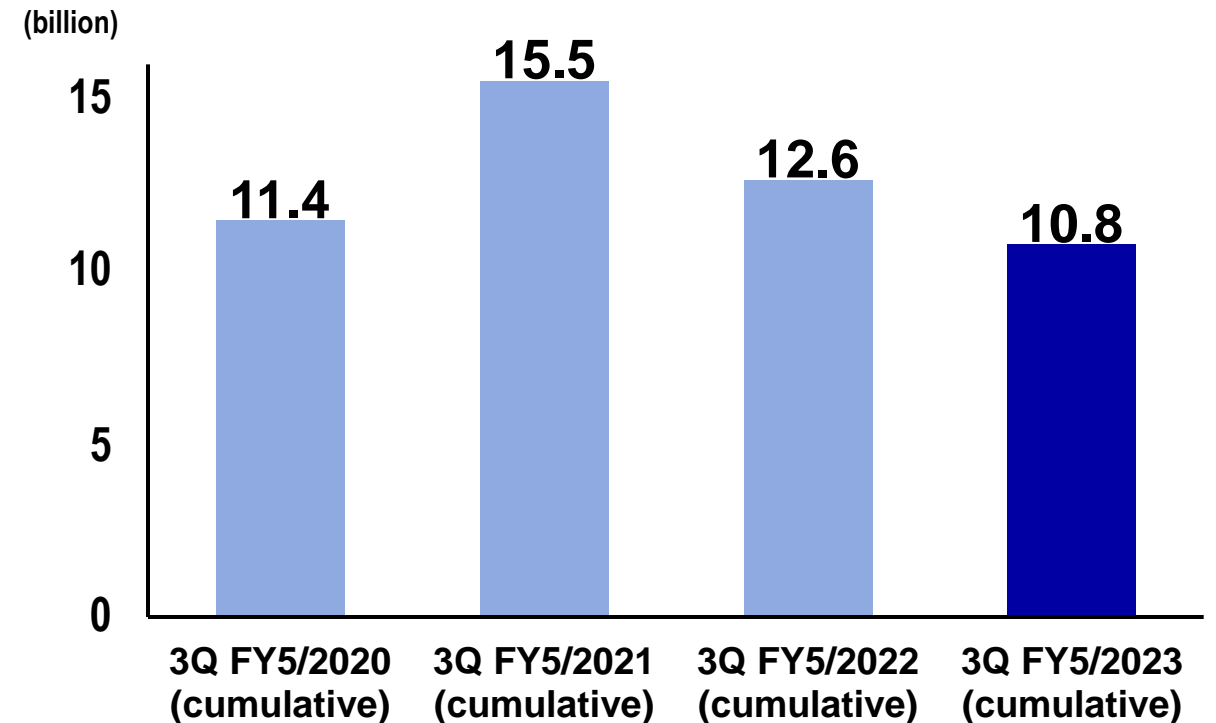
Continue to achieve the biggest mission for this fiscal year, "Changing the Growth Trajectory"



Operating Profit

85.5% YoY

Progress exceeding plan despite decrease in profit due to an increase in fixed costs, etc.

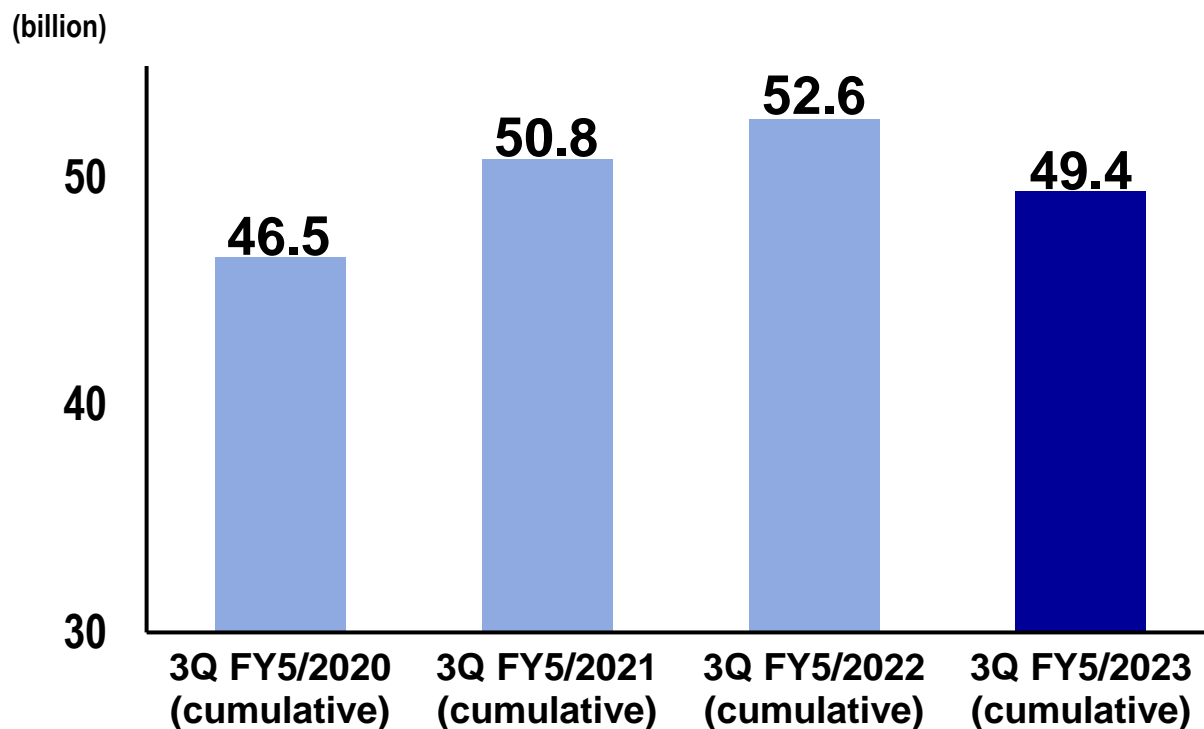




Net Sales

93.9% YoY

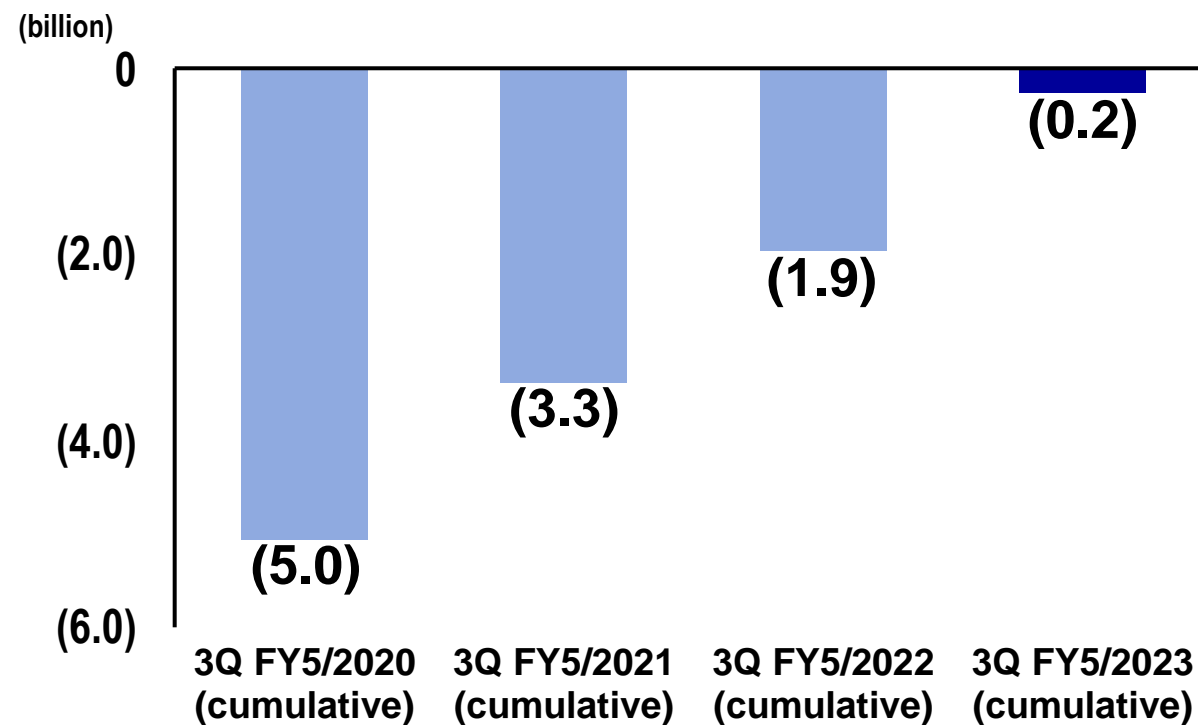
Decrease due to effects of campaign method changes, etc.



Operating Profit

Up ¥1.6 billion YoY

Achieved profitability in 3Q period
Continue to aim for full-year profitability

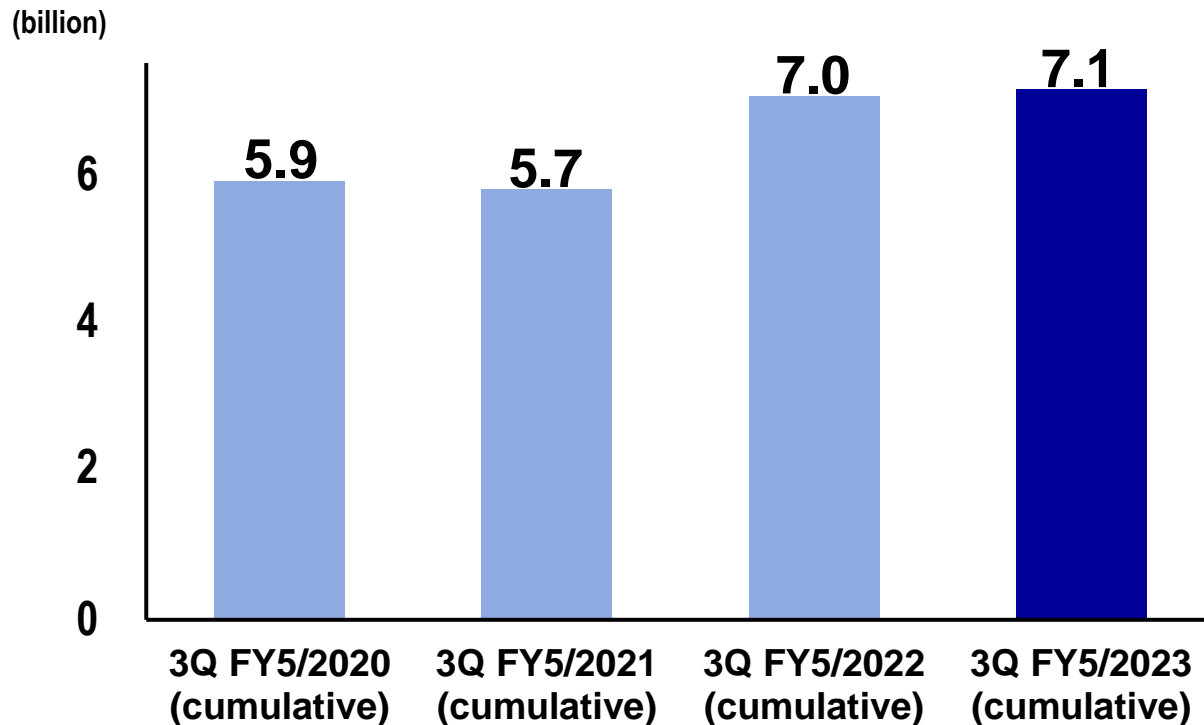




Net Sales

101.4% YoY

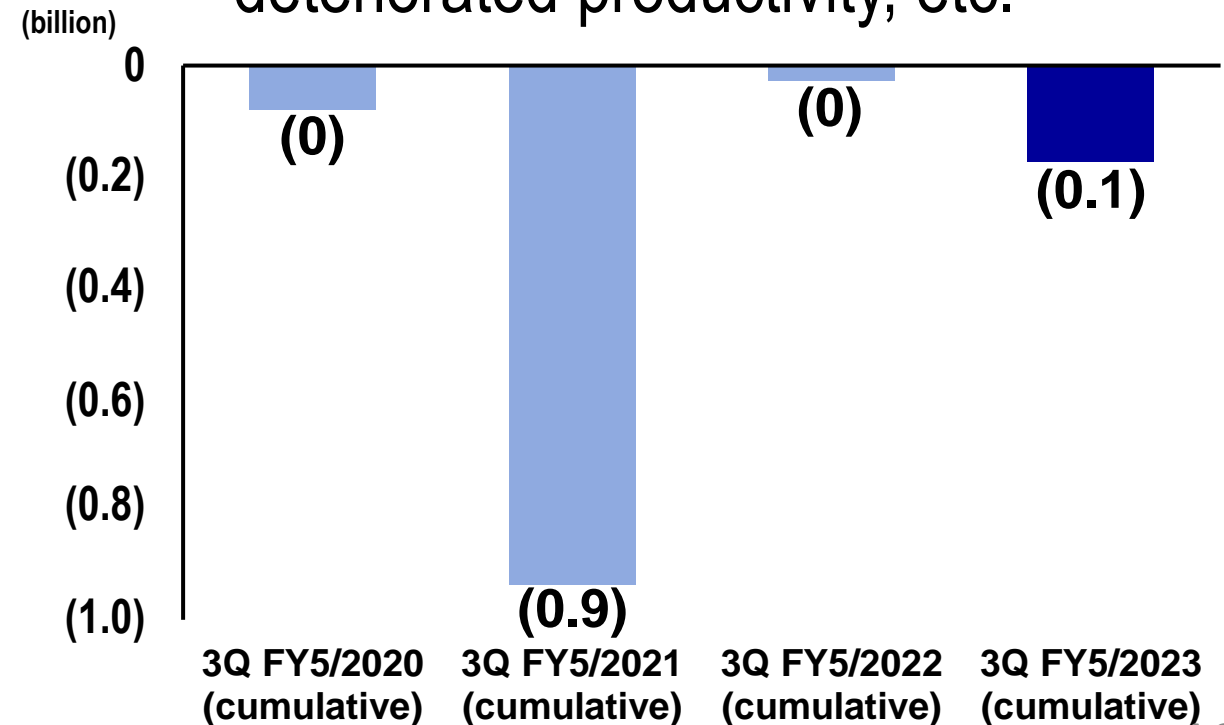
Achieved sales increase by new projects coming in operation



Operating Profit

Down ¥0.1 billion YoY

Focus on improvement for the next fiscal year although there was the impact of deteriorated productivity, etc.





Promoting EC purchasing of consumables for customers in strategic industries

1 Background and Purpose

- Acquired a group of companies that owns **FEED**, a core company that operates FEED Dental mail-order service for dental materials and supplies (voting rights ratio: 85%)
- **Future growth of the EC market for dental materials and supplies is expected**
- **Strength is its wide range of cost-effective specialty products**, including overseas products.
- **Pursue synergies** with ASKUL, such as cross-selling and joint procurement

2 Financial Implications

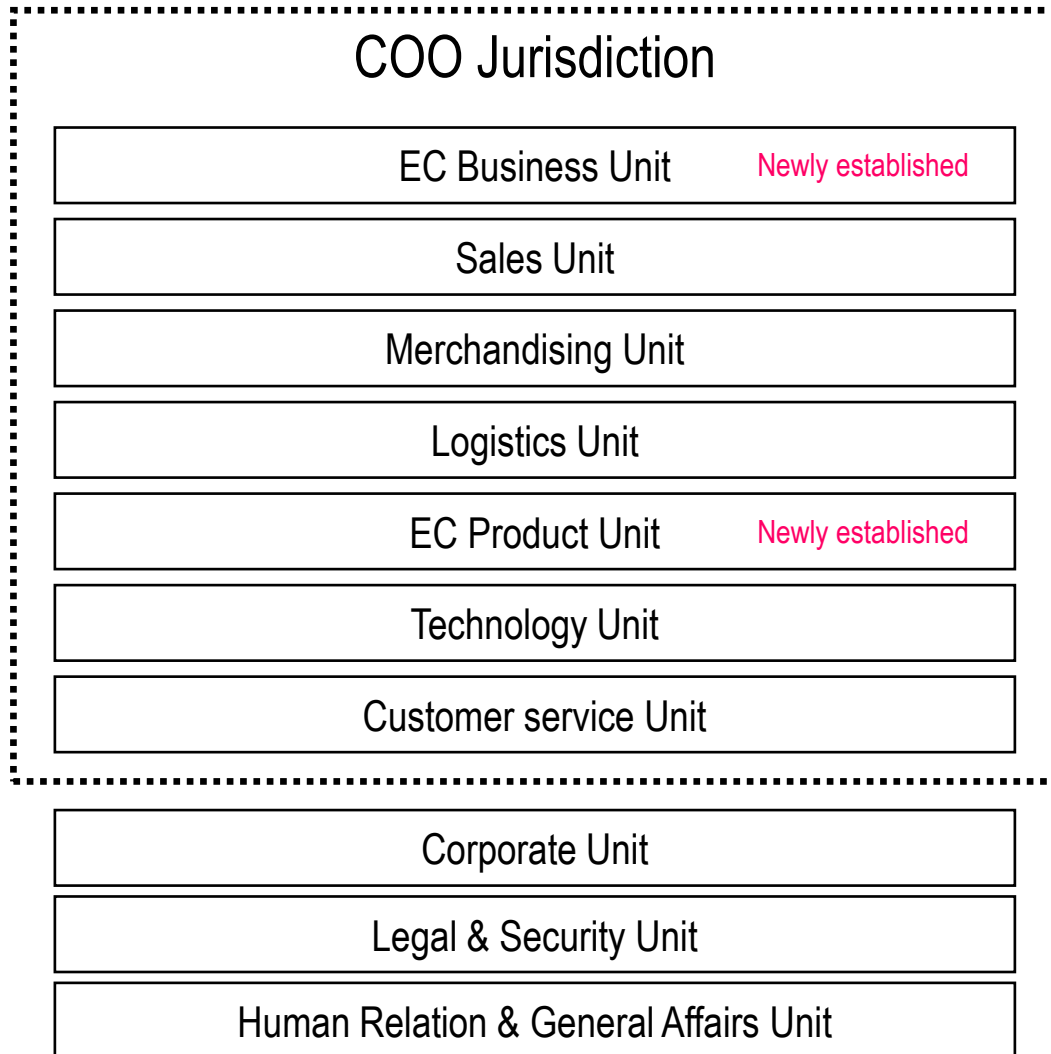
- Balance Sheet: consolidated from the end of FY5/2023
(Subject company: total assets of 6.7 billion yen and net assets of 2.1 billion yen for the fiscal year ended March 31, 2022)
- Profit & Loss: consolidated from the end of FY5/2024
(Subject company: net sales of 12.5 billion yen, EBITDA of 1.0 billion yen for the fiscal year ended March 31, 2022)

FEEDデンタル

<https://dental.feed.jp/> (Japanese only)



New Corporate Structure as of March 21, 2023



EC Business Unit newly established

(integrate ASKUL Business Unit and LOHACO Business Unit)

- Optimize resource allocation for EC business
- Maximize synergies between B-to-B and LOHACO Businesses

EC Product Unit newly established

(Consolidate IT front-office functions of each business unit)

- Create a flexible project response system
- Strengthen development of IT human resources

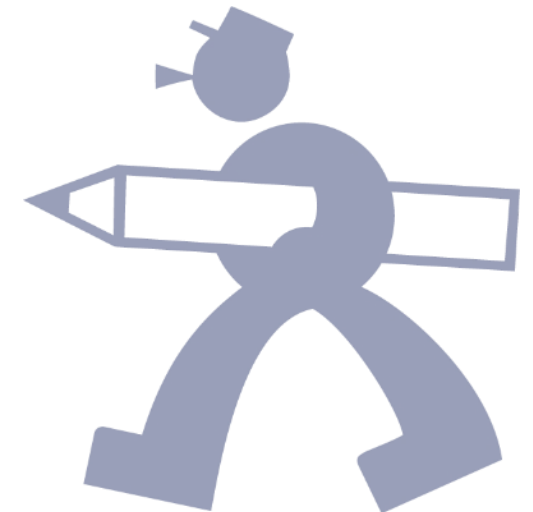
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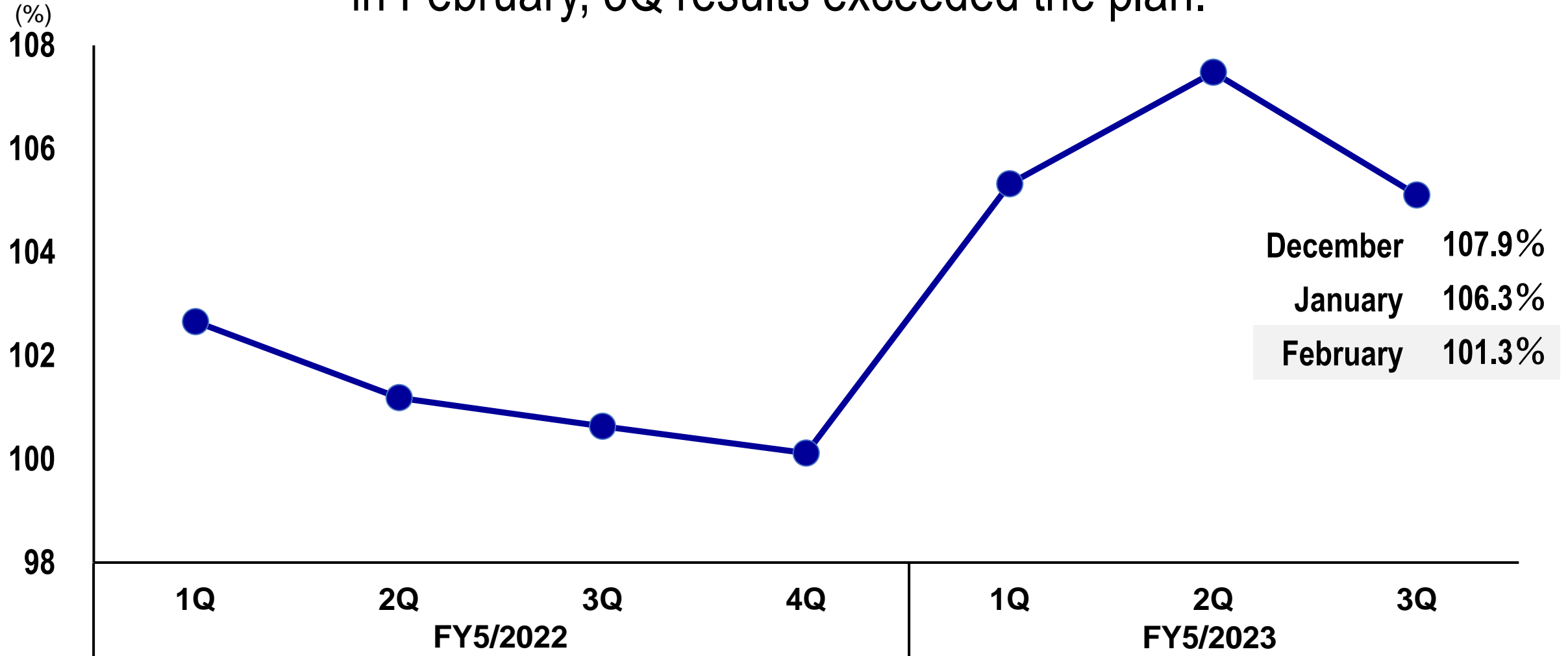
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B-to-B Quarterly Trend of Growth Rate (Year-over-Year)

Despite the impact of a reactionary decline in infection prevention products in February, 3Q results exceeded the plan.



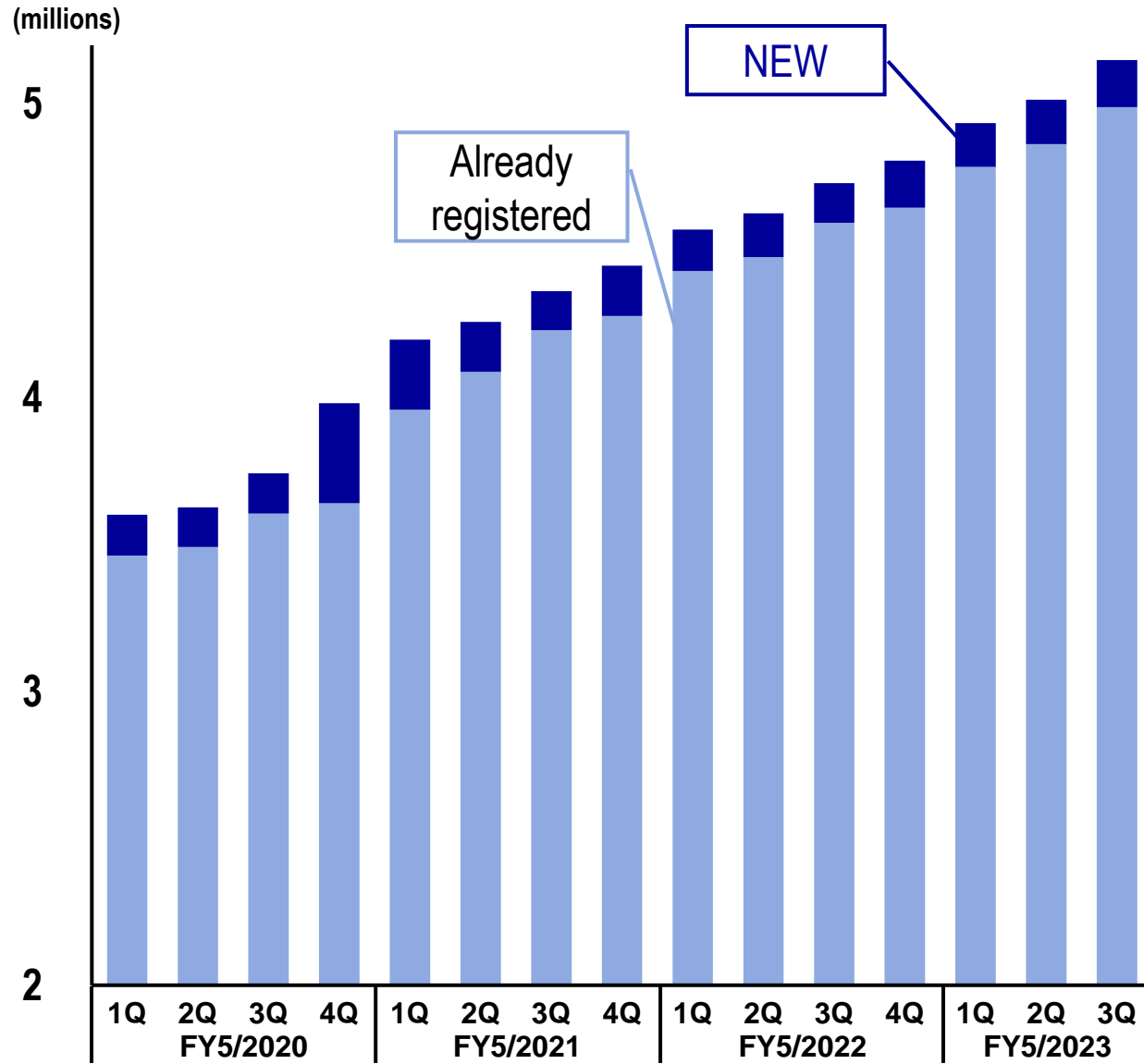
*Above figures are growth rate after adjusted to number of business days.

B-to-B Quarterly Net Sales by Item

In addition to growth in Living Supplies category, the opening of the SOLOEL ARENA and the revision of selling prices drove growth.

(¥billion)	FY5/2020		FY5/2021		FY5/2022				FY5/2023							
	3Q		3Q		3Q		4Q		1Q		2Q		3Q			
		Composition ratio %		Composition ratio %		Composition ratio %		Composition ratio %		Composition ratio %		Composition ratio %		Composition ratio %	YoY change	YoY change %
OA & PC	24.2	32.3	24.0	30.3	24.1	30.3	24.1	29.5	22.8	28.1	24.2	29.2	25.5	29.8	1.4	+6.0
Stationery	10.6	14.2	10.1	12.8	10.0	12.6	11.2	13.7	9.5	11.7	10.1	12.2	10.6	12.4	0.5	+5.3
Living Supplies	19.4	25.9	19.4	24.6	21.0	26.4	21.7	26.6	25.2	31.1	24.5	29.5	24.9	29.1	3.9	+18.5
Furniture	4.8	6.5	5.4	6.9	5.0	6.4	6.4	7.9	4.5	5.6	4.5	5.5	4.7	5.5	(0.3)	-7.1
MRO	8.5	11.3	9.0	11.5	9.4	11.9	9.6	11.8	9.7	12.0	10.4	12.5	10.7	12.5	1.2	+12.8
Medical	5.3	7.1	9.0	11.5	8.0	10.1	6.9	8.5	7.8	9.6	7.3	8.8	7.3	8.6	(0.6)	-8.5
Others	1.9	2.6	1.9	2.5	1.8	2.3	1.7	2.1	1.4	1.8	1.9	2.3	1.8	2.2	0	+2.2
Total	75.1	100.0	79.2	100.0	79.7	100.0	81.8	100.0	81.1	100.0	83.1	100.0	85.8	100.0	6.0	+7.6

B-to-B Number of Registered Customers*



Customer base keeps expanding

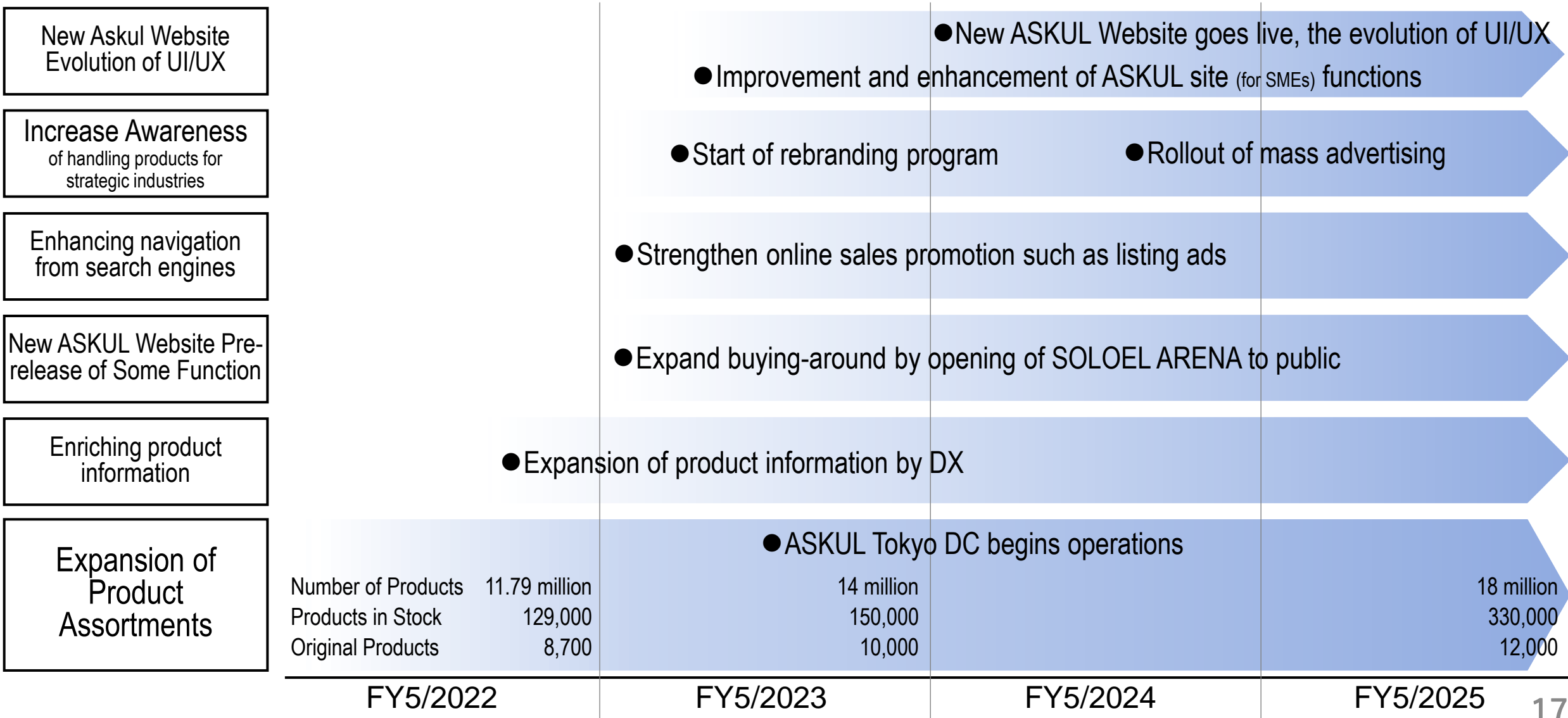
* "New" means the number of customers who registered in each quarter.
 "Already registered" is the number of customers calculated by excluding new customers from the total number of customers from whom ASKUL, SOLOEL ARENA, etc., can receive orders as of the end of each quarter.

B-to-B Growth Strategies of Medium-Term Management Plan

Non-Consolidated



Achieve double-digit growth in the final year through synergistic effects of measures

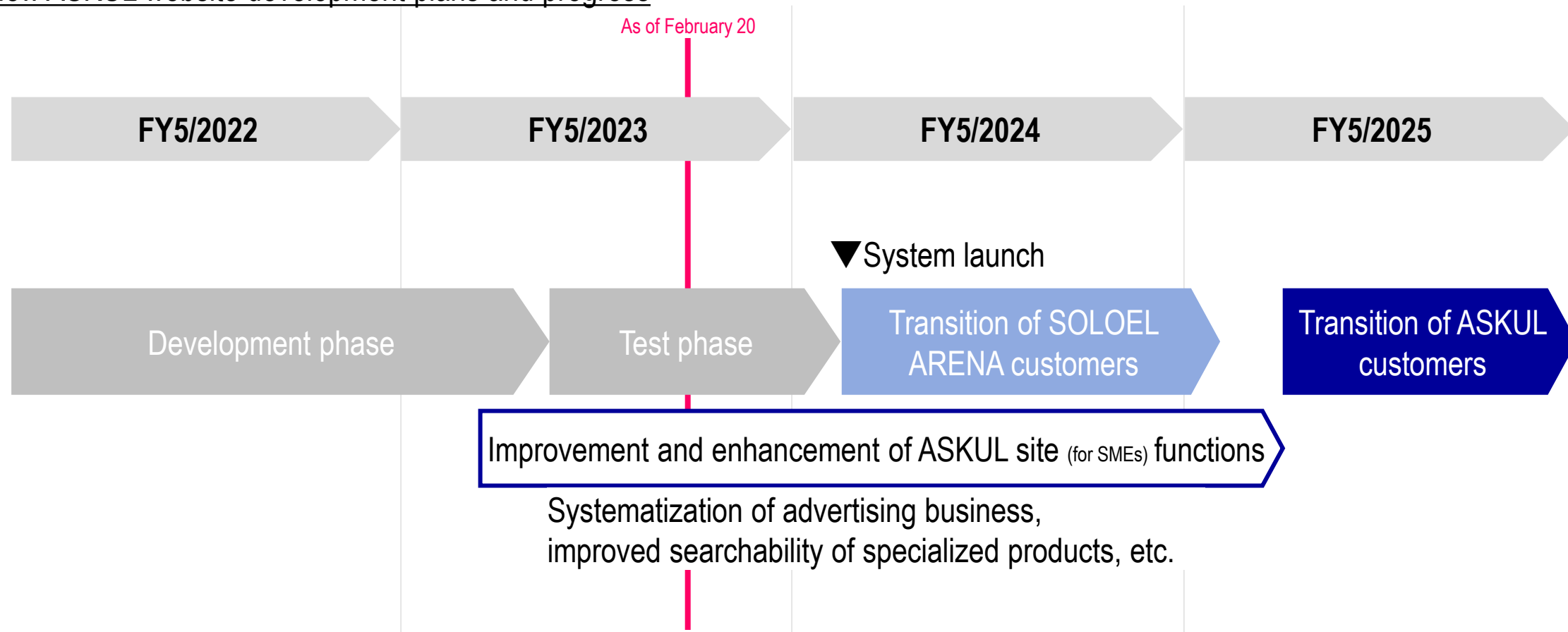




Test phase is progressing well

(progressed about 80% of the entire process)

New ASKUL website development plans and progress

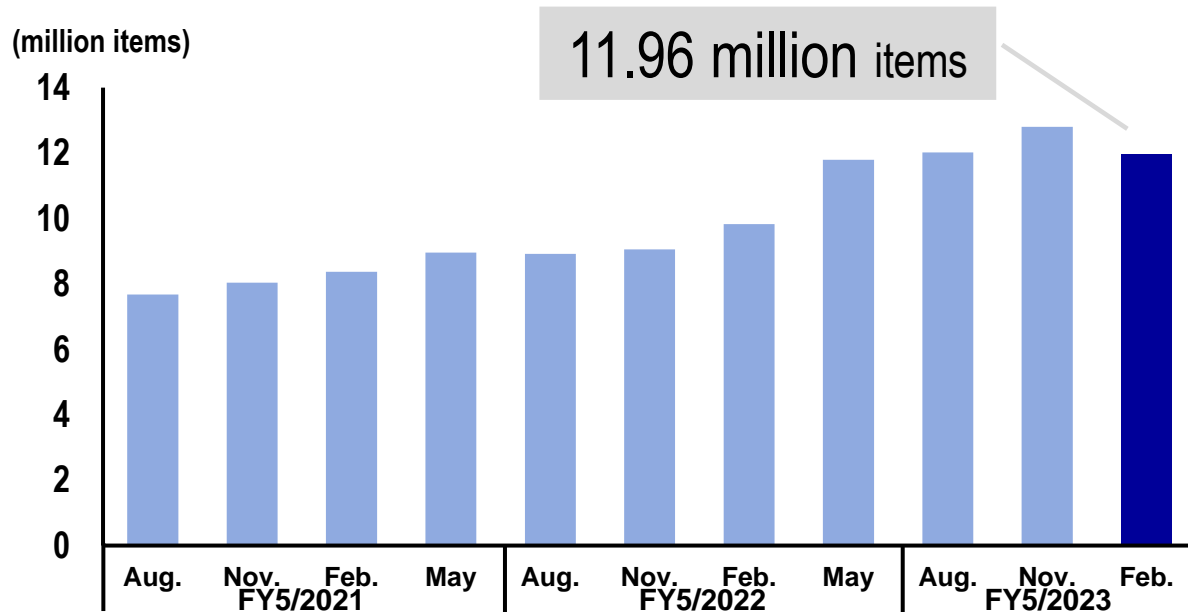


B-to-B Expansion of Product Assortments (Number of Products, Products In-Stock)

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

- ✓ 3Q period: decreased 830,000 items
- Over 150,000 new items introduced
- About 1 million items suspended for sale due to shortage of semiconductors and other factors

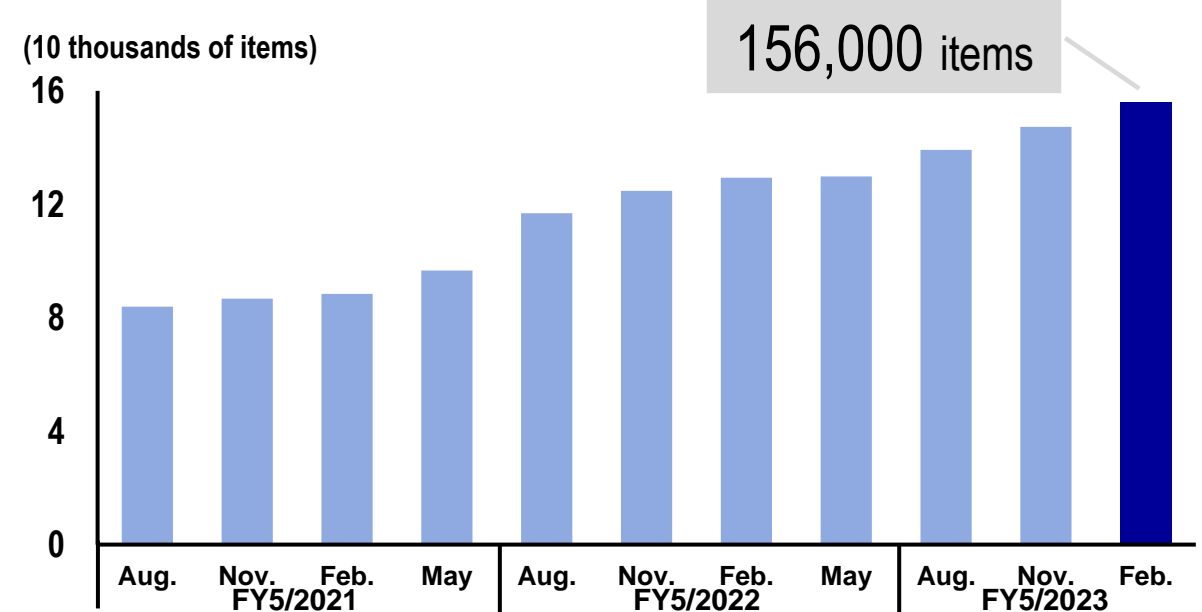
Continue to strengthen product lineups with an emphasis on focused categories to achieve mid-term targets



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

- ✓ 3Q period: added more than 8,700 items
- Increased mainly in Living Supplies category

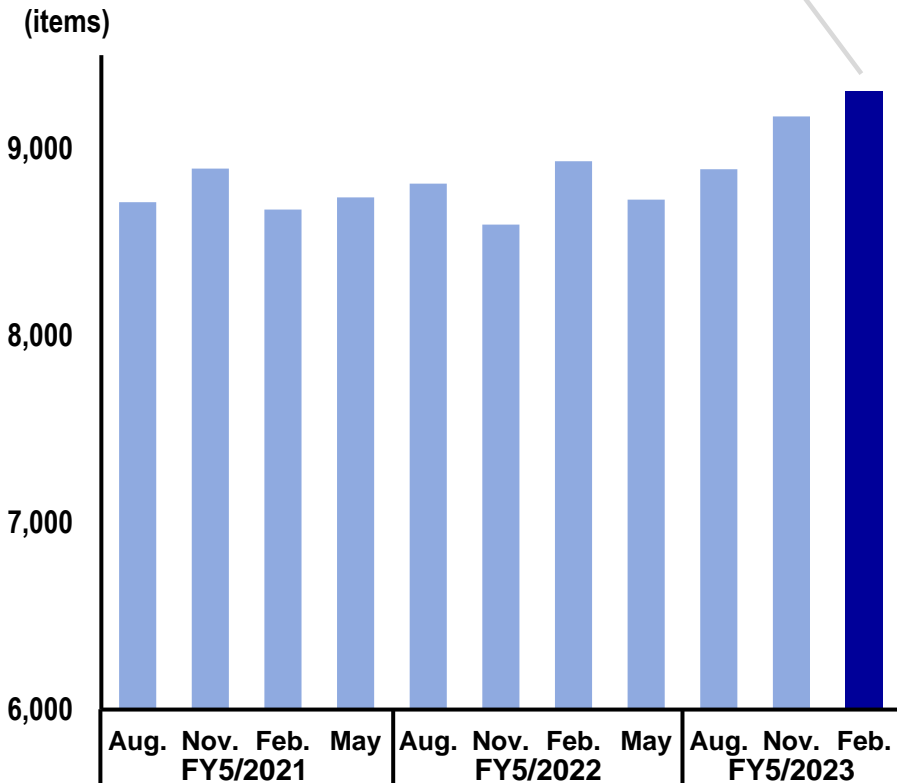
Achieved full-year target of 150,000 Items
Continue to accelerate expansion of next-day delivery products



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

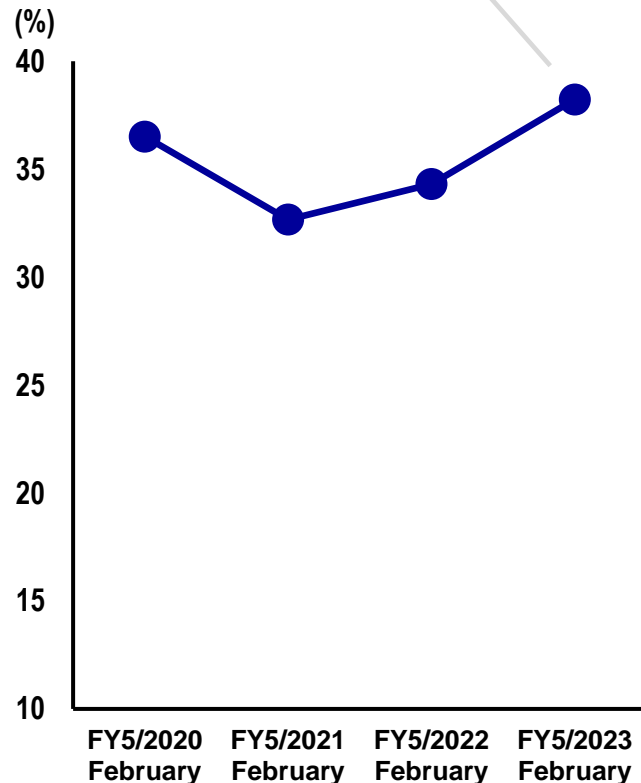
Number of Items
(Medium-term target at 12,000 items)

9,300 items



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

38%



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

Aiming for 10,000 items in full-year

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

Promote various measures to achieve double-digit growth in the final year

Promote new customer engagement

Introducing Marketing Automation

Automate fine-tuned follow-up with new customers through emails and coupons



Aim to increase LTV (active rate and purchase price) **of target customers**

Enhancing navigation from search engines

- Sales via online advertising
- ✓ Actively invest in advertising in strategic category products
Sale growth achieved with increased advertising expenses
 - ✓ 3Q cumulative: increased over 6-billion-yen YoY
* results on ASKUL website (website for SMEs)

Increase Awareness of handling products for strategic industries

- ✓ Number of video ads displayed and viewed remained favorable compared to the plan.

Part 4
Cotton work gloves



<https://www.youtube.com/watch?v=Rckvj6DKPzg>

Part 5
Plastic gloves



<https://www.youtube.com/watch?v=7S6Hk7H49c0>

Part 6
Safety helmets



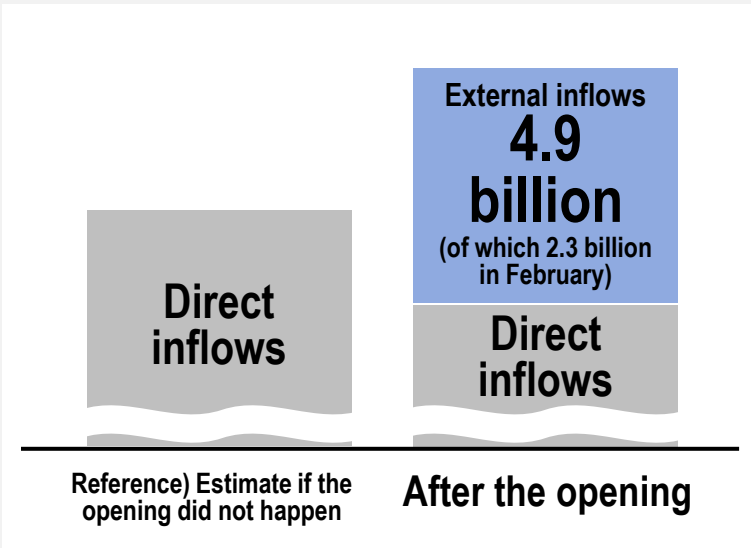
<https://www.youtube.com/watch?v=4VsBHLSEboc>

B-to-B Opening of SOLOEL ARENA site to public

Sales from external inflows remains on an upward trend
 Order unit prices continue to increase by shopping-around for strategic category products

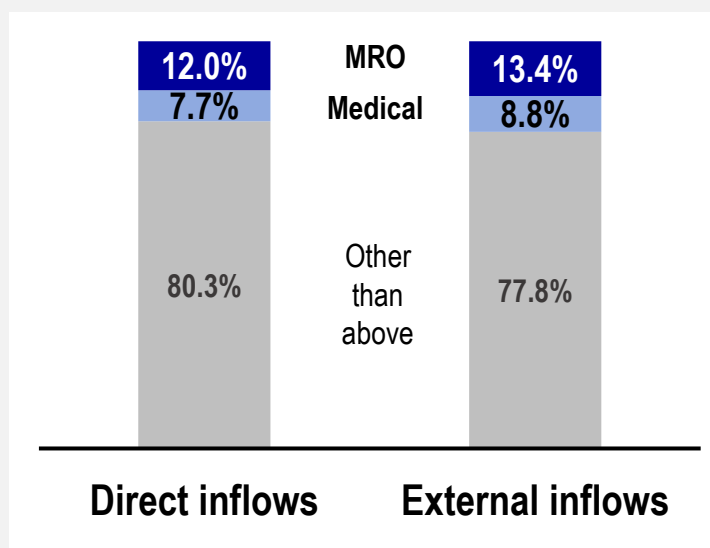
Effect 1 External inflow Sales
4.9 billion / 3Q period

Sales results by the opening



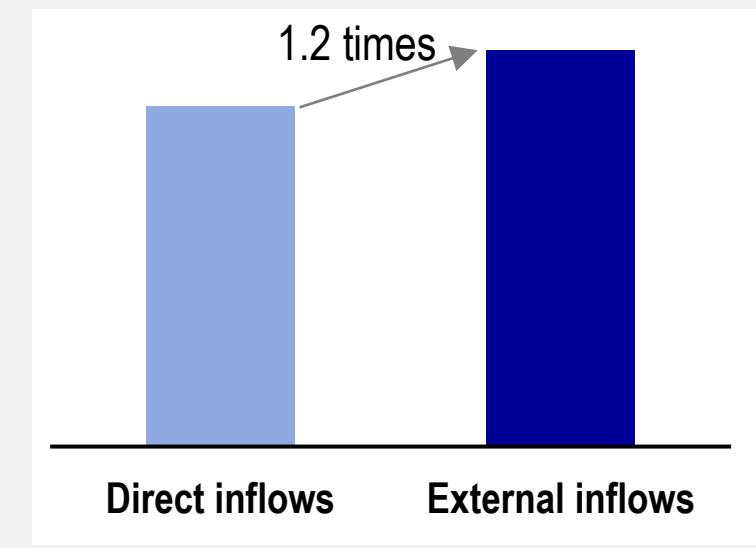
Effect 2 Increase in strategic category product composition

Sales ratio by product category



Effect 3 Order unit price increased
1.2 times

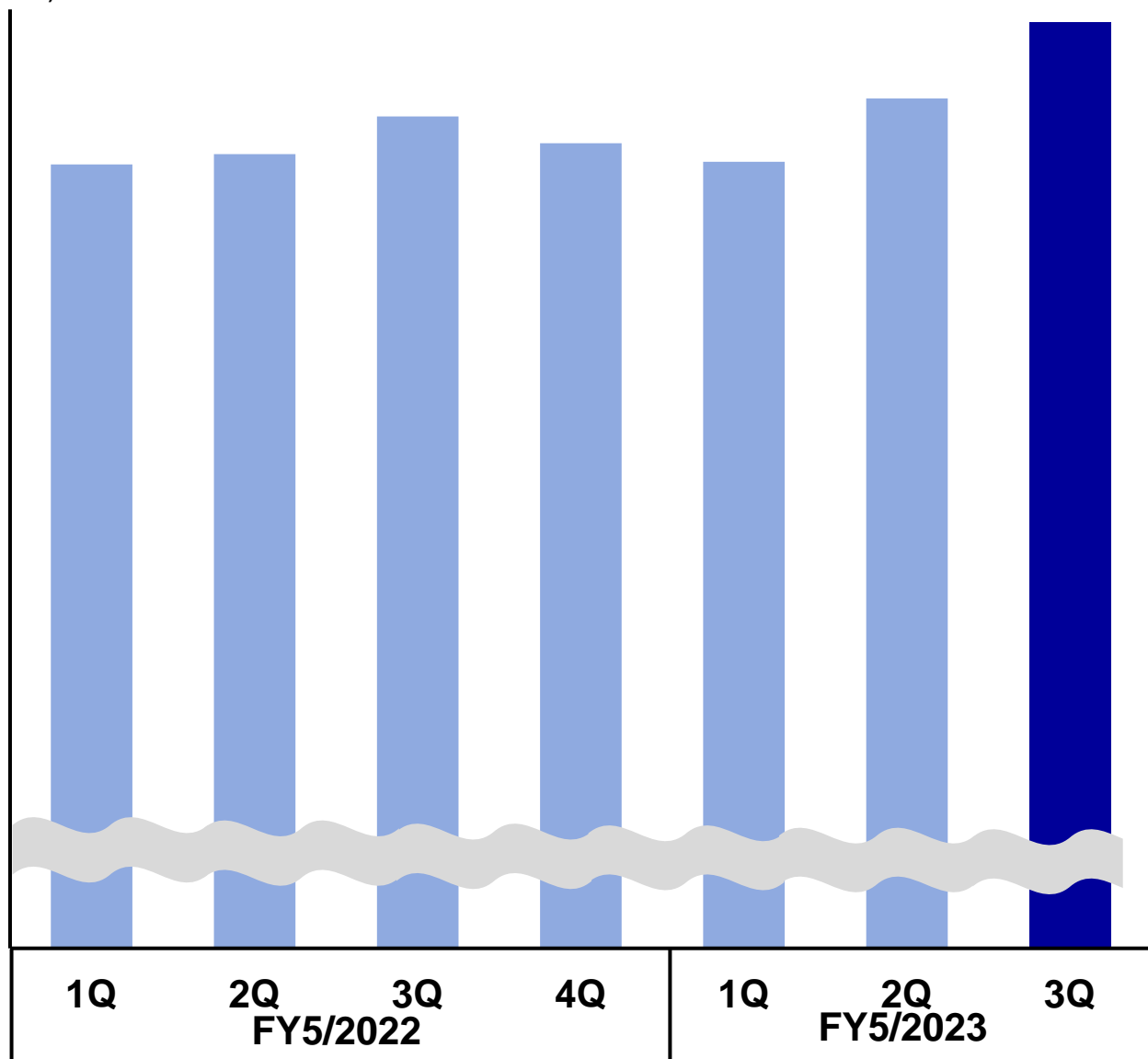
Order unit price



- Subject of aggregation: SOLOEL ARENA site from November 21, 2022, to February 20, 2023
- "External inflow": transition from external sources such as search engines "Direct inflow": direct visit from bookmarks, etc.
- The "External inflows of 4.9 billion yen" in "After the opening" in Effect 1 includes sales expected to shift from direct inflows to external inflows due to the opening

B-to-B Unit Sales Price per Box

(Yen)



FY5/2023 3Q
YoY change: Up 6.2%
500-million-yen worth of delivery cost reduction in 3Q period



**Aim to improve profit structure
by increasing unit sales per box**

B-to-B ASKUL Tokyo DC Operation Status



Click the link below to watch a movie of the distribution center, which has started operating smoothly.

<https://eqm.page.link/tFuj>



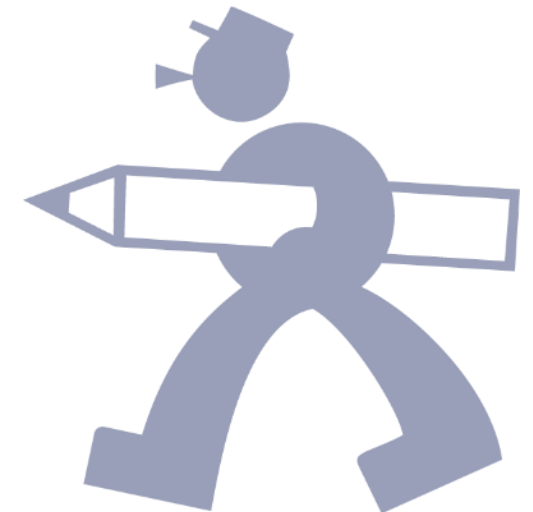
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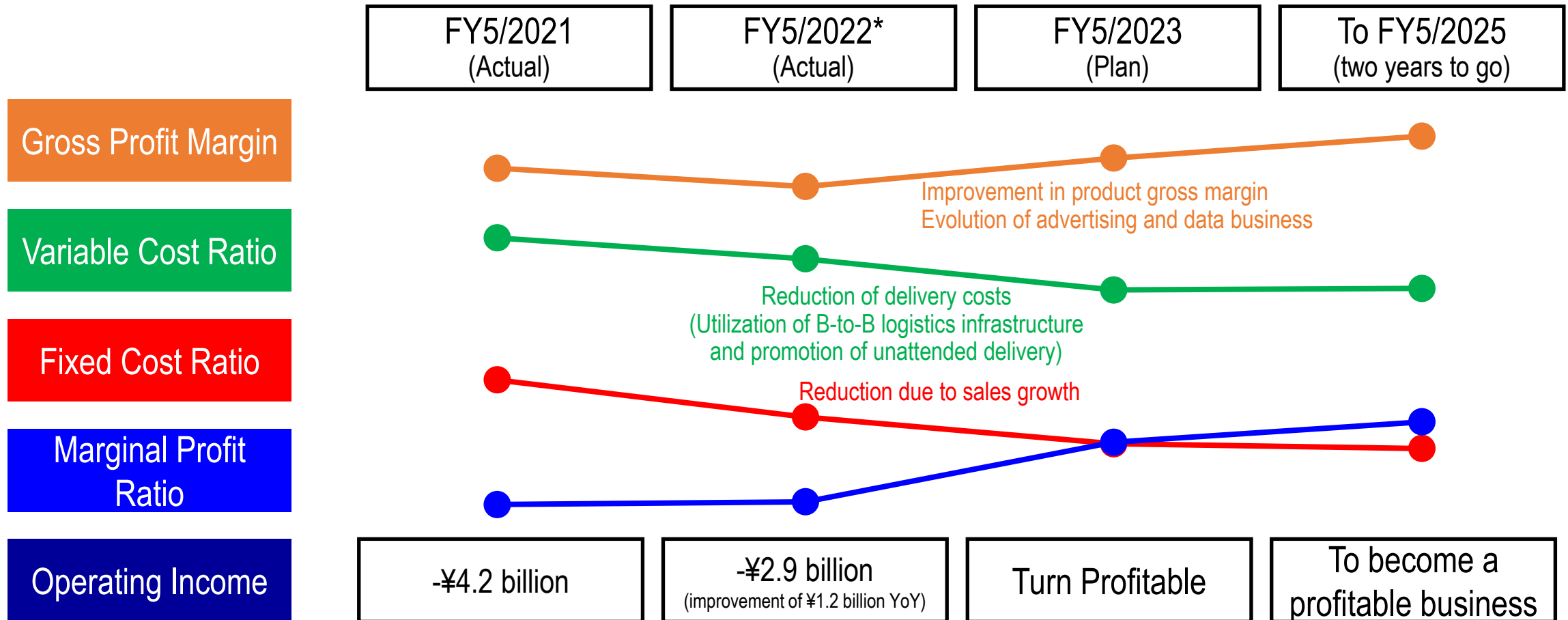
LOHACO Roadmap for Profitability

Non-Consolidated



From [Summary of Financial Results for FY5/2022] presentation material

Achieve profitability through further improvement of each indicator and regrowth



* the Accounting Standard for Revenue Recognition, etc. have been applied since FY5/2022



✓ **Achieved profitability in 3Q period**

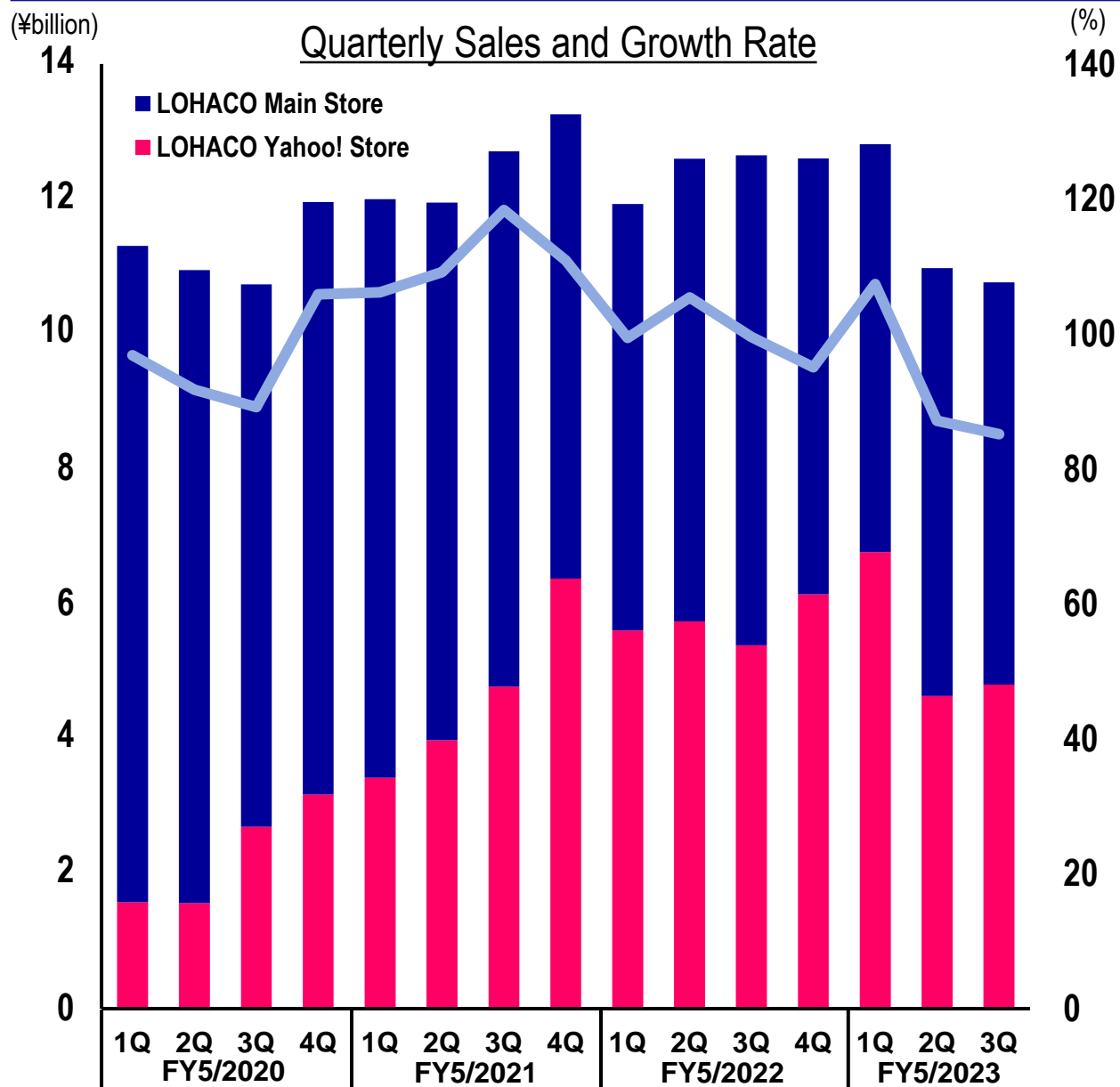
Cost structure continuously improved by increasing unit sales price per box

✓ **Maximize synergy with B-to-B Business in the future**

Aiming to achieve expansion of product lineup and improvement of logistics efficiency and quality through increasing operational efficiency by integrating business units

LOHACO Domestic Net Sales

Non-Consolidated

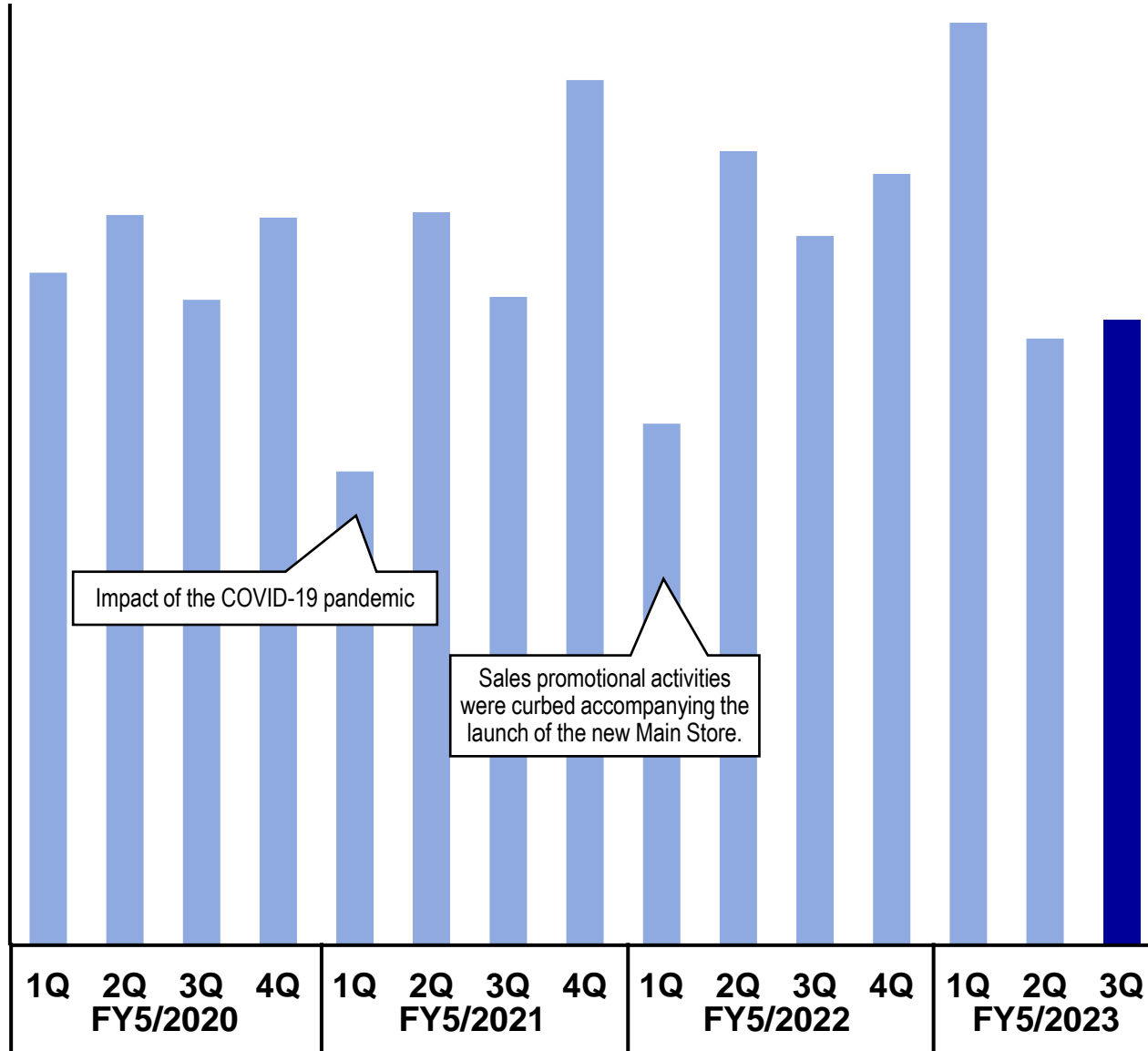


Utmost priority is realizing profitability this fiscal year although affected by campaign method changes, etc.

LOHACO Advertising Fee Income

(Yen)

Advertising image

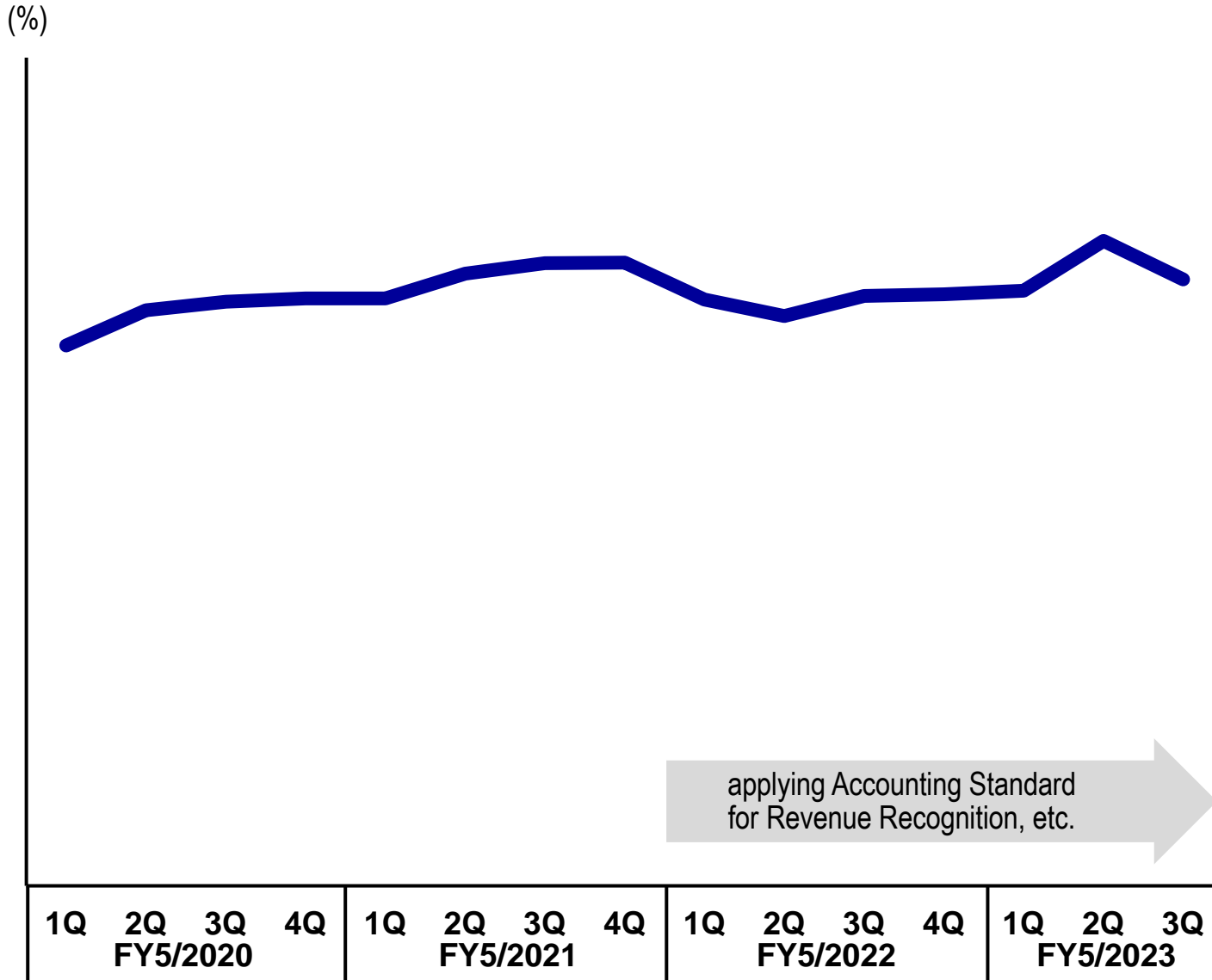


Impact of the COVID-19 pandemic

Sales promotional activities were curbed accompanying the launch of the new Main Store.

FY5/2023 3Q
YoY change: Down 11.9%

LOHACO Gross Profit Margin

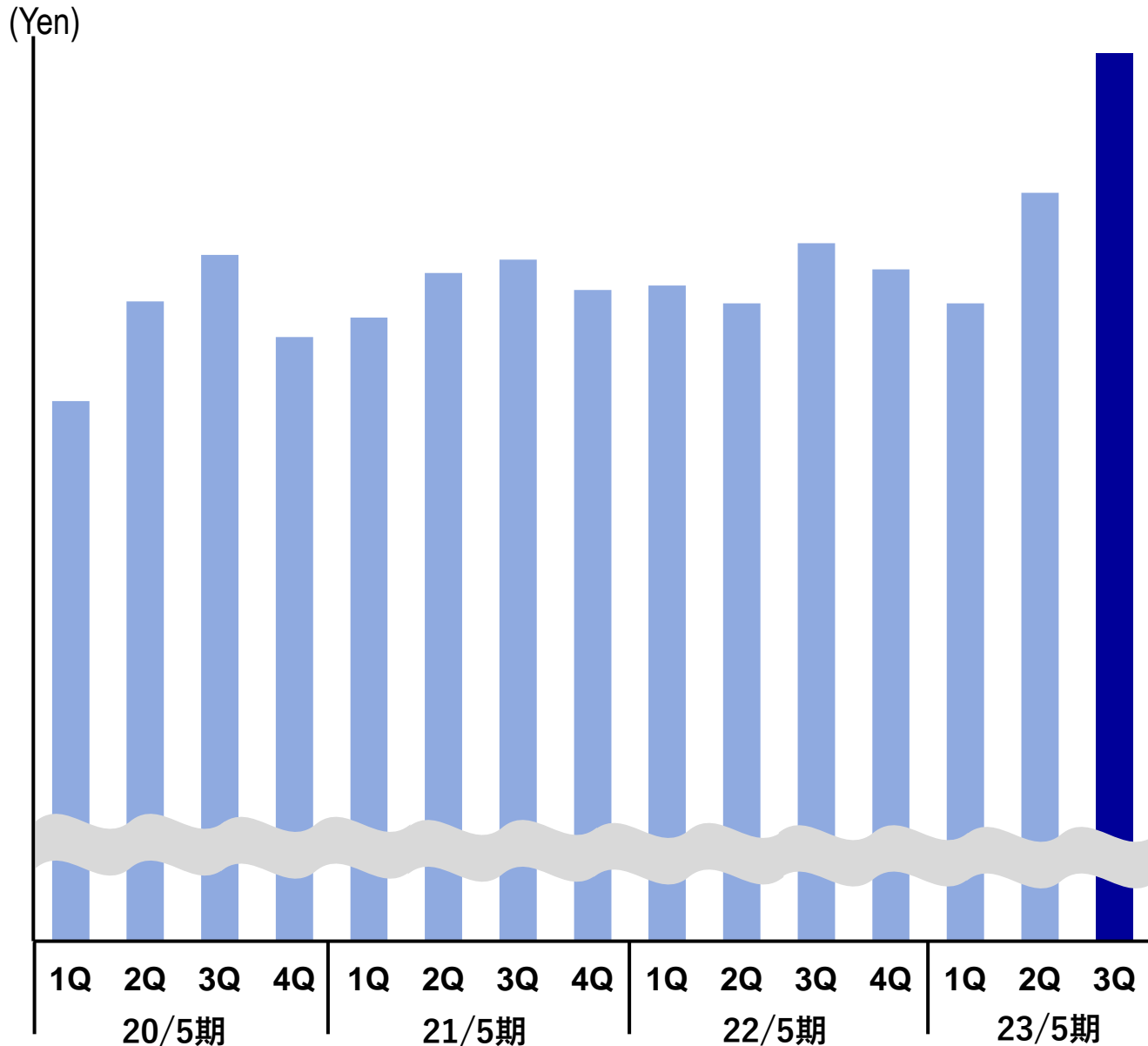


FY5/2023 3Q
 YoY change: Up 0.7 points
 Domestic: Down 0.5 points



Temporary declined due to enhanced sales promotion

LOHACO Unit Sales Price per Box

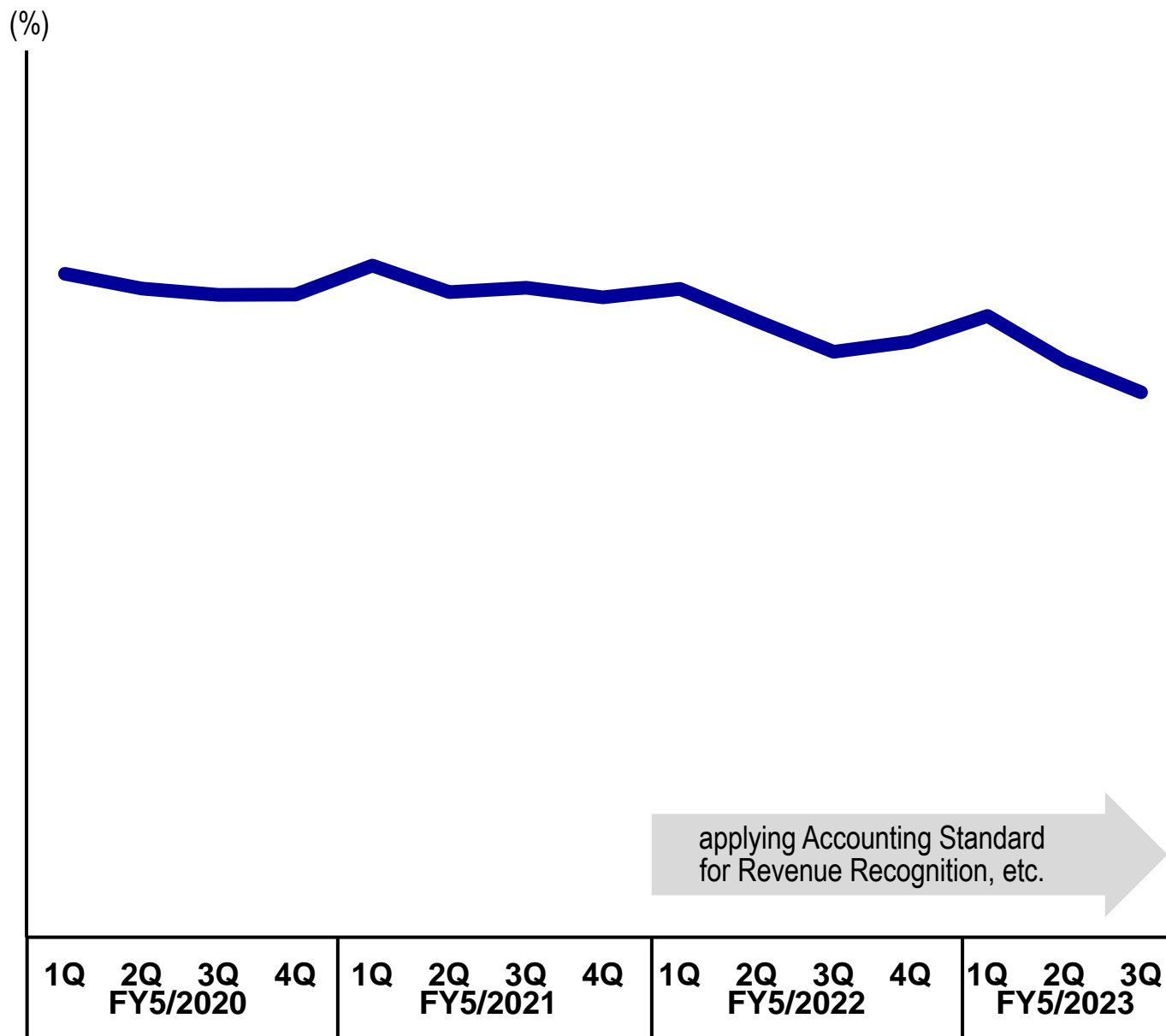


FY5/2023 3Q
YoY change: Up 17.1%



Significantly improved by reviewing sales promotion method and revised free-delivery charge

LOHACO Variable Cost Ratio



FY5/2023 3Q
YoY change: Down 1.3 points

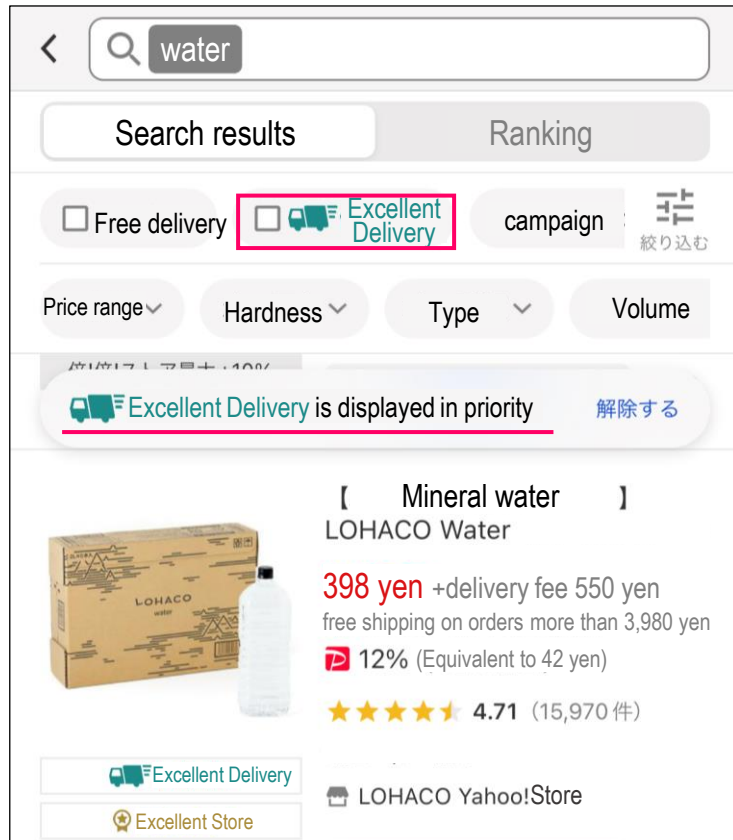


Successful implementation of multiple measures

Expect continued improvement

Joint implementation of demonstration experiment of “Excellent Delivery”^{*1} enhancement measures

- Initiatives to promote and enhance “Excellent Delivery” on Yahoo!Shopping
 - Products with Excellent Delivery are preferentially displayed at the top of search results



Effect of enhanced excellent delivery

Proportion of sales accounted for by Excellent Delivery
increased 5%^{*2}

Repeat ratio of new customers
1.2 times^{*3}

Logistics quality enhanced

(The cost of implementing this measure will be divided proportionally between ASKUL and Yahoo!)

- Note:1 Delivery by shipment on the same day or next day of order placement
- 2: Comparison between 1H FY05/2023 and 3Q FY05/2023 in terms of the percentage of Yahoo! Store sales that were accounted for when Excellent Delivery was displayed on the site.
- 3: Comparison of the repeat rate in the following month between new customers eligible for same-day shipment and new customers eligible for shipment after two days or later.

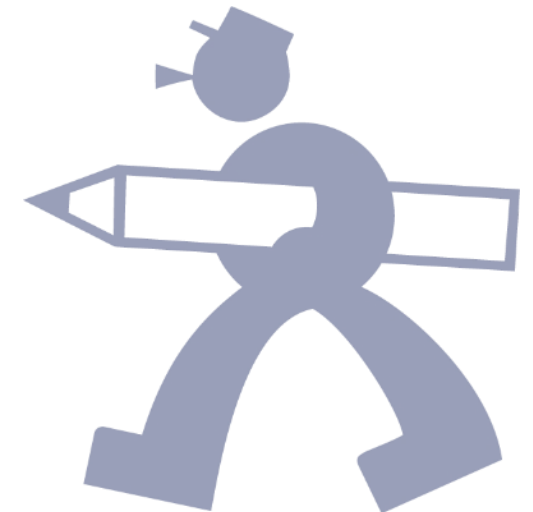
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January 2023 Go Ethical Initiative

Received the Commissioner of the Consumer Affairs Agency Commendation at the Fiscal 2022 Award for Good Practices of Consumer-oriented Management

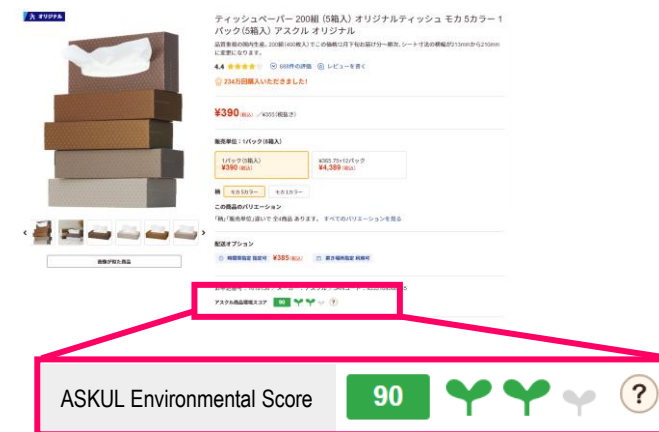
- ✓ Go Ethical is a unique initiative to reduce product waste by co-creating with manufacturers and selling products with no quality issues that used to be disposed of for various reasons.
- ✓ Reason for recognition: Indicating reasons for selling each product and the number of waste reductions on the website
- ✓ Cumulative number of waste reduction : 763,798 (Since the start of November 2019, as of February 20, 2023)



March 2023 ASKUL Product Environmental Standards

Further evolved with visual representation of environmental scores

- ✓ From October 2022, the level of environmental friendliness of each products is standardized and published as scores (numerical values)
- ✓ The ASKUL Product Environmental Standards consist of a total of 30 criteria in the three major categories of "containers and packaging," "products themselves," and "systems."
- ✓ Started visual representation of environmental score to contribute to customers' ethical shopping



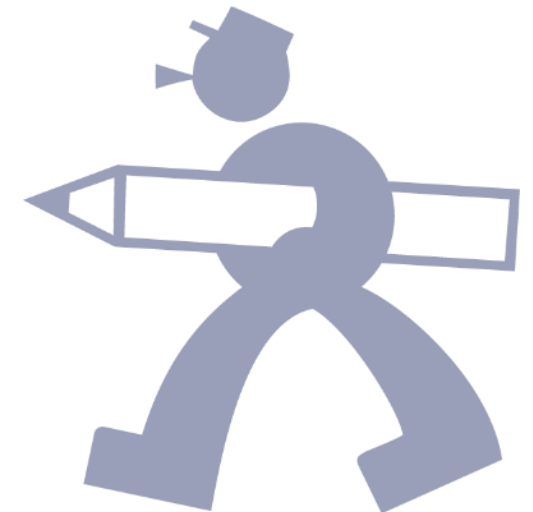
I. Consolidated Performance for 3Q FY5/2023

II. B-to-B

III. B-to-C

IV. ESG Topics

V. Appendix



FY5/2023 Net Sales by Item

Non-Consolidated

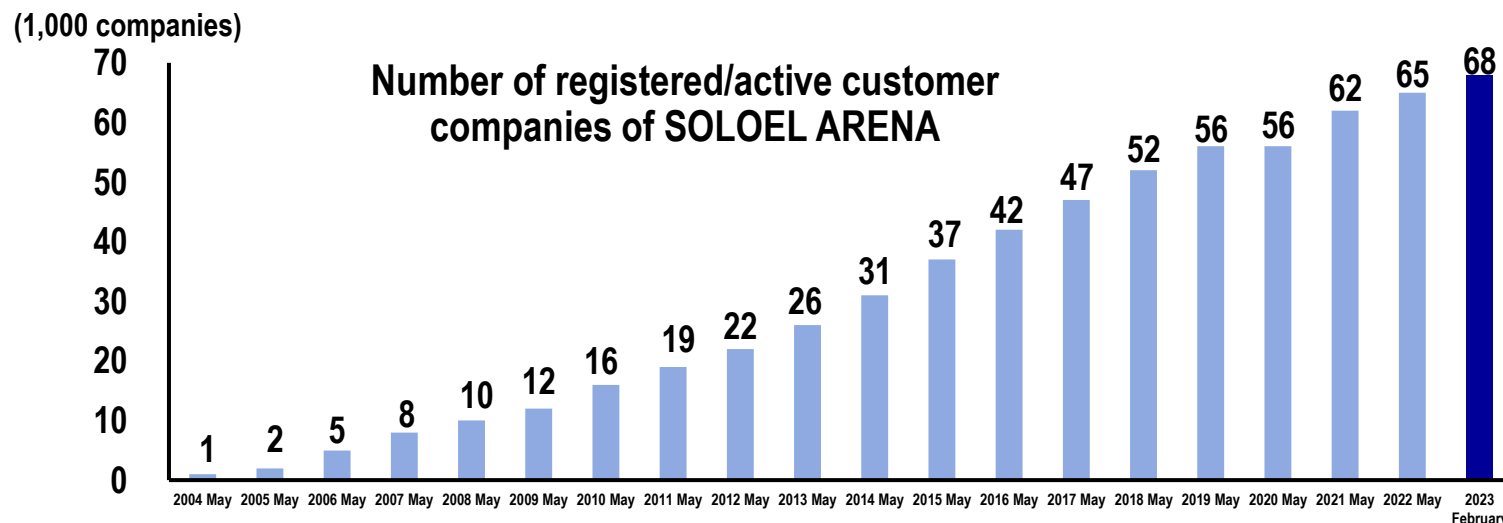
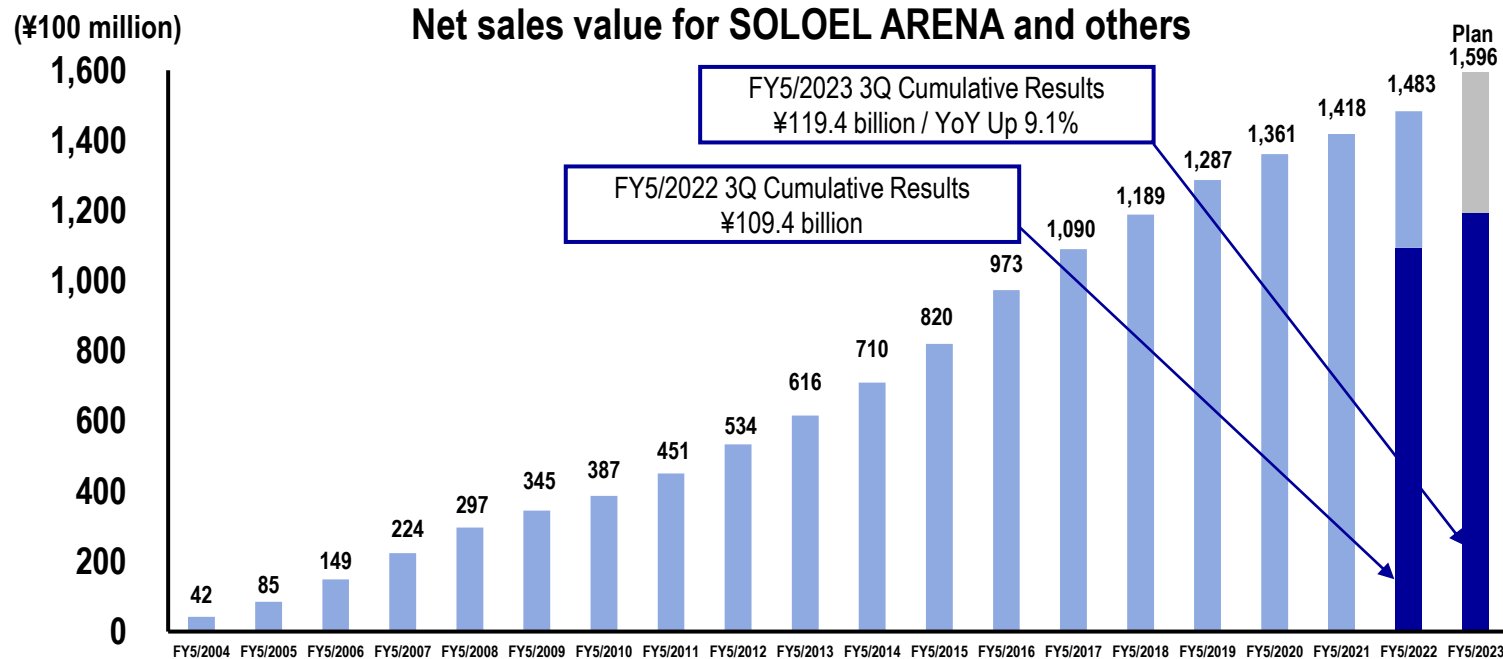
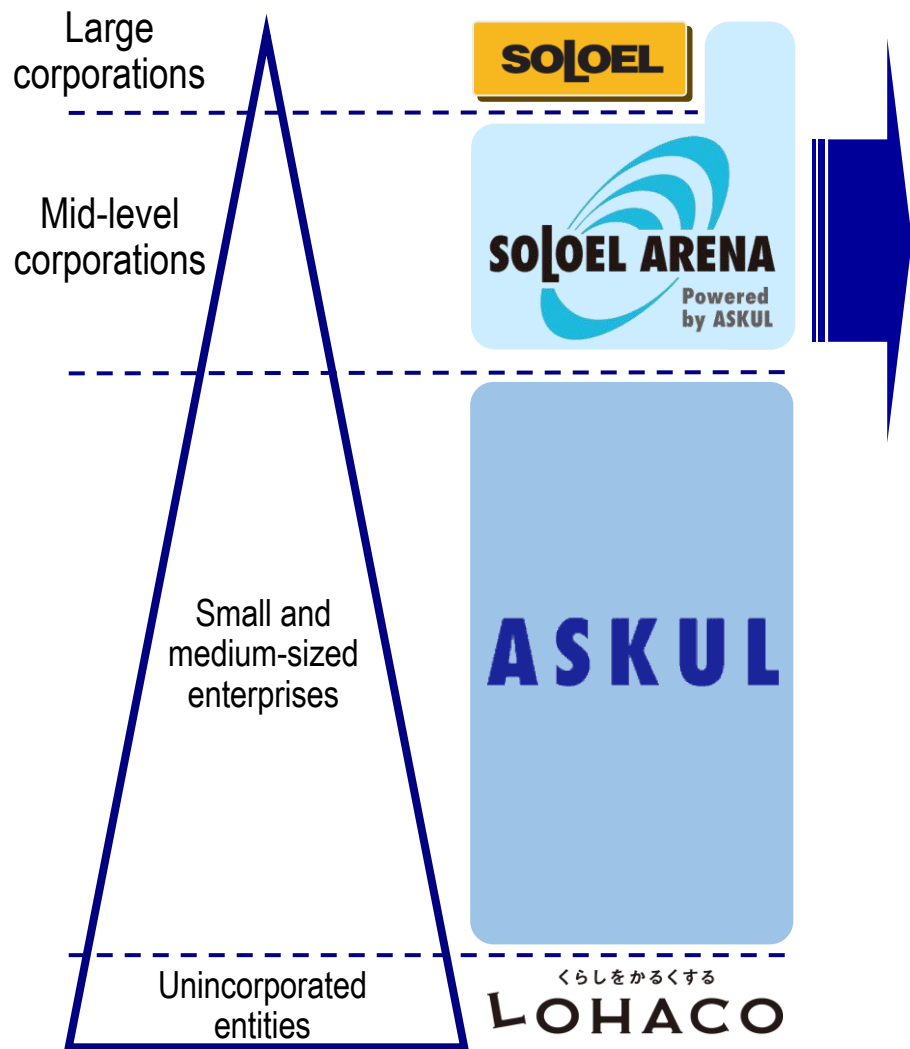


(¥billion)	FY5/2022 3Q (cumulative)			FY5/2023 3Q (cumulative)			
		Composition ratio %	YoY change %		Composition ratio %	YoY change	YoY change %
OA & PC	71.5	26.0	-0.3	73.9	25.8	2.4	+3.4
Stationery	30.2	11.0	-1.1	30.8	10.8	0.5	+1.9
Living Supplies	99.3	36.1	+7.8	106.1	37.0	6.7	+6.8
Furniture	15.6	5.7	+0.1	14.1	4.9	(1.5)	-9.7
MRO	28.6	10.4	+4.6	31.6	11.0	3.0	+10.5
Medical	25.7	9.3	-12.7	25.5	8.9	(0.1)	-0.7
Others	4.4	1.6	-24.4	4.4	1.6	(0)	-1.3
Total	275.7	100.0	+1.0	286.7	100.0	11.0	+4.0

Continued growth in Living Supplies and MRO

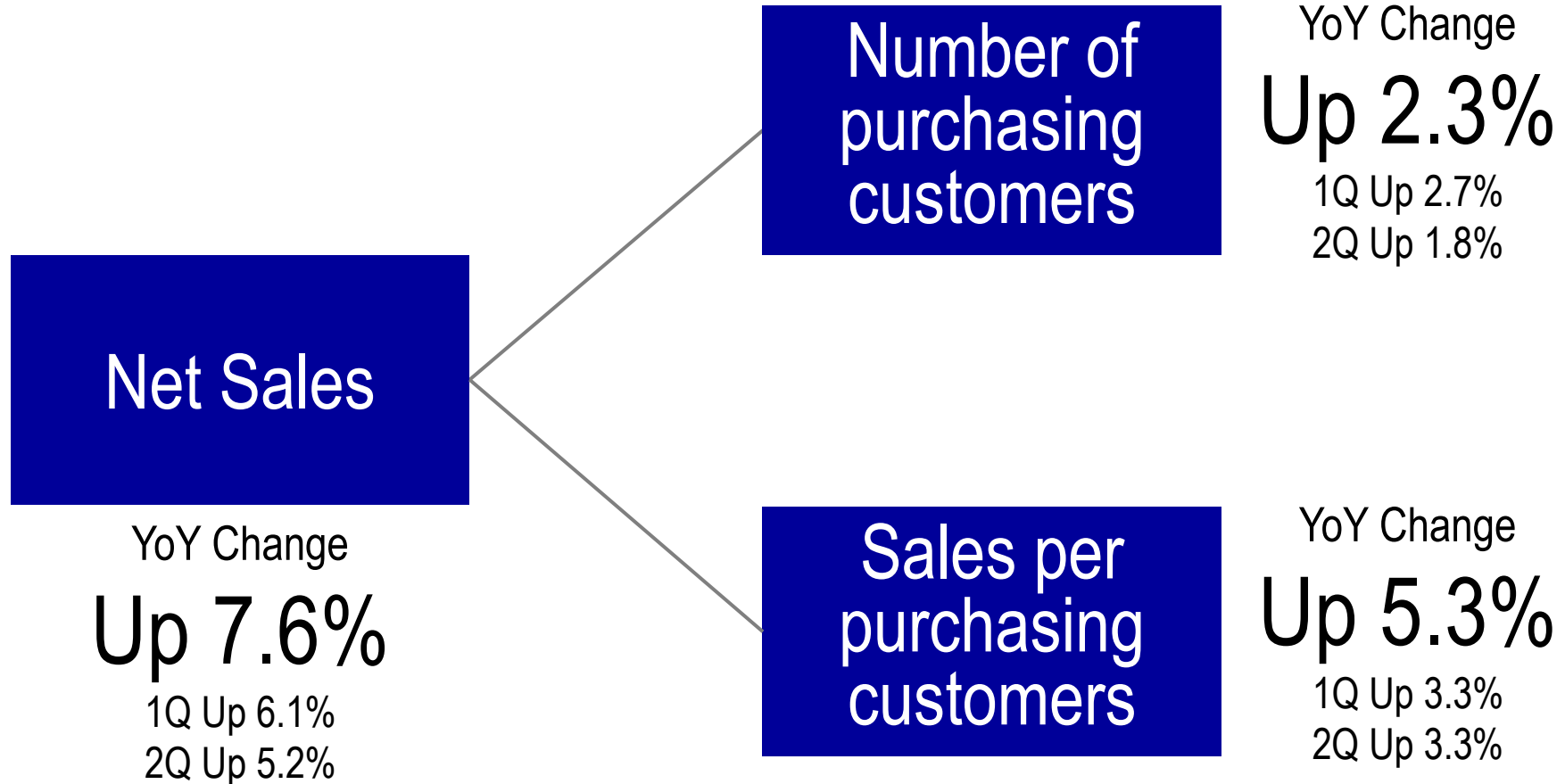
B-to-B Results of SOLOEL ARENA and others

Non-Consolidated



B-to-B 3Q FY5/2023 Factors for Increase in Net Sales

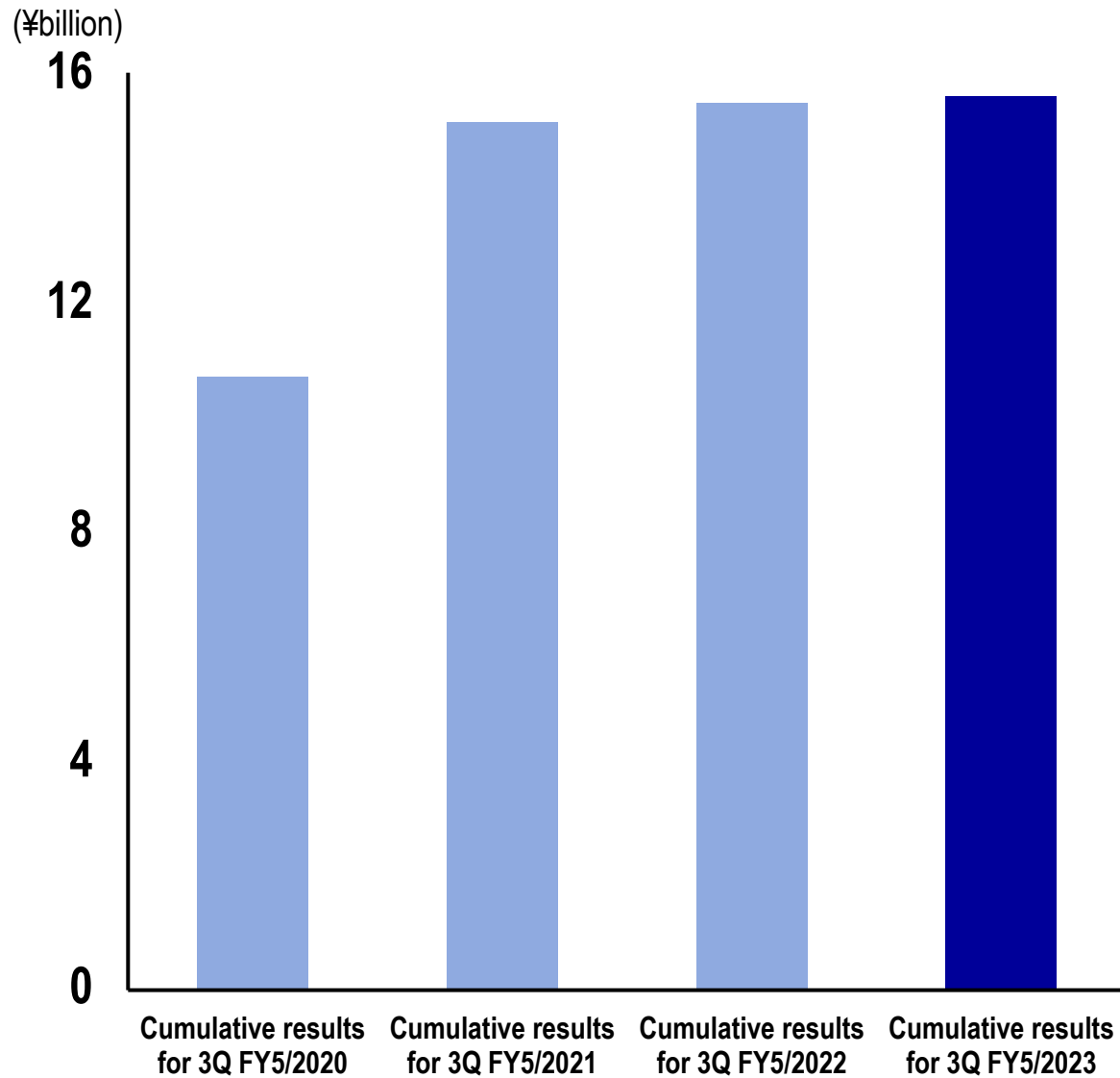
Non-Consolidated



*Above figures are not adjusted to number of business days.

Trend of EBITDA

Consolidated



Broke the previous record-highs



Gross profit: ¥80.3 billion YoY change: Up ¥2.8 billion

Gross profit margin: 24.0% YoY change: Down 0.3 points

✓ Due to soaring cost of goods and increase in sales share of group companies

SG&A expenses: ¥69.9 billion YoY change: Up ¥3.1 billion

Ratio of SG&A expenses to net sales 20.9% YoY change: Up 0.1 points

<Breakdown of year-over-year difference>

- ✓ Personnel expenses +1.0 billion
- ✓ Advertising expenses +0.9 billion
- ✓ Subcontract expenses +0.5 billion
- ✓ Cleaning/Security expenses (mainly utilities) +0.3 billion
- ✓ Consumable expenses +0.3 billion (mainly due to start of operation of Tokyo DC)



Capital expenditures ¥12.0 billion (Annual plan: ¥13.5 billion)

Related to ASKUL Tokyo DC ¥5.2 billion

Related to the new ASKUL website ¥4.3 billion

(Reference) Depreciation and amortization of software: ¥4.5 billion (Annual plan: ¥7.1 billion)

Investment details

(¥ million)

Item	3Q FY5/2022 (cumulative)	3Q FY5/2023 (cumulative)	
	Amount	Amount	YoY Change
[Capital expenditures]	7,714	12,048	+56.2%
Property, plant and equipment	2,520	6,080	+141.2%
Intangible assets	5,194	5,968	+14.9%
Construction in progress (Note 2)	4,622	159	-96.5%
Software in progress (Note 2)	6,436	9,840	+52.9%

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 FY5/2023 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

	3Q FY5/2022	3Q FY5/2023	YoY Change
Orders via the Internet	87.5%	88.8%	+1.3pt
Other	12.5%	11.2%	-1.3pt

Note 1: Percentages are based on orders placed.

ASKUL Original Products

(Unit: item)

	Feb. of FY5/2022	Feb. of FY5/2023	YoY Change
Number of original products	10,757	13,848	+3,091
Non-consolidated net sales composition (of which, B-to-B business)	27.1% (34.3%)	31.4% (38.2%)	+4.3pt (+ 3.9pt)

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.

B-to-B Number of Business Days



	1Q		2Q		First half		3Q		4Q		Second half		Full-year	
	Weekdays	Saturdays	Weekdays	Saturdays	Weekdays	Saturdays	Weekdays	Saturdays	Weekdays	Saturdays	Weekdays	Saturdays	Weekdays	Saturdays
FY5/2023	63	14	61	13	124	27	61	13	59	12	120	25	244	52
FY5/2022	63	13	62	14	125	27	59	14	59	12	118	26	243	53
Difference	0	+1	-1	-1	-1	0	+2	-1	0	0	+2	-1	+1	-1



ASKUL Environmental Policy


We, the ASKUL Group, are 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 65% as of May 2022
- “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 trees, 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
- ASKUL Resource Recycling Platform
ASKUL Resource Recycling Platform is established and begins operation after Ministry of the Environment’s demonstration project. The new website is launched to disseminate information on the Company’s resource recycling initiatives. Promoting initiatives that do not throw away resources in cooperation with all entities in the value chain.
In December 2022, the first PB series “Matakul” was launched, and four products went on sale.

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.
- ASKUL Product Environmental Standard established
Began to publish on product pages an independent score for the environmental friendliness level of each products. Promoting development of environmentally friendly products while working together with manufacturers and suppliers to improve scores.
- 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, are 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.

2022 Selected as a “Climate Change A- List” company by CDP

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 greenhouse 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 recognized by the Minister of the Environment as a company that engages in “advanced, unique and industry-leading business activities” for environmental conservation, 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

Initiatives for Sustainability (Society)

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
Participated in Male Leaders Coalition for Empowerment of Women
 - Promote diverse work styles
Systems for leave and shorter working hours for childcare
Systems for leave and shorter working hours for nursing care
Learning support system to assist proactive learning
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 **29.6%***
(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 feedback
 - Share customer feedback
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.
 - 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.
 - Declared Conformity to ISO10002
Declared conformity to ISO 10002, the international standard for customer satisfaction management systems, as part of our commitment to customer feedback. Created and maintained relevant documents and regulations for customer service and established and operated a management system.

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 certain groups 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 / Audits
Based on Sustainable Procurement Policy, from July to October 2021, conducted a survey regarding the status of efforts of suppliers concerning the six areas: environment; worry-free and safe products; legal compliance and fair trade; human rights; the working environment; and response to risks and changes. In addition, CSR audits of factories of private brand manufacturer will begin in April 2022.

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. **The third recipient of the support will be a miso and soy sauce production company Yagisawa Shoten in Rikuzentakata city, Miyagi Prefecture.**
- 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 sold by ASKUL, to associations that are engaged in improving air and water environments, thereby supporting their activities.
The second case will be donated to approved specified NPO, Habitat for Humanity 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)



30 years in business, pursuing an assortment of products and services that meet the needs of the workplace

ASKUL Catalog 2023



Total pages	1,036 pages
Number of listed items	about 34,000 items

ASKUL Medical Care Catalog 2023



Total pages	316 pages
Number of listed items	about 5,100 items

ASKUL Medical Catalog for Professionals 2023



Total pages	468 pages
Number of listed items	about 9,300 items

New catalog published (once a year)



ASKUL Environmental Score* clarifies the degree of environmental friendliness of products

ASKUL Catalog 2023

環境への配慮をわかりやすく!

オリジナル・限定販売商品に

「環境スコア」を見つけました!

お客様とのコミュニケーションに!

ペーパータオル3サイズ 中判・小判・小判

用途で選べる3サイズ。再生紙100%のFSC®認証紙で柔らかい拭き心地。

「容器包装」11項目、商品本体「16」項目、商品本体の原材料を設計。

「仕組み」3項目を製造・供給するサプライヤー企業の数値の取り組み。

①、②、③のポイントの合計が環境スコアとなります。

詳しくはWebにてご確認ください。

サラヤ 手指消毒剤

トイレの消臭剤

環境への配慮をわかりやすく!

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サラヤ 手指消毒剤

トイレの消臭剤

Example of product page on ASKUL website

お申込番号：3010038 / メーカー：アスクル / JANコード：4535164029575

ASKUL Environmental Score **20**

商品詳細

ブランド名：アスクル / アスクル商品環境スコア：30 / 原産国：中華人民共和国 / 材質：パーシパルプ100% (PEFC認証紙) / 寸法：1/パック/高さ250x横215x奥行115mm

もっと見る

Note: In October 2022, ASKUL defined a total of 30 criteria in the three major categories for environmental friendliness and uniquely quantified. Scores are calculated based on a point system, with higher scores given to products that demonstrate a greater degree of environmental friendliness.



Introducing the "No. 1 sales volume*" standard product loved by many nursing care facilities.

ASKUL Medical Care Catalog 2023

お客様に支持されています!

カテゴリー別 売上数量 No.1

ASKULの売上の約18%は、2021年11月～2022年10月の売上総額を基準として算出されています。

衛生用品

消毒・除菌 → Page 41 1位 ハンドスキッシュEX 手早くサラッと乾く。 乾いた水分がない。 低濃度エタノール消毒剤。 手洗い・アルコール消毒の代替品として活用可能。 税込価格 ¥98 (税別 ¥90)	マスク → Page 16 1位 耳にやさしいやわらかいマスク 幅広い年齢層とやわらかな不着帯で快適なつけ心地。 ASKUL アスクルオリジナルマスク。耳にやさしいやわらかいマスク。3層構造。1箱100個入り。1箱あたり ¥7.98 (税別 ¥7.26)	グローブ → Page 20 1位 プラスチックグローブ 薄手でしなやか。作業しやすい自費の品質! ASKUL アスクルオリジナルプラスチックグローブ。薄手でしなやか。作業しやすい。1箱100個入り。1箱あたり ¥3.98 (税別 ¥3.62)
ガウン → Page 34 1位 不織布インフレションガウン 透気性がよく蒸れにくい不織布ガウン。 ASKUL アスクルオリジナル不織布インフレションガウン。透気性がよく蒸れにくい。1箱100枚入り。1箱あたり ¥119 (税別 ¥108.2)	2位 3層式マスク 呼吸しやすい立体プールの3層式マスク。 ASKUL アスクルオリジナル3層式マスク。呼吸しやすい立体プールの3層式マスク。1箱100枚入り。1箱あたり ¥5.56 (税別 ¥5.09)	2位 ニトリルグローブ 指先から手首まで凹凸加工でしっかりとグリップ! ASKUL アスクルオリジナルニトリルグローブ。指先から手首まで凹凸加工でしっかりとグリップ! 1箱100個入り。1箱あたり ¥8.98 (税別 ¥8.17)

「衛生・介護用品」定期配送サービス

忙しい介護現場を便利なサービスで応援します。

- ご希望の数量・サイズで定期的にお届け!
- 定期配送なら、カタログ、Web価格よりおトクに!

注文の手間を省く! 買い忘れなし!

サービスの対象は全18商品

大人用紙おむつ 10% OFF 10% OFF

ASKULの売上の約18%は、2021年11月～2022年10月の売上総額を基準として算出されています。

はコチラ!

使いやすいや、お求めやすい価格などで介護施設の方々からご支持いただいている商品をご紹介します。これらもお客様のお役に立てる商品の充実と拡大を目指します。

介護用品ストアが大充実!
「介護用品」と検索してください!
介護用品 ASKUL
www.askul.co.jp

介護用品

食事ケアにオススメ 食事用エプロン → Page 116 1位 ホリエチレン介護用食事用エプロン(使いきり) グリーンホリエチレン介護用10%配合*の使いきりエプロン。お掃除が簡単。繰り返し使用可能。 ASKUL アスクルオリジナルグリーンホリエチレン介護用食事用エプロン(使いきり)。10%配合*。1箱100枚入り。1箱あたり ¥9.86 (税別 ¥9.06)	排泄ケアで大活躍 おしりふき → Page 138 1位 トイレに流せるやわらかおしりふき(レギュラー) 肌にやさしい拭きごこちで、汚れもしっかりキヤッチ! ASKUL アスクルオリジナルおしりふき。肌にやさしい拭きごこちで、汚れもしっかりキヤッチ! 1箱100枚入り。1箱あたり ¥2.4 (税別 ¥2.21)	入浴ケアで使いやすい 入浴剤 → Page 154 1位 バスラボ 香りも温浴効果もリッチな、粉末タイプの入浴剤。 ASKUL 自由アースバスラボ。香りも温浴効果もリッチな、粉末タイプの入浴剤。1箱250g入り。1箱あたり ¥11.4 (税別 ¥10.4)
1位 ソフトピアS 冷たいものでも、暖かいものでも、同じ量でとろみがつくれる。 ASKUL アスクルオリジナルソフトピアS。冷たいものでも、暖かいものでも、同じ量でとろみがつくれる。1箱100個入り。1箱あたり ¥243 (税別 ¥225)	1位 尿とりパッド レギュラー モレをガードする立体キヤッチ付き! しかも低コスト。 ASKUL アスクルオリジナル尿とりパッド。モレをガードする立体キヤッチ付き! しかも低コスト。1箱100枚入り。1箱あたり ¥10.4 (税別 ¥9.64)	1位 ハビナーズ 清拭料 お掃除に際してタオルで拭くだけ! お手軽なLLタイプです。 ASKUL ハビナーズ。お掃除に際してタオルで拭くだけ! お手軽なLLタイプです。1箱100枚入り。1箱あたり ¥1,529 (税別 ¥1,364)

介護用品専門カタログの商品もアスクルで買えます!

Webから介護用品・薬局用品取り扱いアイテム3,000,000点!

業界大手の介護用品専門カタログ「介護隊」の介護用品をアスクルでご購入いただけます。

※期間限定、各商品の在庫状況により変動いたします。

介護用品 33% OFF 35% OFF 10% OFF

ASKULの売上の約18%は、2021年11月～2022年10月の売上総額を基準として算出されています。

Note: Total sales volume from November 2021 to October 2022 by category.

New catalog published (once a year)



Supporting the medical field with a wide selection of necessities and affordable prices

ASKUL Medical Catalog for Professionals 2023

医療現場の必需品をお求めやすく！ 応援特価のASKUL限定商品！

トップ シリンジ Page 142

トップのシリンジが大特価！
パリエーションも豊富に揃えました！



ASKUL限定特価
シリンジ
容量 100mL 全品
12本入り
¥14.2
(税別 ¥12.0)

トップ 買針針 Page 158

新しやすさを追求した
トップの買針針を
お買得価格でお届け！



ASKUL限定特価
買針針
容量 100個以上
1箱入り
¥20.8
(税別 ¥18.0)

トップ 輸液セット Page 160

トップの輸液セット
(ダコ管付針)は
まとめて買うほど
お得に！



ASKUL限定特価
輸液セット
容量 1箱以上
1箱入り
¥29.9
(税別 ¥27.2)

消毒精G Page 18

品質と安さで人気！
取り出してすぐに使える
パルクタイプです。



ASKUL限定特価
消毒精G
容量 32mL
1箱入り
¥115
(税別 ¥100)

環境除菌クロス Page 88

オネオネメチル系の
除菌クロスがお買得！



ASKUL限定特価
環境除菌クロス
容量 1箱
1箱入り
¥5.5
(税別 ¥5)

手指消毒剤 Page 76

サラサラの高濃度タイプの
手指消毒剤が
お求めやすく！



ASKUL限定特価
手指消毒剤
容量 1L
1箱入り
¥126
(税別 ¥114)

商品の最新情報はWebでご確認ください。

ASKULなら
便利で
カンタンに！

医療材料をご購入いただけます！

便利に使える！

- 当日または翌日に
お届け！**
医療材料も当日または翌日に
お届けします。
※お届け地域によって異なります。
※ご注文の品目により、お届け
の遅延が生じる場合があります。
※P444-408に詳しく記載されています。
- 1,000円(税込)以上
で配送料無料！**
医療材料の購入代金とコピー
代金をあわせて1,000円(税込)以上
の購入代金をお支払いください。
※送料は別途お見積りいたします。
- まとめて買える！**
医療材料の購入代金とコピー
代金をあわせて1,000円(税込)以上
の購入代金をお支払いください。
※送料は別途お見積りいたします。

注文はWebでカンタン！

- 検索が
カンタン！**
カテゴリ一覧、メーカー名など
のキーワードから、商品を検
索できます。
- 再注文が
カンタン！**
過去の注文履歴からカンタン
に再注文が可能です。
- 購買実績を
管理！**
過去1年3ヶ月の購買実績
（商品名・数量）をグラフ
でご覧いただけます。

今すぐWebへ → [ASKUL 医療 検索](#)

安心してご利用ください！

- 約束 1** 医薬品医療機器等法に
則り、医薬品・医療
機器類についてはロット
番号と使用期限の管理
をしています。
- 約束 2** 医療用医薬品のロット
番号と使用期限は、ア
SKUL Webサイトの購
買履歴でご確認いた
だけます。
- 約束 3** 商品の回収及び安全
情報告知の必要時に
は、速やかにお客様に
ご連絡します。
- 約束 4** 医薬品・医療機器は専
門エリアで独自の食
管理システムによる
在庫管理をしています。
※お問い合わせ先
0120-56-1147
(受付時間：平日9時～18時)
※お問い合わせ先
- 約束 5** 専門知識を持ったスタ
ッフが商品について
の質問などをお受け
いたします。
※お問い合わせ先
0120-56-1147
(受付時間：平日9時～18時)
※お問い合わせ先

様々な検査薬を取り揃えました！

新型コロナウイルス抗原検査キット Page 178

鼻拭きスワブ入りと
鼻腔スワブ入りの2タイプから選べる
迅速・高精度な検査結果の
抗原検査キット。



ASKUL限定特価
抗原検査キット
容量 1箱
1箱入り
¥1,010
(税別 ¥910)

新型コロナウイルス/インフルエンザウイルス検査キット Page 179

新型コロナウイルスと
インフルエンザウイルスの
両方の抗原検査ができる
検査キット。



ASKUL限定特価
検査キット
容量 1箱
1箱入り
¥1,650
(税別 ¥1,500)

Webなら専門材料がさらに充実！

「ナビス」の商品がASKULで買える！

Microfile
電子体温計 MT550
5本以上なら
1本あたり

¥1,408
(税別 ¥1,280)

Point 1 ナビス取扱いの商品から約1,000アイテムを取扱い！

Point 2 最短当日出荷！
※在庫あり、ASKUL社の在庫状況により
出荷できない場合がございます。

Point 3 ナビス員で商品検査ができます！

ASKULのWebサイトで → [www.askul.co.jp](#)

「マツヨシ」の商品もASKULで買える！

Point 1 マツヨシ取扱いの商品から約20,000アイテムを取扱い！

Point 2 最短当日出荷！
※在庫あり、ASKUL社の在庫状況により
出荷できない場合がございます。

Point 3 マツヨシロードで商品検査ができます！

ASKULのWebサイトで → [www.askul.co.jp](#)

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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

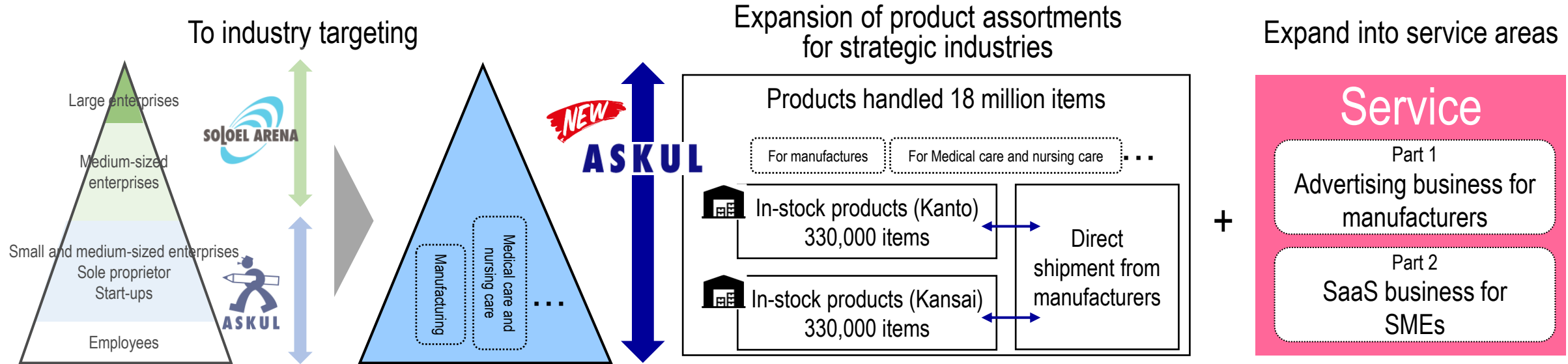
The plan to evolve the high-speed logistics, which is ASKUL's strength, then realize “Delivering Tomorrow” for long-tail products through measures, such as structural reform of distribution centers, integration of B-to-B and B-to-C logistics, and application of DX to value chains. “ASKUL Tokyo DC,” the most advanced core center in eastern Japan, which will play an important role in realizing this plan, has begun operating in November 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
- ✓ Create route that customers can purchase smoothly from external 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



仕事場とくらしと地球の^{あす}明日に「うれしい」を届け続ける。