# Financial Results for the First Quarter of the Fiscal Year Ending May 20, 2026

September 16, 2025 ASKUL Corporation



#### [Disclaimer]

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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.

#### [Segment]

- ✓ ASKUL is reporting its operating performances by dividing its organization into three segments: E-commerce Business, Logistics Business, and Other. E-commerce Business deals with sales of OA and PC supplies, stationery, office living supplies, office furniture, foods, alcoholic beverages, pharmaceuticals, cosmetics, etc. Logistics Business refers to logistics and small-cargo transportation service to companies.
- ✓ Subject to inclusion in the results of each segment are indicated as follows:

Segment	Subsegment <u>Main services, major subsidiaries</u>						
	ASKUL business	ASKUL, SOLOEL ARENA, SOLOEL, New ASKUL Website					
E-commerce business	LOHACO business	LOHACO					
	Group companies, etc.	AlphaPurchase Co., Ltd., BUSINESSMART CORPORATION, SOLOEL Corporation, FEED Corporation, ASKUL LOGIST Corporation, charm Co., Ltd *Including consolidation eliminations					
Logistics business	ASKUL LOGIST Corporation (sales to customers outside of the Group)						
Others		TSUMAGOI MEISUI CORPORATION					

#### [Fiscal Year]

Fiscal year runs from May 21 of each year to May 20 of the following year, month runs from 21st of each month to 20th of the following month.

#### [Other]

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## **Positioning of the Current Fiscal Year**



## ✓ Key Turning Point Toward a V-shaped Recovery in FY5/2027

## ✓ Top Priority: Recovery in Customer Numbers

- Strengthening pricing strategy and original products, optimizing sales promotions, and enhancing sales to large enterprises

## ✓ Operation of Kanto DC and Reorganization of Logistic Bases

- The Kanto DC start-up will be completed in 1H; reduction in logistics cost ratio in 2H
- Reorganization centered on the closure of the Hidaka DC; from the next fiscal year onward, fixed costs to be reduced

## ✓ Core System Replacement

- Completed in Q1, establishing the foundation for future growth

## **Executive Summary**



## Higher Revenue But Lower Profit Due to One-time Cost; Started Off Above Plan

## ✓ Q1 Results

- Captured demand driven by extreme heat, mandatory heatstroke countermeasures, and government-stockpiled rice
- FX position improved. One-time costs incurred as planned

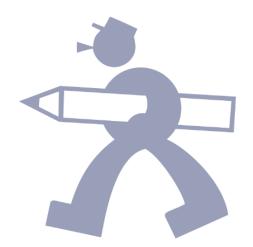
## ✓ Recovery in Customer Numbers

- Recovery trend among corporate customers continues. Full-scale launch of pricing strategy

## ✓ Platform Enhancement

- Kanto DC began operations; core system replacement completed

- 1. Earning Results for the First Quarter of the Fiscal Year Ending May 20, 2026
- 2. Progress of Business
- 3. Topics (ESG)
- 4. Appendix



## FY5/2026 Q1 Earnings Results



	FY5/202	5 Q1	FY5/2026 Q1					
(¥million)	Actual	% of net sales	Actual	% of net sales	YoY change %			
Net Sales	118,384	100.0	122,324	100.0	+3.3			
Gross Profit	27,977	23.6	30,312	24.8	+8.3			
Selling, General and Administrative Expenses	25,402	21.5	29,258	23.9	+15.2			
Operating Profit	2,574	2.2	1,053	0.9	-59.1			
Ordinary Profit	2,510	2.1	938	0.8	-62.6			
Profit Attributable to Owners of Parent	1,544	1.3	344	0.3	-77.7			

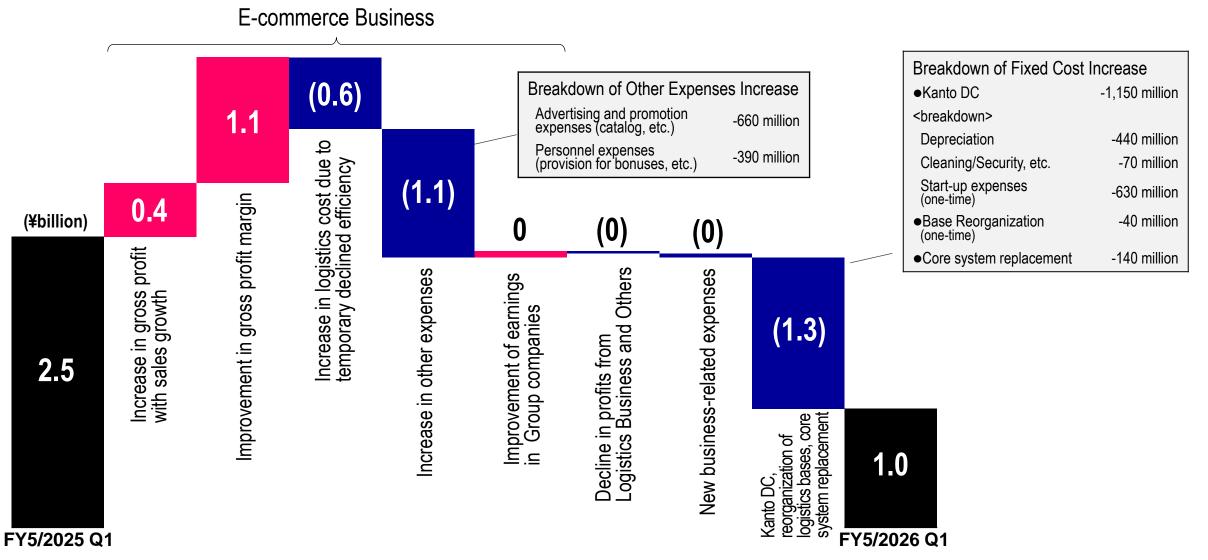
- ✓ Net sales
  YoY +3.3%
  Renewed the previous record
- ✓ Gross profit margin
  YoY up 1.1 point
- ✓ Operating profit YoY -59.1%
- ✓ Profit
  YoY -77.7%

## FY5/2026 Q1 Factors for Increase / Decrease in Operating Profit Consolidated



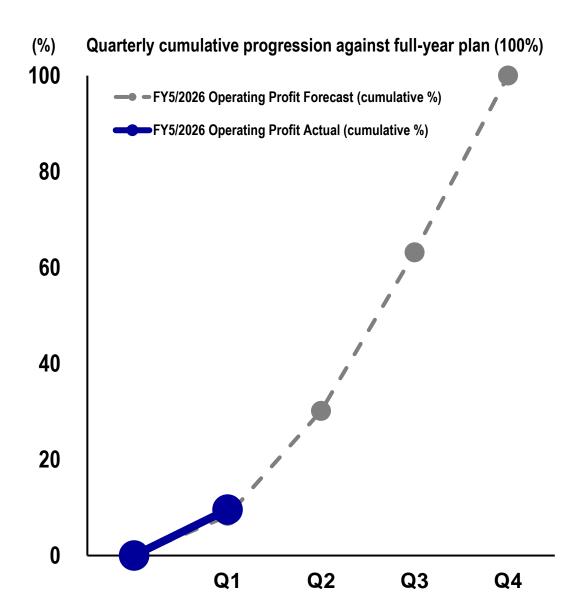


## Profit Declined, Due to Higher Fixed Costs Associated With the Launch of the Kanto DC



## FY5/2026 Quarterly Operating Profit Forecast





## Operating profit started off above plan

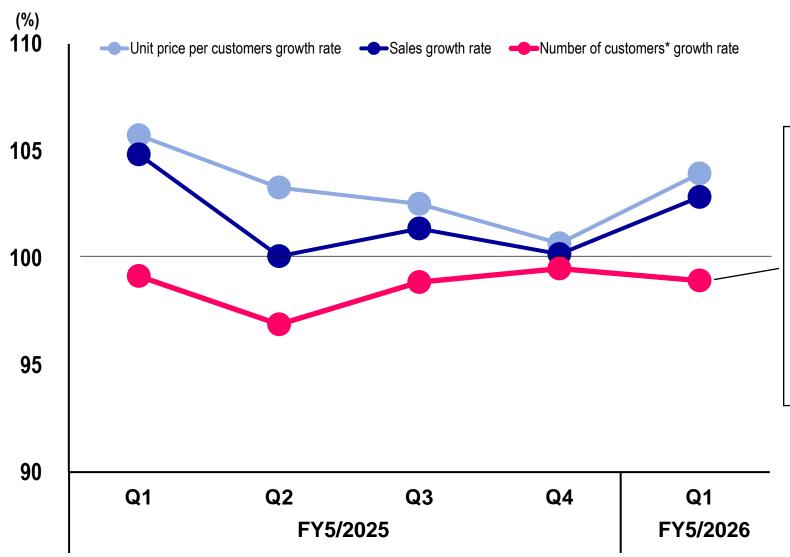
## FY5/2026 Q1 Earnings Results [Quarterly, By Business]



				FY5/2025	FY5/2026				
(¥milli	ion)	Q1	Q2	Q3	Q4	Full-year	Q1	YoY change	YoY change %
	ASKUL Business	88.3	89.9	89.0	91.1	358.4	91.0	2.6	+3.0
	LOHACO Business	9.5	8.5	9.3	9.3	36.8	10.1	0.5	+5.4
sales	Group Companies, etc.	18.3	18.8	20.5	19.1	76.9	19.1	0.8	+4.5
Net Sales	E-commerce Business	116.2	117.2	118.9	119.7	472.2	120.2	3.9	+3.4
	Logistics Business and Other	2.1	2.2	1.9	2.5	8.8	2.0	(0)	-1.3
	Consolidated Total	118.3	119.5	120.9	122.2	481.1	122.3	3.9	+3.3
æ	Performance-linked Bonuses (including provision), etc.	0.1	0.1	0.1	0.1	0.4	(0.1)	(0.2)	-
ng Profit	E-commerce Business	2.5	3.4	3.8	4.2	14.2	1.0	(1.5)	-58.5
Operating	Logistics Business and Other	0	(0)	(0.1)	(0)	(0.2)	(0)	(0)	-
Ō	Consolidated Total	2.5	3.4	3.7	4.2	14.0	1.0	(1.5)	-59.1

### **Trends in Net Sales Growth Rate**





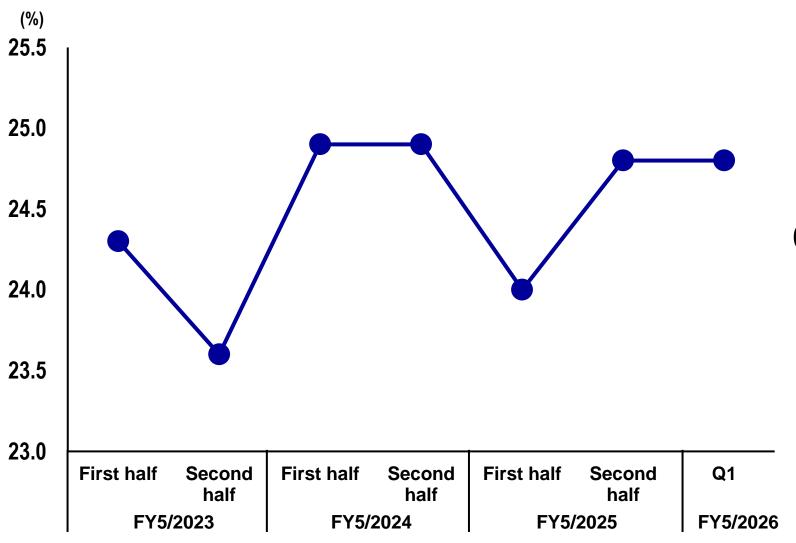
#### <Number of Customers>

- Continued improvement among SMEs
- Growth accelerating for mid-sized and large enterprises
- Decline mainly among non-corporate customers

(Marketing efforts concentrated on corporate customers)

## **Changes in Gross Profit Margin**

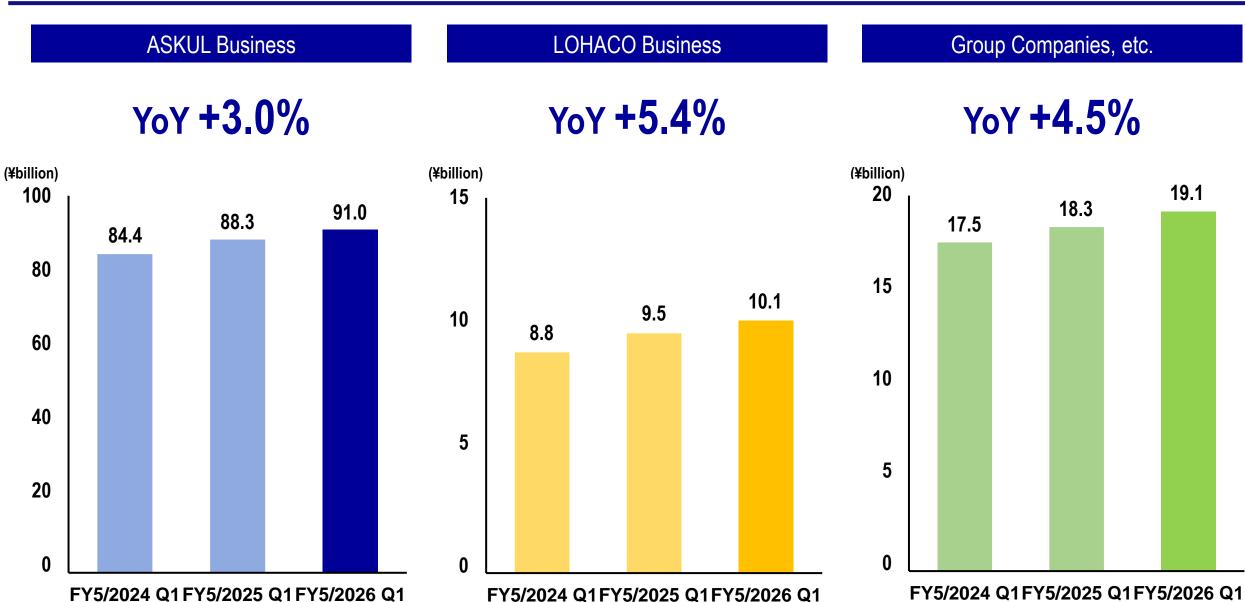




Strengthening price competitiveness to drive recovery in customer numbers

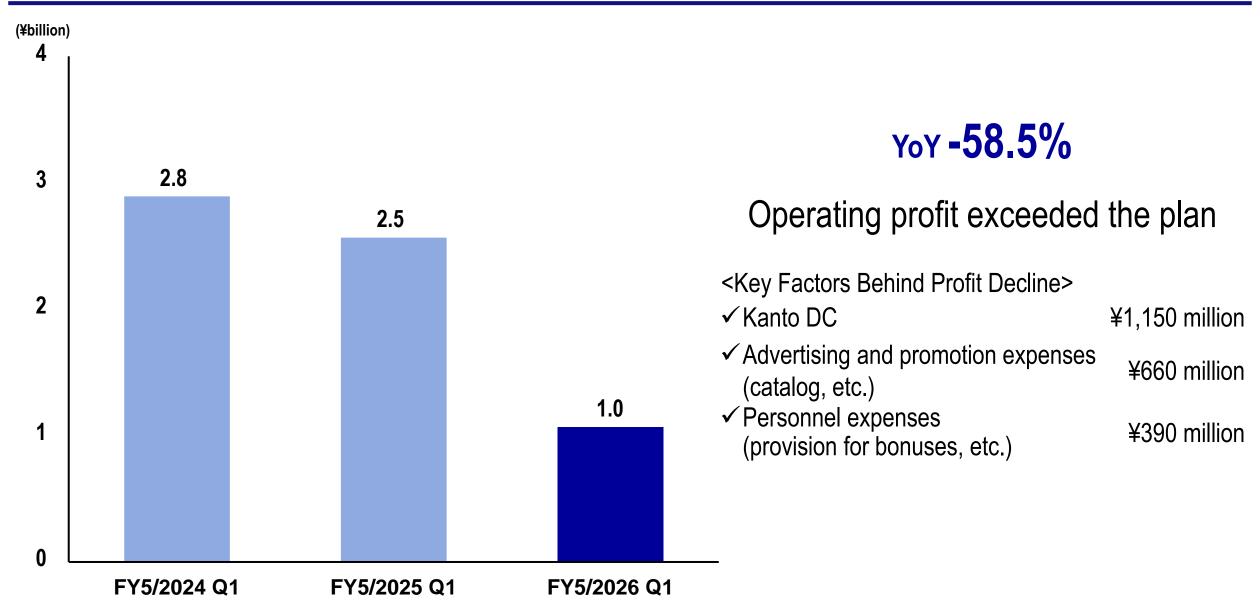
## FY5/2026 Q1 Earnings Results: E-commerce Business Net Sales





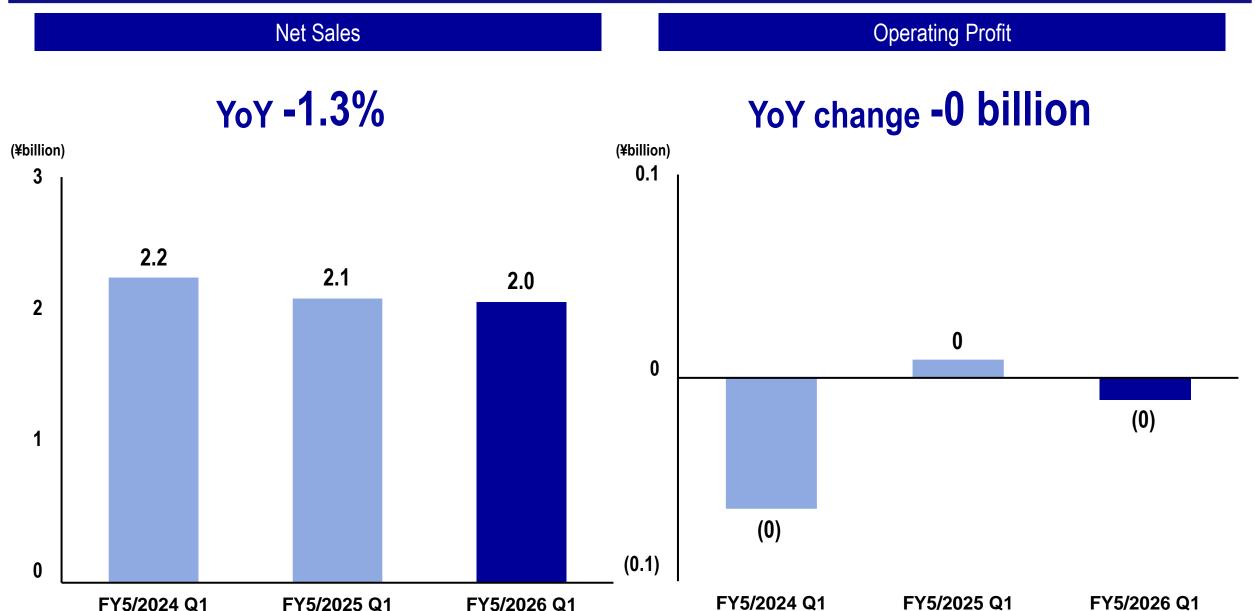
## FY5/2026 Q1 Earnings Results: E-commerce Business Operating Profit



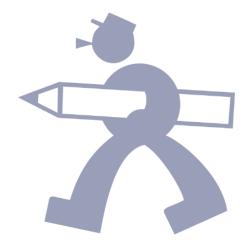


## FY5/2026 Q1 Earnings Results: Logistics Business and Others





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## **Quarterly Net Sales by Item Category**



Living Supplies and MRO Drove Sales Growth

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	FY5/	2023	FY5/	2024		FY5/2025							FY5/2026			
	C	)1	C	)1	C	)1	C	)2	C	)3	Q4		Q1			
		Composition ratio		Composition ratio		Composition ratio		Composition ratio		Composition ratio		Composition ratio		Composition ratio	YoY change	YoY change
(¥billion)		%		%		%		%		%		%			Glange	%
OA & PC	22.8	28.1	24.1	28.6	24.9	28.2	25.8	28.8	26.3	29.6	26.1	28.7	24.5	26.9	(0.4)	-1.7
Stationery	9.5	11.7	9.8	11.7	10.8	12.3	11.5	12.9	11.6	13.1	12.7	14.0	10.3	11.3	(0.5)	-4.7
Living Supplies	25.2	31.1	27.6	32.7	29.1	33.0	28.0	31.2	26.7	30.0	27.0	29.6	31.4	. 34.5	2.2	+7.7
Furniture	4.5	5.6	4.9	5.9	4.7	5.3	4.7	5.3	4.9	5.5	6.2	6.9	4.5	5.0	(0.1)	-4.1
MRO	9.7	12.0	10.3	12.2	10.6	12.0	11.2	12.5	10.9	12.3	11.0	12.1	11.8	13.0	1.2	+11.9
Medical	7.8	9.6	5.6	6.7	6.3	7.1	6.1	6.8	6.3	7.1	6.0	6.6	6.5	7.2	0.2	+3.3
Others	1.4	1.8	1.8	2.2	1.7	2.0	2.2	2.5	2.0	2.3	1.8	2.0	1.8	2.0	0	+2.9
Total	81.1	100.0	84.4	. 100.0	88.3	100.0	89.9	100.0	89.0	100.0	91.1	100.0	91.0	100.0	2.6	+3.0

- Notes: 1. Some products in the Living Supplies category have been reclassified to the Furniture category from the beginning of the fiscal year ended May 2024.
  - 2. From February of the fiscal year ended May 2024, due to changes in the agent system, there has been a positive impact on the Stationery and Other categories, but there are also categories with negative impacts. Therefore, the overall impact on sales in the ASKUL business is minimal.

## **Progress on Price Competitiveness Initiatives**



## Full-scale Launch of Pricing Strategy to Drive a Recovery in Customer Numbers



Key Initiatives Going Forward

- Increase product awareness
- Boost customer acquisition and improve user flow

Aiming to achieve a V-shaped recovery in FY5/2027

## Sales of Government-Stockpiled Rice





Note: Sales of government-stockpiled rice ended on August 31.

## Sold government-stockpiled rice in cooperation with LY Corporation

Number of new customers increased significantly, approximately doubling year-on-year

Aiming to retain these newly acquired customers

#### **ASKUL Kanto DC**



## A Smooth Start; The Logistics Cost Ratio Expected to Decline in 2H Through Efficiency Improvements



Operation began June 20, 2025

Q1 Period

- ✓ LOHACO shipments started
- ✓ Process initiated for Hidaka DC closure

Q2 Period

✓ ASKUL shipments started

2H and Beyond

Improving logistics productivity and delivery efficiency

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## **Summary of Key Strategies and Initiatives**

Reposted for reference – Medium-Term Management Plan (FY5/2026- FY5/2029)



## **Target**

**Product** 

## **Sales & Marketing**

Large Enterprises

**All Industries** 

**In-Person Service** 

**Industries** 

**Medical Care / Nursing Care /** 

Food & Beverage /

Accommodation / Retail / Service

Daily Necessities at Workplaces

Beverages / Food / Cleaning / Work Supplies / Hygiene / Sanitation / Packaging / Safety

[Product Assortment]

- Enhance product lineup through digital transformation
- Strengthen development framework for original products

[Pricing]

- Automated price optimization
- · Strengthen supply chain

Establish dedicated team
Expand connectivity with
procurement management system

Focus salesforce resources of ASKUL agents (sales representatives)

Build new models such as a collaboration with PayPay

Collaboration with LY Corp. Expand sales channels

Mid-tier Enterprises

Small and Medium-Sized Enterprises

**Individuals** 

**Working Individuals** 

## Medium-Term Management Plan: Progress on Key Strategies



## In-Person Service Industry / Daily Necessities at Workplace

- ✓ In FY5/2026, strengthen price appeal; plan to launch 150-200 original products
- ✓ Initially launch daily necessities with high demand from a wide range of industries

Drain cleaner Toilet cleaner







Hand soap

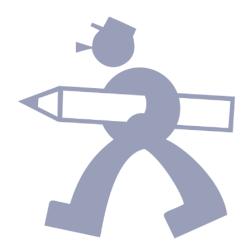


### Promotion of Purchasing by Large Enterprise and Expansion of System Connections

- ✓ Promoting cross-category purchases among existing customers
- ✓ In addition to the expansion of SOLOEL, actively expand connections with other companies' procurement management systems
- ✓ Establishment of a dedicated team to strengthen sales and system connection framework
- ✓ Number of connections growing steadily; plan for FY5/2026 is 1.5 times YoY

SOLOEL – A platform that connects customers with multiple suppliers of products and services

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## **ESG**



#### **July 2025**

#### Selected for the first time as a constituent of the FTSE Blossom Japan Index

- ✓ First-time selection for the index designed to measure the performance of companies with outstanding ESG initiatives
- ✓ Also selected for the FTSE Blossom Japan Sector Relative Index for the fourth consecutive year

#### **July 2025**

#### Selected as a CDP Supplier Engagement Leader for the fourth consecutive year

✓ Received the highest evaluation in CDP's 2024 Supplier Engagement Rating, and recognized as a "Supplier Engagement Leader" for the fourth consecutive year



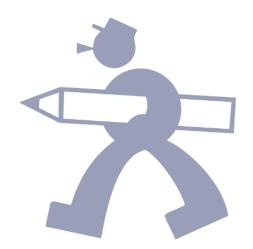
Note: CDP is an international non-profit organization that operates a global system for companies and local governments to disclose environmental information.

#### **July 2025**

#### Selected for the JPX-Nikkei Index 100 for Human Capital

✓ Selected for the index that chooses the top 100 companies from among the constituents of the JPX-Nikkei Index 400, based on their initiatives and efforts in human capital–focused management

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## FY5/2026 Operating Profit Forecasts

FY5/2025

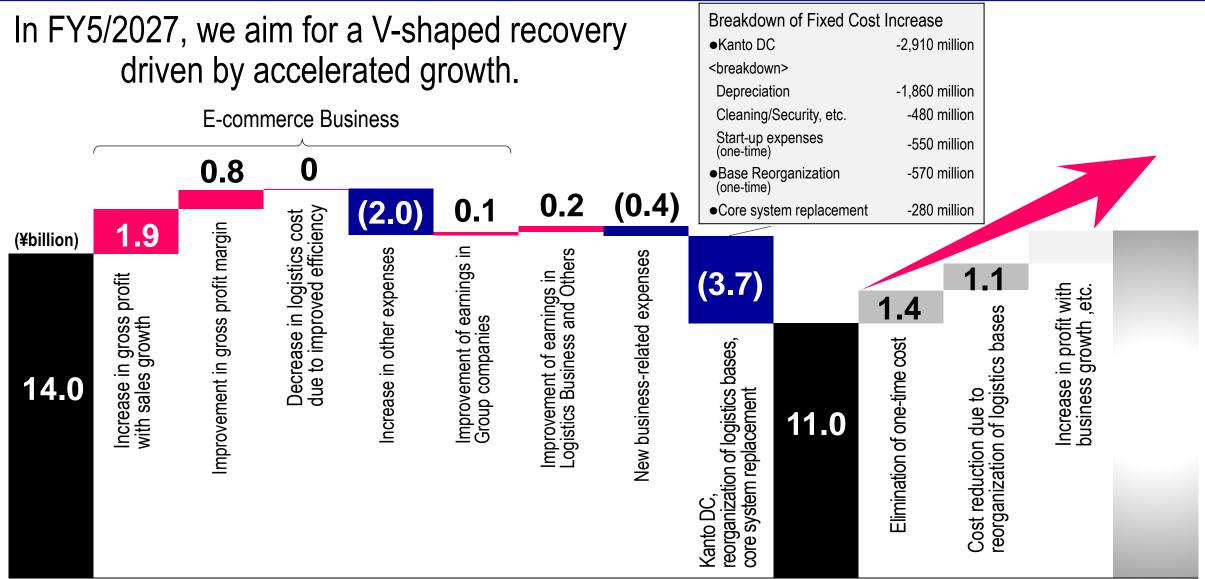
Reposted for reference – Financial Results for the Fiscal Year Ended May 2025

FY5/2026

Plan



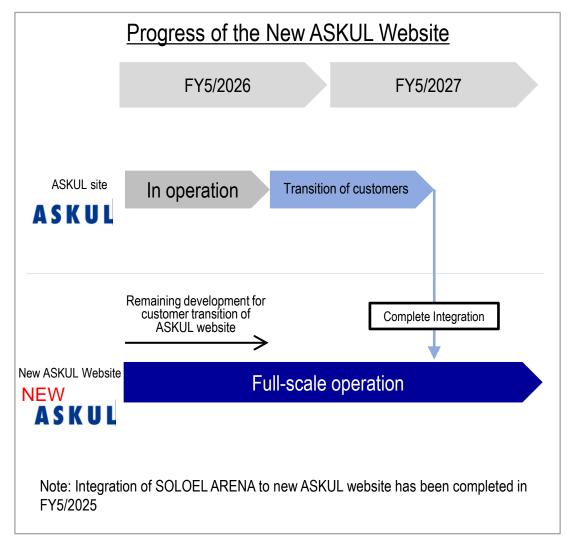
FY5/2027 Forecast<sub>25</sub>



## **Progress of the New ASKUL Website**



## Development for the ASKUL site customer migration is progressing as planned



#### FY5/2026

- Development for the transition to the new ASKUL website is underway.
- ✓ Customer transition is scheduled to begin in the second half of the fiscal year.
- ✓ From September 2025, the new ASKUL website is scheduled to begin support for smartphones

**Example of screen images** 

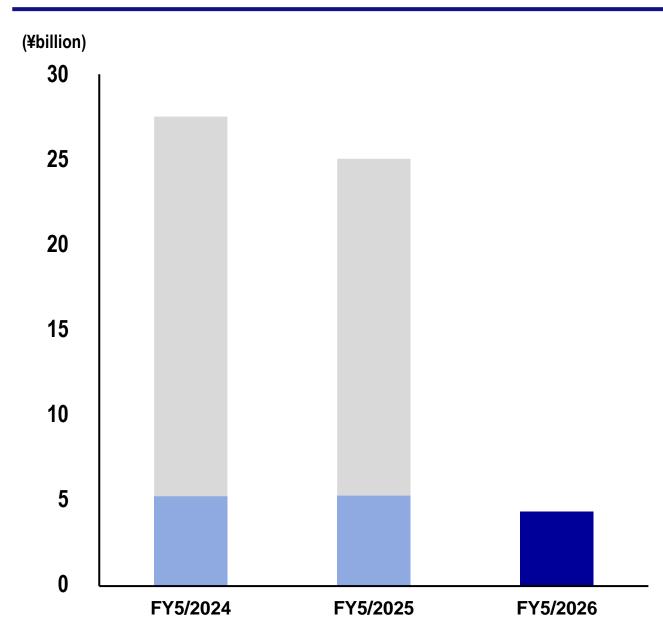






## **Trends in EBITDA**



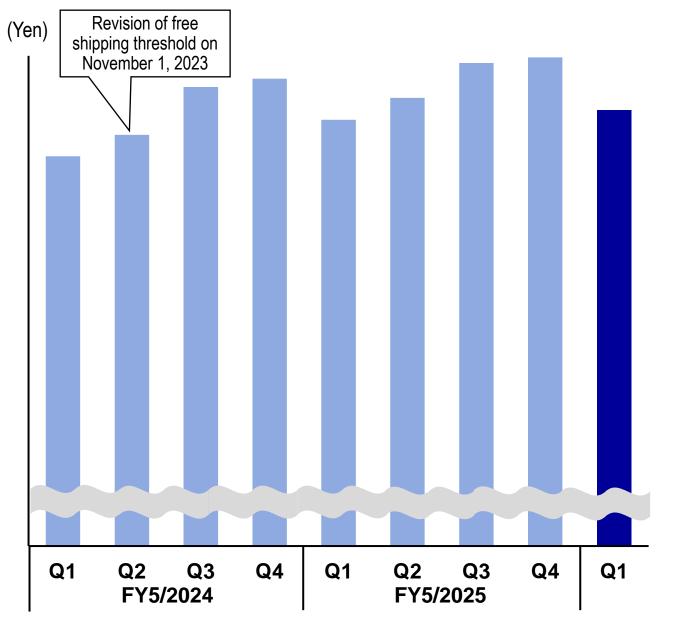


## Recovery expected in FY5/2027

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## **Unit Sales Price per Box**





## FY5/2026 Q1 period YoY change: +1.3%

Although there was effect from seasonal factors and other reasons, it improved year-on-year, with 100-million-yen worth of delivery cost reduction

Further improvement expected



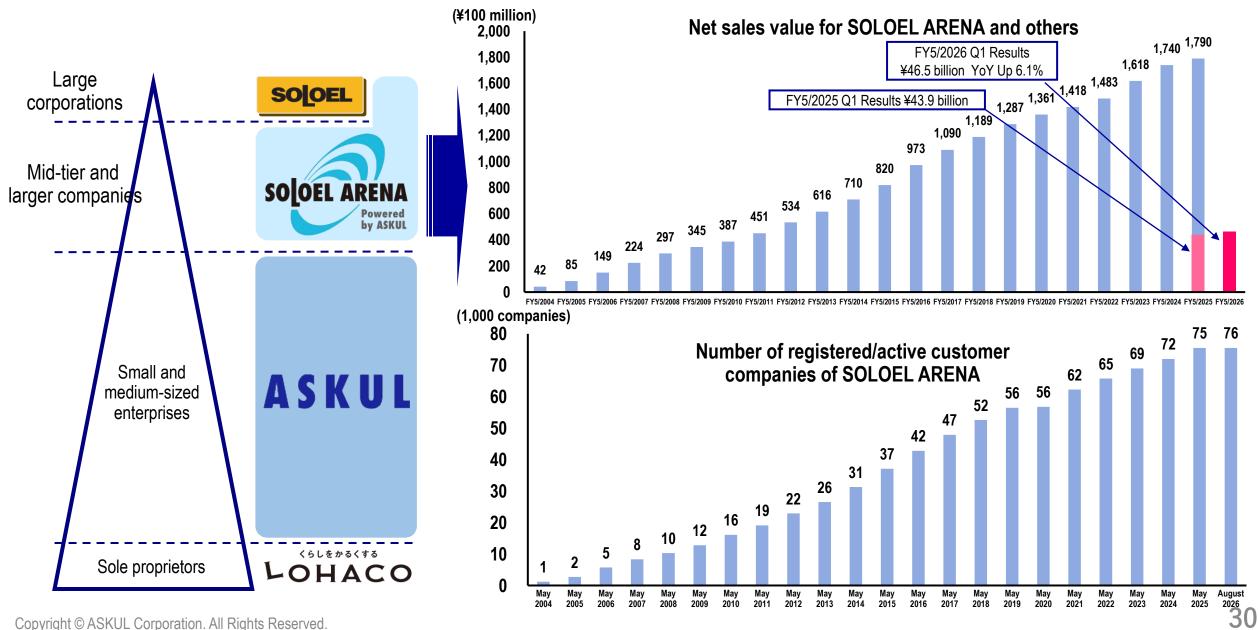
## FY5/2026 Net Sales by Item Category



	F	Y5/2025 C	Q1		FY5/20	26 Q1	
(¥billion)		Composition ratio %	YoY change %		Composition ratio %	YoY change	YoY change %
OA & PC	25.3	25.9	+3.4	24.7	24.5	(0.5)	-2.3
Stationery	10.9	11.2	+9.7	10.4	10.3	(0.5)	-5.1
Living Supplies	37.2	38.0	+5.8	40.1	39.7	2.8	+7.6
Furniture	4.9	5.0	-4.5	4.6	4.6	(0.2)	-5.1
MRO	10.8	11.0	+3.1	12.0	11.9	1.2	+11.6
Medical	6.8	7.0	+15.1	7.1	7.0	0.2	+3.8
Others	1.7	1.8	-10.1	1.9	1.9	0.1	+9.5
Total	97.9	100.0	+5.0	101.1	100.0	3.1	+3.2

#### Results of SOLOEL ARENA and others





## FY5/2026 Q1 Capital Expenditures



## Capital expenditures ¥7.6 billion (Annual plan: ¥15.2 billion)

ASKUL Kanto DC

¥6.2 billion

IT-related

¥0.7 billion

(Reference) Depreciation and amortization of software: ¥2.9 billion (Annual plan: ¥12.2 billion)

#### Investment details

(¥ million)

Item	FY5/2025 Q1	FY5/2026 Q1			
	Amount	Amount	YoY Change		
[Capital expenditures]	3,415	7,620	123.1%		
Property, plant and equipment	1,848	6,029	226.3%		
Intangible assets	1,566	1,590	1.5%		
Construction in progress (Note 2)	7,675	238	(96.9)%		
Software in progress (Note 2)	3,053	2,084	(31.7)%		

#### Notes

- 1. Capital expenditure is stated on an accrual basis.
- 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.

## FY5/2026 Q1 Original Products



(Unit: item)

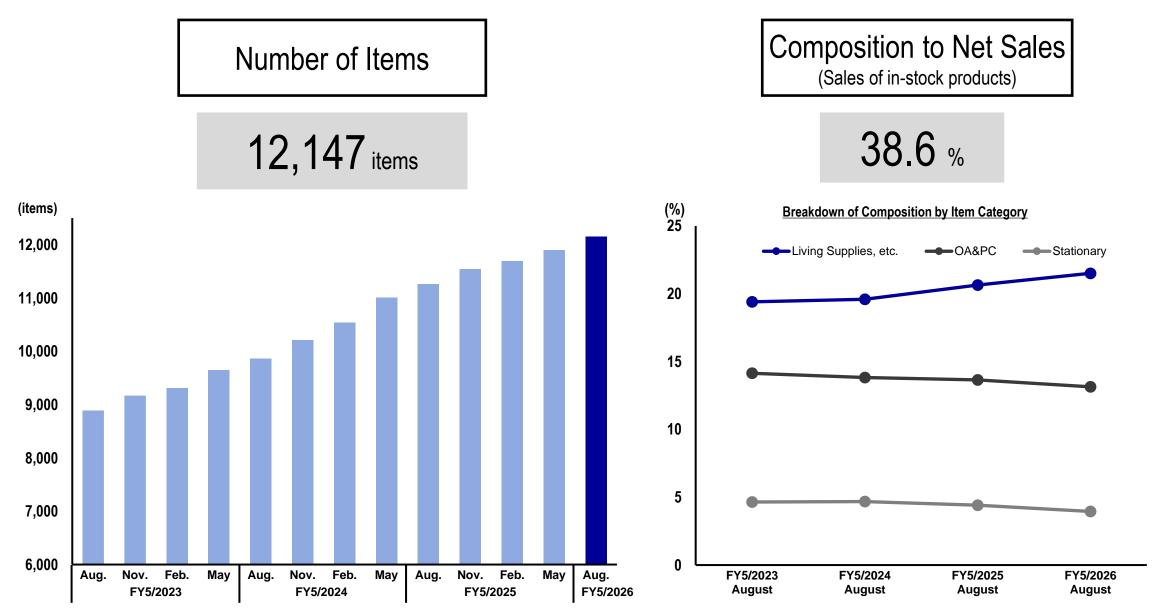
	August of FY5/2025	August of FY5/2026	YoY Change
Number of original products	17,582	19,401	+1,819
Non-consolidated net sales composition	32.2%	34.1%	+1.9pt
[of which, ASKUL business]	[37.8%]	[38.6%]	[+0.8pt]

Notes: 1. The number of original products includes those with sales limited to ASKUL.

- 2. The sales composition ratio of original products is calculated, including original copy paper.
- 3. From Q4 of FY5/2018 onward, the sales composition ratio of original products in the ASKUL business has been calculated using the inventory sales of the ASKUL business as the denominator.

## **Expansion of Original Products\***





## FY5/2026 Q1 Gross Profit and SG&A Expenses



Gross profit: ¥ 30.3 billion YoY change: Up ¥ 2.3 billion

Gross profit margin: 24.8% YoY change: Up 1.1 percentage points

SG&A expenses: ¥ 29.2 billion YoY change: Up ¥ 3.8 billion

Ratio of SG&A expenses to net sales 23.9% YoY change: Up 2.5 percentage points

#### Details of Selling, General and Administrative Expense (as shown in Financial Statements)

Item	FY5/20	25 Q1	FY5/2026 Q1					
	Amount (million yen)	Ratio to Sales (%)	Amount (million yen)	Ratio to Sales (%)	YoY Change (%)			
Personnel expenses	6,250	5.3	7,037	5.8	+12.6			
Shipment expenses	5,591	4.7	6,010	4.9	+7.5			
Subcontract expenses	1,420	1.2	1,652	1.4	+16.4			
Business consignment expenses	2,839	2.4	3,066	2.5	+8.0			
Rents	3,103	2.6	3,206	2.6	+3.3			
Provision of allowance for doubtful accounts	2	0.0	(3)	(0.0)	_			
Depreciation	1,056	0.9	1,539	1.3	+45.6			
Amortization of software	1,258	1.1	1,391	1.1	+10.6			
Other expenses	3,880	3.3	5,357	4.4	+38.1			
Total	25,402	21.5	29,258	23.9	+15.2			

## **Number of Business Days**



	C	1	C	2	First	half	Q	)3	Q	4	Secor	nd half	Full-	year
	Weekdays	Saturdays												
FY5/2026	64	13	62	13	126	26	57	16	57	13	114	29	240	55
FY5/2025	64	13	62	13	126	26	58	15	58	12	116	27	242	53
Difference	0	0	0	0	0	0	-1	+1	-1	+1	-2	+2	-2	+2

## Initiatives for Sustainability (Environment)



## **ASKUL Environmental Policy**

We, the ASKUL Group, are committed to passing on a better global environment to future generations through our business activities as a company that continuously brings delight to our workplace, life, the planet and tomorrow.

#### Realizing a Carbon-Neutral Society

- 2050 Net Zero
   Achieve net zero CO<sub>2</sub> emissions across the entire supply chain by 2050
- "2030 CO<sub>2</sub> Zero Challenge"
   Reduce CO<sub>2</sub> 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 67.8% as of May 2025
- "EV100"

Replace delivery vehicles owned and used by ASKUL LOGIST 100% with electric vehicles by 2030. In February 2025, 14 new EVs of five different types begun operation, totaling 34 EVs as of May 2025.

 Reducing CO<sub>2</sub> Emissions throughout the Supply Chain
 Started with calculation of ASKUL original products using a tool for visualizing CO<sub>2</sub> emissions in the supply chain
 Working towards achieving SBT Supplier Engagement

#### Building a Resource-Recycling Platform

- 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 Recourse Recycling Platform is established and begins operation after Ministry of the Environment's demonstration project. Promoting initiatives that do not throw away resources in cooperation with all entities in the value chain.
   We are selling our private brand series Matakul, made from used clear plastic folders.
- ASKUL Catalog Recycle "Flowerpot"
   Launched an eco-friendly flowerpot made from 20% recycled paper from ASKUL catalogs and 80% recycled cardboard.

#### Conserving Biodiversity

- "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
- the of
- Forest Maintenance Partnership Agreement with Tsumagoi Village

In August 2023, ASKUL, TSUMAGOI MEISUI, and Tsumagoi Village signed a Forest Maintenance Partnership Agreement for the purpose of jointly implementing activities to conserve Tsumagoi Village's forest resources.

Started in May 2024, local tree-planting is held every year.

## Development and procurement of environment-friendly products

ASKUL Product Environmental Standard 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.

## **Initiatives for Sustainability (Environment)**



- 2024 Participated in "TNFD Forum"
  - Obtained "Net Zero Certification" from SBT
    Selected as a "Climate Change A List" company by CDP
    Received "AAA" rating in the MSCI ESG Rating
- 2023 Participated in "GX League"

  Selected as a "Climate Change A List" company by CDP
- 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 Zero CO<sub>2</sub> Challenge"
- **2013 Formulated Medium-Term Environmental Targets**
- 2003 Formulated ASKUL Environmental Policy





















## 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
- Signed the Women's Empowerment Principles (WEPs)
- Promote diverse work styles

A system that creates a comfortable working environment and encourages each employee to take the initiative in learning and making the most of diversity

- Systems for leave and shorter working hours for childcare
- Systems for leave and shorter working hours for nursing care
- Teleworking system
- Flextime system
- Learning support system to assist proactive learning
- Secondary work system, club activity system
- Health Management in the Workplace

  Certified a company as "KENKO Investment for Health 2025" by the Ministry of Economy, Trade, and Industry
- 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 **34.1%**\*
(Legal employment rate of private companies is 2.5%)

\*Legal employment ratio calculated in units of business sites as of August 20, 2025

#### Together with customers

- Cultivating Corporate Culture and Awareness
  - Share customer feedback Distribute internally opinions, requests, and suggestions received from customers to all employees.
  - Voice of Customer (VOC) Seminar Regularly hold seminars inviting lecturers from other companies to learn improvement activities based on customer feedback.
  - Meeting to listen to customers' feedback Create opportunities to think and act from the customer's perspective by listening to audio recordings of customer service.
- Improvement Activities Based on Customer Feedback
  - 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 management, and
    related department heads, and discussions are made
    regarding the evolution of products and services.
- Customer Satisfaction Management Systems
  - Declared Conformity to ISO10002 Declared conformity to ISO 10002, the international standard for customer satisfaction management systems. Customer service-related documents and regulations were created and organized, and construction and operation of management system is implemented.

## 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. The policy considers the environment, safety, human rights, and other issues aimed at striking a balance between the fulfillment of social responsibilities and sustainable development throughout the supply chain to ensure the sustainable provision of safe and reliable products to customers.
- 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 begun 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 seventh recipient of the support has been selected as Hop Japan Co., Ltd. (Tamura City, Fukushima Prefecture), a company that brews craft beer using locally sourced hops.
- 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 third 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. Since 2023, we have been regularly organizing study tours for employees. A total of 63 participants have joined so far, engaging in activities such as coastal cleanup.

\*Logal employment rate of private companies is 2.5%

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## Glossary



B-to-B	B-to-B stands for business to business and indicates transactions between companies
B-to-C	B-to-C represents business to consumer (customer) and refers to transactions between companies and consumers
MRO	MRO stands for Maintenance, Repair and Operations, and primarily refers to materials that serve as secondary materials (indirect materials), which used in the frontline operations of factories, construction sites, and other locations
ASKUL	Name of the internet mail-order service (accepts orders via facsimile) for small and medium-sized enterprises
SOLOEL ARENA	Name of the internet mail-order service for mid-tier and larger companies
SOLOEL	The service name for operating and providing a platform that connects customers with multiple suppliers of products and services, and for centrally supporting the entire indirect materials procurement process—from goods purchasing to service contract management—through various business outsourcing services.
LOHACO	Name of the internet mail-order service for general consumers launched in October 2012 in partnership with Yahoo Japan Corporation (currently LY Corporation)
New ASKUL Website	A new e-commerce site that integrates two sites; ASKUL for small and medium-sized enterprises, SOLOEL ARENA for mid-tier and larger companies. Full-scale operation started in July 2023. The transition of SOLOEL ARENA customers to the new ASKUL website was completed in FY5/2025. The transition of ASKUL site customers will begin during FY5/2026, and the full integration will be completed during FY5/2027.
Advertising Business	Service for manufacturers to place advertisements on our e-commerce site, etc.
DC	DC stands for "distribution center." The names of each regional distribution center are abbreviated as the region's name + "DC."

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Continuously Bringing Delight to Our Workplace, Life, the Planet and Tomorrow