Financial Results for the First Quarter of the Fiscal Year Ending May 20, 2027

September 15, 2026
ASKUL Corporation

[Disclaimer]

This material is an English translation of the original Japanese version and is provided for reference purpose only. In the event of any discrepancy between the Japanese original and this English translation, the Japanese original shall prevail.

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 do not constitute 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.
- ✓ The main services and Group companies included in the results of each segment are as follows:

Segment	Subsegment	Main services, major subsidiaries
E-commerce business	ASKUL business	ASKUL, SOLOEL ARENA, SOLOEL, New ASKUL Website
	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]

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

[Other]

Executive Summary

Build on Sales Recovery and Structural Reforms, Make FY5/2027 the Starting Point for Reaccelerated Growth

FY5/2027 Q1 Results

- ✓ Consolidated net sales and operating profit were both largely in line with the plan.
- ✓ Improvements in the earning structure—including the gross profit margin, variable logistics cost ratio, and fixed cost ratio—are also progressing as planned.
- ✓ Q2 onward will be the pivotal phase for returning to growth, with faster execution of key strategies.

Sales & Marketing Transformation Through Extensive Use of AI

- ✓ Initiatives launched to support sales activities by sales partners and deliver personalized promotions across print and digital channels.
- ✓ Quality enhancement through PoC validation, followed by full-scale rollout after system launch in 2H.

Further Strengthening Competitiveness

- ✓ Strengthen product development capabilities, targeting original products to account for 50% of sales over the medium to long term.
- ✓ Further improve logistics efficiency by expanding LOHACO shipping hubs and establishing overseas logistics bases

1. **Earning Results for the First Quarter of the Fiscal Year Ending May 20, 2027**
2. Progress of Business
3. Topics (ESG)
4. Appendix

FY5/2027 Q1 Earnings Results

Consolidated

(¥million)	FY5/2026 Q1		FY5/2027 Q1		
	Actual	% of net sales %	Actual	% of net sales %	YoY change %
Net Sales	122,324	100.0	112,345	100.0	-8.2
Gross Profit	30,312	24.8	26,171	23.3	-13.7
Selling, General and Administrative Expenses	29,258	23.9	26,590	23.7	-9.1
Operating Profit	1,053	0.9	(418)	-0.4	-
Ordinary Profit	938	0.8	(452)	-0.4	-
Profit Attributable to Owners of Parent	344	0.3	(508)	-0.5	-

Both net sales and operating profit are in line with the plan.

FY5/2027 Q1 Earnings Results [Quarterly, By Business]

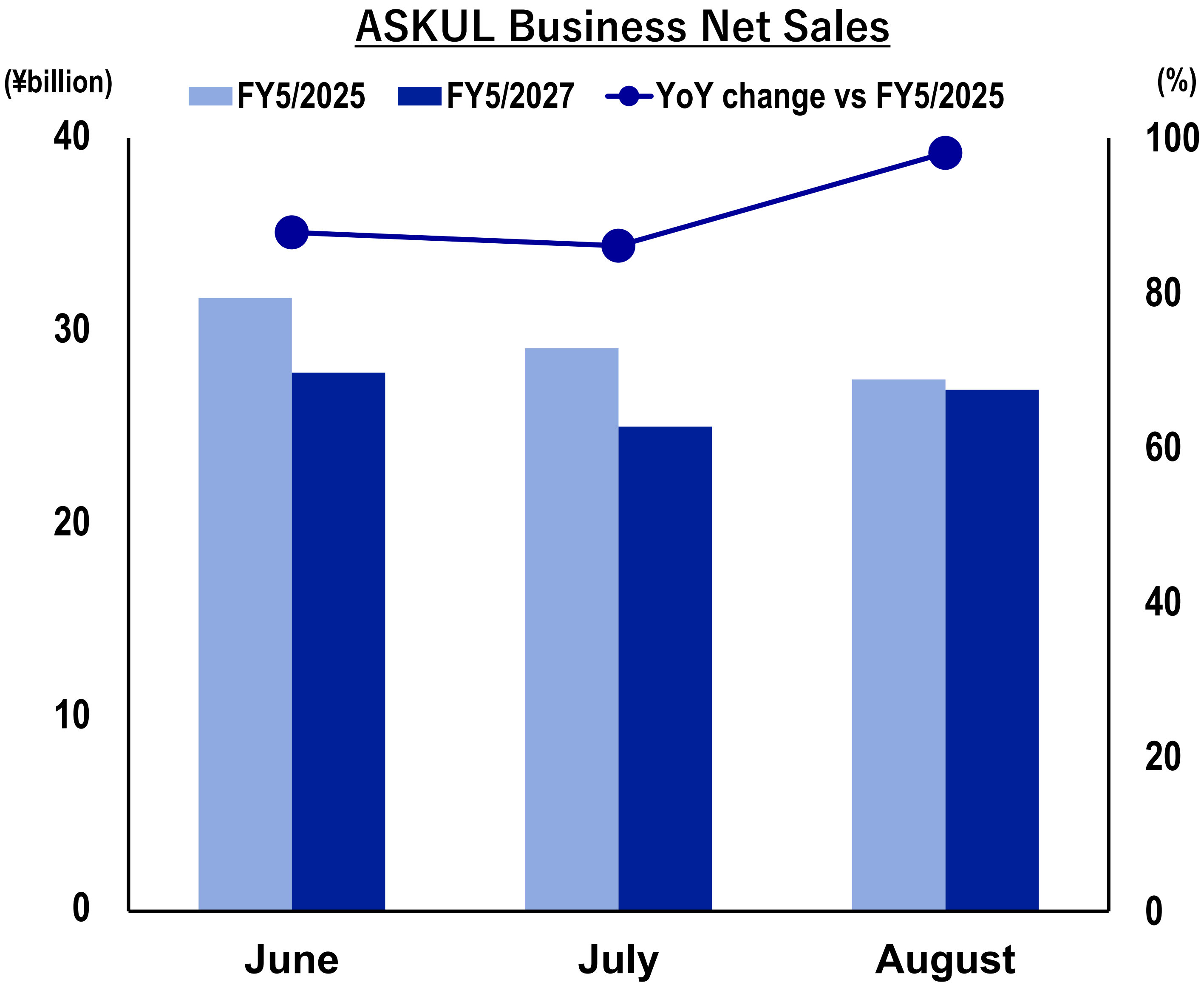
Consolidated

(¥billion)

		FY5/2026					FY5/2027		
		Q1	Q2	Q3	Q4	Full-year	Q1	YoY change	YoY change %
Net Sales	ASKUL Business	91.0	59.7	51.4	80.7	282.9	79.8	(11.1)	-12.2
	LOHACO Business	10.1	5.8	2.4	9.6	28.0	8.8	(1.2)	-12.3
	Group Companies, etc.	19.1	19.1	22.7	20.9	82.0	21.9	2.7	+14.6
	E-commerce Business	120.2	84.7	76.7	111.3	393.0	110.7	(9.5)	-7.9
	Logistics Business and Other	2.0	1.6	1.4	1.9	7.1	1.6	(0.4)	-20.7
	Consolidated Total	122.3	86.4	78.1	113.3	400.1	112.3	(9.9)	-8.2
Operating Profit	Performance-linked Bonuses (including provision), etc.	(0.1)	0.4	0.1	0.1	0.5	(0)	0.1	-
	E-commerce Business	1.0	(3.5)	(8.9)	(4.7)	(16.2)	(0.3)	(1.4)	-
	Logistics Business and Other	(0)	(0.4)	(0.5)	(0.1)	(1.1)	(0)	(0)	-
	Consolidated Total	1.0	(4.0)	(9.4)	(4.9)	(17.4)	(0.4)	(1.4)	-

ASKUL

Net Sales Trend [Monthly, vs FY5/2025]



The first half of Q1 was affected by a high comparison base due to extreme hot weather two years earlier and a rebound from the special demand arising from the situation in the Middle East.

Aim to restore full-year sales to pre-cyberattack levels

Note: There is one more business day in August 2026 compared with August 2024

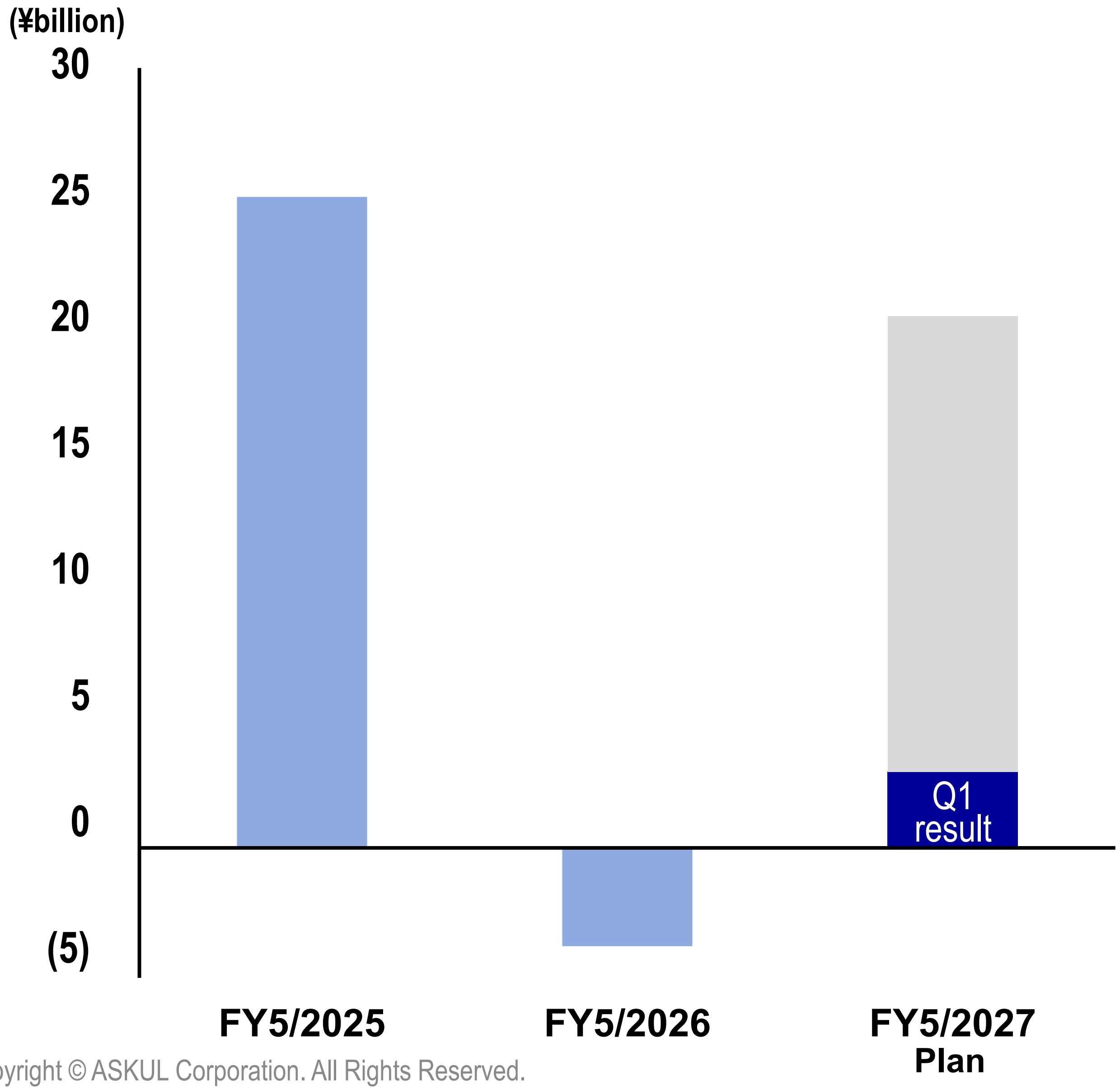
ASKUL Quarterly Net Sales by Item Category

Non-Consolidated

(¥billion)	FY5/2025 Q1	Composition ratio %	FY5/2026 Q1	Composition ratio %	FY5/2026 Q2	Composition ratio %	FY5/2026 Q3	Composition ratio %	FY5/2026 Q4	Composition ratio %	FY5/2027 Q1	Composition ratio %	YoY change	YoY change %
OA & PC	24.9	28.2	24.5	26.9	16.6	27.9	15.9	31.0	22.5	27.9	21.3	26.7	(3.1)	-12.9
Stationery	10.8	12.3	10.3	11.3	7.0	11.8	7.3	14.3	10.8	13.4	9.3	11.7	(0.9)	-9.6
Living Supplies	29.1	33.0	31.4	34.5	19.4	32.6	15.3	29.9	23.8	29.5	27.7	34.8	(3.6)	-11.5
Furniture	4.7	5.3	4.5	5.0	3.0	5.1	2.0	3.9	4.5	5.7	3.5	4.5	(0.9)	-20.5
MRO	10.6	12.0	11.8	13.0	7.7	12.9	6.0	11.7	11.1	13.8	10.3	13.0	(1.5)	-12.7
Medical	6.3	7.1	6.5	7.2	4.1	7.0	3.5	6.9	6.4	8.0	5.7	7.1	(0.8)	-12.5
Others	1.7	2.0	1.8	2.0	1.6	2.7	1.1	2.3	1.3	1.7	1.7	2.2	(0)	-3.8
Total	88.3	100.0	91.0	100.0	59.7	100.0	51.4	100.0	80.7	100.0	79.8	100.0	(11.1)	-12.2

Trends in EBITDA

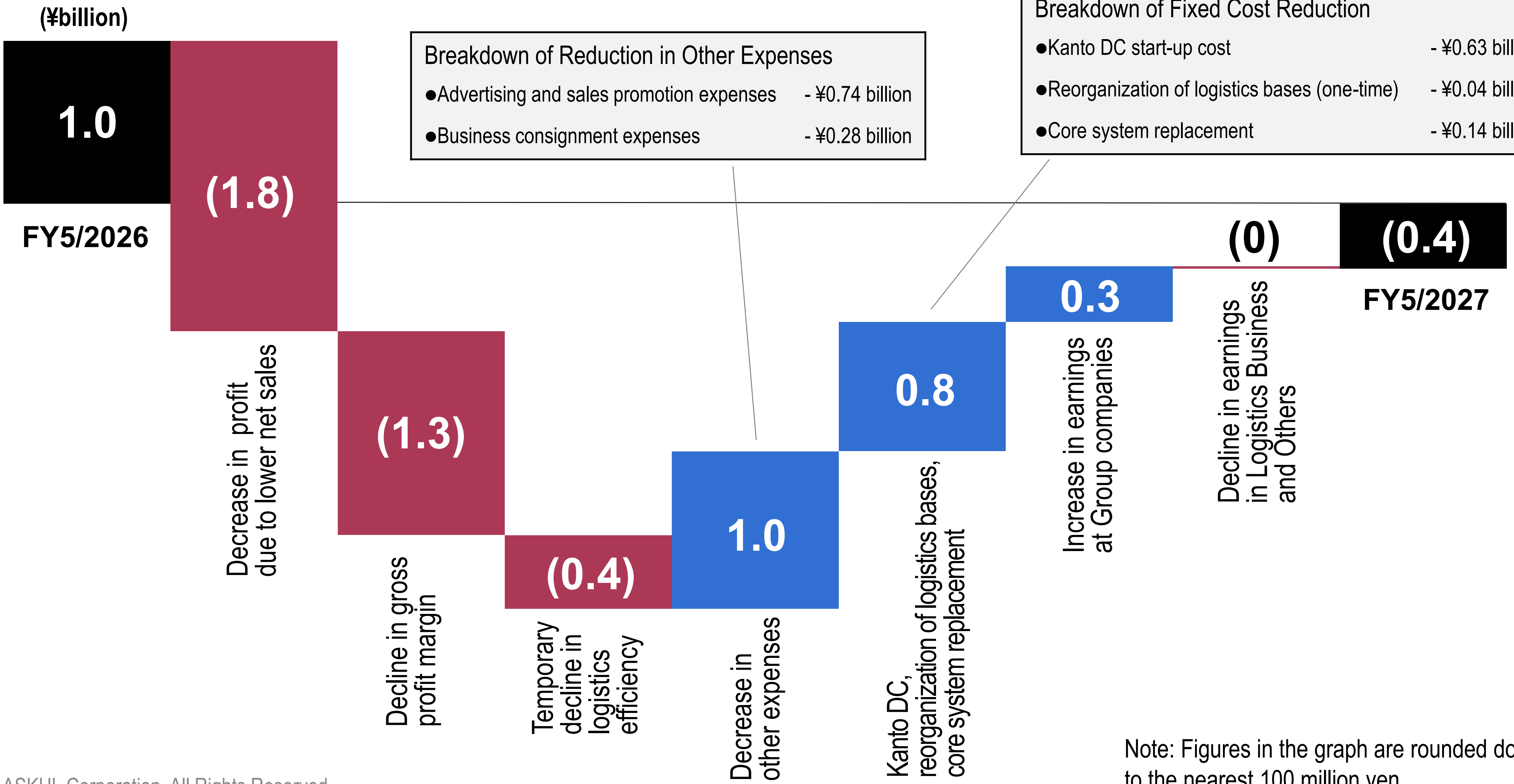
Consolidated



Recovery expected in FY5/2027

FY5/2027 Q1 Factors for Increase/Decrease in Operating Profit

Consolidated



Breakdown of Reduction in Other Expenses

- Advertising and sales promotion expenses - ¥0.74 billion
- Business consignment expenses - ¥0.28 billion

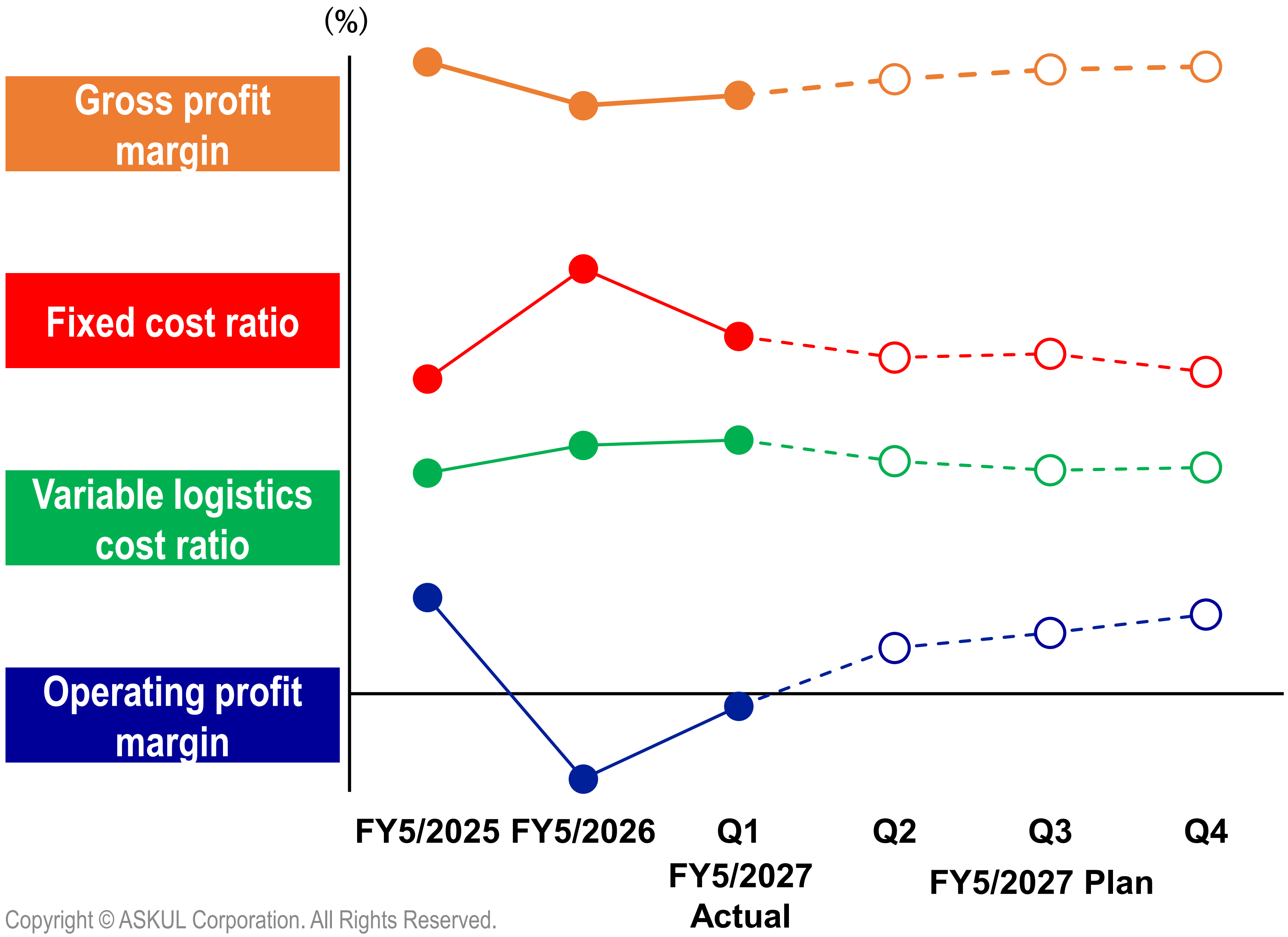
Breakdown of Fixed Cost Reduction

- Kanto DC start-up cost - ¥0.63 billion
- Reorganization of logistics bases (one-time) - ¥0.04 billion
- Core system replacement - ¥0.14 billion

Note: Figures in the graph are rounded down to the nearest 100 million yen.

FY5/2027 Operating Profit Margin

Non-Consolidated



Improvements in the earnings structure are progressing as planned.

1. Earning Results for the First Quarter of the Fiscal Year Ending May 20, 2027
2. **Progress of Business**
3. Topics (ESG)
4. Appendix

Medium-Term Management Plan: Growth Strategies

Reproduced from “Financial Results for the Fiscal Year Ended May 20, 2026”

<table>
<tr><th></th><th>Target</th><th colspan="2">Sales & Marketing</th><th>Product / Logistics</th></tr>
<tr><td>Large Enterprises</td><td>All Industries</td><td>✓ Expand dedicated teams
✓ Strengthen integration with customers’ procurement management system
✓ Strengthen collaboration with ASKUL agents (sales representatives)</td><td rowspan="4">Maximize the use of big data and AI to increase LTV

✓ AI-driven sales support
✓ Personalized sales promotions</td><td rowspan="4">【Product】
Daily Necessities at Workplaces
Beverages / Food / Cleaning / Work Supplies / Hygiene / Sanitation / Packaging / Safety

✓ Expand product lineup and original product offerings for in-person service industries
✓ Strengthen price competitiveness

【Logistics】
✓ Maintain our competitive advantages in logistics quality (short delivery lead times and attentive services)
✓ Shorten LOHACO delivery lead times
✓ Expand next-day delivery coverage for FEED Dental</td></tr>
<tr><td>Mid-tier Enterprises</td><td rowspan="2">In-Person Service Industries

Medical Care / Nursing Care / Food & Beverage / Accommodation / Retail / Service</td><td>✓ Allocate ASKUL agent resources to priority targets</td></tr>
<tr><td>SMEs</td><td>✓ Build new business models, including collaboration with PayPay</td></tr>
<tr><td>Individuals</td><td>Working Individuals</td><td>✓ Collaboration with LY Corp.
✓ Expand sales channels</td></tr>
</table>

Progress on Growth Strategy — Sales & Marketing

Use AI to enhance both the quality and quantity sales and marketing, deliver optimal proposals for each customer, and increase LTV

Rollout of Sales Activity Support Tools

Improve proposal capabilities and productivity of sales partners

- ✓ Provide AI support from prospect selection through proposal material generation
- ✓ Deepen customer understanding to improve proposal quality and sales efficiency

Personalized Promotions

Optimize customer touchpoints

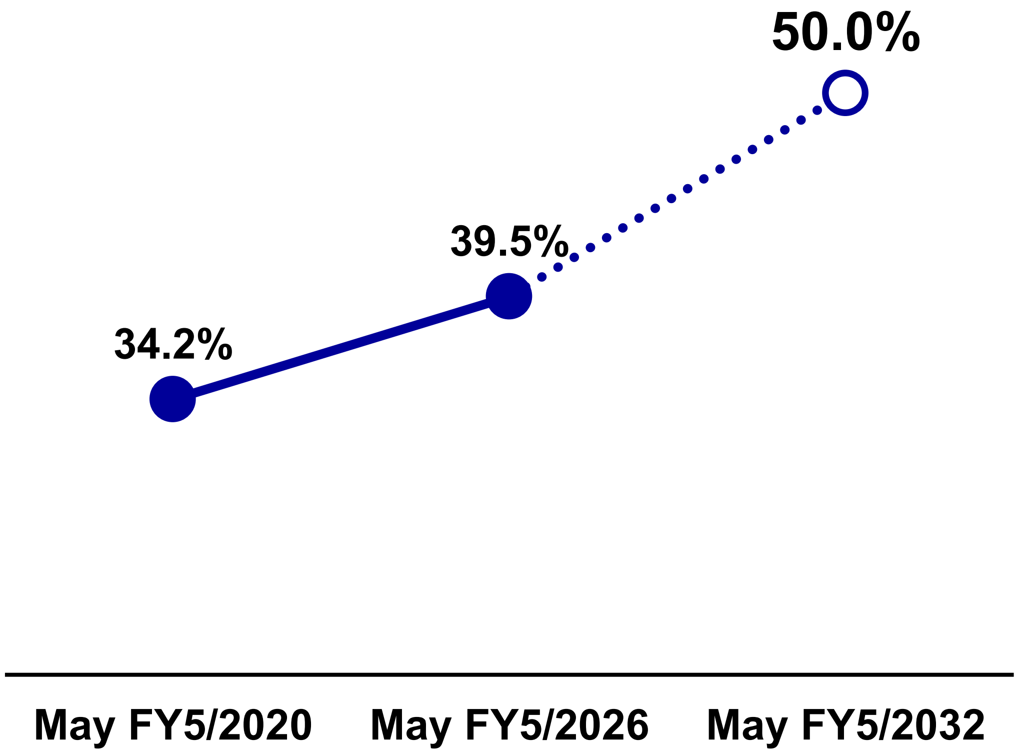
- ✓ Deliver the optimal promotion to each customer across print and digital channels
- ✓ Increase purchase frequency and average order value to improve LTV

Quality enhancement through PoC validation, followed by full-scale rollout after system launch in 2H

Progress on Growth Strategy — Products

Target original products to account for 50% of sales by the end of FY5/2032, with a focus on addressing customer needs

Original Products Sales Mix



Note: The sales mix is calculated based on sales of stocked products in the ASKUL Business.

Expansion of Original Products for In-Person Service Industries

■ Large-volume paper towels

■ Product series for food-service businesses

Further Strengthening Product Development Capabilities

- ✓ Shift personnel to product development through operational improvements enabled by AI
- ✓ Opened a logistics hub in Taicang, China, in January 2026, generating logistics cost reductions, with expansion to other countries also under consideration

LOHACO

Progress on Growth Strategy

1. Collaboration with LY Corporation

- ✓ Strengthen LTV growth strategies for Yahoo! Shopping and LOHACO customers through product assortment, pricing, and customer acquisition
- ✓ Begin rollout with price-competitive original products

Label-free Natural Water

Label-free Sparkling Water

2. Expansion of LOHACO Shipping Hubs

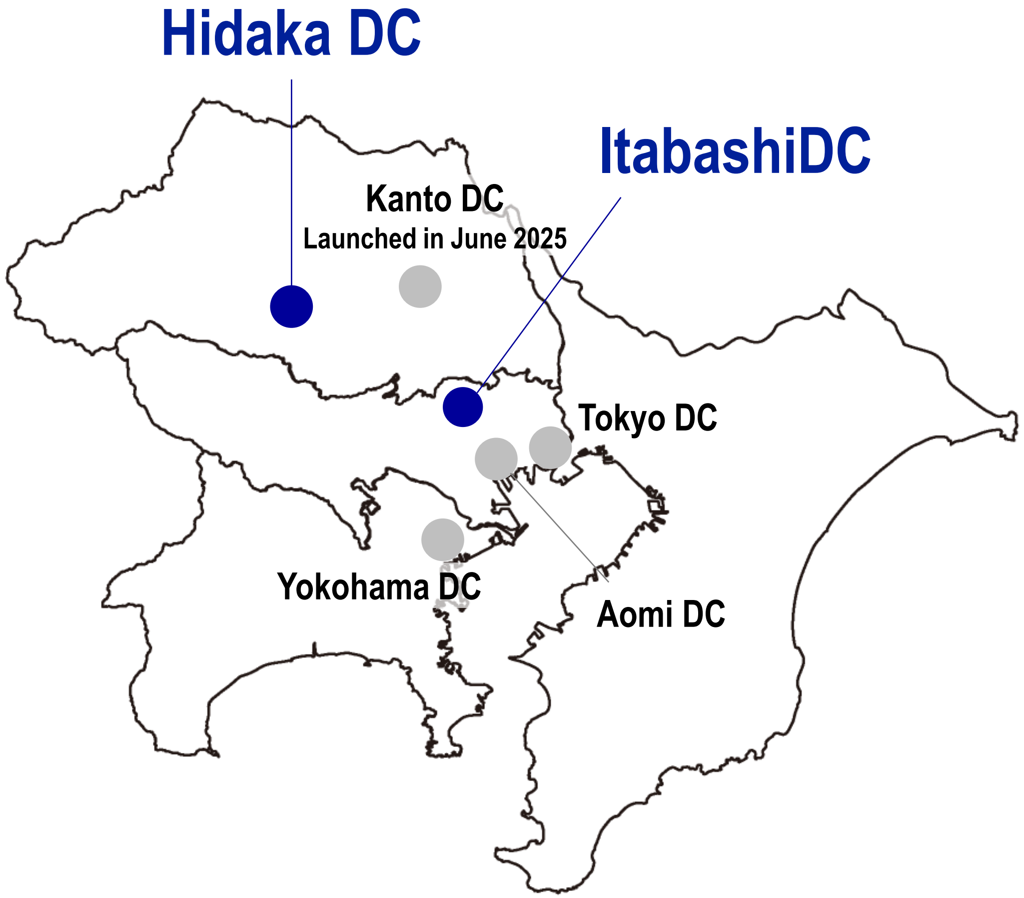
In addition to the two WDCs (Kanto DC and Kansai DC), begin shipping from major LDCs (Yokohama, Fukuoka, Nagoya, and Sendai DC)

- ✓ Improve delivery lead times during large-scale promotions and enhance delivery quality
- ✓ Reduce logistics costs by shortening delivery distances and optimizing the delivery network

Notes: Wide area DC (WDC): Distribution centers serving both ASKUL and LOHACO, including long-tail products
Local area DC (LDC): Distribution centers serving only ASKUL

Reorganization of Logistics Bases in the Kanto Region

Reduce fixed costs by optimizing the logistics bases following the launch of Kanto DC



Hidaka DC: Closed in March 2026

Itabashi DC: Scheduled to close in January 2027

Certain external warehouses are also scheduled to be vacated

Fixed Cost Reduction (mainly rent and lease expenses)

FY5/2027: ¥1.34 billion

FY5/2028: ¥0.81 billion

Total: ¥2.15 billion

1. Earning Results for the First Quarter of the Fiscal Year Ending May 20, 2027
2. Progress of Business
3. **Topics (ESG)**
4. Appendix

ESG

July 2026

Selected as a constituent of the FTSE Blossom Japan Index for the second consecutive year

- ✓ Selected for the index designed to measure the performance of companies with outstanding ESG initiatives for the second consecutive year
- ✓ Also selected for the FTSE Blossom Japan Sector Relative Index for the fifth consecutive year

FTSE JPX Blossom Japan Index

July 2026

Selected as a CDP Supplier Engagement Leader for the fifth consecutive year

- ✓ Received the highest evaluation in CDP's 2025 Supplier Engagement Rating, and recognized as a "Supplier Engagement Leader" for the fifth consecutive year

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

Supplier Engagement Leader
CDP
2025

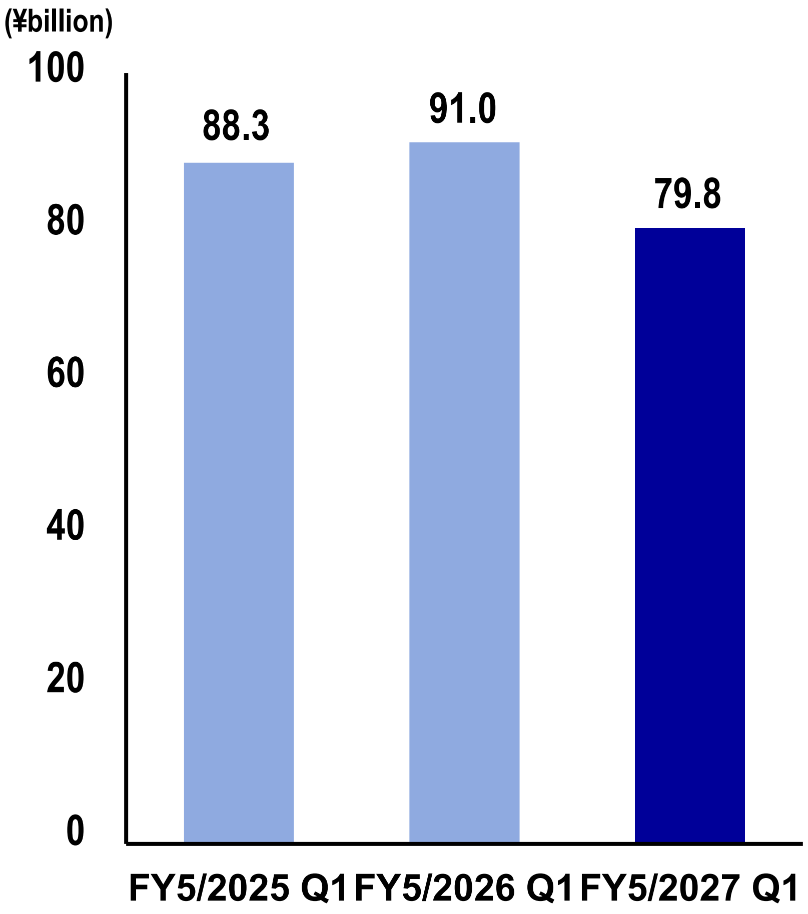
1. Earning Results for the First Quarter of the Fiscal Year Ending May 20, 2027
2. Progress of Business
3. Topics (ESG)
4. **Appendix**

FY5/2027 Q1 Earnings Results: E-commerce Business Net Sales

Consolidated

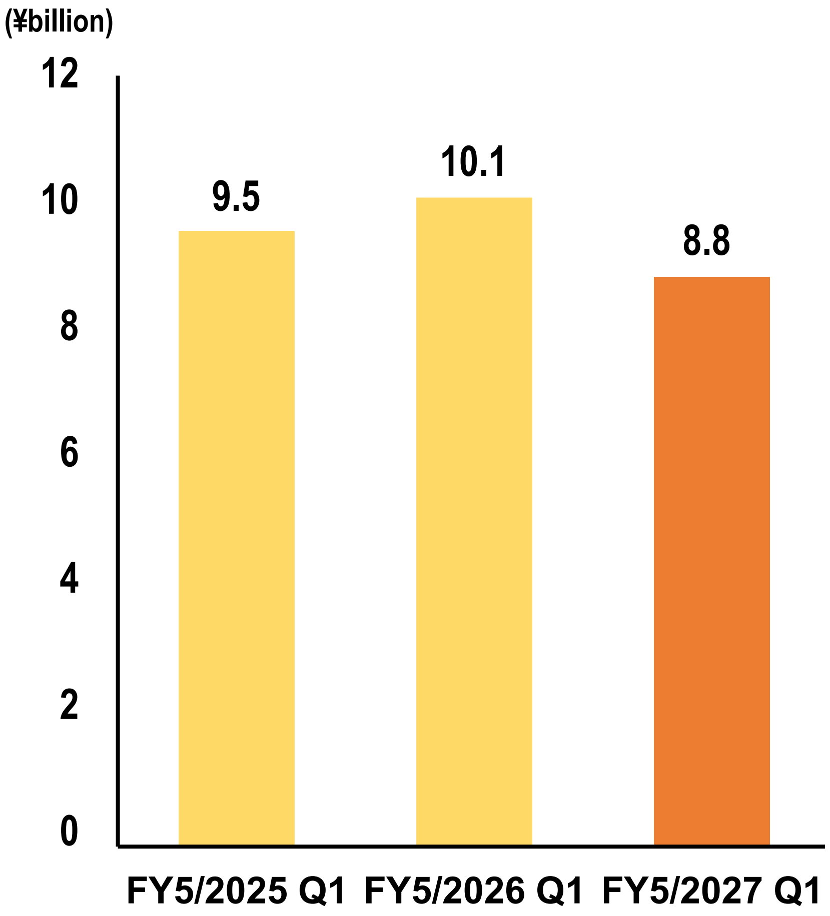
ASKUL Business

YoY -12.2%



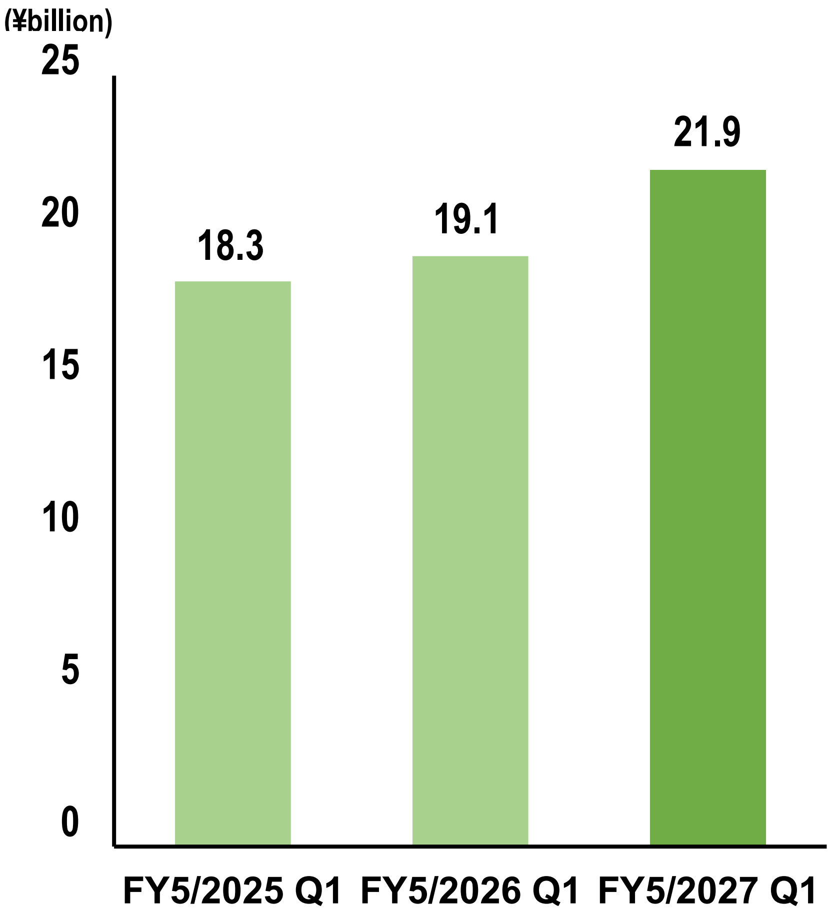
LOHACO Business

YoY -12.3%



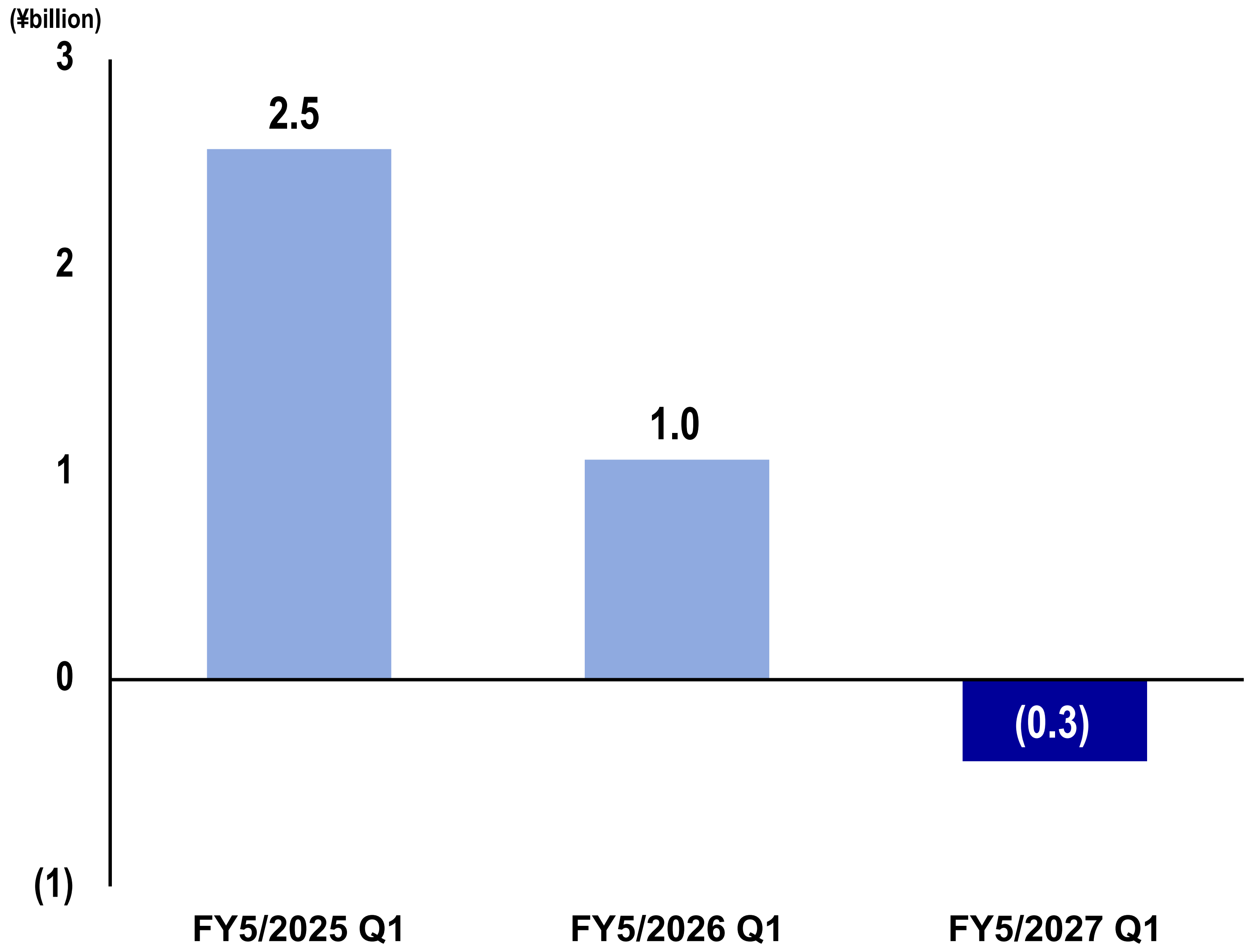
Group Companies, etc.

YoY +14.6%



FY5/2027 Q1 Earnings Results: E-commerce Business Operating Profit

Consolidated



YoY change: - ¥1.4 billion

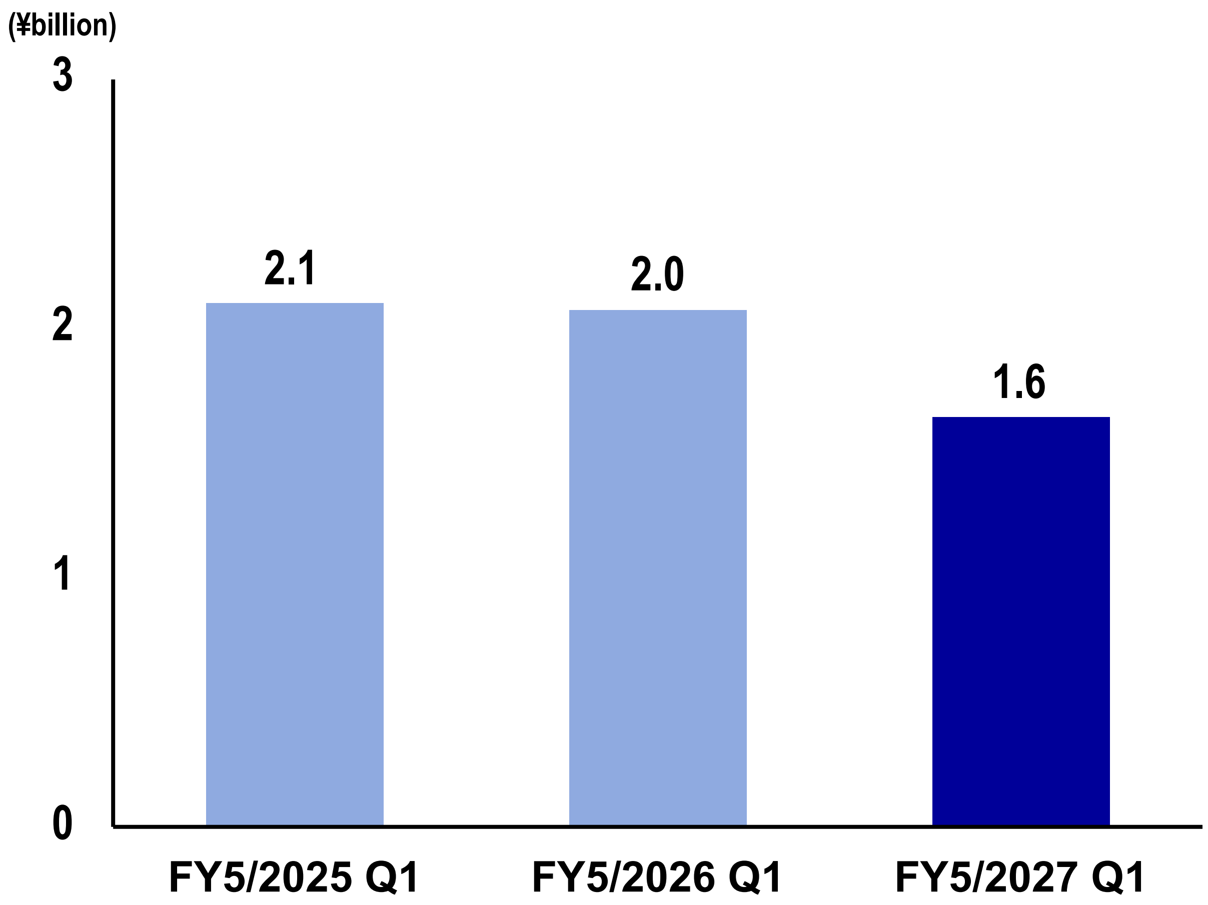
Operating profit exceeded the plan.

FY5/2027 Earnings Results: Logistics Business and Others

Consolidated

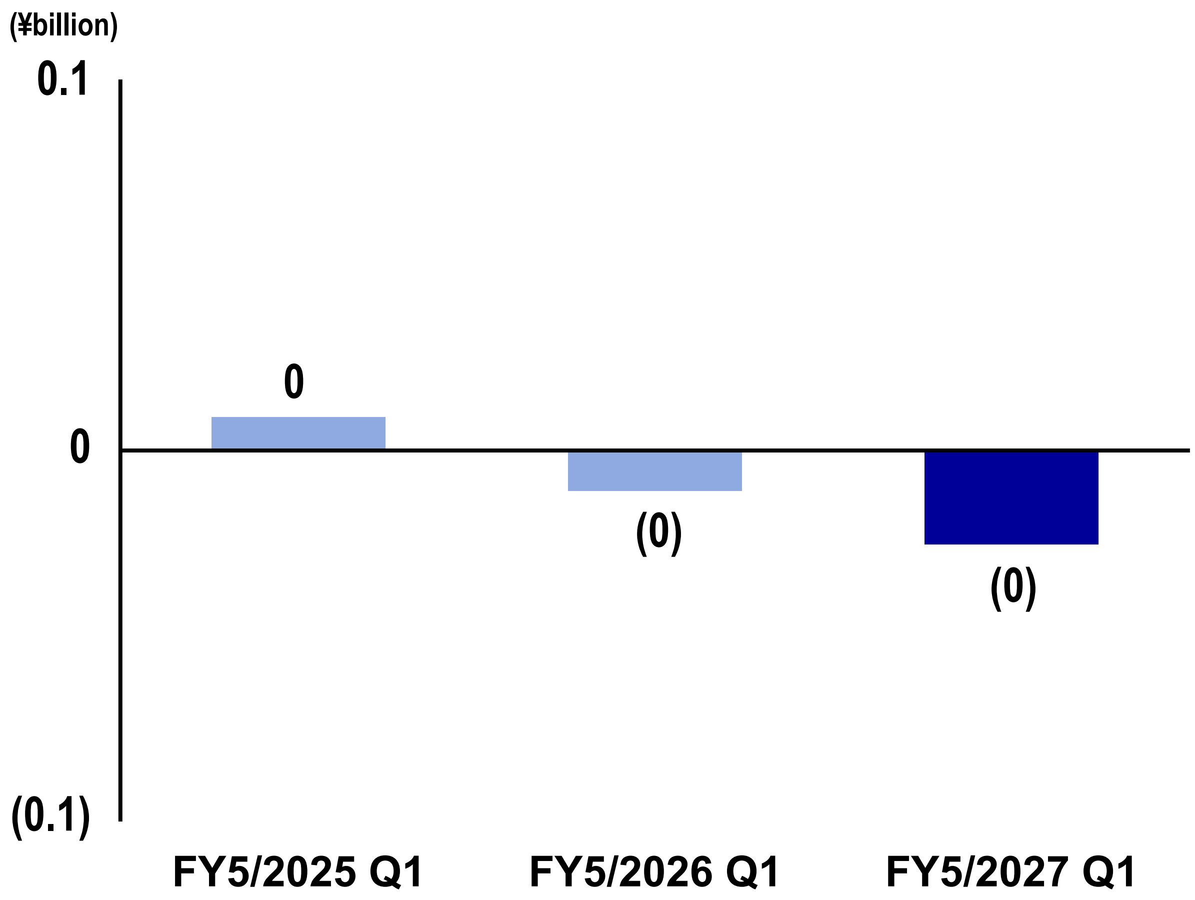
Net Sales

YoY -20.7%



Operating Profit

YoY change - ¥0 billion

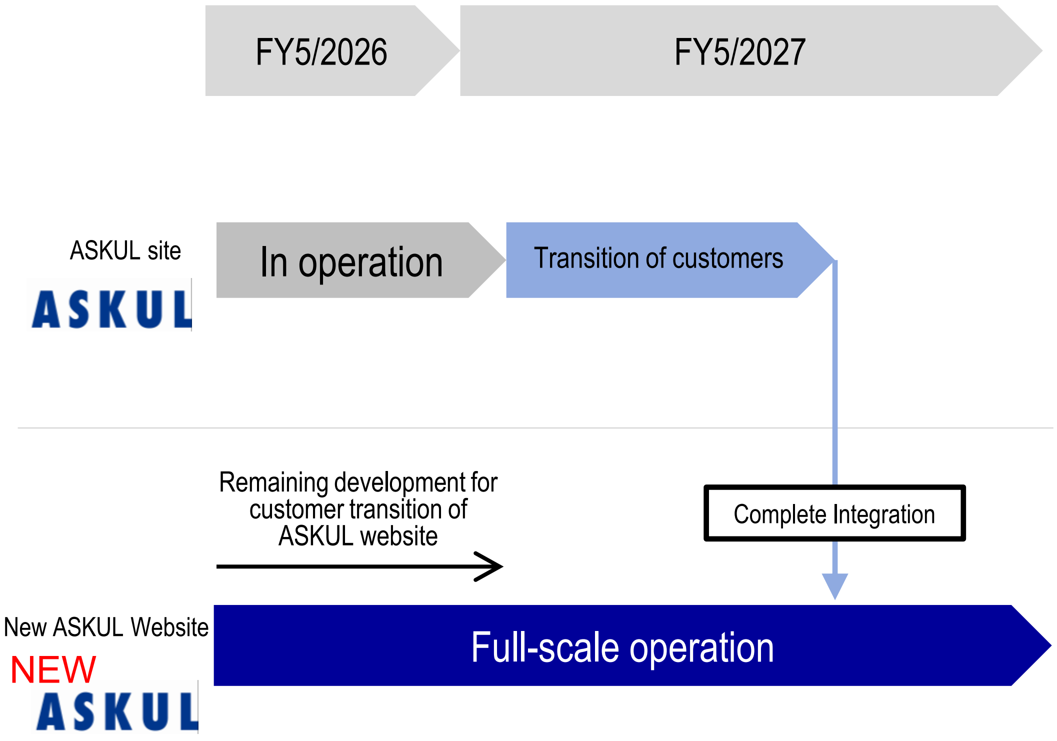


ASKUL

Progress of the New ASKUL Website

Customer migration from the ASKUL website has begun, with full integration on track for completion

Progress of the New ASKUL Website



Note: Integration of SOLOEL ARENA to new ASKUL website has been completed in FY5/2025

✓ Customer migration began on August 24

✓ Integration scheduled for completion in 1H

ASKUL
LOHACO

FY5/2027 Net Sales by Item Category

Non-Consolidated

(¥billion)	FY5/2026 Q1			FY5/2027 Q1			
		Composition ratio %	YoY change %		Composition ratio %	YoY change	YoY change %
OA & PC	**24.7**	24.5	-2.3	**21.6**	24.4	**(3.1)**	**-12.8**
Stationery	**10.4**	10.3	-5.1	**9.4**	10.7	**(0.9)**	**-9.2**
Living Supplies	**40.1**	39.7	+7.6	**35.2**	39.7	**(4.8)**	**-12.1**
Furniture	**4.6**	4.6	-5.1	**3.7**	4.2	**(0.9)**	**-19.9**
MRO	**12.0**	11.9	+11.6	**10.5**	11.9	**(1.4)**	**-12.4**
Medical	**7.1**	7.0	+3.8	**6.3**	7.1	**(0.7)**	**-10.9**
Others	**1.9**	1.9	+9.5	**1.7**	2.0	**(0.1)**	**-8.2**
Total	**101.1**	100.0	+3.2	**88.7**	100.0	**(12.3)**	**-12.2**

FY5/2027 Q1 Original Products

Non-Consolidated

(Unit: number of products)

	August of FY5/2026	August of FY5/2027	YoY Change
Number of original products	6,128	6,988	+860
Non-consolidated net sales composition [of which, ASKUL business]	34.1% [38.6%]	34.1% [39.2%]	+0.0pt [+0.6pt]

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.
4. Beginning in Q1 FY2027, the number of original products is calculated based on the number of products available for supply by the Company, rather than the previous basis of the number of SKUs available for order by customers (under which different pack quantities were counted separately).

FY5/2027 Q1 Capital Expenditures

Consolidated

Capital expenditures ¥1.8 billion (Annual plan: ¥6.5 billion)

Logistics-related ¥0.7 billion

Group Companies-related ¥0.4 billion

(Reference) Depreciation and amortization of software: ¥3.0 billion (Annual plan: ¥12.7 billion)

Investment details

(¥ million)

Item	FY5/2026 Q1	FY5/2027 Q1	
	Amount	Amount	YoY Change
[Capital expenditures]	**7,620**	**1,873**	**(75.4)%**
Property, plant and equipment	**6,029**	**871**	**(85.5)%**
Intangible assets	**1,590**	**1,001**	**(37.0)%**
Construction in progress (Note 2)	**238**	**154**	**(35.2)%**
Software in progress (Note 2)	**2,084**	**1,632**	**(21.7)%**

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.

FY5/2027 Q1 Gross Profit and SG&A Expenses

Consolidated

Gross profit: ¥ 26.1 billion YoY change: Down ¥ 4.1 billion
Gross profit margin: 23.3% YoY change: Down 1.5 percentage points

SG&A expenses: ¥ 26.5 billion YoY change: Down ¥ 2.6 billion

Ratio of SG&A expenses to net sales 23.7% YoY change: Down 0.3 percentage points

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

Item	FY5/2026 Q1		FY5/2027 Q1		
	Amount (million yen)	Ratio to Sales (%)	Amount (million yen)	Ratio to Sales (%)	YoY Change (%)
Personnel expenses	7,037	5.8	6,640	5.9	94.4
Shipment expenses	6,010	4.9	5,836	5.2	97.1
Subcontract expenses	1,652	1.4	1,548	1.4	93.7
Business consignment expenses	3,066	2.5	2,405	2.1	78.4
Rents	3,206	2.6	3,089	2.8	96.4
Provision of allowance for doubtful accounts	(3)	(0.0)	0	0.0	—
Depreciation	1,539	1.3	1,491	1.3	96.9
Amortization of software	1,391	1.1	1,591	1.4	114.4
Other expenses	5,357	4.4	3,987	3.5	74.4
Total	29,258	23.9	26,590	23.7	90.9

ASKUL

Number of Business Days

	Q1		Q2		First half		Q3		Q4		Second half		Full-year	
	Weekdays	Saturdays	Weekdays	Saturdays	Weekdays	Saturdays	Weekdays	Saturdays	Weekdays	Saturdays	Weekdays	Saturdays	Weekdays	Saturdays
FY5/2027	64	13	61	13	125	26	57	16	58	12	115	28	240	54
FY5/2026	64	13	62	13	126	26	57	16	57	13	114	29	240	55
Difference	0	0	-1	0	-1	0	0	0	+1	-1	+1	-1	0	-1

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 at factories, construction sites, and other workplaces
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
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 and SOLOEL ARENA for mid-tier and larger companies. Full-scale operation started in July 2023 and 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 FY5/2027, and the full integration will be completed.
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.”

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