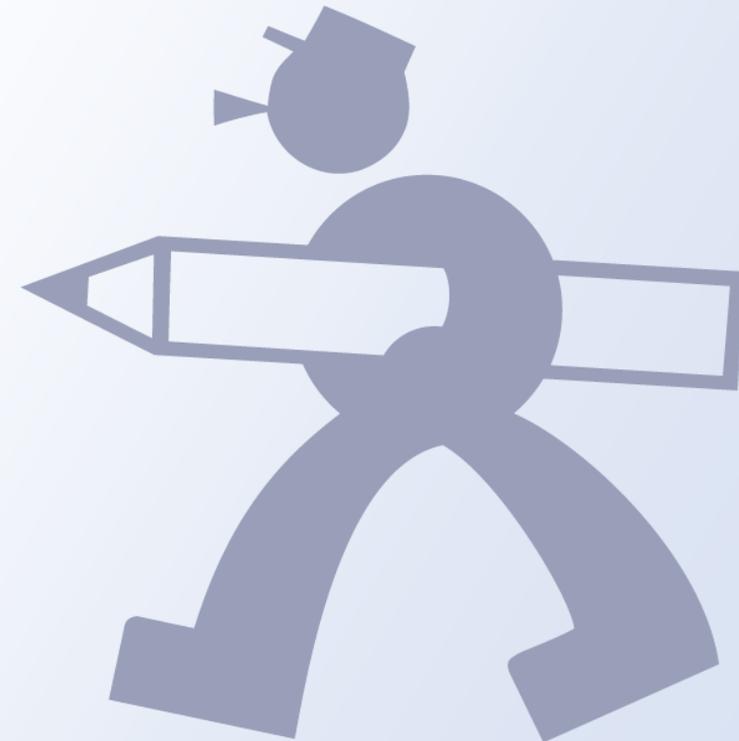


Summary of Financial Results for FY5/2021

July 2, 2021
ASKUL Corporation



Note:

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

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

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

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

MRO refers to Maintenance, Repair and Operation, and in this material primarily refers to indirect materials consumed at work sites by companies. "PJ Trylion (Project Trylion)" is a project for constructing a new ASKUL website that integrates the site for small and medium-sized businesses and the one for middle-level and large enterprises. Its name is intended to represent the goal "Try for net sales of ¥1 trillion."

Since the presentation of the overview of consolidated financial statements for the fiscal year ended May 20, 2016, ASKUL has been reporting its operating performances by dividing its organization into the segments of the E-commerce business, Logistics business, and Other. The E-commerce business deals with sales of OA and PC supplies, stationery, office 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, referring to ASKUL Logi PARK as ALP, ASKUL Value Center as AVC, Demand Management Center as DMC, and Digital Transformation as DX. The DC of ASKUL Tokyo DC stands for Distribution Center.

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FY5/2021 Marked Record High Net Sales, and High Profit with Significantly Exceeding Past Record

- B-to-B made up for decline in office supplies with infection-prevention products.
- LOHACO indicated signs of growing again in addition to achieving profit targets.

FY5/2022 Year to Cement Foothold for Realizing Medium-Term Management Plan

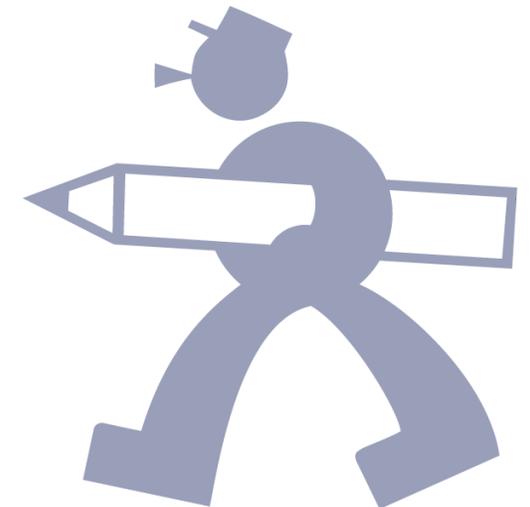
- Make investments mainly in ASKUL Tokyo DC*₁, the new ASKUL website*₂ and expansion and reinforcement of merchandise and product information.
- Aim for operating profit at the same level as the previous year by improving LOHACO and the Logistics business.

*1. The official name for (Tentative) ASKUL New Tokyo Center

*2. A new website to be opened by PJ Trylion

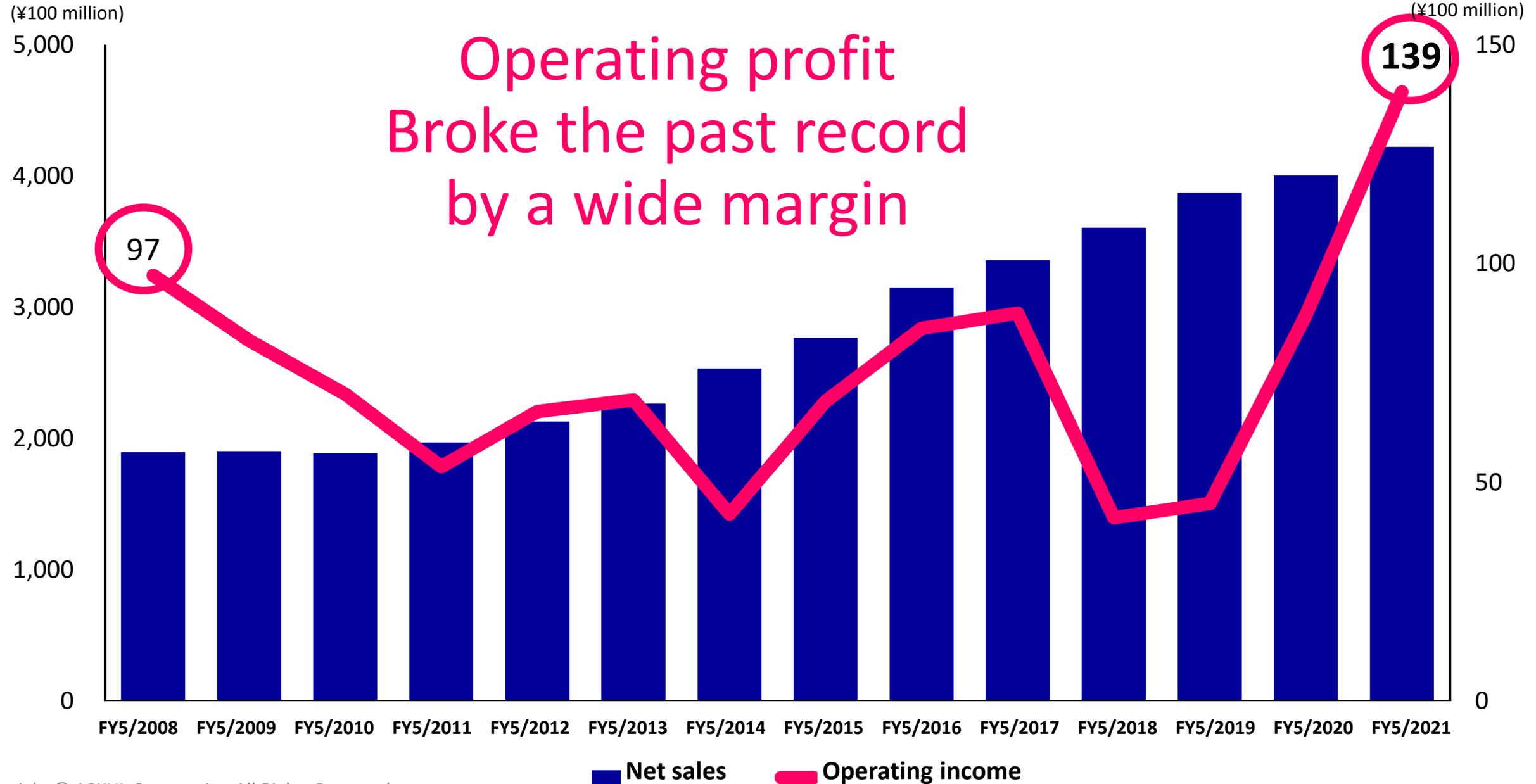
I Consolidated Performance for FY5/2021

II FY5/2022 Consolidated Financial Forecasts



Trend in Net Sales and Operating Income

Consolidated



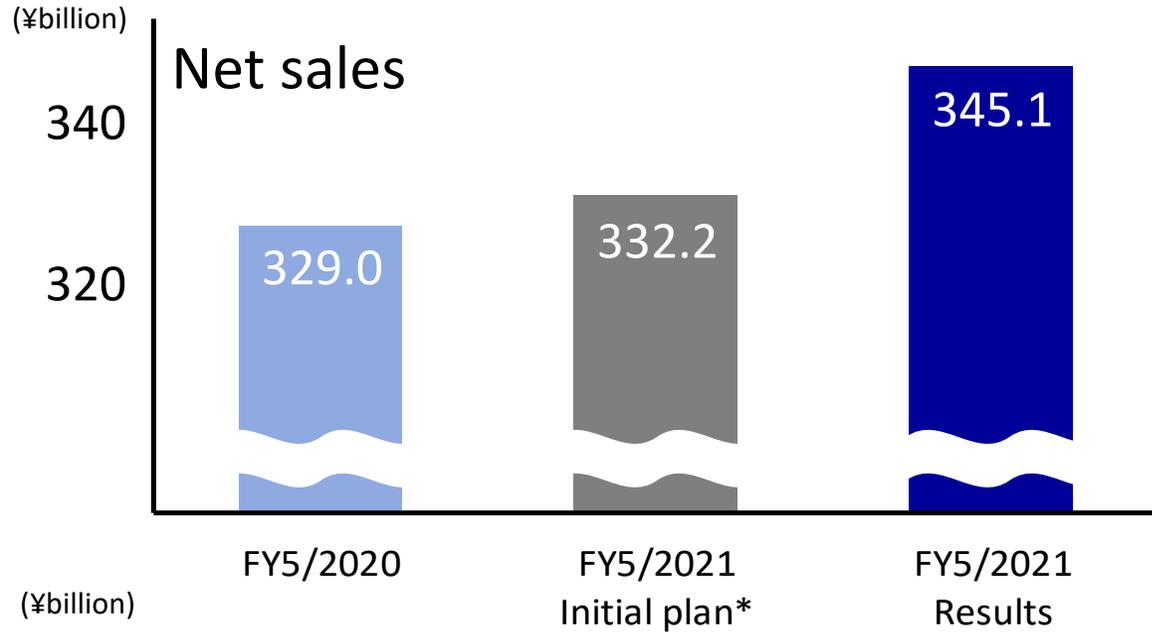
FY5/2021 Full-year Consolidated Performance

Consolidated



	FY5/2020 Full-year		FY5/2021 Full-year				
	Actual	% of net sales %	Plan	Actual	% of net sales %	% of plan %	YoY change %
(¥million)							
Net Sales	400,376	100.0	416,000	422,151	100.0	101.5	+5.4
Gross Profit	95,683	23.9	103,500	104,378	24.7	100.8	+9.1
Selling, General and Administrative Expenses	86,862	21.7	90,500	90,455	21.4	100.0	+4.1
Operating Profit	8,821	2.2	13,000	13,923	3.3	107.1	+57.8
Ordinary Profit	8,656	2.2	12,900	13,850	3.3	107.4	+60.0
Profit Attributable to Owners of Parent	5,652	1.4	7,000	7,758	1.8	110.8	+37.2

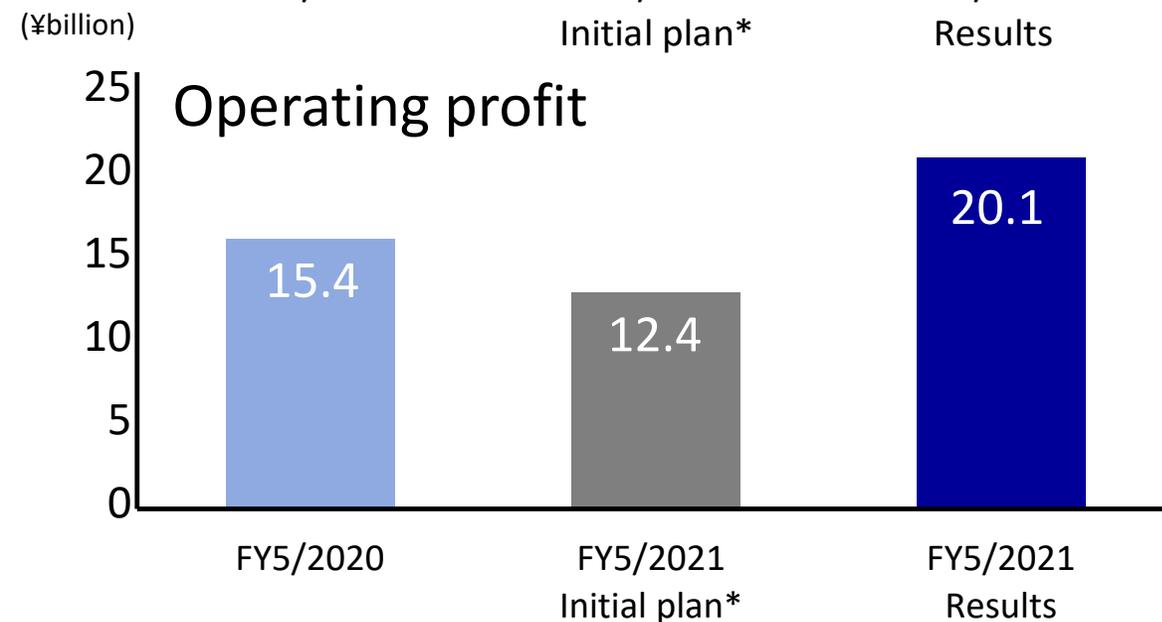
- Net sales 105.4% YoY
Broke the Previous Record
- Gross profit margin
Up 0.8 point YoY
- Operating profit, ordinary profit and profit
Posted significantly higher new records



➤ Net sales

Up 4.9% YoY

In addition to the growth of infection-prevention products, demand for office supplies are recovering.

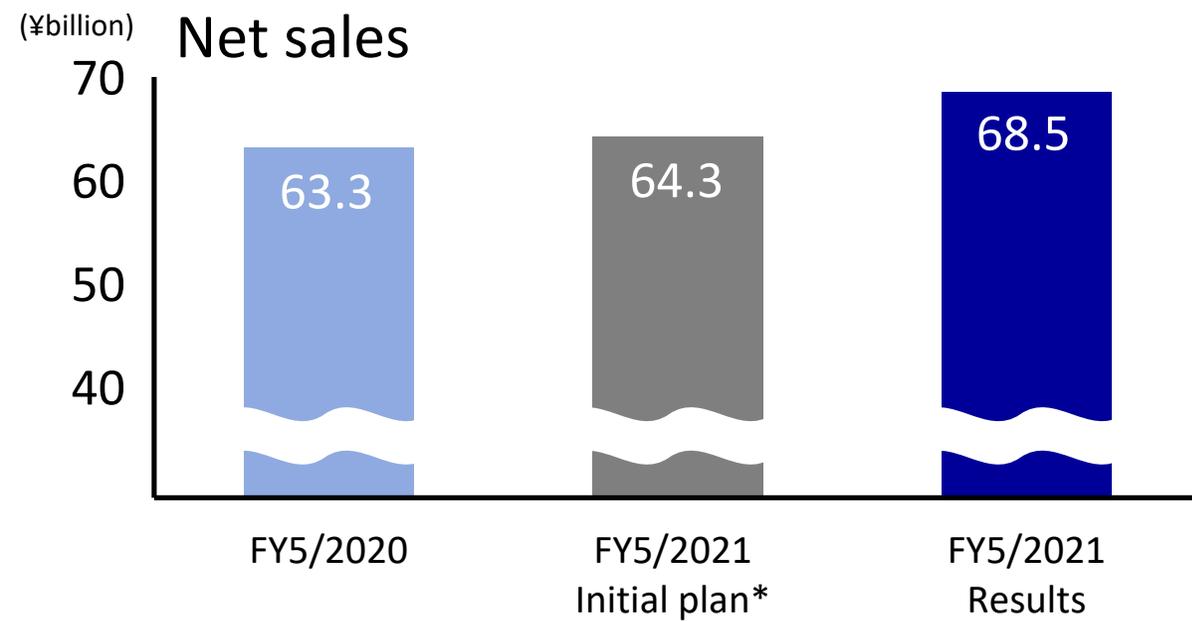


➤ Operating profit

Up 29.7% YoY

Profit increased due to improvement in the ratio of logistics expenses to net sales in addition to a strong gross profit margin.

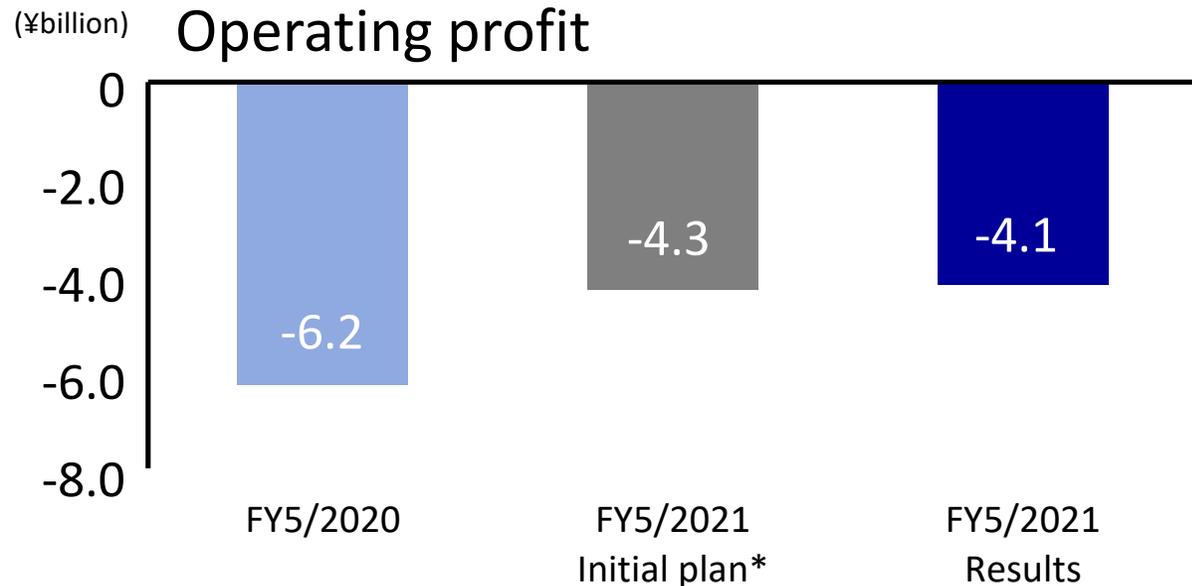
* Planned figures announced on July 10, 2020



➤ Net sales

Up 8.3% YoY

Growth accelerated through strengthened cooperation with Softbank and Yahoo! Japan.



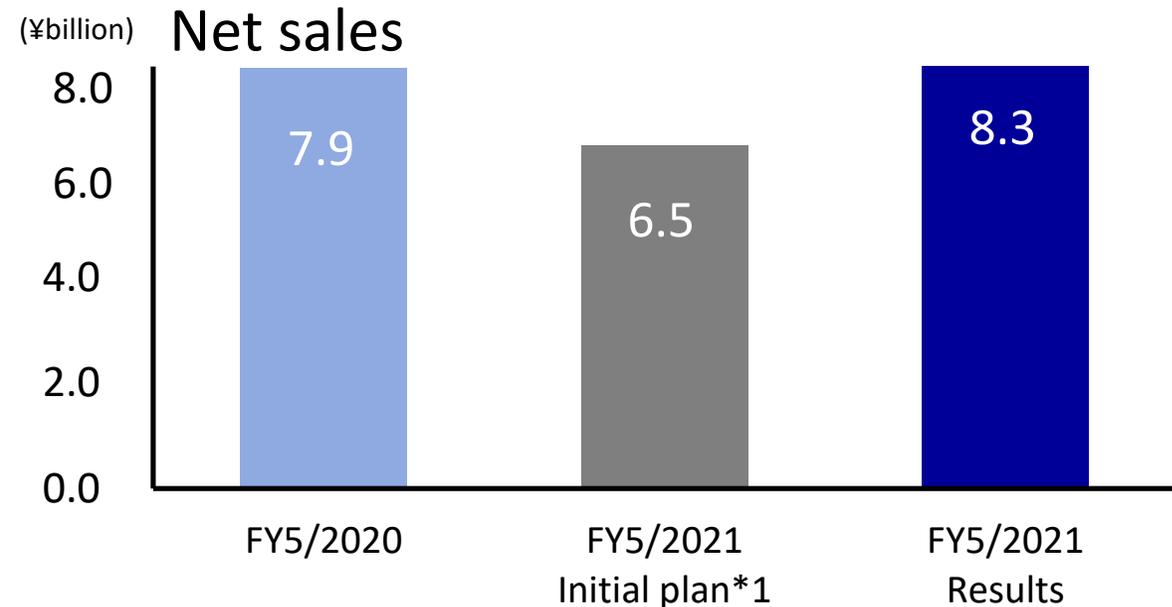
➤ Operating profit

Up ¥2.0 billion YoY

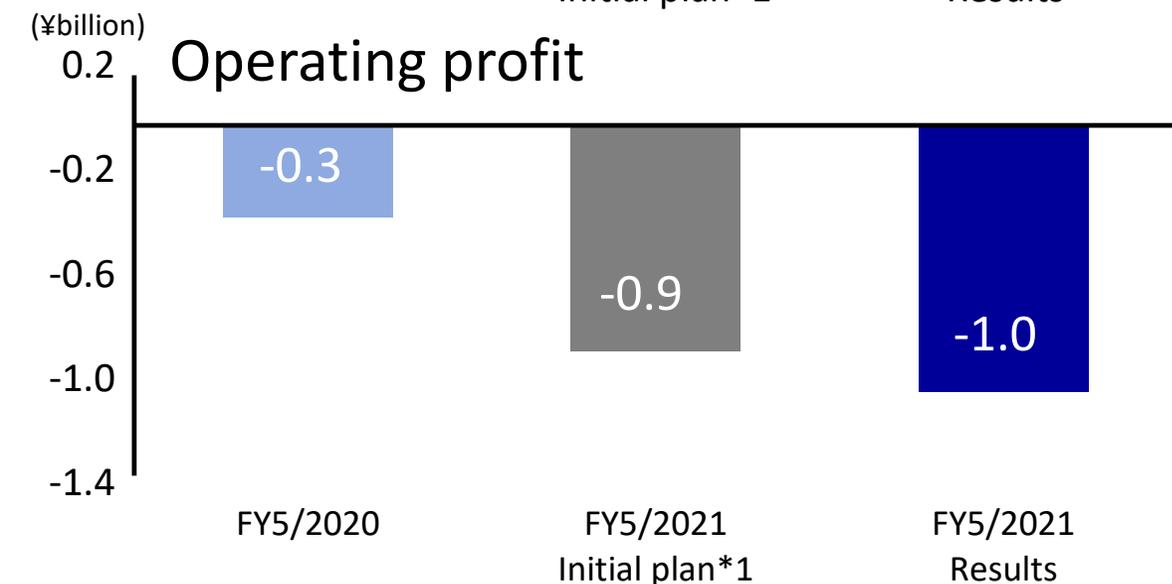
Profit target was achieved by improving gross profit margin and reducing fixed costs.

(LOHACO: Gross profit margin improvement of 1.7 points and a fixed cost reduction of ¥940 million)

* Planned figures announced on July 10, 2020



➤ **Net sales**
 Up ¥0.4 billion YoY
 Impact from consolidating Seisho Transport*₂
 Growth of 3PL business



➤ **Operating profit**
 Down ¥0.6 billion YoY
 Effect from start-up cost for Miyoshi Center
 Losses will be eliminated in FY5/2022

*1 Planned figures announced on July 10, 2020

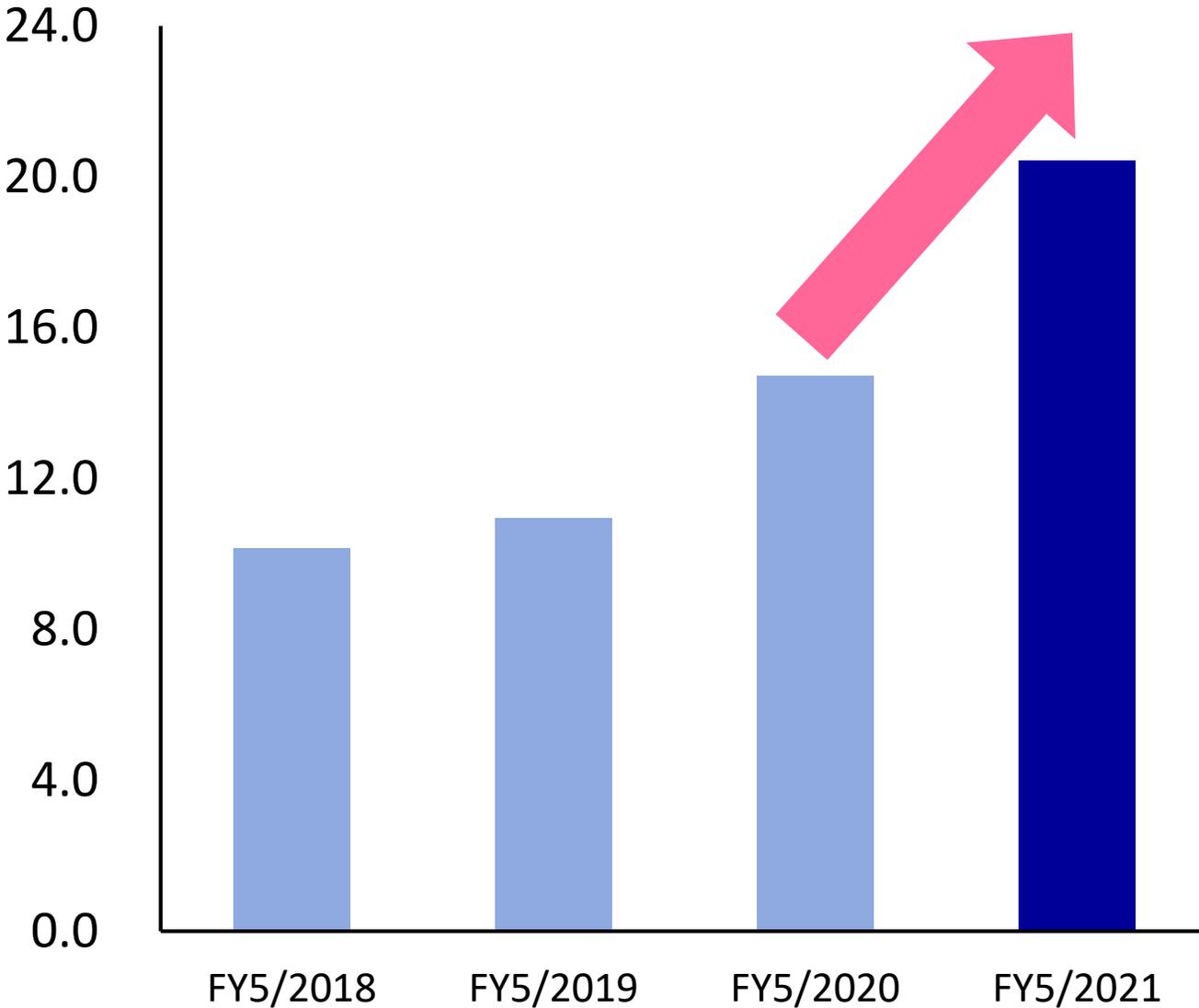
*2 Made the company a subsidiary on May 1, 2020 by acquiring a stake

Trend of EBITDA

Consolidated



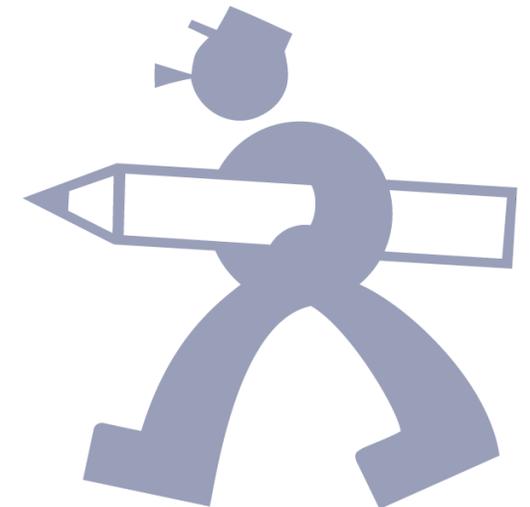
(¥billion)



Up
significantly
from the
past record

I Consolidated Performance for FY5/2021

II FY5/2022 Consolidated Financial Forecasts





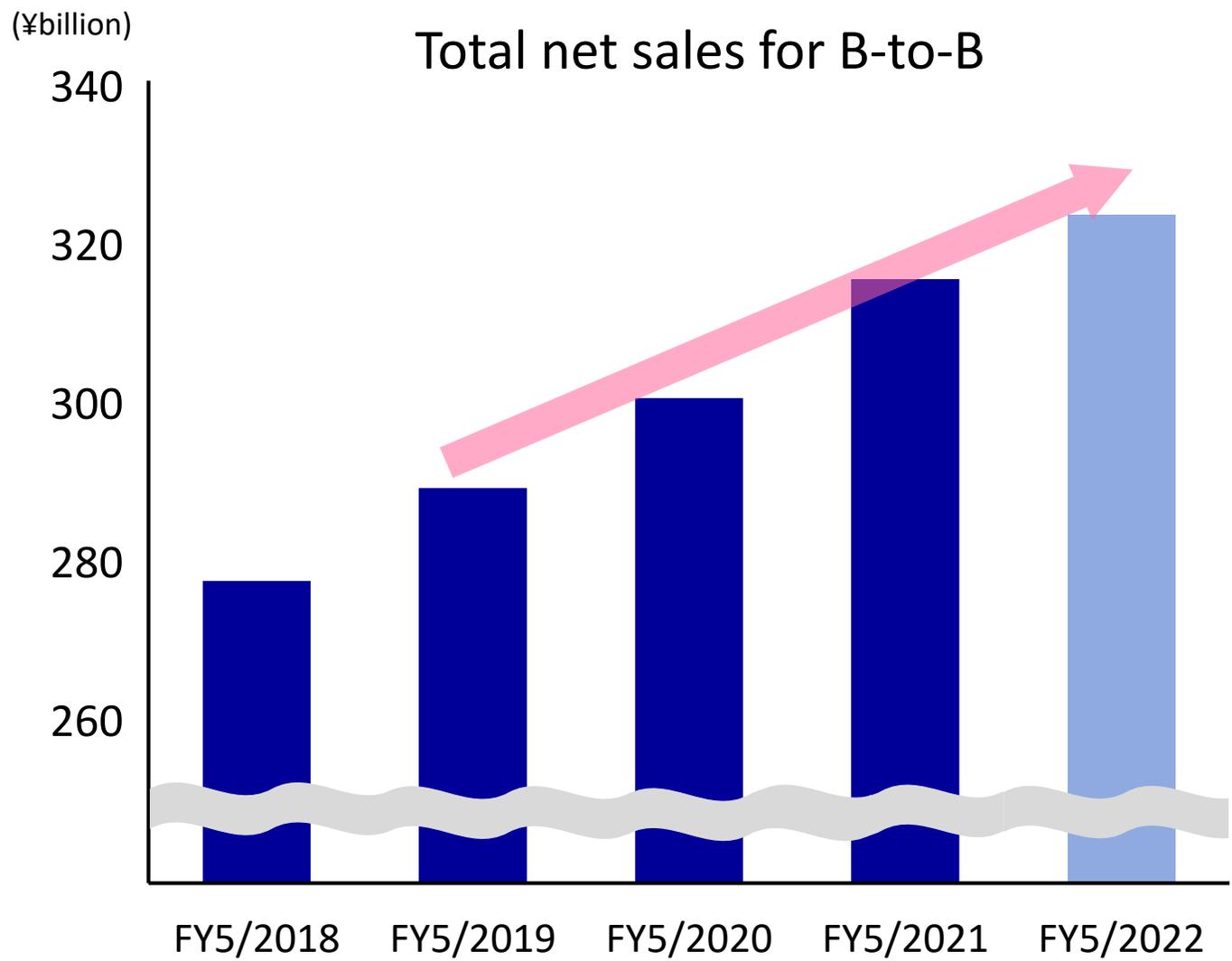
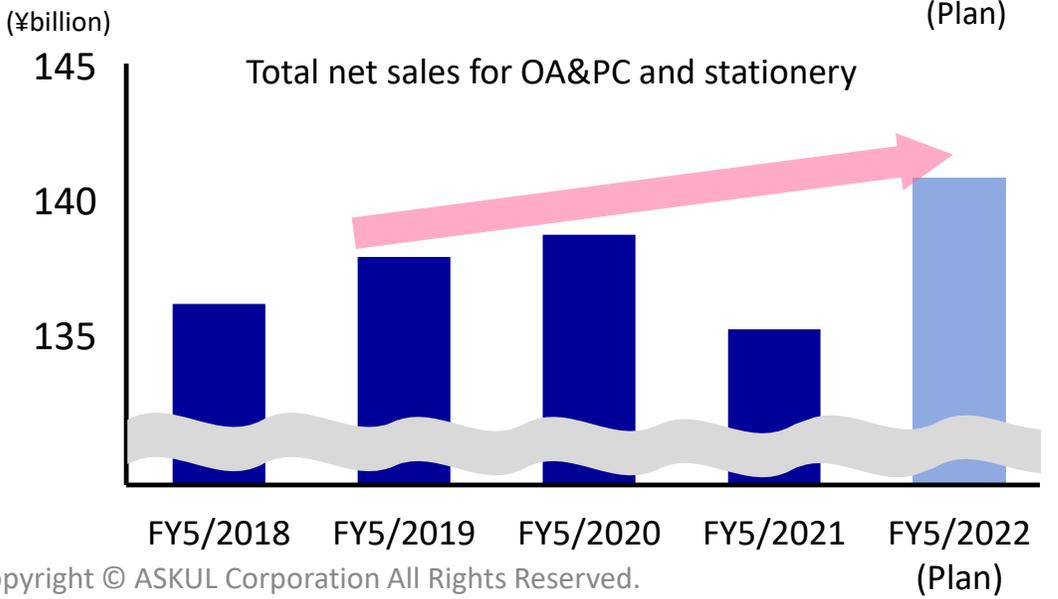
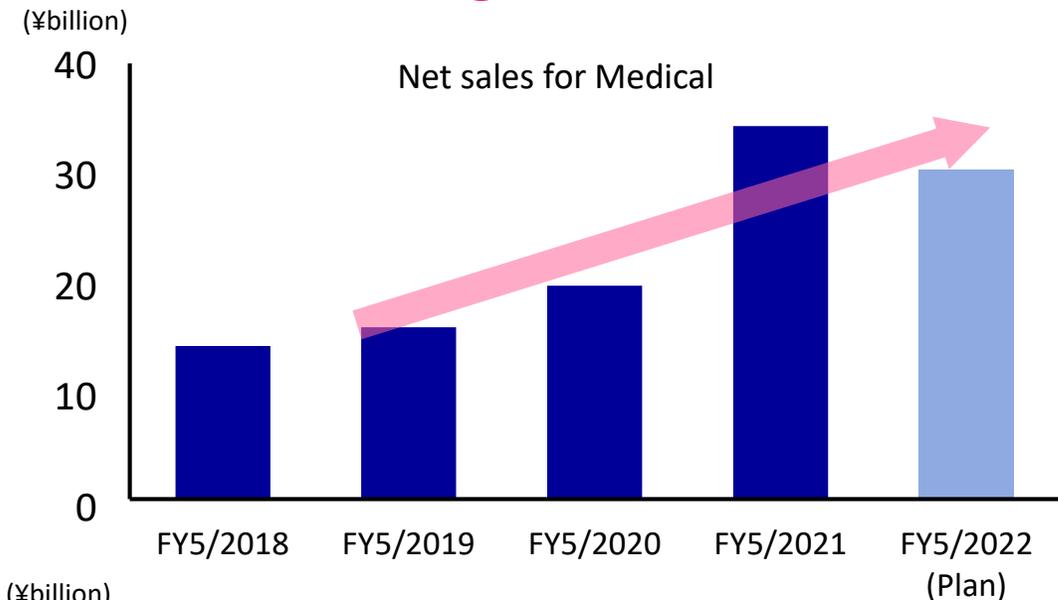
Premise of the
external
environment

1st half: The pandemic will continue/
2nd half: Situation will shift to a post-pandemic society

- (1) Net sales will increase by more than offsetting a reactionary decline in infection-prevention products primarily with a rebound in office supplies and an increase in customers attracted from external search engine (release of some of the functions of the new ASKUL website).
- (2) LOHACO aims to improve earnings with increased sales promotion budget to further grow after FY5/2023 when business is expected to turn profitable, and the Logistics business and others will eliminate their losses.
- (3) Make investments aggressively and aim for profits at the same level as the previous year in order to realize the Medium-Term Management Plan.



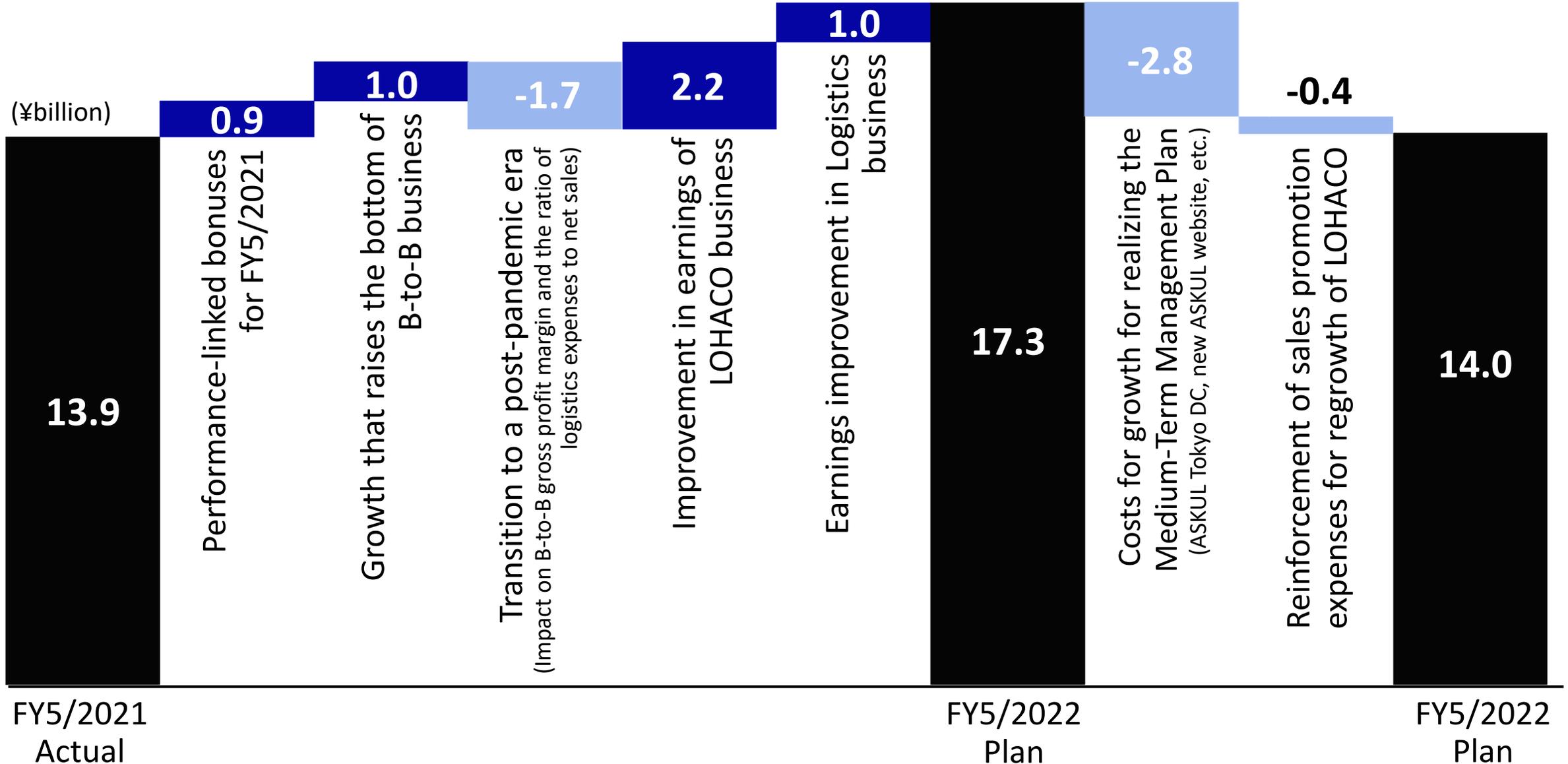
Toward a growth trend that existed before the spread of COVID-19



*For FY5/2022, the plan was made after applying Accounting Standard for Revenue Recognition, etc.

FY5/2022 Operating Profit Forecast

Consolidated



FY5/2022 Financial Forecasts [By Business]

Consolidated



		FY5/2021		FY5/2022		
		Actual	Reference value*	Plan	YoY change %	Reference value*
Net Sales	B-to-B business	345.1	341.1	351.3	+1.8	+3.0
	LOHACO	52.8	52.0	54.5	+3.1	+4.7
	B-to-C business (including Charm)	68.5	67.5	70.2	+2.3	+3.9
	E-commerce business	413.7	408.7	421.5	+1.9	+3.1
	Logistics business and other	8.3	8.3	8.5	+1.6	+1.6
	Consolidated total	422.1	417.1	430.0	+1.9	+3.1
Operating Profit	B-to-B business	20.1		16.3	-18.9	
	LOHACO	(4.2)		(2.5)	—	
	B-to-C business (including Charm)	(4.1)		(2.4)	—	
	Performance-linked bonuses (including provision)	(0.9)		—	—	
	E-commerce business	14.9		13.9	-7.3	
	Logistics business and other	(1.0)		0.0	—	
Consolidated total	13.9		14.0	+0.5		

Net sales plan

B-to-B business 101.8% YoY (103.0% in real terms)
 LOHACO 103.1% YoY (104.7% in real terms)
 of which domestic business (109.0% in real terms)

Operating profit plan

B-to-B business ¥16.3 billion (81.1% YoY)
 Injection of cost for growth of ¥2.8 billion
 LOHACO -¥2.5 billion yen (+¥1.7 billion YoY)
 ¥400 million increase in sales promotion expenses
 Logistics business and others Losses will be eliminated



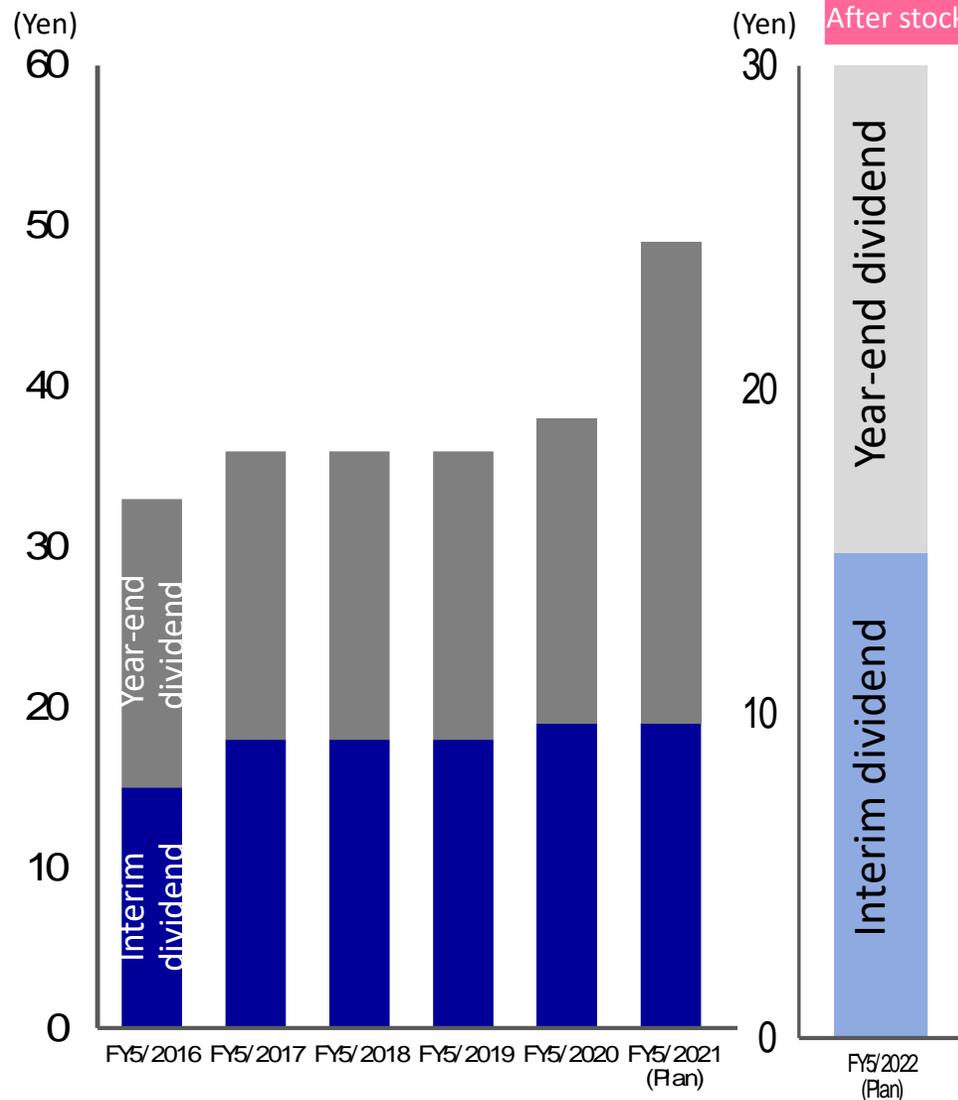
	FY5/2021		FY5/2022		
	Actual	% of net sales %	Plan	% of net sales %	YoY change %
(¥billion)					
Net Sales	422.1	100.0	430.0	100.0	+1.9
Gross Profit	104.3	24.7	106.2	24.7	+1.7
Selling, General and Administrative Expenses	90.4	21.4	92.2	21.4	+1.9
Operating Profit	13.9	3.3	14.0	3.3	+0.5
Ordinary Profit	13.8	3.3	13.9	3.2	+0.4
Profit Attributable to Owners of Parent	7.7	1.8	9.0	2.1	+16.0

- ✓ Net sales 101.9% YoY
⇒103.1% in real terms (Change in accounting standards)
- ✓ The gross profit margin will be maintained on an overall consolidated basis.
- ✓ Inject costs for growth for achieving the Medium-Term Management Plan.
- ✓ Aim for operating profit and ordinary profit that are at the same level as FY5/2021.
- ✓ Profit will grow as the impact of extraordinary losses will disappear.

To a higher growth stage with Medium-Term Management Plan



Annual dividends per share



FY5/2021 Dividend (planned and before stock split)

⇒ Annual dividend per share: ¥49

(Interim dividend: ¥19 and Year-end dividend: ¥30)

Annual dividend increase of ¥11

(Increase of ¥5 from 3Q forecast)

FY5/2022 Dividend (planned and after stock split)

⇒ Annual dividend per share: ¥30

(Interim dividend: ¥15 and Year-end dividend: ¥15)

Annual dividend increase of ¥5.5

(a two-for-one stock split is taken into consideration)

**Dividend will be increased
in accordance with profit growth**

Appendix

B-to-B Targeting offices



ASKUL



J.D. Power 2020 and 2021
Corporate Customer Satisfaction Survey of Mail-Order Service

Overall Satisfaction Level

Awarded **1**st place

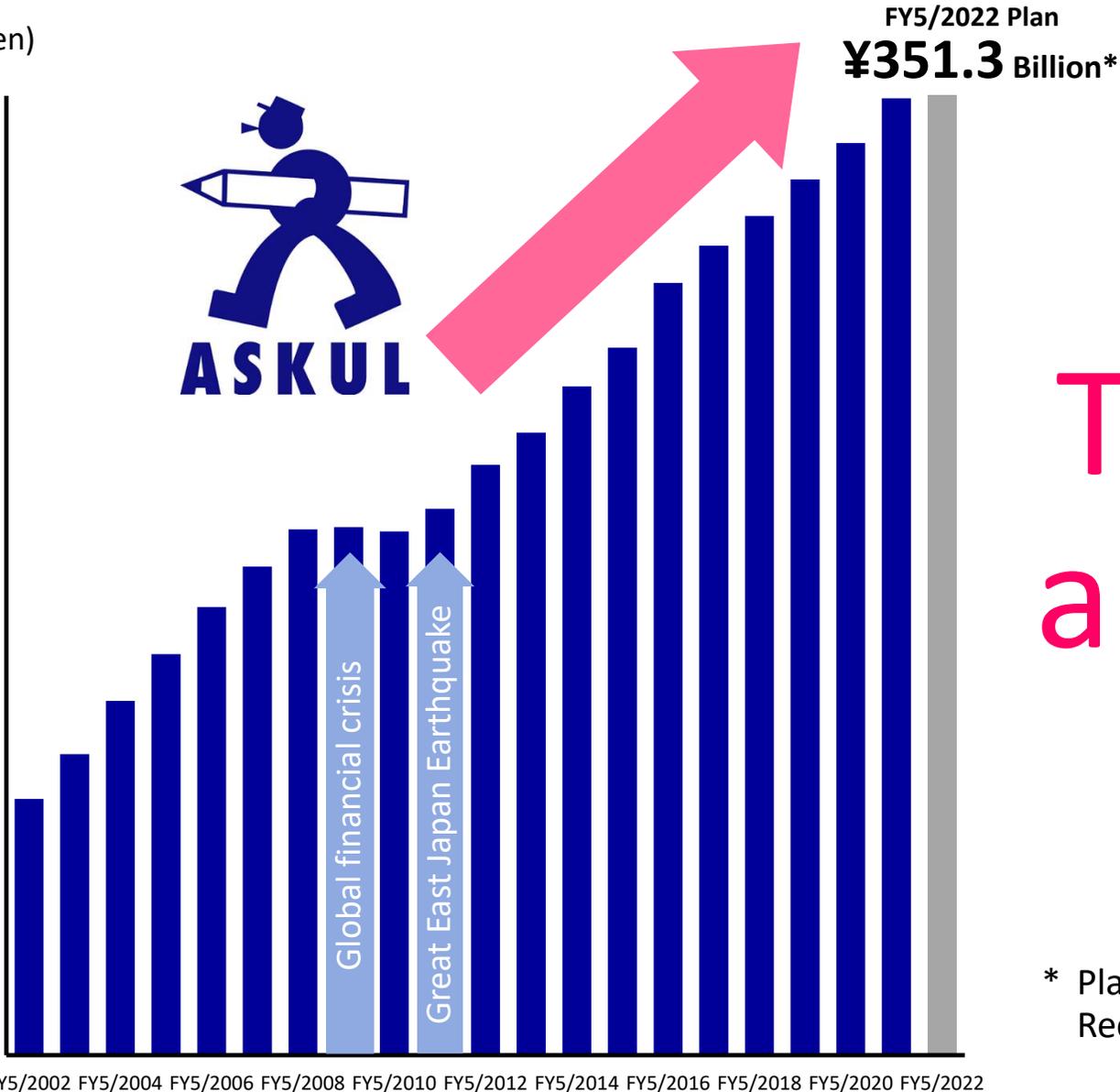
for two consecutive years

* This survey is based on the results of 3,800 responses collected from business establishments with five or more employees nationwide concerning office supplies mail-order services.

* Survey name for 2020: Customer Satisfaction Survey of Mail-Order Service of Office Supplies



(Yen)

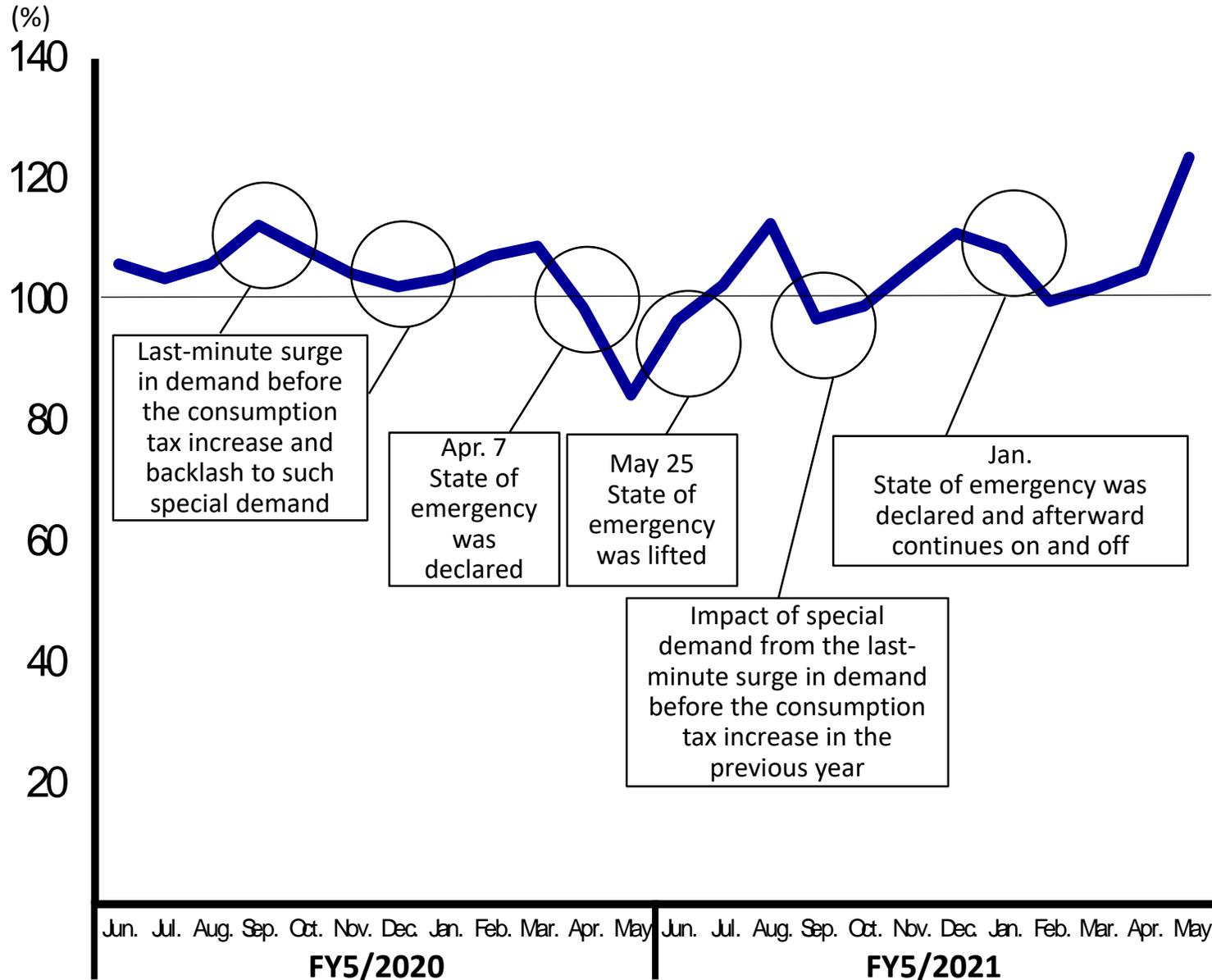


Toward continued and steady growth

* Planned value in the case of applying Accounting Standard for Revenue Recognition, etc.

B-to-B Business YoY Change in Monthly Net Sales (adjusted for the number of operation days)

Non-consolidated

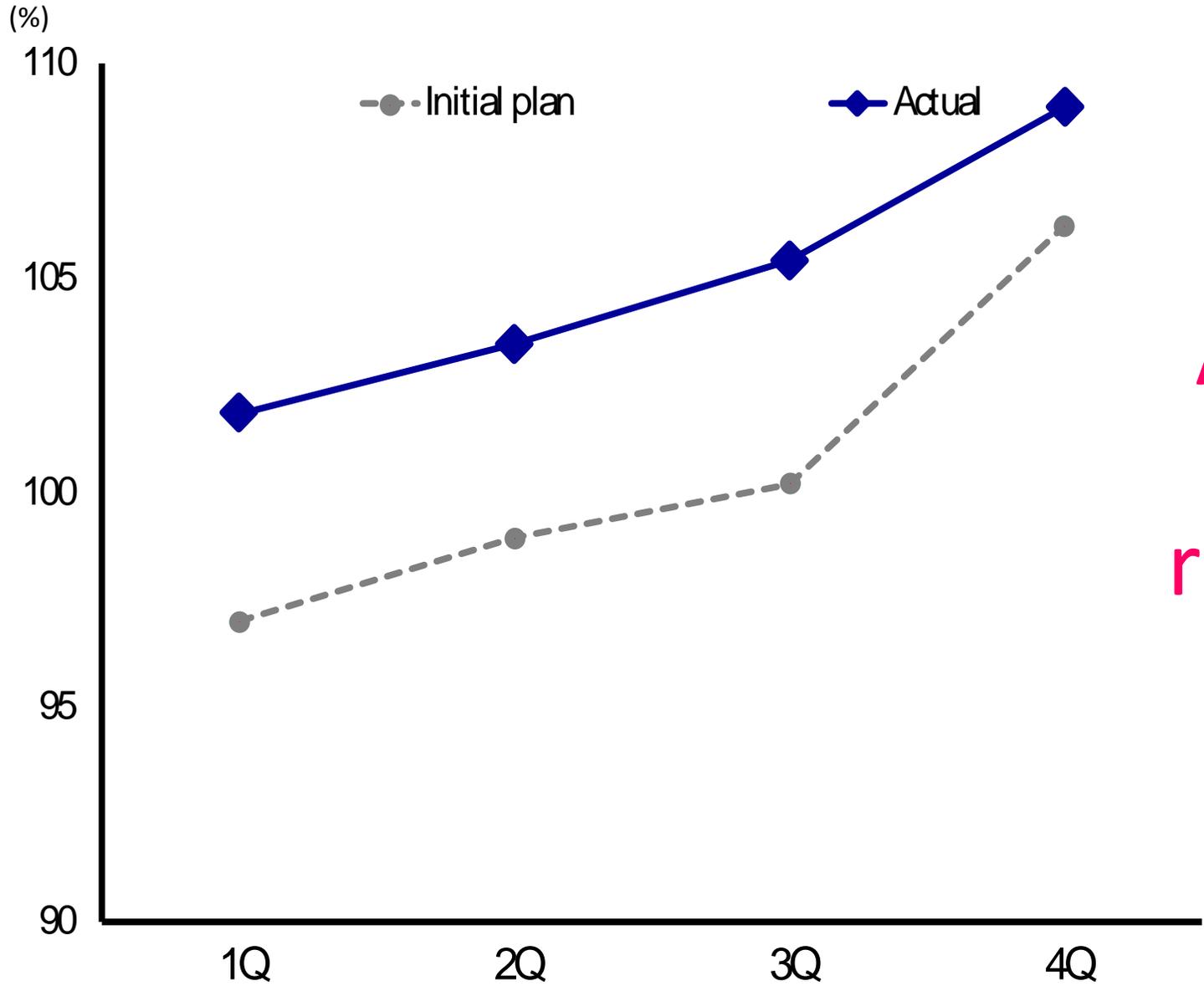


4Q period
109.0%
 (Before adjustment for the number of operation days)

4Q saw net sales rebound after the previous fiscal year's decline
Growth trend going strong

FY5/2021 B-to-B Net Sales Quarterly Growth Rate (before the adjustment for the number of operation days)

Non-consolidated



All quarters saw net sales exceed their respective initial plan

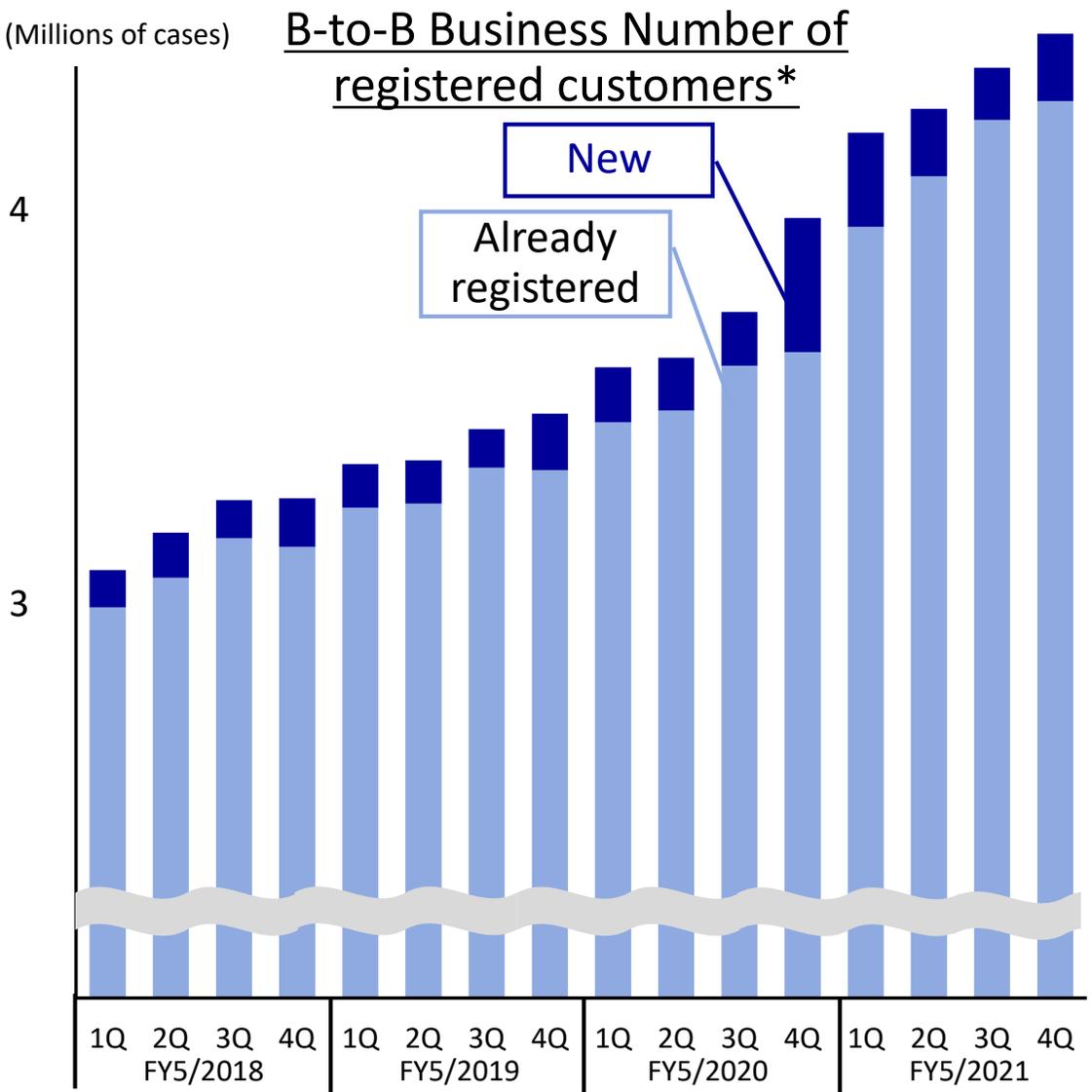
B-to-B FY5/2021 Quarterly Net Sales by Item

Non-consolidated



(¥billion)	FY5/2020 4Q		FY5/2020 Full-year		FY5/2021 1Q		FY5/2021 2Q		FY5/2021 3Q		FY5/2021 4Q			FY5/2021 Full-year				
		Composition ratio %		Composition ratio %		Composition ratio %		Composition ratio %		Composition ratio %	Composition ratio %	YoY change	YoY change %		Composition ratio %	YoY change	YoY change %	
OA & PC	23.0	30.9	96.0	32.0	21.9	29.4	23.9	29.8	24.0	30.3	24.2	29.9	+1.2	+5.2	94.1	29.8	-1.9	-2.0
Stationery	10.7	14.4	42.8	14.3	9.5	12.8	10.1	12.7	10.1	12.8	11.5	14.3	+0.8	+8.3	41.4	13.1	-1.4	-3.4
Living supplies	18.6	25.0	79.0	26.3	20.3	27.3	20.5	25.6	19.4	24.6	19.7	24.4	+1.1	+6.3	80.2	25.4	+1.1	+1.5
Furniture	6.2	8.4	21.2	7.1	4.5	6.1	5.1	6.4	5.4	6.9	6.8	8.5	+0.6	+10.7	22.0	7.0	+0.8	+3.8
MRO	8.5	11.5	34.2	11.4	8.3	11.2	9.0	11.3	9.0	11.5	9.3	11.5	+0.7	+8.9	35.8	11.4	+1.6	+4.8
Medical	5.6	7.5	19.6	6.5	8.2	11.1	9.3	11.7	9.0	11.5	7.4	9.2	+1.8	+33.8	34.2	10.9	+14.6	+74.7
Others	1.7	2.3	7.4	2.5	1.5	2.1	2.0	2.5	1.9	2.5	1.8	2.3	+0.1	+6.8	7.3	2.3	-0.0	-0.8
Total	74.4	100.0	300.4	100.0	74.5	100.0	80.3	100.0	79.2	100.0	81.1	100.0	+6.7	+9.0	315.2	100.0	+14.8	+4.9

In addition to the strong trend of infection-prevention products, office supplies are recovering

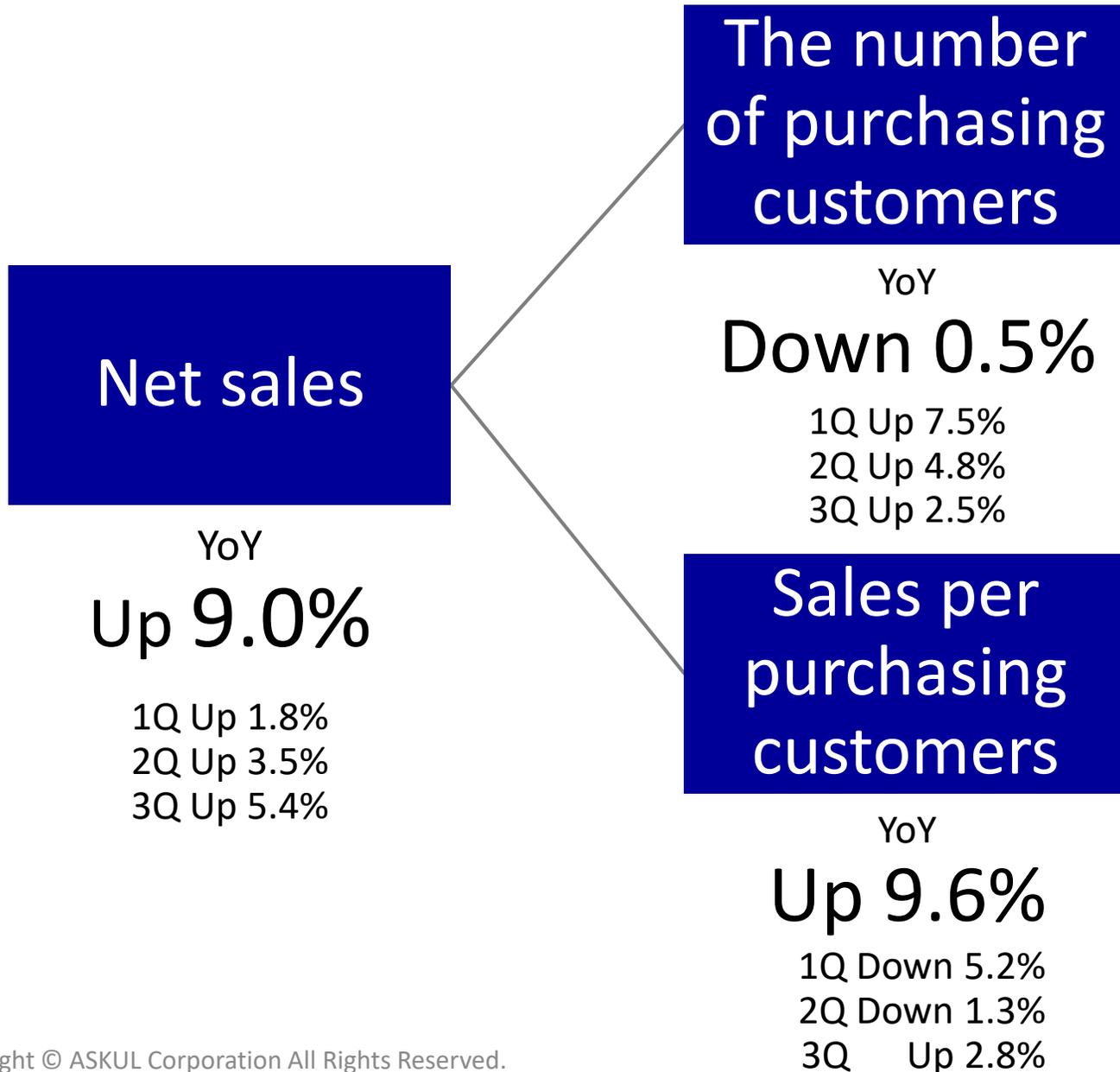


More big data will accumulate through expansion of the customer base



Speed up 1-to-1 based marketing

* 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.



Reactionary decline from a sharp increase in demand for infection-prevention products in the previous period

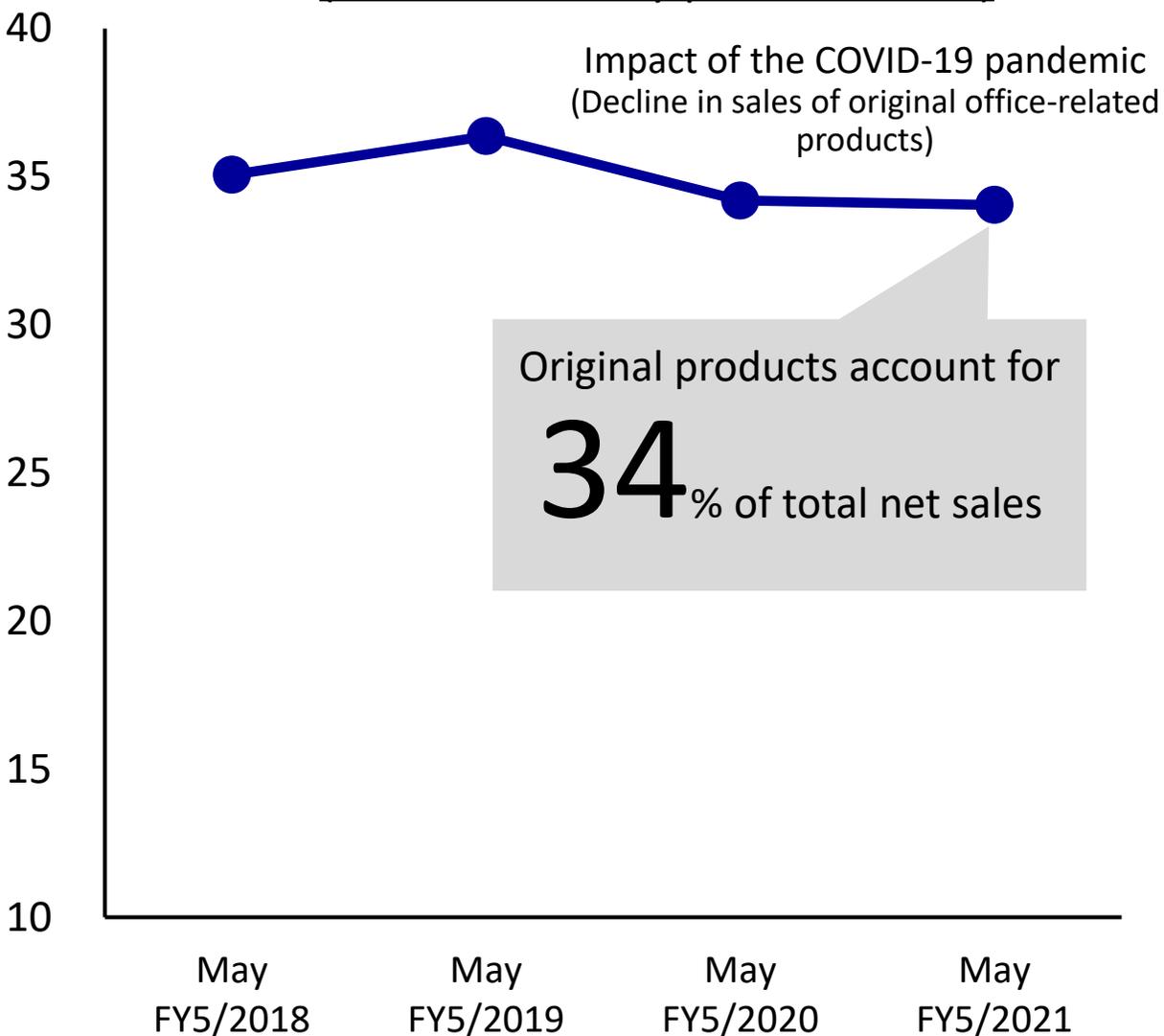
In addition to infection-prevention products, demand for office supplies grew

B-to-B Ratio of Sales of Original Products to Net Sales

Non-consolidated



Ratio of sales of original products*1 to net sales
(B-to-B inventory products sales)



Further boost strength
by reinforcing and expanding
original products for MRO and
Medical category

By 2025,

To more than
12,000 items*2

*1 Original products includes products exclusive to ASKUL

*2 Excluding original products exclusive to LOHACO

B-to-B the Number of products available

Non-consolidated



As of May 20,
More than **8.9 million** items

Strengthen product assortments
to serve to diverse customer bases

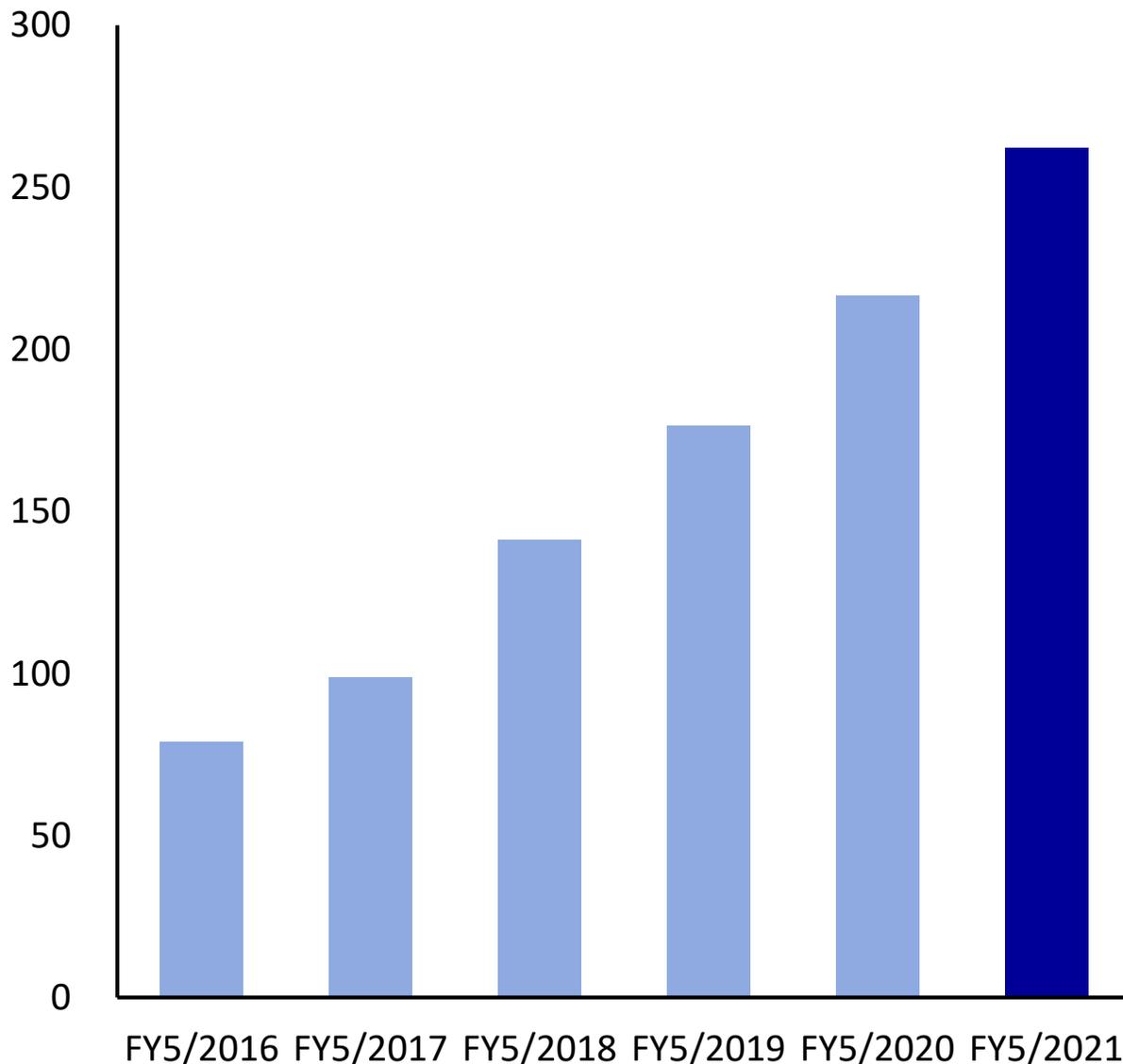
By 2025,
Reach **18 million** items

B-to-B Sales of Long-tail Products

Non-consolidated



(¥100 million)



FY5/2021 Results (YoY)

Up 21%



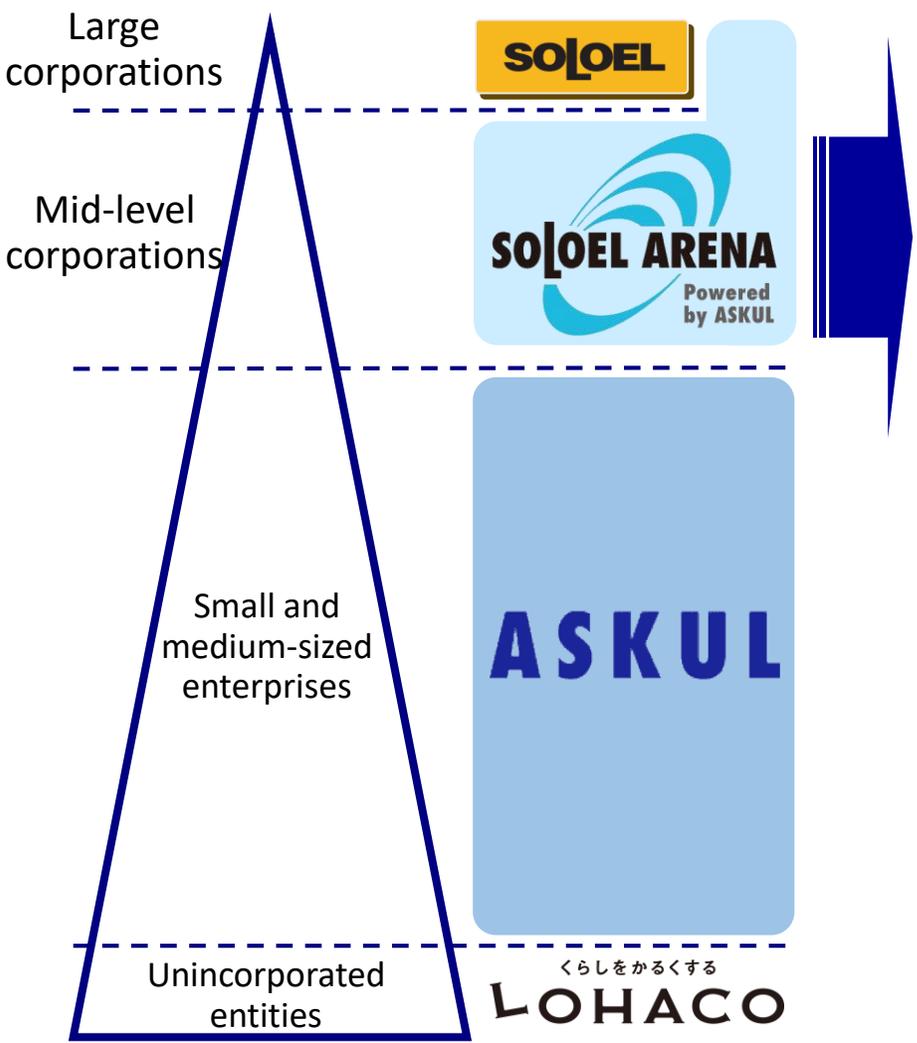
B-to-B business sales as a percentage of net sales

FY5/2020
7.2%
(Actual)

FY5/2021
8.3%
(Actual)

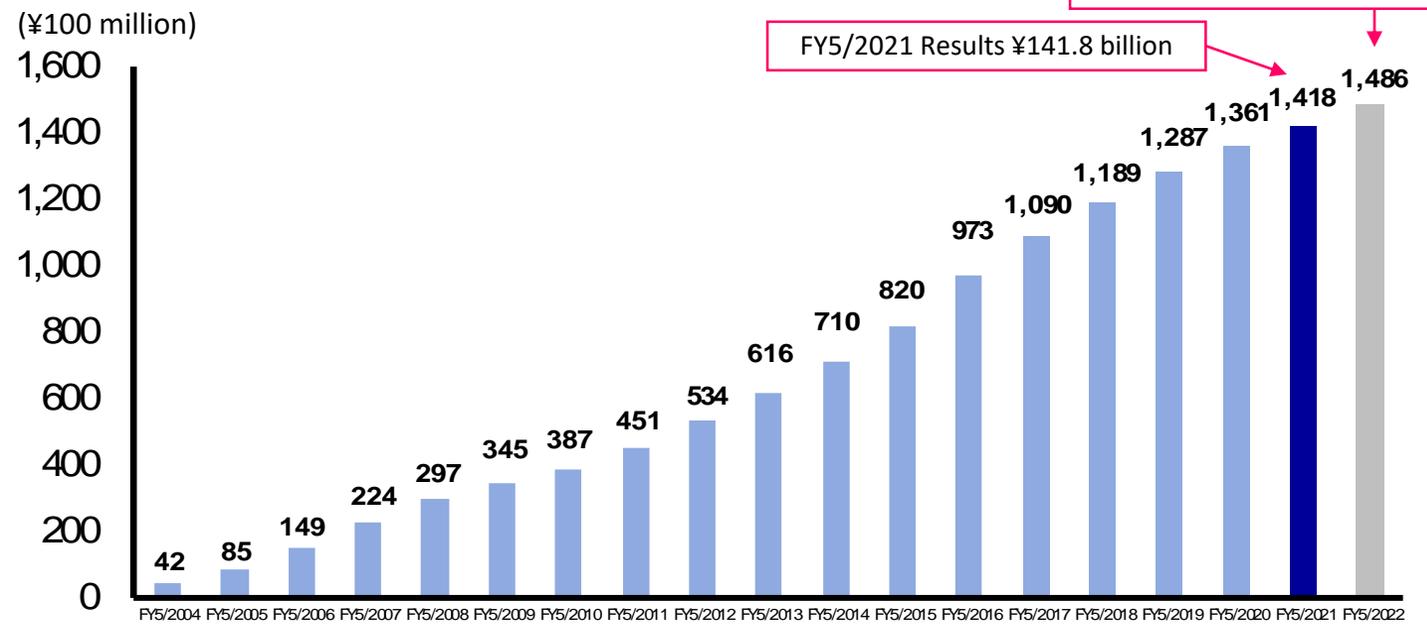
B-to-B Results of SOLOEL ARENA and others

Non-consolidated



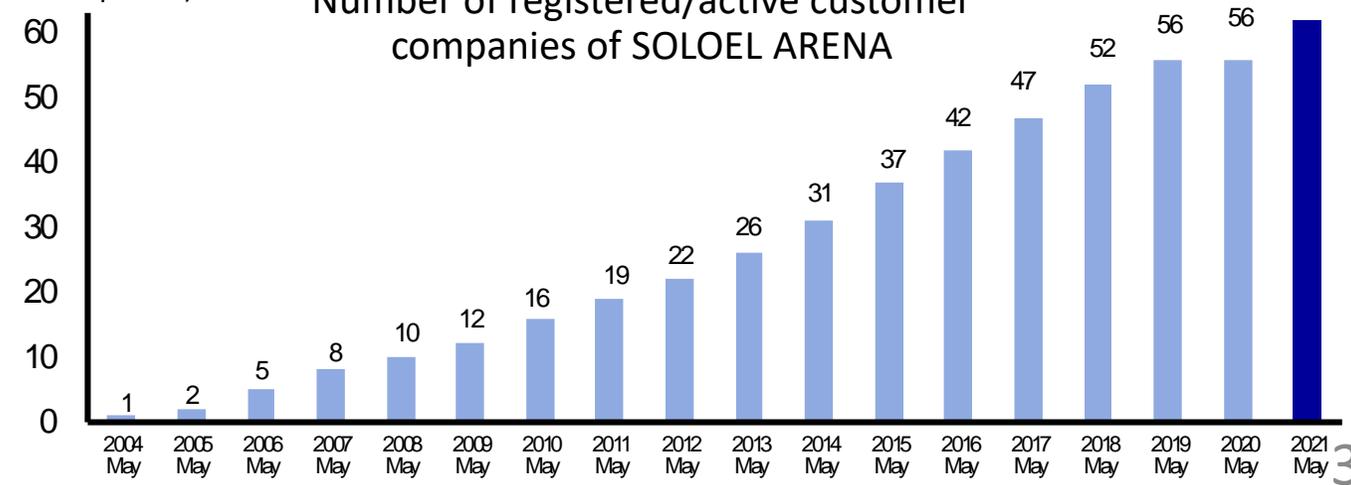
Net sales value for SOLOEL ARENA and others

FY5/2022 Plan ¥148.6 billion
Up 4.8% YoY



(1,000 companies)

Number of registered/active customer companies of SOLOEL ARENA

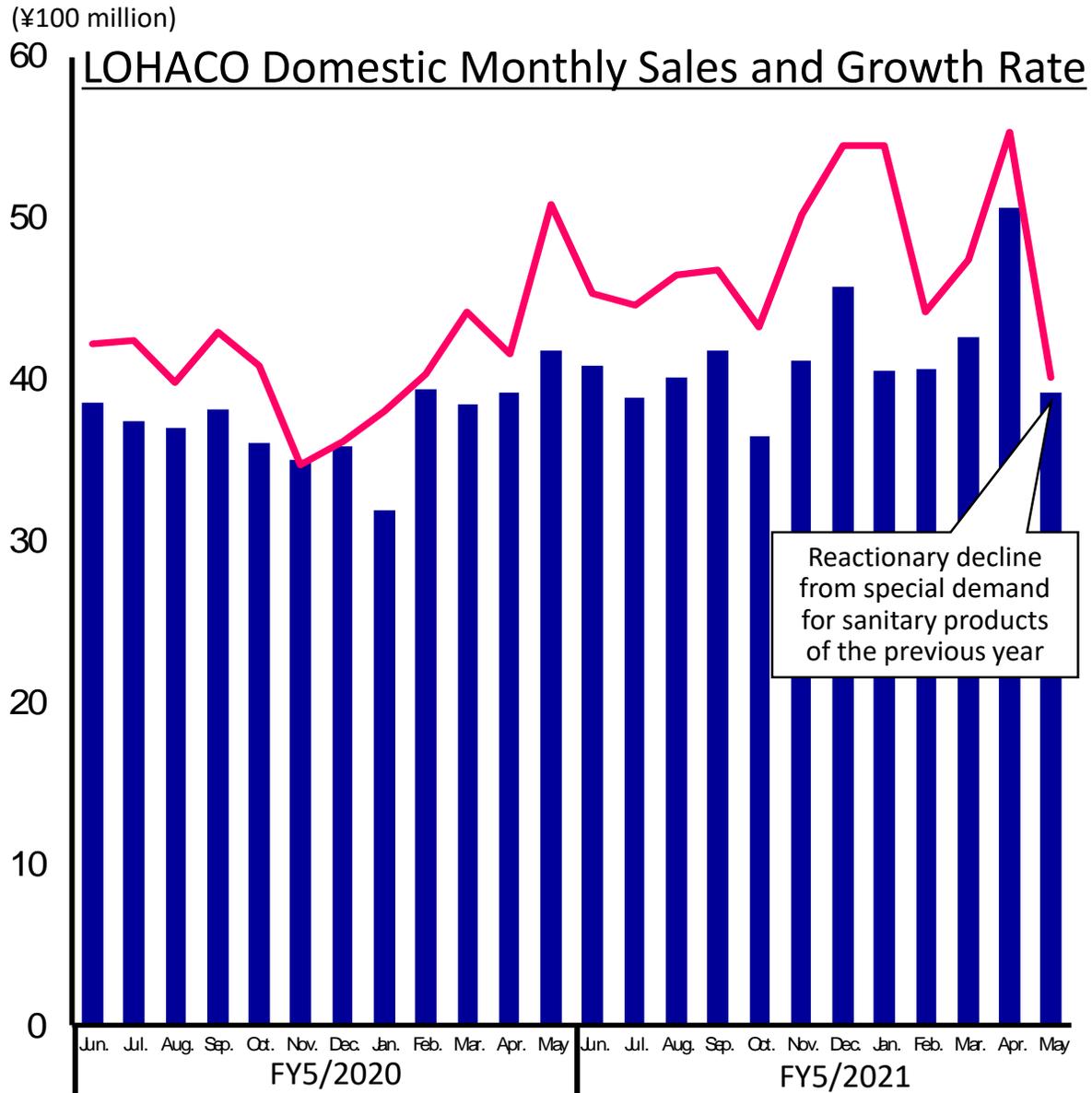


B-to-C

Targeting consumers



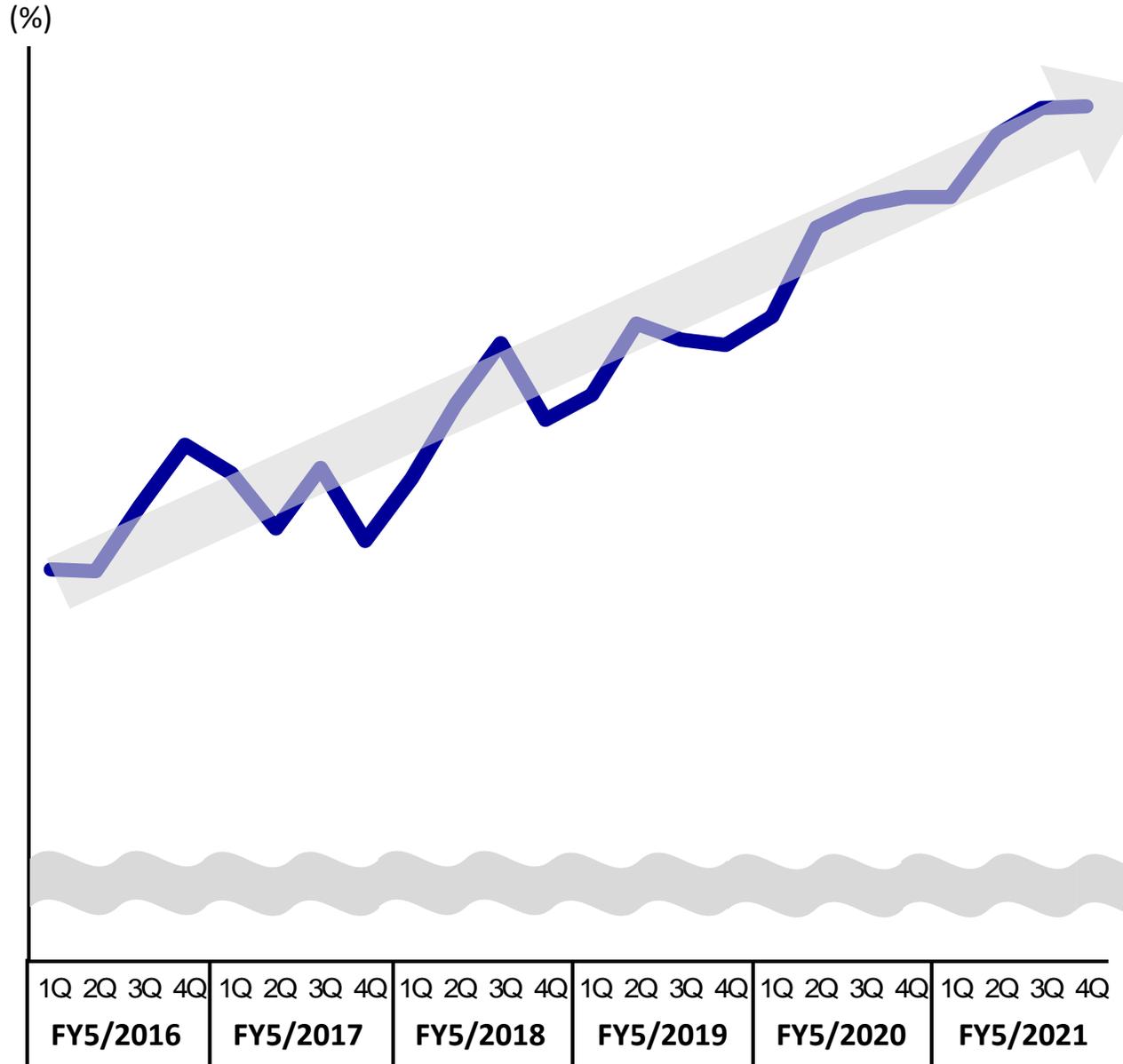
LOHACO



Aim at further growth through collaboration with Z Holdings

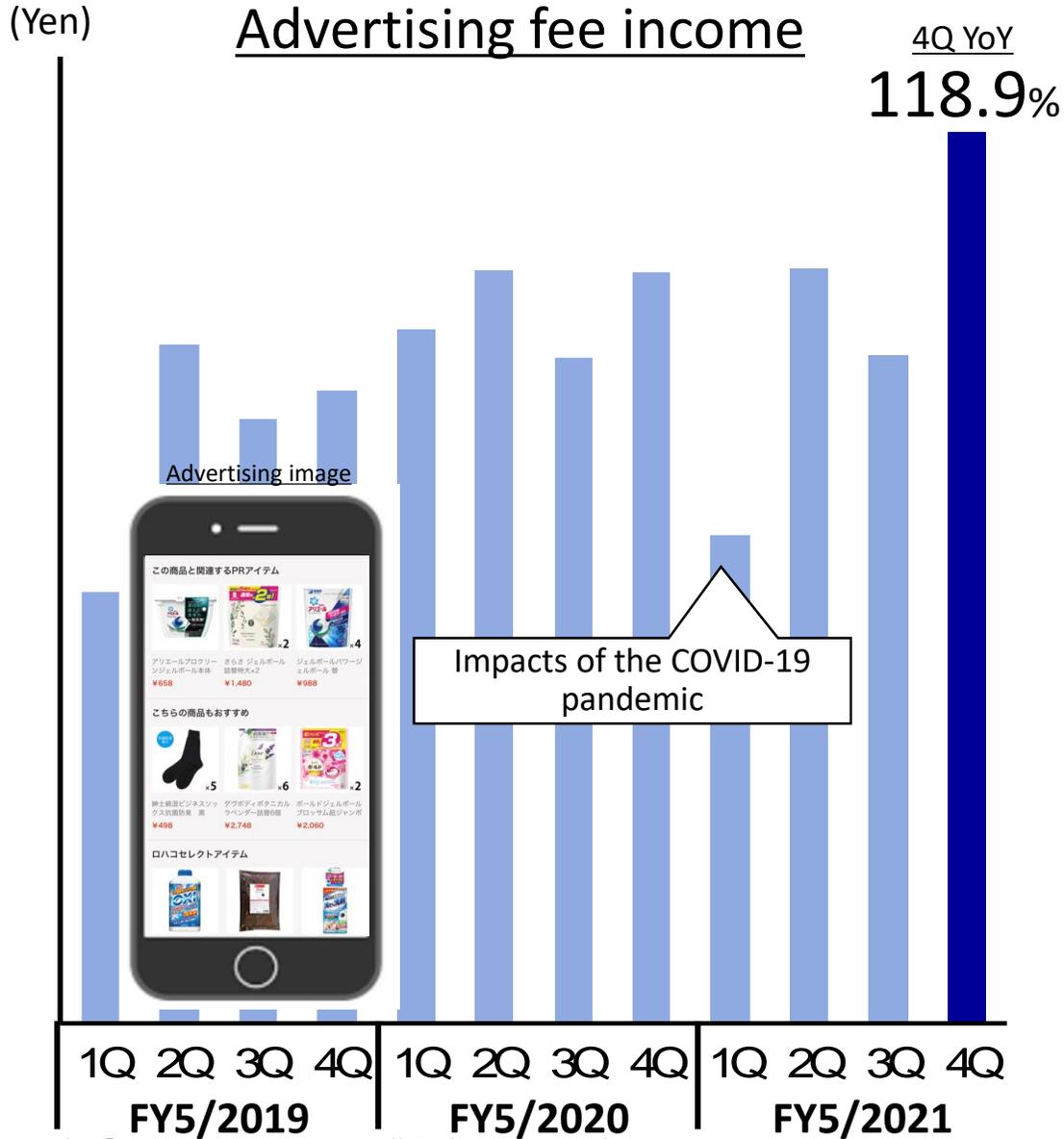
LOHACO Gross Profit Margin

Non-consolidated



FY5/2021
Full-year Results
 YoY change: **Up 1.7 points**

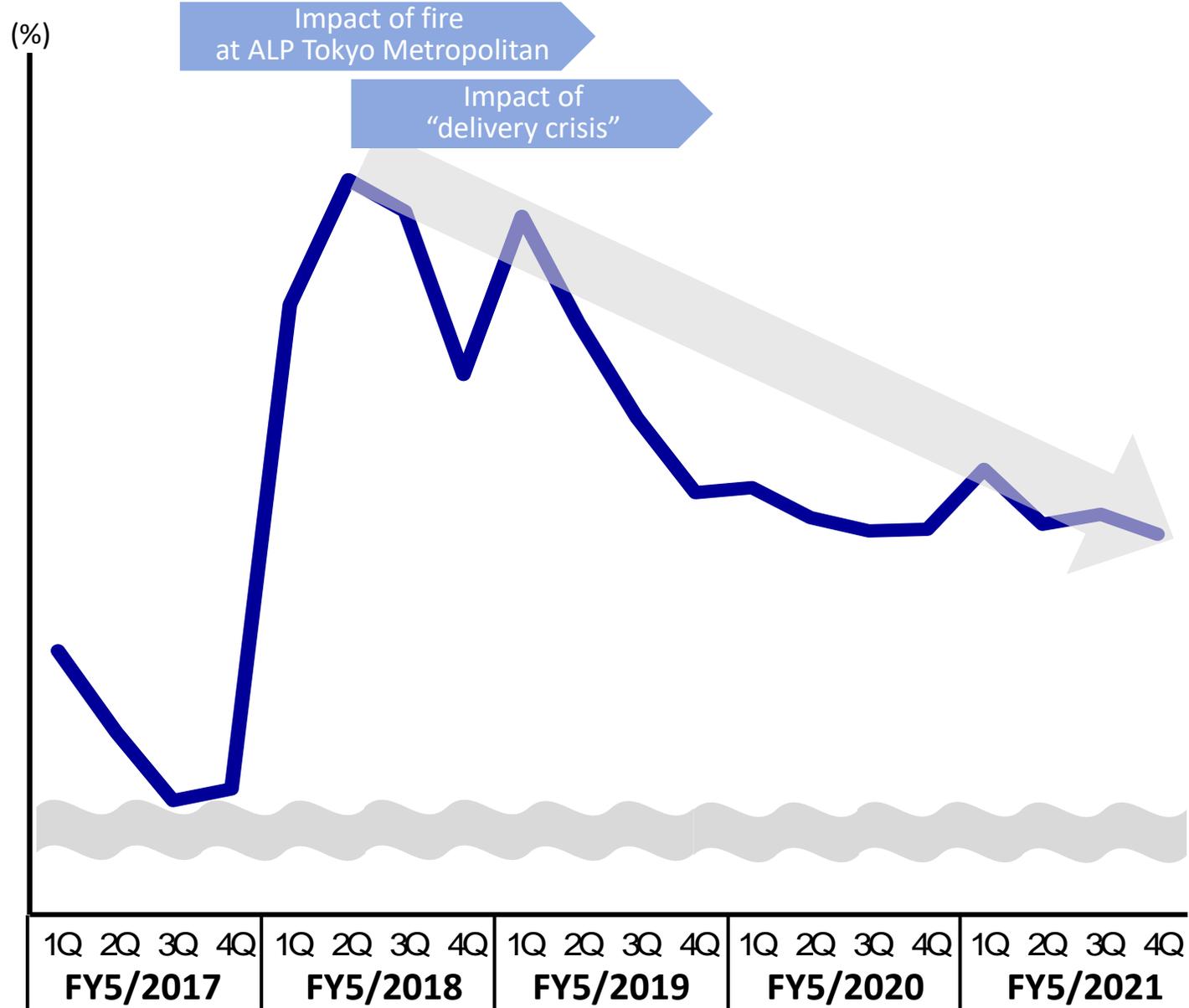
Improvement in product gross margin	Up 1.2 points
Decrease in large-lot transactions	Up 0.5 points



4Q saw an expansion due to large-scale sales promotion

LOHACO Variable Cost Ratio

Non-consolidated



Progress as planned

Reduce further by integrating B-to-B and B-to-C logistics

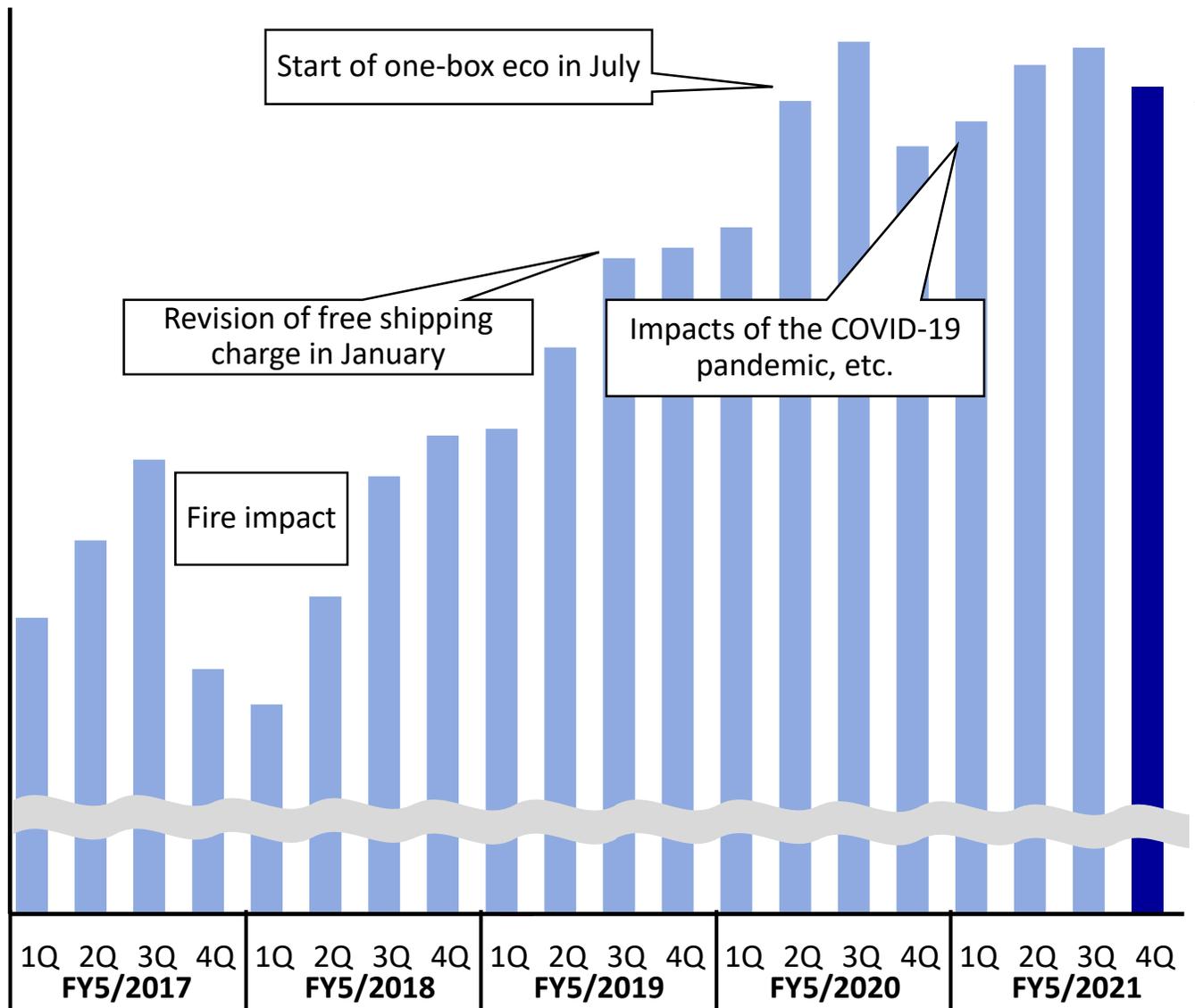
LOHACO Sales per Box

Non-consolidated

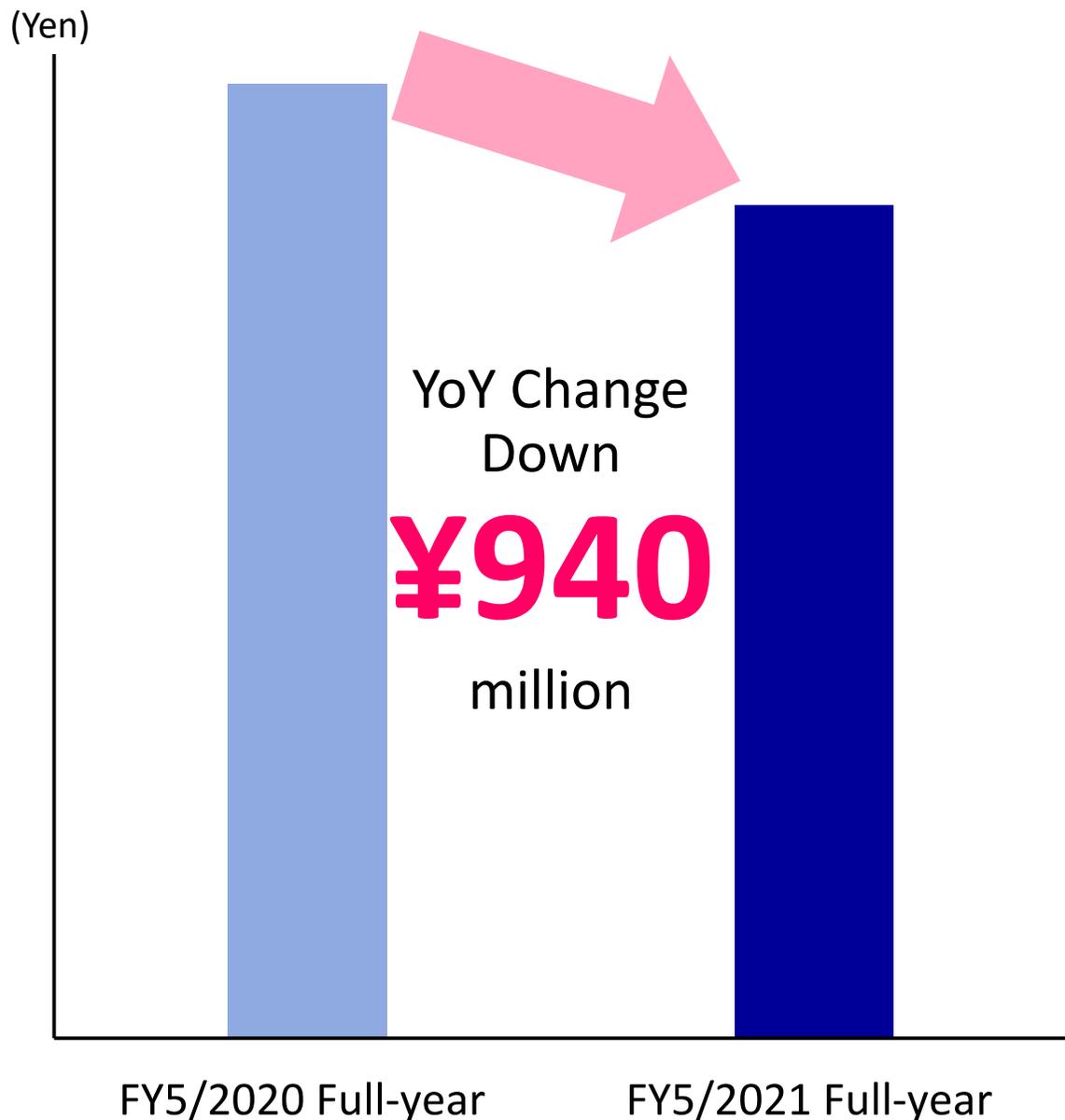


LOHACO (domestic) sales per box

(Yen)



FY5/2021 4Q results
YoY change: **Up 4.6%**



By strengthening alliance
with Yahoo,
Reduce
sales promotion
expenses, personnel and
operational costs, etc.

ESG / DX



Concluded Disaster-Response Agreement with Municipalities

March 2021

Concluded the “Agreement concerning Procurement, Transport, etc. of Supplies in Times of Disaster” with the Tokyo Metropolitan Government.

April 2021

Concluded the “Agreement concerning Cooperation in Procurement and Transport in Times of Disaster” with the City of Chiba.

To fulfill the role of a regional lifeline in case of a disaster by promptly providing daily necessities, such as living supplies and food, and office supplies and other relief materials for evacuation centers, etc, as well as a logistics function.

<One of ASKUL’s Materialities>

Build a responsible supply chain.

- ◆ Realize sustainable procurement.
- ◆ Fulfill responsibilities as a lifeline.





April 2021

ASKUL Formulated Sustainable Procurement Policy

- ✓ Built a responsible supply chain in cooperation with all business partners.
- ✓ Strive to strike a good balance between “Fulfillment of social responsibility” and “Sustainable development of the entire supply chain” in order to ensure sustainable provision of safe and secure products to customers.

Main items of [Sustainable Procurement Policy]

1. Contribution to the environment
2. Safe and secure products
3. Compliance with laws and regulations and fair and impartial transactions
4. Respect for human rights
5. Consideration for the work environment
6. Response to risk and change

<One of ASKUL’s Materialities>

Build a responsible supply chain.

- ◆ Realize sustainable procurement.
- ◆ Fulfill responsibilities as a lifeline.





ASKUL Environmental Policy

We, the ASKUL Group, strive with a shared sense of purpose to contribute to the realization of a sustainable society through the growth of our group as a company that supports our 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 34% in the 1Q of FY5/2021
- “EV100”
Replace delivery vehicles owned and used by ASKUL LOGIST 100% with electric vehicles by 2030
In the 4Q of FY5/2021, seven new light EVs were introduced.



Resource recycling

- “1 box for 2 trees”
Confirm planting of two eucalyptus, double the amount of raw materials, by purchasing one box of original copy paper

- Reduce disposal of returned products
Reduce returned products that lead to their disposal
Remake returned products into salable products
Sell returned products as “imperfect ones” at a discount
- A recycling value chain of used plastic products
Ministry of the Environment “FY2020 Demonstration Project for Constructing a Recycling System for Plastics and Other Resources to Support a Decarbonized Society”
Create a value chain for recycling plastic resources and reduce CO₂ emissions

Development and procurement of environmentally-friendly products

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



- Recycled paper bags “Come bag”
An FSC® certified* product, comprised of 85% paper pulp and 15% recycled pulp from ASKUL catalogs

* The FSC® certification system certifies “responsible management of the world’s forests”
Using FSC® certified products leads to forest conservation.



- Lineup of biomass shopping bags





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

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

2019 Selected as a “Climate Change A List” company by CDP



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



2019 Announced support for “TCFD recommendations”

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



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

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

2017 Joined RE100 and EV100



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

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

2013 Formulated Medium-Term Environmental Targets



“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

2003 Formulated ASKUL Environmental Policy



Together with colleagues

- Diversity-oriented management
ASKUL's Declaration of Diversity (2015)
 - Utilize diverse human resources
Promote female active participation and enhance the ratio of female managers
Declared a target of raising the ratio of female managers to 30% by 2025
Participated in 30% Club Japan
 - Promote diverse work styles
Systems for leave and shorter working hours for nursing care
Holding of nursing care seminars
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: Offer 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 25.5%*
(Legal employment rate of private companies is 2.3%)
* Legal employment ratio calculated in units of business sites as of May 20, 2021



Together with customers

- Improvement activities starting with customer voices
 - Share customer voices
Distribute internally opinions, requests, and suggestions received from customers by phone, e-mail, on the website, and on Twitter 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.
- Efforts in contact points for inquiries
 - Hold CS Week
Hold an event once a year to express our gratitude to communicators who attend to customers on the front line every day.
Hold a variety of events every year, such as recognition of long service, lottery competitions, and gift giving.

Initiatives with business partners

- Declaration of support and voluntary action for the "White Logistics" promotion campaign
A movement to resolve the shortage of truck drivers and work to realize a more employee friendly working environment in which productivity in truck transportation is improved, efficiency in logistics is raised, and some kinds of drivers, such as women and people over the age of 60, will find it easy to work
- Supply Chain CSR Survey
Investigate the status of suppliers' corporate efforts in areas such as "consumer problem," "efforts to the environment," and "labor practices" and actively communicate with suppliers
- 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

Social contribution activities

- Supporting East Japan Reconstruction through Impact Investment and Donations
The ASKUL Group has changed the format of support 10 years after the Great East Japan Earthquake.
Utilizing the platform of impact Investments of Music Securities, Inc., the ASKUL Group has started a sustainable and new form of support that combines investment in business operators in Iwate Prefecture, Miyagi Prefecture, and Fukushima Prefecture, and donations thereto in cooperation with manufacturers.
- Project for looking into air and water environments
In a joint project with S.T. Corporation, the ASKUL Group donates part of the sales of "S.T. Toilet Deodorant and Deodorant Spray," exclusively for sale by ASKUL, to associations that are engaged in improving air and water environments, thereby supporting their activities.
- 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.



- In June 2021, obtained certification “Digital Transformation Certified Operators”^{*1}, implemented by the Ministry of Economy, Trade and Industry



- Selected as “Digital x COVID-19 Response Company” (in the manufacturing and logistics strategy category) in the DX Survey 2021^{*2}

<Points deemed to have been highly appreciated>

- ✓ Establishment of a priority supply system for sanitary goods, etc. during the pandemic
- ✓ Promotion of non-face-to-face and non-contact services by using unattended delivery service and web tools
- ✓ Reinforcement of an organizational system that promotes DX

^{*1} A scheme in which the State certifies companies that meet the basic requirements of the digital governance code based on the “Act on Facilitation of Information Processing.”

^{*2} A survey that was conducted jointly by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange to select “Digital Transformation Stock Names (DX Stock) for 2021.” “DX Stock” is a system for introducing companies that have established an internal system that promotes DX to lead to improving corporate value and that have demonstrated excellent results from digital utilization. It does this by selecting them in each business category from companies listed on the Tokyo Stock Exchange. In this fiscal year, 11 companies were selected in the “COVID-19 Response category” in addition to 28 “DX Stock” companies and 20 “DX Companies to Watch” selected out of 464 companies that took part in the program.



On July 1, 2021, a website that puts out information on ASKUL's DX initiative,

“ASKUL Transformation with Digital” launched



<https://www.askul.co.jp/kaisya/dx/>

- ✓ Press release concerning DX
 - ✓ Information posted in the media
 - ✓ News on speeches, events and stages, etc.
- Accelerating efforts for DX initiative will be summarized and sent out

Mission Statement of ASKUL DX

パーパス&デジタルでサービスを変革	全体最適、オープンイノベーションと共創	データを起点にプロセスを自動化
パーパスを動力にデジタルでサービスを変革	個別最適からデジタルでオープンな共創プラットフォームを実現	データ起点のプロセス自動化で権限を現場化
レジリエントなサービス	最速で変革	全員参加と三位一体
お客様や社会のライフラインとして、デジタルで強靱なプラットフォームに変革	デジタルで、Try&Learn サイクルを高速化し、イノベーションを起こし続ける	DX経営の実現基盤となるDX人材の育成 経営、オペレーション、テクノロジーの三位一体

With more effective use of big data and technology, make business transformation a reality

Others

FY5/2021 Net Sales by Item

Non-consolidated



(¥billion)	FY5/2020 Full-year		FY5/2021 Full-year		
		YoY change %		YoY change	YoY change %
OA & PC	98.2	+1.5	96.4	(1.8)	-1.8
Stationery	43.8	-1.8	42.5	(1.3)	-3.0
Living supplies	119.3	+1.8	123.7	4.3	+3.7
Furniture	21.8	-4.4	22.7	0.8	+3.9
MRO	35.1	+7.7	36.9	1.8	+5.1
Medical	22.6	+21.9	37.8	15.1	+66.7
Others	7.8	+1.0	7.9	0.0	+0.4
Total	349.1	+2.5	368.1	19.0	+5.5

Medical driving growth



Gross profit: ¥104.3 billion YoY change: Up ¥8.6 billion

Gross profit margin: 24.7% YoY change: Up 0.8 points

- Improvement of gross profit margin through reduction in cost of sales and changes in category mix

SG&A expenses: ¥90.4 billion YoY change: Up ¥3.5 billion

Ratio of SG&A expenses to net sales: 21.4% YoY change: Down 0.3 points

<Breakdown of major YoY change factors in SG&A expenses>

- Personnel costs (Including provision for bonuses) Up ¥1.2 billion
- Delivery costs Up ¥1.1 billion
- Outsourcing expenses Up ¥0.6 billion
- Software amortization Up ¥0.3 billion



Capital expenditures ¥10.4 billion (Annual plan: ¥11.8 billion)

Related to ASKUL Tokyo DC ¥2.7 billion

Related to the new ASKUL website (PJ Trylion) ¥1.9 billion

Related to ASKUL Miyoshi Distribution Center ¥1.7 billion

(Reference) Depreciation and amortization of software: ¥5.9 billion (Annual plan: ¥5.7 billion)

Investment details

(¥ million)

Item	FY5/2020	FY5/2021	
	Amount	Amount	YoY Change
[Capital expenditures]	5,486	10,428	+90.1%
Property, plant and equipment	2,545	5,887	+131.3%
Intangible assets	2,940	4,541	+54.4%
Construction in progress (Note 2)	461	4,391	+851.1%
Software in progress (Note 2)	1,116	3,350	+200.1%

(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.

FY5/2021 Share of Orders Placed on the Internet of Net Sales and Original Products

Non-consolidated



Share of orders placed on the Internet of net sales

	FY5/2020	FY5/2021	YoY Change
Orders via the Internet	84.5%	86.2%	+1.7 points
Other	15.5%	13.8%	-1.7 points

Note 1: Percentages are based on orders placed.

ASKUL original products

(Items)

	May of FY5/2020	May of FY5/2021	YoY Change
Number of original products	9,901	10,063	+162
Share of non-consolidated net sales (of which, share of B-to-B business)	26.2% (34.2%)	26.8% (34.1%)	+0.6 points (-0.1 points)

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.



Capital expenditures ¥13.4 billion

[Main Breakdown]

- ASKUL Tokyo DC ¥4.9 billion
- New ASKUL website ¥3.2 billion
- Related to investments in distribution and logistics ¥1.7 billion

(Reference) Depreciation and amortization of software ¥6.1 billion
(+¥200 million from the previous fiscal year)

