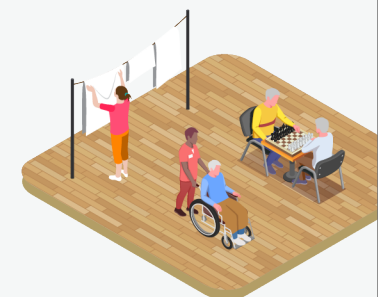




Section 5 Basic Information

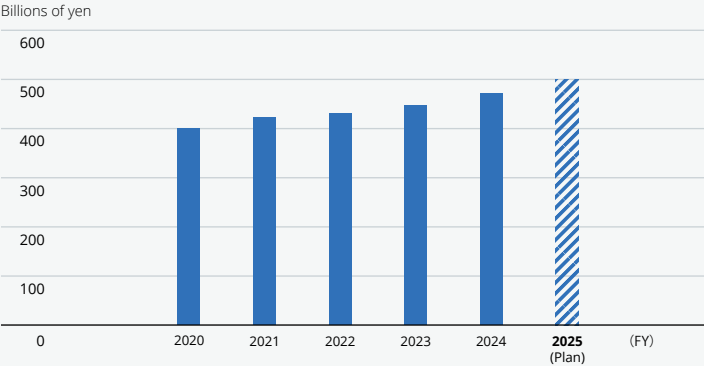
- [95](#) Financial Highlights
- [96](#) Non-Financial Highlights
- [97](#) Consolidated 11-Year Summary
- [98](#) Consolidated Financial Statements (Abridged)
- [99](#) List of Material Issues (Important Issues) and KPIs
- [102](#) Glossary
- [103](#) External Evaluations / External Endorsement and Participation
- [104](#) Group Network
- [105](#) Corporate / Stock Information



Financial Highlights (On a consolidated basis excluding dividends per share information)

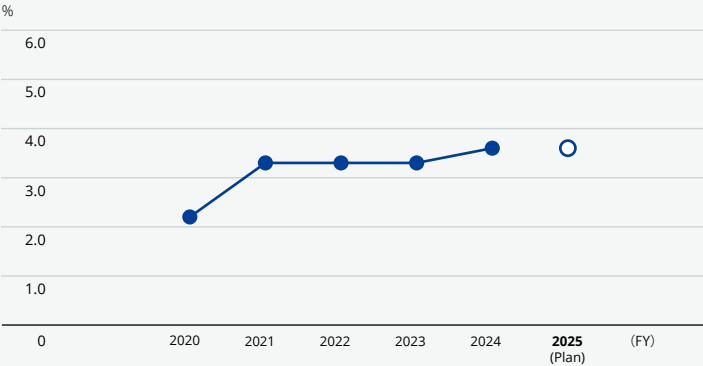
Net Sales

We aim to continue our transformation from an office supplies mail-order company and achieve a strong rate of growth.



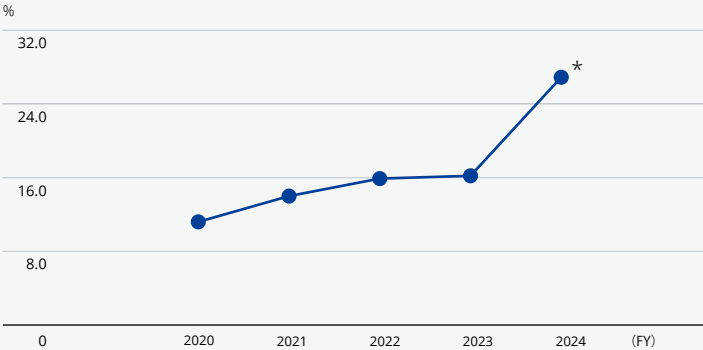
Operating Profit Margin

We will continue to implement profit structure reforms in pursuit of a 5.0% operating profit margin.



ROE

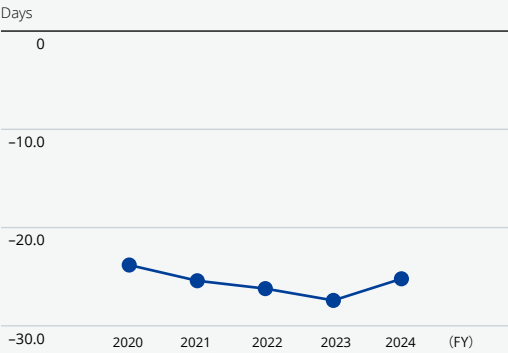
We will continue to improve capital efficiency to achieve an ROE of 20.0%.



* One-off figure due to extraordinary profit from litigation related to the ASKUL Logi Park Metropolitan fire

Cash Conversion Cycle* (CCC)

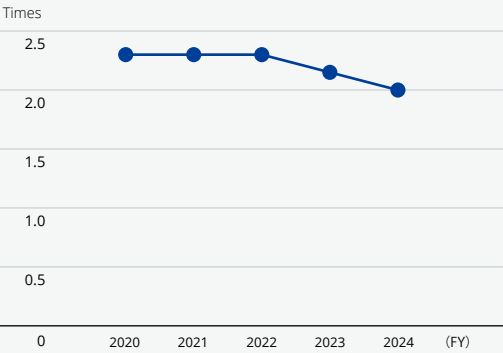
CCC is the source of our ability to generate cash flows, serving as a major strength of the Company. We will strive to maintain the CCC at its current level.



* CCC = Days to convert accounts receivable + Days to convert inventories - Days to convert accounts payable

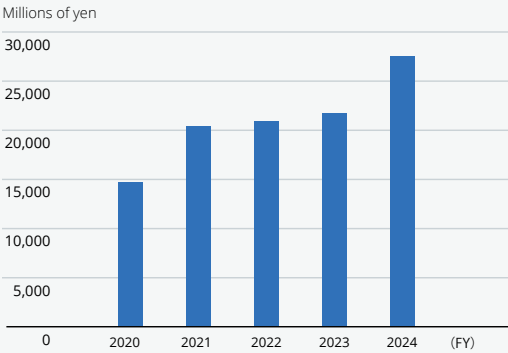
Total Asset Turnover Ratio

We will maintain the total asset turnover ratio at its current level by continuously expanding our businesses through the efficient utilization of invested capital.



EBITDA*

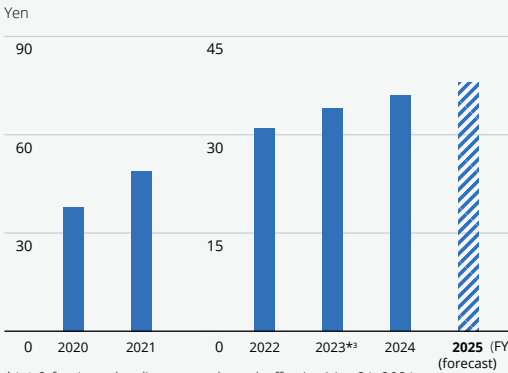
We aim to further enhance our ability to generate cash flows by maximizing the effects of investments.



* EBITDA = Operating profit + Depreciation + Amortization of software + Amortization of goodwill
Note: Amounts used are from the consolidated statements of cash flows.

Dividends per Share*1

We will provide stable dividends to shareholders while systematically acquiring treasury stock in line with our new shareholder return policy.*2



*1 A 2-for-1 stock split was conducted, effective May 21, 2021.
*2 In the third quarter of the fiscal year ended May 20, 2024, a new shareholder return policy was announced with a target total return ratio of 45%.
*3 In commemoration of the 30th anniversary of the launch of service, the year-end dividend for the fiscal year ended May 20, 2023 includes a commemorative dividend of 2 yen per share.

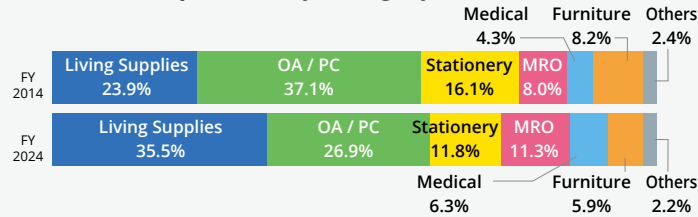
Non-Financial Highlights

(Figures are for the fiscal year ended May 20, 2024 or as of May 20, 2024 aside from those with an explanatory note.)

Business-Related Data

Net Sales Composition by Category

Non-consolidated



Ratio of Net Sales in the Internet Domain

Non-consolidated



ASKUL's Data Science Class*1 Cumulative Attendance and Completion Rate*2

Non-consolidated

Target (by the fiscal year ending May 20, 2025)

Achievement

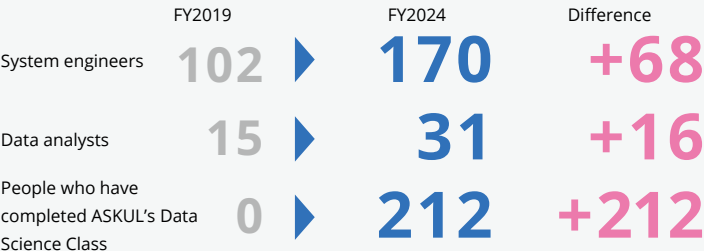


*1 A three-month practical training course aimed at acquiring the skills to freely manipulate in-house data assets and visualize various analyses and analysis results.

*2 Percentage of persons among the number of employees as of the fiscal year ended May 20, 2023 who have taken and completed ASKUL's designated DX training (excluding retirees).

DX Personnel

Non-consolidated



Note: 1. System engineers and data analysts are counted based on the number of employees in departments in charge of applicable work.

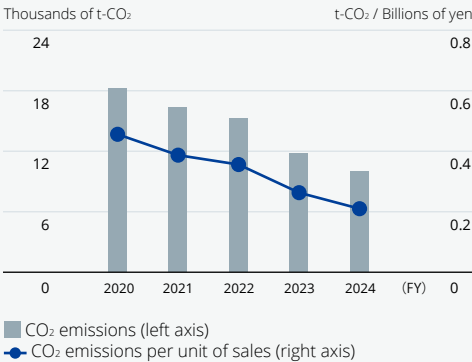
2. The number of people who have completed ASKUL's Data Science Class includes those who have since left the Company.

ESG

CO₂ Emissions / CO₂ Emissions per Unit of Sales

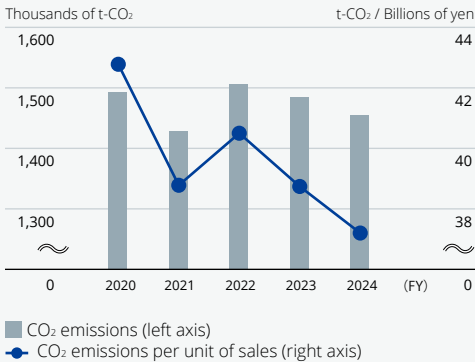
Scope 1 + Scope 2

Consolidated



Scope 1 + Scope 2 + Scope 3

Non-consolidated



Number / Ratio of Green Products

Non-consolidated

P.72



Note: From the number of items listed in ASKUL Catalog 2023

Number of Forest-Certified (FSC® / PEFC) Products

Non-consolidated

P.72

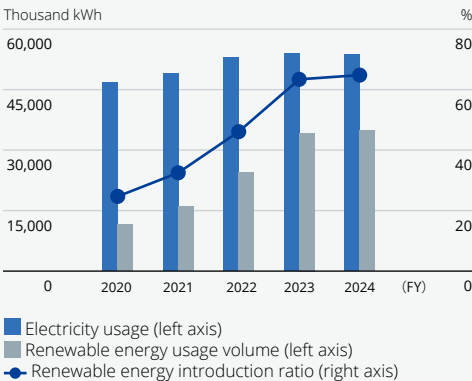


Note: From the number of items listed in ASKUL Catalog 2023

Electricity Usage / Renewable Energy Usage Volume and Introduction Ratio

Consolidated

P.70



Number of Employees / Ratio of Women in Management

Non-consolidated

P.76



Ratio of Employees Taking Paid Leave

Non-consolidated

P.76



Consolidated 11-Year Summary

	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Unit: Millions of yen (except as otherwise noted)											
Consolidated Financial Indicators											
Net sales	253,408	276,759	315,024	335,914	360,445	387,470	400,376	422,151	428,517	446,713	471,682
Gross profit	55,701	60,814	70,328	76,755	85,515	91,606	95,683	104,378	105,072	107,040	117,502
Selling, general and administrative expenses	51,425	53,965	61,810	67,890	81,323	87,085	86,862	90,455	90,763	92,420	100,549
Operating profit	4,276	6,849	8,517	8,865	4,192	4,520	8,821	13,923	14,309	14,620	16,953
Ordinary profit	4,449	6,959	8,574	8,866	3,940	4,418	8,656	13,850	14,270	14,448	16,677
Profit attributable to owners of parent	2,165	4,032	5,255	1,014	4,693	434	5,652	7,758	9,206	9,787	19,139
EBITDA	8,858	11,408	12,953	13,927	10,143	10,952	14,722	20,418	20,869	21,734	27,516
Capital expenditures	24,467	4,528	10,528	4,555	20,478	6,042	5,486	10,428	10,484	14,634	13,485
Depreciation	1,728	1,892	2,168	2,469	2,949	3,590	3,017	3,160	3,292	3,451	3,960
Amortization of software	2,211	1,979	1,473	1,668	1,774	1,882	2,373	2,755	2,538	2,739	4,891
Interest-bearing debt	7,400	7,074	14,719	23,426	34,703	32,101	29,704	28,407	25,201	40,795	36,142
Net assets	58,073	60,945	51,242	46,231	49,344	48,631	52,825	59,203	57,271	66,876	81,336
Total assets	119,976	132,667	139,552	155,678	173,713	169,112	174,146	190,107	188,024	227,506	243,062
Cash flows from operating activities	11,534	12,227	13,831	16,227	10,150	6,215	16,609	15,998	17,952	20,131	16,887
Cash flows from investing activities	(20,785)	(8,293)	(11,663)	(5,217)	(1,588)	(5,962)	(6,055)	(9,079)	(10,748)	(22,929)	(11,537)
Cash flows from financing activities	(1,453)	(2,001)	(10,606)	7,241	6,553	(4,950)	(4,761)	(3,919)	(14,674)	10,232	(9,828)
Sales growth rate (%)	111.8	109.2	113.8	106.6	107.3	107.5	103.3	105.4	101.5	104.2	105.6
Gross profit margin ratio (%)	22.0	22.0	22.3	22.8	23.7	23.6	23.9	24.7	24.5	24.0	24.9
Operating profit margin (%)	1.7	2.5	2.7	2.6	1.2	1.2	2.2	3.3	3.3	3.3	3.6
Capital adequacy ratio (%)	48.0	45.8	36.6	29.6	28.3	28.6	30.1	30.9	30.2	28.2	32.2
Cash conversion cycle (CCC) (days)	(23.4)	(23.3)	(23.0)	(26.3)	(28.6)	(25.4)	(23.8)	(25.4)	(26.6)	(27.4)	(25.2)
ROE (%)	3.8	6.8	9.4	2.1	9.9	0.9	11.2	14.0	15.9	16.2	26.9
Total asset turnover ratio (times)	2.20	2.19	2.31	2.28	2.19	2.26	2.33	2.32	2.27	2.15	2.00
Per-Share Information (¥)											
Basic earnings per share (EPS)	39.75	73.29	100.50	19.75	92.15	8.52	110.78	75.83	90.83	100.43	196.47
Net assets per share (BPS)	1,049.66	1,101.12	984.64	905.01	964.46	948.44	1,027.37	573.57	582.43	658.20	808.88
Dividends per share	30	30	33	36	36	36	38	49	31	34	36
Non-Consolidated Business Performance Indicators											
B-to-B Business											
Net sales (billions of yen)	241.2	255.1	278.5	291.9	302.6	315.8	329.0	345.1	348.0	373.8	409.1
Operating profit (billions of yen)	9.3	10.7	13.3	14.0	13.5	14.2	15.4	20.1	17.0	14.7	17.3
Number of products handled (millions of items)	0.7	0.8	1.1	3.3	5.1	6.1	7.4	8.9	11.7	12.4	14.0
Number of products in stock (thousands of items)	63.0	61.5	66.1	75.5	75.8	82.1	89.0	96.6	129.8	166.3	258.6
Number of original products (thousands of items)	5.7	5.7	7.4	7.8	8.1	8.4	8.6	8.7	8.7	9.6	11.0
Ratio of original products to net sales (%)	17.6	18.9	19.8	20.6	35.1	36.4	34.2	34.1	35.4	38.2	38.1
LOHACO Business											
Net sales (billions of yen)	12.1	19.9	32.8	39.0	41.7	51.3	48.6	52.8	54.3	46.1	36.1
Operating profit (loss) (billions of yen)	(2.9)	(3.2)	(3.4)	(4.6)	(9.3)	(9.2)	(6.1)	(4.2)	(2.9)	0	0.2

Notes:

- The Group has applied the Accounting Standard for Revenue Recognition (ASBJ Statement No. 29, March 31, 2020) as of the fiscal year ended May 20, 2022. As a result, the method for recording net sales and selling, general and administrative expenses has changed.
- Capital expenditures are recorded based on cash flows in each accounting period.
- Operating cash flows differ significantly based on whether there is a bank holiday at the beginning and/or end of the fiscal period.
- The calculation of CCC, ROE, and the total asset turnover ratio is based on the fiscal year-end average of the account times of the balance sheet.
- ROE for the fiscal year ended May 20, 2024 is a one-off figure due to extraordinary profit from litigation related to the ASKUL Logi Park Metropolitan fire.
- ASKUL Corporation conducted a 2-for-1 stock split of common stock on May 21, 2021. Basic earnings per share and net assets per share have been calculated on the assumption that said stock split was implemented at the beginning of the fiscal year ended May 20, 2021.
- Net sales and operating profit in the B-to-B Business are listed based on consolidated results.
- The numbers of products handled, products in stock, and original products in the B-to-B Business are as they were as of the relevant fiscal year-end. The ratio of original products to net sales is based on the results of the relevant fiscal year-end.
- Since the second quarter of the fiscal year ended May 20, 2018, original copy paper has been included in the calculation of the ratio of original products to net sales.
- Even if accounting principles or notation and presentation methods change, related indicators will not be retroactively revised.

Consolidated Financial Statements (Abridged)

Consolidated Balance Sheets (Millions of yen)

	Previous fiscal year (May 20, 2023)	Fiscal year under review (May 20, 2024)
Assets		
Current assets	155,958	167,994
Non-current assets	71,547	75,068
Property, plant and equipment	27,862	32,493
Intangible assets	32,594	31,365
Investments and other assets	11,091	11,208
Total assets	227,506	243,062
Liabilities		
Current liabilities	120,499	120,893
Non-current liabilities	40,130	40,832
Total liabilities	160,630	161,725
Net Assets		
Shareholders' equity	64,124	78,116
Accumulated other comprehensive income	20	145
Share acquisition rights	0	0
Non-controlling interests	2,729	3,073
Total net assets	66,876	81,336
Total liabilities and net assets	227,506	243,062

Consolidated Statements of Income (Millions of yen)

	Previous fiscal year (May 20, 2023)	Fiscal year under review (May 20, 2024)
Net sales	446,713	471,682
Cost of sales	339,672	354,180
Gross profit	107,040	117,502
Selling, general and administrative expenses	92,420	100,549
Operating profit	14,620	16,953
Non-operating profit	200	163
Non-operating expenses	371	438
Ordinary profit	14,448	16,677
Extraordinary profit	200	11,872
Extraordinary losses	182	119
Profit before income taxes	14,467	28,431
Profit	9,953	19,473
Profit attributable to owners of parent	9,787	19,139

Consolidated Statements of Cash Flows (Millions of yen)

	Previous fiscal year (May 20, 2023)	Fiscal year under review (May 20, 2024)
Cash flows from operating activities	20,131	16,887
Cash flows from investing activities	(22,929)	(11,537)
Cash flows from financing activities	10,232	(9,828)
Cash and cash equivalents at beginning of period	58,789	66,223
Cash and cash equivalents at end of period	66,223	61,744

List of Material Issues (Important Issues) and KPIs

	Goal	Action plan / KPI	Target year attainment	Results of initiatives (as of May 20, 2024)	Initiatives / Targets and plans (fiscal year ending May 20, 2025)
Digital Transformation	1 Create the Best Customer Experiences	Customer retention rate: 2 point. improvement <small>Note: Compared with fiscal year ended May 20, 2021</small>	2030	+1.41 point.	Scheduled revisions to plan and targets
		Improved primary resolution rate of inquiries from 85% to 90% <small>Note: Compared with fiscal year ended May 20, 2021</small>	2025	One-time resolution rate: 86.3%	Rate of inquiries being resolved with first response: 86.0%
		New service offerings and customer experience evolution	Plan preparation in progress	• Enhancement of one-to-one information provision to customers and improvement of user interface • Expansion of the scope of same-day delivery options	• Enhancement of one-to-one information provision to customers and improvement of user interface • Expansion of the scope of same-day delivery options to countrywide coverage
	2 Build Innovative Value Chains	Evolution of the entire value chain	2030	Improvement of stockout rates through inventory adjustments	Reduction of stockout rates due to measures taken in line with order frequency
		Improvement of delivery quality and achievement of zero delivery delays	2025	Thorough raising of quality awareness through load distribution using advance information sharing, in addition to visualization of progress, monitoring, and other measures	• Thorough raising of quality awareness through distribution of delivery burdens, visualization of progress, and other measures • Consideration of a review of operations and services in light of significant increase in logistics needs
		Evolution of product information	2030	• Operation of product information linkage system with certain suppliers • Switch to SYNCHROMART dashboard for internal use	Reconsideration of the necessity of providing dashboards to suppliers and the content that is required
Co-Creation	3 Create New Value through Products and Services	Environment-friendliness of original products	2023	Achieved in fiscal year ended May 20, 2024 Formulation and announcement of the ASKUL Product Environmental Standards	—
		Realization of sales platform for products scheduled for disposal by manufacturers; achieved a cumulative reduction in product disposal of one million units	2025	• Reduction in number of items disposed: Approx. 674,000/year • Cumulative total since June 2021: 1,500,000 items achieved <small>Note: Achieved target for fiscal year ending May 20, 2025, ahead of plan</small>	Continued efforts to achieve cumulative waste reduction of 2 million items
		Solving of social issues through new services	Plan preparation in progress	—	Scheduled review of plan and targets
	4 Realize a Resource-Recycling Platform	Realization and implementation of resource-recycling services	2025	Completion of recovery tests for plastic containers	Consideration of recovered containers for practical application
		Zero Waste Challenge	2030	Imperfect products • Percentage of non-discarded items shipped (recycling rate): 72.8% • Discard rate: 6.0%	Imperfect products • Percentage of non-discarded items shipped (recycling rate): 80.0% • Discard rate: 5.0%
		Achievement of total recycling of packaging materials* <small>* Upon arrival at distribution center</small>	2030	• Prototyping and assessment of used packaging film recycling	• Continued prototyping for deriving recycled products from used packaging film

List of Material Issues (Important Issues) and KPIs

	Goal	Action plan / KPI	Target year attainment	Results of initiatives (as of May 20, 2024)	Initiatives / Targets and plans (fiscal year ending May 20, 2025)
Environment	5 Take On the Challenge of Realizing a Carbon-Neutral Society	Achievement of the 2030 Zero CO ₂ Challenge	2030	<ul style="list-style-type: none"> RE100: Renewable energy progress: 64.8% EV100: EV conversion progress: 7.8% Note: Introduced two new vehicles (20 total) 	<ul style="list-style-type: none"> RE100: Continuation of efforts for introduction at all centers EV100: EV conversion progress: 8.0%
		ASKUL Group 2030 Zero CO ₂	Plan preparation in progress	<ul style="list-style-type: none"> Signing of forest maintenance partnership agreements with Tsumagoi Village and TSUMAGOI MEISUI CORPORATION and start of activities Decision made to support Indonesia's forest conservation and regeneration activities (Belantara Foundation's environmental protection fund) 	Scheduled review of plan and targets
		Provision of environment-friendly delivery methods to customers	Plan preparation in progress	<ul style="list-style-type: none"> Verification of cargo consolidation and response to issues Increased consolidation of individual parcels due to the expansion of next-day delivery as a default and revision of the threshold for free delivery 	<ul style="list-style-type: none"> Verification and response to issues associated with cargo consolidation system modifications Consideration of next-day delivery as a countrywide default as well as bulk discounts
		Compliance with the Corporate Net-Zero Standard of the Science Based Targets initiative's (SBTi)	2050	Update of targets based on SBTi revisions and acquisition of Corporate Net-Zero Standard certification	Promotion of supplier engagement to reduce Scope 3 CO ₂ emissions
		Completion of product CO ₂ emissions visualization and calculations of reduction contributions	2025	<ul style="list-style-type: none"> Start of CO₂ emissions calculations for 10 companies that are contracted to manufacture original products Identification of issues related to calculation tools and any need for improvements 	<ul style="list-style-type: none"> Expansion of the number of original products subject to CO₂ emissions calculations Improvement of tools used to calculate CO₂ emissions
	6 Conserve Biodiversity	Expansion of range of certified products handled	Plan preparation in progress	—	Data preparation and disclosure
		Tackling of the problem of marine plastic pollution	Plan preparation in progress	<ul style="list-style-type: none"> Donations made to Tsushima City (approx. ¥290,000) Implementation of Tsushima City Study Tour Planning of regular marine plastic collection activities 	<ul style="list-style-type: none"> Implementation of second Tsushima City Study Tour Amount of plastic collected from marine plastic collection activities: 600 kilograms
Supply Chain	7 Realize Sustainable Procurement	Supplier surveys and audits	2025	<ul style="list-style-type: none"> Update of survey forms and data Communication with each supplier 	Implementation of a second CSR survey
		Implementation of audits at original product contract manufacturing plants	2025	Applicable factories (factories that are contracted to manufacture original products): Audit completed for approximately 16 factories (equivalent to 70% of monetary amount)	Continued auditing of applicable factories (increased to 80% of monetary amount)
		Non-supplier business partner surveys	2025	Consideration of implementation outline (content, scope, etc.)	<ul style="list-style-type: none"> Consideration of expanding the ASKUL Hotline Preparation for selecting research methods and applicable data
	8 Fulfill Responsibility as a Lifeline	Expansion of range and stable supply of lifeline products	2030	Implementation of measures to ensure a stable supply of potable water by enabling advance ordering for select items and by shortening lead times	Consideration for building a stable supply and sales framework
		Building of resilient logistics networks	Plan preparation in progress	Construction work to begin operation of new facilities (ASKUL Kanto DC/seismic isolation structures)	Establishment of facilities and operations at new base (ASKUL Kanto DC) and increasing the percentage of structures with seismic isolation systems Companywide
		Building of resilient supply chains that can respond immediately to demand fluctuations and contingencies	Plan preparation in progress	<ul style="list-style-type: none"> Implementation of earthquake countermeasures for existing facilities Consideration of structuring and systematization for recovery operations 	<ul style="list-style-type: none"> Enhancement of earthquake countermeasures for existing facilities Consideration of measures to quickly restore automated storage operations in the event of a disaster
		Platform-based disaster relief	2025	Consideration of agreements based on distribution center plans	<ul style="list-style-type: none"> Entering of agreements at new locations Consideration of plans to enter agreements at each location

List of Material Issues (Important Issues) and KPIs

	Goal	Action plan / KPI	Target year attainment	Results of initiatives (as of May 20, 2024)	Initiatives / Targets and plans (fiscal year ending May 20, 2025)	
Human Resources	9 Promote Diversity Where Individuals Can Demonstrate Their Abilities	Ratio of women in management	Achievement of 30.0% female manager ratio	2025	Result: 22.8%	Target: 30.0% or higher
		Employment of persons with disabilities	Compliance with and improvement of employment rate of persons with disabilities	2030	Employment rate for persons with disabilities: 2.03%	Target: 2.5% or higher Note: Achievement of the legal employment rate
		Senior system	Operation of the Second Career Challenge system	2025	Internal secondary work system (continued implementation)	Continued implementation
	10 Innovate through Personnel Who Proactively Take On New Challenges	Human resource development that encourages taking on challenges and environmental improvements	Design and operation of internal award schemes	Continued Implementation	Provision of the ASKUL WAY Award (continued implementation)	Continued implementation
			Development and implementation of Companywide development plans (including digitally literate personnel development)	Continued Implementation	• Implementation of next-generation leadership training and job rotation • Continuation of learning support system (for all employees)	Continued implementation
		Recruitment and development of digitally literate personnel	30 digitally literate personnel recruited annually (new graduates and mid-career hires)	2025	Hiring results: 29 mid-career hires, 17 new graduates	Recruitment target: 30 total (mid-career hires and new graduates)
Foundation	11 Realization of Highly Transparent Governance (Including Data Security)	Strengthening of Group governance	Zero cases of misconduct or serious legal violations (ongoing)	2030	• Continued implementation of education and promotion of hotline usage • Number of disciplinary actions: 8 cases	• Consideration of expanding scope of hotline • Continued implementation and rigorousness of compliance education
		Ensuring of information security	Zero serious security incidents (ongoing)	2030	• Zero serious security incidents • Preparations for rebuilding cybersecurity measures; increase in number of ISMS-certified Group companies	• Zero serious security incidents • Rebuilding of cybersecurity countermeasures; support for Group companies to enhance ISMS measures
	12 Healthy Management That Allows Safe and Secure Work Both Physically and Mentally	Improved healthcare	Initiatives to Promote health management	2025	Wellness performance score: 79.6%	Wellness performance score: 83.0%
		Strengthening of engagement	Improved employee satisfaction and engagement • Target employee engagement score: 70 points	2025	Employee engagement score: 65.4 points	Employee engagement score: 70.0 points
	13 Maintain and Improve a Sound Financial Structure	Improvement of profitability	Achievement of the Medium-Term Management Plan Net sales of ¥550.0 billion, operating profit margin of 5.0%, and ROE of 20.0%	2025	Net sales: ¥471.6 billion, operating profit margin: 3.6%, ROE: 26.9% ROE was a one-off figure due to extraordinary profit from litigation related to the ASKUL Logi PARK Metropolitan fire	Net sales: ¥500.0 billion, operating profit margin: 3.6%, ROE: 13.9%
		Financial base	Building of a strong financial base to support the Medium-Term Management Plan CCC (cash conversion cycle): (20) days	2025	Approximately (25.2) days	(20) days

Glossary

<div>Business</div>	ASKUL Agent	In the Company's B-to-B Business, "ASKUL Agent" refers to a designated distributor determined by each customer. ASKUL Agents are responsible for acquiring and maintaining customers and collecting receivables. As of May 20, 2024, the Company had over 1,100 ASKUL Agents in operation across Japan.
<div>Business</div>	Ethical e-commerce	A type of sustainable e-commerce that the Company aims to realize. Ethical e-commerce considers environmental conservation and the resolution of social issues and aims to help facilitate sustainable behavior among customers simply through the use of ASKUL's services.
<div>Business</div>	SKU item number	Stands for stock keeping unit. SKU is a unit of stock management used when orders are received or when inventory management is conducted. In ASKUL's case, SKU is used as a unit of sale. Utilized in combination with item volumes (type of product), SKU is an important unit of measurement for distinguishing between, for example, products of the same type that have differing numbers contained in their respective unit.
<div>Business</div>	MRO	Stands for maintenance, repair, and operations. MRO refers to equipment, tools, repair materials, and other consumables used in the frontline operations of factories, construction sites, and other locations. MRO has traditionally referred to materials that serve as secondary materials (indirect materials), which are different from raw materials (direct materials) needed for the production process.
<div>Business</div>	Supplier	"Supplier" refers to the companies and organizations from which the Company purchases products. ASKUL purchases products directly from manufacturers and also indirectly through general trading companies and wholesalers. As of May 20, 2024, ASKUL had been procuring products from approximately 1,300 suppliers.
<div>Business</div>	Supplier direct delivery (product)	"Supplier direct delivery" refers to a service where products (referred to as "direct delivery products") are sent to the hands of customers directly from suppliers, without passing through the Company's warehouses. This term is similar to the term "cross-dock products," which refers to products that pass through warehouses without being stored and are shipped to customers together with warehouse inventory.
<div>Business</div>	CB product	Stands for consumer brand product, a term coined by ASKUL. At LOHACO, ASKUL is developing and rolling out a large number of "consumer-oriented design products," which are products designed to enhance the quality of consumers' lives, in collaboration with manufacturers.
<div>Business</div>	B-to-B / B-to-C	"B-to-B" stands for business to business and indicates transactions between companies. "B-to-C" stands for business to consumer (customer) and refers to transactions between companies and consumers. B-to-B has served as the core business of the Company since its founding. In terms of B-to-C, the Company offers the LOHACO Business.
<div>Business</div>	PB product / Original product	ASKUL develops and sells a wide range of private brand (PB) products, including products developed based on customer feedback; products developed in collaboration with manufacturers that give consideration to the environment, design, and quality; and products tailored to mail-order and e-commerce sales that do not need to stand out to consumers at storefronts. Notes: 1. The opposite of PB is national brand (NB). 2. "Original product" includes such products as PB products, products jointly developed with manufacturers, and limited-time-only products.

<div>Logistics</div>	Oricon	Oricon, which means "foldable container," are used when products need to be transported using a conveyor belt. The Company's ECO-TURN shipping method makes use of Oricon.
<div>Logistics</div>	Supply chain / Value chain	The supply chain is the entire physical sequence through which a product travels from the area of production to the hands of customers. The value chain represents the sequence of value brought about by a product. "Upstream" refers to processes in the sequence that are closer to the raw material stage, and "downstream" refers to those that are closer to the consumer stage.
<div>Logistics</div>	ASRS	Stands for automated storage and retrieval system. ASRS is a massive system that automatically stores packages that have been transported via conveyor belts on shelves. ASKUL has installed and operates an ASRS at all of its distribution centers. <div>➡ P.52</div>
<div>Logistics</div>	3PL	Stands for third-party logistics. This term refers to a type of business that takes on logistics design and proposal work in a comprehensive manner as a third party in place of the shipping company.
<div>Logistics</div>	Carrier	"Carrier" refers to a delivery company. Specifically, it is a company that owns trucks and other modes of transportation and has personnel who carry out the transportation business on their own.
<div>Logistics</div>	Pallet	"Pallet" refers to a flat transport structure used to transport and unload products and move and store products within a warehouse. Multiple pallets are often stacked on top of each other and moved with equipment such as forklifts and hand lifts. Transportation and shipping methods that make use of pallets are often referred to as the "pallet method" and "palletization."
<div>Logistics</div>	Picking	"Picking" is a type of work performed within a warehouse. Picking involves picking out products from a fulfillment center in accordance with customer orders. Picking is used in such terms as "digital picking," a system that uses digital displays to support picking work, and "total picking," a method where multiple shipping orders are listed together and then sorted by item.
<div>Logistics</div>	Last mile	"Last mile" refers to the last leg of the journey that involves moving goods from the transportation hub to the customer. Enhancing the quality of service and reducing costs in the last mile, which serves as an important contact point with customers, are becoming important strategic elements for e-commerce business operators, including ASKUL.
<div>Logistics</div>	Long-tail product (opposite of head product)	Compared with "head products," which are general-purpose products that are ordered at a high frequency, long-tail products are specialized products that are ordered at a low frequency. Long-tail products are multi-type products that are sold in low volumes. The term "long tail" comes from the long tail of an XY graph.

External Evaluations

















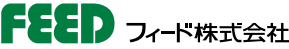

<p>2022-2024 Selected as a constituent of the FTSE Blossom Japan Sector Relative Index for the third consecutive year</p>	<p>2023 Awarded the Commissioner's Award for fiscal 2022 for good practices of consumer-oriented management hosted by the Consumer Affairs Agency for ASKUL's Go Ethical initiative</p>
<p>2018 Recognized as an Eco-First Company by Japan's Ministry of the Environment</p>	<p>2018 Selected as a constituent of the S&P/JPX Carbon Efficient Index</p>
<p>2018 Received approval from the international Science Based Targets initiative (SBTi)</p>	<p>2023 Selected as a Climate Change A List company by the CDP (highest possible rating)</p>
<p>2022-2024 Selected as a CDP Supplier Engagement Leader for three consecutive years</p>	<p>2017 Obtained the Kurumin mark (stage 1 certification) from Japan's Ministry of Health, Labour and Welfare</p>
<p>2016 Obtained the Tomonin mark from Japan's Ministry of Health, Labour and Welfare (The Tomonin mark, created by the Ministry of Health, Labour and Welfare, can be used by companies that strive to ensure workplace environments enable employees to balance work and nursing care)</p>	<p>2017 Received the highest three-star rating in the certification system known as Eruboshi, based on the Act on Promotion of Women's Participation and Advancement in the Workplace</p>
<p>2023 Selected as constituent of the Morningstar Japan ex-REIT Gender Diversity Tilt Index</p>	<p>Received the Best IT Award (Transformation Area) at the 2021 IT Awards of the Japan Institute of Information Technology, a public interest incorporated association</p>
<p>2023-2024 Selected as constituent of JPX Market Innovation Research, Inc. and Nikkei Inc.'s JPX-Nikkei Index 400</p>	<p>2023-2024 Selected by Japan's Ministry of Economy, Trade and Industry as one of the DX Stocks 2024 within the Digital Transformation Stock (DX Stock) of the Ministry of Economy, Trade and Industry and Tokyo Stock Exchange, Inc.</p>
<p>2024 Selected as a component stock of the MSCI Japan ESG Select Leaders Index</p>	<p>2021 Certified by Japan's Ministry of Economy, Trade and Industry as a DX-Certified Operator</p>

External Endorsement and Participation

<p>2019 First Japanese EC operator to endorse the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD)</p>	<p>2024 Endorsement of the recommendations of the Taskforce on Nature-related Financial Disclosure (TNFD)</p>
<p>2017 Declaration to achieve 100% renewable energy use across the Group by 2030, and participation in RE100</p>	<p>2017 Declaration that 100% of owned/leased delivery vehicles of ASKUL LOGIST will be EVs by 2030 and joins participation in EV100</p>
<p>2018 Endorsement as one of the member companies of the Japan Climate Initiative's (JCI) greenhouse gas emissions reduction target message for 2030</p>	<p>2023 Expressed endorsement of Japan's Ministry of Economy, Trade and Industry GX League Basic Concept</p>
<p>2009 Participation in the Japan Business Initiative for Biodiversity (JBIB)</p>	<p>2014 Participation in the Japan Climate Leaders' Partnership (Japan-CLP)</p>
<p>2016 Participation in the United Nations Global Compact (UNGC)</p>	<p>2021 Participation in 30% Club Japan</p>
<p>2016 Participation in the meeting of supporters of the Declaration on Action of the Male Leaders Coalition for Empowerment of Women of the Cabinet Office</p>	<p>2021 Endorsement of the Consumer Affairs Agency's consumer-oriented management and formulation of the Voluntary Declaration of Consumer Orientation (July 2021)</p>
<p>2019 Declaration of support and voluntary action for the White Logistics promotion campaign (White Logistics is an initiative that seeks to ensure stable logistics operations needed for daily life and industrial activities while also contributing to economic growth.)</p>	

Group Network

All ASKUL Group companies strive to increase their value while complementing the Group as a whole by performing functions such as strengthening the customer base, expanding the range of commercial products, and operating logistics infrastructure.

			B-to-B Business	B-to-C Business	Logistics Business	Other Businesses
	ASKUL LOGIST Corporation https://www.askullogist.co.jp/ (Japanese only)	<ul style="list-style-type: none">• Distribution center warehouse operations, as well as small-lot delivery operations• Providing state-of-the-art and best-in-class logistics and delivery services <p>Toyosu, Koto Ward, Tokyo Hideo Amanuma, President and Representative Director</p>				
 <p>アスクル正規取扱販売店 ビジネススマート株式会社 BUSINESSMART CORPORATION</p>	BUSINESSMART CORPORATION https://www.businessmart.co.jp/ (Japanese only)	<ul style="list-style-type: none">• ASKUL Agent• Pursuing an innovative agent model <p>Toyosu, Koto Ward, Tokyo Norio Tanabe, President and Representative Director</p>				
	SOLOEL Corporation https://www.soloel.com/ (Japanese only)	<ul style="list-style-type: none">• Sales representative of SOLOEL Enterprise• Promoting the introduction of purchasing solutions for large companies <p>Toyosu, Koto Ward, Tokyo Katsuhiko Kawamura, President and Representative Director</p>				
	AlphaPurchase Co., Ltd. https://www.alphapurchase.co.jp/ (Japanese only)	<ul style="list-style-type: none">• Sale of MRO products and facility management• Pursuing synergies through expansion of factory-based commercial products <p>Mita, Minato Ward, Tokyo Masayuki Tada, President and CEO</p>				
	TSUMAGOI MEISUI CORPORATION http://www.tsumagoi-meisui.com/ (Japanese only)	<ul style="list-style-type: none">• Production and sale of natural mineral water• Development and production of drinking water suitable for e-commerce <p>Tsumagoi Village, Agatsuma-gun, Gunma Prefecture Minoru Toyota, President and Representative Director</p>				
	charm Co., Ltd. https://www.charm.co.jp/ (Japanese only)	<ul style="list-style-type: none">• Mail-order sales of pet supplies and living organisms• Pursuing synergies between e-commerce for pet products and daily necessities <p>Ora Town, Ora District, Gunma Prefecture Tutomu Imai, Representative Director</p>				
	FEED Corporation https://www.feedcorp.co.jp/ (Japanese only)	<ul style="list-style-type: none">• Sales of dental materials, medical equipment, pharmaceuticals, quasi-drugs, and other medical-related supplies, etc.• Pursues synergies through expansion of medical products and mutual leveraging of customer bases <p>Minato Mirai, Nishi Ward, Yokohama City, Kanagawa Prefecture Tetsuya Takahashi, Representative Director</p>				

Corporate / Stock Information (as of May 20, 2024)

Corporate Information

Company name	ASKUL Corporation https://www.askul.co.jp/kaisya/english/
Established	March 1993 <small>(Founded by PLUS Corporation, which transferred the ASKUL Business to a dormant company established in 1963)</small>
Capital	¥21,233 million
Representative director	Akira Yoshioka
Location of head office	Toyosu Cubic Garden, 3-2-3 Toyosu, Koto-ku, Tokyo 135-0061 TEL: (+81) 03-4330-5001 (representative)
Employees	3,687 employees (consolidated)
Fiscal year-end	May 20

Stock Information

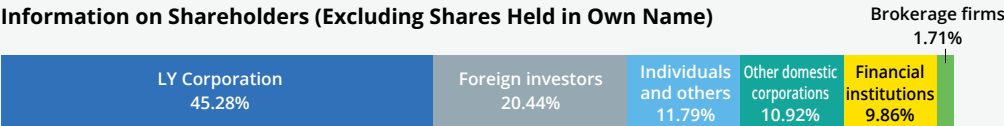
Stock exchange	Listed on the Tokyo Stock Exchange, Prime Market
Securities code	2678
Total number of shares authorized	169,440,000
Total number of shares issued	97,564,700 <small>Note: The total number of shares issued includes 810,475 treasury shares.</small>
Number of shareholders	41,681
Shareholder registry administrator	Sumitomo Mitsui Trust Bank, Limited
Number of shares per unit	100 shares
Annual General Meeting of Shareholders	August of each year
Industry	Retail
Analyst coverage	11 analysts https://www.askul.co.jp/corp/english/investor/stock/analyst/

Major Shareholders

Shareholder name	Number of shares held (thousands of shares)	Shareholding ratio (%)
LY Corporation	43,808	45.28
PLUS Corporation	10,331	10.68
The Master Trust Bank of Japan, Ltd. (Trust Account)	5,698	5.89
BBH FOR FIDELITY LOW-PRICED STOCK FUND (PRINCIPAL ALL SECTOR SUBPORTFOLIO)	2,905	3.00
NORTHERN TRUST CO. (AVFC) RE FIDELITY FUNDS	2,242	2.32
The Nomura Trust and Banking Co., Ltd. (Investment Trust Account)	1,660	1.72
Custody Bank of Japan, Ltd. (Trust Account)	1,609	1.66
SSBTC CLIENT OMNIBUS ACCOUNT	1,462	1.51
Shoichiro Iwata	1,328	1.37
Hidehisa Imaizumi	1,233	1.27

- Notes:
- 1. The number of shares held is rounded down to the nearest thousand shares, and shareholding ratios are rounded to the second decimal place.
 - 2. Shareholding ratios are calculated excluding treasury shares.
 - 3. The number of shares held by The Master Trust Bank of Japan, Ltd. (Trust Account) includes all shares related to trust operations.
 - 4. The number of shares held by The Nomura Trust and Banking Co., Ltd. (Trust Account) includes all shares related to trust operations.
 - 5. The number of shares held by Custody Bank of Japan, Ltd. (Trust Account) includes 1,581,000 shares related to trust operations.

Information on Shareholders (Excluding Shares Held in Own Name)



Inquiries about the integrated report: Corporate Unit

- IR Division: ir@askul.com
- PR Division: press@askul.co.jp
- Sustainability Division: SDGs@askul.com



ASKUL