

Investors Guide



ASKUL Corporation
Tokyo Stock Exchange, Prime Market
(Code number: 2678)

[Disclaimer]

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

[Segment]

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

Segment		Subject to inclusion in the results of segment shown on the left	
E-commerce Business	ASKUL Business	Major Subsidiaries	
	B-to-B Business	B-to-B Business	AlphaPurchase Co., Ltd., BUSINESSMART CORPORATION, SOLOEL Corporation, FEED Corporation, ASKUL LOGIST Corporation
B-to-C Business		LOHACO Business	charm Co., Ltd., ASKUL LOGIST Corporation
Logistics Business		ASKUL LOGIST Corporation	
Other		TSUMAGOI MEISUI CORPORATION	

[Fiscal Year]

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

[Other]

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1. What is ASKUL?
2. B-to-B Business
3. B-to-C Business
4. EC Logistics
5. Return to Shareholders and Dividends
6. ESG



1. What is ASKUL?

Purpose

Continuously bringing delight to our workplace,
life, the planet and tomorrow



Corporate Profile

Company Name	ASKUL Corporation
Securities Code	2678 (Prime Market of Tokyo Stock Exchange)
Representative	Akira Yoshioka, President and CEO
Head Office	Toyosu Cubic Garden, 3-2-3 Toyosu, Koto-ku, Tokyo
Establishment	March 1993 Started office supplies mail-order service as ASKUL Business Division within PLUS Corporation
Capital Stock	21,189 million yen (As of May 20, 2023)
Net Sales	446.7 billion yen (Consolidated: FY5/2023)
Number of Employees	3,574 (As of May 20, 2023, on a consolidated basis)

Major Group Companies

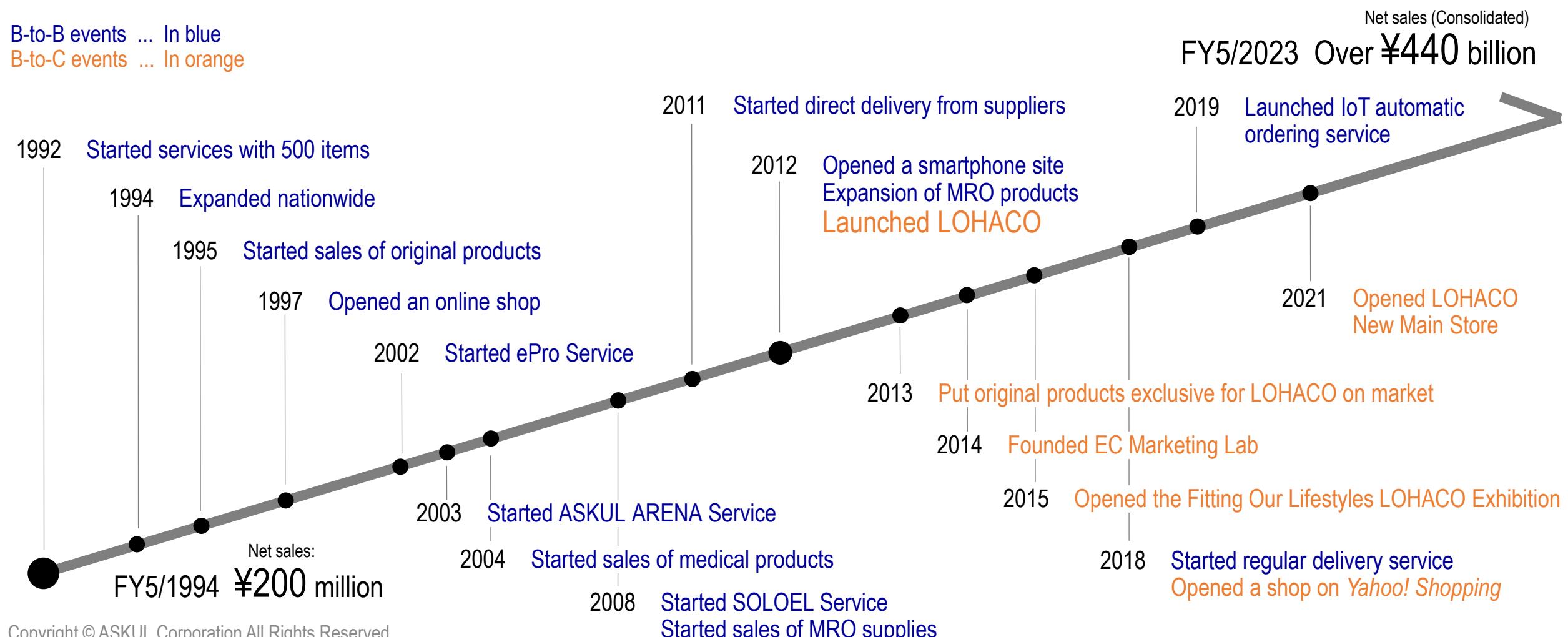
Aim to become the most powerful EC while making groupwide efforts to complement the functions





Evolution of Service

ASKUL has achieved steady growth since its founding by evolving and refining its products and services while responding to customer voices and changes in the times.

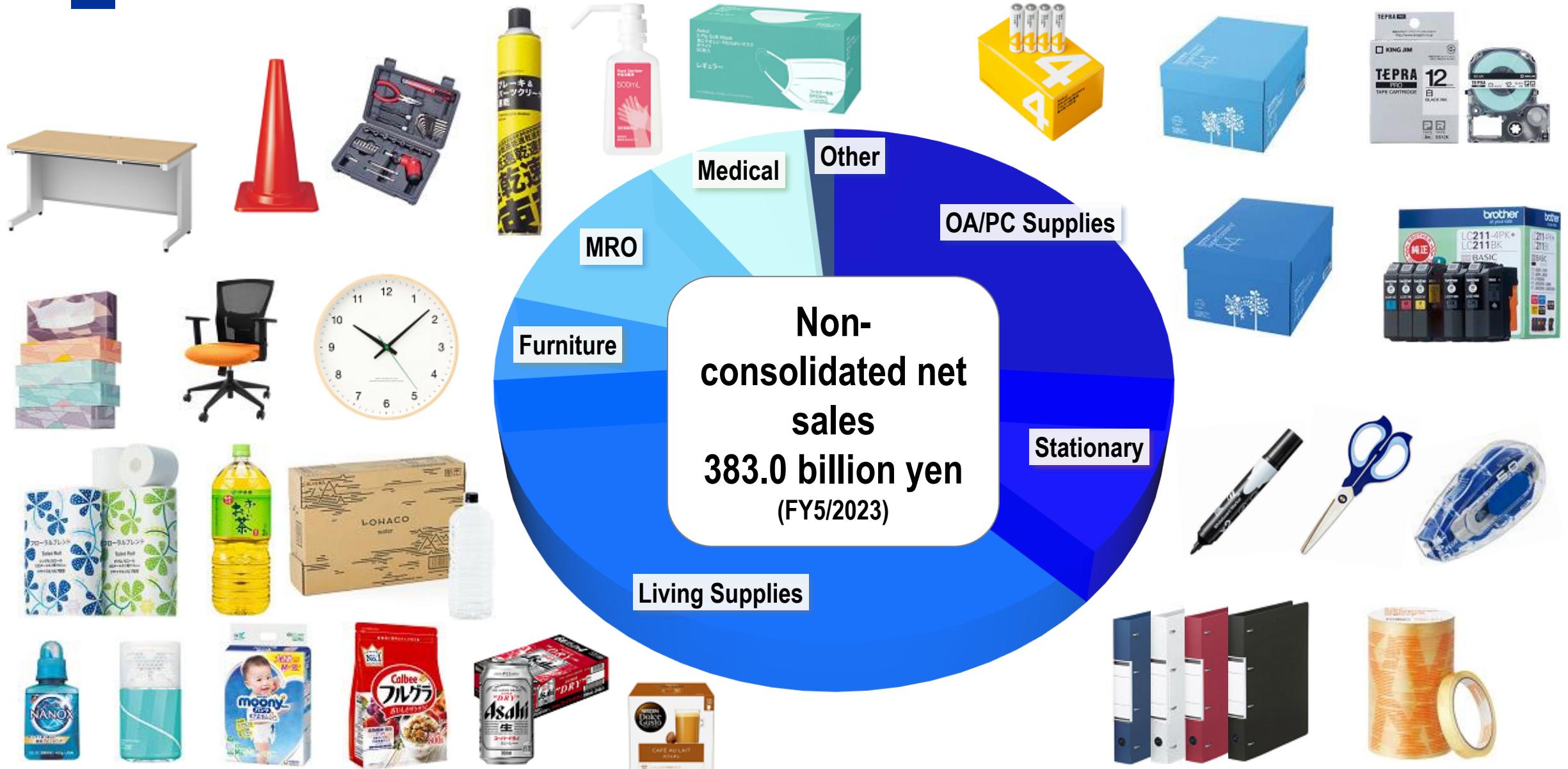


Business Segments of ASKUL*

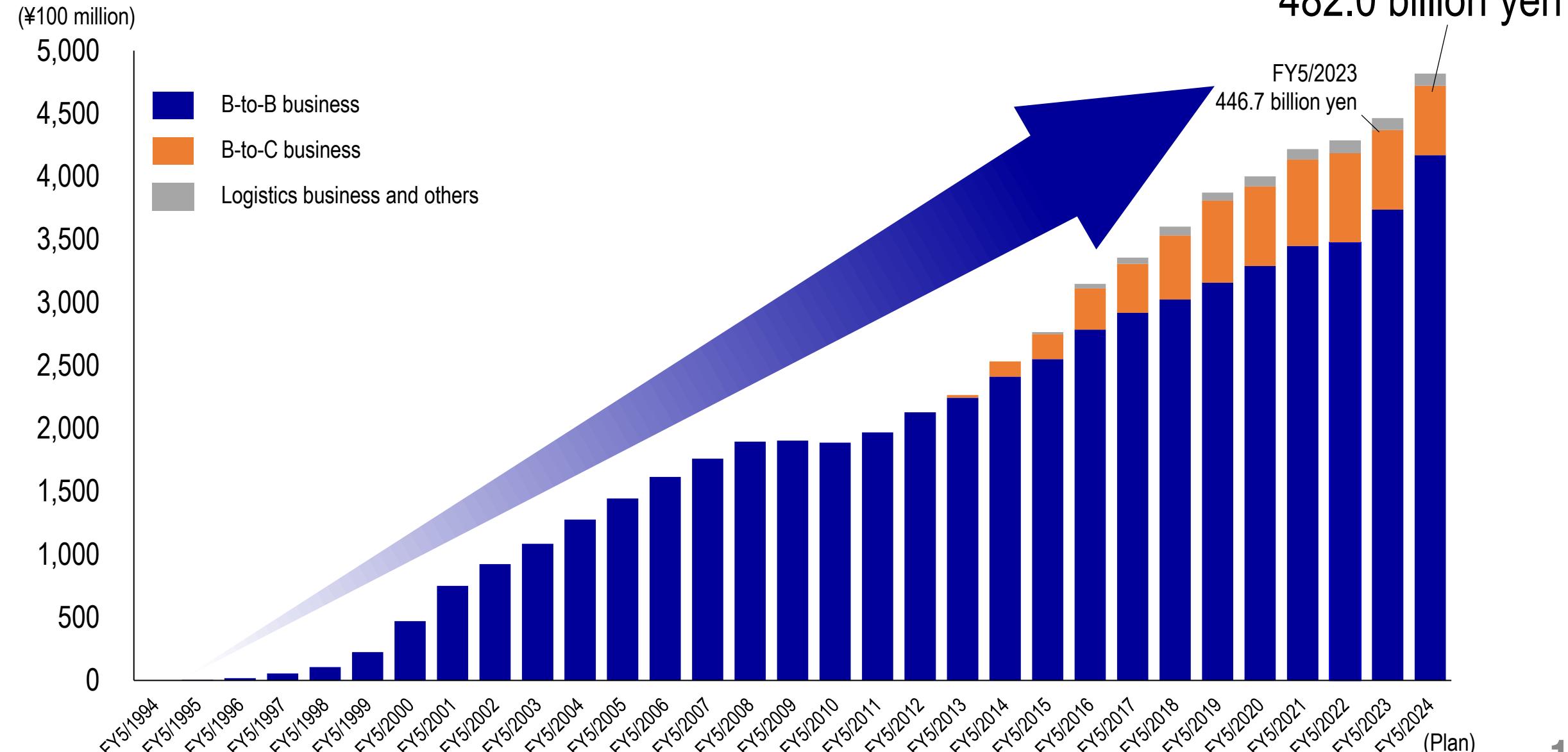
* Segments are based on disclosure

	E-commerce Business		Logistics Business	Other Business
	B-to-B Business	B-to-C Business		
Net sales for FY5/2023*2	373.8 billion yen	63.2 billion yen	8.7 billion yen	0.8 billion yen
Customers	From SMEs to mid- to large enterprises	Individual consumers	-	-
Sales channels/ services, etc.	<p>ASKUL / SOLOEL ARENA</p> <p>ASKUL Catalog</p>  <p>Website</p>  <p>APMRO (AlphaPurchase)</p> <p>FEED Dental (FEED)</p> <p>SOLOEL(ASKUL) etc.</p>	<p>LOHACO</p>  <p>charm</p>	<p>Distribution /Delivery service (ASKUL LOGIST)</p>	<p>Drinking water manufacture and sale (TSUMAGOI MEISUI)</p>
Sales tools	Catalog and website	Website	-	-
Year of business start	1993	2012	2009	2015

Net Sales Composition by Category



Trend of Consolidated Net Sales



Market Size

B-to-B Market size

12.6 trillion yen + α

(something extra)

Medical field : ¥4.2 trillion

MRO field : ¥8.4 trillion

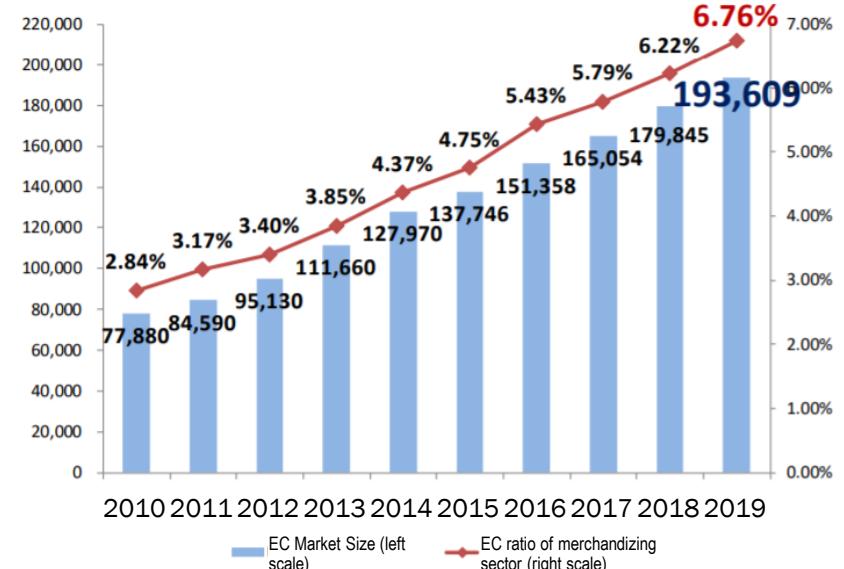
+ α

* Estimated by ASKUL, based on "Statistics of Production by Pharmaceutical Industry" by Ministry of Health, Labour and Welfare and "Census of Manufacture Report by Commodity" by Ministry of Economy, Trade and Industry, etc.

B-to-C Ratio of EC

Expanding from 6.76%

Trend in B-to-C EC Market Size in Japan (100 million yen)



Source: 2019 E-commerce Market Survey
(Ministry of Economy, Trade and Industry)

2. B-to-B Business

ASKUL Founding Story

Simplify the distribution structure and provide services at low cost(Social optimal)
Sharing the functions required for distribution with agents(Functionalism)

History of Founding

At the time of establishment (early 1990s), more than 95% of the business establishments in Japan were small and medium enterprises.
There was no business providing consumables (office mail order) to small and medium business offices.

<Traditional distribution structure>



<ASKUL Model>



B-to-B Business Mission

**As a lifeline for workers,
we supply products to all workplaces
and fulfill our social responsibilities**

Transformation from Office Supplies Mail-Order Company

: To become an infrastructure company that supports all workplaces and lifestyles

B-to-B Business Strategy Overview

1

Strategic industries and expansion of product assortments

- Position medical and nursing care and manufacturing as strategic industries
 - The number of medical and nursing care customer registrations has expanded since the publication of "ASKUL Medical & Care Catalog" for medical and nursing care facilities in 2004.
 - The number of products handled has increased mainly in MRO since the acquisition of a stock in AlphaPurchase Co., Ltd. in 2010.
 - Customer bases in essential industries have taken root.
- Realization of a full lineup of specialty products for strategic industries and "Come tomorrow"
 - Purchase amount per customer increases due to purchase of products for professionals addition to office supplies.

2

New site grand opening

- A new site is established by integrating ASKUL website (for small and medium-size enterprises) and SOLOEL ARENA website (for mid-level and large enterprises)
 - The most powerful B-to-B purchasing site that not only combines the features of both sites but also accommodates the need for teleworking
- The effects are expected to increase sales by over ¥50 billion on a cumulative basis (by FY5/2025)
 - Improvement in purchase frequency and purchase amount per customer
 - Prevention of losing customers through aggregation of purchases

3

With agents

- Function and role of ASKUL agents
 - Tasked with functions and roles that meet changes to the environment of the B-to-B business
 - New customer acquisition
 - Customer credit management and collection of payments
 - Fine-tuned customer relations contributes to enhancing customer loyalty
- Relationship of co-existence and co-prosperity
 - Co-existence and co-prosperity in the optimum form suitable to a changing market environment

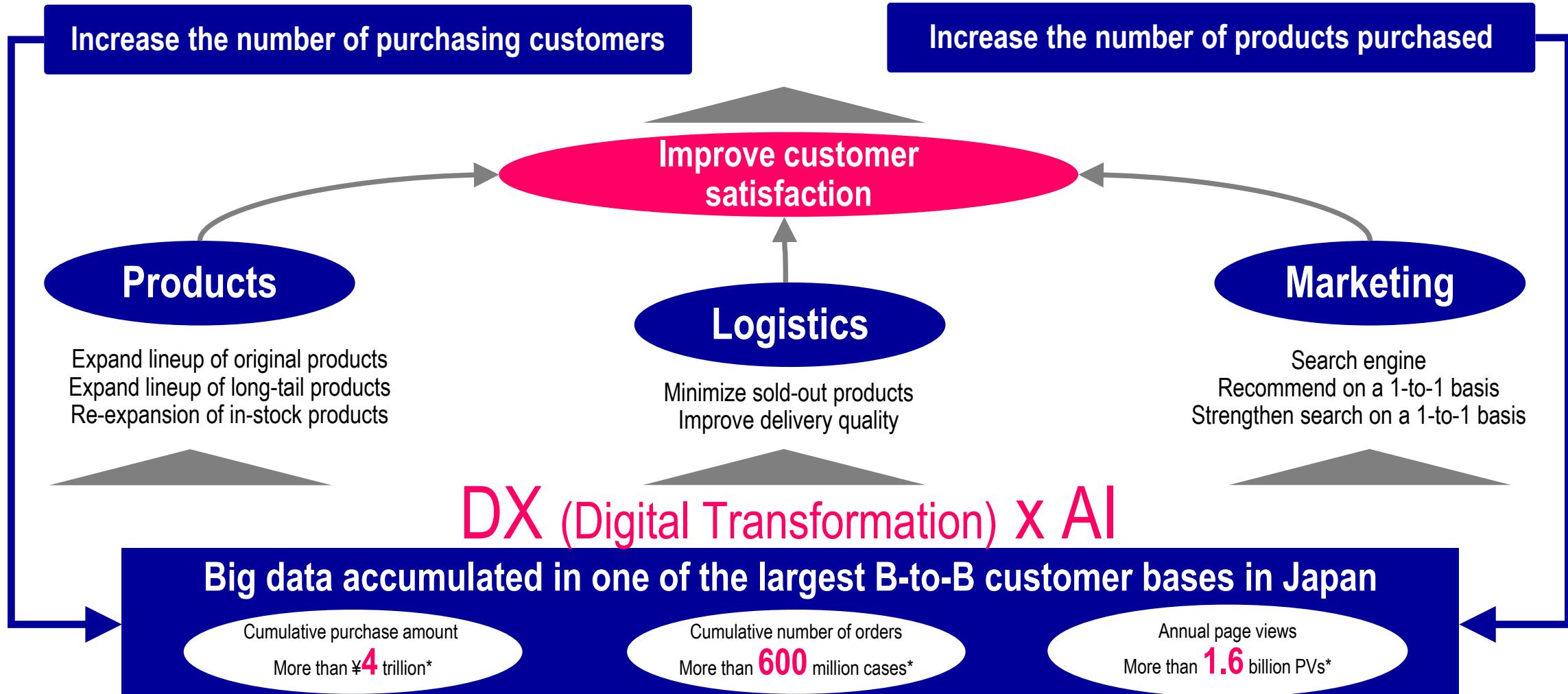
4

1-to-1 marketing

- Approach to customers with paper media
 - The frequency of publishing catalogs was reduced from twice a year to once a year from February 2021.
 - Sales promotion through 1-to-1 product-proposing media, based on selecting products on display for each customer by utilizing AI
- Digital marketing
 - Implement 1-to-1 digital marketing by utilizing big data and AI, and expand the number of customers who "Buy anything from ASKUL" in accordance with their usage stage

B-to-B Business Growth Strategy

Optimal growth cycle by pushing DX strongly



B-to-B Business Competitive Advantages

Customer Base

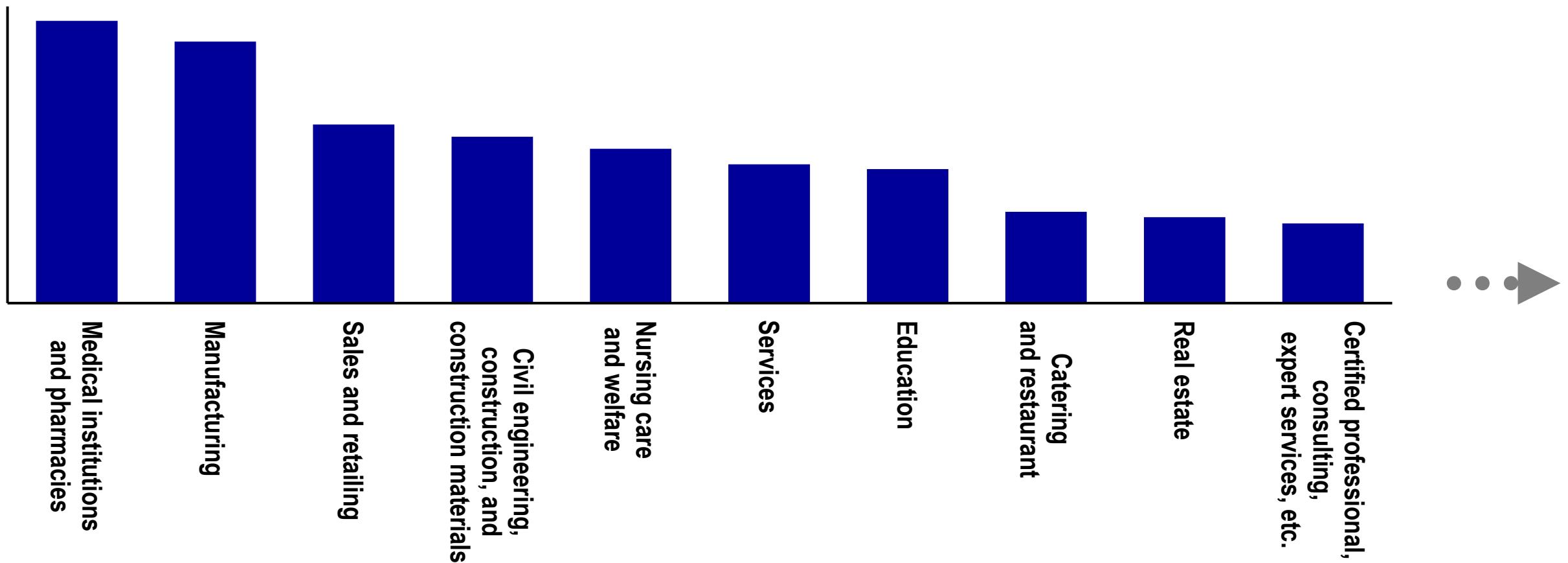
Product
Assortment

Agent Model

B-to-B Business Customer Base

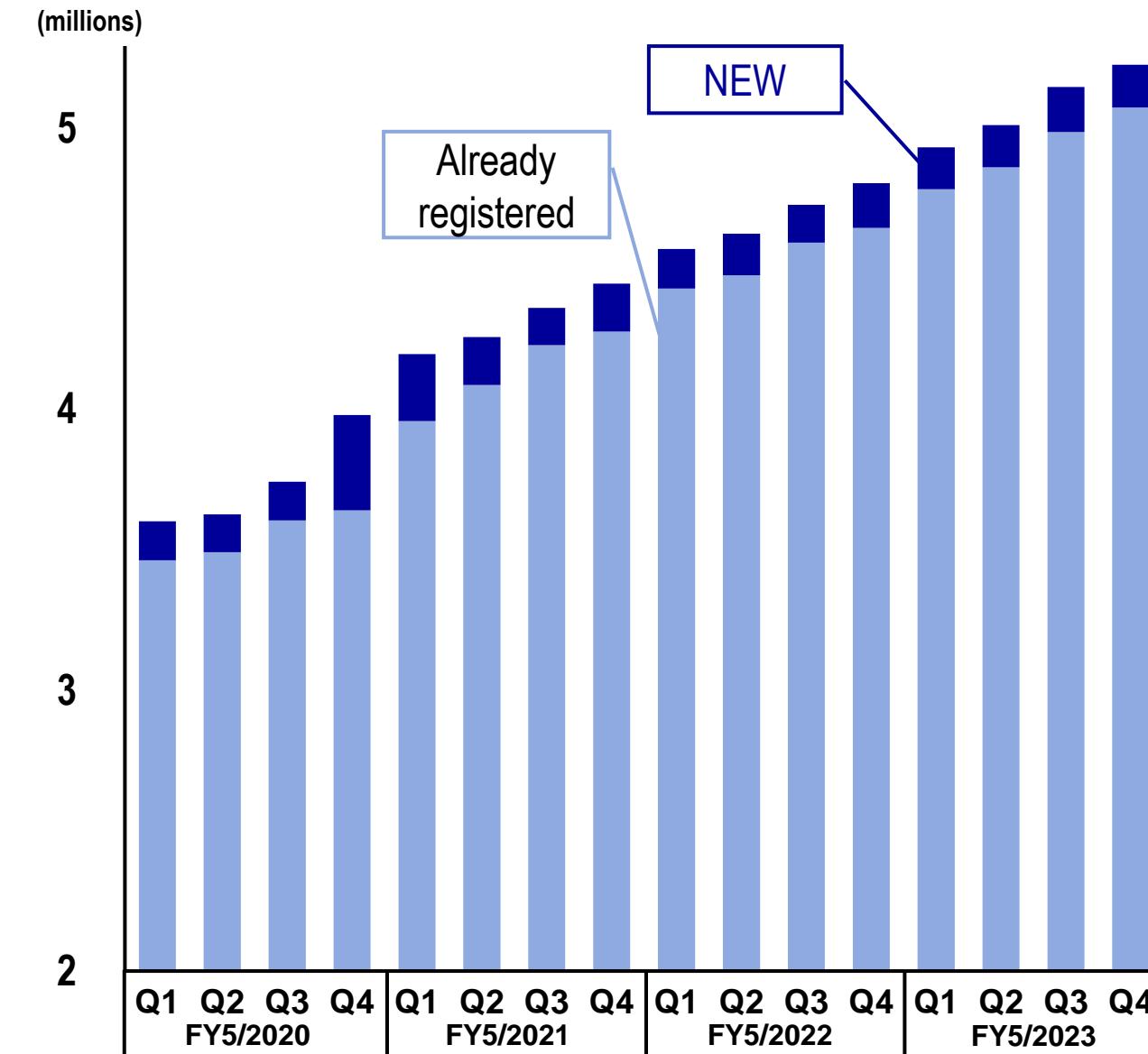
Provide frequently used consumables to wide range of industries

B-to-B Number of customers in Top 10 industries*



*Number of customers who made purchases in May 2023

B-to-B Business Number of Registered Customers*



More big data will accumulate through expansion of the customer base

Accelerating 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.

B-to-B Business Utilizing Technology

Utilize big data and AI to maximize the number of active customers and the number of products purchased.

Big data

Sales history

Customer information

Inquiry history

Web log



Attractive content

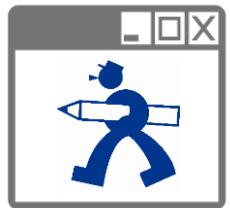


AI Machine learning

SEO and SEM



Segment mail



Separate out contents



Recommended products



Catalogs and direct mail

B-to-B Business Expansion of Product Assortments

Achieve a higher product lineup during the medium-term management plan

Frequency of purchases
Low

High

Number of Products

Widespread expansion centering on products for strategic industries

Aiming **18 million** items
(as of FY5/2023 12.47million items)

Products in stock

Expansion of “Come tomorrow” (i.e., next-day delivery, the meaning of ASKUL in Japanese) products

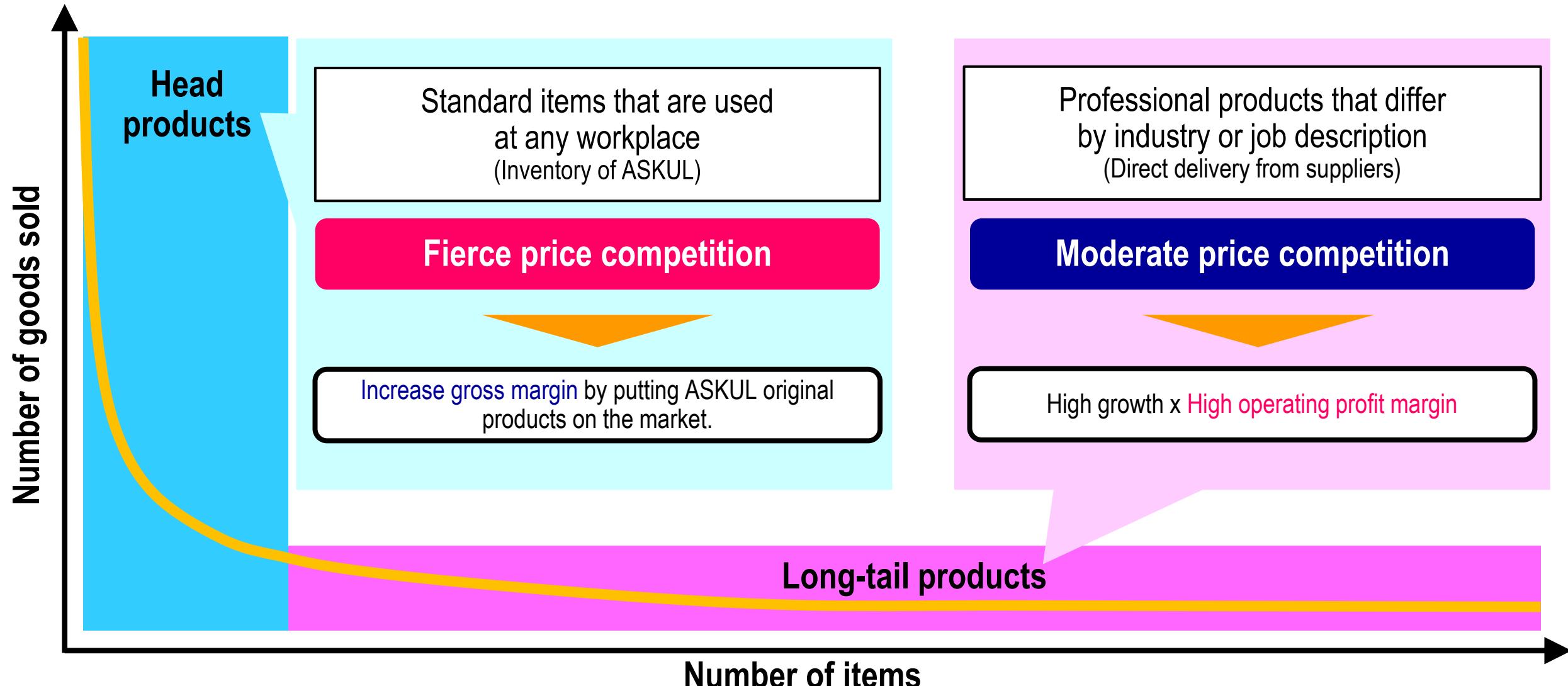
Aiming **330,000** items
(as of FY5/2023 166,000 items)

ASKUL original products

Superiority in pricing and quality
Expansion of environmentally friendly products

Aiming **12,000** items
(as of FY5/2023 9,600 items)

B-to-B Business Product Strategy: Head and Long-Tail Products

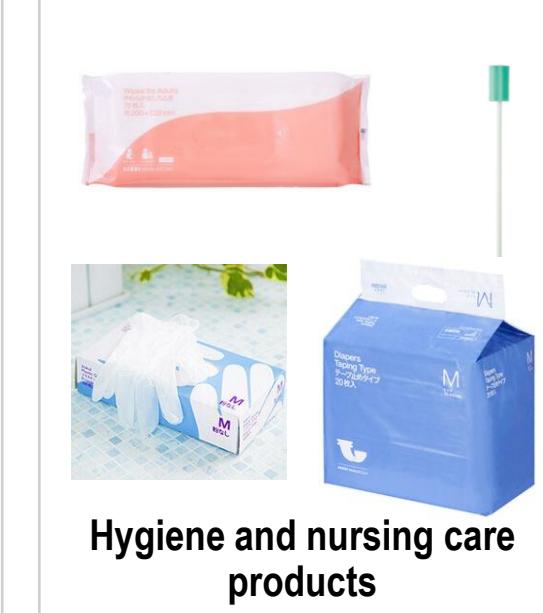


B-to-B Business Strengthen ASKUL Original Products*

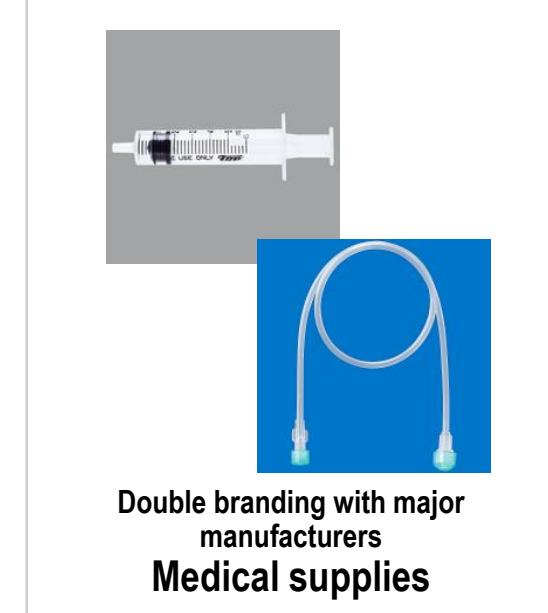
Through strong cooperation with manufacturers,
develop original products that are daily necessities used at work



Supplies for factories and
frontlines



Hygiene and nursing care
products

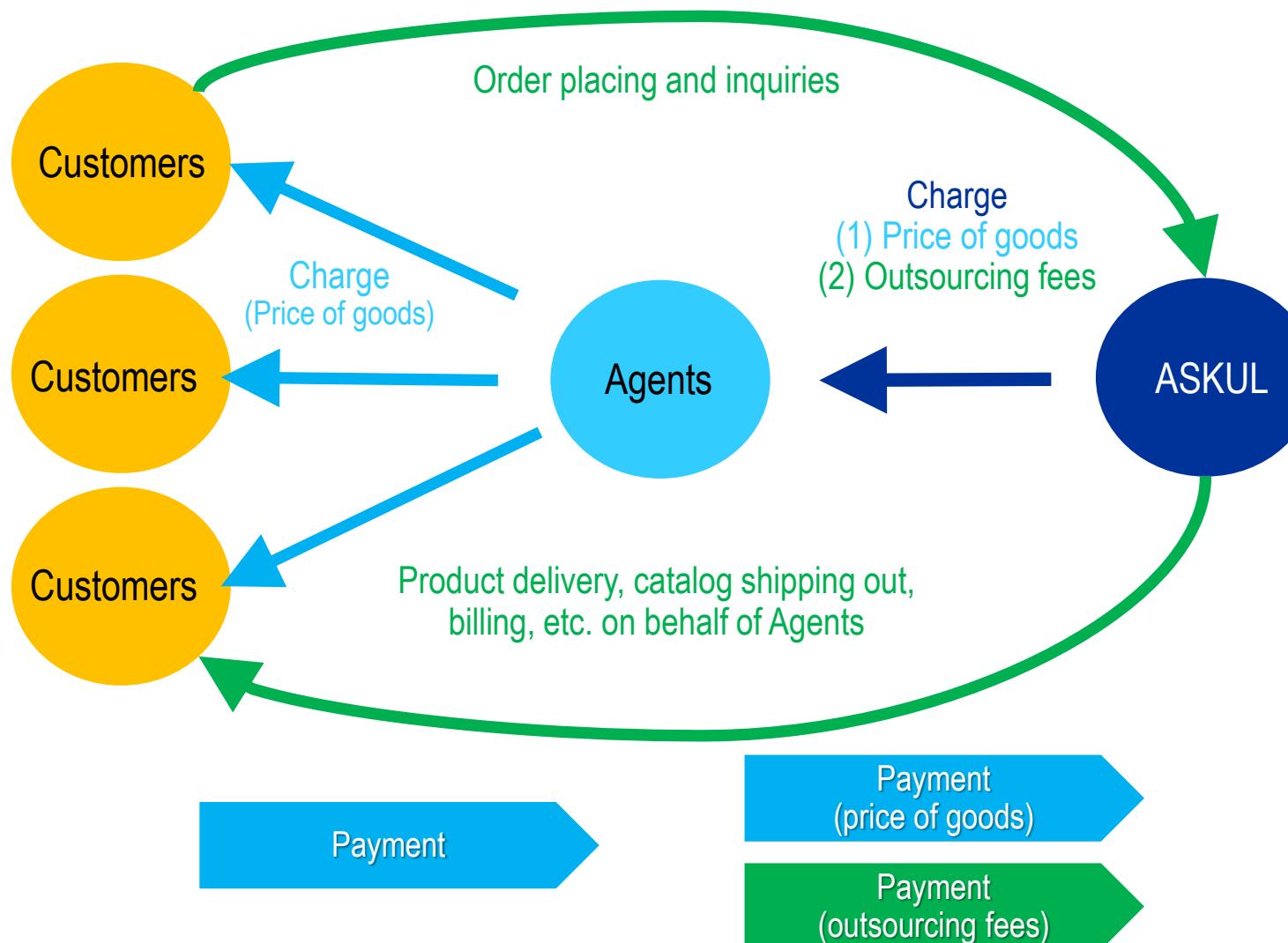


Double branding with major
manufacturers
Medical supplies

Realize differentiation and
profitability reinforcement simultaneously.

*ASKUL original products include limited sale items at ASKUL

B-to-B Business Agents Take Advantage of Each Other's Strengths



<Roles of Agents>

1. **Acquire new customers**
2. **Manage credit to customers and collect accounts receivable**
3. **Promote adoption of “SOLOEL ARENA” services for mid-level and large corporations**
4. **Provide fine-tuned responses to individual customers**

3. B-to-C Business

B-to-C E-commerce by ASKUL

Expanding strengths in product procurement, original product development, and logistics that cultivated in B-to-B to B-to-C

B-to-B

Necessities at workplaces



Leverage merchandise assortment and the strength of logistics

B-to-C

Necessities at daily lives



What LOHACO Aims to Achieve

Make Your Life Easy and Enjoyable



B-to-C Business LOHACO Strategy Overview

1 Store and service strategy

- Merging LOHACO Main Store and LOHACO Yahoo! Shopping Store
 - Combine the strong features of both stores and integrate into LOHACO Yahoo! Shopping Store
 - Improve customer experience by evolving the UI.
 - Further strengthening the profit structure.
- Enhance delivery speed and delivery quality
 - Add the products and expand next-day deliveries by utilizing the B-to-B logistics foundation

2 Product strategy

- Services that “make your life easy and enjoyable.”
 - Propose original value products that are unique to LOHACO and products that solve the problems of customers’ lifestyles.
 - Promote an ethical perspective (GO Ethical) and make efforts to reduce waste.

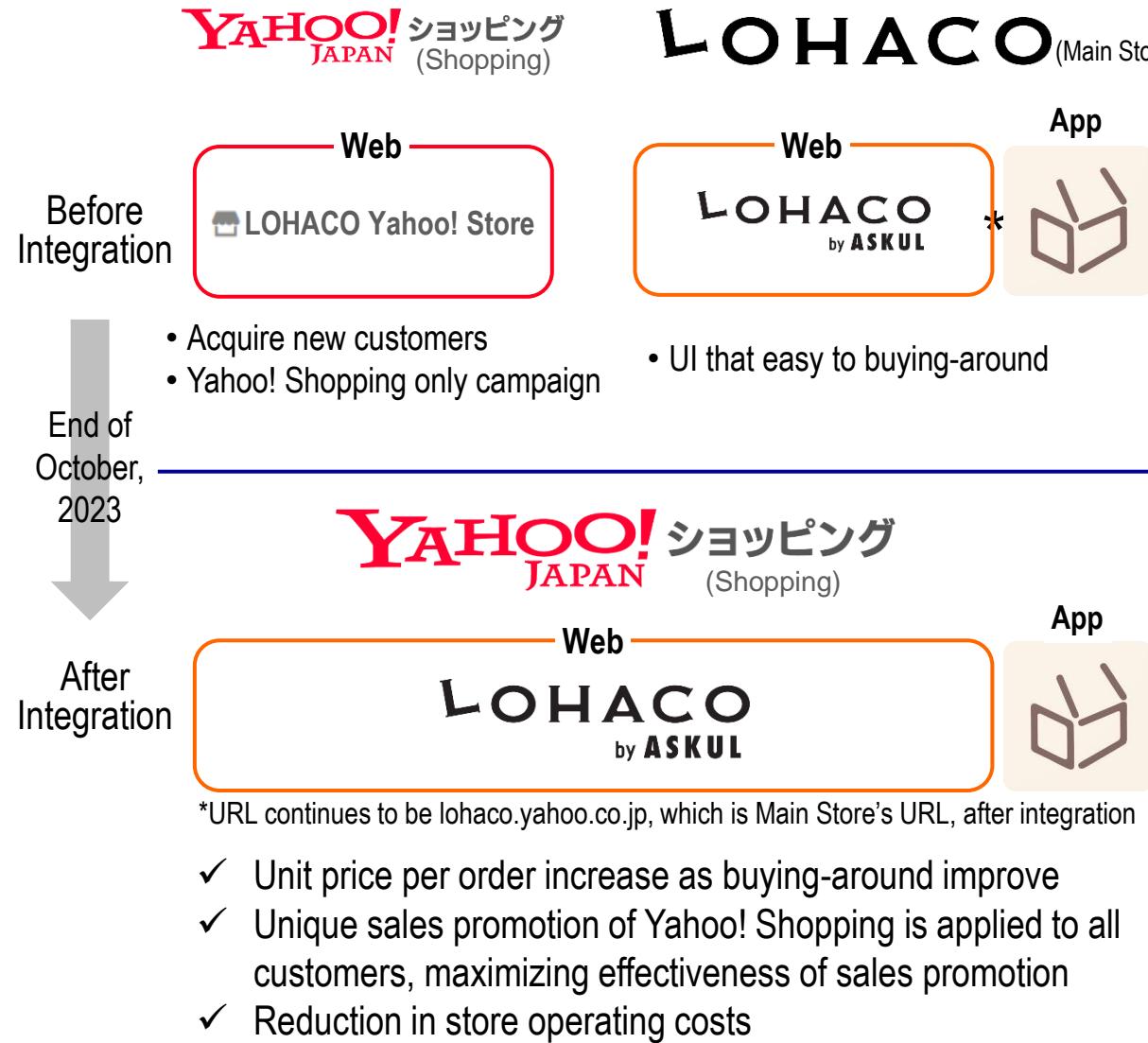
3 Advertising and data business (for makers)

- Develop data analysis and marketing know-how as new businesses in addition to advertising business.
 - Aim to become the most powerful digital marketing partner that connects customers with makers and creates value together.
 - Engineers and data scientists create value to deliver.

4 Synergies with LY Corporation

- Utilize LY Corporation’s overwhelming customer bases.
 - Attract customers through promotional activities.
 - Cooperate in advertising, payment settlement, etc.
- Reduce costs and manhours by utilizing the platform of Z Holdings, and LOHACO will concentrate its management resources on its strengths (merchandise, logistics and CRM)

LOHACO Store Integration



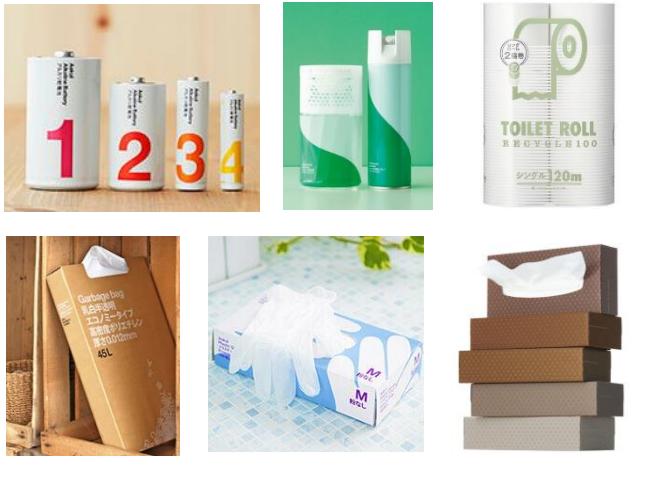
Combine the strong features of both stores
and integrate into
LOHACO Yahoo! Shopping Store

- ✓ Improve customer experience by evolving the UI
- ✓ Further strengthening the profit structure

LOHACO Expand Products with Unique Values

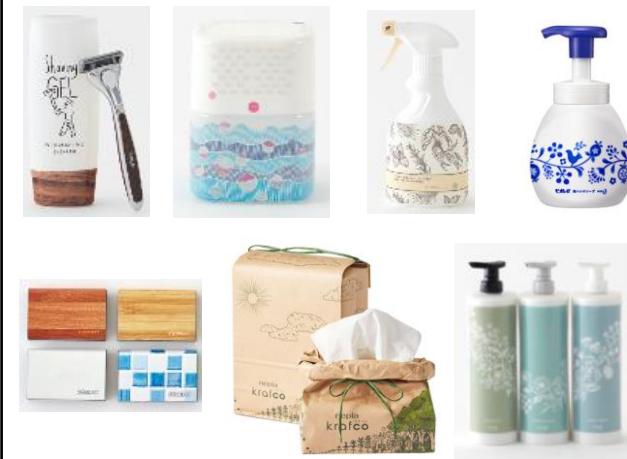
Enhancement of high value-added products that are unique to LOHACO,
Differentiation by products

B-to-B original products



Expanding original products
already proven in the B-to-B business
to LOHACO

Special design and functionality for E-commerce



LOHACO-only products developed
in collaboration with makers

LOHACO original products



Utilizing original product development
know-hows cultivated in the B-to-B
business for LOHACO

4. EC Logistics

Features of ASKUL Logistics

Product characteristics

Standard and daily necessities indispensable to business

Customer needs

“I want goods to be delivered ASAP”
“We need the goods for tomorrow's work.”

Automation makes it possible to pack multiple commodities in one box and ship them out as quickly as possible.

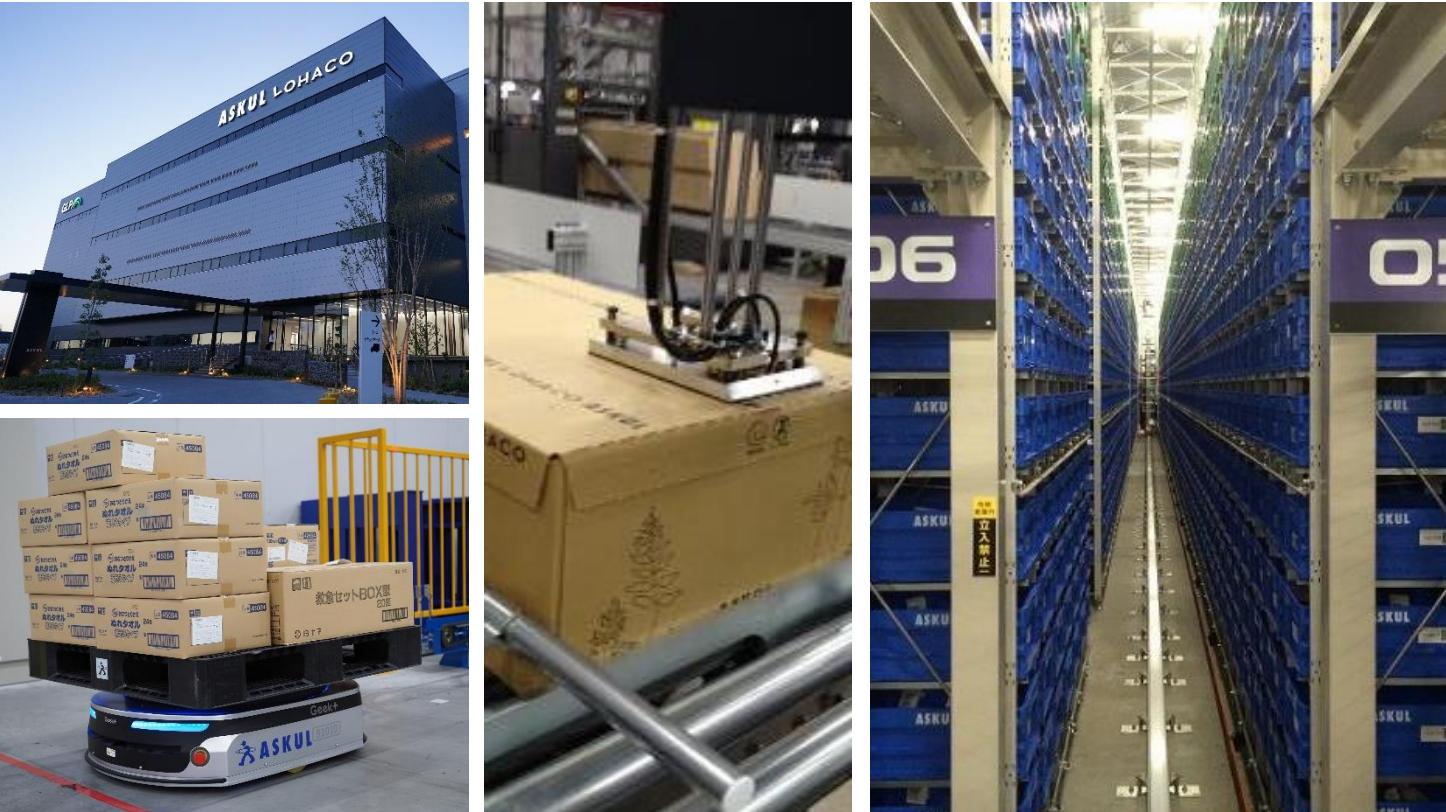
Ideal for E-commerce handling standard items for workplace and daily necessities

Strengths of ASKUL Logistics

Logistics infrastructure that realizes nationwide same-day and next-day delivery

Highly automated distribution facilities

100% in-house operation of warehouses in the Group



Nationwide Distribution Centers

Main 10 distribution centers that realize nationwide same-day and next-day deliveries



AVC Kansai



AVC Hidaka



Osaka DMC



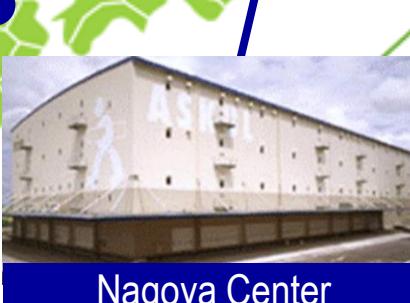
ASKUL Logi PARK Fukuoka



Sendai DMC



DCM Center



Nagoya Center



ASKUL Logi PARK Yokohama

- Only for B-to-B Business
- For B-to-B and B-to-C Business
- Only for B-to-C Business
- Pre-handling and third-party logistics business



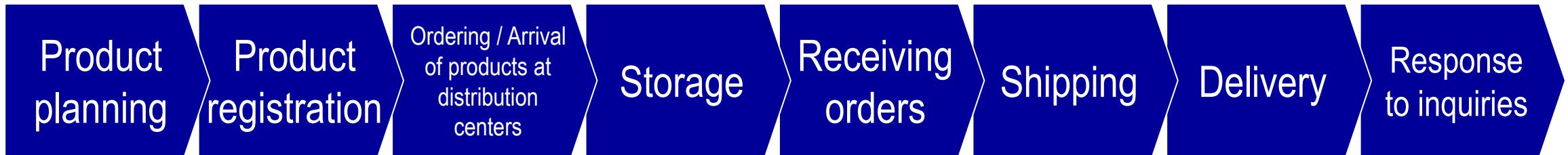
ASKUL Miyoshi Center

Operation started in November 2022



ASKUL Tokyo DC

Optimization of Entire Value Chain



Optimization by data and AI, and labor-saving by making better use of robots

Reduce cost

Fastest purchasing

Reduce out-of-stocks

Shortest delivery

Resource-saving delivery

Optimization of Value Chain

Ex1. Original Product Mineral Water [LOHACO Water 2-liter]

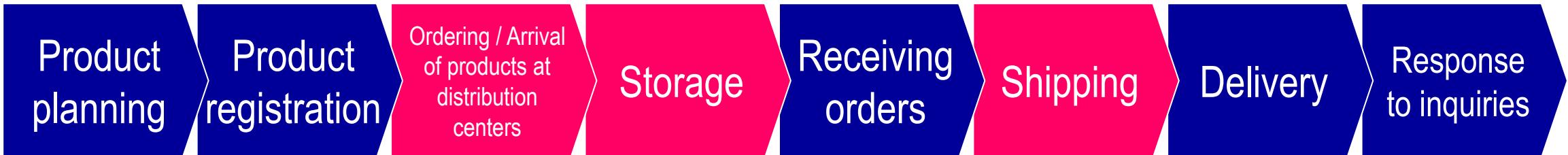


- ✓ Bulk sold beverages were packaged and delivered in separate boxes, resulting in multiple shipping costs for a single order.
- ✓ Develop special PET bottles and cardboard boxes at TSUMAGOI MEISUI so that five 2-liter PET bottles can fit in the bottom of the delivery box
- ✓ By bundling with other products, **reduce the number of units shipped and deliver cost**



Optimization of Value Chain

Ex2. Utilization of Robotics at Distribution Centers



AGV *(robots for transporting pallets)

- ✓ Transport a pallet up to 1 ton per unit
- ✓ Automate a task that an operator executes with a hand fork



Depalletizing Robot (automatic unloading process robot)

- ✓ Replace the task of transporting products near conveyors in the task of shipping cases that demand high workload.
- ✓ Reduce person-hours and improve the labor environment through automation.



AGV* (shelf-transporting robot)

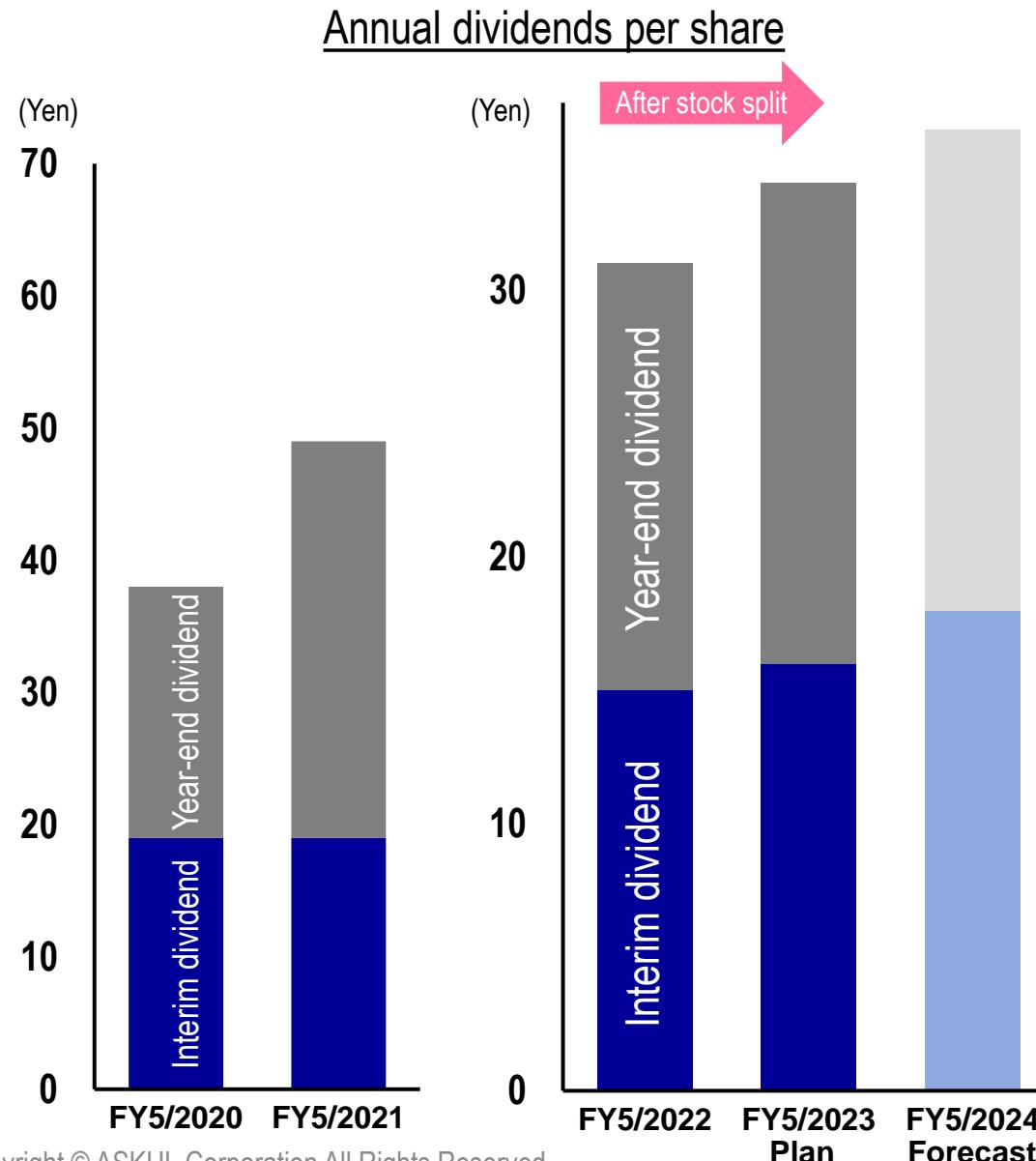
- ✓ To the workstation.
- ✓ Reduce the number of staff by having automatic transportation of product

*Abbreviation for Automated Guided Vehicle



5. Return to Shareholders and Dividends

Return to Shareholders and Dividends



FY5/24 Dividend (forecast)

⇒ Annual dividend per share: ¥36

(Interim dividend: ¥18 and Year-end dividend: ¥18)

Plan to increase dividend by ¥2 for the full year

Dividend will be increased
in accordance with profit growth

*Two-for-one stock split was conducted on May 21, 2021.

6. ESG

Basic Sustainability 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 the Group, as a company that supports our workplace, life, the planet and tomorrow.

Initiatives for Environment

ASKUL Environmental Policy

We, the ASKUL Group, is committed to contributing to the global environment that will lead to the future generation through its business activities as a company that supports workplace, life, the planet and tomorrow.

Carbon neutral

- “2030 CO₂ Zero Challenge”

Reduce CO₂ that is emitted by business sites and distribution down to zero by 2030

- “RE100”

Raise a group-wide renewable energy utilization ratio to 100% by 2030
Realized 65% as of May 2022

- “EV100”

Replace delivery vehicles owned and used by ASKUL LOGIST 100% with electric vehicles by 2030
As of the end of FY5/2023, a total of 21 EVs are in operation.



Resource recycling

- “1 box for 2 trees”

Confirm planting of two eucalyptus trees, double the amount of raw materials, by purchasing one box of original copy paper



- Reduce disposal of returned products

Reduce returned products that lead to their disposal
Remake returned products into salable products
Sell returned products as “imperfect ones” at a discount

- ASKUL Resource Recycling Platform

ASKUL Recourse Recycling Platform is established and begins operation after Ministry of the Environment's demonstration project. The new website is launched to disseminate information on the Company's resource recycling initiatives. Promoting initiatives that do not throw away resources in cooperation with all entities in the value chain. In December 2022, the first PB series made from used clear holder “Matakul” was launched, and four products went on sale.

Development and procurement of environmentally-friendly products

- Environmental response by original products

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

- ASKUL Product Environmental Standard established

Began to publish on product pages an independent score for the environmental friendliness level of each products. Promoting development of environmentally friendly products while working together with manufacturers and suppliers to improve scores.

- Recycled paper bags “Come bag”

An FSC® certified* product, comprised of 85% paper pulp and 15% recycled pulp from ASKUL catalogs



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

- Lineup of biomass shopping bags



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[2023 Participated in “GX League”](#)



The GX League calls on enterprises to actively work for GX; to strive for GX through cooperation in government, academia, and business; and to serve as a forum for discussing the transformation of the entire economic and social system and creating new markets accordingly.

[2022 Selected as a “Climate Change A- List” company by CDP](#)



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

[2021 Selected as a “Climate Change A List” company by CDP](#)

[2020 Selected as a “Climate Change A List” company by CDP](#)

[2019 Announced support for “TCFD recommendations”
Selected as a “Climate Change A List” company by CDP](#)



“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

[2018 Obtained “Eco-First company” and “SBT” Certification](#)



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

[2017 Joined RE100 and EV100](#)



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

[2016 Signed up for the “United Nations Global Compact”
Announced the “2030 CO₂ Zero Challenge”](#)



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

[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

[2003 Formulated ASKUL Environmental Policy](#)

“EV100” is an international business initiative, participated by companies that publicly aim to replace all their business-purpose vehicles with electric vehicles

Initiatives for Social

Together with colleagues

- Diversity-oriented management
ASKUL's Declaration of Diversity (2015)

- Utilize diverse human resources

Promote female active participation and enhance the ratio of female managers

Declared a target of raising the ratio of female managers to 30% by 2025

Participated in 30% Club Japan

Participated in Male Leaders Coalition for Empowerment of Women

- Promote diverse work styles

Systems for leave and shorter working hours for childcare

Systems for leave and shorter working hours for nursing care

Teleworking system: Abolished the limit on the number of times per month for teleworking

Flextime system: Eliminated the core time

Learning support system to assist proactive learning

Secondary work system

Club activity system



- ASKUL LOGIST: Provide free lunches

Promotion of health-oriented management by providing free lunches to employees working in logistics, delivery, and headquarters so that they can work in good physical and mental health



- ASKUL LOGIST Fukuoka Distribution Center's efforts to employ persons with disabilities in cooperation with local communities

Legal employment rate at **30.5%***

(Legal employment rate of private companies is 2.3%)

*Legal employment ratio calculated in units of business sites as of Aug. 20, 2023

Together with customers

- Cultivating Corporate Culture and Awareness

- Share customer feedback

Distribute internally opinions, requests, and suggestions received from customers to all employees.

- VOC (voice of customer) Seminar

Regularly hold seminars inviting lecturers from other companies to learn customer orientation from "improvement activities based on customer feedback" of other companies.

- Improvement Activities Based on Customer Feedback

- Administration of "Customer Satisfaction Improvement Committee"

Based on feedback from customers, related divisions cooperate in implementing service evolution and quality improvement activities.

- Quality KPI Improvement Activities

PDCA cycle is implemented for the purpose of "enhancing customer satisfaction by improving the quality of products and services." Customer feedback is reported to and shared with CEO, management, and related department heads, and discussions and improvements are made regarding the evolution of products and services.

- Customer Satisfaction Management Systems

- Declared Conformity to ISO10002

Declared conformity to ISO 10002, the international standard for customer satisfaction management systems, as part of our commitment to customer feedback.

Initiatives with business partners

- Declaration of support and voluntary action for the "White Logistics" promotion campaign

A movement to resolve the shortage of truck drivers and work to realize a more employee friendly working environment in which productivity in truck transportation is improved, efficiency in logistics is raised, and certain groups of drivers, such as women and people over the age of 60, will find it easy to work

- Sustainable Procurement Policy

Formulated in April 2021. The policy considers the environment, safety, human rights, and other issues aimed at striking a balance between the fulfillment of social responsibilities and sustainable development throughout the supply chain to ensure the sustainable provision of safe and reliable products to customers.

- Supply Chain CSR Survey / Audits

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

Social contribution activities

- Supporting East Japan Reconstruction through Impact Investment and Donations

The Group supports projects in three prefectures in the Tohoku region that are intended to solve social problems and revitalize local communities. It does so with the aim of offering cyclical support through donations and impact investing in cooperation with manufacturers. The fourth recipient of the support will be confectionery shop, Kimuraya in Rikuzentakata city, and sour apple specialty store, Kimidori in Morioka city.

- Project for looking into air and water environments

In a joint project with S.T. Corporation, the ASKUL Group donates part of the sales of "S.T. Toilet Deodorant and Deodorant Spray," exclusively sold by ASKUL, to associations that are engaged in improving air and water environments, thereby supporting their activities.

The second case will be donated to approved specified NPO, Habitat for Humanity Japan.

- Concluded SDGs Collaboration Agreement with City of Tsushima

There are many points in common between Tsushima City's SDGs Future City Plan and ASKUL's approach to and direction of resource circulation. Therefore, the SDGs Collaboration Agreement was concluded in February 2021 to promote joint activities that make effective use of the resources and know-how of both sides to achieve the SDGs targets.

Initiatives for Governance

Working to enhance corporate governance by striving to achieve sustainable growth and improve medium- to long-term corporate value through more thorough management in compliance with laws and regulations and transparent, fair, prompt, and decisive decision-making

Governance Structure

Organization Chart of Committees



Ensure impartiality between major shareholders and general shareholders

Independent Outside Officer Meeting

Comprising solely independent outside directors, this committee meets to freely exchange information and opinions on important matters related to corporate governance, business, and management.

Special Committee

Comprising solely independent outside directors, this committee deliberates matters that contribute to the protection of minority shareholder interests and ensures fairness and impartiality among shareholders from a perspective independent of controlling shareholders.

Nomination and Compensation Committee

This committee deliberates policies, procedures, and specific proposals regarding the appointments and dismissal of key officers and employees, including directors and the president and CEO, compensation, and succession planning.

Independent Outside Director

Yumiko Ichige

Partner at Nozomi Sogo Attorneys at Law (to present); Outside Audit & Supervisory Board Member, Idemitsu Kosan Co., Ltd.
Ms. Ichige has served as outside director and outside audit & supervisory board member at multiple companies, including listed subsidiary companies.



Genri Goto

CEO, Kotozna, Inc. ; Chairman, Kotozna (China Office); Managing Director, Kotozna Singapore Pte Ltd
Mr. Goto is a founder and former representative director of Kenko.com Inc. (current Rakuten, Inc.), an online retailer of health-related products, and a serial entrepreneur.



Kazuo Tsukahara

Former Executive Vice President of Ishikawajima-Harima Heavy Industries Co., Ltd. (current IHI Corporation); Mr. Tsukahara has served as outside director at multiple companies and possesses extensive experience and track record as well as high levels of knowledge and ethics, regarding corporate management.



Naomi Aoyama

Representative Director, style bis Inc.; Outside Director, IZUMI Co., Ltd.
Ms. Aoyama possesses advanced expertise and extensive experience through serving as an advisor related corporate social media management and e-commerce and has served as outside director at multiple companies.



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 are used in the frontline operations of factories, construction sites, and other locations
ASKUL	Name of the internet mail-order service (accepts orders via facsimile) for small and medium-sized enterprises
SOLOEL ARENA	Name of the internet mail-order service for mid-tier and larger companies
LOHACO	Name of the internet mail-order service for general consumers launched in October 2012 in partnership with Yahoo Japan Corporation
New ASKUL Website	A new e-commerce site that integrates two sites; ASKUL for small and medium-sized enterprises, SOLOEL ARENA for mid-tier and larger companies. Full-scale operation started in July 2023, with SOLOEL ARENA customers gradually transitioning to the new ASKUL website over a period of approximately one year
Advertising Business	Service for manufacturers to place advertisements on our e-commerce site, etc.
Distribution center abbreviations	ASKUL Logi PARK as ALP, ASKUL Value Center as AVC, Demand Management Center as DMC, Demand Chain Management as DCM, and ASKUL Tokyo Distribution Center as ASKUL Tokyo DC



ASKUL

Continuously bringing delight to our workplace, life, the planet and tomorrow.