

Supplementary Materials on Financial Results for the 2nd quarter of FYE03/2027

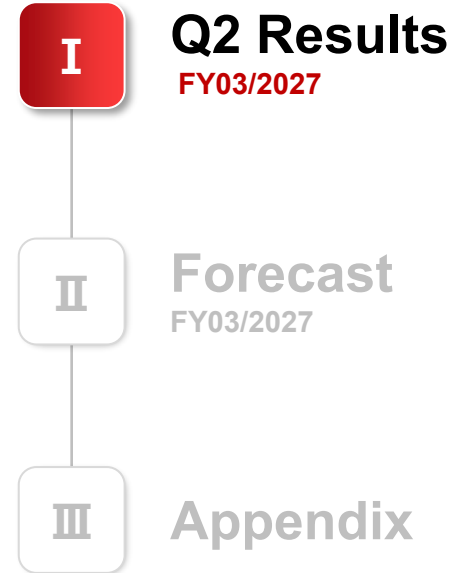
AS ONE CORPORATION

TSE Prime (7476)
October 30, 2026



**| Supplementary materials
for Summary of Financial Results I**

Q2 Results FY03/2027



Summary

Results

Forecast

- Net sales of ¥57.6 billion (+12.1% YoY) and operating profit of ¥6.8 billion (+14.5% YoY), achieving increases in both sales and profit.
- Record highs in Net sales, Operating profit, Ordinary profit, and interim Profit attributable to owners of parent.
- Extraordinary loss of ¥247 million from facility restructuring.

Net sales

¥57.6 billion

YoY ¥+6.2B / +12.1%

record high

Operating profit

¥6.8 billion

YoY ¥+0.8B / +14.5%

record high

Consolidated results	FY03/2026 Q2	FY03/2027 Q2	(¥ million) YoY		
Net sales	51,412	57,639	+6,227	+12.1%	↗
Gross profit	15,728	17,607	+1,879	+12.0%	↗
GP margin	30.6%	30.5%	△0.0Pt		
SG&A expenses	9,711	10,717	+1,006	+10.4%	
Operating profit	6,016	6,890	+873	+14.5%	↗
OP margin	11.7%	12.0%	+0.3Pt		
Ordinary profit	6,253	7,142	+888	+14.2%	↗
Profit attributable to owners of parent	4,326	4,726	+399	+9.2%	↗
EPS <yen>	60.38	66.29	+5.91	+9.8%	↗

Scientific Sector

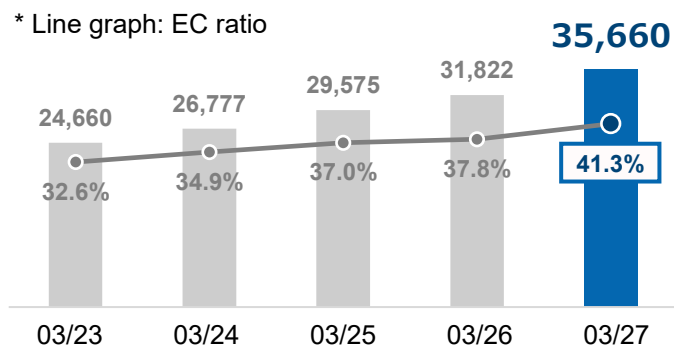
sales **¥35.6 billion**

YoY **¥+3.8B / +12.1%**

- Corporate R&D spending remained robust, supported by strong business performance. Meanwhile, budget utilization in the public sector, including universities, progressed as planned in line with typical annual patterns.
- Amid supply shortages of plastic consumables caused by the situation in the Middle East, sales of gloves and other essential laboratory consumables, including pipette tips, bottles, and Petri dishes, increased.
- Sales through the consolidated purchasing system "ocean" and online retailers grew substantially.

► Q2 Sales Trend (¥ million)

* Line graph: EC ratio

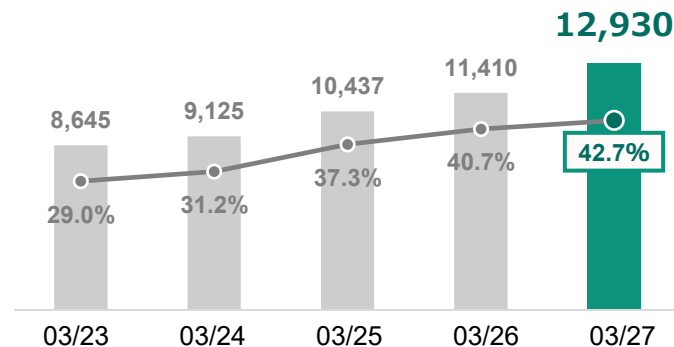


Industrial Sector

sales **¥12.9 billion**

YoY **¥+1.5B / +13.3%**

- Driven by growing demand related to AI, inquiries from companies in the semiconductor sector remained strong, leading to a significant increase in sales, particularly of cleanroom consumables.
- Sales of plastic products such as bottles, cleaning sticks, and trays remained strong, as did sales of heat-mitigation items such as spot coolers.
- Sales through the consolidated purchasing system "ocean" and the restaurant-focused EC site "AS KITCHEN" increased.

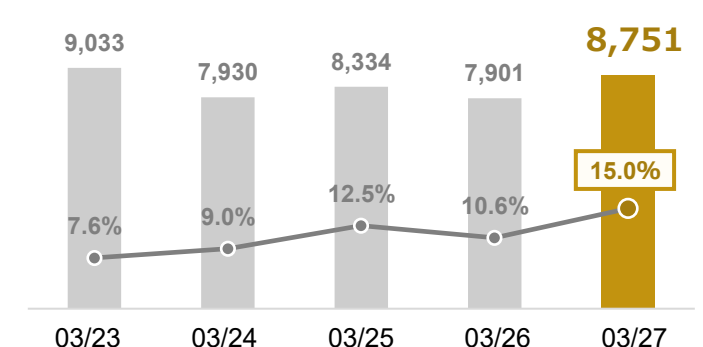


Hospital and Nursing Care Sector

sales **¥8.7 billion**

YoY **¥+0.8B / +10.8%**

- Government support measures for medical institutions and nursing care facilities drove strong sales of disaster prevention and mitigation-related products.
- Although medical service fees were revised in June, healthcare institutions remained cautious in their purchasing due to labor shortages and rising prices. As a result, demand for equipment, a category in which the Company specializes, remained flat.
- Due to the situation in the Middle East, sales of medical plastic gloves surged in April and May. Sales of proprietary products, including aprons, sterilization pouches, and sharps disposal containers, also performed well.



Gross profit

Gross profit

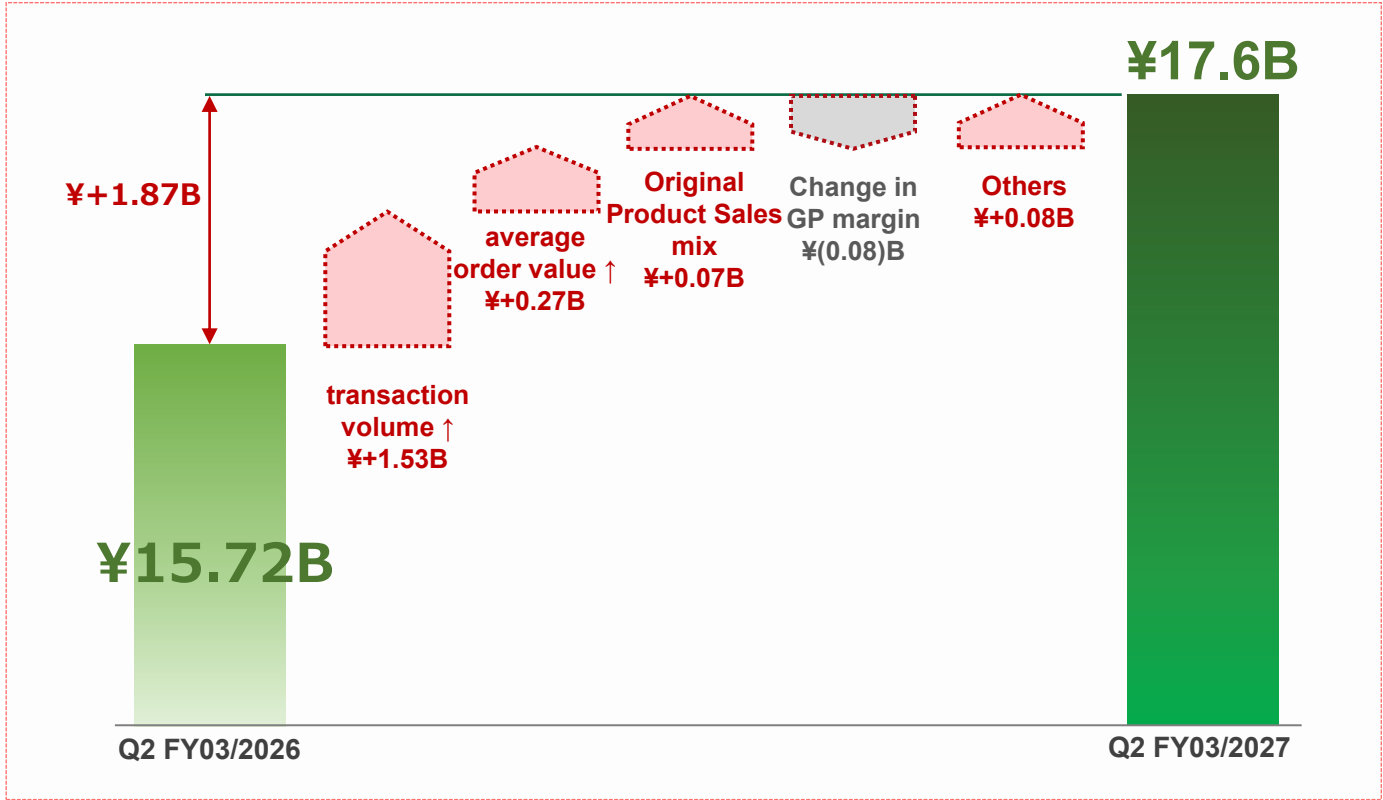
¥17.6 billion

YoY ¥+1.8B / +12.0%

GP margin

30.5%

YoY (0.0)Pt



- Although procurement costs fluctuated significantly due to the situation in the Middle East, the impact of time lags was mitigated by updating prices in a timely manner (surcharge scheme).
- Increased sales of Original Product contributed to an improvement in the GP margin (Original Product sales ratio: 34.1% / YoY +0.7 pt).
- The GP margin for Original Product declined by 0.5 pt YoY, due to the weaker yen and product mix.
- In the Medical segment, the GP margin improved in particular due to price changes for original plastic gloves and other items.

GP margin Q2	Non-consolidated			Consolidated
	Scientific	Industrial	Hospital and Nursing Care	
03/26	30.3%	32.4%	28.1%	30.6%
03/27	30.2%	32.2%	28.5%	30.5%
YoY	(0.1)Pt	(0.2)Pt	+0.4Pt	(0.0)Pt

Status and outlook for major policies

Results

Forecast

EC Sales	FY03/2025 Q2	FY03/2026 Q2	YoY	FY03/2027 Q2	(¥ million) YoY
Total	15,884	17,516	+10.3%	21,552	+4,035 +23.0%
ocean (No. of accounts)	7,395 379	7,870 524	+6.4% +38.3%	9,464 736	+1,593 +20.2% +212 +40.5%
Wave (No. of accounts)	783 19,205	945 22,415	+20.6% +16.7%	1,163 26,707	+218 +23.2% +4,292 +19.1%
AXEL as kitchen	1,126	1,299	+15.3%	1,553	+254 +19.6%
Online retailers	6,578	7,401	+12.5%	9,370	+1,968 +26.6%

- Purchasing activity among "ocean" users grew significantly across all industry sectors, in contrast to the previous year when procurement activity was affected by concerns over Trump-era tariffs.
- Driven by increasing demand for operational efficiency in hospitals and clinics, the number of new registrations by medical-sector users increased by 132 organizations year on year.
- EC sales through online retailers grew substantially, mainly driven by consumables and daily necessities (+26.6% YoY).

Others	FY03/2025 Q2	FY03/2026 Q2	YoY	FY03/2027 Q2	(¥ million) YoY
Product lineup (million items)	11.57	13.16	+13.8%	14.83	+1.66 +12.7%
Sales of web-only catalog products	9,290	10,058	+8.3%	12,981	+2,923 +29.1%
Service sales	1,698	1,781	+4.9%	1,906	+124 +7.0%
Original Product Sales	15,926	16,677	+4.7%	19,072	+2,394 +14.4%
Overseas sales	2,677	3,021	+12.9%	3,564	+542 +18.0%

- Service sales: Rental sales increased 5.0% YoY, while calibration service sales, which verify equipment accuracy, increased 8.0% YoY.
- Original product sales: Sales of various original products, including gloves, centrifuge tubes, and research bottles, remained strong, increasing their sales mix to 34.1% (+0.7 percentage points YoY).
- Overseas sales remained strong, driven by solid performance from our China subsidiary and exports to semiconductor customers across East Asia.

SG&A ratio

18.6%

YoY (0.3)Pt

- Although expenses such as personnel costs, rent, and system-related outlays increased significantly—in line with initial plans for the period—the ratio of SG&A expenses improved by 0.3 pt, driven by effective control of variable costs.
- Due to the situation in the Middle East, which has caused price and delivery instability for many products, the publication of our comprehensive laboratory catalog—originally scheduled for September—has been postponed until the next fiscal period.
- Due to the integration of Smart DC and Tokyo DC, there was some overlap in rent and labor costs, but this is expected to be resolved from the second half of the year.
- Computer-related expenses are on an upward trend, driven by factors such as the new "AXEL 2.0" search engine and rising server costs.

Subject	FY03/2026 Q2	FY03/2027 Q2	(¥ million) YoY	Notes
SG&A expenses	9,711	10,717	+1,006 +10.4%	
Freight and warehouse handling fees	2,544	2,844	+299 +11.8%	<ul style="list-style-type: none"> Freight: +10.7% Warehouse handling fees: +13.9%
Personnel expenses	3,362	3,711	+349 +10.4%	<ul style="list-style-type: none"> Headcount: +48 YoY Accelerated mid-career hiring
Advertising expenses	295	244	(50) (17.3)%	<ul style="list-style-type: none"> Research Catalog publication postponed (vs. NAVIS Catalog publication in the previous year)
of which, catalog expenses	57	3	(54) (94.5)%	
R&D expenses	8	8	+0 +1.3%	
Rent expenses on real estate	958	1,019	+60 +6.3%	<ul style="list-style-type: none"> Increased costs associated with the relocation and new establishment of the Kyushu DC : ¥+6M Increased costs associated with the SDC floor expansion : ¥+56M
Depreciation	444	440	(4) (1.0)%	
Amortization of software	249	265	+15 +6.4%	<ul style="list-style-type: none"> Higher amortization expense due to the AXEL2.0 release
Other	1,848	2,184	+336 +18.2%	<ul style="list-style-type: none"> Computer-related expenses: ¥+116M Higher payment fees and repair costs, etc. / travel and business activity expenses

Balance sheet

Results

Forecast

		(¥ million)					
Subject		FY03/2026 Q2 Ratio		FY03/2026 Q4 Ratio		FY03/2027 Q2 Ratio	
Assets	Cash and deposits	21,542	21.7%	20,036	19.6%	26,171	24.7%
	Notes and accounts receivable - trade	18,507	18.6%	23,178	22.6%	19,167	18.1%
	Electronically recorded monetary claims - operating	12,984	13.0%	14,757	14.4%	14,100	13.3%
	Inventories	12,409	12.5%	12,074	11.8%	13,749	13.0%
	Other	2,508	2.5%	2,976	2.9%	2,166	2.0%
	Current assets	67,951	68.3%	73,023	71.3%	75,354	71.1%
	Property, plant and equipment	8,737	8.8%	10,470	10.2%	10,537	9.9%
	Intangible assets	1,624	1.6%	1,715	1.7%	1,918	1.8%
	Investments and other assets	21,186	21.3%	17,212	16.8%	18,153	17.1%
	Non-Current assets	31,548	31.7%	29,397	28.7%	30,609	28.9%
	Total Assets	99,500	-	102,421	-	105,963	-

<Change from prior FYE (¥ million)>

■ Assets	- Increase in cash and deposits:	+6,134
	- Increase in property, plant and equipment due to capital expenditures, etc.: +67 < Commencement of construction for the Rental & Calibration Center, demolition of the old building, etc. >	
■ Liabilities	- Increase in short-term and long-term borrowings:	+3,607
	< new borrowing of JPY 5.0 billion >	
■ Net assets	- Decrease in notes and accounts payable:	(3,414)
	- Half year net profit:	+4,726
	- Dividends:	(2,431)
	- Increase in other < valuation difference on securities >:	+2,196

		(¥ million)					
Subject		FY03/2026 Q2 Ratio		FY03/2026 Q4 Ratio		FY03/2027 Q2 Ratio	
Liabilities	Notes and accounts payable - trade	16,172	16.3%	16,961	16.6%	13,547	12.8%
	Short-term borrowings	2,435	2.4%	2,122	2.1%	4,197	4.0%
	Other	4,300	4.3%	6,680	6.5%	4,368	4.1%
	Total current liabilities	22,908	23.0%	25,764	25.2%	22,113	20.9%
	Long-term borrowings	3,535	3.6%	2,630	2.6%	4,162	3.9%
	Other	2,996	3.0%	2,848	2.8%	3,713	3.5%
	Total non-current liabilities	6,531	6.6%	5,478	5.3%	7,876	7.4%
	Total Liabilities	29,440	29.6%	31,242	30.5%	29,989	28.3%
Net assets	Share capital	5,075	5.1%	5,075	5.0%	5,075	4.8%
	Capital surplus	4,491	4.5%	4,337	4.2%	4,347	4.1%
	Retained earnings	60,716	61.0%	63,003	61.5%	65,297	61.6%
	Treasury shares	(5,176)	(5.2)%	(5,632)	(5.5)%	(5,506)	(5.2)%
	Total shareholders' equity	65,106	65.4%	66,784	65.2%	69,213	65.3%
	Other	4,953	5.0%	4,394	4.3%	6,760	6.4%
	Total net assets	70,060	70.4%	71,178	69.5%	75,973	71.7%
	Total liabilities and net assets	99,500	-	102,421	-	105,963	-

* Short-term borrowings include the current portion of long-term borrowings due within one year

**| Supplementary materials
for Summary of Financial Results II**

Forecast FY03/2027



Forecast

Results

Forecast

- FY earnings and year-end dividend forecast revised upward based on strong 1H performance
- In the Scientific & Industrial sector, robust R&D spending and AI-related investment are expected to support growth in 2H. In the Hospital and Nursing Care sector, a cautious outlook is maintained, reflecting purchasing trends observed in 1H
- No material impact is expected from the reactionary decline following the Q1 surge in Middle East-related demand, as it was largely absorbed in Q2.

Forecast	FY03/2026 Results	FY03/2027 Initial plan	FY03/2027 Revised Plan	(¥ million)				
				YoY		vs. Initial Plan		
Net sales	110,698	117,850	120,870	+10,171	+9.2%	+3,020	+2.6%	- Research and Industrial Instruments Division: up 10.1% - Medical Instruments Division: up 4.2%.
Gross profit	33,465	35,680	36,610	+3,145	+9.4%	+929	+2.6%	- GP margin remained in line with the previous year, supported by original product mix improvement and agile pricing.
GP margin	30.2%	30.3%	30.3%	+0.1Pt		+0.0Pt		
SG&A expenses	20,627	22,780	22,860	+2,233	+10.8%	+79	+0.4%	- Increased shipping and other variable costs due to higher sales - SmartDC expansion - Completion of the new Rental & Calibration Center
Operating profit	12,838	12,900	13,750	+911	+7.1%	+850	+6.6%	
OP margin	11.6%	10.9%	11.4%	(0.2)Pt		+0.4Pt		
Ordinary profit	13,228	13,350	14,150	+921	+7.0%	+800	+6.0%	
Profit attributable to owners of parent	9,179	8,970	9,500	+320	+3.5%	+530	+5.9%	- Special loss: ¥247 million - Former Rental & Calibration Center demolition - Kanto logistics consolidation
EPS <yen>	128.35	125.86	135.53	+7.18	+5.6%	+9.67	+7.7%	
Dividend per share < yen >	65.00	66.00	69.00	+4.00	+6.2%	+3.00	+4.5%	

Forecasts by Sector

Results

Forecast

2 nd half Sales	FY03/2026 Results	FY03/2027 Initial plan	FY03/2027 Revised Plan	(¥ million) YoY	
■ Scientific Sector	37,564	NA	40,256	+2,692	+7.2%
■ Industrial Sector	12,387		13,756	+1,368	+11.0%
■ Hospital and Nursing Care Sector	9,024		8,886	(137)	(1.5)%
■ Others	309		330	+21	+6.9%
Total	59,285		63,230	+3,944	+6.7%

Full year Sales	FY03/2026 Results	FY03/2027 Initial plan	2027/3期 Revised Plan	(¥ million) YoY vs. Initial plan			
■ Scientific Sector	69,387	74,558	75,917	+6,530	+9.4%	+1,359	+1.8%
■ Industrial Sector	23,798	25,576	26,686	+2,888	+12.1%	+1,109	+4.3%
■ Hospital and Nursing Care Sector	16,925	17,095	17,637	+712	+4.2%	+541	+3.2%
■ Others	587	619	628	+41	+7.0%	+9	+1.5%
Total	110,698	117,850	120,870	+10,171	+9.2%	+3,020	+2.6%

Scientific Sector

- R&D spending remains resilient, showing a double-digit YoY increase in the first half.
- For the second half of the year, we anticipate 7.2% YoY growth, bolstered by government support—including the identification of 17 priority investment areas and the expansion of funding for fundamental research.

Industrial Sector

- Driven by rising AI demand, sectors such as MRO (maintenance, repair, and operations) for clean rooms—including those in data centers—as well as food-related industries, are performing well.
- We anticipate double-digit YoY growth for the second half as well.

Hospital and Nursing Care Sector

- Although performance was strong in the first half, we are taking a conservative outlook for the second half—projecting results on par with the previous year—in light of the purchasing patterns of medical institutions.
- We expect a gradual improvement following the 3.09% increase in medical service fees.

Others

- Triumph 21 Procurement Agency System Transaction volume exceeded ¥17 billion (+9.3% YoY)

SG&A Expenses Forecast

- SG&A expenses increased 10.8% YoY, mainly due to higher logistics and personnel costs.
- Full-year SG&A expenses expected to be broadly in line with the initial plan (+0.4%).

Subject	FY03/2026 Results	FY03/2027 Initial plan	FY03/2027 Revised Plan	YoY		(¥ million) vs. initial plan	
SG&A expenses	20,627	22,780	22,860	+2,233	+10.8%	+79	+0.4%
Freight and warehouse handling fees	5,368	5,824	5,893	+524	+9.8%	+68	+1.2%
Personnel expenses	7,257	7,821	7,857	+599	+8.3%	+35	+0.5%
Advertising expenses	553	758	629	+76	+13.8%	(128)	(16.9)%
of which, catalog expenses	67	199	8	(59)	(88.1)%	(191)	(96.0)%
R&D expenses	13	17	16	+3	+24.3%	(1)	(7.2)%
Rent expenses on real estate	1,918	2,055	2,034	+115	+6.0%	(21)	(1.0)%
Depreciation	968	1,013	936	(32)	(3.4)%	(77)	(7.6)%
Amortization of software	522	553	562	+39	+7.6%	+8	+1.6%
Other	4,024	4,735	4,931	+906	+22.5%	+195	+4.1%

note

- Freight charges: +9.0% YoY
- Warehouse handling fees: +11.3% YoY

- Generally in line with the initial plan

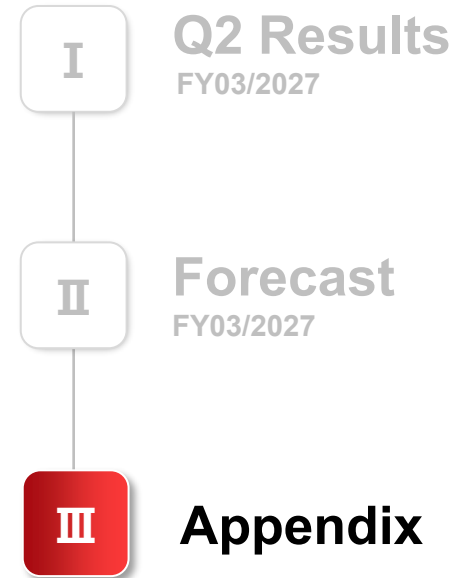
- Postponement of the comprehensive research catalog publication (Previous year: Comprehensive Nursing & Medical Catalog publication)

- Kyushu DC relocation and setup costs (¥+6 million)
- Smart DC expansion costs (¥+141 million)
- Delay in the timing of capital expenditures and the commencement of depreciation related to the new Rental & Calibration Center and hardware projects

- Increases in payment fees, repair costs, and equipment and consumable supplies

**Supplementary materials
for Summary of Financial Results Ⅲ**

Appendix



Historical data (1): sales by sector / major targets

Historical

Sales (¥ million)		Q1	YoY	Q2	YoY	1 st half	YoY	Q3	YoY	Q4	YoY	2 nd half	YoY	Full year	YoY
Scientific Sector	FY03/2025	14,553	+10.0%	15,022	+10.9%	29,575	+10.5%	16,543	+8.5%	17,769	+4.6%	34,313	+6.4%	63,888	+8.3%
	FY03/2026	15,867	+9.0%	15,955	+6.2%	31,822	+7.6%	17,511	+5.9%	20,052	+12.9%	37,564	+9.5%	69,387	+8.6%
	FY03/2027	18,610	+17.3%	17,049	+6.9%	35,660	+12.1%								
Industrial Sector	FY03/2025	5,109	+13.6%	5,327	+15.1%	10,437	+14.4%	5,814	+15.7%	5,926	+15.5%	11,741	+15.6%	22,178	+15.0%
	FY03/2026	5,652	+10.6%	5,757	+8.1%	11,410	+9.3%	5,871	+1.0%	6,516	+10.0%	12,387	+5.5%	23,798	+7.3%
	FY03/2027	6,696	+18.5%	6,234	+8.3%	12,930	+13.3%								
Hospital and Nursing Care Sector	FY03/2025	4,367	+12.7%	3,966	(2.2)%	8,334	+5.1%	4,217	+2.4%	4,541	(2.0)%	8,759	+0.1%	17,093	+2.5%
	FY03/2026	3,978	(8.9)%	3,922	(1.1)%	7,901	(5.2)%	4,262	+1.1%	4,761	+4.8%	9,024	+3.0%	16,925	(1.0)%
	FY03/2027	4,543	+14.2%	4,208	+7.3%	8,751	+10.8%								
Total	FY03/2025	24,168	+11.2%	24,458	+9.3%	48,626	+10.2%	26,743	+9.0%	28,381	+5.6%	55,124	+7.2%	103,751	+8.6%
	FY03/2026	25,637	+6.1%	25,774	+5.4%	51,412	+5.7%	27,791	+3.9%	31,493	+11.0%	59,285	+7.5%	110,698	+6.7%
	FY03/2027	30,002	+17.0%	27,637	+7.2%	57,639	+12.1%								

Sales (¥ million)		Q1	YoY	Q2	YoY	1 st half	YoY	Q3	YoY	Q4	YoY	2 nd half	YoY	Full year	YoY
Services Sales	FY03/2025	803	+7.7%	895	+8.7%	1,698	+8.2%	985	+5.9%	1,319	+24.5%	2,305	+15.8%	4,004	+12.5%
	FY03/2026	920	+14.6%	860	(3.9)%	1,781	+4.9%	1,036	+5.1%	1,105	(16.2)%	2,141	(7.1)%	3,922	(2.0)%
	FY03/2027	943	+2.5%	962	+11.8%	1,906	+7.0%								
Original product Sales	FY03/2025	7,886	+3.4%	8,040	+3.1%	15,926	+3.3%	8,579	+5.3%	8,940	+6.3%	17,519	+5.8%	33,446	+4.6%
	FY03/2026	8,335	+5.7%	8,342	+3.8%	16,677	+4.7%	9,004	+5.0%	10,039	+12.3%	19,043	+8.7%	35,721	+6.8%
	FY03/2027	10,220	+22.6%	8,851	+6.1%	19,072	+14.4%								
Web-only products	FY03/2025	4,580	+40.8%	4,709	+35.7%	9,290	+38.2%	5,142	+35.1%	5,432	+18.3%	10,575	+25.9%	19,865	+31.4%
	FY03/2026	4,906	+7.1%	5,152	+9.4%	10,058	+8.3%	5,815	+13.1%	6,656	+22.5%	12,472	+17.9%	22,530	+13.4%
	FY03/2027	6,548	+33.5%	6,433	+24.9%	12,981	+29.1%								
Overseas sales	FY03/2025	1,216	+4.6%	1,460	+25.4%	2,677	+15.0%	1,412	(1.1)%	1,520	+7.5%	2,932	+3.2%	5,609	+8.5%
	FY03/2026	1,520	+25.0%	1,501	+2.8%	3,021	+12.9%	1,567	+11.0%	1,915	+26.0%	3,482	+18.7%	6,503	+15.9%
	FY03/2027	1,674	+10.1%	1,890	+25.9%	3,564	+18.0%								

Historical data (2): EC sales / number of accounts

Historical

Sales (¥ million)		Q1	YoY	Q2	YoY	1 st half	YoY	Q3	YoY	Q4	YoY	2 nd half	YoY	Full year	YoY
ocean	FY03/2025	3,695	+16.5%	3,699	+23.7%	7,395	+19.9%	3,997	+20.3%	4,217	+12.5%	8,215	+16.2%	15,610	+17.9%
	FY03/2026	3,922	+6.2%	3,948	+6.7%	7,870	+6.4%	4,410	+10.3%	4,968	+17.8%	9,379	+14.2%	17,249	+10.5%
	FY03/2027	4,938	+25.9%	4,526	+14.6%	9,464	+20.2%								
Wave	FY03/2025	382	+39.0%	400	+36.4%	783	+37.7%	486	+32.6%	509	+29.8%	995	+31.2%	1,779	+34.0%
	FY03/2026	467	+22.1%	477	+19.1%	945	+20.6%	554	+14.1%	594	+16.7%	1,148	+15.4%	2,093	+17.7%
	FY03/2027	610	+30.6%	553	+15.8%	1,163	+23.2%								
AXEL	FY03/2025	568	+11.7%	558	+11.3%	1,126	+11.5%	632	+16.9%	655	+17.1%	1,287	+17.0%	2,414	+14.4%
	FY03/2026	648	+14.1%	651	+16.6%	1,299	+15.3%	754	+19.4%	797	+21.7%	1,552	+20.6%	2,851	+18.1%
	FY03/2027	820	+26.5%	733	+12.7%	1,553	+19.6%								
Online retailers	FY03/2025	3,338	+32.5%	3,240	+23.1%	6,578	+27.7%	3,743	+31.3%	3,799	+20.8%	7,543	+25.8%	14,122	+26.6%
	FY03/2026	3,676	+10.1%	3,725	+15.0%	7,401	+12.5%	4,147	+10.8%	4,514	+18.8%	8,662	+14.8%	16,064	+13.7%
	FY03/2027	4,804	+30.7%	4,565	+22.6%	9,370	+26.6%								
Total	FY03/2025	7,984	+23.3%	7,899	+73.0%	15,884	+23.2%	8,860	+25.1%	9,181	+17.0%	18,041	+20.9%	33,926	+21.9%
	FY03/2026	8,714	+9.1%	8,802	+11.4%	17,516	+10.3%	9,867	+11.4%	10,875	+18.4%	20,743	+15.0%	38,259	+12.8%
	FY03/2027	11,173	+28.2%	10,378	+17.9%	21,552	+23.0%								
Ocean accounts	FY03/2025	353	+21.3%	379	+21.9%	379	+21.9%	414	+29.8%	431	+27.1%	431	+27.1%	431	+27.1%
	*As of the end of the period FY03/2026	462	+30.9%	524	+38.3%	524	+38.3%	598	+44.4%	643	+49.2%	643	+49.2%	643	+49.2%
	FY03/2027	675	+46.1%	736	+40.5%	736	+40.5%								
WAVE accounts	FY03/2025	18,247	+27.5%	19,205	+25.8%	19,205	+25.8%	20,358	+19.5%	21,032	+18.9%	21,032	+18.9%	21,032	+18.9%
	*As of the end of the period FY03/2026	21,800	+19.5%	22,415	+16.7%	22,415	+16.7%	23,503	+15.4%	23,965	+13.9%	23,965	+13.9%	23,965	+13.9%
	FY03/2027	24,389	+11.9%	26,707	+19.1%	26,707	+19.1%								

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**Contact
Information**

**Corporate Planning Department,
Public & Investor Relations Group**

+81-6-6447-8821

asone_ir@so.as-1.co.jp

- Please view the business model and medium-term management plan via the links below.

[Business Model \(July 2026 Update\)](#)

[Medium-Term Management Plan FY2025-27](#)