



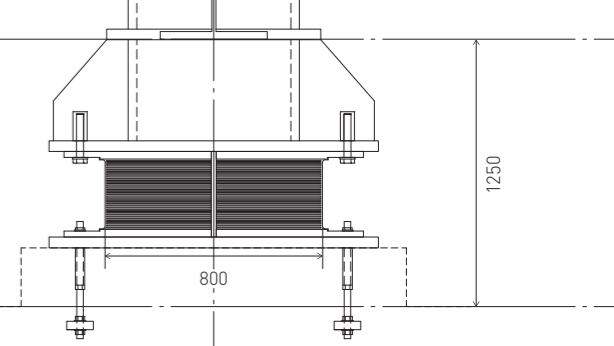
**TRUSCO**™



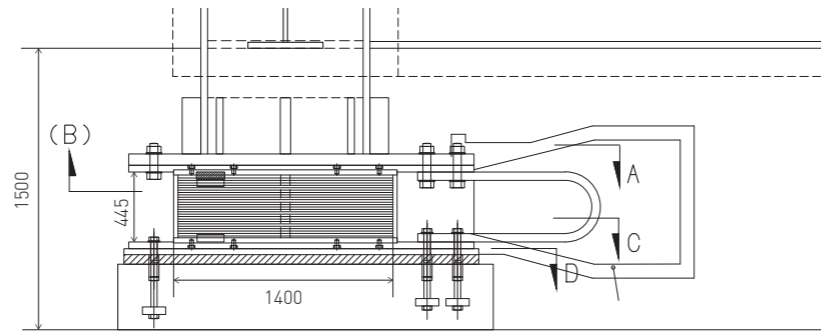
**Layered rubber isolator**

Supports approximately 800 to 1,300 tons of building weight per unit, and moves flexibly in the horizontal direction.

Supports Planet Aichi, which has a building weight of 130,000 tons.



**GAMBARE!! JAPANESE MONODZUKURI**



**Laminated rubber integrated type, steel U-type damper**

Seismic isolation component that integrates a laminated rubber isolator and damper

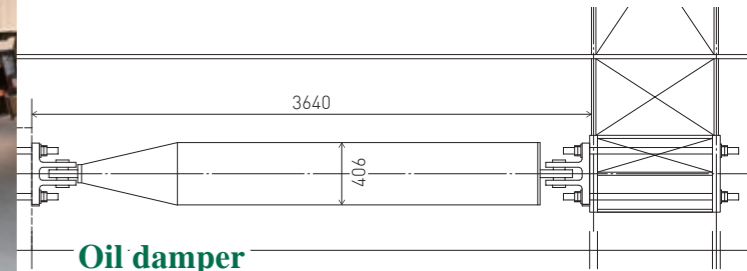
Supports Planet Saitama, which has a building weight of 70,000 tons.



**A company that enhances BCP measures**



**Even in emergencies, supply is not stopped.**



**Oil damper**

By the resistance of oil inside the cylinder, earthquake energy is transformed into heat energy to suppress shaking.



**TRUSCO NAKAYAMA CORPORATION**

Tokyo Head Office TRUSCO Fiorito Bldg., 4-28-1, Shimbashi, Minato-ku, Tokyo 105-0004  
Osaka Head Office TRUSCO Central Bldg., 4-2-5, Honmachi, Chuo-ku, Osaka City, Osaka 541-0053



Integrated Report 2026



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Our Policy

**“Business must serve people and society”**

**TRUSCO NAKAYAMA CORPORATION**

# Planet Aichi, Our Largest “Tool Box in Japan”

Operations scheduled to begin from  
May 18, 2026

- Number of available inventory items: over 1 million items
- Shipment quantity: Approx. \$645 million per year

State-of-the-art distribution equipment supporting the substantial expansion of  
(Order Consolidation + Direct Delivery Service) capabilities

our “NIAWASE + U-choku”



**New at TRUSCO**  
Skypod®  
A high-speed picking system capable of travel in three dimensions  
see p.56



**Largest in Japan**  
AutoStore  
High-precision storage system  
see p.56



**New at TRUSCO**  
Cross-belt sorter  
High-speed sorter  
see p.57



**Implementation of 4 lines**  
I-Pack®  
High-speed automated packaging and shipping line  
see p.57

**Overview**  
 Location: 1 – 1 Shirayumi, Okimura, Kitagoya City, Aichi  
 Access: 10 km from JR Nagoya Station (20 minutes by car)  
 Area of grounds: approx. 41,634 m<sup>2</sup>  
 Floor area: approx. 89,162 m<sup>2</sup>  
 (around twice the size of Tokyo Dome)  
 Building construction: Composite Construction (reinforced concrete pillars, steel beams)  
 Seismic Isolation Structure  
 Number of floors: Warehouse: 4 floors, Office building: 4 floors  
 Design/Construction: Taisei Corporation

## TOP MESSAGE

Flowing from the foundation  
of management

# TRUSCO-ism

These are unique ideas that underlie management, developed over the past 31 years since I became President of the Company in 1994. We will continue to be a company essential to both our customers and society in the future thanks to our creative ideas.



### We must be a company truly useful during an emergency

A company's ability is tested in times of emergency. No matter what kind of disaster we encounter, we must be a company that firmly fulfills our supply responsibilities.

### Let the person make meals who could feed you good food

This is why chefs at company-owned recreation facilities and employee cafeterias are also full-time employees.

### The notion of "Be loved by customers" is wrong

The correct approach is to create a situation where customers feel compelled to buy even if they do not want to

No strategy is needed in order to be loved. An extraordinary strategy is required to make something a must-buy.

### Customers are not interested in management indicators that are meaningless to them

Various management indicators such as ROE, ROA, and PBR are merely company-focused numbers that hold no meaning for the customer. We should set metrics that are useful to our customers and the market.

### A company has a responsibility to provide workplaces where staff members can work with stability and peace of mind Do not use people as cheap resources

It is important to take care of one person's life, not one person's work capabilities. We should not take away the goodness from people's lives.

### The growth of a company makes people grow

It is a misunderstanding that people's growth makes the company's growth.

### Attentiveness may be the greatest capability one should have

Opportunities fall on everyone equally. There is no such thing as luck or misfortune. Train your mind, eyes, and ears to recognize opportunities. "I didn't notice" is merely an excuse.

### Conducting Management Not Written On Textbooks

If everything in business went just as described in textbooks, the world would be full of successful people. There are many interesting answers in the world that are not found in textbooks.

### Experience of many hard-ships makes good judgment abilities

If you don't run away from hardships, your judgment abilities and human skills will increase.

### The appropriate actions and direction of our business will be clear if we have ambition

If we have ambition for what we are in business, appropriate actions and direction of our business becomes clear.

### A company should advocate for management that does not pander

Lately, it seems like there is excessive pandering to society, investors, shareholders, customers, employees, and even former staff. The repetition of catchy-sounding buzzwords seems to reflect this.

### Order flow will change from inconvenient company to convenient company

There is no better strategy than providing convenience. Courage, hard work, perseverance, and enthusiasm are important, but they are no longer enough to win.

### Self Awareness is the Highest Education

If you do not feel this way, your education will be a waste.

### Employees are mirrors of the president

A company that is unfriendly, unkind, insincere, and lacks smiles, it reflects the personality of the president.

### If the president is in a battlefield, the employees are in hell

Some company presidents like to tell heroic stories about past hardships or how they recovered from a tough time, but if the president is in a battlefield, employees are in hell. Since hardships are avoidable it is better to not allow battles to be created.

### Shushazentaku

Judgment should not be based on advantages or disadvantages but on whether something is good or bad. The result will be bad if things are only judged by whether they are profitable or not.

### Numerical targets and capability targets

Goals are all about numbers. However, I think it is also important to have capability goals for capabilities that we want the Company to have. Setting capability goals is the key for a successful digital transformation.

### Majority rule is not always right

We must increase our ability to see through the essence of matters and not be misled by majority rule. Majority rule ends up with irresponsible failures.

### Turning criticism into fortune

You are the only one to lose out if criticism gets you down. You bring good luck because you're upbeat.

### Choosing majority solutions results in ordinary results

Do what others do not think of. Do what others do not do. The top requirement for managers is creativity.

### Knowledge is finite, wisdom is infinite

Management requires creativity. We must combine knowledge and wisdom to create ideas that no one can think of.

### The absence of enemies is evidence of the absence of allies

When you have a business strategy where you try to please everyone, although you may not have any enemies, I am sure that you don't have any allies either. Therefore, we should follow management policies without fear of conflict.

### Be an Ultimate Master Wholesale

The theory that wholesalers are unnecessary is wrong. Just because some wholesalers do not satisfy the role does not mean that wholesalers are unnecessary.

### Unconventional decisions became turning points for growth

Complete abolition of bill transactions, large inventory principle, full-time employment system, and fixed-cost based distribution.

### Don't spoil yourself as you experience hardships

Companies are not self-driving. Someone is behind the wheel. You should not free ride on people's efforts as you experience no hardships.

### People exaggerate their own hardships

Do not exaggerate your hardships.

### People will not grow up if they do not feel a sense of shame in front of others

No one wants to be ashamed in front of others. Therefore, you should try your best not to be ashamed.

### Investments in own distribution is equivalent to investments in M&A

TRUSCO should be the organic company that grows a business on its own rather than increasing sales through M&A.

### A Company with Assets

We must be able to secure important assets without relying on others. It is not a question of gaining or losing a lease.

### Decisive management strategy

Although business strategy is all about adding things, we also need a decisive business strategy.

**\* Board Brain (BB)?**  
 At TRUSCO Nakayama, we call outside directors "Board Brains."  
 This term alludes to our hope that they will provide advice and support based on their abundant experience and knowledge, and contribute to the Company's development.

### Outside Directors



Born August 4, 1953  
72 years old; 1 year at Trusco

**Career Summary**  
 1972: Joined Kintestu Buffaloes  
 2000: Manager, Osaka Kintetsu Buffaloes  
 2008: Manager, Hokkaido Nippon-Ham Fighters  
 2012: Coach, Samurai Japan, 2013 WBC  
 2016: Manager, Tohoku Rakuten Golden Eagles  
 2019: Baseball Commentator, Critic  
 2026: Outside Director of the Company (present)

Outside Directors  
Board Brain(BB)\*  
Baseball Commentator, Critic

**Masataka Nashida**




Born May 9, 1977  
48 years old; 1 year at Trusco

**Career Summary**  
 2001: Joined Nestle Japan Limited  
 2011: Joined Dynamic Tools Corporation  
 Joined Dinex Co., Ltd.  
 2021: Representative Director, (present)  
 2022: Representative Director, Dynamic Tools Corporation (present)  
 2025: Outside Director of the Company (present)

Outside Directors  
Board Brain(BB)\*  
Representative Director,  
Dynamic Tools Corporation  
President

**Risa Ota**

### President



Born December 24, 1958  
67 years old; 45 years at Trusco

**Career Summary**  
 1981: Joined the Company  
 1984: Director  
 1987: Executive Director  
 1991: Representative Director and Senior Executive Director  
 1994: President (present)

President

**Tetsuya Nakayama**

## General Manager of the Business Management Department, Digital Service Strategy Department, and Orange Book Department



Director, General Manager of the Business Management Department, Digital Service Strategy Department, and Orange Book Department

**Atsushi Kazumi**

Born September 10, 1970  
55 years old; 33 years at Trusco

**Career Summary**  
 1993: Joined the Company  
 2001: Office Manager, Tsuchiura Sales Office  
 2002: Office Manager, Kanazawa Sales Office  
 2006: Branch Office Manager, Osaka Branch  
 2010: Section Manager, Catalog Media Section and Section Manager, DOTKUL Section  
 2013: General Manager, e-commerce Sales Division  
 2014: General Manager, e-Business Sales Division  
 2017: Executive Officer & e-commerce manager, e-Business Sales Division  
 Executive Officer & General Manager, Information Systems Dept.  
 2019: Executive Officer & General Manager, Information Systems Division

Director & General Manager, Information Systems Division  
 2020: Director, General Manager of the Business Management Department and General Manager of the Digital Service Strategy Department & General Manager of the Digital Promotion Division  
 2021: Director, General Manager of the Business Management Department and General Manager of the Digital Service Strategy Department  
 2024: Director, General Manager of the Business Management Department, Digital Service Strategy Department, and Orange Book Department (present)

## General Manager of the Product Department



Director General Manager of the Product Department

**Kazuo Nakai**

Born July 7, 1969  
56 years old; 33 years at Trusco

**Career Summary**  
 1993: Joined the Company  
 2002: Office Manager, HC Niigata Sales Office  
 2004: Branch Office Manager, HC Osaka Branch  
 2008: Section Manager, Personnel Section  
 Section Manager for the Personnel Section and Health Care Section  
 2013: General Manager, Corporate Planning Division  
 2017: Executive Officer & General Manager, Corporate Planning Division  
 2019: Executive Officer & General Manager, Business Management Department  
 Director & General Manager, Business Management Department

2020: Director & General Manager, Sales Department  
 Executive in charge of TRUSCO NAKAYAMA CORPORATION (THAILAND) LIMITED  
 Executive in charge of PT. TRUSCO NAKAYAMA INDONESIA  
 2021: Director, General Manager of the Sales Department, General Manager of the Home Center Sales Division, and General Manager of the Distribution Division  
 2022: Director, General Manager of the Sales Department  
 2024: Director, General Manager of the Product Department  
 Executive in charge of TRUSCO NAKAYAMA USA, INC. (present)

## Business Management Dept. (96 employees in total)


<p><b>Corporate Planning Division</b></p>  <p>General Manager, Corporate Planning Division</p> <p><b>Mayumi Takata</b></p> <p>Born June 2, 1977 48 years old; 26 years at Trusco</p> <p><b>Career Summary</b>              2000: Joined the Company              2014: Branch Office Manager, Neyagawa Branch              2016: Planet East Kanto Deputy Logistic Center Manager              2021: Section Manager, Management Planning Section, and Section Manager, IR Section              2022: Section Manager, Management Planning Section, Section Manager, Secretarial Section, Section Manager, Sustainability Promotion Section              2024: General Manager, Corporate Planning Division (present)</p> <p>Management Planning Section              Secretarial Section              IR Section              Sustainability Promotion Section (13 employees)</p>	<p><b>Personnel Division</b></p>  <p>General Manager, Personnel Division</p> <p><b>Masato Otani</b></p> <p>Born October 24, 1967 58 years old; 35 years at Trusco</p> <p><b>Career Summary</b>              1991: Joined the Company              2008: Office Manager, Kagoshima Sales Office              2012: Branch Office Manager, Chiba Branch              2014: Section Manager, Personnel Section, and Section Manager, Healthcare Section              2018: General Manager, Factory Sales Division (Kinki Area)              2019: General Manager, Factory Sales Division and Distribution Division (Kinki)              2021: General Manager, Factory Sales Division and Distribution Division (Chubu, Kinki)              2022: General Manager, East Japan Distribution Division              2024: General Manager, Personnel Division (present)</p> <p>Personnel Section              HR Support Section              Recruitment Section              Human Resources Development Section              Healthcare Section (25 employees)</p>	<p><b>Administration Division</b></p>  <p>Executive Officer              General Manager, Administration Division and Section Manager, Property Section</p> <p><b>Mikio Adachi</b></p> <p>Born September 20, 1969 56 years old; 32 years at Trusco</p> <p><b>Career Summary</b>              1994: Joined the Company              2002: Office Manager, HC Nagoya Sales Office              2004: Office Manager, HC Niigata Sales Office              2007: Branch Office Manager, HC Tokyo Branch              2008: Office Manager, Matsudo Sales Office              2010: Planet Tokai Deputy Logistic Center Manager              2011: Planet South Kanto Logistic Center Manager              2013: Planet North Kanto Logistic Center Manager              2016: General Manager, Factory Sales Division (Central Japan)              2018: General Manager, Factory Sales Division (Shinshu, Hokuriku, and Tokai)              2019: General Manager, Administration Division              2021: General Manager, Administration Division and Section Manager, Property Section              2024: Executive Officer, General Manager, Administration Division, and Section Manager, Property Section (present)</p> <p>Tokyo Management Section              Osaka Management Section              Property Section              TRUSCO Resort and Spa Hakone              Kyoto Kaguraka RENGETSUO              TRUSCO Resort and Spa Karuizawa (29 full-time employees; 8 part-time staff)</p> <p>Trusco Nakayama Health Insurance Association              Manager  <b>Akiko Tani</b>              12 years and 4 months at Trusco (1 assigned employee)</p>	<p><b>Accounting Division</b></p>  <p>General Manager, Accounting Division</p> <p><b>Atsushi Shimozu</b></p> <p>Born December 25, 1978 47 years old; 24 years at Trusco</p> <p><b>Career Summary</b>              2002: Joined the Company              2011: Branch Office Manager, Edogawa Branch              2013: Deputy Manager, Management Planning Section              2014: Section Manager, General Affairs Section, Osaka Head Office, Section Manager, Legal Affairs Section, and Section Manager, Vehicle Operation Management Section              2021: Section Manager, Management Planning Section, and Section Manager, IR Section              General Manager of the Corporate Planning Division, Section Manager, Management Planning Section, and Section Manager, IR Section              General Manager, Corporate Planning Division Accounting Division (present)</p> <p>Accounting Section              Finance Section (20 employees)</p>
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## Digital Service Strategy Dept. (49 employees in total)

<p><b>Information Systems Division</b></p>  <p>Executive Officer              General Manager, Information Systems Division</p> <p><b>Takayuki Kimura</b></p> <p>Born June 26, 1973 52 years old; 28 years at Trusco</p> <p><b>Career Summary</b>              1998: Joined the Company              2011: Branch Office Manager, Yamaguchi Branch              2012: Branch Office Manager, Ube Branch              2013: Section Manager, Human Resources Development Section, Section Manager, Secretarial Section, and Section Manager, Environmental Management Section              2019: General Manager, Information Systems Division              2024: Executive Officer General Manager, Information Systems Division (present)</p> <p>IT Planning Section              System Management Section              Infrastructure/Network Management Section              Data Management Section (40 employees)</p>	<p><b>Digital Promotion Division</b></p>  <p>General Manager, Digital Promotion Division and Section Manager, UX Platform Development Section</p> <p><b>Motoki Ikegami</b></p> <p>Born November 4, 1987 38 years old; 16 years at Trusco</p> <p><b>Career Summary</b>              2010: Joined the Company              2021: Section Manager, UX Platform Development Section              2024: General Manager, Digital Promotion Division and Section Manager, UX Platform Development Section (present)</p> <p>Digital Promotion Division              UX Platform Development Section (9 employees)</p>
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## Orange Book Dept. (24 employees in total)

**TRUSCO Orange Book Division**



General Manager, TRUSCO Orange Book Division and Section Manager, Product DB Platform Development Section




**Ryutaro Shimizu**

Born June 27, 1980  
45 years old; 22 years at Trusco

**Career Summary**  
 2004: Joined the Company  
 2013: Branch Office Manager, Oita Branch  
 2017: Section Manager, Tokyo Management Section  
 2024: General Manager, TRUSCO Orange Book Division  
 2025: General Manager, TRUSCO Orange Book Division and Section Manager, Product DB Platform Development Section (present)

Orange Book Section  
 Orange Book.com Section  
 Product DB Platform Development Section (24 employees)

## Product Dept. (99 employees in total)

<p><b>Tokyo Product Division</b></p>  <p>General Manager, Tokyo Product Division</p> <p><b>Fumiaki Matsubara</b></p> <p>Born July 21, 1980 45 years old; 22 years at Trusco</p> <p><b>Career Summary</b>              2004: Joined the Company              2018: Branch Office Manager, Fukui Branch              2021: Branch Office Manager, South Osaka Branch              2022: General Manager, Tokyo Product Division (present)</p> <p>Tokyo NB Product Section              Tokyo PB Product Section              PB Product Design Section              Tokyo Supplier Development Section (36 employees)</p>	<p><b>Osaka Product Division</b></p>  <p>Executive Officer              General Manager, Osaka Product Division</p> <p><b>Koshiro Aoyama</b></p> <p>Born February 23, 1976 50 years old; 28 years at Trusco</p> <p><b>Career Summary</b>              1998: Joined the Company              2008: Branch Office Manager, Kumagaya Branch              2012: Branch Office Manager, Toyama Branch              2016: Section Manager, Tokyo PB Product Section, and Section Manager, PB Product Design Section              2021: Deputy General Manager, Osaka Product Division, and Section Manager, Orange Book Section              2022: General Manager, Osaka Product Division              2024: Executive Officer, General Manager, Osaka Product Division (present)</p> <p>Osaka NB Product Section              Osaka PB Product Section              PB Quality Control Section              Stock management Section              Osaka Supplier Development Section              Customer Consulting Section (45 employees)</p>	<p><b>Overseas Product Division</b></p>  <p>General Manager, Overseas Product Division</p> <p><b>Takeshi Yashima</b></p> <p>Born October 12, 1975 50 years old; 28 years at Trusco</p> <p><b>Career Summary</b>              1998: Joined the Company              2007: Branch Office Manager, Niigata-kita Sales Office              2010: Branch Office Manager, Niigata-kita Branch              2011: Section Manager, Overseas Sales Section, Section Manager, Multilingual Sales Section              2014: Section Manager, Indonesia Subsidiary Preparation Section              2015: Representative Director and Managing Director, PT. TRUSCO NAKAYAMA INDONESIA              2016: Representative Director and President, PT. TRUSCO NAKAYAMA INDONESIA              2018: Branch Office Manager, MRO Supply Tokyo Branch              2022: Branch Office Manager, Okazaki Branch              2024: General Manager, Overseas Product Division (present)</p> <p>Overseas Procurement Section              Germany office              Taiwan office              Thailand office              Hong Kong office              * Overseas subsidiary service center (17 employees)</p>
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## Sales Planning Division

**Sales Planning Division**



Division General Manager, Sales Planning Division

**Yohei Takuno**

Born May 16, 1986  
39 years old; 16 years at Trusco


**Career Summary**  
 2010: Joined the Company  
 2020: President, PT. TRUSCO NAKAYAMA INDONESIA  
 2026: General Manager, Sales Planning Division (present)

Sales Planning Section  
 Market Price Research Section  
 Naajiro Repair Section  
 MRO Stocker Promotion Section  
 BCP Response Promotion Section (16 employees)

**\* Overseas Subsidiaries** Officer in charge at TRUSCO NAKAYAMA CORPORATION: Kazuo Nakai

TRUSCO NAKAYAMA USA, INC.

President



**Shunsuke Takenaka**

38 years old; 16 years at Trusco  
 Employees: 2 (1 employee on loan and 1 local staff)  
 Officer in charge: Takeshi Yashima

The number of employees shown in parentheses is current as of January 1, 2026. Includes staff on loan in each figure provided.

General Meeting of Shareholders

Board of Auditors Meeting

Board of Directors Meeting

President

Internal Auditing Office  
(3 staffs)

Internal Auditing Office  
Chief, Internal Auditing Office and Assistant Auditor  
**Tomoki Yokokawa**  
35 years at Trusco

Sustainability Committee

Central Health and Safety Committee

Auditor



Full-time Auditor  
**Kiyonori Unto**

Born February 9, 1962  
64 years old; 39 years at TRUSCO

Career Summary  
1986: Joined the Company  
1996: Office Manager, Fukui Sales Office  
2004: Office Manager, Chiba Sales Office  
2008: Branch Office Manager, Okayama Branch  
2011: General Manager, Factory Sales Division (East Japan)  
2013: General Manager, Overseas Division  
2019: General Manager, Factory Sales Division and East Japan Distribution Division  
2022: General Manager, Factory Sales Division (East Japan)  
2024: Full-time Auditor of the Company (present)



Part-time Auditor  
**Yoritomo Wada**

Born October 23, 1955  
70 years old; 3 year at Trusco

Career Summary  
1978: Joined Tohatsu Aoki & Co. (currently Deloitte Touche Tohmatsu LLC)  
1981: Registered as Certified Public Accountant  
1996: Partner, Tohatsu & Co. (currently Deloitte Touche Tohmatsu LLC)  
2019: Part-time Auditor, Nippon Shokubai Co., Ltd.  
2020: Part-time Auditor, Sekisui House, Ltd. (present)  
2023: Part-time Auditor, TRUSCO NAKAYAMA CORPORATION (present)



Part-time Auditor  
**Ken Hineno**

Born August 23, 1979  
46 years old; 3 year at Trusco

Career Summary  
2003: Joined Tohatsu & Co. (currently Deloitte Touche Tohmatsu LLC)  
2007: Registered as Certified Public Accountant  
Representative Director, Actionlearning Co. Ltd. (present)  
Representative, Hineno Certified Public Accountant Office (present)  
2019: Senior Partner, Hineno Accounting Office (present)  
2023: Part-time Auditor, TRUSCO NAKAYAMA CORPORATION (present)

General Manager of the Sales Department



Senior Executive Officer  
General Manager of the Sales Department  
**Masashi Yamamoto**

Born May 27, 1973  
52 years old; 30 years at Trusco

Career Summary  
1996: Joined the Company  
2004: Office Manager, Hamamatsu Sales Office  
2010: Chief, Corporate Auditor's Office  
Section Manager, Administration Section  
2012: Planet North Kanto Deputy Logistic Center Manager  
2014: Planet Tohoku Logistic Center Manager  
2018: General Manager, Tokyo Metropolitan Area Distribution Division  
2019: General Manager, Overseas Division and General Manager, Marketing Division  
2020: General Manager of the e-Business Sales Division  
2022: General Manager, Sales Planning Division and General Manager, e-Business Sales Division  
2024: Executive Officer, General Manager, Sales Planning Division, and General Manager, e-Business Sales Division  
Senior Executive Officer, General Manager of the Sales Department (present)  
Executive in charge of TRUSCO NAKAYAMA CORPORATION (THAILAND) LIMITED. (present)  
Executive in charge of PT. TRUSCO NAKAYAMA INDONESIA (present)

General Manager of the Distribution Department



Director  
General Manager of the Distribution Department  
**Tatsuya Nakayama**

Born August 4, 1985  
40 years old; 13 years at Trusco

Career Summary  
2013: Joined the Company  
2018: Branch Office Manager, Internet Sales Tokyo Branch Division 1  
2019: General Manager of Corporate Planning Division and Accounting Division  
2021: Senior Executive Officer & General Manager, Product Division  
2023: Director, General Manager of the Product Department  
2024: Director, General Manager of the Distribution Department (present)

Sales Dept.

(970 employees in total)

Factory Sales Division



Executive Officer, General Manager, Factory Sales Division (East Japan)  
General Manager, Factory Sales Division (Metropolitan Area)  
General Manager, Factory Sales Division (Central Japan)  
General Manager, Factory Sales Division (Kinki Area)  
General Manager, Factory Sales Division (West Japan)

Atsuhiko Yamanaka Yoshiki Kimura Yutaka Yoneda Toshiharu Sakai Yoshitake Saida

Born September 21, 1974  
51 years old; 28 years at Trusco

Born September 2, 1980  
45 years old; 23 years at Trusco

Born November 6, 1975  
50 years old; 27 years at Trusco

Born August 17, 1976  
49 years old; 27 years at Trusco

Born September 3, 1978  
47 years old; 25 years at Trusco

Career Summary  
1998: Joined the Company  
2008: Branch Office Manager, Tsuchiura Branch  
2012: Branch Office Manager, South Osaka Branch  
2018: Section Manager, Sales Planning Section  
2021: General Manager, Digital Promotion Division  
2024: Executive Officer  
General Manager, Factory Sales Division (East Japan) (present)

Career Summary  
2003: Joined the Company  
2012: Branch Office Manager, Kurume Branch  
2015: Branch Office Manager, Tosu Branch  
2016: Section Manager, PR Section, Section Manager, IR Section, and Section Manager, Corporate Design Section  
2017: Section Manager, PR/IR Section  
2019: Branch Office Manager, Osaka Branch  
2022: General Manager, Factory Sales Division (Metropolitan Area) (present)

Career Summary  
1999: Joined the Company  
2005: Office Manager, Shiga Sales Office  
2010: Section Manager, Recruitment Section  
2013: Section Manager, Management Planning Section and Section Manager, Environmental Management Section  
2014: Section Manager, Management Planning Section, Section Manager, Cost Management Section, and Section Manager, Risk Management Section  
2017: General Manager, Tokyo Product Division (present)  
2022: General Manager, Factory Sales Division (Central Japan) (present)

Career Summary  
1999: Joined the Company  
2008: Office Head, Tottori Office HC  
2010: Office Manager, Yonago Sales Office  
2011: Chief, Auditor's Office  
2012: Section Manager, PR Section, Section Manager, IR Section, and Section Manager, Corporate Design Section  
2016: Branch Office Manager, Tosu Branch  
2020: Branch Office Manager, Nagoya Branch  
2022: General Manager, Factory Sales Division (Kinki Area) (present)

Career Summary  
2001: Joined the Company  
2010: Branch Office Manager, Yokohama North Branch  
2012: Chief, Corporate Auditor's Office  
2012: Deputy Manager, Management Planning Section  
2013: Section Manager, Recruitment Section and Section Manager, Environmental Management Section  
2016: Branch Office Manager, Okazaki Branch  
2021: Section Manager, Sales Planning Section and Section Manager, Naojiro Repair Section  
2025: Section Manager, Sales Planning Section and Section Manager, Naojiro Repair Section and Section Manager, BCP Response Promotion Section  
2026: General Manager, Factory Sales Division (West Japan) (present)

Sapporo, Hachinohe, Sendai, Akita, Koriyama, Mito  
Utsunomiya, Iseaki, Niigata, Niigata-kita, Okaya, and Ueda  
SMC Tono Supplier Park  
(155 full-time employees; 21 part-time staff)

Kashima, Omiya, Satte, Chiba, Matsudo, Tokyo, Keihin, Atsugi, Shizuoka, and Fuji  
(154 full-time employees; 32 part-time staff)

Toyama, Kanazawa, Fukui, Hamamatsu, Nagoya, Okazaki, Kitagoya, and Yokkaichi  
(122 full-time employees; 25 part-time staff)

Ryuo, Kyoto, Osaka, East Osaka, South Osaka, Kobe, and Himeji  
(124 full-time employees; 4 part-time staff)

Yonago, Okayama, Hiroshima, Fukuyama, Ube, Shunan, Tokushima, Takamatsu, Matsuyama, Fukuoka, Kokura, Tosu, Nagasaki, Kumamoto, Oita, Kagoshima, and Okinawa  
(161 full-time employees; 32 part-time staff)

e-Business Sales Division



General Manager, e-Business Sales Division

Ryohei Horita

Born September 7, 1987  
38 years old; 16 years at Trusco

Career Summary  
2010: Joined the Company  
2022: Branch Office Manager, Internet Sales Osaka Branch  
2024: General Manager, Sales Planning Division and General Manager, e-Business Sales Division  
2026: General Manager, e-Business Sales Division, Division (present)

Internet Sales Tokyo Branch  
Internet Sales Osaka Branch  
MRO Supply Tokyo  
(66 full-time employees; 10 part-time staff)

Home Center Sales Division



General Manager, Home Center Sales Division

Shu Matsui

Born August 17, 1979  
46 years old; 23 years at Trusco

Career Summary  
2003: Joined the Company  
2010: Branch Office Manager, Fukui Branch  
2012: Branch Office Manager, HC Tokyo Branch  
2015: Branch Office Manager, HC Tokyo Branch  
2022: General Manager, Home Center Sales Division and Branch Office Manager, HC Tokyo Branch  
2023: General Manager, Home Center Sales Division  
2024: General Manager, Home Center Sales Division and Branch Office Manager, HC Osaka Branch  
2025: General Manager, Home Center Sales Division (present)

HC Tokyo and Fukuoka  
HC Osaka, and Okinawa  
\* Holds positions at two locations, including the Factory Sales Division.  
(33 full-time employees; 2 part-time staff)

Overseas Division



General Manager, Overseas Division

Norihiro Higashi

Born October 16, 1978  
47 years old; 22 years at Trusco

Career Summary  
2004: Joined the Company  
2013: Branch Office Manager, Oyama Branch  
2015: Representative Office Manager, Germany Representative Office  
2022: General Manager, Overseas Product Division  
2024: General Manager, Overseas Division and Section Manager, Overseas Sales Section  
2025: General Manager, Overseas Division (present)

Overseas Sales Section  
\* Overseas subsidiary service center  
(7 employees)

Overseas Subsidiaries Officer in charge at TRUSCO NAKAYAMA CORPORATION: Masashi Yamamoto

TRUSCO NAKAYAMA CORPORATION (THAILAND) LIMITED  
President  
**Kazuaki Harada**  
45 years old; 23 years at Trusco  
Employees: 27  
(2 employees on loan and 25 local staff)  
Norihiro Higashi, Director

PT. TRUSCO NAKAYAMA INDONESIA  
President  
**Toshiya Kimura**  
33 years old; 10 years at Trusco  
Employees: 22  
(3 employees on loan and 19 local staff)  
Norihiro Higashi, Auditor

Distribution Department

(1,964 employees in total)

Distribution Planning Division



General Manager, Distribution Planning Division

Naoya Handa

Born September 21, 1982  
43 years old; 21 years at Trusco

Career Summary  
2001: Joined the Company  
2017: Branch Office Manager, Kashima Branch  
2021: Section Manager, Logistics Planning Section, and Section Manager, Delivery Management Section  
2024: General Manager, Distribution Reorganization Division  
2025: General Manager, Distribution Planning Division (present)

Logistics Planning Section  
Delivery Management Section  
Distribution Safety Promotion Section  
(12 employees)

Distribution Division



General Manager, East Japan Distribution Division  
General Manager, West Japan Distribution Division

Tomoya Kita Takanori Hirayama

Born December 24, 1978  
47 years old; 25 years at Trusco

Born April 20, 1975  
50 years old; 27 years at Trusco

Career Summary  
2001: Joined the Company  
2010: Branch Office Manager, Kofu Branch  
2016: Planet Tokai Logistic Center Manager  
2019: Section Manager, Human Resources Development Section, Section Manager, Secretarial Section, and Section Manager, CSR Section  
2021: Section Manager, Human Resources Development Section, Section Manager, Secretarial Section, Section Manager, CSR Section, and Section Manager, Recruitment Section  
2022: General Manager, East Japan Distribution Division (present)

Career Summary  
1999: Joined the Company  
2005: Office Manager, Akashi Sales Office  
2010: Section Manager, IT Planning Section  
2015: Branch Office Manager, e-Business Sales Tokyo Branch Division 1  
2016: Branch Office Manager, Internet Sales Tokyo Branch Division 1  
2018: Section Manager, Personnel Section, and Section Manager, Healthcare Section  
2022: General Manager, West Japan Distribution Division (present)

P Hokkaido, P Tohoku, P North Kanto, P Saitama, P East Kanto, P South Kanto, and P Tokyo  
HC East Japan Distribution Center Utsunomiya STC  
Oyama STC  
Omiya STC  
(291 full-time employees; 624 part-time staff)

P Tokai, P Shiga, P Osaka, P Kobe, P Sanyo, and P Kyushu  
P Aichi (operations to start in May 2026)  
HC West Japan Distribution Center HC Kyushu Distribution Center Okazaki STC, Nagoya STC Toyohashi STC, East-Osaka STC Sakai STC  
Nara STC, Okayama STC, Takamatsu STC, and Hakata STC  
(350 full-time employees; 687 part-time staff)

P (Planet) and STC (Stock Centers) are abbreviations for our distribution centers.

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#### Editorial Policy

We are publishing our Integrated Report annually in the hope that our institutional investors, shareholders, and other stakeholders will better understand our business and the process of value creation. “**GAMBARE!! JAPANESE MONODZUKURI**” In the Integrated Report, we emphasize the story behind our vision, which is to be a company that will continue to be of service to the manufacturing industry in Japan that always provides the highest level of convenience. We believe the source of competitiveness for an organization is its **originality**. Therefore, we are building a business model that makes full use of products, distribution, catalog media, sales capabilities, and digital technologies. We hope that this report will give you some insight into our business and our approach to gaining a competitive advantage.

Note: The “Accounting Standard for Revenue Recognition” has been applied from the beginning of the fiscal year ending December 31, 2022. Therefore, unless otherwise stated, figures for the fiscal year ended December 31, 2021 have been retroactively applied.

#### Period Covered by the Report

This Integrated Report covers TRUSCO’s business operations from January 1, 2025 to December 31, 2025.

#### Cautionary Information Regarding Forward-Looking Statements

This Integrated Report contains forward-looking statements regarding our future plans, strategies, and performance. These statements are based on our assumptions and plans based on current information. It contains risks and uncertainties related to economic trends and market demand. Therefore, please be aware that planned and actual results may differ, and that strategies may change.

#### Reference Guidelines

- “Guidance for Collaborative Value Creation” (Ministry of Economy, Trade and Industry)
- “International Integrated Reporting Framework” (International Integrated Reporting Council (IIRC))

### Company Overview As of December 31, 2025

Company name	TRUSCO NAKAYAMA CORPORATION		
Head Store	Trusco Fiorito Bldg., 4-28-1, Shimbashi, Minato-ku, Tokyo		
Head Office	Tokyo Head Office: Trusco Fiorito Bldg., 4-28-1, Shimbashi, Minato-ku, Tokyo 105-0004 (registered as company head office) Osaka Head Office: Trusco Central Bldg., 4-2-5, Honmachi, Chuo-ku, Osaka City, Osaka 541-0053		
Branches	Japan: 90 (2 Head Offices, 60 sales branches, and 28 distribution centers [3 under preparation]) Overseas: 7 Thailand, Indonesia, USA, Germany, Taiwan, Hong Kong (3 local subsidiaries, 4 procurement bases) * Number of bases as of January 1, 2026		
Capital	\$32 million; Listed on the First Section of the Tokyo Stock Exchange (Securities code: 9830)		
Shareholders’ equity ratio	60.4%		
Employees	Consolidated: 3,258 (8 officers, 1,809 full-time employees; 1,441 part-time staff)		
Founded	May 15, 1959		
Established	March 2, 1964		
Closing date for fiscal year	December 31		
Sales	Consolidated: \$2,064 million (for Fiscal Year Ending December 31, 2025)/ Sales of \$2,200 million planned for Fiscal Year Ending December 31, 2026		
Ordinary Income	Consolidated: \$145 million (for Fiscal Year Ending December 31, 2025)/ Ordinary Income of \$136 million planned for Fiscal Year Ending December 31, 2026		
Bank	Mizuho Bank, Resona Bank, MUFG Bank, Sumitomo Mitsui Banking, Sumitomo Mitsui Trust Bank		
Accounting Auditor	Deloitte Touche Tohmatsu LLC		
Rating	Single A (Rating and Investment Information, Inc.)		
Suppliers	3,729 (3,361 suppliers in Japan, 368 overseas suppliers)		
Customers	Dealers of machine tools, construction materials, electrical materials, tubing materials, online shops, and home centers etc.; about 5,680 customers		
Business Areas	Wholesale of subsidiary equipment used at factories (PRO TOOL) including work tools, measuring tools, and cutting tools needed at production sites. Approximately 130,000 copies of “TRUSCO Orange Book.Com,” conducting our business activities with our mission of a comprehensive PRO TOOL catalog, are published annually, and approximately 4.18 million items are published on PRO TOOL search site “TRUSCO Orange Book.Com,” conducting our business activities with our mission of improving the convenience of equipment procurement at manufacturing sites.		
Officers	As of April 1, 2026		
President	Tetsuya Nakayama	Outside Directors	Risa Ota (Representative Director, Dynamic Tools Corporation)
Director	Kazuo Nakai (General Manager of the Product Department)	Outside Directors	Masataka Nashida (Baseball commentator, critic)
Director	Atsushi Kazumi (General Manager of the Business Management Department, Digital Service Strategy Department, and Orange Book Department)	Full-time Auditor	Kiyonori Unto
Director	Tatsuya Nakayama (General Manager of the Distribution Department)	Part-time Auditor	Yoritomo Wada
		Part-time Auditor	Ken Hineno
Senior Executive Officer	Masashi Yamamoto (General Manager of the Sales Department)		

### Origin of the Corporate Name TRUSCO

TRUSCO was coined from the words “Trust” and “Company” to convey our commitment to building a company that earns trust. This name demonstrates our corporate approach to earn the trust of everyone we associate with in order to become a company that continues to grow in the future.

**TRUST + COMPANY**

**= TRUSCO™**  
Company Earning Your Trust

**Map of Bases** As of January 1, 2026 ★ indicates a company-owned property.

55	Shunan Branch	2-5-3 Kumecho, Shunan City, Yamaguchi
56	Ube Branch	395-5 Oaza Nakano Gaisaku, Ube City, Yamaguchi
57	Takamatsu Branch	4001-77 Yoshida, Utazu-cho, Ayauta-gun, Kagawa ★
58	Takamatsu Stock Center	2-3-1 Asahimachi, Takamatsu City, Kagawa ★
59	Tokushima Branch	23 Nakahara, Ojin-cho Nakahara, Tokushima City, Tokushima
60	Matsuyama Branch	1068-4 Kumanodai, Matsuyama City, Ehime ★
61	Kokura Branch	7-1 Kifunemachi, Kokurakita-ku, Kitakyushu City, Fukuoka ★
62	Fukuoka Branch Hakata Stock Center	2-4-14 Takeshita, Hakata-ku, Fukuoka City, Fukuoka ★
63	HC Kyushu Distribution Center	1956-1 Kitanomachinaka, Kurume City, Fukuoka ★
64	Nagasaki Branch	23-4 Ohashi-machi, Nagasaki City, Nagasaki
65	Planet Kyushu Tosu Branch	1651 Himekata-machi, Tosu City, Saga ★
66	Oita Branch	1-3-28 Mukaibara-Higashi, Oita City, Oita ★
67	Kumamoto Branch	5F Kumamoto Central Bldg. 66-7 Yamasaki-machi, Chuo-ku, Kumamoto City, Kumamoto
68	Kagoshima Branch	3-68 Tokai-cho, Kagoshima City, Kagoshima ★
69	Okinawa Branch	5F Okinawaken Kensetsu Kaikan 5-6-8 Makiminato, Urasoe City, Okinawa

44	East Osaka Stock Center	4-12 Shinjo-nishi, Higashi-Osaka City, Osaka ★
45	Sakai Stock Center	1-5-45 Hamadera Ishizuchohigashi, Nishi-ku, Sakai City, Osaka ★
46	Planet Osaka South Osaka Branch	81-1 Ishizu Kitamachi, Sakai-ku, Sakai City, Osaka ★
47	Planet Kobe	1-3-5 Nakamachi, Minatojima, Chuo-ku, Kobe City, Hyogo ★
48	Kobe Branch	5F Nakayama Memorial Hall, 2-1-9 Mizuki-dori, Hyogo-ku, Kobe City, Hyogo ★
49	Himeji Branch	448-26 Hojo, Himeji City, Hyogo ★

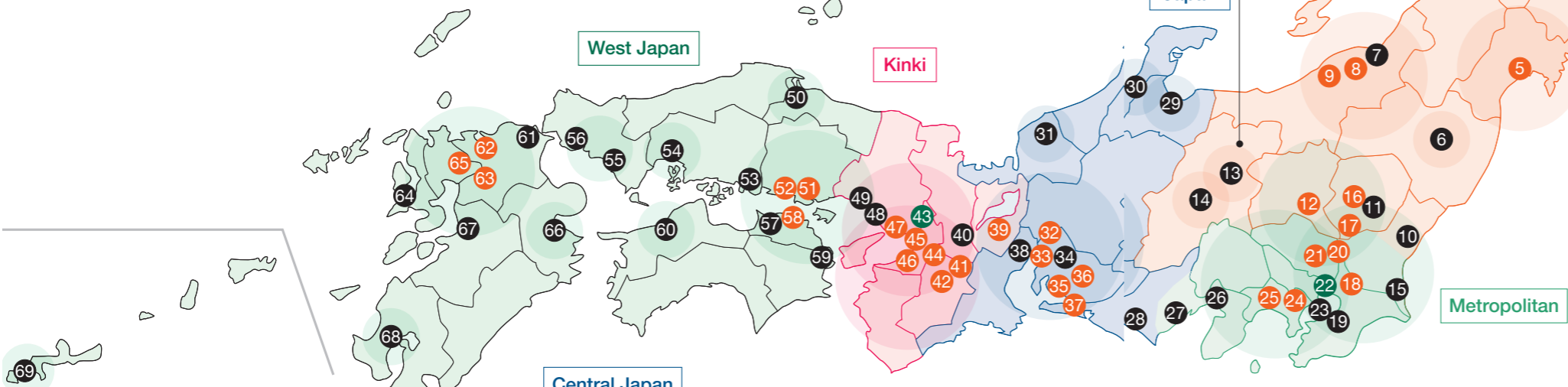
**West Japan**

50	Yonago Branch	8-15-14 Yonehara, Yonago City, Tottori ★
51	Planet Sanyo Okayama Branch	4-15 Amase, Kita-ku, Okayama City, Okayama ★
52	Okayama Stock Center	2-16-35 Fukunari, Minami-ku, Okayama City Okayama ★
53	Fukuyama Branch	2-4-13 Akebono-cho, Fukuyama City, Hiroshima ★
54	Hiroshima Branch	1-20-1 Naka-Hiromachi, Nishi-ku, Hiroshima City, Hiroshima ★

**Kinki**

39	Planet Shiga Ryuo Branch	1140-3 Oguchi, Ryuo-cho, Gamou-gun, Shiga ★
40	Kyoto Branch	3F Trusco Crystal Bldg. 593 Higashi-Shiohji-cho, Shimogyo-ku, Kyoto City, Kyoto ★
41	HC West Japan Distribution Center	755-6 Kamifukawa-cho, Nara City, Nara ★
42	Nara Stock Center	758-6 Kamifukawa-cho, Nara City, Nara ★
43	Osaka Head Office Osaka Branch Higashi Osaka Branch HC Osaka Branch Internet Sales Osaka Branch	TRUSCO Central Bldg. 4-2-5, Honmachi, Chuo-ku, Osaka City, Osaka ★

**Planet Nagano will become our 31st distribution center in Japan**  
 Location: 1452-4,5 Nagasawa Inoue, Suzuka City, Nagano  
 Completion of construction: Scheduled for 2029  
 Scheduled for operation: Scheduled for 2029  
 Area of grounds: approx. 26,679 m<sup>2</sup>  
 Floor area: approx. 20,350 m<sup>2</sup> planned



**East Japan**

**Locations**

# 97

● Head Offices: **2**  
 ● Japan Sales Branches: **60**  
 ● Distribution Centers in Japan: **28** + 3 under construction  
 (Branches with inventory: 30) (includes 11 Stock Centers)

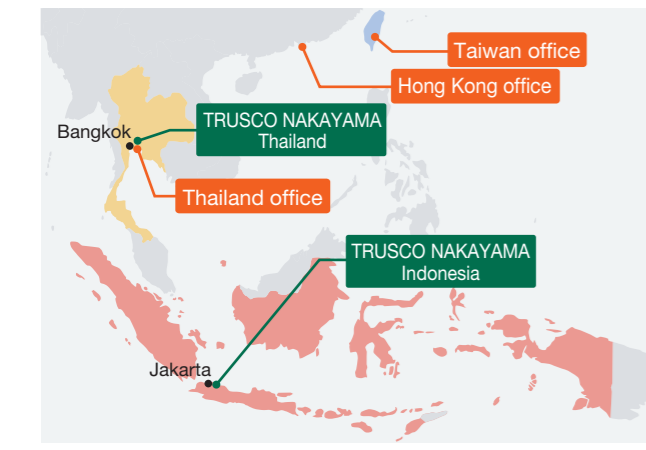
Overseas Branches: **7**

(Local subsidiaries: Thailand, Indonesia, USA  
 Supplier business development office locations:  
 Germany, Taiwan, Thailand, and Hong Kong)

**Overseas Subsidiaries** Number of Bases **3**

**Supplier business development office (Overseas Product Division)** Number of Bases **4**

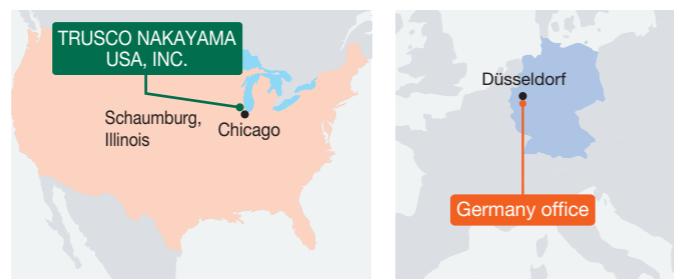
Legend:  
 ■ Overseas Subsidiaries  
 ■ Supplier business development office (Overseas Product Division)



**Central Japan**

28	Hamamatsu Branch	209-1 Sode-cho, Chuo-ku, Hamamatsu City, Shizuoka
29	Toyama Branch	1-1-34 Tanaka-machi, Toyama City, Toyama ★
30	Kanazawa Branch	6-15-1 Eki Nishi-Honmachi, Kanazawa City, Ishikawa ★
31	Fukui Branch	1-52 Toiya-cho, Fukui City, Fukui ★
32	Nagoya Stock Center	10-1 Kawahigashi, Wada-cho, Konan City, Aichi ★
33	Planet Aichi Kitanagoya Branch	1-1 Shirayumi, Okimura, Kitanagoya City, Aichi ★
34	Nagoya Branch	12-26 Ukishima-cho, Mizuho-ku, Nagoya City, Aichi ★
35	Planet Tokai Okazaki Branch	18 Minami-Kubo, Oka-cho, Okazaki City, Aichi ★
36	Okazaki Stock Center	1 Shimoike, Akashibu-cho, Okazaki City, Aichi ★
37	Toyohashi Stock Center	33-16 Akemicho, Toyohashi City, Aichi ★
38	Yokkaichi Branch	5-4-13 Shinsho, Yokkaichi City, Mie ★

Note: 32 Nagoya Stock Center and 33 Planet Aichi are scheduled to start operations in May 2026



**Central Japan**

**Metropolitan**

15	Kashima Branch	3-3-24 Horiwari, Kamisu City, Ibaraki ★
16	Utsunomiya Stock Center	2-40-3 Shirasagi, Kaminokawamachi, Kawachi-gun, Tochigi ★
17	Oyama Stock Center	1-6-33 Awanomiya, Oyama City, Tochigi ★
18	Planet East Kanto Matsudo Branch	241-1 Kamihongo, Matsudo City, Chiba ★
19	Chiba Branch	1969-17 Yawatakaigan-dori, Ichihara City, Chiba ★
20	Planet Saitama Satte Branch	988-7 Akagi, Shinmeiuchi, Satte City, Saitama ★
21	Omiya Branch Omiya Stock Center	2039 Nishi-Asuma, Nishi-ku, Saitama City, Saitama ★
22	Tokyo Head Office Tokyo Branch HC Tokyo Branch Internet Sales Tokyo Branch MRO Supply Tokyo Branch	TRUSCO Fiorito Bldg., 4-28-1, Shimbashi, Minato-ku, Tokyo ★
23	Keihin Branch	2-14-23 Kugahara, Ota-ku, Tokyo ★
24	Planet Tokyo	3-10-6 Tamachi, Kawasaki-ku, Kawasaki City, Kanagawa ★
25	Planet South Kanto Atsugi Branch	1567-1 Jubee, Isehara City, Kanagawa ★
26	Fuji Branch	251-1 Jubee, Fuji City, Shizuoka ★
27	Shizuoka Branch	1-20 Midorigaoka-cho, Suruga-ku, Shizuoka City, Shizuoka ★

**East Japan**

1	Planet Hokkaido Sapporo Branch	3-4-51 Higashi-Naeba 5-jo, Higashi-ku, Sapporo City, Hokkaido ★
2	Hachinohe Branch	1-2-9 Numadate, Hachinohe City, Aomori ★
3	SMC Tono Supplier Park Branch	2C Section, 2F, Factory Building, 4-1-1 Itazawa, Kamigou-cho, Tono City, Iwate Prefecture
4	Akita Branch	2-41 Sanno-Rinkaimachi, Akita City, Akita ★
5	Planet Tohoku Sendai Branch	2-1-23 Ogimachi, Miyagino-ku, Sendai City, Miyagi ★
6	Koriyama Branch	1-23-7 Motomachi, Koriyama City, Fukushima ★
7	Niigataki Branch	2-6-50 Yutaka, Higashi-ku, Niigata City, Niigata ★
8	Planet Niigata Niigata Branch	280 Oaza Shinbo, Sanjo City, Niigata ★
9	HC East Japan Distribution Center	431-2 Fukujimashinden Tei, Sanjo City, Niigata ★
10	Mito Branch	1567 Sugaya, Naka City, Ibaraki ★
11	Utsunomiya Branch	46-11 Hiraide Kogyo Danchi, Utsunomiya City, Tochigi ★
12	Planet North Kanto Isesaki Branch	2739-1 Sanwa-cho, Isesaki City, Gunma ★
13	Ueda Branch	2F Unno-Machi-Kan Ito Bldg, 2-8-11 Chuo, Ueda City, Nagano ★
14	Okaya Branch	2-1-33 Shinmei-cho, Okaya City, Nagano ★

Note: 9 HC East Japan Distribution Center will relocate to a new building and commence operations from August 2026  
 Note: 8 The former HC East Japan Distribution Center will be renamed Planet Niigata. Scheduled to restart as Planet Logistic Centers in November 2026.

# Main Business Locations All company-owned properties.

Only some are corporate-owned properties (as of December 31, 2025)

- 1 Area of Grounds
- 2 Floor Area
- 3 Start of Operations (Current Building)
- 4 Number of Employees
- 5 Number of items in inventory
- 6 Total number of items in inventory
- 7 Inventory Value

## Distribution Center

**Planet Aichi** Kitanagoya City, Aichi

Operation scheduled for May, 2026

Automated bucket warehouse | AutoStore | Automated pallet warehouse | Shuttle racks | I-Pack® | Just fit BOX  
AMR | Automated long pallet warehouse | Cross-belt sorter | Automated pallet warehouse for hazardous materials | Skypod

1 approx. 41,636 m<sup>2</sup> 2 approx. 89,160 m<sup>2</sup> 3 May 2026 (planned) 4 Photovoltaic Power Generation (1867.8 kW) 5 Seismic Isolation Structure

**Planet Hokkaido** Higashi-ku, Sapporo City, Hokkaido

1 approx. 7,368 m<sup>2</sup> 2 approx. 5,507 m<sup>2</sup> 3 2004 4 29  
5 50,000 different products 6 916,000 items 7 \$5.4 million

**HC East Japan Distribution Center** Sanjo City, Niigata  
(Conceptual Image)

Operation scheduled for August, 2026

Automated bucket warehouse | t-Sort | DAS | Photovoltaic Power Generation (768 kW) | Seismic Isolation Structure

1 approx. 26,300 m<sup>2</sup> 2 approx. 48,337 m<sup>2</sup> 3 August 2026 (planned)

**Planet Tohoku** Miyagino-ku, Sendai City, Miyagi

Automated bucket warehouse | AutoStore | SAS | GAS  
Butler® | I-Pack® | Just fit BOX | Photovoltaic Power Generation (250 kW)

1 approx. 12,909 m<sup>2</sup> 2 approx. 28,400 m<sup>2</sup> 3 2010 4 97  
5 247,000 different products 6 5,268,000 items 7 \$33.3 million

**Planet Saitama** Satte City, Saitama

Automated bucket warehouse | AutoStore | Automated pallet warehouse | Butler® | Electric moving pallet racks  
AGV | SAS | GAS | I-Pack® | Just fit BOX | Palletizing Robots | AMR  
Photovoltaic Power Generation (750 kW) | Seismic Isolation Structure

1 approx. 47,262 m<sup>2</sup> 2 approx. 45,560 m<sup>2</sup> 3 2018  
4 236 5 531,000 different products 6 7,427,000 items 7 \$60.7 million

**Planet North Kanto** Isezaki City, Gunma

Automated pallet warehouse | AutoStore | Just fit BOX  
Photovoltaic Power Generation (431 kW)

1 approx. 33,057 m<sup>2</sup> 2 approx. 25,438 m<sup>2</sup> 3 2007 4 99  
5 213,000 different products 6 3,717,000 items 7 \$20.9 million

**Planet Nagano** Suzaka City, Nagano  
(Conceptual Image)

1 approx. 26,677 m<sup>2</sup> 2 approx. 20,350 m<sup>2</sup> (planned)  
3 2029 (planned)

**Planet East Kanto** Matsudo City, Chiba

Automated bucket warehouse | Automated pallet warehouse  
Electric moving pallet racks | Shuttle racks | GAS  
I-Pack® | Just fit BOX | Photovoltaic Power Generation (159.1 kW)

1 approx. 14,680 m<sup>2</sup> 2 approx. 29,705 m<sup>2</sup> 3 2006 4 191  
5 334,000 different products 6 4,895,000 items 7 \$32.1 million

**Planet South Kanto** Isehara City, Kanagawa

Automated bucket warehouse | AutoStore  
Electric moving pallet racks | DAS | Shuttle racks  
Photovoltaic Power Generation (300 kW) | Seismic Isolation Structure

1 approx. 12,105 m<sup>2</sup> 2 approx. 26,062 m<sup>2</sup> 3 2020 4 139  
5 158,000 different products 6 3,716,000 items 7 \$20.7 million

**Planet Tokai** Okazaki City, Aichi

Automated bucket warehouse | Electric moving pallet racks | SAS  
GAS | I-Pack® | Just fit BOX | Photovoltaic Power Generation (4 kW)

1 approx. 14,135 m<sup>2</sup> 2 approx. 24,003 m<sup>2</sup> 3 2008 4 178  
5 354,000 different products 6 5,018,000 items 7 \$36.7 million

**Planet Shiga** Ryuo-cho Gamou-gun, Shiga

Automated bucket warehouse | Electric moving pallet racks  
Photovoltaic Power Generation (20 kW)

1 approx. 11,576 m<sup>2</sup> 2 approx. 19,593 m<sup>2</sup> 3 2008 4 90  
5 227,000 different products 6 3,109,000 items 7 \$17.7 million

**Planet Osaka** Sakai-ku, Sakai City, Osaka

Automated bucket warehouse | SAS | GAS | I-Pack® | BOS-Line | Just fit BOX  
Photovoltaic Power Generation (300 kW) | Seismic Isolation Structure

1 approx. 10,373 m<sup>2</sup> 2 approx. 20,479 m<sup>2</sup> 3 2015 4 209  
5 373,000 different products 6 4,630,000 items 7 \$32.1 million

**HC West Japan Distribution Center** Nara City

Automated bucket warehouse | Electric moving pallet racks | SAS  
GAS | Just fit BOX | Photovoltaic Power Generation (18 kW)

1 approx. 9,900 m<sup>2</sup> 2 approx. 10,016 m<sup>2</sup> 3 1992 4 87  
5 32,000 different products 6 3,420,000 items 7 \$20.1 million

**Planet Kobe** Chuo-ku, Kobe City, Hyogo

Automated bucket warehouse | Electric moving pallet racks | SAS  
GAS | Just fit BOX | Photovoltaic Power Generation (18 kW)

1 approx. 8,287 m<sup>2</sup> 2 approx. 16,687 m<sup>2</sup> 3 2005 4 150  
5 181,000 different products 6 3,288,000 items 7 \$18.7 million

**Planet Kyushu** Tosu City, Saga

Automated bucket warehouse | BOS-Line | Photovoltaic Power Generation (300 kW)

1 approx. 11,328 m<sup>2</sup> 2 approx. 22,690 m<sup>2</sup> 3 2015 4 90  
5 241,000 different products 6 3,548,000 items 7 \$20.9 million

**Planet Sanyo** Kita-ku, Okayama City

Electric moving pallet racks | Photovoltaic Power Generation (30 kW)

1 approx. 2,704 m<sup>2</sup> 2 approx. 10,694 m<sup>2</sup>  
3 2013 4 76 5 122,000 different products  
6 1,993,000 items 7 \$11.4 million

**Planet Niigata** Sanjo City, Niigata

1 approx. 8,618 m<sup>2</sup> 2 approx. 9,771 m<sup>2</sup>  
3 1994/November 2026 (planned) 4 98

**Planet Tokyo** Kawasaki-ku, Kawasaki City, Kanagawa

1 approx. 2,509 m<sup>2</sup> 2 approx. 5,004 m<sup>2</sup>  
3 2009 4 19 5 70,000 different products  
6 1,853,000 items 7 \$14.9 million

**HC Kyushu Distribution Center** Kurume City, Fukuoka

1 approx. 5,560 m<sup>2</sup> 2 approx. 5,933 m<sup>2</sup>  
3 1991/2002 4 57 5 19,000 different products  
6 1,079,000 items 7 \$4.0 million

**Nagoya Stock Center** Konan City, Aichi

Photovoltaic Power Generation (2.9 kW)

1 approx. 5,626 m<sup>2</sup> 2 approx. 8,122 m<sup>2</sup> 3 1998/  
May 2026 (planned) 4 45 5 59,000 different products  
6 1,150,000 items 7 \$5.9 million

**Toyohashi Stock Center** Toyohashi City, Aichi

1 approx. 9,900 m<sup>2</sup> 2 approx. 6,856 m<sup>2</sup>  
3 2007/2019 5 1,000 different products  
6 2,179,000 items 7 \$7.4 million

**East Osaka Stock Center** Higashi-Osaka City, Osaka

1 approx. 1,319 m<sup>2</sup> 2 approx. 8,023 m<sup>2</sup>  
3 1993/2016

**Sakai Stock Center** Nishi-ku, Sakai City, Osaka

Automated bucket warehouse  
Photovoltaic Power Generation (76 kW)

1 approx. 3,302 m<sup>2</sup> 2 approx. 4,641 m<sup>2</sup> 3 2023  
5 4,000 different products 6 305,000 items 7 \$5.5 million

**Nara Stock Center** Nara City

1 approx. 9,798 m<sup>2</sup> 2 approx. 2,866 m<sup>2</sup> 3 2017

**Okayama Stock Center** Minami-ku, Okayama City

1 approx. 1,685 m<sup>2</sup> 2 approx. 2,274 m<sup>2</sup>  
3 1999/2017 5 964 different products  
6 299,000 items 7 \$1.6 million

**Takamatsu Stock Center** Takamatsu City, Kagawa

1 approx. 8,413 m<sup>2</sup> 2 approx. 5,864 m<sup>2</sup>  
3 2019 5 508 different products  
6 444,000 items 7 \$3.2 million

**Hakata Stock Center** Hakata-ku, Fukuoka City

1 approx. 3,867 m<sup>2</sup> 2 approx. 7,609 m<sup>2</sup>  
3 2002/2016 5 1,000 different products  
6 687,000 items 7 \$3.6 million

## Head Office

**Tokyo Head Office (TRUSCO Fiorito Bldg.)**  
Minato-ku, Tokyo



Photovoltaic Power Generation (11.9 kW)  
Seismic Isolation Structure

1 approx. 714 m<sup>2</sup> 2 approx. 5,818 m<sup>2</sup> 3 2014 4 263

**Osaka Head Office (TRUSCO Central Bldg.)**  
Chuo-ku, Osaka City, Osaka



1 approx. 1,054 m<sup>2</sup> 2 approx. 10,915 m<sup>2</sup>  
3 2024 4 219

## Employee Dormitory

**TRUSCO'S Kugahara**  
Ota-ku, Tokyo



(Third and Fourth Floors of the Keihin Branch building)

1 approx. 1,338 m<sup>2</sup>  
2 approx. 2,667 m<sup>2</sup> (24 rooms)  
3 2004 4 7

**TRUSCO'S Shimbashi**  
Minato-ku, Tokyo



1 approx. 165 m<sup>2</sup>  
2 approx. 1,401 m<sup>2</sup> (30 rooms)  
3 2014 4 23

**TRUSCO'S Osaka**  
Higashi-Osaka City, Osaka



1 approx. 376 m<sup>2</sup>  
2 approx. 1,973 m<sup>2</sup> (36 rooms)  
3 2002 4 15

**TRUSCO'S Ayase**  
Adachi-ku, Tokyo



1 approx. 148 m<sup>2</sup>  
2 approx. 723 m<sup>2</sup> (21 rooms)  
3 2021 4 16

**TRUSCO'S North Nagoya**  
Kitanagoya City, Aichi

(Conceptual Image) NORTH

1 approx. 684 m<sup>2</sup>  
2 approx. 945 m<sup>2</sup> (16 rooms)  
3 March 2026 (planned)

(Conceptual Image) SOUTH

1 approx. 519 m<sup>2</sup>  
2 approx. 700 m<sup>2</sup> (15 rooms)  
3 March 2026 (planned)

**TRUSCO'S Satte**  
Satte City, Saitama



1 approx. 723 m<sup>2</sup>  
2 approx. 1,385 m<sup>2</sup> (1 manager's residence, 1 meeting room, 27 Employee Dormitory rooms)  
3 March 2027 (planned)

## Branch

**Hachinohe Branch**  
Hachinohe City, Aomori



1 approx. 1,983 m<sup>2</sup> 2 approx. 1,001 m<sup>2</sup> 3 2000 4 15  
5 9,000 different products 6 168,000 items 7 \$0.9 million

**Akita Branch**  
Akita City



1 approx. 6,614 m<sup>2</sup> 2 approx. 2,191 m<sup>2</sup> 3 2007 4 10  
5 6,000 different products 6 162,000 items 7 \$0.9 million

**Koriyama Branch**  
Koriyama City, Fukushima



1 approx. 3,626 m<sup>2</sup> 2 approx. 2,730 m<sup>2</sup> 3 2016 4 18  
5 9,000 different products 6 245,000 items 7 \$1.1 million

**Kashima Branch**  
Kamisu City, Ibaraki




1 approx. 2,000 m<sup>2</sup> 2 approx. 2,290 m<sup>2</sup> 3 2016 4 10  
5 22,000 different products 6 181,000 items 7 \$1.6 million

**Utsunomiya Branch**  
Utsunomiya City, Tochigi



1 approx. 3,312 m<sup>2</sup> 2 approx. 1,474 m<sup>2</sup> 3 2009 4 14  
5 9,000 different products 6 221,000 items 7 \$0.8 million

**Chiba Branch**  
Ichihara City, Chiba



Photovoltaic Power Generation (9.2 kW)

1 approx. 2,254 m<sup>2</sup> 2 approx. 2,717 m<sup>2</sup> 3 2011 4 24  
5 21,000 different products 6 274,000 items 7 \$1.7 million

**Niigata City Branch**  
Higashi-ku, Niigata City



1 approx. 1,890 m<sup>2</sup> 2 approx. 1,057 m<sup>2</sup> 3 2009 4 10  
5 11,000 different products 6 204,000 items 7 \$0.9 million

**Toyama Branch**  
Toyama City



1 approx. 1,633 m<sup>2</sup> 2 approx. 2,000 m<sup>2</sup> 3 1991 4 17  
5 17,000 different products 6 255,000 items 7 \$1.4 million

**Kanazawa Branch**  
Kanazawa City, Ishikawa



1 approx. 2,429 m<sup>2</sup> 2 approx. 2,469 m<sup>2</sup> 3 2004 4 17  
5 28,000 different products 6 457,000 items 7 \$1.8 million

① Area of Grounds ② Floor Area ③ Start of Operations (Current Building) ④ Number of Employees  
⑤ Number of items in inventory ⑥ Total number of items in inventory ⑦ Inventory Value

**Keihin Branch**  
Ota-ku, Tokyo



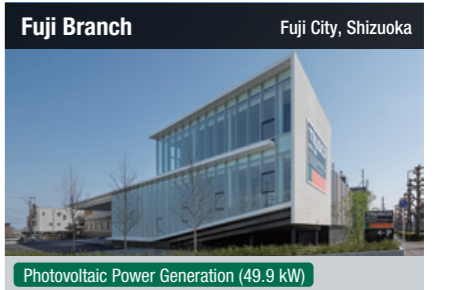
1 approx. 1,338 m<sup>2</sup> 2 approx. 2,667 m<sup>2</sup> 3 2004 4 31

**Fukui Branch**  
Fukui City



1 approx. 2,119 m<sup>2</sup> 2 approx. 1,996 m<sup>2</sup> 3 2007 4 10  
5 15,000 different products 6 194,000 items 7 \$1.0 million

**Fuji Branch**  
Fuji City, Shizuoka



Photovoltaic Power Generation (49.9 kW)

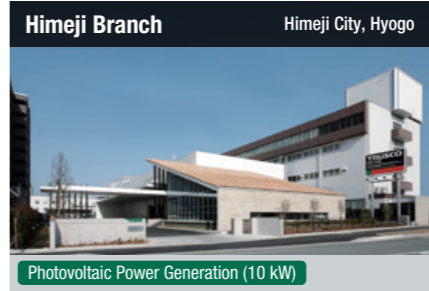
1 approx. 3,249 m<sup>2</sup> 2 approx. 1,828 m<sup>2</sup> 3 2017 4 14  
5 18,000 different products 6 156,000 items 7 \$0.7 million

**Shizuoka Branch**  
Suruga-ku, Shizuoka City



1 approx. 2,085 m<sup>2</sup> 2 approx. 1,795 m<sup>2</sup> 3 2012 4 16  
5 16,000 different products 6 132,000 items 7 \$0.6 million


**Himeji Branch**  
Himeji City, Hyogo



Photovoltaic Power Generation (10 kW)


1 approx. 2,638 m<sup>2</sup> 2 approx. 2,406 m<sup>2</sup> 3 2011 4 16  
5 22,000 different products 6 247,000 items 7 \$1.2 million

**Fukuyama Branch**  
Fukuyama City, Hiroshima



1 approx. 2,604 m<sup>2</sup> 2 approx. 2,386 m<sup>2</sup> 3 2009 4 11  
5 15,000 different products 6 184,000 items 7 \$0.9 million


**Hiroshima Branch**  
Nishi-ku, Hiroshima City



Photovoltaic Power Generation (10 kW)

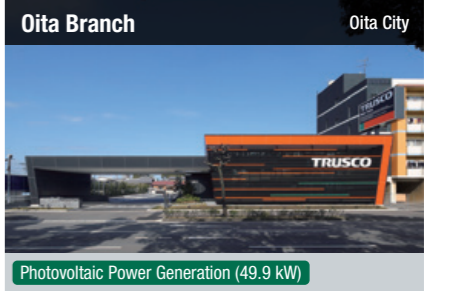
1 approx. 2,578 m<sup>2</sup> 2 approx. 4,373 m<sup>2</sup> 3 2012 4 19  
5 23,000 different products 6 441,000 items 7 \$2.1 million

**Kokura Branch**  
Kokurakita-ku, Kitakyushu City, Fukuoka



1 approx. 2,201 m<sup>2</sup> 2 approx. 2,036 m<sup>2</sup> 3 2004 4 21  
5 11,000 different products 6 97,000 items 7 \$0.5 million

**Oita Branch**  
Oita City



Photovoltaic Power Generation (49.9 kW)

1 approx. 2,545 m<sup>2</sup> 2 approx. 2,433 m<sup>2</sup> 3 2017 4 13  
5 15,000 different products 6 206,000 items 7 \$0.9 million

**Matsuyama Branch**  
Matsuyama City, Ehime



1 approx. 1,692 m<sup>2</sup> 2 approx. 998 m<sup>2</sup> 3 2000 4 16  
5 18,000 different products 6 141,000 items 7 \$0.9 million

**Nagoya Branch**  
Mizuho-ku, Nagoya City, Aichi



1 approx. 1,824 m<sup>2</sup> 2 approx. 3,123 m<sup>2</sup> 3 1998 4 28

**Yokkaichi Branch**  
Yokkaichi City, Mie



1 approx. 1,292 m<sup>2</sup> 2 approx. 2,323 m<sup>2</sup> 3 1990 4 17  
5 12,000 different products 6 130,000 items 7 \$0.6 million

**Kashima Branch**  
Kamisu City, Ibaraki




1 approx. 2,000 m<sup>2</sup> 2 approx. 2,290 m<sup>2</sup> 3 2016 4 10  
5 22,000 different products 6 181,000 items 7 \$1.6 million

**Utsunomiya Branch**  
Utsunomiya City, Tochigi



1 approx. 3,312 m<sup>2</sup> 2 approx. 1,474 m<sup>2</sup> 3 2009 4 14  
5 9,000 different products 6 221,000 items 7 \$0.8 million

**Chiba Branch**  
Ichihara City, Chiba



Photovoltaic Power Generation (9.2 kW)


1 approx. 2,254 m<sup>2</sup> 2 approx. 2,717 m<sup>2</sup> 3 2011 4 24  
5 21,000 different products 6 274,000 items 7 \$1.7 million

**Niigata City Branch**  
Higashi-ku, Niigata City



1 approx. 1,890 m<sup>2</sup> 2 approx. 1,057 m<sup>2</sup> 3 2009 4 10  
5 11,000 different products 6 204,000 items 7 \$0.9 million

**Toyama Branch**  
Toyama City




1 approx. 1,633 m<sup>2</sup> 2 approx. 2,000 m<sup>2</sup> 3 1991 4 17  
5 17,000 different products 6 255,000 items 7 \$1.4 million

**Kanazawa Branch**  
Kanazawa City, Ishikawa



1 approx. 2,429 m<sup>2</sup> 2 approx. 2,469 m<sup>2</sup> 3 2004 4 17  
5 28,000 different products 6 457,000 items 7 \$1.8 million

**Kyoto Branch**  
Shimogyo-ku, Kyoto City



1 approx. 360 m<sup>2</sup>  
2 approx. 2,707 m<sup>2</sup>  
3 2009  
4 12

**Kobe Branch**  
Hyogo-ku, Kobe City, Hyogo Prefecture



1 approx. 1,401 m<sup>2</sup>  
2 approx. 667 m<sup>2</sup>  
3 2025 4 20

**Takamatsu Branch**  
Utazu Town, Aya-gun, Kagawa



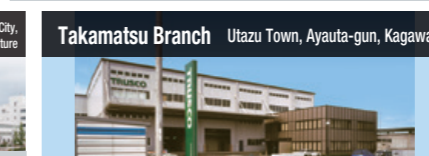
1 approx. 2,631 m<sup>2</sup> 2 approx. 2,885 m<sup>2</sup> 3 1992 4 14  
5 16,000 different products 6 170,000 items 7 \$0.7 million

**Kyoto Branch**  
Shimogyo-ku, Kyoto City



1 approx. 360 m<sup>2</sup>  
2 approx. 2,707 m<sup>2</sup>  
3 2009  
4 12

**Kobe Branch**  
Hyogo-ku, Kobe City, Hyogo Prefecture



1 approx. 1,401 m<sup>2</sup>  
2 approx. 667 m<sup>2</sup>  
3 2025 4 20

**Kagoshima Branch**  
Kagoshima City



1 approx. 991 m<sup>2</sup> 2 approx. 1,120 m<sup>2</sup> 3 1989 4 9  
5 10,000 different products 6 73,000 items 7 \$0.5 million

## Company-owned Recreation/Training Facility

**TRUSCO Resort and Spa Hakone**  
Hakone Town, Ashigarashimo-gun, Kanagawa



1 approx. 9,084 m<sup>2</sup> 2 approx. 2,307 m<sup>2</sup> 3 2011 4 4

**TRUSCO Resort and Spa Karuzawa**  
Karuzawa town, Kitasaku-gun, Nagano



1 approx. 10,621 m<sup>2</sup> 2 approx. 1,983 m<sup>2</sup> 3 2021 4 4

**Kyoto Kaguraoka Rengetsuso**  
Sakyo-ku, Kyoto City



1 approx. 1,758 m<sup>2</sup> 2 approx. 1,603 m<sup>2</sup> 3 2018 4 3

**Rengetsu-so Hanare**



1 approx. 191 m<sup>2</sup>  
2 approx. 171 m<sup>2</sup> 3 2023

## Top Message

Drawing on our aspiration, “Business must serve people and society,” we aim to continuously contribute to manufacturing in Japan and declare 10 “Becoming the Company We Want to Become (Realization of Capability Targets)” goals. By achieving our ideal vision, we are striving to provide the highest convenience to customers, proactively working to improve productivity for all people and companies involved in manufacturing and those who are involved with us.

In the fiscal year ended December 31, 2025, consolidated net sales reached \$2,064 million (+8.5% year on year), with ordinary income at \$145 million (+12.4% year on year), achieving a figure for sales of over \$1,935 million for the first time since the founding of our company, and recording a record-high ordinary income for the second consecutive year. This achievement is due to the combined effect of our efforts—including expanding our product lineup, growing inventory, enhancing distribution functions, and leveraging digital technology—allowing us to deliver an unmatched immediate delivery system and unique services that competitors cannot replicate. Shortly after I became president, my ambition has been to make our company the “Water, Electricity, Gas, and TRUSCO” infrastructure company for manufacturing sites, and I feel that we are gradually achieving this. We will continue to provide exciting services that enhance customer convenience without being satisfied with the status quo.

### A series of seemingly irrational management decisions ultimately creates a rational business environment

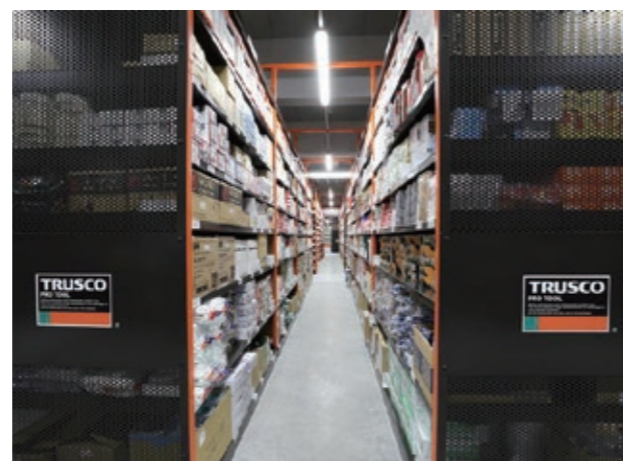
“A series of seemingly irrational management decisions ultimately creates a rational business environment”—this is the theory of Professor Ken Kusunoki of Hitotsubashi University Business School. While rational decisions favored by everyone offer low barriers to entry and lead to fierce competition, unconventional management choices keep others away, thus resulting in a rational business environment. Professor Kusunoki often compliments me by saying, “You really are an irrational man” (laughing). Among what is called our irrational management decisions are: massive inventory,

proprietary distribution network, large-scale logistic centers, regular employment system, lifelong employment, and new hiring policies for graduates.

One of my management philosophies is the concept of “Shushazentaku,” which means selecting the best options. By thoroughly considering “what is good” for our customers and society and consistently making “good choices,” these seemingly irrational management decisions have become the source of competitiveness for our company.

### What we have achieved thanks to our inventory

At school, we are taught that inventory should be kept to the minimum necessary. Yet inventory brings various benefits for us. Within the company, having inventory has reduced inquiries made to suppliers and, compared to the past, has significantly decreased overtime work. In addition, as a wholesaler, our company is able to provide popular services such as “NIAWASE + U-choku” (Order Consolidation + Direct Delivery Service), which delivers products directly from us to the end users, and “U-kuru” (User’s Product Collection Service) that users can pick up products at our inventory locations—services made possible because we keep inventory on hand. Furthermore, our inventory supports society by responding to BCP (Business Continuity Plan) requirements during disasters. We keep a constant stock of 21,800 disaster recovery supplies, independently selected for emergencies, at 28 distribution centers nationwide (with three more under construction). For 118 of these items, we hold more than



six months’ supply as BCP-focused enhanced inventory, exceeding our normal stock levels. Should any distribution center be affected by a disaster, we have established a system that allows support from other inventory locations, helping to prevent supply routes from being cut off. Furthermore, we have introduced seismic isolation equipment at a total of six sites: the three distribution centers established after the Great East Japan Earthquake—Planet Osaka, Planet Saitama, and Planet South Kanto—along with the Tokyo Head Office, and two new distribution centers, Planet Aichi (Kitanagoya City, Aichi Prefecture) and HC East Japan Distribution Center (Sanjo City, Niigata Prefecture), scheduled to begin operations in 2026, ensuring that supply can continue even during disasters. We have currently concluded disaster recovery agreements with 36 local municipalities (11 prefectures and 25 cities, wards, or towns), and are developing a system for quickly supplying products to affected areas when emergencies occur. We will continue to create services that only a company that maintains inventory can provide, aiming to build a company with high value and significance.

### Innovative new services that other companies cannot imitate

So far, we have developed various services utilizing inventory, distribution, and digital solutions, and this fiscal year, we are also seeking to focus on launching new services. The first new service is “Totteoki,” an inventory reservation service for customers who want to start off securing or reserving inventory. This name is a play on words, combining “totte oku” (to set aside inventory) and “totteoki” (something special). The second is “Hayagatten,” where, upon receiving a quotation request, if we do not have suitable inventory, we quickly arrange for stock so that we are able to deliver it immediately when ordered. If we don’t end up receiving an order, we’ll simply laugh it off as jumping to conclusions too soon. These are services that can only be achieved by leveraging inventory, distribution, and digital systems. By ensuring the necessary inventory is available in a reliable manner in the required regions, we want to further evolve our logistics infrastructure services so customers can use our inventory with even greater peace of mind.

### Commencing operations at new distribution centers, aiming for sales of \$3,225 million

In 1994, we opened our first distribution center, Planet Kyushu (Kurume City, Fukuoka Prefecture). Since then, we have steadily worked on enhancing our distribution functions. In May 2026, our largest distribution center, Planet Aichi, will begin operations, followed by the opening of HC East Japan Distribution Center for the Home Center Route in August, bringing the total number of distribution centers to 30. In particular, Planet Aichi will be equipped with a range of advanced logistics equipment to achieve high-density storage and high-efficiency shipping. This will create a foundation for holding over one million items in inventory, which is one of the Capability Targets—our “Becoming the Company We Want to Be.” Furthermore, by rolling out four lines of the high-speed automated packaging and shipping line “I-Pack®”, we will greatly enhance our shipping capacity and further improve our ability to meet the growing demand for Direct Delivery Service to users year by year. Looking at storage and shipping capacities by region, in 2029 we are also planning to open our 31st distribution center, Planet Nagano (Suzaka City, Nagano Prefecture). Even though we have surpassed \$1,935 million in net sales, we still feel we are only halfway to becoming an indispensable infrastructure company for our industry. There are still many suppliers and retailers who rely on our logistics infrastructure, and there are sectors where the convenience of our inventory and distribution services has not yet reached. Going forward, by fulfilling our role even more than before, we aim to further improve the overall convenience of the supply chain and are committed to reaching the next milestone: net sales of \$3,225 million in 2031.



## Becoming the Company We Want to Be – Capability Targets –

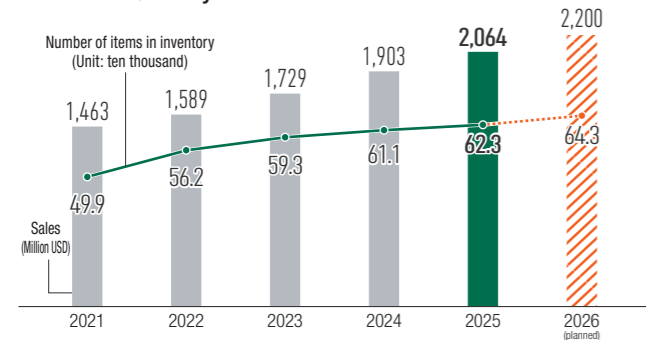
To always deliver the highest level of convenience with original ideas that meet social needs, we believe it is more important to prioritize “Capability Targets”—what kind of company we should become—over numerical targets like sales or profit figures. To continuously strive being a company needed by customers and society, we uphold the following “Becoming the Company We Want to Be” targets, pursue our business accordingly, and work to enhance the convenience of the entire supply chain in the PRO TOOL distribution industry. Performance results at the end of December 2025

### 01 To become a company that will be able to hold over one million items in inventory by 2030

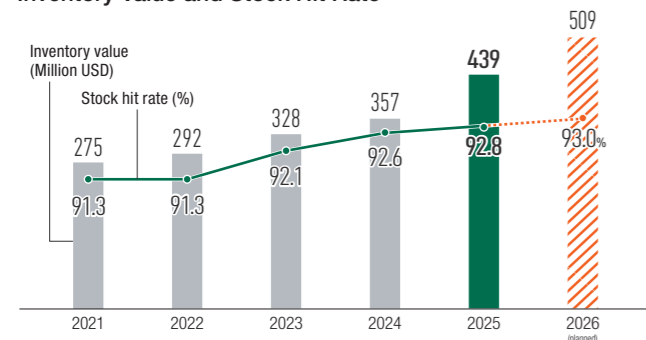
Products Distribution Catalog Media Digital

In order to improve customer convenience, we have expanded the range of products we handle, expanded inventory items, and strengthened our logistics system. As of the end of December 2025, our quantity of stock exceeded 623,000. In February 2024, the product database “Sterra” was improved, making it possible to retain data for more than 10 million items. With the start of operations at Planet Aichi commencing in May 2026, capable of holding over one million inventory items, we will establish a system that allows us to maintain more than one million items in inventory by 2030.

#### Sales and Quantity of Stock



#### Inventory Value and Stock Hit Rate



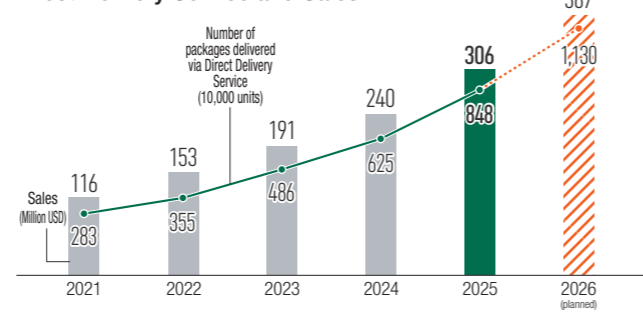
Planet Aichi Distribution Center (operations are scheduled to begin in May 2026)

### 02 To make Direct Delivery Service by wholesalers a common practice in the industry

Distribution Sales

In general, it is common practice in the industry to deliver products that wholesalers receive orders for from customers to users via those customers. With the “U-choku” Direct Delivery Service (see p.63), in which our company, as a wholesaler, ships products directly to users, it is possible to achieve “half the delivery times, half the amount of packaging materials used, half the shipping fee, and half the environmental burden.” By introducing seven I-Pack® (high-speed automated packaging and shipping lines) at five bases, we are able to handle the direct delivery of 8.48 million packages to users per year.

#### Number of Packages Delivered via Direct Delivery Service and Sales

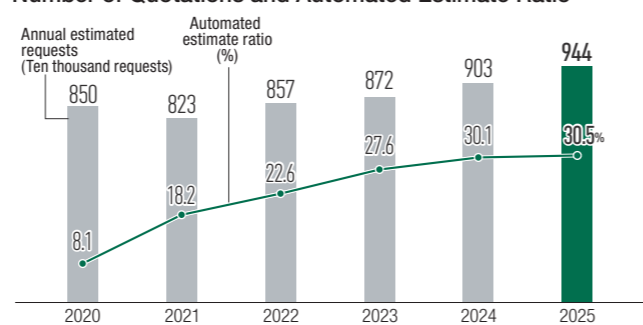


### 03 To raise utilization of the AI-based System “Immediate Automated Estimate System” to 50%

Products Digital

In order to instantly respond to about 38,000 daily quotation requests from customers, we introduced the AI-based “Immediate Automated Estimate System” in January 2020. We achieved an overwhelming fast minimum automatic reply time of 5 seconds, and the automated estimate ratio at the end of December 2025 was 30.5%. We are working to improve our services by improving our systems and expanding cooperation with our suppliers.

#### Number of Quotations and Automated Estimate Ratio

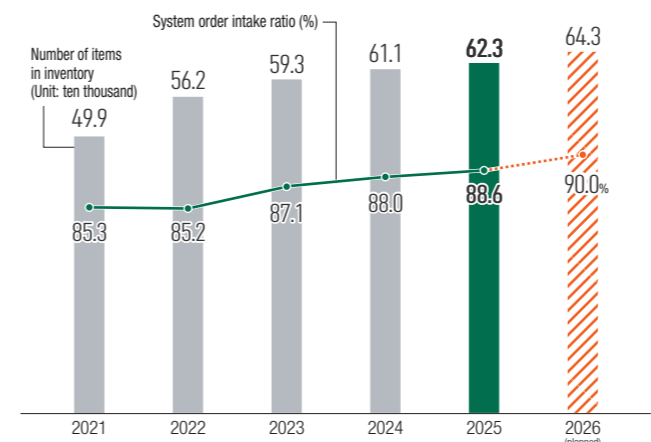


### 04 To raise the system order intake ratio to 95%

Products Sales Digital

As a result of developing highly convenient digital tools and expanding our inventory, the system order intake ratio at the end of December 2025 reached 88.6%, which also improved operational efficiency within the company. We will continue to expand our inventory and, through system integration with customers and updates to various order and procurement websites, further improve the system order intake ratio.

#### Quantity of Stock and System Order Intake Ratio



### 05 To become a company capable of receiving orders 24 hours a day and shipping products 365 days a year

Distribution Digital

With an eye on improving convenience for our customers and increasing the number of product shipments in the future, we will establish a system that enables us to receive orders 24 hours a day and ship products 365 days a year. Since 2019, we have accepted orders 24 hours a day through “TRUSCO Orange Book. Com” and, excluding Sundays, support shipments as well.

### 06 To become a “platform holder” that supports manufacturing in Japan

Products Distribution Catalog Media Sales Digital

We provide a variety of digital tools and systems aimed at solving the issues faced by suppliers, customers, and users, respectively. With the belief that “immediate delivery is the greatest service,” we offer a range of delivery formats such as the “MRO Stacker,” like the “Okigusuri” model but for tools, and “U-kuru” (product pick-up service for users), among others. These services not only enhance customer convenience, but also help reduce waste in distribution and lessen the environmental load at manufacturing sites. We will continue to leverage our inventory, distribution, and system strengths to further optimize the entire supply chain.



MRO Stacker

### 07 To be a company free from mistakes in all matters

Products Distribution Catalog Media Sales Digital

Without being swayed by social trends, under the Management Philosophy of “Shushazentaku,” we strive to become a truly mistake-free company. Through improvement in the system order intake ratio, order errors have decreased, and the introduction of distribution equipment has brought the misdelivery rate down to 0.024% (approximately one package per 4,176), also reducing shipping errors. With the belief that product shortages are the primary cause of delayed deliveries, we have introduced the “ZA-ICON 3” Inventory Management System, which predicts and calculates necessary stock quantities based on sales performance.

### 08 To be a company you can rely on in times of need

Products Distribution Catalog Media Sales Digital

With abundant stock at 28 distribution centers and 30 inventory-holding branches nationwide, the development of an emergency logistics structure, in-house ownership of facilities, and distribution centers with a seismic isolation structure, we are strengthening our BCP response so that we can be of help in times of emergencies. We are concluding disaster recovery agreements with local governments across the country to quickly be of service to the community in the event of a disaster, and as of February 2026, have concluded agreements with 36 municipalities (11 prefectures and 25 cities/towns/villages). We will continue to pursue similar agreements with municipalities and major corporations.



Stockpile of items required during disasters



### 09 To be a company where employees can continue to work with peace of mind for many years to come

Products Distribution Catalog Media Sales Digital

Based on the belief that companies have a responsibility to provide a workplace where employees can continue to work with stability and peace of mind, we strive to create a supportive work environment and enhance various systems so that instead of “working hard until retirement,” it becomes an environment where you “find yourself having worked comfortably until retirement age,” and promote the creation of a flexible work environment where everyone can play an active role. In 2025, we raised the retirement age to 68, extended employment to 73, and increased the retirement age for part-timers to 78.

### 10 To be a company where smiles never cease

Products Distribution Catalog Media Sales Digital

As a latecomer to the industry, we have always expanded our business with a spirit of “Shushazentaku” and “Thinking Outside the Box” (see p.26–29). And to remain a company where smiles never cease, stable performance, trustworthy relationships, and good communication are also essential. We will continue working to improve our performance and create a better workplace environment, so that we can remain a company where smiles never cease.

## Business Progress and Results

Key Indicators		62nd term (FY2024) Previous Period		63rd term (FY2025) Current Period		64th term (FY2026) Plan		
Products	(1) Number of items in inventory	611,708 items	(+18,154)	623,582 items	(+11,874)	643,582 items	(+20,000)	
	(2) Inventory Value	\$357 million	(+29)	\$439 million	(+82)	\$509 million	(+69)	
	(3) Total number of suppliers	3,637 companies	(+128)	3,729 companies	(+92)	3,829 companies	(+100)	
	(4) Number of overseas suppliers	353 companies	(+16)	368 companies	(+15)	388 companies	(+20)	
	(5) PB Product Sales	\$325 million	(+14)	\$335 million	(+9)	\$355 million	(+20)	
	(6) PB Product Sales Constitution Ratio	17.1 %	(-0.9)	16.2 %	(-0.9)	16.1 %	(-0.1)	
Distribution	(7) Stock hit rate	92.6 %	(+0.5)	92.8 %	(+0.2)	93.0 %	(+0.2)	
	(8) Number of packages delivered via Direct Delivery Service	6,257,178 units	(+1,389,146)	8,487,923 units	(+2,230,745)	11,300,000 units	(+2,812,077)	
	(9) Direct Delivery Service Sales	\$240 million	(+47)	\$307 million	(+66)	\$387 million	(+80)	
	(10) Number of Third-party Delivery Runs	146 vehicles	(-7)	136 vehicles	(-10)	128 vehicles	(-8)	
	(11) Number of TRUSCO delivery routes	132 vehicles	(+9)	143 vehicles	(+11)	151 vehicles	(+8)	
	(12) Percentage of TRUSCO delivery runs	47.5 %	(+2.9)	51.3 %	(+3.8)	54.1 %	(+2.8)	
	(13) Labor cost to ship one order	\$1.01	(+0.027)	\$1.04	(+0.036)	\$0.98	(-0.066)	
Catalog Media	(14) TRUSCO Orange Book Number of items	422,000 items	(+53,000)	453,000 items	(+31,000)	460,000 items	(+7,000)	
	(15) TRUSCO Orange Book.Com items	4,552,330 items	(+443,512)	4,185,878 items	(-366,452)	4,500,000 items	(+314,122)	
Sales	(16) Number of Customer Companies	5,652 companies	(+20)	5,680 companies	(+28)	5,715 companies	(+35)	
	(17) Number of companies that have introduced MRO Stocker	1,414 locations	(+211)	1,608 locations	(+194)	1,810 locations	(+202)	
	(18) Number of companies connected to Orange Commerce	2,631 companies	(+184)	2,880 companies	(+249)	3,080 companies	(+200)	
Digital	(19) System order intake ratio	88.0 %	(+0.9)	88.6 %	(+0.6)	90.0 %	(+1.4)	
	(20) Automated estimate ratio	30.1 %	(+2.5)	30.5 %	(+0.4)	32.5 %	(+2.0)	
	(21) Ratio of Web-based estimate requests	49.2 %	(+1.9)	49.5 %	(+0.3)	51.5 %	(+2.0)	
Human Resources	(22) Total number of employees (including officers and part-time staff)	3,184 persons	(+141)	3,258 persons	(+74)	—	—	
	(23) Number of part-time employees	1,464 persons	(+94)	1,441 persons	(-23)	—	—	
	(24) Average age (full-time staff)	39.7 years	(-0.2)	39.3 years	(-0.4)	—	—	
	(25) Average number of overtime hours per month per employee	20.9 hrs.	(+3.0)	23.0 hrs.	(+2.1)	—	—	
	(26) Average salary (full-time staff)	\$46.4 <\$48.7> thousand USD	(+3.7)	\$48.5 <\$50.8> thousand USD	(+2.0)	—	—	
	(27) Careers (regular positions)	\$54.1 <\$57.1> thousand USD	(+4.1)	\$57.1 <\$60.3> thousand USD	(+2.9)	—	—	
	(28) Area (regular positions)	\$44.3 <\$46.6> thousand USD	(+3.8)	\$46.0 <\$48.3> thousand USD	(+1.7)	—	—	
	(29) Logistics (distribution positions)	\$36.2 <\$37.4> thousand USD	(+2.3)	\$38.1 <\$39.3> thousand USD	(+1.9)	—	—	
	(30) Managers	Department general managers and division general managers (does not include officers) Managers including branch managers, distribution center managers, deputy distribution center managers, Head Office section managers, etc.	\$101.8 <\$108.3> thousand USD	(+12.3)	\$116.6 <\$122.4> thousand USD	(+14.7)	—	—
			\$79.9 <\$84.8> thousand USD	(+7.0)	\$82.3 <\$87.7> thousand USD	(+2.4)	—	—
	(31) Turnover rate	5.1 %	(-0.3)	4.3 %	(-0.8)	—	—	
	(32) Employee Rate of Persons with Disabilities	3.2 %	(+0.4)	3.1 %	(-0.1)	3.3 %	(+0.2)	
	Environment	(33) Solar power generation	2,793 kW (equivalent to the power used by approx. 620 households)	(±0)	4,659 kW (equivalent to the power used by approx. 1,035 households)	(+1,866)	5,427 kW (equivalent to the power used by approx. 1,206 households)	(+768)

Notes: 1. The year-on-year increase/decrease is shown in the parentheses.  
2. The "(22) total number of employees" includes directors, part-time staff, staff on loan, and local employees of subsidiaries.  
3. "(25) Average number of overtime hours per month per employee" includes overtime hours within legal working hours.  
4. "(26) Average salary (full-time staff)" includes executive officers.  
5. Figures in angle brackets are average salaries including financial bonds. Trusco Nakayama does not pay severance as a lump sum upon retirement, but as an annual payment known as a "financial bond."  
6. "(31) Turnover rate" does not include employees that have retired due to reaching the retirement age.

Conversion rate: 1 USD = 155 JPY

Founded as a latecomer to the industry, thinking outside the box has been our core approach from the start. We have provided a variety of services to meet the needs of our customers and the manufacturing industry of the times.

In the future, we will continue to aim to be a company that always provides the highest level of convenience in order to continue to be of service to the manufacturing industry in Japan, based on our belief "Business must serve people and society."

# To Achieve "Our Ambitions"

(Value Creation)



A Glance at TRUSCO Through Numbers ..... 24

Thinking Outside the Box  
– A History of Value Creation – ..... 26

Helping People and Society  
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# A Glance at TRUSCO Through Numbers

P.26

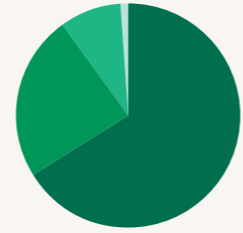


**Founded**  
**67<sup>th</sup> Year**

P.36

**Sales (FY2025)**


**\$2,064 million**



- Factory Route **\$1,362 million**
- e-Business Route **\$496 million**
- Home Center Route **\$183 million**
- Overseas Route **\$22 million**

**TRUSCO™**

P.12



**Number of Distribution Centers in Japan**  
**28 Locations**  
(Construction ongoing at 3 locations)

**Floor area**  
Approximately **354,630 m<sup>2</sup>**


P.61



**Number of Japan Sales Offices**  
**60 Locations**

**Branches Holding Domestic Inventory**  
**30 Locations**

P.90



**Capital Expenditures**  
**\$129 million**

**Depreciation**  
**\$35 million**

P.94



**Number of Employees**  
**3,258 persons**

Male **1,527 persons**  
Female **1,731 persons**

P.35



**Number of Customers**  
**5,680 companies**

P.45



**Suppliers**  
**3,729 companies**

Overseas manufacturers **368 companies**

P.44



**Number of items in inventory**  
**623,000 items**

P.37




**Inventory Value**  
**\$439 million**

P.53



**Stock hit rate**  
**92.8%**

P.37



**Fixed assets**

Tangible **\$872 million**  
Intangible **\$45 million**

P.44



**Sales Number of items**  
**250 million items**

**Number of Orders Received**  
**47.52 million orders**

P.47




**Number of registered products**  
**7,140,000 items**

P.67



**PB Product Sales**  
**\$334 million**

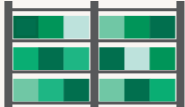
P.63



**System order intake ratio**  
**88.6%**

**Automated estimate ratio**  
**30.5%**

P.63



**MRO Stocker**

**Number of companies that have introduced**  
**1,608**

**Sales**  
**\$4 million**

P.54



**Number of delivery runs**

TRUSCO delivery runs **143 vehicles**  
Third-party delivery runs **136 vehicles**

P.73



**Locations where employees with disabilities are employed**  
(Employee Rate of Persons with Disabilities: 3.1%)  
**20**

P.79




**Average number of overtime hours per month**  
**23 hrs.**

P.82



**Non-smoking rate for managers**  
**100%**

P.82



**Solar power generation**  
**4,659 kWh**  
(equivalent to the power used by approx. 1,035 households)

P.63




**Direct Delivery Service**

**Number of items**  
**8,480,000 items**

**Sales**  
**\$306 million**

P.62



**U-kuru**

**Number of Orders**  
**147,000**

**Sales**  
**\$7 million**

P.64



**Naojiro**

**Sales**  
**\$14 million**

P.64



**Orange Commerce**

**Number of companies connected**  
**2,880 companies**

P.64



**Number of Disaster Recovery Agreements Signed/Reaching Agreement**  
**36**

P.70



**Number of Female Managers**  
**11**

P.75



**Number of Employees with Logistics Practical Experience**  
**1,563**

P.78



**Number of Users for Company-owned Recreation Facility / Resort Condominium**  
**7,285**

P.75



**Internal Marriage**  
**76 Couples**

P.78



**Class 1 small vessel boating license holders**  
**103**

\*As of February 2026

As of December 31, 2025

# Thinking Outside the Box – A History of Value Creation –

## 1959

### Founded as a latecomer to the industry

Tetsuya Nakayama was born with a damaged optic nerve and loss of vision as a result of forceps delivery. Chuji Nakayama (founder) decided to start the company with complete resolve for the future of his child. As a latecomer to the industry, Nakayama earned the trust of his customers by aiming for a product lineup that was not bound by the industry limitations.



The year of the company's founding, President Tetsuya Nakayama is in the center of the photo

## 1964

### Catalog Strategy and Development of PB Products

We aimed to streamline the distribution of pro-tool by publishing Nakayama Shouhou ("Nakayama Business Bulletin"), which listed multiple manufacturers, something that did not exist in the industry at that time. In addition, soon after the establishment of the Company, we began developing unique products (private brands) that reflect the needs of our customers.



Nakayama Business Bulletin, the industry's first comprehensive catalog, is published



Komyotan, the company's first private brand product

## 1989

### TRUSCO goes public due to the expansion of its business

In order to contribute to manufacturing sites across the country, we expanded our offices to all prefectures. We also entered the home improvement industry and expanded our sales network. Later, we also went public, aiming to become a company that contributes to society.



Newspaper articles about the company's public offering

## 1994

### Strengthening distribution capabilities and going public

Tetsuya Nakayama was appointed as President. In the same year, the company's first distribution center, Planet Kyushu, was launched into operation to strengthen distribution capabilities in earnest. We also changed our company name, established a corporate philosophy, and created a better working environment which led to our listing on the first sections of the Tokyo Stock Exchange and Osaka Securities Exchange.

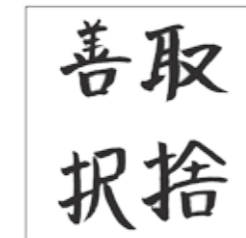


Tetsuya Nakayama assumes position of President

## 2003

### The theme Shushazentaku is presented as part of a top message

President Nakayama's suggestion that decisions should not be made on the basis of profit or loss but rather by asking oneself whether something is good or bad, and then always choosing the "right thing." The importance of having criteria for choosing the "right thing" is the foundation of our Company.



Handwritten message from President Nakayama

## 2005

### Total abolition of all draft exchanges

It took about four years starting in 2001 to complete the elimination of draft transactions for the first time in the industry. By completely eliminating draft transactions, which has long been a business practice in the industry, we were able to improve the efficiency of our operations and increase the customer trust.



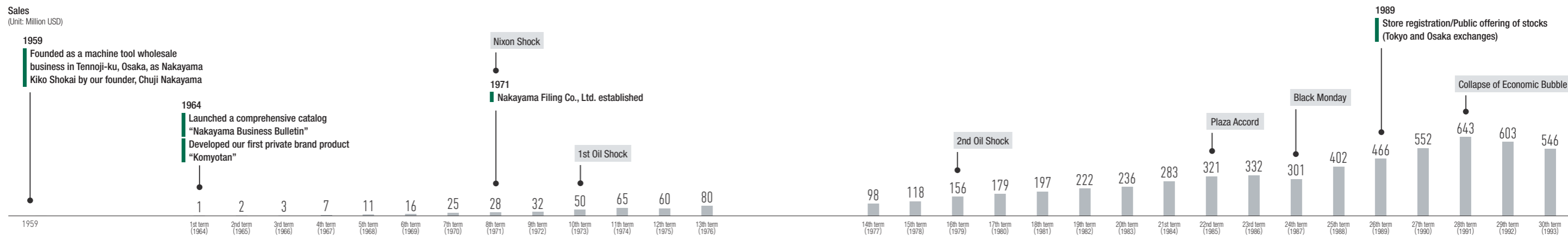
Top photo: Final note payable (August 2003)  
Bottom photo: Final note receivable (December 2005)

- 1959 ● Company founded by Chuji Nakayama on May 15, 1959 as Nakayama Kiko Shokai, which was a machine tool wholesale business in Tennoji-ku, Osaka
- 1962 ● Nagoya Sales Office (Atsuta-ku, Nagoya) opened
- 1964 ● Nakayama Shouhou ("Nakayama Business Bulletin"), the industry's first comprehensive catalog, is published  
● Sales of our first private brand product "Komyotan" started  
● Nakayama Kiko Co., Ltd. established (March 2, Higashi-ku, Osaka City [now Chuo-ku])  
● Tokyo office (Minato-ku, Tokyo) opened
- 1968 ● Steel center opened  
● Internal company newsletter "Nakayama News" (currently "Hand Made") is published
- 1971 ● Head office moved to the Machinery and Wholesale Complex in Higashiosaka City, Osaka  
● Nakayama Filing Co., Ltd. established
- 1975 ● First online system "FACOM230-15" operation
- 1981 ● Started sales to the home center industry
- 1982 ● Started training for new employees (Shigisan, Nara Prefecture)

- 1987 ● Merger with Nakayama Filing Co., Ltd. (Surviving company is Nakayama Kiko Co., Ltd.)
- 1989 ● Store registration/Public offering of stocks
- 1991 ● New computer system "N-STEP" goes into operation
- 1992 ● CI "B-E-Plan 21 Corporate Evolution Activities" started
- 1994 ● Changed the company name from Nakayama Kiko Co., Ltd. to Trusco Nakayama Corporation  
● Opened our first distribution center Planet Kyushu  
● Listed on the 2nd Section of the OSE  
● Tetsuya Nakayama assumed the position of Representative Director and President  
● Shareholder benefit plan introduction
- 1995 ● "GAMBARE!! JAPANESE MONODZUKURI" company message start  
● Listed on the 2nd Section of the TSE
- 1996 ● Listed on the 1st Section of the TSE and OSE
- 1997 ● Established the Nakayama visually impaired welfare foundation
- 2000 ● Fax machine-assisted automatic order entry system "DOTKUL" begins operations  
● Name of the company's comprehensive catalog changed from "Nakayama Business Bulletin" to "Orange Book"

- 2001 ● Promotion OJS system started (OJS: Open Judging System)  
● Started Half-day full-time employee system (formerly "Relaxed work hour reduction program")  
● "Fire Lookout Tower" Electronic Audit System operational  
● Activities for eliminating draft transactions started (completed in 2005)
- 2002 ● Goods receipt abolition  
● Two head office system started with the Tokyo Head Office in Minato-ku, Tokyo established  
● Internet order receiving system "Web TRUSCO" launched into operation  
● Started digital broadcast of the Ordinary General Meeting of Shareholders held in Osaka and Tokyo
- 2003 ● Private Brand (PB) names unified under the name of TRUSCO  
● Moved away from home appliances and lifestyle products to specialize in PRO TOOL  
● Financial bond (annual payment for severance) introduction  
● Personnel evaluation OJS system started
- 2004 ● Osaka Head Office moved from Higashiosaka, Osaka to Nishi-ku, Osaka  
● Internal company salesman "Orange Doctor" qualification exam started  
● Relief health care system started
- 2005 ● ISO14001 acquired for all Japanese domestic business sites  
● Started a desired relocation/Lovebirds Transfer Program  
● Total abolition of all draft exchanges (initiative started in 2001 and took four years to complete)

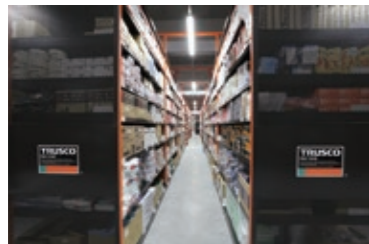
- 2006 ● Product search site "Orange Book.Com" launched into operation  
● Boss challenge course (responsible person appointment system) started  
● Core system "Paradise" operation
- 2007 ● Ordinary General Meeting of Shareholders held at 2 venues in Osaka and Tokyo simultaneously  
● Electronic purchasing system "Orange Commerce" operation
- 2008 ● Acquired the "KURUMIN" certification mark for next-generation training  
● Inventory management system "ZAICON" operation
- 2009 ● "TRUSCO RESETPLAN" implementation to deal with the economic downturn precipitated by the Lehman Brothers bankruptcy
- 2010 ● Grouping of logistic centers and setting up of core centers  
● Subsidiary TRUSCO NAKAYAMA CORPORATION (THAILAND) LIMITED is established [Formerly "Protool Nakayama (Thailand)"]
- 2012 ● Officer, executive officer, director OJS system started  
● New logistics system "TRULOGIS" launched into operation



## 2006

### Strengthened inventory expansion

Based on our "20 Billion Items in Inventory Value & Stocking Strategy", we constructed large-scale distribution centers nationwide with the aim of a system that allows us to "always immediately deliver inventory items listed in Orange Book." The number of items in stock and the inventory shipment rate were key indicators, and we accelerated the expansion.



Expanded inventories at distribution centers nationwide

## 2017

### "Shirarezaru Gulliver" broadcast begins

This program, provided solely by our company, features companies that Japan is proud to present to the world, introducing their appeal, though they are not widely known by the general public. We aim to create a program that inspires viewers to think, "Japan still has much to offer; I'll try harder, too."



'Shirarezaru Gulliver – Excellent Company File –'

## 2018

### Planet Saitama starts operations

Against the backdrop of social changes such as the expansion of the Internet business and chronic labor shortage, the Planet Saitama Distribution Center equipped with cutting-edge logistics equipment is launched into operation. At that time, we had raised our target inventory of 300,000 items to 500,000, further enhancing our logistics capabilities.



Planet Saitama Distribution Center

## 2020

### Introduction of MRO Stocker started

This service began as the tool version of the Okigusuri system, where requested products from users are held as our stock at manufacturing sites, and by simply scanning product barcodes with an app when used, payment, replenishment orders, and purchasing management can all be handled.



MRO Stocker utilization examples

## 2020

### "DX Grand Prix" recipient

Awarded the "DX Grand Prix" as a leading company in the digital age. Based on the idea that "digital technology is a means, not a purpose," the Company was highly evaluated for its efforts in digital transformation, inventory, and logistics for "Becoming the Company We Want to Be".



DXグランプリ2020  
Digital Transformation

Selected as a DX Stocks 2020 and awarded the "DX Grand Prix" (2020)

## 2026

### Planet Aichi begins operation

To achieve "fastest," "shortest," and "best" deliveries, we have adopted optimal distribution facilities and secured over one million items in inventory inside a floor area of approx. 89,162 m<sup>2</sup> — about twice the size of Tokyo Dome — making shipments of approximately 100,000 orders possible per day.



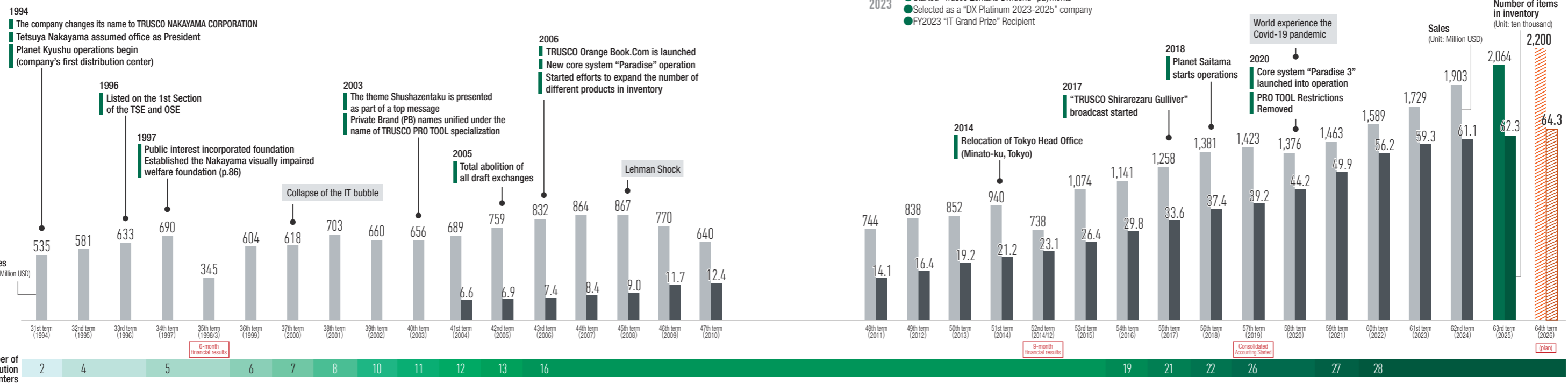
Planet Aichi Distribution Center

- 2013
  - e-commerce Sales Division and Overseas Division are established
  - Sales activity support system: "Self.I." launched into operation
- 2014
  - Welcome back system started
  - Relocation of Tokyo Head Office (Shimbashi, Minato-ku, Tokyo)
  - Tokyo Head Office registered as company head office
  - Established e-Business Sales Division (formerly "e-commerce Sales Division")
  - Started President OJS at General Meeting of Shareholders
  - Fiscal year changed to end in December rather than March
  - Subsidiary PT.TRUSCO NAKAYAMA INDONESIA establishment
- 2015
  - Asunaro subsidy system started
  - Part-timer OJS system started
  - Established Germany Representative Office (Düsseldorf)
- 2016
  - Rating upgraded to "A" with issue size through the Rating and Investment (R&I) Information Co., Ltd.
  - TRUSCO new social work grant system started

- 2017
  - Health management superior corporation 2017 certified Recognized as a White 500 Certified Health and Productivity Management Organization
  - Distribution Department new establishment
  - Product database: "Sterra" is launched into operation
  - "TRUSCO Shirarezaru Gulliver" broadcast started
  - "Best IR Award for Encouragement" recipient
- 2018
  - Redesign of TRUSCO Orange Book.Com Renewal
  - Planet Saitama starts operations
  - 2018 Received Porter Prize
- 2019
  - Consolidated accounting started
  - Established Information Systems Department
  - Established Trusco Nakayama Health Insurance Association

- 2020
  - AI-based Immediate Automated Estimate System launched
  - Introduction of MRO Stocker started
  - Core system: "Paradise 3" launched into operation
  - The Digital Service Strategy Department (formerly the Information Systems Dept.) is established
  - Selected as a DX Stocks 2020 "DX Grand Prix" company
  - Shareholder special benefit plan is abolished
  - President Tetsuya Nakayama awarded Medal with Blue Ribbon
  - PRO TOOL Restrictions Removed
  - FY2020 Received the Information Technology Award "IT Grand Prize"
- 2021
  - Selected as a DX Stocks 2021 company
  - Announced industry-academia collaboration and capital and business alliances at a press conference (started TRUSCO HACOBUNE Project)
  - FY2021 Received the Information Technology Award
- 2022
  - Established Taiwan office, Thailand office
  - Vacation Bank Program started
  - Company holidays changed to calendar holidays
  - Selected as a "DX Stocks 2022" company
- 2023
  - Good Career Award Grand Prize
  - Started "Trusco Zentaku Dividend" payments
  - Selected as a "DX Platinum 2023-2025" company
  - FY2023 "IT Grand Prize" Recipient

- 2024
  - Orange Book Department newly established
  - Osaka Head Office moved to Chuo-ku, Osaka City
  - Acquired "Platinum KURUMIN Plus" certification
  - Established TRUSCO NAKAYAMA USA, INC.
  - Started Hinadori Transfer Program (allows an employee to work at a location close to where their non-spouse romantic partner resides)
  - Started four-day workweek system (in addition to Sunday, employees can select two other days off per week)
- 2025
  - Stair-step wage revisions (base wage increase) and increase in housing assistance allowance
  - Tora Papa Special Leave System initiated
  - Implementation of raising the retirement age, etc.
  - Strengthening of the U-kuru (Users pickup service)
  - TRUSCO Orange Book.com CROSS launched into operation
  - Hong Kong office opened
  - "TRUSCO Soccer Club" established
- 2026
  - Relocation of HC East Japan Distribution Center
  - Planet Aichi begins operation
  - SMC Tono Supplier Park Branch opened



## Helping People and Society – Value Creation Model –

The environment surrounding us can change conventional wisdom in an instant—what was common sense until yesterday may suddenly become outdated today. However, in the business world, we believe that our principles should remain unchanged. We make use of Products, Distribution, Catalog Media, and Digital, and driven by our commitment to “master wholesaling,”

we contribute to the growth of our customers' businesses by building a unique business model that enhances overall supply chain convenience in PRO TOOL distribution. We aim to be a company that continues to be of service to Japanese manufacturing in every era. The cycle created through this business will lead to TRUSCO becoming the company we want to be.

**TRUSCO**™

Common sense  
might change but  
our principles  
remain unchanged

Although common sense sometimes changes,  
our business principles remain unchanged.

**Principles**  
(Unchanging demands of the market)

High-level of convenience

Rapid, reliable delivery

Abundant line-up and inventory

Reasonable prices

Courteous, Polite, and Reliable

Digital Capabilities

Aim for sustainable

growth through a cycle

### Management resources (INPUT)

#### Bringing together a full line-up of PRO TOOL

Number of items in inventory 623,000 items  
Of which, disaster recovery support supplies 21,000 items  
Inventory Value \$439 million (consolidated)  
Total number of items in inventory 73,660,000 items  
Total Number of suppliers 3,729 companies  
(Overseas: 368 companies)

TRUSCO Orange Book  
Approx. 130,000 (2026 edition, total number published)  
TRUSCO Orange Book.Com  
Number of items listed 4,185,000 items

#### Immediate delivery is the greatest service

Distribution Centers in Japan 28 locations  
Branches with inventory 30 locations  
Number of total delivery runs 279 vehicles  
(Of which, number of TRUSCO delivery routes: 143 units; In-house delivery rate: 51.3%)

#### Unparalleled level of convenience

Digital Expenditures (most recent three periods) \$50 million  
Number of systems 66  
Number of Product Data 7,140,000 items  
Number of system connected companies 13,897 companies

#### A corporate culture free of ill feelings

Number of Employees (consolidated) 3,258  
(Officers: 8 / Full-time staff: 1,809 / Part-time staff: 1,441)  
Number of Customer Companies 5,680 companies

## Be an Ultimate Master Wholesale

### Business Model P.34

Plugging into TRUSCO will easily allow customers to utilize our business resources, which will contribute to the expansion of their businesses.



Product Strategy P.44 | Distribution Strategy P.52 | Catalog/Media Strategy P.58

Sales Strategy P.60 | Digital Service Strategy P.66

Human Resources Strategy P.70

### Becoming the Company We Want to Be P.20

To become a company that will be able to hold over one million items in inventory by 2030

To make Direct Delivery Service by wholesalers a common practice in the industry

To raise utilization of the AI-based System “Immediate Automated Estimate System” to 50%

To raise the system order intake ratio to 95%

To become a company capable of receiving orders 24 hours a day and shipping products 365 days a year

To become a “platform holder” that supports manufacturing in Japan

To be a company free from mistakes in all matters

To be a company you can rely on in times of need

To be a company where employees can continue to work with peace of mind for many years to come

To be a company where smiles never fade

## We want to be of service to the manufacturing industry in Japan regardless of the times.

### Economic value/Social value (OUTPUT • OUTCOME)

Sales (consolidated)	\$2,064 million	Turnover rate	4.3%
Ordinary income (consolidated)	\$145 million	Percentage of female employees among full-time employees	37.0%
Dividends	\$0.38	Renewable energy power self-sufficiency rate	24.5%
Stock hit rate	92.8%	Naojiro Repair Workshops Sales	\$14 million
System order intake ratio	88.6%	Number of Companies Appearing on Shirarezaru Gulliver (TV program)	393 companies
Automated estimate ratio	30.5%		
Number of disaster recovery agreements signed/reached agreement	36 Municipalities (11 prefectures, 25 cities and towns)		

\*As of February 2026

As of December 31, 2025

## Material Issues

We have identified material issues related to sustainability based on our core belief "Business must serve people and society". TRUSCO will address these issues through its business with a view towards the establishment of a sustainable society.

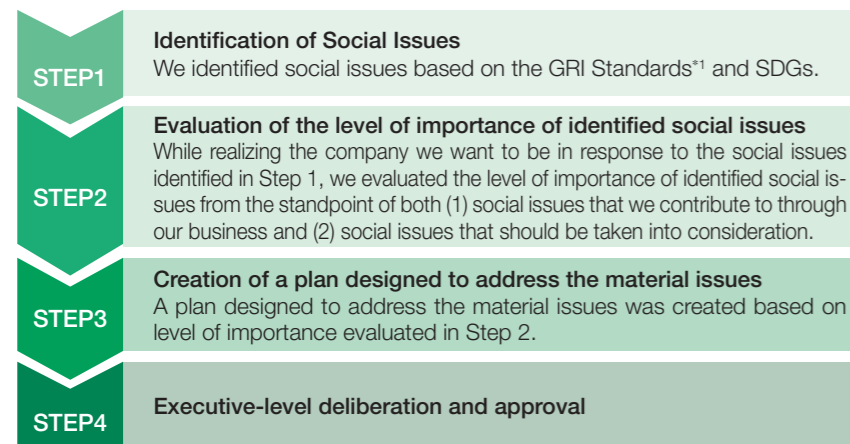


Scan for details on measures

Material Issue	Description	Themes	Related Measures
<b>1</b> Optimization of the entire supply chain	Become a platform holder supporting manufacturing and optimize the supply chain to establish sustainable PRO TOOL distribution that is both human-friendly and environmentally friendly.	<ul style="list-style-type: none"> <li>One-stop MRO distribution for improving convenience and reducing the environmental burden</li> <li>Dramatic efficiency in product selection and industry standardization of product data</li> <li>Realization of proposals and deliveries by anticipating customer needs</li> <li>Creating synergy effects through the power of people and digital technology to contribute to the expansion of business performance of partner companies</li> <li>Realization of the ability to accept orders 24 hours a day and ship products 365 days a year (stable supply of products)</li> </ul>	<ul style="list-style-type: none"> <li>Product Strategy (p.44)</li> <li>Distribution Strategy (p.52)</li> <li>Catalog Media Strategy (p.58)</li> <li>Sales Strategy (p.60)</li> <li>Digital Service Strategy (p.66)</li> </ul>
<b>2</b> Planning and development of products that respond to diversifying needs	Develop and provide PB products with original value to suit diversifying needs and trends at manufacturing sites to help rationalize manufacturing operations, increase productivity, and strengthen competitiveness.	<ul style="list-style-type: none"> <li>Improvement of major TRUSCO Private Brand products</li> <li>Improving the safety and quality of PB Products</li> <li>Responsible procurement</li> </ul>	Product Strategy (p.44)
<b>3</b> Development of environments and human resources to enable them to fully display their personal abilities	We will be able to grow as a company by creating an environment where employees are always motivated and each can sufficiently demonstrate their abilities.	<ul style="list-style-type: none"> <li>Creation of a work environment where our employees can continue to work with peace of mind for many years</li> <li>Expansion of opportunities for career advancement for each employee with a broad selection of choices available</li> <li>Creation of an environment where the work and results of employees can be fairly assessed</li> <li>Promotion of diversity</li> <li>Strengthening of health management as well as occupational safety and health</li> </ul>	Human Resources Strategy (p.70)
<b>4</b> Environmental actions through business activities	We contribute to reducing the environmental impact of our business activities and PB products, not only for ourselves but also for the users of the products that we carry, and contribute to the environmental activities of the Japanese manufacturing industry.	<ul style="list-style-type: none"> <li>Realization of a supply chain with a small environmental burden</li> <li>Reduction of the environmental burden reduces the business activities</li> <li>Planning and development of environmentally-friendly PB Products</li> <li>Realization of the active recycling, reuse, and return of tools and equipment</li> </ul>	<ul style="list-style-type: none"> <li>Sustainability (p.81)</li> <li>Environmental Efforts (p.82)</li> </ul>
<b>5</b> Contribution to stakeholders and local communities	Cherish the relationships with stakeholders through support for people with disabilities and communication with local communities and society through sponsorships and advertising.	<ul style="list-style-type: none"> <li>"Giving Back to Society" through the Nakayama visually impaired welfare foundation</li> <li>Strengthening of various sponsorships and advertising activities</li> <li>Implementation of contingency donation activities</li> </ul>	<ul style="list-style-type: none"> <li>Public interest incorporated foundation</li> <li>The Nakayama visually impaired welfare foundation (p.86)</li> <li>Public Relations/IR</li> </ul>
<b>6</b> Governance based on a stance of Shushazentaku (choosing the proper action)	Improve the fairness and transparency of management and implement swift and appropriate decision-making to conduct business activities that conform to laws and social norms.	<ul style="list-style-type: none"> <li>Realization of corporate governance effective for self-cleaning</li> <li>Strengthening of compliance</li> <li>Strengthening of risk management</li> <li>Realization of highly-transparent information disclosure</li> </ul>	Corporate Governance (p.84)

### Material Issue Identification Process

In addition to identifying material issues in the four-step process, meetings were held at each business sites in Japan to discuss those material issues identified. Interviews with employees were also used to create content.



Okazaki Branch members during a meeting  
This is a monthly safety and health meeting. We share various safety-related information among employees to ensure that our business activities can be conducted safely.

\*1 GRI Standards: An international framework for reporting on the economic, environmental, and social impacts of companies and providing information on their positive or negative contributions to sustainable development.

We believe that the source of competitiveness for an organization is its originality and we are placing it at the root of our management strategy. TRUSCO continues to promote the improvement of convenience for our customers and enhancement of the environment and systems that allow our employees to work with peace of mind over the long term. We will continue to aim to be a company that always meets the demands of the manufacturing sites.

# Be an Ultimate Master Wholesale

(Management Policy)

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# Business Flow

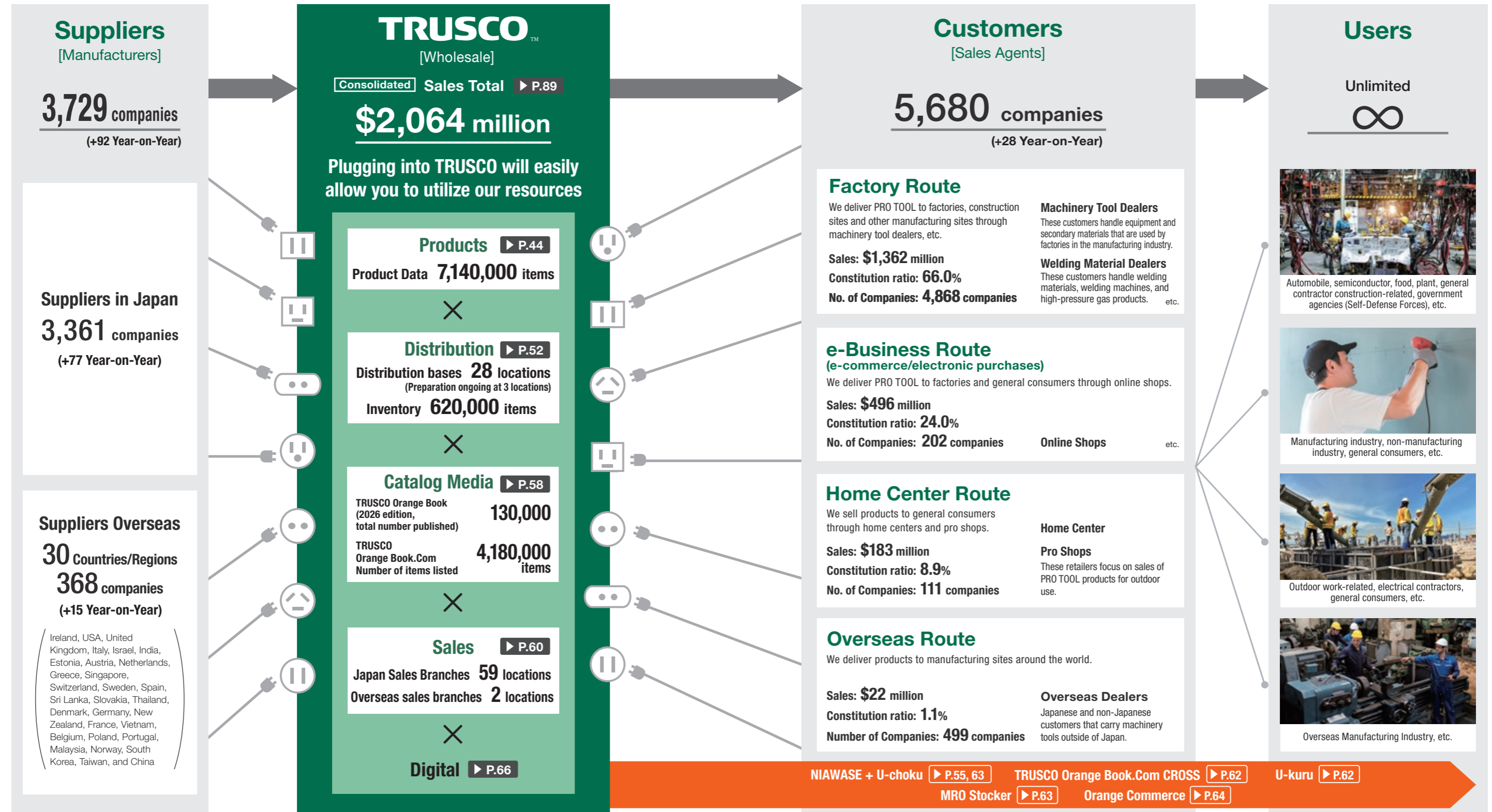
TRUSCO NAKAYAMA is a wholesaler that procures PRO TOOL from suppliers and sells them to machinery tool dealers, online shops, home centers, and other customers. We ensure prompt, smooth and reliable delivery to

manufacturing sites all over Japan. As a wholesaler, we have developed a unique business model to improve the convenience of our customers, suppliers, and users.

## Plugging into TRUSCO to start doing business with us

Customers and suppliers can easily access our management resources and use them for their businesses in a way that suits their characteristics and business type. In addition to the ability to sell their products to 5,680 customers, suppliers can also receive a wide range of sales support services such as product data linkage, inventory holding, and catalog

listing services. Customers can centrally procure products from 3,729 suppliers and can also utilize functions such as same-day delivery and user-direct delivery services to expand their own businesses. We will continue to pursue further convenience for our customers and suppliers by optimizing the distribution of PRO TOOL.



As of December 31, 2025

## Operating Results Highlights

### A financial statement that everyone can understand

63rd Term (FY2025) (consolidated)

Income Item	Expense Item	The year-on-year comparison is shown in the parentheses.	
Sales		\$2,064 million	(+8.5%)
Cost of Goods Sold		\$1,634 million	(+8.6%)
Gross profit margin (gross margin)		\$430 million	(+8.2%)
Selling, general and administrative expenses		\$283 million	(+5.3%)
Operating income		\$147 million	(+14.2%)
Non-operating income		\$3 million	(-2.2%)
Non-operating costs		\$5 million	(+76.8%)
Ordinary Income		\$145 million	(+12.4%)
Net income before tax		\$145 million	(-0.1%)
Corporate tax		\$43 million	(+2.9%)
Net Income		\$102 million	(-1.3%)*

In the fiscal year ending December 2025 (63rd term), our proactive investments in distribution have enabled us to leverage inventory and distribution equipment, and starting with our unique "NIAWASE + U-choku" (Order Consolidation + Direct Delivery Service), strengthen our exclusive services—these have contributed to expanding our market share and, for the first time since our founding, sales exceeded \$1,935 million.

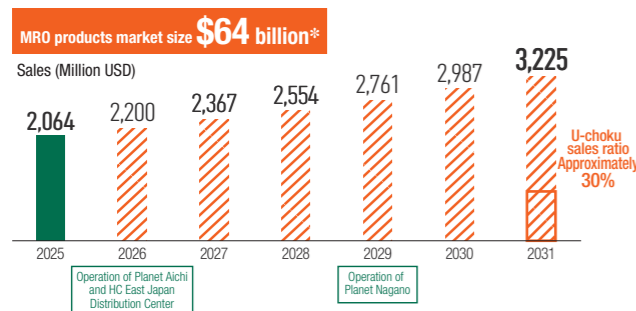
#### Sales by Segment

Factory Route	\$1,362 million	(+7.2%)
e-Business Route	\$496 million	(+12.9%)
Home Center Route	\$183 million	(+5.9%)
Overseas Route	\$22 million	(+12.0%)
per share Annual dividend	\$0.38	(+\$0.03)
Market capitalization (As of the end of December 2025)	\$1,023 million	
Shareholders' equity ratio	60.4%	
R&I Rating	Single A	

\* The decrease is due to the recognition of a special gain of \$17 million from the sale of the former Osaka Head Office in the previous year.

## Future Outlook

We have continued to grow by utilizing Products, Distribution, Catalog Media, and Digital to pursue greater convenience across the entire supply chain. The market size for domestic MRO products is estimated at about \$64 billion, and there is still plenty of room to expand our domestic share. For growth investments toward expanding our share, we are further increasing our number of items in inventory and strengthening our immediate delivery system. Planet Aichi began operating in May this year, HC East Japan Distribution Center in August, and Planet Nagano is scheduled to start operations in 2029. In addition, by enhancing the functions of "NIAWASE + U-choku," which have seen increasing requests, we aim to achieve \$3,225 million in sales by 2031, with approximately 30% from U-choku sales.



\* According to our estimates

### Operations starting in 2026

Planet Aichi (Kitanagoya City, Aichi Prefecture)



HC East Japan Distribution Center (Sanjo City, Niigata Prefecture)



### Operation scheduled for 2029

Planet Nagano (Suzaka City, Nagano Prefecture)



## A Company with Assets (Financial Strategy)

### We must be able to secure important assets without relying on others

We are promoting "A Company with Assets," with the belief that owning our own distribution centers—vital arteries of corporate management—branch offices, data centers, and vehicles is essential for building a business foundation that is resilient to economic environments and delivers the greatest results. Rather than aiming for short-term profit, we focus on enhancing our corporate value over the long term and strengthening our strategic financial base, thereby increasing customer convenience. Since 2016, we have maintained a "Single A" credit rating (by R&I) and continued to secure funding with a view toward the future, making proactive investments in inventory, distribution, and digitalization to improve convenience throughout the supply chain. By providing customers with higher value-added services centered on inventory, we are able to expand our business performance.

#### Products | Bringing Together a Full Line-up of PRO TOOL (p.44)

Invested \$439 million in merchandise (products). Expanding quantity of stock allows us to achieve "immediate delivery," providing customers with the reassurance and value of knowing that "Trusco has it."

#### Distribution | Immediate delivery is the greatest service (p.52)

Our distribution facilities and distribution equipment account for about 54% of the \$873 million in tangible fixed assets. Through the practice of "A Company with Assets," we can achieve stable supply and accumulate know-how without being affected by external environments. By offering services made possible by our inventory, such as "NIAWASE + U-choku" (Order Consolidation + Direct Delivery Service), we are accelerating the speed of deliveries.

#### Digital Service | Working to improve the convenience of the entire supply chain (p.66)

To achieve "Our Ambitions" (Value Creation), we have introduced various systems to improve convenience with the aim of automating all tasks that can be automated in the supply chain.

Current Assets	\$1,042 million	Current Liabilities	\$413 million
Cash and deposits	\$307 million	Accounts Payable	\$169 million
Accounts Receivable	\$258 million	Short-term Debt	\$64 million
Merchandise (products)	\$439 million etc.	Long-term loans due within one year	\$96 million etc.
Fixed assets	\$946 million	Fixed Liabilities	\$373 million
Tangible fixed assets	\$873 million	Long-term Debt	\$354 million etc.
Intangible fixed assets	\$45 million etc.	Net Worth	\$1,201 million
Total assets	\$1,989 million	Capital	\$32 million
		Retained Earnings	\$1,129 million etc.
		Liabilities/Net assets	\$1,989 million

Consolidated B/S for the fiscal year ending December 2025 (the 63rd term)  
(Shareholders' equity ratio 60.4%)

Our company believes that investments in distribution is our equivalent to M&A. Through investments in distribution, we have expanded the number of items in inventory and shipping capacity, enabling immediate delivery and stable supply of PRO TOOL to manufacturing sites. We believe that abundant inventory and investments in distribution are having the same positive effects as M&A by increasing added value over the long term.

### Dividend of surplus and calculation standards

After setting a lower limit for stable dividends, if consolidated net income for the period (including interim) exceeds a certain standard, we will pay out performance-linked dividends at a consolidated dividend payout ratio of 25%. If the determined per share annual dividend falls below the per share annual dividend for the previous business year, we will add a portion of depreciation (up to 10% of depreciation) for the relevant period to net income attributable to parent company shareholders and pay a "Trusco Zentaku Dividend," using a consolidated dividend payout ratio of 25%.

#### Dividend calculation standard

Earnings per share for the period (quarter)	Annual (interim) dividend
If above \$0.25 (\$0.12)	Per share net income for the period (quarter) × 25%
If below \$0.25 (\$0.12)	\$0.06 (\$0.03)

Notes: 1. The figures in parentheses indicate the calculation basis for the first half of the fiscal year.  
2. Fractions of the equivalent of less than one yen are rounded up in increments of \$0.003 (0.5 yen).  
3. For fiscal years in which net income attributable to parent company shareholders fluctuates significantly due to special factors unrelated to business activities, the impact amount will be excluded when determining the dividend amount.

### Trusco Zentaku Dividend

Our company engages in business activities and capital investments with the aim of supporting Japanese manufacturing, achieving sustainable growth, and maximizing returns for our shareholders. In contrast, when we actively invest in distribution and digital initiatives, depreciation costs increase, which leads to a decrease in net income—the basis for dividends. To resolve the dilemma between proactive distribution and digital investments and shareholders' expectations for dividends, we have newly established the "Trusco Zentaku Dividend," based on the concept of "Shushazentaku," starting from the fiscal year ending December 2023.



\* Shushazentaku: When making decisions, instead of calculating gains or losses ("is it a loss or a profit?"), we ask ourselves, "is it right or wrong?" and "is it good or bad?" and choose what is right, disregarding profit-and-loss calculations, reflecting our company's philosophy.

4. If the determined per share annual dividend falls below the per share annual dividend for the previous business year, we will add a portion of depreciation (up to 10% of depreciation) for the relevant period to net income attributable to parent company shareholders and pay a dividend using a consolidated dividend payout ratio of 25%.



[Business Management Dept.]  
**Enhancing the ability of individuals and organizations to achieve greater convenience and address social challenges**

Director  
 General Manager of the Business Management Department,  
 Digital Service Strategy Department,  
 and Orange Book Department  
**Atsushi Kazumi**

As wholesalers of PRO TOOL, our mission is expanding with the growth of e-commerce and advances in distribution, leading to increased demand across a wide range of industries and markets—not just at manufacturing sites—and during disaster recovery situations. We will generate innovative ideas and enhance our ability to achieve them, thereby increasing corporate value.



[Product Department]  
**For our customers, taking on the challenge of creating new benefits**

Director  
 General Manager of the Product Department  
 Executive in charge of TRUSCO NAKAYAMA USA, INC.  
**Kazuo Nakai**

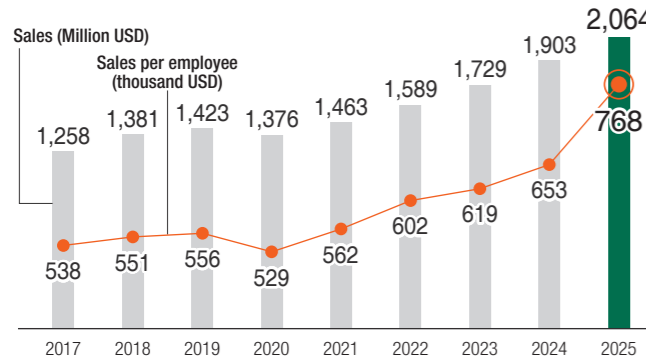
We will further strengthen our role as a procurement partner at manufacturing sites and aim for even greater leaps forward. By expanding into new categories and increasing the range of products we handle, we will continue to enhance our competitive product lineup. In addition, with a flexible mindset that goes beyond conventional frameworks, we will develop and adopt new products, striving to improve “convenience”, “safety”, and “customer satisfaction”. Amid the changing environment surrounding the market, we will consistently take on challenges with speed and responsiveness.

Initiatives and Results for the 63rd term (2025)

Mission for the 64th term (2026)

**Accelerating productivity improvement and solving social issues**

With automation through distribution and digital investment and enhanced systems, not only have sales performance expanded, but productivity per employee has greatly improved. The year saw accelerated efforts to reduce environmental impact through enhanced BCP initiatives and expanded NIAWASE + U-choku.



**Distribution center tours for individual shareholder customers**

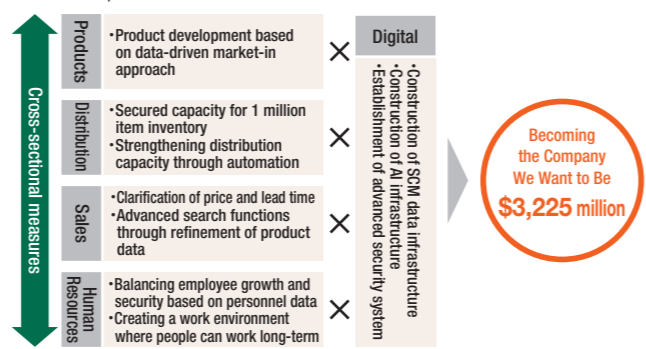
After a six-year hiatus since suspension due to COVID-19, we held a distribution center tour for individual shareholders. About 200 participants attended (P Osaka, P Saitama, P Aichi), and through the distribution center, which is the core of our business, gained a deeper understanding of our unique strategy.



Planet Osaka automated bucket warehouse (50 participants)

**Supply chain management toward sales of \$3,225 million**

In parallel with business growth, product procurement, transaction formats, and distribution volumes are all increasing. We will visualize the required capabilities for the supply chain across departments from a medium-term perspective, analyze gaps with the current situation, and strive to improve corporate capabilities by reviewing business processes.



**Building a company where challenge and (safety/peace of mind) coexist**

In April 2026, 122 new employees joined our company. Furthermore, starting last year, the retirement age has been raised to 68 years. At a company where employees spend much of their time, we strive to create an environment where everyone can work securely, and all staff can have ideas and take on challenges.



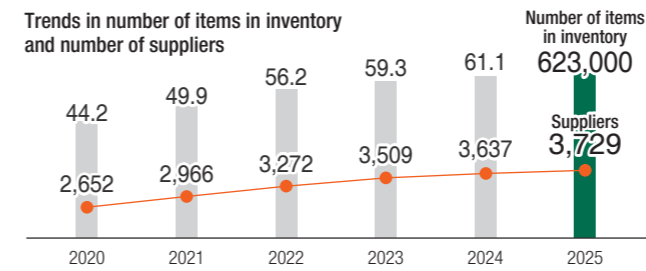
Company entrance ceremony in 2026 (122 new employees in 2026)

Initiatives and Results for the 63rd term (2025)

Mission for the 64th term (2026)

**Delivering a product lineup that helps solve our customers' challenges**

We have strengthened our product lineup to provide customers with “immediate access to the products they need”, based on information from our sales offices. We have stocked BCP-compliant items and heat countermeasure products experiencing a surge in demand that are useful in times of emergency, ensuring no shortages. The number of items in inventory increased by 12,000 from the previous fiscal year, reaching 623,000 items. Furthermore, based on feedback from users, we proactively developed new suppliers, expanding the number of suppliers to 3,729 companies.



**Market-oriented product adoption and development**

We quickly capture market needs and carry out planning unique to our company, as well as adopting and developing new products with customer-pleasing prices and specifications. The private brand Industrial Fans with new lineup additions saw sales grow to \$1.8 million (up \$0.9 million from the previous term). A special set combining Portable Power Stations with heating devices, which are in demand as disaster preparedness, was met with great acclaim.

TRUSCO Industrial Fans with a full lineup | Our original projects for top brand products



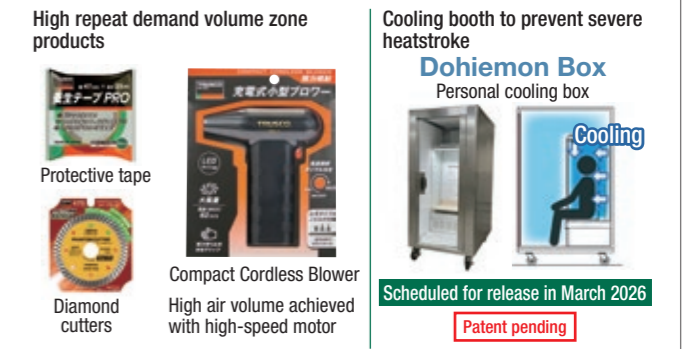
**Upgrading our service areas**

By expanding the range of products such as heatstroke prevention items, environmental sanitation supplies, and essential goods needed during disasters, we will further enhance our lineup of products that meet the high expectations and needs of our users.



**Creating market-competitive products**

We will further boost our market-oriented approach, globalizing procurement to enhance the product lineup in the volume zone. By strengthening the development of high-quality, cost-effective private-brand products, we are working to improve customer satisfaction. Furthermore, we aim to increase sales and improve profit margins by developing products that capture market needs without being constrained by conventional ideas.





[Distribution Department]

## Building a helpful, reliable distribution system that remains steadfast through change

Director  
General Manager of the  
Distribution Department

Tatsuya Nakayama

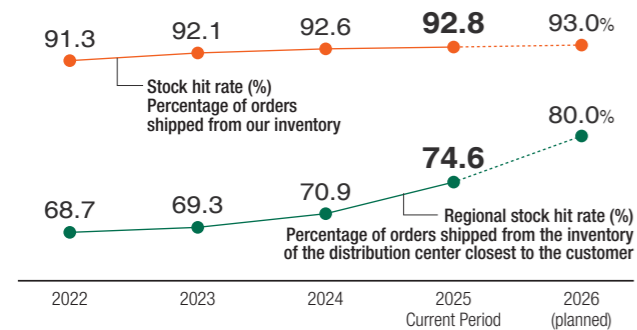
Because our company aims to be “Serving People and Society,” we strive to demonstrate our strength especially in difficult times such as disasters or supply chain disruptions. Additionally, as society undergoes major transformations, including population decline and accelerated decarbonization, we want to become an even more helpful presence. To be a reliable presence in any environment, it is essential to improve inventory and shipping capabilities, automate processes, contribute to decarbonization, and strengthen infrastructure for stable operation even in emergencies and periods of turmoil. We are working to build a distribution system resilient to change, aiming for logistics you can rely on also “in emergencies” and “in the future.”

### Initiatives and Results for the 63rd term (2025)

### Mission for the 64th term (2026)

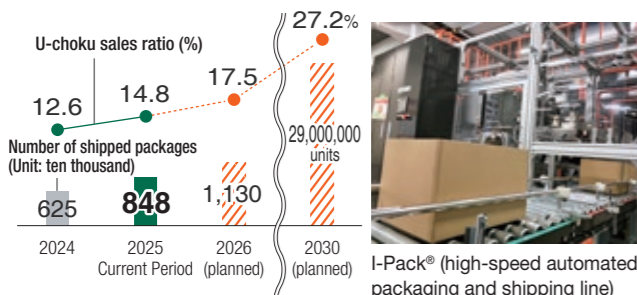
#### Expanding inventory for “TRUSCO has it”

“TRUSCO has it” is the essence of our convenience. By expanding the inventory at our distribution centers nationwide, the “regional stock hit rate”—the percentage of orders for which products were delivered from the inventory at the distribution center closest to the customer—increased from 70.9% in December 2024 to 74.6% as of December 2025.



#### Strengthening U-choku capabilities

The demand for NIAWASE (Plural Order Consolidation) and U-choku (Direct Delivery Service to Users) further expanded, with the number of U-choku shipments reaching 8.48 million units and sales amounting to \$306 million. To strengthen shipping capacity and promote eco-friendly distribution, we enhanced packaging facilities, improved processes, and renewed materials.



#### Building distribution capacity for 2030 and beyond

Along with increasing demand from customers for delivery, including U-choku, our responsibilities in the supply chain—addressing labor shortages due to population decline and responding to decarbonization—are also growing. Focusing on the new Planet Aichi, we will strengthen distribution capabilities, through initiatives including automation and expanding shipping capacity, with a view toward 2030 and beyond.



#### TRUSCO Distribution for emergencies

In times of disaster, supply chain disruptions, or emergencies involving customers or suppliers, we strive to be an entity that is truly helpful to people and society, especially in times of difficulty. We are working to strengthen inventory of disaster recovery support supplies and build systems for stable, uninterrupted operation, aiming for TRUSCO Distribution to be the most reliable choice “in times of emergency.”



[Orange Book Department]

## Improving convenience in procuring PRO TOOL and creating new business opportunities

Director  
General Manager of the Business  
Management Department,  
Digital Service Strategy Department,  
and Orange Book Department

Atsushi Kazumi

Even in the digital age, imagining “various manufacturing workplaces” makes it impossible to treat print and web platforms as entirely equivalent. We believe that it is up to users to choose which catalog media best suits their needs. By leveraging our overwhelming inventory for immediate delivery catalogs, we strive to enhance convenience for users and increase business opportunities for customers.

### Initiatives and Results for the 63rd term (2025)

### Mission for the 64th term (2026)

#### Returning to our roots: TRUSCO Orange Book 2025

Returning to our basic concept of product and inventory adoption linked with catalog publication, we published the Orange Book with 420,000 items (90% inventory ready for immediate shipment). Sales of the additional 210,000 catalog-listed items reached \$367 million (117% year-on-year), demonstrating the effectiveness of catalog listings.



Number of listed items: 420,000  
The total number of TRUSCO Orange Book sets published is about 150,000

#### Effectiveness of paper catalogs

210,000 items newly featured in the 2025 Orange Book (including re-listed and new listings)  
**\$367 million**  
(117% year on year)

#### Purchasing site for users TRUSCO Orange Book.Com CROSS is now operational

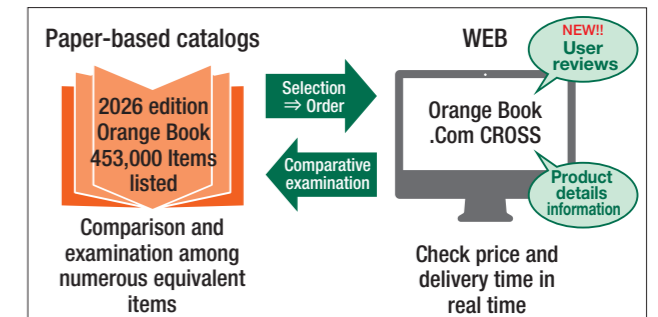
The purpose of the new service launched in March 2025 is to make product procurement easier for users and improve operational efficiency for customers. We improved functions such as ease of product comparison and real-time confirmation of prices and lead times.



Number of users: 6,924 locations  
Sales: \$12 million (as of end of 2025)

#### Strengthening the fusion of paper catalogs and e-commerce sites

Paper catalogs offer excellent overview, while EC sites allow customers to access more detailed product information, as well as check prices and delivery dates in real time, and complete their orders online. We will further reinforce the integration of both and enhance the User Review function.



#### TRUSCO Orange Book 2027 edition – New Categories (planned)

As part of strengthening advanced fields and new markets, we will work to expand our product lineup.

##### Space-related goods



##### Supplies for medical facilities





[Sales Department]  
Optimal, best-in-class services that address customer challenges and needs while consistently meeting expectations and building trust

Senior Executive Officer  
General Manager of the Sales Department  
Executive in charge of TRUSCO NAKAYAMA CORPORATION (THAILAND) LIMITED  
Executive in charge of PT. TRUSCO NAKAYAMA INDONESIA

Masashi Yamamoto

The environment surrounding our customers is changing rapidly every day, and the issues and needs required are becoming increasingly complex and diverse. We will further evolve our unique services that leverage our strengths, taking it as our mission to propose optimal and best solutions from the customer's perspective. By listening closely to our customers' voices and communicating our beliefs and stance thoroughly, and by uniting the powers of distribution, systems, and people, we will continue to meet customers' trust and expectations.

Initiatives and Results for the 63rd term (2025)

Mission for the 64th term (2026)

■ Accurately identify customer challenges and values, and work to strengthen functionality

**Factory Route** \$1,362 million (+7.2% year on year)

- Through our unique services such as "NIAWASE + U-choku" (Plural Order Consolidation + Direct Delivery Service to Users), "MRO Stocker," (Self-service shelves at customers' factories) "U-kuru" (Product Pickup Service for Users), "Naojiro," (repair service) etc., we proposed tailored solutions for customers and users based on their challenges, focusing on solving customer issues.
- By leveraging our product and distribution capabilities, we have created new business opportunities through collaboration with customers in industries we have not sufficiently served and by acquiring new customer segments.

**e-Business Route** \$496 million (+12.9% year on year)

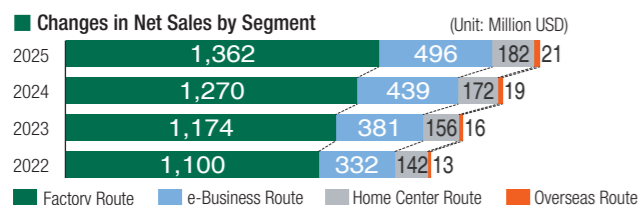
Accelerating system integration based on product data and inventory information has enabled each customer's site to further shorten lead times and provide one-stop procurement, increasing our market advantage.

**Home Center Route** \$183 million (+5.9% year on year)

Leveraging our abundant stock items and distribution capabilities, we promoted seamless collaboration between stores and online, and strengthened proposals for professional shops for craftsmen, thereby expanding our market share.

**Overseas Route** \$22 million (+12.0% year on year)

Our local subsidiaries improved lead times by expanding inventory of products matched to local needs, and strengthened competitiveness in export business by increasing convenience for customers with our wide assortment.



■ Proposing optimal and best services to our customers

The newly released membership site for users, "TRUSCO Orange Book.Com CROSS", streamlines procurement operations for users and customers, and also allows for multiple options for receiving products. Among those, "U-kuru" is a new procurement method where our stock products can be handed over in as little as 15 minutes—providing assurance in emergencies. In addition, we propose optimal services tailored to customer needs, such as "NIAWASE + U-choku" and "MRO Stocker."



Scenes of product pickup at U-kuru "Pickup lockers" available 24 hours a day

■ Disaster countermeasures leveraging our strengths

Spearheaded by the newly established BCP Response Promotion Section in the Sales Department, we are building a system to quickly procure the required products in emergencies by selecting disaster recovery support supplies, expanding inventory, publishing catalogs, and more. We also work together with customers to conclude disaster recovery agreements with local municipalities, aim to become a company that can be of service even during disasters, and build on that trust to generate new demand and expand sales.



Catalog featuring disaster recovery support supplies and examples of products



[Digital Service Strategy Department]  
Evolving supply chain with the connecting power of digital

Director  
General Manager of the Business Management Department,  
Digital Service Strategy Department,  
and Orange Book Department

Atsushi Kazumi

We do not treat digital technologies as something special, but use them as essential elements in our business activities. By connecting products, inventory, distribution, and people via digital technology and providing mechanisms that support the entire supply chain, we have worked to improve convenience for our customers and users. Going forward, we will enhance the sophistication of decision-making using data and AI, further strengthen security, and develop an environment where you can use our services with confidence. As a company that supports the social distribution infrastructure, we aim to continuously create value.

Initiatives and Results for the 63rd term (2025)

Mission for the 64th term (2026)

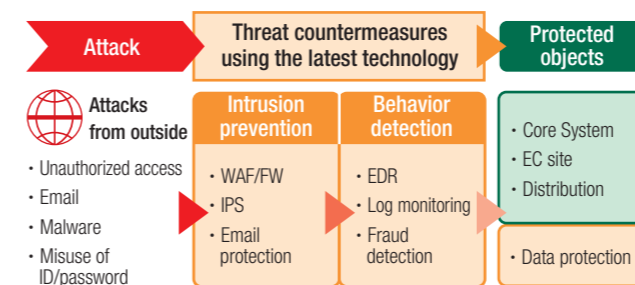
■ Improving purchasing convenience of the supply chain

With "TRUSCO Orange Book.Com CROSS," users can easily find the required products and purchase them through customers, reducing the workload on quotation and order tasks for both users and customers. Now, users can easily utilize our company's functions, such as choosing a delivery method, achieving further convenience.



■ Strengthening multi-layered defense against increasingly advanced threats

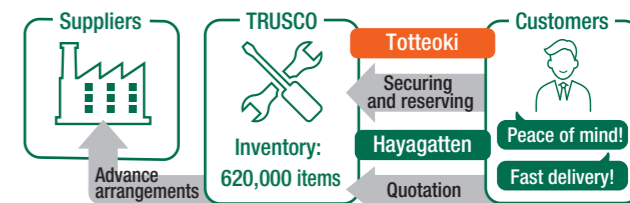
To defend against increasingly advanced and sophisticated cyber threats, our company continuously strengthens multilayered security measures. In addition to intrusion prevention and behavior detection using WAF\*1 and EDR\*2, we utilize backup protection and log analysis to rapidly identify and minimize impact.



\*1 WAF—Website Attack Defense System  
\*2 EDR—Endpoint Detection and Response System

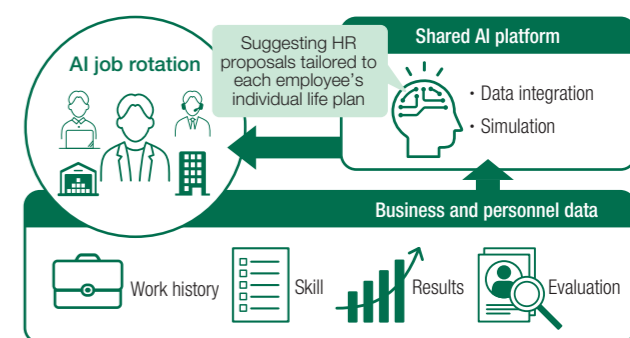
■ Creating new services with Inventory × Digital

- (1) Inventory reservation system "Totteoki"  
A service that allows users to reserve and secure necessary products in advance from an inventory of 620,000 items
  - (2) Quotation-based inventory arrangement linkage system "Hayagatten"  
A service that initiates inventory allocation when the quoted product is out of stock
- With these two services, we are creating an environment where users can comfortably access what they need, when they want it.



■ A management foundation evolving with data and AI

In 2025, a unified platform was established to centrally develop AI, enabling initiatives such as AI-based human resources to be achieved in a short period. We will utilize the common AI platform in combination with business data to advance the sophistication of business and service functions and speed up management decisions.



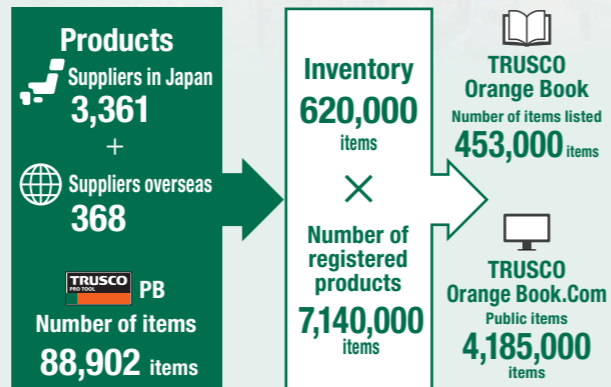
# Product Strategy

## Bringing Together a Full Line-up of PRO TOOL

PRO TOOL in general refer to subsidiary materials required by professionals at manufacturing sites such as factories and construction sites. We try to carry as many PRO TOOL products as possible. We offer an abundant product lineup to help customers expand their businesses.

### Product Strategy Key Points

- 01 3,729 domestic and overseas suppliers and an abundant product lineup of over 7.14 million items
- 02 Through five overseas subsidiaries, we source attractive professional tools from various countries
- 03 "TRUSCO" is the industry's first Private Brand (PB) developed from a unique perspective



## National Brand

### Providing a Broad Selection of PRO TOOL

We aim to provide many product options for those involved in manufacturing. In 2020, we lifted restrictions on handling only PRO TOOL items, and began handling items needed for general household use among those provided by existing suppliers. We have also introduced a system that automatically adopts frequently ordered products into inventory, accelerating item expansion.

In 2015, we opened the Germany office (Düsseldorf), followed by the Taiwan office, Thailand office, TRUSCO NA-KAYAMA USA, INC., and Hong Kong office as overseas product sourcing bases. We import attractive professional tools from various countries and are working to expand customer options.

**Suppliers**  
**3,729**  
(Domestic: 3,361 companies, overseas: 368 companies, countries and regions: 30)

**National Brand Product Sales**  
**\$1,729 million**  
(Domestic: \$1,670 million, overseas sourcing: \$58 million)

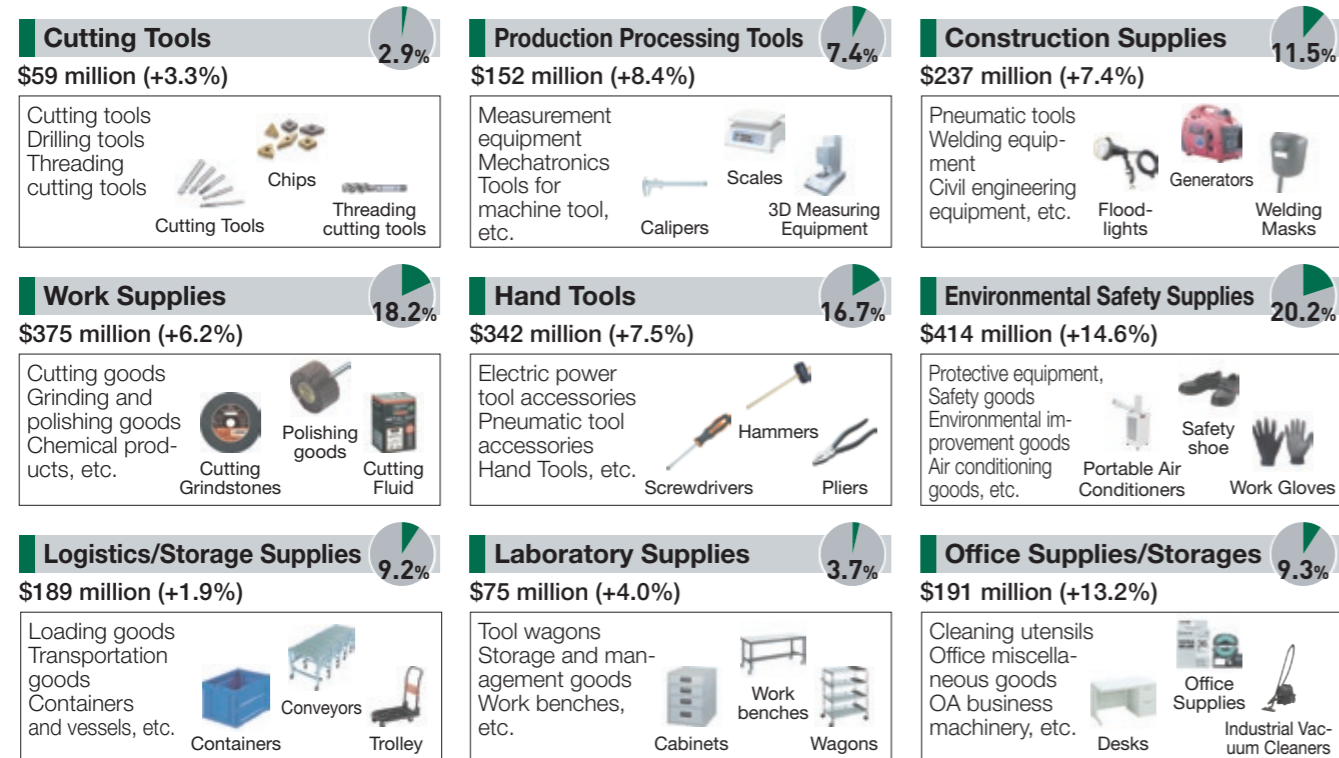


## Sales Constitution Ratio of Available Products

### An abundant line-up focused on MRO products (secondary materials used in factories)

To enable customers to source products in a one-stop manner, we have been expanding our lineup of "PRO TOOL," including consumables such as tools and gloves, year by year. The number of handled items has reached 7.14 million, of which 620,000 items are stocked at distribution centers. As for sales scale, the proportion is high for

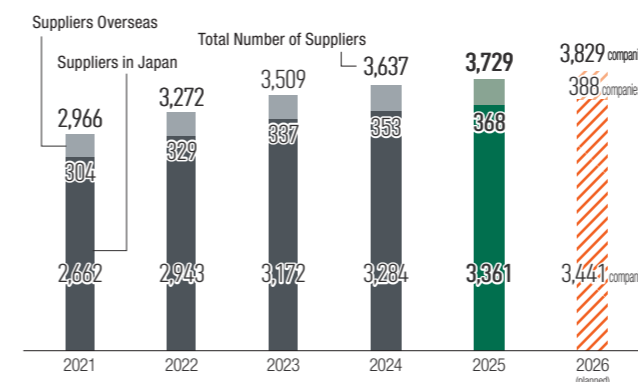
products meeting small-lot and immediate delivery needs, such as "Environmental Safety Supplies" (composition ratio 20.2%) including protective gear and air conditioning goods, and "Work Supplies" (composition ratio 18.2%) including cutting tools and chemical products.



### Strengthening expansion of Suppliers

There are numerous PRO TOOL required at manufacturing sites, and many suppliers remain both in Japan and overseas with whom we have not yet established business relationships. Through our company systems (P.46), we receive thousands of requests annually from suppliers, users, and customers for handling specific products, and we sequentially add highly requested items to our lineup. By maintaining inventory, we have established a structure to deliver more products to manufacturing sites.

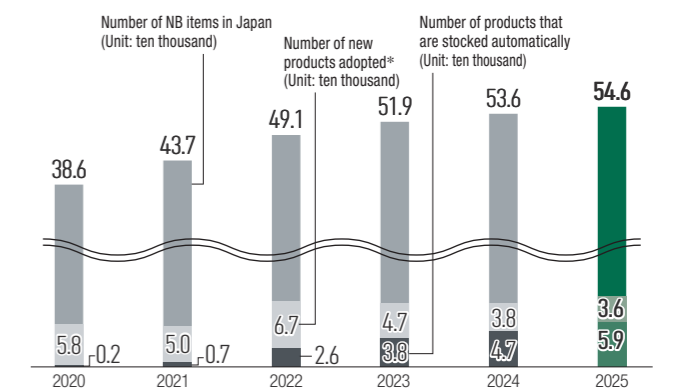
#### Change in Number of Suppliers



### "Automatic Product Stocking System" utilizing Digital technology

In addition to relying on the knowledge and experience of product department staff for product selection, we have introduced a system that automatically stocks inventory based on sales performance data. Business operations that once took up to a year have been shortened to three months, and by incorporating DX, we are advancing market-oriented product selection and accelerating inventory stocking tailored to local needs.

#### Changes in Number of National Brand (NB) Products in Inventory



\* The number of new products adopted refers to the number adopted in each single year.

## Bringing domestic and overseas PRO TOOL to manufacturing sites

### Information dissemination through radio programs

We promote products on the TBS Radio show “Kogu Daisuki” (Saturdays, 16:30–17:00) every week. Once a month, our employees appear on the show to introduce “TRUSCO” Private Brand products and overseas brand products.



Recording the program



Kogu Daisuki

### Information distribution via original content

On the “Sekai no PRO TOOL” website, our employees act as writers to publish articles that clearly explain the histories, stories, and features of various brands from around the world, promoting and sharing information about overseas products.



Sekai no PRO TOOL



Sekai no PRO TOOL

### Overseas Subsidiaries

#### Germany office (Europe: Suppliers 145 companies)

The Germany office is engaged in procuring high-quality brand tools created through Europe’s long history while also pioneering innovative products developed with a focus on the future.

#### Taiwan & Hong Kong offices (East Asia: Suppliers 145 companies)

The Taiwan and Hong Kong offices focus on developing the TRUSCO Private Brand in the global manufacturing hubs of China and Taiwan while also procuring NB Products across Asia.

#### Thailand office (Southeast Asia: Suppliers 18 companies)

The Thailand office is involved in developing the highly competitive TRUSCO Private Brand and procuring NB Products by taking advantage of the abundant supply of raw materials in Southeast Asia, a region undergoing economic development.

#### TRUSCO NAKAYAMA USA, INC. (United States: Suppliers 60 companies)

TRUSCO NAKAYAMA USA discovers and procures high value-added products with excellent durability that have supported the automotive industry for many years, especially in the USA, as well as ingenious products created through American DIY culture.



## A system for gathering customer requests

### Yattemasen List/Product Request Advertisements

We have a list of suppliers that we have rejected because they do not do what we are looking for and conduct supplier business development. Additionally, we publish advertisements to recruit new suppliers in the form of Product Request Advertisements in newspapers and on our website, similar to employee recruitment advertisements but for products.



Product Request Advertisements



We recruit for new suppliers through our website and advertisements



### User’s Voice

On the product search site “TRUSCO Orange Book.Com,” we have set up “User’s Voice” to collect feedback and requests regarding products, and based on these opinions and requests, we proceed with product adoption and improvement. Additionally, we are moving forward with product adoption based on over 3,000 annual opinions collected from the sales field, as well as direct feedback from users who have introduced the “MRO Stocker,” a tool cabinet designed for easy placement. We respond to each customer request, connecting them to new business opportunities.



User’s Voice

## TRUSCO Private Brand Products

### Aiming to be the PRO TOOL standard

In 1964, we launched the first Private Brand (PB) products in the industry. Since then, we unified the private brand (PB) product brands under the TRUSCO brand, aiming to make it a standard brand for working professionals, and have developed all the PRO TOOL required at manufacturing sites from a unique perspective.



### Improving the development process and brand image

In order to become the PRO TOOL standard, we make improvements from the product development process to the design stage. Products are being unified in a lean, functional design with a black and orange color theme, and packaging materials are being gradually switched to environmentally-friendly monochrome packaging that uses as little plastic as possible.



Komawarikun (New Model)  
Stock Number: MPK-6039-BK and more

Lean, functional designs with black and orange color themes



Compact Cordless Blower  
Stock Number: TED-1

### New product review meeting for original product development

Our company holds a new product review meeting once a month, attended by members including the president and other executives. In particular, highly original products are commercialized through this review meeting. Meeting participants examine not only functionality and cost but also how original the product is from a variety of perspectives.



Participants discuss various topics during a new product review meeting

### Products based on ideas from employees

The PB Request Box is a system for employees to propose ideas for new products. Approximately 17 new ideas are presented each month, some which lead to the creation of various unique PB products.



Use case



Product info



For Oricon 50 L  
Stackable Aluminum Cart  
Stock Number: TSALD-50

### Received multiple Good Design Awards

The Japan Institute of Design Promotion presents awards to products and services with superior design every year. TRUSCO has received Good Design Awards 28 times for many of its products including carts, air dusters, and hip roof tool boxes.



GOOD DESIGN  
(2025 Good Design Award winner)



Product info



Use case



Anti-Roll Guard Bar (Square Cross Section) 2.0 m  
Stock Number: GBMK-20

### We also deeply focus on quality control

We established the PB Quality Assurance Section for managing the quality of TRUSCO Private Brand products. We are striving to enhance quality with out-sources that include the plans to prevent recurrence when a deficiency occurs as well as product improvements.



Quality Assurance Acting Senior Supervisor Nahoko Yoshikawa, Acting Senior Supervisor Hisashi Nakauchi, Acting Senior Supervisor Naofumi Yoshimoto

# 3,729 manufacturers

Only some manufacturers are listed.

A-E	
A&D Company, Limited	[Balances/Scales]
ABB K.K.	[Electric Wiring Components]
ABC Trading Co., Ltd.	[Construction Materials (urethane foam, etc.)]
ACHILLES CORPORATION	[Films (Anti-Static, Flame-Retardant, Insect-Resistant, etc.)/Partitions]
ALINCO INCORPORATED	[Ladders/Transceivers/Aluminum Extrusions]
AM PRODUCTS, Inc.	[Absorbent Materials/Cleaning Supplies]
Amano Corporation	[Time Recorders/Floor Scrubbers]
ANEST IWATA Corporation	[Compressors/Paint Sprayers]
ANEXTOOL Co., Ltd.	[Screwdrivers/Screwdriver Bits]
Anker Japan Co., Ltd.	[Portable Power Stations]
AQUASYSTEM Co., Ltd.	[Pumps/Blowers/Flow Meters]
AS ONE CORPORATION	[Research Equipment/Work Gloves/Clean Room Supplies]
ASADA CORPORATION	[Tube Cutters/Threading Machines/Band Saws]
ASAHI KASEI ADVANCE CORPORATION	[Cloths/Protective Clothing]
Asahi Metal Industry Co., Ltd.	[Spanners/Sockets/Wrenches]
ASAHI SANGYO	[Welding Sheets/Tents]
Asahipen Corp.	[Paint/Paint Supplies]
ASICS Corporation	[Safety Shoes/Work Shoes]
ASOH Co., Ltd.	[Piping Fittings/Tubing/Valves]
ATOM CORPORATION	[Gloves/Rubber Boots]
Bell Star Abrasive Mfg. Co., Ltd.	[Abrasives/Grinding Wheels]
BIG DAISHOWA CO., LTD.	[Tooling/Chamfering Tools]
BLASTON Co. Ltd.	[Clean Room Supplies/Gloves]
Bosch Corporation	[Electric Power Tools (Compact Cutters, etc.)/Drilling Tools]
BURRTEC Co., Ltd.	[Sanitation Cleaning Products/Cup Brushes]
BURTLE CO., LTD	[Air-Conditioned Clothing/Work Clothing]
Car-boy Co., Ltd.	[Safety Cushions/Mats]
CEMEDINE CO., LTD.	[Adhesives/Repair Agents/Sealing Agents]
Chiyoda Tsusho Co., Ltd.	[Air Tubes/Piping Fittings]
CHUHATSU HANBAI Co., Ltd.	[Barrier Reels/Air Hose Reels]
CHUKOH CHEMICAL INDUSTRIES, LTD.	[Tapes/Tubes and Hoses/Conveyor Belts]
CKD Corporation	[Air Valves/Air Units/Solenoid Valves]
Cosmo Beauty Co., Ltd.	[Cleaning Agents/Hand Soap]
CUSTOM corporation	[Environmental Measurement Equipment/Anti-Static Products]
DAIDOHANT CO., LTD.	[Joint Fittings/Shackles/Wire]
DAIHEN Corporation	[Welding Machines/Plasma Cutters]
DAIKEN Co., Ltd.	[Sliding Door Roller Hangers/Roller Hanger Rails]
DAILITE CO., LTD.	[Tanks/Square-Shaped Tanks]
Dainichi Co., Ltd.	[Heating Equipment/Humidifiers]
DIATEX CO., LTD.	[Tapes/Masking Tapes]
DIC Plastics, Inc.	[Helmets/Containers]
DJI JAPAN	[Drones/Wearable Cameras]
DUNLOP HOME PRODUCTS, LTD.	[Gloves]
DuPont Toray Specialty Materials K.K.	[Greases/Pastes/Lubricants]
Earth Corporation	[Disinfectants/Insecticides]
EBS CO., LTD.	[Cloths/Paper Towels]
EcoFlow Technology Japan	[Portable Power Stations]
ELECOM Co., Ltd.	[Office Automation Products]
ELEPHANT CHAIN BLOCK CO., LTD.	[Chain Hoists/Hoists/Trolleys]
ENDO KOGYO CO. LTD.	[Balancers/Hoists/Spring-Loaded Motors]
ENGINEER INC.	[Diagonal Pliers/Pliers/Soldering Irons/Anti-Static Products]
ERECTA International Corporation	[Wire Shelves/Plastic Shelves]
EXEN CORP.	[Vibration Motors/Concrete Saws]
F-J	
FUJI GLOVE Co., Ltd.	[Gloves/Protective Equipment for Welding]
FUJI INDUSTRIAL TECHNIQUE CO., LTD.	[Pneumatic Grinders and other Pneumatic Tools]
FUJII DENKO CO., LTD.	[Safety Belts]
FUJIIMPULSE Co., Ltd.	[Sealers]
FUJISAWA KOUGYO Co., Ltd.	[Office Furniture]
FUJIYA Co., Ltd.	[Diagonal Pliers/Pliers/Allen Wrenches]
FUSO SEIKI Co., Ltd.	[Cooling Systems, Automatic Spray Guns]
GENTOS Co., Ltd.	[Flashlights/Headlamps/Lanterns]
Gifu Plastic Industry Co., Ltd.	[Containers/Pallets]
H.H.H. MANUFACTURING CO.	[Pulleys/Winch/Sling Clamps]
Hagihara Industries Inc.	[Sheets/Sandbags]
HAKKO Corporation	[Soldering Products/Static Electricity-Related Products]
HAKKO ELECTRIC CO., LTD.	[Heaters/Thermal Processing Machines]
HAKKO HANBAI Co., Ltd.	[Hoses/Specialty Tubing]
HAMMER CASTER CO., LTD.	[Casters]
Hasegawa Kogyo Co., Ltd.	[Ladders/Aerial Work Platforms]
Hashimoto Cloth Corporation	[Industrial Filters/Cloths]
HATAYA LIMITED	[Outlet-Equipped Retractable Extension Cords/Work Lamps/Floodlights]
HENKEL JAPAN LTD.	[Adhesives/Repair Agents/ Separating Agents]

HIKARI CO., LTD.	[Sign Plates/Safety Cushions]
HIOKI E.E. CORPORATION	[Insulation Resistance Testers and other Measuring Instruments]
Hitachi Global Life Solutions, Inc.	[Lighting Fixtures]
Honda Motor Co., Ltd.	[Generators/Engine-Driven Water Pumps]
HOUSE BM CO., LTD.	[Drilling Tools/Cutting Goods]
HOZAN CO., LTD.	[Soldering Products/Tweezers/Static Electricity-Related Products]
ICHINEN AXESS Corporation	[Work Tools]
ICHINEN TASCOCO CO., LTD.	[Fluorocarbon Refrigerant-Recovery Equipment/Vacuum Pumps]
ICOM INCORPORATED	[Transceivers]
IKURA SEIKI Co., Ltd.	[Hydraulic Punchers/Drill Presses/Welding Machines]
IMAO CORPORATION	[Clamps (for machine tools)/Machine Parts]
INABA SEISAKUSHO Co., Ltd.	[Storage Sheds/Garages/Office Chairs]
Industry Kowa Co., Ltd.	[Pain Brushes/Rollers/Industrial Brushes]
Innovex Co., Ltd.	[Vinyl Curtains/Aprons]
INOAC CORPORATION	[Plastics Materials/Silicone Rubber Sheets]
IRIS OHYAMA Inc.	[Office Supplies/Lighting Fixtures]
ISCAR JAPAN LTD.	[Cutting Tools/Drilling Tools]
ISHIHASHI SEIKO CO., LTD.	[Taps/Drills]
Ishikawa Seisakusho Corporation	[Resin Carts/Pressed Steel Carts]
ISHIZAKI ELECTRIC MFG. Co., Ltd.	[Sealers/Soldering Irons/Insect Traps]
ITW PP&F Japan	[Repair Agents]
Jackery Japan	[Portable Power Stations]
JAPAN GREEN CROSS, INC.	[Safety Signs/Valve Tags/Armbands]
Japan Vilene Company, Ltd.	[Air Conditioner Filters]
JEFOM Co., Ltd.	[Electrical Tools]
JOHMAN Corporation	[Absorbent Materials/Oil-Absorbing and Water-Absorbing Mats]
JVCKENWOOD Corporation	[Transceivers/Drive Recorders]
K-O	
Kajimeiku Co., LTD.	[Protective Clothing/Work Clothing]
KANETEC CO.,LTD	[Magnetic Products]
KANTOH Co., Ltd.	[Lifting Tables]
KARCHER JAPAN	[Cleaning Equipment/Cleaning Machines for Professional Use]
KATSUYAMA KIKAI, LTD.	[Winches/Casters/Roller Dollies]
KAWANISHI INDUSTRY Co., Ltd.	[Gloves/Protective Equipment/Protective Clothing]
KIKUCHI SHEET KOGYO Co., Ltd.	[Insulating Sheets/Vinyl Curtains]
KING JIM CO., LTD.	[Label Printers/Stationery/Office Supplies]
KINKI SEISAKUSYO	[Air Dusters/Piping Fittings]
Kito Corporation	[Chain Hoists/Chain Slings]
Ko-ken Tool Co., Ltd.	[Socket Wrenches]
Koki Holdings Co., Ltd.	[Electric Power Tools/Compact Cutters]
KOKUYO CO., LTD.	[Desks/Chairs/Stationery]
Komy Co., Ltd.	[Safety Mirrors]
KONISHI Co., Ltd.	[Adhesives/Repair Agents/Sealing Agents/Tapes]
Konno Corporation	[Hydraulic Jacks]
KONOE CO., LTD.	[Bolts/Nuts/Signs]
KOSHIN LTD.	[Pumps/Sprayers]
KOTOHIRA	[Air Showers/Dust Collectors]
Kowa Company, Ltd.	[Masks/Workplace Sanitation Products]
KUCHOFUKU CO., LTD.	[Air-Conditioned Clothing]
kuraray trading Co., Ltd.	[Masks/Zip Ties/Bag Closure Clamps]
KURE Engineering Ltd.	[Lubricants/Car Washing Products]
KURODA BRUSH Co., Ltd.	[Hand Brushes/Cup Brushes]
KYOCERA Corporation	[Cutting Tools/Solid Round Cutting Tools]
KYOMACHI Co., Ltd.	[Forklifts/Cast Iron Casters]
KYOTO TOOL CO., LTD.	[Tool Sets/Socket Wrenches/Vehicle Maintenance Tools]
Ledlenser Japan, Inc.	[Work Lamps/Flashlights]
LOBTEX CO., LTD.	[Cutting Goods/Socket Wrenches/Fastening Tools]
MAEDA SHELL SERVICE CO., LTD	[Dry Filters/Hammers]
Makita Corporation	[Electric Power Tools/String Trimmers/Vacuum Cleaners]
MARUWA CHEMICAL Co., Ltd.	[Gloves/Sandbags]
Maruyasu Kikai Co., Ltd.	[Conveyor Systems]
MARUZEN FABRIC & Co., Ltd.	[Bulk Lifting Bags/Belt Slings]
MASADA SEISAKUSHO Co., Ltd.	[Jacks/Roller Dollies]
Matsuura Industry Co., Ltd.	[Cold Packs]
MAX CO., LTD.	[Electric Power Tools/Nail Gun/Label Products]
MAX Corporation	[Gloves/Protective Clothing]
Maxell Izumi Co., Ltd.	[Hydraulic Punchers/Crimping Tools]
Maxell, Ltd.	[Tapes/Batteries]
MCC CORPORATION	[Threading Machines/Pipe Cutters]
Milwaukee Tool Japan GK	[Power Tools, Toolboxes]
MINITOR CO., LTD.	[Grinding and Polishing Goods/Micro Grinders]
Mitsubishi Chemical Infratec Co.,Ltd.	[Containers]
Mitsubishi Materials Corporation	[Turning and Milling Tools/Drilling Tools]
mitsugiron Co., Ltd.	[Safety Cones/Signs/Animal Repellent Products]
Mitsui Chemicals, Inc.	[Absorbent Materials]
Mitutoyo Corporation	[Measuring Tools/Form Measurement Machines]
Miyanga Co., Ltd.	[Drilling Tools (Core Drills, etc.)]
Mizuho Chemical Industries Co.,Ltd	[Bins/Polyethylene Tanks/Beakers]

Mizumoto Machine Mfg. Co., Ltd.	[Shackles/Chains]
Mizuno Corporation	[Work Shoes/Work Benches]
Mizushima Mfg. Co., Ltd.	[Door Mats/Rubbish Bins/Benches]
MOLDINO Tool Engineering, Ltd.	[Drills, End Mills]
Momentive Performance Materials Inc.	[Sealants]
MONOVATE Co., Ltd.	[Stainless Tanks]
Motoyuki Co., Ltd	[Tipped Circular Saw Blades/Diamond Cutters]
Muraki Ltd.	[Carbide Drill Bits/Grinding and Polishing Goods/Tooling]
MURATEC-KDS CORP.	[Tape Measures/Laser Devices]
MUROMOTO TEKKO CO., LTD.	[Air Nippers/Duct Cutters/Hoses]
Myzox Co., Ltd.	[Surveying Equipment/Flagging Tape]
NAIKI CO., LTD	[Office Furniture/Shelves/White Boards]
Nakamura Mfg. Co., Ltd.	[Calipers/Torque Products]
NAKANISHI INC.	[Carbide Bars/Grinding Wheels with Shafts/Files]
Nakanishi Metal Works Co., Ltd.	[Hand Pallet Trucks/Automated Warehouses/Electric Transport Carts]
NAKAO Co., Ltd	[Ladders/Scaffold Stands]
NAKATOMI Corporation	[Air Conditioning Equipment/Humidifiers]
New Registon Co. Ltd.	[Cutting Grindstones/Disc Paper/Carbide Bars]
Nichiban Co., Ltd.	[Tapes/Stationery Products/Adhesive Bandages]
NICHIDO IND. Co., Ltd.	[Floodlights/Work Lamps/Outlet-Equipped Retractable Extension Cords]
NICHIFU CO., LTD.	[Crimp Contacts/Crimp Sleeves]
NICHILAY MAGNET CO., LTD.	[White Boards/Signs]
Nihon Pisco Co., Ltd.	[Fluid Couplings/Tubing/Pneumatic and Hydraulic Equipment]
NIHONSEIKI Co., Ltd.	[Air Units/Solenoid Valves/Hydraulic Cylinders]
Niigata seiki Co., Ltd.	[Gauges/Micrometers]
Nikko Co., Ltd.	[Belt Conveyor Systems]
NIKKO STEEL WIRE ROPE MFG. CO., LTD.	[Wire Ropes/Slings/Load Binders]
NIPPECO LTD.	[Greases]
Nippon Filing Co., Ltd.	[Shelves/Pallet Racks]
NIPPON HOIST CO., LTD.	[Hoists]
NIPPON PAPER CRECIA CO., LTD.	[Cloths/Paper Towels]
NIPPON PLASTER CO., LTD	[Building and Interior Design Materials]
Nippon Pneumatic Mfg. Co., Ltd.	[Pneumatic Tools (Air Hammers, etc.)]
NIPPON POP RIVETS AND FASTENERS LTD.	[Electric Power Tools/Blind Rivets]
NIPPON RESIBON CORPORATION	[Cutting Grindstones/Disc Paper]
Nissa Chain Co.,Ltd.	[Shackles/Chains]
Nitoms, Inc.	[Tapes/Adhesive Rollers/Label Products]
Nitto Denko Corporation	[Tapes]
NITTO KOHKI CO., LTD	[Fluid Couplings/Electric Screwdrivers]
NOGAWATERS Ltd.	[Chamfering Tools/Threading Tools]
Noritsu Co. Ltd.	[Office Furniture]
NS TOOL CO.,LTD.	[Milling Tools]
O.H.INDUSTRIAL Co., Ltd.	[Hammers/Casters/Jacks]
OKAMOTO INDUSTRIES, INC.	[Gloves/Tapes]
OLFA CORPORATION	[Utility Knives/Scrapers]
Omikogyo Co., Ltd.	[Hole Cutters/Drills]
ORION Machinery Co., LTD.	[Precision Air Processors/Pumps/Chillers/Heaters]
OSAKA JACK CO., LTD	[Hydraulic Jacks/Hydraulic Pumps]
OSAKA KAKUTA KOGYO CO., LTD.	[Clamps/Hand Vices]
OSAKA SEIKAN Co., Ltd.	[Work Benches/Cabinets/Steel Wagons]
OSAKA TAIYU CO., LTD.	[Rotators/Drum Carriers/Pallet Turn Tables]
OSG Corporation	[Taps/Drills/End Mills]
P-T	
Panasonic Corporation	[Electric Power Tools/Lighting Fixtures/Batteries]
Panduit Corporation	[Electric Wiring Components]
Parker TAIYU, LTD.	[Hydraulic Cylinders, Air Valves, Solenoid Valves]
Pelican Products, Inc.	[Protector Case for Tools/LED Lights]
PiCa Corp.	[Ladders]
REX INDUSTRIES Co., Ltd.	[Threading Machine/Pipe Cutters/Tube Cutters]
Ridge Tool Company	[Hand Tools/Inspection Cameras/Threading Machine]
RIKEN OPTTECH CORPORATION	[Safety Glasses/Welding Equipment]
Saint-Gobain K.K.	[Cutting Grindstones/Grinding Wheels/Disc Paper]
Sakai Chemical Industry Co., Ltd.	[Bubble Wrap/Foam-Type Cushioning Materials]
Sandvik	[Cutting Tools/Drilling Tools]
Sankin Corporation	[Racks/Mesh Pallets/Bollards]
SANKO Co., Ltd.	[Containers/Pallets/Plastic Shelves]
Sanko Co., Ltd.	[Safety Belts/Evacuation Ladders/Fall-Prevention Hoists]
Sanko Techno Co., Ltd.	[Ankers/Drill Bits for Concrete]
Sanritsu-kiki Co., Ltd.	[Vacuum Cleaners]
Sanshin Metal Working Co., Ltd.	[Steel Racks/Pallet Racks]
SANWA SUPPLY INC.	[Office Automation Products]
Saraya Co., Ltd.	[Cleaning Agents/Sanitation Products/Hand Soap]
SDG Co., Ltd.	[Blowers, Environmental Measurement Equipment, Dust Collectors]
Seco Tools Japan KK	[Cutting Tools, Drilling Tools]
SEISANNIPPONSHA LTD.	[Polyethylene Bags]
SEKISUI CHEMICAL CO., LTD.	[Tapes/Pipe Fittings/Containers]
SHIGEMATSU WORKS CO., LTD.	
[Air Purifying Respirators/Chemical Protective Clothing/Personal Cooling Systems]	

Shin-Etsu Chemical Co., Ltd.	[Sealing Agents/Release Agents]
ShinFuji Burner co., Ltd.	[Gas Torches/Gas Burners/Emergency Supplies]
SHINKOGISEI CO., LTD.	[Rubbish Bins/Food Containers/Gardening Materials]
SHINKO Co., Ltd.	[Stainless Steel Work Benches/Stainless Steel Shelves]
Shinwa Rules Co., Ltd.	[Rulers/Tape Measures/Thermometers/Hygrometers]
Shizuoka Seiki Co., Ltd.	[Heaters/Dehydrators/Air Coolers]
SHOWA GLOVE	[Gloves]
Simon Corporation	[Safety Shoes/Leather Gloves/Protective Equipment for Welding]
SISIKU ADDKREIS CORPORATION	[Casters]
SMC Corporation	[Pneumatic Control Equipment/Hydraulic Equipment]
Snap-on Tools Japan K.K.	[Work Tools/Explosion-Proof Tools/Aircraft Tools]
ST PRO CORPORATION	[Industrial Deodorizers/Gloves/Lubricants]
SUGATSUNE KOGYO CO., LTD.	[Handles/Hinges/Door Closers]
SUGICO	[Food Containers/Laboratory Equipment]
Sugiyasu Co., Ltd.	[Lifting Tables/Hand Pallet Trucks]
SUIDEN CO., LTD.	[Industrial Fans/Vacuum Cleaners/Blowers]
SUIKO Co., Ltd	[Tanks/Square-Shaped Tanks/Safety Cones]
Sumico Lubricant Co., Ltd.	[Lubricant/Cleaning Agents/Anticorrosion Agents]
Sumitomo Electric Industries, Ltd.	[Cutting Tools/Drilling Tools]
SUPER TOOL CO., LTD.	[Plumbing Tools/Clamps/Overhead Cranes]
SUS Corporation	[Aluminum Frames]
Suzuki Kikoh Co., Ltd.	[Lubricants/Scissors for Industrial Use]
Taiyo Kogyo Corporation	[Steel Roller Conveyors/Motorized Pulleys]
Taiyo Seiki Iron Works Co., Ltd.	[Loading Goods/Scaffolding Equipment]
TAKAGI Co., Ltd.	[Water Sprinkler Equipment]
Tanizawa Seisakusho, Ltd.	[Helmets/Stretchers/Safety Belts]
TEIJIN FRONTIER CO., LTD.	[Masks/Disposable Gloves]
Tenna Corporation	[Storage Cases/Mesh Containers]
Terada Pump Manufacturing Co., Ltd.	[Pumps/Oil-Water Separators]
TERAMOTO CORPORATION	[Mops/Rubbish Bins/Toilet Supplies]
TERAOKA SEISAKUSHO CO., LTD.	[Tapes]
ThreeBond Co., Ltd.	[Adhesives/Lubricants/Cleaning Agents]
TJM Design Corp.	[Tapes Measures/Laser Rangefinders/Safety Belts]
Togawa Industry corporation	[Hoses/Painting-Related Products]
Tohnichi Manufacturing Co., Ltd.	[Torque Products]
TOKYO MEDICAL Co., Ltd.	[Sanitary Products/Masks/Antibacterial Products]
TOKYO SEIMITSU CO., LTD.	[Precision Measuring Instruments, Industrial Measurement Equipment]
TONE Co., Ltd.	[Tool Sets/Socket Wrenches/Pliers]
TOP KOGYO CO., LTD.	[Screwdrivers/Diagonal Pliers/Wrenches]
TOWA CORPORATION LTD.	[Gloves]
TOYO KOKEN K.K.	[Winches/Cranes/Hoists]
TOYO MATELAN Co., Ltd.	[Repair Agents for Construction and Interior Design]
TOYOTOMI CO., LTD.	[Oil and Electric Heaters/Fans]
TSUBOSAN FILE CO., Ltd	[Files]
Tsukasa Chemical Industry Co., Ltd.	[Sealing Machines/PP Strapping Bands]
TSURUMI MANUFACTURING CO., LTD.	[Submersible Pumps/High-Pressure Cleaners]
TUNGALOY CORPORATION	[Turning and Milling Tools/Threading Tools]
U-Y	
UHT Corporation	[Air Type Micro Grinder/Air Files]
ULVAC KIKO, Inc.	[Vacuum Pumps]
Unika Company Limited	[Drilling Tools/Fastening Tools]
UNION TOOL CO.	[Milling Tools]
UNIT SAFETY SIGNS CO., LTD.	[Safety Goods/Signs]
VESSEL CO., INC.	[Hand Tools/Driver Bits/Air Tools]
Vilene Create Co., Ltd.	[Masks/Cloths]
WAKITA Corporation	[Generators/Cleaning Equipment]
WAKOPALLET CO., LTD.	[Carts/Casters]
Wera	[Screwdrivers/Driver Bits]
Yaesu Musen Co., Ltd.	[Transceivers]
YAMABIKO CORPORATION	[Welding Machines/Generators/Cutters/Chainsaws]
Yamada Corporation	[Grease-Related Equipment/Diaphragm Pumps]
YAMAMOTO KOGAKU Co., Ltd.	[Safety Glasses/Face Shields/Dust Masks]
YAMATO SANGYO Co., Ltd.	[Oxy-Fuel Cutting Equipment/Industrial Pressure Regulators]
Yamato Scale Co., Ltd.	[Scales]
Yamato Scientific Co., Ltd.	[Research Equipment/Work Benches/Oscilloscopes]
Yamato Seitsoyo Corporation	[Grindstones]
Yamawa Manufacturing Co., Ltd.	[Spiral Fluted Taps/Hand Taps/Center Drills]
YAMAZAKI CORPORATION	[Cleaning Utensils/Floor Polishers/Flooring Supplies]
YODOGAWA ELECTRIC TOOL MFG Co., Ltd.	[Dust Collectors/Blowers/Bench Grinders]
Yodogawa Steel Works, Ltd	[Storage Sheds/Garages/Gratings]
YOKOHAMA OILS & FATS INDUSTRY CO., LTD.	[Cleaning Agents/Cleaners/Car Washing Products]
YOSHINO LIMITED	[Welding Equipment/Container Bags]
YUEI Co., Ltd.	[Casters]
YUTAKA MAKE Co., Ltd.	[Sheets/Ropes/Packing and Bundling Products]
Other	
3M Japan Limited	[Grinding and Polishing Goods/Protective Equipment/Tapes/Adhesives]

For each manufacturer, key products handled by our company are indicated in square brackets.

# Number of items in inventory: 623,582

As of December 31, 2025

## Cutting Tools (137,551 items)



## Production Processing Tools (60,185 items)



## Environmental Safety Supplies (65,829 items)



## Construction Tools (90,860 items)



## Work Supplies (50,755 items)



## Distribution/Storage Supplies (24,253 items)



## Hand Tools (142,368 items)



## Laboratory Supplies (14,106 items)



## Office/Household Supplies (37,114 items)



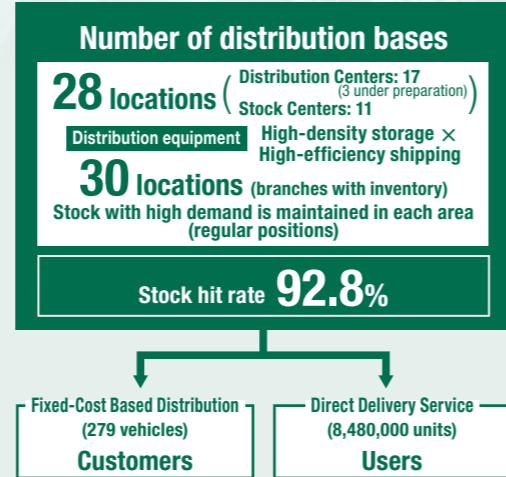
# Distribution Strategy

## Immediate delivery is the greatest service

We are evolving logistics by creating a nationwide distribution network, introducing cutting-edge logistics facilities, and taking other efforts to meet the request from our customers who want “Just what is needed, only when needed, only in the quantity needed.”

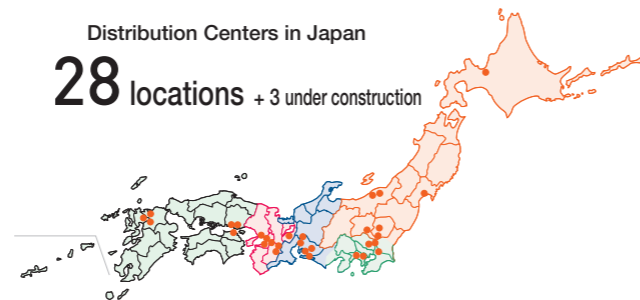
### Distribution Strategy Key Points

- 01** 28 distribution centers located throughout Japan (Preparation ongoing at 3 locations)
- 02** 623,000 items in stock even with the same function or similar functions
- 03** Prompt delivery through fixed-cost based distribution 279 delivery runs with each run made twice a day (136 third-party delivery runs/143 TRUSCO delivery runs)
- 04** Cutting-edge distribution equipment for high-density storage and high-efficiency shipping



## Distribution Network Spanning Japan

We have established distribution bases at 28 locations nationwide, to meet the need to procure “the right products” “in the quantities needed” “at the necessary time” at manufacturing sites. Believing that “Immediate delivery is the greatest service,” we have also built a system to provide the industry’s “fastest,” “shortest,” and “best” deliveries.



### Measures to Prevent Supply Interruptions During Disasters

Given that our inventory storage bases are located across Japan, should a certain region is affected by a disaster, other bases in different regions are able to provide backup. By stocking products nationwide, we hedge risks in the event of a disaster and also take initiatives to fulfill our supply responsibilities by continuing operations even during emergencies.

#### Distribution centers with seismic isolation equipment (5 distribution centers)

When the Great East Japan Earthquake occurred, Planet Tohoku was unable to ship products due to them falling from the shelves, even though many PRO TOOL were needed for disaster recovery. Based on this experience, the distribution centers built since the Great East Japan Earthquake are equipped with seismic isolation equipment as standard equipment so that we can fulfill our responsibility to supply customers even in times of disaster.

[Centers with seismic isolation equipment installed]

Osaka Saitama South Kanto Aichi HC East Japan Distribution Center



Seismic isolation equipment in Planet Saitama

#### Enhancing BCP measures to increase our level of social contribution during disasters

We also stockpile at least a six-month supply of products (118 items) such as generators, which are needed even in times of disaster, so that we can be of use to the community in times of emergency. In addition, we have built a system that supports other distribution sites even when a distribution line is cut, such as when disaster strikes a supply route, to reduce risk. We have entered into disaster recovery agreements and reached mutual consent with 36 municipalities.



Stockpile of items required during disasters

## NAKAYAMA Original Inventory System

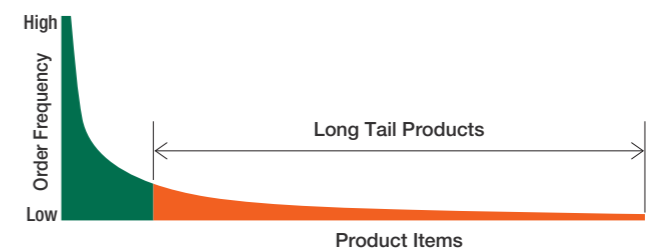
### Expanding our inventory using creative methods

Based on the belief that inventory is necessary for the convenience of our customers and for improving sales, we have developed our own approach to inventory - **NAKAYAMA Original Inventory Logic**. With this approach, we are expanding our inventory using creative methods to ensure that our customers always know that TRUSCO has what they need.

Conventional Thinking		NAKAYAMA Original Inventory Logic
Don't Stock Unsellable Inventory	→	<b>Inventory Sells</b> We believe we receive orders thanks to stocking the products our customers need rather than inventory that sells.
Emphasize Stock Turnover Rate	→	<b>Emphasize Stock Hit Rate</b> We believe the greatest barometer of our services is the stock hit rate that shows what percent of the total orders were fulfilled from stock to delivery. <b>Stock hit rate: 92.8%</b> (as of December 31, 2025)
Minimize Stock	→	<b>Inventory Energizes Growth</b> By expanding business with online shops and reducing the time and effort required to process orders, we have been able to reduce overtime work for our employees, which has been the driving force behind our Company's growth.

#### Keeping Long Tail Products in stock

We are able to provide immediate delivery for even long tail products that have a low order frequency. By stocking all colors and sizes regardless of what sells, we have created a one-stop environment for our products. As an example, we carry 51 sizes of single open-ended wrenches, ranging from those with a 5.5 mm opening up to 120 mm, and 22 varieties of monkey wrenches, all with the same overall length of 200 mm.



#### Stocking “Difficult-to-Deliver” Products

We refer to large and long products that are difficult to manage and ship as “Difficult-to-Deliver” products. We are able to meet all orders by actively stocking these products.



We also keep ladders approximately 12 meters in length in stock

#### Inventory of Manufacturer Catalogs

We keep catalogs from manufacturers so that we can deliver detailed product information to customers when they need it. As with products, our catalog inventory is managed using bar codes, which allows for more customer business opportunities.



We carry catalogs from around 730 manufacturers

#### Year-Round Inventory of Seasonal Products

Although seasonal products are typically sold out during the corresponding season, we keep more inventory than needed based on the idea that it is acceptable to have unsold units remaining in order to completely meet demand. As a result, summer season products can be sold even in winter, and the company now holds seasonal product inventory year-round.



Ability to supply even the last unit of a product during seasonal demand

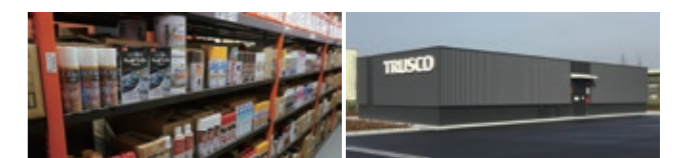
#### Establishment of Cut Depots Dedicated to Cutting Tools

We have set up cut depots that stock cutting tools, which are the greatest consumable in factories, at three distribution centers in Japan, making those products available for immediate delivery.



#### Enhancing safety by providing hazardous materials warehouses and product expiration date management

Due to stocking a large number of chemical products, we build hazardous material warehouses into our distribution centers. These warehouses are equipped with halon gas jets to extinguish fires and other systems for increased safety. In addition, products with quality assurance expiration dates are managed by a system that enables accurate and efficient management even when the number of product items increases.

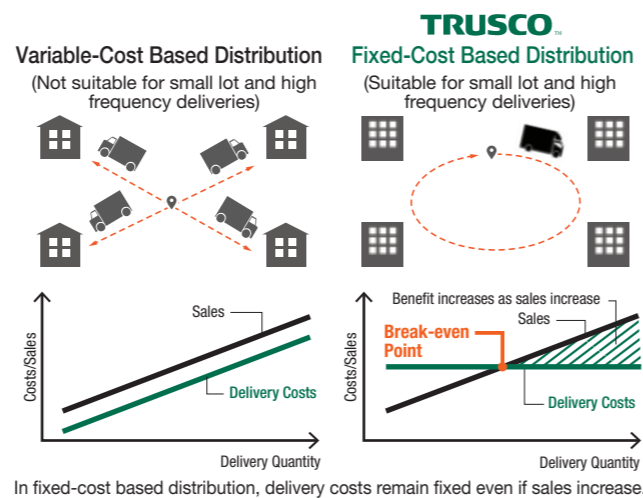


Hazardous material warehouse at Planet Saitama (approx. 284 m)

## Fixed-Cost Based Distribution

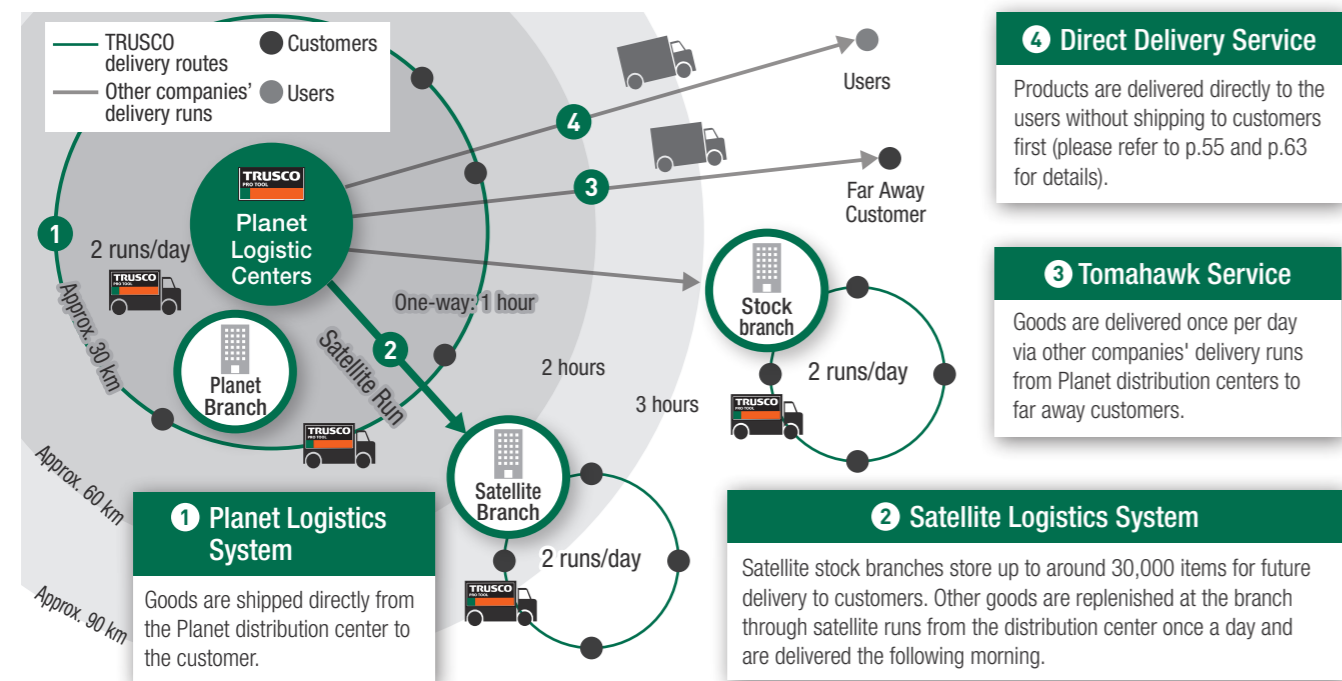
### A shipping method that allows us to provide small-volume shipments

To meet the need for “purchasing in small quantities, like just one or two items,” even if suppliers only sell products in bulk units, we hold stock ourselves, so we can deliver products starting from a single unit. With “Variable-Cost Based Distribution,” where each delivery is handled individually like a taxi, the delivery cost is proportional to sales. However, with “Fixed-Cost Based Distribution,” which operates on set routes like a bus network, delivery costs are fixed, so once the break-even point is exceeded, profits are generated. This system allows us to deliver up to two shipments per day to our customers free of charge. Additionally, when the wrong products have been ordered, etc., we can collect unopened stock items at no cost when deliveries are made. We also collect items requested to be repaired through Naojiro Repair Workshops (see p.64) when deliveries are made. With fixed-route deliveries, we can deliver products using containers without needing cardboard or other packaging materials, enabling eco-friendly distribution with a lower environmental impact.



### Routes that achieve immediate delivery (Planet & Satellite Distribution System)

Throughout Japan, TRUSCO has built delivery routes that trace planet-like orbits around our distribution centers. From this, we have named our distribution centers “Planets.”



### TRUSCO performs 51.3% of delivery runs independently

Since the delivery driver serves as our last point of contact with customers during deliveries, having employees that deliver products on time every day allows us to immediately hear about any problems customer may have and respond quickly. (Total: 279 vehicles / Charter: 136 vehicles, Company-owned: 143 vehicles) In addition, to develop a system where anyone can be involved in delivery operations, we cover the training costs for new employees to obtain a medium-sized vehicle license. Through this system, employees gain a deeper understanding of the significance of managing delivery operations in-house and have opportunities to experience and learn our original distribution strategy directly. In addition, by having direct contact with customers and being involved in delivery work, employees notice issues on-site, which leads to daily operational improvements, enhanced service quality, and promotes value creation companywide.



TRUSCO is making a shift toward making deliveries independently so that products are under our full control until delivery

## “NIAWASE + U-choku” (Order Consolidation + Direct Delivery Service)

### Solving the logistics challenges that lie hidden in PRO TOOL distribution

In this industry, it is not common for wholesalers to deliver products directly to users without shipping to customers first. Despite being a wholesaler, TRUSCO places products that a customer has ordered in one box (“NIAWASE” (Order Consolidation)) and deliver them directly to the user’s manufacturing site (“U-choku” (Direct Delivery Service)). By doing so, delivery times, packaging material amounts, shipping costs, and the environmental burden can all be reduced by half. It is a unique service that only we are capable of providing, made possible by our abundant inventory, state-of-the-art distribution equipment, and digital systems that support these capabilities, enabling us to handle high-mix, low-volume shipments.



SAS (Systema Streamer) for “NIAWASE” (Order Consolidation) – bundling together multiple orders [high-speed load assorting equipment]



I-Pack® (high-speed automated packaging and shipping line)

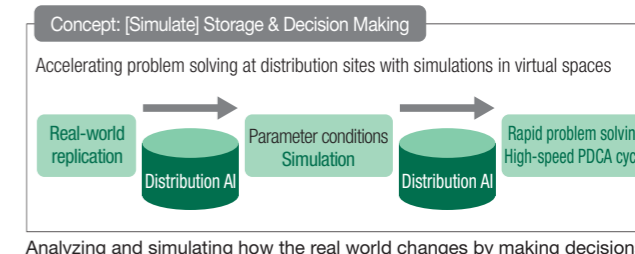


Image of packing after “NIAWASE” (Order Consolidation)

## Industry-academia collaboration (Nagoya University) initiatives

### Challenges for Digital Twins

By leveraging the expertise of Nagoya University, which is striving to create an environment where humans and intelligent machines are able to collaborate, we are accelerating advanced logistics by setting up demonstration areas within sections of distribution centers such as Planet Aichi. We are working to develop a simulation environment (“digital twin”) that reproduces the real world in a virtual space for rapid problem solving.



## Distribution centers scheduled to start operations

### Relocated HC East Japan Distribution Center (Sanjo City, Niigata Prefecture)



#### Overview

- Location: 431-2 Fukujimashinden Tei, Sanjo City, Niigata
- Access: 7 km from Tsubame-Sanjo Station (Joetsu Shinkansen Line) (15 minutes by car)
- Area of grounds: approx. 26,300 m<sup>2</sup>
- Floor area: approx. 48,338 m<sup>2</sup> (around once the size of Tokyo Dome)
- Building construction: Composite Construction (reinforced concrete pillars, steel beams) Seismic Isolation Structure
- Number of floors: Warehouse: 4 floors, Office building: 3 floors
- Completion: April 2026
- Start of operations: Scheduled for August 2026
- Design: Nikken Sekkei LTD.
- Construction: KAJIMA CORPORATION

### Newly constructed Planet Nagano (Suzaka City, Nagano Prefecture)



#### Overview

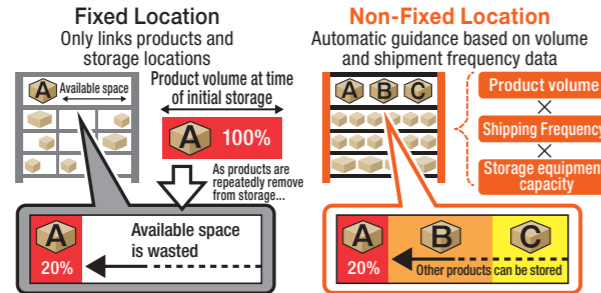
- Location: 1452-4,5 Nagasawa Inoue, Suzaka City, Nagano
- Access: 1 minute by car from Suzaka-Nagano-Higashi IC on Joshinetsu Expressway, 8 km (20 minutes by car) from JR Nagano Station
- Area of grounds: approx. 26,679 m<sup>2</sup>
- Floor area: 20,350 m<sup>2</sup> planned
- Building construction: Composite Construction (reinforced concrete pillars, steel beams) Seismic Isolation Structure
- Number of floors: Warehouse: 3 floors, Office building: 3 floors
- Completion: Scheduled for 2029
- Start of operations: Scheduled for 2029
- Design: Nikken Sekkei LTD.
- Construction: Taisei Corporation

# Introduction of a world-leading distribution system

We have introduced a variety of logistics equipment and facilities to promote labor saving and automation. By achieving high-density storage and highly efficient shipping/receiving, we continue to expand our inventory items and strengthen our immediate delivery system.

## Non-Fixed Location (Free Address) Inventory Management System

For inventory management, TRUSCO is replacing the fixed location method that assigns one location to one product with a **free location method** that fills the space opened by inventory depletion with a separate in-shipped product.



Capacity Efficiency Distribution Center where the technology was introduced

\* Work efficiency and storage capacity data used are figures from Planet Aichi (a distribution center with about 150 employees).

### 1 Automated Transport Robot

AMRs are used for pallet transfer, especially after receiving large items or large quantities of goods for which pallet transfer is a labor-intensive and time-consuming process. This contributes to a reduction of man-hours through labor savings.

Load carrying speed 3.6 km/h

Saitama Aichi

Explanatory video

### 3 Rotary stocker [Vertical Storage Carousel]

A shelf carousel that utilizes vertical space, enabling high-density storage of small and medium-sized products. Shelves circulate vertically to deliver required products right in front of workers, promoting labor saving and improved work efficiency.

Shipping capacity: 80 cases/h (per unit) 2x more storage capacity

Work efficiency Equivalent to work performed by 8 people

Hokkaido Tohoku North Kanto East Kanto Tokyo  
HC East Japan Nagoya Shiga Osaka Kobe Sanyo Kyushu

\* The above figures are based on Planet North Kanto.

### 2 GAS (Gate Assorting System)

This equipment for sorting products eliminates sorting mistakes by people, improving precision and speed. This is because the lid of the container where a product is to be placed will open (or a light will shine to indicate which container), prompting the worker to simply place products inside.

Sorting Capacity 200 product types/h

Work efficiency Equivalent to work performed by 60 people

Tohoku Saitama East Kanto  
Tokai Osaka Kobe

Explanatory video

### 4 Skypod® [A high-speed picking system capable of travel in three dimensions]

Compact robots capable of moving freely in all directions automatically transport at high speed densely stored containers with products to stations where staff are waiting. These help achieve improved work efficiency, labor saving, and increased productivity.

Shipping Capacity: 190 cases/h (per station)

3x more storage capacity

Work efficiency Equivalent to work performed by 19 people

Aichi

Explanatory video

### 5 AutoStore (high-precision storage system)

AutoStore maximizes space efficiency by stacking bins (containers) from the floor to near the ceiling. The use of robots to transport containers improves efficiency and reduces the amount of labor for loading/unloading work.

Shipping Capacity 120 shipments/h (1 station)

3x to 4x more storage capacity

Work efficiency Equivalent to work performed by 66 people

Tohoku Saitama  
North Kanto South Kanto Aichi

Explanatory video

### 6 Automated long pallet warehouse

This automatic warehouse can accommodate products up to 2 meters in length. This allows storage in half the space compared to fixed racks, and since shipping/receiving also becomes stationary work, it also helps to improve storage efficiency and productivity.

Shipping Capacity 40 shipments/h (1 station)

3x more storage capacity

Work efficiency Equivalent to work performed by 16 people

Aichi

### 7 Automated bucket warehouse

Automated bucket warehouses utilize buckets (containers) for high-density storage of small- and medium-sized goods, each having relatively low inventory volumes. Cranes are used to automatically transport the buckets. Using automated bucket warehouses allows us to increase inventory density, reduce the amount of labor for loading/unloading work, and improve loading/unloading work efficiency.

Shipping Capacity 115 shipments/h (1 station)

3x more storage capacity

Work efficiency Equivalent to work performed by 35 people

Tohoku Saitama East Kanto South Kanto  
Tokai Aichi Shiga Osaka Kobe Kyushu

Explanatory video

### 8 Butler® [Automated conveyance robots]

Automated conveyance robots lift shelves and transport them to workers. This reduces workers' time spent walking and raises the efficiency of loading/unloading.

Shipping Capacity 70 shipments/h (1 station)

Storage capacity: 2-3 times higher

Work efficiency Equivalent to work performed by 18 people

Tohoku Saitama

\* Independent estimate based on TRUSCO inventory items.

\* The above figures are based on Planet Saitama.

Explanatory video

### 11 Cross-belt sorter [High-speed sorter]

Connected carts travel along rails while rotating belts to the left and right to sort and insert loads. This increases the input speed of collapsible containers into the shuttle rack.

Sorting capacity: 9,400 containers/h

Aichi

Explanatory video

### 9 Automated pallet warehouse

In our automated pallet warehouses, large and heavy goods are stored on pallets. Large-size cranes are used to automatically transport goods, making it possible to perform tasks fast.

Shipping Capacity 40 shipments/h (1 station)

3x more storage capacity

Work efficiency Equivalent to work performed by 30 people

North Kanto Saitama East Kanto  
HC East Japan Aichi Sakai STC

Explanatory video

\* STC (Stock Centers) is an abbreviation for our distribution centers.

### 12 Shuttle rack [high-speed load assorting equipment]

This high-speed NIAWASE (Order Consolidation) equipment for automated warehouses can simultaneously perform NIAWASE (Order Consolidation) and sort goods for multiple orders. This helps to reduce the work involved in sorting and transporting.

Sorting capacity of 9,400 containers/h

South Kanto Aichi

Explanatory video

### 10 Electric moving pallet racks

Movable pallet trucks reduce the number of passageways and expand storage space within warehouses. It increases the storage efficiency of large and heavy goods.

2x more storage capacity

Saitama East Kanto  
South Kanto Tokai Shiga  
Kobe Sanyo

Explanatory video

\* The above figures are based on Planet Saitama.

### 13 SAS (Systema Streamer)

This high-speed NIAWASE (Order Consolidation) equipment for automated warehouses can simultaneously perform NIAWASE (Order Consolidation) and sort goods for multiple orders. This reduces the work and time involved for sorting and transport.

Sorting capacity of 1,800 containers/h

Tohoku Saitama East Kanto  
Tokai Osaka Kobe

Explanatory video

\* The above figures are based on Planet Saitama.

### 14 I-Pack® [High-speed automated packaging and shipping line]

I-Pack places delivery slips inside packages and handles packaging as well as labeling all at high speeds. Automation leads to shorter packing time and better quality, the keys to our Direct Delivery Service (see p.55 and p.63).

Packaging capacity Maximum of 720 packages/h per line

Work efficiency Equivalent to work performed by 72 people

Tohoku Saitama East Kanto  
Tokai Aichi Osaka

Explanatory video

\* Planet Osaka and Kyushu have also introduced BOS-Line [semi-automatic packaging machine]

### 15 Just fit BOX® (Automated Boxing Machine)

This system reads the three linear dimensions of irregular-shaped items, which are difficult to pack, and creates a box to fit its size. It is effective in improving work efficiency and packaging quality, as well as reducing material usage.

Packaging Capacity 120 packages/h

Work efficiency Equivalent to work performed by 10 people

Tohoku North Kanto Saitama East Kanto  
Tokai Aichi Osaka Kobe Kyushu

Explanatory video

### 16 Palletizing robots

Palletizing robots are robots that perform loading and unloading operations. Mainly used for sorting products packed with I-Pack®, achieving labor-saving, greater accuracy, and improved work quality.

Sorting Capacity 300 product types/h (per robot)

Saitama

Explanatory video

\* The above figures are based on Planet Saitama.

Note: The above figures are based on Planet Saitama.  
DAS (Digital Assorting System) introduced at Planet South Kanto.



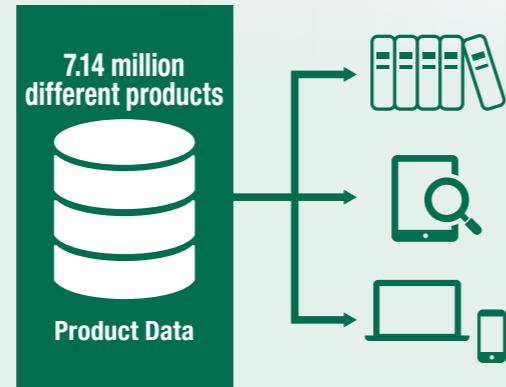
# Catalog Media Strategy

## Providing useful information to professionals

Catalog media needed by the manufacturing industry vary greatly according to the times. We aim to provide the highest level of convenience in tool procurement in order to respond to any situation.

### Catalog Media Strategy Key Points

- 01 Product data on 7.14 million items for expanding customer business
- 02 TRUSCO Orange Book, the Great Dictionary of Monodzukuri makes it very easy for user to search for products
- 03 TRUSCO Orange Book.Com is a website that allows users to search for products that we offer and obtain up-to-date product data



## TRUSCO Orange Book

### TRUSCO Orange Book - "Great Dictionary of Monodzukuri" used at various manufacturing sites

Paper catalogs are often used to select products when smartphones and computers with external connections are prohibited at manufacturing sites. To enable efficient product selection even in environments without Internet access, our catalogs are designed with a layout that clearly displays product information at a glance with various icons, such as delivery time information, information on popular products, supporting streamlined product selection and procurement.

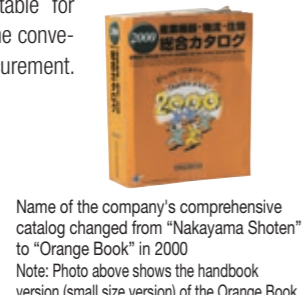
TRUSCO Orange Book 2026  
 Number of items listed: Approx. **453,000** items  
 Inventory items: Approx. **412,000** items  
 Manufacturers listed: Approx. **2,677** companies  
 Page count: **19,200** Weight: **26.7** kg  
 Price: **\$121** (excluding tax) Number of sets printed: **130,000** sets

### Providing tools suitable for manufacturing sites

It all began with our company's first product catalog "Nakayama Shouhou" ("Nakayama Business Bulletin"), published in 1964. At that time, there were no catalogs that combined products from multiple manufacturers, and it was the first product catalog in the industry that provided users with real convenience. Currently, in addition to catalog functions and web product search functions, we also provide tools suitable for various monodzukuri sites, improving the convenience of PRO TOOL searches and procurement.



The idea for the catalog was born from the concept that it would be more convenient for users if the catalogs of each manufacturer were consolidated and prices as well as part numbers were integrated.



Name of the company's comprehensive catalog changed from "Nakayama Shoten" to "Orange Book" in 2000  
 Note: Photo above shows the handbook version (small size version) of the Orange Book.



### Easily purchase items listed in the Orange Book via the web

From "TRUSCO Orange Book 2026," an ID for registering with the new TRUSCO Orange Book.Com CROSS purchasing site for users is now included, making it even smoother for users to purchase Orange Book-listed products.



Get an ID for "TRUSCO Orange Book.Com CROSS," which makes registration easier for new users!

TRUSCO Encyclopedia for "Monodzukuri" **Orange Book.**

## TRUSCO Orange Book.Com

### Product search site listed all the information users need to acquire PRO TOOL

A comprehensive website where users can search for products, place orders, and receive quotes. Site members can request quotes for products, place orders, and submit return requests 24 hours a day, and even check inventory in real time. Additionally, information on the products we handle as well as SDS forms (Safety Data Sheets), schematics, and other data can be downloaded from the site. Each product page has a "User's Voice" section that allows users to submit improvement requests directly. We also have a system in place to reflect user feedback in product development.



The number of items listed on TRUSCO Orange Book.Com is increasing daily

TRUSCO **Orange Book.Com**  
 Search and information website for PRO TOOLS.

TRUSCO Orange Book.Com  
 Number of items listed:  
 Approx. **4,185,000** items  
 Inventory items:  
 Approx. **623,000** items



TRUSCO Orange Book.Com

## Catalogs that fit diversifying sales channels

### Characteristics of each type of Catalog Media

We aim to provide highly convenient tools that cater to the diverse needs and circumstances of customers and users.

	Perspicuity	Searchability	Up-to-dateness	Specialized information
<b>Paper-based catalogs</b> TRUSCO Orange Book and TRUSCO Orange Book Junior	◎	○		
<b>Digital catalog</b> TRUSCO Digital Orange Book	○	○		
<b>Product search site</b> TRUSCO Orange Book.Com		◎	◎	
<b>Various catalogs for different purposes</b> TRUSCO Construction Tools BOOK, BCP Support NAVI, and more	○			◎

### TRUSCO Orange Book Junior

This catalog features details of the top selling item from every product category in a single book.  
 2026 edition  
 Pages: 1,504 (A4 size)  
 Number of items listed: About 43,000  
 Number of manufacturers listed: 1,043  
 Price: \$12 (excluding tax)  
 Note: A Thai version as well as a version for the Indonesia market (2020-2021 version) have also been published.



TRUSCO Orange Book Junior  
 Digital catalog

### TRUSCO PRO TOOL MAGAZINE ICHIOSHI

This catalog magazine features up-to-date information on items recommended by manufacturers.  
 2026 edition  
 Pages: 242 (A4 size)  
 Number of items listed: 296 items  
 Number of manufacturers listed: 280  
 Price: \$3 (excluding tax)  
 The year in parentheses denotes the year the person was featured on the front cover.  
 Mari Watanabe (2019), Rie Tanaka (2020)  
 Shop Floor Professionals (2021), Osamu Suzuki (2022)  
 Kentaro Ohyama (2023), Akihiko Nikkaku (2024)  
 Masataka Nashida (2025), Naoko Yamazaki (2026)



TRUSCO PRO TOOL MAGAZINE ICHIOSHI  
 Digital catalog

### BCP Support NAVI

This catalog lists necessary products for preparedness and use in the event of a disaster, organized by usage scenarios.  
 Pages: 72 (A4 size)  
 Number of items listed: 786 items



BCP Support NAVI  
 Digital catalog

### TRUSCO Construction Tools BOOK

This catalog features a lineup of PRO TOOL required for construction and other work sites.  
 2026 edition  
 Pages: 708 (A4 size)  
 Number of items listed: About 17,500  
 Number of manufacturers listed: 644  
 Price: \$6 (excluding tax)  
 Note: The cover is UV laminated for improved water and weather resistance. This means that you can even use it at work sites without worrying about it getting damaged.



TRUSCO Construction Tools BOOK  
 Digital catalog

### COCOMITE

A guidebook for PRO TOOL, COCOMITE features basic product knowledge, simple explanations of points for selecting products, and more.  
 Vol.3  
 Pages: 964 (B5 size)  
 Price: \$16 (excluding tax)  
 \* An English version of this publication titled COCOMITE UNIVERSAL is also available.



COCOMITE  
 Digital catalog

### Other publications

In addition to the above publications, we produce a variety of purpose-specific catalogs such as COOL NAVI, Winter NAVI, safety shoes/work shoes for shop floors, and gloves for shop floors. For details, please see the TRUSCO Digital Library.



TRUSCO Digital Library

# Sales Strategy

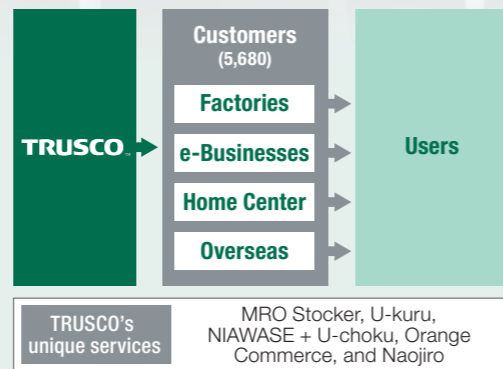
## Solving issues faced by customers

By accurately grasping the changing issues and values of our customers, we provide services suited to the characteristics of each route by utilizing products, logistics, Catalog Media, and digital services, working to solve the issues faced by our customers.

From left: Internet Sales Osaka Branch – Naotaka Minami, Miyu Yanagi, Branch Office Manager Hitoshi Chuurei, Takashi Yamamoto

### Sales Strategy Key Points

- 01 Establishment of four sales channels tailored to the characteristics of each industry
- 02 700 sales representatives at 60 sales locations nationwide dedicated to solving customer issues
- 03 MRO Stocker, “NIAWASE + U-choku” service, etc. are provided to enhance customer convenience



## Four sales routes

### Factory Route

Machinery Tool Dealers, Welding Material Dealers, etc. **4,868 companies** **\$1,362 million** Manufacturing Industry, Construction-related Businesses, etc.

**Meeting the ever-changing needs of our customers with our diverse services and sales capabilities**

This route is for facilitating business with customers in a wide range of industries, such as machine tool dealers who carry equipment used at factories and work sites, welding material dealers, electrical equipment dealers, and plumbing equipment dealers. By having sales offices throughout Japan, we are able to respond quickly to any problems and meet the diverse needs of customers by providing optimal services.



Achieving community-based sales support throughout Japan (Tokyo Branch Chikara Hongo)

### e-Business Route

Online Shops, etc. **202 companies** **\$496 million** Manufacturing Industry, General Consumers, etc.

**Providing services required for e-business by utilizing digital technology**

We are developing business for e-commerce companies that sell products via the Internet and developing business for centralized purchasing that links the purchasing systems utilized by users with our electronic catalog, Orange Commerce (see p.64). Measures including linking data in real time improves the purchasing efficiency of customers.



Supporting efficiency of user procurement (from left: Internet Sales Tokyo Branch Yuuri Ueda, Toshiki Shintani, Eri Itonaga)

### Home Center Route

Home Centers, Pro Shops, etc. **111 companies** **\$182 million** Outdoor Work, General Consumers, etc.

**Supporting businesses that integrate physical and online businesses**

The route for doing business with home centers and pro shops throughout Japan. Through this route, we are engaged in a variety of initiatives, including providing product proposals that respond to changing market needs, efficient delivery, and support for omni-channel services that link together stores and e-commerce sites.



TRUSCO booth at JAPAN DIY HOME CENTER SHOW 2025

### Overseas Route

Overseas Dealers, etc. **499 companies** **\$21 million** Overseas Manufacturing Industry, etc.

**Conducting business overseas by leveraging our unique strengths**

The route for business with overseas subsidiaries of domestic customers and customers dealing with local machinery tools. Through our local subsidiaries in Thailand and Indonesia, TRUSCO contributes to the development of manufacturing in those regions by taking advantage of our strengths, such as providing catalogs and inventory for those local markets. In addition, we sell products to 20 countries and regions.



100,000 copies of the TRUSCO Orange Book Digest (overseas version of TRUSCO Orange Book) are available in English, Chinese, and Thai

## Sales ((SSL (Sales & Solutions)/SSP (Sales & Support))

### Solving issues faced by customers

We provide a range of unique services by utilizing management resources—such as products, distribution, catalog media, and digital—at 60 sales branches nationwide. These include procurement tools like the TRUSCO Orange Book, the MRO Stocker (for tools-on-hand service modeled after pharmaceutical cabinets), “NIAWASE + U-choku” (Order Consolidation + Direct Delivery Service), “U-kuru” (product pickup service for Users), and our specialized repair service “Naojiro.” Through a diverse range of services leveraging management resources, we aim to address the challenges faced by customers and users, such as shortening delivery times for PRO TOOL procurement, improving operational efficiency, and reducing environmental impact.

#### SSL (Sales & Solutions)

We identify our customers’ ever-changing issues and values through daily sales activities, and strive to continuously be of help to them by proposing optimal solutions catered to each customer.



SSL (Sales & Solutions) (Internet Sales Tokyo Branch Yuma Ishii)



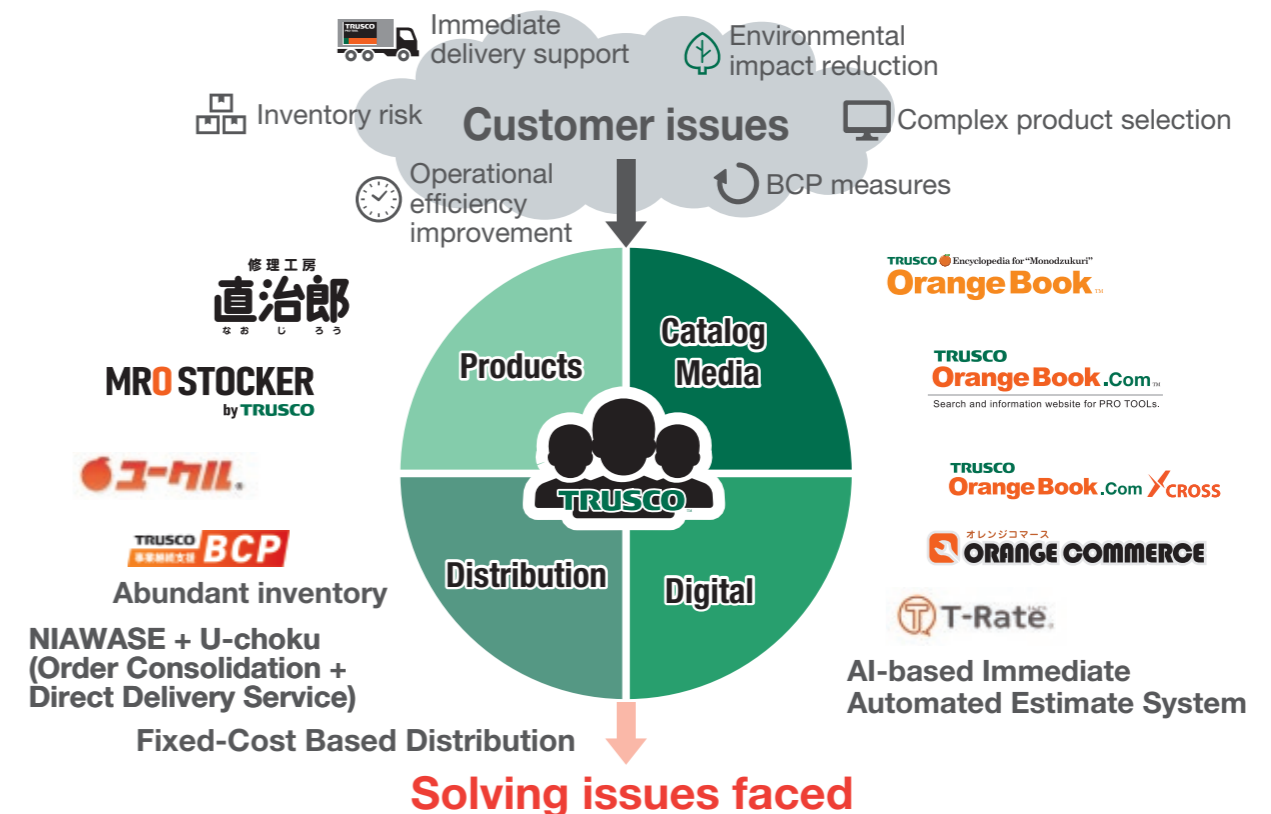
SSP (Sales & Support) (MRO Supply Tokyo Branch Riko Nakanishi)

#### SSP (Sales & Support)

This team makes product proposals and conducts price negotiation as the “office work” sales team performing sales activities inside the company. It promptly and accurately responds to customer requests.

Sales Branches in Japan **60**      **259** SSL (Sales & Solutions) staff      **441** SSP (Sales & Support) staff

### Exclusive services for problem-solving



### Solving issues faced

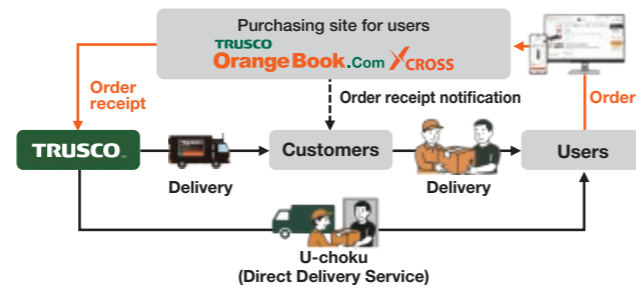
We aim to solve the challenges faced by our customers and users in the procurement of PRO TOOL, by leveraging our company’s assets.

## Search and purchasing site for users – TRUSCO Orange Book.Com CROSS

TRUSCO Orange Book.Com CROSS

### An EC site that significantly streamlines procurement operations

“TRUSCO Orange Book.Com CROSS” is a search and purchasing site for users, designed to enhance the efficiency of the entire supply chain by strengthening its functions. It allows users to easily find the products they need and purchase them at any time via trusted distributors. Along with abundant product information, the platform also provides suggestions for equivalent and similar items, making product comparison and search smooth and efficient. Furthermore, users can instantly check prices, stock status, and delivery dates, greatly reducing the workload of traditionally analog tasks such as ordering and quoting. Users can also choose from multiple product pickup methods according to their situation. When users place an order for products, the data is seamlessly linked to suppliers end-to-end, working as a digital platform that optimizes the entire supply chain with minimal hassle and stress.



**620,000 items inventory**

Fastest delivery from an inventory of over 620,000 items

**Easy to order**

Real-time pricing and delivery time information

**Various delivery options**

- U-choku: Deliveries made by delivery company
- Retailer-based delivery
- U-kuru: Goods are picked up at our distribution locations

Number of registered users **6,924** accounts

## U-kuru (product pick-up service for users)



### U-kuru allows users to pick up products at 56 locations throughout Japan

U-kuru is a service that allows users to pick up products at our inventory bases. By using TRUSCO Orange Book.Com CROSS, users can place orders while keeping payments routed through their distributor, just as before. As ordered products can be picked up in as little as 15 minutes, this not only shortens delivery lead times but also helps customers reduce delivery operations and shipping costs. Even outside business hours, customers can pick up their orders 24 hours a day via the pick-up lockers available at inventory locations. As with the Direct Delivery Service, it also contributes to environmental conservation by reducing packaging materials and CO<sub>2</sub> emissions during transport.



Scan here for details



A user picking up an item ordered via U-kuru



A user seen trying on safety shoes



Using the pickup locker

Number of times U-kuru was used      U-kuru usage Sales

**147,000** orders      **\$7** million

### Six main features of our U-kuru service

- 1 Orders can be easily placed in just three steps using a smartphone
- 2 Up to 620,000 items in the product lineup
- 3 Pickup available at 56 locations nationwide
- 4 24-hour pickup possible by using lockers
- 5 Try on ordered products before taking them home
- 6 Environmentally friendly since no packaging is used

## NIAWASE + U-choku (Order Consolidation + Direct Delivery Service)



### Making Direct Delivery Service by wholesalers a common practice in the industry

With our Direct Delivery Service, products ordered by a variety of customers are delivered to users directly from our distribution centers. It is not common in the industry for wholesalers to deliver products directly to users without going through customers; this not only shortens delivery lead time, but also supports customers by reducing delivery operations and shipping costs, as well as supporting growth in sales in remote areas. Packaging materials and CO<sub>2</sub> emissions during transportation can also be reduced. In addition, multiple orders received from customers will be bundled together using NIAWASE (Order Consolidation) and delivered to users. Only a company like TRUSCO can provide a service like this thanks to having an abundant inventory, cutting-edge distribution equipment, and systems to support inventory and distribution, allowing us to provide high-mix low-volume shipments.



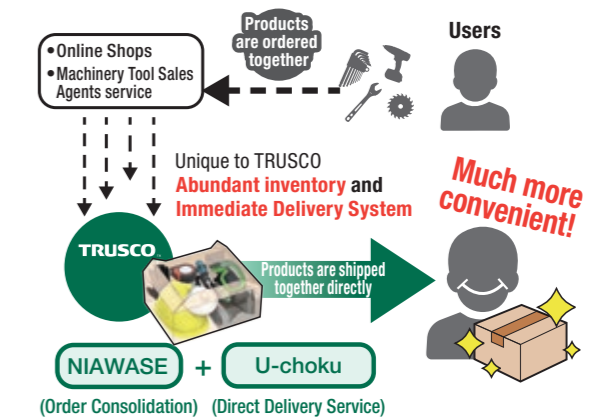
Scan here for details

Number of packages delivered via Direct Delivery Service      Direct Delivery Service Sales

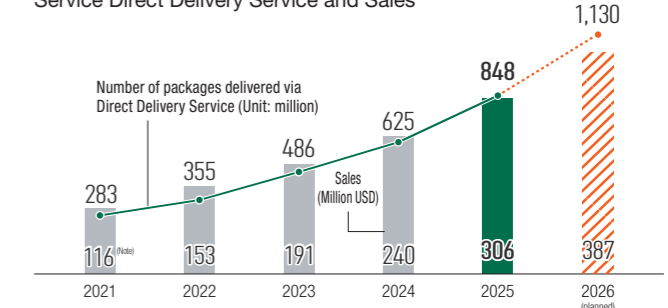
**8.48** million units      **\$306** million

“NIAWASE + U-choku” service can reduce the following by half

Delivery times	Amount of packaging materials used	Shipping fees
Environmental burden	Labor burden	



Number of Packages Delivered via Direct Delivery Service Direct Delivery Service and Sales



Note: “Accounting Standard for Revenue Recognition”, etc. not retroactively applied.

## MRO Stocker is like “Okigusuri,” - a business model that has been around for many years in Japan, but for tools



### Eliminates delivery time, ordering work, and inventory management The ultimate in immediate delivery

MRO Stocker is like “Okigusuri,” a business model that has been around for many years in Japan, but for tools. MRO Stocker locations are stocked with consumables serving as our inventory that users want, enabling TRUSCO to respond to the needs of manufacturing sites that need certain products immediately.

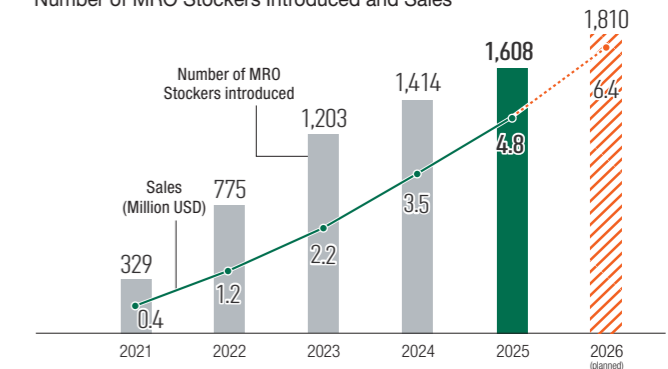


MRO Stocker website

Number of MRO Stockers introduced      MRO Stocker Sales

**1,608**      **\$4** million

Number of MRO Stockers Introduced and Sales



### TOPICS Example of MRO Stocker Adoption

#### Wood Product Manufacturing Customers

“Cost reduction through the use of MRO Stocker”

Number of items in inventory: **114**  
 Number of units installed: 11 medium lightweight shelves / 2 pallets  
 Installation location: Within the factory  
 Main inventory items: Work supplies for civil engineering, such as bolts, screws, and staples

#### Feedback about the service

We previously spent time and effort on requesting quotations and ordering, but introducing MRO Stocker has significantly reduced our operational workload. We now have an environment where inventory items can be reviewed regularly, experiencing improved order efficiency and cost savings by accumulating small amounts.



Established a dedicated MRO Stocker room

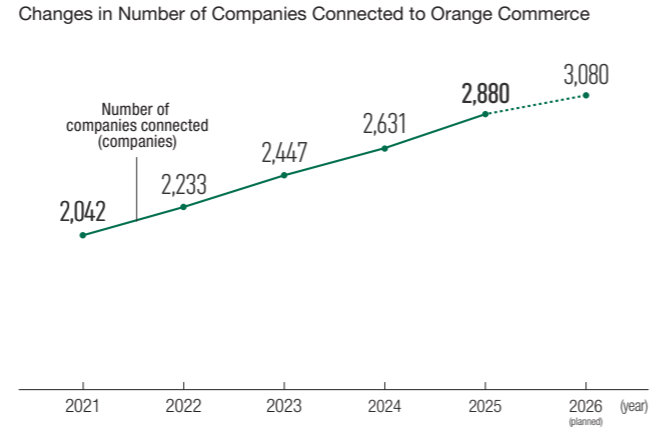
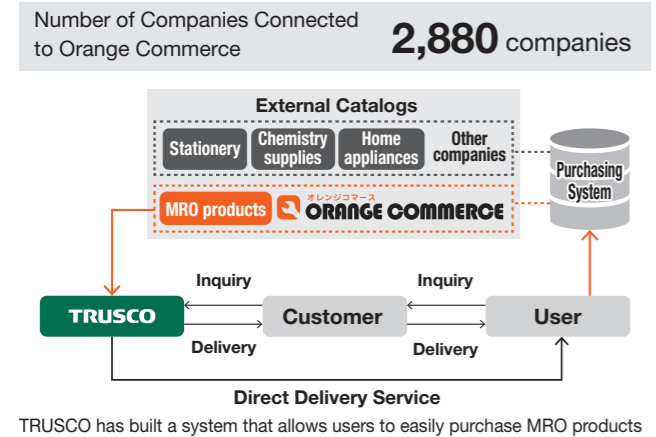
## Orange Commerce (electronic purchasing system)



### Combining our normal Orange Book with customer electronic purchasing systems

Orange Commerce is an electronic catalog (punch-out catalog) focusing primarily on PRO TOOL that can be linked with the purchasing systems of users. The trend of making purchases electronically is accelerating, especially among major users, to improve procurement efficiency and reduce costs. By introducing electronic purchasing, it is possible to optimize the purchasing process and build/analyze the purchasing database.

With Orange Commerce, users can digitalize purchases while continuing transactions with existing suppliers. We will provide comprehensive support for improving user convenience by improving business efficiency through digital solutions utilizing Orange Commerce, face-to-face services that can only be provided by people for collaboration with customers, and our "NIAWASE + U-choku" and "U-kuru" services that only a wholesaler can provide.



## Naojiro Repair Workshops



Started in 1998

### A service that combines the reuse of PRO TOOL and efficiency for our clients

Naojiro repair workshops are a unique TRUSCO service that conducts repairs and maintenance that include the repair and regrinding of PRO TOOL as well as calibration of measurement instruments. Our Naojiro service allows customers to make a single request to TRUSCO to perform various types of repairs without having to use different contact points for each category of products to be repaired. Since we set up a "repair box" at each customer location and collect products for repair as needed when making daily deliveries, there is basically no need for customers to pack those items or pay

shipping fees. It is a service that can be realized only because of fixed-cost based distribution (see p.54) that contributes not only to the reuse of PRO TOOL but also to the improvement of customers' operational efficiency. We support environmental activities at manufacturing sites by promoting recycling and reuse.



Sales **\$14** million

### The Eight Services available through Naojiro Repair Workshops



## Overseas Subsidiaries

### TRUSCO THAILAND TRUSCO NAKAYAMA CORPORATION (THAILAND) LIMITED

This subsidiary has continued to expand its sales to Japanese dealers and to major local dealers. By keeping inventory and enhancing our immediate delivery system, we work with local customers and contribute to improving the efficiency of the PRO TOOL supply chain in Thailand. In recent years, we have also been promoting our own initiatives, such as direct trade with Japanese manufacturers, to reduce purchasing costs and increase our share of local sales.



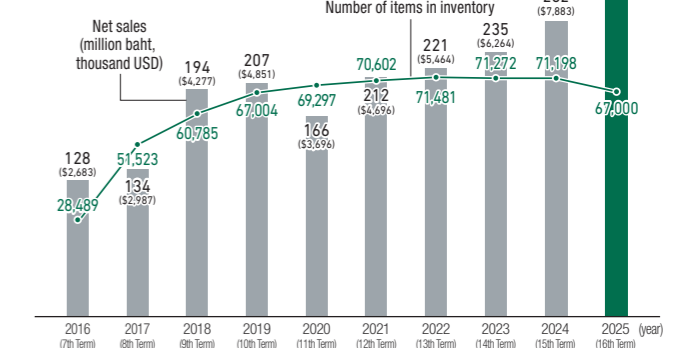
In addition to being engaged in sales, it also has a supplier business development office, strengthening partnerships with local companies

#### Company Overview As of December 31, 2025

- Trade name: TRUSCO NAKAYAMA CORPORATION (THAILAND) LIMITED
- President: Kazuaki Harada (appointed in 2021) ● Director: Norihiro Higashi
- Officer in charge at TRUSCO NAKAYAMA CORPORATION: Masashi Yamamoto
- Business areas: Wholesale of PRO TOOL (secondary materials used in factories)
- Capital: 390 million baht (about \$8.3 million)
- Employees: 27 (2 employees on loan and 25 local staff)
- Established: September 2010 ● Equity: 99.9%
- Area of grounds: approx. 10,942 m<sup>2</sup> ● Floor area: approx. 4,730 m<sup>2</sup>
- Number of items in inventory: 67,000 ● Inventory value: \$6.3 million
- Total number of items in inventory: 682,000
- Value of investment: Land, \$1.6 million; Buildings, \$1.3 million
- Address: Bangplee, Samutprakarn (13 km south of Suvarnabhumi International Airport) TIP7 789/8 Moo9, Bangpla Bangplee Samutprakarn 10540 THAILAND



#### Changes in Sales and Number of Items at TRUSCO NAKAYAMA CORPORATION (THAILAND) LIMITED



Note: Sales in USD for each term are calculated using the exchange rate at the end of the period.

### TRUSCO INDONESIA PT. TRUSCO NAKAYAMA INDONESIA

There were many factors that hindered PRO TOOL distribution in Indonesia, such as heavy traffic congestion and strict import regulations. For this reason, we have set up a distribution center in an area where many factories belonging to Japanese companies are concentrated. With the largest inventory in the region, we are taking on the challenge of optimizing PRO TOOL distribution. Against the backdrop of domestic demand in a company with a population of 287 million people, we will continue to contribute to Indonesia's advancing manufacturing industry.



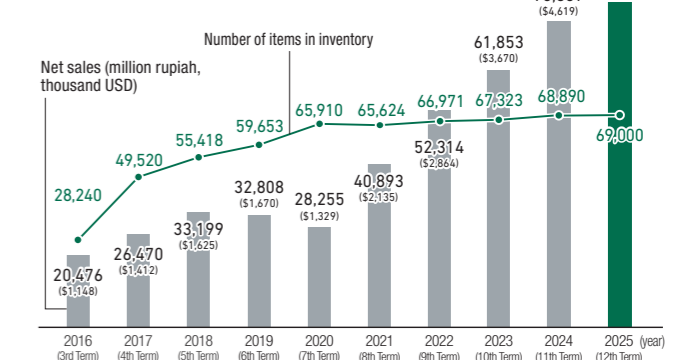
TRUSCO Indonesia strengthens cooperation with local dealers to make effective use its inventory

#### Company Overview As of December 31, 2025

- Trade name: PT. TRUSCO NAKAYAMA INDONESIA
- President: Toshiya Kimura (appointed in 2026) ● Auditor: Norihiro Higashi
- Officer in charge at TRUSCO NAKAYAMA CORPORATION: Masashi Yamamoto
- Business areas: Wholesale of PRO TOOL (secondary materials used in factories)
- Capital: About 378.8 billion rupiah (about \$20.6 million)
- Employees: 22 (3 employees on loan and 19 local staff)
- Established: December 2014 ● Equity: 99.9%
- Area of grounds: approx. 16,178 m<sup>2</sup> ● Floor area: approx. 10,429 m<sup>2</sup>
- Number of different products in inventory: 69,000
- Inventory value: \$4.9 million
- Total number of items in inventory: 719,000
- Value of investment: Land, \$7.2 million; Buildings, \$4.1 million
- Address: Lippo Cikarang District, Bekasi, Jawa Barat (about 40 km east of the capital city, Jakarta) Jl. Kenari Raya No. 36 Delta Silicon VI, Jayamukti, Cikarang Pusat, Kab. Bekasi 17531.



#### Changes in Sales and Number of Items at PT. TRUSCO NAKAYAMA INDONESIA



Note: Sales in USD for each term are calculated using the exchange rate at the end of the period.

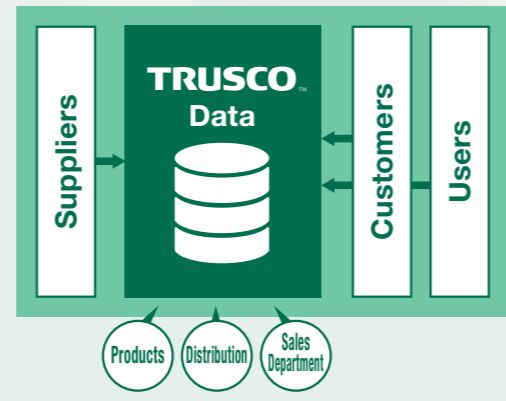
# Digital Service Strategy

Working to improve the convenience of the entire supply chain

Digital transformation is a step of a process, not an end goal. In order to become the company we want to be, TRUSCO is improving the convenience of the entire supply chain through a variety of digital services with data at the core.

## Digital Service Strategy Key Points

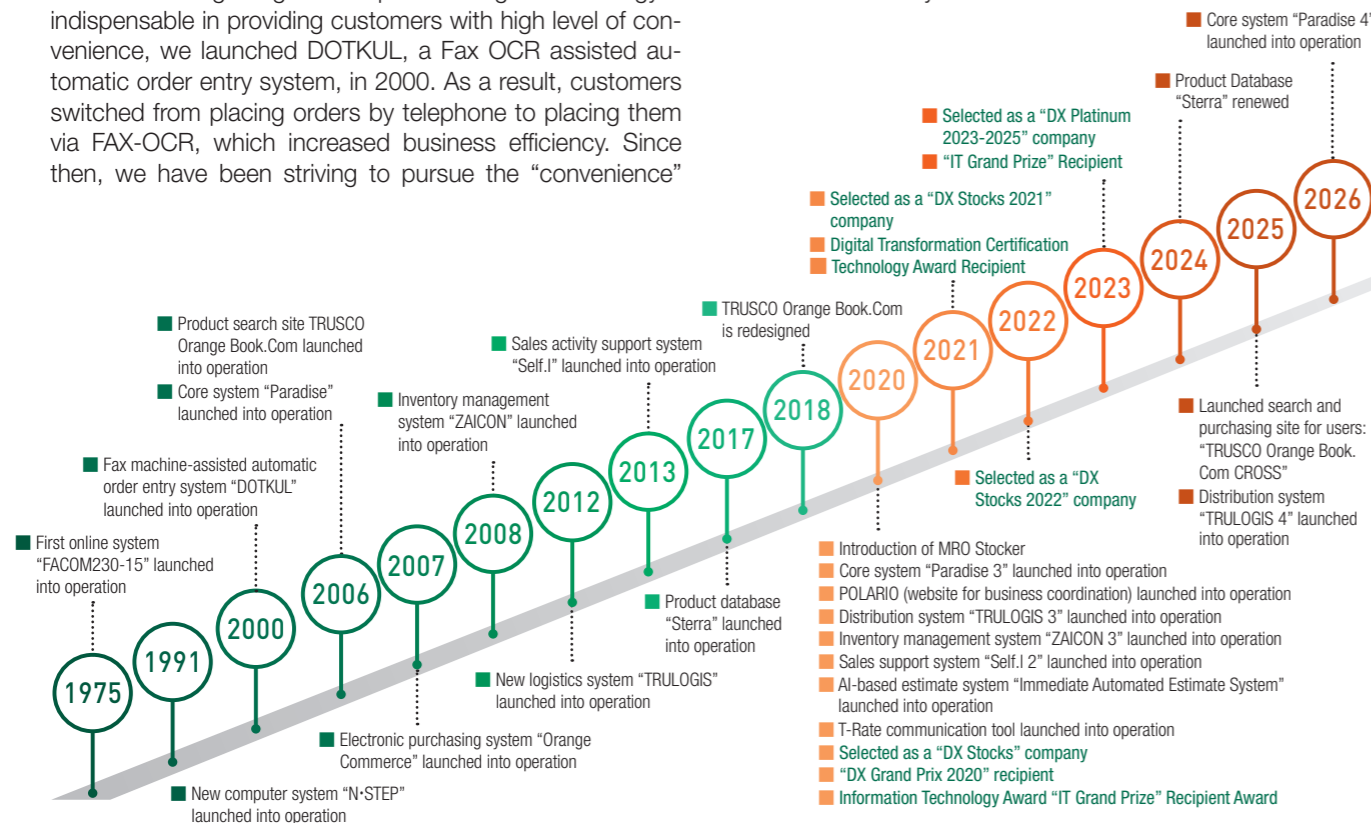
- 01 Accumulation of product, logistics, and sales data to serve as the core of our digital services
- 02 Expansion of a variety of digital services throughout the supply chain
- 03 Implemented information security measures for the stable supply of PRO TOOLS



Digital transformation is a step of a process, not an end goal. We thoroughly utilize digital technology to become the company we want to be.

In recent years, the term “DX” (Digital Transformation) has gained attention. At TRUSCO, we leverage digital tools to become the company we want to become (realization of capability targets) and contribute to enhancing customer convenience. Recognizing that the power of digital technology is indispensable in providing customers with high level of convenience, we launched DOTKUL, a Fax OCR assisted automatic order entry system, in 2000. As a result, customers switched from placing orders by telephone to placing them via FAX-OCR, which increased business efficiency. Since then, we have been striving to pursue the “convenience”

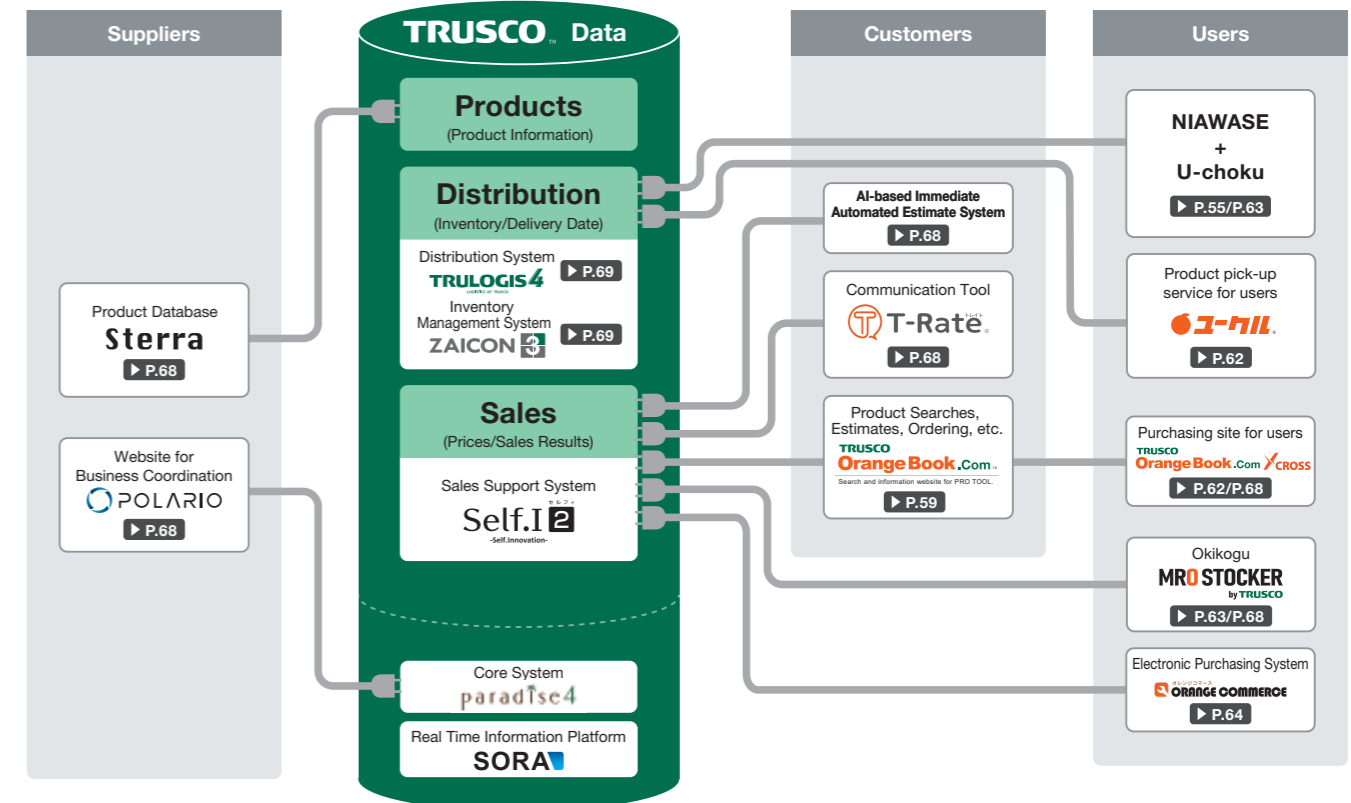
demanded by customers by introducing a number of digital systems ahead of others in the industry, such as the core system “Paradise,” Electronic purchasing system “Orange Commerce,” Inventory management system: “ZAICON,” and distribution system “TRULOGIS.”



## Automation of all work that can be automated

Since the launch of the core system “Paradise 3” in January 2020, we have launched various systems to improve convenience with the goal of automating all tasks throughout the supply chain that can be automated. In addition to internal business reforms, including our AI-based quotation system (see p.68), which realizes appropriate price quotations using AI, and ZAICON 3 (see p.69),

our inventory management system that forecasts demand for each individual product to drastically cut down time used for inventory management, our company, which is in the middle of the distribution chain as a wholesaler, is promoting the reform of business practices throughout the supply chain by utilizing digital technology aiming at digital transformation.

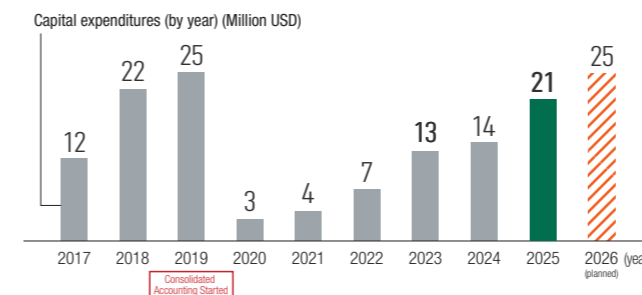


## Digital investment and system order intake ratio supporting our mechanisms

### Investment in digital

We are continuously investing in digital equipment to support mechanisms that ensure a stable supply. In 2025, we invested in upgrading the foundation of the core system “Paradise” and in building the purchasing site “TRUSCO Orange Book.Com CROSS” for users.

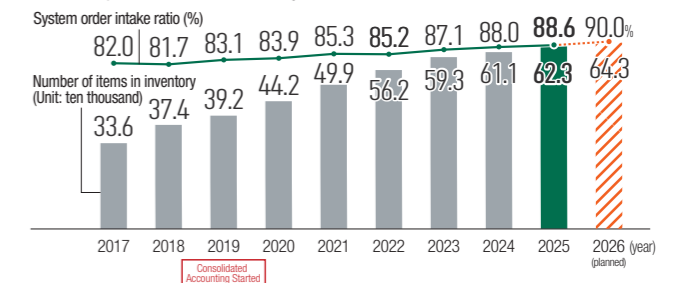
### Trends in digital investment amounts



### System Order Intake Ratio (88.6%)

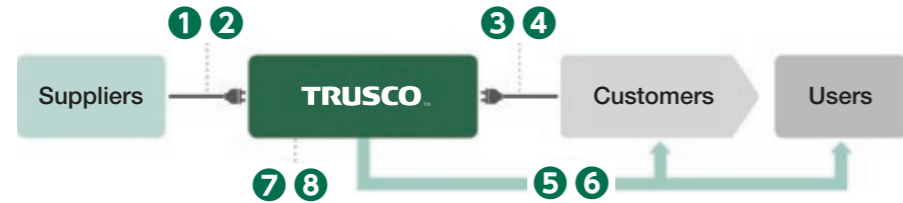
By developing highly convenient digital tools and expanding our inventory to handle about 200,000 orders per day, the system order intake ratio (the percentage of orders processed through the system among all orders) has improved. This has improved our work efficiency, allowing us to achieve greater sales per person.

### Changes in system order receipt ratio and number of different products in inventory



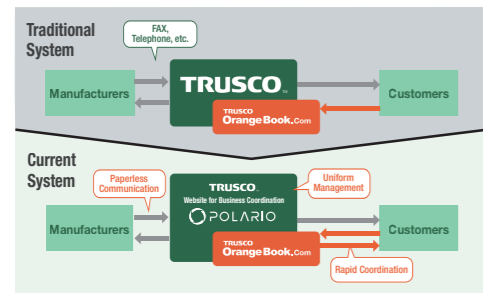
# Digital Service

## Initiatives to improve convenience throughout the entire supply chain



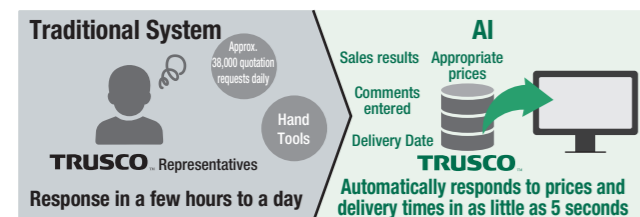
### 1 Website for Business Coordination "POLARIO"

POLARIO is a system that centralizes data such as supplier estimate correspondence data, order processing data, and Available-To-Promise (ATP) data. This reduces the amount of supplier-directed inquiries, lessening the burden on them, and enables TRUSCO to quickly respond to inquiries from customers.



### 3 AI-based Immediate Automated Estimate System [Automated estimate ratio 30.5%]

One of our challenges is how quickly we can respond to each of the 38,000 quotation requests that we receive from our customers each day on average. To address this issue, we have introduced the AI-based Immediate Automated Estimate System and have been promoting the automation of estimates through special price optimization where appropriate prices are automatically calculated for products on a regular basis based on actual orders and estimates. This has led to an improvement in the time it takes to reply to customers (minimum reply time: 5 seconds).



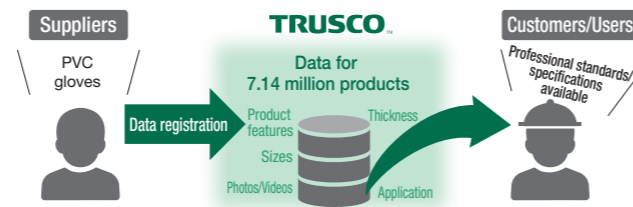
### 5 MRO Stocker— like "Okigusuri" but for tools

MRO Stocker is like "Okigusuri," a business model that has been around for many years in Japan, but for tools. By stocking optimal consumables as our inventory based on the requests and purchasing data of users, we are able to respond to the needs of manufacturing sites that need certain products immediately.



### 2 Product Database "Sterra"

This is a product information management system that serves as the "foundation" for product data. "Sterra" makes it possible for suppliers to register and update product information. The updated product information is quickly reflected in various services.



### 4 Communication tool "T-Rate"

In the past, interactions with remote customers were mainly via email or phone, which limited communication. With the introduction of "T-Rate," in addition to interactive chat communication, we can now share information such as our activities, product PR, and estimated delivery times in a timely manner.



"T-Rate" allows customers to check how much time is remaining before delivery as well as which products are being delivered all in real time

### 6 Product search and ordering site for users: "TRUSCO Orange Book.Com CROSS"

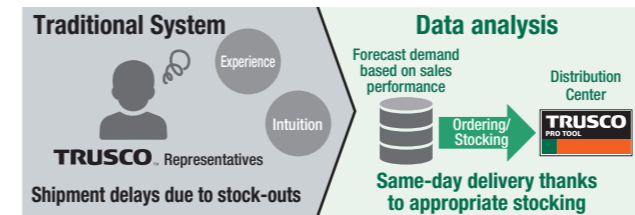
This service enhances functions for users of the "TRUSCO Orange Book.Com" product search site, allowing them to easily and conveniently purchase necessary products anytime via your existing customers. (\*)

\* We do not sell directly to end users.



### 7 Inventory Management System "ZAICON 3"

ZAICON 3 is an inventory management system that provides forecast calculations of required stock quantities based on sales performance records. The system reduces the time and effort required for registering products by automatically calculating the optimal and maximum ordering points for products, leading to increased efficiency.



### 8 New logistics system "TRULOGIS 4"

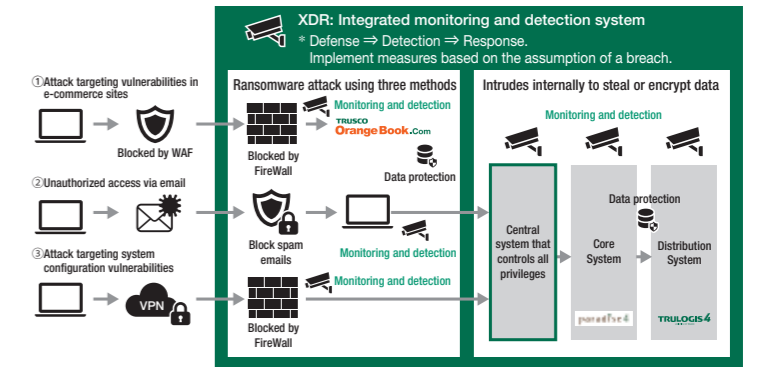
This distribution system manages the inventory work performed at distribution centers and at branches with inventory. It is responsible for improving the overall efficiency of warehouse operations, including automation of warehouse operations with distribution equipment and free-location inventory systems.



## Information Security

### Information Security Measures Designed for the Stable Supply of PRO TOOL

In order to ensure a stable supply of products to manufacturing sites in Japan and to expand transactions, it is important to continuously operate and enhance information security measures. As part of the manufacturing supply chain, we recognize information security risks throughout the Company and implement comprehensive measures utilizing an information security system with three functions: Prevention, detection, and action.

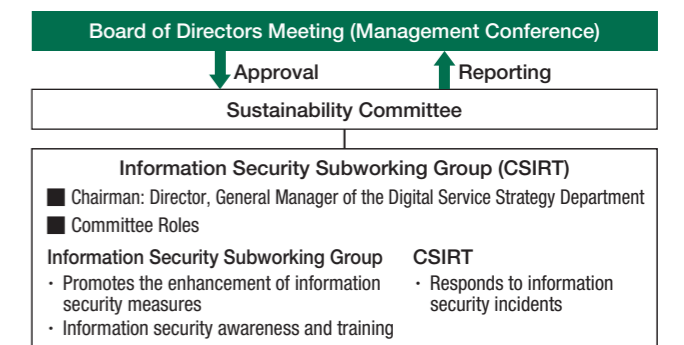


### Information Security Policy

- **Considerations for security and privacy**  
To address the risk of information leaks associated with increased data sharing throughout the supply chain and the use of AI, we implement appropriate data management and access controls.
- **Addressing technical uncertainties and system dependencies**  
To prepare for unpredictable events with introducing new technology and difficulties with system-dependent issues, we are developing business continuity plans (BCP) and enhancing structures including human resource development.
- **Addressing AI-specific risks**  
We are strengthening internal rules and in-house verification systems to address risks of unclear AI decision-making and concerns about the accuracy and fairness of generated information.
- **Supply chain and legal compliance perspectives**  
We are establishing necessary management processes and confirmation procedures regarding risks in cooperation with external partners and service providers, as well as compliance with domestic and international laws.

### Information Security Management System

Recognizing information security risks as a management issue, we have developed an organizational structure that includes not only institutional and technical perspectives but also employee education, implementing these initiatives on a company-wide basis. In addition, we have established an internal system capable of responding to cyber attacks and an external support system, including cyber insurance.



# Human Resources Strategy

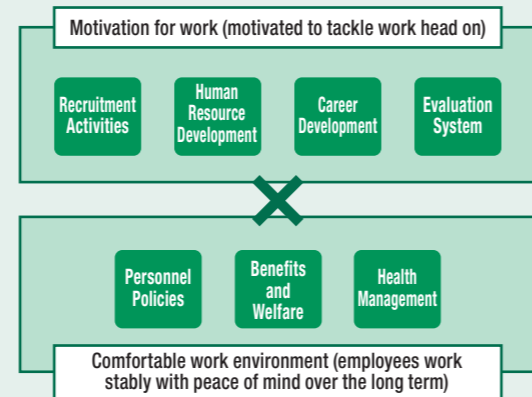
## People grow as their company grows

We are developing systems and environments where each individual is able to recognize their role and enhance their motivation for growth. We aim to cultivate individuals who tackle their work head-on with a positive and sincere approach capable of solving various issues.

From left: Management Planning Section Supervisor Maasa Tokunaga, Management Planning Section and Sustainability Promotion Section Minoru Taka, Yuri Tanabe, Management Planning Section Masamoto Murai

### Human Resources Strategy Key Points

- 01 Programs for career development and challenges centered on cross-departmental job rotations
- 02 Unbiased 360-degree evaluations (Open Judging System (OJS)) and growth promotion
- 03 Programs and training to cultivate people who act with awareness

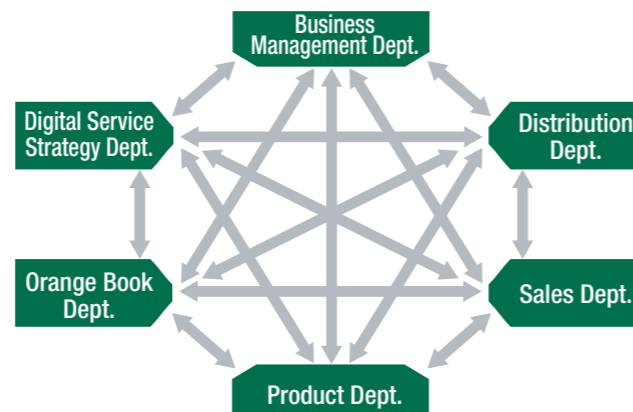


## Career Development

### Cross-departmental job rotations

New staff are assigned to the distribution centers for one year and two months to learn about distribution, the foundation of our business. After that period, we will conduct job rotations through personnel transfers across departments such as sales, distribution, and Head Office departments, placing staff in a department for around five years, as well as change the responsibilities of staff within departments to improve work and human skills. Experience working in other departments contributes to fostering a mindset for reform in current roles, revitalizing the organization, and serving as a measure to bolster overall corporate growth.

Cross-departmental job rotation diagram



### Programs that encourage employees who want to take on challenges

In addition to job rotations, we have also established programs to support employees who challenge themselves to grow.

#### Boss Challenge Program Started in 2006

For employees who have been at the Company for at least seven years

This is a program that allows employees to pursue their career goals by becoming a candidate for a position or nomination in order to become an officer with the most authority in a given area. As an acting officer, the participant gains experience working in management to become a boss.

#### Manager Challenge Program Started in 2025

For employees who have been at the Company for at least five years

As a step before becoming a Boss Challenge Program participant, this program allows employees to aim to take the next step by gaining experience in small-scale management in their own departments and improving their leadership skills.

#### Open Position Challenge Program Started in 2020

This is a program that allows an employee to apply for a position of his or her choice when there is a request for an increase in personnel.

#### Dual Position Job Challenge Program Started in 2020

This is a program that allows an employee to work in a desired position while maintaining their current position.

#### Trans-Career Declaration Started in 2022

For employees who have been at the Company for at least two years

This is a program that allows employees to think about what they want to be in the future and notify the Personnel Section about their career plan, which will include the position that they want. The information described is used as a reference when personnel changes are made.

## A variety of career courses

TRUSCO offers a variety of career courses that allow employees to select courses that are in line with their individual career paths and life events. After joining the Company, it is possible to change one's job course for reasons such as career advancement, marriage, family care, etc. (various conditions apply). Since 2022, we established the HR Support Section to support proactive career development for each employee.



HR Support Section members  
From left: Supervisor Kana Shinno, Section Manager Youko Nakanishi, Asumi Onishi

### Course List

	Course Name	Course Details
1	Career course (regular positions)	For employees who are self-aware and are allowed to hone their abilities for growth, aiming to become managers or supervisors capable of working in a variety of positions, can be transferred with a change of residence, and fulfill ability and evaluation criteria. One of the following classifications shall be made according to the transfer destination of the candidate 1. Overseas Career Course: When the transfer destination is outside Japan 2. Domestic Career Course: When the transfer destination is within Japan
2	Digital Career Course ● (digital career position)	For employees who are self-aware and are allowed to hone their abilities for growth, aiming to become managers or supervisors to work specifically in IT related positions, can be transferred with a change of residence, and fulfill ability and evaluation criteria.
3	Distribution Career Course ● (distribution career position)	For employees who are self-aware and are allowed to hone their abilities for growth, aiming to become managers or supervisors to work specifically in distribution related positions, can be transferred with a change of residence, and fulfill ability and evaluation criteria.
4	Local Career Course ● (local area career position)	For employees who are self-aware and are allowed to hone their abilities for growth, aiming to become managers or supervisors capable of working in a variety of positions in limited areas without a change of residence, and fulfill ability and evaluation criteria.
5	Specialist course	For employees who acquire a high level of job performance capability through self-development and, if necessary, transfer with a change of residence and use their high level of expertise to serve up to the position of business manager in a specific department (must meet certain conditions such as holding required qualifications).
6	Expert Course ●	For employees who are expected to play a role in accordance with their level and contribute to improving business performance by honing their skills in a specific field and specializing in that field only in their local area (must meet certain conditions such as holding required qualifications).
7	Area course	For employees who acquire sufficient working knowledge of the overall business that the employee is involved with and take on the role of business manager only in their local area.
8	Local Area Distribution Course ●	For employees who will be engaged in distribution operations such as delivery and product management only in their local area, responsible for serving in an advisory role for the total optimization of their distribution center and may take on the role of Distribution Center Manager.
9	Logistics course	For employees who will be engaged in distribution operations such as delivery and product management only in their local area, and are expected to have the working abilities and skills to perform their various professional duties.

●: Indicates a course added since 2022 to support the diverse career advancement for employees.

## Evaluation System

Started in 2001

### Aiming to create a workplace where people can work with vitality

We have introduced the **Open Judging System (OJS, 360-degree evaluation)**, used for evaluating employees while being promoted to positions such as Supervisor or higher. By evaluating each other not only by superiors but also by people involved in work, a good sense of tension is

created, leading to a fair environment. The results, including comments from evaluators, are provided to the individual as anonymous feedback. This helps them recognize their strengths and areas for improvement, providing an opportunity for personal growth.

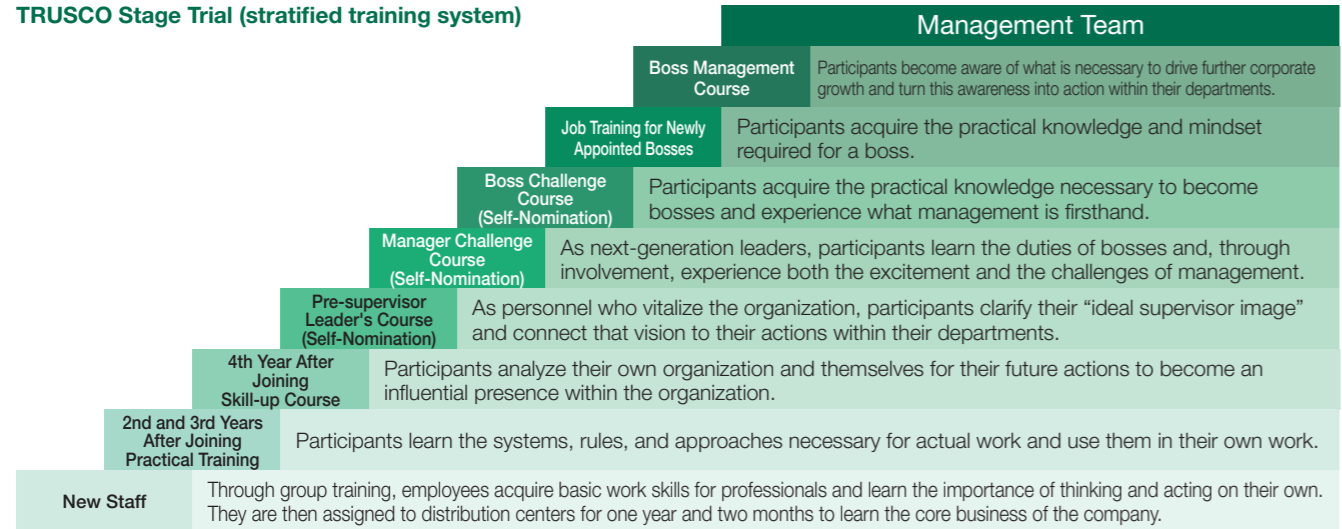
OJS Category	Started in	Staff Level	Overview
Promotion OJS	2001	Candidates for manager or higher	Determine if the candidate should/should not be promoted. Candidates who have an 80% or higher approval rating and receive the required number of votes are promoted.
Personnel Record OJS	2003	All staffs	Evaluations by staff who work in the same office are reflected in the results of personnel evaluations.
Director, Auditor, Executive Officer, Division General Manager OJS	2012	Directors, Auditors, Executive Officers, and Division General Managers	Evaluators who are the bosses or higher in charge of the company, evaluate the executive's performance at daily work and what they say at management meetings.
President OJS	2014	President	An OJS system implemented directly by shareholders during the General Meeting of Shareholders. It is considered as one of the important evaluation indicators for the President.
Part-time Staff OJS	2015	Part-time Staff	OJS is also applied to part-time employees, and evaluations from people around them are reflected in the results of personnel evaluations.

# Human Resource Development

## Self Awareness is the Highest Education

We believe that self-awareness is the most important factor for growth. Through training, we aim to encourage self-awareness and, through personal growth and challenges, foster talent capable of contributing to people and society.

### TRUSCO Stage Trial (stratified training system)



### Other training programs

Name	Staff Level	Overview
Training for Training Leaders	Selected staff	Designed for employees who provide on-the-job training, participants learn how to engage in human resource development.
TRUSCO Distance Learning	All employees	Approximately 240 types of distance learning courses are available. 50% of the tuition fee is subsidized by the Company for those who complete the courses.
Orange Doctor Examination	All employees	A certification system established for the purpose of enhancing employees' product knowledge. Examinations are held twice a year, and participants who pass receive an allowance of \$64 per month for one year.
Asunaro subsidy system	All staffs	The Company subsidizes part of the cost of acquiring the qualification as educational support for obtaining a bachelor's degree. (Subsidy for first-year students: \$1,935 Subsidy for staffs to acquire a degree in another specialized field at another university: \$967)

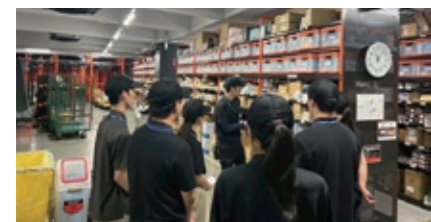
# Recruitment Activities

## Recruiting talent that can grow and thrive in the long term

We are implementing a variety of hiring initiatives to acquire human resources who can sympathize with TRUSCO-ism and face work head on. After confirming enthusiasm and suitability during the selection process, we provide opportunities for candidates to envision working at our company even after receiving an offer, aiming to recruit talent that can thrive in the long term.

### TRUSCO Retry Program

This program provides another chance for students who were not hired by the Company because they became nervous during the interview, which is the conventional selection process, and were unable to fully convey their thoughts and ideas. Applicants will be selected after we confirm their enthusiasm and aptitude from the appearance of being engaged in distribution operations for three days, which they are supposed to experience after joining the Company.



Selection process at a distribution center

### Participation in the General Meeting of Shareholders and financial results briefings

As an opportunity to learn about our initiatives, we invite prospective employees and interns to the General Meeting of Shareholders and financial results briefings. This gives them an idea of what it is like to work at TRUSCO by giving them a firsthand look at our business plans, the status of our initiatives, and the reactions of people outside of the Company.



Prospective employees participate in a financial result briefing

### Entrance ceremony with parental participation

We hold an entrance ceremony and a welcome party for new employees, which family members can also attend, so that families can directly experience our company culture, understand us, and feel reassured (participation is optional).



2025 entrance ceremony

# Flexible Work Environment

## We aim to create a flexible work environment where everyone can play an active role

Based on the belief that companies have the responsibility to provide a work environment where staff members can work with stability and peace of mind, we will create a work environment and enhance various systems where staff aim to say, "I happened to work to retirement age" rather than "I will try hard until I reach retirement age," and promote the creation of a flexible work environment where everyone can play an active role.

### Emphasis on Regular Employment

Based on the belief that we should not take away the goodness from people's lives, TRUSCO hires all staff members under full-time employment with non-full-time hiring not being allowed in principle, such as hiring temporary employees and part-time employees who are the head of a household. In addition, we employ full-time employees who work with TRUSCO, such as childcare workers at the childcare centers located at distribution centers, nutritionists at employee cafeterias, and chefs working at Company-owned recreation facilities because we want childcare workers to treat children with thought and care for the staff they work with and chefs to cook delicious food for us.

### Employment Extension System

Under this system, employees who have reached the retirement age of 68 will continue to be employed until the age of 73. We provide an environment where employees can work with peace of mind for a long time, such as by minimizing the decrease in income before and after employment extension.

67 years old	68 to 72 years old	73 to 78 years old
Mandatory retirement age extension (regular employees)	Employment extension (contract employees)	TRUSCO Life extension (part-timers)

### An environment where employees can easily take paid vacations

To encourage employees to take paid vacations, we encourage all employees to take 10 planned vacation days a year. Also, there are many policies established that make it easier to take paid vacations, such as birthday vacations and paid vacations that can be taken in hourly units. From 2022, the Vacation Bank Program (see p.75)—a revised version of the previous accumulated paid leave system—was also launched, making it possible for employees to take leave according to their life plans (average number of paid vacation days taken a year: 13.1 days).

### Comfortable Workplace Environment Indicators\*1

	2024	2025
Rate of paid days taken off	66.7% (employees)	68.7% (employees)
Average number of overtime hours per month*2	20.9 hours	23.0 hours

\*1 The above indicators are for the parent company only.

\*2 Including fixed overtime

### TRUSCO Smile Supporters

This is a mentor system for staff who have uncertainties and concerns about their job and private life to consult with a staff member. Four people are currently serving as supporters.



Smile Supporters Members  
From left: Asumi Onishi, Supervisor  
Kana Shinno, Supervisor Yuka Sato,  
Manager Akiko Tani

### Creating an environment that makes it easy to balance work with child-rearing, nursing care, and fertility treatment

- KURUMIN (certified in 2008)
  - Platinum KURUMIN Plus (certified in 2024)
  - Tomonin (acquired in 2023)
- \* Please refer to p.88 for more information on awards.



### Retirement age raised

From April 2025, the retirement age was raised from 65 to 68 years old. By raising the age at which employees can work, we are creating an environment where employees are able to continue working with peace of mind for a long time, demonstrate the abilities they have cultivated, and work with a sense of purpose. In addition, by allowing experienced employees to continue working, we expect effects such as securing a stable workforce, mentoring and developing young employees, and maintaining good relationships with our clients.

### TRUSCO Part-time System for Retirement-aged Employees

This system allows employees who have reached the age of 73 to continue to work as part-time employees.

\* Please refer to p.75 for details.

### Gender wage ratio (ratio of women's wages to men's wages)

		Number of people	Wage ratio (change from last year)
Full-time staff	Male	946	76.2%
	Female	490	(+1.5pt)
Full-time staff (excluding various allowances)	Male	946	85.0%
	Female	490	(+1.5pt)
Full-time staff (excluding management)	Male	833	82.7%
	Female	479	(+1.7pt)

Period covered: January 1, 2025 to December 31, 2025

Only staff who were paid throughout the year (excluding mid-career hires and staff who retired during the period)

Full-time employees: Excludes executives, contract employees, and employees of overseas subsidiaries

Wages: Excludes tax-exempt commuting allowance and financial bonds

### Reasons for Gender Wage Gap

There is no gender wage gap based on the salary structure. Reasons for the wage difference between male and female staff is that women have a shorter length of service and a lower average age than men. The low proportion of female managers and the establishment of various support systems for household heads are also factors that have an impact.

	Male	Female
Average age	42.6 years old	33.4 years old
Average years of service	17.4	9.8
Number of managers	115	11

\* The wage ratio excluding various allowances is 85.0%.

### Gender Wage Gap and Details on Current Efforts for Closing the Gap

Since around 2006, we have set a goal of increasing the ratio of female employees and are working on recruitment activities and creating a workplace that is easy to continue working at. We are also striving to increase the ratio of female employees among newly appointed managers, and appointed our first female Division General Manager in January 2024. Of the 27 candidates for managerial positions (Boss Challenge program) for 2026, six are female employees (down one from the previous year).

# Main programs for employees to work for many years with peace of mind

## What you are doing is important, but when you are doing it is even more important

Our company has a number of seemingly unconventional programs. Each of these programs was created out of the desire to support our employees, enabling them to work for a long time with peace of mind through our unique personnel systems. For example, while the Childcare Leave Program established under the Childcare Leave Act in 1992 permitted leave until the child's first birthday, our company took the unique approach of extending the maximum leave period up to three

years right from the start when the program was introduced that same year. The time when the policies of a company begin is important and the "will" varies according to when a policy is put in place. Rather than simply following social trends, we respect employee opinions to ensure those in need can make use of necessary programs, and by supporting diverse work styles, we help boost motivation and contribute to the company's growth.

**Childcare** Childcare/Childcare leave support **Nursing care** Nursing care support **Leave** Vacation/Holiday support **Work** Work style support (some programs have been omitted) **Other** Other

Note: Numbers denote program participants and times programs were utilized in 2025.

### Childcare Leave Program (up to three years of leave is allowed) **Childcare**

Started in 1992 (Program participants: 33)

TRUSCO employees can take childcare leave until the end of the month during which the child becomes three years old, if desired (Japanese law allows employees of any company to take childcare leave until the day before the child becomes one year old).



Yokkaichi Branch Acting Senior Supervisor Nami Igarashi

### Tora Papa Special Leave **Childcare**

Started in 2025

Under this system, employees who wish to take special leave (paid) for childcare purposes are granted up to 20 days per child until the end of the month in which the child turns one year old (available in installments or by the hour).



Mito Branch Hiroki Koyanagi

### Half-day full-time employee system **Childcare** **Nursing care**

Started in 2001 (Program participants: 132)

This system allows staff to reduce their work time by up to a maximum of three hours per day for reasons of child raising up until their child finishes sixth grade (although staff are legally entitled to reduce their work time by up to 2 hours a day until a child reaches three years of age, this program allows staff to reduce their working hours further). Employees can also use this system when they are pregnant, taking care of a family member, or injured/sick.



Kanazawa Branch Tomomi Yamada

### Indicators Related to the Childcare Leave Program

		2024	2025
Childcare Leave Acquisition Rate*1 (Number of employees who took leave)	Male	40.7% (11 persons)	32.5% (13 persons)
	Female	80.8% (27 persons)	95.2% (20 persons)
Childcare Leave Return to Work Rate (Number of employees who took leave)		100.0% (44 persons)	100.0% (53 persons)

\*1 Calculation method  
Number of staff who took childcare leave during the period / Number of staff (or their spouses) who gave birth during the period.  
\*2 Values are for the parent company only

### Return-to-Work Support for Staffs on Maternity or Childcare Leave **Childcare**

Started in 2015

One tablet terminal is lent to each employee for information sharing, and information can be exchanged on Tramama Port, a space on the company intranet dedicated to employees on maternity or childcare leave. We also provide support to make it easier for employees to return to work, such as by setting up Office Visit Days every four months.



Okayama Branch Supervisor Yuriko Murase

### Infertility Treatment Leave Program **Childcare**

Started in 2021 (Program participants: 5)

This program allows employees to take a leave of absence for up to one year only for specific fertility treatments so that they can focus on fertility treatment and reduce their physical and mental burden. During leave of absence, salary payments are suspended, but the company covers employees' social insurance premiums in full.

#### Key Points of the Infertility Treatment Leave Program

- Eligibility: Employees with more than one year of service
- Up to one year of leave is available per child (per birth)
- Can be taken in up to three separate periods
- All social insurance premiums are fully covered by the company

### Child Support Allowance **Childcare**

Started in 2007

We provide \$64 per month allowance for each child to staffs who have children under ten years old. Since 2014, payments have also been made to employees using the Childcare Leave Program.



HC Tokyo Branch (stationed at Okazaki Branch) Acting Senior Supervisor Tatsuya Sato, Okazaki Branch Supervisor Hitomi Mizutani

### Return-to-Work Program for Staffs on Childcare Leave **Childcare**

Started in 2019

This program allows employees that finished their childcare leave to choose the number of working days, working hours, office work, or work from home until the child is three years old so that they can return to work with peace of mind.



Overseas Procurement Section Shiori Soya

### Right to Remain in Same Area for Work **Childcare** **Work**

Started in 2021

If an employee undergoing infertility treatment requests it, we will not require any transfers involving relocation for up to one year.

### Exception for Course Changes **Childcare** **Work**

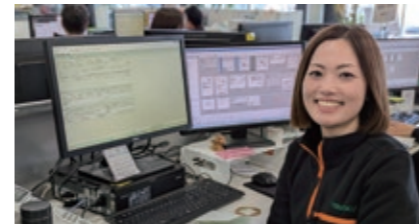
Started in 2021

If the course is changed to the Area course due to infertility treatment, the evaluation conditions for returning to the original course will be waived.

### Welcome Back Policy **Leave**

Started in 2014 (Program participants: 48 Re-employed (cumulative): 7)

This program is for the re-employment of staff who had to resign to raise a child, take care of a sick family member, undergo infertility treatments, or to accompany their spouse goes due to a work appointment in a region where TRUSCO is not located within ten years of their resignation.



Sendai Branch Michiko Suzuki

### Additional Off Time System **Leave**

Started in 2020 (Number of times the program was utilized: 155)

This system allows employees to adjust their start or finish time in exchange for up to one additional hour of rest time (or less than one hour) for very important reasons, such as visiting government offices, making hospital visits, etc.

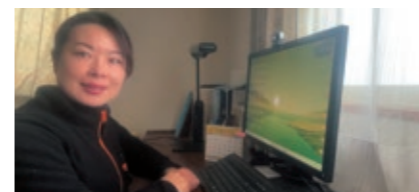


Human Resources Development Section Mayu Shimizu

### Work from home system **Work**

1. Started in 2017 2. Started in 2020

1. Open: Employees can utilize this program at any time when it becomes difficult to come to the office due to relocation or integration of offices, transfer of a spouse, injury, illness, taking care of a family member, etc.
2. Discretionary: With the permission of the head of the office, employees can telecommute up to twice a week.



Product DB Platform Development Office Supervisor Kumi Fujiwara

### TRUSCO Part-time System for Retirement-aged Employees **Work**

Started in 2003 Revised in 2025

This system allows employees who have reached the age of 73 to continue employment at the company as part-time workers until the age of 78 if they wish to do so and meet certain criteria. (Designation: Senior)



Planet Saitama Senior Shigeki Murayama

### Vacation Bank Program **Leave**

Started in 2007 Revised in 2022

This program allows paid leave days to be accumulated for cases in which long-term leave is needed due to illness, caregiving, and study abroad. Since 2022, we have lifted the upper limit of 60 accumulated days. Unused paid leave days can now be accumulated without limit, and the purposes for use have also been expanded. Upon resignation, employees can also redeem unused accumulated paid leave days.

#### [Eligible Purposes]

- Study/learning leave For study abroad, school enrollment (university, vocational), qualification exams or study, etc.\*1
- Volunteer leave For volunteering in disaster-affected areas, community service activities, etc.
- Support leave For spouse's childbirth, childcare, illness/injury/hospitalization/care of family, etc.

\*1 Not for purposes deemed solely hobbies or recreational activities.

#### Main Vacation Bank Program Revisions

- **No limit** on the number of days of paid leave that can be accumulated (previous limit was eliminated)
- Accumulated days of paid leave can be used for **more reasons** than previously allowed
- At the time of retirement, the company will **pay employees for any unused days**

### Go Home Early System **Leave**

Started in 2020 (Number of times the program was utilized: 68)

This is a system that allows employees to go home early even during scheduled working hours in order to instill in them the awareness and habit of finishing work early. Under the system, employees can leave up to 30 minutes earlier once a week.



Management Planning Section Masamoto Murai

### Lovebird Transfer Policy **Work**

Started in 2005 (Program participants: 19 (previous three years))

This policy allows a staff to continue to work by accompanying a spouse when transferred to the area of that transfer regardless of whether their spouse is a company staff or not.



Keihin Branch Acting Branch Office Manager Kosei Yoshino, Tokyo Management Section Natsu Sugimoto

### In-company Sidework Program (Hybrid Work Program) **Work**

Started in 2019 (Number of times the program was utilized: 203)

Rather than seeking side jobs outside the company, this program was created address whether it is possible to do side jobs within the company. This program enables employees who wish to earn extra income to work in a different department from their own on their days off. Since the program focuses on work that any employee can do, it is a great way for them to gain new insights.

#### Number of Hybrid Work Shifts

	2024	2025
Number of accepting offices	7	7
Number of work assignments	155	203

### Happy Sunday Policy **Work**

Started in 2002 (Program participants: 25)

This program allows employees on temporary assignment away from their families to enjoy Sunday dinner with them, as it does not count as being late if they cannot make it to work on time on Monday due to taking the earliest train from the station nearest their home.



Akita Branch Branch Office Manager Masanari Ishii and family

### Transfer Request Policy **Work**

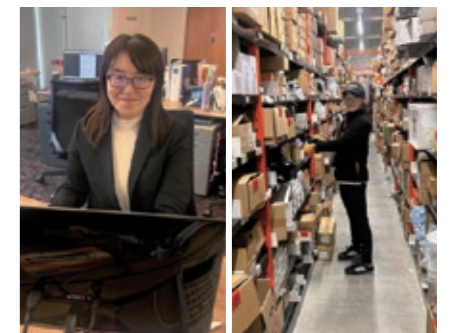
Started in 2005 (Program participants: 74 (previous three years))

This program allows staffs to request a transfer to a desired place of business due to life events such as marriage or taking care of a sick family member.

### Hinadori Transfer Program **Work**

Started in 2024 (Program participants: 10)

This is a system that allows an employee to apply for a desired transfer if they wish to work in an area near someone who they are in a relationship with, whether or not that person is a TRUSCO employee, and not just for the purpose of marriage.



Accounting Section Acting Senior Supervisor Eriko Matsuo who works in different departments on weekdays and holidays

### Four-day workweek system (in addition to Sunday, employees can select two other days off per week) **Work**

Started in 2024

By increasing the daily working hours from 7.5 hours to 9 hours, employees can take three days off per week, enabling a better work-life balance and various flexible working styles.



Market Price Research Section Supervisor Kentarou Noda

### Trusco New Social Work Grant System **Other**

Started in 2016 (Program participants: 128)

This program provides the money necessary for new employees to prepare for a smooth transition into the workforce. TRUSCO provides this entrance allowance to new employees about one month before the date of entering the company (\$1,290 for persons who live alone and \$645 to persons who still live at home after joining the company)



A group photo from the 2026 New Employee Preparation Allowance Award Ceremony for Prospective Employees

### My Home Concierge (housing consultation service) **Other**

Started in 2016 (Number of times the program was utilized: 3)

Two first-class licensed architects, who are employees of the company, have set up a desk where employees consult about any problems they may have regarding housing.



Property Section Deputy Section Manager Ryosuke Takeuchi and Supervisor Chisato Okamoto

## Benefits and Welfare

### Benefit and welfare programs

To ensure that employees can continue working with peace of mind for many years, we have established various benefit and welfare programs, such as an employment extension system and a long-term service award. In order to encourage our employees to spend time with their families and loved ones on holidays, we have our own Company-owned recreation facilities and boats which are used by many employees.

#### Long-Term Service Award **Started in 1989**

We have established a long-term service award system based on the number of years of service to express our gratitude and expectations for the future.

Years of service	Main award	Supplementary award
10	Anniversary gift (photo frame)	\$322
20		\$645
30		\$967
40		\$322
50		\$193

#### 60th Birthday Gift to Staffs

In celebration of a 60th birthday for officers and staff, the company invites those employees and one member of their family to either Baycourt Club, a membership resort with locations in Tokyo, Kanagawa, Aichi, and Hyogo), or one of our company-owned recreation facilities (Kyoto Kaguraoka Rengetsuso, TRUSCO Resort and Spa Karuizawa, or TRUSCO Resort and Spa Hakone). We also arrange and cover travel to and from the location (Green Car tickets will be provided when traveling by Shinkansen and business class tickets will be provided when traveling by air) and also provide a monetary gift.



Tokyo Baycourt Club Hotel & Spa Resort (Koto-ku, Tokyo)

#### Monetary gift when employment extension ends when employee reaches the age of 73

Employees who have reached the end of their employment extension at the age of 73 are presented with \$6,451 as a monetary gift. Even if an employee under this system retires before that point, we offer a monetary gift that varies with the employee's age.

#### Financial Bond Program (annual payment for severance)

Since 2003, Trusco Nakayama has not been paying severance as a lump sum upon retirement, but as an annual payment known as a "financial bond," a performance-based payment to reward annual contributions.

#### Serves as both a childcare center and employee cafeteria

Planet Saitama, Planet South Kanto, and Planet Aichi each have a childcare center for employees and part-time staff, with full-time childcare workers permanently on staff. In addition, the employee cafeterias at Planet Saitama and Planet Aichi offer special original menus created by full-time nutritionists who carefully consider the health of employees.



Childcare workers of Tora Kids Aichi, the childcare center at Planet Aichi  
From left: Hinako Higuchi, Mao Shibata



Chefs of Tora Kitchen, the cafeteria at Planet Aichi  
From left: Satsuki Katayama, Emi Iwata



Tokyo NB Product Section: Yahiro Ota, Ayaka Kita, Anna Takeshita, Kazuhiro Yoshimura

#### Nakayama Pension (10% Subsidy)

This contribution-type corporate pension plan provides 10% financial assistance to a reserve fund to pay out to staffs as a 10-year fixed pension from the age of 65.

#### Employee Stock Ownership Association (10% Subsidy)

Staff can purchase company shares by deducting it from their salary each month to receive a 10% bonus to the value of the contribution. It is recommended that employees withdraw shares once they become unit shares and own shares in their own name.

#### Accumulation Savings

Staff can save money directly from their salary or bonus through automatic deductions. Twice a year, the company deposits interest into individual savings accounts.

#### Corporate-type Defined Contribution Pension (Corporate DC)

Staff can choose how to manage their financial assets with financial bonds (annual retirement payment) as their contribution, supporting their future asset formation.

#### Wine Seminar

We hold a wine seminar as a marriage support party for singles three times a year at two locations, the Tokyo Head Office and Osaka Head Office, providing opportunities for staff to meet others.

#### Congratulatory/Condolence Programs

We have established the following Congratulatory/Condolence Programs for officers, employees, and part-time staff.

1. Congratulatory gift for marriage	The company presents \$193 as congratulatory money when a staff gets married.
2. Congratulatory gift for childbirth	The company presents a catalog gift worth about \$64 for each child when a staff or their spouse gives birth.
3. Condolatory/condolence gift	When a staff member passes away, the company will provide a condolence payment of up to \$64,516 based on years of service, along with a condolence gift of \$322. Also, when a family member of a staff member passes away, the company will provide a condolence payment of up to \$193.
4. Injury or Sickness Compensation	The company presents \$64 to a staff who has to take leave due to injury or sickness.
5. Disaster Compensation	The company presents up to \$645 based on the degree the house and belonging of an employee is damaged due to a disaster such as a fire or earthquake.
6. Transportation expenses at the time of condolence	When attending the funeral or memorial service of a close associate or an employee who has been supportive, the Company partially covers travel expenses for those employees traveling from distant locations.

### Home Greening Subsidy **Other**

Started in 2025

This is a program that provides subsidies for employees to plant a symbolic tree at their own homes, aiming to promote greening and environmental awareness among employees.

#### [Application Requirements]

Eligible building: Detached houses (privately owned)

Eligibility: Planting of symbolic trees (recommended height: 1.5 m or taller)

Amount: Up to \$1,935  
Limit: Once per person



### Commuting Allowance **Other**

Revised in 2026

By allowing commutes with bullet trains and express trains as well as using expressways and toll roads, we have changed the rules for commuting expenses to support home purchases, residence in comfortable environments, and more flexible workplace choices. By reducing the burden through shorter commute times, we are also promoting health management.

#### [Details]

Maximum payment:  
\$967/month (public transportation)  
\$645/month (car/motorbike)

### Birthday Off Time System **Leave**

Started in 1996 (Program participants: 50)

In order to promote the use of paid vacations, we encourage employees to take annual paid vacations on their birthdays (or one month before or after) as "birthday off time."

### Maternity Bonus Program **Childcare**

Started in 2005

This program pays a bonus for special leave for childbirth (14 weeks) during the bonus calculation period.

Note: In addition to the programs listed above, we offer a voluntary demotion system, staggered workday system, free biz system, and a non-necktie system (a system that allows employees not to wear neckties even outside the cool biz period).

## Childbirth and Childcare Programs

Female Male Both In-house or above legal standard programs

Pregnancy	Childbirth	1 Year old	Until the end of the month after the child reaches 3 years old	Until the child is under 10 years old	Until the child is in the 6th grade of elementary school
		★ Half-day full-time employee system (up to 3 hours reduction per day)			
	Staggered working hours system				
	6 weeks Special leave for childbirth				
		★ Childcare Leave Program			
	8 weeks Paternity leave after childbirth	★ Childcare Leave Program			
		Up to a maximum of 4 weeks. Can be taken in 2 separate periods			
	Until the end of the month when the child turns 1 year old	★ Tora Papa Special Leave			
		★ Support leave (paid/accumulated leave)	Available until the child is 1 year and 2 months old		
		★ Support leave (paid/accumulated leave)	For men, can be taken from 1 week before the wife's delivery until the child turns 1 year and 2 months old For women, can be taken after special leave for childbirth		
		★ Child Support Allowance			

## Facilities

### Recreational/Training Facilities (3 locations)

We have three recreational and training facilities in Kyoto, Karuizawa, and Hakone. Company trips, employee training, and various other uses are available. Chefs are also hired as full-time employees because we want people who want to “serve delicious food” to cook for those who appreciate it.

#### Kyoto Kaguraoka Rengetsuso

Kyoto Kaguraoka Rengetsuso is located in Yoshidakaguraokacho, a neighborhood of Kyoto, Japan’s ancient capital. You can experience high-quality materials, art works, and top-notch hospitality, and feel the spirit of learning from the craftsmanship and the thoughts of craftsmen.



Guests can see the Kyoto Gozan Okuribi bonfire on Mt. Daimonji



Left to right: Kenichi Hidaka (Manager), Mayumi Ozeki (Assistant Manager), and chef Yusaku Karatsu (Head Chef)

#### TRUSCO Resort and Spa Karuizawa

TRUSCO Resort and Spa Karuizawa is a forest resort where history and the forest coexist in harmony. It was built on the former site of a Western-style villa where Ni-tobe Inazo, who is also known for his portrait on the past Series 5,000 yen note, spent time. Employees can enjoy Karuizawa surrounded by rich nature with French cuisine made primarily using ingredients from the Shinshu region.



TRUSCO Resort and Spa Karuizawa is conveniently located within walking distance of JR Karuizawa Station



From left: Chef Mitsuru Iizuka, Assistant Manager Chiharu Kitagawa, Assistant Manager Aoi Iki, Manager Masatoshi Kawashima

#### TRUSCO Resort and Spa Hakone

TRUSCO Resort and Spa Hakone is nestled in Hakone’s rich natural environment. It is a luxurious location where employees can relax in a hot spring surrounded by beautiful nature. They can enjoy a satisfying time while savoring delicious Japanese kaiseki cuisine.



Guests can enjoy the beautiful nature and hot springs that Hakone has to offer



From left: Manager Ryo Ishiguro, Head Chef Taro Kinoshita, Nutritionist Emiko Kinoshita, Chef Toshiro Sato



Scan here for details

### Resort Condominiums (15 locations) Charge: \$6 for each adult per night

We have 15 resort condominiums that our officers, staff, and part-time staffs can use freely.

- Chuo-ku, Sapporo City
- Minato-ku, Tokyo
- Aoba-ku, Sendai City
- Chuo-ku, Kobe City
- Kusatsu, Agatsuma District, Gunma etc.

### Two Company Owned Yachts Fee: \$129 for one group per outing



THE SENDAI TOWER  
Ichibancho Residence  
(Aoba-ku, Sendai City, Miyagi)

TRUSCO owns two yachts, one in Yokohama (Kanagawa) and Ashiya (Hyogo). These yachts are made available as a chance to enjoy a bit of cruising. In addition, the company will subsidize half the cost of acquiring a license for a small vessel boating license (103 license holders in the company). (As of the end of December 2025) In addition, cruising events are held on a regular basis, which is used as opportunities for employees and their families to interact with other employees and their families.



Cruising event highlights (Tokyo Head Office members)

### Singles’ Dormitories (5 locations) Rent: Normally \$96/month (\$129/month at TRUSCO’S Shimbashi)

We own a total of five employee dormitories for single employees and employees assigned away from their families: three in Tokyo, one in Aichi, and one in Osaka. TRUSCO also provides dormitories. In 2027, a new dormitory is scheduled to be added in Saitama Prefecture.\*



TRUSCO'S Shimbashi  
(Minato-ku, Tokyo)



TRUSCO'S Osaka  
(Higashi-Osaka City, Osaka)



TRUSCO'S Ayase  
(Adachi-ku, Tokyo)



TRUSCO'S Kita-Nagoya NORTH, TRUSCO'S Kita-Nagoya SOUTH  
(Kitanagoya City, Aichi Prefecture)



TRUSCO'S Satte\*  
(Satte City, Saitama)



TRUSCO'S I (Yokohama)  
Length: Approx. 41.00 ft. (12.50 m)  
Weight: Approx. 18 tons, Capacity: 12 persons  
Horsepower: 370 (5,460 cc) × two engines



TRUSCO'S II (Ashiya)  
Length: Approx. 36.00 ft. (10.98 m)  
Weight: Approx. 12 tons, Capacity: 12 persons  
Horsepower: 285 (3,600 cc) × two engines

## Health Management

### Health management initiatives

Under the key theme “Aiming to be a company where all employees (including part-time employees) can work for a long time with peace of mind and body,” the management team, the Human Resources Department, and the Corporate Planning Division are working on health management. We believe that practicing health management not only protects the physical and mental health of each employee but also revitalizes the organization by improving employee vitality and productivity, which in turn leads to improved performance and corporate value.



#### Specific Initiatives

- Support for balancing treatment and work through the personnel system and cooperation between the employee’s primary physician and industrial physician
- Strengthen safety measures centering on the Central Health and Safety Committee and the Distribution Safety Promotion Section
- Self-care, counseling experience training, and mental health measures through the establishment of EAP
- Excessive workload management using the Fatigue Accumulation Self-Diagnosis Checklist and Report for Revising Long Work Schedules
- Approaches for high-risk cases centered on health guidance
- Regular health checkups are also provided for dependent spouses, not only for all employees

#### Health Management Initiative Indicators

	2023	2024	2025
Regular health checkup rate	100.0%	100.0%	100.0%
Regular health checkup secondary checkup rate	84.4%	83.8%	88.1%
Stress check rate	100.0%	100.0%	100.0%
Smoking rate	14.5%	14.7%	14.5%
Number of sleep apnea syndrome (SAS) screening test subjects	172	89	114
Presenteeism	80.1	79.9	80.0

## Trusco Nakayama Health Insurance Association

Started in 2019

### Our reasoning behind establishing a single company-based health insurance association

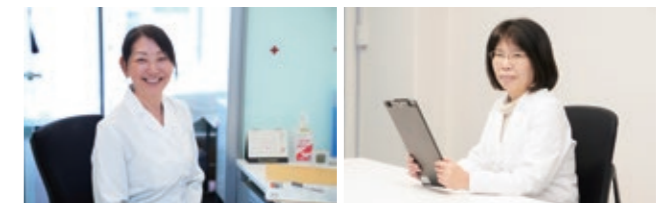
As a company that takes responsibility for the lives of our employees, and out of our desire to also ensure the health of their families, in April 2019 we established the Trusco Nakayama Health Insurance Association, our independent health insurance association, at the Tokyo Head Office. This has made it possible for us to further enhance our own health care services. We are currently promoting initiatives that are suitable for our Company so that employees can continue working with peace of mind for many years.

#### Various subsidies

- Subsidies for specific types of infertility treatment (maximum of \$322 up to 6 times per child)
- Online quit smoking program offered (no cost to participants upon successfully quitting)
- Subsidy for outpatient smoking cessation treatment (up to \$129)
- Subsidy for HPV testing (available once every 5 years, no payment required)
- Provision of the “Pep Up” health management app (available to insured persons and dependent spouses aged 40 and over)
- Reimbursement for part of high medical expenses (up to \$645)

## TRUSCO NAKAYAMA CORPORATION Health Declaration

“As a company that supports manufacturing in Japan, TRUSCO NAKAYAMA CORPORATION aims to be of service to people and society. Through our business activities, we will continue to help reduce the environmental impact caused by manufacturing sites, workplaces, and suppliers as well as promote the health of our employees so that they can continue to work with peace of mind for many years to come.”



Health Care Section (Tokyo Head Office)  
Masako Tekawa, public health nurse (supervisor)

Health Care Section (Osaka Head Office)  
Kiyomi Yamada, public health nurse (supervisor)

#### Health Management Strategy Map

The Health Management Strategy Map clarifies the issues that we want to solve through health management and provides the process that leads to solutions in a visual format. We will effectively implement the PDCA cycle by understanding indicators over time and realizing initiatives.



Health Management initiative page



Health Management Strategy Map



TRUSCO NAKAYAMA  
Health Insurance Association Website



Members of the Trusco Nakayama Health Insurance Association office  
From left: Yoshimi Kaneshiro, Manager Akiko Tani, Supervisor Yuka Sato

#### Promotion of Collabo Health\*

The office for Collabo Health is located right next to the Personnel Division, making it so that “collaborative health” can be implemented naturally with the Company. Since the establishment of Collabo Health, we have collaborated with the Health Care Section to reduce excessive cancer screening tests and add any necessary missing tests. From 2025 and onward, both the company and the Health Insurance Association have increased subsidies for regular health checkups.

\* A scheme in which employers and health insurance associations work together to effectively promote the health of members

We have been carrying out environmental activities under the environmental philosophy of “Sustainability” for more than 25 years since before the term sustainability became widespread. At present, we are engaged in a variety of initiatives as TRUSCO “Sustainability” projects designed to create a better future, including social activities and governance.

# Sustainability



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## Sustainability

### What is “Sustainability”?

Driven by our belief that “even our smallest efforts can lead to a greater compassion in the future, and we aim to be an eco-friendly company,” we established our environmental philosophy, “Sustainability,” in 1998 and have since worked to raise each employee’s environmental awareness and develop energy-saving designs throughout our business model (P.82). Today, our efforts are not limited to the environment, but also include communications with “all stakeholders,” such as our employees, business partners, and shareholders, achieving Corporate Governance based on the Shushazentaku standard (P.84), and initiatives related to sustainability as a whole, collectively known as the “Sustainability Project.”

### “Sustainability” History

- 1998** “Sustainability” initiatives for the environment began  
Established Naojiro Repair Workshop
  - 1999** Published the “ECO Plan” catalog of environmental preservation-related products
  - 2000** Industry first: Achieved ISO14001 certification at the former Osaka Head Office without consulting support
  - 2001** Started Promotion OJS\*
  - 2004** Established Environmental Management Office
- \*OJS: Open Judge System (360-degree evaluation)

### Sustainability Promotion System

For each material issue, we set concrete themes, initiatives, and KPIs (see P.32). Each division is responsible for executing its initiatives, and the Sustainability Committee monitors progress and promotes sustainability in accordance with these KPIs. The Sustainability Committee is also responsible for evaluating and managing risks associated with sustainability, including climate change.

Click here for details on the Sustainability Promotion System



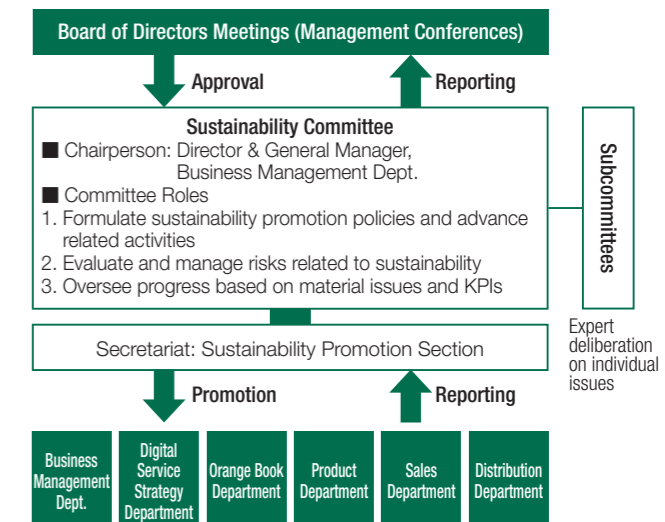
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### “Sustainability” Basic Policies

As a PRO TOOL supplier, we are committed to continually supporting Japanese manufacturing, regardless of the era. With our strong commitment that “Business must serve people and society,” we strive to create both social value and corporate value through our business (TSV\*), thereby contributing to solving social issues and building a sustainable local society.

\* TSV (TRUSCO Shared Value) is named from TRUSCO + CSV (Creating Shared Value).

- 2005** Company-wide ISO14001 certification acquired
- 2006** Updated facility environment for our company building
- 2010** Received the ISO14001 10-year Continuation Award
- 2014** Started President OJS
- 2015** Official supporter of the Japan Para Sports Association (JPSPA)
- 2020** Launched the “MRO Stocker” service, inspired by the “Okigusuri” concept but for tools
- 2022** Published “TRUECO Book,” an environmental pamphlet for employees
- 2024** Launched the Women’s Proposal Group
- 2025** Started indicating CO<sub>2</sub> emissions for each handled product



### Structure and Activities of Subcommittees

- To discuss specialized issues, the Sustainability Committee has established the following subcommittees.
- Compliance & Risk Subcommittee
  - Environmental Activities Promotion Subcommittee
  - Personal Information Protection Subcommittee
  - Information Security Subworking Group

Matters reviewed by each subcommittee are addressed, as necessary, through development of internal training programs and systems. We are also working to promote compliance and sustainability by collaborating with internal reporting institutions such as the Hotline.

# Environmental Efforts



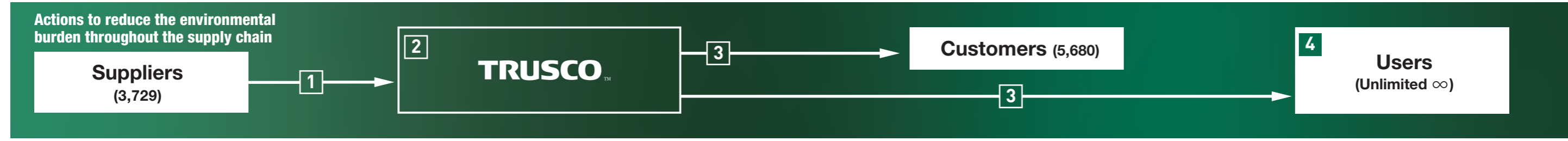
## Actions to reduce the environmental burden through business activities

We have been aiming for energy-saving design of the entire business model, such as unifying procurement through abundant inventory and fixed-cost logistics. TRUSCO is committed to reducing the environmental burden of our business activities, planning and developing

environmentally friendly PB Products, and proactively recycling, reusing, and returning products to their original state. We are working to reduce the environmental impact from our Company to even the users of our products throughout the entire supply chain.

## Environmental Issues Start with First Thinking for Yourself

Corporate and national responsibility for environmental destruction is often in the spotlight. We published the "TRUECO Book" and included a daily action checklist to reaffirm that "each one of us" is also a main actor in environmental degradation. We are also striving to raise the environmental awareness of all employees, for example by encouraging the wearing of winter work clothes indoors and thoroughly turning off air conditioning 30 minutes before leaving work.



### 1 Procurement and Development

From the product procurement and development stage, we are committed to handling environmentally-friendly products and procuring products that use less energy.

#### Reducing environmental impact by holding inventory

**1,621 t reduction\***

By holding a wide range of inventories as a wholesaler, we reduce the number of product shipments from suppliers, which helps to lower CO<sub>2</sub> emissions associated with product transportation. This also reduces the workload of order processing and helps to decrease overtime hours for employees.

\*The amount of contribution to CO<sub>2</sub> emissions reduction in one year in 2025 calculated from the results of each measure

#### Efforts to make TRUSCO products environmentally friendly

When developing "TRUSCO" products, we set criteria such as "resource conservation" and "long-lasting use," and are promoting environmentally conscious product development by considering every aspect from product design and use to disposal.

#### Small Core Tape Roll

This is a 50 m roll of packaging tape with a smaller core. This allows for twice the amount of tape to be used while also cutting tape roll storage space to half. Since twice as much tape can be used, replacements and waste are cut by half. This tape is also eco-friendly.



#### Non-Gas Spray

Since gas is not used, it is possible to fill containers with the same volume, helping to reduce material waste. Given that the risk of explosion is low, it is also a safer and more environmentally friendly spray compared to aerosol products.



#### Monochrome packaging materials

When changing packaging, we are shifting to environmentally friendly options such as minimizing plastic use as much as possible and switching to monochrome to reduce the amount of ink used.



### 2 Reducing the Environmental Burden Created through Our Business Activities

We are actively introducing environmental equipment to reduce the environmental burden generated by our own business activities.

#### Trusco Power Generation Installations (21 locations)

**Power Generation Capacity: 4,659 kW**  
(equivalent to the power used by approx. 1,035 households)  
**Power Self-sufficiency Rate: 24.5%**

We have installed solar panels to the maximum extent possible when distribution centers and new company buildings were constructed, aiming to increase our own power generation capacity of renewable electricity to 5,000 kW by 2026.



Solar power panels located on the roof of Planet Aichi. (1,867 kW) Installation of 768 kW solar panels is also planned for the rooftop of the HC East Japan Distribution Center, scheduled to start operation in August 2026.

#### LED rack lighting controlled by sensors on each unit

The lighting in the warehouse is equipped with a motion sensor. The lights automatically turn on when there is a person present, reducing unnecessary power consumption.



The LED lights at Planet Saitama are equipped with motion sensors. Since 2017, motion sensor has been installed in each lighting unit, significantly reducing power consumption compared to conventional area lighting.

#### Introduction of Environmentally Friendly Vehicles

As of the end of 2025, we have introduced 34 hybrid trucks, accounting for 22% of all company-owned trucks. We are also gradually switching our sales vehicles to environmentally friendly vehicles, starting with those that need to be replaced, without unnecessary replacements. We have currently introduced 56 environmentally friendly vehicles.



Hybrid truck (HINO DUTRO) Electric vehicle (Porsche Taycan)

### 3 Delivering Products to Our Customers

Our goal is to achieve environmentally-friendly distribution of PRO TOOL by delivering products in the most efficient and least environmentally burdensome manner.

#### Reducing the environmental burden through fixed-cost based distribution

**5,459 t reduction**

We deliver our products to retailers via fixed routes from distribution centers located near our customers (28 locations throughout Japan), which reduces packaging materials and CO<sub>2</sub> emissions associated with delivery compared to shipping by courier service.

Since TRUSCO uses foldable containers and return cushions for delivery to customers for delivering products to customers and receiving some products from suppliers, no packaging materials are used to achieve "waste-free distribution."



A foldable container used to deliver products to customers Products shipped by a supplier using a reusable container provided by TRUSCO

#### Environmental impact reduction by NIAWASE + U-choku

**[8.48 million units/year]** **4,716 t reduction**

TRUSCO's Direct Delivery Service realized through our abundant inventory and digital transformation (DX) of our distribution system makes it possible to make direct deliveries to users instead of two-step deliveries that involve customers. Not only does this shorten delivery times but also helps reduce the amount of packaging materials used and CO<sub>2</sub> emissions. (see p.55 and p.63)

"NIAWASE + U-choku" is a service where TRUSCO places products that a customer has ordered in one box ("NIAWASE" (Order Consolidation)) and delivers them directly to the user's manufacturing site ("U-choku" (Direct Delivery Service)). Transport distances and packaging materials are reduced by half, leading to a reduction in environmental impact.

### 4 Use of Our Products

MRO Stocker reduces the environmental burden by providing a one-stop service for users to purchase products. TRUSCO also provides services that support the 3R\* of PRO TOOL.

#### MRO Stocker (1,608 locations)

**6,438 t reduction**

MRO Stocker is like "Okigusuri," a business model that has been around for many years in Japan, but for tools. Always having PRO TOOL in stock eliminates management costs, delivery time, and wasteful purchases. Delivery costs are also reduced, which helps to reduce the environmental burden. (see p.63)



We borrow a space at the user's location and install MRO Stocker that provides just the right PRO TOOL for that user. This makes it a highly productive, environmentally-friendly service.

#### Naojiro Repair Workshops (\$14 million/year)

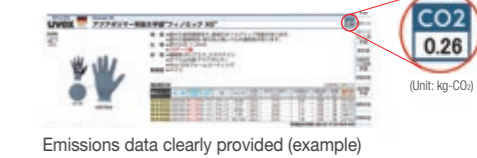
**1,192 t reduction**

Naojiro Repair Workshops offer eight services, including repair and sharpening. This service allows for the hassle-free repair, reuse, and maintenance of PRO TOOL, making manufacturing sites that use the service more environmentally-friendly. (see p.64)

#### Providing CO<sub>2</sub> emissions data for products

**[Number of items listed: Approx. 70,000 items]**

Starting with the 2025 edition of the TRUSCO Orange Book, we are providing CO<sub>2</sub> emissions data associated with the manufacture of representative products. We support the decarbonization of manufacturing sites by enabling the selection and purchase of products based on their CO<sub>2</sub> emissions.

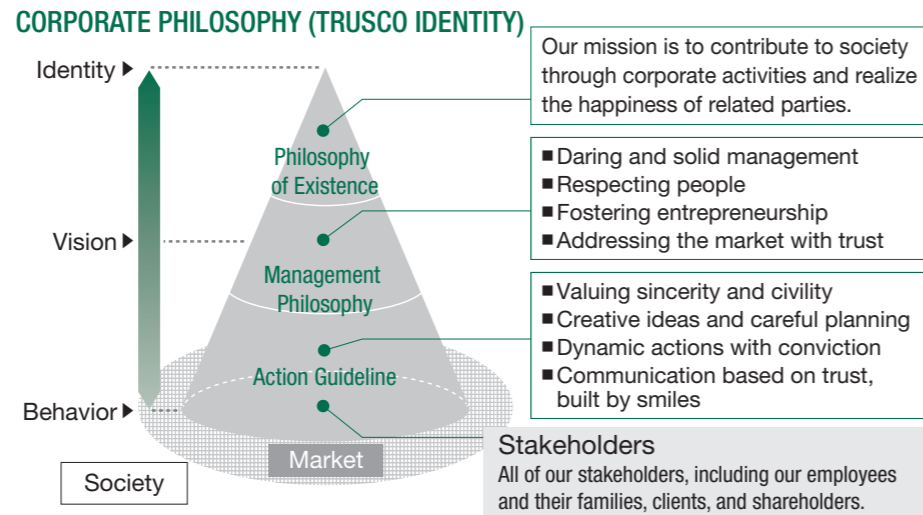


Emissions data clearly provided (example)

GOVERNANCE STRUCTURE

For the Embodiment of "TRUST COMPANY"

The company name and corporate logo are a direct expression of "TRUST COMPANY", a company that is trusted by all stakeholders. We will fulfill our social mission by embodying this concept as the starting point of our daily corporate activities.



TRUST + COMPANY = TRUSCO  
Company Earning Your Trust

Top-Level Parties Conference (Board Meeting)

Consisting of only executives (excluding outside directors and outside corporate auditors), the Board of Directors comes together in meetings (Management Conferences) to discuss what direction the Company is headed and share this information.

Hotline

TRUSCO has established a hotline for reporting from both inside and outside of the company to quickly discover, handle and prevent recurrence of compliance-related issues.

Hotline	
In-house Hotline:	An internal hotline for employees has been established in the Sustainability Promotion Section and Osaka Management Section
Legal Hotline:	An external hotline for employees has been established which is managed by an outside party
Business Partner Hotline:	A hotline for our suppliers has been established which is operated by the Sustainability Promotion Section

Board of Directors Meetings (Management Conferences)

We conduct decision-making at Board of Directors Meetings, generally held 1 time per month. Board of Directors meetings are conducted in order to seek a wide range of opinions from participants that include Executive Officers and Division General Managers to ensure a broad perspective and transparency.

Features of the Conference

- Round-table layout allowing face-to-face communication
- Changes are made to seating every time with no priority given to facilitate participation from a fresh perspective
- Minutes of the Management Conference, containing not only resolution items but also the comments of every individual, are released to all employees within one week
- Female employees determined by a candidacy system make proposals for improvement, enhancement, and growth in the form of the Women's Proposal Group
- To make effective use of meeting time, the proportion of time required for deliberations, reports, proposals, and other activities throughout the meeting is visualized in advance
- To leverage the insights of Outside Directors, time is allocated during each meeting for them to provide advice

"Fire Lookout Tower" electronic auditing system

This is the industry's first electronic auditing system, which was launched in June 2001. The system is operated for the purpose of immediately detecting abnormal events using electronic data of internal transactions and taking measures to prevent recurrence.

Open Judging System (OJS, 360-degree evaluation)

Objectives

- Enhance the objectivity of the evaluation based on the fact that various evaluations are conducted not only by supervisors but also by colleagues and subordinates with whom the employees work on a daily basis.
- Evaluation comments are fed back to the participants to help them reaffirm their "strengths," "weaknesses," and "what is expected of them," leading to behavioral reforms.
- To create a good sense of tension in the workplace since it is a system in which co-workers mutually evaluate each other. Knowing that they are being monitored will encourage all employees to work harder and improve their abilities.

Type	Number of Times	Description
Personnel evaluation OJS system started	Twice a year	Conducts mutual OJS assessments of employees working in the same workplace (superiors, colleagues, and subordinates) with results reflected in personnel evaluations.
Promotion OJS	Once a year	All employees who know the employee will evaluate the employee and the results will be reflected in promotions, etc.

\* For all staff and part-time employees, excluding officers.

Evaluation System Method

- Personal information on voters is completely undisclosed.
- Each of 3 evaluation items is rated on a 5-point scale.
- Voting results are reflected in personnel evaluations, promotions, salaries, etc.

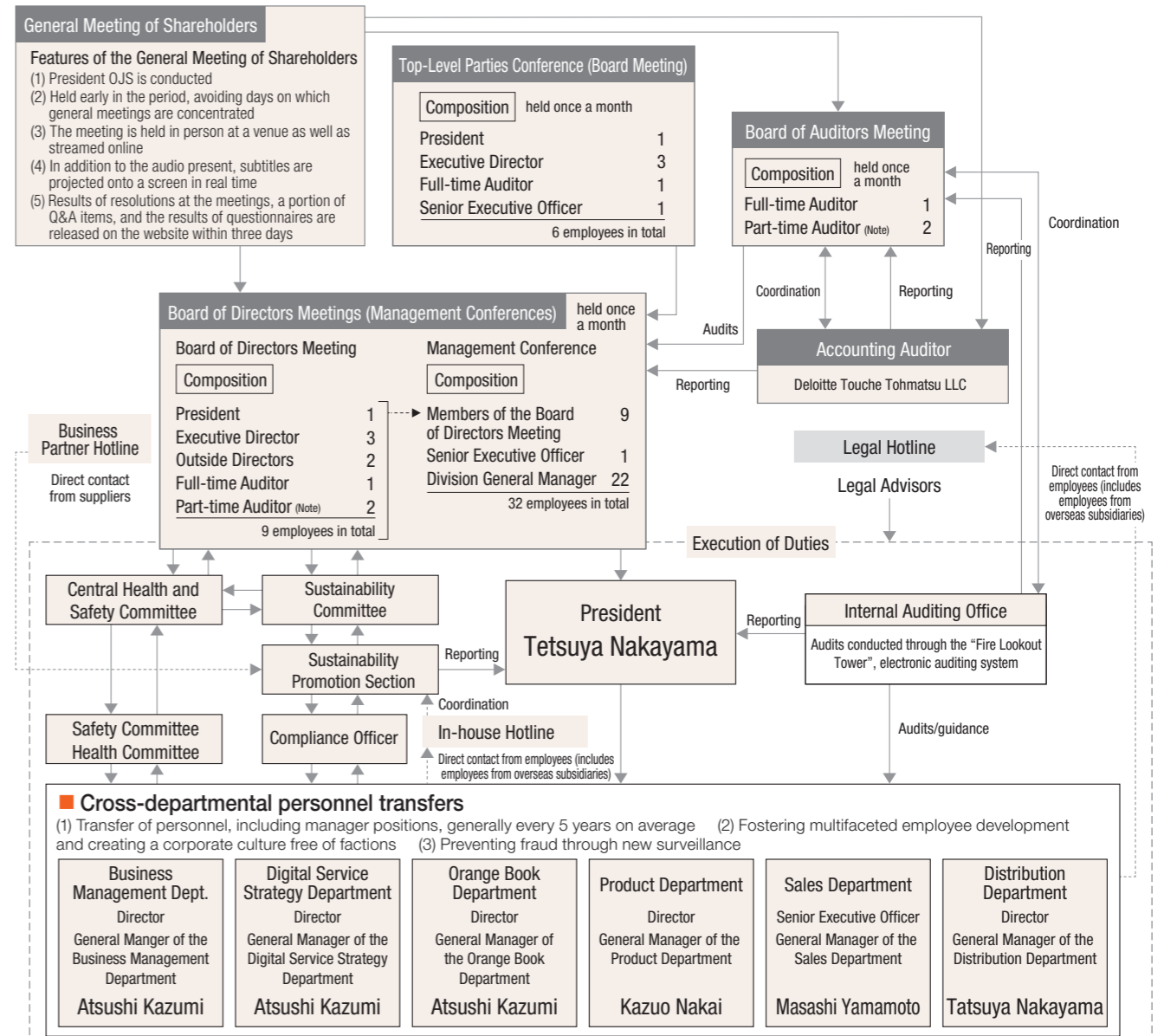
Shushazentaku compliance training

To ensure that each and every employee has a high sense of ethics, we have adopted the concept of Shushazentaku as a compliance guideline and instilled our corporate stance of making a decision based on what is right rather than focusing on whether it is profitable. We distribute the Trusco Zentaku Book, our compliance manual, to all employees, including part-time workers, to ensure that they are fully aware of the importance of making good choices.



Compliance Guide "Trusco Zentaku Book"

Governance Structure (as of April 1, 2026)



Note: Part-time auditors are outside corporate auditors.

National Tax audits and corrected tax amounts

Since 2024, TRUSCO has been disclosing our history of National Tax audits and corrected tax amounts as an important indicator of governance, believing that corrected tax amounts serve as a measure of a company's sincerity.

	44th term (2007)	47th period (2010)	54th period (2016)	62nd term (2024)
Periods under audit	43rd-44th periods (two years)	43rd-47th periods (five years)	53rd period (one year)	59th-61st periods (three years)
Audit period	1 months	2 months	2 months	2 months
Periods under audit Total amount of tax payable (Corporate Tax, Consumption Tax, etc.)	\$54 million	\$122 million	\$42 million	\$160 million
Corrected tax amount	\$60,451	\$126,967	\$5,032	\$110,322
Main audit content	Omission of inventory recording, etc.	Fixed assets tax period shift, etc.	Timing discrepancies in accounting for expenses of subsidiary, etc.	Misreporting of consumption tax, etc.

## “Giving Back to Society” through the Nakayama visually impaired welfare foundation

The Nakayama visually impaired welfare foundation was established in 1997 in response to the will of “wanting to serve visually impaired people” by Kiyoko Nakayama, the mother of Tetsuya Nakayama (President of the foundation), who was born with optic nerves damaged by a forceps delivery. It later became a public interest incorporated foundation in 2010. The basic property shall be shares of TRUSCO NAKAYAMA CORPORATION, and the foundation does not receive donations or support from outside and does its own management. We continue “Giving Back to Society” through the Nakayama visually impaired welfare foundation.



2025 Guide dog “Cool”

## Managing the foundation using stock dividends

The foundation was established by the Nakayama Family with four million shares of TRUSCO NAKAYAMA CORPORATION stock and \$3 million in cash. In addition, the Nakayama Family donated an additional one million shares of TRUSCO NAKAYAMA CORPORATION stock in 2021. The foundation operates its business with the dividends from the shares. **Number of Shares of TRUSCO NAKAYAMA CORPORATION Stock Held by the Foundation: 4.35 million shares (as of December 31, 2025)**



New Nakayama Memorial Hall (completed on September 15, 2021)

Overview	
<b>Establishment</b>	October 1, 1997 Transition to a public interest incorporated foundation was made on November 1, 2010. October 1, 2021 Japanese name of the Nakayama visually impaired welfare foundation was changed. (English translation remains the same)
<b>President</b>	Tetsuya Nakayama
<b>Address</b>	2-1-9 Mizuki-dori, Hyogo-ku, Kobe City, Hyogo 652-0802 (3 min. walk from Shinkaichi Station) TEL: +81-78-599-6140 / FAX: +81-78-599-6141
<b>Support project results</b>	\$7 million (28-year cumulative total until FY2024)
<b>Area of grounds</b>	approx. 1,401 m <sup>2</sup>
<b>Floor area</b>	approx. 5,712 m <sup>2</sup>
<b>Structure</b>	1 underground level, 5 floors above ground, equipped with isolation system

## List of Officers and Board of Directors for the Nakayama visually impaired welfare foundation

(listed in alphabetical order)

<b>President</b>	<b>Tetsuya Nakayama</b> President of TRUSCO NAKAYAMA CORPORATION	<b>Auditor</b>	<b>Kohei Nomura</b> Attorney at Nomura & Partners
<b>Senior Director</b>	<b>Saori Nakayama</b> Representative Director of NR Holdings Corporation Registered as Certified Public Accountant	<b>Councilor</b>	<b>Kazumasa Murai</b> Certified Public Accountant and Tax Accountant at Murai Certified Public Accountant Office
<b>Managing Director</b>	<b>Hiroaki Matsuyama</b> Managing Director		<b>Yusuke Saraya</b> President and Representative Director of Saraya Co., Ltd.
<b>Director</b>	<b>Takuji Iuchi</b> President and CEO of AS ONE CORPORATION		<b>Tomihiro Takamatsu</b> Former Chairman of DyDo GROUP HOLDINGS INC.
	<b>Norio Ichikawa</b> President of Zojirushi Corporation		<b>Yuko Nakayama</b> Representative Director of NS Holdings Co., Ltd.
	<b>Tatsuya Otsuka</b> President & Chief Executive Officer of Earth Corporation		<b>Rie Nakayama</b> Assistant Professor, Department of Otorhinolaryngology, Head and Neck Surgery, Doctorate Course, Keio University School of Medicine
	<b>Kohei Goto</b> Chairman of SANKO Co., Ltd.		<b>Motonobu Nishimura</b> Chairman of Mandom Corporation
	<b>Osamu Tsujimoto</b> President of TSURUMI MANUFACTURING CO., LTD.		<b>Yuki Noumura</b> President and Representative Director of Taiyo Kogyo Corporation
	<b>Teruo Hashimoto</b> Chairman of Nippon Lighthouse Welfare Center for The Blind		<b>Junji Hada</b> Chairman of ELECOM Co., Ltd.
	<b>Kenji Furuhashi</b> President and CEO of Hosiden Corporation		<b>Naotaro Hikida</b> President and Representative Director of Kohnan Shoji Co.,Ltd.
	<b>Atsushi Matsumae</b> Full-time Director of the Nakayama visually impaired welfare foundation		<b>Kunio Yamada</b> Chairman of Rohto Pharmaceutical Co., Ltd.
	<b>Masahiko Mori</b> President of DMG MORI CO., Ltd.		<b>Yoshiaki Yamamoto</b> Former Division General Manager, Kobe City Disability Welfare
	<b>Naoyuki Yamamoto</b> CEO and Chairman of YAMAMOTO KOGAKU Co., Ltd.		<b>Teiji Wakita</b> President and Representative Director of WAKITA Corporation

Senichi Hoshino (former Nippon Professional Baseball manager), who passed away on January 4, 2018, served as director from June 2017 to January 2018, and contributed to the development of the foundation.

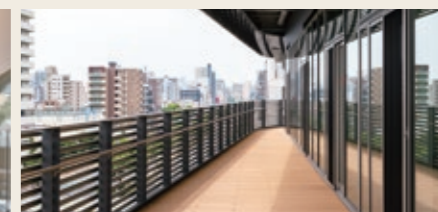
## Utility project 1

### Nakayama Memorial Hall facilities leasing business

At Nakayama Memorial Hall, 14 non-profit organizations cooperate with each other to provide total support to a large number of visually impaired persons.



Spacious reception hall



Sunny balcony

## Utility project 2 Grant project for support groups for visually impaired people and individuals

The foundation provides grants to groups for visually impaired people and support groups in financial difficulty, and provides scholarships free of charge to university students and others.

### 1 Subsidy Program

This program provides subsidies for groups for visually impaired people, support groups for the visually impaired, and volunteer groups.

### 2 Scholarship Program

We provide a scholarship of \$516 per month, free of charge, to visually impaired students who have a strong desire to learn who are enrolled in universities, junior colleges, or graduate schools (master's programs), to help create an environment where they can devote themselves to their studies until graduation.

## Utility project 3 Support activities for social participation activities for visually impaired people

People with disabilities spend every day like people without disabilities, and the foundation supports the participation of visually impaired people in society.

### 1 Hyogo Prefecture Visually Impaired People Music Festival Project

“Nakayama/KLC Concert”  
A classical concert started for the purpose of providing many visually impaired people with opportunities to perform. (Kobe Light Center (KLC))



“Nakayama/KLC Concert Vol.12”  
Guest appearance: Ensemble Kobe

### 4 Music performance project “Nakayama Wonderful Festa”

This is a concert that invites people with visual impairments and volunteer affiliates free of charge. Visually impaired people can attend with their guide dogs and wheelchairs so that they can enjoy the concert free from worry.



Guide dog lending ceremony held during the 25th Nakayama Wonderful Festa

In 2025, 1,672 attendees enjoyed the concert by singer Shigeru Matsuzaki.



Past performers (honorary omitted)  
23rd, 2023 Iruka & Hiromi Ota  
24th, 2024 Ryotaro Sugi & Natsuko Godai  
25th, 2025 Shigeru Matsuzaki

25th Nakayama Wonderful Festa (Shigeru Matsuzaki)  
Note: Concerts were not held from 2020 to 2022 due to the Covid-19 pandemic.

### 2 Lending business for guide dogs

We commission the training of two guide dogs per year and lend them to the visually impaired as “Nakayama Go” guide dogs. As of 2025, we have loaned 48 dogs.

### 3 Personal computer course project

Courses are divided into beginner, Internet, Microsoft Office, iPad experience, and voice PC experience courses to teach basic computer usage and Internet operation.



Computer course

### 5 Accompanying aid workers (guide helpers) education training project

Training sessions are held six times a year with the aim of increasing the number and improving the quality of companionship support employees (guide helpers).

### 6 Barrier-free movie screening project “Nakayama UD Film Festival”

Sponsored by the Nakayama visually impaired welfare foundation, the Nakayama UD Film Festival features audio commentary and Japanese subtitles for films screened. (UD...Universal Design)

## Profit-making business (Real estate leasing business)

A section of the Nakayama Memorial Hall has been used to provide real estate leases (office leasing, etc.) since November 2021.

# Corporate Data (Major Award History)

(some award winners as well as honorifics have been omitted)

**2017**  
**“Best IR Award for Encouragement” recipient**  
 (Sponsor: Japan Investor Relations Association)



The openness of TRUSCO's top management was reflected in the Company's level of disclosure, and TRUSCO was recognized for its efforts to disclose information in an early and fair manner, including proactive dissemination of useful information to investors, as well as for its enhancement of ESG information and activities for individual investors.



Scan here for details

**2018**  
**“Porter Prize” recipient**  
 (Sponsor: Hitotsubashi University Graduate School of International Corporate Strategy (ICS))



The Company's unique inventory expansion strategy and logistics system have earned the trust of customers, who say “TRUSCO has it in stock.” The Company's unique efforts to improve convenience without appealing to sales price were highly evaluated.



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**2020**  
**Selected as a “DX Stocks 2020” company**  
**“DX Grand Prix 2020” recipient**

**2021**  
**Selected as a “DX Stocks 2021” company**

**2022**  
**Selected as a “DX Stocks 2022” company**

**2023**  
**Selected as a “DX Platinum 2023-2025” company**  
 (Sponsors: Ministry of Economy, Trade and Industry (METI) and the Tokyo Stock Exchange)

“Intuition and assumptions can sometimes lead to fatal mistakes. We want to use the data analysis and utilization as a foundation for moving forward to the next stage.” In addition to this awareness by top management, the Company was highly evaluated for converting data analysis into creative services by utilizing AI and other technologies.



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**2020** **Information Technology Award 2023**  
**“IT Grand Prize” Recipient**  
 (Digital Transformation category)  
 (Sponsor: Japan Institute of Information Technology)

**2021** **“IT Grand Prize” Recipient**




TRUSCO was recognized for the high level of results it has achieved by improving the efficiency of the entire industry through the development of IT systems and for improving operational efficiency throughout the supply chain and business reform through the establishment of various mechanisms, including the automation of quotations using AI.

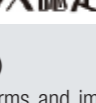


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**2021-**  
**Digital Transformation Certification**  
 (Sponsor: Ministry of Economy, Trade and Industry (METI))



TRUSCO was recognized for its internal operation reforms and improving the convenience of the entire supply chain through the use of digital technology.



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**2017 ~ 2019**  
**“Health management superior corporation (White 500)” certified**  
**2020**  
**“Health management superior corporation 2020 (Large Corporation Category)” certified**  
**2024 ~ 2026**  
**“Health management superior corporation (Large Corporation Category)” certified**  
 (Sponsors: Ministry of Economy, Trade and Industry (METI) and Nippon Kenko Kaigi)



To help employees maintain their physical and mental health and work with energy and confidence, President Nakayama personally made a Health Management Declaration, establishing a health care sections at both the Tokyo Head Office and Osaka Head Office. In 2019, TRUSCO launched its own health insurance union, implementing initiatives tailored to health management that have been highly praised.



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**2008**  
**Acquired “KURUMIN” certification**  
**2024**  
**Acquired “Platinum KURUMIN Plus” certification**  
 (Sponsor: Ministry of Health, Labour and Welfare)




The “Platinum KURUMIN” certification recognizes initiatives that support female workers in continuing employment and thriving in the workplace, such as obtaining parental leave and sustaining childcare. TRUSCO was awarded the “Plus” certification as it was recognized for active efforts such as its Vacation Bank Program, which allows employees to accumulate unused paid leave indefinitely to use when they are ill, for caregiving, or for infertility treatment. Additionally, it acknowledges measures such as adding infertility treatment to the eligibility criteria for the half-day full-time employee system. These proactive efforts have been highly evaluated, leading to the Company's “Platinum KURUMIN Plus” certification.




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**2023**  
**Acquired “Tomonin” certification**  
 (Sponsor: Ministry of Health, Labour and Welfare)



TRUSCO has been highly evaluated for its programs including its reduced work hours program, which helps balance work and caregiving, and its Vacation Bank Program, which allows employees to take extended leave for caregiving or illness. As a result, the Company has acquired the “Tomonin” symbol mark, which was created by the Ministry of Health, Labour and Welfare to promote workplace environments that allow employees to balance work and caregiving.



Scan here for details

**2023**  
**Good Career Company Award 2022 Grand Prize**  
 (Sponsor: Ministry of Health, Labour and Welfare)



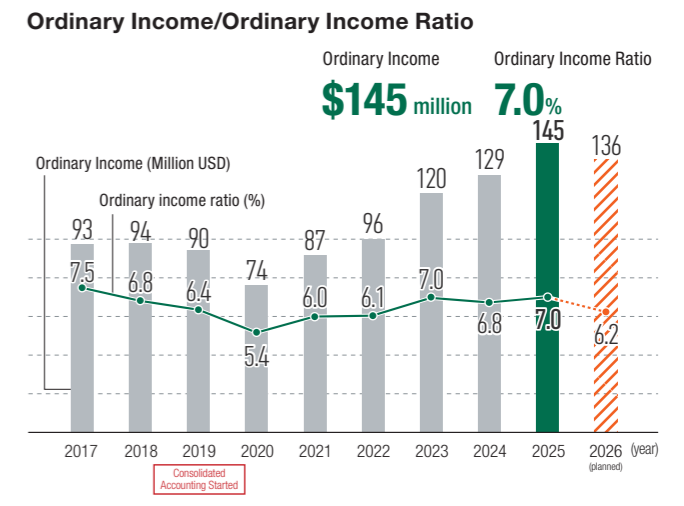
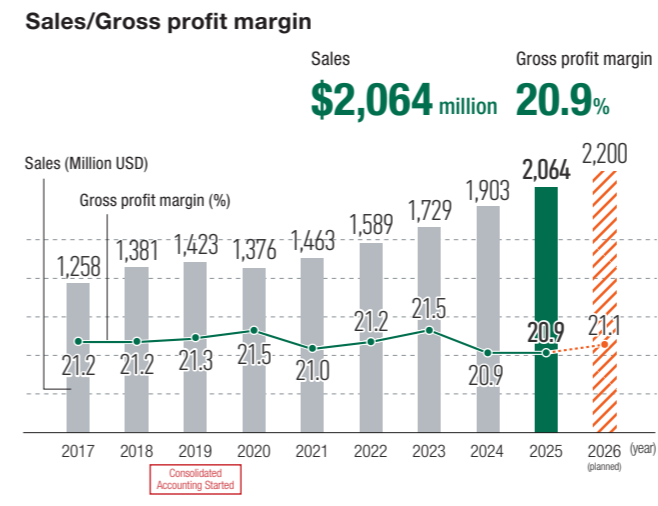
The Company's efforts to (1) Create an environment where each employee is listened to through the establishment of a new HR Support Section and the operation of a talent management system, and (2) to create a personnel system that follows up on each employee's career development through regular job rotations, were highly evaluated.



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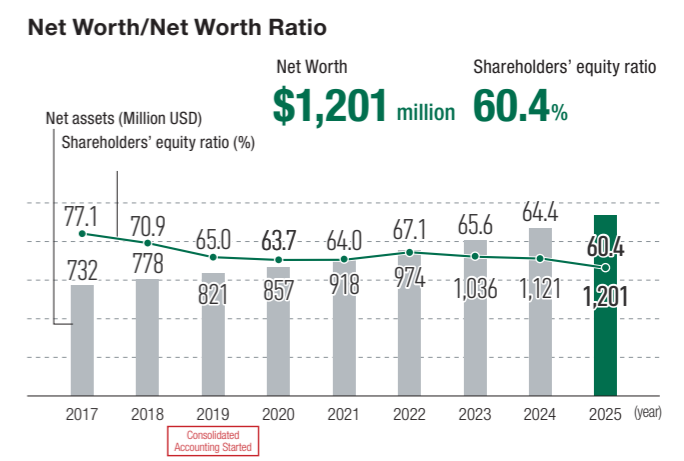
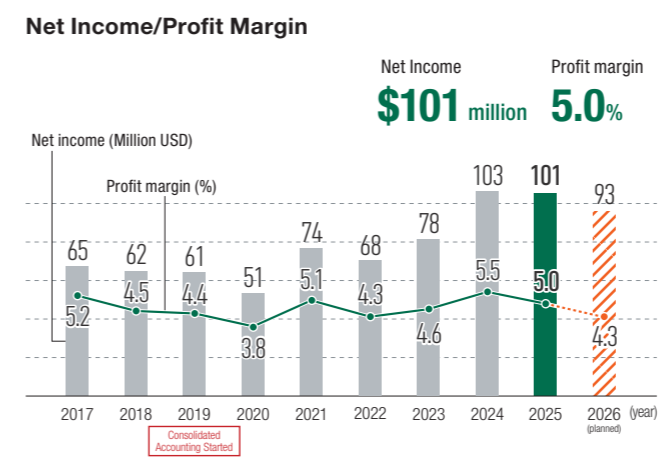
# Corporate Data (Operating Results Indicators) (As of the end of December 2025)

Consolidated Accounting Started : Figures based on consolidated business results due to the start of consolidated accounting in 2019.



We have been increasing our market share, by strengthening our prompt delivery system through investments in products, distribution, and digital. During the inflationary period from 2022 to 2025, gross profit margin increased due to valuation gains arising from price revisions for products purchased at old prices. And because we handle a wide range of products and primarily focus on consumables used daily at manufacturing sites, sales in 2020, when capital investment in the manufacturing industry stagnated due to the COVID-19 pandemic, were only down 3.3% year on year, continuing stable growth without being greatly affected by economic conditions.

With the increase in transactions with e-commerce companies and the rapid growth in freight shipments, as well as the need to improve storage efficiency by expanding the number of items in inventory, we accelerated investments in distribution centers and distribution equipment following the launch of the then-largest distribution center “Planet Saitama” in 2018. As a result, although depreciation costs have increased, except FY2020 due to the impact of the COVID-19 pandemic, ordinary income ratio has consistently remained between 6 and 7%.



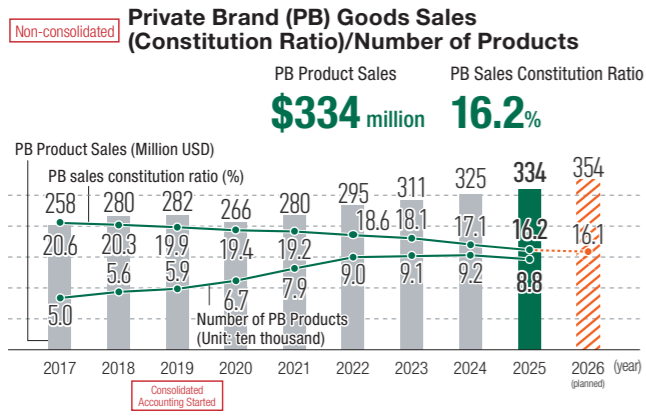
From 2021 to 2025, we have recorded extraordinary profits mainly due to the sale of fixed assets such as our former Osaka Head Office. As a result, return on equity (ROE) for FY2025 was 8.8%.

To accelerate the pace of investment in the distribution and digital domains, including the distribution center Planet Saitama which commenced operations in 2018, we took out our first-ever bank loan in FY2017 since the company's founding. New distribution centers—Planet Aichi and HC East Japan Distribution Center—are scheduled to begin operations in 2026.

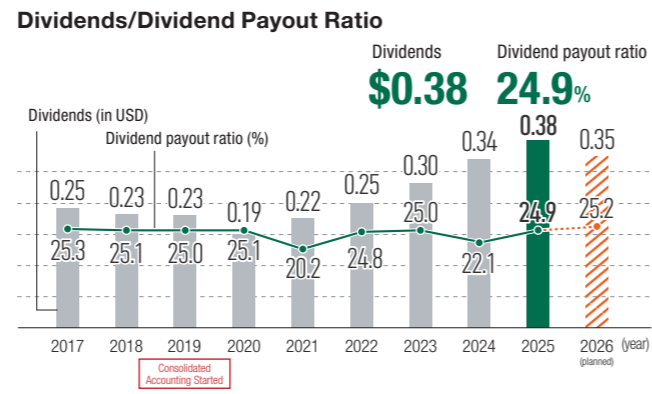
Conversion rate: 1 USD = 155 JPY

# Corporate Data (Sales Information) (As of the end of December 2025)

**Consolidated Accounting Started**: Figures based on consolidated business results due to the start of consolidated accounting in 2019.

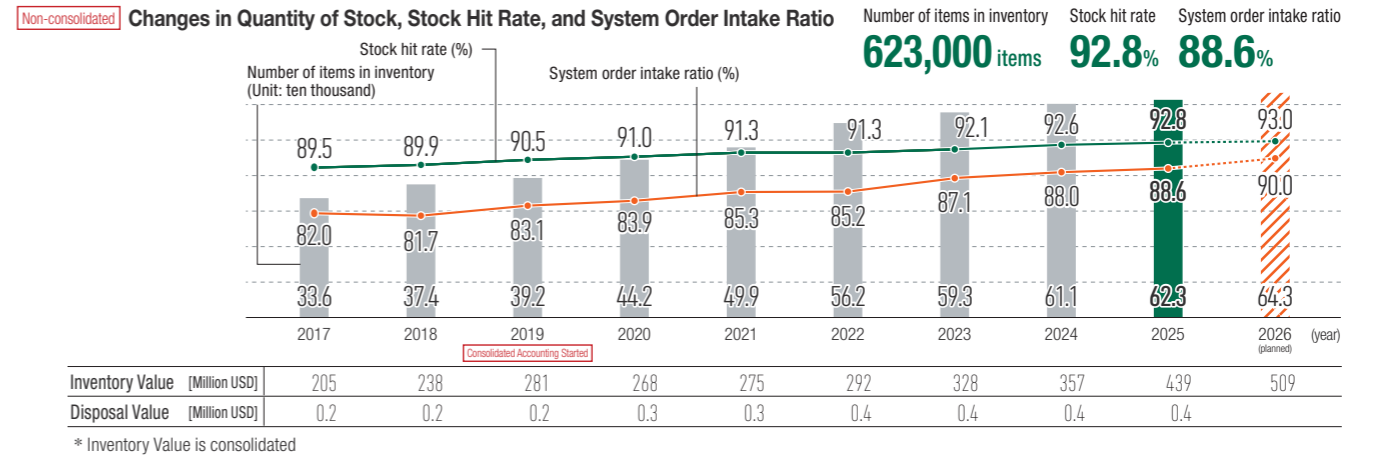


With the increased adoption of national brand (NB) products, the proportion of PB sales is showing a downward trend; however, we are working to further grow PB product sales by refining existing products.



\*For the fiscal years from FY2021 to FY2025, dividend amounts were determined by excluding the impact of extraordinary gains and losses that were not directly related to business activities.

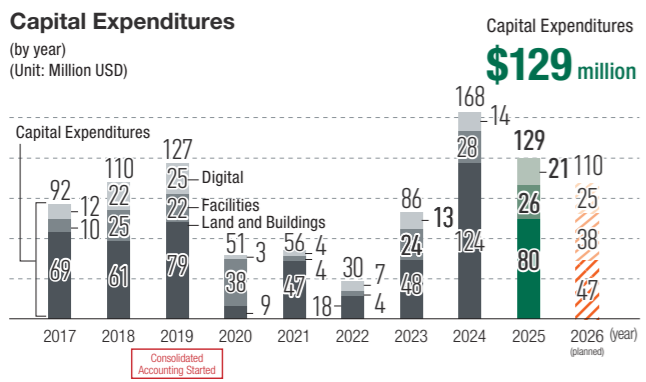
The consolidated dividend payout ratio is set at 25%, taking into account the balance between capital investment and dividends. We aim to increase sales and profits through growth investments and return value to our shareholders.



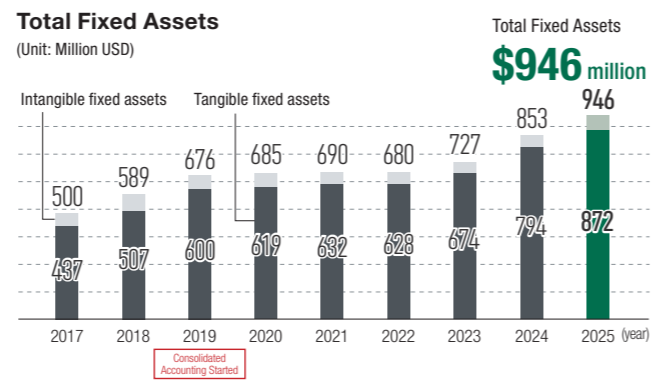
Inventory Value [Million USD]	205	238	281	268	275	292	328	357	439	509
Disposal Value [Million USD]	0.2	0.2	0.2	0.3	0.3	0.4	0.4	0.4	0.4	0.4

\* Inventory Value is consolidated

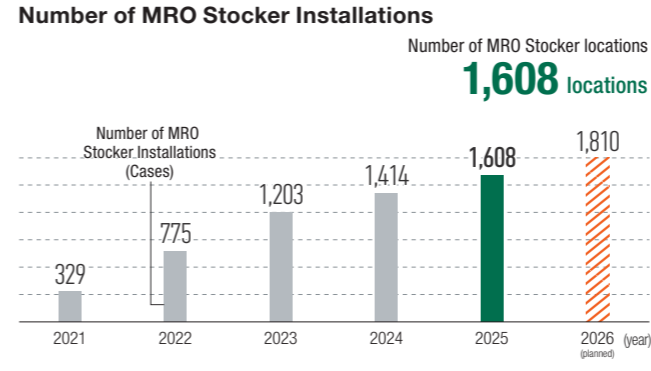
Efforts to expand the quantity of stock of long tail products and other items have enhanced TRUSCO's prompt delivery system. With the increase in the number of items in inventory, the "stock hit rate," representing the percentage of products shipped from our inventory among all orders, has reached the 90% range, and the "system order intake ratio," representing the percentage of orders processed through the system among all orders, has surpassed the 80% range, and both continue to improve each year. Furthermore, we are optimizing inventory levels according to shipping frequency by utilizing digital systems.



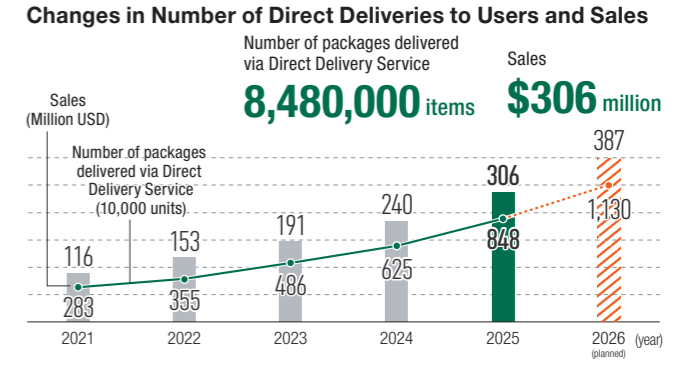
By expanding the number of items in inventory and enhancing shipping capacity, we are investing not only in distribution centers but also in digital systems that support our operations, to enable quick and stable supply of PRO TOOL products to manufacturing sites.



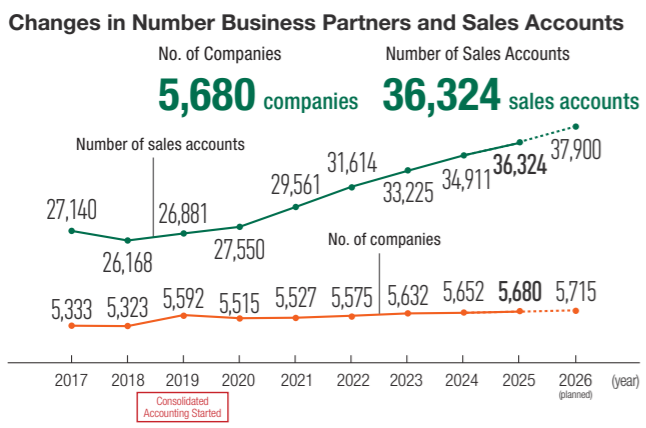
Based on the concept of "Investments in distribution is our equivalent to M&A," the Company has proactively invested in distribution, resulting in the creation of tangible fixed assets such as distribution centers and equipment valued at \$872 million, and intangible fixed assets, including digital services, valued at \$45 million.



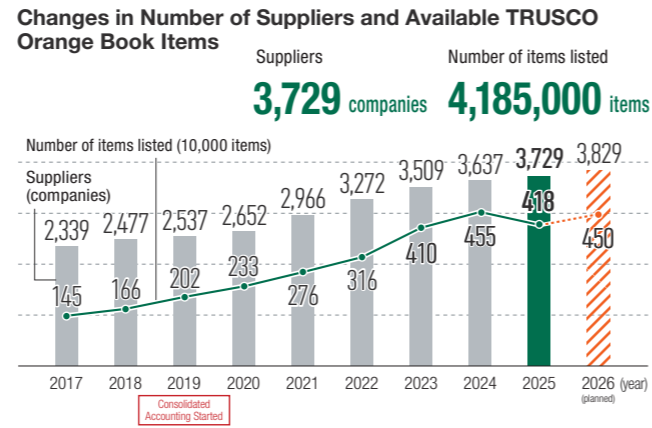
In 2020, TRUSCO launched a service similar to "Okigusuri," a business model that has been around for many years in Japan, but for tools, which eliminates delivery time, ordering work, and inventory management. The number of MRO Stocker installations has been increasing annually, responding to the needs of manufacturing sites that need certain products immediately.



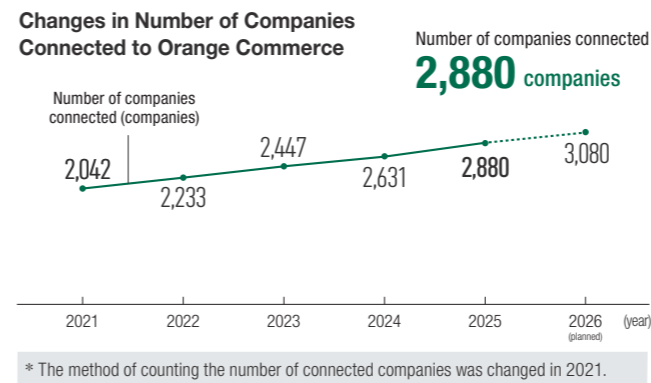
With the increased use of e-commerce companies, in addition to efforts to improve operational efficiency and reduce costs amid labor shortages, and to lessen environmental impact, the number of packages delivered via Direct Delivery Service continues to rise every year.



While the number of TRUSCO's business partners has remained nearly flat over the last decade, the number of sales accounts has steadily increased. To revitalize our customer base, the number of customers accounts has increased in recent years, partly due to expanded transactions with large-scale nationwide corporations.

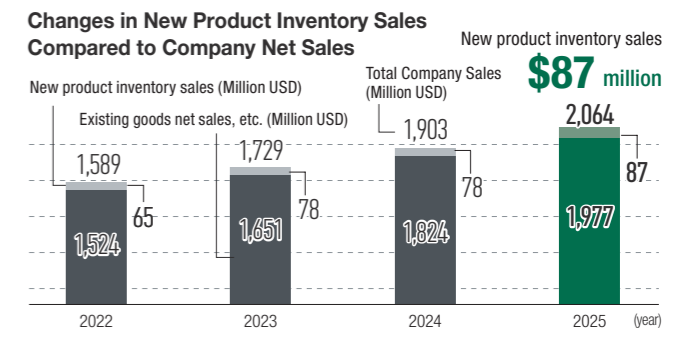


TRUSCO's number of suppliers has been steadily increasing each year. Additionally, the product database "Sterra" has enhanced the efficiency of registering product data.



\* The method of counting the number of connected companies was changed in 2021.

The introduction of electronic procurement, aimed at streamlining procurement and reducing costs—mainly among major users—has progressed, and the number of partner companies has exceeded 2,880. Users are able to digitalize their purchasing while continuing transactions with existing suppliers.



Approximately 4% of sales revenue consists of new stock items, and the company aims to have an inventory of one million items by 2030 from expanding sales channels, advancing technology, and adopting new products.

Conversion rate: 1 USD = 155 JPY

# Corporate Data (Operating Results Over the Past 10 Years)

		Consolidated Accounting Started										
		54 <sup>th</sup> term	55 <sup>th</sup> term	56 <sup>th</sup> term	57 <sup>th</sup> term	58 <sup>th</sup> term	59 <sup>th</sup> term	60 <sup>th</sup> term	61 <sup>st</sup> term	62 <sup>nd</sup> term	63 <sup>rd</sup> term	64 <sup>th</sup> term
		(2016/12)	(2017/12)	(2018/12)	(2019/12)	(2020/12)	(2021/12)	(2022/12)	(2023/12)	(2024/12)	(2025/12)	(planned) (2026/12)
<b>Operating Results</b>												
Sales (Year on Year)	[Million USD] (%)	1,142 (+6.3)	1,258 (+10.2)	1,382 (+9.8)	1,423	1,376 (-3.3)	1,463	1,590 (+8.6)	1,730 (+8.8)	1,903 (+10.0)	2,064 (+8.5)	2,200 (+6.5)
Average Daily Sales (Year on Year) (Non-consolidated parent)	[Million USD] (%)	4 (+6.3)	5 (+8.8)	5 (+10.8)	6 (+5.0)	5 (-4.9)	6	6 (+7.3)	7 (+7.4)	7 (+10.4)	8 (+9.3)	9 (+7.0)
Gross Profit Margin (Year on Year)	[Million USD] (%)	247 (+7.3)	267 (+7.9)	293 (+9.9)	303	296 (-2.4)	307	336 (+9.4)	371 (+10.3)	397 (+7.2)	430 (+8.2)	463
Gross profit margin	[%]	21.7	21.2	21.2	21.3	21.5	21.0	21.2	21.5	20.9	20.9	21.1
Selling, general and administrative expenses (Year on Year)	[Million USD] (%)	156 (+6.2)	174 (+12.0)	200 (+14.8)	214	225 (+5.0)	223	241 (+8.1)	251 (+4.0)	269 (+6.9)	283 (+5.3)	323 (+14.0)
Shipping expenses and packing costs (including fees for third-party delivery companies)	[Million USD]	26	30	36	39	40	43	49	53	58	63	67
Depreciation	[Million USD]	15	17	23	31	42	44	43	40	38	35	53
Salaries and bonuses (including bonus reserve inward/outward transfers)	[Million USD]	68	76	79	80	78	78	84	91	97	103	112
Selling and administration expense ratio	[%]	13.7	13.9	14.5	15.1	16.4	15.3	15.2	14.5	14.1	13.7	14.7
Operating income (Year on Year)	[Million USD] (%)	91 (+9.1)	92 (+0.8)	92 (+0.6)	89	71 (-20.1)	83	94 (+12.8)	119 (+26.3)	128 (+7.9)	147 (+14.2)	140 (-4.8)
Operating profit ratio	[%]	8.0	7.3	6.7	6.3	5.2	5.7	6.0	6.9	6.8	7.1	6.4
Ordinary income (Year on Year)	[Million USD] (%)	93 (+9.2)	94 (+1.0)	94 (+0.4)	91	74 (-18.6)	87	97 (+11.1)	120 (+23.9)	129 (+7.4)	145 (+12.4)	136 (-5.9)
Ordinary Income Ratio	[%]	8.2	7.5	6.8	6.4	5.4	6.0	6.1	7.0	6.8	7.0	6.2
Net income (Year on Year)	[Million USD] (%)	64 (+20.9)	65 (+2.1)	62 (-4.4)	62	51 (-16.7)	74	68 (-8.4)	79 (+15.4)	103 (+31.2)	102 (-1.3)	93 (-8.4)
Profit margin	[%]	5.6	5.2	4.5	4.4	3.8	5.1	4.3	4.6	5.5	5.0	4.3
Cash and deposits	[Million USD]	68	67	75	118	208	267	254	279	266	307	-
Merchandise (products)	[Million USD]	187	205	238	281	268	275	292	328	357	439	509
Fixed assets	[Million USD]	409	500	589	677	685	691	680	728	853	946	-
Tangible fixed assets	[Million USD]	370	437	507	600	619	633	628	674	794	873	-
Intangible fixed assets	[Million USD]	14	21	38	55	44	34	28	29	33	45	-
Total assets	[Million USD]	826	950	1,098	1,265	1,347	1,436	1,452	1,579	1,743	1,989	-
Liabilities (long-term and short-term borrowings)	[Million USD]	0	64	161	270	335	335	290	322	364	516	-
Net Worth	[Million USD]	682	733	778	822	857	918	974	1,036	1,122	1,201	-
Shareholders' equity ratio	[%]	82.7	77.1	70.9	65.0	63.7	64.0	67.1	65.6	64.4	60.4	-

Note: Year-on-year comparisons are not shown for the 59th term since fiscal year figures were retroactively adjusted to reflect the retrospective application of the "Accounting Standard for Revenue Recognition," etc.

## Cash Flow

Cash flows from operating activities	[Million USD]	41	57	44	70	97	102	78	95	84	52	-
Corporate tax amount paid	[Million USD]	-37	-27	-26	-31	-27	-21	-31	-29	-45	-44	-
Cash flows from investing activities	[Million USD]	-50	-107	-117	-127	-56	-29	-33	-84	-117	-139	-
Cash flows from financing activities	[Million USD]	-14	47	80	93	49	-14	-58	12	20	126	-
Free cash flow	[Million USD]	-8	-49	-72	-56	40	73	45	10	-33	-86	-
Dividend amount paid	[Million USD]	-14	-16	-16	-15	-14	-14	-13	-19	-21	-24	-
Net increase (decrease) in cash and cash equivalents	[Million USD]	-23	-1	8	37	90	58	-13	23	-12	40	-

## Financial Indicators

Return on assets (ROA)	[%]	11.6	10.6	9.2	7.2	5.7	6.3	6.7	7.9	7.8	7.8	-
Return on equity (ROE)*	[%]	9.8	9.3	8.3	7.5	6.1	8.4	7.2	7.9	9.6	8.8	-
Return on invested capital (ROIC)	[%]	9.3	7.9	6.9	6.1	4.3	4.8	5.2	6.3	6.3	6.4	-
Capital Expenditures	[Million USD]	52	93	110	127	52	56	30	86	168	129	111

\* ROE concept: TRUSCO NAKAYAMA does not employ short-term strategies to increase ROE. We aim to expand profit by providing investments to ongoing growth sectors to facilitate long-term and stable growth.

## Information by Share

Earnings per share (EPS)*	[USD]	0.97	0.99	0.95	0.94	0.78	1.13	1.03	1.20	1.57	1.55	-
Book-value per share (BPS)*	[USD]	10.35	11.12	11.80	12.47	13.00	13.93	14.77	15.72	17.02	18.22	-
Annual dividend	[USD]	0.49 (0.24)	0.25	0.23	0.23	0.19	0.22	0.25	0.30	0.34	0.38	0.37
Dividend payout ratio	[%]	25.2	25.3	25.1	25.0	25.1	20.2	24.8	25.0	22.1	24.9	25.2

\* The net income per share, net assets per share, and annual dividend amounts in parentheses before the 54th term were calculated based on the number of shares after the stock split for splitting one share into two shares on January 1, 2017.

## Sales by Segment

(The results show sales performance announcing the settlement of accounts for each term by segment. Year-on-year comparisons are made with the figures for the previous year which have been reclassified to correspond to the segment classifications of each period.)

Factory Route	Sales (Year on Year) [Million USD] (%)	941 (+4.5)	1,015 (+8.1)	1,091 (+7.4)	1,097	1,011 (-7.8)	1,047	1,100 (+5.1)	1,175 (+6.8)	1,270 (+8.1)	1,362 (+7.2)	1,442 (+5.8)
e-Business Route	Sales (Year on Year) [Million USD] (%)	119 (+24.9)	157 (+29.1)	198 (+26.1)	222	247 (+11.4)	286	332 (+16.2)	381 (+14.6)	439 (+15.3)	496 (+12.9)	538 (+8.5)
Home Center Route	Sales (Year on Year) [Million USD] (%)	77 (+4.8)	79 (+3.2)	86 (+8.6)	94	109 (+15.6)	118	142 (+20.7)	156 (+9.5)	173 (+10.6)	183 (+5.9)	193 (+5.7)
Overseas Route	Sales (Year on Year) [Million USD] (%)	3 (-15.2)	5 (+59.5)	6 (+5.3)	9*	7 (-14.5)	10	13 (+24.4)	16 (+22.5)	19 (+19.7)	22 (+12.0)	25 (+13.3)

\* Overseas Route established and business results of overseas subsidiaries included in figures due to the start of consolidated accounting in the 57th period.

Note: Year-on-year comparisons are not shown for the 59th term since fiscal year figures were retroactively adjusted to reflect the retrospective application of the "Accounting Standard for Revenue Recognition," etc.

Conversion rate: 1 USD = 155 JPY

## Corporate Data (Human Resources Information) (As of the end of December 2025)

			59 <sup>th</sup> term (2021/12)	60 <sup>th</sup> term (2022/12)	61 <sup>st</sup> term (2023/12)	62 <sup>nd</sup> term (2024/12)	63 <sup>rd</sup> term (2025/12)	
Employees (persons)	Total	Male	1,405	1,412	1,450	1,482	1,527	
		Female	1,501	1,542	1,593	1,702	1,731	
		Total	2,906	2,954	3,043	3,184	3,258	
	Officers	Male	9	9	11	10	8	
		Female	1	1	1	1	1	
		Total	10	10	12	11	9	
	Full-time staff	Male	1,061	1,062	1,072	1,083	1,140	
		Female	571	577	589	626	669	
		Total	1,632	1,639	1,661	1,709	1,809	
	Part-time staff	Male	335	341	367	389	380	
		Female	929	964	1,003	1,075	1,061	
		Total	1,264	1,305	1,370	1,464	1,441	
Average age (years) and Average years of service (years)	Staff average		39.6	39.8	39.9	39.7	39.3	
	Career Course (regular employment)		34.2	34.6	34.7	34.7	34.2	
	Local Career Course (regional regular positions)		-	-	32.9	33.3	33.0	
	Specialist course		37.8	38.4	39.7	41.4	42.7	
	Area course		44.4	44.7	45.2	45.4	45.7	
	Local Area Distribution Course		-	-	36.5	36.0	36.3	
	Logistics course		37.8	37.1	36.9	35.9	35.8	
	Average years of service	Male	18.2	18.5	18.5	18.3	17.4	
		Female	9.1	9.4	9.7	9.8	9.8	
		Total	15.0	15.3	15.4	15.2	14.7	
	Average Salary (thousand USD) The average salary including financial bonds*1 is shown in the parentheses.	Staff averages (includes executive officers)		39.6 (42.1)	42.6 (45.0)	42.7 (45.0)	46.4 (48.7)	48.5 (50.8)
		Department general managers and division general managers (does not include officers)		94.0 (102.3)	94.7 (101.9)	89.5 (96.3)	101.8 (108.3)	116.6 (122.4)
Managers including branch managers, center managers, and Head Office section managers		72.0 (77.3)	73.4 (78.4)	72.9 (78.0)	80.0 (84.9)	82.3 (87.7)		
Career Course (regular employment)		46.7 (49.8)	49.7 (52.8)	50.0 (53.0)	54.1 (57.1)	57.1 (60.3)		
Local Career Course (regional regular positions)		-	-	42.1 (44.5)	46.3 (48.7)	48.0 (50.4)		
Specialist course		45.0 (48.1)	51.4 (54.8)	50.9 (54.1)	55.9 (59.4)	59.4 (63.1)		
Area course		38.4 (40.8)	40.8 (43.2)	40.4 (42.7)	44.3 (46.6)	46.0 (48.3)		
Local Area Distribution Course		-	-	40.6 (42.3)	43.8 (45.5)	47.2 (49.0)		
Logistics course		29.4 (30.7)	31.8 (33.2)	33.9 (35.2)	36.2 (37.4)	38.1 (39.3)		
Number of New Employees, Number of Employees with Disabilities, and Number of Retirees		New employees	Male	25	51	64	84	100
			Female	26	47	59	59	87
			Total	51	98	123	143	187
	Number of new graduates hired	Male	21	43	42	37	60	
		Female	22	40	53	46	68	
		Total	43	83	95	83	128	
	Number of Employees with Disabilities (statutory employment rate based hires)		67 (55)	67 (62)	74 (64)	77 (73)	79 (74)	
	Employment Rate for Employees with Disabilities (statutory employment rate indicated in parentheses) (%)		2.8 (2.3)	2.7 (2.3)	2.8 (2.3)	3.2 (2.5)	3.1 (2.5)	
	Number of employees who retired*2	Male	45	41	45	66	44	
		Female	45	39	49	26	37	
		Total	90	80	94	92	81	
	Turnover rate (%) <sup>*2</sup>	Male	4.1	3.7	4.0	5.7	3.7	
Female		7.3	6.3	7.7	4.0	5.2		
Total		5.2	4.7	5.4	5.1	4.3		
Overtime Hours and Paid Leave	Average number of overtime hours per month (hours per month)		14.4	18.1	17.9	20.9	23.0	
	Number of paid days taken off	Days acquired (days)	11.8	12.4	12.2	12.8	13.1	
		Leave acquisition rate (%)	65.9	65.8	65.3	66.7	68.7	
Number of employees working shorter hours and number of employees taking childcare leave (persons)	Number of employees working shorter hours		116	121	129	126	132	
	Number of childcare leave users by gender <sup>*3</sup>	Male	12	9	17	11	13	
		Female	37	43	47	27	20	
		Total	49	52	64	38	33	
	Childcare leave acquisition rate (%) <sup>*4</sup>	Male	28.0	42.9	55.6	40.7	32.5	
		Female	93.0	97.7	85.7	80.8	95.2	
		Total	55.0	69.0	73.9	60.4	54.1	
	Return rate after childcare leave (%) <sup>*5</sup>	Male	100.0	100.0	100.0	100.0	100.0	
		Female	100.0	98.0	100.0	100.0	100.0	
		Total	100.0	98.0	100.0	100.0	100.0	

\*1 TRUSCO NAKAYAMA has a payment policy that provides severance as annual financial bonds rather than a single payment upon resignation.

\*2 Excludes employees who retired due to reaching the retirement age

\*3 Number of employees who took childcare leave in each fiscal year

\*4 Number of employees who started taking childcare leave in each fiscal year / Number of staff (or their spouses) who gave birth in each fiscal year

\*5 The number of employees who started taking childcare leave in each fiscal year is the number of employees who returned to work and the number of employees who started taking childcare leave in each fiscal year

## Corporate Data (Environment and Stock Information) (As of the end of December 2025)

		59 <sup>th</sup> term (2021/12)	60 <sup>th</sup> term (2022/12)	61 <sup>st</sup> term (2023/12)	62 <sup>nd</sup> term (2024/12)	63 <sup>rd</sup> term (2025/12)	
Power consumption	Total power consumption (1,000 kWh)	15,787	16,209	16,096	16,838	19,643	
	Branches (1,000 kWh)	4,686	4,014	3,971	3,594	3,942	
		Distribution Center (1,000 kWh)	11,101	12,195	12,125	13,244	15,701
	Renewable energy	Power Generation (1,000 kWh)	2,604	2,653	2,687	2,624	4,812
		Power Self-sufficiency Rate (%)	16.5	16.4	16.7	15.5	24.5
		Power Generation Capacity (kW)	2,793	2,793	2,793	2,793	4,659
Fuel use	Total consumption (gigajoules)	28,896	30,630	30,005	30,386	28,924	
	Fuel breakdown by type	Diesel fuel (kl)	430	510	515	542	534
		Gasoline (kl)	335	273	257	249	217
		City gas (1,000 m <sup>3</sup> )	25	42	36	28	28
Tap water consumption (m <sup>3</sup> )		37,148	42,493	42,343	43,463	45,914	
Volume of non-recyclable waste emissions (t)		645	432	511	389	402	
Volume of recyclable waste emissions (t)		1,601	1,595	1,654	1,926	1,851	
Amount of waste (t)		2,246	2,027	2,165	2,315	2,253	
Environmental penalty costs (yen)		0	0	0	0	0	
(Unit: t-CO <sub>2</sub> )							
Greenhouse gas emissions	Scope1	1,941	2,327	2,290	2,364	2,185	
	Scope2	7,154	8,109	6,812	7,350	8,636	
	Scope3	2,000,046	1,949,848	2,504,713	2,633,927	-	
	Total	2,009,141	1,960,284	2,513,816	2,643,642	-	
Scope3 Emissions by category	Category 1	823,697	939,917	1,354,722	1,568,961	-	
	Category 2	15,735	12,409	6,986	22,708	-	
	Category 3	1,432	1,503	1,492	1,149	-	
	Category 4	52,284	47,150	44,640	36,498	-	
	Category 5	220	161	192	475	-	
	Category 6	207	232	246	280	-	
	Category 7	278	320	358	668	-	
	Category 8	-	-	-	-	-	
	Category 9	-	-	-	-	-	
	Category 10	-	-	-	-	-	
	Category 11	1,090,064	931,020	1,070,779	975,580	-	
	Category 12	15,946	17,004	25,572	27,517	-	
	Category 13	183	132	130	87	-	
	Category 14	-	-	-	-	-	
	Category 15	-	-	-	-	-	
Status of Stock							
Shareholder Composition	Total	14,406	15,466	14,798	13,885	14,362	
	Individuals, etc.	13,564	14,648	13,995	13,118	13,564	
	Japanese corporations	512	540	535	510	512	
	Foreign corporations, etc.	203	222	213	204	228	
	Financial firms/stock brokerages	61	55	54	52	57	
Treasury stock		1	1	1	1	1	
Number of Shares Issued	Total	66,008,744	66,008,744	66,008,744	66,008,744	66,008,744	
	Individuals, etc.	12,852,467	11,472,477	10,777,920	10,139,326	9,061,312	
	Japanese corporations	22,757,978	24,985,498	24,899,803	25,018,376	26,003,869	
	Foreign corporations, etc.	12,963,593	13,512,336	13,587,126	13,963,320	16,762,940	
	Financial firms/stock brokerages	17,368,599	15,971,976	16,676,402	16,819,751	14,112,238	
Treasury stock		66,107	66,457	67,493	67,971	68,385	