



# The 62nd Business Year Business Performance DataAnalysis

FYE December 31, 2024 Third Quarter

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This document contains statements regarding future forecasts of business performance and business plans. Such statements are not guarantees of future performance and involve risks and uncertainties.  
Please note that future performance may differ from the planned figures due to changes in the management environment and other factors. This document is for informational purposes only and the Company is under no obligation to update it with the latest information available at this time.

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# 01

## Company Profile

Company overview  
Business flow

# Company overview

Company name	TRUSCO Nakayama Corporation
Founding	May 15, 1959
Representative	Tetsuya Nakayama, President Chairman, Nakayama Visual Welfare Foundation Vice president, Japan Federation of Machine Tool Distributors Associations President, Osaka Machine Appliance Wholesaler Cooperative
Head offices	Tokyo Head Office (Minato-ku, Tokyo, registered as official headquarters) Osaka Head Office (Chuo-ku, Osaka City)
Number of offices	95 in total: 89 domestic bases: (2 head offices, 59 domestic sales branches, 28 domestic distribution centers) 6 overseas bases: (Local subsidiaries: Trusco NAKAYAMA CORPORATION (THAILAND) LIMITED, PT. TRUSCO NAKAYAMA INDONESIA, TRUSCO NAKAYAMA USA, INC. Supplier development office: Germany, Taiwan, Thailand)
Capital stock	5,022,370,000 yen
Listed stock exchange	Prime Market of the Tokyo Stock Exchange (Securities Code: 9830)
Number of employees	3,178 (consolidated)
Credit rating	Single A (Rating and Investment Information, Inc.)
Line of business	Wholesale of all kinds of factory auxiliary materials (pro-tools), including working tools, measuring tools, and cutting tools needed in production. The company's mission is to improve the convenience of materials procurement at manufacturing sites through the general catalog "Trusco Orange Book" and the search site "Trusco Orange Book.Com."

Corporate message

“**GAMBARE!!  
JAPANESE MONODZUKURI**”.



Tokyo Head Office: Trusco Fiorito Bldg.  
(Minato-ku, Tokyo)

# Company overview



# 02

## Company-wide Business Performance

Accounting highlights

[Consolidated] Business performance / plans

[Consolidated] Monthly sales

[Consolidated] Monthly sales by sales route

# Accounting highlights

Actual result for FYE Desember 31,2024(62nd business year) Third Quarter

Net Sales	216,383million yen (YoY Change+10.1%)	Impact of measures that contribute to improved customer convenience and reduced environmental impact, including “Niawase + Yuchoku” (assortment & direct delivery to users), which holds an abundant inventory of approximately 610,000 items and utilizes state-of-the-art distribution equipment
Gross Profit	44,926million yen (YoY Change+8.0%)	▪Impact of increased profit margins in sales of inventory items purchased before the price revision (approximately 700 million yen)
Selling, general and administrative expenses (SGA)	30,657million yen (YoY Change+7.8%)	▪Salaries and bonuses (+648 million yen) Impact of monthly achievement incentive payments, increase in part-time employees and hourly wages, etc. ▪Freight and packing expenses (+601 million yen) Impact of increased sales ▪Depreciation (−276 million yen) Decrease due to expiration of amortization period of e-commerce sites, etc.
Extraordinary income	2,667million yen	▪Gain on sale of Trusco Glen Check Building (former Osaka Head Office)
Quarterly profit attributable to owners of parent	11,602million yen (YoY Change+32.3%)	▪Gross profit increased 32.3% YoY due to an increase in gross profit and extraordinary gains resulting from higher net sales.

Outlook for FYE December 31, 2024 (62nd business year) (Revised budget announced on August 9, 2024)

Net Sales	290,000 million yen (YoY change +8.1%)	The full-year budget has been revised to reflect the first-half results
Gross Profit	60,269 million yen (YoY change +4.8%)	This reflects the profit boost effect of approximately 300 million yen in the second half of the year due to inventory purchased before the price revision, and an increase in costs (profit reduction) of approximately 750 million yen due to an increase in the number of copies of the comprehensive professional tool catalog "TRUSCO Orange Book" aimed at improving customer convenience.
Selling, general and administrative expenses(SGA)	41,157 million yen (YoY change +5.5%)	There is no change to the second half budget, and the first half has been replaced with actual results.
Ordinary income	19,364 million yen (YoY change +3.7%)	This reflects the above changes.
Profit attributable to owners of parent	15,032 million yen (YoY change +22.5%)	Extraordinary income (approx. 2.7 billion yen) was recorded in the third quarter, and as a result, net income attributable to owners of the parent company is expected to increase 22.5% YoY.

# [Consolidated] Business performance

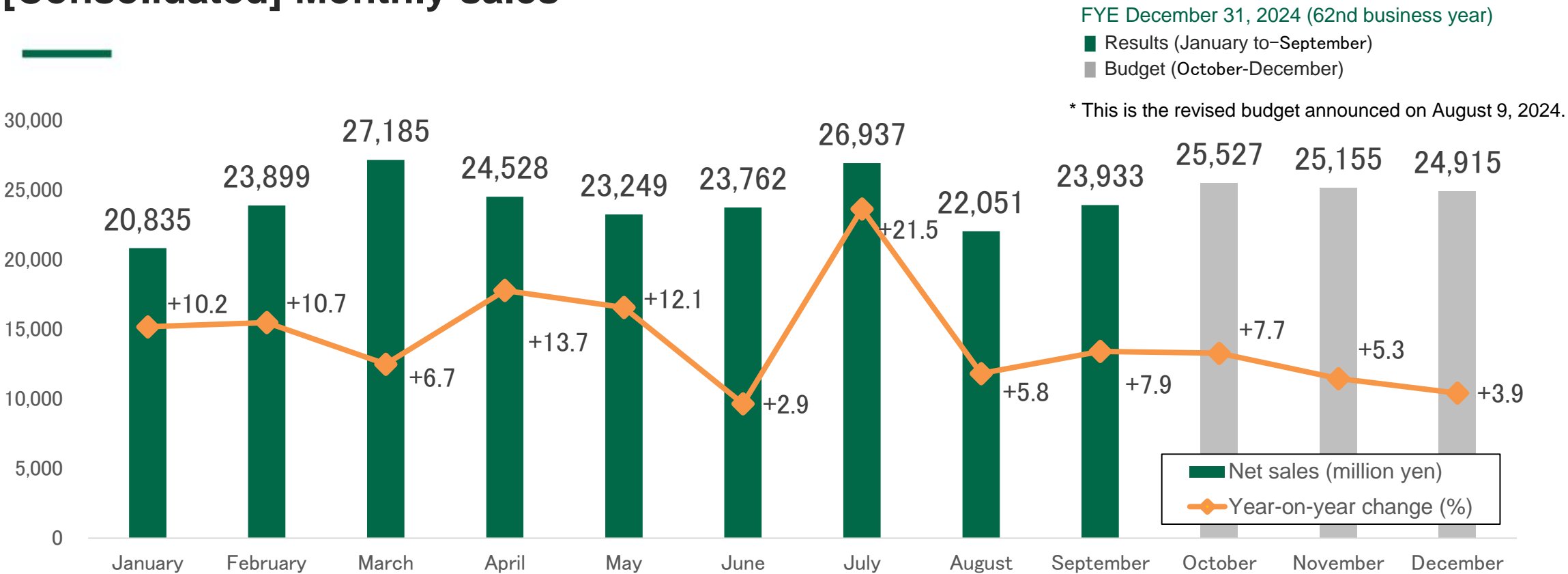
※1 This is the revised budget announced on August 9, 2024.

	Actual results for FYE December 31, 2023 (61st business year)			FYE December 31, 2024 (62nd business year) Third Quarter results				FY 2024 Full Year Budget*※1	
	Actual results	Share	YoY change	Actual results	Share	YoY change	Change from budget※1	Budget	YoY change
Net sales	268,154 million yen	–	+8.8%	216,383 million yen	–	+10.1%	+0.9%	290,000 million yen	+8.1%
Gross profit	57,522 million yen	21.5%	+10.3%	44,926 million yen	20.8%	+8.0%	+0.1%	60,269 million yen	+4.8%
Selling, general and administrative expenses (SGA)	39,003 million yen	14.5%	+4.0%	30,657 million yen	14.2%	+7.8%	+0.5%	41,157 million yen	+5.5%
(depreciation included in SGA)	6,206 million yen	2.3%	△6.9%	4,443 million yen	2.1%	△5.9%	△2.3%	6,265 million yen	+0.9%
Operating income	18,519 million yen	6.9%	+26.3%	14,268 million yen	6.6%	+8.4%	△0.7%	19,112 million yen	+3.2%
Ordinary income	18,669 million yen	7.0%	+23.9%	14,330 million yen	6.6%	+8.4%	△1.3%	19,364 million yen	+3.7%
Current (quarterly) profit attributable to owners of parent	12,268 million yen	4.6%	+15.4%	※2 11,602 million yen	5.4%	+32.3%	+17.5%	15,032 million yen	+22.5%
Current (quarterly) net income per share	186.05 yen	–	+24.90yen	175.95 yen	–	+42.97yen	–	227.96 yen	+41.91yen
Dividend per share	46.50 yen	–	+6.50yen	–	–	–	–	50.00 yen	+3.50yen
Private brand sales	48,313 million yen	18.0%	+5.3%	37,631million yen	17.4%	+4.3%	–	51,700 million yen	+7.0%
Capital expenditures	13,469 million yen	–	–	16,769million yen	–	–	–	23,385 million yen	–

※2 Gain on sale of Trusco GlenCheck Building (former Osaka Head Office) (approx. 2.7 billion yen)



# [Consolidated] Monthly sales



## Sales per day and operating days

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Sales per day (million yen)	1,096	1,257	1,359	1,168	1,107	1,188	1,224	1,050	1,259				-
Year-on-year change (%)	+ 10.2	+10.7	+17.3	+ 8.3	+6.8	+13.2	+10.5	+10.8	+13.6				-
Number of business days (days)	19	19	20	21	21	20	22	21	19	22	20	21	245
Year-on-year change (days)	±0	±0	-2	+1	+1	-2	+2	-1	-1	+1	±0	±0	-1

• Orders are constantly placed for consumables used in factories. As such, we place focus on the sales per day.

Our sales increase during the peak periods of March when many companies close their accounts.

# [Consolidated] Monthly sales

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Number of business days	19	19	20	21	21	20	22	21	19	22	20	21	245
YoY change	±0	±0	-2	+1	+1	-2	+2	-1	-1	+1	±0	±0	-1

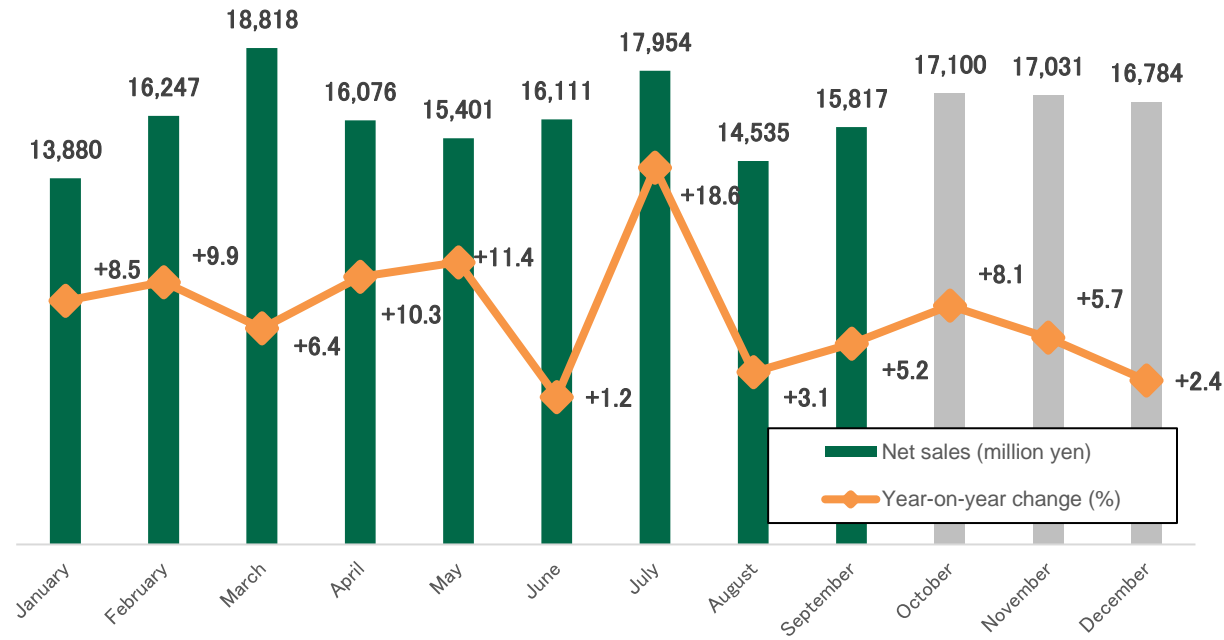
FYE December 31, 2024 (62nd business year)

■ Results (January to–September)

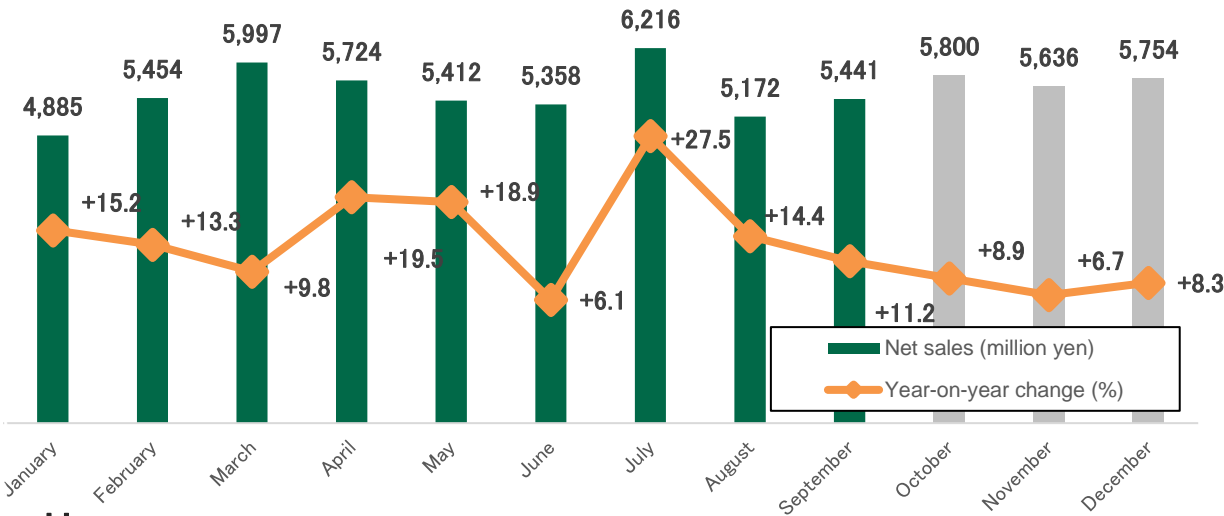
■ Budget (October–December)

\* This is the revised budget announced on August 9, 2024.

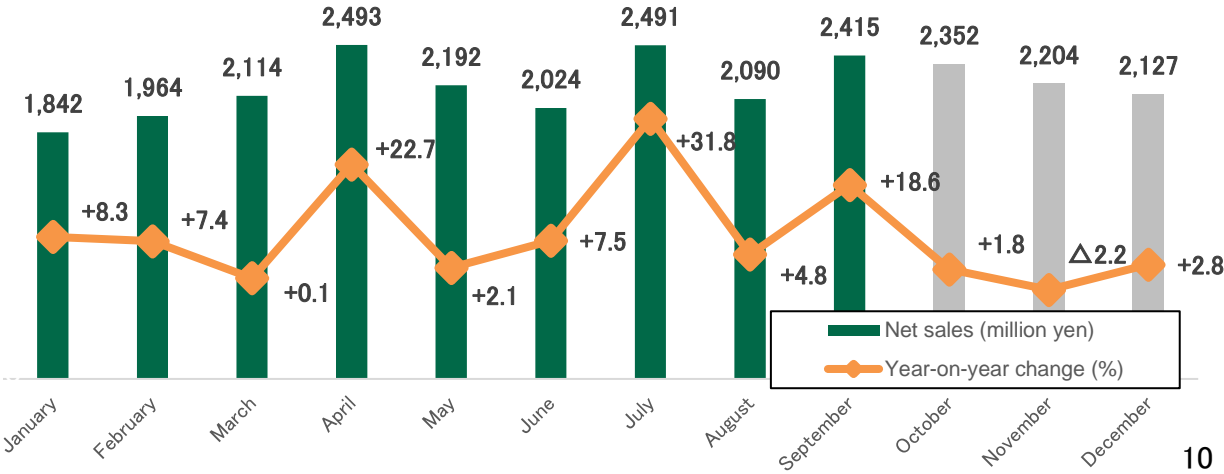
## Factory route



## e–Business route



## Home center route



# 03

## Sales Performance

[Consolidated] Business performance / plans by sales route

- Factory route
- e-business route
- Home center route
- Business performance of subsidiaries

[Non-consolidated] Sales by category of goods

[Non-consolidated] Changes in sales by category of goods  
(small category)

[Non-consolidated] Sales of private brand (PB) goods

# [Consolidated] Business performance by sales route

Factory route: Share 66.9% (YoY change +8.2%) e-business route: Share 23.0% (YoY change +15.0%)

Home center route: Share 9.1% (YoY change +11.4%) Overseas route: Share 1.0% (YoY change +19.4%)

\* This is the revised budget announced on August 9, 2024.

	Actual results for FYE December 31, 2023 (61st business year)				FYE December 31, 2024 (62nd business year) Third Quarter					
	Net sales			Gross profit margin	Net sales				Gross profit margin	
Sales route	Actual results	Share	Year-on-year change	Actual results	Actual results	Share	YoY change	Change from budget (*)	Actual results	Change from the end of previous fiscal year
Factory route	182,188million yen	67.9%	+6.8%	21.5%	144,842million yen	66.9%	+8.2%	+0.5%	20.5%	△1.0pt
e-business route	59,121million yen	22.1%	+14.6%	22.3%	49,663million yen	23.0%	+15.0%	+1.7%	22.5%	+0.2pt
Home center route	24,260million yen	9.0%	+9.5%	17.4%	19,629million yen	9.1%	+11.4%	+2.5%	16.6%	△0.8pt
Overseas route	2,583million yen	1.0%	+22.5%	34.4%	2,247million yen	1.0%	+19.4%	△0.4%	34.1%	△0.3pt
Total	268,154million yen	100.0%	+8.8%	21.5%	216,383million yen	100.0%	+10.1%	+0.9%	20.8%	△0.7pt

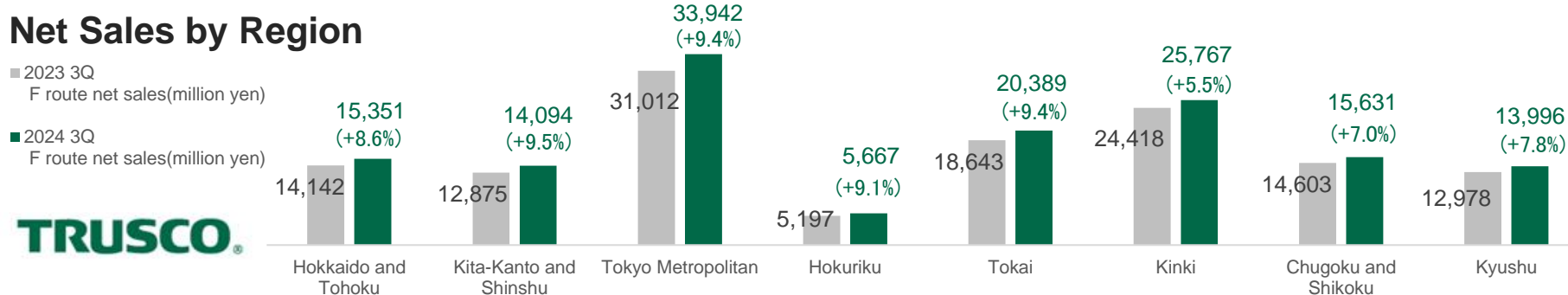
# [Consolidated] Business performance by sales route: (Factory route)

This route delivers products to manufacturing sites such as factories and construction sites through machine tool dealers and other channels. Amid a slight improvement in the manufacturing industry's business conditions, sales increased 8.2% year on year thanks to abundant inventory and various initiatives.

	Actual results for FYE December 31, 2023 (61st business year)			FYE December 31, 2024 (62nd business year) Third Quarter				
	Net sales		Gross profit margin	Net sales			Gross profit margin	
Sales route	Actual results	Share	Actual results	Actual results	Share	YoY change	Actual results	Change from the end of previous fiscal year
Machine tool dealers	90,502million yen	49.7%	22.2%	70,581 million yen	48.7%	+5.7%	21.1%	△1.1pt
Dealers in welding materials	26,180million yen	14.4%	20.8%	20,235 million yen	14.0%	+5.4%	20.0%	△0.8pt
Other manufacturing related (Physical chemical, conductor, packaging material dealers, etc.)	30,598million yen	16.8%	20.1%	24,292 million yen	16.8%	+8.1%	19.3%	△0.8pt
Construction related	34,906million yen	19.1%	21.6%	29,732 million yen	20.5%	+16.9%	20.6%	△1.0pt
Factory route total	182,188million yen	100.0%	21.5%	144,842 million yen	100.0%	+8.2%	20.5%	△1.0pt

Points

- By strengthening inventory and logistics at 28 distribution centers and 29 inventory holding branches nationwide, we have improved convenience for our customers and consolidated our commercial distribution.
- We also conducted sales activities to reduce environmental impact, such as expanding the installation of “MRO Stocker” and strengthening “Niawase + Yuchoku” (assortment & direct delivery to users), which can significantly reduce logistics costs and labor throughout the entire supply chain.
- Sales increased mainly in hand tools related to the operation of production plants, summer products, and environmental and safety products including disaster prevention supplies.
- Gross profit margin was down 1.0 pt from the end of the previous fiscal year due to the impact of increased profits from last year’s sales price change and the consolidation of commercial distribution.



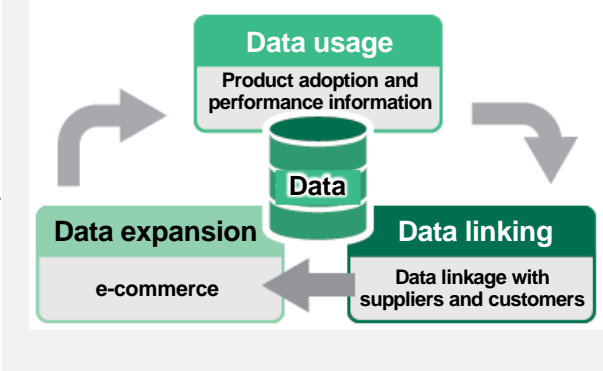
# [Consolidated] Business performance by sales route: (e-business route)

This route delivers our products to manufacturing sites, such as factories and construction sites, and consumers through Internet order companies. Product data and system linkage, as well as logistics processing tailored to customer needs, have improved convenience, resulting in a YoY change in net sales of +15.0%.

	Actual results for FYE December 31, 2023 (61st business year)			FYE December 31, 2024 (62nd business year) Third Quarter				
Sales route	Net sales		Gross profit margin	Net sales			Gross profit margin	
	Actual results	Share	Actual results	Actual results	Share	YoY change	Actual results	Change from the end of previous fiscal year
Mail order companies	45,054 million yen	76.2%	21.1%	38,124million yen	76.8%	+15.8%	21.3%	+0.2pt
Companies participating in Orange Commerce (Trusco's electronic central purchasing system), MRO Stocker	14,066 million yen	23.8%	26.1%	11,539million yen	23.2%	+12.1%	26.4%	+0.3pt
e-business route total	59,121 million yen	100.0%	22.3%	49,663million yen	100.0%	+15.0%	22.5%	+0.2pt

- Points
- We strengthened our unique logistics services such as “Niawase+Yuchoku,” which utilizes our abundant inventory and logistics equipment, with the main focus on shortening delivery time and improving delivery accuracy.
  - We accelerated the development of our product database of approximately 4.74 million items and the strengthening of system linkage.
  - Sales of environmental and safety products, office housing equipment and hand tools, mainly related to the operation of production plants, increased.

Sales composition by industry for mail-order companies



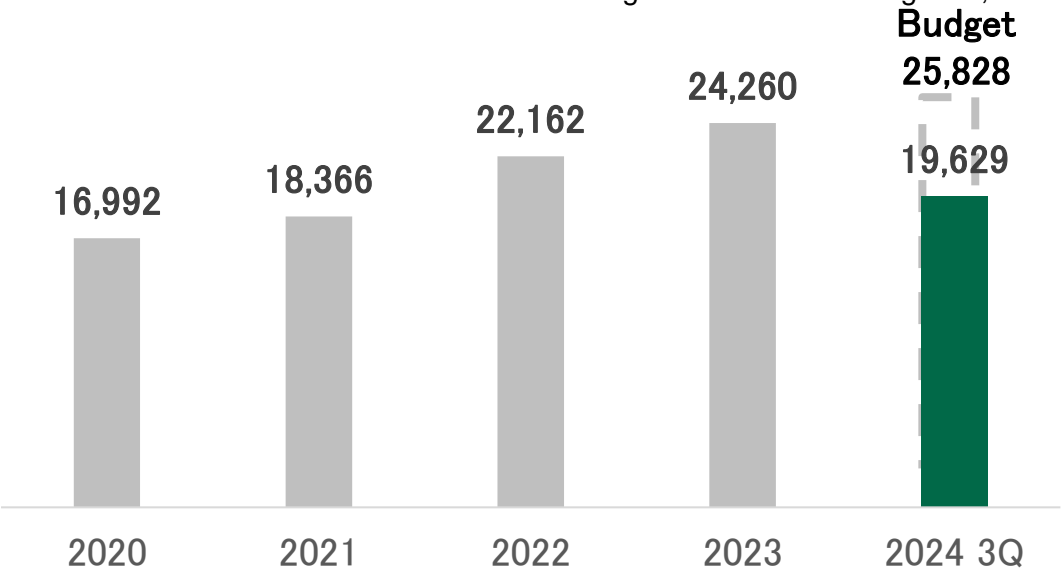
# [Consolidated] Business performance by sales route: (Home center route)

This route delivers our products to consumers through home centers and pro-tool shops. As companies are strengthening their e-commerce businesses, we aggressively proposed services utilizing our inventory of approximately 610,000 items and logistics capabilities, resulting in a YoY change in net sales of +11.4%.

	Actual results for FYE December 31, 2023 (61st business year)		FYE December 31, 2024 (62nd business year) Third Quarter			
	Net sales	Gross profit margin	Net sales		Gross profit margin	
	Actual results	Actual results	Actual results	YoY change	Actual results	Change from the end of previous fiscal year
Home Center Route	24,260 million yen	17.4%	19,629 million yen	+11.4%	16.6%	Δ0.8pt

Change in sales earned via home center route (Unit: million yen)

\* This is the revised budget announced on August 9, 2024.



### Points

- Sales increased at the Pro Shop, a store targeting professional craftsmen and artisans who have a strong affinity with the Company, as well as at the acquisition of new product delivery rights and the consolidation of commercial distribution through coordinated efforts between the store and the e-commerce site.
- We have taken aggressive measures to increase sales, such as taking advantage of the approximately 4.74 million items we handle and our immediate delivery inventory of approximately 610,000 items to enhance our store assortment and e-commerce site.
- The gross profit margin declined 0.8 pt from the end of the previous fiscal year due to the consolidation of commercial distribution, However, we will strive to improve the gross profit margin by strengthening initiatives with suppliers and reviewing sales prices.

# [Consolidated] Business performance by sales route: (Business performance of subsidiaries)

We strengthened our sales activities by reviewing inventory items and developing local customers and suppliers.

	Trusco NAKAYAMA CORPORATION (non-consolidated)				Trusco NAKAYAMA CORPORATION (THAILAND) LIMITED				PT. TRUSCO NAKAYAMA INDONESIA			
	FYE December 31, 2024 (62nd business year) Third Quarter results			Full year budget	FYE December 31, 2024 (62nd business year) Third Quarter results			Full year budget	FYE December 31, 2024 (62nd business year) Third Quarter results			Full year budget
	Amount	Share	YoY change	Year-on-year change	Amount	Share	YoY change	Year-on-year change	Amount	Share	YoY change	Year-on-year change
Net sales	215,732 million yen	–	+10.0%	+8.1%	871 million yen	–	+22.1%	+18.8%	514million yen	–	+25.5%	+22.0%
Gross profit	44,513 million yen	20.6%	+7.8%	+4.7%	231 million yen	26.5%	+24.6%	+19.2%	171million yen	33.3%	+25.9%	+20.0%
Selling, general and administrative expenses (SGA)	30,402 million yen	14.1%	+7.8%	+5.5%	129 million yen	14.9%	+3.0%	+1.0%	126million yen	24.6%	+4.6%	+9.9%
Depreciation included in SGA	4,387 million yen	2.0%	△5.9%	+0.9%	17 million yen	2.0%	+3.6%	+9.6%	39million yen	7.7%	△1.8%	+4.5%
Operating income	14,110 million yen	6.5%	+7.9%	+2.9%	11 million yen	11.7%	+69.9%	+59.8%	45million yen	8.8%	+192.8%	+81.1%
Ordinary income	14,168 million yen	6.6%	+7.7%	+3.3%	111 million yen	12.8%	+75.1%	+53.1%	50million yen	9.8%	+149.4%	+58.9%
Current (interim) net income	11,462 million yen	5.3%	+31.6%	+22.1%	111 million yen	12.8%	+75.1%	+22.4%	50million yen	9.8%	+149.4%	+58.9%

	FYE December 31, 2024 (62nd business year) Third Quarter results		
		Net sales	Gross profit
Business performance in other overseas regions (Philippines, China, South Korea, etc.)	Actual results	862 million yen	211 million yen
	Rate	–	24.5%
	YoY change	+14.3%	+13.9%

\* This is the revised budget announced on August 9, 2024.

Points

- Consolidated subsidiaries aggressively introduced inventory items that meet local needs and strengthened supplier development.
- In sales to other countries, we cultivated new customers and strengthened cooperation with existing customers.



# [Non-consolidated] Sales by category of goods

FYE December 31, 2024 (62nd business year) Third Quarter

(Unit: million yen, %)

Category of goods (large category)	Medium category	Trusco's sales	Share	YoY change	Gross profit margin	Category of goods (large category)	Medium category	Trusco's sales	Share	YoY change	Gross profit margin
1. Cutting tools	Cutting tools total	6,555	3.0	+7.1	15.7	6. Environmental safety equipment	Environmental safety equipment total	41,998	19.5	+17.8	21.8
	① Cutting tools	3,524	1.6	-	12.1		㉕ Protective equipment	21,267	9.9	-	22.8
	② Drilling and thread cutting tools	3,030	1.4	-	19.8		㉖ Safety goods	9,028	4.2	-	25.3
2. Production processing goods	Production processing goods total	16,085	7.4	+11.7	15.0		㉗ Environment improvement goods	2,109	1.0	-	18.0
	③ Measurement equipment	8,989	4.1	-	14.0		㉘ Air conditioning goods	5,297	2.5	-	15.9
	④ Mechatronics	3,210	1.5	-	15.2		㉙ Disaster and crime prevention goods	2,618	1.2	-	19.9
	⑤ Tools for machine tools	1,815	0.8	-	24.3		㉚ Closets and exterior goods	1,675	0.8	-	16.4
	⑥ Electronic machinery	2,069	1.0	-	10.5	7. Distribution and storage equipment	Distribution and storage equipment total	21,299	9.9	+3.7	22.0
3. Construction goods	Construction goods total	24,907	11.5	+9.2	21.1		㉛ Loading goods	6,256	2.9	-	17.6
	⑦ Hydraulic tools	1,653	0.8	-	11.3		㉜ Conveyors	801	0.4	-	15.7
	⑧ Pumps	3,009	1.4	-	16.7		㉝ Transportation goods	7,877	3.7	-	22.0
	⑨ Welding equipment	2,141	1.0	-	16.6		㉞ Containers and vessels	3,242	1.5	-	28.6
	⑩ Painting and interior goods	2,243	1.0	-	26.2	㉟ Steel shelves	3,121	1.4	-	25.8	
	⑪ Civil engineering and building goods	2,158	1.0	-	14.3	8. Research management equipment	Research management equipment total	8,369	3.9	+5.6	22.4
	⑫ Ladders and stepladders	3,011	1.4	-	21.9		㊳ Tool wagons	684	0.3	-	27.4
	⑬ Piping and materials of electronic equipment	3,914	1.8	-	22.7		㊴ Storage and management goods	1,033	0.5	-	29.9
	⑭ Component, hardware, and building materials	6,774	3.1	-	26.2		㊵ Work benches	1,224	0.6	-	30.9
	4. Work supply	Work supply total	40,093	18.6	+6.3		21.7	㊶ Stainless goods	1,648	0.8	-
⑮ Cutting goods		1,231	0.6	-	21.9		㊷ Research and development- related goods	3,778	1.8	-	18.5
⑯ Grinding and polishing goods		6,010	2.8	-	23.3		9. Office and housing facility equipment	Office and housing facility equipment total	19,247	8.9	+13.6
⑰ Chemical products		21,606	10.0	-	20.5	㊸ Cleaning utensils		5,583	2.6	-	20.8
⑱ Factory miscellaneous goods		3,556	1.6	-	16.2	㊹ Stationery		2,513	1.2	-	19.5
⑲ Packing and binding goods		5,124	2.4	-	30.5	㊺ Office miscellaneous goods		2,760	1.3	-	27.4
㉀ Casters		2,556	1.2	-	17.7	㊻ Electric appliances		3,008	1.4	-	22.2
5. Hand tool		Hand tool total	36,172	16.8	+9.8	18.8		㊼ OA business machinery	2,039	0.9	-
	㉑ Electric power tools and accessories	11,327	5.3	-	14.1	㊽ Office furniture		3,095	1.4	-	22.6
	㉒ Pneumatic tools and accessories	5,587	2.6	-	17.6	㊾ Interior goods		245	0.1	-	19.4
	㉓ Tools for manual work	17,497	8.1	-	21.3	10. Others	㊿ Entire company	1,003	0.5	-3.6	26.9
	㉔ Tool boxes	1,761	0.8	-	28.5		Total	215,732	100.0	+10.0	20.6

## Points

In the third quarter, sales of disaster stockpiling supplies and summer merchandise increased.

▪ Environmental safety equipment :

YoY change +17.8%

Sales of disaster stockpiles and summer products increased.

▪ Office and housing facility equipment :

YoY change +13.6%

Sales of office furniture and electrical appliances increased.Sales of office furniture and electrical appliances increased.

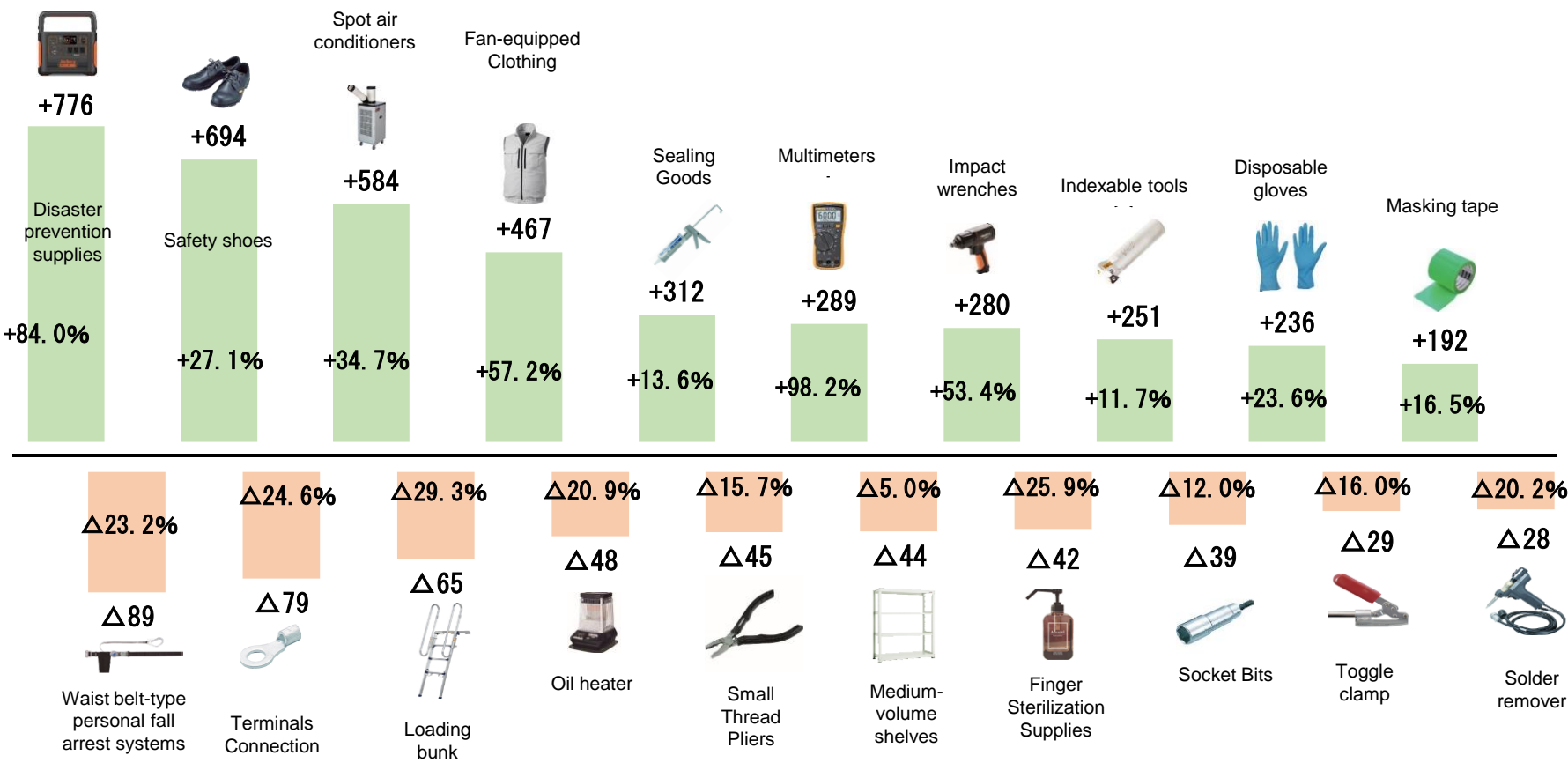
▪ Production processing goods :

YoY change +11.7%

Sales increased due to aggressive inventorying of measuring equipment, etc.

# [Non-consolidated] Changes in sales by category of goods (small category)

FYE December 31, 2024 (62nd business year) Third Quarter results (unit: million yen, %)



## Points



Sales of disaster prevention supplies, safety shoes due to stronger sales, and spot air conditioners are increasing due to higher demand for summer products.



On the other hand, sales decreased due to a lull in demand for fall prevention equipment and work platforms for loading and unloading following the revision of the law.

# [Non-consolidated] Sales of private brand (PB) goods

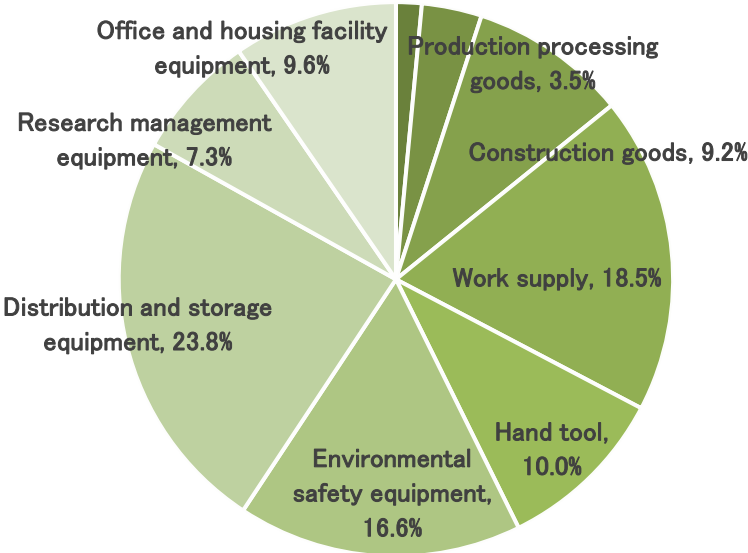
The sales composition of private brand "TRUSCO" is on a declining trend due to the differing growth rates between our private brand products and national brand products. However, we are actively enhancing our efforts to expand the sales of private brand products by refining and improving them.

■ Sales by sales route and category of goods Unit (million yen)

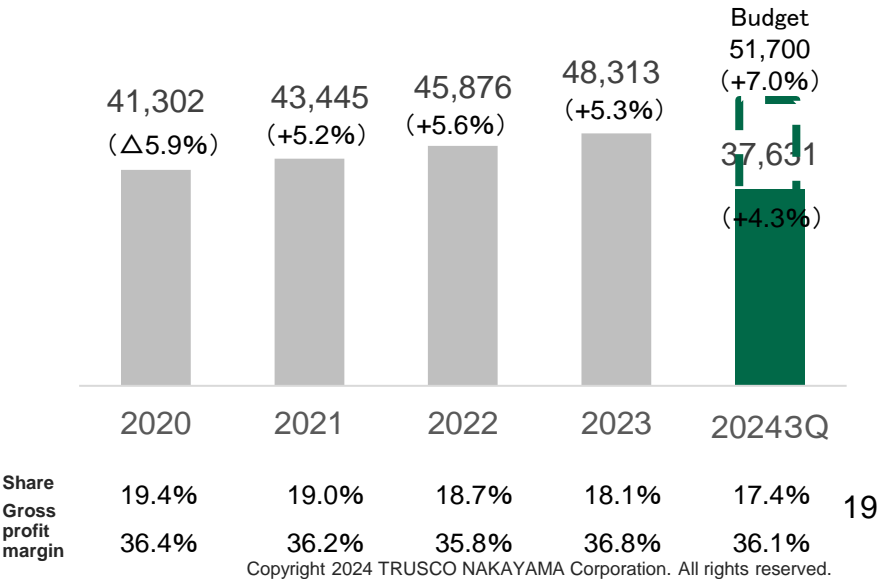
	Entire company		Factory		e-business		Home center	
	Share: 17.4 % Gross profit margin : 36.1 %		Share: 18.0 % Gross profit margin : 36.4 %		Share: 20.9 % Gross profit margin : 36.2 %		Share: 4.3 % Gross profit margin : 28.8 %	
	Net sales	YoY change	Net sales	YoY change	Net sales	YoY change	Net sales	YoY change
Total	37,631	+4.3%	26,099	+2.8%	10,399	+7.5%	840	+8.6%
Cutting tools	546	+1.0%	393	+1.1%	96	+3.4%	48	△9.0%
Production processing goods	1,309	+2.4%	905	+0.5%	366	+7.1%	13	+6.5%
Construction goods	3,463	+5.9%	2,305	+3.3%	1,068	+10.7%	59	+31.6%
Work supply	7,065	+6.9%	5,355	+6.3%	1,583	+8.8%	67	+6.9%
Hand tool	3,742	+2.8%	2,568	+1.8%	1,023	+5.2%	91	+9.4%
Environmental safety equipment	6,611	+11.4%	4,752	+9.7%	1,673	+15.7%	164	+17.9%
Distribution and storage equipment	8,752	+1.2%	5,811	△1.2%	2,521	+5.9%	366	+3.6%
Research management equipment	2,657	△0.9%	1,753	△3.8%	865	+3.9%	10	+149.9%
Office and housing facility equipment	3,483	△0.1%	2,253	△1.0%	1,201	+1.7%	19	+3.1%



■ Private brand product share in net sales  
as of the end of September 30, 2024  
Cutting tools, 1.5%



■ Trend in sales of private brand products  
(unit: million yen) ( ) YoY change



# 04

## Financial and Other Performances

[Consolidated] Selling, general and administrative expenses (SGA)

[Consolidated] Details of selling, general and administrative expenses (SGA)

[Consolidated] Financial statements and financial indicators

[Consolidated] Capital expenditures

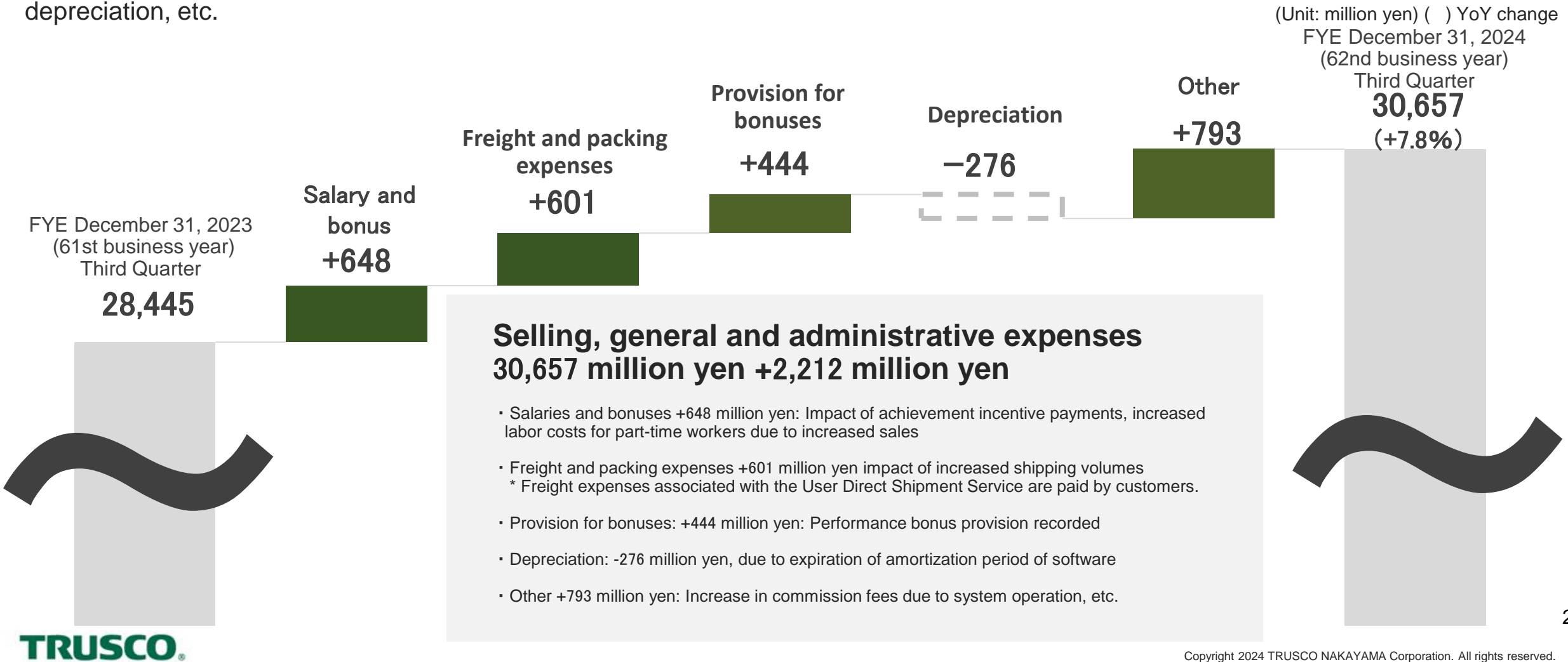
Future capital investment plans

[Consolidated] Quarterly business performance and budget (quarterly)

[Consolidated] Quarterly business performance and budget (cumulative)

# [Consolidated] Selling, general and administrative expenses (SGA)

Freight and packing expenses increased due to an increase in shipment volume, and salaries and bonuses increased due to payment of achievement incentives, while selling, general and administrative expenses increased by 7.8% year on year due to decreases in depreciation, etc.



# [Consolidated] Details of selling, general and administrative expenses (SGA)

\* This is the revised budget announced on August 9, 2024.  
(Unit: million yen, %)

		FYE December 31, 2023 (61st business year)		FYE December 31, 2024 (62nd business year) Third Quarter				2024 (62nd business year) Full-year Budget ✖	Full year budget and YoY change in performance
		Actual results	Share in net sales	Actual results	Share in net sales	Change from previous period	YoY change		
No.									
1	Salary and bonus	13,451	5.0	9,696	4.5	+648	+7.2	14,196	+5.5
2	Freight and packing expenses	8,261	3.1	6,666	3.1	+601	+9.9	8,967	+8.5
3	Depreciation	6,206	2.3	4,443	2.1	-276	-5.9	6,265	+0.9
4	Commission fee	2,504	0.9	2,185	1.0	+280	+14.7	3,005	+20.0
5	Welfare expense	2,553	1.0	1,995	0.9	+195	+10.9	2,648	+3.7
6	Provision for bonuses	683	0.3	1,409	0.7	+444	+46.1	538	-21.3
7	Taxes and dues	1,372	0.5	1,097	0.5	+94	+9.4	1,411	+2.8
8	Advertising expenses	587	0.2	444	0.2	-22	-4.9	590	+0.4
9	Traveling expenses and transportation expenses	564	0.2	441	0.2	+17	+4.2	578	+2.4
10	Supplies expenses	532	0.2	427	0.2	+17	+4.2	565	+6.2
11	Utilities expenses	473	0.2	391	0.2	+28	+7.9	498	+5.1
12	Communication expenses	424	0.2	317	0.1	-1	-0.4	425	+0.2
13	Remuneration paid to directors	442	0.2	237	0.1	+14	+6.4	448	+1.2
14	Leasehold and office rents	347	0.1	229	0.1	-40	-15.1	302	-13.1
15	Vehicle expenses	284	0.1	229	0.1	+13	+6.1	299	+5.2
16	Promotion expenses	252	0.1	220	0.1	+22	+11.2	277	+9.5
17	Entertainment expenses	139	0.1	66	0.0	-15	-18.6	79	-43.3
18	Other	-77	0.0	156	0.1	+190	-	66	-
Total		39,003	14.5	30,657	14.2	+2,212	+7.8	41,157	+5.5

# [Consolidated] Financial statements and financial indicators

## Balance Sheet

FYE December 31, 2024 (62nd business year) Third Quarter (unit: million yen)

Item	Amount	Item	Amount
<b>Assets</b>		<b>Liabilities</b>	
Current assets		Current liabilities	
Cash and deposits	43,040	Accounts payable - trade	20,598
Accounts receivable	33,973	Short-term borrowings	10,000
Electronically recorded monetary claims - operating	1,999	Long-term borrowings scheduled to be repaid within one year	1,500
Merchandise	55,182	Accounts payable - other	4,573
Other	1,451	Income taxes payable	2,464
Allowance for doubtful accounts	-1	Provision for bonuses	1,417
<b>Total current assets</b>	<b>135,646</b>	Provision for bonuses for directors (and other officers)	99
Non-current assets		Other	2,306
Property, plant and equipment		<b>Total current liabilities</b>	<b>42,959</b>
Buildings (net amount)	45,660	Non-current liabilities	
Machinery and equipment (net amount)	5,995	Long-term borrowings	45,000
Tools, furniture and fixtures (net amount)	1,297	Provision for retirement benefits for directors (and other officers)	151
Land	39,389	Long-term guarantee deposits	2,675
Construction in progress	21,052	Other	2
Other (net amount)	1,868	<b>Total non-current liabilities</b>	<b>47,829</b>
<b>Total tangible non-current assets</b>	<b>115,264</b>	<b>Total liabilities</b>	<b>90,789</b>
Intangible assets		Net assets	
Software	3,107	Shareholders' equity	
Other	2,240	Capital stock	5,022
<b>Total intangible non-current assets</b>	<b>5,347</b>	Capital surplus	4,711
Investments and other assets		Retained earnings	158,636
Investment securities	2,506	Treasury shares	- 83
Deferred tax assets	793	<b>Total shareholders' equity</b>	<b>168,287</b>
Deferred tax assets for land revaluation	155	Accumulated other comprehensive income	
Other	544	Valuation difference on available-for-sale securities	744
Allowance for doubtful accounts	-132	Revaluation reserve for land	-353
<b>Total investments and other assets</b>	<b>3,867</b>	Foreign currency translation adjustment	658
<b>Total non-current assets</b>	<b>124,480</b>	Accumulated other comprehensive income total	1,050
		<b>Total net assets</b>	<b>169,337</b>
<b>Total assets</b>	<b>260,126</b>	<b>Liabilities / Total net assets</b>	<b>260,126</b>

## Statement of cash flows

(unit: million yen)

	FYE December 31, 2023 (61st business year) Third Quarter	FYE December 31, 2024 (62nd business year) Third Quarter	Change
Cash flows from operating activities	9,063	7,654	-1,408
Cash flows from investing activities	-6,163	-11,169	-5,006
Cash flows from financing activities	-3,562	3,237	6,800
Effect of exchange rate change on cash and cash equivalents	83	25	-58
Net increase (decrease) in cash and cash equivalents	-578	-251	326
Cash and cash equivalents at beginning of period	39,400	43,085	3,684
Cash and cash equivalents at end of period	39,822	42,834	4,011

## Equity ratio

	FYE December 31, 2023 (61st business year)	FYE December 31, 2024 (62nd business year) Third Quarter	Change (pt)
Equity ratio	65.6%	65.1%	-0.5

## Other financial indicators

	FYE December 31, 2022 (60th business year)	FYE December 31, 2023 (61st business year)	Change (pt)
ROA (Return on Assets)	6.7%	7.9%	+1.2
ROE (Return on Equity)	7.2%	7.9%	+0.7

We believe it is important to expand profits and ensure long-term, stable increase by making continuous investments to enhance corporate value. We believe that ROE should increase as a result of our business where we place importance on improving the convenience of our customers.

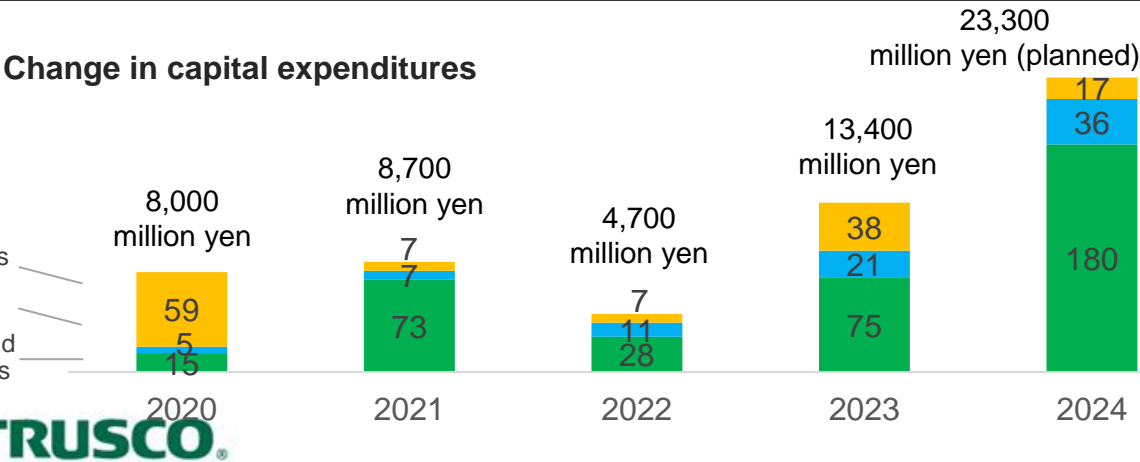


# [Consolidated] Capital expenditures

Actual and major capital expenditures

(Unit: million yen)

Details of major capital expenditures in 2024		total investment planned	Actual investment in FY 2024 3Q	Actual investment in FY 2024 3Q Total	2024 Investment plan
Land and buildings	Planet Aichi new construction project	20,000	9,680	13,560	18,078
	Renovation of TRUSCO Central Building (Osaka Head Office)	1,100	645		
	Land acquisition (Suzaka City, Nagano )	930	953		
	Planet Saitama tent warehouse construction	500	223		
	Planet Niigata New Construction Project	16,600	1,778		
	Other	-	281		
Digital	Enhancement of product database “Sterra”	1,300	118	1,135	3,600
	Other	-	1,017		
Facilities	Renovation of TRUSCO Central Building (Osaka Head Office)	133	133	2,073	1,707
	Planet Saitama “Skypod” introduced	1,000	360		
	Other	-	1,580		
Capital expenditures				16,769	23,385



**<Capital expenditures>**

- The investment amount may fluctuate as the planned amount of capital expenditures includes expenses for projects at the planning stage.
- The figures for the 62nd business year (2024) represent values on a cash-out basis.

**<Regarding depreciation expenses>**

- Depreciation after the operation of Planet Aichi (total investment of 30,000 million yen) and Planet Niigata (total investment of 18,000 million yen) in the 64th business year (2026) is expected to be approximately JPY 10,000 million yen in the 65th business year (2027).



# Future capital investment plans

## Planet Aichi



[Location]	1-1, Shiryumi, Okimura, Kitanagoya, Aichi Prefecture
[Access]	Approximately 2.5 km from Nishiharu Station on the Meitetsu Inuyama Line (9 minutes by car)
[Site area]	41,634 m <sup>2</sup>
[Total floor area]	88,602 m <sup>2</sup>
[Building structure]	Composite structure (RC columns and Steel beams), seismic isolation structure
[Number of floors]	Warehouse: 4 floors, Office: 4 floors
[Number of items stored]	1 million items [Number of lines shipped] 100,000 lines/day
[Building completion date]	January 2025 (planned)
[Shipping start]	July 2026 (planned)
[Total investment amount]	Land and buildings: Approximately 20,000 million yen, Facilities: Approximately 10,000 million yen



## Planet Niigata



[Location]	431-2 Matsubashi-shimo-dachi, Fukushima-shinden, Sanjo-shi, Niigata Prefecture
[Access]	7km from Tsubame-Sanjo Station on the Joetsu Shinkansen (15 minutes by car)
[Site area]	26,300 m <sup>2</sup>
[Total floor area]	47,010 m <sup>2</sup>
[Building structure]	Composite structure (RC columns and Steel beams), seismic isolation structure, snow melting device
[Number of floors]	Warehouse: 4 floors, Office: 3 floors
[Number of items stored]	160,000 items [Number of lines shipped] 35,000 lines/day
[Building construction start]	August 2024 [Building construction completion] February 2026 (planned)
[Shipping start]	September 2026 (planned)
[Total investment amount]	Land and buildings: Approximately 16,600 million yen, Facilities: Approximately 1,400 million yen

# [Consolidated] Quarterly business performance and budget (quarterly)

FYE December 31, 2024 (62nd business year) Third Quarter [Quarterly]

(Unit: million yen)

		1st Quarter (-2 days)			2nd Quarter (±0 day)			3rd Quarter (±0 day)			4th Quarter (+1 day)		
		Budget and actual results	Share	YoY change	Budget and actual results	Share	YoY change	Budget	Share	YoY change	Budget	Share	YoY change
Net sales	Budget	69,035	100.0	+4.6	69,733	100.0	+6.6	70,941	100.0	+8.8	75,597	100.0	+5.6
	Actual results	71,921	100.0	+9.0	71,540	100.0	+ 9.4	72,922	100.0	+11.9	-	-	-
Gross profit	Budget	14,273	20.7	+7.8	15,086	21.6	+0.9	14,680	20.7	+ 9.4	15,387	20.4	- 3.3
	Actual results	14,811	20.6	+11.9	15,390	21.5	+2.9	14,724	20.2	+9.7	-	-	-
Selling, general and administrative expenses (SGA)	Budget	10,003	14.5	+7.3	10,339	14.8	+6.5	10,164	14.3	+ 8.0	10,644	14.1	+0.8
	Actual results	9,814	13.6	+5.3	10,534	14.7	+ 8.5	10,308	14.1	+ 9.5	-	-	-
Operating income	Budget	4,270	6.2	+9.0	4,747	6.8	-9.4	4,516	6.4	+12.7	4,743	6.3	- 11.5
	Actual results	4,997	6.9	+27.6	4,855	6.8	-7.3	4,416	6.1	+10.2	-	-	-
Ordinary income	Budget	4,306	6.2	+8.4	4,800	6.9	-9.4	4,565	6.4	+15.7	4,845	6.4	- 11.2
	Actual results	5,065	7.0	+27.5	4,888	6.8	-7.7	4,377	6.0	+10.9	-	-	-
Quarterly / Interim / Current profit attributable to owners of parent	Budget	2,945	4.3	+10.1	3,282	4.7	-3.2	3,126	4.4	+15.7	5,160	6.8	+47.4
	Actual results	3,512	4.9	+31.3	3,233	4.5	- 4.6	4,856	6.7	※ +79.7	-	-	-

\* The budgets for the first and second quarter are based on the budget at the beginning of the period, and the budgets for the third and fourth quarter are based on the revised budget announced on August 9, 2024.

※ A gain on the sale of the Trusco Glen Check Building (former Osaka headquarters), which was scheduled for the fourth quarter, was recorded in the third quarter.

# [Consolidated] Quarterly business performance and budget (cumulative)

FYE December 31, 2024 (62nd business year) Third Quarter [Cumulative]

(Unit: million yen)

		1st Quarter (-2 days)			2nd quarter (-2 days)			3rd quarter (-2 days)			Full year (-1 day)		
		Budget and actual results	Share	YoY change	Budget and actual results	Share	YoY change	Budget	Share	YoY change	Budget	Share	Year-on-year change
Net sales	Budget	69,035	100.0	+4.6	138,768	100.0	+5.6	214,403	100.0	+9.1	290,000	100.0	+ 8.1
	Actual results	71,921	100.0	+9.0	143,461	100.0	+9.2	216,383	100.0	+10.1	-	-	-
Gross profit	Budget	14,273	20.7	+7.8	29,359	21.2	+4.2	44,882	20.9	+ 7.9	60,269	20.8	+4.8
	Actual results	14,811	20.6	+11.9	30,201	21.1	+7.1	44,926	20.8	+8.0	-	-	-
Selling, general and administrative expenses (SGA)	Budget	10,003	14.5	+7.3	20,342	14.7	+6.9	30,513	14.2	+ 7.3	41,157	14.2	+ 5.5
	Actual results	9,814	13.6	+5.3	20,348	14.2	+6.9	30,657	14.2	+7.8	-	-	-
Operating income	Budget	4,270	6.2	+9.0	9,017	6.5	-1.5	14,369	6.7	+9.2	19,112	6.6	+3.2
	Actual results	4,997	6.9	+27.6	9,852	6.9	+7.6	14,268	6.6	+8.4	-	-	-
Ordinary income	Budget	4,306	6.2	+8.4	9,106	6.6	-1.8	14,519	6.8	+9.9	19,364	6.7	+3.7
	Actual results	5,065	7.0	+27.5	9,953	6.9	+7.4	14,330	6.6	+8.4	-	-	-
Quarterly / Interim / Current profit attributable to owners of parent	Budget	2,945	4.3	+10.1	6,227	4.5	+2.7	9,872	4.6	+ 12.6	15,032	5.2	+22.5
	Actual results	3,512	4.9	+31.3	6,745	4.7	+11.2	※ 11,602	5.4	+32.3	-	-	-

\* The budgets for the first and second quarter are based on the budget at the beginning of the period, and the budgets for the third and fourth quarter are based on the revised budget announced on August 9, 2024.

※ A gain on the sale of the Trusco Glen Check Building (former Osaka headquarters), which was scheduled for the fourth quarter, was recorded in the third quarter.

# 05

## Management Plan

[Consolidated] Full-year Management plan for the 62nd business year

[Consolidated] 62nd Business Year Management plan by sales route

Vision

- Medium-term management ability targets -

# [Consolidated] Full-year Management plan for the 62nd business year

Regarding net sales, the full-year budget has been revised to reflect the results of the first half of the year.

Gross profit has been revised as follows, taking into account the impact of a 300 million yen profit increase due to a change in the selling price of inventory purchased at the old price in the second half budget, as well as the increase in costs due to an increase in the number of copies of the comprehensive professional tool catalog "TRUSCO Orange Book" aimed at improving customer convenience.

## I Plan for FYE December 2024 (62nd business year)

\*This is the revised budget announced on August 9, 2024.

	FYE December 31, 2024 (62st business year) initial budget	Share	FYE December 31, 2024 (62nd business year) revised budget	Share	Year-on-year change
Net sales	284,710 million yen	—	290,000 million yen	—	+8.1%
Gross profit	59,760 million yen	21.0%	60,269 million yen	20.8%	+4.8%
Selling, general and administrative expenses (SGA)	41,150 million yen	14.5%	41,157 million yen	14.2%	+5.5%
(Depreciation included in SGA)	6,375 million yen	2.2%	6,265 million yen	2.2%	+0.9%
Operating income	18,610 million yen	6.5%	19,112 million yen	6.6%	+3.2%
Ordinary income	18,850 million yen	6.6%	19,364 million yen	6.7%	+3.7%
Profit attributable to owners of parent	14,740 million yen	5.2%	15,032 million yen	5.2%	+22.5%
Dividend per share	49 yen	—	50.00 yen	—	+3.50 yen

# [Consolidated] 62nd Business Year Management plan by sales route

Regarding net sales, the full-year budget has been revised to reflect the results of the first half of the year.

## Plans by sales route for the fiscal year ending December 2024 (62nd business year)

\*This is a revised budget announced on August 9, 2024.

	FYE December 31, 2024 (62st business year) initial budget	Share	FYE December 31, 2024 (62nd business year) revised budget	Share	Year-on- year change
Factory route	192,288 million yen	67.5%	195,078 million yen	67.3%	+7.1%
e-business route	64,025 million yen	22.5%	66,026 million yen	22.8%	+11.7%
Home center route	25,400 million yen	8.9%	25,828 million yen	8.9%	+6.5%
Overseas route	2,997 million yen	1.1%	3,065 million yen	1.0%	+18.7%
Total	284,710 million yen	100.0%	290,000 million yen	100.0%	+8.1%



# Vision - Medium-term management ability targets -

## 1. We want to be a company that can hold 1 million items in inventory by 2030.

- The number of items in stock at end of 2023 was 590,000 items, and Planet Aichi will be operational in July 2026 with the capacity to hold 1 million items.



## 2. We want to be a company that can take orders 24 hours a day and ship 365 days a year.

- From 2019, we will start accepting orders 24 hours a day at Trusco Orange Book.Com.  
Available for shipping other than on Sundays

## 3. We want to be a company without product shortages, incorrect orders, or incorrect shipments.

- At the same time as expanding the number of items in stock, we implemented inventory management using the "ZAICON3" inventory management system, which predicts and calculates the required number of products in stock based on sales results.  
Inventory shipping rate is 92.1% (+0.4pt compared to previous year)
- Reduced incorrect orders due to improved system order rate of 87.1% (+1.9pt compared to previous year)
- Introduced material handling equipment such as GAS (gate type sorting system), and the misplacement rate was 0.022% (1 in 5,000 lines)

**TRUSCO**

## 4. We want to be a company without inventory work.

- At locations where free-location is introduced (9 locations including Planet Saitama and Planet Osaka), a system has been introduced whereby inventories are taken at the same time as receiving and shipping operations, thereby simplifying the closing of inventories.

## 5. We want to be a company that can ship directly to users without stress, even if we are a wholesaler.

- I-Pack [high-speed automated packing and shipping line] introduced at Planet Saitama, Planet Osaka, Planet Tokai and Planet Tohoku, with an annual turnover of 29,700 million yen and 4.86 million units shipped directly to users.

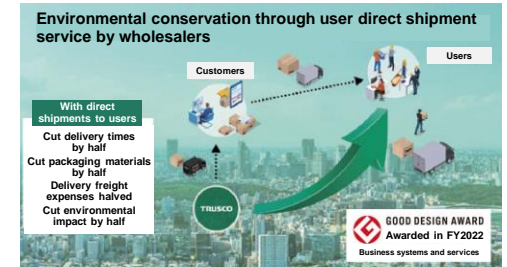
- 2024 direct shipments to users

Net sales target:

35,600 million yen

Target number of shipments:

6.2 million



## 6. We want to be a company that can respond to quotations instantly.

- The overwhelming speed of the automatic response speed of the AI-based estimation system "Swift Estimator" has been well received and its use has increased, with 2.4 million estimates (27.6% of all estimates) being automatically generated in 2023.

All figures are FY 2023 actual results

# Vision - Medium-term management ability targets -

## 7. We want to be a company that can achieve the "fastest," "shortest," and "best" deliveries in the industry.

- Introduced 1,203 MRO stockers (+428 compared to the previous year) to achieve the ultimate immediate delivery with a delivery time of 0 days.
- Achieve the best and most diverse delivery formats, such as user direct shipment services and customer product pick-up services.



## 8. We want to be a company with the smallest possible environmental impact.

- “Niawase + Yuchoku” (assortment & direct delivery to users) reduces environmental impact by half, delivery time by half, packaging materials by half, shipping costs by half, and workload by half

## 9. We want to be a company that is active in recycling, reuse, and returnables.

- Since 1998, we have been operating the repair workshop "Naojiro", with sales of 2,200 million yen in 2023 (+21.2% compared to the previous year)
- Developed private brand products with low environmental impact, such as reusable packaging materials and return cushions.

## 10. We want to be a platform operator that supports Japanese manufacturing.

- In 2024, the “Sterra” product database will be renewed to hold product data for more than 10 million items.
- We are building an EC site where users can easily find and purchase the products they need

## 11. We want to be a company that can rewrite the conventional thought, customs, set theories, and playbook of the industry.

- Planning inventory expansion strategies, strengthening “Niawase + Yuchoku” (assortment & direct delivery to users), ownership management, abolishing bills, rival partnership strategies, etc.



# 06

## Various key indicators

Merchandise

Logistics

Sales

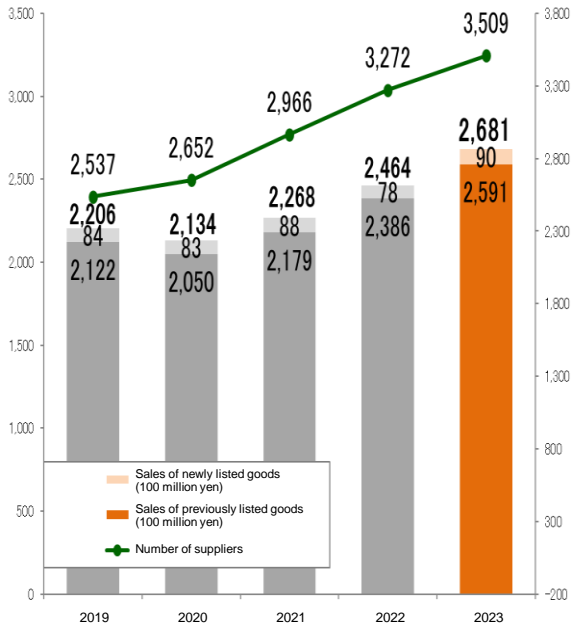
Digital

Human resources

# Key indicators (goods)

Key indicators		FYE December 31, 2023 (61st business year)	FYE December 31, 2024 (62nd business year) Third Quarter	Plan for FYE December 31, 2024 (62nd business year)
Merchandise	Number of items in inventory	593,554	611,386	625,000
	Total inventory (10,000) [Non-consolidated]	5,693	5,903	5,900
	Inventories (100 million yen)	508	551	553
	Total number of suppliers	3,509	3,613	3,709
	Of these, number of overseas suppliers (companies)	337	349	357
	New inventory sales (million yen)	12,161	7,986	13,513
	New inventory sales (million yen)	13.2	—	13.7
	Private brand net sales (million yen)	48,313	37,631	51,700
	Number of items listed in Trusco Orange Book* (items)	369,000	—	388,000
No. of items featured on Trusco Orange Book.Com (Free site) (Items)		4,108,818	4,461,741	5,400,000

[Non-consolidated] Change in sales of newly listed goods on Trusco Orange Book.Com in company-wide sales



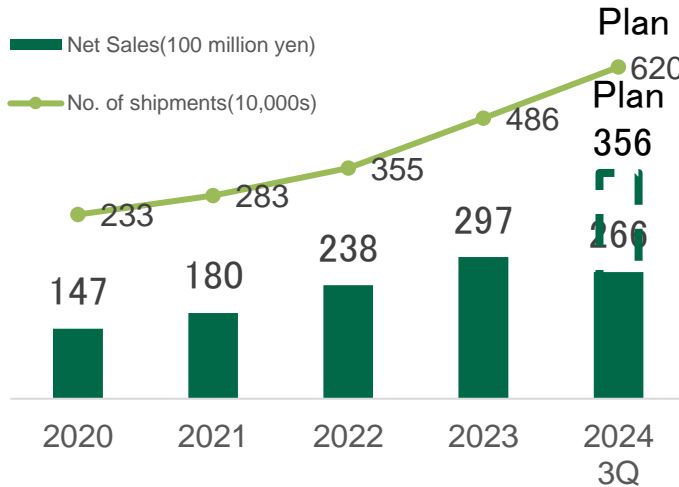
\* Includes the number of QR code scans to visit Trusco Orange Book.Com



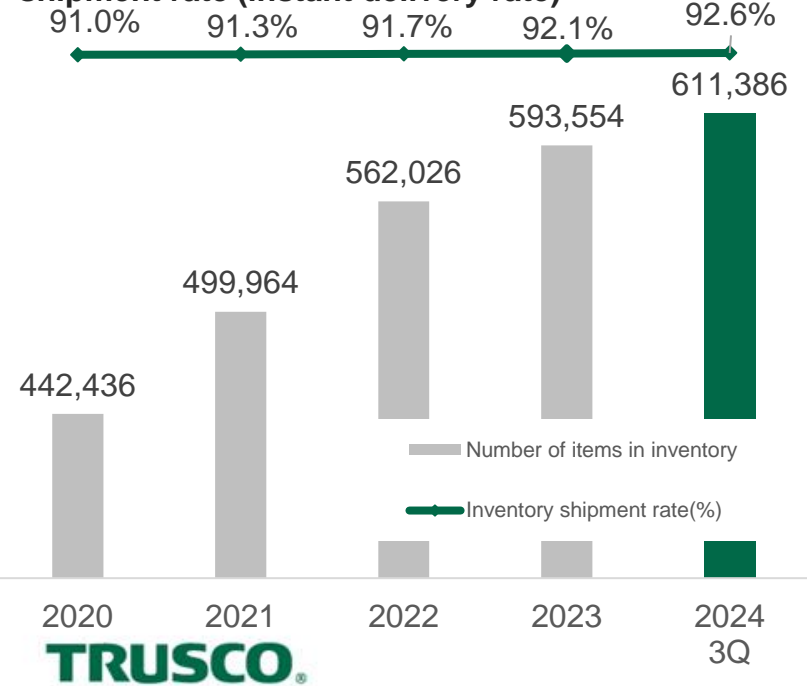
Key indicators (logistics)

Key indicators		FYE December 31, 2023 (61st business year)	FYE December 31, 2024 (62nd business year) Third Quarter	Plan for FYE December 31, 2024 (62nd business year)
Logistics	Inventory shipment rate (%)	92.1	92.6	92.5
	No. of direct shipments to users (10,000s)	486	441	620
	No. of direct shipments to users (10,000s)	598	544	760

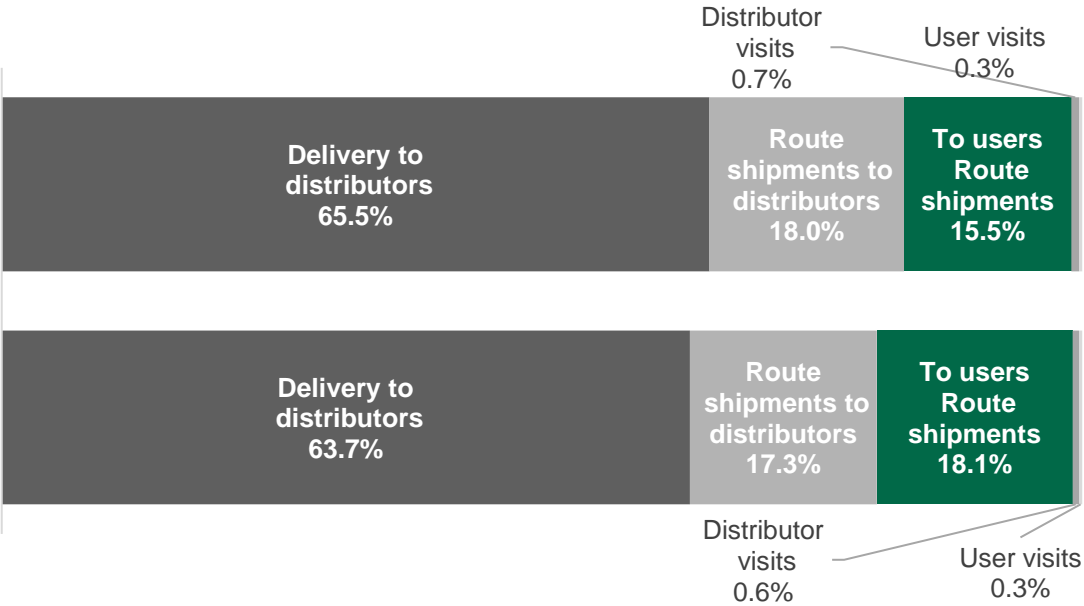
Changes in the number of direct delivery to users and sales



Changes in number of inventory items and inventory shipment rate (instant delivery rate)



Share by Delivery Category (by number of shipments)



-Advantages of Yuchoku-

- Cut delivery times by half, cut shipping load by half
- Cut workload by half, cut packing materials by half
- Cut environmental impact by half

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

Shipping capacity: 720 cs/h per line, approx. 24 workers  
I-Pack introduced to: Tohoku, Saitama (3 lines), Tokai, Osaka 6 lines in total

\*One line is scheduled to be introduced to Planet Higashi Kanto in 2024.

# Key indicators (logistics)

Key indicators		FYE December 31, 2023 (61st business year)	FYE December 31, 2024 (62nd business year) Third Quarter	Plan for FYE December 31, 2024 (62nd business year)
Logistics	Number of chartered vehicle deliveries	153	153	142
	Number of own company deliveries	123	124	136
	Rate of own company deliveries (%)	44.6	44.8	50.5
	Delivery lead time*	19 hours 13 minutes 43 seconds	19 hours 07 minutes 02 seconds	—
	Labor cost per incoming/outgoing shipment	117	120	115

\* Companywide, including primary + secondary provision and beyond, average of morning and afternoon deliveries

Delivery service and internal transportation service: Number of units:  
Interim period of December 2024 (62nd business year)

	No. of units	Change from the end of previous fiscal year
<b>Total number of deliveries</b>	<b>277</b>	<b>+ 1</b>
Chartered vehicle delivery service (contracted delivery service)	153	±0
Own company delivery service	124	+ 1
<b>Internal transportation service</b>	<b>31</b>	<b>±0</b>
Chartered vehicle delivery service (contracted delivery service)	26	±0
Own company delivery service	5	±0
<b>Delivery service and internal delivery service Total</b>	<b>308</b>	<b>+ 1</b>

**Delivery**  
We are reviewing delivery and internal transportation services to optimize the number of units by streamlining delivery routes and internal movement of inventory. By expanding inventory at our logistics centers and inventory storage branches, we are able to shorten delivery lead times. We are also increasing the number of own company delivery services (delivery by the Company's employees) to improve customer service. The current own company delivery rate is **44.8%**. We plan to increase this to 50% in 2025.

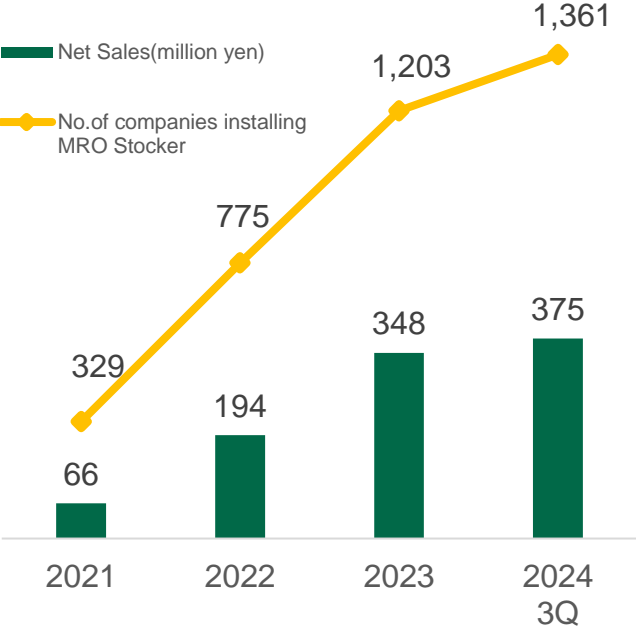
## [Non-consolidated] Changes in inventory disposal and inventories

	2019 (57th business year)	2020 (58th business year)	2021 (59th business year)	2022 (60th business year)	2023 (61st business year)
Inventory disposal (million yen)	42	50	55	65	67
Inventories (100 million yen)	427	406	416	441	494
Disposal rate (%)	0.10	0.12	0.13	0.15	0.14

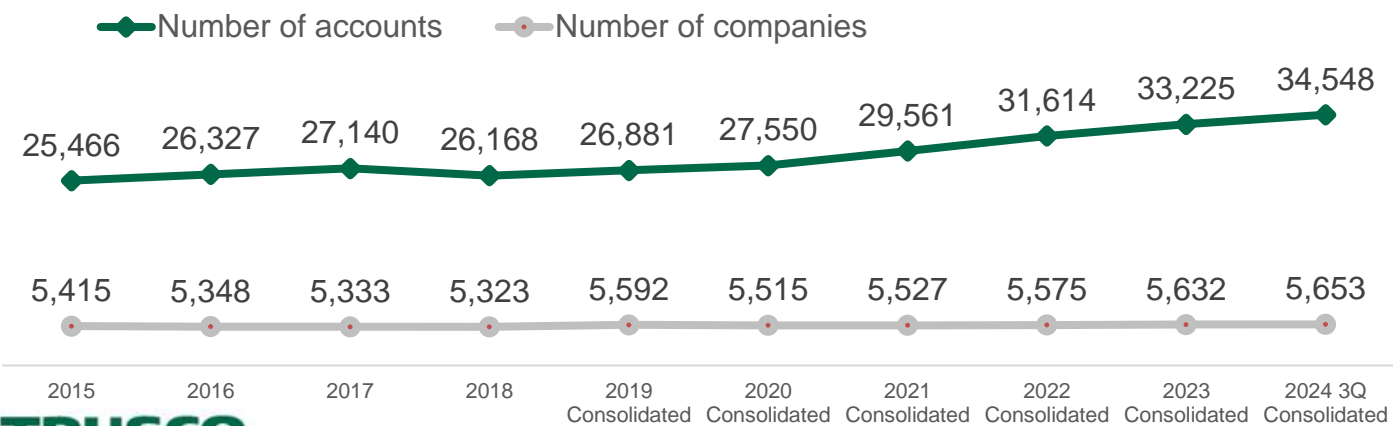
# Key indicators (sales)

Key indicators		FYE December 31, 2023 (61st business year)	FYE December 31, 2024 (62nd business year) Third Quarter	Plan for FYE December 31, 2024 (62nd business year)
Sales	Number of corporate clients	5,632	5,653	5,680
	Number of client accounts	33,225	34,548	34,700
	No. of companies adopting MRO Stocker	1,203	1,361	1,430
	No. of companies connected to Orange Commerce	2,447	2,584	2,670
	Number of sales (millions)	228	177	240

Trends in the number of MRO stockers installed and sales



[Consolidated] Change in number of sales accounts and companies



– Benefits –

- Management cost 0 yen
- Delivery 0 min
- Waste 0 pcs

# Key indicators (digital)

Key indicators		FYE December 31, 2023 (61st business year)	FYE December 31, 2024 (62nd business year) Third Quarter	Plan for FYE December 31, 2024 (62nd business year)
Digital	System order rate (%) *1	87.1	88.0	88.0
	Rate of automated quotations (%) *2	27.6	30.1	31.0
	Rate of online quotation requests (%)	47.3	49.2	49.0

Since launching our Internet ordering system "Web Trusco" in 2002, we have been automating ordering. Additionally, starting with the launch of our core system "Paradise 3" in 2020, we are striving to improve convenience with the aim of automating all tasks that can be automated in the supply chain.

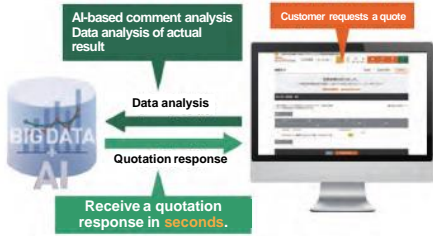
\*1 Total number of orders ( January to September 2024): 32.41 million  
 \*2 Estimated total number of lines ( January to September 2024): 6.70 million

## System order rate (as of the end of September 2024)

Order type	Number of orders (thousand)	Line share	Change in line share from previous fiscal year (pt)	Order price (million yen)	Price share	Change in price share from previous fiscal year (pt)
Trusco Orange Book.Com (For retailers and users) Internet orders	12,287	37.9	△0.9	93,267	43.2	△0.2
TRUSCO EDI Data linkage with distributor ordering system	8,098	25.0	+1.7	32,734	15.2	+1.0
Orange Commerce Linkage with users' purchasing system	943	2.9	+0.3	7,071	3.3	+0.4
EOS Home center electronic ordering system	7,206	22.2	+0.2	17,678	8.2	+0.1
Total	28,535	88.0	+1.3	150,752	69.9	+1.2

### AI-based estimation system "Swift Estimator"

**Automated quotations with AI**  
 One of our challenges is how to respond quickly to the average of 30,000 quotation requests we receive from our clients each day. In response, the company introduced "Swift Estimator," an AI-based automatic quotation response system, to promote the automation of quotations through special price optimization that automatically calculates appropriate prices for products on a regular basis based on actual orders and quotations. This has led to an improvement in the speed of response to customers (minimum 5 seconds).



# Key indicators (human resources)

Number of employees [consolidated]  
As of the end of September 2024 (unit: persons)

	Female	Male	Total	YoY change
Executives	1	11	12	±0
Executive officers	0	5	5	+5
Career (overseas and domestic)	164	389	553	△13
Digital career	0	0	0	±0
Logistics career	0	1	1	±0
Carrier (regional)	30	26	56	+31
Specialist	10	11	21	△4
Area	285	270	555	△26
Expert	1	0	1	±0
Logistics area	3	30	33	+2
Logistics	112	279	391	+39
Contract employees	0	51	51	+8
Overseas subsidiaries	22	21	43	+1
Seconded to health insurance association	2	0	2	±0
Seconded staff from the Nakayama Foundation	0	1	1	±0
Employee total	629	1,084	1,713	+43
Part-time employees	1,064	389	1,453	+110
Total	1,694	1,484	3,178	+153

**TRUSCO** Share of female employees: 36.7%, Number of female sales staff members: 42, Female employees in career-track positions: 30.8%  
\*The number of part-time employees represents the actual number of such workers under employment.

## Average age and annual income

	Average age (years)			Average annual income (10,000 yen)			
	Female	Male	Entire company	Career	Area	Logistics	Entire company
2023	33.2	43.4	39.9	775	627	526	662
2022	33.0	43.4	39.8	771	633	494	661
2021	32.8	43.2	39.6	724	596	456	615
2020	32.1	41.9	38.4	721	601	461	619
2019	31.3	42.0	38.2	758	642	492	655

\* Average annual income includes executive officers and retirement benefits.  
Amount excluding "Financial Bonds."  
\* The payment of performance-based bonuses commenced in FY2014. In 2019, they were discontinued, and bonuses decreased.  
\* Consolidated accounting has been applied to the fiscal year ended Dec. 2019 and later fiscal years. From the fiscal year ended Dec. 2019 onwards, the average age figure is on a consolidated basis, whereas all the average annual income figures are on a nonconsolidated basis.  
\* The average annual income for 2022 includes the temporary bonus paid to support living expenses due to the soaring costs of goods.  
\* The average annual income for 2023 does not include the temporary bonus. The average annual salary including temporary bonuses is 7.07 million yen.

## Numbers of incoming and outgoing employees [Consolidated]

	2020		2021		2022		2023		End of September 2024	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
No. of employees	589	1,085	571	1,061	577	1,062	589	1,072	629	1,084
	1,674		1,632		1,639		1,661		1,713	
No. of incoming employees	41	46	26	25	47	51	59	64	58	69
	87		51		98		123		127	
No. of outgoing employees	37	33	45	45	39	44	49	49	22	54
	70		90		83		98		76	
Turnover ratio (%)	5.9	3.0	7.3	4.1	6.3	4.0	7.7	4.4	3.4	4.7
	4.0		5.2		4.8		5.6		4.2	

# 07

## ESG Information

TRUSCO's "Gentleness for the Future" Project

Sustainability indicators

Relationship with society & corporate governance



# Trusco's "Gentleness for the Future" Project

## Trusco's "Gentleness for the Future" Project

We have been making various environmental efforts under our environmental philosophy "Gentleness for the Future" since 1998, based on our desire "to be a global environment-friendly company so that our small efforts will lead to great compassion for the future."

The idea of connecting the global community to the future has been ingrained in the company for more than 25 years before the term "sustainability" became popular.

Until now, "Gentleness for the Future" has only referred to the environment. From now on, as part of Trusco's "Gentleness for the Future" Project, we will work toward the future of people and society, including the global environment.

## "Gentleness for the Future" Basic Policy - TSV

Under the motto, "Business must serve people and society," the Company will create both social value and corporate value (TSV\*) through its businesses to help resolve social issues and build sustainable local communities.

\* The term TSV was created by combining Trusco and Creating Shared Value (CSV).

Based on this basic policy, we will continue our efforts toward the future of people and society.



Scan here for details

# Sustainability indicators

## CO<sub>2</sub> emissions (as of the end of 2023)

CO<sub>2</sub> emissions from fuel use (Scope 1) **2,284t-co<sub>2</sub>** / CO<sub>2</sub> emissions from electricity use (Scope 2) **6,900t-co<sub>2</sub>**

CO<sub>2</sub> emissions in the supply chain (Scope 3 \* ) **1,887,207t-co<sub>2</sub>**















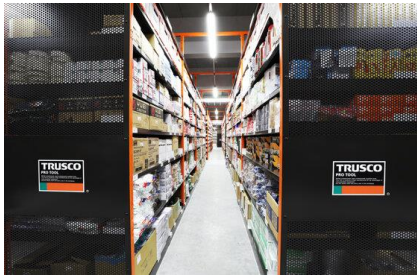
## CO<sub>2</sub> emission reduction through various services:

**Annual CO<sub>2</sub> emission reduction 15,829t-co<sub>2</sub>**



Workshop  
**Naojiro**

	Reduction (t-co <sub>2</sub> )	Reduction calculation formula
Niawase (assortment) and direct shipping to users	2,549	 +  +  Packaging material usage halved    Packaging material waste halved    Delivery frequency halved
MRO Stocker	4,816	 +  Delivery frequency reduced    No purchasing
Repair workshop "Naojiro"	2,469	 -  Emissions from new purchases    Emissions when repaired with "Naojiro"
Fixed cost logistics (fixed route deliveries)	4,461	 +  +  No packaging materials used    No packaging material waste    Delivery distance reduced
Wide range of inventory	1,534	 -  Emissions when each shipment is made from a supplier to a distributor    Emissions when shipped in bulk as Trusco inventory



**TRUSCO**



# Sustainability indicators

## TRUSCO power generation installations: at 19 locations

Annual solar power generation in 2023 2,687,468kWh

\* Equivalent to the annual electricity consumption of about 600 households  
(From the Ministry of the Environment's website Survey on the Actual Conditions of Carbon Dioxide Emissions from Residential Sector")

Renewable energy power self-sufficiency 16.7%

## Environmental measures for Trusco's products

In product planning and development for our own brand "Trusco," we have established environmental standards such as "resource saving," "reducing waste," and "long-lasting use," and are promoting environmentally friendly product development from all aspects, from product design to product use and disposal.



### Trusco double roll tape Product number: GNT5050E etc.

50M duct tape with a small core. It can be used twice as much, but the storage space is halved. It is a tape that can be used twice as long, reduces replacement by half, reduces waste by half, and contributes to protecting the environment.



## Workshop Naojiro

### Role of repair workshop "Naojiro"

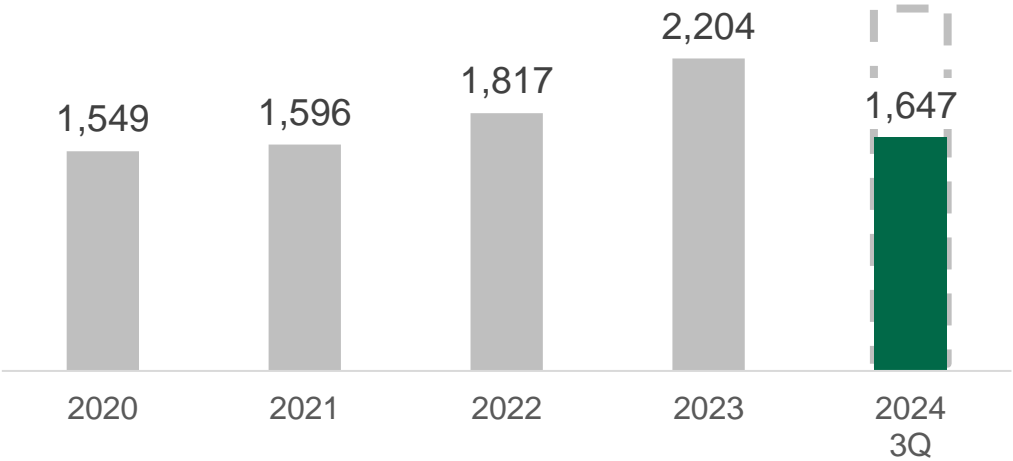
It is a service that maintains the safety and precision essential for pro tools, and aims to reduce the environmental impact and contribute to cost reduction by allowing familiar tools and equipment to be used for a long time. In January 2022, the Company will relaunch its Naojiro section to popularize and enhance this service.

### 8 services of repair workshop "Naojiro"

Repair	Regrinding	Calibration	Reuse
Processing	Maintenance	Assembly	Construction and installation

### Sales of repair workshop "Naojiro"

(unit: million yen)  
Budget 2,400



# Relationship with society & corporate governance

## “Trusco Unknown Gulliver”, TV program provided by a single company

This is a program provided by a single company that conveys our company's desire to "give pride and vitality to Japan by presenting world-class Japanese companies." In each episode, the ways and ideas of a Japanese company are presented.



Started in 2017

## Donations to the NGO Peshawar-kai

Started in 2020

In Afghanistan, where there is an ongoing drought, we are donating to support the Peshawar-kai, which engages in comprehensive rural reconstruction projects with the idea that “one irrigation canal will do more good than 100 doctors”.



The late Dr. Tetsu Nakamura with Afghan workers

## Open judge system for promotion (OJS = 360 degree evaluation)

This is a system in which all employees who know candidates for promotion to senior manager or above are evaluated, and the results are reflected in promotions and other personnel actions. (Implemented once a year)

Method	Result
Promotion is judged by a mark of ○ or ×	If the approval rating is 80% or higher and the minimum number of votes is met, the candidate will be promoted.

Started in 2001

## Board of directors meeting (management meeting)

Decisions are made at the board of directors meeting, which is generally held once a month. In order to ensure a broader perspective and transparency, we seek the opinions of a wide range of participants, including executive officers and general managers.



Board of directors meeting (management meeting)

# 08

## Reference Information

Stock information

Index comparison in the industry

The Company's sales index and industrial  
production index

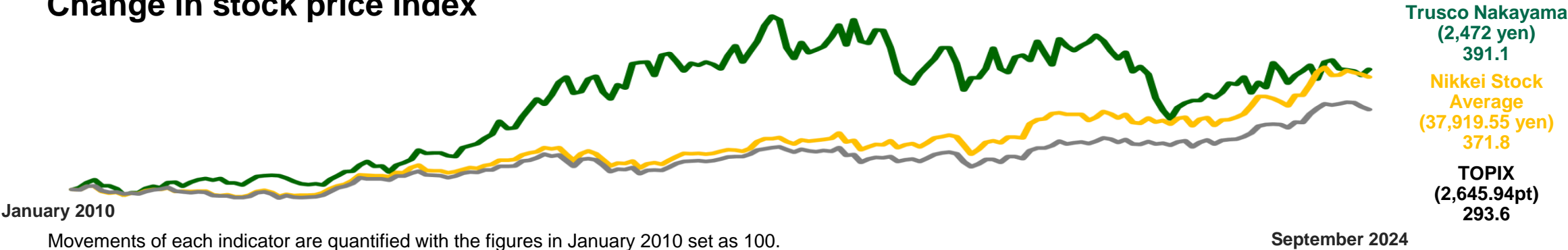


# Stock information

## Shareholder Information (Unit: persons)

	2021 (2021) End of December	2022 (2022) End of June	2022 (2022) End of December	2023 (2023) End of June	2023 (2023) End of December	2024 (2024) End of June
Shareholders total	14,406	16,212	15,466	15,111	14,798	14,225
Holder of share	13,527	15,190	14,436	13,798	13,534	13,004
Holder of shares less than one unit	878	1,021	1,029	1,312	1,263	1,220
Treasury shares	1	1	1	1	1	1
Financial institutions and securities companies	61	59	55	53	54	51
Domestic corporations	533	546	540	542	535	519
Overseas corporations, etc.	203	212	222	217	213	211
Individuals and others	13,608	15,394	14,648	14,298	13,995	13,443
Treasury shares	1	1	1	1	1	1

## Change in stock price index



# Index comparison in the industry

Performance of trading companies and direct sales companies (listed companies) in the same industry

## [Wholesale]

		Closing month				Market capitalization (100 million yen)
				Net sales (million yen)	Year-on-year change	
YAMAZEN CORPORATION	2024	March	Actual results	506,866	-3.9	1,255
YUASA TRADING CO.,LTD.	2024	March	Actual results	526,569	+4.3	1,015
Trusco Nakayama Corporation	2023	December	Actual results	268,154	+8.8	1,476
NICHIDEN Corporation	2024	March	Actual results	126,912	-3.6	957
MARUKA FURUSATO CORPORATION	2023	December	Actual results	172,980	+6.5	539
NaITO Co., Ltd.	2024	February	Actual results	44,064	-0.9	72
SUGIMOTO & CO., LTD.	2024	March	Actual results	46,636	+2.4	308
Total of 7 companies		-		1,692,181	-	-

Trading companies in the machine tools industry include the companies shown on the left, but they operate differently in the wholesale and retail sectors, and each handles different core products.  
The Company does not handle large machinery such as machine tools, and mainly handles consumables.

## [Retail]

		Closing month				Market capitalization (100 million yen)
				Net sales (million yen)	Year-on-year change	
MISUMI Group Inc.	2024	March	Actual results	367,649	-1.5	7,188
MonotaRO Co.,Ltd.	2023	December	Actual results	254,286	+12.5	11,608
Total of 2 companies		-		621,935	-	-

- \* For companies that announce consolidated accounting, figures for consolidated accounting are shown.
- \* All figures represent actual results and forecasts announced as of October 25, 2024.
- \* Market capitalization is based on the closing price on October 25, 2024.



# The Company's sales index and industrial production index

Changes in the Company's sales index and industrial production index

