

TRUSCO[®]

The 62nd Business Year Business Performance Data Analysis

FYE December 31, 2024

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TRUSCO[®]

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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 | 3,184 (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." |

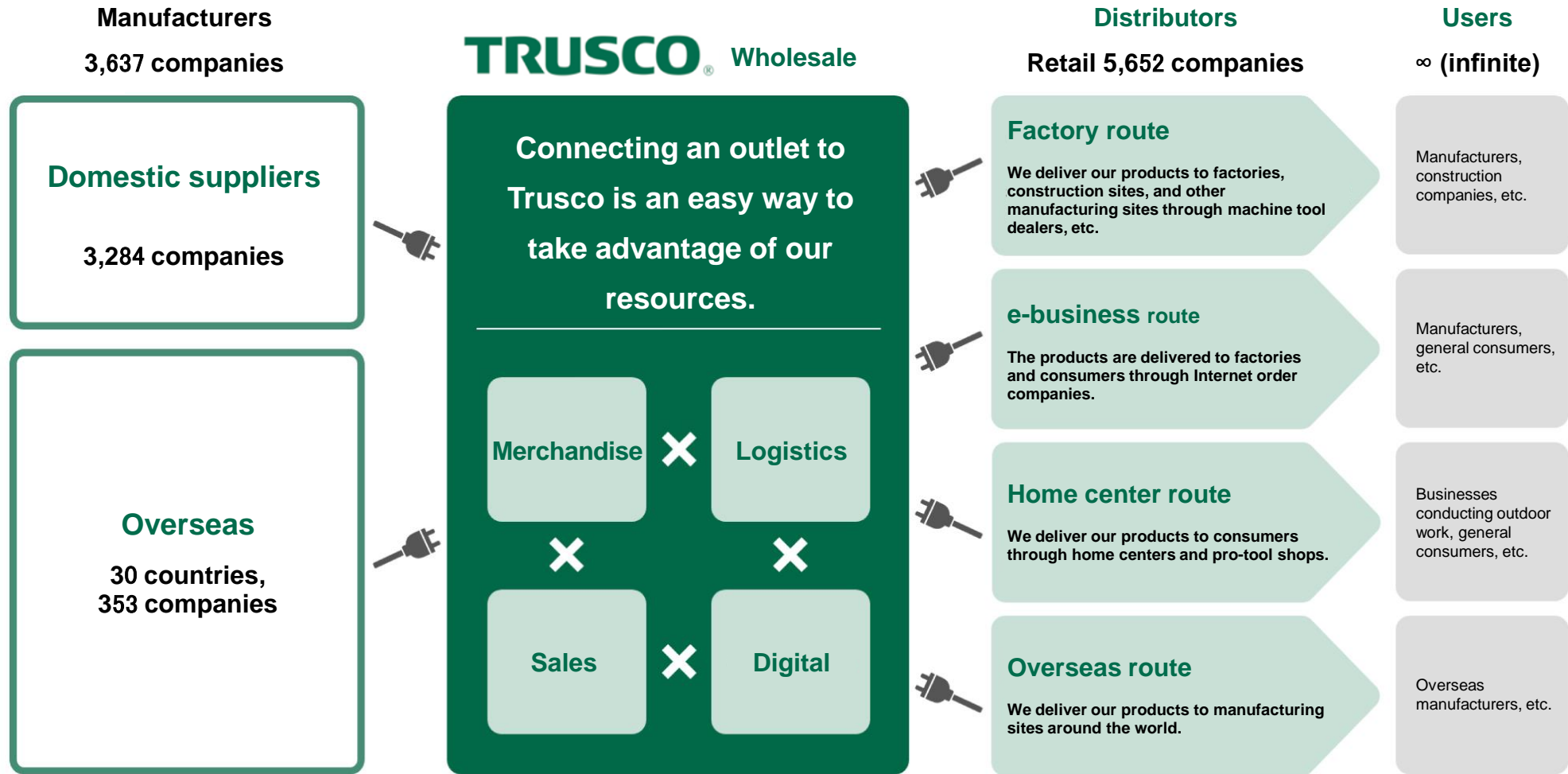
Corporate message

**“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 December 31,2024(62nd business year)

| | | |
|---|--|--|
| Net Sales | 295,024million yen (YoY Change+10.0%) | 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 | 61,683million yen (YoY Change+7.2%) | While sales increased due to higher sales, valuation gains on inventory items due to price revisions decreased from last year (this fiscal year: 1.4 billion yen, previous year: 2.3 billion yen). |
| Selling, general and administrative expenses(SGA) | 41,704million yen (YoY Change+6.9%) | <ul style="list-style-type: none"> •Salaries and bonuses (+973 million yen) Impact of monthly achievement incentive payments, increase in part-time employees and hourly wages, etc. •Freight and packing expenses (+824 million yen) •Depreciation (△161 million yen) |
| Ordinary income | 20,056million yen (YoY Change+7.4%) | •First ordinary income exceeding 20 billion yen |
| Profit attributable to owners of parent | 16,095million yen (YoY Change+31.2%) | •31.2% YoY due to sales increase, revaluation gains on inventory items resulting from price revisions, and extraordinary gains |

Prospects for FYE December 31,2025(63rd business year)

| | | |
|---|---|--|
| Net Sales | 317,430 million yen (YoY change +7.6%) | Aiming to increase sales by expanding market share through services 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 | 65,700 million yen (YoY change +6.5%) | Inventory valuation gains of 500 million yen are expected to be recorded. |
| Selling, general and administrative expenses(SGA) | 44,570 million yen (YoY change +6.9%) | Expect increase in wages and bonuses due to increase in number of employees, and increase in freight and packing costs due to increase in direct delivery to users. |
| Ordinary income | 21,170 million yen (YoY change +5.6%) | Plan +5.6% YoY due to sales increase, gross margin decrease due to inventory valuation gains settling down, and SG&A expenses to increase by about the same amount as the previous year |
| Profit attributable to owners of parent | 14,520million yen (YoY change △9.8%) | Plan for △9.8% YoY due to the impact of extraordinary gains recorded in the previous year. |

[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 | | | |
|---|---|-------|------------|--|--------------|------------------|----------------------|
| | Actual results | Share | YoY change | Actual results | Share | YoY change | Change from budget※1 |
| Net sales | 268,154 million yen | - | +8.8% | 295,024million yen | - | +10.0% | +1.7% |
| Gross profit | 57,522 million yen | 21.5% | +10.3% | 61,683million yen | 20.9% | +7.2% | +2.3% |
| Selling, general and administrative expenses (SGA) | 39,003 million yen | 14.5% | +4.0% | 41,704million yen | 14.1% | +6.9% | +1.3% |
| (depreciation included in SGA) | 6,206 million yen | 2.3% | △6.9% | 6,044million yen | 2.0% | △2.6% | -3.5% |
| Operating income | 18,519 million yen | 6.9% | +26.3% | 19,978million yen | 6.8% | +7.9% | +4.5% |
| Ordinary income | 18,669 million yen | 7.0% | +23.9% | 20,056million yen | 6.8% | +7.4% | +3.6% |
| Current profit attributable to owners of parent | ※2 12,268 million yen | 4.6% | +15.4% | ※3 16,095million yen | 5.5% | +31.2% | +7.1% |
| Current net income per share | 186.05 yen | - | +24.90yen | 244.09yen | - | +58.04yen | +16.13yen |
| Dividend per share | 46.50 yen | - | +6.50yen | 54.00 yen | - | +7.50yen | +4.00yen |
| Private brand sales | 48,313 million yen | 18.0% | +5.3% | 50,478million yen | 17.1% | +4.5% | -2.4% |
| Capital expenditures | 13,469 million yen | - | +180.6% | 26,163million yen | - | +94.2% | - |

Points

- Net sales
YoY change +10.0%, Change from initial budget +1.7%
Increase in sales through inventory, logistics, digital structure and various initiatives.
- Gross profit YoY change +7.2%, Change from initial budget +2.3%
Increase in sales, decrease in inventory valuation gain(1.4 billion yen in this fiscal year, 2.3 billion yen in the previous fiscal year)Impact.
- Selling, general and administrative expenses (SGA)
YoY change +6.9%, Change from initial budget +1.3%
(Increase) Personnel, freight and packing costs, etc. (Decrease) Depreciation and amortization, etc.
- Current profit attributable to owners of parent
YoY change +31.2%, Change from initial budget +7.1%
Sales increase, revaluation gains on inventory items resulting from price revisions, and extraordinary gains.

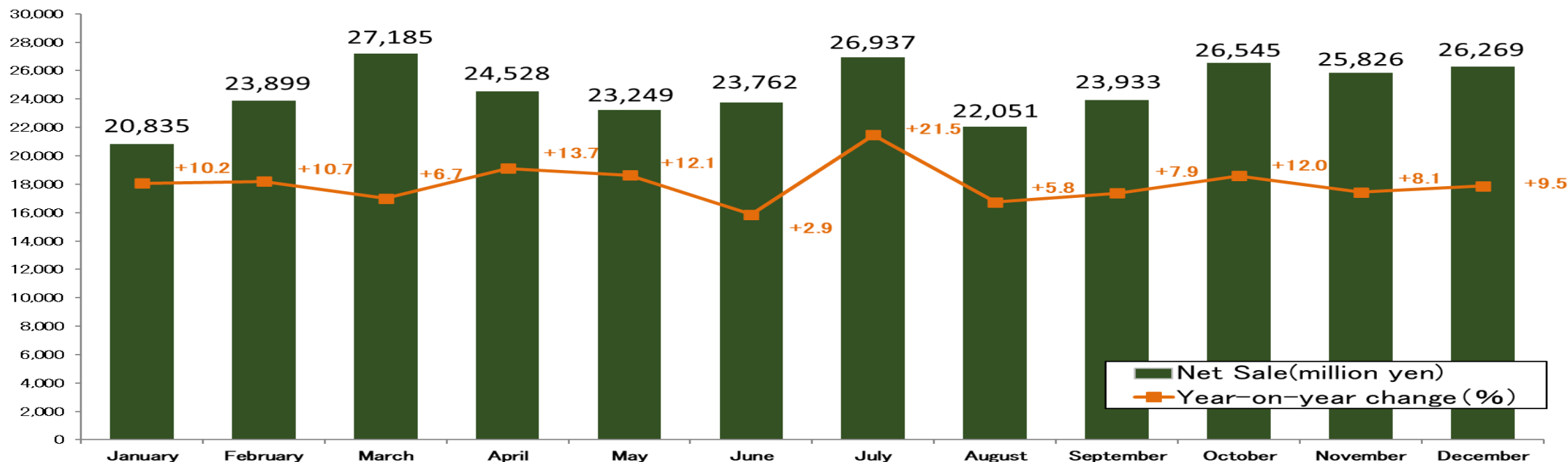
TRUSCO ※2 The Company recorded an extraordinary loss of approximately 900 million yen.

※3 Extraordinary income includes a gain on the sale of the Trusco Glen Check Building (former Osaka headquarters) (approx. 2.7 billion yen).

[Consolidated] Monthly sales

FYE December 31, 2024 (62nd business year)

■ Results (January to–December)



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 | 1,206 | 1,291 | 1,250 | - |
| Year-on-year change (%) | + 10.2 | + 10.7 | + 17.3 | + 8.3 | + 6.8 | + 13.2 | + 10.5 | + 10.8 | + 13.6 | + 6.9 | + 8.1 | + 9.5 | - |
| 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 | Δ2 | +1 | +1 | Δ2 | +2 | Δ1 | Δ1 | +1 | ±0 | ±0 | Δ1 |

• 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.

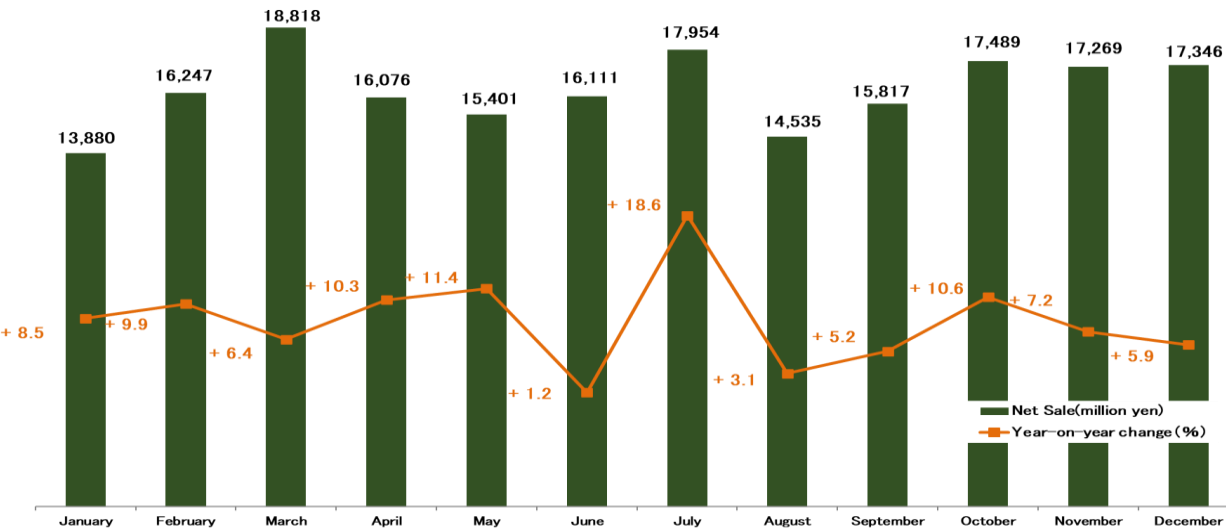
[Consolidated] Monthly sales

| | 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 | Δ2 | +1 | +1 | Δ2 | +2 | Δ1 | Δ1 | +1 | ±0 | ±0 | Δ1 |

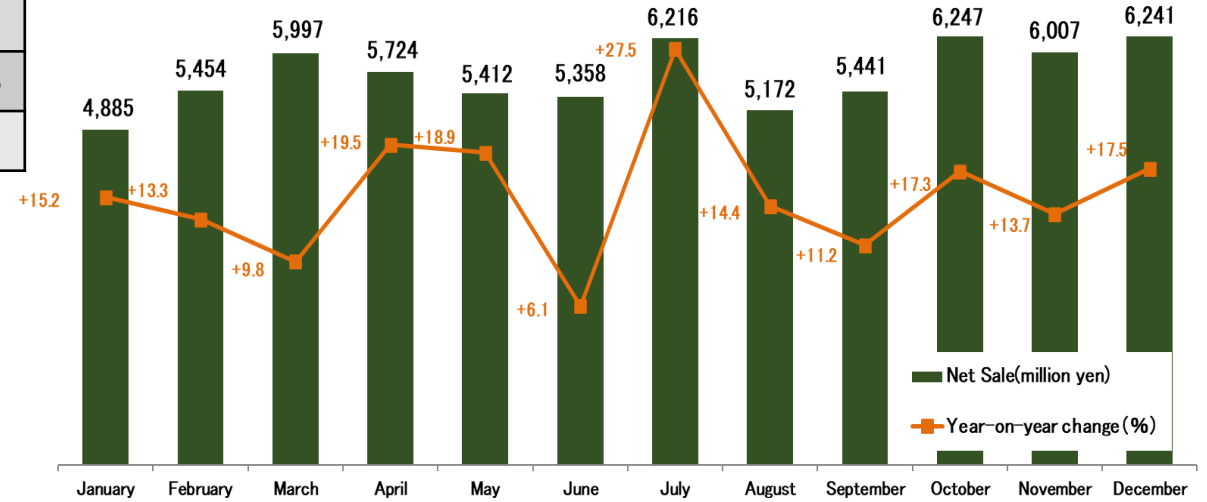
FYE December 31, 2024 (62nd business year)

■ Results (January to December)

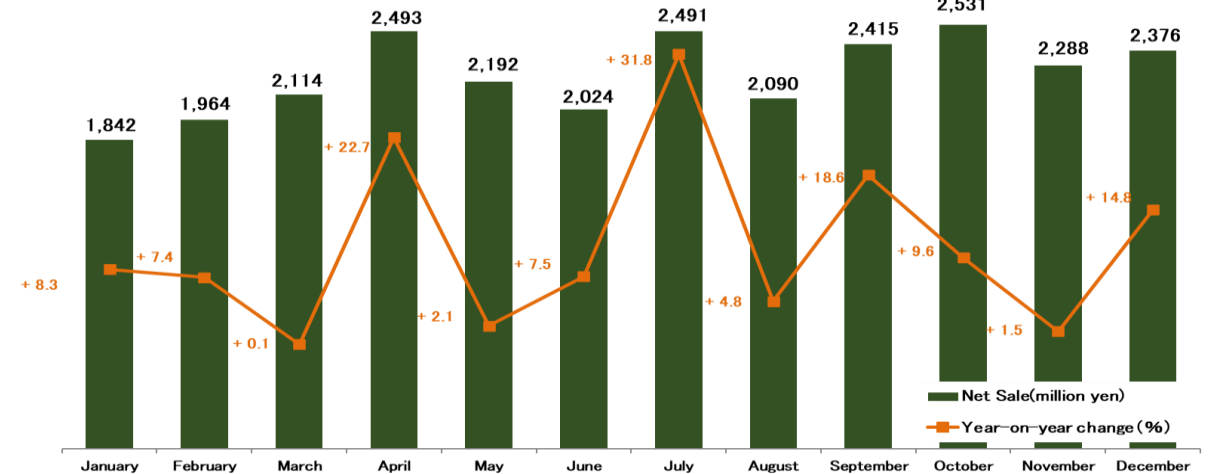
Factory route



e-Business route



Home center route



03

Sales Performance

[Consolidated] Business performance 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 66.8% (YoY change +8.1%) e-business route: Share 23.1% (YoY change +15.3%)

Home center route: Share 9.1% (YoY change +10.6%) Overseas route: Share 1.0% (YoY change +19.7%)

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

| | Actual results for FYE December 31, 2023 (61st business year) | | | | Actual results for FYE December 31, 2024 (62nd business year) | | | | | |
|-------------------|---|--------|------------|---------------------|---|--------|------------|---------------------|---------------------|---|
| | Net sales | | | Gross profit margin | Net sales | | | | Gross profit margin | |
| Sales route | Actual results | Share | YoY 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% | 196,947million yen | 66.8% | +8.1% | +1.0% | 20.6% | △0.9pt |
| e-business route | 59,121million yen | 22.1% | +14.6% | 22.3% | 68,159million yen | 23.1% | +15.3% | +3.2% | 22.7% | +0.4pt |
| Home center route | 24,260million yen | 9.0% | +9.5% | 17.4% | 26,825million yen | 9.1% | +10.6% | +3.9% | 17.1% | △0.3pt |
| Overseas route | 2,583million yen | 1.0% | +22.5% | 34.4% | 3,091million yen | 1.0% | +19.7% | +0.9% | 35.4% | +1.0pt |
| Total | 268,154million yen | 100.0% | +8.8% | 21.5% | 295,024million yen | 100.0% | +10.0% | +1.7% | 20.9% | △0.5pt |

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

This route delivers our products to factories, construction sites, and other manufacturing sites through machine tool dealers, etc. While business conditions in the manufacturing sector are returning to their pre-pandemic levels, the holding of abundant inventories and the implementation of various initiatives resulted in a YoY change in net sales of +8.1%.

| Sales route | Actual results for FYE December 31, 2023 (61st business year) | | | Actual results for FYE December 31, 2024 (62nd business year) | | | | |
|--|--|--------|---------------------|---|--------|------------|---------------------|---|
| | 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 |
| Machine tool dealers | 90,502million yen | 49.7% | 22.2% | 95,856million yen | 48.7% | +5.9% | 21.1% | △1.1pt |
| Dealers in welding materials | 26,180million yen | 14.4% | 20.8% | 27,637million yen | 14.0% | +5.6% | 20.0% | △0.8pt |
| Other manufacturing related (Physical chemical, conductor, packaging material dealers, etc.) | 30,598million yen | 16.8% | 20.1% | 32,736million yen | 16.6% | +7.0% | 19.4% | △0.7pt |
| Construction related | 34,906million yen | 19.1% | 21.6% | 40,717million yen | 20.7% | +16.6% | 20.7% | △0.9pt |
| Factory route total | 182,188million yen | 100.0% | 21.5% | 196,947million yen | 100.0% | +8.1% | 20.6% | △0.9pt |

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.

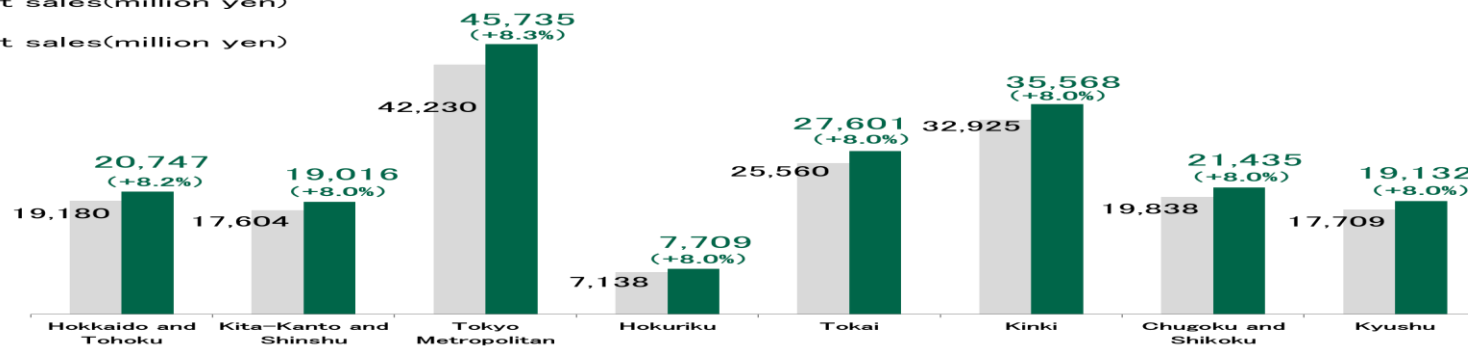
- Sales of hand tools, mainly related to the operation of production plants, summer products, environmental safety products including emergency supplies, and office housing equipment increased.

- Sales were strong as a result of strengthened efforts with construction-related companies.

- The gross profit margin declined 0.9 percentage points from the end of the previous fiscal year due to a decrease in inventory valuation gains and the consolidation of commercial distribution.

Net Sales by Region

■ 2023 4Q F route net sales(million yen)
■ 2024 4Q F route net sales(million yen)



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

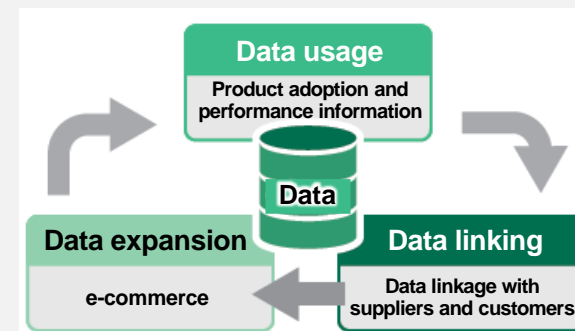
This is a distribution route that delivers products to manufacturing sites such as factories and construction sites, as well as to general consumers, through online retailers. By offering “NIAWASE + U-Choku” (package assembly + direct delivery to users), maintaining a product database of approximately 4.55 million items, and integrating systems, we have achieved shorter delivery times and improved delivery accuracy, resulting in a 15.3% increase in sales compared to the previous year.

| Sales route | Actual results for FYE December 31, 2023 (61st business year) | | | Actual results for FYE December 31, 2024 (62nd business year) | | | | |
|---|--|--------|---------------------|---|--------|------------|---------------------|---|
| | 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% | 52,334million yen | 76.8% | +16.2% | 21.5% | +0.4pt |
| Companies participating in Orange Commerce (Trusco's electronic central purchasing system), MRO Stocker | 14,066 million yen | 23.8% | 26.1% | 15,825million yen | 23.2% | +12.5% | 26.5% | +0.4pt |
| e-business route total | 59,121 million yen | 100.0% | 22.3% | 68,159million yen | 100.0% | +15.3% | 22.7% | +0.4pt |

Points

- We strengthened our unique logistics services such as NIAWASE + YUCHOKU (assortment & direct delivery to users) 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 4.55 million items and the strengthening of system linkage.
- The gross profit margin improved due to progress in reflecting cost increases in product selling prices.

Sales composition by industry for mail-order companies

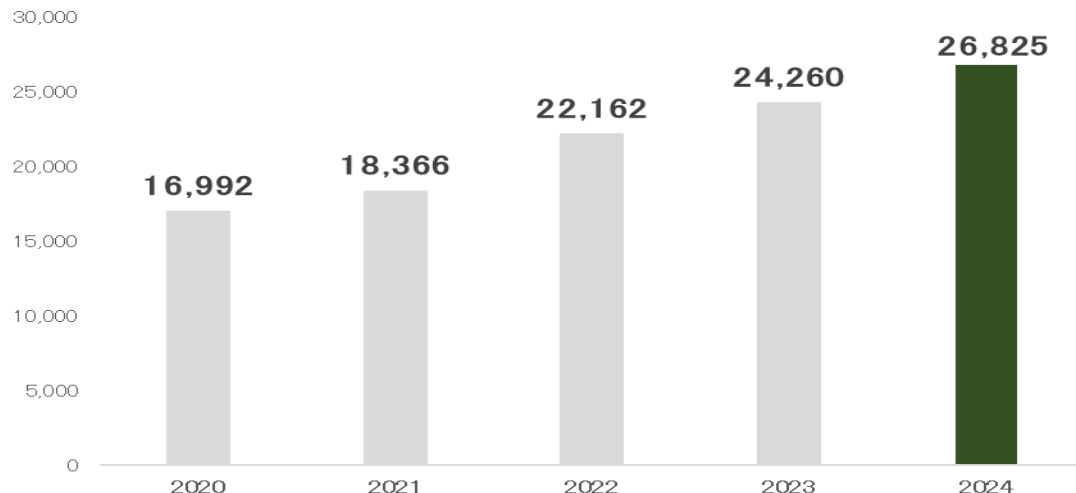


[Consolidated] Business performance by sales route: (Home center route)

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 +10.6%.

| | Actual results for FYE December 31, 2023 (61st business year) | | Actual results for FYE December 31, 2024 (62nd business year) | | | |
|-------------------|--|---------------------|---|------------|---------------------|---|
| | 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% | 26,825million yen | +10.6% | 17.1% | Δ0.3pt |

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



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 4.55 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 0.3 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) | | | Full year budget | FYE December 31, 2024 (62nd business year) | | | Full year budget | FYE December 31, 2024 (62nd business year) | | | 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 | 294,052million yen | 100.0% | +9.9% | +8.1% | 1,222million yen | 100.0% | +25.8% | +18.8% | 716million yen | 100.0% | +25.9% | +22.0% |
| Gross profit | 61,065million yen | 20.8% | +7.0% | +4.7% | 325million yen | 26.7% | +32.6% | +19.2% | 241million yen | 33.7% | +31.6% | +20.0% |
| Selling, general and administrative expenses (SGA) | 41,347million yen | 14.1% | +6.9% | +5.5% | 181million yen | 14.9% | +7.3% | +1.0% | 176million yen | 24.6% | +12.0% | +9.9% |
| Depreciation included in SGA | 5,965million yen | 2.0% | △2.7% | +0.9% | 23million yen | 1.9% | +9.0% | +9.6% | 54million yen | 7.6% | +5.7% | +4.5% |
| Operating income | 19,717million yen | 6.7% | +7.2% | +2.9% | 143million yen | 11.8% | +88.8% | +59.8% | 65million yen | 9.1% | +149.8% | +81.1% |
| Ordinary income | 19,833million yen | 6.7% | +6.8% | +3.3% | 156million yen | 12.8% | +91.2% | +53.1% | 72million yen | 10.2% | +125.5% | +58.9% |
| Current (interim) net income | 15,902million yen | 5.4% | +30.5% | +22.1% | 156million yen | 12.8% | +91.2% | +22.4% | 72million yen | 10.2% | +125.5% | +58.9% |

| | FYE December 31, 2024 (62nd business year) | | |
|--|--|------------------|----------------|
| | | Net sales | Gross profit |
| Business performance in other overseas regions (Philippines, China, South Korea, etc.) | Actual results | 1,154million yen | 282million yen |
| | Rate | - | 24.5% |
| | YoY change | +11.1% | +12.3% |

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.

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

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[Non-consolidated] Sales by category of goods

FYE December 31, 2024 (62nd business year)

(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 | 8,969 | 3.1 | +7.7 | 15.7 | 6.Environmental safety equipment | Environmental safety equipment total | 56,069 | 19.1 | +16.6 | 22.2 | |
| | ① Cutting tools | 4,810 | 1.6 | +11.6 | 11.9 | | ㉕ Protective equipment | 28,762 | 9.8 | +14.3 | 23.5 | |
| | ② Drilling and thread cutting tools | 4,159 | 1.4 | +3.6 | 20.0 | | ㉖ Safety goods | 12,260 | 4.2 | +12.6 | 25.2 | |
| 2.Production processing goods | Production processing goods total | 21,811 | 7.4 | +10.5 | 15.2 | | ㉗ Environment improvement goods | 2,708 | 0.9 | +17.3 | 17.9 | |
| | ③ Measurement equipment | 12,127 | 4.1 | +16.5 | 14.4 | | ㉘ Air conditioning goods | 6,508 | 2.2 | +24.5 | 15.4 | |
| | ④ Mechatronics | 4,376 | 1.5 | +6.4 | 15.4 | | ㉙ Disaster and crime prevention goods | 3,577 | 1.2 | +53.3 | 20.1 | |
| | ⑤ Tools for machine tools | 2,450 | 0.8 | +1.6 | 24.0 | | ㉚ Closets and exterior goods | 2,251 | 0.8 | +4.2 | 16.2 | |
| | ⑥ Electronic machinery | 2,857 | 1.0 | +2.1 | 10.8 | | 7.Distribution and storage equipment | Distribution and storage equipment total | 28,861 | 9.8 | +3.7 | 22.1 |
| 3.Construction goods | Construction goods total | 34,227 | 11.6 | +10.1 | 21.3 | | | ㉛ Loading goods | 8,582 | 2.9 | +9.2 | 17.7 |
| | ⑦ Hydraulic tools | 2,265 | 0.8 | +9.6 | 12.0 | | | ㉜ Conveyors | 1,071 | 0.4 | △3.4 | 15.7 |
| | ⑧ Pumps | 4,121 | 1.4 | +8.2 | 16.8 | ㉝ Transportation goods | | 10,668 | 3.6 | +3.8 | 22.0 | |
| | ⑨ Welding equipment | 2,932 | 1.0 | +12.7 | 16.8 | ㉞ Containers and vessels | | 4,383 | 1.5 | +5.1 | 28.7 | |
| | ⑩ Painting and interior goods | 3,080 | 1.0 | +15.1 | 26.5 | ㉟ Steel shelves | | 4,156 | 1.4 | △5.6 | 25.9 | |
| | ⑪ Civil engineering and building goods | 2,855 | 1.0 | +21.1 | 14.3 | 8.Research management equipment | Research management equipment total | 11,295 | 3.8 | +5.7 | 22.7 | |
| | ⑫ Ladders and stepladders | 4,220 | 1.4 | +8.6 | 21.5 | | ㊱ Tool wagons | 914 | 0.3 | △2.2 | 28.4 | |
| ⑬ Piping and materials of electronic equipment | 5,433 | 1.8 | +7.6 | 22.9 | ㊲ Storage and management goods | | 1,372 | 0.5 | +5.2 | 30.1 | | |
| ⑭ Component, hardware, and building materials | 9,317 | 3.2 | +7.9 | 26.1 | ㊳ Work benches | | 1,665 | 0.6 | +3.0 | 31.6 | | |
| 4.Work supply | Work supply total | 54,818 | 18.7 | +6.7 | 21.7 | | ㊴ Stainless goods | 2,242 | 0.8 | +7.2 | 18.1 | |
| | ⑮ Cutting goods | 1,636 | 0.6 | +0.9 | 22.0 | | ㊵ Research and development-related goods | 5,099 | 1.7 | +7.8 | 18.7 | |
| | ⑯ Grinding and polishing goods | 8,169 | 2.8 | +3.1 | 23.4 | | 9.Office and housing facility equipment | Office and housing facility equipment total | 26,271 | 8.9 | +13.7 | 22.3 |
| | ⑰ Chemical products | 29,714 | 10.2 | +8.9 | 20.5 | ㊶ Cleaning utensils | | 7,523 | 2.6 | +7.4 | 21.0 | |
| | ⑱ Factory miscellaneous goods | 4,807 | 1.6 | +1.1 | 16.3 | ㊷ Stationery | | 3,425 | 1.2 | +19.5 | 19.6 | |
| | ⑲ Packing and binding goods | 7,001 | 2.4 | +7.7 | 30.7 | ㊸ Office miscellaneous goods | | 3,734 | 1.3 | +12.1 | 27.2 | |
| | ⑳ Casters | 3,475 | 1.2 | +5.9 | 17.9 | ㊹ Electric appliances | | 4,345 | 1.5 | +22.8 | 21.7 | |
| 5.Hand tool | Hand tool total | 49,430 | 16.8 | +9.7 | 18.9 | ㊺ OA business machinery | | 2,782 | 0.9 | +22.7 | 23.5 | |
| | ㉑ Electric power tools and accessories | 15,574 | 5.3 | +16.8 | 14.3 | ㊻ Office furniture | | 4,125 | 1.4 | +8.5 | 22.8 | |
| | ㉒ Pneumatic tools and accessories | 7,601 | 2.6 | +5.1 | 17.6 | ㊼ Interior goods | | 334 | 0.1 | +12.1 | 19.5 | |
| | ㉓ Tools for manual work | 23,893 | 8.1 | +7.0 | 21.4 | 10.Others | ㊽ Entire company | 2,296 | 0.8 | +5.3 | 25.0 | |
| | ㉔ Tool boxes | 2,360 | 0.8 | +9.6 | 28.4 | | Total | 294,052 | 100.0 | +9.9 | 20.8 | |

Points

Sales of disaster preparedness supplies and summer merchandise within environmental and safety equipment increased.

• Environmental safety equipment:

YoY change +16.6%

Sales of disaster preparedness supplies and summer products increased.

• Office and housing facility equipment:

YoY change +13.7%

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

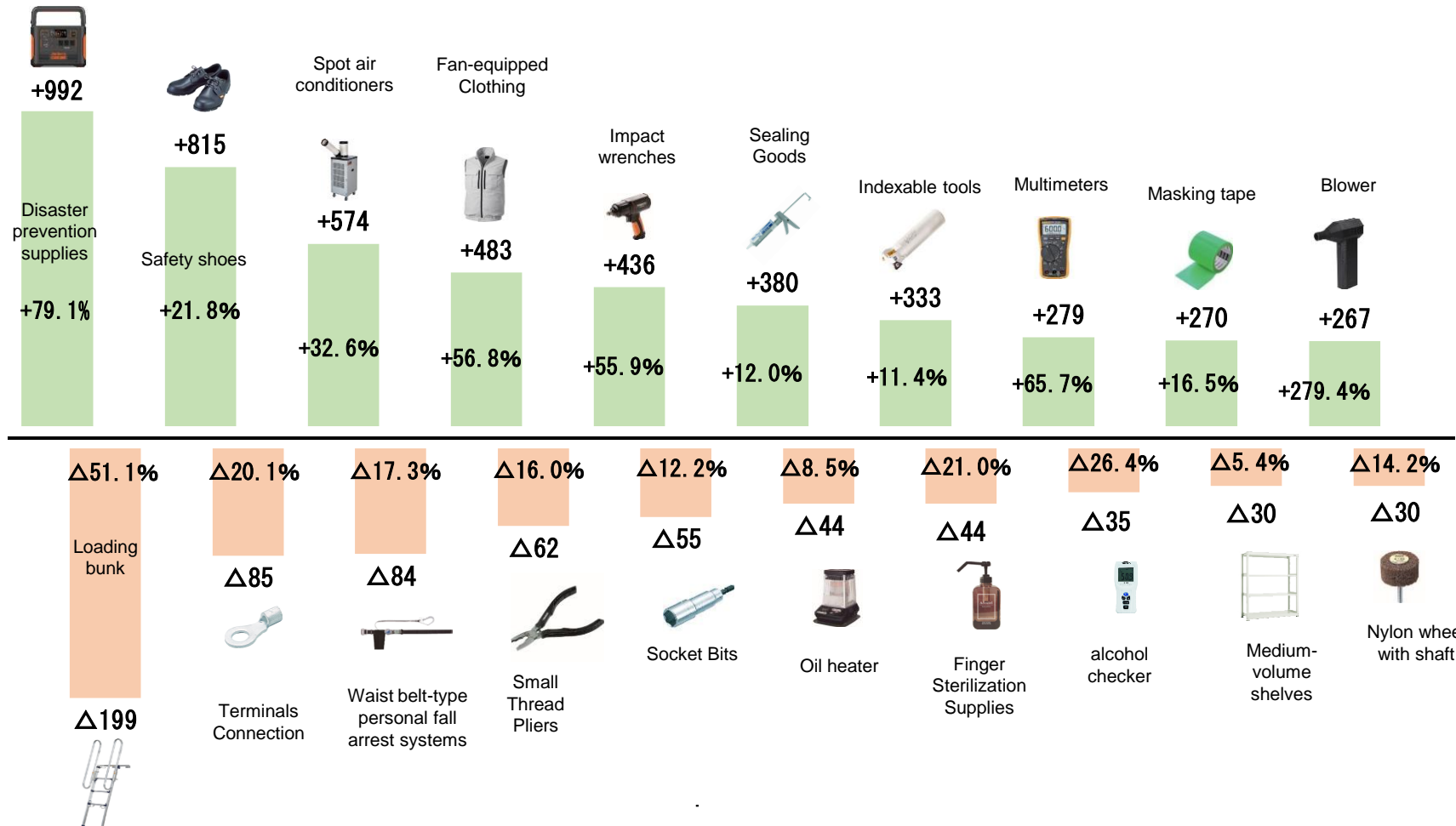
• Production processing goods:

YoY change +10.5%

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) (unit: million yen, %)



Points



Sales of disaster preparedness 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 changes in legislation.

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

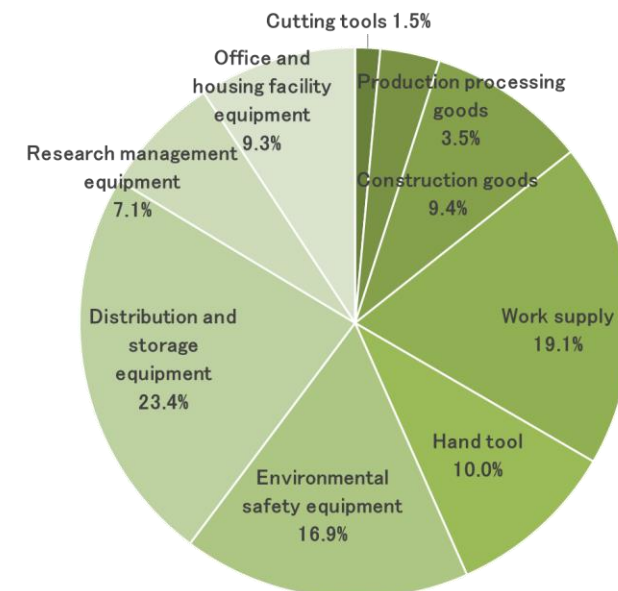
The sales composition of private brand "TRUSCO" is on a declining trend due to the differing growth rates between our private brand products and national brand products. However, we are actively enhancing our efforts to expand the sales of private brand products by refining and improving them.

■ Sales by sales route and category of goods

Unit (million yen)

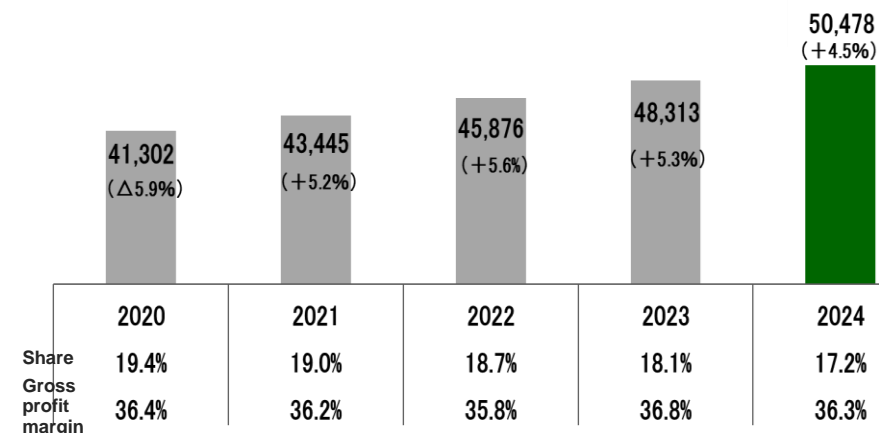
| | Entire company | | Factory | | e-business | | Home center | |
|---------------------------------------|---|--------------|---|--------------|---|--------------|--|--------------|
| | Share: 17.2 % Gross profit margin : 36.3 % | | Share: 17.7 % Gross profit margin : 36.5 % | | Share: 20.7 % Gross profit margin : 36.6 % | | Share: 4.2 % Gross profit margin : 29.3 % | |
| | Net sales | YoY change | Net sales | YoY change | Net sales | YoY change | Net sales | YoY change |
| Total | 50,478 | +4.5% | 34,875 | +3.0% | 14,106 | +8.0% | 1,116 | +8.1% |
| Cutting tools | 739 | +1.7% | 532 | +1.8% | 132 | +5.4% | 64 | △8.6% |
| Production processing goods | 1,763 | +2.2% | 1,214 | △0.1% | 497 | +7.6% | 17 | +1.9% |
| Construction goods | 4,727 | +6.1% | 3,117 | +3.0% | 1,481 | +11.7% | 87 | +39.7% |
| Work supply | 9,620 | +7.0% | 7,267 | +6.1% | 2,182 | +9.9% | 90 | +5.7% |
| Hand tool | 5,031 | +2.7% | 3,434 | +1.3% | 1,391 | +5.7% | 126 | +11.5% |
| Environmental safety equipment | 8,517 | +10.1% | 6,080 | +8.5% | 2,213 | +14.5% | 196 | +14.6% |
| Distribution and storage equipment | 11,818 | +1.9% | 7,853 | +0.0% | 3,406 | +5.7% | 493 | +2.8% |
| Research management equipment | 3,587 | +1.0% | 2,368 | △1.4% | 1,172 | +4.8% | 12 | +84.3% |
| Office and housing facility equipment | 4,673 | +1.1% | 3,006 | △0.1% | 1,627 | +3.4% | 27 | +9.2% |

■ Private brand product share in net sales



■ 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

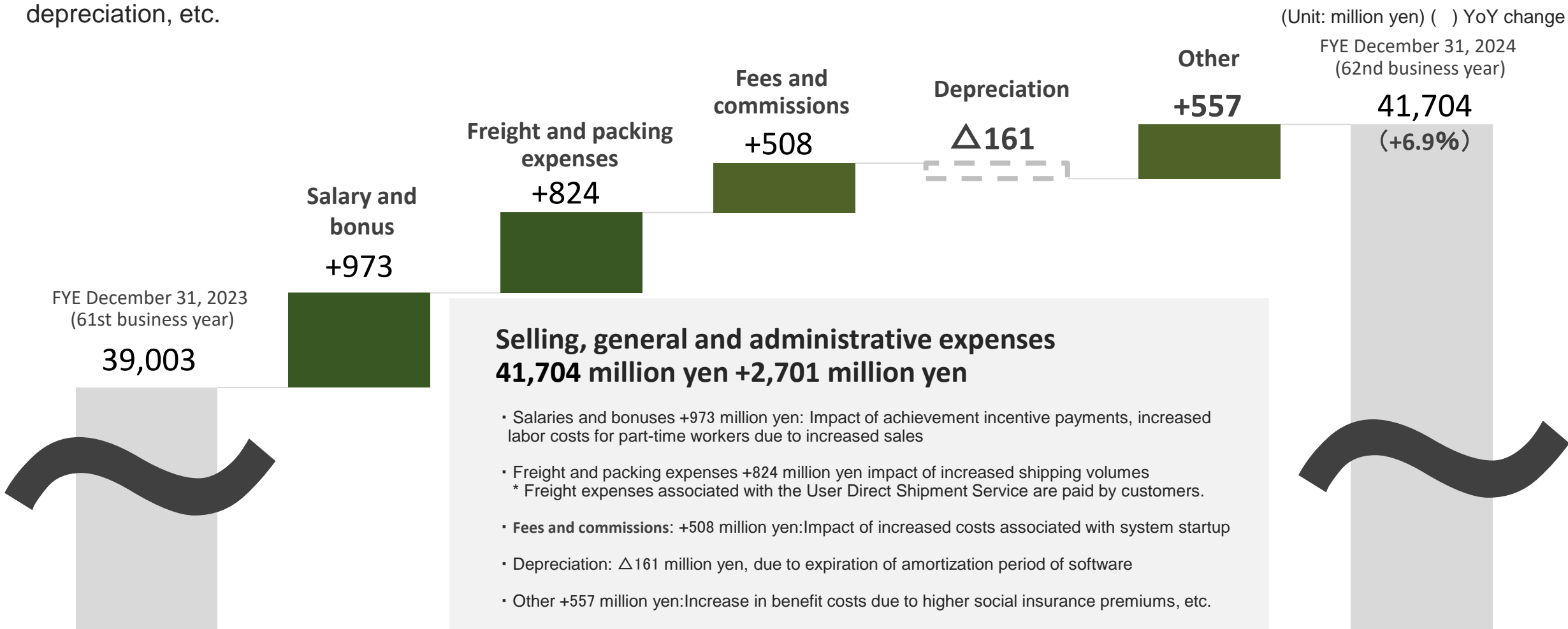
Future capital investment plans

[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 6.9% 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)

| NO. | | FYE December 31, 2023 (61st business year) | | FYE December 31, 2024 (62nd business year) | | | | 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 | | |
| 1 | Salary and bonus | 13,451 | 5.0% | 14,424 | 4.9% | +973 | +7.2% | 14,196 | +5.5% |
| 2 | Freight and packing expenses | 8,261 | 3.1% | 9,085 | 3.1% | +824 | +10.0% | 8,967 | +8.5% |
| 3 | Depreciation | 6,206 | 2.3% | 6,044 | 2.0% | △161 | △2.6% | 6,265 | +0.9% |
| 4 | Commission fee | 2,504 | 0.9% | 3,012 | 1.0% | +508 | +20.3% | 3,005 | +20.0% |
| 5 | Welfare expense | 2,553 | 1.0% | 2,713 | 0.9% | +160 | +6.3% | 2,648 | +3.7% |
| 6 | Taxes and dues | 1,372 | 0.5% | 1,447 | 0.5% | +75 | +5.5% | 1,411 | +2.8% |
| 7 | Provision for bonuses | 683 | 0.3% | 686 | 0.2% | +3 | +0.5% | 538 | △21.3% |
| 8 | Traveling expenses and transportation expenses | 564 | 0.2% | 595 | 0.2% | +30 | +5.4% | 578 | +2.4% |
| 9 | Advertising expenses | 587 | 0.2% | 567 | 0.2% | △19 | △3.4% | 590 | +0.4% |
| 10 | Supplies expenses | 532 | 0.2% | 557 | 0.2% | +25 | +4.8% | 565 | +6.2% |
| 11 | Utilities expenses | 473 | 0.2% | 524 | 0.2% | +50 | +10.7% | 498 | +5.1% |
| 12 | Remuneration paid to directors | 442 | 0.2% | 447 | 0.2% | +5 | +1.1% | 448 | +1.2% |
| 13 | Communication expenses | 424 | 0.2% | 424 | 0.1% | +0 | +0.1% | 425 | +0.2% |
| 14 | Leasehold and office rents | 347 | 0.1% | 310 | 0.1% | △37 | △10.8% | 302 | △13.1% |
| 15 | Vehicle expenses | 284 | 0.1% | 307 | 0.1% | +23 | +8.2% | 299 | +5.2% |
| 16 | Sales promotion expenses | 252 | 0.1% | 272 | 0.1% | +20 | +7.9% | 277 | +9.5% |
| 17 | Entertainment expenses | 139 | 0.1% | 86 | 0.0% | △52 | △38.0% | 79 | △43.3% |
| 18 | Other | △ 77 | △0.0% | 196 | 0.1% | +273 | - | 66 | - |
| Total | | 39,003 | 14.5% | 41,704 | 14.1% | +2,701 | +6.9% | 41,157 | +5.5% |

[Consolidated] Financial statements and financial indicators

Balance Sheet

FYE December 31, 2024 (62nd business year)

(unit: million yen)

| Item | Amount | Item | Amount |
|---|----------------|--|----------------|
| Assets | | Liabilities | |
| Current assets | | Current liabilities | |
| Cash and deposits | 41,352 | Accounts payable - trade | 22,121 |
| Accounts receivable - trade | 37,484 | Short-term borrowings | 10,000 |
| Electronically recorded monetary claims - operating | 2,872 | Current portion of long-term borrowings | 1,500 |
| Merchandise | 55,366 | Accounts payable - other | 8,162 |
| Other | 895 | Income taxes payable | 3,887 |
| Allowance for doubtful accounts | △1 | Provision for bonuses | 690 |
| Total current assets | 137,971 | Other | 2,074 |
| Non-current assets | | Total current liabilities | 48,436 |
| Property, plant and equipment | | Non-current liabilities | |
| Buildings and structures | 46,728 | Long-term borrowings | 45,000 |
| Machinery, equipment and vehicles, net | 6,244 | Long-term guarantee deposits | 2,705 |
| Tools, furniture and fixtures, net | 1,507 | Provision for retirement benefits for directors (and other officers) | 151 |
| Land | 39,345 | Other | 1 |
| Construction in progress | 29,346 | Total non-current liabilities | 47,857 |
| Total property, plant and equipment | 123,171 | Total liabilities | 96,294 |
| Intangible assets | | Net assets | |
| Software | 3,880 | Shareholders' equity | |
| Software in progress | 1,301 | Share capital | 5,022 |
| Other | 13 | Capital surplus | 4,711 |
| Total intangible assets | 5,195 | Retained earnings | 163,121 |
| Investments and other assets | | Treasury shares | △83 |
| Investment securities | 2,616 | Total shareholders' equity | 172,771 |
| Deferred tax assets | 776 | Accumulated other comprehensive income | |
| Deferred tax assets for land revaluation | 152 | Valuation difference on available-for-sale securities | 718 |
| Other | 539 | Revaluation reserve for land | △345 |
| Allowance for doubtful accounts | △132 | Foreign currency translation adjustment | 851 |
| Total investments and other assets | 3,952 | Total accumulated other comprehensive income | 1,224 |
| Total non-current assets | 132,319 | Total net assets | 173,996 |
| Total assets | 270,290 | Total liabilities and net assets | 270,290 |

We promote "Ownership Management," believing that owning our own distribution centers, branch office buildings, data centers, and vehicles, which are the main arteries of corporate management, will bring the greatest benefits.



Statement of cash flows

(unit: million yen)

| | FYE December 31, 2023 (61st business year) | FYE December 31, 2024 (62nd business year) | Change |
|---|---|---|--------|
| Cash flows from operating activities | 14,802 | 13,021 | △1,781 |
| Cash flows from investing activities | △13,113 | △18,267 | △5,154 |
| Cash flows from financing activities | 1,932 | 3,238 | 1,305 |
| Effect of exchange rate change on cash and cash equivalents | 63 | 57 | △5 |
| Net increase (decrease) in cash and cash equivalents | 3,684 | △1,950 | △5,635 |
| Cash and cash equivalents at beginning of period | 39,400 | 43,085 | 3,684 |
| Cash and cash equivalents at end of period | 43,085 | 41,135 | △1,950 |

Equity ratio

| | FYE December 31, 2023 (61st business year) | FYE December 31, 2024 (62nd business year) | Change (pt) |
|--------------|---|---|-------------|
| Equity ratio | 65.6% | 64.4% | △1.2 |

Other financial indicators

| | FYE December 31, 2023 (61st business year) | FYE December 31, 2024 (62nd business year) | Change (pt) |
|------------------------|---|---|-------------|
| ROA (Return on Assets) | 7.9% | 7.8% | △1.0 |
| ROE (Return on Equity) | 7.9% | 9.6% | +1.7 |

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.

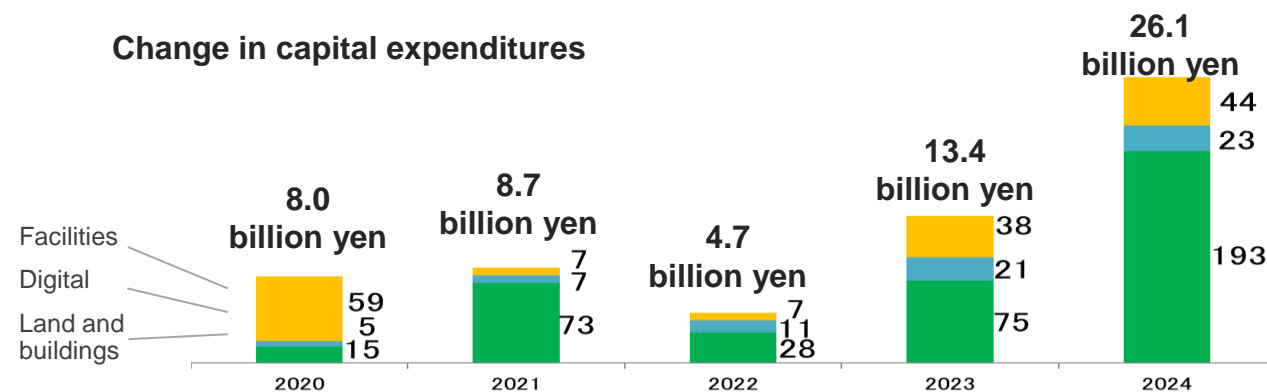
[Consolidated] Capital expenditures

Actual and major capital expenditures

(Unit: million yen)

| Details of major capital expenditures in 2024 | | Investment Performance 2024 | Actual investment in FY 2024 Total |
|---|---|-----------------------------|--------------------------------------|
| Land and buildings | (1) Planet Aichi: New construction (total investment: 20 billion yen) | 11,616 | Land and buildings 19,315 |
| | (2) Planet Niigata new construction (total investment: 16.6 billion yen) | 5,336 | |
| | (3) Suzaka City, Nagano Prefecture Land acquisition (total investment: 1 billion yen) | 953 | |
| | (4) Trusco Central Building (Osaka headquarters) renovation (total investment: 1.7 billion yen) | 645 | |
| | (5) Planet Saitama: Construction of a new tented warehouse (total investment: 500 million yen) | 223 | |
| | (6) Branch stores, all kinds of repairs and restorations. | 542 | |
| Digital | (7) Strengthen EC site infrastructure (total investment: 1.3 billion yen) | 815 | Digital 2,398 |
| | (8) Strengthen the core system “paradise” infrastructure (total investment: 700 million yen) | 429 | |
| | (9) Construction of the EC site “Trusco Orange Book.Com Cross” (total investment: 400 million yen) | 357 | |
| | (10) Strengthened logistics system infrastructure, enhanced product database “Sterra” functions, etc. | 797 | |
| Facilities | (11) Planet Aichi Logistics equipment (total investment: 10 billion yen) | 2,923 | Facilities 4,449 |
| | (12) Planet Osaka: Semi-automatic shipping line installed, etc. | 1,526 | |
| (13)Capital expenditures | | | 26,163 |

Change in capital expenditures



<Capital expenditures>

- The investment amount may fluctuate as the planned amount of capital expenditures includes expenses for projects at the planning stage.

<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 ² |
| [Total floor area] | 88,602 m ² |
| [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] | February 2025 |
| [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 Matushashi-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 ² |
| [Total floor area] | 48,338 m ² |
| [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] | August 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) [Quarterly]

(Unit: million yen)

| | | 1st Quarter (Δ2 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 and actual results | Share | YoY change | Budget and actual results | 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 | 78,641 | 100.0 | +9.9 |
| 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 | Δ3.3 |
| | Actual results | 14,811 | 20.6 | +11.9 | 15,390 | 21.5 | +2.9 | 14,724 | 20.2 | +9.7 | 16,756 | 21.3 | +5.3 |
| 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 | 11,047 | 14.0 | +4.6 |
| Operating income | Budget | 4,270 | 6.2 | +9.0 | 4,747 | 6.8 | Δ9.4 | 4,516 | 6.4 | +12.7 | 4,743 | 6.3 | Δ11.5 |
| | Actual results | 4,997 | 6.9 | +27.6 | 4,855 | 6.8 | Δ7.3 | 4,416 | 6.1 | +10.2 | 5,709 | 7.3 | +6.6 |
| Ordinary income | Budget | 4,306 | 6.2 | +8.4 | 4,800 | 6.9 | Δ9.4 | 4,565 | 6.4 | +15.7 | 4,845 | 6.4 | Δ11.2 |
| | Actual results | 5,065 | 7.0 | +27.5 | 4,888 | 6.8 | Δ7.7 | 4,377 | 6.0 | +10.9 | 5,725 | 7.3 | +5.0 |
| Quarterly / Interim / Current profit attributable to owners of parent | Budget | 2,945 | 4.3 | +10.1 | 3,282 | 4.7 | Δ3.2 | 3,126 | 4.4 | +15.7 | 5,160 | 6.8 | +47.4 |
| | Actual results | 3,512 | 4.9 | +31.3 | 3,233 | 4.5 | Δ4.6 | * 4,856 | 6.7 | +79.7 | 4,492 | 5.7 | +28.4 |

* 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) [Cumulative]

(Unit: million yen)

| | | 1st Quarter (Δ2 days) | | | 2nd quarter (Δ2 days) | | | 3rd quarter (Δ2 days) | | | Full year (Δ1 day) | | |
|---|----------------|---------------------------|-------|------------|---------------------------|-------|------------|---------------------------|-------|------------|---------------------------|-------|---------------------|
| | | Budget and actual results | Share | YoY change | Budget and actual results | Share | YoY change | Budget and actual results | Share | YoY change | Budget and actual results | 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 | 295,024 | 100.0 | + 10.0 |
| 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 | 61,683 | 20.9 | + 7.2 |
| 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 | 41,704 | 14.1 | + 6.9 |
| Operating income | Budget | 4,270 | 6.2 | +9.0 | 9,017 | 6.5 | Δ1.5 | 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 | 19,978 | 6.8 | + 7.9 |
| Ordinary income | Budget | 4,306 | 6.2 | +8.4 | 9,106 | 6.6 | Δ1.8 | 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 | 20,056 | 6.8 | + 7.4 |
| 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 | 16,095 | 5.5 | + 31.2 |

* 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 63rd business year

[Consolidated] 63rd Business Year Management plan by sales route

[Consolidated] Selling, General and Administrative Expenses Plan for the 63rd Fiscal Year

[Consolidated] Capital Expenditure Plan for the 63rd Fiscal Year

[Consolidated] Quarterly budgets (quarterly)

[Consolidated] Quarterly budget (cumulative)

Vision

- Medium-term management ability targets -

[Consolidated] Full-year Management plan for the 63rd business year

Net sales will surpass 300 billion yen this fiscal year, thanks to the expansion of market share through measures utilizing abundant inventory and state-of-the-art logistics equipment. Gross profit is projected at 500 million yen from inventory valuation gains (first half: 300 million yen, second half: 200 million yen/year-on-year decrease of 900 million yen), as product price revisions are settling in. Selling, general and administrative (SG&A) expenses are expected to increase in employee salaries and bonuses due to an increase in the number of employees, and in freight and packing expenses due to an increase in direct shipments to users.

Plan for FYE December 2025 (63rd business year)

| | FYE December 31, 2024 (62nd business year) | | FYE December 31, 2025 (63rd business year) | | |
|--|--|-------|--|--------------|---------------------|
| | results | Share | budget | Share | Year-on-year change |
| Net sales | 295,024 million yen | — | 317,430 million yen | — | +7.6% |
| Gross profit | 61,683 million yen | 20.9% | 65,700 million yen | 20.7% | +6.5% |
| Selling, general and administrative expenses (SGA) | 41,704 million yen | 14.1% | 44,570 million yen | 14.0% | +6.9% |
| (Depreciation included in SGA) | 6,044 million yen | 2.0% | 5,767 million yen | 1.8% | △4.6% |
| Operating income | 19,978 million yen | 6.8% | 21,130 million yen | 6.7% | +5.8% |
| Ordinary income | 20,056 million yen | 6.8% | 21,170 million yen | 6.7% | +5.6% |
| Profit attributable to owners of parent | 16,095 million yen | 5.5% | 14,520 million yen | 4.6% | △9.8% |
| Dividend per share | 54 yen | — | 55.50 yen | — | +1.50 yen |

[Consolidated] 63rd 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 2025 (63rd business year)

| | FYE December 31, 2024 (62nd business year) | | FYE December 31, 2025 (63rd business year) | | |
|-------------------|--|--------|--|---------------|---------------------|
| | results | Share | budget | Share | Year-on-year change |
| Factory route | 196,947 million yen | 66.8% | 210,483 million yen | 66.3% | +6.9% |
| e-business route | 68,159 million yen | 23.1% | 74,858 million yen | 23.6% | +9.8% |
| Home center route | 26,825 million yen | 9.1% | 28,665 million yen | 9.0% | +6.9% |
| Overseas route | 3,091 million yen | 1.0% | 3,424 million yen | 1.1% | +10.7% |
| Total | 295,024 million yen | 100.0% | 317,430 million yen | 100.0% | +7.6% |

◆About budget formulationThe budget is the sum of “annual branch budgets formulated by branch managers across the country” as the company-wide budget. The budget is formulated in the sense that branch managers, who are well versed in the market, formulate and execute strategies including personnel allocation and take final responsibility themselves.

[Consolidated] Selling, General and Administrative Expenses Plan for 63rd Fiscal Year

Plan: 44,570 million yen (+6.9% YoY, +2,865 million yen)

■ Plans by sales route for the fiscal year ending December 2025 (63rd business year)

| | Surveyed Subjects | FYE December 31, 2024 (62nd business year) | | FYE December 31, 2025 (63rd business year) | | |
|---|---------------------------|--|---------------------|--|---------------------|---------------------------|
| | | results | Year-on-year change | plan | Year-on-year change | Change from previous year |
| ① | Salaries and bonuses | 14,424 million yen | +7.2% | 15,427 million yen | +7.0% | +1,002 million yen |
| ② | Freight and packing costs | 9,085 million yen | +10.0% | 9,930 million yen | +9.3% | +845 million yen |
| ③ | Depreciation | 6,044 million yen | △2.6% | 5,767 million yen | △4.6% | △276 million yen |
| ④ | Other | 12,150 million yen | +9.6% | 13,444 million yen | +10.6% | +1,293 million yen |
| | Total | 41,704 million yen | +6.9% | 44,570 million yen | +6.9% | +2,865 million yen |

①Salaries and bonuses +1,002 million yen

Impact of increase in number of employees (+495million yen)

Monthly achievement incentive payment (+221million yen)

②Freight and packing costs +845 million yen

Impact of increased shipping volume and transportation costs (+527million yen)

Impact of increase in direct shipments to users (+268million yen) ※

※The customer is responsible for freight charges related to direct shipment to the user.

③Depreciation △276 million yen

Effect of expiration of software amortization period, etc.

④Other

Increase in maintenance and inspection costs associated with system operation (+289 million yen)

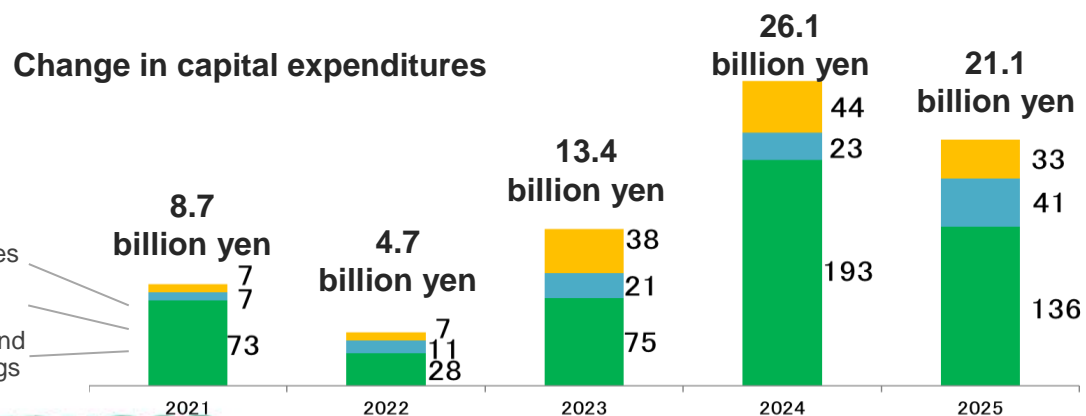
Planet Aichi Equipment Purchase(+185 million yen)

[Consolidated] Capital expenditures

Actual and major capital expenditures

(Unit: million yen)

| Details of major capital expenditures in 2025 | | Investment Performance 2025 | Actual investment in FY 2025 Total |
|---|---|-----------------------------|------------------------------------|
| Land and buildings | (1) New construction of Planet Niigata (total investment: 16.6 billion yen) | 10,002 | Land and buildings 13,613 |
| | (2) Planet Aichi New construction (total investment: 20 billion yen) | 1,875 | |
| | (3) Planet Aichi New construction of dormitory (total investment: 900 million yen) | 534 | |
| | (4) Parking lot construction (Nagano), Planet Saitama dormitory new construction, etc. | 1,202 | |
| Digital | (5) Renewal of the core system "paradise" infrastructure (total investment: 2.2 billion yen) | 1,790 | Digital 4,189 |
| | (6) Home center route logistics system construction (total investment: 600 million yen) | 277 | |
| | (7) Real-time information infrastructure renewal, Planet Aichi network construction, etc. | 2,122 | |
| Facilities | (8) Planet Aichi Logistics equipment (total investment: 10 billion yen) | 1,909 | Facilities 3,380 |
| | (9) Planet Aichi Various equipment (total investment: 300 million yen) | 228 | |
| | (10) Planet Kyushu Automated bucket warehouse, air conditioner upgrade at recreation center, etc. | 1,243 | |
| (11)Capital expenditures | | | 21,182 |



<Capital expenditures>

• The investment amount may fluctuate as the planned amount of capital expenditures includes expenses for projects at the planning stage.

[Consolidated] Quarterly business performance and budget (quarterly)

FYE December 31, 2025 (63rd business year) [Quarterly]

(Unit: million yen)

| | | 1st Quarter ($\Delta 1$ days) | | | 2nd Quarter (± 0 day) | | | 3rd Quarter (± 0 day) | | | 4th Quarter ($\Delta 1$ day) | | |
|---|----------------|--------------------------------|-------|------------|----------------------------|-------|------------|----------------------------|-------|---------------|-------------------------------|-------|---------------|
| | | Budget | Share | YoY change | Budget | Share | YoY change | Budget | Share | YoY change | Budget | Share | YoY change |
| Net sales | Budget | 77,482 | 100.0 | + 7.7 | 78,218 | 100.0 | + 9.3 | 78,905 | 100.0 | + 8.2 | 82,825 | 100.0 | + 5.3 |
| | Actual results | | | | | | | | | | | | |
| Gross profit | Budget | 16,131 | 20.8 | + 8.9 | 16,287 | 20.8 | + 5.8 | 16,125 | 20.4 | + 9.5 | 17,157 | 20.7 | + 2.4 |
| | Actual results | | | | | | | | | | | | |
| Selling, general and administrative expenses (SGA) | Budget | 10,836 | 14.0 | + 10.4 | 11,276 | 14.4 | + 7.0 | 11,001 | 13.9 | + 6.7 | 11,457 | 13.8 | + 3.7 |
| | Actual results | | | | | | | | | | | | |
| Operating income | Budget | 5,295 | 6.8 | + 6.0 | 5,011 | 6.4 | + 3.2 | 5,124 | 6.5 | + 16.0 | 5,700 | 6.9 | Δ 0.2 |
| | Actual results | | | | | | | | | | | | |
| Ordinary income | Budget | 5,304 | 6.8 | + 4.7 | 5,016 | 6.4 | + 2.6 | 5,108 | 6.5 | + 16.7 | 5,742 | 6.9 | + 0.3 |
| | Actual results | | | | | | | | | | | | |
| Quarterly / Interim / Current profit attributable to owners of parent | Budget | 3,634 | 4.7 | + 3.5 | 3,440 | 4.4 | + 6.4 | 3,507 | 4.4 | Δ 27.8 | 3,939 | 4.8 | Δ 12.3 |
| | Actual results | | | | | | | | | | | | |

[Consolidated] Quarterly business performance and budget (cumulative)

FYE December 31, 2025 (63rd business year) [Cumulative]

(Unit: million yen)

| | | 1st Quarter (Δ1 days) | | | 2nd quarter (Δ1 days) | | | 3rd quarter (Δ1 days) | | | Full year (Δ2 day) | | |
|---|----------------|-----------------------|-------|------------|-----------------------|-------|------------|-----------------------|-------|------------|--------------------|-------|---------------------|
| | | Budget | Share | YoY change | Budget | Share | YoY change | Budget | Share | YoY change | Budget | Share | Year-on-year change |
| Net sales | Budget | 77,482 | 100.0 | + 7.7 | 155,700 | 100.0 | +8.5 | 234,605 | 100.0 | +8.4 | 317,430 | 100.0 | +7.6 |
| | Actual results | | | | | | | | | | | | |
| Gross profit | Budget | 16,131 | 20.8 | + 8.9 | 32,418 | 20.8 | +7.3 | 48,543 | 20.7 | +8.1 | 65,700 | 20.7 | +6.5 |
| | Actual results | | | | | | | | | | | | |
| Selling, general and administrative expenses (SGA) | Budget | 10,836 | 14.0 | + 10.4 | 22,112 | 14.2 | +8.7 | 33,113 | 14.1 | +8.0 | 44,570 | 14.0 | +6.9 |
| | Actual results | | | | | | | | | | | | |
| Operating income | Budget | 5,295 | 6.8 | + 6.0 | 10,306 | 6.6 | +4.6 | 15,430 | 6.6 | +8.1 | 21,130 | 6.7 | +5.8 |
| | Actual results | | | | | | | | | | | | |
| Ordinary income | Budget | 5,304 | 6.8 | + 4.7 | 10,320 | 6.6 | +3.7 | 15,428 | 6.6 | +7.7 | 21,170 | 6.7 | +5.6 |
| | Actual results | | | | | | | | | | | | |
| Quarterly / Interim / Current profit attributable to owners of parent | Budget | 3,634 | 4.7 | + 3.5 | 7,074 | 4.5 | +4.9 | 10,581 | 4.5 | Δ 8.8 | 14,520 | 4.6 | Δ 9.8 |
| | Actual results | | | | | | | | | | | | |

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 2024 was 610,000 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 92.6% (+0.5pt compared to previous year)
- Reduced incorrect orders due to improved system order rate of 88.0% (+0.9pt compared to previous year)
- Introduced material handling equipment such as GAS (gate type sorting system), and the misplacement rate was 0.023% (1 in 5,000 lines)

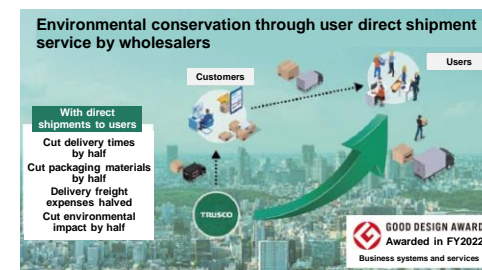
TRUSCO

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

- At locations where free-location is introduced (12 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 reduce inventory workload.

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 Planet Tohoku and Planet Tohoku, with an annual turnover of 37,200 million yen and 6.25 million units shipped directly to users.
- 2025 direct shipments to users
Net sales target:
43,000 million yen
Target number of shipments:
7.7 million



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

- The overwhelming speed of the automatic responses from the AI quotation system "Sokutō meijin" was well received, and its use increased, with 30.1% of all quotations being automatically answered in 2024.

All figures are FY 2024 actual results

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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 1,414 MRO stockers (+211 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 2024 (+2.4% 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 + Uchoku” (assortment & direct delivery to users), ownership management, abolishing bills, rival partnership strategies, etc.

06

Various key indicators

Merchandise

Logistics

Catalogs & Media

Sales

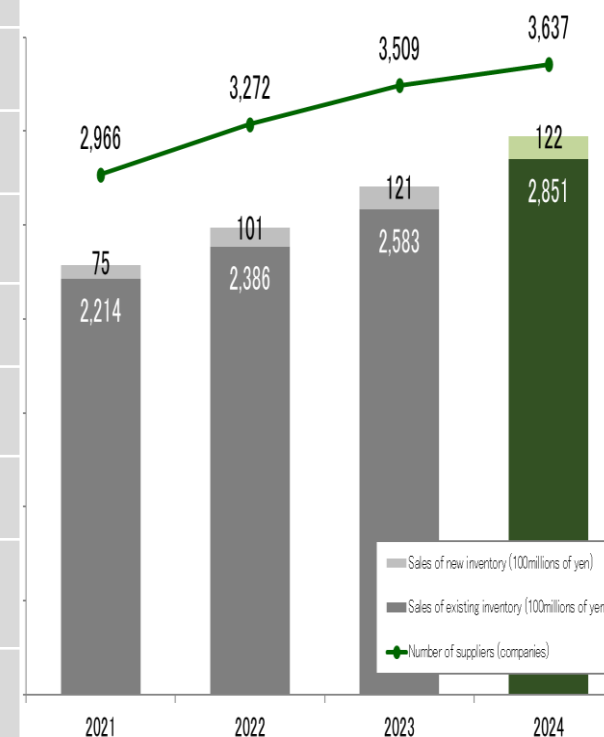
Digital

Human resources

Key indicators (goods)

| Key indicators | | FYE December 31, 2023 (61st business year) | FYE December 31, 2024 (62nd business year) | Plan for FYE December 31, 2025 (63rd business year) |
|----------------|---|---|---|---|
| Merchandise | Number of items in inventory [Non-consolidated] | 593,554 | 611,708 | 640,000 |
| | Total inventory (10,000) | 5,693 | 6,020 | 6,900 |
| | Inventories (100 million yen) | 508 | 553 | 638 |
| | Total number of suppliers | 3,509 | 3,637 | 3,760 |
| | Of these, number of overseas suppliers (companies) | 337 | 353 | 373 |
| | New inventory sales (million yen) | 12,161 | 12,290 | 14,000 |
| | New inventory sales (million yen) | 13.2 | 15.6 | 16.0 |
| | Private brand net sales (million yen) | 48,313 | 50,478 | 54,000 |
| Catalog Media | Number of items listed in Trusco Orange Book* (items) | 369,000 | 422,000 | 464,000 |
| | No. of items featured on Trusco Orange Book.Com (Free site) (Items) | 4,108,818 | 4,552,330 | 5,000,000 |

[Before revenue recognition - Non-consolidated]
Sales of New Inventory

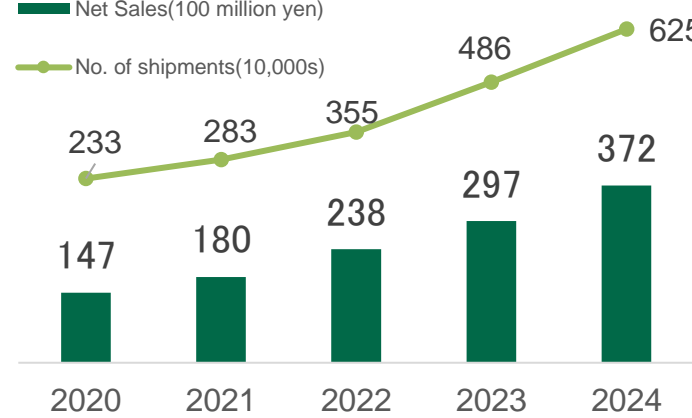


* Includes the number of QR code scans to visit Trusco Orange Book.Com

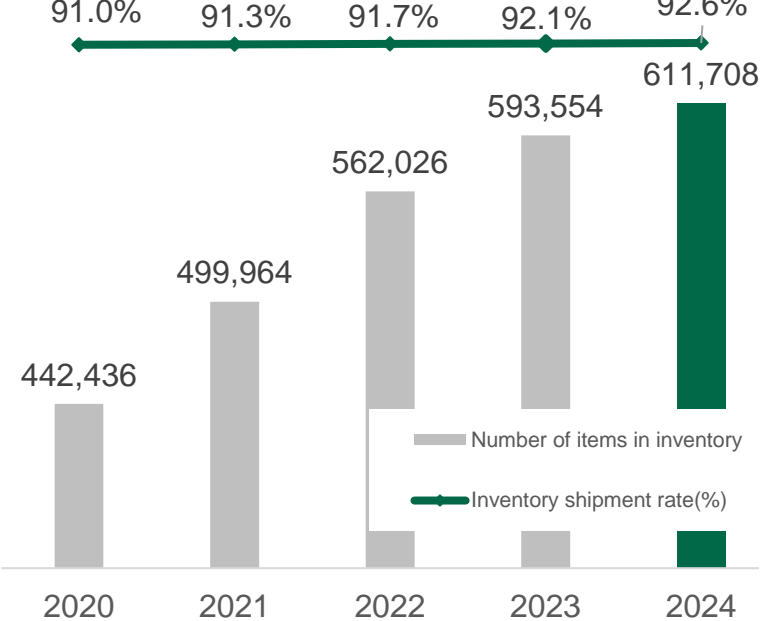
Key indicators (logistics)

| Key indicators | | FYE December 31, 2023 (61st business year) | FYE December 31, 2024 (62nd business year) | Plan for FYE December 31, 2025 (63rd business year) |
|----------------|--|--|--|---|
| Logistics | Inventory shipment rate (%) | 92.1 | 92.6 | 93.1 |
| | No. of direct shipments to users (10,000s) | 486 | 625 | 770 |
| | No. of direct shipments to users (10,000s) | 598 | 770 | 960 |

[Before revenue recognition
 · Non-consolidated]
 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), Higashi Kanto, Tokai, Osaka
 7lines in total



Key indicators (logistics)

| Key indicators | | FYE December 31, 2023 (61st business year) | FYE December 31, 2024 (62nd business year) | Plan for FYE December 31, 2025 (63rd business year) |
|----------------|--|---|---|--|
| Logistics | Number of chartered vehicle deliveries | 153 | 146 | 131 |
| | Number of own company deliveries | 123 | 132 | 149 |
| | Rate of own company deliveries (%) | 44.6 | 47.5 | 53.2 |
| | Labor cost per line of incoming and outgoing shipments | 117 | 120 | — |

Delivery service and internal transportation service: Number of units: FYE December 31, 2024 (62nd business year)

| | No. of units | Change from the end of previous fiscal year |
|---|--------------|---|
| Total number of deliveries | 278 | +2 |
| Chartered vehicle delivery service (contracted delivery service) | 146 | △7 |
| Own company delivery service | 132 | +9 |
| Internal transportation service | 30 | △1 |
| Chartered vehicle delivery service (contracted delivery service) | 25 | △1 |
| Own company delivery service | 5 | ±0 |
| Delivery service and internal delivery service Total | 308 | +1 |

Delivery

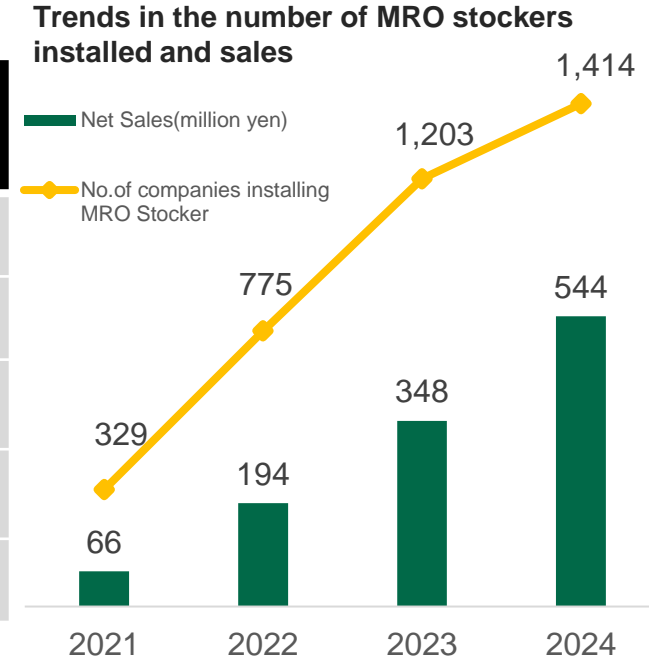
We are reviewing delivery and internal transportation services to optimize the number of units by streamlining delivery routes and internal movement of inventory. By expanding inventory at our logistics centers and inventory storage branches, we are able to shorten delivery lead times. We are also increasing the number of own company delivery services (delivery by the Company's employees) to improve customer service. The current own company delivery rate is **47.5%**. We plan to increase this to 50% in 2025.

[Non-consolidated] Changes in inventory disposal and inventories

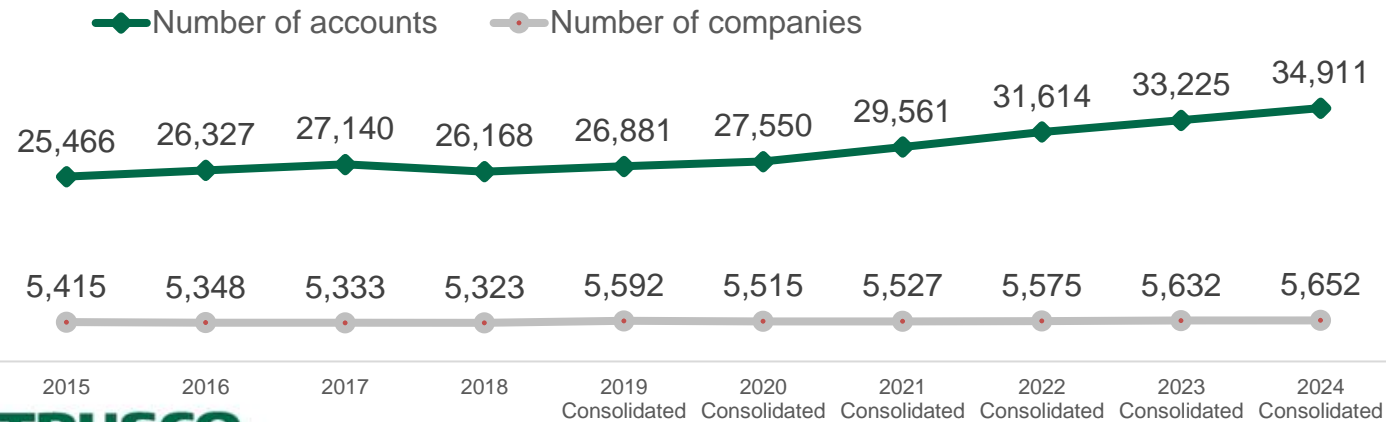
| | 2020 (58th business year) | 2021 (59th business year) | 2022 (60th business year) | 2023 (61st business year) | 2024 (62nd business year) |
|-------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| Inventory disposal (million yen) | 50 | 55 | 65 | 67 | 77 |
| Inventories (100 million yen) | 406 | 416 | 441 | 494 | 538 |
| Disposal rate (%) | 0.12 | 0.13 | 0.15 | 0.14 | 0.14 |

Key indicators (sales)

| Key indicators | | FYE December 31, 2023 (61st business year) | FYE December 31, 2024 (62nd business year) | Plan for FYE December 31, 2025 (63rd business year) |
|----------------|---|---|---|--|
| Sales | Number of corporate clients | 5,632 | 5,652 | 5,682 |
| | Number of client accounts | 33,225 | 34,911 | 36,200 |
| | No. of companies adopting MRO Stocker | 1,203 | 1,414 | 1,615 |
| | No. of companies connected to Orange Commerce | 2,447 | 2,631 | 2,830 |
| | Number of sales (millions) | 228 | 242 | 252 |



[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) | Plan for FYE December 31, 2025 (63rd business year) |
|----------------|---------------------------------------|---|---|--|
| Digital | System order rate (%) *1 | 87.1 | 88.0 | 88.5 |
| | Rate of automated quotations (%) *2 | 27.6 | 30.1 | 31.5 |
| | Rate of online quotation requests (%) | 47.3 | 49.2 | 50.5 |

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 December 2024): 44.21 million

*2 Estimated total number of lines (January to December 2024): 9.03 million

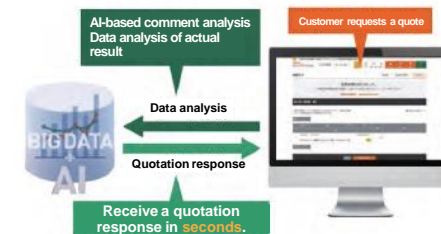
System order rate (as of the end of December 2024)

| 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 | 16,622 | 37.6 | △1.0 | 126,186 | 42.9 | △0.5 |
| TRUSCO EDI Data linkage with distributor ordering system | 11,177 | 25.3 | +1.5 | 45,088 | 15.3 | +0.9 |
| Orange Commerce Linkage with users' purchasing system | 1,293 | 2.9 | +0.3 | 9,647 | 3.3 | +0.3 |
| EOS Home center electronic ordering system | 9,823 | 22.2 | +0.1 | 24,166 | 8.2 | ±0 |
| Total | 38,916 | 88.0 | +0.9 | 205,088 | 69.7 | +0.8 |

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 December 2024 (unit: persons)

| | Female | Male | Total | YoY change |
|---|--------|-------|-------|------------|
| Executives | 1 | 10 | 11 | △1 |
| Executive officers | 0 | 5 | 5 | +5 |
| Career (overseas and domestic) | 159 | 379 | 538 | △15 |
| Digital career | 0 | 0 | 0 | ±0 |
| Logistics career | 0 | 1 | 1 | ±0 |
| Carrier (regional) | 34 | 30 | 64 | +28 |
| Specialist | 10 | 11 | 21 | △2 |
| Area | 283 | 264 | 547 | △26 |
| Expert | 1 | 0 | 1 | ±0 |
| Logistics area | 3 | 33 | 36 | +5 |
| Logistics | 111 | 279 | 390 | +37 |
| Contract employees | 0 | 58 | 58 | +13 |
| Overseas subsidiaries | 23 | 22 | 45 | +3 |
| Seconded to health insurance association | 2 | 0 | 2 | ±0 |
| Seconded staff from the Nakayama Foundation | 0 | 1 | 1 | ±0 |
| Employee total | 626 | 1,083 | 1,709 | +48 |
| Part-time employees | 1,075 | 389 | 1,464 | +94 |
| Total | 1,702 | 1,482 | 3,184 | +141 |



Share of female employees: 36.6%, Number of female sales staff members: 39, 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 |
| 2024 | 33.3 | 43.4 | 39.7 | 840 | 687 | 562 | 720 |
| 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 |

- Average annual income includes executive officers and excludes retirement benefits.
- The average annual income in 2022 includes temporary bonuses for living support due to the rising cost of living.
- The average annual salary in 2024 includes a performance-linked bonus.

Numbers of incoming and outgoing employees [Consolidated]

| | 2020 | | 2021 | | 2022 | | 2023 | | 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 | 626 | 1,083 |
| | 1,674 | | 1,632 | | 1,639 | | 1,661 | | 1,709 | |
| No. of incoming employees | 41 | 46 | 26 | 25 | 47 | 51 | 59 | 64 | 59 | 84 |
| | 87 | | 51 | | 98 | | 123 | | 143 | |
| No. of outgoing employees | 37 | 33 | 45 | 45 | 39 | 44 | 49 | 49 | 26 | 69 |
| | 70 | | 90 | | 83 | | 98 | | 95 | |
| Turnover ratio (%) | 5.9 | 3.0 | 7.3 | 4.1 | 6.3 | 4.0 | 7.7 | 4.4 | 4.0 | 6.0 |
| | 4.0 | | 5.2 | | 4.8 | | 5.6 | | 5.3 | |

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

CO₂ emissions (as of the end of 2024)

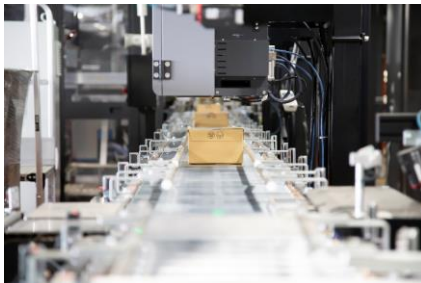
CO₂ emissions from fuel use (Scope 1) **2,329t-co₂** / CO₂ emissions from electricity use (Scope 2) **7,226t-co₂**

CO₂ emissions in the supply chain (Scope 3 *) **1,887,207t-co₂** ※Only Scope 3 is for the year 2023.















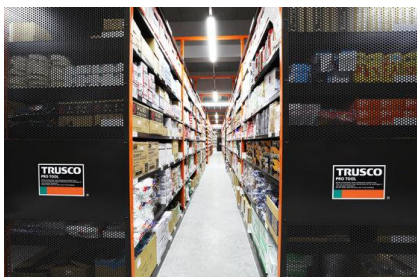
CO₂ emission reduction through various services:

Annual CO₂ emission reduction 16,901t-co₂



Workshop
Naojiro

| | Reduction (t-co ₂) | Reduction calculation formula |
|---|--------------------------------|--|
| Niawase (assortment) and direct shipping to users | 3,285 |  +  +  Packaging material usage halved Packaging material waste halved Delivery frequency halved |
| MRO Stocker | 5,661 |  +  Delivery frequency reduced No purchasing |
| Repair workshop "Naojiro" | 1,235 |  -  Emissions from new purchases Emissions when repaired with "Naojiro" |
| Fixed cost logistics (fixed route deliveries) | 5,130 |  +  +  No packaging materials used No packaging material waste Delivery distance reduced |
| Wide range of inventory | 1,590 |  -  Emissions when each shipment is made from a supplier to a distributor Emissions when shipped in bulk as Trusco inventory |



TRUSCO



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Sustainability indicators

TRUSCO power generation installations: at 19 locations

Annual solar power generation in 2024 2.62 million kWh

- Equivalent to the annual electricity consumption of about 620 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 15.5%

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"

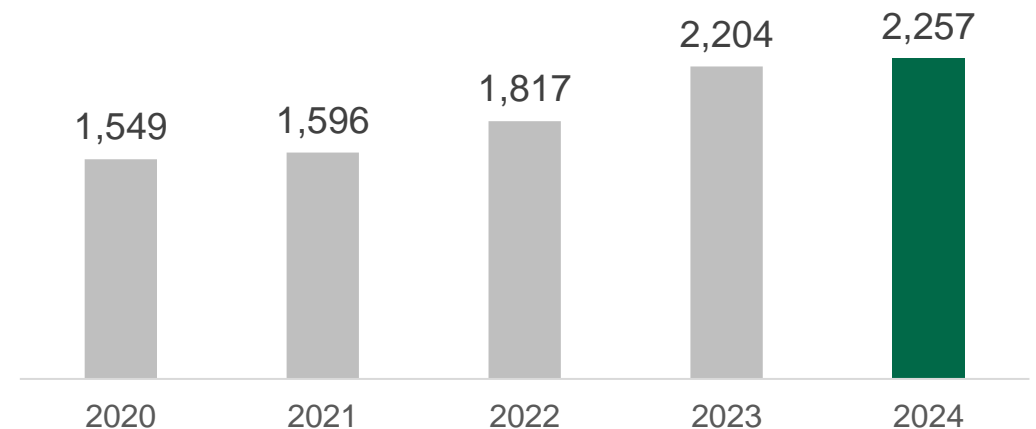
It is a service that maintains the safety and precision essential for pro tools, and aims to reduce the environmental impact and contribute to cost reduction by allowing familiar tools and equipment to be used for a long time. In January 2022, the Company will relaunch its Naojiro section to popularize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



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

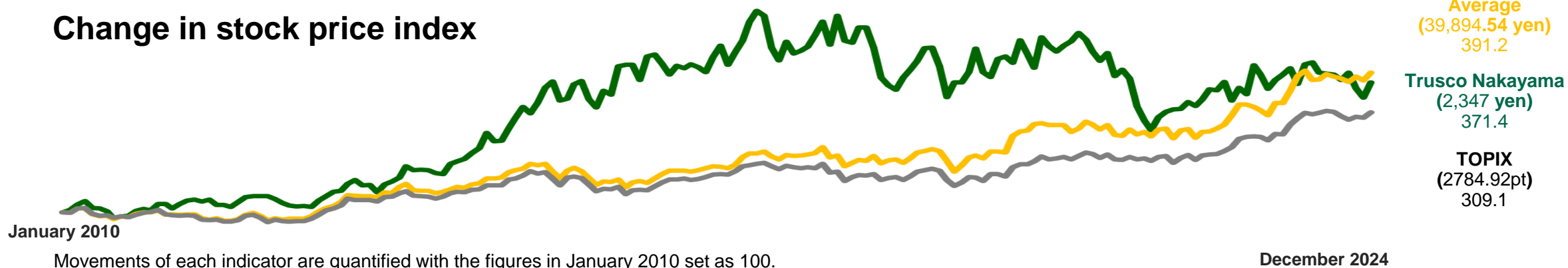
The Company's sales index and industrial
production index

Stock information

Shareholder Information (Unit: persons)

| | 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 | 2024 (2024) End of December |
|---|-------------------------------|-----------------------------------|-------------------------------|-----------------------------------|-------------------------------|-----------------------------------|
| Shareholders total | 16,212 | 15,466 | 15,111 | 14,798 | 14,225 | 13,885 |
| Holder of share | 15,190 | 14,436 | 13,798 | 13,534 | 13,004 | 12,663 |
| Holder of shares less than one unit | 1,021 | 1,029 | 1,312 | 1,263 | 1,220 | 1,221 |
| Treasury shares | 1 | 1 | 1 | 1 | 1 | 1 |
| Financial institutions and securities companies | 59 | 55 | 53 | 54 | 51 | 52 |
| Domestic corporations | 546 | 540 | 542 | 535 | 519 | 510 |
| Overseas corporations, etc. | 212 | 222 | 217 | 213 | 211 | 204 |
| Individuals and others | 15,394 | 14,648 | 14,298 | 13,995 | 13,443 | 13,118 |
| 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 | |
| Yuasa Trading Co., Ltd. | 2024 | March | Actual results | 526,569 | +4.3 | 974 |
| Yamazen Corp. | 2024 | March | Actual results | 506,866 | Δ3.9 | 1,245 |
| Trusco Nakayama Corp. | 2024 | December | Actual results | 295,024 | +10.0 | 1,320 |
| Maruka Furusato Corp. | 2023 | December | Actual results | 172,980 | +6.5 | 592 |
| Nichiden Corp. | 2024 | March | Actual results | 126,912 | Δ3.6 | 886 |
| Sugimoto & Co., Ltd. | 2024 | March | Actual results | 46,636 | +2.4 | 297 |
| Naito & Co., Ltd. | 2024 | February | Actual results | 44,064 | Δ0.9 | 69 |
| Total of 7 companies | | | | 1,719,051 | - | - |

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 | Δ1.5 | 6,717 |
| MonotaRO Co., Ltd. | 2024 | December | Actual results | 288,119 | +13.3 | 13,636 |
| Total of 2 companies | | | | 655,768 | - | - |

- * For companies that announce consolidated accounting, figures for consolidated accounting are shown.
- * All figures represent actual results and forecasts announced as of February 7, 2025.
- * Market capitalization is based on the closing price on February 7, 2025.

The Company's sales index and industrial production index

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

