

TRUSCO[®]

The 63rd Business Year Business Performance Data Analysis

FYE December 31, 2025 First Quarter

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TRUSCO[®]

Table of Contents

01. Company Profile P.3

Company overview
Business flow

02. Company-wide Business Performance P.6

Accounting highlights
[Consolidated] Business performance / plans
[Consolidated] Monthly sales

03. Sales Performance P. 10

[Consolidated] Business performance / plans by sales route
[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

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.

04. Financial and Other Performances P. 19

[Consolidated] Selling, general and administrative expenses (SGA)
[Consolidated] Capital expenditures
Future capital investment plans
[Consolidated] Quarterly business performance and budget (quarterly) (cumulative)

05. Management Plan P. 25

[Consolidated] Full-year Management plan for the 63rd business year
[Consolidated] 63rd Business Year Management plan by sales route
Vision - Medium-term management ability targets -

06. Various key indicators P. 30

Merchandise / Catalogs & Media / Logistics / Sales / Digital /
Human Resources

07. ESG Information P. 37

TRUSCO's "Gentleness for the Future" Project
Sustainability indicators
Relationship with society & corporate governance

08. Reference Information P. 42

Index comparison in the industry

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	96 in total: 89 domestic bases: (2 head offices, 59 domestic sales branches, 28 domestic distribution centers) 7 overseas bases: (Local subsidiaries: Trusco NAKAYAMA CORPORATION (THAILAND) LIMITED, Trusco NAKAYAMA CORPORATION (INDONESIA) LIMITED, TRUSCO NAKAYAMA USA, INC. Supplier development office: Germany, Taiwan, Thailand, Hong Kong)
Capital stock	5,022,370,000 yen
Listed stock exchange	Prime Market of the Tokyo Stock Exchange (Securities code : 9830)
Number of employees	3,183 (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."

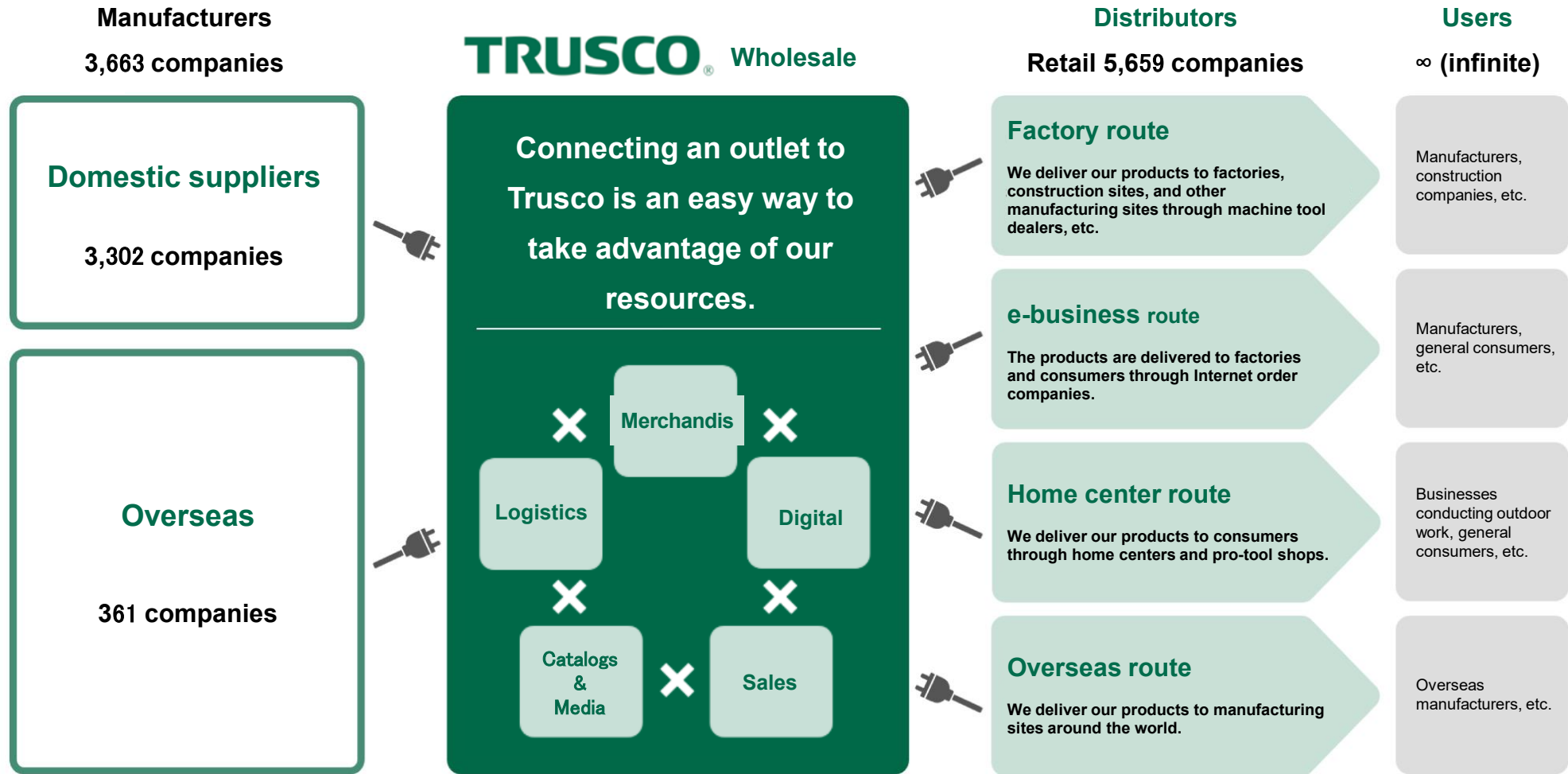
Corporate message

**“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

Accounting highlights

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

Net Sales	79,164million yen (QoQ Change+10.1%)	By enhancing customer convenience and contributing to environmental impact reduction through initiatives such as "NIAWASE + YU-CHOKU" – combining consolidated packing and direct shipment to end users using our extensive inventory holdings and cutting-edge logistics equipment – the consolidation of customer orders into our company has progressed, leading to an increase in sales.
Gross Profit	16,610million yen (QoQ Change+12.1%)	Increase due to the effects of increased sales and inventory valuation gains about 600 million yen. *Starting this fiscal year, inventory valuation gains will be recorded on a quarterly basis. (previously recorded on a semi-annual basis in the second and fourth quarters).
Selling, general and administrative expenses(SGA)	10,766million yen (QoQ Change+9.7%)	•Increase: Taxes and public dues (+247 million yen) Impact of real estate acquisition tax for Planet Aichi, Freight and packing charges(+186 million yen) etc. •Decrease: Depreciation (△89 million yen) Impact of expiry of software amortization period etc.
Ordinary income	5,817million yen (QoQ Change+14.8%)	In addition to the increase in gross profit associated with higher sales and the recording of approximately 600 million yen in inventory valuation gains, selling, general, and administrative expenses progressed as planned, resulting in a 14.8% increase compared to the previous fiscal year.
Quarterly Net Income Attributable to Owners of the Parent	4,002million yen (QoQ Change+13.9%)	In addition to the increase in gross profit associated with higher sales and the recording of approximately 600 million yen in inventory valuation gains, selling, general, and administrative expenses progressed as planned, resulting in a 13.9% increase compared to the previous fiscal year.

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

	Budget	YoY	YoY Change
Net Sales	317,430million yen	+7.6%	+22,405million yen
Gross Profit	65,700million yen	+6.5%	+4,016million yen
Selling, general and administrative expenses(SGA)	44,570million yen	+6.9%	+2,865million yen
Ordinary Income	21,170million yen	+5.6%	+1,113million yen
Profit attributable to owners of parent	14,520million yen	△9.8%	△1,575million yen

Net sales are expected to exceed 300 billion yen this fiscal year, driven by an increase in market share through initiatives utilizing abundant inventory and state-of-the-art logistics equipment.

Gross profit is projected based on an inventory valuation gain of 500 million yen (300 million yen in the first half and 200 million yen in the second half; a decrease of 900 million yen year-on-year), as product price revisions are stabilizing.

Selling, general and administrative expenses are expected to increase due to higher salaries and bonuses resulting from an increase in employees, as well as higher freight and packing costs due to an increase in direct deliveries to users.

Net income attributable to owners of the parent is expected to decrease by 9.8% year-on-year, mainly due to the absence of special gains recorded in the previous year.

[Consolidated] Business performance

	Actual results for FYE December 31, 2024 (62nd business year)			FYE December 31, 2025 (63rd business year) First Quarter results				Budget for FYE December 31, 2025 (63rd business year)	
	Actual results	Share	YoY change	Actual results	Share	QoQ change	Change from budget	Budget	YoY change
Net sales	295,024million yen	100.0%	+10.0%	79,164million yen	100.0%	+10.1%	+2.2%	317,430million yen	+7.6%
Gross profit	61,683million yen	20.9%	+7.2%	16,610million yen	21.0%	+12.1%	+3.0%	65,700million yen	+6.5%
Selling, general and administrative expenses (SGA)	41,704million yen	14.1%	+6.9%	10,766million yen	13.6%	+9.7%	△0.6%	44,570million yen	+6.9%
(depreciation included in SGA)	6,044million yen	2.0%	△2.6%	1,351million yen	1.7%	△6.2%	△1.5%	5,767million yen	△4.6%
Operating income	19,978million yen	6.8%	+7.9%	5,843million yen	7.4%	+16.9%	+10.4%	21,130million yen	+5.8%
Ordinary income	20,056million yen	6.8%	+7.4%	5,817million yen	7.3%	+14.8%	+9.7%	21,170million yen	+5.6%
Current profit attributable to owners of parent	※16,095million yen	5.5%	+31.2%	4,002million yen	5.1%	+13.9%	+10.1%	14,520million yen	△9.8%
Current net income per share	244.09yen	-	+58.04yen	60.69yen	-	+7.43yen	-	220.20yen	△23.89yen
Dividend per share	54.00yen	-	+7.50yen	-	-	-	-	55.50yen	+1.50yen
Private brand sales	50,478million yen	17.1%	+4.5%	13,039million yen	16.5%	+3.3%	-	54,000million yen	+7.0%
Capital expenditures	26,163million yen	-	+94.2%	3,714million yen	-	△27.9%	-	20,646million yen	△21.1%

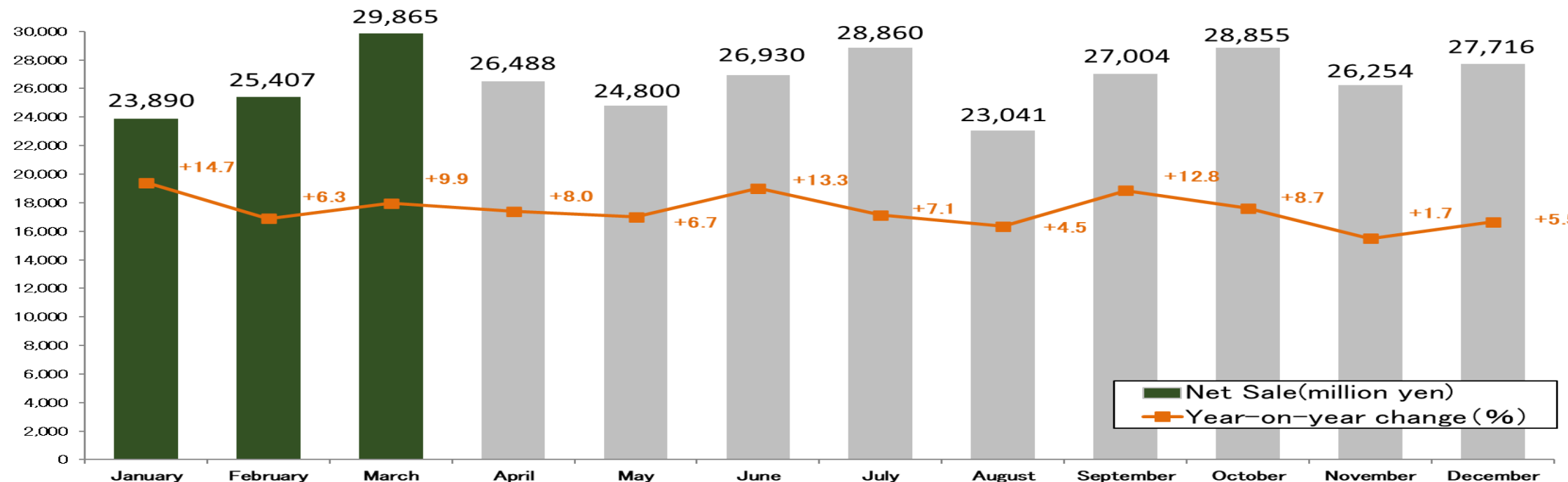


※ Extraordinary income includes a gain on the sale of the Trusco Glen Check Building (former Osaka headquarters) (approx. 2.7 billion yen).

[Consolidated] Monthly sales

FYE December 31, 2025 (63rd business year)

■ Results (January to-March) ■ Budget (April 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)	1,257	1,411	1,493										-
Year-on-year change (%)	+ 14.7	+ 12.2	+ 9.9										-
Number of business days (days)	19	18	20	21	20	21	22	20	20	22	18	22	243
Year-on-year change (days)	±0	Δ1	±0	±0	Δ1	+1	±0	Δ1	+1	±0	Δ2	+1	Δ2

• 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.

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 67.3% (YoY change +8.9%) e-business route: Share 23.4% (YoY change +13.5%)

Home center route: Share 8.3% (YoY change +11.2%) Overseas route: Share 1.0% YoY change +4.9%

	Actual results for FYE December 31, 2024 (62nd business year)				Actual results for FYE December 31, 2025 (63rd business year) First Quarter					
	Net sales			Gross profit margin	Net sales				Gross profit margin	
Sales route	Actual results	Share	YoY change	Actual results	Actual results	Share	QoQ change	Change from budget※	Actual results	Change from the end of previous fiscal year
Factory route	196,947million yen	66.8%	+8.1%	20.6%	53,281million yen	67.3%	+8.9%	+2.0%	20.5%	△0.1pt
e-business route	68,159million yen	23.1%	+15.3%	22.7%	18,545million yen	23.4%	+13.5%	+2.7%	23.0%	+0.3pt
Home center route	26,825million yen	9.1%	+10.6%	17.1%	6,586million yen	8.3%	+11.2%	+3.4%	17.1%	±0.0pt
Overseas route	3,091million yen	1.0%	+19.7%	35.4%	751million yen	1.0%	+4.9%	△7.1%	37.0%	+1.6pt
Total	295,024million yen	100.0%	+10.0%	20.9%	79,164million yen	100.0%	+10.1%	+2.2%	21.0%	+0.1pt

[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 8.9% year on year thanks to abundant inventory and various initiatives.

Sales route	Actual results for FYE December 31, 2024 (62nd business year)			Actual results for FYE December 31, 2025 (63rd business year) First Quarter				
	Net sales		Gross profit margin	Net sales			Gross profit margin	
	Actual results	Share	Actual results	Actual results	Share	QoQ change	Actual results	Change from the end of previous fiscal year
Machine tool dealers	95,856million yen	48.7%	21.1%	25,515million yen	47.9%	+7.4%	21.2%	+0.1pt
Dealers in welding materials	27,637million yen	14.0%	20.0%	7,144million yen	13.4%	+5.9%	19.9%	Δ0.1pt
Other manufacturing related (Physical chemical, conductor, packaging material dealers, etc.)	32,736million yen	16.6%	19.4%	9,155million yen	17.2%	+9.2%	19.2%	Δ0.2pt
Construction related	40,717million yen	20.7%	20.7%	11,465million yen	21.5%	+14.1%	20.6%	Δ0.1pt
Factory route total	196,947million yen	100.0%	20.6%	53,281million yen	100.0%	+8.9%	20.5%	Δ0.1pt

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.

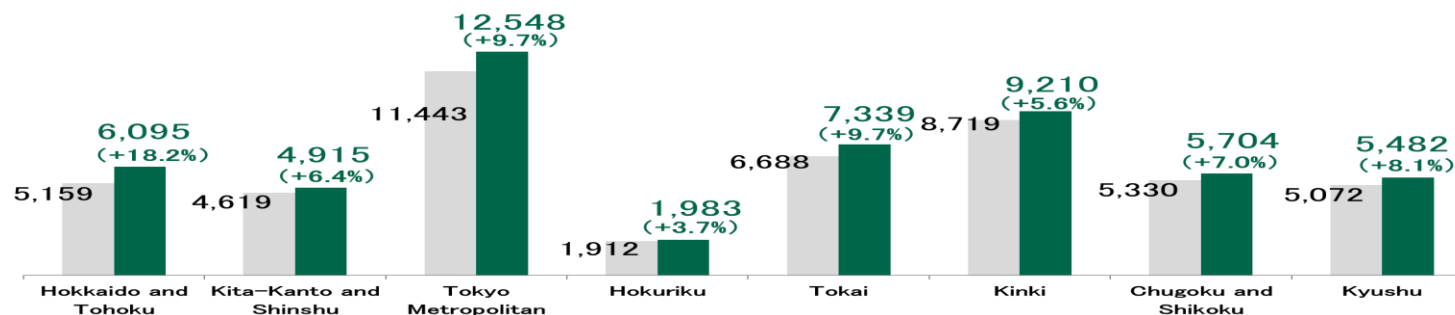
- Sales of hand tools, summer products, environmental safety products, and construction supplies related to the operation of manufacturing plants increased.

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

- The gross profit margin declined 0.1 percentage points from the end of the previous fiscal year due to changes in the product mix resulting from the consolidation of customer orders into our company.

Net Sales by Region

■ 2024 1Q F route net sales(million yen)
■ 2025 1Q 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 4.36 million items, and integrating systems, we have achieved shorter delivery times and improved delivery accuracy, resulting in a 13.5% increase in sales compared to the previous year.

Sales route	Actual results for FYE December 31, 2024 (62nd business year)			Actual results for FYE December 31, 2025 (63rd business year) First Quarter				
	Net sales		Gross profit margin	Net sales			Gross profit margin	
	Actual results	Share	Actual results	Actual results	Share	QoQ change	Actual results	Change from the end of previous fiscal year
Mail order companies	52,334 million yen	76.8%	21.5%	13,991million yen	75.4%	+13.0%	22.0%	+0.5pt
Companies participating in Orange Commerce (Trusco's electronic central purchasing system), MRO Stocker	15,825 million yen	23.2%	26.5%	4,553million yen	24.6%	+15.0%	26.2%	Δ0.3pt
e-business route total	68,159 million yen	100.0%	22.7%	18,545million yen	100.0%	+13.5%	23.0%	+0.3pt

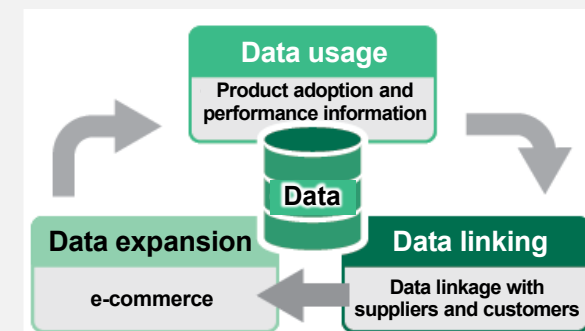
Points

- We strengthened our unique logistics services such as “NIAWASE+U-choku,” 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 4.36 million items and the strengthening of system linkage.

- Although the gross profit margin has been under downward pressure due to the consolidation of customer orders into our company and an increase in project-based orders, it improved by 0.3 percentage points compared to the end of the previous fiscal year, supported by inventory valuation gains.

Sales composition by industry for mail-order companies

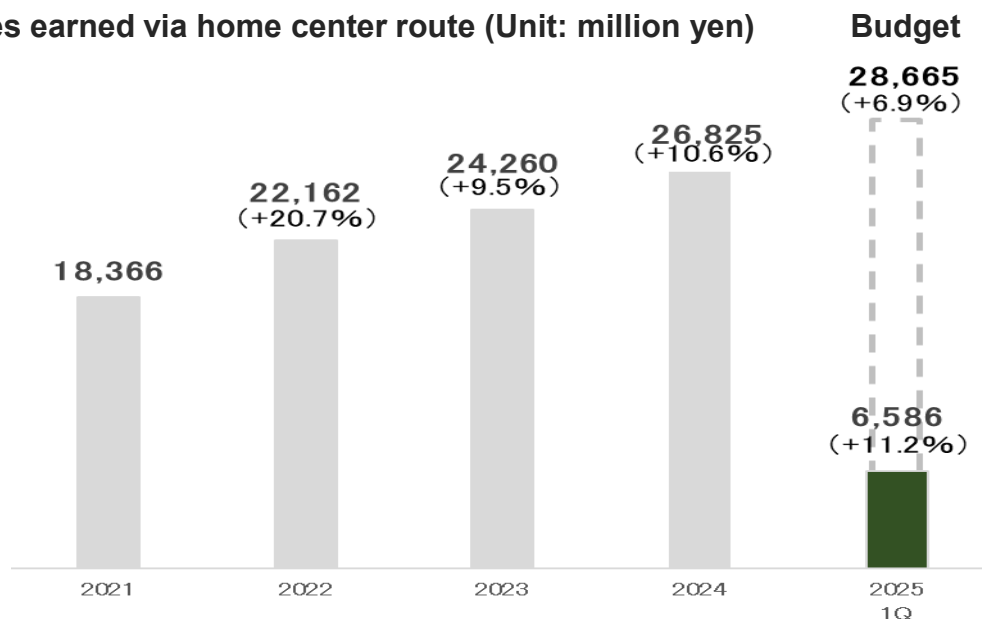


[Consolidated] Business performance by sales route: (Home center route)

This route delivers our products to consumers through home centers and pro-tool shops. Utilizing our inventory and logistics facilities, we aggressively proposed to stores, e-commerce businesses and pro stores, , resulting in a QoQ change in net sales of +11.2%.

	Actual results for FYE December 31, 2024 (62nd business year)		Actual results for FYE December 31, 2025 (63rd business year) First Quarter			
	Net sales	Gross profit margin	Net sales		Gross profit margin	
	Actual results	Actual results	Actual results	QoQ change	Actual results	Change from the end of previous fiscal year
Home Center Route	26,825 million yen	17.1%	6,586million yen	+11.2%	17.1%	±0.0pt

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 4.36 million items we handle and our immediate delivery inventory of approximately 610,000 items to enhance our store assortment and e-commerce site.
- Although the gross profit margin has been under downward pressure due to the consolidation of customer orders into our company, it was flat at ±0.0 percentage points compared to the end of the previous fiscal year, supported by inventory valuation gains.

[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				Trusco NAKAYAMA CORPORATION (INDONESIA) LIMITED			
	Actual results for FYE December 31, 2025 (63rd business year) First Quarter			Full year budget	Actual results for FYE December 31, 2025 (63rd business year) First Quarter			Full year budget	Actual results for FYE December 31, 2025 (63rd business year) First Quarter			Full year budget
	Amount	Share	QoQ change	Year-on-year change	Amount	Share	QoQ change	Year-on-year change	Amount	Share	QoQ change	Year-on-year change
Net sales	78,966million yen	100.0%	+10.1%	+7.6%	284million yen	100.0%	+5.4%	+6.1%	164million yen	100.0%	△3.6%	+13.8%
Gross profit	16,456million yen	20.8%	+12.1%	+6.6%	77million yen	27.2%	+6.4%	△0.6%	51million yen	31.4%	△5.7%	+9.6%
Selling, general and administrative expenses (SGA)	10,680million yen	13.5%	+9.8%	+6.9%	44million yen	15.6%	+6.4%	+1.3%	41million yen	25.1%	△6.9%	+5.6%
Depreciation included in SGA	1,334million yen	1.7%	△6.2%	△4.7%	5million yen	1.9%	+1.3%	+6.2%	12million yen	7.4%	△10.3%	△0.1%
Operating income	5,775million yen	7.3%	+16.5%	+6.1%	33million yen	11.7%	+6.5%	△2.9%	10million yen	6.3%	△0.9%	+20.6%
Ordinary income	5,743million yen	7.3%	+14.4%	+5.7%	34million yen	12.1%	+6.3%	△10.7%	12million yen	7.5%	△2.7%	+7.9%
Current (interim) net income	3,942million yen	5.0%	+13.6%	△9.9%	34million yen	12.1%	+6.3%	△10.7%	12million yen	7.6%	△2.0%	+7.9%

	Actual results for FYE December 31, 2025 (63rd business year) First Quarter		
		Net sales	Gross profit
Business performance in other overseas regions (Philippines, China, South Korea, etc.)	Actual results	301million yen	71million yen
	Rate	-	23.6%
	YoY change	+9.7%	+5.4%

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, 2025 (63rd business year) First Quarter

(Unit: million yen, %)

Category of goods (large category)	Medium category	Trusco's sales	Share	QoQ change	Gross profit margin	Category of goods (large category)	Medium category	Trusco's sales	Share	QoQ change	Gross profit margin	
1.Cutting tools	Cutting tools total	2,283	2.9	+4.1	16.9	6.Environmental safety equipment	Environmental safety equipment total	14,700	18.6	+16.5	22.2	
	① Cutting tools	1,182	1.5	+1.2	12.8		②⑤ Protective equipment	7,544	9.6	+14.1	24.1	
	② Drilling and thread cutting tools	1,101	1.4	+7.4	21.2		⑥ Safety goods	3,267	4.1	+9.9	24.9	
2.Production processing goods	Production processing goods total	6,063	7.7	+13.3	16.3		⑦ Environment improvement goods	570	0.7	+7.8	18.1	
	③ Measurement equipment	3,415	4.3	+14.4	15.8		⑧ Air conditioning goods	1,333	1.7	+30.9	16.3	
	④ Mechatronics	1,160	1.5	+10.5	15.9		⑨ Disaster and crime prevention goods	1,152	1.5	+27.8	16.0	
	⑤ Tools for machine tools	659	0.8	+7.9	25.6		⑩ Closets and exterior goods	830	1.1	+43.4	14.3	
	⑥ Electronic machinery	828	1.0	+17.6	11.7		7.Distribution and storage equipment	Distribution and storage equipment total	7,788	9.9	+2.0	22.4
3.Construction goods	Construction goods total	9,238	11.7	+9.7	21.7			⑪ Loading goods	2,311	2.9	+6.5	18.0
	⑦ Hydraulic tools	639	0.8	+8.3	12.8			⑫ Conveyors	279	0.4	+11.0	16.1
	⑧ Pumps	1,105	1.4	+12.8	17.2	⑬ Transportation goods		2,882	3.6	+0.5	22.1	
	⑨ Welding equipment	767	1.0	+0.9	18.3	⑭ Containers and vessels		1,176	1.5	+1.2	29.4	
	⑩ Painting and interior goods	769	1.0	+6.2	25.8	⑮ Steel shelves		1,138	1.4	△3.8	26.4	
	⑪ Civil engineering and building goods	756	1.0	+3.4	15.4	8.Research management equipment	Research management equipment total	3,079	3.9	+4.9	21.8	
	⑫ Ladders and stepladders	1,129	1.4	+8.2	22.0		⑯ Tool wagons	244	0.3	△7.8	28.5	
	⑬ Piping and materials of electronic equipment	1,547	2.0	+18.0	23.5		⑰ Storage and management goods	378	0.5	+2.9	31.3	
⑭ Component, hardware, and building materials	2,522	3.2	+10.7	26.3	⑱ Work benches		434	0.5	△5.4	26.4		
4.Work supply	Work supply total	13,893	17.6	+8.0	21.8		⑲ Stainless goods	615	0.8	+5.0	17.5	
	⑮ Cutting goods	423	0.5	+6.5	21.0		⑳ Research and development-related goods	1,406	1.8	+11.9	18.5	
	⑯ Grinding and polishing goods	1,981	2.5	+0.7	25.4	9.Office and housing facility equipment	Office and housing facility equipment total	7,726	9.8	+10.9	21.9	
	⑰ Chemical products	7,525	9.5	+11.0	20.3		㉑ Cleaning utensils	1,980	2.5	+3.3	20.7	
	⑱ Factory miscellaneous goods	1,207	1.5	+2.9	16.3		㉒ Stationery	997	1.3	+12.2	19.9	
	⑲ Packing and binding goods	1,847	2.3	+9.6	29.9		㉓ Office miscellaneous goods	974	1.2	+8.9	26.9	
⑳ Casters	897	1.1	+4.2	17.3	㉔ Electric appliances		1,297	1.6	+14.1	20.4		
5.Hand tool	Hand tool total	13,749	17.4	+10.5	18.2		㉕ OA business machinery	898	1.1	+20.7	22.0	
	㉑ Electric power tools and accessories	4,369	5.5	+13.0	13.9		㉖ Office furniture	1,475	1.9	+13.6	22.8	
	㉒ Pneumatic tools and accessories	2,012	2.5	+8.8	17.2		㉗ Interior goods	102	0.1	+20.7	19.4	
	㉓ Tools for manual work	6,709	8.5	+9.8	20.4	10.Others	㉘ Entire company	442	0.5	+53.7	41.3	
	㉔ Tool boxes	658	0.8	+5.4	27.5		Total	78,966	100.0	+10.1	20.8	

Points

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

• Environmental safety equipment:
YoY change +16.5%

Sales of disaster preparedness and summer products increased.

• Production processing goods:
YoY change +13.3%

Sales increased mainly in the measurement equipment.

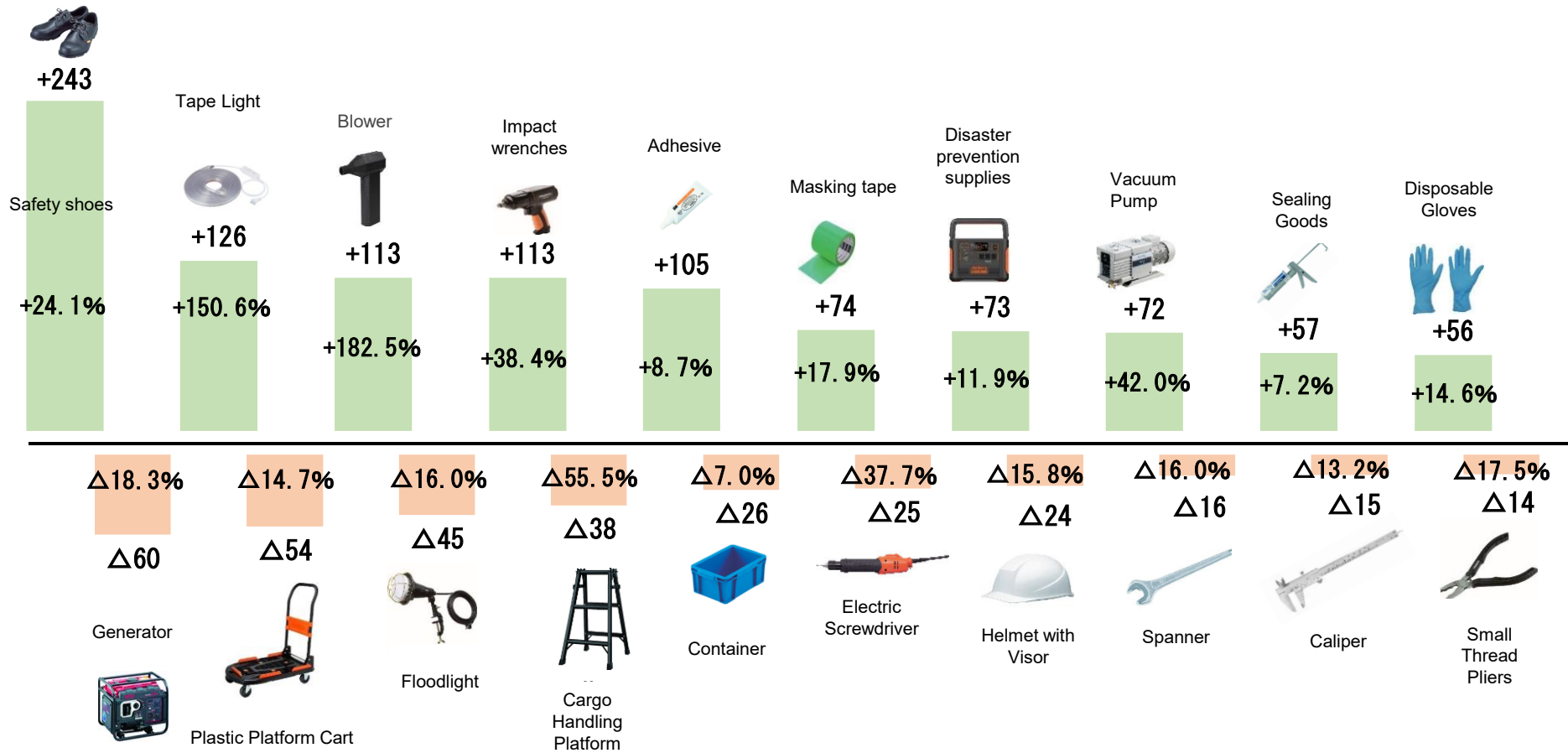
• Office and housing facility equipment:
YoY change +10.9%

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

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

FYE December 31, 2025 (63rd business year) First Quarter

(Unit: million yen, %)



Points



Sales of safety shoes, driven by enhanced sales efforts; disaster preparedness items for disaster mitigation; tape lights through order receipts for specific projects; and blowers through new product launches by suppliers increased.



On the other hand, sales declined due to the easing of disaster-related demand and the special demand generated by the launch of private brand products, specifically the newly introduced cart "KARTIO."

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

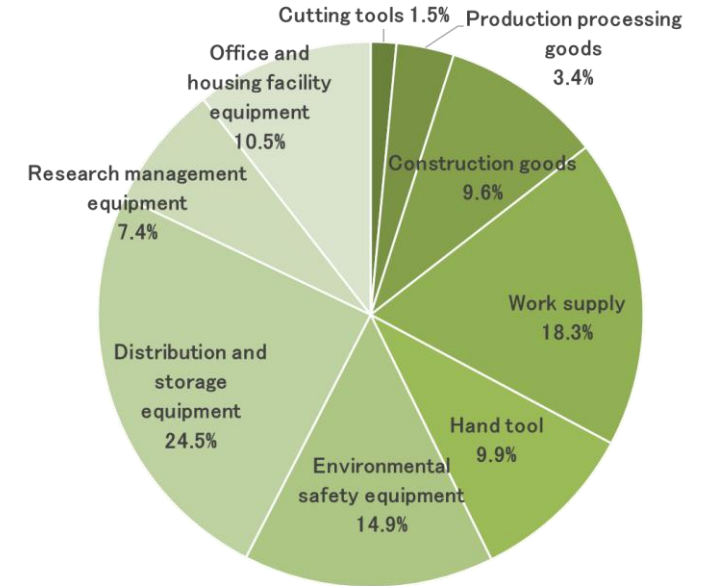
The development of our private brand "TRUSCO" takes longer than the expansion of our national brand product lineup, resulting in a declining sales composition ratio. However, we will continue to work on increasing sales through product enhancements.

■ Sales by sales route and category of goods

Unit (million yen)

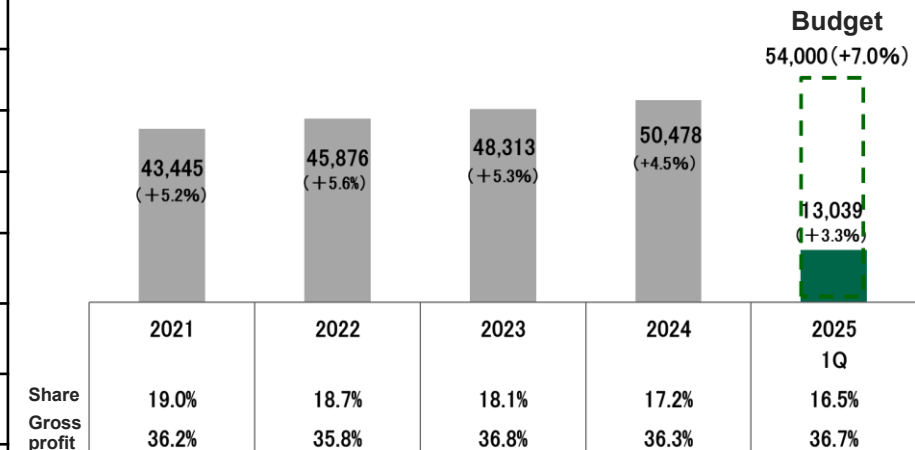
	Entire company		Factory		e-business		Home center	
	Share 16.5% Gross profit margin 36.7%		Share 16.8% Gross profit margin 37.3%		Share 20.0% Gross profit margin 35.8%		Share 4.1% Gross profit margin 31.3%	
	Net sales	QoQ change	Net sales	QoQ change	Net sales	QoQ change	Net sales	QoQ change
Total	13,039	+3.3%	8,968	+2.1%	3,711	+6.5%	273	+7.9%
Cutting tools	197	+1.7%	143	+2.7%	34	+1.0%	16	△0.9%
Production processing goods	445	+1.4%	307	+0.4%	124	+2.4%	4	△2.8%
Construction goods	1,246	+6.0%	821	+3.9%	392	+9.5%	27	+59.4%
Work supply	2,389	+5.5%	1,794	+4.5%	555	+9.9%	21	△4.2%
Hand tool	1,289	+0.4%	876	△1.0%	361	+3.1%	33	+14.7%
Environmental safety equipment	1,937	+5.6%	1,370	+3.8%	511	+7.2%	48	+57.7%
Distribution and storage equipment	3,197	+0.9%	2,137	△0.2%	932	+4.5%	112	△6.8%
Research management equipment	965	△1.9%	635	△3.1%	319	+2.7%	2	△57.9%
Office and housing facility equipment	1,371	+8.0%	881	+6.8%	479	+10.4%	6	△0.8%

■ 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] Capital expenditures

Future capital investment plans

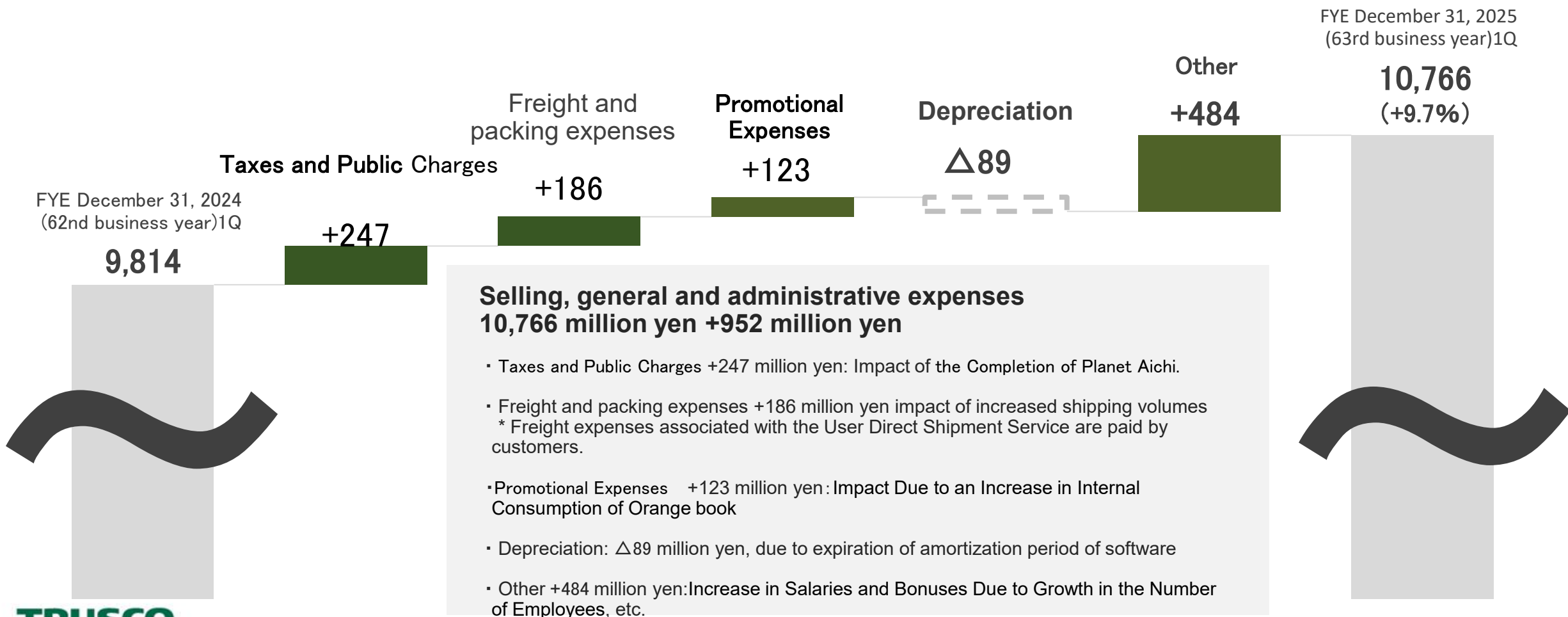
[Consolidated] Quarterly business performance and budget (quarterly)

[Consolidated] Quarterly business performance and budget (cumulative)

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

(Unit: million yen) () QoQ change

Taxes and Public Charges increased due to the Completion of Planet Aichi, and freight and packing expenses increased due to an increase in shipment volume, while selling, general and administrative expenses increased by 9.7% quarter on quarter due to decreases in depreciation, etc.



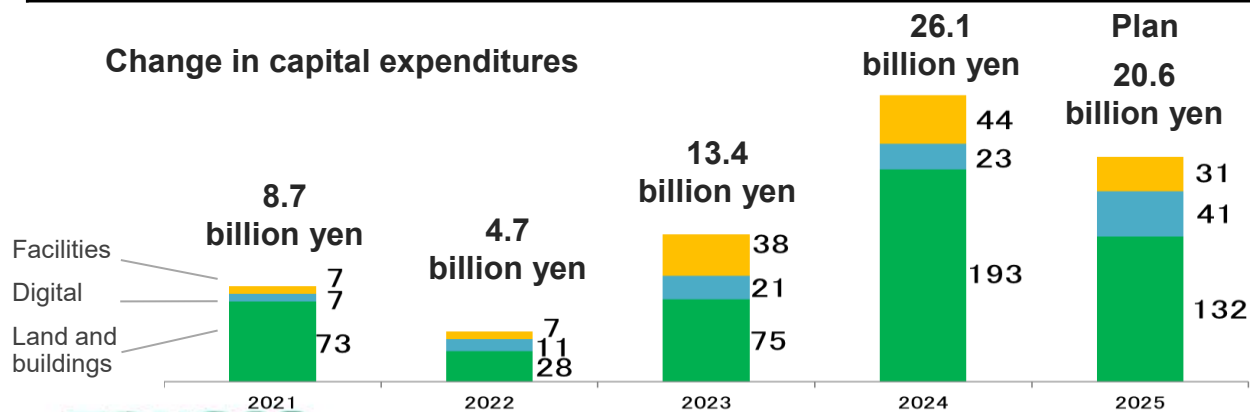
[Consolidated] Capital expenditures

Actual and major capital expenditures

(Unit: million yen)

Details of major capital expenditures in 2025		Investment Performance 2025 1Q	Investment Performance 2025 1Q Total	Investment Plan FY 2025 Total
Land And buildings	(1) Planet Niigata new construction (total investment: 16.6 billion yen)	1,778	Land and buildings 2,268	Land and buildings 13,258
	(2) Planet Aichi: New construction (total investment: 20 billion yen)	335		
	(3) Planet Saitama: Construction of a new tented warehouse (total investment: 900 million yen)	50		
	(4) Other	105		
Digital	(5) Strengthen the core system "Paradise" infrastructure (total investment: 2.2 billion yen)	292	Digital 679	Digital 4,189
	(6) Development of Various Software Applications	105		
	(7) Other	282		
Facilities	(8) Planet Aichi Logistics equipment (total investment: 10 billion yen)	478	Facilities 766	Facilities 3,199
	(9) Planet Saitama Logistics equipment (total investment: 200 million yen)	209		
	(10) Other	79		
(11) Capital expenditures			3,714	20,646

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, 2025 (63rd business year) [Quarterly]

(Unit: million yen,%)

		1st Quarter (Δ 1 days)			2nd Quarter (\pm 0 day)			3rd Quarter (\pm 0 day)			4th Quarter (Δ 1 day)		
		Budget/ Actual results	Share	QoQ change	Budget	Share	QoQ change	Budget	Share	QoQ change	Budget	Share	QoQ 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	79,164	100.0	+ 10.1	-	-	-	-	-	-	-	-	-
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	16,610	21.0	+ 12.1	-	-	-	-	-	-	-	-	-
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	10,766	13.6	+ 9.7	-	-	-	-	-	-	-	-	-
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	5,843	7.4	+ 16.9	-	-	-	-	-	-	-	-	-
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	5,817	7.3	+ 14.8	-	-	-	-	-	-	-	-	-
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	4,002	5.1	+ 13.9	-	-	-	-	-	-	-	-	-

※ 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, 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/ Actual results	Share	QoQ change	Budget	Share	QoQ change	Budget	Share	QoQ change	Budget	Share	YoY 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	79,164	100.0	+ 10.1	-	-	-	-	-	-	-	-	-
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	16,610	21.0	+ 12.1	-	-	-	-	-	-	-	-	-
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	10,766	13.6	+ 9.7	-	-	-	-	-	-	-	-	-
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	5,843	7.4	+ 16.9	-	-	-	-	-	-	-	-	-
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	5,817	7.3	+ 14.8	-	-	-	-	-	-	-	-	-
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	4,002	5.1	+ 13.9	-	-	-	-	-	-	-	-	-

※ 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

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

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.

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)

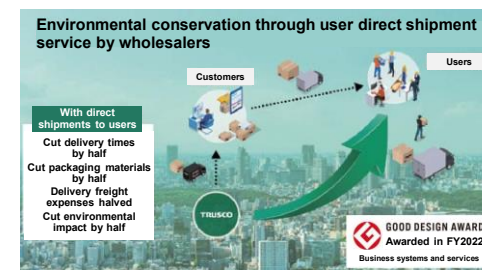
TRUSCO

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 28

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 / Catalogs & Media

Logistics

Sales

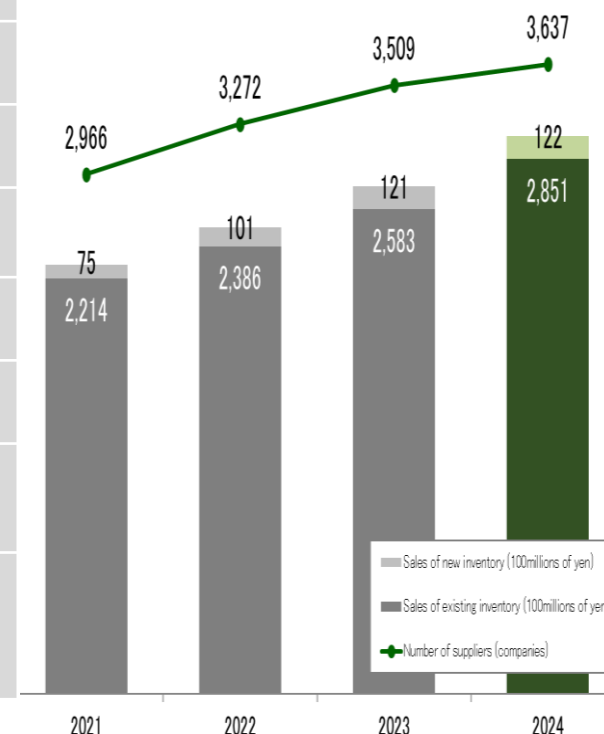
Digital

Human resources

Key indicators (Merchandise／Catalogs & Media)

Key indicators		FYE December 31, 2024 (62nd business year)	FYE December 31, 2025 (63rd business year) First Quarter	Plan for FYE December 31, 2025 (63rd business year)
Merchandise	Number of items in inventory [Non-consolidated]	611,708	614,609	640,000
	Inventories (100 million yen)	553	567	638
	Total number of suppliers (companies)	3,637	3,663	3,760
	Of these, number of overseas suppliers (companies)	353	361	373
	Private brand net sales (million yen)	50,478	13,039	54,000
	Private brand sales ratio(%)	17.1	16.5	17.0
Catalog Media	Number of items listed in Trusco Orange Book(items)	422,000	—	464,000
	No. of items featured on Trusco Orange Book.Com (Free site) (Items)	4,552,330	4,361,990	5,000,000

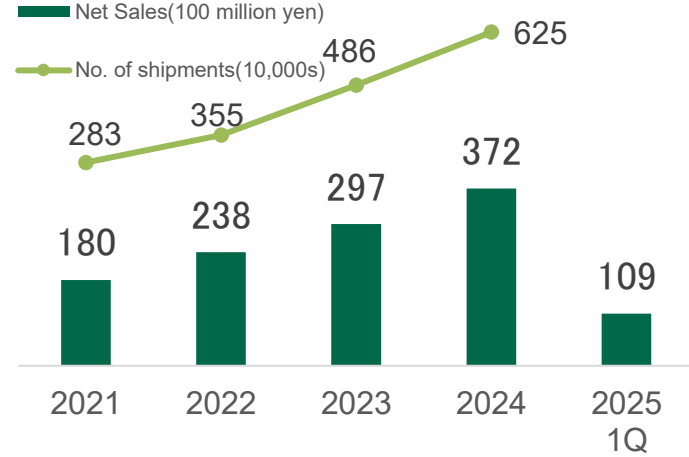
[Before revenue recognition -
Non-consolidated]
in company-wide sales
Sales of New
Inventory



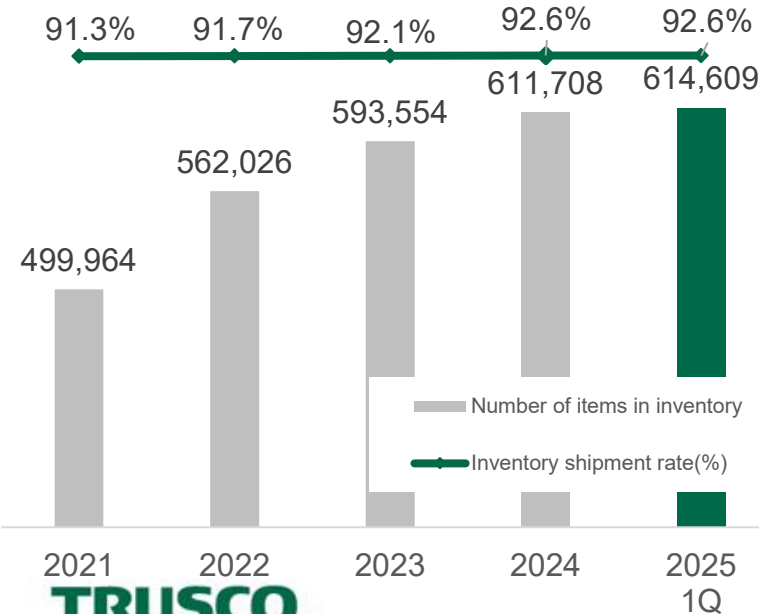
Key indicators (logistics)

Key indicators		FYE December 31, 2024 (62nd business year)	FYE December 31, 2025 (63rd business year) First Quarter	Plan for FYE December 31, 2025 (63rd business year)
Logistics	Inventory shipment rate (%)	92.6	92.6	93.1
	No. of direct shipments to users (10,000s)	625	173	770
	Revenue from direct shipments to end users (100 million yen)	372	109	960

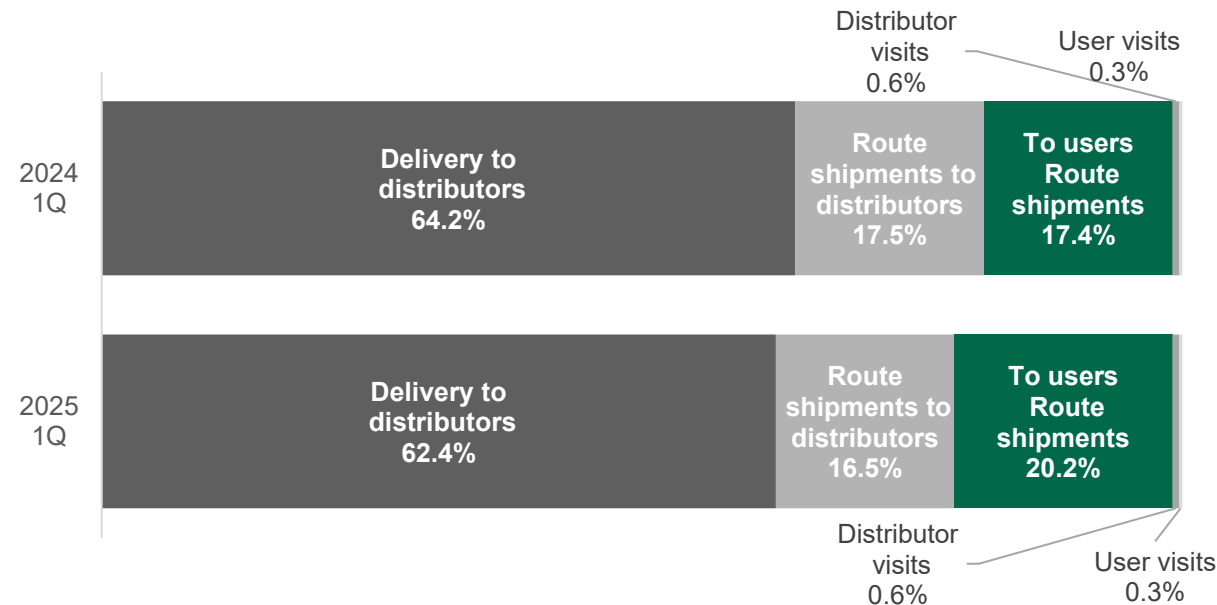
[Before revenue recognition
· Non-consolidated]
Changes in the number of direct delivery to
users and sales



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, 2024 (62nd business year)	FYE December 31, 2025 (63rd business year) First Quarter	Plan for FYE December 31, 2025 (63rd business year)
Logistics	Number of chartered vehicle deliveries	146	144	131
	Number of own company deliveries	132	135	149
	Rate of own company deliveries (%)	47.5	48.4	53.2
	Labor cost per shipment line(yen)	156.7	—	156.0

Delivery service and internal transportation service: Number of units:
FYE December 31, 2025 (63rd business year) First Quarter

	No. of units	Change from the end of previous fiscal year
Total number of deliveries	279	+1
Chartered vehicle delivery service (contracted delivery service)	144	△2
Own company delivery service	135	+3
Internal transportation service	30	±0
Chartered vehicle delivery service (contracted delivery service)	25	±0
Own company delivery service	5	±0
Delivery service and internal delivery service Total	309	+1

Delivery

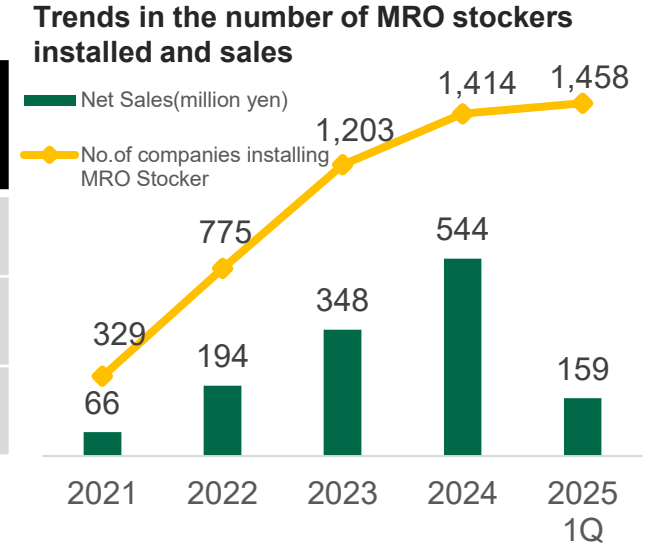
We are reviewing delivery and internal transportation services to optimize the number of units by streamlining delivery routes and internal movement of inventory. By expanding inventory at our logistics centers and inventory storage branches, we are able to shorten delivery lead times. We are also increasing the number of own company delivery services (delivery by the Company's employees) to improve customer service. The current own company delivery rate is **48.4%**. We plan to increase this to 50% in 2025.

[Non-consolidated] Changes in inventory disposal and inventories

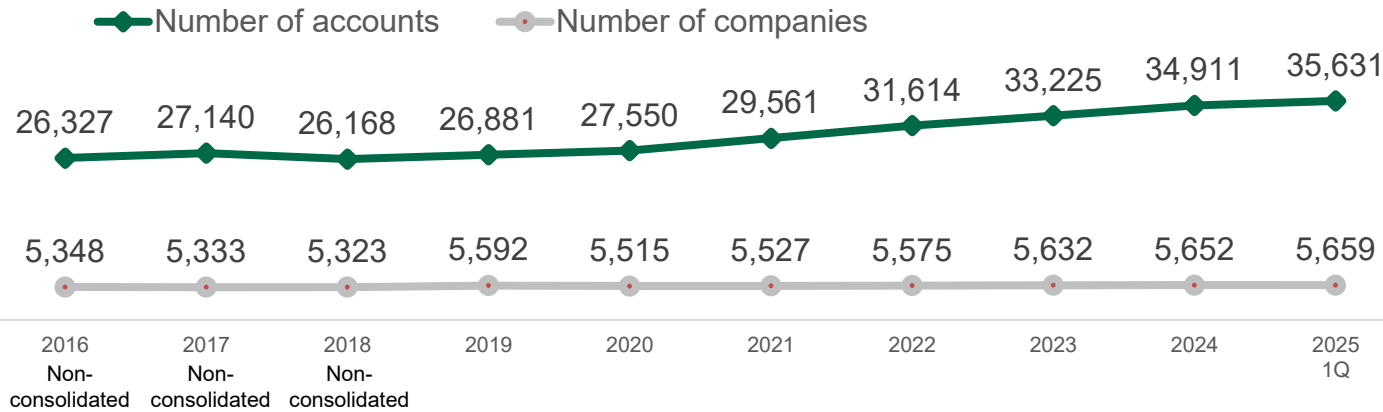
	2020 (58th business year)	2021 (59th business year)	2022 (60th business year)	2023 (61st business year)	2024 (62nd business year)
Inventory disposal (million yen)	50	55	65	67	77
Inventories (100 million yen)	406	416	441	494	538
Disposal rate (%)	0.12	0.13	0.15	0.14	0.14

Key indicators (sales)

Key indicators		FYE December 31, 2024 (62nd business year)	FYE December 31, 2025 (63rd business year) First Quarter	Plan for FYE December 31, 2025 (63rd business year)
Sales	Number of corporate clients	5,652	5,659	5,682
	No. of companies adopting MRO Stocker	1,414	1,458	1,615
	No. of companies connected to Orange Commerce	2,631	2,693	2,830



[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, 2024 (62nd business year)	FYE December 31, 2025 (63rd business year) First Quarter	Plan for FYE December 31, 2025 (63rd business year)
Digital	System order rate (%) *1	88.0	87.5	88.5
	Rate of automated quotations (%) *2	30.1	30.7	31.5
	Rate of online quotation requests (%)	49.2	50.6	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 March 2025): 11.21 million

*2 Estimated total number of lines (January to March 2025): 2.33 million

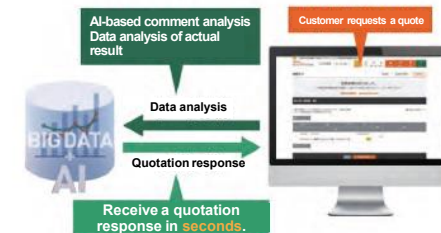
System order rate (as of the end of March 2025)

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	4,130	36.8	△1.7	33,103	41.9	△1.3
TRUSCO EDI Data linkage with distributor ordering system	2,860	25.5	+1.3	12,086	15.3	+0.7
Orange Commerce Linkage with users' purchasing system	351	3.1	+0.2	2,939	3.7	+0.3
EOS Home center electronic ordering system	2,477	22.1	+0.1	5,942	7.5	±0.0
Total	9,819	87.5	△0.1	54,071	68.5	△0.2

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 March 2025 (unit: persons)

	Female	Male	Total	QoQ change
Executives	1	10	11	△1
Executive officers	0	5	5	±0
Career (overseas and domestic)	150	371	521	△10
Digital career	0	0	0	±0
Logistics career	0	1	1	±0
Carrier (regional)	39	37	76	+33
Specialist	9	11	20	△3
Area	282	254	536	△37
Expert	1	0	1	△1
Logistics area	3	33	36	+6
Logistics	111	290	401	+46
Contract employees	0	59	59	+10
Overseas subsidiaries	27	24	51	+7
Seconded to health insurance association	2	0	2	±0
Seconded staff from the Nakayama Foundation	0	1	1	±0
Employee total	624	1,086	1,710	+51
Part-time employees	1,071	391	1,462	+72
Total	1,696	1,487	3,183	+122

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]

	2021		2022		2023		2024		2025 1Q	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
No. of employees	571	1,061	577	1,062	589	1,072	626	1,083	624	1,086
	1,632		1,639		1,661		1,709		1,710	
No. of incoming employees	26	25	47	51	59	64	59	84	5	14
	51		98		123		143		19	
No. of outgoing employees	45	45	39	44	49	49	26	69	7	11
	90		83		98		95		18	
Turnover ratio (%)	7.3	4.1	6.3	4.0	7.7	4.4	4.0	6.0	1.1	1.0
	5.2		4.8		5.6		5.3		1.0	



Share of female employees: 36.5%, Number of female sales staff members: 42, Female employees in career-track positions: 30.3%
 *The number of part-time employees represents the actual number of such workers under employment.

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)

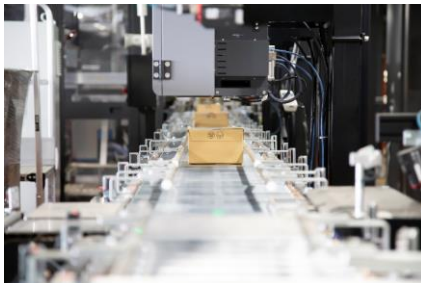
CO₂ emissions from fuel use (Scope 1) **2,329t-co₂** / CO₂ emissions from electricity use (Scope 2) **7,226t-co₂**

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















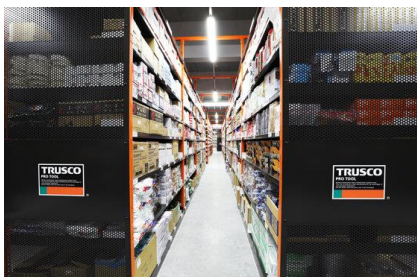
CO₂ emission reduction through various services:

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



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"

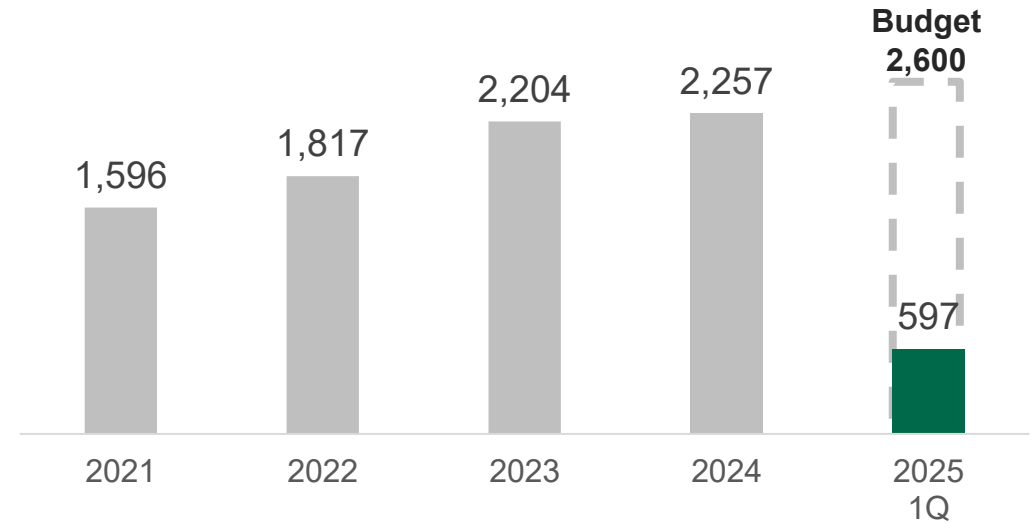
It is a service that maintains the safety and precision essential for pro tools, and aims to reduce the environmental impact and contribute to cost reduction by allowing familiar tools and equipment to be used for a long time. In January 2022, the Company will relaunch its Naojiro section to popularize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

Index comparison in the industry

Index comparison in the industry

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

[Wholesale]

		Closing month		Net sales (million yen)		Market capitalization (100 million yen)
					Year-on-year change	
Yuasa Trading Co., Ltd.	2025	March	Budget	542,400	+3.0	964
Yamazen Corp.	2025	March	Budget	510,000	+0.6	1,335
Trusco Nakayama Corp.	2024	December	Actual results	295,024	+10.0	1,262
Maruka Furusato Corp.	2024	December	Actual results	161,716	△6.5	567
Nichiden Corp.	2025	March	Budget	134,000	+5.6	864
Sugimoto & Co., Ltd.	2025	March	Actual results	49,465	+6.1	327
Naito & Co., Ltd.	2025	February	Actual results	43,555	△1.2	66
Total of 7 companies				1,736,160	-	-

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		Net sales (million yen)		Market capitalization (100 million yen)
					Year-on-year change	
Misumi Group Inc.	2025	March	Actual results	401,987	+9.3	5,761
MonotaRO Co., Ltd.	2024	December	Actual results	288,119	+13.3	13,556
Total of 2 companies				690,106	-	-

* For companies that announce consolidated accounting, figures for consolidated accounting are shown.

* All figures represent actual results and forecasts announced as of April 28, 2025.

* Market capitalization is based on the closing price on April 25, 2025.