



The 63rd Business Year Business Performance Data Analysis

FYE December 31, 2025 Second Quarter

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

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01

Company Profile

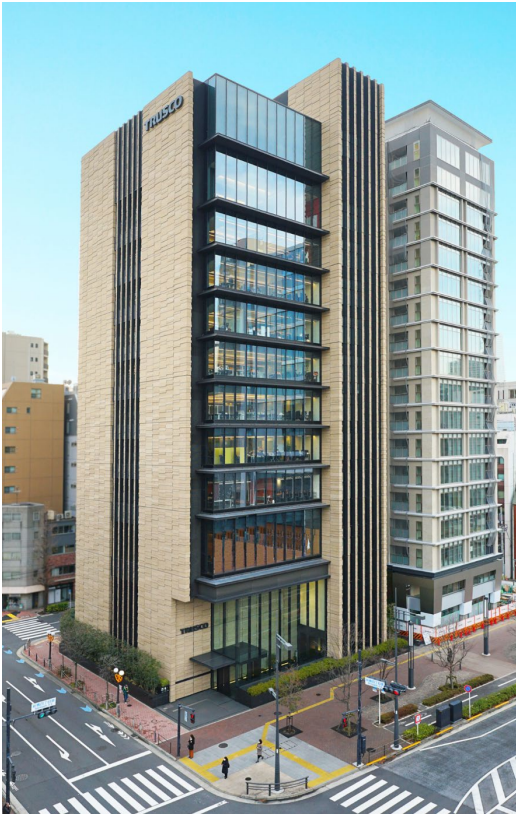
Company overview
Business flow

Company overview

Company name	TRUSCO Nakayama Corporation
Founding	May 15, 1959
Representative	Tetsuya Nakayama, President Chairman, Nakayama Visual Welfare Foundation Vice president, Japan Federation of Machine Tool Distributors Associations President, Osaka Machine Appliance Wholesaler Cooperative
Head offices	Tokyo Head Office (Minato-ku, Tokyo, registered as official headquarters) Osaka Head Office (Chuo-ku, Osaka City)
Number of offices	96 in total: 89 domestic bases:2 head offices, 59 domestic sales branches, 28 domestic distribution centers (3 other locations in preparation) 7 overseas bases:Thailand, Indonesia, United States, Germany, Taiwan, Hong Kong (3 local subsidiaries, 4 purchasing bases)
Capital stock	5,022,370,000 yen
Listed stock exchange	Prime Market of the Tokyo Stock Exchange (Securities code : 9830)
Number of employees	3,298 (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."

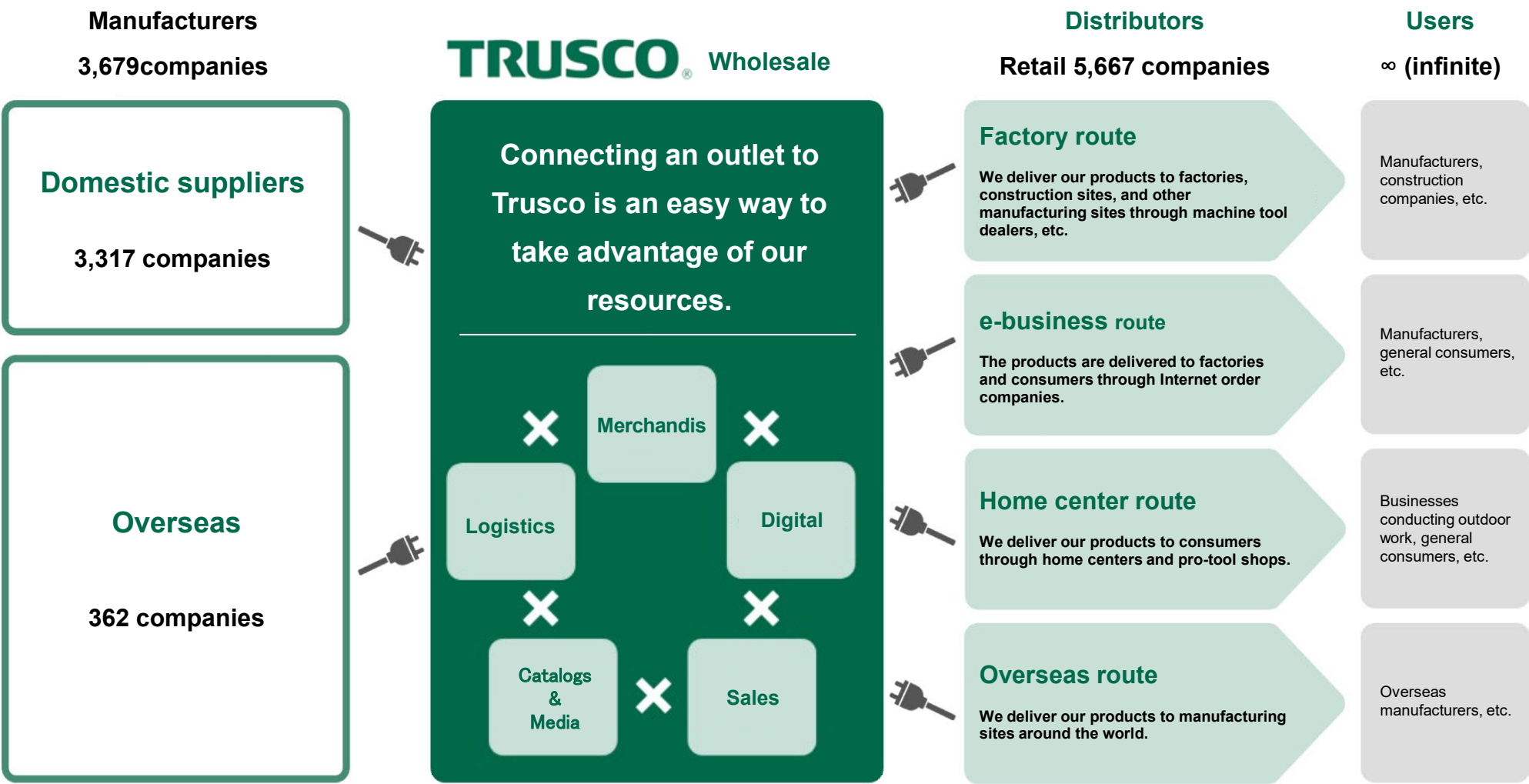
Corporate message

**“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	158,233million yen (QoQ Change+10.3%)	Through our “NIAWASE + U-choku” service, we are contributing to improving customer convenience. Specifically, by leveraging our extensive inventory of approximately 610,000 items and state-of-the-art logistics facilities, we are combining integrated packaging with direct delivery to end users, which has led to an increase in sales as customer orders are consolidated at our company. Sales growth for summer products has also had an impact.
Gross Profit	33,334million yen (QoQ Change+10.4%)	Impact of increased sales and increased valuation gains on inventory due to price revisions. *FYE December 31, 2024 (62nd business year) Second Quarter results approximately 700 million yen FYE December 31, 2025 (63rd business year) Second Quarter results approximately1.1 billion yen (Approximately 600 million yen in first quarter, approximately 500 million yen in the second quarter)
Selling, general and administrative expenses(SGA)	21,509million yen (QoQ Change+5.7%)	Increase: Salaries and bonuses(+391 million yen), impact of increase in number of employees, etc. Decrease: Depreciation expenses(−179 million yen), effects of software amortization period expiration, etc.
Ordinary income	11,716million yen (QoQ Change+17.7%)	In addition to the increase in gross profit accompanying the increase in sales, there was a gain of approximately 1.1 billion yen from inventory valuation, and selling, general and administrative expenses progressed as planned, resulting in a +17.7% compared to the same period last year.
Quarterly Net Income Attributable to Owners of the Parent	7,984million yen (QoQ Change+18.4%)	In addition to the increase in gross profit accompanying the increase in sales, there was a gain of approximately 1.1 billion yen from inventory valuation, and selling, general and administrative expenses progressed as planned, resulting in a +18.4% compared to the same period last year.

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

	December 2025 Initial budget	Share	December 2025 Revised budget	Share	Previous year's result	QoQ
Net Sales	317,430 million yen	-	325,000 million yen	-	295,024 million yen	+10.2%
Gross Profit	65,700 million yen	20.7%	67,600 million yen	20.8%	61,683 million yen	+9.6%
Selling, general and administrative expenses(SGA)	44,570 million yen	14.0%	44,570 million yen	13.7%	41,704 million yen	+6.9%
Ordinary Income	21,170 million yen	6.7%	22,752 million yen	7.0%	20,056 million yen	+13.4%
Profit attributable to owners of parent	14,520 million yen	4.6%	15,557 million yen	4.8%	16,095 million yen	△3.3%

[Consolidated] Business performance

※¹This is a comparison with the initial budget announced on February 13, 2025.

	Actual results for FYE December 31, 2024 Full Year (62nd business year)			FYE December 31, 2025 (63rd business year) Second Quarter results			
	Actual results	Share	YoY change	Actual results	Share	QoQ change	Change from budget※ ¹
Net sales	295,024million yen	100.0%	+10.0%	158,233million yen	–	+10.3%	+1.6%
Gross profit	61,683million yen	20.9%	+7.2%	33,334million yen	21.1%	+10.4%	+2.8%
Selling, general and administrative expenses (SGA)	41,704million yen	14.1%	+6.9%	21,509million yen	13.6%	+5.7%	–2.7%
(depreciation included in SGA)	6,044million yen	2.0%	–2.6%	2,747million yen	1.7%	–6.1%	–2.1%
Operating income	19,978million yen	6.8%	+7.9%	11,825million yen	7.5%	+20.0%	+14.7%
Ordinary income	20,056million yen	6.8%	+7.4%	11,716million yen	7.4%	+17.7%	+13.5%
Current profit attributable to owners of parent	※ ² 16,095million yen	5.5%	+31.2%	7,984million yen	5.0%	+18.4%	+12.9%
Current net income per share	244.09yen	–	+58.04yen	121.08yen	–	+18.78yen	+13.80yen
Dividend per share	54.00yen	–	+7.50yen	30.50yen	–	+4.50yen	+3.50yen
Private brand sales	50,478million yen	17.1%	+4.5%	26,279million yen	16.6%	4.0%	–
Capital expenditures	26,163million yen	–	+94.2%	9,144million yen	–	–	–

Points

• Net sales

+10.3% QoQ, up +1.6% compared to initial budget.
Number of business days was –1 day YoY, with sales per day at 1,329 million yen (+11.2% QoQ)

• Gross profit

+10.4% QoQ and + 2.8% compared to the initial budget. In addition to the increase in sales, inventory valuation gains of approximately 1.1 billion yen were generated due to price revisions.

• Selling, general and administrative expenses (SGA)

+5.7% QoQ, –2.7% from initial budget (Increase) Personnel expenses, freight and packing costs, etc.
(Decrease) Depreciation expenses, etc.

• Current profit attributable to owners of parent

+18.4% QoQ and +12.9% compared to the initial budget.
This was due to the increase in sales and inventory valuation gains, which offset the increase in selling, general and administrative expenses.

[Consolidated] Business plan

※This is the revised budget announced on August 12, 2025.

	Plan for FYE December 31, 2025 (63nd business year) Second-half budget※			Plan for FYE December 31, 2025 (63rd business year) Full year budget※		
	Budget	Share	QoQ change	Budget	Share	YoY change
Net sales	166,766 million yen	100.0%	+10.0%	325,000million yen	100.0%	+10.2%
Gross profit	34,265 million yen	20.5%	+8.8%	67,600million yen	20.8%	+9.6%
Selling, general and administrative expenses (SGA)	23,061million yen	13.8%	+8.0%	44,570million yen	13.7%	+6.9%
(depreciation included in SGA)	2,959 million yen	1.8%	-10.2%	5,707million yen	1.8%	-5.6%
Operating income	11,204 million yen	6.7%	+10.7%	23,029million yen	7.1%	+15.3%
Ordinary income	11,036 million yen	6.6%	+9.2%	22,752million yen	7.0%	+13.4%
Current profit attributable to owners of parent	7,573million yen	4.5%	-19.0%	15,557million yen	4.8%	-3.3%
Current net income per share	114.86yen	-	-26.93yen	235.94yen	-	-8.15yen
Dividend per share	28.50yen	-	+0.50yen	59.00yen	-	+5.00yen

Points

•Net sales
+10.2% YoY

Adjusted to take in to account the upward revision in the first half of the year.

•Gross profit
+9.6% YoY

We expect a gain on valuation of inventory (approximately 200 million yen) in the second half due to price revisions.

•Selling, general and administrative expenses (SGA)
+6.9% YoY

Although the base salary increase implemented in July is expected to result in an increase of approximately 500 million yen, we expect to maintain the initial budget plan by reducing various expenses such as repair and maintenance costs and consumables costs.

•Current profit attributable to owners of parent
-3.3% YoY

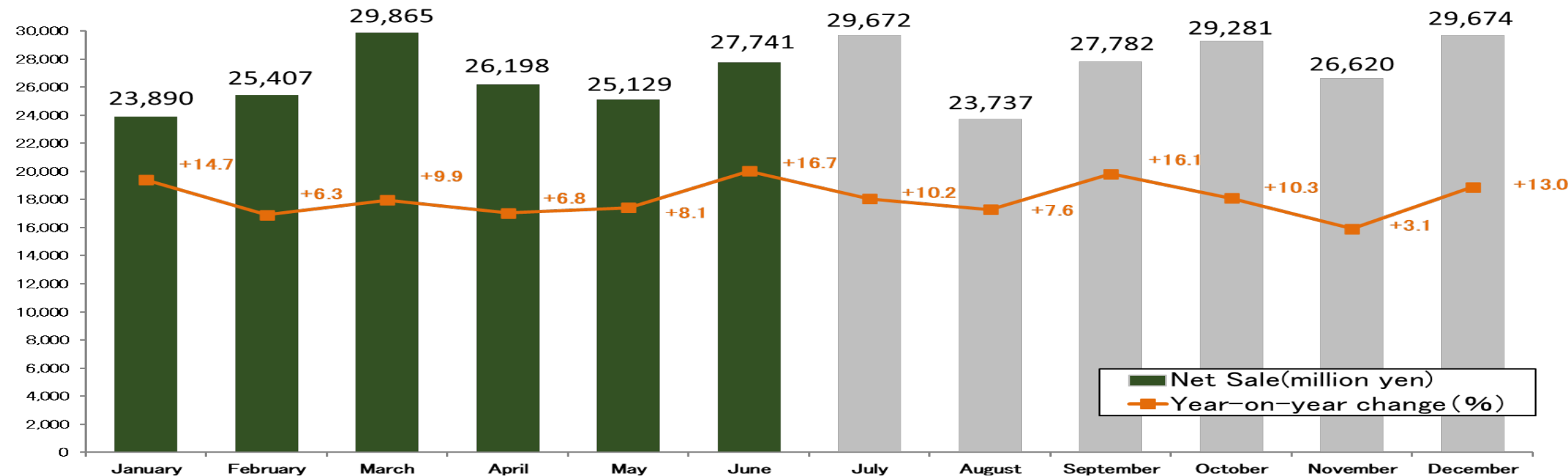
In the first half of the fiscal year, we recorded extraordinary gains such as the sale of the Trusco Glen Check Building (former Osaka headquarters)approximately 2.7 billion yen).

[Consolidated] Monthly sales

FYE December 31, 2025 (63rd business year)

■ Results (January to-June) ■ Budget (July to-December)

※This is the revised budget announced on August 12, 2025.



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	1,247	1,256	1,321							-
Year-on-year change (%)	+ 14.7	+ 12.2	+ 9.9	+ 6.8	+ 13.5	+ 11.2							-
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

We increased sales through the factory route by 9.2% by expanding inventory in line with market needs and improving convenience for our customers. Through logistics services such as “NIAWASE+U-choku,” we have enhanced convenience, resulting in a 14.4% increase in sales for the e-business route compared to the same period last year. The composition ratio for this route stands at 23.7% (+0.6%pt compared to 2024).

	Actual results for FYE December 31, 2024 (62nd business year)				Actual results for FYE December 31, 2025 (63rd business year) Second 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%	105,407million yen	66.6%	+9.2%	+1.5%	20.8%	+0.2pt
e-business route	68,159million yen	23.1%	+15.3%	22.7%	37,557million yen	23.7%	+14.4%	+2.4%	22.7%	±0.0pt
Home center route	26,825million yen	9.1%	+10.6%	17.1%	13,717million yen	8.7%	+8.6%	+1.5%	17.1%	±0.0pt
Overseas route	3,091million yen	1.0%	+19.7%	35.4%	1,550million yen	1.0%	+6.1%	−5.8%	33.8%	−1.6pt
Total	295,024million yen	100.0%	+10.0%	20.9%	158,233million yen	100.0%	+10.3%	+1.6%	21.1%	+0.2pt

[Consolidated] Plans by sales route

※This is the revised budget announced on August 12, 2025.

	Plan for FYE December 31, 2025 (63nd business year) Second-half budget*			Plan for FYE December 31, 2025 (64nd business year) Full-year budget*		
	Net sales			Net sales		
Sales route	Budget	Share	QoQ change	Budget	Share	YoY Change
Factory route	109,399 million yen	65.6%	+8.9%	214,807 million yen	66.1%	+9.1%
e-business route	40,217 million yen	24.1%	+13.8%	77,775 million yen	23.9%	+14.1%
Home center route	15,371million yen	9.2%	+8.3%	29,089 million yen	9.0%	+8.4%
Overseas route	1,777million yen	1.1%	+9.0%	3,328 million yen	1.0%	+7.6%
Total	166,766million yen	100.0%	+10.0%	325,000 million yen	100.0%	+10.2%

[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. Along with strengthening inventory and logistics capabilities, we promoted services that contribute to solving the issues of our customers, resulting in a +9.2% in sales compared to the same period last year.

	Actual results for FYE December 31, 2024 (62nd business year)			Actual results for FYE December 31, 2025 (63rd business year) Second Quarter				
Sales route	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%	50,337million yen	47.8%	+7.0%	21.5%	+0.4pt
Dealers in welding materials	27,637million yen	14.0%	20.0%	14,449million yen	13.7%	+7.2%	20.0%	±0.0pt
Other manufacturing related (Physical chemical, conductor, packaging material dealers, etc.)	32,736million yen	16.6%	19.4%	17,925million yen	17.0%	+10.7%	19.4%	±0.0pt
Construction related	40,717million yen	20.7%	20.7%	22,695million yen	21.5%	+14.5%	20.9%	+0.2pt
Factory route total	196,947million yen	100.0%	20.6%	105,407million yen	100.0%	+9.2%	20.8%	+0.2pt

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.

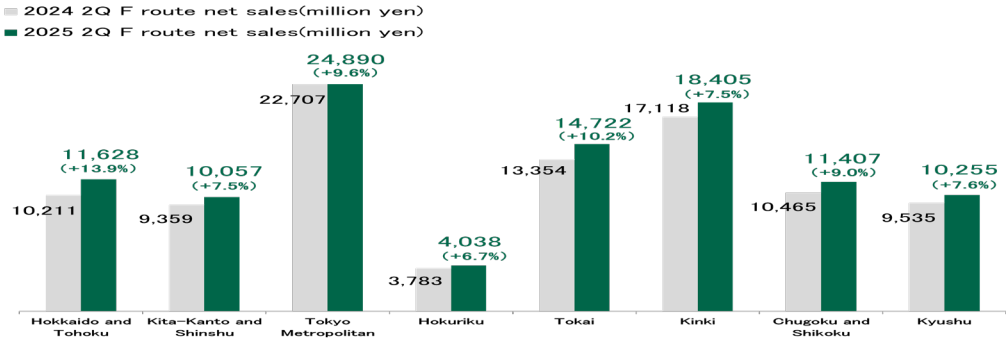
•We also conducted sales activities to reduce environmental impact, such as expanding the number of “MRO Stocker” locations, strengthening “NIAWASE + U-choku” (assortment & direct delivery to users), and promoting the repair service “Naojiro”. From these, we can significantly reduce logistics costs and labor throughout the entire supply chain.

•By having inventory in stock, we were able to start taking early orders for summer products, which led to an increase in sales.

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

•Although gross profit margin is on a downward trend due to efforts to secure orders, it increased by 0.2 percentage points compared to 2024 due to the recording of inventory valuation gains.

Net Sales by Region



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

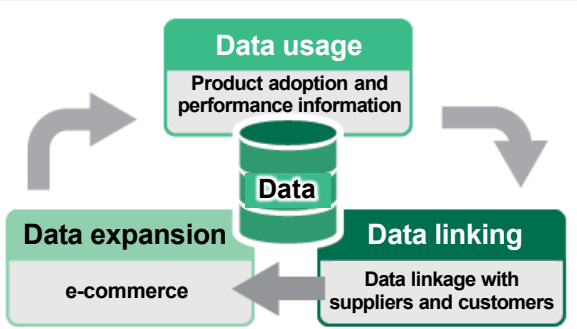
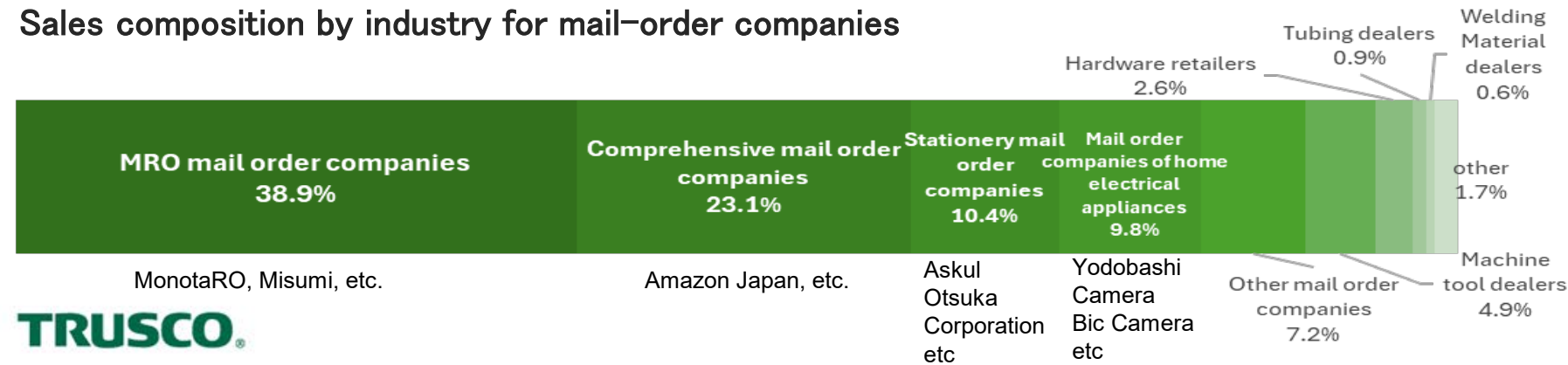
This is a distribution route that delivers products to manufacturing sites such as factories and construction sites, as well as to general consumers, through online retailers. By offering “NIAWASE + U-choku” (package assembly + direct delivery to users), maintaining a product database of approximately 4.04 million items, and integrating systems, we have achieved shorter delivery times and improved delivery accuracy, resulting in a 14.4% increase in sales compared the same period last year.

Sales route	Actual results for FYE December 31, 2024 (62nd business year)			Actual results for FYE December 31, 2025 (63rd business year) Second 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%	28,686million yen	76.4%	+14.4%	21.7%	+0.2pt
Companies participating in Orange Commerce (Trusco's electronic central purchasing system), MRO Stocker	15,825 million yen	23.2%	26.5%	8,871million yen	23.6%	+14.4%	26.2%	−0.3pt
e-business route total	68,159 million yen	100.0%	22.7%	37,557million yen	100.0%	+14.4%	22.7%	±0.0pt

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 4.04 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, it was ±0.0 percentage points compared to2024, supported by inventory valuation gains.

Sales composition by industry for mail-order companies



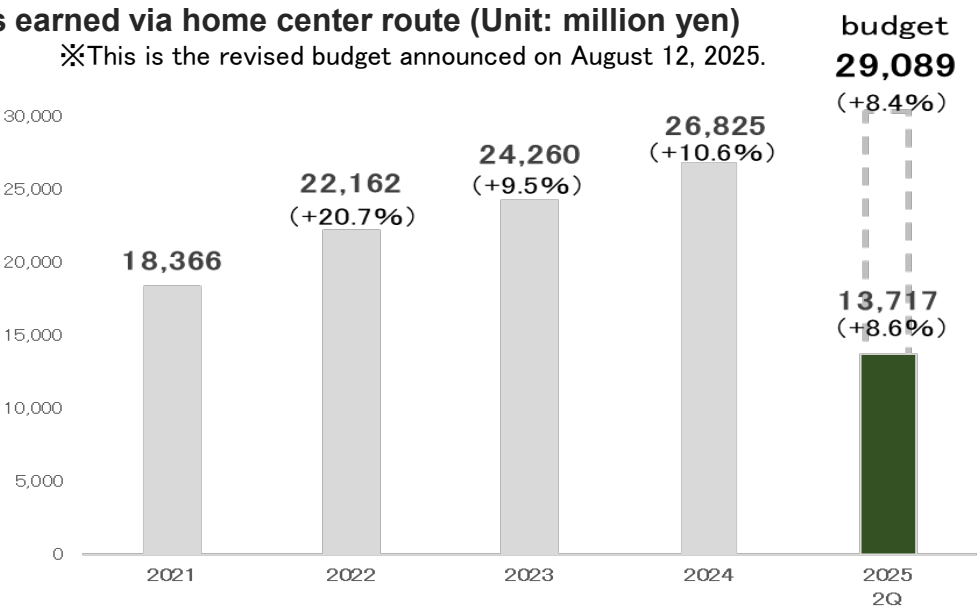
[Consolidated] Business performance by sales route: (Home center route)

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 +8.6%.

	Actual results for FYE December 31, 2024 (62nd business year)		Actual results for FYE December 31, 2025 (63rd business year) Second 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%	13,717million yen	+8.6%	17.1%	±0.0pt

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

※This is the revised budget announced on August 12, 2025.



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 4.04 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 2024, 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) Second Quarter			Full year budget	Actual results for FYE December 31, 2025 (63rd business year) Second Quarter			Full year budget	Actual results for FYE December 31, 2025 (63rd business year) Second Quarter			Full year budget
	Amount	Share	QoQ change	YoY Change	Amount	Share	QoQ change	YoY Change	Amount	Share	QoQ change	YoY Change
Net sales	157,905million yen	100.0%	+10.4%	+10.2%	595million yen	100.0%	+4.0%	+2.8%	331million yen	100.0%	+2.2%	+10.0%
Gross profit	33,072million yen	20.9%	+10.5%	+9.8%	162million yen	27.3%	+8.0%	+0.7%	106million yen	32.2%	−0.8%	+5.6%
Selling, general and administrative expenses (SGA)	21,334million yen	13.5%	+5.7%	+6.9%	91million yen	15.3%	+6.3%	+1.8%	82million yen	25.0%	−4.4%	−0.2%
Depreciation included in SGA	2,712million yen	1.7%	−6.1%	−5.6%	10million yen	1.8%	−1.6%	−0.7%	24million yen	7.3%	−12.3%	−5.8%
Operating income	11,737million yen	7.4%	+20.3%	+15.7%	71million yen	12.0%	+10.2%	−0.7%	23million yen	7.2%	+14.3%	+21.2%
Ordinary income	11,609million yen	7.4%	+17.8%	+13.6%	74million yen	12.4%	+8.3%	−7.1%	27million yen	8.4%	+11.9%	+14.0%
Current (interim) net income	7,893million yen	5.0%	+18.4%	−3.4%	74million yen	12.4%	+8.3%	−7.1%	28million yen	8.5%	+12.2%	+14.0%

	Actual results for FYE December 31, 2025 (63rd business year) Second Quarter		
		Net sales	Gross profit
	Actual results	623million yen	147million yen
	Rate	−	23.7%
Business performance in other overseas regions (Philippines, China, South Korea, etc.)	YoY change	+10.5%	+6.1%

Points

- Consolidated subsidiaries aggressively introduced inventory items that meet local needs and strengthened supplier development.
- In overseas sales, we expanded our business by consolidating customer orders at our company and focusing on proposing new products and new manufacturers.

[Non-consolidated] Sales by category of goods

FYE December 31, 2025 (63rd business year) Second 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	4,550	2.9	+4.4	16.7	6.Environmental safety equipment	Environmental safety equipment total	31,678	20.1	+18.6	22.3
	① Cutting tools	2,384	1.5	+2.6	12.8		②⑥ Protective equipment	15,859	10.0	+14.2	24.2
	② Drilling and thread cutting tools	2,166	1.4	+6.5	21.1		②⑦ Safety goods	6,643	4.2	+10.4	24.9
2.Production processing goods	Production processing goods total	11,861	7.5	+10.9	16.1		②⑧ Environment improvement goods	1,434	0.9	+17.6	18.2
	③ Measurement equipment	6,711	4.3	+12.5	15.6		②⑨ Air conditioning goods	4,156	2.6	+45.0	16.8
	④ Mechatronics	2,311	1.5	+9.9	16.0		③⑩ Disaster and crime prevention goods	2,145	1.4	+32.7	17.6
	⑤ Tools for machine tools	1,301	0.8	+5.4	24.4		③⑪ Closets and exterior goods	1,438	0.9	+30.1	15.4
	⑥ Electronic machinery	1,536	1.0	+11.0	11.2	7.Distribution and storage equipment	Distribution and storage equipment total	14,852	9.4	+2.6	22.4
3.Construction goods	Construction goods total	18,226	11.5	+9.7	21.7		③⑫ Loading goods	4,464	2.8	+7.4	18.1
	⑦ Hydraulic tools	1,238	0.8	+8.7	12.4		③⑬ Conveyors	558	0.4	+7.6	15.8
	⑧ Pumps	2,169	1.4	+10.9	17.4		③⑭ Transportation goods	5,419	3.4	△0.5	22.1
	⑨ Welding equipment	1,473	0.9	+1.5	18.2		③⑮ Containers and vessels	2,274	1.4	+2.6	29.3
	⑩ Painting and interior goods	1,630	1.0	+8.1	25.6		③⑯ Steel shelves	2,134	1.4	△0.4	26.2
	⑪ Civil engineering and building goods	1,439	0.9	+6.3	15.8	8.Research management equipment	Research management equipment total	5,956	3.8	+6.0	21.4
	⑫ Ladders and stepladders	2,176	1.4	+6.0	21.6		③⑰ Tool wagons	462	0.3	△4.1	28.4
	⑬ Piping and materials of electronic equipment	3,065	1.9	+17.7	23.7		③⑱ Storage and management goods	739	0.5	+3.6	31.0
	⑭ Component, hardware, and building materials	5,032	3.2	+10.6	26.1		③⑲ Work benches	770	0.5	△10.0	24.7
4.Work supply	Work supply total	28,357	18.0	+7.2	21.8		④⑰ Stainless goods	1,184	0.7	+7.5	17.6
	⑮ Cutting goods	845	0.5	+5.4	21.2	9.Office and housing facility equipment	④⑱ Research and development- related goods	2,799	1.8	+13.6	18.5
	⑯ Grinding and polishing goods	4,130	2.6	+2.5	24.4		Office and housing facility equipment total	14,894	9.4	+12.8	22.1
	⑰ Chemical products	15,432	9.8	+9.0	20.4		④⑲ Cleaning utensils	3,986	2.5	+5.3	21.0
	⑱ Factory miscellaneous goods	2,446	1.5	+4.5	16.2		④⑲ Stationery	1,936	1.2	+12.5	20.0
	⑲ Packing and binding goods	3,692	2.3	+9.2	30.2		④⑲ Office miscellaneous goods	2,042	1.3	+12.3	26.8
	⑳ Casters	1,788	1.1	+4.2	17.4		④⑲ Electric appliances	2,529	1.6	+22.3	20.5
	㉑ Other	21	0.0	+54.0	24.1		④⑲ OA business machinery	1,660	1.1	+22.5	22.6
5.Hand tool	Hand tool total	26,605	16.8	+9.5	18.6		④⑲ Office furniture	2,540	1.6	+10.4	23.3
	⑳ Electric power tools and accessories	8,382	5.3	+12.4	14.0		④⑲ Interior goods	198	0.1	+23.8	20.2
	㉑ Pneumatic tools and accessories	3,983	2.5	+8.4	17.5	10.Others	④⑲ Entire company	922	0.6	+54.1	42.8
	㉒ Tools for manual work	12,950	8.2	+8.5	20.9		Total	157,905	100.0	+10.4	20.9
	㉓ Tool boxes	1,288	0.8	+5.5	27.4						

Points

Sales increased, mainly for summer products and product groups related to factory operations.

▪Environmental safety equipment:

QoQ change +18.6%

Due to increased demand, sales of Air conditioning goods increased significantly by 45.0% QoQ, and sales of disaster and crime prevention goods increased by 32.7% QoQ.

▪Office and housing facility equipment:

QoQ change +12.8%

Sales of electric appliances and OA business machinery has increased by approx. +20%

▪Production processing goods:

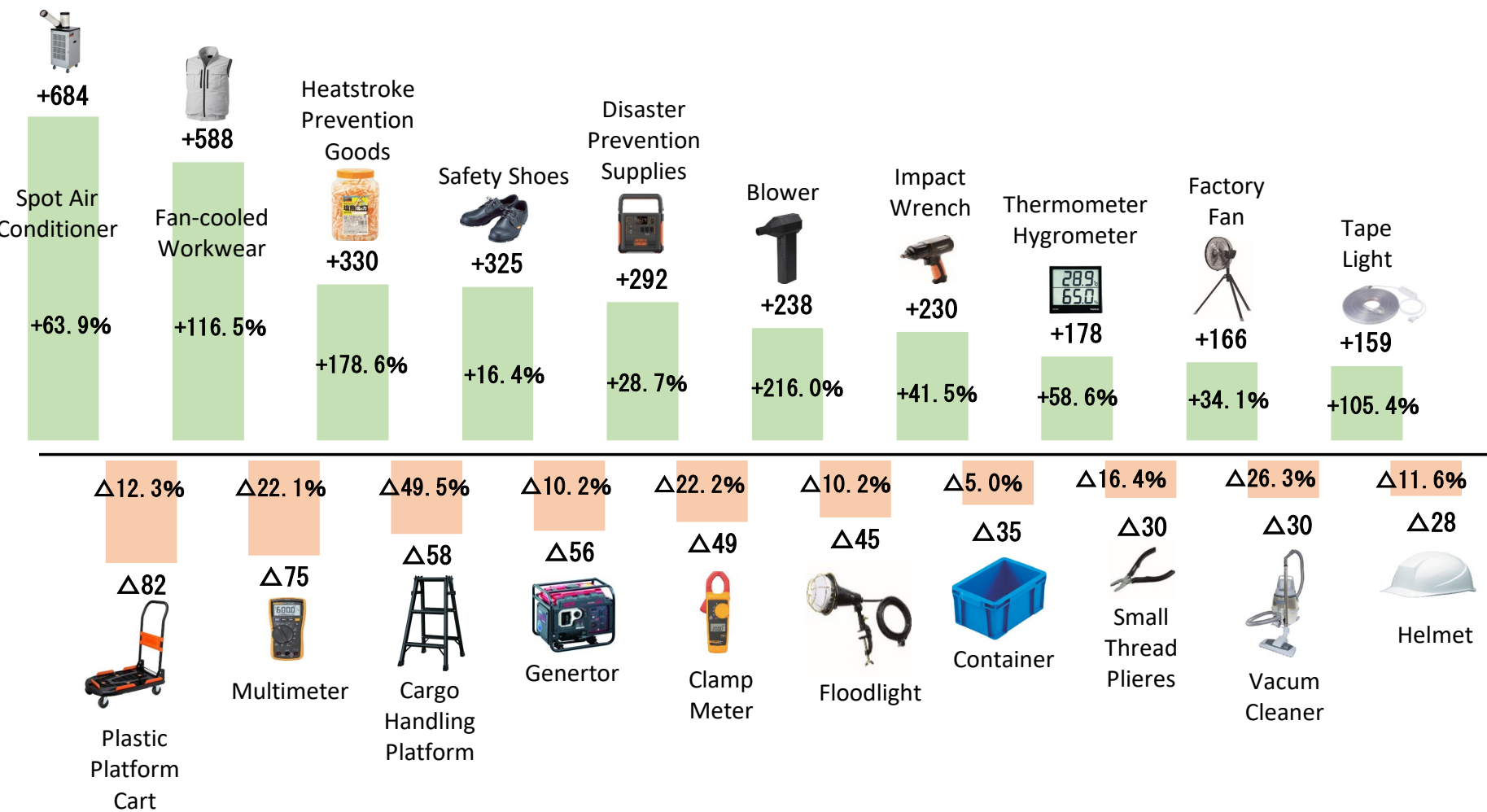
QoQ change +10.9%

By consolidating customer orders at our company, sales of measurement equipment increased by 12.5% QoQ.

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

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

(Unit: million yen, %)



Points



Sales increased due to early order responses utilizing inventory and increased demand for summer products accompanying the mandatory implementation of heatstroke countermeasures in Japan. In addition, sales of safety shoes, disaster prevention supplies, and blowers increased through the utilization of inventory and sales promotion efforts.



On the other hand, the special demand for the new model of private brand (PB) product Plastic Platform Cart "KARTIO" has subsided.

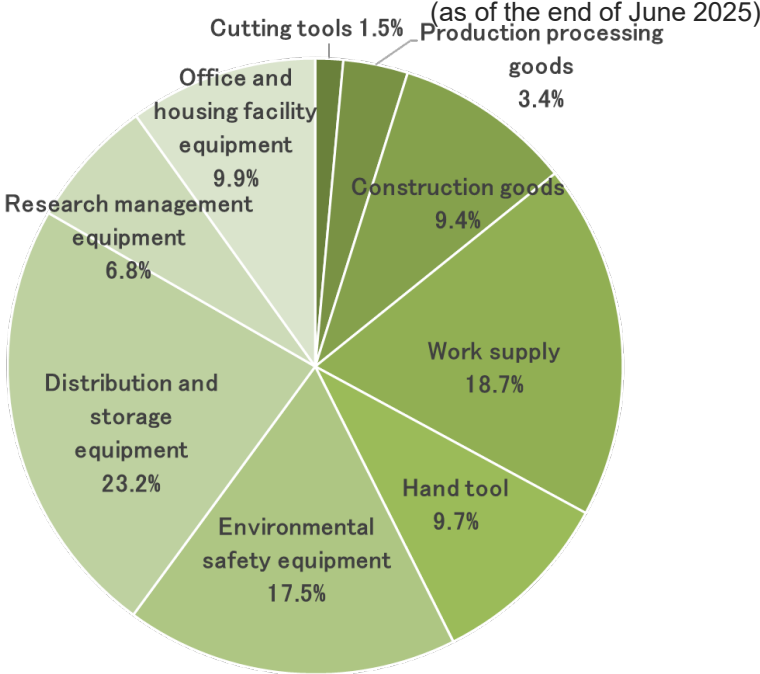
[Non-consolidated] Sales of private brand (PB) goods

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.

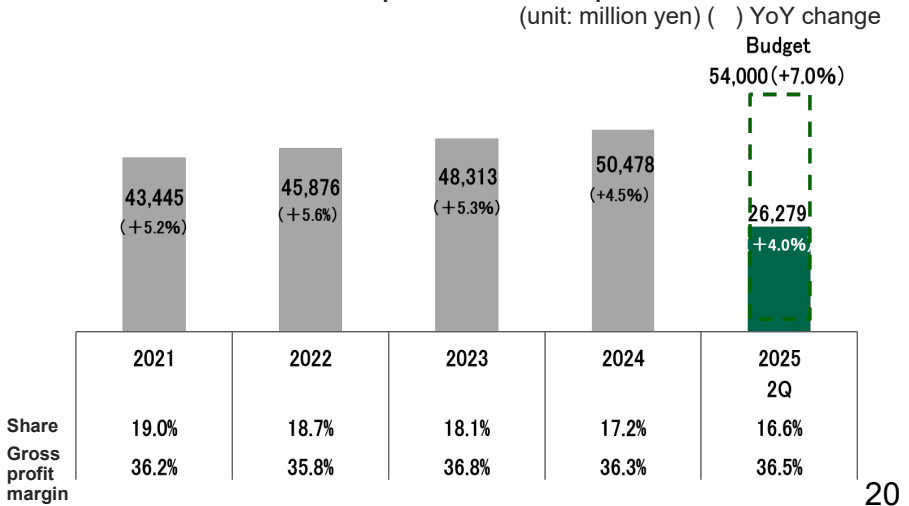
■ Sales by sales route and category of goods

	Entire company		Factory		e-business		Home center	
	Share 16.5% Gross profit margin 36.5%		Share 17.1% Gross profit margin 37.3%		Share 19.9% Gross profit margin 35.4%		Share 4.6% Gross profit margin 28.1%	
	Net sales	QoQ change	Net sales	QoQ change	Net sales	QoQ change	Net sales	QoQ change
Total	26,279	+4.0%	17,999	+2.5%	7,478	+7.4%	625	+12.5%
Cutting tools	384	+2.2%	273	+0.8%	69	+5.6%	33	2.5%
Production processing goods	893	+1.3%	611	−0.6%	255	+4.8%	8	−3.7%
Construction goods	2,460	+5.6%	1,615	+3.6%	777	+8.3%	54	+60.6%
Work supply	4,909	+4.9%	3,673	+3.3%	1,155	+11.1%	44	−0.9%
Hand tool	2,538	+0.6%	1,710	−1.3%	724	+4.6%	63	+7.8%
Environmental safety equipment	4,595	+9.3%	3,202	+6.5%	1,201	+12.1%	178	+60.7%
Distribution and storage equipment	6,106	+1.6%	4,075	1.3%	1,777	+4.4%	226	−7.6%
Research management equipment	1,791	−2.8%	1,194	−2.1%	578	−3.1%	3	−52.5%
Office and housing facility equipment	2,598	+7.3%	1,642	+4.5%	938	+12.7%	11	−6.2%

■ Private brand product share in net sales (as of the end of June 2025)



■ Trend in sales of private brand products



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)

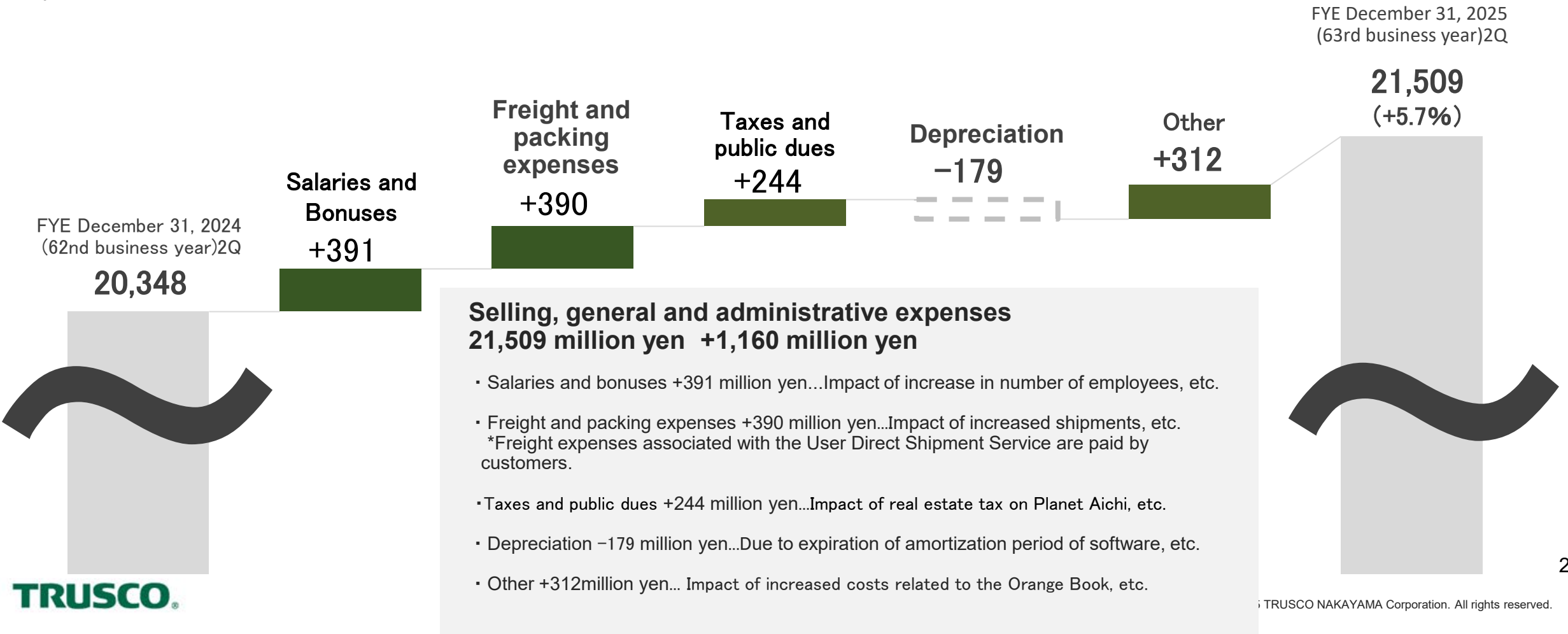
[Consolidated] Quarterly business performance and budget (cumulative)

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

(Unit: million yen) () QoQ change

Increases in salaries and bonuses due to an increase in the number of employees and increases in freight and packing expenses due to an increase in shipment volume.

On the other hand, selling, general, and administrative expenses increased by +5.7% QoQ due to a decrease in depreciation and amortization expenses.

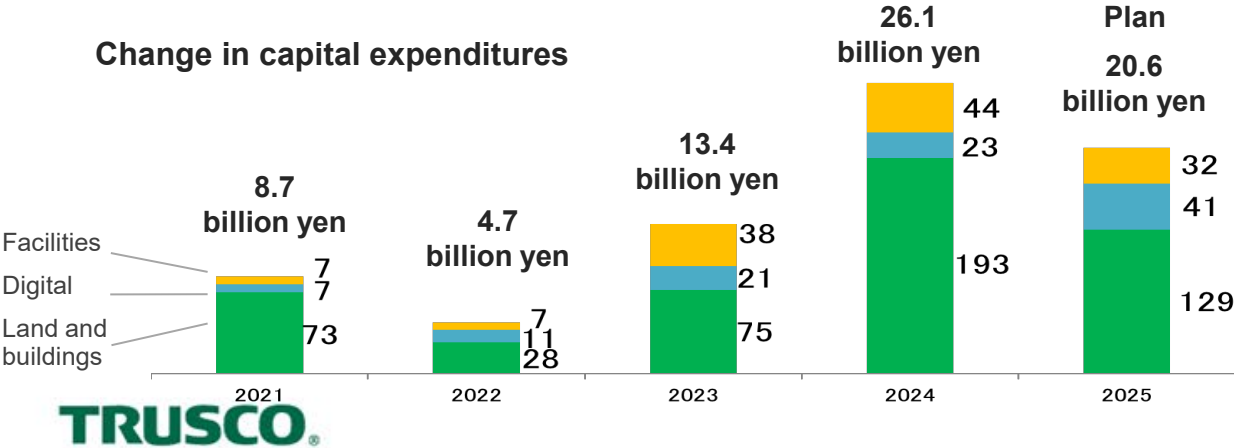


[Consolidated] Capital expenditures

Actual and major capital expenditures

(Unit: million yen)

Details of major capital expenditures in 2025		Investment Performance 2025 2Q	Investment Performance 2025 2Q Total	Investment Plan FY 2025 Total
Land And buildings	(1) Planet Niigata new construction (total investment: 16.6 billion yen)	5,336	Land and buildings 6,048	Land and buildings 12,984
	(2) Planet Aichi: New construction (total investment: 20 billion yen)	347		
	(3) Planet Saitama: Construction of a new tented warehouse (total investment: 900 million yen)	50		
	(4) Other	315		
Digital	(5) Strengthen the core system “Paradise” infrastructure (total investment: 2.2 billion yen)	726	Digital 1,568	Digital 4,199
	(6) Development of Various Software Applications	136		
	(7)Other	706		
Facilities	(8) Planet Aichi Logistics equipment (total investment: 10 billion yen)	953	Facilities 1,527	Facilities 3,287
	(9) Planet Saitama Logistics equipment (total investment: 200 million yen)	209		
	(10)Other	365		
(11)Capital expenditures			9,144	20,470



<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



[Role of Planet Aichi]	
(1) A base capable of holding 1 million items in stock	
(2) Strengthening logistics throughout the Tokai and western Japan regions	
(3) A key base for strengthening the “NIAWASE + U-choku” (assortment and direct shipping to users) function	
(4) Making U-choku (direct shipping to users) the industry standard for MRO material procurement	
[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]	May 2026 (planned)
[Total investment amount]	Land and buildings: Approximately 20,000 million yen, Facilities: Approximately 10,000 million yen

Planet Niigata



[Role of Planet Niigata]	
(1) Strengthening the delivery system for Home Center Route	
(2) Shipping center for large items for Factory Route	
(3) Stock center for goods purchased from overseas in bulk	
(4) Securing inventory for Niigata Branch	
[Location]	431-2 Matsuhashi-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 completion date]	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 (-1 day)			2nd Quarter (± 0day)			3rd Quarter (± 0day)			4th Quarter (-1 day)		
		Budget/ Actual results	Share	QoQ change	Budget/ Actual results	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	81,191	100.0	+ 11.3	85,575	100.0	+ 8.8
	Actual results	79,164	100.0	+10.1	79,068	100.0	+ 10.5	—	—	—	—	—	—
Gross profit	Budget	16,131	20.8	+8.9	16,287	20.8	+ 5.8	16,583	20.4	+ 12.6	17,682	20.7	+ 5.5
	Actual results	16,610	21.0	+12.1	16,723	21.2	+ 8.7	—	—	—	—	—	—
Selling, general and administrative expenses (SGA)	Budget	10,836	14.0	+10.4	11,276	14.4	+ 7.0	11,290	13.9	+ 9.5	11,770	13.8	+ 6.5
	Actual results	10,766	13.6	+9.7	10,742	13.6	+ 2.0	—	—	—	—	—	—
Operating income	Budget	5,295	6.8	+6.0	5,011	6.4	+ 3.2	5,292	6.5	+ 19.8	5,911	6.9	+ 3.5
	Actual results	5,843	7.4	+16.9	5,981	7.6	+ 23.2	—	—	—	—	—	—
Ordinary income	Budget	5,304	6.8	+4.7	5,016	6.4	+ 2.6	5,179	6.4	+ 18.3	5,856	6.8	+ 2.3
	Actual results	5,817	7.3	+14.8	5,898	7.5	+20.7	—	—	—	—	—	—
Quarterly / Interim / Current profit attributable to owners of parent	Budget	3,634	4.7	+3.5	3,440	4.4	+ 6.4	3,542	4.4	− 27.1	4,031	4.7	− 10.3
	Actual results	4,002	5.1	+13.9	3,982	5.0	+ 23.2	—	—	—	—	—	—

※ Regarding the budget, the 1st and 2nd quarters are finalized based on the initial budget, while the 3rd and 4th quarters are finalized according to the revised budget announced on August 12th, 2025.

[Consolidated] Quarterly business performance and budget (Cumulative)

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

(Unit: million yen,%)

		1st Quarter (-1 day)			2nd Quarter (-1 day)			3rd Quarter (-1 day)			Full year (-2 days)		
		Budget/ Actual results	Share	QoQ change	Budget/ Actual results	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	239,424	100.0	+10.6	325,000	100.0	+10.2
	Actual results	79,164	100.0	+10.1	158,233	100.0	+10.3	—	—	—	—	—	—
Gross profit	Budget	16,131	20.8	+8.9	32,418	20.8	+7.3	49,917	20.8	+11.1	67,600	20.8	+9.6
	Actual results	16,610	21.0	+12.1	33,334	21.1	+10.4	—	—	—	—	—	—
Selling, general and administrative	Budget	10,836	14.0	+10.4	22,112	14.2	+8.7	32,799	13.7	+7.0	44,570	13.7	+6.9
	Actual results	10,766	13.6	+9.7	21,509	13.6	+5.7	—	—	—	—	—	—
Operating income	Budget	5,295	6.8	+6.0	10,306	6.6	+4.6	17,117	7.1	+20.0	23,029	7.1	+15.3
	Actual results	5,843	7.4	+16.9	11,825	7.5	+20.0	—	—	—	—	—	—
Ordinary income	Budget	5,304	6.8	+4.7	10,320	6.6	+3.7	16,895	7.1	+17.9	22,752	7.0	+13.4
	Actual results	5,817	7.3	+14.8	11,716	7.4	+17.7	—	—	—	—	—	—
Quarterly / Interim / Current profit attributable to owners of parent	Budget	3,634	4.7	+3.5	7,074	4.5	+4.9	11,526	4.8	−0.7	15,557	4.8	−3.3
	Actual results	4,002	5.1	+13.9	7,984	5.0	+18.4	—	—	—	—	—	—

※ Regarding the budget, the 1st and 2nd quarters are finalized based on the initial budget, while the 3rd and 4th quarters are finalized according to the revised budget announced on August 12th, 2025.

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

In light of our first half results, we have revised our full-year budget upward.

We expect our efforts to improve customer convenience, including our inventory expansion strategy, logistics facility investments, and digital investments, to continue to drive performance growth in the second half, and have therefore raised our full-year sales budget by 10.2% year on year. Regarding selling and general administrative expenses, while an increase of approximately 500 million yen is expected due to a base pay increase implemented in July, we plan to maintain the initial budget by reviewing and controlling various expenses such as maintenance costs and consumables.

■ Plan for FYE December 2025 (63rd business year)

※This is the revised budget announced on August 12, 2025.

	Plan for FYE December 31, 2025 Initial budget(63nd business year) ※		Plan for FYE December 31, 2025 Revised budget(63nd business year) ※		
	Budget	Share	Budget	Share	Year-on-year change
Net sales	317,430 million yen	—	325,000 million yen	—	+10.2%
Gross profit	65,700 million yen	20.7%	67,600 million yen	20.8%	+9.6%
Selling, general and administrative expenses (SGA)	44,570 million yen	14.0%	44,570 million yen	13.7%	+6.9%
(Depreciation included in SGA)	5,767 million yen	1.8%	5,707 million yen	1.8%	-5.6%
Operating income	21,130 million yen	6.7%	23,029 million yen	7.1%	+15.3%
Ordinary income	21,170 million yen	6.7%	22,752 million yen	7.1%	+13.4%
Profit attributable to owners of parent	14,520 million yen	4.6%	15,557 million yen	4.8%	-3.3%
Dividend per share	55.50 yen	—	59.00 yen	—	+5.00 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, 2025 (63rd business year)		FYE December 31, 2025 (63rd business year)		
	budget	Share	budget	Share	YoY change
Factory route	210,483 million yen	66.3%	214,807 million yen	66.1%	+9.1%
e-business route	74,858 million yen	23.6%	77,775 million yen	23.9%	+14.1%
Home center route	28,665 million yen	9.0%	29,089 million yen	9.0%	+8.4%
Overseas route	3,424 million yen	1.1%	3,328 million yen	1.0%	+7.6%
Total	317,430 million yen	100.0%	325,000 million yen	100.0%	+10.2%

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 May 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.

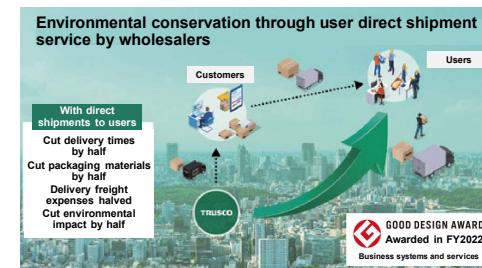
- 2025 direct shipments to users

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

30

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 + U-choku” (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 + U-choku” (assortment & direct delivery to users), ownership management, abolishing bills, rival partnership strategies, etc.

06

Various key indicators

Merchandise／Catalogs & Media

Logistics

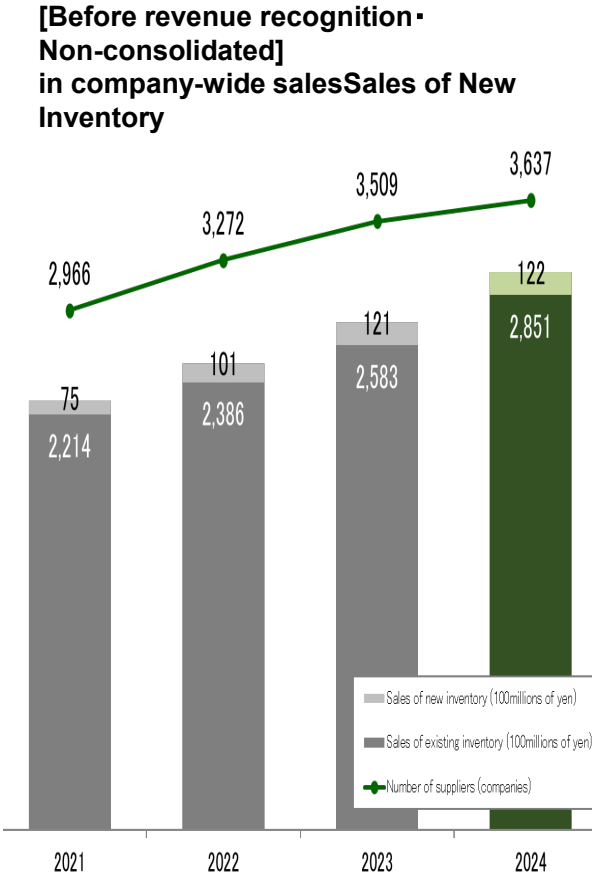
Sales

Digital

Human resources

Key indicators (Merchandise／Catalogs & Media)

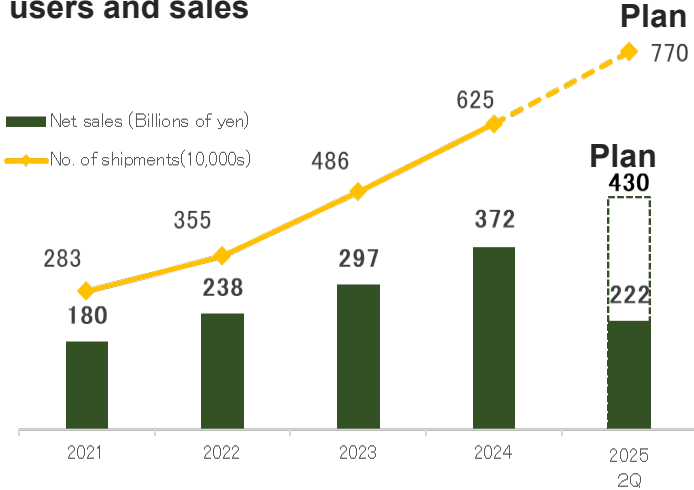
Key indicators		FYE December 31, 2024 (62nd business year)	FYE December 31, 2025 (63rd business year) Second Quarter	Plan for FYE December 31, 2025 (63rd business year)
Merchandise	Number of items in inventory [Non-consolidated]	611,708	610,871	640,000
	Inventories (100 million yen)	553	598	638
	Total number of suppliers(companies)	3,637	3,679	3,760
	Of these, number of overseas suppliers (companies)	353	362	373
	Private brand net sales (million yen)	50,478	26,279	54,000
	Private brand sales ratio(%)	17.1	16.6	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	4,045,235	5,000,000



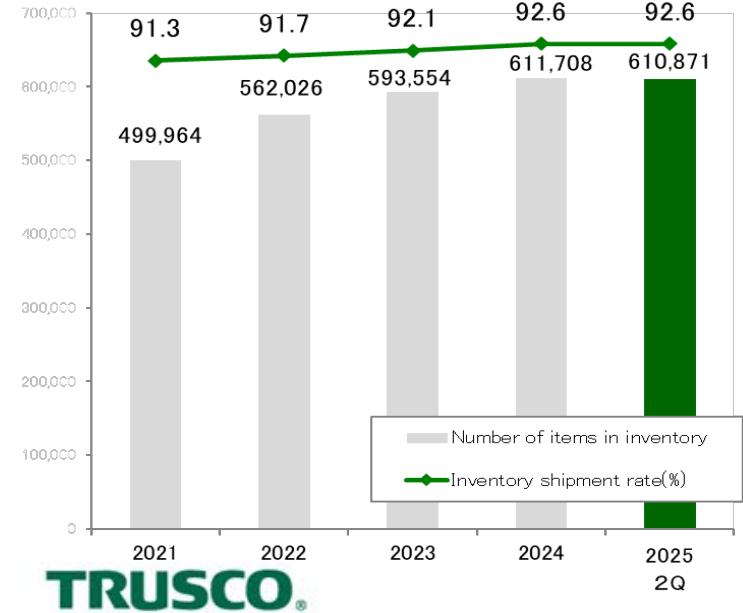
Key indicators (logistics)

Key indicators		FYE December 31, 2024 (62nd business year)	FYE December 31, 2025 (63rd business year) Second 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	367	770
	Revenue from direct shipments to end users(100 million yen)	372	222	430

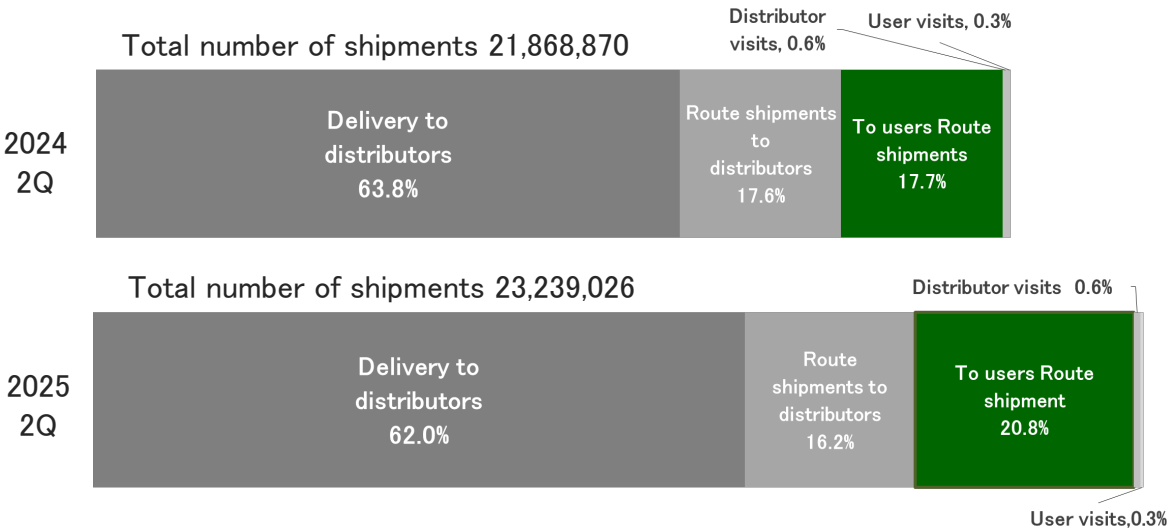
[Before revenue recognition
•Non-consolidated]
Changes in the number of direct delivery to
users and sales



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



Share by Delivery Category (by number of shipments)



-Advantages of U-choku

- 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) Second Quarter	Plan for FYE December 31, 2025 (63rd business year)
Logistics	Number of chartered vehicle deliveries	146	139	134
	Number of own company deliveries	132	140	146
	Rate of own company deliveries (%)	47.5	50.2	52.1
	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) Second 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)	139	-7
Own company delivery service	140	+8
Internal transportation service	35	±0
Chartered vehicle delivery service (contracted delivery service)	30	±0
Own company delivery service	5	±0
Delivery service and internal delivery service Total	314	+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 **50.2%**.

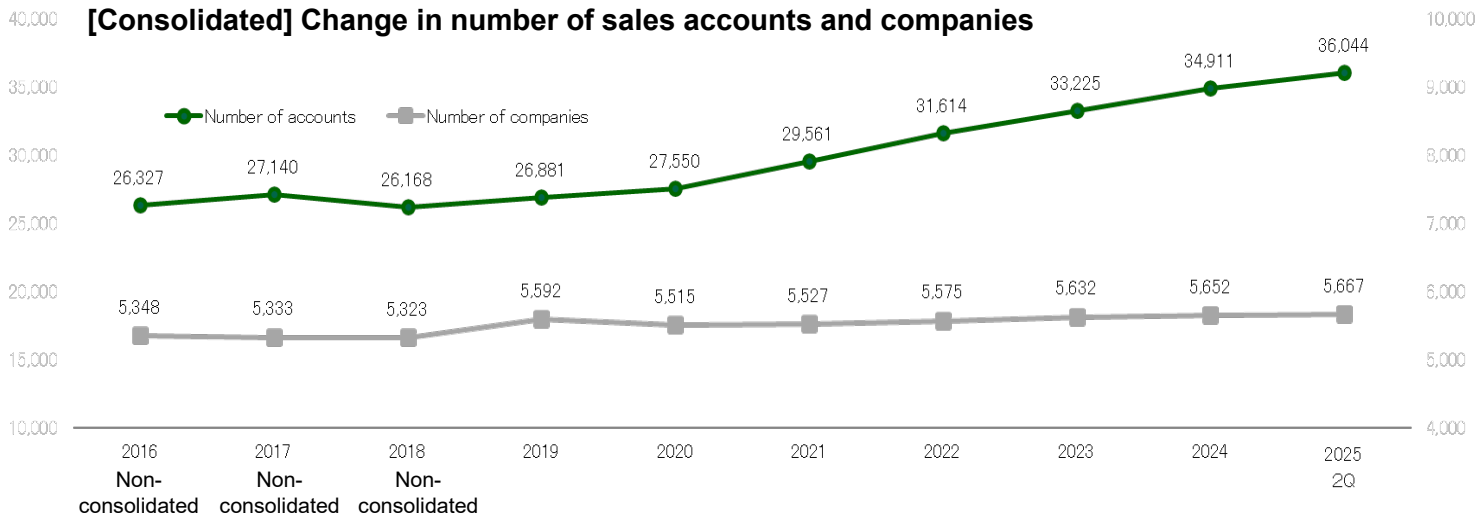
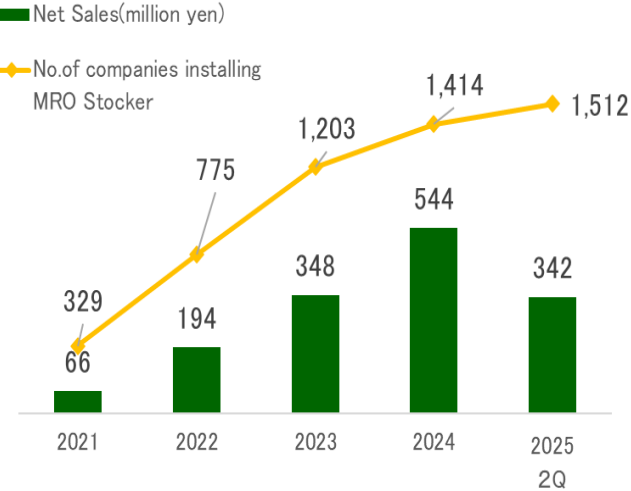
[Non-consolidated] Changes in inventory disposal and inventories

	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) Second Quarter	Plan for FYE December 31, 2025 (63rd business year)
Sales	Number of corporate clients	5,652	5,667	5,682
	No. of companies adopting MRO Stocker	1,414	1,512	1,615
	No. of companies connected to Orange Commerce	2,631	2,745	2,830

Trends in the number of MRO stockers installed and sales



– 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) Second Quarter	Plan for FYE December 31, 2025 (63rd business year)
Digital	System order rate (%) *1	88.0	88.0	88.5
	Rate of automated quotations (%) *2	30.1	30.6	31.5
	Rate of online quotation requests (%)	49.2	50.1	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 June 2025): 22.92 million

*2 Estimated total number of lines (January to June 2025): 4.81 million

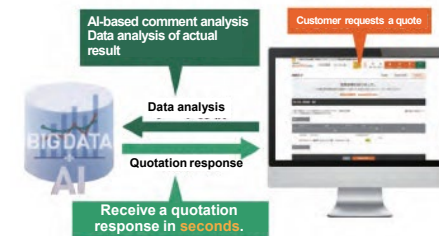
System order rate (as of the end of June 2025)

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	8,418	36.7	-1.6	66,698	42.2	-1.3
TRUSCO EDI Data linkage with distributor ordering system	5,988	26.1	+1.3	24,812	15.7	+0.6
Orange Commerce Linkage with users' purchasing system	720	3.1	+0.2	5,702	3.6	+0.3
EOS Home center electronic ordering system	5,036	22.0	±0.0	12,343	7.8	-0.2
Total	20,164	88.0	±0.0	109,556	69.4	-0.5

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 June 2025 (unit: persons)

	Female	Male	Total	QoQ change
Executives	1	10	11	-1
Executive officers	0	5	5	±0
Career (overseas and domestic)	184	413	597	+28
Digital career	1	1	2	+2
Logistics career	0	2	2	+1
Carrier (regional)	45	40	85	+35
Specialist	9	11	20	-2
Area	284	253	537	-26
Expert	1	0	1	±0
Logistics area	4	32	36	+3
Logistics	124	312	436	+50
Contract employees	1	56	57	+5
Overseas subsidiaries	27	25	52	+10
Seconded to health insurance association	2	0	2	±0
Seconded staff from the Nakayama Foundation	0	1	1	±0
Employee total	682	1,151	1,833	+106
Part-time employees	1,066	388	1,454	+38
Total	1,749	1,549	3,298	+143

TRUSCO Share of female employees: 37.2%, Number of female sales staff members: 43, Female employees in career-track positions: 33.7%
*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]

	2021		2022		2023		2024		2025 2Q	
	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	682	1,151
	1,632		1,639		1,661		1,709		1,833	
No. of incoming employees	26	25	47	51	59	64	59	84	81	87
	51		98		123		143		168	
No. of outgoing employees	45	45	39	44	49	49	26	69	17	25
	90		83		98		95		42	
Turnover ratio (%)	7.3	4.1	6.3	4.0	7.7	4.4	4.0	6.0	2.4	2.1
	5.2		4.8		5.6		5.3		2.2	

07

ESG Information

TRUSCO's "Gentleness for the Future" Project

Sustainability indicators

Relationship with society & corporate governance

Trusco's "Gentleness for the Future" Project

Trusco's "Gentleness for the Future" Project

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

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

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

"Gentleness for the Future" Basic Policy - TSV

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

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

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



Scan here for details

Sustainability indicators

CO₂ emissions (as of the end of 2024)

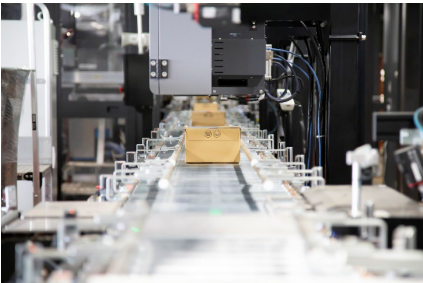
CO₂ emissions from fuel use (Scope 1) **2,329t-co₂** / CO₂ emissions from electricity use (Scope 2) **7,226t-co₂**

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















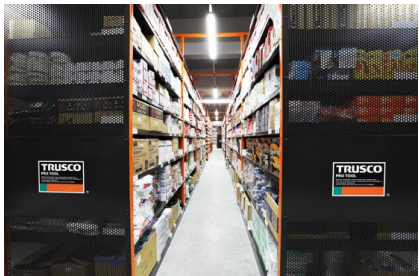
CO₂ emission reduction through various services:

Annual CO₂ emission reduction 16,901t-co₂



Workshop
Naojiro

	Reduction (t-co ₂)	Reduction calculation formula
NIAWASE + U-choku (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"

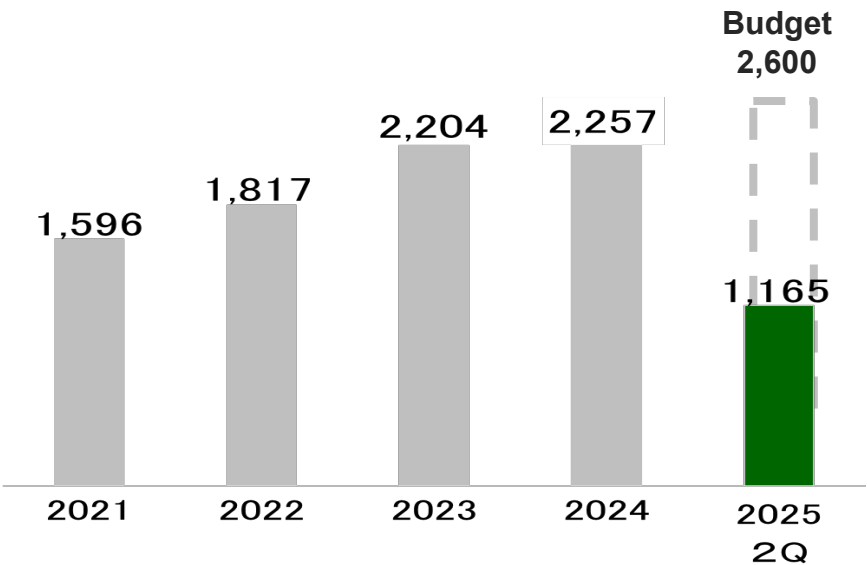
It is a service that maintains the safety and precision essential for pro tools, and aims to reduce the environmental impact and contribute to cost reduction by allowing familiar tools and equipment to be used for a long time. In January 2022, the Company will relaunch its Naojiro section to popularize 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				Market capitalization (100 million yen)
				Net sales (million yen)	YoY change	
Yuasa Trading Co., Ltd.	2025	March	Actual results	528,387	+0.3	1,039
Yamazen Corp.	2025	March	Actual results	516,126	+1.8	1,278
Trusco Nakayama Corp.	2024	December	Actual results	295,024	+10.0	1,454
Maruka Furusato Corp.	2024	December	Actual results	161,716	-6.5	599
Nichiden Corp.	2025	March	Actual results	134,771	+6.2	856
Sugimoto & Co., Ltd.	2025	March	Actual results	49,465	+6.1	409
Naito & Co., Ltd.	2025	February	Actual results	43,555	-1.2	72
Total of 7 companies		-		1,729,044	-	-

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)	YoY change	
Misumi Group Inc.	2025	March	Actual results	401,987	+9.3	6,249
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 August 12, 2025.
* Market capitalization is based on the closing price on July 31, 2025.