

TRUSCO[®]

The 64th Business Year Business Performance Data Analysis

FYE December 31, 2026 First Quarter

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TRUSCO[®]

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This document contains statements regarding future forecasts of business performance and business plans. Such statements are not guarantees of future performance and involve risks and uncertainties.

Please note that future performance may differ from the planned figures due to changes in the management environment and other factors. This document is for informational purposes only and the Company is under no obligation to update it with the latest information available at this time.

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	97 in total: 90 domestic bases: 2 head offices, 60 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	3,280 (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."

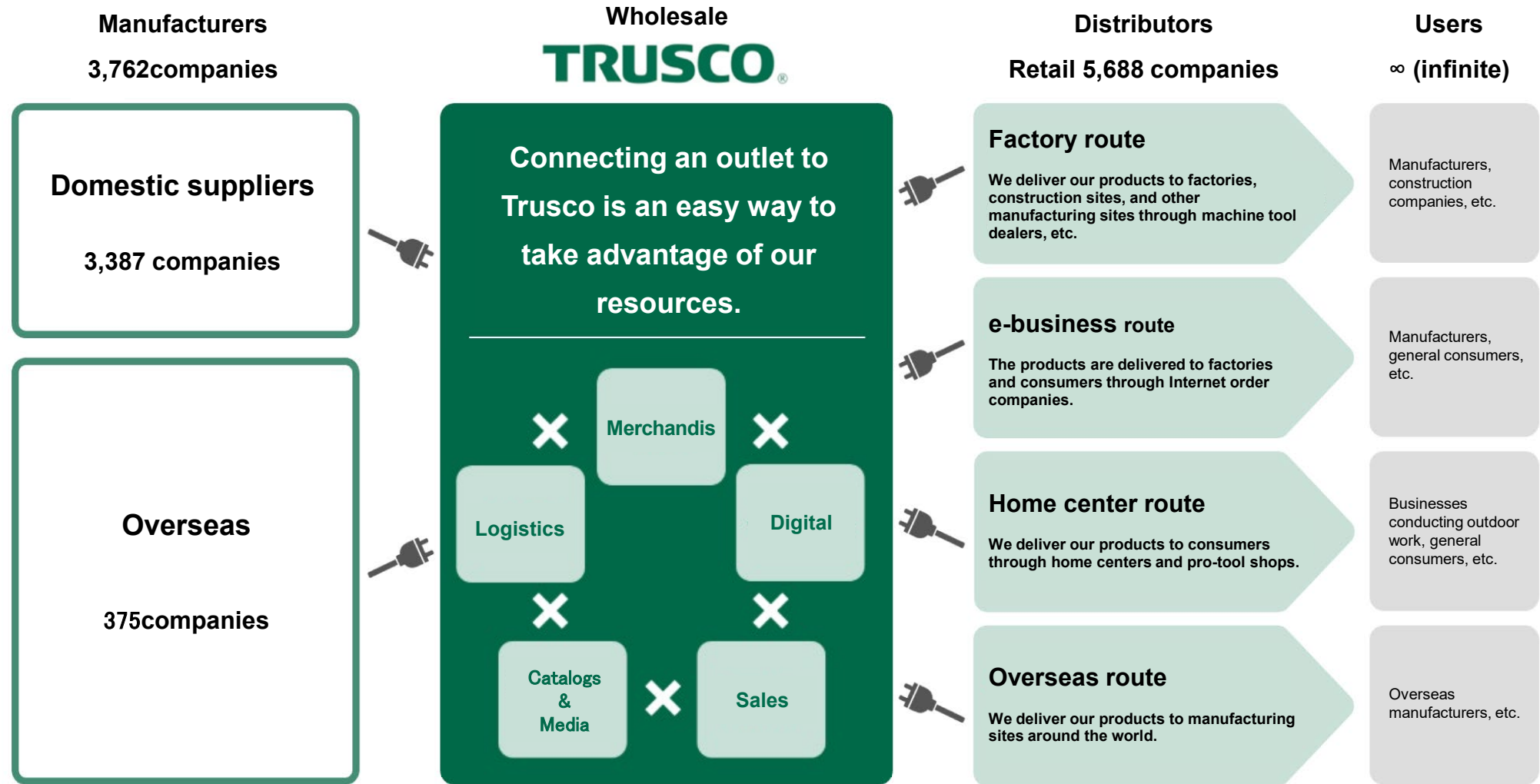
Corporate message

**“GAMBARE!!
JAPANESE MONODZUKURI”.**



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

Business flow



02

Company-wide Business Performance

Accounting highlights

[Consolidated] Business performance / plans

[Consolidated] Monthly sales

Accounting highlights

Actual result for FYE December 31,2026(64th business year) First Quarter results

Net Sales	86,961million yen (QoQ Change+9.8%)	Net sales expanded because of increased adoption of highly convenient services, particularly our “NIAWASE + U-CHOKU” (Order Consolidation + Direct Delivery Service). These services are enabled by the strategic integration of our extensive inventory of approximately 620,000 items, newly introduced logistics equipment, and digital technologies. Through this initiative, we have shortened delivery lead times, reduced customers’ delivery operations and shipping costs, and contributed to lowering environmental impact associated with transportation and packaging. This has accelerated the consolidation of distribution flows and supported sales growth.
Gross Profit	17,759million yen (QoQ Change+6.9%)	Gross profit grew due to higher sales. Inventory valuation gains from price revisions were approx. 400 million yen. *FY2025: Approx. 1,600 million yen (1Q: 600 million yen)
Selling, general and administrative expenses(SGA)	11,759million yen (QoQ Change+9.2%)	<ul style="list-style-type: none"> • Increase: Salaries and bonuses (+465 million yen) due to the base salary hike in July 2025, Freight and packing charges(+362 million yen) due to higher shipping volume. • Decrease: Taxes and dues (-194 million yen) due to the one-time real estate acquisition tax (256 million yen) for Planet Aichi recorded in the previous year.
Ordinary income	5,908million yen (QoQ Change+1.6%)	Net sales grew steadily. However, operating income rose +1.6% YoY, affected by a lower gross profit margin due to commercial flow consolidation and a lower PB product mix, as well as a decrease in inventory valuation gains.
Quarterly Net Income Attributable to Owners of the Parent	4,105million yen (QoQ Change+2.6%)	Net sales grew steadily. However, net income increased by +2.6% YoY, affected by a lower gross profit margin due to commercial flow consolidation and a lower PB product mix, as well as a decrease in inventory valuation gains

Prospects for FYE December 31,2026(64th business year)

	Budget	YoY	YoY Change
Net Sales	341,000million yen	+6.5%	+20,956million yen
Gross Profit	71,800million yen	+7.6%	+5,068million yen
Selling, general and administrative expenses(SGA)	50,080million yen	+14.0%	+6,165million yen
Ordinary Income	21,220million yen	-5.9%	-1,321million yen
Profit attributable to owners of parent	14,540million yen	-8.4%	-1,341million yen

Net sales are forecast at 341,000 million yen, driven by expanded shipping capacity from new logistics centers and enhanced customer convenience through our extensive inventory and advanced logistics technology.
Gross profit includes a planned inventory valuation gain of 1,000 million yen (-600 million yen YoY) as price revisions stabilize.
SGA expenses are expected to increase, primarily due to higher depreciation from new logistics centers and rising personnel costs following the July 2025 base salary hike.

[Consolidated] Business performance

	Actual results for FYE December 31, 2025 (63rd business year)			FYE December 31, 2026 (64th business year) First Quarter results				FYE December 31, 2026 (64th business year) Budget	
	Actual results	Share	YoY change	Actual results	Share	QoQ change	Change from budget	Budget	YoY change
Net sales	320,043million yen	–	+8.5%	86,961million yen	–	+9.8%	+2.0%	341,000million yen	+6.5%
Gross profit	66,731million yen	20.9%	+8.2%	17,759million yen	20.4%	+6.9%	–0.7%	71,800million yen	+7.6%
Selling, general and administrative expenses (SGA)	43,914million yen	13.7%	+5.3%	11,759million yen	13.5%	+9.2%	+0.4%	50,080million yen	+14.0%
(depreciation included in SGA)	5,552million yen	1.7%	–8.1%	1,483million yen	1.7%	+9.7%	–1.3%	8,310million yen	+49.7%
Operating income	22,816million yen	7.1%	+14.2%	6,000million yen	6.9%	+2.7%	–2.8%	21,720million yen	–4.8%
Ordinary income	22,541million yen	7.0%	+12.4%	5,908million yen	6.8%	+1.6%	–2.6%	21,220million yen	–5.9%
Current profit attributable to owners of parent	15,881million yen	5.0%	※1 –1.3%	4,105million yen	4.7%	+2.6%	–1.2%	14,540million yen	–8.4%
Current net income per share	240.84yen	–	–3.25yen	62.27yen	–	+1.58yen	–	220.50yen	–20.34yen
Dividend per share	60.00yen	–	+6.00yen	–	–	–	–	※2 58.50yen	–1.50yen
Private brand sales	51,945million yen	16.3%	+2.9%	13,548million yen	15.6%	+3.9%	–	55,050million yen	+6.0%
Capital expenditures	20,027million yen	–	–23.5%	4,428million yen	–	+19.2%	–	14,112million yen	–

*1 Decreased due to the absence of the 2,667 million yen extraordinary gain recorded in 2024 from the sale of the former Osaka Head Office.

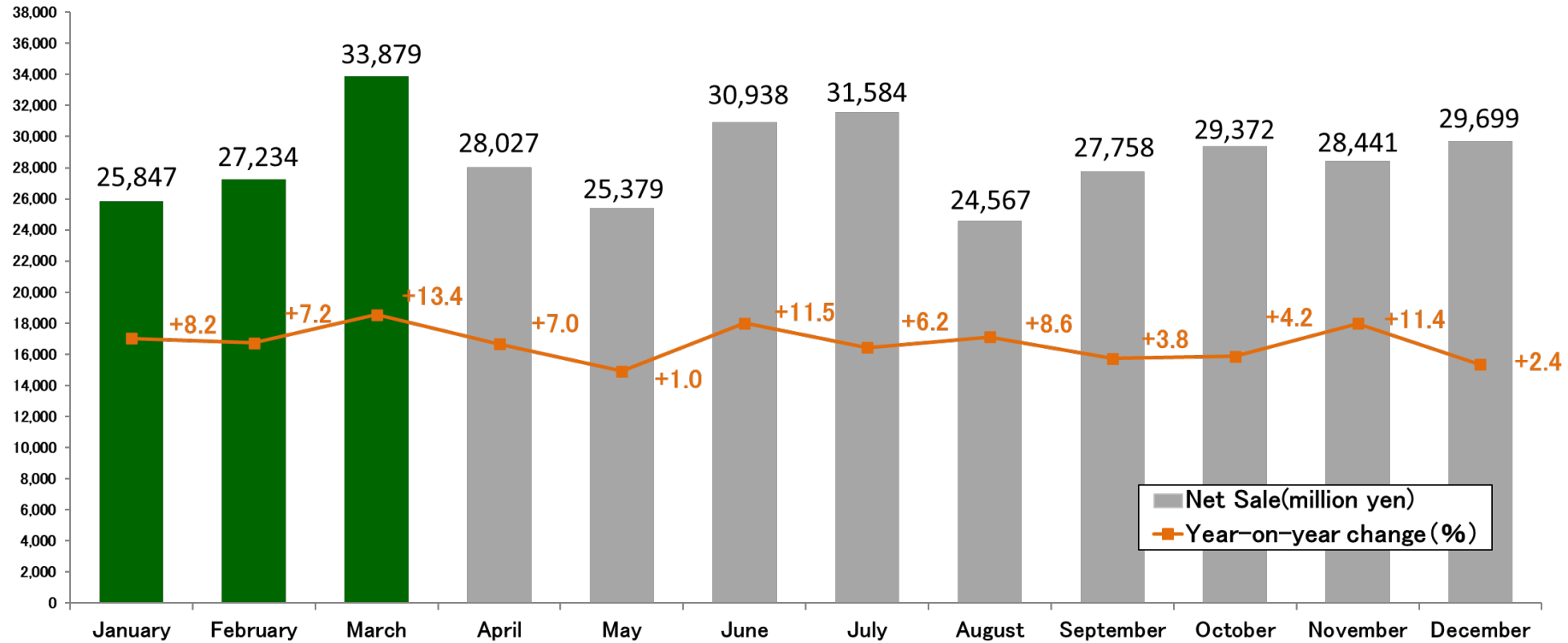
*2 The dividend plan for FY2026 includes an additional amount based on the "TRUSCO Good Dividend" policy (adding 10% of planned depreciation).

(Calculation: Planned depreciation of 8,310 million yen × 10% × 25% payout ratio ÷ Total shares issued = 3 yen added per share. The dividend payout ratio is expected to be 26.5%.)

[Consolidated] Monthly sales

FYE December 31, 2026 (64th 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)	1,360	1,513	1,613										-
Year-on-year change (%)	+ 8.2	+ 7.2	+ 8.0										-
Number of business days (days)	19	18	21	21	18	22	22	20	19	21	19	22	242
Year-on-year change (days)	±0	±0	+1	±0	-2	+1	±0	±0	-1	-1	+1	±0	-1

• Orders are constantly placed for consumables used in factories. As such, we place focus on the sales per day.
Our sales increase during the peak periods of March when many companies close their accounts.

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

Sales grew steadily in Factory and Home Center routes. In particular, the e-business route performed better than planned in 1Q, with its share of total sales exceeding 25%.

Sales route	Actual results for FYE December 31, 2025 (63rd business year)				Actual results for FYE December 31, 2026 (64rd business year) First Quarter					
	Net sales			Gross profit margin	Net sales				Gross profit margin	
	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	211,223million yen	66.0%	+7.2%	20.6%	56,957million yen	65.5%	+6.9%	+0.8%	20.0%	-0.6pt
e-business route	76,960million yen	24.0%	+12.9%	22.5%	22,012million yen	25.3%	+18.7%	+6.4%	22.4%	-0.1pt
Home center route	28,396million yen	8.9%	+5.9%	16.8%	7,130million yen	8.2%	+8.3%	-0.2%	16.3%	-0.5pt
Overseas route	3,463million yen	1.1%	+12.0%	35.2%	861million yen	1.0%	+14.7%	-0.3%	33.1%	-2.1pt
Total	320,043million yen	100.0%	+8.5%	20.9%	86,961million yen	100.0%	+9.8%	+2.0%	20.4%	-0.5pt

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

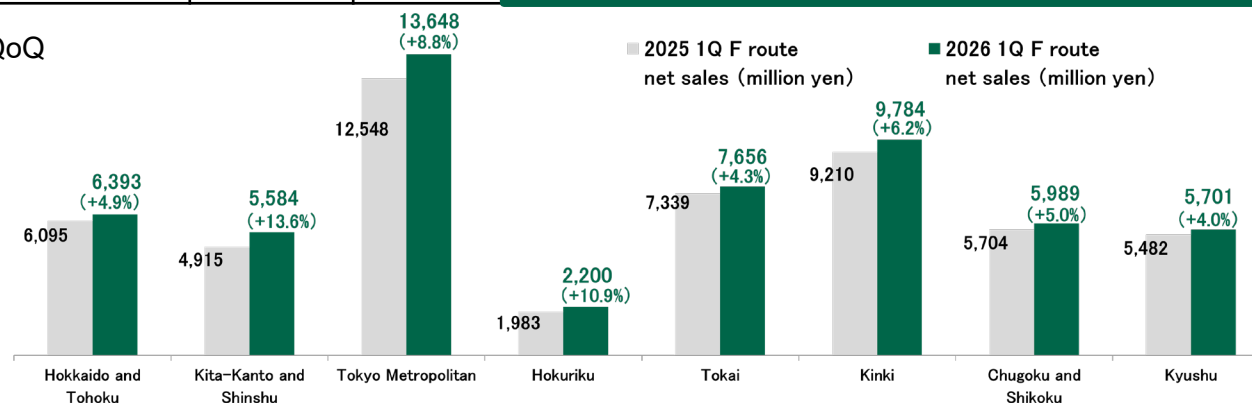
This route delivers products to manufacturing sites such as factories and construction sites through machine tool dealers and other channels. Amid a slight improvement in the manufacturing industry's business conditions, sales increased +6.9% year on year thanks to abundant inventory and various initiatives.

Sales route	Actual results for FYE December 31, 2025 (63rd business year)			Actual results for FYE December 31, 2026 (64th 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	100,898million yen	47.8%	21.0%	26,927million yen	47.3%	+5.5%	20.6%	-0.4pt
Dealers in welding materials	28,982million yen	13.7%	19.9%	7,669million yen	13.5%	+7.4%	19.2%	-0.7pt
Other manufacturing related (Physical chemical, conductor, packaging material dealers, etc.)	35,630million yen	16.9%	19.4%	9,632million yen	16.9%	+5.2%	19.0%	-0.4pt
Construction related	45,711million yen	21.6%	20.8%	12,727million yen	22.3%	+11.0%	20.0%	-0.8pt
Factory route total	211,223million yen	100.0%	20.6%	56,957million yen	100.0%	+6.9%	20.0%	-0.6pt

Points

- Enhanced convenience and consolidated commercial flows by strengthening inventory and logistics functions across 28 logistics centers and 30 stocking branches.
- Expanded “MRO Stocker” installations and promoted “U-kuru,” a pickup service for end-users.
- Gross profit declined due to commercial flow consolidation and a lower PB product mix.

Net Sales by Region ()QoQ



[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”(Order Consolidation + Direct Delivery Service), maintaining a product database of approximately 4.27 million items, and integrating systems, we have achieved shorter delivery times and improved delivery accuracy, resulting in a 18.7% increase in sales compared to the previous year.

Sales route	Actual results for FYE December 31, 2025 (63rd business year)			Actual results for FYE December 31, 2026 (64rd 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	59,295million yen	77.0%	21.4%	16,987million yen	77.2%	+21.4%	21.3%	-0.1pt
Companies participating in Orange Commerce (Trusco's electronic central purchasing system), MRO Stocker	17,664million yen	23.0%	26.3%	5,024million yen	22.8%	+10.3%	26.1%	-0.2pt
e-business route total	76,960million yen	100.0%	22.5%	22,012million yen	100.0%	+18.7%	22.4%	-0.1pt

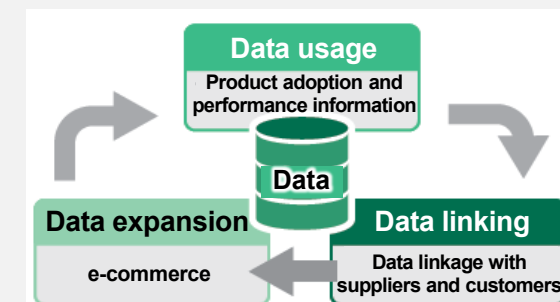
Points

- We strengthened our unique logistics services such as “NIAWASE + U-Choku”(Order Consolidation + Direct Delivery Service) 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 4.27 million items and the strengthening of system linkage.

- Gross profit margin declined by -0.1pt from the previous fiscal year-end, affected by commercial flow consolidation.

Sales composition by industry for mail-order companies

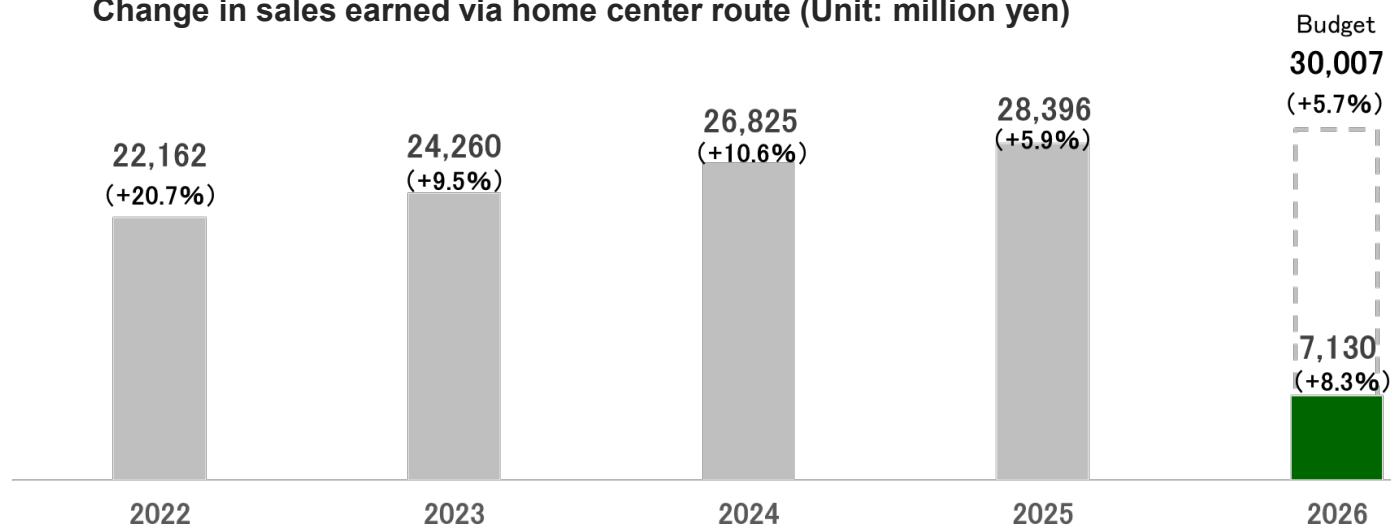


[Consolidated] Business performance by sales route: (Home center route)

This channel delivers products to general consumers and others through home centers and pro shops. By leveraging inventory and logistics facilities, we actively pursued proposals for store-based sales, e-commerce operations, and pro shops, resulting in 8.3% increase in sales compared to the previous period.

	Actual results for FYE December 31, 2025 (63rd business year)		Actual results for FYE December 31, 2026 (64th 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	28,396million yen	16.8%	7,130million yen	+8.3%	16.3%	-0.5pt

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



Points

- Strengthened merchandising proposals for "pro-shops" and other customers catering to professional craftspeople and industrial workers.
- Actively proposed services leveraging our 620,000-item inventory and logistics infrastructure to support Home Center customers' e-commerce expansion.
- Gross profit margin declined by -0.5 pt from the previous fiscal year-end due to commercial flow consolidation. We are working to improve margins by strengthening supplier partnerships and reviewing sales prices.

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

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

	Trusco NAKAYAMA CORPORATION (non-consolidated)				Trusco NAKAYAMA CORPORATION (THAILAND) LIMITED				Trusco NAKAYAMA CORPORATION (INDONESIA) LIMITED			
	Actual results for FYE December 31, 2026 (64th business year) First Quarter			Full year budget	Actual results for FYE December 31, 2026 (64th business year) First Quarter			Full year budget	Actual results for FYE December 31, 2026 (64th 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	86,736million yen	-	+9.8%	+6.5%	362million yen	-	+27.3%	+8.7%	169million yen	-	+2.9%	+17.9%
Gross profit	17,610million yen	20.3%	+7.0%	+7.7%	104million yen	28.8%	+34.5%	+3.1%	48million yen	28.8%	-5.7%	+21.4%
Selling, general and administrative expenses (SGA)	11,656million yen	13.4%	+9.1%	+14.1%	51million yen	14.1%	+15.0%	+3.7%	50million yen	30.0%	+23.3%	+5.3%
Depreciation included in SGA	1,464million yen	1.7%	+9.8%	+50.3%	5million yen	1.6%	+10.0%	+7.1%	13million yen	7.7%	+7.0%	+5.4%
Operating income	5,954million yen	6.9%	+3.1%	-4.6%	53million yen	14.7%	+60.7%	+2.2%	-2million yen	-1.2%	-	+82.0%
Ordinary income	5,859million yen	6.8%	+2.0%	-6.0%	53million yen	14.8%	+55.4%	-0.3%	1million yen	0.9%	-88.2%	+54.2%
Current (interim) net income	4,063million yen	4.7%	+3.1%	-8.7%	53million yen	14.8%	+55.4%	+1.0%	1million yen	0.9%	-88.3%	+37.9%

	Actual results for FYE December 31, 2026 (64th business year) First Quarter		
		Net sales	Gross profit
Business performance in other overseas regions (Philippines, China, South Korea, etc.)	Actual results	329million yen	75million yen
	Rate	-	23.0%
	YoY change	+9.2%	+6.4%

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, 2026 (64th 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	2,568	3.0	+12.5	16.3	6.Environmental safety equipment	Environmental safety equipment total	16,697	19.3	+13.6	21.2
	① Cutting tools	1,400	1.6	+18.5	12.0		㉔ Protective equipment	8,718	10.1	+15.6	22.8
	② Drilling and thread cutting tools	1,167	1.3	+6.0	21.4		㉕ Safety goods	3,559	4.1	+8.9	23.9
2.Production processing goods	Production processing goods total	6,410	7.4	+5.7	15.8	㉖ Environment improvement goods	753	0.9	+32.0	16.4	
	③ Measurement equipment	3,629	4.2	+6.3	15.2	㉗ Air conditioning goods	1,621	1.9	+21.5	14.5	
	④ Mechatronics	1,258	1.5	+8.4	16.1	㉘ Disaster and crime prevention goods	1,362	1.6	+18.2	17.3	
	⑤ Tools for machine tools	703	0.8	+6.7	23.2	㉙ Closets and exterior goods	682	0.8	-17.8	15.5	
	⑥ Electronic machinery	818	0.9	-1.2	11.5	7.Distribution and storage equipment	Distribution and storage equipment total	8,190	9.4	+5.2	21.7
3.Construction goods	Construction goods total	10,156	11.7	+9.9	20.6		㉚ Loading goods	2,427	2.8	+5.1	16.9
	⑦ Hydraulic tools	707	0.8	+10.6	10.0		㉛ Conveyors	299	0.3	+7.1	15.3
	⑧ Pumps	1,308	1.5	+18.3	15.6		㉜ Transportation goods	3,027	3.5	+5.0	21.4
	⑨ Welding equipment	883	1.0	+15.2	17.2		㉝ Containers and vessels	1,286	1.5	+9.4	28.4
	⑩ Painting and interior goods	866	1.0	+12.6	25.2	㉞ Steel shelves	1,149	1.3	+1.0	27.0	
⑪ Civil engineering and building goods	784	0.9	+3.7	16.2	8.Research management equipment	Research management equipment total	3,412	3.9	+10.8	20.7	
⑫ Ladders and stepladders	1,113	1.3	-1.3	20.8		㉟ Tool wagons	272	0.3	+11.7	28.4	
⑬ Piping and materials of electronic equipment	1,827	2.1	+18.1	22.2		㊱ Storage and management goods	399	0.5	+5.4	29.9	
⑭ Component, hardware, and building materials	2,664	3.1	+5.6	25.6		㊲ Work benches	435	0.5	+0.2	23.1	
4.Work supply	Work supply total	15,309	17.7	+10.2		21.5	㊳ Stainless goods	697	0.8	+13.3	17.0
	⑮ Cutting goods	449	0.5	+6.2	20.9	㊴ Research and development-related goods	1,607	1.9	+14.3	18.0	
	⑯ Grinding and polishing goods	2,146	2.5	+8.3	27.1	9.Office and housing facility equipment	Office and housing facility equipment total	8,961	10.3	+16.0	21.5
	⑰ Chemical products	8,323	9.6	+10.6	19.6		㊵ Cleaning utensils	2,320	2.7	+17.2	20.6
	⑱ Factory miscellaneous goods	1,384	1.6	+14.7	16.1		㊶ Stationery	1,285	1.5	+28.9	20.0
	⑲ Packing and binding goods	2,053	2.4	+11.1	29.4		㊷ Office miscellaneous goods	1,156	1.3	+18.7	25.7
⑳ Casters	952	1.1	+6.1	16.5	㊸ Electric appliances		1,472	1.7	+13.5	20.0	
5.Hand tool	Hand tool total	14,482	16.7	+5.3	18.2		㊹ OA business machinery	1,087	1.3	+21.0	20.4
	㉑ Electric power tools and accessories	4,566	5.3	+4.5	13.4	㊺ Office furniture	1,519	1.8	+2.9	23.2	
	㉒ Pneumatic tools and accessories	2,148	2.5	+6.7	17.5	㊻ Interior goods	119	0.1	+16.9	19.1	
	㉓ Tools for manual work	7,047	8.1	+5.0	20.5	㉜ Entire company	545	0.6	+23.2	41.1	
	㉔ Tool boxes	719	0.8	+9.3	26.7	10.Others					
Total								86,736	100.0	+9.8	20.3

Points

Environmental safety equipment:

QoQ change +13.6%

Safety goods: Sales of safety shoes increased due to new product launches. Masks and gloves also saw growth, driven by the situation in the Middle East. Air conditioning goods: Sales of summer-related products increased due to factors such as early orders.

Work supply:

QoQ change +10.2%

Chemical Products: Sales increased primarily influenced by the situation in the Middle East.

Office and housing facility equipment:

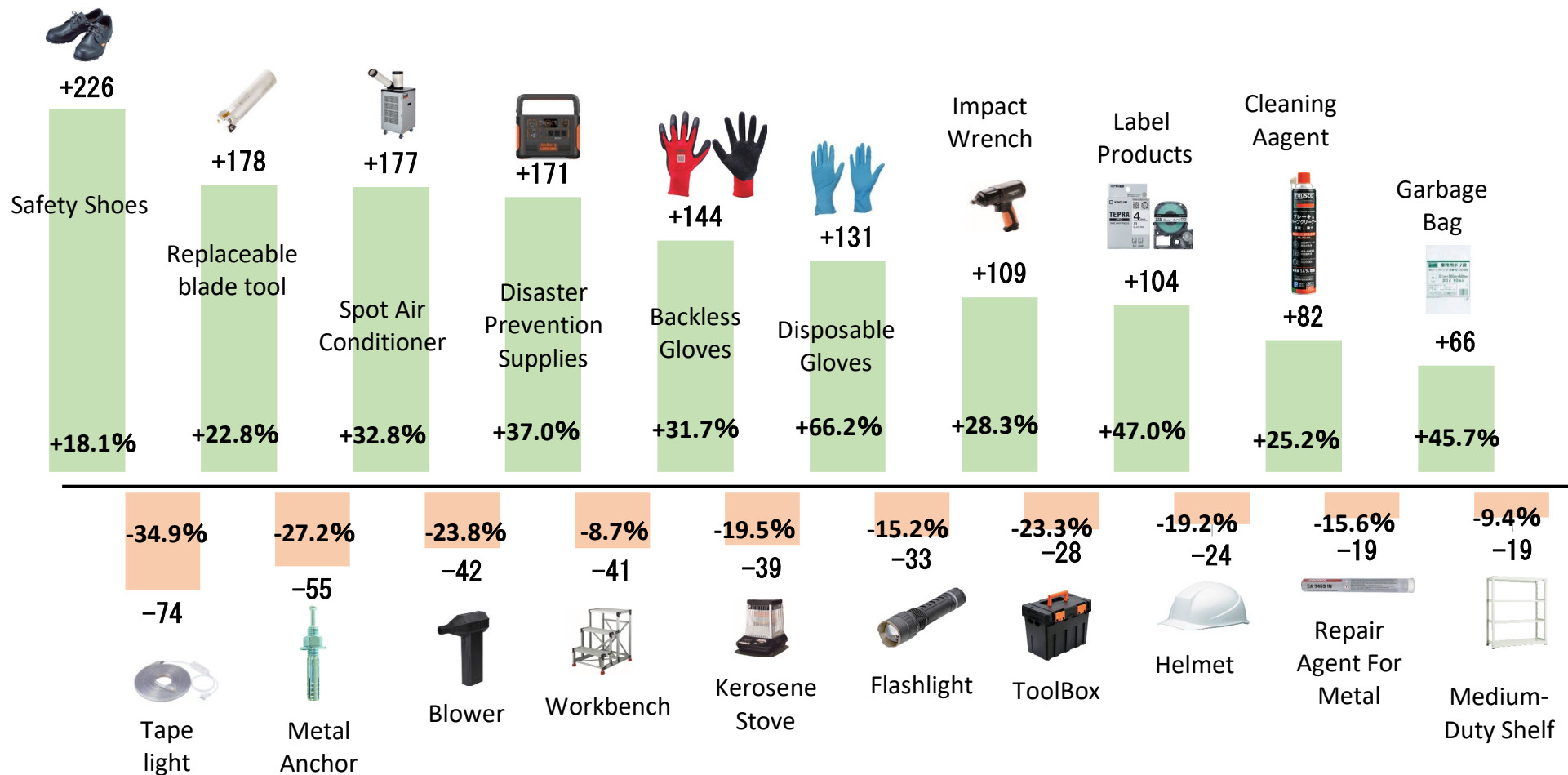
QoQ change +16.0%

Cleaning utensils: Sales increased, driven by the launch of new products.

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

FYE December 31, 2026 (64th business year) First Quarter

(Unit: million yen, %)



Points



Sales of safety shoes increased due to strategic inventory utilization. Disaster prevention supplies grew through enhanced sales promotions. Sales of replaceable blade tools rose, driven by advance purchases ahead of price revisions.



Tape light sales declined following the completion of large-scale projects in 2025. Demand for small blowers normalized as the initial surge from new product launches subsided.

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

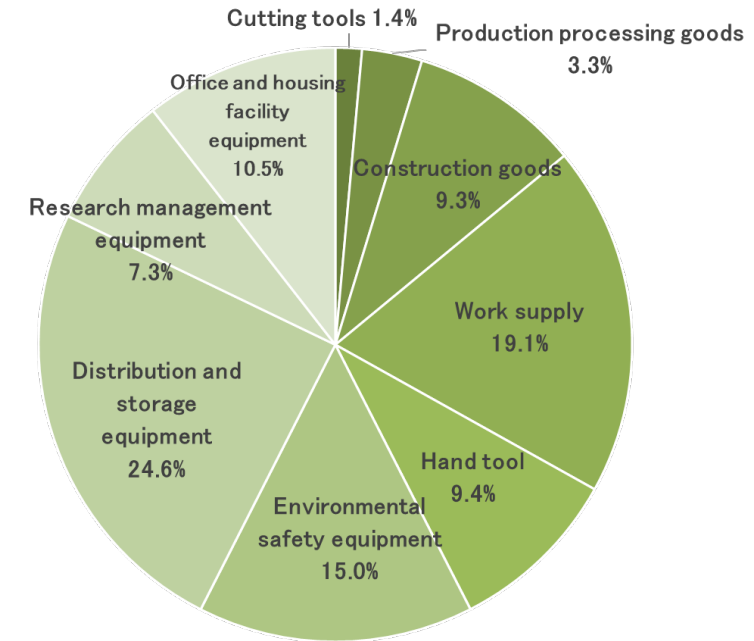
The development of our private brand "TRUSCO" takes longer than the expansion of our national brand product lineup, resulting in a declining sales composition ratio. However, we will continue to work on increasing sales through product enhancements.

Sales by sales route and category of goods

Unit (million yen)

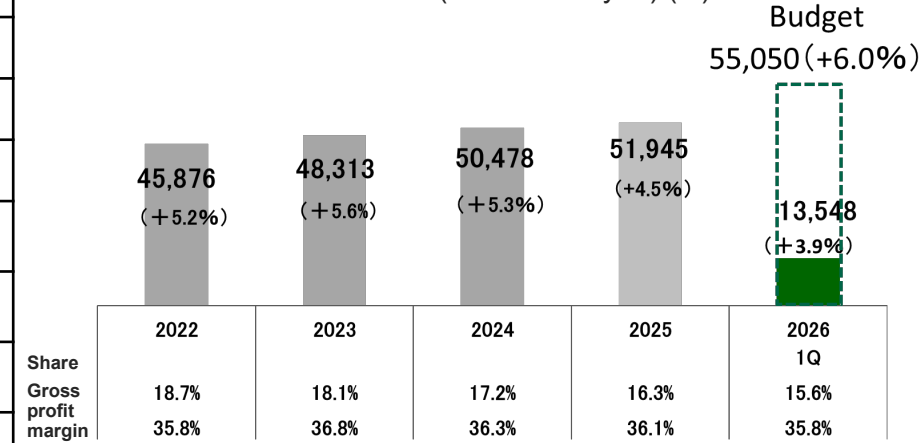
	Entire company		Factory		e-business		Home center	
	Share 15.6% Gross profit margin 35.8%		Share 16.0% Gross profit margin 36.5%		Share 18.3% Gross profit margin 34.9%		Share 4.5% Gross profit margin 25.5%	
	Net sales	QoQ change	Net sales	QoQ change	Net sales	QoQ change	Net sales	QoQ change
Total	13,548	+3.9%	9,111	+1.6%	4,029	+8.6%	320	+17.3%
Cutting tools	195	-1.1%	139	-2.9%	37	+10.2%	15	-6.1%
Production processing goods	443	-0.4%	291	-5.0%	140	+13.1%	4	-3.0%
Construction goods	1,261	+1.2%	792	-3.4%	426	+8.5%	33	+20.5%
Work supply	2,583	+8.1%	1,884	+5.0%	641	+15.3%	39	+81.4%
Hand tool	1,272	-1.3%	839	-4.3%	382	+5.8%	31	-4.3%
Environmental safety equipment	2,034	+5.0%	1,406	+2.6%	551	+7.7%	71	+47.9%
Distribution and storage equipment	3,336	+4.4%	2,201	+3.0%	1,007	+8.0%	110	-2.2%
Research management equipment	993	+2.9%	668	+5.1%	316	-0.9%	3	+69.2%
Office and housing facility equipment	1,428	+4.2%	887	+0.7%	527	+9.9%	10	+69.6%

Private brand product share in net sales



Trend in sales of private brand products

(unit: million yen) () QoQ



04

Financial and Other Performances

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

[Consolidated] Capital expenditures

Future capital investment plans

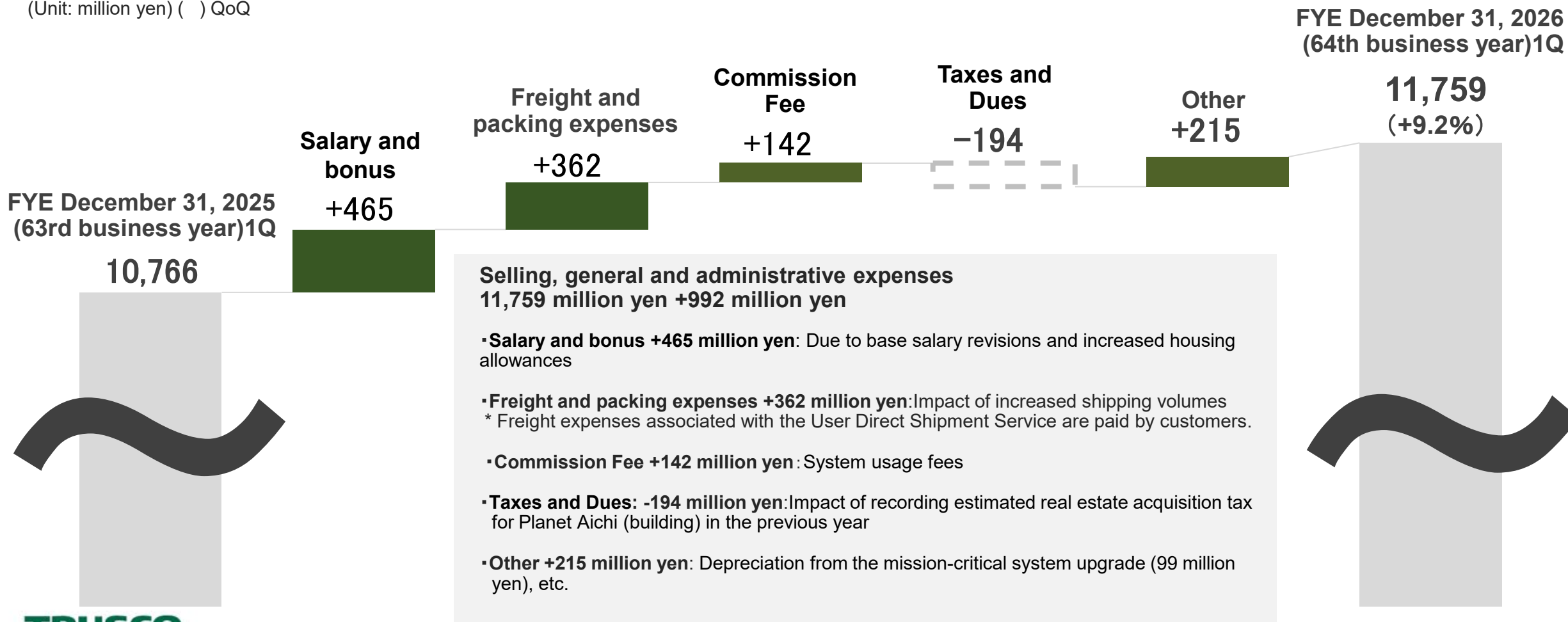
[Consolidated] Quarterly business performance and budget (quarterly)

[Consolidated] Quarterly business performance and budget (cumulative)

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

SGA expenses increased by +9.2% YoY. Personnel costs (salaries, bonuses, and benefits) rose due to the base salary hike in July 2025. Logistics costs (freight and packing) also increased with higher shipping volumes, while a decrease in taxes and dues partially offset these rises.

(Unit: million yen) () QoQ



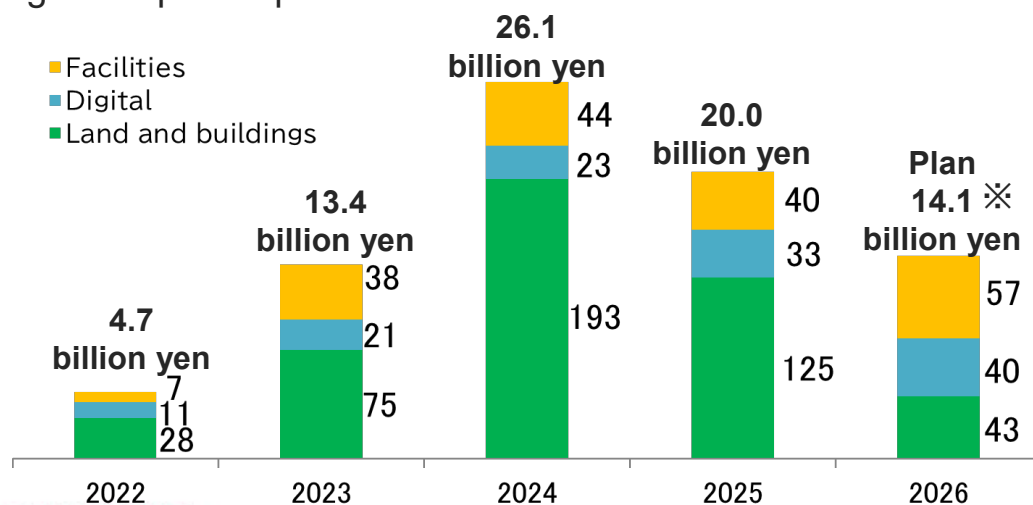
[Consolidated] Capital expenditures

(Unit: million yen)

Actual and major capital expenditures

Details of major capital expenditures in 2026		Investment Performance 2026 1Q	Total Investment Performance 2026 1Q	Investment Plan FY 2026 Total
Land and Buildings	①Planet Aichi Dormitory new construction (total investment:1,000 million yen)	310	Land and Buildings 369	Land and Buildings 4,324
	②Other	59		
Digital	③Data Platform Construction (total investment:800 million yen)	196	Digital 353	Digital 4,041
	④Logistics system "TRULOGIS" Infrastructure Upgrade (total investment:1,200 million yen)	134		
	⑤Other	23		
Facilities	⑥Planet Aichi Logistics Equipment & Facilities (total investment:10,000 million yen)	3,030	Facilities 3,695	Facilities 5,748
	⑦Other	665		
⑧Capital expenditures			4,419	※ 14,112

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 18,600 million yen) in 2026, is expected to be approximately JPY 10,000 million yen in 2027.

※Capital expenditures have been revised from the original plan at the beginning of the period.

Future capital investment plans

Planet Aichi



[Role of Planet Aichi]

- (1) A base capable of holding more than 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”
(Order Consolidation + Direct Delivery Service)

[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]	89,162 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 18 2026 (planned)
[Total investment amount]	Land and buildings: Approximately 20,000 million yen, Facilities: Approximately 10,000 million yen

HC East Japan Distribution Center



[Role of HC East Japan Distribution Center]

- (1) Strengthening the delivery system for Home Center Route
- (2) Stock center for goods purchased from overseas in bulk
- (3) 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]	April 2026
[Shipping start]	August 2026 (planned)
[Total investment amount]	Land and buildings: Approximately 17,200 million yen, Facilities: Approximately 1,400 million yen

[Consolidated] Quarterly business performance and budget (Quarterly)

FYE December 31, 2026 (64th business year) [Quarterly]

(Unit: million yen,%)

		1st Quarter (+1 day)			2nd Quarter (-1 day)			3rd Quarter (-1day)			4th Quarter (±0 day)		
		Budget	Share	QoQ change	Budget	Share	QoQ change	Budget	Share	QoQ change	Budget	Share	QoQ change
Net sales	Budget	85,235	100.0	+7.7	84,344	100.0	+ 6.7	83,909	100.0	+ 6.1	87,512	100.0	+ 5.8
	Actual results	86,961	100.0	+9.8	-	-	-	-	-	-	-	-	-
Gross profit	Budget	17,882	21.0	+7.7	17,950	21.3	+ 7.3	17,553	20.9	+ 7.1	18,415	21.0	+ 8.3
	Actual results	17,759	20.4	+6.9	-	-	-	-	-	-	-	-	-
Selling, general and administrative expenses (SGA)	Budget	11,711	13.7	+8.8	12,474	14.8	+ 16.1	12,887	15.4	+ 16.5	13,008	14.9	+ 14.6
	Actual results	11,759	13.5	+9.2	-	-	-	-	-	-	-	-	-
Operating income	Budget	6,171	7.2	+5.6	5,476	6.5	- 8.5	4,666	5.6	- 12.4	5,407	6.2	- 4.5
	Actual results	6,000	6.9	+2.7	-	-	-	-	-	-	-	-	-
Ordinary income	Budget	6,066	7.1	+4.3	5,337	6.3	- 9.5	4,511	5.4	- 14.0	5,306	6.1	- 5.0
	Actual results	5,908	6.8	+1.6	-	-	-	-	-	-	-	-	-
Quarterly / Interim / Current profit attributable to owners of parent	Budget	4,157	4.9	+3.9	3,648	4.3	- 8.4	3,098	3.7	- 14.1	3,637	4.2	- 15.3
	Actual results	4,105	4.7	+2.6	-	-	-	-	-	-	-	-	-

The full-year budget remains unchanged; however, we have made minor adjustments to the quarterly net income figures.

[Consolidated] Quarterly business performance and budget (Cumulative)

FYE December 31, 2026 (64th business year) [Cumulative]

(Unit: million yen,%)

		1st Quarter (+1 day)			2nd Quarter (±0 day)			3rd Quarter (-1 day)			Full year (-1 days)		
		Budget	Share	QoQ change	Budget	Share	QoQ change	Budget	Share	QoQ change	Budget	Share	YoY change
Net sales	Budget	85,235	100.0	+7.7	169,579	100.0	+7.2	253,488	100.0	+6.8	341,000	100.0	+6.5
	Actual results	86,961	100.0	+9.8	-	-	-	-	-	-	-	-	-
Gross profit	Budget	17,882	21.0	+7.7	35,832	21.1	+7.5	53,385	21.1	+7.4	71,800	21.1	+7.6
	Actual results	17,759	20.4	+6.9	-	-	-	-	-	-	-	-	-
Selling, general and administrative	Budget	11,711	13.7	+8.8	24,185	14.3	+12.4	37,072	14.6	+13.8	50,080	14.7	+14.0
	Actual results	11,759	13.5	+9.2	-	-	-	-	-	-	-	-	-
Operating income	Budget	6,171	7.2	+5.6	11,647	6.9	-1.5	16,313	6.4	-4.9	21,720	6.4	-4.8
	Actual results	6,000	6.9	+2.7	-	-	-	-	-	-	-	-	-
Ordinary income	Budget	6,066	7.1	+4.3	11,403	6.7	-2.7	15,914	6.3	-6.2	21,220	6.2	-5.9
	Actual results	5,908	6.8	+1.6	-	-	-	-	-	-	-	-	-
Quarterly / Interim / Current profit attributable to owners of parent	Budget	4,157	4.9	+3.9	7,805	4.6	-2.2	10,903	4.3	-5.9	14,540	4.3	-8.4
	Actual results	4,105	4.7	+2.6	-	-	-	-	-	-	-	-	-

The full-year budget remains unchanged; however, we have made minor adjustments to the quarterly net income figures.

05

Management Plan

[Consolidated] Full-year Management plan for the 64th business year

[Consolidated] 64th Business Year Management plan by sales route

Business Forecast

Vision

- Medium-term management ability targets -

[Consolidated] Full-year Management plan for the 64th business year

Net sales are forecast at 340,000 million yen, driven by expanded shipping capacity from new logistics centers and enhanced customer convenience through our extensive inventory and advanced logistics technology.

Gross profit includes a planned inventory valuation gain of 1,000 million yen (- 600 million yen YoY) as price revisions stabilize.

SGA expenses are expected to increase, primarily due to higher depreciation from new logistics centers and rising personnel costs following the July 2025 base salary hike.

Plan for FYE December 2026 (64th business year)

	FYE December 31, 2025 (63rd business year)		FYE December 31, 2026(64th business year)		
	results	Share	Budget	Share	Year-on-year change
Net sales	320,043 million yen	—	341,000 million yen	—	+6.5%
Gross profit	66,731 million yen	20.9%	71,800 million yen	21.1%	+7.6%
Selling, general and administrative expenses (SGA)	439,14 million yen	13.7%	50,080 million yen	14.7%	+14.0%
(Depreciation included in SGA)	5,552 million yen	1.7%	8,310 million yen	2.4%	+49.7%
Operating income	22,816 million yen	7.1%	21,720 million yen	6.4%	-4.8%
Ordinary income	22,541 million yen	7.0%	21,220 million yen	6.2%	-5.9%
Profit attributable to owners of parent	15,881 million yen	5.0%	14,540 million yen	4.3%	-8.4%
Dividend per share	60.00 yen	—	※ 58.50 yen	—	-1.50 yen

※The dividend plan for the 64th fiscal year (2026) includes an additional amount based on our unique "TRUSCO Good Dividend" policy, which adds 10% of the planned depreciation expense to the dividend pool.

(Planned depreciation of 8,310 million yen*10%*25% payout ratio/Total number of shares issued= 3 yen added per share. The consolidated dividend payout ratio is expected to be 26.5%.)

[Consolidated] 64th Business Year Management plan by sales route

Plans by sales route for the fiscal year ending December 2026(64th business year)

	FYE December 31, 2025 (63rd business year)		FYE December 31, 2026(64th business year)		
	results	Share	budget	Share	Year-on-year change
Factory route	211,223 million yen	66.0%	223,540 million yen	65.5%	+5.8%
e-business route	76,960 million yen	24.0%	83,529 million yen	24.5%	+8.5%
Home center route	28,396 million yen	8.9%	30,007 million yen	8.8%	+5.7%
Overseas route	3,463 million yen	1.1%	3,924 million yen	1.2%	+13.3%
Total	320,043 million yen	100.0%	341,000 million yen	100.0%	+6.5%

◆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.

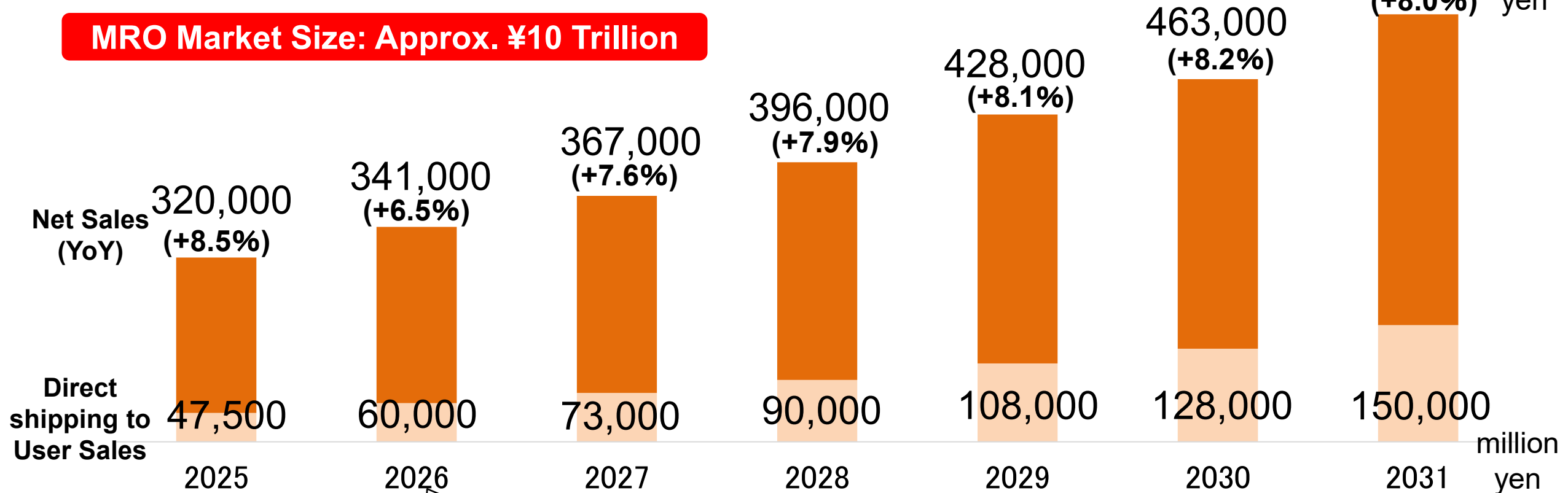
Business Forecast

Our Projected Sales Growth (Reference)

MRO Market Size: Approx. ¥10 Trillion

5years ago

500,000 million yen
(+8.0%)



Planet Aichi and HC East Japan Distribution Center Starts Operations

Planet Nagano Starts Operations

Direct Shipping to User Sales Ratio: Approx. 30%²⁸



Vision - Medium-term management ability targets -

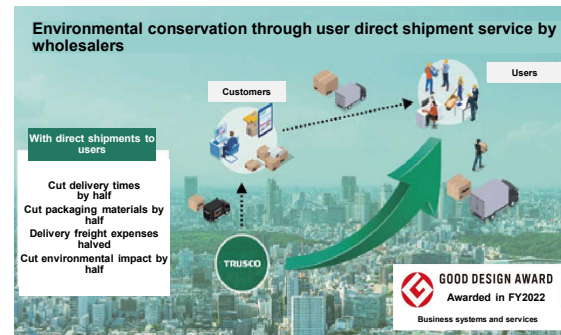
1. We want to be a company that stocks over 1 million items by 2030.

• We aim to stock over one million items by 2030. While we had 620,000 items at the end of 2025, our new "Planet Aichi" center will go live in July 2026, providing the capacity to hold over 1 million items.



2. We want to make direct-to-user delivery by wholesalers the industry standard.

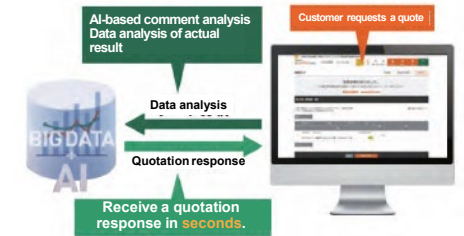
• This model cuts lead times, packaging, freight costs, and environmental impact by half.
• Supported by 12 "I-Pack®" lines at 7 locations, our "U-choku" service reached 47.5 billion yen in sales and 8.48 million units in 2025.



TRUSCO

3. We want to increase the usage rate of our "Sokuto Meijin" AI estimation system to 50%.

• To instantly process 38,000 daily requests, we launched "Sokuto Meijin" in 2020.
• It delivers automated answers in as little as 5 seconds, reaching a 30.5% automation rate by the end of 2025.



4. We want to raise our system-based order rate to 95%.

• Driven by digital tools and stock expansion, our system order rate reached 88.6% in 2025.
• We will hit 95% by further expanding inventory and enhancing system integrations with our customers.

5. We want to be a company that can take orders 24/7 and ship 365 days a year.

• Since 2019, TRUSCO Orange Book.Com has accepted orders 24/7.
• We currently ship every day except Sundays and are working toward our goal of full 365-day shipping operations.

All figures are FY 2025 actual results

Vision - Medium-term management ability targets -

6. We want to be a platformer that supports the foundation of Japanese manufacturing.

- Based on our belief that "immediate delivery is the ultimate service," we offer diverse delivery models like "MRO Stocker" (on-site tool supply) and "U-Kuru" (customer pickup).
- MRO Stocker achieves the ultimate delivery with no lead time, no ordering, and no inventory management.



7. We want to be a company where employees can work comfortably and stably for the long term.

- Instead of "struggling until retirement," we aim for an environment where employees find themselves having worked until retirement naturally.
- In 2025, we raised retirement ages to 68 for full-time staff, 73 for extended employment, and 78 for part-time workers.

8. We want to be a company without any errors in our operations.

- Since product shortages are the primary cause of delays, we use our "ZAICON3" system to predict and manage stock based on sales data.
- Through advanced logistics, we have reduced mis-shipments to just 0.024%—(one error in approximately 4,176 lines.)

9. We want to be a company that can be of help in times of emergency.

- We are strengthening our BCP capabilities through our extensive national inventory, emergency logistics systems, in-house equipment, and disaster-resilient buildings.
- We have signed or agreed to disaster recovery partnerships with 36 local governments in 11 prefectures and 25 municipalities (as of February 2026).



10. We want to be a company filled with smiles and innovative thinking.

- As the latest entrant in the industry, we operate with "out-of-the-box" thinking.
- We make decisions based on our "Syusha-Zen-Taku" (selecting the good) principle to promote unique services.
- We believe that business growth is essential to ensuring a company filled with smiles.

06

Various key indicators

Merchandise / Catalogs & Media

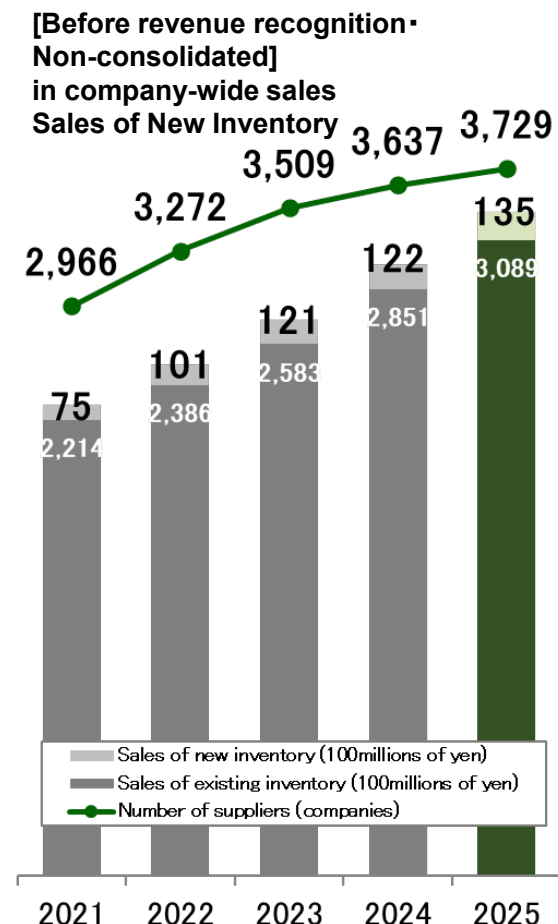
Logistics

Sales

Digital

Key indicators (Merchandise/Catalogs & Media)

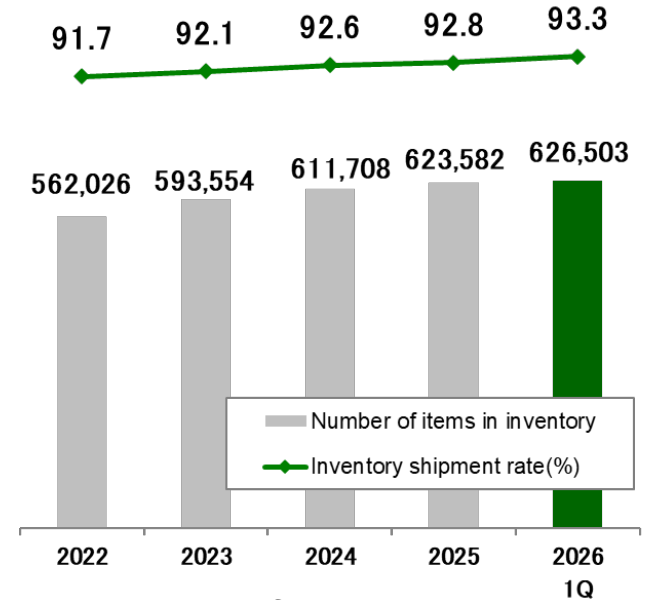
Key indicators		FYE December 31, 2025 (63rd business year)	FYE December 31, 2026 (64th business year) First Quarter	Plan for FYE December 31, 2026 (64th business year)
Merchandise	Number of items in inventory [Non-consolidated]	623,582	626,503	643,582
	Inventories (100 million yen)	681	709	790
	Total number of suppliers(companies)	3,729	3,762	3,829
	Of these, number of overseas suppliers (companies)	368	375	388
	Private brand net sales (million yen)	51,945	13,548	55,050
	Private brand sales ratio(%)	16.3	15.6	16.1
Catalog Media	Number of items listed in Trusco Orange Book (Items)	453,000	453,000	460,000
	Number of items listed on Trusco Orange Book.Com (Free site) (Items)	4,185,878	4,275,574	4,500,000



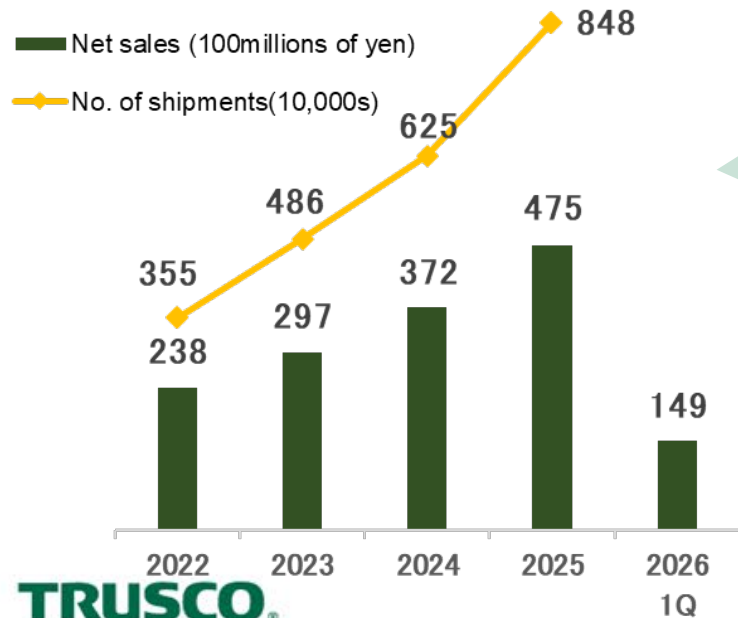
Key indicators (Logistics)

Key indicators		FYE December 31, 2025 (63rd business year)	FYE December 31, 2026 (64th business year) First Quarter	Plan for FYE December 31, 2026 (64th business year)
Logistics	Inventory shipment rate (%)	92.8	93.3	93.0
	Number of direct shipments to users (10,000s)	848	272	1,130
	Revenue from direct shipments to end users (100 million yen)	475	149	600

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



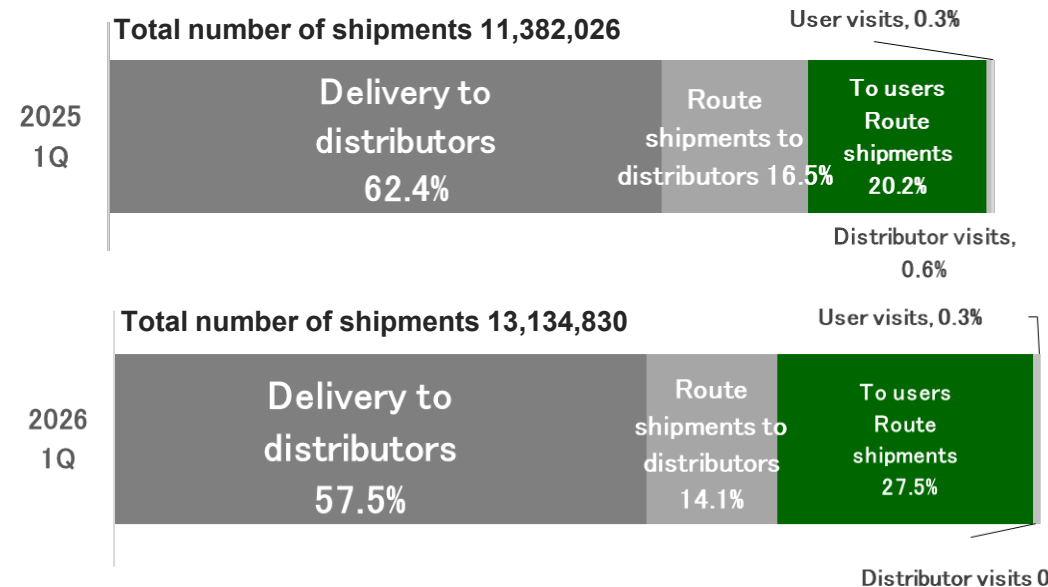
[Before revenue recognition • Non-consolidated]
Changes in the number of direct delivery to users and sales



-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®/BOS-Line
[High-speed automated packaging and shipping line]
 Shipping capacity: 720 cs/h per line, approx. 72 workers
 I-Pack introduced to: Tohoku, Saitama (3 lines), Higashi Kanto, Tokai, Aichi (4 lines), Osaka, Kyushu **Total: 12 lines**

Share by Delivery Category (by number of shipments)



Key indicators (Logistics)

Key indicators		FYE December 31, 2025 (63rd business year)	FYE December 31, 2026 (64th business year) First Quarter	Plan for FYE December 31, 2026(64th business year)
Logistics	Number of chartered vehicle deliveries	136	137	128
	Number of own company deliveries	143	143	151
	Rate of own company deliveries (%)	51.3	51.1	54.1
	Labor cost per shipment line(yen)	162.3	—	152.0

Delivery service and internal transportation service: Number of units:

FYE December 31, 2026 (64th business year) First Quarter

	No. of units	Change from the end of previous fiscal year
Total number of deliveries	280	+1
Chartered vehicle delivery service (contracted delivery service)	137	+1
Own company delivery service	143	±0
Internal transportation service	34	±0
Chartered vehicle delivery service (contracted delivery service)	29	±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 51.1%.

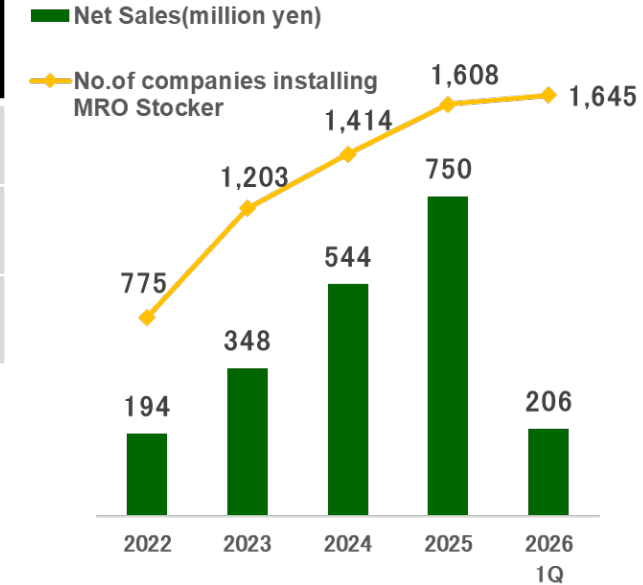
[Non-consolidated] Changes in inventory disposal and inventories

	2021	2022	2023	2024	2025
Inventory disposal (million yen)	55	65	67	77	66
Inventories (100 million yen)	416	441	494	538	665
Disposal rate (%)	0.13	0.15	0.14	0.14	0.10

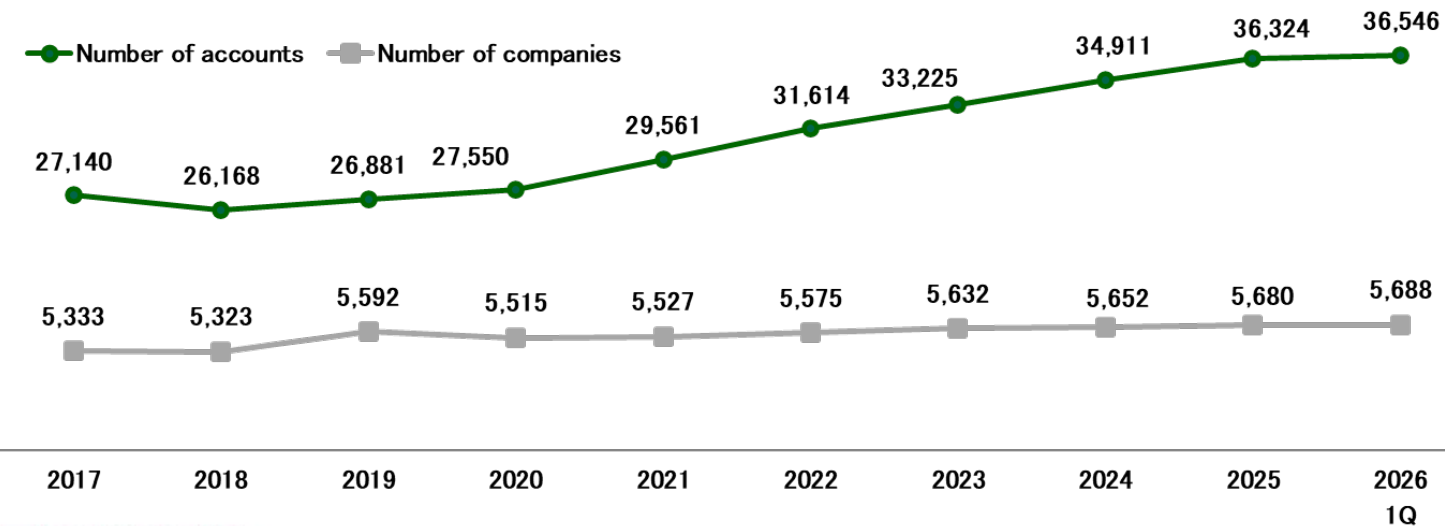
Key indicators (Sales)

Key indicators		FYE December 31, 2025 (63rd business year)	FYE December 31, 2026 (64th business year) First Quarter	Plan for FYE December 31, 2026(64th business year)
Sales	Number of corporate clients	5,680	5,688	5,715
	Number of companies adopting MRO Stocker	1,608	1,645	1,810
	Number of companies connected to Orange Commerce	2,880	2,926	3,080

Trends in the number of MRO stockers installed and sales



[Consolidated] Change in number of sales accounts and companies



– Benefits –

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

Key indicators (Digital)

Key indicators		FYE December 31, 2025 (63rd business year)	FYE December 31, 2026 (64th business year) First Quarter	Plan for FYE December 31, 2026(64th business year)
Digital	System order rate (%) *1	88.6	88.9	90.0
	Rate of automated quotations (%) *2	30.5	30.6	32.5
	Rate of online quotation requests (%)	49.5	50.3	51.5

*1 Total number of orders (January to March 2026): 12.93million

*2 Estimated total number of lines (January to March 2026): 2.45million

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.

System order rate

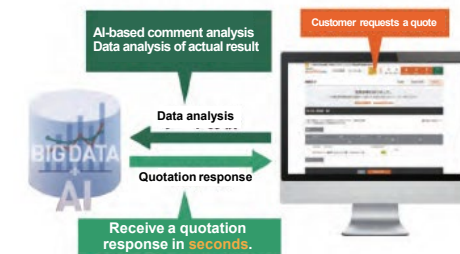
(as of the end of March 2026)

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	4,325	33.4	-6.1	35,660	41.1	-2.6
TRUSCO EDI Data linkage with distributor ordering system	3,943	30.5	+10.2	15,283	17.6	+7.1
Orange Commerce Linkage with users' purchasing system	403	3.1	-0.1	3,298	3.8	+6.8
EOS Home center electronic ordering system	2,828	21.9	-1.2	6,519	7.5	-6.8
Total	11,500	88.9	+0.4	60,761	70.1	-0.3

AI-based estimation system "Swift Estimator"

Automated quotations with AI

One of our challenges is how to respond quickly to the average of 38,000 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).



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 2025)

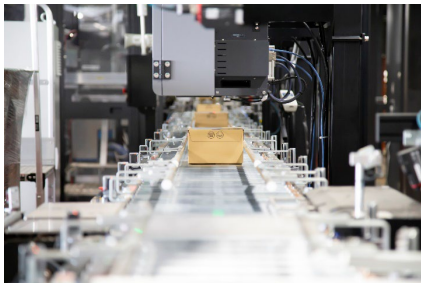
CO₂ emissions from fuel use (Scope 1) **2,185t-co₂** / CO₂ emissions from electricity use (Scope 2) **8,636t-co₂**

CO₂ emissions in the supply chain (Scope 3 *) **2,633,927t-co₂** ※Only Scope 3 is for the year 2024.















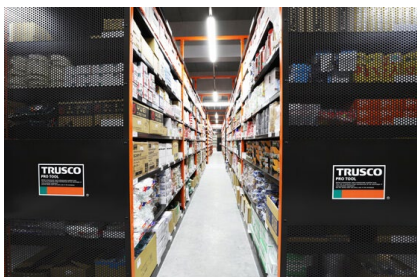
CO₂ emission reduction through various services:

Annual CO₂ emission reduction approximately 19,427t-co₂



Workshop
Naojiro

	Reduction (t-co ₂)	Reduction calculation formula
Niawase (assortment) and direct shipping to users	4,716	 +  +  Packaging material usage halved Packaging material waste halved Delivery frequency halved
MRO Stocker	6,438	 +  Delivery frequency reduced No purchasing
Repair workshop "Naojiro"	1,192	 -  Emissions from new purchases Emissions when repaired with "Naojiro"
Fixed cost logistics (fixed route deliveries)	5,459	 +  +  No packaging materials used No packaging material waste Delivery distance reduced
Wide range of inventory	1,621	 -  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 21 locations

Power Generation Capacity: 4,659 kW※

※Equivalent to the annual power consumption of approximately 1,035 households. (Source: "Statistical Survey on Carbon Dioxide Emissions from the Household Sector," Ministry of the Environment website)

Annual solar power generation in 2025 4.81 million kWh

Renewable energy power self-sufficiency 25%

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"

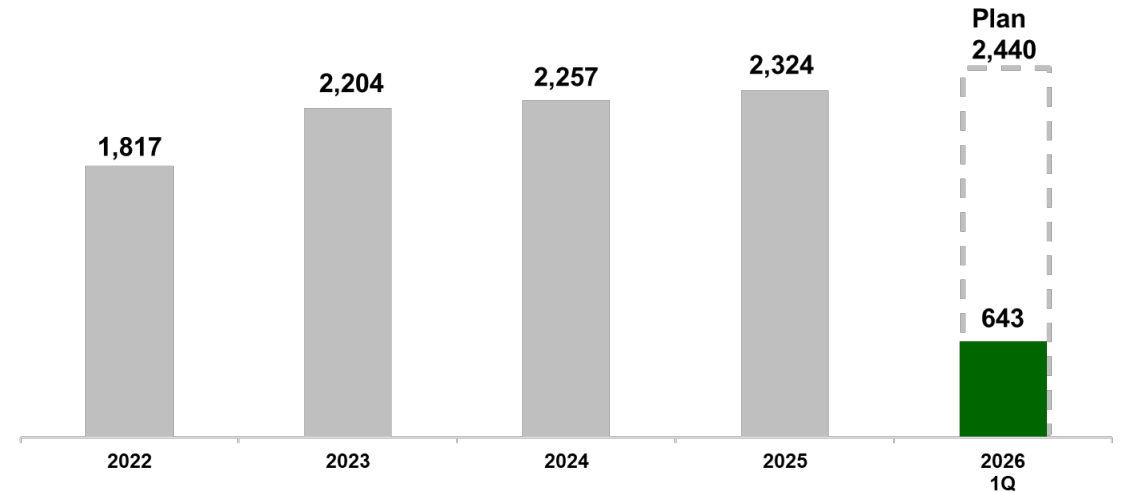
It is a service that maintains the safety and precision essential for pro tools, and aims to reduce the environmental impact and contribute to cost reduction by allowing familiar tools and equipment to be used for a long time. In January 2022, the Company will relaunch its Naojiro section to popularize 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)	YoY change (%)	Market capitalization (100 million yen)
YUASA Co., Ltd.	2026	March	Budget	550,000	+ 4.1	1,303
Yamazen Corp.	2026	March	Budget	530,000	+ 2.7	1,448
Trusco Nakayama Corp.	2025	December	Actual results	320,043	+ 8.5	1,508
UNISOL Holdings Corp.	2025	December	Actual results	159,036	-1.7	524
Nichiden Corp.	2026	March	Budget	140,000	+ 3.9	700
Sugimoto & Co., Ltd.	2026	March	Actual results	48,611	-1.7	284
Naito & Co., Ltd.	2026	February	Actual results	43,518	-0.1	72
Total of 7 companies		-		1,791,208	-	-

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)	YoY change (%)	Market capitalization (100 million yen)
Misumi Group Inc.	2026	3月	Budget	440,000	+ 9.5	8,676
MonotaRO Co., Ltd.	2025	12月	Actual results	333,880	+ 15.9	9,332
Total of 2 companies		-		773,880	-	-

- For companies that announce consolidated accounting, figures for consolidated accounting are shown.
- All figures represent actual results and forecasts announced as of April 24, 2026.
- Market capitalization is based on the closing price on April 24, 2026.