



62nd Annual Shareholders' Meeting Convocation Notice

From January 1, 2024 to December 31, 2024

- Date and time March 28 (Friday), 2025
at 10 a.m. (Doors open at 9:00 a.m.)
- Venue Fuyo Room, Banquet Floor, the Main Building, Hotel New Otani Tokyo
4-1 Kioi-cho, Chiyoda-ku, Tokyo



Securities
code
9830

TRUSCO NAKAYAMA Corporation

Nippon's Toolbox

Planet Aichi



Open in July 2026!

Distribution center "Planet Aichi" (Kita-Nagoya, Aichi)

Completion: February 2025

Site area: 41,634m²

Operation start: July 2026 (planned)

Total floor area: 88,602m²

Capacity: 1 million items in storage

Shipment amount: 100 billion yen/year (maximum)

The latest logistics facilities to support Planet Aichi

Skypod

(3D picking system)
from Exotec



37 robots/4 stations (31,975 BIN)

Shipping capacity
760 lines/hour

Number of storable products
Approx. 102,000 items

I-Pack[®] (high-speed automated
packaging and shipping line)
from Sealed Air



4 units (for large, medium, small, and Yu-packet size)

Shipping capacity

2,880 pcs/hour (720 pcs/hour x 4 lines)

Shuttle rack (high-speed load
matching equipment)
from Daifuku



16 lanes (9,600 folding containers)

Storage and shipping capacity

9,600 folding containers/hour

GAMBARE!! JAPANESE MONODZUKURI

(Securities code: 9830)

March 5, 2025

4-28-1 Shimbashi, Minato-ku, Tokyo

TRUSCO NAKAYAMA Corporation

Tetsuya Nakayama, President

中山哲也

I would first like to express my gratitude for your continued support.

TRUSCO NAKAYAMA has made efforts to improve the convenience of customers by continuing its aggressive capital investment in distribution facilities and equipment as well as in digitalization and by strategically strengthening its expansion of its product lineup and inventories in order to accurately meet the needs of Monozukuri sites for a wide variety of items in small lots.

The key phrase for this year is “seize opportunities by enhancing serendipity.” One often sees people talking about “luck” and “bad luck,” but I believe that “a chance” is raining down equally on everyone. The only difference between grasping that “synchronicity” and not catching it depends on whether you are “aware” or “unaware” of it. That is why I think the two events are completely unrelated. Lives are changed dramatically depending on whether you notice the serendipity or not. I would like to make this a year of discovering and taking advantage of the various opportunities over the world.

Keeping in mind our policy that “Business must serve people and society,” we will continue to work to be a company needed by our customers and markets in 2025.

Decided Matters upon the Convocation

Notice is hereby given that the 62nd Annual Shareholders’ Meeting of Trusco Nakayama (“the Company”) will be held as described below and that you are invited to attend the Meeting.

The Company adopts electronic provision of information concerning this shareholders’ meeting. Pursuant to the provision of Article 325-3 of the Companies Act, matters subject to electronic provision are presented on the internet. Please access the URL below to check the information.

Special website for Annual Shareholders’ Meeting <https://www.trusco.co.jp/en/ir/meeting/>

Tokyo Stock Exchange (TSE) website <https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

* On the TSE website, enter or search for the issue name (company name) or securities code (9830), then select “Basic Information” and “Documents for Public Inspection/PR Information” in that order.



Special website
for Annual
Shareholders’
Meeting

You may exercise your voting right in advance either in writing or via the internet. Details of the Proposals are provided in Reference Materials of the Convocation Notice for the 62nd Annual Shareholders’ Meeting. After examining the materials, please return the enclosed Voting Form indicating your vote “For” or “Against” each of the proposals or access the Company’s website for voting, which is indicated on the Voting Form, and exercise your voting rights via the internet by 5:30 p.m., Thursday, March 27, 2025.



TSE website

- 1 Date and Time** | **March 28 (Fri), 2025 at 10 a.m. (Doors open at 9:00 a.m.)**
** Pre-registration is required to attend the event. If the number of applicants exceeds 300, a drawing will be held.*
- 2 Place** | **Fuyo Room, Banquet Floor, the Main Building, Hotel New Otani Tokyo
4-1 Kioi-cho, Chiyoda-ku, Tokyo**
- 3 Matters Constituting the Purpose of the Meeting**

Matters to be reported	Reports on the Business Report, Consolidated Financial Statements, Non-consolidated Financial Statements, and the results of the audit of the Consolidated Financial Statements and Non-consolidated Financial Statements by the accounting auditor and the Board of Auditors for the 62nd Period (from January 1, 2024 to December 31, 2024)
Matters to be resolved	Proposal No. 1: Election of Seven (7) Directors Proposal No. 2: Election of One (1) Substitute Corporate Auditor
- 4 Guide to the Exercise of Voting Rights**
▶ Please refer to “**2 Exercise your voting rights**” on p4.



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▶ Please refer to p36-40

List of Candidates (Proposal No. 1 and Proposal No. 2)

Proposal No.	Candidate No.	Name (Age)	Current status and responsibilities at the Company	Attendance at Board of Directors' meeting	Attendance at Board of Auditors' meeting	No. of Company shares held
1	1	Tetsuya Nakayama (66) Re-appointment Internal	Representative Director and President	100% (11/11)	–	61,400
1	2	Kazuo Nakai (55) Re-appointment Internal	Director & General Manager of Product Department	100% (11/11)	–	9,400
1	3	Atsushi Kazumi (54) Re-appointment Internal	Director & General Manager of Business Management Department, General Manager of Digital Strategy Department, General Manager of Orange Book Department	100% (11/11)	–	9,200
1	4	Tatsuya Nakayama (39) Re-appointment Internal	Director & General Manager of Logistics Department	100% (11/11)	–	5,600
1	5	Kenichi Saito (75) Re-appointment Outside	Outside Director	100% (11/11)	–	5,000
1	6	Kuniaki Hagihara (71) Re-appointment Outside	Outside Director	100% (11/11)	–	4,000
1	7	Lisa Ohta (47) New Outside	Outside Director candidate	–	–	0
2	1	Kohei Nomura (76) Outside	Substitute Corporate Auditor candidate	–	–	870

Notes: 1. The age of candidates is the age at the closing of the Meeting.
2. The candidates have no special interest in the Company.
3. Hideki Naoyoshi resigned on November 11, 2024.



President Nakayama and our employees in front of the quake-resistant checked pattern® on the 8th floor at the Osaka Head Office

Quake-resistant checked pattern®: A steel plate quake-resistant wall with panels arranged in a check pattern. It works to prevent deformation and collapse of major building components such as columns and beams by receiving and channeling the lateral swaying force of earthquakes at an angle. The wall can be used as a shelf. (Construction: TAKENAKA CORPORATION)

Notes 1. Shareholders attending the Meeting as a result of the drawing are requested to bring the Voting Form to the receptionist at the Meeting venue.
2. Of the matters to be written in documents stating electronic provision matters, the Company has posted the [Matters concerning the Current Situation of the Corporate Group (Major Lenders)], the [Matters concerning Company Executives (Major Activities of Outside Officers for the Current Fiscal Year, Matters concerning the Independence of Outside Officers, and Special information about Outside Officers)], the [Situation of Accounting Auditors], the [Systems and Policies of the Company (The System to Ensure the Propriety of the Company's Operations and the Operation Status of the System, Basic Policy concerning the Control of the Company, and Policy concerning the Decision of Dividends from Surplus)] of the Business Report, the [Consolidated Financial Statements of Changes in Shareholders' Equity] and [Notes to Consolidated Financial Statements] of the Consolidated Financial Statements, and the [Non-consolidated Financial Statements of Changes in Shareholders' Equity] and [Notes to Non-consolidated Financial Statements] of the Non-consolidated Financial Statements on the Company's website "IR Library" → "Shareholders Meeting" in accordance with laws and regulations and Article 15, Paragraph 2 of the Articles of Incorporation of the Company. Therefore, they are not stated in the materials delivered to shareholders who have requested them in a paper-based format. For reference, the Business Report, Consolidated Financial Statements, and Non-consolidated Financial Statements attached to the documents stating electronic provision matters are part of the documents that were audited by the auditor and the accounting auditor upon preparing the audit report.
3. If any correction arises in any of the matters for electronic provision, the correction will be notified by posting the matter both before and after correction on the Company's website "IR Library" → "Shareholders Meeting" and the website of the Tokyo Stock Exchange.
4. In the event that the chairperson is unable to attend the meeting, the acting chair shall act as the chairperson in accordance with the predetermined order.

Flow of Events Leading Up to the Annual Meeting of Shareholders

Before the Meeting Receipt of notification documents for the Meeting — March 27 (Thursday), 2025

1 View the Convocation Notice



Check details on the internet

Special website for Annual Shareholders' Meeting

<https://www.trusco.co.jp/ir/meeting/>



Convocation Notice



Convocation Notice (English)



Other electronic provision matters

The deadline for the request for the Convocation Notice for the 62nd Annual Shareholders' Meeting in a paper-based format was December 31, 2024. However, there are still some copies remaining for our shareholders. So, please contact us if you need a copy. The number of paper-based materials is limited and we may not be able to deliver them to you. In such a case, please check the information via the internet.

TRUSCO NAKAYAMA Corporation
Tokyo Management Section, Administration Department

☎ 03-3433-9830

✉ info@trusco.co.jp

(9:00 to 17:00 on weekdays/except Saturdays, Sundays and national holidays)

2 Exercise your voting rights



Convocation Notice

▶ Please refer to p34-40 before exercising your voting rights.

Attend the Meeting at the Meeting venue

Pre-registration required (if the number of applicants exceeds 300, a drawing will be held.)



Advance application via the internet

Application deadline

5:00 p.m., March 20 (Thur.)

Notice of result

March 21 (Fri.) by email

Website for pre-registration URL:

<https://form.run/@trusco62>



Website for pre-registration

To log in, you need to have your shareholder number indicated on the Voting Form.



Application screen

Not attend the Meeting at the Meeting venue (Exercise voting rights in advance)

Exercise of voting rights via the internet

Time limit for voting

5:30 p.m., March 27 (Thur.)

Guide to Exercising Voting Rights via a Smartphone

1. Scan the QR code

Scan the "Log-in QR Code to the Website for Exercising Voting Rights for Smartphones" at the lower right of the enclosed Voting Form with your smartphone or tablet device.



* QR Code is a registered trademark of Denso Wave Incorporated.

2. Select the method of voting

Access the URL displayed to open the website screen for exercising voting rights. There are two methods for voting.

- I will vote "For" all company proposals.
- I will vote on each agenda item separately.



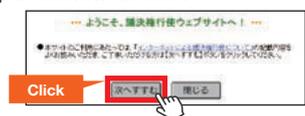
3. Enter "For" or "Against"

Enter "For" or "Against" following the instructions on the screen. If there is no problem on the confirmation screen, click "Exercise with this Item" to complete your voting.



Guide to Exercising Voting Rights via the In-ternet

1. Access the website for exercising voting rights <https://www.web54.net>



2. Log in

Please enter the "Code for Exercise of Voting Rights" indicated on the enclosed Voting Form.

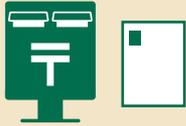


3. Enter "For" or "Against"

Enter the initial password on the next screen, and then, set the password that you will actual-ly use.

Enter "For" or "Against" following the instructions on the screen thereafter.

* Those attending the Meeting as a proxy shareholder (only one other shareholder hold-ing voting rights of the Company)



Advance application by post (in writing)

Use the enclosed postcard for application.

Application deadline

March 18 (Tue.) postmarked

Notice of result

From March 24 (Mon.) by mail

Notes ⚠

1. The result of application by post will be sent to your address as of December 31, 2024.
2. When you attend the Meeting at the venue, please be sure to bring a proof of your advance registration (email screen or postcard indicating the result).
3. The Meeting at the venue will be filmed for online meeting (live streaming). Although careful attention will be paid to the privacy of our shareholders, some of the attending share-holders may be inevitably reflected in the video. We ask for your kind understanding.

株主番号
トラスコ中山株式会社 第62期定時株主総会 会場出席申込書

■ 開催日時：令和7年（2025）3月28日（金）
午前10時（受付開始 午前9時）

■ 開催場所：ホテルニューオータニ（東京） ザ・メイン宴会場階「芙蓉の館」

第62期定時株主総会に
出席を希望される方のみ、切取線で切り取りご返送ください。
出席を希望されない方は返送不要です。

*会場は東京のみです。会場は300名様までの入場制限を設け、お申込みが定員数を超えた場合は抽選とさせていただきます。

お申込み期限：令和7年（2025）3月18日（火）消印有効

Exercise of voting rights by post (in writing)

Use the enclosed postcard for application.

Time limit for voting

Arrival by 5:30 p.m.,
March 27 (Thur.)

議決権行使書 株主番号

トラスコ中山株式会社 印

議決権行使書は、本株主総会開催日の前日（本株主総会開催日の前日）に届ける必要があります。付添い（印）を必ずお付けください。

令和7年 3月 日

議決権行使書は、本株主総会開催日の前日（本株主総会開催日の前日）に届ける必要があります。付添い（印）を必ずお付けください。

インターネットを介して投票を行う場合は、インターネットを有効にします。投票書に添付のシールを貼付し、このシールの内容を照らし合わせてお申し込みください。

Notes ⚠

- Failure to indicate "For" or "Against" of each proposal will be treated as **For**.
- If both are circled, **Invalid**.

(Good) (Bad)

第1号案 第1号案

○ ○

○ ○

Circle "For" if you agree.
Circle "Against" if you disagree.

Please indicate your vote "For" or "Against" each proposal on the Voting Form, cut off the right section along the indicated line, hide your personal information using the sticker, and post the form.

Notes ⚠

1. If you exercise your voting rights twice, via the internet and by post (in writing), we will treat the vote via the internet as effective.
2. If you exercise your voting rights more than once via the internet, we will treat the last exercise of your voting rights as effective.
3. Exercising voting rights using a PC, smartphone, etc. may not be possible depending on your internet environment. In addition, exercising voting rights may not be possible with some models of mobile phones.

Please call the number below for inquiries on how to operate a PC, smartphone, or mobile phone when exercising voting rights via the internet.

Dedicated phone number for stock transfer agency web support of Sumitomo Mitsui Trust Bank ☎ **0120-652-031** (9:00 a.m. to 9:00 p.m., excluding year-end and New Year's holidays)

3

Ask questions in advance



Ask questions via the internet

Advance questions URL

https://web.sharely.app/e/trusco62/pre_question



To log in, you need to have your shareholder number indicated on the Voting Form.

Advance questions

Submission deadline

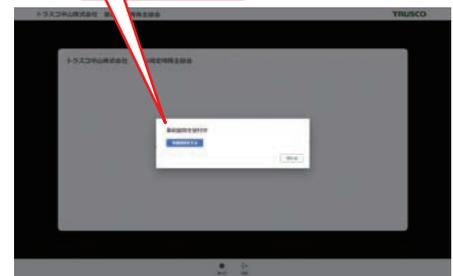
By noon, March 21 (Fri.)

We will accept questions from shareholders in advance concerning matters to be reported and matters to be resolved at the 62nd Annual Shareholders' Meeting. We will respond to questions on matters in which shareholders are particularly interested at the Meeting. For questions that cannot be answered at the Meeting, we will post the answers on our company web-site after the Meeting. (Please note that we will not necessarily answer all the questions asked.)

事前質問を受付中

事前質問をする

Enter your advance questions here.



Ask questions by fax

FAX: 03-3433-9881

Submission deadline

Arrival by noon, March 21 (Fri.)

Please also refer to "Frequently Asked Questions" on p45 of the Convocation Notice for the 62nd Annual Shareholders' Meeting.



Convocation Notice

are request-ed to submit a written proof of their right of proxy at the Meeting reception desk.

Day of the Meeting to After the Meeting

Day of the Meeting 10:00 a.m. on Friday, March 28, 2025

4



Shareholders who will attend the Meeting



Access map

Place

Fuyo Room, Banquet Floor, the Main Building, Hotel New Otani Tokyo
4-1 Kioi-cho, Chiyoda-ku, Tokyo

Time & date

March 28 (Friday), 2024 at 10 a.m.
(Doors open at 9:00 a.m.)

How to attend the Meeting venue

Pre-registration is required by internet or postcard.

If the number of shareholders exceeds 300, a drawing will be held.

Application deadline

Via internet: **5:00 p.m., March 20 (Thur.)**

By post: **March 18 (Tue.) postmarked**

In consideration of environmental resources, pre-registration is required for attendance to minimize excess preparation materials. Shareholders who wish to attend the Meeting are requested to pre-register at the registration site below.

Website for pre-registration URL:

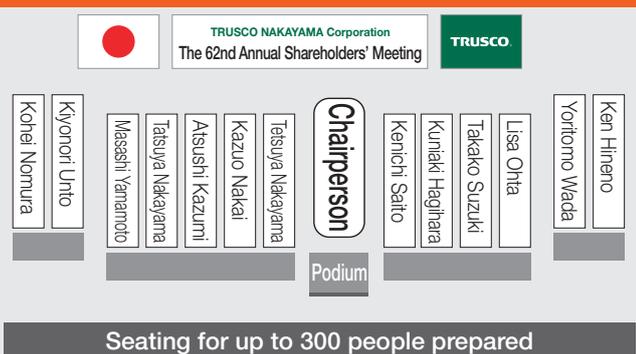
<https://form.run/@trusco62>

(in Japanese)



Website for pre-registration

Meeting venue Fuyo Room, Hotel New Otani Tokyo



Seating for up to 300 people prepared

Relationship between Prior Voting and Voting on the Day

1. If voting early via smartphone or PC (▶ p4-5) and attending the Meeting, **Your early vote will be counted as the voting at the Meeting.**
2. If attending the Meeting without voting early, **Your vote on a Voting Form you are bringing to the venue will be deemed invalid and the vote you will make at the Meeting will be counted as valid.**

Program (The 62nd Annual Shareholders' Meeting)

9:00	Doors open
10:00	Opening address
	Annual digest
	Business report
	Audit report
	Explanation of proposals
	Answering advance questions
	Q and A
	Voting on proposals
11:45	Closing address



Venue overview



Business report by President Nakayama

Voting on the Day of the Meeting

On the basis of the idea that it is important to judge "For" or "Against" after seeing the presentations, discussions, persons, etc. on the day of the Meeting, we hand Ballot Papers to the shareholders who attend the Meeting. We aggregate the results of the votes by our shareholders on the day of the Meeting and disclose them in the notice of resolution or extraordinary reports.



Ballot Paper at the Meeting

Open Judge System (OJS) on the President

We consider the results of the votes on the day of the Meeting concerning the President by shareholders who have heard the Business Report and Q&As to be important evaluation indicators of the President as the "OJS on the President." The results will be posted on the Company's website on March 28 (Friday), 2025, after the closing of the Meeting.

5



Shareholders who will view the Meeting online

Time & date

March 28 (Fri.)

From 10:00 a.m. to closing of the Meeting



The Meeting can be viewed in real time.

* Available for all the shareholders.

Shareholders who view the Meeting online will not be able to vote on the day of the Meeting.

Questions will not be accepted online on the day of the Meeting. So please submit questions in advance (▶ p5) if you have any.



To log in, you need to have your shareholder number indicated on the Voting Form.

Advance questions

How to view the Meeting

TRUSCO.
トラスコ中山株式会社 第62期定時株主総会

株主番号
0123456789

郵便番号
1234567

ログイン

(1) Access the URL or QR code below with a PC or smartphone.

(2) Enter your shareholder number and postal code, and click Log-in.

Shareholder number

* Indicated on the enclosed Voting Form (9-digit number)

Postal code

* Postal code (7-digit number) of the address registered on the shareholders' list as of December 31, 2024

Website to view the Meeting URL:

<https://web.sharely.app/login/trusco62> (in Japanese)



Online meeting

[Notes]

- Shareholders who view the Meeting online (live streaming) will not be able to vote and ask questions on the day of the Meeting. Please exercise your voting rights in advance by post or via the internet.
- Telecommunication fees and other costs for viewing the Meeting are to be borne by the shareholders.
- Please understand that you may have trouble in the image or sound of the Meeting due to the type of your device or the internet communication environment.
- We do not permit provision of the URL and log-in information for the live streaming of the Meeting to any third party, filming or recording of the Meeting, and storage and disclosure via social media, etc., of it.
- If the live streaming of the Meeting becomes unavailable for some reason, we will announce it on the Company's website.

6

View the results of the Meeting

A



View the video of the Meeting
Available from March 28 (Fri.)

Website to view the Meeting URL:

<https://web.sharely.app/login/trusco62>



Online meeting

B



Check the results of resolutions
Available from March 28 (Fri.)

C



View answers to questions
Available from April 2 (Wed.)

D



View the results of questionnaires
Available from April 2 (Wed.)

Special website for Annual Shareholders' Meeting

<https://www.trusco.co.jp/ir/meeting/>



Special website for Annual Shareholders' Meeting

Business Report for the 62nd Period

From January 1, 2024 to December 31, 2024

Providing the highest level of convenience for customers will result in social contribution

We have continued aggressive capital investment in order to accurately satisfy the needs of manufacturing sites for a wide variety of items in small lots. We made efforts to improve work efficiency of the entire supply chain, while working to reduce greenhouse gas emissions and consumption of resources, such as energy and packaging materials.

Developments and results of business activities

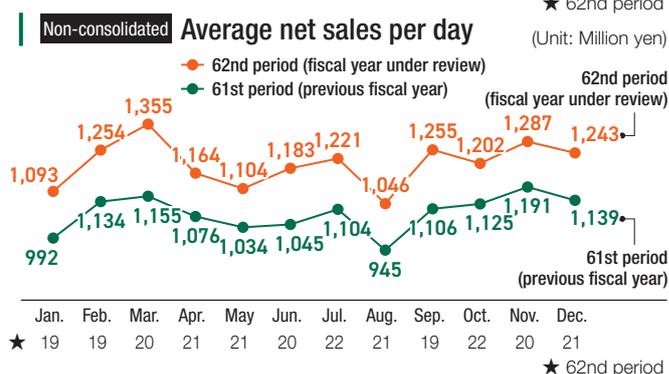
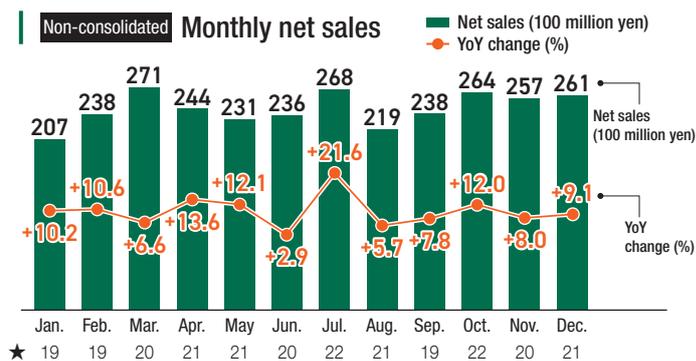
Operating results for the 62nd period ended December 2024

(figures in parentheses indicate yoy change % of total)

Net sales	Consolidated	295,024 million yen	(+10.0% yoy)
	Non-consolidated	294,052 million yen	(+9.9% yoy)
Gross margin	Consolidated	20.9%	(Δ0.6pt)
	Non-consolidated	20.8%	(Δ0.5pt)
Selling, general and administrative expenses	Consolidated	41,704 million yen	(+6.9%)
	Non-consolidated	41,347 million yen	(+6.9%)
Incl.) Depreciation	Consolidated	6,044 million yen	(Δ2.6%)
Operating income	Consolidated	19,978 million yen	(+7.9%)
	Non-consolidated	19,717 million yen	(+6.8%)
Ordinary income	Consolidated	20,056 million yen	(+7.4%)
	Non-consolidated	19,833 million yen	(+6.8%)
Net income attributable to owners of parent	Consolidated	16,095 million yen	(+31.2%)
	Non-consolidated	15,902 million yen	(+30.5%)

Net income per share	Consolidated	244.09 yen	(+58.04 yoy)
	Non-consolidated	241.16 yen	(+56.38 yoy)
Annual dividend per share	Consolidated	54.00 yen	(+7.50 yoy)

Note: All figures stated in Business Report from page 10 onwards are rounded down to the nearest one million yen.

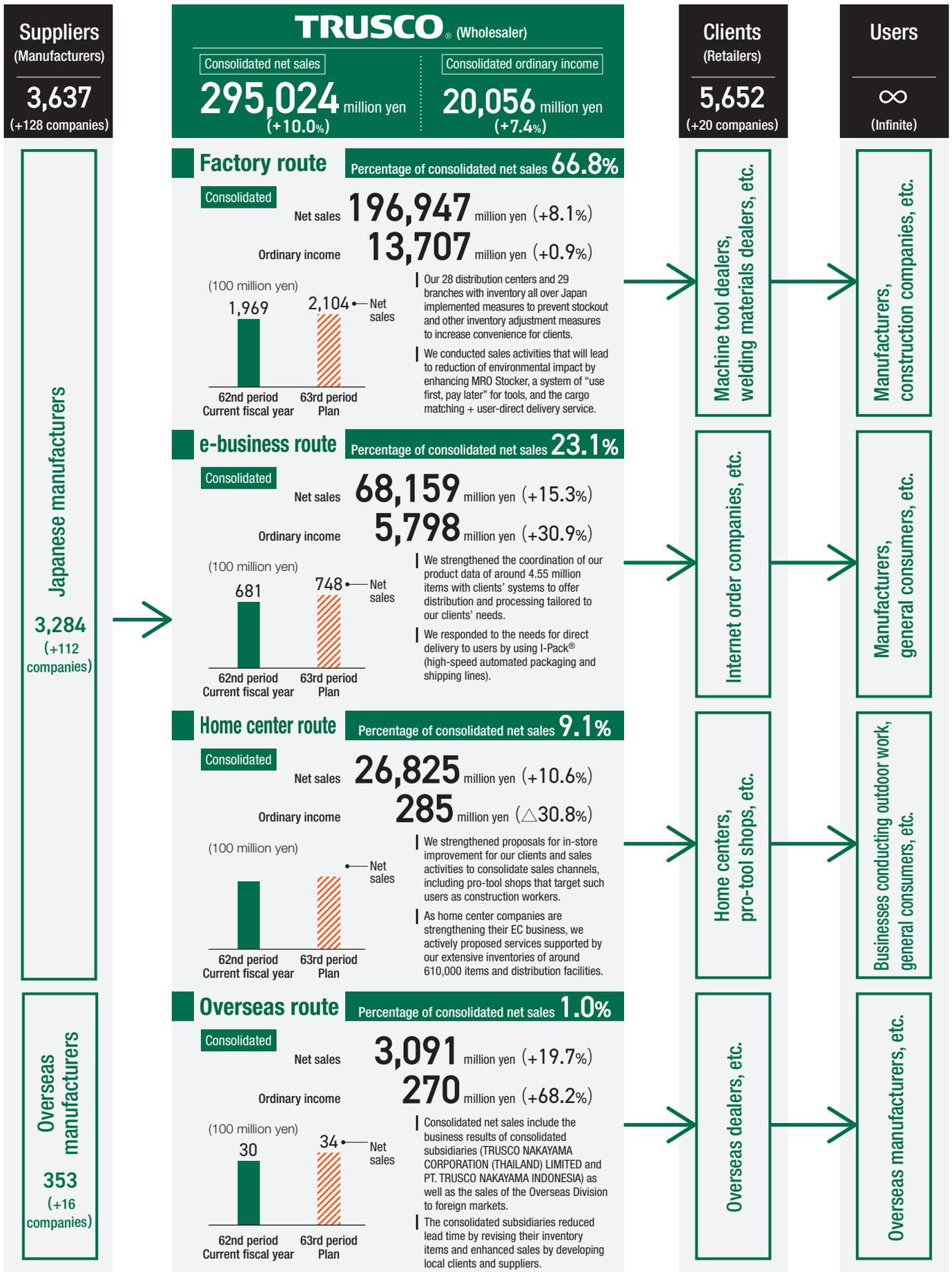


Non-consolidated Sales by category of goods and percentage of total sales

(figures in parentheses indicate yoy change % of total)

Cutting tools	3.1%	8,969 million yen (+7.7%)	Production processing goods	7.4%	21,811 million yen (+10.5%)
Construction goods	11.6%	34,227 million yen (+10.1%)	Work supply	18.7%	54,818 million yen (+6.7%)
Hand tools	16.8%	49,430 million yen (+9.7%)	Environmental safety equipment	19.1%	56,069 million yen (+16.6%)
Distribution and storage equipment	9.8%	28,861 million yen (+3.7%)	Research management equipment	3.8%	11,295 million yen (+5.7%)
Office and housing facility equipment	8.9%	26,271 million yen (+13.7%)	Other products	0.8%	3,269 million yen (+14.4%)

Business flow (YoY changes)



Developments and results of business activities

Progress and plan on key performance indicators of the Company

Key performance indicators		61st period FYE December 2023 Previous fiscal year		62nd period FYE December 2024 Fiscal year under review		63rd period FYE December 2025 Plan	
Products	① Number of inventory items	593,554	(+31,528)	611,708	(+18,154)	640,000	(+28,292)
	② Inventory value	50,848 million yen	(+5,555)	55,366 million yen	(+4,518)	63,800 million yen	(+8,434)
	③ Total number of suppliers	3,509	(+237)	3,637	(+128)	3,760	(+123)
	④ Incl.) Number of overseas suppliers	337	(+8)	353	(+16)	373	(+20)
	⑤ PB product sales	48,313 million yen	(+2,437)	50,478 million yen	(+2,178)	54,000 million yen	(+3,522)
	⑥ Percentage of PB product sales	18.0 %	(△0.4)	17.1 %	(△0.9)	17.0 %	(△0.1)
Logistic	⑦ Inventory shipment ratio	92.1 %	(+0.4)	92.6 %	(+0.5)	93.1 %	(+0.5)
	⑧ Number of items delivered directly to users	4,868,032	(+1,311,644)	6,257,178	(+1,389,146)	7,700,000	(+1,442,822)
	⑨ Direct sales to users	29,770 million yen	(+5,947)	37,204 million yen	(+7,428)	43,000 million yen	(+5,796)
	⑩ Number of hired vehicle delivery runs	153	(△9)	146	(△7)	131	(△15)
	⑪ Number of TRUSCO delivery runs	123	(+7)	132	(+9)	149	(+17)
	⑫ Percentage of TRUSCO delivery runs	44.6 %	(+2.9)	47.5 %	(+2.9)	53.2 %	(+5.7)
	⑬ Personnel expenses per receiving/shipping	152.4 yen	(+3.4)	156.7 yen	(+4.3)	156.0 yen	(△0.7)
Catalogue media	⑭ Number of items listed on TRUSCO Orange Book	369,000	(△5,000)	422,000	(+53,000)	464,000	(+42,000)
	⑮ Number of items released on TRUSCO Orange Book.Com	4,108,818	(+941,630)	4,552,330	(+443,512)	5,000,000	(+447,670)
Sales	⑯ Number of corporate customers	5,632	(+57)	5,652	(+20)	5,682	(+30)
	⑰ Number of MRO stockers introduced	1,203	(+428)	1,414	(+211)	1,615	(+201)
	⑱ Number of companies connected to Orange Commerce	2,447	(+214)	2,631	(+184)	2,830	(+199)
Digital	⑲ System order intake ratio	87.1 %	(+1.9)	88.0 %	(+0.9)	88.5 %	(+0.5)
	⑳ Automated estimate ratio	27.6 %	(+5.0)	30.1 %	(+2.5)	31.5 %	(+1.4)
	㉑ Web estimate request ratio	47.3 %	(+1.3)	49.2 %	(+1.9)	50.5 %	(+1.3)
HR	㉒ Total number of employees (including officers and part-time employees)	3,043	(+89)	3,184	(+141)	—	—
	㉓ Number of part-time employees	1,370	(+65)	1,464	(+94)	—	—
	㉔ Average age (full-time employees)	39.9	(+0.1)	39.7	(△0.2)	—	—
	㉕ Average overtime hours per month	17.9	(△0.2)	20.9	(+3.0)	—	—
	㉖ Average annual salary (full-time employees)	662<699> million yen	(+1)	720<756> million yen	(+58)	—	—
	㉗ Career (career-track)	775<823> million yen	(+4)	840<886> million yen	(+65)	—	—
	㉘ Area	627<663> million yen	(△6)	687<723> million yen	(+65)	—	—
	㉙ Logistics	526<546> million yen	(+32)	562<581> million yen	(+36)	—	—
	㉚ Salary of persons in managerial posts (excluding officers)	1,388<1,493> million yen	(△80)	1,579<1,679> million yen	(+191)	—	—
	Branch Officer Managers, Logistic Center Managers, Logistic Center Vice Managers, Section Managers of Head Office, etc.	1,130<1,209> million yen	(△9)	1,239<1,315> million yen	(+64)	—	—
	㉛ Turnover rate	5.4 %	(+0.7)	5.1 %	(△0.3)	—	—
㉜ Percentage of employees with disabilities	2.8 %	(+0.1)	3.2 %	(+0.4)	—	—	
Environment	㉝ Solar power generation capacity (per hour)	2,793 kWh	(±0)	2,793 kWh	(±0)	—	—

Notes: 1. Figures in parentheses () indicate changes from the previous fiscal year.

2. Average annual salary (full-time employees) includes the salary of executive officers.

3. Figures in parentheses < > indicate the amount of salary including financial bonds. The Company pays retirement allowance annually as financial bonds" rather than paying it as a lump-sum retirement payment at the time of retirement.

4. The total number of employees includes officers, part-time employees, temporarily transferred employees and local employees of subsidiaries.

5. "㉕ Average overtime hours per month" includes hours within the statutory overtime hours.

6. "㉛ Turnover rate" excludes retirees.

Changes in assets and profit or loss in the last 10 years

Performance indicators

Consolidation period

(Unit: Million yen)

Fiscal year	53rd period FYE December 2015	54th period FYE December 2016	55th period FYE December 2017	56th period FYE December 2018	57th period FYE December 2019 [Consolidated]	58th period FYE December 2020 [Consolidated]	59th period FYE December 2021 [Consolidated]	60th period FYE December 2022 [Consolidated]	61st period FYE December 2023 [Consolidated]	62nd period FYE December 2024 Fiscal year under review [Consolidated]
Net sales	166,565	177,053	195,096	214,297	220,674	213,404	226,833	246,453	268,154	295,024
Gross margin	21.5%	21.7%	21.2%	21.2%	21.3%	21.5%	21.0%	21.2%	21.5%	20.9%
Selling, general and administrative expenses	22,788	24,198	27,114	31,127	33,237	34,891	34,673	37,493	39,003	41,704
Operating income	12,976	14,163	14,276	14,364	13,797	11,017	12,997	14,667	18,519	19,978
Ordinary income	13,211	14,433	14,581	14,642	14,197	11,559	13,555	15,065	18,669	20,056
Net income*4	8,242	9,963	10,173	9,722	9,613	8,007	11,596	10,626	12,268	16,095
Net income per share*1, 3	124.98 yen	151.08 yen	154.28 yen	147.44 yen	145.78 yen	121.43 yen	175.86 yen	161.15 yen	186.05 yen	244.09 yen
Dividends	62.50 yen	76.00 yen	39.00 yen	37.00 yen	36.50 yen	30.50 yen	35.50 yen	40.00 yen	46.50 yen	54.00 yen
Net assets	97,777	105,836	113,680	120,648	127,478	132,960	142,426	151,002	160,716	173,996
Return on equity (ROE)	8.7%	9.8%	9.3%	8.3%	7.5%	6.1%	8.4%	7.2%	7.9%	9.6%
Total assets	120,141	128,044	147,363	170,216	196,094	208,854	222,657	225,207	244,878	270,290
Net assets per share*2, 3	1,482.65 yen	1,604.89 yen	1,723.87 yen	1,829.54 yen	1,933.13 yen	2,016.28 yen	2,159.86 yen	2,289.92 yen	2,437.26 yen	2,638.68 yen
Return on assets (ROA)	11.5%	11.6%	10.6%	9.2%	7.2%	5.7%	6.3%	6.7%	7.9%	7.8%
Equity ratio	81.4%	82.7%	77.1%	70.9%	65.0%	63.7%	64.0%	67.1%	65.6%	64.4%

Notes: 1. Net income per share is calculated based on the average number of issued shares outstanding during the period after subtracting the average number of treasury shares outstanding during the period.

2. Net assets per share is calculated based on the total number of issued shares outstanding at the end of the period after subtracting the number of treasury shares outstanding at the end of the period.

3. The Company carried out a 1 to 2 stock split for its common stock on January 1, 2017. Therefore, the amounts of net income per share and net assets per share were calculated as if the stock split had been carried out at the beginning of the 53rd period.

4. The Company began to report consolidated figures from the fiscal year ended December 31, 2019. As a result, net income attributable to owners of parent company has been included from the fiscal year ended December 31, 2019 thereafter.

Trends in cash flows

Consolidation period

(Unit: Million yen)

Fiscal year	53rd period FYE December 2015	54th period FYE December 2016	55th period FYE December 2017	56th period FYE December 2018	57th period FYE December 2019 [Consolidated]	58th period FYE December 2020 [Consolidated]	59th period FYE December 2021 [Consolidated]	60th period FYE December 2022 [Consolidated]	61st period FYE December 2023 [Consolidated]	62nd period FYE December 2024 Fiscal year under review [Consolidated]
Cash flow from operating activities	9,336	6,459	8,932	6,928	10,998	15,068	15,926	12,178	14,802	13,021
Cash flow from investing activities	△ 5,083	△ 7,806	△ 16,628	△ 18,144	△ 19,707	△ 8,743	△ 4,596	△ 5,165	△ 13,113	△ 18,267
Cash flow from financing activities	△ 1,575	△ 2,262	7,424	12,492	14,558	7,722	△ 2,243	△ 9,110	1,932	3,238
Cash and cash equivalents at the end of the period	14,296	10,682	10,412	11,685	18,330	32,344	41,449	39,400	43,085	41,135

Operation bases

95 locations

- **2** Head Offices
- **59** sales branches in Japan (including 29 branches with inventory)
- **28** distribution centers in Japan (including 11 Stock Centers)

6 overseas branches

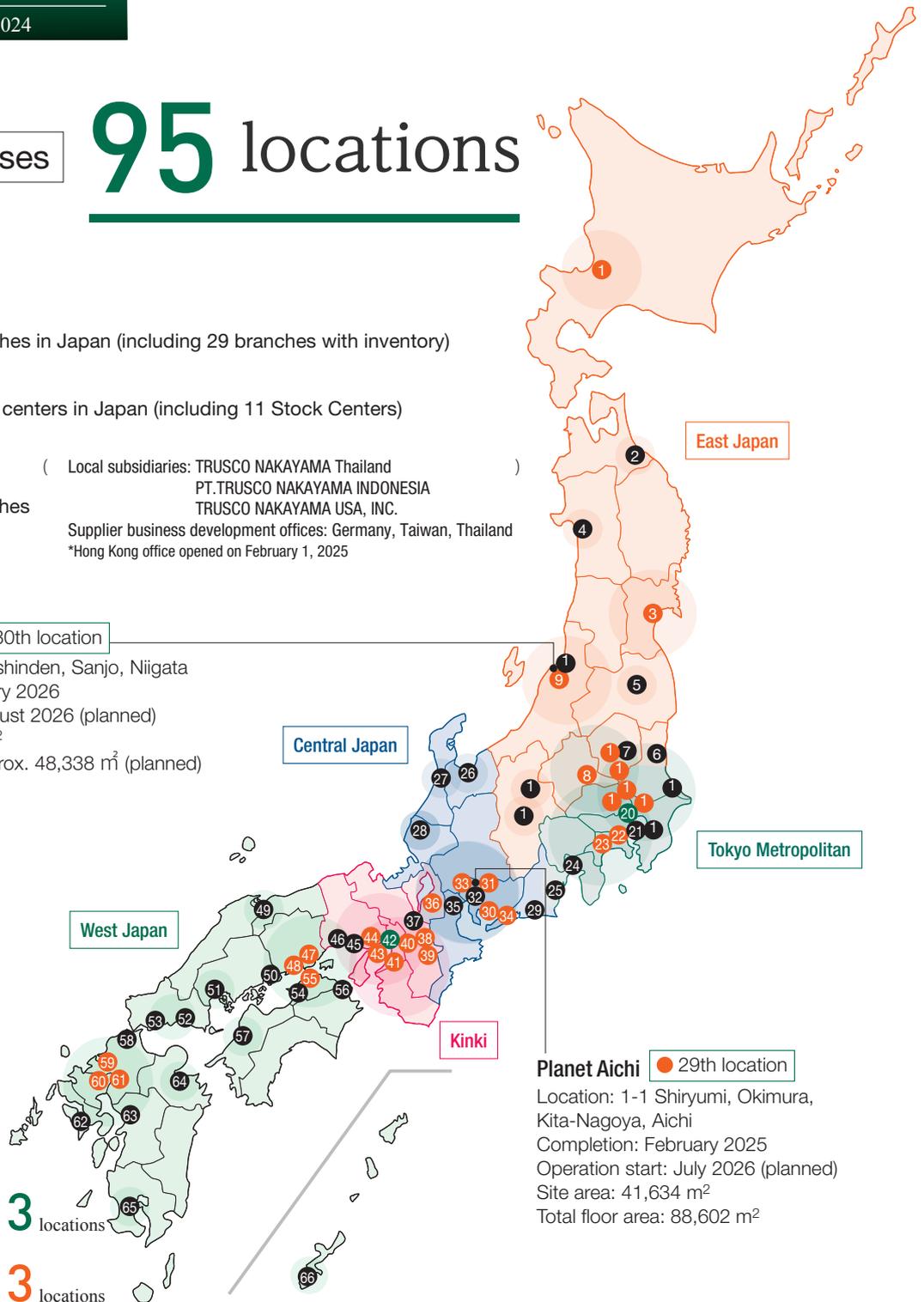
(Local subsidiaries: TRUSCO NAKAYAMA Thailand
PT.TRUSCO NAKAYAMA INDONESIA
TRUSCO NAKAYAMA USA, INC.)
Supplier business development offices: Germany, Taiwan, Thailand
*Hong Kong office opened on February 1, 2025

Planet Niigata ● 30th location

Location: Fukujima-shinden, Sanjo, Niigata
Completion: February 2026
Operation start: August 2026 (planned)
Site area: 26,300 m²
Total floor area: Approx. 48,338 m² (planned)

Planet Aichi ● 29th location

Location: 1-1 Shiryumi, Okimura, Kita-Nagoya, Aichi
Completion: February 2025
Operation start: July 2026 (planned)
Site area: 41,634 m²
Total floor area: 88,602 m²



Overseas local subsidiaries

Operation bases **3** locations

Overseas supplier development offices (Overseas Product Division)

Operation bases **3** locations

- Overseas local subsidiaries
- Overseas supplier development offices (Overseas Product Division)



Sales and distribution bases

★ indicates property of the Company

Region	Location	Address	Property
East Japan	1	Planet Hokkaido Sapporo Branch	3-4-51 Higashi-Naeba 5-jo, Higashi-ku, Sapporo-shi, Hokkaido ★
	2	Hachinohe Branch	1-2-9 Numadate, Hachinohe-shi, Aomori ★
	3	Planet Tohoku Sendai Branch	2-1-23 Ogimachi, Miyagino-ku, Sendai-shi, Miyagi ★
	4	Akita Branch	2-41 Sanno-Rinkaimachi, Akita-shi, Akita ★
	5	Koriyama Branch	1-23-7 Motomachi, Koriyama-shi, Fukushima ★
	6	Mito Branch	1567 Sugaya, Naka-shi Ibaraki ★
	7	Utsunomiya Branch	46-11 Hiraiide Kogyo Danchi, Utsunomiya-shi, Tochigi ★
	8	Planet North Kanto Isesaki Branch	2739-1 Sanwa-cho, Isesaki-shi, Gunma ★
	9	HC West Japan Distribution Center Niigata Branch	280 Shinbo, Sanjo-shi, Niigata ★
	10	Niigataki Branch	2-6-50 Yutaka, Higashi-ku, Niigata-shi, Niigata ★
	11	Okaya Branch	2-1-33 Shinmei-cho, Okaya-shi, Nagano ★
	12	Ueda Branch	2F Unno-Machi-Kan Ito Bldg. 2-8-11 Chuo, Ueda-shi, Nagano

Sales and distribution bases

★ indicates property of the Company

Category	No.	Branch Name	Address	Property	
Tokyo Metropolitan	13	Kashima Branch	3-3-24 Horiwari, Kamisu-shi, Ibaraki	★	
	14	Utsunomiya Stock Center	2-40-3 Shirasagi, Kaminokawamachi, Kawachi-gun, Tochigi	★	
	15	Oyama Stock Center	1-6-33 Awanomiya, Oyama-shi, Tochigi	★	
	16	Planet Saitama Satte Branch	988-7 Akagi, Shinmeiuchi, Satte-shi, Saitama	★	
	17	Omiya Branch Omiya Stock Center	2039 Nishi-Asuma, Nishi-ku, Saitama-shi, Saitama	★	
	18	Planet East Kanto Matsudo Branch	241-1 Kamihongo, Matsudo-shi, Chiba	★	
	19	Chiba Branch	1969-17 Yawatakaigan-dori, Ichihara-shi, Chiba	★	
			Tokyo Head Office Tokyo Branch		
	20	HC Tokyo Branch Internet Sales Tokyo Branch MRO Supply Tokyo Branch	TRUSCO Florito Bldg. 4-28-1 Shimbashi, Minato-ku, Tokyo	★	
	21	Keihin Branch	2-14-23 Kugahara, Ota-ku, Tokyo	★	
	22	Tokyo Backup Center	3-10-6 Tamachi, Kawasaki-ku, Kawasaki-shi, Kanagawa	★	
	23	Planet South Kanto Atsugi Branch	1567-1 Takamori, Isehara-shi, Kanagawa	★	
	24	Fuji Branch	251-1 Jubee, Fuji-shi, Shizuoka	★	
	25	Shizuoka Branch	1-20 Midorigaoka-cho, Suruga-ku, Shizuoka-shi, Shizuoka	★	
	Central Japan	26	Toyama Branch	1-1-34 Tanaka-machi, Toyama-shi, Toyama	★
		27	Kanazawa Branch	6-15-1 Eki Nishi-Honmachi, Kanazawa-shi, Ishikawa	★
		28	Fukui Branch	1-52 Toiya-cho, Fukui-shi, Fukui	★
		29	Hamamatsu Branch	209-1 Sode-cho, Naka-ku, Hamamatsu-shi, Shizuoka	★
		30	Planet Tokai Okazaki Branch	18 Minami-Kubo, Oka-cho, Okazaki-shi, Aichi	★
		31	Okazaki Stock Center	1 Shimoike, Akashibu-cho, Okazaki-shi, Aichi	★
		32	Nagoya Branch	12-26 Ukishima-cho, Mizuho-ku, Nagoya-shi, Aichi	★
		33	Planet Nagoya Komaki Branch	10-1 Kawahigashi, Wada-cho, Konan-shi, Aichi	★
		34	Toyohashi Stock Center	33-16 Akemicho, Toyohashi-shi, Aichi	★
		35	Yokkaichi Branch	5-4-13 Shinsho, Yokkaichi-shi, Mie	★
	Kinki	36	Planet Shiga Ryuo Branch	1140-3 Oguchi, Ryuo-cho, Gamou-gun, Shiga	★
37		Kyoto Branch	3F Trusco Crystal Bldg. 593 Higashi-Shiokoji-cho, Shimogyo-ku, Kyoto-shi, Kyoto	★	
38		HC West Japan Distribution Center	755-6 Kamifukawa-cho, Nara-shi, Nara	★	
39		Nara Stock Center	758-6 Kamifukawa-cho, Nara-shi, Nara	★	
40		Higashi Osaka Stock Center	4-12 Shinjo-nishi, Higashi-osaka-shi, Osaka	★	
41		Sakai Stock Center*	1-5-45 Ishizu-cho Higashi, Hamadera, Nishi-ku, Sakai-shi, Osaka	★	
			Osaka Head Office Osaka Branch		
42		Higashi Osaka Branch HC Osaka Branch Internet Sales Osaka Branch	TRUSCO Central Bldg. 4-2-5 Honmachi, Chuo-ku, Osaka-shi, Osaka	★	
43		Planet Osaka Minami Osaka Branch	81-1 Ishizu Kitamachi, Sakai-ku, Sakai-shi, Osaka	★	
44		Planet Kobe	1-3-5 Nakamachi, Minatojima, Chuo-ku, Kobe-shi, Hyogo	★	
45	Kobe Branch	Nakayama Memorial Hall 5F, 2-1-9 Mizuki-dori, Hyogo-ku, Kobe, Hyogo	★		
46	Himeji Branch	448-26 Hojo, Himeji-shi, Hyogo	★		
West Japan	47	Planet Sanyo Okayama Branch	4-15 Amase, Kita-ku, Okayama-shi, Okayama	★	
	48	Okayama Stock Center	2-16-35 Fukunari, Minami-ku, Okayama-shi, Okayama	★	
	49	Yonago Branch	8-15-14 Yonehara, Yonago-shi, Tottori	★	
	50	Fukuyama Branch	2-4-13 Akebono-cho, Fukuyama-shi, Hiroshima	★	
	51	Hiroshima Branch	1-20-1 Naka-Hiromachi, Nishi-ku, Hiroshima-shi, Hiroshima	★	
	52	Shunan Branch	2929-14 Kume, Shunan-shi, Yamaguchi	★	
	53	Ube Branch	395-5 Nakano Gaisaku, Ube-shi, Yamaguchi	★	
	54	Takamatsu Branch	4001-77 Yoshida, Utazu-cho, Ayauta-gun, Kagawa	★	
	55	Takamatsu Stock Center	2-3-1 Asahimachi, Takamatsu-shi, Kagawa	★	
	56	Tokushima Branch	23 Nakahara, Ojin-cho Nakahara, Tokushi ma-shi, Tokushima	★	
	57	Matsuyama Branch	1068-4 Kumanodai, Matsuyama-shi, Ehime	★	
	58	Kokura Branch	7-1 Kifunemachi, Kokurakita-ku, Kitakyushu-shi, Fukuoka	★	
	59	Hakata Stock Center Fukuoka Branch	2-4-14 Takeshita, Hakata-ku, Fukuoka-shi, Fukuoka	★	
	60	Planet Kyushu Tosu Branch	1651 Himekata-machi, Tosu-shi, Saga	★	
	61	HC Kyushu Distribution Center	1956-1 Kitanomachinaka, Kurume-shi, Fukuoka	★	
	62	Nagasaki Branch	23-4 Ohashi-machi, Nagasaki-shi, Nagasaki	★	
	63	Kumamoto Branch	5F Kumamoto Central Bldg. 66-7 Yamasaki-machi, Chuo-ku, Kumamoto-shi, Kumamoto	★	
64	Oita Branch	1-3-28 Mukaibara-Higashi, Oita-shi, Oita	★		
65	Kagoshima Branch	3-68 Tokai-cho, Kagoshima-shi, Kagoshima	★		
66	Okinawa Branch	5F Okinawaken Kensetsu Kaikan 5-6-8 Makiminato, Urasoe-shi, Okinawa	★		

Note: 33 Komaki Branch is scheduled to be renamed Kitanagoya Branch and relocated to the following address in May 2025.
1-1 Shiryumi, Okimura, Kita-Nagoya, Aichi

Current Status of Subsidiaries

TRUSCO THAILAND TRUSCO NAKAYAMA THAILAND



Kazuaki Harada
Representative
Director and President

TRUSCO NAKAYAMA THAILAND
Site area: 10,942 m² Total floor area: 4,731 m²

Company Overview

Trade name: TRUSCO NAKAYAMA CORPORATION (THAILAND) LIMITED
Officer in charge at TRUSCO NAKAYAMA Corporation: Masashi Yamamoto
Director: Norihiro Higashi
Business areas: Wholesale of PRO TOOLS (secondary materials used in factories)
Capital: 390 million baht (approx. 1.3 billion yen)
Established: September 2010
Equity: 99.9%
Capital investment: 250 million yen for land, 210 million yen for buildings, etc.
Location: Bangplee, Samutprakarn
(13 km south of Suvarnabhumi International Airport)
TIP7 789/8 Moo9, Bangplee Samutprakarn 10540 THAILAND

TRUSCO INDONESIA PT.TRUSCO NAKAYAMA INDONESIA



Yohei Takuno
Representative Director
and President

TRUSCO NAKAYAMA INDONESIA
Site area: 16,178 m² Total floor area: 10,430 m²

Company Overview

Trade name: PT.TRUSCO NAKAYAMA INDONESIA
Officer in charge at TRUSCO NAKAYAMA Corporation: Masashi Yamamoto
Auditor: Norihiro Higashi
Business areas: Wholesale of PRO TOOLS (secondary materials used in factories)
Capital and capital surplus: 378.8 billion rupiah (approx. 3.2 billion yen)
Established: December 2014
Equity: 99.9%
Capital investment: 1,130 million yen for land, 640 million yen for buildings, etc.
Location: Lippo Cikarang District, Bekasi, Jawa Barat
(40 km east of the capital city, Jakarta)
Jl. Kenari Raya No. 36 Delta Silicon VI, Jayamukti, Cikarang Pusat, Kab. Bekasi 17815.

TRUSCO USA TRUSCO NAKAYAMA USA



Shunsuke Takenaka
Representative Director

A building where TRUSCO NAKAYAMA USA is located

Company Overview

Trade name: TRUSCO NAKAYAMA USA, INC.
Officer in charge at TRUSCO NAKAYAMA Corporation: Kazuo Nakai
General Managers: Takeshi Yashima
Business areas: Procurement of PRO TOOLS (secondary materials used in factories)
Capital and capital surplus: 1 million US\$ (approx. 1.4 billion yen)
Established: September 2024
Equity: 100%
Location: Schaumburg, Illinois, USA
(11 km west of Chicago O'Hare International Airport)
10 N. Martingale Road, Suite 400, Schaumburg, Illinois 60173, USA

Specific initiatives

Products

A wide selection of products in cooperation with 3,637 suppliers in Japan and overseas

6.99 million SKUs of registered products to realize “Trusco has what we need.”

“TRUSCO,” the industry’s first private brand developed from a unique perspective



Private brand “TRUSCO”

Logistic

Inventory of 610,000 items, all with the same or similar functions

Distribution equipment for high-density storage and high-speed shipping

278 delivery services (146 third-party vehicles/132 TRUSCO vehicles) for immediate delivery with fixed-cost based distribution

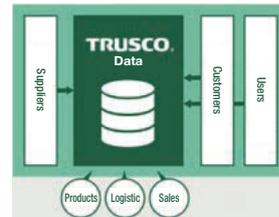


AutoStore (High-density robot storage system)

Digital

Accumulate data on products, logistics, and sales as “core” data

Deployment of various digital services throughout the supply chain



Accumulating “core” data

Sales

Providing services that enhance user convenience, such as MRO Stocker, Orange Commerce, and YOKEL.

Developing businesses that contribute to environmental preservation, such as “Niawase + Uchoku” (cargo assortment + direct delivery to users) and repair workshop “Naojiro”

Catalogs

“TRUSCO Orange Book” specializes in product search visibility

“TRUSCO Orange Book.Com,” a product search site that allows users to search for products and obtain the latest data



Manufacturing encyclopedia TRUSCO Orange Book

Major capital investments in 62nd period

Construction of Planet Aichi

Location: 1-1 Shiryumi, Okimura, Kita-Nagoya, Aichi
 Operation start: July 2026 (planned) Total investment (planned): Approx. 30 billion yen
 Number of floors: Warehouse four floors, office four floors
 Total investment in 62nd period: 14,179 million yen
 Capacity: Number of deliveries: 100,000 per day
 Site area: 41,634 m² Number of items in stock: 1 million
 Total floor area: 88,602 m² Shipment amount: 100 billion yen/year (maximum)
 Building structure: Hybrid structure (RC-column, S-beam), quake-absorbing structure
 Design and construction: Taisei Corporation



Planet Aichi construction status (photo taken: January 2025)

Construction of Planet Niigata

Location: Fukujima-shinden, Sanjo, Niigata
 Operation start: August 2026 (planned) Total investment (planned): Approx. 18 billion yen
 Number of floors: Warehouse four floors, office third floors
 Total investment in 62nd period: 5,336 million yen
 Design: Nikken Sekkei Ltd.
 Site area: 26,300 m²
 Construction: Kajima Corporation
 Total floor area: Approx. 48,338 m² (planned)
 Building structure: Hybrid structure (RC-column, S-beam), quake-absorbing structure



Rendering of Planet Niigata

Financing

As of the end of the 62nd period (December 31, 2024), the balance of cash and deposits amounted to 41.3 billion yen (a decrease of 1.9 billion yen yoy). During the fiscal year under review, the Company repaid 8.5 billion yen in current portion of long-term borrowings and conducted financing of 15.0 billion yen by way of long-term borrowings to provide stable cash flow to support business expansion associated with aggressive capital investment.

Major lenders ▶



Other electronic provision matters

Financing table

Fiscal year	55th period 2017	56th period 2018	57th period 2019	58th period 2020	59th period 2021	60th period 2022	61th period 2023	62nd period 2024	Balance of borrowings at end of 62nd period	Balance of cash and deposits at end of 62nd period
Long-term borrowings	10 billion yen	15 billion yen	—	10 billion yen ¹	—	—	15 billion yen	15 billion yen	46.5 billion yen ²	
Repayment							△10 billion yen	△8.5 billion yen		
Short-term borrowings	—	—	17 billion yen	—	—	—	—	—	10 billion yen	
Repayment						△7 billion yen				
Total	10 billion yen	15 billion yen	17 billion yen	10 billion yen	—	△7 billion yen	5 billion yen	6.5 billion yen	56.5 billion yen	41.3 billion yen

¹ The financing by way of long-term borrowings during the 58th period ended December 2020 was conducted in view of the possibility of an economic crisis under the COVID-19 pandemic.

² Of the 46.5 billion yen in long-term borrowings outstanding, 1.5 billion yen is scheduled for repayment in the 63rd period ending December 31, 2025.

Challenges to be addressed

63rd period (fiscal year ending December 2025) Plan

Consolidated operating results	62nd period FYE December 2024 Fiscal year under review	63rd period FYE December 2025 Plan
Net sales	295,024 million yen (+10.0%)	317,430 million yen (+7.6%)
Gross margin	20.9% (△ 0.6pt)	20.7% (△ 0.2pt)
Selling, general and administrative expenses	41,704 million yen (+6.9%)	44,570 million yen (+6.9%)
Incl.) Depreciation	6,044 million yen (△ 2.6%)	5,767 million yen (△ 4.6%)
Operating income	19,978 million yen (+7.9%)	21,130 million yen (+5.8%)
Ordinary income	20,056 million yen (+7.4%)	21,170 million yen (+5.6%)
Net income attributable to owners of parent	16,095 million yen*1 (+31.2%)	14,520 million yen (△ 9.8%)
Net income per share	244.09 yen (+58.04 yen)	220.20 yen (△23.89 yen)
Annual dividend per share	54.00 yen (+7.50 yen)	55.50 yen (+1.50 yen)

Note: Figures in parentheses () indicate changes from the previous fiscal year.

*1. The Company recorded an extraordinary income of 2,778 million yen due to the sale of the former Osaka Head Office and other factors.

To become what we want to be: Capability targets

To be able to always provide the highest level of convenience as a creative company, we believe that we should prioritize “capability targets,” which clarify what abilities the Company should develop, rather than “quantitative targets,” such as sales and profit. To aim to become a company that is always needed by clients and the society, we will engage in our business while seeking to become what we want to be as described below:

- 1 We want to be a company with the ability to store 1 million items in inventory by 2030.
- 2 We want to become a company with the ability to receive orders 24 hours a day and ship orders 365 days a year.
- 3 We want to become a company free from out-of-stock items, wrong orders received, and wrong shipments.
- 4 We want to become a company without the need for inventory taking.
- 5 We want to become a wholesaler company with the ability to ship orders directly to users without stress.
- 6 We want to become a company with the ability to provide an estimate instantaneously.
- 7 We want to become a company with the ability to realize the fastest, shortest, and best delivery in the industry.
- 8 We want to become a company with as small environmental load as possible.
- 9 We want to become a company that actively promotes recycling, reuse, and returnable initiatives.
- 10 We want to become a platformer that supports the Japanese manufacturing sector.
- 11 We want to become a company with the ability to overturn the common sense, customs, established theories, and standard moves in the industry.

Services we are enhancing

MRO Stocker, a system of “use first, pay later” for tools

MRO Stocker is like “Okigusuri,” a business model that has been around for many years in Japan, but for tools. MRO Stocker locations are stocked with consumables serving as our inventory that users want, enabling TRUSCO to respond to the needs of manufacturing sites that need certain products immediately.

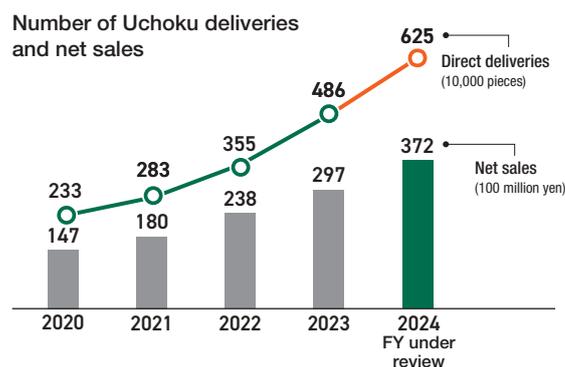


MRO Stocker
website

Number of installations: **1,414**

Very popular Niawase + Uchoku (cargo matching + direct delivery to users)

“Niawase + Uchoku” is a service in which customer orders are ‘Niawase’ (cargo assortment) and delivered directly to the manufacturing site by ‘Uchoku’ (direct delivery to users). Planet Aichi, which is scheduled to start operation in July 2026, will introduce state-of-the-art distribution equipment to dramatically improve this function and make “Niawase + Uchoku” by wholesalers a common practice in logistics.



Corporate Management Department

Pursuing the essentials and building
a solid foundation for growth

Atsushi Kazumi

Director & General Manager of
Business Management Department,
General Manager of
Digital Strategy Department,
General Manager of
Orange Book Department

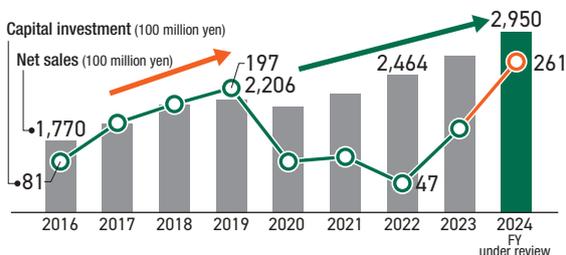


With net sales surpassing 300 billion yen, we will build a solid foundation for growth for the upcoming stage of development. We will allocate management resources appropriately to logistics, systems, and products, always pursuing the essence of what we do, and from the customer's perspective, to continue to powerfully support manufacturing and distribution in Japan while at the same time creating an environment in which each and every employee can maximize their potential and serve as the cornerstone of our corporate growth. We aim to co-create with our stakeholders by enhancing our capabilities and expanding its profits over the long term.

Initiatives and Results for 62nd

Development of a solid foundation to support growth

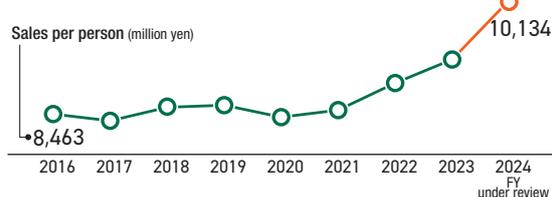
We invested 26.1 billion yen to strengthen logistics functions and systems in order to achieve various capacity targets (see page 15). Funds were aggressively allocated to strengthen our corporate capacity to quickly build creative services in this transformational period of distribution. At the same time, the equity ratio as of the end of the 62nd period was maintained at 64.4%, enabling flexible allocation of resources.



Continued to raise the level of corporate capacity through flexible capital investment

Maximizing the potential of each employee

Sales per employee (net sales/employee) were 113.4 million yen and ordinary income was 20.0 billion yen. This was because we realized improved customer convenience, operational efficiency, and productivity by maximizing the potential of each employee by promoting of the integration of digital and systems, and investing in human resources. We are building a foundation for sustainable growth while responding to a changing environment.



Continuing to improve per productivity

Mission for 63rd

Creating a new customer experience based on a large distribution center

In anticipation of a declining population and changes in purchasing behavior, we will allocate management resources to strengthen distribution capacity, product lineups, etc., based on Planet Aichi and Planet Niigata, which will be operational in 2026. We will also make full use of digital technology to expand services that only we can offer, improve the customer experience, and penetrate unique services such as "Niawase + Uchoku" services.



Planet Aichi to be in operation in 2026(Floor area: approx. 26,802 m²)

Happiness of customers as TRUSCO grows

Having the will to grow and a positive and sincere attitude toward the work ahead of us is, we believe, the essence of human resources. As a company grows, it inevitably creates new challenges and difficult opportunities. By working on these activities, individuals will improve their abilities and grow as talented employees. In the 63rd period, we will continue to build a solid foundation for our growth and create opportunities for motivated employees to take on challenges and develop themselves.



New employees offer ceremony for 2025(129 new hires in 2025)

Product Department

Questioning user-oriented purchasing to “never stop manufacturing in Japan.”

Kazuo Nakai

Director & General Manager of Product Department
Executive in charge of TRUSCO NAKAYAMA USA, INC.



We want to quickly and reliably deliver the wide variety of products that our customers demand. To this end, we will pursue an environment where “everything necessary for the manufacturing scene becomes available.” We conduct thorough market analysis to identify and develop the products that are in demand. As a trusted supplier of professional tools, we will maximize our sales, logistics, and digital capabilities to improve customer convenience.

Initiatives and Results for 62nd

Review of product adoption criteria

We focused on expanding the product lineup by reviewing the criteria for inventory adoption for faster product delivery. The number of inventory items expanded to 611,000 SKUs (up 18,000 SKUs yoy). Among them, we boosted the assortment and inventory volume of disaster-preparedness products to meet emergency demand, such as in the event of a contingency, at our distribution centers nationwide.



Example: Disaster preparedness inventory at Planet Kobe (distribution center)

Brushing up on private brand products

Aiming to become a “standard” in the manufacturing sites, we promoted a PB product lineup re-evaluation. We brushed up the platform truck Kartio and spot air conditioners. As a result, the sales amount of Kartio improved to 570 million yen (+150 million yen yoy) and spot air conditioners to 670 million yen (+200 million yen yoy).



Major private brand products brushed up

Mission for 63rd

Solving customers' problems by mastering the product lineup

We will prevent shortages and create an environment in which “what you want is always what you get” by having an abundant inventory and a full assortment of equivalent products.



- ① One-stop service for daily tasks such as ordering, inquiries, shipping/receiving operations, and payment, which reduces workload and addresses labor shortages
- ② Support customers' business continuity by providing a stable supply of products from inventory even if supply chains are disrupted due to unforeseen circumstances.



Various sizes of safety and work shoes
12,000 SKUs in lineup



Stocked with 110,000 SKUs of cutting tools essential for manufacturing from 16 manufacturers

Market-in product adoption and development

We grasp market trends and actively promote the adoption of products from the user's point of view. Also, we explore what products will penetrate the market and develop products with pricing and specifications that meet the market needs.



Portable power source that can be used not only in times of disaster but also in a wide range of situations such as work sites and leisure activities



Totally enclosed aluminum-blade factory fan with DC motor and energy-saving specifications

Distribution Department

Building a logistics system capable of sustainable growth while thoroughly strengthening the fundamental principle of convenience, for “TRUSCO has what we need.”

Tatsuya Nakayama

Director & General Manager of
Distribution Department



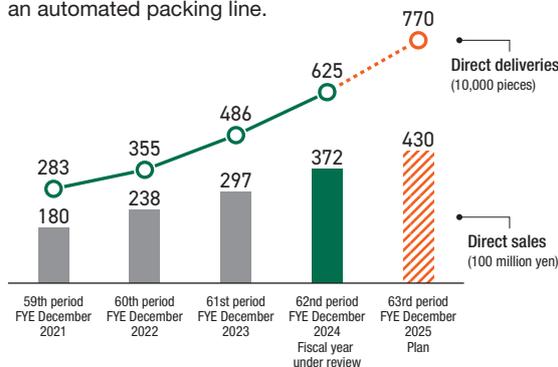
The most important thing our customers expect from us is that when they need something for manufacturing, “TRUSCO has what we need” and “TRUSCO can deliver it immediately. Capital investment and expansion of inventory items are all part of achieving this. We will continue to strengthen the fundamental aspects of convenience.

Furthermore, it is anticipated that in the near future there will be a labor shortage on a completely different level than we see now. Therefore, we will build a logistics system capable of sustainable growth by automating processes and improving productivity.

Initiatives and Results for 62nd

Strengthening Niawase + Uchoku

Customer demand for Niawase (cargo assortment) and Uchoku (direct delivery to users) further expanded, with Uchoku unit volume reaching 6.25 million items and net sales reaching 37.2 billion yen. In order to cope with the rapidly growing number of shipments, we have strengthened our shipping capacity by adding an automated packing line.



Expanding inventory assortment and stock capacity

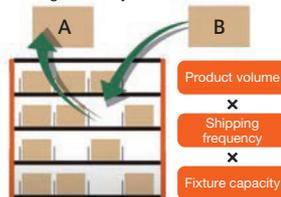
The number of inventory items increased to 611,000 SKUs (up 18,000 SKUs yoy) and the total number of inventory items to 60.2 million items, (up 3.26 million items yoy), including the adoption of approximately 38,000 new inventory items. The inventory management system “ZAICON 3” was upgraded for optimal inventory holding, and efforts were made to maximize inventory holding capacity, including the use of a free-location system.

Expand new products nationwide



Free location concept

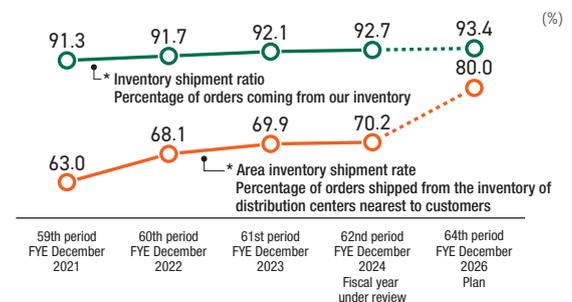
Automatically calculates placement to maximize space utilization without fixing inventory locations



Mission for 63rd

Aiming for “TRUSCO without shortages”

Our inventory lineup of over 600,000 items gives us a competitive edge. What is essential, however, is that they be “always available” when “needed” and “at the customer’s nearest distribution center. To achieve “TRUSCO without shortages,” we will first improve the “Inventory shipment ratio**” at each distribution center from the current 70.2% to 80.0% by the end of 2026.



For sustainable logistics growth

With the working-age population certain to decline, it will be difficult to sustain logistics that relies on manpower, and the introduction of automated equipment is essential. On the other hand, without cost control commensurate with capital investment, it will not be possible to continue to enhance capacity. Along with the promotion of automation, we will thoroughly improve productivity by improving business processes to build a sustainable logistics system.



I-Pack® (high-speed automated packaging and shipping line)



AutoStore (High-density robot storage system)

Digital Strategy Department

Pursue operational efficiency not only for ourselves but also for the entire supply chain

Atsushi Kazumi

Director & General Manager of Business Management Department,
General Manager of Digital Strategy Department,
General Manager of Orange Book Department

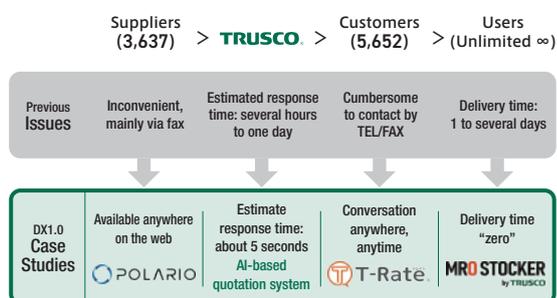


In the supply chain that supports Japan's manufacturing industry, the commercial flow of goods from suppliers, wholesalers, and customers to users involves an enormous amount of time and effort, including receiving and placing orders, estimating costs, and making various inquiries. We are focusing on building a digital supply chain platform that allows users to place an order for a product and then be connected to the manufacturer in a single step, eliminating hassle and stress.

Initiatives and Results for 62nd

Creating a convenient digital platform

- Creating a digital supply chain platform under the slogan of "automation of operations" with a starting point of 2020.
- Promoting DX by starting with a review of business processes, making efforts to utilize data and improve productivity.



DX that realizes overwhelming speed and convenience

Creating a digital organization that understands the business world

- Starting with a focus on getting into each site and understanding the essence of business before talking about digital talent.
- Emphasizing the importance of teamwork between specialists and generalists, as well as between operational departments, along with the development of individual skills.



Members of Digital Strategy Department at Osaka Head Office

Mission for 63rd

Pursuing the role of wholesalers digitally

- "Orange Book.Com Cross," an EC site for receiving and placing orders from users all at once, was released in February.
- Reducing the time and effort required for analog operations such as ordering and quotations, and improving the efficiency of the entire supply chain.



Security measures

- Along with DX promotion, security measures are positioned as important, and efforts are being made to strengthen management of increasingly sophisticated cyber-attacks and information leak risks.
- Establishing a digital governance mechanism, monitoring cyber security, conducting attack training and education, and improving the level of management company-wide by enforcing rules and improving knowledge.

Policy on measures

- AI monitoring and detecting signs of attacks
- Strengthened access control authentication
- Isolate and protect backup data
- Predictive monitoring for fraud
- Multi-layered defense wall with security devices
- Measures by decentralization and redundancy

Sales Department

Accurately understand the ever-changing issues and values of our customers and strengthen functions

Masashi Yamamoto

Senior Executive Officer
General Manager of Sales Department



The business environment today undergoes rapid changes, and our customers face a wide range of challenges. Even with the same methods and services as in the past, customers' values are changing, and we salespeople must carefully listen to their voices and correctly understand their issues and requests. Always looking at things from the customer's perspective rather than our own, we will continue to serve customers by further refining our unique services, solving problems, and creating new value.

Initiatives and Results for 62nd

Addressing customer issues with our unique services

Factory route 196,947 million yen (+8.1% yoy)

- Leveraging services such as "MRO Stocker," "Niawase + Uchoku," and "Naojiro," we focused on solving customers' problems by proposing solutions tailored to the issues of clients and users with services that only we can provide.
- Our logistics system and sales network contributed to suppliers' operational efficiency, which enabled us to acquire new customer segments and expand our market share.

e-business route 68,159 million yen (+15.3% yoy)

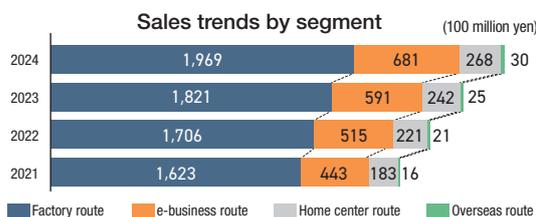
- Leveraging the latest logistics equipment and our logistics services to achieve a variety of delivery methods, we have improved delivery accuracy by strengthening system linkage, enhanced the product database, and provided other services tailored to the needs of each client, differentiating ourselves from competitors.

Home center route 26,825 million yen (+10.6% yoy)

- Our efforts to strengthen the product lineup at clients' stores and enhance our e-commerce site by utilizing extensive inventory items and logistics system have resulted in an increase in the number of clients who have nominated us for their business.

Overseas route 3,091 million yen (+19.7% yoy)

- Local subsidiaries accelerated the development of new customers and local procurement of commercial materials that match the market. The export business effectively utilized preferential tariffs to increase price competitiveness and meet local needs.



Mission for 63rd

Addressing changes in the business environment

While changes in the business environment require increasingly diverse procurement and supply methods, we will leverage our inventory and logistics capabilities to achieve higher efficiency throughout the supply chain. We also offer flexible services that are not bound by conventional delivery methods, such as "Niawase + Uchoku" to cut delivery time in half, and "YOKEL" (user pickup service) that enables customers to easily order via smartphone and receive their products in as little as 15 minutes.



Pickup of large items at YOKEL, 24-hour pickup at our in-store boxes

Pursuing convenience by ultimate immediate delivery

The MRO Stocker (number of installations: more than 1,600 planned) lineup will be reviewed periodically to incorporate new products and products that help improve operations, thereby contributing to providing an optimal procurement environment, increasing productivity, and improving operations. Furthermore, we will improve our services to make these products available to customers outside of the manufacturing industry, including those in the medical field.



Customers using MRO Stocker

Orange Book Department

Keep responding to customers' needs with paper catalogs and websites

Atsushi Kazumi

Director & General Manager of Business Management Department,
General Manager of Digital Strategy Department,
General Manager of Orange Book Department



Orange Book is published annually as a comprehensive catalog of professional tools for construction and work sites. The 2025 edition will have approximately 420,000 products listed. The value of Orange Book is that “approximately 90.5% of the products listed in Orange Book are held in stock at our distribution center,” and it has been highly evaluated and supported by our customers as not only a product catalog, but also as a ready-to-deliver catalog. Moreover, the product database developed through the production of Orange Book can be lent to dealers to help them expand their business and improve their operational efficiency.

Initiatives and Results for 62nd

Reaffirming the importance of paper catalogs

The 2025 TRUSCO Orange Book

Orange Book Basic Policy

“Products we handle are in stock” +
“Inventory absolutely must be listed in Orange Book.”



Total circulation of about 150,000 copies!!
A standard catalog for manufacturing sites

Manufacturing encyclopedia “TRUSCO Orange Book”

(Points)

- About 422,000 items (+ approx. 210,000 items)
- About 90.5% products listed are from our inventory
- Easier to understand the features and differences of products

The importance of paper catalogs

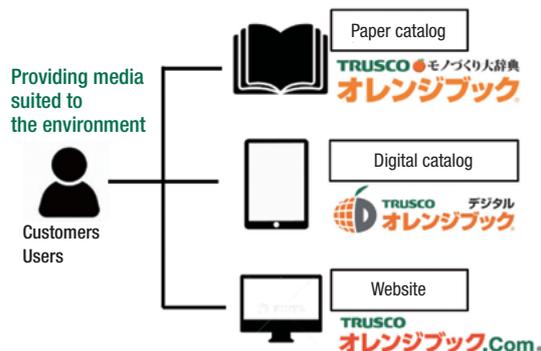
While product searches are increasingly being conducted online, there is still a high demand for paper catalogs from users who manufacture products.

	Features	Users' environment
Paper catalog	<ul style="list-style-type: none"> • Good overview of the product lineup • Easy to compare due to the same product grouping 	<ul style="list-style-type: none"> • No devices such as smartphones can be brought into the manufacturing site • Sites without an internet connection
Website	<ul style="list-style-type: none"> • Filter by keywords to find the product desired immediately • Easy to keep up-to-date 	<ul style="list-style-type: none"> • Offices with good internet access • On-the-go use with a variety of devices

Mission for 63rd

Creating the best environment for product selection

We deliver the most suitable media in the most suitable conditions according to the usage scenario and environment of the user who selects products.



Updating Orange Book Jr. and Construction Book

With a well-selected lineup, the catalog will evolve into a catalog that is easy to read, find, and use.



Orange Book Jr.

- A single catalog that covers all categories of Orange Book
- Lineup of products with top sales performance in each category



Construction Book

- Comprehensive list of essentials for construction-related users
- New products are available in addition to the standard lineup



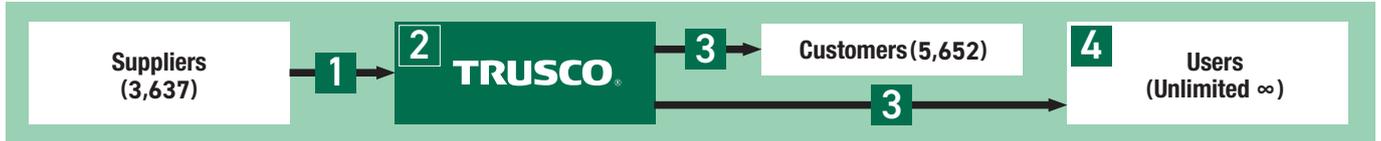
Sustainability

For more than 25 years since before the word sustainability became popular, we have been working on business activities with low environmental impact under the slogan, "Sustainability." At present, we are engaged in a variety of initiatives as TRUSCO "Sustainability" projects designed to create a better future, including social activities and governance.

Environment Environmental activities through business

Environment

TRUSCO is committed to reducing the environmental burden of our business activities, planning and developing environmentally-friendly PB Products, and proactively recycling, reusing, and returning products to their original state. The Company is working to reduce the environmental impact of the entire supply chain, from our company to even the users of our products, aiming to achieve sustainable distribution. We call these TRUSCO Shared Value (TSV) activities in the Company, and we are working to raise awareness of reduction of the environmental burden among each and every employee.



1 Offering products that are environmentally-friendly

- Reducing environmental impact by holding inventory **1,590t reduced** *The amount of contribution to CO₂ emissions reduction in one year in 2024 calculated from the results of each measure
- Efforts to make TRUSCO products environmentally-friendly
In the planning and development of our own TRUSCO brand products, we have set environmental standards for resource conservation, waste reduction, long-lasting use, etc., and are promoting environmentally-friendly product development.

2 Reducing the environmental burden by using our equipment

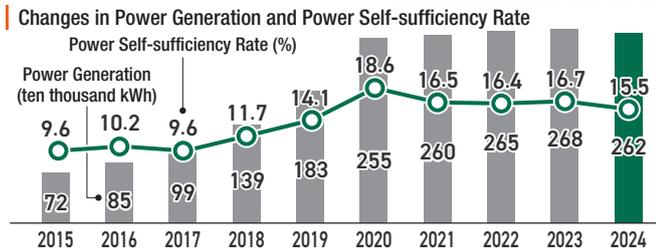
Power Generation Capacity **2,793kW**
Power Self-sufficiency Rate **15.5%**

TRUSCO Power Generation Installations (19 locations)

We installed photovoltaic power generation panels at our new business locations.



Solar power panels on the roof of Planet Saitama



3 Delivering products to our customers

- Reducing the environmental burden through fixed-cost based distribution **5,130t reduced**
We deliver our products to customers via fixed routes from distribution centers located near our customers (28 locations throughout Japan), which reduces packaging materials and CO₂ emissions associated with delivery compared to shipping by courier service.
- Reducing the environmental burden by "Niawase" + "Uchoku" **3,285t reduced**
TRUSCO's Direct Delivery Service realized by "Niawase" + "Uchoku" makes it possible to deliver directly to users (6.25 million packages a year) instead of two-step deliveries that involve customers. Not only does this shorten delivery times but also helps reduce the amount of packaging materials used and CO₂ emissions.



Video on "Niawase + Uchoku"

4 Using our products

- MRO Stacker is like "Okigusuri," a system of "Use First, Pay Later" for medicine, but for tools **5,661t reduced** MRO Stacker Website
MRO Stacker
Always having PRO TOOLS in stock that are used daily eliminates management costs, delivery time, and wasteful purchases. In addition, delivery costs as associated with each order are also reduced, which helps to reduce the environmental burden.



MRO Stacker

- Repair Workshops "Naojiro" Service **1,235t reduced**



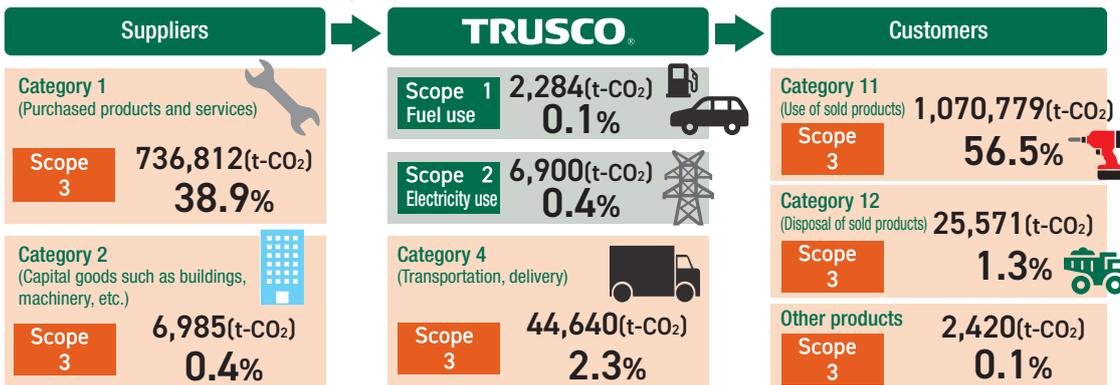
Naojiro Repair Workshops Website

Environment Responding to risks and opportunities attributed with climate change **Environment**

In order to continue to be of service to people and society in any era, we are resolving social issues and contributing to local communities based on our "Sustainability" Basic Policy. Based on the TCFD recommendations* for climate change, we also disclose the following four items: "Governance," "Strategy," "Risk Management," and "Indicators and Targets."

*Task Force on Climate-related Financial Disclosures (TCFD)

CO₂ emissions related to the Company's business activities (results of 2023)



Responding to risks and opportunities attributed with climate change

*Figures with % indicate composition ratio.
*Scope 1: Direct emissions from fuel use
Scope 2: Indirect emissions resulting from energy supplied by another company
Scope 3: Indirect emissions related to the supply chain other than Scopes 1 and 2



About Scope 3

Based on the idea that “an employer has the obligation to provide a work environment where employees can continue to work for a long time with a peace of mind,” the Company provides an environment that supports participation of diverse human resources and encourages all employees to use various workplace-related programs at TRUSCO.

Promotion of female employees

Since around 2006, we have set a goal of increasing the percentage of female employees, and have been promoting recruitment activities and creating a workplace where they are comfortable to do their job. The Company endeavors to increase the percentage of female employees in newly appointed management positions. The first female general manager took office in January 2024.

Additionally, in 2024, we established a new “Girls’ meeting for proposals.” This meeting allows female employees determined through a candidacy system to participate in monthly management conference and make proposals for improvement, enhancement, and growth. A total of four female employees from across the country participated in the 63rd period.

Comfortable work environment indicators*1

	2023	2024
Percentage of female employees hired	47.9% (Employees)	41.2% (Employees)
Percentage of female employees	35.5% (Employees) 73.2% (Part-time employees)	36.6% (Employees) 73.4% (Part-time employees)
Percentage of female senior supervisors	23.7% (58)	25.4% (64)
Percentage of female employees in management roles	8.7% (11)	8.6% (11)
Percentage of annual paid leave taken	65.3% (Employees)	66.7% (Employees)
Percentage of employees who returned to work from childcare leave	100% (46)	100% (44)
Number of male employees who have taken childcare leave	17	11
Percentage of employees who have taken childcare leave by gender	Male 55.6% (Employees) Female 85.7% (Employees)	Male 40.7% (Employees) Female 80.8% (Employees)
Average number of overtime hours per month	17.9 hours*2	20.9 hours*2

*1 The above indicators are for the parent company only.

*2 It includes hours within the statutory overtime hours.

TRUSCO NAKAYAMA Health Insurance Association

As a company that looks after the lives of our employees, we want to take responsibility for the health of our employees and their families. Based on that desire, in April 2019, we established the TRUSCO NAKAYAMA Health Insurance Association, our sole health insurance association, at Tokyo Head Office. Its establishment allows us to make decisions smoothly and further enhance our own insurance services.

We will promote initiatives that are suitable for the Company so that employees can continue working with a peace of mind for many years.



TRUSCO NAKAYAMA Health Insurance Association
(From left) Manager Akiko Tani,
Acting Senior Supervisor Ryoko Nakamura



TRUSCO NAKAYAMA
Health Insurance
Association website

Programs for employees to work for many years with peace of mind

What you are doing is important, but when you are doing it is even more important.

The “spirit” of a corporate system differs depending on when it was initiated. We have a number of unique human resource programs that were inspired not by the trends of the world but by our concern for our employees. By respecting the opinions of our employees and supporting their work styles through various approaches, we improve their motivation to work which leads to the growth of the Company.



Details of
personnel systems

3-day workweek system New system



Ayaka Kita, Tokyo NB Products Section

Started in 2024

In addition to improving efficiency and making effective use of work time, this program enables employees to balance work and private life, and to realize a variety of work styles.

Babybird Transfer Program New system

Started in 2024

The system allows employees to apply for a desired transfer if they wish to work in the vicinity of people they associate with, both inside and outside the company.

Lovebird Transfer Program

Started in 2005

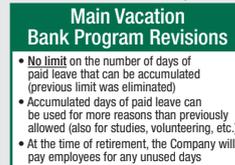


(Left) Staff Kumiko Fujiwara, MRO Supply Tokyo Branch (Right) Assistant Branch Office Manager Kazunari Moriuchi, Internet Sales Tokyo Branch

This policy allows a spouse (even if employed by another company) to apply for relocation to an area of choice.
Last 3 years (Program participants: 13)

Vacation Bank Program

Started in 2007



Revised in 2022

- No limit on the number of days of paid leave that can be accumulated (previous limit was eliminated)
- Accumulated days of paid leave can be used for more reasons than previously allowed (also for studies, volunteering, etc.)
- At the time of retirement, the Company will pay employees for any unused days

Since there is no limit on the number of days of paid leave that can be accumulated, employees will not have to worry about not having enough days available during unexpected circumstances

In the past, this program allowed employees to accumulate up to 60 days of unused paid vacation time within the time limit in case of illness, nursing care, or other events requiring extended leaves of absence. The following revisions were made in 2022.

Childcare Leave Program

Started in 1992



Ai Nosue, Komaki Branch, and her child using Childcare leave Program

Legally, employees are allowed to take childcare leave until the day before their child turns one, but at TRUSCO NAKAYAMA, employees can take childcare leave until the end of the month in which their child reaches the age of three.

2024 (Program participants: 38)
*Maximum of 3 years

Go Home Early System

Started in 2020



Yoshitaka Suga, IT Planning Section

This program allows employees to leave early when they finish work within their scheduled working hours, with the aim of encouraging an awareness and habit of leaving work early. If employees work efficiently and finish early, they can use the system once a week, up to a maximum of 30 minutes earlier than their regular workday.

2024 (Program participants: 111)

“Giving Back to Society” through the Nakayama visually impaired welfare foundation

The Nakayama visually impaired welfare foundation was established in 1997 in response to the will of “wanting to serve visually impaired people” by Kiyoko Nakayama, the mother of Tetsuya Nakayama (President of the foundation), who was born with optic nerves damaged by a forceps delivery. It later became a public interest incorporated foundation in 2010. The basic property shall be shares of TRUSCO NAKAYAMA Corporation, and the foundation does not receive donations or support from outside and does its own management. We continue “Giving Back to Society” through the Nakayama visually impaired welfare foundation.

Managing the foundation using stock dividends

The foundation was established by the Nakayama Family with four million shares of TRUSCO NAKAYAMA Corporation stock and \$3 million in cash. In addition, the Nakayama Family donated an additional one million shares of TRUSCO NAKAYAMA Corporation stock in 2021. The foundation operates its business with the dividends from the shares.

No. of Company shares held 4.35 million shares (as of December 31, 2024)

Overview

Established	October 1, 1997 Transition to a public interest incorporated foundation was made on November 1, 2020 Transition to a public interest incorporated foundation was made on October 1, 2021 Japanese name of the Nakayama visually impaired welfare foundation was changed.
President	Tetsuya Nakayama
Address	2-1-9 Mizuki-dori, Hyogo-ku, Kobe, Hyogo Prefecture 652-0802 (3 min. walk from Shinkaichi Station)
Support project results	1,055,920,000 yen (cumulative total over 27 years until FY2023)



(2024) Guide dogs “Pinky” (2024) Guide dogs “Dandy”



New Nakayama Memorial Hall
(completed on September 15, 2021)

Area of grounds: approx. 1,401 m²
Floor area: approx. 5,712 m²
Structure: 1 underground level, 5 floors above ground, equipped with isolation system

List of Officers and Board of Directors for the Nakayama visually impaired welfare foundation (listed in alphabetical order)

President	Auditor
Tetsuya Nakayama President of TRUSCO Corporation	Kohei Nomura Attorney at Nomura & Partners
Senior Director	Kazumasa Murai Certified Public Accountant and Tax Accountant at Murai Certified Public Accountant Office
Saori Nakayama Representative Director of NR Holdings Co., Ltd. Registered as Certified Public Accountant	Councilor
Managing Director	Yusuke Saraya President and Representative Director of Saraya Co., Ltd.
Hiroaki Matsuyama Managing Director	Tomihiko Takamatsu Former Chairman of DyDo GROUP HOLDINGS INC.
Director	Yuko Nakayama Representative Director of NS Holdings Co., Ltd.
Takuji Iuchi President of AS ONE Corporation	Rie Nakayama Assistant Professor of Department of Otolaryngology, Graduate School of Medicine, Keio University
Norio Ichikawa President of Zojirushi Corporation	Motonobu Nishimura Chairman of Mandom Corporation
Tatsuya Otsuka President & Chief Executive Officer of Earth Corporation	Yuki Noumura President and Representative Director of Taiyo Kogyo Inc.
Kohei Goto Chairman of SANKO Co., Ltd.	Junji Hada Chairman of ELECOM Co., Ltd.
Osamu Tsujimoto President of TSURUMI MANUFACTURING Co. Ltd.	Naotaro Hikida President and Representative Director of Kohnan Shoji Co., Ltd.
Teruo Hashimoto Chairman of Nippon Lighthouse Welfare Center for The Blind	Kunio Yamada Chairman of Rohto Pharmaceutical Co., Ltd.
Kenji Furuhashi President and CEO of Hosiden Corporation	Yoshiaki Yamamoto President of Social welfare corporation Rokko kakujuen
Atsushi Matsumae The Nakayama Visually Impaired Welfare Foundation Full-time Director	Teiji Wakita President and Representative Director of Wakita & Co., LTD.
Masahiko Mori President of DMG MORI CO., Ltd.	
Naoyuki Yamamoto CEO and Chairman of Yamamoto Kogaku Co., Ltd.	

Senichi Hoshino (former Nippon Professional Baseball manager), who passed away on January 4, 2018, served as director from June 2017 to January 2018, and contributed to the development of the foundation.

Utility project 1

Nakayama Memorial Hall facilities leasing business

At Nakayama Memorial Hall, 14 non-profit organizations cooperate with each other to provide total support to a large number of visually impaired persons.

Utility project 2

Grant project for support groups for visually impaired people and individuals

The foundation provides grants to groups for visually impaired people and support groups in financial difficulty, and provides scholarships free of charge to university students and others.

1 Subsidized project

The foundation provides grants to organizations for the visually impaired people and support groups, and volunteer groups.

2 Scholarship grant program

The scholarship provides visually impaired university students with a strong desire to study with a monthly stipend ranging from 30,000 to 60,000 yen free of charge, helping to create an environment in which they can concentrate on their studies until graduation. Graduate students (master's degree program) receives the same amount of scholarship every month without charge from 2022.

Utility project 3

Support activities for social participation activities for visually impaired people

People with disabilities spend every day like people without disabilities, and the foundation supports the participation of visually impaired people in society, aiming to establish the concept of "normalization," whereby everyone can work together with vigor and enthusiasm.

1 Hyogo Prefecture Visually Impaired People Music Festiva Project "Nakayama/KLC Concert"

A classical concert started for the purpose of providing many visually impaired people with opportunities to perform. (KLC...Kobe Light Center)



"Nakayama/KLC Concert Vol.11"
Guest appearance: Yuki Nishimura

2 Lending business for guide dogs

We commission the training of two guide dogs per year and lend them to the visually impaired as "Nakayama Go" guide dogs. As of 2024 we have loaned 48 dogs.



Guide dog lending ceremony held during the 24th Nakayama Wonderful Festa

3 Personal computer course project

Courses are divided into beginner, Internet, Microsoft Office, iPad experience, and voice PC experience courses to teach basic computer usage and Internet operation.



Computer course



Spacious reception hall



Sunny balcony



Main conference room



Low vision floor
Convenient aids for the blind and visually impaired are available

4 Music performance project "Nakayama Wonderful Festa"

This is a concert that visually impaired people can attend with wheel-chairs and guide dogs which allows them to enjoy the concert free from worry. Visually impaired visitors are welcome to come with their guide dogs or in wheelchairs so that they can enjoy the event without distraction.

In FY2024, 1,710 audiences enjoyed a concert by singer Ryotaro Sugi and his wife Natsuko Godai.

Past performers (honorifics omitted)

#16 2013 Mariko Takahashi	#22 2019 Tomomi Nishimoto & IlluminArt Philharmonic Orchestra
#17 2014 Sayuri Ishikawa	Narrated by Yoshiko Sakuma
#18 2015 Yoshimi Tendo	#23 2023 Iruka & Hiromi Ohta
#19 2016 Masahiko Takeuchi and Kaienta	#24 2024 Ryotaro Sugi & Natsuko Godai
#20 2017 Masashi Sada	
#21 2018 Aki Yashiro	

Note: Concerts were not held from 2020 to 2022 due to the Covid-19 pandemic.



Nakayama Wonderful Festa #24
(Ryotaro Sugi & Natsuko Godai)

5 Accompanying aid workers (guide helpers) education training project

Training sessions are held six times a year with the aim of increasing the number and improving the quality of companionship support employees (guide helpers).

6 Barrier-free movie screening project "Nakayama UD Film Festival"

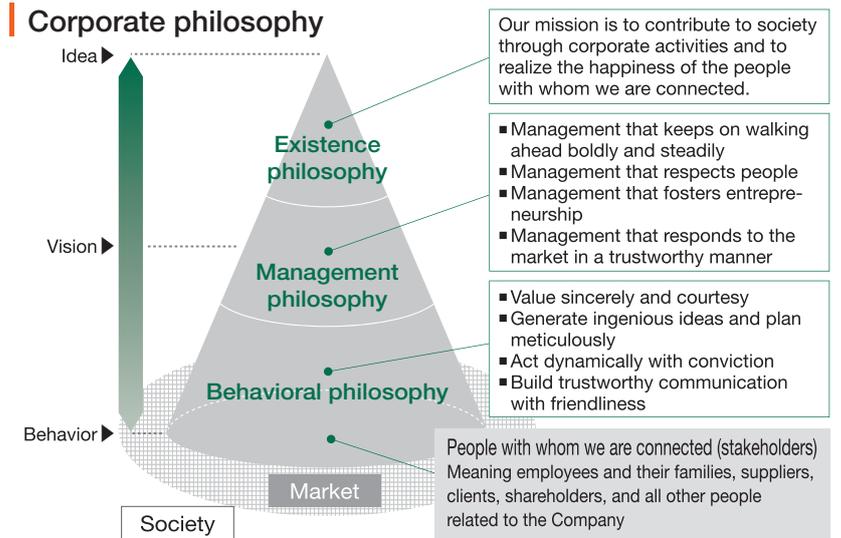
Sponsored by the Nakayama visually impaired welfare foundation, the Nakayama UD Film Festival features audio commentary and Japanese subtitles for films screened. (UD...Universal Design)

Profit-making business (Real estate leasing business)

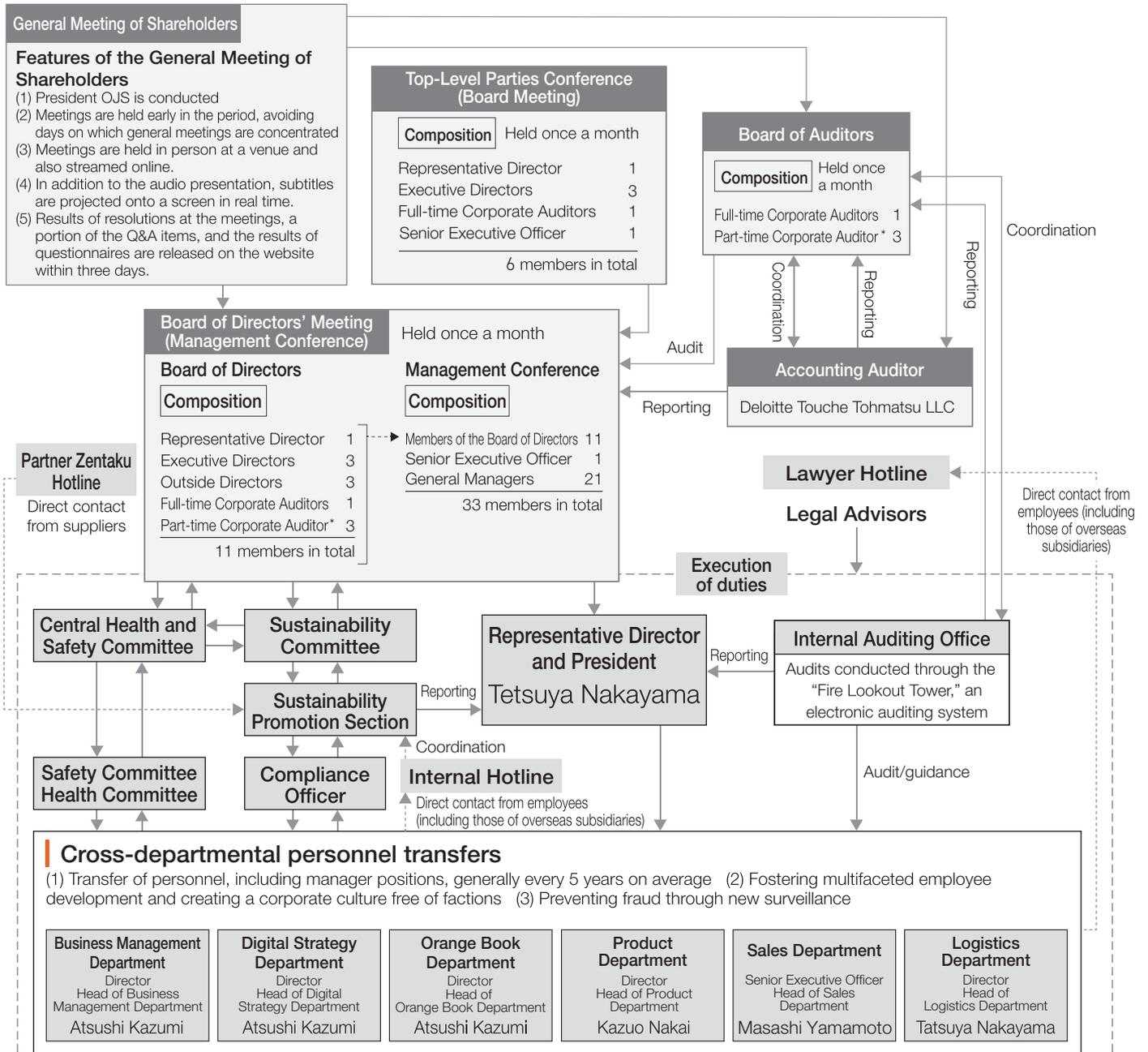
A section of the Nakayama Memorial Hall has been used to provide real estate leases (office leasing, etc.) since November 2021.

For the embodiment of "TRUST COMPANY"

The Company name and corporate logo **TRUSCO** directly express the concept of "TRUST COMPANY," a company trusted by all stakeholders. We will fulfill our social mission by embodying this concept **TRUSCO** as the starting point of our daily corporate activities.



Governance Structure (as of December 31, 2024)



Note: Part-time auditors are outside corporate auditors.

Top-Level Parties Conference (Board Meeting)

Consisting of only executives (excluding Outside Directors and Part-time Auditors), our Board of Directors Meetings deliberate and share the directions of the Company.

Establishment of Outside Directors (Board Brain)

Outside Directors are elected based on the criteria that they should have broad knowledge and sufficient experience in corporate management and should be able to contribute not only to fraud prevention but also to sustainable growth and enhancement of the corporate value of the Company. Interview with Outside Directors ▶ page 28



Interview video

Zentaku Hotlines

“Zentaku Hotlines” are reporting hotlines established inside and outside the Company to early detect, address, and prevent any compliance issues.

Zentaku Hotlines	
Internal Hotline:	An internal reporting hotline for employees established within the Sustainability Promotion Section and the Osaka Management Section
Lawyer Hotline:	An internal reporting hotline for employees established at an external contractor
Partner Zentaku Hotline:	A reporting hotline for suppliers established within the Sustainability Promotion Section

Sustainability Committee

The Sustainability Committee is chaired by Director serving as General Manager of Business Management Department and meets twice a year in principle. The Committee formulates activity policies, promotes and supervises activities, and reports regularly to the Board of Directors with the aim of solving social issues and contributing to sustainable local communities by creating both social and corporate value through our business activities.

Board of Directors’ Meeting (Management Conference)

The Board of Directors meets once a month in principle to make decisions. The Management Conference seeks a wide range of opinions from attendees that include executive officers and general managers of departments to ensure a broad perspective and transparency.

Features of the Conference

- (1) Round-table layout allowing face-to-face communication
- (2) The seating is changed every time with no regard to seniority to facilitate participation from a fresh perspective
- (3) Minutes of the Management Conference, containing not only the resolved matters, but also the comments of each attendee, are released to all employees within one week.
- (4) Female employees determined by a candidacy system make proposals for improvement, enhancement, and growth as the “Girls’ meeting for proposals.”
- (5) Visualize in advance the percentage of time spent on deliberations, reports, proposals, etc. in the entire meeting for effective use of meeting time.
- (6) Every meeting, outside directors are given time to offer advice to utilize their knowledge.

History of National Tax Investigations and additional penalties

Beginning in 2024, the Company has disclosed the history of this investigation and the amount of additional tax collections as a key governance indicator.

	44th term (2007)	47th term (2010)	54th term (2016)	62nd term (2024)
Surveyed term	43rd-44th term (2 years)	43rd-47th term (5 years)	53rd term (1 year)	59th-61st term (3 years)
Survey period	1 month	2 months	2 months	2 months
Surveyed term Total taxes paid (corporate tax, consumption tax, etc.)	8,425 million yen	18,938 million yen	6,575 million yen	24,859 million yen
Adjusted tax amount	9.37 million yen	19.68 million yen	0.78 million yen	17.1 million yen
Main survey contents	Omissions of supplies, etc.	Recording of deferred property taxes, etc.	Recording of subsidiary’s expenses for a different period, etc.	Misstatement of consumption tax, etc.

Open Judge System (OJS; 360-degree evaluation)

Objectives

- (1) The objectivity of the evaluation can be enhanced because various evaluations are conducted not only by supervisors but also by colleagues and subordinates with whom the employees work on a daily basis.
- (2) Evaluation comments are feedback to each individual to help them reaffirm their “strengths,” “weaknesses,” and “what is expected of them,” leading to behavioral reforms.
- (3) This is a system in which co-workers mutually evaluate each other, which will create a good sense of tension. Knowing that they are being monitored will encourage all employees to work harder and improve their abilities.

Category	Frequency	Description
Personnel Evaluation OJS	Twice a year	Conducts mutual OJS assessments of employees working in the same workplace (superiors, colleagues, and subordinates) with results reflected in personnel evaluations.
Promoted OJS	Once a year	All employees who know the candidate employee will evaluate the employee and the results will be reflected in promotions and other personnel treatment.

*For all full-time and part-time employees, excluding officer.

Evaluation system operation method

- (1) Personal information on voters is completely undisclosed.
- (2) Each of three evaluation items is rated on a 5-point scale.
- (3) Voting results are reflected in personnel evaluations, promotions, salaries, and other personnel treatment.

“Fire Lookout Tower” electronic auditing system

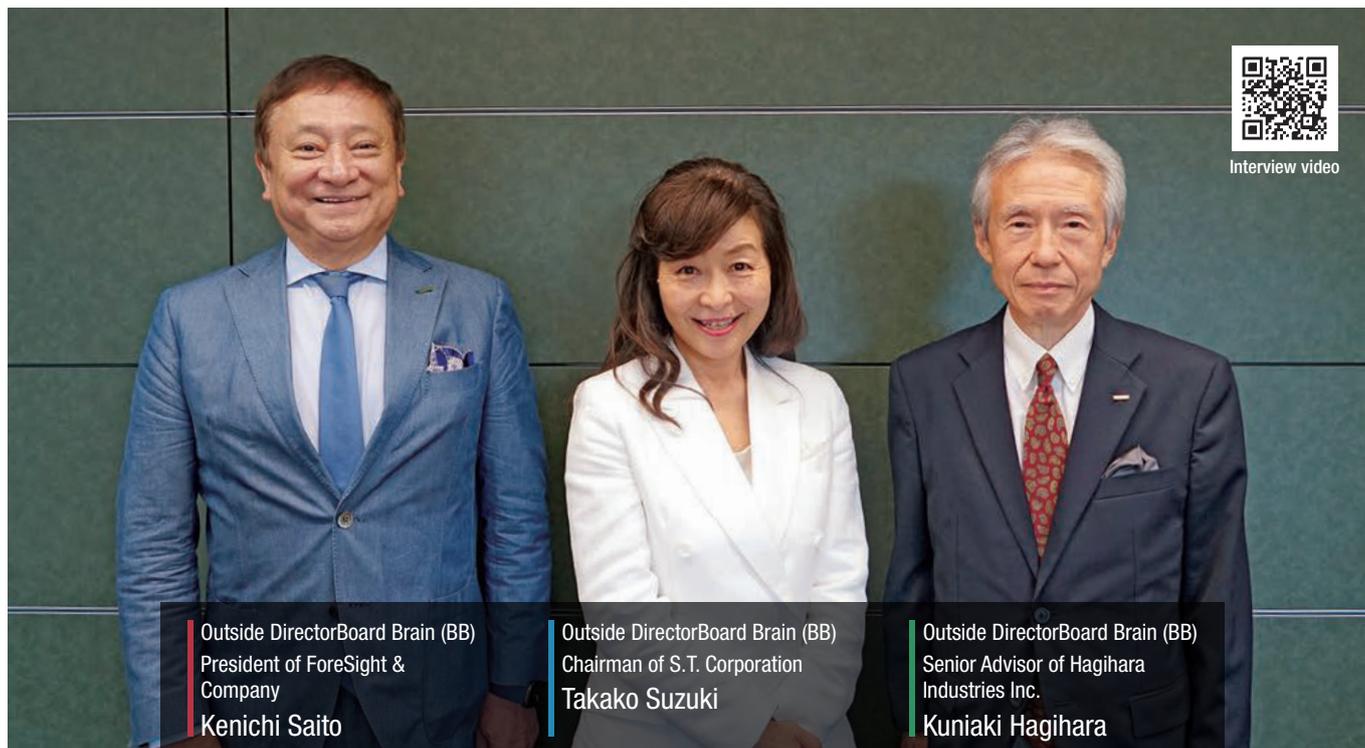
This is the industry’s first electronic auditing system, which was launched in June 2001. The system is operated for the purpose of immediately detecting abnormal events using electronic data of internal transactions and taking measures to prevent recurrence.

“Shushazentaku” education

To ensure that each and every employee has a high sense of ethics, we have adopted the concept of Shushazentaku as a compliance guideline and instilled our corporate stance of making a decision based on what is right rather than focusing on whether it is profitable. We distribute the TRUSCO Zentaku Book, our compliance manual, to all employees, including part-time workers, to ensure that they are fully aware of the importance of making good choices.



TRUSCO Zentaku Book, our compliance manual



Outside Director Board Brain (BB)
President of ForeSight &
Company
Kenichi Saito

Outside Director Board Brain (BB)
Chairman of S.T. Corporation
Takako Suzuki

Outside Director Board Brain (BB)
Senior Advisor of Hagihara
Industries Inc.
Kuniaki Hagihara

Since they utilize their abundant experience and knowledge so as to contribute to the development of the company, TRUSCO calls Outside Directors “Board Brains.” In general, the role of an Outside Director is to prevent scandals as an outside observer. However, at the Company, we have formed our own highly transparent governance system, so we place emphasis on contributing to “sustainable growth and the improvement of company value.” We interviewed each of these Outside Directors about the roles of Outside Directors and issues facing the Company.

Q1 What is your role as an outside director at TRUSCO NAKAYAMA? What role do you see TRUSCO NAKAYAMA playing in addressing the challenges of sustainable growth?

Saito

In a word, it plays a complementary role.

My experience working in the consulting field has taught me what went right, what didn't, and what factors have contributed to the success of numerous companies in their quest for good management. Not only information obtained from outside sources such as magazines and newspapers, but I learn why things work by actually talking with not only management but also ordinary employees in the company. That is not an experience that is easily obtained by the average person. I believe it is my important role to share with everyone what I have learned from this experience.

Q2 What is your assessment of TRUSCO NAKAYAMA' s recent performance and initiatives? Also, what are your thoughts on active capital investment in distribution centers, digital, etc.?

Hagihara

Since January 2020, a new type of coronavirus infection has been spreading in Japan, and our performance in 2020 temporarily declined by 3% from the previous year, but we have since improved our performance. I believe that we have achieved stable growth by steadily providing innovative and industry-leading services as a specialized wholesaler that considers customer convenience, such as “Niawase + Uchoku” (cargo assortment + direct delivery to users) and “MRO Stocker,” a system of “use first, pay later” for tools. On the other hand, we are in the midst of a major investment phase, including Planet Aichi and Planet Niigata, so we are in the process of raising bold funds and making major preparations for the next leap forward. As an outside director, I am very encouraged by the steady marketing and logistics structure, and the steps being taken based on DX and other factors.

Q3 What are your expectations of employees to achieve management goals and increase corporate value?

Suzuki

I would like to see them cross over the borders and not just look at customers in the manufacturing sites. Only TRUSCO employees who are involved with a variety of people, including existing and potential customers, can do this, and I hope that they will discover customers who take advantage of the various assets we have cultivated and developed over the years and that other companies cannot imitate. That is why I believe that diversity in the organization will be very valuable. It may not be noticed within the organization, or it may narrow the area. Therefore, I would like to see the organization be as flexible, accepting as many diverse people as possible and allowing for an exchange of ideas. Moreover, we would like to create an open environment in which various suggestions from the bottom can reach the top.

Matters concerning Company Executives

Directors and Auditors (as of December 31, 2024)

Position	Name	Responsibilities and important concurrent posts	Term of office
Representative Director and President	Tetsuya Nakayama	Overall business of the Company	At the closing of the 62nd Annual Shareholders' Meeting
Director	Kazuo Nakai	General Manager of Product Department Executive in charge of TRUSCO NAKAYAMA USA, INC.	At the closing of the 62nd Annual Shareholders' Meeting
Director	Atsushi Kazumi	General Manager of Business Management Department, General Manager of Digital Strategy Department, General Manager of Orange Book Department	At the closing of the 62nd Annual Shareholders' Meeting
Director	Tatsuya Nakayama	General Manager of Distribution Department	At the closing of the 62nd Annual Shareholders' Meeting
Outside Director	Kenichi Saito	President of ForeSight & Company Representative Director of the Society for Problem-Solving Proficiency	At the closing of the 62nd Annual Shareholders' Meeting
Outside Director	Kuniaki Hagihara	Senior Advisor of Hagihara Industries Inc. Senior Advisor of Toyo Heisei Polymer Co., Ltd. Outside Director of Wavelock Holdings Co., Ltd.	At the closing of the 62nd Annual Shareholders' Meeting
Outside Director	Takako Suzuki	Chairman of S.T. Corporation External Director of King Jim Co., Ltd. Independent Outside Director of COSMO ENERGY HOLDINGS Co., Ltd. Outside Director of FUJIFILM Holdings Corporation	At the closing of the 62nd Annual Shareholders' Meeting
Full-time Corporate Auditor	Kiyonori Unto		At the closing of the 65th Annual Shareholders' Meeting
Part-time Auditor	Hiroho Kamakura	Part-time Auditor of SymEnergy Inc.	At the closing of the 65th Annual Shareholders' Meeting
Part-time Auditor	Yoritomo Wada	Part-time Auditor of Sekisui House, Ltd.	At the closing of the 64th Annual Shareholders' Meeting
Part-time Auditor	Ken Hineno	Representative Director, Actionlearning Co., Ltd. Representative, Hineno Certified Public Accountant Office Senior Partner, Hineno Accounting Office	At the closing of the 64th Annual Shareholders' Meeting

- Notes: 1. Pursuant to Article 19 of the Articles of Incorporation of the Company, the term of office of a director is one year.
2. Full-time Corporate Auditor Hiroaki Imagawa resigned at the closing of the 61st Annual Shareholders' Meeting held on March 28, 2024.
3. Director Hideki Naoyoshi resigned on November 11, 2024.
4. The following items of Business Report are posted on the Company's website "IR Information > General Meeting of Shareholders" and therefore not included in the documents to be delivered to shareholders who have requested them in a paper-based format in accordance with laws and regulations and Article 15, Paragraph 2 of the Articles of Incorporation of the Company:
[Matters concerning the Current Situation of the Corporate Group (Major Lenders)], [Matters concerning Company Executives (Major Activities of Outside Officers for the Current Fiscal Year, Matters concerning the Independence of Outside Officers, and Special information about Outside Officers)], [Situation of Accounting Auditors], and [Systems and Policies of the Company (The System to Ensure the Propriety of the Company's Operations and the Operation Status of the System, Basic Policy concerning the Control of the Company, and Policy concerning the Decision of Dividends from Surplus)]



Other electronic provision matters

Employees

Number of employees

(Unit: persons/age/years)

Category	2023 No. of employees*	2024 No. of employees*	YoY change	Average age	Average years of service
Female employees	589	626	+37	33.3	9.8
Male employees	1,072	1,083	+11	43.4	18.3
Part-time employees	1,370	1,464	+94	53.2	6.7
Officers	12	11	△1	61.4	17.1
Total and average	3,043	3,184	+141	46.1	11.3

*Note: The number of employees seconded employees and local employees of subsidiaries.

Number of employees with disabilities

	2020	2021	2022	2023	2024
No. of employees with disabilities	66	67	67	74	79
Required number of employees with disabilities based on the mandatory employment rate ¹	50	55	62	64	73
Rate of employees with disabilities (%) ²	2.9	2.8	2.7	2.8	3.2
Mandatory employment rate	2.2	2.3	2.3	2.3	2.5

Notes: 1. The number of employees with disabilities necessary for the Company to satisfy the mandatory rate is calculated on a trial basis.

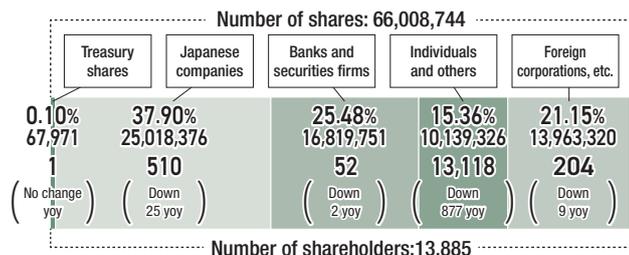
2. Rate of employees with disabilities is calculated as the ratio to the total number of full-time employees.

Matters concerning stock of the Company

Status of shares

- (1) Total number of authorized shares 110,000,000
 (2) Total number of issued shares 66,008,744 shares
 (including 67,971 treasury shares)
 65,940,773 shares
 (excluding 67,971 treasury shares)
 (3) Number of shares per unit of stock 100
 (4) Number of shareholders 13,885 (down 913 yoy)
 Number of shareholders with voting rights 12,663 (down 871 yoy)

Share composition by shareholder and shareholder distribution



Top 10 largest shareholders

	Name	No. of shares held (thousand shares)	Shareholding ratio (%)
1	The Master Trust Bank of Japan, Ltd. (Trust account)	8,179	12.40
2	NS Holdings Corporation	7,918	12.01
3	Custody Bank of Japan, Ltd. (Trust account)	5,048	7.66
4	The Nakayama Visually Impaired Welfare Foundation	4,350	6.60
5	Daido Shoji Co., Ltd.	3,450	5.23
6	NR Holdings Corporation	2,358	3.58
7	GOVERNMENT OF NORWAY	2,216	3.36
8	NF Holdings Corporation	2,000	3.03
9	Custody Bank of Japan, Ltd. (Trust B account)	1,137	1.73
10	Tsutomu Ozu	1,134	1.72

Note: Shareholding ratio is the ratio of shares held to the total number of issued Number of shareholders: 65,940,773 shares (excluding 67,971 treasury shares) outstanding as of the last day of the fiscal year under review.

Dividend of surplus and dividend calculation standard

Dividend policy

The Company carries out business activities and capital investment for the purpose of being of service to the manufacturing sites in Japan to achieve sustainable growth and thereby intends to maximize the return to its shareholders. As for the distribution of profit, the Company's basic dividend policy is to pay performance-linked dividend at a consolidated payout ratio of 25% based on net income attributable to owners of parent, provided that the Company's profit has exceeded a certain threshold subject to a lower limit to secure stable dividend.

"TRUSCO Zentaku Dividend" Newly established (2023)

The Company introduced a new dividend system, "TRUSCO Zentaku Dividend," effective from the fiscal year ended December 31, 2023, based on the concept of "Shushazentaku" to overcome the dichotomy between positive investment in digital and distribution and shareholders' expectations for dividends. According to the above basic dividend policy, in case the determined annual dividend per share is less than the annual dividend per share for the previous term, a portion of depreciation for the relevant term (depreciation x 10% maximum) will be added to net income attributable to owners of parent, and the dividend will be paid with a consolidated payout ratio of 25%.

Treatment of the impact of special factors, such as the sale of real estate or shares

In a term in which net income attributable to owners of parent has fluctuated significantly due to the sale of real estate or shares not directly related to business activities or other special factors, their impact is excluded in the determination of dividend amount.

Dividend calculation standard

Net income per share	Annual (interim) dividend per share
Above 40 (20) yen	Net income per share x 25%
Below 40 (20) yen	10 (5) yen

Notes: 1. The figures in parentheses () indicate the calculation standard for the semi-annual period.

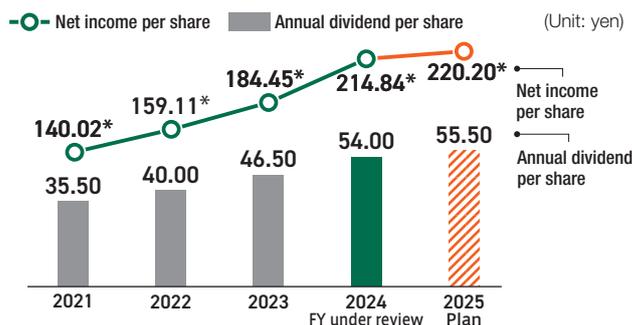
2. For the purpose of this calculation, any fraction less than 1 yen will be rounded up in increments of 0.50 yen.

(0.01 -0.49 yen will be rounded up to 0.50 yen and 0.51 -0.99 yen to 1.00 yen)

3. In a term in which net income attributable to owners of parent has fluctuated significantly due to the sale of real estate or shares not directly related to business activities or other special factors, their impact is excluded in the determination of dividend amount.

4. In case the determined annual dividend per share is less than the annual dividend per share for the previous term, a portion of depreciation for the relevant term (depreciation x 10% maximum) will be added to net income attributable to owners of parent, and the dividend will be paid with a consolidated payout ratio of 25%.

Annual dividend per share and net income per share



*Net income per share recalculated after taking into account special factors.

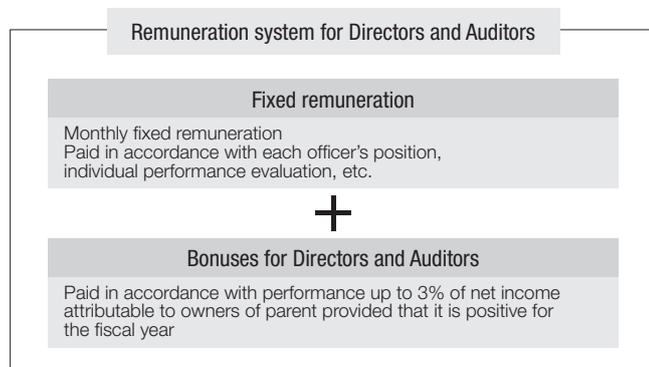
Amounts of Remuneration, etc. of Directors and Auditors

Policy for determining the remuneration, etc. of Directors and Auditors

At its meeting held on October 14, 2021, the Board of Directors of the Company passed a resolution to establish a policy for determining the remuneration of individual officers. As the Board of Directors also confirmed that the method of determining remuneration and the remuneration determined for each individual officer for the fiscal year under review are consistent with the determination policy, the Company has judged that they comply with the determination policy.

The Company determines the officers' remuneration paid to Directors and Auditors based on the following policy:

- (1) The level of remuneration should be such that the Company is able to retain the motivation to improve business performance and to secure excellent human resources from within and outside the Company.
- (2) The level should be based on changes in the business environment, objective external data, etc. and should take into account the balance between public standards, management content, and employee salaries.
- (3) Officers' remuneration should be paid within the annual remuneration limit, including their bonuses.



Method of determining officers' remuneration and its composition

Officers' remuneration consists of fixed remuneration (monthly fixed remuneration) and officers' bonuses. The following remuneration ranges, designed to take into account the responsibilities of each position and the degree of influence on management, have been established, and the Board of Directors will determine each component of remuneration after taking into account the management environment, business performance, achievements, management capabilities, the degree of contribution, etc.

The determination of the specific amount of remuneration for each officer may be left to the discretion of the President Tetsuya Nakayama by resolution of the Board of Directors. The authority delegated to him is to determine the specific amount of remuneration for each officer after taking into account the business performance, achievements, management capabilities, the degree of contribution, etc., within the range designed for each position to take into consideration the right of representation, the responsibilities of each position, and the degree of influence on management. The reason for this delegation of authority is that he is the Representative Director and President of the Company, who oversees the overall business execution of the Company, and therefore is the most suitable person to evaluate each director while taking into consideration the financial performance of the whole Company from a high-level perspective.

① Fixed remuneration

The amount of remuneration is determined at the beginning of each fiscal year after taking into account the business performance, achievements, management capabilities, the degree of contribution, etc., within the range designed for each position to take into consideration the right of representation, the responsibilities of each position, and the degree of influence on management.

② Officers' bonuses

Officers' bonuses are determined as an incentive linked to profit indicators similar to the basic policy for shareholder returns. More specifically, the total amount is determined at the end of each fiscal year by the Board of Directors subject to the upper limit of 3% of net income attributable to owners of parent after calculating reference amounts by multiplying net income attributable to owners of parent by bonus multipliers (cumulative) for each position as specified in by laws. Officers' bonuses are paid annually within six months from the end of the relevant fiscal year. The amount to be paid to individual officers is determined for each officer within the remuneration range, taking into consideration, among others, the degree of contribution to the business results for the relevant fiscal year.

*The same remuneration system as for Directors is adopted also for Auditors and Outside Directors based on the recognition that they are also responsible for the enhancement of the corporate value of the Company and its consolidated subsidiaries. Individual amounts of fixed remuneration and officers' bonuses to be paid to Auditors are proposed by Directors to them and finalized through discussions among Auditors.

Upper limits, ranges, and total amounts for the fiscal year under review of officers' remuneration, etc.

	Position	Upper limits of officers' remuneration	Ranges of remuneration			Total amounts of remuneration, etc. of Directors and Auditors for the fiscal year under review		
			① Fixed remuneration	② Officers' bonuses	(① + ②)			
Directors	President	Within 600 million yen*1	60 million yen to 150 million yen	0 yen to 100 million yen	60 million yen to 250 million yen	Directors: 8 405 million yen in total	Internal Directors: 5 385 million yen in total	Officers: 13 447 million yen in total (including 6 Officers: 39 million yen in total)
	Senior Executive Director		27 million yen to 39 million yen	0 yen to 24 million yen	27 million yen to 63 million yen			
	Executive Director		21 million yen to 33 million yen	0 yen to 20 million yen	21 million yen to 53 million yen			
	Director		18 million yen to 31 million yen	0 yen to 19 million yen	18 million yen to 50 million yen			
	Outside Director		4 million yen to 9 million yen	0 yen to 1 million yen	4 million yen to 10 million yen			
Auditors	Full-time Auditor	Within 100 million yen*2	15 million yen to 27 million yen	0 yen to 9 million yen	15 million yen to 36 million yen	Auditors: 5 (including 3 Outside Auditors) 42 million yen in total		
	Part-time Auditor		4 million yen to 9 million yen	0 yen to 1 million yen	4 million yen to 10 million yen			

Notes: 1. As per the resolution passed at the 56th Annual Shareholders' Meeting held on March 8, 2019. The number of Directors at the close of the meeting was 9 (including 2 Outside Directors).
 2. As per the resolution passed at the 58th Annual Shareholders' Meeting held on March 18, 2021. The number of Auditors at the close of the meeting was 4 (including 3 Outside Auditors).
 3. The officers' retirement benefit program was transitioned to financial bonds in 2004. An amount equivalent to 10% of officers' bonuses is paid in monthly installments.
 4. The total amount of officers' remuneration paid for the fiscal year under review is equivalent to 0.8% of net income attributable to owners of parent.
 5. The table above includes one Auditor who resigned at the closing of the 61st Annual Shareholders' Meeting held on March 28, 2024, and one Director who resigned on November 11, 2024, for a total of two.

Matters concerning Directors' and Officers' Liability Insurance Agreement

The Company has concluded with an insurance company, and bears the full premiums of, a Directors' and Officers' Liability Insurance Agreement covering as insured persons the directors, auditors, and executive officers of the Company and its consolidated subsidiaries. This insurance compensates for any litigation costs and damages arising from non-derivative actions, shareholder derivative actions, and corporate actions that are borne by the insured persons in executing their duties, provided that they have executed their duties in good faith or without violating laws and regulations. (However, measures are taken to ensure that the appropriateness of the execution of duties by the insured persons will not be undermined by excluding from the coverage any damage, etc. to those insured persons who have engaged in any criminal offense or intentional act of violating laws and regulations.)

Organization Chart

As of February 1, 2025

Outside Director



Outside Director
Board Brain (BB)

Kenichi Saito

No. of shares held: 5,000
President of
ForeSight & Company



Outside Director
Board Brain (BB)

Kuniaki Hagihara

No. of shares held: 4,000
Senior Advisor
of Hagihara Industries Inc.



Outside Director
Board Brain (BB)

Takako Suzuki

No. of shares held: 5,000
Chairman of
S.T. Corporation

Outside Director Takako Suzuki will retire as Outside Director at the closing of the 62nd Annual Shareholders' Meeting scheduled to be held on March 28, 2025, due to the expiration of her term of office.

Board Brain (BB)?

At TRUSCO NAKAYAMA, we call outside directors "Board Brains." This alludes to our hope that they will provide advice and support based on their abundant experience and knowledge, and contribute to the Company's development.

Representative Director and President



Representative Director
and President

Tetsuya Nakayama

No. of shares held: 61,400

Related party Number of shares held

The Nakayama Visual Welfare Foundation (President)	4,350,000
NS Holdings Corporation (Auditor)	7,918,632
NR Holdings Corporation (Auditor)	2,358,488
NF Holdings Corporation (Representative Director and President)	2,000,000

General Manager of Business Management Department, Digital Strategy Department, Orange Book Department



Director & General Manager
of Business Management
Department, General Manager
of Digital Strategy Department,
General Manager of
Orange Book Department

Atsushi Kazumi

No. of shares held: 9,200

General Manager of Product Department



Director &
General Manager
of Product Department

Kazuo Nakai

No. of shares held: 9,400

Corporate Management Department

Corporate Planning Division	Human Resources Division	General Affairs Division	Accounting Division
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General Manager, Corporate Planning Division
General Manager, Human Resources Division
Executive Officer, General Manager, General Affairs Division and Section Manager, Property Section
General Manager, Accounting Division

Mayumi Takata No. of shares held: 2,000
Masato Otani No. of shares held: 2,600
Mikio Adachi No. of shares held: 2,800
Atsushi Shimozu No. of shares held: 2,000

Management Planning Section
Personnel Section
HR Support Section
Secretary Section
Recruit Section
PR/IR Section
Human Resources Development Section
Sustainability Promotion Section (13 employees)
Health care Section (24 employees)
Tokyo Administration Section
Osaka Administration Section
Property Section
TRUSCO Resort and Spa Hakone
Kyoto Kagurakka Rengetsuso
TRUSCO Resort and Spa Karuizawa (29 full-time and 8 part-time employees)Accounting Section
Financial Management Section (19 employees)

Trusco Nakayama Health Insurance Association



Manager
Akiko Tani
(2 temporarily transferred employees)

(95 employees in total)*

Digital Strategy Department

Information Systems Division	Digital Promotion Section
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Executive Officer, Information Systems Division
Chief, Digital Promotion Section, UX Platform Development Office

Takayuki Kimura No. of shares held: 4,500
Motoki Ikegami No. of shares held: 1,100

IT Planning Section
System Management Section
Infrastructure/Network Management Section
Data Management Section (40 employees)Digital Promotion Section
UX Platform Development Office (7 employees)

(47 employees in total)

Orange Book Department

Orange Book Section



General Manager, Orange Book Section Chief, Product DB Platform Development Office

Ryutaro Shimizu No. of shares held: 1,100

Orange Book Section
Orange Book.com® Section
Product Database Platform Development Office (25 employees)

(25 employees in total)

Product Department

Tokyo Product Division	Osaka Product Division	Overseas Product Division
------------------------	------------------------	---------------------------



General Manager, Tokyo Product Division
Executive Officer, General Manager, Osaka Product Division
General Manager, Overseas Product Division

Fumiaki Matsubara No. of shares held: 1,200
Koshiro Aoyama No. of shares held: 3,000
Takeshi Yashima No. of shares held: 1,500

Tokyo NB Products Section
Tokyo PB Products Section
PB Product Design Section
Tokyo Supplier Development Section (43 employees)
Osaka NB Products Section
Osaka PB Products Section
PB Product Design Section
Stock Management Section
Osaka Supplier Development Section
Customer Consulting Section (48 employees)
Overseas Procurement Section
Germany Office
Taiwan Office
Thailand Office
Taiwan Office
* Liaison function with overseas subsidiaries (19 full-time and 1 part-time employees)

*Overseas subsidiaries Officer in charge at TRUSCO NAKAYAMA USA, INC.



Representative Director
Shunsuke Takenaka
2 employees
(1 temporarily employee and 1 local employee)
General Manager: Takeshi Yashima

(112 employees in total)*

Figures in parentheses () indicate the number of employees as of January 1, 2025.

* The total number of employees at each division includes the number of temporarily transferred employees.

General Meeting of Shareholders

Board of Auditors

Board of Directors

Representative Director and President

Internal Auditing Office (3 members)

Sustainability Committee

Central Health and Safety Committee

Auditors

Outside Director candidate



Full-time Corporate Auditor

Kiyonori Unto

No. of shares held: 5,800



Part-time Auditor

Hiroho Kamakura

No. of shares held: 5,800



Part-time Auditor

Yoritomo Wada

No. of shares held: 2,000



Part-time Auditor

Ken Hineno

No. of shares held: 10,000



Outside Director candidate

Lisa Ohta

No. of shares held: 0

Scheduled to be officially appointed as a full-time outside director upon resolution at the 62nd Annual General Meeting of Shareholders to be held on March 28, 2025.

General Manager of Sales Department

General Manager of Distribution Department



Senior Executive Officer
General Manager,
Sales Department

Masashi Yamamoto

No. of shares held: 3,100



Director
General Manager,
Distribution Department

Tatsuya Nakayama

No. of shares held: 5,600

Sales Department

Distribution Department

Sales Planning Division/e-Business Sales Division	Factory Sales Division						Home Center Sales Division	Overseas Division
General Manager, Sales Planning Division/e-Business Sales Division	Executive Officer, General Manager, Factory Sales Division (East)	General Manager, Factory Sales Division (Tokyo Metropolitan)	General Manager, Factory Sales Division (Chubu)	General Manager, Factory Sales Division (Kinki)	General Manager, Factory Sales Division (West)	General Manager, Home Center Sales Division	General Manager, Overseas Division and Section Manager, Overseas Sales Section	
Ryohei Hotta	Atsuhiko Yamanaka	Yoshiaki Kimura	Yutaka Yoneda	Toshiharu Sakai	Masatoshi Fujita	Shu Matsui	Norihiro Higashi	
No. of shares held: 1,200	No. of shares held: 1,900	No. of shares held: 1,300	No. of shares held: 2,900	No. of shares held: 1,800	No. of shares held: 1,400	No. of shares held: 1,000	No. of shares held: 1,900	

Logistics Planning Division	Distribution Division	
General Manager, Logistics Planning Division	General Manager, Distribution Division (East Japan)	General Manager, Distribution Division (West Japan)
Naoya Handa	Tomoya Kita	Takanori Hirayama
No. of shares held: 3,500	No. of shares held: 1,400	No. of shares held: 4,700

Sales Planning Section	Sapporo, Hachinohe, Sendai, Akita, Koriyama, Mito, Utsunomiya, Iseaki, Niigata, Niigataki, Okaya, Ueda (148 full-time and 21 part-time employees)	Kashima, Omiya, Saito, Chiba, Matsudo, Tokyo, Keihin, Atsugi, Shizuoka, Fuji (150 full-time and 32 part-time employees)	Toyama, Kanazawa, Fukui, Hamamatsu, Nagoya, Okazaki, Komaki, Yokkaichi (123 full-time and 26 part-time employees)	Ryuo, Kyoto, Osaka, Higashi-osaka, Minami-osaka, Kobe, Himeji (117 full-time and 4 part-time employees)	Yonago, Okayama, Hiroshima, Fukuyama, Ube, Shunan, Tokushima, Takamatsu, Matsuyama, Fukuoka, Kokura, Tosu, Nagasaki, Kumamoto, Oita, Kagoshima, Okinawa (155 full-time and 33 part-time employees)	HC Tokyo, Fukuoka HC Osaka, Okinawa * Including two branches under concurrent post at branches of the Factory Sales Division (32 employees)	Overseas Sales Section * Liaison function with overseas subsidiaries (8 employees)
Market Price Research Office							
Naqiro Section							
MRO Stocker							
Promotion Section (15 employees)							
Internet Sales Tokyo							
Internet Sales Osaka							
MRO Supply Tokyo (63 full-time and 9 part-time employees)							

Logistics Planning Section	P Hokkaido, P Tohoku, P North Kanto, P Saitama, P East Kanto, P South Kanto Tokyo BUC	P Tokai, P Nagoya, P Shiga, P Osaka, P Kobe, P Sanyo, P Kyushu
Delivery Management Section	HC West Japan Distribution Center HC Kyushu Distribution Center Okazaki STC Toyohashi STC	Hakata STC Nara STC Okayama STC Takamatsu STC
Logistics Platform Development Office/P Aichi Preparation Office	HC West Japan Distribution Center Utsunomiya STC Oyama STC Oniwa STC (256 full-time and 645 part-time employees)	Hakata STC (303 full-time and 674 part-time employees)
Logistics Safety Promotion Section (22 employees)		

*Overseas subsidiaries Officer in charge at TRUSCO NAKAYAMA Corporation: Masashi Yamamoto
TRUSCO NAKAYAMA CORPORATION (THAILAND) LIMITED (TRUSCO NAKAYAMA Thailand)
PT. TRUSCO NAKAYAMA INDONESIA (TRUSCO NAKAYAMA Indonesia)

	Representative Director and President Kazuaki Harada 24 employees (2 temporarily employees and 22 local employees) Director: Norihiro Higashi		Representative Director and President Yohei Takuno 24 employees (3 temporarily employees and 21 local employees) Auditor: Norihiro Higashi
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(941 employees in total)*

(1,900 employees in total)

P (Planet), BUC (Backup Center), and STC (Stock Center) are abbreviations for our distribution centers.

The Company believes that the most important skill expected of Representative Director and President is the ability to propose management strategies, measures, and systems. For this reason, the Company discloses management strategies, measures, and systems proposed by the Representative Director and President as a senior management executive who aims to manage the Company in an ingenious and original manner. For directors and auditors, the 11 skill items are listed based on their experience and track record. Members come from diverse backgrounds to cover the skills we deem important to the Company. The voting results of confidence in the Representative Director and President by shareholders who attended the annual shareholders' meeting each year are disclosed as important indicators (OJS on the President*).

* Open Judge System (OJS; 360-degree evaluation)

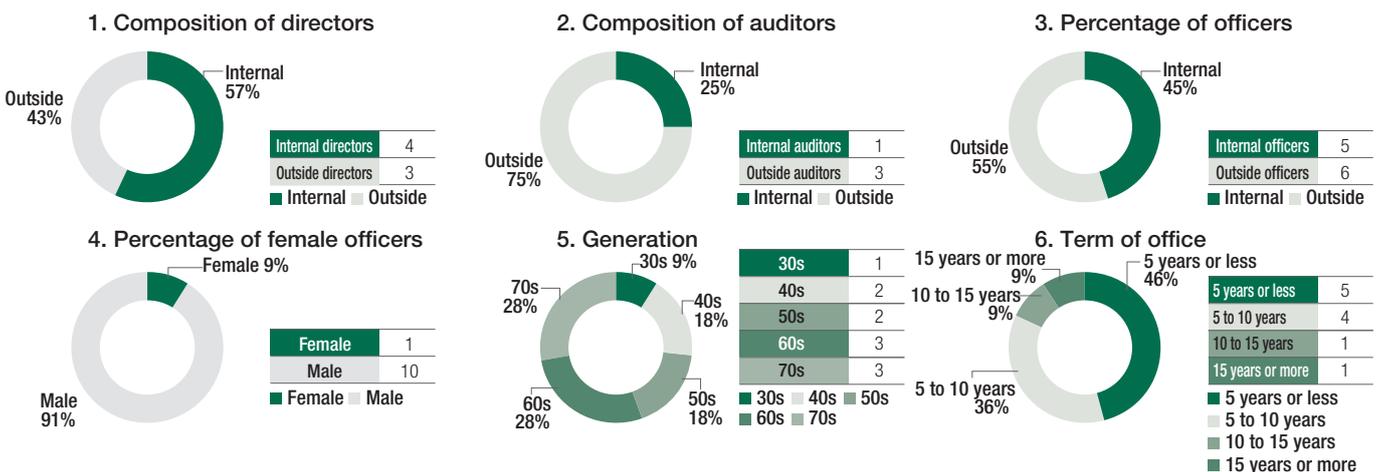
Name	Status and responsibilities	Attributes	Important concurrent posts	
 Tetsuya Nakayama	Representative Director and President			
Results of President OJS	Attendees of the 61st Annual Shareholders' Meeting	Approval rate	No. of valid votes	Affirmative votes
	143	97.0%	133	129

Management strategies, measures and systems proposed by Tetsuya Nakayama, Representative Director and President

Management strategies	Catalogs	Personnel systems
Totally eliminating negotiable instruments Having assets on our own (inventories, real estate, vehicles) Decisive management Logistics enhancement strategy Inventory building strategy Measures to expand direct delivery to users Performance-based dividend policy TRUSCO Zentaku dividend	Name change to Orange Book ICHIOSHI Catalogue COCOMITE Orange Book Jr. EV and carbon neutral catalogue Environmental leaflet for individuals Manufacturers list by category of goods	Open Judge System (OJS) Childcare leave program (3 years) Prohibiting non-regular employment of heads of household as a general rule Annual payment of retirement allowance (please refer to p25 for personnel systems) Foundation, paid leave accumulation bank program Enhancement of the childcare leave program for men Infertility treatment leave program In-house side job program (Hybrid Work Program) Provision of life-support extraordinary bonus Adjustment of company holidays to calendar holidays
Product strategies	Logistics strategies	Human resources
Unifying PBs as TRUSCO Year-round stocking of seasonal products Closing Nara Factory Product request advertisement Yattemasen List Partial lifting of restrictions on PRO TOOL Users' voices	Adopting the number of inventory items and inventory shipping rate as KPIs Stocking "difficult-to-deliver products" Visualization of delivery lead times	Orange Doctor Examination Staff registry that includes face photos Establishing Marine Club Seating chart and name cards with face photos Hourly rate on paycheck Wine seminars Vacation condominiums and sanatoriums for employees Establishing Healthcare Section Establishing TRUSCO NAKAYAMA Health Insurance Association Girls' meeting for proposals
Sales strategies	Digital	
Rival partnership strategy MRO Stocker Enhancement of "Niawase + Uchoku" (cargo matching + direct delivery to users) TRUSCOx3M demo truck	DOTKUL AI-based quotation system Face Phone that allows for communication with TRUSCO at any time	
	Social participation	
	Free-choice type shareholder incentive program Proposing TRUSCO Unknown Gulliver Supporting Osaka Lovvits (women's handball team) Establishing The Nakayama Visual Welfare Disclosure of national tax investigations and the amount Adjusted tax amount Donation to Peshawar-kai	

(In 2024) Ukuru (user product pickup service), establishment of overseas procurement base (The U.S.), introduction of 3-day workweek, renewal of Orange Book (improved functionality and convenience), retry program for unsuccessful applicants, and voluntary demotion system

Officer composition



Directors and Senior Executive Officers		Main areas in which each person has experience/track record											
		Corporate management	Sales marketing	Product development	Logistics	Catalogue media	Finance/ accounting	Personnel affairs Human resources development	IT/digital	Legal affairs Risk management	ESG Sustainability	Global business	
	Kazuo Nakai Director & General Manager of Product De-partment	●	●		●			●	●		●	●	●
	Atsushi Kazumi Director & General Manager of Business Man-agement Department, General Manager of Dig-ital Strategy Department, General Manager of Orange Book Department	●	●			●		●	●		●	●	
	Tatsuya Nakayama Director & General Manager of Logistics De-partment	●	●	●		●		●			●	●	●
	Masashi Yamamoto Senior Executive Officer General Manager of Sales Department		●		●								●
	Kenichi Saito Outside Director	●	●	●				●	●			●	●
	Kuniaki Hagihara Outside Director	●	●	●				●					●
	Lisa Ohta Outside Director candidate	●	●	●				●					●
Corporate Auditors		Corporate management	Sales marketing	Product development	Logistics	Catalogue media	Finance/ accounting	Personnel affairs Human resources development	IT/digital	Legal affairs Risk management	ESG Sustainability	Global business	
	Kiyonori Unto Full-time Corporate Auditor		●		●								●
	Hiroho Kamakura Outside Auditor	●						●			●		
	Yoritomo Wada Outside Auditor	●						●			●		●
	Ken Hineno Outside Auditor	●	●					●	●		●		

Election of Seven (7) Directors

The terms of office of all seven (7) directors will expire at the closing of the Meeting. Therefore, we would like to ask for your approval on the election of seven directors. The director candidates are as below.

Candidate No.

1

Re-appointment

Internal

なか やま てつ や
中山 哲也

Tetsuya Nakayama



Candidate's profile

Date of birth	December 24, 1958 (66 years old)
With the Company	43 years and 11 months
No. of Company shares held	61,400
Attendance at Board of Directors' meeting	100% (11/11)

Reason for nomination as a director candidate

Mr. Nakayama has been nominated as a director candidate, taking into consideration the results of the OJS on the President, which is a vote by shareholders who attended the previous (61st) Annual Shareholders' Meeting, as well as management strategies, measures, and systems invented by him as Representative Director and President, as important benchmarks.

No. of attendees	Approval rate	No. of valid votes*	Affirmative votes
143	97.0%	133	129

*The number of valid votes does not include shareholders who did not vote on the day of the Meeting (abstention) or those whose vote contents could not be determined (invalid).

Shifting from the seller's eye to the buyer's viewpoint

Most of the products and inventory to be handled are determined by the seller's ideas. I also regret that all we looked at was whether the product would sell or not. Management indicators are totally meaningless from the customer's standpoint. Therefore, we would like to change our product lineup to what users need, rather than what sellers want to sell, to improve our convenience as a professional tool supplier.

Brief biography, status, responsibilities, and important concurrent posts

March 1981	Joined the Company
October 1984	Director
December 1987	Executive Director
December 1991	Representative Director and Senior Executive Director
December 1994	Representative Director and President (present)

(Reference) The Company's shares held by related parties of Tetsuya Nakayama, Representative Director and President

The Nakayama Visual Welfare Foundation (President)	4,350,000 shares
NS Holdings Corporation (Auditor)	7,918,632 shares
NR Holdings Corporation (Auditor)	2,358,488 shares
NF Holdings Corporation (Representative Director and President)	2,000,000 shares

Candidate No.

2

Re-appointment

Internal

なか い かず お
中井 一雄

Kazuo Nakai



Candidate's profile

Date of birth	July 7, 1969 (55 years old)
With the Company	31 years and 11 months
No. of Company shares held	9,400
Attendance at Board of Directors' meeting	100% (11/11)

Reason for nomination as a director candidate

The candidate has extensive business experience through working for Sales Department, Logistics Department, and Business Management Department. As well as his efforts at the Sales Department during the 62nd period, he is expected to continue to contribute to swift and bold decision-making toward improvement of sustainable corporate value of the Company. Therefore, he has been nominated as a director candidate.

Adopting and developing products according to customer needs

With the further advancement of digitalization, it is commonplace for customers to want to be able to "get what they want immediately" from a wide range of purchase options. In response, we will work to further expand our product lineup at a faster pace. Brushing up on our thorough market analysis and product selection knowledge and skills, we are able to meet the customer needs.

Brief biography, status, responsibilities, and important concurrent posts

April 1993	Joined the Company
April 2002	HC Niigata Sales Office Manager
April 2004	HC Osaka Branch Office Manager
April 2008	Personnel Section Manager
October 2008	Manager of Personnel Section and Healthcare Section
April 2013	General Manager of Corporate Planning Division
January 2017	Executive Officer & General Manager of Corporate Planning Division
January 2019	Executive Officer & General Manager of Business Management Department
March 2019	Director & General Manager of Business Management Department
October 2020	Director & General Manager of Sales Department Executive in charge of TRUSCO NAKAYAMA CORPORATION (THAILAND) Limited Executive in charge of PT. TRUSCO NAKAYAMA INDONESIA
January 2021	Director & General Manager of Sales Department, Home Center Sales Division, and Distribution Division
January 2022	Director & General Manager of Sales Department
November 2024	Director & General Manager of Product Department (present) Executive in charge of TRUSCO NAKAYAMA USA, INC. (present)

Candidate No. **3** Re-appointment
Internal

かず み あつし
数見 篤

Atsushi Kazumi



Candidate's profile

Date of birth	September 10, 1970 (54 years old)
With the Company	31 years and 11 months
No. of Company shares held	9,200
Attendance at Board of Directors' meeting	100% (11/11)

Reason for nomination as a director candidate

The candidate has extensive business experience through working for Sales Department, Digital Strategy Department, and Business Management Department. As well as his efforts at the Business Management Department, Digital Strategy Department, and Orange Book Department during the 62nd period, he is expected to continue to contribute to swift and bold decision-making toward improvement of sustainable corporate value of the Company. Therefore, he has been nominated as a director candidate.

Evolving from the thorough user perspective

Users are expanding more than we imagined. "Yeah, all I see are TRUSCO products these days!" The sales channels are becoming more and more diversified, bringing us various opportunities. There are still more innovations and improvements that we can make as a pro-tool supplier to provide greater convenience and further delight our customers. Be a tool vendor from TRUSCO with a strong user viewpoint!

Brief biography, status, responsibilities, and important concurrent posts

April 1993	Joined the Company
April 2001	Tsuchiura Sales Office Manager
November 2002	Kanazawa Sales Office Manager
April 2006	Osaka Branch Office Manager
October 2010	Manager of Catalog Media Section and DOTKUL Section
October 2013	General Managers of e-Commerce Sales Division
April 2014	General Manager of e-Business Sales Division
January 2017	Executive Officer & General Manager in charge of Internet Sales, e-Business Sales Division
July 2017	Executive Officer & General Manager of Information Systems Division
January 2019	Executive Officer & General Manager of Information Systems Department
March 2019	Director & General Manager of Information Systems Department
October 2020	Director & General Manager of Business Management Department, Digital Strategy Department, and Digital Promotion Division
January 2021	Director & General Manager of Business Management Department and Digital Strategy Department
April 2024	Director & General Manager of Business Management Department, General Manager of Digital Strategy Department, General Manager of Orange Book Department (pre-sent)

Candidate No. **4** Re-appointment
Internal

なか やま たつ や
中山 達也

Tatsuya Nakayama



Candidate's profile

Date of birth	August 4, 1985 (39 years old)
With the Company	12 years
No. of Company shares held	5,600
Attendance at Board of Directors' meeting	100% (11/11)

Reason for nomination as a director candidate

The candidate has extensive business experience through working for Sales Department, Product Department, and Business Management Department. As well as his efforts at the Product Department during the 62nd period, he is expected to continue to contribute to swift and bold decision-making toward improvement of sustainable corporate value of the Company. Therefore, he has been nominated as a director candidate.

An organization properly meeting expectations

Unique and new challenges to "going beyond" internal and external expectations are an essential part of what makes us who we are. Meanwhile, it is also important to properly "answer" each demand one by one. We fully satisfy customers' needs 100% of the time by minimizing shortages, responding to requests, increasing productivity, and so on. In this way, we aspire to make the organization truly dependable.

Brief biography, status, responsibilities, and important concurrent posts

April 2013	Joined the Company
January 2018	Branch Office Manager, Internet Sales Tokyo Branch Division 1
September 2019	General Manager of Corporate Planning Division and Accounting Division
April 2021	Senior Executive Officer & General Manager of Product Department
March 2023	Director & General Manager of Product Department
November 2024	Director & General Manager of Logistics Department (present) Convocation Notice of the 62nd Annual Share-holders' Meeting

Candidate No.

5

Re-appointment

Outside

さい とう けん いち
齋藤 顕一

Kenichi Saito



Candidate's profile

Date of birth	November 15, 1949 (75 years old)
No. of Company shares held	5,000
Attendance at Board of Directors' meeting	100% (11/11)
Years of service (at the closing of the Meeting)	9 years

Reason for nomination as an outside director candidate and outline of expected roles

Mr. Kenichi Saito has experience in a company that conducts business globally and has founded a management consulting firm. He has been nominated as a candidate for outside director for fair and objective guidance toward improvement of sustainable corporate value of the Company as expected of him, based on his experience and knowledge as a management professional.

Learning the “Essential Thinking”

Those who have amassed a lot of knowledge in their brains have been praised at school, while those who can do what they are supposed to do well have been considered important in the corporate world. What is needed in Japan, where growth remains stagnant, is a problem-solving ability that can guide how to tackle unanswerable questions rather than knowledge and experience. I am committed to helping companies focus on the right initiatives with a view to solving problems.

Brief biography, status, and important concurrent posts

April 1975	Joined McKinsey & Company
January 1996	Founded ForeSight & Company President of ForeSight & Company (present)
March 2016	Outside Director of the Company (present)
October 2017	Founded the Society for Problem-Solving Proficiency Representative Director of the Society for Problem-Solving Proficiency (present)

Outside officers ▶ p40

Candidate No.

6

Re-appointment

Outside

はぎ はら くに あき
萩原 邦章

Kuniaki Hagihara



Candidate's profile

Date of birth	August 19, 1953 (71 years old)
No. of Company shares held	4,000
Attendance at Board of Directors' meeting	100% (11/11)
Years of service (at the closing of the Meeting)	9 years

Reason for nomination as an outside director candidate and outline of expected roles

Mr. Kuniaki Hagihara has been nominated as a candidate for outside director for his abundant experience and broad knowledge as a manager in manufacturing, as well as his expected contribution to swift and bold decision-making by the management, in addition to supervisory functions and advice from a shareholder's/investor's perspective toward improvement of sustainable corporate value of the Company.

Always be positive, work with rich ideas

The year is 2025, and the top political leaders have changed in major advanced countries. If peace in Ukraine and the Middle East does make progress, it will be a small ray of light after the heavy mood of the past three years. Even in such a foggy world, we always think positively about management issues and take action with the greatest mission of increasing convenience for our clients. Please look forward to our challenges in the new term.

Brief biography, status, and important concurrent posts

March 1976	Joined Hagihara Industries Inc.
December 1984	President of Hagihara Industries Inc.
January 2010	President & CEO, President & Executive Officer of Hagihara Industries Inc.
January 2016	Chairman of Hagihara Industries Inc.
March 2016	Outside Director of the Company (present)
June 2018	President of Toyo Heisei Polymer Co., Ltd.
June 2020	Outside Director of Wavelock Holdings Co., Ltd. (present)
October 2021	Chairman of Toyo Heisei Polymer Co., Ltd.
January 2022	Chairman of Hagihara Industries Inc.
December 2022	Senior Advisor of Toyo Heisei Polymer Co., Ltd. (present)
January 2023	Senior Advisor of Hagihara Industries Inc. (present)

Outside officers ▶ p40

Candidate No.
7

New
Outside

おおた りさ
大田 梨沙

Lisa Ohta



Candidate's profile

Date of birth May 9, 1977 (47 years old)
No. of Company shares held 0

Reason for nomination as an outside director candidate and outline of expected roles

Ms. Lisa Ohta has been nominated as a candidate for outside director for her abundant experience and broad knowledge into manufacturing management, as well as her expected contribution to swift and bold decision-making by the management, in addition to, from the viewpoint of promoting women's activities toward "improvement of sustainable corporate value" of the Company.

Creating a company where customers are more impressed

I am managing a company that proposes new solutions to customers through peripheral equipment for machine tools. I will do my best to fulfill the great role as an outside director, making use of my experience. We will contribute to continued growth as a company that provides "Unexpectedly great suggestions" by inspiring and significantly beyond the customers' expectations.

Brief biography, status, responsibilities, and important concurrent posts

April 2001	Joined Nestlé Japan Ltd.
December 2011	Joined Director of Dynamic Tools Corporation Joined DINEX CO., LTD.
March 2021	Representative Director of DINEX CO., LTD. (present)
August 2022	Representative Director of Dynamic Tools Corporation (present)

Outside officers ▶ p40

Notes concerning the candidates for outside directors

(1) On independence

Mr. Kenichi Saito, Mr. Kuniaki Hagihara, and Ms. Lisa Ohta are outside director candidates as set forth in Item 7, Paragraph 3, Article 2 of the Ordinance for Enforcement of the Companies Act and fulfill the Company's outside director appointment criteria. They also fulfill the requirements for independence stipulated by the Tokyo Stock Exchange as well as the independence criteria for outside officers stipulated by the Company. We have filed Mr. Kenichi Saito and Mr. Kuniaki Hagihara, as independent officers with the Tokyo Stock Exchange. If Ms. Ohta's appointment is approved, we plan to file her as an independent officer with the Tokyo Stock Exchange.

(2) On the contract for limitation of liability

In order to acquire personnel who would become outside officers and to secure their effectiveness, we have concluded a contract for limitation of liability with Mr. Kenichi Saito and Mr. Kuniaki Hagihara with the amount of limited liability being the minimum total liability amount as prescribed in Paragraph 1, Article 425 of the Companies Act. If their appointments are approved, we are planning to continue the above contract for limitation of liability. If Ms. Ohta's appointment is approved, we plan to conclude a contract for limitation of liability under the same conditions.

(3) On special interest in the Company

Mr. Kenichi Saito is the Representative Director of ForeSight & Company, whose business with the Company accounts for less than 1% of the Company's consolidated net sales. Therefore, there is no important business or other relationship between the two companies. Mr. Saito also serves as Representative Director of the Society for Problem-Solving Proficiency, with whom the Company has no business or other relationship, and there is no special interest that will hinder or pose a problem in Mr. Saito's execution of his duties as an outside director.

Hagihara Industries Inc., of which Mr. Hagihara is Senior Advisor, and the Company have a 30-year business relationship. However, our procurement from Hagihara Industries accounts for less than 1% of our total procurement by amount (less than 3% of the consolidated net sales of said company). Innovex Co., Ltd., a subsidiary of Wavelock Holdings Co., Ltd., of which Mr. Hagihara is Outside Director, and the Company have an approximately 23-year business relationship.

However, our procurement from said subsidiary accounts for less than 1% of our total procurement by amount (less than 1% of the consolidated net sales of said company). In addition, there is no business relationship between Toyo Heisei Polymer Co., Ltd., of which Mr. Hagihara is Senior Advisor, and the Company, and no special interest that will hinder or pose a problem in Mr. Hagihara's execution of his duties as an outside director.

Dynamic Tools Corporation, of which Ms. Lisa Ohta is Representative Director, and the Company have an approximately 1-year business relationship. However, our procurement from Dynamic Tools Corporation accounts for less than 1% of our total procurement by amount (less than 1% of the consolidated net sales of said company). In addition, there is no business relationship between DINEX CO., LTD., of which Ms. Lisa Ohta is Representative Director, and the Company, and no special interest that will hinder or pose a problem in Ms. Ohta's execution of her duties as an outside director.

Notes concerning the candidates for Proposal No. 1 and Proposal No. 2

Summary of details on Directors' and Officers' Liability Insurance Agreement

Directors Tetsuya Nakayama, Kazuo Nakai, Atsushi Kazumi, Tatsuya Nakayama, Kenichi Saito, and Kuniaki Hagihara are scheduled to renew their Directors' and Officers' Liability Insurance Agreement in June. Lisa Ohta a candidate for outside director, will enter into a new agreement of the same nature if her appointments is approved. The Company has concluded with an insurance company, and bears the full premiums of, a Directors' and Officers' Liability Insurance Agreement covering as insured persons the directors, auditors, and executive officers of the Company and its consolidated subsidiaries. This insurance compensates for any litigation costs and damages arising from non-derivative actions, shareholder derivative actions, and corporate actions that are borne by the insured persons in executing their duties, provided that they have executed their duties in good faith or without violating laws and regulations. (However, measures are taken to ensure that the appropriateness of the execution of duties by the insured persons will not be undermined by excluding from the coverage any damage, etc. to those insured persons who have engaged in any criminal offense or intentional act of violating laws and regulations.)

Election of One (1) Substitute Corporate Auditor

Since the validity of the current appointment of the substitute corporate auditor is until the start of the Meeting, we would like to ask our shareholders to appoint one (1) substitute corporate auditor in case the Company lacks the quorum of corporate auditors as stipulated in laws and regulations. This proposal has obtained the consent of the Board of Auditors. The substitute corporate auditor candidate is described below:

Candidate

Outside

の むら こう へい
野村 公平

Kohei Nomura



Candidate's profile

Date of birth	May 12, 1948 (76 years old)
No. of Company shares held	870

Reason for nomination as a substitute outside corporate auditor

He has professional expertise and experience as a lawyer. He also has excellent track record in corporate law. Therefore, we have determined that he would be able to appropriately execute his duties as an outside corporate auditor, and we would like to ask for his appointment.

* **Nomura Law Office** Location: Kita-ku, Osaka

Abiding by the motto "There is no case that cannot be solved," the law office accepts requests from a broad range of clients, including companies, groups, and individuals, and handles cases in various fields from corporate law, including the Companies Act and financial legislations, to general civil cases and criminal cases.

Message from the Retiring Director

Outside Director

すずき たかこ
鈴木 貴子

Takako Suzuki



Date of birth	March 5, 1962 (63 years old)
No. of Company shares held	5,000
Years of service (at the closing of the Meeting)	5 years

Message to shareholders

To date, I have always deliberated, from a standpoint independent of business execution, whether the direction of management operations would lead to the enhancement of both our economic and social value and sustainable growth in light of Trusco Nakayama's corporate aspiration that "Business must serve people and society." Thank you very much for your support over the past five years.

Criteria for Appointment of Outside Officers

For the appointment of outside directors and outside corporate auditors, TRUSCO NAKAYAMA Corporation (hereinafter referred to as the "Company") sets out the following criteria.

1. Criteria for Appointment of Outside Directors

The Company appoints outside directors from among those fulfilling the conditions set out below.

- (1) Candidates shall be able to contribute to the improvement of sustainable corporate value of the Company and shall have extensive knowledge and sufficient experience of business management.
- (2) Candidates shall be subject to none of the grounds for disqualification as a director set out in the items of Paragraph 1, Article 331 of the Companies Act.
- (3) Candidates shall fulfill the requirements for an outside director set out in Item 15, Article 2 of the Companies Act.

2. Criteria for Appointment of Outside Corporate Auditors

The Company appoints outside corporate auditors from among those fulfilling the conditions set out below.

- (1) Candidates shall have knowledge in fields such as law, finance, accounting, corporate governance and the like and shall be able to contribute to the improvement of corporate value from a neutral and fair standpoint.
- (2) Candidates shall be subject to none of the grounds for disqualification as an auditor set out in Paragraph 1, Article 335 of the Companies Act.
- (3) Candidates shall fulfill the requirements for an outside corporate auditor set out in Item 16, Article 2 of the Companies Act.

Notes concerning the candidates for substitute outside corporate auditors

- (1) Mr. Kohei Nomura is a substitute outside corporate auditor candidate and fulfill the requirements for outside corporate auditor candidates as set forth in Item 8, Paragraph 3, Article 2 of the Ordinance for Enforcement of the Companies Act.
- (2) If Mr. Kohei Nomura is appointed as an outside corporate auditor, we are planning to conclude a contract for limitation of liability, with the amount of limited liability being the minimum total liability amount as prescribed in Paragraph 1, Article 425 of the Companies Act in order to acquire personnel who will become outside officers and secure their effectiveness.
- (3) Although Mr. Kohei Nomura belongs to Nomura Law Office, with which the Company has business relations through an advisory contract, the advisory fee is extremely small. In addition, there is no business relationship between MK System Corporation and SUMINOE Co., Ltd., of which Mr. Nomura is Outside Director, and the Company, and no special interest that will hinder or pose a problem in Mr. Nomura's execution of his duties as an outside corporate auditor. Therefore, we are planning to file him as an independent officer with the Tokyo Stock Exchange if his appointment is approved.

Brief biography, status, and important concurrent posts

April 1975	Registered as a lawyer (Osaka Bar Association)
April 1977	Established Nishikawa & Nomura Law Office (now Nomura Law Office*)
February 2007	Outside Corporate Auditor of MK System Corporation
June 2015	Outside Director of MK System Corporation (present)
August 2018	Outside Director of Suminoe Textile Co., Ltd. (present) (now SUMINOE Co., Ltd.)

Brief biography

April 1984	Joined Nissan Motor Co., Ltd.
August 2001	Joined LVJ Group Co., Ltd. (now Louis Vuitton Japan Co., Ltd.)
January 2010	Joined S.T. Corporation
April 2013	President & Chief Operating Officer of S.T. Corporation
March 2020	Outside Director of the Company (present)
June 2021	Chairperson of the Board and President & Chief Operating Officer of S.T. Corporation (present)
September 2022	External Director of King Jim Co., Ltd. (present)
June 2023	Chairman of S.T. Corporation (present)
June 2024	Outside Director of COSMO ENERGY HOLDINGS CO., LTD.(present)
	Outside Director of FUJIFILM Holdings Corporation (present)

Criteria for Independence of Outside Officers

The Company has set out the criteria for independence as below and deems that an outside officer is independent if none of the criteria applies thereto.

- (1) A major shareholder of the Company (holding 10% or more of the total voting rights in the Company at the end of the most recent fiscal year), or an individual who serves as a key employee such as a director, auditor, executive officer, manager, or any other post higher than division general manager (hereinafter referred to as "Director, etc.") in an entity that is a major shareholder of the Company
- (2) A director, etc., of a corporation or the like of which the Company is a major business partner (with annual business exceeding 5% of consolidated net sales)
- (3) A director, etc., of a corporation or the like that is a major business partner of the Company (with annual business exceeding 5% of consolidated net sales)
- (4) A director, etc., of a corporation or the like that is a major lender to the Company (the Company borrows more than 2% of its total assets from the lender)
- (5) An accounting auditor of the Company or its subsidiary, or an individual who is responsible for auditing the Company or its subsidiary as an employee of the accounting auditor
- (6) A relative within the third degree of kinship or closer of an individual described in any of the items (1) to (5) above
- (7) A relative within the third degree of kinship or closer of an officer, executive officer, or key employee in a post higher than division general manager of the Company or its subsidiary
- (8) An individual to whom any of the items (1) to (7) above has applied within the last three years

Introduction of Auditors

Internal

Full-time

うん と きよ のり
雲戸 清則

Kiyonori Unto



Profile

Date of birth	February 9, 1962 (63 years old)
No. of Company shares held	5,800
Attendance at Board of Directors' meeting	100% (11/11)
Attendance at Board of Auditors' meeting	100% (10/10)
Years of service (at the closing of the Meeting)	1 year

Evaluation as Auditor

Mr. Kiyonori Unto has extensive experience in serving as a senior executive for many years, as well as thorough knowledge of the Company's business in general. Based on his knowledge and insight as well as his position as an internal auditor, he ensures the adequacy and appropriateness of the Board's decision-making and appropriately executes his duties as an internal auditor.

Initiatives in the 62nd period

Attended meetings of the Board of Directors, Board of Auditors and other important meetings, and used his many years of practical experience, not limited to the framework of a corporate auditor, to suggest improvements in business operations and to propose solutions. In addition, from the perspective of risk management, he expressed opinions on events that should be specifically addressed, and made comments to ensure the adequacy and appropriateness of the Board's decision-making. Furthermore, as a full-time corporate auditor, he conducted activities such as visiting offices, attending inventories, and attending on-site inspections by audit firms in accordance with the audit policy, etc.

Happiness to keep challenging

After 38 years on the executive side, where I was blessed with wonderful seniors and colleagues and accumulated many learning experiences, I was appointed as Corporate Auditor last year. I have already trained to "relearn" as my area of responsibility changes from 3 years to 4 years, but this is indeed a very difficult change. I will clarify in my own way what an auditor should be and make fair and impartial judgments from an objective standpoint so that sound management can be maintained and developed.

Brief biography, status, and important concurrent posts

November 1986	Joined the Company
April 2008	Okayama Branch Office Manager
April 2011	General Manager of Factory Sales Division (East)
April 2013	General Manager of Overseas Division
January 2019	General Manager of Factory Sales Division (East) and Distribution Division (East Japan)
January 2022	General Manager of Factory Sales Division (East)
March 2024	Full-time Corporate Auditor of the Company (present)

Outside

Part-time

かま くら ひろ ほ
鎌倉 寛保

Hiroho Kamakura



Profile

Date of birth	January 27, 1947 (78 years old)
No. of Company shares held	5,800
Attendance at Board of Directors' meeting	100% (11/11)
Attendance at Board of Auditors' meeting	100% (14/14)
Years of service (at the closing of the Meeting)	12 years and 8 months

Evaluation as Auditor

Mr. Hiroho Kamakura provides neutral and fair opinions on the Company's management and appropriately executes his duties as an outside auditor based on his knowledge and insight and from an objective standpoint as an outside auditor in addition to his broad knowledge and deep insight in corporate management gained through his long experience as a certified public accountant and a business manager, as well as his professional knowledge of accounting.

Initiatives in the 62nd period

Mr. Hiroho Kamakura provided opinions on the overall management policy, etc., at Board of Directors' and Board of Auditors' meetings based on his experience as a certified public accountant who has been involved in the management of many companies.

He also attended audit report meetings of the accounting auditor, internal committee, etc., and provided various opinions based on his professional knowledge as a certified public accountant.

Contribute to sound and sustainable development

It is the responsibility of an auditor, entrusted by shareholders, to carry out auditing activities contributing to corporate sound and sustainable development. I would like to actively contribute to the continued development of the Company in my role as a certified public accountant with expertise in finance and accounting.

Brief biography, status, and important concurrent posts

November 1971	Joined Tohmatsu Audit Firm (now Deloitte Touche Tohmatsu LLC)
May 1973	Registered as a Certified Public Accountant
July 2012	Part-time Auditor of the Company (present) Part-time Auditor of Yushin Precision Equipment Co., Ltd.
March 2013	Part-time Auditor of Fujio Food System Co., Ltd.
February 2018	Part-time Auditor of SymEnergy Inc. (present)

Outside

Part-time

わだ より とも
和田 頼知

Yoritomo Wada



Profile

Date of birth	October 23, 1955 (69 years old)
No. of Company shares held	2,000
Attendance at Board of Directors' meeting	91% (10/11)
Attendance at Board of Auditors' meeting	100% (14/14)
Years of service (at the closing of the Meeting)	2 years

Evaluation as Auditor

Mr. Yoritomo Wada provides neutral and fair opinions on the Company's management and appropriately executes his duties as an outside auditor based on his knowledge and insight and from an objective standpoint as an outside auditor in addition to his broad knowledge and deep insight in corporate management gained through his long experience as a certified public accountant and as an outside auditor at other companies, as well as his professional knowledge of accounting.

Initiatives in the 62nd period

Mr. Yoritomo Wada provided opinions on the overall management policy, etc., at Board of Directors' and Board of Auditors' meetings based on his experience as a certified public accountant who has been involved in the management of many companies.

He also attended audit report meetings of the accounting auditor, internal committee, etc., and provided various opinions based on his professional knowledge as a certified public accountant.

Contribution to corporate governance activities

I believe that the position of auditor contributes to the corporate governance system that should be maintained and developed from a medium- to long-term perspective, thereby contributing to the sustainable growth of a company. From a neutral and impartial standpoint, I would like to make a small contribution to the further development of the corporate governance system while valuing the spirit of challenge and social contribution activities of TRUSCO NAKAYAMA.

Brief biography, status, and important concurrent posts

April 1978	Joined Tohmatsu Audit Firm (now Deloitte Touche Tohmatsu LLC)
August 1981	Registered as a Certified Public Accountant
June 1996	Partner, Tohmatsu Audit Firm (now Deloitte Touche Tohmatsu LLC)
June 2019	Part-time Auditor of Nippon Shokubai Co., Ltd.
April 2020	Part-time Auditor of Sekisui House, Ltd. (present)
March 2023	Part-time Auditor of the Company (present)

Outside

Part-time

ひね の けん
日根野 健

Ken Hineno



Profile

Date of birth	August 23, 1979 (45 years old)
No. of Company shares held	10,000
Attendance at Board of Directors' meeting	100% (11/11)
Attendance at Board of Auditors' meeting	100% (14/14)
Years of service (at the closing of the Meeting)	2 years

Evaluation as Auditor

Mr. Ken Hineno provides neutral and fair opinions on the Company's management and appropriately executes his duties as an outside auditor based on his knowledge and insight and from an objective standpoint as an outside auditor in addition to his broad knowledge and deep insight in corporate management gained through his long experience as a certified public accountant and a business manager, as well as his professional knowledge of accounting.

Initiatives in the 62nd period

Mr. Ken Hineno provided opinions on the overall management policy, etc., at Board of Directors' and Board of Auditors' meetings based on his experience as a certified public accountant who has been involved in the management of many companies.

He also attended audit report meetings of the accounting auditor, internal committee, etc., and provided various opinions based on his professional knowledge as a certified public accountant.

Protecting corporate value

We are focused on enhancing customer satisfaction without being bound by industry norms and practices. Innovation by taking on challenges that are unprecedented and different from the industry norm. We believe this is how a company should be. However, any new initiative also entails risks. We protect corporate value by quickly and accurately detecting and responding to such problems.

Brief biography, status, and important concurrent posts

October 2003	Joined Tohmatsu Audit Firm (now Deloitte Touche Tohmatsu LLC)
July 2007	Registered as a Certified Public Accountant
August 2007	Representative Director of Actionlearning Co., Ltd. (present)
	Representative of Hineno Certified Public Accountant Office (present)
December 2019	Senior Partner of Hineno Accounting Office (present)
March 2023	Part-time Auditor of the Company (present)

Q 1 Are you considering the revival of the **shareholder special benefit program**?

At present, revival of the program is not planned.

The number of shareholders increased steadily thanks to the program. However, since the program was likely to boost the costs for benefit items for shareholders and for operation of the venue, etc. of general shareholders' meetings, we abolished the program in 2020. The Company needs to continue to invest in distribution equipment and digital technologies for the purpose of becoming what we want to be: a company that continues to be useful for manufacturing in Japan. We will reward our shareholders by making investments that will lead to further growth.

Q 2 What is your policy on payout **ratio**?

Introduced the "TRUSCO Zentaku Dividend"

The Company intends to achieve sustainable growth and thereby maximize the return to its shareholders. Based on the policy that continuous capital investment is indispensable to enhance corporate value, we are aggressively investing in facilities.

The Company introduced a new dividend system, "TRUSCO Zentaku Dividend," effective from the fiscal year ended December 31, 2023, based on the concept of "Shushazentaku" to overcome the dichotomy between positive investment in digital and distribution and shareholders' expectations for dividends. According to the above basic dividend policy, in case the determined annual dividend per share is less than the annual dividend per share for the previous term, a portion of depreciation for the relevant term (depreciation x 10% maximum) will be added to net income attributable to owners of parent, and the dividend will be paid with a consolidated payout ratio of 25%.

Q 3 What is your policy on **share buyback**?

A company should develop measures for growth and invest funds in them

The aim of share buyback is to increase the index of a share by reducing the total number of shares in anticipation of a rise in stock price. However, we do not think it raises the company's production capacity, sales capacity, or corporate value. We will develop measures for the growth and invest funds in them to achieve growth, thereby rewarding our shareholders.

Q 4 What is your policy on **M&As**?

Investment in distribution is equivalent to M&As

Building a distribution center, placing shelves, stocking goods, and selling them has the same effect as purchasing a company. We will continue to be an organic company that will continue to grow by itself even though the progress is slow.

Q 5 What are the publicity effects of **"TRUSCO Shirarezaru Gulliver"**?

Deepening relationships with various business partners

The goal of "TRUSCO Shirarezaru Gulliver" is to bring pride and vitality to Japan by highlighting Japan's highly skilled companies in a program that we are the sole sponsor of.

The program has led to increased corporate recognition for TRUSCO as well as for the companies that appear on the program. In addition, the sponsorship has led to the development of new suppliers, expanded contacts with users, and the creation of business opportunities such as MRO Stocker, and we hope to continue sponsorship in the future.

Q 6 What is your approach to **women's participation and promotion**?

Implementation of initiatives to promote the birth of female officers

The Company is implementing the initiatives listed below in order to promote the birth of female officers. The Company is also improving work environment as it believes it important to create a comfortable work environment for women in order to promote the birth of female officers.

- (1) In January 2024, the Company has started a "Girls' meeting for proposals" program under which a female employee chosen among association members who volunteer as candidates attends Management Conference meetings, which are attended by general managers or persons at higher positions, to make improvement and growth proposals.
- (2) The Company endeavors to increase the percentage of female employees in newly appointed management positions.
- (3) In order to create a comfortable work environment for women, the Company has introduced the following programs:

Lovebird Transfer Program:

This program allows employees to transfer, following their spouse' transfer, to the same area as their spouse and to continue to work for the Company regardless of whether their spouse is an employee of the Company.

Welcome Back Program:

This program is for the re-employment of employees who had to leave the Company to raise a child, take care of a sick family member, undergo infertility treatments, or to accompany their spouse overseas due to his or her overseas assignment, provided that ten years have not passed since their leaving the Company.

Fertility Treatment Leave:

Employees can take a leave for up to one year for infertility treatment, but only for specified infertility treatment (in vitro fertilization and intra-cytoplasmic sperm injection). The limit is reset at each childbirth, and the program can also be used again for the second and any subsequent child.

Comfortable work environment ▶ page 23

Q 7 What is the reason that you do not start **direct selling or selling for general consumers**?

Be an Ultimate Master Wholesale

We believe that the source of competitiveness for an organization is its originality and we are placing it at the root of our management strategy. If we start direct selling for general consumers, all the online shopping companies today will be our competitors. "A wholesaler must thoroughly enhance its wholesale functions." We believe this is the best growth strategy. In addition, since our products are purchasable through online shopping companies, we think there is no need to sell them directly. Through cooperation with online shopping companies and other retail businesses, the Company will continue to support and respond to the needs of manufacturing sites.

Q 8 How does TRUSCO plan to develop **its overseas business** in the future?

Our consolidated subsidiaries will realize stable supply of products to satisfy the needs of foreign companies

Our overseas businesses are operated under two strategies: sales activities by TRUSCO NAKAYAMA Corporation (Thailand) and PT. TRUSCO NAKAYAMA Indonesia, both of which hold inventories locally, and sales activities by the Overseas Sales Section focusing on the expansion of one-stop sales to local distributors and the development of new local distributors. Although our overseas business accounts for only 1.0% of the total sales of the Company, we will aim to build further relationships with local clients, while working to develop new sales channels.

Overseas Sales Section

We engage in direct international trades with distributors located all over the world, mainly in the U.S, Europe, and ASEAN, exporting products to 20 countries as of December 31, 2024. We will continue to aim to become a company that is of service to the global manufacturing sector.