



TRUSCO[®]

The 63rd Business Year Business Performance Data Analysis

FYE December 31, 2025 Third Quarter

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

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

01

Company Profile

Company overview

Business flow

Company overview

Company name	TRUSCO Nakayama Corporation
Founding	May 15, 1959
Representative	Tetsuya Nakayama, President Chairman, Nakayama Visual Welfare Foundation Vice president, Japan Federation of Machine Tool Distributors Associations President, Osaka Machine Appliance Wholesaler Cooperative
Head offices	Tokyo Head Office (Minato-ku, Tokyo, registered as official headquarters) Osaka Head Office (Chuo-ku, Osaka City)
Number of offices	96 in total: 89 domestic bases: 2 head offices, 59 domestic sales branches, 28 domestic distribution centers (3 other locations in preparation) 7 overseas bases: Thailand, Indonesia, United States, Germany, Taiwan, Hong Kong (3 local subsidiaries, 4 purchasing bases)
Capital stock	5,022,370,000 yen
Listed stock exchange	Prime Market of the Tokyo Stock Exchange (Securities code : 9830)
Number of employees	3,289 (consolidated)
Credit rating	Single A (Rating and Investment Information, Inc.)
Line of business	Wholesale of all kinds of factory auxiliary materials (pro-tools), including working tools, measuring tools, and cutting tools needed in production. The company's mission is to improve the convenience of materials procurement at manufacturing sites through the general catalog "Trusco Orange Book" and the search site "Trusco Orange Book.Com."

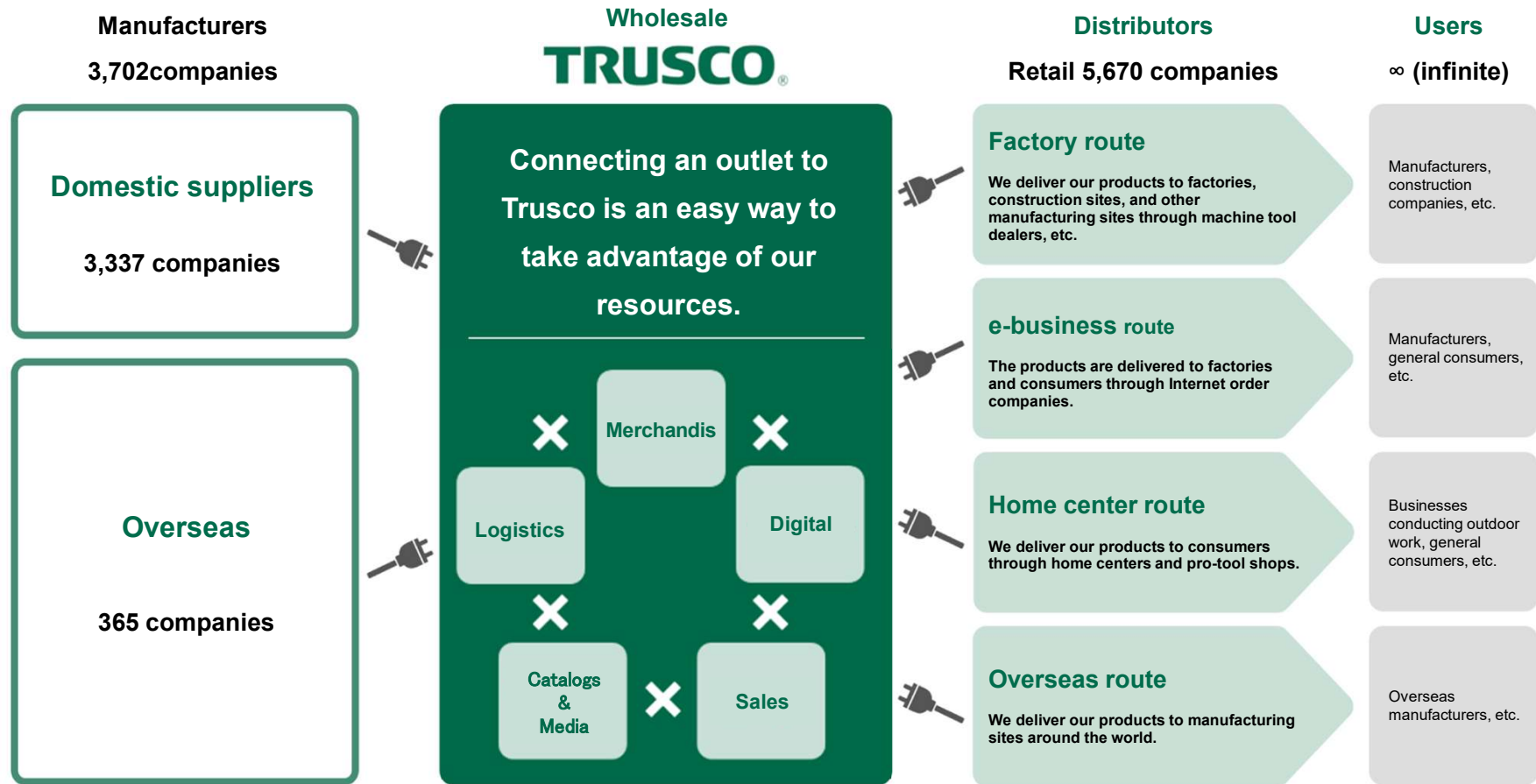
Corporate message

**“GAMBARE!!
JAPANESE MONODZUKURI”.**



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

Business flow



02

Company-wide Business Performance

Accounting highlights

[Consolidated] Business performance / plans

[Consolidated] Monthly sales

[Consolidated] Monthly sales by sales route

Accounting highlights

Actual results for FYE December 31,2025(63rd business year) Third Quarter

Net Sales	237,350million yen (QoQ Change+9.7%)	Sales growth achieved through providing highly convenient services, including “NIAWASE+U-choku” (Order Consolidation + Direct Delivery Service), realized by combining a vast inventory of approximately 610,000 items with logistics equipment and digital technology.
Gross Profit	49,722million yen (QoQ Change+10.7%)	Gross profit expanded due to increased sales and higher valuation gains on inventory resulting from price revisions. *Approximately ¥700 million for the cumulative period through Q3 2024, and approximately ¥1.4 billion for the cumulative period through Q3 2025 (approximately ¥600 million for Q1, approximately ¥500 million for Q2, and approximately ¥300 million for Q3).
Selling, general and administrative expenses(SGA)	32,568million yen (QoQ Change+6.2%)	Increasing Factors: Salaries and bonuses (+¥759 million), increased freight and packing costs due to higher shipment volumes (+¥586 million), etc. Decreasing Factors: Depreciation expense (-¥309 million), impact of software amortization period expiry, etc.
Ordinary income	16,959million yen (QoQ Change+18.3%)	In addition to increased gross profit accompanying higher sales, inventory valuation gains of approximately ¥1.4 billion were recorded, resulting in an +18.3% compared to the previous period.
Quarterly Net Income Attributable to Owners of the Parent	11,588million yen (QoQ Change-0.1%)	Due to the impact of recording extraordinary gains of ¥2,667 million from the sale of the Osaka headquarters in the previous fiscal year, this represents a -0.1% compared to the previous fiscal year.

Full-Year Forecast for the Fiscal Year Ending December 2025 (63rd Fiscal Year) (Revised Budget Announced on 12 August 2025)

	December 2025 Initial Budget	Share	December 2025 Revised Budget	Share	Previous year's results	QoQ Change
Net Sales	317,430million yen	-	325,000million yen	-	295,024million yen	+10.2%
Gross Profit	65,700million yen	20.7%	67,600million yen	20.8%	61,683million yen	+9.6%
Selling, general and administrative expenses(SGA)	44,570million yen	14.0%	44,570million yen	13.7%	4,174million yen	+6.9%
Ordinary Income	21,170million yen	6.7%	22,752million yen	7.0%	20,056million yen	+13.4%
Profit attributable to owners of parent	14,520million yen	4.6%	15,557million yen	4.8%	16,095million yen	※-3.3%



※Net profit attributable to shareholders of the parent company includes extraordinary gains recognised in the previous year arising from the sale of the former Osaka headquarters and other items.

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[Consolidated] Business performance/plans

※1 Compared to the revised budget announced on 12 August 2025.

	FYE December 31, 2024 (62nd business year) Full year results			FYE December 31, 2025 (63rd business year) Third Quarter results				FYE December 31, 2025 (63rd business year) Full year Budget※1	
	Actual results	Share	YoY change	Actual results	Share	QoQ Change	Change from budget ※1	Budget	YoY change
Net sales	295,024million yen	100.0%	+10.0%	237,350million yen	100.0%	+9.7%	-0.7%	325,000million yen	+10.2%
Gross profit	61,683million yen	20.9%	+7.2%	49,722million yen	20.9%	+10.7%	-0.4%	67,600million yen	+9.6%
Selling, general and administrative expenses (SGA)	41,704million yen	14.1%	+6.9%	32,568million yen	13.7%	+6.2%	-0.6%	44,570million yen	+6.9%
(depreciation included in SGA)	6,044million yen	2.0%	-2.6%	4,134million yen	1.7%	-7.0%	+28.0%	577million yen	-5.6%
Operating income	19,978million yen	6.8%	+7.9%	17,154million yen	7.2%	+20.2%	+0.1%	23,029million yen	+15.3%
Ordinary income	20,056million yen	6.8%	+7.4%	16,959million yen	7.1%	+18.3%	+0.3%	22,752million yen	+13.4%
Current profit attributable to owners of parent	16,095million yen	5.5%	+31.2%	11,588million yen	4.9%	※2 -0.1%	+0.3%	15,557million yen	※2 -3.3%
Current net income per share	244.09yen	-	+58.04yen	175.75yen	-	-0.20yen	-	235.94yen	-8.15yen
Dividend per share	54.00yen	-	+7.50yen	-	-	-	-	59.00yen	+5.00yen
Private brand sales	50,478million yen	17.1%	+4.5%	39,222million yen	16.5%	+4.2%	-	54,000million yen	+7.0%
Capital expenditures	26,163million yen	-	+94.2%	12,941million yen	-	-	-	20,515million yen	-21.6%

Point

• Net Sales
+ 9.7% YoY

Operating days: Down 1 day YoY
Daily Sales Revenue
¥1,311 million (+ 10.3% YoY)

• Gross Profit
+ 10.7% YoY

In addition to increased sales revenue, gained approximately ¥1.4 billion from inventory valuation gains due to price revisions

• Selling, General, and Administrative Expenses
+ 6.2% YoY

(Increase Factors)
Salaries and bonuses, freight and packaging costs, etc.
(Decrease Factors)
Depreciation and amortization, etc.

• Current profit attributable to owners of parent
- 0.1% YoY

Impact of recording approximately ¥2.7 billion in extraordinary gains last year related to the sale of the former Osaka headquarters, etc.

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※2 This decrease is attributable to the impact of recognising extraordinary gains of ¥2,667 million in the previous period arising from the sale of the former Osaka headquarters.

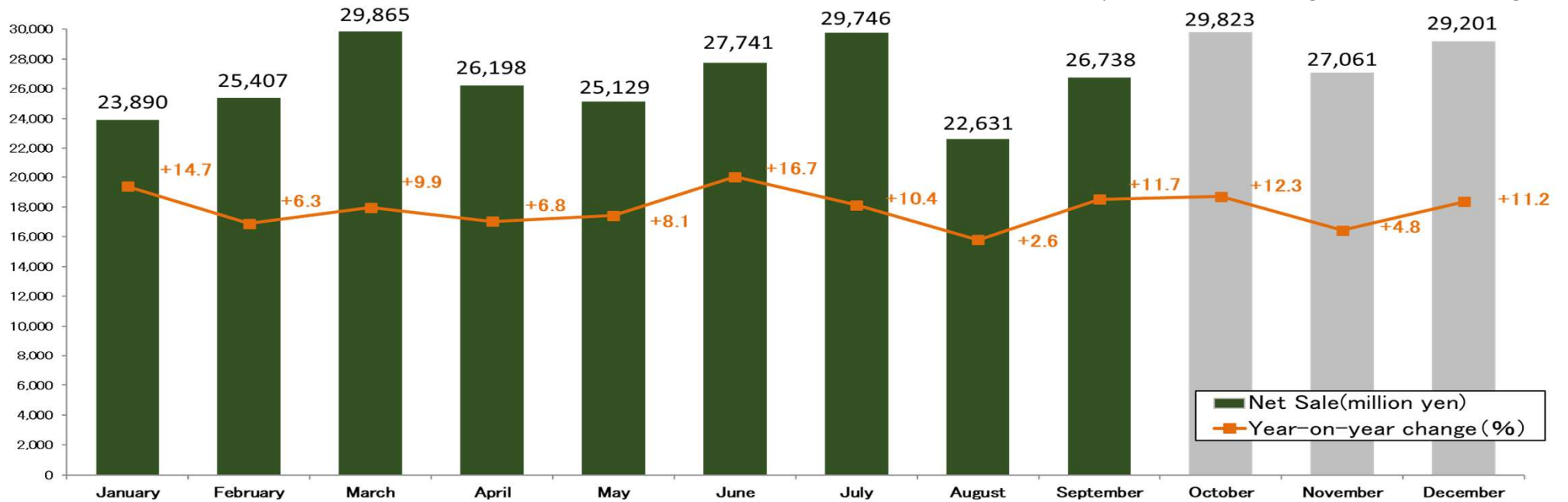
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[Consolidated] Monthly sales

FYE December 31, 2025 (63rd business year)

■ Results (January to–September) ■ Budget (October to–December)

※ Compared to the revised budget announced on 12 August 2025.



Sales per day and operating days

	January	February	March	April	May	June	July	August	September	October	November	December	Total
Sales per day (million yen)	1,257	1,411	1,493	1,247	1,256	1,321	1,352	1,131	1,336				-
Year-on-year change (%)	+ 14.7	+ 12.2	+ 9.9	+ 6.8	+ 13.5	+ 11.2	+ 10.4	+ 7.8	+ 6.1				-
Number of business days (days)	19	18	20	21	20	21	22	20	20	22	18	22	243
Year-on-year change (days)	±0	Δ1	±0	±0	Δ1	+1	±0	Δ1	+1	±0	Δ2	+1	Δ2

• Orders are constantly placed for consumables used in factories. As such, we place focus on the sales per day.

Our sales increase during the peak periods of March when many companies close their accounts.

03

Sales Performance

[Consolidated] Business performance by sales route

- Factory route
- e-business route
- Home center route
- Business performance of subsidiaries

[Non-consolidated] Sales by category of goods

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

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

[Consolidated] Business performance by sales route

Factory Route sales increased by 8.8% compared to the previous period, driven by enhanced customer convenience through measures such as expanding inventory in line with market demand. e-Business Route sales grew by 13.7% compared to 2024 3Q, achieved by enhancing convenience through the provision of high-quality services essential for e-business, such as direct-to-user delivery services. The composition ratio for this route reached 23.8% (+0.7pt compared to the end of the previous period).

	FYE December 31, 2024 (62nd business year) Full Year Actual results				FYE December 31, 2025 (63rd business year) Third Quarter results					
	Net sales			Gross profit margin	Net sales				Gross profit margin	
Sales route	Actual results	Share	YoY change	Actual results	Actual results	Share	QoQ change	Change from budget※	Actual results	Change from the end of previous fiscal year
Factory route	196,947million yen	66.8%	+8.1%	20.6%	157,639million yen	66.4%	+8.8%	-0.6%	20.7%	+0.1pt
e-business route	68,159million yen	23.1%	+15.3%	22.7%	56,462million yen	23.8%	+13.7%	-0.4%	22.6%	-0.1pt
Home center route	26,825million yen	9.1%	+10.6%	17.1%	20,796million yen	8.8%	+5.9%	-1.7%	16.9%	-0.2pt
Overseas route	3,091million yen	1.0%	+19.7%	35.4%	2,452million yen	1.0%	+9.1%	-0.2%	34.0%	-1.4pt
Total	295,024million yen	100.0%	+10.0%	20.9%	237,350million yen	100.0%	+9.7%	-0.7%	20.9%	±0.0pt

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

This route delivers products to manufacturing sites such as factories and construction sites through machine tool dealers and other channels. By strengthening inventory and logistics capabilities while promoting services that address customer challenges, sales increased by 8.8% compared to the previous period.

Sales route	FYE December 31, 2024 (62nd business year) Full Year Actual results			FYE December 31, 2025 (63rd business year) Third Quarter results				
	Net sales		Gross profit margin	Net sales			Gross profit margin	
	Actual results	Share	Actual results	Actual results	Share	QoQ change	Actual results	Change from the end of previous fiscal year
Machine tool dealers	95,856million yen	48.7%	21.1%	75,194million yen	47.7%	+6.5%	21.3%	+0.2pt
Dealers in welding materials	27,637million yen	14.0%	20.0%	21,632million yen	13.7%	+6.9%	20.0%	±0.0pt
Other manufacturing related (Physical chemical, conductor, packaging material dealers, etc.)	32,736million yen	16.6%	19.4%	26,811million yen	17.0%	+10.4%	19.4%	±0.0pt
Construction related	40,717million yen	20.7%	20.7%	34,000million yen	21.6%	+14.4%	20.8%	+0.1pt
Factory route total	196,947million yen	100.0%	20.6%	157,639million yen	100.0%	+8.8%	20.7%	+0.1pt

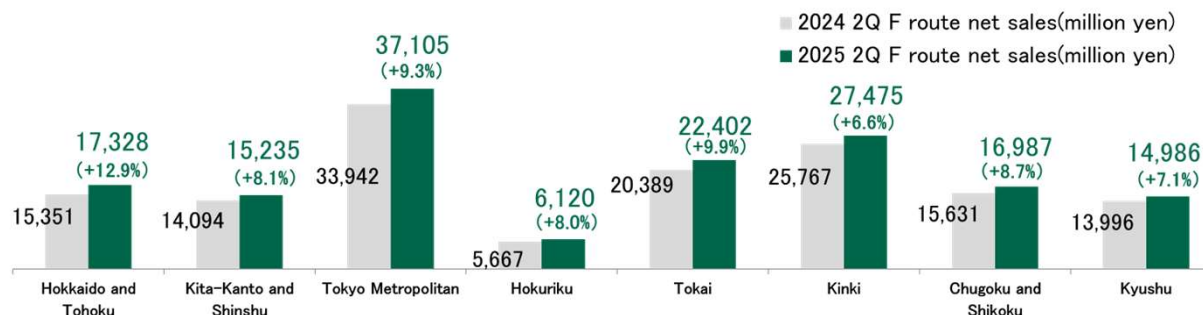
Points

- We expanded inventory at 28 distribution centers and 29 branches with inventory holdings nationwide. By managing inventory levels appropriately according to order frequency, we improved convenience for our customers and consolidated commercial flows.

- We conducted sales activities that proposed solutions tailored to user issues, such as expanding the installation of the “MRO Stocker” tool storage service, strengthening the “direct delivery to users” service that can significantly reduce logistics costs and labor across the entire supply chain, and promoting the “Naojiro” repair service.

- The gross profit margin increased by 0.1% compared to the end of the previous fiscal year due to the recording of inventory valuation gains.

Net Sales by Region



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

This route delivers products to manufacturing sites such as factories and construction sites, as well as to general consumers, through online retailers.

Through “NIAWASE+U-choku” (Order Consolidation + Direct Delivery Service) and integration with a product database of approximately 4.11 million items, we achieved shorter delivery times and improved delivery accuracy, resulting in a 13.7% increase in sales compared to 2024 3Q.

Sales route	FYE December 31, 2024 (62nd business year) Full Year Actual results			FYE December 31, 2025 (63rd business year) Third Quarter results				
	Net sales		Gross profit margin	Net sales			Gross profit margin	
	Actual results	Share	Actual results	Actual results	Share	QoQ change	Actual results	Change from the end of previous fiscal year
Mail order companies	52,334 million yen	76.8%	21.5%	43,284million yen	76.7%	+13.5%	21.5%	±0.0pt
Companies participating in Orange Commerce (Trusco's electronic central purchasing system), MRO Stocker	15,825 million yen	23.2%	26.5%	13,177million yen	23.3%	+14.2%	26.2%	-0.3pt
e-business route total	68,159 million yen	100.0%	22.7%	56,462million yen	100.0%	+13.7%	22.6%	-0.1pt

Points

- We worked to shorten delivery times and improve delivery accuracy for e-commerce companies through unique logistics services like “NIAWASE+U-choku,” leveraging our extensive inventory and logistics equipment.

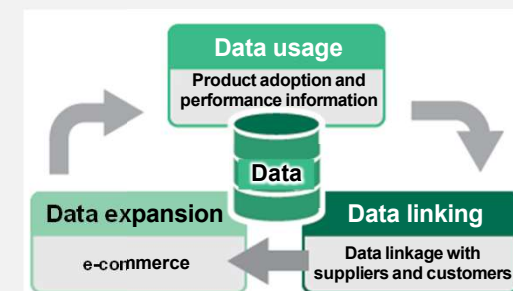
- Centered on collaboration with 3,702 suppliers, we accelerated integration between our database of approximately 4.11 million items and inventory, and our customers' systems.

- Gross profit margin showed a declining trend due to business flow consolidation, decreasing by 0.1% pt compared to the previous fiscal year-end.

Sales composition by industry for mail-order companies



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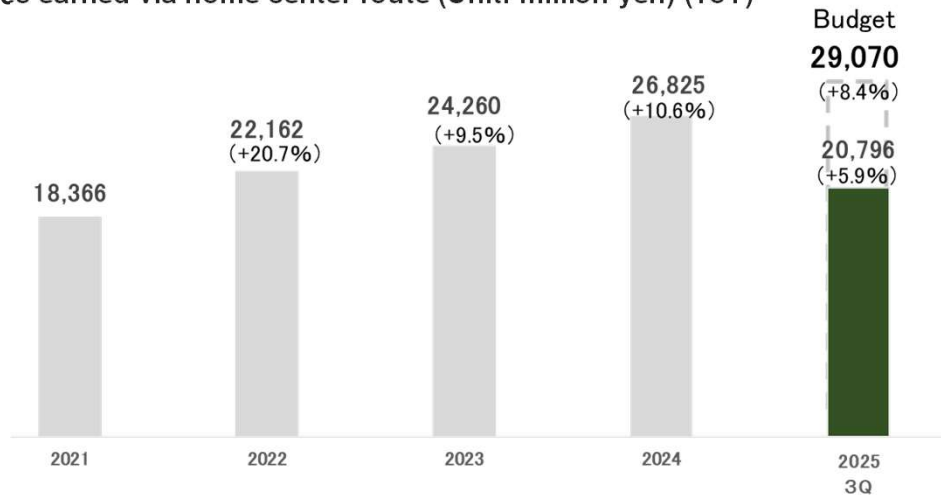
[Consolidated] Business performance by sales route: (Home center route)

This channel delivers products to general consumers and others through home centers and pro shops.

By leveraging inventory and logistics facilities, we actively pursued proposals for store-based sales, e-commerce operations, and pro shops, resulting in a 5.9% increase in sales compared to the previous period.

	FYE December 31, 2024 (62nd business year) Full Year Actual results		FYE December 31, 2025 (63rd business year) Third Quarter results			
	Net sales	Gross profit margin	Net sales		Gross profit margin	
	Actual results	Actual results	Actual results	QoQ change	Actual results	Change from the end of previous fiscal year
Home Center Route	26,825 million yen	17.1%	20,796million yen	+5.9%	16.9%	-0.2pt

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



Points

- We strengthened sales activities for key clients, such as professional shops targeting users working in construction sites, focusing on store layout proposals and supply chain consolidation.
- By leveraging our extensive inventory of approximately 4.11 million items, immediate delivery stock of about 610,000 items, and logistics facilities, we met client demand for integrated online and offline business models, contributing to increased sales.
- Gross profit margin showed a downward trend due to sales channel consolidation, decreasing by 0.2pt compared to the previous fiscal year-end.

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

For overseas operations, this includes the performance of consolidated subsidiaries TRUSCO NAKAYAMA CORPORATION (THAILAND) LIMITED and PT. TRUSCO NAKAYAMA

INDONESIA, as well as sales to other countries handled by the Overseas Division.

	Trusco NAKAYAMA CORPORATION (non-consolidated)				Trusco NAKAYAMA CORPORATION (THAILAND) LIMITED				Trusco NAKAYAMA CORPORATION (INDONESIA) LIMITED			
	Actual results for FYE December 31, 2025 (63rd business year) Third Quarter			Full year budget	Actual results for FYE December 31, 2025 (63rd business year) Third Quarter			Full year budget	Actual results for FYE December 31, 2025 (63rd business year) Third Quarter			Full year budget
	Amount	Share	QoQ change	Year-on-year change	Amount	Share	QoQ change	Year-on-year change	Amount	Share	QoQ change	Year-on-year change
Net sales	236,654million yen	100.0%	+9.7%	+10.2%	986million yen	100.0%	+13.1%	+5.1%	495million yen	100.0%	-3.6%	+14.1%
Gross profit	49,273million yen	20.8%	+10.7%	+9.8%	268million yen	27.2%	+15.8%	+3.1%	155million yen	31.3%	-9.4%	+8.3%
Selling, general and administrative expenses (SGA)	32,298million yen	13.6%	+6.2%	+6.9%	144million yen	14.6%	+11.3%	+2.8%	124million yen	25.2%	-1.1%	+4.2%
Depreciation included in SGA	4,080million yen	1.7%	-7.0%	-6.0%	17million yen	1.8%	+1.7%	-0.7%	36million yen	7.4%	-8.1%	-5.8%
Operating income	16,975million yen	7.2%	+20.3%	+15.7%	123million yen	12.6%	+21.6%	+3.5%	30million yen	6.1%	-32.5%	+19.3%
Ordinary income	16,781million yen	7.1%	+18.4%	+13.6%	126million yen	12.9%	+13.4%	-3.0%	36million yen	7.3%	-27.7%	+13.4%
Current (interim) net income	11,441million yen	4.8%	-0.2%	-3.4%	126million yen	12.9%	+13.4%	-10.7%	37million yen	7.5%	-26.3%	+13.5%

	Actual results for FYE December 31, 2025 (63rd business year) Third Quarter		
		Net sales	Gross profit
Business performance in other overseas regions (Philippines, China, South Korea, etc.)	Actual results	971million yen	230million yen
	Rate	-	23.8%
	YoY change	+12.6%	+9.4%

Points

- At consolidated subsidiaries, we proactively deployed inventory tailored to local market needs and conducted sales activities leveraging the benefits of holding inventory. Furthermore, we strengthened sales efforts by expanding our base of local customers and suppliers.
- In overseas sales to various countries, we expanded transactions by collaborating with customers, focusing on proposals for account changes, new products, and new manufacturers.

[Non-consolidated] Sales by category of goods

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

(Unit: million yen, %)

Category of goods (large category)	Medium category	Trusco's sales	Share	QoQ change	Gross profit margin	Category of goods (large category)	Medium category	Trusco's sales	Share	QoQ change	Gross profit margin
1.Cutting tools	Cutting tools total	6,829	2.9	+4.2	16.6	6.Environmental safety equipment	Environmental safety equipment total	48,984	20.7	+16.6	22.1
	① Cutting tools	3,602	1.5	+2.2	12.8		㉕ Protective equipment	24,001	10.1	+12.9	24.0
	② Drilling and thread cutting tools	3,226	1.4	+6.5	20.9		㉖ Safety goods	9,885	4.2	+9.5	24.9
2.Production processing goods	Production processing goods total	17,648	7.5	+9.7	15.9	㉗ Environment improvement goods	2,536	1.1	+20.2	17.9	
	③ Measurement equipment	9,982	4.2	+11.0	15.5	㉘ Air conditioning goods	7,293	3.1	+37.7	16.9	
	④ Mechatronics	3,510	1.5	+9.3	15.9	㉙ Disaster and crime prevention goods	3,197	1.4	+22.1	18.3	
	⑤ Tools for machine tools	1,909	0.8	+5.1	23.9	㉚ Closets and exterior goods	2,070	0.9	+23.6	15.7	
	⑥ Electronic machinery	2,246	0.9	+8.6	11.2	7.Distribution and storage equipment	Distribution and storage equipment total	21,792	9.2	+2.3	22.2
	3.Construction goods	Construction goods total	27,318	11.5	+9.7		21.4	㉛ Loading goods	6,557	2.8	+4.8
⑦ Hydraulic tools		1,796	0.8	+8.6	12.5		㉜ Conveyors	833	0.4	+4.1	15.9
⑧ Pumps		3,312	1.4	+10.0	17.2		㉝ Transportation goods	7,931	3.4	+0.7	22.0
⑨ Welding equipment		2,201	0.9	+2.8	17.9		㉞ Containers and vessels	3,326	1.4	+2.6	29.3
⑩ Painting and interior goods		2,442	1.0	+8.8	25.6		㉟ Steel shelves	3,142	1.3	+0.7	25.9
⑪ Civil engineering and building goods		2,204	0.9	+2.1	15.4	8.Research management equipment	Research management equipment total	8,784	3.7	+5.0	21.3
⑫ Ladders and stepladders		3,205	1.4	+6.5	21.3		㊴ Tool wagons	668	0.3	△2.4	28.2
⑬ Piping and materials of electronic equipment		4,665	2.0	+19.2	23.1		㊵ Storage and management goods	1,059	0.4	+2.5	30.9
⑭ Component, hardware, and building materials		7,490	3.2	+10.6	26.0		㊶ Work benches	1,101	0.5	△10.0	24.1
4.Work supply		Work supply total	42,657	18.0	+6.4		21.7	㊷ Stainless goods	1,776	0.8	+7.8
	⑮ Cutting goods	1,251	0.5	+1.6	21.3		㊸ Research and development-related goods	4,178	1.8	+10.6	18.6
	⑯ Grinding and polishing goods	6,227	2.6	+3.6	23.9	9.Office and housing facility equipment	Office and housing facility equipment total	21,716	9.2	+12.8	22.1
	⑰ Chemical products	23,263	9.8	+7.7	20.4		㊹ Cleaning utensils	6,038	2.6	+8.1	20.8
	⑱ Factory miscellaneous goods	3,723	1.6	+4.7	16.1		㊺ Stationery	2,813	1.2	+11.9	19.9
	⑲ Packing and binding goods	5,520	2.3	+7.7	30.4		㊻ Office miscellaneous goods	3,089	1.3	+11.9	26.7
	⑳ Casters	2,670	1.1	+4.4	17.4		㊼ Electric appliances	3,634	1.5	+20.8	20.5
5.Hand tool	Hand tool total	39,484	16.7	+9.2	18.5		㊽ OA business machinery	2,384	1.5	+11.8	23.4
	㉑ Electric power tools and accessories	12,676	5.4	+11.9	14.2		㊾ Office furniture	3,462	0.1	+20.1	20.2
	㉒ Pneumatic tools and accessories	6,023	2.5	+7.8	17.6		㊿ Interior goods	295	0.6	+43.3	43.0
	㉓ Tools for manual work	18,904	8.0	+8.0	20.8	10.Others	㊸ Entire company	1,438	0.6	+43.3	43.0
	㉔ Tool boxes	1,879	0.8	+6.7	27.6		Total	236,654	100.0	+9.7	20.8

Points

Sales increased primarily for summer merchandise and products related to factory operations.

• Environmental Safety Equipment:
+16.6% QoQ

Heating and cooling products +37.7% QoQ due to increased demand.

Storage and exterior products +23.6% YoY

• Office & Residential Equipment:
+12.8% QoQ

Electrical appliances and office furniture approximately +20% QoQ

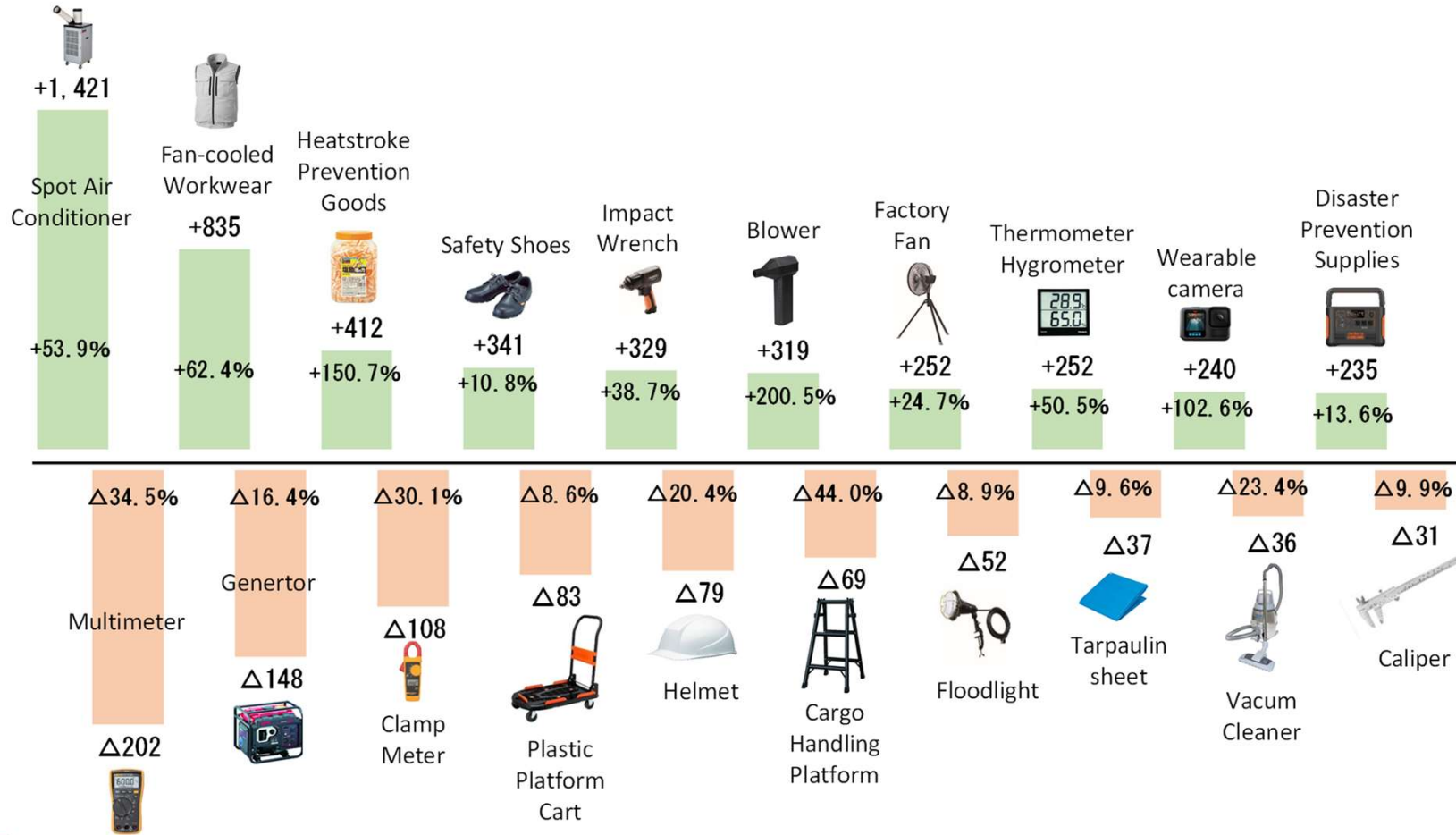
• Construction Supplies:
+9.7% QoQ

Piping and electrical installation materials +19.2% QoQ

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

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

(Unit: million yen, %)



Points



Mandatory heatstroke countermeasures led to increased demand for summer products, boosting sales. Utilizing inventory capacity increased sales of safety shoes and wearable cameras amid global shortages, while sales promotion efforts boosted sales of disaster preparedness supplies and blowers.



Demand for generators and other disaster relief items following the 2024 Noto Peninsula earthquake has subsided. Additionally, the surge in sales driven by the launch of the new model of our private brand (PB) cart "Kaltio" has leveled off.

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

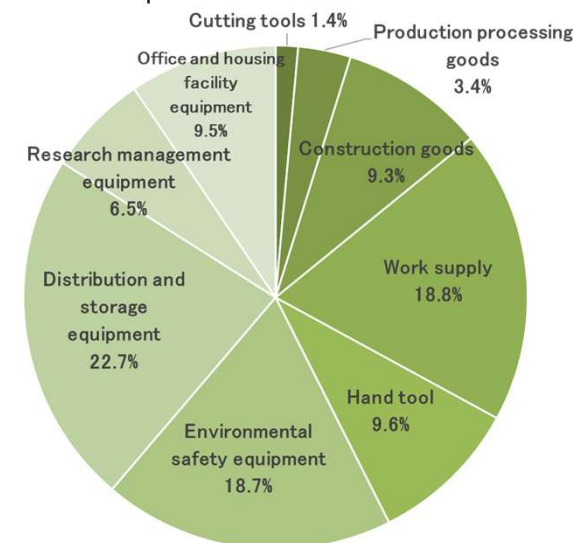
The development of our private brand “TRUSCO” takes longer than the expansion of our national brand product lineup, resulting in a declining sales composition ratio. However, we will continue to work on increasing sales through product enhancements.

■ Sales by sales route and category of goods

Unit (million yen)

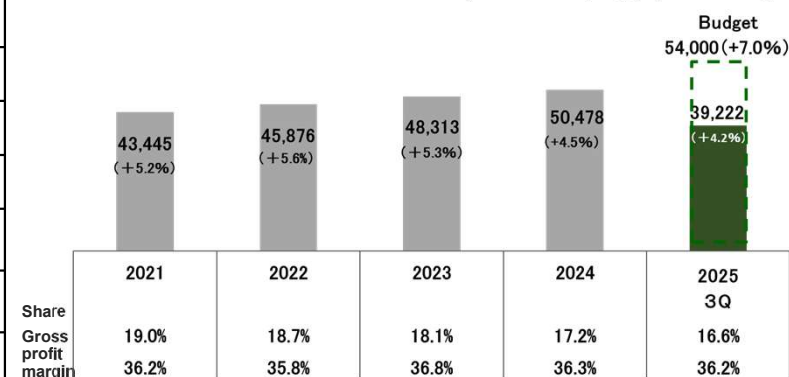
	Entire company		Factory		e-business		Home center	
	Share +16.6% Gross profit margin +36.2%		Share +17.0% Gross profit margin +36.9%		Share +19.8% Gross profit margin +35.2%		Share +4.4% Gross profit margin +27.1%	
	Net sales	QoQ change	Net sales	QoQ change	Net sales	QoQ change	Net sales	QoQ change
Total	39,222	+4.2%	26,860	+2.9%	11,185	+7.6%	918	+9.3%
Cutting tools	563	+3.1%	398	+1.2%	106	+11.1%	49	+2.0%
Production processing goods	1,325	+1.2%	900	-0.6%	384	+5.1%	13	+1.4%
Construction goods	3,649	+5.4%	2,382	+3.3%	1,162	+8.8%	82	+38.4%
Work supply	7,385	+4.5%	5,513	+2.9%	1,751	+10.6%	67	-0.5%
Hand tool	3,773	+0.8%	2,531	-1.4%	1,090	+6.6%	92	+1.4%
Environmental safety equipment	7,320	+10.7%	5,151	+8.4%	1,896	+13.3%	253	+54.3%
Distribution and storage equipment	8,922	+1.9%	5,933	+2.1%	2,612	+3.6%	337	-7.8%
Research management equipment	2,565	-3.4%	1,711	-2.4%	827	-4.4%	5	-48.2%
Office and housing facility equipment	3,717	+6.7%	2,337	+3.7%	1,353	+12.7%	17	-10.5%

■ Private brand product share in net sales



■ Trend in sales of private brand products

(unit: million yen) () YoY change



04

Financial and Other Performances

[Consolidated] Details of selling, general and administrative expenses (SGA)

[Consolidated] Capital expenditures

Future capital investment plans

[Consolidated] Quarterly business performance and budget (quarterly)

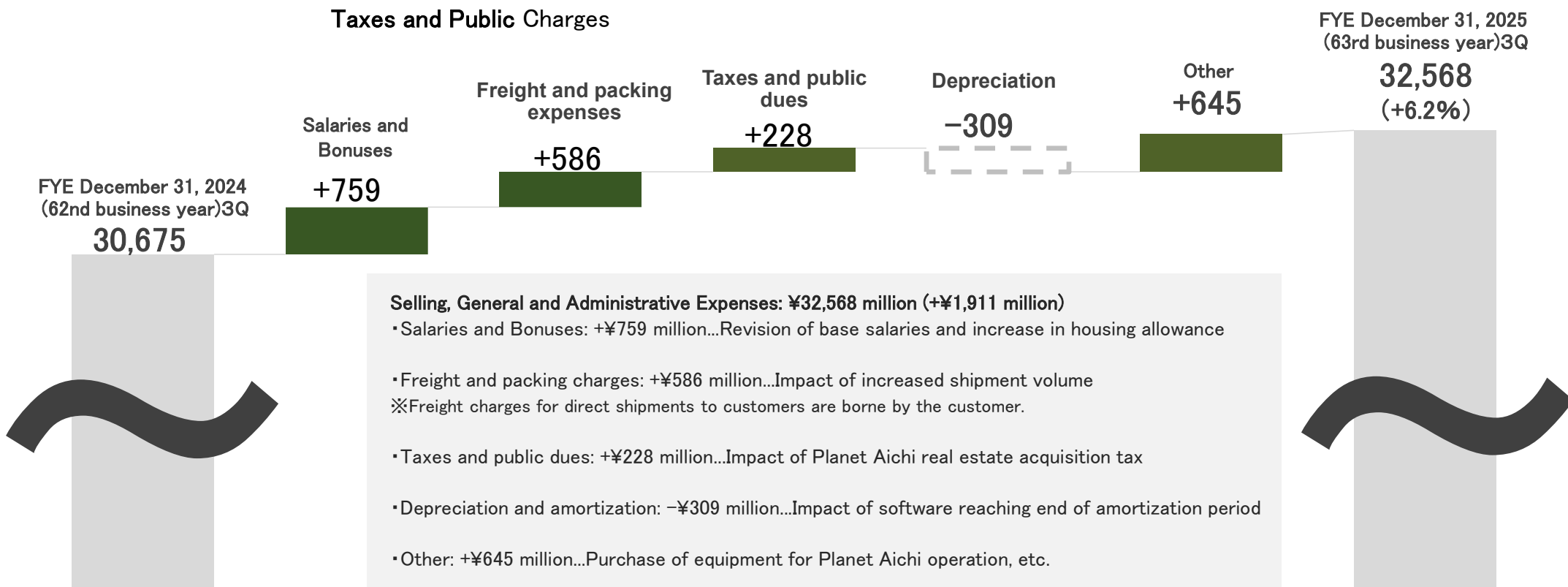
[Consolidated] Quarterly business performance and budget (cumulative)

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

(Unit: million yen) () QoQ change

Effective July 2025, we implemented a basic salary revision for all employees. Consequently, salaries, bonuses, and welfare expenses increased. Meanwhile, shipping costs and packing expenses rose due to increased shipment volumes. However, depreciation expenses decreased. As a result, selling, general, and administrative expenses increased by 6.2% compared to the previous period.

Taxes and Public Charges



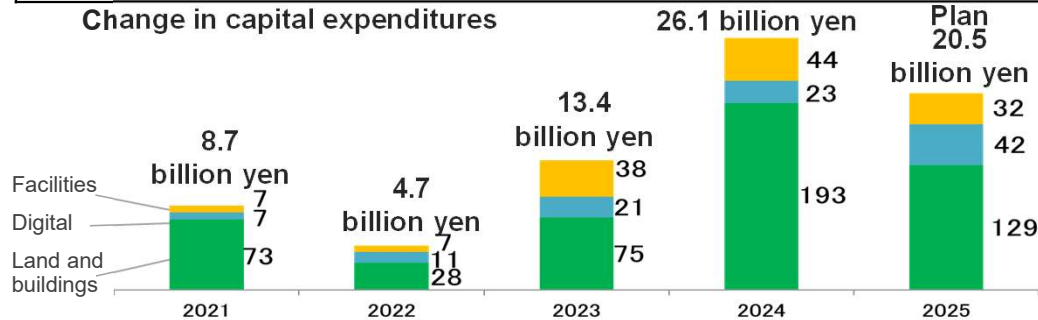
[Consolidated] Capital expenditures

Actual and major capital expenditures

(Unit: million yen)

Details of major capital expenditures in 2025		Investment Performance 2025 3Q	Investment Performance 2025 3Q Total	Investment Plan FY 2025 Total
Land And buildings	(1) Planet Niigata new construction (total investment: 16.6 billion yen)	7,468	Land and buildings 7,884	Land and buildings 12,986
	(2) Planet Aichi: New construction (total investment: 20 billion yen)	353		
	(3) Planet Saitama: Construction of a new tented warehouse (total investment: 900 million yen)	50		
	(4) Other	13		
Digital	(5) Strengthen the core system "Paradise" infrastructure (total investment: 2.2 billion yen)	1,193	Digital 2,369	Digital 4,250
	(6) Development of Various Software Applications	138		
	(7) Construction of the user website "TRUSCO Orange Book.Com Cross"	115		
	(8)Other	923		
Facilities	(9) Planet Aichi Logistics equipment (total investment: 10 billion yen)	1,180	Facilities 2,686	Facilities 3,278
	(10) Planet Saitama Logistics equipment (total investment: 200 million yen)	209		
	(11)Other	1,297		
(12)Capital expenditures			12,941	20,515

Change in capital expenditures



<Capital expenditures>

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

<Regarding depreciation expenses>

- Depreciation after the operation of Planet Aichi (total investment of 30,000 million yen) and Planet Niigata (total investment of 18,000 million yen) in the 64th business year (2026) is expected to be approximately JPY 10,000 million yen in the 65th business year (2027).

Future capital investment plans

Planet Aichi



[Role of Planet Aichi]

- (1) A base capable of holding 1 million items in stock
- (2) Strengthening logistics throughout the Tokai and western Japan regions
- (3) A key base for strengthening the “NIAWASE + U-choku” (Order Consolidation + Direct Delivery Service)
- (4) Making U-choku (direct shipping to users) the industry standard for MRO material procurement

[Location]	1-1, Shiryumi, Okimura, Kitanagoya, Aichi Prefecture
[Access]	Approximately 2.5 km from Nishiharu Station on the Meitetsu Inuyama Line (9 minutes by car)
[Site area]	41,634 m ²
[Total floor area]	88,602 m ²
[Building structure]	Composite structure (RC columns and Steel beams), seismic isolation structure
[Number of floors]	Warehouse: 4 floors, Office: 4 floors
[Number of items stored]	1 million items
[Number of lines shipped]	100,000 lines/day
[Building completion date]	February 2025
[Shipping start]	May 2026 (planned)
[Total investment amount]	Land and buildings: Approximately 20,000 million yen, Facilities: Approximately 10,000 million yen

Planet Niigata



[Role of Planet Niigata]

- (1) Strengthening the delivery system for Home Center Route
- (2) Shipping center for large items for Factory Route
- (3) Stock center for goods purchased from overseas in bulk
- (4) Securing inventory for Niigata Branch

[Location]	431-2 Matsuhashi-shimo-dachi, Fukushima-shinden, Sanjoshi, Niigata Prefecture
[Access]	7km from Tsubame-Sanjo Station on the Joetsu Shinkansen (15 minutes by car)
[Site area]	26,300 m ²
[Total floor area]	48,338 m ²
[Building structure]	Composite structure (RC columns and Steel beams), seismic isolation structure, snow melting device
[Number of floors]	Warehouse: 4 floors, Office: 3 floors
[Number of items stored]	160,000 items
[Number of lines shipped]	35,000 lines/day
[Building completion date]	March 2026 (planned)
[Shipping start]	August 2026 (planned)
[Total investment amount]	Land and buildings: Approximately 17,200 million yen, Facilities: Approximately 1,400 million yen

[Consolidated] Quarterly business performance and budget (quarterly)

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

(Unit: million yen,%)

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

		1st Quarter (-1 day)			2nd Quarter (±0 day)			3rd Quarter (±0 day)			4th Quarter (-1 day)		
		Budget/ Actual results	Share	QoQ change	Budget/ Actual results	Share	QoQ change	Budget/ Actual results	Share	QoQ change	Budget	Share	QoQ change
Net sales	Budget	77,482	100.0	+7.7	78,218	100.0	+9.3	80,680	100.0	+10.6	86,085	100.0	+9.5
	Actual results	79,164	100.0	+10.1	79,068	100.0	+10.5	79,117	100.0	+8.5	-	-	-
Gross profit	Budget	16,131	20.8	+8.9	16,287	20.8	+5.8	16,570	20.5	+12.5	17,695	20.6	+5.6
	Actual results	16,610	21.0	+12.1	16,723	21.2	+8.7	16,387	20.7	+11.3	-	-	-
Selling, general and administrative expenses (SGA)	Budget	10,836	14.0	+10.4	11,276	14.4	+7.0	11,266	14.0	+9.3	11,794	13.7	+6.8
	Actual results	10,766	13.6	+9.7	10,742	13.6	+2.0	11,059	14.0	+7.3	-	-	-
Operating income	Budget	5,295	6.8	+6.0	5,011	6.4	+3.2	5,303	6.6	+20.1	5,900	6.9	+3.3
	Actual results	5,843	7.4	+16.9	5,981	7.6	+23.2	5,328	6.7	+20.7	-	-	-
Ordinary income	Budget	5,304	6.8	+4.7	5,016	6.4	+2.6	5,198	6.4	+18.8	5,837	6.8	+2.0
	Actual results	5,817	7.3	+14.8	5,898	7.5	+20.7	5,242	6.6	+19.8	-	-	-
Quarterly / Interim / Current profit attributable to owners of parent	Budget	3,634	4.7	+3.5	3,440	4.4	+6.4	3,569	4.4	※ -26.5	4,003	4.7	-10.9
	Actual results	4,002	5.1	+13.9	3,982	5.0	+23.2	3,604	4.6	※ -25.8	-	-	-

※ This decrease is attributable to the impact of recognising extraordinary gains of ¥2,667 million in the previous period arising from the sale of the former Osaka headquarters.

[Consolidated] Quarterly business performance and budget (Cumulative)

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

(Unit: million yen,%)

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

		1st Quarter (-1 day)			2nd Quarter (-1 day)			3rd Quarter (-1 day)			4th Quarter (-2 days)		
		Budget/ Actual results	Share	QoQ change	Budget/ Actual results	Share	QoQ change	Budget/ Actual results	Share	QoQ change	Budget	Share	YoY change
Net sales	Budget	77,482	100.0	+7.7	155,700	100.0	+8.5	238,914	100.0	+10.4	325,000	100.0	+10.2
	Actual results	79,164	100.0	+10.1	158,233	100.0	+10.3	237,350	100.0	+9.7	-	-	-
Gross profit	Budget	16,131	20.8	+8.9	32,418	20.8	+7.3	49,904	20.9	+11.1	67,600	20.8	+9.6
	Actual results	16,610	21.0	+12.1	33,334	21.1	+10.4	49,722	20.9	+10.7	-	-	-
Selling, general and administrative expenses (SGA)	Budget	10,836	14.0	+10.4	22,112	14.2	+8.7	32,775	13.7	+6.9	44,570	13.7	+6.9
	Actual results	10,766	13.6	+9.7	21,509	13.6	+5.7	32,568	13.7	+6.2	-	-	-
Operating income	Budget	5,295	6.8	+6.0	10,306	6.6	+4.6	17,129	7.2	+20.0	23,029	7.1	+15.3
	Actual results	5,843	7.4	+16.9	11,825	7.5	+20.0	17,154	7.2	+20.2	-	-	-
Ordinary income	Budget	5,304	6.8	+4.7	10,320	6.6	+3.7	16,914	7.1	+18.0	22,752	7.0	+13.4
	Actual results	5,817	7.3	+14.8	11,716	7.4	+17.7	16,959	7.1	+18.3	-	-	-
Quarterly / Interim / Current profit attributable to owners of parent	Budget	3,634	4.7	+3.5	7,074	4.5	+4.9	11,553	4.8	※ -0.4	15,557	4.8	-3.3
	Actual results	4,002	5.1	+13.9	7,984	5.0	+18.4	11,588	4.9	※ -0.1	-	-	-

※ This decrease is attributable to the impact of recognising extraordinary gains of ¥2,667 million in the previous period arising from the sale of the former Osaka headquarters.

05

Management Plan

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

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

Vision

- Medium-term management ability targets -

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

In light of first-half performance, we have revised our full-year budget upwards. We anticipate that the performance expansion driven by our ongoing initiatives to enhance customer convenience – including our inventory expansion strategy, logistics facility investments, and digital investments – will continue in the second half. Consequently, we have raised the full-year sales budget by +10.2% year-on-year. Regarding selling, general and administrative expenses, while an increase of approximately ¥500 million is expected due to the base pay increase implemented in July, we anticipate maintaining the initial budget plan. This will be achieved through reviewing and controlling various expenses, such as repair costs and consumables.

Plan for FYE December 2025 (63rd business year)

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

	Plan for FYE December 31, 2025 Initial budget(63rd business year)		Plan for FYE December 31, 2025 Revised budget(63rd business year) ※		
	Budget	Share	Budget	Share	Year-on-year change
Net sales	317,430 million yen	–	325,000 million yen	–	+10.2%
Gross profit	65,700 million yen	20.7%	67,600 million yen	20.8%	+9.6%
Selling, general and administrative expenses (SGA)	44,570 million yen	14.0%	44,570 million yen	13.7%	+6.9%
(Depreciation included in SGA)	5,767 million yen	1.8%	5,707 million yen	1.8%	-5.6%
Operating income	21,130 million yen	6.7%	23,029 million yen	7.1%	+15.3%
Ordinary income	21,170 million yen	6.7%	22,752 million yen	7.0%	+13.4%
Profit attributable to owners of parent	14,520 million yen	4.6%	15,557 million yen	4.8%	-3.3%
Dividend per share	55.50 yen	–	59.00 yen	–	+5.00 yen

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

Regarding net sales, the full-year budget has been revised to reflect the results of the first half of the year.

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

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

	FYE December 31, 2025 (63rd business year)		FYE December 31, 2025 (63rd business year)※		
	budget	Share	budget	Share	YoY change
Factory route	210,483 million yen	66.3%	215,480 million yen	66.4%	+9.4%
e-business route	74,858 million yen	23.6%	77,092 million yen	23.7%	+13.1%
Home center route	28,665 million yen	9.0%	29,070 million yen	8.9%	+8.4%
Overseas route	3,424 million yen	1.1%	3,355 million yen	1.0%	+8.5%
Total	317,430 million yen	100.0%	325,000 million yen	100.0%	+10.2%

Vision - Medium-term management ability targets -

1. We want to be a company that can hold 1 million items in inventory by 2030.

- The number of items in stock at end of 2024 was 610,000 items, and Planet Aichi will be operational in July 2026 with the capacity to hold 1 million items.



2. We want to be a company that can take orders 24 hours a day and ship 365 days a year.

- From 2019, we will start accepting orders 24 hours a day at Trusco Orange Book.Com.
Available for shipping other than on Sundays

3. We want to be a company without product shortages, incorrect orders, or incorrect shipments.

- At the same time as expanding the number of items in stock, we implemented inventory management using the "ZAICON3" inventory management system, which predicts and calculates the required number of products in stock based on sales results.
Inventory shipping rate is 92.6% (+0.5pt compared to previous year)
- Reduced incorrect orders due to improved system order rate of 88.0% (+0.9pt compared to previous year)
- Introduced material handling equipment such as GAS (gate type sorting system), and the misplacement rate was 0.023% (1 in 5,000 lines)

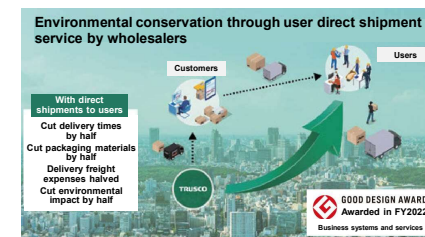
TRUSCO

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

- At locations where free-location is introduced (12 locations including Planet Saitama and Planet Osaka), a system has been introduced whereby inventories are taken at the same time as receiving and shipping operations, thereby reduce inventory workload.

5. We want to be a company that can ship directly to users without stress, even if we are a wholesaler.

- I-Pack [high-speed automated packing and shipping line] introduced at Planet Saitama, Planet Osaka, Planet Tokai Planet Tohoku and Planet Tohoku, with an annual turnover of 37,200 million yen and 6.25 million units shipped directly to users.
- 2025 direct shipments to users
Net sales target:
43,000 million yen
Target number of shipments:
7.7 million



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

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

All figures are FY 2024 actual results

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Vision - Medium-term management ability targets -

7. We want to be a company that can achieve the "fastest," "shortest," and "best" deliveries in the industry.

- Introduced 1,414 MRO stockers (+211 compared to the previous year) to achieve the ultimate immediate delivery with a delivery time of 0 days.
- Achieve the best and most diverse delivery formats, such as user direct shipment services and customer product pick-up services.



8. We want to be a company with the smallest possible environmental impact.

- “Niawase + Yuchoku” (Order Consolidation + Direct Delivery Service) reduces environmental impact by half, delivery time by half, packaging materials by half, shipping costs by half, and workload by half

9. We want to be a company that is active in recycling, reuse, and returnables.

- Since 1998, we have been operating the repair workshop "Naojiro", with sales of 2,200 million yen in 2024 (+2.4% compared to the previous year)
- Developed private brand products with low environmental impact, such as reusable packaging materials and return cushions.

10. We want to be a platform operator that supports Japanese manufacturing.

- In 2024, the “Sterra” product database will be renewed to hold product data for more than 10 million items.
- We are building an EC site where users can easily find and purchase the products they need

11. We want to be a company that can rewrite the conventional thought, customs, set theories, and playbook of the industry.

- Planning inventory expansion strategies, strengthening “NIAWASE + Uchoku” (Order Consolidation + Direct Delivery Service), ownership management, abolishing bills, rival partnership strategies, etc.

06

Various key indicators

Merchandise / Catalogs & Media

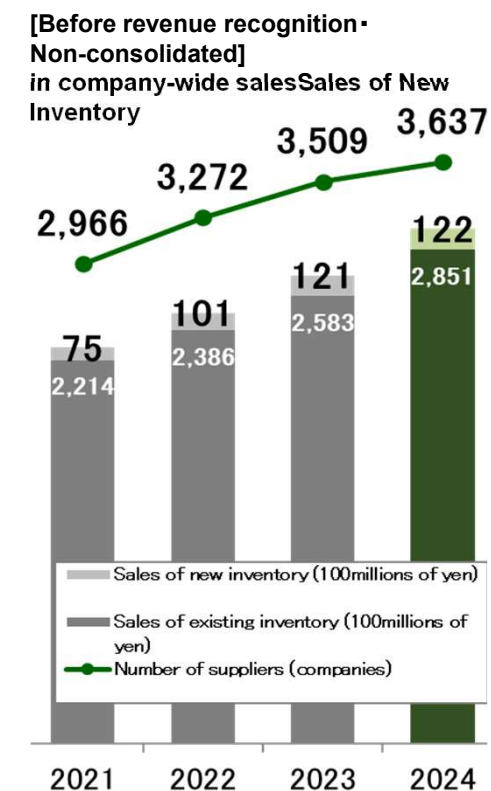
Logistics

Sales

Digital

Key indicators (Merchandise / Catalogs & Media)

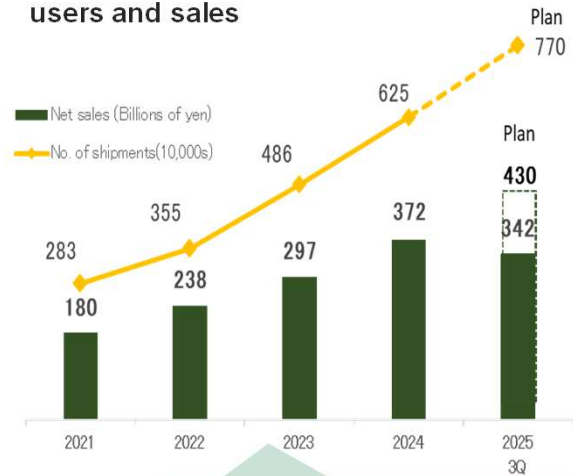
Key indicators		FYE December 31, 2024 (62nd business year)	FYE December 31, 2025 (63rd business year) Third Quarter	Plan for FYE December 31, 2025 (63rd business year)
Merchandise	Number of items in inventory [Non-consolidated]	611,708	615,538	640,000
	Inventories (100 million yen)	553	641	638
	Total number of suppliers (companies)	3,637	3,702	3,760
	Of these, number of overseas suppliers (companies)	353	365	373
	Private brand net sales (million yen)	50,478	39,222	54,000
	Private brand sales ratio(%)	17.1	16.5	17.0
Catalog Media	Number of items listed in Trusco Orange Book(items)	422,000	—	
	No. of items featured on Trusco Orange Book.Com (Free site) (Items)	4,552,330	4,111,430	5,000,000



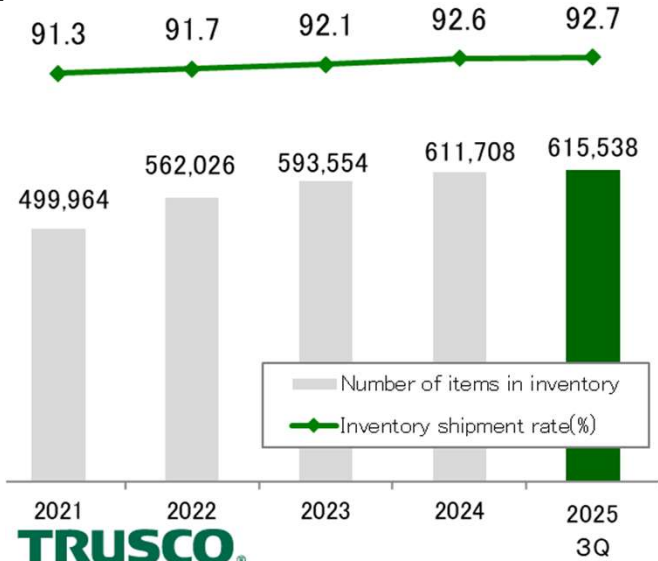
Key indicators (logistics)

Key indicators		FYE December 31, 2024 (62nd business year)	FYE December 31, 2025 (63rd business year) Third Quarter	Plan for FYE December 31, 2025 (63rd business year)
Logistics	Inventory shipment rate (%)	92.6	92.7	93.1
	No. of direct shipments to users (10,000s)	625	574	770
	Revenue from direct shipments to end users(100 million yen)	372	342	430

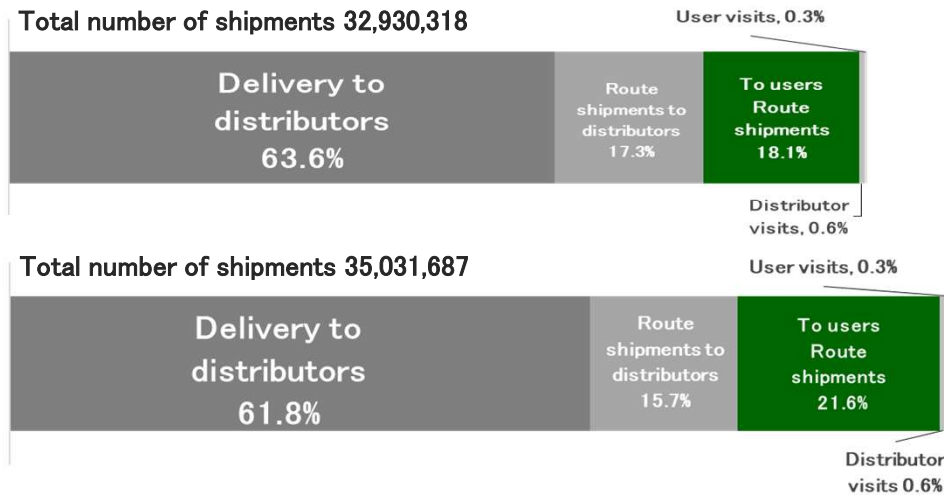
[Before revenue recognition
•Non-consolidated]
Changes in the number of direct delivery to
users and sales



Changes in number of inventory items and inventory
shipment rate



Share by Delivery Category (by number of shipments)



-Advantages of Yuchoku-
 Cut delivery times by half, cut shipping load by half
 Cut workload by half, cut packing materials by half
 Cut environmental impact by half

I-Pack®
[High-speed automated packaging and shipping line]

Shipping capacity: 720 cs/h per line, approx. 24 workers
 I-Pack introduced to: Tohoku, Saitama (3 lines), Higashi Kanto, Tokai, Osaka 7lines in total



Key indicators (logistics)

Key indicators		FYE December 31, 2024 (62nd business year)	FYE December 31, 2025 (63rd business year) Third Quarter	Plan for FYE December 31, 2025 (63rd business year)
Logistics	Number of chartered vehicle deliveries	146	138	134
	Number of own company deliveries	132	141	146
	Rate of own company deliveries (%)	47.5	50.5	52.1
	Labor cost per shipment line(yen)	156.7	—	156.0

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

	No. of units	Change from the end of previous fiscal year
Total number of deliveries	279	+1
Chartered vehicle delivery service (contracted delivery service)	138	-8
Own company delivery service	141	+9
Internal transportation service	35	±0
Chartered vehicle delivery service (contracted delivery service)	30	±0
Own company delivery service	5	±0
Delivery service and internal delivery service Total	314	+1

About Delivery
We are optimizing delivery routes and internal inventory transfers to review delivery and internal transport vehicles, aiming to optimize the number of vehicles. Additionally, to enhance customer service, we are increasing the number of our own delivery vehicles (deliveries by our employees). The current rate of our own delivery vehicles is 50.5%.

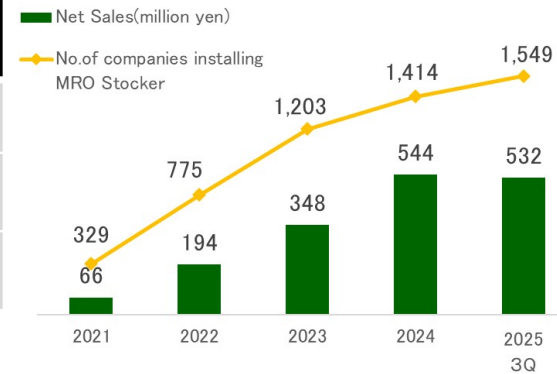
[Non-consolidated] Changes in inventory disposal and inventories

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

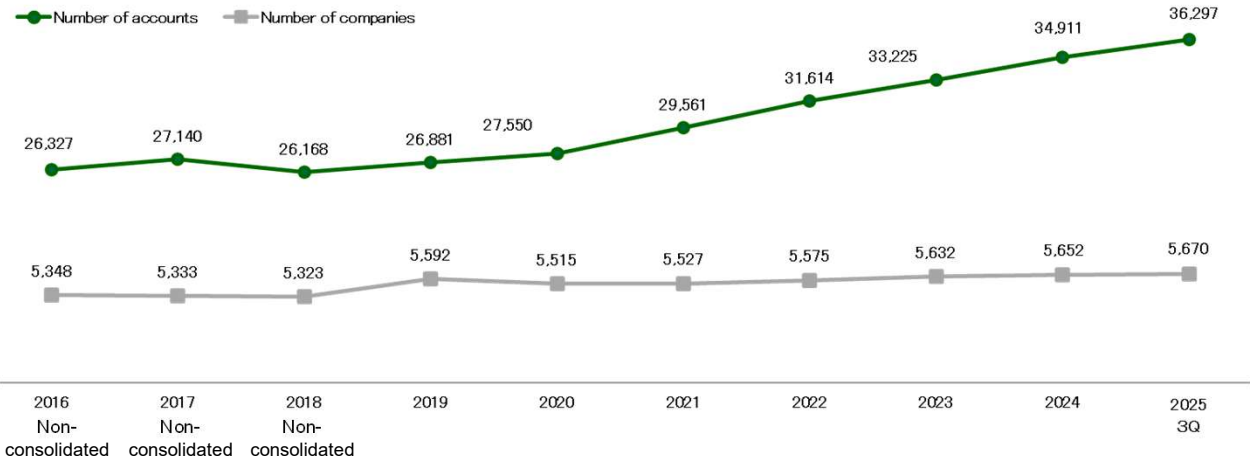
Key indicators (sales)

Key indicators		FYE December 31, 2024 (62nd business year)	FYE December 31, 2025 (63rd business year) Third Quarter	Plan for FYE December 31, 2025 (63rd business year)
Sales	Number of corporate clients	5,652	5,670	5,682
	No. of companies adopting MRO Stocker	1,414	1,549	1,615
	No. of companies connected to Orange Commerce	2,631	2,801	2,830

Trends in the number of MRO stockers installed and sales



[Consolidated] Change in number of sales accounts and companies



- Benefits -

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

Key indicators (digital)

Key indicators		FYE December 31, 2024 (62nd business year)	FYE December 31, 2025 (63rd business year) Third Quarter	Plan for FYE December 31, 2025 (63rd business year)
Digital	System order rate (%) *1	88.0	88.3	88.5
	Rate of automated quotations (%) *2	30.1	30.4	31.5
	Rate of online quotation requests (%)	49.2	49.7	50.5

Since launching our Internet ordering system "Web Trusco" in 2002, we have been automating ordering. Additionally, starting with the launch of our core system "Paradise 3" in 2020, we are striving to improve convenience with the aim of automating all tasks that can be automated in the supply chain.

*1 Total number of orders (January to September 2025): 34.52 million

*2 Estimated total number of lines (January to September 2025): 7.12 million

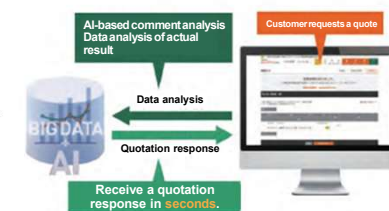
System order rate (as of the end of September 2025)

Order type	Number of orders (thousand)	Line share (%)	Change in line share from previous fiscal year (pt)	Order price (million yen)	Price share (%)	Change in price share from previous fiscal year (pt)
Trusco Orange Book.Com (For retailers and users) Internet orders	12,548	36.3	-1.6	99,981	42.2	-1.0
TRUSCO EDI Data linkage with distributor ordering system	9,169	26.6	+1.6	37,844	16.0	+0.8
Orange Commerce Linkage with users' purchasing system	1,080	3.1	+0.2	8,448	3.6	+0.3
EOS Home center electronic ordering system	7,694	22.3	+0.1	18,719	7.9	-0.3
Total	30,492	88.3	+0.3	164,994	69.7	-0.2

AI-based estimation system "Swift Estimator"

Automated quotations with AI

One of our challenges is how to respond quickly to the average of 30,000 quotation requests we receive from our clients each day. In response, the company introduced "Swift Estimator," an AI-based automatic quotation response system, to promote the automation of quotations through special price optimization that automatically calculates appropriate prices for products on a regular basis based on actual orders and quotations. This has led to an improvement in the speed of response to customers (minimum 5 seconds).



07

ESG Information

TRUSCO's "Gentleness for the Future" Project

Sustainability indicators

Relationship with society & corporate governance

Trusco's "Gentleness for the Future" Project

Trusco's "Gentleness for the Future" Project

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

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

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

"Gentleness for the Future" Basic Policy - TSV

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

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

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



Scan here for details

Sustainability indicators

CO₂ emissions (as of the end of 2024)

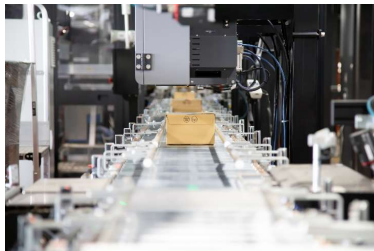
CO₂ emissions from fuel use (Scope 1) **2,329t-co₂** / CO₂ emissions from electricity use (Scope 2) **7,226t-co₂**

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















CO₂ emission reduction through various services:

Annual CO₂ emission reduction 16,901t-co₂



Workshop
Naojiro

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



TRUSCO



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Sustainability indicators

TRUSCO power generation installations: at 19 locations

Annual solar power generation in 2024 2.62 million kWh

- Equivalent to the annual electricity consumption of about 620 households (From the Ministry of the Environment's website Survey on the Actual Conditions of Carbon Dioxide Emissions from Residential Sector")

Renewable energy power self-sufficiency 15.5%

Environmental measures for Trusco's products

In product planning and development for our own brand "Trusco," we have established environmental standards such as "resource saving," "reducing waste," and "long-lasting use," and are promoting environmentally friendly product development from all aspects, from product design to product use and disposal.



Trusco double roll tape
Product number: GNT5050E
etc.

50M duct tape with a small core. It can be used twice as much, but the storage space is halved. It is a tape that can be used twice as long, reduces replacement by half, reduces waste by half, and contributes to protecting the environment.



Workshop Naojiro

Role of repair workshop "Naojiro"

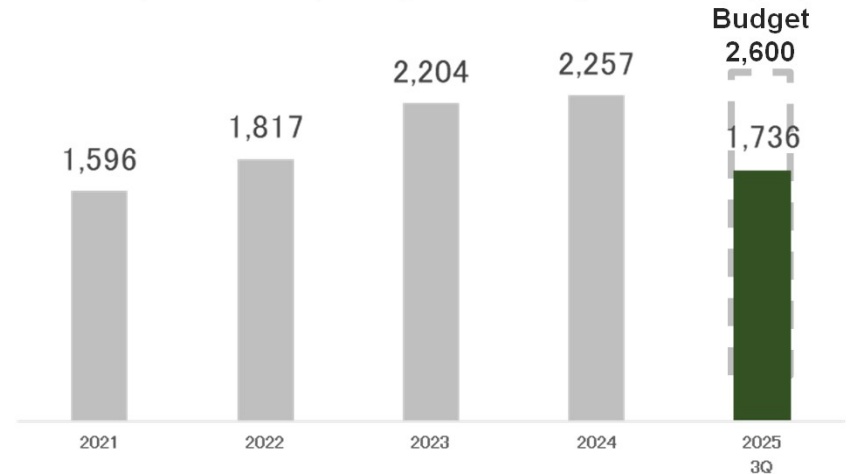
It is a service that maintains the safety and precision essential for pro tools, and aims to reduce the environmental impact and contribute to cost reduction by allowing familiar tools and equipment to be used for a long time. In January 2022, the Company will relaunch its Naojiro section to popularize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

8 services of repair workshop "Naojiro"

Repair	Regrinding	Calibration	Reuse
Processing	Maintenance	Assembly	Construction and installation

Sales of repair workshop "Naojiro"

(unit: million yen)



Relationship with society & corporate governance

“Trusco Unknown Gulliver”, TV program provided by a single company

This is a program provided by a single company that conveys our company's desire to "give pride and vitality to Japan by presenting world-class Japanese companies." In each episode, the ways and ideas of a Japanese company are presented.



Started in 2017

Donations to the NGO Peshawar-kai

Started in 2020

In Afghanistan, where there is an ongoing drought, we are donating to support the Peshawar-kai, which engages in comprehensive rural reconstruction projects with the idea that “one irrigation canal will do more good than 100 doctors”.



The late Dr. Tetsu Nakamura with Afghan workers

Open judge system for promotion (OJS = 360 degree evaluation)

This is a system in which all employees who know candidates for promotion to senior manager or above are evaluated, and the results are reflected in promotions and other personnel actions. (Implemented once a year)

Method	Result
Promotion is judged by a mark of ○ or ×	If the approval rating is 80% or higher and the minimum number of votes is met, the candidate will be promoted.

Started in 2001

Board of directors meeting (management meeting)

Decisions are made at the board of directors meeting, which is generally held once a month. In order to ensure a broader perspective and transparency, we seek the opinions of a wide range of participants, including executive officers and general managers.



Board of directors meeting (management meeting)

08

Reference Information

Index comparison in the industry

Index comparison in the industry

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

[Wholesale]

		Closing month		Net sales (million yen)	YoY change	Market capitalization (100 million yen)
Yuasa Trading Co., Ltd.	2026	March	Budget	550,000	+ 4.1	1,107
Yamazen Corp.	2026	March	Budget	530,000	+ 2.7	1,345
Trusco Nakayama Corp.	2025	December	Budget	325,000	+ 10.2	1,572
Maruka Furusato Corp.	2025	December	Budget	162,000	+ 0.2	564
Nichiden Corp.	2026	March	Budget	140,000	+ 3.9	740
Sugimoto & Co., Ltd.	2026	March	Budget	51,800	+ 4.7	406
Naito & Co., Ltd.	2026	February	Budget	45,000	+ 3.3	75
Total of 7 companies		-		1,803,800	-	-

Trading companies in the machine tools industry include the companies shown on the left, but they operate differently in the wholesale and retail sectors, and each handles different core products. The Company does not handle large machinery such as machine tools, and mainly handles consumables.

[Retail]

		Closing month		Net sales (million yen)	YoY change	Market capitalization (100 million yen)
Misumi Group Inc.	2026	3月	Budget	422,000	+ 5.0	6,592
MonotaRO Co., Ltd.	2025	12月	Budget	328,173	+ 13.9	9,894
Total of 2 companies		-		750,173	-	-

- Companies publishing consolidated financial statements provide figures based on those consolidated results.
- All figures represent actual results and forecasts disclosed as of 29 October 2025.
- Market capitalisation is stated based on closing prices as of 29 October 2025.