TRUSCO®

The 64th Business Year Business Performance Data Analysis

FY2026 Quarter3（Jan.–Sep.2026）

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

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01

Company Profile

Company overview

Business flow

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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	99 in total: 92 domestic bases:2 head offices, 60domestic sales branches, 30 domestic distribution centers （1 other locations in preparation） 7overseas 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	3,482 (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”.**

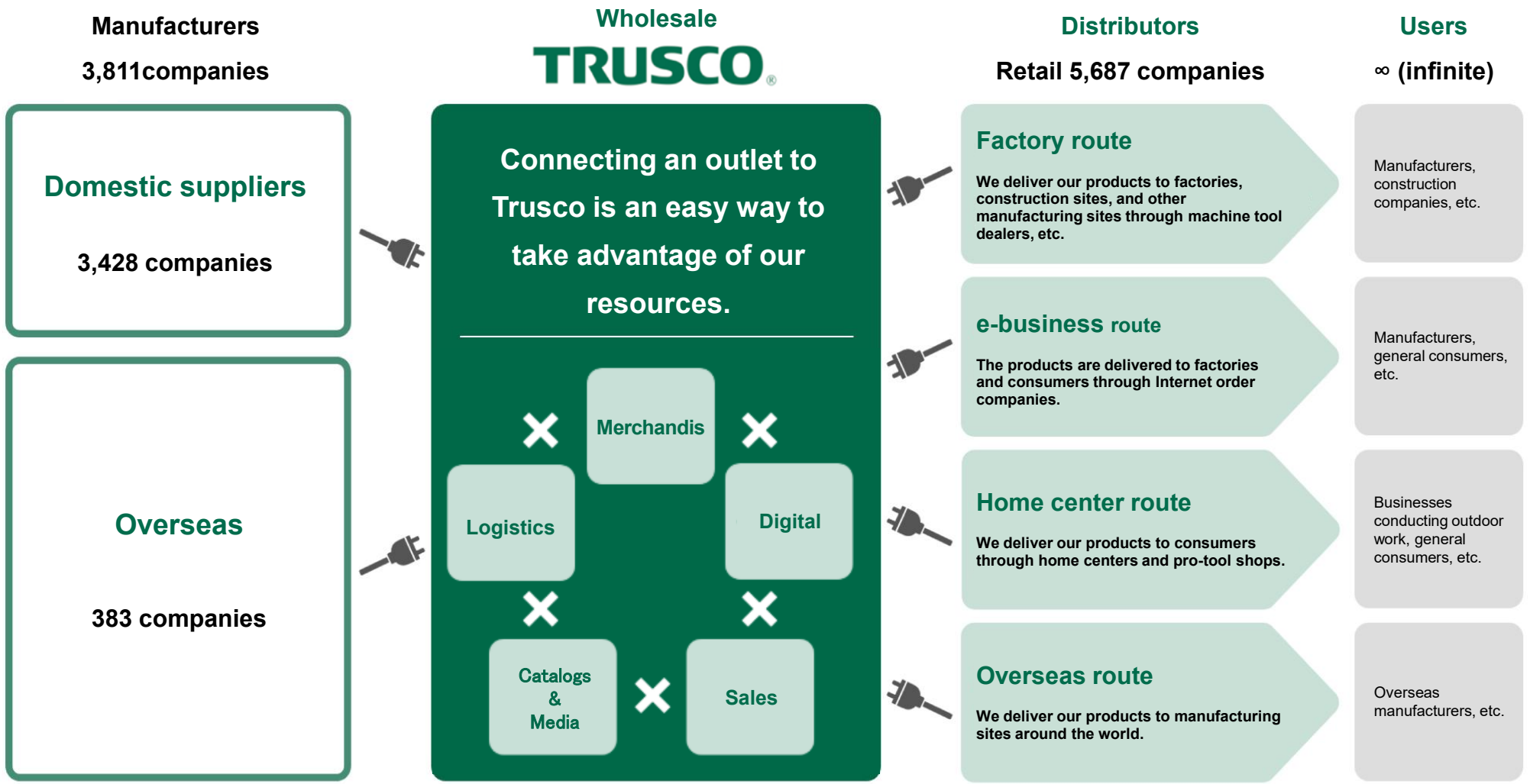


Tokyo Head Office: Trusco Fiorito Bldg.
(Minato-ku, Tokyo)

As of the end of September 2026

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Business flow



As of the end of September 2026

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02

Company-wide Business Performance

Accounting highlights

[Consolidated] Business performance / plans

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Accounting highlights

Actual results for FY2026 Quarter3 (64th business year)

Net Sales	266,081million yen (YoY Change+12.1%)	We strengthened initiatives to improve customer convenience, including our "NIAWASE + U-choku" service (Order Consolidation + Direct Delivery Service), made possible by combining our traditional strength of an extensive inventory of approximately 630,000 items with state-of-the-art logistics equipment and digital technologies. As a result, net sales increased 12.1% year on year.
Gross Profit	54,942million yen (YoY Change+10.5%)	Gross profit increased due to higher net sales. Inventory valuation gains resulting from price revisions amounted to approximately 850 million yen (down 590 million yen year on year).(Q1 FY2026 approx.400 million yen,Q2 FY2026 approx. 340 million yen Q3 FY2026 approx. 100 million yen)
Selling, general and administrative expenses(SGA)	36,956million yen (YoY Change+13.5%)	・Depreciation expenses increased (+1,571 million year on year), mainly due to the commencement of operations at two new logistics centers: Planet Aichi in May and the HC East Japan Logistics Center in August. ・Salaries and bonuses increased (+1,364 million year on year), mainly due to the revision of base salaries in July last year and an increase in the number of employees. ・Freight and packing charges increased (+1,180 million year on year), mainly due to an increase in shipment volume.
Ordinary income	17,534million yen (YoY Change+3.4%)	While net sales increased, ordinary profit rose by only 3.4% year on year due to an increase in depreciation expenses following the commencement of operations at new logistics centers in Q2 and Q3.
Quarterly Net Income Attributable to Owners of the Parent	12,100million yen (YoY Change+4.4%)	For the same reasons, with ordinary income it increased by 4.4% year on year.

Prospects for FYE December 31,2026 (64th business year) ,(Revised Budget Announced on 7 August 2026)

	December 2025 Results	December 2026 Initial Budget	Share	December 2026 Revised Budget	Share	Revised Budget (YoY)
Net Sales	320,043 million yen	341,000 million yen	-	350,000 million yen	-	+9.4%
Gross Profit	66,731 million yen	71,800 million yen	21.1%	72,900 million yen	20.8%	+9.2%
Selling, general and administrative expenses(SGA)	43,914 million yen	50,080million yen	14.7%	50,319 million yen	14.4%	+14.6%
EBITDA (Operating income + Depreciation and amortization)	28,369million yen	30,030million yen	8.8%	30,886million yen	8.8%	+8.9%
Ordinary Income	22,541 million yen	21,220million yen	6.2%	21,958 million yen	6.3%	-2.6%
Profit attributable to owners of parent	15,881 million yen	1,4540million yen	4.3%	15,127 million yen	4.3%	-4.7%

[Consolidated] Business performance/plans

※1 Compared to the revised budget announced on 7 August 2026.

	Actual results for FYE December 31, 2025 Full Year results			FYE December 31, 2026 Third Quarter results				FYE December 31, 2026 Full year Budget※1	
	Actual results	Share	YoY change	Actual results	Share	YoY Change	Change from budget※1	Budget	YoY change
Net sales	320,043million yen	–	+8.5%	**266,081million yen**	–	**+12.1%**	**+1.4%**	350,000million yen	+9.4%
Gross profit	66,731million yen	20.9%	+8.2%	**54,942million yen**	**20.6%**	**+10.5%**	**+0.8%**	72,900million yen	+9.2%
Selling, general and administrative expenses (SGA)	43,914million yen	13.7%	+5.3%	**36,956million yen**	**13.9%**	**+13.5%**	**−1.0%**	50,319million yen	+14.6%
(depreciation included in SGA)	5,552million yen	1.7%	-8.1%	**5,706million yen**	**2.1%**	**+38.0%**	**−1.4%**	8,305million yen	+49.6%
EBITDA (Operating income+Depreciation and amortization)	28,369million yen	8.9%	+8.9%	23,692million yen	**8.9%**	**+11.3%**	**+3.2%**	30,886million yen	+8.9%
Operating income	22,816million yen	7.1%	+14.2%	**17,986million yen**	**6.8%**	**+4.9%**	**+4.7%**	22,580million yen	−1.0%
Ordinary income	22,541million yen	7.0%	+12.4%	**17,534million yen**	**6.6%**	**+3.4%**	**+5.0%**	21,958million yen	−2.6%
Current profit attributable to owners of parent	15,881million yen	5.0%	※2 -1.3%	**12,100million yen**	**4.5%**	**+4.4%**	**+5.0%**	15,127million yen	−4.7%
Current net income per share	240.84yen	–	-3.25yen	**183.50yen**	–	**+7.75yen**	–	229.42yen	−11.43yen
Dividend per share	60.00yen	–	+6.00yen	–	–	–	–	※3 61.00yen	+1.00yen
Private brand sales	51,945million yen	16.3%	+2.9%	**42,562million yen**	**16.0%**	**+8.5%**	–	55,050million yen	+6.0%
Capital expenditures	20,027million yen	–	-23.5%	**7,469million yen**	–	**−42.3%**	–	13,229million yen	–

Point

・Net sales
+12.1% YoY,
+1.4% compared to initial budget.
Number of business days was −1 day YoY, with sales per day at 1,478 million yen (+12.7% YoY)

・Gross profit
+10.5% YoY
In addition to the increase in sales, inventory valuation gains of approximately 850 million yen were generated due to price revisions.

・Selling, general and administrative expenses (SGA)
+13.5% YoY
(Increase) Depreciation expenses, salaries and bonuses, freight and packaging costs, etc.
(Decrease) Taxes and public dues, etc.

※2 Decreased due to the recognition of a special gain of 2,667 million from the sale of the former Osaka Head Office in 2024.
※3 This amount represents the figure after adding 10% of the planned depreciation expenses, in accordance with the Trusco ZenTaku Dividend policy.

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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

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[Consolidated] Business performance by sales route

Net sales in the main segments performed well, increasing by 10.1% to 17.7% year on year.
The gross profit margin declineddue to factors such as a decrease in valuation gains compared to last year.

	Actual results for FYE December 31, 2025				Actual results for FYE December 31, 2026 Third Quarter					
	Net sales			Gross profit margin	Net sales				Gross profit margin	
Sales route	Actual results	Share	YoY change	Actual results	Actual results	Share	YoY change	Change from budget	Actual results	Change from the end of previous fiscal year
Factory route	211,223million yen	66.0%	+7.2%	20.6%	**173,607million yen**	**65.3%**	**+10.1%**	**+1.4%**	**20.5%**	**-0.1pt**
e-business route	76,960million yen	24.0%	+12.9%	22.5%	**66,444million yen**	**25.0%**	**+17.7%**	**+1.3%**	**22.3%**	**-0.2pt**
Home center route	28,396million yen	8.9%	+5.9%	16.8%	**23,269million yen**	**8.7%**	**+11.9%**	**+2.0%**	**16.0%**	**-0.8pt**
Overseas route	3,463million yen	1.1%	+12.0%	35.2%	**2,760million yen**	**1.0%**	**+12.6%**	**-3.7%**	**31.8%**	**-3.4pt**
Total	320,043million yen	100.0%	+8.5%	20.9%	**266,081million yen**	**100.0%**	**+12.1%**	**+1.4%**	**20.6%**	**-0.3pt**

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

This sales channel delivers products to manufacturing sites, such as factories and construction sites, through machine tool distributors and other business partners. By strengthening our inventory and logistics capabilities and promoting services that help solve our customers' challenges, sales increased by +10.1% year on year.

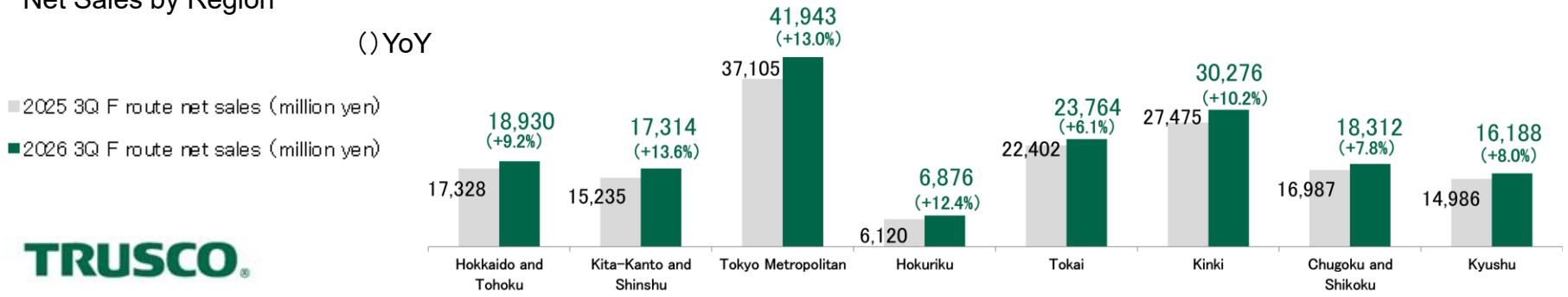
Sales route	Actual results for FYE December 31, 2025			Actual results for FYE December 31, 2026 Third Quarter				
	Net sales		Gross profit margin	Net sales			Gross profit margin	
	Actual results	Share	Actual results	Actual results	Share	YoY change	Actual results	Change from the end of previous fiscal year
Machine tool dealers	100,898million yen	47.8%	21.0%	**81,818million yen**	**47.1%**	**+8.8%**	**21.1%**	**+0.1pt**
Dealers in welding materials	28,982million yen	13.7%	19.9%	**23,745million yen**	**13.7%**	**+9.8%**	**19.4%**	**−0.5pt**
Other manufacturing related (Physical chemical, conductor, packaging material dealers, etc.)	35,630million yen	16.9%	19.4%	**29,268million yen**	**16.9%**	**+9.2%**	**19.6%**	**+0.2pt**
Construction related	45,711million yen	21.6%	20.8%	**38,774million yen**	**22.3%**	**+14.0%**	**20.5%**	**−0.3pt**
Factory route total	211,223million yen	100.0%	20.6%	**173,607million yen**	**100.0%**	**+10.1%**	**20.5%**	**−0.1pt**

Points

・By strengthening inventory and logistics functions at our 30 distribution centers nationwide and 30 inventory-holding branch locations, we enhanced customer convenience and further consolidated distribution channels.

・We actively conducted sales activities tailored to end users' challenges and needs, including accelerating the introduction of "MRO Stocker," an on-site tool inventory service installed at customers' premises based on Japan's traditional "Okigusuri" (medicine cabinet) model, strengthening engagement with existing users, and promoting the use of our product pickup service "U-kuru."

Net Sales by Region



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

This is a distribution route that delivers products to manufacturing sites such as factories and construction sites, as well as to general consumers, through online retailers. By offering “NIAWASE + U-choku” (Order Consolidatin + Direct Delivery Service), maintaining a product database of approximately 4.15million items, and integrating systems, we have achieved shorter delivery times and improved delivery accuracy, resulting in a 17.7% increase in sales compared the same period last year.

Sales route	Actual results for FYE December 31, 2025			Actual results for FYE December 31, 2026 Third Quarter				
	Net sales		Gross profit margin	Net sales			Gross profit margin	
	Actual results	Share	Actual results	Actual results	Share	YoY change	Actual results	Change from the end of previous fiscal year
Mail order companies	59,295million yen	77.0%	21.4%	51,896million yen	78.1%	+19.9%	21.2%	−0.2pt
Companies participating in Orange Commerce (Trusco’s electronic central purchasing system), MRO Stocker	17,664million yen	23.0%	26.3%	14,547million yen	21.9%	+10.4%	25.9%	−0.4pt
e-business route total	76,960million yen	100.0%	22.5%	66,444million yen	100.0%	+17.7%	22.3%	−0.2pt

Points

・Centered around the six distribution centers that have introduced I-Pack® (High-speed automated packaging and shipping line), which serves as the core of our direct-to-user delivery service , we utilized our nationwide network of distribution centers to enhance services focused on shortening delivery lead times and improving accuracy.

・By providing high-quality services required for e-business and customized services tailored to each customer, we differentiated ourselves from competitors, improved convenience, and contributed to sales growth.

Sales composition by industry for mail-order companies

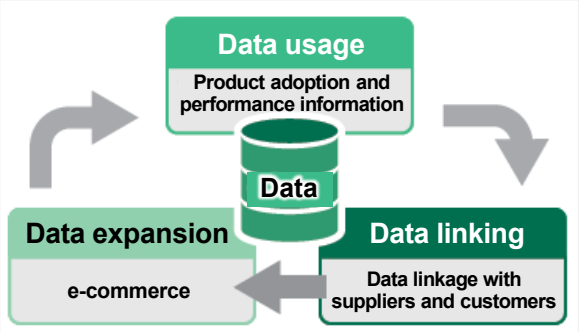


MonotaRO, Misumi, etc.

Amazon Japan, etc.

Yodobashi Camera
Bic Camera
etc

Askul
Otsuka Corporation
etc



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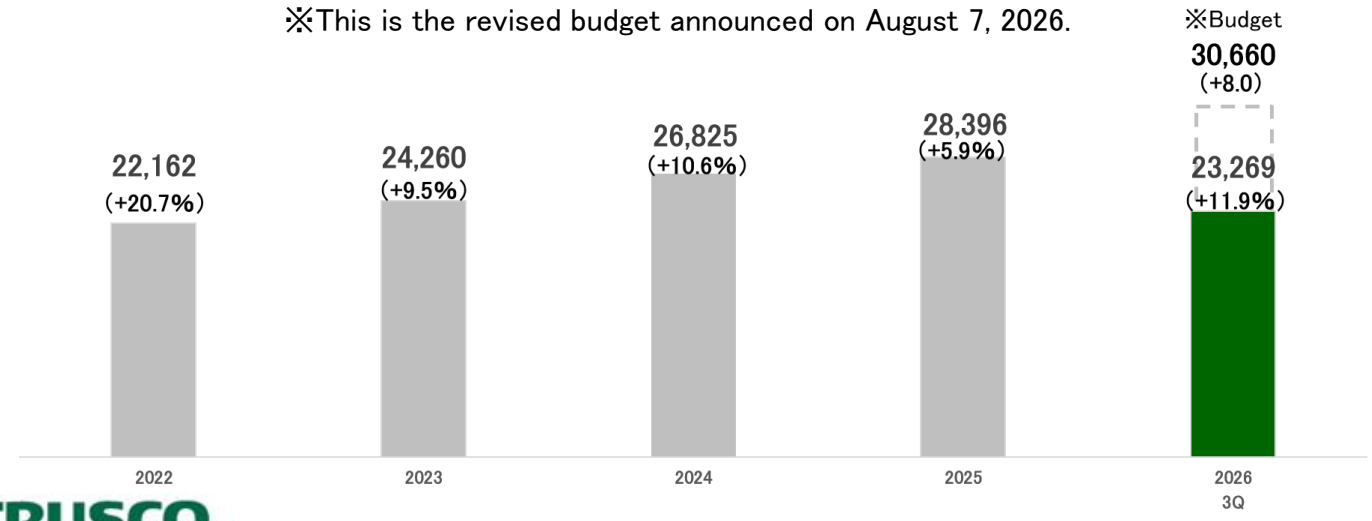
[Consolidated] Business performance by sales route: (Home center route)

This route delivers our products to consumers through home centers and pro-tool shops. Utilizing our inventory and logistics facilities, we aggressively proposed to stores, e-commerce businesses and pro stores, resulting in a YoY change in net sales of +11.9%.

	Actual results for FYE December 31, 2025		Actual Results for FYE December 31, 2026 Third Quarter			
	Net sales	Gross profit margin	Net sales		Gross profit margin	
	Actual results	Actual results	Actual results	YoY change	Actual results	Change from the end of previous fiscal year
Home Center Route	28,396 million yen	16.8%	**23,269million yen**	**+11.9%**	**16.0%**	**−0.8pt**

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

※This is the revised budget announced on August 7, 2026.



Points

・Sales activities were strengthened for customers, including Pro Shops targeting professional users such as construction site workers, through proposals for store displays and the consolidation of commercial distribution channels.

・We actively proposed services utilizing our inventory of approximately 630,000 items and logistics facilities in response to the strengthening of e−commerce operations by home centers.

・The gross profit margin declined by −0.8 pt compared with the end of the previous fiscal year due to the Sales channel consolidation and other factors. We are working to improve gross profit margins by strengthening initiatives with suppliers and reviewing sales prices.

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

We deliver products to overseas customers through our consolidated subsidiaries, TRUSCO NAKAYAMA CORPORATION (THAILAND) LIMITED and PT. TRUSCO NAKAYAMA INDONESIA, as well as through overseas sales activities conducted by the Overseas Division.

※This is the revised budget announced on August 7, 2026.

	Trusco NAKAYAMA CORPORATION (non-consolidated)				Trusco NAKAYAMA CORPORATION (THAILAND) LIMITED				PT.TRUSCO NAKAYAMA INDONESIA			
	Actual results for FYE December 31, 2026 Third Quarter			Full year budget ※	Actual results for FYE December 31, 2026 Third Quarter			Full year budget ※	Actual results for FYE December 31, 2026 Third Quarter			Full year budget ※
	Amount	Share	YoY change	YoY Change	Amount	Share	YoY change	YoY change	Amount	Share	YoY change	YoY Change
Net sales	265,377million yen	100.0%	+12.1%	+9.4%	1,084million yen	100.0%	+10.0%	+9.7%	533million yen	100.0%	+7.7%	+15.0%
Gross profit	54,498million yen	20.5%	+10.6%	+9.4%	324million yen	29.9%	+21.2%	+12.7%	153million yen	28.7%	−1.2%	+14.3%
Selling, general and administrative expenses (SGA)	36,687million yen	13.8%	+13.6%	+14.7%	146million yen	13.5%	+1.7%	+1.4%	121million yen	22.8%	−2.7%	+2.8%
Depreciation included in SGA	5,654million yen	2.1%	+38.6%	+50.2%	17million yen	1.6%	−1.1%	+1.3%	34million yen	6.5%	−5.1%	+0.2%
Operating income	17,810million yen	6.7%	+4.9%	−0.8%	178million yen	16.4%	+43.8%	+26.8%	31million yen	6.0%	+4.8%	+57.9%
Ordinary income	17,318million yen	6.5%	+3.2%	−2.8%	179million yen	16.5%	+41.2%	+24.2%	39million yen	7.4%	+8.1%	+44.4%
Current (interim) net income	11,916million yen	4.5%	+4.2%	−4.9%	179million yen	16.5%	+41.2%	+43.6%	39million yen	7.4%	+6.0%	+28.2%

	Actual results for FYE December 31, 2026 Third Quarter			
		Amount	Share	YoYChange
Business performance in other overseas regions (Philippines, China, South Korea, etc.)	Net sales	1,143million yen	100.0%	+17.7%
	Gross profit	265million yen	23.2%	−2.5%

Points

・Consolidated subsidiaries actively introduced inventory items that meet local market needs and conducted sales activities utilizing their inventory holdings.

・ We strengthened our sales efforts by focusing on developing local clients, particularly local companies with access to untapped customer bases.

[Non-consolidated] Sales by category of goods

Actual results for FYE December 31, 2026 Third Quarter

(Unit: million yen, %)

Large category	Medium category	Trusco's sales	Share	YoY change	Gross profit margin
1.Cutting tools	Cutting tools total	8,017	3.0	+17.4	16.3
	① Cutting tools	4,549	1.7	+26.3	12.8
	② Drilling and thread cutting tools	3,467	1.3	+7.5	21.0
2.Production processing goods	Production processing goods total	18,864	7.1	+6.9	15.6
	③ Measurement equipment	10,518	4.0	+5.4	15.0
	④ Mechatronics	3,915	1.5	+11.6	16.4
	⑤ Tools for machine tools	2,065	0.8	+8.2	22.4
	⑥ Electronic machinery	2,364	0.9	+5.3	11.3
3.Construction goods	Construction goods total	30,189	11.4	+10.5	21.0
	⑦ Hydraulic tools	1,932	0.7	+7.6	11.0
	⑧ Pumps	3,931	1.5	+18.7	16.2
	⑨ Welding equipment	2,439	0.9	+10.8	16.9
	⑩ Painting and interior goods	2,776	1.0	+13.7	25.5
	⑪ Civil engineering and building goods	2,290	0.9	+3.9	16.1
	⑫ Ladders and stepladders	3,434	1.3	+7.1	20.6
	⑬ Piping and materials of electronic equipment	5,440	2.0	+16.6	22.8
	⑭ Component, hardware, and building materials	7,943	3.0	+6.0	25.9
4.Work supply	Work supply total	50,365	19.0	+18.1	21.8
	⑮ Cutting goods	1,331	0.5	+6.3	21.8
	⑯ Grinding and polishing goods	6,803	2.6	+9.2	24.3
	⑰ Chemical products	28,522	10.7	+22.6	20.7
	⑱ Factory miscellaneous goods	4,185	1.6	+12.4	16.2
	⑲ Packing and binding goods	6,646	2.5	+20.4	29.7
	⑳ Casters	2,875	1.1	+7.7	16.8
5.Hand tool	Hand tool total	42,319	15.9	+7.2	17.8
	㉑ Electric power tools and accessories	13,624	5.1	+7.5	13.5
	㉒ Pneumatic tools and accessories	6,569	2.5	+9.1	17.8
	㉓ Tools for manual work	20,092	7.6	+6.3	19.8
	㉔ Tool boxes	2,034	0.8	+8.2	27.0
6.Environmental safety equipment	Environmental safety equipment total	55,378	20.9	+13.1	21.6
	㉕ Protective equipment	27,369	10.3	+14.0	22.7
	㉖ Safety goods	10,601	4.0	+7.2	24.5
	㉗ Environment improvement goods	3,023	1.1	+19.2	17.4
	㉘ Air conditioning goods	8,545	3.2	+17.2	17.5
	㉙ Disaster and crime prevention goods	3,886	1.5	+21.5	20.1
	㉚ Closets and exterior goods	1,951	0.7	−5.8	16.6
7.Distributionandstorage equipment	Distribution and storage equipment total	23,296	8.8	+6.9	21.9
	㉛ Loading goods	6,857	2.6	+4.6	17.2
	㉜ Conveyors	852	0.3	+2.3	15.7
	㉝ Transportation goods	8,578	3.2	+8.2	21.6
	㉞ Containers and vessels	3,800	1.4	+14.2	29.2
	㉟ Steel shelves	3,207	1.2	+2.0	26.0
8.Research management equipment	Research management equipment total	9,925	3.7	+13.0	20.6
	㊱ Tool wagons	730	0.3	+9.3	27.6
	㊲ Storage and management goods	1,075	0.4	+1.5	30.5
	㊳ Work benches	1,155	0.4	+4.9	23.1
	㊴ Stainless goods	1,994	0.8	+12.3	17.4
	㊵ Research and development-related goods	4,969	1.9	+18.9	18.1
9.Office and housing facility equipment	Office and housing facility equipment total	25,215	9.5	+16.1	22.0
	㊶ Cleaning utensils	6,977	2.6	+15.6	21.2
	㊷ Stationery	3,685	1.4	+31.0	20.2
	㊸ Office miscellaneous goods	3,877	1.5	+25.5	26.2
	㊹ Electric appliances	3,987	1.5	+9.7	20.2
	㊺ OA business machinery	2,841	1.1	+19.2	21.3
	㊻ Office furniture	3,532	1.3	+2.0	23.7
	㊼ Interior goods	313	0.1	+6.2	20.7
10.Others	㊽ Entire company	1,806	0.7	+25.5	40.1
Total		265,377	100.0	+12.1	20.5

Points

• Demand for indexable cutting tools increased due to advance purchases ahead of price revisions.
① Cutting tools
+26.3% year on year

• Amid unstable procurement of some products due to the impact of the situation in the Middle East, demand for our inventory increased, resulting in higher sales.
Example
⑰Chemical products
+ 22.6% year on year
⑲Packing and binding goods
+20.4% year on year
㊶Cleaning utensils
+15.6% year on year

• Sales of safety shoes and work shoes increased due to proactive inventory stocking of planned-order products.
㉕ Protective equipment
+14.0% year on year

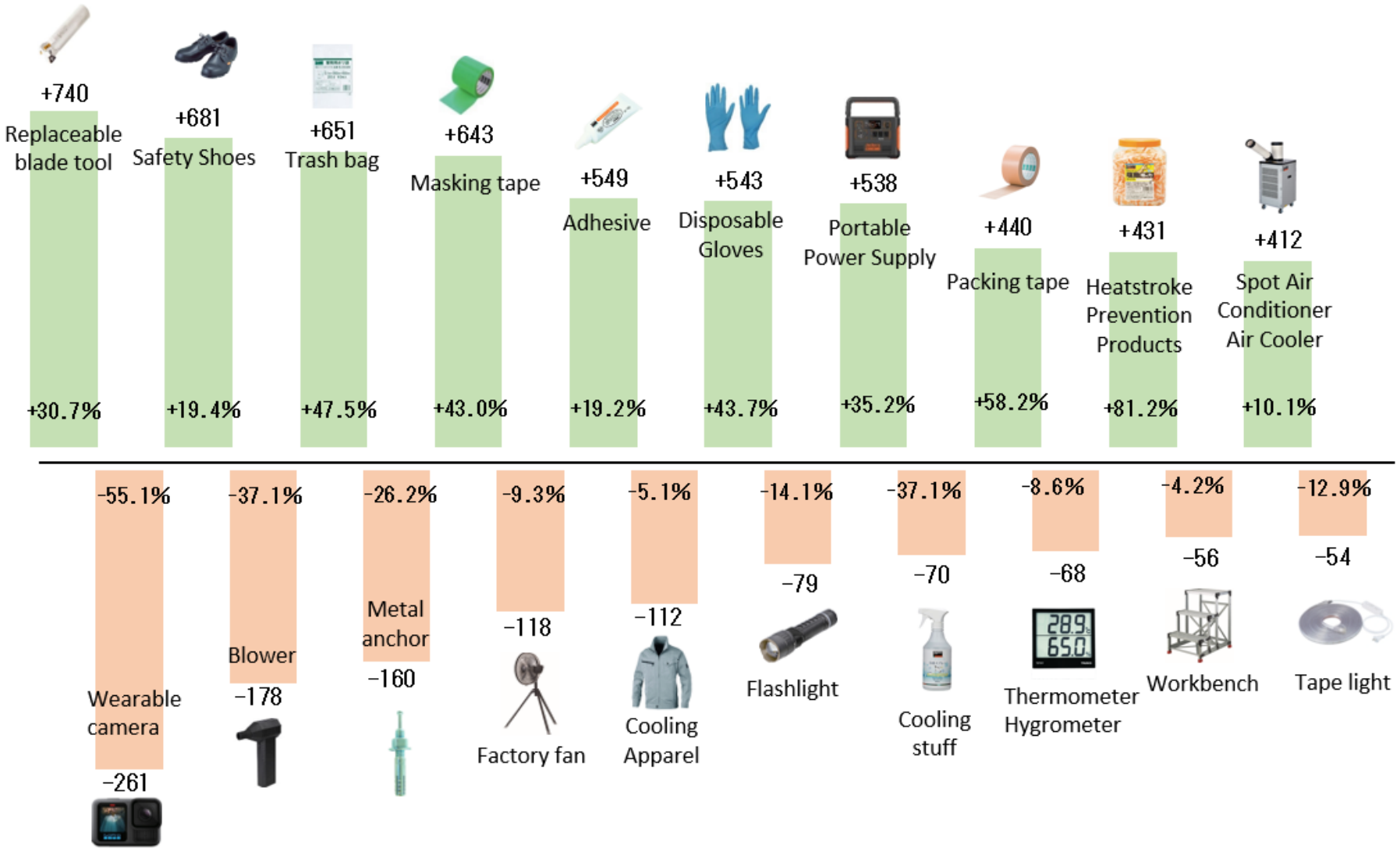
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[Non-consolidated] Changes in sales by category of goods (small category)

Actual results for FYE December 31, 2026 Third Quarter

(Unit: million yen, YoY change %)



Points

Sales of Replaceable blade tools increased due to advance purchases ahead of price revisions. Leveraging our inventory capabilities boosted sales of safety shoes. Additionally, the situation in the Middle East led to increased sales of trash bags, tapes, adhesives, and disposable gloves.

Sales of Wearable cameras declined due to a pullback from the previous year's order intake. The surge in demand resulting from the launch of a new compact blower model the previous year has subsided.

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

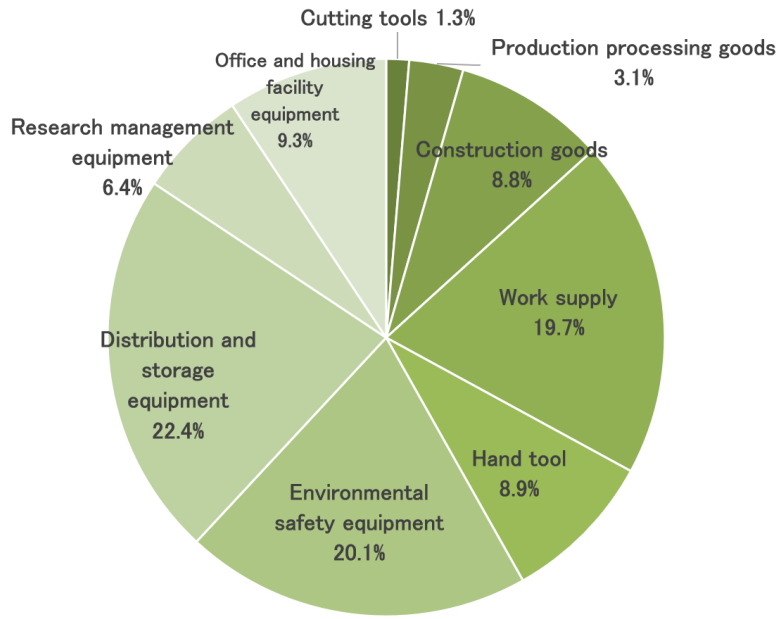
The development of our private brand "TRUSCO" takes longer than the expansion of our national brand product lineup, resulting in a declining sales composition ratio. However, we will continue to work on increasing sales through product enhancements.

■ Sales by sales route and category of goods (Unit million yen)

	Entire company		Factory		e-business		Home center	
	Share 16.0% Gross profit margin 35.2%		Share 16.6% Gross profit margin 36.0%		Share 18.5% Gross profit margin 34.5%		Share 5.0% Gross profit margin 24.5%	
	Net sales	YoY change	Net sales	YoY change	Net sales	YoY change	Net sales	YoY change
Total	42,562	+8.5%	28,797	+7.2%	12,310	+10.1%	1,157	+26.0%
Cutting tools	563	−0.1%	395	−0.7%	113	+6.2%	46	−6.3%
Production processing goods	1,337	+1.0%	872	−3.1%	426	+10.8%	12	−5.3%
Construction goods	3,755	+2.9%	2,365	−0.7%	1,252	+7.7%	107	+30.1%
Work supply	8,365	+13.3%	6,111	+10.9%	2,003	+14.4%	181	+170.9%
Hand tool	3,783	+0.3%	2,476	−2.2%	1,149	+5.4%	93	+1.1%
Environmental safety equipment	8,550	+16.8%	6,111	+18.6%	2,117	+11.6%	301	+19.0%
Distribution and storage equipment	9,537	+6.9%	6,173	+4.1%	2,956	+13.2%	356	+5.6%
Research management equipment	2,704	+5.4%	1,821	+6.4%	836	+1.1%	27	+418.8%
Office and housing facility equipment	3,964	+6.7%	2,469	+5.6%	1,455	+7.5%	30	+76.1%

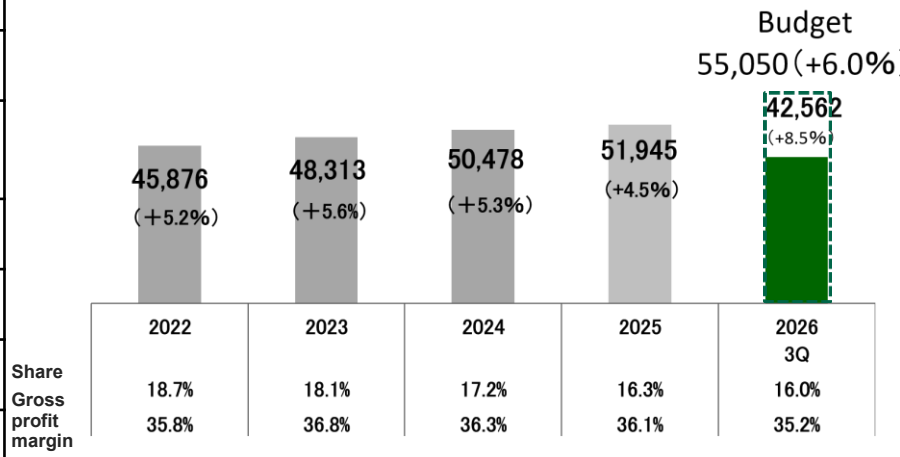
■ Private brand product share in net sales

(As of the end of September 2026)



■ Trend in sales of private brand products

(unit: million yen) ( ) YoY change



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04

Financial and Other Performances

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

[Consolidated] Capital expenditures

List of capital expenditures

[Consolidated] Quarterly business performance and budget (quarterly)

[Consolidated] Quarterly business performance and budget (cumulative)

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

Depreciation expenses increased 38.0% year on year, partly due to the opening of two logistics centers in May and August this year. In addition, salaries and bonuses increased following a base salary revision for all employees in July last year and an increase in the number of employees, while freight and packing expenses rose due to increased shipment volumes. These increases were partially offset by a decrease in taxes and public dues, resulting in a 13.5% year-on-year increase in selling, general and administrative expenses (SG&A).



Selling, General and Administrative Expenses: 36,956 million yen (+4,388 million yen)

- **Depreciation：+1,571 million yen**...Impact of material handling equipment and buildings associated with the opening of Planet Aichi and the HC East Japan Logistics Center, as well as the reconstruction of the core system.
- **Salaries and Bonuses: +1,364 million yen**...Impact of an increase in the number of employees, revision of base salaries in July last year, and increase in housing allowance, etc.
- **Freight and packing expenses : +1,180 million yen**...Impact of increased shipment volume
  ※Freight charges for direct shipments to customers are borne by the customer.
- **Taxes and public dues: −164 million yen**...Impact of property acquisition tax for the Planet Aichi building having been recorded in the previous year
- **Other: +436 million yen**...Core system cloud usage fees, internal system license fees (319 million yen), etc.

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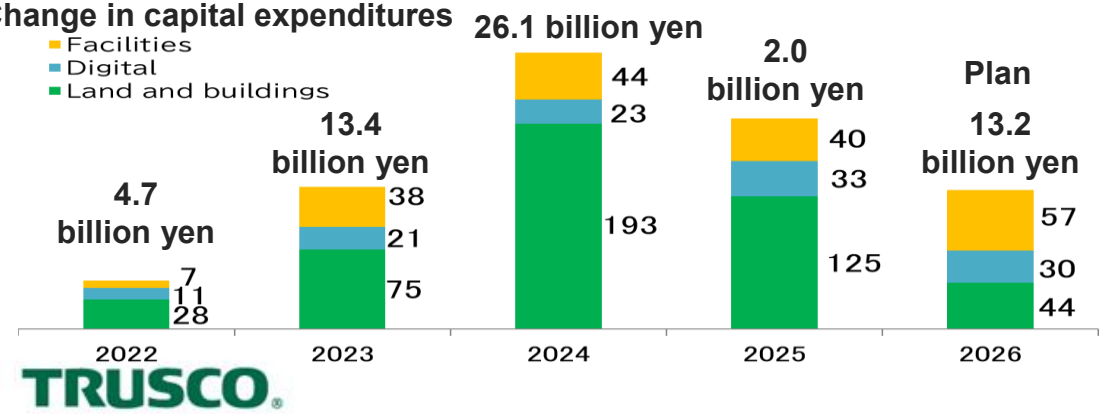
[Consolidated] Capital expenditures

Actual and major capital expenditures

(Unit: million yen)

Details of major capital expenditures in 2026		Investment Performance 2026 3Q	Investment Performance 2026 3Q Total	Investment Plan FY 2026 Total
Land And buildings	(1) Construction of a Dormitory at Planet Aichi (Total investment: 1 billion)	266	Land and buildings 944	Land and buildings 4,418
	(2) Construction of HC East Japan Distribution Center (Total investment: 17.2 billion)	36		
	(3) Other	642		
Digital	(4) Various Software Development Projects	323	Digital 1,567	Digital 3,053
	(5) Construction of a Data Analytics Infrastructure (Total Investment: 1.9 billion yen)	263		
	(6) Strengthening of the logistics system "TRULOGIS" (Total investment: 1.2 billion)	231		
	(7) Other	750		
Facilities	(8) Planet Aichi: Logistics Equipment, Facilities, and Fixtures(Total Investment: 10 billion yen)	2,905	Facilities 4,950	Facilities 5,758
	(9) HC East Japan Distribution Center: Logistics Equipment and Facilities (Total Investment: 1.4 billion)	1,649		
	(10)Other	396		
(11)Capital expenditures			7,461	13,229

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>

・Following the commencement of operations at Planet Aichi in May 2026 (total investment: 30 billion yen) and the HC East Japan Distribution Center in August 2026 (total investment: 18.6 billion yen), depreciation expenses for FY2027 are expected to be approximately 10 billion yen.

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List of capital expenditures

Operations commenced on May 18, 2026

Planet Aichi



[Function]
(1) A logistics center capable of storing more than 1 million items
(2) Strengthening logistics throughout the Tokai and western Japan regions
(3) A key base for strengthening the “NIAWASE + U-choku”, function

Operations commenced on August 24, 2026

HC East Japan Distribution Center



[Function]
(1) Strengthening the delivery system for Home center route
(2) Stock center for goods purchased from overseas in bulk
(3) Securing inventory for Niigata Branch

Scheduled for completion by the end of June 2029

Planet Nagano



[Function]
(1) Covers the Entire Nagano Prefecture
(2) Stock center for goods purchased from overseas in bulk

	Planet Aichi	HC East Japan Distribution Center	Planet Nagano
Location	1-1, Shiryumi, Okimura, Kitanagoya, Aichi Prefecture Approx. 20 minutes by car from Nagoya Station (JR Central, Kintetsu Railway, Nagoya Railroad, Aonami Line, and Nagoya Municipal Subway / Approx. 5 minutes by car from Kasugai IC on the Nagoya Expressway Route 16 Ichinomiya Line)	431-2, Fukushima-shinden, Sanjo-shi, Niigata Prefecture (Approx. 1 minute by car from Sakae Smart IC on the Hokuriku Expressway / Approx. 15 minutes by car from Tsubamesanjo Station on the Joetsu Shinkansen)	1452-4, 5 Oaza Inoue, Suzaka City, NaganoPrefecture (Approx. 1 minute by car from Joshin-Etsu Expressway Suzaka-Nagano-Higashi IC / Approx. 20 minutes by car from Hokuriku Shinkansen Nagano Station)
Site area Total floor area	41,634 ㎡ 89,162 ㎡	26,300 ㎡ 48,338㎡	26,679 ㎡ Planned:20,350 ㎡
Inventory Capacity	More than 1 million item	160,000 items	–
Shipping Capacity	100,000 order lines/day,100 billion/year	50,000 order lines/day, 50 billion/year	25,000 order lines/day,25 billion/year
Building completion date	February 2025	April 2026	Planned: End of June 2029
Total investment amount	Land and buildings: Approximately 20,000 million yen, Facilities: Approximately 10,000 million yen	Land and buildings: Approximately 17,200 million yen, Facilities: Approximately 1,400 million yen	–

[Consolidated] Quarterly business performance and budget (quarterly)

FYE December 31, 2026 [Quarterly]

(Unit: million yen,%)

		1st Quarter (+1 day)			2nd Quarter (-1 day)			3rd Quarter (-1 day)			4th Quarter (±0 day)		
		Budget/ Actual results	Share	YoY change	Budget/ Actual results	Share	YoY change	Budget/ Actual results	Share	YoY change	Budget	Share	YoY change
Net sales	Budget	85,235	100.0	+7.7	84,344	100.0	+ 6.7	84,283	100.0	+ 6.5	87,512	100.0	+ 5.8
	Actual results	86,961	100.0	+9.8	91,243	100.0	+ 15.4	87,876	100.0	+ 11.1	–	–	–
Gross profit	Budget	17,882	21.0	+7.7	17,950	21.3	+ 7.3	17,577	20.9	+ 7.3	18,415	21.0	+ 8.3
	Actual results	17,759	20.4	+6.9	19,148	21.0	+ 14.5	18,034	20.5	+ 10.1	–	–	–
Selling, general and administrative expenses (SGA)	Budget	11,711	13.7	+8.8	12,474	14.8	+ 16.1	12,887	15.3	+ 16.5	13,008	14.9	+ 14.6
	Actual results	11,759	13.5	+9.2	12,665	13.9	+ 17.9	12,532	14.3	+ 13.3	–	–	–
Operating income	Budget	6,171	7.2	+5.6	5,476	6.5	−8.5	4,690	5.6	−12.0	5,407	6.2	− 4.5
	Actual results	6,000	6.9	+2.7	6,483	7.1	+ 8.4	5,502	6.3	+3.3	–	–	–
Ordinary income	Budget	6,066	7.1	+4.3	5,337	6.3	−9.5	4,485	5.3	−14.5	5,256	6.0	− 5.8
	Actual results	5,908	6.8	+1.6	6,308	6.9	+7.0	5,317	6.1	+1.4	–	–	–
Quarterly profit attributable to owners of the parent	Budget	4,157	4.9	+3.9	3,648	4.3	−8.4	3,077	3.7	−14.6	3,605	4.1	− 16.0
	Actual results	4,105	4.7	+2.6	4,339	4.8	+ 9.0	3,655	4.2	+ 1.4	–	–	–

※ For the budget figures, the initial budget is used for Q1 and Q2, while the revised budget announced on August 7, 2026, is used for Q3 and Q4.

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[Consolidated] Quarterly business performance and budget (Cumulative)

FYE December 31, 2026 [Cumulative]

(Unit: million yen,%)

		1st Quarter (+1 day)			2nd Quarter (±0 day)			3rd Quarter (-1 day)			Full year (-1 days)		
		Budget/ Actual results	Share	YoY change	Budget/ Actual results	Share	YoY change	Budget/ Actual results	Share	YoY change	Budget	Share	YoY change
Net sales	Budget	85,235	100.0	+7.7	169,579	100.0	+7.2	262,488	100.0	+10.6	350,000	100.0	+9.4
	Actual results	86,961	100.0	+9.8	178,204	100.0	+12.6	266,081	100.0	+12.1	–	–	–
Gross profit	Budget	17,882	21.0	+7.7	35,832	21.1	+7.5	54,485	20.8	+9.6	72,900	20.8	+9.2
	Actual results	17,759	20.4	+6.9	36,907	20.7	+10.7	54,942	20.6	+10.5	–	–	–
Selling, general and administrative expenses (SGA)	Budget	11,711	13.7	+8.8	24,185	14.3	+12.4	37,311	14.2	+14.6	50,319	14.4	+14.6
	Actual results	11,759	13.5	+9.2	24,424	13.7	+13.6	36,956	13.9	+13.5	–	–	–
Operating income	Budget	6,171	7.2	+5.6	11,647	6.9	−1.5	17,173	6.5	+0.1	22,580	6.5	−1.0
	Actual results	6,000	6.9	+2.7	12,483	7.0	+5.6	17,986	6.8	+4.9	–	–	–
Ordinary income	Budget	6,066	7.1	+4.3	11,403	6.7	−2.7	16,702	6.4	−1.5	21,958	6.3	−2.6
	Actual results	5,908	6.8	+1.6	12,217	6.9	+4.3	17,534	6.6	+3.4	–	–	–
Quarterly / Interim / Current profit attributable to owners of parent	Budget	4,157	4.9	+3.9	7,805	4.6	−2.2	11,522	4.4	−0.6	15,127	4.3	−4.7
	Actual results	4,105	4.7	+2.6	8,444	4.7	+5.8	12,100	4.5	+4.4	–	–	–

※ For the budget figures, the initial budget is used for Q1 and Q2, while the revised budget announced on August 7, 2026, is used for Q3 and Q4.

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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 -

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

By strengthening initiatives that build on our traditional strengths, including our extensive inventory and efforts to improve customer convenience, as well as benefiting from increased demand for certain products due to the situation in the Middle East, net sales for the first half increased by 12.6% year on year.
Regarding the budget for the second half, although demand driven by the situation in the Middle East is expected to ease, performance is projected to remain generally in line with the plan. Accordingly, no significant changes have been made to any of the budget items.For the full-year forecast, net sales are expected to increase by 9.4% year on year, reflecting steady growth. However, net income is projected to decrease by 4.7% year on year, mainly due to higher depreciation expenses resulting from the operation of new distribution centers and increased personnel expenses associated with the base salary revisions implemented last year.

▌Plan for FYE December 2026

※1This is the revised budget announced on August 7, 2026.

	Plan for FYE December 31, 2026 Initial budget		Plan for FYE December 31, 2026 Revised budget ※1		
	Budget	Share	Budget	Share	YoY change
Net sales	341,000 million yen	—	**350,000 million yen**	—	**+9.4%**
Gross profit	71,800 million yen	21.1%	**72,900 million yen**	**20.8%**	**+9.2%**
Selling, general and administrative expenses (SGA)	50,080 million yen	14.7%	**50,319 million yen**	**14.4%**	**+14.6%**
(Depreciation included in SGA)	8,310 million yen	2.4%	**8,305 million yen**	**2.4%**	**+49.6%**
EBITDA	300,30 million yen	8.8%	**30,886 million yen**	**8.8%**	**+8.9%**
Operating income	21,720 million yen	6.4%	**22,580 million yen**	**6.5%**	**-1.0%**
Ordinary income	21,220 million yen	6.2%	**21,958 million yen**	**6.3%**	**-2.6%**
Profit attributable to owners of parent	14,540 million yen	4.3%	**15,127 million yen**	**4.3%**	**-4.7%**
Dividend per share	※2 58.50 yen	—	※2 **61.00 yen**	—	**+1.00 yen**

※2 This amount represents the figure after adding 10% of the planned depreciation expenses, in accordance with the Trusco ZenTaku Dividend policy

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

Plans by sales route for the fiscal year ending December 2026

※This is the revised budget announced on August 7, 2026.

	FYE December 31, 2026		FYE December 31, 2026※		
	budget	Share	budget	Share	YoY change
Factory route	223,540 million yen	65.5%	**228,266 million yen**	**65.2%**	**+8.1%**
e-business route	83,529 million yen	24.5%	**87,149 million yen**	**24.9%**	**+13.2%**
Home center route	30,007 million yen	8.8%	**30,660 million yen**	**8.8%**	**+8.0%**
Overseas route	3,924 million yen	1.2%	**3,922 million yen**	**1.1%**	**+13.3%**
Total	341,000 million yen	100.0%	**350,000 million yen**	**100.0%**	**+9.4%**

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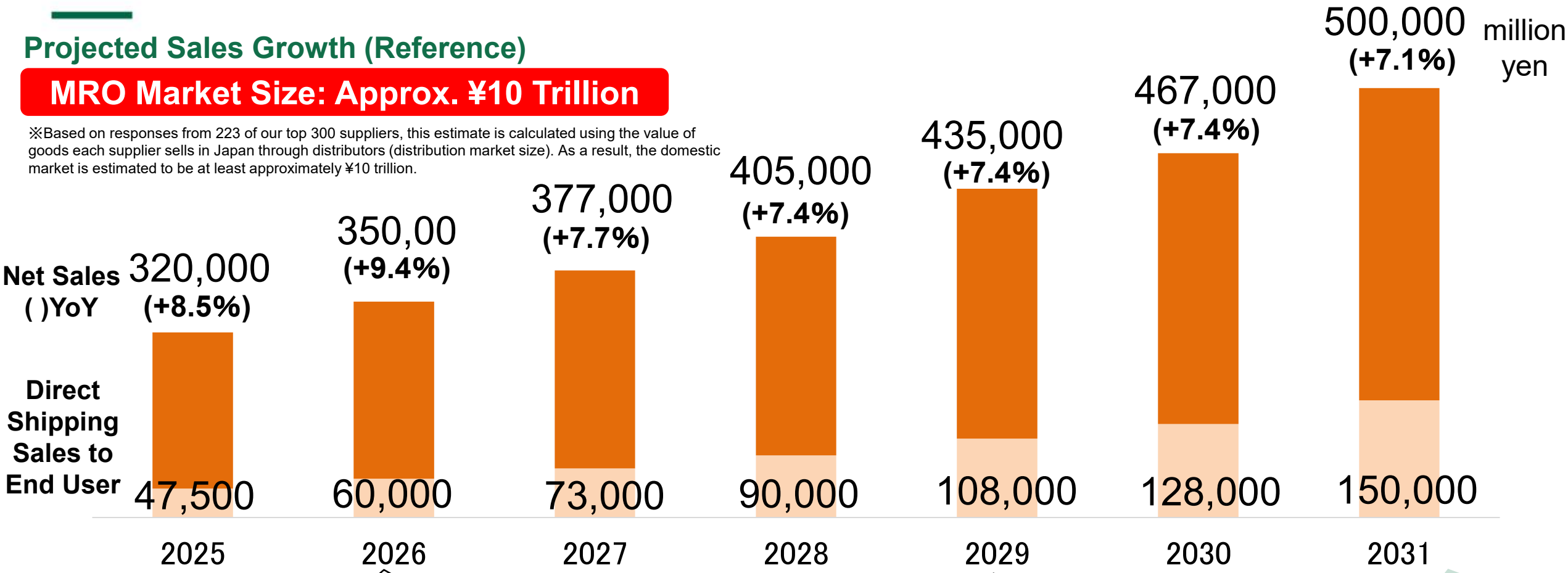
Business Forecast

In 5 years

Projected Sales Growth (Reference)

MRO Market Size: Approx. ¥10 Trillion

※Based on responses from 223 of our top 300 suppliers, this estimate is calculated using the value of goods each supplier sells in Japan through distributors (distribution market size). As a result, the domestic market is estimated to be at least approximately ¥10 trillion.



Planet Aichi: Started operations in May
HC East Japan Logistics Center: started operations in August

Planet Nagano
Scheduled to commence operations

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

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Vision - Medium-term management ability targets -

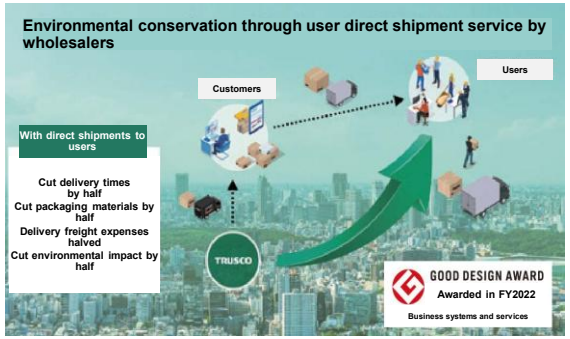
1.We want to be a company that stocks over 1 million items by 2030.

・While we had 620,000 items at the end of 2025, our new "Planet Aichi" will go live in July 2026, providing the capacity to hold over 1 million items.



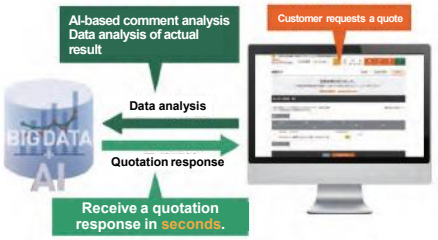
2. We want to make direct-to-user delivery by wholesalers the industry standard.

・This model cuts lead times, packaging,freight costs, and environmental impact by half.
・Supported by 14 “I-Pack®” and “ BOS-Line” lines installed at 7 locations, our “U-choku”service reached 47.5 billion yen in sales, and 8.48 million units in 2025.



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

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



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

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

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

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

All figures are FY 2025 actual results

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Vision - Medium-term management ability targets -

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

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



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

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

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

- We are strengthening our BCP capabilities through our extensive national inventory, emergency logistics systems, in-house equipment, and disaster-resilient buildings.
- We have signed or agreed to disaster recovery partnerships with 44 local governments in 12 prefectures and 32 municipalities (as of June 2026).



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

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

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

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

All figures are FY 2025 actual results

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06

Various key indicators

Merchandise／Catalogs & Media

Logistics

Sales

Digital

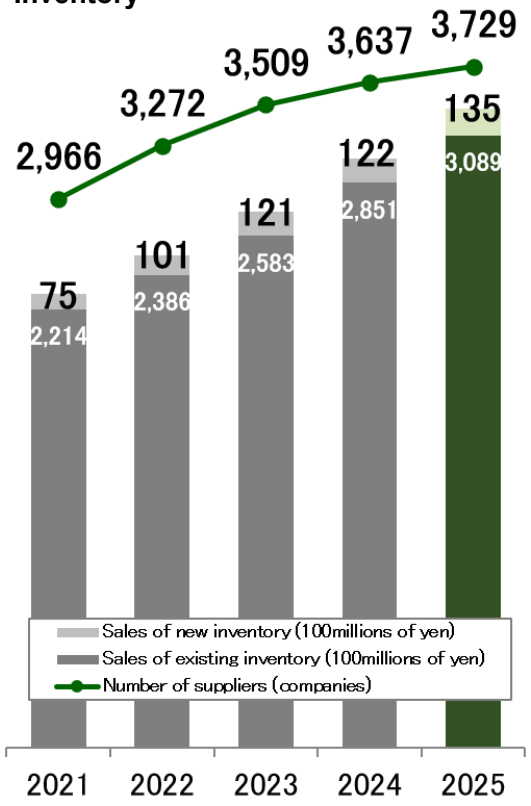
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Key indicators (Merchandise／Catalogs & Media)

	Key indicators	FYE December 31, 2025	FYE December 31, 2026 Third Quarter	Plan for FYE December 31, 2026
Merchandise	Number of items in inventory [Non-consolidated] (items)	623,582	630,800	643,582
	Inventories (100 million yen)	681	787	790
	Total number of suppliers(companies)	3,729	3,811	3,829
	Of these, number of overseas suppliers (companies)	368	383	388
	Private brand net sales (million yen)	51,945	42,562	55,050
	Private brand sales ratio(%)	16.3	16.0	16.1
Catalog Media	Number of items listed in Trusco Orange Book(items)	453,000	–	460,000
	Trusco Orange Book.Com (Free site) Number of Available Items (Items)	4,185,878	4,153,539	4,500,000

[Before revenue recognition・Non-consolidated]
in company-wide salesSales of New Inventory



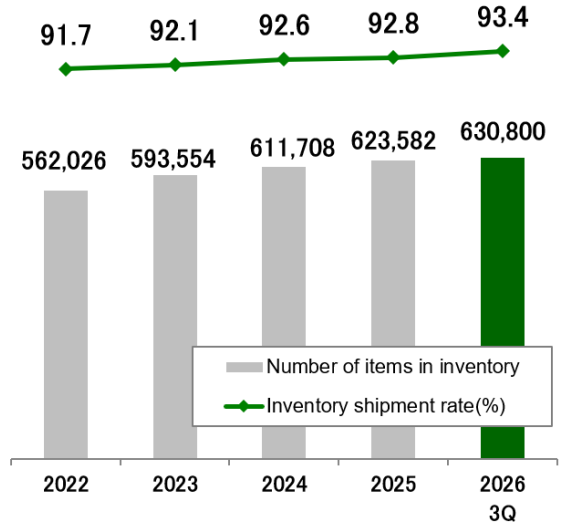
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Key indicators (logistics)

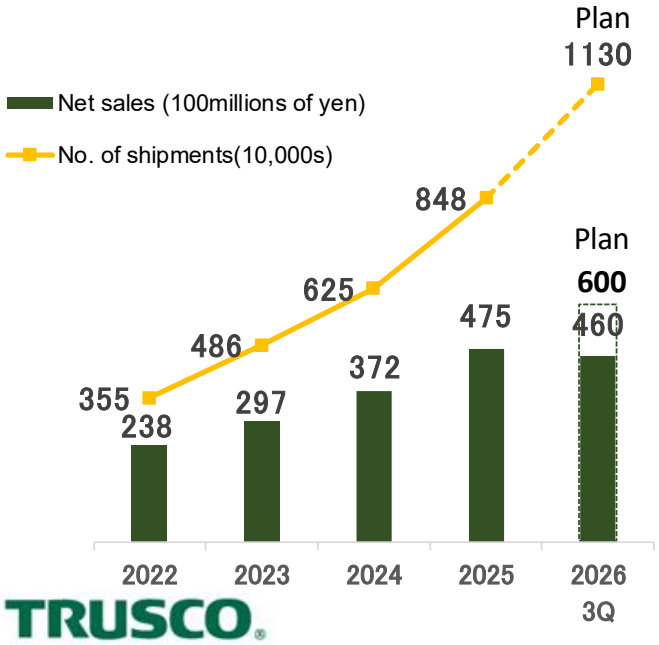
Key indicators		FYE December 31, 2025	FYE December 31, 2026 Third Quarter	Plan for FYE December 31, 2026
Logistics	Inventory shipment rate (%)	92.8	93.4	93.0
	No. of direct shipments to users (10,000s)	848	799	1,130
	Revenue from direct shipments to end users（100 million yen）	475	460	600

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



[Before revenue recognition・Non-consolidated]

Changes in the number of direct delivery to users and sales



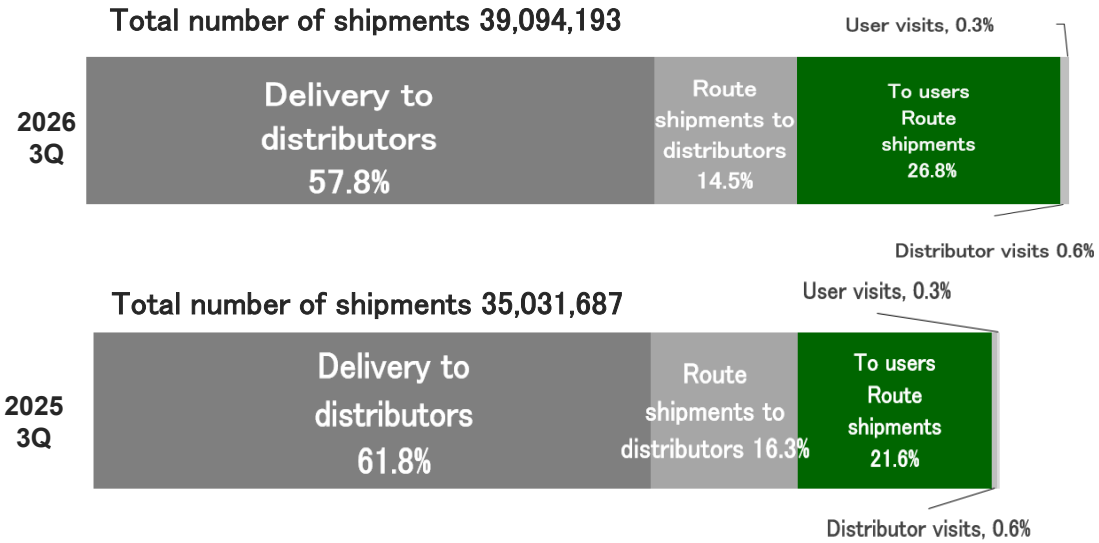
- Advantages of U-choku-

Cut delivery times by half,
Cut shipping load by half
Cut workload by half,
Cut packing materials by half
Cut environmental impact by half

・I-Pack® (High-Speed Automated Packing and Shipping Line)
・BOS-Line (Semi-Automated Packing and Shipping Line)
Total 14 lines

Introduced to:Tohoku,
Saitama (3 lines),
Higashi Kanto,Tokai,
Aichi (4 lines)
Osaka, Kyushu

Share by Delivery Category (by number of shipments)



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Key indicators (logistics)

	Key indicators	FYE December 31, 2025	FYE December 31, 2026 Third Quarter	Plan for FYE December 31, 2026
Logistics	Number of chartered vehicle deliveries	136	132	128
	Number of own company deliveries	143	145	151
	Rate of own company deliveries (%)	51.3	52.3	54.1
	Labor cost per shipment line(yen)	162.3	–	152.0

Delivery service and internal transportation service: Number of units:
FYE December 31, 2026 Third Quarter

	No. of units	Change from the end of previous fiscal year
Total number of deliveries	**277**	**-2**
Chartered vehicle delivery service (contracted delivery service)	132	-4
Own company delivery service	145	+2
Internal transportation service	**30**	**-4**
Chartered vehicle delivery service (contracted delivery service)	25	-4
Own company delivery service	5	±0
Delivery service and internal delivery service Total	**307**	**-6**

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 52.3%.

[Non-consolidated] Changes in inventory disposal and inventories

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

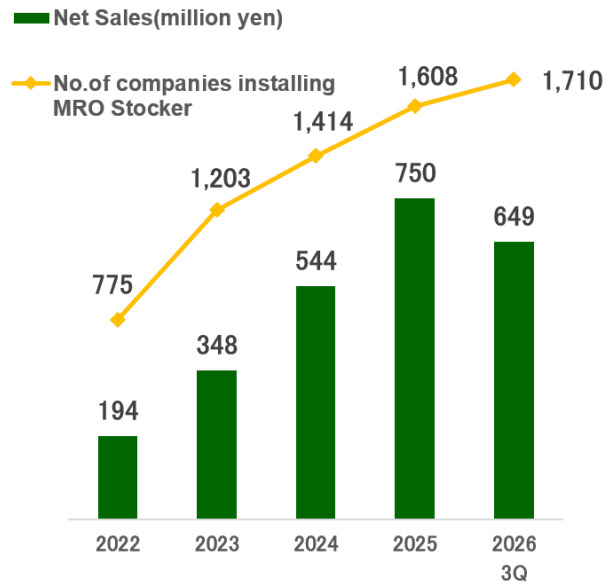
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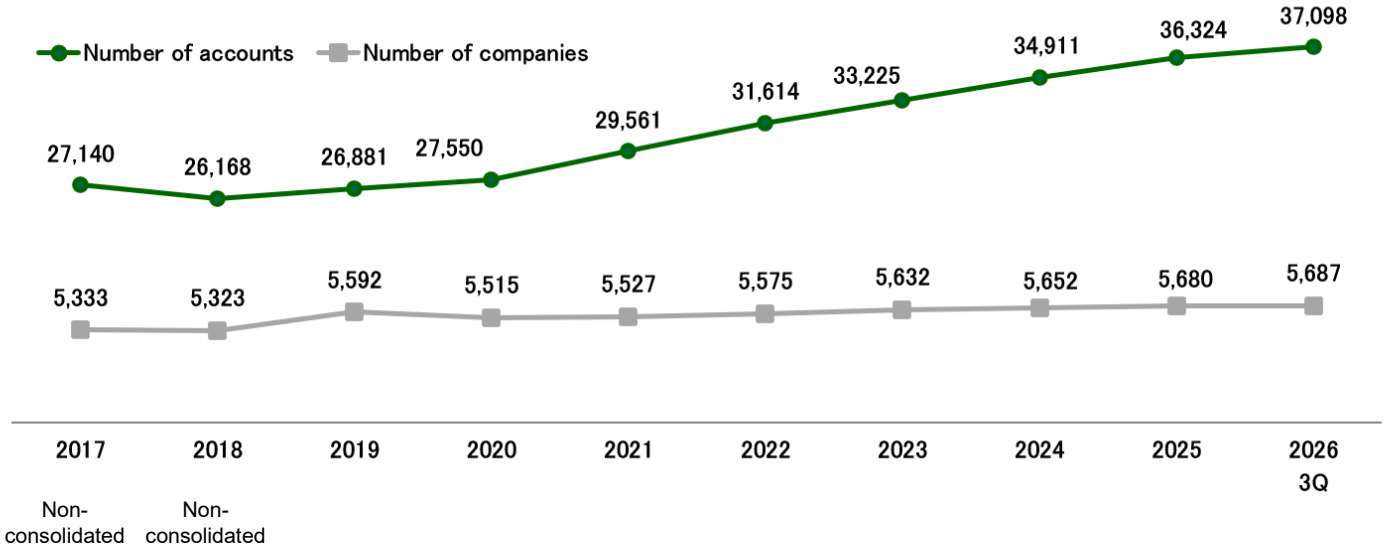
Key indicators (sales)

Key indicators		FYE December 31, 2025	FYE December 31, 2026 Third Quarter	Plan for FYE December 31, 2026
Sales	Number of corporate clients	5,680	5,687	5,715
	No. of companies adopting MRO Stocker	1,608	1,710	1,810
	No. of companies connected to Orange Commerce	2,880	3,028	3,080

Trends in the number of MRO stockers installed and sales



[Consolidated] Change in number of sales accounts and companies





– Benefits –

Management cost	0 yen
Delivery	0 min
Waste	0 pcs

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Key indicators (digital)

Key indicators		FYE December 31, 2025	FYE December 31, 2026 Third Quarter	Plan for FYE December 31, 2026
Digital	System order rate (%) ※1	88.6	88.3	90.0
	Rate of automated quotations (%) ※2	30.5	30.8	32.5
	Rate of online quotation requests (%)	49.5	50.8	51.5

※1 Total number of orders (January to September 2026): 38.55 million
※2 Estimated total number of lines (January to September 2026): 7.28 million

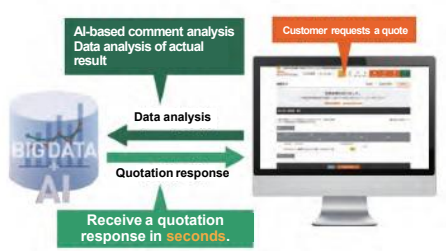
Since the launch of our internet ordering system "Web Trusco" in 2002, we have been promoting the automation of order processing. In 2026, we launched our new core system "Paradise 4" to accelerate the development of digital services and improve operational efficiency. We strive to enhance convenience by automating all tasks within the supply chain that can be automated.

System order rate (as of the end of September 2026)

Order type	Number of orders (thousand)	Line share (%)	Change in line share from previous fiscal year (pt)	Order price (million yen)	Price share (%)	Change in price share from previous fiscal year (pt)
Trusco Orange Book.Com (For retailers and users) Internet orders	12,742	33.0	−3.3	108,351	40.8	−1.4
TRUSCO EDI Data linkage with distributor ordering system	11,591	30.1	+3.5	46,108	17.4	+1.4
Orange Commerce Linkage with users' purchasing system	1,181	3.1	−0.1	9,482	3.6	±0.0
EOS Home center electronic ordering system	8,534	22.1	−0.2	20,748	7.8	−0.1
Total	34,050	88.3	±0.0	184,691	69.6	−0.1

AI-based estimation System "Sokuto Meijin"

Automated quotations with AI
One of our challenges is how to respond quickly to the average of 38,000 quotation requests we receive from our clients each day (FY2025 results). To address this challenge, the company introduced “Sokuto Meijin,” an AI-based automatic quotation response system, to automate the quotation process through special price optimization, which automatically calculates appropriate product prices on a regular basis based on actual orders and quotation data. This has improved the speed of response to customers, enabling responses in as little as five seconds.



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07

ESG Information

TRUSCO's "Gentleness for the Future" Project

Sustainability indicators

Relationship with society & corporate governance

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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.

Scan here for details

"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.

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Sustainability indicators

CO_2 emissions (as of the end of 2025)

CO_2 emissions from fuel use (Scope 1) **2,185t-co_2** / CO_2 emissions from electricity use (Scope 2) **8,636t-co_2**

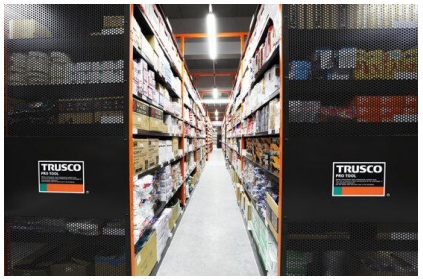
CO_2 emissions in the supply chain (Scope 3 *) **2,633,927t-CO_2** ※Only Scope 3 is for the year 2024.

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▌CO_2 emission reduction through various services:

Annual CO_2 emission reduction 19,427t-CO_2





Workshop
Naojiro

	Reduction (t-co_2)	Reduction calculation formula
Niawase (Order Consolidation + Direct Delivery Service)	4,716	Packaging material usage halved + Packaging material waste halved + Delivery frequency halved
MRO Stocker	6,438	Delivery frequency reduced + No purchasing
Repair workshop "Naojiro"	1,192	Emissions from new purchases − Emissions when repaired with "Naojiro"
Fixed cost logistics (fixed route deliveries)	5,459	No packaging materials used + No packaging material waste + Delivery distance reduced
Wide range of inventory	1,621	Emissions when each shipment is made from a supplier to a distributor − Emissions when shipped in bulk as Trusco inventory





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Sustainability indicators

TRUSCO power generation installations: at 21 locations

Power Generation Capacity: **4,659 kW※**

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

Annual solar power generation in 2025 **4.81 million kWh**

Renewable energy power self-sufficiency **25%**

Environmental measures for Trusco's products

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



Trusco double roll tape Product number: GNT5050E etc.

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

Workshop

Naojiro

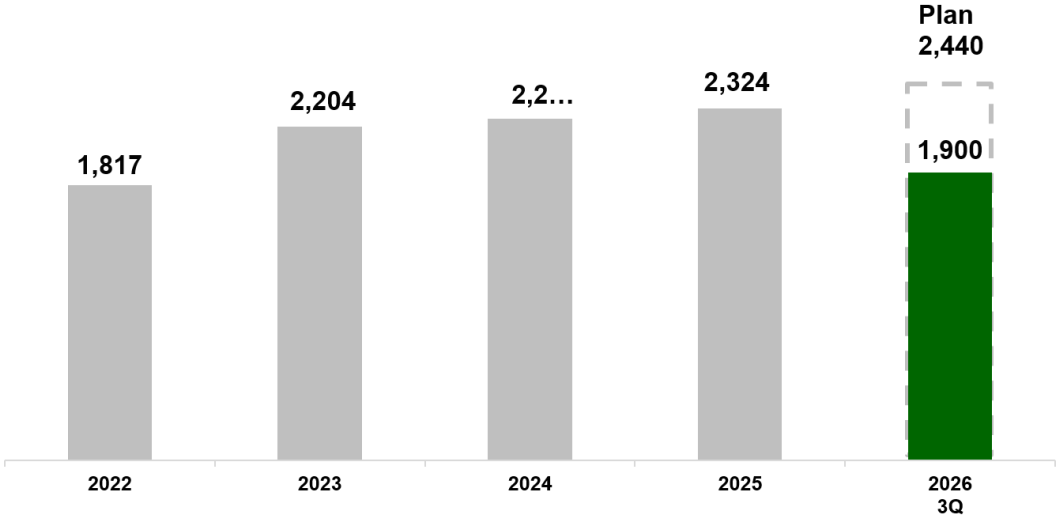
Role of repair workshop "Naojiro"

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

8 services of repair workshop "Naojiro"

Repair	Regrinding	Calibration	Reuse
Processing	Maintenance	Assembly	Construction and installation

Sales of repair workshop "Naojiro" **(unit: million yen)**



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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

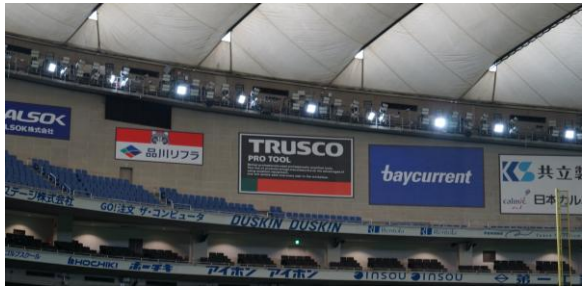


We make donations to the Peshawar-kai, a non-governmental organization (NGO) established to support the late Dr. Tetsu Nakamura, who dedicated his life to the development of Pakistan and Afghanistan.

Started in 2020

The late Dr. Tetsu Nakamura with Afghan workers

Advertising at Tokyo Dome



We have placed billboard advertising on the upper wall above the left-field foul pole at Tokyo Dome to enhance corporate awareness, strengthen recruitment efforts, and improve employee engagement.

Started in 2026

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)

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08

Reference Information

Index comparison in the industry

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Index comparison in the industry

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

[Wholesale]

		Fiscal year-end		Net sales (million yen)	YoY change	Market capitalization (100 million yen)
Yamazen Corp.	2027	March	Budget	618,000	+ 14.0	1,850
YUASA CO., LTD.	2027	March	Budget	546,000	+ 0.2	1,392
Trusco Nakayama Corp.	2026	December	Budget	350,000	+ 9.4	1,627
UNISOL Holdings Corp.	2026	December	Budget	165,000	+ 3.7	736
Nichiden Corp.	2027	March	Budget	160,000	+ 13.4	948
Sugimoto & Co., Ltd.	2027	March	Budget	51,100	+ 5.1	243
Naito & Co., Ltd.	2027	February	Budget	48,000	+ 10.3	90
Total of 7 companies		–		1,938,100	–	–

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.
Trusco does not handle large machinery such as machine tools, and mainly handles consumables.

[Retail]

		Fiscal year-end		Net sales (million yen)	YoY change	Market capitalization (100 million yen)
Misumi Group Inc.	2027	March	Budget	532,000	+ 20.5	10,450
MonotaRO Co., Ltd.	2026	December	Budget	381,379	+ 14.2	11,163
Total of 2 companies		–		913,379	–	–

*For companies that publish consolidated financial statements, consolidated figures are shown.
*All figures represent actual results and forecasts announced as of October 26, 2026.
*Market capitalization is based on the closing stock price on October 26, 2026.

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