



The 63rd Business Year Business Performance Data Analysis

FYE December 31, 2025

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

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01

Company Profile

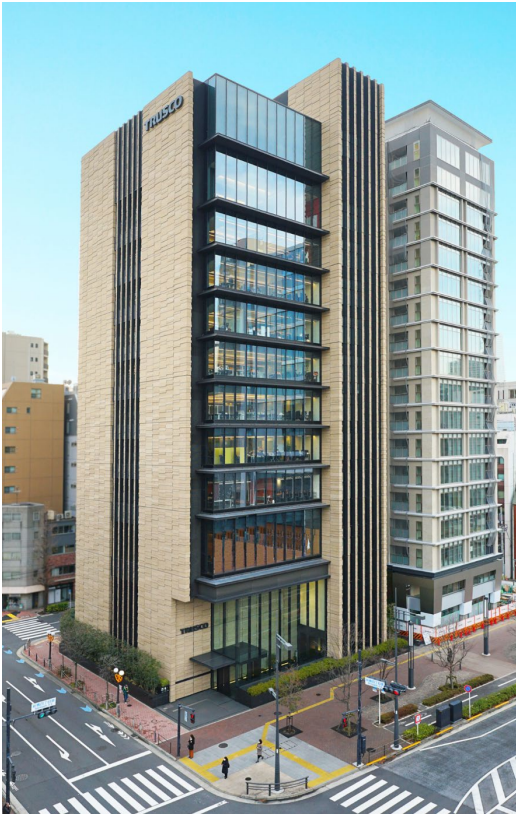
Company overview
Business flow

Company overview

Company name	TRUSCO Nakayama Corporation
Founding	May 15, 1959
Representative	Tetsuya Nakayama, President Chairman, Nakayama Visual Welfare Foundation Vice president, Japan Federation of Machine Tool Distributors Associations President, Osaka Machine Appliance Wholesaler Cooperative
Head offices	Tokyo Head Office (Minato-ku, Tokyo, registered as official headquarters) Osaka Head Office (Chuo-ku, Osaka City)
Number of offices	96 in total: 89 domestic bases:2 head offices, 59 domestic sales branches, 28 domestic distribution centers (3 other locations in preparation) 7 overseas bases:Thailand, Indonesia, United States, Germany, Taiwan, Hong Kong (3 local subsidiaries, 4 purchasing bases)
Capital stock	5,022,370,000 yen
Listed stock exchange	Prime Market of the Tokyo Stock Exchange (Securities code : 9830)
Number of employees	3,258 (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."

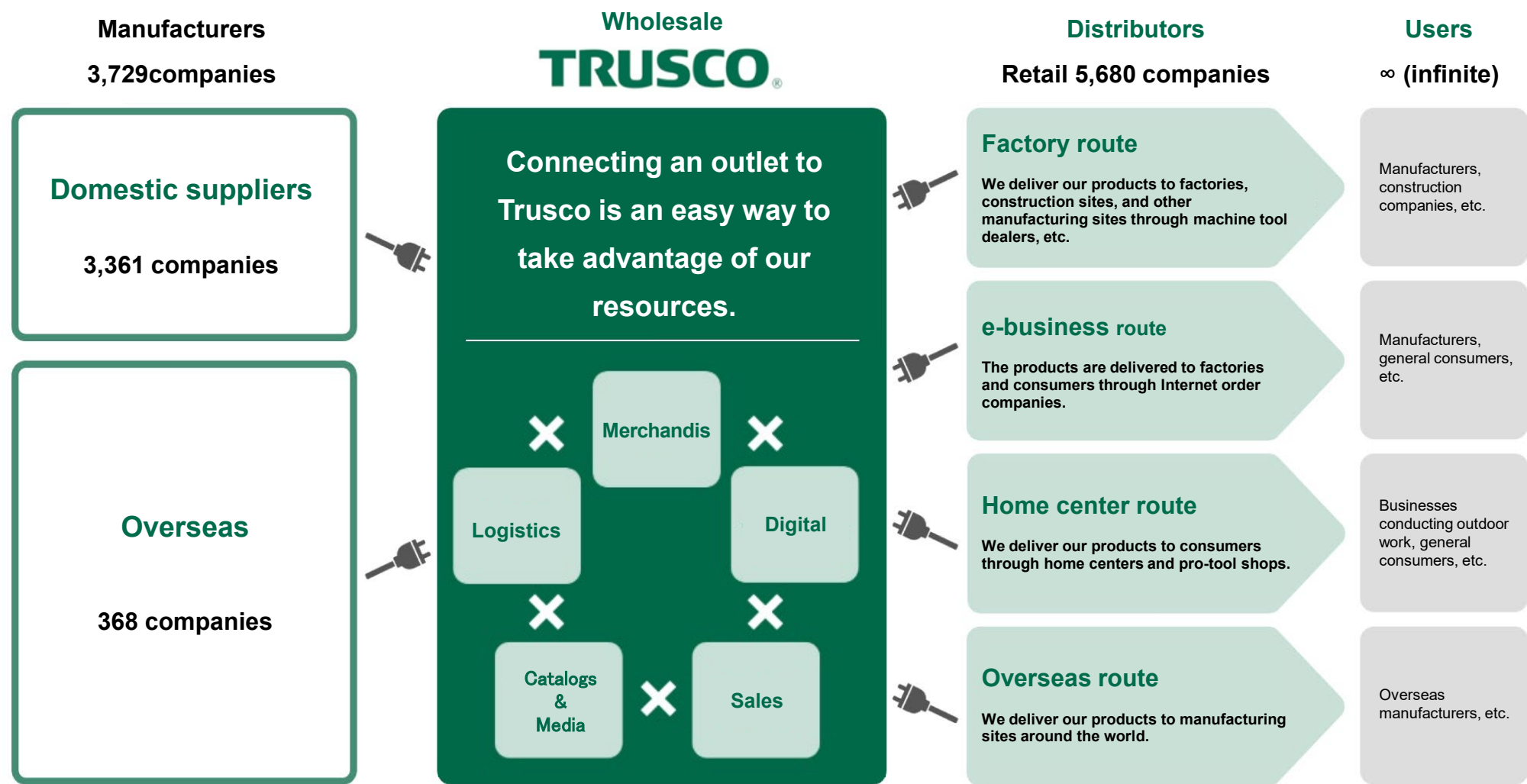
Corporate message

**“GAMBARE!!
JAPANESE MONODZUKURI”.**



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

Business flow



02

Company-wide Business Performance

Accounting highlights

[Consolidated] Business performance

[Consolidated] Monthly sales

Accounting highlights

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

Net Sales	320,043million yen (YoY Change+8.5%)	Net sales expanded due to the increased use of highly convenient services, notably our “NIAWASE+U-choku” (Order Consolidation + Direct Delivery Service). These services are powered by the strategic integration of our extensive inventory of approximately 620,000 items, advanced logistics systems, and digital.
Gross Profit	66,731million yen (YoY Change+8.2%)	Gross profit increased due to higher net sales. Inventory valuation gain was approximately 1.6 billion yen resulting from price revisions (approx.1Q: 600m /approx.2Q: 500m /approx.3Q: 300m /approx.4Q: 200m)(YoY: +1.4 billion yen)
Selling, general and administrative expenses(SGA)	43,914million yen (YoY Change+5.3%)	Increase: Salaries & bonuses (+1.02 billion yen), freight & packing costs (+825m yen) due to higher shipping volume. Decrease: Depreciation & amortization (−491m yen) due to completion of software amortization.
Ordinary income	22,541 million yen (YoY Change+12.4%)	Operating profit +12.4% YoY, this was driven by the increase in gross profit from higher sales, combined with our success in suppressing the growth of SG&A expenses relative to the growth in net sales.
Profit attributable to owners of parent	15,881million yen (YoY Change−1.3%)	Profit attributable to owners of parent −1.3% YoY, primarily due to the impact of recording a 2.66 billion yen extraordinary gain from the sale of the former Osaka head office in 2024.

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

Net Sales	341,000 million yen (YoY change +6.5%)	We aim for further sales growth by expanding shipping capacity through our new logistics center and promoting proprietary services that leverage extensive inventory, advanced logistics systems, and digital to enhance customer convenience.
Gross Profit	71,800 million yen (YoY change +7.6%)	We forecast a full-year inventory valuation gain of 1.0 billion yen.
Selling, general and administrative expenses(SGA)	50,080 million yen (YoY change +14.0%)	Depreciation: +2.7 billion yen (due to new logistics center operations, etc.).Salaries & bonuses: +1.3 billion yen (due to headcount growth and the base-up implementation in July 2025).Freight & packing: +0.6 billion yen (due to increased shipping volume).
Ordinary income	21,220 million yen (YoY change +5.9%)	While net sales are expected to grow, profit will be impacted by the increase in SG&A expenses.
Profit attributable to owners of parent	14,540million yen (YoY change -8.4%)	While net sales are expected to grow, profit will be impacted by the increase in SG&A expenses.

[Consolidated] Business performance

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

	Actual results for FYE December 31, 2024 (62nd business year)			FYE December 31, 2025 (63rd business year)			
	Actual results	Share	YoY change	Actual results	Share	YoY change	Change from budget※1
Net sales	295,024million yen	–	+10.0%	320,043million yen	–	+8.5%	–1.5%
Gross profit	61,683million yen	20.9%	+7.2%	66,731million yen	20.9%	+8.2%	–1.3%
Selling, general and administrative expenses (SGA)	41,704million yen	14.1%	+6.9%	43,914million yen	13.7%	+5.3%	–1.5%
(depreciation included in SGA)	6,044million yen	2.0%	–2.6%	5,552million yen	1.7%	–8.1%	–2.3%
Operating income	19,978million yen	6.8%	+7.9%	22,816million yen	7.1%	+14.2%	–0.9%
Ordinary income	20,056million yen	6.8%	+7.4%	22,541million yen	7.0%	+12.4%	–0.9%
Current profit attributable to owners of parent	16,095million yen	5.5%	+31.2%	15,881million yen	5.0%	※2 –1.3%	+2.1%
Current net income per share	244.09yen	–	+58.04yen	240.84yen	–	–3.25yen	+4.90yen
Dividend per share	54.00yen	–	+7.50yen	60.00 yen	–	+6.00yen	+1.00yen
Private brand sales	50,478million yen	17.1%	+4.5%	51,945million yen	16.3%	+2.9%	–3.8%
Capital expenditures	26,163million yen	–	+94.2%	20,027million yen	–	–23.5%	–

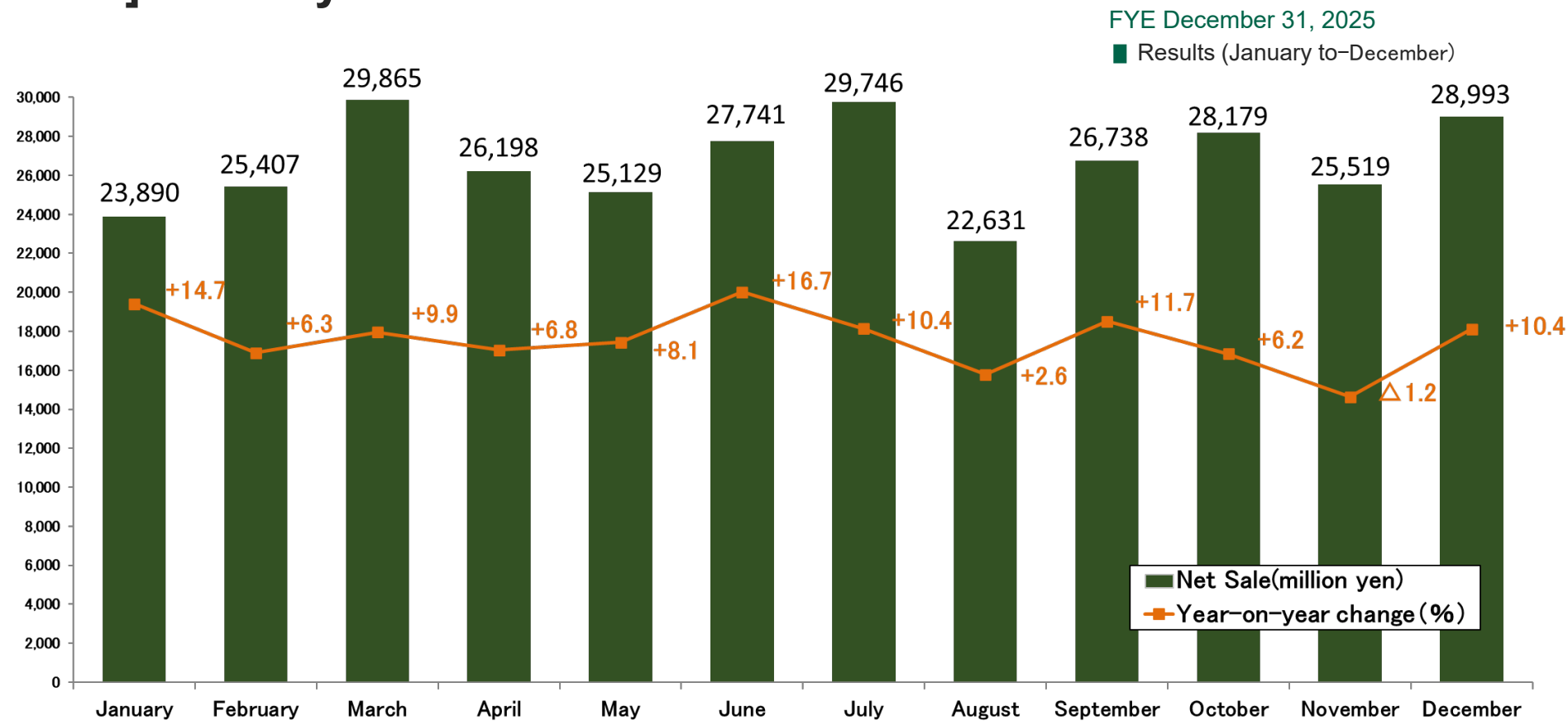
Points

- Net Sales**
+ 8.5% YoY
 Operating days: –2 days
 Daily Sales Revenue
 ¥1,317 million (+ 9.4% YoY)
- Gross Profit**
+ 8.2% YoY
 Impact of net sales growth and an inventory valuation gain of approx. 1.6 billion yen due to price revisions.
- Selling, General, and Administrative Expenses**
+ 5.3% YoY
 (Increase Factors)
 Salaries and bonuses, freight and packaging costs, etc.
 (Decrease Factors)
 Depreciation and amortization, etc.
- Current profit attributable to owners of parent**
– 1.3% YoY
 Impact of recording approximately ¥2.7 billion in extraordinary gains last year related to the sale of the former Osaka headquarters, etc.



※2 Extraordinary income includes 2.66 billion yen a gain on the sale of the Trusco Glen Check Building (former Osaka headquarters). Copyright © 2025 TRUSCO NAKAYAMA Corporation. All rights reserved.

[Consolidated] Monthly sales



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	1,280	1,417	1,317	1,317
Year-on-year change (%)	+ 14.7	+ 12.2	+ 9.9	+ 6.8	+ 13.5	+ 11.2	+ 10.4	+ 7.8	+ 6.1	+ 6.2	+ 9.8	+ 5.4	+ 9.4
Number of business days	19	18	20	21	20	21	22	20	20	22	18	22	243
Year-on-year change (days)	±0	-1	±0	±0	-1	+1	±0	-1	+1	±0	-2	+1	-2

• 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 7.2% 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 12.9% compared to 2024, 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 24.0% (+0.9pt compared to the end of the previous period).

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

	Actual results for FYE December 31, 2024 (62nd business year)				Actual results for FYE December 31, 2025 (63rd business year)					
	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	196,947million yen	66.8%	+8.1%	20.6%	211,223million yen	66.0%	+7.2%	-2.0%	20.6%	±0.0pt
e-business route	68,159million yen	23.1%	+15.3%	22.7%	76,960million yen	24.0%	+12.9%	-0.2%	22.5%	-0.2pt
Home center route	26,825million yen	9.1%	+10.6%	17.1%	28,396million yen	8.9%	+5.9%	-2.3%	16.8%	-0.3pt
Overseas route	3,091million yen	1.0%	+19.7%	35.4%	3,463million yen	1.1%	+12.0%	+3.2%	35.2%	-0.2pt
Total	295,024million yen	100.0%	+10.0%	20.9%	320,043million yen	100.0%	+8.5%	-1.5%	20.9%	±0.0pt

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

This route delivers our products to factories, construction sites, and other manufacturing sites through machine tool dealers, etc. While business conditions in the manufacturing sector are returning to their pre-pandemic levels, the holding of abundant inventories and the implementation of various initiatives resulted in a YoY change in net sales of +7.2%.

	Actual results for FYE December 31, 2024 (62nd business year)			Actual results for FYE December 31, 2025 (63rd business year)				
Sales route	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	95,856million yen	48.7%	21.1%	100,898million yen	47.8%	+5.3%	21.0%	−0.1pt
Dealers in welding materials	27,637million yen	14.0%	20.0%	28,982million yen	13.7%	+4.9%	19.9%	−0.1pt
Other manufacturing related (Physical chemical, conductor, packaging material dealers, etc.)	32,736million yen	16.6%	19.4%	35,630million yen	16.9%	+8.8%	19.4%	±0.0pt
Construction related	40,717million yen	20.7%	20.7%	45,711million yen	21.6%	+12.3%	20.8%	+0.1pt
Factory route total	196,947million yen	100.0%	20.6%	211,223million yen	100.0%	+7.2%	20.6%	±0.0pt

Points

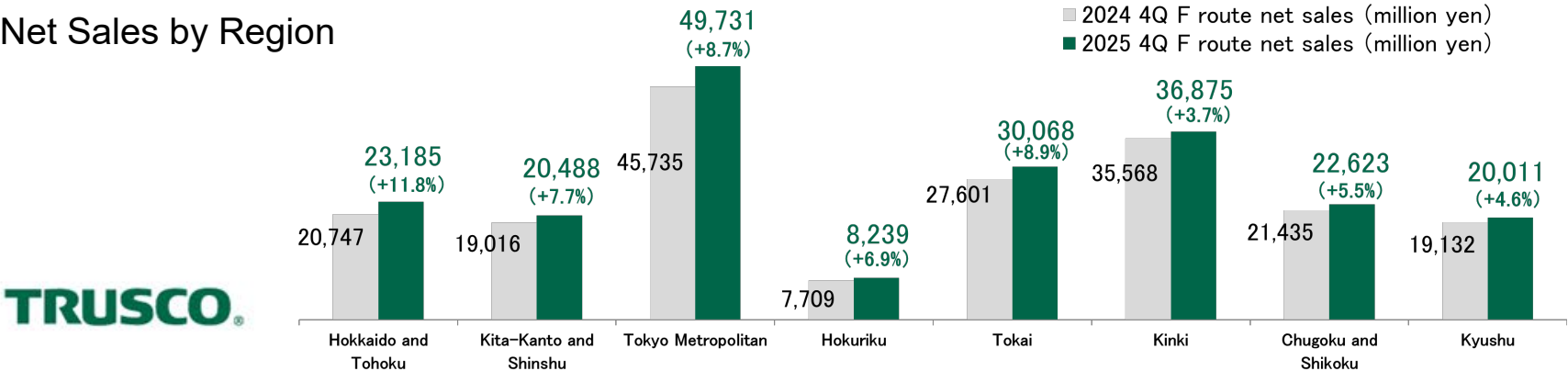
•By strengthening inventory and logistics at 28 distribution centers and 29 inventory holding branches nationwide, we have improved convenience for our customers and consolidated our commercial distribution.

•We also conducted sales activities to reduce environmental impact, such as expanding the installation of “MRO Stocker” and strengthening “NIAWASE+U-choku” (Order Consolidation + Direct Delivery Service), which can significantly reduce logistics costs and labor throughout the entire supply chain.

•We proactively engaged in sales activities tailored to customer challenges and needs, such as promoting our “U-kuru” (in-store pickup service) at 55 inventory-holding locations nationwide.

•In particular, net sales increased in construction-related sectors, including electrical and plumbing wholesalers, as well as rental and leasing services.

Net Sales by Region



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

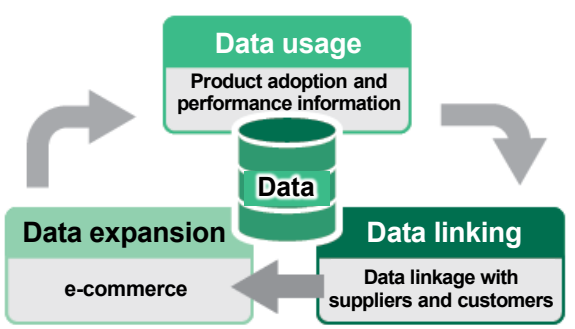
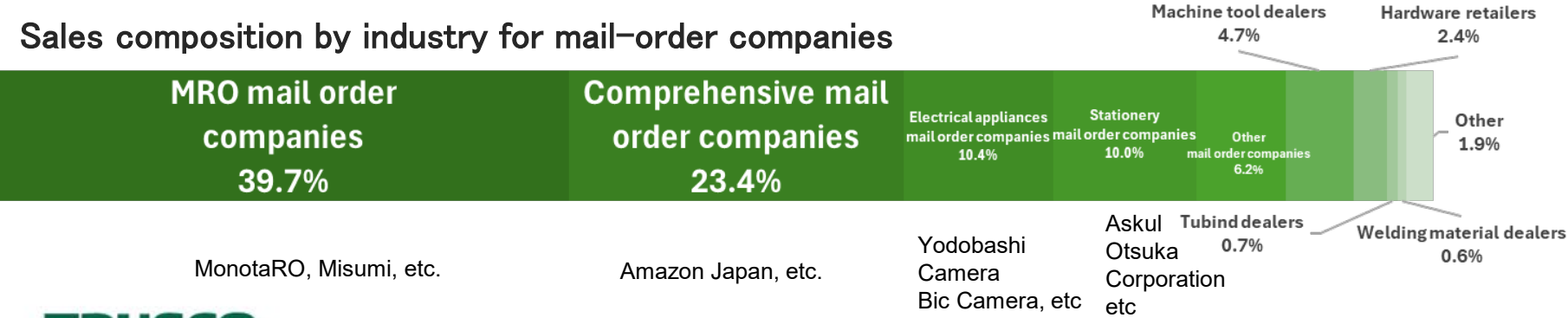
This is a distribution route that delivers products to manufacturing sites such as factories and construction sites, as well as to general consumers, through online retailers. By offering “NIAWASE + U-Choku”(Order Consolidation + Direct Delivery Service), maintaining a product database of approximately 4.18 million items, and integrating systems, we have achieved shorter delivery times and improved delivery accuracy, resulting in a 12.9% increase in sales compared to the previous year.

	Actual results for FYE December 31, 2024 (62nd business year)			Actual results for FYE December 31, 2025 (63rd business year)				
Sales route	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	52,334 million yen	76.8%	21.5%	59,295million yen	77.0%	+13.3%	21.4%	−0.1pt
Companies participating in Orange Commerce (Trusco’s electronic central purchasing system), MRO Stocker	15,825 million yen	23.2%	26.5%	17,664million yen	23.0%	+11.6%	26.3%	−0.2pt
e-business route total	68,159 million yen	100.0%	22.7%	76,960million yen	100.0%	+12.9%	22.5%	−0.2pt

Points

- We strengthened our unique logistics services such as “NIAWASE + U-Choku”(Order Consolidation + Direct Delivery Service) which utilizes our abundant inventory and logistics equipment, with the main focus on shortening delivery time and improving delivery accuracy.
- We accelerated the development of our product database of approximately 4.18 million items and the strengthening of system linkage.
- Gross profit margin showed a declining trend due to business flow consolidation, decreasing by −0.2 pt compared to the previous fiscal year-end.

Sales composition by industry for mail-order companies

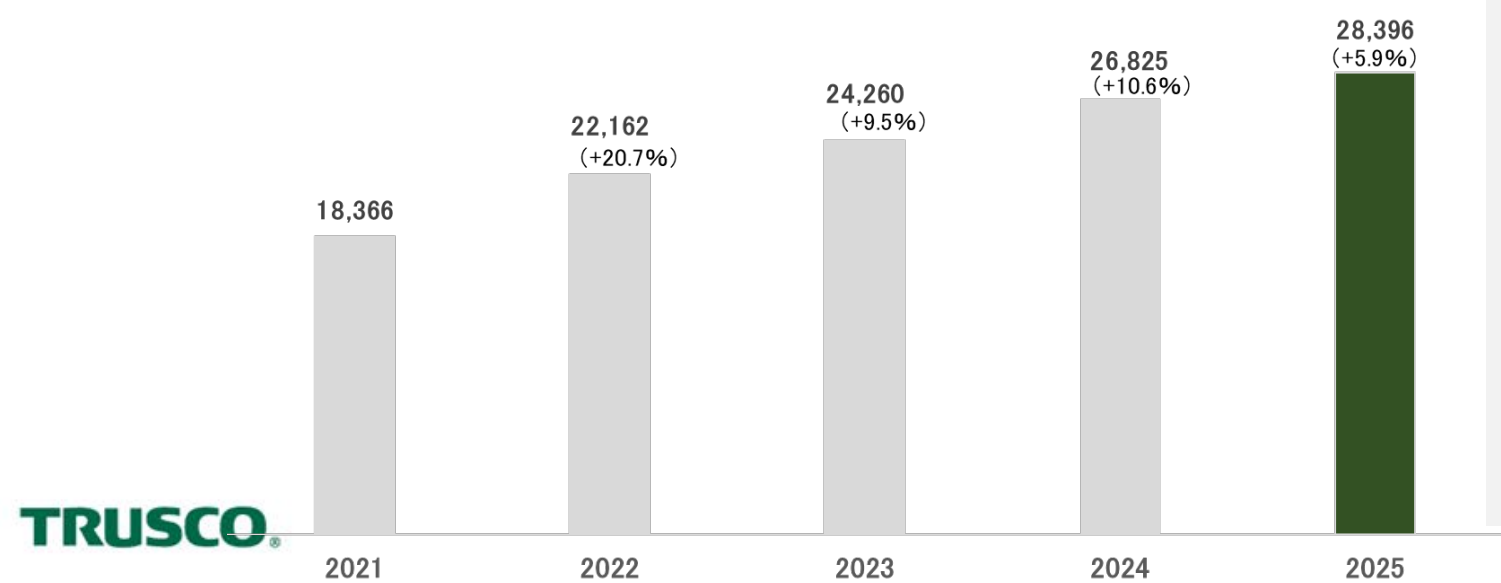


[Consolidated] Business performance by sales route: (Home center route)

This channel delivers products to general consumers and others through home centers and pro shops.
By leveraging inventory and logistics facilities, we actively pursued proposals for store-based sales, e-commerce operations, and pro shops, resulting in a 5.9% increase in sales compared to the previous period.

	Actual results for FYE December 31, 2024 (62nd business year)		Actual results for FYE December 31, 2025 (63rd business year)			
	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	26,825 million yen	17.1%	28,396million yen	+5.9%	16.8%	-0.3pt

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 4.18 million items, immediate delivery stock of about 620,000 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 0.3pt compared to the previous fiscal year-end.

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

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

	Trusco NAKAYAMA CORPORATION (non-consolidated)				Trusco NAKAYAMA CORPORATION (THAILAND) LIMITED				PT. TRUSCO NAKAYAMA INDONESIA			
	FYE December 31, 2025 (63rd business year)			Full year budget	FYE December 31, 2025 (63rd business year)			Full year budget	FYE December 31, 2025 (63rd business year)			Full year budget
	Amount	Share	YoY change	Year-on-year change	Amount	Share	YoY change	Year-on-year change	Amount	Share	YoY change	Year-on-year change
Net sales	318,954million yen	100.0%	+8.5%	+10.2%	1,413million yen	100.0%	+15.6%	+5.1%	730million yen	100.0%	+2.0%	+14.1%
Gross profit	66,026million yen	20.7%	+8.1%	+9.8%	372million yen	26.4%	+14.3%	+3.1%	219million yen	30.1%	−9.0%	+8.3%
Selling, general and administrative expenses (SGA)	43,534million yen	13.6%	+5.3%	+6.9%	205million yen	14.6%	+13.2%	+2.8%	173million yen	23.8%	−1.5%	+4.2%
Depreciation included in SGA	5,477million yen	1.7%	−8.2%	−6.0%	24million yen	1.8%	+4.2%	−0.7%	50million yen	7.0%	−7.2%	−5.8%
Operating income	22,492million yen	7.1%	+14.1%	+15.7%	166million yen	11.8%	+15.7%	+3.5%	46million yen	6.3%	−29.2%	+19.3%
Ordinary income	22,300million yen	7.0%	+12.4%	+13.6%	170million yen	12.1%	+9.1%	−3.0%	54million yen	7.5%	−25.2%	+13.4%
Current (interim) net income	15,684million yen	4.9%	−1.4%	−3.4%	134million yen	9.5%	−13.8%	−10.7%	55million yen	7.6%	−24.2%	+13.5%

	FYE December 31, 2025 (63rd business year)		
		Net sales	Gross profit
Business performance in other overseas regions (Philippines, China, South Korea, etc.)	Actual results	1,321million yen	313million yen
	Rate	−	23.7%
	YoY change	+14.4%	+10.7%

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

Points

- Consolidated subsidiaries actively expanded inventory lineups aligned with local market demands and focused on acquiring new local clients and suppliers.
- The Overseas Department expanded its transaction volume through strategic collaboration with business partners, centered on commercial flow integration and the recommendation of new manufacturers for international markets.

15

[Non-consolidated] Sales by category of goods

FYE December 31, 2025 (63rd business year)

(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	9,262	2.9	+3.3	16.5	6.Environmental safety equipment	Environmental safety equipment total	64,283	20.2	+14.6	21.9
	① Cutting tools	4,871	1.5	+1.3	12.6		㉕ Protective equipment	32,088	10.1	+11.6	23.6
	② Drilling and thread cutting tools	4,391	1.4	+5.6	21.0		㉖ Safety goods	13,226	4.1	+7.9	24.8
2.Production processing goods	Production processing goods total	23,641	7.4	+8.4	15.8		㉗ Environment improvement goods	3,190	1.0	+17.8	17.8
	③ Measurement equipment	13,262	4.2	+9.4	15.4		㉘ Air conditioning goods	8,910	2.8	+36.9	16.5
	④ Mechatronics	4,747	1.5	+8.5	15.9		㉙ Disaster and crime prevention goods	4,196	1.3	+17.3	18.6
	⑤ Tools for machine tools	2,570	0.8	+4.9	23.5		㉚ Closets and exterior goods	2,671	0.8	+18.7	15.8
	⑥ Electronic machinery	3,061	1.0	+7.1	11.2	7.Distribution and storage equipment	Distribution and storage equipment total	29,406	9.2	+1.9	22.1
3.Construction goods	Construction goods total	36,756	11.5	+7.4	21.3		㉛ Loading goods	8,869	2.8	+3.3	17.7
	⑦ Hydraulic tools	2,433	0.8	+7.4	12.3		㉜ Conveyors	1,130	0.4	+5.5	15.4
	⑧ Pumps	4,458	1.4	+8.2	16.9		㉝ Transportation goods	10,697	3.4	+0.3	21.9
	⑨ Welding equipment	3,026	0.9	+3.2	17.7		㉞ Containers and vessels	4,522	1.4	+3.2	29.2
	⑩ Painting and interior goods	3,310	1.0	+7.4	25.6		㉟ Steel shelves	4,186	1.3	+0.7	25.7
	⑪ Civil engineering and building goods	2,855	0.9	-0.0	15.6	8.Research management equipment	Research management equipment total	11,749	3.7	+4.0	21.1
	⑫ Ladders and stepladders	4,279	1.3	+1.4	21.2		㊳ Tool wagons	881	0.3	-3.6	28.0
	⑬ Piping and materials of electronic equipment	6,310	2.0	+16.1	22.8		㊴ Storage and management goods	1,397	0.4	+1.8	30.6
	⑭ Component, hardware, and building materials	10,081	3.2	+8.2	25.9		㊵ Work benches	1,447	0.5	-13.1	23.8
4.Work supply	Work supply total	58,210	18.2	+6.2	21.6		㊶ Stainless goods	2,413	0.8	+7.6	17.4
	⑮ Cutting goods	1,714	0.5	+4.8	21.2		㊷ Research and development- related goods	5,610	1.8	+10.0	18.6
	⑯ Grinding and polishing goods	8,417	2.6	+3.0	23.6	9.Office and housing facility equipment	Office and housing facility equipment total	29,751	9.3	+13.2	22.0
	⑰ Chemical products	31,794	10.0	+7.0	20.4		㊸ Cleaning utensils	8,321	2.6	+10.6	20.7
	⑱ Factory miscellaneous goods	5,102	1.6	+6.1	16.2		㊹ Stationery	3,996	1.3	+16.7	20.1
	⑲ Packing and binding goods	7,577	2.4	+8.2	30.3		㊺ Office miscellaneous goods	4,220	1.3	+13.0	26.3
	⑳ Casters	3,604	1.1	+3.7	17.4		㊻ Electric appliances	4,947	1.6	+13.9	20.4
5.Hand tool	Hand tool total	53,139	16.7	+7.5	18.2		㊼ OA business machinery	3,338	1.0	+20.0	22.1
	㉑ Electric power tools and accessories	16,868	5.3	+8.3	13.8		㊽ Office furniture	4,535	1.4	+9.9	23.4
	㉒ Pneumatic tools and accessories	8,111	2.5	+6.7	17.5		㊾ Interior goods	391	0.1	+17.2	20.5
	㉓ Tools for manual work	25,511	8.0	+6.8	20.5	10.Others	㊿ Entire company	2,750	0.9	+19.8	38.4
	㉔ Tool boxes	2,648	0.8	+12.2	26.7		Total	318,954	100.0	+8.5	20.7

Points

Sales increased primarily for summer-related products and product groups related to factory operations.

▪ Environmental safety equipment:

YoY change +14.6%

Due to increased demand for summer-related products, sales of Air Conditioning & Heating Equipment rose by +36.9% YoY.

▪ Office and housing facility equipment:

YoY change +13.2%

Due to the launch of new products, sales of Cleaning Supplies rose by +10.6% YoY.

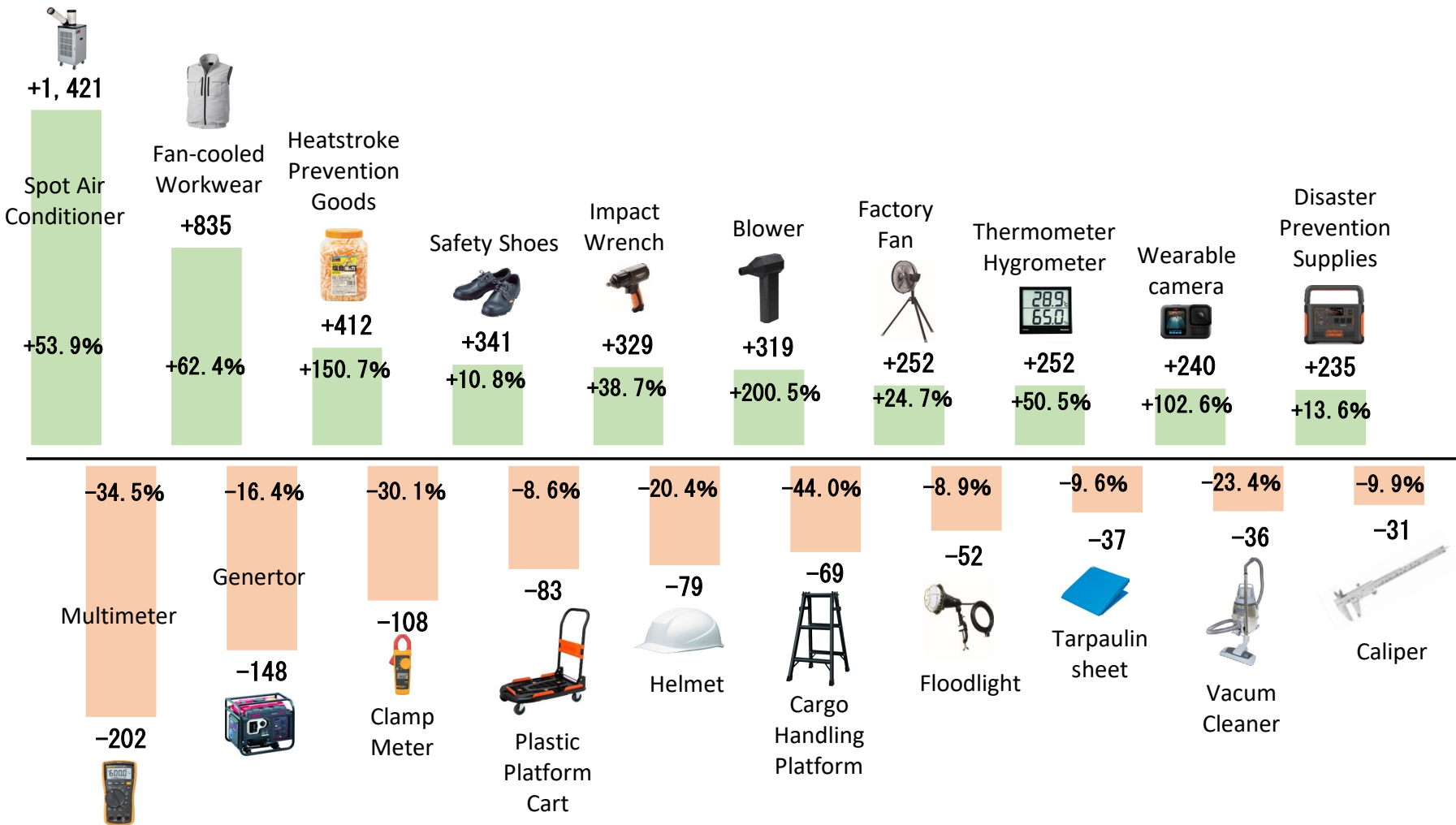
▪ Production processing goods:

YoY change +8.4%

Due to commercial flow integration, sales of Measuring & Measuring Instruments rose by +9.4% YoY.

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

FYE December 31, 2025 (63rd business year) (unit: million yen, %)



Points



Sales increased as demand for summer-related products rose following the mandatory implementation of heatstroke prevention measures in the workplace. Additionally, sales of safety shoes grew by leveraging our inventory capabilities, and impact wrench sales increased through strengthening our sales activities.



Disaster-related demand for products such as power generators, triggered by the 2024 Noto Peninsula Earthquake, has stabilized. Additionally, the surge in demand for overseas brands of clamp meters, which had risen due to the yen's appreciation, has now leveled off.

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

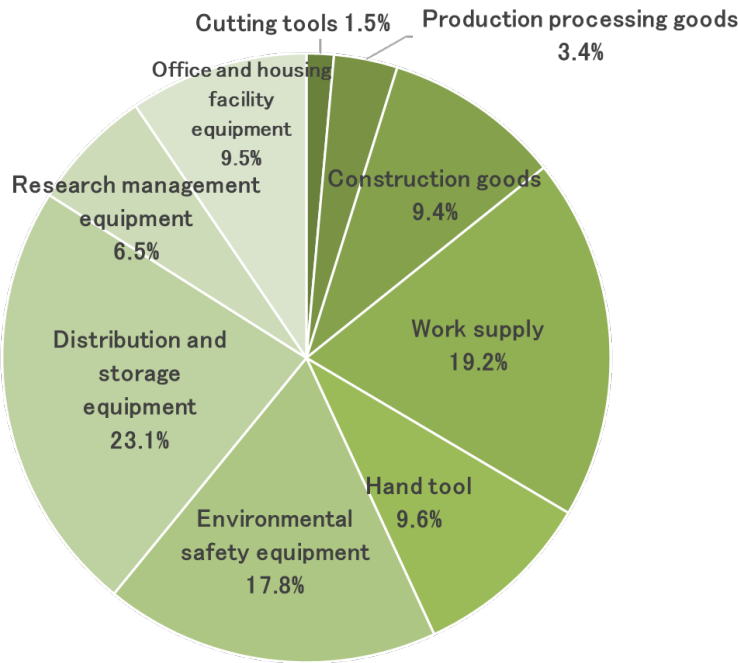
The development of our private brand "TRUSCO" takes longer than the expansion of our national brand product lineup, resulting in a declining sales composition ratio. However, we will continue to work on increasing sales through product enhancements.

Sales by sales route and category of goods

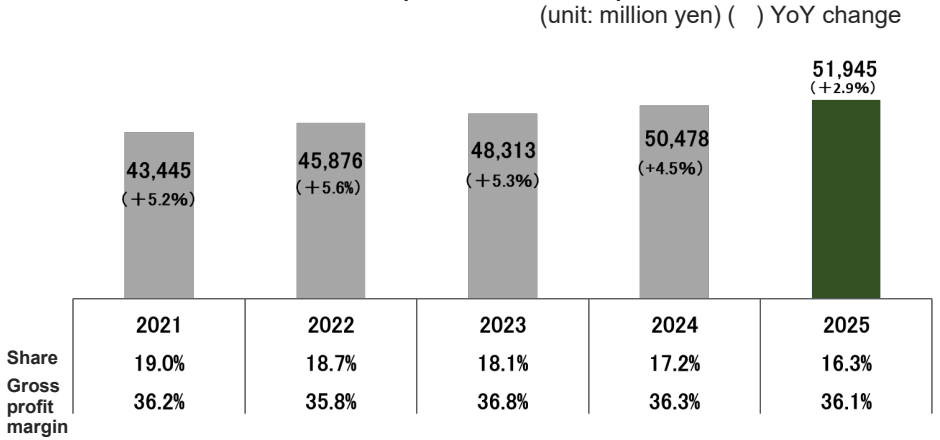
	Entire company		Factory		e-business		Home center	
	Share:16.3% Gross profit margin :36.1%		Share:16.8% Gross profit margin :36.8%		Share:19.5% Gross profit margin :35.1%		Share:4.2% Gross profit margin :27.0%	
	Net sales	YoY change	Net sales	YoY change	Net sales	YoY change	Net sales	YoY change
Total	51,945	+2.9%	35,424	+1.6%	14,994	+6.3%	1,182	+6.0%
Cutting tools	753	+1.9%	534	+0.5%	142	+7.5%	64	-0.1%
Production processing goods	1,755	-0.5%	1,187	-2.2%	513	+3.0%	17	+3.2%
Construction goods	4,895	+3.6%	3,176	+1.9%	1,575	+6.3%	112	+28.2%
Work supply	9,996	+3.9%	7,429	+2.2%	2,401	+10.0%	91	+1.2%
Hand tool	4,989	-0.8%	3,342	-2.7%	1,447	+4.0%	122	-3.7%
Environmental safety equipment	9,246	+8.5%	6,497	+6.9%	2,438	+10.2%	284	+44.7%
Distribution and storage equipment	11,986	+1.4%	7,914	+0.8%	3,562	+4.6%	458	-7.1%
Research management equipment	3,394	-5.4%	2,274	-4.0%	1,087	-7.3%	7	-41.9%
Office and housing facility equipment	4,929	+5.5%	3,066	+2.0%	1,825	+12.2%	25	-9.5%

Unit (million yen)

Private brand product share in net sales



Trend in sales of private brand products



04

Financial and Other Performances

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

[Consolidated] Capital expenditures

Future capital investment plans

[Consolidated] Quarterly business performance and budget (quarterly)

[Consolidated] Quarterly business performance and budget (cumulative)

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

Selling, general and administrative expenses increased by + 5.3% year-on-year. This was due to higher salaries, bonuses, and welfare expenses following the base salary revision for all employees implemented in July 2025, as well as increased freight and packing costs driven by higher shipment volumes, which were partially offset by a decrease in depreciation and other expenses.

(Unit: million yen) () YoY change

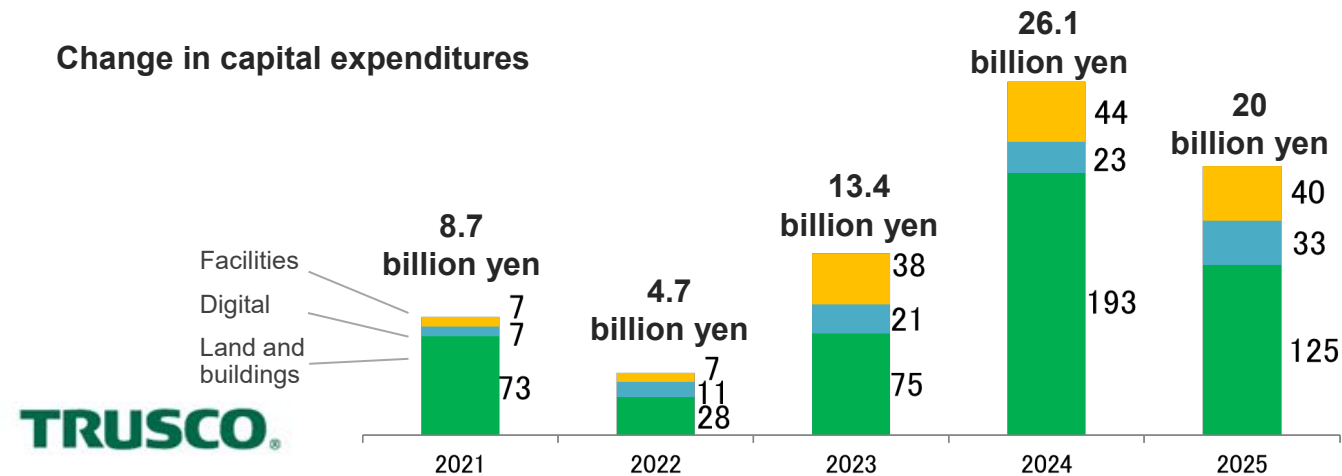


[Consolidated] Capital expenditures

Actual and major capital expenditures

(Unit: million yen)

Details of major capital expenditures in 2025		Investment Performance	Actual investment
Land and buildings	①HC East Japan Distribution Center new construction (total investment:17,200 million yen)	11,080	Land and buildings 12,576
	②Kobe Branch: Office Floor Purchase (total investment:400 million yen)	424	
	③Others	1,072	
Digital	④Platform Renewal for "Paradise" Core System (total investment:2,200 million yen)	1,773	Digital 3,348
	⑤Logistics system "TRULOGIS" Infrastructure Upgrade	138	
	⑥Development of "TRUSCO Orange Book.Com Cross" for Users	134	
	⑦Others	1,303	
Facilities	⑧Planet Aichi Logistics Equipment & Facilities (total investment:10,000 million yen)	2,701	Facilities 4,103
	⑨Planet Kyushu Logistics Equipment (total investment: 600 million yen)	475	
	⑩Others	927	
⑪Capital expenditures			20,027



<Regarding depreciation expenses>

- Depreciation after the operation of Planet Aichi (total investment of 30,000 million yen) and HC East Japan Distribution Center (total investment of 18,600 million yen) in the 2026 is expected to be approximately JPY 10,000 million yen in the 2027.

Future capital investment plans

Planet Aichi



[Role of Planet Aichi]	
(1) A base capable of holding more than 1 million items in stock	
(2) Strengthening logistics throughout the Tokai and western Japan regions	
(3) A key base for strengthening the “NIAWASE + U-choku” (Order Consolidation + Direct Delivery Service)	
[Location]	1-1, Shiryumi, Okimura, Kitanagoya, Aichi Prefecture
[Access]	Approximately 2.5 km from Nishiharu Station on the Meitetsu Inuyama Line (9 minutes by car)
[Site area]	41,634 m ²
[Total floor area]	89,162 m ²
[Building structure]	Composite structure (RC columns and Steel beams), seismic isolation structure
[Number of floors]	Warehouse: 4 floors, Office: 4 floors
[Number of items stored]	1 million items
[Number of lines shipped]	100,000 lines/day
[Building completion date]	February 2025
[Shipping start]	May 2026 (planned)
[Total investment amount]	Land and buildings: Approximately 20,000 million yen, Facilities: Approximately 10,000 million yen

HC East Japan Distribution Center



[Role of HC East Japan Distribution Center]	
(1) Strengthening the delivery system for Home Center Route	
(2) Stock center for goods purchased from overseas in bulk	
(3) Securing inventory for Niigata Branch	
[Location]	431-2 Matsubashi-shimo-dachi, Fukushima-shinden, Sanjo-shi, Niigata Prefecture
[Access]	7km from Tsubame-Sanjo Station on the Joetsu Shinkansen (15 minutes by car)
[Site area]	26,300 m ²
[Total floor area]	48,338 m ²
[Building structure]	Composite structure (RC columns and Steel beams), seismic isolation structure, snow melting device
[Number of floors]	Warehouse: 4 floors, Office: 3 floors
[Number of items stored]	160,000 items
[Number of lines shipped]	35,000 lines/day
[Building completion date]	April 2026
[Shipping start]	August 2026 (planned)
[Total investment amount]	Land and buildings: Approximately 17,200 million yen, Facilities: Approximately 1,400 million yen

[Consolidated] Quarterly business performance and budget (quarterly)

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

(million yen,%)

*The budgets for the first and second quarter are based on the budget at the beginning of the period, and the budgets for the third and fourth quarter are based on the revised budget announced on August 12, 2025.

		1st Quarter (-1 day)			2nd Quarter (± 0day)			3rd Quarter (± 0day)			4th Quarter (-1 day)		
		Budget/ Actual results	Share	QoQ change	Budget/ Actual results	Share	QoQ change	Budget	Share	QoQ change	Budget	Share	QoQ change
Net sales	Budget	77,482	100.0	+7.7	78,218	100.0	+ 9.3	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	82,692	100.0	+ 5.2
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	17,009	20.6	+ 1.5
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	11,346	13.7	+ 2.7
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	5,662	6.8	- 0.8
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	5,582	6.8	- 2.5
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	4,292	5.2	- 4.5

※ 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]

(million yen,%)

* The budgets for the first and second quarter are based on the budget at the beginning of the period, and the budgets for the third and fourth quarter are based on the revised budget announced on August 12, 2025.

		1st Quarter (-1 day)			2nd Quarter (-1 day)			3rd Quarter (-1 day)			Full year (-2 days)		
		Budget/ Actual results	Share	QoQ change	Budget/ Actual results	Share	QoQ change	Budget	Share	QoQ change	Budget	Share	YoY change
Net sales	Budget	77,482	100.0	+7.7	155,700	100.0	+8.5	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	320,043	100.0	+ 8.5
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	66,731	20.9	+ 8.2
Selling, general and administrative	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	43,914	13.7	+ 5.3
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	22,816	7.1	+ 14.2
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	22,541	7.0	+ 12.4
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	15,881	5.0	- 1.3

※ 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 64th business year

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

[Consolidated] Selling, General and Administrative Expenses Plan for the 64th Fiscal Year

[Consolidated] Capital Expenditure Plan for the 64th Fiscal Year

[Consolidated] Quarterly budgets (quarterly)

[Consolidated] Quarterly budget (cumulative)

Business Forecast

Vision

- Medium-term management ability targets -

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

We aim for further sales growth, projecting ¥341,000 million in net sales. This will be achieved by expanding shipping capacity through our new logistics center and promoting proprietary services that leverage extensive inventory, advanced logistics systems, and digital technology to enhance customer convenience. Regarding profitability, we plan for a gross profit including an inventory valuation gain of ¥1,000 million (a decrease of ¥600 million YoY), as the trend of product price revisions begins to stabilize. Selling, General and Administrative (SG&A) expenses are expected to rise. This reflects increased depreciation costs associated with the commencement of the new logistics center’s operations, as well as higher personnel expenses due to the base salary increase scheduled for July 2025.

I Plan for FYE December 2026 (64th business year)

	FYE December 31, 2025 (63rd business year)		FYE December 31, 2026(64th business year)		
	results	Share	Budget	Share	Year-on-year change
Net sales	320,043 million yen	—	341,000 million yen	—	+6.5%
Gross profit	66,731 million yen	20.9%	71,800 million yen	21.1%	+7.6%
Selling, general and administrative expenses (SGA)	439,14 million yen	13.7%	50,080 million yen	14.7%	+14.0%
(Depreciation included in SGA)	5,552 million yen	1.7%	8,310 million yen	2.4%	+49.7%
Operating income	22,816 million yen	7.1%	21,720 million yen	6.4%	-4.8%
Ordinary income	22,541 million yen	7.0%	21,220 million yen	6.2%	-5.9%
Profit attributable to owners of parent	15,881 million yen	5.0%	14,540 million yen	4.3%	-8.4%
Dividend per share	60 yen	—	※ 55.50 yen	—	-4.50 yen

※Dividends for the FY ending December 2026 are expected to include the “TRUSCO Zentaku Dividend,” which is not factored into the dividend forecast above.

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

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

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

◆About budget formulationThe budget is the sum of “annual branch budgets formulated by branch managers across the country” as the company-wide budget. The budget is formulated in the sense that branch managers, who are well versed in the market, formulate and execute strategies including personnel allocation and take final responsibility themselves.

[Consolidated] Selling, General and Administrative Expenses Plan for 64th Fiscal Year

Plan: 50,080 million yen (+14.0% YoY, +6,165 million yen)

	Surveyed Subjects	FYE December 31, 2025 (63rd business year)		FYE December 31, 2026 (64th business year)		
		results	Year-on-year change	Plan	Year-on-year change	Change from previous year
①	Salaries and bonuses	16,026 million yen	+6.1%	17,376 million yen	+8.4%	+1,350 million yen
②	Freight and packing costs	9,910 million yen	+9.1%	10,515 million yen	+6.1%	+604 million yen
③	Depreciation	5,552 million yen	-8.1%	8,310 million yen	+49.7%	+2,757 million yen
④	Other	12,423 million yen	+8.4%	13,876 million yen	+11.7%	+1,452 million yen
	Total	43,914 million yen	+5.3%	50,080 million yen	+14.0%	+6,165 million yen

①Salaries and bonuses +1,350 million yen

Impact of increase in number of employees(+509million yen)
 Monthly achievement incentive payment(+440million yen)
 Impact of the base salary increase(+390million yen)

②Freight and packing costs +604 million yen

Impact of increased shipping volume and transportation costs(+517million yen)
 Impact of increase in direct shipments to users(+276million yen)
 ※The customer is responsible for freight charges related to direct shipment to the user.

③Depreciation +2,757 million yen

Planet Aichi related (+1,043 million yen)
 Paradise 4 platform renewal (+458 million yen)
 HC East Japan Distribution Center (+320 million yen)

④Other +1,452 million yen

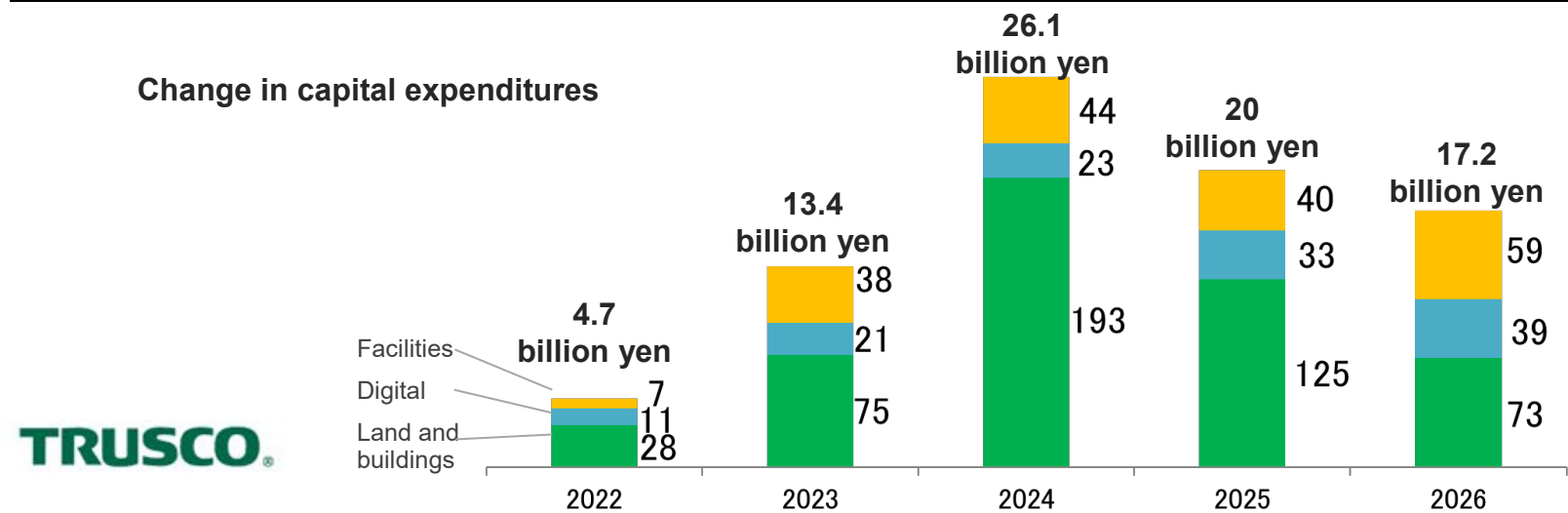
Real estate acquisition tax for HC East Japan Distribution Center handover (+252 million yen)
 Digital maintenance and inspection costs (+157 million yen)

[Consolidated] Capital expenditures plan for 64th

Planned major capital expenditures

(Unit: million yen)

Details of major capital expenditures in 2026		Investment Plan	Total Investment Plan
Land and buildings	①HC East Japan Distribution Center new construction (total investment:17,200 million yen)	3,391	Land and buildings 7,335
	②Planet Nagano new construction (total investment:12,400 million yen)	2,603	
	③Planet Aichi Dormitory new construction (total investment:1,000 million yen)	387	
	④Planet Saitama Dormitory new construction and others	954	
Digital	⑤Data Platform Construction (total investment:800 million yen)	870	Digital 3,992
	⑥Logistics system "TRULOGIS" Infrastructure Upgrade (total investment:1,200 million yen)	778	
	⑦Platform Renewal/Infrastructure Upgrade for Core System "Paradise" (total investment:2,500 million yen)	954	
	⑧Network Upgrades by Location/Various System Enhancements and others	1,390	
Facilities	⑨Planet Aichi Logistics Equipment & Facilities (total investment:10,000 million yen)	3,983	Facilities 5,960
	⑩HC East Japan Distribution Center Logistics Equipment & Facilities (total investment:1,400 million yen)	1,328	
	⑪Replacement of Air Conditioning Systems & Others	649	
	⑫Capital expenditures		17,287



<Capital expenditures>

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

[Consolidated] Quarterly business budget (Quarterly)

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

(Unit: million yen,%)

		1st Quarter (+1 day)			2nd Quarter (-1 day)			3rd Quarter (-1day)			4th Quarter (±0 day)		
		Budget	Share	QoQ change	Budget	Share	QoQ change	Budget	Share	QoQ change	Budget	Share	QoQ change
Net sales	Budget	85,235	100.0	+7.7	84,344	100.0	+ 6.7	83,909	100.0	+ 6.1	87,512	100.0	+ 5.8
	Actual results												
Gross profit	Budget	17,882	21.0	+7.7	17,950	21.3	+ 7.3	17,553	20.9	+ 7.1	18,415	21.0	+ 8.3
	Actual results												
Selling, general and administrative expenses (SGA)	Budget	11,711	13.7	+8.8	12,474	14.8	+ 16.1	12,887	15.4	+ 16.5	13,008	14.9	+ 14.6
	Actual results												
Operating income	Budget	6,171	7.2	+5.6	5,476	6.5	△ 8.5	4,666	5.6	- 12.4	5,407	6.2	- 4.5
	Actual results												
Ordinary income	Budget	6,066	7.1	+4.3	5,337	6.3	△ 9.5	4,511	5.4	- 14.0	5,306	6.1	- 5.0
	Actual results												
Quarterly / Interim / Current profit attributable to owners of parent	Budget	4,153	4.9	+3.8	3,658	4.3	△ 8.1	3,095	3.7	- 14.1	3,634	4.2	- 15.3
	Actual results												

[Consolidated] Quarterly business budget (Cumulative)

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

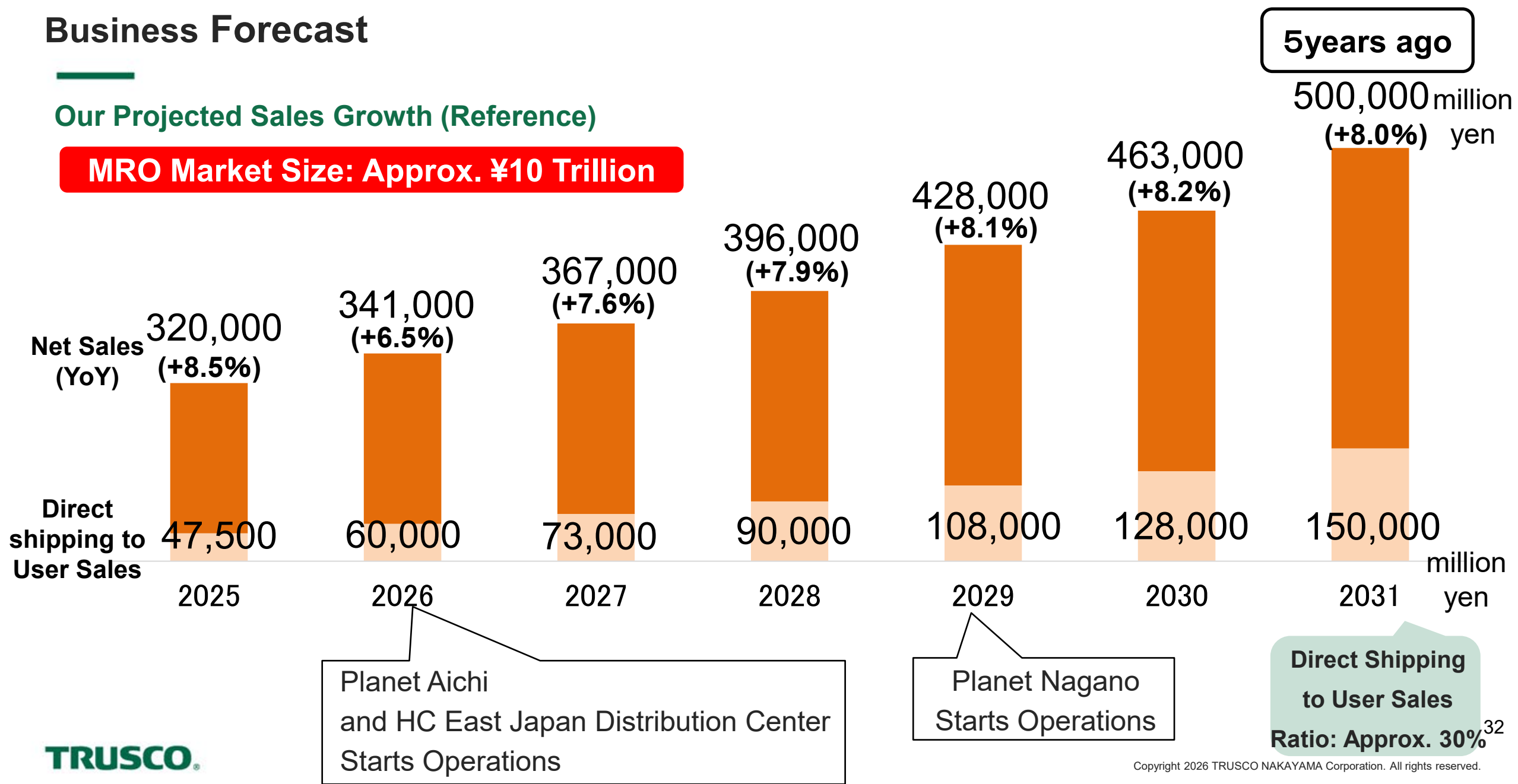
(Unit: million yen,%)

		1st Quarter (+1 day)			2nd Quarter (±0 day)			3rd Quarter (-1 day)			Full year (-1 days)		
		Budget	Share	QoQ change	Budget	Share	QoQ change	Budget	Share	QoQ change	Budget	Share	YoY change
Net sales	Budget	85,235	100.0	+7.7	169,579	100.0	+7.2	253,488	100.0	+ 6.8	341,000	100.0	+ 6.5
	Actual results												
Gross profit	Budget	17,882	21.0	+7.7	35,832	21.1	+7.5	53,385	21.1	+ 7.4	71,800	21.1	+ 7.6
	Actual results												
Selling, general and administrative	Budget	11,711	13.7	+8.8	24,185	14.3	+12.4	37,072	14.6	+ 13.8	50,080	14.7	+ 14.0
	Actual results												
Operating income	Budget	6,171	7.2	+5.6	11,647	6.9	-1.5	16,313	6.4	- 4.9	21,720	6.4	- 4.8
	Actual results												
Ordinary income	Budget	6,066	7.1	+4.3	11,403	6.7	-2.7	15,914	6.3	- 6.2	21,220	6.2	- 5.9
	Actual results												
Quarterly / Interim / Current profit attributable to owners of parent	Budget	4,153	4.9	+3.8	7,811	4.6	-2.2	10,906	4.3	- 5.9	14,540	4.3	- 8.4
	Actual results												

Business Forecast

Our Projected Sales Growth (Reference)

MRO Market Size: Approx. ¥10 Trillion



Vision - Medium-term management ability targets -

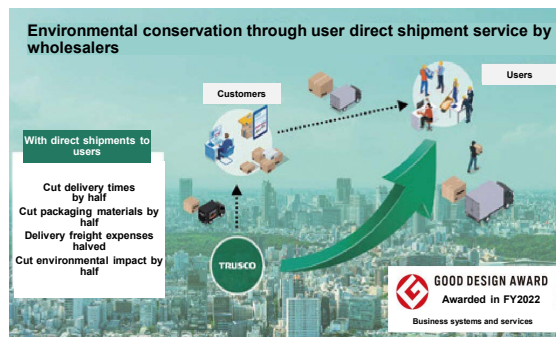
1. We want to be a company that stocks over 1 million items by 2030.

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



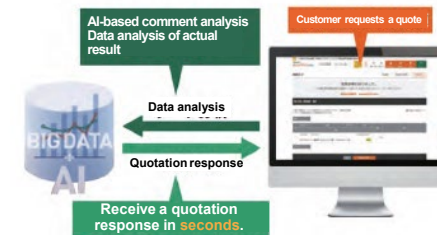
2. We want to make direct-to-user delivery by wholesalers the industry standard.

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



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

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



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

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

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

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

Vision - Medium-term management ability targets -

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

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



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

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

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

- Since product shortages are the primary cause of delays, we use our "ZAICON3" system to predict and manage stock based on sales data.
- Through advanced logistics, we have reduced mis-shipments to just 0.024%—(one error in approximately 4,248 lines.)

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

- We are strengthening our BCP capabilities through our extensive national inventory, emergency logistics systems, in-house equipment, and disaster-resilient buildings.
- By the end of 2025, we have signed or agreed to disaster recovery partnerships with 32 local governments, including 10 prefectures and 22 municipalities.



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

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

06

Various key indicators

Merchandise

Catalogs & Media

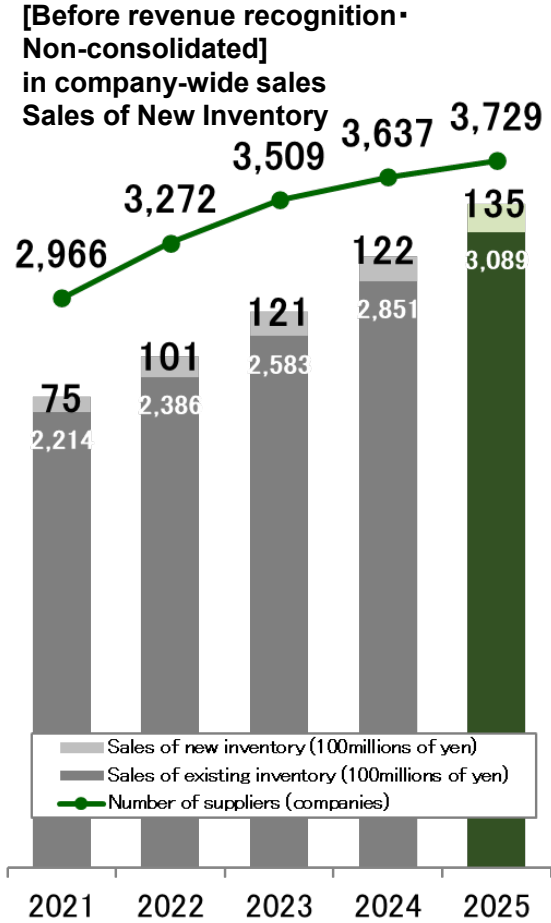
Logistics

Sales

Digital

Key indicators (Merchandise/Catalogs & Media)

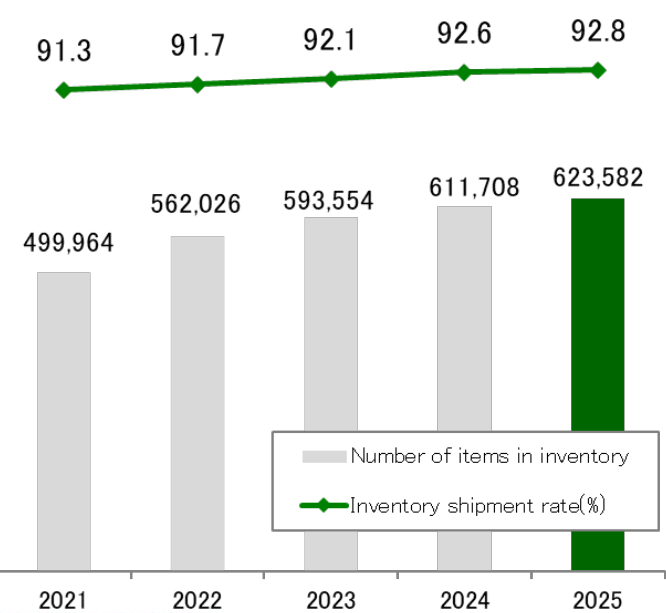
Key indicators		FYE December 31, 2024 (62nd business year)	FYE December 31, 2025 (63rd business year)	Plan for FYE December 31, 2026(64th business year)
Merchandise	Number of items in inventory [Non-consolidated]	611,708	623,582	643,582
	Inventories (100 million yen)	553	681	790
	Total number of suppliers(companies)	3,637	3,729	3,829
	Of these, number of overseas suppliers (companies)	353	368	388
	Private brand net sales (million yen)	50,478	51,945	55,050
	Private brand sales ratio(%)	17.2	16.3	16.1
Catalog Media	Number of items listed in Trusco Orange Book (Items)	422,000	453,000	460,000
	Number of items listed on Trusco Orange Book.Com (Free site) (Items)	4,552,330	4,185,878	4,500,000



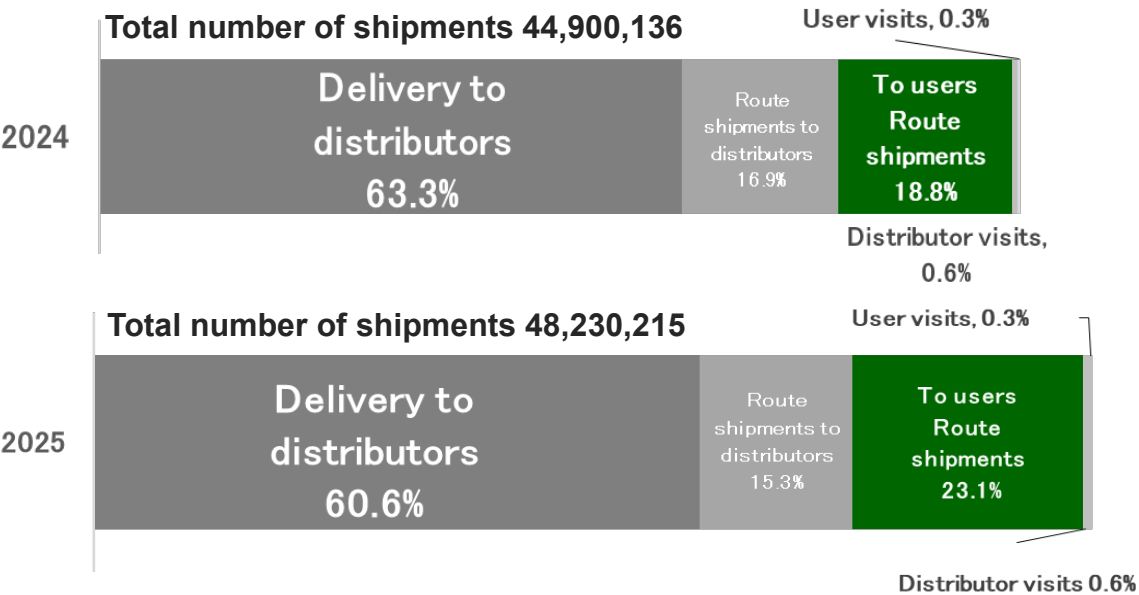
Key indicators (Logistics)

Key indicators		FYE December 31, 2024 (62nd business year)	FYE December 31, 2025 (63rd business year)	Plan for FYE December 31, 2026(64th business year)
Logistics	Inventory shipment rate (%)	92.6	92.8	93.0
	Number of direct shipments to users (10,000s)	625	848	1,130
	Revenue from direct shipments to end users (100 million yen)	372	475	600

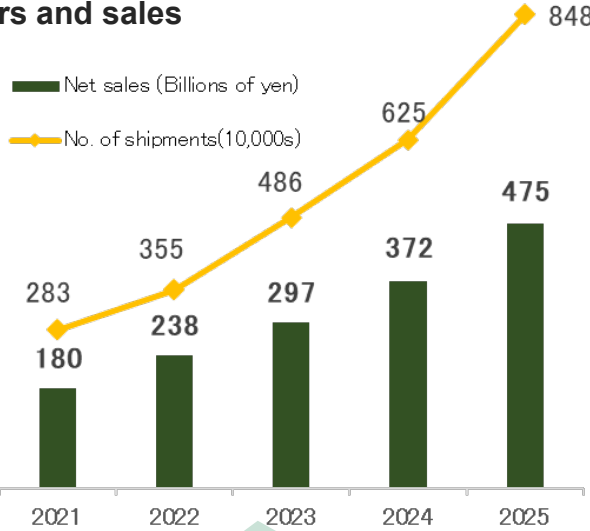
Changes in number of inventory items and inventory shipment rate (instant delivery rate)



Share by Delivery Category (by number of shipments)



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



-Advantages of Yuchoku-

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

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

Shipping capacity: 720 cs/h per line, approx. 72 workers
I-Pack introduced to: Tohoku, Saitama (3 lines), Higashi Kanto, Tokai, Aichi (4 lines), Osaka Kyushu Total:12lines

Key indicators (Logistics)

Key indicators		FYE December 31, 2024 (62nd business year)	FYE December 31, 2025 (63rd business year)	Plan for FYE December 31, 2026(64th business year)
Logistics	Number of chartered vehicle deliveries	146	136	128
	Number of own company deliveries	132	143	151
	Rate of own company deliveries (%)	47.5	51.3	54.1
	Labor cost per shipment line(yen)	156.7	162.3	152.0

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

	No. of units	Change from the end of previous fiscal year
Total number of deliveries	279	+1
Chartered vehicle delivery service (contracted delivery service)	136	-10
Own company delivery service	143	+11
Internal transportation service	34	-1
Chartered vehicle delivery service (contracted delivery service)	29	-1
Own company delivery service	5	±0
Delivery service and internal delivery service Total	313	±0

Delivery

We are reviewing delivery and internal transportation services to optimize the number of units by streamlining delivery routes and internal movement of inventory. By expanding inventory at our logistics centers and inventory storage branches, we are able to shorten delivery lead times. We are also increasing the number of own company delivery services (delivery by the Company's employees) to improve customer service. The current own company delivery rate is 51.3%.

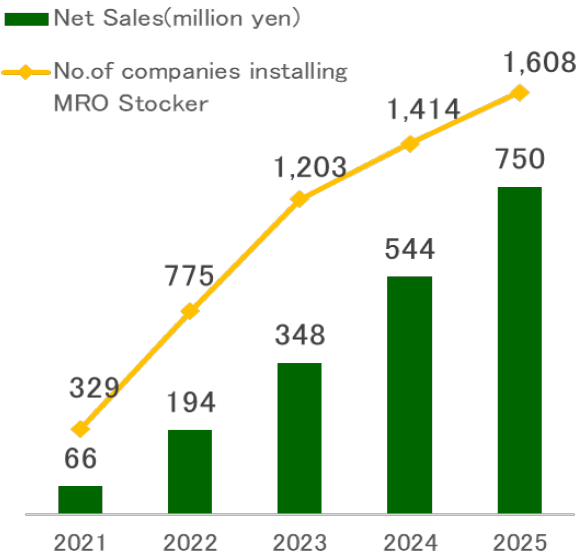
[Non-consolidated] Changes in inventory disposal and inventories

	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

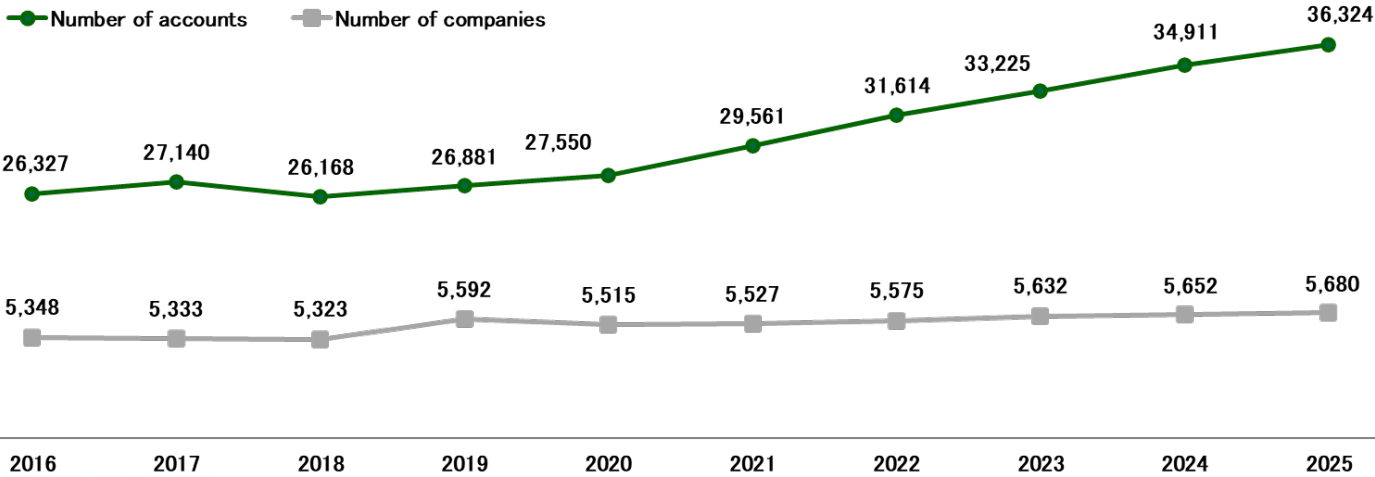
Key indicators (Sales)

Key indicators		FYE December 31, 2024 (62nd business year)	FYE December 31, 2025 (63rd business year)	Plan for FYE December 31, 2026(64th business year)
Sales	Number of corporate clients	5,652	5,680	5,715
	Number of companies adopting MRO Stocker	1,414	1,608	1,810
	Number of companies connected to Orange Commerce	2,631	2,880	3,080

Trends in the number of MRO stockers installed and sales



[Consolidated] Change in number of sales accounts and companies



– Benefits –

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

Key indicators (Digital)

Key indicators		FYE December 31, 2024 (62nd business year)	FYE December 31, 2025 (63rd business year)	Plan for FYE December 31, 2026(64th business year)
Digital	System order rate (%) *1	88.0	88.6	90.0
	Rate of automated quotations (%) *2	30.1	30.5	32.5
	Rate of online quotation requests (%)	49.2	49.5	51.5

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 December 2025): 475.2million

*2 Estimated total number of lines (January to December 2025): 94.4million

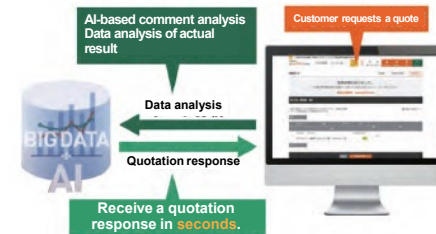
System order rate (as of the end of December 2025)

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	16,931	35.6	-2.0	134,642	42.2	-0.7
TRUSCO EDI Data linkage with distributor ordering system	13,146	27.7	+2.4	52,486	16.5	+1.2
Orange Commerce Linkage with users' purchasing system	1,484	3.1	+0.2	11,353	3.6	+0.3
EOS Home center electronic ordering system	10,518	22.1	-0.1	25,729	8.1	-0.1
Total	42,080	88.6	+0.6	224,211	70.3	+0.6

AI-based estimation system "Swift Estimator"

Automated quotations with AI

One of our challenges is how to respond quickly to the average of 38,000 quotation requests we receive from our clients each day. In response, the company introduced "Swift Estimator," an AI-based automatic quotation response system, to promote the automation of quotations through special price optimization that automatically calculates appropriate prices for products on a regular basis based on actual orders and quotations. This has led to an improvement in the speed of response to customers (minimum 5 seconds).



07

ESG Information

TRUSCO's "Gentleness for the Future" Project

Sustainability indicators

Relationship with society & corporate governance

Trusco's "Gentleness for the Future" Project

Trusco's "Gentleness for the Future" Project

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

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

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

"Gentleness for the Future" Basic Policy - TSV

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

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

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



Scan here for details

Sustainability indicators

CO₂ emissions (as of the end of 2025)

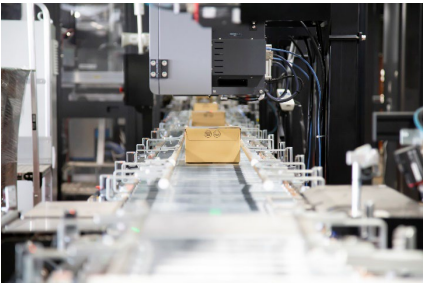
CO₂ emissions from fuel use (Scope 1) **2,185t-co₂** / CO₂ emissions from electricity use (Scope 2) **8,636t-co₂**

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















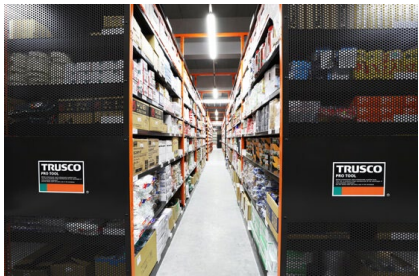
CO₂ emission reduction through various services:

Annual CO₂ emission reduction approximately 19,427t-co₂



Workshop
Naojiro

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



TRUSCO



Sustainability indicators

TRUSCO power generation installations: at 21 locations

Annual solar power generation in 2025 4.81 million kWh

- Equivalent to the annual electricity consumption of about 1,035 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 25%

Environmental measures for Trusco's products

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



Trusco double roll tape Product number: GNT5050E etc.

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



Workshop Naojiro

Role of repair workshop "Naojiro"

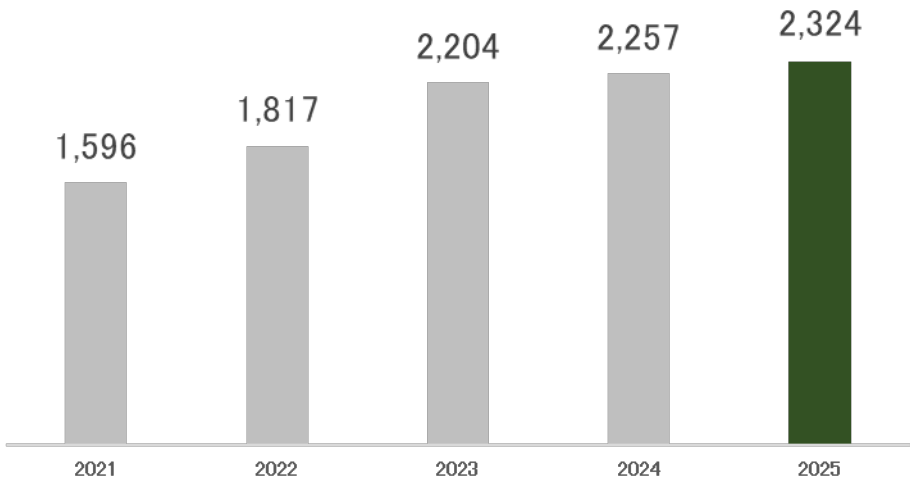
It is a service that maintains the safety and precision essential for pro tools, and aims to reduce the environmental impact and contribute to cost reduction by allowing familiar tools and equipment to be used for a long time. In January 2022, the Company will relaunch its Naojiro section to popularize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

8 services of repair workshop "Naojiro"

Repair	Regrinding	Calibration	Reuse
Processing	Maintenance	Assembly	Construction and installation

Sales of repair workshop "Naojiro"

(unit: million yen)



Relationship with society & corporate governance

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

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



Started in 2017

Donations to the NGO Peshawar-kai

Started in 2020

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



The late Dr. Tetsu Nakamura with Afghan workers

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

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

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

Started in 2001

Board of directors meeting (management meeting)

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



Board of directors meeting (management meeting)

08

Reference Information

Index comparison in the industry

Index comparison in the industry

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

[Wholesale]

		Closing month		Net sales (million yen)	YoY change	Market capitalization (100 million yen)
Yuasa Trading Co., Ltd.	2026	March	Budget	550,000	+ 4.1	1,334
Yamazen Corp.	2026	March	Budget	530,000	+ 2.7	1,386
Trusco Nakayama Corp.	2025	December	Actual results	320,043	+ 8.5	1,693
UNISOL Holdings Corp.	2025	December	Budget	162,000	+ 0.2	566
Nichiden Corp.	2026	March	Budget	140,000	+ 3.9	748
Sugimoto & Co., Ltd.	2026	March	Budget	51,800	+ 4.7	323
Naito & Co., Ltd.	2026	February	Budget	42,600	-2.2	77
Total of 7 companies		—		1,796,443	—	—

[Retail]

		Closing month		Net sales (million yen)	YoY change	Market capitalization (100 million yen)
Misumi Group Inc.	2026	3月	Budget	440,000	+ 9.5	8,791
MonotaRO Co., Ltd.	2025	12月	Actual results	333,880	+ 15.9	10,821
Total of 2 companies		—		773,880	—	—

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.

- * For companies that announce consolidated accounting, figures for consolidated accounting are shown.
- * All figures represent actual results and forecasts announced as of February 10, 2025.
- * Market capitalization is based on the closing price on February 6, 2025.