The 64th Business Year
Business Performance Data Analysis

FY2026 Quarter2 (Jan.–Jun. 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.

TRUSCO.

01

Company Profile

Company overview

Business flow

TRUSCO

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	98 in total: 91 domestic bases:2 head offices, 60 domestic sales branches, 29 domestic distribution centers (2 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	3,476 (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."

As of the end of June 2026

Corporate message

"GAMBARE!! JAPANESE MONODZUKURI".

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

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Business flow

Manufacturers

3,783companies

Domestic suppliers

3,402 companies

Overseas

381 companies

TRUSCO Wholesale

Connecting an outlet to Trusco is an easy way to take advantage of our resources.

Merchandis × Digital × Sales × Catalogs & Media × Logistics ×

Distributors

Retail 5,687 companies

Users

∞ (infinite)

		Users
Factory route	We deliver our products to factories, construction sites, and other manufacturing sites through machine tool dealers, etc.	Manufacturers, construction companies, etc.
e-business route	The products are delivered to factories and consumers through Internet order companies.	Manufacturers, general consumers, etc.
Home center route	We deliver our products to consumers through home centers and pro-tool shops.	Businesses conducting outdoor work, general consumers, etc.
Overseas route	We deliver our products to manufacturing sites around the world.	Overseas manufacturers, etc.

As of the end of June 2026

02 Company-wide Business Performance

Accounting highlights

[Consolidated] Business performance / plans

TRUSCO

Accounting highlights

▍Actual results for FY2026 Quarter2 (64th business year)

Net Sales	**178,204million yen** (YoY **Change+12.6%**)	We strengthened initiatives to improve customer convenience, including our "NIAWASE + U-choku" service (Order Consolidation + Direct Delivery Service), which is made possible by combining our longstanding strengths of an extensive inventory of approximately 630,000 items with advanced logistics equipment and digital technologies. In addition, demand for some products increased due to the impact of the situation in the Middle East. As a result, net sales increased 12.6% year on year.
Gross Profit	**36,907million yen** (YoY **Change+10.7%**)	Gross profit increased due to higher net sales. Inventory valuation gains resulting from price revisions amounted to approximately 740 million yen (down 350 million yen year on year). (Approximately 400 million yen in Q1 FY2026 and approximately 340 million yen in Q2 FY2026)
Selling, general and administrative expenses(SGA)	**24,424million yen** (YoY **Change+13.6%**)	・Salaries and bonuses increased due to the base salary increase and higher housing allowances implemented in July 2025 (up 1.191 billion year on year). ・Freight and packing expenses increased due to higher shipment volumes and other factors (up 884 million year on year). ・Depreciation expenses increased following the commencement of operations at Planet Aichi in May and the redevelopment of the core system (up 658 million year on year).
Ordinary income	**12,217million yen** (YoY **Change+4.3%**)	Increase in SG&A expenses due to higher depreciation expenses following the commencement of operations at the new logistics center(+4.3% year on year)
Quarterly Net Income Attributable to Owners of the Parent	**8,444million yen** (YoY **Change+5.8%**)	Due to the same factors, increased by +5.8% year on year.

▍Prospects for FYE December 31,2026 (64th business year) For details, see page 26.

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

[Consolidated] Business performance

※1This is a comparison with the initial budget announced on February 13, 2026.

	Actual results for FYE December 31, 2025 Full Year results			FYE December 31, 2026 Second Quarter results			
	Actual results	Share	YoY Change	Actual results	Share	YoY Change	Change from budget※1
Net sales	320,043million yen	-	+8.5%	**178,204million yen**	**–**	**+12.6%**	**+5.1%**
Gross profit	66,731million yen	20.9%	+8.2%	**36,907million yen**	**20.7%**	**+10.7%**	**+3.0%**
Selling, general and administrative expenses (SGA)	43,914million yen	13.7%	+5.3%	**24,424million yen**	**13.7%**	**+13.6%**	**+1.0%**
(depreciation included in SGA)	5,552million yen	1.7%	-8.1%	**3,406million yen**	**1.9%**	**+24.0%**	**−0.2%**
EBITDA ※2	28,369million yen	8.9%	+8.9%	**15,889million yen**	**8.9%**	**+9.0%**	**+5.5%**
Operating income	22,816million yen	7.1%	+14.2%	**12,483million yen**	**7.0%**	**+5.6%**	**+7.2%**
Ordinary income	22,541million yen	7.0%	+12.4%	**12,217million yen**	**6.9%**	**+4.3%**	**+7.1%**
Current profit attributable to owners of parent	15,881million yen	5.0%	※3 -1.3%	**8,444million yen**	**4.7%**	**+5.8%**	**+8.2%**
Current net income per share	240.84yen	-	-3.25yen	**128.07yen**	**–**	**+6.99yen**	**–**
Dividend per share	60.00yen	-	+6.00yen	**32.50yen**	**–**	**+2.00yen**	**+2.50yen**
Private brand sales	51,945million yen	16.3%	+2.9%	**28,310million yen**	**15.9%**	**+7.7%**	**–**
Capital expenditures	20,027million yen	-	-23.5%	**5,340million yen**	**–**	**–**	**–**

※2 EBITDA is calculated as operating income plus depreciation expenses.
※3 Decreased due to the recognition of a special gain of 2,667 million from the sale of the former Osaka Head Office in 2024.

Points

・Net sales
+12.6% YoY, +5.1% compared to initial budget.
Number of business days was ±0 day YoY, with sales per day at 1,497 million yen (+12.6% YoY)

・Gross profit
+10.7% YoY , + 3.0% compared to initial budget.
In addition to the increase in sales, inventory valuation gains of approximately 740 million yen were generated due to price revisions.

・Selling, general and administrative expenses (SGA)
+13.6% YoY, +1.0% compared to initial budget
(Increase) Salaries and bonuses, freight and packaging costs, depreciation expenses, etc.
(Decrease) Taxes and public dues, etc.

・ Profit attributable to owners of parent for the interim period
+5.8% YoY , +8.2% compared to initial budget.
While net sales remained strong, selling, general and administrative expenses increased due to higher depreciation expenses.

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[Consolidated] Business plan

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

	Plan for FYE December 31, 2026 Second-half budget※1			Plan for FYE December 31, 2026 Full year budget※1		
	Budget	Share	YoY change	Budget	Share	YoY change
Net sales	171,795 million yen	–	+6.2%	350,000million yen	–	+9.4%
Gross profit	35,992 million yen	21.0%	+7.8%	72,900million yen	20.8%	+9.2%
Selling, general and administrative expenses (SGA)	25,895million yen	15.1%	+15.6%	50,319million yen	14.4%	+14.6%
(depreciation included in SGA)	4,898 million yen	2.9%	+74.6%	8,305million yen	2.4%	+49.6%
EBITDA	14,996 million yen	8.7%	+8.7%	30,886million yen	8.8%	+8.9%
Operating income	10,097 million yen	5.9%	−8.1%	22,580million yen	6.5%	−1.0%
Ordinary income	9,741 million yen	5.7%	−10.0%	21,958million yen	6.3%	−2.6%
Current profit attributable to owners of parent	6,683million yen	3.9%	−15.4%	15,127million yen	4.3%	−4.7%
Current net income per share	101.35yen	–	−18.42yen	229.42yen	–	−11.43yen
Dividend per share	28.50yen	–	−1.00yen	※2 61.00yen	–	+1.00yen

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

Points

The first half has been replaced with actual results, while the second-half budget remains unchanged.

・Net sales
+ 9.4% year on year
As demand arising from the Middle East situation in the first half is expected to ease, the second-half budget remains unchanged, resulting in a year-on-year increase of +6.2%.

・ Gross profit
+ 9.2% year on year
As product price revisions are gradually settling down, we plan inventory valuation gains of 400 million in the second half, a decrease of −100 million year on year.

・Selling, general and administrative expenses
+ 14.6% year on year
Higher freight and packing expenses due to increased shipment volume, along with depreciation expenses related to Planet Aichi (started operations in May) and the HC East Japan Distribution Center (scheduled to start operations in August), are expected.

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03
Sales Performance

[Consolidated] Business performance by sales route /Plans 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

TRUSCO

[Consolidated] Business performance by sales route

Sales in each major segment progressed favorably, exceeding the budget by 4.0% to 8.5%. Gross profit decreased due to factors including a decline in inventory valuation gains compared with the previous year.

※Compared with the initial budget announced on February 13, 2026.

	Actual results for FYE December 31, 2025				Actual results for FYE December 31, 2026 Second 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%	**116,211million yen**	**65.2%**	**+10.2%**	**+4.0%**	**20.5%**	**−0.1pt**
e-business route	76,960million yen	24.0%	+12.9%	22.5%	**44,842million yen**	**25.2%**	**+19.4%**	**+8.5%**	**22.4%**	**−0.1pt**
Home center route	28,396million yen	8.9%	+5.9%	16.8%	**15,317million yen**	**8.6%**	**+11.7%**	**+4.2%**	**16.2%**	**−0.6pt**
Overseas route	3,463million yen	1.1%	+12.0%	35.2%	**1,833million yen**	**1.0%**	**+18.3%**	**−0.1%**	**32.4%**	**−2.8pt**
Total	320,043million yen	100.0%	+8.5%	20.9%	**178,204million yen**	**100.0%**	**+12.6%**	**+5.1%**	**20.7%**	**−0.2pt**

TRUSCO

[Consolidated] Plans by sales route

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

	Plan for FYE December 31, 2026 Second-half budget※			Plan for FYE December 31, 2026 Full-year budget※		
	Net sales			Net sales		
Sales route	Budget	Share	YoY change	Budget	Share	YoY Change
Factory route	112,055 million yen	65.3%	+5.9%	228,266 million yen	65.2%	+8.1%
e-business route	42,307 million yen	24.6%	+7.4%	87,149 million yen	24.9%	+13.2%
Home center route	15,343million yen	8.9%	+4.5%	30,660 million yen	8.8%	+8.0%
Overseas route	2,089million yen	1.2%	+9.2%	3,922 million yen	1.1%	+13.3%
Total	171,795million yen	100.0%	+6.2%	350,000 million yen	100.0%	+9.4%

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

This route delivers products to manufacturing sites such as factories and construction sites through machine tool dealers and other channels. Along with strengthening inventory and logistics capabilities, we promoted services that contribute to solving the issues of our customers, resulting in a +10.2%in sales compared to the same period last year.

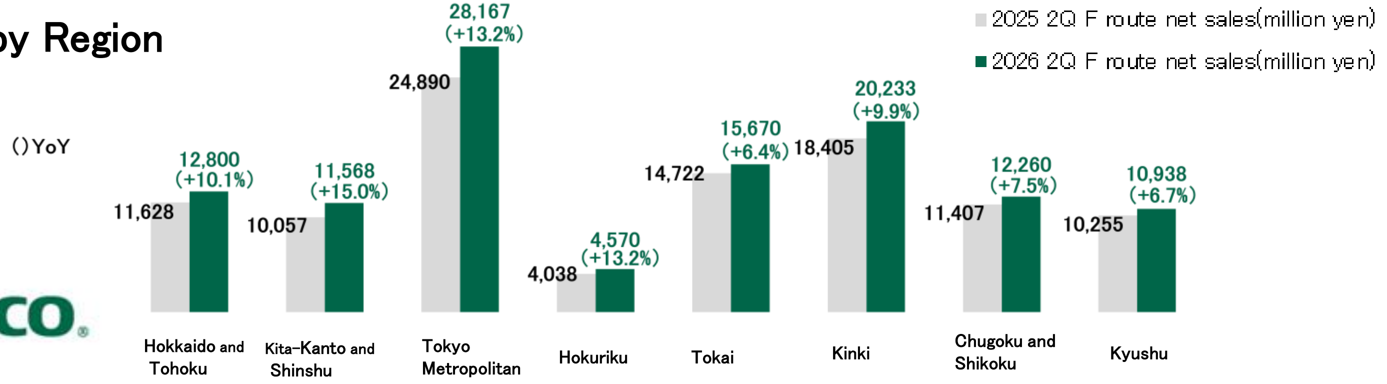
Sales route	Actual results for FYE December 31, 2025			Actual results for FYE December 31, 2026 Second Quarter				
	Net sales		Gross profit margin	Net sales			Gross profit margin	
	Actual results	Share	Actual results	Actual results	Share	YoY change	Actual results	Change from the end of previous fiscal year
Machine tool dealers	100,898million yen	47.8%	21.0%	**54,912million yen**	**47.3%**	**+9.1%**	**21.0%**	**±0.0pt**
Dealers in welding materials	28,982million yen	13.7%	19.9%	**15,929million yen**	**13.7%**	**+10.2%**	**19.6%**	**−0.3pt**
Other manufacturing related (Physical chemical, conductor, packaging material dealers, etc.)	35,630million yen	16.9%	19.4%	**19,344million yen**	**16.6%**	**+7.9%**	**19.7%**	**+0.3pt**
Construction related	45,711million yen	21.6%	20.8%	**26,024million yen**	**22.4%**	**+14.7%**	**20.4%**	**−0.4pt**
Factory route total	211,223million yen	100.0%	20.6%	**116,211million yen**	**100.0%**	**+10.2%**	**20.5%**	**−0.1pt**

Points

・By strengthening inventory and logistics functions at our 29 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 customers' 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 customer product pickup service "U-kuru."

Net Sales by Region



TRUSCO

[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 4.17million items, and integrating systems, we have achieved shorter delivery times and improved delivery accuracy, resulting in a 19.4% increase in sales compared the same period last year.

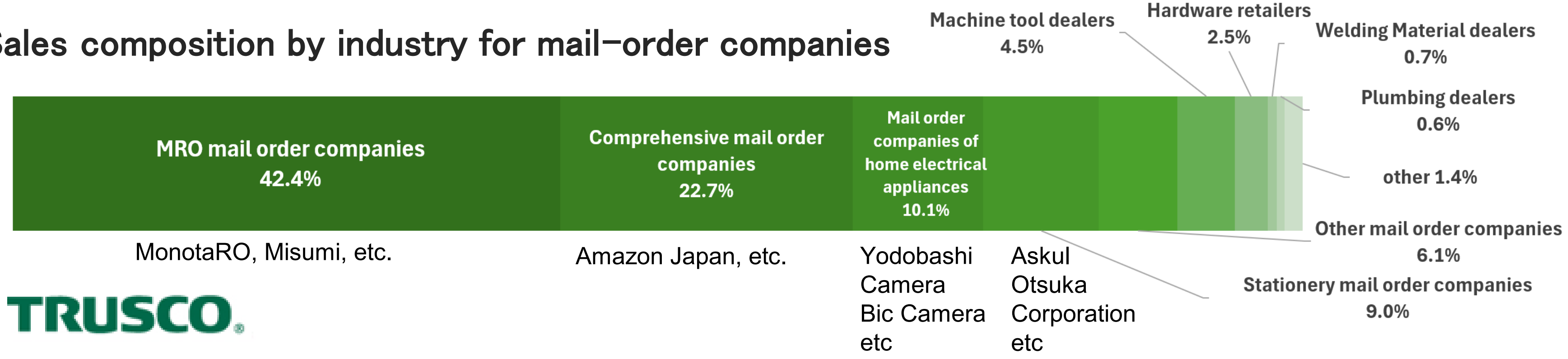
Sales route	Actual results for FYE December 31, 2025			Actual results for FYE December 31, 2026 Second Quarter				
	Net sales		Gross profit margin	Net sales			Gross profit margin	
	Actual results	Share	Actual results	Actual results	Share	YoY change	Actual results	Change from the end of previous fiscal year
Mail order companies	59,295million yen	77.0%	21.4%	**34,996million yen**	**78.0%**	**+22.0%**	**21.4%**	**±0.0pt**
Companies participating in Orange Commerce (Trusco’ s electronic central purchasing system), MRO Stocker	17,664million yen	23.0%	26.3%	**9,845million yen**	**22.0%**	**+11.0%**	**26.2%**	**-0.1pt**
e-business route total	76,960million yen	100.0%	22.5%	**44,842million yen**	**100.0%**	**+19.4%**	**22.4%**	**-0.1pt**

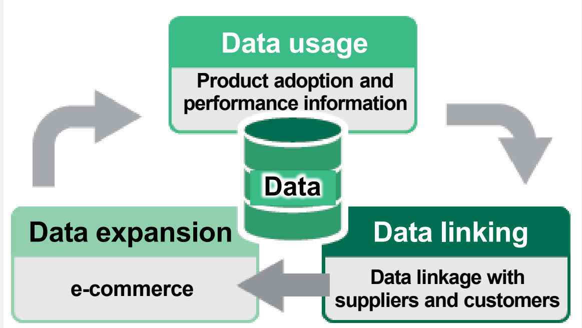
Points

・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





TRUSCO

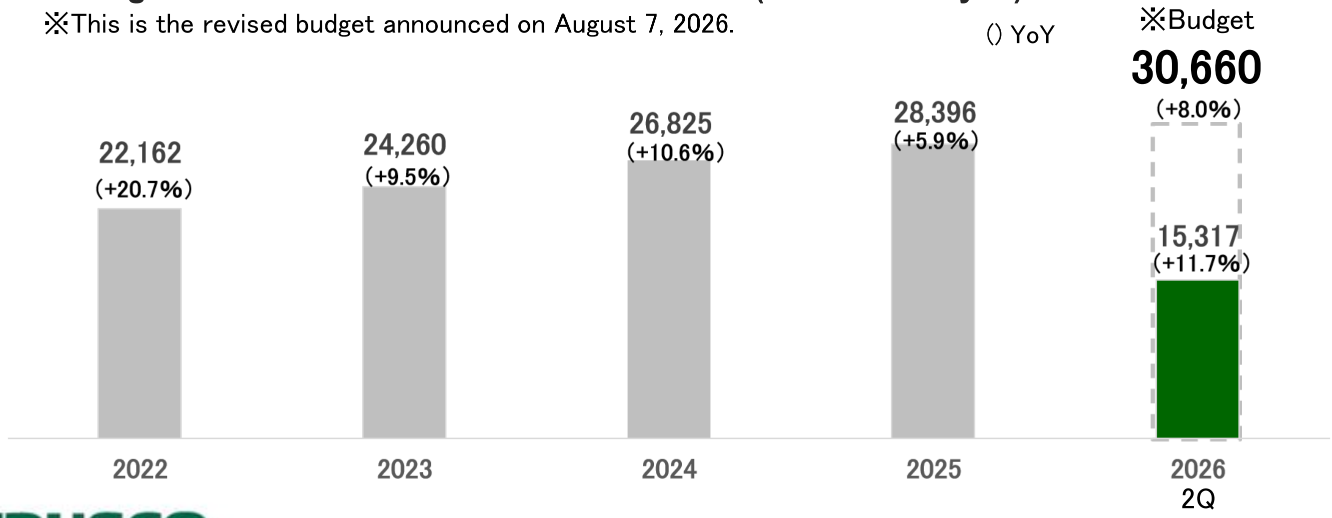
[Consolidated] Business performance by sales route: (Home center route)

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 +11.7%.

	Actual results for FYE December 31, 2025		Actual Results for FYE December 31, 2026 Second 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%	**15,317million yen**	**+11.7%**	**16.2%**	**−0.6pt**

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

※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 −0.6 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.

TRUSCO

[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				Trusco NAKAYAMA CORPORATION (INDONESIA) LIMITED			
	Actual results for FYE December 31, 2026 Second Quarter			Full year budget	Actual results for FYE December 31, 2026 Second Quarter			Full year budget	Actual results for FYE December 31, 2026 Second Quarter			Full year budget
	Amount	Share	YoY Change	YoY Change	Amount	Share	YoY Change	YoY Change	Amount	Share	YoY Change	YoY Change
Net sales	177,785million yen	100.0%	+12.6%	+9.4%	753 million yen	100.0%	+26.5%	+9.7%	356million yen	100.0%	+7.4%	+15.0%
Gross profit	36,604million yen	20.6%	+10.7%	+9.4%	220million yen	29.3%	+35.6%	+12.7%	101million yen	28.5%	−5.0%	+14.3%
Selling, general and administrative expenses (SGA)	24,235million yen	13.6%	+13.6%	+14.7%	101million yen	13.5%	+11.9%	+1.4%	87million yen	24.4%	+5.0%	+2.8%
Depreciation included in SGA	3,370million yen	1.9%	+24.3%	+50.2%	11million yen	1.6%	+7.8%	+1.3%	24million yen	6.8%	−0.4%	+0.2%
Operating income	12,369million yen	7.0%	+5.4%	−0.8%	118million yen	15.8%	+65.8%	+26.8%	14million yen	4.0%	−39.6%	+57.9%
Ordinary income	12,094million yen	6.8%	+4.2%	−2.8%	119million yen	15.9%	+61.6%	+24.2%	20million yen	5.7%	−27.8%	+44.4%
Current (interim) net income	8,338million yen	4.7%	+5.6%	−4.9%	119million yen	15.9%	+61.6%	+43.6%	20million yen	5.7%	−28.1%	+28.2%

	Actual results for FYE December 31, 2026 Second Quarter			
		Amount	Share	YoYChange
Business performance in other overseas regions (Philippines, China, South Korea, etc.)	Net sales	725million yen	100.0%	+16.3%
	Gross profit	169million yen	23.3%	−1.6%

Points

・Consolidated subsidiaries actively introduced inventory items that meet local market needs and conducted sales activities utilizing their inventory holdings.
・ In overseas sales, we expanded our business by acquiring new customers in various countries and strengthening partnerships with existing customers.

[Non-consolidated] Sales by category of goods

Actual results for FYE December 31, 2026 Second Quarter (Unit: million yen, %)

Category of goods (large category)	Medium category	Trusco's sales	Share	YoY change	Gross profit margin
1.Cutting tools	Cutting tools total	5,333	3.0	+17.2	16.2
	① Cutting tools	3,018	1.7	+26.6	12.4
	② Drilling and thread cutting tools	2,314	1.3	+6.8	21.3
2.Production processing goods	Production processing goods total	12,537	7.1	+5.7	15.8
	③ Measurement equipment	7,029	4.0	+4.7	15.2
	④ Mechatronics	2,586	1.5	+11.9	16.3
	⑤ Tools for machine tools	1,380	0.8	+6.1	22.7
	⑥ Electronic machinery	1,541	0.9	+0.3	11.4
3.Construction goods	Construction goods total	20,137	11.3	+10.5	21.1
	⑦ Hydraulic tools	1,308	0.7	+5.7	10.9
	⑧ Pumps	2,589	1.5	+19.4	16.0
	⑨ Welding equipment	1,661	0.9	+12.8	17.3
	⑩ Painting and interior goods	1,871	1.1	+14.8	25.5
	⑪ Civil engineering and building goods	1,509	0.8	+4.9	16.1
	⑫ Ladders and stepladders	2,175	1.2	−0.1	21.0
	⑬ Piping and materials of electronic equipment	3,695	2.1	+20.6	22.8
	⑭ Component, hardware, and building materials	5,325	3.0	+5.8	25.9
4.Work supply	Work supply total	34,043	19.2	+20.1	21.9
	⑮ Cutting goods	894	0.5	+5.8	21.6
	⑯ Grinding and polishing goods	4,504	2.5	+9.0	25.1
	⑰ Chemical products	19,379	10.9	+25.6	20.6
	⑱ Factory miscellaneous goods	2,833	1.6	+15.8	16.2
	⑲ Packing and binding goods	4,542	2.6	+23.0	29.9
	⑳ Casters	1,890	1.1	+5.7	16.8
5.Hand tool	Hand tool total	28,335	15.9	+6.5	18.1
	㉑ Electric power tools and accessories	8,949	5.0	+6.8	14.0
	㉒ Pneumatic tools and accessories	4,295	2.4	+7.8	17.7
	㉓ Tools for manual work	13,706	7.7	+5.8	20.1
	㉔ Tool boxes	1,384	0.8	+7.4	26.6

Category of goods (large category)	Medium category	Trusco's sales	Share	YoY change	Gross profit margin
6.Environmental safety equipment	Environmental safety equipment total	36,493	20.5	+15.2	21.4
	㉕ Protective equipment	18,815	10.6	+18.6	22.8
	㉖ Safety goods	7,146	4.0	+7.6	24.2
	㉗ Environment improvement goods	1,800	1.0	+25.5	17.0
	㉘ Air conditioning goods	4,890	2.8	+17.7	16.2
	㉙ Disaster and crime prevention goods	2,501	1.4	+16.6	19.6
	㉚ Closets and exterior goods	1,339	0.8	−6.9	16.4
7.Distributionandstorage equipment	Distribution and storage equipment total	15,654	8.8	+5.4	21.9
	㉛ Loading goods	4,656	2.6	+4.3	17.2
	㉜ Conveyors	578	0.3	+3.4	15.6
	㉝ Transportation goods	5,719	3.2	+5.5	21.6
	㉞ Containers and vessels	2,519	1.4	+10.8	29.1
	㉟ Steel shelves	2,180	1.2	+2.2	26.0
8.Research management equipment	Research management equipment total	6,650	3.7	+11.7	20.8
	㊱ Tool wagons	493	0.3	+6.9	27.6
	㊲ Storage and management goods	737	0.4	−0.2	30.9
	㊳ Work benches	768	0.4	−0.3	23.0
	㊴ Stainless goods	1,383	0.8	+16.8	17.3
	㊵ Research and development−related goods	3,267	1.8	+16.7	18.4
9.Office and housing facility equipment	Office and housing facility equipment total	17,391	9.8	+16.8	21.9
	㊶ Cleaning utensils	4,724	2.7	+18.5	20.9
	㊷ Stationery	2,587	1.5	+33.6	20.0
	㊸ Office miscellaneous goods	2,622	1.5	+28.4	26.5
	㊹ Electric appliances	2,706	1.5	+7.0	20.1
	㊺ OA business machinery	1,951	1.1	+17.5	20.8
	㊻ Office furniture	2,581	1.5	+1.6	23.6
	㊼ Interior goods	218	0.1	+10.4	20.1
10.Others	㊽ Entire company	1,208	0.7	+31.0	40.6
Total		177,785	100.0	+12.6	20.6

Points

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
+ 25.6% year on year
(approximately +4,900 million yen)
⑲Packing and binding goods
+23.0% year on year
(approximately +100 million yen)
㊶Cleaning utensils
+18.5% year on year
(approximately +800 million yen)

- **Sales of safety shoes and work shoes increased due to proactive inventory stocking of planned-order products.**

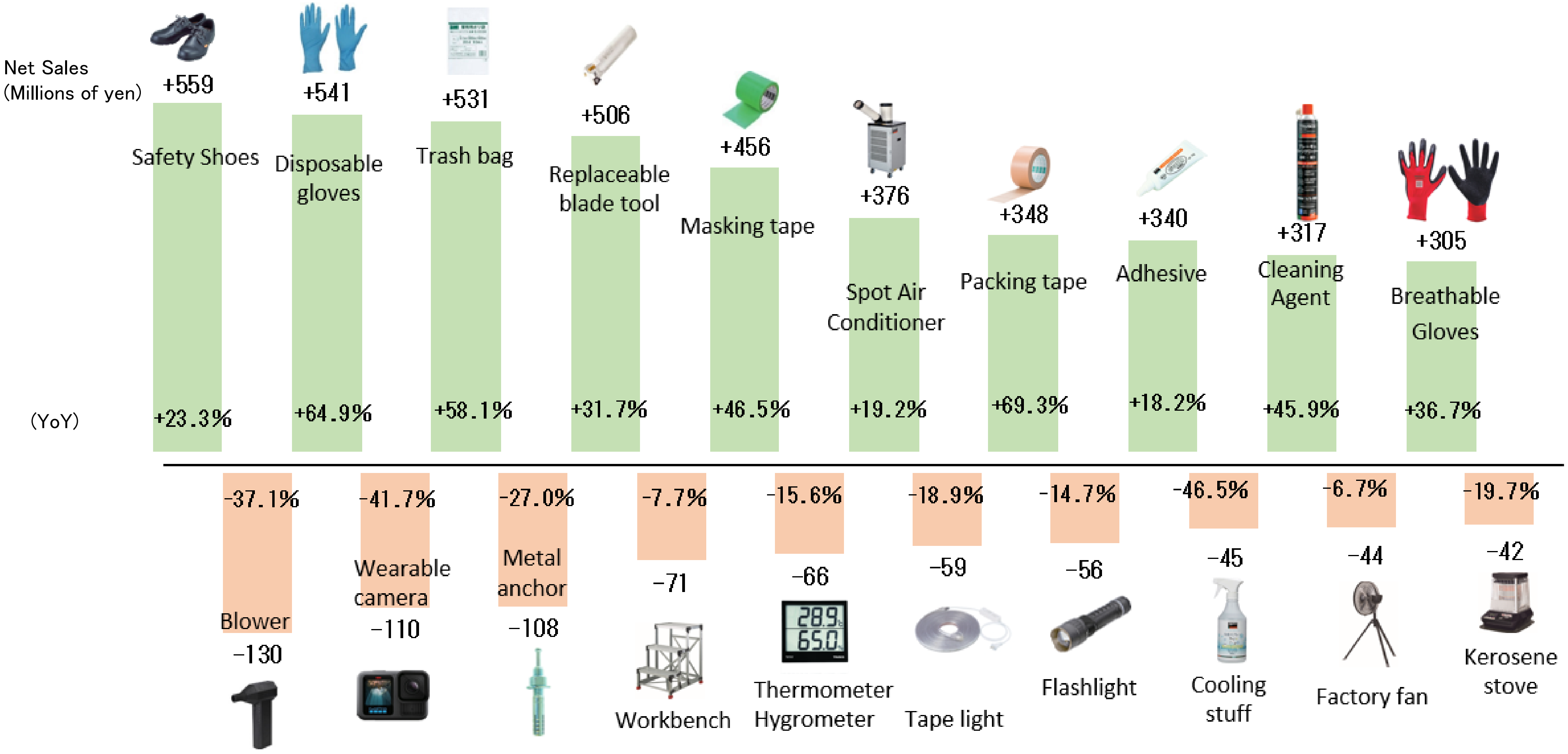
㉕Protective equipment
+18.6% year on year
(approximately +3,500 million yen)

Demand for indexable cutting tools increased due to advance purchases ahead of price revisions.
①Cutting tools
+26.6% year on year
(approximately +800 million yen)

TRUSCO

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

Actual results for FYE December 31, 2026 Second Quarter (Unit: million yen, %)



Points

Sales of safety shoes increased due to effective inventory utilization. In addition, geopolitical tensions in the Middle East led to higher sales of disposable gloves, trash bags, tapes, adhesives, and cleaning agents. Furthermore, demand for replaceable-blade tools increased as customers made advance purchases ahead of the price revision.

Sales of compact blowers declined as the temporary demand associated with the launch of new products subsided. Sales of wearable cameras and tape lights decreased due to the reactionary impact of project orders received in the previous fiscal year.

TRUSCO

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

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

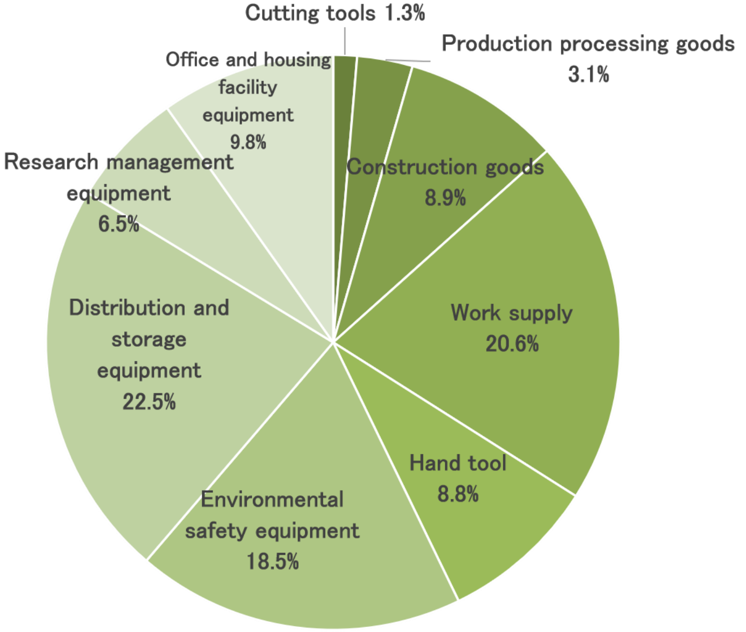
■ Sales by sales route and category of goods

Unit (million yen)

	Entire company		Factory		e-business		Home center	
	Share 15.9% Gross profit margin 35.5%		Share 16.5% Gross profit margin 36.2%		Share 18.3% Gross profit margin 35.0%		Share 4.9% Gross profit margin 24.1%	
	Net sales	YoY change	Net sales	YoY change	Net sales	YoY change	Net sales	YoY change
Total	28,310	+7.7%	19,158	+6.4%	8,216	+9.9%	745	+19.1%
Cutting tools	378	−1.6%	267	−2.3%	75	+8.2%	30	−8.8%
Production processing goods	886	−0.8%	581	−5.0%	280	+10.1%	8	−6.6%
Construction goods	2,531	+2.9%	1,595	−1.2%	847	+9.0%	69	+27.3%
Work supply	5,785	+17.8%	4,270	+16.2%	1,368	+18.4%	105	+135.5%
Hand tool	2,504	−1.3%	1,639	−4.2%	763	+5.3%	62	−1.1%
Environmental safety equipment	5,238	+14.0%	3,697	+15.4%	1,331	+10.9%	196	+9.8%
Distribution and storage equipment	6,362	+4.2%	4,138	+1.6%	1,958	+10.1%	227	+0.5%
Research management equipment	1,837	+2.6%	1,222	+2.3%	576	−0.4%	26	+597.3%
Office and housing facility equipment	2,785	+7.2%	1,747	+6.4%	1,014	+8.1%	18	+61.4%

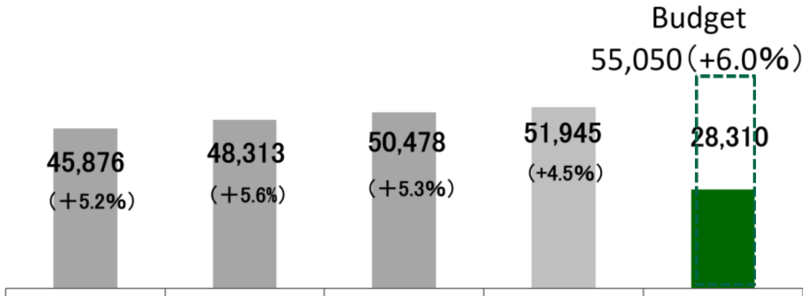
■ Private brand product share in net sales

(as of the end of June 2026)



■ Trend in sales of private brand products

(unit: million yen) ( ) YoY change



	2022	2023	2024	2025	2026 2Q
Share	18.7%	18.1%	17.2%	16.3%	15.9%
Gross profit margin	35.8%	36.8%	36.3%	36.1%	35.5%

TRUSCO

04 Financial and Other Performances

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

[Consolidated] Capital expenditures

List of capital investments

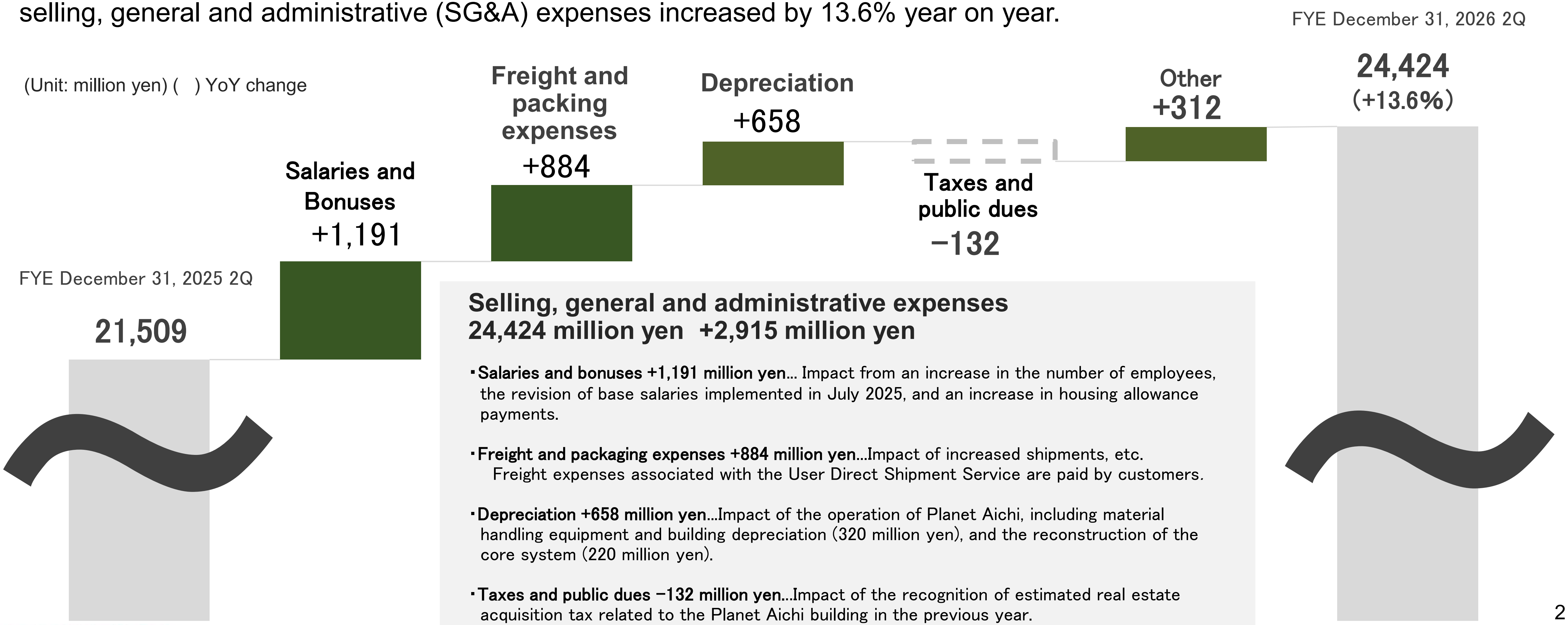
[Consolidated] Quarterly business performance and budget (quarterly)

[Consolidated] Quarterly business performance and budget (cumulative)

TRUSCO

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

Salaries and bonuses increased following the revision of base salaries for all employees implemented in July 2025. In addition, freight and packaging expenses increased due to higher shipment volumes, while taxes and public dues decreased. As a result, selling, general and administrative (SG&A) expenses increased by 13.6% year on year.



Selling, general and administrative expenses
24,424 million yen +2,915 million yen

- **Salaries and bonuses +1,191 million yen…** Impact from an increase in the number of employees, the revision of base salaries implemented in July 2025, and an increase in housing allowance payments.
- **Freight and packaging expenses +884 million yen…**Impact of increased shipments, etc.
  Freight expenses associated with the User Direct Shipment Service are paid by customers.
- **Depreciation +658 million yen…**Impact of the operation of Planet Aichi, including material handling equipment and building depreciation (320 million yen), and the reconstruction of the core system (220 million yen).
- **Taxes and public dues −132 million yen…**Impact of the recognition of estimated real estate acquisition tax related to the Planet Aichi building in the previous year.
- **Other +312 million yen…** Core system cloud usage fees and internal system license fees (226 million yen), etc.

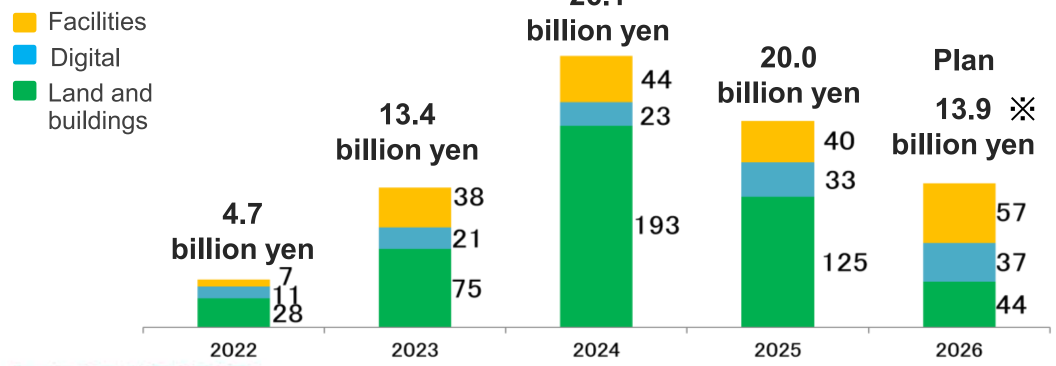
TRUSCO.

[Consolidated] Capital expenditures

(Unit: million yen)

Details of major capital expenditures in 2026		Investment Performance 2026 2Q	Investment Performance 2026 2Q 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 441	Land and buildings 4,494
	(2) Construction of HC East Japan Distribution Center (Total investment: 17.2 billion)	51		
	(3) Other	124		
Digital	(4) Strengthening of the logistics system "TRULOGIS" (Total investment: 1.2 billion)	225	Digital 784	Digital 3,713
	(5) Development of a data analytics platform (Total investment: 800 million)	217		
	(6) Other	342		
Facilities	(7) Planet Aichi: Logistics Equipment, Facilities, and Fixtures	2,635	Facilities 4,108	Facilities 5,756
	(8) HC East Japan Distribution Center: Logistics Equipment and Facilities (Total Investment: 1.4 billion)	1,132		
	(9)Other	341		
(10)Capital expenditures			5,334	13,963

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.

※The planned capital expenditure amount has been revised from the figure as of Q1 FY2026.

List of capital expenditures

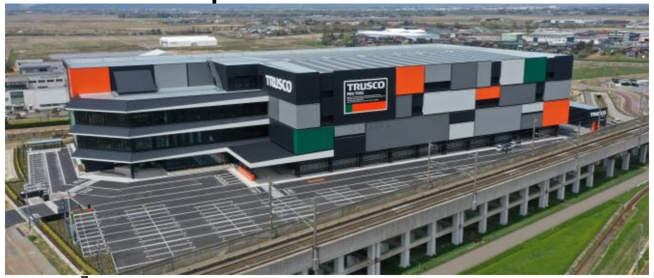
Operations commenced on May 18, 2026

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 scheduled to commence 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 m^2 89,162 m^2	26,300 m^2 48,338m^2	26,679 m^2 Planned:20,350 m^2
Inventory Capacity	More than 1 million item	160,000 items	–
Shipping Capacity	100,000 order lines/day,100 billion/year	35,000 order lines/day, 30 billion/year	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	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	-	-	-	-	-	-
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	-	-	-	-	-	-
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	-	-	-	-	-	-
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	-	-	-	-	-	-
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	-	-	-	-	-	-
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	-	-	-	-	-	-

※ Regarding the budget, the 1st and 2nd quarters are finalized based on the initial budget, while the 3rd and 4th quarters are finalized according to the revised budget announced on August 7th, 2026.

TRUSCO

[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	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	-	-	-	-	-	-
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	-	-	-	-	-	-
Selling, general andadministrativ	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	-	-	-	-	-	-
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	-	-	-	-	-	-
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	-	-	-	-	-	-
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	-	-	-	-	-	-

※ Regarding the budget, the 1st and 2nd quarters are finalized based on the initial budget, while the 3rd and 4th quarters are finalized according to the revised budget announced on August 7th, 2026.

TRUSCO

05
Management Plan

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

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

Vision
- Medium-term management ability targets -

TRUSCO

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

In addition to strengthening initiatives to leverage our traditional strengths, including our extensive inventory and efforts to improve customer convenience, demand for some products increased due to the impact of the situation in the Middle East. As a result, first-half net sales increased by 12.6% year on year.For the second-half budget, although demand related to the situation in the Middle East is expected to ease, we expect results to remain generally in line with the plan by further improving customer convenience through expanded shipping capacity following the launch of the new logistics center. Therefore, there are no significant changes to any items.

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	Year-on-year 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%**

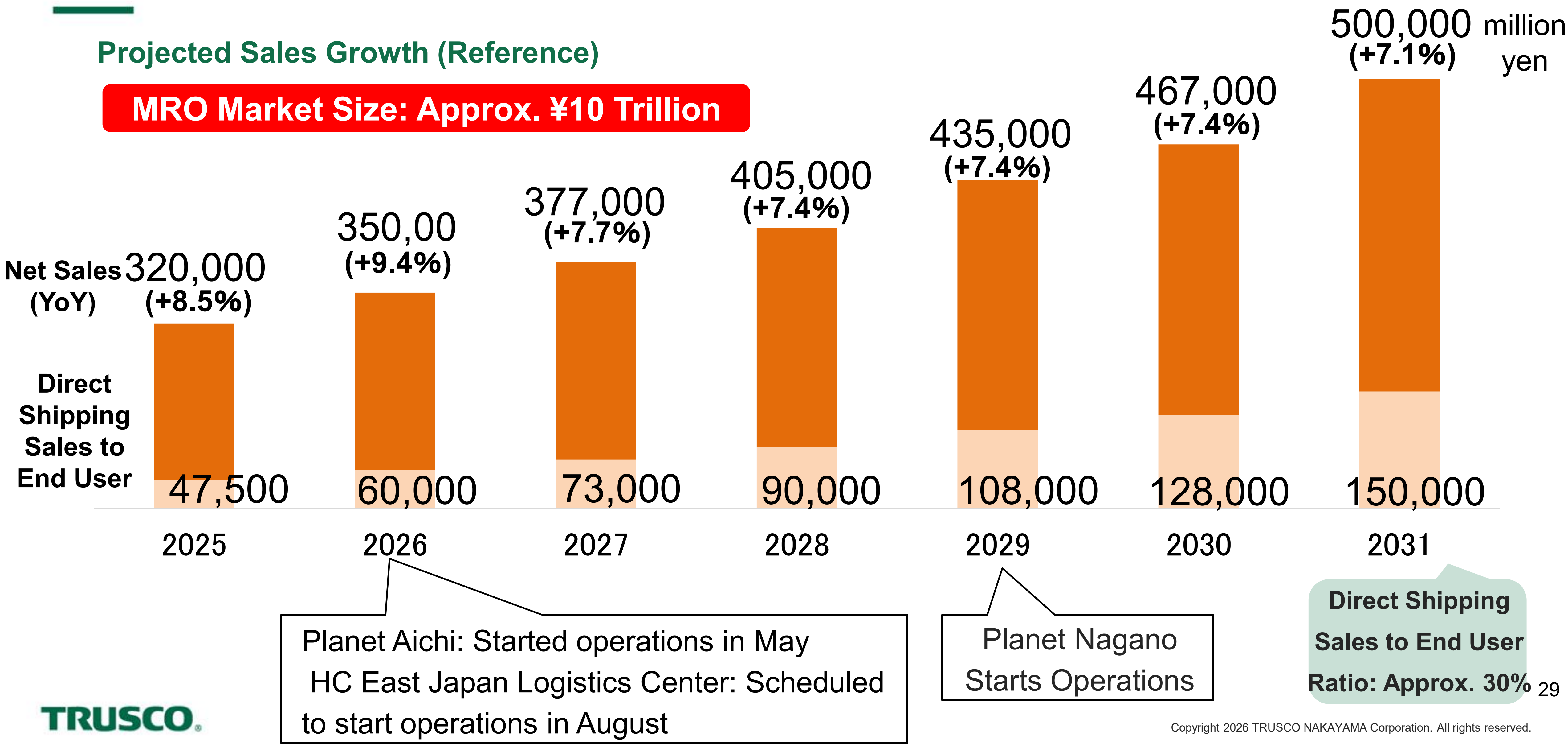
TRUSCO

Business Forecast

In 5 years

Projected Sales Growth (Reference)

MRO Market Size: Approx. ¥10 Trillion



TRUSCO

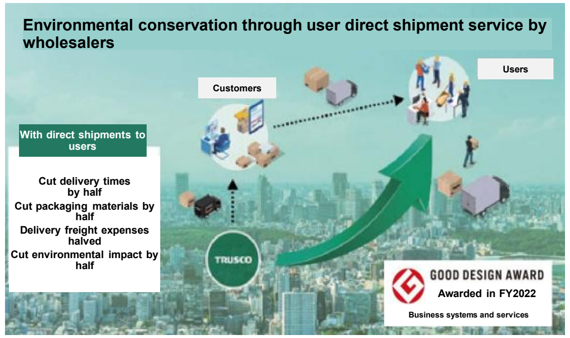
Vision - Medium-term management ability targets -

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

TRUSCO

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

TRUSCO

06

Various key indicators

Merchandise／Catalogs & Media

Logistics

Sales

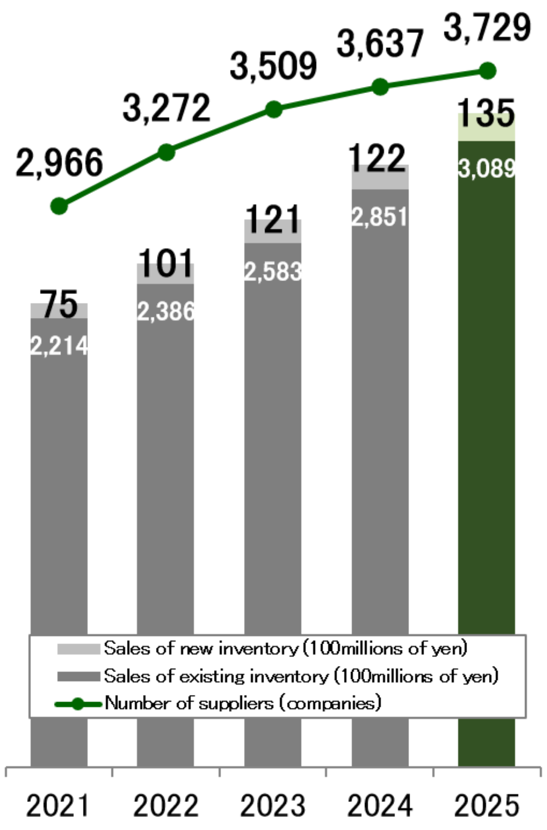
Digital

TRUSCO

Key indicators (Merchandise／Catalogs & Media)

Key indicators		FYE December 31, 2025	FYE December 31, 2026 Second Quarter	Plan for FYE December 31, 2026
Merchandise	Number of items in inventory [Non-consolidated] (items)	623,582	627,809	643,582
	Inventories (100 million yen)	681	744	790
	Total number of suppliers(companies)	3,729	3,783	3,829
	Of these, number of overseas suppliers (companies)	368	381	388
	Private brand net sales (million yen)	51,945	28,310	55,050
	Private brand sales ratio(%)	16.3	15.9	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	4,177,622	4,500,000

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



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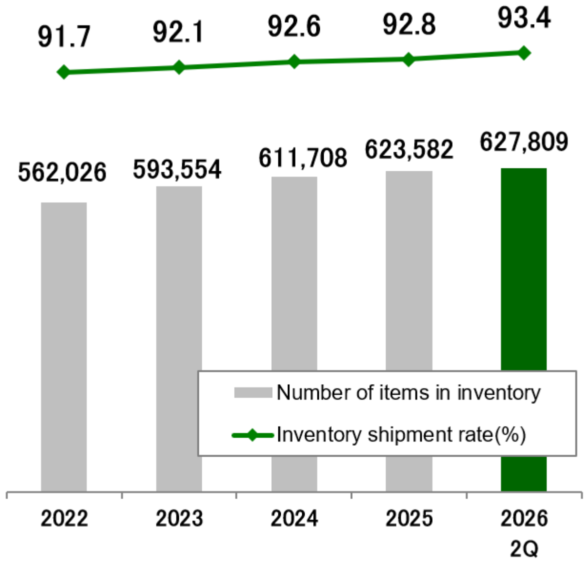
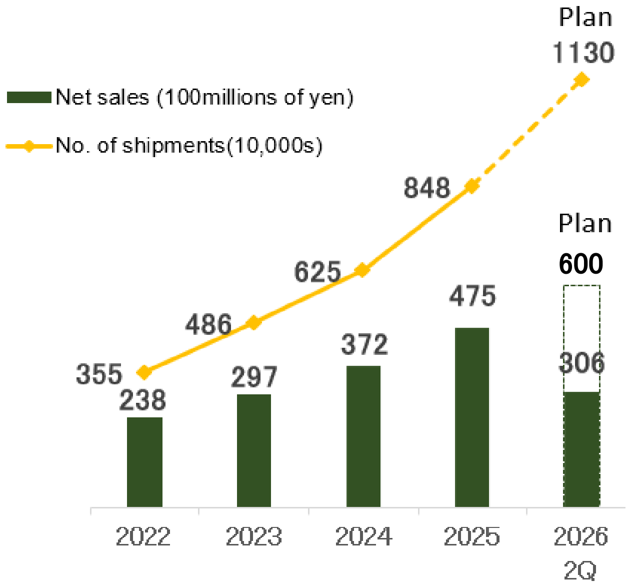
Key indicators (logistics)

Key indicators		FYE December 31, 2025	FYE December 31, 2026 Second 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	544	1,130
	Revenue from direct shipments to end users（100 million yen）	475	306	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



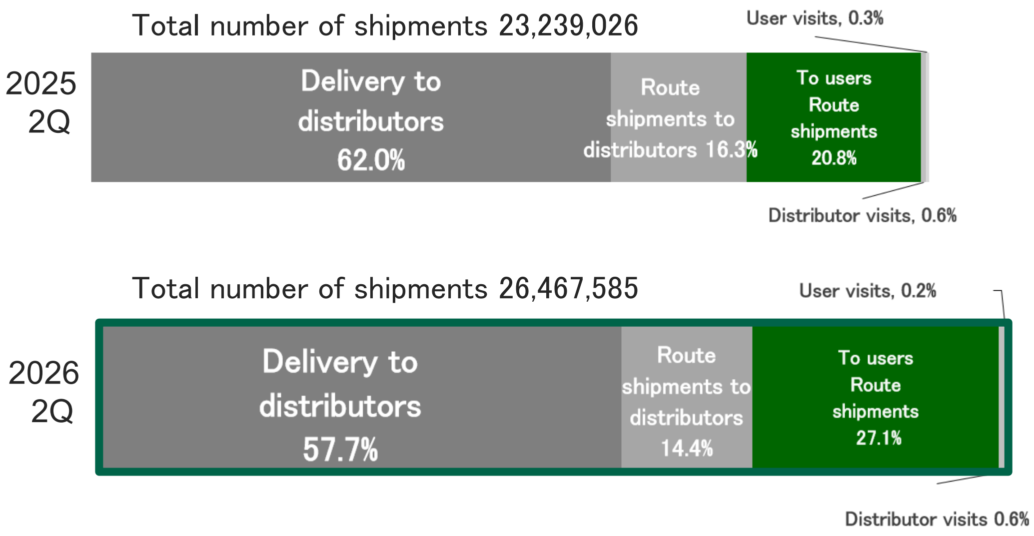
-Advantages of U-choku

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)



TRUSCO

Key indicators (logistics)

Key indicators		FYE December 31, 2025	FYE December 31, 2026 Second Quarter	Plan for FYE December 31, 2026
Logistics	Number of chartered vehicle deliveries	136	134	128
	Number of own company deliveries	143	144	151
	Rate of own company deliveries (%)	51.3	51.8	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 Second Quarter

	No. of units	Change from the end of previous fiscal year
Total number of deliveries	**278**	**-1**
Chartered vehicle delivery service (contracted delivery service)	134	-2
Own company delivery service	144	+1
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	**308**	**-5**

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 51.8%.

[Non-consolidated] Changes in inventory disposal and inventories

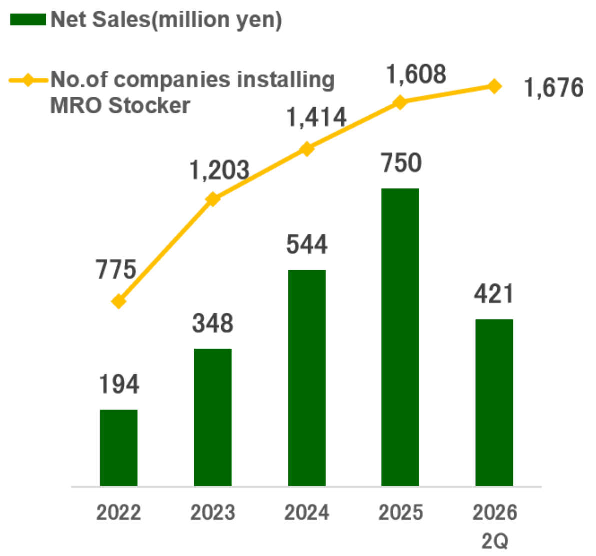
	2021	2022	2023	2024	2025
Inventory disposal (million yen)	55	65	67	77	66
Inventories (100 million yen)	416	441	494	538	665
Disposal rate (%)	0.13	0.15	0.14	0.14	0.10

TRUSCO

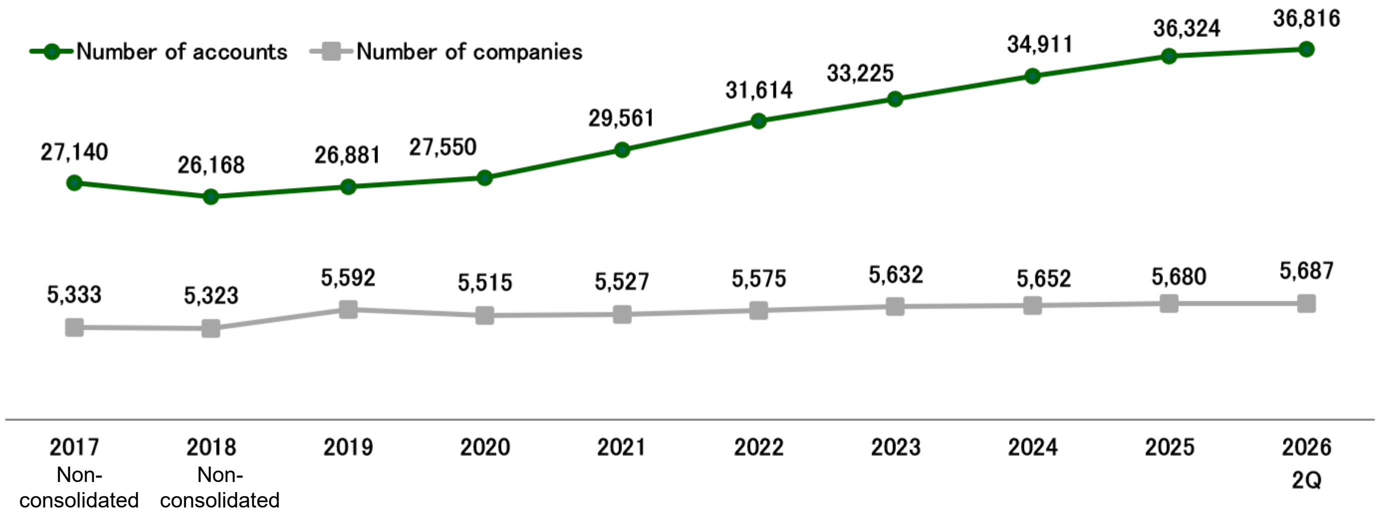
Key indicators (sales)

Key indicators		FYE December 31, 2025	FYE December 31, 2026 Second 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	1,676	1,810
	No. of companies connected to Orange Commerce	2,880	3,001	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**

TRUSCO

Key indicators (digital)

Key indicators		FYE December 31, 2025	FYE December 31, 2026 Second Quarter	Plan for FYE December 31, 2026
Digital	System order rate (%) ※1	88.6	88.8	90.0
	Rate of automated quotations (%) ※2	30.5	30.5	32.5
	Rate of online quotation requests (%)	49.5	51.0	51.5

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.

※1 Total number of orders (January to June 2026): 26.09 million
※2 Estimated total number of lines (January to June 2026): 4.92 million

System order rate (as of the end of June 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	8,749	33.5	−3.2	73,643	41.4	−0.8
TRUSCO EDI Data linkage with distributor ordering system	7,900	30.3	+4.2	30,944	17.4	+1.7
Orange Commerce Linkage with users' purchasing system	801	3.1	−0.1	6,460	3.6	±0.0
EOS Home center electronic ordering system	5,708	21.9	−1.2	13,816	7.8	−3.7
Total	23,160	88.8	+0.2	124,865	70.2	+0.9

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.

TRUSCO

07

ESG Information

TRUSCO's "Gentleness for the Future" Project

Sustainability indicators

Relationship with society & corporate governance

TRUSCO

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.

TRUSCO
やさしさ、未来へ

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.

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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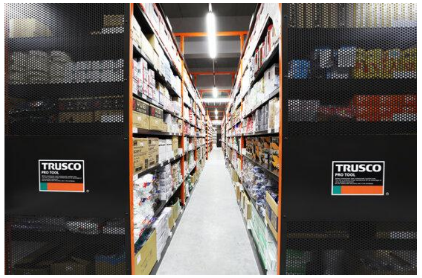
❙ CO_2 emission reduction through various services:

Annual CO_2 emission reduction approximately 19,427t-CO_2



Workshop

Naojiro

TRUSCO.

	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

Sustainability indicators

TRUSCO power generation installations: at **21 locations**

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

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

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

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

Environmental measures for Trusco’s products

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

Trusco double roll tape Product number: GNT5050E etc.

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

Workshop

Naojiro

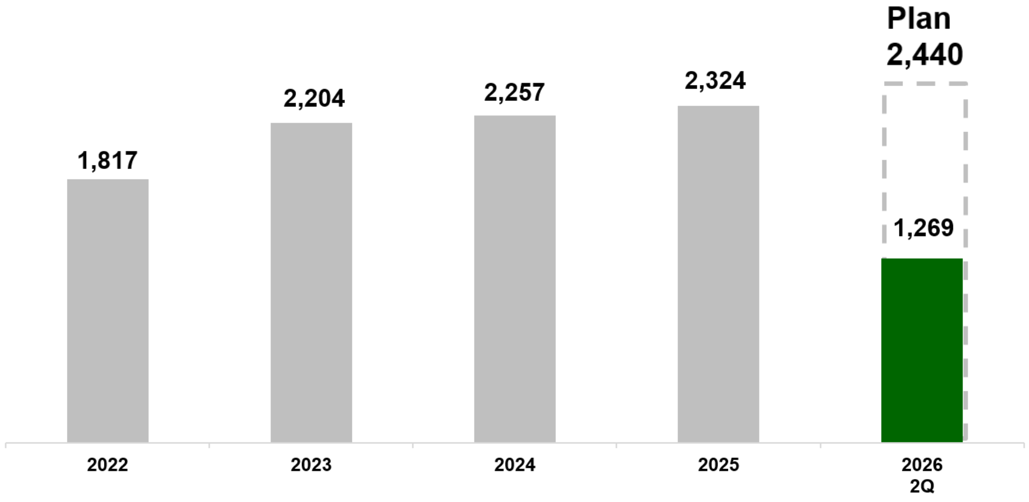
Role of repair workshop "Naojiro"

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

8 services of repair workshop "Naojiro"

Repair	Regrinding	Calibration	Reuse
Processing	Maintenance	Assembly	Construction and installation

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



Relationship with society & corporate governance

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

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

Started in 2017

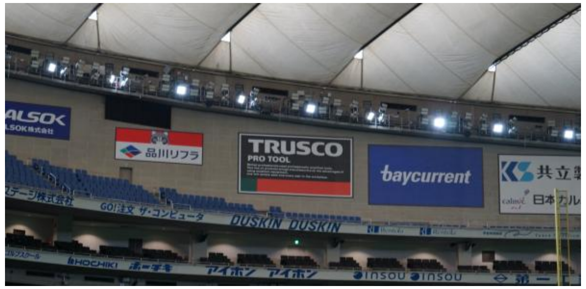
Donations to the NGO Peshawar-kai

The late Dr. Tetsu Nakamura with Afghan workers

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

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)

TRUSCO

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)
YUASA CO., LTD.	2026	March	Result	545,027	+3.1	1,248
Yamazen Corp.	2026	March	Result	541,885	+5.0	1, 663
Trusco Nakayama Corp.	2025	December	Result	320,043	+8.5	1,555
UNISOL Holdings Corp.	2025	December	Result	159,036	-1.7	654
Nichiden Corp.	2026	March	Result	141,033	+4.6	845
Sugimoto & Co., Ltd.	2026	March	Result	48,611	-1.7	235
Naito & Co., Ltd.	2026	February	Result	43,518	-0.1	76
Total of 7 companies		-		1,799,153	-	-

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.	2026	March	Result	441,383	+9.8	10,220
MonotaRO Co., Ltd.	2025	December	Result	333,880	+15.9	9,263
Total of 2 companies		–		775,263	-	-

*For companies that announce consolidated accounting, figures for consolidated accounting are shown.
*All figures represent actual results and forecasts announced as of July 24, 2026.

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