



The 58th Business Year Business Performance Data Analysis

Fiscal Year Ending December 2020 First Three Quarters

August 17, 2020

Planet South Kanto enters operation



Trusco Nakayama Corporation

Announced October 29, 2020

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Impact of the COVID-19 Coronavirus

Unlike at the beginning of the COVID-19 pandemic, from January 1, 2020 to June 30, 2020, the trend of economic activities shifted from stagnation to resurgence and business confidence emerged from its lowest point from July 1, 2020 to September 30, 2020. However, concern remained about the continued spread of infection and the impact of the continued U.S.-China trade friction. Business confidence remained at a low level.

In the Japanese manufacturing sector, production resumed mainly in the automobile industry, but factory operation remained sluggish and companies continue to postpone or downsize their capital investment in response to shrinkage in revenues.

Under these circumstances, the Company revised its capital investment plan to delay non-urgent capital investments while continuing necessary capital investment to securely respond to the needs for multiple goods in small lots from manufacturing practices.

Initiatives Being Undertaken at the Company

As in the second quarter, the Company took measures to minimize use of public transport and infection risks, including avoidance of commuting congestion during rush hour, carpooling with company-owned vehicles for commuting, working at the offices nearest to employees' homes and working from home.

The Company also recognizes the coronavirus pandemic as an opportunity to revise things such as the conventional role and methods of work. It will encourage teleworking and the work-from-home program and revise traditional sales activities as appropriate and construct an internal environment for ensuring working efficiency.

Revised Business Performance Forecast (Announced October 29, 2020)

The Company has revised the business performance forecast and the dividend forecast for the fiscal year ending December 31, 2020.

	Previously announced forecast	Recently revised forecast	Change	Change (%)	Change from Previous Year (percentage)
Net sales	¥225,849 million– ¥198,548 million	¥211,965 million	-	-	-3.9%
Operating income	¥12,640 million– ¥7,636 million	¥11,048 million	-	-	-19.9%
Ordinary income	¥13,000 million– ¥7,996 million	¥11,412 million	-	-	-19.6%
Profit attributable to owners of parent	¥8,952 million– ¥5,499 million	¥7,850 million	-	-	-18.3%
Dividend per share	¥135.75– ¥83.39	¥119.04	-	-	-26.74

In the Notice Concerning Revision to Business Performance Forecast and Dividend Forecast on August 3, 2020, the Company announced a downward revision to its forecast of net sales, operating income, ordinary income, profit attributable to owners of parent and dividend as ranges in view of uncertainty over the timing of the end of the COVID-19 pandemic.

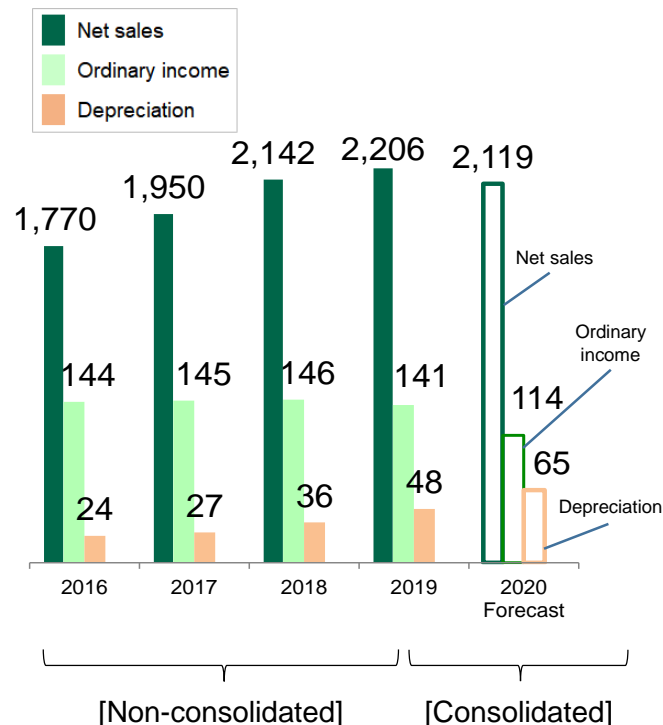
Although the impact of the COVID-19 pandemic remains uncertain, the Company has revised the forecast of net sales, operating income, ordinary income and profit attributable to owners of parents as shown above in the full-year consolidated business performance forecast for the fiscal year ending December 31, 2020 (from January 1, 2020 to December 31, 2020) in light of the status of corporate production activities and the Company's current sales trend.

[Consolidated] Company overview

As of the end of September 2020

Founding	May 15, 1959
Representative	Tetsuya Nakayama, President Chairman, Nakayama Visually Impaired 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 (Nishi-ku, Osaka City)
Number of offices	98 in total: 95 domestic bases: 2 head offices, 67 sales branches, 26 distribution centers 3 overseas bases: Local subsidiaries: Thailand and Indonesia Representative office: Germany (Dusseldorf)
Capital stock	5,022,370,000 yen
Listed stock exchange	First section of the Tokyo Stock Exchange (Code number: 9830)
Number of employees	2,813 (12 executives, 1,692 full-time employees, 1,109 part-time employees)
Credit rating	A (Rating and Investment Information, Inc.)
Line of business	Wholesaler of industrial equipment such as machine tools, distribution equipment and environmental safety equipment (and consumables used in factories) and planning and development of products under the company's own brand, TRUSCO

➤ Change in Net Sales, Ordinary Income and Depreciation (Unit: 100 million yen)



* Depreciation has trended upwards due to capital expenditures.

Business flow () Year-on-year change

Suppliers

Manufacturers
2,622
(up 63 companies)
Of these, 208 are overseas manufacturers (up 12 companies)

Trusco Nakayama (wholesaler)

Factory route

e-business route

Home center route

Overseas route

Main sales agents, 5,503 companies (See p. 20)

Machine tool dealers, dealers of welding materials, dealers of pipe materials, conductor dealers, dealers of electric materials, dealers of packaging materials

Mainly internet order companies

Mainly general hardware mass discounters, pro-tool shops, home appliance mass discounters

Mainly overseas subsidiaries, overseas dealers

Target markets (main users)

Manufacturers, construction companies

Manufacturers, general consumers

Businesses conducting outdoor work, general consumers

Overseas manufacturers

A-(1) [Consolidated] Business performance

- Consolidated net sales: Down 3.4% year on year, -4.3%—+3.6% from the budget. The number of business days was larger by four than in the same period a year earlier. (Number of business days – last year: 174, this year: 178)
* The number of business days is the non-consolidated number.
- Consolidated gross profit margin: 21.7%, up 0.4 percentage points year on year, for reasons of factors (1) and (2) mentioned below.
=>(1) Sales in the category of protective equipment including face masks with high gross margin ratios expanded due to the COVID-19 pandemic. (up 18.3% year on year).
(2) Total gross profit margin rose after growth in sales on the e-business route (See p. 13 for details on the e-business route).
- SGA (up +5.1% year on year): The main factors were increased depreciation due to capital expenditures, and higher commission fees (maintenance and inspection) related to logistics equipment and systems.
Employee overtime payments have trended downwards (see pp. 23-24 for details on SGA).

	First Three Quarters of FY ending December 2019		First Three Quarters of FY ending December 2020						
	Actual results	Share (%)	Actual results	Share (%)	YoY change (%)	Plan	Share (%)	Change from plan	Change from plan (%)
Net sales	¥164,426 million	-	¥158,753 million	-	-3.4	¥165,835 million— ¥153,185 million	-	-¥7,081 million— +¥5,568 million	-4.3— +3.6
Gross profit	¥35,025 million	21.3	¥34,491 million	21.7	-1.5	¥35,643 million— ¥33,058 million	21.5— 21.6	-¥1,151 million— +¥1,433 million	-3.2— +4.3
Selling, general and administrative expenses (SGA)	¥25,064 million	15.2	¥26,353 million	16.6	+5.1	¥26,788 million— ¥26,447 million	16.2— 17.3	-¥434 million— -¥93 million	-1.6— -0.4
(depreciation included in SGA)	¥3,551 million	2.2	¥4,723 million	3.0	+33.0	¥4,651 million	2.8— 3.0	+¥72 million	+1.6
Operating income	¥9,961 million	6.1	¥8,138 million	5.1	-18.3	¥8,855 million— ¥6,611 million	5.3— 4.3	-¥716 million— +¥1,527 million	-8.1— +23.1
Ordinary income	¥10,179 million	6.2	¥8,459 million	5.3	-16.9	¥9,149 million— ¥6,905 million	5.5— 4.5	-¥689 million— +¥1,554 million	-7.5— +22.5
Profit attributable to owners of parent	¥6,875 million	4.2	¥5,714 million	3.6	-16.9	¥6,229 million— ¥4,681 million	3.8— 3.1	-¥514 million— +¥1,033 million	-8.3— +22.1
Net income per share	¥104.27	—	¥86.66	—	—	¥94.46— ¥70.98	—	-¥7.80— +¥15.68	—

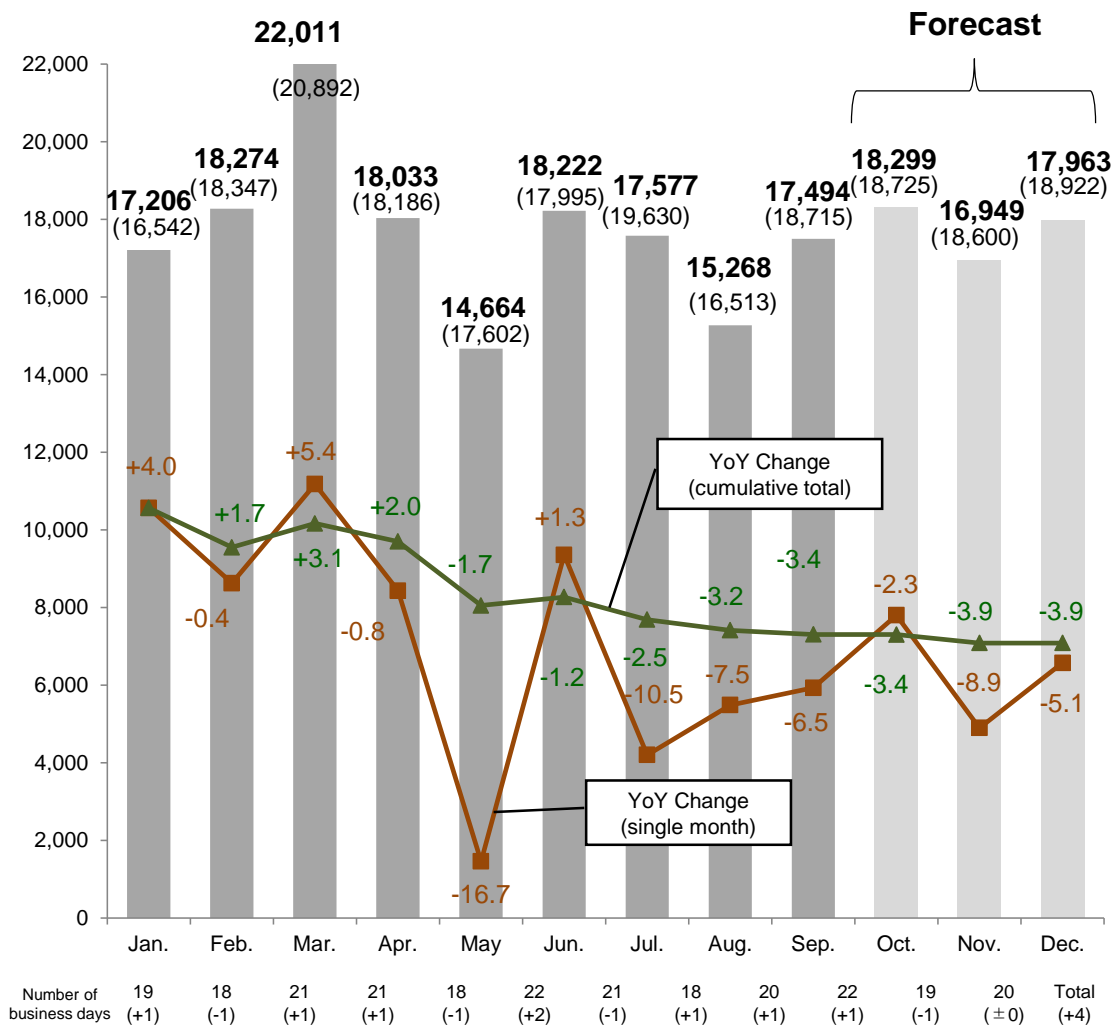
A-(2) [Non-consolidated] Business performance

	First Three Quarters of FY ending December 2019		First Three Quarters of FY ending December 2020						
	Actual results	Share (%)	Actual results	Share (%)	YoY change (%)	Plan	Share (%)	Change from plan	Change from plan (%)
Net sales	¥164,205 million	—	¥158,666 million	—	-3.4	¥165,713 million– ¥153,063 million	—	-¥7,046 million– +¥5,603 million	-4.3– +3.7
Gross profit	¥34,855 million	21.2	¥34,388 million	21.7	-1.3	¥35,517 million– ¥32,932 million	21.4– 21.5	-¥1,129 million– +¥1,456 million	-3.2– +4.4
Selling, general and administrative expenses (SGA)	¥24,854 million	15.1	¥26,159 million	16.5	+5.3	¥26,582 million– ¥26,240 million	16.0– 17.1	-¥422 million– -¥81 million	-1.6– -0.3
(depreciation included in SGA)	¥3,498 million	2.1	¥4,672 million	2.9	+33.6	¥4,651 million	2.8	+¥21 million	+0.5
Operating income	¥10,001 million	6.1	¥8,228 million	5.2	-17.7	¥8,935 million– ¥6,691 million	5.4– 4.4	-¥707 million– +¥1,537 million	-7.9– +23.0
Ordinary income	¥10,220 million	6.2	¥8,520 million	5.4	-16.6	¥9,223 million– ¥6,979 million	5.6– 4.6	-¥703 million– +¥1,540 million	-7.6– +22.1
Net income	¥6,919 million	4.3	¥5,772 million	3.6	-16.6	¥6,293 million– ¥4,744 million	3.8– 3.1	-¥520 million– +¥1,028 million	-8.3– +21.7
Sales of PB goods	¥33,229 million	20.2	¥31,284 million <small>For details about private brand products, see p. 20.</small>	19.7	-5.9	¥33,169 million– ¥30,608 million	20.0– 20.0	-¥1,885 million– +¥676 million	-5.7– +2.2
Net income per share	¥104.93	—	¥87.54	—	—	¥95.43– ¥71.95	—	-¥7.89– +¥15.59	—

A-(3) [Consolidated] Company-wide monthly sales and sales per day in FY ending December 2020

I Total

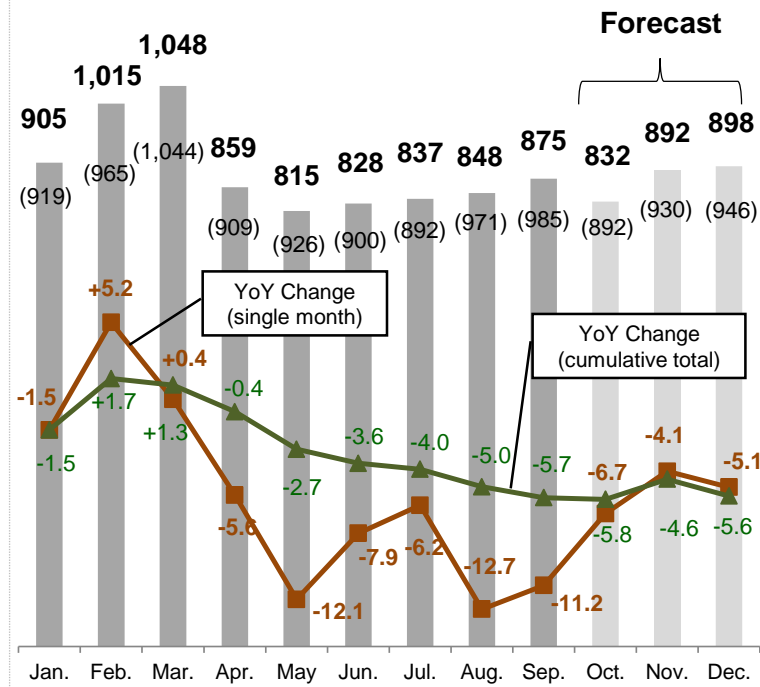
() Sales in the same month previous year



I Change in average daily sales (all business offices)

Orders are constantly placed for consumables used in factories. We carry out a year-on-year comparison of sales per day.
 Our sales increase during the peak periods of March when many companies close their accounts.
 Actual figures are calculated based on the number of business days of Trusco Nakayama Corporation.

() Daily sales in the previous year (million yen)



B-(1) [Consolidated] Net sales, gross profit margin and ordinary income by sales route

Net sales by sales route

	First Three Quarters of FY ending December 2019				First Three Quarters of FY ending December 2020										
	Net sales		Gross profit margin	Ordinary income	Net sales							Gross profit margin		Ordinary income	
Sales route	Actual results	Share	Actual results	Actual results	Actual results	Share	YoY change	YoY change	Plan	Change from plan	Change from plan (%)	Actual results	YoY change	Actual results	YoY change
Factory route	¥127,295 million	77.4%	20.8%	¥7,884 million	¥116,674 million	73.5%	¥10,621 million	-8.3%	¥123,738 million-¥114,087 million	¥7,063 million-¥2,587 million	-5.7%-+2.3%	21.2%	+0.4pt	¥5,803 million	-26.4%
e-business route	¥25,473 million	15.5%	25.1%	¥2,310 million	¥28,612 million	18.0%	¥3,139 million	+12.3%	¥29,072 million-¥26,856 million	¥459 million-¥1,756 million	-1.6%-+6.5%	25.5%	+0.4pt	¥2,376 million	+2.9%
Home center route	¥10,582 million	6.4%	17.5%	¥21 million	¥12,580 million	7.9%	¥1,998 million	+18.9%	¥12,010 million-¥11,420 million	¥570 million-¥1,160 million	+4.7%-+10.2%	17.7%	+0.2pt	¥189 million	-
Overseas route	¥1,074 million	0.7%	31.9%	¥142 million	¥886 million	0.6%	¥188 million	-17.6%	¥1,013 million-¥821 million	¥127 million-¥65 million	-12.6%-+7.9%	30.3%	-1.6pt	¥175 million	-
Total	¥164,426 million	100%	21.3%	¥10,179 million	¥158,753 million	100%	¥5,672 million	-3.4%	¥165,835 million-¥153,185 million	¥7,081 million-¥5,568 million	-4.3%-+3.6%	21.7%	+0.4pt	¥8,459 million	-16.9%

Factory route: Down 8.3% year on year

Since the state of emergency, the market has trended towards recovery. However, business confidence and capital investment in the industry overall remained sluggish, influenced by the trade dispute between China and the United States and the COVID-19 pandemic. Sales of summer items were weak due to the delayed end of the rainy season. (See p. 12)

e-business route: Up 12.3% year on year

Sales to mail order companies surged by 14.3% year on year, and those to companies participating in Orange Commerce increased by 5.9%. (See p. 13) While sales to some mail order companies slowed due to poor business confidence, due to an expansion of the products being handled and the effectiveness of people remaining at home due to the coronavirus outbreak, orders bound mainly for B-to-C mail order companies increased. Net sales remained on the increase.

Home center route: Up 18.9% year on year

With a rise in DIY demand due to the stay-at-home effect and a surge in sales after the change of suppliers, transactions with leading hardware mass discounters were strong. Sales to pro-tool shops continued to grow. (See p. 14)

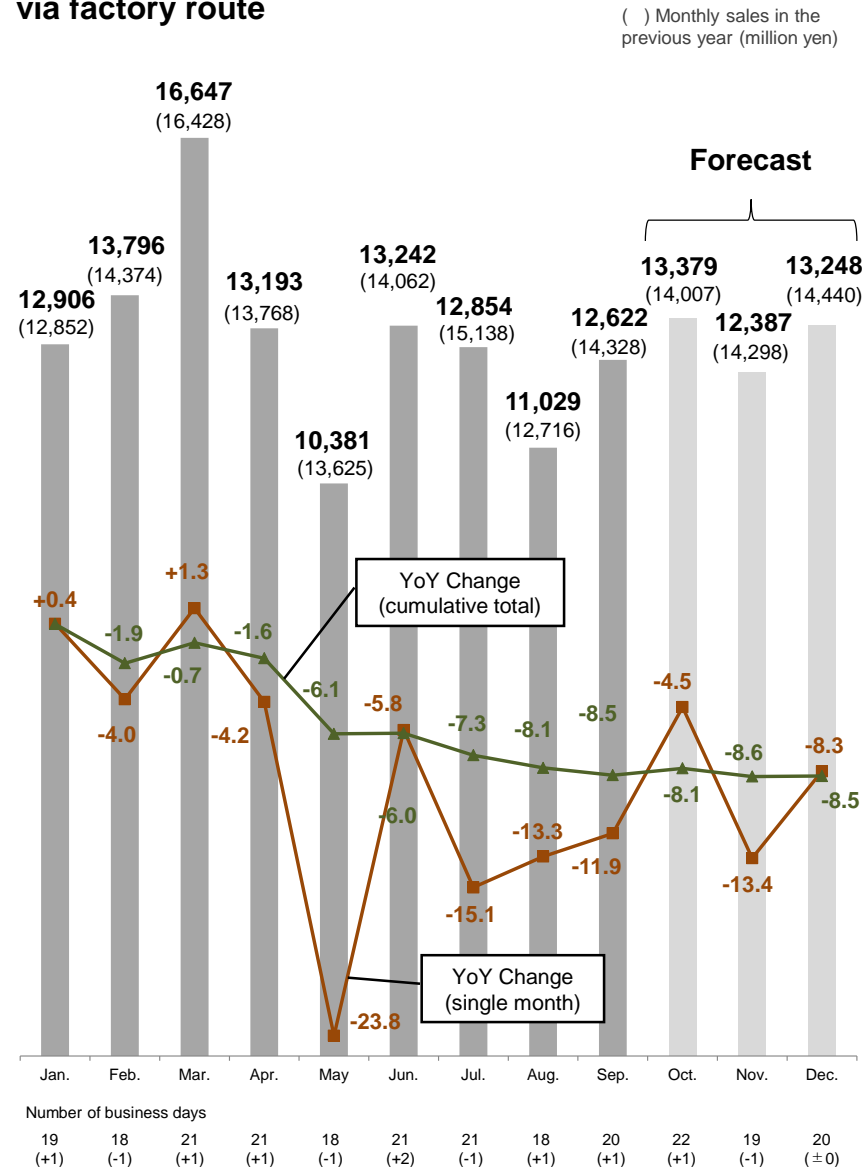
Overseas route: Down 17.6% year on year

A slowdown in sales due to reduced production, primarily in the automotive industry, was also seen in Thailand and Indonesia. While the effect on overall business performance is minor, continued and proactive efforts will be made to strengthen business with existing customers and develop new customers. (See p. 15)

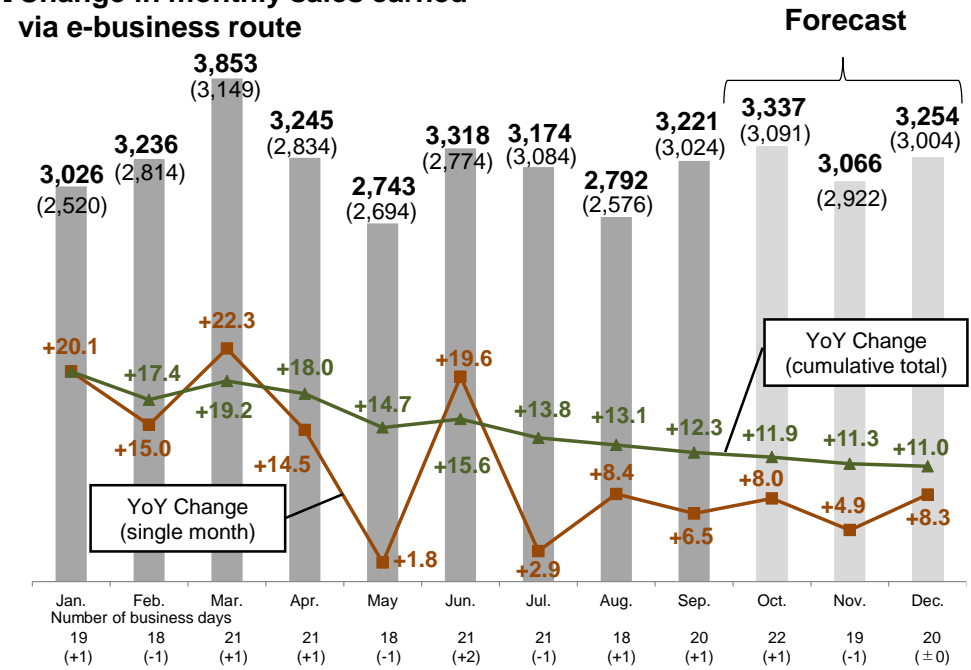
B-(2) [Consolidated] Change in Monthly Sales by Sales Segment

() Monthly sales in the previous year (million yen)

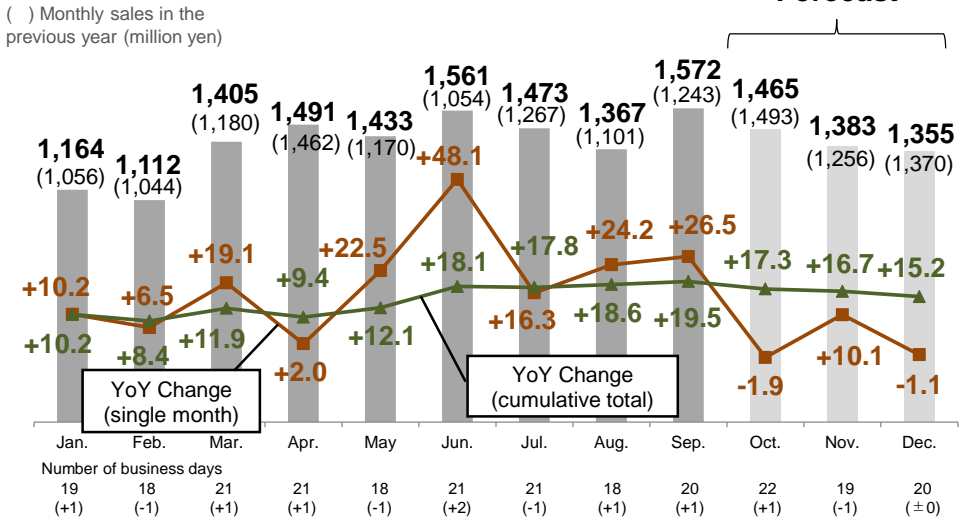
Change in monthly sales earned via factory route



Change in monthly sales earned via e-business route



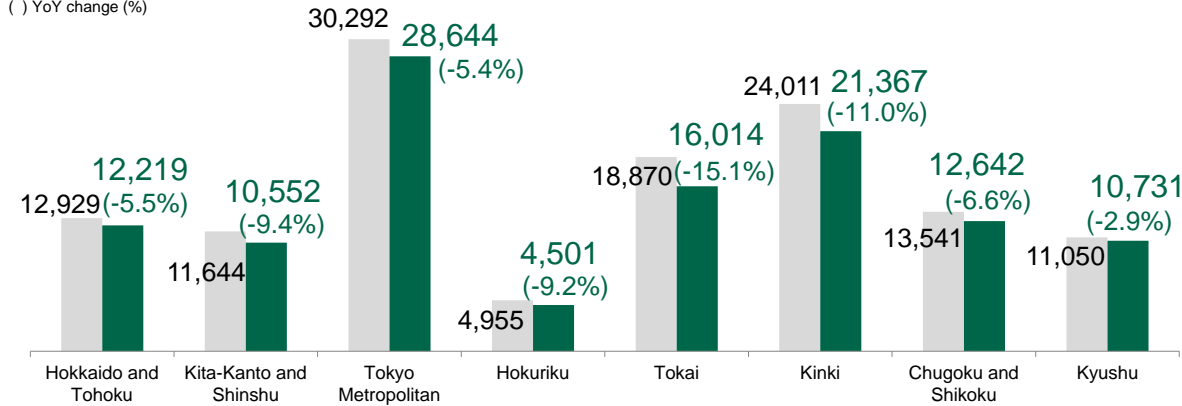
Change in monthly sales earned via home centers



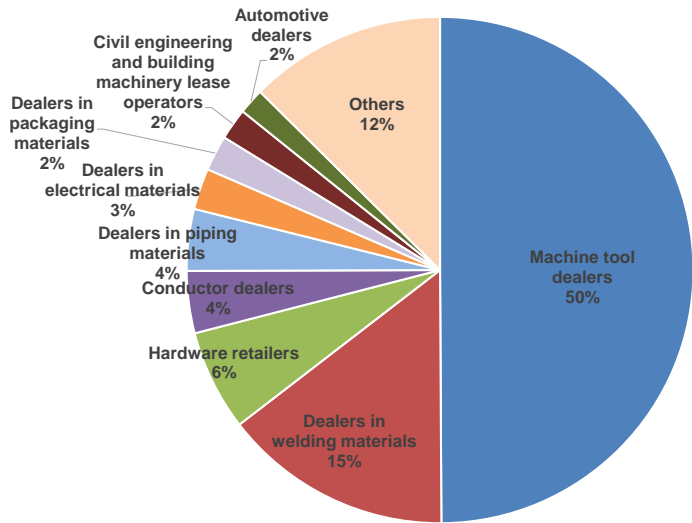
B-(3) [Consolidated] Factory route: Business performance by region, industry and sales route

Factory route: Sales by region

■ R1 Factory route net sales for 3Q of FY ended Dec. 2019 (million yen)
 ■ R2 Factory route net sales for 3Q of FY ending Dec. 2020 (million yen)
 () YoY change (%)



Factory route: Sales constituent ratio by industry



Factory route sales by industry

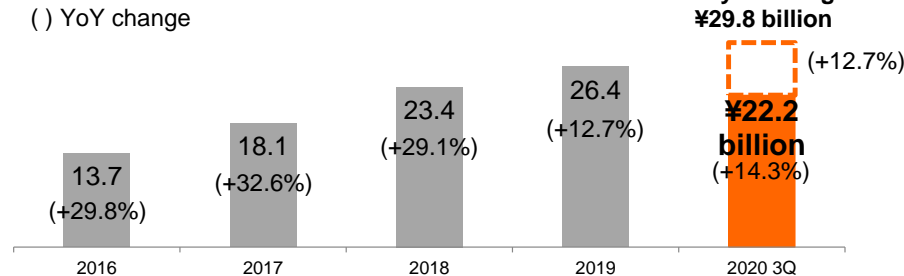
Sales route	First Three Quarters of FY ending December 2019			First Three Quarters of FY ending December 2020						
	Net sales		Gross profit margin	Net sales					Gross profit margin	
	Actual results	Share		Actual results	Share	YoY change	Plan	Change from plan	Actual results	YoY change
Machine tool dealers	¥66,126 million	52.0%	20.6%	¥58,305 million	50.0%	-11.8%	¥64,080 million—¥59,082 million	-9.0%— -1.3%	20.6%	-0.0pt
Welding material dealers	¥18,227 million	14.3%	21.3%	¥17,072 million	14.6%	-6.3%	¥17,861 million—¥16,468 million	-4.4%— +3.7%	22.0%	+0.7pt
Other manufacturing related (incl. physical and chemical material, conductors, packaging material dealers)	¥20,430 million	16.0%	20.5%	¥19,110 million	16.4%	-6.5%	¥19,979 million—¥18,420 million	-4.3%— +3.7%	21.2%	+0.8pt
Construction related	¥22,510 million	17.7%	21.2%	¥22,185 million	19.0%	-1.4%	¥21,816 million—¥20,114 million	+1.7%— +10.3%	22.0%	+0.8pt
Total net sales via factory route	¥127,295 million	100.0%	20.8%	¥116,674 million	100.0%	-8.3%	¥123,738 million—¥114,087 million	-5.7%— +2.3%	21.2%	+0.4pt

B-(4) [Consolidated] Sales via the e-business route and the number of companies participating in Orange Commerce

Sales via e-business route

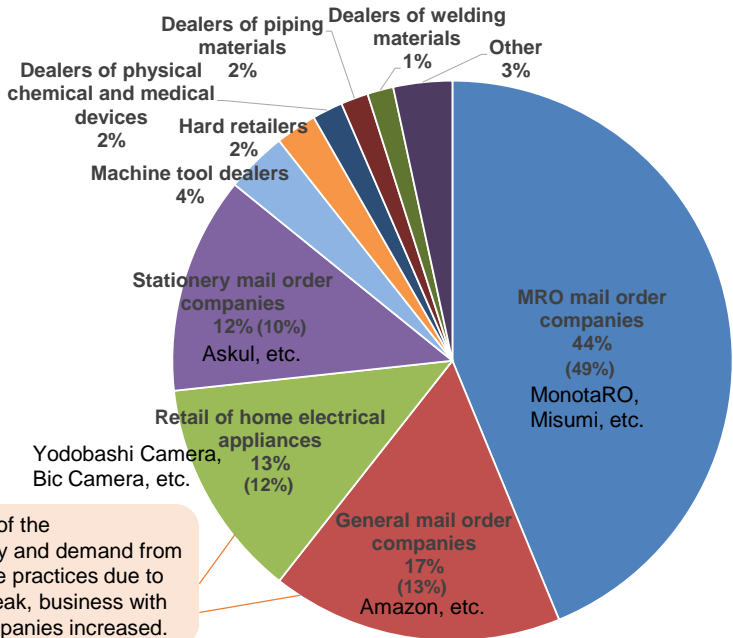
Sales route	First Three Quarters of FY ending December 2019		First Three Quarters of FY ending December 2020				
	Net sales		Net sales			Gross profit margin	
	Actual results	Share	Actual results	Share	YoY change	Actual results	YoY change
Mail order companies	¥19,476 million	76.5%	¥22,263 million	77.8%	+14.3%	24.8%	+0.4pt
Companies participating in Orange Commerce (Trusco's electronic central purchasing system)	¥5,997 million	23.5%	¥6,349 million	22.2%	+5.9%	28.1%	+0.9pt
Total net sales via e-business route	¥25,473 million	100.0%	¥28,612 million	100.0%	+12.3%	25.5%	+0.4pt

Sales to mail order companies (billion yen)

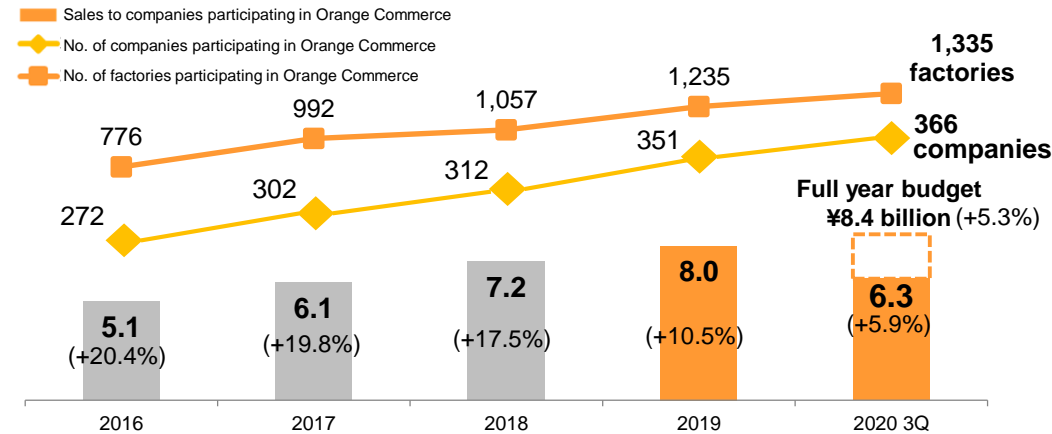


Due to the slowdown of the manufacturing industry and demand from consumers' stay-home practices due to the coronavirus outbreak, business with B-to-C mail order companies increased.

Sales to mail order companies: Sales ratio by industry () YoY change

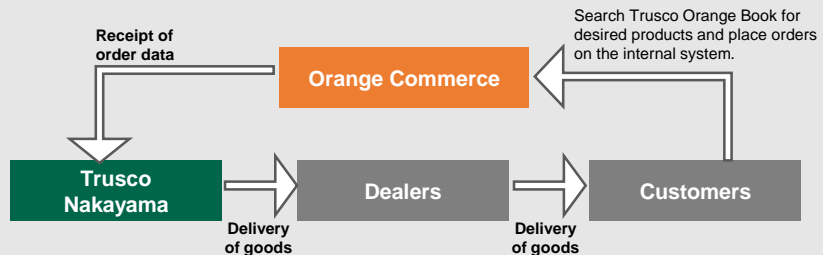


Change in the number of companies participating in Orange Commerce (Trusco's electronic central purchasing system) () YoY change



Trusco's electronic central purchasing system:

This purchasing system, mainly adopted by large-lot users (manufacturers), is designed to curtail their material and equipment procurement costs and increase their business operational efficiency through the Internet-based management of material and equipment purchases.



Conducting business among customers, distributors and Trusco Nakayama by connecting customer's purchasing system with Trusco's central purchasing system

B-(5) [Consolidated] Sales to top 10 clients in the home center route

As a professional-tool wholesaler, Trusco Nakayama has focused on dealing in pro tools and actively proposed to general hardware mass discounters that allot part of their floor spaces to pro-tool shops. Trusco Nakayama will work on enhancing its comprehensive marketing power by stepping up sales of its products via the home center route where pro-tool shops and material shops are housed.

■ Ranking of sales to general hardware mass discounters

(Units: million yen; %)

Ranking	Name of client	First Three Quarters of FY ending December 2019	First Three Quarters of FY ending December 2020	YoY change
1	DCM Hodaka (Pro-tool Shop)	1,443	1,553	+7.6
2	Nufco	1,104	1,398	+26.6
3	Kohnan Shoji	915	1,352	+47.7
4	Cainz	790	1,010	+27.8
5	DCM Kahma	881	996	+13.1
6	Royal Home Center	950	986	+3.7
7	DCM Homac	849	886	+4.3
8	Shimachu	614	729	+18.6
9	Komeri	414	525	+26.8
10	DCM Daiki	422	498	+17.8
Combined sales to top 10 companies		8,388	9,936	+18.5
Combined sales via home center route		10,582	12,580	+18.9
Percentage share of sales to top 10 companies		79.3	79.0	-0.3

The number customers visiting home centers has increased in connection with stay-home practices due to the coronavirus pandemic, resulting in higher sales. In addition, strong sales have been achieved due to a higher number of product items being procured from the Company. On another front, general hardware mass discounters are working to integrate online stores with physical stores to improve services for visiting customers. This allows the Company's inventory to be used with greater convenience.

■ Sales to DCM Holdings

Total: ¥4,384 million (up 9.3% year on year)
DCM Hodaka, DCM Kahma, DCM Homac, DCM Daiki,
DCM Sanwa, DCM Kuroganeya, Keiyo, DCM ONLINE

■ Sales to pro-tool shops

Total: ¥1,746 million (up 11.1% year on year)
Pro-tool shops refer to dealers specializing in tools for professional craftspeople and factory workers. They are so compatible with our products that sales to them are rising.

Company names are presented in abbreviated forms.

B-(6) Business performance of overseas subsidiaries

■ Total performance of overseas subsidiaries

First three quarters of FY ending Dec. 2020

Million yen

		Net sales	Gross profit	Selling, general and administrative expenses (SGA)	Operating income	Ordinary income	Net income
TRUSCO NAKAYAMA CORPORATION (THAILAND) LIMITED 1 baht = 3.34 yen (3.53 yen a year earlier)	Actual results	409	98	109	-11	-11	-11
	Share against net sales	-	24.0%	26.7%	-	-	-
	YoY change	-28.1%	-29.5%	+3.2%	-	-	-
PT.TRUSCO NAKAYAMA INDONESIA 1 rupiah = 0.0071 yen (0.0076 yen a year earlier)	Actual results	152	30	84	-53	-43	-43
	Share against net sales	-	20.3%	55.3%	-	-	-
	YoY change	-15.5%	-33.0%	-18.9%	-	-	-

In Thailand and Indonesia, by enhancing inventories according to market needs, we sought to improve customers' convenience. However, the COVID-19 pandemic resulted in re-extension of the state of emergency in Thailand and reinstatement of large-scale social restrictions in Indonesia. Factories were forced into suspension and production adjustment, and sales were sluggish. To establish deeper ties with important clients in the future, efforts will focus on accumulating the necessary inventory, improving product databases for mail order companies, and acquiring distributor rights from suppliers.

Trusco Nakayama Thailand: Established in September 2010
Trusco Nakayama Indonesia: Established in December 2014

[Reference] Non-consolidated business performance in other overseas regions

First three quarters of FY ending Dec. 2020

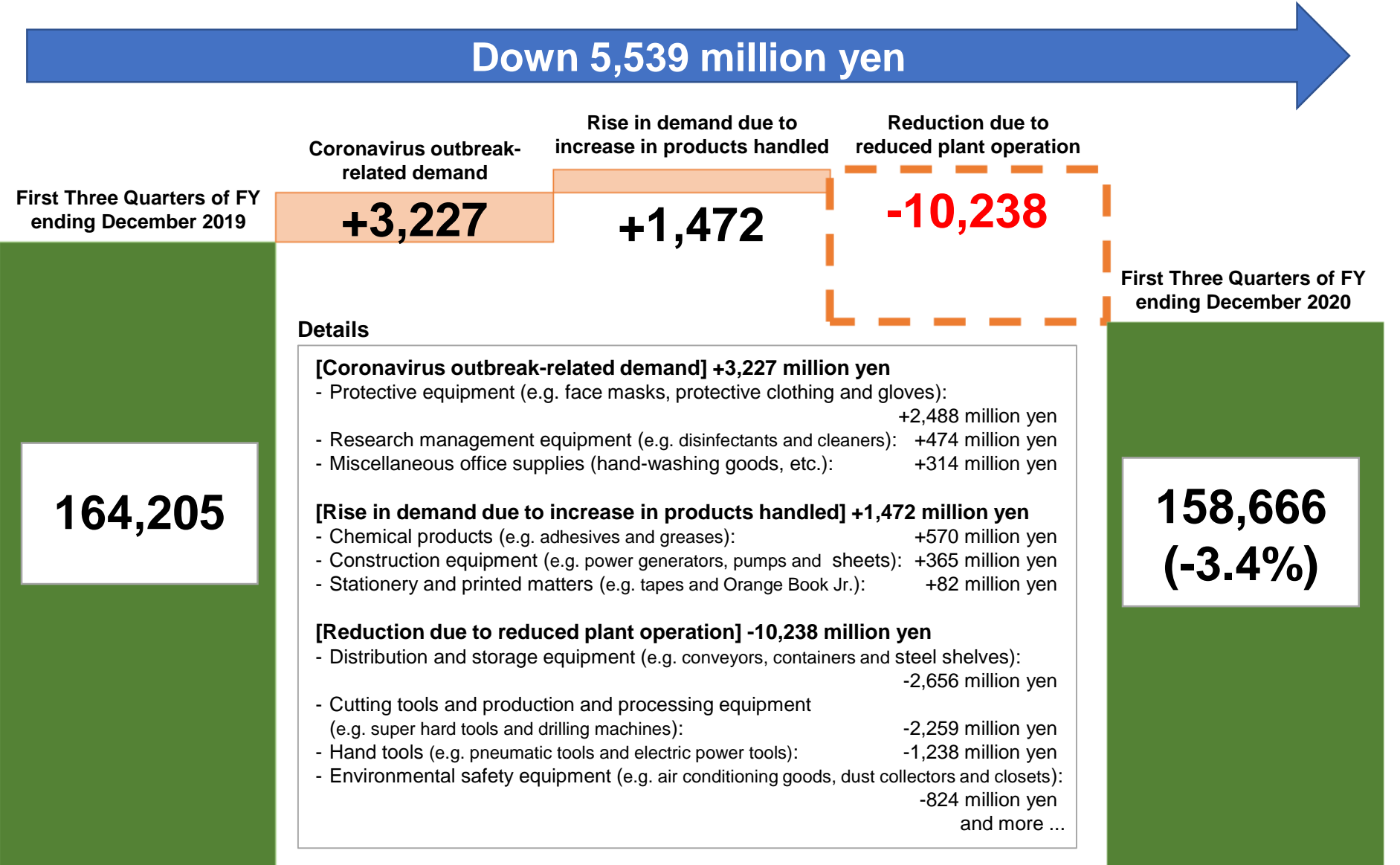
Million yen

		Net sales	Gross profit
Business performance in other overseas regions (including the Philippines, China and South Korea)	Actual results	324	80
	Share against net sales	-	25.0%
	YoY change	-0.1%	+8.5%

B-(7) [Non-consolidated] Analysis of sales for first three quarters of FY ending December 2020

Major changes in net sales for first three quarters of FY ending December 2020

(Million yen)

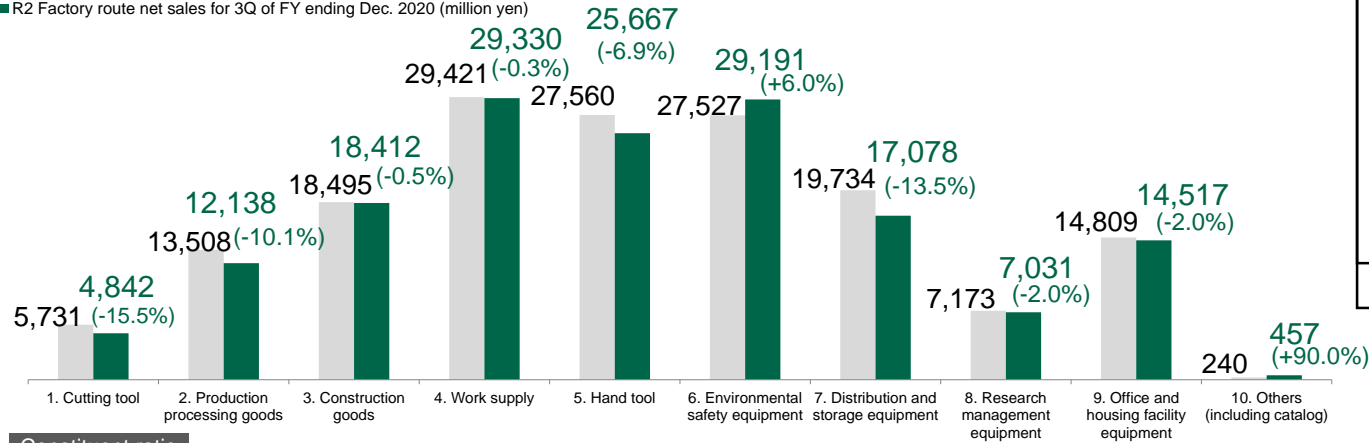


B-(8) [Non-consolidated] Sales by product category

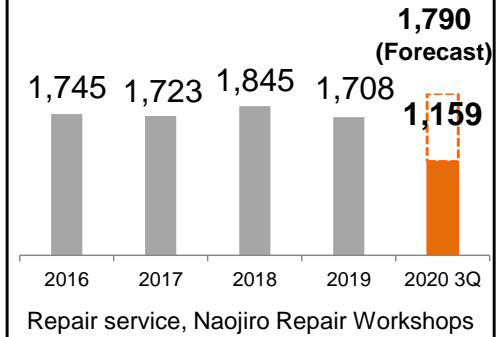
■ Sales graph by large category and details of medium category

■ R1 Factory route net sales for 3Q of FY ended Dec. 2019 (million yen)

■ R2 Factory route net sales for 3Q of FY ending Dec. 2020 (million yen)



■ Sales of goods used for repair (million yen)



Constituent ratio

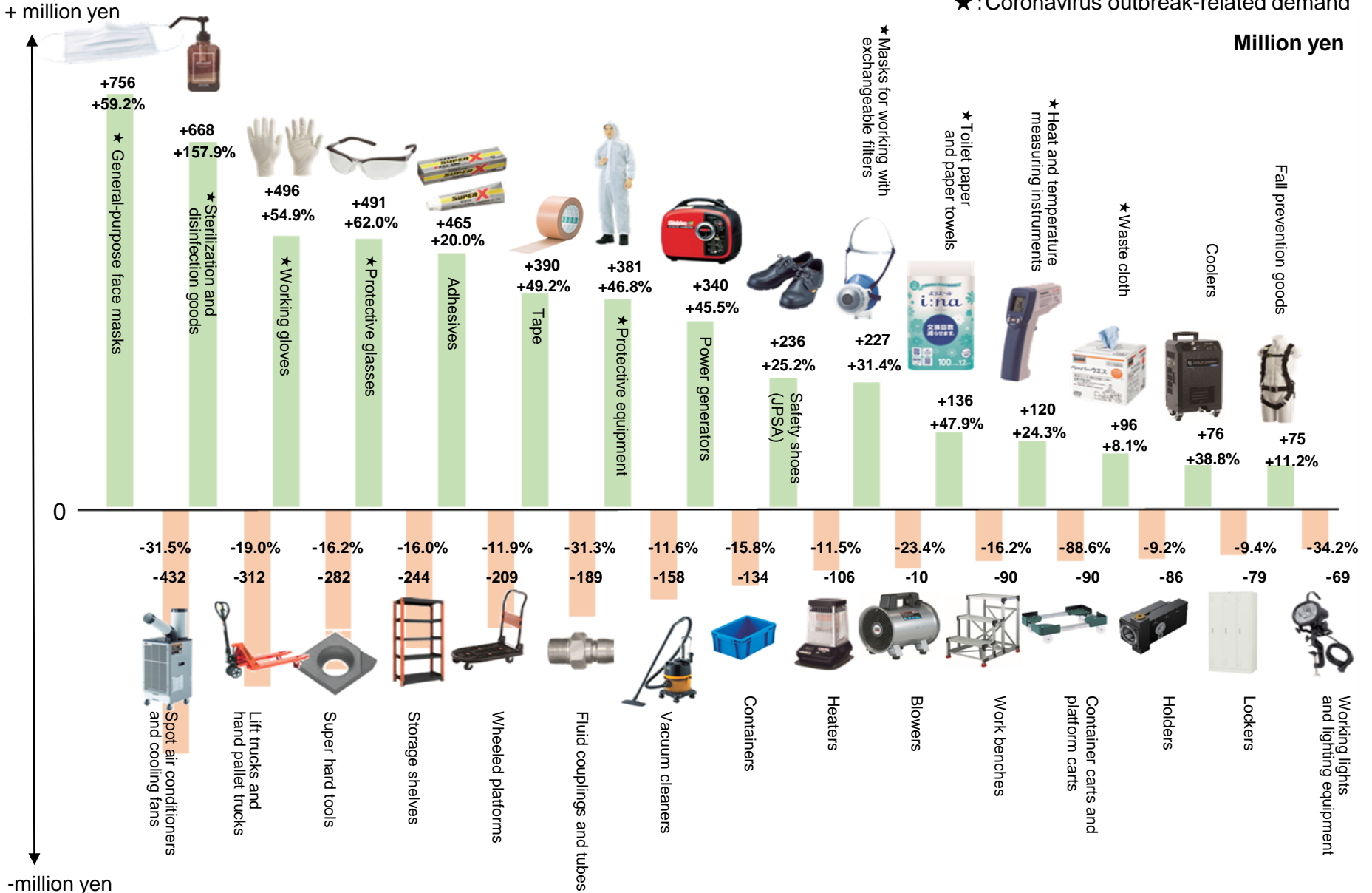
Category of goods (large category)	Medium category	Trusco's sales	Constituent ratio	YoY change	Gross profit margin
1. Cutting tool	1. Cutting tools	2,180	1.4	-19.8	11.7
	2. Drilling and thread cutting tools	2,661	1.7	-11.6	21.5
	3.1				
2. Production processing goods	3. Measurement equipment	6,287	4.0	-6.7	16.7
	4. Mechatronics	2,543	1.6	-7.7	15.7
	7.7				
3. Construction goods	5. Tools for machine tools	1,516	1.0	-21.0	23.6
	6. Electronic machinery	1,791	1.1	-14.4	11.4
	7. Hydraulic tools	1,368	0.9	-7.8	11.8
	8. Pumps	2,403	1.5	-4.1	16.3
	9. Welding equipment	1,469	0.9	-0.9	18.3
	10. Painting and interior goods	1,706	1.1	-0.7	25.7
	11. Civil engineering and building goods	1,895	1.2	+23.9	12.1
	12. Ladders and stepladders	2,171	1.4	-8.9	22.7
	13. Piping and materials of electronic equipment	2,521	1.6	-1.6	23.6
	14. Component, hardware, and building materials	4,875	3.1	+1.0	28.3
4. Work supply	15. Cutting goods	979	0.6	-3.9	23.0
	16. Grinding and polishing goods	5,023	3.2	-7.8	23.5
	17. Chemical products	14,896	9.4	+4.0	22.1
	18. Factory miscellaneous goods	2,795	1.8	+6.1	16.2
	19. Packing and binding goods	3,663	2.3	-4.9	31.5
	20. Casters	1,972	1.2	-7.8	18.1
	18.5				
5. Hand tool	21. Electric power tools and accessories	6,931	4.4	-6.8	14.7
	22. Pneumatic tools and accessories	4,318	2.7	-14.6	18.4
	23. Tools for manual work	13,072	8.2	-4.6	22.2
	24. Tool boxes	1,343	0.8	-2.3	29.8
16.2					
6. Environmental safety equipment	25. Protective equipment	16,065	10.1	+18.3	26.6
	26. Safety goods	6,713	4.2	-1.5	25.8
	18.4				
7. Distribution and storage equipment	27. Environment improvement goods	1,402	0.9	-10.8	20.7
	28. Air conditioning goods	2,998	1.9	-14.2	20.1
	10.8				
8. Research management equipment	29. Disaster and crime prevention goods	649	0.4	-2.7	21.5
	30. Closets and exterior goods	1,362	0.9	-2.4	16.5
	4.4				
9. Office and housing facility equipment	31. Loading goods	5,035	3.2	-8.8	17.4
	32. Conveyors	819	0.5	-14.3	16.5
	9.1				
10. Others	33. Transportation goods	6,201	3.9	-19.0	22.8
	34. Containers and vessels	2,532	1.6	-8.2	30.7
	0.3				
Total	35. Steel shelves	2,489	1.6	-12.3	26.9
	36. Tool wagons	674	0.4	-16.9	28.7
	37. Storage and management goods	845	0.5	-19.0	32.4
Total	38. Work benches	987	0.6	-12.2	28.2
	39. Stainless goods	1,304	0.8	-10.0	18.3
	40. Research and development-related goods	3,219	2.0	+17.3	20.9
Total	41. Cleaning utensils	4,238	2.7	-2.3	22.9
	42. Stationery	1,479	0.9	+5.9	19.3
	43. Office miscellaneous goods	2,236	1.4	+16.3	27.3
Total	44. Electric appliances	2,368	1.5	-9.0	23.0
	45. OA business machinery	1,266	0.8	+1.6	26.4
	46. Office furniture	2,725	1.7	-11.6	24.4
Total	47. Interior goods	201	0.1	-6.8	20.1
	48. Total	457	0.3	+90.0	-95.4
Total		158,666	100.0	-3.4	21.7

(Million yen, %)

B-(9) [Non-consolidated] Analysis of sales for first three quarters of FY ending December 2020 (by product category)

■ Demand changes by product for first three quarters of FY ending December 2020

★ : Coronavirus outbreak-related demand



B-(10) [Non-consolidated] Sales by category of goods featured in the TRUSCO Orange Book

■ Sales by category of goods listed in the TRUSCO Orange Book and constituent ratios

Sales by product category are classified and displayed according to the categories listed in the TRUSCO Orange Book.

Category	Net sales	YoY change	Category	Net sales	YoY change	Category	Net sales	YoY change
1. Cutting tools	¥5,201 million	-14.2	9. Hand tools	¥11,938 million	-4.1	17. Loading equipment	¥6,183 million	-19.8
2. Machine tools	¥1,765 million	-24.0	10. Electric, hydraulic & pneumatic tools	¥15,100 million	-9.7	18. Cleaning & janitorial supplies	¥8,973 million	+7.6
3. Measuring & testing instruments	¥6,751 million	-7.0	11. Protective equipment	¥16,907 million	+19.6	19. Environmental supplies	¥6,745 million	-8.0
4. Mechatronics parts	¥2,165 million	-0.2	12. Safety supplies	¥3,485 million	-7.3	20. Garden supplies	¥1,362 million	+7.5
5. Hardware & building materials	¥5,545 million	-2.2	13. Packaging supplies	¥10,037 million	+3.5	21. Office supplies & storage	¥7,341 million	-4.7
6. Pneumatic supplies	¥3,234 million	-10.4	14. Construction & lighting supplies	¥15,103 million	-2.8	22. Laboratory supplies	¥3,734 million	-3.9
7. Electronics	¥2,790 million	-0.2	15. Handling equipment	¥5,739 million	-8.9			
8. Chemicals	¥9,700 million	+2.5	16. Logistics & storage supplies	¥8,893 million	-11.5			

■ Tools that increase customers' convenience



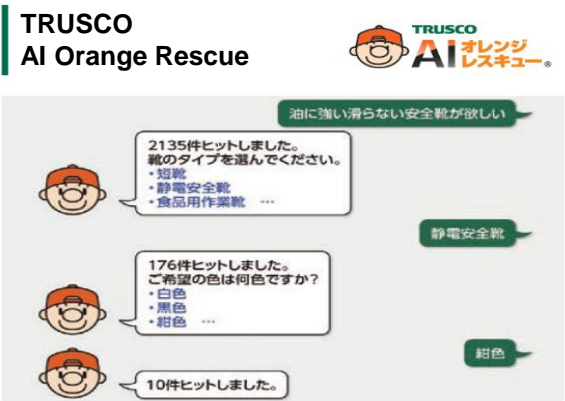
This is a set of catalogs featuring a wide range of professional tools required in manufacturing. The TRUSCO Digital Orange Book is also available, integrating the user-friendliness of hard-copy catalogs with the portability and search features of online content.

Number of items listed:	Approx. 440,000 (2020 edition)
Number of manufacturers:	1,776
Total number of pages:	16,728
Annual circulation:	210,000 copies
Size:	A4 (changed from B5)



This is a one-stop website on which it is possible to search for and purchase professional tools. It also supports quotation, order, return and real-time stock status view functions. Revamped last year, its search features and user-friendliness have improved.

Number of items featured:	Approx. 2.23 million
Share of orders received via computer systems:	83.7%
Safety data sheets, drawings and contained chemical substances investigation sheets are downloadable.	
Available 24 hours per day	



This is an interactive goods search service based on AI learning functions. The service can respond to queries instantly. It supports natural language, synonyms and technical terms in specific industries.

AI Kokomite-kun (chatbot) responds in natural language.
Voice input supported
Available on smartphones

B-(11) [Non-consolidated] Sales of private brand (PB) goods

For private brand (PB) goods, although sales of environmental safety equipment such as masks and protective equipment increased due to increase demand in relation to the coronavirus, sales decreased in other categories of goods due to factors including a delayed end of the rainy season and reduced plant operation.

■ Sales of PB goods by category of goods

* Excluding sales through other routes

Unit: million yen

	Entire company		Factory route		e-business route		Home center route	
	Constituent ratio	19.7%	Constituent ratio	19.9%	Constituent ratio	24.8%	Constituent ratio	6.3%
	Gross profit margin	36.4%	Gross profit margin	36.4%	Gross profit margin	37.1%	Gross profit margin	31.9%
	Net sales	YoY change	Net sales	YoY change	Net sales	YoY change	Net sales	YoY change
Total	31,284	-5.9%	23,204	-9.6%	7,093	+7.4%	797	+12.3%
Cutting tool	509	-4.3%	365	-6.3%	88	+10.1%	50	-2.3%
Production processing goods	1,078	-9.2%	797	-11.5%	249	-1.4%	15	+11.3%
Construction goods	2,588	-3.6%	1,902	-6.8%	630	+7.5%	44	+4.7%
Work supply	5,487	-4.4%	4,378	-6.4%	1,013	+5.6%	59	+6.1%
Hand tool	3,190	-7.2%	2,273	-11.5%	772	+7.5%	103	+4.8%
Environmental safety equipment	6,249	+10.1%	4,718	+4.4%	1,337	+27.2%	173	+111.8%
Distribution and storage equipment	6,981	-13.6%	4,992	-17.7%	1,631	-0.6%	326	+0.9%
Research management equipment	2,277	-16.4%	1,744	-20.0%	517	+1.2%	2	+16.5%
Office and housing facility equipment	2,920	-7.7%	2,032	-11.9%	852	+5.9%	17	-51.0%
Other	3	+39.5%	0	-45.5%	-	-	3	+39.5%

■ Private Brand (PB) goods

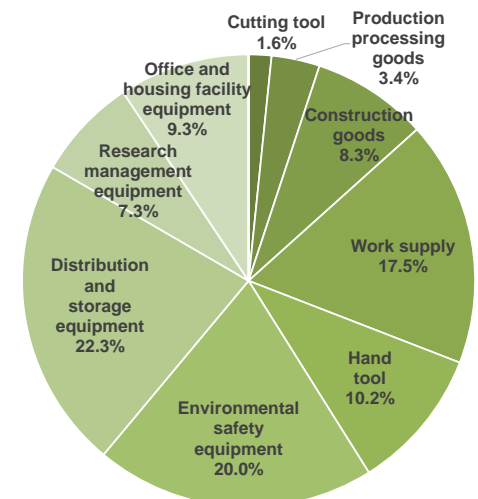


Products designed and developed by Trusco.

Approximately 5,000 new products are launched a year. Their profit margin is greater than that of national brand goods. PB goods account for 19.7% of Trusco's sales.

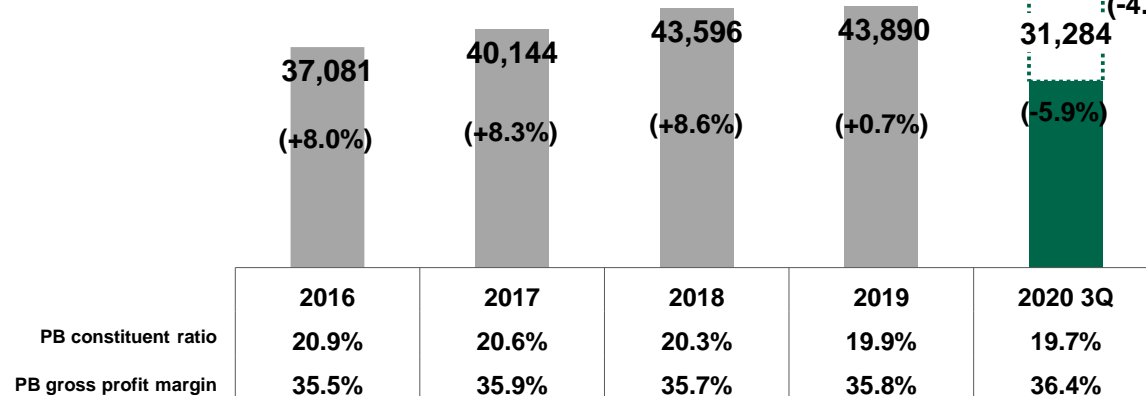


■ PB sales ratio by category of goods



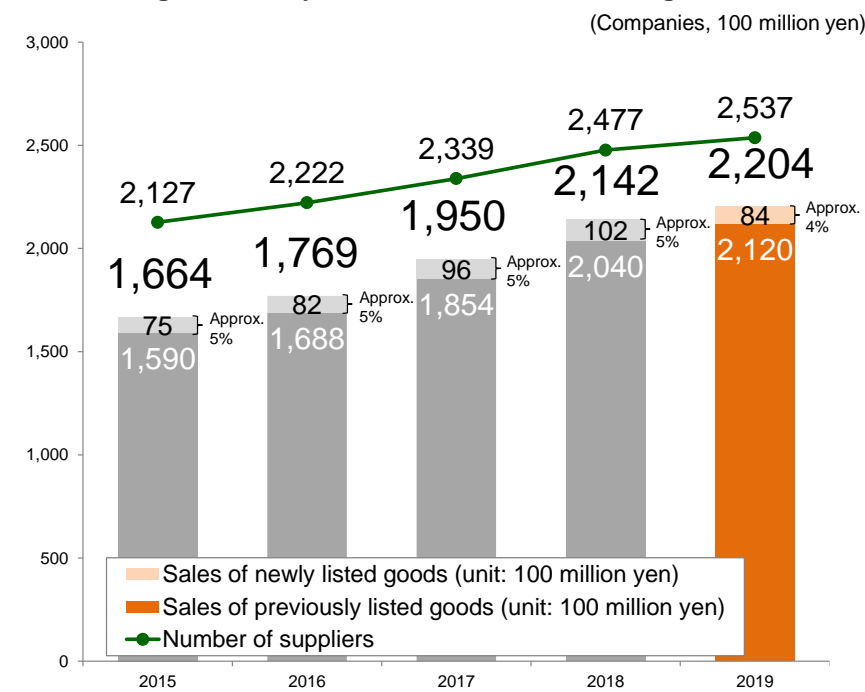
■ Change in sales of PB goods (Unit: million yen, %) (YoY change)

Full year forecast
41,760 million yen
(-4.9%)

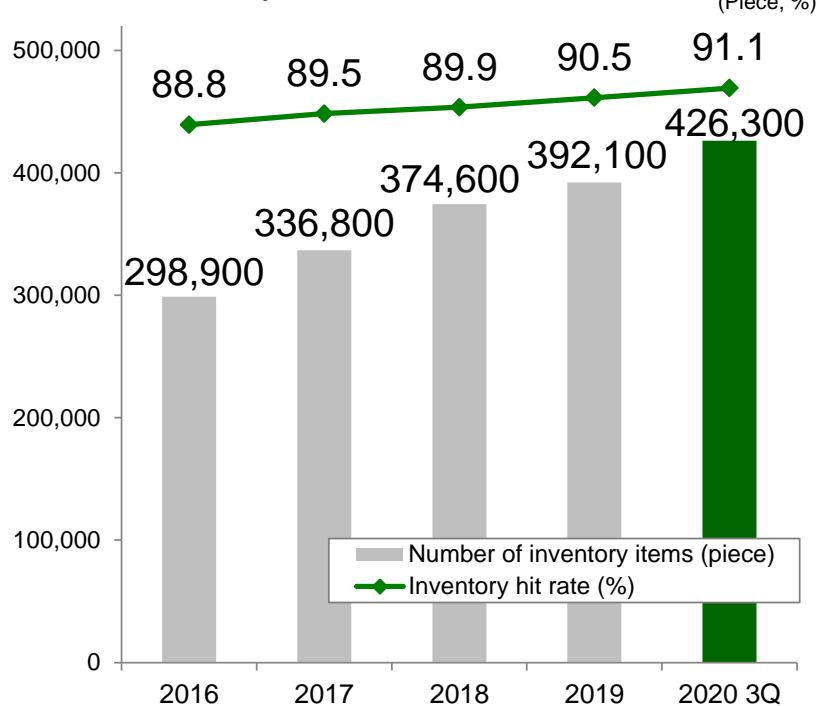


C-(1) Number of suppliers, sales of newly listed goods, number of items in inventory, hit rate, number of sales accounts and number of companies

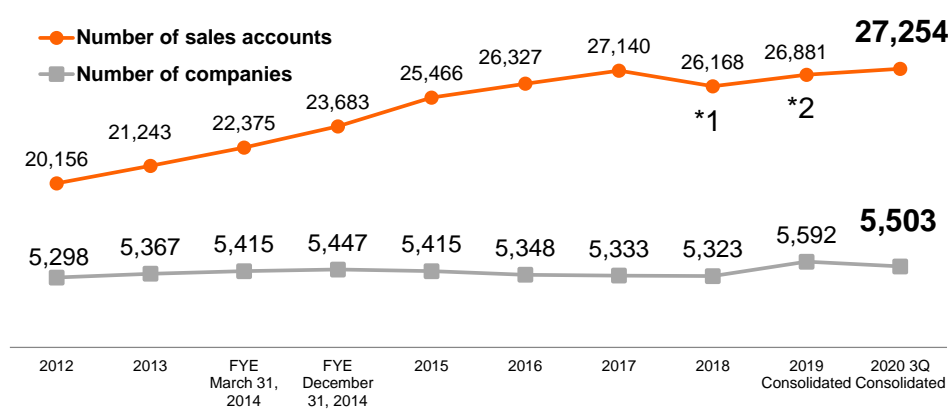
1. [Non-consolidated] Changes in the number of suppliers and sales of goods newly listed in the TRUSCO Orange Book



2. [Non-consolidated] Change in the number of inventory items and the inventory hit rate

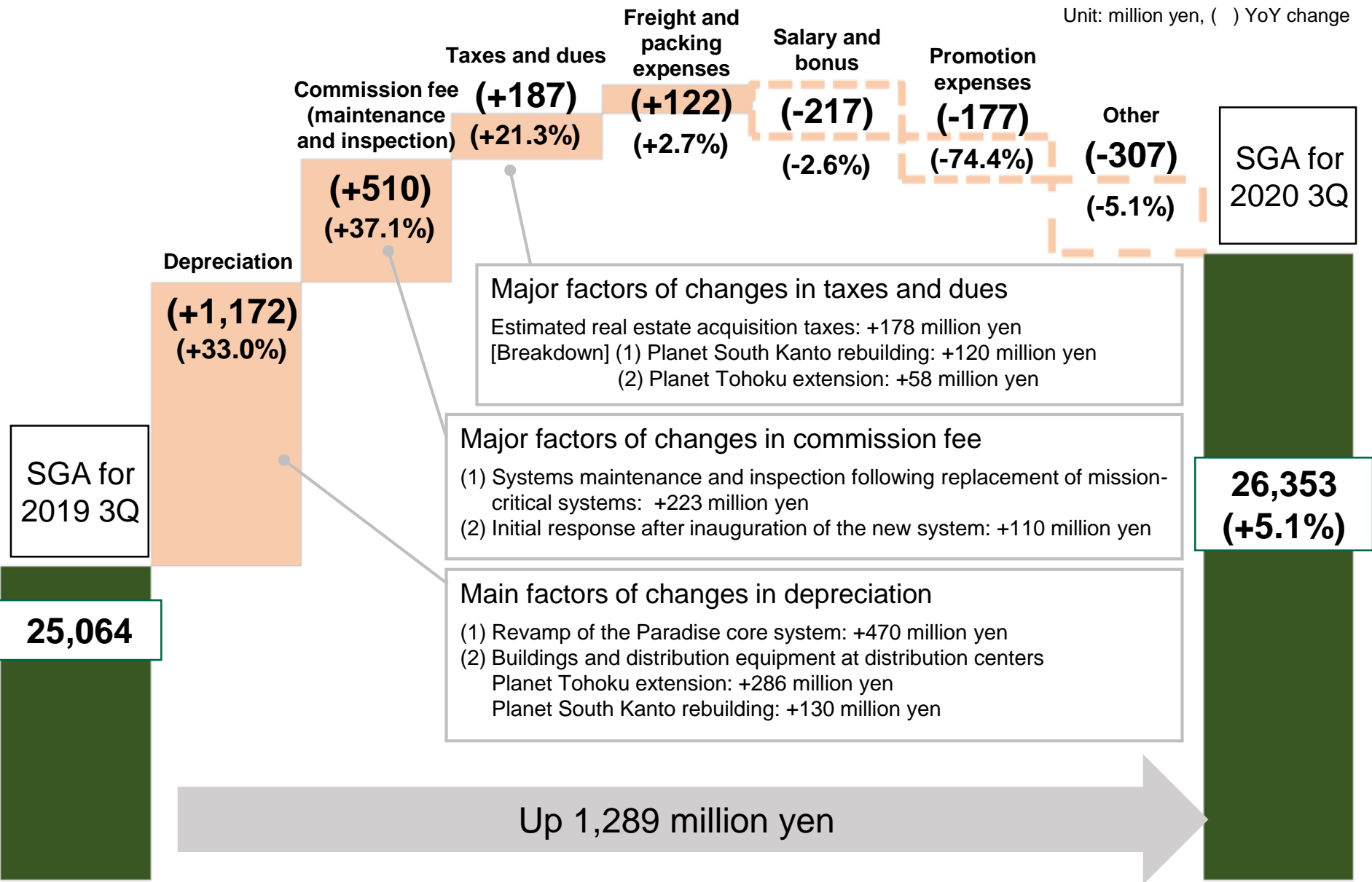


3. [Consolidated] Change in number of sales accounts and companies



- 1. Products newly listed in our product catalogue, TRUSCO Orange Book, for the relevant year account for approximately 4% of total sales.
 - 2. Inventory hit rate: Number of rows used for products shipped from inventory divided by the total number of rows used for orders. The number of items and the inventory hit rate are increasing year after year.
 - 3. The number of accounts is experiencing an upward trend amid growth of transactions with corporate customers with multiple stores.
- *1 The reduction in the number of accounts in 2018 is mainly attributable to deregistration of accounts due to the termination of transactions with customers using the home center route.
*2 The numbers of companies and accounts including overseas subsidiaries are presented from 2019 onwards.

D-(1) [Consolidated] Major changes in selling, general and administrative expenses (SGA)



For details on the factors of the changes, please see the next page.

D-(2) Selling, general and administrative expenses (SGA)

■ Details of selling, general and administrative expenses (SGA)

Unit: million yen, %

– Key Items –

() YoY change

		First Three Quarters of FY ending December 2019		First Three Quarters of FY ending December 2020		YoY Change (amount)	YoY Change (percent)
		Amount	Share in net sales	Amount	Share in net sales		
1	Salary and bonus	8,376	5.1	8,159	5.1	-217	-2.6
2	Depreciation	3,551	2.2	4,723	3.0	1,172	+33.0
3	Freight and packing expenses	4,592	2.8	4,715	3.0	122	+2.7
4	Commission fee	1,374	0.8	1,884	1.2	510	+37.1
5	Welfare expenses	1,730	1.1	1,592	1.0	-137	-8.0
6	Taxes and dues	877	0.5	1,065	0.7	187	+21.3
7	Provision for bonuses	959	0.6	962	0.6	2	+0.2
8	Advertising expenses	543	0.3	604	0.4	61	+11.2
9	Supplies expenses	449	0.3	468	0.3	19	+4.4
10	Leasehold and office rents	499	0.3	448	0.3	-51	-10.3
11	Traveling expenses and transportation expenses	450	0.3	365	0.2	-84	-18.7
12	Remuneration paid to directors	326	0.2	324	0.2	-2	-0.7
13	Communication expenses	271	0.2	291	0.2	19	+7.2
14	Utilities expenses	285	0.2	276	0.2	-8	-3.1
15	Vehicle expenses	176	0.1	177	0.1	1	+0.8
16	Promotion expenses	238	0.1	61	0.0	-177	-74.4
17	Entertainment expenses	90	0.1	16	0.0	-74	-82.3
18	Other	270	0.2	216	0.1	-53	-19.9
Total		25,064	15.2	26,353	16.6	1,289	+5.1

- Full-time employees 1,692, part-time employees 1,109
- Overtime pay for employees (-290 million yen)
- Increase in wages and bonuses for part-time employees (+92 million yen)

- Revamp of the Paradise core system (+470 million yen)
- Buildings and distribution equipment at distribution centers
Planet Tohoku extension (+286 million yen)
Planet South Kanto rebuilding (+130 million yen)

- Impact of growth in shipping volume (approx. +198 million yen)
User direct shipments rose 13.4% year on year
- Impact from unit price of individual shipments (-22 million yen)
- Decrease in contracted delivery services with chartered vehicles (-149 million yen)
Number of chartered vehicles: 163 (-12 from the end of previous fiscal year)
- [Reference] 107 vehicles (+9 from the end of previous fiscal year) for delivery by the Company's employees

- Systems maintenance and inspection following replacement of mission-critical systems (+223 million yen)
- Initial response after inauguration of the new system (+110 million yen)

- Estimated real estate acquisition taxes (+178 million yen)
- Planet South Kanto rebuilding (+120 million yen)
- Planet Tohoku extension (+58 million yen)

- Expenses for layout change due to resizing of TRUSCO Orange Book catalogs for 2020 (from B5 to A4) (-70 million yen)
- Expenses for production of edited data for TRUSCO Orange Book catalogs for 2020 (-73 million yen)

D-(4) [Consolidated] Capital expenditures

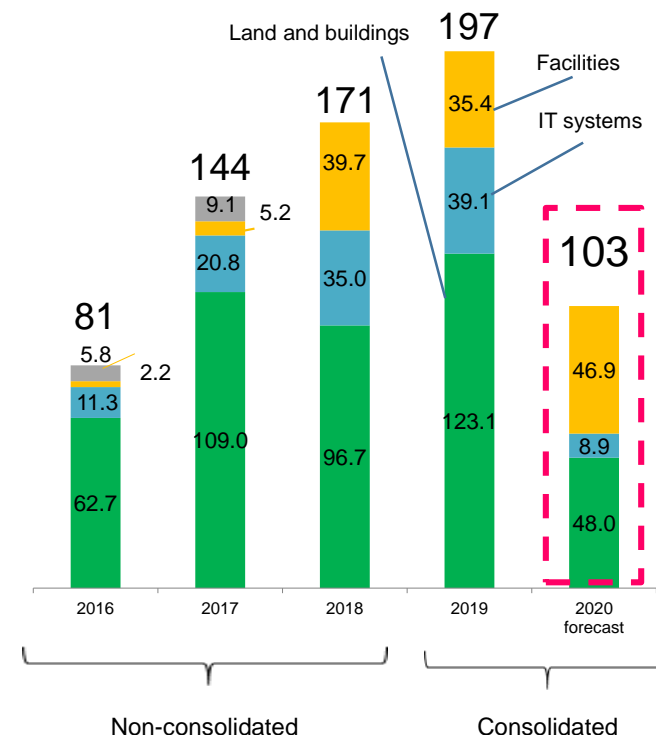
Major past and future capital expenditures

Unit: 100 million yen

Details of major capital expenditures		Total (expected) expenditures	Expenditures made until the previous fiscal year	FY ending Dec. 2020	
				Actual expenditures for Q1-Q3	Expected expenditures for Q4
Buildings	Planet South Kanto rebuilding	87.4	74.9	10.8	1.3
	Planet Tohoku extension	40.8	31.7	9.0	-
	New construction of TRUSCO Resort & Spa Karuizawa	29.2	11.9	8.1	5.9
	New construction of Osaka Stock Center (tentative name)	10.0	-	0.7	-
	Toyohashi Stock Center: Tent warehouse	3.9	-	3.9	-
	Others	0.1	-	-	-
	Buildings subtotal	171.4	118.5	32.5	7.2
Facilities	Planet Tohoku (Automated bucket warehouse / SAS / GAS / Auto Store / I-Pack / JFB / Butler, etc.)	31.0	-	25.6	-
	Planet South Kanto (Automated bucket warehouse / Shuttle Rack / Auto Store / SAS / electric moving pallet racks, etc.)	21.0	-	17.7	0.9
	Planet North Kanto (Solar panels installation)	1.2	-	1.1	0.1
	Toyohashi Stock Center (Operation facilities)	0.8	-	0.6	0.0
	Repair work at different locations	0.7	-	0.2	-
	Visualization of work inside warehouse in the distribution system (dashboards)	0.5	-	0.5	-
	Others	0.4	-	0.2	-
	Facilities subtotal	55.6	0	45.9	1.0
IT systems	Renewal of Paradise (order receipt/placement system)	33.7	30.7	3.0	-
	Renewal of SORA, Self, and Zaicon2	9.4	7.5	2.0	-
	Planet South Kanto (introduction of material handling equipment and network construction)	1.3	-	0.9	0.3
	Oluce upgrade	0.5	-	0.4	-
	Replacement of Paradise (MRO Stoker construction)	0.5	-	0.2	-
	Replacement of MRO Stoker	0.5	-	0.5	-
	Free location improvements	0.2	-	0.1	-
	Others	18.0	-	0.9	0.6
	IT systems subtotal	64.1	38.2	8.0	0.9
Land	Land adjacent to Planet Osaka	5.4	0.5	4.9	-
	Purchase of land adjacent to Planet Tohoku	2.0	-	2.0	-
	Purchase of land adjacent to Oyama Branch	1.3	-	1.3	-
	Land subtotal	8.7	0.5	8.2	0.0
Total				94.6	9.1
Annual capital expenditures					103.8

Change in capital expenditures

Unit: 100 million yen



↑ From 2018, items included in "Other" are allocated to facilities, IT systems, or buildings.

Capital expenditures

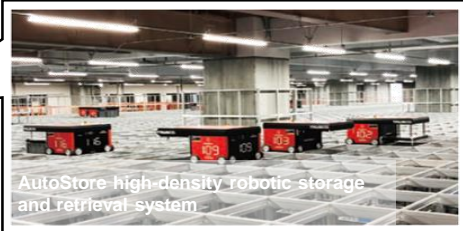
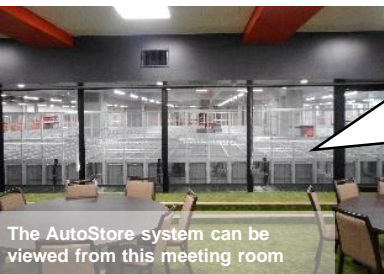
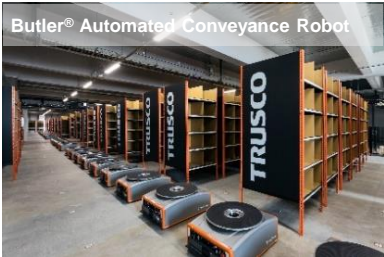
- The investment amount may fluctuate during the business year because the scheduled amount of capital expenditures includes expenses for projects at the planning stage.
- The amount of capital expenditures presented are on a cash out basis.

For FYE December 31, 2020, depreciation of 6,500 million yen (up 1,600 million yen year on year) is planned.

Extension at Planet Tohoku

In operation since May 7, 2020

Completed in January 2020



Outline

- Location: Sendai City, Miyagi Prefecture
- Site area: 3,905 tsubo
- Total floor area: 3,231 tsubo before extension, 8,591 tsubo after extension
- Extended building: Six stories
- Expenditures: 7,200 million yen for building and facilities
- No. of items in stock: Approx. 116,000
- Target no. of items: 400,000
- Facilities introduced: Automated bucket warehouse, AutoStore, Butler, SAS, GAS and I-Pack

During the extension work the AutoStore and Butler® systems were installed, and a structure with the meeting rooms looking down on the AutoStore installation was adopted. In addition, a new disaster stockpiling warehouse was installed to ensure that the supply of the products needed during a disaster does not stop. A multistory parking facility with capacity for 108 vehicles was also installed, helping to solve the issue with parking space shortages.

Rebuilding at Planet South Kanto

In operation since August 17, 2020

Completed in January 2020



Outline

- Location: Isehara City, Kanagawa Prefecture
- Site area: 3,662 tsubo
- Total floor area: 7,884 tsubo
- Structure: Four aboveground stories and one basement (for parking spaces) with base isolation
- Planned expenditures: 11,400 million yen for building and facilities
- No. of items in stock: Approx. 108,000
- Target no. of items in stock: 400,000
- Facilities introduced: Automated bucket warehouse, AutoStore, SAS, DAS and electric pallet rack

This facility will introduce the Company's first Daifuku Shuttle Rack, one of the Company's largest automated warehouse systems and other distribution equipment to improve shipping efficiency and to achieve high density storage. Additionally, a truck berth with a 22-meter overhanging section will improve work efficiency during rainy weather, and by setting the height of the underground parking facility to allow delivery trucks to pass through, it is now possible to conduct delivery and pick-up operations without inconveniencing the surrounding neighborhood, even at night. A day-care nursery has also been set up inside the distribution center to create a comfortable work environment.

E-(1) Management plan

◆Budgeting policy

On October 29 the Company revised its business performance forecast. The revised budget is also listed in the management plan.

The forecast is used as the entire company's budget, which is the total of the "annual budget of each branch prepared by the branch manager throughout Japan." The branch managers, who are familiar with their market, formulate their respective branch's budget as they are in charge of developing their branch strategy including staffing and are ultimately accountable for their branch.

		57th business year FYE December 31, 2019					58th business year FYE December 31, 2020														
		(Consolidated)		(Non-consolidated)			(Consolidated)						(Consolidated)			(Non-consolidated)					
		Results (¥ million)	Ratio (%)	Results (¥ million)	Ratio (%)	YoY change (%)	Initial plan (¥ million)		Ratio (%)		YoY change (%)		Revised plan (¥ million)	Ratio (%)	YoY change (%)	Revised plan (¥ million)	Ratio (%)	YoY change (%)			
							Upper range	Lower range	Upper range	Lower range	Upper range	Lower range									
Net sales		220,674	100.0	220,357	100.0	102.8	225,849	–	198,548	100.0		102.3	–	90.0	211,965	100.0	96.1	211,786	100.0	96.1	
Factory route		170,041	77.1	170,025	77.2	100.5	168,868	–	147,784	74.8	–	74.4	99.3	–	86.9	155,689	73.5	91.6	155,689	73.5	91.6
e-business route		34,492	15.6	34,492	15.7	112.2	39,488	–	34,880	17.5	–	17.6	114.5	–	101.1	38,270	18.1	111.0	38,270	18.1	111.0
Home center route		14,703	6.7	14,702	6.7	109.2	16,092	–	14,875	7.1	–	7.5	109.5	–	101.2	16,784	7.9	114.2	16,784	7.9	114.2
Overseas route		1,437	0.6	1,137	0.4	118.0	1,399	–	1,008	0.6	–	0.5	97.4	–	70.2	1,220	0.6	84.9	1,041	0.5	91.6
Net sales per day		-	-	937	-	105.0	-	-	-	-	-	-	-	-	-	-	-	886	-	94.5	
Sales of PB goods		-	-	43,890	19.9	100.7	-	-	-	-	-	-	-	-	-	-	-	41,760	19.7	95.1	
Number of business days		-	-	235	-	-5	-	-	-	-	-	-	-	-	-	-	-	239	-	+4	
Gross profit		47,034	21.3	46,856	21.3	103.0	48,464	–	42,760	21.5	–	21.5	103.0	–	90.9	46,170	21.8	98.2	45,994	21.7	98.2
Factory route		35,390	20.8	35,390	20.8	100.7	35,249	–	30,986	20.9	–	21.0	99.6	–	87.6	33,028	21.2	93.3	33,028	21.2	93.3
e-business route		8,657	25.1	8,657	25.1	111.9	9,968	–	8,816	25.2	–	25.3	115.1	–	101.8	9,774	25.5	112.9	9,774	25.5	112.9
Home center route		2,577	17.5	2,577	17.5	107.1	2,838	–	2,626	17.6	–	17.7	110.1	–	101.9	2,975	17.7	115.5	2,975	17.7	115.5
Overseas route		409	28.5	230	20.3	118.7	407	–	330	29.1	–	32.8	99.6	–	80.9	391	32.1	95.8	215	20.7	93.6
Selling, general and administrative expenses		33,237	15.1	32,934	14.9	105.8	35,823	–	35,123	15.9	–	17.7	107.8	–	105.7	35,122	16.6	105.7	34,864	16.5	105.9
Operating income		13,797	6.3	13,921	6.3	96.9	12,640	–	7,636	5.6	–	3.8	91.6	–	55.3	11,048	5.2	80.1	11,130	5.3	79.9
Ordinary income		14,197	6.4	14,302	6.5	97.7	13,000	–	7,996	5.8	–	4.0	91.6	–	56.3	11,412	5.4	80.4	11,484	5.4	80.3
Net income		9,613	4.4	9,715	4.4	99.9	8,952	–	5,499	4.0	–	2.8	93.1	–	57.2	7,850	3.7	81.7	7,925	3.7	81.6
Net income per share		¥145.78	-	¥147.32	-	¥0.12	¥135.75	–	¥83.39	-	-	-	¥10.3	–	¥62.39	¥119.04	-	¥26.74	¥120.18	-	¥27.14
Dividend per share		¥36.50	-	-	-	-	¥34.00	–	¥21.00	-	-	-	¥2.50	–	¥15.50	¥30.00	-	¥6.50	-	-	-
Issued shares		66,008,744	-	-	-	-	66,008,744		-	-	-	-	66,008,744		-	-	-	-	-	-	-
Private brand inventory items		50,800	-	-	-	-	57,600		-	-	-	113.4	57,600		-	113.4	-	-	-	-	-
Inventory value		43,653	-	42,781	-	115.6	48,809		-	-	-	111.8	43,844		-	100.4	-	-	-	-	-
Number of employees (incl. executives)		1,656	-	-	-	-	1,695		-	-	-	102.4	1,695		-	102.4	-	-	-	-	-
Number of part-timers		1,128	-	-	-	-	1,148		-	-	-	101.8	1,148		-	101.8	-	-	-	-	-
System order rate		83.1%	-	-	-	-	85.0%		-	-	-	-	85.0%		-	-	-	-	-	-	-
Inventory hit rate		90.5%	-	-	-	-	91.0%		-	-	-	-	91.0%		-	-	-	-	-	-	-
ROE		7.5%	-	-	-	-	6.7%	–	4.2%	-	-	-	5.9%		-	-	-	-	-	-	-
Depreciation		4,876	-	-	-	-	6,515		-	-	-	133.6	6,528		-	133.9	-	-	-	-	-

This management plan represents the estimation the Company made when this material was prepared. The Company does not guarantee the accuracy of information contained herein. Actual business performance and results may differ from the forecast due to various factors.

Reference 3: [Consolidated] Quarterly plan for FYE December 31, 2020

■ Fiscal year ending December 31, 2020 [Quarterly]

Unit: million yen, %

		1 st Quarter (+1 day)			2 nd Quarter (+2 day)			3 rd Quarter (+1 day)			4 th Quarter (±0 day)		
		Budget	Share against net sales	YoY Change	Budget	Share against net sales	YoY Change	Budget	Share against net sales	YoY Change	Budget	Share against net sales	YoY Change
Net sales	Budget	56,960	100.0	+2.1	57,114	100.0	+ 6.2	57,421	100.0	+ 4.7	53,211	100.0	-5.4
	Actual results	57,493	100.0	+3.1	50,919	100.0	-5.3	44,771	100.0	-18.4			
Gross profit	Budget	12,258	21.5	+2.2	12,485	21.9	+ 6.3	11,748	20.5	+ 4.1	11,678	21.9	-2.8
	Actual results	12,556	21.8	+4.7	11,338	22.3	-3.4	9,163	20.5	-18.8			
Selling, general and administrative expenses	Budget	9,209	16.2	+9.9	8,899	15.6	+ 6.0	9,054	15.8	+ 9.3	8,768	16.5	+7.3
	Actual results	9,218	16.0	+10.0	8,514	16.7	+ 1.4	8,713	19.5	+ 5.1			
Operating income	Budget	3,048	5.4	-15.7	3,587	6.3	+ 7.2	2,693	4.7	-10.2	2,909	5.5	-24.2
	Actual results	3,337	5.8	-7.7	2,824	5.5	-15.6	449	1.0	-85.0			
Ordinary income	Budget	3,110	5.5	-15.3	3,648	6.4	+ 6.4	2,748	4.8	-10.7	2,952	5.5	-26.5
	Actual results	3,384	5.9	-7.8	3,015	5.9	-12.1	504	1.1	-83.6			
Profit attributable to owners of parent	Budget	2,117	3.7	-15.5	2,478	4.3	+ 7.7	1,895	3.3	-8.4	2,135	4.0	-22.0
	Actual results	2,321	4.0	-7.4	2,012	4.0	-12.6	347	0.8	-83.2			
								1,380	2.7	-33.3			

* The budget figures for 1Q and 2Q reflect the budget at the beginning of fiscal year, those for 3Q for the budget after the revision announced on August 3, 2020, and those for 4Q for the budget after revision announced on October 29, 2020.

Reference 3: [Consolidated] Quarterly plan for FYE December 31, 2020

■ Fiscal year ending December 31, 2020 [Cumulative]

Unit: million yen, %

		1 st Quarter (+1 day)			2 nd Quarter (+3 day)			3 rd Quarter (+4 day)			4 th Quarter (+4 day)		
		Budget	Share against net sales	YoY Change	Budget	Share against net sales	YoY Change	Budget	Share against net sales	YoY Change	Budget	Share against net sales	YoY Change
Net sales	Budget	56,960	100.0	+2.1	114,074	100.0	+4.1	165,835	100.0	+ 0.9	211,965	100.0	-3.9
	Actual results	57,493	100.0	+3.1	108,413	100.0	-1.1	153,185	100.0	-6.8			
Gross profit	Budget	12,258	21.5	+2.2	24,743	21.7	+4.2	35,643	21.5	+ 1.8	46,170	21.8	-1.8
	Actual results	12,556	21.8	+4.7	23,894	22.0	+0.7	33,058	21.6	-5.6			
Selling, general and administrative expenses	Budget	9,209	16.2	+9.9	18,108	15.9	+7.9	26,788	16.2	+ 6.9	35,122	16.6	+ 5.7
	Actual results	9,218	16.0	+10.0	17,733	16.4	+5.7	26,447	17.3	+ 5.5			
Operating income	Budget	3,048	5.4	-15.7	6,635	5.8	-4.7	8,855	5.3	-11.1	11,048	5.2	-19.9
	Actual results	3,337	5.8	-7.7	6,161	5.7	-11.5	6,611	4.3	-33.6			
Ordinary income	Budget	3,110	5.5	-15.3	6,758	5.9	-4.8	9,149	5.5	-10.1	11,412	5.4	-19.6
	Actual results	3,384	5.9	-7.8	6,400	5.9	-9.9	6,905	4.5	-32.2			
Profit attributable to owners of parent	Budget	2,117	3.7	-15.5	4,595	4.0	-4.4	6,229	3.8	-9.4	7,850	3.7	-18.3
	Actual results	2,321	4.0	-7.4	4,333	4.0	-9.9	4,681	3.1	-31.9			

* The budget figures for 1Q and 2Q reflect the budget at the beginning of fiscal year, those for 3Q for the budget after the revision announced on August 3, 2020, and those for 4Q for the budget after revision announced on October 29, 2020.

Reference 4: Company data

Number of employees [Consolidated] as of the end of September 2020

	Females	Males	Total	YoY Change
Executives	1	11	12	+0
Executive officers	0	2	2	+0
Career	188	437	625	+2
Area	271	305	576	+4
Support	25	3	28	-4
Specialist	15	14	29	-3
Logistics	78	273	351	+8
Contract employees	1	36	37	+7
Overseas subsidiaries	20	22	42	+1
Seconded to health insurance association	1	1	2	+0
Seconded to Nakayama Visually Impaired Welfare Foundation	0	0	0	+0
Full-time employees subtotal (including executives)	599	1,093	1,692	+15
Part-time employees	837	272	1,109	-7
Total	1,437	1,376	2,813	+8

Share of female employees: 35.4%, Number of female sales staff members: 79

Females in career-track positions account for 31.4% of all female employees (whereas such males account for 40.0% of all males).

* The number of part-time employees represents the actual number of such workers under employment.

Numbers of incoming and outgoing employees

* Excluding part-time employees

Unit: % (for turnover ratio)

	2016 [Non-consolidated]		2017 [Non-consolidated]		2018 [Non-consolidated]		2019 [Consolidated]		End of Sep. 2020 [Consolidated]	
	Females	Males	Females	Males	Females	Males	Females	Males	Females	Males
No. of employees	512	959	510	1004	557	1,051	585	1,071	599	1,093
	1,471		1,514		1,608		1,656		1,692	
No. of incoming employees	70	33	59	67	63	72	52	57	41	44
	103		126		135		109		85	
No. of outgoing employees	20	18	18	18	20	26	42	44	28	23
	38		36		46		86		51	
Turnover ratio	3.8	1.8	3.4	1.8	3.5	2.4	6.7	3.9	4.5	2.1
	2.5		2.3		2.8		4.9		2.9	

Amount irrecoverable due to bankruptcy

Unit: 10 thousand yen

	2015	2016	2017	2018	2019	2020 3Q
Amount irrecoverable	0	35	0	4	0	0

Average age and annual income

Units: years and million yen

	Average age			Average annual income			
	Females	Males	Total	Career	Area	Logistics	Total
2019	31.3	42	38.2	7.58	6.42	4.92	6.55
2018	30.9	42.1	38.2	8.04	6.80	5.20	7.01
2017	30.7	42.7	38.6	8.05	6.96	5.41	7.15
2016	30.6	43.5	39.3	7.57	6.51	5.19	6.74
2015	30.9	43.3	39.6	7.27	6.30	5.35	6.60

* The total average annual income includes executive officers and excludes financial bonds provided as retirement benefits.

* The payment of performance-based bonuses commenced in FY2014.

In 2019, they were discontinued, and bonuses decreased.

* Consolidated accounting has been applied to the fiscal year ended Dec. 2019 and later fiscal years. From the fiscal year ended Dec. 2019 onwards, the average age figure is on a consolidated basis, whereas all the average annual income figures are on a non-consolidated basis.

Number of bases [Consolidated]

as of the end of September 2020

Head offices	2
Branches	67
Distribution centers	17
Overseas bases	3
Stock centers	9
Total	98

Changes in inventory disposal and inventories

	2015	2016	2017	2018	2019
Inventory disposal (million yen)	50	32	41	39	42
Inventories (100 million yen)	250	290	318	370	427
Disposal rate (%)	0.20	0.11	0.13	0.11	0.10