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Consolidated Financial Results(Quantitative) For FY 2020

(April 1, 2020 through March 31, 2021)

Notes:

For the purpose of timely English-language financial information disclosure, Tadano Ltd. provides quantitative financial results reports in concurrence with the disclosure of its original Japanese-language financial results. Detailed qualitative information will be disclosed at a later date in a comprehensive financial results report.

April 28, 2021

Tadano Ltd.

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< Notes >

- Forward-looking statements contained in this report are based on information available as of the date this report was prepared. A variety of factors may cause actual results to differ from projections.
- The acquisition of the Demag Mobile Cranes business (Hereafter “Demag”) was completed on July 31, 2019. In this report, information for Demag is treated as follows:
  - FY2019 Consolidated Financial Statements: B/S as of 31st December and P/L from August to December are included.
    *Adjustments are made retroactively due to PPA. PPA(“Purchase Price Allocation”) is a process to appraise assets and liabilities at fair value and allocate purchase price.

Key Points of FY 2020 Financial Results

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✓ **Despite consolidation of Demag business, net sales decreased by about 18%. Profits declined substantially due to changes in product sales composition. First operating loss recorded for the first time in ten years since FY2010.**

(Unit: millions of yen)

	FY2019		FY2020		Percent Change
	Amount	Percentage	Amount	Percentage	
Net Sales	**227,949**	**100%**	**186,040**	**100%**	**-18.4%**
Operating income	**13,949**	**6.1%**	**-4,196**	**-2.3%**	**–**
Ordinary income	**13,791**	**6.1%**	**-4,683**	**-2.5%**	**–**
Net income attributable to owners of the parent	**6,433**	**2.8%**	**-12,987**	**-7.0%**	**–**
Capital investment	12,902		5,666		
Depreciation	4,527		5,695		
* Figures for capital investments include leased assets.					
USD	¥109.05		¥106.82		
EUR	¥122.07		¥121.81		

Income Statement

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✓ **Cost of sales ratio deteriorated due to changes in product sales composition.**
✓ **SG&A expenses decreased as a result of cost-cutting efforts.**
✓ **Provision of allowance for losses related to violations of emission regulations and expenses related to reorganization of European Operations were recorded as extraordinary losses.**

(Unit: millions of yen)

	FY2019		FY2020		Increase/ Decrease
	Amount	Percentage	Amount	Percentage	
Net sales	**227,949**	**100%**	**186,040**	**100%**	**-41,909**
Cost of sales	**172,007**	**75.5%**	**150,944**	**81.1%**	**-21,062**
Gross profit on installment sales	**-69**	**-0.0%**	**55**	**0.0%**	**124**
Gross profit	**55,872**	**24.5%**	**35,150**	**18.9%**	**-20,722**
Selling, general, and administrative expenses	**41,923**	**18.4%**	**39,347**	**21.1%**	**-2,575**
Operating income	**13,949**	**6.1%**	**-4,196**	**-2.3%**	**-18,146**
Non-operating income and loss	**-158**	**-0.1%**	**-486**	**-0.3%**	**-328**
Ordinary income	**13,791**	**6.1%**	**-4,683**	**-2.5%**	**-18,474**
Extraordinary income and loss	**-1,753**	**-0.8%**	**-7,674**	**-4.1%**	**-5,921**
Income before income taxes	**12,038**	**5.3%**	**-12,358**	**-6.6%**	**-24,396**
Corporate taxes	**5,683**	**2.5%**	**599**	**0.3%**	**-5,084**
Net income attributable to noncontrolling interests	**-78**	**-0.0%**	**29**	**0.0%**	**108**
Net income attributable to owners of the parent	**6,433**	**2.8%**	**-12,987**	**-7.0%**	**-19,420**

Balance Sheet

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- ✓ **Both accounts receivable and inventories decreased.**
- ✓ **Preparations for prolonged Coronavirus disruption. (Cash deposits and Interest-bearing debt increased)**

(Unit: millions of yen)

	FY2019 Year-end	FY2020 Year-end	Increase/ Decrease
Cash deposits	57,075	103,110	46,034
Accounts receivable	63,267	48,774	-14,492
Inventories	97,434	82,010	-15,424
Other current assets	9,415	5,254	-4,160
Total current assets	227,192	239,149	11,956
Tangible fixed assets	68,433	68,046	-386
Intangible fixed assets	1,675	1,692	17
Investment and other assets	13,958	15,031	1,072
Total fixed assets	84,067	84,770	703
Total assets	311,260	323,920	12,659

	FY2019 Year-end	FY2020 Year-end	Increase/ Decrease
Accounts payable	40,745	32,043	-8,702
Interest-bearing debt	63,035	94,586	31,551
Other liabilities	49,320	51,885	2,564
Total liabilities	153,102	178,515	25,413
Total equity	158,158	145,404	-12,754
Total liabilities and equity	311,260	323,920	12,659

	FY2019	FY2020
Receivable turnover	88.1 days	95.7 days
Inventory turnover	135.6 days	160.9 days
Equity ratio	50.5%	44.5%
Net D/E Ratio	0.04	-0.06
ROA (based on Operating Income)	4.9%	-1.3%
ROE	4.1%	-8.6%

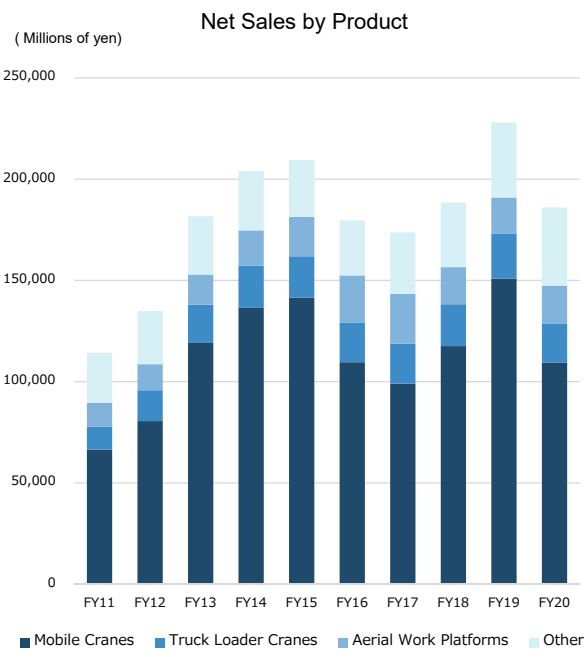
Net Sales by Product

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- ✓ **Mobile Crane and Truck Loader Crane sales decreased, Aerial Work Platform sales increased.**

(Unit: millions of yen)

	FY2019	FY2020	Increase/Decrease Amount	Increase/Decrease Percentage
Mobile Cranes	150,818	109,430	-41,387	-27.4%
Truck Loader Cranes	22,162	19,314	-2,848	-12.9%
Aerial Work Platforms	17,986	18,701	715	4.0%
Other	36,982	38,593	1,611	4.4%
Total	227,949	186,040	-41,909	-18.4%
Breakdown of Mobile Crane Sales Inside and Outside Japan				
Japan	47,833	39,615	-8,217	-17.2%
Outside Japan	102,984	69,815	-33,169	-32.2%
Total	150,818	109,430	-41,387	-27.4%



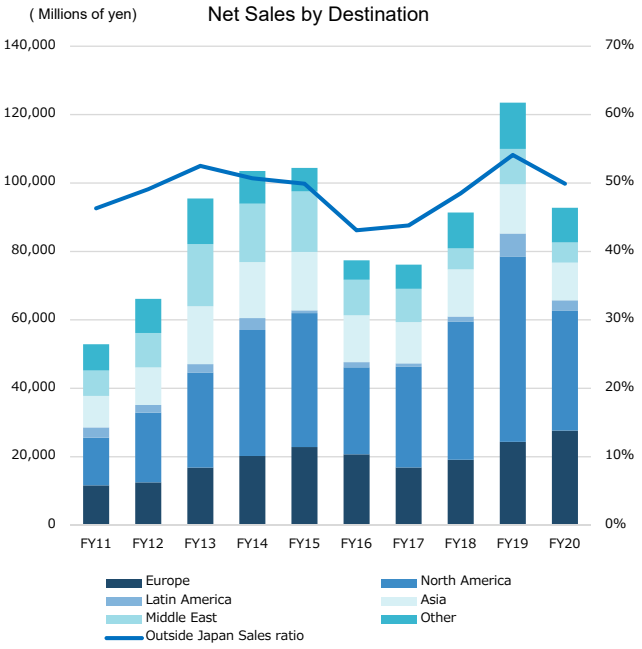
Net Sales by Destination

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✓ **Net sales increased in Europe due to consolidation of Demag business, but net sales decreased in all other regions.**

(Unit: millions of yen)

	FY2019	FY2020	Increase/Decrease Amount	Increase/Decrease Percentage
Europe	24,363	27,631	3,267	13.4%
North America	54,163	35,001	-19,162	-35.4%
Latin America	6,735	3,092	-3,643	-54.1%
Asia	14,401	11,013	-3,387	-23.5%
Middle East	10,312	5,898	-4,414	-42.8%
Other	13,444	10,126	-3,318	-24.7%
Subtotal (total outside Japan sales)	123,421	92,763	-30,658	-24.8%
Japan	104,527	93,277	-11,250	-10.8%
Total	227,949	186,040	-41,909	-18.4%
Outside Japan Sales Ratio	54.1%	49.9%		



The graph above excludes Japan.
"Other" is comprised of Oceania, Africa and the CIS.

FY 2021 Business Performance Forecast

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(Unit: millions of yen)

	FY2020 Amount	FY2020 Percentage	FY2021 Amount	FY2021 Percentage	Percent Change
Net Sales	**186,040**	**100%**	**215,000**	**100%**	**15.6%**
Operating income	**-4,196**	**-2.3%**	**4,200**	**2.0%**	**—**
Ordinary income	**-4,683**	**-2.5%**	**3,400**	**1.6%**	**—**
Net income attributable to owners of the parent	**-12,987**	**-7.0%**	**10,500**	**4.9%**	**—**

*We estimate the recording of extraordinary income in FY 2021 of approximately ¥10 billion resulting from, among other factors, gains on debt forgiveness related to the reorganization of European Operations.

Capital investment		5,666		6,500
Depreciation		5,695		5,900

* Figures for capital investments include leased assets.

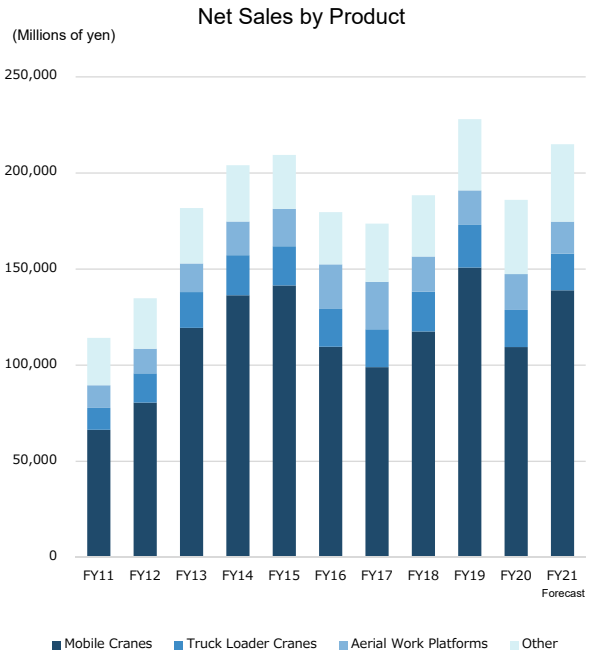
USD		¥106.82		¥105.00
EUR		¥121.81		¥125.00
Dividends per share	Mid-year	¥0.00	Mid-year	¥3.00
	Year-end	¥3.00	Year-end	¥4.00
	Full-year	¥3.00	Full-year	¥7.00

FY 2021 Forecast (Net Sales by Product)

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(Unit: millions of yen)

	FY2020	FY2021 Forecast	Increase/Decrease Amount	Increase/Decrease Percentage
Mobile Cranes	**109,430**	**139,000**	**29,570**	**27.0%**
Truck Loader Cranes	**19,314**	**19,000**	**-314**	**-1.6%**
Aerial Work Platforms	**18,701**	**16,700**	**-2,001**	**-10.7%**
Other	**38,593**	**40,300**	**1,707**	**4.4%**
Total	**186,040**	**215,000**	**28,960**	**15.6%**
Breakdown of Mobile Crane Sales Inside and Outside Japan				
Japan	**39,615**	**37,700**	**-1,915**	**-4.8%**
Outside Japan	**69,815**	**101,300**	**31,485**	**45.1%**
Total	**109,430**	**139,000**	**29,570**	**27.0%**

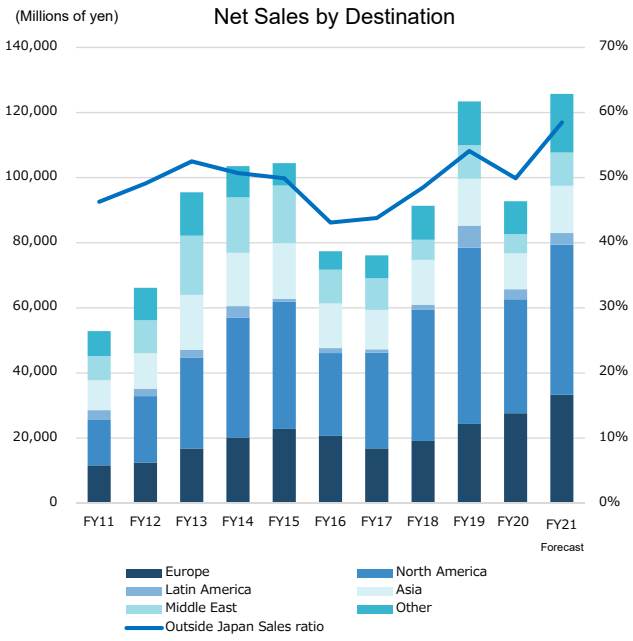


FY 2021 Forecast (Net Sales by Destination)

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(Unit: millions of yen)

	FY2020	FY2021 Forecast	Increase/Decrease Amount	Increase/Decrease Percentage
Europe	**27,631**	**33,300**	**5,669**	**20.5%**
North America	**35,001**	**46,100**	**11,099**	**31.7%**
Latin America	**3,092**	**3,600**	**508**	**16.4%**
Asia	**11,013**	**14,500**	**3,487**	**31.7%**
Middle East	**5,898**	**10,200**	**4,302**	**72.9%**
Other	**10,126**	**18,000**	**7,874**	**77.8%**
Subtotal (total outside Japan sales)	**92,763**	**125,700**	**32,937**	**35.5%**
Japan	**93,277**	**89,300**	**-3,977**	**-4.3%**
Total	**186,040**	**215,000**	**28,960**	**15.6%**
Outside Japan Sales ratio	**49.9%**	**58.5%**		



The graph above excludes Japan.
"Other" is comprised of Oceania, Africa and the CIS.