

Consolidated Financial Results (Comprehensive) For FY 2019

(April 1, 2019 through March 31, 2020)

Notes:

- 1) Tadano Ltd. provides this comprehensive financial results report in order to supplement the previously released quantitative report with qualitative information concerning business results for the period under review. Unless otherwise stated, no amendments have been made to the quantitative information herein.
- 2) 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.

May 13, 2020

Tadano Ltd.

- ◇ 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.
 - Demand: Crawler crane demand figures are not included.
 - Share: Sales unit figures for Demag products for January - December 2020 are included.
- ◇ The consolidated business performance forecast for FY 2020 has not yet been formulated due to the difficulty in reasonably assessing the impact of the novel coronavirus disease (COVID-19). The forecast will be disclosed after it becomes possible to assess these matters to a higher degree.

[Corporate name]	Tadano Ltd. (established August 24, 1948); founder: Masuo Tadano Developed Japan's first hydraulic Truck Crane in 1955
[Representative]	Koichi Tadano, President and C.E.O., Representative Director
[Head office]	Ko-34 Shinden-cho, Takamatsu, Kagawa, Japan
[Major lines of business]	Production and distribution of Mobile Cranes, Truck Loader Cranes, and Aerial Work Platforms
[Sites]	Tokyo Office [Sumida-ku], Takamatsu Plant [Takamatsu], Shido Plant [Sanuki], Kozai Plant [Takamatsu], Tadotsu Plant [Tadotsu], Chiba Plant [Chiba]
[Other facilities]	Japan: 10 branch offices, 23 sales offices; Outside Japan: Beijing Representative Office [China], Middle East Representative Office [UAE], Moscow Representative Office [Russia], Bangkok Representative Office [Thailand]
[Paid-in capital]	¥13,021 million [Stock shares] Shares issued: 129 million Number of shareholders: 9,231 (as of March 31, 2020)
[Net sales]	¥227,949 million (FY 2019)
[Number of employees]	Consolidated: 5,084; non-consolidated: 1,438 (as of March 31, 2020)
[Subsidiaries]	39 subsidiaries, 3 affiliates *Increase of 8 subsidiaries and 1 affiliate due to the acquisition of Demag. Japan: 11 subsidiaries in total Tadano IMES Ltd., Tadano ILEC Ltd., Tadano S-TEC Ltd., and 8 other subsidiaries Europe: 13 subsidiaries in total Tadano Faun GmbH[Germany], Tadano Demag GmbH [Germany], and 11 other subsidiaries North America: 3 subsidiaries in total Tadano America Corp. [U.S.A.], Tadano Mantis Corp. [U.S.A.], and 1 other subsidiary Other: 12 subsidiaries in total Tadano Asia Pte. Ltd. [Singapore], Tadano Oceania Pty Ltd [Australia], Tadano Escorts India Pvt. Ltd. [India], Tadano (Thailand) Co., Ltd. [Thailand], and 8 other subsidiaries

Key Points of FY 2019 Financial Results

(Unit: millions of yen)

	FY2018		FY2019		Tadano (Legacy business)		Demag		Percent change
	Amount	Percentage	Amount	Percentage	Amount	Percentage	Amount	Percentage	
Net sales	188,451	100.0%	227,949	100.0%	203,187	100.0%	24,762	100.0%	21.0%
Operating income	15,835	8.4%	15,623	6.9%	17,642	8.7%	-2,019	-8.2%	-1.3%
Ordinary income	15,604	8.3%	15,461	6.8%					-0.9%
Net income attributable to owners of the parent	11,462	6.1%	7,876	3.5%					-31.3%

	FY2018	FY2019
Capital investment	¥14,458 million	¥12,902 million
Depreciation	¥2,984 million	¥4,147 million
Exchange rate (USD)	¥110.43	¥109.05
Exchange rate (EUR)	¥130.42	¥122.07

* Figures for capital investments include leased assets.

* The exchange rates given above are average rates for the period from January to December. (Subsidiaries outside Japan undertake their settlement of accounts in December.)

⇒ Capital investment made in FY2019 includes ¥7,537 million related to Kozai plant construction.

- ◆ **Revenues increased, but profits declined**
Record high sales due to the acquisition of Demag.
On the legacy Tadano business basis, both revenues and profits increased.
- ◆ **Sales increased both inside and outside Japan**
⇒ Net sales in Japan: ¥97.0 billion → ¥104.5 billion (+7.7%)
Sales of Mobile Crane and Truck Loader Cranes increased, and sales of Aerial Work Platforms remain unchanged.
⇒ Net sales outside Japan: ¥91.3 billion → ¥123.4 billion (+35.1%)
Sales increased in all regions
- ◆ **Outside Japan sales ratio : 48.5% → 54.1%**
- ◆ **Operating income ratio: 8.4% → 6.9%**

Income Statement (vs. Previous Fiscal Year)

(Unit: millions of yen)

	FY2018		FY2019		Increase/ Decrease
	Amount	Percentage	Amount	Percentage	
Net sales	188,451	100.0%	227,949	100.0%	39,497
Cost of sales	137,579	73.0%	170,764	74.9%	33,184
Gross profit on installment sales	117	-0.1%	-69	-0.0%	-186
Gross profit	50,989	27.1%	57,116	25.1%	6,126
Selling, general, and administrative expenses	35,153	18.7%	41,493	18.2%	6,339
Operating income	15,835	8.4%	15,623	6.9%	-212
Non-operating income and loss	-231	-0.1%	-162	-0.1%	69
Ordinary income	15,604	8.3%	15,461	6.8%	-142
Extraordinary income and loss	614	0.3%	-1,956	-0.9%	-2,571
Income before income taxes	16,218	8.6%	13,504	5.9%	-2,714
Corporate taxes	4,728	2.5%	5,705	2.5%	977
Net income attributable to noncontrolling interests	27	0.0%	-77	-0.0%	-105
Net income attributable to owners of the parent	11,462	6.1%	7,876	3.5%	-3,585

[Key Changes]

◆ Cost of sales ratio: 73.0% → 74.9%

- Despite the efforts to maintain appropriate sales prices and cost reductions, cost of sales ratio went up by 1.9% from the previous fiscal year due to the increase in production cost and changes in the composition of sold cranes.

◆ Selling, general, and administrative expenses: ¥6,339 million increase

- Variable costs: + ¥607 million
- Personnel costs: + ¥1,363 million
- Other expenses: + ¥4,368 million

◆ Non-operating income and loss:

- Non-operating income: ¥537 million → ¥1,198 million
- Non-operating loss: ¥768 million → ¥1,360 million

◆ Extraordinary income and loss:

- Extraordinary income: ¥700 million → ¥511 million
- Extraordinary loss: ¥86 million → ¥2,468 million

* Extraordinary loss includes ¥2.4 billion of valuation loss on investment securities.

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Income Statement (Major Factors Leading to Change in Operating Income)

Despite sales growth, operating income decreased by ¥200 million due to increased costs and consolidation of Demag.



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Balance Sheet (vs. End of Previous Fiscal Year)

(Unit: millions of yen)

	FY2018		FY2019		Increase/ Decrease
	Amount	Percentage	Amount	Percentage	
Cash deposits	65,952	25.8%	57,075	18.3%	-8,876
Accounts receivable	50,836	19.9%	63,725	20.4%	12,888
Inventories	62,757	24.5%	97,457	31.2%	34,700
Other current assets	6,610	2.6%	11,723	3.8%	5,112
Total current assets	186,156	72.8%	229,982	73.7%	43,825
Tangible fixed assets	52,597	20.5%	66,417	21.3%	13,819
Intangible fixed assets	1,703	0.7%	1,705	0.5%	1
Investment and other assets	15,336	6.0%	13,942	4.5%	-1,394
Total fixed assets	69,637	27.2%	82,064	26.3%	12,427
Total assets	255,793	100.0%	312,047	100.0%	56,253

Accounts payable	41,792	16.3%	40,745	13.1%	-1,046
Interest-bearing debt	30,165	11.8%	63,070	20.2%	32,905
Other liabilities	28,810	11.3%	48,621	15.6%	19,811
Total liabilities	100,768	39.4%	152,437	48.9%	51,669
Total equity	155,025	60.6%	159,609	51.1%	4,583
Total liabilities and equity	255,793	100.0%	312,047	100.0%	56,253

[Key Changes]

◆ Accounts receivable increased:

¥50.8 billion → ¥63.7 billion

(¥63.7 billion total includes ¥7.2 billion at TDG)

⇒ The receivable turnover period improved.

(FY2018: 98.5 days → FY2019: 88.7 days)

◆ Inventories increased:

¥62.7 billion → ¥97.4 billion

(¥97.4 billion total includes ¥18.2 billion at TFG and ¥27.0 billion at TDG)

⇒ The inventory turnover period deteriorated.

(FY2018: 121.5 days → FY2019: 135.6 days)

◆ Interest-bearing debt increased:

¥30.1 billion → ¥63.0 billion

⇒ Short-term: decreased by ¥0.1 billion

Long-term: increased by ¥33.0 billion

*Straight bonds below were issued on Dec 13, 2019.

7-year bond : ¥15.0 billion

10-year bond : ¥15.0 billion

◆ ROA (Based on operating income)

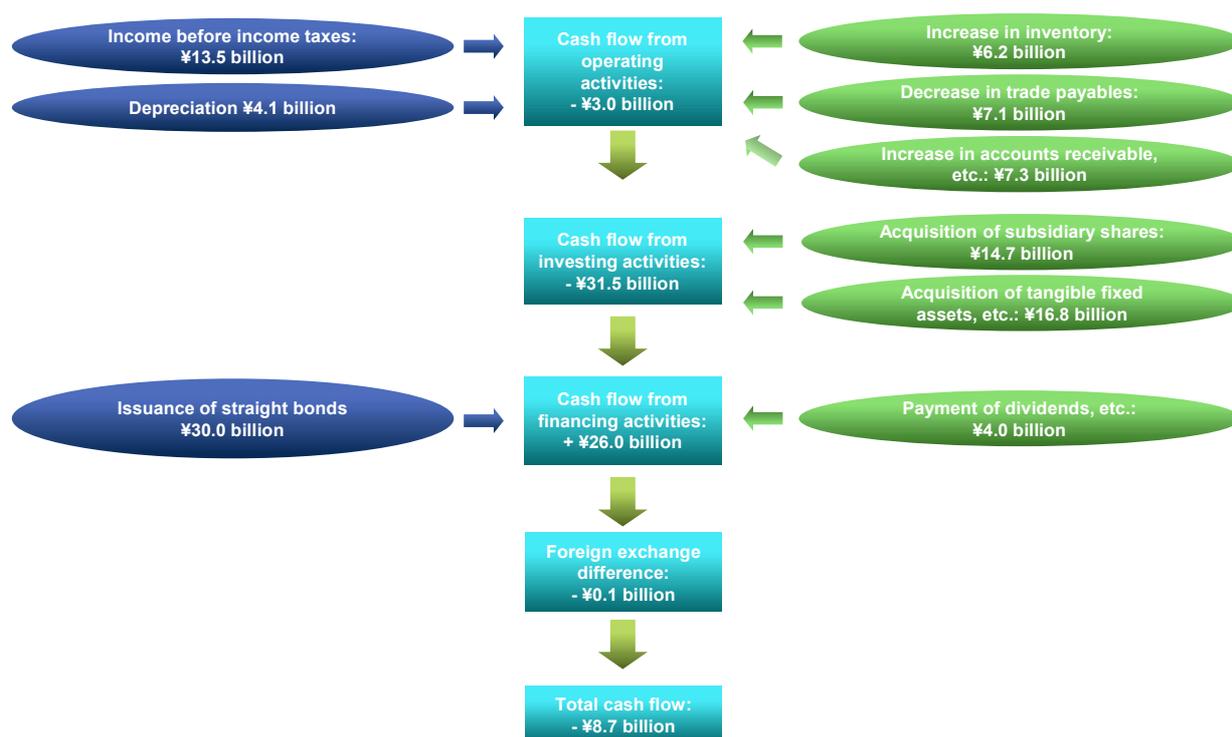
6.3% → 5.5%

◆ ROE 7.6% → 5.0%

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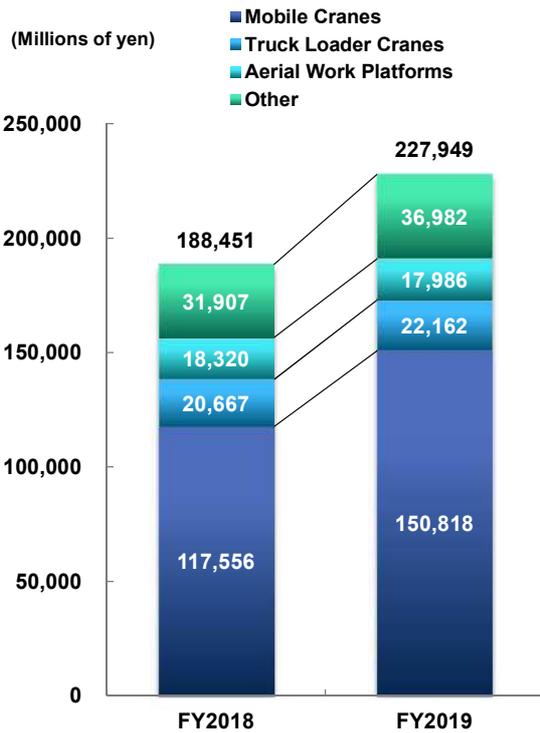
Overview of Cash Flow

Total cash flow decreased ¥8.7 billion due to cash flow from investing activities.



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Net Sales by Product



(Unit: millions of yen)

	FY2018		FY2019		Increase / Decrease	
	Amount	Percentage	Amount	Percentage	Amount	Percentage
Mobile Cranes	117,556	62.4%	150,818	66.2%	33,262	28.3%
Truck Loader Cranes	20,667	11.0%	22,162	9.7%	1,495	7.2%
Aerial Work Platforms	18,320	9.7%	17,986	7.9%	-333	-1.8%
Other	31,907	16.9%	36,982	16.2%	5,074	15.9%
Total	188,451	100%	227,949	100%	39,497	21.0%

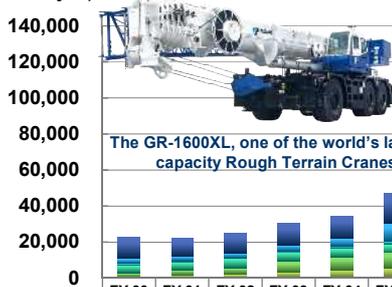
◆ Outside Japan Sales Ratio: 48.5% → 54.1%

Breakdown of Mobile Crane Sales Inside and Outside Japan

Japan	42,250	47,833	5,583	13.2%
Outside Japan	75,306	102,984	27,678	36.8%

Sales Trends by Market Outside Japan

(Millions of yen)

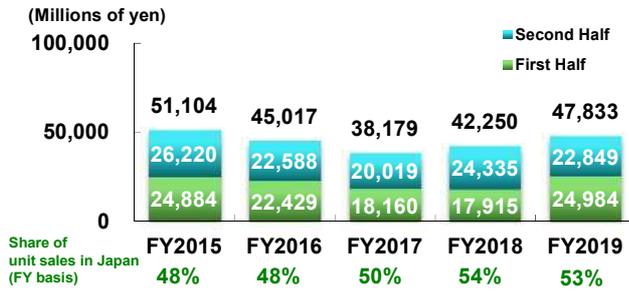


Sales grew 35.1% compared to the previous fiscal year.
Sales grew 27.4% in Europe, 34.0% in North America, 366.1% in Caribbean, Central and South America, 4.5% in Asia, and 67.5% in Middle East.
Sales in North America, Caribbean, Central and South America for FY 2019 were a record high.

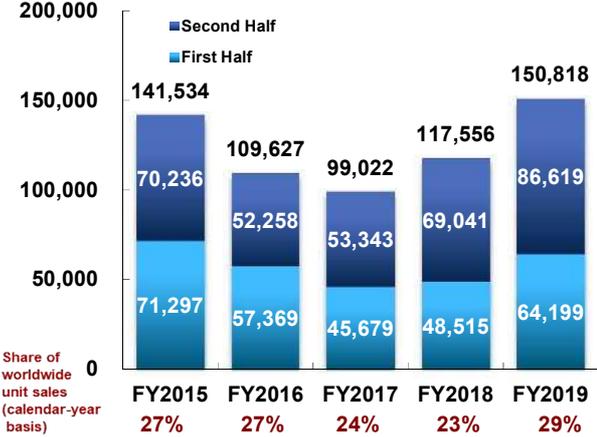
	FY 00	FY 01	FY 02	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19
Europe	11,435	9,754	10,893	11,978	12,000	16,292	19,170	25,566	29,630	19,196	12,739	11,643	12,510	16,844	20,211	22,844	20,701	16,849	19,122	24,363
North America	2,671	2,739	2,755	3,402	4,547	9,798	12,324	18,342	20,145	15,301	6,616	13,938	20,406	27,782	36,836	39,127	25,438	29,428	40,412	54,163
Caribbean, Central and South America	948	586	287	457	866	1,721	2,420	2,542	2,722	887	1,691	3,012	2,201	2,449	3,475	826	1,513	1,014	1,445	6,735
Asia	4,225	4,368	5,362	5,185	4,888	4,749	7,861	12,069	10,954	9,680	6,603	9,190	10,982	16,923	16,383	17,083	13,694	12,089	13,775	14,401
Middle East	2,142	3,098	3,602	5,663	7,347	8,507	11,708	13,878	15,836	5,948	6,686	7,432	10,090	18,167	17,052	17,680	10,375	9,699	6,156	10,312
Other	956	1,524	2,066	3,696	4,634	5,790	7,409	9,158	10,063	5,177	3,939	7,654	9,970	13,320	9,576	6,881	5,683	7,069	10,469	13,444
Total	22,379	22,072	24,968	30,384	34,285	46,859	60,894	81,557	89,354	56,191	38,277	52,872	66,160	95,487	103,535	104,444	77,406	76,152	91,381	123,421
Outside Japan Sales Ratio	23.8%	25.0%	30.1%	31.4%	33.7%	38.8%	42.1%	46.8%	54.9%	53.9%	42.6%	46.3%	49.1%	52.5%	50.7%	49.9%	43.1%	43.8%	48.5%	54.1%
Exchange rate (USD)	107.83	121.54	125.35	115.99	108.24	110.21	116.38	117.84	103.46	93.57	87.81	79.84	79.82	97.65	105.85	121.05	108.84	112.19	110.43	109.05
Exchange rate (EUR)	99.63	108.8	118.41	131.03	134.47	136.92	146.14	161.24	152.44	130.2	116.39	111.12	102.63	129.68	140.42	134.31	120.33	126.67	130.42	122.07

- Notes
- Other markets comprise Oceania, Africa, and the CIS.
 - The exchange rates indicated above are average rates over each period. (Since the fiscal year of subsidiaries outside Japan ends in December, full-year rates are averages for January–December.)
 - Euro figures for FY2001 and earlier have been converted from Deutsche Mark.

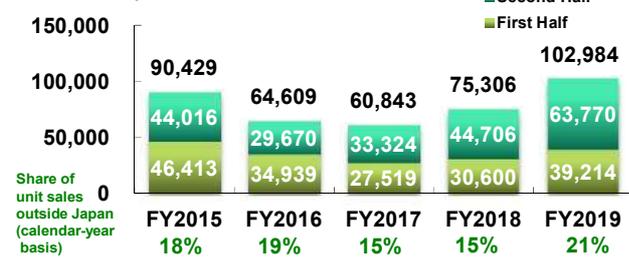
Net sales of Mobile Cranes (Japan)



Net sales of Mobile Cranes

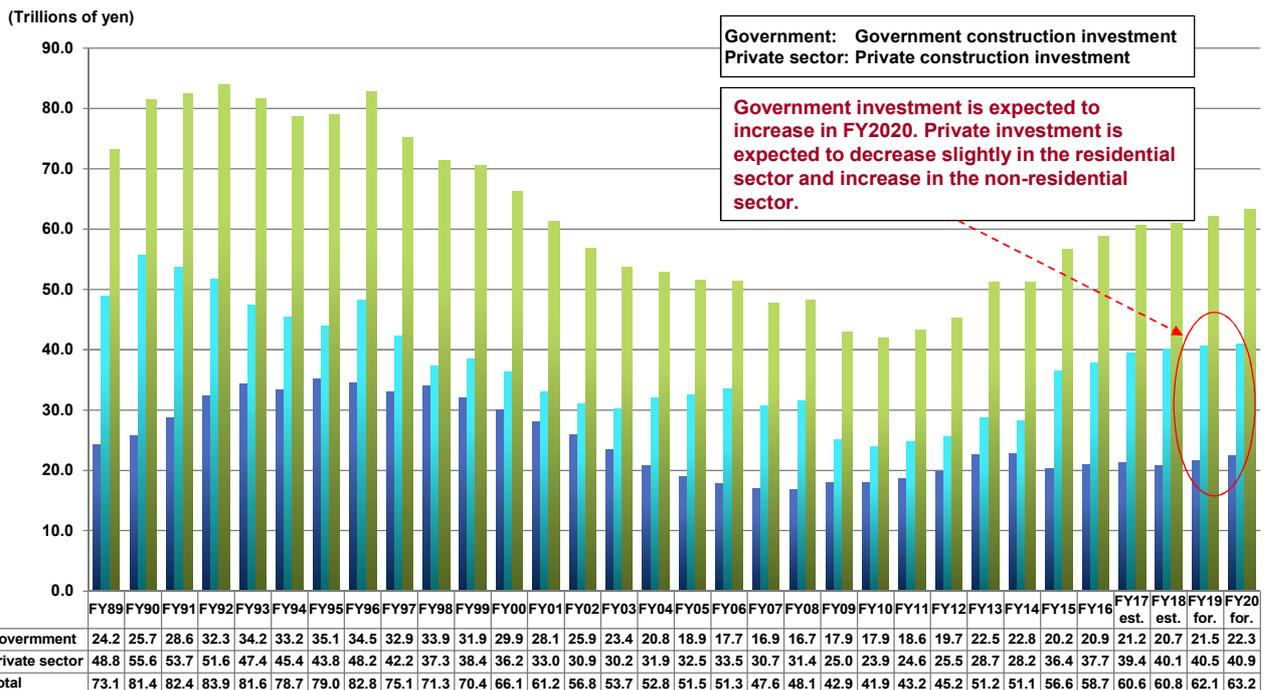


Net sales of Mobile Cranes (Outside Japan)

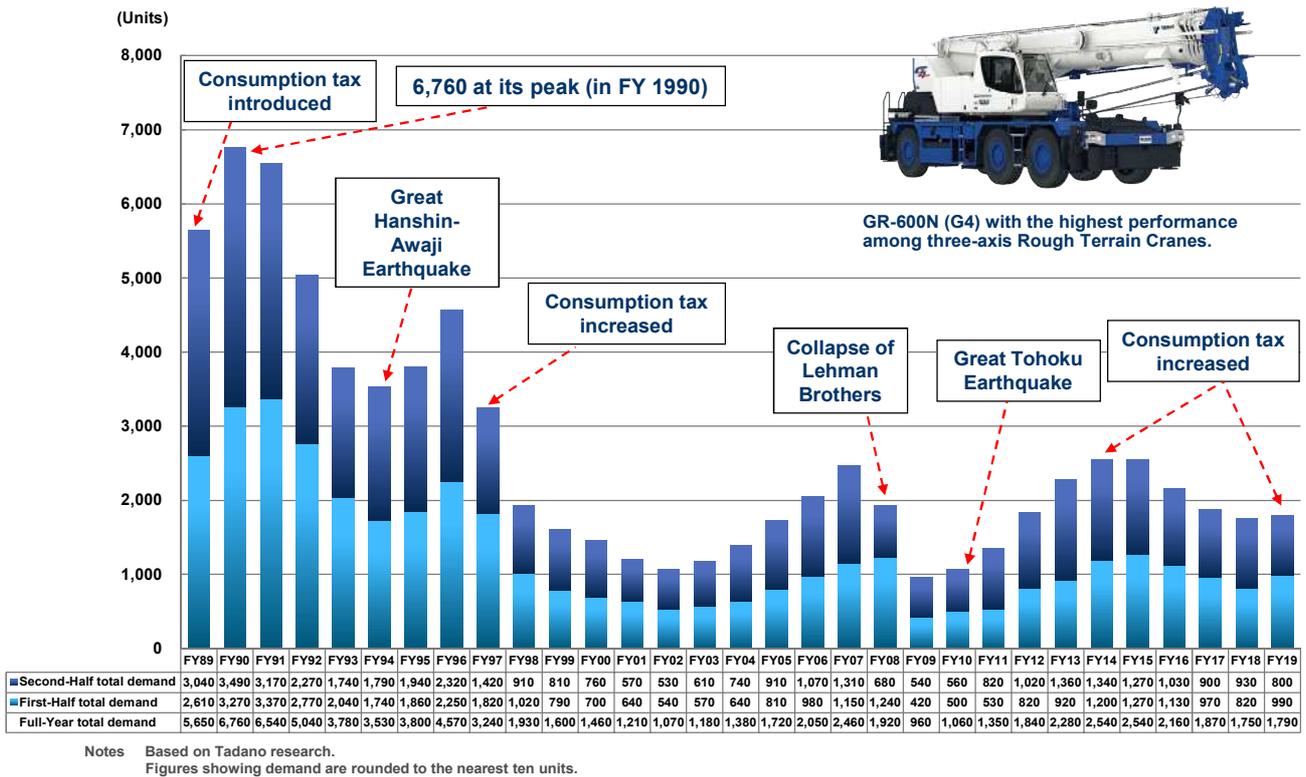


- Shares are rounded to the nearest whole share.
- Shares include sales of Demag products from January to December.

Trends and Forecast of Construction Investment in Japan



Notes All figures shown are nominal construction investment figures.
Forecasts are from the Research Institute of Construction and Economy's "Forecast of Construction Investment" (released on January 30, 2020).



Mobile Cranes

Market share in Japan: 54% → 53%

*Figures showing demand are rounded to the nearest ten units, while shares are rounded to the nearest whole share.

Demand for hydraulic Mobile Cranes in Japan was 1,790 units (for FY2019, based on Tadano research), up 2% from the previous fiscal year.

⇒ Focusing on sales growth of large scale models in a climate of stagnated demand.

This focus resulted in an increase in the percentage share of tonnage in Japan from 47% to 55%.

Net sales in Japan were ¥47,833 million (113.2% of the previous fiscal year).

[Rough Terrain Cranes]

- Main models in the Japanese Mobile Cranes business account for 94% of demand in Japan (56% of North American demand)
- Cranes suited to urban use; essential to construction in urban areas. With compact bodies, these cranes perform well even in narrow areas (both front and rear axle steering)
- Able to operate the carrier and the crane from the same driver's seat
- Japanese market: 8 models with 13 to 100 ton lifting capacity (produced by Tadano Ltd.)
Markets outside Japan: 15 models with 13 to 145 ton lifting capacity (produced by Tadano Ltd. and Tadano Escorts India Pvt. Ltd.)
- 20 models out of 23 have Hello-Net Telematics
- In Japan, these cranes travel on public roads; In North America, they are transported on trailers



[All Terrain Cranes]

- Large cranes for urban development, elevated driveways, and bridge construction in Japan, account for 5% of demand in Japan (85% of European demand)
- Outstanding long-distance mobility in addition to maneuverability (with versatile steering)
- Markets outside Japan: 14 models with 40 to 400 ton lifting capacity (produced by Tadano Faun GmbH in Germany)
- Japanese market: 7 models with 100 to 550 ton lifting capacity (produced by Tadano Faun GmbH in Germany and Tadano Ltd. in Japan)
- 15 models out of 21 have Hello-Net Telematics
- Demag brand: 15 models with 40 to 1,200 ton lifting capacity
- Disassembly required for transport on public roads in Japan. No disassembly required for transport in Europe



[Truck Cranes]

- Cranes mounted on truck chassis for superior roadability; primarily for markets outside Japan, with demand in Japan accounting for a few units
- Outstanding long-distance mobility
- Japanese market: 3 models with 13 to 35 ton lifting capacity (produced by Tadano Ltd. in Japan)
- Markets outside Japan: 6 models with 30 to 75 ton lifting capacity (produced by Tadano Ltd. in Japan, Tadano Faun GmbH in Germany)
- 5 models out of 9 have Hello-Net Telematics.



[Crawler Cranes]

- Cranes mounted on undercarriage equipped with crawler tracks
- Outstanding mobility on rough terrain and soft foundations
- Transported on trailers from job site to job site



Lattice boom type

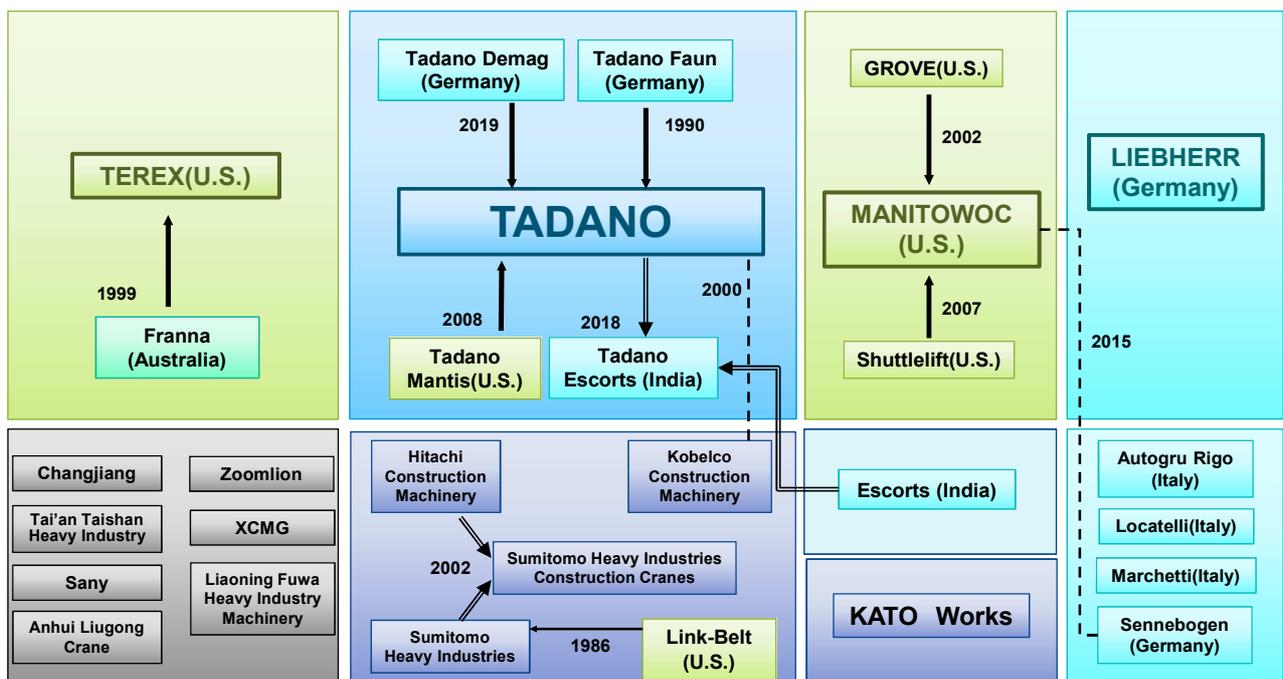
- Used for heavy construction (bridges, wind turbines, plants, etc.)
- Markets inside and outside Japan: 7 models with 400 to 3,200 ton lifting capacity on sale under the Demag brand (produced by Tadano Demag GmbH in Germany)

Telescopic boom type

- Used for utility work and construction, as well as for operations on rough terrain, on muddy terrain, and in tunnels.
- Markets outside Japan: 10 models with 35 to 120 ton lifting capacity (produced by Tadano Mantis Corporation in the United States)

Structure of the World Crane Industry

(Manufacturers of Hydraulic Cranes and Crawler Cranes)

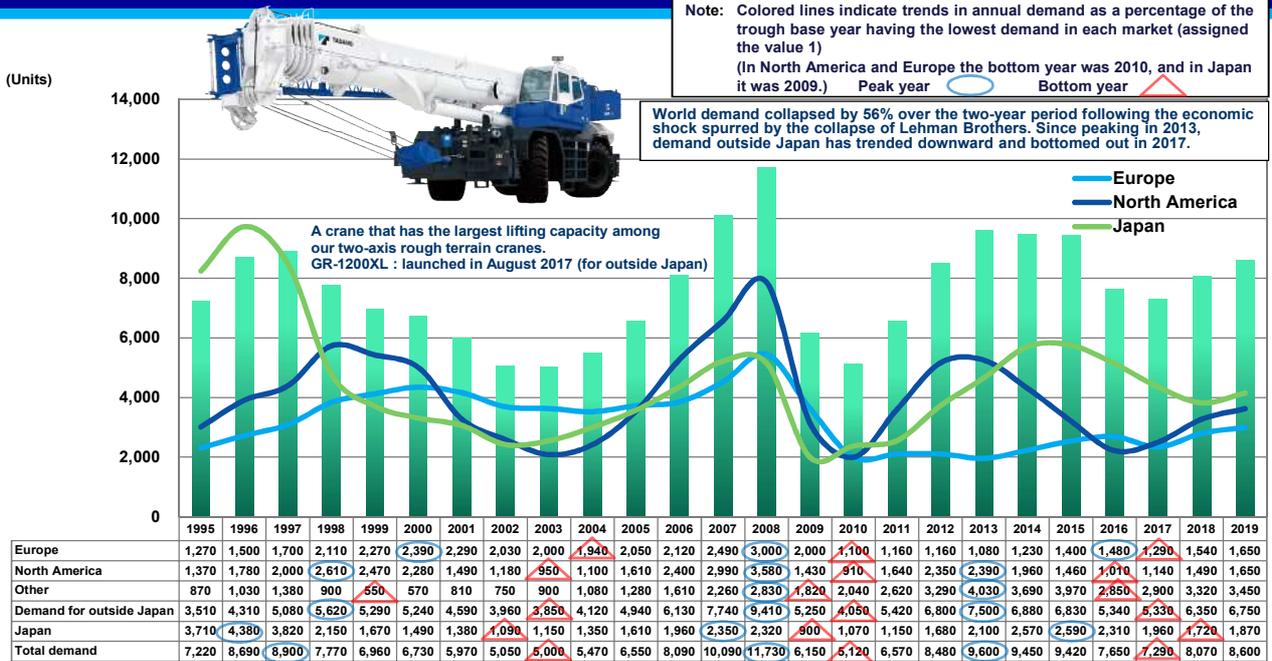


Prepared by Tadano based on materials from the Japan Construction Equipment Manufacturers Association.

Acquisition (numerals indicate fiscal year of acquisition)
 Partnership (numerals indicate fiscal year of partnership)

Investment/joint venture

Trends in Global Demand for Mobile Cranes (Calendar-year Basis)



1. Mobile Cranes produced in Russia are excluded.
 2. Starting from 2010 the graph includes Chinese construction cranes produced for export. Mobile cranes produced in China for Chinese market are excluded. Demand trends in Chinese Market for Mobile Cranes produced in China are as follows: 2012: 22,000 units, 2013: 17,000 units, 2014: 14,000 units, 2015: 9,000 units, 2016: 9,000 units, 2017: 20,000 units, 2018: 32,000 units, 2019: 42,000 units.
- * The above figures are Tadano estimates. Figures showing demand are rounded to the nearest ten units.

Mobile Cranes Crane-type Composition of Demand by Region (Calendar-year Basis)

Tadano's share in the global market grew from 23% to 29%.
Global demand for hydraulic Mobile Cranes rose from 8,070 units to 8,620 units (January-December 2019, Tadano research), up 7% from the previous fiscal year.

■ TC
■ RT
■ AT

Demand in Europe
1,540 → 1,650 units (+7%)
TC 110 units, RT 150 units, AT 1,390 units
(Tadano's share: 10% → 19%)

Demand in Japan
1,720 → 1,870 units (+9%)
TC 20 units, RT 1,750 units, AT 100 units
(Tadano's share: 53% → 55%)

Demand in North America
1,490 → 1,650 units (+11%)
TC 230 units, RT 920 units, AT 500 units
(Tadano's share: 26% → 35%)

Demand in Asia
1,070 → 1,290 units (+21%)
TC 850 units, RT 300 units, AT 140 units
(Tadano's share: 14% → 13%)

Demand in Middle East
870 → 650 units (-25%)
TC 270 units, RT 250 units, AT 130 units
(Tadano's share: 11% → 20%)

Demand in other markets
1,160 → 1,240 units (+7%)
TC 700 units, RT 270 units, AT 270 units
(Tadano's share: 12% → 16%)

Demand in Central and South America
220 → 270 units (+23%)
TC 70 units, RT 90 units, AT 110 units
(Tadano's share: 11% → 25%)

1. Mobile Cranes produced in Russia are excluded.
 2. Mobile cranes produced in China for Chinese market are excluded.
 3. "TC" refers to Truck Cranes, "RT" to Rough Terrain Cranes, and "AT" to All Terrain Cranes.
- The term "Other markets" refers to Oceania, Africa and CIS. Units and shares indicate changes from the previous year.
*The above figures are Tadano estimates. Figures showing demand are rounded to the nearest ten units, while shares are rounded to the nearest whole share.
*Shares include sales of Demag products from January to December.

< Our mission for the European business >

Restoration of European business profitability, synergy creation through collaboration between Tadano Faun GmbH and Tadano Demag GmbH, and expansion of market share in Europe and sales promotion outside Europe

● Overview of group companies in Europe

[Tadano Faun GmbH]

Acquired in 1990

Paid-in capital: 45 million EUR; wholly-owned subsidiary of Tadano Ltd.

Location: Lauf a.d. Pegnitz, Germany

Line of business: Development, production, and distribution of All Terrain Cranes and Truck Cranes

Representative and President: Jens Ennen; number of employees: 650

Sales trend:

2014; 308 million EUR/347 units, 2015; 304 million EUR/376 units, 2016; 319 million EUR/363 units, 2017; 279 million EUR/311 units, 2018; 313 million EUR/361 units, 2019; 349 million EUR/358 units



ATF400G-6

[Tadano Demag GmbH]

Acquired in 2019

Paid-in capital: 20 million EUR; wholly-owned subsidiary of Tadano Ltd.

Location: Zweibrücken, Germany

Line of business: Development, production, and distribution of All Terrain Cranes and Crawler Cranes

Representative and President: Jens Ennen; number of employees: 1,472

Sales trend: 2019; 204 million EUR/152 units (for 5 months from August to December)

*Reference: Sales trend of Demag Crane Business related to this acquisition

2015; 631 million USD, 2016; 494 million USD, 2017; 470 million USD, 2018; 487 million USD

(Sales given above are unaudited figures provided by Terex Corporation)



CC 8800-1

< Our mission for the North American business >

Increasing market share

● Overview of group companies in North America

[Tadano America Corp.]

Paid-in capital: 2.5 million USD; wholly-owned subsidiary of TAH*

Location: Houston, U.S.A.

Line of business: Distribution of Mobile Cranes

Representative and President: Ingo Schiller

Number of employees: 117

Sales trend: 2014: 305 million USD; 2015: 285 million USD; 2016: 206 million USD

2017: 230 million USD; 2018: 330 million USD; 2019: 492 million USD



Tadano America Corp.

[Tadano Mantis Corp.]

Acquired in 2008

Paid-in capital: 287,000 USD; wholly-owned subsidiary of TAH*

Location: Franklin, U.S.A.

Lines of business: Manufacture and distribution of Telescopic Boom Crawler Cranes

Major products: Telescopic Boom Crawler Cranes (products combining carriers with track belt suspensions and cranes with hydraulic telescoping booms); mainly used in civil engineering and construction work, these cranes are ideally suited to work performed on unlevelled ground, muddy ground, and inside tunnels.

Representative and President: Julie Fuller

Number of employees: 142

Sales trend: 2014: 30 million USD; 2015: 40 million USD; 2016: 27 million USD

2017: 36 million USD; 2018: 44 million USD; 2019: 47 million USD



GTC-500

Completed Tadano Mantis product line consolidation into GTC Series, which incorporates Tadano's Core Technologies.

* TAH stands for Tadano America Holdings, Inc.

< Our mission in other regions >
Competing with Chinese manufactures

● **Overview of group companies in other regions**

[**Tadano Asia Pte. Ltd.**]
 Establishment: August 1996
 Paid-in capital: 1 million SGD
 Ownership: Tadano Ltd. 80%, Multico Infracore Holdings Pte. Ltd. 20%
 Location: Singapore
 Line of business: Distribution and service of Mobile Cranes and other products
 Representative and President: Kozo Hayashi
 Number of employees: 26

[**Tadano Oceania Pty Ltd**]
 Establishment: February 2010
 Paid-in-capital: 34.3 million AUD wholly-owned subsidiary of Tadano Ltd.
 Location: Darra, Australia
 Line of business: Distribution and service of Mobile Cranes and other products
 Representative and President: Anthony Grosser
 Number of employees: 68

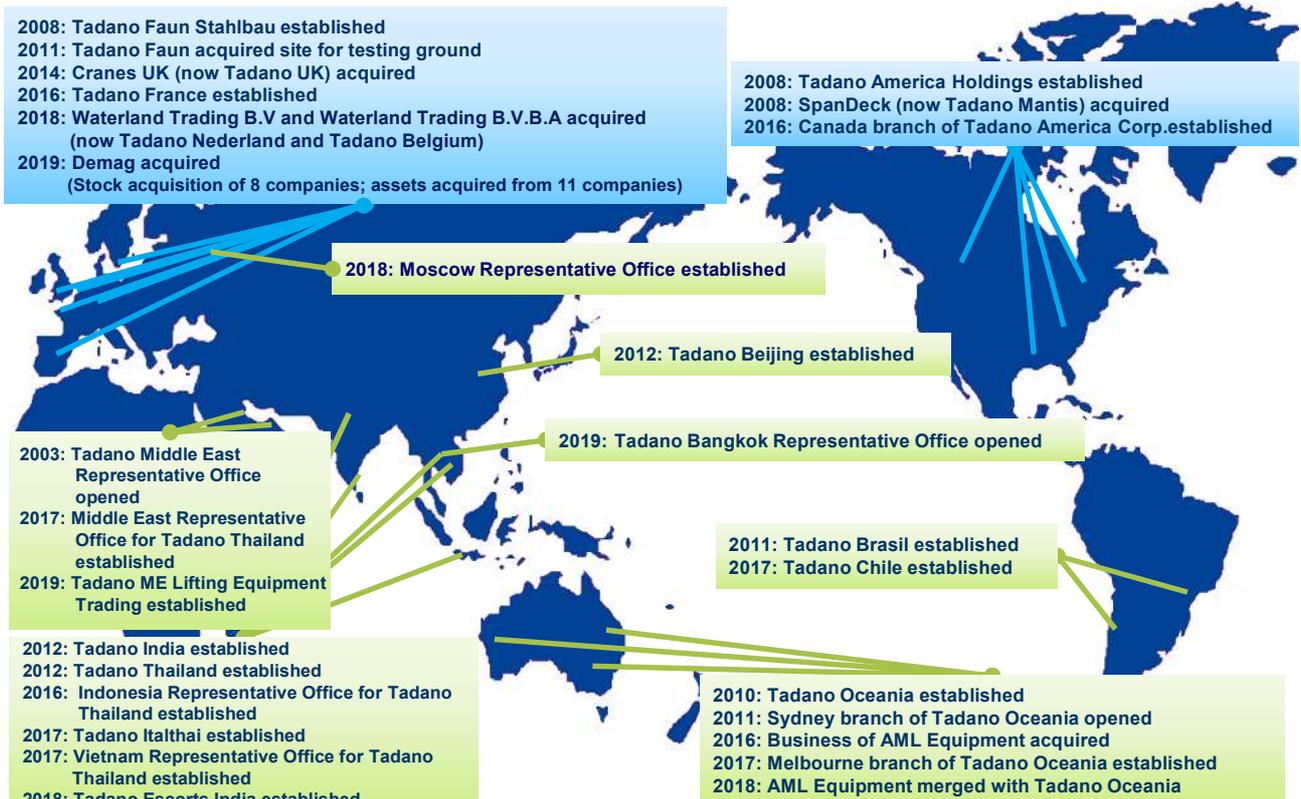
[**Tadano Escorts India Pvt. Ltd.**]
 Establishment: December 2018
 Paid-in capital: 600 million INR Tadano Ltd. 51%, Escorts Ltd. 49%
 Location: Faridabad, India
 Line of business: Development, production, distribution, and service of Mobile Cranes
 Representative and President: Satoshi Nakayama
 Number of employees: 63



GT-750EL

Acceleration of Business Expansion Outside Japan (Since 2003)

30 Companies Established or Acquired and
 19 New Facilities Opened;
 3 of these Companies closed down
 and 2 Companies as well as 2 Facilities were relocated



[Loader Cranes] Market share in Japan 50% → 48%

Demand in Japan was 15,570 units (for FY2019, based on Tadano research), decreased by 2% from the previous fiscal year.

⇒ While a rush demand arising from the new legislation making safety devices mandatory and regulation restricting engine emissions of small trucks had come to an end in the first half of this fiscal year, Tadano focused on sales expansion; net sales amounted ¥22,162 million (107.2% of the previous fiscal year).

- Mounted on trucks, these small cranes allow operators to load, transport, and install cargo with a single unit.
- They are sold indirectly by truck dealers for use in logistics, landscaping, and construction industries.
- Numerous models are available for mounting on compact, mid-sized, and large trucks, with lifting capacities ranging from 0.49 to 15 tons.

-Regulators (In Japan)-

-Major buyers and distinctive features-

- Primarily the Ministry of Health, Labour and Welfare (crane regulations)
- Truck dealers
- Sales tend to parallel truck demand.



ZXR360/300 Series

AML Load Moment Indicator, a safety device, included as standard equipment



SS-38F

(Slide bed Vehicle Carrier [transport vehicle])

[Business outside Japan]

- Tadano has focused its efforts on exports of Loader Cranes to strategic markets, exporting the crane component for truck mounting in country of sale.

Sales in FY2018: ¥2,000 million

Sales in FY2019: ¥1,870 million

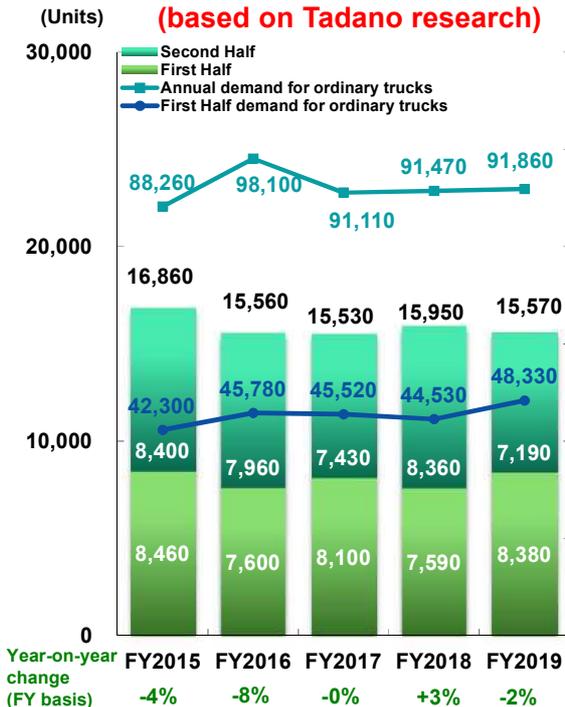
- Accelerating expansion outside Japan, including the opening of a manufacturing subsidiary in Thailand in April 2012.



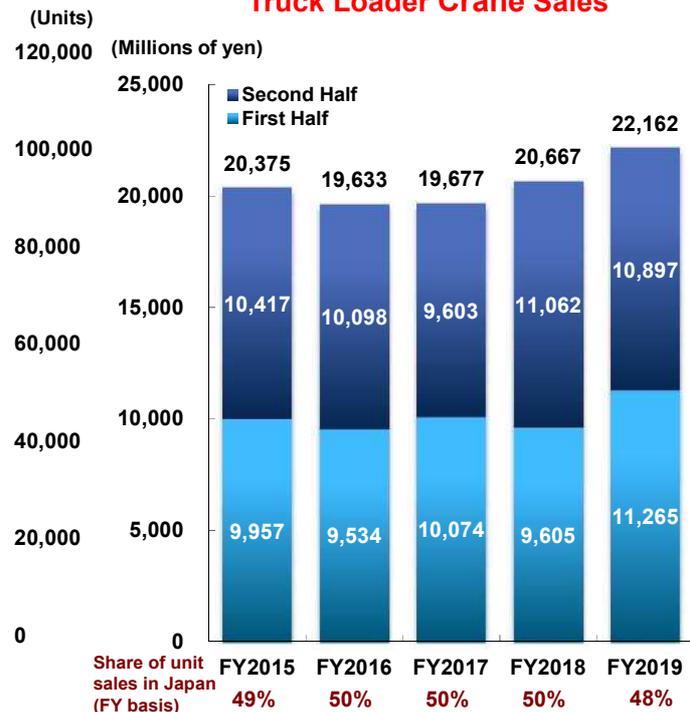
ZR560

(ZR560 Loader Crane for export)

Demand for Loader Cranes in Japan (based on Tadano research)



Truck Loader Crane Sales



Notes Figures showing demand are rounded to the nearest ten units, while shares are rounded to the nearest whole share.

[Tadano Italthai Co., Ltd.]

Paid-in capital:50 million THB

(ownership: Tadano Ltd. 49%, ITI 48%, MHCB 3%)

Establishment: May 2017 (The name of the company, Tadano Thai Parts and Service, was changed to Tadano Italthai after capital investment by ITI.

ITI (Italthai Industrial) is a Tadano distributor which sells Mobile Cranes.)

Location: Bangkok, Thailand

Line of business: Distribution of Loader Cranes

Representative and President: Hidetoshi Iga; Number of employees: 11

[Tadano (Thailand) Co.,Ltd.]

Paid-in Capital :636 million THB; wholly-owned subsidiary of Tadano Ltd.

Establishment:April 2012 (Operation launch: June 2013)

Location: Rayong, Thailand

Line of business: Production and distribution of Loader Cranes

Productive capacity:1,000 units/year (Sales: 258 units in 2014, 418 units in 2015, 385 units in 2016, 381 units in 2017, 407 units in 2018, 357 units in 2019)

Representative and President: Shunsuke Mitani; Number of employees: 51

- This is Tadano's first production base outside Japan for Truck Loader Cranes. While accelerating the expansion of our business outside Japan, we aim to increase profitability through the operations of this manufacturing subsidiary.



ZT1000 Loader Crane manufactured in the plant in Thailand (Launched in July 2016)



Inside
Tadano (Thailand) Plant



Tadano (Thailand)

Market share in Japan: 34% → 35%

Japanese demand for Aerial Work Platforms mounted on trucks was 5,030 units (for FY2019 Tadano research), remained at the same level from the previous fiscal year.

⇒ A rush demand arising from regulation restricting engine emissions of small trucks had come to an end in the first half of this fiscal year.

Net sales amounted to ¥17,986 million (98.2% of the previous fiscal year).

Mounted on trucks:

- 5 models for telecommunications use
- 3 models for electric construction use
- 14 models for general construction use

Wheeled: 2 models

Super Deck: 5 models

(Equipped with advanced control technologies)

Bridge Checker: 3 models

(Used in inspections of elevated roadways and bridges)

26 models out of 32 have Hello-Net Telematics

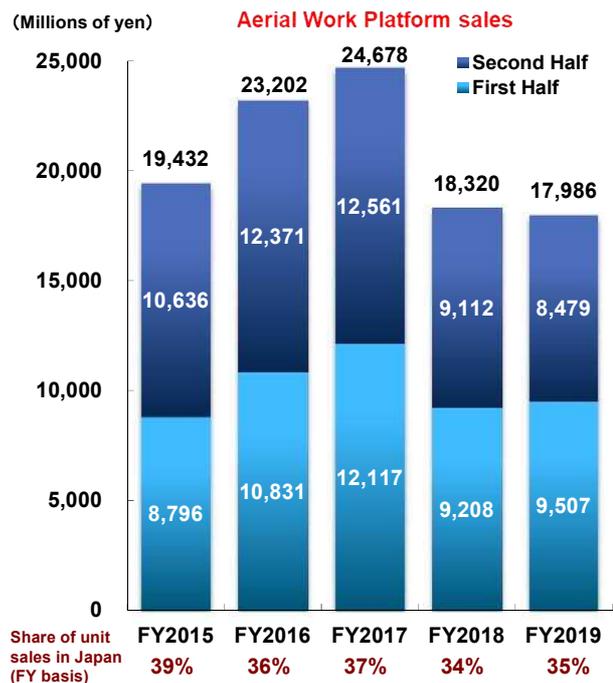
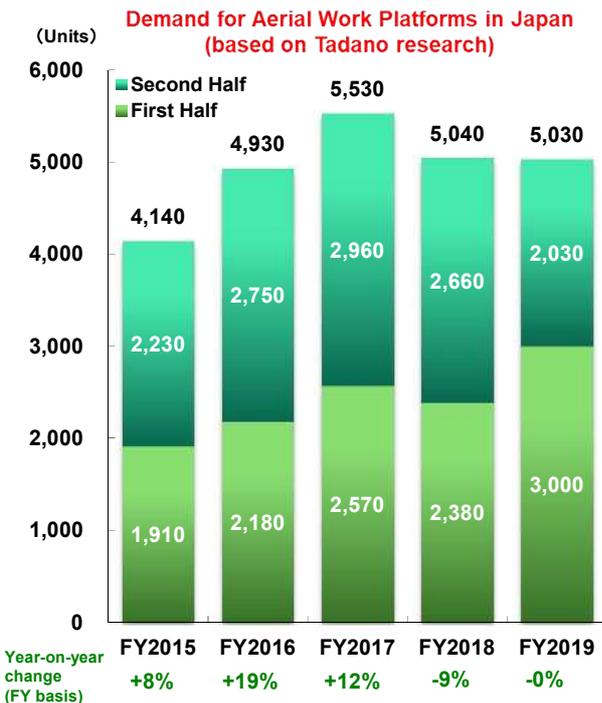


-Regulator (in Japan)-

- Primarily the Ministry of Health, Labour and Welfare (Aerial Work Platform regulations)

-Major buyers and distinctive features-

- Power-related electrical construction, telecommunications, rental, general use, shipbuilding, Ministry of Land, Infrastructure, Transport and Tourism



Notes Figures showing demand are rounded to the nearest ten units, while shares are rounded to the nearest whole share.

⇒ Net sales from other businesses, such as parts, repairs, used cranes and other products, amounted to ¥36,982 million (115.9% of the previous fiscal year).

[Used cranes]

- In this fiscal year, sales in Japan decreased, but sales outside Japan increased.
- The globalization of this business will be a future focus.

[Parts and repairs]

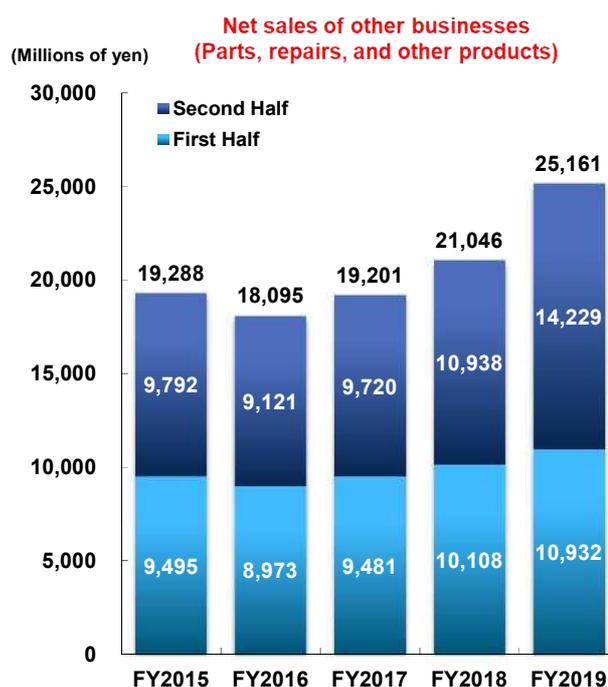
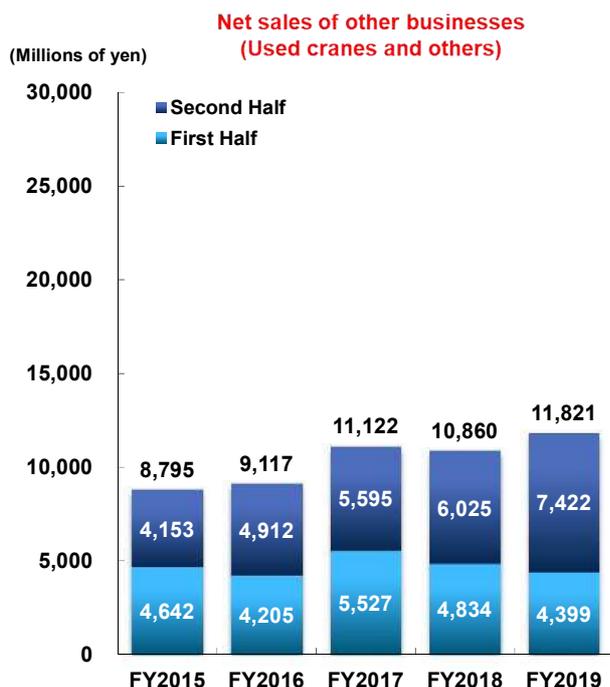
- Tadano books sales for repair parts. (In general, repairs are done by designated service facilities and distributors outside Japan. These parties book the repair sales.)
- In this fiscal year, both of sales in Japan and outside Japan increased.



Hydraulic gate-shaped lifters : TB-1000

[Hydraulic gate-shaped lifters]

These lifters have the capability of loading, carrying out and placing heavy goods safely and efficiently, even in places where mobile cranes and overhead traveling cranes cannot be used, such as inside of buildings, clean rooms and in tunnels.



The consolidated business performance forecast for FY 2020 has not yet been formulated due to the difficulty in reasonably assessing the impact of the novel coronavirus disease (COVID-19). The forecast will be disclosed after it becomes possible to assess these matters to a higher degree.

(Unit: millions of yen)

	FY2019		FY2020 Forecast		Percent change
	Amount	Percentage	Amount	Percentage	
Net sales	227,949	100.0%	-	-	-
Operating income	15,623	6.9%	-	-	-
Ordinary income	15,461	6.8%	-	-	-
Net income attributable to owners of the parent	7,876	3.5%	-	-	-

Dividends per share	Mid-year	¥14.00	Mid-year	-
	Year-end	¥14.00	Year-end	-
	Full-year	¥28.00	Full-year	-

*Mid-year and year-end dividends for FY19 include ¥1 memorial dividend.

Capital investment	¥12,902 million	-
Depreciation	¥4,147 million	-
Exchange rate (USD)	¥109.05	-
Exchange rate (EUR)	¥122.07	-

Figures for capital investment include leased assets

[FY 2020 Management Policy]

- (i) Pursue Tadano's Core Values (C + SQE)
- (ii) Engage in the first-year endeavors of the Mid-Term Management Plan(20-22)
- (iii) Restore the European operations (RISE = Revitalize, Integrate, Synergize, Expand)
- (iv) Promote the Big Projects
- (v) Initiate ESG and SDG Endeavors

[Eight Strategies of the Mid-Term Management Plan (20- 22)]

- (i) Strengthen Market Position
- (ii) Enhance the Four Synergistic Strengths
- (iii) Engage in Global and Flexible Monozukuri*
- (iv) Improve Life Cycle Value
- (v) Develop New Technologies and Solution Business
- (vi) Revitalize Profitability and Improve Asset Efficiency
- (vii) Strengthen the Tadano Group and Global Management Structure
- (viii) Optimize Human Resource Utilization

*Monozukuri = Manufacturing with a focus on continuous improvement

Highlights: Further Global Growth

Demag Mobile Crane Business Integration (1)

After completion of the acquisition on July 31, 2019, customer success has been the core focus of the Demag Mobile Crane Business integration.

◆ Overall Results

- The addition of super-large crawler and all terrain cranes to the Tadano Group lineup has expanded customer choice.
- Business units in the US, Australia, the UK, France, Italy, and Spain are already working as integrated entities.
- October 2019: With employees from all over the world in attendance, Tadano held a global strategy meeting at Tadano Demag GmbH (TDG) in Germany to lock in our integration roadmap.



Global Strategy Meeting held at TDG

A Demag CC 8800-1 lifts a splitter tower in Singapore



A Tadano Faun ATF 100G-4 and a Demag AC 100-4 ready for delivery at Tadano America Corporation



Demag Mobile Crane Business Integration (2)

After completion of the acquisition, 12 global cross company teams were assembled to focus on continuous synergy building and best practice implementation.

◆ Cross Company Team Results

- **Research and Development:** R&D teams at Tadano Faun GmbH (TFG) and Tadano Demag GmbH (TDG) are already carrying out joint development work for new products on common software platforms.
- **Supply Chain:** TFG and TDG are using leverage from combined volumes to achieve higher cost savings in purchasing activities.
- **Production:** All terrain crane cross production processes are being developed for products made at both TFG and TDG.
- **Customer Support:** The Tadano Demag Yokohama Parts Center was established at the facilities of the Yokohama Port International Cargo Center in Japan. Cross-training of service personnel on both Tadano-brand and Demag-brand cranes is strengthening Tadano's global customer support capabilities.



Members of Tadano America Corporation's integrated marketing team standing "Stronger Together" (Above right).

A Demag-brand all terrain crane being assembled at the Tadano Faun Plant (Right).



In continuing our aim for further excellence, Tadano is enhancing its ESG and SDG endeavors as we step forward into our second century of operations as a company.

◆ 2019 Activities

- Incorporated an advanced energy management system (EMS) at our new Kozai Plant in Japan.
- Brought in SDG Partners Inc. in an advisory role, and conducted SDG Lectures for company leadership.
- Created an official task force and began full-speed ESG and SDG promotion planning.
- Engaged in executive discussion at an all-officer strategy meeting session dedicated to the topic of SDGs.

◆ Planned 2020 Activities

- Establish Mid-Term Management Plan (20-22) with "Engage in ESG and SDGs" as one of the Four Priority Points.
- Newly establish an SDG Promotion Committee for Tadano Group activity oversight and a department at Tadano Japan called the SDGs Promotion Group, which will focus on executing initiatives.
- Plan and develop a Value Creation Model, as well as concrete ESG and SDG initiatives.



Lecture by Mr. Kazuo Tase, CEO of SDG Partners Inc.



SDG video shared with international officers and employees



Officers discussing Tadano's forthcoming Value Creation Model

Notes: ESG = Environment, Social, Governance | SDGs = Sustainable Development Goals (a collection of 17 global goals, unanimously approved by the United Nations, for achieving a better and more sustainable future for the environment and society)



◆ **AT-320XTG**
Launch of Cutting-Edge Aerial Work Platform (Japanese Market)



New Design: 21-Faceted Boom
 Utilizes light, 21-faceted boom – the first of its kind to be produced in Japan. Ensures both lighter weight and higher rigidity (less boom deflection). Combines a boom constructed of high-tensile steel plate facets with cutting-edge control technology that helps provide ease of operation.

Largest Working Area in Class
 Maximum Working Height: 32.0 m
 Maximum Working Radius: 17.0 m
 (Limited to Japan's Medium Vehicle Class)

Compact Size with Mobility of 27 Meter-Class AWP
 Vehicle size and weight are the same as 27 meter-class AWP, giving the AT-320XTG a greater range of accessibility for job sites.

◆ **GR-1000XLL-4 / GR-1000XL-4 / GR-800XL-4**
Simultaneous Debut for 3 Rough Terrain Cranes (North American Market)



New Cab With Better Operability

Longest Boom In Class
 (GR-1000XLL-4)
 100 US ton-capacity class rough terrain crane with multiple telescoping cylinders incorporated in a long boom with a maximum length of 51 m.



New Function: Smart Counterweights
 (GR-1000XLL-4 / GR-1000XL-4)
 World's first rough terrain cranes to incorporate Smart Counterweight technology, which provides two different counterweight positions for increased lifting capacity.

Go-Anzen-Ni!
[Safety First!]

