

# Consolidated Financial Results(Quantitative) For FY 2020

(April 1, 2020 through March 31, 2021)

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## 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.

## < 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 31<sup>st</sup> 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.

- ✓ **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	

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## Income Statement

- ✓ **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

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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		FY2019 Year-end	FY2020 Year-end	Increase/ Decrease
Cash deposits	57,075	103,110	46,034	Accounts payable	40,745	32,043	-8,702
Accounts receivable	63,267	48,774	-14,492	Interest-bearing debt	63,035	94,586	31,551
Inventories	97,434	82,010	-15,424	Other liabilities	49,320	51,885	2,564
Other current assets	9,415	5,254	-4,160	Total liabilities	153,102	178,515	25,413
Total current assets	227,192	239,149	11,956	Total equity	158,158	145,404	-12,754
Tangible fixed assets	68,433	68,046	-386	Total liabilities and equity	311,260	323,920	12,659
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	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

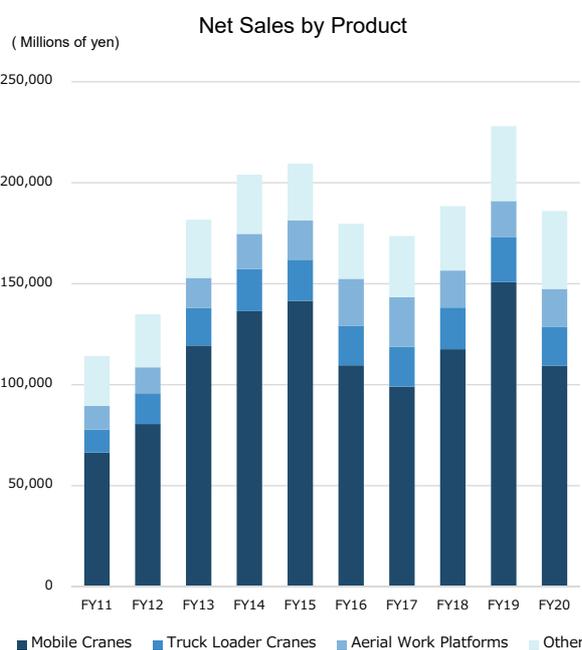
- ✓ Mobile Crane and Truck Loader Crane sales decreased, Aerial Work Platform sales increased.

(Unit: millions of yen)

	FY2019	FY2020	Increase/Decrease Amount	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%

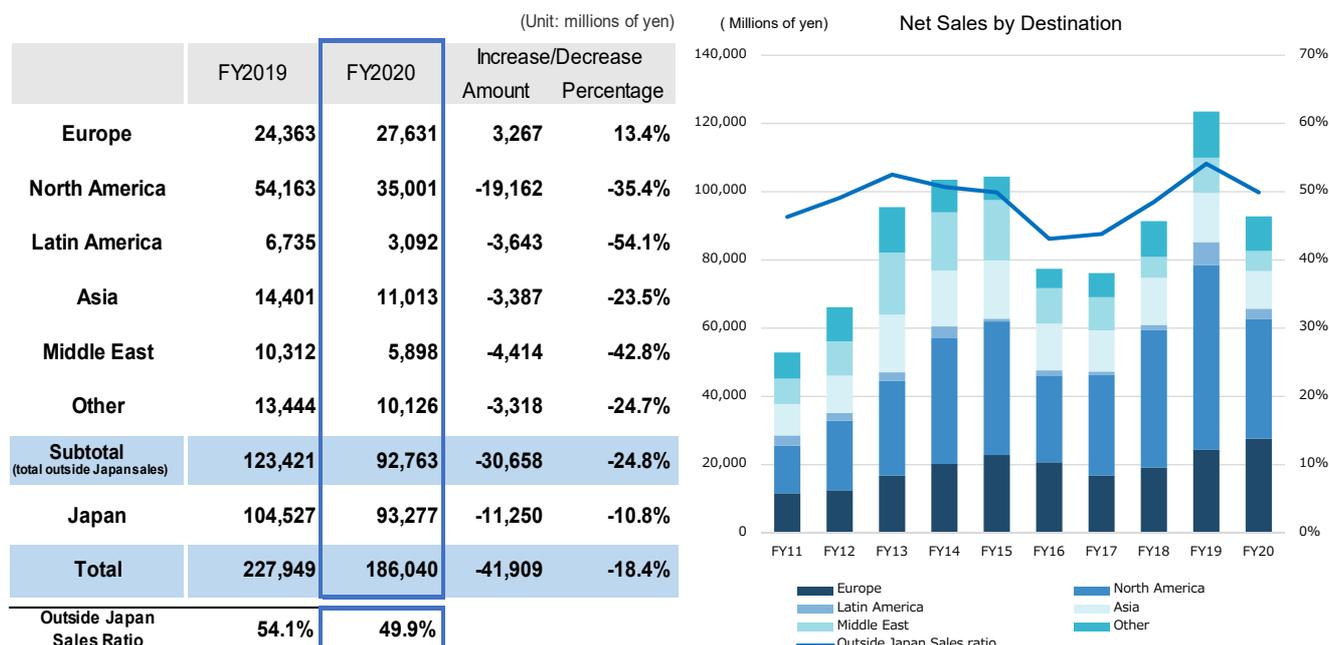
  

Breakdown of Mobile Crane Sales Inside and Outside Japan				
	FY2019	FY2020	Increase/Decrease Amount	Percentage
Japan	47,833	39,615	-8,217	-17.2%
Outside Japan	102,984	69,815	-33,169	-32.2%
Total	150,818	109,430	-41,387	-27.4%



# Net Sales by Destination

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



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# FY 2021 Business Performance Forecast

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

\*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

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# FY 2021 Forecast (Net Sales by Product)

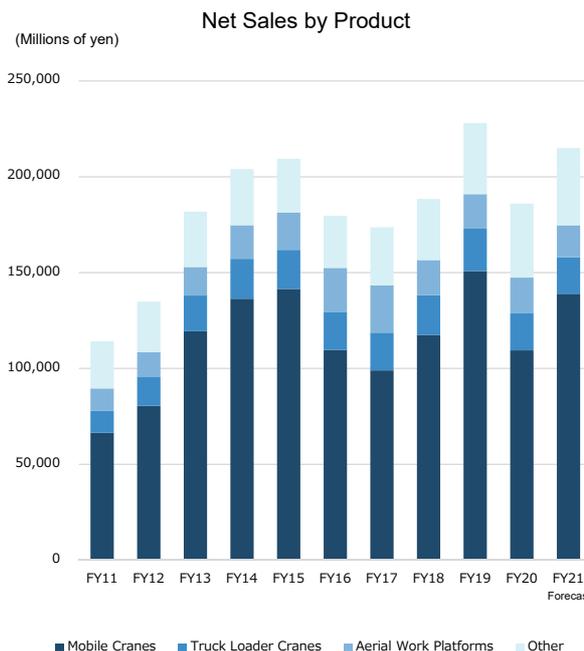
(Unit: millions of yen)

	FY2020	FY2021 Forecast	Increase/Decrease	
			Amount	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%
<b>Total</b>	<b>186,040</b>	<b>215,000</b>	<b>28,960</b>	<b>15.6%</b>

Breakdown of Mobile Crane Sales Inside and Outside Japan

	FY2020	FY2021 Forecast	Increase/Decrease Amount	Increase/Decrease Percentage
Japan	39,615	37,700	-1,915	-4.8%
Outside Japan	69,815	101,300	31,485	45.1%
<b>Total</b>	<b>109,430</b>	<b>139,000</b>	<b>29,570</b>	<b>27.0%</b>



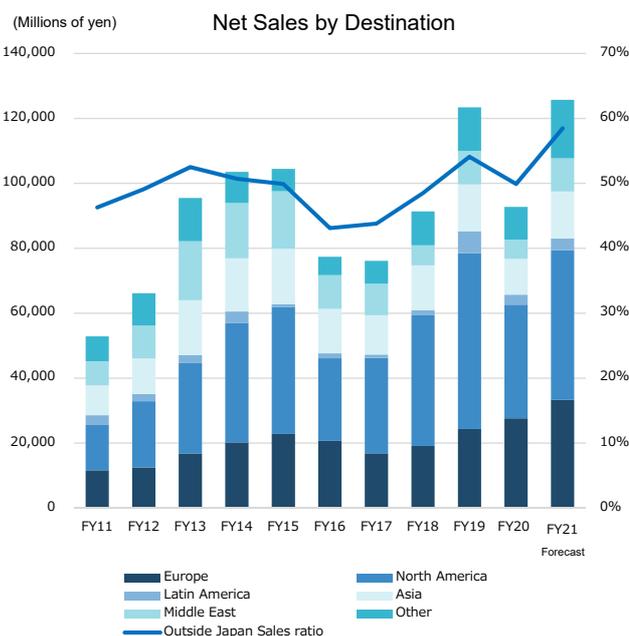
# FY 2021 Forecast (Net Sales by Destination)

(Unit: millions of yen)

	FY2020	FY2021 Forecast	Increase/Decrease	
			Amount	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%
<b>Subtotal (total outside Japansales)</b>	<b>92,763</b>	<b>125,700</b>	<b>32,937</b>	<b>35.5%</b>
Japan	93,277	89,300	-3,977	-4.3%
<b>Total</b>	<b>186,040</b>	<b>215,000</b>	<b>28,960</b>	<b>15.6%</b>

Outside Japan Sales ratio	49.9%	58.5%
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The graph above excludes Japan.  
"Other" is comprised of Oceania, Africa and the CIS.