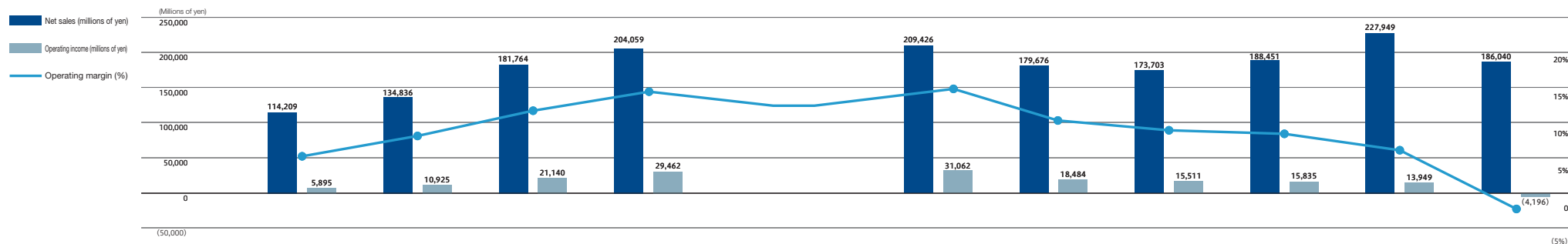


Financial and Non-financial Highlights (Consolidated)



	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 ¹⁾	FY 2020
Profit and Loss										
Net sales (millions of yen)	114,209	134,836	181,764	204,059	209,426	179,676	173,703	188,451	227,949	186,040
Operating income (loss) (millions of yen)	5,895	10,925	21,140	29,462	31,062	18,484	15,511	15,835	13,949	(4,196)
Ordinary income (loss) (millions of yen)	5,778	11,448	21,642	30,357	30,680	18,490	14,907	15,604	13,791	(4,683)
Net income (loss) attributable to owners of the parent (millions of yen)	3,145	7,341	14,410	19,483	19,621	11,881	9,391	11,462	6,433	(12,987)
Cash Flow										
Cash flow from operating activities (millions of yen)	13,612	2,188	15,467	19,800	19,387	3,301	30,015	2,515	(2,982)	20,448
Cash flow from investing activities (millions of yen)	(868)	(1,972)	(3,753)	(4,079)	(3,758)	(4,798)	(3,942)	(17,052)	(31,543)	(3,731)
Cash flow from financing activities (millions of yen)	(2,540)	(2,050)	(4,910)	(4,287)	(3,136)	(2,495)	(7,992)	(5,717)	25,954	29,039
Financial Condition										
Total assets (millions of yen)	161,125	177,538	198,864	223,525	235,302	229,737	245,501	255,793	311,260	323,920
Cash and cash equivalents at the end of the fiscal year (millions of yen)	40,155	39,512	48,156	61,262	73,120	68,291	86,624	65,753	56,997	102,995
Interest-bearing debt (millions of yen)	38,101	38,706	38,233	37,620	36,869	37,235	33,750	30,165	63,035	94,586
Shareholders' equity (millions of yen)	83,094	88,757	100,454	116,796	133,190	141,746	147,841	156,011	159,025	144,307
Per Share Data										
Net assets per share (yen)	612.1	677.3	805.9	958.2	1,060.0	1,121.9	1,180.3	1,216.0	1,241.3	1,137.0
Net income (loss) per share (yen)	24.8	57.8	113.7	153.8	154.9	93.8	74.2	90.5	50.8	(102.5)
Price-earnings ratio (%)	24.1	18.8	11.8	10.5	6.7	13.8	21.5	11.6	15.2	—
Dividends (yen)	7.0	12.0	19.0	23.0	26.0	26.0	26.0	26.0	28.0	3.0
Dividend payout ratio (%)	28.3	20.7	16.7	15.0	16.8	27.7	35.1	28.7	55.1	—
Other Indicators										
Operating margin (%)	5.2	8.1	11.6	14.4	14.8	10.3	8.9	8.4	6.1	(2.3)
Ratio of operating income to total assets (ROA) (%)	3.8	6.5	11.2	14.0	13.5	7.9	6.5	6.3	4.9	—
Return on equity (ROE) (%)	4.1	9.0	15.3	17.5	15.4	8.6	6.4	7.6	4.1	—
Return on invested capital (ROIC) (%)	2.7	5.6	10.6	12.4	12.3	7.4	5.6	6.0	4.1	(2.1)
Capital adequacy ratio (%)	48.2	48.4	51.4	54.3	57.0	61.8	60.9	60.2	50.5	44.5
Capital investments (millions of yen)	1,584	2,925	4,178	3,905	4,572	6,030	2,838	14,458	12,902	5,666
Depreciation expense (millions of yen)	2,353	2,167	2,366	2,589	2,793	3,113	2,864	2,984	4,527	5,695
Research and development expense (millions of yen)	3,480	3,998	4,497	4,876	5,611	5,993	6,149	6,918	7,822	8,440
Outside Japan sales ratio (%)	46.3	49.1	52.5	50.7	49.9	43.1	43.8	48.5	54.1	49.9
Number of employees	3,113	3,144	3,227	3,491	3,433	3,346	3,311	3,405	5,084	5,074
Average years of service ²⁾	17.9	17.4	17.7	16.4	16.3	17.2	17.1	16.9	17.0	17.8
Ratio of female employees (%) ²⁾	7.7	7.7	7.5	7.3	7.5	7.7	7.6	7.1	7.4	7.5
Ratio of female managers (%) ²⁾	0.8	0.8	0.7	0.7	0.7	0	1.2	1.3	1.3	0.9
CO ₂ emissions (t-CO ₂) ³⁾	6,772	9,521	12,857	13,819	14,269	13,765	12,375	12,426	30,019	26,179

¹⁾ The financial figures for FY 2019 above have been revised to reflect the finalization of the provisional accounting treatment for business combinations.

²⁾ Tadano Ltd. on a non-consolidated basis.

³⁾ From FY 2019, the scope of data was expanded to all sites of the Tadano Group in Japan and the production sites outside Japan. (The figures are provisional.)