

Business Segments

Overview of FY 2021 Business Results

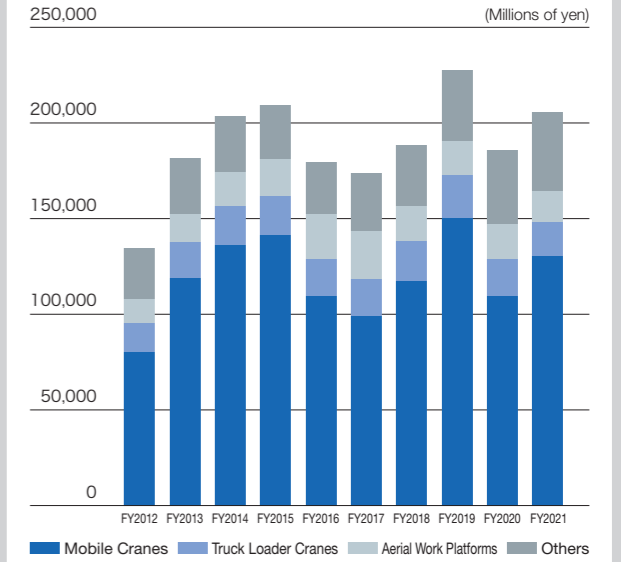
Net Sales by Product

Sales of mobile cranes and other products increased to 130,461 million yen (119.2% of the figure for the previous year) and 40,777 million yen (105.7% of the figure for the previous year) respectively. Sales of truck loader cranes and aerial work platforms decreased to 18,251 million yen (94.5% of the figure for the previous year) and 16,171 million yen (86.5% of the figure for the previous year) respectively. As a result, net sales in FY 2021 amounted to 205,661 million yen (110.5% of the figure for the previous year).

■ Net sales by product (comparison between FY 2020 and FY 2021)

	FY 2020	FY 2021	Change	
			Amount	Rate of change
Mobile Cranes	109,430	130,461	21,030	19.2%
Truck Loader Cranes	19,314	18,251	-1,062	-5.5%
Aerial Work Platforms	18,701	16,171	-2,530	-13.5%
Others	38,593	40,777	2,183	5.7%
Total	186,040	205,661	19,621	10.5%

■ Net sales by product (from FY 2012 to FY 2021)



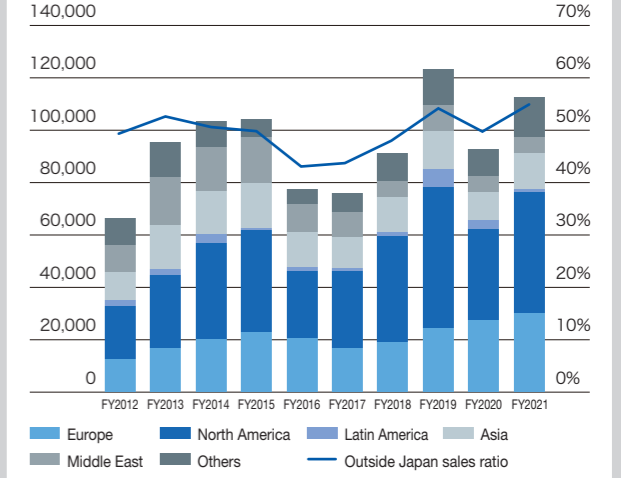
Net Sales by Destination

Sales in Europe increased to 30,487 million yen (110.3% of the figure for the previous year) due to changes in product sales composition, despite declining demand. Due to increased demand, sales in markets outside Japan other than Europe increased to 45,999 million yen (131.4% of the figure for the previous year) in North America, 14,039 million yen (127.5% of the figure for the previous year) in Asia, 5,902 million yen (100.1% of the figure for the previous year) in the Middle East, and 15,219 million yen (150.3% of the figure for the previous year) in other areas. Sales in Latin America dropped to 1,028 million yen (33.3% of the figure for the previous year), despite increased demand. Sales in Japan decreased to 92,983 million yen (99.7% of the figure for the previous year), partly due to delayed shipments caused by deterioration in the procurement environment for truck loader cranes and aerial work platforms, despite increased demand. Sales in markets outside Japan accounted for 54.8% (49.9% for the previous year).

■ Net sales by destination (comparison between FY 2020 and FY 2021)

	FY 2020	FY 2021	Change	
			Amount	Rate of change
Europe	27,631	30,487	2,856	10.3%
North America	35,001	45,999	10,998	31.4%
Latin America	3,092	1,028	-2,063	-66.7%
Asia	11,013	14,039	3,025	27.5%
Middle East	5,898	5,902	4	0.1%
Others	10,126	15,219	5,093	50.3%
Subtotal (outside Japan)	92,763	112,678	19,914	21.5%
Japan	93,277	92,983	-293	-0.3%
Total	186,040	205,661	19,621	10.5%
Outside Japan sales ratio	49.9%	54.8%		

■ Net sales by destination (from FY 2012 to FY 2021)



* Other areas include Oceania, Africa, and the CIS.

* Japan is not included.
* Other areas include Oceania, Africa, and the CIS.



01 Mobile Cranes

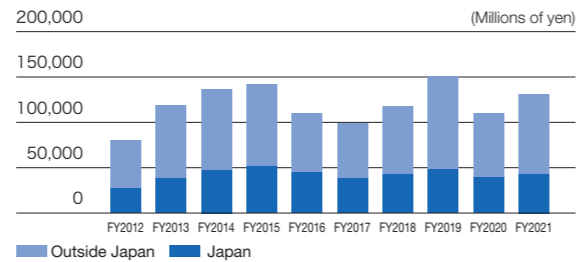
Net Sales

Sales in the Japanese market and markets outside Japan increased to 42,725 million yen (107.8% of the figure for the previous year) and 87,736 million yen (125.7% of the figure for the previous year) respectively. As a result, the net sales of mobile cranes amounted to 130,461 million yen (119.2% of the figure for the previous year).

Net sales (comparison between FY 2020 and FY 2021)

	FY 2020		FY 2021	
	Amount	Rate of change	Amount	Rate of change
Japan	39,615		42,725	7.8%
Outside Japan	69,815		87,736	25.7%
Total	109,430		130,461	19.2%

Net sales (from FY 2012 to FY 2021)



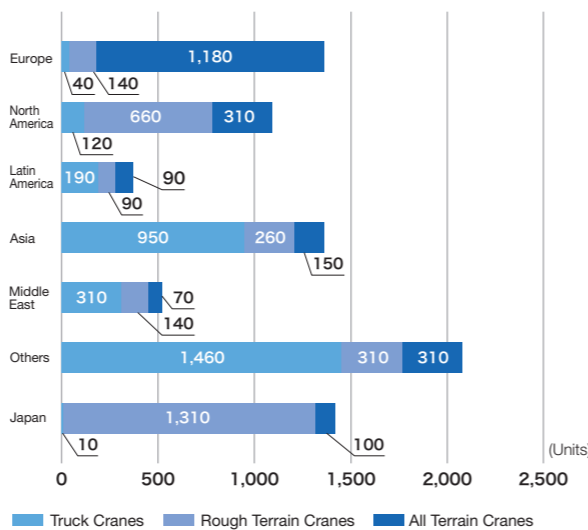
Demand and Share (Units Sold)

In 2021, the overall demand for mobile cranes in the markets outside Japan (excluding China) increased to 121.3% of the figure for the previous year, due to the recovery of demand, which had been in a decline since the spread of COVID-19. The share of Tadano products in the global market fell by four percentage points to 20%, compared with 24% for the previous year.

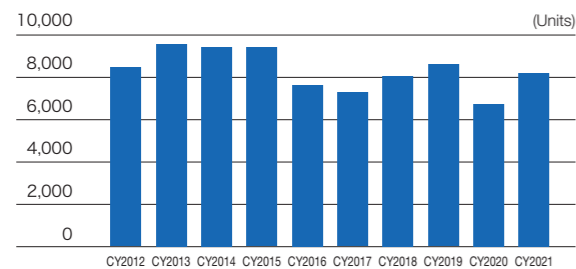
Demand and share (comparison between CY 2020 and CY 2021)

	Demand (units)			Share	
	Jan.-Dec. 2020	Jan.-Dec. 2021	Rate of change	Jan.-Dec. 2020	Jan.-Dec. 2021
Europe	1,390	1,360	-2.2%	13%	12%
North America	980	1,090	11.2%	31%	36%
Latin America	200	370	85.0%	11%	6%
Asia	1,020	1,360	33.3%	9%	7%
Middle East	480	520	8.3%	20%	7%
Others	1,170	2,080	77.8%	10%	6%
Outside Japan total	5,240	6,780	29.4%		
Japan	1,520	1,420	-6.6%	54%	54%
Total	6,760	8,200	21.3%	24%	20%

Demand by market and product model (CY 2021)



Global demand (from CY 2012 to CY 2021)



* The figures are estimates by the company (rounded to the nearest ten).
 * Products made in Russia are not included.
 * Products made in China for export are included.
 * Products for the Chinese market made in China are not included.
 The estimated demand for made in China products in the Chinese market is as follows:
 CY 2012: Approx. 22,000 units, CY 2013: Approx. 17,000 units, CY 2014: Approx. 14,000 units, CY 2015: Approx. 9,000 units, CY 2016: Approx. 9,000 units, CY 2017: Approx. 20,000 units, CY 2018: Approx. 32,000 units, CY 2019: Approx. 42,000 units, CY 2020: Approx. 54,000 units, CY 2021: Approx. 46,000 units

Products

All Terrain Cranes



AC 7.450-1

Large-capacity cranes utilized on-site for construction and maintenance work for infrastructure development projects such as highways and bridge construction and large-scale plants and buildings. Capable of handling all types of road surfaces from paved roads to irregular terrains, they have a large crane capacity while also having superb maneuverability due to their rear wheel or all-wheel steering features.

Rough Terrain Cranes



GR-250N

One of our leading product lines, representing the peak of Tadano's technical prowess. They are self-propelled cranes capable of traveling and handling crane operations from a single driver's seat. In addition to being able to travel on irregular terrains or soft ground, their maneuverability allows them to be used on-site in areas such as urban settings and narrow places. Outside Japan, they are mainly used in the construction and maintenance of large-scale plants.

Truck Cranes



GT-750EL

These cranes are mounted on special-purpose or standard truck carriers. Driver's cabins are separately installed for travelling and for use as a crane. They are self-propelled and capable of travelling as speedily as trucks to the worksite to start crane work. Outside Japan, they are frequently deployed for jobs requiring large-scale crane capacity as well as high-speed travel. Their low maintenance costs and ease of maintenance make them especially popular in developing countries.

Telescopic Boom Crawler Cranes



GTC-2000

These cranes were developed to enable efficient use in various environments in the vast lands of the United States, including muddy grounds. The crawler carrier's low center of gravity allows the crane to move while carrying heavy loads, making these cranes suitable for use at construction sites for tunnels, processing plants, oil tanks, and other facilities with challenging height restrictions.

Lattice Boom Crawler Cranes

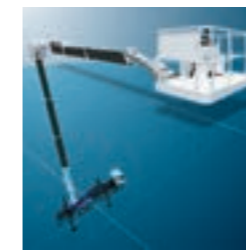


CC 38.650-1

These cranes are suitable for sites that require more powerful lifting capacity. They have greater lifting capacity than other types of cranes—up to 3,200 tons—and maintain excellent maneuverability under heavy loads. Despite their size, transportation is made easy by dismantling them, and their fields of application are expanding worldwide in areas such as wind power related construction due to the growing demand for clean energy.



02 Truck Loader Cranes



03 Aerial Work Platforms

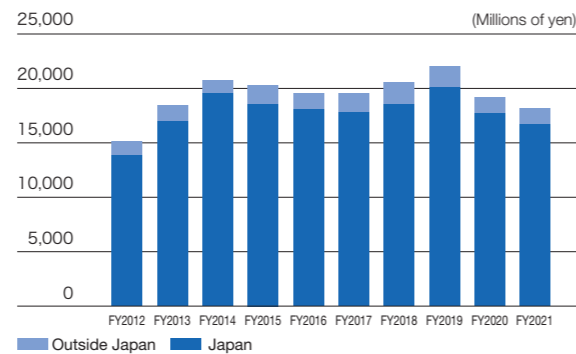
Net Sales and Share of Units Sold in Japan

Due to a decrease in the number of registered trucks, sales in the Japanese market stood at 16,815 million yen (93.8% of the figure for the previous year). Although sales in markets outside Japan increased slightly to 1,436 million yen (103.1% of the figure for the previous year), net sales of truck loader cranes stood at 18,251 million yen (94.5% of the figure for the previous year).

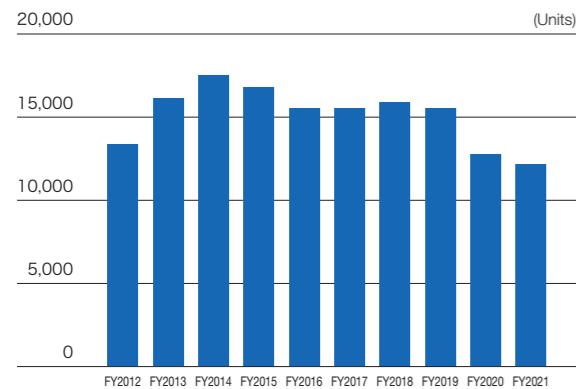
Net sales (comparison between FY 2020 and FY 2021)

	FY 2020	FY 2021	Change	
			Amount	Rate of change
Japan	17,920	16,815	-1,105	-6.2%
Outside Japan	1,393	1,436	42	3.1%
Total	19,314	18,251	-1,062	-5.5%

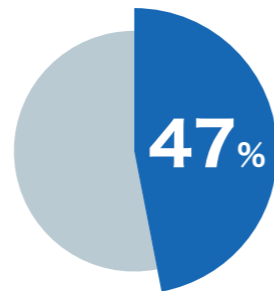
Net sales (from FY 2012 to FY 2021)



Demand in Japan (from FY 2012 to FY 2021)



Share of units sold in Japan (FY 2021)



Products



TM-ZE360

Truck Loader Cranes



TM-ZX364

These cranes are among the most versatile crane models, with applications across a variety of industries, including shipping, landscaping, and construction. Designed to be mounted in positions such as at the back of truck cabs, they are applicable to a wide range of trucks with a rich lineup of cranes to meet extensive needs.

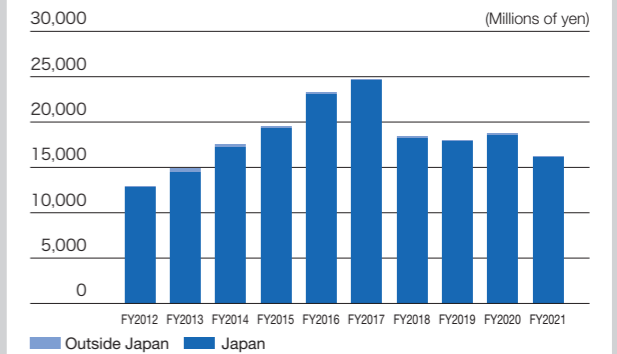
Net Sales and Share of Units Sold in Japan

Due to delayed shipments caused by deterioration in the procurement environment, sales in the Japanese market decreased to 16,125 million yen (87.2% of the figure for the previous year), and sales in markets outside Japan decreased to 45 million yen (22.2% of the figure for the previous year). As a result, net sales of aerial work platforms amounted to 16,171 million yen (86.5% of the figure for the previous year).

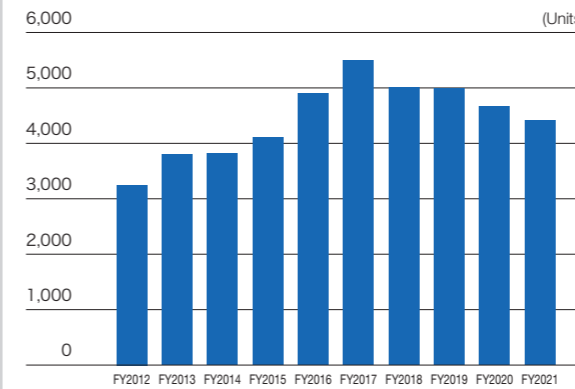
Net sales (comparison between FY 2020 and FY 2021)

	FY 2020	FY 2021	Change	
			Amount	Rate of change
Japan	18,497	16,125	-2,371	-12.8%
Outside Japan	204	45	-158	-77.8%
Total	18,701	16,171	-2,530	-13.5%

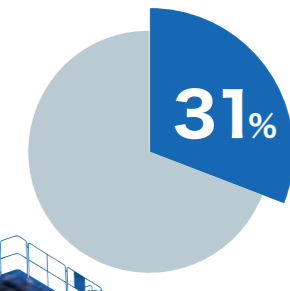
Net sales (from FY 2012 to FY 2021)



Demand in Japan (from FY 2012 to FY 2021)



Share of units sold in Japan (FY 2021)



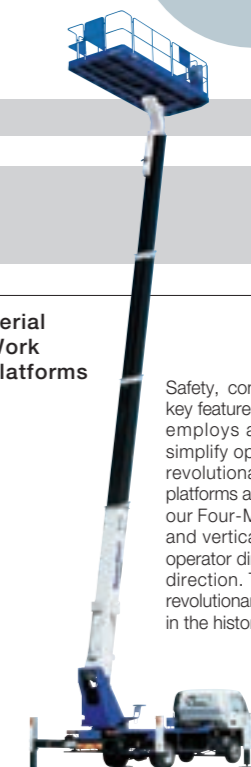
Products



AT-320XTG

Aerial Work Platforms

Safety, convenience, and operator comfort are key features of our aerial work platforms. Tadano employs advanced control technologies to simplify operations and improve usability. Our revolutionary Super Deck series of aerial work platforms are the world's first to be equipped with our Four-Motion Control that allows horizontal and vertical movement, smoothly carrying the operator directly from one point to another in any direction. This series is highly recognized as a revolutionary product that opened a new chapter in the history of aerial work platforms in Japan.



AT-200S



04 Others

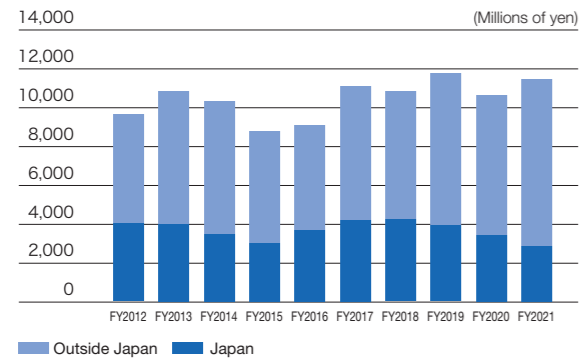
Net Sales

Sales for used cranes and other products increased to 11,468 million yen (107.7% of the figure for the previous year), due to an increase in sales in markets outside Japan. Parts sales and product repairs stood at 29,308 million yen (104.9% of the figure for the previous year), representing the highest figure ever. As a result, total sales were 40,777 million yen (105.7% of the figure for the previous year).

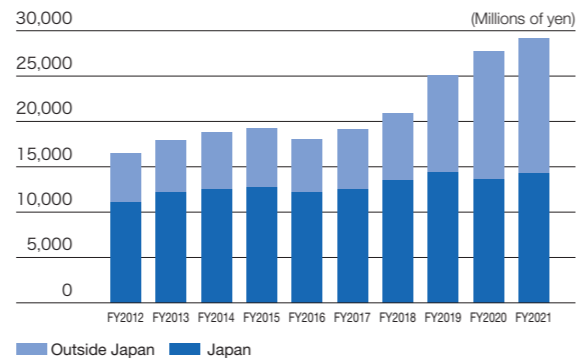
■ Net sales (comparison between FY 2020 and FY 2021)

	FY 2020	FY 2021	Change	
			Amount	Rate of change
Used cranes Other products	10,649	11,468	819	7.7%
Parts Repairs	27,944	29,308	1,364	4.9%
Total	38,593	40,777	2,183	5.7%

■ Sales of used cranes and other products (from FY 2012 to FY 2021)



■ Sales of parts and repairs (from FY 2012 to FY 2021)



Outstanding Customer Service

Crane downtime leads directly to business losses for customers. That is why Tadano strives to deliver outstanding service that meets customer expectations.

We aim to minimize product downtime and failure arising from inadequate maintenance by promoting before-sales services, including the Tadano Maintenance Package, which allow customers, service contractors, and Tadano to share information on maintenance status and repair history using Hello-Net, and the Tadano Engine Care Package, which specializes in the maintenance of advanced engines (currently available only in Japan). Our after-sales services are built on a service network of 342 authorized service contractors and 881 authorized service personnel across Japan, in addition to 10 branches and 23 sales offices. Our global service network spans the entire world and includes direct service as well as service provided by over 140 distributors. Along with other efforts to enhance this network, we are working to improve service quality. We are proceeding with the development of human resources for service personnel in and outside Japan through not only local on-site seminars but also technical seminars that allow trainees to take courses remotely over the internet by incorporating IT, as well as through other systematic educational programs at training centers that incorporate state-of-the-art technologies. Furthermore, Tadano devotes its efforts to preventing accidents at jobsites through initiatives such as safety training using virtual reality.



Safety training using virtual reality

A Manufacturer with Four Synergistic Strengths

Tadano aims to be a manufacturer with four synergistic strengths consisting of product competitiveness, product quality, service capability (including parts), and used equipment liquidity. In addition to enhancing the competitiveness and quality of our new products, we are working to strengthen our service capability including parts and maintain and enhance used equipment value to increase used equipment liquidity.

One of the initiatives is the supply of maintenance parts. The fastest parts shipment is made possible through collaboration between parts centers at seven bases in Japan and the Global Parts Center located in Kobe, and products that are in high demand are always in stock for each service area based on our many years of experience, playing a key part in minimizing product downtime. Outside Japan, the company established a parts center in Singapore, seeking to further shorten delivery time both in and outside Japan.

Tadano is also committed to the recycling business to help customers save on repair costs. In 2017, Tadano instituted the Tadano Remanufacturing Logo to increase awareness of recyclable parts and expand our stock business. By offering upgrades of road-rail vehicles and other special-purpose products, adjustment and repair for components and replacements for discontinued parts, we minimize downtime and keep repair costs down, to maximize product life and maintain value while also being good for the environment. These efforts are contributing to the outstanding reputation of our used equipment.

Through these activities, we will continue our efforts to increase the life cycle value of our products to ensure their long service life.



Tadano Remanufacturing Logo



Global Parts Center