



	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019 <sup>*1</sup>
<b>Profit and Loss</b>										
Net sales (millions of yen)	89,807	114,209	134,836	181,764	204,059	209,426	179,676	173,703	188,451	227,949
Operating income (millions of yen)	(3,733)	5,895	10,925	21,140	29,462	31,062	18,484	15,511	15,835	15,623
Ordinary income (millions of yen)	(3,886)	5,778	11,448	21,642	30,357	30,680	18,490	14,907	15,604	15,461
Net income (loss) attributable to owners of the parent (millions of yen)	(6,722)	3,145	7,341	14,410	19,483	19,621	11,881	9,391	11,462	7,876
<b>Cash Flow</b>										
Cash Flow from operating activities (millions of yen)	6,472	13,612	2,188	15,467	19,800	19,387	3,301	30,015	2,515	(2,982)
Cash Flow from investing activities (millions of yen)	(873)	(868)	(1,972)	(3,753)	(4,079)	(3,758)	(4,798)	(3,942)	(17,052)	(31,543)
Cash Flow from financing activities (millions of yen)	(5,738)	(2,540)	(2,050)	(4,910)	(4,287)	(3,136)	(2,495)	(7,992)	(5,717)	25,954
<b>Financial Condition</b>										
Total assets (millions of yen)	146,104	161,125	177,538	198,864	223,525	235,302	229,737	245,501	255,793	312,047
Cash and cash equivalents at the end of the fiscal year (millions of yen)	30,367	40,155	39,512	48,156	61,262	73,120	68,291	86,624	65,753	56,997
Interest-bearing debt (millions of yen)	40,189	38,101	38,706	38,233	37,620	36,869	37,235	33,750	30,165	63,070
Shareholders' equity (millions of yen)	80,357	83,094	88,757	100,454	116,796	133,190	141,746	147,841	156,011	160,468
<b>Per Share Data</b>										
Net assets (yen)	590.6	612.1	677.3	805.9	958.2	1,060.0	1,121.9	1,180.3	1,216.0	1,252.7
Net income (loss) attributable to owners of the parent (yen)	(52.9)	24.8	57.8	113.7	153.8	154.9	93.8	74.2	90.5	62.2
Price-earnings ratio (%)	—	24.1	18.8	11.8	10.5	6.7	13.8	21.5	11.6	12.4
Dividends (yen)	3.0	7.0	12.0	19.0	23.0	26.0	26.0	26.0	26.0	28.0
Dividend payout ratio (%)	—	28.3	20.7	16.7	15.0	16.8	27.7	35.1	28.7	45.0
<b>Other Indicators</b>										
Operating margin (%)	—	5.2	8.1	11.6	14.4	14.8	10.3	8.9	8.4	6.9
Ratio of operating income to total assets (ROA) (%)	—	3.8	6.5	11.2	14.0	13.5	7.9	6.5	6.3	5.5
Return on equity (ROE) (%)	—	4.1	9.0	15.3	17.5	15.4	8.6	6.4	7.6	5.0
Capital adequacy ratio (%)	51.3	48.2	48.4	51.4	54.3	57.0	61.8	60.9	60.2	50.8
Capital investments (millions of yen)	964	1,584	2,925	4,178	3,905	4,572	6,030	2,838	14,458	12,902
Depreciation expense (millions of yen)	2,696	2,353	2,167	2,366	2,589	2,793	3,113	2,864	2,984	4,147
Research and development expense (millions of yen)	3,727	3,480	3,998	4,497	4,876	5,611	5,993	6,149	6,918	7,822
Outside Japan sales ratio (%)	42.6	46.3	49.1	52.5	50.7	49.9	43.1	43.8	48.5	54.1
Number of employees	3,091	3,113	3,144	3,227	3,491	3,433	3,346	3,311	3,405	5,084
Average years of service <sup>*2</sup>	17.8	17.9	17.4	17.7	16.4	16.3	17.2	17.1	16.9	17.0
Ratio of female employees (%) <sup>*2</sup>	7.3	7.7	7.7	7.5	7.3	7.5	7.7	7.6	7.1	7.4
Ratio of female managers (%) <sup>*2</sup>	0	0.8	0.8	0.7	0.7	0.7	0	1.2	1.3	1.3
CO2 emissions (t-CO2) <sup>*3</sup>	6,376	6,772	9,521	12,857	13,819	14,269	13,765	12,375	12,426	14,597
Energy consumption (kiloliters) <sup>*3</sup>	3,974	4,240	4,586	5,176	5,666	5,570	5,474	5,658	5,660	6,725

\*1 The financial figures for FY 2019 above will be revised retrospectively in the second quarter of FY 2020 following the finalization of the provisional accounting treatment for business combinations.

\*2 Tadano Ltd. on a non-consolidated basis

\*3 Main offices and plants in Japan