

Business Segments



Overview of FY 2020 Business Results

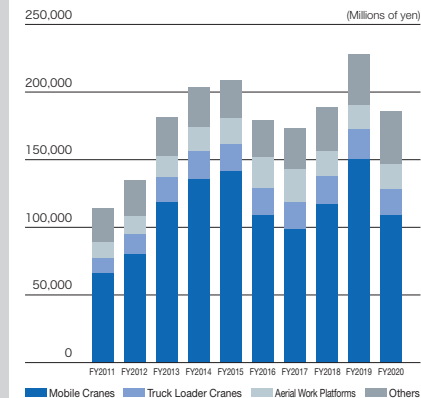
Net Sales by Product

Sales of mobile cranes and truck loader cranes decreased to 109,430 million yen (72.6% of the figure for the previous year) and 19,314 million yen (87.1% of the figure for the previous year) respectively, due to a decline in global demand caused by the spread of COVID-19. Meanwhile, sales of aerial work platforms and other products increased to 18,701 million yen (104% of the figure for the previous year) and 38,593 million yen (104.4% of the figure for the previous year) respectively. As a result, net sales in FY 2020 amounted to 186,040 million yen (81.6% of the figure for the previous year).

Net sales by product (comparison between FY 2019 and FY 2020)

	FY 2019	FY 2020	Change	
			Amount	Rate of change
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%
Others	36,982	38,593	1,611	4.4%
Total	227,949	186,040	-41,909	-18.4%

Net sales by product (from FY 2011 to FY 2020)



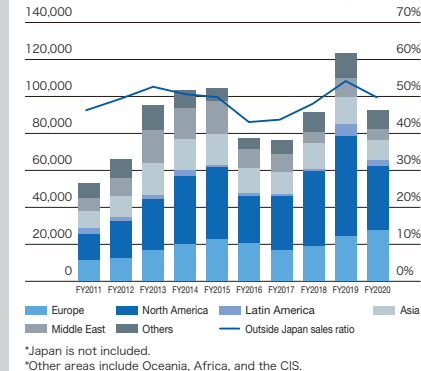
Net Sales by Destination

Sales in Europe increased to 27,631 million yen (113.4% of the figure for the previous year), due to the consolidation of the Demag Mobile Cranes business. Due to decreased demand, sales in other markets outside of Japan dropped to 35,001 million yen (64.6% of the figure for the previous year) in North America, 3,092 million yen (65.9% of the figure for the previous year) in Latin America, 11,013 million yen (76.5% of the figure for the previous year) in Asia, 5,898 million yen (57.2% of the figure for the previous year) in the Middle East, and 10,126 million yen (75.3% of the figure for the previous year) in other areas. Sales in the Japanese market decreased as well to 93,277 million yen (89.2% of the figure for the previous year). Sales in markets outside Japan accounted for 49.9% (54.1% for the previous year).

Net sales by destination (comparison between FY 2019 and FY 2020)

	FY 2019	FY 2020	Change	
			Amount	Rate of change
Europe	24,363	27,631	3,267	13.4%
North America	54,163	35,001	-19,162	-35.4%
Latin America	6,735	3,092	-3,643	-54.1%
Asia	14,401	11,013	-3,387	-23.5%
Middle East	10,312	5,898	-4,414	-42.8%
Others	13,444	10,126	-3,318	-24.7%
Subtotal (outside Japan)	123,421	92,763	-30,658	-24.8%
Japan	104,527	93,277	-11,250	-10.8%
Total	227,949	186,040	-41,909	-18.4%
Outside Japan sales ratio	54.1%	49.9%		

Net sales by destination (from FY 2011 to FY 2020)



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

*Japan is not included.
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01 Mobile Cranes

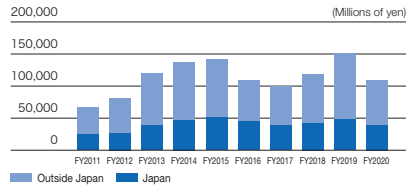
Net Sales

Sales in the Japanese market stood at 39,615 million yen (82.8% of the figure for the previous year) and sales in markets outside of Japan were 69,815 million yen (67.8% of the figure for the previous year), due to decreased demand in all areas. As a result, the net sales of mobile cranes amounted to 109,430 million yen (72.6% of the figure for the previous year).

Net sales (comparison between FY 2019 and FY 2020)

	(Millions of yen)		Change	
	FY 2019	FY 2020	Amount	Rate of change
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 (from FY 2011 to FY 2020)



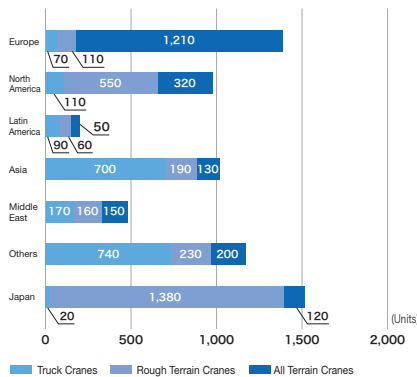
Demand and Share (Units Sold)

In 2020, the overall demand for mobile cranes in the markets outside of Japan (excluding China) decreased to 78.4% of the figure for the previous year, due to the spread of COVID-19. The share of Tadano products in the global market fell by five percentage points to 24%, compared with 29% for the previous year.

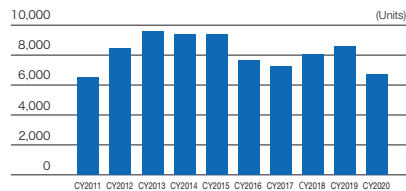
Demand and share (comparison between CY 2019 and CY 2020)

	Demand (units)			Share	
	Jan.-Dec. 2019	Jan.-Dec. 2020	Rate of change	Jan.-Dec. 2019	Jan.-Dec. 2020
Europe	1,650	1,390	-15.8%	19%	13%
North America	1,650	980	-40.6%	35%	31%
Latin America	270	200	-25.9%	25%	11%
Asia	1,290	1,020	-20.9%	13%	9%
Middle East	650	480	-26.2%	20%	20%
Others	1,240	1,170	-5.6%	16%	10%
Outside Japan total	6,750	5,240	-22.4%		
Japan	1,870	1,520	-18.7%	55%	54%
Total	8,620	6,760	-21.6%	29%	24%

Demand by market and product model (CY 2020)



Global demand (from CY 2011 to CY 2020)



*The figures are estimates by the company (rounded to the nearest ten).
 *Products made in Russia are not 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

Products

All Terrain Cranes



AC7450-1

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 its all-wheel steering features.

Rough Terrain Cranes



GR-1300XL-4

One of our leading product lines, representing the peak of Tadano's technical prowess. They are a self-propelled crane capable of traveling and handling crane operations in a single driver's seat. In addition to being able to travel on irregular terrains or soft ground, its maneuverability allows it to be used on-site in areas such as urban settings and narrow places. Outside of 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 traveling and for use as a crane. They are self-propelled and capable of traveling as quickly as trucks to the worksite and start crane work. In countries outside of 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-1800EX

These cranes were developed to enable efficient use in various environments in 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. These models are widely used 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 capacities. They have more lifting capacities than other types of cranes - up to 3,200 tons - and maintain excellent maneuverability under heavy load. 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

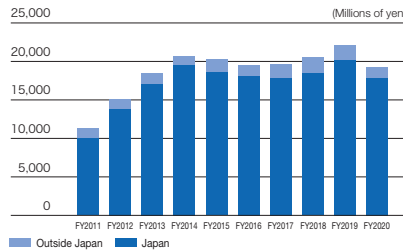
Net Sales and Share of Units Sold in Japan

Due to the significant impact of the spread of COVID-19, sales in the Japanese market stood at 17,920 million yen (88.3% of the figure for the previous year). Sales in the markets outside of Japan were 1,393 million yen (74.5% of the figure for the previous year), despite efforts to expand sales. As a result, the company's net sales of truck loader cranes amounted to 19,314 million yen (87.1% of the figure for the previous year).

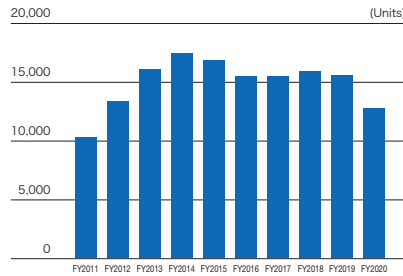
Net sales (comparison between FY 2019 and FY 2020)

	FY 2019	FY 2020	Change	
			Amount	Rate of change
Japan	20,292	17,920	-2,371	-11.7%
Outside Japan	1,870	1,393	-476	-25.5%
Total	22,162	19,314	-2,848	-12.9%

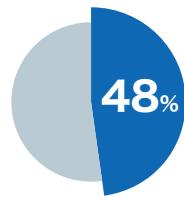
Net sales (from FY 2011 to FY 2020)



Demand in Japan (from FY 2011 to FY 2020)



Share of units sold in Japan (FY 2020)



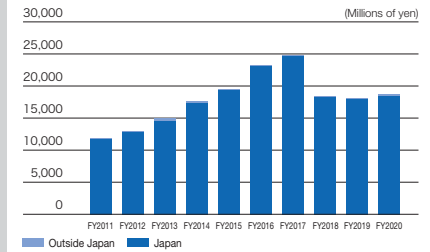
Net Sales and Share of Units Sold in Japan

Despite a decrease in demand, sales in the Japanese market stood at 18,497 million yen (103.3% of the figure for the previous year), due to the efforts to expand the sales of products with high added value. Sales in markets outside of Japan were 204 million yen (251.6% of the figure for the previous year). As a result, net sales of aerial work platforms amounted to 18,701 million yen (104.0% of the figure for the previous year).

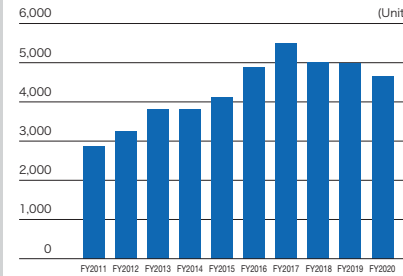
Net sales (comparison between FY 2019 and FY 2020)

	FY 2019	FY 2020	Change	
			Amount	Rate of change
Japan	17,905	18,497	592	3.3%
Outside Japan	81	204	122	151.6%
Total	17,986	18,701	715	4.0%

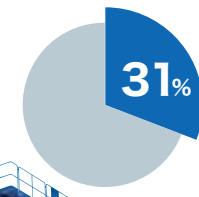
Net sales (from FY 2011 to FY 2020)



Demand in Japan (from FY 2011 to FY 2020)



Share of units sold in Japan (FY 2020)



Products



Truck Loader Cranes



TM-XZ364

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

Products



AT-320XTG

Aerial Work Platforms



AT-200S

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 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.



04 Others

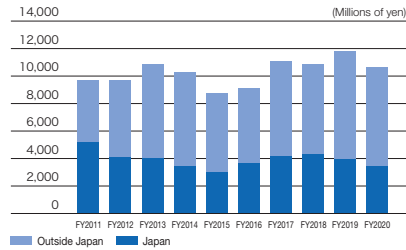
Net Sales

Parts sales and product repairs decreased in the Japanese market but increased in markets outside of Japan, reaching our highest figures ever. Sales for used cranes and other products decreased both in the Japanese market and in markets outside of Japan. The total sales were 38,593 million yen (104.4% of the figure for the previous year).

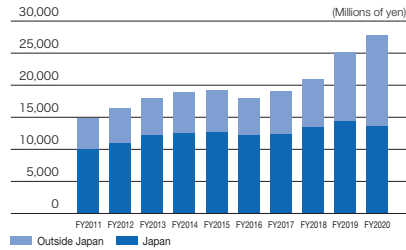
Net sales (comparison between FY 2019 and FY 2020)

	FY 2019	FY 2020	Change	
			Amount	Rate of change
Used cranes Other products	11,821	10,649	-1,171	-9.9%
Parts Repairs	25,161	27,944	2,782	11.1%
Total	36,982	38,593	1,611	4.4%

Sales of used cranes and other products (from FY 2011 to FY 2020)



Sales of parts and repairs (from FY 2011 to FY 2020)



Outstanding Customer Service

Crane downtime leads directly to business losses for customers. That's 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 345 authorized service contractors and 898 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 ensure the long service life of our products by strengthening our service capability including parts and maintaining and enhancing used equipment value to increase used equipment liquidity. One of the initiatives aimed at enhancing products' life cycle value 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 in Japan and beyond. 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 cranes 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.



Global Parts Center