Long-Term Goals

- •Becoming No. 1 worldwide in the lifting equipment industry
- •Attaining a sales ratio of 80% outside of Japan
- •Becoming a company with stable and high profitability (Attaining an average operating margin of 20%)

Change in Society

Aging infrastructure

digitalization

INPUT

Human Capital

- · Culture that allows for continued learning and growth
- ·No. of employees (consolidated): 5084

Manufacturing Capital

- · Global production network: Five domestic sites Six overseas sites
- ·Advanced manufacturing technologies(including hightensile-strength steel plates and welding)
- · Capital investment: 12,902 million yen

Social Capital

- · Worldwide network: over 100 sites (Group companies and
- · Relationships of trust with customers based on quality and service capability
- ·Relationships of trust with business partners

Financial Capital

- · Net assets: 159,609 million yen ·Capital adequacy ratio:
- ·Rating: A-

Intellectual Capital

- · Over 60 years of experience in the lifting equipment industry
- · Core technologies such as structural technologies, carrier technologies, and motion control technologies
- ·No. of patents held: 528 R&D expenses: 7,822 million yen

Natural Capital

• Energy consumption: 6,727 kiloliters (crude oil equivalent/in Japan)



OUTPUT

Mobile Cranes



- · Rough Terrain Cranes
- · All Terrain Cranes ·Truck Cranes

Cranes

- · Telescopic Boom Crawler
- · Lattice Boom Crawler

Truck Loader Cranes



·Truck Loader Cranes

Aerial Work Platforms



- · Super Deck
- · Skyboy · Bridge Checkers

Other Special-Purpose Products

Customer Support (CS)

- · Before-sales Services (Maintenance)
- · After-sales Services (Repairs and Parts Supply)
 - **Used Equipment**

 Acquired Demag mobile cranes business: over 20 billion yen

- Launched new products: 15 models
- Opened the Tadano Demag Yokohama Parts Center
- Investment in Kozai Plant: over 20 billion yen
- •Developed successful relationships with stakeholders
- •Transparent, Sound and Efficient Management (Corporate Governance)
- Posted record sales (227.9 billion yen)
- •No. of New Group Companies and Offices Established Outside of Japan: 10

"Further Excellence"



Being a Robust Company

Prepares for and handles various changes and risks correctly



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Being a Company that Continues to Evolve

Provides safer and more efficient products by promoting technological innovation



Provides products and services responding to customer needs



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Promotes compliance and governance



Being a Company that Earns the Pride of its Employees

Makes the most of human resources and prepares an employeefriendly and rewarding work environment.



Sacrosanct Values

We want to make something that will contribute to the world.

We want to be a company that can contribute to the advancement of society.

- •Business Objective: Implementing the Corporate Philosophy (Creation, Contribution, Cooperation)
- •Core Values: C+SQE (SQE based on C) (Compliance, Safety, Quality, and Efficiency)

Mid-Term Management Plan (20-22)

Pursuing Further Excellence (Focusing on the Tadano Red Arrow)

Maximize Tadano Group Synergy (+TDG)

- •Increase Resilience
- •Enhance Competitiveness
- •Engage in ESG and SDGs

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