

Change in Society

Social demand for global environment conservation such as climate change and biodiversity

Acceleration of Digital Transformation and Green Transformation

Transitioning to life with COVID-19

Situation in Russia and Ukraine

Increasing natural disasters

Focus on Human Asset Management

Growing awareness in Compliance

Stakeholders' requests

INPUT

Human Capital

- Global and diverse human resources
- No. of employees (consolidated): 4,686

Manufacturing Capital

- Production network in Japan, Germany and the US
- Advanced manufacturing technologies (including processing of high-tensile-strength steel plates and welding)
- Capital investment: 4,293 million yen

Social Capital

- Worldwide network: over 100 sites (including group companies and distributors)
- Relationships of trust with customers based on quality and service capability
- Relationships of trust with business partners

Financial Capital

- Net assets: 181,354 million yen
- Interest-bearing debt: 91,315 million yen

Intellectual Capital

- Over 60 years of experience in the lifting equipment industry
- Core technologies such as structural technologies, carrier technologies, and motion control technologies
- R&D expenses: 9,352 million yen

Natural Capital

- Energy consumption: 6,309 kiloliters (crude oil equivalent)



OUTPUT

Mobile Cranes



- Rough Terrain Cranes
- All Terrain Cranes
- Truck Cranes
- Telescopic Boom Crawler Cranes
- Lattice Boom Crawler Cranes

Net sales: 280,266 million yen (Operating income: 18,349 million yen)

R&I rating: A-

Outside Japan sales ratio: 67.2%

Truck Loader Cranes

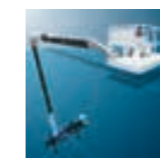


- Truck Loader Cranes

Expansion of environmentally friendly products (Tadano Green Solutions)

Launched the world's first fully electric rough terrain crane for the Japanese market

Aerial Work Platforms



- Hyper Deck
- Super Deck
- Skyboy
- Bridge Checkers
- Self-propelled Aerial Work Platforms (Acquisition of Nagano Industry Co., Ltd.)

Promotion of AI R&D

CO₂ emissions: 28,734 t-CO₂ (Scope 1 and 2)

Sustainable initiatives (forestation activities, beach clean-up activities, etc.)

Other Special-purpose Products

Showcasing at bauma 2022 and CONEXPO 2023

Customer Support (CS)

- Before-sales Services (Maintenance)
- After-sales Services (Repairs and Parts Supply)

Successful relationships with stakeholders

Used Equipment

"Further Excellence"

Related SDGs

Being a Robust Company

Prepares for and handles various changes and risks correctly

Being a Company that Continues to Evolve

Provides safer and more efficient products by promoting technological innovation

Being a Company that Benefits Society and Customers

Provides products and services responding to customer needs

Being a Company that Earns the Esteem of the Greater World

Promotes Compliance and Governance

Being a Company that Earns the Pride of its Employees

Makes the most of human resources and prepares an employee-friendly and rewarding work environment



Corporate Governance

- **Business Objective:** Implementing the Corporate Philosophy (Creation, Contribution, Cooperation)
- **Vision:** Pursuing Further Excellence for the World and the Future
- **Core Values:** C+SQE (Safety, Quality, and Efficiency based on Compliance)

Mid-Term Management Plan (24-26)

- Reaching new heights - Entering a new era -
 <Basic Strategy>
 (1) Advancing decarbonization
 (2) Venture into new areas
 (3) Manufacturing reforms that leverage strengths
 (4) Establishing footholds to support transformation