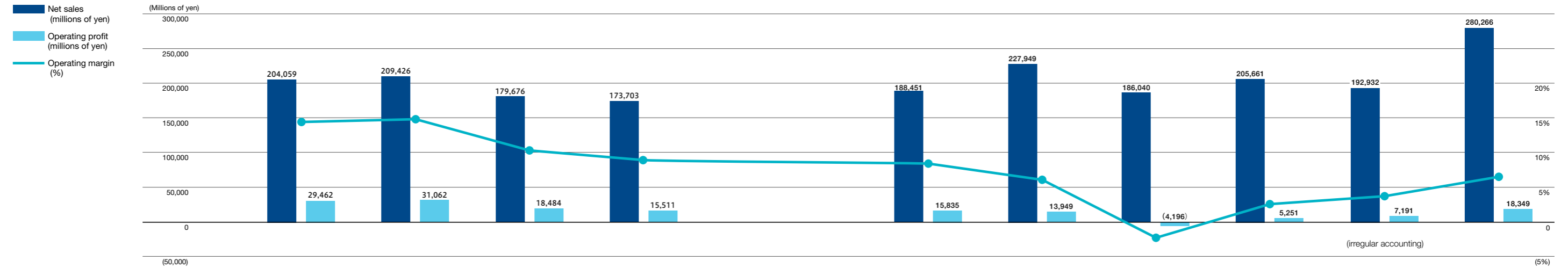


Financial and Non-financial Highlights (Consolidated)



	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 ³	FY 2023
Profit and Loss										
Net sales (millions of yen)	204,059	209,426	179,676	173,703	188,451	227,949	186,040	205,661	192,932	280,266
Operating profit (loss) (millions of yen)	29,462	31,062	18,484	15,511	15,835	13,949	(4,196)	5,251	7,191	18,349
Ordinary profit (loss) (millions of yen)	30,357	30,680	18,490	14,907	15,604	13,791	(4,683)	5,454	6,540	16,367
Profit (loss) attributable to owners of parent (millions of yen)	19,483	19,621	11,881	9,391	11,462	6,433	(12,987)	13,096	2,210	7,773
Cash Flow										
Cash flow from operating activities (millions of yen)	19,800	19,387	3,301	30,015	2,515	(2,982)	20,448	17,332	(20,419)	10,121
Cash flow from investing activities (millions of yen)	(4,079)	(3,758)	(4,798)	(3,942)	(17,052)	(31,543)	(3,731)	(7,084)	4,517	(3,983)
Cash flow from financing activities (millions of yen)	(4,287)	(3,136)	(2,495)	(7,992)	(5,717)	25,954	29,039	(471)	(5,048)	(13,253)
Financial Condition										
Total assets (millions of yen)	223,525	235,302	229,737	245,501	255,793	311,260	323,920	344,719	356,693	365,244
Cash and cash equivalents at end of period (millions of yen)	61,262	73,120	68,291	86,624	65,753	56,997	102,995	115,196	97,990	94,126
Interest-bearing liabilities (millions of yen)	37,620	36,869	37,235	33,750	30,165	63,035	94,586	98,177	98,335	91,315
Shareholders' equity (millions of yen)	116,796	133,190	141,746	147,841	156,011	159,025	144,307	156,502	156,611	163,514
Per Share Data										
Net assets per share (yen)	958.2	1,060.0	1,121.9	1,180.3	1,216.0	1,241.3	1,137.0	1,255.1	1,318.5	1,426.4
Basic earnings per share (yen)	153.8	154.9	93.8	74.2	90.5	50.8	(102.5)	103.3	17.4	61.3
Price-earnings ratio (%)	10.5	6.7	13.8	21.5	11.6	15.2	—	10.0	52.6	19.3
Dividends (yen)	23.0	26.0	26.0	26.0	26.0	28.0	3.0	7.0	8.0	19.0
Payout ratio (%)	15.0	16.8	27.7	35.1	28.7	55.1	—	6.8	45.9	31.0
Other Indicators										
Operating profit to net sales ratio (%)	14.4	14.8	10.3	8.9	8.4	6.1	(2.3)	2.6	3.7	6.5
Ratio of operating profit to total assets (ROA) (%)	14.0	13.5	7.9	6.5	6.3	4.9	—	1.6	2.1	5.1
Return on equity (ROE) (%)	17.5	15.4	8.6	6.4	7.6	4.1	—	8.6	1.4	4.5
Return on invested capital (ROIC) (%)	12.4	12.3	7.4	5.6	6.0	4.1	(2.1)	0.9	0.4	3.0
Capital adequacy ratio (%)	54.3	57.0	61.8	60.9	60.2	50.5	44.5	46.2	46.9	49.6
Capital investments (millions of yen)	3,905	4,572	6,030	2,838	14,458	12,902	5,666	5,364	7,361	4,293
Depreciation (millions of yen)	2,589	2,793	3,113	2,864	2,984	4,527	5,695	5,541	4,914	6,013
Research and development expenses (millions of yen)	4,876	5,611	5,993	6,149	6,918	7,822	8,440	7,976	7,397	9,352
Outside Japan sales ratio (%)	50.7	49.9	43.1	43.8	48.5	54.1	49.9	54.8	67.2	64.4
Number of employees	3,491	3,433	3,346	3,311	3,405	5,084	5,074	4,589	4,651	4,686
Average years of service ⁻¹	16.4	16.3	17.2	17.1	16.9	17.0	17.8	16.7	15.4	16.7
Ratio of female employees (%) ⁻¹	7.3	7.5	7.7	7.6	7.1	7.4	7.5	9.5	9.5	10.5
Ratio of female managers ⁻¹	0.7	0.7	0.0	1.2	1.3	1.3	0.9	0.9	2.0	2.5
CO ₂ emissions (t) ²	13,819	14,269	13,765	12,375	12,426	31,389	26,140	28,895	22,405	28,734
Industrial waste emissions (t)	—	—	—	—	—	4,143	3,105	3,068	2,208	3,387

¹ Tadano Ltd. on a non-consolidated basis

² From FY 2019, the scope of data was expanded to all sites of the Tadano Group in Japan and the production sites outside Japan.

³ In conjunction with the change in fiscal year-end, the fiscal year ended December 2022 is an irregular transition period covering the nine months from April to December 2022.