Value Creation Process

Change in Society

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

Acceleration of Digital Transformation and Green Transformation

Response to Rising Prices and Labor Costs

Situation in Russia and Ukraine

Increasing natural disasters

Focus on Human Asset Management

Growing awareness in Compliance

Stakeholders requirements

INPUT

Human Capital

- •Global and diverse human resources
- Number of employees (consolidated): 4,916

Manufacturing Capital

- Global production network in Japan, Germany, the US, Italy etc.
 Advanced manufacturing technologies (including processing of high-tensile-strength steel plates and welding)
- Capital investment: 9,990 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

million yen

Financial Capital

●Net assets: 188,897 million yen ●Interest-bearing debt: 122,473

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: 10,156 million yen

Natural Capital

•Energy consumption: 5,426 kiloliters (crude oil equivalent)



OUTPUT

Products meeting diverse needs















Consolidated net sales: 291,500 million yen (Operating income:

23,778 million yen)

R&I rating: A-

Outside Japan sales ratio: 62.3%

Expansion of environmentally friendly products (Tadano Green Solutions)

Launched the world's first fully electric rough terrain crane

Promotion of AI R&D

CO₂ emissions: 1,834,442 t-CO₂ (Scope 1 and 2: 29,673 t-CO₂)

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

Showcasing at bauma and CONEXPO

Successful relationships with stakeholders

"Further Excellence"

Related SDGs

Being a Robust Company

Prepares for and handles various changes and risks correctly

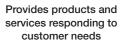


Being a Company that Continues to Evolve

Provides safer and more efficient products by promoting technological innovation

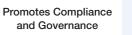


Being a Company that Benefits Society and Customers





Being a Company that Earns the Esteem of the Greater World





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)Venturing into new areas

(3) Manufacturing reforms that leverage strengths

(4)Establishing footholds to support transformation

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