

Value Creation Process

INPUT

Capital Investment
2,838 million yen

R&D Expenses
6,149 million yen

No. of Patents Held
561

No. of Employees
3,311 (consolidated)

Worldwide Network
Over **100** locations
(Group companies and distributors)

Energy Use
5,670 kiloliters
(crude oil equivalent/in Japan)

(FY 2017)

Business Model



Our Vision : Pursuing Further Excellence for the World and the Future

We are working to meet the expectations of all stakeholders and to maximize our corporate value. We are also creating an organizational culture that allows for continued learning and growth.

To deliver products and services with greater added value and ensure that we will continue to be the first choice for our customers, Tadano aims to be a manufacturer with four synergistic strengths optimally combined to achieve excellence: product competitiveness, product quality, service capability (including parts), and used crane value.

OUTPUT

- Mobile Cranes
 - All Terrain Cranes
 - Rough Terrain Cranes
 - Truck Cranes
 - Telescopic Boom Crawler Cranes
- Creation, Contribution, Cooperation (Corporate Philosophy, Business Objective)
- Safety, Quality, Efficiency (Core Values) **P. 03-04**
- Investment in New Plant Over **20.0** billion yen **P. 10**
- Product Competitiveness
- Truck Loader Cranes
 - Truck Loader Cranes
 - Slide Carriers
- New Products Launched **9** models (e.g., new truck cranes for markets outside of Japan) **P. 15-22**
- Product Quality
- Aerial Work Platforms
 - Super Deck
 - Skyboy
 - Bridge Checkers
- Maintaining Successful Relationships with Stakeholders **P. 23-28**
- Service Capability (Including Parts)
- Other Services
 - Before-sales Services (Maintenance)
 - After-sales Services (Repairs and Parts Supply)
- Transparent, Sound and Efficient Management (Corporate Governance) **P. 29-30**
- Used Crane Value
- Used Equipment
 - No. of New Group Companies and Offices Established Outside of Japan **6** (Thailand, Vietnam, Netherlands, Belgium, Chile, Moscow) **P. 39-40**

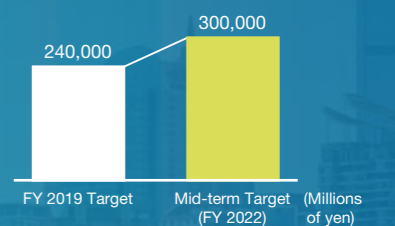
Core Values: Safety, Quality, Efficiency

We pursue a set of Core Values which take precedence over everything else. They are "Safety First, Quality Second, Efficiency Third," and we always uphold them in this critical order of priority. However, since it is impossible to manage our company without the third value of efficiency, we must ensure "Safety First, Quality Second" by any means necessary.

OUTCOME & PLAN

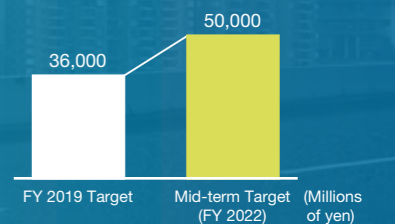
Consolidated Net Sales

173,703 million yen



Operating Income

15,511 million yen



Outside Japan Sales Ratio

43.8%

