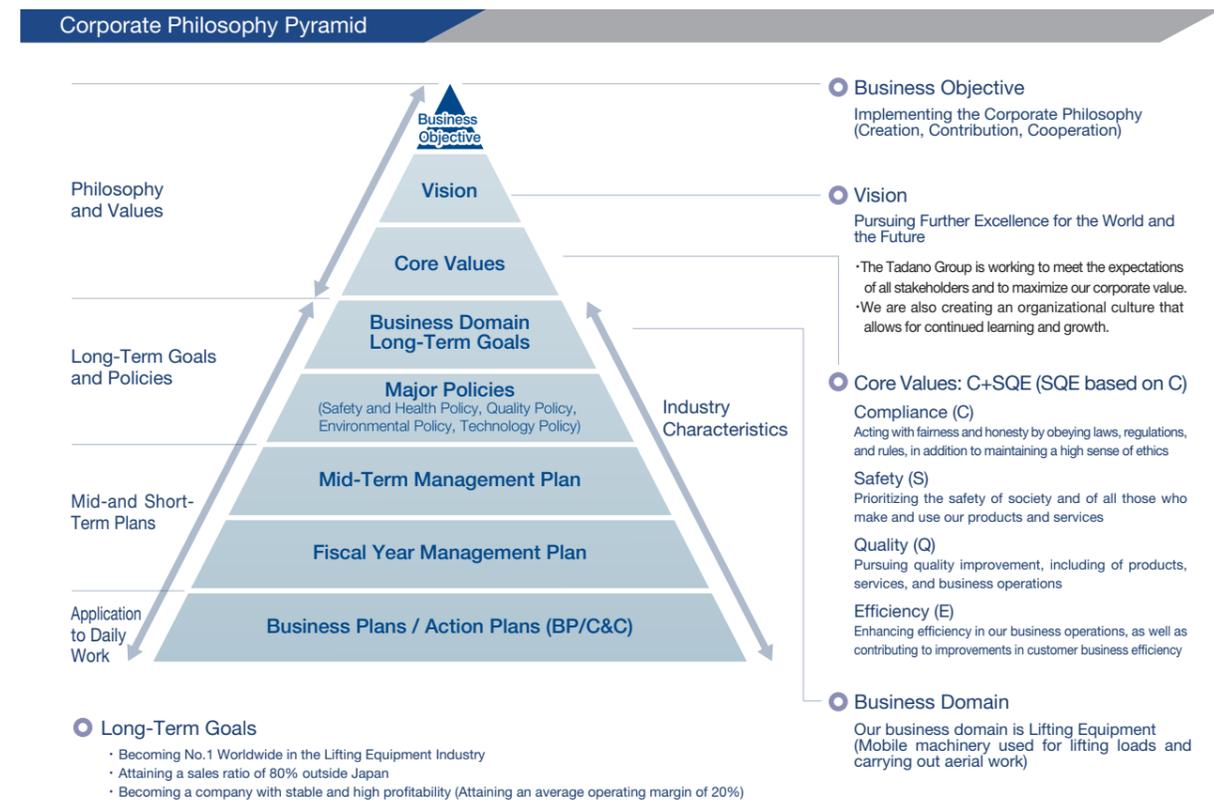


TADANO BUSINESS OVERVIEW



Positioned at the top of Tadano's corporate philosophy pyramid is our business objective of "implementing the corporate philosophy (creation, contribution, cooperation)." We consider this to be something towards which we must constantly and diligently strive.

Our vision is defined as "Pursuing Further Excellence for the World and the Future." The Tadano Group is 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.

At Tadano, "C+SQE (SQE based on C)" are core values we hold sacred. Compliance forms the foundation for all action at Tadano. Tadano's core values 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. Compliance provides the groundwork that enables Tadano to actualize each of these Core Values of Safety, Quality, and Efficiency. These principles and values remain unchanged. Building on these core values, we have set lifting equipment as our business domain and are working toward our long-term goal of becoming No.1 worldwide in the lifting equipment industry.

With the acquisition of the Demag Mobile Cranes business in 2019, half of the group's employees now work outside Japan, and sales in markets outside Japan account for over 50% of our sales ratio. By realizing "One Tadano" and demonstrating our group synergies, we will deliver further value to our customers and stakeholders. In times of dramatic change we will take on the challenge of those various "changes," including technological innovations and environmental responses, and work united as a group to become the leader in the lifting equipment industry.

Mid-Term Management Plan (21-23)	
Basic Policy	Priority Points
<ul style="list-style-type: none"> ● Pursuing Further Excellence, Focusing on the Tadano Red Arrow ● Winning Both the "Battles in Front of Us" and the "Battle with the Times" 	<ul style="list-style-type: none"> ● Maximize Tadano Group Synergy ● Enhance Competitiveness ● Digital Transformation and Green Transformation Initiatives ● Increase Resilience ● Engage in ESG and SDGs

In an environment that it cannot control, namely "market: demand and exchange rate" (Blue Arrow), the Tadano Group focuses on "self-support effort" in business (Red Arrow), to which it adds the outcomes of "investment" (Yellow Arrow) to deliver "performance" (Black Arrow). In addition, "Battles in Front of Us" means responding to and overcoming the immediate economic climate and fluctuations in demand and winning against our competitors. "Battle with the Times" refers to responding to technological innovation and changes in the demand structure during times of rapid, complex, and extreme changes. By continuing to win both battles at the same time, we hope to grow sustainably as a company and increase our corporate value.

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Editorial Policy

This report is designed to help our shareholders, investors, and all other stakeholders gain a deeper understanding of Tadano's business conditions and its efforts toward sustainable growth through integrated explanations of financial information and non-financial information such as sustainability.

We will incorporate feedback from our readers into our efforts to further improve our Integrated Report.

This report provides financial and product information published in the financial results for FY 2022 (as of December 31, 2022) and all other information, in general, current as of March 31, 2023.

In addition, FY 2022 is an irregular accounting period as the company changed its fiscal year end. The company and its consolidated group companies whose accounting periods previously ended in March are consolidated for nine months (April 1, 2022 to December 31, 2022), and consolidated group companies whose accounting periods end in December are consolidated for 12 months (January 1, 2022 to December 31, 2022).



Please see our website for further information related to Tadano's financial results and Sustainability.