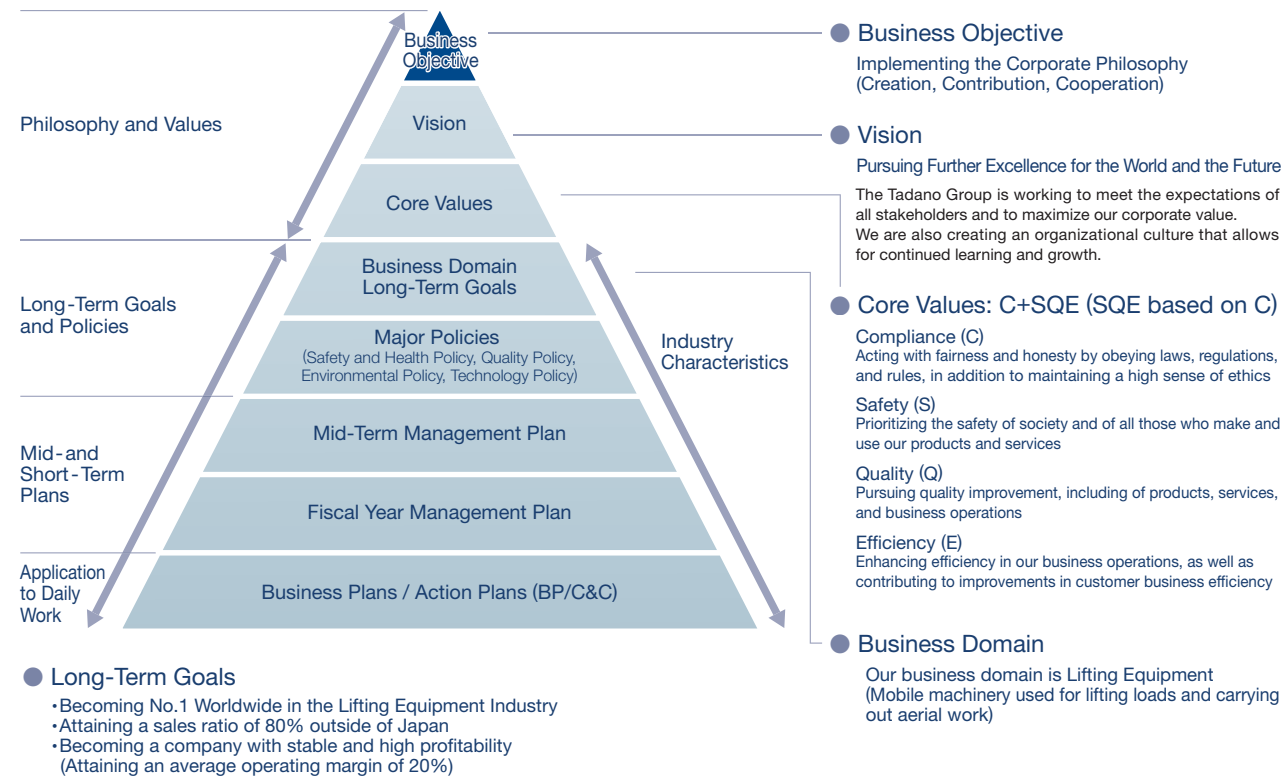


Tadano Business Overview

■ Corporate Philosophy Pyramid



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 goals of becoming No.1 worldwide in the lifting equipment industry, attaining a sales ratio of 80% outside of Japan, and attaining an average operating margin of 20%.

With the acquisition of the Demag Mobile Cranes business in 2019, half of the Group's employees now work overseas, and overseas sales account for 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 a leader in the lifting equipment industry.

■ Product Categories

Product category offered	●	●	●		●		●				

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Editorial Policy

With the business objective of implementing our corporate philosophy of *Sozo* (Creation), *Hoshi* (Contribution) and *Kyoryoku* (Cooperation), the Tadano Group stays true to its original missions of "making something that will contribute to the world" and "being a company that can contribute to the advancement of society." We are working to meet the expectations of all stakeholders and maximize our corporate value, with the vision of pursuing further excellence for the world and the future.

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 ESG (Environmental/Social/Governance). We will incorporate feedback from our readers into our efforts to further improve our Integrated Report.



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