

BUSINESS SEGMENTS

Overview of FY 2022 Business Results

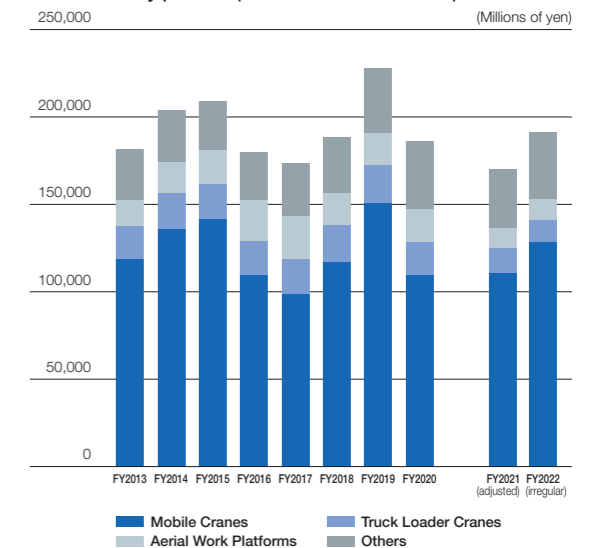
Net Sales by Product

Sales of mobile cranes, aerial work platforms, and other products increased to 128,751 million yen (116.3% of the adjusted figure for the previous year), 12,160 million yen (106.4% of the adjusted figure for the previous year), and 39,783 million yen (112.9% of the adjusted figure for the previous year), respectively. Sales of truck loader cranes decreased to 12,236 million yen (84.6% of the adjusted figure for the previous year). As a result, net sales in FY 2022 amounted to 192,932 million yen (112.3% of the adjusted figure for the previous year).

■ Net sales by product (comparison between FY 2021 (adjusted) and FY 2022)

	FY 2021 (adjusted)	FY 2022	Increase/Decrease	
			Amount	Percent change
Mobile Cranes	110,714	128,751	18,036	16.3%
Truck Loader Cranes	14,457	12,236	-2,220	-15.4%
Aerial Work Platforms	11,431	12,160	728	6.4%
Others	35,228	39,783	4,554	12.9%
Total	171,832	192,932	21,099	12.3%

■ Net sales by product (from FY 2013 to FY 2022)



Net Sales by Destination

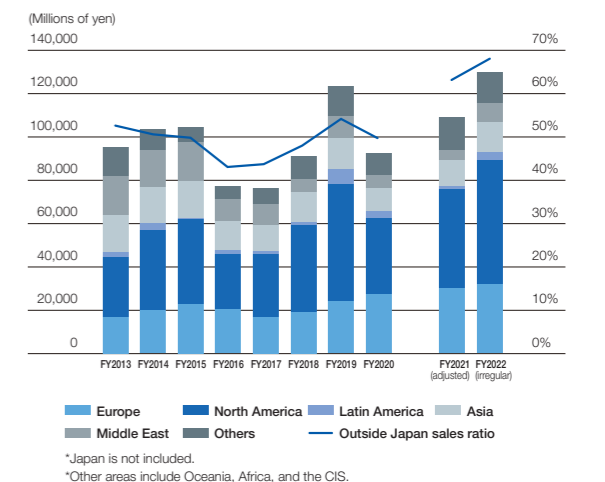
Due in part to foreign exchange effects, sales in Europe increased to 31,547 million yen (104.3% of the adjusted figure for the previous year), 57,000 million yen (123.9% of the adjusted figure for the previous year) in North America, 4,881 million yen (390.5% of the adjusted figure for the previous year) in Latin America, 13,152 million yen (109.4% of the adjusted figure for the previous year) in Asia, and 8,816 million yen (200.6% of the adjusted figure for the previous year) in the Middle East. Sales in other areas decreased to 14,202 million yen (96.3% of the adjusted figure for the previous year). Sales in Japan slightly increased to 63,331 million yen (100.2% of the adjusted figure for the previous year). Sales in markets outside Japan* accounted for 67.2% (63.2% for the previous year on an adjusted basis).

*Figures for FY 2021 (adjusted) and FY 2022 refer to net sales for the 12 months from January to December of each respective year for group companies whose fiscal years end in December (mainly outside Japan) and net sales for the nine months from April to December of each respective year for group companies whose fiscal years previously ended in March (mainly in Japan).

■ Net sales by destination (comparison between FY 2021 (adjusted) and FY 2022)

	FY 2021 (adjusted)	FY 2022	Increase/Decrease	
			Amount	Percent change
Europe	30,238	31,547	1,309	4.3%
North America	45,999	57,000	11,000	23.9%
Latin America	1,250	4,881	3,631	290.5%
Asia	12,019	13,152	1,132	9.4%
Middle East	4,394	8,816	4,422	100.6%
Others	14,748	14,202	-546	-3.7%
Subtotal (outside Japan)	108,651	129,600	20,949	19.3%
Japan	63,181	63,331	150	0.2%
Total	171,832	192,932	21,099	12.3%
Outside Japan sales ratio	63.2%	67.2%		

■ Net sales by destination (from FY 2013 to FY 2022)



*Japan is not included.
*Other areas include Oceania, Africa, and the CIS.

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Year	2021				2022			
	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec
Companies closing accounts in March (mainly in Japan)								
Companies closing accounts in December (mainly outside Japan)								
Accounting period	FY 2021				FY 2022			

FY 2022, which is a transitional period for the Tadano Group's change of accounting period, shall be the nine-month fiscal period from April 1, 2022 to December 31, 2022. All "FY 2021 (adjusted)" figures refer to unaudited results from April through December 2021 for group companies that formerly closed accounts in March of each year and January through December 2021 for group companies that already close accounts in December of each year, as per the above chart (Note that the shaded area indicates an adjusted period for the former selection of group companies).

01 Mobile Cranes

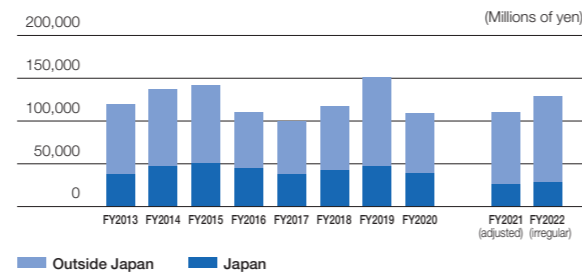
Net Sales

Sales in the Japanese market increased to 27,339 million yen (106.1% of the adjusted figure for the previous year). Sales in the markets outside Japan, mainly in North America, Latin America, and the Middle East, increased to 101,411 million yen (119.4% of the adjusted figure for the previous year). As a result, the net sales of mobile cranes amounted to 128,751 million yen (116.3% of the adjusted figure for the previous year).

■ Net sales (comparison between FY 2021 (adjusted) and FY 2022)
(Millions of yen)

	FY 2021 (adjusted)	FY 2022	Increase/Decrease Amount	Percent change
Japan	25,756	27,339	1,582	6.1%
Outside Japan	84,957	101,411	16,454	19.4%
Total	110,714	128,751	18,036	16.3%

■ Net sales (from FY 2013 to FY 2022)
(Millions of yen)



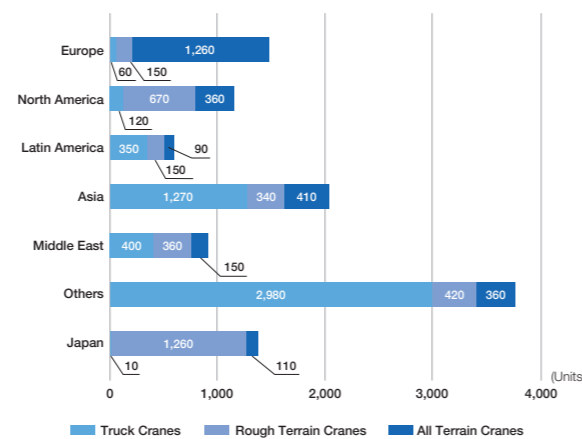
Demand and Share (Units Sold)

Demand increased in all regions except Japan, reaching levels above pre-COVID-19 levels. In 2022, the overall demand for mobile cranes in the markets outside Japan (excluding China) increased to 137.6% of the figure for the previous year. The share of Tadano products in the global market fell by four percentage points to 16%, compared with 20% for the previous year.

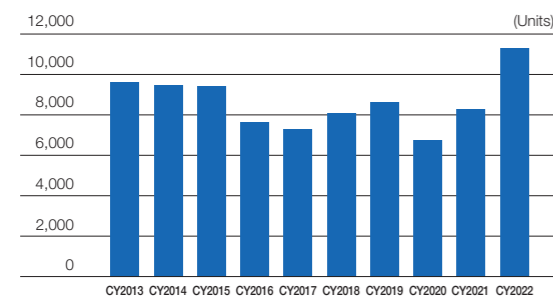
■ Demand and share (comparison between CY 2021 and CY 2022)

	Demand (units)			Share	
	Jan-Dec 2021	Jan-Dec 2022	Percent change	Jan-Dec 2021	Jan-Dec 2022
Europe	1,360	1,470	8.1%	12%	10%
North America	1,090	1,150	5.5%	36%	35%
Latin America	370	590	59.5%	6%	6%
Asia	1,360	2,020	48.5%	7%	8%
Middle East	520	910	75.0%	7%	16%
Others	2,080	3,760	80.8%	6%	3%
Outside Japan total	6,780	9,900	46.0%		
Japan	1,420	1,380	-2.8%	54%	58%
Total	8,200	11,280	37.6%	20%	16%

■ Demand by market and product model (CY 2022)



■ Trends in global demand (from CY 2013 to CY 2022)



*The figures are estimates by the company (rounded to the nearest ten).
 *Products made in Russia are not included.
 *Products made in China for export are included.
 *Products for the Chinese market made in China are not included.
 The estimated demand for made in China products in the Chinese market is as follows:
 CY 2013: Approx. 17,000 units, CY 2014: Approx. 14,000 units, CY 2015: Approx. 9,000 units, CY 2016: Approx. 9,000 units, CY 2017: Approx. 20,000 units, CY 2018: Approx. 32,000 units, CY 2019: Approx. 42,000 units, CY 2020: Approx. 54,000 units, CY 2021: Approx. 46,000 units, CY 2022: Approx. 22,000 units

Products

All Terrain Cranes



Large-capacity cranes utilized on-site for construction and maintenance work for infrastructure development projects such as highways and bridge construction and large-scale plants and buildings. Capable of handling all types of road surfaces from paved roads to irregular terrains, they have a large crane capacity while also having superb maneuverability due to their rear wheel or all-wheel steering features.

Rough Terrain Cranes



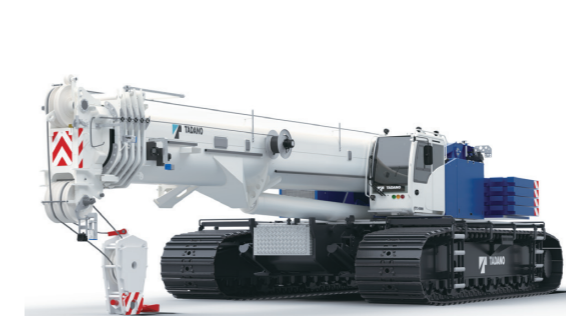
One of our leading product lines, representing the peak of Tadano's technical prowess. They are self-propelled cranes capable of traveling and handling crane operations from a single driver's seat. In addition to being able to travel on irregular terrains or soft ground, their maneuverability allows them to be used on-site in areas such as urban settings and narrow places. Outside Japan, they are mainly used in the construction and maintenance of large-scale plants.

Truck Cranes



These cranes are mounted on special-purpose or standard truck carriers. Driver's cabins are separately installed for traveling and for use as a crane. They are self-propelled and capable of traveling as speedily as trucks to the worksite to start crane work. Outside Japan, they are frequently deployed for jobs requiring large-scale crane capacity as well as high-speed travel. Their low maintenance costs and ease of maintenance make them highly popular in North America and emerging countries.

Telescopic Boom Crawler Cranes



These cranes were developed to enable efficient use in various environments in the vast lands of the United States, including muddy grounds. The crawler carrier's low center of gravity allows the crane to move while carrying heavy loads, making these cranes suitable for use at construction sites for tunnels, processing plants, oil tanks, and other facilities with challenging height restrictions.

Lattice Boom Crawler Cranes



These cranes are suitable for sites that require more powerful lifting capacity. They have greater lifting capacity than other types of cranes—up to 3,200 tons—and maintain excellent maneuverability under heavy loads. Despite their size, transportation is made easy by dismantling them, and their fields of application are expanding worldwide in areas such as wind power related construction due to the growing demand for clean energy.

02 Truck Loader Cranes



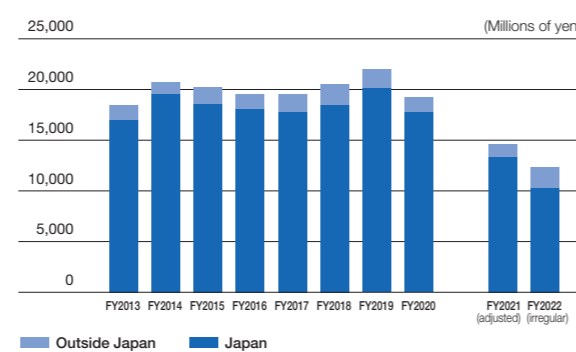
Net Sales and Share of Units Sold in Japan

Sales in the Japanese market stood at 10,324 million yen (78.3% of the adjusted figure for the previous year) due to the impact of the decrease in the number of registered trucks on sales of truck loader cranes. Sales in markets outside Japan increased to 1,911 million yen (150.9% of the adjusted figure for the previous year). As a result, net sales of truck loader cranes stood at 12,236 million yen (84.6% of the adjusted figure for the previous year).

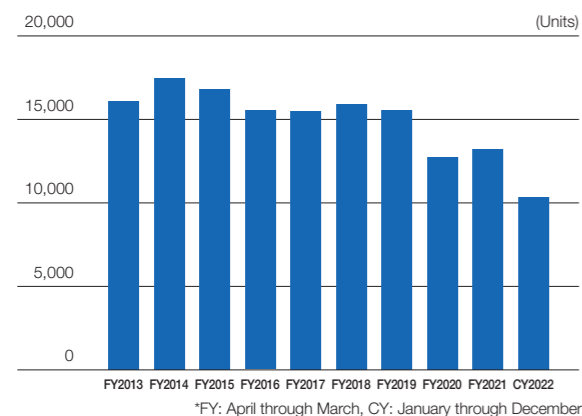
Net sales (comparison between FY 2021 (adjusted) and FY 2022)

	FY 2021 (adjusted)	FY 2022	Increase/Decrease Amount	Increase/Decrease Percent change
Japan	13,190	10,324	-2,865	-21.7%
Outside Japan	1,266	1,911	645	50.9%
Total	14,457	12,236	-2,220	-15.4%

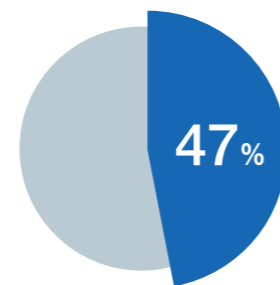
Net sales (from FY 2013 to FY 2022)



Demand trends in Japan (from FY 2013 to CY 2022)



Share of units sold in Japan (FY 2022)



Products



TM-ZE360

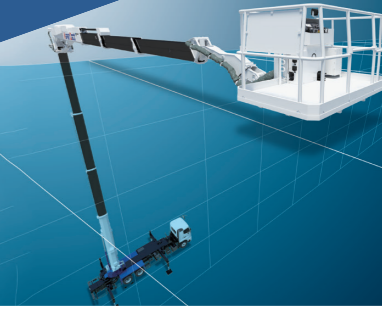
Truck Loader Cranes



TM-ZX364

These cranes are among the most versatile crane models, with applications across a variety of industries, including shipping, landscaping, and construction. Designed to be mounted in positions such as at the back of truck cabs, they are applicable to a wide range of trucks with a rich lineup of cranes to meet extensive needs.

03 Aerial Work Platforms



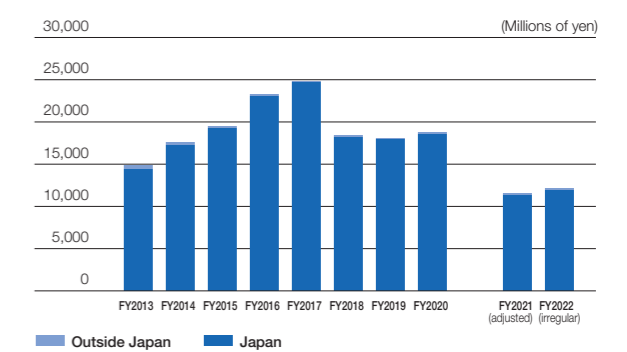
Net Sales and Share of Units Sold in Japan

Due in part to truck chassis supply constraints, demand remained flat. Sales in the Japanese market amounted to 11,804 million yen (104.3% of the adjusted figure for the previous year), and sales in markets outside Japan amounted to 356 million yen (297.5% of the adjusted figure for the previous year). As a result, net sales of aerial work platforms amounted to 12,160 million yen (106.4% of the adjusted figure for the previous year).

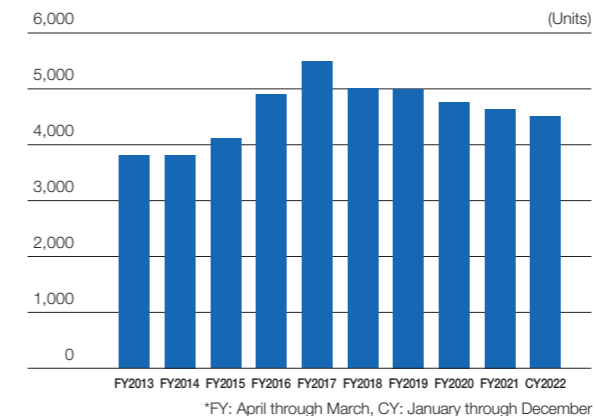
Net sales (comparison between FY 2021 (adjusted) and FY 2022)

	FY 2021 (adjusted)	FY 2022	Increase/Decrease Amount	Increase/Decrease Percent change
Japan	11,312	11,804	491	4.3%
Outside Japan	119	356	236	197.5%
Total	11,431	12,160	728	6.4%

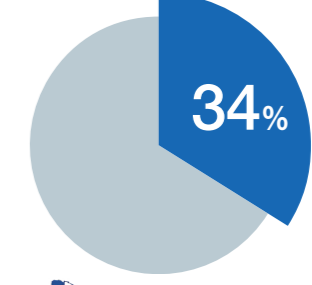
Net sales (from FY 2013 to FY 2022)



Demand trends in Japan (from FY 2013 to CY 2022)



Share of units sold in Japan (FY 2022)



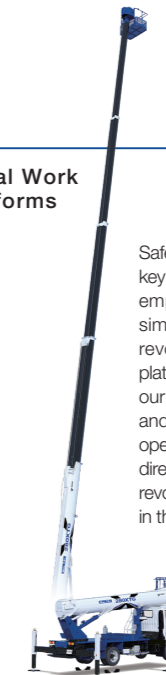
Products



AT-320XTG

Aerial Work Platforms

Safety, convenience, and operator comfort are key features of our aerial work platforms. Tadano employs advanced control technologies to simplify operations and improve usability. Our revolutionary Super Deck series of aerial work platforms are the world's first to be equipped with our Four-Motion Control that allows horizontal and vertical movement, smoothly carrying the operator directly from one point to another in any direction. This series is highly recognized as a revolutionary product that opened a new chapter in the history of aerial work platforms in Japan.



AT-280XTG

04 Other Business

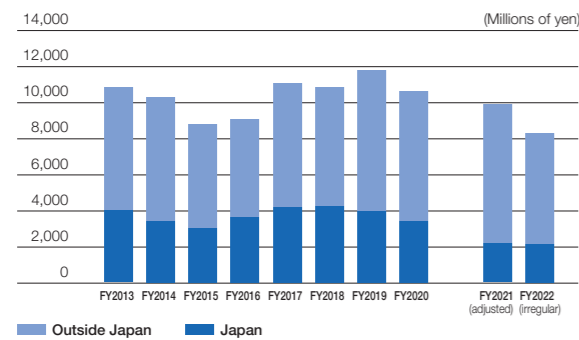
Net Sales

Sales for used cranes and other products stood at 8,245 million yen (83.7% of the adjusted figure for the previous year). Parts sales and product repairs stood at 31,538 million yen (124.3% of the adjusted figure for the previous year), representing the highest figure ever. As a result, total sales were 39,783 million yen (112.9% of the adjusted figure for the previous year).

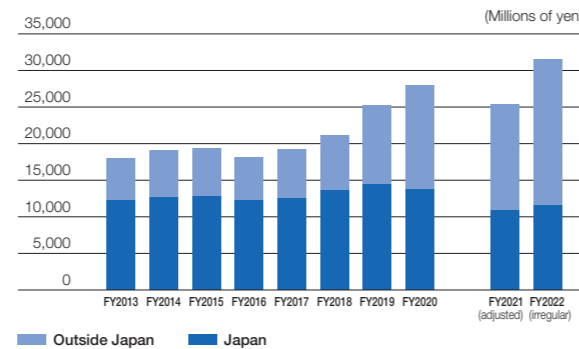
■ Net sales (comparison between FY 2021 (adjusted) and FY 2022)
(Millions of yen)

	FY 2021 (adjusted)	FY 2022	Increase/Decrease Amount	Percent change
Used cranes Other products	9,856	8,245	-1,610	-16.3%
Parts Repairs	25,372	31,538	6,165	24.3%
Total	35,228	39,783	4,554	12.9%

■ Net sales of used cranes and other products (from FY 2013 to FY 2022)
(Millions of yen)



■ Net sales of parts and repairs (from FY 2013 to FY 2022)
(Millions of yen)



A Manufacturer with Four Synergistic Strengths

Tadano aims to be a manufacturer with four synergistic strengths consisting of product competitiveness, product quality, service capability (including parts), and used equipment liquidity. In addition to enhancing the competitiveness and quality of our new products, we are working to strengthen our service capability including parts and maintain and enhance used equipment value to increase used equipment liquidity.

One of the initiatives is the supply of maintenance parts. The fastest parts shipment is made possible through collaboration between parts centers at seven bases in Japan and the Global Parts Center located in Kobe, and products that are in high demand are always in stock for each service area based on our many years of experience, playing a key part in minimizing product downtime. Outside Japan, the company established a parts center in Singapore, seeking to further shorten delivery time both in and outside Japan.

Tadano is also committed to the recycling business to help customers save on repair costs. In 2017, Tadano instituted the Tadano Remanufacturing Logo to increase awareness of recyclable parts and expand our stock business. By offering upgrades of road-rail vehicles and other special-purpose products, adjustment and repair for components and replacements for discontinued parts, we minimize downtime and keep repair costs down. Not only do these services extend product life and maintain value, but they are also good for the environment. These efforts are contributing to the outstanding reputation of our used equipment.

Through these activities, we will continue our efforts to increase the life cycle value of our products to ensure their long service life.



Tadano Remanufacturing Logo



Global Parts Center



Outstanding Customer Service

Crane downtime leads directly to business losses for customers. That is why Tadano strives to deliver outstanding service that meets customer expectations.

We aim to minimize product downtime and failure arising from inadequate maintenance by promoting before-sales services, including the Tadano Maintenance Package, which allow customers, service contractors, and Tadano to share information on maintenance status and repair history using Hello-Net, and the Tadano Engine Care Package, which specializes in the maintenance of advanced engines (currently available only in Japan).

Our after-sales services are built on a service network of 341 authorized service contractors and 892 authorized service personnel across Japan, in addition to 10 branches and 23 sales offices. Outside Japan, we cover the world with a network of more than 100 locations of the company, group companies, and distributors.

Along with other efforts to enhance this network, we are working to improve service quality. We are proceeding with the development of human resources for service personnel in and outside Japan through not only local on-site seminars but also technical seminars that allow trainees to take courses remotely over the internet by incorporating IT, as well as through other systematic educational programs at training centers that incorporate state-of-the-art technologies.

Furthermore, Tadano devotes its efforts to preventing accidents at jobsites through initiatives such as safety training using virtual reality.



Safety training using virtual reality