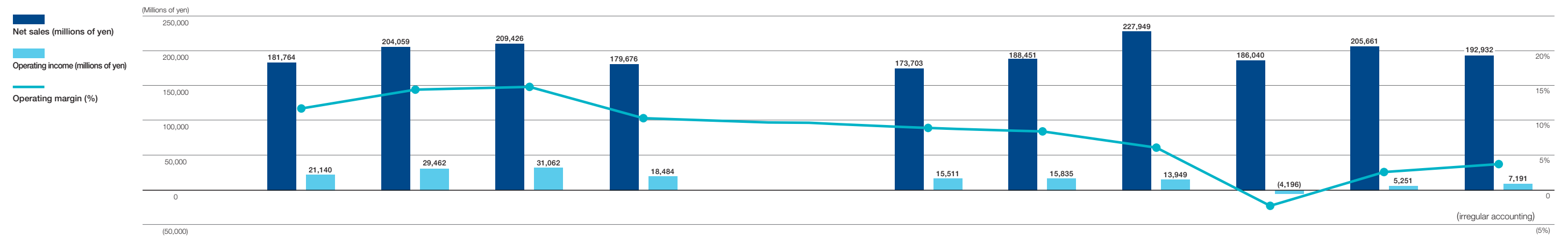


Financial and Non-financial Highlights (Consolidated)



	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 ³
Profit and Loss										
Net sales (millions of yen)	181,764	204,059	209,426	179,676	173,703	188,451	227,949	186,040	205,661	192,932
Operating income (loss) (millions of yen)	21,140	29,462	31,062	18,484	15,511	15,835	13,949	(4,196)	5,251	7,191
Ordinary income (loss) (millions of yen)	21,642	30,357	30,680	18,490	14,907	15,604	13,791	(4,683)	5,454	6,540
Net income (loss) attributable to owners of the parent (millions of yen)	14,410	19,483	19,621	11,881	9,391	11,462	6,433	(12,987)	13,096	2,210
Cash Flow										
Cash flow from operating activities (millions of yen)	15,467	19,800	19,387	3,301	30,015	2,515	(2,982)	20,448	17,332	(20,419)
Cash flow from investing activities (millions of yen)	(3,753)	(4,079)	(3,758)	(4,798)	(3,942)	(17,052)	(31,543)	(3,731)	(7,084)	4,517
Cash flow from financing activities (millions of yen)	(4,910)	(4,287)	(3,136)	(2,495)	(7,992)	(5,717)	25,954	29,039	(471)	(5,048)
Financial Condition										
Total assets (millions of yen)	198,864	223,525	235,302	229,737	245,501	255,793	311,260	323,920	344,719	356,693
Cash and cash equivalents at the end of the fiscal year (millions of yen)	48,156	61,262	73,120	68,291	86,624	65,753	56,997	102,995	115,196	97,990
Interest-bearing debt (millions of yen)	38,233	37,620	36,869	37,235	33,750	30,165	63,035	94,586	98,177	98,335
Shareholders' equity (millions of yen)	100,454	116,796	133,190	141,746	147,841	156,011	159,025	144,307	156,502	156,611
Per Share Data										
Net assets per share (yen)	805.9	958.2	1,060.0	1,121.9	1,180.3	1,216.0	1,241.3	1,137.0	1,255.1	1,318.5
Net income (loss) per share (yen)	113.7	153.8	154.9	93.8	74.2	90.5	50.8	(102.5)	103.3	17.4
Price-earnings ratio (%)	11.8	10.5	6.7	13.8	21.5	11.6	15.2	—	10.0	52.6
Dividends (yen)	19.0	23.0	26.0	26.0	26.0	26.0	28.0	3.0	7.0	8.0
Dividend payout ratio (%)	16.7	15.0	16.8	27.7	35.1	28.7	55.1	—	6.8	45.9
Other Indicators										
Operating margin (%)	11.6	14.4	14.8	10.3	8.9	8.4	6.1	(2.3)	2.6	3.7
Ratio of operating income to total assets (ROA) (%)	11.2	14.0	13.5	7.9	6.5	6.3	4.9	—	1.6	2.1
Return on equity (ROE) (%)	15.3	17.5	15.4	8.6	6.4	7.6	4.1	—	8.6	1.4
Return on invested capital (ROIC) (%)	10.6	12.4	12.3	7.4	5.6	6.0	4.1	(2.1)	0.9	0.4
Capital adequacy ratio (%)	51.4	54.3	57.0	61.8	60.9	60.2	50.5	44.5	46.2	46.9
Capital investments (millions of yen)	4,178	3,905	4,572	6,030	2,838	14,458	12,902	5,666	5,364	7,361
Depreciation expense (millions of yen)	2,366	2,589	2,793	3,113	2,864	2,984	4,527	5,695	5,541	4,914
Research and development expense (millions of yen)	4,497	4,876	5,611	5,993	6,149	6,918	7,822	8,440	7,976	7,397
Outside Japan sales ratio (%)	52.5	50.7	49.9	43.1	43.8	48.5	54.1	49.9	54.8	67.2
Number of employees	3,227	3,491	3,433	3,346	3,311	3,405	5,084	5,074	4,589	4,651
Average years of service ¹	17.7	16.4	16.3	17.2	17.1	16.9	17.0	17.8	16.7	15.4
Ratio of female employees (%) ¹	7.5	7.3	7.5	7.7	7.6	7.1	7.4	7.5	9.5	9.5
Ratio of female managers (%) ¹	0.7	0.7	0.7	0.0	1.2	1.3	1.3	0.9	0.9	2.0
CO ₂ emissions (t) ²	12,857	13,819	14,269	13,765	12,375	12,426	30,019	26,179	28,911	22,403

¹ Tadano Ltd. on a non-consolidated basis.

² From FY 2019, the scope of data was expanded to all sites of the Tadano Group in Japan and the production sites outside Japan.

³ In conjunction with the change in fiscal year-end, the fiscal year ended December 2022 is an irregular transition period covering the nine months from April to December 2022.