

Business Overview

Net Sales by Product

Net sales of all our products increased compared to the previous fiscal year. Net sales of mobile cranes, truck loader cranes, aerial work platforms, and other products increased respectively to 207,133 million yen (103.9% year on year), 40,505 million yen (208.4% year on year), 30,053 million yen (123.8% year on year), and 66,277 million yen (136.7% year on year).

Note that the “transport machinery” category has been newly established to include items from the transport systems business at IHI Transport Machinery Co., Ltd. (currently Tadano Infrastructure Solutions Ltd.), whose acquisition was completed in July 2025. Net sales of the transport machinery amounted to 5,507 million yen (-% year on year). As a result, net sales in FY 2025 amounted to 349,477 million yen (119.9% year on year), hitting a record-high.

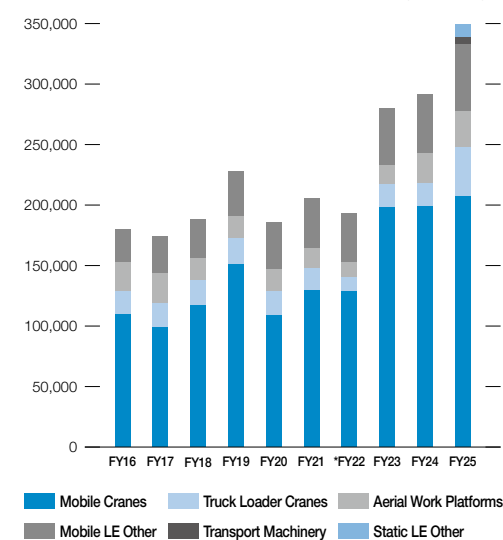
Net sales by product (comparison between 2024 and 2025)

(Millions of yen)

	2024 Jan-Dec	2025 Jan-Dec	Year-on-Year Change	
			Amount	%
Mobile Cranes	199,308	207,133	7,825	3.9%
Japan	50,048	48,004	-2,044	-4.1%
Outside Japan	149,260	159,128	9,868	6.6%
Truck Loader Cranes	19,433	40,505	21,072	108.4%
Japan	17,476	17,624	148	0.8%
Outside Japan	1,956	22,880	20,923	1,069.2%
Aerial Work Platforms	24,283	30,053	5,770	23.8%
Japan	22,734	24,173	1,438	6.3%
Outside Japan	1,548	5,880	4,331	279.7%
Other	48,474	55,387	6,912	14.3%
Mobile LE (subtotal)	291,500	333,079	41,579	14.3%
Transport Machinery	—	5,507	5,507	—
Other	—	10,890	10,890	—
Static LE (subtotal)	—	16,397	16,397	—
Total	291,500	349,477	57,977	19.9%

Net sales by product (from FY 2016 to FY 2025)

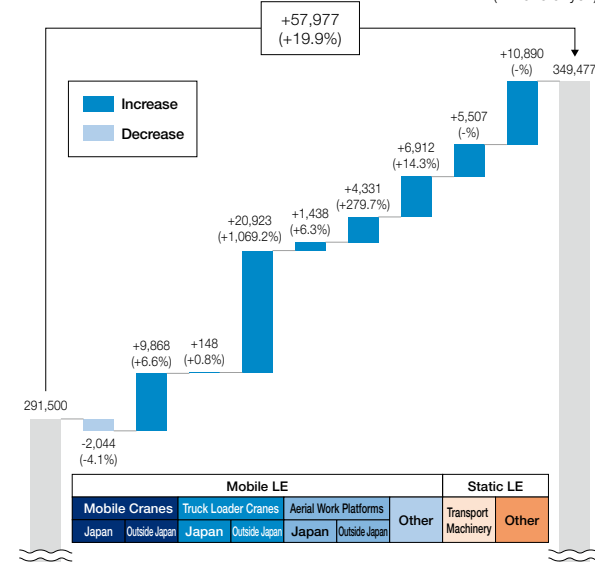
(Millions of yen)



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Change in net sales by product for 2025 (compared to 2024)

(Millions of yen)



Net Sales by Region

Net sales in North America were 129,870 million yen (131.2% year on year), those in Latin America were 11,872 million yen (217.1% year on year), those in Europe were 41,131 million yen (144.3% year on year), and those in other regions were 2,709 million yen (163.9% year on year), exceeding the figures of the previous fiscal year. Net sales in the Middle East were 14,965 million yen (97.9% year on year), those in Oceania were 10,615 million yen (67.2% year on year), and those in Asia were 12,886 million yen (80.9% year on year), falling the figures of the previous fiscal year.

In Japan, net sales increased to 125,426 million yen (114.2% year on year). Sales in markets outside Japan accounted for 64.1% (62.3% for the previous year).

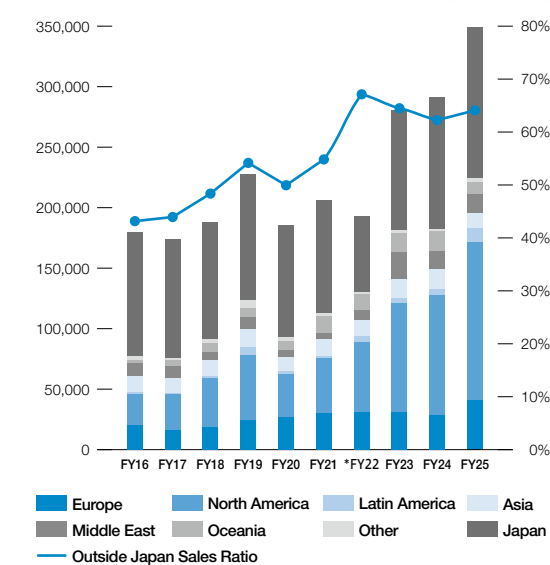
Net sales by region (comparison between 2024 and 2025)

(Millions of yen)

	2024 Jan-Dec	2025 Jan-Dec	Year-on-Year Change	
			Amount	%
North America	99,007	129,870	30,862	31.2%
Latin America	5,468	11,872	6,403	117.1%
Europe	28,503	41,131	12,627	44.3%
Middle East	15,292	14,965	-326	-2.1%
Oceania	15,798	10,615	-5,183	-32.8%
Asia	15,930	12,886	-3,043	-19.1%
Other	1,653	2,709	1,056	63.9%
Outside Japan (subtotal)	181,654	224,050	42,396	23.3%
Japan	109,845	125,426	15,581	14.2%
Total	291,500	349,477	57,977	19.9%
Outside Japan Sales Ratio	62.3%	64.1%		

Net sales by region (from FY 2016 to FY 2025)

(Millions of yen)

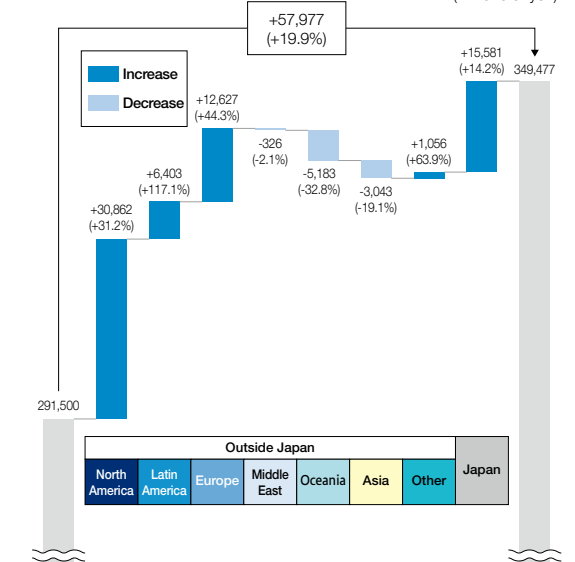


**“Other” is comprised of Africa and the CIS.

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Change in net sales by region for 2025 (Compared to 2024)

(Millions of yen)

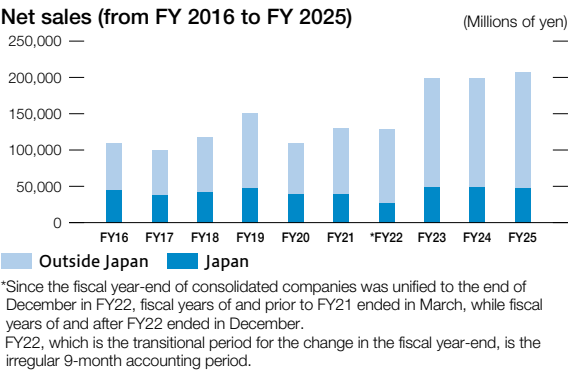


01 | Mobile Cranes

Net Sales

Net sales in the Japanese market amounted to 48,004 million yen (95.9% year on year) due to factors such as a chronic shortage of operators and soaring material prices, despite the implementation and planning of large-scale construction projects. Net sales in the markets outside Japan amounted to 159,128 million yen (106.6% year on year), resulting from our efforts to focus on sales while the rapid growth in demand seen in recent years has begun to level off, excluding in some regions. As a result, net sales of mobile cranes amounted to 207,133 million yen (103.9% year on year).

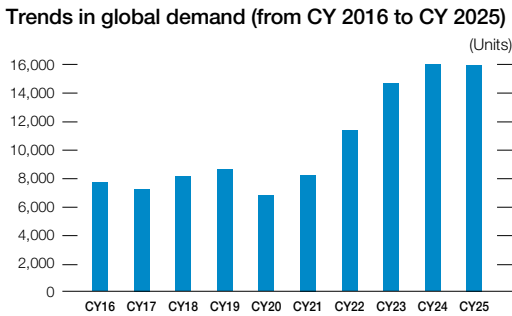
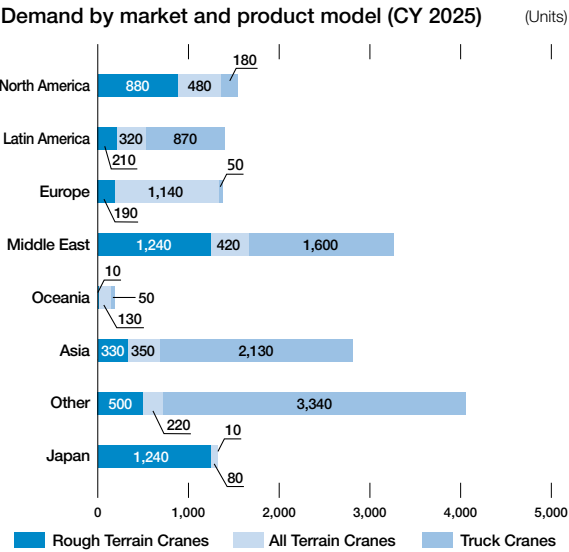
	2024		2025		Year-on-Year Change	
	Jan-Dec		Jan-Dec		Amount	%
Japan	50,048		48,004		-2,044	-4.1%
Outside Japan	149,260		159,128		9,868	6.6%
Total	199,308		207,133		7,825	3.9%



Demand and Share (Units Sold)

In 2025, the global demand (excluding the Chinese market) for mobile cranes (rough terrain cranes, all terrain cranes, and truck cranes) remained virtually flat at 100.4% compared to the previous fiscal year. The share of Tadano products in the global market fell by 1 percentage point to 12%, compared with 13% for the previous year.

	Demand (units)			Share	
	2024 Jan-Dec	2025 Jan-Dec	%	2024 Jan-Dec	2025 Jan-Dec
North America	1,500	1,540	2.7%	40%	40%
Latin America	1,500	1,400	-6.7%	2%	2%
Europe	1,540	1,380	-10.4%	6%	5%
Middle East	2,580	3,260	26.4%	8%	6%
Oceania	190	190	0.0%	31%	18%
Asia	2,650	2,810	6.0%	6%	4%
Other	4,560	4,060	-11.0%	0%	1%
Outside Japan total	14,520	14,640	0.8%		
Japan	1,380	1,330	-3.6%	61%	59%
Total	15,900	15,970	0.4%	13%	12%



*Figures are based on Tadano research (Figures showing demand are rounded to the nearest ten units).
**"Other" is comprised of Africa and the CIS.
*Mobile cranes produced in Russia are excluded.
*Products made in China for export are included.
*Mobile cranes produced in China for the Chinese market are excluded.



Products



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.



All Terrain Cranes

Mobile 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.



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 mobile 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

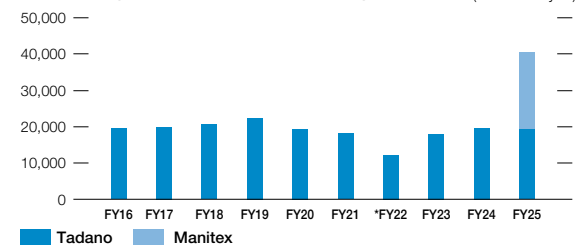
Amid a decline in truck registrations, net sales in the Japanese market amounted to 17,624 million yen (100.8% year on year) due to improvements in mounting capabilities. Net sales in the markets outside Japan amounted to 22,880 million yen (1,169.2% year on year) including sales resulting from the acquisition of Manitex. As a result, net sales of truck loader cranes amounted to 40,505 million yen (208.4% year on year).

With the acquisition of Manitex, boom trucks and knuckle boom cranes have been added to our lineup of truck loader cranes. Boom trucks are in high demand primarily in the United States market, so they are manufactured in the United States and sold mainly in that market. Knuckle boom cranes are manufactured in Italy and sold primarily in Europe and Latin America. There is demand for this product around the world, and we are working to strengthen our sales structure and expand sales.

Net sales (comparison between 2024 and 2025)

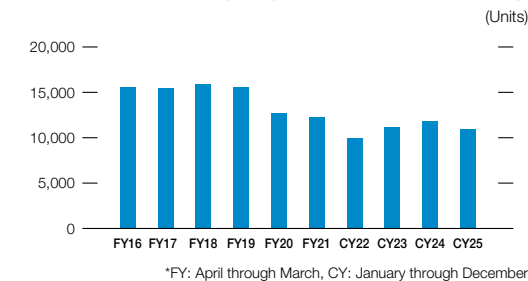
	2024 Jan-Dec	2025 Jan-Dec	Year-on-Year Change	
			Amount	%
Japan	17,476	17,624	148	0.8%
Outside Japan	1,956	22,880	20,923	1,069.2%
Total	19,433	40,505	21,072	108.4%

Net sales (from FY 2016 to FY 2025)

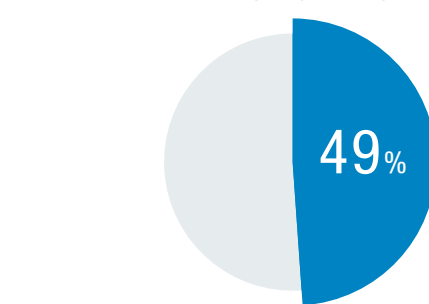


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Demand trends in Japan (from FY 2016 to FY 2025)



Share of units sold in Japan (FY 2025)



Truck Loader Cranes



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.



Knuckle Boom Cranes PM 23.5 SP

03 | Aerial Work Platforms



Net Sales

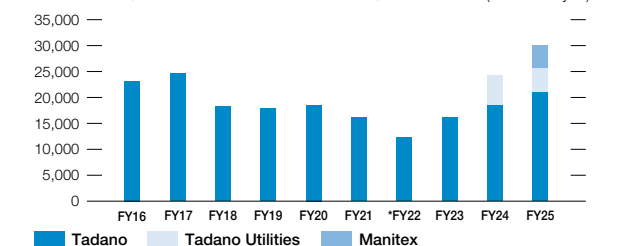
Net Sales in the Japanese market amounted to 24,173 million yen (106.3% year on year), driven by strong sales for the rental market. Net sales in the markets outside Japan amounted to 5,880 million yen (379.7% year on year) including sales resulting from the acquisition of Manitex. As a result, net sales of aerial work platforms amounted to 30,053 million yen (123.8% year on year).

With the acquisition of Nagano Industry Co., Ltd. (currently Tadano Utilities Ltd.) in 2024, we have added self-propelled aerial work platforms to our product lineup. In addition, through the acquisition of Manitex in 2025, we have expanded our lineup of truck mounted aerial work platforms, which have long been our core product.

Net sales (comparison between 2024 and 2025)

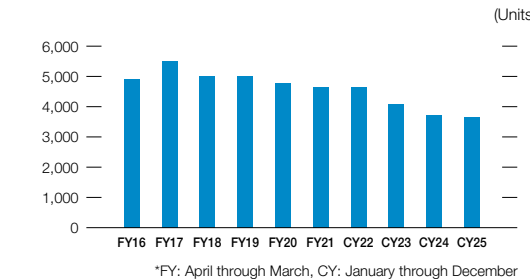
	2024 Jan-Dec	2025 Jan-Dec	Year-on-Year Change	
			Amount	%
Japan	22,734	24,173	1,438	6.3%
Outside Japan	1,548	5,880	4,331	279.7%
Total	24,283	30,053	5,770	23.8%

Net sales (from FY 2016 to FY 2025)

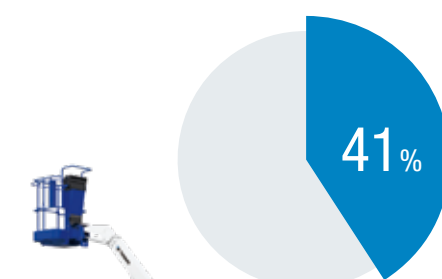


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Demand trends in Japan (Truck-mounted type from FY 2016 to FY 2025)



Share of units sold in Japan (Truck-mounted type in FY 2025)



Products



Truck-mounted type Snake 2010 H Plus



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.

04 | Transport Machinery



Acquired the transport systems business of IHI Transport Machinery Co., Ltd.

In November 2024, the Company decided to make the transport systems business of IHI Transport Machinery Co., Ltd. (currently Tadano Infrastructure Solutions Ltd.) a group company, and completed the acquisition in July 2025. The Tadano Group has a long history and a strong global presence in mobile cranes, while the acquired business adds a new product category to our portfolio through its static cranes, including port cranes and tower cranes. The business also has strong synergies with the lattice boom crawler cranes produced by our Group in Germany. In addition, it includes heavy lift ring cranes, which are expected to play an important role in sectors such as offshore wind power generation, where demand is growing worldwide. We acquired this business as part of our efforts to venture into new business areas within the Group’s core business domain of lifting equipment (LE).

Net Sales

Net sales of the transport machinery amounted to 5,507 million yen (-% year on year) following the acquisition of the transport systems business of IHI Transport Machinery Co., Ltd. (currently Tadano Infrastructure Solutions Ltd.).

Products

Bulk Handling Systems



We offer a comprehensive product lineup ranging from continuous ship unloaders and pneumatic unloaders, which efficiently handle the loading and unloading of various raw materials such as iron ore, coal, biomass pellets, and grain, to systems for transport (conveyors) and storage (yard machinery and silos).

Floating Cranes



These large crane ships are used for the installation and erection of offshore structures, bridges, and other applications. Their uses are growing in applications such as the construction of offshore plants and shipbuilding.

Production Site

Kure Plant (Kure City, Hiroshima)



Product lines : Construction Jib Climbing Cranes,
Port Jib Cranes, Floating Cranes,
Continuous Ship Unloaders, Slab Lifters, etc.
Building area : 13,128 m²
Land area : 36,331m²

Net Sales (in 2025)

	2025 Jan-Dec	Year-on-Year Change	
		Amount	%
Total	5,507	5,507	—

Jib Climbing Cranes



Jib climbing cranes revolutionized construction sites with the crane itself rising and descending. They are widely used as a mobile crane at construction sites for skyscrapers and high-rise residential towers.

Bulk Handling Systems	Continuous Ship Unloaders, Unloaders for Grain and Biomass Pellets, Conveyors
Jib Climbing Cranes	Jib Climbing Cranes, Tower Cranes for Land-Based Wind Power Plants, Steel Tower Construction Cranes
Jib Cranes	Jib Cranes, Double-Link Type Cranes
Port Cargo Handling Cranes	Heavy Lift Ring Cranes, Multi-purpose Cranes
Floating Cranes	Floating Cranes
Heavy Lift Ring Cranes	Heavy Lift Ring Cranes

05 | Others



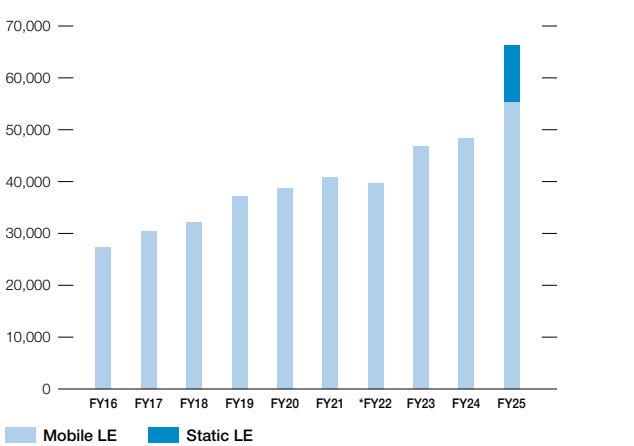
Net Sales

Net sales for parts, product repairs, used vehicles, etc. amounted to 66,277 million yen (136.7% year on year), partly due to the acquisition of the transport systems business of IHI Transport Machinery Co., Ltd. (currently Tadano Infrastructure Solutions Ltd.).

Net sales (comparison between 2024 and 2025)

	2024 Jan-Dec	2025 Jan-Dec	Year-on-Year Change	
			Amount	%
Mobile LE	48,474	55,387	6,912	14.2%
Static LE	—	10,890	10,890	—
Total	48,474	66,277	17,803	36.7%

Net sales (from FY 2016 to FY 2025)



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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 360 authorized service contractors and 823 authorized service personnel across Japan, in addition to 10 branches and 22 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 inside 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.