

Stakeholder Engagement

Our Promises to Customers

R&D Initiatives

To provide our customers with the best products for their needs, Tadano's engineers go to the actual jobsite to see in person how a product is used and to hear the true voices of customers. Our desire to make products that will contribute to the world and to continue providing user convenience and sense of security compels us to take on the challenge of developing new functions.

Tadano signs an agreement with Kyoto University for a comprehensive partnership for collaborative research.

In March 2018, Tadano signed an agreement with Kyoto University with the goal of combining our technical expertise with Kyoto University's leading-edge academic knowledge in mechanical engineering, social engineering, urban engineering, and information science to promote the generation of new innovations that improve safety and productivity in construction operations.



Establishment of a low-temperature testing facility

As Tadano's products expand their presence worldwide, unexpected issues could arise in extreme climates, including slower operating speeds. Recognizing that products must be tested in severe temperature conditions to further enhance their core value, Tadano established a temperature testing facility on the premises of the Shido Plant in 2016. A variety of tests can be conducted in temperatures ranging from -40°C to 60°C.



Investment in a venture capital fund

Tadano made an investment of 400 million yen in total in Miyako Kyoto University Innovation Limited Partnership, operated by Miyako Capital Co., Ltd. of Kyoto. Tadano seeks to promote open innovation by developing a network with a research-based venture company with proprietary technologies.

Tadano's Global Production Network and Pursuit of Quality Enhancement

Development of a global production network

While our core production plants are located in Japan, Tadano also manufactures products that meet a diversity of global needs at key facilities located in Germany, the United States, Thailand, and India. This integrated network results in a highly efficient and cost-competitive global production model. Sharing proven Japanese-style manufacturing technologies with our production sites outside of Japan, we aim to build products that are number one worldwide in quality and that engender even greater confidence in the Tadano brand. We achieve efficient cross-sourcing through the international supply of core components, thereby improving both quality and efficiency.

In August 2019, Tadano's new Kozai Plant began its operation. The plant was constructed to enhance the company's production capacity of mobile cranes and main parts including booms and cylinders for markets outside of Japan.



Our commitment to quality

Complex pieces of precision machinery like cranes rely on the continuous improvements in skill and technique derived from our wealth of accumulated engineering experience. Tadano develops the skills of its workforce through both specialized skill training, which leads to quality improvements, and multi-skill development, which leads to efficient manufacturing. In 1996, Tadano received ISO 9001 certification, the international standard for quality management systems.

To ensure that we can continue to deliver satisfaction to our customers, the company also overhauled its operational processes, from the initial development phase to prompt responses to post-market quality issues. Since 2007, Tadano's Production Division introduced "core value activities" at all our production sites, including the use of a management board to visualize and improve the status of quality on a daily basis (the PDCA cycle).



Acquisition of Demag Mobile Cranes Business

On February 23, 2019, Tadano announced its plan to acquire the Demag Mobile Cranes Business headquartered in Germany from Terex Corporation (U.S.). Following the completion of all required procedures, the acquisition was closed on July 31, 2019. With nearly 200 years of history, the Demag Mobile Cranes Business has solidified its reputation as the world's leading brand of large all terrain cranes and crawler cranes. Through this acquisition, which includes stock purchase and business transfer, Tadano seeks to meet a wide range of customer needs with the addition of new crawler cranes to our product lineup and the enhancement of our all terrain crane business.



Crawler crane CC 8800-1 TWIN



All terrain crane AC 1000-9



President and CEO Koichi Tadano gives a speech at Day 1 Event

Tadano Demag GmbH, the newly formed company, held the "Day 1 Event" in Zweibrücken, Germany, on August 1 and 2. The event marked the beginning of a new partnership that will revolutionize the lifting equipment industry. Some 1,200 employees from around the world participated in the event, pledging their shared commitment to achieving the long-term goal of becoming No. 1 worldwide in the lifting equipment industry.

Exhibiting at bauma 2019

Held every three years in Munich, Germany, bauma is the world's leading international trade fair for construction machinery, building material and mining machines, construction vehicles and related equipment. bauma 2019 took place from April 8 to 14, 2019 with approximately 3,700 exhibitors from over 60 countries and some 620,000 visitors from more than 200 countries and regions.

With its key message of "WHEN SUCCESS IS YOUR ONLY CHOICE," Tadano showcased nine models at its booth, including ATF-120-5.1 and ATF-100-4.1, the company's new all terrain models. Tadano's safe and high-quality products were well received by customers from not only Germany but from all over the world.



Showcasing Future Technologies

Inside the booth, Tadano welcomed visitors to the Innovation Area, presenting its new technologies including Lift Visualizer and Lift Compass. Based on the concept of "Crane Operation Redefined," this new initiative showcased Tadano's technologies never before seen in the industry (not yet applied to commercial products).

In crane operation, operators are often unable to directly see a load. Lift Visualizer uses images from a load monitoring camera, enabling the driver to watch a load in the distance or in a blind spot from directly above. The screen also displays the performance range of the crane in real time, ensuring safe crane operation. Lift Compass is a radio remote controller that allows the operator to leave the cabin and move the load in the same direction in which the operating lever is moved while directly keeping an eye on it.

Visitors experienced these new technologies at first hand using the VR system and engaged in a productive exchange of opinions regarding perspectives on technological revolution.



Lift Visualizer



Computer graphics seen through Lift Visualizer



Lift Compass

Our Promises among Employees

Tadano's Health Management Initiatives

Employee development is what drives a company to accomplish its long-term goals. Company growth cannot be achieved without the growth and development of employees. Recognizing that the physical and mental well-being of employees is essential for the professional performance and prosperous life of each and every employee, we have established the Employee Health Management Declaration.

Tadano is certified as a Health & Productivity Management Organization

Since launching its Physical and Mental Wellness Program in 1981, Tadano has been working to foster a culture of health in the workplace. Initiatives include granting company employees and families access to the Fitness Center located within the company. In February 2019, Tadano was recognized for the second consecutive year in the Large Enterprise Category of the 2019 Certified Health & Productivity Management Organization Recognition Program (White 500), announced by Japan's Ministry of Economy, Trade, and Industry (METI) and the Nippon Kenko Kaigi ("Japan Health Council").



Employee Health Management Declaration

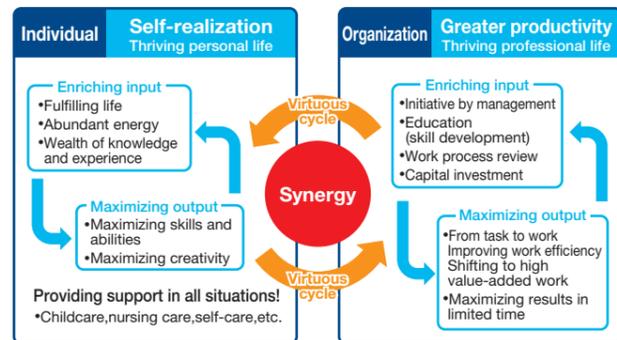
Tadano takes pride in the culture of health it has cultivated since launching its Physical and Mental Wellness Program in 1981. To maintain and further develop this culture, we hereby declare that we will value the physical and mental well-being of each and every employee and that we will make organization-wide efforts to create a positive workplace where employees can thrive.

May 2018
Koichi Tadano
President & CEO

Initiatives for Work-style Reform (in Japan)

In September 2017 Tadano launched the "Tadano Way Work-style Reform Project." The project aimed to develop a system that allows all employees to reach their full potential and to raise employees' awareness. As part of the work-style reform, an employee awareness survey was conducted to implement the PDCA cycle.

Action Guidelines for Tadano Way Work-style Reform



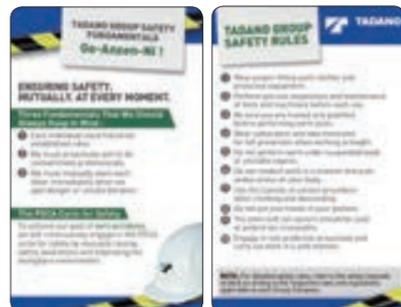
Key initiatives

Management and control of long working hours	<ul style="list-style-type: none"> •Reduce overtime (elimination of overtime exceeding 60 hours a month/enforcement of No Overtime Day) •Encourage workers to take paid vacation (ensuring at least 15 vacation days per year) •Awareness education (sending out messages from CEO, raising awareness of quality over quantity)
Work process review	<ul style="list-style-type: none"> •Implement TQM activities in line with the company-wide goal of "enhancing productivity in your department" •Introduce RPA (robotic process automation), CRM (customer relationship management), etc.
Support for work-life balance	<ul style="list-style-type: none"> •Expand options for flexible work schedules •Expand support programs for pregnancy, childbirth, and childcare •Develop measures to prevent employees from leaving office for elderly care

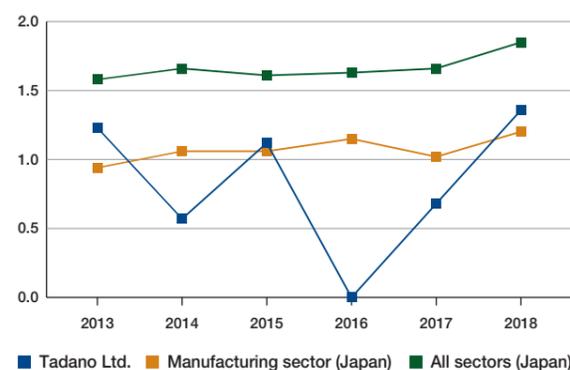
Our Commitment to Safety in the Workplace

Establishment of Tadano Group Safety Fundamentals

In December 2017, we prepared a "Tadano Group Safety Fundamentals Card" with the goal of further raising awareness about workplace safety among Tadano Group's employees. The front side of the card outlines a Tadano's commitment to safety, and the reverse side lists the "Tadano Group Safety Rules." Prepared in six languages (Japanese, English, German, French, Thai and Hindi), the card is distributed to all Group employees.



Incidents of work-related accidents (frequency rate*)



*Number of occupational accidents per 1 million actual work hours. Describes the frequency of occupational accidents resulting in lost workdays. (Figures for the manufacturing sector and all sectors, excluding the general contracting sector, are taken from the Survey on Industrial Accidents by Japan's Ministry of Health, Labour and Welfare.)

Diversity Initiatives

We endeavor to create a work environment that allows all employees, irrespective of their gender or age, to reach their full potential.

Empowerment of Women

Tadano developed an action plan to promote the empowerment of women in 2016. Currently at Tadano Ltd., we have a hiring plan to increase the percentage of female employees at the company over the next 10 years from the current 7% to 10%. At the same time, we are making steady progress in developing a work environment and a job rotation system to promote the advancement of women through initiatives such as providing more training opportunities for women to help them succeed as the next generation of leaders.

Opportunities for Seniors

The Tadano Group has developed a program that allows employees over the age of 65 to remain in the company so that we can continue to make full use of their experience and knowledge cultivated over the years. In 2018 we established a temp-staff registration system for employees over the age of 65, at which the rehiring program expires. By offering duties and employment types catered to retirees, the system enhances senior employees' availability for the entire Group. Two types of job positions are offered to help older employees achieve a sense of fulfillment through work. Through such initiatives Tadano seeks to ensure that the technologies developed by the company are passed down to younger generations and to enhance the quality of products delivered to our customers.

Initiatives for Human Resources Development

Based on our belief that a company is its people and the success of a company is built on human resources development, as well as on our understanding that employees are our assets, we always place emphasis on development of human resources.

TQM Activities

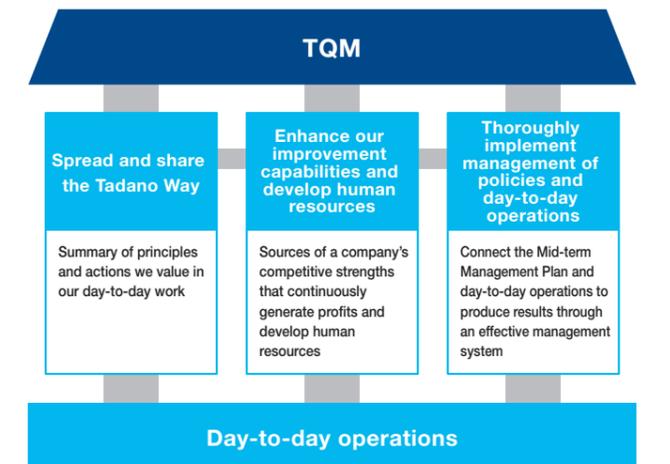
Tadano adopted Total Quality Management (TQM) to further enhance quality, one of our core values. All employees, including those of the Group companies in and outside Japan, will take part in TQM activities to better share and understand Tadano's unique philosophy and approach to work. By doing so, Tadano ensures that each and every one of its employees can think independently and take initiative in this era of complicated, rapid, and extreme changes.

Feedback from Participants of Tadano Way Meetings at International Locations (Local Staff)

- "For a company to succeed, all employees need to take a proactive approach to better understand the company's direction. The Tadano Way serves as a guide for the senior management, which needs to address work process improvement and human resources development on a day-to-day basis."
- "The annual 'Way Meetings' are a great initiative that allows us to understand the policy and direction of the Tadano Group."



Three Pillars of TQM Activities



Development of Global Human Resources

Tadano actively develops leaders capable of competing on the global stage as its business domain expands globally.

Global Leadership Skill (GLS) Workshop

The GLS workshop helps participants develop the business skills required for organizational leaders and immediately apply them throughout their daily work. We began offering the workshop for executives and senior managers in FY 2012. By FY 2017, the workshop was held eight times for managers, with a total of 89 participants. Starting in FY 2018, participation eligibility was changed to employees with supervisory positions, and 15 employees have completed the workshop.



Workshop program

The workshop offers training for sophisticated skills applicable to global business, including presentation skills, effective meeting skills, and negotiation techniques.

- **Presentation skills (1 day)**
With focus on "action learning" using a short lecture and demonstrations by the lecturer, this component of the workshop provides participants with the opportunity to develop presentation skills by preparing and giving a presentation.
- **Meeting skills (1 day)**
Through "learning-by-doing," participants will develop meeting skills by taking on the role of a convener and a facilitator to prepare and preside over a meeting.
- **Negotiation skills (1.5 days)**
Participants will enhance their understanding of negotiation skills through lectures and exercise by learning the importance of focusing on interests rather than positions, building a friendly relationship with negotiating parties and choosing the best course of action, and making an effort to prioritize the negotiation process rather than results.
- **Leadership skills (1.5 days)**
As participants will learn about various leadership approaches and practices, they will develop their own philosophy of leadership and create opportunities to discuss them.

Our Promises among Partners

Our Basic Policy: Working with Our Suppliers for Mutual Benefit

Tadano's products are made of tens of thousands of parts, many of which are procured from our suppliers. To deliver even safer and higher-quality products to our customers, building strong relationships with our suppliers is essential. The Tadano Group CSR (Corporate Social Responsibility) Charter and the Tadano Group Compliance Regulations set out principles such as those described below. Tadano also promotes environmentally-friendly product development through the non-use of the four substances of concern (SOC) with the understanding and cooperation of our suppliers.

Tadano Group CSR Charter: Coexistence with Business Associates

We will strive to build strong relationships of trust with all of our business partners through cooperation, and to grow and coexist harmoniously with them.

Tadano Group Compliance Regulations: Fair Procurement Activities

Officers and employees shall fairly select business associates in conducting procurement activities for components and materials, and shall pay attention to the status of the development of suppliers compliance systems. In addition, officers and employees shall not engage in transactions unfairly, such as delaying by abusing their superior bargaining position over business associates.

Aiming for Mutual Development: the Tadano Kyoei Society

In 1994, Tadano and its suppliers established the "Tadano Kyoei Society" with the aim of fostering an independent, solution-oriented organization with the competitive technologies and capabilities needed to survive in the 21st century. Since then up to the present time, we have developed and maintained lasting, strong relationships with our suppliers and worked with them for mutual growth and development. The organization is comprised of a total of 58 corporate members in Japan (as of April 2019). A variety of activities and events are held each year, including safety workshops, presentations on improvement initiatives, plant tours, and SVE conferences. The association also presents awards to suppliers with outstanding achievements each year.



Plant tours by members of the Tadano Kyoei Society



Annual supplier awards ceremony



A study group at the new Kozaei Plant (Skills development activity)

Building a "Win-Win" Relationship: SVE Activities by the "Team of Four"

Since 2009, Tadano's three divisions (Research and Development, Production, Procurement) have worked with our suppliers as a "Team of Four" to promote its SVE activities, with the goal of developing and producing products with greater value. "SVE" — an original concept developed by Tadano by adding "S" (Super and Sustainable) to "VE" (Value Engineering)—embodies our determination to surpass our past VE activities and continue to move forward vigorously with our efforts.

SCOOP activities

We began our SCOOP (Super Cooperation) program, a key component of our SVE activities, in 2011. We work with our suppliers on an individual basis to set themes and targets to enhance the value and functionality of products and reduce costs while leveraging strengths and qualities of both Tadano and the suppliers.

SVE conference

Tadano has held the SVE Conference biannually since 2012 to continue and further expand our SVE activities. 63 individuals from 36 suppliers and 102 individuals from the Tadano Group, including senior executives, a total of 165 participants attended the 15th SVE Conference held on April 19, 2019. The conference featured presentations on five themes related to the SCOOP activities.

Examples of presentation themes (from the 15th SVE Conference)

- Developing frames for large truck loader cranes for markets outside of Japan
- Processing cylinder inner linings
- Improving welding distortion in superstructures
- Outrigger length detector
- Cabin assembly work improvement



SVE Conference (presentation by a supplier)

Our Promises to Shareholders and Investors

Our IR Policy

In the Tadano Group CSR Charter, the company positions our shareholders and investors as key stakeholders and pledges to "improve our performance and achieve long-term, steady growth to increase the asset value of our shareholders and investors."

We pledge to all our stakeholders that we not only comply with all relevant laws and regulations, but also disclose corporate information including updates on management and business activities in a timely and appropriate fashion. Specifically, we disclose information through TDnet, a service provided by the Tokyo Stock Exchange, and send news releases or post updates on our company website depending on the content.

We hold our biannual financial results briefings for securities analysts in Tokyo, where the president personally explains the company's financial results as well as the future direction of our business. We also welcome

our institutional investors for company visits and plant tours. To prevent leaks of information on financial results and to ensure fairness, we observe a quiet period that begins the day after the end of the fiscal period and each quarter until the announcement of financial results. We will not be responding to or commenting on inquiries regarding financial results during this period.



Financial results briefing for securities analysts (in Tokyo)

IR calendar

Event	FY 2019	FY 2018
Announcement of financial results for the year ending March 2019	April 26, 2019	April 27, 2018
Financial results briefing for securities analysts (in Tokyo)	May 15, 2019	May 15, 2018
The 71st Ordinary General Shareholders' Meeting	June 25, 2019	June 26, 2018
Announcement of financial results for the first quarter of the year ending March 2020	July 31, 2019	July 31, 2018
Announcement of mid-term financial results for the year ending March 2020	October 30, 2019	October 30, 2018
Mid-term financial results briefing for securities analysts (in Tokyo)	November 11, 2019	November 7, 2018
Announcement of financial results for the third quarter of the year ending March 2020	January 31, 2020	January 31, 2019

Analyst coverage

Below is a list of securities analysts who review and make recommendations on Tadano's stock based on their analyses of the company's operating performance (as of June 7, 2019).

Company name	Name of analyst
Ichiyoshi Research Institute Inc.	Naruhiko Takatsuji
CLSA Securities Japan Co., Ltd.	Edward Bourlet
JP Morgan Securities Japan Co., Ltd.	Tomohiko Sano
Daiwa Securities Co. Ltd.	Yusuke Miura
Tokai Tokyo Research Institute Co., Ltd.	Mitsuyuki Ohdaira
Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.	Takeshi Ishizuka
Macquarie Capital Securities (Japan) Limited	Kunio Sakaida
Morgan Stanley MUFG Securities Co., Ltd.	Yoshinao Ibara

<Notes>

- The list includes securities analysts who were confirmed to have published reports concerning Tadano based on the information available to the company at the time of publishing the list. Please note that there is a possibility of other analysts that are not listed and that not all of the information may be up to date.
- The list is posted for the sole purpose of introducing information on the analysts belonging to a corporation or research institution that provides analyses and forecasts regarding Tadano's operating performance, and is not intended as a solicitation to purchase or sell the company's stock.
- Analysts, whether included in the list or not, periodically or irregularly prepare analyses and forecasts on performance, business, products, technologies, and other aspects of the company based on their independent judgment. Neither the company nor the company's management team is involved in the processes in any way. Investors are requested to make their final investment SVE Conference (presentation by a supplier) decision based on their own judgment.

Our Promises to Society

Tadano established the CSR (Corporate Social Responsibility) Committee in 2005 to promote and promulgate CSR. The Tadano Group believes that a company can exist only when it is in harmony with the people around it. Therefore, we will contribute to the development of local and international societies, and promote

business activities that help protect the global environment. We will also seek to maximize our corporate value in response to the expectations of all of our stakeholders. Simply stated, we will pursue further excellence for the world and the future. Based on this vision, in 2006 we established the Tadano Group CSR Charter,

a code of conduct for the company, and the Tadano Group CSR Guidelines, a code of conduct for individual employees. Under our corporate philosophy of *Sozo* (Creation), *Hoshi* (Contribution), and *Kyoryoku* (Cooperation), we want to serve our communities in ways only Tadano can.

Tadano Group CSR Charter



Increasing the Business Value of Customers

We will dedicate ourselves to increasing the business value of customers by providing products, services and systems focused on safety and quality.

Striving to Create New Technologies

We will undertake the challenge of creating highly original products, services and systems, aiming to continually impress our customers by exceeding their expectations.

Sincere Business Activities

We will strive to conduct fair, transparent, sincere business activities.

Respect for Employees

We will respect each employee's individuality and dedicate ourselves to creating healthy, cheerful workplaces that bring out the best in employees.

Coexistence with Business Associates

We will strive to build strong relationships of trust with all of our business associates through cooperation, and to grow and coexist harmoniously with them.

Maintenance and Improvement of Investment Value

We will work to improve our performance and achieve long-term, steady growth to increase the asset value of our shareholders and investors.

Coexistence with Society

We will respect the laws, customs and cultures of the countries and communities where we work as a good corporate citizen, and conduct business activities that contribute to the development of their societies.

Harmony with the Global Environment

We will strive to achieve harmony with the global environment in all of our work processes.

Appropriate Communication Activities

We will disclose accurate information in a timely fashion, and by appropriate methods of communication, to all of our stakeholders, whom we see as our partners, and we will dedicate ourselves to maintaining long-term relationships of trust.

Our Commitment to the Environment

The Tadano Group works to protect the global environment and help create a sustainable society. The company obtained ISO 14001 environmental management system certification in 2008, and has implemented initiatives to minimize the burden on the environment through not only our product development, but also our business activities. Our efforts include installing 2,000 square meters of solar panels (maximum output: 260 kw) at our Shido Plant. At our new Kozai Plant, which was constructed under the concept of "Next Generation Smart Plant," we adopted an energy management system (EMS), which can monitor energy use in real time. Further, barges are used to

transport products at the Shido Plant and Kozai Plant, and efforts are made to conserve energy use for air conditioning and lighting at our offices and plants. In fiscal year 2018, the company had a total energy use of 5,665 kiloliters (by crude oil equivalent; amount indicated in the company's periodic reports on energy use) in Japan. Most of the energy use for our business activities is related to production activities at our plants, and therefore the level of energy use tends to be greatly affected by fluctuations in production output. Going forward, Tadano will continue to implement energy-saving measures, including improving the

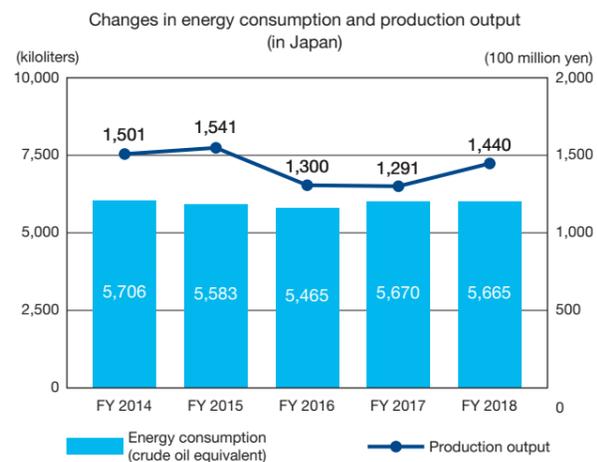
efficiency of our production facilities and introducing LED lighting. Tadano's model upgrades comply with new exhaust gas standards, and each segment has introduced eco-friendly products with features that minimize noise and other pollution. The CREVO G4 rough terrain crane series, which is equipped with Fuel Monitoring and Eco Mode functions, supports efficient and environmentally friendly operation such as by reducing CO₂ emissions, fuel consumption, and operational noise.



Introduction of a new barge (began operation in August 2019)



Solar panels installed at Shido Plant



Cultural Restoration and Academic Support

As a manufacturer of lifting equipment, Tadano has been uniquely positioned to make contributions to the community by assisting with cultural restoration projects. In response to a message from Easter Island seeking technical assistance to return Moai to the standing position, Tadano took on the Moai Restoration Project, which lasted from 1988 to 1996. Tadano also provided technical cooperation in the disassembly of the

Takamatsuzuka Tomb's stone chamber in Nara by developing a disassembly jig in 2007. In February 2018, Tadano won the Special Prize of the Minister of Economy, Trade and Industry in the Monozukuri Nippon Grand Award, and the company donated equipment for the restoration of ruins of Angkor in Cambodia in 2008. In 2019, as part of our 100th anniversary project, we will provide support for Kyoto University's Kwasan observatory

and donate a third crane to Easter Island, Chile. Kwasan observatory is recognized worldwide for the observation of the sun. However, it was facing the threat of closure. Tadano established General Incorporated Kwasan Cultural Foundation for the Promotion of Cosmology to donate 10 million yen per year to the foundation over the next decade. Through this support, Tadano will make social contributions to the field of astronomy.



Moai Restoration Project



Technical cooperation in the disassembly of the Takamatsuzuka Tomb's stone chamber



Equipment donated for the restoration of Angkor, Cambodia



Support for the survival of Kwasan observatory

Sponsorship and Exhibition in an Interactive Science Event

Tadano supports an interactive science event held by local universities and other organizations to inspire children's interest in science. Children had the opportunity to use experimental tools to learn about the principle of the lever, Pascal's law, and the principle of the pulley. They also had great fun test-riding Tadano's aerial work platforms and operating a "skeleton crane" that runs on air pressure.



Summer Plant Tours for Families

Tadano holds plant tours each year to enhance children's interest and understanding in *monozukuri* (high-quality manufacturing) and technology and to give them a little help with their summer projects by providing them with a rare opportunity to visit plants and test-ride our cranes. In fiscal year 2018, the tour was held at our Shido Plant in July and was joined by a total of 42 families from both inside and outside the company.



Heartful Pocket (donor organization)

This support organization, which encourages employees' participation, was launched in 2007 as a grassroots initiative for raising donations for organizations and individuals dedicated to a variety of social causes. Employees who become members of the organization make a donation of 100 yen from their monthly salary and 500 yen from their bonus. The company devotes the amount equivalent to the sum of the contributions by employees (matching gift), and make donations twice a year. As of March 2019, we have made donations to a total of 52 organizations.



Blood Donation and Nursing Training

As a supporter of the Japanese Red Cross Society, Tadano organizes blood drives twice a year at our offices and plants in Kagawa, and more than 400 Group employees participate each year. A total of 479 employees donated blood in fiscal year 2018, which corresponds to approximately 1.47 % of the total blood donation in Kagawa. We also accept some 100 nursing students from local universities and vocational schools each year for an on-site practical training.

