

SUSTAINABILITY

Promotion of Sustainability



Our Basic Policy

Under our Corporate Philosophy of “Creation, Contribution, and Cooperation,” the Tadano Group strives to contribute to the preservation of the environment and the realization of a sustainable society through maximizing value to our stakeholders and engaging in sustainable business activities. We aim to pursue further excellence for the world and the future.

The Mid Term Management Plan (24-26) formulated in 2024 sets “Advancing decarbonization” as one of the basic strategies, and identifies addressing sustainability issues and management in consideration of capital cost and stock price as initiatives for sustainable growth.

Respect for Human Rights	We support and respect the protection of internationally declared human rights. We commit to avoiding participation in human rights violations and will work towards the elimination of all forms of discrimination in employment, including forced labor and child labor.
Fair and Honest Business Activities	We will engage in honest business activities that are fair and transparent. We strive to comply with laws, international standards, internal rules, to maintain ethical behavior, and work to prevent corruption in all forms, including coercion and bribery. We will also work towards strengthening Governance.
Respect for Employees and Ensuring Job Satisfaction	We consider our employees valuable partners and strive for diversity, starting with gender equality, creating a work environment that values work-life balance, while investing in the development of our people.
Growing Together with Suppliers	We build strong, trusting relationships with our suppliers and aim to grow together. We also focus on sustainability management in our supply chain, including compliance with laws, and management of human rights, labor, safety, health, and the environment.
Contribution to Society	We actively engage in business activities that contribute to the development of society, striving to be a responsible corporate citizen.
Preservation of the Environment	We address environmental preservation in our business processes, including responding to climate change, achieving “reuse, reduce, recycle” in society, preserving biodiversity, conserving marine and water resources, and reducing and properly managing hazardous substances.
Effective Communication	We will communicate accurate information to stakeholders in accordance with sustainability disclosure standards and other relevant guidelines. We aim to maintain long-term relationships based on trust through timely and appropriate communication methods.

Human Asset Management

Our Basic Policy

Based on the idea that employees are our assets, we provide a place where diverse human resources can come together and discover and develop their individual potential, and where everyone can make the most of their individual talents. We also foster an organizational culture that allows for continued learning and growth, and a corporate culture that recognizes changes and continues to innovate as a team.

Company growth cannot be achieved without the growth and development of its employees. For sustainable growth, we will strive to create a healthy and dynamic work environment and develop human resources, so that our employees can perform to the best of their ability. To ensure that working at Tadano leads to overall life satisfaction (well-being) of employees, we promote a good work-life balance with safety as the first priority.



» DE&I

We believe human resources are the source of our competitiveness and an essential element for achieving sustainable management. We are committed to respecting all forms of diversity, including differences in race, religion, gender, sexual orientation/gender identity, age, disability, nationality, place of origin, social and cultural background. We continue to promote the recruitment and development of diverse human resources, ensuring equal opportunities for growth and fostering a fair organizational culture. By empowering each employee to harness their unique talents and individuality, we aim to enhance our overall organizational performance.

DE&I training programs

To promote DE&I (diversity, equity and inclusion), in addition to hiring people from diverse backgrounds, we provide basic training programs for employees and diversity management training programs for managers to raise awareness.

As part of harassment prevention education, employees take an e-learning course in conjunction with Harassment Prevention Week in December. New graduates are given a training program conducted primarily through discussions after e-learning courses as part of basic onboarding training in April.

In FY 2025, we also introduced an e-learning course for unconscious bias training. We plan to roll this out to all employees in Japan and hold meetings at each group as in FY 2024. Sharing and understanding how supervisors and colleagues think helps reduce unconscious bias to further enhance psychological safety in the workplace. Through these, we aim to create a more open workplace.

FY	Training program	Target
2022	Unconscious bias training	Officers, General Managers etc.
2023	Unconscious bias training	Managers etc.
2024	Diversity management training	General Managers, Managers etc.
2024	Basic diversity course (e-learning) Group meeting on diversity	All employees in Japan

Initiatives for empowering women

According to a survey of non-managerial female employees in FY 2023, 55.8% were unwilling or unsure about promotion, showing an improvement from 71.8% in FY 2020. However, when combined with respondents who answered, "I would aim for a position up to a supervisory level but not as high as Manager," the percentage was 81.1% (compared to 84.8% in FY 2020). Interest in Manager-level promotion remains low. One reason for the low percentage of female managers is presumed to be the severe scarcity of female managers who can serve around them as role models. We will strengthen our efforts to promote women's empowerment by introducing leadership training for women with a view to promoting them to managers, reforming our personnel systems, and improving the working environment, to create a workplace where women can work comfortably with a sense of fulfillment.

• Revision of the system to support employees balancing work and childcare/caregiving

To enable flexible work styles to ensure many employees can work successfully, we have introduced shorter working hours and remote working options for childcare and caregiving and expanded the scope of the nursing leave system to cover also school events such as entrance ceremonies. We have also extended the period of eligibility from December of the year when the child is in fourth grade of elementary school to the completion of third grade of junior high school. In addition, we had previously excluded employees who took more than three months of maternity leave, childcare leave, or caregiving leave from evaluation for salary increase. However, to prevent delays in the promotion of such employees, we have revised the rule not to exclude them from the evaluation until the end of six months.

• Participation in external training programs

Since FY 2023, we have been sending mid-career female employees to external leadership training courses for women. Interaction with female employees from other companies will help them resolve issues unique to women in career development and foster self-efficacy and leadership skills.

	FY 2023	FY 2024	FY 2026 Target	Target for FY 2027 Onwards
Ratio of female employees	10.5%	10.7%	10%	20%
Ratio of female supervisors	5.2%	4.3%	5%	9%
Ratio of female managers	2.5%	2.4%	4%	7%

A female employee who participated in external training

I enrolled in the Women's Personal Leadership Program when I returned to work after maternity and childcare leave. I was anxious and worried then that my career had stalled due to maternity and childcare leave, but meeting other women raising their children and recognizing my strengths gave me tips for developing my own career path that would best suit me, and I now feel more positive. Going forward, I want to enjoy both my work and family life while staying true to myself, and I also want to be supportive to people who are facing similar challenges.

Obtaining "Platinum Kurumin" Certification

In May 2025, we obtained the "Platinum Kurumin" Certification that recognizes companies demonstrating exceptional support for childcare, from the Ministry of Health, Labour and Welfare in Japan. It certifies companies with "Kurumin" Certification that have made efforts that meet higher standards. We received the "Kurumin" Certification in 2022, and this time, the "Platinum Kurumin" Certification was granted for our efforts to reduce overtime hours, promote the use of annual paid leave, and create a work environment that encourages employees to use the childcare and caregiving support systems.

Taking childcare leave

Employees who both took childcare leave as a couple

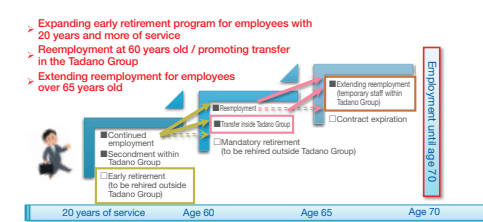
When we had our first baby, it was not yet common for men to take childcare leave, so my husband only took special leave for childbirth. As a result, I had to face the challenges of childcare and social isolation while raising our baby, and to return to work as soon as possible, we chose to start gradual entry into daycare earlier than planned. When I became pregnant with our second baby, considering my physical condition and the needs of our first child, we thought that we wanted to spend more time raising our second baby together all the more because it was so hard caring for our first baby. So, my husband and I decided to take childcare leave together. Watching our baby grow from infancy strengthened our bond as a couple. It was a priceless, irreplaceable experience. I also had to be hospitalized unexpectedly before and after giving birth, but we were able to overcome the challenge thanks to the support from around us we had obtained beforehand for our taking childcare leave together, as well as the understanding of our teams that allowed us to flexibly change the timings of our childcare leave. We are very grateful to everyone in our teams who adjusted their schedules to kindly allow us to take childcare leave.



Revitalizing senior employees

Tadano sets a mandatory retirement age of 60, however, employees over the age can be rehired to continue working after retirement. Aiming to offer employment until age 70, we have established a system under which employees can transfer to a group company at the age of 65 and have their employment further extended. We also make other efforts to enable employees to have more flexible career choices tailored to individual life plans, including expanding the early retirement program for employees with 20 or more years of service.

We also offer training for employees at the ages of 50 and 59 that gives them an opportunity to ponder upon their career and life. Recognizing that senior employees' contributions will significantly impact corporate competitiveness in the future, we plan to revise our reemployment system during FY 2025.



» Securing Diverse Human Resources

Recruitment To promote DE&I, we have been strengthening the recruitment of diverse human resources, in particular women and foreign talents. For this purpose, we have produced videos featuring workplaces where women can be more successful, prepared brochures featuring female employees, and offered internship opportunities for women majoring in Science and Engineering. Other programs conducted in parallel to increase recognition of Tadano include one-day workshops and online information sessions designed to enhance their understanding of the Company. Through these activities and others, we will continue focusing on communicating the excitement of working at Tadano.

In addition, starting in 2025, we are recruiting not only international students studying in Japan, but also students studying overseas. We welcome students who are passionate about working in Japan and at Tadano. By accepting the diverse values of diverse human resources, including their individuality, abilities, and experience, and utilizing them in our organizations, we will continue pursuing innovative endeavors unbound by conventional approaches.

Employment of people with disabilities We visit schools for the hearing impaired and disability employment service centers to share information and deepen our understanding. We strengthen team support and offer on trial employment while working to improve employment conditions of employees with disabilities. In FY 2024, the number of our employees with disabilities increased by four compared to the previous year. However, this is still below the statutory employment ratio as the total number of employees also increased. Going forward, we will continue to employ people with disabilities while preparing an environment that helps more people work successfully regardless of their disabilities and working together with other employees to support employees with disabilities.

Support for non-Japanese employees In 2016, a “prayer & multipurpose room” for Muslim employees was set up at our Head Office. Additionally, more of our locations now have ablution facilities or shower rooms. In 2024, we held crime prevention, traffic safety, and disaster prevention classes for foreign employees in Kagawa Prefecture to help them work in Japan with security and safety. In addition, as many of the foreign trainees working with us are Muslims, we offer them lunches that comply with Islamic dietary rules. Once a month, we also offer a special Indonesian-style lunch, which Indonesian trainees enjoy for its taste of their homeland. We have also introduced a medical interpretation support program to help foreign employees in Japan communicate smoothly in medical settings that often use technical vocabulary. The 24/7 service is available for 22 languages without appointments so that employees can visit a hospital feeling secure anytime.



Enhancing contact with local students Last year, over 350 students and teachers from junior high schools through universities visited our facilities. Plant tours and employee discussions gave them firsthand look at the excitement, challenges, and satisfaction of manufacturing work. We also welcomed students studying at a Thai technical college, which was an international exchange opportunity to convey the appeal of Tadano to a wider audience.

In addition, we participated in a local high school project for broadening career options for the young, in which we gave a presentation on the corporate profile of Tadano and its business activities to help students envision their future. We will continue to strengthen cooperation with schools and work to convey the appeal of Tadano to as many students as possible.

A female skilled worker

Three years ago, I joined the company as a new graduate in a skilled position and was assigned to the ironworks group with no experience. I was a little apprehensive at first, but participating in welding school and welding skill competitions has helped me steadily improve my manufacturing and welding skills. Thanks to the support and guidance of my senior colleagues, I was able to advance to the prefectural competition, which was my goal in the welding skills competition. In addition, in the National Trade Skill Test & Certification (Structural Ironwork, Grade 2), I was awarded the Kagawa Prefecture Federation of Certified Skilled Workers Association President's Award. These experiences have greatly contributed to my self-confidence.

My group is also very lively and we work strongly to improve the work environment. Now an environment for women to work without worries is getting ready. Going forward, we will continue to strive to create an even better work environment. As a female skilled worker, I would like to pursue an employee-friendly and rewarding work environment and my job satisfaction.



A participant in a Japanese language course

Before joining the company, only few people around me spoke Japanese, so I was worried if I could respond properly when asked questions in Japanese. Then Tadano offered me online Japanese lessons at the stage of job offer. In the lessons, I was able to practice Japanese conversation one-on-one with a Japanese teacher, which surely improved my Japanese language skills. After joining the company, I wish to study Japanese further communicating with my colleagues who joined the company at the same time.



» Improving Employee Engagement

Employee Engagement survey After a trial survey in 2019, the program was rolled out company-wide in FY 2021, but for a considerable period after the survey's introduction, the effect of the program was hardly visible with the overall engagement score showing no change. Based on the results of the survey conducted in June 2023 and as a manufacturing company, we have focused on improving engagement particularly in the Development Divisions and the Production Division, and held meetings to discuss how to improve engagement, led by the Chief of Headquarters. Then they conducted a survey on an action plan, and worked on priority issues based on the data analysis. As a result of the action plan they carried out, the scores for both expectations and satisfaction rose among members of many groups. Among others, the Welding and Processing Technology Group, Production Engineering Department 1 was selected for the “Motivation Team Award 2025”.

In addition, “improving employee engagement” has been included in the Basic Policy in Tadano's Management Policy since FY 2024. These efforts have resulted in a rise in the company-wide score. During the period of the Mid-Term Management Plan (24-26), we aim to achieve an engagement score of 55 or higher and a rating of BBB.

“Motivation Team Award honors once a year corporate departments that have made a significant improvement in “engagement score” demonstrating improvements in the status of their organizations, among companies for which Link and Motivation Inc. conducted employee engagement surveys. An engagement score is a deviation score that indicates the degree of mutual understanding and affinity between a company and its employees.

	FY 2023	FY 2024	FY 2026 Target
Score	49.2	51.6	55 or over
Rating	B	B	BBB

The Group Manager

Selection for this award based on external evaluation has given us confidence that our efforts were not wrong, and above all, it has boosted our motivation. In addition, now I find the mindset of working to improve on our own responsibilities infiltrating our group instead of blaming someone else. Team members are now more ready to offer their views and ideas for improvement in meetings and other situations. They don't just receive information from the Group Manager, but now we feel we have two-way communication. We have many young employees in our group, and even new employees don't hesitate to express their opinions. They are applying for qualifications, being more motivated to improve themselves. Meanwhile, we will also focus on company-level issues. We have been working to improve our operations, but going forward, we will aim to involve other departments and groups in creating a work environment which encourages everyone working at Tadano to continue working for the company.



» Fostering a sense of ownership and participation in management among employees

Employees Shareholding Association Aiming to foster a sense of ownership and participation in management among employees to increase corporate value over the long-term, we encourage employees to acquire and hold the company's shares through enhancing the Tadano Group Employees Shareholding Association (the “Association”), which is part of our welfare measures (to support employees' asset accumulation) that also enhances employee engagement. As part of this, in 2024, we granted 80 shares of the company's common stock as a special incentive to the (existing and new) members of the Association. This boosted the membership of the Association from approximately 30% of employees to 86% of employees. In 2025, we introduced a trust-type employee stock ownership incentive plan for all employees who are members of the Association. Under this plan, employees receive incentives commensurate with stock price increases by holding shares through the Association.

Distributing staff jackets At CONEXPO 2023, one of the world's three major construction machinery trade shows held in North America, the Tadano Group unveiled a new product developed as part of its all-out effort to achieve a carbon-neutral society through electrification of cranes. The exhibit attracted considerable global attention.

The CONEXPO staff jackets were distributed also to the Tadano Group employees in Japan, with a message from President: “Let's continue to strive as One Tadano for pursuing further excellence for the world and the future,” to continue to deliver new technologies and products to the world as one group.

» Creating an Employee-friendly and Rewarding Workplace

Revision of systems We aim to ensure that working at Tadano leads to overall life satisfaction for our employees. By meeting the needs for various work styles, we help employees to maintain a good work-life balance in the company environment that is healthy and energetic in physical and mental terms.

The regulations on special leave for marriage, bereavement, spouse's childbirth, and transfer to a new location have been relaxed to allow for split leave, and the length of women's leave has been revised from two days per month to the necessary number of days. We have also revised the regulations on the use of accumulated paid leaves to cover hospitalization and outpatient treatment for organ donation.

In FY 2024, the number of paid leave days taken (by non-managerial employees) was 16.7 days on average against a target of 17 days, achieving 98.2% of the target.

In addition, we have established short-term and long-term caregiving leave and a reduced working hours system (up to 3-hour reduction allowed). Having established a system surpassing the statutory mandate for supporting employees balancing work and caregiving, we have been granted approval for using the “Tomonin” symbol mark by the Ministry of Health, Labor and Welfare, which attests to our commitment to supporting employees balancing work and caregiving.



» Encouraging Self-directed Career Development and Development of Global Human Resources

Support for self-learning

We support employees' career development by fostering proactive self-initiated growth aimed at achieving personal goals through work in response to the increasing diversification of individual values and work styles in recent years. We cover the costs of distance learning and encourage enrollment in specialized continuing education programs for working adults at universities. In addition, to empower employees for their self-development and reskilling efforts, we have subscribed since FY 2023 to an external service that offers public seminars from which employees can freely select topics tailored to their individual career development plans, to facilitate their self-directed learning.

Support for employees obtaining qualifications

Under the Mid-Term Management Plan (21-23), we provided support for employees to obtain bookkeeping and QC certifications, with an intention to improve their knowledge of accounting and finance toward familiarizing them with the concept of ROIC as a performance indicator, and to increase their knowledge about quality control for continuous improvement activities based on TQM. Under the Mid-Term Management Plan (24-26), we provide stronger support for employees to obtain qualifications related to electrification in order to lead the way in environmental action toward achieving a decarbonized society.

■ Main support programs

- Special training concerning the maintenance of electric vehicles, etc.
- Special training on safety and health for high-voltage and extra-high-voltage electrician
- Special training on safety and health for low-voltage electrician
- GWO-BST5 module (MH/FAW/FA/VAH/SS)

Self-challenge system

■ Career plan

At Tadano, employees have monthly meetings with their supervisors as an opportunity to help with their self-challenge and communication. In the meetings, they can not only review their work progress, but also review matters concerning growth targets and seek advice on difficulties. In addition, once a year, employees submit their career plans (experience they would like to gain, desired transfer destinations, etc.). Their requests may not always be met soon, but the divisions and supervisors being aware of them can reconsider organizations and division of responsibilities.

■ "Job Challenge" and "Free Agent" programs

We also have a "Job Challenge" program and an in-house "Free Agent" program that support employees' self-directed career development, which have enabled willing employees to challenge themselves in positions of new functions or on overseas assignment. In FY 2024, three positions were posted for internal recruitment, resulting in transfers of willing candidates in two of them. We will continue utilizing the "Job Challenge" program as a tool to support employees' career development.

Under the "Free Agency" program, in FY 2024, one employee successfully moved to a new position, following one in FY 2023. We will continue to support employees' career development by offering opportunities to communicate their aspirations through the program.

Tadano was awarded the "Excellence Award" in the WOMAN's VALUE AWARD 2024 for supporting women in science sponsored by the Japan Women's Value Training Association. A case of an employee working in Germany through the "Job Challenge" program was commended as a role model for working women based on votes from female students and working women. We will continue to support our employees' self-challenges as they strive to achieve what they hope to be like.



Strengthening the development of Global human resources

The "Global Human Resource Development System" was formulated as a new program covering employees from new hires to leaders and put into operation starting from FY 2024. The program is designed to speedily develop global human resources. From FY 2025, we will strengthen our approach to the speedy development of human resources to be global business leaders. This includes visualizing the skills, experience, and competencies required, and selecting candidates for successors to the current leaders based on objective criteria including through discussions by the Human Resources Committee. In addition, we will further accelerate global human resource development across entire Tadano by increasing the number of participants in the management training program and enhancing the program.

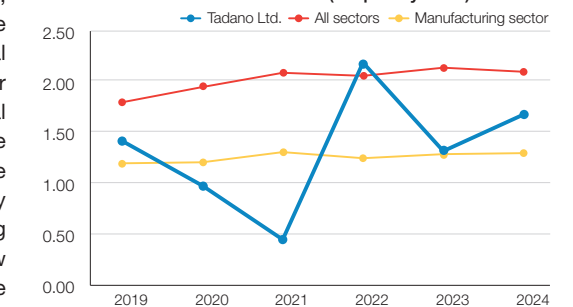
Global Human Resource Development System

	Required skills	Talent pool	Companywide		Self-development Common	New employees Common
			On-the-job trg.	Off-the-job trg.		
stage 4	Management skills as a global leader	Global leader candidates	International assignments as a site leader or executive		Language learning with various optional courses	
stage 3				Global leader training (Selected by Divisions)		
stage 2	Knowledge and skills for dealing with global business	Global talent	International assignments			
stage 1	Fundamentals of work that are universally required both in Japan and abroad		Overseas training (planned)			
			Global talent A training (Selected by Divisions)	Online English conversation (Intermediate/advanced)		
			Global talent B training (Through job posting)	Online English conversation + e-learning		Training on global mindset TOEIC participation

» Our Commitment to Safety in the Workplace

Tadano Group has significant obligations and responsibility for product safety, to protect both our customers and society. It is occupational safety at the company that supports product safety. We believe that realizing occupational safety at the company is essential to ensuring the safety of our products. Our plants in Japan were subjected to a safety diagnosis conducted by an external organization, wherein the evaluation and feedback were reported to the company in March 2022. Since then, we have been working to further improve our safety management system through regular communication among safety leaders from plants in Japan and overseas. In September 2022, while continuing with the health and safety activities we have practiced, as the first of new actions, we introduced monthly health and safety education courses in the form of animated video streaming for employees.

Number of work-related accidents (frequency rate*)



*Number of work-related accidents per 1 million actual work hours. Describes the frequency of work-related 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.)

*The scope of calculation has been expanded to all sites of Tadano Ltd. on a non-consolidated basis.

Interactive safety observation patrols by managers and supervisors

Training in interactive safety observation patrol for managers and supervisors started in May 2023, in which they acquired skills to identify employees' unsafe behaviors and conditions. The techniques enable them to communicate more effectively with workers. Rather than just pointing out problems in one-way communication, they can communicate safety concerns through dialogues that can sound more convincing to workers. This has raised workers' awareness of safety and led to activities for reducing risks. We also encourage those who have already mastered the techniques to guide other managers and supervisors to improve their techniques to further promote safety. By using safety as a starting point to stimulate communication, we also aim to bring about more open communication within organizations, which will have a positive impact on performance in aspects other than safety.



Safety & health report meetings and top management patrol

Representatives from each Tadano locations, including group companies in Japan, gather annually to review safety and health activities over the year and report on future activity plans. The agenda also includes top management patrol. In addition to reporting on the progress and results of company-wide activities, each location reports on its own safety and health activities. Best practices from different locations are shared and applied across the board to improve the overall levels of safety activities. Recent examples of best practices shared include "classifying human errors into 12 categories and investigating root causes," "newly establishing a skills management group and forming a safety team to enhance training programs," "conducting on-site driving assessments to reduce traffic accidents," and "attaching special marks to new employees' helmets to make them readily recognizable and involve all team members in their training."



» Tadano's Health Management Initiatives

Recognition as a Certified Health & Productivity Management Outstanding Organization (Large Enterprise Category)

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. Since 2018, Tadano has been recognized in the Large Enterprise Category of the Certified Health & Productivity Management Outstanding Organizations Recognition Program of Japan's Ministry of Economy, Trade, and Industry and the Nippon Kenko Kaigi (Japan Health Council). In 2025, we ranked 751st to 800th out of 3,869 companies (901st to 950th out of 3,520 companies in 2024). Our 11 group companies in Japan were also recognized in the Small and Medium-sized Enterprise Category of the 2024 Certified Health & Productivity Management Outstanding Organization Recognition Program in March 2025. We have set up and published ten health management KPIs which include overtime hours, the rate of paid leave taken, the rate of annual health checkups and close medical examinations taken, non-smoking rate, and the rate of stress check taken, as part of our efforts to secure work-life balance, prevent lifestyle related diseases, and address mental health.

Utilizing health apps

In March 2024, we introduced a points program using a health app that awards points to cafeteria plans as an incentive to promote healthy behaviors. The health app ranks employees by the average number of steps taken per week within the Tadano Group to encourage them to improve their health through competing with others. Health points were awarded to employees who answered three questions about "healthy behaviors" in the "daily log" section of the app. As a result, the percentage of employees who have registered with the health app (KENPOS) increased by 15% (registration rate as of March 2025: 56.6%). We will continue to conduct activities that encourage employees to be mindful of their health.

Holding health management events

Every three months, we pick up a topic on health management and hold events and other activities themed on that. For example, events held under the theme of "exercise and passive smoking" include "KENPOS team competition" (employees compete in teams based on rankings in average steps taken over two weeks) and "No Car Week" (employees are encouraged not to use cars as a means of transportation). In addition, in conjunction with World No Tobacco Day (May 31), we designated a "No Smoking Day" and put up posters calling for employees not to smoke on the premises for the day. The KENPOS team competition was joined by 65 teams and 430 participants, with 23 teams achieving an average of over 10,000 steps. Participants in No Car Week commented that getting a little physical activity in the morning before work helped them clear their heads and improved concentration (72% were satisfied). The campaign led to improved physical and mental health while reducing CO₂ emissions to protect the environment. Also, under the theme of "eating habits," we conducted a clean-up hike on Mount Yashima with the aim of promoting health and contributing to society. Employees and their families joined the hike, and at the summit, onigiri (rice balls) enriched with plenty of vegetables were served. We participated in the charity campaign Onigiri Action 2024*.

*The Onigiri Action is an initiative that uses the iconic Japanese food onigiri as its symbol. By posting a photo of onigiri on social media or the campaign website, partner companies will donate 100 yen (equivalent to five school meals) for each photo posted, which will be given to children in Africa and Asia through Approved Specified Nonprofit Corporation TABLE FOR TWO International.



Supply Chain Management



Our Basic Policy

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. Based on the principle of "Growing Together with Suppliers" provided in the Tadano Group Sustainability Charter, we established the Tadano Group Sustainable Procurement Guidelines. Tadano also promotes environmentally friendly product development through the non-use of substances of concern with the understanding and cooperation of our suppliers.

» Aiming for Mutual Development: the Tadano Kyoei Society

In April 1999, 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 52 corporate members in Japan (as of February 2025). 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.



Briefing before a plant tour



Plant tours by members of the Tadano Kyoei Society

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

Since 2009, Tadano (Research and Development, Production, Procurement) has worked with its 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.

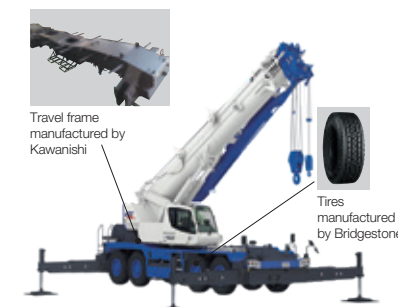
SCOOP activities

In 2011, we began our SCOOP (Super Cooperation) program, a key component of our SVE activities. 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.

Our Suppliers

Shingo Kume
President and Representative Board Member,
Bridgestone Tire Solution Japan Co., Ltd

"We supply tires, the only parts of the vehicle to be in contact with the road, and support the wheels of cranes that travel on public roads by offering tire maintenance services through our nationwide service network. We share Tadano's commitment to net zero carbon emissions, and we are greatly inspired by the vigorous exchange of ideas with Tadano's R&D and Procurement Division's employees at regular technical exchange meetings. In addition to solving immediate issues such as reducing winter tire weights, we hope to grow together with Tadano through working together to create new value, which may include, for example, enabling safer, longer, better and more efficient use of tires more ideal for electric rough terrain cranes."



Hiroki Kawanishi
Kawanishi Co., Ltd.
President and Representative Director

"Our company founder once worked as an engineer at Tadano Iron Works Co., Ltd., and later, founded our company in 1964 and began manufacturing welded metal parts. We have since grown with great support from Tadano, and now manufacture over 200 items including chassis frames for rough terrain cranes. Now we even help Tadano in the designing and fabrication of its production line equipment. To contribute to the development of the Tadano Group by overcoming the turbulent waves of great change such as technological innovation, response to environmental issues, and globalization, we will focus on expanding our human resource base and production capabilities."

R&D and Manufacturing Strategy

Our Basic Policy

Based on the Corporate Philosophy of Sozo (Creation), Hoshi (Contribution) and Kyoryoku (Cooperation), the Tadano Group intends to be the global leader in customer satisfaction by providing customers with quality and services with the sincere desire to inspire a wow factor.

As the use of IoT and AI spreads rapidly due to innovation in digital technology, we will integrate digital technology into our products and adapt our business model. Specifically, we aim to respond to the needs of customers and construction sites by offering not only tangible products but also intangible solution services that focus on the lifting function.

» R&D Initiatives

Remote control system

We have started field trials of the CRANET mobile crane remote control system. Images captured by multiple cameras installed in and around the driver's seat of a mobile crane are transmitted in real time via an Internet communication network to a cockpit located at a remote location and displayed on dedicated monitors. The operating environment is comparable to that on the driver's seat of an actual mobile crane. Signals from the cockpit levers and switches are transmitted to those on the remote machine with which the crane can be operated.

When this is commercialized, it will save travel time to work sites and waiting time at work sites, as well as enable skilled operators to work at multiple sites one after another.



Showcasing at CES2025

We showcased our products at CES 2025, one of the world's largest technology trade fairs held in Las Vegas, US, in January 2025 for the first time. Under the concept of "Safety. Every Day. Every Lift.," we promoted our technologies and solutions that pursue the safety of people working at construction sites to audience from a wide range of industries.

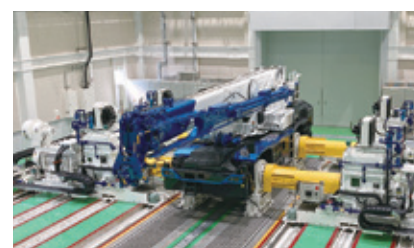


Power Train Testing Facility

Technological innovation for decarbonization has accelerated further in recent years, and it has become an urgent task for us to develop safe, high-quality, and high-efficiency products that incorporate daily evolving new technologies.

Many of our products are large, and there are limited places and facilities for driving tests. Future development of new power trains requires an environment that allows us to perform tests and evaluations with high accuracy without having to drive on roads. Against this background, the Power Train Testing Facility started full-scale operations in October 2022 to engage in advanced development for the future, such as electrification, automatic braking, and automated driving, in addition to the development of conventional models. The facility has the flexibility to support vehicles with various vehicle widths, axle loads, wheelbases, and drive systems, and enables a variety of tests and verifications.

The Power Train Testing Facility is used to verify tests that involve risk in actual driving and tests in which quantitative evaluations are difficult because they are affected by weather conditions. Through the use of this facility, we are increasing development efficiency, establishing safety and quality, and speeding up the development of new technologies.



» Safety Initiatives

Holding safety training sessions

Safety classes are held for various types of products inside and outside Japan in response to requests of customers, for their proper and safe use, and in the past have been attended by thousands of people. The curriculum can be matched to the participants, from people using the equipment for the first time to machine administrators. Our Brazilian group company, Tadano Brasil Equipamentos de Elevação Ltda., held its fourth safe operation training session in November 2024 in cooperation with the Brazilian crane association SINDIPESA. Again this time, the video of the workshop was offered through web streaming on YouTube, which was viewed by many customers. In planning the session, the company called on our competitors to jointly host the event. With 1,143 views within the day, the workshop was very successful and many interested people attended it. We plan to continue such activities to emphasize and share the importance of safety.



» 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-functional skill development, which leads to efficient manufacturing.

In 1996, Tadano acquired 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

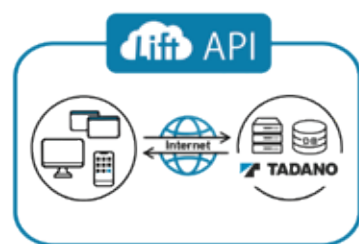
management board to visualize and improve the status of quality on a daily basis (the PDCA cycle).

Furthermore, the Quality and Safety Planning Department is in charge of organizing annual Top Patrol on quality by the management team, including the President, at each plant in Japan. The issues identified by the patrols are shared with all plants to facilitate company-wide improvements and information sharing. The company's plants are also working on Digital Transformation in manufacturing with the aim of improving productivity and creating new value. Going forward, we will introduce a system to support production in stages, while further improving safety, quality, and efficiency and reducing our environmental impact.

» Digital Services

New Value with Lifting Solutions

“We want to provide safe, high quality and efficient lifting work.” This is Tadano’s consistent passion that has never changed over the years. That is why we were early to implement digital services including telematics. Under the banner of Digital Transformation, we will support our customers with total digital solutions, amid a major turning point faced by the construction and building industry. The provision of Lifting Solutions beyond Lifting Equipment will be one of Tadano’s future missions.



Lift API

*The general term for API (Application Programming Interface) advocated by the company.

Digitalization and open interface

The Lift API is an API for providing the calculation function of Tadano cranes and telematics data via the Internet. Through the linkage with crane construction plan apps and currently used fleet management systems, customers and Tadano can be connected by way of crane data. Through the linkage with lift planning apps for example, the Lift API allows for precise lift planning and ascertains rated lifting capacity based on calculation results from a virtual onboard computer. When used in conjunction with fleet management systems, Tadano products can be managed on a platform of the customer’s choice along with all other equipment. There are many more ways of using the Lift API. Tadano will create even more value together with our stakeholders.



HELLO-NET

Keeps customers and Tadano connected to machines in the field

HELLO-NET is a telematics service that visualizes the operating status of Tadano products. This enables a proactive approach to service through which we can identify early signs of trouble and advise maintenance in advance. This system has been installed on our mobile cranes and aerial work platforms as standard equipment. The cumulative number of units installed has reached approximately 25,000 in Japan and approximately 10,000 overseas.



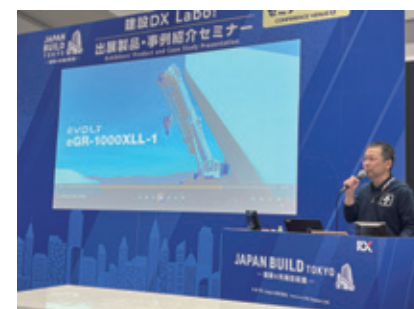
Digital Data

Digital materials such as BIM/CAD data

We provide various digital data usable for construction plans, site plans, and other purposes. In addition to 2D and 3D CAD data, we can also provide 3D data compatible with BIM (Building Information Modeling) systems, which have been increasingly adopted by the construction and architecture sector in recent years. This is highly welcomed by customers around the world. Accessing these materials through Lift API creates new possibilities in a variety of fields.

Exhibiting at JAPAN BUILD Tokyo - International Building & Home Week

In December 2024, we participated in JAPAN BUILD Tokyo 2024 - International Building & Home Week held at Tokyo Big Sight to exhibit the digital services we focus on. In the construction industry, amid serious labor shortages and need of workstyle reforms, the use of digital technology for higher safety and productivity is urgently wanted. To help solve these issues, we exhibited our digital solutions including telematics services in the Digital Construction Expo area. In addition to the exhibits of Lift API, HELLO-NET, and digital data, we also demonstrated how to draw charts needed in construction planning using the 2D CAD data we offer for construction machines in response to high demands from users, which interested many visitors. In the technical conference, we gave a presentation titled “Tadano’s Approach to BIM,” which focused on how we help efficiency improvement in construction work through offering BIM data. With more visitors than expected coming to our stand during the week, the display of the real BIM models and a related aerial work platform model AT-280XTG attracted a great deal of attention.



Communication with Investors



Our IR Policy

In the Tadano Group Sustainability Charter, the company positions our shareholders and investors as key stakeholders with a pledge. We pledge to all our stakeholders that we not only comply with relevant laws and regulations, but also disclose corporate information including updates on management and business activities in a timely and appropriate manner.

We hold our biannual 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 and others for company visits and plant tours.

» IR Calendar

Event	FY 2025	Event	FY 2025
Announcement of full-year financial results for the year ended December 2024	February 14, 2025	Announcement of financial results for the second quarter of the year ending December 2025	August 8, 2025
Briefing for securities analysts	March 4, 2025	Second quarter financial results briefing for securities analysts	August 28, 2025
The 77th Ordinary General Shareholders' Meeting	March 27, 2025	Announcement of financial results for the third quarter of the year ending December 2025	November 7, 2025
Announcement of financial results for the first quarter of the year ending December 2025	May 9, 2025		

» Opportunities for Dialogue with Institutional Investors and Analysts

Activity	FY 2024	Activity	FY 2024
Briefing by the President	Twice	Individual interviews	137 times
Small meetings	7 times	Facility tours	6 times

» 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 October 1, 2024)

Company name	Name of analyst
CLSA Securities Japan Co., Ltd.	Edward Bourlet
JP Morgan Securities Japan Co., Ltd.	Tomohiko Sano
Daiwa Securities Co. Ltd.	Yusuke Miura
Tokai Tokyo Intelligence Laboratory Co., Ltd.	Mitsuyuki Ohdaira
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 are involved in the processes in any way. Investors are requested to make their final investment decision based on their own judgment.

Preservation of the Environment

Our Basic Policy

The Tadano Group is working towards improving the global environment from various perspectives, such as initiatives to address climate change, CO₂ emissions reduction, industrial waste reduction, conservation of forests and seas, and biodiversity protection. Under the Tadano Group Environmental Policy, “We serve society by promoting cooperation between people, machinery, and the environment,” we are committed to each employee caring for the environment, to the development of green products, and to the provision of green services and environmentally friendly business activities.

» Long-Term Environmental Targets

We set long-term environmental targets for 2030 compared to the 2019 baseline of a 25% reduction in CO₂ emissions from business activities, a 35% reduction in CO₂ emissions from product use, and a 50% reduction in the volume of industrial waste from business activities.

Tadano Group's Long-Term Environmental Targets 2030	
<Reduce CO ₂ Emissions> Compared to 2019 Baseline	
(1) CO ₂ emissions from business activities	25% reduction
(2) CO ₂ emissions from product use	35% reduction
<Reduce Industrial Waste> Compared to 2019 Baseline	
Industrial waste from business activities	50% reduction

» Efforts to Reduce CO₂ Emissions from Business Activities

The problem of climate change is a critical issue which cannot be resolved unless the entire world works together. The Tadano Group is also carrying out programs aimed at contributing to preserving the global environment and creating a sustainable society. In the Shido Plant, we installed solar panels with a maximum output of 260kW in 2008, and added another 1,593kW which began operation in 2025. From the perspectives of both production and energy, we are working on reorganization and efficiency improvement. In addition, at the Kozai Plant, constructed under the concept of “Next Generation Smart Plant: With the Collaboration of People and Machinery, Connecting to the Next Generation of Smart Manufacturing,” we adopted an energy management system, which can monitor energy consumption in real-time. We also installed solar panels with a maximum output of 1,182kW in 2021. At both plants, we are transporting products using barge vessels that feature high energy efficiency and low CO₂ emissions, and are also actively implementing a modal shift. In January 2023, we also installed solar panels with a maximum output of 606kW at the Tadotsu Plant. In 2023, we launched a new program to purchase surplus solar power generated at the group company employees' houses in Kagawa Prefecture through an electric power company and utilize it at the Shido Plant. As of spring 2025, 46 households are in the program.

Outside Japan, Tadano Demag GmbH, one of our German group companies, installed 675 square meters of solar panels on the roofs of its Dinglerstraße Office buildings in August 2023. The solar power generating system generates about 70,000 kWh of electricity annually, capable of generating enough power to supply electricity for the company's two office buildings. We are also working on a new initiative to reduce CO₂ emissions from transportation by reviewing the delivery method of product catalogs and building a direct delivery system from the Takamatsu Head Office and Tokyo Office. We are working to reduce environmental impacts at our other business sites inside and outside Japan as well, including by installing solar panels, conserving air conditioning and lighting power, and changing company-owned vehicles to electric and hybrid models. As a member of society, we will continue to enhance our programs aimed at improving the global environment and achieving a decarbonized society.



Solar panels installed at the Kozai Plant



Transportation of products by barge vessels

Changes in CO₂ emissions (Scope 1 and 2)

Item	FY 2019 (year ended March 2020)	FY 2024 (year ended December 2024)
Japan (t)*1	21,228	19,008
Outside Japan (t)*2	11,225	10,665
Total CO ₂ emissions (t)	32,453	29,673
(Reference value) Intensity per sales amount*3	14.23	10.17

*1 Applicable to all business locations in Japan (including group companies and plants, etc.)
 *2 Applicable to production locations outside Japan. The scope of calculation will be expanded to other group companies outside Japan in the future.
 *3 Intensity with the Tadano Group sales amount as the denominator is indicated (CO₂: ton/sales: 100 million yen).
 *4 Figures for the base year FY 2019 and the subsequent years are recalculated every year to reflect changes in the scope of consolidation due to business combinations etc.

» Efforts to Reduce CO₂ Emissions from Product Use

Emissions generated during product operations account for a large portion of the CO₂ emissions in the life cycle of construction machinery. Against such background, reducing CO₂ emissions from our products has become a major issue for protecting the future of our planet. Among our existing products, the CREVO G5 Series of rough terrain crane includes a new-generation engine designed to protect the environment, “automatic acceleration” that reduces wasteful engine speed, and “automatic pump stop” that stops the power-take-off pump when the crane is not being operated. In addition, the electro-hydraulic system “e-PACK,” which allows the crane to be operated without starting the engine has been released in Japan as well as Europe. In this way, our products have supported efficient and environmentally friendly operations through the reduction of CO₂ emissions, the reduction of fuel consumption, and low-noise operations. In December 2023, we launched the world's first electric rough terrain crane (EVOLT eGR-250N) in Japan, and in November 2024, we launched the second electric model EVOLT eGR-1000XLL-1 for the US and Canadian markets. These are innovative

products that can travel and perform crane operations using electrical power with no CO₂ emissions from the products. In December, we also announced the development of the wired electric CC 88.1600-1 (extra-large crawler crane). In addition, among other products of the Tadano Group, extra-large mobile cranes and aerial work platforms for high elevations are expected to play a big role in the construction of renewable energy power plants such as wind power stations, which are anticipated to increase due to Green Transformation in the future. We are also working to develop new products specifically designed for the maintenance of wind power generation facilities. We will continue to accelerate the development of products that contribute to decarbonization and the preservation of the environment.



EVOLT eGR-1000XLL-1 launched in 2024

» Efforts to Reduce Industrial Waste Emissions from Business Activities

To realize a recycling-oriented society, the Japanese government is promoting the reduction, reuse, and recycling of waste. Since acquiring ISO 14001 environmental management system certification in 2008, the Tadano Group has also been working to reduce industrial waste emissions from its business activities. Approximately 90% of industrial waste in the Tadano Group is generated at production sites. We are working to reduce industrial waste by means including complete sorting of waste, recycling waste to create valuable materials, reducing the use of plastic in part packaging, and making effective use of surplus parts.



Acquisition of ISO 14001 Certification



Waste storage area where all waste is thoroughly sorted

In an effort to convert waste into valuable resources, we recycle waste oil into recycled heavy oil. In 2024, we established a system to recycle wooden wire drums and plastic bottles emitted from our sites into valuable resources. These efforts have steadily reduced our waste emissions.

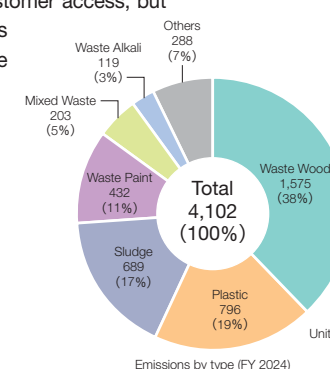
We have also revised our rules for sorting waste, and started trading in vinyl plastics as valuable materials to reduce plastic waste to respond to the problem of plastic waste which has become a global

issue in recent years.

As part of our efforts to recycle industrial waste generated from our business activities, we also encourage the reuse and recycling of returnable containers used for delivering parts. Additionally, we developed TadanoPro, an app for the web and iOS to reduce the need for printed materials such as product brochures, datasheets, and photos. By providing all information digitally, we are minimizing paper use to conserve forests and reduce waste. This environmentally friendly tool not only increases efficiency for customer access, but also demonstrates Tadano's commitment to sustainable practices in the digital age.



Product information available on the TadanoPro app



Changes in industrial waste emissions

Item	FY 2019 (year ended March 2020)	FY 2024 (year ended December 2024)
Japan (t)*1	2,559	2,642
Outside Japan (t)*2	2,021	1,460
Total industrial waste emissions (t)	4,580	4,102
(Reference value) Intensity per sales amount*3	2.01	1.41

*1 Applicable to all business locations in Japan (including group companies and plants, etc.)
 *2 Applicable to production locations outside Japan (TDG and TFG). The scope of calculation will be expanded to other group companies outside Japan in the future.
 *3 Intensity with the Tadano Group sales amount as the denominator is indicated (industrial waste: ton/sales: 100 million yen).
 *4 Figures for the base year FY 2019 and the subsequent years are recalculated every year to reflect changes in the scope of consolidation due to business combinations etc.

» Contribution to Wind Power

There are new offshore wind power projects underway in Japan to realize a decarbonized society.

It is expected that wind turbine components transported by cargo ships and trailer trucks are first transported to port facilities, pre-assembled, and then loaded onto transport ships. CC 88.3200-1 TWIN, the world's largest lattice boom crawler crane (3,200-ton lifting capacity), was added to the Tadano Group's product lineup as a result of the 2019 acquisition of the Demag Mobile Cranes business. This machine plays an important role in the pre-assembly of increasingly large wind turbines and supports safe and high-quality construction work.

With the know-how we have acquired in Germany, which is a leading country in wind power generation, we strive for making further contribution to this field by demonstrating the unique

advantages of the Tadano Group in having development and production locations in both Japan and Germany. Furthermore, we provide various solutions, including a davit crane that performs loading operations for repair and maintenance of wind turbines, and AT-530CG, an aerial work platform with a maximum platform height of 52.8 meters, which is the highest among Japanese models.

The Tadano Group supports the construction and maintenance sites for wind power generation, whether onshore or offshore, and plays a role in the creation of clean energy that helps realize a decarbonized society.



Assembling wind power generation equipment

» Conservation of Biodiversity and Forest

To preserve the blessings of nature for future generations, we engage in activities that help conserve biodiversity and forests. Under the "Forest Matching Promotion Project" organized by Kagawa Prefecture, we have been carrying out forestation activities since 2020 by designating a part of the forest owned by Sanuki City as "Tadano Forest of Learning." Volunteers from the Tadano Group take part in these activities to maintain a "place for learning about the environment" by regularly weeding and planting trees, and to learn about flora and insects by observing the natural habitat in which various species are living. The forestation activities also create opportunities to socialize among employees from various departments and their families. In October 2024, we held the 5th forestation event at "Tadano Forest of Learning" in which participants worked on tree planting

and other forest maintenance activities. After planting trees, participants joined a lecture by an expert from a local organization on how leaves grow on planted saplings and the structures of seeds. We promote forestation activities to help our employees understand the importance of environmental conservation through forest maintenance and tree planting, and to create opportunities of interaction.



Tadano Forest of Learning



Learning about the environment

» Conservation of Water Resources and Seas

In our efforts to protect the richness of the sea, we believe it is important to work for the conservation of water resources.

Specifically, the coating of our products uses organic solvents, which poses a risk of environmental pollution. At our plants in Japan, we use wet type coating booths with control procedures established not to discharge wastewater from the booths into public waterways. This reflects our commitment to comply with relevant laws and regulations, such as the "Air Pollution Control Act," the "Soil Contamination Countermeasures Act," and the "Water Pollution Prevention Act." We also comply with related regulations, including the "Industrial Safety and Health Act," for the safety and health management of workers. To address the risk of rainwater discharge, we carry out drainage management by installing oil water separators and conducting regular inspections.

We also engage in beach cleaning activities as part of our efforts for marine conservation. Most of our plants in Kagawa Prefecture are located overlooking the Seto Inland Sea. Products are also transported by sea, and the Tadano Group has developed a

close relationship with the sea in the course of its business activities. In recent years, marine debris has continued to increase, causing a variety of adverse effects on the environment. We have been organizing beach cleaning initiatives since 2021, hoping that participating in the cleanup will help us know more about and get more interested in the marine debris issue. During the first to third clean-ups, we picked up trash on the coast and surveyed marine debris. For the survey, we used the ICC (International Coastal Cleanup) data sheet to record data on the types and volumes of trash collected. Through these activities, we will encourage our employees to learn about and participate in the protection of the richness of the sea.



Paint shop at the Shido Plant



Beach cleaning activity in 2025

» Initiatives to Address Climate Change

Under our Corporate Philosophy of "Creation, Contribution, and Cooperation," the Tadano Group strives to contribute to the preservation of the environment and the realization of a sustainable society through maximizing value to our stakeholders and engaging in sustainable business activities. We aim to pursue further excellence for the world and the future.

The Tadano Group has redefined its approaches to sustainability issues in general and from the perspectives of "Governance," "Strategy," "Risk Management," and "Metrics and Targets," and has been strengthening its efforts. By carrying out Tadano Green Solutions, we will contribute to the improvement of the global environment and the achievement of a decarbonized society.

What are Tadano Green Solutions?

As part of the greater society, the Tadano Group gathers all of its sustainable solutions under the name Tadano Green Solutions which are integral to our efforts to protect the global environment and achieve the goal of making a net zero carbon world a reality.



Governance

We have established the Sustainability Committee, chaired by the President and comprising all Chiefs of Headquarters as members, to define the key issues of sustainability in management, and to manage policies, goals and progress. The Committee members sequentially report and discuss sustainability issues and other important matters concerning their divisions at regular Monthly Management Briefings, Management Meetings, Board of Directors Meetings, and other meetings.

We also have the Sustainability Promotion Group within the General Affairs Department as a dedicated team to support the work of each division for sustainability. In addition, specialized committees are organized under the Sustainability Committee to work on company-wide themes, which include the Risk Committee, the Compliance Committee, the Environmental Committee and the Human Resources Committee. In 2021, we established the CO₂/Energy Reduction Subcommittee and the Waste/Chemical Substances Reduction Subcommittee as organizations within the Environmental Committee. These subcommittees are studying specific actions to take, sharing information among different divisions, and working for continued improvements aimed at achieving our long-term targets.

Themes	Committees or Departments in charge	Related policies, regulations, guidelines etc.
General	Sustainability Committee	Tadano Group Sustainability Charter
Risks	Risk Committee	Business Risk Management Regulations
Human rights / Compliance	Compliance Committee	Tadano Group Human Rights Policy, Tadano Group Compliance Regulations
Environmental preservation	Environmental Committee	Tadano Group Environmental Policy
Human Asset Management / Work environment	Human Resources Committee	Tadano Group Human Resource Development Basic Policy, Tadano Group Internal Environment Improvement Policy
Corporate governance	Corporate Division	Basic policy for the development of an internal control system, Corporate Governance Guidelines
Suppliers (business partners)	Procurement Division	Tadano Group Sustainable Procurement Guidelines

Strategy

As a basic policy for the promotion of sustainability, we have established the Tadano Group Sustainability Charter comprising seven principles: "Respect for Human Rights," "Fair and Honest Business Activities," "Respect for Employees and Ensuring Job Satisfaction," "Growing Together with Suppliers," "Preservation of the Environment," "Contribution to Society" and "Effective Communication."

We have been developing related policies, regulations, and guidelines to incorporate these principles into the annual policies and business plans of divisions and group companies as well as specific measures. We also established the Tadano Group Sustainable Procurement Guidelines in January 2024 to promote sustainability among suppliers (business partners).

With respect to climate change, the CO₂/Energy Reduction Subcommittee has studied the transition risks and opportunities resulting from the so-called 2°C scenario, as well as the physical risks and opportunities resulting from the 4°C scenario, and has produced the analysis shown below regarding risks and opportunities in the Tadano Group.

Changes and effects produced by electrification and other product changes to address climate change (transition risks and opportunities)	- Falling behind or taking the lead within the lifting equipment industry in terms of the development, production, and sales of electrified products - Tangible and intangible measures are necessary for both electrified product manufacturing and supply chains
Changes in social and economic structures and its effects resulting from climate change (transition risks and opportunities)	- There will be large changes in social and economic structures in the markets and customers which use our products (shrinkage of the fossil fuel market, reinforcement of CO₂ emission regulations in all countries, and Green Transformation investment in wind power generation and other areas) - Falling behind (reputation risk) or taking the lead within the lifting equipment industry in terms of action to address climate change
Effects on workplaces resulting from rising temperatures and increasing natural disasters (physical risks and opportunities)	Worsening work environments at construction and manufacturing sites, increased risk of disasters affecting our plants and supply chains. (There is also the potential for increased product demand resulting from the use of AI and robots for automation and work support, and from increased frequency of disasters)

Risk Management

The business operations of the Tadano Group involve various risks, including business strategic risks, legal risks, product safety risks, information security risks, environmental risks, and natural disaster risks. For risk management, the Risk Committee periodically identifies and evaluates risks based on the Tadano Group Business Risk Management Regulations. The Committee designates departments responsible for addressing each risk and taking responsive measures to strengthen the Tadano Group's risk management. The results of evaluations by the Risk Committee are reported to the Board of Directors Meeting twice a year.

Metrics and Targets

The Tadano Group endeavors to preserve and contribute to the global environment with its long-term environmental targets for 2030 of a 25% reduction in CO₂ emissions from business activities, a 35% reduction in CO₂ emissions from product use, and a 50% reduction in the volume of industrial waste from business activities (compared to the 2019 baseline).

Changes in CO₂ emissions from the Tadano Group's business activities (Scopes 1 and 2) are shown as below.

Item	FY 2019 (year ended March 2020)	FY 2024 (year ended December 2024)
Japan (t)*1	21,228	19,008
Outside Japan (t)*2	11,225	10,665
Total CO ₂ emissions (t)	32,453	29,673
(Reference value) Intensity per sales amount*3	14.23	10.17

*1 Applicable to all business locations in Japan (including group companies and plants, etc.)

*2 Applicable to production locations outside Japan. The scope of calculation will be expanded to other group companies outside Japan in the future.

*3 Intensity with the Tadano Group sales amount as the denominator is indicated (CO₂: ton/sales: 100 million yen).

*4 Figures for the base year FY 2019 and the subsequent years are recalculated every year to reflect changes in the scope of consolidation due to business combinations etc.

CO₂ emissions from the Tadano Group (Scope 3) are shown as below.

Scope 3 (all categories)			(Unit: t)
Category		FY 2024 (year ended December 2024)	
1	Purchased goods and services	494,529	
2	Capital goods	—	
3	Fuel- and energy- related activities (not included in scope 1 or scope 2)	—	
4	Upstream transportation and distribution	17,736	
5	Waste generated in operations	1,808	
6	Business travel	3,539	
7	Employee commuting	1,155	
8	Upstream leased assets	—	
9	Downstream transportation and distribution	8,873	
10	Processing of sold products	78	
11	Use of sold products	1,257,153	
12	End-of-life treatment of sold products	740	
13	Downstream leased assets	—	
14	Franchises	—	
15	Investments	—	
Total emissions		1,785,615	

Finally, regarding reduction of CO₂ emissions in Category 11 - use of sold products, which is one of the Tadano Group's long-term environmental targets, the figures for FY 2019 (base year) and FY 2024 are as follows.

Scope 3 (category 11)			(Unit: t)
Segment	FY 2019 (year ended March 2020)	FY 2024 (year ended December 2024)	
Mobile cranes	1,213,080	975,990	
Truck loader cranes	246,206	196,927	
Aerial work platforms	110,971	84,235	
Total (t)	1,570,259	1,257,153	

(Appendix 1) Calculation methods and conditions for each category

Category		Calculation methods and conditions
1	Purchased goods and services	● Direct procurement (including purchases from overseas) Purchase amount*1 × Emissions intensity based on Producer price ● Indirect procurement Purchase amount*1 × Emissions intensity based on Purchaser price (*1 Excluding transportation cost)
4	Upstream transportation and distribution	Transportation cost × Emissions intensity based on Producer price
5	Waste generated in operations	● Recycling Weight of waste (by waste treatment method and type) × Emissions intensity of recycling including waste transportation stage ● Incineration/Landfill Weight of waste (by waste treatment method and type) × (Emissions intensity of waste transportation + Emissions intensity by waste treatment method and type)
6	Business travel	Travel: Transportation cost (for the transportation type) × Emissions intensity by the transportation type Accommodation: Number of nights × Emissions intensity per night or business travel (* including overseas business travels from Japan)
7	Employee commuting	Public transportation: Commuting expenses × Emissions intensity by the transportation type Automobiles: Fuel consumption × Emissions intensity of the fuel
9	Downstream transportation and distribution	Domestic shipment: Calculated using the method for calculating energy-related CO ₂ emissions from freight transportation by shippers as prescribed in the Energy Conservation Act. Overseas shipment*2: CO ₂ emissions from transportation per unit of product by shipping route*3 × number of units shipped to each destination (*2: Refers to shipment from within Japan to an overseas destination.) (*3: CO ₂ emissions data for shipping provided by Nippon Yusen Kaisha)
10	Processing of sold products	CO ₂ emissions per unit of product mounted × Number of units of product mounted (* Applicable to truck loader cranes)
11	Use of sold products	Number of units of each product model sold × Fuel consumption × Product life × Emissions intensity of the fuel
12	End-of-life treatment of sold products	Weight of waste (by waste treatment method and type) × (Emissions intensity of waste transportation + Emissions intensity by waste treatment method and type)

*1 Emissions from all business locations in Japan (including group companies and plants, etc.) are included in the calculations (excluding category 5.)
*2 Category 5 emissions include only major production sites in Japan (Takamatsu, Shido, Kozai, Tadotsu, and Chiba Plants).
*3 For overseas sites, we are considering and planning to calculate and disclose data from 2025 onwards.
*4 Figures for the base year FY 2019 and the subsequent years are recalculated every year to reflect changes in the scope of consolidation due to business combinations etc.
*5 The emissions intensity used in the calculations are based on "Emission intensity database for calculating greenhouse gas emissions by organizations throughout the supply chain (Ver. 3.4)" and "Life Cycle Inventory database IDEA Ver. 2.3 (for calculating supply chain greenhouse gas emissions)."

Future actions

We will continue to discuss actions against climate change and work on them under the leadership of the Environment Committee across the entire group. We will continue to study for the following and disclose more information upon becoming available.

- Expansion of the scope of calculation of "scope 3 CO₂ emissions" overseas
- Propelling climate change action in the supply chain
- Quantitative disclosure of a scenario analysis and setting and disclosure of materiality

Contribution to Local Communities and Society

Our Basic Policy

Under our Corporate Philosophy of “Creation, Contribution, and Cooperation,” the Tadano Group strives to contribute to the preservation of the environment and the realization of a sustainable society through maximizing value to our stakeholders and engaging in sustainable business activities. We aim to pursue further excellence for the world and the future. To contribute to society, we will actively engage in business activities that contribute to the development of society, striving to be a responsible corporate citizen.

» 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 and academic support.

In terms of cultural restoration, in response to a message from the Governor of Easter Island (Chile) seeking technical assistance to return the Moai statues to the standing position, Tadano took on the Moai Statue Restoration Project in 1991 and donated a rough terrain crane to Easter Island. In 1995, with the cooperation of the Chilean government and archaeologists, 15 legendary Moai statues were re-erected on the platform Ahu Tongariki which is part of a UNESCO World Heritage Site. The friendly relationship between Easter Island and Tadano has continued ever since. Tadano donated a second rough terrain crane in 2005 upon receiving news that the first crane had been broken. Fourteen years later, commemorating its centenary in 2019, Tadano donated a third rough terrain crane to Easter Island to continue to cherish its ties with the island and contribute to its further development. The cranes donated by Tadano are used as essential machines that support the lives of the islanders, used for transporting daily necessities and developing infrastructure.

Tadano also provided technical cooperation in the disassembly of the Takamatsuzuka Tomb's stone chamber in Nara by developing a disassembly jig in 2007. This cooperation was highly evaluated, and in February 2018, Tadano won the Special Prize of the Minister of Economy, Trade and Industry in the Monozukuri Nippon Grand Award.

In 2008, we donated three products, specifically a rough terrain crane, an aerial work platform and a truck loader crane, to help in restoration work on West Prasat Top, part of the Angkor Thom ruins that were in a critical condition after destruction to masonry owing to long years of neglect, in part due to the civil war in Cambodia.

As part of our academic support, in order to support the maintenance and development of Kyoto University's Kwasan Observatory, world-famous for its observation of the Solar System and the Sun, we established the General Incorporated Kwasan Cultural Foundation for the Promotion of Cosmology. We are also supporting its activities with annual donations of ten million yen over ten years, beginning in 2019.



Moai Statue Restoration Project



Disassembly of the Takamatsuzuka Tomb's stone chamber



Kwasan Observatory

» Contribution to Local Communities

Donating and installing smart trash cans SmaGO

In March 2024, with the cooperation of the Yashima Sanjo Tourism Association and Takamatsu City, we donated and installed a total of four SmaGO smart trash cans manufactured by Forcetec, Inc. at two locations in Takamatsu City, Kagawa Prefecture, namely a promenade and a parking lot on Mount Yashima, the symbol of the city.

SmaGO is a next-generation trash can developed in the United States with a compaction (pressing) mechanism powered by solar energy. When a sensor detects trash accumulated to a certain level, SmaGO automatically compresses the trash, so that it can hold six times the regular amount. The trash can also monitors its own status and send web-based notifications to smartphones or computers to prompt timely trash collection.

These were the first SmaGO trash cans installed in the Shikoku region. We are also responsible for their management and collect waste from them once a week for recycling. Starting with this case of donation in Yashima, we hope to install trash cans also in other tourist spots and downtown areas in Kagawa Prefecture to help making the city cleaner and more livable (a smart city).



Tadano Heartful Pocket (donor organization)

This support organization, which encourages employees' participation, was launched in 2007 as an initiative for raising donations for organizations and individuals dedicated to a variety of social causes.

As of December 2024, we have made donations to a total of 80 organizations nominated by the Tadano Group employees.

In December 2024, we made a donation to Second Hand, a public interest incorporated association that supports school construction and children living in poverty in Cambodia, as well as helps local women through fair trade. This donation will be used to cover part of the construction costs for a new school building at a Tumpor primary school in Cambodia.



Contributing to the local community

In August 2024, with the cooperation of Kagawa Gennai Network and Kagawa University, we held a summer vacation plant tour for parents and children at the Shido Plant. For the first real event in a long time since the COVID-19 pandemic, we had far more applications than expected, and 37 parent-child pairs participated in the tour. Many participants left positive feedback about the event which included activities such as assembling a crane model using a craft kit, a plant tour, and a test ride on a real machine. In November 2024, we joined the 32nd Kagawa Prefecture Science Experience Festival held at Kagawa University's Saiwai-cho Campus as an exhibitor. Tadano has participated in the event, which aims to stimulate children's interest in science, for 20 years. We have also renewed our top sponsor agreement with Kamatamare Sanuki, a professional football club based in Kagawa Prefecture. In addition, as part of our efforts to support local and regional organizations and events, we also donate to the Setouchi Triennale, an international art festival held on the islands of the Seto Inland Sea, and the Takamatsu International Piano Competition, which features world-class music from Takamatsu.



Summer vacation plant tour for parents and children



Kagawa Prefecture Science Experience Festival



"Dancing in the Seto" by Takeshi Kawashima & Dream Friends.Photo: Keizo Kioku