



President and CEO

**Toshiaki Ujiie**

**I continue to ask myself  
how we can lead in a rapidly  
changing world.**

#### **First of all, it has been a year since you assumed the position of President. How would you describe this past year?**

Under the major theme of “Change,” we have been working on new challenges for the future. In the midst of strong demand, we have made concerted efforts as a group to deal with production constraints due to an unstable procurement environment and sharp rises in raw material prices. Although there are many difficulties, I feel that we are making our way toward the future, one step at a time.

At the same time, I always ask myself whether we can keep up with the pace of changes in the world, and what we should do in order to lead the changes.

#### **The military invasion of Ukraine by Russia is casting a big shadow over the world. What impact will it have on the Tadano Group?**

First and foremost, we sincerely hope that the world will return to be peaceful and safe as soon as possible.

The Tadano Group has suspended shipments of products and parts to Russia and Belarus since March 4, 2022. We will continue to withhold shipments until the conflict is resolved.

In terms of manufacturing in Europe, disruptions to the supply chain caused by the Ukrainian crisis are continuing, and we are endeavoring to minimize the impact while closely monitoring the situation.

#### **There is also concern about the impact of COVID-19 and procurement difficulties. What are your thoughts on this?**

Manufacturing in Japan is also facing a difficult procurement environment, including delays with parts due to the shortage of semiconductors that has continued since last year. Additionally, in May this year, it became difficult to procure certain parts from suppliers due to lockdowns in China in response to the spread of COVID-19, which forced us to temporarily suspend operations at our production sites in Japan. We are currently resuming operations and working on the recovery of production.

The Tadano Group is continuing to prevent the spread of infection, and also searching for a way to live with COVID-19 while maintaining the balance with its normal business activities.

#### **How is the restructuring of European operations progressing?**

In March last year, the Germany-based group companies Tadano Demag GmbH and Tadano Faun GmbH received final approval from local courts for their operational restructuring plan, and completed the protective shield proceeding. Since then, we have been working hard to swiftly restructure our European operations in line with the restructuring plan. We have been reviewing and strengthening our portfolio through joint development, and promoting the vertical integration of the production system. In

February 2022, we successfully launched the all terrain crane AC 2.040-1, which was jointly developed by both companies for the first time. We will continue to focus on implementing the restructuring plan while leveraging the strengths of both companies. Despite the harsh environment, with production constraints caused by factors such as flooding in Germany, shortage of semiconductors, and the conflict in Ukraine, global demand for mobile cranes is recovering to pre-COVID-19 levels (2018), partly due to a strong appetite for investment among customers. We have received many orders for all terrain cranes that we develop and manufacture in Europe, and we are making steady progress in our efforts to restructure the operation. In addition, the world’s largest crawler crane developed and produced by Tadano Demag GmbH will be able to play an important role at assembly sites for offshore wind power generation equipment, which will be installed in the future. I have high expectations for future development.

#### **What is the status of initiatives for “sustainability” and “human capital and diversity,” which are attracting a lot of attention from investors?**

We are working on promoting ESG and SDGs as priority points in our Mid-Term Management Plan (21-23). As the shift to green energy accelerates globally, the Tadano Group has declared its goal of achieving Net Zero Carbon Emissions by 2050. We have set long-term environmental targets and are working to reduce CO<sub>2</sub> emissions and industrial waste. In April this year, we announced plans to commercialize the world’s first zero-CO<sub>2</sub>-emission electric rough terrain crane. This is a revolutionary product capable of

operations and travel powered by electricity, and our aim is to launch it in 2023. We also place emphasis on the development of human resources. We believe that the success of a company is built on human resources development. We are also working on diversity and inclusion as priority points.

#### **You mentioned that the accounting period will be changed from fiscal year 2022. What are your aims and future outlook?**

The Tadano Group will standardize its accounting periods to end on December 31 from fiscal year 2022. The purpose of this is to realize an accurate understanding of the financial situation within the company and its stakeholders. While synchronizing group management, under the name of “One Tadano,” we will also pursue global optimal production in our production system for products, create maximum synergic benefits as a group, and strive to realize our long-term goal of becoming No. 1 worldwide in the lifting equipment industry.