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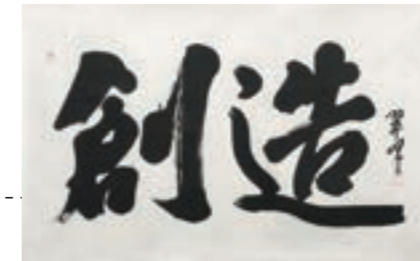
Integrated Report 2022



Lifting your dreams

Why does Tadano do business?

Our corporate philosophy of *Sozo* (Creation),
Hoshi (Contribution) and *Kyoryoku* (Cooperation) is our business.



“Let’s start a steel fabrication business where we can fully utilize our skills.”

“If we do meaningful work that benefits people, we will succeed.

First, we come together and gather our strengths.”

“That is the beginning. Then, we must do something new that other people are not doing yet.”

“There is no challenge in doing things the same way they have always been done.”



These are the words of Masuo Tadano, the founder of Tadano.

At the heart of these words is the idea that a company can exist only when it is in harmony with the people around it. He believed that it is because we function best when we have this harmony that we should aim to be of service to people (Contribution), to combine our efforts as a team (Cooperation), and provide new value to the world (Creation).

This is the origin of our Corporate Philosophy as it has come to be today: *Sozo* (Creation), *Hoshi* (Contribution), *Kyoryoku* (Cooperation). Implementation of this Corporate Philosophy is the ultimate business objective of the Tadano Group.

This steel fabrication business that started with just four workers and a small factory went on to develop the OC-2, Japan’s first hydraulic truck crane. The company then boldly took up new challenges, with everyone working together to produce a range of products. Our products are now making contributions to people living and working throughout the world every day.

We want to make something that will contribute to the world.
We want to be a company that can contribute to the advancement of society.

These are the ideals that have molded the history of Tadano. *Sozo* (Creation), *Hoshi* (Contribution), *Kyoryoku* (Cooperation) are in our DNA.

TADANO GROUP HISTORY

For over 100 years since its founding in 1919, Tadano has been producing an array of products, including mobile cranes, truck loader cranes, and aerial work platforms, spurred on by the desire to create products that will contribute to the world. The products are used not only in Japan but also all over the world.

1919 Masuo Tadano starts a welding company in Hokkaido

Masuo Tadano, the founder of Tadano left Takamatsu City, Kagawa, for Asahikawa City, Hokkaido, to start a welding business. That day, August 29, 1919, is the day we refer to as the date of our foundation. At that time, welding technology was gaining ground and developing rapidly outside of Japan, and its introduction in Japan was only beginning. Captivated by the sparks of welding, Masuo Tadano was convinced that the technology would make a positive contribution to society and ventured to start a business in Hokkaido. He later went back to his hometown in Kagawa and established Tadano Iron Works Co., Ltd. in 1948.



Masuo Tadano in his younger days (second from left)



Tadano Iron Works Co., Ltd. at the time of establishment

1955 Develops Japan's first hydraulic truck crane, the OC-2, with a 2-ton lifting capacity

Since its founding, Tadano Iron Works took on the challenge of developing a variety of products independently and was steadily refining its welding and hydraulic technologies. Taking a hint from information found in a construction machinery magazine, in 1955 the company developed and manufactured its original hydraulic truck crane OC-2, with a 2-ton lifting capacity. Orders for the OC-2, the first of its kind in Japan, poured in from all over the country. It was the company's first step forward as a crane manufacturer.



OC-2

1962 Develops the TM-2H truck loader crane

The history of our truck loader cranes, which are the most versatile and commonly used crane models with a wide range of applications, started from the development of the TM-2H in 1962. Today, they constitute our second largest business segment after mobile cranes. In 1983, we developed insulated aerial work platforms, the AT-136TE and the AT-140TE, the third largest business segment. They were well received by parties concerned, because in the development of special purpose vehicle products, including aerial work platforms, we applied technologies accumulated through the development of cranes and factored in user needs based on advance research on the actual conditions under which works are carried out.



TM-2H



AT-136TE

1970 Develops Japan's first hydraulic rough terrain crane, the TR-150, with a 15-ton lifting capacity

After developing Japan's first hydraulic truck crane, the OC-2, Tadano worked on the development and sales of hydraulic truck cranes and truck loader cranes. In 1970, we developed Japan's first hydraulic rough terrain crane, the TR-150, with a 15-ton lifting capacity. This type of crane was developed as a crane that can travel on the road in the Japanese market, while being a self-propelled crane capable of traveling on irregular terrains or soft ground and traveling and handling crane operations in a single driver's seat. Starting with the development of the TR-150, a number of rough terrain cranes were launched into domestic and international markets. In 1998, we developed the AR-5500M, Japan's largest-capacity all terrain crane at the time, with a 550-ton lifting capacity.



TR-150



AR-5500M

1990 Acquires Faun GmbH (currently Tadano Faun GmbH), a German crane and specialized vehicle manufacturer

History of Faun GmbH

- 1845 Justus Christian Braun starts a bronze casting business, the forerunner of Faun.
- 1890 Introduces the world's first steam-driven fire engine.
- 1960 Produces crane carriers for nearly all leading European crane manufacturers.
- 1970s
- 1985 Develops an all terrain crane with a 30-ton lifting capacity.



Acquisition of Faun GmbH



BEL 5 truck crane



ATF-140N-5.1

2005 Implements Corporate Social Responsibility (CSR) initiatives

In 2004, a fatal accident caused by a Tadano rough terrain crane occurred on a national road in Okayama. After determining that a defect in the safety device was one of the causes of the accident, Tadano issued a large-scale product recall for 15,278 units (8 types and 16 models) in December. This recall incident made us recognize that our cranes being allowed on public roads is a privilege, and revisit how we should be as a company and what kind of management style we should adopt. We started to promote full-fledged Corporate Social Responsibility (CSR) initiatives from 2005. The Tadano Group CSR Charter was established in 2006 to incorporate CSR perspectives in product development and business activities. In 2008, solar power generation panels were installed on the roof of Shido Plant, and barge docking facilities were constructed at Shido Port for environmentally friendly marine transportation.



Transportation of products by barge vessels

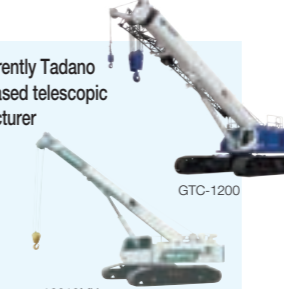


Solar panels installed at Shido Plant

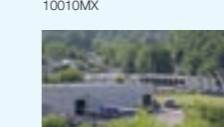
2008 Acquires SpanDeck Inc. (currently Tadano Mantis Corporation), a US-based telescopic boom crawler crane manufacturer

History of SpanDeck Inc.

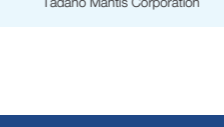
- 1964 Starts as a prestressed concrete equipment manufacturer.
- 1979 Develops telescopic boom crawler cranes with a lifting capacity of 10 and 13 US tons.
- 1990s Becomes better known as the company's products were used in large-scale construction projects, such as the Big Dig (a megaproject to construct an underground expressway in Boston).
- 2007 Develops the 200RS telescopic boom crawler crane, with a lifting capacity of 100 US tons.



GTC-1200



10010MX



Tadano Mantis Corporation

2019 Constructs the Kozai Plant

As products of our group are used all over the world, "monozukuri" has also become globalized. After the acquisition of Germany-based Faun GmbH in 1990, we expanded our production sites with the acquisitions of US-based SpanDeck Inc. in 2008 and the Germany-based Demag Mobile Cranes business in 2019, and are pursuing "global optimal production" based on our core values. In addition, the Kozai Plant, the fifth plant in Japan, was constructed in Kozai-Kitamachi, Takamatsu City, Kagawa in 2019. Constructed based on the concept of "Next Generation Smart Plant: Harmonizing the Balance of People and Machinery, Connecting to the Next Generation of Smart Manufacturing," the Kozai Plant began full operation in August.



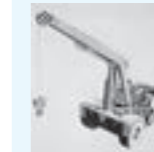
Kozai Plant

2019 Acquires the Demag Mobile Cranes business (currently Tadano Demag GmbH)

We acquired the Demag Mobile Cranes business, which has a solid reputation as one of the world's leading brands of large all terrain cranes and crawler cranes, to make it possible to cater to the needs of a wide range of customers.

History of the Demag Mobile Cranes business

- 1827 Christian Dingler starts a manufacturing workshop, the forerunner of Demag.
- 1950 Develops the V 2500 mobile crane, with a 2.5-ton lifting capacity.
- 1987 Develops one of the largest lattice boom crawler cranes at the time, with a 1,000-ton lifting capacity.
- 1998 Develops one of the largest all terrain cranes at the time, with a 650-ton lifting capacity.
- 2008 Introduces one of the world's largest lattice boom crawler cranes CC 8800TWIN, with a 3,200-ton lifting capacity.



V 2500



CC 12000



CC 28.600-1



Christian Dingler



Tadano Demag GmbH Wallerscheid Plant



AC 6.300-1

- 1827 Christian Dingler starts a manufacturing workshop, the forerunner of Demag.
- 1845 Justus Christian Braun starts a bronze casting business, the forerunner of Faun.
- 1890 Faun introduces the world's first steam-driven fire engine.
- 1919 Masuo Tadano starts a welding company in Hokkaido.
- 1948 Tadano Iron Works Co., Ltd. is established in Takamatsu City, Kagawa by Masuo Tadano, who serves as the first company president, with a paid-in capital of 500,000 yen.
- 1950 Invents a railroad track maintenance machine and begins production for Japan National Railways.
- 1950 Demag develops the V 2500 mobile crane, with a 2.5-ton lifting capacity.
- 1954 Starts development of hydraulic industrial machines.
- 1955 Develops Japan's first hydraulic truck crane, the OC-2, with a 2-ton lifting capacity.
- 1959 Relocates main plant to present location in Shinden-cho, Takamatsu City, Kagawa.
- 1960 Delivers company's first hydraulic truck crane exports to Indonesia (four OC-5A cranes).
- 1961 Sozo (Creation), Hoshi (Contribution), and Kyoryoku (Cooperation) are adopted as our Corporate Philosophy.
- 1962 Develops the TM-2H truck loader crane.
- 1964 SpanDeck is founded as a prestressed concrete equipment manufacturer.

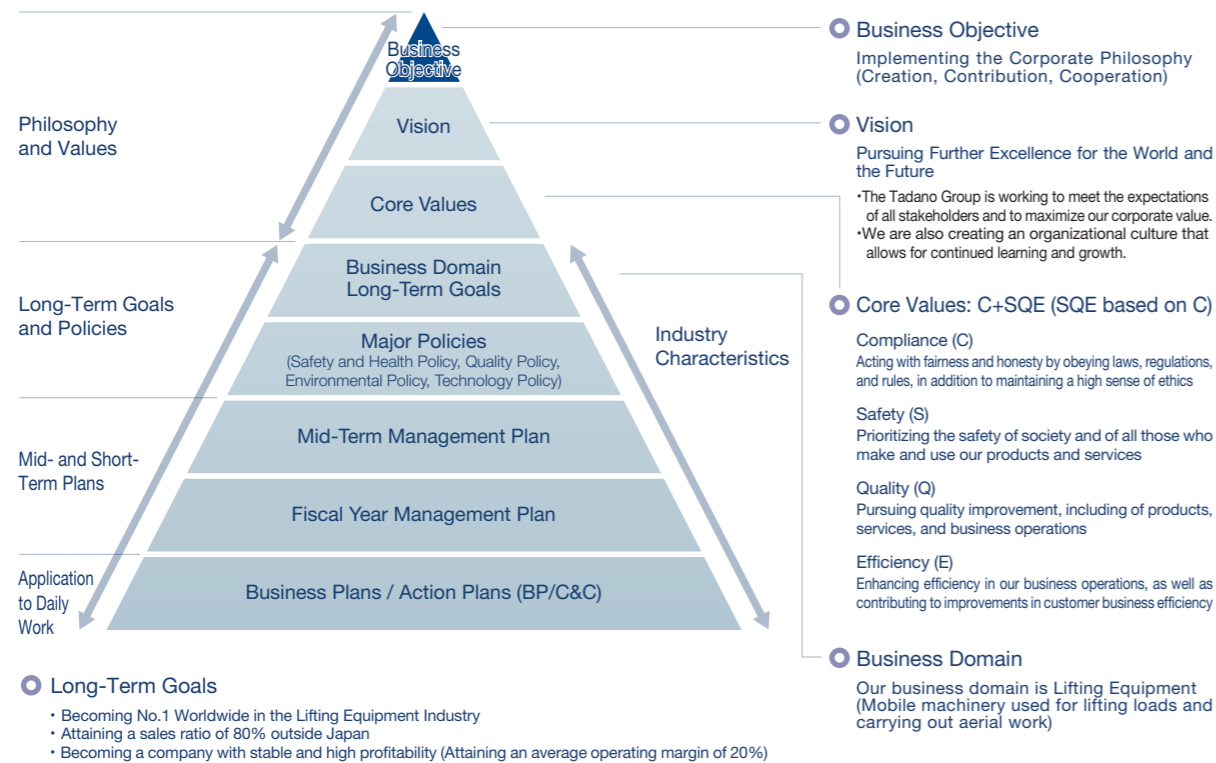
- 1970 Develops Japan's first hydraulic rough terrain crane, the TR-150, with a 15-ton lifting capacity.
- 1972 Develops the AML, Japan's first automatic moment limiter (a safety device for preventing crane overload).
- Lists company's shares on the First Sections of the Tokyo Stock Exchange and the Osaka Exchange.
- 1973 Establishes the company's first subsidiary outside of Japan, Tadano International (Europe) B.V. in the Netherlands.
- 1979 SpanDeck develops telescopic boom crawler cranes with a lifting capacity of 10 and 13 US tons.
- 1980 Constructs and begins production at the Shido Plant in Sanuki City, Kagawa.
- 1983 Develops insulated aerial work platforms, the AT-136TE and the AT-140TE.
- 1984 Opens the Beijing Representative Office in China.
- 1989 Changes corporate name to Tadano Ltd.
- Tadano Group's consolidated net sales reach 100 billion yen for the first time (financial results for fiscal year 1989).
- 1990 Acquires Faun GmbH (currently Tadano Faun GmbH), a German crane and specialized vehicle manufacturer.
- 1991 Begins Moai Statue Restoration Project at Ahu Tongariki on Easter Island in Chile.

- 1993 Establishes Tadano America Corporation in Texas, US.
- 1996 Establishes Tadano-Multico (S.E.ASIA) Pte. Ltd. (currently Tadano Asia Pte. Ltd.) in Singapore.
- 1997 Relocates Advanced Technology Research Center to Hayashi-cho, Takamatsu City, Kagawa.
- 1998 Develops the AR-5500M, Japan's largest-capacity all terrain crane, with a 550-ton lifting capacity.
- 2004 Issues the largest product recall of approximately 16,000 units of rough terrain cranes.
- 2007 Constructs and begins production at the Tadotsu Plant in Tadotsu Town, Kagawa.
- 2008 Constructs and begins production at the Chiba Plant in Chiba City, Chiba.
- Acquires SpanDeck Inc. (currently Tadano Mantis Corporation), a US-based telescopic boom crawler crane manufacturer.
- 2010 Establishes Tadano Oceania Pty Ltd in Australia.
- 2011 Establishes Tadano Brasil Equipamentos de Elevação Ltda. in Brazil.
- 2013 Introduces the GR-1600L (GR-1450EX), a rough terrain crane that boasts the highest lifting capacity in its class worldwide.
- 2014 Acquires Cranes UK Ltd, a distributor in the United Kingdom (currently Tadano UK Ltd).
- 2015 Tadano Group's consolidated net sales reach 200 billion yen for the first time (financial results for fiscal years 2014 and 2015).
- 2016 Establishes Tadano France SAS in France.

- 2017 Establishes Tadano Italthai Co., Ltd. in Thailand.
- 2018 Establishes Tadano Nederland B.V. in the Netherlands.
- Establishes Tadano Belgium BV in Belgium.
- Establishes Tadano Chile SpA in Chile.
- Opens the Moscow Representative Office in Russia.
- 2019 Acquires the Demag Mobile Cranes business (currently Tadano Demag GmbH).
- Opens the Bangkok Representative Offices in Thailand.
- Constructs the Kozai Plant in Takamatsu City.
- Celebrates 100th anniversary of the company's founding.
- 2020 Establishes Tadano Europe Holdings GmbH in Germany.
- 2021 Introduces the AR-7000N, one of Japan's largest-capacity all terrain cranes, with a 700-ton lifting capacity.
- 2022 Launches the "E-Pack" electrohydraulic system for rough terrain cranes in the Japanese market.
- Announces plans to commercialize the world's first electric rough terrain crane.

TADANO BUSINESS OVERVIEW

Corporate Philosophy Pyramid



Positioned at the top of Tadano's corporate philosophy pyramid is our business objective of "implementing the corporate philosophy (creation, contribution, cooperation)." We consider this to be something towards which we must constantly and diligently strive.

Our vision is defined as "Pursuing Further Excellence for the World and the Future." The Tadano Group is working to meet the expectations of all stakeholders and to maximize our corporate value. We are also creating an organizational culture that allows for continued learning and growth.

At Tadano, "C+SQE (SQE based on C)" are core values we hold sacred. Compliance forms the foundation for all action at Tadano. Tadano's core values are "Safety First, Quality Second, Efficiency Third," and we always uphold them in this critical order of priority. However, since it is impossible to manage our company without the third value of efficiency, we must ensure "Safety First, Quality Second" by any means necessary. Compliance provides the groundwork that enables Tadano to actualize each of these Core Values of Safety, Quality, and Efficiency. These principles and values remain unchanged. Building on these core values, we have set lifting equipment as our business domain and are working toward our long-term goal of becoming No. 1 worldwide in the lifting equipment industry.

With the acquisition of the Demag Mobile Cranes business in 2019, half of the group's employees now work outside Japan, and sales in markets outside Japan account for over 50% of our sales ratio. By realizing "One Tadano" and demonstrating our group synergies, we will deliver further value to our customers and stakeholders. In times of dramatic change we will take on the challenge of those various "changes," including technological innovations and environmental responses, and work united as a group to become the leader in the lifting equipment industry.

Mid-Term Management Plan (21-23)

Basic Policy	Priority Points
<ul style="list-style-type: none"> Pursuing Further Excellence, Focusing on the Tadano Red Arrow Winning Both the "Battles in Front of Us" and the "Battle with the Times" 	<ul style="list-style-type: none"> Maximize Tadano Group Synergy Increase Resilience Enhance Competitiveness Engage in ESG and SDGs Digital Transformation and Green Transformation Initiatives

In an environment that it cannot control, namely "market: demand and exchange rate" (Blue Arrow), the Tadano Group focuses on "self-support effort" in business (Red Arrow), to which it adds the outcomes of "investment" (Yellow Arrow) to deliver "performance" (Black Arrow).

In addition, "Battles in Front of Us" means responding to and overcoming the immediate economic climate and fluctuations in demand and winning against our competitors. "Battle with the Times" refers to responding to technological innovation and changes in the demand structure during times of rapid, complex, and extreme changes. By continuing to win both battles at the same time, we hope to grow sustainably as a company and increase our corporate value.

* Please see our website for details.

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Editorial Policy

This report is designed to help our shareholders, investors, and all other stakeholders gain a deeper understanding of Tadano's business conditions and its efforts toward sustainable growth through integrated explanations of financial information and non-financial information, such as ESG (Environmental/Social/Governance).

We will incorporate feedback from our readers into our efforts to further improve our Integrated Report.

This report provides financial and product information published in the financial results for fiscal year 2021 (as of March 31, 2022) and all other information current as of August 1, 2022.

In addition, as of fiscal year 2023, the company's fiscal year will be from January to December.



Please see our website for further information related to Tadano's financial results and ESG.

Pursuing Further Excellence for the World and the Future

(as of March 31, 2022)



Tadano's DNA

- We want to make something that will contribute to the world.
- We want to be a company that can contribute to the advancement of society.

Philosophy and Values

- Business Objective: Implementing the Corporate Philosophy (Creation, Contribution, Cooperation)
- Core Values: C+SQE (SQE based on C) (Compliance, Safety, Quality, and Efficiency)



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 CO₂ emissions and industrial waste. In April this year, we announced plans to commercialize the world’s first zero-CO₂-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.

Tadano Group and SDGs

[Our Basic Policy]

From the time of our founding, the Tadano Group has held the firm belief that a company can exist only when it is in harmony with the people around it and the greater society. Under this belief, we have carried out our business activities while prioritizing harmony with our stakeholders. In the spirit of "great harmony," we want to contribute to a better global environment as a part of society. As we step forward into our second century of business operations, we seek to achieve long-term growth as a company. These ideas are the reasons for our efforts to promote ESG and SDGs as set out in our Mid-Term Management Plan (21-23).

Tadano has also long held our vision of "Pursuing Further Excellence for the World and the Future." This vision aligns with the aims of the UN's Sustainable Development Goals (SDGs). We will aim for "Pursuing Further Excellence for the World and the Future" through our products, services, and business activities and through the behavior of our individual employees.



Initiatives for Pursuing "Further Excellence" and SDGs

The Mid-Term Management Plan (21-23) sets forth "Pursuing Further Excellence, Focusing on the Tadano Red Arrow" as one of our basic policies. The definition of "Further Excellence" is being "a robust company," "a company that continues to evolve," "a company that benefits society and customers," "a company that earns the esteem of the world," and "a company that earns the pride of its employees." We

believe that meeting these five conditions is the prerequisite for "Further Excellence" and that aiming to achieve each of these conditions will result in contributing to related SDGs. Going forward, we plan to assess the current status of each of our initiatives and accelerate such initiatives even further, and thereby contribute to society.

SDG 17 (Common)	Being a Robust Company	Being a Company that Continues to Evolve	Being a Company that Benefits Society and Customers	Being a Company that Earns the Esteem of the Greater World	Being a Company that Earns the Pride of its Employees
Specific aim	Prepares for and handles various changes and risks correctly	Provides safer and more efficient products by promoting technological innovation	Provides products and services responding to customer needs	Promotes compliance and governance	Makes the most of human resources and prepares an employee-friendly and rewarding work environment
Examples of initiatives	We anticipate, prepare for and respond to the external environment that changes in a complex manner. In manufacturing, we are making efforts to build a global production network aimed at optimal local production and to reduce environmental burdens. We have also formulated and operate a business continuity plan to restore important business processes as soon as possible even if unforeseen events arise.	We conduct research on safe, highly productive and revolutionary construction solutions for the future, while looking at "the present from the perspective of the future." Placing the highest priority on securing safety at worksites, we are actively implementing initiatives for further simplifying and facilitating the operation of cranes, automation and autonomy through the use of AI and also the development of electrified products to improve the global environment.	We are further evolving core technologies to meet the expectations of our customers and society and developing market-oriented, safe and high quality products. In addition, we are developing service personnel inside and outside Japan with high technical capabilities, and also engage in activities to achieve higher product value and quality, while aiming for mutual growth and development with our business partners.	We consider compliance and governance as one of the important management issues for the purpose of ensuring the transparency, soundness and efficiency of management, and we are implementing various initiatives. We also engage in activities that contribute to society such as forest preservation as part of our efforts to improve the global environment through the actions of each employee.	We accept diversity in terms of various factors, including abilities and experience. Harnessing it for use inside our organization will improve employee job satisfaction and productivity, helping to create added value. Driven by this belief, we are creating workplace environments and implementing human resources development so that every employee can exert their best performance by utilizing their own talents and individuality.
Related SDGs	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17	2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17

Our Concrete Actions

We started "Engage in ESG and SDGs" activities from FY 2019 and in the first year invited outside lecturers to provide in-house SDG lectures and also engaged in executive discussion at an all-officer meeting session dedicated to the topic of SDGs.

In FY 2020, the first year of our full-scale efforts, we established the SDGs Promotion Committee with overall responsibility for promoting activities of the group and the SDGs Promotion Group as a dedicated body for implementing such activities. We have also held study sessions for all employees throughout the Tadano Group. From the perspective of preventing the spread of COVID-19, these study sessions were held online except for those held on-site at plants, etc. and we deepened everyone's understanding about "What are ESG and SDGs" and "Why is Tadano engaged in ESG and SDGs," while exchanging small group discussions.

In FY 2021, we prepared the "SDG Report 2021," which summarizes all the SDG-related initiatives implemented within the Tadano Group and shared the report with all the group employees in order to further spread knowledge on the SDGs. We will continue to contribute to the SDGs as One Tadano by sharing and deploying information among group companies and divisions.

In addition, under the "Forest Matching Promotion Project" organized by Kagawa Prefecture, we have designated a part of the forest owned by Sanuki City as "Tadano Forest of Learning" and have been carrying out forestation activities. Since FY 2020, we have been organizing forest maintenance events as an opportunity for volunteer group employees to learn about the importance of environmental conservation, and at the same time interact with each other.

We also engage in beach cleaning activities as part of our efforts for the marine conservation. Most of our plants in Kagawa Prefecture are located overlooking the Seto Inland Sea. Products are sometimes 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 FY 2021, hoping that participating in the cleanup will help raise people's awareness of marine debris and heighten their interest in the issue.



Forestation activity



Beach cleaning

Environmental

Our Commitment to the Environment

[Our Basic Policy]

In April 2021, the Tadano Group declared a target of achieving Net Zero Carbon Emissions by 2050 in order to contribute to a better global environment as a part of society through our products, services, and business activities and through the behavior of our individual employees. By carrying out Tadano Green Solutions, we will contribute to the improvement of the global environment and the achievement of a carbon-neutral society. We also expressed support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in April 2021.

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.



Setting 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 CO₂ Emissions> Compared to 2019 Baseline

- ① CO₂ emissions from business activities **25% reduction**
- ② CO₂ emissions from product use **35% reduction**

<Reduce Industrial Waste> Compared to 2019 Baseline

- Industrial waste from business activities **50% reduction**



Reduction of CO₂ 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. Our efforts include installation of solar panels with a maximum output of 260kW at our Shido Plant in 2008 and reorganization for greater efficiency in production and energy usage. In addition, at the Kozai Plant, constructed under the concept of "Next Generation Smart Plant: Harmonizing the Balance 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. We are working to reduce environmental impacts at our other business sites in and outside Japan as well, including by installing solar panels, conserving air conditioning and lighting power, and changing company-owned vehicles to EV and HV models. As a member of society, we will continue to accelerate the pace of our programs aimed at harmonization with the global environment and environmental improvements.



Solar panels installed at Kozai Plant

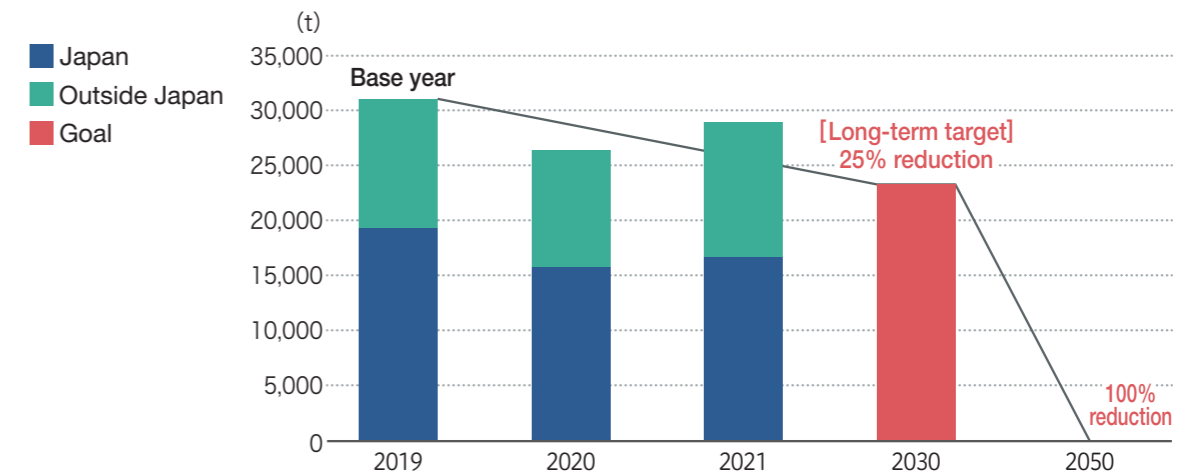


Solar panels installed at Advanced Technology Research Center



Transportation of products by barge vessels

Changes in CO₂ emissions



Item	FY 2019	FY 2020	FY 2021	FY 2030 Target
Total CO ₂ emissions (t)	30,887	26,197	28,911	23,165
[Breakdown] Japan*1	19,343	15,666	16,722	—
Outside Japan*2	11,544	10,531	12,189	—
[Reference value] Intensity per sales amount*3	13.55	14.08	14.06	—

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

*2: Applicable to five 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).

Reduction of CO₂ 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. The CREVO G5 Series of rough terrain crane include 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 electric power unit "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 cranes support efficient and environmentally friendly operations through reduction of CO₂ emissions, improvement of fuel consumption, and low-noise operation. We are also actively working for the use of bio-diesel fuels such as hydrotreated vegetable oil, that have a

smaller impact than conventional diesel fuels.

In April 2022, we announced our plans to commercialize the world's first electric rough terrain crane. This electric rough terrain crane is able to travel and perform crane work using electrical power, and can reduce CO₂ emissions from our products to zero. With support from a variety of industries and partners, we are aiming for product release in 2023. In addition, Tadano Group's products 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. To help our society, we will continue to develop products that contribute to environmental conservation. We are currently collecting and examining various types of data on CO₂ emissions from products with the aim of disclosing them by the end of FY 2022.



E-Pack (special specifications for CREVO250 G5)

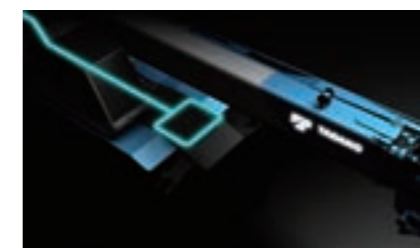


Image of the world's first electric rough terrain crane



Assembling wind power generation equipment

Exhibit at WIND EXPO (Spring) 2022

In order to create points of contact with a wide range of stakeholders related to wind power generation, improve the company's presence in the wind energy industry, and acquire sales negotiations with new customers, we exhibited at the "10th WIND EXPO (Spring) 2022 International Wind Energy Expo" held from March 16 to 18, 2022 at Tokyo Big Sight, with more than 40,000 visitors. We introduced products and services related to wind energy through videos and panel displays. We also provided detailed explanations of our products to visitors, and were able to build relationships with members of the wind energy industry.



Reduction of Industrial Waste from Business Activities

Working towards the creation of a recycling-oriented society, we are placing greater focus than ever before on reducing, reusing, and recycling waste. Since acquiring ISO 14001 environmental management system certification in 2008, the Tadano Group has 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. In 2021, we began recycling waste oil to create a valuable material, allowing the waste oil that was previously incinerated to be reused as a resource.



Acquisition of ISO 14001 certification

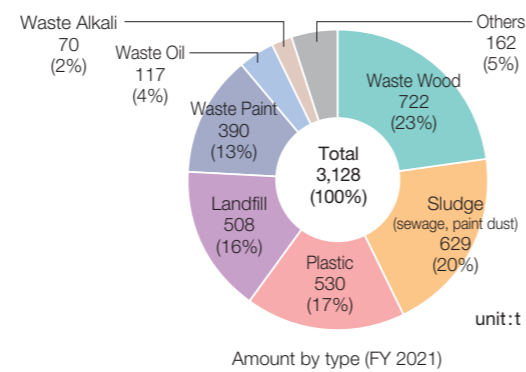
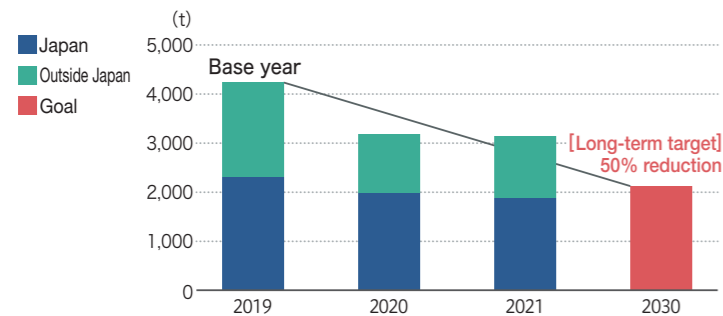


Waste storage area where all waste is thoroughly sorted



Sale of surplus parts (outlet parts auction)

Changes in industrial waste emissions



Item	FY 2019	FY 2020	FY 2021	FY 2030 Target
Total industrial waste emissions (t)	4,216	3,183	3,128	2,108
[Breakdown] Japan*1	2,292	1,993	1,889	—
Outside Japan*2	1,924	1,190	1,239	—
[Reference value] Intensity per sales amount*3	1.85	1.71	1.52	—

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

Response to TCFD Recommendations

Governance

In 2005, Tadano established the CSR Committee, which is composed of all company officers and chaired by the company president, as well as the Risk Committee that carries out and supervises business risk management for the Tadano Group, and the Environmental Committee that promotes environmental initiatives. In 2021, we established the CO₂/Energy Reduction Subcommittee as an organization within the Environmental Committee. This subcommittee is studying specific action to take, sharing information among different divisions, and working for continued improvements aimed at achieving long-term targets.

Strategy

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 following analysis regarding risks and opportunities in the Tadano Group. (As of March 31, 2022)

Changes and effects produced by electrification and other product changes to address climate change (transition risks and opportunities)	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> 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 GX 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)	<ul style="list-style-type: none"> Worsening working 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

Twice each year, the Risk Committee identifies and evaluates business risks, identifies the departments responsible for addressing each risk and carrying out response measures, and reviews the results. Starting from FY 2022, the same process will be used to also regularly identify, evaluate, and manage climate change risks, as well as provide reports to the Board of Directors.

Metrics and Targets

Long-term environmental targets for the Tadano Group are a 25% reduction in CO₂ emissions from business activities and a 35% reduction in CO₂ emissions from product use by 2030 (all compared with FY 2019 baseline). Changes in CO₂ emissions from Tadano Group business activities (Scope 1 / Scope 2) are as shown below.

Item	FY 2019	FY 2020	FY 2021	FY 2030 Target
Total CO ₂ emissions (t)	30,887	26,197	28,911	23,165
[Breakdown] Japan*1	19,343	15,666	16,722	—
Outside Japan*2	11,544	10,531	12,189	—
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 *3: Intensity with the Tadano Group sales amount as the denominator is indicated (CO₂: ton/sales: 100 million yen).

Future Actions

The Environmental Committee will play a central role in discussing measures aimed at addressing climate change, and we will continue to undertake our group-wide efforts. Specifically, the following measures will be considered in FY 2022 and beyond, and we will disclose the related information as each is carried out.

- Calculation and disclosure of Scope 3 CO₂ emissions, including CO₂ emissions from product use (together with the basis for the calculations)
- Supply chain initiatives to address climate change
- Quantified disclosure of scenario analysis and establishment/disclosure of materiality

Social

Our Promises to Customers

[Our Basic Policy]

Based on its 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

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 order to improve safety and productivity in construction operations, we are currently promoting collaboration while increasing the number of projects.

Initiatives for open innovation

In recent years, we have accelerated joint creation with new partners, including venture companies, in our research activities. We are accelerating innovation by incorporating potential ideas and knowledge from greater areas outside the company.

AI algorithm competition

In September 2021, we held the "Crane Slewing Operation Optimization Challenge," the world's first AI algorithm competition using an automated crane operation simulator. We aim to resolve the issues faced by our industry together through open innovation programs.

Safety Initiatives

Holding training sessions

Safety training

Safety classes are held for various types of products in and outside Japan in response to requests of customers, for their proper and safe use. The curriculum can be matched to the participants, from people using the equipment for the first time to machine administrators.

Maintenance training

Cranes must be properly serviced and parts regularly replaced so that they can continue operating safely without having to stop due to accidents. Tadano offers maintenance training sessions for various types of products in response to request of customers, to a wide variety of participants from people who have no familiarity with this to those who engage in servicing at their own companies.

Safe operation and travelling support systems

Boom Tip Camera

The camera installed at the boom tip reduces the risk of an accident.



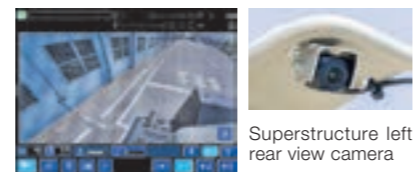
Human Alert System

(person detection and warning device)
The system covers the left/right side of the vehicle, which is difficult to check from the operator's seat. It triggers an alarm when it detects pedestrians or people riding bicycles.



Superstructure Left Rear View Camera Display

A camera on the left rear of the crane superstructure allows the operator to check safety to the left rear.



Superstructure left rear view camera

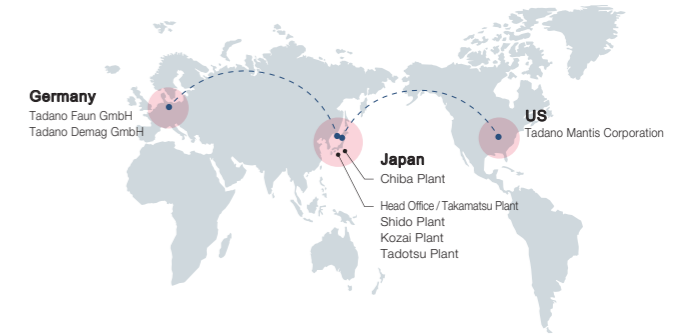
Our Commitment to Quality

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).



Establishment of Global Production Network

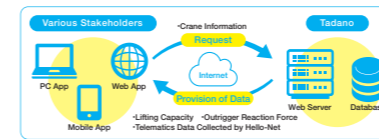
The Tadano Group has production sites across the world, each with a long history of manufacturing lifting equipment, expertise, and supply chains. As One Tadano, while staying true to the aspirations that led to our founding, "We want to make something that will contribute to the world" and "We want to be a company that can contribute to the advancement of society," and taking pride in our tradition, we are making an effort as a group to pursue "globally optimizing production" to meet the needs of the new era, starting from the climate change issue.



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 to this date. 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 solutions in promoting DX, 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 on-board 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.



BIM Data

Project planning with Tadano Group construction cranes is even easier when you use our BIM data

Building Information Modeling (BIM) is a process that utilizes a database of digital products, allowing users to digitally model a building, and calculate the associated cost, material type, and other elements. BIM brings together the previously separated stages of design, construction, and management, and can be used throughout the whole building lifecycle. And, unlike 3D CAD, BIM files can be used with a variety of software. The BIM data of our construction crane lineup is now available both on the BIMobject® platform and Tadano website.



HELLO-NET

Keeps customers and Tadano Group connected to cranes in the field

Using communication satellites and mobile devices, Hello-Net makes it easy to ascertain the operating status of a crane in real time. This enables a proactive approach to service through which we can identify early signs of trouble and provide maintenance in advance. We are making progress in installing Hello-Net as standard equipment, chiefly on rough terrain cranes. Hello-Net is currently used with approximately 18,400 cranes in Japan and 7,300 cranes outside Japan. We are also expanding this system for use with all terrain cranes and aerial work platforms.

Customer Engagement

In spring 2022, two major customer events involving our overseas companies in the US and UK were held resulting to be both a complete success for Tadano. The first event, the SC&RA Annual Conference conducted in the US in April provided an opportunity for the company to share current lifting solutions with all attendees. The second event, Vertical Days, the largest customer event in the UK, were held in May, and the brand new Tadano AC 2.040-1 could be seen live, meeting with great interest. But also, the other exhibits such as the AC 3.060-1, the AC 7.450-1, and the GTC-800EX enthused the visitors of the event.



Our Promises Among Employees

[Our Basic Policy]

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. Based on the concept that employees are our assets, Tadano emphasizes workplace building and human resources development to best leverage the skills and individuality of each person, allowing employees to give their maximum performance. In addition, we regularly conduct employee engagement surveys in and outside Japan to make improvements. We believe that the synergy generated by ensuring a proper work-life balance on the foundation of the physical and mental well-being is fundamental to raising productivity and creating added value.



Tadano's Health Management Initiatives

We promote health management as we recognize that the physical and mental well-being of each and every employee is essential for maintaining a prosperous life and professional-level performance.

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. Since 2018 Tadano has been recognized in the Large Enterprise Category of the Certified Health & Productivity Management Organization Recognition Program of Japan's Ministry of Economy, Trade, and Industry and the Nippon Kenko Kaigi (Japan Health Council). Our seven group companies in Japan (four in the previous fiscal year) were also recognized in the Small and Medium-sized Enterprise Category of the Certified Health & Productivity Management Organization Recognition Program in March 2022.

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

President & CEO

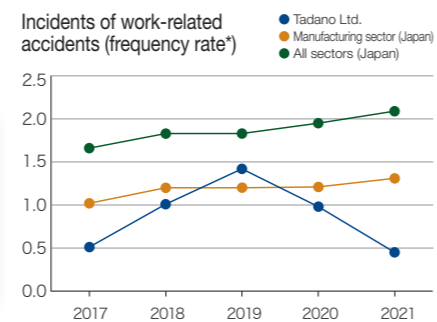
Our Commitment to Safety in the Workplace

Tadano has significant obligations and responsibility for product safety, to protect both our customers and society. It is occupational safety at the company that supports the product safety. We believe that realizing occupational safety at the company is essential to ensuring the safety of our products.

Based on this concept, we prepared the Tadano Group Safety Fundamentals Card in December 2017 with the goal of further raising awareness about workplace safety among group employees. Prepared in nine languages (Japanese, English, German, French, Dutch, Thai, Hindi, Spanish and Italian), the card is distributed to all group employees.

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.

Going forward, we will continue to regularly communicate with safety officers at plants both in and outside Japan, to pursue further improvement in safety.



* 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.)
* Starting from this report, the scope of calculation has been expanded to all sites of Tadano on a non-consolidated basis. This change has been applied retroactively to past years.

Diversity and Inclusion

We accept diversity in terms of various factors, including abilities and experience. Harnessing it for use inside our organization will improve employee job satisfaction and productivity, helping to create added value. Driven by this belief, we are creating workplace environments where diverse employees can best utilize their talents, and we set out principles to respect human rights in the Tadano Group CSR Charter and the Tadano Group Compliance Regulations.

Empowerment of women

Aiming to increase the percentage of female employees at the company to 10% by the end of FY 2026, Tadano hires women in a well-planned and proactive manner. 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 to help them succeed as the next generation of leaders. We will promote diversity by increasing the ratio of female employees and by increasing the number of women in leadership positions (managers and supervisors).

In addition, in FY 2022, we added new recruitment and PR tools such as brochures and videos to introduce our employees. We will support not only the female employees currently working for us, but also employees who will join the company in the future so that each and every one can work and live in their own way.



	Target	Term
Ratio of female employees	10%	By end of FY 2026
Appointment of women to leadership positions	Managers: 3% / Supervisors: 5%	
Ratio of female employees	20%	From FY 2027 onwards
Appointment of women to leadership positions	Managers: 7% / Supervisors: 9%	

(Reference) As of March 31, 2022
Ratio of female employees: 9.5%, ratio of female managers: 1.0%, ratio of female supervisors: 4.1%

Our voices

"I was the first woman in the Test and Research Department, where I was initially assigned. With this in mind, we made various improvements, including alternations to the changing rooms. I believe that our generation must do our best to pave the way now for women who will join the company in the future."



"If anything, I would like to focus on balancing work and family in the future. I devote myself to work on weekdays but I really enjoy my days off. For that reason too, I would like to establish my area of expertise at an early stage. Once the company needs you, you will not have to worry about whether there is still a place for you when returning to work after taking maternity leave."



Work-style reform

Obtaining "Kurumin" certification

In May 2022, we obtained the "Kurumin" certification from the Ministry of Health, Labour and Welfare in Japan in recognition of our various initiatives from April 1, 2020 to March 31, 2022. Our programs is designed to create an employee-friendly and rewarding work environment, including by increasing the ratio of employees taking paid annual leave, extending the applicable period of shorter working hours for employees engaged in childcare, and promoting telework.



"Kurumin" certification's mark

* "Kurumin" certification is awarded by the Minister of Health, Labour and Welfare in Japan to companies that have formulated a general action plan, and have also achieved the targets set forth in it and met certain standards based on the Act on Advancement of Measures to Support Raising Next-Generation Children, as a childcare support company.

Childcare leave for men and families

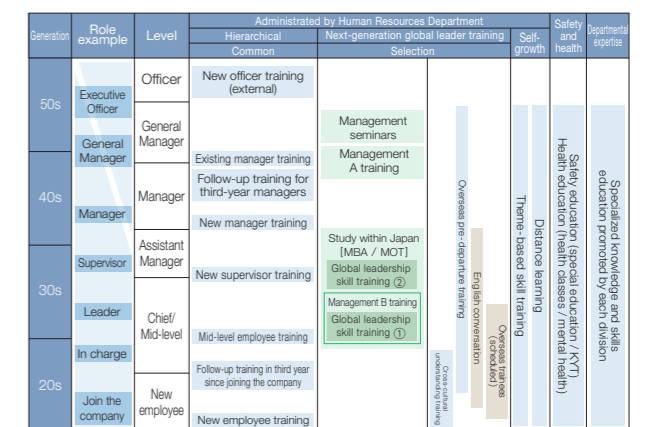
We are encouraging male employees at the company to take a greater part in housework and child-rearing through special features on male employees taking childcare leave in our internal newsletters, and encouraging and getting across various programs at training sessions for newly appointed managers and supervisors.

In FY 2021, seven male employees took childcare leave. Among them, there were cases where employees and their spouses took childcare leave together (paid family leave). In order to create a work environment where it is possible for all employees to take childcare leave in the future, we will continue our efforts to promote the understanding and use of this system by all group employees.

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, we always place emphasis on the development of human resources, and invest resources in our employees education. In particular, Tadano actively develops human resources capable of competing on the global stage as its business domain expands globally. For instance, we encourage young employees at the company to undertake international assignments. Every year we also hold the Tadano Way Meetings at each group company and division to confirm what Tadano values as a company, what we are aiming for, and what we are doing concretely to implement initiatives that lead to action.

Education system diagram



Social

Our Promises Among Partners

[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. The Tadano Group CSR Charter and the Tadano Group Compliance Regulations set out principles for coexistence with business associates and fair procurement activities. 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 Kyohei Society

In April 1999, Tadano and its suppliers established the "Tadano Kyohei 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 59 corporate members in Japan (as of June 2022). 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 Kyohei Society



SVE Conference (presentation by a supplier)

Our Suppliers

Tetsuya Yoshinaga President and CEO, Exedy Corporation

Based on our corporate philosophy of "Creation of Fulfillment," our company has been growing by supplying transmissions and torque converters, which are key engine parts, with the aim of creating customers' happiness through advanced technology and meticulous service. In recent years, the rapid wave of electrification has surged forward, and the Tadano Group, a leading manufacturer of mobile cranes, has announced the world's first electric rough terrain crane, giving us the constant joy of creating happiness for customers. We would like to build a relationship that enables us to grow together with the Tadano Group so that we can play a part in next-generation development.



Naoki Iwasaki Chief Operating Officer, Amron Corporation

Our company was founded in 1948. Our relationship with the Tadano Group began with the bond between our founders, and continues to this day. Our company, which had been mainly engaged in the distribution of steel materials and the shearing business, made a full-scale entry into the cutting business so that we could supply cut plates to Tadano. Furthermore, we have a history of introducing presses in order to supply boom materials, and making serious inroads into the welding industry in order to manufacture cabins and carrier frames. As a company that has been nurtured by Tadano, we will work diligently to expand production functions and introduce new technologies so as to keep pace with and contribute to the global growth of the Tadano Group.

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.

Social

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 relevant laws and regulations, but also disclose corporate information including updates on management and business activities in a timely and appropriate fashion. 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 and others for company visits and plant tours.



IR Calendar

Event	FY 2022	Event	FY 2022
Announcement of financial results for the year ended March 2022	April 28, 2022	Announcement of financial results for the first quarter of the year ending December 2022	August 10, 2022
Financial results briefing for securities analysts	May 16, 2022	Announcement of financial results for the second quarter of the year ending December 2022	November 14, 2022
The 74 th Ordinary General Stakeholders' Meeting	June 24, 2022	Second quarter financial results briefing for securities analysts	Not held due to irregular accounting period

Opportunities for Dialogue with Institutional Investors and Analysts

Activity	FY 2021	Activity	FY 2021
Briefing by the president	Twice	Individual interviews	158 times
Small meetings	12 times	Facility tours	None

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 1, 2022).

Company name	Name of analyst
CLSA Securities Japan Co., Ltd.	Edward Bourlet
JP Morgan Securities Japan Co., Ltd.	Tomohiko Sano
SMBC Nikko Securities Inc.	Satoshi Taninaka
Daiwa Securities Co. Ltd.	Yusuke Miura
Tokai Tokyo Research Institute Co., Ltd.	Mitsuyuki Ohdaira
Mizuho Securities Co., Ltd.	Jin Qian
Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.	Tsubasa Sasaki
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 decision based on their own judgment.

Social

Our Promises to Society

[Our Basic Policy]

Tadano established the CSR 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 and the greater society. 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. Under our corporate philosophy of *Sozo* (Creation), *Hoshi* (Contribution), and *Kyoryoku* (Cooperation), we want to serve our communities in ways only Tadano can.



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 order to support the maintenance and development of Kyoto University's Kwasan Observatory, which is 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, which has been donating 10 million yen annually over ten years since 2019. In terms of cultural restoration, in response to a message from Easter Island (Chile) seeking technical assistance to return the Moai statues to the standing position, Tadano took on the Moai Restoration Project, which lasted from 1988 to 1996. In 2019, as part of our 100th anniversary project, we donated a third crane to Easter Island. 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 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.



Initiatives for the Eco Cap Movement

In response to major changes in the global environment and the disharmony between human beings and the global environment, we started the Eco Cap movement as an initiative to contribute to a better global environment through the behavior of our individual employees. By collecting plastic bottle caps, we can help to provide medical assistance and support for children all around the world, eliminate plastic waste in our workplaces and seas, and reduce CO₂ emissions. Until now, Tadano has implemented the Eco Cap movement at limited locations but since July 2021, we have been expanding the number of sites participating in this initiative, including plants in Kagawa Prefecture (Takamatsu, Shido, Kozai and Tadotsu). As of June 2022, we have collected 250,235 caps, contributing to the reduction of 1,835 kg of CO₂. Going forward, we will also include our companies outside Japan, making this movement a group-wide activity.

Forestation Activities

Under the "Forest Matching Promotion Project" organized by Kagawa Prefecture, we have designated a part of forest owned by Sanuki City as "Tadano Forest of Learning" and have been carrying out on forestation activities. Since FY 2020, we have been organizing forest maintenance events as an opportunity for volunteer group employees to learn about the importance of environmental conservation, and at the same time interact with each other. In 2021, we held a forestation event at "Tadano Forest of Learning" with a total of 40 participants working on forest maintenance to restore the lawn and plant trees.



Beach Cleaning

Most of our plants in Kagawa are located by the sea. To maintain the richness of the Seto Inland Sea, we launched a beach cleaning initiative. The cleaning is an attempt to raise interest in and learn about the amount and types of garbage found on the beach, as well as how the garbage got to the sea. The first cleaning activity took place in October 2021. 44 participants, including volunteer employees picked up garbage on the beach in Yashimanishi-machi, Takamatsu City, and deepened their understanding of and knowledge on marine conservation by filling in and reporting through the International Coastal Cleanup data sheet.

Donation Activities for Flood Victims

Heavy flooding in western Germany in mid-July 2021 and in southern Australia in late February 2022 caused extensive damage to buildings and roads. Tadano Europe Holdings GmbH and Tadano Oceania Pty Ltd solicited donations from their employees and donated them to charitable organizations that support relief activities as part of their commitment to "Contribution," one of Tadano's corporate philosophies. Our employees also visited the damaged areas and contributed to their reconstruction.



Contributing to the Local Community

In cooperation with a food bank in Kagawa Prefecture, we supplied dry bread and water of the emergency kits replaced by group companies in Japan as support for people in the region requiring food (including welfare facilities, cafeterias for children in need, and other people in need). Our two German group companies also sold used but still in a good shape office furniture and donated the proceeds to a local food bank. In addition, in FY 2022, Tadano renewed the top sponsor agreement with Kamatamare Sanuki, a football club of Kagawa Prefecture that competes in the Japan Professional Football League.



Governance

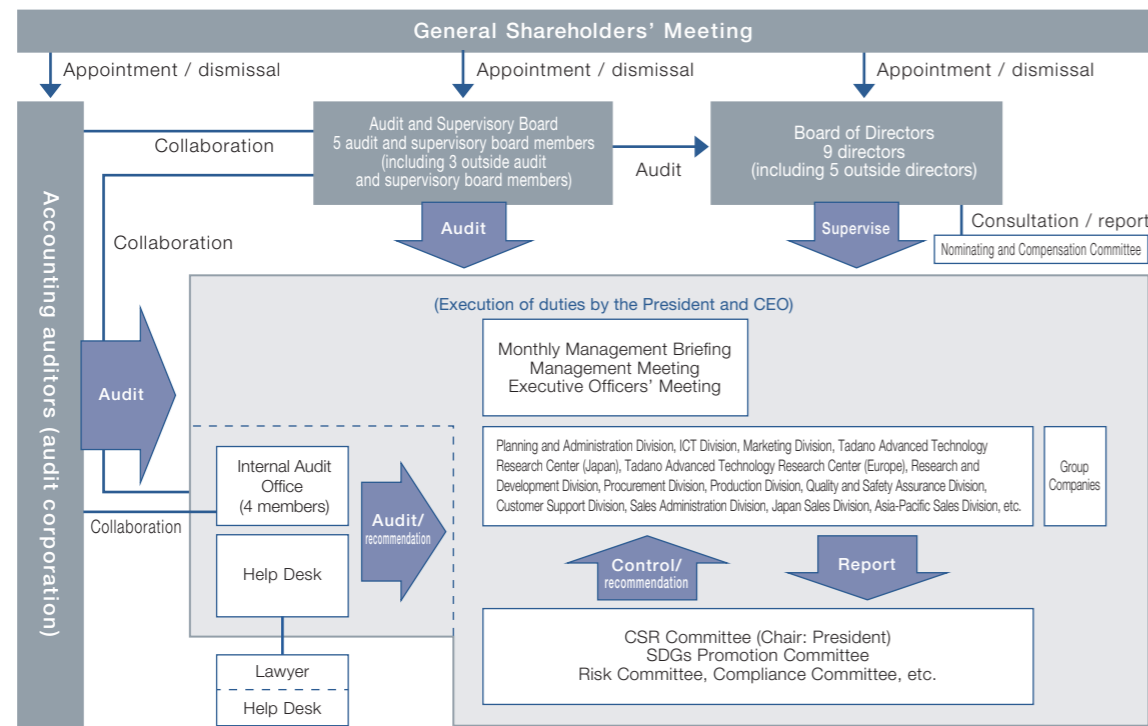
Corporate Governance

Please see our website for details [Tadano Search](https://www.tadano.com/ir/esg/governance.html)
<https://www.tadano.com/ir/esg/governance.html>

[Our Basic Policy]

The company places corporate governance as one of the important management issues in order to ensure transparency, soundness, and efficiency of our management. For corporate governance to function effectively, we believe we need to foster a sound corporate culture based on our corporate philosophy and develop a mechanism in which corporate management (and managers) are governed by such a culture. Equally important is to ensure that auditing is conducted properly by improving the auditing environment and expanding the role of the audit and supervisory board members. To realize sustainable growth and a mid- to long-term enhancement of corporate value, we have established the Corporate Governance Guidelines, which set forth the Tadano Group's basic approach to corporate governance.

Corporate Governance Structure Chart



Changes in Corporate Governance Structure

Date	Detail
Apr. 1999	Introduced the executive officer system
Oct. 2005	Established the CSR Committee, Risk Committee, and Compliance Committee
Apr. 2006	Established the Internal Control Office
May 2006	Introduced the Tadano Group CSR Charter and Tadano Group CSR Guidelines, adopted the internal reporting system, and established the basic policy for the development of an internal control system
Apr. 2008	Established the J-SOX Committee and developed the J-SOX Company directors evaluation system
Jun. 2008	Elected 2 Outside Directors
Sep. 2014	Introduced the Tadano Group Management Regulations
Apr. 2015	Established the Internal Audit Office ("Internal Control Office" was renamed "Internal Audit Office" to strengthen audit functions)

Date	Detail
Dec. 2015	Established the Corporate Governance Guidelines (in accordance with the Corporate Governance Code)
Apr. 2016	Established the non-statutory Nominating Committee
Apr. 2017	Reorganized the non-statutory Nominating and Compensation Committee
Jan. 2019	Introduced the Tadano Group Compliance Regulations Appointed Compliance Officers
Jul. 2019	Established the Compliance Office
Jun. 2020	Introduced the restricted stock compensation plan
Jun. 2021	Increased the number of Outside Directors (from 3 to 5) Selected the Lead Independent Director Introduced the performance-linked compensation system

Description of Meeting Bodies and Committees

Board of Directors

Comprised of nine directors, including five outside directors, Tadano's Board of Directors develops and executes management plans and strategies with the goal of maximizing the company's corporate value and making improvements such as in earning capabilities and asset efficiency. The board also establishes an internal control system and a risk management system to support appropriate risks taken by directors as a part of management decisions, thereby properly fulfilling its role and responsibilities.

Monthly Management Briefing / Management Meeting

The Monthly Management Briefing (members: directors, executive officers, and audit and supervisory board members) is held to report on business activities and to share information, while the Management Meeting (members: president, and managing executive officers and above, etc.) is convened to discuss management strategies. These advisory committee meetings are held once a month to assist the president's decision-making.

Risk Committee

The Risk Committee promotes and supervises the management of Tadano Group's business risks. The goal of the Risk Committee is to enhance the company's risk management capabilities. Comprised of the chair designated by the president and members representing each division at the general manager level or above, the Committee meets biannually to identify and evaluate internal risks, implement solutions by assigning each risk to a department, and to conduct reviews on the results.

Audit and Supervisory Board

Composed of five audit and supervisory board members including three outside audit and supervisory board members, the Audit and Supervisory Board maintains a system which allows audit and supervisory board members to audit business execution of directors by exercising their authority and appropriate judgment from an objective perspective based on the high level of expertise and information held by each audit and supervisory board member.

Nominating and Compensation Committee

This Committee is comprised of seven members: two internal directors, four outside directors, and one outside audit and supervisory board member. Serving as an advisory body for the Board of Directors, the Committee discusses the nomination of directors and audit and supervisory board members and the appointment of executive officers, as well as decisions concerning remuneration for directors and succession plans, and reports the details of the discussion to the Board of Directors with the goal of ensuring fairness and transparency. In addition, as an advisory body for the president and CEO, the Committee discusses and reports to the president and CEO decisions concerning remuneration for executive officers with the goal of ensuring fairness and transparency.

Executive Officers' Meeting and Officers' Camp

The Executive Officers' Meeting (members: president and executive officers) is held at least twice a month to facilitate business execution by executive officers and to enhance collaboration among executive officers. The Officers' Camp is held twice a year as an opportunity for intensive discussion on management strategies.

Evaluating the Effectiveness of the Board of Directors

Article 34 of the Corporate Governance Guidelines stipulates matters concerning evaluation of effectiveness of the Board of Directors. In FY 2021, questionnaires on the evaluation of the Board of Directors were collected from all 14 directors and audit and supervisory board members. Based on the analysis and discussion of the results from these questionnaires, the Board of Directors concluded that the mechanism of Board of Directors Meetings, which are conducted based on discussions at the Executive Officers' Meeting (held at least twice a month with outside directors in accordance with Article 25 of the Guidelines to reinforce executive officers' execution of duties and strengthen collaboration among executive officers) and at the Management Meeting (held once a month to discuss management strategies), is appropriate in composition, role, and operation, and that outside directors are

contributing to the effectiveness in the series of discussions, including Board of Directors Meetings. As such, the company confirms that the effectiveness of the Board of Directors is adequately ensured. The evaluation of the Board of Directors Meetings materials, content of explanations, and selection of agenda items, which were pointed out as issues in last year's evaluation of effectiveness, improved as a result of reviewing the criteria for agenda items, enhancing prior deliberations by establishing a Review Committee, and conducting briefings in advance of Board of Directors Meetings. On the other hand, it was pointed out this time that the clarification of the roles for execution and supervision need to be reviewed in a manner appropriate to the company. We will continue our efforts for improvement and aim to realize an even more effective Board of Directors.

Compliance Initiatives

Compliance assurance system

In keeping with the Tadano Group CSR Charter and the Tadano Group Compliance Regulations, all employees of the Tadano Group engage in transparent, sound, and honest business activities in compliance with relevant laws and regulations and social norms, as well as high ethical standards. To promote compliance, the Chief Compliance Officer designated by the president takes charge of the overall compliance system of the Tadano Group and supervises compliance policies. The Compliance Officer appointed by each group company takes charge of matters concerning each company's compliance system.

We also have the Compliance Committee, consisting of members representing each division of Tadano at the general manager level or above.

Compliance Committee

The Compliance Committee meets twice a year, shares and discusses compliance issues, and makes reports on the activities of group companies. The Committee also raises awareness of compliance through education and trainings on regulatory compliance using educational tools and other materials, and strengthens the compliance system by providing assistance such as for implementation of regulatory compliance measures.

Promoting compliance

Employees are given a copy of the Compliance Book, which describes compliance issues encountered in daily operations, and read through it line by line whenever appropriate during gatherings held at each workplace, such as morning meetings. Compliance seminars are held for employees periodically using e-learning, and group workshops are organized on specific themes when needed.

Internal reporting system

We have established an internal reporting system so that employees can report illegal and inappropriate actions to the company. We have set up an internal hotline as well as an external hotline (an outside law firm) to receive reports from whistleblowers. Tadano's internal regulations protect whistleblowers by ensuring their anonymity and prohibiting any unfair treatment of them. Violations of laws and regulations, if confirmed, are reported to the Compliance Committee. If the violation is deemed serious, the Committee immediately provides its opinions on countermeasures based on the results of investigation and reports the violation and the countermeasures to the president and audit and supervisory board members.

Interviews with Outside Directors



Lead Independent Director
Shosaku Murayama

What is your opinion about Tadano's corporate culture?

I feel that Tadano is a serious company. In any situation, each and every employee has a sincere attitude. Even when I look at meeting materials, I am impressed by the very detailed employees' elaborations. However, in these times, I do not think it is possible to develop a company simply with a serious attitude. I believe that creating a corporate culture where each employee does not simply follow top management but can think for themselves and engage in the free exchange of opinions, and where diverse human resources with their own creativity can play an active role is a major challenge for Tadano to continue to lead the way in the next 30 years.

Starting with the Bank of Japan, you have extensive knowledge and experience in management, finance and economics at various companies. What is your assessment of Tadano's management?

I rate the company extremely high in terms of its progress with global expansion. At present, Tadano's main markets are Japan and North America, but I believe it is highly likely that the growth rate of the Japanese market will slow down due to the future population decline. At that time, it will be essential to compete outside Japan and the expansion of Tadano's product lineup, including through the acquisition of the Demag Mobile Crane business, and the creation of a global production system, will be a major strength. In the future, in order to work as a single team on a global level as One Tadano, I think that what will be extremely important is to what extent people outside Japan understand the philosophy Tadano has valued until now, and whether or not the company can build a long-term system of collaboration.

The number of Outside Directors has increased significantly since 2021. Has this revitalized Tadano's Board of Directors?

Since 2020, when the COVID-19 pandemic began, Tadano's Board of Directors Meetings have mainly been held online. Initially, it may have been difficult for people to speak up in what was a remote environment, but not many people were forthright in speaking so I did not get the impression that discussions were particularly lively. I myself used to contribute a lot, but a diverse range of Outside Directors has joined the lineup since 2021 and the atmosphere at Board of Directors Meetings has gradually changed. Today, as a result of active discussions, I think the Board of Directors itself has become extremely energized, with many proposals being returned to the agenda, and opinions being freely exchanged when established policy appears incongruous. Substantial discussions are underway, and I think that even compared with other companies, Tadano can be said to be a company where discussions at the Board of Directors are lively.

How do you view your role as an Outside Director?

It would be important for me to bring a perspective that Tadano previously lacked. I suppose the Board of Directors expects me to provide remarks and attitudes from new perspectives, without simply following precedents. As a result, with the advent of freer and more lively discussions, I believe that the culture of more open discussion will spread throughout the entire company, from the Board of Directors Meetings to Executive Officers' Meetings, and from the Executive Officers' Meetings to each division. I also believe that discovering and nurturing creative human resources who will pave the way for the next generation, and creating an organization that can capitalize on the abilities of those human resources are also important roles.

What is your assessment of Tadano's corporate governance?

I believe that corporate government consists of "governance that determines the overall direction" and "governance that controls each individual." I believe that striking a balance between the two is extremely important. Up to now, Tadano has had many employees who have only ever had work experience at Tadano, and a high proportion of its directors have been internal directors. As a result, even if there were times when what seemed normal for Tadano did not make sense for society, this may have gone unnoticed. Now, the number of career employees joining the company who have been active in various fields is increasing, and many of the directors are outside directors with a wide variety of backgrounds, leading to progress in the promotion of diversity. I believe that this diversity prevents extreme mistakes and reckless behavior as a group, which is an important aspect of governance. In that sense, I think that Tadano's corporate governance is being strengthened year by year.



Outside Director
Akiko Otsuka

What is your opinion about Tadano's corporate culture?

Over the past year, I had the impression that Tadano has many serious, honest and calm employees from in and outside Japan. They are expected to come together, creating a corporate culture and affection for Tadano. At the same time, the company has a spirit of spreading its wings throughout the world, even though it is located in a regional area. Various challenges await the company outside Japan, and I think that sometimes it is going to need to have a sense of greed. I would like to see the company take on challenges while maintaining its typical and calm atmosphere.

You have been working in the field of space exploration for many years but what was your involvement exactly?

I participated in the International Space Station project that was launched in 1984, and I was involved in the development of the robot arm for "Kibo" as part of the new space robot team. This is Japan's first practical space robot that can move its arm like a human arm, developed to support various missions such as experiments in orbit. Currently, I am also working on the removal of space debris with the aim of passing on the space robot technology that I have accumulated thus far, and utilizing it in new fields. In the process of developing a space robot arm, there were many first attempts and difficulties, but I believe that such encounters and experiences helped me grow greatly as a person. My encounter with Tadano was once such experience.

What is your assessment of Tadano's cranes and technology?

Before I became involved with Tadano, I thought that cranes were a type of construction equipment, and although I was familiar with the Tadano logo, I had not realized that there was a crane industry. I think that lifting equipment, Tadano's business domain, is an area with extremely in-depth technology. As was the case with the "Kibo" robot arm, development, including of the operating console, requires system engineering capabilities to integrate those technologies as a system, in addition to each piece of specialized technology. I believe that Tadano, which has product development capabilities, has comprehensive technological strengths.

How do you view your role as an Outside Director?

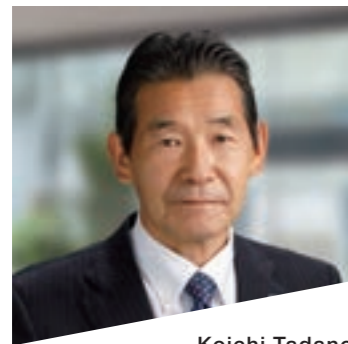
As a mere engineer, I was extremely confused when I was approached to become an outside director. On the other hand, I was also aware of the problem of the delayed advancement of women into the world of manufacturing, so I accepted the offer in accordance with the trend for promoting gender equality. Consequently, I am focusing on the empowerment of women as well as the empowerment of all employees. First of all, I started by interviewing as many female employees as possible and listening to their voices. My aim is to interview every female employee. As well as speaking to them directly to identify any issues, I am trying to ensure that the employees who are participating in these interviews get a sense of change and impact by asking the Human Resources Department to also be present in order to promptly respond to the issues and provide feedback.

How do you see Tadano's future empowerment of women?

I believe it is important to create an environment that is employee-friendly and rewarding for all employees, not just women. We are engaged in company-wide efforts to reduce overtime and encourage employees to take paid annual leave. Furthermore, in order to make it easier for employees to balance work with raising children and nursing family members, we have established a return employment system and a remote working system, and are introducing hourly-based paid annual leave to support flexible work-styles. Currently, neither the ratio of female employees nor the ratio of female managers can be described as high, but the social advancement of women is still in the development stage. If someone takes the lead, and the number of colleagues who continue in their footsteps increases, the social advancement of women will be normalized. I think it is good to have various types of people taking the lead. By demonstrating what it is like to work at one's own pace and style, those who follow them will become aware of their own potential, and more and more people will join them. Tadano provides an environment in which it is comfortable for women to work, and has high expectations for women's empowerment. I hope that women in society will continue to work for a long time. Tadano is a manufacturing company, and there are many aspects of this industry that are difficult to see unless you work in it for a long time. It would be a pity to quit halfway through, so I would like to talk with many employees and support them as much as I can.

Executives

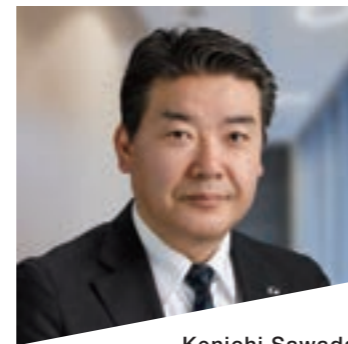
Directors



Koichi Tadano



Toshiaki Ujiie



Kenichi Sawada



Akiko Otsuka



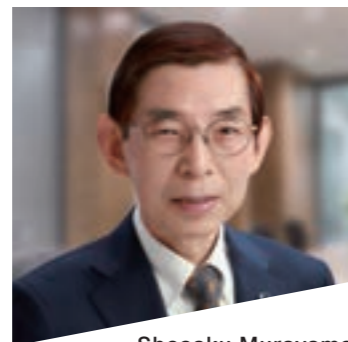
Junichi Kaneko



Koichi Tadenuma



Hiroyuki Goda



Shosaku Murayama



Tatsuro Ishizuka

Koichi Tadano Representative Director, Chairman of the Board
 Apr. 1977: Joined Marubeni Corporation
 Jun. 1988: Joined Tadano Ltd.
 Jun. 1991: General Manager of President's Office
 Jan. 1997: Director and President of Faun GmbH (currently Tadano Faun GmbH)
 Jun. 1997: Director
 Apr. 1999: Director and Executive Officer
 Apr. 2001: Director and Senior Executive Officer
 Apr. 2002: Representative Director and Senior Executive Officer
 Jun. 2003: Representative Director, President and CEO
 Apr. 2021: Representative Director and Chairman of the Board (current position)

Since he assumed the office of Representative Director, President and CEO of the company, he has contributed to the long term growth of the Tadano Group, by leveraging the wealth of experience he had acquired in the past, and has shown strong leadership by playing a pivotal role in management. In April 2021, he assumed the office of Representative Director and Chairman of the Board of the company. He is expected to fulfill an important role in leading the Tadano Group to further growth.

Toshiaki Ujiie Representative Director, President and CEO
 Apr. 1984: Joined Marubeni Corporation
 Apr. 2009: General Manager, Construction Machinery Department of Marubeni Corporation
 Apr. 2013: General Manager, Corporate Planning & Strategy Department of Marubeni Corporation
 Apr. 2014: Executive Officer of Marubeni Corporation
 Apr. 2017: Managing Executive Officer of Marubeni Corporation
 Apr. 2018: Managing Executive Officer and Chief Executive Officer, Transportation & Industrial Machinery Group of Marubeni Corporation
 Apr. 2019: Joined Tadano Ltd. as Adviser to Planning and Administration Division
 Jun. 2019: Director and Senior Executive Officer
 Jun. 2020: Representative Director and Executive Vice President
 Apr. 2021: Representative Director, President and CEO
 Jan. 2022: Representative Director, President and CEO, Supervisor of European Operations (current position)

He was involved in the construction machinery industry at a general trading company for many years, and he has contributed to driving the globalization of the company with his abundant experience and deep insight in the domestic and overseas construction machinery business. In April 2021, he assumed the office of Representative Director, President and CEO of the company, and has shown strong leadership. He is expected to fulfill an important role in leading the Tadano Group to further growth.

Kenichi Sawada Director and Managing Executive Officer, Global Officer
 Dec. 1990: Joined Tadano Ltd.
 Apr. 2004: Director and President of Tadano America Corporation
 Apr. 2008: Officer
 Apr. 2017: Executive Officer
 Jul. 2017: Executive Officer, in charge of European Operations, and Director and President of Tadano Faun GmbH
 Jun. 2020: Director and Executive Officer
 Apr. 2022: Director, Managing Executive Officer and Global Officer, Executive of Production, Head of Indian Operations, and Executive of Global Office (RT/TC) (current position)

He has been in charge of various roles and has overseen divisions such as Pan-American Operations, European Operations, Customer Support, Information and Communication Technology, Production, and Quality and Safety Assurance. He has contributed to the growth of the Tadano Group with his abundant experience and deep insight in these areas. He is expected to fulfill an important role in leading the Tadano Group to further growth.

Hiroyuki Goda Director and Managing Executive Officer
 Apr. 1992: Joined Tadano Ltd.
 Apr. 2008: General Manager of Lifting Equipment Development Department 1
 Apr. 2012: Director, Tadano India Pvt. Ltd.
 Apr. 2017: Officer
 Jun. 2020: Executive Officer and Head of Research and Development Division
 Jun. 2022: Director, Managing Executive Officer and Head of Research and Development Division (current position)

He has been in charge of various important roles in Tadano's Research and Development Division. He has contributed to the growth of the Tadano Group with his abundant experience and deep insight in these areas. He is expected to fulfill an important role in leading the Tadano Group to further growth.

Shosaku Murayama Outside Director
 Lead Independent Director
 Apr. 1972: Joined Bank of Japan
 Feb. 1981: Economist, New York Office of Bank of Japan
 Nov. 1994: General Manager, Takamatsu Branch of Bank of Japan
 Jun. 1998: Chief, Survey Statistics Bureau of Bank of Japan
 Mar. 2002: President, CEO and Representative Director of Teikoku Seiyaku Co., Ltd.
 Jun. 2011: President, CEO and Representative Director of iPS Academia Japan, Inc.
 Jun. 2014: Outside Director of TOHO HOLDINGS CO., LTD. (current position)
 Jul. 2014: President, CEO and Representative Director of iPS Portal, Inc.
 Jun. 2020: Director of Tadano Ltd. (current position)

He has adequately supervised the company's management with his abundant knowledge and experience on the economy, finance and corporate management. He is expected to fulfill his role to supervise management from an objective standpoint independent from those who carry out the company's business by drawing on his abundant knowledge and experience on the economy, finance and corporate management.

Tatsuro Ishizuka Outside Director
 Director
 Apr. 1978: Joined Hitachi, Ltd.
 Apr. 2009: Corporate Officer and General Manager of Hitachi Works, Power Systems Group, Hitachi, Ltd.
 Apr. 2014: Representative Executive Officer, Executive Vice President and Executive Officer of Hitachi, Ltd.
 Apr. 2015: Deputy Chairman of Hitachi Europe Ltd.
 Jul. 2016: Chairman of the Board of Hitachi Research Institute
 Apr. 2017: Representative Executive Officer and Chairman of Hitachi Construction Machinery Co., Ltd.
 Jun. 2017: Representative Executive Officer, Chairman, Executive Officer and Director of Hitachi Construction Machinery Co., Ltd.
 Mar. 2020: Outside Director of K & O Energy Group Inc. (current position)
 Apr. 2021: Adviser of Tadano Ltd.
 Jun. 2021: Director (current position)
 Mar. 2022: Outside Audit & Supervisory Board Member, AGC Inc. (current position)

He has abundant experience and extensive insight gained over many years as a business manager of a general electrical manufacturer and a construction machinery manufacturer. He is expected to fulfill his role to supervise management from an objective standpoint independent from those who carry out the company's business by drawing on his abundant experience and extensive insight gained over many years as a business manager.

Akiko Otsuka Director Outside Director
 Apr. 1986: Joined Toshiba Corporation
 Oct. 1995: Studied at Stanford University Graduate School
 Apr. 2007: Joined NEC Corporation
 Jul. 2015: Gender Equality Committee in AeroSpace (Sorajo board) of Japanese Rocket Society (current position)
 Nov. 2017: Expert of Space Systems Group I, Space Systems Division of NEC Corporation
 Mar. 2018: Earned Doctoral Degree in System Engineering at Keio University
 Apr. 2019: Chairperson of the Gender Equality Committee of the Japan Society for Aeronautical and Space Sciences
 Apr. 2021: Adviser of Tadano Ltd.
 Jun. 2021: Director (current position)
 Apr. 2022: Senior Engineer, Human Spaceflight Technology Center, Human Spaceflight Technology Directorate, Japan Aerospace Exploration Agency (JAXA) (current position)

She has abundant knowledge and experience cultivated through the development of robot arms for the International Space Station and activities of the Gender Equality Committee, among others. She is expected to fulfill her role to supervise management from an objective standpoint independent from those who carry out the company's business by drawing on her abundant knowledge and experience cultivated through product development and activities of the Gender Equality Committee.

Junichi Kaneko Director Outside Director
 Apr. 1976: Entered the Ministry of Labor (currently Ministry of Health, Labour and Welfare)
 Aug. 2007: Director General, Minister's Secretariat, Ministry of Health, Labour and Welfare
 Jul. 2008: Director General of the Labour Standards Bureau, Ministry of Health, Labour and Welfare
 Sep. 2012: Vice-Minister, Ministry of Health, Labour and Welfare
 Apr. 2015: Visiting Professor, Institute of Regional Development, Taisho University
 Jul. 2017: Senior Advisor, Boston Consulting Group
 Jun. 2019: Chairman, National Silver Human Resources Center Association (current position)
 Mar. 2022: Adviser of Tadano Ltd.
 Jun. 2022: Director (current position)

He has advanced expertise and abundant experience in compliance and human resources strategies in the employment and labor administration fields through holding important posts including Director General of the Labour Standards Bureau and Vice-Minister in the Ministry of Health, Labour and Welfare. The company expects him to fulfill his role to supervise management from an objective standpoint independent from those who carry out the company's business by drawing on his advanced expertise and abundant experience in compliance and human resources strategies in the employment and labor administration fields.

Koichi Tadenuma Director Outside Director
 Apr. 1990: Assistant Professor, Faculty of Economics, Hitotsubashi University
 Apr. 1992: Associate Professor, Faculty of Economics, Hitotsubashi University
 Apr. 1998: Associate Professor, Graduate School of Economics, Hitotsubashi University
 Apr. 2000: Professor, Graduate School of Economics, Hitotsubashi University (current position)
 Apr. 2011: Dean of Graduate School, Graduate School of Economics, Hitotsubashi University
 Dec. 2014: President of Hitotsubashi University
 Dec. 2020: Adviser of Tadano Ltd.
 Jun. 2021: Director (current position)

He has deep insight on economics and abundant experience in academic administration. He is expected to fulfill his role to supervise management from an objective standpoint independent from those who carry out the company's business by drawing on his insight on economics and advising based on his academic experience.

Composition of the Board of Directors

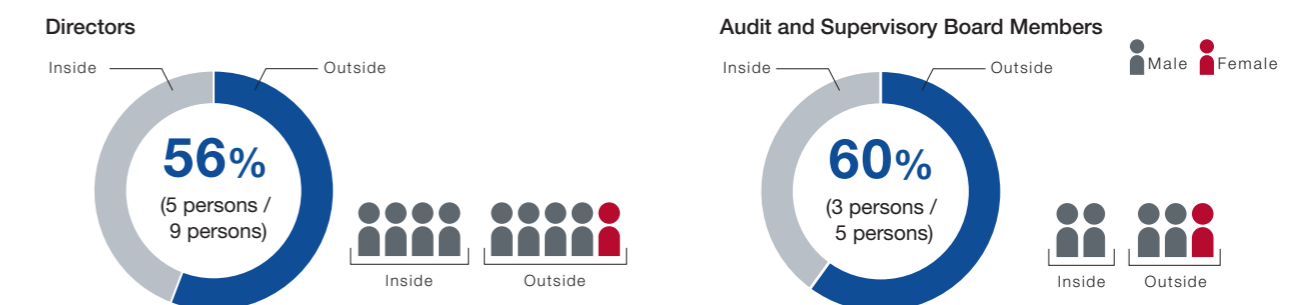
Directors are elected in consideration of a balance of knowledge, experience and skills.

Areas of expertise of the Directors

Name	Corporate management	Governance and risk management	Finances and accounting	Manufacturing, technology and R&D	Marketing and sales	Global experience
Koichi Tadano	●	●	●	●	●	●
Toshiaki Ujiie	●	●	●	●	●	●
Kenichi Sawada	●	●	●	●	●	●
Hiroyuki Goda	●	●	●	●	●	●
Shosaku Murayama	●	●	●	●	●	●
Tatsuro Ishizuka	●	●	●	●	●	●
Akiko Otsuka	●	●	●	●	●	●
Junichi Kaneko	●	●	●	●	●	●
Koichi Tadenuma	●	●	●	●	●	●

* The above list does not represent all the areas of expertise of the Directors.

Proportions of Outside Directors and Outside Audit and Supervisory Board Members



Audit and Supervisory Board Members



Yoichiro Nishi



Masahiko Ikeura



Koji Watanabe



Mami Kato



Hisakazu Suzuki

Yoichiro Nishi Audit and Supervisory Board Member

Apr. 1976: Joined Yanmar Diesel Co., Ltd. (currently Yanmar Holdings Co., Ltd.)
 Apr. 2005: General Manager of Tractor Development Division I, Development Headquarters, Yanmar Diesel Co., Ltd.
 Jan. 2007: General Manager of Development Group III, Development Division, Tractor Business Headquarters, Yanmar Agricultural Equipment Co., Ltd. (currently Yanmar Agribusiness Co., Ltd.)
 Jun. 2008: General Manager of Product Technology Department, Development Division, Tractor Business Headquarters, Yanmar Agricultural Equipment Co., Ltd.
 Sep. 2008: Joined Tadano Ltd.
 Jan. 2009: General Manager of R&D Planning Department
 Apr. 2009: Officer
 Apr. 2011: Executive Officer
 Jun. 2011: Director and Executive Officer
 Jun. 2020: Audit and Supervisory Board Member (current position)

He has been in charge of various roles and has overseen divisions such as Research and Development, Production, and Quality and Safety Assurance, and has abundant knowledge and deep insight in these areas. He is expected to perform audits based on his broad viewpoints.

Masahiko Ikeura Audit and Supervisory Board Member

Apr. 1981: Joined Tadano Ltd.
 Jul. 1999: President and Representative Director of Tadano Tokyo Sales Ltd.
 Apr. 2005: General Manager of Chugoku Branch, West Japan Branch Office, Tadano Ltd.
 Apr. 2008: Head of East Japan Branch Office
 Apr. 2009: General Manager of Japan Sales Planning and Promotion Department
 Apr. 2012: Officer and Deputy Head of Japan Sales Division
 Apr. 2021: Adviser of Tadano Ltd.
 Jun. 2021: Audit and Supervisory Board Member (current position)

He has managerial experience at the company's affiliate as well as abundant experience and knowledge in the company's business, mainly centered on the sales division. In light of his proven track record as an Officer, he is expected to appropriately fulfill his duties as an Audit and Supervisory Board Member.

Koji Watanabe Outside Audit and Supervisory Board Member Audit and Supervisory Board Member

Apr. 1980: Appointed to Kagawa Prefectural Police Officer
 Apr. 2010: Director of First Investigation Division, Kagawa Prefectural Police Headquarters
 Mar. 2014: Chief of First Investigation Division, Kagawa Prefectural Police Headquarters
 Mar. 2020: Chief, Takamatsu-minami Police Office
 Feb. 2021: Regional Inspector of Community Safety Division, Kagawa Prefectural Police Headquarters
 Jun. 2022: Audit and Supervisory Board Member of Tadano Ltd. (current position)

He is expected to utilize his abundant knowledge of and experience in compliance, for the company's audit system.

Mami Kato Outside Audit and Supervisory Board Member Audit and Supervisory Board Member

Apr. 1986: Joined IBM Japan, Ltd.
 Apr. 1997: Registered as a lawyer (to present)
 Jan. 1998: Joined Sakuragaoka Law Office (to present)
 Apr. 2012: Vice President of Dai-ni Tokyo Bar Association
 Jun. 2016: Outside Director of MAEZAWA KASEI INDUSTRIES CO., LTD. (current position)
 Jul. 2018: Outside Director and Audit and Supervisory Committee Member of VISIONARY HOLDINGS CO., LTD. (current position)
 Jun. 2021: Audit and Supervisory Board Member of Tadano Ltd. (current position)

She is expected to utilize her professional viewpoints as a lawyer, abundant knowledge of and experience in corporate law, and experience as an Outside Officer, for the company's audit system.

Hisakazu Suzuki Outside Audit and Supervisory Board Member Audit and Supervisory Board Member

Apr. 1977: Joined Sumitomo Corporation
 Oct. 2003: General Manager, Documents and General Affairs Department of Sumitomo Corporation
 Aug. 2008: General Manager, Public Relations Department of Sumitomo Corporation
 Apr. 2011: Executive Officer of Sumisho Computer Systems Corporation
 Oct. 2011: Executive Officer of SCSK Corporation
 Jun. 2012: Representative Director, Senior Executive Officer of SCSK Corporation
 Apr. 2016: Representative Director, Executive Vice President, Executive Officer of SCSK Corporation
 Oct. 2019: Adviser of Tadano Ltd.
 Jun. 2020: Audit and Supervisory Board Member (current position)
 Dec. 2021: Outside Director and Audit and Supervisory Committee Member of CRI Middleware Co., Ltd. (current position)

He has abundant knowledge and experience on corporate management, compliance, and corporate governance. In addition, he has experience as an officer managing IR and finance at SCSK Corporation, and has a considerable amount of knowledge in finance and accounting. He is expected to utilize these knowledge and experiences for the company's audit system.

Compensation of Officers

Basic Policy

In accordance with the provisions of the company's Articles of Incorporation, the maximum annual amount of compensation for Directors was set at no more than 450 million yen (of which no more than 80 million yen for Outside Directors) by resolution of the 73rd Ordinary General Shareholders' Meeting held on June 25, 2021. In addition, a resolution of the 72nd Ordinary General Shareholders' Meeting held on June 25, 2020 approved the total amount of monetary compensation to be paid to Directors (excluding Outside Directors) for the granting of restricted stock be no more than 90 million yen per year, which is within the aforementioned maximum amount of compensation.

The compensation of individual Directors (excluding Outside Directors; the same shall apply hereinafter) shall consist of (1) fixed compensation (monetary compensation), (2) performance-linked compensation (monetary compensation) as variable compensation, and (3) compensation for shares with transfer restrictions as non-monetary compensation, based on the basic policy that the level of compensation shall be appropriate in accordance with the responsibilities of each Director.

The compensation for Outside Directors is fixed compensation (monetary compensation) only, in consideration of their role and independence.

Policy on Determination of Fixed Compensation (Monetary Compensation)

Fixed compensation (monetary compensation) for Directors is a monthly fixed amount and consists of a role-based allowance and basic compensation, taking into consideration the level of other companies and employee salaries. The fixed compensation (monetary compensation) for Outside Directors is determined as a monthly fixed compensation, taking into consideration the level of other companies and their responsibilities.

Policy on Determination of Performance-Linked Compensation (Monetary Compensation)

The amount of performance-linked compensation for Directors is determined based on consolidated net income as a performance indicator, and is paid on a monthly basis together with the above fixed compensation, in order to raise awareness of the need to improve performance in each fiscal year. Specifically, a payment rate of 0% to 50% linked to the amount of consolidated net income is set and determined by the following formula. The payment rate is reviewed as necessary in response to changes in the business environment.

$$\text{Performance-linked compensation} = \text{Basic compensation by position} \times \text{Payment rate based on performance indicators}$$

Policy Regarding Determination of Non-monetary Compensation, Etc.

To incentivize the sustainable enhancement of the company's corporate value and to promote further value sharing among Directors and shareholders, non-monetary compensation, etc. are designated as restricted stock. At the Board of Directors Meeting held in July each year, a resolution is passed to grant restricted stock to Directors, and a lump-sum grant for the year is made in August.

The specific number of shares to be granted is the number obtained by dividing the amount equivalent to 36% of the total annual basic compensation by the amount to be paid in per share, which is determined based on the closing price of the company's common stock on the Tokyo Stock Exchange on the business day immediately preceding the day of the Board of Directors' resolution regarding the grant of restricted stock.

Restricted stock shall include the content described on the right.

- ① **Restriction on transfer and period of restriction on transfer**
 Directors may not transfer, create security interests in, or otherwise dispose of restricted stock during the period from the date of granting until the date of retirement from the position of Director of the company or other position determined by the Board of Directors of the company.
- ② **Reasons for acquisition without compensation**
 In the event of resignation during the term of office without a justifiable reason, violation of laws and regulations or internal rules, or any other event that the Board of Directors of the company determines to be appropriate for the acquisition of restricted stock without compensation, the company shall acquire the granted restricted stock without compensation.

Policy for Determining the Ratio of Monetary to Non-monetary Compensation

The details and ratios of monetary and non-monetary compensation, etc. are as follows.

	Monetary Compensation		Non-monetary Compensation
	(Fixed compensation) Position allowance+basic compensation Approximately 65%	(Performance-linked compensation) Basic compensation×payment rate (25%) Approximately 15%	(Restricted stock compensation) Basic compensation×36% Approximately 20%
Directors			
Outside Directors	Fixed compensation 100%	—	—

Notes: 1. Performance-linked compensation assumes that the rate of payment linked to the amount of consolidated net income is 25%.
 2. In order to ensure fairness and transparency, the Board of Directors consults in advance with the Nominating and Compensation Committee, the majority of whose members comprise Independent Directors, and makes decisions on individual compensation for Directors and Outside Directors based on the committee's report.
 3. Compensation for each Director is not stated as there is no one whose total amount of compensation, etc. is 100 million yen or more.

Business Segments

Overview of FY 2021 Business Results

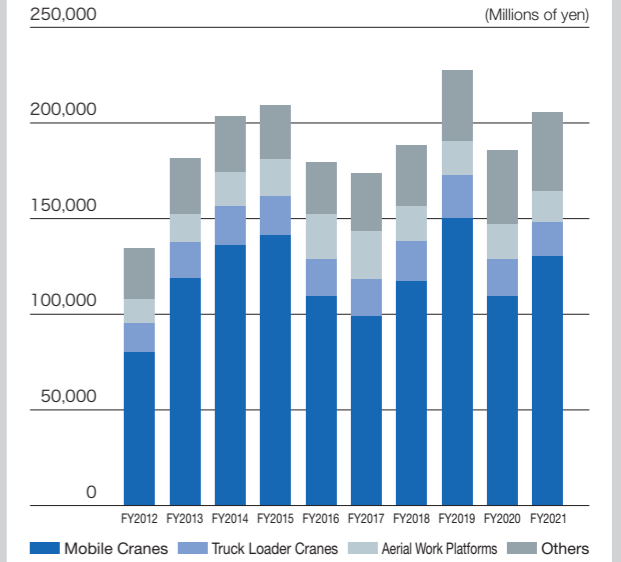
Net Sales by Product

Sales of mobile cranes and other products increased to 130,461 million yen (119.2% of the figure for the previous year) and 40,777 million yen (105.7% of the figure for the previous year) respectively. Sales of truck loader cranes and aerial work platforms decreased to 18,251 million yen (94.5% of the figure for the previous year) and 16,171 million yen (86.5% of the figure for the previous year) respectively. As a result, net sales in FY 2021 amounted to 205,661 million yen (110.5% of the figure for the previous year).

■ Net sales by product (comparison between FY 2020 and FY 2021)

	FY 2020	FY 2021	Change	
			Amount	Rate of change
Mobile Cranes	109,430	130,461	21,030	19.2%
Truck Loader Cranes	19,314	18,251	-1,062	-5.5%
Aerial Work Platforms	18,701	16,171	-2,530	-13.5%
Others	38,593	40,777	2,183	5.7%
Total	186,040	205,661	19,621	10.5%

■ Net sales by product (from FY 2012 to FY 2021)



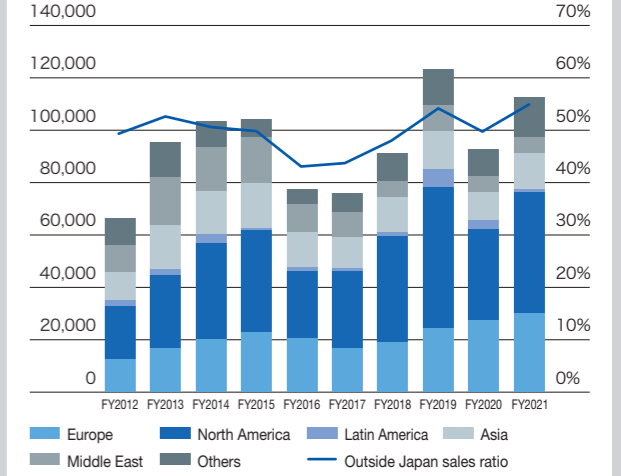
Net Sales by Destination

Sales in Europe increased to 30,487 million yen (110.3% of the figure for the previous year) due to changes in product sales composition, despite declining demand. Due to increased demand, sales in markets outside Japan other than Europe increased to 45,999 million yen (131.4% of the figure for the previous year) in North America, 14,039 million yen (127.5% of the figure for the previous year) in Asia, 5,902 million yen (100.1% of the figure for the previous year) in the Middle East, and 15,219 million yen (150.3% of the figure for the previous year) in other areas. Sales in Latin America dropped to 1,028 million yen (33.3% of the figure for the previous year), despite increased demand. Sales in Japan decreased to 92,983 million yen (99.7% of the figure for the previous year), partly due to delayed shipments caused by deterioration in the procurement environment for truck loader cranes and aerial work platforms, despite increased demand. Sales in markets outside Japan accounted for 54.8% (49.9% for the previous year).

■ Net sales by destination (comparison between FY 2020 and FY 2021)

	FY 2020	FY 2021	Change	
			Amount	Rate of change
Europe	27,631	30,487	2,856	10.3%
North America	35,001	45,999	10,998	31.4%
Latin America	3,092	1,028	-2,063	-66.7%
Asia	11,013	14,039	3,025	27.5%
Middle East	5,898	5,902	4	0.1%
Others	10,126	15,219	5,093	50.3%
Subtotal (outside Japan)	92,763	112,678	19,914	21.5%
Japan	93,277	92,983	-293	-0.3%
Total	186,040	205,661	19,621	10.5%
Outside Japan sales ratio	49.9%	54.8%		

■ Net sales by destination (from FY 2012 to FY 2021)



* Other areas include Oceania, Africa, and the CIS.

* Japan is not included.
* Other areas include Oceania, Africa, and the CIS.



01 Mobile Cranes

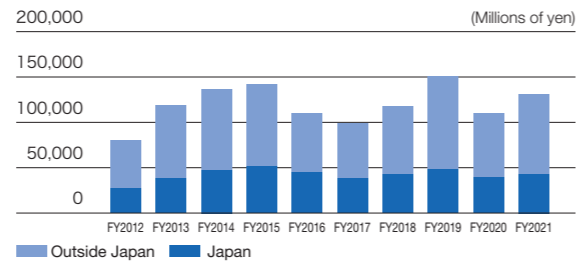
Net Sales

Sales in the Japanese market and markets outside Japan increased to 42,725 million yen (107.8% of the figure for the previous year) and 87,736 million yen (125.7% of the figure for the previous year) respectively. As a result, the net sales of mobile cranes amounted to 130,461 million yen (119.2% of the figure for the previous year).

Net sales (comparison between FY 2020 and FY 2021)

	FY 2020		FY 2021	
	Amount	Rate of change	Amount	Rate of change
Japan	39,615		42,725	7.8%
Outside Japan	69,815		87,736	25.7%
Total	109,430		130,461	19.2%

Net sales (from FY 2012 to FY 2021)



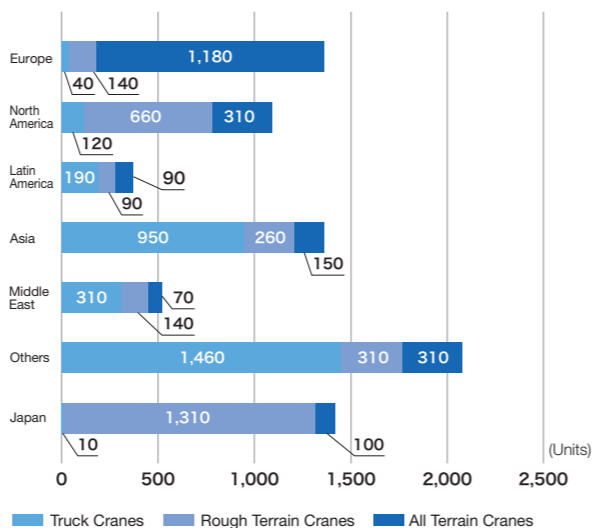
Demand and Share (Units Sold)

In 2021, the overall demand for mobile cranes in the markets outside Japan (excluding China) increased to 121.3% of the figure for the previous year, due to the recovery of demand, which had been in a decline since the spread of COVID-19. The share of Tadano products in the global market fell by four percentage points to 20%, compared with 24% for the previous year.

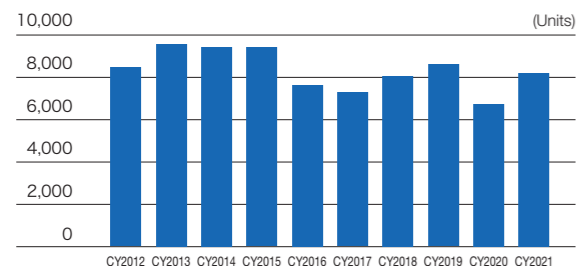
Demand and share (comparison between CY 2020 and CY 2021)

	Demand (units)			Share	
	Jan.-Dec. 2020	Jan.-Dec. 2021	Rate of change	Jan.-Dec. 2020	Jan.-Dec. 2021
Europe	1,390	1,360	-2.2%	13%	12%
North America	980	1,090	11.2%	31%	36%
Latin America	200	370	85.0%	11%	6%
Asia	1,020	1,360	33.3%	9%	7%
Middle East	480	520	8.3%	20%	7%
Others	1,170	2,080	77.8%	10%	6%
Outside Japan total	5,240	6,780	29.4%		
Japan	1,520	1,420	-6.6%	54%	54%
Total	6,760	8,200	21.3%	24%	20%

Demand by market and product model (CY 2021)



Global demand (from CY 2012 to CY 2021)



* The figures are estimates by the company (rounded to the nearest ten).
 * Products made in Russia are not included.
 * Products made in China for export are included.
 * Products for the Chinese market made in China are not included.
 The estimated demand for made in China products in the Chinese market is as follows:
 CY 2012: Approx. 22,000 units, CY 2013: Approx. 17,000 units, CY 2014: Approx. 14,000 units, CY 2015: Approx. 9,000 units, CY 2016: Approx. 9,000 units, CY 2017: Approx. 20,000 units, CY 2018: Approx. 32,000 units, CY 2019: Approx. 42,000 units, CY 2020: Approx. 54,000 units, CY 2021: Approx. 46,000 units

Products

All Terrain Cranes



AC 7.450-1

Large-capacity cranes utilized on-site for construction and maintenance work for infrastructure development projects such as highways and bridge construction and large-scale plants and buildings. Capable of handling all types of road surfaces from paved roads to irregular terrains, they have a large crane capacity while also having superb maneuverability due to their rear wheel or all-wheel steering features.

Rough Terrain Cranes



GR-250N

One of our leading product lines, representing the peak of Tadano's technical prowess. They are self-propelled cranes capable of traveling and handling crane operations from a single driver's seat. In addition to being able to travel on irregular terrains or soft ground, their maneuverability allows them to be used on-site in areas such as urban settings and narrow places. Outside Japan, they are mainly used in the construction and maintenance of large-scale plants.

Truck Cranes



GT-750EL

These cranes are mounted on special-purpose or standard truck carriers. Driver's cabins are separately installed for travelling and for use as a crane. They are self-propelled and capable of travelling as speedily as trucks to the worksite to start crane work. Outside Japan, they are frequently deployed for jobs requiring large-scale crane capacity as well as high-speed travel. Their low maintenance costs and ease of maintenance make them especially popular in developing countries.

Telescopic Boom Crawler Cranes



GTC-2000

These cranes were developed to enable efficient use in various environments in the vast lands of the United States, including muddy grounds. The crawler carrier's low center of gravity allows the crane to move while carrying heavy loads, making these cranes suitable for use at construction sites for tunnels, processing plants, oil tanks, and other facilities with challenging height restrictions.

Lattice Boom Crawler Cranes



CC 38.650-1

These cranes are suitable for sites that require more powerful lifting capacity. They have greater lifting capacity than other types of cranes—up to 3,200 tons—and maintain excellent maneuverability under heavy loads. Despite their size, transportation is made easy by dismantling them, and their fields of application are expanding worldwide in areas such as wind power related construction due to the growing demand for clean energy.



02 Truck Loader Cranes



03 Aerial Work Platforms

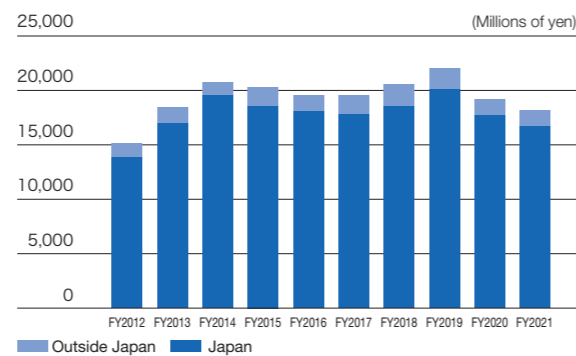
Net Sales and Share of Units Sold in Japan

Due to a decrease in the number of registered trucks, sales in the Japanese market stood at 16,815 million yen (93.8% of the figure for the previous year). Although sales in markets outside Japan increased slightly to 1,436 million yen (103.1% of the figure for the previous year), net sales of truck loader cranes stood at 18,251 million yen (94.5% of the figure for the previous year).

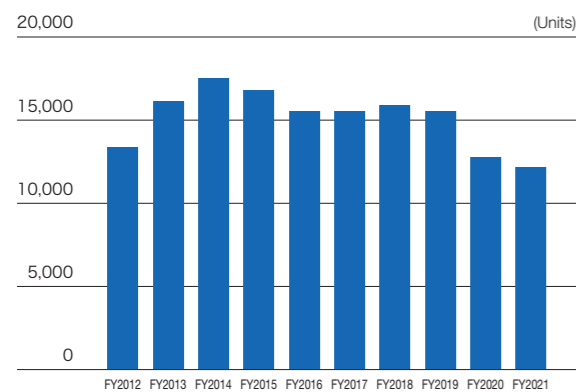
Net sales (comparison between FY 2020 and FY 2021)

	FY 2020	FY 2021	Change	
			Amount	Rate of change
Japan	17,920	16,815	-1,105	-6.2%
Outside Japan	1,393	1,436	42	3.1%
Total	19,314	18,251	-1,062	-5.5%

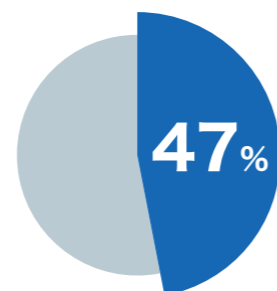
Net sales (from FY 2012 to FY 2021)



Demand in Japan (from FY 2012 to FY 2021)



Share of units sold in Japan (FY 2021)



Products



TM-ZE360

Truck Loader Cranes



TM-ZX364

These cranes are among the most versatile crane models, with applications across a variety of industries, including shipping, landscaping, and construction. Designed to be mounted in positions such as at the back of truck cabs, they are applicable to a wide range of trucks with a rich lineup of cranes to meet extensive needs.

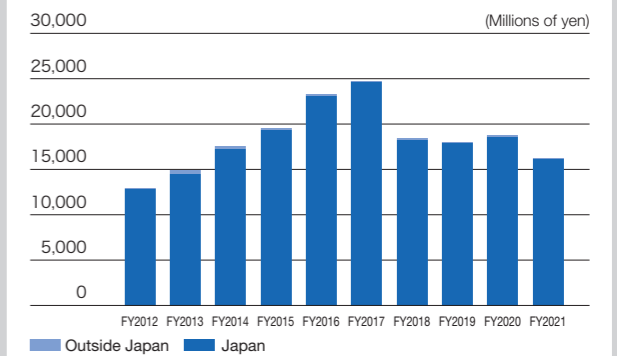
Net Sales and Share of Units Sold in Japan

Due to delayed shipments caused by deterioration in the procurement environment, sales in the Japanese market decreased to 16,125 million yen (87.2% of the figure for the previous year), and sales in markets outside Japan decreased to 45 million yen (22.2% of the figure for the previous year). As a result, net sales of aerial work platforms amounted to 16,171 million yen (86.5% of the figure for the previous year).

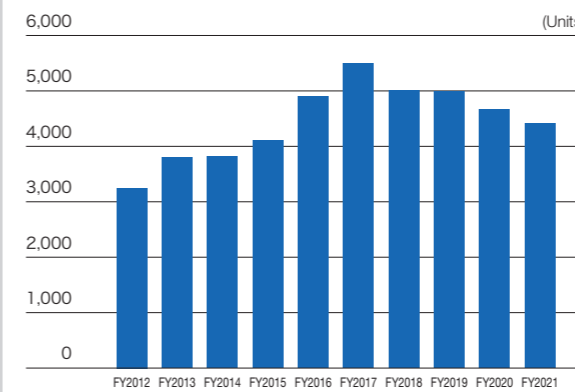
Net sales (comparison between FY 2020 and FY 2021)

	FY 2020	FY 2021	Change	
			Amount	Rate of change
Japan	18,497	16,125	-2,371	-12.8%
Outside Japan	204	45	-158	-77.8%
Total	18,701	16,171	-2,530	-13.5%

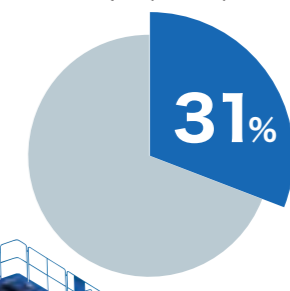
Net sales (from FY 2012 to FY 2021)



Demand in Japan (from FY 2012 to FY 2021)



Share of units sold in Japan (FY 2021)



Products



AT-320XTG

Aerial Work Platforms

Safety, convenience, and operator comfort are key features of our aerial work platforms. Tadano employs advanced control technologies to simplify operations and improve usability. Our revolutionary Super Deck series of aerial work platforms are the world's first to be equipped with our Four-Motion Control that allows horizontal and vertical movement, smoothly carrying the operator directly from one point to another in any direction. This series is highly recognized as a revolutionary product that opened a new chapter in the history of aerial work platforms in Japan.



AT-200S



04 Others

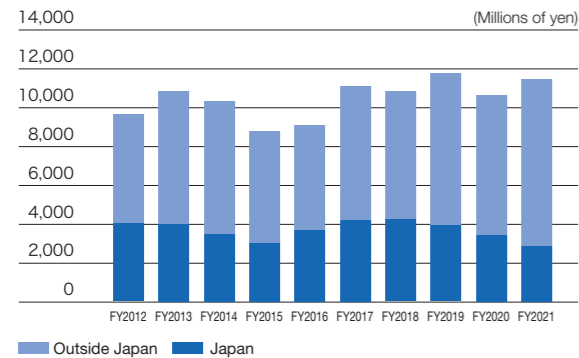
Net Sales

Sales for used cranes and other products increased to 11,468 million yen (107.7% of the figure for the previous year), due to an increase in sales in markets outside Japan. Parts sales and product repairs stood at 29,308 million yen (104.9% of the figure for the previous year), representing the highest figure ever. As a result, total sales were 40,777 million yen (105.7% of the figure for the previous year).

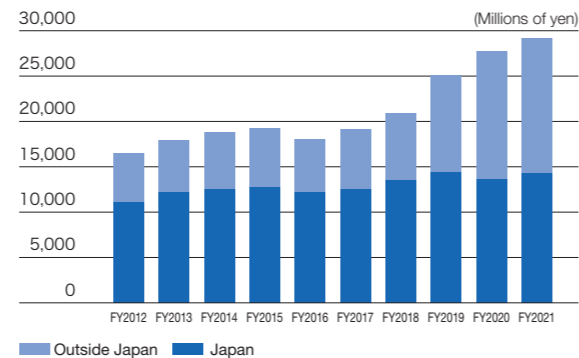
■ Net sales (comparison between FY 2020 and FY 2021)

	FY 2020	FY 2021	Change	
			Amount	Rate of change
Used cranes Other products	10,649	11,468	819	7.7%
Parts Repairs	27,944	29,308	1,364	4.9%
Total	38,593	40,777	2,183	5.7%

■ Sales of used cranes and other products (from FY 2012 to FY 2021)



■ Sales of parts and repairs (from FY 2012 to FY 2021)



Outstanding Customer Service

Crane downtime leads directly to business losses for customers. That is why Tadano strives to deliver outstanding service that meets customer expectations.

We aim to minimize product downtime and failure arising from inadequate maintenance by promoting before-sales services, including the Tadano Maintenance Package, which allow customers, service contractors, and Tadano to share information on maintenance status and repair history using Hello-Net, and the Tadano Engine Care Package, which specializes in the maintenance of advanced engines (currently available only in Japan). Our after-sales services are built on a service network of 342 authorized service contractors and 881 authorized service personnel across Japan, in addition to 10 branches and 23 sales offices. Our global service network spans the entire world and includes direct service as well as service provided by over 140 distributors. Along with other efforts to enhance this network, we are working to improve service quality. We are proceeding with the development of human resources for service personnel in and outside Japan through not only local on-site seminars but also technical seminars that allow trainees to take courses remotely over the internet by incorporating IT, as well as through other systematic educational programs at training centers that incorporate state-of-the-art technologies. Furthermore, Tadano devotes its efforts to preventing accidents at jobsites through initiatives such as safety training using virtual reality.



Safety training using virtual reality

A Manufacturer with Four Synergistic Strengths

Tadano aims to be a manufacturer with four synergistic strengths consisting of product competitiveness, product quality, service capability (including parts), and used equipment liquidity. In addition to enhancing the competitiveness and quality of our new products, we are working to strengthen our service capability including parts and maintain and enhance used equipment value to increase used equipment liquidity.

One of the initiatives is the supply of maintenance parts. The fastest parts shipment is made possible through collaboration between parts centers at seven bases in Japan and the Global Parts Center located in Kobe, and products that are in high demand are always in stock for each service area based on our many years of experience, playing a key part in minimizing product downtime. Outside Japan, the company established a parts center in Singapore, seeking to further shorten delivery time both in and outside Japan.

Tadano is also committed to the recycling business to help customers save on repair costs. In 2017, Tadano instituted the Tadano Remanufacturing Logo to increase awareness of recyclable parts and expand our stock business. By offering upgrades of road-rail vehicles and other special-purpose products, adjustment and repair for components and replacements for discontinued parts, we minimize downtime and keep repair costs down, to maximize product life and maintain value while also being good for the environment. These efforts are contributing to the outstanding reputation of our used equipment.

Through these activities, we will continue our efforts to increase the life cycle value of our products to ensure their long service life.

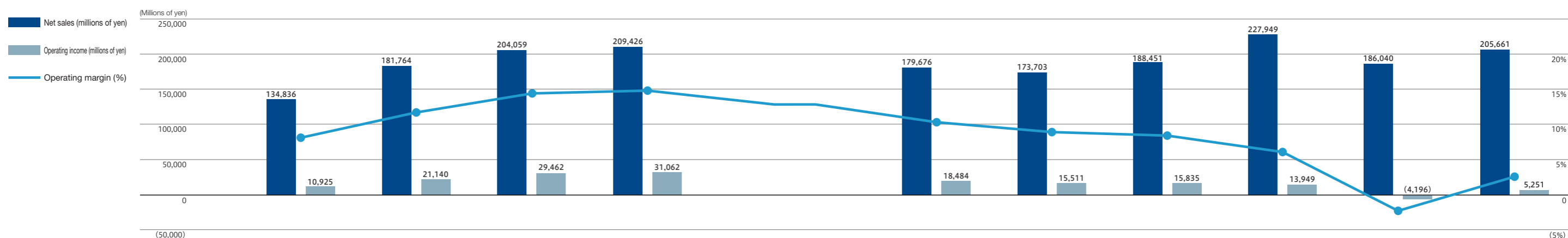


Tadano Remanufacturing Logo



Global Parts Center

Financial and Non-financial Highlights (Consolidated)



	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019-1	FY 2020	FY 2021
Profit and Loss										
Net sales (millions of yen)	134,836	181,764	204,059	209,426	179,676	173,703	188,451	227,949	186,040	205,661
Operating income (loss) (millions of yen)	10,925	21,140	29,462	31,062	18,484	15,511	15,835	13,949	(4,196)	5,251
Ordinary income (loss) (millions of yen)	11,448	21,642	30,357	30,680	18,490	14,907	15,604	13,791	(4,683)	5,454
Net income (loss) attributable to owners of the parent (millions of yen)	7,341	14,410	19,483	19,621	11,881	9,391	11,462	6,433	(12,987)	13,096
Cash Flow										
Cash flow from operating activities (millions of yen)	2,188	15,467	19,800	19,387	3,301	30,015	2,515	(2,982)	20,448	17,332
Cash flow from investing activities (millions of yen)	(1,972)	(3,753)	(4,079)	(3,758)	(4,798)	(3,942)	(17,052)	(31,543)	(3,731)	(7,084)
Cash flow from financing activities (millions of yen)	(2,050)	(4,910)	(4,287)	(3,136)	(2,495)	(7,992)	(5,717)	25,954	29,039	(471)
Financial Condition										
Total assets (millions of yen)	177,538	198,864	223,525	235,302	229,737	245,501	255,793	311,260	323,920	344,719
Cash and cash equivalents at the end of the fiscal year (millions of yen)	39,512	48,156	61,262	73,120	68,291	86,624	65,753	56,997	102,995	115,196
Interest-bearing debt (millions of yen)	38,706	38,233	37,620	36,869	37,235	33,750	30,165	63,035	94,586	98,177
Shareholders' equity (millions of yen)	88,757	100,454	116,796	133,190	141,746	147,841	156,011	159,025	144,307	156,502
Per Share Data										
Net assets per share (yen)	677.3	805.9	958.2	1,060.0	1,121.9	1,180.3	1,216.0	1,241.3	1,137.0	1,255.1
Net income (loss) per share (yen)	57.8	113.7	153.8	154.9	93.8	74.2	90.5	50.8	(102.5)	103.3
Price-earnings ratio (%)	18.8	11.8	10.5	6.7	13.8	21.5	11.6	15.2	—	10.0
Dividends (yen)	12.0	19.0	23.0	26.0	26.0	26.0	26.0	28.0	3.0	7.0
Dividend payout ratio (%)	20.7	16.7	15.0	16.8	27.7	35.1	28.7	55.1	—	6.8
Other Indicators										
Operating margin (%)	8.1	11.6	14.4	14.8	10.3	8.9	8.4	6.1	(2.3)	2.6
Ratio of operating income to total assets (ROA) (%)	6.5	11.2	14.0	13.5	7.9	6.5	6.3	4.9	—	1.6
Return on equity (ROE) (%)	9.0	15.3	17.5	15.4	8.6	6.4	7.6	4.1	—	8.6
Return on invested capital (ROIC) (%)	5.6	10.6	12.4	12.3	7.4	5.6	6.0	4.1	(2.1)	0.9
Capital adequacy ratio (%)	48.4	51.4	54.3	57.0	61.8	60.9	60.2	50.5	44.5	46.2
Capital investments (millions of yen)	2,925	4,178	3,905	4,572	6,030	2,838	14,458	12,902	5,666	5,364
Depreciation expense (millions of yen)	2,167	2,366	2,589	2,793	3,113	2,864	2,984	4,527	5,695	5,541
Research and development expense (millions of yen)	3,998	4,497	4,876	5,611	5,993	6,149	6,918	7,822	8,440	7,976
Outside Japan sales ratio (%)	49.1	52.5	50.7	49.9	43.1	43.8	48.5	54.1	49.9	54.8
Number of employees	3,144	3,227	3,491	3,433	3,346	3,311	3,405	5,084	5,074	4,589-2
Average years of service-3	17.4	17.7	16.4	16.3	17.2	17.1	16.9	17.0	17.8	16.7
Ratio of female employees (%) ⁻³	7.7	7.5	7.3	7.5	7.7	7.6	7.1	7.4	7.5	9.5
Ratio of female managers (%) ⁻³	0.8	0.7	0.7	0.7	0	1.2	1.3	1.3	0.9	0.9
CO ₂ emissions (t) ⁻⁴	9,521	12,857	13,819	14,269	13,765	12,375	12,426	30,019	26,179	28,911

*1 The financial figures for FY 2019 above have been revised to reflect the finalization of the provisional accounting treatment for business combinations.

*2 The number of employees decreased by 485 compared to the end of FY 2020, mainly due to the reduction in the number of employees at Tadano Damag GmbH and Tadano Faun GmbH following the completion of their business restructuring procedures.

*3 Tadano Ltd. on a non-consolidated basis.

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

Topics

Announcing the World's First Electric Rough Terrain Crane

In April 2022, we announced our plans to commercialize the world's first electric rough terrain crane for the Japanese market. Detailed specifications and the launch date were not announced at the time, but this is a revolutionary product that can reduce CO₂ emissions generated during crane operations and traveling to zero by using electrical power. We are proceeding with its development based on the concept that a single charging will be enough to power an average day's travel and crane operations, and aiming for product release in 2023.

The Tadano Group declared a target of achieving Net Zero Carbon Emissions by 2050, and set long-term environmental targets for 2030 compared to the 2019 baseline of a 35% reduction in CO₂ emissions from product use. Currently, our lifting equipment products are equipped with diesel engines, consuming large amounts of light oil for operations and travel, and generating large emissions of CO₂. The total amount of CO₂ emissions from our products, used all over the world, is believed to greatly exceed the total amount of CO₂ emissions from the group's business activities, including at plants.

In the construction machinery industry as well, electrified products such as hydraulic excavators and dump trucks are already available, and it is certain that the lifting equipment industry will also follow the path of electrification. We expect that the introduction of "E-Pack" to the Japanese market and the development of electric rough terrain cranes, promoted as Tadano Green Solutions, will make a significant contribution towards the planet for the future and addressing the climate change issue. Electrification also increases compatibility with AI, thereby creating the potential for major contributions in terms of safety, quality, and efficiency.

We cannot accomplish these initiatives alone. In response to this announcement, we have already received reactions and inquiries from many industries and business partners. With support from a variety of industries and partners, we will continue to develop even better products while taking into high consideration opinions and ideas shared with us. In the future, we would like to lead the industry with lifting equipment products

other than rough terrain cranes by accelerating the development of our electrified products designed to match with our customers' operating environments.



Company Profile and Stock Information

Overview

Corporate Name:	Tadano Ltd.
Paid-in Capital:	JPY 13,021,568,461 (total number of issued shares: 129,500,355 shares)
Establishment:	August 24, 1948
Number of Employees:	1,539 (non-consolidated), 4,589 (consolidated) as of March 31, 2022
Description of Business:	Production and distribution of mobile cranes, truck loader cranes, aerial work platforms, etc.
Head Office:	Ko-34 Shinden-cho, Takamatsu City, Kagawa, 761-0185, Japan
Plants:	Takamatsu Plant, Shido Plant, Kozai Plant, Tadotsu Plant, Chiba Plant
Research and Testing Facilities:	Advanced Technology Research Center, Sanbonmatsu Testing Site
Branches and Sales Offices:	10 branches, 23 sales offices
Global Offices:	Beijing Representative Office, Moscow Representative Office, Bangkok Representative Office
Group Companies:	37 subsidiaries, 3 affiliates

Japan (12 companies in total)

Tadano IMES Ltd.
Tadano ILEC Ltd.
Tadano S-TEC Ltd.
9 other companies

Europe (13 companies in total)

Tadano Faun GmbH (Germany)
Tadano Demag GmbH (Germany)
11 other companies

Pan-America (5 companies in total)

Tadano America Corporation (US)
Tadano Mantis Corporation (US)
3 other companies

Others (10 companies in total)

Tadano Asia Pte. Ltd. (Singapore)
Tadano Oceania Pty Ltd (Australia)
Tadano Escorts India Pvt. Ltd. (India)
7 other companies

Directors/Officers (As of June 24, 2022)

Representative Director, Chairman of the Board	Koichi Tadano
Representative Director, President and CEO	Toshiaki Ujiie
Director and Managing Executive Officer, Global Officer	Kenichi Sawada
Director and Managing Executive Officer	Hiroyuki Goda
Lead Independent Director	Shosaku Murayama*
Director	Tatsuro Ishizuka*
Director	Akiko Otsuka*
Director	Junichi Kaneko*
Director	Koichi Tadenuma*
Managing Executive Officer	Shinichi Imura
Managing Executive Officer, Global Officer	Jens Ennen
Managing Executive Officer	Tetsu Kotaki
Managing Executive Officer	Takeshi Yasutomi
Managing Executive Officer, Global Officer	Noriaki Yashiro
Executive Officer	Jian Cheng
Executive Officer, Global Officer	Ingo Schiller
Executive Officer	Yuji Tokuda
Executive Officer	Shiro Morita
Executive Officer	Kozo Yoshida
Executive Officer	Yuichi Irifune
Executive Officer	Shinji Noguchi
Executive Officer	Tatsuya Kijima
Executive Officer	Yasuhiro Futamura
Executive Officer	Takashi Fukui
Audit and Supervisory Board Member	Yoichiro Nishi
Audit and Supervisory Board Member	Masahiko Ikeura
Audit and Supervisory Board Member	Koji Watanabe*
Audit and Supervisory Board Member	Mami Kato*
Audit and Supervisory Board Member	Hisakazu Suzuki*

* Outside Director or Outside Audit and Supervisory Board Member

Stock Information (As of March 31, 2022)

Number of authorized shares	400,000,000 shares
Total number of shares issued	129,500,355 shares
Number of shareholders	8,240 shareholders

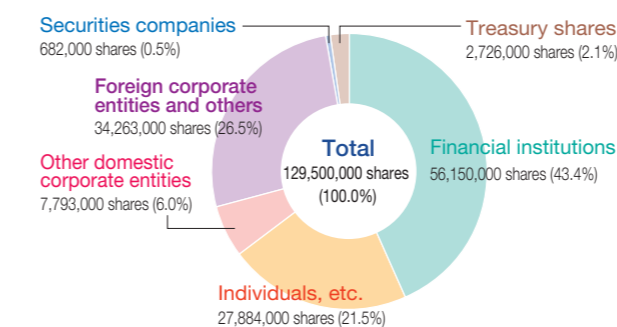
Note: The total number of shares issued includes 2,726,699 treasury shares.

Major Shareholders

Names	Status of investment in the company	
	Number of shares owned (1,000 shares)	Share ownership ratio (%)
The Master Trust Bank of Japan, Ltd.	14,762	11.6
Custody Bank of Japan, Ltd.	7,387	5.8
Nippon Life Insurance Company	6,301	4.9
NORTHERN TRUST CO. (AVFC) RE SILCHESTER INTERNATIONAL INVESTORS INTERNATIONAL VALUE EQUITY TRUST	5,663	4.4
Mizuho Bank, Ltd.	5,246	4.1
The Hyakujushi Bank, Ltd.	5,171	4.0
Meiji Yasuda Life Insurance Company	4,000	3.1
MUFG Bank, Ltd.	3,367	2.6
Tadano Client Stock Ownership Association	3,252	2.5
The Dai-ichi Life Insurance Company, Limited	3,211	2.5

Notes: 1. Share ownership ratio is calculated after deducting the number of treasury shares.
2. All shares owned by Custody Bank of Japan, Ltd. and The Master Trust Bank of Japan, Ltd. are related to the trust services of respective companies.
3. The number of shares owned by The Dai-ichi Life Insurance Company, Limited includes 3,000 shares in a special account.

Ownership Breakdown



Relocation and Opening of the Tadano Tokyo Office at Kanda Square

Tadano has long been working to improve employee job satisfaction and productivity, ensure diversity, and develop global human resources. Since March 2020, as a countermeasures to COVID-19, we have been working to develop and introduce a telework environment, promote online operations, and actively utilize staggered working hours.

In March 2022, we relocated our Tokyo Office to the 18th floor of Kanda Square in Chiyoda-ku, Tokyo, reopening it as the new Tadano Tokyo Office. Also the Tadano Tokyo Branch has been relocated to the 9th floor of the River Side Sumida Central Tower in Sumida-ku, Tokyo.

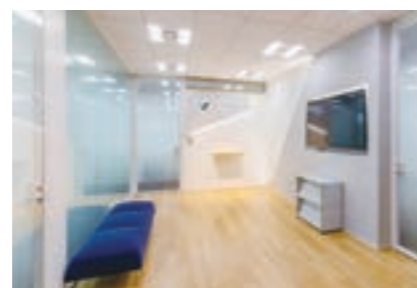
As an office that leads to the further creation of value in terms of living with COVID and post-COVID, we have consolidated the office space on

one floor and changed to a flexible seating layout to enable communication that transcends the boundaries of divisions. We have also set up a space for telework, and are continuing to actively use telework, including online meetings. This is also a concept for using the space as a satellite base for researchers and developers necessary for promoting the technological innovations as well as DX and GX.

Based on our vision of "Pursuing Further Excellence for the World and the Future," we will take on challenges in times of dramatic change and aim to become No. 1 worldwide in the lifting equipment industry. The Tokyo Office will play an increasingly important role as a sales and service base for customers all around the world.



Kanda Square's main entrance



The Tadano Tokyo Office's entrance



The Tadano Tokyo Office's workspace