

## 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.



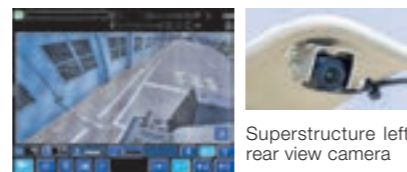
#### Human Alert System

(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

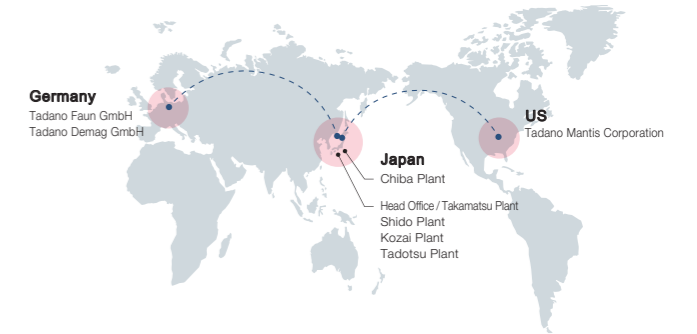
## Our Commitment to Quality

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

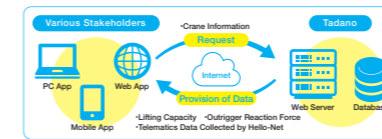
The Tadano Group has production sites across the world, each with a long history of manufacturing lifting equipment, expertise, and supply chains. As One Tadano, while staying true to the aspirations that led to our founding, "We want to make something that will contribute to the world" and "We want 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

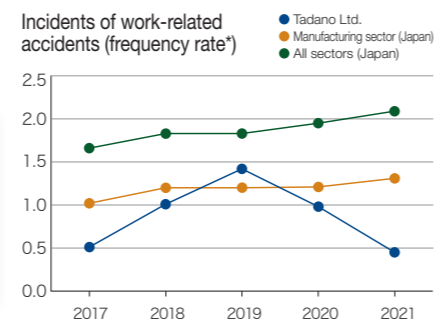
## Our Commitment to Safety in the Workplace

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%	

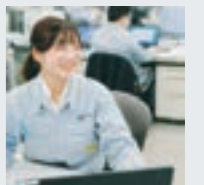
(Reference) As of March 31, 2022  
Ratio of female employees: 9.5%, ratio of female managers: 1.0%, ratio of female supervisors: 4.1%

### 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

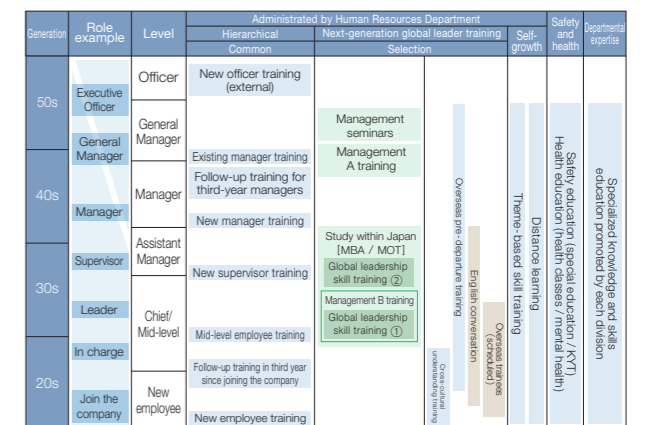
We are encouraging male employees at the company to take a greater part in housework and child-rearing through special features on male employees taking childcare leave in our internal newsletters, and encouraging and getting across various programs at training sessions for newly appointed managers and 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 21<sup>st</sup> 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 <sup>th</sup> 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 100<sup>th</sup> 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 CO<sub>2</sub> 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 CO<sub>2</sub>. 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.

