

# Sustainability

## Promotion of Sustainability

### [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.

17 Sustainable Goals (Common)	Specific aim	Examples of initiatives	Related SDGs
Being a Robust Company	Prepares for and handles various changes and risks correctly	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.	7, 8, 9, 12, 13, 15
Being a Company that Continues to Evolve	Provides safer and more efficient products by promoting technological innovation	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.	7, 8, 9, 11, 13, 15
Being a Company that Benefits Society and Customers	Provides products and services responding to customer needs	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 in 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.	3, 4, 5, 8, 11
Being a Company that Earns the Esteem of the Greater World	Promotes Compliance and Governance	We consider Compliance and Governance as one of the important management issues for the purpose of ensuring transparency, soundness and efficiency of our management, and we are implementing various initiatives. We also engage in activities that contribute to society such as forestation activities as part of our efforts to improve the global environment through the actions of each employee.	8, 14, 15, 16
Being a Company that Earns the Pride of its Employees	Makes the most of human resources and prepares an employee-friendly and rewarding work environment	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 resource development so that every employee can exert their best performance by utilizing their own talents and individuality.	3, 4, 5, 8

Concrete actions taken by the Tadano Group are explained from the next page. Please see our website for further information on Sustainability.



## Human Resource Management

### [Our Basic Policy]

Company growth cannot be achieved without the growth and development of its employees. Securing and utilizing excellent human resources is essential for a sustainable growth. Based on the concept that employees are our assets, Tadano emphasizes workplace building and human resource development to best leverage the skills and individuality of each person and diversity, allowing employees to give their maximum performance. We regularly conduct employee engagement surveys in and outside Japan, and by quantifying the degree of mutual understanding between the company and employees, we are able to visualize and improve the state of our organization. We also believe that maintaining a proper work-life balance, built upon physical and mental well-being, is essential for boosting productivity and adding value.



## 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.

### Empowerment of women

Tadano hires women in a well-planned and proactive manner, aiming to increase the percentage of female employees at the company to 10% by the end of FY 2026. 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).

Currently, male employees represent the majority of the workforce within the Tadano Group. However, numbers show a positive increase of female employees who work with enthusiasm in their own ways while making the most of each person's individuality and potential. To further expand the fields in which women can play active roles, we will create an environment that allows for flexible working styles according to each life stage. We will continue to support the active participation of women who are willing to grow with Tadano amid a period of change and open up new paths with their own efforts.

	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, 2023  
Ratio of female employees: 9.7%, ratio of female managers: 2.8%, ratio of female supervisors: 5.4%

### 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 are 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 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.



### Round-table talks with one of our Directors

To become a company where motivated and capable people can succeed regardless of gender, we invited all female employees of each workplace in Japan to join round-table talks with our Outside Director, Ms. Akiko Otsuka.

Many commented at the round-table talks that their working environments have become more comfortable, and that it has become easier to



### 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. This spring, I applied for the Job Challenge Program and was assigned to the Tadano Europe Research Center in Germany."



"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."



### Childcare leave for men and families

With the revision to the "Act on Childcare Leave / Caregiver Leave" in October 2022, it has become easier to take childcare leave. To encourage male employees to take childcare leave, we created a section on our company internal website where data and testimonials on childcare leave taken by male employees are posted. As a result, 13 male employees took childcare leave in FY 2022. A number that exceeds the number of female employees who took the same type of leave. The average period of leave taken was 1.8 months, with some employees taking up to five months. Furthermore, not only male employees but also employees and their spouses have the chance to take childcare leave together (paid family leave). We are striving to promote a working environment where employees can play important roles without giving up their careers by expanding flexible working styles for different life events.

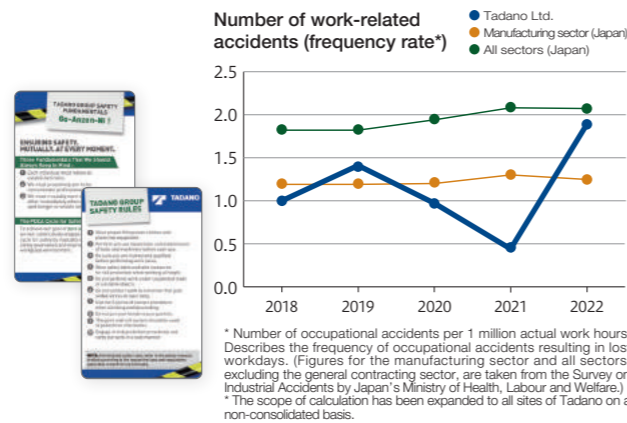
balance work and personal life. However, there were also workplace-specific requests, such as those related to facility issues (restrooms problems and factory noise). The identified points for improvement and needs are shared with relevant workplaces. The entire company is working together to create and expand an environment in which women can work comfortably and can feel empowered.



## 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 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. Since then, we have been striving to further improve our safety management system through regular communication between safety officers at plants both in and outside Japan. We also continue to provide safety training using video content and other tools.



## Promotion of remote work

As part of our measures to prevent COVID-19, since April 2020, we have set up and promoted remote work environments company-wide. During the pandemic, more than half of our employees were working from home. In April 2023, the objective of remote work was changed from being a countermeasure to prevent infection spread to representing a different work style. Remote work results to be a good compromise for employees who are raising children. From the perspective of improving work-life balance and work efficiency (productivity), we established remote work as a permanent option by changing our internal systems. In addition, online meetings have

become firmly established within the company as a way to conduct meetings, including those of the Board of Directors. There are also more spaces for telework within offices.

The Tadano Tokyo Office, which was relocated and opened in 2022, adopts an office layout suitable for telework and with flexible seating arrangements. 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 Digital Transformation and Green Transformation.



Kanda Square where the Tadano Tokyo Office is located



## Introduction of a cafeteria plan

A cafeteria plan is a selective-type employee benefit plan, in which the company grants employees with a certain number of points, and employees can freely select services from a pre-set menu using those points.

In January 2023, we have introduced our internal cafeteria plan to further meet the diverse lifestyles and needs of our employees.

Thanks to this fair and free system, we are aiming to eliminate benefit disparities arising from different job tenures, in response to a growing number of employees hired as mid-career professionals in recent years. This is an example of our efforts to further increase job satisfaction of our employees.

## Tadano's Health Management Initiatives

### 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 ten group companies in Japan (seven 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 2023.

In addition, as part of our efforts to secure work-life balance, prevent lifestyle-related diseases, and address mental health, we have set up and published ten health management KPIs, including overtime hours, the rate of paid leave taken, the rate of annual health checkups and close medical examinations taken, non-smoking rate, and the rate of stress check taken.

### 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

### Cooperation for blood donation drives

Tadano started in-house blood donation drives in 1971 and has been registered as a blood donation supporter for the Japanese Red Cross Society since 2007. It is said that donating blood is an act of volunteering that saves lives. Our blood donation drives cultivate the spirit of cooperation and service among our employees. In-house blood donation drives are held twice a year at five business sites in Kagawa Prefecture, with more than 400 group employees participating each year. The number of employees who donated blood in FY 2022 was 471, accounting for approximately 1.2% of local blood donations.



### Installation of AED

The Tadano Group has installed AEDs (automated external defibrillators) at all of its locations in Japan (a total of 63 locations) for emergencies involving not only its employees but also visiting customers and local residents. To ensure the smooth use of AEDs, employees are given regular training on how to use them, and the actual locations of AEDs are registered in a map, which can be displayed on the business smartphones used by employees.



## Support for Self-Directed Career Development / Respect for Human Rights

Based on our belief that a company is its people and the success of a company is built on human resource 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.

To empower employees for their self-development and reskilling efforts, from FY 2023, we have introduced and been using an external educational service that allows employees to select their own learning content and take lessons.

We also held a career design training program for the first time in May 2023 for employees who have reached the age of 50 to look back on their career and undergo self-reflection. By providing support for each individual to proactively envision their career paths and put their visions into action, we will expand options for diverse work styles and create a more rewarding work environment.

### Education system diagram

Generation	Role example	Level	Administered by Human Resources Department			Safety and health	Departmental expertise
			Hierarchical Common	Next-generation global leader training Selection	Self-growth		
50s	Executive Officer	Officer	New officer training (external)				
	General Manager	General Manager		Management seminars Management A training			
40s	Manager	Manager	Existing manager training Follow-up training for third-year managers New manager training		Overseas pre-departure training		
		Assistant Manager		Study within Japan [MBA / MOT] Global leadership skill training ②	English conversation		
30s	Supervisor	Chief/ Mid-level	New supervisor training	Management B training Global leadership skill training ①	Overseas pre-departure training		
	Leader		Mid-level employee training				
20s	In charge		Follow-up training in third year since joining the company				
	Join the company	New employee	New employee training				

### Implementation of unconscious bias training

In FY 2022, we held unconscious bias training for senior managers at the general manager level or above and presidents of the group companies. Through group work, the participants exchanged opinions on unconscious biases that exist within their company, their impact, and how to rectify them, deepening their learning and awareness. Through unconscious bias training, we aim to prevent unconscious discrimination, prejudice, and harassment, and to ultimately create a work environment where diverse talents can flourish. There is a plan to extend the training to managers and employees after FY 2023.

### Job Challenge Program / Internal FA Program

We will maximize our corporate value through an organizational culture that allows for continued learning and growth. In addition to supporting individual learning and self-improvement, we have introduced the Job Challenge Program to provide employees seeking a new challenge with career opportunities. As an initiative to give opportunities to employees who understand the company's organizational needs and seek a new challenge, we held the Job Challenge Program for overseas posts in 2022 and invited applications from across the company. Furthermore, in April 2023 we introduced the Internal FA Program which allows eligible employees to solicit offers from other departments.

### Respect for human rights

The Tadano Group supports and respects the protection of human rights and strives not to be complicit in human rights violations. The Tadano Group Compliance Regulations stipulate respect for human rights as follows:

"Officers and employees shall respect the basic human rights of individuals and shall not discriminate on the basis of nationality, race, religion, belief, age, gender, sexual orientation, disability or other factors, nor shall they engage in any act detrimental to the dignity of individuals, or any kind of harassment. In addition, officers and employees shall also work with business associates to prevent slave labor and trafficking in the supply chain."



## Supply Chain Management [Our Basic Policy]

Tadano's products are made of tens of thousands of parts, many of which are procured from our suppliers. To deliver even safer and higher-quality products to our customers, building strong relationships with our suppliers is essential. 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 58 corporate members in Japan (as of March 2023). 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)

### 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

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

### Our Suppliers

#### 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.

## R&D and Manufacturing Strategy [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.



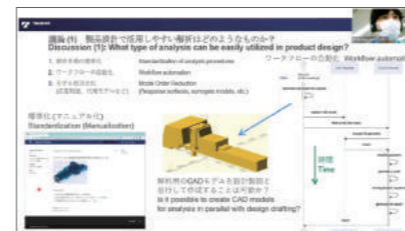
## R&D Initiatives

### Tadano Europe Research Center

To take advantage of the environment of Germany with its originality and advanced technology, we established the Tadano Europe Research Center. Here, our group employees are in charge of researching on our Lifting Solutions and deepen their knowledge of the market.

### Technology report meetings

We have held a total of 20 technology report meetings to share technological issues and research results, exchange opinions, and find solutions. Participants have expanded to include employees of overseas group companies in recent years, promoting the importance of sharing technological information throughout the group.



### Start of operations at the Power Train Testing Facility

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

Many of our products are large, and there are limited places and facilities for driving tests. Future development of new power trains requires an environment that allows us to perform tests and evaluations with high accuracy without having to drive on roads. Against this background, this facility started full-scale operations in October 2022 to engage in advanced development for the future, such as electrification,

automatic braking, and automated driving, in addition to the development of conventional models. The facility has the flexibility to support vehicles with various vehicle widths, axle loads, wheelbases, and drive systems, and enables a variety of tests and verifications.

Going forward, the Power Train Testing Facility will be used to verify tests that involve risk in actual driving and tests in which quantitative evaluations are difficult because they are affected by weather conditions. With the operation of this facility, we will increase development efficiency, establish safety and quality, and speed up the development of new technologies.



## Safety Initiatives

### Holding safety training sessions

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. Thousands of people have attended these classes so far. The curriculum can be matched to the participants, from people using the equipment for the first time to machine administrators. Our Brazilian group company, Tadano Brasil Equipamentos de Elevação Ltda., held a safe operation training session online in cooperation with the Brazilian crane association (SINDIPESA) in October 2021.

In planning the session, our group company called on our competitors to jointly host the event, and invited crane operators, as well as students who major in machinery and are expected to lead the crane industry in the future. The training was attended by approximately 130 people. Furthermore, we held the second safety training class in June 2022, with more than 600 registrants and 250 accounts attending the class on the day, making the event a great success. The circle of safe operations is gradually expanding.

### Tadano View System (GR-250N-5)



## 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). Furthermore, the Quality and Safety Assurance Department is in charge of organizing annual Top Patrol on quality by the management team, including the President, at each plant in Japan. The issues identified by the patrols are shared with all plants to facilitate company-wide improvements and information sharing.

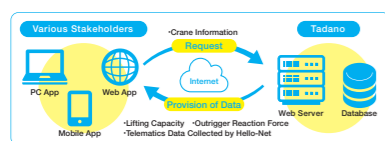
The company's plants are also working on Digital Transformation in manufacturing with the aim of improving productivity and creating new value. Going forward, we will introduce a system to support production in stages, while further improving safety, quality, and efficiency and reducing our environmental impact.



## Digital Services — New Value with Lifting Solutions

“We want to provide safe, high quality and efficient lifting work.” This is Tadano’s consistent passion that has never changed over the years 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 digital solutions, amid a major turning point faced by the construction and building industry. The provision of Lifting Solutions beyond Lifting Equipment will be one of Tadano’s future missions.



### Lift API

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

#### Digitalization and open interface

The Lift API is an API for providing the calculation function of Tadano cranes and telematics data via the Internet. Through the linkage with crane construction plan apps and currently used fleet management systems, customers and Tadano can be connected by way of crane data. Through the linkage with lift planning apps for example, the Lift API allows for precise lift planning and ascertains rated lifting capacity based on calculation results from a virtual 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 mobile cranes and aerial work platforms. Hello-Net is currently used with approximately 20,000 cranes in Japan and 8,000 cranes outside Japan.

## International Construction Machinery Trade Shows: bauma 2022 & CONEXPO 2023

In 2022 and 2023, we showcased our products at two international construction machinery trade shows in Germany and the US, resulting in a great success for the Tadano Group.

Our products were presented at “bauma 2022” in Munich, Germany, in October 2022. Bauma is the world’s largest trade fair for construction machinery, mining machinery, construction vehicles, and construction equipment. This was the first exhibition to showcase our products since Tadano Demag GmbH joined the Tadano Group, and we presented 13 new models added since the previous bauma 2019.

Furthermore, we gathered products that contribute to the improvement of the global environment and the realization of a decarbonized society under the name of “Tadano Green Solutions,” and exhibited AC 3.045-1 all terrain crane with e-PACK and a hybrid concept machine AC 4.070-1 all terrain crane.



In addition, we showcased our latest products at CONEXPO 2023, the international trade show held in Las Vegas, US, in March 2023. Many interested people and customers visited our booth during the five-day exhibition. In the green area dedicated to Tadano Green Solutions, including GR-1000XLL EVOLT, a fully electric rough terrain crane for the US and Canada markets, our environmentally friendly products and business activities were highlighted in a panel display with the slogan “Our True Mission: Zero Emissions,” and attracted the attention of customers.



## Communication with 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 manner. We hold our biannual briefings for securities analysts in Tokyo, where the President personally explains the company’s financial results as well as the future direction of our business. We also welcome our institutional investors and others for company visits and plant tours.



## IR Calendar

Event	FY 2023	Event	FY 2023
Announcement of full-year financial results for the year ended December 2022	February 14, 2023	Announcement of financial results for the second quarter of the year ending December 2023	August 10, 2023
Briefing for securities analysts	February 27, 2023	Second quarter financial results briefing for securities analysts	August 31, 2023
The 75 <sup>th</sup> Ordinary General Stakeholders' Meeting	March 30, 2023	Announcement of financial results for the third quarter of the year ending December 2023	Pending
Announcement of financial results for the first quarter of the year ending December 2023	May 15, 2023		

## Opportunities for Dialogue with Institutional Investors and Analysts

Activity	FY 2022	Activity	FY 2022
Briefing by the President	Once	Individual interviews	89 times
Small meetings	11 times	Facility tours	5 times

## Analyst Coverage

Below is a list of securities analysts who review and make recommendations on Tadano’s stock based on their analyses of the company’s operating performance (as of June 1, 2023).

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.

## Harmony with Nature

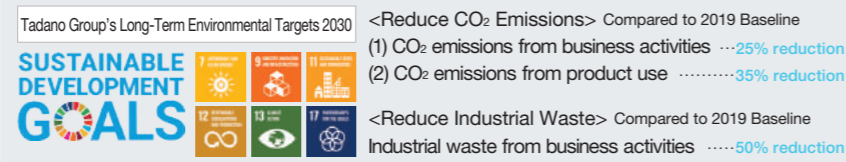
### [Our Basic Policy]

With the aim to live in harmony with nature, the Tadano Group is working towards improving the global environment from various perspectives, such as initiatives to address climate change, CO<sub>2</sub> emissions reduction, industrial waste reduction, conservation of forests and seas, and biodiversity protection. Under the environmental policy established in 2008, "We serve society by harmonizing the balance of people, machinery and the environment," we are committed to each employee caring for the environment, development of green products and provision of green services, and environmentally friendly business activities.



## Long-Term Environmental Targets

We set long-term environmental targets for 2030 compared to the 2019 baseline of a 25% reduction in CO<sub>2</sub> emissions from business activities, a 35% reduction in CO<sub>2</sub> emissions from product use, and a 50% reduction in the volume of industrial waste from business activities.



## Efforts to Reduce CO<sub>2</sub> Emissions from Business Activities

The problem of climate change is a critical issue which cannot be resolved unless the entire world works together. The Tadano Group is also carrying out programs aimed at contributing to preserving the global environment and creating a sustainable society. 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 CO<sub>2</sub> emissions, and are also actively implementing a modal shift. We installed solar panels with a maximum output of 606kW at the Tadotsu Plant in January 2023, further accelerating our efforts.

We are also working on a new initiative to reduce CO<sub>2</sub> emissions from transportation by reviewing the delivery method of product catalogs and building a direct delivery system from the Takamatsu Head Office and Tokyo Office. We are working to reduce environmental impacts at our other business sites in and outside Japan as well, including by installing solar panels, conserving air conditioning and lighting power, and changing company-owned vehicles to electric and hybrid models. As a member of society, we will continue to enhance our programs aimed at harmonization with the global environment, environmental improvements, and realization of a decarbonized society.



### Changes in CO<sub>2</sub> emissions (Scope 1 and 2)

Item	FY 2019 (year ended March 2020)	FY 2022 (year ended December 2022)
Total CO <sub>2</sub> emissions (t)	30,819	22,404
[Breakdown] Japan <sup>*1</sup>	20,205	11,750
Outside Japan <sup>*2</sup>	11,225	10,654
[Reference value] Intensity per sales amount <sup>*3</sup>	13.52	11.61

\*1: Applicable to all business locations in Japan (including group companies and plants, etc.)  
 \*2: Applicable to four production locations outside Japan (data for India in FY 2022 is up to August). 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 (CO<sub>2</sub>: ton/sales: 100 million yen).

## Efforts to Reduce CO<sub>2</sub> Emissions from Product Use

Emissions generated during product operations account for a large portion of the CO<sub>2</sub> emissions in the life cycle of construction machinery. Against such background, reducing CO<sub>2</sub> emissions from our products has become a major issue for protecting the future of our planet. The CREVO G5 Series of rough terrain crane includes a new-generation engine designed to protect the environment, "automatic acceleration" that reduces wasteful engine speed, and "automatic pump stop" that stops the power-take-off pump when the crane is not being operated. In addition, the electro-hydraulic system "e-PACK," which allows the crane to be operated without starting the engine has been released in Japan as well as Europe. In this way, our cranes support efficient and environmentally friendly operations through the reduction of CO<sub>2</sub> emissions, the improvement of fuel consumption, and low-noise operations. 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 CO<sub>2</sub> emissions from our products to zero. With support from a variety of industries and partners, we plan for product release in 2023 for Japan and in 2024 for the US and Canada. 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.



Electric rough terrain crane GR-250N EVOLT



Assembling wind power generation equipment

## Efforts to Reduce Industrial Waste Emissions from Business Activities

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

use of surplus parts. In 2021, we began recycling waste oil to create a valuable material, allowing the waste oil that was previously incinerated to be reused. In 2022, following the enactment of the "Plastic Resource Circulation Act," we revised the waste sorting rules (implemented in Kagawa Prefecture ahead of other locations) and started trading in vinyl plastics as valuable materials to reduce plastic waste. As part of our efforts to recycle industrial waste generated from our business activities, we also encourage the reuse and recycling of returnable containers used for delivering parts.



Acquisition of ISO 14001 certification



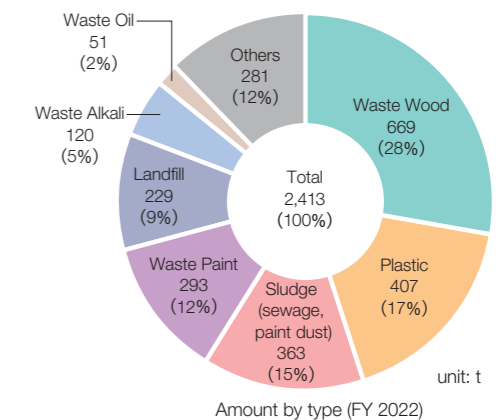
Waste storage area where all waste is thoroughly sorted



Sale of surplus parts (outlet parts auction)

### Changes in industrial waste emissions (Scope 1 and 2)

Item	FY 2019 (year ended March 2020)	FY 2022 (year ended December 2022)
Total industrial waste emissions (t)	4,216	2,413
[Breakdown] Japan <sup>*1</sup>	2,292	1,475
Outside Japan <sup>*2</sup>	1,924	938
[Reference value] Intensity per sales amount <sup>*3</sup>	1.85	1.25



\*1: Applicable to all business locations in Japan (including group companies and plants, etc.)  
 \*2: Applicable to four production locations outside Japan (data for India in FY 2022 is up to August). The scope of calculation will be expanded to other group companies outside Japan in the future.  
 \*3: Intensity with the Tadano Group sales amount as the denominator is indicated (industrial waste: ton/sales: 100 million yen).

## Conservation of Forests and Seas

Under the "Forest Matching Promotion Project" organized by Kagawa Prefecture, we have been carrying out forestation activities since FY 2020 by designating a part of the forest owned by Sanuki City as "Tadano Forest of Learning." Volunteers from the Tadano Group take part in these activities to maintain a "place for learning about the environment" by regularly weeding and planting trees, and to learn about flora and insects by observing the natural habitat in which various species are living. The forestation activities also create opportunities to socialize among employees from various departments and their families. We will continue these activities to contribute to the preservation of forests and ecosystems.



We also engage in beach cleaning activities as part of our efforts for marine conservation. Most of our plants in Kagawa Prefecture are located overlooking the Seto Inland Sea. Products are also transported by sea, and the Tadano Group has developed a close relationship with the sea in the course of its business activities. In recent years, marine debris has continued to increase, causing a variety of adverse effects on the environment. We have been organizing beach cleaning initiatives since FY 2021, hoping that participating in the cleanup will help raise people's awareness of the marine debris issue. During the first clean-up, we picked up trash on the coast and surveyed marine debris. For the survey, we used the ICC (International Coastal Cleanup) data sheet to record data on the types and volumes of trash collected. Through these activities, we will encourage the group's employees to learn about and participate in the protection of the richness of both land and sea.

## Initiatives for Conservation of Biodiversity and Water Resources

In our efforts to protect the richness of the sea and land, we recognize the importance of protecting the richness of ecosystems and biodiversity, as well as conserving water resources, and put that awareness into actions.

Specifically, the coating of our products uses organic solvents, which poses a risk of environmental pollution. The coating booths operated at our plants in Japan are of closed wet type and wastewater from the booths is managed so that it is not discharged into public waterways. This reflects our commitment to comply with relevant



laws and regulations, such as the "Air Pollution Control Act," the "Soil Contamination Countermeasures Act," and the "Water Pollution Prevention Act."

We also comply with related regulations, including the "Industrial Safety and Health Act," for the safety and health management of workers. To address the risk of rainwater discharge, we carry out drainage management by installing oil water separators and conducting regular inspections.



## Initiatives to Address Climate Change

Hoping 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, in April 2021, the Tadano Group expressed support for the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) and declared a target of achieving Net Zero Carbon Emissions by 2050. By carrying out Tadano Green Solutions, we will contribute to the improvement of the global environment and the achievement of a decarbonized society.

### What are Tadano Green Solutions?

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



## 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 CO<sub>2</sub>/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 CO<sub>2</sub>/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)

<b>Changes and effects produced by electrification and other product changes to address climate change (transition risks and opportunities)</b>	<ul style="list-style-type: none"> <li>Falling behind or taking the lead within the lifting equipment industry in terms of the development, production, and sales of electrified products.</li> <li>Tangible and intangible measures are necessary for both electrified product manufacturing and supply chains.</li> </ul>
<b>Changes in social and economic structures and its effects resulting from climate change (transition risks and opportunities)</b>	<ul style="list-style-type: none"> <li>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 CO<sub>2</sub> emission regulations in all countries, and Green Transformation investment in wind power generation and other areas).</li> <li>Falling behind (reputation risk) or taking the lead within the lifting equipment industry in terms of action to address climate change.</li> </ul>
<b>Effects on workplaces resulting from rising temperatures and increasing natural disasters (physical risks and opportunities)</b>	<ul style="list-style-type: none"> <li>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.)</li> </ul>

### 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 is 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 CO<sub>2</sub> emissions from business activities and a 35% reduction in CO<sub>2</sub> emissions from product use by 2030 (all compared with FY 2019 baseline).

Changes in CO<sub>2</sub> emissions from Tadano Group business activities (Scope 1 and 2) are shown as below.

Item	FY 2019 (year ended March 2020)	FY 2022 (year ended December 2022)
Japan (t)	20,205	11,750
Outside Japan (t)	11,225	10,654
Group total (t)	30,819	22,404
Intensity per sales amount	13.52	11.61

(CO<sub>2</sub>: ton/sales: 100 million yen)

<Notes>

- Due to the change in the accounting period, environmental data for FY 2022 covers the period from April to December 2022 for Japan and the period from January to December 2022 for outside Japan.
- As the shortened data collection period results in lowering aggregated figures, the comparison between the FY 2019 baseline and FY 2022 is for reference only.
- Data was collected from all business locations in Japan (including group companies and plants) and from production locations only for outside Japan (Germany, US and India; data for India in FY 2022 is up to August).



## Coexistence with Local Communities and 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, world-famous for its observation of the solar system and the sun, we established the General Incorporated Kwasan Cultural Foundation for the Promotion of Cosmology. We are also supporting its activities with annual donations of ten million yen over ten years, beginning in 2019.

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, 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.



## Contribution to Local and International Communities



### Providing assistance to suffering areas and countries

We donated an all terrain crane ATF50G-3 to the Turkish government to support the continuing recovery and reconstruction efforts in the areas affected by the massive earthquake that struck the southern Turkey and Syria border region in February 2023.

In China, we solicit donations from local employees and make regular donations to the Beijing Han Hong Love Charity Foundation, a charitable organization that provides assistance to impoverished areas in the country. In response to the ongoing conflict between Russia and Ukraine, the Tadano Group has suspended shipments of products and parts to Russia, Belarus, and the self-proclaimed Donetsk People's Republic and Luhansk People's Republic since March 2022. We also donated approximately ten million yen to the Japanese Red Cross Society for humanitarian assistance to people in Ukraine and those who have fled to neighboring countries.

## Contributing to the Local Community

The emergency kits for disasters distributed to all employees of the group companies in Japan require regular replacement of dry bread and water.

They were collected and replaced just before the expiry dates in July 2022, and in cooperation with a food bank in Kagawa Prefecture and Anabuki Business College, a vocational school located in the same prefecture, we were able to donate 324 pieces of dry bread to international students who are studying the Japanese language.

In November 2022, Tadano took part in the 30<sup>th</sup> Kagawa Prefecture Science Experience Festival held at Saiwai-cho Campus of Kagawa University, contributing to raise children's interest in science.



We have renewed our top sponsor agreement with Kamatamare Sanuki, a football club of Kagawa Prefecture that competes in the Japan Professional Football League.

In November 2022, we jointly held an event and invited Mr. Tsuyoshi Kitazawa, who played for the Japanese national soccer team and was a successful player in the Japanese League to talk about social contribution through sports, in particular soccer for people with disabilities, and topics related to the SDGs.

As part of our efforts to support organizations and events who engage in regional revitalization, we also donate to the Setouchi Triennale, an international art festival held on the islands of the Seto Inland Sea, and the Takamatsu International Piano Competition, which features world-class music from Takamatsu.

Outside Japan, in November 2022, Tadano Faun GmbH, one of our German group companies, offered a vacant meeting room in its office for a local elementary school to hold a workshop. The decorations made by elementary school students and their families were then sold at a local Christmas market, and the proceeds were donated to Ukrainian refugees who fled to Germany.

## Donation to the "Movember" Movement

Tadano Oceania Pty Ltd, our Australian group company, participated in the "Movember" movement in November 2022. This is a charitable movement that originated in Australia, and its purpose is to raise awareness on cancer and health issues specific to men by growing a mustache for a month in November.

To start the event, the group company's marketing team prepared announcements and promotions on its channels such as social media and the website, featuring a moustache logo. Also, employees collected donations while having fun through various activities, such as baking cookies for their co-workers and taking on the challenge of walking long distances.

This campaign fostered a cohesive and positive culture among team members within the company.



## Tadano Heartful Pocket (Donor Organization)

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

As of December 2022, we have made donations to a total of 72 organizations nominated by Tadano Group employees.

To support healthcare workers on the front lines of fighting COVID-19, we made special donations to organizations in and outside Japan during the COVID-19 pandemic.