



CORPORATE GUIDE 2023

Lifting your dreams

The Tadano Group will lead the industry with various “Changes” in preparation for the achievement of a decarbonized society and future changes in construction projects

Aim for Net Zero Carbon Emissions

To achieve “Net Zero Carbon Emissions by 2050,” we will release various solutions to the market, including the world’s first electric rough terrain crane.

In March 2023, the Tadano Group unveiled a new product lineup at CONEXPO-CON/AGG 2023, one of the world’s largest construction machinery trade shows held in Las Vegas, US. We take pride in being able to provide customers with excellent usability and efficiency while using innovative technologies, such as electrification, to reduce our environmental impact. Under the environmental strategy of “Tadano Green Solutions,” we will continue to lead the lifting equipment industry aiming for Net Zero Carbon Emissions. For the Japanese market, the GR-250N EVOLT is set to be launched in 2023 as the “world’s first electric rough terrain crane.” Since announcing in April 2022 our plan to commercialize this first electric rough terrain crane, we have received various reactions widely from not only our customers but also the construction industry and suppliers.

Additionally, we are also developing a crawler crane with cable connections and electric aerial work platforms, keeping in mind the electric-powered operation at ports. We will continue to challenge ourselves as a group to achieve Net Zero Carbon Emissions by 2050 and, as a mid-term milestone, to aim for our long-term environmental target of a 35% reduction in CO₂ emissions from product use by 2030 (compared with the FY 2019 baseline).



Contribution to Expanding Offshore Wind Power

The offshore wind power field has been seeing large-scale projects in Japan and around the world. The Tadano Group believes that its product lineup can play a role for the future of offshore wind power and contribute to the decarbonization of society.

CC 88.3200-1 TWIN, the world’s largest lattice boom crawler crane (3,200-ton lifting capacity), was added to the Tadano Group’s product lineup as a result of the 2019 acquisition of the Demag Mobile Cranes business. This machine plays an important role in the pre-assembly of increasingly large wind turbines and supports safe and high-quality construction work. Furthermore, we provide various solutions, including a davit crane that performs loading operations for repair and maintenance of wind turbines, and AT-530CG, an aerial work platform with a maximum platform height of 52.8 meters, which is the highest among Japanese models. The Tadano Group supports the construction and maintenance sites for wind power generation, whether onshore or offshore, and plays a role in the creation of clean energy that helps realize a decarbonized society.



AI Research and Development to Support Future Construction Sites

We will fearlessly take on new challenges, including the demonstration test of unmanned operations. The use of AI should make it easier and safer to operate cranes.

The construction industry faces an increasingly serious problem of fewer construction workers, a problem exacerbated especially in Japan due to the declining working-age population stemming from a lower birthrate and aging population. As the number of skilled crane operators declines, we are working on technological innovations that will simplify and partially automate crane operations. With the eventual goal of achieving autonomous crane operations, we aim to improve the safety level at construction sites. Our current AI applications have already delivered good results in terms of reducing the load sway that can result from the difficulty in the concurrent slewing, boom elevation, and load hoisting that comprise the main operations of any crane lift. Going forward we will continue to incorporate the deep know-how of our research partners and refine our lifting technologies in order to make safer crane operations a reality.





Large mobile cranes make it easy to lift heavy loads weighing tens or even hundreds of tons and to move them safely and smoothly. Safety and reliability are essential for mobile cranes operating under the challenging conditions found in mines, oil fields and other natural resource and energy processing facilities, as well as those of large-scale urban development projects, including office building and bridge construction sites. Beyond accidents, even minor issues that result in downtime can negatively impact the customer's bottom line. Tadano equipment is renowned for its reliability under the harshest operating conditions, ranging from the frigid cold of northern Canada to the blistering heat of the Middle East. The safe and highly reliable technological capabilities cultivated through such large-scale cranes are also utilized in truck loader cranes, aerial work platforms, and other special-purpose products such as floodlight vehicles.



AR-7000N

All Terrain Cranes

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



AC 7.450-1



GR-250N

Rough Terrain Cranes

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



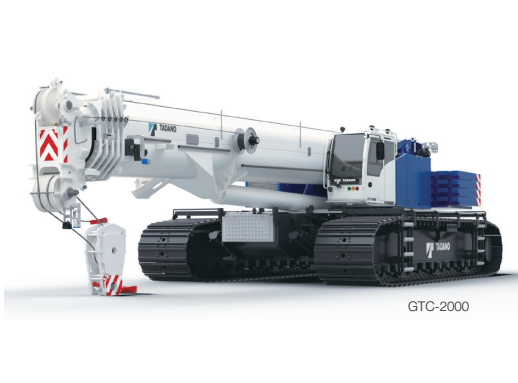
GR-600EX



GT-1200XL-2

Truck Cranes

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



GTC-2000



CC 38.650-1



CC 68.1250-1

Telescopic Boom Crawler Cranes

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

Lattice Boom Crawler Cranes

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



TM-ZX364

Truck Loader Cranes

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

Aerial Work Platforms

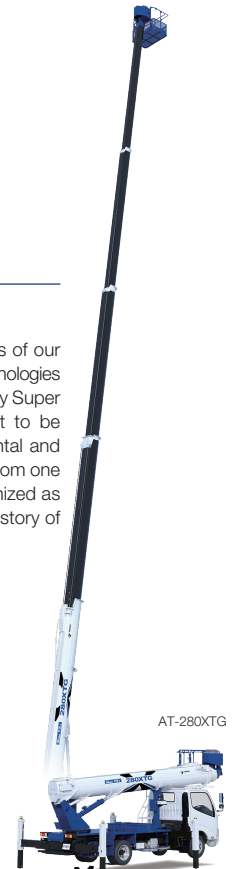
Safety, convenience, and operator comfort are key features of our aerial work platforms. Tadano employs advanced control technologies to simplify operations and improve usability. Our revolutionary Super Deck series of aerial work platforms are the world's first to be equipped with our Four-Motion Control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



TM-ZE360



AT-320XTG



AT-280XTG

Products

Bridge Inspection Vehicles (Bridge Checkers)

With a high share in the Japanese market, these vehicles are actively deployed in bridge inspections and construction work, contributing to longer bridge life in the road infrastructure sector.



Floodlight Vehicles

These vehicles are equipped with LED lighting devices that can illuminate extensive areas such as night-time worksites or stadiums with no lighting equipment like daylight. The height and angle of the light source can be freely adjusted owing to Tadano's hydraulic technology and latest mechanisms, thereby supporting the illumination of extensive areas.



Road-Rail Vehicles

These vehicles and aerial work platforms used for railroad work are capable of traveling on the road to quickly get on the railway track from a rail crossing near the worksite. The use of a track mounting system minimizes the area required for operations, allowing compact operations. Tadano's proprietary turntable enables quick mounting and removal of the vehicle on and from the track.



Vehicle Carriers

These carriers achieve safe unloading and labor-saving transportation for passenger vehicles and others such as small industrial vehicles. The loading platform is equipped with a mechanism that tilts while sliding to the rear position and is also equipped with a winch for pulling when a vehicle cannot be self-propelled.

Outstanding Customer Service



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

We aim to minimize product downtime and failure arising from inadequate maintenance by promoting before-sales services, including the Tadano Maintenance Package, which allows customers, service contractors, and Tadano to share information on maintenance status and repair history using Hello-Net, and the Tadano Engine Care Package, which specializes in the maintenance of advanced engines (currently available only in Japan).

Our after-sales services are built on a service network of 341 authorized service contractors and 892 authorized service personnel across Japan, in addition to 10 branches and 23 sales offices. Outside Japan, we cover the world with a network of more than 100 locations of the company, group companies, and distributors.

Along with other efforts to enhance this network, we are working to improve service quality. We are proceeding with the development of human resources for service personnel in and outside Japan through not only local on-site seminars but also technical seminars that allow trainees to take courses remotely over the internet by incorporating IT, as well as through other systematic educational

programs at training centers that incorporate state-of-the-art technologies. Furthermore, Tadano devotes its efforts to preventing accidents at jobsites through initiatives such as safety training using virtual reality.

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

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

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.

Especially in terms of 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).

In May 2022, we obtained the "Kurumin" certification from the Ministry of Health, Labour and Welfare in Japan as a childcare support company in recognition of our various initiatives.

Our programs are designed to create an employee-friendly and rewarding work environment, including increasing the ratio of employees taking paid annual leave, extending the applicable period of shorter working hours for employees engaged in childcare, increasing the ratio of men and parents taking childcare leave, and promoting telework.



Human Resource 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.

Furthermore, aiming to prevent harassment and to ultimately create a work environment where diverse talents can flourish, we took measures including holding unconscious bias training. 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. 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."



Harmony with Nature

[Our Basic Policy and Long-Term Environmental Targets]

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, CO₂ 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.

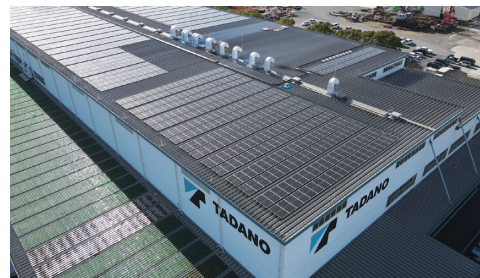
Tadano Group's Long-Term Environmental Targets 2030

<Reduce CO₂ Emissions> Compared to 2019 Baseline
 (1) CO₂ emissions from business activities ...25% reduction
 (2) CO₂ emissions from product use35% reduction
 <Reduce Industrial Waste> Compared to 2019 Baseline
 Industrial waste from business activities ...50% reduction



Efforts to Reduce CO₂ Emissions from Business Activities

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. At the Kozai Plant, we adopted an energy management system, which can monitor energy consumption in real-time. We also installed solar panels with a maximum output of 1,182kW in 2021. At both plants, we are transporting products using barge vessels that feature high energy efficiency and low CO₂ emissions, and are also actively implementing a modal shift. We installed solar panels with a maximum output of 606kW at the Tadotsu Plant in January 2023, further accelerating our efforts.



Solar panels installed at the Tadotsu Plant

Efforts to Reduce Industrial Waste Emissions from Business Activities

Since acquiring ISO 14001 environmental management system certification in 2008, we have been working to reduce industrial waste emissions from our business activities. Approximately 90% of industrial waste in the Tadano Group is generated at production sites. 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. 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.



Waste storage area where all waste is thoroughly sorted

Efforts to Conserve Forests and Seas

Under the “Forest Matching Promotion Project” organized by Kagawa Prefecture, we have been carrying out forestation activities since FY 2020 in a part of the forest owned by Sanuki City. We maintain a “place for learning about the environment” by regularly weeding and planting trees, and learn about flora and insects by observing the natural habitat in which various species are living.

We also engage in beach cleaning activities as part of our efforts for marine conservation. 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.



Company Profile and Financial Highlights

Overview

Corporate Name:	Tadano Ltd.
Paid-in Capital:	JPY 13,021,568,461 (total number of issued shares: 129,500,355 shares)
Establishment:	August 24, 1948
Number of Employees:	1,585 (non-consolidated), 4,651 (consolidated) as of December 31, 2022
Description of Business:	Production and distribution of mobile cranes, truck loader cranes, aerial work platforms, etc.
Head Office:	Ko-34 Shinden-cho, Takamatsu City, Kagawa, 761-0185, Japan
Production Sites:	Takamatsu Plant, Shido Plant, Kozai Plant, Tadotsu Plant, Chiba Plant Tadano Core Tech Center Tadano Faun GmbH (Germany) Tadano Demag GmbH Dinglerstraße Plant (Germany) Tadano Demag GmbH Wallerscheid Plant (Germany) Tadano Mantis Corporation (US)
Research and Testing Facilities:	Advanced Technology Research Center, Sanbonmatsu Testing Site
Branches and Sales Offices in Japan:	10 branches, 23 sales offices
Global Offices:	Beijing Representative Office, Moscow Representative Office
Group Companies:	36 subsidiaries, 3 affiliates

History

1919	Masuo Tadano starts a welding company in Hokkaido.
1948	Tadano Iron Works Co., Ltd. is established in Takamatsu City, Kagawa, by Masuo Tadano, who serves as the first company president, with a paid-in capital of 500,000 yen.
1955	Introduces Japan's first hydraulic truck crane, the OC-2, with a 2-ton lifting capacity.
1959	Relocates main plant to present location in Takamatsu City, Kagawa.
1963	Introduces the TM truck loader crane series.
1973	Establishes the company's first group company outside Japan in the Netherlands.
1980	Constructs and begins production at the Shido Plant in Saruki City, Kagawa.
1983	Introduces insulated aerial work platforms for working with live electrical lines.
1989	Changes corporate name to Tadano Ltd.
1990	Acquires FAUN GmbH (currently Tadano Faun GmbH), a German crane and specialized vehicle manufacturer.
1993	Establishes Tadano America Corporation in Texas, US.
1998	Introduces the AR-5500M, Japan's largest-capacity all terrain crane, with a 550-ton lifting capacity.
2007	Constructs and begins production at the Tadotsu Plant in Tadotsu Town, Kagawa.
2008	Constructs and begins production at the Chiba Plant in Chiba City, Chiba. Acquires SpanDeck Inc. (currently Tadano Mantis Corporation), a US-based telescopic boom crawler crane manufacturer.
2013	Introduces the GR-1600XL (GR-1450EX), a rough terrain crane that boasts the highest lifting capacity in its class worldwide.
2019	Acquires the Demag Mobile Cranes business (currently Tadano Demag GmbH). Constructs and begins production at the Kozai Plant in Takamatsu City, Kagawa.
2021	Introduces the AR-7000N, one of Japan's largest-capacity all terrain cranes, with a 700-ton lifting capacity.
2022	Announces plans to commercialize the world's first electric rough terrain crane.

Directors/Officers

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

*Outside Director or Outside Audit and Supervisory Board Member

Financial Highlights-Consolidated Financial Results for FY 2022 (ended December 31, 2022)

In FY 2022, the Tadano Group changed its accounting period (fiscal year-end) from March 31 to December 31 to align its accounting periods. Accordingly, the FY 2022, which became a transitional period, was an irregular accounting period, in which the company and its consolidated group companies whose accounting periods previously ended in March were consolidated for nine months (April 1, 2022 to December 31, 2022), and consolidated group companies whose accounting periods end in December were consolidated for 12 months (January 1, 2022 to December 31, 2022).

Sales in the Japanese market were 63,331 million yen while sales in markets outside Japan were 129,600 million yen. As a result, net sales amounted to 192,932 million yen and sales in markets outside Japan accounted for 67.2%. Operating income was 7,191 million yen and ordinary income was 6,540 million yen. Net income attributable to owners of the parent was 2,210 million yen.

