



Reaching new heights



Reaching new heights

- Entering a new era -

In the beginning of 2024, we formulated and started a new three-year Mid-Term Management Plan (24-26).
As a leading company in the industry, we will pursue strategies to provide new value for customers' safety and the global environment.

Mid-Term Management Plan Basic Policy

Slogan	Major KPIs	Cash Allocation
Reaching new heights - Entering a new era -	Sales 330 billion yen Operating income 30 billion yen ROIC 8.0% ROE 9.5%	Future-oriented investment.....30+α billion yen Working capital 60-70 billion yen Shareholder return.....Dividend payout ratio: Approx. 30%

Four Basic Strategies

(1) Advancing decarbonization

Leading environmental initiatives on construction sites

- We will promote the expansion of our product lineup and sales and position products with no environmental impact as “Tadano Green Solutions.”

Global promotion of electrified rough terrain crane “EVOLT”

- Japan in 2023, North America in 2024, and then Europe and Oceania
- Leading global rough terrain crane markets through proactive electrification initiatives



eGR-250N launched in Japan in 2023



eGR-1000XLL launched in North America in 2024

Enhance decarbonized product lineup

- e-PACKs, EV truck-mounted aerial work platforms, hybrid products, cranes for offshore wind turbines, etc.
- CO₂-free operations during construction and maintenance of wind turbines



(2) Venture into new areas

New business expansion by changing the “common”

- We will accelerate the global expansion of our aerial work platforms by bringing Nagano Industry (currently Tadano Utilities) into the Tadano Group.
- We will accelerate initiatives for new technologies such as automatic piloting and remote-control technology to realize safer and more efficient construction sites.

Tadano's flagship truck-mounted type



Nagano's flagship self-propelled type



(3) Manufacturing reforms that leverage strengths

Achieving optimal manufacturing by leveraging strengths of development and production bases in Japan, Germany, and the US

- We will build optimal manufacturing systems to maximize profitability and ensure a stable supply of products.
- We will improve cost competitiveness, quality, and stable delivery of all terrain cranes produced in Europe through consolidation of plants in Germany and transfer of small all terrain cranes' production to Japan.

(4) Establishing footholds to support transformation

Establishing footholds for the strong promotion of individual strategies

- In the strengthening of service capabilities, we will build systems to ensure that Tadano's products offer “reliability to use” and “long life to use.”
- We will work to achieve automation of and energy saving in production processes and ensure safety and quality through the promotion of IT to address labor shortages and facilitate knowledge transfer.
- Our human resources are the source of the Tadano Group's competitiveness. We will pursue the strengthening of our human resource base linked to the Mid-Term Management Plan.

Initiatives for Sustainable Growth

Management in consideration of capital cost and stock price

Achieving and maintaining a P/B (Price-to-Book) ratio of 1.0x or higher through sustainable growth and mid- to long-term enhancement of corporate value

- Management taking into consideration of capital cost
- Cash allocation and returns to shareholders
- Engagement with stakeholders

Addressing sustainability issues

Under the Corporate Philosophy of “Creation, Contribution, and Cooperation,” we are committed to contributing to the preservation of the global environment and the realization of a sustainable society, by maximizing our corporate value and implementing sustainable business activities

- Providing environmentally friendly products and services, environmental initiatives in business activities
- Human Asset Management, automation and energy saving to address labor shortages
- Strengthening Corporate Governance, enhancing corporate value

Products

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



GR-250N

Rough Terrain Cranes

Rough terrain cranes are 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

All Terrain Cranes

These mobile cranes are 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 6.300-1



GT-800XL-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 operations. Outside Japan, they are frequently deployed for jobs requiring mobile 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.

Products



GTC-1300

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.



CC 38.650-1

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.



CC 68.1250-1



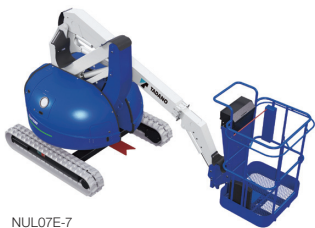
TM-ZX294

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.



TM-ZE360



NUL07E-7

Aerial Work Platforms

Aerial work platforms are one of the flagship products of the Tadano Group. Tadano is particularly renowned for its revolutionary Super Deck series of aerial work platforms. This series is the first in the world to be equipped with a Four-Motion Control that allows horizontal and vertical movement, smoothly carrying the operator directly from one point to another in any direction.

By bringing Nagano Industry (currently Tadano Utilities), known for its success in self-propelled aerial work platforms, into the Tadano Group in 2024, we will offer our customers a more attractive product lineup to meet their needs.



AT-200S



AT-280XTG

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.



BT-300



AT-150DW

Road-rail Vehicles

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

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.

LS-1800



SS-02F

Vehicle Carriers

These carriers achieve safe loading/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 load 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 344 authorized service contractors and 875 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 inside 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 job sites through initiatives such as safety training using virtual reality. One of the initiatives aimed at enhancing product life-cycle value is the supply of maintenance parts. The fastest parts shipment is made possible through collaboration between spare parts centers at seven bases in Japan and the Global Parts Center located in Kobe, and spare parts 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 Asset Management

Based on the idea that employees are our assets, we provide a place where diverse human resources can come together and discover and develop their individual potential, and where everyone can make the most of their individual talents. We also foster an organizational culture that allows for continued learning and growth, and a corporate culture that recognizes changes and continues to innovate as a team. Company growth cannot be achieved without the growth and development of its employees. For sustainable growth, we will strive to create a healthy and dynamic work environment and develop human resources, so that our employees can perform to the best of their ability. To ensure that working at Tadano leads to overall life satisfaction (well-being) of employees, we promote a good work-life balance with safety as the first priority.

Diversity, Equity, and Inclusion

Tadano hires women in a well-planned and proactive manner, aiming to increase the number of women in leadership positions. Specifically, we have increased the opportunities for women to work in sales and engineering positions, and have reviewed our evaluation and promotion's systems. Moreover, we continue to improve our systems and work environments to support every employee in maintaining a good work-life balance. As part of our efforts to further promote diversity, we are



also recruiting international students and foreign mid-career talents. We accept diversity in terms of various factors, including each person's background, 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 will continue to create work environments where diverse employees can best utilize their talents.



Human Resource Development and Career Support

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, as its business domain expands globally, Tadano has expanded the scope of its global human resource development from new graduates to leaders and provides mid- to long-term development. Tadano actively develops human resources capable of competing on the global stage. For instance, we encourage young employees to undertake international assignments. In addition, we also support employees' career development by fostering proactive self-initiated growth aimed at achieving personal goals through work in response to the increasing diversification of individual values and work styles in recent years.



Tadano's Health Management Initiatives and Commitment to Safety in the Workplace

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 their 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 11 group companies in Japan (ten 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 2024. Believing that ensuring occupational safety within the company is essential to the safety of our products, we have launched several initiatives to reinforce our commitment to a safe workplace. These initiatives include monthly health and safety education courses in the form of animated video streaming for employees, and managers and supervisor training in interactive safety patrols. Through these activities to reduce accidents, employees acquire the skills to identify unsafe behaviors and implement effective conditions and techniques to improve communication.



Preservation of the Environment

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 Tadano Group Environmental Policy revised in 2024, "We serve society by promoting collaboration between people, machinery and the environment," we are committed to each employee caring for the environment, to the development of green products, and to the provision of green services and environmentally friendly business activities.

Efforts to Reduce CO₂ Emissions from Business Activities and Product Use

The Tadano Group is carrying out programs aimed at contributing to preserving the global environment and creating a sustainable society. At our production sites in Japan (the Shido Plant, the Kozai Plant, and the Tadotsu Plant), we have installed solar panels, aiming for decarbonization in production and energy usage. In December 2023, we launched the world's first electric rough terrain crane in Japan. This electric rough terrain crane is able to travel and perform crane operations using electrical power, and can reduce CO₂ emissions from our products to zero.

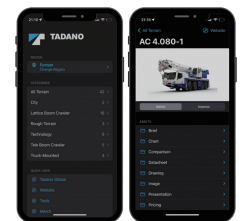
Outside Japan, Tadano Demag GmbH, one of our German group companies, installed solar panels on the roofs of its Dinglerstraße office buildings in August 2023. We are working to reduce our environmental impact at our other business sites inside and outside Japan as well, by installing solar panels, conserving air conditioning and lighting power, and changing company-owned vehicles to electric and hybrid models. As a member of society, we continue to enhance our programs aimed at improving the global environment and achieving a decarbonized society, and continue to develop products that contribute to the preservation of the environment.

Tadano Group's Long-Term Environmental Targets 2030

<Reduce CO₂ Emissions> Compared to 2019 Baseline
 (1) CO₂ emissions from business activities...**25% reduction**
 (2) CO₂ emissions from product use.....**35% reduction**
 <Reduce Industrial Waste> Compared to 2019 Baseline
 Industrial waste from business activities.....**50% reduction**

Efforts to Reduce Industrial Waste Emissions

We are also working to reduce industrial waste emissions from our business activities, 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. We have also started trading in vinyl plastics as valuable materials to reduce plastic waste. Additionally, we developed TadanoPro, an app for the web and iOS to reduce the need for printed materials such as product brochures, datasheets, and photos. By providing all information digitally, we are minimizing paper use to conserve forests and reduce waste.



Product information available on the TadanoPro app

Conservation of Biodiversity, Forests and Seas

The Tadano Group engages in activities that help conserve biodiversity and forests. Under the "Forest Matching Promotion Project" organized by Kagawa Prefecture, we have been carrying out forestation activities since 2020 by designating a part of the forest owned by Sanuki City as "Tadano Forest of Learning." By regularly weeding and planting trees, our volunteer employees gain environmental education and opportunities to socialize



Tadano Forest of Learning

while learning about plants and insects.

Additionally, to protect the richness of the sea, we are committed to conserving water resources and organizing beach cleaning activities. Since 2021, we have participated in beach cleanups where we survey and remove marine debris while also raising environmental awareness among our employees.



Beach cleaning

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	: 1,596 (non-consolidated), 4,686 (consolidated) as of December 31, 2023
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 Utilities Chikuma Plant Tadano Utilities Omi Plant 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 and 23 sales offices
Global Offices	: Beijing Representative Office, Moscow Representative Office
Group Companies	: 35 subsidiaries, 1 affiliate

History

1919	Masuo Tadano starts a welding company in Hokkaido.
1948	Tadano Iron Works Co., Ltd. is established 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 Shinden-cho, Takamatsu City, Kagawa.
1963	Introduces the TM-2H truck loader crane.
1973	Establishes the company's first subsidiary outside Japan in the Netherlands.
1980	Constructs and begins production at the Shido Plant in Sanuki City, Kagawa.
1983	Introduces insulated aerial work platforms, the AT-136TE and the AT-140TE.
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.
2023	Introduces the EVOLT eGR-250N, the world's first electric rough terrain crane.
2024	Acquires Nagano Industry (currently Tadano Utilities).

Directors/Officers

(As of July 1, 2024)

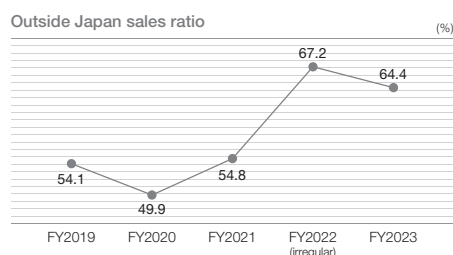
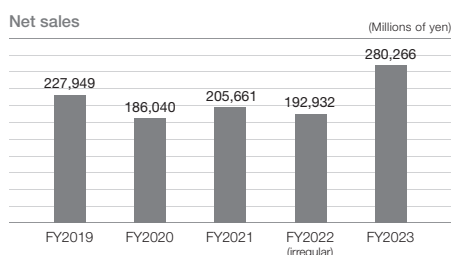
Chairman of the Board and Representative Director	Koichi Tadano
President, CEO, and Representative Director	Toshiaki Ujije
Director and Managing Executive Officer	Hiroyuki Goda
Director and Managing Executive Officer	Noriaki Yashiro
Lead Independent Director	Shosaku Murayama*
Director	Tatsuro Ishizuka*
Director	Akiko Otsuka*
Director	Junichi Kaneko*
Director	Koichi Tadenuma*
Senior Managing Executive Officer	Kenichi Sawada
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	Tatsuya Kijima
Executive Officer	Yasuhiro Futamura
Executive Officer	Takashi Fukui
Executive Officer	Yoshitaka Saijo
Executive Officer Equivalent	Takashi Kiso
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 2023 (ended December 31, 2023)

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

Sales in the Japanese market were 99,710 million yen while sales in markets outside Japan were 180,556 million yen. As a result, net sales amounted to 280,266 million yen and sales in markets outside Japan accounted for 64.4%. Operating income was 18,349 million yen and ordinary income was 16,367 million yen. Net income attributable to owners of the parent was 7,773 million yen.



Tadano Ltd.

Ko-34 Shinden-cho, Takamatsu City, Kagawa, 761-0185, Japan
Phone: +81-87-839-5555 Fax: +81-87-839-5743 www.tadano.com