

Mid-Term Management Plan (24-26)

Adopting “Reaching new heights - Entering a new era -” as a slogan, we will pursue strategies to provide new value for customers' safety and the global environment.

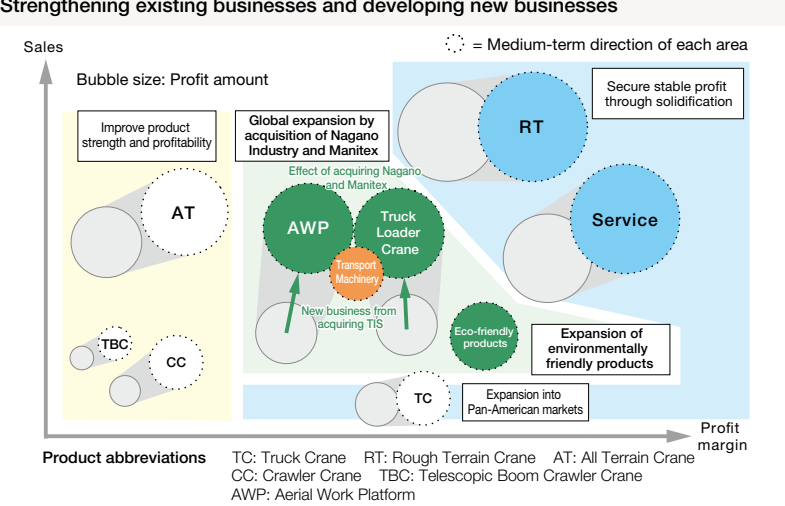
Mid-Term Management Plan Basic Policy

Slogan	Major KPIs	Cash Allocation
Reaching new heights - Entering a new era -	Net sales 330 billion yen	Future-oriented investments 60 billion yen
	Operating profit 30 billion yen	Working capital 60-70 billion yen
	ROIC 8.0%	
	ROE 9.5%	Shareholder return.....Dividend payout ratio: Approx. 30%
	Note: Updated the amount of future-oriented investments reflecting three M&As	

Basic Strategy

- ① Advancing decarbonization
- Expansion of environmentally friendly products (Tadano Green Solutions)
- ② Venture into new areas
- Global promotion of AWP
- Business expansion by changing the “common”
- Development and commercialization of new technologies
- ③ Manufacturing reforms that leverage strengths
- Optimization of development and manufacturing
- Maximizing profitability of the European operations
- ④ Establishing footholds to support transformation
- Sales leveraging regional strengths
- Strengthening service capabilities
- Automation and energy saving in production
- Strengthening of the human resource base linked to management strategy

Medium-Term Direction <Business Portfolio>



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.”

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 production of small ATs to Japan.

② Venture into new areas

New business expansion by changing the “common”

● We will accelerate the global expansion of our aerial work platforms and truck loader cranes by bringing Nagano Industry and Manitex Group 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.

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 medium-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

Advancing decarbonization

① Advancing decarbonization

Leading environmental initiatives on construction sites

- We began selling EVOLT eGR-250N, the world’s first fully electric rough terrain crane in 2023. This model achieves zero CO₂ emissions during both travel and crane operations.
- We are leading environmental initiatives by promoting the expansion of our product lineup and sales and positioning products with no environmental impact as “Tadano Green Solutions.”

Global promotion of electrified RT “EVOLT”

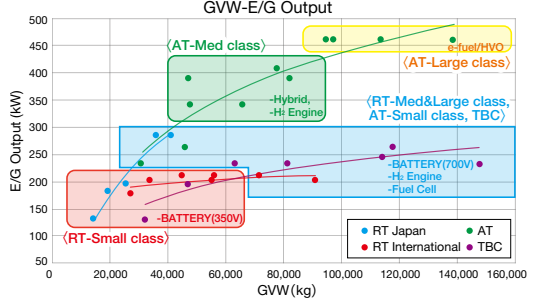
- Japan in 2023, North America in 2024, and then Europe and Oceania
- Leading global RT markets through proactive electrification initiatives



Enhance decarbonized product lineup

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

Medium- to long-term direction of power sources toward achieving net-zero emissions by 2050



● Dots: represent current lineup with horizontal axis indicating size (GVW) and vertical axis indicating installed engine output (kW).

● Approximation lines (solid lines): indicate spread of lineups for each crane type.

- RT for Japan and AT: market shows sharply curved line, which means large crane requires large engine. Fully electric models are limited to small-class models only. As size increases, hybrid and alternative-fuel engines become the primary focus of environmental measures.
- RT for outside Japan and TBC: market shows rather flatter line, which means even large crane can be operated with medium engine. Required engine power source is only for crane function, leading to potential market for fully electric models.

Global promotion of AWP

② Venture into new areas

New business expansion by changing the “common”

- We will accelerate the global expansion of aerial work platforms, which we have predominantly sold in Japan until now.
- With the entry of Nagano Industry and Manitex Group to the Tadano Group, we will pursue the enhancement of our product lineup, and the creation of new products through development and production synergies.
- Positioning self-propelled aerial work platforms as the flagship product in international markets
- Adding electrified aerial work platforms as a new option for environmentally friendly products
- We will work on the expansion of sales by fully leveraging the brand power and global sales network cultivated by our RTs.

Estimated annual demand of self-propelled AWP



Manufacturing reforms that leverage strengths

③ Manufacturing reforms that leverage strengths

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

- Our business operates on a multi-variety, small-batch production model, which makes improvement of productivity and cost reduction that do not rely on volume a major challenge not only for us, but also for our suppliers. We will build optimal manufacturing systems that leverage the respective strengths of our operations in Japan, Germany and the US to maximize profitability and ensure a stable supply of products.
- We will expand our design concept of TKN (“Simple,” “Durable,” and “Repairable”) globally and promote manufacturing that is conscious of ease of production and cost reduction from the design stage, not only for Tadano, but also for our suppliers.
- We will improve the productivity of all terrain cranes produced in Europe through the consolidation of our German plants. Production of small ATs will be transferred to Japan to improve cost competitiveness, quality, and stable delivery.

World-optimal procurement (procurement)

- Deepening relationships with suppliers and ensure a stable supply of products
- Suppliers' ease of production and cost reduction, helping suppliers to reduce costs and grow together
- Strategic relationships with key suppliers in Europe

World-optimal production system (region)

- Production in Germany utilizing technology and advanced welding techniques
- Producing medium and large ATs and CCs in Europe
- Production in Japan/the US combined with cost competitiveness and stable delivery
- Seto Inland Sea, which enables modal shift with consideration for CO₂ reduction
- Producing small ATs in Japan

World-standardized production method

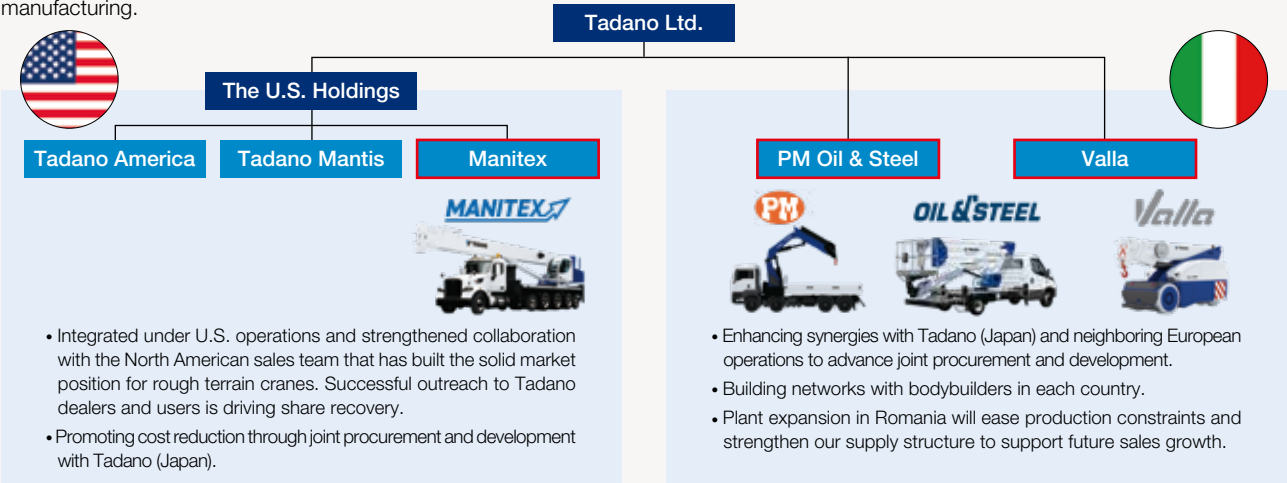
- Global expansion of TKN activities*
- Improving production efficiency as well as safety and quality by standardizing Japanese and German production materials
- Standardization of cabins, booms, and other structures and components
- Introducing state-of-the-art production equipment and promoting automation
- *TKN: Tadano's design concept of creating something “Simple,” “Durable,” and “Repairable”

Japan's strengths	● High awareness of safety and quality ● Stability in cost and delivery time ● Strong relationships with suppliers
Germany and the US's strengths	● High awareness of the latest technology and towards the environment ● Advanced welding techniques ● Unique products/expertise not found in Japan (AT/CC/TBC)

Business Prospects (as Announced in the February 2026 Financial Explanatory Briefing)

Global Promotion of Aerial Work Platforms and Truck Loader Cranes

Manitex, acquired in January 2025, has completed organizational integration. Initiatives are underway to create synergies in both sales and manufacturing.



Development of Transport Machinery Business - Tadano Infrastructure Solutions

Tadano Infrastructure Solutions (TIS) develops its business based on maintenance profit from bulk handling systems. New crane series development is being advanced through technical collaboration with Tadano.

	Bulk Handling Systems	Jib Climbing Cranes	Floating Cranes
			
Applications	Used for unloading iron ore, coal, biomass fuel, and other materials at steelworks and power plants.	Used as construction cranes for high-rise buildings.	Used as installation cranes for coastal structures including port cranes, shipyard cranes and large bridges.
Strengths	Maintenance capabilities that ensure customers' stable operations are driving our long-term, stable revenue.	Strong customized-proposal capability and cooperation with Tadano's domestic sales team to expand sales to rental companies.	Advanced crane-design capabilities and close collaboration with shipyard manufacturers proven by solid delivery records.
Initiatives	Using IT and AI for predictive maintenance and labor-saving to support customer problem-solving.	Developing a new series that achieves further weight reduction by leveraging high-tensile-steel expertise gained from mobile cranes.	Considering entry into new marine-crane products through integration of TIS's design expertise and Tadano's hydraulic technology.

Venture into New Areas: Leveraging Japan's Shipbuilding Boom

Shipbuilding industry is positioned as a strategic priority, and its revitalization roadmap has been established by Japanese government. Capturing demand growth, the product lineup expanded through acquisitions is expected to establish new growth drivers.

Shipbuilding Industry Revitalization Roadmap (Released December 2025)

- 2035 target: Increase Japan's domestic shipbuilding capacity to 18 million gross tons per year (roughly twice the 2024 level)
- A public-private investment plan of approximately ¥1 trillion

Our Initiatives

Tadano Utilities (Acquired in February 2024)	Tadano Infrastructure Solutions (Acquired in July 2025)
- Launched new model of self-propelled wheeled AWP expected to be utilized in shipyards. - Yawata plant was established in December 2025 to increase production capacity. Operations are targeted to start in June 2026. 	- Strengthened cooperation with Tadano sales team to expand sales of jib cranes expected to be utilized in shipyards. - Considering space expansion by utilizing sites in Kagawa prefecture to increase production capacity. 