

Sustainability

Promotion of Sustainability



Our Basic Policy

Under our Corporate Philosophy of “Creation, Contribution, and Cooperation,” the Tadano Group strives to contribute to the preservation of the environment and the realization of a sustainable society through maximizing value to our stakeholders and engaging in sustainable business activities. We aim to pursue further excellence for the world and the future.

The Mid-Term Management Plan (24-26) formulated in 2024 sets “Advancing decarbonization” as one of the basic strategies, and identifies addressing sustainability issues and management in consideration of capital cost and stock price as initiatives for sustainable growth.

Respect for Human Rights

We support and respect the protection of internationally declared human rights. We commit to avoiding participation in human rights violations and will work towards the elimination of all forms of discrimination in employment, including forced labor and child labor.

Fair and Honest Business Activities

We will engage in honest business activities that are fair and transparent. We strive to comply with laws, international standards, and internal rules, to maintain ethical behavior, and work to prevent corruption in all forms, including coercion and bribery. We will also work towards strengthening Governance.

Respect for Employees and Ensuring Job Satisfaction

We consider our employees valuable partners and strive for diversity, starting with gender equality, creating a work environment that values work-life balance, while investing in the development of our people.

Growing Together with Suppliers

We build strong, trusting relationships with our suppliers and aim to grow together. We also focus on sustainability management in our supply chain, including compliance with laws, and management of human rights, labor, safety, health, and the environment.

Contribution to Society

We actively engage in business activities that contribute to the development of society, striving to be a responsible corporate citizen.

Preservation of the Environment

We address environmental preservation in our business processes, including responding to climate change, achieving “reuse, reduce, recycle” in society, preserving biodiversity, conserving marine and water resources, and reducing and properly managing hazardous substances.

Effective Communication

We will communicate accurate information to stakeholders in accordance with sustainability disclosure standards and other relevant guidelines. We aim to maintain long-term relationships based on trust through timely and appropriate communication methods.

Human Asset Management



Our Basic Policy

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.

DE&I

We believe human resources are the source of our competitiveness and an essential element for achieving sustainable management. We are committed to respecting all forms of diversity, including differences in race, religion, gender, sexual orientation/gender identity, age, disability, nationality, place of origin, and social and cultural background. We continue to promote the recruitment and development of diverse human resources, ensuring equal opportunities for growth and fostering a fair organizational culture. By empowering each employee to harness their unique talents and individuality, we aim to enhance our overall organizational performance.

DE&I training programs

To promote DE&I (diversity, equity and inclusion), in addition to promoting people from diverse backgrounds, we are committed to creating a workplace environment that helps all employees to perform to the best of their abilities. In addition to providing basic training programs for employees, we provide diversity management training programs for managers to raise awareness and promote understanding. As part of harassment prevention education, employees take an e-learning course in conjunction with Harassment Prevention Week in December via the company intranet. New graduates are given e-learning courses as part of basic onboarding training in April, and a subsequent training program designed to solidify their understanding which is conducted primarily through discussions. In FY 2025, we also introduced an e-learning program on unconscious bias for our employees in Japan and held meetings in each workplace. Sharing and understanding how supervisors and colleagues think helps people become aware of their unconscious biases. Through this process, we aim to enhance psychological safety in the workplace and build a more open culture.



Initiatives for empowering women

Aiming to create a workplace where women can work comfortably with a sense of fulfillment, we view promoting women's empowerment as a key, long-term component of our DE&I efforts. We believe that creating an environment where women can thrive over the long term will lead to the success of diverse human resources, regardless of gender or age. Specifically, we are working to reform our work and evaluation systems to allow employees to develop their careers without childbirth and childcare being a hindrance, ensure fair and transparent evaluations, and visualize the gender pay gap. We are also working to expand women's growth opportunities by placing more of them in key roles, having them attend meetings as observers, and appointing them as leaders of company-wide projects.

As these efforts have brought about a shift in the mindset of women who were previously reluctant to be promoted to management, the proportion of women who actively seek managerial positions has been growing in recent years. The ratio of female managers reached 4.6% as of January 2026. Furthermore, to steadily foster female leaders, we plan to introduce a personalized leadership training program for selected early-career female employees at the chief level. Through the program, we will encourage them to grow further and broaden their perspectives with the goal of becoming managers, while fostering a shift in their mindset and behavior that empowers them to dare to take on new challenges and achieve success.

	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 Onwards
	Result	Result	Result	Target	Target
Ratio of female employees	10.5%	10.7%	10.9%	10%	20%
Ratio of female managers	2.5%	2.4%	2.3%	4%	7%
Ratio of female supervisors (Note)	5.2%	4.3%	5.1%	5%	9%
Gender pay gap (All employees)	74.6%	74.3%	75.6%	76%	—

Note: Supervisor level (assistant manager)

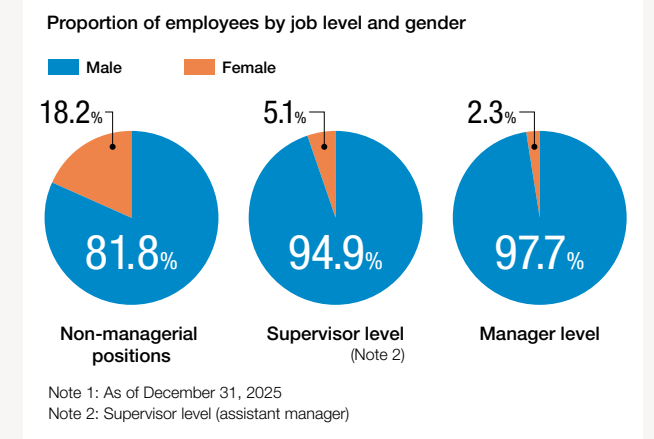
Gender pay gap

Our personnel systems do not differentiate wages based on gender. The gender pay gap is primarily attributable to factors such as a difference in the proportion of employees in managerial positions and a difference in average years of service.

Although the gender pay gap for regular employees in FY 2025 was 72.5 %, there is no wage difference based on gender for employees in the same role grade or with the same job description. Salaries are determined by grade, not gender, ensuring equal pay for both male and female employees in the same grade under the same conditions. However, the lower representation of female employees in managerial positions compared to their male counterparts is a major factor behind the overall gender pay gap. We recognize that the current gap is an accumulated result of long-term differences in job responsibilities, assignments, and training opportunities.

The difference in average years of service terms from two factors: the past tendency for women to leave work following life events such as marriage and childbirth, and the company's increased focus on hiring women in recent years.

To address the pay gap, we will introduce more flexible work arrangements, ensure that female employees are evaluated fairly and transparently, and actively develop and promote female candidates for management positions.



“Platinum Kurumin” Certification

In May 2025, we obtained the “Platinum Kurumin” Certification that recognizes companies demonstrating exceptional support for childcare, from the Ministry of Health, Labour and Welfare in Japan. It certifies companies with “Kurumin” Certification that have made efforts that meet higher standards. We received the “Kurumin” Certification in 2022, and this time, the “Platinum Kurumin” Certification was granted for our efforts to reduce overtime hours, promote the use of annual paid leave, and create a work environment that encourages employees to use the childcare and caregiving support systems.



Encouraging employees to take childcare leave

With the goal of creating a workplace environment where employees, regardless of gender, can continue to build their careers without having to interrupt them, we encourage employees to take childcare leave and work to foster greater understanding of it within the workplace.

To ensure that female employees can continue working with flexible work options without having to leave work due to pregnancy or childbirth, we adjust their job responsibilities, reassign roles, make necessary workplace accommodations, and work to foster understanding of these arrangements among colleagues.

Additionally, to foster a workplace culture that encourages male employees to actively engage in child-rearing and take childcare leave, we are working to develop systems and create an environment that help all employees balance work and childcare responsibilities.

We recognize that encouraging male employees to take childcare leave is one of our key priorities for our sustainable growth, as it will lead to improved work-life balance and higher employee engagement. We have been taking ongoing measures with this aim.

Aiming to further increase the rate of childcare leave taken among eligible male employees, we will continue to encourage the use of childcare leave and foster greater understanding of it in the workplace.

	Workstyle reform				
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 Onwards
	Result	Result	Result	Target	Target
Rate of childcare leave taken among eligible women	100%	100%	100%	Maintain 100%	
Rate of childcare leave taken among eligible men	41.4%	58.5%	58.7%	62%	—

Pregnancy Simulation Class

We held a health class for technical and engineering departments where pregnant employees work, to increase understanding of workplace accommodations for pregnant employees and the prevention of pregnancy-related harassment. The program included a pregnancy simulation intended to help participants understand the physical challenges and lifestyle changes that come with pregnancy. Through this experience, participants gained firsthand insight into the challenges faced by pregnant employees.

Participants were reminded that understanding and cooperation at the workplace are essential for pregnant employees to continue working safely, as pregnant employees may find it difficult to assess their own physical condition and its impact on their work, and may sometimes overexert themselves to avoid burdening their colleagues.



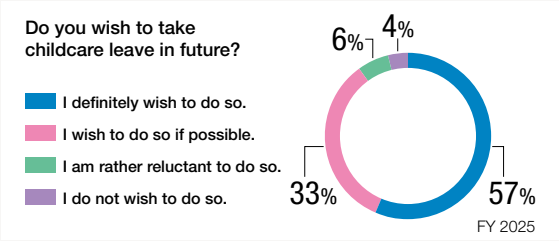
A female employee in a technical position who took childcare leave

Given the concerns related to my duties on the shop floor, I told my supervisor about my pregnancy early on. About a month after disclosing my pregnancy, I shared a maternity and childcare leave plan with my supervisor to show when I would take leave. My team was flexible in adjusting my duties: I had been working on an aerial work platform up until then, but they shifted me to office work, and even allowed me to switch to working from home depending on my physical condition. My colleagues also worked with me to identify light tasks that would not be too hard for me. They showed me a great deal of consideration, including providing a place where I could rest when needed. Every day after the morning meeting, I reported my physical condition to my supervisor, who adjusted my daily tasks and arranged for support during work. Thanks to these accommodations, I was able to continue working safely throughout my pregnancy. I tried to keep ahead of schedule to leave some flexibility and made sure to keep my supervisor updated on my progress. The experiences gained through childcare leave and the joy of watching my child grow up right before my eyes are truly invaluable. As we worked together to raise our baby, we also found which tasks I was better at and which tasks my husband was better at. That helped us think about how we could best divide our responsibilities. More than anything, I have realized the importance of sharing the challenges of parenting between the two of us.



Survey on childcare leave for male employees

Childcare leave for male employees is a key to promoting women's participation in the workforce and reforming work styles. With the goal of achieving a 62% rate of childcare leave taken among eligible men by 2026, we conducted a survey of male employees about childcare leave. The result indicated a high level of interest in childcare leave for male employees. While male employees now show greater understanding of and growing interest in childcare leave, many commented on challenges: "I want to take childcare leave, but I'm concerned about how it will affect my work"; "the support system during childcare leave is not yet adequate"; and "a more encouraging atmosphere for employees to take childcare leave needs to be fostered". Going forward, to enable male employees to take childcare leave more naturally, we will strive to create an environment in which employees feel secure to work while coping with life events.



Supervisor of a male employee who took childcare leave

When a subordinate informed me that his wife was expecting a baby, my immediate reaction was simply, "Congratulations." I believe that childcare leave is an invaluable opportunity to focus on family and spend quality time together. Later, when he asked me about taking childcare leave, I told him to think about his wife and their unborn baby first and foremost, because we would somehow manage his workload. To manage work within the team, I requested that the division assign a support staff member from another team to support us during his leave. In addition, since he worked at a branch office, it also involved some external arrangements. To minimize any inconvenience to our customers, we informed them of the scheduled period of his leave in advance and shared contact information for use during his leave. To ensure he could take childcare leave without worry, I shared the tasks he left behind with the team and put the necessary arrangements in place. To also ensure he could return to work comfortably, we kept him updated on the current situation and progress, so as to prepare an environment where he could resume his duties with confidence and quickly get back up to speed. In communicating with my subordinates, I believe building a friendly relationship is more important than anything, so that they feel comfortable talking to me. For this, I value casual, everyday conversations, and also make a point of fostering open communication so as to encourage them to share their true feelings and vulnerabilities.

Recruiting Diverse Human Resources

Enhancing recruitment of diverse human resources

We believe that embracing the diversity in various values of our individual employees, including their backgrounds, abilities, and experiences, and leveraging it within the organization lead to greater job satisfaction, increased productivity, and the creation of added value. As part of our efforts to promote DE&I across borders, we are focusing on the recruitment not only of international students studying in Japan, but also of students studying overseas. We hired two such students in 2025 and two more in 2026. We welcome students who are passionate about working in Japan and at Tadano.

We also raise awareness of the advancement of women at Tadano through videos and brochures highlighting workplaces where women can thrive. In addition, we actively share information to communicate the attractiveness of Tadano to as many people as possible.

	Securing diverse human resources				
	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027 Onwards
	Result	Result	Result	Target	Target
Proportion of women among new graduate hires (Note)	16.0%	16.4%	16.1%	20%	20%
Proportion of women among mid-career hires	28.6%	9.8%	19.5%	—	
Proportion of foreign nationals among new hires	3.8%	2.0%	4.9%	—	

Note: As of April 1

Employee hired as a highly skilled technology specialist

It has been three years since I joined the Tadano Innovation Center as a researcher. In the job interview, the recruiters carefully reviewed my research experience and technical strengths. It was a very smooth process that allowed me to express myself without feeling nervous. My current job involves analyzing the skills of both experienced and novice operators and utilizing the data for predictive maintenance of cranes. I find it very meaningful to be able to apply my analytical skills to address real-world challenges on the shop floor. What is particularly rewarding to me is that the visualized data on the skills of experienced workers that I prepare is being utilized for training and improving safety. I also appreciate the environment that strongly supports my personal growth by providing ample opportunities to participate in academic conferences and trade shows, as well as training programs.



Internship programs

In recruiting new graduates, we place particular emphasis on internship programs. In addition to our traditional programs for engineering and technical candidates, we have introduced new programs for corporate staff and systems engineer candidates, offering programs across a variety of fields including development, research, services, and testing. Through these programs, we provide a variety of work experience opportunities, aiming to foster students' career perspectives and help them make informed career choices.

Other programs conducted in parallel to increase recognition of Tadano include one-day workshops and online information sessions designed to enhance their understanding of the company.

Cooperation with local communities

With the aim of fostering collaboration with local communities and nurturing the next generation of manufacturing professionals, we offer plant tour opportunities for local high schools and conduct outreach classes at educational institutions. We have also been involved in career exploration projects with local high schools on an ongoing basis.

In these projects, we give presentations on the company's profile and business activities, and also provide students with opportunities to work on a subject on their own initiative. Through these projects, we support individual students in shaping their career paths and envisioning their own future. This initiative is now in its third year. We will continue to further strengthen our cooperation with educational institutions and drive activities that benefit local communities.

Upgrading recruitment program

We introduced a referral recruitment program in 2025. Through a recruitment process based on information from our employees, candidates can better understand our corporate culture and the realities of work at the company. This helps reduce hiring mismatches and improve the efficiency of our hiring activities. The program is gradually producing results and gaining positive responses.

In addition to our existing the "Job Challenge" program and the in-house "Free Agent" program, we will continue to develop even more attractive programs to become a company where diverse people can thrive.

Employment of people with disabilities

To deepen our understanding of employment of people with disabilities and gather relevant information, we visit special education schools and share information with public employment security offices and disability employment service centers. With better understanding through these, we strengthen workplace accommodations and offer on trial employment while working to improve employment conditions of employees with disabilities. We have also strengthened our contracts with recruitment agencies and have hired two people since January 2026. However, with an increase in the total number of employees, the company has not met the statutory employment rate.

Going forward, we will work to improve the workplace environment and further promote understanding within the company to help diverse people maximize their potential, regardless of the nature of their disabilities. Aside from efforts focused on recruitment, we will also drive programs that focus on employee retention and performance, aiming to achieve sustainable employment.

Support for non- Japanese employees

We view technical intern trainees as an important part of our human capital and make efforts based on ESG principles. Specifically, in addition to creating a safe and comfortable work environment, we also emphasize providing adequate support to help them live comfortably in Japan. Through these efforts, we will create a workplace where a diverse workforce can fully realize their potential.

We are expanding the availability of prayer and multipurpose rooms, as well as shower facilities, for Muslim employees across our locations. When accepting technical intern trainees, we provide employee dormitories and offer a shuttle bus service for the first month to help them adjust to local life and prevent accidents in unfamiliar traffic conditions. We also hold workshops on crime prevention, traffic safety, and disaster preparedness for foreign employees in Kagawa Prefecture to help them work in Japan with security and safety. Their participation in local disaster drills not only raises their awareness of crime prevention and disaster preparedness but also connects them to the local community. Since many of the technical intern trainees are Muslims, we provide boxed lunches that cater to their dietary needs. Once a month, we also offer a special Indonesian-style lunch, which Indonesian trainees enjoy for its taste of their homeland.

We have also introduced a medical interpretation support program to help foreign employees in Japan communicate smoothly in medical settings that often use technical vocabulary. The 24/7 service is available for 22 languages without appointments so that employees can visit a hospital feeling secure anytime.



Strengthening organizational capabilities through cross-site talent exchange

As part of our efforts to utilize talented human resources and promote talent exchanges between our global locations, a design team at our Head Office hosted drafting specialists from our Indian subsidiary for a fixed period through our internal transfer program.

The program was intended to deepen their understanding of manufacturing through hands-on experience with actual machines at the Tadano plant, as well as to improve design quality and strengthen coordination between the two locations by having them work directly with design engineers at the Head Office on 3D modeling.

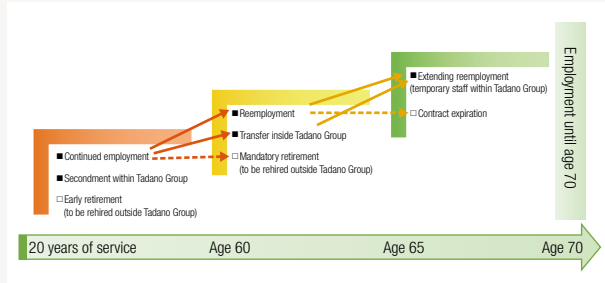
Beyond addressing talent shortages and making the most of top talent, this program has been deepening mutual understanding between locations and strengthening our global organizational capabilities.



Leveraging senior talent

Against the backdrop of an aging workforce and increasingly diversified employment arrangements, one of the key human capital strategies set by the company is to create an environment that allows senior employees to fully leverage the knowledge, experience, and expertise they have cultivated over the years, and continue contributing to value creation over the long term. As part of that, we revised our reemployment system starting in 2026 with the aim of encouraging employees to continue contributing after mandatory retirement age (60). With regard to compensation following reemployment, we have revised the compensation system to align with roles and responsibilities, raising the overall salary levels for all rehired employees, and have ensured that employees who retain their positions receive compensation equivalent to what they received prior to retirement.

In addition, to enable a variety of work arrangements tailored to individual employees' life and health conditions after reemployment, we have introduced a system that allows employees to flexibly choose reduced workdays or shorter working hours, regardless of whether or not they have caregiving or childcare responsibilities. This enables rehired senior employees to continue working in ways that suit their individual lifestyles, supporting their continued contributions to the company.



Improving Employee Engagement

Employee Engagement survey

"Improving employee engagement" has been a component of the Basic Policy in Tadano's Management Policy. We conduct surveys to visualize the status of employee engagement and utilize the data as a metric for creating a more employee-friendly and rewarding workplace.

Amid the rapid changes in the business environment in recent years, including the development of new products, plant reorganization, and M&A, employees sometimes find it difficult to fully understand the background and intent behind the company's actions. This can lead to anxiety and a sense of distance from management among them. To address this, the company has introduced measures to deliver messages directly from top management to employees, and has created opportunities to listen to employees, such as interviews conducted by the survey secretariat with members of organizations showing declining engagement scores.

Through these efforts, we aim to create an employee-friendly and rewarding workplace environment together with all our employees.

During the period of the Mid-Term Management Plan (FY 2024-FY 2026), we aim to achieve an engagement score of 55 or higher and a rating of BBB.

Employee Engagement

	FY 2023	FY 2024	FY 2025	FY 2026
	Result	Result	Result	Target
Score	49.2	51.6	51.7	55 or more
Rating	B	B	B	BBB

Follow-up interviews on survey results

Based on a recognition that workplaces with low engagement survey scores present a critical challenge for both individual employees' job satisfaction and the sustainable growth of the organization as a whole, we have identified addressing the problems faced by these workplaces as a priority issue.

To address this issue, the Human Resources Department launched a dedicated team to visit workplaces across the Company. The team went beyond data analysis and engaged directly with front line employees to better understand workplace realities. In the follow-up interviews, we engage in repeated dialogues with each employee to uncover the underlying context and core issues that are difficult to discern from data alone. We then provide feedback on the insights gained so that appropriate actions and improvements can be implemented in the respective workplaces. We also recognize that there are challenges in effectively communicating the company's policies and strategies to locations that are physically distant from the Head Office. Therefore, we will work to foster a sense of unity across the entire company ("One Tadano") by strengthening communication from senior management and further enhancing vertical and horizontal connections within the organization.

Fostering a Sense of Ownership and Participation in Management among Employees

Employees Shareholding Association

Aiming to foster a sense of ownership and participation in management among employees to increase corporate value over the long-term, we encourage the Tadano Group employees to acquire and hold the company's shares through enhancing the Tadano Group Employees Shareholding Association (the "Association"), which is part of our welfare measures (to support employees' asset accumulation) that also enhances employee engagement. As part of this, in 2024, we granted shares of the company's common stock as a special incentive to the (existing and new) members of the Association. This boosted the membership of the Association from approximately 30% of employees to 86% of employees.

In 2025, we introduced a trust-type employee stock ownership incentive plan for all employees who are members of the Association. Under this plan, employees receive incentives commensurate with stock price increases by holding shares through the Association.

Flexible work arrangements

Revision of systems

We aim to ensure that working at Tadano leads to overall life satisfaction for our employees. By meeting the needs for various work styles, we help employees to maintain a good work-life balance in the company environment that is healthy and energetic in physical and mental terms.

The regulations on special leave for marriage, bereavement, and spouse's childbirth have been revised to allow for split leave to increase flexibility. The length of women's leave has been revised from two days per month to the necessary number of days. We have also revised the regulations on the use of accumulated paid leaves to cover volunteer activities in addition to fertility treatment and organ donation. In addition, unused paid leave may be carried over for up to 40 days as either paid leave or accumulated paid leave, and employees are granted five days of paid leave for accumulation each year. In FY 2025, the number of paid leave days taken (by non-managerial employees) was 17.9 days on average against a target of 17 days, achieving a take-up rate of 89.5% of the 20 days granted per year, which exceeded the previous year's rate.

We have also expanded the scope of the health checkup program for spouses to cover dependent spouses aged 35 or older, regardless of the age of the insured employee. In addition, we are strengthening our support for employees' personal lives. This includes increasing opportunities for family members of employees stationed overseas to visit them, and broadening the scope of travel expense coverage for employees living apart from their families.

Furthermore, having established a system surpassing the statutory mandate for supporting employees balancing work and caregiving, we have been granted approval for using the "Tomonin" mark by the Ministry of Health, Labour and Welfare, which attests to our commitment to supporting employees balancing work and caregiving.



Encouraging Self-directed Career Development and Development of Global Human Resources

Support for self-learning

We offer a variety of learning opportunities to support employees who strive to enhance their skills and knowledge on their own initiative in pursuit of continuous growth. Specifically, we provide financial assistance for correspondence courses, and encourage employees to enroll in domestic study-abroad programs and continuing education programs for working adults at universities. In addition, as part of our efforts to empower employees for their self-development and reskilling efforts, we have also subscribed to an external service that offers public seminars from which employees can freely select topics tailored to their individual career orientations, to facilitate their self-directed learning.

Career development support

In light of the increasing diversity of individual values and work styles, we strive to create an environment that enables individual employees to shape their own career paths in a self-directed manner.

Through declaring to the supervisor in regular one-on-one meetings, or through the in-house “Free Agent” or internal job posting program, our employees are offered a wide range of opportunities to challenge themselves, for example, in positions of new functions or on overseas assignments.

As part of these efforts, we introduced a video training course titled “Career Design in an Era of Change” in 2026 to provide employees with an opportunity to reflect on their strengths, values, and career aspirations. The program is intended to foster a mindset in employees for thinking about their own careers, making choices, and taking action on their own initiative, as well as to boost the entire organization’s drive for growth. Our goal is to remain a company that fosters our employees’ careers in tandem with them, supporting their sustainable development.

Program	Description
Self-declaration (regular one-on-one meeting sheet)	Employees share their career visions with their supervisors to receive personalized support for their growth
In-house “Free Agent” program	Provide opportunities for employees to contribute in a new department by utilizing their skills and abilities Enable employees’ self-directed career development
Internal job posting (“Job Challenge”) program	The company conducts an internal recruitment process inviting applications for an open position showing required qualifications, and transfers a suitable employee selected from among the applicants
Career design training by age group	Participants give shape to what work means to them – work values – as their “career vision” and clarify their future direction •Second-year employee training •Career design training for employees in their 30s (scheduled for FY 2026) •Training for employees aged 50 (Jointly organized by labor and management) •Training for pre-retirement employees (aged 59) (Jointly organized by labor and management)
Career development learning materials	Foster a self-directed mindset in individual employees for thinking about their own career development Employees reflect on their own strengths, values, and aspirations, and share them with their supervisors

Strengthening the development of Global human resources

We have been operating the “Global Human Resource Development Program” covering employees from new hires to leaders, which is designed to speedily develop global human resources.

In addition to improving language skills, this program emphasizes fostering an understanding of diverse values, developing the ability to adapt to different cultures, and strengthening the practical communication skills needed for global business.

Starting in FY 2025, we introduced a new training program to foster globally-minded human resources, open to application from all employees, as a way to provide opportunities for a broad range of employees to improve their English skills and cultivate a cross-cultural mindset.

Through these programs, we are working to develop talent capable of creating value beyond national and cultural boundaries, as well as to strengthen the foundation that supports the acceleration of Tadano’s globalization.

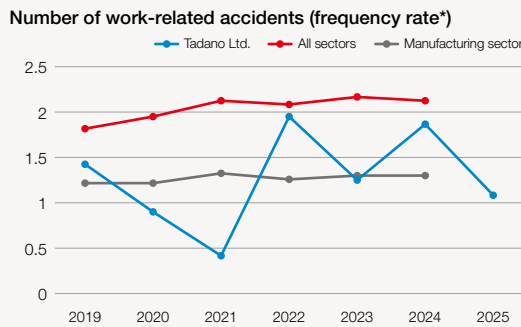


Language learning support

Aiming to develop globally-minded human resources by improving employees’ English proficiency, the company provides financial assistance to cover language test fees and incentive bonuses for high scorers as part of its self-development support program. Comments from employees who took the language tests included “I want to play an active role as a bridge between Japan and the rest of the world,” and “I want to gain experience working overseas to broaden the scope of my work.” The program is helping to foster a global mindset among employees and build a pool of practical, globally-minded human resources.

Our Commitment to Safety in the Workplace

Tadano Group 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. 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 working to further improve our safety management system through regular communication among safety leaders from plants in Japan and overseas. In September 2022, while continuing with the health and safety activities we have practiced, as the first of new actions, we introduced monthly health and safety education courses in the form of animated video streaming for employees.



*Number of work-related accidents per 1 million actual work hours. Describes the frequency of work-related accidents resulting in lost workdays. (Figures for the manufacturing sector and all sectors, excluding the general contracting sector, are taken from the Survey on Industrial Accidents by Japan’s Ministry of Health, Labour and Welfare.)
*The scope of calculation has been expanded to all sites of Tadano Ltd. on a non-consolidated basis.

Interactive safety observation patrols by managers and supervisors

Training in interactive safety patrol for managers and supervisors started in May 2023, in which they acquired skills to identify employees’ unsafe behaviors and conditions. The techniques enable them to communicate more effectively with workers. Rather than just pointing out problems in one-way communication, they can communicate safety concerns through dialogues that can sound more convincing to workers. This has raised workers’ awareness of safety and led to activities for reducing risks. We also encourage those who have already mastered the techniques to guide other managers and supervisors to improve their techniques to further promote safety. By using safety as a starting point to stimulate communication, we also aim to bring about more open communication within organizations, which will have a positive impact on performance in aspects other than safety.



Comic-based safety educational materials

In our view, changing the mindset of employees whose safety awareness is not yet sufficiently high is a critical challenge. In addition to our traditional training programs and equipment-based measures, we work to foster a mindset of “taking responsibility for one’s own safety.” On the shop floor, issues such as unsafe behavior, rule violations, and a lack of hazard awareness continue to surface, requiring new approaches to address them. In light of this situation, we commissioned a professional comic artist to create a comic series on safety awareness to help employees deeply internalize the seriousness of accidents as something that could happen to them. By using vivid, immersive descriptions that allow readers to vicariously experience accidents and appeal to their emotions, the comics are intended to foster deeper awareness and proactive behavioral change.



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.

Based on the principle of “Growing Together with Suppliers” provided in the Tadano Group Sustainability Charter, we established the Tadano Group Sustainable Procurement Guidelines, working on various initiatives.

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 Kyoei Society

In April 1999, Tadano and its suppliers established the “Tadano Kyoei 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 52 corporate members in Japan (as of February 2026). 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.



Tadano Kyoei Society's workshop (collaboration seminar)



Plant tours by members of the Tadano Kyoei Society

For founding of a European version of the Tadano Kyoei Society

To roll out the activities similar to those of the Kyoei Society also in Europe, we are preparing for the founding of a European version of Tadano Kyoei Society. As part of that, we held a “Supplier Day” in Germany in September 2025 to share future production trends and provide an opportunity for Japanese and European suppliers to network.



Building a “Win-Win” Relationship: SVE Activities by the “Team of Four”

Since 2009, Tadano (Research and Development, Production, Procurement) has worked with its 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

Asano Gear Co., Ltd.
Hiroaki Miyanishi,
President

When Tadano developed Japan's first rough terrain crane (TR-150 launched in 1970), we were requested a quote for axles. Although this was our first experience developing axles for rough terrain cranes, we worked on designing, development, and manufacturing with the generous support of Tadano, and began to supply them in 1969.

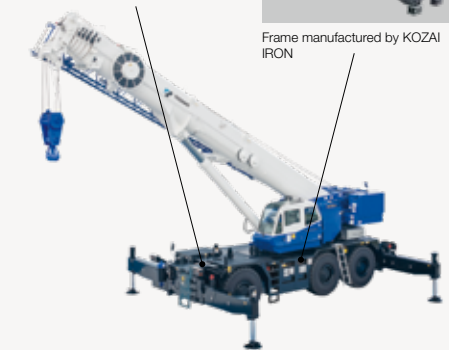
Since then, every time Tadano launched a new rough terrain crane model, we have consistently been selected as its axle supplier. Thanks to Tadano's continued confidence in our company, we have been able to establish our current position in the large-axle market. We will continue to strive to further improve our technical capabilities to meet Tadano's needs for a wide variety of models.



Axle manufactured by Asano Gear



Frame manufactured by KOZAI IRON



KOZAI IRON Co.Ltd.
Kaoru Kozai,
President

Our company was founded in 1927 and will soon celebrate its 100th anniversary. Our business with Tadano began in 1959, starting with the manufacture of spare tire mounting supports and box-type jibs. Since then, we have had the privilege of being involved in Tadano's monozukuri for more than half a century. Thanks to Tadano's continued trust and support, we have grown to the point where we are now entrusted with the manufacturing of core components for extra-large all terrain cranes and rough terrain cranes. In particular, for the GR-1600XL/1450EX, we manufacture all major structural components including travel frames, swivel bases, jibs, and outriggers. Going forward, we will continue to advance automation, labor-saving initiatives, and capacity expansion while leveraging our technological expertise and manufacturing strengths. Through these efforts, we will strive to support the continued growth of the Tadano Group.

Tadano's Health Management Initiatives

Recognition as a Certified Health & Productivity Management Outstanding Organization 2026 (White 500)

Tadano Ltd. has been recognized in the Large Enterprise Category of the Certified Health & Productivity Management Outstanding Organizations Recognition Program, sponsored by Japan's Ministry of Economy, Trade, and Industry and the Nippon Kenko Kaigi (Japan Health Council) for the ninth consecutive year. In addition, the company has been recognized as the “Certified Health & Productivity Management Outstanding Organization (White 500)” (the top 500 among those outstanding organizations) for the first time in seven years.

Ten of our group companies in Japan were also recognized in the Small and Medium-sized Enterprise Category of the 2026 Certified Health & Productivity Management Outstanding Organization Recognition Program in March 2026.

Since launching its Physical and Mental Wellness Program in 1981, the company has been working to foster a culture of health in the workplace over years. Initiatives include granting company employees and their families access to the in-house Fitness Center. This time, the company was recognized for its efforts to establish a foundation for implementing health management, disclose relevant information, and contribute to promoting these practices among other companies. We have set up and published ten health management KPIs which include 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. Based on these indicators, we are continuously working to address key issues such as promoting work-life balance, preventing lifestyle-related diseases, and implementing measures for mental health, with the aim of maintaining and improving employee health while enhancing productivity.



Balancing the promotion of health management with environmental considerations

In 2022, we introduced the health management app KENPOS with the goal of promoting employee health and creating a comfortable work environment. Since 2023, the company has hosted inter-team walking competitions and offered incentive programs for lifestyle improvements to encourage employees to adopt healthier habits. Thanks to these ongoing efforts, the percentage of employees who have registered with KENPOS increased significantly, from 31.3% in 2023 to 54.8% in FY 2025. Health awareness among employees is steadily increasing, as our efforts to promote health management is producing tangible results.

In addition, in conjunction with the spring walking event, we held “No Car Challenge Week,” during which employees were encouraged to commute by means such as walking, cycling, or public transportation instead of driving their own cars. It was confirmed that the initiative resulted in a reduction in CO₂ emissions equivalent to the amount absorbed by approximately 6.8 cedar trees in one year, proving effective both for promoting employee health and reducing environmental impact.

We will continue our efforts to balance the improvement of our employees' well-being with our commitment to the global environment, with the goal of achieving sustainable corporate management.

Promotion of mental health measures

In recent years, against the backdrop of the COVID-19 pandemic, the number of cases of mental health issues among employees has been on the rise. In light of this situation, we have been strengthening our system for providing ongoing support to employees experiencing mental health issues, primarily through public health nurses and industrial physicians.

Going forward, we believe that self-care practiced by individual employees independently to maintain and improve their mental well-being will become even more important. As part of these efforts, we released videos on mental health produced by three public health nurses during the Health Month in 2025. The videos themed on the topics of women's health, exercise, and diet shared information on the maintenance of employees' physical and mental well-being with all employees across the company. These videos are intended to foster awareness among employees to be mindful of their own health and incorporate self-care into their daily lives.

In addition, we have held meetings with an industrial physician specializing in psychosomatic medicine to discuss the future direction of our mental health measures and how to implement them in practice. Through these initiatives, we aim to create a healthy work environment where employees can work with peace of mind.

Holding in-house health events

To raise employees' awareness of self-maintenance, we held a “body composition measurement opportunity” and a “physical assessment (including posture checks, grip strength, and toe strength measurements) opportunity.” By visualizing physical functions using tools such as a body composition analyzer, we provide participants with an opportunity for objective assessment of their physical fitness, muscle strength, postural balance, and other aspects of their physical condition.

By seeing the measurement results, employees have become aware of their current condition of physical and sensory functions, which is helping to raise their awareness of how to reduce health risks in daily life, including the prevention of falls. Participants commented, “I learned about my condition through numbers” and “It gave me an opportunity to review my exercise habits.”

We will continue our efforts to support the health and well-being of every employee, and strive to enhance our corporate value over the long term by fostering a workplace environment with physical and mental vitality.



Preservation of the Environment

Our Basic Policy

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, “We serve society by promoting cooperation 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.

Long-Term Environmental Targets

We set long-term environmental targets for 2030 compared to the 2019 baseline of a 25% reduction in CO₂ emissions from business activities, a 35% reduction in CO₂ emissions from product use, and a 50% reduction in the volume of industrial waste from business activities.

Tadano Group’s Long-Term Environmental Targets 2030	
<Reduce CO ₂ Emissions> Compared to 2019 Baseline	
① CO ₂ emissions from business activities	25% reduction
② CO ₂ emissions from product use	35% reduction
<Reduce Industrial Waste> Compared to 2019 Baseline	
Industrial waste from business activities	50% reduction

Efforts to Reduce CO₂ 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. In the Shido Plant, we installed solar panels with a maximum output of 260kW in 2008, and added another 1,593kW which began operation in July 2025. From the perspectives of both production and energy, we are working on efficiency improvement and reorganization. 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 CO₂ emissions, and are also actively implementing a modal shift. In January 2023, we also installed solar panels with a maximum output of 606kW at the Tadotsu Plant. In 2023, we started purchasing surplus solar power generated at the group company employees’ houses in Kagawa Prefecture through an electric power company and utilize it at the Shido Plant. As of spring 2026, 54 households are in the program. Outside Japan, Tadano Demag GmbH, one of our German group companies, installed 675 square meters of solar panels on the

roofs of its Dinglerstraße Office buildings in August 2023. The solar power generating system generates about 70,000 kWh of electricity annually, capable of generating enough power to supply electricity for the company’s two office buildings per day. We are also working on a new initiative to reduce CO₂ 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 inside and outside Japan as well, including proactively adopting renewable energy by installing solar panels, improving efficiency in production, conserving air conditioning and lighting power, and changing company-owned vehicles to electric and hybrid models. In the 2025 report by CDP, an international non-profit organization, we achieved a B rating in two categories of the climate change and the water security. As a member of society, we will continue to enhance our programs aimed at improving the global environment and achieving a decarbonized society.



Solar panels installed at the Kozai Plant



Transportation of products by barge vessels

Changes in CO₂ emissions (Scopes 1 and 2)

Item	FY 2019 (year ended March 2020)	FY 2025 (year ended December 2025)
Total CO ₂ emissions (t)	39,927	32,120
Japan (t)*1	22,496	19,678
Outside Japan (t)*2	17,431	12,441
(Reference value) Intensity per sales amount*3	17.51	9.19

*1 Applicable to all business locations in Japan (including group companies and plants, etc.). For Tadano Infrastructure Solutions Ltd., only the Kure Plant is included.
*2 Applicable to production locations outside Japan. 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 (CO₂: ton/sales: 100 million yen).
*4 Figures for the base year FY 2019 and the subsequent years are recalculated every year to reflect changes in the scope of consolidation due to business combinations etc. For some locations outside Japan, the base year figures were recalculated reflecting revision to the calculation criteria in FY 2025.



Efforts to Reduce CO₂ Emissions from Product Use

Emissions generated during product operations and travels account for a large portion of the CO₂ emissions in the life cycle of construction machinery. Against such background, reducing CO₂ 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 Europe, as well as Japan (a battery-powered e-PACK was launched in January 2026). In this way, our products support efficient and environmentally friendly operations through the reduction of CO₂ emissions, the reduction of fuel consumption, and low-noise operations. We have introduced a variety of environmentally friendly products into the market as “Tadano Green Solutions.” In December 2023, we launched the world’s first fully electric rough terrain crane (EVOLT eGR-250N) in Japan, which was certified as GX Construction Machinery. In November 2024, we launched the second electric model EVOLT

eGR-1000XLL-1 for the U.S. and Canadian markets. These are innovative products that can travel and perform crane operations using electrical power with no CO₂ emissions from the products. Also in December 2024, we announced the development of the wired electric CC 88.1600-1 (an extra-large crawler crane); and in January 2026, we announced the completion of testing for full electrification and launch of AT-121TTE, an aerial work platform designed for use with electric trucks. In addition, among other products of the Tadano Group, extra-large mobile cranes and aerial work platforms for high elevations 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. In March 2026, we also announced the development of and orders for a davit crane used for the maintenance of wind power generation facilities. We will continue to accelerate the development of products that contribute to decarbonization and the preservation of the environment.



EVOLT eGR-1000XLL-1 launched in 2024

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 an effort to convert waste into valuable resources, we recycle waste oil into recycled heavy oil. We have also established a system to recycle wooden wire drums, waste paint, and plastic bottles emitted from our sites into valuable resources. These efforts have steadily reduced our waste emissions. We have also revised our rules for sorting waste, and started trading in vinyl plastics as valuable materials to reduce plastic waste to respond to the problem



Acquisition of ISO 14001 Certification

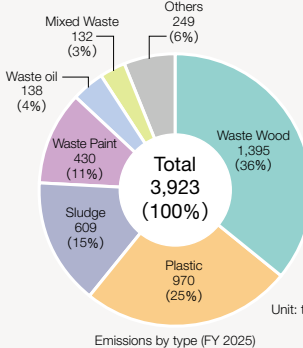


Waste storage area where all waste is thoroughly sorted

of plastic waste which has become a global issue in recent years. 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. 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. This environmentally friendly tool not only increases efficiency for customer access, but also demonstrates Tadano’s commitment to sustainable practices in the digital age.



Product information available on the TadanoPro app



Changes in industrial waste emissions

Item	FY 2019 (year ended March 2020)	FY 2025 (year ended December 2025)
Total industrial waste emissions (t)	4,562	3,923
Japan (t)*1	2,451	2,079
Outside Japan (t)*2	2,110	1,844
(Reference value) Intensity per sales amount*3	2.00	1.12

*1 Applicable to all business locations in Japan (including group companies and plants, etc.). For Tadano Infrastructure Solutions Ltd., only the Kure Plant is included.
*2 Applicable to production locations outside Japan (Tadano Faun GmbH and Tadano Demag GmbH). 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).
*4 Figures for the base year FY 2019 and the subsequent years are recalculated every year to reflect changes in the scope of consolidation due to business combinations etc. The base year figures were recalculated reflecting revision to the calculation criteria in FY 2025.

Contribution to Wind Power

There are new offshore wind power projects underway in Japan to realize a decarbonized society.

It is expected that wind turbine components transported by cargo ships and trailer trucks are first transported to port facilities, pre-assembled, and then loaded onto transport ships.

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.

With the know-how we have acquired in Germany, which is a leading country in wind power generation, we strive for making further contribution to this field by demonstrating the unique advantages of

the Tadano Group in having development and production locations in both Japan and Germany. 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.



Assembling wind power generation equipment

Conservation of Biodiversity and Forest

To preserve the blessings of nature for future generations, we engage 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." 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.

In April 2026, we held the 7th forestation event at "Tadano Forest of Learning." This time, participants pruned trees along promenades and engaged in other forest maintenance activities. After the maintenance activities, participants searched for organisms living

in the forest using a smartphone app Biome that allows users to collect organism species in the app. Participants used an identifier AI to record and count the wildlife in the forest, and based on those results, an expert from a local organization gave an environmental learning session on the rich ecosystem of the "Forest of Learning" and other topics. We promote forestation activities to help our employees understand the importance of environmental conservation through forest maintenance and tree planting, and to create opportunities of interaction.



Tadano Forest of Learning



Searching for organisms living in the forest

Conservation of Water Resources and Seas

In our efforts to protect the richness of the sea, we believe it is important to work for the conservation of water resources.

Specifically, the coating of our products uses organic solvents, which poses a risk of environmental pollution. At our plants in Japan, we use wet type coating booths with control procedures established not to discharge wastewater from the booths 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.

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 2021, hoping that participating in the cleanup will help us know more about and get more interested in the marine debris issue. In June 2025, the company held the fourth beach cleaning event in collaboration with the Tadano Labor Union. We collected the trash that had washed up on the beach, and used the ICC (International Coastal Cleanup) data sheet to record and report data on the types and volumes of trash collected. After the activity, we held a workshop to learn about the history of marine debris and its impact on the environment. Through these activities, we will encourage our employees to learn about and participate in the protection of the richness of the sea.



Paint shop at the Shido Plant



Beach cleaning activity in 2025

Initiatives to Address Climate Change

Under our Corporate Philosophy of "Creation, Contribution, and Cooperation," the Tadano Group strives to contribute to the preservation of the environment and the realization of a sustainable society through maximizing value to our stakeholders and engaging in sustainable business activities. We aim to pursue further excellence for the world and the future.

The Tadano Group has redefined its approaches to sustainability issues in general and from the perspectives of "Governance," "Strategy," "Risk Management," and "Metrics and Targets," and has been strengthening its efforts. By carrying out Tadano Green Solutions, we will contribute to the improvement of the global environment and the achievement of a decarbonized society.

In addition, we will participate in and contribute to the "Decarbonization Leading Areas" initiative, for which Takamatsu City has been selected, as a joint proposer.

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.



Governance

We have established the Sustainability Committee, chaired by the President and comprising all Chiefs of Headquarters as members, to define the key issues of sustainability in management, and to manage policies, goals and progress. The Committee members sequentially report and discuss sustainability issues and other important matters concerning their divisions at regular Monthly Management Briefings, Management Meetings, meetings of the Board of Directors, and other meetings. We also have the Sustainability Promotion Group within the General Affairs Department as a dedicated team to support the work of each division for sustainability. In addition, specialized committees are organized under the Sustainability Committee to work on company-wide themes, which include the Risk Committee, the Compliance Committee, the Environmental Committee and the Human Resources Committee. In 2021, we established the CO₂/Energy Reduction Subcommittee and the Waste/Chemical Substances Reduction Subcommittee as organizations within the Environmental Committee. These subcommittees are studying specific actions to take, sharing information among different divisions, and working for continued improvements aimed at achieving our long-term targets.

Themes	Committees or Departments in charge	Related policies, regulations, guidelines etc.
General	Sustainability Committee	Tadano Group Sustainability Charter
Risks	Risk Committee	Business Risk Management Regulations
Human rights / Compliance	Compliance Committee	Tadano Group Human Rights Policy, Tadano Group Compliance Regulations
Environmental preservation	Environmental Committee	Tadano Group Environmental Policy
Human Asset Management / Work environment	Human Resources Committee	Tadano Group Human Resource Development Basic Policy, Tadano Group Internal Environment Improvement Policy
Corporate governance	Corporate Division	Basic policy for the development of an internal control system, Corporate Governance Guidelines
Suppliers (business partners)	Procurement Division	Tadano Group Sustainable Procurement Guidelines

Strategy

As a basic policy for the promotion of sustainability, we have established the Tadano Group Sustainability Charter comprising seven principles: "Respect for Human Rights," "Fair and Honest Business Activities," "Respect for Employees and Ensuring Job Satisfaction," "Growing Together with Suppliers," "Preservation of the Environment," "Contribution to Society" and "Effective Communication."

We have been developing related policies, regulations, and guidelines to incorporate these principles into the annual policies and business plans of divisions and group companies as well as specific measures. We also established the Tadano Group Sustainable Procurement Guidelines in January 2024 to promote sustainability among suppliers (business partners).

With respect to climate change, the CO₂/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 analysis shown below regarding risks and opportunities in the Tadano Group.

Changes and effects produced by electrification and other product changes to address climate change (transition risks and opportunities)	- Falling behind or taking the lead within the lifting equipment industry in terms of the development, production, and sales of electrified products - Tangible and intangible measures are necessary for both electrified product manufacturing and supply chains
Changes in social and economic structures and its effects resulting from climate change (transition risks and opportunities)	- 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 CO₂ emission regulations in all countries, and Green Transformation investment in wind power generation and other areas) - Falling behind (reputation risk) or taking the lead within the lifting equipment industry in terms of action to address climate change
Effects on workplaces resulting from rising temperatures and increasing natural disasters (physical risks and opportunities)	Worsening work 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)

Risk management

The business operations of the Tadano Group involve various risks, including business strategic risks, legal risks, product safety risks, information security risks, environmental risks, and natural disaster risks.

For risk management, the Risk Committee periodically identifies and evaluates risks based on the Tadano Group Business Risk Management Regulations.

The Committee designates departments responsible for addressing each risk and taking responsive measures to strengthen the Tadano Group's risk management.

The results of evaluations by the Risk Committee are reported to the Board of Directors twice a year.

Metrics and targets

The Tadano Group endeavors to preserve and contribute to the global environment with its long-term environmental targets for 2030 of a 25% reduction in CO₂ emissions from business activities, a 35% reduction in CO₂ emissions from product use, and a 50% reduction in the volume of industrial waste from business activities (compared to the 2019 baseline).

Changes in CO₂ emissions from the Tadano Group's business activities (Scopes 1 and 2) are shown as below.

Changes in CO₂ emissions (Scopes 1 and 2)

Item	FY 2019 (year ended March 2020)	FY 2025 (year ended December 2025)
Total CO ₂ emissions (t)	39,927	32,120
Japan (t)*1	22,496	19,678
Outside Japan (t)*2	17,431	12,441
(Reference value) Intensity per sales amount*3	17.51	9.19

*1 Applicable to all business locations in Japan (including group companies and plants, etc.). For Tadano Infrastructure Solutions Ltd., only the Kure Plant is included.

*2 Applicable to production locations outside Japan. 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 (CO₂: ton/sales: 100 million yen).

*4 Figures for the base year FY 2019 and the subsequent years are recalculated every year to reflect changes in the scope of consolidation due to business combinations etc. For some locations outside Japan, the base year figures were recalculated reflecting revision to the calculation criteria in FY 2025.

CO₂ emissions from the Tadano Group (Scope 3) are shown as below.

Scope 3 (all categories)

(Unit: t)

Category		FY 2025 (year ended December 2025)
1	Purchased goods and services	490,403
2	Capital goods	—
3	Fuel- and energy- related activities (not included in scope 1 or scope 2)	—
4	Upstream transportation and distribution	18,016
5	Waste generated in operations	3,813
6	Business travel	5,147
7	Employee commuting	1,294
8	Upstream leased assets	—
9	Downstream transportation and distribution	8,980
10	Processing of sold products	68
11	Use of sold products	1,391,867
12	End-of-life treatment of sold products	756
13	Downstream leased assets	—
14	Franchises	—
15	Investments	—
Total emissions		1,920,347

Finally, regarding reduction of CO₂ emissions in Category 11 - use of sold products, which is one of the Tadano Group's long-term environmental targets, the figures for FY 2019 (base year) and FY 2025 are as follows.

Scope 3 (category 11)

(Unit: t)

Product category	FY 2019 (year ended March 2020)	FY 2025 (year ended December 2025)
Mobile Cranes	1,252,210	908,671
Truck Loader Cranes	500,788	340,529
Aerial Work Platforms	186,435	142,667
Transport Machinery	0	0
Other	1,394	0
Total	1,940,828	1,391,867

(Appendix 1) Calculation methods and conditions for each category

Category		Calculation methods and conditions
1	Purchased goods and services	● Direct procurement (including purchases from overseas) Purchase amount*1 × Emissions intensity based on Producer price ● Indirect procurement Purchase amount*1 × Emissions intensity based on Purchaser price (*1 Excluding transportation cost)
4	Upstream transportation and distribution	Transportation cost × Emissions intensity based on Producer price
5	Waste generated in operations	● Recycling Weight of waste (by waste treatment method and type) × Emissions intensity of recycling including waste transportation stage ● Incineration/Landfill Weight of waste (by waste treatment method and type) × (Emissions intensity of waste transportation + Emissions intensity by waste treatment method and type)
6	Business travel	Travel: Transportation cost (for the transportation type) × Emissions intensity by the transportation type Accommodation: Number of nights × Emissions intensity per night or business travel (* including overseas business travels from Japan)
7	Employee commuting	Public transportation: Commuting expenses × Emissions intensity by the transportation type Automobiles: Fuel consumption × Emissions intensity of the fuel
9	Downstream transportation and distribution	Domestic shipment: Calculated using the method for calculating energy-related CO ₂ emissions from freight transportation by shippers as prescribed in the Energy Conservation Act. Overseas shipment*2: CO ₂ emissions from transportation per unit of product by shipping route*3 × number of units shipped to each destination (*2: Refers to shipment from within Japan to an overseas destination.) (*3: CO ₂ emissions data for shipping provided by Nippon Yusen Kaisha)
10	Processing of sold products	CO ₂ emissions per unit of product mounted × Number of units of product mounted (* Applicable to truck loader cranes)
11	Use of sold products	Number of units of each product model sold × Fuel consumption × Product life × Emissions intensity of the fuel
12	End-of-life treatment of sold products	Weight of waste (by waste treatment method and type) × (Emissions intensity of waste transportation + Emissions intensity by waste treatment method and type)

Notes: 1. The data covers locations in Japan.

2. The data for category 5 covers all locations in Japan (including group companies and plants, etc.) and production sites outside Japan (Tadano Faun GmbH, Tadano Demag GmbH, Manitex, Inc., PM Oil & Steel S.p.A., Autogru PM RO S.r.l., and Manitex Valla S.r.l.). For Tadano Infrastructure Solutions Ltd., only the Kure Plant is included.

3. The data for category 11 covers products manufactured at locations in and outside Japan (including group companies).

4. The data for category 12 covers products manufactured at all locations in Japan (including group companies).

5. Figures for the base year FY 2019 and the subsequent years are recalculated every year to reflect changes in the scope of consolidation due to business combinations etc.

6. The emissions intensity used in the calculations are based on "Emission intensity database for calculating greenhouse gas emissions by organizations throughout the supply chain (Ver. 3.5)" and "Life Cycle Inventory database IDEA Ver. 2.3 (for calculating supply chain greenhouse gas emissions)."

Future actions

We will continue to discuss actions against climate change and work on them under the leadership of the Environmental Committee across the entire group. We will continue to study for the following and disclose more information upon becoming available.

•Expansion of the scope of calculation of "scope 3 CO₂ emissions" overseas

•Propelling climate change action in the supply chain

•Quantitative disclosure of a scenario analysis and setting and disclosure of materiality

Contribution to Local Communities and Society



Our Basic Policy

Under our Corporate Philosophy of “Creation, Contribution, Cooperation,” the Tadano Group strives to contribute to the preservation of the environment and the realization of a sustainable society through maximizing value to our stakeholders and engaging in sustainable business activities. We aim to pursue further excellence for the world and the future. To contribute to society, we will actively engage in business activities that contribute to the development of society, striving to be a responsible corporate citizen.

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 terms of cultural restoration, in response to a message from the Governor of Easter Island (Chile) seeking technical assistance to return the Moai statues to the standing position, Tadano took on the Moai Statue Restoration Project in 1991 and donated a rough terrain crane to Easter Island. In 1995, with the cooperation of the Chilean government and archaeologists, 15 legendary Moai statues were re-erected on the platform Ahu Tongariki, which is part of a UNESCO World Heritage Site. The friendly relationship between Easter Island and Tadano has continued ever since. Tadano donated a second rough terrain crane in 2005 upon receiving news that the first crane had been broken. Fourteen years later, commemorating its centenary in 2019, Tadano donated a third rough terrain crane to Easter Island to continue to cherish its ties with the island and contribute to its further development. The cranes donated by Tadano are used as essential machines that support the lives of the islanders, used for transporting daily necessities and developing infrastructure.

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, specifically a rough terrain crane, an aerial work platform and a truck loader crane, 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.

As part of our 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 2025, we donated an electric indoor aerial work platform made by Tadano Utilities for use for observation and maintenance purposes.



Moai Statue Restoration Project



Disassembly of the Takamatsuzuka Tomb's stone chamber



Kwasan Observatory

Contribution to Local Communities

Donating and installing smart trash cans SmaGO

In March 2024, with the cooperation of the Yashima Sanjo Tourism Association and Takamatsu City, we donated and installed a total of four SmaGO smart trash cans supplied and installed by Forcetec, Inc. at two locations in Takamatsu City, Kagawa Prefecture, namely a promenade and a parking lot on Mount Yashima, the symbol of the city. SmaGO is a next-generation trash can developed in the United States with a compaction (pressing) mechanism powered by solar energy. When a sensor detects trash accumulated to a certain level, SmaGO automatically compresses the trash, so that it can hold six times the regular amount. The trash can also monitor its own status and send web-based notifications to smartphones or computers to prompt timely trash collection.

These were the first SmaGO trash cans installed in the Shikoku region. We are also responsible for their management, collecting waste from them once a week and recycling the waste. Starting with this case of donation in Yashima, we hope to expand the initiative to other tourist spots and downtown areas in Kagawa Prefecture to help making the city cleaner and more livable (a smart city).



Tadano Heartful Pocket (donor organization)

This support organization, which encourages employees' participation, was launched in 2007 as an initiative for supporting organizations and individuals dedicated to a variety of social causes.

As of December 2025, we have made donations to a total of 83 organizations nominated by the Tadano Group employees.

In September 2025, we made a donation to Kobe Free School, a general incorporated association that supports children who are not attending school in regaining their confidence and envisioning their futures. The donation will be used to cover part of the cost of installing equipment and improving facilities that provide children with a supportive environment and valuable learning experiences.

Contributing to the local community

In July 2025, with the cooperation of Kagawa Gennai Network and Kagawa University, we held a summer vacation plant tour for parents and children at the Shido Plant. A total of 62 parent-child pairs took part, and many of them left positive feedback about the event which included activities such as assembling a crane model using a craft kit, a plant tour, and a test ride on a real machine.

In November 2025, we joined the 33rd Kagawa Prefecture Science Experience Festival held at Kagawa University's Saiwai-cho Campus as an exhibitor. Tadano has participated in the event, which aims to stimulate children's interest in science, continuously for 20 years.

In addition, we sponsored and exhibited at Kagawa Marathon 2026, a full marathon officially certified by the Japan Association of Athletics Federations. It was the first time that such marathon event took place in Kagawa Prefecture, and many employees participated in the race as runners or volunteers. We also continued our support for community revitalization initiatives, including the Kagawa Christmas Market and the Takamatsu International Piano Competition, as we have in previous years.



Summer vacation plant tour for parents and children



Kagawa Prefecture Science Experience Festival



Kagawa Marathon 2026



Kagawa Christmas Market 2025

Courtesy of the Executive Committee for the Tourism Content Creation Utilizing on the Prefectural Arena