

FY 2024 Financial Explanatory Briefing

March 4, 2025

Tadano Ltd.

President and CEO Toshiaki Ujiie

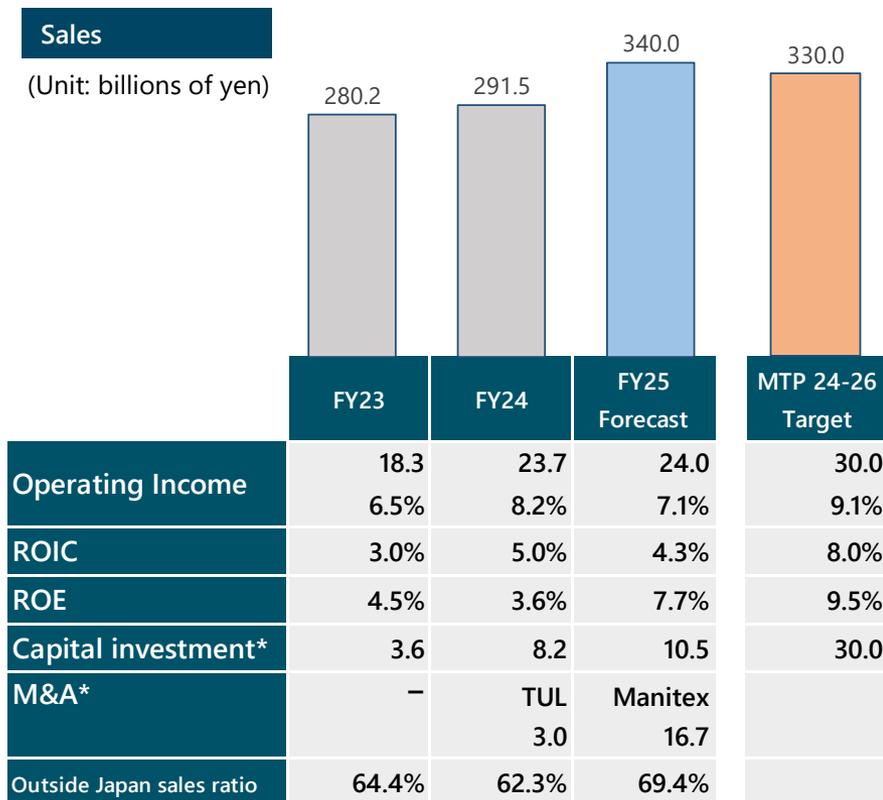
< Notes >

- Forward-looking statements contained in this report are based on information available as of the date this report was prepared. A variety of factors may cause actual results to differ from projections.
- Presentation of demand and share:
 - Figures showing demand based on Tadano research are rounded to the nearest ten units.
 - Figures showing share are rounded to the nearest whole share.
 - Mobile Cranes produced in Russia and produced in China for the Chinese market are excluded from demand.
- Abbreviation in this material: "RT" refers to Rough Terrain Cranes, "AT" to All Terrain Cranes, "TC" to Truck Cranes, and "CC" to Crawler Cranes

FY 2024 Results and FY 2025 Forecast

FY 2024 Results and FY 2025 Forecast

- Expected to achieve MTP sales target with the acquisition of Tadano Utilities (TUL) and Manitex.
- Promoted future-oriented investment for growth (capital investment + M&A).



FY24 Results:

- Record high sales
- Operating income: +5.4 billion yen YoY (due to improved selling prices and Japanese yen depreciation)
- Increased sales of AWP (+49% YoY)
→ Effect of TUL acquisition: +5.8 billion yen in sales

FY25 Forecast:

- Sales to hit a new record high (achieve MTP targets)
- Slight increase in operating income
→ Expenses to increase (labor costs, trade shows, system updates)
- Effect of Manitex acquisition
+41.0 billion yen in sales, and +2.1 billion yen in operating income
- Plant reorganization completion of European operations (Walterscheid Plant closure and production transfer)
- Even higher operating performance through the acquisition of transportation system business of IHI Transport Machinery (planned for July 2025, figures not included) and the creation of synergies with TUL and Manitex

*Capital investment does not include those for leased assets.

*The acquisition costs of the transportation system business at IHI Transport Machinery Co., Ltd. are not included.

*MTP: Mid-Term Management Plan

Current Business Environment

Demand Trends for Mobile Cranes

- Japan : Demand resulted in a slight reduction, partly due to ongoing assessment of impact on the working hour cap effective on April 1, 2024, in addition to the chronic shortage of operators.
- Outside Japan : Trend for increase generally continues although it varies by region. Demand in China continues to decrease, and Chinese manufacturers' exports continue to increase.

Demand (Units)

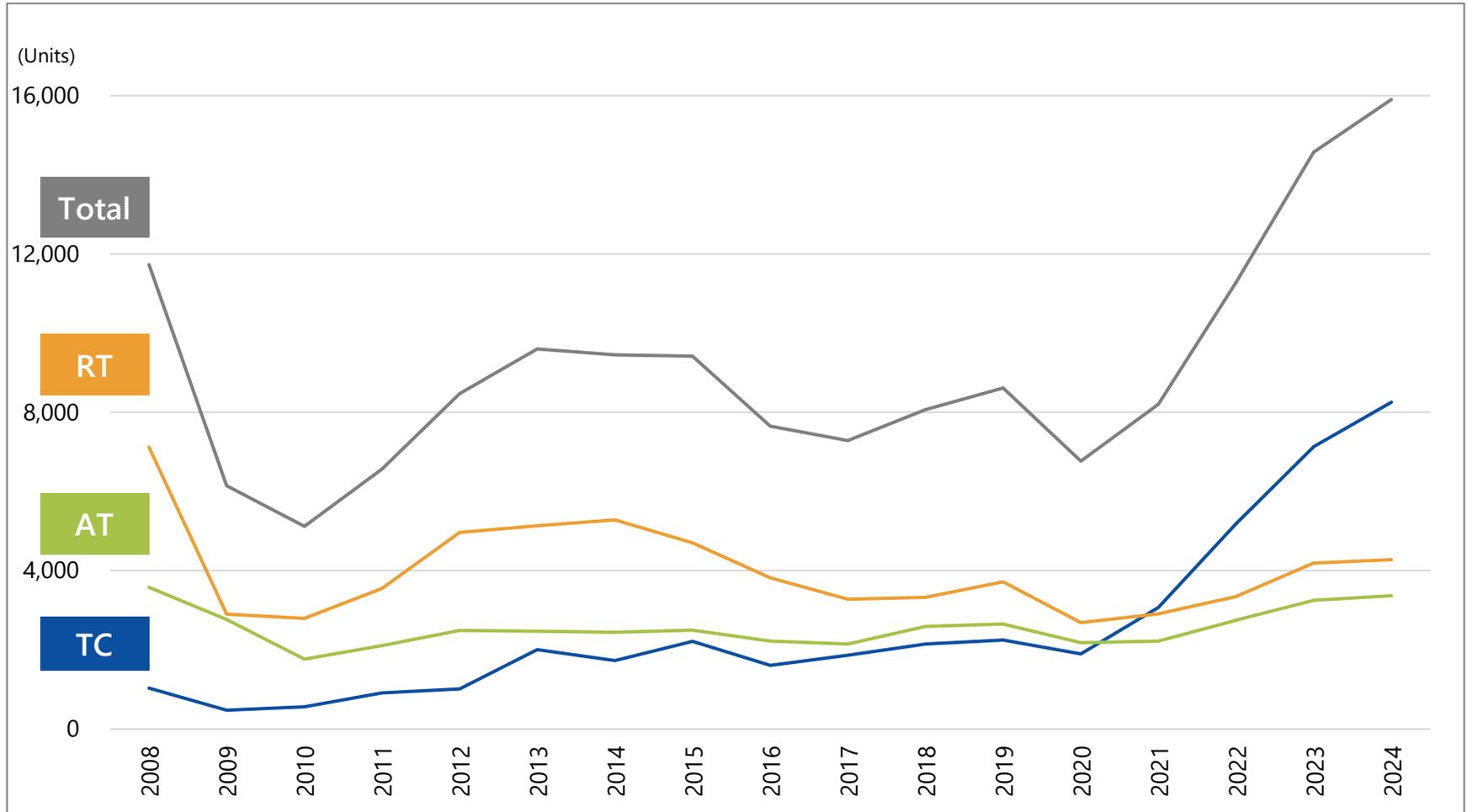
	CY20	CY21	CY22	CY23	CY24	vs CY23	
Europe	1,390	1,360	1,470	1,470	1,540	+70	105%
North America	980	1,090	1,150	1,480	1,500	+20	101%
Latin America	200	370	590	880	1,500	+620	170%
Asia	1,020	1,360	2,020	2,720	2,650	(70)	97%
Middle East	480	520	910	1,840	2,580	+740	140%
Oceania	160	300	440	470	190	(280)	40%
CIS	790	1,430	2,340	3,390	3,780	+390	112%
Africa	220	350	980	880	780	(100)	89%
Subtotal (excl. China)	5,240	6,780	9,900	13,130	14,520	+1,390	111%
Japan	1,520	1,420	1,380	1,450	1,380	(70)	95%
Total (excl. China)	6,760	8,200	11,280	14,580	15,900	+1,320	109%
China	54,000	46,000	22,000	19,000	11,000	(8,000)	58%

*Figures showing demand based on Tadano research are rounded to the nearest ten units.

*Mobile Cranes produced in Russia are excluded from demand.

Demand Trend for Mobile Cranes

Global Demand (excluding China)



* Figures showing demand based on Tadano research are rounded to the nearest ten units.

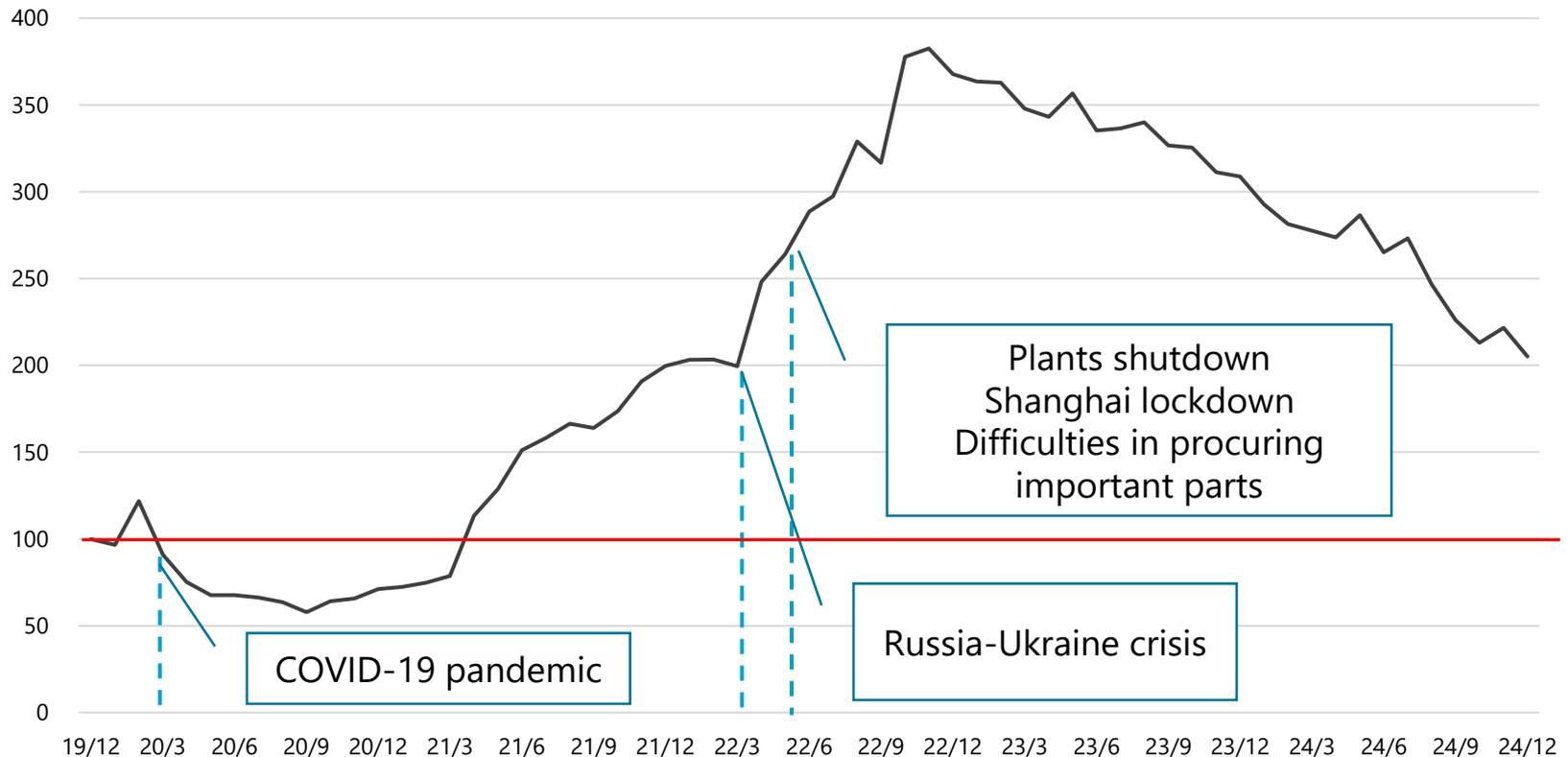
* Chinese-manufactured cranes are also included starting from 2010.

* Mobile Cranes produced in Russia and produced in China for the Chinese market are excluded from demand.

Order Backlog Trends for Mobile Cranes

- Global demand is expected to weaken in 2025 due to increased uncertainty in Europe and North America.
- Some AT/CC shipments were delayed due to the restructuring of European operations. On the other hand, RT shipments are on schedule, and the accumulated backlog of orders is on its way to being eliminated.

Graph : trends in order backlog (by monetary value) in December 2019 normalized to the value of 100



Mid-Term Management Plan (24-26) Progress

Mid-Term Management Plan (24-26) Basic Policy

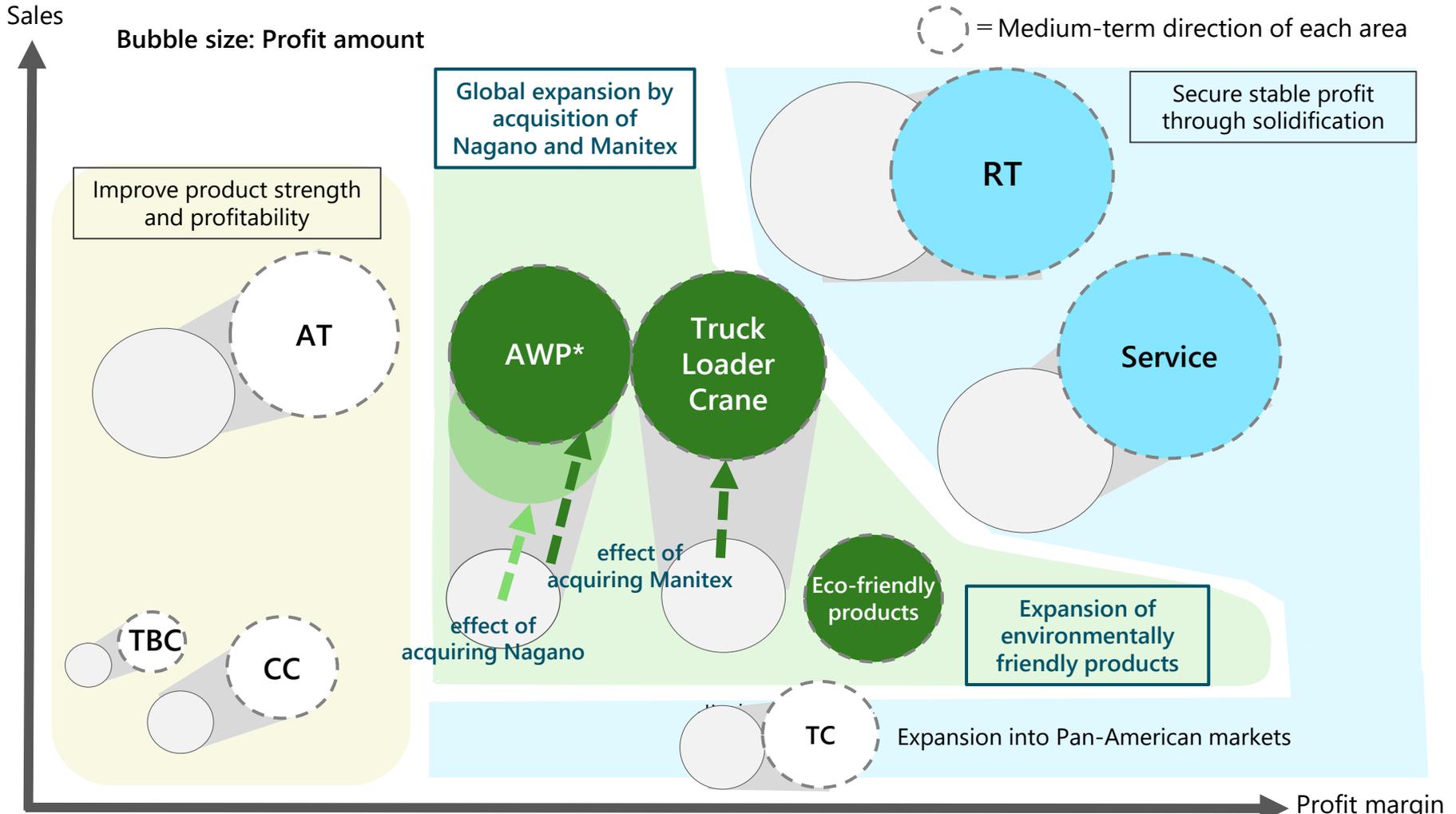
- As a leading company in the industry, we provide new value for customer's safety and global environment.

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

Basic Strategy	
(1) Advancing decarbonization	<ul style="list-style-type: none"> • Expansion of environmentally friendly products (Tadano Green Solutions)
(2) Venture into new areas	<ul style="list-style-type: none"> • Global promotion of AWP (including truck loader cranes) • Business expansion by changing the "common" • Development and commercialization of new technologies
(3) Manufacturing reforms that leverage strengths	<ul style="list-style-type: none"> • Optimization of development and manufacturing • Maximizing profitability of European operations
(4) Establishing foothold to support transformation	<ul style="list-style-type: none"> • Sales leveraging regional strengths • Strengthening service capabilities • Automation and energy saving in production • Strengthening human resources base linked to management strategy

Medium-Term Direction <Business Portfolio>

- Expanding truck loader cranes (boom trucks and knuckle boom cranes), aerial work platforms, and environmentally friendly products (electric pick & carry cranes) due to the acquisition of Manitex International.



AWP*=Aerial Work Platform

Progress and Achievements of Mid-Term Management Plan (24–26)

Advancing decarbonization

■ Expansion of environmentally friendly products

Introduction of the fully electrified RT EVOLT to the North American market

- Launched the eGR-1000XLL-1 crane with a lifting capacity of 100 US tons for the US and Canada
- To be showcased at bauma in Germany in April 2025

Developed the wired electric CC 88.1600-1 (extra-large crawler crane)

- Achieving zero CO₂ emissions during operation while maintaining crane operation efficiency by using a commercial power supply to drive an electric motor to power the hydraulic pump
- The same type of product (CC 88.1600-1) that is already on the market can also be electrified by replacing the engine unit with an electric unit



Venture into new areas

■ Development and commercialization of new technologies

Started field trials of the CRANET mobile crane remote control system

- Remotely control of mobile cranes on the work site is available at a dedicated cockpit in the office
- Promoting initiatives for the social implementation of solutions to problems such as work style reform and securing labor for construction sites

Exhibited at CES 2025, one of the world's largest technology trade fairs, for the first time

- Showcasing our initiatives in technological research to make construction sites safer, including AI-based lifting control and perimeter surveillance



Progress and Achievements of Mid-Term Management Plan (24–26)

Venture into new areas

■ Global promotion of aerial work platforms and truck loader cranes

Acquisition of Manitex International Inc.

- The acquisition was completed on January 2, 2025. Manitex International has four major product lines, with business centered on North and South America, and Europe
- We expanded our product lineup to include new products that we did not have before. We aim to reduce costs through optimized procurement of components similar to existing products, and to operate our business more efficiently in terms of sales and customer support

Integration with Tadano Utilities

- We have completed the integration of our commercial distribution into the global sales channels cultivated by Tadano
- We are planning to expand sales in Europe and North America in 2025, as well as expand production capacity for further globalization



Truck loader cranes

Boom truck produced in North America



Aerial work platforms

Spider lift produced in Italy



Knuckle boom type produced in Italy

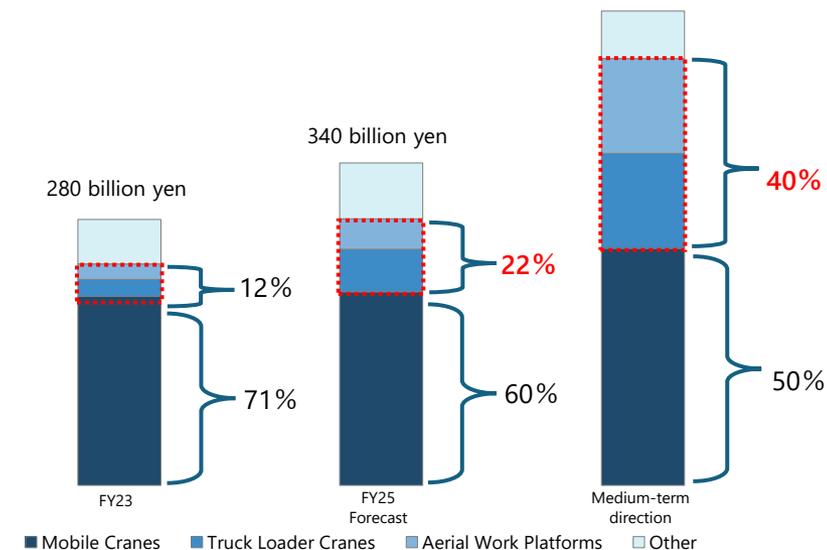


Electric pick & carry crane produced in Italy



Sales by Products

- Sales of aerial work platforms and truck loader cranes to double, and outside Japan sales ratio also to see a significant increase from 8% to 46%, in our FY25 forecast compared to FY23



Progress and Achievements of Mid-Term Management Plan (24–26)

Venture into new areas

■ Business expansion by changing the “common”

Concluded an agreement with IHI Corporation to acquire the transportation business of IHI Transport Machinery Co., Ltd. on November 6, 2024

- IHI Corporation will transfer this business to a newly established company. We plan to acquire all its shares in July 2025 to make it a consolidated subsidiary.
- This business includes a new product lineup that Tadano did not have before, with which we seek to expand our business in the LE (Lifting Equipment) domain.



Jib climbing crane



Unloader



Ring lift crane

Manufacturing reforms that leverage strengths

■ AT production transfer and turnaround of European operations

- Regarding plan for the plant reorganization (closing TDG Wallerscheid [WS] plant and transferring its production) announced on February 2024, we have concluded our discussions with related parties and have decided to close the plant by the end of June 2025

- Progress of the production transfer

Japan:

- Production transfer of European small ATs to Japan
- The transition to Japanese-made components and the securing of production space (for new Marugame Plant) are progressing as planned (mass production to be scheduled in FY25)

Europe:

- European operations will focus on the medium and large ATs, which are highly profitable, with operations consolidated in TDG Dinglerstraße Plant and TFG Lauf Plant
- Production transfer of some models has been completed. Updating the production materials warehouse, reallocating production processes, and other elements are progressing as planned.



Small AT (2–3 axles)



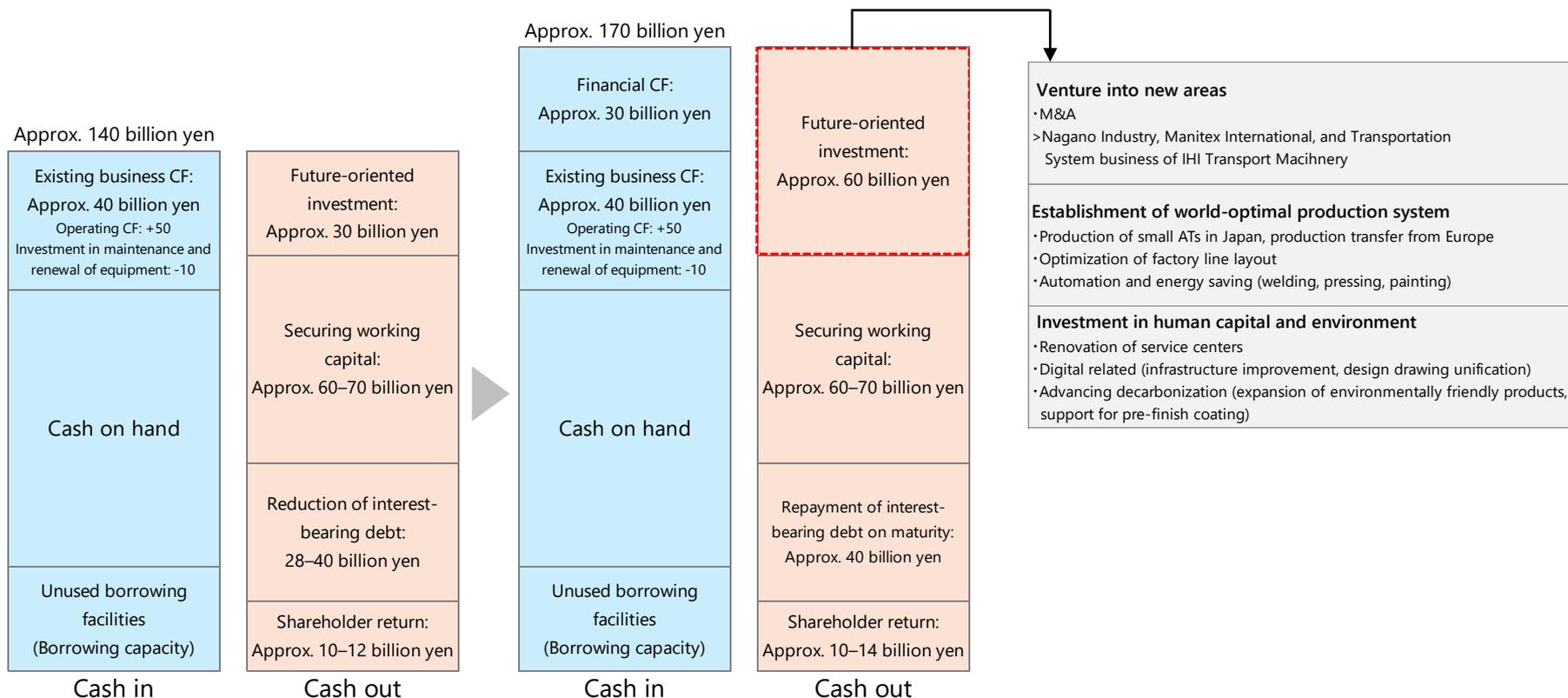
Medium AT (5–6 axles)

Cash Allocation (for 3 years of Mid-Term Management Plan 24–26)

- **Allocating funds to M&A and future-oriented investments for growth and stable management and returning surplus funds to shareholders on an ongoing basis**
 - In addition to cash generated from business activities, we will utilize our financial cash flow to invest in new businesses for further growth
 - Securing working capital
 - Providing stable shareholder returns with the targeted dividend payout ratio

【Announced on February 14, 2024】

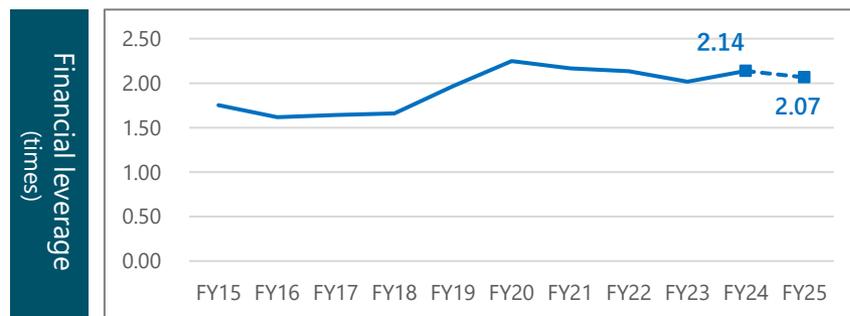
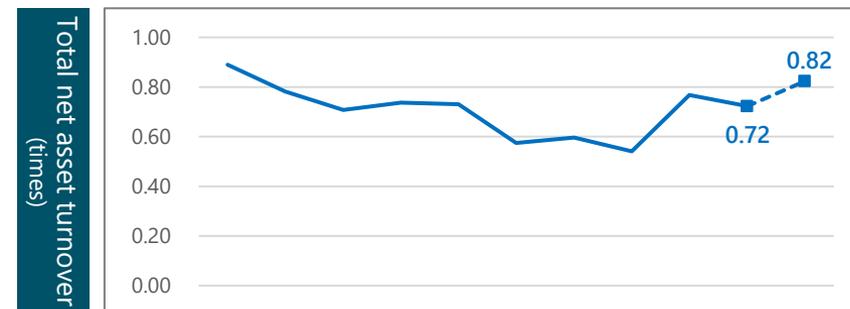
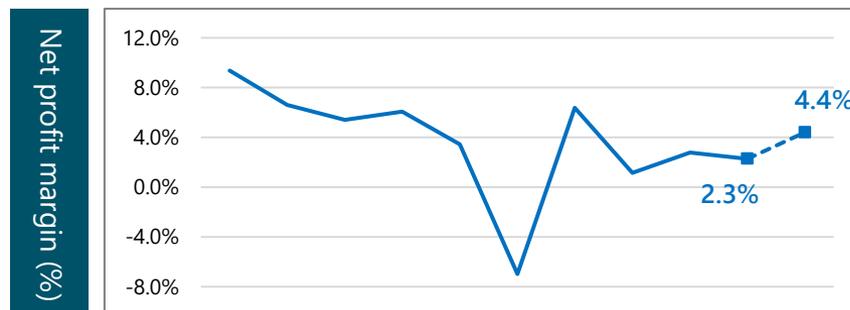
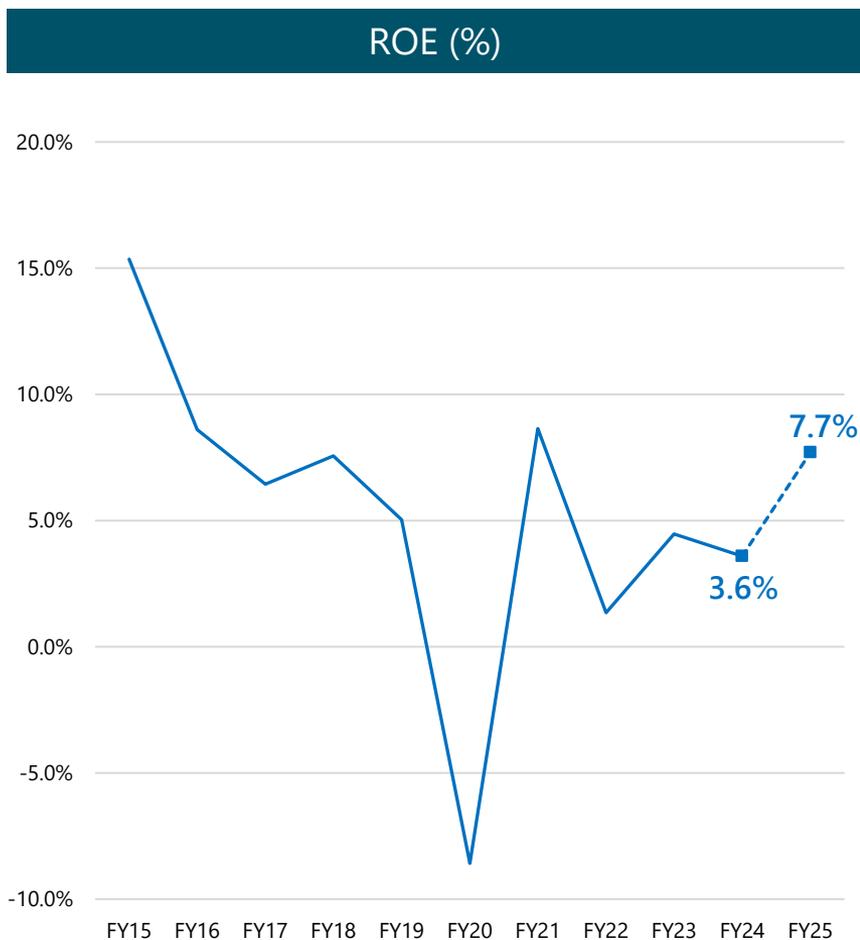
【Future outlook】



ROE Analysis

■ Accelerating growth through the turnaround of European operations (improving profitability and asset efficiency) and M&A

- In FY24, sales were 1.4 times higher and total assets were 1.7 times higher than FY15, when we recorded our highest ever net profits (19.6 billion yen)
- We made investments for growth, including the acquisition of Demag business and construction of new Kozai Plant in FY19, the acquisition of TUL and the financing for acquisition of Manitex and IHI in FY24.
- We are in the process of reorganizing our European operations, and capital efficiency is sluggish in terms of both profitability and asset efficiency (accumulation of inventory)



Progress and Achievements of Mid-Term Management Plan (24–26) Addressing sustainability issues

〈Major Indicator〉

Indicator		FY19 (Benchmark)	FY24	FY26 Target	FY30 Target
Environment	Reduce CO2 emission from business activities	32,453 t	29,673t	15% Reduction	25% Reduction
	Reduce CO2 emission from product	1,570,259 t	1,353,454t (FY23)	21% Reduction	35% Reduction
	Reduce industrial waste from business activities	4,580t	4,102t	30% Reduction	50% Reduction

Indicator		FY23	FY24	FY26 Target
Social	Female manager rate	2.5%	2.4%	4.0%
	Male childcare leave rate	41.4%	58.5%	62.0%
	Gender pay gap	74.6%	74.3%	76.0%
Governance	ROIC	3.0%	5.0%	8.0%

〈Initiatives for sustainable growth〉

Environment	<ul style="list-style-type: none"> Commenced sales of fully electrified rough terrain cranes in the North American market Participated in a demonstration experiment for automatic CO2 emissions monitoring using a telematics system Received a B score in the CDP Climate Change Analysis 2024 (rated C last year)
Social	<ul style="list-style-type: none"> Held diversity training Received an Award of Excellence in the 2024 Support for Women in Science WOMAN's VALUE AWARD Strengthened recruitment of foreign nationals (technical intern trainees, graduates from foreign universities, international students at Japanese universities)
Governance	<ul style="list-style-type: none"> Reviewed and reinvigorated the operation of the Nomination and Compensation Advisory Committee Identified human rights-related risks, carried out a risk assessment and disclose the results Reviewed and executed basic purchasing agreements based on the Tadano Group Sustainable Procurement Guidelines



Providing Halal food for foreign employees

Reaching new  heights