

Ticker: 6301 (TSE)

KOMATSU



100th Anniversary Activities: Renewal of Komatsuno-mori

Remote control of hydraulic excavator from the remote-control pod

100th
Anniversary

Meeting with individual shareholders

December 14, 2021

- 1. Company Overview**
- 2. Mid-term Management Plan**
:Efforts under Growth Strategies
- 3. Efforts for Solving ESG Issues**
- 4. Business Results and Shareholder Return**

1. Company Overview

2. Mid-term Management Plan

:Efforts under Growth Strategies

3. Efforts for Solving ESG Issues

4. Business Results and Shareholder Return

Komatsu's history: Founder's principles

Mission of Meitaro Takeuchi, Founder, born in Kochi prefecture

工業富國基

Industry is the foundation to enrich the nation.

Human resource development is the basics of the above.

- Established Komatsu Iron Works to develop mining machinery. (1917)
- Founded Komatsu Ltd. on May 13, 1921.

Founder's principles have been passed on to us in the form of DNAs, transforming into Komatsu's strengths.

Develop technologies that meet and challenge world's standards.

◆ Quality First

◆ Technological Innovation

◆ Global Expansion

◆ Employee Development



*Meitaro Takeuchi,
Founder*

Corporate identity

Corporate identity



Purpose

Creating value through manufacturing and technology innovation to empower a sustainable future where people, businesses, and our planet thrive together.

Concept of values

Ambition

With a "challenging spirit" and without fear of failure, we innovate and always aspire to do more

Perseverance

Even when the work is difficult, we remain committed to our promises and reliably carry them through to completion

Collaboration

Creating value comes from teamwork, inclusion, respect, diversity and a win-win approach to all relationships

Authenticity

To earn and maintain trust, we always act with sincerity, integrity and honesty, and communicate with transparency

Our strategy and action



Management principle

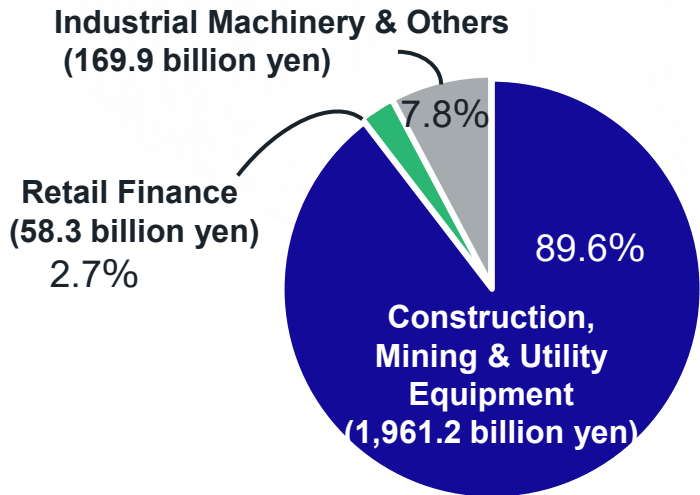
We will maximize the trust given to us by our stakeholders and society through a commitment to quality and reliability.

Business Outline (FY2020)

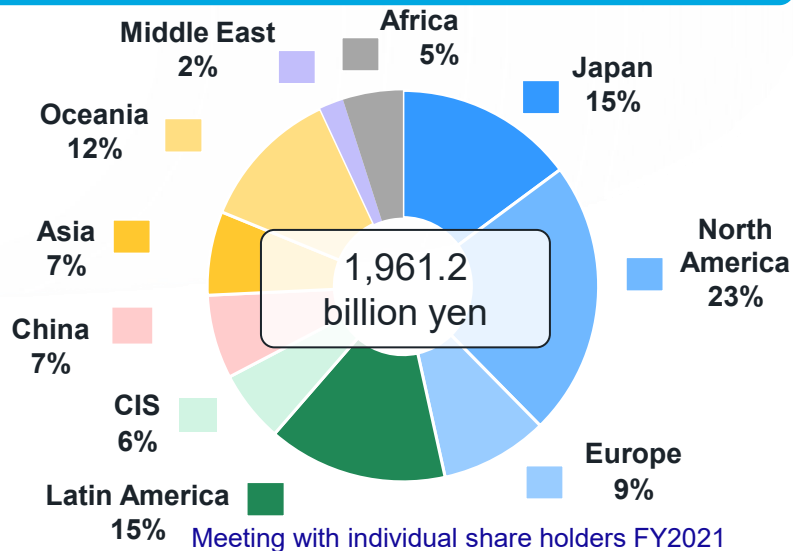
- **Established** : May 13, 1921
- **Net sales** : 2,189.5 billion yen
- **Operating income** : 167.3 billion yen
- **Total assets** : 3,784.8 billion yen

- **Consolidated subsidiaries:**
212 (12 in Japan and 200 in overseas)
- **Consolidated number of employees:**
61,564 (non-Japanese: approx. 68%)

Sales* by segment



Sales* breakdown of Construction, Mining & Utility Equipment by Region



Global Development and Production

- Integrated development and production: Mother plants equipped with development and production capabilities.
- Development and production of key components in Japan and generation of technology innovation in Japan
- Assembly of finished machines in the regions with big market demand → Overseas production ratio: 65%(FY2020)

Major assembly plants of construction, mining and utility equipment

 : **Mother plants** equipped with development capability

Objectives of local assembly/production

- 1) Win customers' trust.
- 2) Provide early solutions for quality-related problems.
- 3) Incorporate local specs.
- 4) Shorten lead-time.
- 5) Respond flexibly to foreign exchange risks.

No. of production bases by region

Americas	Europe & CIS	Middle East & Africa	Asia	China	Japan	Total
34(1)	14(4)	1	11	9	12(4)	81(9)

as of March 2021

Overseas production ratio	FY2018	FY2019	FY2020
	61%	66%	65%

() : No. of Mother plants

Incl. local assembly plants for underground mining equipment

Key components: Produced at the Oyama Plant



Diesel engines



Hydraulic units



Axles

Key components of hybrid excavators



Generation motor



Swing motor



Capacitor

Note: Excl. cells

Global Cross-Sourcing Scheme

- The production capacity of each plant is effectively utilized in response to fluctuations in demand and exchange rates, and production is carried out at the most appropriate plant for export.

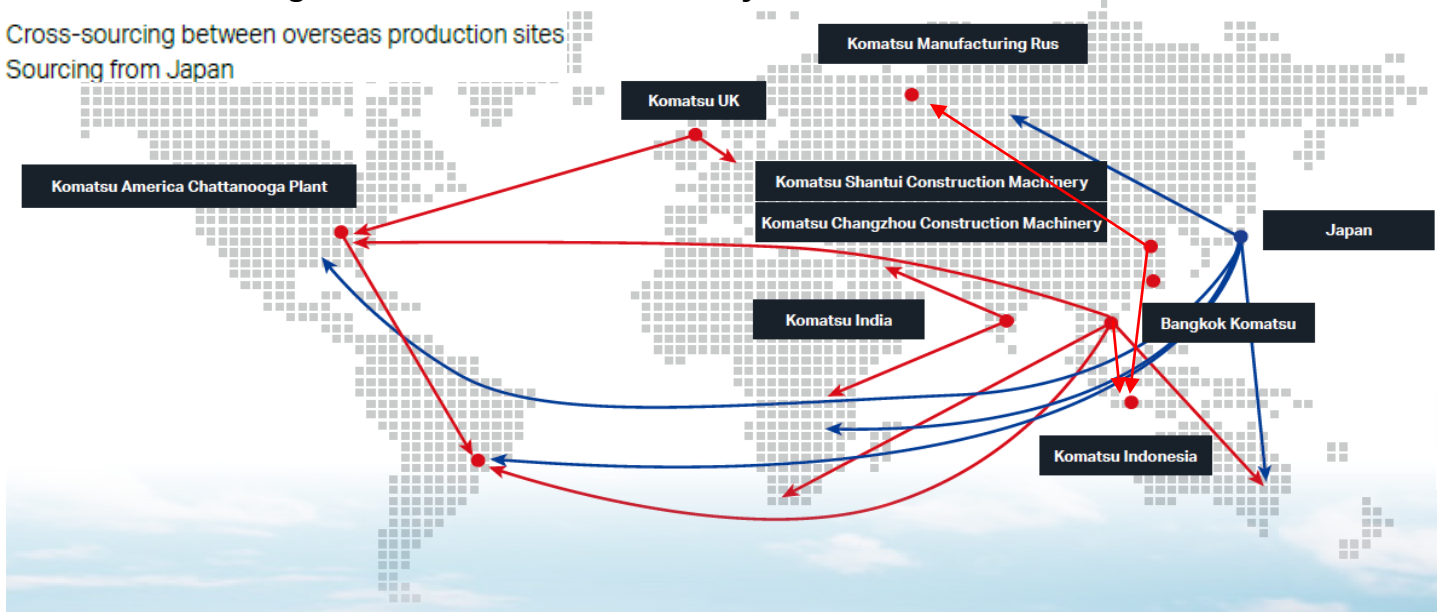
【Prerequisites】

- (1) Free trade (zero tariffs), (2) Unification of production management systems
- (3) Unification of production and design BOMs*, (4) Unification of base machine specifications

*BOM: Bill of Material

<Global Cross-Sourcing Scheme for Medium-sized Hydraulic Excavators>

- ➔ Cross-sourcing between overseas production sites
- ➔ Sourcing from Japan



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Mid-term Management Plan: Concepts and Stance

« Expectations of society and stakeholders »



Solutions for ESG issues
Sustainable growth



Shared growth based on
growth strategies

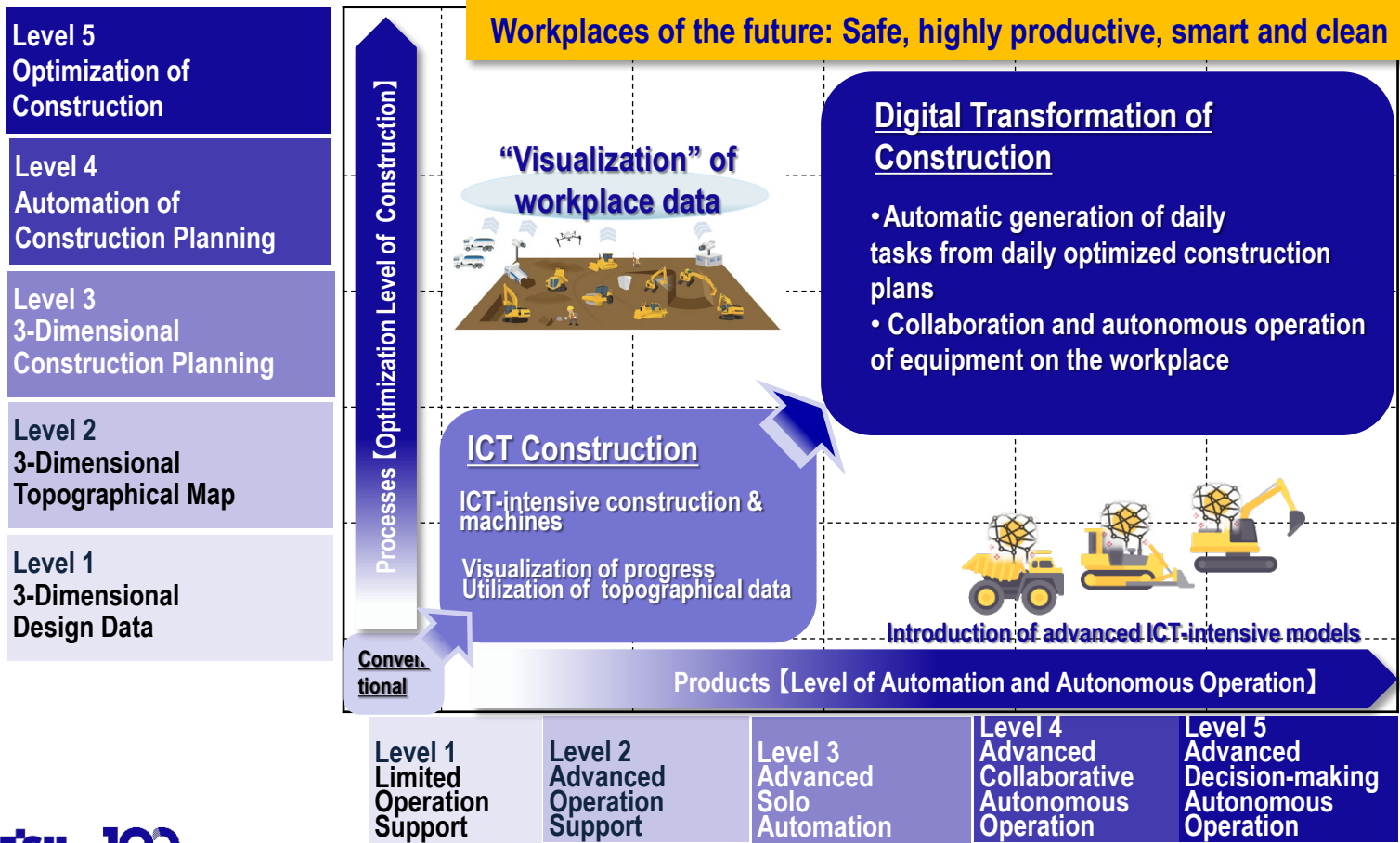


Sustainable increase of earnings

« Growth Strategy Aligned with Management Principles »

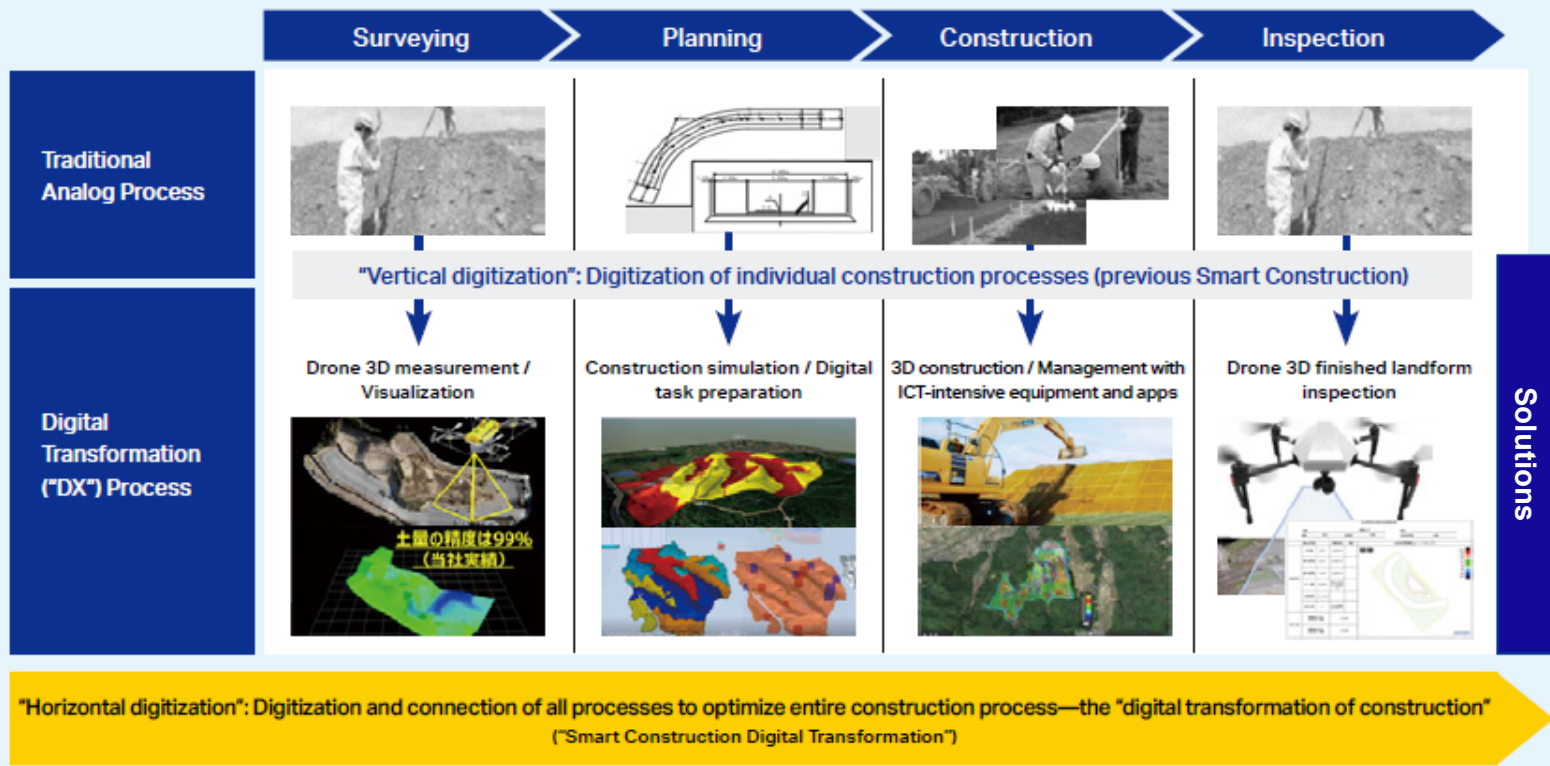


Creating the workplace of the future by promoting DX



Provision of Solutions That Improve Customer Workplaces: Smart Construction

Smart Construction Digital Transformation



Solutions

Accelerating the Optimization of Construction - Construction industry "Processes", Launched "EARTHRAIN"

To accelerate the optimization of construction, construction industry "Processes", toward the advancement of Smart Construction, which requires different resources than manufacturing, Komatsu launched a new company, **EARTHRAIN Ltd.** with business partners.

Komatsu



"Products"
: Automation and
autonomation operation



"Processes"
: Optimization of construction
(Smart Construction)

Company name: **EARTHRAIN Ltd.**

Shareholders: **Komatsu 54.5%, NTT DOCOMO, INC. 35.5%,
Sony Semiconductor Solutions Corporation 5%,
Nomura Research Institute, Ltd. 5%**

Business: **Development, provision and maintenance of digital
solutions for the construction industry including
visualization devices, platforms and applications**

Autonomous Haulage System (AHS)

- In 2008, **Komatsu led the world in the commercialization** of autonomous haulage system for mining sites.
- Demand for AHS, which enables unmanned operations, has grown due to the spread of the new coronavirus.
- In FY2021, the number of AHS units has already reached the target set in the mid-term management plan and is expected to increase further.
- Over 420 trucks are in operation at 14 sites in 4 countries(as of September 2021)



Remote Control of the PC7000-11 Super Large Hydraulic Excavator and Innovative Autonomous Haulage Vehicle



Run on a predetermined route
【Merits for customers】

1. Safety
2. Productivity
3. Environmental friendliness

Demonstration at the MINExpo2021 mining equipment trade show

Electrification of Construction and Mining Equipment

➤ Approach each model, class, and region of construction and mining equipment in a variety of ways.

Fully Electric

Hybrid & Diesel Electric / Fully Electric

Forklifts & mini construction equipment

Battery driven

Plug-in



: Commercialized

: Start of demonstration tests, announcement of concept car

: Under consideration

Medium-sized and large models

Battery driven

Hybrid

Diesel electric



Super-large models and Surface mining equipment

Battery driven

Fuel cells

Plug-in

Hybrid

Diesel electric

Power agnostic



Underground mining equipment

Battery driven

Hybrid



Fully electric mini excavator (Concept car), announced in May 2021



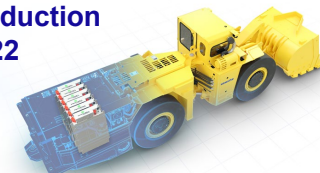
Micro Electric Excavators
Commercial production to start in FY2021
Joint development with Honda



Electrification of 20-ton class hydraulic excavator
Equipped with a battery system manufactured by Proterra, Inc.
[Demonstration test in progress]
Commercial production to start in 2023~2024



Electrification of mining equipment for underground mining hard rock
Equipped with a battery system manufactured by Proterra, Inc.
Commercial production to start in FY2022



Electrification of Mining Equipment

- Major mining companies, which are our customers, are aiming to solve ESG issues such as GHG (greenhouse gas) reduction and zero emissions in their mining operations in response to the growing global awareness of climate change.

The world's leading mining companies*



Komatsu

- Rio Tinto
- BHP
- Codelco
- Boliden

The Komatsu Green House Gas (GHG) Alliance

Accelerate the speed of developing super-large-size dump trucks, high GHG reduction potential

Power agnostic trucks:
future vision of trucks that can run on a variety of power sources

	Roadmap for electrification of dump truck	Selectable power sources				
		Diesel	Trolley	Battery	Fuel cell	Others
Current	Diesel engine + Trolley	○	○	—	—	—
	Hybrid	○	○	○	—	—
	Fuel cell	○	○	○	○	—
	Power agnostic	○	○	○	○	○



* The founding members as of August 2021

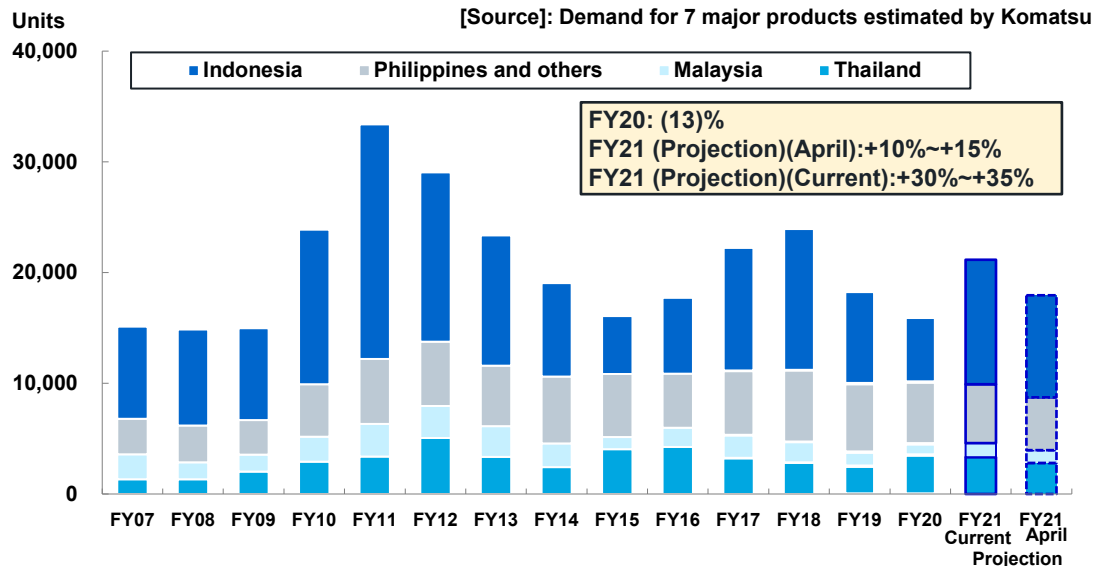
Launching CE series PC200-10M0 hydraulic excavator for Southeast Asia

- Together with the standard series, the two models are promoted as the two-model line strategy for Southeast Asia.
- CE series model features better fuel economy and a lower price than conventional models, achieved by optimizing its specs exclusively for urban civil engineering work with four-cylinder engines, while inheriting the quality and durability of the conventional model.



CE series PC200-10M0 hydraulic excavator

Annual demand for 7 major products in Southeast Asia



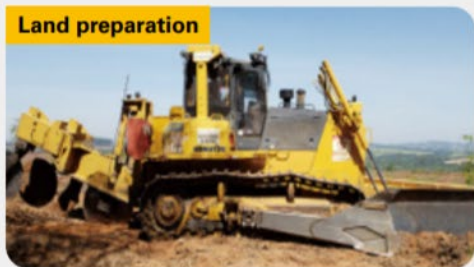
Forestry Machinery Business

- Komatsu is working to mechanize forestry operation, including planting, cultivating, and harvesting trees, to contribute to sustainable forestry and CO2 reduction.

● Introduction of New Tree Planting Products



D61EM-23M0 automated tree planter



D85EX subsoiling machine



● Improvement of Harvesting and Extracting Productivity and Safety



PC130F Harvester
(forest machine based on hydraulic excavators)



Forwarder 895
Forest Forwarder Usable on Slopes

Komatsu Forest: Production Start-up at New Carbon-neutral Plant

- Komatsu's First **Carbon Neutral plant** was completed and started production.
- The completion of the core plant for the development and production of the forest machinery will strengthen the forest machine business.

Achieving carbon neutrality through the introduction of solar power generation, etc.

30% productivity improvement through new manufacturing concept and consolidation of separately located plants

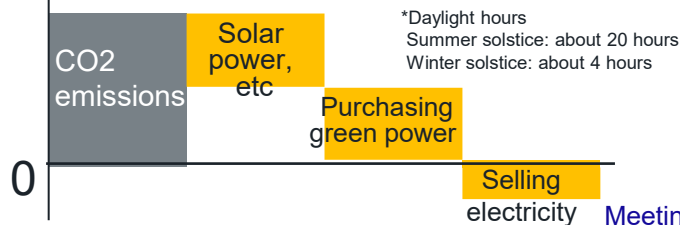


Komatsu Forest AB

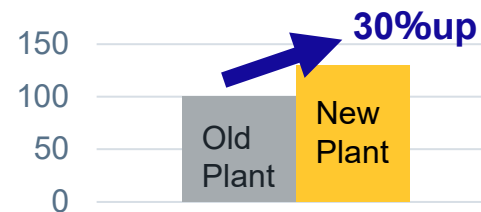
Main product	Forest machines
Invested	About JPY10 billion
Site area	About 133,000m ²
Floor area	About 40,000m ²

[CO2 emissions from the new plant] (estimated forecast)

Sell electricity in summer when sunshine hours are long
Purchase green energy in winter when sunshine hours are short





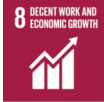




[Productivity improvement]



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ESG Solutions through Three Pillars of Growth Strategies

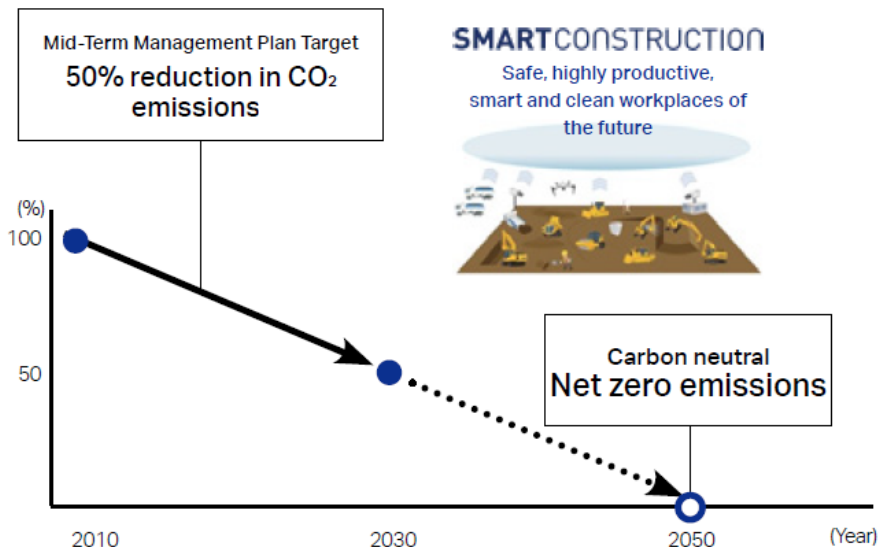
CSR Themes	ESG Solutions through Core Business	Relationship with SDGs*
<p>Enhancing Quality of Life</p> <p>-Providing products required by society-</p>	<ul style="list-style-type: none"> ➤ Provide high-quality, high-performance products, service and solutions ensuring safety and reduction of environmental impact in response to climate change. 	<p>Innovation and Infrastructure</p> <p>Sustainable Cities and Communities</p> <p>Climate action</p> <p>Partnerships for the goals</p>    
<p>Developing People</p>	<ul style="list-style-type: none"> ➤ Develop a diverse workforce. ➤ Strengthen and develop diverse and global-scope talent. 	<p>Decent work and economic growth</p> 
<p>Growing with Society</p>	<ul style="list-style-type: none"> ➤ Offer solutions for social issues through collaboration with stakeholders. ➤ Act as a responsible corporate. 	<p>Sustainable Cities and Communities</p> <p>Partnerships for the goals</p>  

ESG Solutions through Core Business

*SDGs : Sustainable Development Goals

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership.

Komatsu's Carbon Neutrality Initiatives

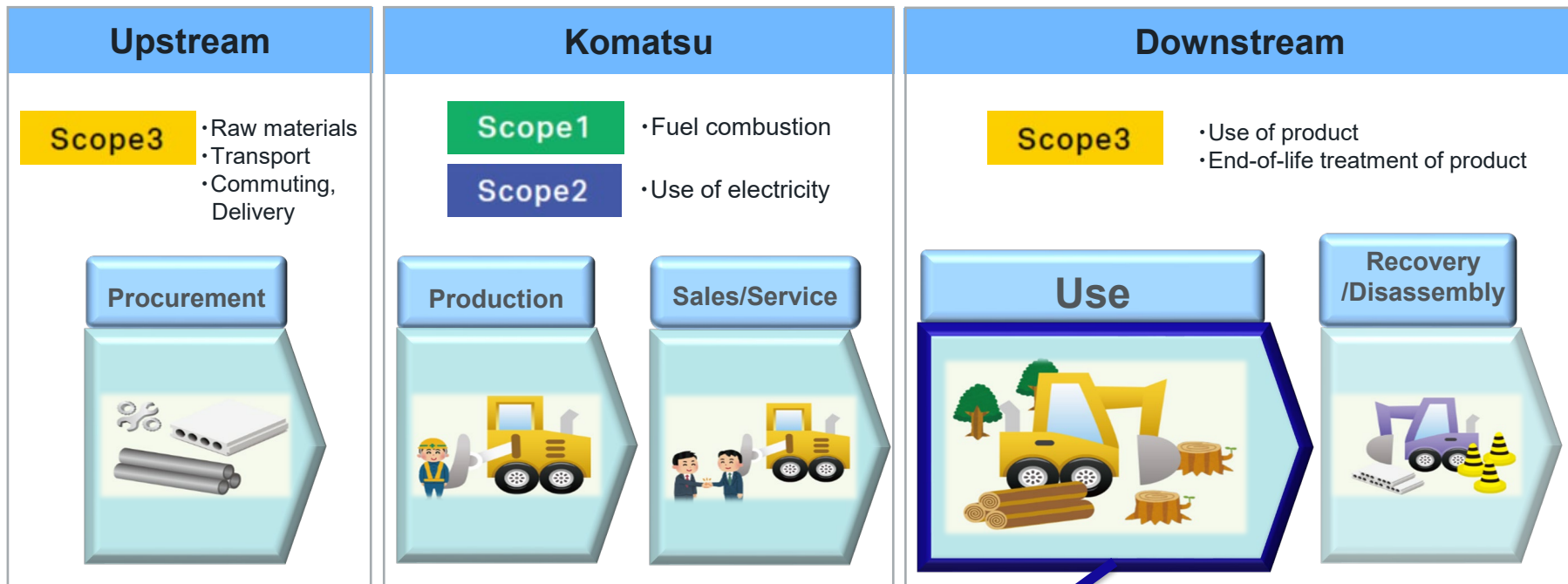


Komatsu's Initiatives

- Pursuit of carbon neutrality at Komatsu production bases
- Development of products that reduce environmental impacts (product improvements)
- Provision of solutions that improve customer workplaces (process improvements)
- Reduction of CO₂ emissions through forestry machinery business
- Reduction of CO₂ emissions through Reman operations

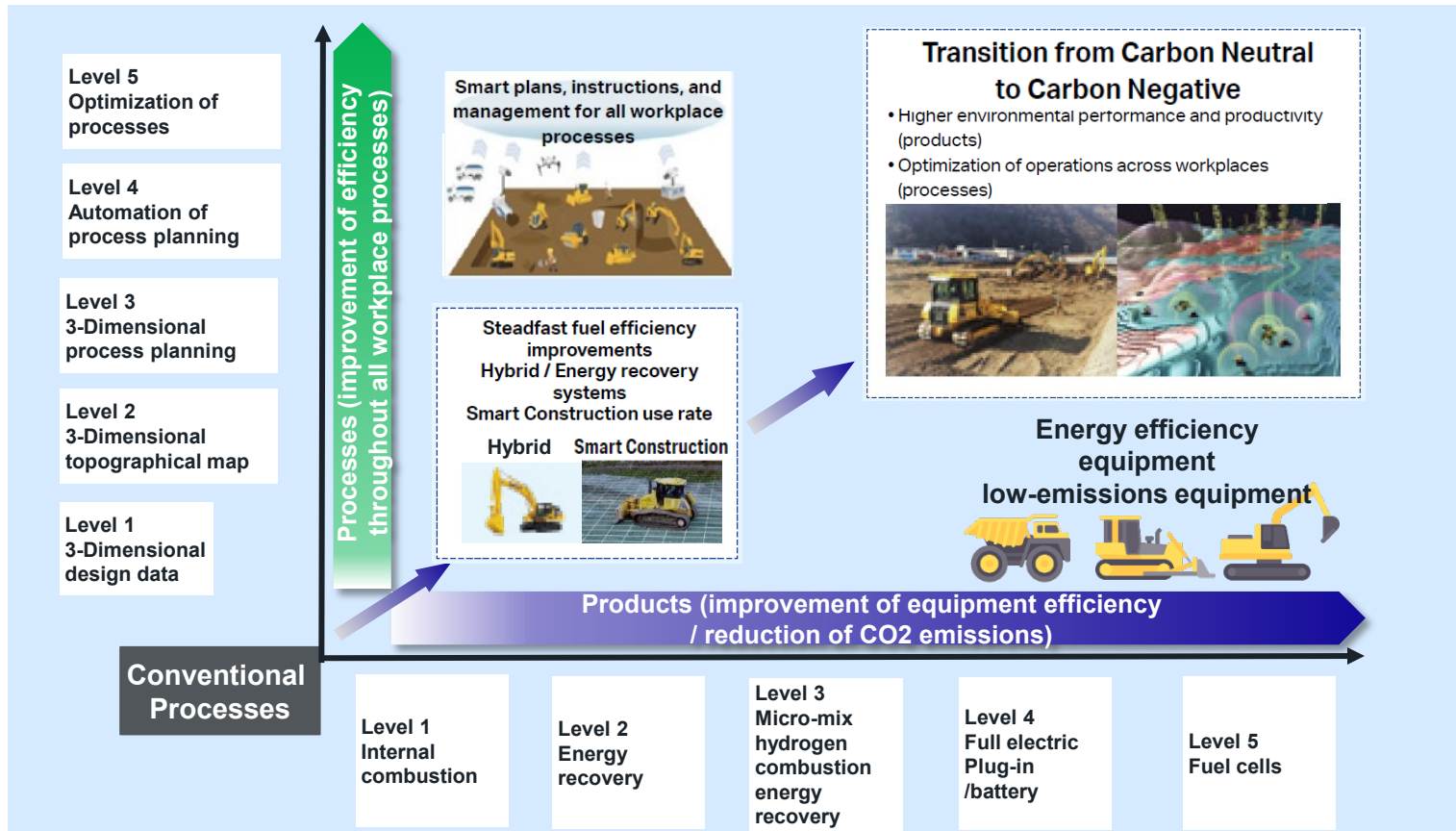
Identify business opportunities associated with carbon neutrality to drive Komatsu's growth strategies

CO2 Emissions Across the Supply Chain for Construction Equipment

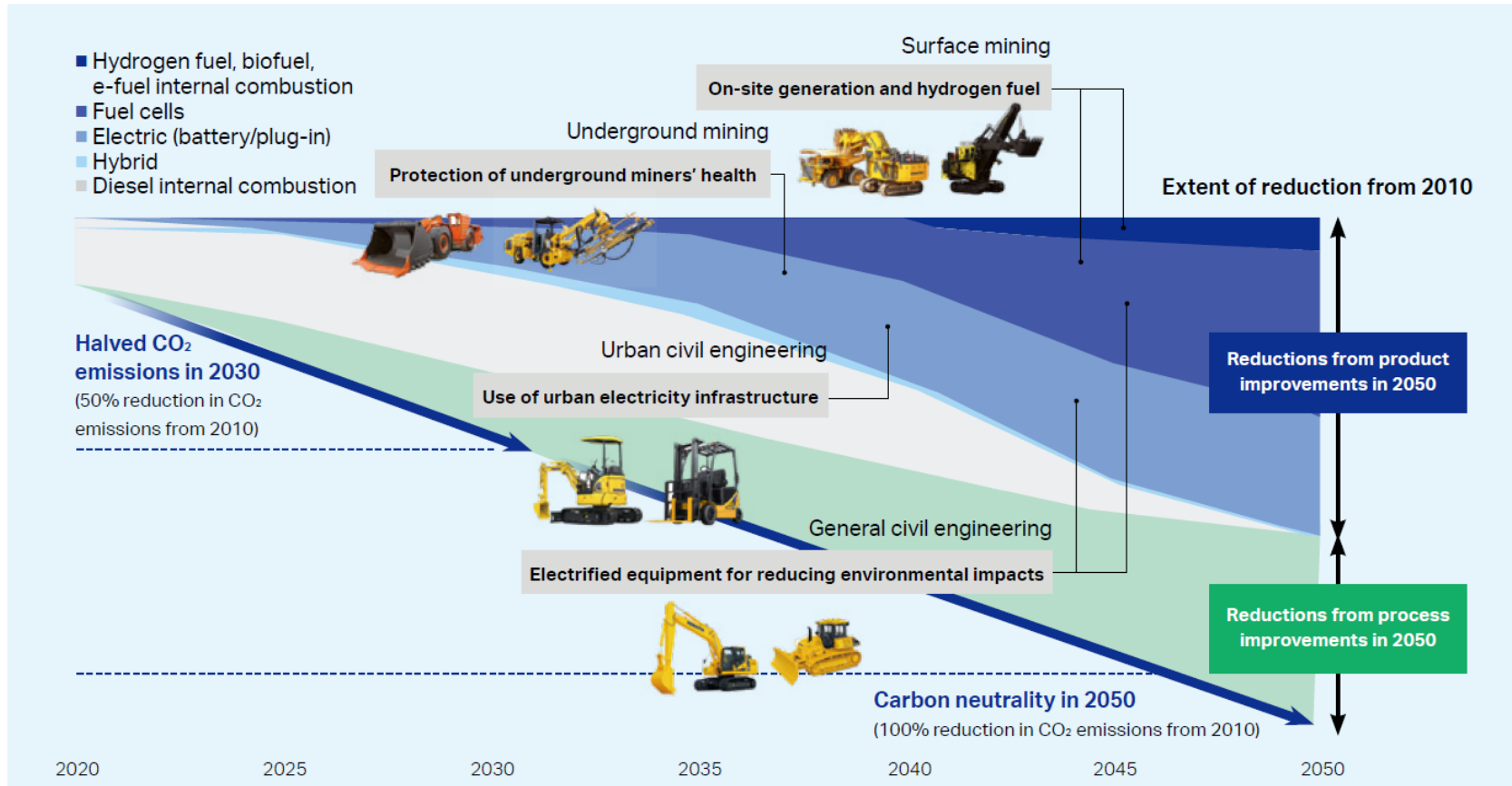


The most significant source of CO2 emissions from across the supply chain for construction equipment was product use (**Scope 3, Category 11**), which accounted for roughly 80-90% of total emissions

Two-Pronged Approach of Improvements in Products and Processes



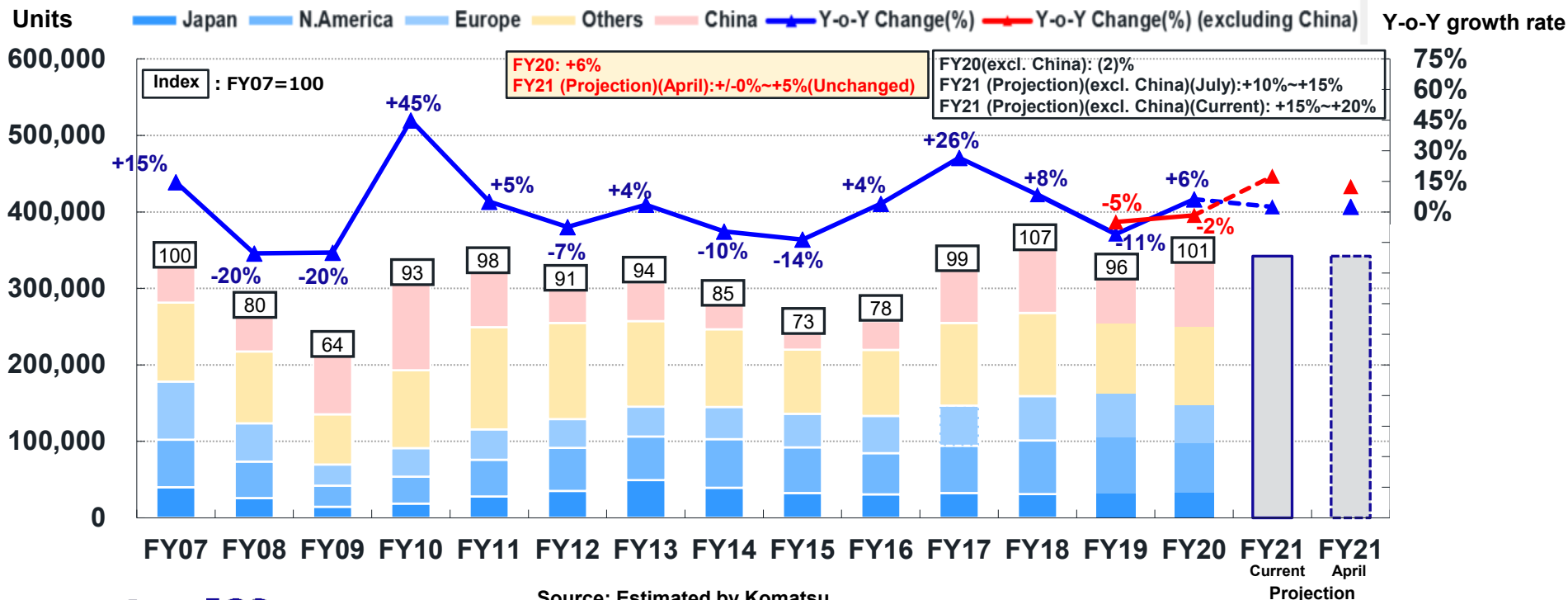
Roadmap to Carbon Neutrality



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Construction, Mining & Utility Equipment: Actual and Projected Demand for 7 Major Products

- In FY2021, demand will increase between +/-0% and 5% from FY2020 (Unchanged from the projection of April 2021).
- When China is excluded, demand should increase between 15% and 20%. We have added the increases of demand mainly in North America, Europe, and Southeast Asia to the projection of July this year.



Source: Estimated by Komatsu

Outline of Projection for FY2021

- Consolidated net sales will increase by 22.5% from FY2020, to JPY2,683.0 billion (up JPY214.0 billion from the projection of April this year).
- Operating income will advance by 68.5% to JPY282.0 billion (up JPY57.0 billion from the projection of April this year).
- Annual cash dividends per share are being planned for JPY80 (up JPY18 from the projection of April this year).

Reassessed preconditions of foreign exchange rates in the second half period: USD1=JPY107, EUR1=JPY126, and RMB1=JPY16.5

Billions of yen	FY2020 Results (A) ¥106.0/USD ¥123.4/EUR ¥15.6/RMB	FY2021 Projection (B) (Current) ¥108.5/USD ¥128.6/EUR ¥16.8/RMB	FY2021 Projection (April) ¥105.0/USD ¥124.0/EUR ¥16.0/RMB	Changes (B-A)	
				Increase (Decrease)	Change %
Net sales	2,189.5	2,683.0	2,469.0	+493.4	+22.5%
Operating income	167.3	282.0	225.0	+114.6	+68.5%
Profit ratio	7.6%	10.5%	9.1%	+2.9pts.	-
Net income attributable to Komatsu Ltd.	106.2	187.0	146.0	+80.7	+76.0%
ROE	5.8%	9.6%	7.6%	+3.8pts.	
Cash dividends per share	55Yen	80Yen	62Yen	+25Yen	
Consolidated payout ratio ※	48.9%	40.4%	40.1%		

※ Annual dividends per share for FY2020 include JPY 10 for the 100th anniversary commemorative dividend.

Projection for Segment Sales and Profit of FY2021

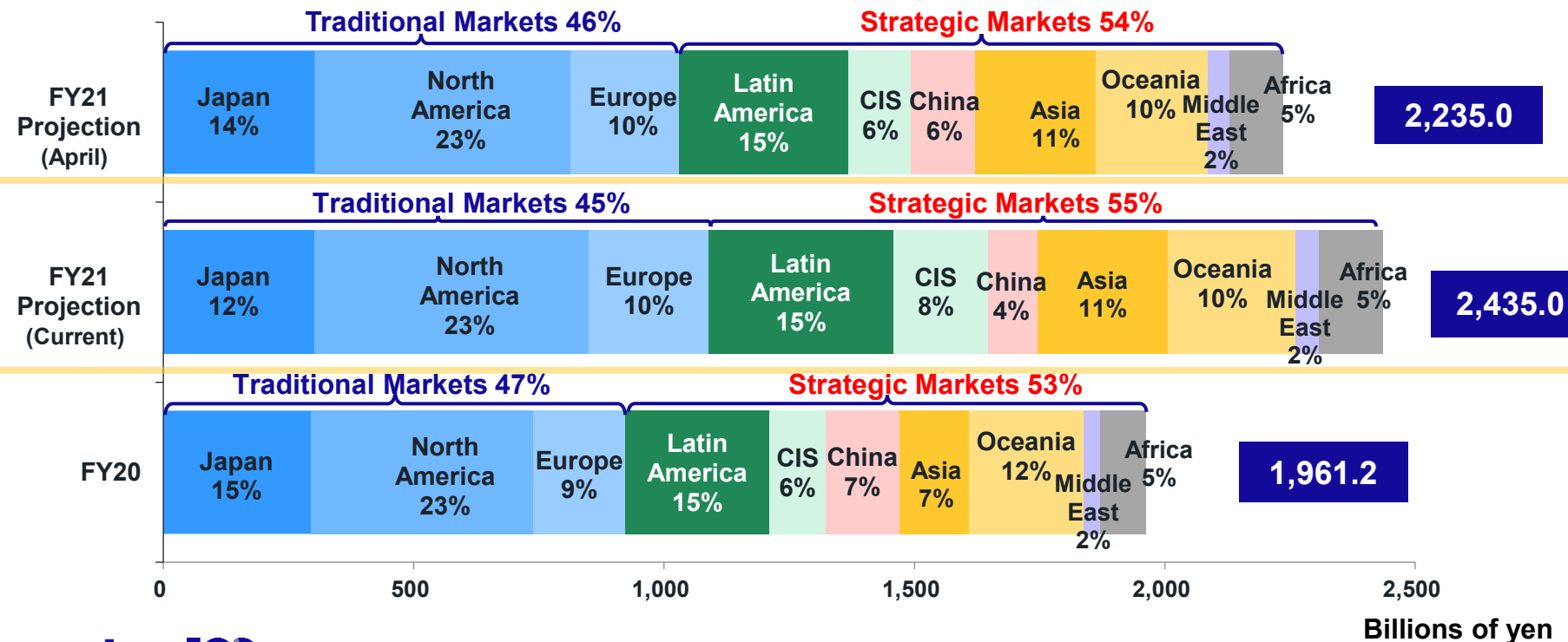
- Construction, Mining & Utility Equipment: Sales will increase to JPY2,450.0 billion. Segment profit will advance to JPY249.0 billion.
- Retail Finance: Revenues will increase to JPY 70.0billion. Segment profit will increase to JPY13.0 billion.
- Industrial Machinery & Others: Sales will increase to JPY188.0 billion. Segment profit will climb to JPY19.0 billion.

[] : Profit ratio [] : Sales after elimination of inter-segment transactions

Billions of yen	FY2020 Results (A)	FY2021 Projection (B)(Current)	FY2021 Projection (April)	Changes (B-A)	
				Increase (Decrease)	Change %
Net sales	2,189.5	2,683.0	2,469.0	+493.4	+22.5%
Construction, mining & utility equipment	1,975.9 [1,961.2]	2,450.0 [2,435.0]	2,243.0 [2,235.0]	+474.0 [+473.7]	+24.0% [+24.2%]
Retail finance	66.3 [58.3]	70.0 [61.0]	68.0 [60.0]	+3.6 [+2.6]	+5.4% [+4.5%]
Industrial machinery & others	171.2 [169.9]	188.0 [187.0]	175.0 [174.0]	+16.7 [+1.7]	+9.8% [+10.0%]
Elimination	(24.0)	(25.0)	(1.7)	(0.9)	-
Segment profit	[7.9%] 172.3	[10.5%] 282.0	[9.1%] 225.0	[+2.6pts.] +109.6	+63.6%
Construction, mining & utility equipment	[7.3%] 143.7	[10.2%] 249.0	[8.8%] 198.0	[+2.9pts.] +105.2	+73.2%
Retail finance	[15.9%] 10.5	[18.6%] 13.0	[17.6%] 12.0	[+2.7pts.] +2.4	+22.9%
Industrial machinery & others	[9.5%] 16.3	[10.1%] 19.0	[9.7%] 17.0	[+0.6pts.] +2.6	+16.3%
Corporate & elimination	1.6	1.0	(2.0)	(0.6)	-

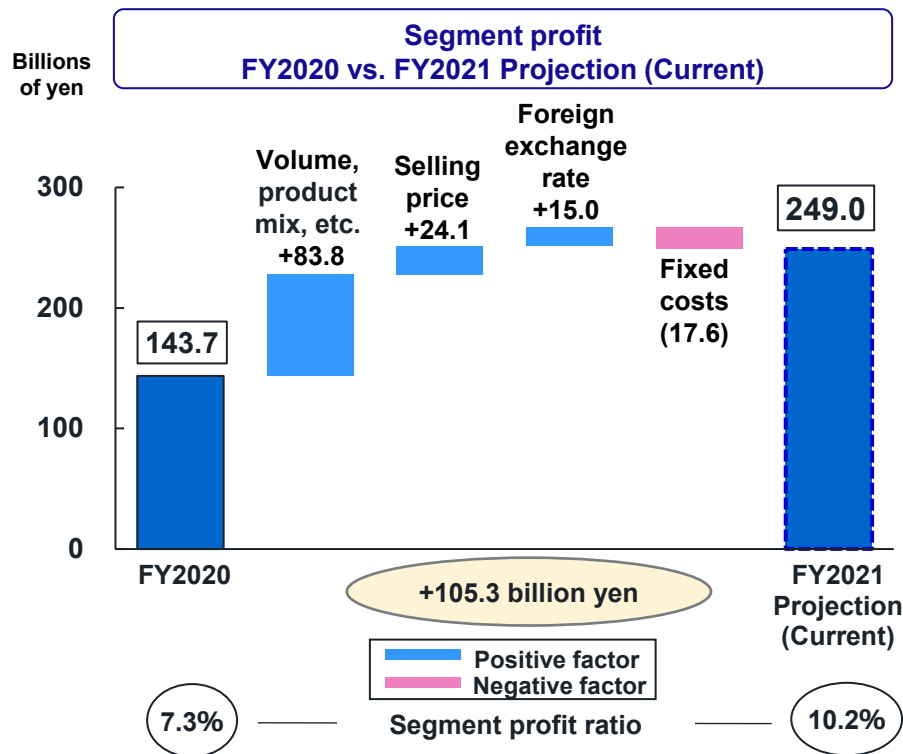
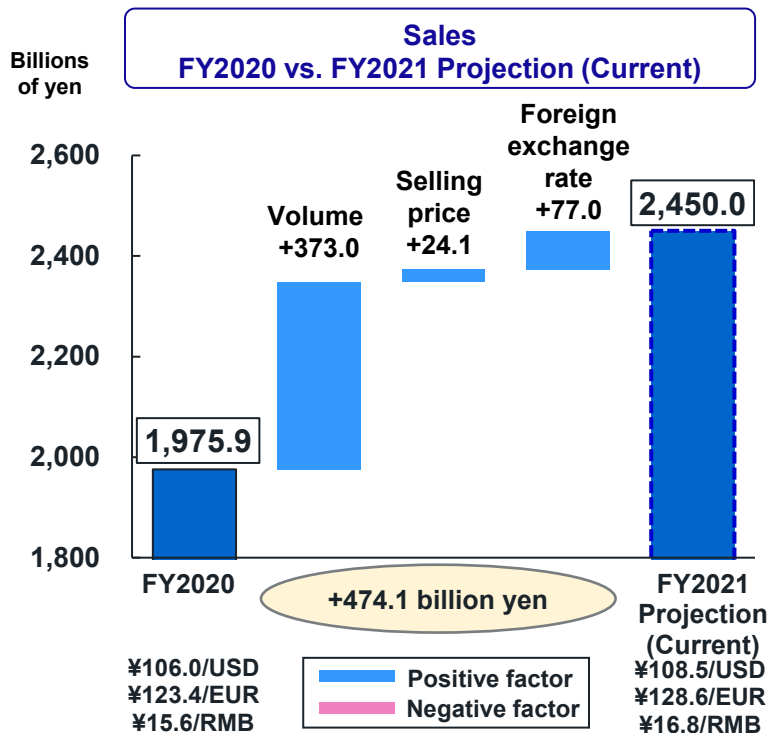
Construction, Mining & Utility Equipment : Projection of FY2021 Sales by Region (To Outside Customers)

- Full-year sales to outside customers for FY2021 should increase by 24.2% from FY2020, to JPY2,435.0 billion.
- Sales will improve in all regions, except for China. Sales should expand sharply in North America, Latin America, Asia, and CIS. The ratio of sales in Strategic Markets will increase to 55% of total sales.

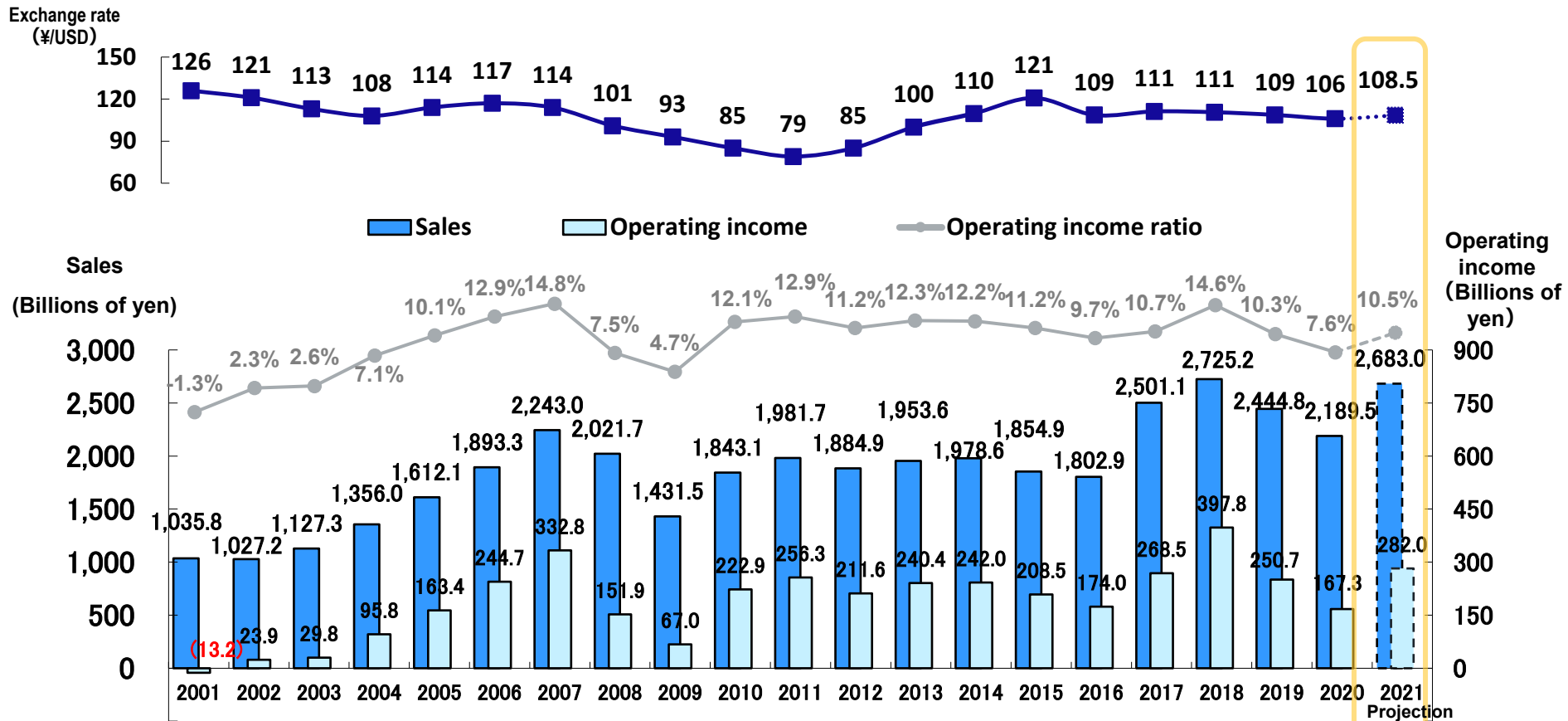


Construction, Mining & Utility Equipment : Causes of Difference in Projected Sales & Segment Profit for FY2021

- Sales should expand by JPY474.1 billion from FY2020, as positively affected by an increase in volume of sales, foreign exchange rates and selling prices.
- Segment profit should also expand by JPY105.3 billion from FY2020, reflecting increased volume of sales.
- Segment profit ratio will improve to 10.2%, up 2.9 points from FY2020.



Business results over the years



Status of Progress towards Mid-Term Management Targets

	Targets		Year	FY2019	FY2020	FY2021	
			Index	Result	Result	Projection	
Growth	• Growth rate above the industry's average		Sales growth rate	▲ 10.3%	▲ 10.4%	22.5%	
Profitability	• An industry's top-level operating income ratio		Operating profit ratio	10.3%	7.6%	10.5%	
Efficiency	• ROE of 10% or higher		Net debt-to-equity ratio	8.6%	5.8%	9.6%	
Financial position	• Industry's top-level financial position.		Dividend payout ratio	0.43	0.35	0.27	
Shareholder return	<ul style="list-style-type: none"> • Keep a fair balance between investment for growth and shareholder return (incl. stock buyback), while placing main priority on investment. • Set the goal of a consolidated payout ratio of 40% or higher. 		Reduction of environmental impact	57.7%	48.9%	40.4%	
ESG	<ul style="list-style-type: none"> • Reduction of environmental impact: CO2 emissions: Decrease by 50% in 2030 from 2010. • Renewal energy use : Increase to 50% of total energy use in 2030. 		Reduction of CO2 emissions from product use	▲ 14%	▲ 14%	▲ 16%*	
			Reduction of CO2 emissions from production	▲ 32%	▲ 33%	▲ 40%*	
			Rate of renewable energy use	11%	13%	15%*	
	• Evaluation by external organizations	Selected for DJSI (World & Asia Pacific)		Evaluation by external organizations	DJSI: Selected	DJSI: Selected	DJSI: Selected
		CDP A-list (Climate Changes and Water Security)			CDP: Score of climate change: A CDP: Score of water security: A-	CDP: Score of climate change: A CDP: Score of water security: A	CDP: Score of climate change: A CDP: Score of water security: A
Retail Finance		• ROA: 1.5-2.0%	ROA	1.5%	1.2%	1.5%	
		• 5.0 or under for net debt-to-equity ratio	Net debt-to-equity ratio	3.80	3.69	3.79	

*Planned figures for FY2021

Evaluation by External Organizations for Komatsu

Evaluation by external organizations

Dow Jones Sustainability Indices (DJSI)* **Selected again for 2021**



(322 out of approximately 2,500 companies worldwide, including 35 Japanese companies)

CDP** **Recognized with prestigious double 'A' score for global climate and water stewardship**



*DJSI: SRI indices operated by S&P Dow Jones Indices of U.S.A. and RobecoSAM of Switzerland

**CDP : International non-profit organization, protecting water resources and forests by advocating the reduction of greenhouse gas emissions by companies and governments

Dividend Policy

- To sustainably increase our corporate value, we at Komatsu are working to secure a sound financial position and strengthen our competitiveness. Concerning cash dividends to our shareholders, we maintain the policy of continuing stable dividends by comprehensively considering consolidated business results, future investment plans, cash flow and other related factors. Specifically, we have set the policy of a consolidated payout ratio of **40%** or higher.

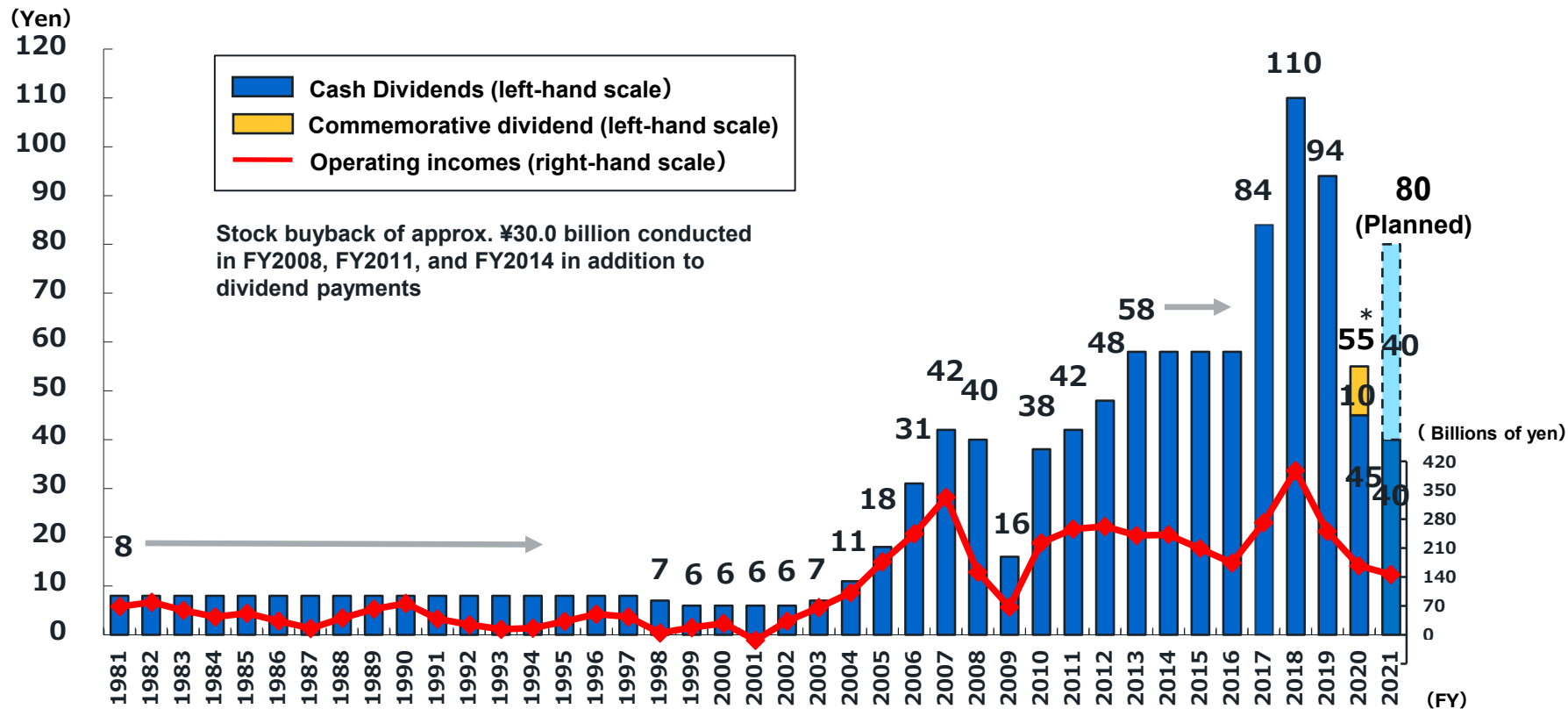
<Dividend policy and Consolidated payout ratio>

	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21 (Project on)	
Dividend Policy		20% or higher		20~40%					30~50%				40~60%				40% or higher	
Consolidated payout ratio (Total return payout ratio)	16%	19%	20%	40%* (88%)	38%*	24%	24% (42%)	36%	35%	36% (55%)	40%	48%	40%	40.5%	57.7%	48.9%**	40.4%	

*FY2008 and FY2009 figures exclude restructuring charges.

**Annual dividends per share for FY2020 include JPY 10 for the 100th anniversary commemorative dividend.

配当金の推移

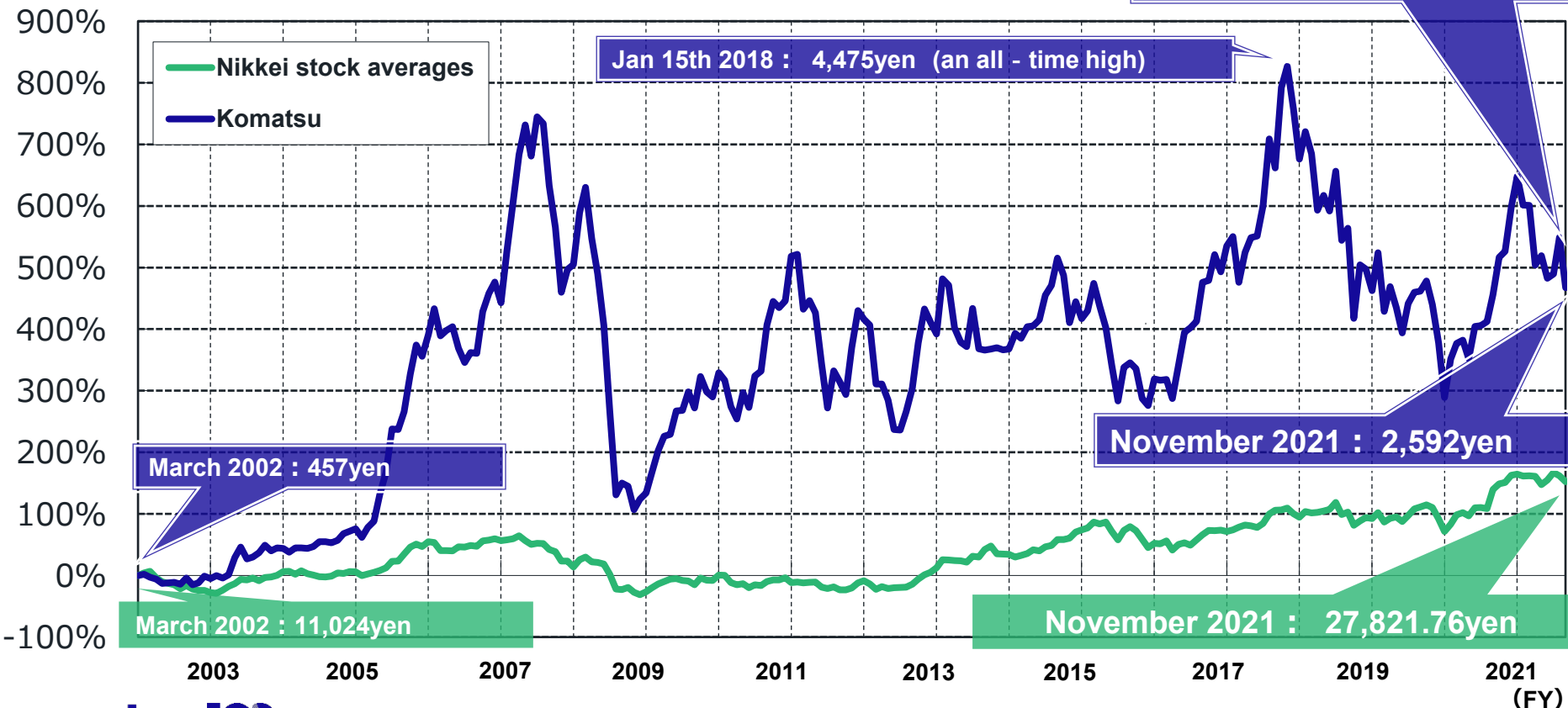


*Annual dividends per share for FY2020 include JPY 10 for the 100th anniversary commemorative dividend.

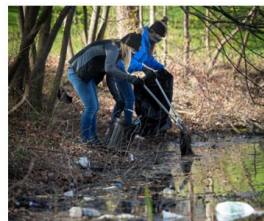
Komatsu's Stock Price History

Changes of stock prices from March 2002(the closing prices of each month)

9th November 2021 3,123yen



Thank you.



Cautionary Statement

The announcement set forth herein contains forward-looking statements which reflect management's current views with respect to certain future events, including expected financial position, operating results, and business strategies. These statements can be identified by the use of terms such as "will," "believes," "should," "projects" and similar terms and expressions that identify future events or expectations. Actual results may differ materially from those projected, and the events and results of such forward-looking assumptions cannot be assured.

Factors that may cause actual results to differ materially from those predicted by such forward-looking statements include, but are not limited to, unanticipated changes in demand for the Company's principal products, owing to changes in the economic conditions in the Company's principal markets; changes in exchange rates or the impact of increased competition; unanticipated cost or delays encountered in achieving the Company's objectives with respect to globalized product sourcing and new Information Technology tools; uncertainties as to the results of the Company's research and development efforts and its ability to access and protect certain intellectual property rights; and, the impact of regulatory changes and accounting principles and practices.

Reference Material

Main products <Construction and mining equipment>

■ Construction and mining equipment:

Komatsu is ranked second in the international construction and mining equipment industry. Our products promote infrastructure development and urbanization. They also support mining of minerals.



Bulldozer



**Hydraulic excavator
(Crawler-type)**



**Hydraulic excavator
(Wheel-type)**



Wheel loader



Dump truck



**Articulated
dump truck**



Motor grader



**Forklift truck
(Electric)**

Main products <Mining equipment>

■ Mining equipment:

By acquiring Komatsu Mining Corp.(Former Joy Global), we expanded our product line-up.

<Surface mining>



Electric rope shovel



Dragline



Blasthole drill



Mining equipment simulators

By Immersive acquired in July 2019

<Underground mining>



Continuous miner



Shearer



LHD
(Load, haul, dump machine)

Main products <Forestry equipment>

- Forestry equipment:
Our products support sustainable use of wood resources.
Komatsu has recently expanded this business through M&As.



Harvester



Forwarder



Felling head

By Quadco acquired in Feb 2018



Simulator of forest machine

By Oryx Simulations acquired in April 2018



Feller-buncher

By TimberPro acquired in April 2019



Planter based on bulldozer

Main products <Industrial machinery and others>

■ Industrial machinery and others:

One of the world's top manufacturers of large presses and machine tools for the automobile manufacturing industry



Large AC servo press system
[Komatsu Industries Corp.]



Crankshaft miller
[Komatsu NTC Ltd.]



Press brake
[Komatsu Industries Corp.]



Wire saw
[Komatsu NTC Ltd.]



Machining center
[Komatsu NTC Ltd.]

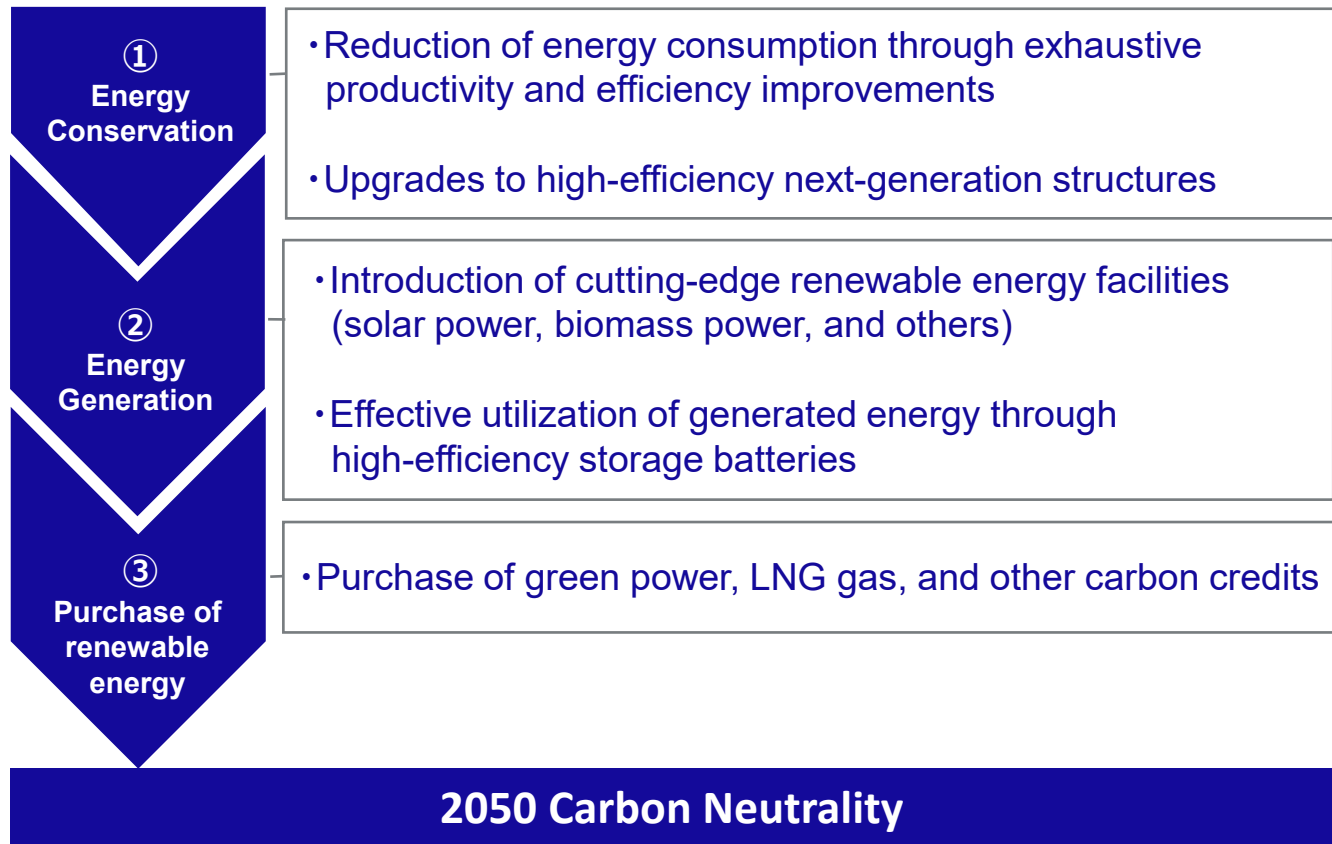


Excimer lasers for semiconductor lithography equipment
[GIGAPHOTON INC.]



Temperature-control equipment for semiconductor manufacturing
[KELK Ltd.]

Carbon Neutrality at Komatsu Bases



Rendering of next-generation melting furnace using superinsulation



New Komatsu Forest AB factory with roof covered in solar panels (scheduled to be completed in August 2021 in Umeå, Sweden)



Biomass boiler at Ibaraki Plant

Reduction of CO2 Emissions by Improving Products and Solutions

Equipment (Products)

■ Electrification

- Approach by model, class, and region



Battery driven



Full electric



Power agnostic

■ Upward fuel performance

- Hybrid Excavator
22% Reduction
(vs conventional PC300-10)
- Market introduction of fuel-efficient products
(Improvement with Model Change)



HB335-3

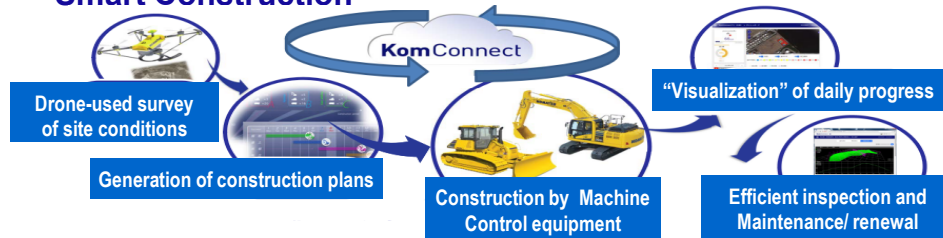


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Solutions (Processes)

■ Increase Overall Efficiency of Construction through Smart Construction



■ Proposal for Higher Fuel Efficiency driving with “Komtrax”

■ Autonomous Haulage System (AHS)

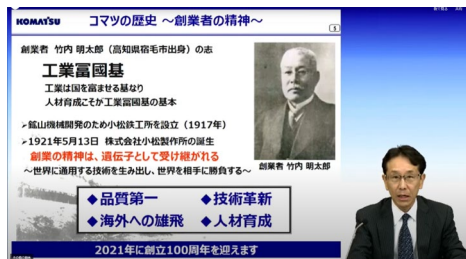
■ Contribution to CO2 reduction through cyclical business

- Proposals for improving the efficiency of forestry management through forestry machinery and systems
- Saving resources and reduction waste through Reman(remanufacturing) operations

Contributing to the resolution of social issues through the improvement of products and solutions
= Sustainable growth through a positive cycle of improving earnings and solving ESG issues

Communication with individual investors and shareholders

Meeting for Individual Shareholders (Held online in FY20 and FY21)



Actively hold facility tours (Video of the factory tour posted on the official YouTube account)



Briefing for individual investors (Held online in FY20 and FY21)



Interview with the President posted on the website (4 times/year) Video Streaming of Komatsu's Strengths, Future Outlook and Medium-Term Management Plan



Interim Report Latest project status and Events (Only in Japanese)



Issued the integrated report "Komatsu report 2021"

Komatsu's value creation model "Sustainable growth through a positive cycle of improving earnings and solving ESG issues"

Explain the growth strategy of the mid-term management plan and ESG(environmental social and governance) KPI and initiatives

It is necessary to explain both core business and efforts for solving ESG issues and social contribution activities integrally.
→We have published our integrated report, Komatsu Report, for our stakeholders to introduce the Group's efforts to realize sustainable growth in corporate value.



"The 2021 edition" Published in September 2021

- ◆ Message from the president (Komatsu's management issues and strategies for the next century)
- ◆ Message from CFO (Financial strategies)
- ◆ Komatsu's identity
- ◆ Evolution of business model for creating the workplaces of the future
- ◆ Resolution of ESG issues through growth strategies (KPI, Governance, Risk management)

<https://www.komatsu.jp/en/ir/library/annual>

Other Evaluation by External Organizations

NIKKEI
Smart Work

Awards 2019 審査委員特別賞

Nikkei Smart Work Awards
Special Recognition Award



Tokyo Stock Exchange (TSE)
「the Corporate Value Improvement Award」
Grand Prix



The Japan Investor Relations Association
「2020 Best IR Award」



DX銘柄2021
Digital Transformation

Digital Transformation (DX)
Stock Selection 2021



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

SBT(Science Based Targets)



S&P/JPX Carbon Efficient Index

2020 MSCI ESG Leaders Indexes Constituent

MSCI Global Sustainability Indexes

Corporate ESG Performance

RATED BY
ISS ESG

Prime

ISS-Oekom "Prime" status in the machinery sector



EURONEXT VigeoEIRIS



FTSE Blossom Japan

FTSE Blossom Japan Index

2021 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX

MSCI Japan ESG Select Leaders Index

2021 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

MSCI Japan Empowering Women Index