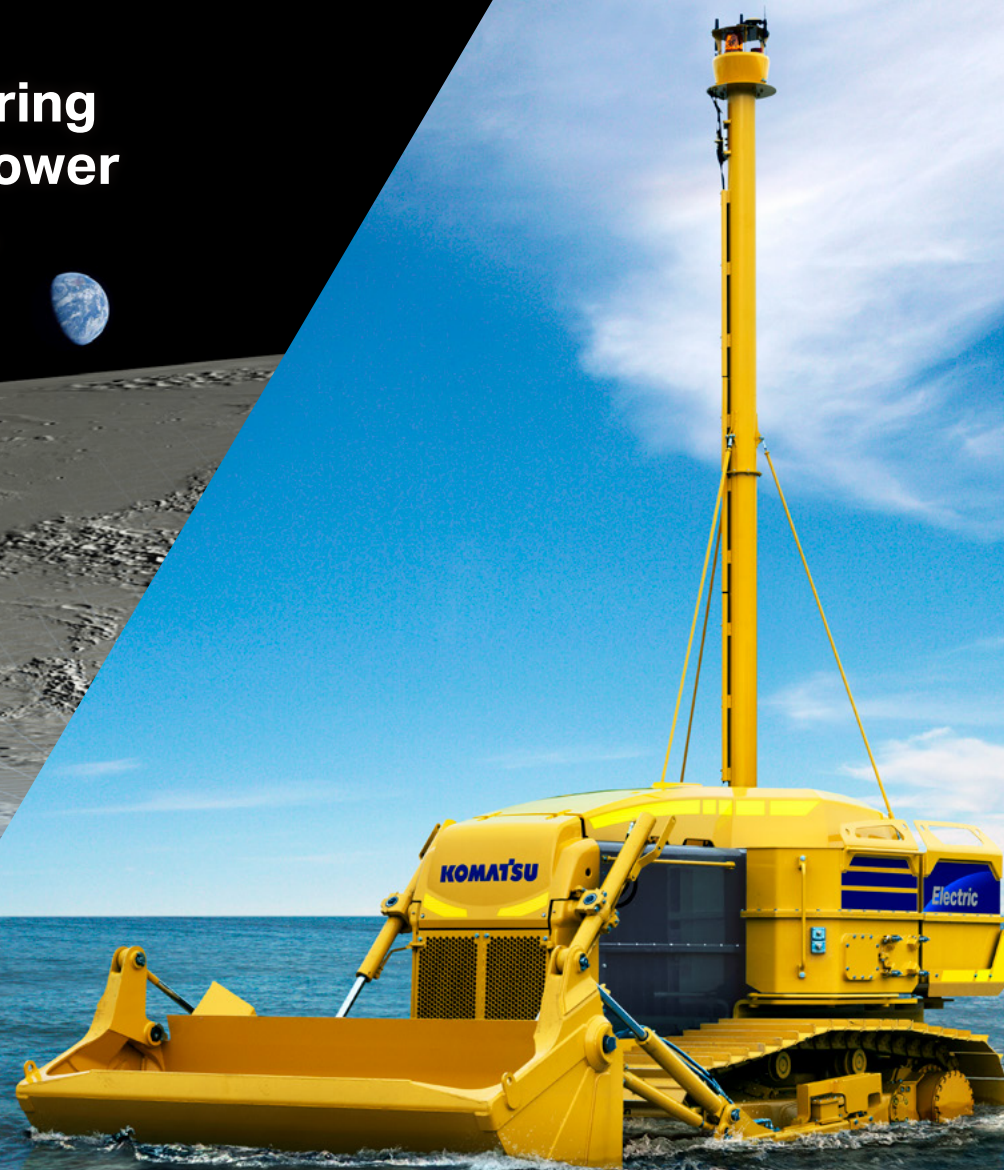


Our purpose

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

We have a 100-year history of taking on new challenges. commitment to *quality* and *reliability* and *manufacturing and technology innovation* are the core values of Komatsu which we have refined since our founding. By refining this core value constantly over the next 100 years, we continue to create new value, which is the mission of Komatsu Group.



# Creating value together



The Komatsu's vision of the future of workplaces

## Develop safe, highly productive, smart, and clean workplaces of the future with customers

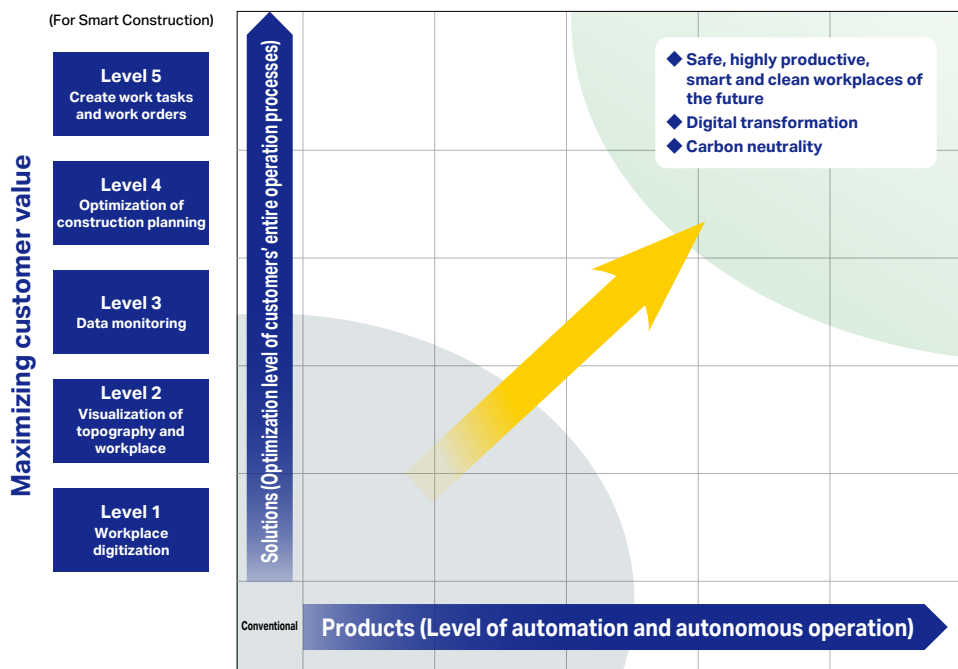
Our goal is to digitize workplaces around the world.

Connecting terrain, people, equipment, and materials on an open platform, we work together with customers to create new value, solving problems and optimizing operations at customer sites.

## Roadmap to workplaces of the future

# Steady progress toward "safe, highly productive, smart, and clean workplaces of the future"

Offering solutions that optimize customers' operation processes through digitalization, together with safe, eco-friendly, and highly efficient products that are compatible with our solutions. Our business continues to evolve toward its next stage in which it resolves issues of our customers' workplaces with a sophisticated combination of solutions and products. We are steadily progressing on the roadmap to workplace of the future together with our customers through the development of electrified and automated equipment and the expansion of DX Smart Construction solutions.



**Products (Improvement of equipment efficiency and reduction of CO<sub>2</sub> emissions)**



**Innovate manufacturing technology and develop new value chain**

**Solutions (optimization of customers' entire operation processes)**



Launched Smart Construction VR



Acquired iVolve, a provider of fleet management systems for small- to medium-tier miners, contractors and quarries.

[Web](#)



Number of Autonomous Haulage Systems (AHS) for mining surpassed 700

[Web](#)

**Products (automation and autonomous operation)**



Collaborated with Japan Freight Railway Company to develop forklifts with guidance and semi-automatic functions (market introduction scheduled for FY2024)



Wheel loader (WA900-8) with multiple automatic functions to assist operation



Launched sales of remote control systems for use in construction equipment

**Products (improvement of equipment efficiency and reduction of CO<sub>2</sub> emissions)**



Launched sales of electrified construction equipment in Japan and Europe (certain sales in Japan are rental sales)



Developed a portable hydrogen-mixed combustion generator to power electric mini excavators (concept machine)



Began collaborating with General Motors Company to develop hydrogen fuel cell-powered mining trucks

[Web](#)

# Corporate identity

As our business and strategies diversify further, we will strive to deliver our corporate identity through our global operation.



## Our purpose Our mission and vision

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

## Our values The values we cherish

**Ambition Perseverance Collaboration Authenticity**

## Strategy and action Guidelines shaping shared understanding behind business activities

### Strategy

### Action



#### Management principle

We will maximize the total sum of trust given to us by society and our stakeholders through a commitment to quality and reliability. Management principle shows our basic stance regarding business administration.



#### Management strategy

Our current mid-term management plan, DANTOTSU Value— *Together, to "The Next" for sustainable growth* (FY2022–FY2024), aims to generate a positive cycle for resolving ESG issues and improving earnings through new value creation for our customers.



#### Corporate social responsibility

We believe that our very business is a Corporate Social Responsibility. The work that we do directly supports the growth and improvement of our communities and society in general.



#### Founding principles

"Global Expansion," "Quality First," "Technological Innovation," and "Employee Development." These are the founding principles laid out by our founder, Meitaro Takeuchi (1860–1928), and they continue to be upheld by our organization to this day.



#### The Komatsu Way

The Komatsu Way was developed to convey our shared values and practices across different cultures, customs, and generations.



#### Komatsu's worldwide code of business conduct

Compliance with the rules of the business community is considered a top priority at Komatsu. The rules are not limited to laws and regulations but also include rules that are generally recognized and respected in society.

## Sustainability policy Business continuity guidelines for business activities

Since Komatsu's founding, we have always pursued "Quality and Reliability", and have made efforts to build strong relationships of trust with our stakeholders based on our "Management Principle" of maximizing the total sum of trust from all stakeholders, including society.

Our pursuit of coexistence has been handed down through generations, and our basic stance is to contribute to society through business activities.

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

We will continue to address issues that are important to both a sustainable society and our business, grow as a corporate group that can flexibly respond to changes in society and the external environment, further enhance our corporate governance, and contribute to society with our stakeholders.

### What we do to empower a sustainable future where people, businesses, and our planet thrive together

#### With people

- We provide an environment where diverse and global employees can work safely and healthily as one team, with respect for each individual, and with satisfaction and pride.
- We nurture employees who can take on challenges in various jobsites and regions, create new value together with customers, and contribute to the realization of a sustainable society.
- As Komatsu Group, we shall respect human rights related to all of our business activities.

#### With business

- We contribute to society through our business activities by providing our customers with safe and highly productive products, services, and solutions that realize sustainable infrastructure development, resource development, and a recycling-oriented society.
- We build relationships with our business partners and local communities that enable mutual trust, fairness, co-existence, and co-prosperity.
- We comply with the rules of society, including laws and regulations, and strive to respond sincerely to the requests and expectations of all stakeholders, including society.

#### With the planet

- Through all of our business activities, we strive to reduce our environmental impact and preserve the global environment through the use of advanced technologies.
- We strive to increase both global environmental conservation and business growth through manufacturing and technological innovation.
- We pursue collaboration and value creation with our stakeholders toward a sustainable planet and future.

Komatsu Ltd.  
President and Chief Executive Officer

# About Komatsu Report

The purpose of the Komatsu Report (integrated report) is to communicate to stakeholders about the progress of our sustainability-oriented management and growth strategies.

Medium- to long-term perspective



Results



## Cautionary notice regarding forward-looking statements

This report contains predictions, plans, forecasts and other forward-looking statements that have been judged by management to be rational based on the information available at the time of publication. Actual results may differ significantly from the predictions, plans, and forecasts stated herein due to changes in various factors. These factors include changes in economic conditions and product demand in major markets, foreign exchange rate fluctuations and changes in domestic and international regulations, accounting standards and practices.

## Reporting period

April 1, 2023–March 31, 2024

- This report also includes information on activities after the reporting period in order to provide readers with the latest information.
- “FY2023” refers to the period from April 1, 2023 to March 31, 2024, unless otherwise noted.

## Reference guidelines

This report was prepared with reference to the International Integrated Reporting Framework issued by the IFRS Foundation, and Guidance for Collaborative Value Creation issued by the Ministry of Economy, Trade and Industry.

### About the PDF

Main menu.....Jump to the beginning of each section.

**Web** .....Jump to relevant part of the website.

**P...** .....Jump to relevant page of the report.

## About the cover (P.1)



### ■ Lunar machine project

We launched the lunar machine project when Komatsu was selected by the Ministry of Land, Infrastructure, Transport and Tourism (MLIT) in July 2021 for our application to the Space Construction Innovation Project. The Space Construction Innovation Project is a part of the Strategic Program for Accelerating Research, Development and Utilization of Space Technology (Stardust Program) sponsored by the Japanese government. Currently, Komatsu engages in the research and development for lunar construction equipment using digital twin technology as a part of the project.

### ■ Underwater construction of the future

Komatsu began mass production of radio-controlled amphibious bulldozers in 1971. We strive for underwater construction of the future as a measure to prevent and recover from increasingly severe and frequent natural disasters and massive earthquakes stemming from climate change. Working with Asunaro Aoki Construction Co., Ltd., we plan to introduce our approach to use underwater construction robots, big data, and AI analysis to engage in these efforts at the Osaka-Kansai Expo in 2025.

WE SUPPORT



Komatsu is a participant in the United Nations Global Compact (UNGC). Visit the following website for more information on how our initiatives relate to the Ten Principles of the UNGC.

**Web** Comparison with global principles (ESG Databook)



Komatsu has joined the World Business Council for Sustainable Development (WBCSD).

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