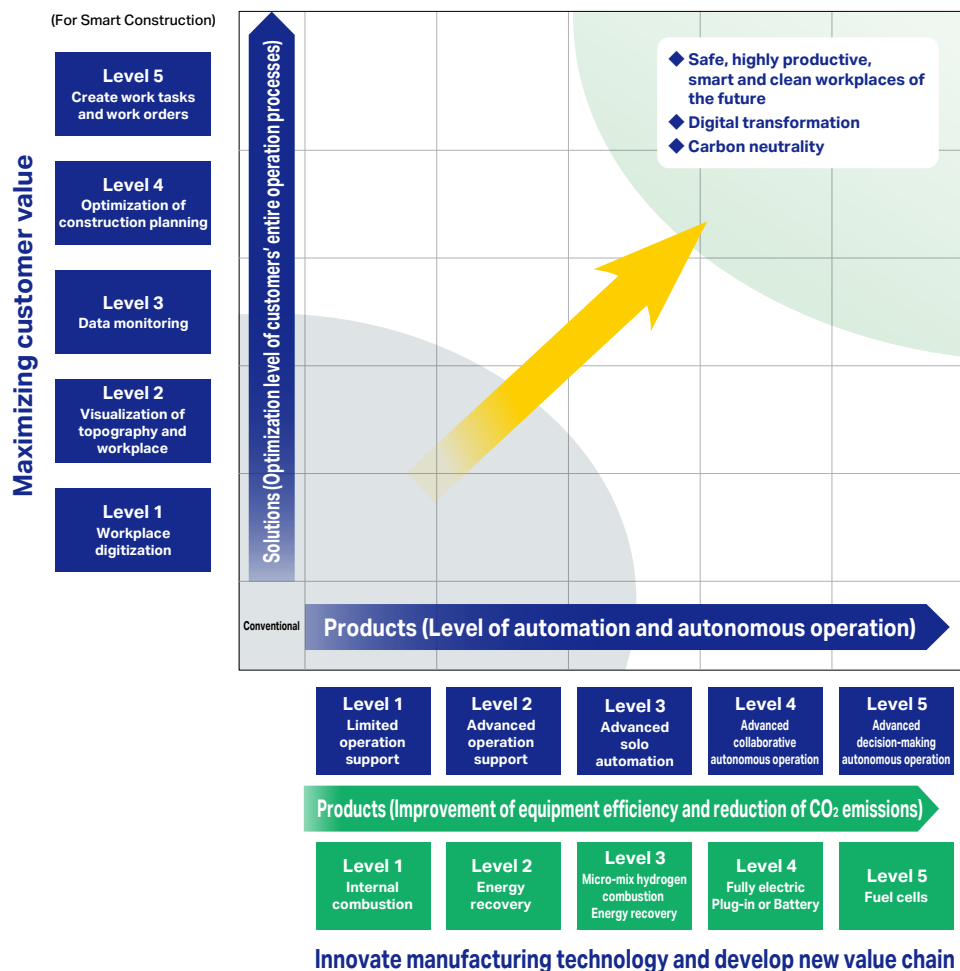


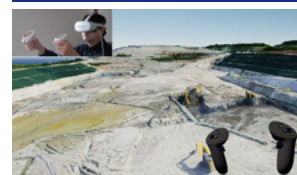
Roadmap to workplaces of the future

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.



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 CO₂ emissions)



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



Developed a transportable 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](#)