




KPIs of the mid-term management plan

Based on our sustainability policy, Komatsu seeks to contribute to society through our business. We defined KPIs (Key performance indicators) under the current mid-term management plan to guide our efforts for solving ESG issues aligned with Komatsu's three pillars of growth strategies. We also disclose our progress toward accomplishing these KPI targets on this report.

	SDGs	No.	KPIs	FY2022 results	FY2023 results	FY2024 targets				
With people		Employees	1	Frequency rate of lost work time accidents (per 1 million hours)	0.80	0.62	Continue to decrease from the three-year average frequency rate of 0.65 during the previous mid-term management plan period (performance disclosed)			
			2	Global engagement survey score	Implemented action plan based on FY2021 survey results	Conducted second global engagement survey 1) 69 (Japan score) 2) 80 (global score)	1) Japan score: 75 or more 2) Global score: 85 or more * Scores represents the rate of positive responses. * These surveys are conducted once every two years. (next : FY25)			
			3	Indicators related to female employees ① Ratio of full-time female employees (consolidated) ② Ratio of female managers (consolidated)	1) 14.1% (as of March 31, 2024) 2) 10.3% (as of March 31, 2024)	1) 14.5% (as of March 31, 2024) 2) 11.1% (as of March 31, 2024)	1) 17.0% or more (as of March 30, 2025) 2) 13.0% or more (as of March 30, 2025)			
			4	Ratio of employees with disabilities	2.42%	2.48%	2.5% or more (single year, Japan)			
			5	Succession plans	Defined global key position (GKP) and formulated succession plans	Support development and provide opportunities for global key position (GKP)	Increased succession planning for senior management positions at Komatsu group companies outside of Japan			
			6	Development of human resources with digital transformation and AI skills	Number of training recipients 1) Digital transformation: 5,341 for entry-level*, 44 for practical 2) AI: 30 for entry-level, 10 for practical * We administer the entry-level digital transformation course to a wider range of employees via video lectures	Number of training recipients (two-year aggregate) 1) Digital transformation: 5,643 for entry-level*, 84 for practical 2) AI: 60 for entry-level, 20 for practical * We administer the entry-level digital transformation course administered to a wider range of employees via video lectures	Numbers of training recipients (three-year aggregate) 1) Digital transformation: 900 for entry-level, 180 for practical 2) AI: 90 for entry-level, 30 for practical			
			7	Cultivation of Smart Construction consultants	867	953	1,000 (aggregate)			
With business		Customers	8	Human rights due diligence activities	1) Internal: Online surveys targeting all Group companies 2) Procurement supply chain: Online surveys targeting major suppliers 3) Sales: On-site impact assessments in South Africa	1) Internal: Basic training on business and human rights 2) Procurement supply chain: i. Training for the Procurement Division ii. Interviews with major suppliers 3) Sales: Discussions with the marketing department	Conducted due diligence activities for the following three areas 1) Internal 2) Procurement supply chain 3) Sales			
			9	Development of safety devices and expansion of our range of marketed models equipped with safety devices (KomVision, etc.)	Completed of introduction in three small-sized wheel loader models	Drowsiness detection system: Installed in HD785-7 retrofit in Europe and Southeast Asia (Philippines) Already deployed on current rigid dump trucks, except for some models	Expand range of marketed models equipped with safety devices			
			10	Overseas sales of ICT-intensive models	2,448	2,038	2,700 units (single year)			
			11	Number of workplaces using Smart Construction (global total)	8,955	11,740	13,000 workplaces (single year)			
			12	Enhancement and optimization of processes of construction workplaces	20%	22%	Ratio of workplaces using Smart Construction that implement solutions Level 3 or higher: 15% (single year)			
			13	Aggregate number of AHS units deployed	643	727	790 units (aggregate, upward revision from prior target of 740 units)			
			14	Optimization of operations at mine sites	Completed phase one development and commenced trials at customer workplaces	Conducted trials at multiple customer workplaces	Introduce and promote open technology platforms			
			15	Augmentation of hard rock mining product lineup	<ul style="list-style-type: none"> Load haul dump machines: Completed of development of one model Mechanical cutters: Advanced trials at customer workplaces and launched for specific customers Mining tunnel boring machine: Production of trial unit assembly 	<ul style="list-style-type: none"> Mechanical cutters: Continued operation at customer workplaces with trial units and completed the first commercial unit assembly Mining tunnel boring machine: Completion of trial unit assembly 	Expand product lineup and execute trials, including those for new methods (mechanical cutting)			
			16	Expansion of hard rock mining business	Net sales: US\$100 million	Net sales: US\$ 80 million	Net sales: US\$300 million (threefold increase from FY2021)			
			17	Development of automated construction and mining equipment	<ul style="list-style-type: none"> Hydraulic excavators: Tests conducted on equipment jointly developed with customers Mining bulldozers: Completed remote control trials at customer workplaces and conducted automated operation trials 	<ul style="list-style-type: none"> Hydraulic excavator: Tests conducted on equipment jointly developed with automatic excavation function for specific locations Mining bulldozers: Advanced research on linking bulldozers with a remote control system with Autonomous Haulage System (AHS) for mines underway 	Expand the number of marketed models (including new developments)			
			18	Expansion of aftermarket business (pursuit of business growth and response to volatility)	Sales growth rate: 13.5% (compared with FY2021, foreign exchange rates fixed)	Sales growth rate 20% (compared with FY2021, foreign exchange rates fixed)	Sales growth rate: 15% (compared with FY2021, foreign exchange rates fixed)			
			19	Multi-sourcing ratio (implementation of business continuity measures across the supply chain)	85%	91%	92% (82% in FY2021)			
			Ethics and governance		Communities	20	Enhanced governance and enforced compliance	<ul style="list-style-type: none"> Enhanced disclosures based on Japan's Corporate Governance Code (business portfolio, skill matrix) Conducted global e-learning program on Komatsu's Worldwide Code of Business (in 12 languages) 	<ul style="list-style-type: none"> Appointed a third party to the evaluation analysis process of the effectiveness of the Board of Directors Conducted global e-learning program on Komatsu's Worldwide Code of Business (in 12 languages) 	Disclose initiative results
						21	Ongoing social contribution activities	<ul style="list-style-type: none"> Continued demining project Provided ¥30 million in relief support following the earthquakes in Turkey and Syria Continued forest restoration projects at former mine sites in North America Continued providing support for regional human resource development programs with Cummins Inc. (Chile, Peru, South Africa and Australia) 	<ul style="list-style-type: none"> Continued demining project Provided relief support following the Noto Peninsula earthquake <ol style="list-style-type: none"> Donated ¥600 million Lent equipment in affected areas free-of-charge Provided disaster supplies (emergency food, etc.) Continued forest reforestation projects at former mine sites in North America Continued providing support for regional human resource development programs with Cummins, Inc. (Chile, Peru, South Africa, Australia) 	Disclose activity results

	SDGs	No.	KPIs	FY2022 results	FY2023 results	FY2024 targets	
With the planet		Environment	22	CO ₂ emissions from production (compared with FY2010 levels)	Reduced by 43%	Reduced by 51%	Reduce by 45% (compared with FY2010 levels)
			23	Water consumption (compared with FY2010 level)	Reduced by 69%	Reduced by 67%	Reduce by 70% (compared with FY2010 levels)
			24	Rate of renewable energy use	17%	25%	20%
			25	CO ₂ emissions from product use (compared with FY2010 levels)	Reduced by 21%	Reduced by 22%	Reduce by 24% (compared with FY2010 levels)
			26	Electrification of construction and mining equipment	<ul style="list-style-type: none"> Launched one model Completed development of two models 	<ul style="list-style-type: none"> Launched three models 	Expand models in the development phase and on the market
			27	Growth of forestry machinery business (process mechanization)	1) Sales growth rate: 22.1% (compared with FY2021, foreign exchange rates fixed) 2) Number of tree planting machines introduced: 5 units	1) Sales growth rate: 28% (compared with FY2021, foreign exchange rates fixed) 2) Number of tree planting machines introduced: 9 units	1) Sales growth rate: 50% (compared with FY2021; fixed foreign exchange rates) 2) Number of tree planting machines introduced: 30 (single year)
			28	Promotion of forest management solutions (development of a business model combining forestry and decarbonization)	Completed proof-of-concept tests for remote sensing solutions and selected partners	Forest area 23,705 ha	Forest area: 60,000 ha (forest management solutions applied)
			29	Expansion of Reman business	Sales growth rate: 16.5% (compared with FY2021; fixed foreign exchange rates fixed)	Sales growth rate: 35% (compared with FY2021; fixed foreign exchange rates fixed)	Sales growth rate: 25% (compared with FY2021; fixed foreign exchange rates fixed)

■ KPIs pick up

Of the 29 mid-term management plan KPIs related to growth strategies, we selected certain KPIs that have indicators with global numerical targets, presenting the status of our efforts in easy-to-understand graphs.

