

Foreword

Concept of Next Generation Product

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Fiscal 2007 marks the start of Komatsu's new mid-term management plan "Global Teamwork for 15." The title of the plan embodies Komatsu's strong determination to accomplish high targets by providing products that satisfy its customers throughout the world while achieving sustainable growth through global teamwork. As our new products that are tailored to the Tier-3 generation make a successful market debut, the technical sector of Komatsu must further upgrade its technical level and advance product development for the forthcoming Tier-4 generation.

Tier-3 generation product development by Komatsu over the last several years has anchored the concept of "Dantotsu products" and has enhanced the maturity of its products. During this period, the policy, approaches and process of research and development as a basis to continually produce Dantotsu products in the future, have been firmly established.

- 1) The basis of the development strategy is "Selection and concentration." Overall efficiency is focused on by defining the priority order and by narrowing down development models, components and technologies to be implemented.
- 2) Principal components are self developed and produced. (Engines, hydraulic equipment, power lines and electronic equipment) Using these components as strengths, the divisions and departments cooperate and build Dantotsu performance by integrating their technologies.
- 3) Quality and cost are built hand-in-hand by production and development being located at the same sites.
- 4) "Safety, environment, IT and economy" are the key words.
- 5) Thorough MIERU-KA (implementation of Visual Control) as the basis of the development process (fact-finding), HO-REN-SO (reporting, communication and consulting among related divisions and departments), EARLY(early discovery of problems and issues), QUICK(prompt decision and prompt execution) and FAST(fast action).

These key words have already become the basic guiding principles for action at Komatsu. Nevertheless, the forthcoming Tier-4 generation poses very high technical hurdles and difficulties in developing more models simultaneously in a short time. Achieving a breakthrough in this situation will require refocusing on the guiding principles, based on recent experience. At the same time, we need to better grasp cutting-edge technology trends to evolve and further upgrade our level.

"Low fuel consumption" is becoming increasingly important in future product development from the standpoint of cost reduction for customers and reduction of CO2 emissions. To accomplish this, we will strive to ensure that all machines built by Komatsu are fuel-efficient and environmentally friendly machines that can be used safely and securely, displaying low fuel consumption as the top Dantotsu item by all machines of Komatsu aligning their vectors.

Many tasks to be tackled are awaiting the development sector of Komatsu. Our policy is clear. All of us will take part in developing high target products for the forthcoming Tier-4 generation by fully utilizing our traditional teamwork.