

Brand communication

■ From brand strategy vision to execution

Overseas markets account for approximately 90% of Komatsu's sales, and approximately 70% of our employees work outside of Japan. Against this backdrop, we work to deliver a consistent global brand experience.

A brand is a key driver of corporate growth and a foundation for strong engagement with stakeholders. We advanced initiatives to raise brand awareness, deepen understanding, and build loyalty, focusing on how well external audiences understand our brand, whether employees feel proud to work at Komatsu, and how we contribute to relationships with our business partners and stakeholders.

Our activities ranged from leveraging digital channels and building strategic partnerships to actively using sponsored advertising and developing customer experiences. Internally, we implemented initiatives to help employees feel more connected to and proud of the Komatsu brand. We also created numerous new opportunities to engage with external stakeholders, including inviting employees to Formula One races and related events, as described later in this report. At the same time, we created new and unprecedented content to attract new demographics. Our global team of diverse skills and expertise continues to drive these efforts forward.

■ Enhancing brand awareness and deepening understanding of Komatsu

Komatsu launched our first global brand campaign in fiscal 2024. We aimed for this campaign and other high-profile partnerships to raise awareness of Komatsu as a solutions provider addressing social needs, as well as to transform traditional perceptions of both our company and the broader industry.

The campaign used anime-inspired storytelling and global web distribution to highlight our more than 10 years of anti-personnel landmine removal activities in Cambodia. As a result, we not only strengthened our global brand recognition but also created new engagement opportunities with younger audiences and other emerging stakeholder groups. The campaign received high recognition and was selected as a finalist in The One Show, one of the world's most prestigious advertising awards.

In January 2025, we participated in the Consumer Electronics Show (CES) in Las Vegas for the first time, an event that drew more than 140,000 attendees from around the world. We showcased our latest technological research and development achievements and were selected as one of the Top 20 exhibitors out of more than 4,300 companies, receiving the CES Best Booth Award. The event also generated significant media coverage, helping accelerate our global brand awareness well beyond the industries we serve.

■ Strengthening brand awareness through partnership with Atlassian Williams Racing ("Williams")

Komatsu relaunched our historic partnership with Atlassian Williams Racing in 2024. This collaboration supports our efforts to expand brand awareness, attract the next generation of diverse talent, and strengthen relationships with stakeholders around the world.

We share the same values of focusing on human resource development and technological innovation, and have developed our programs accordingly. One of our key initiatives is the Komatsu Williams Engineering Academy. This program supports 10 students selected globally each year, aiming to foster career development in STEM* fields.

Another initiative we implemented was the Day in the life program, in which 16 selected Komatsu employees participate each year as honorary members of the Williams pit crew during their local Grand Prix. The program also brought Williams drivers and team representatives to Komatsu sites around the world, where they engaged with over 10,000 employees and strengthened employee engagement significantly.

Our partnership with Williams received the top prize at the European Sponsorship Association Awards in March 2025 by unanimous decision of the judges. The award recognized not only our deep engagement with all stakeholders but also our strategic approach to measuring the outcomes of the partnership.

Web European Sponsorship Association Awards

*STEM: Science, Technology, Engineering, and Mathematics

