

KPIs for solving social issues

We aim to create a positive cycle of solving social issues and improving profitability through our business activities under our Sustainability Policy. For key issues (materiality), we have set KPIs for solving social issues based on the three pillars of our growth strategy under the Strategic Growth Plan, and are steadily measuring the progress and outcomes of these initiatives. We have also selected and organized 10 highly relevant goals from among the Sustainable Development Goals (SDGs).

P.19 Materiality

Category	SDGs	Materiality	No.	Key activity	KPIs	FY2025 results	FY2027 targets
With people		● Employees ● Human rights	1	Create safe and secure work environments; support employee health	Occupational accident frequency rate (per one million hours)	0.91	Continue to decrease from the three-year average frequency rate of 0.81 during the previous mid-term management plan period (performance disclosed) *Revised the target disclosed in the previous fiscal year
			2	Create workplaces where all individuals can shine as their authentic selves, wherever they are	Engagement surveys 1) Improvement of eNPS* ¹ 2) Global score for sustainable engagement* ² *1 Indicator measuring employee sense of attachment to the company. *2 Scores represent the rate of positive responses.	1) Global score 9* ¹ , +5 compared with previous survey* ² 2) Global score 81* ¹ , +1 compared with previous survey* ² *1 FY2025 survey results. *2 Conducted in FY2023.	1) Continuous improvement (score higher than previous survey) 2) 85
			3		1) Ratio of full-time female employees (global) 2) Ratio of women in managerial positions (global)	1) 15.2% 2) 11.7%	1) 17.0% 2) 14.0%
			4		Ratio of employees with disabilities	2.63% (single year, Japan)	2.7% (single year, Japan)
			5	Create environments and develop human resources to foster innovation	Enrich succession planning (efforts to build diversity-conscious talent pools in each region)	Reassessment and job evaluation of Global Key Positions (GKP)* is underway. * Approximately 700 key positions globally are designated as GKP, and succession plans are being formulated.	Improved readiness rate and secured diverse pool of talent
			6		1) Global score for Innovation in the engagement survey 2) Training and growth support for digital talent and leadership driving strategic digital implementation initiatives	1) Global score 68, +1 compared with previous survey; FY2025 survey results. 2) Global headquarters and group companies in Japan: 537 participants per year	1) Continuous improvement (score higher than previous survey) 2) Global headquarters and group companies in Japan: 220 participants per year
			7		Certified personnel ratio under the solutions sales and mechanic certification program (proficiency assessments by region)	48%	70%
			8	Respect human rights across all business activities	Conducted human rights due diligence in the following three areas: i) Upstream, ii) Komatsu Group, and iii) Downstream	Continued initiatives to respect human rights. In particular, risk assessments and gap analyses were conducted in preparation for the EU Corporate Sustainability Due Diligence Directive (CSDDD). i) As part of risk assessment, dialogue sessions were held on human rights and environmental issues with major domestic suppliers. ii) Basic education on business and human rights and education for procurement personnel were conducted. iii) Dialogue sessions with the marketing representatives were held.	Disclose results
With business		● Customers ● Ethics and governance ● Communities	9	Enhance product safety	Plan, develop, and market safety equipment	Models equipped with safety equipment have been introduced to the market 1) Rollover prevention system: HM460-6 2) KomVision machine surroundings camera system: WA470/475/480/485-11, D175AX-10, HM460-6, PC128US/USi-12, and PC138US/USi-12 3) Rollover avoidance alerts and KomVision Object avoidance: PC128US/USi-12 and PC138US/USi-12	Disclose results
				Expand Industrial Komtrax* contents * Equipment operation management system	Number of large press predictive maintenance contracts	57 lines (aggregate)	75 lines (aggregate)
			10	Improve workplace productivity through Smart Construction	Rate of ICT machine* adoption. * Hydraulic excavators and bulldozers equipped with 3D machine control and 3D machine guidance functions	29%	47%
			11	Provide solutions for sustainable resource development (mining)	Smart Construction support center customer satisfaction	95%	90%
			12		Cumulative Autonomous Haulage System (AHS) installations in mines	1,016 units (aggregate)	1,200 units (aggregate)
			13		Cumulative number of mines in commercial operation on the new platform (Open Technology Platform)	Orders received from 8 sites	40 sites (aggregate)
			14		Provide solutions for sustainable resource development (mining) Completed trials of mining TBM*, a new tunnel boring method *Tunnel Boring Machines	Continued outdoor quality confirmation for trial machine	Completed trials at customer sites
			15		Hard rock mining business sales	US\$198 million (single year)	US\$400 million (single year)

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With business		- Customers - Ethics and governance - Communities	16	Provide solutions for better workplace safety and productivity (automation, autonomous operation, remote operation)	Accelerate automation and remote operation of construction and mining equipment	- Verified HM400 automation technology - Completed development of PC200i-12 remote system specifications - Completed development of the excavator soil spreading function at embankment sites - Developing bulldozer soil leveling function - Developing Autonomous Light Vehicle for AHS	Disclose results
			17	Build value chains adaptable to changes in the environment and demand	Aftermarket business sales growth rate	-1.6% (compared with FY2024, foreign exchange rates fixed)	+15% (compared with FY2024, foreign exchange rates fixed)
			18		Multi-site parts sourcing ratio for 20-ton class hydraulic excavators (produced by major overseas subsidiaries)	93%	95%
			19	Enhance governance and ensure thorough compliance	Initiatives to improve management efficiency, ensure sound management, and enhance transparency	Expanded governance-related disclosures on websites and other channels	Disclose results
			19		Full revision of the Komatsu's Worldwide Code of Business Conduct (13th edition) - Global deployment in 18 languages - Improved global e-learning participation rate	Revision policy for the 13th edition was determined, and the current edition was reviewed	
			20	Continue social contribution activities	Continue social contribution activities, including contribution to communities, landmine removal, and disaster recovery support	- Continued landmine removal projects in Cambodia and Laos, and newly introduced a project in Senegal - Began scholarship support for CFPT vocational training school in Senegal - Provided 10 million yen in support for the 2025 Myanmar earthquake - Renewed CSR collaboration agreement with Cummins Inc.	Disclose results
With the planet		Environment	21	Implement efforts to become carbon neutrality	Reduce CO ₂ from production	Reduced by 48% (compared with FY2010 levels, total volume)	Reduce by 39% (compared with FY2010 levels, total volume)
			22		Reduce CO ₂ from product use	Reduced by 23% (compared with FY2010 levels, intensity basis)	Reduce by 32% (compared with FY2010 levels, intensity basis)
			23		Rate of renewable energy use	36%	40%
			24		Number of product models introduced to the market aimed at carbon neutrality	Commercialized: 2 models, PC26E-6 and PC33MRE-6	Disclose results
			25	Reduce environmental impact through business activities (industrial machinery business)	Unit sales of power generation units with thermoelectric elements	6 units (single year)	150 units (single year)
					Number of machine tools sold contributing to electric vehicle production 1) FSW units 2) large processing machine for aluminum giga die-cast parts	1) 6 units (single year) 2) 0 units (single year)	1) 7 units (single year) 2) 15 units (single year)
					Extended lifetime of light source modules (chambers) for semiconductor lithography 1) ArF immersion light sources, 2) KrF light sources	1) Development ongoing 2) Development ongoing	1) +20% (to be introduced to market in Q1 FY2027) 2) +30% (to be introduced to market in Q2 FY2026)
				Drive circular economies	Reman and rebuild* business sales growth rate * Component repairs and overhauls performed by authorized Komatsu distributors using genuine parts, based on customer needs.	+0.5% (compared with FY2024, foreign exchange rates fixed)	+5.2% (compared with FY2024, foreign exchange rates fixed)
			26	Provide solutions that support sustainable, circular forestry businesses	1) Forestry machinery business sales growth rate 2) Annual increase in trees planted using tree-planting machinery sold during the fiscal year (based on additional planting capacity)	1) -9.6% (compared with FY2024, foreign exchange rates fixed) 2) +0.5 million (compared with FY2024)	1) +27.1% (compared with FY2024, foreign exchange rates fixed) 2) +60 million (compared with FY2024)
			27		Smart Forestry solution contract rate	62.3%	62%
			28	Nature-positive activities	Nature-positive activity planning and framework development	Organized the desired state and current status for nature-positive activities and developed an activity plan. Examples of nature-related initiatives were disclosed in Komatsu Report 2025.	Disclose results
					Water consumption	29% (compared with FY2010 levels)	30% or less (compared with FY2010 levels)
			29	Contribute to solving global food challenges	Number of agricultural construction machines* in operation *Agricultural bulldozers used in farming.	23 units (single year)	100 units (single year)
General		General	30	Obtain top-tier external sustainability ratings within the industry	1) CDP 2) Dow Jones Best-in-Class Indices	1) Selected for the A-List for both climate change and water security 2) Selected for World and Asia Pacific	1) Selected for the A-List for both climate change and water security 2) Selected for World and Asia Pacific