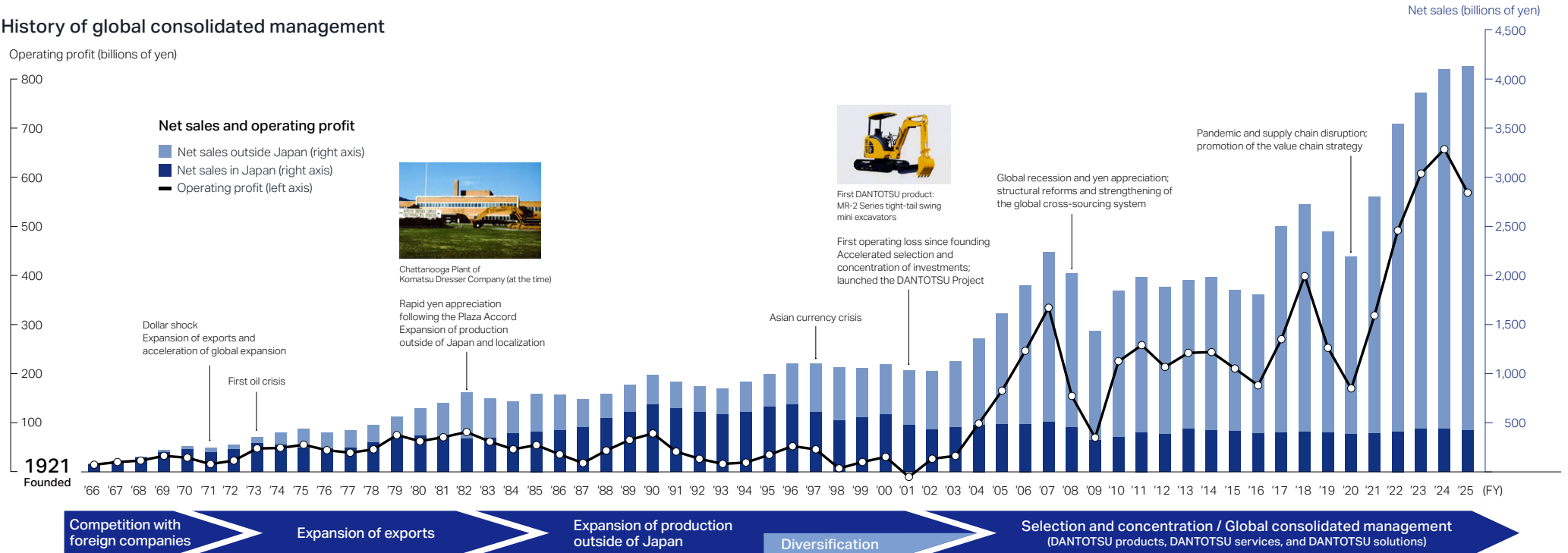


History of value creation

Since our founding in 1921, Komatsu has been a pioneer in M&A to accelerate growth while expanding our business domain.

History of global consolidated management



M&A history

Acquiring technology

Strengthening our value chain

1961

Entered a technology tie-up for diesel engines with Cummins Engine Co., Inc. (U.S.)

1988

Established a joint venture company with Dresser Industries, Inc. (U.S.) to acquire the ultra-large electric dump truck business

1995

Established a joint venture company with Mannesmann DEMAG AG (Germany) to acquire the ultra-large hydraulic excavator business

1996

Acquired an equity interest in Modular Mining Systems, Inc. (U.S.), a developer of fleet management systems for mining equipment

2000

Acquired Hensley Industries, Inc. (U.S.), a manufacturer of parts for construction and mining equipment

2004

Acquired Partek Forest AB (Sweden), a manufacturer and distributor of forestry equipment

2011

Acquired DTSA (Chile), a manufacturer of dump truck bodies

2015

Acquired Lehnhoff Hart Stahl GmbH (Germany), a manufacturer of attachments

2017

Acquired Joy Global Inc. (U.S.), a leading manufacturer of mining equipment

2019

Acquired TimberPro Inc. (U.S.), a manufacturer of forestry equipment

2019

Acquired Immersive Technologies Pty Limited (Australia), an operator training company for mining customers

2021

Established EARTHRAIN Ltd. (a joint venture company) to handle the planning and development of our solutions business

2022

Acquired Mine Site Technologies Pty Ltd. (Australia), a company that handles communications equipment for underground mines

2022

Acquired Bracke Forest AB (Sweden), a manufacturer of tree-planting attachments

2023

Acquired American Battery Solutions, Inc. (U.S.), a manufacturer of batteries

2024

Acquired GHH Group GmbH (Germany), a manufacturer of underground mining equipment

2026

Acquired the parts remanufacturing business from SRC of Lexington, Inc. (U.S.)

History of value creation

1931

Produced the first tractor in Japan

In response to a request from the Ministry of Agriculture and Forestry, Komatsu took on the challenge of developing farm tractors in Japan and completed the first tractor in Japan.



2008

Introduced the world's first hybrid hydraulic excavator to the market

Komatsu launched sales for the world's first hybrid hydraulic excavators. This proprietary system reduced fuel consumption by approximately 25% compared to conventional models.

2013

Introduced the world's first ICT construction equipment to the market

Komatsu introduced ICT bulldozers to the market, offering the world's first automated blade control. In 2014, we introduced ICT hydraulic excavators to the market.



2020

Standardized human-detection collision mitigation systems

Komatsu became the first in the industry to introduce hydraulic excavators equipped as standard with KomVision, our in-house human detection and collision mitigation system. We support safety at construction jobsites through this system.

Introduced battery-powered mini excavators to the market

Komatsu began introducing battery-powered mini excavators for rental on the Japanese market. These advanced models will play a role in the future expansion of human- and eco-friendly equipment.

2024

Introduced new-generation ICT hydraulic excavator PC200i-12 to the market

Komatsu fully remodeled the 20-ton-class hydraulic excavator and introduced it to the market. This standard ICT construction model delivers high-precision semi-automation.

2025

Introduced the world's largest* super-large hydraulic excavator, PC9000

Komatsu developed PC9000, one of the world's largest super-large hydraulic excavators. The model is designed for optimal loading of the 980E, Komatsu's largest dump truck.



* According to Komatsu research, the world's largest hydraulic excavator by machine mass.

Product evolution

Evolution of solutions

1995

Started the reman business

Komatsu is expanding the reman business globally as a resource-recycling business that remanufactures and supplies components collected from customers.



2001

Standardized Komtrax (equipment operation management system)

Komatsu standardized Komtrax, an equipment operation management system that enables users to view construction equipment information remotely, on models for the Japanese market. We subsequently expanded the system to other regions, and it is currently installed on approximately 840,000 units of Komatsu construction equipment (as of June 30, 2026).

2008

Deployed the world's first commercial Autonomous Haulage System (AHS) for mining dump trucks

Komatsu introduced trial systems in Chile in 2005 and successfully launched the world's first commercial AHS in 2008. In 2026, cumulative installations surpassed 1,000 units.



2015

Launched Smart Construction

Smart Construction is a solution that visualizes construction jobsite processes using digital technologies and helps resolve issues regarding safety, productivity, and environmental adaptability.

2021

Launched sales of KOM-MICS (manufacturing operations visualization system)

KOM-MICS is a system that collects and analyzes operating data from machine tools and other equipment to support visualization of factory operating status and the planning of measures for optimization.

2025

Accelerated technology development with partners to advance automation in construction and mining equipment

Komatsu began collaborating with a company possessing advanced AI and simulation technologies to develop Software Defined Vehicles (SDVs) and automated vehicle platforms for next-generation mining equipment. For civil engineering and quarry jobsites, we also launched a collaboration with partners, including group companies, to automate dump truck operations.

