## Resolution of ESG Issues through Growth Strategies

### Komatsu’s CSR Themes and Mid-Term Management Plan KPIs

Komatsu seeks to help resolve ESG issues by promoting the three pillars of growth strategies defined in the new mid-term management plan. We strive to realize a positive cycle of sustainable growth through improvements of earnings and resolutions to ESG issues. Our initiatives include reducing environmental impacts to combat climate change and supplying high-quality, high-performance products, services, and solutions ensuring safety. KPIs have been set to guide these initiatives for solving ESG issues through our core business.

<table>
<thead>
<tr>
<th>CSR Themes</th>
<th>ESG Solutions through Three Pillars of Growth</th>
<th>Key Initiatives under Mid-Term Management Plan</th>
<th>FY2019 KPI Performance</th>
<th>FY2020 KPI Performance</th>
<th>FY2021 KPIs</th>
<th>Strategies Related SDGs</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Develop a diverse workforce with a high level of productivity and technical skills.</td>
<td>• Revise the role of Japan in global management.</td>
<td>- Review of role of Japan in global management.</td>
<td>7% increase</td>
<td>20% increase</td>
<td>20% increase</td>
<td>- Global Human Resource System Revisions in FY2020</td>
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<tr>
<td>• Strengthen and develop diverse talent with a global perspective to help achieve sustainable workplaces.</td>
<td>- Development of a diverse workforce with a high level of productivity and technical skills.</td>
<td>- Development of a diverse workforce with a high level of productivity and technical skills.</td>
<td>6% increase</td>
<td>8% increase</td>
<td>10% increase</td>
<td>- Global Human Resource System Revisions in FY2020</td>
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<tr>
<td>• Develop talent with cross-value chain capabilities.</td>
<td>- Development of the global workforce with a high level of productivity and technical skills.</td>
<td>- Development of the global workforce with a high level of productivity and technical skills.</td>
<td>6% increase</td>
<td>8% increase</td>
<td>10% increase</td>
<td>- Global Human Resource System Revisions in FY2020</td>
</tr>
</tbody>
</table>

### High-quality, high-performance products, services, and solutions ensuring safety

- **Products and Solutions:**
  - **Construction Equipment:**
    - Development of peripheral safety technologies for construction equipment.
    - Improvement of safety awareness and training for workers.
  - **Mining Equipment:**
    - Development of mining equipment and hard rock mining businesses.
    - Improvement of mining equipment and hard rock mining businesses.
  - **Agricultural Equipment:**
    - Development of agricultural equipment and field safety technologies.
    - Improvement of agricultural equipment and field safety technologies.

- **Quality of Life:**
  - **Communities (business site fairs):**
    - Promotion of industry-government-academia collaboration as well as collaboration with stakeholders.
    - Promotion of industry-government-academia collaboration as well as collaboration with stakeholders.
  - **Promotion of Brand Management and activities creating workplace culture:**
    - Promotion of workplace culture.
    - Promotion of workplace culture.

### Collaboration with Stakeholders

- **Shareholders and Individual Investors:**
  - **Shareholder Meetings:**
    - Shareholder meetings.
    - Shareholder meetings.
  - **Shareholder Factory Tours:**
    - Shareholder factory tours.
    - Shareholder factory tours.
  - **Individual Investor Meetings:**
    - Individual investor meetings.
    - Individual investor meetings.

### Corporate Profile

- **Human Rights Policy:**
  - **Human Rights Policy:**
    - Human Rights Policy.
    - Human Rights Policy.
  - **Corporate Governance:**
    - Corporate Governance.
    - Corporate Governance.

- **Management Issues and Top Management’s Views on:**
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    - Management Issues and Top Management’s Views on.
    - Management Issues and Top Management’s Views on.

- **KPMG IFRS x Reconciliation Model:**
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