

## Corporate Profile

## 11-Year Summary

Millions of yen

	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Net sales	1,843,127	1,981,763	1,884,991	1,953,657	1,978,676	1,854,964	1,802,989	2,501,107	2,725,243	2,444,870	<b>2,189,512</b>
Operating income	222,929	256,343	211,602	240,495	242,062	208,577	174,097	268,503	397,806	250,707	<b>167,328</b>
Operating income ratio (%)	12.1	12.9	11.2	12.3	12.2	11.2	9.7	10.7	14.6	10.3	<b>7.6</b>
Income from continuing operations before income taxes and equity in earnings of affiliated companies	219,809	249,609	204,603	242,056	236,074	204,881	166,469	291,807	377,471	223,114	<b>162,775</b>
Net income attributable to Komatsu Ltd.	150,752	167,041	126,321	159,518	154,009	137,426	113,381	196,410	256,491	153,844	<b>106,237</b>
Capital investment	97,738	122,038	136,962	179,070	192,724	160,051	142,006	145,668	179,210	166,552	<b>163,174</b>
Depreciation and amortization*1	88,442	89,015	88,005	85,837	100,666	111,174	103,219	132,442	129,860	129,525	<b>130,432</b>
Research and development expenses	49,005	54,843	60,788	64,479	70,715	70,736	70,507	73,625	73,447	74,761	<b>73,840</b>
Total assets	2,149,137	2,320,529	2,517,857	2,651,556	2,798,407	2,614,654	2,656,482	3,372,538	3,638,219	3,653,686	<b>3,784,841</b>
Shareholders' equity	923,843	1,009,696	1,193,194	1,376,391	1,528,966	1,517,414	1,576,674	1,664,540	1,815,582	1,771,606	<b>1,912,297</b>
Shareholders' equity ratio (%)	43.0	43.5	47.4	51.9	54.6	58.0	59.4	49.4	49.9	48.5	<b>50.5</b>
Net interest-bearing debt*2	459,110	563,814	585,926	513,918	481,817	349,081	286,512	663,740	779,890	762,705	<b>666,856</b>
Net debt-equity ratio (times)	0.50	0.56	0.49	0.37	0.32	0.23	0.18	0.40	0.43	0.43	<b>0.35</b>
Net cash provided by operating activities	150,402	105,608	214,045	319,424	343,654	319,634	256,126	148,394	202,548	295,181	<b>354,129</b>
Net cash used in investing activities	(88,509)	(124,539)	(131,397)	(167,439)	(181,793)	(148,642)	(133,299)	(377,745)	(187,204)	(190,930)	<b>(163,057)</b>
Net cash provided by (used in) financing activities	(56,365)	18,781	(71,814)	(155,349)	(143,983)	(173,079)	(107,718)	243,949	(3,660)	(3,457)	<b>(199,667)</b>
Cash and cash equivalents, end of year	84,224	83,079	93,620	90,872	105,905	106,259	119,901	144,397	148,479	247,616	<b>241,803</b>
Number of common shares issued (thousands of shares)	998,744	983,130	983,130	983,130	971,967	971,967	971,967	971,967	972,252	972,581	<b>972,887</b>
Net income attributable to Komatsu Ltd. per share (yen)	155.77	173.47	132.64	167.36	162.07	145.80	120.26	208.25	271.81	162.93	<b>112.43</b>
Cash dividends per share (yen)	38.0	42.0	48.0	58.0	58.0	58.0	58.0	84.0	110.0	94.0	<b>55.0</b>
Consolidated payout ratio (%)	24.4	24.2	36.2	34.7	35.8	39.8	48.2	40.3	40.5	57.7	<b>48.9</b>
ROA (%)	10.7	11.2	8.5	9.4	8.7	7.6	6.3	9.7	10.8	6.1	<b>4.4</b>
ROE (%)	17.2	17.3	11.5	12.4	10.6	9.0	7.3	12.1	14.7	8.6	<b>5.8</b>
Exchange rate for the U.S. dollar (yen)*3	85	79	83	100	110	121	109	111	111	109	<b>106</b>
Exchange rate for the euro (yen)*3	113	110	107	133	140	132	119	130	129	121	<b>123</b>
Exchange rate for the Chinese renminbi (yen)*3	12.7	12.4	13.2	16.3	17.7	19.0	16.2	16.8	16.5	15.6	<b>15.6</b>
Number of employees (persons)	41,059	44,206	46,730	47,208	47,417	47,017	47,204	59,632	61,908	62,823	<b>61,564</b>
Overseas employee ratio (%)	55.5	57.5	64.3	61.8	61.0	60.7	62.7	66.7	68.4	68.4	<b>67.5</b>
CO <sub>2</sub> emissions (thousand t)*4	547	583	468	458	412	342	384	459	519	404	<b>382</b>
Waste generated (thousand t)*4	111.1	119.5	112.1	101.4	83.2	62.4	83.5	113.1	117.8	95.6	<b>74.2</b>
Volume of water used (thousand m <sup>3</sup> )*4	7,400	6,784	5,737	5,114	4,270	3,632	3,362	4,029	3,954	3,564	<b>3,231</b>

\*1 Depreciation is the total of depreciation on property, plant and equipment and on intangible assets.

\*2 Net interest-bearing debt = Interest-bearing debt – Cash and equivalents – Time deposits

\*3 Average exchange rates for the fiscal year

\*4 Certain data has been revised and restated

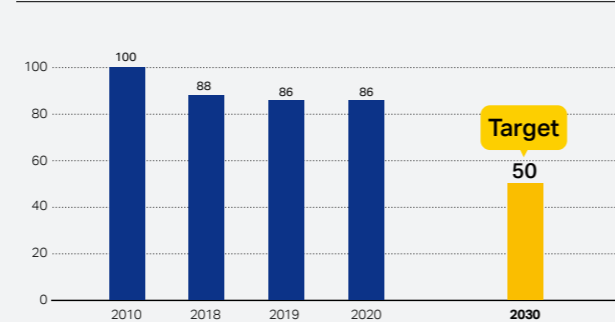
## Non-Financial Highlights

### Reduction of CO<sub>2</sub> Emissions from Product Operation

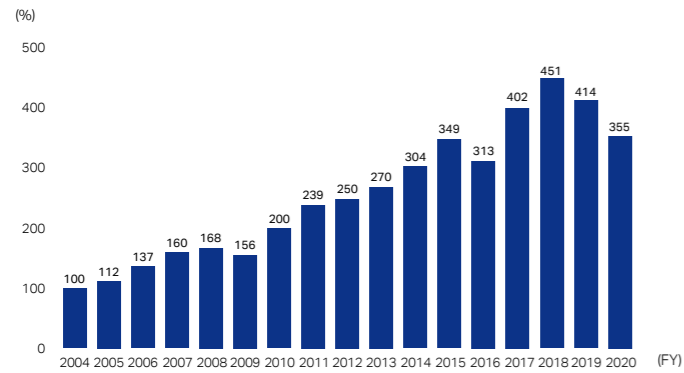
In the mid-term management plan (FY2019–FY2021), Komatsu has set the target of reducing CO<sub>2</sub> emissions from the operation of products (construction, mining, and forest equipment) by 50% by 2030 (compared to 2010).

To evaluate progress toward this goal, we compared the performance of the current year's products to the products of the reference year (2010) and estimated CO<sub>2</sub> reduction rates through the improvement of fuel consumption and work efficiency. The products of 2020 achieved a CO<sub>2</sub> reduction of 14%, compared to the reference year.

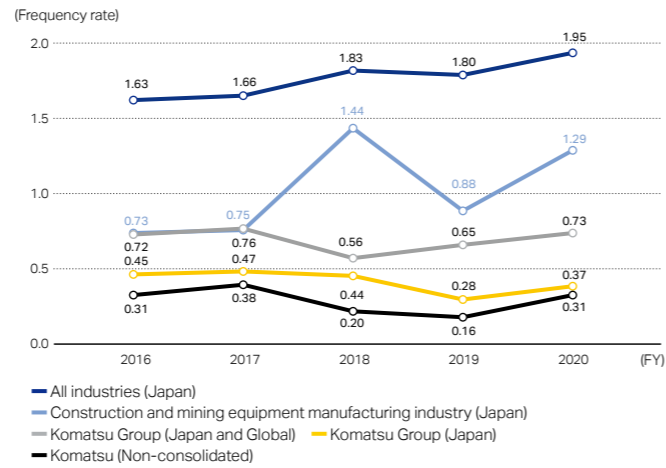
### CO<sub>2</sub> Emissions Index for Product Operation



### Changes in Reman Sales (Base FY2004 = 100)

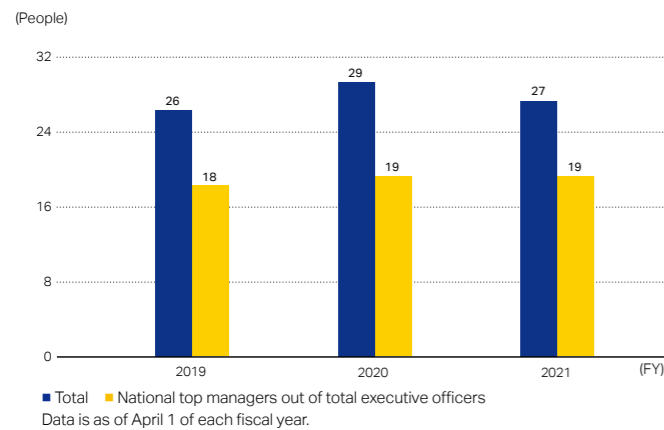


### Incidence Rate of Occupational Accidents (Frequency Rate of Lost Work Time)

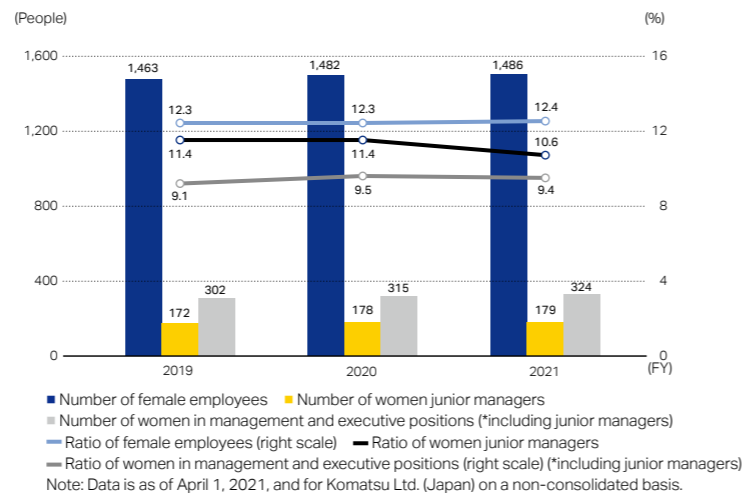


Notes: 1. The data for all industries (Japan) and construction and mining equipment manufacturing industry (Japan) is provided by the Ministry of Health, Labour and Welfare.  
 2. The scope of Komatsu Group (Japan) includes Komatsu Ltd. and Group companies in Japan.  
 3. The scope of Komatsu Group (global) includes "Komatsu Group (Japan)" and overseas production plants.  
 4. Certain data has been revised and restated.

### Number of Global Officers



### Numbers and Ratios of Female Employees and Female Managers



## External Evaluations and Index Inclusion

For more information on the above indexes, please refer to Komatsu's corporate website: <https://komatsu.disclosure.site/en/themes/133>

**CDP Climate A-List**

**CDP Water A-List**

Member of  
**Dow Jones Sustainability Indices**  
Powered by the S&P Global CSA

**Dow Jones Sustainability Indices (DJSI)**

**MSCI Global Sustainability Indexes\*1**

**ISS-Oekom**

**Euronext Vigeo World 120**

**FTSE Blossom Japan Index\*2**

**2021 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX**

**MSCI Japan ESG Select Leaders Index\*1**

**2021 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)**

**MSCI Japan Empowering Women Index\*1**

**S&P/JPX Carbon Efficient Index**

**Digital Transformation Stock Selection**

**SBT**

**Grand Prix of the Corporate Value Improvement Award, Tokyo Stock Exchange**

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 \*2 FTSE Russell confirms that Komatsu has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Index. Created by the global index and data provider FTSE Russell, the FTSE Blossom Japan Index is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.