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Corporate profile

In this section, you will find corporate information along with financial and non-financial information. Komatsu has maintained inclusion in the Dow Jones Sustainability Indices World Index and remained on the CDP A List (Climate Change and Water Risk), both subjects of ESG targets, while receiving investor relations honors and being included in socially responsible investment indexes.

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11-year summary

Millions of yen

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Net sales	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	2,189,512	2,802,323
Operating income	256,343	211,602	240,495	242,062	208,577	174,097	268,503	397,806	250,707	167,328	317,015
Operating income ratio (%)	12.9	11.2	12.3	12.2	11.2	9.7	10.7	14.6	10.3	7.6	11.3
Income before income taxes and equity in earnings of affiliated companies	249,609	204,603	242,056	236,074	204,881	166,469	291,807	377,471	223,114	162,775	324,568
Net income attributable to Komatsu Ltd.	167,041	126,321	159,518	154,009	137,426	113,381	196,410	256,491	153,844	106,237	224,927
Capital investment	122,038	136,962	179,070	192,724	160,051	142,006	145,668	179,210	166,552	163,174	147,762
Depreciation and amortization*1	89,015	88,005	85,837	100,666	111,174	103,219	132,442	129,860	129,525	130,432	133,256
Research and development expenses	54,843	60,788	64,479	70,715	70,736	70,507	73,625	73,447	74,761	73,840	77,478
Total assets	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	3,784,841	4,347,522
Shareholders' equity	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	1,912,297	2,232,511
Shareholders' equity ratio (%)	43.5	47.4	51.9	54.6	58.0	59.4	49.4	49.9	48.5	50.5	51.4
Net interest-bearing debt*2	563,814	585,926	513,918	481,817	349,081	286,512	663,740	779,890	762,705	666,856	630,710
Net debt-equity ratio (times)	0.56	0.49	0.37	0.32	0.23	0.18	0.40	0.43	0.43	0.35	0.28
Net cash provided by operating activities	105,608	214,045	319,424	343,654	319,634	256,126	148,394	202,548	295,181	354,129	300,970
Net cash used in investing activities	(124,539)	(131,397)	(167,439)	(181,793)	(148,642)	(133,299)	(377,745)	(187,204)	(190,930)	(163,057)	(143,569)
Net cash provided by (used in) financing activities	18,781	(71,814)	(155,349)	(143,983)	(173,079)	(107,718)	243,949	(3,660)	(3,457)	(199,667)	(93,868)
Cash and cash equivalents, end of year	83,079	93,620	90,872	105,905	106,259	119,901	144,397	148,479	247,616	241,803	315,360
Number of common shares issued (thousands of shares)	983,130	983,130	983,130	971,967	971,967	971,967	971,967	972,252	972,581	972,887	973,145
Net income attributable to Komatsu Ltd. per share (yen)	173.47	132.64	167.36	162.07	145.80	120.26	208.25	271.81	162.93	112.43	237.97
Cash dividends per share (yen)	42.0	48.0	58.0	58.0	58.0	58.0	84.0	110.0	94.0	55.0	96.0
Consolidated payout ratio (%)	24.2	36.2	34.7	35.8	39.8	48.2	40.3	40.5	57.7	48.9	40.3
ROA (%)	11.2	8.5	9.4	8.7	7.6	6.3	9.7	10.8	6.1	4.4	8.0
ROE (%)	17.3	11.5	12.4	10.6	9.0	7.3	12.1	14.7	8.6	5.8	10.9
Exchange rate for the U.S. dollar (yen)*3	79	83	100	110	121	109	111	111	109	106	112
Exchange rate for the euro (yen)*3	110	107	133	140	132	119	130	129	121	123	130
Exchange rate for the Chinese renminbi (yen)*3	12.4	13.2	16.3	17.7	19.0	16.2	16.8	16.5	15.6	15.6	17.5
Number of employees (persons)	44,206	46,730	47,208	47,417	47,017	47,204	59,632	61,908	62,823	61,564	62,774
Overseas employee ratio (%)	57.5	64.3	61.8	61.0	60.7	62.7	66.7	68.4	68.4	67.5	67.7
CO ₂ emissions (Kt)	583	468	458	412	342	384	459	519	404	382	461
Waste generated (Kt)	119.5	112.1	101.4	83.2	62.4	83.5	113.1	117.8	95.6	74.2	92.7
Volume of water used (thousand m ³)	6,900	5,836	5,086	4,319	3,761	3,469	4,059	3,963	3,570	3,238	3,140

*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

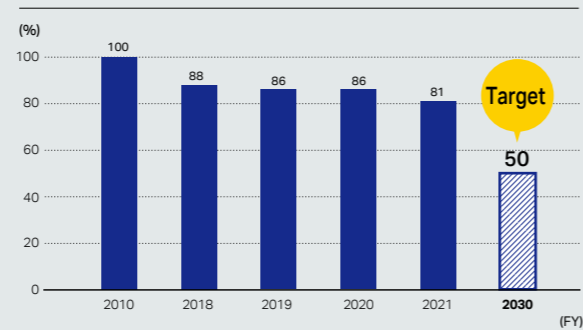
Non-financial highlights

Reduction of CO₂ emissions from product operation

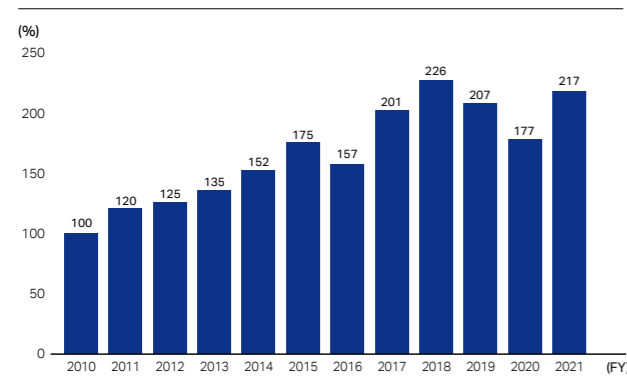
Komatsu has set the target of reducing CO₂ emissions from the operation of products (construction, mining, forest equipment, etc.) by 50% by 2030 (compared with 2010).

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 CO₂ emission reduction rates through the improvement of fuel consumption and work efficiency. The products of FY2021 achieved a CO₂ emission reduction of 19%, compared with the reference year.

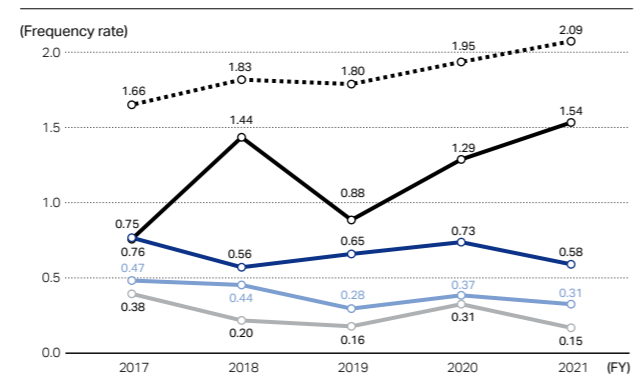
CO₂ emissions index for product operation



Changes in reman sales (base FY2010 = 100)



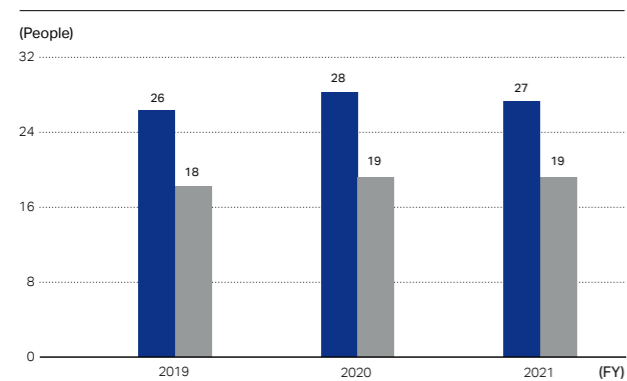
Incidence rate of occupational accidents (frequency rate of lost work time)



- All industries (Japan)
- Construction and mining equipment manufacturing industry (Japan)
- Komatsu Group (Japan and Overseas)
- Komatsu Group (Japan)
- Komatsu (Non-consolidated)

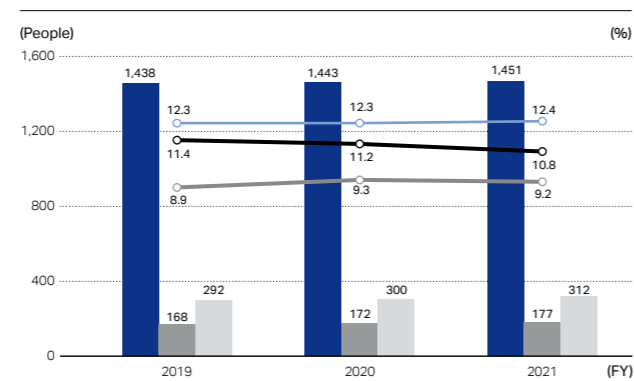
Notes: 1. The data for all industries (Japan) and construction and mining equipment manufacturing industry (Japan) is provided by the Ministry of Health, Labour and Welfare.
 2. The scope of Komatsu Group (Japan) includes Komatsu Ltd. and Group companies in Japan.
 3. The scope of Komatsu Group (global)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

Number of global officers



- Total
 - National top managers out of total executive officers
- Data is as of March 31 of the respective fiscal year.

Numbers and ratios of female employees and female managers



- Number of female employees
- Number of female junior managers
- Number of women in management and executive positions (including junior managers)
- Ratio of female employees (right scale)
- Ratio of female junior managers
- Ratio of women in management and executive positions (including junior managers) (right scale)

Note: Data is as of March 31 of the respective fiscal year and for Komatsu Ltd. (Japan) on a non-consolidated basis.

External recognition

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



CDP Climate A List and Water A List

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

Dow Jones Sustainability Indices (DJSI) World



MSCI ESG Leaders Indexes*¹



ISS-Oekom Prime



Euronext Vigeo World 120



FTSE Blossom Japan

FTSE Blossom Japan Index*²

2022 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

MSCI Japan ESG Select Leaders Index*¹

2022 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.