

Corporate Profile

11-Year Summary

Millions of yen

	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Net sales	1,431,564	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
Operating income	67,035	222,929	256,343	211,602	240,495	242,062	208,577	174,097	268,503	397,806	250,707
Operating income ratio (%)	4.7	12.1	12.9	11.2	12.3	12.2	11.2	9.7	10.7	14.6	10.3
Income from continuing operations before income taxes and equity in earnings of affiliated companies	64,979	219,809	249,609	204,603	242,056	236,074	204,881	166,469	291,807	377,471	223,114
Net income attributable to Komatsu Ltd.	33,559	150,752	167,041	126,321	159,518	154,009	137,426	113,381	196,410	256,491	153,844
Capital investment	96,191	97,738	122,038	136,962	179,070	192,724	160,051	142,006	145,668	179,210	166,552
Depreciation and amortization*1	90,215	88,442	89,015	88,005	85,837	100,666	111,174	103,219	132,442	129,860	129,525
Research and development expenses	46,449	49,005	54,843	60,788	64,479	70,715	70,736	70,507	73,625	73,447	74,761
Total assets	1,959,055	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
Shareholders' equity	833,975	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
Shareholders' equity ratio (%)	42.6	43.0	43.5	47.4	51.9	54.6	58.0	59.4	49.4	49.9	48.5
Net interest-bearing debt*2	502,818	459,110	563,814	585,926	513,918	481,817	349,081	286,512	663,740	779,890	762,705
Net debt-equity ratio (times)	0.60	0.50	0.56	0.49	0.37	0.32	0.23	0.18	0.40	0.43	0.43
Net cash provided by operating activities	182,161	150,402	105,608	214,045	319,424	343,654	319,634	256,126	148,394	202,548	295,181
Net cash used in investing activities	(72,967)	(88,509)	(124,539)	(131,397)	(167,439)	(181,793)	(148,642)	(133,299)	(377,745)	(187,204)	(190,930)
Net cash provided by (used in) financing activities	(116,363)	(56,365)	18,781	(71,814)	(155,349)	(143,983)	(173,079)	(107,718)	243,949	(3,660)	(3,457)
Cash and cash equivalents, end of year	82,429	84,224	83,079	93,620	90,872	105,905	106,259	119,901	144,397	148,479	247,616
Number of common share issued (thousands of shares)	998,744	998,744	983,130	983,130	983,130	971,967	971,967	971,967	971,967	972,252	972,581
Net income attributable to Komatsu Ltd. per share (yen)	34.67	155.77	173.47	132.64	167.36	162.07	145.80	120.26	208.25	271.81	162.93
Cash dividends per share (yen)	16.0	38.0	42.0	48.0	58.0	58.0	58.0	58.0	84.0	110.0	94.0
Consolidated payout ratio (%)*3	38.0	24.4	24.2	36.2	34.7	35.8	39.8	48.2	40.3	40.5	57.7
ROA (%)	3.3	10.7	11.2	8.5	9.4	8.7	7.6	6.3	9.7	10.8	6.1
ROE (%)	4.1	17.2	17.3	11.5	12.4	10.6	9.0	7.3	12.1	14.7	8.6
Exchange rate for the U.S. dollar (yen)*4	93	85	79	83	100	110	121	109	111	111	109
Exchange rate for the Euro (yen)*4	131	113	110	107	133	140	132	119	130	129	121
Exchange rate for the Chinese Renminbi (yen)*4	13.6	12.7	12.4	13.2	16.3	17.7	19.0	16.2	16.8	16.5	15.6
Number of employees (persons)	38,518	41,059	44,206	46,730	47,208	47,417	47,017	47,204	59,632	61,908	62,823
Overseas employee ratio (%)	51.9	55.5	57.5	64.3	61.8	61.0	60.7	62.7	66.7	68.4	68.4
CO ₂ emissions (thousand t)	359	554	583	468	458	412	342	384	459	519	404
Waste generated (thousand t)	69.5	111.1	119.5	112.1	101.4	83.2	62.4	83.5	113.1	117.8	95.1
Volume of water used (thousand m ³)	7,022	7,400	6,784	5,737	5,114	4,265	3,627	3,351	4,016	3,941	3,557

*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 Figures for FY2009 exclude structural reform expenses.

*4 Average exchange rates for the fiscal year.

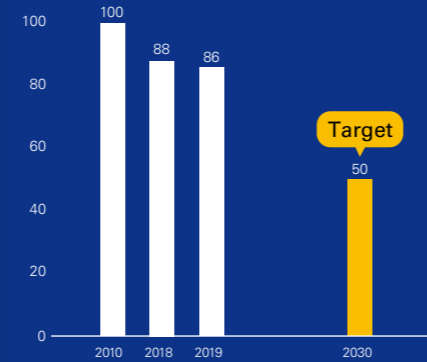
Corporate Profile

Non-Financial Highlights

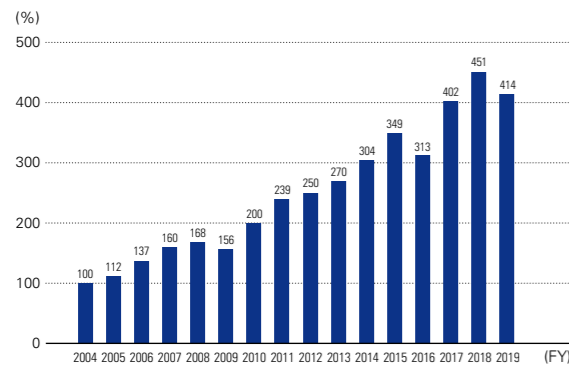
Reduction of CO₂ Emissions from Product Operation

In the mid-term management plan (FY2019–FY2021), Komatsu has set the target of reducing the CO₂ 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 CO₂ reduction rates through the improvement of fuel consumption and work efficiency. The products of 2019 achieved a CO₂ reduction of 14%, compared to the reference year.

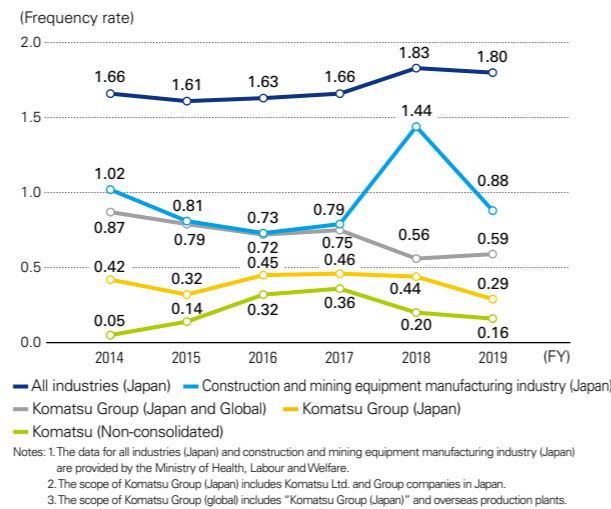
CO₂ Emission Index for Product Operation



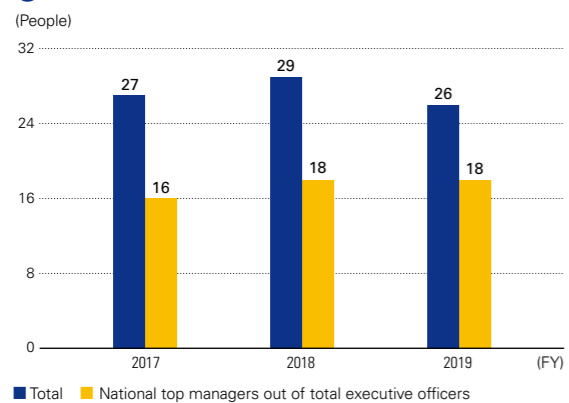
Changes in Reman Sales (Base FY2004 = 100)



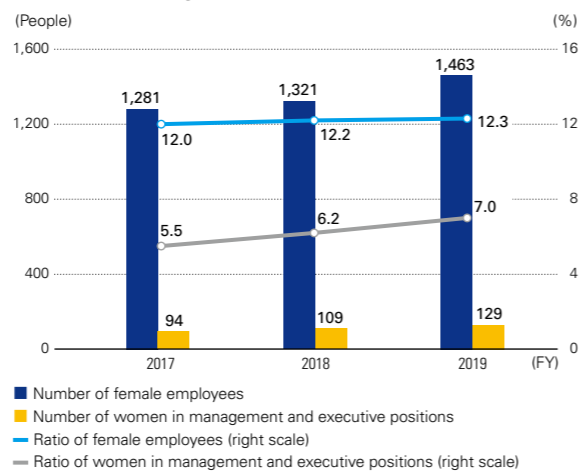
Incidence Rate of Occupational Accidents (Frequency Rate of Lost Work Time)



Number of Global Officers



Numbers and Ratios of Female Employees and Female Managers



Corporate Profile

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>



CLIMATE
CDP Climate A-List



Dow Jones Sustainability Indices (DJSI)



MSCI Global Sustainability Indexes*¹



ISS-Oekom



EURONEXT VigeoEIRIS



FTSE Blossom Japan Index*²

2020 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX

MSCI Japan ESG Select Leaders Index*¹

MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)

MSCI Japan Empowering Women Index*¹



S&P/JPX Carbon Efficient Index



Digital Transformation Stock Selection Grand Prix 2020



SBT



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

*¹ THE INCLUSION OF KOMATSU LTD IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HERIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF KOMATSU LTD BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.
*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.