



# **Komatsu's Efforts to Promote Sustainability**

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**Komatsu Ltd.**

**December 15, 2022**

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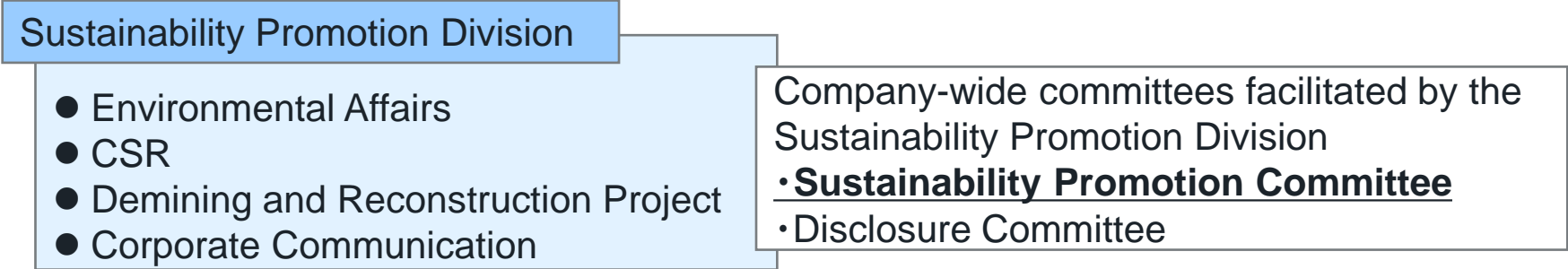
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# Sustainability Promotion Division

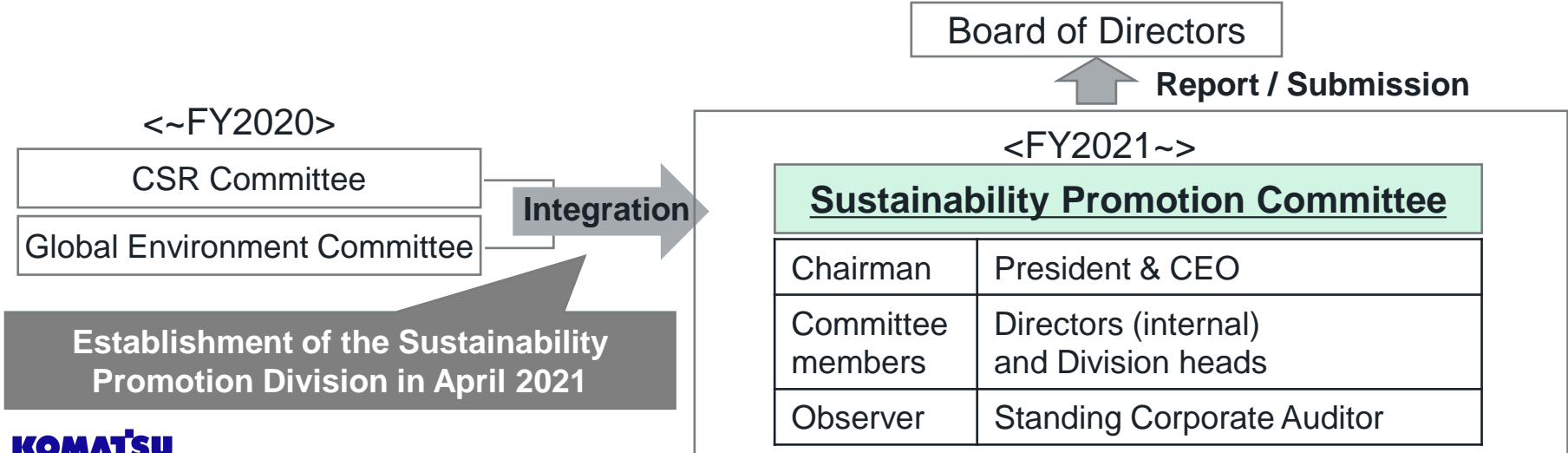
## Establishment of the Sustainability Promotion Division

- Established in April 2021, the Sustainability Promotion Division oversees the Komatsu Group's activities related to the promotion of sustainability management. The Division has the **role and functions to promote E and S of ESG**.
- An equally important role of the Division is to **transmit the stance and activities of the Komatsu Group's sustainability management** to all our stakeholders.

## Organization and Structure



## Positioning of the Sustainability Promotion Committee



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# Komatsu's purpose: purpose, values, and brand promise

Our purpose

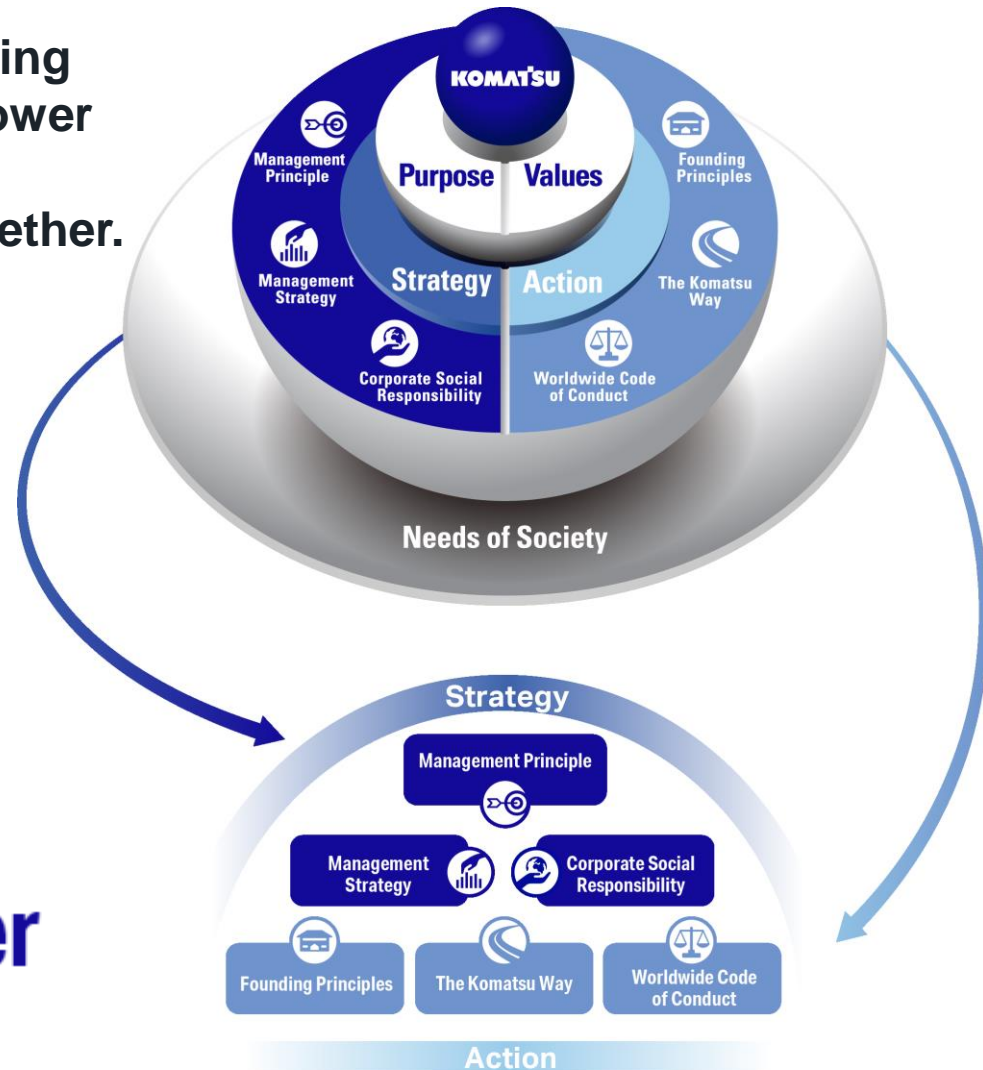
**Creating value through manufacturing and technology innovation to empower a sustainable future where people, business, and our planet thrive together.**

Our values

- **Ambition**
- **Perseverance**
- **Collaboration**
- **Authenticity**

Brand promise

**Creating value together**



# Komatsu's purpose: Basic philosophy and strategy to achieve our purpose

## Strategy

### Basic philosophy to achieving our purpose

#### Management Principle



We will maximize the trust given to us by our stakeholders and society through a commitment to Quality and Reliability.

### Strategy to execute management principle towards our purpose

#### Management Strategy



Through customer value creation, generate a positive cycle for resolving ESG issues and improving earnings to achieve sustainable growth.

### Basic stance on contributions to society



#### Corporate Social Responsibility

Contribute to a sustainable future by addressing ESG issues through our business activities

### Business continuity guidelines for business activities

#### Sustainability Policy

Achieve further sustainability for both society and business growth

# Sustainability policy

Since Komatsu's founding, we have always pursued "Quality and Reliability", and have made efforts to build strong relationships of trust with our stakeholders based on our "Management Principle" of maximizing the total sum of trust from all stakeholders, including society.

Our pursuit of coexistence has been handed down through generations, and our basic stance is to contribute to society through business activities.

Our purpose is "Creating value through manufacturing and technology innovation to empower a sustainable future where people, businesses, and our planet thrive together".

We will continue to address issues that are important to both a sustainable society and our business, grow as a corporate group that can flexibly respond to changes in society and the external environment, further enhance our corporate governance, and contribute to society with our stakeholders.

## What we do to empower a sustainable future where people, businesses, and our planet thrive together

### With people

- ◆ We provide an environment where diverse and global employees can work safely and healthily as one team, with respect for each individual, and with satisfaction and pride.
- ◆ We nurture employees who can take on challenges in various jobsites and regions, create new value together with customers, and contribute to the realization of a sustainable society.
- ◆ As Komatsu Group, we shall respect human rights related to all of our business activities.

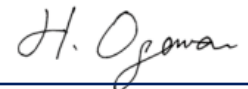
### With business

- ◆ We contribute to society through our business activities by providing our customers with safe and highly productive products, services and solutions that realize sustainable infrastructure development, resource development and a recycling-oriented society.
- ◆ We build relationships with our business partners and local communities that enable mutual trust, fairness, co-existence and co-prosperity.
- ◆ We comply with the rules of society, including laws and regulations, and strive to respond sincerely to the requests and expectations of all stakeholders, including society.

### With the planet

- ◆ Through all of our business activities, we strive to reduce our environmental impact and preserve the global environment through the use of advanced technologies.
- ◆ We strive to increase both global environmental conservation and business growth through manufacturing and technological innovation.
- ◆ We pursue collaboration and value creation with our stakeholders towards a sustainable planet and future.

Komatsu Ltd.  
President and Chief Executive Office



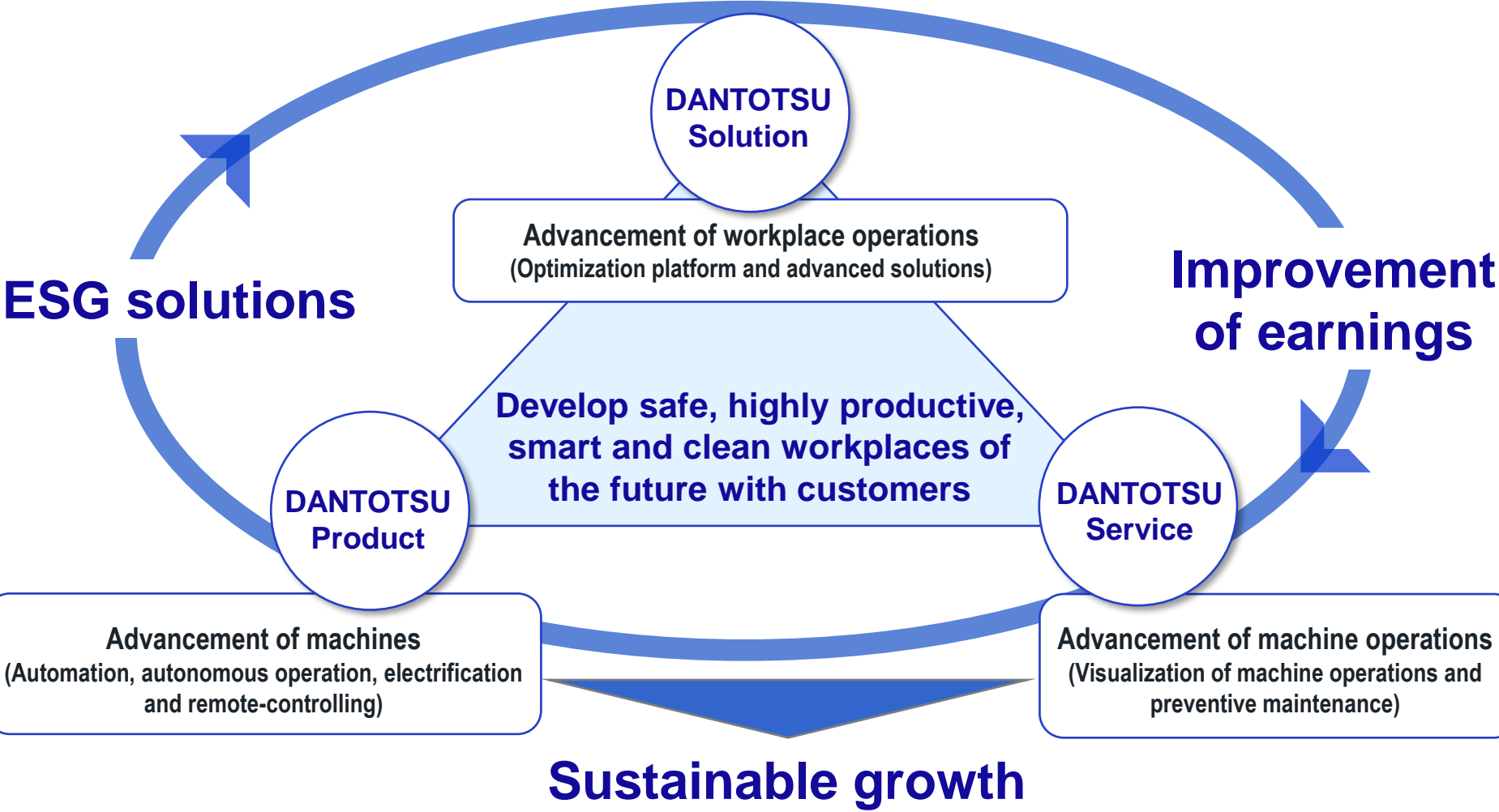
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# DANTOTSU Value

Customer value creation that generates a positive cycle of ESG solutions and improvement of earnings



### 3. Mid-term management plan (FY2022 - 2024): Changes in external environment

The external environment is undergoing intense change and uncertainty is rising.

#### Politics & economy

- Growing competition between US and China and economic security risks
- China: impacts of domestic policies and economic/diplomatic policies
- Growing geopolitical risks (Ukraine situation etc.)
- Unstable supply chains
- Need to increase ability to address contingencies (including infectious diseases and natural disasters)

#### Technologies

- Acceleration of **digital transformation (DX)**
- Advancements in leading technologies and open innovation  
(automation, electrification, and remote-controlling, AI, etc.)
- Expansion of SaaS (Software as a Service)
- Evolution of Data Analytics
- Growing cybersecurity risks

#### Environment & energy

- Growing momentum toward climate change and **decarbonization**  
(COP26: 1.5 Celsius target confirmed)
- Acceleration of **carbon neutrality**
- Shift to EVs (automobile industry)
- Water security and biodiversity conservation
- Growing green investments and rising demand for information disclosure

#### Society & values

- Prevalence of **diversity and inclusion**  
(gender, people with disabilities, LGBTQ, etc.)
- Progress with diverse work styles
- Growing importance of employee engagement
- Rising societal demands for human rights and corporate ethics
- Strengthened governance and risk management

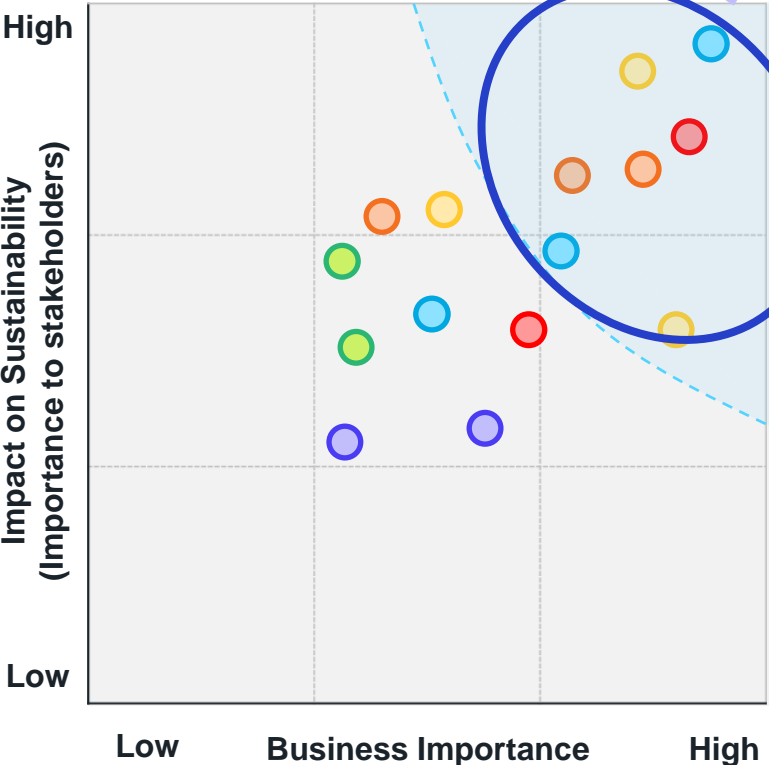
**Building a foundation for sustainable growth** is a challenge.

# Mid-term Management Plan (FY2022 - 2024): Materiality at Komatsu

We recognize the four areas where Komatsu’s business importance overlaps with stakeholder importance (namely, the environment, customers, employees, and governance) as the most important areas. Those areas and their specific issues are reflected in our growth strategies.

## Materiality analysis

- Environment
- Customers
- Ethics / Governance
- Employees
- Human rights
- Communities



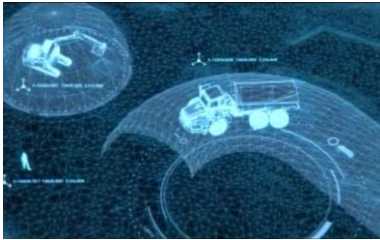
Most important areas and sustainability issues identified through analyses

Growth strategies in the mid-term management plan

Materiality	
Environment	<ul style="list-style-type: none"> <li>➤ Development of low-carbon/low-emissions products, solutions, and business models</li> <li>➤ Resource recycling and remanufacturing</li> <li>➤ Reduction of energy usage and GHG emissions</li> <li>➤ Forest conservation through business activities</li> </ul>
Customers	<ul style="list-style-type: none"> <li>➤ Provision of solutions</li> <li>➤ Product safety and quality</li> </ul>
Employees	<ul style="list-style-type: none"> <li>➤ Occupational safety and health and well-being</li> <li>➤ Employee engagement and job satisfaction</li> <li>➤ Diversity and Inclusion</li> <li>➤ Skills development and workplace retention</li> </ul>
Ethics / Governance	<ul style="list-style-type: none"> <li>➤ Corporate governance</li> <li>➤ Compliance</li> </ul>
Human Rights	<ul style="list-style-type: none"> <li>➤ Respect for human rights</li> </ul>
Communities	<ul style="list-style-type: none"> <li>➤ Contributions to local communities</li> </ul>

# <Reference> Mid-term management plan (FY2022 - 2024): Key initiatives of growth strategy

## 1. Accelerate growth by means of innovation



### Create new customer values by optimizing workplaces

- Promote DX Smart Construction and its overseas expansion
- Business promotion using mining open technology platforms
- Advanced product development and market introduction with high compatibility with platforms

### Tackling the challenge of crafting values (products and solutions) for carbon neutrality

- Development and market introduction of electrified machinery
- Promotion and expansion of Smart Forestry
- Plants with zero environmental impacts

## 2. Maximize earnings power



### Expand presence in key emerging markets

- Strengthening of marketing strategies in Asia and Africa markets
- Expansion of forestry machinery and hard rock equipment businesses
- Expansion of aftermarket business

### Further growth from evolution of value chain business

- Development of data-driven business model
- Promotion of differentiation through life cycle support business
- Expansion of reman/rebuild businesses

## 3. Enhance corporate resilience



### Drive efficient business operations and reinforce risk management

- Strengthening of production and procurement systems resistant to environmental changes (increase of multi-source ratio of parts)
- Enhancing assessment of economic security risk and preparedness
- Strengthening the corporate brand by developing a global brand strategy

### Enrich human resources base with diversity

- Enhancement of diversity & inclusion
- Offering of a variety of talent development opportunities and improvement of employee engagement
- Human resources development for digital applications and open-innovation

## 5. Management targets

Management targets remain growth, profitability, efficiency, financial soundness and ESG composition/details.

Challenging goal of carbon neutrality by 2050 is added in the ESG target.

Shareholder returns retain the policy to strive toward maintaining stable dividends placing priority for focused investments in growth strategies.

Item	Index	Target
<b>Growth</b>	Sales growth rate	Growth rate above the industry's average
<b>Profitability</b>	Operating profit ratio	An Industry's top-level profit ratio
<b>Efficiency</b>	ROE	10% or higher
<b>Financial position</b>	Net D/E Ratio	Industry's top-level financial position
<b>Retail finance business</b>	ROA	1.5% to 2.0%
	Net D/E Ratio	5 times or less

<b>ESG</b>	Reduction of environmental impact	<ul style="list-style-type: none"> <li>CO2 emissions: Decrease by 50% in 2030 from 2010</li> </ul> <p style="text-align: center;"><b>Become carbon neutral by 2050 (Challenging goal)</b></p> <ul style="list-style-type: none"> <li>Renewable energy use: Increase to 50% of total energy use in 2030</li> </ul>
	Evaluation by external organizations	<ul style="list-style-type: none"> <li>Selected for DJSI* (World &amp; Asia Pacific)</li> <li>Selected for CDP** A-List (Climate Changes and Water Risk)</li> </ul>

<b>Shareholder return</b>	Consolidated payout ratio	<ul style="list-style-type: none"> <li>Keep a fair balance between investment for growth and shareholder return (incl. stock buyback), while placing main priority on growth investment.</li> <li>40% or more</li> </ul>
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\* Dow Jones Sustainability Indices; SRI indices generated by S&P Dow Jones of the United States and RobecoSAM of Switzerland

\*\* International non-profit organization that advocates the reduction of greenhouse gas emissions and protection of water resources and forests by companies and governments

# 2. Komatsu's mid-term vision: 2050 carbon neutral declaration

Looking ahead to the CO2 emission reduction target\* by 2030, **we will aim for carbon neutrality by 2050 and tackle challenges to create value for a decarbonized society.**

- High efficiency through manufacturing technology innovation and a variety of product development approaches to respond to all options (expansion of technology partnerships)
- Improve efficiency through optimization of the customers' entire workplace operations and promote recycling-oriented businesses (forestry machinery and reman\*\*)

(\*CO2 emissions: Reduce by 50% from 2010 / Renewable energy use: 50% of total energy use)

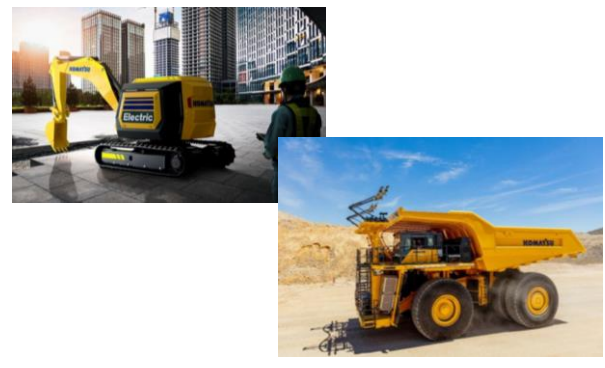
## Production Komatsu (Scope 1 and 2)

- **Energy conservation**  
Reduce energy consumption by boosting productivity and achieving higher efficiency in manufacturing operations
- **Energy generation**  
Introduce renewable energy facilities(e.g., solar, biomass)
- **Purchase renewable energy**  
Purchase certified green power or carbon credits.



## Development Use of products (Scope 3)

- **Increase machine operation efficiency and reduce fuel consumption**  
(Internal combustion: diesel engine)
- **Shift to more clean power sources**
  - Hybrid
  - Electric (battery/plug-in)
  - Fuel cells
  - Hydrogen fuel, biofuel, e-fuel internal combustion



## Customer workplaces


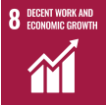












- **Improve efficiency through optimization of customer workplace operations**
  - DX Smart Construction
  - Open technology platform for mining
- **Contribution through forestry machinery business**
  - Mechanization during all processes of afforestation, reforestation, cultivation and felling
  - Smart forestry
- **Contribution through reman\*\* business**
  - Recycling and reuse of components (resource conservation, waste reduction)



(\*\* Reman: remanufacturing)

# Resolving ESG issues: Sustainability policy, Key activity themes and SDGs

Key activities for ESG solutions will be monitored by their KPIs. Details will be reported in the integrated report.

	Relationship with SDGs	Materiality	Key activity themes for resolving ESG issues (main KPI )
<b>With people</b>	 Gender equality  Decent work and economic growth  Reduced inequalities  Partnerships for the goals	<p><b>[Employees] [Human rights]</b></p> <ul style="list-style-type: none"> <li>Diversity and Inclusion</li> <li>Skills development and workplace retention</li> <li>Employee engagement and job satisfaction</li> <li>Occupational safety and health and wellbeing</li> <li>Respect for human rights</li> </ul>	<p>Build workplaces that are safe and secure (occupational injury related indicator)</p> <p>Increase employee engagement (engagement survey score)</p> <p>Promote diversity and inclusion (ratio of female managers and people with disabilities)</p> <p>Develop individuals' skills and achieve business growth (develop talent in DX/AI)</p> <p>Promote human rights due diligence (disclosure of performance)</p>
<b>With society</b>	 Industry, innovation and infrastructure  Sustainable cities and communities  Responsible consumption and production  Partnerships for the goals	<p><b>[Customers][Ethics / Governance] [Communities]</b></p> <ul style="list-style-type: none"> <li>Provision of solutions</li> <li>Product safety and quality</li> <li>Governance</li> <li>Compliance</li> <li>Contributions to local communities</li> </ul>	<p>Improve productivity of construction workplaces by promoting smart construction (Number of workplaces where smart construction solution is applied)</p> <p>Provision of products and solutions that enable sustainable resource development (Cumulative units of AHS dump truck)</p> <p>Solutions for improving safety and productivity at customer workplaces (technological development stages for automation, safety device, etc.)</p> <p>Building of value chain adaptable to environmental and demand changes (Aftermarket business: sales growth rate / multi-sourcing parts ratio)</p> <p>Strengthen governance and ensure thorough compliance (disclosure of performance)</p>
<b>With the planet</b>	 Affordable and clean energy  Industry, innovation and infrastructure  Responsible consumption and production  Climate action  Life on land  Partnerships for the goals	<p><b>[Environment]</b></p> <ul style="list-style-type: none"> <li>Development of low-carbon/low-emissions products, solutions and business models</li> <li>Resource recycling and remanufacturing</li> <li>Forest conservation through business activities</li> <li>Reduction of energy usage and GHG emissions</li> </ul>	<p>Plants with zero environmental impacts (CO2 reduction, use of renewable energy, water usage)</p> <p>Reduction of CO2 emissions at customer workplaces (CO2 reduction from products in use / Development of electrified equipment)</p> <p>Provision of solutions that support sustainable, recycling-oriented forestry business (Forestry machinery business related indicators: sales growth rate, afforestation, Smart Forestry, etc.)</p> <p>Promotion of recycling-oriented business (reman) (reman business-related indicator: sales growth rate)</p>

# Sustainability Policy and KPIs in Mid-term Management Plan

- We pick up efforts of focus in line with the Sustainability policy, set 29 KPIs, and disclose them. We report our progress towards FY2024 targets in the “Komatsu Report” every year.
- Together with management targets, achievement of KPIs links with the performance-based remuneration of directors and executive officers (Stock-based Remuneration B).

## Examples of KPI targets for FY2024

### With people

**Materiality: Employees and human rights**

#### Lost-workday injury rates

(per 1 million hours)

Continuous reduction from **0.65**, the three-year average of the previous mid-term management plan

#### Engagement survey scores

Japan: over **75**

Global: over **85**

#### Ratio of female managers

Global: over **13%**

#### Development of DX and AI personnel

3-year cumulative no. of trainees

DX practice/introductory: **180/900**

AI practice/introductory: **30/90**

### With business

**Materiality: Customers, ethics and governance, and local communities**

#### Deployment of Smart Construction

In FY2024 alone

Global: **13,000** sites

#### Deployment of AHS trucks

Global: **740** units (cumulative)

#### Ratio of multi-sourcing operation

In light of BCP

**92%**

#### Stringent governance and compliance

Disclosure of efforts

### With the planet

**Materiality: Environment**

#### Reduction of CO2 emissions in production

**-45%** from 2010

#### Ratio of using renewable energies

**20%**

#### Reduction of CO2 emissions from products in use

**-24%** from 2010

#### Promotion of electrification of construction equipment

Development steps and expansion of market introduction models



# Creation of Workplaces Where Diverse Human Resources Enjoy Working Together (Diversity and Inclusion)

- Diversity and inclusion (D&I) are defined as the condition in which employees with diverse backgrounds and values can respect each other's individuality and skills and work together.
- To generate innovation and drive growth by promoting D&I, we improve the human resource base with rich diversity.

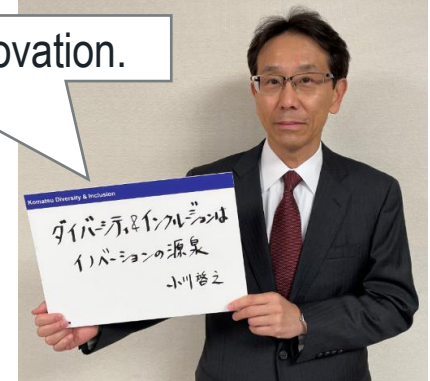
## Our stance on D&I promotion

Cultivation of a healthy work environment conducive to lively and constructive discussions

Improvements in personal motivation and changes to the corporate culture

Generation of innovation = Growth of the entire organization

D&I is the source of innovation.



## Key initiative: Enhancement of human resource base with rich diversity

Improvement efforts for D&I literacy (D&I promotion, Unconscious bias seminar, etc.)

### Development of global-scope talent

- Foreign citizens represent 68% of all Komatsu Group employees
- Top management of main overseas subsidiaries: National employees



### Promotion of gender diversity

- Increase the ratios of female employees and managers
- Training programs for female leaders
- Dialogues between top management and female employees: Talk shows (4 times in FY2021)



### Improvement of employee engagement

- Conduct global-scale engagement surveys.
- Measures that reflect region- and organization-specific analyses



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# Initiatives for the Earth and Environment

Activities based on "Komatsu Earth and Environmental Policy"  
⇔ PDCA by the Sustainability Promotion Committee

## Komatsu Earth and Environment Policy

### Corporate Principles

1. Contributions to Realization of Sustainable Society
2. Simultaneous Realization of Environmental and Economic Performance
3. Observance of Corporate Social Responsibility

### Guidelines

#### ■ Initiatives for the Earth and Environment (Four Priority Areas)

##### 1) Response to Climate Change



- Reduction of greenhouse gas emissions over the entire lifecycle

##### 2) Establishment of a Recycling-oriented Society



- Reduction of resources and waste
- Promotion of forestry machinery and reman businesses

##### 3) Conservation of Air and Water / Management of Chemical Substances



- Compliance with local laws and regulations
- Ensuring comprehensive management of chemical substances
- Reduction and discontinuation of hazardous chemical substances

##### 4) Response to Biodiversity \*

- Establishment of an environmental management system (ISO 14001 certification, etc.)
- Environmental education for employees and communication with stakeholders

\*Komatsu's "Declaration of Biodiversity" and "Biodiversity Guideline" were established in 2011.

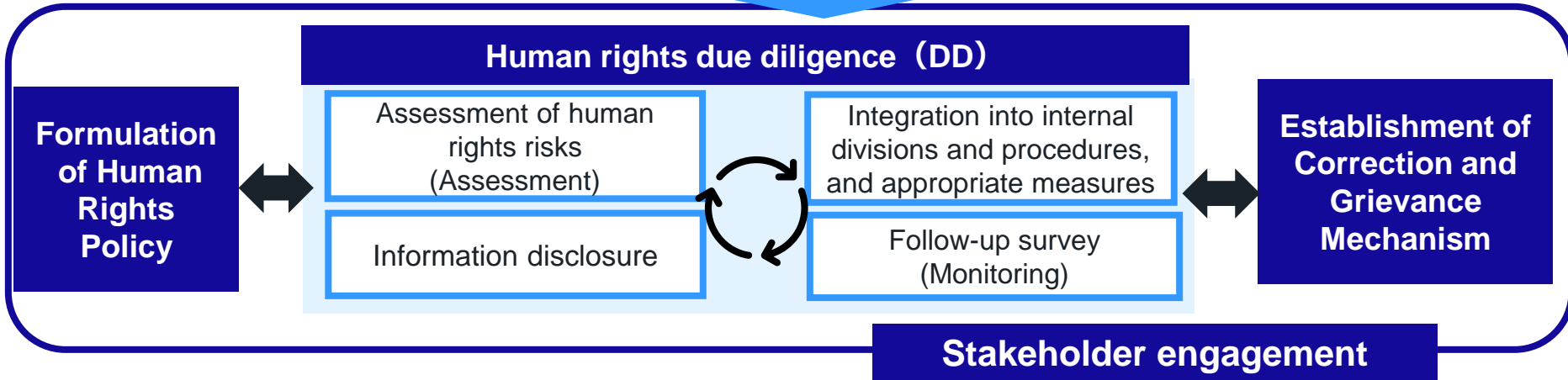
# Response to Human Rights

UN: Guiding Principles on Business and Human Rights

① The state duty to protect human rights

② **Corporate responsibility to respect human rights**

③ Need for more effective access to remedies



## < Komatsu's Major Initiatives >

2008

Signed the United Nations Global Compact

Human Rights Risk Assessment (Implemented by an External expert)

Incorporation of human rights measures into CSR procurement guidelines

Human Rights Policy established

Reflected in the Komatsu's Worldwide Code of Business Conduct and disseminated to employees

Includes provisions for pledges of respect for human rights when new contracts or renewals with distributors

Implementing employee education (e-learning) to deepen understanding of human rights

2022

Human rights DD for Komatsu Group companies, suppliers, distributors and customers

# Examples of Social Contribution Activities

## With people

Developing people needed by the community



Komatsu-no-Mori's activities  
(Science classes, flower-raising activities)

## With business



Disaster relief

Support for women's judo



Corona virus pandemic  
Provision of medical supplies,  
etc. (Collaboration with  
business Partners)

Social contribution activities  
utilizing know-how and strengths  
that have been accumulated  
through  
business activities



Clearing anti-personnel  
landmines and community  
development support



"Open House" Day

## With the planet



Reforestation  
activities



Support for  
Japan  
Flower  
Association

Employee-participatory social  
contribution program  
"One World One Komatsu"



# Landmine clearance project (agricultural land restoration)

- In 2008, we partnered with the Japan Mine Action Service (JMAS), a certified NPO supported by the Ministry of Foreign Affairs, to support community reconstruction using Komatsu's demining machines and construction equipment.
- November 2022: Held the opening ceremony of the 10th school in Cambodia, which was attended by President Ogawa.

## Landmines

Fast and safe demine using machine

## Reconstruction of community

Road construction / waterway construction



2022/11 President Ogawa visits a minefield in Cambodia (photographed with a demining machine)



## School construction

2022/11 Completion of 10th elementary school Opening ceremony in Banteay Meanchey Province, Cambodia



## Reconstruction of farmland by introducing agricultural construction equipment



# “Komatsu Report 2022”, an Integrated Report

- We produce the “Komatsu Report” to introduce our efforts to enhance mid to long-term corporate value to stakeholders.
- We introduce our efforts centering on the value creation model in which we work for sustainable growth through a positive cycle of improving earnings and resolving ESG issues, which is driven by growth strategies, and the mid-term management plan.

Komatsu’s annual reports (All three publications are browsable on our website.)

**“Komatsu Report”  
(integrated reports)**

**Securities reports** (financial reports)

**ESG databooks** (sustainability reports)

## Main contents of the “Komatsu Report”

- ◆ Our purpose and basic policy of sustainability
- ◆ Our business outline and strengths
- ◆ Message from the president  
(Management tasks and strategies for the next 100 years)
- ◆ Message from CFO (Financial strategies)
- ◆ Mid-term management plan (Development processes and growth strategies)
- ◆ Resolutions of ESG issues driven by growth strategies  
(Measures to meet climate change, human resource development, and social contribution)
- ◆ Corporate governance



# Initiatives in Line with the Framework of TCFD

- **Komatsu endorsed in fiscal 2019 and disclosed its progress starting in the fiscal 2020 integrated report.**
- **We improved our disclosure information mainly with analyses based on a scenario projection rise of 1.5°C\* in FY2022.**

**Disclosure of strategies after analyzing risks and opportunities related to climate change**

**Disclosure framework**

**Governance**

**Risk Management**

**Strategy**

**Indicators and Targets**

\* Scenario to limit the global average temperature increase to 1.5°C above pre-industrial levels.

**Climate change-related risks and opportunities as well as responding strategies (Four specified themes)**

<b>Themes</b>	<b>Risk (R)/ Opportunity (O)</b>	<b>Major Strategies</b>
<b>1) Resources Demand for Changes</b>	(R) Decline in coal demand (O) Increase in demand for electrification-related resources	<ul style="list-style-type: none"> <li>Expansion of hard rock mining equipment for electrification-related resources</li> <li>Automation and remote control of mining equipment</li> </ul>
<b>2) Transition to low-carbon products</b>	(R) Strengthening fuel economy regulations and increasing development and capital investment costs (R) Technology Development and Changes in the Axis of Competition (O) Progress in electrification and next-generation technologies (O) Expanding demand in the remanufacturing business and Smart Construction	<ul style="list-style-type: none"> <li>Development of low-carbon products</li> <li>Global expansion of Smart Construction and other solutions businesses</li> <li>Transition to recycling-oriented Business</li> </ul>
<b>3) Manufacturing costs</b>	(R) Higher costs due to rising carbon prices (O) Enhancing Competitiveness through Technologies to Reduce CO2	<ul style="list-style-type: none"> <li>Reducing CO2</li> <li>Promotion of the use of renewable energy</li> </ul>
<b>4) Natural disasters</b>	(R) Disasters caused by abnormal weather (O) Business of national resilience	<ul style="list-style-type: none"> <li>Measures against heavy rains and floods</li> </ul>



# Efforts in Line with the TCFD (Task Force on the Climate-related Financial Disclosures) Framework

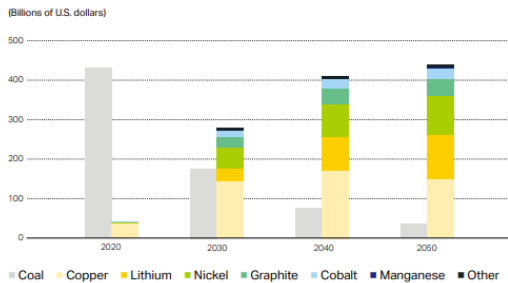
- “Komatsu Report 2022” explains 1.5°C scenario-based strategies specifically.
- The Report also introduces our efforts to achieve both sustainable resource development, such as the hard rock mining equipment business, and Zero emissions of mine-site operations.

## Resource demand forecast based on 1.5°C scenario

Under the Net Zero by 2050 scenario (1.5°C scenario) of the International Energy Agency (IEA) it is projected that, as a result of the decarbonization trend, demand for coal, a soft rock resource, will decline to an even greater degree than predicted by the 2°C scenario. Conversely, demand is expected to grow for the critical minerals that are indispensable to clean energy technologies. In addition, demand for iron, copper, gold, and other hard rock resources is anticipated to remain strong due to

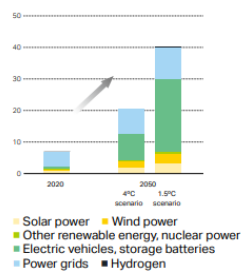
increased demand related to the global trend toward electrified equipment. There may be temporary fluctuations in mineral demand due to global conditions, but the aforementioned trend is expected to be a more or less consistent fixture under the 1.5°C scenario. It can therefore be projected that the sales of Komatsu mining equipment to mining companies excavating mineral resources will mirror this trend.

## Resource demand projections of IEA's 1.5°C scenario (Monetary value basis)\*\*



\*1 Source: Based on IEA data from the IEA (2021), Net Zero by 2050: A Roadmap for the Global Energy Sector, <https://www.iea.org/data-and-statistics>. All rights reserved.

## (Reference) Critical chemical demand by application\*\*



\*2 Source: Based on IEA data from the IEA (2021), World Energy Outlook 2021, <https://www.iea.org/data-and-statistics>. All rights reserved.

Komatsu will lead the mining equipment industry by creating the safe, highly productive, smart and clean workplaces of the future

## Masayuki Moriyama

Representative Director  
Senior Executive Officer  
President, Mining Business Division



The recent rise in concern for climate change is inspiring global change in pursuit of carbon neutrality. This is also true for the mining companies we serve, which are

The robust resource demand is prompting deeper and deeper drilling at existing mines. Meanwhile, concern for environmental issues and impacts on



## Mining TBM trials

Trials scheduled to start with CODELCO, a state-owned mining company in Chile.



**Komatsu GHG Alliance**  
Together with mining company customers, we founded the Komatsu GHG Alliance to develop power-agnostic trucks that can run on any power source.

Thank you