

# Global Operations

## Manufacturing Operations of Construction, Mining and Utility Equipment, and Forest Machines

### Manufacturing Operations of Construction, Mining and Utility Equipment, and Forest Machines

|   | Americas | Europe<br>CIS | Asia<br>(Exc. China & Japan) | China    | Japan     | Total     |
|---|----------|---------------|------------------------------|----------|-----------|-----------|
| Assembly Plants                         | 4        | 6             | 4                            | 3        | 6         | 23        |
| Components/Parts/Applied products       | 3        | 3             | 5                            | 5        | 6         | 22        |
| <b>Total</b>                            | <b>7</b> | <b>9</b>      | <b>9</b>                     | <b>8</b> | <b>12</b> | <b>45</b> |
| Mother Plants<br>(Development Function) | 1        | 4             | 0                            | 0        | 4         | 9         |

Note: Komatsu (Shandong) Cast Steel Co., Ltd plans to launch production in 2011. Therefore, it is not included above.

### ★Mother Plants Around the World

Komatsu designates those production bases with development capabilities around the world as Mother plants and position them as the core of global production. The Mother plants play an important part in achieving a target cutback on the production cost when a new model is developed or an existing machine is model changed. They are also assigned with a task of strengthening the production competitive edge of their daughter plants that manufacture the same models as well as that of their own.

### Americas

| Company                               | Location               |
|---------------------------------------|------------------------|
| <b>Komatsu America Corp.</b>          |                        |
| ① Chattanooga Manufacturing Operation | Tennessee, U.S.A.      |
| ② Peoria Manufacturing Operation      | Illinois, U.S.A.       |
| ③ Newberry Manufacturing Operation    | South Carolina, U.S.A. |
| ④ Cummins Komatsu Engine Company      | Indiana, U.S.A.        |
| ⑤ Hensley Industries, Inc.            | Texas, U.S.A.          |
| ⑥ Komatsu do Brasil Ltda.             | São Paulo, Brazil      |
| ⑦ Atommix Industria e Comercio Ltda.  | São Paulo, Brazil      |

### Europe and CIS

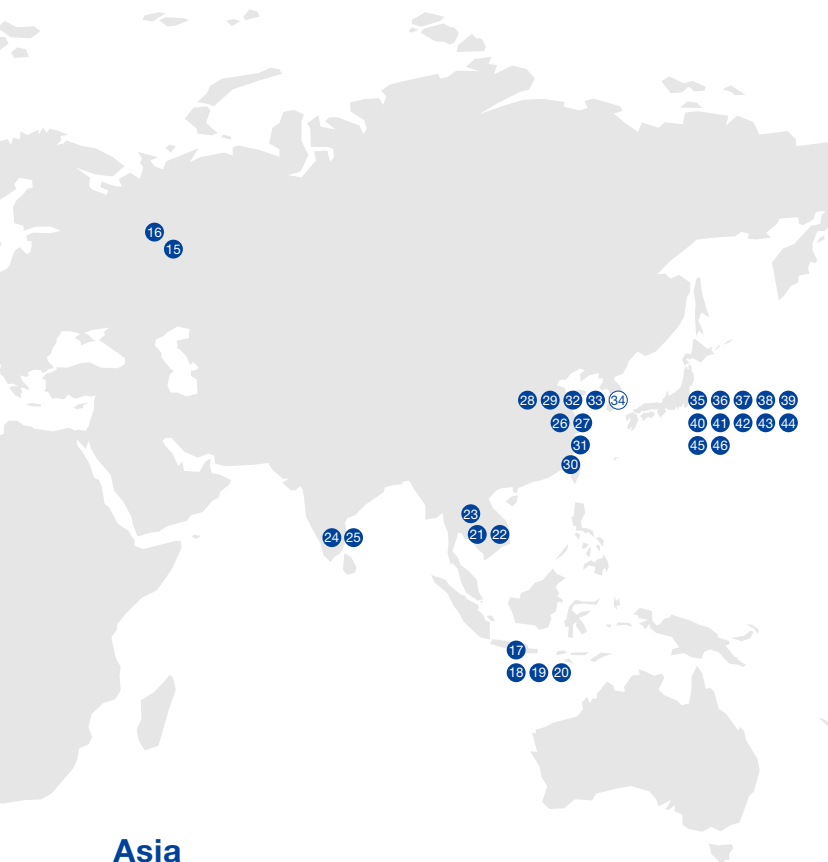
| Company                           | Location                 |
|-----------------------------------|--------------------------|
| ⑧ Komatsu UK Ltd.                 | Birtley, U.K.            |
| ⑨ Komatsu Hanomag GmbH            | Hannover, Germany        |
| ⑩ Komatsu Mining Germany GmbH     | Düsseldorf, Germany      |
| ⑪ Komatsu Utility Europe S.p.A.   | Este, Italy              |
| ⑫ Stavmek s.r.o.                  | Mnichovo Hradiste, Czech |
| ⑬ Komatsu Forest AB               | Umeå, Sweden             |
| ⑭ Komatsu KVX LLC                 | Klepp stasjon, Norway    |
| ⑮ KRANEKS International Co., Ltd. | Ivanovo, Russia          |
| ⑯ Komatsu Manufacturing Rus, LLC  | Yaroslavl, Russia        |



## Overseas Production Ratio of Construction and Mining Equipment

|   | 2005/3 | 2006/3 | 2007/3 | 2008/33 | 2009/3 | 2010/3 |
|---|--------|--------|--------|---------|--------|--------|
| Overseas production ratio (%)                       | 46     | 49     | 49     | 50      | 50     | 59     |
| Overseas production ratio in overseas net sales (%) | 62     | 62     | 62     | 61      | 61     | 72     |

Note: The figures before FY2006 does not contain the production of forklift trucks.



### Asia

| Company                                 | Location               |
|---|------------------------|
| 17 PT Komatsu Indonesia                 | Jakarta, Indonesia     |
| 18 PT Komatsu Undercarriage Indonesia   | Bekasi, Indonesia      |
| 19 PT KOMATSU FORGING INDONESIA         | Bekasi, Indonesia      |
| 20 PT Komatsu Patria Attachment         | Bekasi, Indonesia      |
| 21 Bangkok Komatsu Co., Ltd.            | Chonburi, Thailand     |
| 22 Bangkok Komatsu Industries Co., Ltd. | Chonburi, Thailand     |
| 23 CABTEC THAI Co., Ltd.                | Chachoengsao, Thailand |
| 24 L&T-Komatsu Limited                  | Bangalore, India       |
| 25 Komatsu India Pvt. Ltd.              | Chennai, India         |

### China

| Company   | Location |
|---|----------|
| 26 Komatsu (Changzhou) Construction Machinery Corp. | Jiangsu  |
| 27 Komatsu (Changzhou) Foundry Corp.                | Jiangsu  |
| 28 Komatsu Shantui Construction Machinery Co., Ltd. | Shandong |
| 29 Komatsu Hydraulics Manufacturing Co., Ltd.       | Shandong |
| 30 Hensley Lingfeng Co., Ltd.                       | Zhejiang |
| 31 Komatsu Power Generation Systems (Shanghai) Ltd. | Shanghai |
| 32 Komatsu Undercarriage China Corp.                | Shandong |
| 33 Komatsu Utility (China) Machine Co., Ltd.        | Shandong |
| 34 Komatsu (Shandong) Cast Steel Co., Ltd           | Shandong |

### Japan

| Company   | Location  |
|---|-----------|
| <b>Komatsu Ltd.</b>                                     |           |
| 35 Awazu Plant  | Ishikawa  |
| 36 Kanazawa Plant                                       | Ishikawa  |
| 37 Osaka Plant  | Osaka     |
| 38 Rokko Plant  | Hyogo     |
| 39 Ibaraki Plant  | Ibaraki   |
| 40 Oyama Plant  | Tochigi   |
| 41 Koriyama Plant                                       | Fukushima |
| 42 Shonan Plant   | Kanagawa  |
| 43 Komatsu Utility Co., Ltd.                            | Tochigi   |
| 44 Komatsu Cummins Engine Co., Ltd.                     | Tochigi   |
| 45 Komatsu Castex Ltd.                                  |           |
| Head Office, Manufacturing Div.                         | Toyama    |
| Manufacturing Div.<br>(CB Production Dept., Oyama Sec.) | Tochigi   |
| 46 Komatsu Cabtec Co., Ltd.                             | Shiga     |

# Global Operations

## Americas



### Manufacturing Operations

| Company                               | Location               | Area (Unit:1000m <sup>2</sup> ) |           | Main Products Manufactured  | Legend           |                |
|---------------------------------------|------------------------|---------------------------------|-----------|---|------------------|----------------|
|                                       |                        | Site                            | Buildings |   | ○:Assembly Plant | ★:Mother Plant |
| <b>Komatsu America Corp.</b>          |                        |                                 |           |   |                  |                |
| ① Chattanooga Manufacturing Operation | Tennessee, U.S.A.      | 215                             | 44        | Medium-sized hydraulic excavators, articulated dump trucks, forest machines (crawler type)                      | ○                |                |
| ② Peoria Manufacturing Operation      | Illinois, U.S.A.       | 518                             | 105       | Large dump trucks   | ○                | ★              |
| ③ Newberry Manufacturing Operation    | South Carolina, U.S.A. | 320                             | 19        | Wheel loaders, forklift trucks  | ○                |                |
| ④ Cummins Komatsu Engine Company      | Indiana, U.S.A.        | —*                              | —*        | Large diesel engines  |                  |                |
| ⑤ Hensley Industries, Inc.            | Texas, U.S.A.          | 115                             | 33        | Buckets, teeth, edges, adapters   |                  |                |
| ⑥ Komatsu do Brasil Ltda.             | São Paulo, Brazil      | 717                             | 53        | Medium-sized hydraulic excavators, small and medium-sized wheel loaders, medium-sized bulldozers, motor graders | ○                |                |
| ⑦ Atommix Industria e Comercio Ltda.  | São Paulo, Brazil      | 24                              | 13        | Sheet metal products and hydraulic tubings for construction equipment   |                  |                |

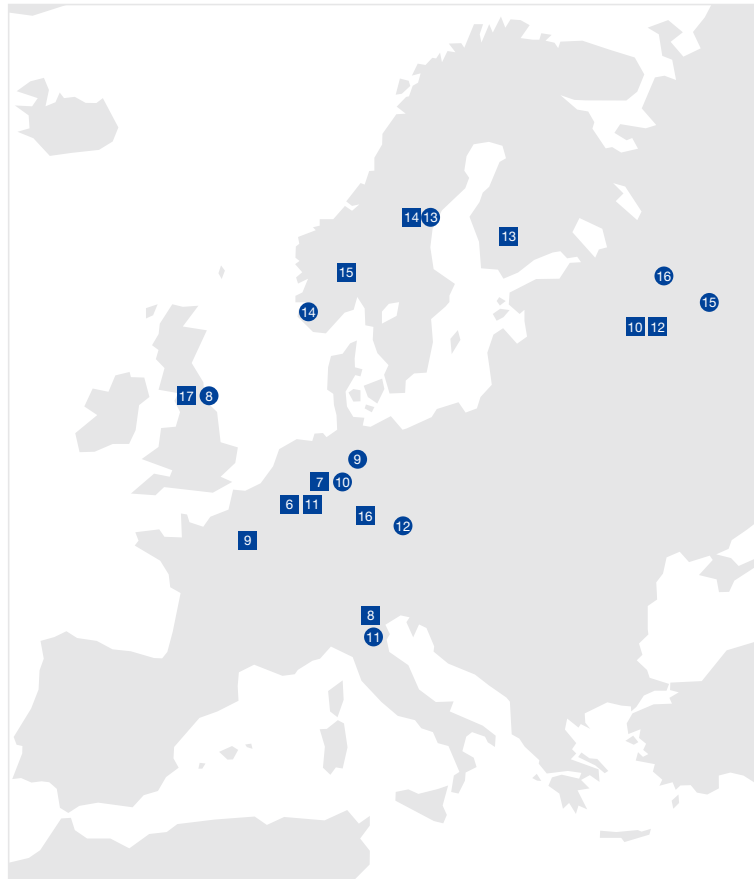
\* Located in Cummins Industrial Center.

### Sales Operations

| Subsidiaries of Construction and Mining Equipment | Location   |
|---|--|
| ① Komatsu America Corp.                           | Illinois, U.S.A.                                   |
| ② Komatsu Brasil International Ltda.              | São Paulo, Brazil                                  |
| ③ Komatsu Cummins Chile Ltda.                     | Santiago, Chile                                    |
| Distributors                                      | North America : 33, Latin-America : 33, Total : 66 |

| Subsidiary of Forklift Trucks      | Location  |
|------------------------------------|---|
| ④ Komatsu Forklift U.S.A., LLC     | Illinois, U.S.A.                                    |
| Distributors                       | North America : 87, Latin-America : 18, Total : 105 |
| Sales Companies of Forest Machines | Location  |
| ⑤ Komatsu Forest Ltda              | Pinhais, Brazil                                     |

## Europe and CIS



### Manufacturing Operations

| Company                            | Location                 | Area (Unit:1000m <sup>2</sup> ) |           | Main Products Manufactured  | ○:Assembly Plant<br>★:Mother Plant |   |
|------------------------------------|--------------------------|---------------------------------|-----------|---|------------------------------------|---|
|                                    |                          | Site                            | Buildings |   |                                    |   |
| 8 Komatsu UK Ltd.                  | Birtley, U.K.            | 200                             | 72        | Large and medium-sized hydraulic excavators   | ○                                  |   |
| 9 Komatsu Hanomag GmbH             | Hannover, Germany        | 212                             | 51        | Wheeled hydraulic excavator, small and medium-sized wheel loaders, mini wheel loaders | ○                                  | ★ |
| 10 Komatsu Mining Germany GmbH     | Düsseldorf, Germany      | 111                             | 41        | Super-large hydraulic excavators  | ○                                  | ★ |
| 11 Komatsu Utility Europe S.p.A.   | Este, Italy              | 146                             | 56        | Mini excavators, backhoe loaders, skid steer loaders                                  | ○                                  | ★ |
| 12 Stavmek s.r.o.                  | Mnichovo Hradiste, Czech | 128                             | 22        | Sheet metal products for construction equipment                                       |                                    |   |
| 13 Komatsu Forest AB               | Umeå, Sweden             | 38                              | 16        | Forest machines (wheel type)  | ○                                  | ★ |
| 14 Komatsu KVX LLC                 | Klepp stasjon, Norway    | —                               | —         | Teeth, edges  |                                    |   |
| 15 KRANEKS International Co., Ltd. | Ivanovo, Russia          | 2                               | 2         | Metal works for hydraulic excavators  |                                    |   |
| 16 Komatsu Manufacturing Rus, LLC  | Yaroslavl, Russia        | 500                             | 50        | Medium-sized hydraulic excavators   | ○                                  |   |

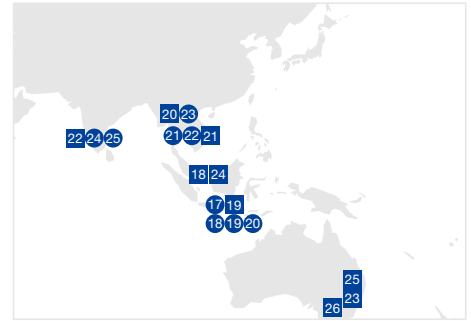
### Sales Operations

| Subsidiaries of Construction and Mining Equipment | Location                         |
|---|----------------------------------|
| 6 Komatsu Europe International N.V.               | Brussels, Belgium                |
| 7 Komatsu Mining Germany GmbH                     | Düsseldorf, Germany              |
| 8 Komatsu Italia S.p.A.                           | Vicenza, Italy                   |
| 9 Komatsu France S.A.S                            | Aubergenville, France            |
| 10 Komatsu CIS, LLC                               | Moscow, Russia                   |
| Distributors                                      | Europe : 43, CIS : 6, Total : 49 |

| Offices of Forklift Trucks         | Location                         |
|------------------------------------|----------------------------------|
| 11 Europe Office                   | Brussels, Belgium                |
| 12 Moscow Office                   | Moscow, Russia                   |
| Distributors                       | Europe : 30, CIS : 1, Total : 31 |
| Sales Companies of Forest Machines | Location                         |
| 13 Komatsu Forest Oy               | Tampere, Finland                 |
| 14 Komatsu Forest Sweden HB        | Umeå, Sweden                     |
| 15 Komatsu Forest AS               | Stange, Norway                   |
| 16 Komatsu Forest GmbH             | Vöhringen, Germany               |
| 17 Komatsu Forest Ltd.             | Longtown, U.K.                   |

# Global Operations

## Asia and Oceania



### Manufacturing Operations

| Company                                 | Location               | Area (Unit:1000m <sup>2</sup> ) |           | Main Products Manufactured   | ○:Assembly Plant |
|---|------------------------|---------------------------------|-----------|--|------------------|
|   |                        | Site                            | Buildings |  |                  |
| 17 PT Komatsu Indonesia                 | Jakarta, Indonesia     | 162                             | 71        | Medium-sized hydraulic excavators, small and medium-sized bulldozers, motor graders, dump trucks and hydraulic equipment | ○                |
| 18 PT Komatsu Undercarriage Indonesia   | Bekasi, Indonesia      | 43                              | 11        | Undercarriage components and spare parts   |                  |
| 19 PT KOMATSU FORGING INDONESIA         | Bekasi, Indonesia      | 31                              | 15        | Track link for bulldozers and hydraulic excavators   |                  |
| 20 PT Komatsu Patria Attachment         | Bekasi, Indonesia      | 30                              | 3         | Buckets and blades for mining equipment  |                  |
| 21 Bangkok Komatsu Co., Ltd.            | Chonburi, Thailand     | 81                              | 39        | Medium-sized hydraulic excavators, wheel loaders and backhoe loaders   | ○                |
| 22 Bangkok Komatsu Industries Co., Ltd. | Chonburi, Thailand     | 34                              | 18        | Cast iron parts for forklift trucks and construction equipment   |                  |
| 23 CABTEC THAI Co., Ltd.                | Chachoengsao, Thailand | 21                              | 6         | Parts of cab for construction equipment  |                  |
| 24 L&T-Komatsu Limited                  | Bangalore, India       | 267                             | 55        | Small and medium-sized hydraulic excavators  | ○                |
| 25 Komatsu India Pvt. Ltd.              | Chennai, India         | 240                             | 8         | Dumptrucks   | ○                |

### Sales Operations

| Subsidiaries and Offices of Construction and Mining Equipment | Location                           |
|---|------------------------------------|
| 18 Komatsu Asia & Pacific Pte Ltd                             | Singapore                          |
| 19 PT Komatsu Marketing & Support Indonesia                   | Jakarta, Indonesia                 |
| 20 Bangkok Komatsu Sales Co., Ltd.                            | Samutprakam, Thailand              |
| 21 Komatsu Parts Asia Co., Ltd.                               | Chonburi, Thailand                 |
| 22 Komatsu India Pvt. Ltd.                                    | Bangalore, India                   |
| 23 Komatsu Australia Pty. Ltd.                                | Sydney, Australia                  |
| Distributors  | Asia : 16, Oceania : 2, Total : 18 |

| Subsidiary of Forklift Trucks                         | Location                            |
|---|-------------------------------------|
| 24 Forklift Division, Komatsu Asia & Pacific Pte Ltd. | Singapore                           |
| 25 Komatsu Forklift Australia Pty Ltd.                | Seven Hills, Australia              |
| Distributors  | Asia : 18, Oceania : 11, Total : 29 |
| Sales Company of Forest Machines                      | Location                            |
| 26 Komatsu Forest Pty. Ltd.                           | Newington, Australia                |

## China



### Manufacturing Operations

| Company   | Location | Area (Unit:1000m <sup>2</sup> ) |           | Main Products Manufactured  | ○:Assembly Plant |
|---|----------|---------------------------------|-----------|---|------------------|
|   |          | Site                            | Buildings |   |                  |
| 26 Komatsu (Changzhou) Construction Machinery Corp. | Jiangsu  | 141                             | 26        | Medium-sized hydraulic excavators, medium-sized wheel loaders, dump trucks                | ○                |
| 27 Komatsu (Changzhou) Foundry Corp.                | Jiangsu  | 89                              | 26        | Iron castings and parts for construction equipment and industrial vehicles, foundry molds |                  |
| 28 Komatsu Shantui Construction Machinery Co., Ltd. | Shandong | 458                             | 62        | Small and medium-sized hydraulic excavators   | ○                |
| 29 Komatsu Hydraulics Manufacturing Co., Ltd.       | Shandong | -*                              | -*        | Hydraulic equipment   |                  |
| 30 Hensley Lingfeng Co., Ltd.                       | Zhejiang | 26                              | 19        | Teeth, adapters   |                  |
| 31 Komatsu Power Generation Systems (Shanghai) Ltd. | Shanghai | 6                               | 2         | Generators  |                  |
| 32 Komatsu Undercarriage China Corp.                | Shandong | 53                              | 20        | Crawler components  |                  |
| 33 Komatsu Utility (China) Machine Co., Ltd.        | Shandong | 70                              | 14        | Mini excavators, forklift trucks  | ○                |
| 34 Komatsu (Shandong) Cast Steel Co., Ltd           | Shandong | 103                             | 27        | Steel castings, patterns for casting  |                  |

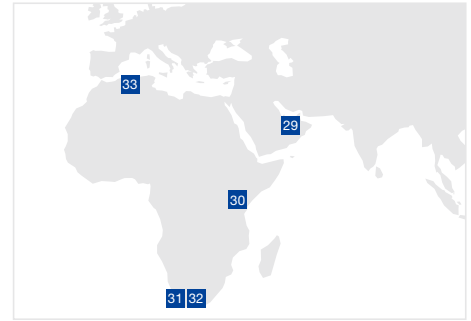
\* Located in Komatsu Shantui Construction Machinery Co., Ltd.

### Sales Operations

| Subsidiaries of Construction and Mining Equipment | Location |
|---|----------|
| 27 Komatsu (China) Ltd.                           | Shanghai |
| Distributors                                      | 32       |

| Office of Forklift Trucks | Location |
|---------------------------|----------|
| 28 Shanghai Office        | Shanghai |
| Distributors              | 18       |

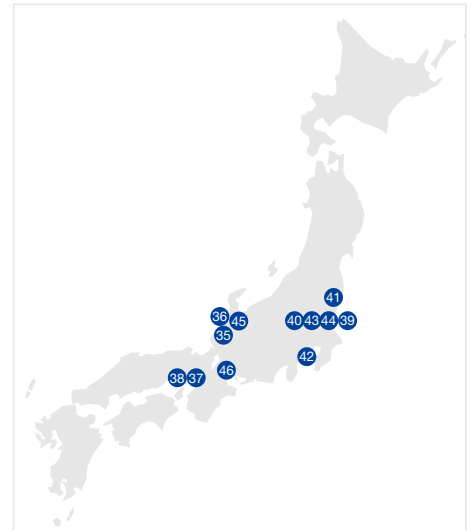
## Middle East and Africa



### Sales Operations

| Subsidiaries and Offices of Construction and Mining Equipment | Location                                  |
|---|---|
| 29 Komatsu Middle East FZE                                    | Dubai, U.A.E.                             |
| 30 Nairobi Office   | Nairobi, Kenya                            |
| 31 Komatsu Southern Africa (Pty) Ltd.                         | Johannesburg, South Africa                |
| 32 Johannesburg Office  | Johannesburg, South Africa                |
| 33 Alger Office   | Alger, Algeria                            |
| Distributors  | Middle East : 9, Africa : 10, Total : 19  |
| Distributors of Forklift Trucks                               | Middle East : 13, Africa : 10, Total : 23 |

## Japan



### Manufacturing Operations

| Company   | Location  | Area (Unit:1000m <sup>2</sup> ) |           | Main Products Manufactured  | Plant Type       |                |
|---|-----------|---------------------------------|-----------|---|------------------|----------------|
|   |           | Site                            | Buildings |   | ○:Assembly Plant | ★:Mother Plant |
| Komatsu Ltd.  |           |                                 |           |   |                  |                |
| 35 Awazu Plant  | Ishikawa  | 710                             | 247       | Small and medium-sized hydraulic excavators, small and medium-sized wheel loaders, small and medium-sized bulldozers, motor graders | ○                | ★              |
| 36 Kanazawa Plant                                       | Ishikawa  | 220                             | 25        | Super-large hydraulic excavators  | ○                |                |
| 37 Osaka Plant  | Osaka     | 545                             | 169       | Medium-sized and large hydraulic excavators, large bulldozers, recycling equipment  | ○                | ★              |
| 38 Rokko Plant  | Hyogo     | 50                              | 7         | Super-large hydraulic excavators, super-large bulldozers  | ○                |                |
| 39 Ibaraki Plant  | Ibaraki   | 251                             | 51        | Dump trucks, articulated dump trucks, large wheel loaders, large wheel dozers   | ○                | ★              |
| 40 Oyama Plant  | Tochigi   | 584                             | 225       | Diesel engines, hydraulic equipment, axle   |                  |                |
| 41 Koriyama Plant                                       | Fukushima | 377                             | 30        | Hydraulic equipment   |                  |                |
| 42 Shonan Plant   | Kanagawa  | 68                              | 26        | Controllers, monitors, KOMTRAX terminals, hybrid components   |                  |                |
| 43 Komatsu Utility Co., Ltd.                            | Tochigi   | 214                             | 92        | Forklift trucks, mini excavators, mini wheel loaders  | ○                | ★              |
| 44 Komatsu Cummins Engine Co., Ltd.                     | Tochigi   | —                               | —         | Small diesel engines  |                  |                |
| 45 Komatsu Castex Ltd.                                  |           |                                 |           |   |                  |                |
| Head Office, Manufacturing Div.                         | Toyama    | 310                             | 98        | Steel castings, iron castings, patterns for casting   |                  |                |
| Manufacturing Div.<br>(CB Production Dept., Oyama Sec.) | Tochigi   | —                               | —         | Iron castings, patterns for casting   |                  |                |
| 46 Komatsu Cabtec Co., Ltd.                             | Shiga     | 52                              | 16        | Cabs, air conditioning equipment  |                  |                |

\* Komatsu Cummins Engine Co., Ltd and Komatsu Castex Ltd. (Oyama Manufacturing Div.) are located at Oyama Plant of Komatsu Ltd.

### Sales Operations

| Construction and Mining Equipment |    |
|-----------------------------------|----|
| Distributors                      | 17 |
| Affiliated rental companies       | 14 |

| Forklift Trucks |    |
|-----------------|----|
| Distributors    | 10 |

# Global Operations

## Product Support Operations of Construction and Mining Equipment

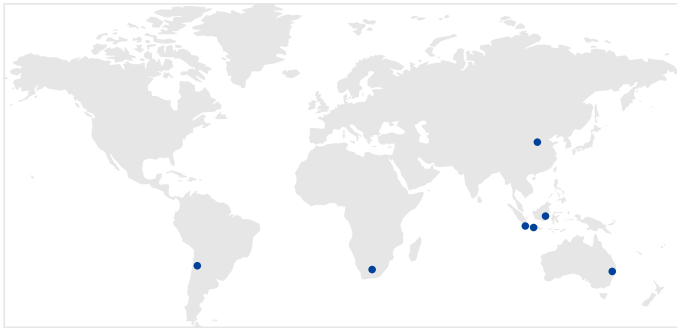
### [ Parts Supply Operations ]

Currently, Komatsu is running as many as 35 spare parts centers in strategic locations around the world, aiming at seamless deliveries of any spare parts that its clients require. The Parts Management System links all centers and is in operation 24 hours 7 days a week. Through this system, we can forecast demand for spare parts, regional and worldwide, make a plan for parts placement and assure quick and secure deliveries of spare parts that are required for repairs and replacement.



### [ Reman (Re-manufacturing) ]

Komatsu puts a great effort into the Reman business. This business remanufactures used engines and other major components for construction and mining equipment. Remanufactured major components are put on sale again after having acquired nearly as good quality as brand new ones. Komatsu has so far established 7 Reman centers in 5 countries in the world. When a certain component in a customer's machine brakes down, wears out or deteriorates, this business makes it possible to replace it with a nearly new one with speed and at an economical price. The Reman business has another commendable feature: it not only reuses the original materials, but it generates as much as 90 percent less CO<sub>2</sub> emission in its remanufacturing process, compared to the production of brand new equivalent components. Thus it is another environment-friendly business of Komatsu.



### [ Training ]

Komatsu now operates 21 training centers in 18 countries of the world. Training there offers Komatsu's customers a course on safe and functional use of Komatsu products. Another important mission of those training facilities is to provide sales people as well as after-sale service engineers from its distributors with training for marketing and technical service. A separate course having the similar purpose is also in place for those who work for Komatsu Group companies.



### Parts Centers

| Region                | Location             | Region                 | Location                   |
|-----------------------|----------------------|------------------------|----------------------------|
| Americas              | Tennessee, U.S.A.    | Asia and Oceania       | Chonburi, Thailand         |
|                       | Pennsylvania, U.S.A. |                        | Jakarta, Indonesia         |
|                       | Nevada, U.S.A.       |                        | Balikpapan, Indonesia      |
|                       | Colorado, U.S.A.     |                        | Nagpur, India              |
|                       | Minnesota, U.S.A.    |                        | Sydney, Australia          |
|                       | Oregon, U.S.A.       | Perth, Australia       |                            |
|                       | Georgia, U.S.A.      | Brisbane, Australia    |                            |
|                       | Florida, U.S.A.      |                        |                            |
|                       | Edmonton, Canada     | China                  | Shanghai                   |
|                       | Toronto, Canada      |                        | Guangdong                  |
| Europe and CIS        | São Paulo, Brazil    | Sichuan                |                            |
|                       | Santiago, Chile      | Middle East and Africa | Dubai, U.A.E.              |
|                       |                      |                        | Johannesburg, South Africa |
|                       | Vilvoorde, Belgium   | Japan                  | Hokkaido                   |
|                       | Düsseldorf, Germany  |                        | Tochigi                    |
| Moscow, Russia        | Ishikawa             |                        |                            |
| Yeketerinburg, Russia | Osaka                |                        |                            |
| Khabarovsk, Russia    | Fukuoka              |                        |                            |
| Kuzbass, Russia       |                      |                        |                            |

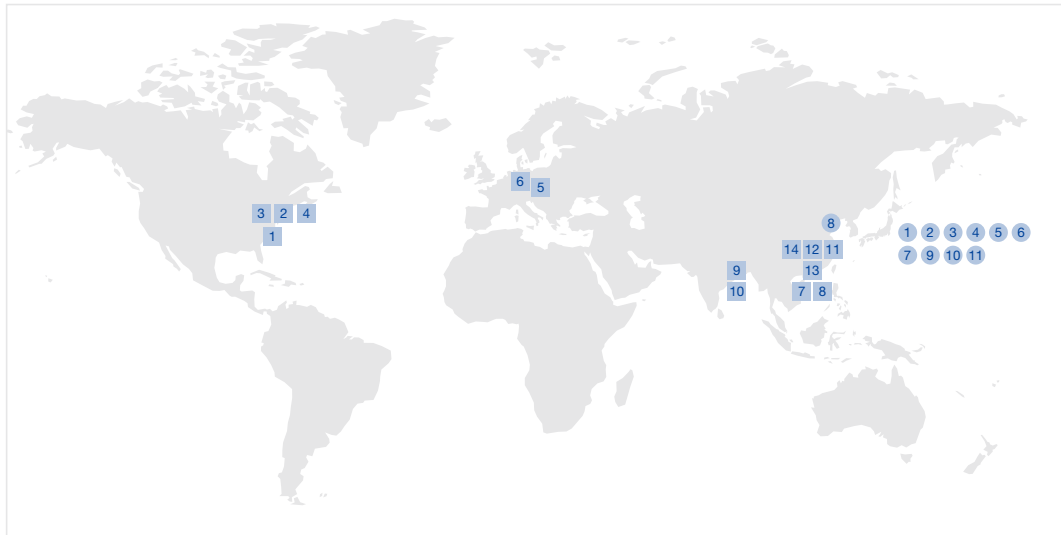
### Reman Centers

| Region           | Location                   |
|------------------|----------------------------|
| Americas         | Antofagasta, Chile         |
| Asia and Oceania | Jakarta, Indonesia (2)     |
|                  | Balikpapan, Indonesia      |
|                  | Brisbane, Australia        |
| China            | Shanxi                     |
| Africa           | Johannesburg, South Africa |

### Training Centers

| Region         | Location               | Region                     | Location               |
|----------------|------------------------|----------------------------|------------------------|
| Americas       | Georgia, U.S.A.        | Asia and Oceania           | Singapore              |
|                | São Paulo, Brazil      |                            | Jakarta, Indonesia     |
|                | Santiago, Chile        |                            | Sydney, Australia      |
| Europe and CIS |                        | China                      | Jiangsu                |
|                | Brussels, Belgium      |                            | Middle East and Africa |
|                | Newcastle, U.K.        | Johannesburg, South Africa |                        |
|                | Hannover, Germany      | Senegal, Dakar             |                        |
|                | Düsseldorf, Germany    | Kenya, Nairobi             |                        |
|                | Este, Italy            | Japan                      | Tochigi                |
|                | Moscow, Russia         |                            | Shizuoka               |
|                | Ashgabat, Turkmenistan |                            | Osaka                  |

## Manufacturing, Sales and Service Operations of Industrial Machinery and Others



### Manufacturing Operations

| Company                                    | Location        | Area (Unit:1000m <sup>2</sup> ) |           | Main Products   |
|--|-----------------|---------------------------------|-----------|---|
|  |                 | Site                            | Buildings |   |
| <b>Industrial Machinery</b>                |                 |                                 |           |   |
| ① Kanazawa Plant, Komatsu Ltd.             | Ishikawa, Japan | 220                             | 25        | Presses   |
| ② Komatsu Industries Corporation           | Ishikawa, Japan | *1                              | *1        | Press brakes, shears, plasma cutting machine  |
| ③ Komatsu Machinery Corporation            | Ishikawa, Japan | *2                              | *2        | Crankshaft millers, multiplex machine tools, components for liquid crystal panels manufacturing |
| ④ Fukuno Plant, Komatsu NTC Ltd.           | Toyama, Japan   | 126                             | 51        | Transfer machines, machining centers, laser cutting machines                                    |
| ⑤ Toyama Plant, Komatsu NTC Ltd.           | Toyama, Japan   | 52                              | 28        | Grinding machines   |
| ⑥ Komatsu Engineering Corporation          | Ishikawa, Japan | 18                              | 7         | Welding robots, testing devices   |
| ⑦ KELK Ltd.                                | Kanagawa, Japan | —                               | 1         | Thermoelectric modules, temperature control equipment   |
| ⑧ YNC/YIDA NIPPEI MACHINE TOOL Corporation | Liaoning, China | 50                              | 35        | Transfer machines, machining centers  |
| <b>Others</b>                              |                 |                                 |           |   |
| ⑨ GIGAPHOTON INC.                          | Tochigi, Japan  | *3                              | *3        | Excimer laser   |
| ⑩ Defense Systems Division, Komatsu Ltd.   | Ishikawa, Japan | *4                              | *4        | Armored vehicles, ammunitions   |
| ⑪ Komatsu House Ltd.                       | Aichi, Japan    | 43                              | 9         | Prefabricated commercial-use structures   |

Notes: \*1. Komatsu Industries Corporation is located in Kanazawa Plant of Komatsu Ltd.

\*2. Komatsu Machinery Corporation is located in Awazu Plant of Komatsu Ltd.

\*3. GIGAPHOTON INC. is located in Oyama Plant of Komatsu Ltd.

\*4. Komatsu Ltd. Defense Systems Division is located in Awazu Plant of Komatsu Ltd.

### Sales Operations

| Sales Companies of Industrial Machinery  | Location               |
|--|------------------------|
| ① Industrial Machinery Operation, Press Technology Division, Komatsu America Corp. | Illinois, U.S.A.       |
| ② Industrial Machinery Operation, Large Size Press Division, Komatsu America Corp. | Michigan, U.S.A.       |
| ③ Industrial Machinery Operation, Machine Tool Division, Komatsu America Corp.     | Michigan, U.S.A.       |
| ④ NTC AMERICA Corporation  | Michigan, U.S.A.       |
| ⑤ Komatsu Industries Europe GmbH   | Rüsselsheim, Germany   |
| ⑥ NIPPEI TOYAMA EUROPE GmbH  | Rüsselsheim, Germany   |
| ⑦ Komatsu Industries (Thailand) Co., Ltd.  | Samutprakarn, Thailand |
| ⑧ NIPPEI TOYAMA (THAILAND) Co., Ltd.   | Samutprakarn, Thailand |
| ⑨ Industrial Machinery Division, Komatsu India Pvt. Ltd.                           | Gurgaon, India         |
| ⑩ Nippei Toyama India Private Limited  | Pune, India            |
| ⑪ Komatsu Industries (Shanghai) Ltd.   | Shanghai, China        |
| ⑫ NIPPEI TOYAMA SHANGHAI TRADING Co., Ltd.   | Shanghai, China        |
| ⑬ Guangzhou Office, Komatsu Industries (Shanghai) Ltd.                             | Guangdong, China       |
| ⑭ NTC (Changzhou) Semiconductor Equipment Co., Ltd.                                | Jiangsu, China         |