

Global Operations

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

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

	Americas	Europe CIS	Asia (Exc. China & Japan)	China	Japan	Total
Assembly Plants	6	5	4	3	7	25
Components/Parts/Applied products	3	3	5	5	6	22
Total	9	8	9	8	13	47
Mother Plants (Development Function)	1	4	0	0	5	10

★Mother Plants Around the World

Komatsu designates those production bases with development functions 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
Komatsu America Corp.	
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 Candiatic Manufacturing Operation *	Quebec, Canada
⑤ Cummins Komatsu Engine Company	Indiana, U.S.A.
⑥ Hensley Industries, Inc.	Texas, U.S.A.
⑦ Komatsu Forklift U.S.A., LLC*	Georgia, U.S.A.
⑧ Komatsu do Brasil Ltda.	São Paulo, Brazil
⑨ Atommix Industria e Comercio Ltda.	São Paulo, Brazil

Europe and CIS

Company	Location
⑩ Komatsu UK Ltd.	Birtley, U.K.
⑪ Komatsu Hanomag GmbH	Hannover, Germany
⑫ Komatsu Mining Germany GmbH	Düsseldorf, Germany
⑬ Komatsu Utility Europe S.p.A.	Este, Italy
⑭ Stavmek s.r.o.	Mnichovo Hradiste, Czech
⑮ Komatsu Forest AB	Umeå, Sweden
⑯ Komatsu KVX LLC	Klepp stasjon, Norway
⑰ KRANEKS International Co., Ltd.	Ivanovo, Russia

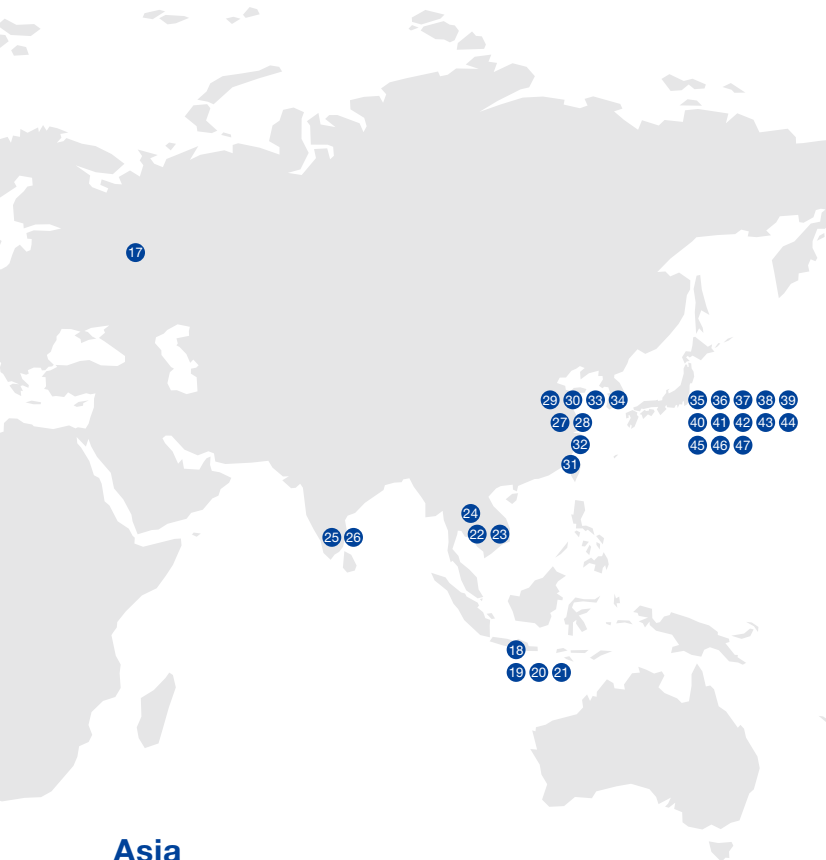


Note: The manufacturing operation of Candiatic and Komatsu Forklift U.S.A., LLC. will be transferred to Newberry, later in 2009.

Overseas Production Ratio of Construction and Mining Equipment

	2004/3	2005/3	2006/3	2007/3	2008/33	2009/3
Overseas production ratio (%)	46	46	49	49	50	50
Overseas production ratio in overseas net sales (%)	66	62	62	62	61	61

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



Asia

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

China

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

Japan

Company	Location
Komatsu Ltd.	
35 Awazu Plant	Ishikawa
36 Kanazawa Plant	Ishikawa
37 Osaka Plant	Osaka
38 Rokko Plant	Hyogo
39 Mooka Plant*	Tochigi
40 Ibaraki Plant	Ibaraki
41 Oyama Plant	Tochigi
42 Koriyama Plant	Fukushima
43 Shonan Plant	Kanagawa
44 Komatsu Utility Co., Ltd.	Tochigi
45 Komatsu Cummins Engine Co., Ltd.	Tochigi
46 Komatsu Castex Ltd.	
Head Office, Himi Iron Casting Div., Himi Steel Casting Div.	Toyama
Oyama Div.	Tochigi
47 Komatsu Cabtec Co., Ltd.	Shiga

Note: The manufacturing operation of Mooka Plant will be transferred to Ibaraki, Awazu and Oyama later in 2009.

Global Operations

Americas



Manufacturing Operations

Company	Location	Area (Unit:1000m ²)		Main Products Manufactured	Legend	
		Site	Buildings		○:Assembly Plant	★:Mother Plant
Komatsu America Corp.						
① Chattanooga Manufacturing Operation	Tennessee, U.S.A.	215	44	Medium-sized hydraulic excavators, articulated dump trucks	○	
② Peoria Manufacturing Operation	Illinois, U.S.A.	518	105	Large dump trucks	○	★
③ Newberry Manufacturing Operation	South Carolina, U.S.A.	320	19	Backhoe loaders, skid steer loaders	○	
④ Candiatic Manufacturing Operation *1	Quebec, Canada	99	17	Small and medium-sized wheel loaders	○	
⑤ Cummins Komatsu Engine Company	Indiana, U.S.A.	*2	*2	Large engines		
⑥ Hensley Industries, Inc.	Texas, U.S.A.	115	33	Buckets, teeth, edges, adapters		
⑦ Komatsu Forklift U.S.A., LLC *1	Georgia, U.S.A.	172	23	Forklift trucks	○	
⑧ Komatsu do Brasil Ltda.	São Paulo, Brazil	717	53	Medium-sized hydraulic excavators, small and medium-sized wheel loaders, medium-sized bulldozers, motor graders	○	
⑨ Atommix Industria e Comercio Ltda.	São Paulo, Brazil	24	13	Sheet metal products and hydraulic tubings for construction equipment		

*1. The manufacturing operation of Candiatic and Komatsu Forklift U.S.A., LLC will be transferred to Newberry.

*2. Located in Cummins Industrial Center.

Sales Operations

Subsidiaries of Construction and Mining Equipment	Location
① Komatsu America Corp	Illinois, U.S.A.
② Komatsu Latin-America Corp.	Florida, U.S.A.
③ Komatsu Brasil International Ltda.	São Paulo, Brazil
④ Komatsu Cummins Chile Ltda.	Santiago, Chile

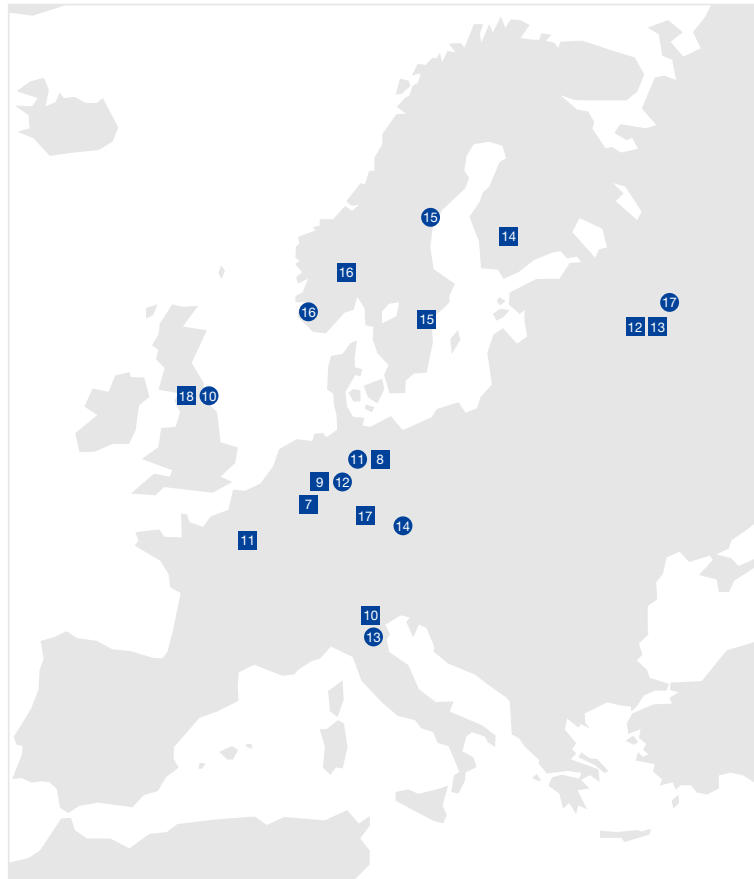
Distributors North America : 34, Latin-America : 31, Total : 65

Subsidiary of Forklift Trucks	Location
⑤ Komatsu Forklift U.S.A., LLC	Georgia, U.S.A.

Distributors North America : 123, Latin-America : 18, Total : 141

Sales Companies of Forest Machines	Location
⑥ Komatsu Forest Ltda	Pinhais, Brazil

Europe and CIS



Manufacturing Operations

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

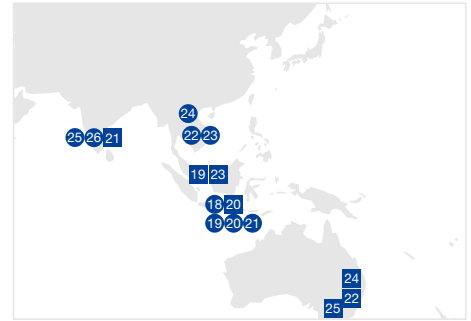
Sales Operations

Subsidiaries of Construction and Mining Equipment	Location
7 Komatsu Europe International N.V.	Brussels, Belgium
8 Komatsu Deutschland GmbH	Hannover, Germany
9 Komatsu Mining Germany GmbH	Düsseldorf, Germany
10 Komatsu Italia S.p.A.	Vicenza, Italy
11 Komatsu France S.A.	Aubergenville, France
12 Komatsu CIS, LLC	Moscow, Russia
Distributors	Europe : 43, CIS : 5, Total : 48

Office of Forklift Trucks	Location
13 Moscow Office	Moscow, Russia
Distributors	Europe : 48, CIS : 1, Total : 49
Sales Companies of Forest Machines	Location
14 Komatsu Forest Oy	Tampere, Finland
15 Komatsu Swelog HB	Knivsta, Sweden
16 Komatsu Forest AS	Stange, Norway
17 Komatsu Forest GmbH	Vöhringen, Germany
18 Komatsu Forest Ltd.	Longtown, U.K.

Global Operations

Asia and Oceania



Manufacturing Operations

Company	Location	Area (Unit:1000m ²)		Main Products Manufactured	○:Assembly Plant
		Site	Buildings		
18 PT Komatsu Indonesia	Jakarta, Indonesia	162	71	Medium-sized hydraulic excavators, small and medium-sized bulldozers, motor graders, dump trucks and hydraulic equipment	○
19 PT Komatsu Undercarriage Indonesia	Bekasi, Indonesia	43	11	Undercarriage components and spare parts	
20 PT KOMATSU FORGING INDONESIA	Bekasi, Indonesia	31	15	Track link for bulldozers and hydraulic excavators	
21 PT Komatsu Patria Attachment	Bekasi, Indonesia	28	2	Buckets and blades for mining equipment	
22 Bangkok Komatsu Co., Ltd.	Chonburi, Thailand	81	39	Medium-sized hydraulic excavators, wheel loaders and backhoe loaders	○
23 Bangkok Komatsu Industries Co., Ltd.	Chonburi, Thailand	34	18	Cast iron parts for forklift trucks and construction equipment	
24 CABTEC THAI Co., Ltd.	Chachoengsao, Thailand	21	6	Parts of cab for construction equipment	
25 L&T-Komatsu Limited	Bangalore, India	267	55	Small and medium-sized hydraulic excavators	○
26 Komatsu India Pvt. Ltd.	Chennai, India	240	8	Dumptrucks	○

Sales Operations

Subsidiaries and Offices of Construction and Mining Equipment	Location
19 Komatsu Asia & Pacific Pte Ltd	Singapore
20 PT Komatsu Marketing & Support Indonesia	Jakarta, Indonesia
21 Komatsu India Pvt. Ltd.	Bangalore, India
22 Komatsu Australia Pty. Ltd.	Sydney, Australia

Distributors Asia : 15, Oceania : 1, Total : 16

Subsidiary of Forklift Trucks	Location
23 Komatsu Forklift Asia Pte. Ltd.	Singapore
24 Red Australia Equipment Pty Ltd. *1	Seven Hills, Australia

Distributors Asia : 16, Oceania : 3, Total : 19

Sales Company of Forest Machines	Location
25 Komatsu Forest Pty. Ltd.	Newington, Australia

*1. Red Australia Equipment will be renamed Komatsu Forklift Australia Pty Ltd. in August 2009.

China



Manufacturing Operations

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

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

Sales Operations

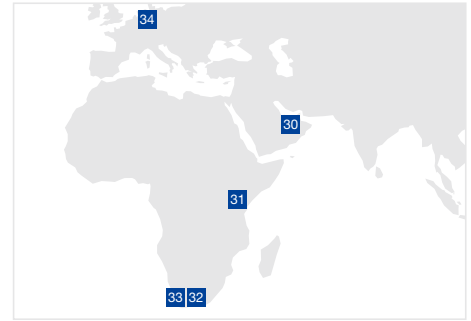
Subsidiaries of Construction and Mining Equipment	Location
26 Komatsu (China) Ltd.	Shanghai
27 Komatsu (Shanghai) Ltd.	Shanghai
28 Komatsu Huanan Ltd.	Hong Kong

Distributors 32

Subsidiary of Forklift Trucks	Location
29 Komatsu Forklift (Shanghai) Co., Ltd.	Shanghai

Distributors 27

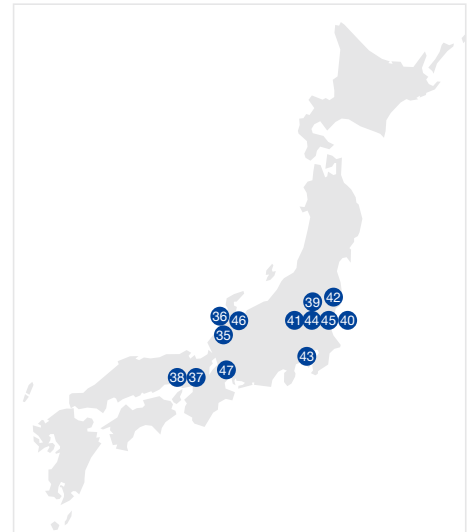
Middle East and Africa



Sales Operations

Subsidiaries and Offices of Construction and Mining Equipment	Location
30 Komatsu Middle East FZE	Dubai, U.A.E.
31 Nairobi Liaison Office	Nairobi, Kenya
32 Komatsu Southern Africa (Pty) Ltd.	Johannesburg, South Africa
33 Johannesburg Liaison Office	Johannesburg, South Africa
34 Africa Office	Brussels, Belgium
Distributors	Middle East : 9, Africa : 17, Total : 26
Distributors of Forklift Trucks	Middle East : 13, Africa : 8, Total : 21

Japan



Manufacturing Operations

Company	Location	Area (Unit:1000m ²)		Main Products Manufactured	Plant Type	
		Site	Buildings		○:Assembly Plant	★:Mother Plant
Komatsu Ltd.						
35 Awazu Plant	Ishikawa	710	233	Small and medium-sized hydraulic excavators, small and medium-sized wheel loaders, small and medium-sized bulldozers, motor graders	○	★
36 Kanazawa Plant	Ishikawa	220	23	Super-large hydraulic excavators	○	
37 Osaka Plant	Osaka	545	157	Medium-sized and large hydraulic excavators, large bulldozers, recycling equipment	○	★
38 Rokko Plant	Hyogo	50	7	Super-large hydraulic excavators, super-large bulldozers	○	
39 Mooka Plant *1	Tochigi	301	83	Dump trucks, articulated dump trucks	○	★
40 Ibaraki Plant	Ibaraki	190	45	Large wheel loaders, dump trucks	○	★
41 Oyama Plant	Tochigi	584	201	Diesel engines, hydraulic equipment		
42 Koriyama Plant	Fukushima	377	30	Hydraulic equipment		
43 Shonan Plant	Kanagawa	68	26	Controllers, Monitors, KOMTRAX terminals, Hybrid components		
44 Komatsu Utility Co., Ltd.	Tochigi	214	92	Forklift trucks, mini excavators, mini wheel loaders	○	★
45 Komatsu Cummins Engine Co., Ltd.	Tochigi	—*2	—*2	Small diesel engines		
46 Komatsu Castex Ltd.				Steel castings, iron castings, pattern for casting		
Head Office, Himi Iron Casting Div., Himi Steel Casting Div.	Toyama	310	81			
Oyama Div.	Tochigi	—*2	—*2	Iron castings, pattern for casting		
47 Komatsu Cabtec Co., Ltd.	Shiga	52	16	Cabs, air conditioning equipment		

*1. The manufacturing operation of Mooka Plant will be transferred to Ibaraki, Awazu and Oyama Plants later in 2009.

*2. 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	18
Affiliated rental companies	15

Forklift Trucks	
Distributors	18

Global Operations

Product Support Operations of Construction and Mining Equipment

[Parts Supply Operations]

Currently, Komatsu is running as many as 37 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 Reman centers in four 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 CO2 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 regional business hubs in over 17 countries of the world, including some hubs with training facilities. 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 technicians 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 of companies.



Parts Centers

Region	Location	Region	Location
Americas	Tennessee, U.S.A.	Asia and Oceania	Singapore
	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.	Mackay, Australia	
	Florida, U.S.A.		
	Vancouver, Canada	China	Beijing
	Tronto, Canada		Shanghai
	São Paulo, Brazil		Shandong
	Santiago, Chile		Sichuan
	Europe and CIS	Vilvoorde, Belgium	Middle East and Africa
Düsseldorf, Germany		Johannesburg, South Africa	
Prague, Czech		Japan	Hokkaido
Moscow, Russia			Tochigi
Yeketerinburg, Russia	Ishikawa		
Khabarovsk, Russia	Osaka		
Kuzbass, Russia	Fukuoka		

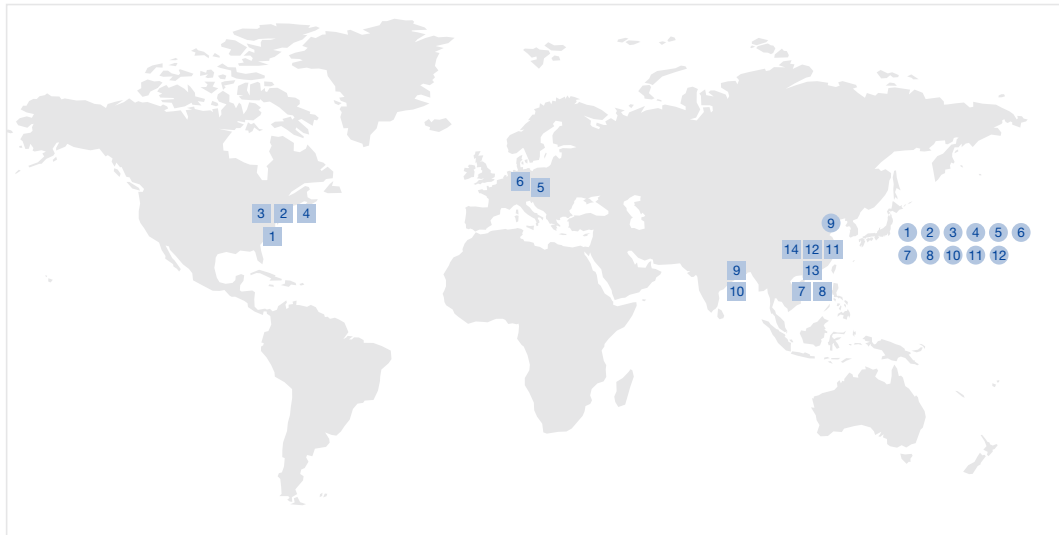
Reman Centers

Region	Location
Americas	Antofagasta, Chile
Africa	Johannesburg, South Africa
Asia and Oceania	Jakarta, Indonesia
	Balikpapan, Indonesia
	Brisbane, Australia
	Perth, Australia

Training Centers

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

Manufacturing, Sales and Service Operations of Industrial Machinery and Others



Manufacturing Operations

Company	Location	Area (Unit:1000m ²)		Main Products
		Site	Buildings	
Industrial Machinery				
① Komatsu Ltd. Komatsu Plant *3	Ishikawa, Japan	100	44	Large presses
② Komatsu Ltd. Kanazawa Plant	Ishikawa, Japan	115	15	Large presses
③ Komatsu Industries Corporation	Ishikawa, Japan	*1	*1	Small and medium-sized presses, press brakes, shears, plasma cutting machine
④ Komatsu Machinery Corporation	Ishikawa, Japan	*2	*2	Crankshaft millers, multiplex machine tools, components for liquid crystal panels manufacturing
⑤ Komatsu NTC Ltd. Fukuno Plant	Toyama, Japan	126	51	Transfer machines, machining centers, laser cutting machines
⑥ Komatsu NTC Ltd. Toyama Plant	Toyama, Japan	52	28	Grinding machines
⑦ Komatsu NTC Ltd. Technical Center *3	Kanagawa, Japan	27	10	Semiconductor manufacturing equipment
⑧ KELK Ltd.	Kanagawa, Japan	—	1	Thermoelectric modules, temperature control equipment
⑨ YNC/YIDA NIPPEI MACHINE TOOL Corporation	Liaoning, China	50	35	Transfer machines, machining centers
Others				
⑩ GIGAPHOTON INC.	Tochigi, Japan	*4	*4	Excimer laser
⑪ Komatsu Ltd. Defense Systems Division	Ishikawa, Japan	*5	*5	Armored vehicles, ammunitions
⑫ Komatsu House Ltd.	Aichi, Japan	43	9	Prefabricated commercial-use structures

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

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

*3. The manufacturing operation of Komatsu NTC Technical Center will be transferred to Toyama area no later than the end of December 2009, as well as Komatsu Plant will be Kanazawa plant no later than the end of FY2009.

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

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

Sales Operations

Sales Companies of Industrial Machinery	Location
① Komatsu America Corp. Industrial Machinery Operation, Press Technology Division, Cutting Technology Division	Illinois, U.S.A.
② Komatsu America Corp. Industrial Machinery Operation, Large Size Press Division	Michigan, U.S.A.
③ Komatsu America Corp. Industrial Machinery Operation, Machine Tool Division	Michigan, U.S.A.
④ NTC AMERICA Corporation	Michigan, U.S.A.
⑤ Komatsu Industries Europe GmbH	Rüsselsheim, Germany
⑥ NIPPEI TOYAMA EUROPE GmbH	Ratingen, Germany
⑦ Komatsu Industries (Thailand) Co., Ltd.	Samutprakarn, Thailand
⑧ NIPPEI TOYAMA (THAILAND) Co., Ltd.	Samutprakarn, Thailand
⑨ Komatsu India Pvt. Ltd. Industrial Machinery Division	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 Komatsu Industries (Shanghai) Ltd. Guangzhou Office	Guangdong, China
⑭ NTC (Changzhou) Semiconductor Equipment Co., Ltd.	Jiangsu, China