



**KOMATSU**

Komatsu's story

---

The forest near Komatsu City was once a thriving copper mine.

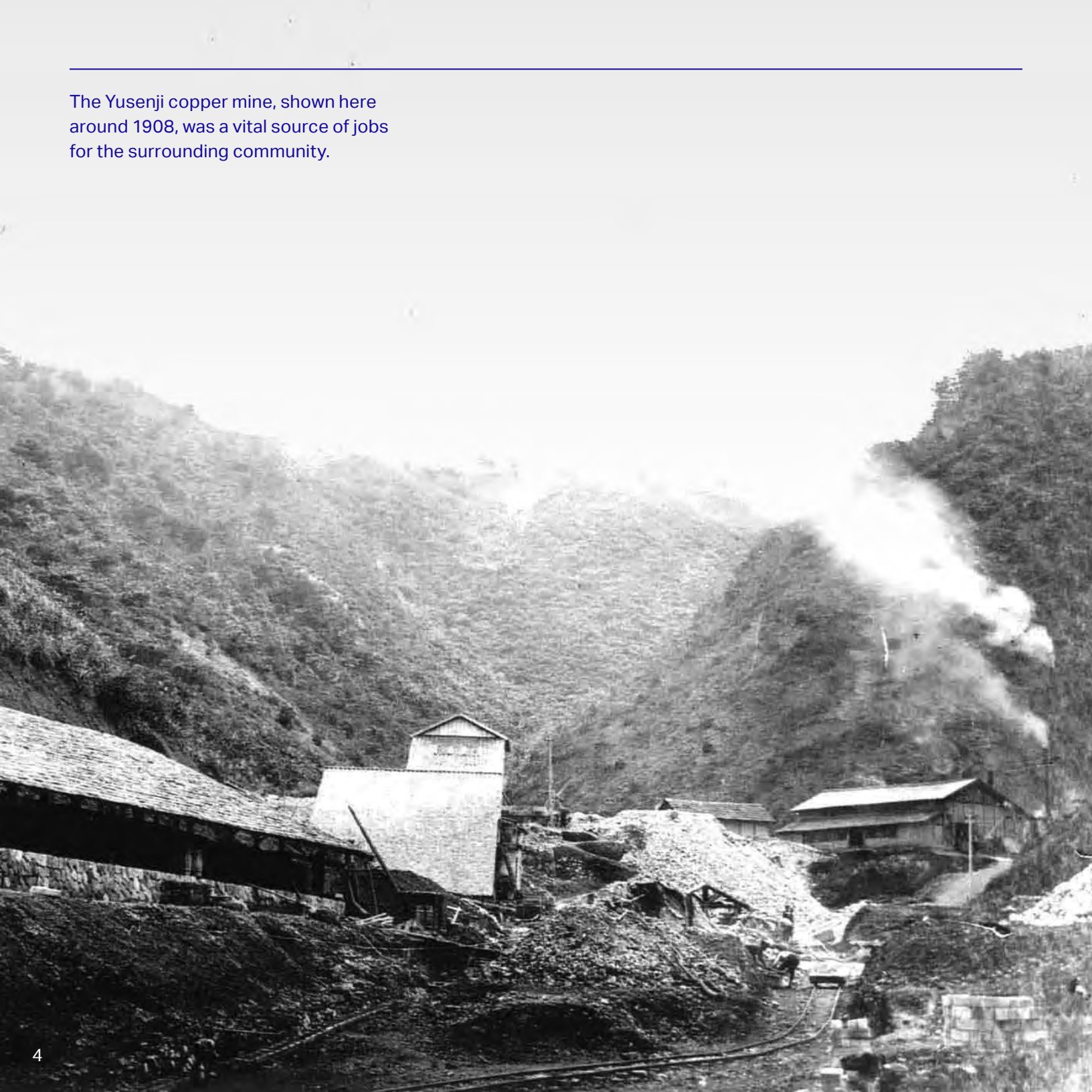


## Our story

Our roots stretch back more than 100 years to a lush forest near Komatsu City in Ishikawa Prefecture, Japan that was once home to a copper mine vital to the surrounding community. The mine's closure in 1920 could have meant the end for community residents dependent on the jobs, but instead it was a new beginning.

---

The Yusenji copper mine, shown here around 1908, was a vital source of jobs for the surrounding community.



## Our story

The owner of the mine and our founder, Meitaro Takeuchi, was an entrepreneur with an extraordinary humanitarian vision, committed to enhancing the community's quality of life, developing future generations and growing with society. Determined to bring industrial technology to his country, Takeuchi created a new company by nurturing the skills of the people in the local community.

Takeuchi's vision and strong guiding principles stood the test of time. Through the years, Komatsu's continued investment in core capabilities and strategic acquisitions have connected smart, diverse people and cutting-edge technologies with a shared belief that partnerships are the best way to solve challenges and meet society's needs.

[illegible]

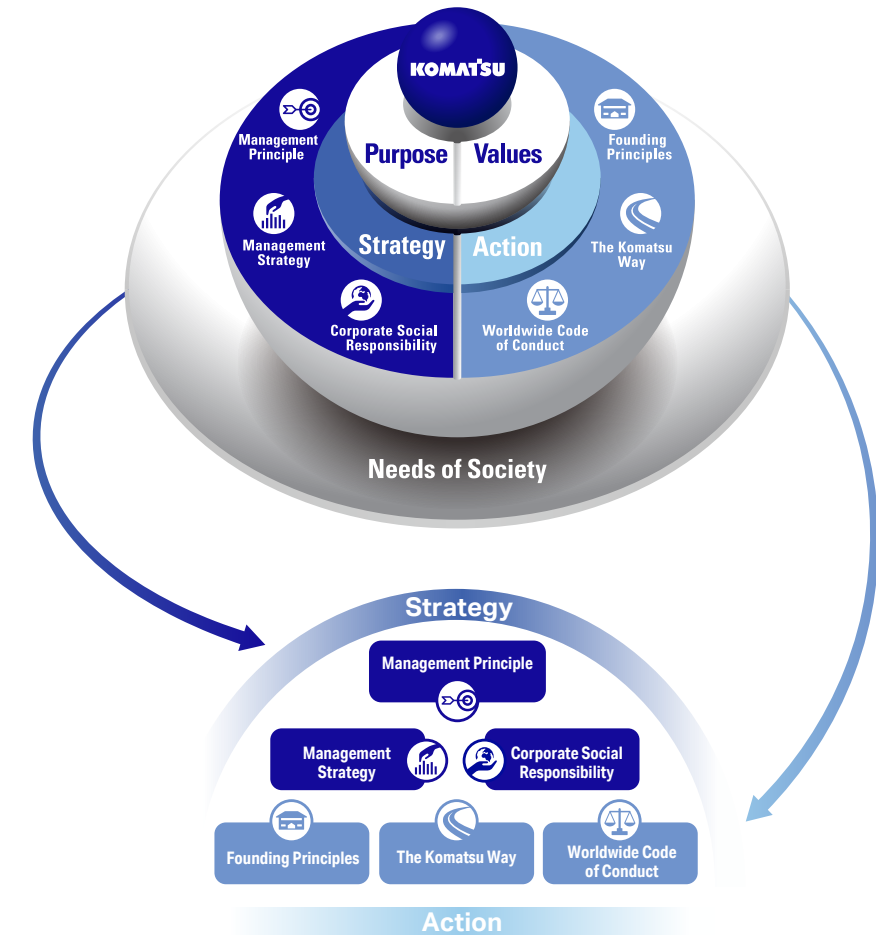
As the world grows and evolves, the people who power modern society and develop the world's infrastructure count on partners that they can trust to empower them and create value.

As the world grows and evolves, the people who power modern society and develop the world's infrastructure count on partners that they can trust to empower them and create value.

For a century, Komatsu has been by your side with 'dantotsu' quality, reliability, insight and support. Through manufacturing and technology innovations, we partner with you to create the solutions needed to achieve a sustainable future where people, businesses and our planet can thrive together.

---

# Our identity



Our purpose, values, actions and strategies make us **who we are** and **what we do** to meet the needs of society.

Our purpose is a combination of our mission, or “what we do” and our vision, or “the world we want to create”.

## Our purpose

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

Our values are our fundamental beliefs that guide and motivate our attitudes and actions. They answer the questions “what do we believe in?” and “what behavior do we expect?”

A collage of 15 images illustrating Komatsu's values. The top right features a large image of two worn, light-colored leather work gloves with the 'KOMATSU' logo in blue. The gloves are holding a small green pine sapling. The rest of the collage consists of 14 smaller photos: 1. Top left: A woman in a white shirt and blue hat smiling while talking to a man. 2. Middle left: A man in a blue shirt pointing at a laptop screen while a woman in a white shirt looks on. 3. Middle center: Two women in blue work shirts sitting and talking. 4. Middle right: Two men in white hard hats and high-visibility vests standing next to a yellow Komatsu WA470 wheel loader. 5. Bottom left: A group of people in an office setting, with one man holding a laptop that has the 'KOMATSU' logo. 6. Bottom center-left: Two men in white hard hats and high-visibility vests looking at a tablet on a construction site. 7. Bottom center: A group of four men in casual attire standing outdoors and talking. 8. Bottom center-right: A man in a green shirt smiling at a laptop. 9. Bottom right: A man in a white hard hat and high-visibility vest operating a piece of machinery. 10. Far bottom left: Two men in white hard hats and high-visibility vests, one pointing at the other's phone. 11. Far bottom center-left: A group of men in white hard hats and high-visibility vests standing on a construction site. 12. Far bottom center: A man in a white shirt and tie looking at a laptop. 13. Far bottom center-right: A close-up of a man in a white hard hat with the 'KOMATSU' logo, smiling. 14. Far bottom right: A group of people in an office setting, with one man pointing at a screen.

## Our values

## Ambition

With a 'challenging spirit'  
and without fear of failure,  
we innovate and always  
aspire to do more

## Perseverance

Even when the work is difficult, we remain committed to our promises and reliably carry them through to completion

## Collaboration

Creating value comes from teamwork, inclusion, respect, diversity and a win-win approach to all relationships

## Authenticity

To earn and maintain trust,  
we always act with sincerity,  
integrity and honesty, and  
communicate transparently

The Komatsu-no-Mori, which includes a replica of the original Komatsu facility, opened in 2011 to celebrate the 90th anniversary of the company. It is the home of The Komatsu Way Global Institute, a kid's pavilion for educational programs and sits on the site of the original manufacturing plant.



## Management principle



We will maximize the trust given to us by our stakeholders and society through commitment to quality and reliability.

Our management principle ensures that partnerships and the needs of society are always considered the core of our work, guiding our decisions to conduct business in a manner that builds long-term trust.

We envision future workplaces that are safe, high productive, smart, and clean.



## Management strategy



Every three years, we refresh our global strategy, which cascades through the organization and guides our core business activities during that term.

Ultimately, our efforts support progress towards future workplaces, or gembu, that are safe, highly productive, 'smart' and clean.

Our strategies seek to balance the growth of the company with the sustainable growth of society. Company and societal growth build on each other, creating a positive growth cycle that benefits everyone.

### Three pillars of growth strategies

- Value creation by means of innovation
- Growth strategies based on business reforms
- Structural reforms for growth

### Future workplaces are

- Safe
- Highly productive
- Smart digitally connected or linked
- Clean



Corporate social responsibility



Enhancing quality of life



Developing People



Growing with society

Sustainability



CO2 reduction



Water conservation



Renewable energy



Waste reduction

# Corporate social responsibility



We believe that our core business is Corporate Social Responsibility (CSR). The work that we do directly supports the growth and improvement of our communities, and society in general.

Prioritizing activities that will benefit the environment to combat climate change, as well as continuing to support our communities and educate future generations, are more than good business practices; they are part of our fundamental responsibilities as global citizens.

We focus on three pillars:

## Enhancing quality of life

safety and sustainability through innovative products, services and solutions

## Developing people

employees, partners and members of the community, diversity

## Growing with society

governance, compliance, community support and collaborating with stakeholders

---

Komatsu's original headquarters were located in Komatsu City instead of Tokyo to repay the contributions received from the community and to keep local jobs when the mine closed.



## Founding principles



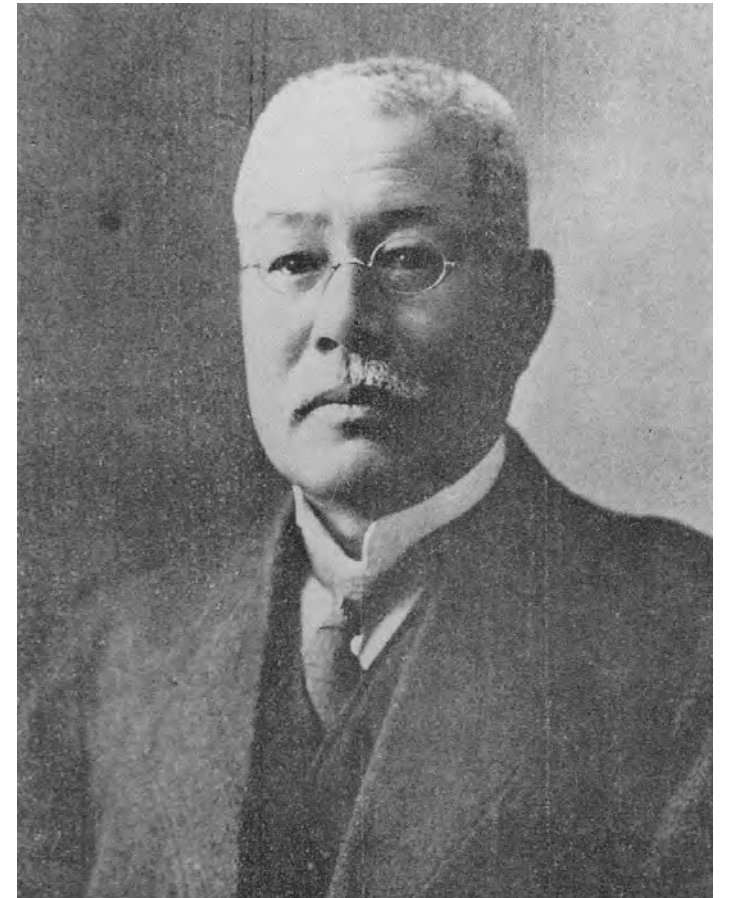
Takeuchi knew his local economy could not be sustained after the mine he ran was depleted of copper. He founded Komatsu with passion and the far-sighted recognition that people and technology are the foundation of growth. His principles continue to guide us today.

Global expansion

Quality first

Technological innovation

Employee development



Meitaro Takeuchi, founder of Komatsu Ltd.

Monozukuri is all the processes and teamwork required to create and support the lifecycle of product. It is also the innovation that disrupts conventional business models and transforms entire experiences through technology.



# The Komatsu Way



“The Komatsu Way” was established in 2006 to convey Komatsu’s shared values and practices across different cultures and customs.

At its heart, it is a deep commitment to our founding principles. It is a living document, evolving over time, and can be thought of as the spirit of Komatsu that makes us who we are.

## I. Leadership/Top management

Responsibilities and expectations of leadership throughout the organization

## II. Monozukuri

All the processes and teamwork required to bring solutions to market and support its lifecycle

## III. Brand management

Becoming indispensable to our customers

Komatsu's Worldwide Code of Business Conduct was first introduced in 1998. It has since been revised to meet the needs of the times and is distributed groupwide in different languages.



# Worldwide Code of Business Conduct



Komatsu's Worldwide Code of Business Conduct describes the guidelines for business conduct and rules to be observed by Komatsu employees to earn the trust of the society and our stakeholders.

The five Principles of Compliance is a concise summary of how we are expected to act to comply with the Worldwide Code of Business Conduct.

The Code specifies:

**Guidelines for business conduct**

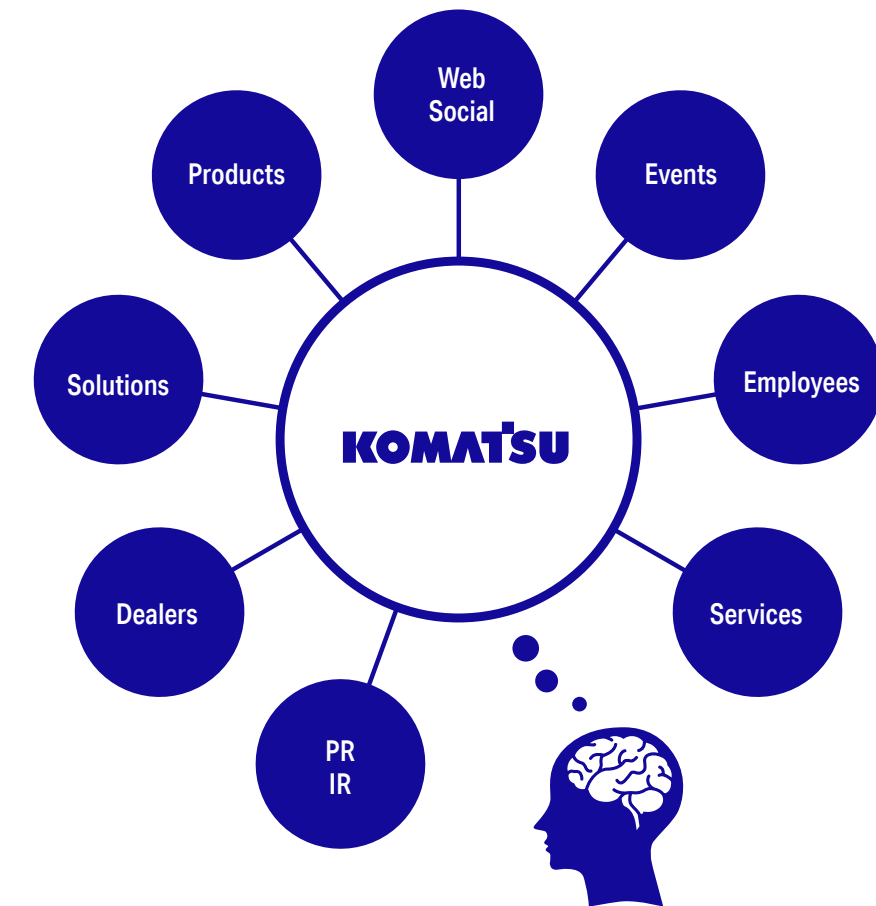
**Rules to be observed by employees**

**Five Principles of Compliance**

1. Trust
2. Check
3. Report
4. Correct
5. Non-retaliation

# Our brand

Positioning | Personality | Promise



Our brand is more than our logo, a slogan or our products.  
It is a promise to our stakeholders to create a consistent experience  
through every touchpoint with us.

Brand positioning is our competitive edge, our unique strengths and what differentiates us.



## Positioning

We are partners for the full equation:  
**People + Products + Technology**

Komatsu's brand is about building partnerships, considering the needs of society, customers or other stakeholders first, and then working together to innovate, solve challenges and create value for generations to come.



If our brand was a person, they would embody these characteristics. Our personality comes to life through all interactions with our brand.

# Personality

## Intelligent

A continuous learner and forward thinker, always seeking new ideas and perspectives

## Curious

Eager to learn, explore and discover

## Insightful

Endeavoring to see beyond the obvious and reveal the hidden

## Purposeful

Intentional and deliberate in actions, step-by-step moving towards our goals

## Honest

Truthful, with a desired reputation for renouncing wrongdoing and never distorting facts, exaggerating, or covering up

## Caring

Compassionate and considerate of the well-being of all our stakeholders and the planet

## Structured

Organized and systematic with well-defined processes and intent

## Solid

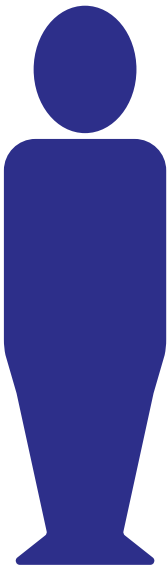
Strong, steady and reliable

## Grounded

Calm, confident and likable, easy to relate to

## Dynamic

Evolving, growing and adjusting for what the future holds



## Balanced

Seeking harmony and common ground, evaluating options and striving to be fair in outcomes

## Inclusive

Broad-minded and welcoming, embracing differences, open to possibilities and ensuring voices are heard

Brand

Our brand promise, also used as our tagline, is the essence of who we are, summarized in a single phrase.

## Our promise

# Creating value together

We promise our stakeholders – customers, dealers, employees, investors and people in all communities – to positively support the growth needs of society, and sustainably improve our world by working together.



# KOMATSU

**Komatsu Ltd.**

[www.komatsu.jp/en](http://www.komatsu.jp/en)

Komatsu and other trademarks and service marks used herein are the property of Komatsu Ltd., Komatsu America Corp., Komatsu Mining Corp., or one of their affiliates, or the respective owners or licensees.

© 2021 Komatsu Ltd. All rights reserved. EN-Komatsu-story-1021-V1