



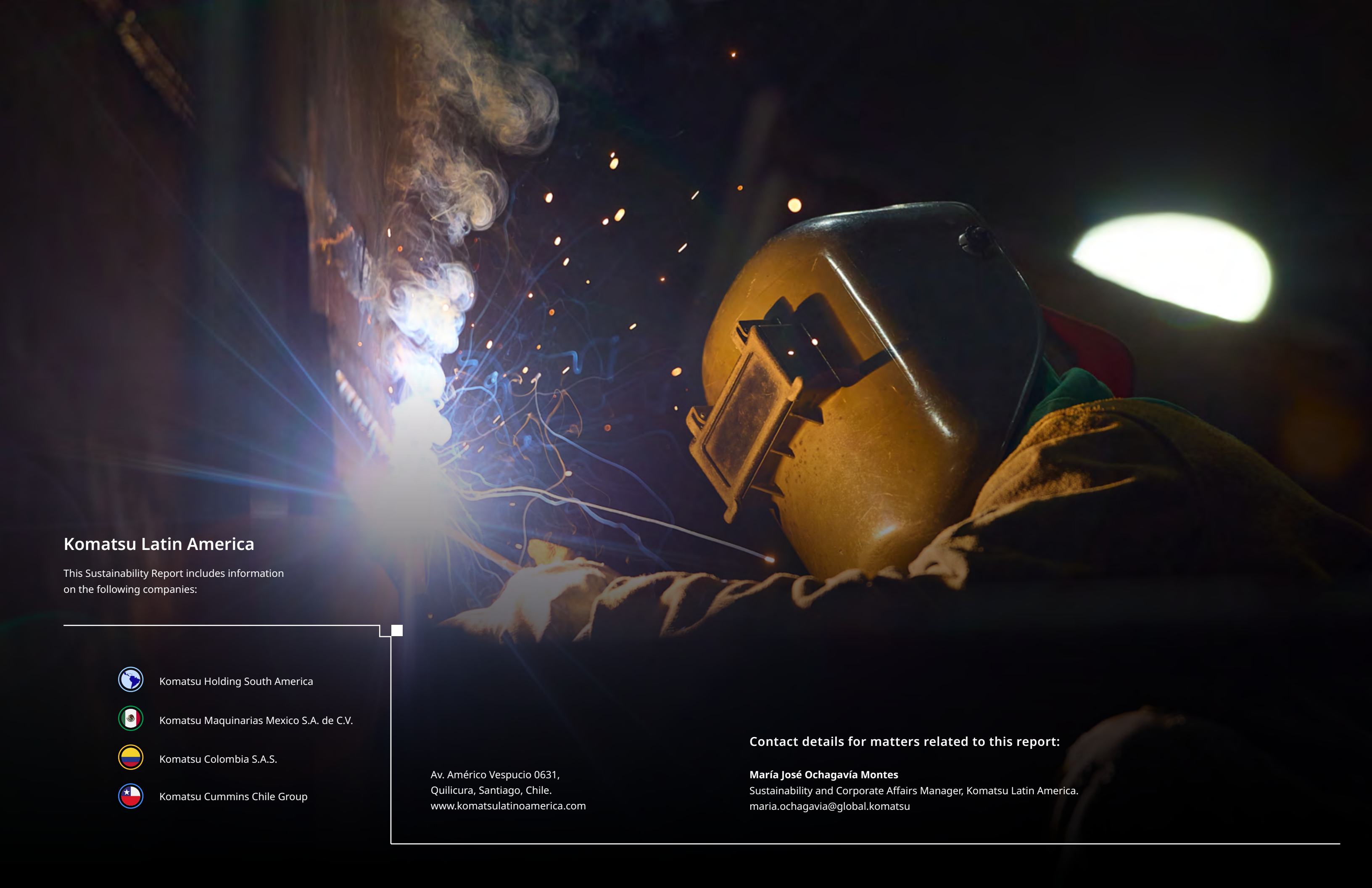
Building
the Future
Together **TODAY**

KOMATSU

Sustainability Report

2026

Komatsu Latin America



Komatsu Latin America

This Sustainability Report includes information on the following companies:



Komatsu Holding South America



Komatsu Maquinarias Mexico S.A. de C.V.



Komatsu Colombia S.A.S.



Komatsu Cummins Chile Group

Av. Américo Vespucio 0631,
Quilicura, Santiago, Chile.
www.komatsulatioamerica.com

Contact details for matters related to this report:

María José Ochagavía Montes
Sustainability and Corporate Affairs Manager, Komatsu Latin America.
maria.ochagavia@global.komatsu



Table of Contents

00

Introduction

- 4 Interview with Darko Louit
- 8 About this Report
- 10 Komatsu Latin America at a Glance

Building
the Future
Together **TODAY**



01

We Are Komatsu Latin America

- 14 Komatsu Latin America
- 20 Products and Services
- 24 Distributor Network
- 42 Stakeholders

02

Governance Framework

- 48 Governance
- 50 Boards of Directors
- 52 Senior Management Team
- 54 Executive Committees
- 56 Interview with Yasuhiro Kawasaki

03

With People

- 60 Occupational Health and Safety
- 78 Diversity and Inclusion
- 92 Talent Acquisition, Skills Development and Retention
- 120 Respect for Human Rights

04

With Business

- 128 Solution Delivery
- 136 Interview with Carlos Soto
- 138 Product Safety and Quality
- 144 Value Chain Continuity
- 152 Privacy, Data Protection and Cybersecurity
- 158 Compliance
- 178 Contribution to Local Communities

05

With the Planet

- 192 Climate Change and Energy Management
- 194 Emissions and Carbon Footprint
- 202 Clean and Renewable Energy
- 204 Resource Circularity
- 210 Waste Management
- 216 Nature Positive
- 218 Biodiversity
- 220 Water Management



Interview with Darko Louit

CEO, Komatsu Latin America
(Komatsu Holding South America and Komatsu Cummins Chile Group).

"Our focus is on continuing to strengthen our capabilities and differentiate ourselves through our products, service quality and close relationships with our customers because, ultimately, the challenge of continuing to create value together never ends."

2025 was a particularly significant year for Komatsu Latin America. How would you describe this period for the company?

In 2025, Komatsu delivered a solid performance, achieving strong business volumes, and maintaining a leading position in mining equipment, while also strengthening our distribution and service network across the region.

One of the year's most important milestones was in operational safety, where we achieved the best results in our history, with record-low frequency and severity rates.

In addition, we delivered significant fleets to multiple customers, including several 4800XPC electric shovels, the largest model in our portfolio. We also advanced significant technology projects, such as the deployment of Komatsu hybrid trucks equipped with Cummins' First Mode system at Caserones and Los Pelambres in Chile.

Toward the close of the fiscal year, we were also awarded a new project in Argentina, a market with strong potential for future mining development, which is also a positive sign for the company.

You mentioned that Komatsu continued to strengthen its distribution and service network in the region during the year. Can you give an example?

One of the most interesting projects has been Oko West in Guyana. It is a greenfield project developed in a market with no mining tradition or prior experience operating this type of equipment. This has required developing local capabilities, strengthening the support network, building logistics capabilities, and supporting both the distributor and the customer through the operation's full start-up.

It has also been a very good opportunity to put Komatsu's approach to developing new markets into practice: not only bringing in equipment, but also building lasting local capabilities and long-term relationships.

This has required extensive coordination, leadership and dedication from the teams involved in the project, both at Komatsu and the local distributor, with very positive results. A tangible sign of this is that the customer confirmed a second phase of the project.

Today, the mining industry appears to be entering a new growth cycle. What does that mean for a company like Komatsu?

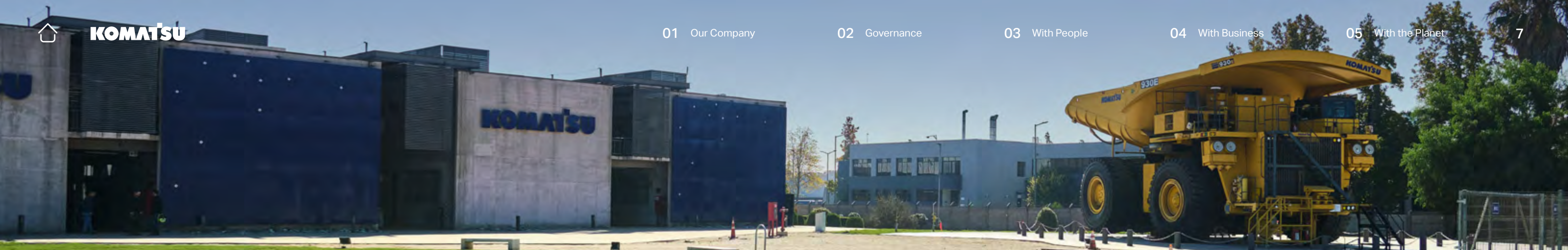
Indeed, we are seeing very strong demand for mining equipment, particularly trucks and loading equipment for copper operations, and all indications are that this trend will continue to grow over the next few years.

Our current backlog is at levels comparable to other periods of high activity we saw more than a decade ago. But this environment does not simply mean selling more equipment; it also requires strengthening our operational, logistics and technology capabilities to respond effectively to that growth.

We will need to deliver a significant volume of new equipment while also supporting major fleet renewal processes, with the additional complexity associated with new technologies, automation and digitalization.

In addition, construction and infrastructure activity in Latin America has remained healthy in several non-mining markets.

That is why our focus is not only on growth, but on how we can continue to strengthen our capabilities and differentiate ourselves through our products, service quality and close relationships with our customers because, ultimately, the challenge of continuing to create value together never ends.



Against this backdrop, which capabilities will be most important for Komatsu going forward?

People will continue to be our main differentiating factor. In an industry where technology is advancing rapidly, the real difference ultimately lies in execution capabilities, service quality and the experience we deliver to our customers.

We have therefore invested in training and technical development for many years. The Komatsu Training Center (CFK, for its Spanish acronym) has been a key element of this strategy, enabling us to connect training, productivity and professional development.

Since 2005, our operations in Chile have grown from fewer than 2,000 employees to around 10,000 today, alongside very significant growth in business volume. We believe that strengthening our capabilities and talent over all these years positions us well to face this new growth cycle.

How have sustainability matters evolved within the business in recent years?

Today, these matters are much more deeply integrated into how we operate the business and manage our long-term growth.

During FY2025, we implemented the Komatsu Latin America 2030 Sustainability Strategy, which puts our Global Sustainability Policy into practice. This involved developing roadmaps for our companies in the region and strengthening governance forums, including the activation of the KLAT Sustainability Committee, which comprises the company's most senior executives.

In Occupational Health and Safety, FY2025 was a year in which we significantly reduced incident frequency and severity rates, reflecting years of consistent work on a preventive culture and operational excellence.

On environmental matters, we continued to advance towards our 2030 targets, particularly in emissions reduction, renewable energy use, and water and waste management. We also approved the KLAT 2030 Circularity Roadmap, which provides clear direction for our management in this area.

In parallel, we continued to strengthen our compliance and corporate governance standards by promoting training programs and maintaining active engagement with formal reporting channels.

Against this backdrop of transformation and growth, what are Komatsu Latin America's main strategic priorities today?

Under our Strategic Growth Plan, one of our main priorities is to continue strengthening our role as a strategic partner to our customers, helping them optimize their operations.

In this regard, we are advancing the deployment of solutions based on technology, automation, operator-assistance systems, remote operation, and operational and maintenance analytics tools aimed at improving operational reliability and productivity.

Many of these developments are already being implemented with our customers through pilots, operational trials and advanced analytics contracts.

At the same time, we continue working to strengthen our operational resilience and responsiveness. Relevant initiatives include logistics modernization, the adoption of digital technologies and artificial intelligence, and the transformation of internal processes.

As part of the latter, we are moving forward with the creation of a Regional Logistics Hub for equipment and parts, together with a redesign of our Supply Chain model, to make our service and response capabilities more efficient for customers.

We have a substantial portfolio of initiatives for 2026, all aimed at continuing to strengthen our capabilities and support responsible long-term growth.

As a final thought, what message would you like to share with the Komatsu Latin America team and partners?

First, I would like to sincerely thank everyone who is part of Komatsu Latin America for the energy, commitment and attitude they bring to the challenges of each day.

I would also like to thank our customers, distributors, suppliers and business partners, because none of this would be possible without them.

We have many opportunities ahead, but we also know the environment will remain demanding and competitive. Success does not come free, and that will require us to continue strengthening our capabilities and maintaining high execution standards.

And that is where I believe our main differentiator will remain the same: the quality of our team, our close relationships with customers, a collaborative work, and our ability to deliver superior service and a better experience.

“People will continue to be our main differentiator. In an industry where technology is advancing rapidly, the real difference ultimately lies in our execution capabilities, the quality of our service, and the experience we deliver to our customers.”



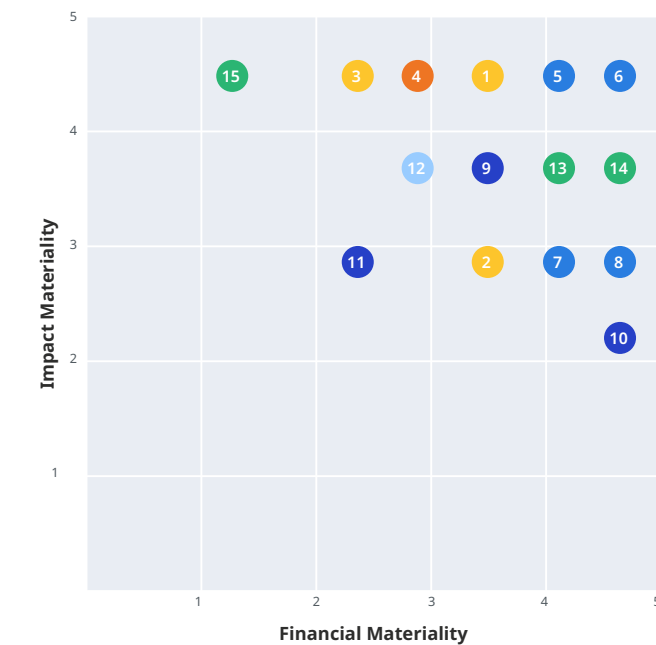
About this Report

Komatsu Latin America

The Komatsu Latin America Sustainability Report presents the company's environmental, social and governance performance between April 1, 2025, and March 31, 2026 (FY2025). It has been prepared with reference to the 2021 GRI Standards, incorporating industry-applicable SASB guidelines and elements of General Rule No. 461 of the Financial Market Commission of Chile (CMF).

Starting this period, Komatsu Latin America adopts a double materiality approach, integrating both the company's impacts on the environment and society and the ESG risks and opportunities with potential financial effects, thereby strengthening the identification of priorities, risk management, and strategic decision-making.

During FY2025, the company updated its double materiality assessment, drawing on the new materiality framework defined by Komatsu Ltd. (KLTD) in April 2025 as part of its new global strategic plan. The regional matrix was built upon 18 global material topics grouped into six categories: employees, human rights, customers, ethics and governance, communities, and the environment, all tailored to the operational, regulatory, environmental, and socioeconomic realities of Latin America.



As a result, the FY2025 materiality assessment identifies 15 material topics, 14 of which are equivalent to, merged or adapted from the global matrix, achieving approximately 93% alignment with KLTD. The only topic not included was forest preservation through business activities, as it was deemed non-material to regional operations. This update also marks an evolution from FY2024 by introducing new topics, separating Governance and Compliance, integrating Energy and Emissions under Climate Change, incorporating Water into Nature Positive, and expanding Responsible Sourcing into Value Chain Continuity.

With People

Employees



Occupational Safety, Health, and Well-being



Talent Acquisition, Skills Development and Retention



Diversity and Inclusion

Human Rights



Respect for Human Rights

With Business

Customers



Solution Delivery



Product Safety and Quality



Value Chain Continuity



Business Strategy

Ethics and Governance



Privacy, Data Protection and Cybersecurity



Governance



Compliance

Communities



Contribution to Local Communities

With the Planet

Environment



Climate Change



Resource Circulation



Nature Positive



Komatsu Latin America at a Glance

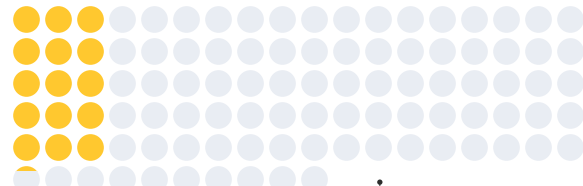
With People



11,245

Employees*

* Company-owned distributors



15.1%

Women

1,696 female employees



84.9%

Men

9,549 male employees

0.02

Rate of high-consequence work-related injuries



33.33% lower than the same period last year

0.10

Lost time Injury frequency rate



37.5% lower than the same period last year



100%

Workforce trained in skills development



2,725

Employees trained in Business and Human Rights

With Business

US\$ 4,476 million

FY2025 Sales

Presence in

20

countries

21

distributors

32,393

Registered machines

2,268

Mining equipment units in the region.

150

Autonomous equipment units in the region

+215

Increase in product safety and monitoring reports



3,704

Domestic and international suppliers



10.6% higher than the same period last year

With the Planet

37,379

tCO₂e in Scopes 1, 2 and 3 emissions

9,911 tCO₂e

in Scope 1 emissions

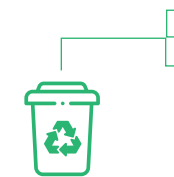


9% lower than the same period last year

6,349 tonnes

Recycled waste

42.51% higher than the same period last year



95.6%

Energy consumption from renewable sources

+1.1 percentage points compared to the same period last year*.

*Change due to the acquisition of I-REC certificates after the publication of the FY2024 report.





We are Komatsu Latin America

14 Komatsu Latin America

20 Products and Services

24 Distributor Network

42 Stakeholders





Komatsu Latin America

Our Purpose

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

Regional leadership and presence in Latin America

At Komatsu Latin America, we are part of the global vision of Komatsu Ltd., a world leader in the manufacturing of heavy machinery and industrial equipment, with a presence in 151 countries through more than 67 manufacturing facilities and 211 distributors.

We offer our customers a comprehensive portfolio of equipment and maintenance, repair and financing services for the mining, construction and forestry sectors, among others, integrating innovation, sustainability, and high international standards into our solutions.

Through this approach, we empower our customers to maximize their efficiency and productivity through high-performance technologies. From our regional headquarters in Santiago, Chile, we deliver this value proposition across Latin America, tailoring our response to the unique needs of each market through a network of 21 distributors in 20 countries.



To learn more about our headquarters, [click here.](#)



To learn more about our operations in Latin America, [click here.](#)

Watch our
corporate video



KOMATSU

Values



Ambition

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



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.



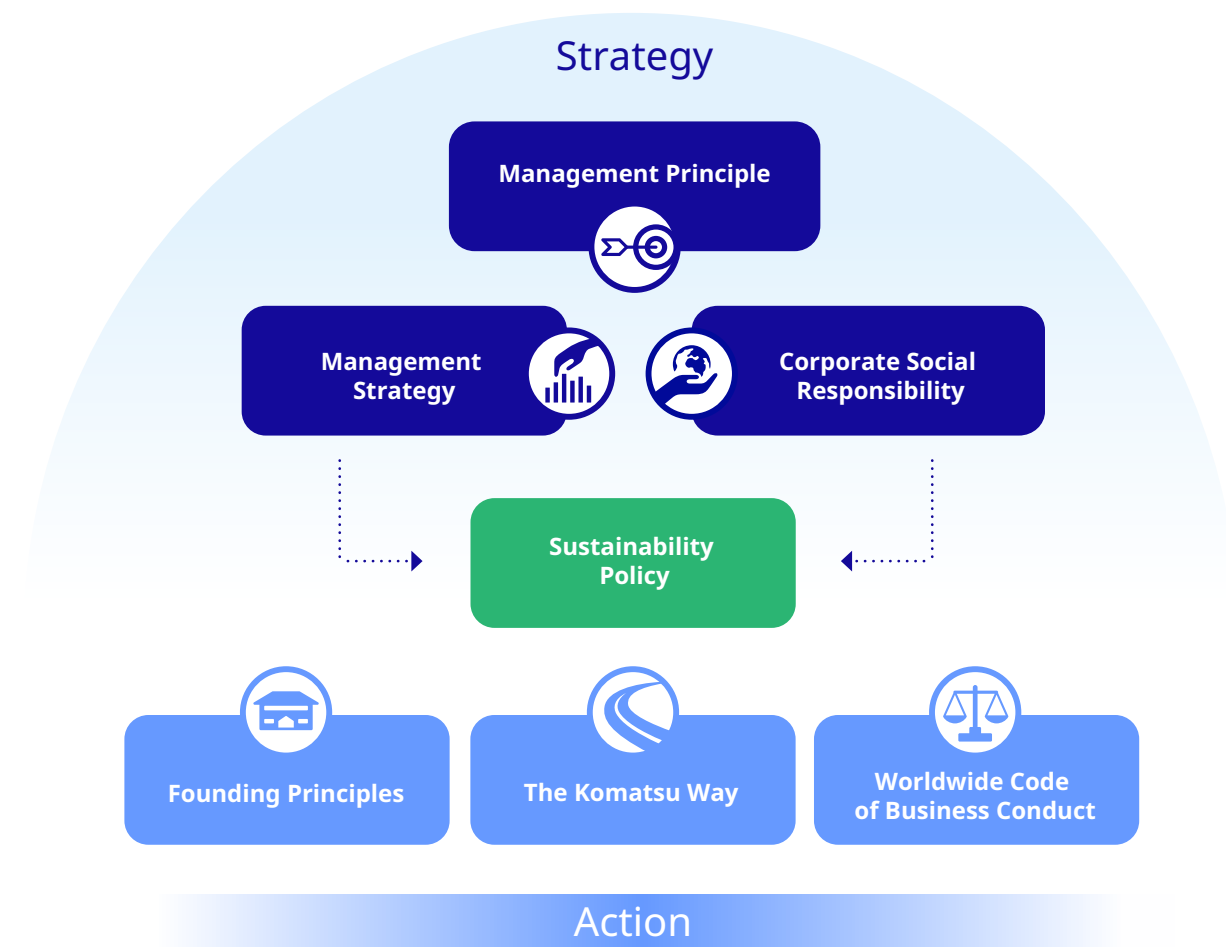
Perseverance

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



Strategy and action

Our strategy is grounded in our Management Principle and Global Sustainability Policy, which guide the fulfillment of our purpose, together with operating guidelines that enable us to consistently put these principles into practice.



Would you like to learn more about the Komatsu Way?
Visit our website here.



Komatsu Way



It reflects the core values we share as a Group and serves as the guide that shapes our actions and decisions worldwide. This philosophy seeks to create value so that people, businesses and the planet thrive together. It conveys our strengths, beliefs and way of acting, which must be reflected in the daily work of every Komatsu employee and in how we engage with our stakeholders.

The Komatsu Way sets out guidelines related to leadership and individual behavior toward our stakeholders, the understanding and practice of Brand Management activities, and the seven ways of creating value that guide our management culture and actions.

All employees are responsible for knowing and practicing these principles, embedding them into their daily work. To this end, a new edition was launched during FY2025, designed for easier reading and understanding through a clearer and more concise structure. New features include our Corporate Purpose and Values, Brand Promise, Sustainability Policy and an SLQDC Model (Safety, Law, Quality, Delivery, Cost) that defines priorities for decision-making. In addition, the chapter “Seven Ways to Create Value” replaces the former “Seven Principles of Monozukuri.”



Commitment to quality and reliability
Guided by Dantotsu (unrivaled quality and value), we deliver outstanding, distinctive and high-value products, services and solutions developed by listening to our customers and promoting continuous improvement and innovation.



Customer focus
We strive to be an indispensable partner by delivering fast, agile, and committed solutions that generate real value for our customers.



Root cause definition
We apply the Five Whys methodology to solve problems at their origin, prevent recurrence, and strengthen standardization.



Gemba philosophy
We apply Gemba – a Japanese concept referring to the actual workplace where value is created – to observe directly, make fact-based decisions, and promote safety, continuous improvement and innovation.



Strategy deployment
Through TQM (Total Quality Management), we align our teams with corporate objectives, turning strategy into action through committed leadership that promotes clarity on every employee's role, challenges and responsibilities.



People development
We promote training, leadership, diversity, and inclusion, developing capabilities that contribute to achieving objectives and advancing sustainability, so that our employees can reach their full potential.



Collaboration with business partners
We build collaborative, win-win relationships with our distributors and suppliers, who are essential to our business, based on open communication, trust, and timely decision-making.



Our history and presence in Latin America



1902-1999

Foundation and global expansion

1902

- † Founded by Meitaro Takeuchi in Japan.

1921

- † Establishment of Komatsu Manufacturing Co., today's Komatsu Ltd.

1931

- † Production of the first crawler-type farm tractor.

1955

- † Beginning of product export operation.

1964

- † International expansion through overseas offices, factories and distributors.

1999

- † Formation of Komatsu Cummins Chile Group following the acquisition of DICSA.



2000-2015

Consolidation in Latin America

2006

- † Establishment of Komatsu Reman Center Chile.

2008

- † Manufacturing of the first Komatsu autonomous haul trucks.

2009

- † Integration of Mitsui Maquinarias Peru.

2011

- † Creation of the Komatsu Training Center (CFK).
- † Creation of Komatsu's Sustainability Department.
- † Formation of Komatsu Holding South America.

2012

- † Release of the first GRI Sustainability Report.
- † Acquisition of Desarrollos Tecnológicos S.A.

2013

- † Signatory to the United Nations Global Compact.
- † Creation of Fundación Reinventarse.

2014-2015

- † Expansion in Colombia and Mexico through strategic acquisitions.



2016-2020

Growth and regional integration

2017

- † Komatsu's acquisition of Joy Global.

2018

- † Integration of Komatsu Mining Corporation.
- † Beginning of KMC company integration.
- † Formation of Komatsu Mining Panama.

2019

- † Acquisition of Immersive Technologies.

2020

- † Consolidation of the regional model and strengthening of operational capabilities.

2021-2025

Sustainable transformation

2021

- † Publication of Komatsu Ltd.'s Sustainability Policy.
- † Development of the Environmental Roadmap for Latin America.

2023

- † Acquisition of GHH, strengthening the underground mining portfolio.

2024

- † Development and approval of the Komatsu Latin America 2030 Sustainability Strategy.

2025

› **1st**

Power Agnostic Diesel Truck (PADT) delivered to Minera Los Pelambres.

› **Deployment of hybrid trucks** at mining sites, equipped with Cummins engines and a modular battery system developed by First Mode.

› **150**

Autonomous trucks deployed in the region.





Products and Services

We support our customers with comprehensive solutions that combine technology, specialized support and high quality standards.

4

Segments

34

Equipment types

100%

Comprehensive solutions



Underground mining

We provide equipment and technologies that enhance safety and help reduce costs, increase production and reduce environmental impacts.

- ▶ Trucks
- ▶ Underground mining crushers
- ▶ Well drilling equipment
- ▶ Loaders
- ▶ Rock bolters
- ▶ Hybrid loaders
- ▶ Jumbos
- ▶ Continuous excavation equipment.



Surface mining

We offer a full lineup of equipment for the efficient extraction of minerals essential for life today.

- ▶ Electric haul trucks
- ▶ Mechanical haul trucks
- ▶ Wheel loaders
- ▶ Roll crushers
- ▶ Primary surface crushers
- ▶ Motor graders
- ▶ Electric rope shovels
- ▶ Hydraulic shovels
- ▶ Drills
- ▶ Crawler-type tractors
- ▶ Bulldozers.



Construction

We offer products and solutions for urban and infrastructure development that support the sustainable development of countries.

- ▶ Articulated dump trucks
- ▶ Mechanical haul trucks
- ▶ Wheel loaders
- ▶ Motor graders
- ▶ Backhoe loaders
- ▶ Crawler-type tractors
- ▶ Excavators
- ▶ Skid-steer loaders
- ▶ Mini excavators.



Forestry

We combine expertise and technology to support production goals and minimize the impacts of the forestry sector.

- ▶ Harvester heads
- ▶ Processors
- ▶ Forwarders
- ▶ Harvesters
- ▶ Feller bunchers
- ▶ Shovel loggers.

Photograph taken by Job Urra Ardiles - Electromechanic - Collahuasi - Komatsu Cummins Chile.

"This photo reflects the passion, commitment and pride of working at the heart of our country's large-scale mining industry."



Services



Maintenance

We analyze trends to anticipate spare-parts requirements and provide preventive and corrective equipment maintenance.



Service Contracts

We offer flexible service levels tailored to each customer's specific needs. Our objective is to ensure operational continuity, provide specialized technical support, maximize fleet productivity, and reduce operating costs.



Remanufacturing

We restore used components to like-new condition, maintaining original quality, warranty, and durability standards to significantly reduce environmental waste.



Reconditioning

We perform major equipment overhauls to restore optimal equipment condition and extend operating life.



Rental

We offer short-, medium-, and long-term rental options as a flexible alternative to direct purchase or leasing. All our equipment undergoes rigorous maintenance to ensure safe, reliable operations.



Financing

We offer flexible and competitive financial solutions to facilitate the purchase or lease of new and used equipment, spare parts, services and maintenance. We adapt to the needs of each operation, helping optimize costs and streamline business management for our customers.



Distributor Network



Third-party
distributors

Employees

5,029

Technicians

2,127

Branches

49

Workshops

39

XI Distributors Meeting (Annual Meeting of Distributors LATAM 2025)



The XI Distributors Meeting LATAM 2025 was held in Chile from November 4 to 6, bringing together Komatsu's third-party distributors in Latin America. This event serves as a key opportunity to share progress, challenges and strategic priorities for the region, as well as to review business performance and strengthen alignment with the distributor network. Additionally, outstanding initiatives and top performances achieved throughout the year were recognized.

This edition featured the presence of the new president of Komatsu Ltd., Takuya Imayoshi, reinforcing the strategic value of the meeting and its connection to the Group's global vision. The event also included dedicated sessions to strengthen technical exchange and integration among participants.

Company-owned distributors

We have a network of company-owned distributors across Mexico, Colombia and Chile.



745

Employees

12

Branches

Komatsu Mexico (KMEX) was established in 2016 through the integration of Komatsu Maquinarias Mexico and Road Machinery, establishing a new distributor controlled by Komatsu Ltd. (60%) and Mitsui & Co. (40%). It sells, rents, maintains, and provides after-sales support for mining and construction equipment and components, as well as delivering remote monitoring solutions.



664

Employees

7

Branches

Komatsu Colombia (KCO) was founded in 1999 as a subsidiary of Komatsu Ltd. to sell, provide technical support for, and deliver maintenance services for heavy machinery, spare parts, generator sets and accessories. It primarily serves the mining, construction, and infrastructure sectors, and is currently diversifying into the forestry industry and other sectors.



9,836

Employees

36

Branches

Komatsu Cummins Chile Group (KCC) is a joint operation between Komatsu Ltd. (Japan) and Cummins Inc. (United States), focused on the mining, construction and forestry industries. Established in 1999, it sells, operates, maintains, rents, manufactures and remanufactures components, and finances the purchase or rental of equipment and technology solutions.

**Includes the Reman plants and two distribution centers.*

Guyana

Komatsu and Genequip drive the development of the Oko West mining project

Customer: **GMIN Ventures Guyana**

Strategic collaboration Operational continuity Capability development

The Oko West gold project, located in Guyana, represents one of the region's most significant and challenging mining developments currently underway. As a greenfield project built from the ground up in a tropical rainforest, it faces highly demanding geographic and weather conditions, characterized by complex access routes, heavy rainfall, and the need to build infrastructure before launching operations.

To support facility construction and future mining operations, GMIN Ventures Guyana selected Komatsu and its local distributor, Genequip, as strategic partners to supply and support its mobile equipment fleet.

The tailored solution integrates equipment, financing, specialized technical support, maintenance, spare parts, operator training, and the development of local infrastructure and capabilities-all under a Project Governance model. Working hand-in-hand with the customer, this partnership enhances operational continuity, safety, and reliability to achieve business goals at a site expected to begin production in 2027.

The agreement considers the delivery of 60 Komatsu machines, scheduled between June 2025 and July 2027. While Komatsu contributes state-of-the-art technology and knowledge transfer, Genequip provides a strong local presence, specialized technical support, and maintenance and after-sales services, strengthening the operational capabilities needed to develop the project.

As part of this initiative, Komatsu Finance Chile provided US\$37 million in equipment financing, enabling a key investment to drive the operation forward.

This project highlights the ability of Komatsu Latin America and its distributor network to provide end-to-end support for the development of new mining operations, combining technology, financing, local support and specialized training to deliver long-term sustainable value.

Key aspects

60

**Komatsu machines
committed to the project**



**US\$ 37 million
in financing provided by
Komatsu Finance Chile.**



**Development of technical and
operational capabilities at
Genequip.**

Specialized local support for
maintenance, spare parts and
training.

**Establishment of a local
workshop** for component repairs.

Q2 2026: scheduled onboarding
of the second Komatsu mining
shovel.

How do we create value for our customers?



The partnership between Komatsu, Genequip and GMIN Ventures Guyana supports the development of a new mining operation by leveraging Komatsu's regional expertise and capabilities through a comprehensive solution that combines equipment, financing, specialized technical support, infrastructure and local capability development. This model enhances operational continuity, reduces startup risks, and establishes the foundation for a safe, efficient and productive operation from day one.

“ Projects like this enable us to move toward an increasingly active participation in Latin American mining, opening new opportunities for our distributors and strengthening our role in the industry. This challenge drives us to work more closely and collaboratively, developing capabilities for both business growth and sustainability management, in order to meet the rising standards and demands of modern mining. ”



Sergio Carrera
Vice President, Wholesale
and Distributor Support,
Komatsu Latin America





Economic sustainability

FY2025 Sales

US\$ 4,476 million

Komatsu Latin America

* Note: Total FY2025 sales include US\$414.7 million in Indent Sales, amount not included in the revenue breakdown by product category.

Total machines

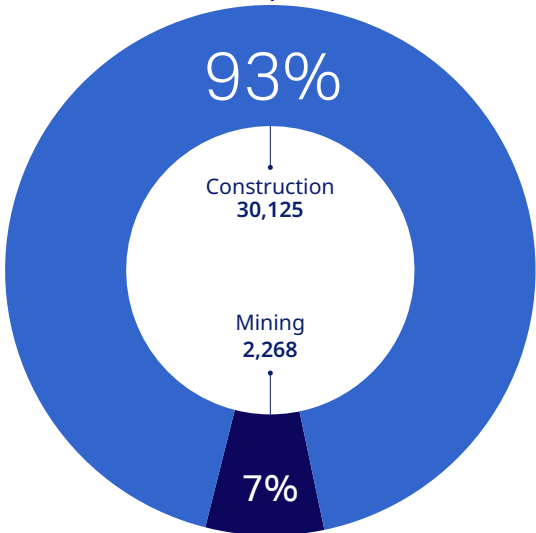
32,393

Total Construction, EME, EDT, Hydraulic Shovel, and KMC Product machines communicating through KOMTRAX and KOMTRAX PLUS, registered in EQP Care during FY2025, and currently operating in the KLAT territory.

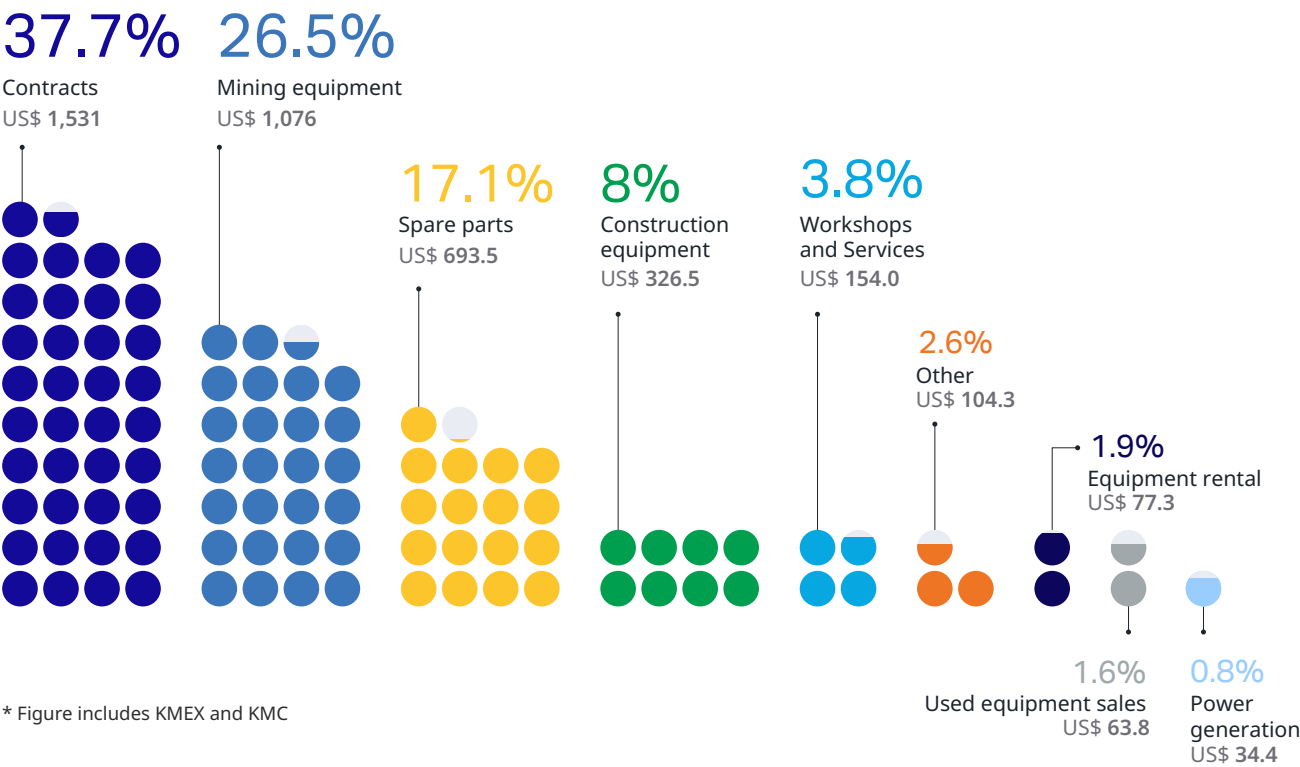
EME: Earthmoving Equipment.

EDT: Electric Dump Trucks.

EQP Care: digital platform that records operating and maintenance data for each Komatsu machine deployed in the region.



2025 Sales by product category



* Figure includes KMEX and KMC



Antofagasta - Komatsu Cummins Chile

Project Bamboo

The digital transformation preparing KLAT for the future

Customer: **Komatsu Latin America**

Operational continuity Digital transformation Regional integration

Komatsu Latin America has begun the regional implementation of SAP S/4HANA, the next-generation ERP platform driven globally by Komatsu Ltd. Through Project Bamboo, the company is building an integrated operational foundation that strengthens business continuity, enhances process efficiency and prepares KLAT for its next stage of evolution, while also laying the groundwork for future advanced analytics, automation, and artificial intelligence capabilities.

Prior to the project launch, operations in Chile, Colombia and Mexico relied on independent systems at different levels of development, which hindered regional integration and technological advancement. To address this challenge, we developed a regional harmonization process that aligned structures, criteria and processes across all three countries, establishing a unified framework for future operations.

Mexico became the first country within KLAT to achieve the Go-Live of SAP S/4HANA and marked the first completed implementation of this platform across the global Komatsu Group. This milestone validated the implementation model and provided key learnings for the project's next stages in Chile and Colombia.

The project has mobilized nearly 400 people and required close collaboration between business and technology teams, driving process reviews, the adoption of global standards, and a new way of working regionally.

The name "Bamboo" represents attributes such as resilience, flexibility and sustainable growth, reflecting the construction of a technological and operational foundation built for the company's future development.

Key aspects

Nearly

400

people participated in the
regional implementation.



First SAP S/4HANA Go-Live
across the global Komatsu
Group.

Successfully implemented
in Mexico.



Regional harmonization
Process, structure, and criteria
standardization for Chile,
Colombia, and Mexico.

**Technological foundation
for the future**
Built to integrate advanced
analytics, automation, and
artificial intelligence.

How do we create value for our customers?



Project Bamboo strengthens Komatsu Latin America's ability to deliver a more integrated and efficient customer experience through standardized processes, enhanced operational planning, and greater information availability to support decision-making. By building a common technology foundation across the region, the company improves its responsiveness and prepares its operations for future business challenges.



" We are building a solid foundation for KLAT's future growth. SAP S/4HANA will enable us to move toward a more integrated operation that is prepared for capabilities such as artificial intelligence, automation, and advanced analytics in the coming years. "



Matthias Paus
SAP Project Director



ATLASSIAN
Williams
F1 TEAM

KOMATSU
PRINCIPAL PARTNER



Strategic Growth Plan (SGP)

In 2025, we formulated our Strategic Growth Plan (FY2025–FY2027), based on our corporate purpose and values. This plan replaces the Mid-Term Management Plan (FY2022–FY2024) and is grounded in the Management Principle, our commitment to quality and trust, and our Sustainability Policy.

The SGP deepens our vision of becoming a strategic partner in creating safe, highly productive, smart and clean workplaces. It also places a strong focus on ambition-one of our corporate values-as a response to increasingly complex markets.

Through this plan, we drive product and solution development through innovation, digital transformation, and the strengthening of our value chain, investing in talent development and consolidating strategic partnerships.

Its management is structured around three key pillars:

1.

Create customer value through innovation

- ↑ Co-create value through strategic investments, technology, and the development of new business areas and solutions.
- ↑ Drive innovation in both technology and product development, using artificial intelligence (AI) and other tools to achieve carbon neutrality and optimize workplace environments.



2.

Drive growth and profitability

- ↑ Achieve growth and profitability through advanced workplace operations.
- ↑ Expand value chain businesses by using AI and digital transformation to optimize operations and reduce labor intensity.
- ↑ Pursue growth through tailored marketing strategies optimized for each business, region and country.



3.

Transform our business foundation

- ↑ Attract and empower the talent needed to drive business growth.
- ↑ Strengthen brand position through targeted branding activities.
- ↑ Implement bold and agile initiatives to optimize business infrastructure through AI and digital transformation.



Solar photovoltaic plant:

A more efficient and resilient operation

Distributor: **Diteca**

Renewable energy Energy efficiency Operational resilience

Incorporating renewable energy is becoming increasingly vital to strengthening operational efficiency, reducing exposure to energy costs, and moving toward more sustainable business models.

In line with this commitment, Diteca, Komatsu's strategic partner in Ecuador since 1994, installed a solar photovoltaic plant at its Samborondón headquarters, featuring 340 Bluesun 610W panels with an installed capacity of 207.4 kWp.

This initiative complements the traditional power supply and reduces reliance on the national grid amid significant electricity tariff increases, which reached up to 29.5% in 2025.

During its first months of operation, the plant covered 27.1% of the facility's electricity consumption in February 2026, rising to 32.8% in March-reflecting a 4.8-fold increase in energy generation compared to the previous month.

The system is estimated to generate between 180,000 and 200,000 kWh annually, covering over 90% of electricity needs during peak solar radiation months and yielding projected annual savings between US\$ 25,000 and US\$ 30,000.

In addition to its economic benefits, this initiative enhances operational energy resilience and represents a concrete step toward integrating renewable energy across the Komatsu Latin America distributor network.

How do we create value for our customers?



The implementation of this solar plant has strengthened operational energy efficiency, reduced exposure to electricity cost volatility, and advanced the integration of renewable energy. At the same time, it enhances business competitiveness by delivering operational savings and greater resilience against future energy challenges.

Key aspects

340

Photovoltaic panels installed



207.4 kWp

installed capacity

+90%

expected coverage during peak solar radiation months

+29.5%

electricity tariff increase faced by the operation



US\$ 25,000 -

US\$ 30,000

projected annual savings

180,000 -

200,000 kWh

estimated annual generation



“ The implementation of our solar plant reflects Diteca's commitment to a more sustainable and resilient operation. It allows us to reduce our environmental impact, strengthen operational autonomy against energy contingencies, and support the company's future growth. ”



Adolfo Ortega Grunauer
Executive Vice President,
Diteca S.A.



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.



- 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.

Darko Louit N.
CEO Komatsu Cummins Chile
CEO Komatsu Holding South America

Creating value together is not only our brand promise, but also the path to strengthening relationships of trust and building a positive impact for future generations.

At Komatsu, we view sustainability as a competitive advantage and a core component of our value proposition for customers. That is why, since 2021 we have operated under a global Sustainability Policy built upon three key pillars: people, business and planet.

This framework addresses issues critical to Komatsu Latin America, with a focus on managing non-financial risks and impacts, enabling us to respond flexibly to social and environmental changes. Additionally, it serves as a foundational guideline through which we put our Management Principle into practice.

Would you like to learn more about how we approach sustainability at Komatsu globally? [Click here.](#)





Komatsu Latin America 2030 Sustainability Strategy

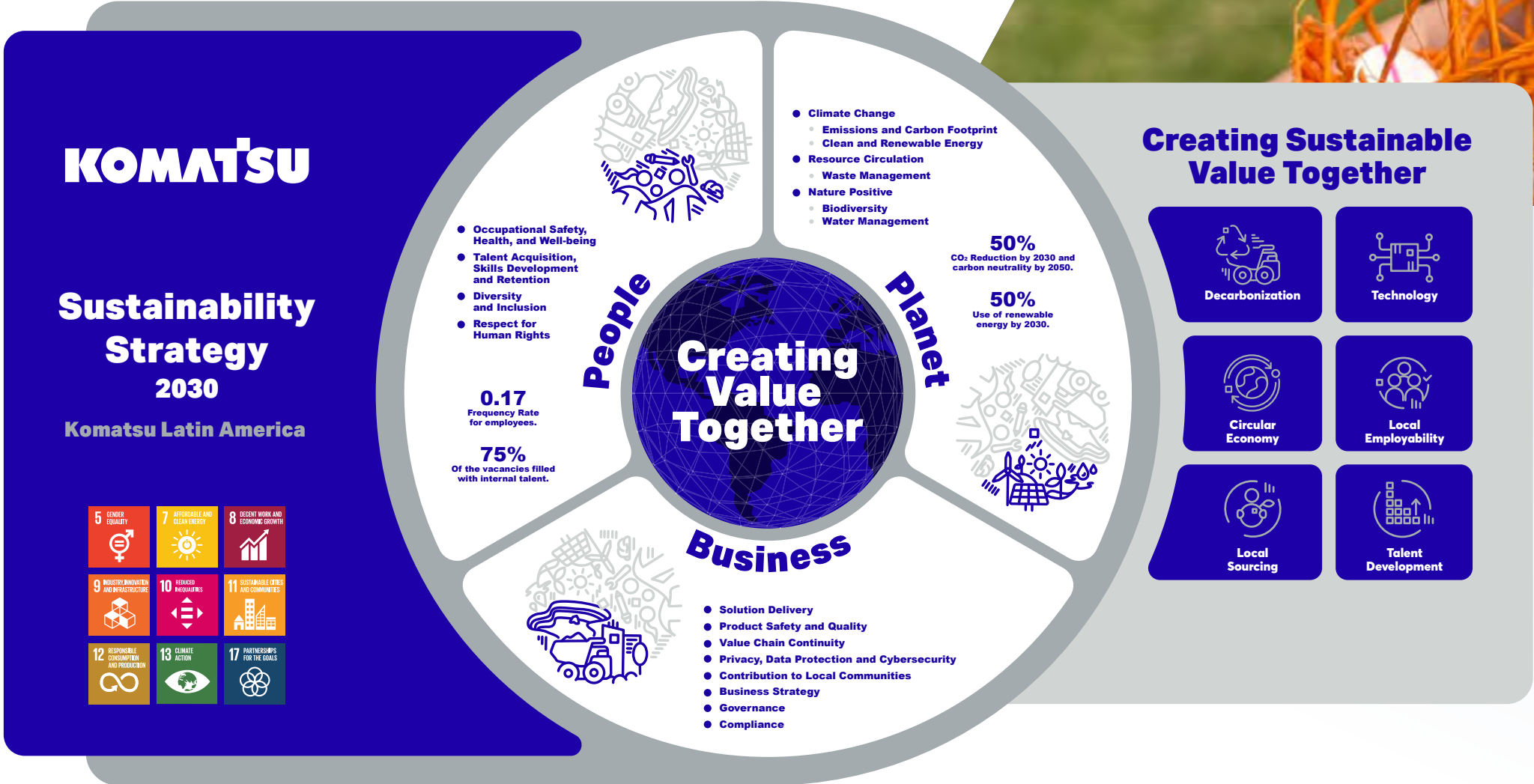
During FY2025, we launched our Komatsu Latin America 2030 Sustainability Strategy, which guides our environmental, social, and governance management.

The strategy defines key focus areas and an operating model based on the three pillars of our global Sustainability Policy and a double materiality assessment that identified critical issues for our operations. These include occupational health and safety, capability development, diversity and inclusion, energy efficiency, circularity, and compliance.

The strategy also reinforces our commitment to the United Nations 2030 Agenda by aligning our initiatives with nine of the 17 Sustainable Development Goals (SDGs) related to decent work, equality, innovation, climate change, and collaborative partnerships, among others.



Barranquilla - Komatsu Colombia

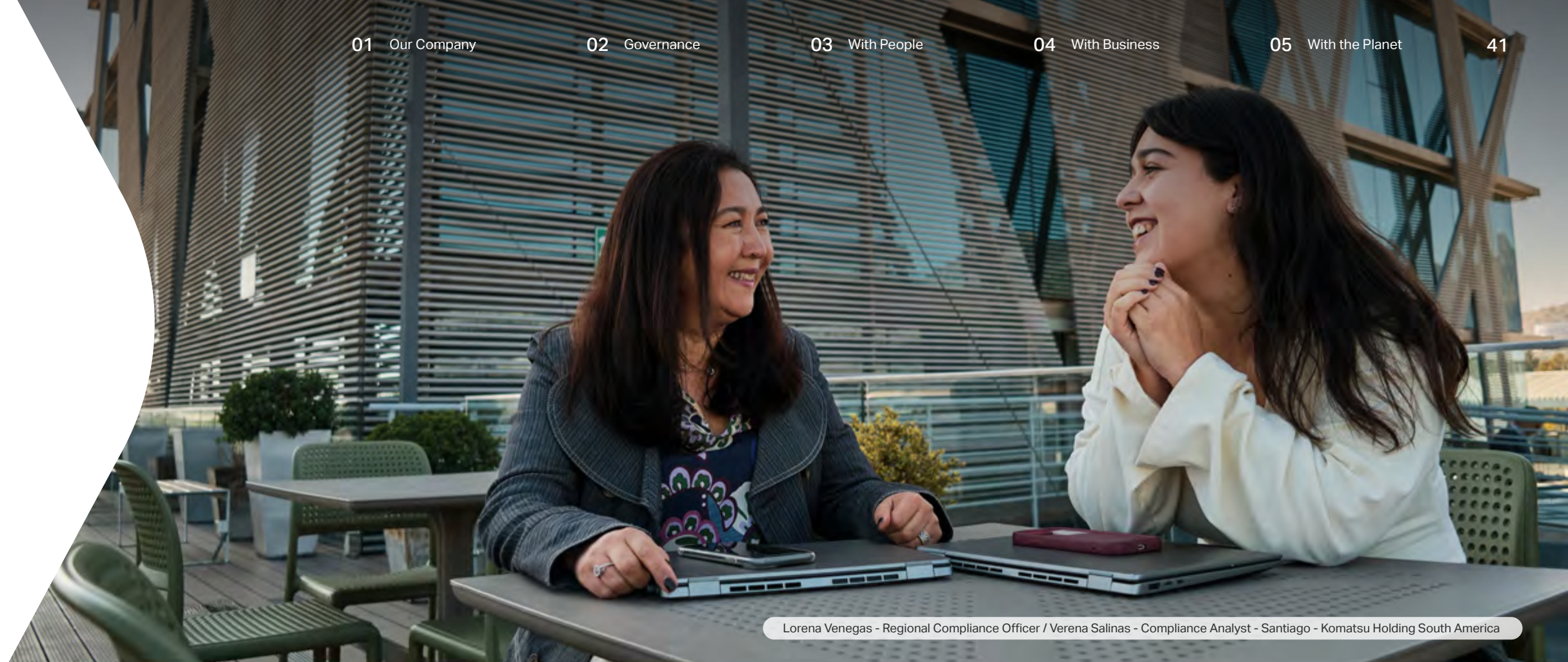




Contribution to the Sustainable Development Goals (SDGs)

In line with our new Komatsu Latin America 2030 Sustainability Strategy, we seek to actively contribute to achieving the SDGs through initiatives aligned with our operations and industry challenges.

In this context, we promote decent work, social inclusion, and greater female participation, while driving the adoption of clean energy and innovative technologies across our operations and those of our customers. At the same time, we strengthen our organizational capabilities to address climate change and foster responsible practices throughout the value chain, in collaboration with our stakeholders and through strategic partnerships.



Lorena Venegas - Regional Compliance Officer / Verena Salinas - Compliance Analyst - Santiago - Komatsu Holding South America



[Want to learn more about the 2030 Agenda and the Sustainable Development Goals? Click here.](#)



With People

- ↑ **5.1.** End all forms of discrimination against all women and girls everywhere.
- ↑ **5.5.** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
- ↑ **8.5.** Achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities.
- ↑ **10.2.** Empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion, economic status, or other status.



With Business

- ↑ **9.4.** Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes.
- ↑ **11.6.** Reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.
- ↑ **17.17.** Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.



With the Planet

- ↑ **7.2.** By 2030, increase substantially the share of renewable energy in the global energy mix.
- ↑ **12.5.** Substantially reduce waste generation through prevention, reduction, recycling and reuse.
- ↑ **12.6.** Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.
- ↑ **13.3.** Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.



Stakeholders

We work to build long-term relationships of trust with our stakeholders, seeking to directly understand their realities, interests, and environment.

Our engagement emphasizes transparency, the delivery of clear and timely information, and the provision of communication channels suited to each counterparty.

Engagement is carried out mainly through dialogues, working meetings, reporting processes, collaborative spaces, and direct communication across different levels of the organization, including senior management.



Employees

We have more than 11,000 employees across the region, who play a key role in our operations. Their well-being, motivation and commitment are essential to achieving our objectives. Promoting safe, inclusive environments with development opportunities is a core part of our management.



Headquarters (HQ)

Komatsu Ltd. and its related corporate entities play a primary role in defining strategic guidelines, corporate standards, and management priorities for the region.



Distributors

Distributors play a fundamental role in business execution and customer experience in the region. Through collaboration and alignment, we seek to strengthen shared standards, operational capabilities, and a consistent value proposition across Latin America.



Contractors

Contractors are an important link in our operations and field service delivery. We seek to foster safe working relationships aligned with our operational, safety, and compliance standards.



Trade associations

They bring together sector companies to promote best practices, shared standards, and collaborative spaces. Active participation in trade associations enables us to address shared industry challenges and strengthen sector relations.



Suppliers

We work with more than 3,000 suppliers across the region, a fundamental part of our value chain that contributes directly to our operational quality and business continuity.



Academia

This group includes institutions that play a relevant role in knowledge generation, innovation, research and the professional training for the industry.



Communities

Communities are key stakeholders in the sustainable development of our activities. Through dialogue, social investment, and respect for the environment, we seek to build long-term relationships of trust while promoting initiatives aligned with local community needs.



Customers

Located across the region, customers are the core focus of our operations. Their needs and challenges guide our efforts in innovation, continuous improvement, and solution development. We support the growth of their businesses and maintain constant dialogue with each of them, allowing us to strengthen our value proposition and build long-term relationships.



Authorities / regulator

They define and oversee the regulatory framework applicable to our operations. Maintaining a transparent, collaborative relationship allows us to ensure regulatory compliance, anticipate changes, and maintain operations aligned with the requirements of our operating environment.



Civil society

This includes foundations, social organizations, and other civil society entities that contribute to social, environmental, and educational initiatives in the territories where we operate. Through these partnerships, we aim to enhance the impact of our programs and create value for local communities.



Memberships

 Komatsu Mexico



CMIC - Mexican Chamber of the Construction Industry
An institution that represents and strengthens construction companies through advisory services, training and public-private collaboration, with nearly 9,000 members.



Mining Cluster of Sonora y Zacatecas
Mining-sector associations whose offerings include training programs and business meetings between industry suppliers and customers.



Japanese Chamber of Commerce and Industry of Mexico
An organization founded in 1964 to promote economic relations between Japan and Mexico, representing the interests of its members.

 Komatsu Colombia



Colombian Chamber of Infrastructure
An organization focused on providing access to training, updated standards, and industry networking spaces.



Colombian - Japanese Chamber
An entity that promotes trade, investment, and cultural exchange between Colombia and Japan.



Rueda Verde – Post-Consumer Tire Corporation
A collective collection and environmental management system for tires. It enables us to support proper end-of-life tire management and comply with applicable environmental obligations.



REPACK
A selective collection and recovery system for packaging and containers to contribute to their reuse and environmental management under Extended Producer Responsibility (EPR) and circular economy frameworks.



ANALDEX – National Foreign Trade Association
A membership providing advisory services, representation, training, and access to key networks and information in foreign trade.

 Komatsu Cummins Chile



Aprimin – National Association of Industrial Suppliers to the Mining Industry
An association that strengthens collaborative, transparent relationships between supplier companies and mining industry stakeholders in Chile.



CCM Eleva
A human capital development program aimed at strengthening technical-vocational training for Chilean mining through quality standards and educational best practices.



UN Global Compact Network Chile
Local network of the UN Global Compact featuring SDG Lead Companies working groups, comprising 120 member companies and multiple multisectoral partnerships.



SOFOFA Inclusive Business Network (ReIN)
A network that promotes the development of more diverse and inclusive work environments through best-practice sharing, organizational capacity building, and the adoption of standards that strengthen workplace inclusion.



Fundación Chile (CFK)
An organization that drives capacity and skill development for the mining industry, supporting technical-vocational training, talent management, and workforce preparation for present and future sector challenges.



SICEP
A platform by the Antofagasta Industrial Association that promotes connections between mining companies and suppliers, strengthening transparency, standardization, and continuous improvement in supplier evaluation and management processes.



2 Governance Framework

- 48 Governance
- 50 Boards of Directors
- 52 Senior Management Team
- 54 Executive Committees
- 56 Interview with Yasuhiro Kawasaki



Meitaro Takeuchi - founder of Komatsu - Yusenji Copper Mine - Japan

Governance

At Komatsu Latin America, we view governance as the foundation for ensuring consistent decision-making and orderly operations across the region. Our corporate governance aligns with the global guidelines of Komatsu Ltd., safeguarding business continuity and the trust of our stakeholders.

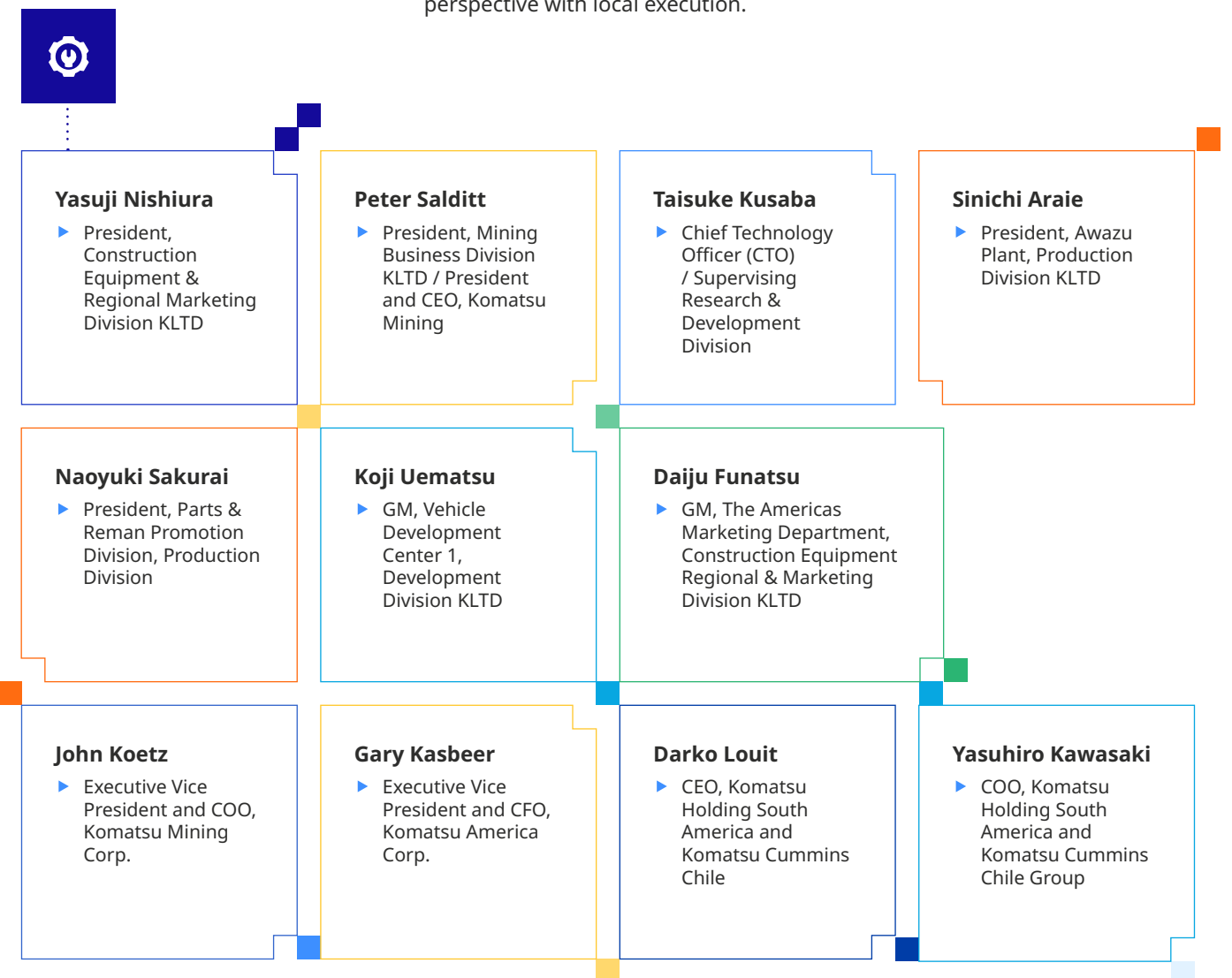
This framework allows us to anticipate risks, define clear responsibilities, and respond in a timely manner to environmental and market challenges, ensuring reliable operations for our customers.

The organization is guided by the Komatsu Way, Komatsu's Worldwide Code of Business Conduct, and the Five Principles of Compliance established by headquarters. These guidelines set the company's ethical standard and are communicated and reinforced annually through formal global training and communication channels.

Our governance architecture connects our global vision with local realities, linking decision-making, oversight, and strategic execution across the region. Its structure is presented below:

Management Committee

Through this body, we review performance and critical issues across our subsidiaries, ensuring results and timely decision-making at the regional level. It is composed of representatives from Komatsu Ltd., Komatsu America Corporation, and regional management, thereby connecting a global perspective with local execution.





Boards of Directors

We have two Boards of Directors that oversee the management of our various corporate groups in the region, ensuring the achievement of business objectives and their alignment with Komatsu Ltd.'s guidelines.

Komatsu Holding South America Board of Directors

Responsible for the operations of Komatsu Latin America, excluding Chile. It oversees management and ensures the achievement of business objectives across the various countries where the company operates.

Peter Salditt (Chair)

- ▶ President, Mining Business Division KLTD / President and CEO, Komatsu Mining Corp.

Gary Kasbeer

- ▶ Executive Vice President and CFO, Komatsu America Corp.

Darko Louit

- ▶ CEO, Komatsu Holding South America and Komatsu Cummins Chile Group

Yasuhiro Kawasaki

- ▶ COO, Komatsu Holding South America and Komatsu Cummins Chile Group

Note: each principal director has a designated alternate director (not listed in this table).

Additionally, there are Boards of Directors that oversee the management of the following companies:

Komatsu Cummins Chile Group Board of Directors

Responsible for Komatsu and Cummins operations in Chile. It ensures proper execution and alignment with the standards and requirements defined by Komatsu Ltd. in the country.

Peter Salditt (Chair)

- ▶ President, Mining Business Division, KLTD / President and CEO, Komatsu Mining Corp.

Gary Kasbeer

- ▶ Executive Vice President and CFO, Komatsu America Corp. Group

Darko Louit

- ▶ CEO, Komatsu Holding South America and Komatsu Cummins Chile Group

Yasuhiro Kawasaki

- ▶ COO, Komatsu Holding South America and Komatsu Cummins Chile Group

Luis Martínez

- ▶ Vice President, Cummins Inc. Latin America

- ▶ Komatsu Colombia
- ▶ Komatsu Mexico
- ▶ Komatsu Mitsui Maquinarias Peru
- ▶ Komatsu Panama





Senior Management Team

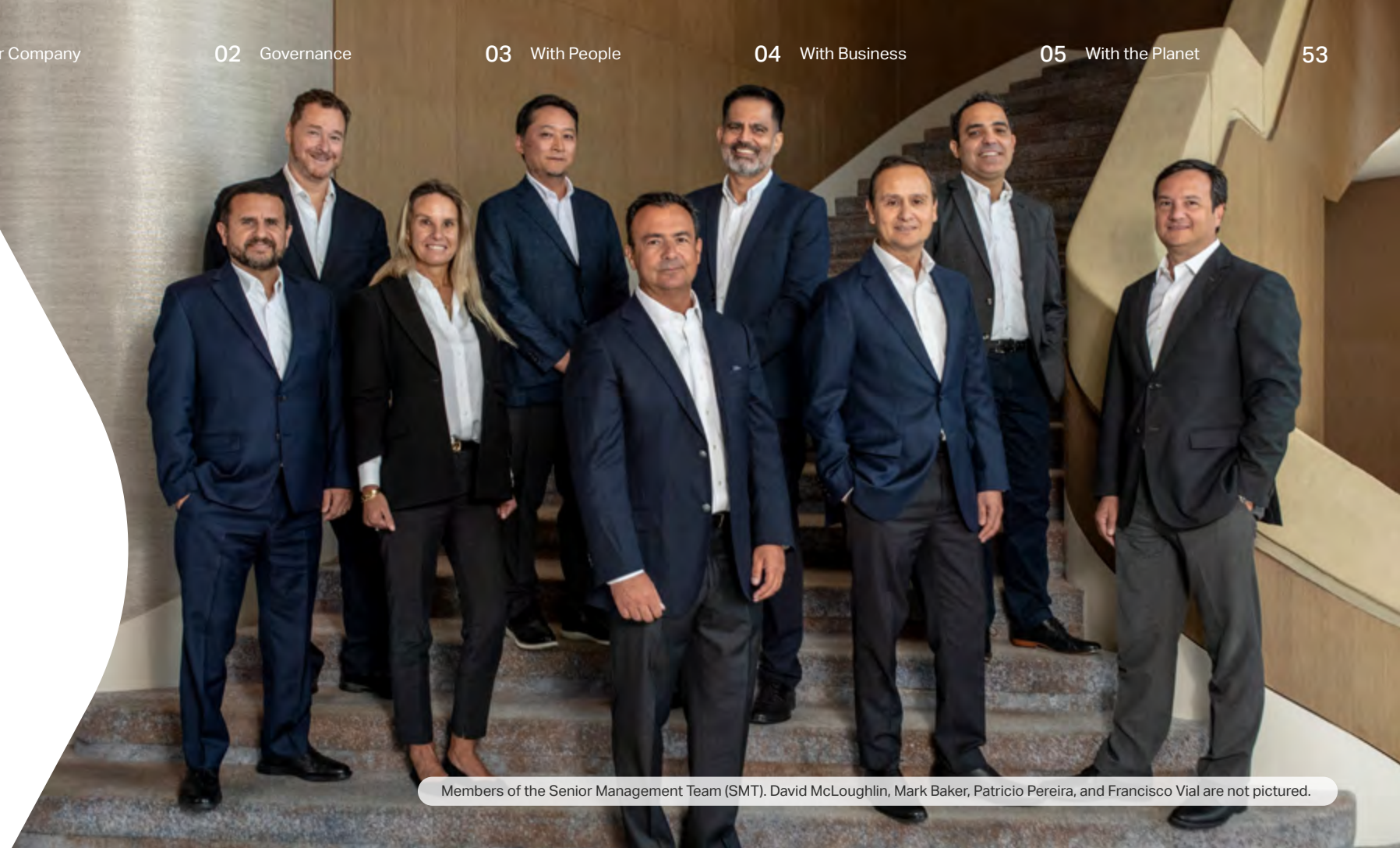
Our SMT leads decision-making and strategic execution across the region, integrating both operational and sustainability dimensions. Its composition enables us to comprehensively monitor our performance in alignment with global standards.

Darko Louit

► CEO - Komatsu Holding South America and Komatsu Cummins Chile Group

Bachelor's Degree in Industrial Engineering

M.Sc. in Mining Engineering, Pontificia Universidad Católica de Chile; Ph.D. in Industrial and Mechanical Engineering, University of Toronto, Canada; Senior Executive Program, London Business School, United Kingdom.



Members of the Senior Management Team (SMT). David McLoughlin, Mark Baker, Patricio Pereira, and Francisco Vial are not pictured.

Yasuhiro Kawasaki

► COO - Komatsu Holding South America and Komatsu Cummins Chile Group

Bachelor of Art (B.A.) in Latin American Studies

Veronika Holtz

► Vice President of Finance, Komatsu Latin America

Bachelor's Degree in Business Administration

Senior Management Program (PADE), Universidad de los Andes, Chile.

Carlos Soto

► Executive Vice President, Komatsu Cummins Chile Group

Industrial Engineering Degree

Master of Business Administration (MBA), Pontificia Universidad Católica de Chile; Executive Development Program, Columbia University, United States.

Julio Molina

► Executive President, Komatsu Mitsui Peru

Industrial Engineering Degree

Master of Business Administration (MBA), Pontificia Universidad Católica de Chile; Executive Program in Marketing Operations and Data, Kellogg School of Management, Northwestern University, United States.

Mark Baker

► General Manager, Komatsu Mexico

Bachelor of Science (B.S.) in Geological Engineering

Master of Business Administration (MBA) in Global Management, University of Phoenix, United States.

Patricio Pereira

► General Manager, Komatsu Colombia & Komatsu Mining Panama

Industrial Engineering Degree

Master's Degree in Strategic Management, Universidad de La Sabana, Colombia; Senior Management Program (PADE), INALDE Business School, Colombia.

Sergio Carrera

► Vice President, Wholesale, DB Support & Technology

Bachelor's Degree in Business Administration

Master of Business Administration (MBA), Pontificia Universidad Católica de Chile.

Patrick Mies

► Vice President, Latin America North

Industrial Engineering Degree

Senior Management Program (PADE), Universidad de los Andes, Chile.

David McLoughlin

► Vice President of People and Sustainability

Bachelor's Degree in Industrial Psychology and Diploma in Lean Manufacturing, Kellogg School of Management, Northwestern University, United States.

Francisco Vial

► General Counsel, Komatsu Latin America

Law Degree.

Master of Laws (LL.M.), Columbia University, United States; Senior Management Program (PADE), ESE Business School, Universidad de los Andes, Chile.

Daniel Rojas

► General Manager, CoE Reman

Civil Engineering Degree

Master of Business Administration (MBA), Universidad Adolfo Ibáñez, Chile; Master of Customer Support, Global Training Institute, Komatsu Ltd.

Pablo González

► Senior Director, Product Support

Bachelor's Degree in Electronic Engineering.



Executive Committees

Local governance bodies

We have an Executive Committee in each country, responsible for reviewing and prioritizing key management issues, safeguarding operational continuity and the proper functioning of our operations. At the national level, these bodies are complemented by Technical Committees, which strengthen internal control and risk management, as well as the addressing of key topics-such as ethics, people, sustainability, and compliance-in alignment with our corporate headquarters.

Komatsu Cummins Chile



Darko Louit

▶ CEO, Komatsu Holding South America / Komatsu Cummins Chile Group

Industrial Engineering Degree

Akemi Naganoma

▶ Senior Director, Finance

Bachelor's Degree in Accounting

Ricardo Wettke

▶ GM, Mining Operations Div., Komatsu

Industrial Engineering Degree

Miguel Flores

▶ GM Cummins Chile & West South America

Bachelor's Degree in Business Administration

Roberto Martínez

▶ HSEC Director

Bachelor's Degree in Occupational Health and Safety

Francisco Rivera

▶ Product Support Director

Industrial Engineering Degree

Carlos Soto

▶ Executive VP, Komatsu Cummins Chile

Industrial Engineering Degree

Rodrigo Lara

▶ Senior Director, People & Sustainability

Bachelor's Degree in Psychology

Carlos Zapata

▶ GM, Construction, Forestry, Rental & Used Div., Komatsu

Bachelor's Degree in Business Administration

Fernando Errázuriz

▶ Senior Director Supply Chain

Industrial Engineering Degree

Jorge Hyslop

▶ Business Intelligence & Strategic Project Manager

Industrial Engineering Degree

Carlos de Costa

▶ Technology Solutions and Analytics Director

Industrial and Electrical Engineering Degree

Yasuhiro Kawasaki

▶ COO, Komatsu Holding South America / Komatsu Cummins Chile Group

Bachelor of Arts (B.A.) in Latin American Studies

Alex Martin

▶ GM, Mining Sales Div., Komatsu

Industrial and Mining Engineering Degree

Nelson Gálvez

▶ KGM Reman, Manufacturing & Mining Services Div., Komatsu

Industrial Engineering Degree

Paul Warner

▶ Business Controlling Manager

Bachelor's Degree in Business Administration

Technical Committee

▶ People and Sustainability

*Since 2025, ethics, compliance, human resources, sustainability, and compensation functions have been unified into a single Technical Committee.

Komatsu Mexico



Patrick Mies

▶ Vice President, Latin America North

Industrial Engineering Degree

Omar Piña

▶ Sales and Construction Director

Industrial Engineering Degree

Óscar González

▶ Legal Manager and Compliance Officer

Bachelor of Laws (LL.B.)

Franco Díaz

▶ Health, Occupational Safety and Environment Manager (SSOMA)

Bachelor's Degree in Occupational Health and Safety & M.Sc. in Environmental Studies

Mark Baker

▶ General Manager, Komatsu Mexico

Geological Engineering Degree

Jaime Ocampo

▶ People and Sustainability Director

Bachelor's Degree in Financial Management

Víctor Benavides

▶ Product Support Manager

Industrial and Systems Engineering Degree

Hiroya Aiba

▶ Business Control Manager

Bachelor's Degree in International Policy, Economics & Business & M.Sc. in International Management

Gabriela Mosquera

▶ Chief Financial Officer

Certified Public Accountant (CPA)

Bruno Bacigalupo

▶ Supply Chain Director

Industrial Engineering Degree

Nobuyuki Katsumata

▶ Internal Control Manager

Bachelor's Degree in International Development

Technical Committees

▶ Occupational Health and Safety

▶ Ethics and Compliance

▶ Information Security

Komatsu Colombia



Patrick Mies

▶ Vice President, Latin America North

Industrial Engineering Degree

José Obregón

▶ Administration and Finance Manager

Certified Public Accountant (CPA)

Shirly Vizcaino

▶ Occupational Health and Safety Manager

Industrial Engineering Degree

Tatiana Tovar

▶ Logistics Manager

Industrial Engineering Degree

Patricio Pereira

▶ General Manager, KCO

Industrial Engineering Degree

José Chivata

▶ Construction Director

Industrial Engineering Degree

Álvaro Palacio

▶ Product Support Manager

Electronic Engineering Degree

Martha Hernández

▶ Compliance Officer

Certified Public Accountant (CPA) and Bachelor's Degree in Business Management

Paula Jaramillo

▶ People and Sustainability Manager

Bachelor's Degree in Psychology

Manuel Mancilla

▶ Mining Director

Bachelor's Degree in Business Management

Technical Committees

▶ Ethics and Compliance

▶ Risk Management

▶ Diversity and Inclusion



Building the future, today

Yasuhiro Kawasaki

Chief Operating Officer, Komatsu Latin America



How do our sustainability efforts help create long-term value for our customers, employees, communities, and other stakeholders?

At Komatsu, quality and reliability form the foundation of our management approach. Our sustainability initiatives are one of the most critical ways we build and strengthen long-term trust. For our customers, we deliver value by providing innovative solutions that improve safety, productivity, and environmental performance. By helping them improve operational efficiency while advancing decarbonization, we support their long-term success and competitiveness. For our employees, we foster a safe, inclusive, and engaging work environment where people can develop their skills and reach their full potential. For our communities, we contribute through education, talent development, and social development initiatives that create opportunities and support sustainable regional growth. For shareholders, business partners, suppliers, and other stakeholders, our commitment to responsible business practices, transparency, and strong governance builds lasting relationships rooted in mutual trust. Ultimately, sustainability is about earning and maintaining trust. By consistently delivering quality, reliability, and responsible business practices, we strengthen the confidence placed in Komatsu and create sustainable value for future generations.

Our Sustainability Report is built around the concept “Building the future, together. Today.” What does this message mean for Komatsu Latin America?

This message reflects our conviction that sustainability is achieved through collaboration and collective action. “Together” acknowledges that meaningful progress cannot be achieved by a single organization alone. It requires collaboration among our employees, customers, distributors, suppliers, communities, and industry partners. “We build the future” reflects our purpose as a company that contributes to the sustainable development of infrastructure and resources through manufacturing, technology, and innovation. “Today” serves as a reminder that the future is defined by the decisions we make and the actions we take in the present. Every improvement in safety, every investment in our people, every innovation that reduces environmental impact, and every partnership we strengthen contributes to the future we want to create. This message reflects both our ambition and our responsibility.

Why is sustainability essential to the future of Komatsu Latin America?

Sustainability is essential because it is intrinsically linked to the long-term success of both our customers and our business. Latin America plays a key role in the global supply of minerals, infrastructure development, and economic growth. As a company serving these industries, we contribute to addressing environmental and social challenges while driving productivity and competitiveness.

At Komatsu Latin America, sustainability is embedded in how we operate, make decisions, and create value. Guided by the Komatsu Sustainability Policy, we generate value for society through our three pillars: People, Business, and Planet. By investing in safe workplaces, responsible practices, innovative technologies, and environmental stewardship, we strengthen our resilience and contribute to a more sustainable future for the region.

Looking ahead, what do you see as the greatest opportunities for Komatsu Latin America to strengthen its positive impact on people, business, and the planet?

One of our greatest opportunities lies in accelerating the transition toward more sustainable mining and construction. Latin America is right at the heart of the global energy transition, holding critical mineral resources like copper and lithium—both essential for electrification and renewable energy. Komatsu has a unique opportunity to support its customers through innovative technologies, including electrification, automation, digital solutions, and low-emission equipment. At the same time, we can further enhance our impact by developing the talent of the future, promoting diversity and inclusion, driving circular economy initiatives, and expanding collaboration with suppliers, distributors, customers, and communities. By working together across our value chain, we can develop solutions that generate business value while contributing to climate goals and social development.

If you could leave readers with one message about the future we are building together, what would it be?

We envision a future where business success, social progress, and environmental stewardship reinforce one another, creating sustainable value for future generations. At Komatsu Latin America, we believe lasting value is created when people, business, and the planet thrive together. Through innovation, collaboration, and responsible action, we help our customers and communities address the challenges of a rapidly changing world. The progress we have made is important, but what inspires us most is the opportunity ahead. Together, we can build a safer, more inclusive, more productive, and more sustainable future for Latin America.



3

With the People

60 Occupational Health and Safety

78 Diversity and Inclusion

92 Talent Acquisition, Skills Development and Retention

120 Respect for Human Rights



Occupational Health and Safety



Salvador Mandiola - Production Engineer - Santiago - Komatsu Cummins Chile

Relevance

Occupational health and safety is an essential condition for operating in high-risk industries such as mining. At Komatsu Latin America, this matter is particularly relevant due to the operating environments in which we participate and the exposure to risks that must be managed to high standards.

We integrate occupational health and safety into our operational management and Komatsu Latin America 2030 Sustainability Strategy, aligned with the Komatsu Way philosophy and the SLQDC priority order (Safety and Health, Law, Quality, Delivery and Cost). In this context, proper preventive management allows us to protect the health and physical integrity of people, reduce accidental losses, and strengthen business continuity across our operations and those of our customers.

2030 Ambition

Consolidate an occupational health and safety culture built on caring for people, prevention and the goal of zero harm by 2030.



How do we make it happen?



We manage occupational health and safety through a regional approach based on Critical Risk Management (CRM), prioritizing the identification of high-potential hazards and the implementation of controls to prevent fatalities and high-impact events.

This work is supported by regional HSE (Health, Safety, Environment) management standards, the Gemba concept, and Komatsu's Safety Cardinal Rules.

We complement this approach with planning, monitoring and continuous improvement processes, as well as audits, incident investigations and specialized training for at-risk personnel. This strengthens risk control and the effectiveness of our preventive system across our operations.



Raúl Mora - Supervisor - Concepción - Komatsu Cummins Chile

Management priorities



Reinforce and reassess

Reinforce and reassess the effectiveness of controls associated with fatal accidents and serious injuries.



Conduct cross-audits

Conduct cross-audits across operations to verify alignment and share best practices.



Assess the occupational health status

Assess the occupational health status across regional operations to advance toward an integrated management model.

Benefits of driving an occupational health and safety culture



Protect people's lives and health.



Strengthen operational continuity.



Reduce incidents and critical risks.



Improve efficiency and productivity.



Safeguard critical assets and operations.



Strengthen trust among customers and employees.



Bogotá - Komatsu Colombia



Recognitions validating our preventive approach

The work carried out across our various countries has been recognized by customers and industry stakeholders, reflecting the consistency of our occupational health and safety practices.



CCS Honoris recognition – OHS Leader

At the close of the fiscal year, Komatsu Colombia received a special mention in the OHS (Occupational Health and Safety) Leader category among the 23 nominated companies at the 2026 Honoris Awards. The nomination was awarded thanks to the contribution of Fabio Rondón, a technical specialist on the Drummond project, who led significant improvements in ergonomic risk reduction and in fostering a safety culture among his peers.

Excellence in industrial safety

During Safety Summer March 2026, held in Barranquilla, Drummond recognized Komatsu Colombia for its performance in preventive management in high-risk operations, as well as for operational discipline and team leadership in the field.



Health-promoting workplace

The Ministry of Health of Chile recognized Komatsu Cummins Chile with the Excellence category under the Health-Promoting Workplace program. This certified the Puerto Montt, Concepción, and Temuco branches following the implementation-alongside the Chilean Safety Association (ACHS)-of wellness initiatives focused on mental health, work-life balance, healthy nutrition, and physical activity. This recognition honors organizations that voluntarily promote people's health and well-being beyond legal requirements.

Strengthening occupational medical surveillance

During FY2025, Komatsu Cummins Chile strengthened occupational health surveillance by implementing the updated TMERT protocol (the Chilean standard for work-related musculoskeletal disorders), incorporating the new evaluation methodology established by the health authority. As a result, more than 4,000 employees entered the Medical Surveillance Program associated with this protocol. Concurrently, the company continued to promote health initiatives, encouraging preventive medical evaluations, healthy nutrition, and prevention of the effects of sedentary lifestyles and substance abuse.

Governance structure for preventive management

Our preventive management is supported by a governance structure that defines operational responsibilities, specialized oversight, and independent verification mechanisms.

This model makes it possible to maintain common standards, strengthen the control of critical risks, and continuously monitor occupational health and safety performance.

The structure is organized under a layered control model. The first layer consists of implementing preventive tools at the Gemba – the site, workshop, or operation where the work is performed. The second corresponds to the company's preventive management, where an Executive

Committee composed of each operation's HSE Manager reviews preventive performance and implements necessary actions. The third and final layer of control operates at the regional level. Its primary mission is to provide an integrated Preventive Model, guide and verify its implementation, and ensure its alignment with the reality of each business unit.

The effectiveness of the preventive model relies on the active leadership of supervisors, managers and HSE teams, who possess the tools and capabilities to identify hazards, assess risks, and implement control measures, thereby strengthening consistent preventive management across all levels of the organization.

Occupational Health and Safety governance

Our three-layer control model ensures effective management of occupational risks across all levels of the organization.



Top Management

Provide a unified HSE model, verify its implementation, and ensure its alignment with the reality of each business unit. Maintain independent audit and verification processes to strengthen transparency and drive continuous improvement within the Occupational Health and Safety Management System.



Executive Committee

Oversight, technical advisory, and monitoring of preventive management.



Site, workshop, or operation

Operational management and direct responsibility of leaders, supervisors, and employees in implementing field controls.

Komatsu Latin America's HSE leaders meet quarterly in virtual sessions to review preventive performance and share best practices across operations.

In addition, we hold a one-week in-person meeting each year to analyze regional performance and define the main preventive management priorities for the following fiscal year.



Health, Safety and Environment (HSE) Policy

Our Health, Safety and Environment (HSE) Policy guides preventive management across the region through a governance structure led by the HSE directors in each country.

This framework establishes common guidelines for risk management, compliance with standards, and continuous improvement, complemented by specific policies for critical operational matters. Its implementation is strengthened through communication and training mechanisms that promote a safety culture aligned with Komatsu's corporate principles.

During FY2025, Occupational Health teams reinforced preventive surveillance through the systematic assessment of workplace agents, the implementation of action plans, and the ongoing monitoring of working conditions, contributing to reduced risk exposure.

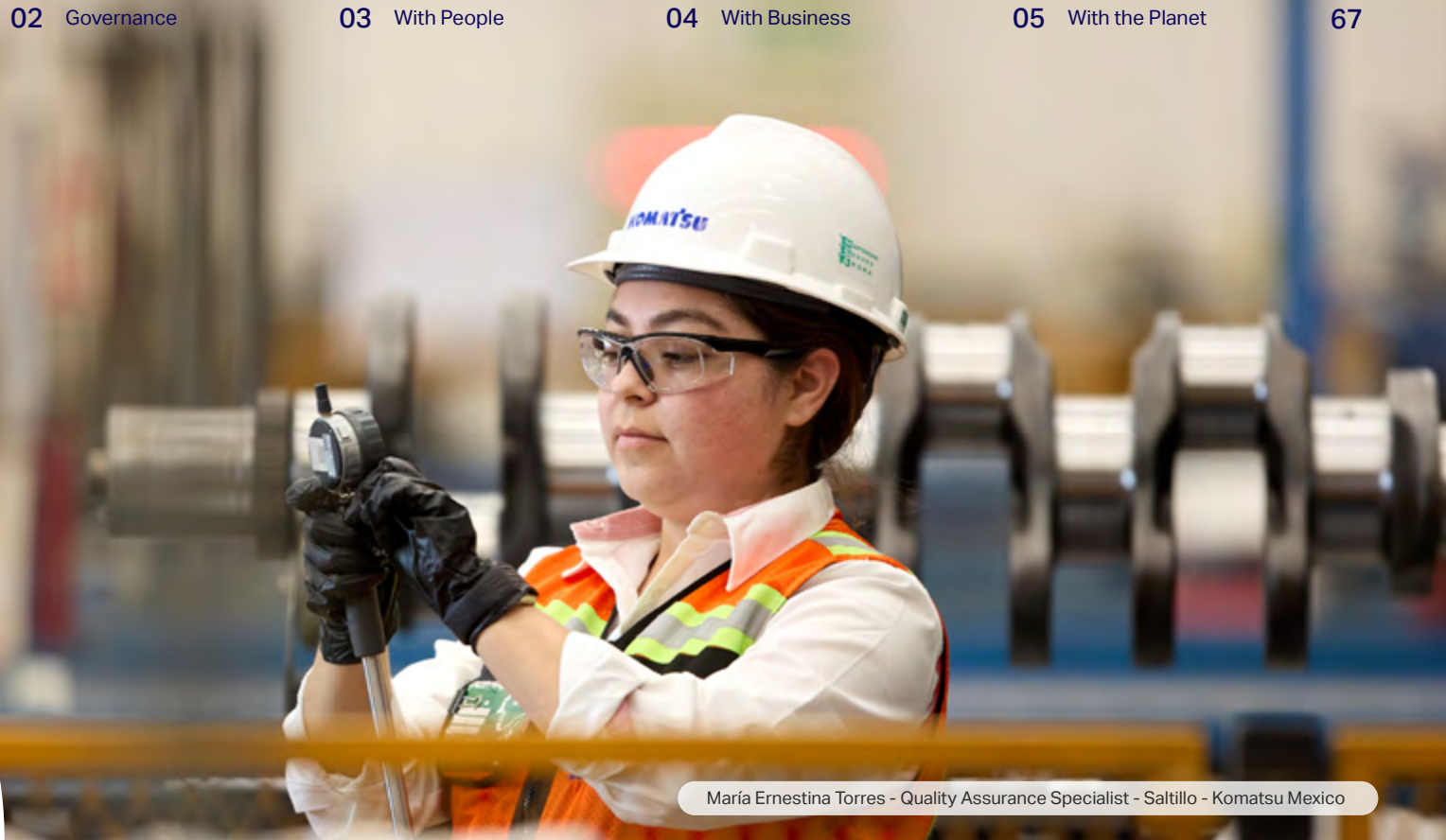
In Chile, more than 120 industrial hygiene assessments were conducted, the results of which enabled the implementation of more than 600 action plans, achieving 100% implementation rate for defined measures. This experience demonstrates how preventive surveillance translates into concrete actions to control risk exposure and foster continuous improvement in working conditions.

Unified Preventive Model



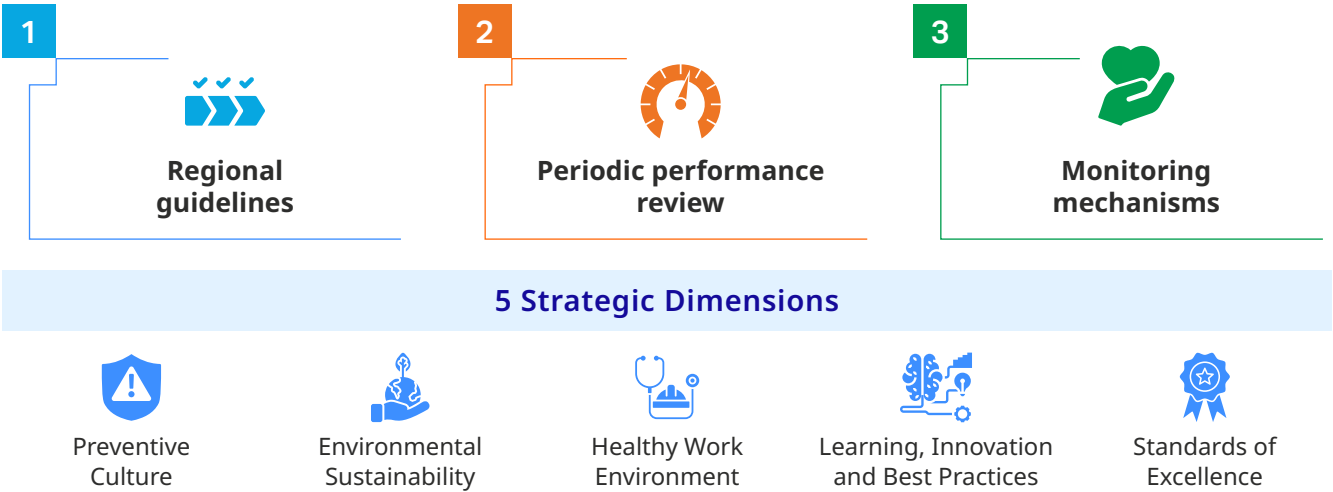
We operate under a Unified Preventive Model for occupational health and safety management, compatible with the ISO 45001 standard for Occupational Health and Safety Management Systems. This model is built upon corporate standards, such as our Health, Safety and Environment (HSE) Policy, alongside industry best practices.

Our Unified Preventive Model aims to prevent workplace accidents and occupational illnesses through systematic risk management and operational controls, enhancing personal protection and operational reliability. Operating under the PDCA cycle (Plan-Do-Check-Act), the model focuses on leadership, management commitment, employee participation, comprehensive risk management, and operational discipline. In each country, its governance is led by a top management representative and an Occupational Health and Safety Management System manager, supported by specialized teams operating across all business units.



María Ernestina Torres - Quality Assurance Specialist - Saltillo - Komatsu Mexico

System guidelines



Objective

ISO 45001 Standard
Corporate Standards and Industry Best Practices
HSE Policy

An integrated preventive management and continuous improvement approach, aligned with the international ISO 45001 standard for Occupational Health and Safety Management Systems, as well as corporate standards and industry best practices to strengthen regional management of critical risks.

Protect the life and health of employees, strengthen operational reliability, and advance toward the corporate goal of zero fatalities and zero serious harm, contributing to the sustainable development of the business and creating value for workers, customers, and communities.



Occupational Health and Safety training

We strengthen the preventive culture through training programs designed to foster safe operations, manage critical risks, and respond to emergency situations. This approach is tailored to the primary risks, regulatory frameworks and operating contexts of each country.

Total health, safety, and emergency response training hours

181,035



Contractor training hours

36,186



- **11-day onboarding course for new hires**, with refresher training every three years for technicians.
- **Safety training** provided through Komatsu Latin America (JWM).
- **Role-specific training** with official DC3 certification for specialized tasks (welding, cranes, pressure systems, etc.).



- **Mandatory training on the Occupational Health and Safety Management System (OHSMS)** to reinforce knowledge of regulations, roles, responsibilities and preventive management for committees, emergency response teams, and Occupational Health and Safety advisors.
- **Safety and health induction and refresher training for employees**, focusing on hazard identification, emergency response plans, and standards for critical tasks.
- **Critical risk certification**, covering working at heights, confined spaces, hazardous substances, load handling, and electrical hazards.
- **Defensive driving** and road safety training, in accordance with Resolution 40595 of 2022.
- **Hands-on experiential training at the Dojo**, using real-task simulation to strengthen risk perception and the application of preventive measures.



- **Mandatory HSE induction** for all new employees.
- **Preventive management competencies course** for supervisors.
- **Training for joint Occupational Health and Safety committee members.**
- **Courses on operational risk control and occupational hygiene hazards** (noise, crystalline silica, high altitude, energized equipment, etc.).

Employee participation

We foster the active participation of our employees within the framework of our preventive model through Joint Occupational Health and Safety Committees and equivalent bodies in each country. These groups contribute to identifying risks, proposing improvements, and reinforcing preventive controls. Additionally, we employ digital tools that allow employees to identify and report unsafe conditions at the Gemba, strengthening incident prevention and risk management.

Joint Occupational Health and Safety Committees support risk management, the analysis of incidents and unsafe conditions, the definition of preventive actions, and the continuous monitoring of the Occupational Health and Safety Management System's performance.



Sara López - Deputy Marketing Manager / Cinthia Martínez - Parts Buyer / Clarissa Sosa - TCO Manager - Komatsu Mexico



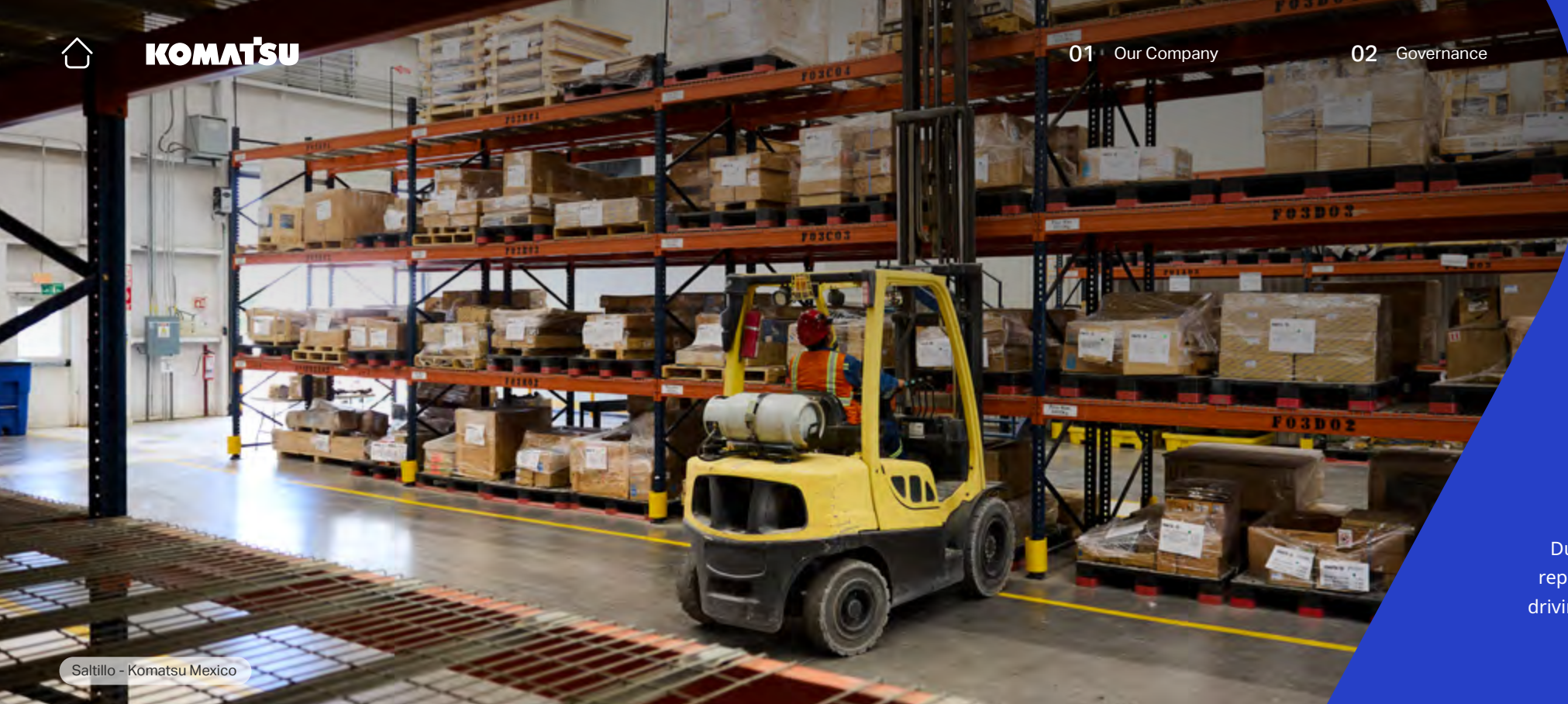
- † Bipartite Safety Committee that identifies non-compliant conditions and proposes improvements.
- † Quarterly meetings and direct follow-up on employee observations.
- † Complementary support provided through emergency response teams.



- † Joint Occupational Health and Safety Committee (COPASST), composed of representatives from both the management and employees.
- † Monthly meetings to review incidents, operational conditions, and management system follow-ups.
- † Its recommendations guide preventive decisions and are complemented by other bodies, such as the Workplace Harassment Committee and specialized committees for specific risks, such as road safety.



- † More than 60 Joint Occupational Health and Safety Committees (CPHS), composed of company and employee representatives, serving with 24-month terms.
- † Monthly meetings focused on prevention, accident investigation, training, and regulatory compliance.
- † Operations advised by the Health, Safety and Environment (HSE) department.



Saltillo - Komatsu Mexico

Incident investigation

At Komatsu Latin America, we investigate all incidents using the “5 Whys” methodology from the Komatsu Way, looking deeply into the root causes of the event and identifying gaps in preventive controls. The process is carried out by multidisciplinary teams that define corrective and preventive actions based on the hierarchy of controls, prioritizing risk elimination and mitigation measures. Investigations and action plans are logged into the Occupational Health and Safety platforms of each subsidiary, while key learnings are shared at both local and regional levels.

During FY2025, we specifically reinforced management of high-potential incidents by standardizing reporting criteria across all operations. This increased the identification and analysis of these events, driving organizational learning and the timely implementation of actions to eliminate root causes and prevent recurrence.

Primary risks



Hazardous energy exposure

Working at heights

Suspended loads

Use of tools outside their design specifications

Unauthorized operation

Vehicle driving / Fleet operation

Testing on energized equipment

Machine guards and protective barriers

Personnel and equipment interaction

Exposure to falls into bodies of water

Work in confined spaces

Hot work



Other risks

Mechanical risks such as impacts, entanglement, and crushing

Ergonomic risks (lower back pain, musculoskeletal disorders)

Respiratory conditions (dust and gases)

Noise and vibration exposure

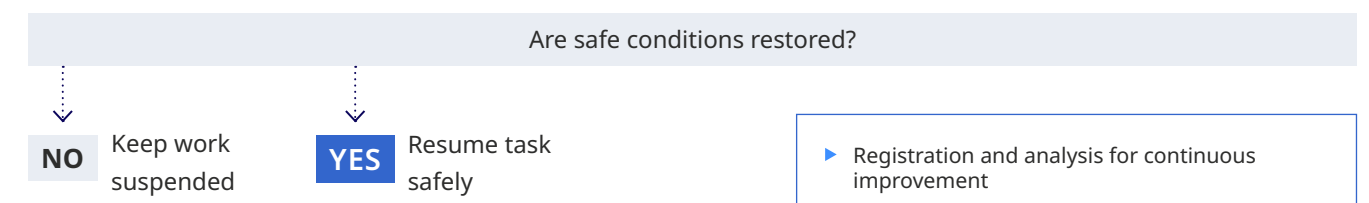
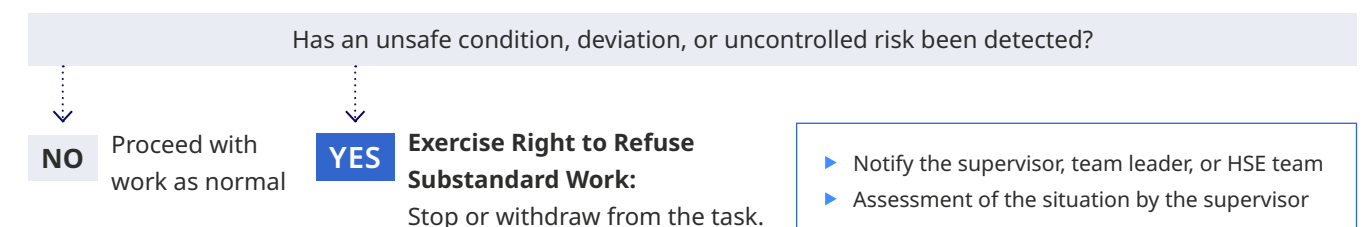
What to do in the presence of unsafe working conditions?

We foster a preventive culture that empowers our employees to report unsafe conditions or stop a task whenever they identify risks that are not adequately controlled, in line with our corporate principle “I Decide My Safety”.

The identification and control of these risks are complemented by qualitative and quantitative evaluations of physical, chemical, and other agents present in workplaces, conducted by specialized bodies. Their findings allow us to define and implement action plans to keep risks under control and strengthen the continuous improvement of our preventive management system.

Responsible Refusal to Substandard Work

Start of work task



KLAT North

Safety that protects people and strengthens our customers' trust

Customer: **Komatsu Mexico and Komatsu Colombia**

Operational safety Risk management Continuous improvement

During FY2025, Komatsu Mexico and Komatsu Colombia reinforced their occupational health and safety management models, consolidating a preventive culture that is closer to operations, driven by greater leadership engagement, and focused on a more effective control of critical risks.

In Mexico, this progress was driven by the permanent presence of HSE teams and operational lines at the Gemba, leader accountability, and empowering technicians with the authority to stop work that did not meet safe operating standards. This led to a 44% reduction in the Frequency Rate and a 65% decrease in the Severity Rate, lowering both lost-time accidents and event severity. Additionally, the Cananea and Saltillo facilities achieved ISO 45001 certification, and 100% of Komatsu Mexico's branches received the ELSSA certification awarded by the Mexican Social Security Institute.

Preventive management was also extended to customers' operations. At Buenavista del Cobre, we implemented the 5S methodology in the Auxiliary Equipment Workshop, enhancing safety, order, and efficiency across maintenance processes. The initiative optimized tool and material usage, reduced errors and rework, freed up critical space, and improved equipment operational availability. Additionally, at Mexicana de Cobre, we strengthened the Occupational Health and Safety Management System by reviewing and standardizing its preventive documentation.

In Colombia, the integration of the KHSa preventive model, the JWM methodology, and the reinforcement of the management system aligned with ISO 45001 yielded the lowest recordable injury Frequency Rate in the past ten years (0.14). During the period, only one disabling injury was recorded, with a Severity Rate of 2.72, while health-related absenteeism dropped by over 10% and accident-related costs decreased by 15.8% compared to the previous year. These results were supported by higher employee participation in safety campaigns, enhanced leadership and preventive competencies, the continuation of the Ekilibrate wellness program, and joint efforts with our customer Drummond, which extended safety and training initiatives to other operations and contractors-fostering best-practice sharing and a strong preventive culture.

Through these efforts, occupational health and safety management across KLAT North contributes to building safer, more stable, and reliable operations-minimizing disruptions, protecting our customer's productivity, and strengthening long-term relationships built on trust and operational excellence.

Key aspects



↓ **-44%** Frequency Rate.

↓ **-65%** Severity Rate.

2 sites certified under
ISO 45001: Cananea and Saltillo.

100% of branches (12)
with ELSSA Certification

5S Methodology implemented at
Buenavista del Cobre.

Strengthening the OHSMS at
Mexicana de Cobre.



0.14 recordable injury frequency
rate (lowest in 10 years).

2.72 Severity Rate.

1 disabling injury event.

1 site certified under
ISO 45001: Galapa

↓ **+10%** reduction in
health-related absenteeism.

↓ **15.8%** reduction
in accident costs.

How do we create value for our customers?



A robust preventive management model primarily aims to protect the lives and health of people, fostering safer working environments for our employees, customers, and business partners. Building on this foundation, we help reduce incidents, operational disruptions, and process deviations, delivering a more stable, secure, and reliable service. Through joint on-the-ground collaboration, process standardization, and continuous workforce upskilling, we empower our customers to maintain operational continuity and achieve their own safety objectives.

“ For Komatsu, safety is far more than a compliance requirement: it is a key element of operational excellence and the foundation of long-term relationships. By protecting people, strengthening preventive management and working side by side with our customers, we contribute to safer, more reliable and productive operations. In doing so, we create sustainable value and build trust with our stakeholders every day. ”

Patrick Mies
Vice President,
Latin America North



Featured projects



Risk Prevention Program

Through the Risk Prevention Program (PRP), launched in 2024, we advanced toward ISO 45001 certification for our Electrical and Mechanical Shops (EMS) and participated in the Mexican Social Security Institute's (IMSS) ELSSA program. We complemented these achievements with a targeted strategy to reduce hand injuries, comprehensive health campaigns, and employee recognition initiatives honoring commitment to safety.



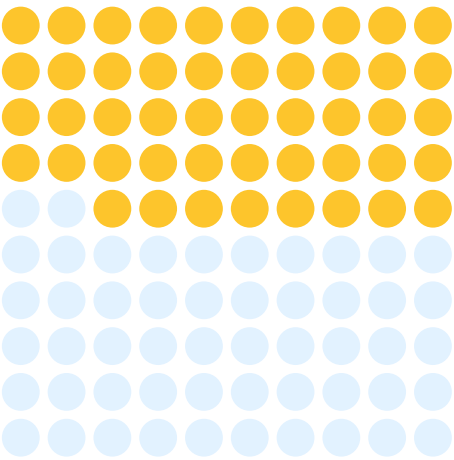
Digitalization of Occupational Health and Safety management

We implemented the Grema 7.0 platform to digitalize and automate processes, capture real-time data, and optimize data analytics. This initiative improves traceability, administrative efficiency, and data quality for decision-making, while also reducing paper use and execution times.



Ekilibrate Comprehensive Health Program

Ekilibrate focuses on managing psychosocial risks, improving quality of life, and reducing employee absenteeism. The program addresses key topics such as healthy lifestyle habits, mental health, emotional well-being and financial health – combining in-person activities, digital tools, health monitoring, and group dynamics that foster active participation.



48%

of participants showed improvements in BMI indicators.



17%

Reduction in health-related absenteeism compared to the FY23 baseline.

20%

Decrease in the number of employees with musculoskeletal symptoms.

295

Employees enrolled in the program.

33

Employees (25%) who returned to performing their activities at 100% capacity.



Operational integrity skills strengthening and standardization program

A program aimed at strengthening the technical competencies and preventive behaviors among leaders, supervisors and field technicians, reinforcing the implementation of critical controls and reducing accident rates.

During the period, the program delivered role-specific content, including preventive tools for technicians, OHS System management for supervisors, and leadership and communication skills for leaders.



54

Drummond leaders trained in soft skills (SER).

16

Supervisors accredited in operational integrity.

34

EMS workshop technicians upskilled in preventive tools.



Safe Summer Program

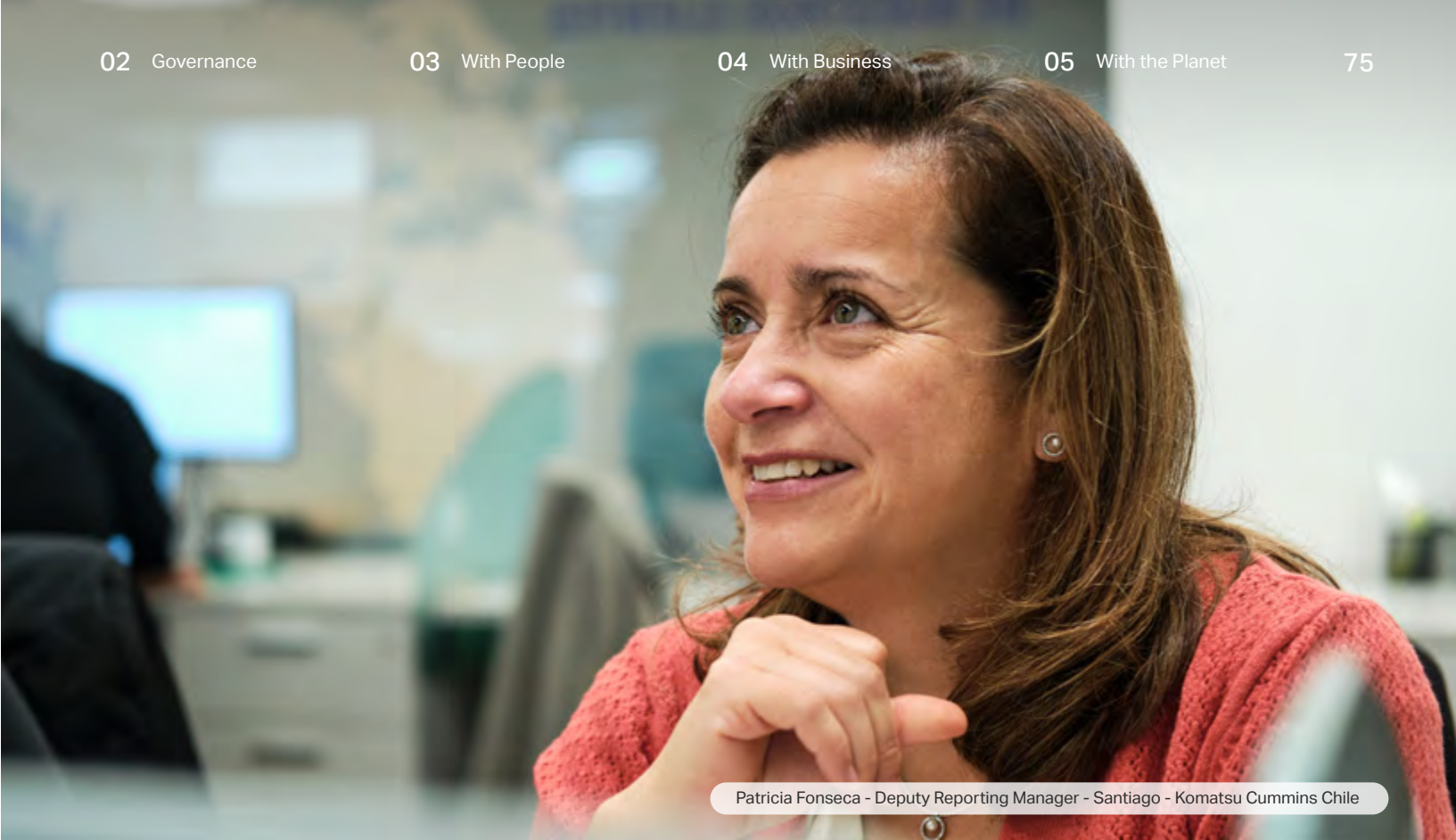
To reinforce preventive controls during the summer period, Komatsu Latin America implemented the Safe Summer Program across all its operations-strengthening field supervision through work planning, replacement plans for critical roles, safety campaigns, focused leadership engagement and dialogues, as well as alcohol and drug testing and monitoring. This initiative ensured that preventive standards were maintained during a period of higher operational complexity.

0.1

Frequency Rate

4.09

Severity Rate



Patricia Fonseca - Deputy Reporting Manager - Santiago - Komatsu Cummins Chile



2025 Occupational health and safety performance indicators



OHS management system coverage

Employees covered



100%

Internally audited

94%

Externally certified

Contractors covered



100%

Internally audited

98%

Externally certified



Rate of high-consequence work-related injuries*

0.02

(*) Calculated based on 200,000 hours worked

Frequency Rate (lost-time accidents)

0.10

Injury ranking

58.3%

Fracture
Finger



25%

Contusion
Finger



8.3%

Eye Injury
Head



8.3%

Overexertion /
Low back pain
Back



Occupational illness and disease cases

18

Fatalities from occupational diseases and work-related accidents

0



Margorie San Martín - Warehouse Operator - Concepción - Komatsu Cummins Chile



Diversity and Inclusion



Relevance

We believe that diverse teams drive innovation, enhance decision-making, and contribute to more resilient operations.

By promoting inclusive environments, we expand our talent pipeline, strengthen employee engagement, and contribute to operational continuity. Therefore, diversity, equity, inclusion and non-discrimination are integral components of our 2025–2030 Strategic Growth Plan and shape how we build our culture and value proposition.

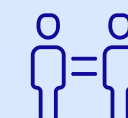
2030 Ambition

17%

*female representation
at Komatsu Latin America
by 2030.*



How do we make it happen?



We promote diversity, equity, and inclusion to attract, develop and retain talent, strengthen innovation and enrich decision-making through diverse perspectives. This approach is rooted in shared corporate guidelines, such as our Worldwide Code of Business Conduct and the Strategic Growth Plan, and is executed in subsidiaries through policies, governance frameworks, KPI tracking, and targeted initiatives designed to consolidate inclusive environments and broaden development opportunities. We seek to enable every employee to reach their full potential and contribute to a more innovative, resilient, and competitive organization.



Diversity and inclusion with a local approach

We implement our approach to diversity and inclusion across the different countries where we operate through policies, governance frameworks, monitoring tools, and targeted initiatives tailored to their specific contexts and priorities.



Policies and priority focus areas



Governance and monitoring



Initiatives and partnerships



- ▶ Our Diversity and Inclusion Policy (DCI-DRL-POL-012) guides our actions, promoting respect, diversity, and inclusion across all processes.
- ▶ Inclusion of people with disabilities.
- ▶ Women's training programs in traditionally male-dominated areas.

- ▶ Management focused on attracting and developing diverse talent, coupled with continuous training on bias, respect, and inclusive culture, promoting safe and discrimination-free environments across all operations.

- ▶ Awareness campaigns such as Pink Month.
- ▶ Internal gender equity and inclusion programs.
- ▶ Training and support initiatives to strengthen inclusive and diverse work environments.



- ▶ Diversity and Inclusion Policy that establishes principles of equal opportunity and non-discrimination, guiding all internal processes.
- ▶ Specific initiatives supporting women, such as nursing rooms at the Galapa, Chía, Cali and Madrid sites.

- ▶ Diversity and Inclusion Committee composed of leaders from various departments, responsible for coordinating initiatives across all areas and monitoring indicators.
- ▶ Training programs on bias and inclusion through mandatory workshops during onboarding and continuous learning.

- ▶ Support for foundations working with persons with disabilities.
- ▶ Inclusive recruitment processes, incorporating tailored approaches for persons with disabilities and individuals at risk of social exclusion.
- ▶ Participation in national programs to promote employability for women and vulnerable population



- ▶ Diversity and Inclusion Policy in effect since 2017 and updated in 2023. It articulates three priority areas-gender, disability and social reintegration-across the pillars of culture, development, and leadership, with workstreams on acquisition, development and retention.

- ▶ Since 2024, we have had a formal governance framework for focus area committees.
- ▶ Equality and diversity dashboard in Power BI to monitor inclusion progress and track indicators.
- ▶ Ethics Committee with corporate and regional representation.

- ▶ Compliance with Law No. 21,015 on Labor Inclusion and Law No. 21,690 regarding the inclusion/employment of persons with disabilities or alternative compliance measures.
- ▶ Two Inclusion Managers.
- ▶ Partnerships with Kyklos and the Inclusive Companies Network (REIN).



Key results



We increased the proportion of female executives by
17.8%

We achieved an overall increase of
25% in female representation.



27% female participation in operational roles, equivalent to three female managers.



96 persons with disabilities integrated to the workforce.

30 persons with disabilities hired through Kyklos.



Inclusive talent

We promote recruitment and talent acquisition processes designed to expand opportunities, reduce bias and build diverse teams across all business functions.

Across our subsidiaries, we encourage job postings featuring inclusive language, diverse candidate slates, and partnerships with specialized organizations to broaden access for female talent, people with disabilities, and other underrepresented groups.

To strengthen talent acquisition, we partner with specialized headhunters, disability-focused foundations, career fairs such as Expo Inclusión (Chile) and platforms like Inclúyeme, extending our reach beyond traditional recruiting channels.



Employment partnerships

Engagement with people with disabilities

Through partnerships with family allowance compensation funds and specialized foundations, we strengthen the identification of candidate profiles for both administrative and operational roles.



KOMATSU COLOMBIA



Compliance and integration

1% Workforce inclusion for persons with disabilities at Komatsu Cummins Chile

Through our partnership with Kyklos, we comply with local legislation by integrating both internal and external personnel into our organization.



KOMATSU CUMMINS CHILE

1

Progress in labor inclusion



Diagnostic and continuous improvement

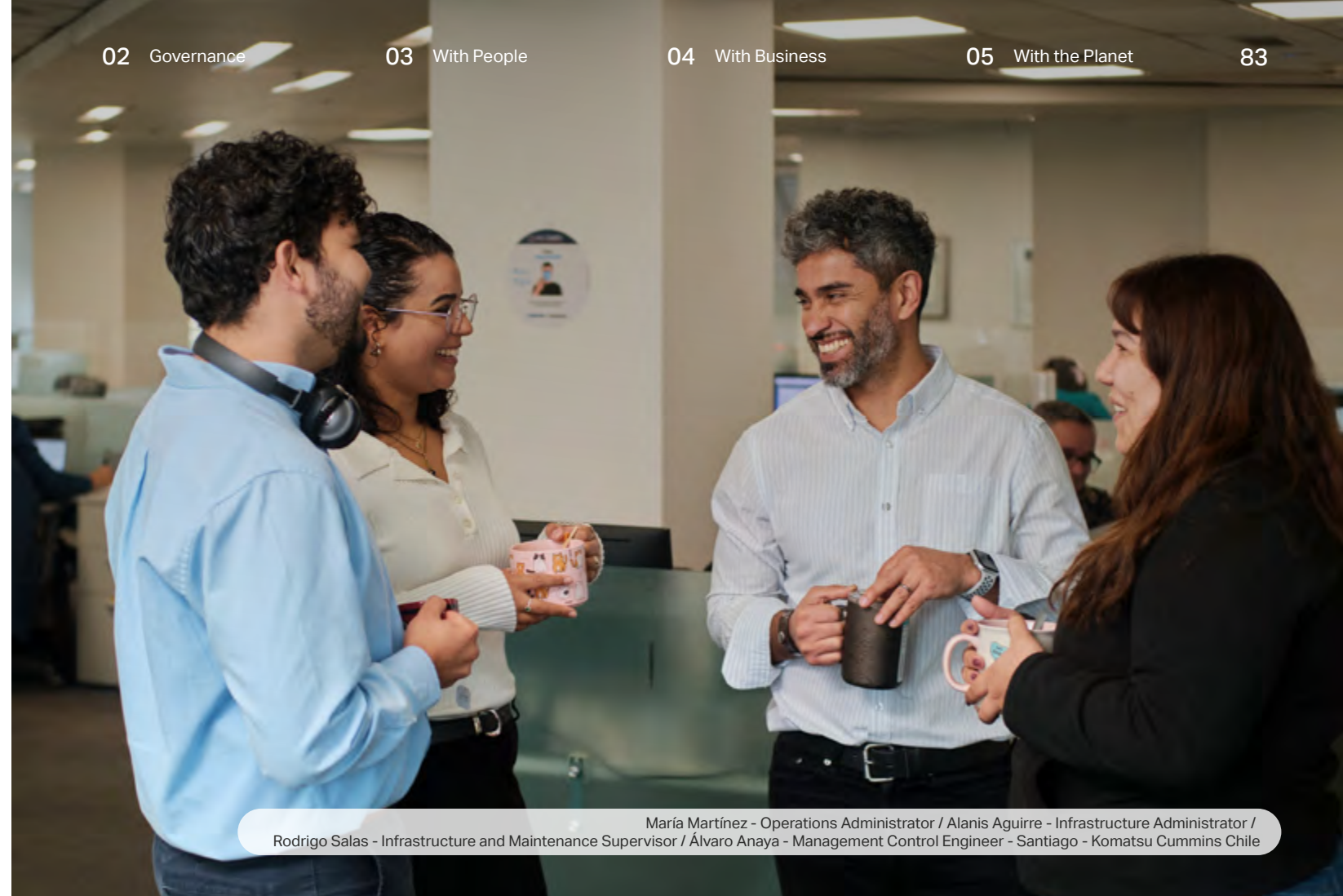
Accessibility and inclusion assessment

In partnership with Fundación Miradas Compartidas, our disability inclusion assessment score improved from 77% to 81%, allowing us to identify gaps and opportunities for improvement in accessibility, regulatory compliance, and inclusive practices. The assessment evaluated compliance with current regulations, environmental barriers, attitudinal barriers, inclusive occupational safety and prevention, web and technological accessibility, and inclusive practices. This high compliance rate demonstrates company-wide progress in the inclusion of persons with disabilities.



KOMATSU CUMMINS CHILE

2



Rodrigo Salas - Infrastructure and Maintenance Supervisor / Álvaro Anaya - Management Control Engineer - Santiago - Komatsu Cummins Chile
María Martínez - Operations Administrator / Alanis Aguirre - Infrastructure Administrator /

Recognitions

The strength of our approach is also reflected in external recognition that validates our progress in inclusion, governance and human rights.



D&I Recognition

- ▶ Argos Group
- ▶ "Our Commitment to Diversity, Equity, and Inclusion"

Labor Inclusion Program Award

- ▶ Combarranquilla Family Allowance Compensation Fund



2025 Excellence Seal

- ▶ Chilean Disability Foundation
- ▶ Category: Governance

Inclusive Leadership

- ▶ Miradas Compartidas Foundation
- ▶ Ranked among the top three

100% Compliance

- ▶ Human Rights Audit
- ▶ Codelco Andina Division



Alejandra Valenzuela - General Manager, Komatsu Finance - Santiago, Komatsu Cummins Chile

Featured projects

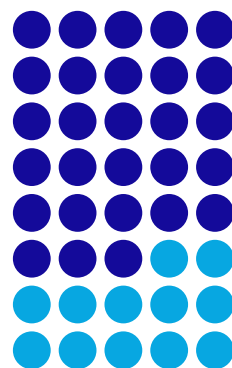


Komatsu Latin America

Women's Leadership Program

Our Women's Leadership Program is one of our key regional initiatives in this area. Held annually since 2023, it is designed to strengthen women's leadership across Latin American subsidiaries, providing tools aligned with the "One Komatsu" philosophy, which fosters collaborative networks and working as a unified global team.

In the 2025 edition, 12 assistant managers and department heads participated in a four-and-a-half-day seminar, which featured mentoring sessions with executives from Komatsu Latin America-including the vice president, director, and general managers-alongside group coaching with the support of an external consultancy. Between 2023 and 2025, a total of 40 women leaders have participated in the program.



40

Total participants across the three completed editions.

12

assistant managers and department heads participating in the 2025 edition.

4

Mentoring sessions with executives.

4

Group coaching sessions.



Pink Helmets Program

We developed this program in partnership with industry customers to train women as construction equipment operators, expanding their participation in key technical operational roles. The initiative seeks to strengthen support networks for women in mining and construction, while driving higher female representation across these sectors.



9

Women participants

3

Customer companies participating



Red M Program

The Red M Program supports new female employees as they integrate into the organizational culture, providing spaces to share experiences, develop skills, and help bridge gender gaps within the company. The program operates at mining sites and branches in Chile through mentoring networks that enhance onboarding, peer-to-peer learning, and professional development.



95

women participated in the program.

15

women were part of the mentor network at mining sites.

72

women were part of the mentor network at branches.



Komatsu Women Technicians Program

We drive this program to integrate women into the maintenance of Komatsu machinery through specialized technical and vocational training, promoting access to traditionally male-dominated trades. The initiative connects participants with internal growth opportunities, contributes to talent retention, and supports compliance with female participation targets required by our customers.



10

Women joined the Centinela, Escondida, Radomiro Tomic and Gabriela Mistral sites to perform Komatsu product maintenance tasks.

Reinventarse Foundation

When an opportunity changes a life

Innovation Support Trust to sustain critical operations

Created as a Komatsu Cummins initiative in 2011 and formally established as a foundation in 2013, Reinventarse Foundation promotes a social and workforce reintegration model designed to expand development opportunities for people who have infringed the law, contributing to their social integration through decent employment.

In a context where youth offender recidivism in Chile reaches nearly 50% within two years of leaving the system, Reinventarse Foundation helps address this challenge through a model developed in collaboration with public institutions. This initiative has evolved from a corporate endeavor into a benchmark for private-public collaboration to strengthen social reintegration in Chile.

Beyond the numbers, Reinventarse Foundation demonstrates that building a more inclusive future requires creating real opportunities today. Its experience confirms that access to formal employment can serve as a tangible tool to promote autonomy, stability, and new life trajectories.

[Click here](#) to learn more about Reinventarse Foundation.

Key aspects

+13

years promoting a social and workforce reintegration model.

+4,700

beneficiaries have participated in its programs.

+50

people currently employed under formal contracts with access to social security.

Recognized globally by Cummins, by the Ministry of Justice of Chile, and awarded **1st place in the Human Rights category** by the United Nations Global Compact.

“ Social reintegration does not begin when a person exits the penal system. It begins much earlier, by creating real opportunities for training, skills development, and connection with the labor market. ”

Bernardo Vásquez

Executive Director,
Reinventarse Foundation.

Bernardo Vásquez - Executive Director, Fundación Reinventarse / Danae Linares / Constanza Guerrero / Daniel Obregón / Trinidad Guajardo - Reinventarse Foundation - Chile



Talent in action

We designed this space in collaboration with female employees at Komatsu Mexico to identify and develop capabilities through reflection, self-awareness, networking, and purpose-driven leadership. The initiative provides tools for participants' professional growth and supports their career progression within the organization.



153

Female participation in the course



Strategic alliances

We have built strategic partnerships with specialized job placement organizations for people with disabilities, enabling us to identify candidate profiles, adapt to workstations, and support the onboarding of new employees. As a result, we hired an individual with a disability as an accounting assistant in the Administration and Finance Department, while aiming to employ 12 certified employees with disabilities during FY2026.



Objective of the partnerships
hiring persons with disabilities

Progress toward the target

1



NCh3262 certification

We initiated the diagnostic assessment to advance toward certification under the NCh3262 Standard on gender equality and work-life, family, and personal balance, projecting completion by 2026. The standard establishes best practices in key areas such as career development, equal access to opportunities, harassment prevention, respectful work environments, and work-life balance.



79%

Diagnostic assessment score toward NCh3262 certification.



Photograph by Nicolás Rojo - Mechanical Technician, Collahuasi Site - Komatsu Cummins Chile.
“It is not just a truck; it is the effort behind the weight that builds tomorrow.”



Gender diversity

Employees

11,245

10,773 in 2024



4.4%
var.

While female representation has grown steadily in recent years, we remain a highly specialized technical company in an industry where the supply of female talent is still limited. This accounts for the relatively low proportion of women within our overall workforce.



Women

1,696

1,621 in 2024

4.6%
var.



Men

9,549

9,152 in 2024

4.3%
var.

Diversity by job category

Senior management

3 23
11.5% 88.5%

Management

84 384
17.9% 82.1%

Supervisors

222 1,458
13.2% 86.8%

Operational staff

157 577
21.4% 78.6%

Sales force

63 143
30.6% 69.4%

Administrative staff

335 389
46.3% 53.7%

Other professionals

617 1,453
29.8% 70.2%

Other technicians

215 5,122
4.0% 96%

Percentage of women

15.1%

0.1 difference (pp)
15% in 2024



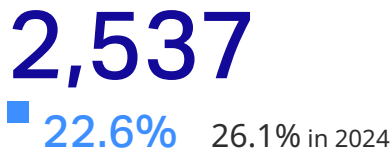
Employees by nationality



(*) Other nationalities account for less than 1% of the workforce and include Ecuador, Argentina, Brazil, Japan, Australia, Haiti, Cuba, the Philippines, Germany, Belgium, El Salvador, Spain, the United States, Guatemala, Panama, Paraguay, Costa Rica, and the Republic of North Macedonia.

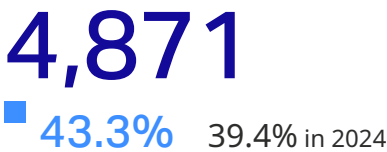
Employees by age group

Under 30 Years Old



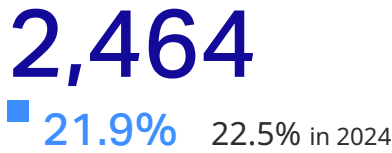
-3.5
Diff. (pp)

31 to 40 years old



3.9
Diff. (pp)

41 to 50 years old



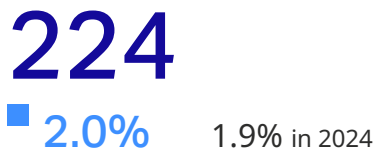
-0.6
Diff. (pp)

51 to 60 years old



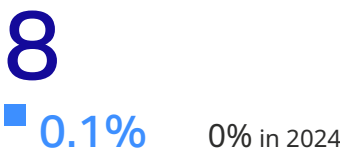
0.0
Diff. (pp)

61 to 70 years old



0.1
Diff. (pp)

Over 70 years old



0.1
Diff. (pp)

Employee tenure

Under 3 years



3 to 6 years



More than 6 and less than 9 years



9 to 12 years



More than 12 years



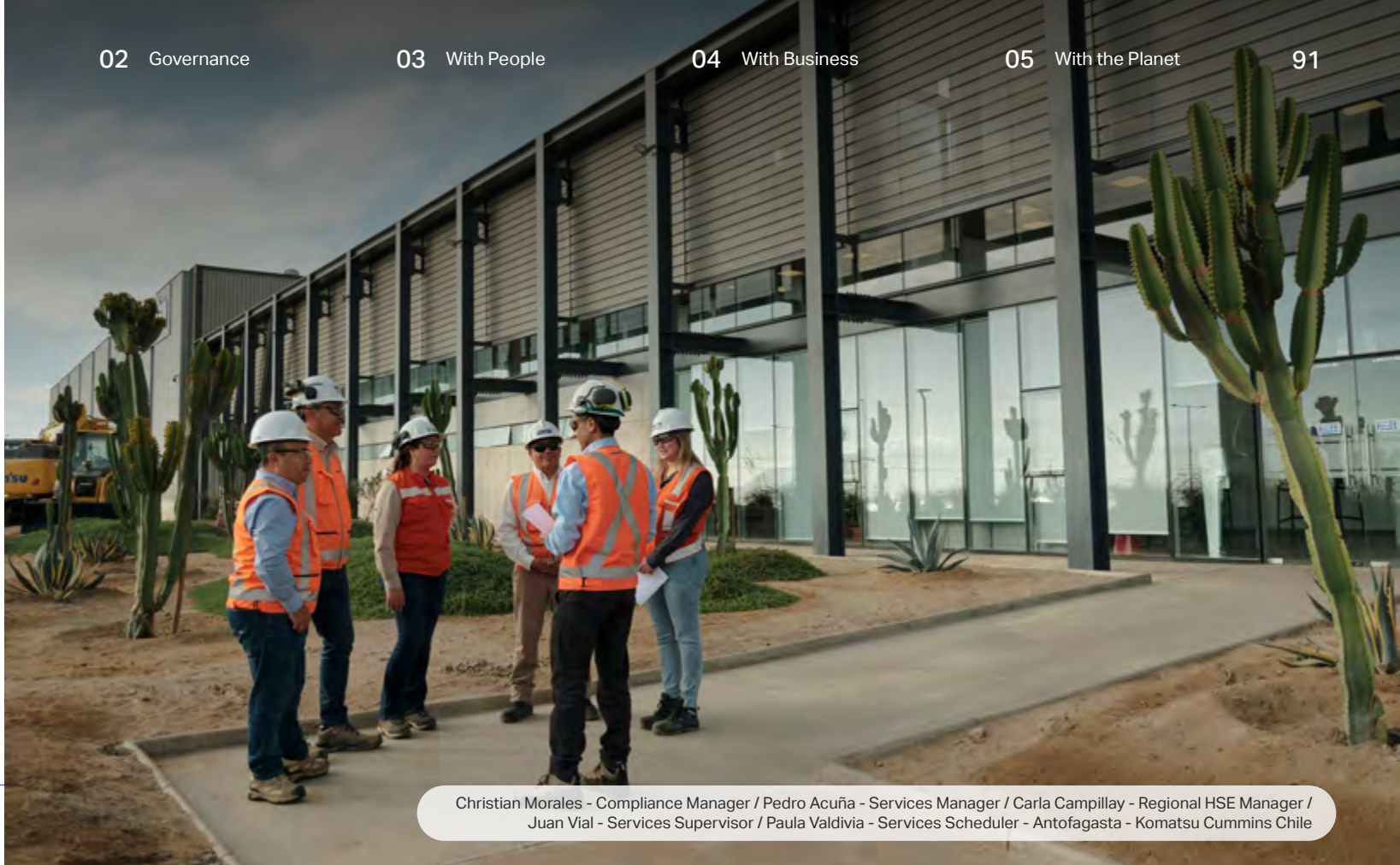
People with disabilities



0.7% in 2024



0.0
Difference (pp)



Christian Morales - Compliance Manager / Pedro Acuña - Services Manager / Carla Campillay - Regional HSE Manager / Juan Vial - Services Supervisor / Paula Valdivia - Services Scheduler - Antofagasta - Komatsu Cummins Chile



Talent Acquisition, Skills Development and Retention

Relevance

Talent acquisition, skills development, and retention are key drivers in adapting to technological business evolution, ensuring operational continuity, and maintaining service standards aligned with our customers' needs. In a highly specialized industry like mining, securing qualified talent and building internal capabilities are fundamental to business performance and long-term sustainability.

For Komatsu Latin America, this focus is particularly relevant given the critical role suppliers play in their customers' operational availability and reliability. Consequently, we manage talent acquisition, training, and retention through an integrated approach as part of our value proposition and long-term capability development.

2030 Ambition

Consolidate a talent ecosystem capable of attracting, developing, and retaining the skills required by the business to meet the future challenges of the industry.



Internal mobility

Fill 75% of job vacancies with internal talent.

Future capabilities

Strengthen a learning ecosystem capable of anticipating the industry's talent needs and developing skills for increasingly technology-driven environments.

Talent value proposition

Strengthen our positioning as an employer valued for attracting and developing talent.

How do we make it happen?

Our strategy integrates attraction, internal mobility, retention, and skills development, supported by corporate programs, capability management tools, and a learning framework aligned with business objectives.

Through partnerships with labor market stakeholders, recruitment processes, and internal mobility mechanisms, we aim to expand growth opportunities and adapt to evolving talent requirements.

We complement this approach with comprehensive benefit policies, engagement tools, succession planning, and training initiatives focused on technical expertise, leadership, and continuous learning. Together, these efforts drive long-term employee retention, address skill gaps, and support operational continuity.





How we manage talent

We deploy our talent acquisition, skills development, and retention strategy-considering the contexts and priorities of each operation-through management tools, mobility initiatives, and targeted actions aimed at developing internal capabilities.



Mexico Strategy Internal Promotion

Internal mobility and growth

Prioritizing internal vacancies through career paths and targeted training. This strengthens employee engagement and enhances talent acquisition by demonstrating genuine growth opportunities.

Talent ambassadors

Promoting internal employee success stories strengthens our employer brand and demonstrates the company's commitment to advancing its people's professional development.

Continuous training and development

Investing in training, mentorship, and continuous learning drives internal talent retention and attracts candidates interested in professional growth.



Colombia Strategy Culture and Visibility

Career paths and critical roles

Designing talent maps and technical training programs for succession plans.

Leadership and KPI monitoring

Training leaders on the value of talent alongside ongoing KPI tracking.

Democratization of vacancies

Deploying widespread communication campaigns to ensure all employees understand role requirements.



Chile Strategy Data and Equity

Strengthening female talent

Implementing the Red M Program to prepare women for internal mobility and critical leadership roles.

Data-driven mobility

Integrating 6-box tools and performance evaluations to manage career trajectories.

Promoting internal applications

Providing active guidance and communication to increase employee application rates.



Workplace climate

We manage workplace climate with the understanding that a positive employee experience drives retention, protects key organizational knowledge, and contributes to operational efficiency and customer satisfaction.

We conduct annual regional eNPS and engagement surveys, share results with our teams, and establish action plans designed to address opportunities for improvement.

eNPS Survey



*Percentage calculated based on the workforce recorded at the time the survey was conducted.





Technology reshapes work. People shape the future.

KOMATSU

Succession planning

We manage succession plans to identify internal talent for key positions and support operational continuity. To achieve this, we apply performance evaluations, periodic calibrations, and succession mapping tailored to the operational realities of each country.



We define key profiles, identify internal talent, and implement development plans and training programs. Interim replacements are established to ensure continuity in executive positions.



We identify critical roles and map internal talent using performance evaluations and calibration sessions. For management-level roles, succession planning covers 75% of personnel.



We conduct performance evaluations, periodic calibrations, and customized succession mapping for every leader. The succession plan is hosted on the Rankmi platform.

Remuneration and Compensation Policy

We design our regional remuneration policies through the Compensation Committee, composed of the CEO, COO, Vice President of Finance, and Vice President of People and Sustainability. Its decisions apply across all operating countries.

We regularly review salary conditions to ensure regulatory compliance, alignment with corporate objectives, and consistency with market standards.

To determine compensation, we consider external benchmarks, internal equity analyses, individual performance, corporate results, and financial standing, ensuring objective and competitive criteria.



Fixed compensation

Salary scale updated annually. External benchmarking by level and function, conducted by independent specialists. Internal equity across comparable roles.



Variable compensation

Bonuses managed consistently, objectively, and transparently. Tied to corporate results and individual performance.



Benefits

Includes non-performance-related payments such as vacation bonuses, transportation allowances, and meal stipends.



Benefits

Our benefits package is designed to support employee well-being and long-term retention, combining company-wide benefits with localized offerings tailored to regional requirements, union agreements, and contract types.



Labor relations

At Komatsu Latin America, we respect the freedom of association and the voluntary participation of our employees in collective bargaining processes. We maintain a regional Labor Relations Strategy rooted in the Gemba, collaborative dialogue, a respectful workplace environment, and full regulatory compliance.

At both Komatsu Cummins Chile and Komatsu Colombia, we hold monthly meetings with union organizations, maintaining ongoing dialogue with their representatives and communicating organizational developments. Meanwhile, at Komatsu Mexico, any operational change is evaluated and communicated by management across all levels of the organization.



Featured projects



Komatsu Latin America

Komatsu Sales Training (KST)

We hosted the second edition of Komatsu Sales Training (KST) in Querétaro, Mexico, bringing together participants from Argentina, Bolivia, Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Mexico, Panama, Paraguay, Peru, the Dominican Republic, and Uruguay.

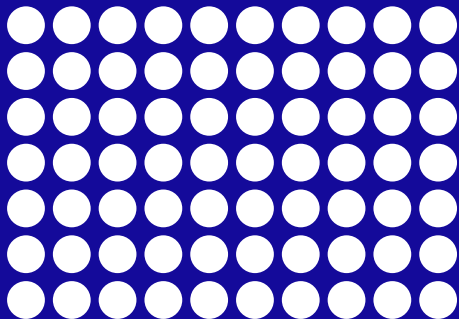
The program strengthens technical knowledge of construction equipment, updates capabilities in emerging technologies, and develops commercial and communication skills to better understand customer needs. It combined theoretical and practical sessions in which participants interacted directly with equipment, evaluated performance, and learned to highlight key differentiators against market competitors.

70

Participants

14

Countries



Fabiola Hernández - Executive Assistant to the General Manager of Mining Sales - Santiago - Komatsu Cummins Chile



Development and effective leadership

We strengthened self-managed professional development by promoting training, tracking Individual Development Plans, and consolidating development plans for critical roles and succession pipelines.

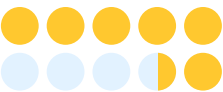
Additionally, through our Effective Leadership Program, we reinforced communication, talent management, goal setting, feedback, and employee recognition.



Local talent to drive the mining corridor

We promote employability in the areas of influence along the mining corridor through collaborative efforts with our customer Drummond, local communities, municipal governments, and SENA, achieving a 65% local hiring rate for our open vacancies.

In addition, we promote opportunities for interns and apprentices, providing them with hands-on experience in large-scale mining and practical training to support their professional development.



65%

Vacancies filled by local talent



7

Participants in inter-institutional working groups



Ready to Work program

A joint initiative between the Social Development Management, Talent Acquisition, and the Komatsu Cummins Chile Training Center, designed to prepare people for entry-level and professional positions within the company.

The program aims to develop the key competencies required to facilitate a successful onboarding process. This year, it included over 191 hours of 100% e-learning training focused on specialized Komatsu technical content. Graduates of the program became eligible to enter recruitment processes at Komatsu Cummins Chile.



+200

Participants per year

150

Total people trained in the program

10

Partnerships with foundations and organizations as sources of inclusive recruitment

Komatsu Cummins Chile:

Mining Skills Council (CCM)-Eleva Alliance

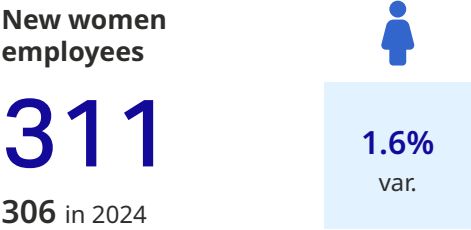
Komatsu Cummins Chile was recognized for its contribution to CCM-Eleva, a collaborative initiative aimed at strengthening talent acquisition and early career development for the mining industry.





Hiring

Total new hires



New employees by age range





Jorge Cabrera - Mechanical Technician - Concepción - Komatsu Cummins Chile

Employees by contract type



92.3%

Employees with permanent employment contracts



-4.6 difference (pp)
96.9% in 2024

7.7%

Employees with fixed-term or temporary contracts



4.6 difference (pp)
3.1% in 2024

78.6%

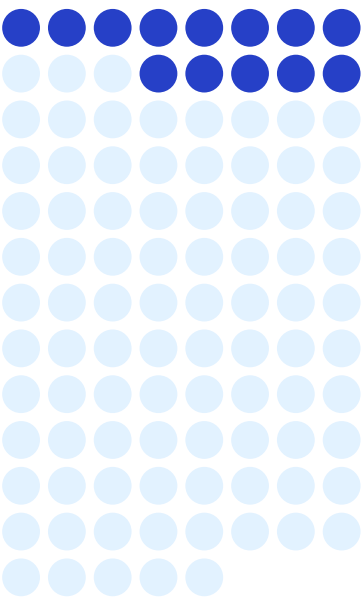
Employees covered by collective bargaining agreements*

78.9% in 2024

(*) Data excludes Mexico because there are no labor unions.

Employee turnover

Employee turnover range



13%

12.7% in 2024

2.4%
var.

Women

249

229 in 2024



8.7%
var.

Men

1,200

1,136 in 2024



5.6%
var.

Employee turnover by age range

Under 30 years old

404

351 in 2024 15.1% var.

31 to 40 years old

558

547 in 2024 2.0% var.

41 to 50 years old

322

306 in 2024 5.2% var.

51 to 60 years old

118

114 in 2024 3.5% var.

61 to 70 years old

44

47 in 2024 -6.4% var.

Over 70 years old

3

0 in 2024 N/A var.



Internal employee mobility



1,341



205



Employee performance assessment

Percentage of workforce assessed



Average assessment

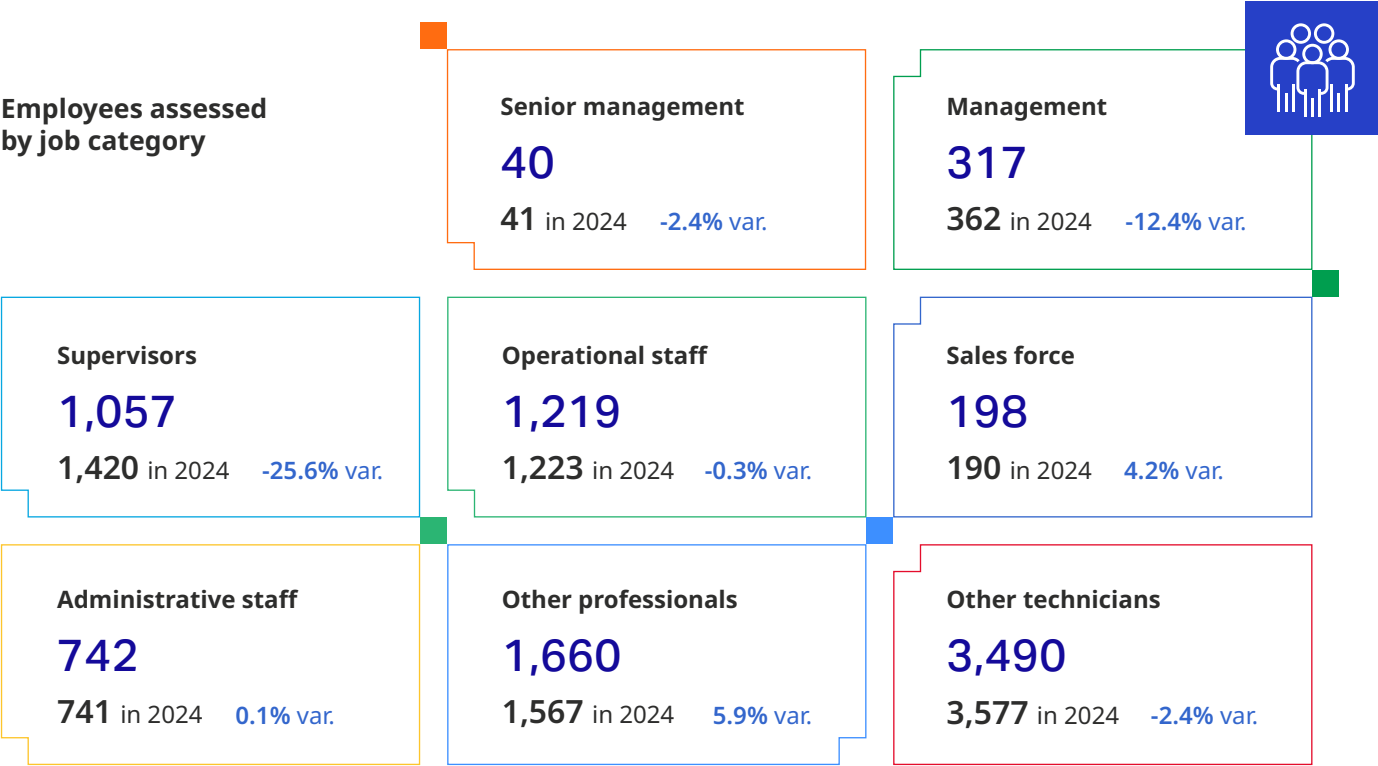
3.25

(*) At Komatsu Cummins Chile, eligible participants include employees with at least six months of tenure, excluding those on medical leave.

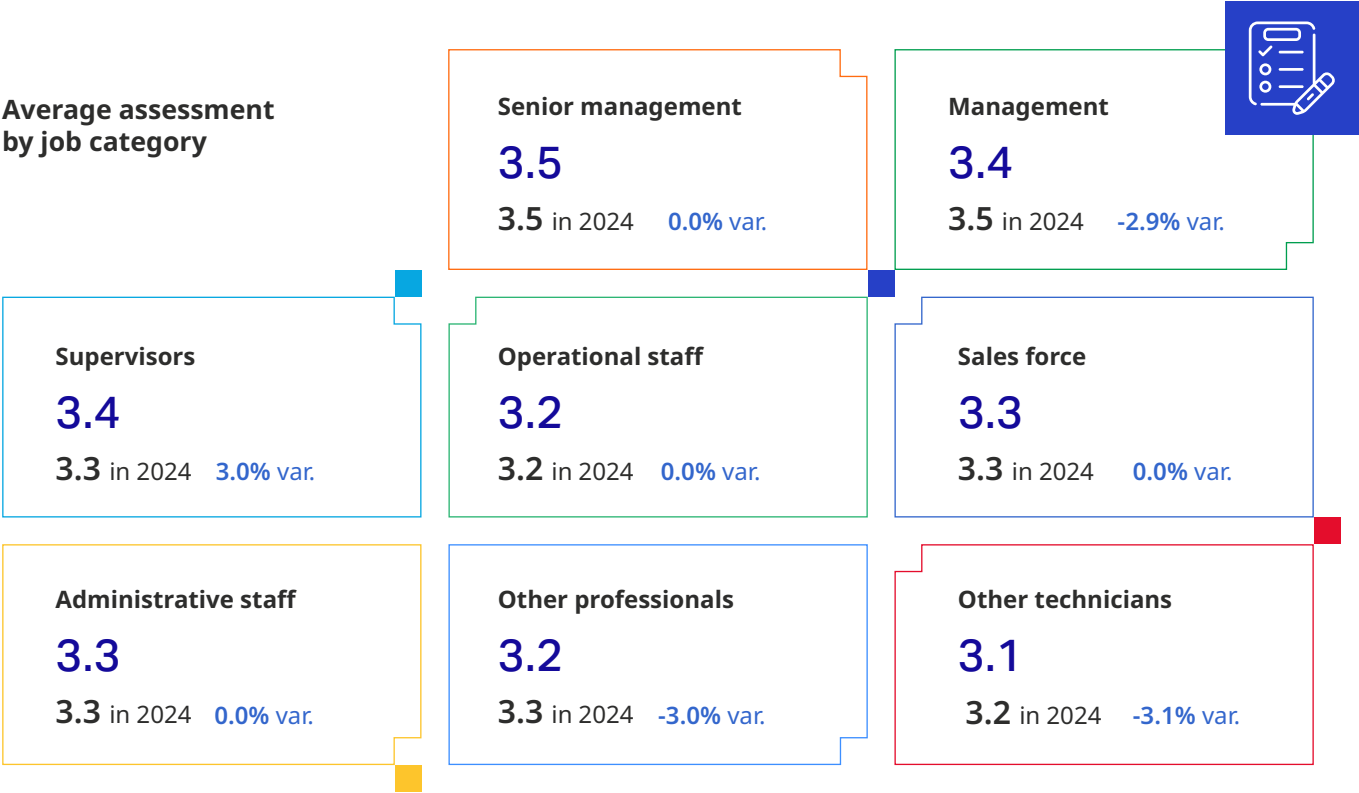


Katia Arroyo - Sales Executive - Concepción - Komatsu Cummins Chile

Employees assessed by job category



Average assessment by job category





Skills development

We view skills development as a strategic pillar to support business evolution and strengthen capabilities aligned with upcoming challenges. During 2025, we made progress in consolidating comprehensive training models, combining self-managed learning, innovation, and leadership development to meet current and future business needs, with a focus on the competencies required leading up to 2030.

Training Policies

Each company has **formal tools and channels** to ensure the relevance, quality, and continuity of training.



Technical Service and EMS Training Policy



▶ Corporate email, Komatsu Mexico communication channel, and intranet reference repository.



Personnel Training Procedure



▶ Corporate Information System accessible to all employees via email, the Rankmi platform, and CFK communications.



Corporate Training Policy



▶ Officially signed electronic documents accessible across all business units.



Komatsu Cummins Chile

Integrated organizational model focused on capabilities

We operate under an integrated model that drives capability building based on business needs, bringing together technical training, leadership, corporate learning, and tools to support technological and operational evolution.



Development of best practices for training across all Komatsu Cummins Chile companies: centralized planning that aligns training with corporate objectives.



Comprehensive and standardized training needs assessment (TNA): identification of key role-based competencies to ensure training is relevant and effective.



Learning management systems (LMS) integration: efficient tracking of training progress and quality assurance in education.



Standardization of early-stage training: consistent foundational training across all levels, promoting seamless onboarding for new hires.



Infrastructure and supplier management synergies: integration with group training units and collaboration with external providers to enrich instruction.



Information synergies: access to standardized data via automated dashboards to drive strategic decision-making on training and its business impact.



Employee training

Percentage of
workforce trained

100%

95.4% in 2024

+4.6

Diff.(pp)



Average
training hours

51.9

-14.2% Var. (%)

60.5 in 2024

Training and development programs

We deploy training programs designed to build technical, leadership, and management capabilities, aligned with business needs and operational challenges.



Onboarding

Designed for new employees, it includes mandatory cross-functional courses such as safety induction, executive presentations to understand the business, and People and Culture information sessions regarding benefits, rights, and available support systems.



Continuous training

Programs focused on developing technical, commercial, and leadership competencies aligned with business objectives across both operational facilities and site locations.

Competency-Based Development Plan (Komatsu products) and Technical Development Plan (Cummins products)



Both plans apply corporate-wide and across site operations, including hands-on practical training, accreditations, and certifications. The former focuses on technical and behavioral competencies aimed at service quality and field performance. The latter targets specialization in maintenance and repair of engines and Cummins systems.

Corporate Operational Leadership Program



Focused on strengthening management and leadership competencies, from frontline supervisors to executive leadership.

Commercial Division Program



Focused on developing commercial skills aimed at enhancing advisory services and customer support throughout the sales process.

Komatsu Training Center (CFK)

More than a decade developing the capabilities driving the future of the business

Customer: **Komatsu Cummins**

Support Innovation Trust to sustain critical operations

The Komatsu Cummins Training Center (CFK) responds to the growing demand for specialized technical talent amid strong growth in the mining industry. Since its foundation in 2011, it has become the engine of technical-professional development for employees in equipment maintenance, support, and operation, as well as a strategic asset to address the present and future challenges of the business.

Through this center, we deliver comprehensive, skill-based training built around three key pillars: onboarding programs focused on early talent attraction and employability; continuous training centered on developing business-critical competencies; and programs aimed at strengthening safety, operational efficiency, and customer experience.

As a result, we help ensure the safety, quality, and operational continuity of machinery to enhance our service and instill greater trust in customers operating in environments where equipment availability and reliability are critical factors. This enables us to provide specialized support and service excellence, driving positive impacts on productivity, efficiency, workplace environment, and operational performance.

How do we create value for our customers?

“

The Komatsu Cummins Training Center strengthens the technical capabilities required by the business to address its present and future challenges. Through continuous training, specialization and early talent development, it helps enhance safety, operational continuity, service quality, and customer confidence in operations where equipment availability and reliability are critical factors.

”

■ **Ignacio Lira**

Specialist Technician B, Komatsu Cummins Chile

Key aspects

7,900

Annual participants
in training activities



220,000

Training hours
per year



+400 Young people
hired through technical and
vocational training programs



**Organization-wide
coverage** across the
Komatsu Cummins Group



[Click here](#) to learn
more about CFK.

- **2011** Creation of CFK to address the growing demand for specialized technical talent driven by business growth.
- **2013** Implementation of the competency-based management model, alongside the gradual integration of employability initiatives, early talent acquisition, and female inclusion.
- **2015** Establishment of the Lo Boza headquarters, incorporating specialized infrastructure for training and competency accreditation.
- **2020** Consolidation of the customer training model, becoming Komatsu's official training distributor in Chile and onboarding factory-certified instructors.
- **2024** Integration of CFK into the People & Sustainability Directorate, expanding its scope and cross-functional coordination across the Komatsu Cummins Group.

2025

Evolution of the learning model through the integration of technology and agile learning methodologies, highlighting:

- ▶ Consolidation of the Learning Hub as the digital learning ecosystem for the entire Komatsu Cummins Group.
- ▶ Standardized implementation of training needs assessment processes through Training Advisors.
- ▶ Development of future-competency catalogs aligned with strategic business challenges.
- ▶ Strengthening of innovation and continuous improvement capabilities through initiatives such as InnovaSpark.

Photograph by Nicolás Soto - Training Supervisor,
Komatsu Training Center - Komatsu Cummins Chile.
“The human capacity to face giant tasks with humility and determination.”

“

CFK has established itself as a strategic business asset, strengthening critical technical capabilities and ensuring operational trust.

”

Carola Espinoza Rodríguez
Director of the Komatsu
Cummins Training Center



Photograph by Fredy Flores - EME Lead Instructor - KHSA.
"Building capabilities in the Guyanese jungle: training that connects local talent with world-class technology."

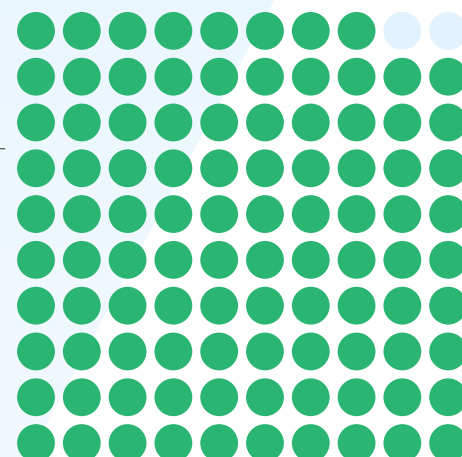


Employee training and professional development

We focus on career pathways and training programs for the Technical Department, Supply Chain, and HSE, achieving 100% completion of Joint Work Model initiatives for technicians and instructors.

98%

Compliance with training and professional development requirements before the Ministry of Labor and Social Welfare (STPS).



CoE Training Plan for EMS

We standardize regional technical development programs for implementation across remanufacturing workshops in Cananea and Saltillo, tailoring them to local requirements through customized action plans.



448

Training hours by specialty.

Featured projects



Digital talent

In 2025, we developed competencies in Power BI and artificial intelligence, expanding our existing course catalog to support productivity, data-driven decision-making, and customer experience.



60

People trained

2

Courses delivered during the year in Learning Hub



Lean Program

For the first time, we extended Lean methodology to supervisors at the Drummond mine site, who learned how to apply these agile methods and understand their key benefits. This initiative generated seven root-cause improvement projects.



15

People trained

3

Projects completed (Drummond supervisors)



Leaders in Action

A program designed to build leadership capabilities among managers, specialists, and operational supervisors, strengthening communication, coordination, and team management.



69

People trained in the program



Mining 4.0

We implemented a competency model for Mining 4.0 supported by the SENCE tax incentive, incorporating cross-functional competencies defined by the Mining Skills Council (CCM) along with methodologies such as gamification, microlearning, and simulators to meet emerging technological and operational demands.



657

People passing the program

SENCE funding:
total use over

CLP \$148,214,000



Learning Hub

We implemented Learning Hub as our corporate platform to consolidate training management, process traceability, and the user learning experience within a single ecosystem.



200

Average monthly self-enrollment

CLP \$10,000,000

Company savings through SENCE
funding for platform enhancements*

* Reflects the group-wide utilization of the SENCE tax credit across all operating companies. It enables the funding of these activities at no direct cost to the company while optimizing savings, regardless of the size of each company's SENCE contribution.



InnovaSpark

We introduced InnovaSpark as a model for developing innovation capabilities, culture, and governance, activating a cross-functional network of leaders and initiatives that integrates training, communication, and organizational participation.



43

Number of Innovation Initiatives
Developed and/or Presented at
the Innovation Fair

197

Number of employees who completed
the innovation micro-learning module
on Learning Hub

During this period, we launched innovation micro-learning modules on Learning Hub, conducted awareness and engagement campaigns, advanced our governance framework, and hosted an Innovation Fair to showcase employee-driven initiatives.



Benjamín Prado - Electronics Technician - Komatsu Cummins Chile



Respect for Human Rights

Relevance

We understand that respect for human rights is a corporate responsibility that is integral to how we do business. Therefore, we promote practices aligned with our Global Human Rights Policy-published in 2019 and updated in 2023-and the United Nations Guiding Principles on Business and Human Rights, extending this commitment across our operations, employees, distributors, and other business partners.

This management approach helps prevent adverse impacts on people, build trust with our stakeholders, and advance toward an organizational culture rooted in ethics, respect, and integrity. Consequently, we expect our distributors, suppliers, and other business partners to adhere to these same principles, strengthening a responsible value chain.

2030 Ambition



Respect and promote human rights: strengthen an organizational culture rooted in respect, ethics, and integrity, promoting decent working conditions and responsible relationships with our stakeholders.

Integrate human rights due diligence: progressively embed a regional human rights due diligence model to identify, prevent, mitigate, and remedy adverse impacts, integrating these considerations across our operations, supply chain, and decision-making processes, in alignment with the United Nations Guiding Principles on Business and Human Rights and the Global Human Rights Policy of Komatsu Ltd.

How do we make it happen?

At Komatsu Latin America, we promote respect for human rights through policies, ethical standards, and prevention mechanisms aligned with the United Nations Guiding Principles on Business and Human Rights and the core labor standards of the ILO. During FY2025, we strengthened this management approach by integrating human rights into our Komatsu Latin America 2030 Sustainability Strategy, driving compliance declarations for employees, suppliers, and customers as well as launching training programs and risk management and grievance mechanisms supervised by the Compliance Department and the Ethics Committee.





Customer and supplier human rights commitments

During FY2025, we strengthened the integration of human rights and responsible business conduct criteria into our relationships with customers and suppliers through sworn declarations, codes of conduct, policies, commitment statements, and contractual clauses, in accordance with the mechanisms implemented in each country.



During the period, 93 suppliers signed a sworn declaration: 82 active suppliers and 11 potential suppliers for future Komatsu projects.

Additionally, 72 new contracts were executed with customers, incorporating an adherence and compliance clause for Komatsu's Global Code of Conduct, including commitments regarding human rights.



72

Contracts incorporated the clause requiring adherence to the Global Code of Conduct

93

Suppliers

82

Active

11

Potential



Komatsu Colombia updated and strengthened its Human Rights Policy, explicitly incorporating provisions applicable to the Colombian context and reinforcing due diligence processes to prevent and manage potential human rights impacts across its operations, value chain, and business relationships.

This update strengthened alignment with Komatsu's Global Code of Business Conduct, the compliance systems implemented by the company, and current regulatory requirements in Colombia, defining responsibilities, controls, and mechanisms for managing these matters.

As part of its third-party engagement, the company maintains an annual statement of commitment with suppliers covering ethical principles, compliance, and respect for human rights, and initiated the development of an initiative to formally incorporate an adherence declaration into supplier onboarding and contracting processes.

Key achievements

- † Update of the Human Rights Policy.
- † Strengthening of the Due Diligence process.
- † Annual statement of commitment for suppliers.
- † Development of a formal declaration of adherence for new contracting processes.

Pamela Treviño - Parts Procurement Manager / Julissa Borjas - Parts Buyer - Monterrey - Komatsu Mexico



Komatsu Cummins Chile

At the beginning of FY2025, we were recognized by Codelco's Andina Division for our participation in its Human Rights Audit, an initiative aimed at fostering more responsible mining with greater social value.

The audit, which is part of Codelco's comprehensive human rights strategy, evaluated compliance with international standards and criteria regarding decent working conditions, anti-discrimination measures, the prevention of child and forced labor, the promotion of diversity and inclusion, and the management of environmental impacts.

As a result, we achieved 100% compliance, reflecting Komatsu Cummins Chile's commitment to human rights management and the adoption of responsible practices across our operations.

In addition, we implemented a foundational training program on Business and Human Rights for our employees. The training covered potential risk identification through case study analysis, the importance of integrating this topic into business management, and the initiatives implemented to strengthen respect for human rights across operations.

We also developed targeted training for procurement teams, given their key role in supply chain management. This session provided an in-depth analysis of human rights risks, practical case studies, and the department's role in promoting responsible practices aligned with the company's global standards.



106 new customers and 541 suppliers signed the Sworn Declaration on Forced Labor and Other Forms of Modern Slavery, as part of the Crime Prevention System established under Law No. 20,393 on Corporate Criminal Liability.



106

New customers adhered

541

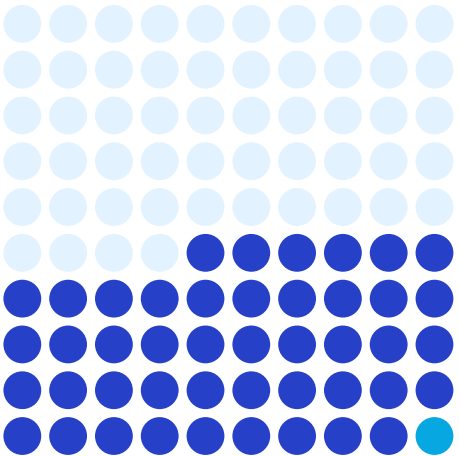
New suppliers adhered

554

Adherence to the supplier Code of Conduct



Basic training on business and human rights



2,725

employees completed the training

46%



503
63%



636
95%



1,586
35%

Procurement area



73

employees completed the training

61%



28
100%



1
14%



44
52%





4 With Business

- 128 Solution Delivery
- 136 Interview with Carlos Soto
- 138 Product Safety and Quality
- 144 Value Chain Continuity
- 152 Privacy, Data Protection, and Cybersecurity
- 158 Compliance
- 178 Contribution to Local Communities



Solution Delivery

Relevance

Our customers operate in an increasingly demanding environment in terms of performance, safety, and regulation, where operational continuity is critical. At Komatsu Latin America we address these challenges through technological solutions and specialized services adapted to each operation. We advance automation through intelligent machinery, digital tools, and advanced monitoring, improving safety, performance and operational efficiency.

2030 Ambition

Support our customers in transitioning toward more efficient and lower-emission operations.



How do we make it happen?



We deliver solutions based on state-of-the-art technologies, digital tools, and artificial intelligence, which allow failure prediction, fleet management optimization, and enhanced operational productivity. Our products and services are tailored to the different requirements and life cycles of assets, including machinery sales, spare parts, maintenance contracts, remote monitoring, advanced diagnosis, field support, and technical training.

We provide remote solutions that reduce on-site personnel exposure and optimize travel, contributing to safer and more efficient operation. These solutions increase productivity, improve process reliability, and minimize errors, extending equipment life while reducing maintenance and replacement costs.

This work is complemented by a close relationship with our customers and specialized technical teams, incorporating continuous feedback to improve our solutions and minimize downtime.



Featured projects



Komatsu Latin America

Applied Intuition: the next step toward autonomous mining

In 2025, Komatsu formed a strategic alliance with Applied Intuition, a Silicon Valley-based leader in vehicle intelligence, to develop an autonomy platform for mining equipment. This solution will serve as the “brain” of future generations of Komatsu machinery, marking a key milestone toward more autonomous, efficient, and fully connected mining operations.

The platform will integrate everything from advanced operator assistance systems to full autonomy capabilities, enabling equipment to adapt in real time to environmental conditions. Furthermore, it will support continuous updates throughout the equipment lifecycle and incorporate artificial intelligence and integrated learning, driving constant functional improvements and optimizing performance as operational conditions evolve.

As part of this agreement, pilot deployments are planned for Komatsu equipment in Latin America, helping accelerate the adoption of autonomous solutions across the region.

FrontRunner®: autonomous trucks in continuous operation

We continue to advance the implementation of FrontRunner®, our mining autonomy solution that enables driverless truck operations, safely and efficiently integrated with manned equipment in continuous 24/7 operations.

The platform provides real-time visibility into fleet performance, facilitating the monitoring of key performance indicators and strengthening data-driven operational decision-making.

Its adoption generates significant improvements in productivity, reduces downtime, and optimizes fleet management in high-demand environments. Moreover, by eliminating the need for an on-board operator, it reduces personnel exposure to risks inherent to the mining environment, reinforcing safety standards.



150

Autonomous trucks
commissioned in Chile.

6

Mining sites with
consolidated autonomous
operations and improvements
in production, utilization and
efficiency.

Global milestone in mining haulage

First ultra-class hybrid electric vehicle (HEV) mining truck in commercial operation

Customer: Caserones Mine

Innovation Equipment lifecycle Technology implementation
Reliability to sustain critical operations

As part of the mining industry's decarbonization challenges, Komatsu Chile participated in the implementation of one of the industry's most significant technological innovation initiatives: the retrofit of a Komatsu 930E-4 haul truck through the incorporation of hybrid electric vehicle (HEV) technology. The project integrated a Cummins QSK60 engine, a modular battery system developed by First Mode, and energy management software to optimize energy use without affecting operational continuity.

The initiative supported Minera Caserones in its search for alternatives to reduce diesel consumption and emissions associated with mining haulage. To achieve this, a pilot was conducted under real operating conditions at an altitude of over 4,000 meters, enabling the evaluation of system performance, durability, and energy recovery. The results validated the potential of HEV technology to advance the decarbonization of existing fleets without requiring equipment replacement or additional infrastructure, strengthening Komatsu's role as a strategic partner in its customers' energy transition.

Key aspects

Technological retrofit on existing fleets.

Real-time energy recovery during operation.

Enhanced operational efficiency on high-demand routes.

Technical and operational validation of the HEV model through performance testing, trial protocols, and continuous monitoring.

How do we create value for our customers?

The implementation of this technology enabled the evaluation of an alternative to reduce emissions and fuel consumption in large-scale mining operations, while maintaining productivity and availability standards. It also generated technical insights for the industry and strengthened local capabilities to advance toward lower-emission haulage systems.



Photograph by Matías Luvecce - DB Support & Development Engineer - Komatsu Holding South America.
"The Gemba never ceases to amaze us with incredible places, always moving forward while respecting the environment."

Featured projects



Engineering designed for underground mining

Komatsu Underground Mining and Besalco Maquinarias developed 16 hoppers for Komatsu trucks operating at the El Teniente Division. The units were custom-designed to address the site's specific operating conditions and requirements.

The project involved a collaborative approach with the customer, including on-site surveys, scanning, 3D modeling, structural analysis, and engineering development for the equipment manufacturing.

Following delivery, we implemented a support plan to monitor their operational performance, enabling adjustments and ongoing improvements based on actual operating conditions.



Hybrid technology for the next-generation mining trucks

We are developing hybrid powertrains for ultra-class haul trucks, in collaboration with drivetrain system manufacturer Wabtec. These solutions will optimize fuel consumption by recovering energy during braking, while also improving operational cycle times.

This technology is projected to move towards large-scale production prior to 2030, contributing to the development of more efficient operations with a reduced environmental footprint.



Advanced analytics to improve operational performance

Kom-Expert is a digital platform that uses real-time telemetry, data processing, and analytical models to monitor the operating performance of mining assets. Through specialized algorithms, it detects operational deviations and improvement opportunities, supporting data-driven decision-making in the field. This process is backed by our technical teams, who assist with analysis, action prioritization, and improvement tracking, ensuring the timely implementation of practices that drive operational efficiency.

The solution integrates 12 modules focused on safety, productivity, sustainability, and operational reliability. Its implementation optimizes equipment utilization, reduces energy consumption per tonne transported, and reduces fuel consumption by up to 7%, depending on operating conditions.

Currently, Kom-Expert operates across Chile and other Latin American countries in sectors such as mining and construction.

Kom-Expert benefits

Productivity



- ↓ Upload variability
- ↑ Fleet utilization

Safety



- ↓ Substandard operational practices
- ↑ Detection of unsafe conditions

Reliability



- ↓ Component wear
- ↑ Equipment lifespan

Sustainability



- ↓ Fuel consumption
- ↓ Emissions
- ↓ Waste generation

To learn more about Kom-Expert, click on the video.





Autonomous Mining

From technological development
to operational transformation

Carlos Soto

Executive Vice President, Komatsu Cummins Chile.



"Autonomy is entering
a new stage of
maturity and scale.
The challenge lies
in continuing to
integrate technology
and operational
knowledge to
develop a safer,
more productive
mining industry
that is prepared
for the future."

How has autonomy in mining evolved over recent years?

Autonomy has progressively evolved from being viewed as an experimental technology into a concrete solution to some of the main challenges facing modern mining. Today, we are talking about a technology with a growing degree of maturity, capable of contributing to the development of safer, more stable, and predictable operations.

At Komatsu, we have seen this evolution very tangibly. Over the past year, we commissioned a new autonomous project and expanded autonomous fleets at other local sites, while our global base recently reached the milestone of more than 1,000 autonomous trucks operating with Komatsu's FrontRunner technology. Beyond the figure, this growth reflects the evolution of autonomy from a stage of technological validation toward a phase of greater maturity, scalability, and application in increasingly complex, larger-scale operations.

What is driving this growth?

Mining faces increasingly complex challenges: higher safety requirements, the need to improve productivity and asset utilization, demands for operational continuity, and ongoing pressure to develop more sustainable and efficient operations. In this context, autonomy is increasingly evaluated less as an isolated technological project and more as a strategic and operational decision capable of responding to concrete business needs and creating value for our customers.

The experience gained across various implementations has been fundamental. Today, we can combine large-scale equipment, autonomous systems, specialized support, and mining expertise with simulation tools and operational analysis. Evaluating haul profiles, site geometry, and different operating scenarios makes it possible to anticipate fleet performance, reduce uncertainty, and support a progressive and efficient incorporation of autonomy, tailored to the specific characteristics of each mining site.

How does autonomy translate into tangible value for our customers?

Our work begins by understanding the specific conditions and needs of each operation. We support our customers from solution design to implementation and operational evolution, ensuring that the technology effectively supports their business objectives and operational needs.

This approach helps reduce uncertainty during implementation, strengthens operational continuity, decreases the exposure of personnel to risks associated with mining haulage, and optimizes asset performance. This comprehensive support throughout the solution's lifecycle reflects one of the core pillars already present in the original case.

What future lies ahead for autonomous mining?

We see a very promising future. The next step will likely not be determined solely by the number of autonomous units in operation, but by the ability to increasingly integrate equipment, technology, information, and operational knowledge.

This opens up the possibility of developing more interconnected operations capable of continuously optimizing interaction between equipment, systems, and operational processes. As experience grows and the installed base expands, the ability to replicate lessons learned, share capabilities, and accelerate new implementations also increases.

This is why we believe autonomy will continue to expand, not necessarily as a one-size-fits-all solution for every operation, but as a key enabler of mining's technological transformation. Its true potential will lie in using technology to solve concrete challenges facing the mining business and in building operations that are safer, more productive, more efficient, and better prepared for the future.



Product Safety and Quality



Relevance

We offer safe and reliable products to the industry, aligned with the highest local and international standards. Their performance reduces equipment failures, optimizes fleet productivity, and ensures operational continuity in highly demanding industries such as mining and construction. Combined with a timely supply of spare parts and specialized technical support, this strengthens long-term relationships with our customers and consolidates our position as a strategic partner in their operations.

2030 Ambition



We aspire to consolidate our position as a benchmark in safe, reliable, and smart solutions for the mining and construction sectors, integrating technology, innovation, and continuous improvement to contribute to safer and more efficient operations. We aim to advance toward zero-harm environments by strengthening product design and support under the highest safety standards, incorporating operational learnings, and developing capabilities to anticipate risks and enable better decision-making in the field. All of this while fostering an ethical and safety-oriented culture that builds trust among our employees, customers, and communities.

How do we make it happen?

We maintain an integrated management approach across our local operations, Komatsu Latin America, and Product Support, combining innovation at the Gemba, effective risk identification and control, and specialized technical expertise to identify improvement opportunities and strengthen equipment reliability under real operating conditions.

Through product support, ongoing communication with factories, active performance monitoring, and collaborative engagement with customers, we develop improvements, upgrades, and action plans aimed at anticipating equipment failures, optimizing fleet availability, removing maintenance personnel from the line of fire, and contributing to safer, more efficient operations.

This approach is complemented by continuous improvement initiatives under the Kaizen methodology, as well as customer feedback and satisfaction mechanisms that enable us to continuously strengthen the quality of our products and services.





Management priorities

Safety Strategic Plan

1.

Reduction of thermal events in electrical equipment

Reduce operating thermal events in **Chile** by

50%

through the implementation of critical controls, condition management, and continuous improvement based on root cause failure analysis.



2.

Standardization and scaling across Komatsu Latin America

Standardize and scale key learnings from product safety initiatives across Komatsu Latin America, embedding them into processes, procedures, and operational practices under an approach aligned with international standards.



3.

Safety Council KLAT - Phase 2

Deployment of Phase 2, focusing on the four strategic pillars: maintenance, technical capabilities, standardization, and continuous improvement management.

Safety Council Pillars

Pillar 1



Integration of safety into risk-centered maintenance strategy.

Pillar 2



Strengthening of technical capabilities for maintenance personnel.

Pillar 3



Standardization of execution practices with a focus on risk control.

Pillar 4



Structured management of product improvements with manufacturing plants.

Cross-cutting approach

Continuous Improvement · Risk Management · International Standards · Komatsu Latin America Coordination





Featured projects



Komatsu Latin America

Implementation of the Safety Council: a regional perspective to enhance equipment safety

The Komatsu Latin America Safety Council strengthens product safety management through incident analysis, cross-regional coordination among Product Support units in Chile, Mexico, and Colombia, and the standardization of practices. It allows the identification and management of risks, enhances equipment reliability, and ensures regulatory compliance, contributing to the protection of operators and customers.



215

Increase in reports vs. previous year

Better fuel supply system for fire prevention at Minera Radomiro Tomic (RT)

This project aims to mitigate thermal events in mining equipment through a system that automatically shuts off fuel flow when the equipment's emergency stop is activated. The solution reduces the impact of thermal incidents, protects critical components, and improves emergency response, contributing to a safer and more reliable operation.



20%

Implementation across 100% of the RT fleet



8%

Implementation across 100% of the Codelco fleet

Reporting best practices and safety learnings

We implemented a framework to capture, synthesize, and disseminate learnings from incidents, near-misses, audits, and operational experiences across the region. Its objective is to standardize safe practices, prevent incident recurrence, and accelerate the adoption of improvements in the field.



4

Reports issued



Restructuring of the Monitoring Center

This initiative strengthens corrective and predictive maintenance capabilities through an equipment condition monitoring approach. The model enables early failure detection, optimizes maintenance management, and supports decision-making within the Aftermarket division based on fleet performance and equipment age. Additionally, it facilitates dashboard generation and enables more efficient management of field technical teams.



100%

Dashboard generation for Aftermarket – Parts and Service Support Representative



100%

Dashboard generation for PoC customers



Safer and more precise field monitoring

The deployment of simple yet effective solutions, such as wireless pressure sensors in critical steering and braking systems on Cerrejón's 930E-4 fleet, has enabled us to significantly optimize preventive maintenance and corrective interventions by reducing diagnostic times, increasing precision, and decreasing technician exposure levels. This has generated a positive impact on equipment availability and productivity.

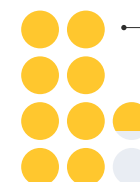


More productive fleet

We developed a payload flexibility project for 23 930E-4 trucks aimed at optimizing fleet productivity and profitability. The initiative enabled an increase in the average payload from 283 to 320 tonnes, while maintaining safety standards and complying with the maximum allowable gross vehicle weight.

23

930E-4 trucks retrofitted



88%

reduction in diagnostic time.

- ▶ Enhanced equipment availability and reliability driven by improved diagnostic precision and speed.
- ▶ Minimal investment, approximately US\$ 500 per unit, with a return on investment of less than one month.



17,403

additional tonnes moved since 2021

61,513

haul cycles saved since 2021.



Value Chain Continuity



Relevance

At Komatsu Latin America, we recognize the strategic role of our supply chain in ensuring operational continuity, delivering timely responses to our customers, and strengthening business resilience. Consequently, we select and manage our suppliers under Environmental, Social, and Governance (ESG) standards, aligned with our corporate commitments and market expectations.

We promote traceable and responsible business relationships in compliance with labor and safety regulations across the countries where we operate. Furthermore, we drive practices that contribute to operational efficiency, environmental impact reduction, and community development. In addition, we strengthen supplier management through performance, risk, and compliance evaluations, contributing to a more reliable, competitive, and sustainable operation.

2030 Ambition



Our ambition is to establish a responsible and resilient supply model based on long-term relationships with strategic suppliers and a collaborative approach that drives continuous improvement across the value chain. We aim to advance toward more efficient, transparent processes aligned with Komatsu's global sustainability goals, strengthening traceability, ethics, and environmental and social management throughout our supply chain.

How do we make it happen?

We manage our supply chain under human rights, safety, working conditions, ethics, and environmental standards, aligned with both local regulations and Komatsu's global guidelines, as well as international frameworks such as the principles of the United Nations Global Compact.

At a global level, we maintain a Worldwide Code of Business Conduct and a Human Rights Policy-guidelines that we extend to our suppliers through formal adherence and compliance mechanisms. We enhance transparency and risk prevention through periodic monitoring and evaluations, enabling us to identify gaps, mitigate contingencies, and safeguard the quality and reliability of our operations and supply chain.





Supplier assessment

We evaluate our suppliers to ensure compliance with sustainability, quality, and ethics standards, identifying risks and promoting continuous improvement across the supply chain.



Labor standards

We require all external workers to be registered with the Mexican Social Security Institute (IMSS). Service providers performing specialized services or subcontracted labor must present a valid REPSE registration (Registry of Specialized Service Providers).

Additionally, when applicable, we request the DC-3 Skills Certificate issued by the Ministry of Labor and Social Welfare (STPS), which certifies that personnel possess the necessary competencies to perform their duties safely and efficiently. These documents are a mandatory requirement for onboarding suppliers into our system.



Critical suppliers

At Komatsu Colombia, we integrate environmental and sustainability criteria into our tendering and supplier evaluation processes, considering both the impact of the service and each supplier's environmental commitment. As part of this process, we verify background information through due diligence platforms and on-site visits to ensure compliance with our corporate guidelines.

Additionally, we utilize specific evaluation models for critical suppliers. Regarding compliance and Authorized Economic Operator (AEO/OEA) standards, we apply the Supplier Selection and Setup Procedure, which defines criticality levels and associated requirements. For health, safety, and environment, we operate under the HSE Administration Procedure, which requires a favorable evaluation prior to the commencement of services and annual renewals to ensure operational continuity.



Due diligence

As part of our due diligence process, we require domestic and international suppliers to sign sworn declarations concerning compliance with Law No. 20.393 on Corporate Criminal Liability, Politically Exposed Person (PEP) status, the absence of conflicts of interest, and the rejection of forced labor and other forms of modern slavery.

Any potential red flags are escalated to the Compliance department for analysis within the framework of the company's Crime Prevention Model.





Diego Sandoval - Warehouse Supervisor - Concepción - Komatsu Cummins Chile

Supplier management

We manage our supply chain by promoting long-term relationships with suppliers and integrating sustainability, compliance, and performance criteria.

Number of suppliers



Supplier payment FY2025

US\$ 2.6 million
Total amount of invoices paid



288,211
Total invoices paid - Komatsu Latin America



Featured projects



Expansion of local supplier network

We strengthened our supply chain through the development and onboarding of local suppliers. We promote greater competitiveness, reducing reliance on sole-source suppliers and contributing to the economic development of the communities where we operate.



1,248

Local suppliers identified

26

Services with at least 3 suppliers

16

Branches supplied

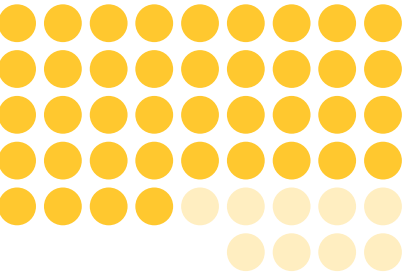


AEO recertification 2025–2027

We were recertified under the Authorized Economic Operator (AEO) Program, recognizing us as a trusted supplier by the World Customs Organization. This standard requires thorough knowledge of critical suppliers and compliance with requirements related to crime prevention, operational continuity, and supply chain risk management.

49

AEO critical suppliers



40 high risk

9 medium risk

100%

AEO critical suppliers

100%

suppliers met all criteria



Supplier documentation update for SAGRILIFT

We comply with the requirements of the System for Self-Control and Comprehensive Risk Management of Money Laundering, Terrorism Financing, and the Proliferation of Weapons of Mass Destruction (SAGRILIFT), extending its guidelines to our suppliers and related third parties. During the year, we integrated these criteria into our procurement and evaluation processes, strengthening compliance and proactive risk management across the supply chain.



680

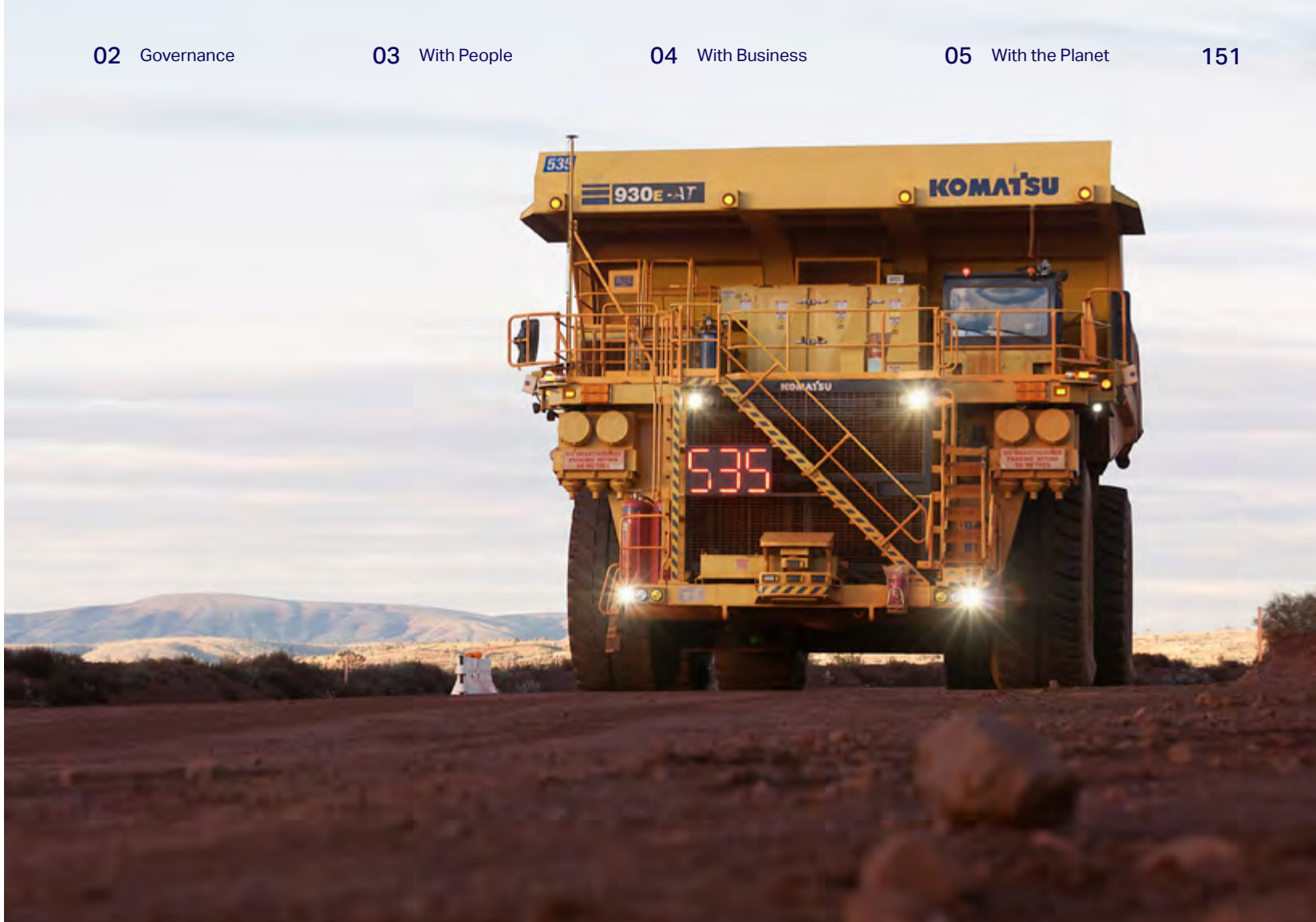
Suppliers evaluated

108

New suppliers

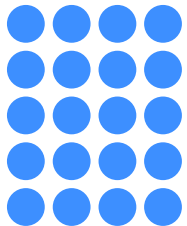
300

Suppliers inactivated due to non-compliance with requirements



On-site audits for material suppliers

In addition to document evaluation processes, we validate on-site the legal, environmental, and governance compliance of our most material suppliers. This improves traceability, strengthens supply chain control, and drives performance improvement plans.



100%

Audited suppliers (20 in total)



Procurement Policy update

We updated our Procurement Policy, incorporating sustainability criteria as part of a more responsible sourcing framework aligned with international standards. This framework strengthens supplier management and promotes practices consistent with our expectations regarding the environment, human rights, ethics, and transparency.



Privacy, Data Protection, and Cybersecurity

Relevance

Information security, cybersecurity, and personal data protection are fundamental pillars for our operational continuity and customer trust. In an increasingly digitalized environment, exposure to cyber threats and risks associated with data management can impact operations, reputation, and regulatory compliance.

At Komatsu Latin America, we address these challenges through a comprehensive approach aimed at preventing incidents, protecting critical information, and ensuring compliance with local and international regulations. In doing so, we strengthen operational resilience and safeguard the integrity of our services, systems, and customer relationships.

2030 Ambition



Our ambition is to continuously strengthen information security and cybersecurity, aligning with international standards and reinforcing the digital resilience of our operations in an increasingly interconnected environment.

How do we make it happen?

We manage cybersecurity and data protection through a comprehensive approach combining technology, processes, and internal capacity building. This enables us to anticipate risks, respond promptly to incidents, and strengthen the digital resilience of our operations.

We drive regional training campaigns and tabletop simulation exercises to enhance team readiness against digital threats and evaluate the effectiveness of our cybersecurity incident response protocols.

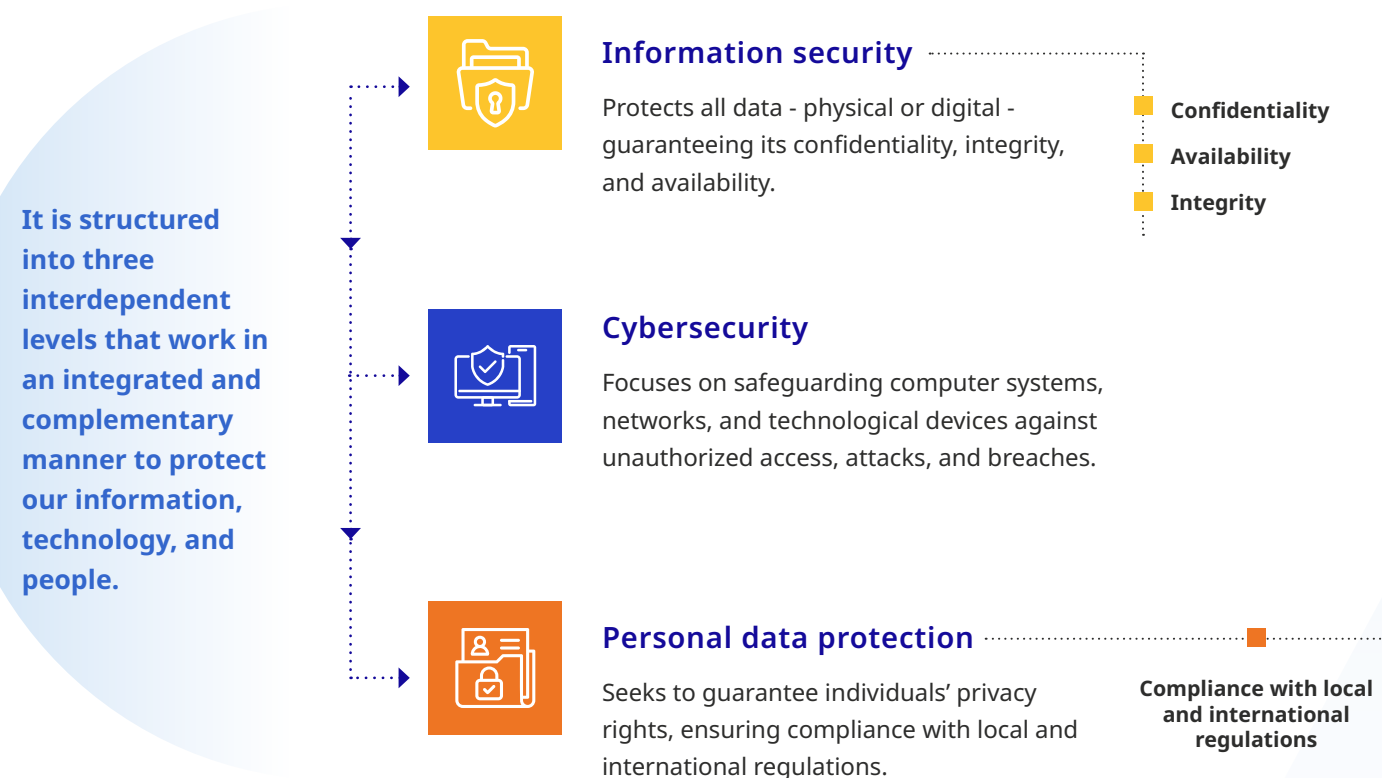
Additionally, we implement tools and frameworks aimed at strengthening information protection and proactive risk management. These include Data Loss Prevention (DLP) solutions, application controls, Vulnerability Management programs, and progress toward adopting international standards and models such as ISO 27001 and Zero Trust, which help secure access, reduce vulnerabilities, and protect critical organizational assets.





Protection model

We have a management model that articulates information security, cybersecurity, and personal data protection in a coordinated manner across the entire company. This approach enables us to safeguard critical information, strengthen system security, and ensure compliance with applicable standards and regulations throughout the region.



Key risks in information security and data privacy

- ↑ Unauthorized access to confidential information.
- ↑ Data breaches impacting the company's reputation.
- ↑ Data leaks due to human error.
- ↑ Outdated policies facing emerging threats.
- ↑ Cyberattacks (phishing, malware, quishing, etc.).
- ↑ Lack of training in digital security.
- ↑ Data misuse by third parties.
- ↑ Improper handling of sensitive data.
- ↑ Failures in backups or IT infrastructure.
- ↑ Identity theft to access personal information.

Key progress

Technological enhancement and monitoring

Security Operations Center (SOC), providing coverage across Mexico, Colombia, and Chile, focused on continuous monitoring, vulnerability management, and timely incident response.

As part of this evolution, and aligned with international best practices and global corporate standards, we advanced the implementation of a Zero Trust-based security model, along with initiatives aimed at reinforcing information protection and operational continuity across our cloud environments in Chile.

Likewise, we strengthened access controls, information protection, and corporate device security, embedding capabilities that enable more consistent risk management within an increasingly digital ecosystem.

In parallel, we drove regional awareness and training initiatives in cybersecurity through the KnowBe4 platform, complemented by talks and engagement activities carried out across different countries.

These actions, combined with the development of regional monitoring, protection, and awareness capabilities, continue to elevate the maturity of our cybersecurity program, contributing to a more integrated, proactive, and resilient approach to current and emerging threats.

In 2025, we made significant progress in strengthening our governance, technology, incident response, organizational culture, and regulatory compliance frameworks.

Adaptation to the Personal Data Protection Law

We initiated the adaptation process to the Personal Data Protection Law No. 21,716, a regulation governing the processing of customer, employee, and third-party data, which will enter into force in December 2026.

While this law applies to Chile, its implementation will serve as a baseline to promote privacy best practices across other countries in the region, adapting to each country's local regulatory landscape.

As part of this process, we began mapping and assessing personal data processing activities across various business operations to identify gaps and advance the implementation of policies, controls, and monitoring mechanisms aligned with regulatory mandates.



We are currently in Phase 1 of two new strategic processes:



Information Security Master Plan – ISO 27001 Framework

We are leading an evolution in information security management, strengthening our capabilities to anticipate risks, protect data, and adapt dynamically to the regulatory and strategic demands of the local and global environment.

Zero Trust

We are advancing a Zero Trust-based security model aimed at protecting critical information and ensuring trusted access, reinforcing a resilient operation, responsible risk management, and stakeholder trust.



0

Registered cases of customer privacy breaches and data loss



During FY2025, we recorded:

- ↑ No substantiated complaints regarding privacy breaches confirmed by the organization.
- ↑ No complaints received from regulatory authorities.
- ↑ No cases of data leaks, theft, or loss.

■ No changes from 2024.

Recognition

The Global Computer Security Incident Response Team (GCSIRT), led by Komatsu Ltd., was honored with the Komatsu President's Award for its contribution to strengthening the company's global cyber defense.

The Komatsu Latin America CSIRT is part of this international network and serves as the first line of response against cyber threats in the region, fortifying the protection of our operations and critical systems.



Compliance

Relevance

Regulatory compliance and ethical conduct are fundamental pillars of our strategy and our position as a trusted and transparent partner. Robust compliance frameworks enable us to anticipate risks, ensure operational continuity, and respond promptly to evolving regulatory requirements, reducing potential legal and reputational contingencies.

In line with the objectives of our Strategic Growth Plan through FY2030, we seek to continuously strengthen our compliance capabilities and foster an ethical, secure culture throughout the organization.

Compliance with local and international standards and regulations enhances the trust of customers, authorities, and other stakeholders, contributing to safer operations, long-term relationships, and more sustainable business management.

2030 Ambition



We aspire to strengthen a culture of regulatory compliance and ethical conduct aligned with the strategic objectives of the business, promoting responsible decision-making, high-integrity operations, and a safe and transparent working environment. We seek to maintain high compliance standards and a zero-tolerance policy toward conduct that impacts ethics, transparency, and human rights.

How do we make it happen?

We maintain a compliance framework aligned with local and international regulations, as well as the Komatsu Worldwide Code of Business Conduct and its SLQDC principles. During 2025, we reinforced this approach through targeted training sessions for all employees.

This framework is complemented by comprehensive risk management that enables the identification and mitigation of operational, legal, financial, and reputational risks. Each business unit maintains specific risk matrices and action plans, while Risk Management Committees in each country oversee implementation in alignment with global guidelines from Komatsu Ltd.

We have additionally designated Crime Prevention Officers and established robust controls to prevent non-compliant conduct regarding ethics, antitrust/fair competition, corruption, and other economic crimes.





2025 strategic focus areas



Senior management commitment

Senior executives are committed to compliance with the Code of Conduct and the internal policies and legal standards arising from the execution of business activities.



Risk assessment and management

The company conducts annual compliance risk assessments to identify and update risks, as well as associated mitigation measures.

The system is externally audited to ensure its effectiveness.



Policies, procedures and controls

Established through the Code of Conduct and policies governing conflicts of interest, gifts, and due diligence, among others.



Communication, training and culture

An annual training and communications plan is established for the entire company covering new and critical regulations.

These focus areas allow us to strengthen our compliance culture, manage risks effectively, and ensure ethical, transparent, and sustainable operations.

In 2025, we conducted an ethics and compliance communication campaign across our internal communication channels.

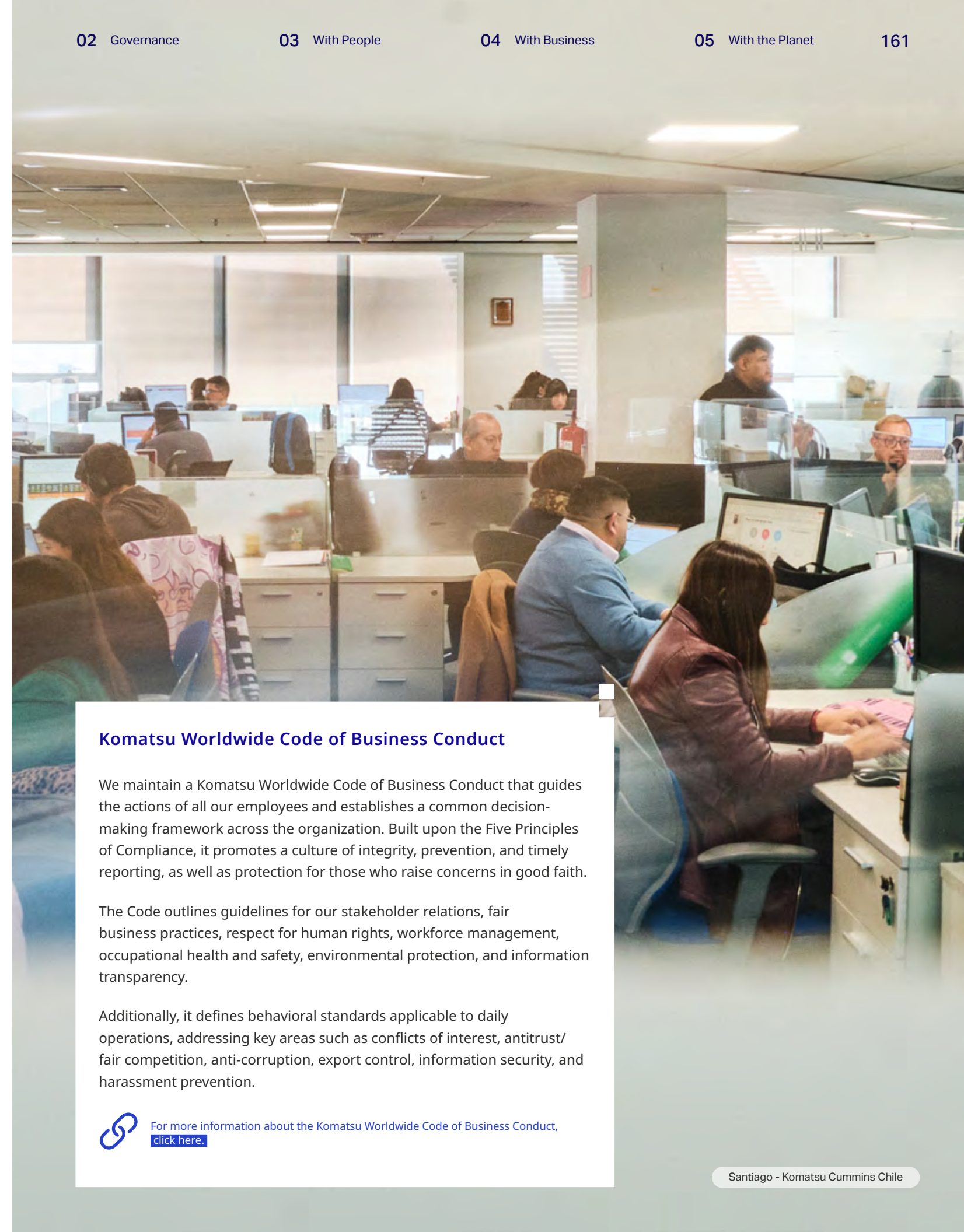
Key topics addressed included:

- ▶ What is compliance
- ▶ Workplace harassment
- ▶ Sexual harassment
- ▶ Discrimination
- ▶ Fraud
- ▶ Whistleblower channels
- ▶ Five Principles of Compliance
- ▶ Corruption
- ▶ Bribery
- ▶ Conflicts of interest



Monitoring, auditing and whistleblower channels

We maintain an anonymous and protected Whistleblower Channel, supported by formal investigation and disciplinary protocols.



Komatsu Worldwide Code of Business Conduct

We maintain a Komatsu Worldwide Code of Business Conduct that guides the actions of all our employees and establishes a common decision-making framework across the organization. Built upon the Five Principles of Compliance, it promotes a culture of integrity, prevention, and timely reporting, as well as protection for those who raise concerns in good faith.

The Code outlines guidelines for our stakeholder relations, fair business practices, respect for human rights, workforce management, occupational health and safety, environmental protection, and information transparency.

Additionally, it defines behavioral standards applicable to daily operations, addressing key areas such as conflicts of interest, antitrust/fair competition, anti-corruption, export control, information security, and harassment prevention.



For more information about the Komatsu Worldwide Code of Business Conduct, [click here.](#)



Paula Valdivia - Land Service Programmer - Antofagasta - Komatsu Cummins Chile

Ethics, transparency and anti-corruption

We foster an ethical culture with rules, policies, and actions tailored to each country, aligned with international frameworks and principles of transparency.

Five Principles of Compliance



Komatsu Latin America

Strengthening the culture of integrity

During FY2025, we executed the Regional Integrity Training Program, through which we disseminated Version 12 of the Code of Conduct via e-learning tools. We complemented this process with ethics and anti-corruption learning modules, designed to reinforce key concepts, promote appropriate behaviors, and enhance risk understanding.



We maintain a Non-Hostile Communication Manifesto and deliver training in labor matters and conflict prevention.

At the operational level, we promote greater transparency practices and strengthen controls across critical processes, enhancing decision-making.



Management is supported by the Transparency and Business Ethics Program (PTEE) and the System for the Prevention and Control of Money Laundering and Terrorism Financing (SAGRILAF), both of which were strengthened in 2025.

During the year, we reinforced internal controls, updated policies, and enhanced due diligence processes, reducing operational vulnerabilities and financial risks while safeguarding our corporate reputation.



Our Crime Prevention Manual and Risk Matrix are fully aligned with national regulations and international standards in key areas such as anti-bribery, compliance, and whistleblower channels.





Risk management

We manage risks in highly complex operating environments such as mining and construction, anticipating and mitigating threats that could impact our operations, business continuity, and customer service delivery. This approach is built upon the directives of Komatsu Ltd. and its Global Risk Management Policy, complemented regionally by our regional Risk Management Policy and national Risk Management Committees.

Each business unit maintains Hazard Identification and Risk Assessment Matrices (MIPER), applied across areas such as occupational health and safety, environmental management, compliance, operational processes, and financial statements.

In addition, the Compliance Officer leads compliance risk management, periodically evaluating regulatory risks, monitoring legal and regulatory updates, and conducting independent audits whose findings are reported directly to executive leadership.

During 2025, we updated our policy, management framework, and risk matrices, strengthening proactive risk management and the monitoring of critical risks. Our main priorities focused on embedding risk and compliance management into daily operations, incorporating sustainability criteria into key business decisions, and continuing to reinforce a culture of ethics and compliance across the entire organization.

Internal control

We strengthen our internal control system through oversight mechanisms, internal auditing, and risk assessment, fully aligned with global guidelines set by the Komatsu Group.



Through the J-SOX system, we implement internal controls designed to prevent legal non-compliance, improper payments, and conflicts of interest. Through audits, we verify tax and labor compliance, as well as the accurate recording of donations, gifts, fines, and litigation with legal implications.



We are supported by the Komatsu Group Internal Audit Unit (KHSA), which evaluates the effectiveness of internal controls based on risk analysis and J-SOX Act requirements. In 2025, we achieved an "A" rating in these controls.

Additionally, our Internal Control Policy establishes that the Board of Directors and the Chief Executive Officer are responsible for designing and implementing the system, while the Compliance department oversees risks and provides procedural guidance.



We conduct an annual review of the 16 entity level controls, designed to ensure that governance operates in accordance with executive management guidelines. In 2025, 100% of these controls were classified as effective. We also reviewed controls associated with the Crime Prevention System.





Mechanisms to detect anti-competitive conduct

We maintain internal controls and policies to prevent anti-competitive practices, corruption, and other economic crimes, in full compliance with each country's legal framework.

We feature an Antitrust & Fair Competition Guide that regulates interactions with competitors, customers, and suppliers, supported by a Compliance Officer responsible for overseeing these risks.

Additionally, we operate a confidential, non-retaliatory Ethics Line to report any irregularities.

Among the main identified risks are:



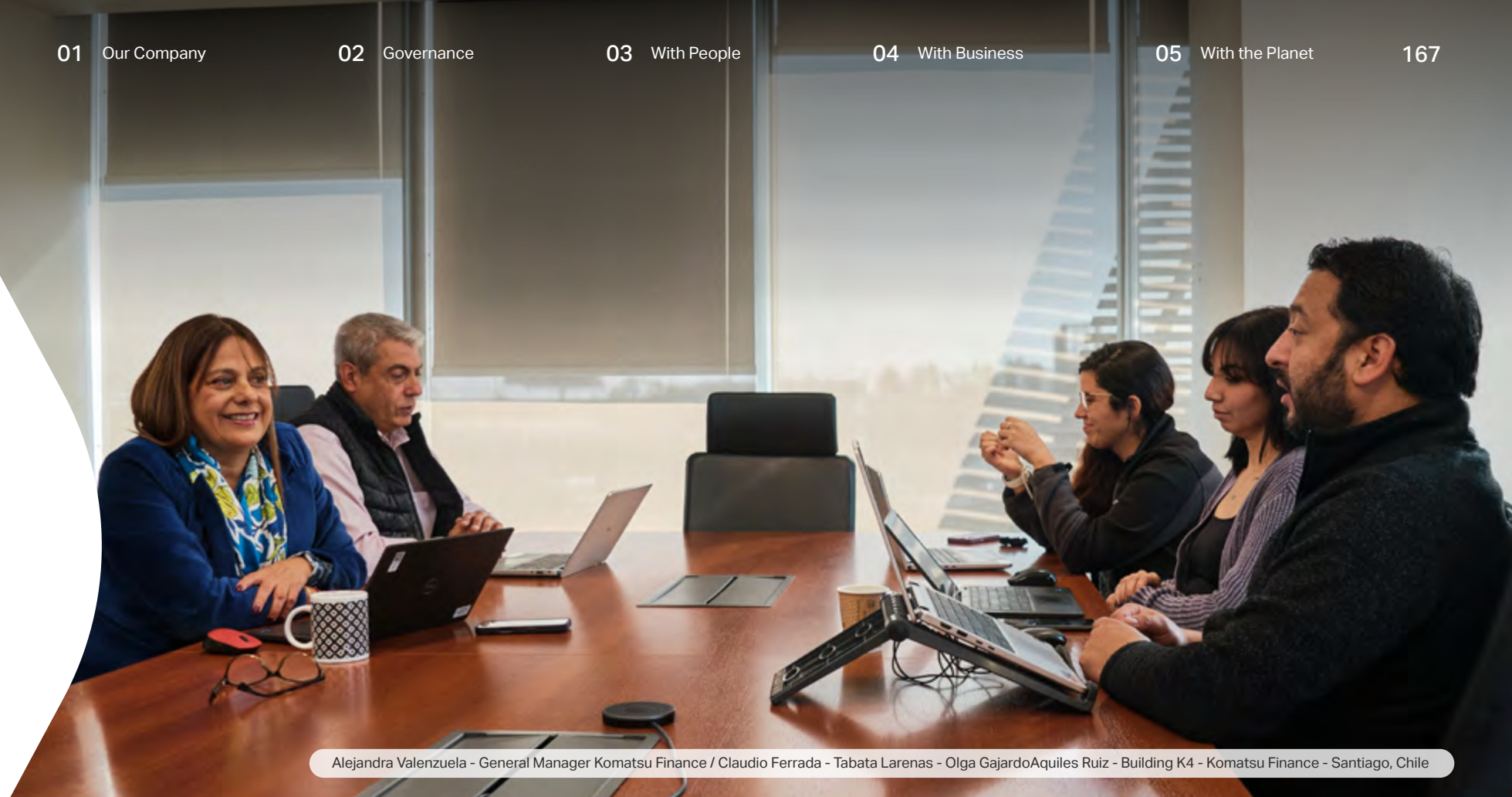
Collusion



Price-fixing



Improper information sharing



Alejandra Valenzuela - General Manager Komatsu Finance / Claudio Ferrada - Tabata Larenas - Olga GajardoAguiles Ruiz - Building K4 - Komatsu Finance - Santiago, Chile



To mitigate these risks, we conduct periodic training sessions, pre-review commercial exchanges, and enforce strict protocols for meetings with competitors and distributors.

Rachel Ocañas - Spare Parts Buyer / Danna Ortiz - Spare Parts Buyer - Monterrey - Komatsu Mexico



We have a Regulatory Compliance Committee responsible for identifying risks, establishing controls, and strengthening the culture of compliance in matters of economic competition.



We are governed by local competition and anti-corruption regulations, including Law No. 1,340 of 2009, Law No. 256 of 1996, and Law No. 1,778 of 2016.

Additionally, we apply the SAGRILAFT system and the Transparency and Business Ethics Program (PTEE) to prevent risks of money laundering, corruption, and terrorism financing.



We maintain a Crime Prevention System based on Law No. 20,393 on Corporate Criminal Liability and Law No. 21,595 on Economic Crimes (LDE).

The system focuses on detecting, addressing, and mitigating risks such as corruption, financial and tax crimes, unfair competition, consumer and labor law violations, data privacy and information security breaches, and environmental crimes that could impact our corporate criminal liability.

As part of this system, we feature a Crime Prevention Manual that incorporates due diligence policies and procedures for third parties in areas such as antitrust and fair competition, conflicts of interest, and interactions with public officials.



Whistleblower Channel



We maintain a centralized Whistleblower Channel across all our subsidiaries, operated through the Resguarda platform. This confidential channel is available to employees, customers, suppliers, and local communities, enabling them to report potential violations of our Code of Conduct, internal regulations, and corporate policies.

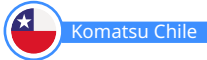
Investigations are led by the Compliance department of each company, in coordination with the Compliance Officer, the Legal department, and the Ethics Committee, ensuring due process and the appropriate management of every case.

The channel is continuously promoted across various corporate media, including the intranet, websites, internal regulations, employment contracts, and onboarding programs, complemented by periodic communication campaigns designed to strengthen a culture of reporting and whistleblowing.

During the year, we reinforced our internal investigation procedures to align them with current regulations and optimize response times, incorporating new technological tools, including artificial intelligence.



Click on the flags to access the Whistleblower Channel for:



Komatsu Chile



Komatsu Colombia



Komatsu Mexico

Case review process

This year, we refined our internal investigation process to ensure greater robustness, transparency, and alignment with current regulations. This effort included benchmarking industry practices, conducting gap assessments, evaluating technological tools (including artificial intelligence solutions), and developing a case management dashboard.



Case intake

Registered in the Whistleblower Channel.



Initial assessment

Evaluated to verify whether sufficient information is provided.



Investigation

Interviews, evidence collection, and analysis.



Conclusion

Determination of whether a violation occurred.



Corrective measures

Sanctions are determined by the Ethics Committee. Process improvements and training sessions are also recommended.



Follow-up

Verification that actions and remediation plans are fulfilled.





Labor rights



We protect labor rights through internal regulations and preventive actions adapted to each country, in line with current legislation and international standards.



We are governed by the Federal Labor Law, which establishes labor rights and duties. Additionally, we implement measures to prevent discrimination, harassment, psychosocial risks, and substance abuse.



Our Human Rights Policy, grounded in international standards, prevents child and forced labor, discrimination, and harassment. It also guarantees freedom of association, compliance with legal working hours and statutory compensation, privacy protection, and equal opportunity for all employees.



We maintain a Policy and Protocol for the Prevention of Workplace Harassment, Sexual Harassment, and Workplace Violence, alongside other mechanisms designed to prevent conduct in breach of Law No. 21,643 (Karin Law).

Customer rights



We safeguard customer rights by complying with current regulations in each country, ensuring transparent commercial practices and responsible relationships. This includes Law No. 19,496 on Consumer Rights Protection in Chile, the Consumer Statute (Law No. 1,480 of 2011) in Colombia, and the Federal Consumer Protection Law in Mexico.



The Regulatory Compliance Committee is responsible for supervising this matter, identifying risks, and establishing controls.



We maintain internal procedures aimed at preventing and detecting non-compliance regarding the protection of customer rights.



We are currently strengthening our compliance model to anticipate risks, identify regulatory gaps, and adopt more structured and consistent practices in this area.





Environmental non-compliance

We manage our environmental obligations through tools and processes tailored to each country, aimed at ensuring regulatory compliance and preventing operational risks.



During the year, we promoted the creation of an environmental risk matrix, which will enable us to identify, assess, and prioritize threats, as well as establish control and mitigation measures.

Additionally, we implemented a Regulatory Compliance Committee that oversees environmental management and promotes practices aligned with international standards across the region.



We maintain an updated environmental legal compliance matrix, coordinated by the Environmental, Operations, and Legal departments. We conduct external audits every two years and periodic internal reviews to ensure regulatory compliance.

We recorded no sanctions from competent regulatory bodies.



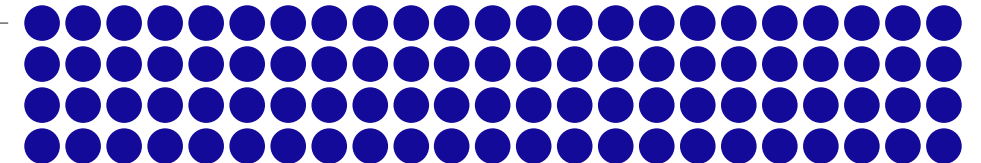
Our Crime Prevention System incorporates the control and mitigation of environmental risks. Additionally, we conduct external environmental audits every two years through accredited suppliers.

To date, we have recorded no enforceable sanctions in the Public Register of the Superintendence of the Environment.

Whistleblower Report indicators

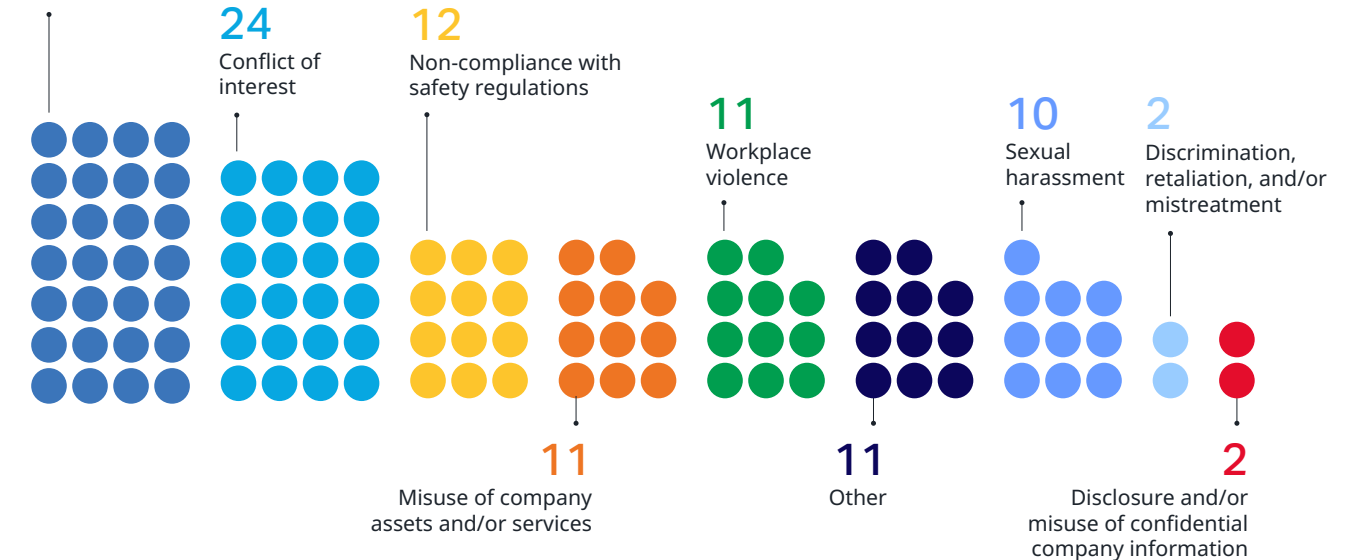
92

Workplace harassment



28

Theft, misappropriation of funds, fraud, embezzlement



0

- Antitrust and free competition violations
- Breach of the Code of Conduct and/or internal policies
- Bribery of domestic or foreign public officials, commercial bribery, and/or kickbacks
- Improper acceptance or provision of gifts, hospitality, or travel
- Money laundering
- Non-compliance with environmental, regulatory, or voluntary codes and regulations
- Human rights violations in the supply chain or operations



203

Whistleblower reports communicated and reported to the Board of Directors





Communication of anti-corruption policies and procedures to employees

Directors 33 2 in 2024 1,550.0% var.	Senior management 15 49 in 2024 -69.4% var.	Management 336 365 in 2024 -7.9% var.
Supervisors 1,254 1,481 in 2024 -15.3% var.	Operator 3,876 5,483 in 2024 -29.3% var.	Sales force 181 168 in 2024 7.7% var.
Administrative staff 691 627 in 2024 10.2% var.	Support staff 1,611 1,841 in 2024 -12.5% var.	Other professionals 7 99 in 2024 -92.9% var.

0

Confirmed cases of corruption during FY2025

During FY2025, we recorded:

- ↑ No confirmed incidents of corruption
- ↑ No corruption incidents resulting in terminations or disciplinary actions
- ↑ No cases involving non-renewal of contracts due to corruption
- ↑ No public legal cases regarding corruption brought against the organization

No changes compared to 2024

Crime Prevention Model

 Trained employees	 Average training hours
Directors 25 0 in 2024 N/A var.	1.54 0 in 2024 N/A var.
Senior management 13 45 in 2024 -71.1% var.	1.69 1.56 in 2024 8.3% var.
Management 294 313 in 2024 -6.1% var.	1.51 1.51 in 2024 0% var.
Supervisors 1,149 1,336 in 2024 -14.0% var.	1.5 1.53 in 2024 -2.0% var.
Operator 2,585 3,956 in 2024 -34.7% var.	1.52 1.55 in 2024 -1.9% var.
Sales force 103 141 in 2024 -27.0% var.	1.59 1.6 in 2024 -0.6% var.
Administrative staff 367 507 in 2024 -27.6% var.	1.61 1.63 in 2024 -1.2% var.
Support staff 1,307 1,546 in 2024 -15.5% var.	1.5 1.5 in 2024 0% var.
Other professionals 10 40 in 2024 -75.0% var.	1.5 1.5 in 2024 0% var.



Training to prevent and manage workplace harassment, sexual harassment, and violence at work

Trained employees*

1,590

9,592 in 2024



*The decrease in the number of trained employees compared to FY2024 is due to a massive training effort conducted that year following the enactment of the Karin Law. Starting in FY2025, training focuses on newly onboarded employees and those who did not complete the previous cycle. According to the established training program, the next organization-wide training initiative will take place in 2027.



Percentage of workforce trained

14.14%

89.0% in 2024



Total training hours

3,332

4,009 in 2024

-16.9%
var.



Average training hours

2.1

0.42 in 2024

400.0%
var.

Discrimination cases

2

Cases with implemented or ongoing remediation plans*

0

Cases not subject to remediation actions



(*) External coaching sessions (cognitive-behavioral model) for the respondents. Leadership coaching and modeling focused on workplace climate for the respondents. Area-wide employee training sessions on workplace harassment or mistreatment, as well as rights, duties, and prohibitions under the Internal Regulations on Health, Safety, and Work (RIOHS), reinforcing mutual respect among workers (Karin Law). Training sessions on fundamental aspects of Law No. 20.422 on "Diversity and Inclusion."



Contribution to Local Communities

Relevance

Maintaining a close, collaborative relationship with the communities where we operate is essential to strengthening the sustainability of our operations, anticipating social and environmental risks, and building long-term trust with our stakeholders.

In line with our Strategic Growth Plan, we seek to contribute to the development of the territories where we operate by boosting employability, fostering local supplier development, and working in partnership with customers and key actors. This approach enables us to support our customers in their sustainability challenges and establish ourselves as a strategic partner for their operations.

2030 Ambition



We aspire to strengthen long-term partnerships that drive development in the territories where we operate, contribute to community well-being, and support our customers in addressing their sustainability challenges.

How do we make it happen?

We build long-term relationships with local communities, fostering a connection rooted in dialogue, collaboration, and mutual respect. Through this approach, we seek to contribute to local development and strengthen the environment in which we operate.

This effort relies on both the voluntary participation of our employees and the technical expertise of our teams, who drive initiatives focused on capacity building, employability, and support for community projects.

Through mentorships, technical advisory, and training activities, we create opportunities and contribute to regional development by leveraging the core capabilities of Komatsu Latin America.





Key actions



Our community management framework adapts to the unique characteristics of each local environment.

Through our branch network, we lead environmental campaigns, reforestation initiatives, educational support programs, and corporate donations. This decentralized approach strengthens our proximity to regional communities and reinforces our commitment to community development nationwide.



At Komatsu Colombia, we promote a collaborative and territorial approach based on dialogue and joint work with local communities and stakeholders.

Through on-site assessments, we identify needs and opportunities to develop programs focused on education, the environment, and institutional strengthening. These initiatives are implemented in partnership with strategic stakeholders and incorporate monitoring and evaluation mechanisms to ensure their long-term relevance and sustainability.



We have a Social Development Model that guides our community and territorial management, structuring the Social Development Department's actions around three pillars: employability training, diversity and inclusion, and territorial impact.

Within this framework, we promote alliances with key stakeholders to strengthen capacities and generate opportunities in the territories where we operate, including technical training initiatives.

During 2025, we prioritized social initiatives alongside our key customers to focus our framework for action in 2026. Additionally, we strengthened the tracking and reporting of our social management and diversity and inclusion efforts.





Featured projects



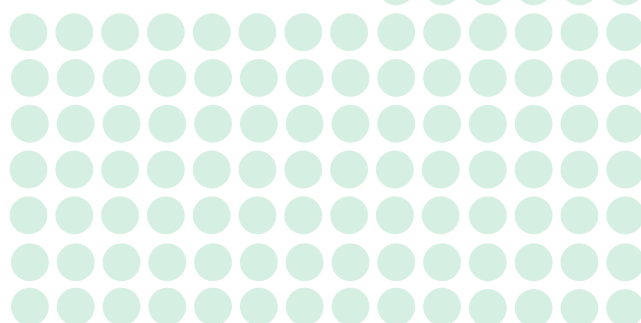
Driving environmental commitment and education for sustainable development

Through various volunteer, educational, and community engagement initiatives, Komatsu Mexico promoted the active participation of its employees in actions aimed at environmental stewardship and sustainable development. Highlights included reforestation activities and public space cleanups carried out in celebration of Earth Day, as well as knowledge-sharing sessions on mining, technology, and sustainability directed at students.

Additionally, we collaborated on a keynote lecture on mining, technology, and sustainability at the Saltillo Technological Institute, as well as an aluminum collection drive to support cancer therapy initiatives.

122

participants in
Earth Day activities.



19

Conference
participants

9

Speakers

30

Trash cleanup
participants



Donations

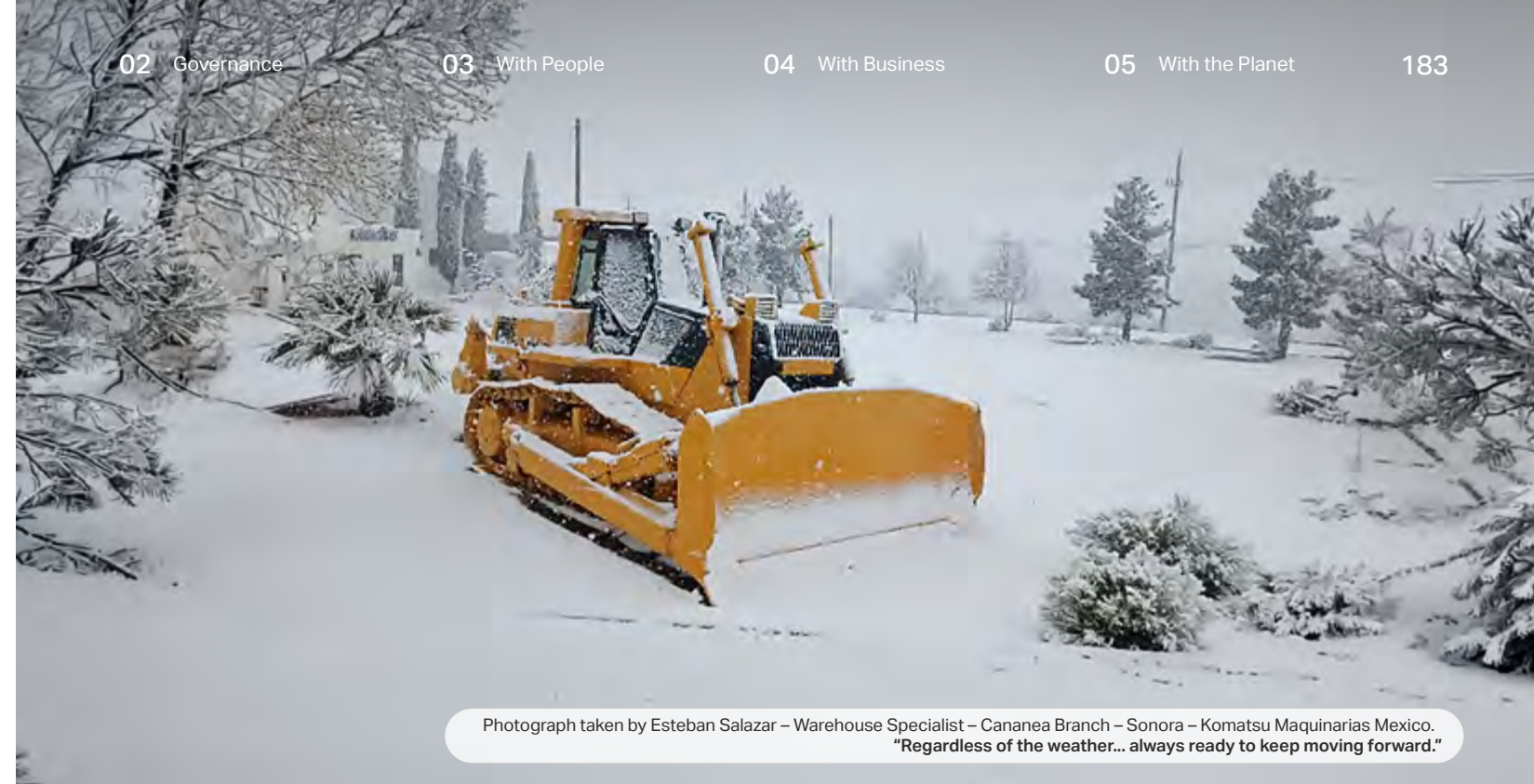
We made donations to local communities, including the delivery of toys in the Ejido Pico de Santa Elena and Punta Santa Elena, and to the DIF (System for Integral Family Development) in Cananea for Three Kings' Day.

Additionally, we provided equipment to the Mis Primeros Pasos VII Foundation, donated furniture to AMANC in Mérida, and supported collection centers for individuals affected by floods in Veracruz.



25

Number of participants



Photograph taken by Esteban Salazar – Warehouse Specialist – Cananea Branch – Sonora – Komatsu Maquinarias Mexico.
“Regardless of the weather... always ready to keep moving forward.”



Social investment initiatives

We worked within communities in our area of influence in Montelíbano, coordinating with authorities, community leaders, and customers to address emergencies stemming from a severe winter season marked by heavy rains and flooding.

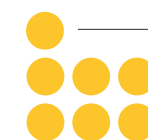
We provided support through the delivery of food supplies and school kits to ensure the educational continuity of children and youth.



Strengthening community engagement

We fostered spaces for encounter and collaboration with our stakeholders through initiatives aimed at enhancing transparency, dialogue, and participation. Throughout the year, we opened our facilities to bring the community closer to our operations, promoted joint working sessions with local authorities to identify collaboration opportunities, and organized recreational activities alongside employees and their families to foster environmental awareness and commitment to our surroundings.

These actions contributed to strengthening relations with local communities and generating shared value through proactive, participatory management aligned with regional needs.



7

Municipalities
participating in working
sessions.



14

Participants in guided
tours.

44

Participants in environmental
education sessions.



Marcos Valenzuela – Kyklos Sorter / Ignacio Vergara – Kyklos Sorter – Lampa Distribution Center (CD Lampa) – Komatsu Cummins Chile



Disaster Relief

We have an alliance with the Chilean Chamber of Construction (CChC) and the transport company Tiex, named Disaster Relief, aimed at supporting emergency response and reconstruction efforts.

Through this initiative, we provide equipment and machinery for road clearance, debris removal, and power generation, while the CChC contributes specialized personnel and Tiex coordinates transportation to the affected areas.

This plan has been activated during various emergencies, including the fires that occurred in 2024 in the Valparaíso region and in 2026 in the Biobío and Ñuble regions.



Technical education for communities

Since 2017, we have implemented the Technical Education for Communities (TEC) program in partnership with Ceduc UCN and Minera Los Pelambres, with the objective of improving the employability of young people in the Heavy Equipment Mechanics program.

The program strengthens their technical training through hands-on activities, access to new technologies, and the development of behavioral skills.



78

TEC program graduates

+20

Participating volunteer network

+US\$ 250,000

Program investment (including technology donations and scholarships)



Vocational Decisions Program

In partnership with the consulting firm Emprende Joven, the Vocational Decisions Program promotes female participation in STEM specialties across technical-professional high schools.

In 2025, students from the Río Loa High School in Calama and the Nirvana High School in Alto Hospicio participated. Since 2022, more than 1,000 female students and 200 teachers have taken part in this initiative.



101

Female students benefited from 5th grade to 12th grade in 2025

2

High schools participated nationwide in 2025

74

In-person activities (workshops, discussion panels, motivational sessions, site visits)



Ready to Work

Ready to Work is a Komatsu Training Center program, established in 2012, that prepares maintenance technicians for workforce integration.

It is developed in collaboration with educational institutions and combines technical training on Komatsu equipment with foundational mechanics, electricity, and hydraulics content, alongside corporate induction.



355

Annual participants

5,025

Annual training hours



14.2

Average hours per person

Inclusive Recycling Center

Inclusion, circular economy, and sustainability in action

Customer: **Komatsu Cummins Chile**

Circular economy Labor inclusion Local development

Responsible material management and the promotion of inclusive work environments are increasingly critical challenges for organizations. To advance simultaneously in both areas, Komatsu Cummins Chile implemented the Inclusive Recycling Center (CIR), an initiative developed in partnership with Kyklos and the Contrabajo Foundation that integrates circular economy principles, labor inclusion, and the generation of shared value.

The model focuses on the recovery, repair, reuse, and recycling of industrial pallets to extend their lifecycle and prevent their disposal in landfills. Simultaneously, it promotes the labor inclusion of people with disabilities in productive activities linked to material recovery, contributing to the construction of a more inclusive and sustainable operation.

The initiative began in 2022 with the integration of CIR recovery specialists into the Komatsu Reman Center, who assumed roles associated with the recovery and reuse of wooden pallets. Building on this experience, the company consolidated a network of productive units across its operations in Lo Boza, Cummins, and the Lampa Distribution Center, strengthening a circular management model articulated at the organizational level.

As part of its growth, the first Inclusive Recycling Center in Antofagasta was launched in 2024, expanding the initiative's territorial reach and generating new inclusive employment opportunities. Additionally, the implementation of a new unit in Iquique is currently under evaluation, with the objective of continuing to strengthen a regional platform open to future collaborations with other companies and organizations.

Beyond waste management, this project demonstrates how the integration of circular economy and labor inclusion can generate concrete environmental and social benefits, strengthening organizational culture and contributing to the sustainability objectives of the Komatsu Cummins Group.

Key aspects

14,140

Pallets recovered during FY2025

109

Tonnes of CO₂e avoided

30

PwD hired

Strengthening a more inclusive organizational culture committed to sustainability

Concrete contribution to the ESG objectives of the Komatsu Cummins Group

How do we create value for our customers?

The implementation of the Inclusive Recycling Center reduces waste, extends the useful life of materials, and strengthens the circular management of operations. At the same time, it generates inclusive employment opportunities and promotes an organizational culture built on collaboration, respect for diversity, and sustainability, demonstrating that the creation of environmental and social value can be effectively integrated into the core business.

"This has been my first work experience and it has meant a great opportunity for me. It has helped me grow, discover my limits and challenges, and also learn how to improve every day. At the CIR, many things have been firsts: my first colleagues, my first bosses, and my first friends. That is why I feel very fortunate to be here. I believe that if more companies want to work with us, it is because we do our job well and prove that we are good workers."

Sergio Cárdenas

Kyklos Recovery Assistant
CIR Antofagasta

"The Inclusive Recycling Center reflects our conviction that sustainability is built from our culture. By recovering, reusing, and recycling materials, we drive the circular economy and generate inclusive job opportunities, strengthening a sense of belonging, collaboration, respect for diversity, and commitment to a more responsible operation."

Fernando Errázuriz
Senior Director Supply Chain
Komatsu Cummins Chile



Participation and dialogue initiatives

Initiatives implemented

55

44 in 2024

25.0%
var.

Participants

9,747

6,411 in 2024

52.0%
var.



Operations with implemented local community engagement, impact assessment, and development programs

Total operations

17

12 in 2024

41.7%
var.



Operations with implemented programs

17

12 in 2024

41.7%
var.

0

Total complaints



Barranquilla - Komatsu Colombia

Volunteering



Participating employees

640

1,237 in 2024

-48.26%
var.



Total volunteer hours

3,653

2,634 in 2024

38.7%
var.

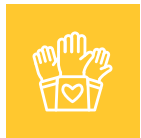


Average volunteer hours

5.7

2.1 in 2024

168.05%
var.



US\$ 4.9 million

Volunteering investment



5 With the Planet

192 Climate Change and Energy Management

194 Emissions and Carbon Footprint

202 Clean and Renewable Energy

204 Resource Circularity

210 Waste Management

216 Nature Positive

218 Biodiversity

220 Water Management





Climate Change and Energy Management



Pablo Sánchez - Electromechanical Technician - Saltillo - Komatsu Mexico

Relevance

Our customers face growing demands to reduce their carbon footprint, optimize energy consumption, and ensure the continuity of their operations.

For Komatsu Latin America, this directly impacts how we design our solutions and manage our facilities. Energy efficiency and decarbonization are key factors in sustaining our customers' competitiveness and performance.

2030 Ambition



Reduce our carbon footprint
-Scope 1 and 2- by:

50%

by 2030, taking 2019
as the base year.

Increase the use of renewable
energy, reaching:

50%

by 2030.

How do we make it happen?

We manage our emissions through the measurement, control, and reduction of greenhouse gas (GHG) emissions. Our focus is on Scope 1 emissions-associated with fixed sources, mobile sources, and fugitive emissions controlled by the company-and Scope 2 emissions, derived from electricity consumption across our branches.

We complement this effort with energy management strategies aimed at optimizing consumption and incorporating lower-carbon intensity sources through solar generation initiatives, procurement of certified renewable energy, and electromobility.

This enables us to reduce our corporate carbon footprint and improve the energy performance of our operations, contributing to a transition toward more efficient and sustainable processes.





Emissions and Carbon Footprint

Reducing carbon footprint is a key priority in Komatsu Latin America's 2030 Sustainability Strategy. This focus guides our emissions management and the development of initiatives to decarbonize both our own operations and those of our customers.

Scope of our measurements

We measure our emissions in accordance with international standards, accounting for direct impacts, energy consumption, and our value chain.



Scope 1

Direct emissions

from combustion in fixed and mobile sources, and refrigerant gas leaks.



Scope 2

Indirect emissions
derived from electricity consumption.



Scope 3

Other indirect emissions

associated with the value chain, such as transport, business travel, and waste.

Troncal Norte transport fleet renewal

Operation continuity Decarbonization Logistics efficiency

Freight transport represents one of the primary challenges for emissions reduction in Chile. In this context, Komatsu Cummins Chile has promoted a progressive transformation of its trunk logistics network, incorporating low-emission technologies to reduce its carbon footprint and strengthen the sustainability of its operations.

The company operates a logistics network that connects distribution hubs, airports, and customers between Iquique and Santiago. During FY2025, it incorporated electric vehicles for short-distance urban distribution and continued to strengthen its long-distance fleet through Euro VI technology, contributing to the reduction of transport-related emissions.

The implementation of these solutions has been made possible through collaborative efforts with specialized suppliers, integrating new technologies and enabling infrastructure to ensure service continuity and efficiency.

Looking toward the future, Komatsu Cummins Chile plans to extend this model to new routes and operations linked to the mining industry, advancing toward a logistics network that is more efficient, resilient, and prepared for the challenges of the transition to a low-emission economy.

How do we create value for our customers?

The incorporation of electric vehicles and Euro VI technology strengthens our logistics network, allowing us to deliver more efficient, reliable transport with a lower environmental impact. This helps ensure operational continuity, optimizing response times, and advancing alongside our customers toward increasingly sustainable operations.



Key aspects

26

total vehicles



13

electric vehicles



11

Euro VI technology vehicles

Toward a low-emission logistics

We are transforming our trunk logistics network by incorporating low-emission technologies to reduce our carbon footprint and advance toward more sustainable operations.

Trunk Logistics Network



We maintain high-frequency connectivity between logistics centers, airports, and customers between Iquique and Santiago.



18

Logistics centers, airports, and customers connected.



3,091,176 km

Annual distance traveled.

This represents one of Komatsu Cummins Chile's primary logistics networks and a key focus for decarbonization.

Electromobility



Progressive incorporation of electric trucks for urban distribution on short-distance routes.



13

Electric trucks

50%

of the primary fleet.



81 tCO₂e

Reduction achieved during FY2025.

273 tCO₂e

Estimated reduction for FY2026*.

Electric vehicles enable more efficient operations and a significant reduction in emissions.

*Estimate subject to the full operation of electric vehicles throughout FY2026.

Low-emission technology



We are strengthening intercity, long-distance transport through Euro VI technology.



11

Euro VI trucks

42%

of the primary fleet.

Environmental benefits of Euro VI technology

Up to

50%

reduction in nitrogen oxides (NO_x)

Up to

90%

reduction in particulate matter.

Next Step

Scaling the integration of low-emission technologies into new logistics routes and operations associated with the mining industry, advancing toward a more efficient, resilient, and future-ready transport network.

" The renewal of the Troncal Norte allowed us to advance toward a more efficient, safe, and sustainable logistics system, optimizing resource utilization, reducing emissions, and strengthening the reliability of our transport operations. "

Elisangela Arriagada
Transport Manager,
Komatsu Cummins Chile





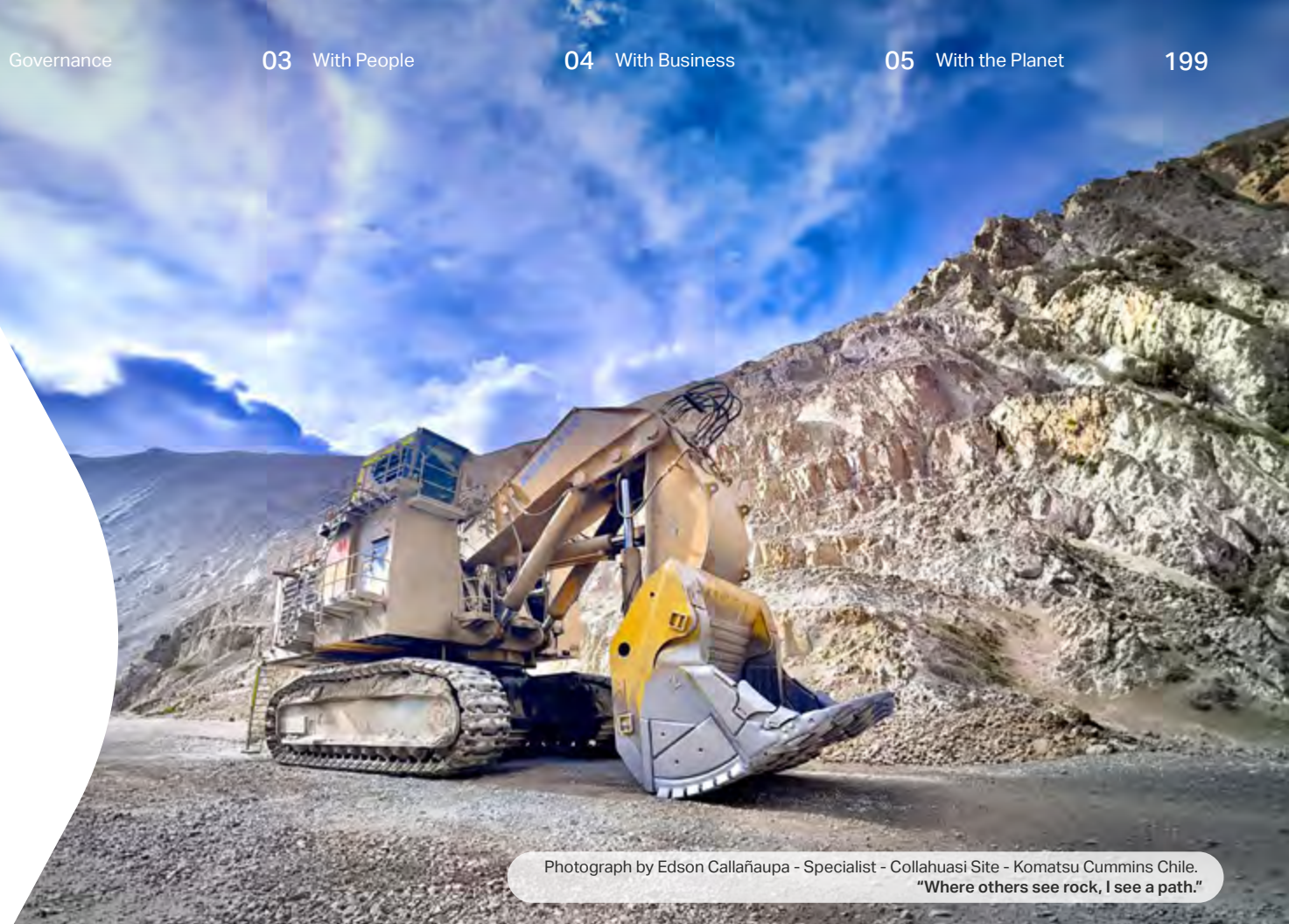
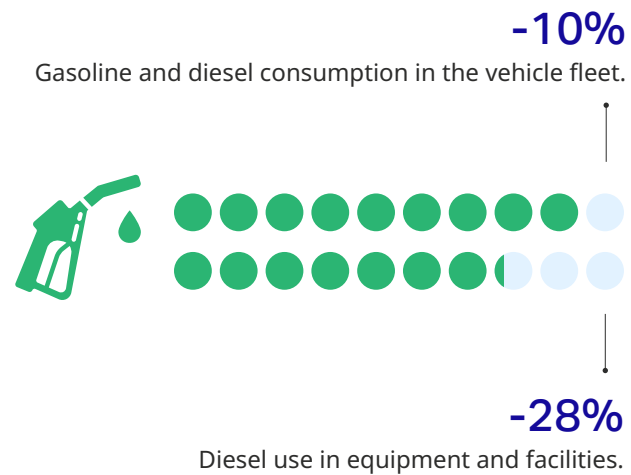
Featured projects



Fuel efficiency

We reduced emissions associated with fuel consumption through fleet upgrades, including improved route planning and the replacement of utility vehicles with low-emission units.

In parallel, we optimized fuel consumption management across equipment and facilities by strengthening operational controls and enhancing diesel usage efficiency.



Photograph by Edson Callañaupa - Specialist - Collahuasi Site - Komatsu Cummins Chile.
"Where others see rock, I see a path."



Yessica Macharon - Accounting Assistant / Caroline Garcia - Accounting Assistant - Barranquilla - Komatsu Colombia.



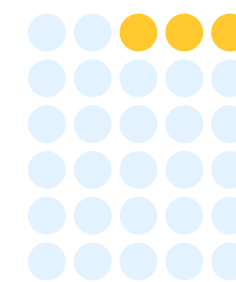
Electric pickup truck pilot

We have incorporated our first fleet of electric pickup trucks for field service at our Bogotá, Barranquilla, and Medellín branches, contributing to the reduction of Scope 1 emissions. During the last quarter of FY2025, these units traveled over 18,000 kilometers, allowing us to validate their operational performance and advance in the decarbonization of our operations.

Our goal is to reach 30 electric pickup trucks for field service by 2030. If this deployment is realized, the annual reduction in emissions could be 8.4 times higher than that observed in the initial pilot, avoiding the emission of 42.3 tCO₂e per year.

1

Tonne of CO₂e saved, equivalent to the 10-year carbon sequestration of 16 trees.



3

Electric pickup trucks

30

Total pickup trucks in Colombia

1,503

Liters of diesel saved





Greenhouse gas (GHG) emissions 2025 (tCO₂e)

Total Komatsu Latin America

37,379 tCO₂e

35,582* in 2024

During FY2025, we achieved a 51% reduction in our Scope 1 and Scope 2 carbon footprint compared to FY2019 (baseline) and a 9% reduction compared to FY2024.



Scope 1

9,911 tCO₂e

10,871* in 2024

-9% var.



Scope 2

380 tCO₂e

464** in 2024

-18% var.



Scope 3

27,088 tCO₂e

24,247* in 2024

11.7% var.



* The change in figures compared with the previous Sustainability Report is due to the verification process at Komatsu Cummins Chile.
** The change from the figure reported in the previous Sustainability Report is due to the additional purchase of I-REC certificates.



Certifications
Komatsu
Cummins Chile



Huella Chile Program Seals – Ministry of the Environment

For the fifth consecutive year, we have received the “Seal of Excellence” from the Ministry of the Environment’s Huella Chile Program. We also obtained the “Reduction Seal” for the sixth time and the “Quantification Seal” for our Corporate Carbon Footprint for the seventh consecutive year.



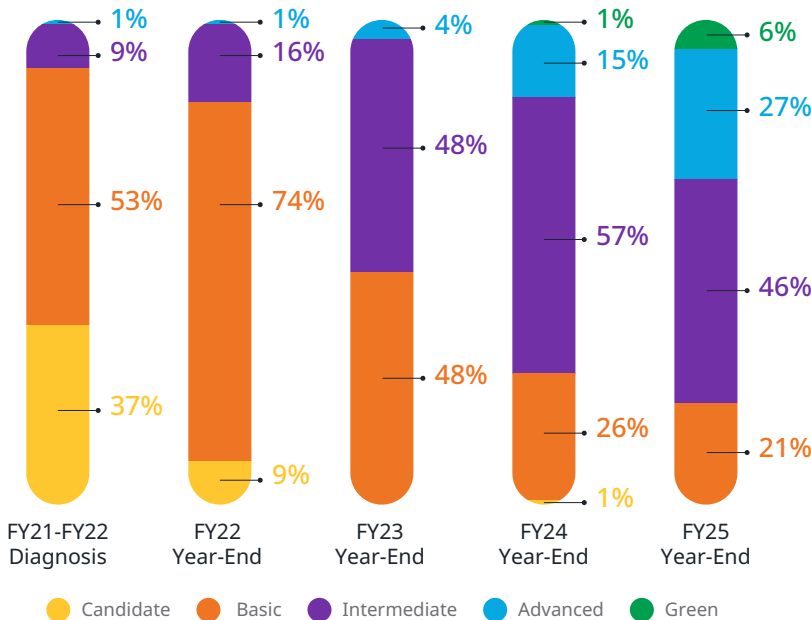
Giro Limpio Seal – Energy Sustainability Agency

We hold the “Giro Limpio” Freight Generator Seal, which promotes more efficient and sustainable ground freight transport.

Environmentally sustainable branch

A regional program that drives the continuous improvement of the environmental performance of our branch operations through common standards and best practices in carbon, energy, water, and waste management.

Program evolution in Latin America



FY25 Results



66

Participating branches



100%

Branches that reached the target level set for year-end



4

Branches that achieved green level

Green-Level Branches in FY2025



KCO Galapa

▶ First time



KMMP Arequipa

▶ First time



KCC Reman La Negra

▶ First time



KCC Reman Lo Boza

▶ Second consecutive year



During FY2025, 100% of the 66 participating branches achieved the target level defined by each of the companies in the region, reflecting sustained progress in meeting regional carbon, energy, water, and waste goals.



Clean and Renewable Energy

At Komatsu Latin America, we manage the electrical consumption of our operations and advance the integration of renewable energy sources across our facilities.

Solar energy usage

We have implemented solar power generation systems, supplying a portion of our electricity demand and reducing our dependence on the grid.



Solar Energy in Our Operations

Saltillo and Hermosillo

The Saltillo and Hermosillo facilities are equipped with:

Saltillo

782

solar panels

Hermosillo

106

solar panels that supplied 48% of the energy consumed across Komatsu Mexico's branches during FY2025.



Galapa



During FY2025, the construction of a **solar photovoltaic plant** was approved for the Galapa branch, to be developed during FY2026.

Reman Lo Boza

We have

2,682

solar panels, which cover 90% of the facility's electricity demand.



Progress by country

Komatsu Mexico replaced obsolete equipment with more efficient units and installed LED lighting across its facilities, resulting in a 15% reduction in electricity consumption from the public grid compared to 2024.

Komatsu Colombia acquired I-REC certificates to support 100% of its electricity consumption for FY2024 and FY2025 through renewable sources.

Komatsu Cummins Chile renewed its supply contract with a power generation company, accessing renewable energy under the "free customer" model. During 2024, 100% of the electricity consumed was sourced from renewable origins, supported by supply contracts and the acquisition of I-REC certificates in 2025.

Total energy consumption in Komatsu Latin America



71,082 GJ

69,649 GJ in 2024

2.1%
var.

Total energy consumption from the electricity grid

4.4%

5.5%*
in 2024

-1.1
Difference
(pp)

Total energy consumption from renewable sources

95.6%

94.5%*
in 2024

1.1
Difference
(pp)

* The change is due to the acquisition of I-REC certificates following the issuance of the FY2024 report.



Resource Circularity

Relevance

Circularity is central to our business model and the way we generate value for our customers. Through solutions such as remanufacturing, used equipment management, and component recovery, we extend the service life of assets, optimize resource usage, and contribute to reducing both operational and environmental costs.

This approach allows us to respond to increasing regulatory and market demands, strengthen the efficiency of our operations, and support our customers in achieving their productivity and sustainability goals.

We have incorporated circularity into our Global Sustainability Policy and defined it as a strategic pillar within our 2025–2027 Strategic Growth Plan (SGP). Furthermore, during FY2025, we made progress in developing our 2030 Circularity Roadmap, which will guide the progressive integration of this approach throughout the organization.

2030 Ambition



Achieve

zero

waste sent to
landfills by 2030.

By 2030, the circular economy will be an integral part of how Komatsu Latin America creates value for its customers, optimizes its operations, and leads its industry.

How do we make it happen?

We drive circularity by integrating solutions that extend the service life of equipment and components, promote material recovery, and favor their reintroduction into production processes. This includes remanufacturing, reuse, refurbishing, and valorization initiatives developed across different stages of our value chain.

Beyond its environmental benefits, circularity strengthens our business by generating new growth opportunities, optimizing resource use, and reducing operational costs. It also contributes to improving our competitiveness through a differentiated value proposition for customers, based on greater equipment availability, operational efficiency, and responsible resource management.

This approach also allows us to anticipate regulatory and market demands, strengthen operational resilience, and reduce risks associated with material availability and waste management.





Circularity integrated into the business model

Komatsu Latin America's Circularity Strategy is aligned with the priority focus areas defined globally by the Komatsu Group. These guide the development of solutions, investments, and capabilities that contribute to generating long-term economic, environmental, and social value.

Circularity as an engine of growth



Accelerate growth

Create new sources of value

- ↑ Reduction of operational costs.
- ↑ Innovation in circular products and services.
- ↑ New business opportunities.



Improve competitiveness

Differentiate the value proposition

- ↑ Differentiation from competitors.
- ↑ Strengthening customer relationships.
- ↑ Alignment between purpose and strategy.



Mitigate risks

Increase business resilience

- ↑ Protect the value chain.
- ↑ Reduce dependence on the linear model.
- ↑ Adapt to regulatory and market changes.

Circularity is not only a tool to reduce environmental impacts. It is a strategic lever that strengthens competitiveness, drives new growth opportunities, and increases long-term business resilience.

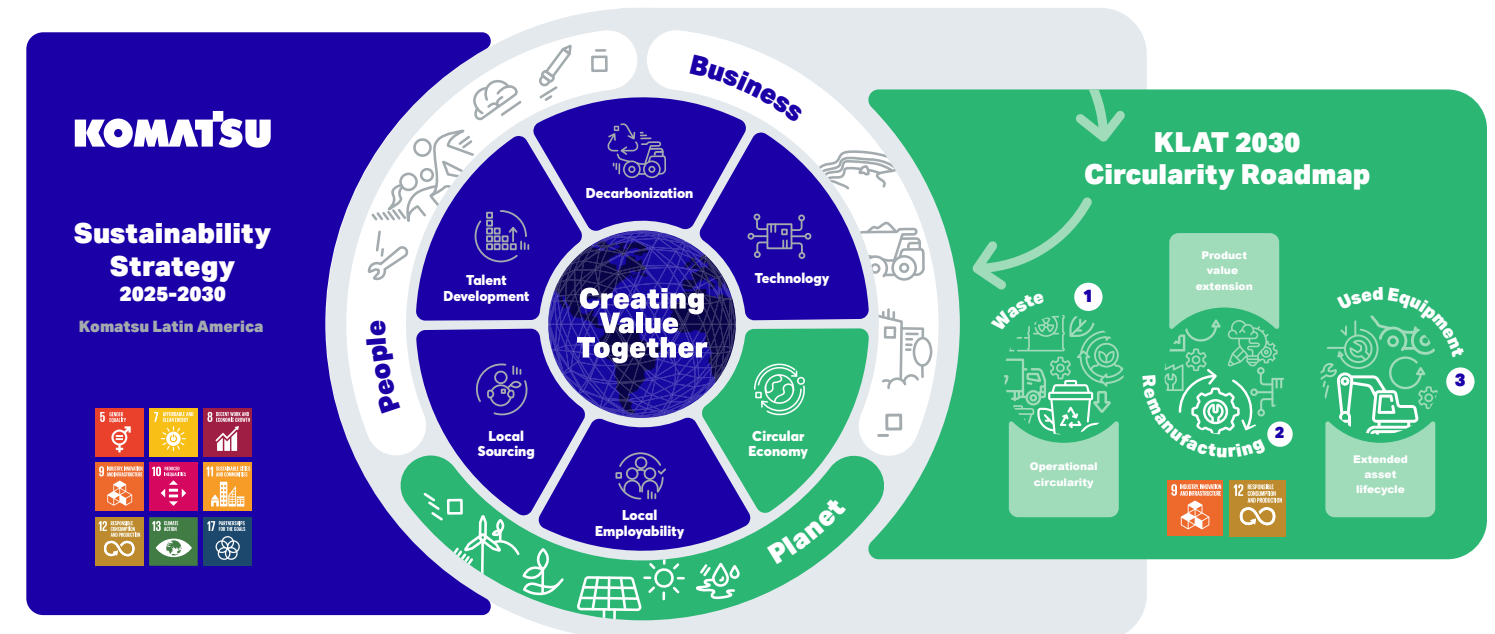
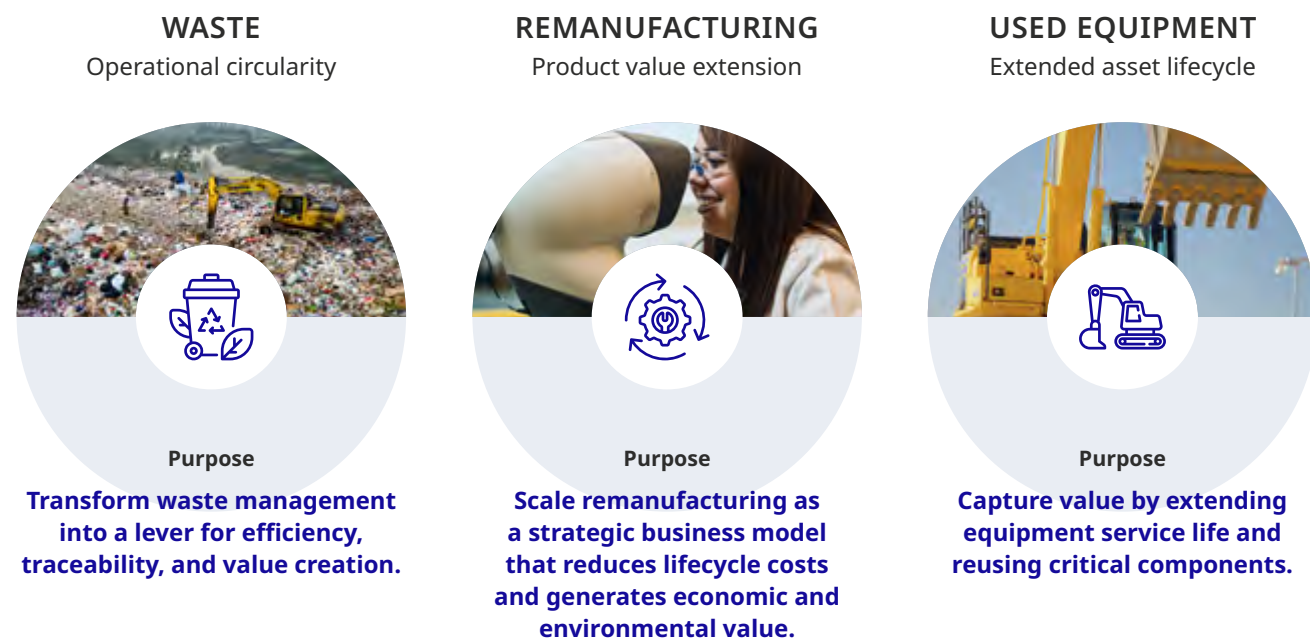




Jorge Campos - Electromechanical Technician A / Jorge Gutiérrez - Specialist Technician - Saltillo - Komatsu Mexico

2030 Circularity Roadmap

Strategic Pillars – Komatsu Latin America 2030 Circularity Roadmap



The 2030 Circularity Roadmap seeks to consolidate a regional model in alignment with the Komatsu Latin America 2030 Sustainability Strategy and the global guidelines of the Komatsu Group, strengthening value creation for the business, our customers, and society.

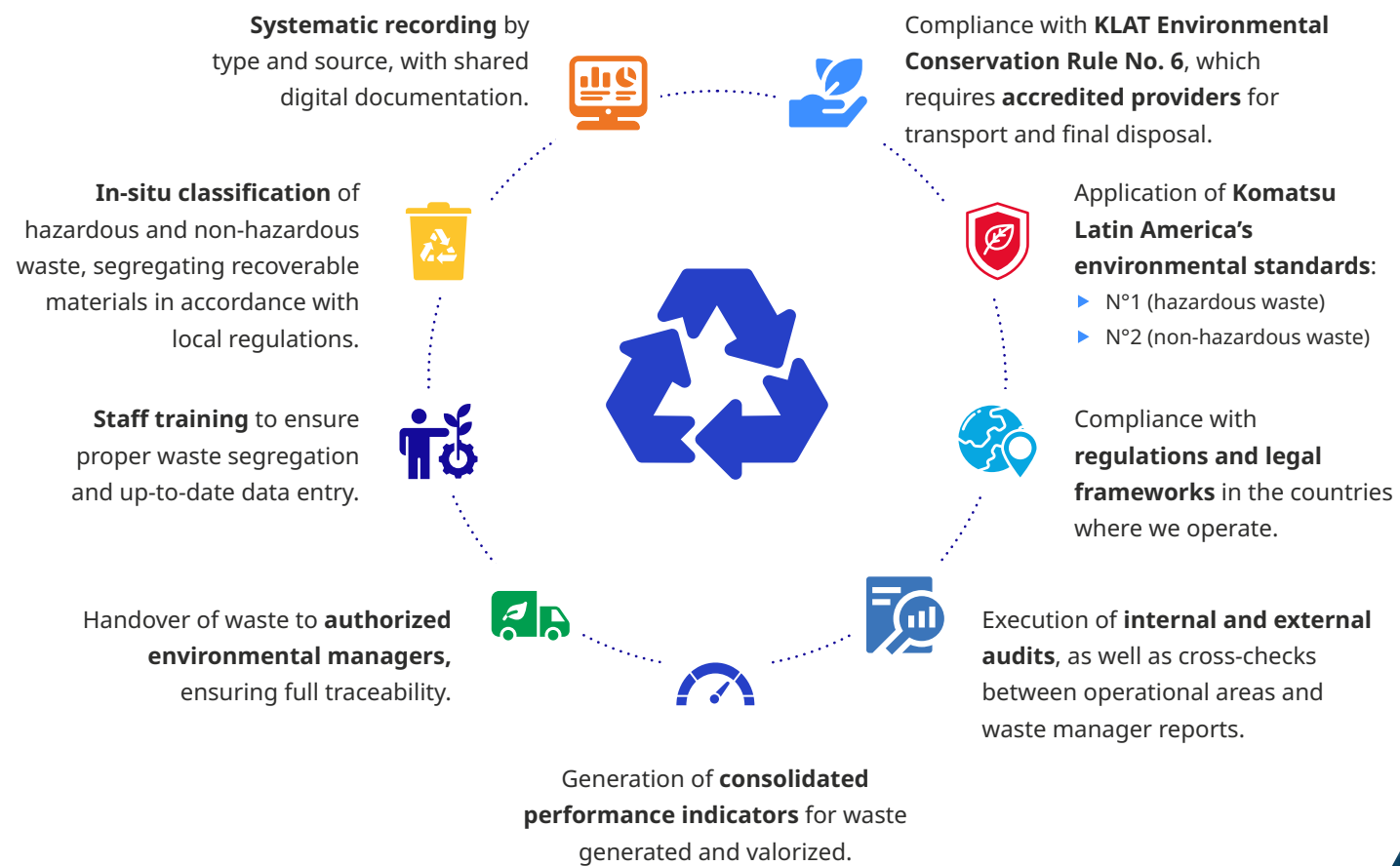


Waste Management

We drive circularity through material reuse, component remanufacturing, and waste valorization across our operations. This approach allows us to optimize resource use, reduce the consumption of raw materials, and mitigate the environmental impacts associated with our processes.

Waste management system

It standardizes waste management across our facilities, ensuring traceability, control, and regulatory compliance in the countries where we operate.



Reman Center of Excellence

Through the Reman Center, we extend the useful life of equipment and components through recovery and repair, achieving standards equivalent to new parts in terms of quality, warranty, and durability. This allows us to offer competitive solutions for our customers and advance toward building a more responsible and resilient value chain.

In 2017, we opened the Komatsu Reman Center in Chile for the remanufacturing of our technical and mechanical equipment. Since then, it has established itself as a benchmark in supporting the company's after-sales services and material restoration for sectors such as mining, industry, and energy across Latin America.

The center has strengthened the connection between workshops in different countries by enabling greater

visibility, standardization of best practices, and a more direct relationship with the leaders of the Reman network in Latin America. Through the use of the RESO operations support software, we have improved communications so that our work teams can better understand their functions, tasks, and processes.

The facility holds the Electric and Mechanical Shop (EMS) certification, which accredits compliance with quality standards for the repair and remanufacturing of components for Komatsu electric mining trucks delivered to our customers. It also holds ISO 9001, ISO 14001, and ISO 45001 certifications, which guarantee quality, environmental care, and occupational health and safety, respectively. In this manner, we ensure a sustainable offering adhering to the highest industry standards.





Featured projects



Waste reduction

We implemented waste valorization and recycling measures, reducing the disposal of materials in landfills. In parallel, we worked on operational efficiency, material reuse at job sites, and the reduction of hazardous waste generation.



174 tonnes
sent for recycling

-5%

waste sent
to landfill

-5%

Hazardous waste
generated



Utilization of metal and wood waste

In partnership with suppliers, metal waste is recirculated for the manufacturing of bronze bushings, and disused wooden pallets are repurposed to produce new units. Through these initiatives, we reincorporate materials into the production cycle, thereby reducing both waste generation and operational costs.



7.2 kg

of recovered material
(cardboard + wood + bronze)



10.9 tCO₂e

of avoided emissions



219.1 m³

of avoided water consumption



Eco-wood supports for power generators (PGEN)

In the PGEN Division of DCC, a significant quantity of LDPE (low-density polyethylene) plastic was reincorporated into the production cycle through its transformation into “eco-wood,” avoiding its final disposal in landfills and contributing to the corporate goal of advancing toward the Zero Waste to Landfill objective.

As a result of this circular economy initiative, the recovered material returned to operation converted into 120 supports for power generators and three recycling stations installed at the branch. Through this initiative, the useful life of the materials was extended, promoting their valorization and a more efficient use of resources within Komatsu Latin America’s operations.

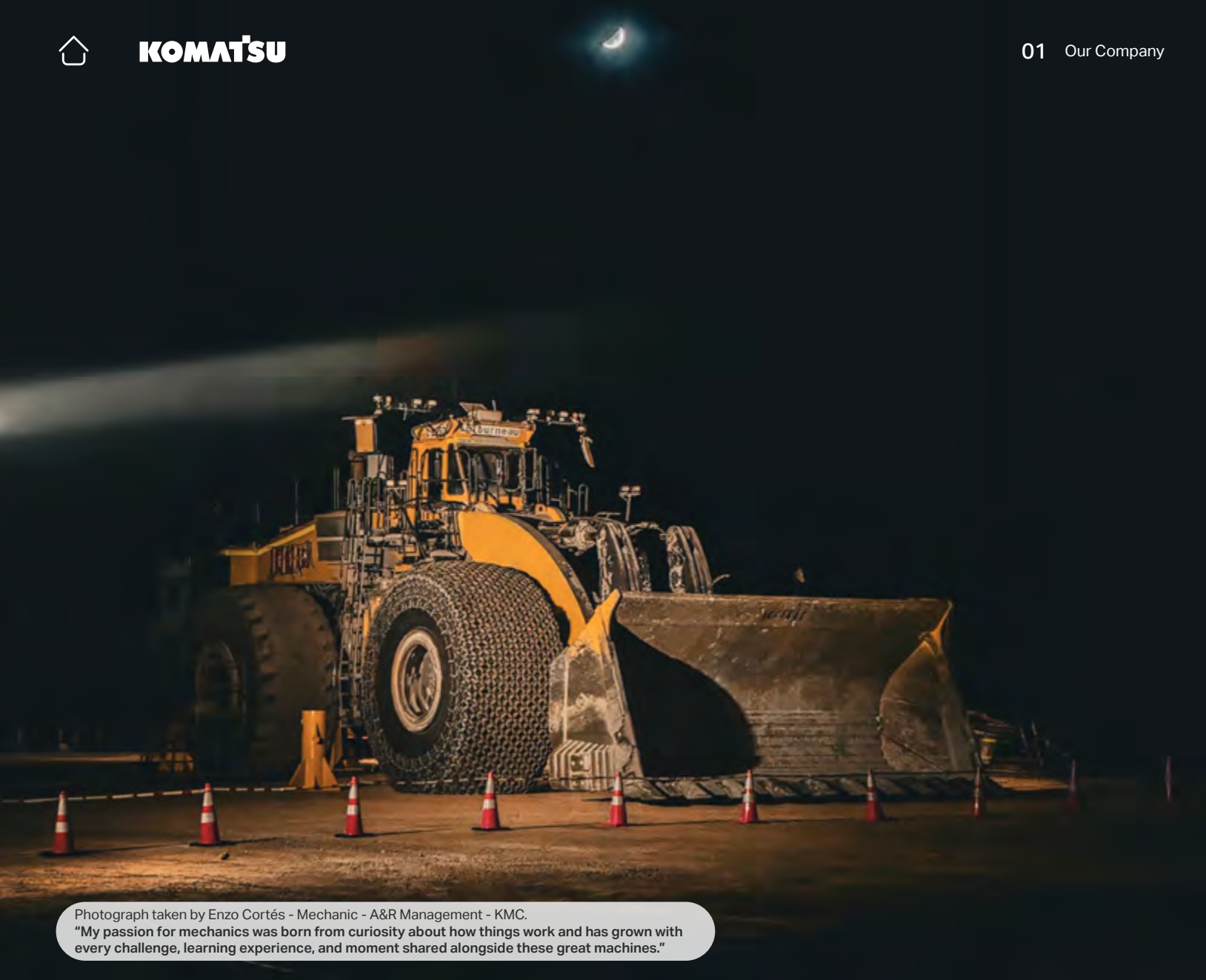


120

supports for power generators produced
with “eco-wood” derived from the
recirculation of plastic waste.



Photograph taken by Waldo Rivera Pérez - Electromechanical Technician - Radomiro Tomic Site - Komatsu Cummins Chile.
“The heart of our operation: giants that drive the business and that we keep running day after day with our work.”



Photograph taken by Enzo Cortés - Mechanic - A&R Management - KMC.
"My passion for mechanics was born from curiosity about how things work and has grown with every challenge, learning experience, and moment shared alongside these great machines."



Transition to the circular economy (TEC)

We are part of the Clean Production Agreement (APL) for the “Transition to the Circular Economy,” an initiative driven by Acción Empresas and the Agency for Sustainability and Climate Change (ASCC), with the support of Corfo and the Ministries of Environment and Health.

In March 2025, we were recognized for our progress in process optimization, waste reduction, and the extension of the useful life of inputs. In addition, we achieved 100% compliance in audits conducted at our centers in Lo Boza, Komatsu Rental in Lampa, the MRC in Santiago, Komatsu Cummins Lampa, and Komatsu Reman at the Mining Services Center.

Total non-hazardous waste generated



9,252 tonnes

7,429 tonnes in 2024

24.5%
var.

Non-Hazardous Waste Generation by type in 2025



90.7 tonnes
Paper and cardboard



5,768.4 tonnes
Metals



18.7 tonnes
Plastics



442.9 tonnes
Wood



6.5 tonnes
Tires

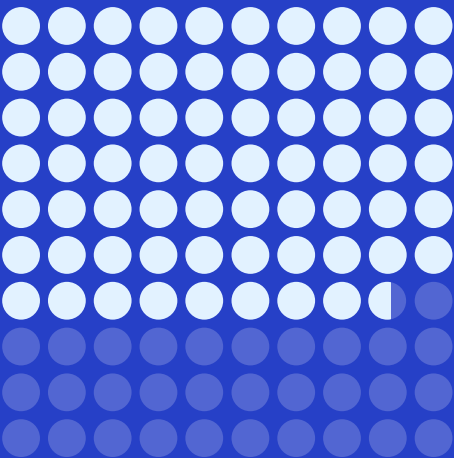


22.1 tonnes
Organic waste



2,902.7 tonnes
Other

Recycled waste 2025



6,349 tonnes

equivalent to 68.6%



2,902 tonnes

Waste disposed of in landfills



Nature Positive



Photograph by Alonso Ojeda - Service Planner - Komatsu Colombia.
"An iguana on the edge of the roof... balance between nature and industry."

Relevance

The protection of ecosystems and the responsible management of natural resources are fundamental to the operational continuity of sectors such as mining. Water availability, soil health, and biodiversity directly influence our operations and those of our customers.

Within the Komatsu Group, nature-related issues have been identified as a material challenge for the business. Therefore, we incorporate the "Nature Positive" concept as a Key Performance Indicator (KPI) within our Strategic Growth Plan, driving initiatives aimed at protecting biodiversity, restoring ecosystems, and strengthening the resilience of the territories where we operate.

During FY2025, we conducted a regional assessment to identify potential risks and impacts associated with soil management in our operations, making progress in the integration of Nature Positive criteria into Komatsu Latin America's environmental management.

2030 Ambition



Reduce water consumption by

30%

by 2030 (2019 baseline)

Integrate

biodiversity

management into our operations

How do we make it happen?

Nature Positive initiatives consider conservation, ecological restoration, and environmental education actions adapted to local conditions. Under the "One Site, One Theme" approach, we seek to generate concrete impacts through projects developed alongside employees, suppliers, customers, and local communities.

Additionally, we integrate water, biodiversity, and ecosystem management into our operations, promoting a more balanced relationship between our business development and the natural environment.





Biodiversity

As part of the implementation of the Nature Positive approach defined by Komatsu Ltd. in its new strategic plan, during FY2025, Komatsu Latin America promoted actions aimed at strengthening the management of environmental risks associated with its operations.

In this context, we conducted a regional assessment to evaluate the status of risks related to soil and groundwater contamination at our branches. The initiative specifically considered those workplaces that use or store chemicals and oils, prioritizing operations with the greatest potential for environmental impact to contribute to the protection of the biodiversity and ecosystems where we operate.

The process included a review of applicable legal and regulatory requirements, pollution, hazardous substance

handling practices, and the identification of risks associated with soil and groundwater. This diagnostic allowed us to identify opportunities for improvement, strengthen preventive management, and define actions to continue integrating "Nature Positive" principles into our environmental management.

This approach is helping us build more resilient operations, strengthening the protection of ecosystems, and contributing to environmental management aligned with global sustainability challenges.

Featured projects



Ecological restoration and species protection programs

We develop reforestation initiatives alongside local communities to contribute to ecosystem recovery and enhance natural habitats.



We also carry out the Water Guardians Program to raise awareness about strategic aquatic ecosystems and support their conservation. This initiative involved the active participation of our employees and the local community in Galapa.

We promote the symbolic adoption of sea turtles to aid in the conservation of at-risk species and strengthen the environmental culture among our employees.



100 Native and fruit trees planted



74

Direct beneficiaries

600

Indirect beneficiaries



270 Sea turtles protected



112

Employees engaged



Photograph by Wendi Amaris - Innovation Analyst - Komatsu Colombia.
"Sustainability gains meaning when we awaken in new generations the curiosity to understand and the commitment to care for and respect the environment that surrounds us."



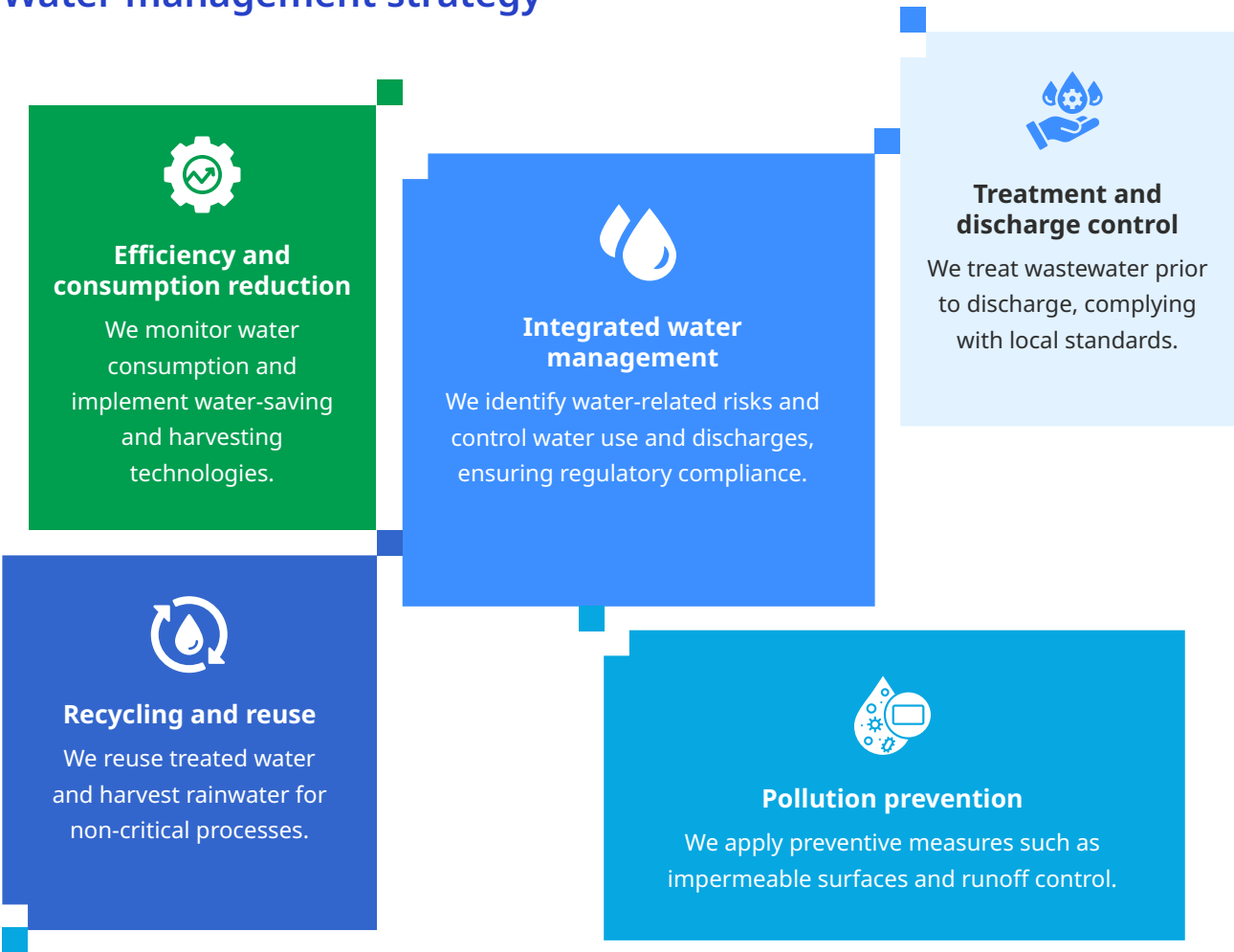
Water Management

We manage water usage through annual objectives and targets defined for each operation, taking into account the local context and regulatory requirements.

We identify and assess water-related risks at our consumption points, implementing actions to reduce resource consumption and promote its reuse in both production and administrative processes.

We also ensure compliance with current regulations and evaluate critical suppliers, incorporating water management into our value chain and strengthening the resilience of our operations in the face of challenges associated with resource availability.

Water management strategy



Gonzalo Llanca - Head of Administration and General Services - Reman - Komatsu Cummins Chile, at the access point of the 300 m³ underground tank used to store rainwater captured from the branch's roofs, which is reused in operations for component washing and other uses.



Featured projects



Rainwater harvesting in Puebla and Veracruz

We operate rainwater harvesting systems at our Puebla and Veracruz branches, ensuring their functionality through periodic inspections, surface cleaning, and maintenance of gutters and tanks.

In Puebla, the system utilizes 266 m² of roofing and a 5 m³ tank. The water is used for equipment washing and sanitary facilities, covering approximately 15% of the branch's annual consumption and reducing the use of public water network supplies by nearly 32 m³.

In Veracruz, the system utilizes 720 m² of roofing and a 30 m³ tank. The captured water is reused for the same processes, covering nearly 30% of annual consumption and reducing the use of public water network supplies by approximately 120 m³.

2

Rainwater harvesting systems in 2025.



100 m³

Approximate reduction in public water network consumption.

+980 m²

of surface area utilized for water harvesting.



Reduced water extraction from the public network

We implemented improvements in water management at our EMS workshops by optimizing equipment washing, detecting leaks early, and incorporating recirculation systems. These actions significantly reduced water extraction from the public network.



500 m³

Decrease in water consumption



National water monitoring and control program

We have implemented a program for the systematic tracking of water consumption across all our facilities. Through monthly measurements, we monitor and optimize usage, thereby preventing operational, environmental, and economic risks associated with inefficient resource management. In parallel, we promote responsible consumption practices across our operations.

Komatsu Latin America Water Consumption

185,523 m³

172,169 m³ in 2024



7.8%

var.

During FY2025, we recorded water consumption of 40.2 m³ per person, achieving a 23% reduction compared to our FY2019 baseline. The corporate target is a 30% reduction by 2030.



United for Water Clean Production Agreement (APL)

At Komatsu Cummins Chile, we have adhered to the United for Water APL, promoted by Corfo's Chilean Agency for Sustainability and Climate Change, with a focus on strengthening water security in the Santiago Metropolitan Region.

Our MRC Santiago and KCH Lo Boza facilities, which previously participated in the Blue Certificate program, are currently implementing a pilot project for the Corporate Water Management Standard for Branches. This standard improves the traceability of water consumption, identifies efficiency opportunities, and strengthens overall water management.



Chemical treatment system at MRC Santiago

We implemented an integrated chemical treatment and automated water control system in the cooling tower to improve resource quality. This initiative extends the service life of equipment and reduces operational costs.

The system began operating in December 2025 and will decrease water consumption while controlling odors, biological contamination, scale buildup, and corrosion, thereby enhancing the operational stability of the cooling system.



124 m³

Estimated annual water savings



Acknowledgements

The preparation of this 2026 Sustainability Report was made possible through the commitment and collaboration of individuals across various departments and countries who contributed their information, expertise, and dedication to transparently reflect the progress, challenges, and results of Komatsu Latin America.

We thank everyone who took part in this process for their willingness, rigor, and collaborative spirit, which were essential in building a report that represents the joint effort of our organization.

At Komatsu Latin America,
we continue building a
more sustainable future
together.

Fernando Errázuriz
Supply Chain Director,
Komatsu Cummins Chile
Group

Juan Ignacio Ibarra
Procurement Manager,
Komatsu Cummins Chile
Group.

Tatiana Tovar
Procurement Manager,
Komatsu Colombia.

Luz Ana María Varela
Procurement Manager,
Komatsu Mexico.

Diego Cabello
Supplier Management
Manager, Komatsu
Cummins Chile Group.

Jaime Julio Ocampo
People and Sustainability
Manager, Komatsu Mexico.

Paula Jaramillo
People and Sustainability
Manager, Komatsu
Colombia.

Carola Espinoza
Director, Komatsu Training
Center.

Miguel Paredes
Training Manager, Komatsu
Training Center.

Ana María Valdés
Administration and Training
Coordination Assistant
Manager, Komatsu Cummins
Chile Group.

Mónica Vallejos
Administration and
Management Control
Assistant Manager,
Komatsu Cummins Chile.

Franco Díaz
Health, Safety and
Environment Manager,
Komatsu Mexico.

Shirly Vizcaino
Occupational Health and
Safety Manager, Komatsu
Colombia.

Roberto Martínez
Health, Safety and
Environment Director,
Komatsu Cummins Chile
Group.

Erick Kaempfer
Regional OHS and
Well-being Director,
Komatsu Latin America.

David López
Management Control
and OHS Development
Manager, Komatsu Latin
America.

Juan Pablo Núñez
Technology and
Information Security
Assistant Manager.

Julieth Montaño
Environmental
Management Analyst,
Komatsu Colombia.

Alan Berumen
People and Sustainability
Coordinator, Komatsu
Mexico.

Laura Ulloa
Social Development
Manager, Komatsu
Cummins Chile Group.

Rodrigo Lara
Senior Director People &
Sustainability, Komatsu
Cummins Chile Group.

Angie Castro
Labor Relations and
Management Manager,
Komatsu Cummins Chile
Group.

María José Cordero
Organizational
Development Assistant
Manager, Komatsu Latin
America.

Patricia Rojas
Benefits Manager, Komatsu
Cummins Chile Group.

Daniel Rojas
General Manager, CoE
Reman.

Pablo González
Product Support Manager,
Komatsu Latin America.

Saúl Guerrero
Senior Development and
Projects Manager, Komatsu
Cummins Chile.

Francisco Vial
General Counsel, Komatsu
Latin America.

Lorena Venegas
Compliance Officer,
Komatsu Latin America.

Martha Hernández
Compliance Officer,
Komatsu Colombia.

Juan Loyola
Technology and
Information Security
Assistant Manager.

Rodrigo Cuadra
Automation Director,
Komatsu Latin America.

Carlos de Costa Nora
Director, Technology
Solutions & Analytics.

Macarena Cué
Marketing and External
Communications Manager,
Komatsu Latin America.

María Ignacia González
Marketing and External
Communications
Coordinator, Komatsu Latin
America.

Natalia Gallegos
Management Control
Engineer, Komatsu Latin
America.

Estefanía García
Senior Management
Control Engineer, Komatsu
Latin America.

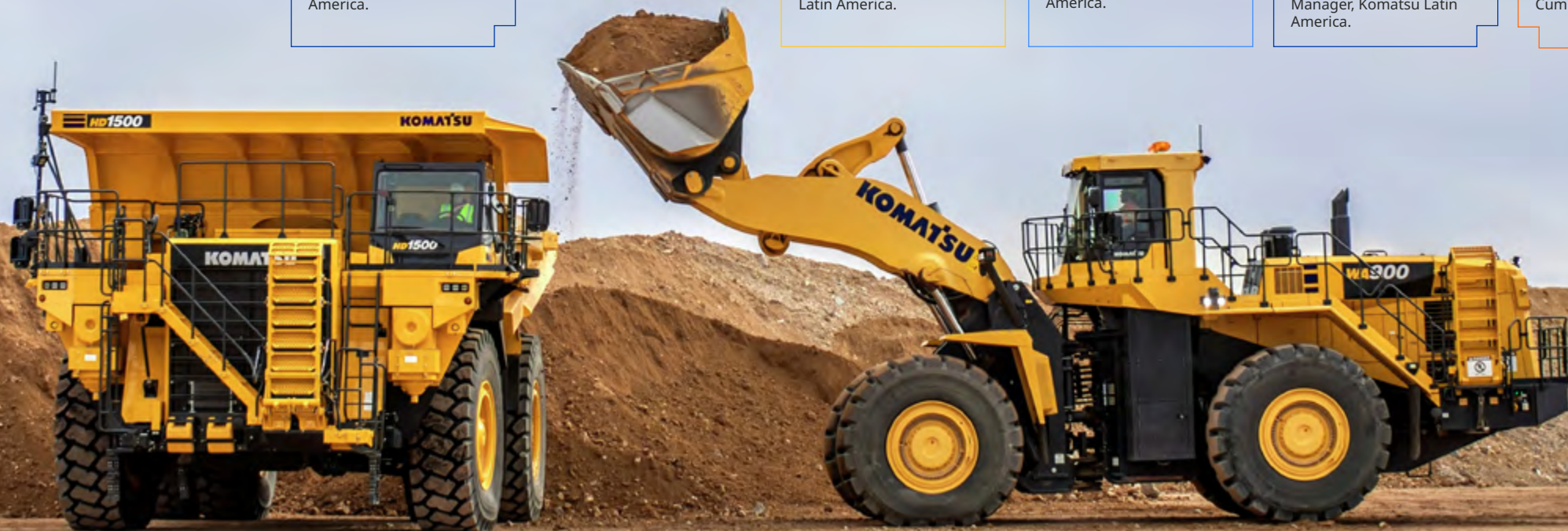
Germán Bichón
Compensation & HRIS
Director, Komatsu Latin
America.

Fernando Aljaro
Business Strategy and
Improvement Assistant
Manager, Komatsu Latin
America.

Ana Karina Moros
Talent Acquisition Assistant
Manager, Komatsu
Cummins Chile Group.

Karina Morales
Development and Culture
Specialist.

And many more...



GRI Index

Statement of use:

Komatsu Latin America has reported the information cited in this GRI content index for the period from April 1, 2025, to March 31, 2026, with reference to the GRI Standards.

GRI 1 Used

GRI 1: Foundation 2021

GRI Standard	Indicator		Page
General Disclosures GRI 2: General Disclosures 2021	2-1	Organizational details	1, 15, 24-25
	2-2	Entities included in the organization's sustainability reporting	1
	2-3	Reporting period, frequency and contact point	1, 8
	2-6	Activities, value chain and other business relationships	15, 21-25, 42-43
	2-7	Employees	88-91, 106
	2-9	Governance structure and composition	48-55
	2-11	Chair of the highest governance body	50
	2-12	Role of the highest governance body in overseeing the management of impacts	48-55
	2-13	Delegation of responsibility for managing impacts	48-55, 65, 164
	2-15	Conflicts of interest	160-161, 166-167, 173
	2-16	Communication of critical concerns	168, 173
	2-19	Remuneration policies	98-99
	2-20	Process to determine remuneration	98-99
	2-22	Statement on sustainable development strategy	16, 33, 38
	2-23	Policy commitments	16, 36-39, 160-161, 170-172
	2-24	Embedding policy commitments	53, 158-177
	2-25	Processes to remediate negative impacts	120-125, 168
	2-26	Mechanisms for seeking advice and raising concerns	168
	2-27	Compliance with laws and regulations	159-177
	2-28	Membership associations	44-45
	2-29	Approach to stakeholder engagement	42-43
	2-30	Collective bargaining agreements	101, 106
Material topics GRI 3: Material Topics 2021	3-1	Process to determine material topics	8-9
	3-2	List of material topics	8-9

GRI Standard	Indicator		Page
Material Topic: Occupational health, safety, and well-being GRI 3: Material Topics 2021 GRI 403: Occupational Health and Safety 2018	3-3	Management of material topics	60-77
	403-1	Occupational health and safety management system	66-67, 76
	403-2	Hazard identification, risk assessment, and incident investigation	61, 69-71
	403-3	Occupational health services	72-76
	403-4	Worker participation, consultation, and communication on occupational health and safety	69
	403-5	Worker training on occupational health and safety	68
	403-6	Promotion of worker health	74-75, 100
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	66-75
	403-8	Workers covered by an occupational health and safety management system	76
	403-9	Work-related injuries	76
	403-10	Work-related ill health	76
Material Topic: Talent attraction, skill development, and retention GRI 3: Material Topics 2021 GRI 401: Employment 2016	3-3	Management of material topics	93-119
	401-1	New employee hires and employee turnover	104-107
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	100
	404-1	Average hours of training per year per employee	112
	404-2	Programs for upgrading employee skills and transition assistance programs	113-118
GRI 404: Training and Education	404-3	Percentage of employees receiving regular performance and career development reviews	108-109
Material Topic: Diversity and inclusion GRI 3: Material Topics 2021 GRI 405: Diversity and Equal Opportunity 2016 GRI 406: Non-discrimination 2016	3-3	Management of material topics	79-91
	405-1	Diversity of governance bodies and employees	50-53, 88-91
	406-1	Incidents of discrimination and corrective actions taken	168, 173



GRI Standard	Indicator		Page
Material Topic: Respect for human rights			
GRI 3: Material Topics 2021	3-3	Management of material topics	121-125
GRI 408: Child Labor 2016	408-1	Operations and suppliers at significant risk for incidents of child labor	121-123, 146, 169, 171
GRI 409: Forced or Compulsory Labor 2016	409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	121-123, 146, 169, 171
Material Topic: Solution delivery			
GRI 3: Material Topics 2021	3-3	Management of material topics	129-137
*This material topic has no specific GRI Standard associated with it			
Material Topic: Product safety and quality			
GRI 3: Material Topics 2021	3-3	Management of material topics	139-143
*This material topic has no specific GRI Standard associated with it			
Material Topic: Value chain continuity			
GRI 3: Material Topics 2021	3-3	Management of material topics	145-151
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	145-151
	308-2	Negative environmental impacts in the supply chain and actions taken	145-151
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	122-123, 146
Material Topic: Business strategy to ensure competitive advantage and profitability			
GRI 3: Material Topics 2021	3-3	Management of material topics	16, 33, 38-39
*This material topic has no specific GRI Standard associated with it			
Material Topic: Data privacy and protection, cybersecurity			
GRI 3: Material Topics 2021	3-3	Management of material topics	153-157
GRI 418: Customer Privacy 2016	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	156
Material Topic: Governance aligned with business changes			
GRI 3: Material Topics 2021	3-3	Management of material topics	48-55
*This material topic has no specific GRI Standard associated with it			

GRI Standard	Indicator		Page
Material Topic: Compliance			
GRI 3: Material Topics 2021	3-3	Management of material topics	159-177
GRI 205: Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	160-167
	205-2	Communication and training about anti-corruption policies and procedures	174-175
	205-3	Confirmed incidents of corruption and actions taken	173, 175
GRI 206: Anti-competitive Behavior 2016	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	166-167, 173
Material Topic: Contribution to local communities			
GRI 3: Material Topics 2021	3-3	Management of material topics	179-189
GRI 413: Local Communities 2016	413-1	Operations with local community engagement, impact assessments, and development programs	189
Material Topic: Climate change			
GRI 3: Material Topics 2021	3-3	Management of material topics	193-203
GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	200
	305-2	Energy indirect (Scope 2) GHG emissions	200
	305-3	Other indirect (Scope 3) GHG emissions	200
GRI 302: Energy 2016	302-1	Energy consumption within the organization	202-203
	302-4	Reduction of energy consumption	202-203
Material Topic: Resource circularity			
GRI 3: Material Topics 2021	3-3	Management of material topics	205-215
GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	205-215
	306-2	Management of significant waste-related impacts	205-215
	306-3	Waste generated	215
	306-4	Waste diverted from disposal	215
	306-5	Waste directed to disposal	215
Material Topic: Nature positive			
GRI 3: Material Topics 2021	3-3	Management of material topics	217-223
GRI 304: Biodiversity 2016	304-3	Habitats protected or restored	218
GRI 303: Water and Effluents 2018	303-1	Interactions with water as a shared resource	220-223
	303-5	Water consumption	223

