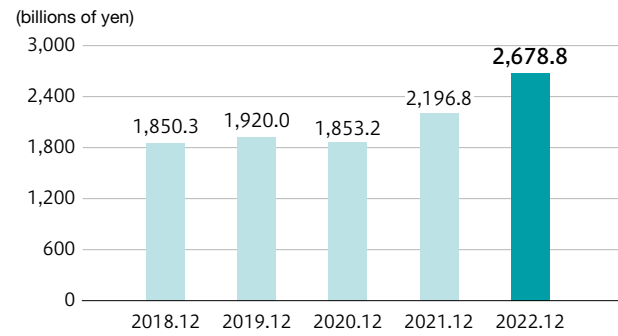


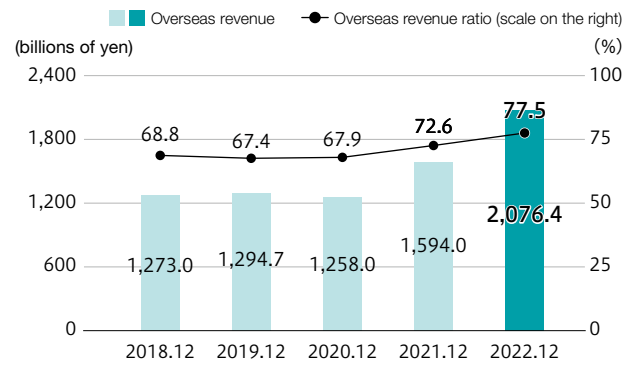
# Financial Highlights

The following are excerpts from the Kubota Group's key financial data over the past five years.

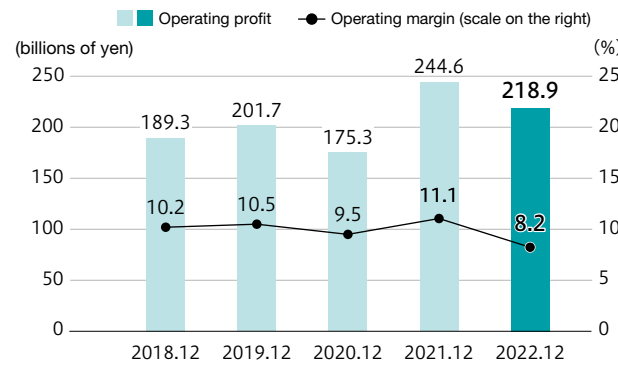
## Revenue



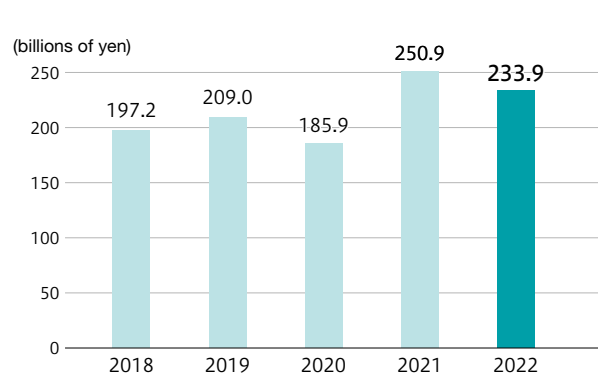
## Overseas Revenue and Overseas Revenue Ratio



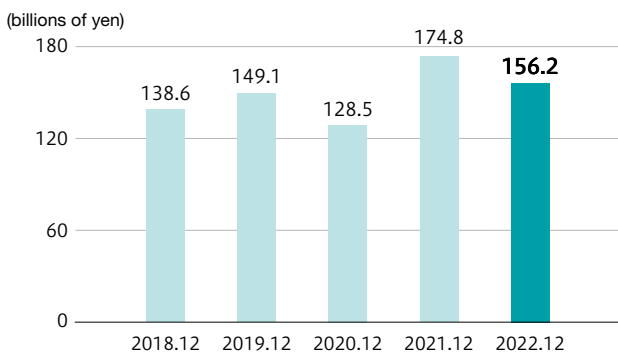
## Operating Profit and Operating Margin



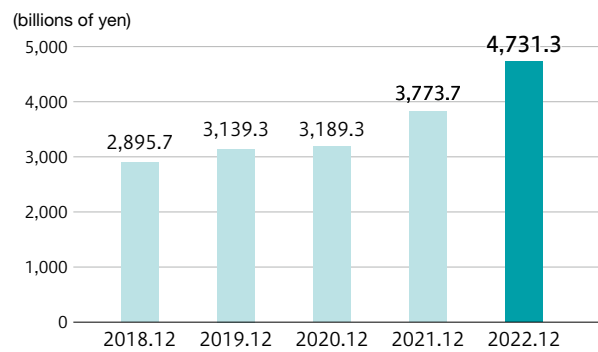
## Profit before Income Taxes



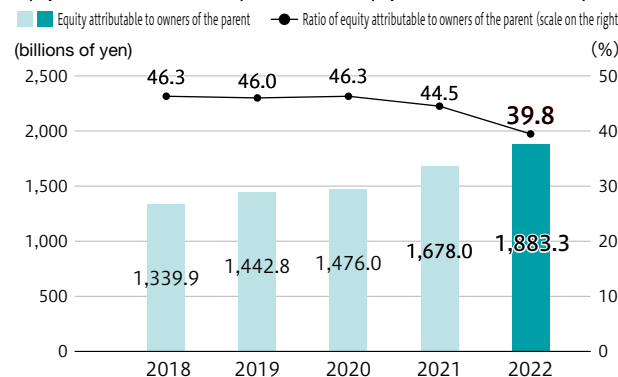
## Profit attributable to owners of the parent



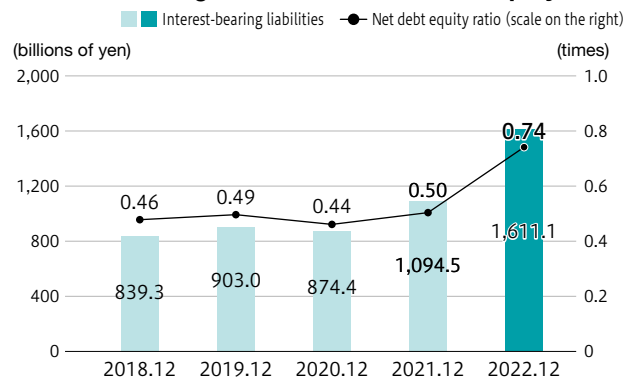
## Total assets



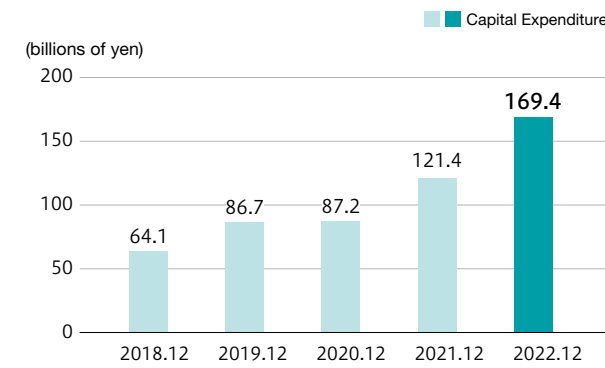
## Equity attributable to owners of the parent and ratio of equity attributable to owners of the parent



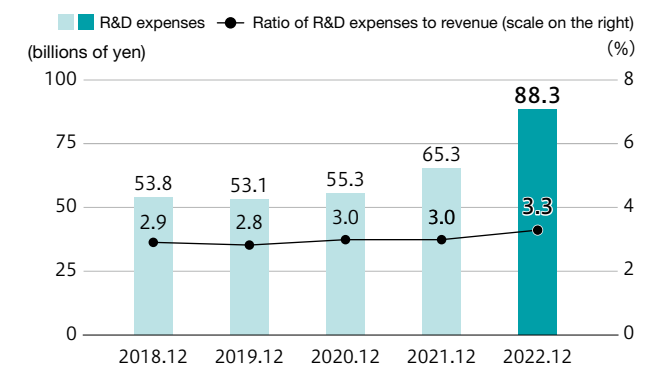
## Interest-bearing liabilities and net debt equity ratio



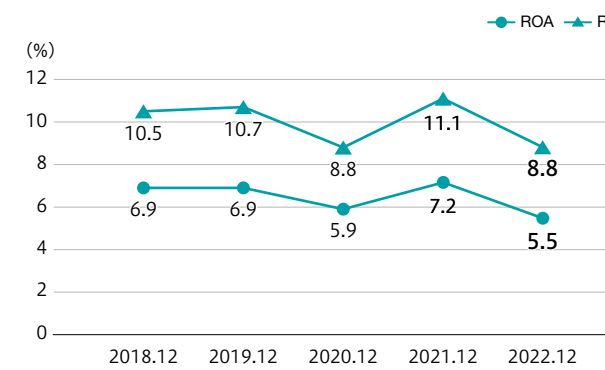
## Capital Expenditures



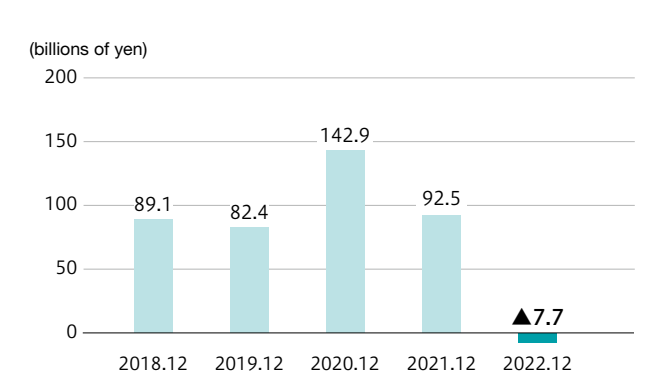
## R&D Expenses and the Ratio of R&D Expenses to Revenue



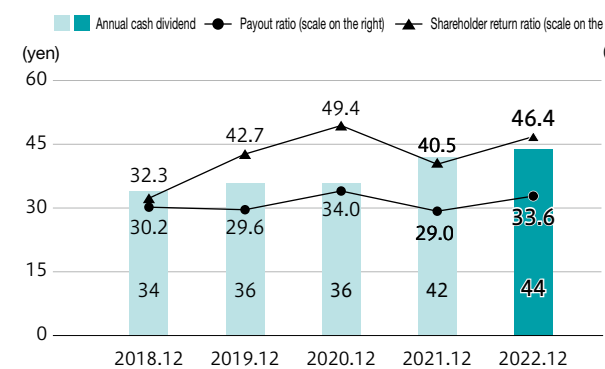
## ROA and ROE



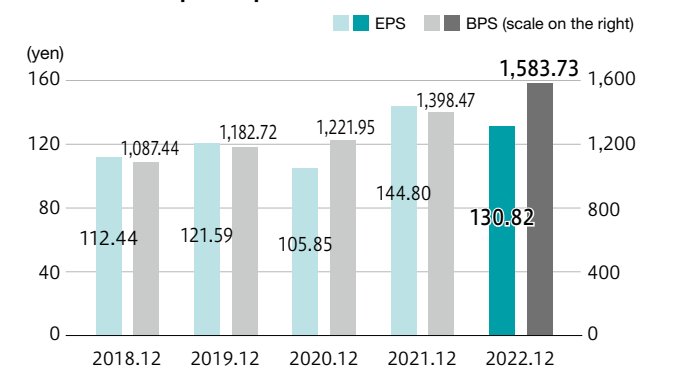
## Net Cash Provided by Operating Activities



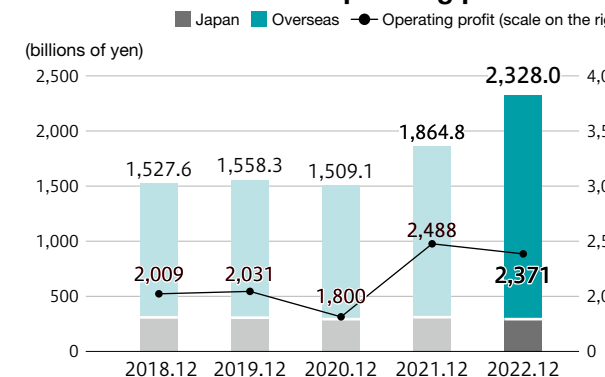
## Annual Cash Dividend Per Share, Payout Ratio, and Shareholder Return Ratio



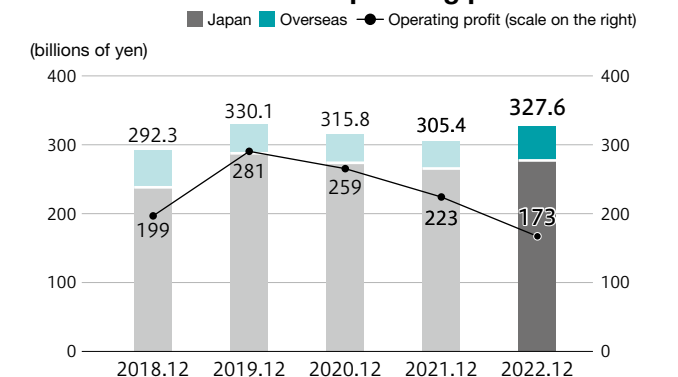
## Basic earnings per share <EPS> and Equity attributable to owners of the parent per share <BPS>



## [Farm & Industrial Machinery] Trends in revenue and operating profit



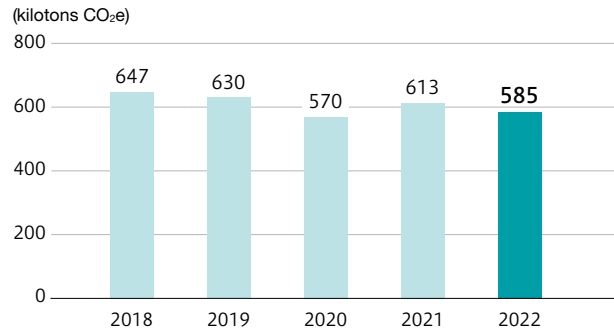
## [Water & Environment] Trends in revenue and operating profit



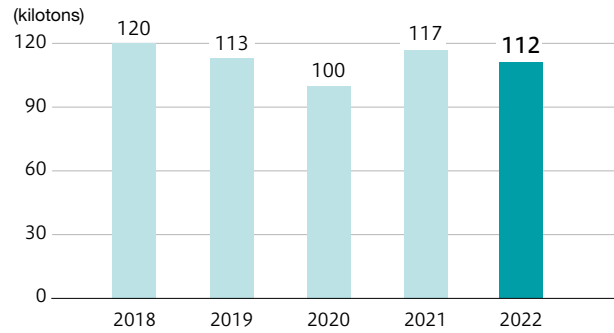
# Non-financial Highlights

The following are excerpts from the Kubota Group's key nonfinancial data over the past five years.

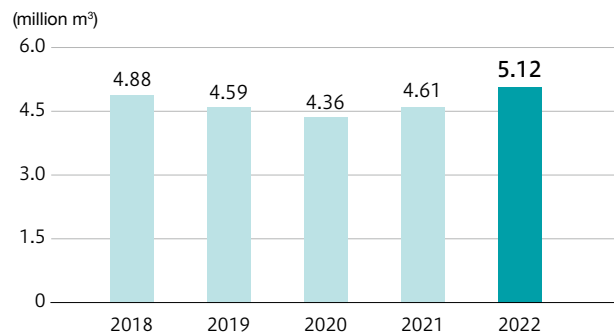
## CO<sub>2</sub> Emissions\* (Consolidated)



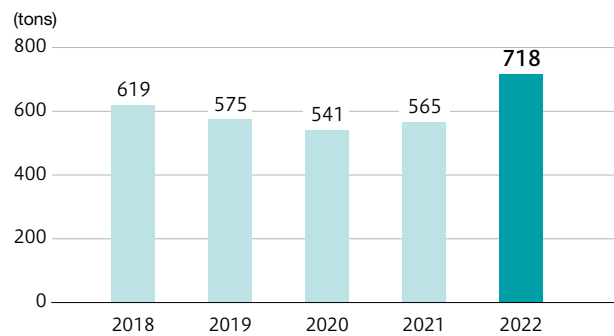
## Waste Discharge\* (Consolidated)



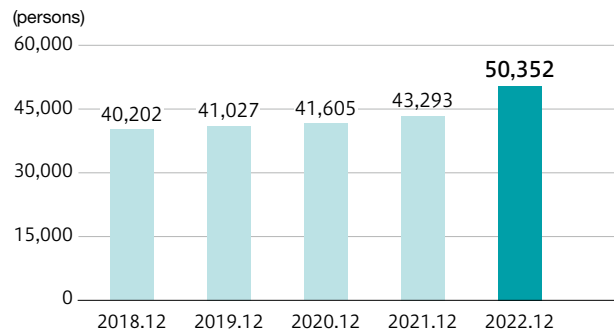
## Water Withdrawal\* (Consolidated)



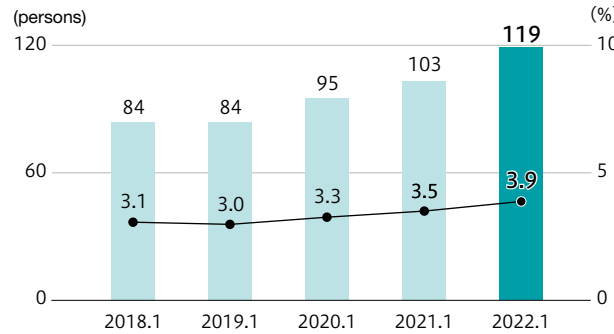
## VOC (Volatile Organic Compound) Emissions\* (Consolidated)



## No. of Employees (Consolidated)

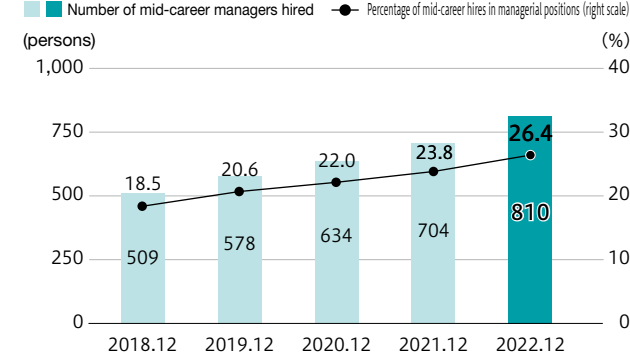


## No. of Women in Management Roles (Non-consolidated)

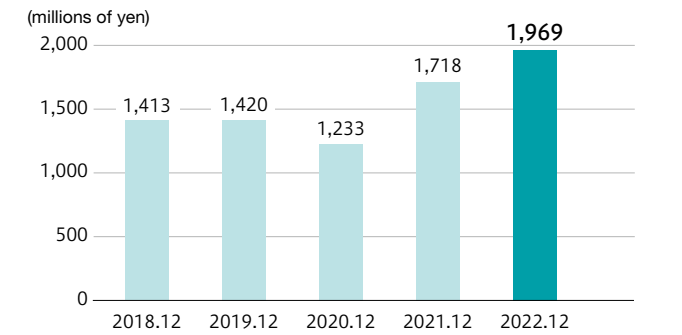


\* For the reporting period for environmental data, see the Calculation Standards of Environmental Performance Indicators (p. 88). URL: www.kubota.com/ir/financial/integrated

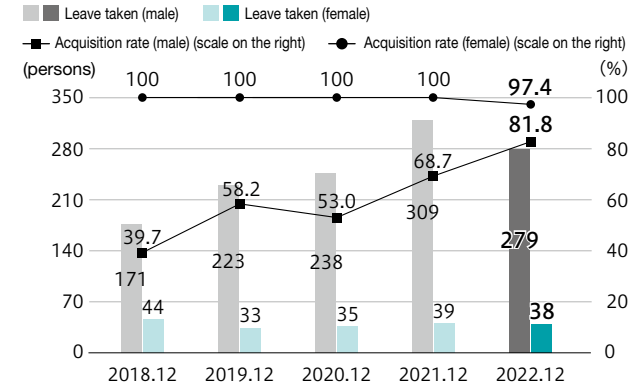
## Number of mid-career managers hired (non-consolidated)



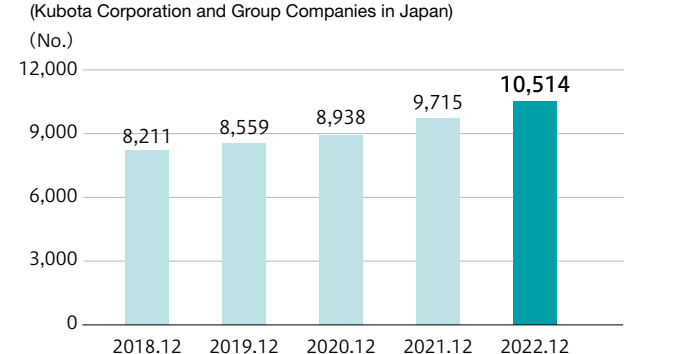
## Human resource development expenses (non-consolidated)



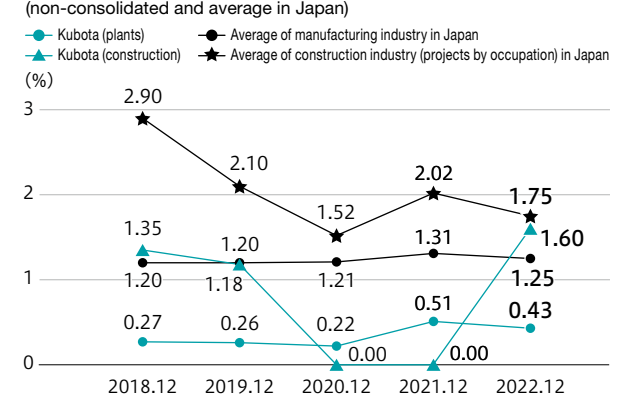
## Number of employees taking childcare leave (non-consolidated)



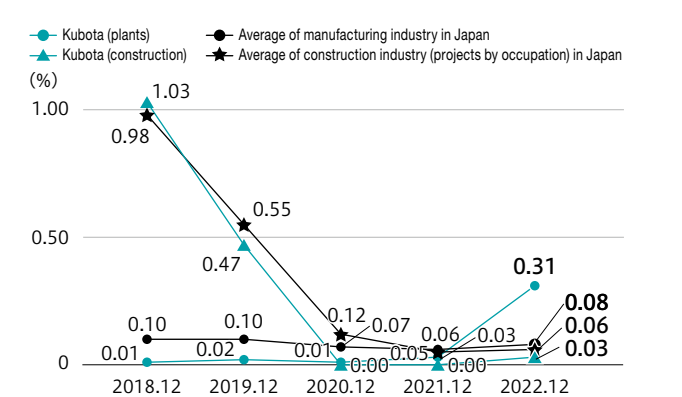
## No. of Patents/New Utility Models Possessed (Kubota Corporation and Group Companies in Japan)



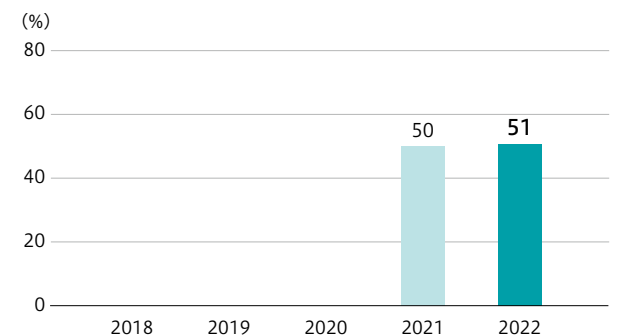
## Lost time injury frequency rate (non-consolidated and average in Japan)



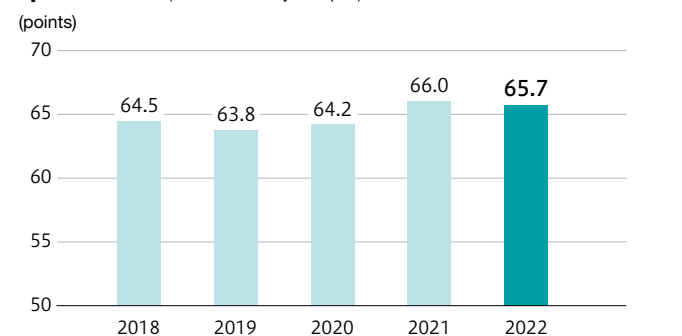
## Severity rate (non-consolidated and average in Japan)



## Engagement score (substance, office/engineering employees)



## Overall customer satisfaction with dealer where purchased (Farm machinery in Japan)



\* The survey was begun from the FY2021. Please refer to "Engagement Survey" on the Page 131 for details.