

# Mid-Term Environmental Conservation Plan

## Targets and results in FY2008

KUBOTA has adopted and promoted a Mid-Term Environmental Conservation Plan in order to execute the basic direction of our environmental corporate management, which aims at harmonizing the environment with economics and building a sustainable society.

| Issue or Subject                                |   | Target  | Management Indicator | Base FY | Targets                                       | Results | Self-evaluation <sup>1</sup> |
|---|---|---|----------------------|---------|---|---------|------------------------------|
| 1 Expanding the environmental management system | Expand ISO14001 certification   | Expand acquisition of certification amongst group companies   |                      | -       | 1 site  | 2 sites |                              |
|   | Expand environmental management amongst group companies   | Ratio of targeted group companies                             |                      | -       | 70%   | 74%     |                              |
| 2 Towards a recycling-based society             | Reduce industrial waste   | Waste discharge per unit of consolidated net sales            |                      | 2007    | -2%   | -8%     |                              |
|   |   | Waste discharge   |                      | 2007    | -2%   | -5.5%   |                              |
|   |   | Zero emissions (Landfill ratio)                               |                      | -       | 0.9%  | 2.4%    | ×                            |
|   | Recycle construction waste (incl. materials not included under Specific Construction Materials) | Resource recycling rate                                       |                      | -       | 95%   | 89.2%   | ×                            |
|   | Implement green purchasing  | Ratio of purchase amount                                      |                      | -       | 97%   | 93.2%   |                              |
| Conserve water resources                        | Total amount used   |   | 2007                 | -1%     | -0.3%<br>(Domestic: 0.2%,<br>Overseas: -5.6%) |         |                              |
| 3 Stopping global warming                       | Reduce greenhouse gases   | CO <sub>2</sub> emission per unit output                      |                      | 2007    | -1%   | -3%     |                              |
|   |   | Volume of CO <sub>2</sub> emission                            |                      | 1991    | FY1991 level or less                          | -1%     |                              |
|   | Reduce CO <sub>2</sub> during distribution  | CO <sub>2</sub> emission per unit output                      |                      | 2007    | -1%   | -2%     |                              |
| 4 Reducing hazardous chemical substances        | Reduce PRTR-designated substances   | Release/transfer per unit output                              |                      | 2007    | -2%   | -8.4%   |                              |
|   |   | Amount released/transferred                                   |                      | 2007    | -2%   | -10%    |                              |
| 5 Increasing eco-friendly products and services | Enhance manufacture of eco-friendly products  | Ratio of models with absolutely no RoHS-designated substances |                      | -       | 20%   | 21.1%   |                              |

<sup>1</sup>: Self-evaluation standards ○...Exceeded target ○...Reached target △...Target partially achieved ×...Target not achieved

## New Mid-Term Plan established

Based on results from fiscal 2008 and the situational changes in environmental issues, items and targets were reviewed using a rolling-up approach.

| Issue or Subject                                |   | Management Indicator   | Mid-term targets       |                        |                        |
|---|---|--|------------------------|------------------------|------------------------|
|   |   |  | FY2009                 | FY2010                 | FY2011                 |
| 1 Stopping global warming                       | Reduce greenhouse gases                         | CO <sub>2</sub> emission per unit output                           | -1% over previous year | -1% over previous year | -1% over previous year |
|   |   | Volume of CO <sub>2</sub> emission                                 | FY1991 level or less   | FY1991 level or less   | FY1991 level or less   |
|   | Reduce CO <sub>2</sub> during distribution      | CO <sub>2</sub> emission per unit output                           | -1% over previous year | -1% over previous year | -1% over previous year |
| 2 Increasing eco-friendly products and services | Enhance manufacture of eco-friendly products    | Ratio of models with reduced RoHS-designated substances            | 25%                    | 30%                    | 50%                    |
| 3 Towards a recycling-based society             | Reduce waste                                    | Waste discharge per unit of consolidated net sales                 | -2% over previous year | -2% over previous year | -2% over previous year |
|   |   | Waste discharge  | -1% over previous year | -1% over previous year | -1% over previous year |
|   |   | Zero emissions (Landfill ratio)                                    | 0.9%                   | 0.8%                   | 0.7%                   |
|   | Conserve water resources                        | Total amount used  | -1% over previous year | -1% over previous year | -1% over previous year |
|   | Implement green purchasing                      | Ratio of purchase amount   | 96%                    | 97%                    | 98%                    |
| 4 Reducing hazardous chemical substances        | Reduce PRTR-designated substances               | Release/transfer per unit output                                   | -2% over previous year | -2% over previous year | -2% over previous year |
|   |   | Amount released/transferred  | -2% over previous year | -2% over previous year | -2% over previous year |
| 5 Expanding the environmental management system | Constructing an environmental management system | Construction of environmental management system in group companies | 1 site                 | 2 sites                | 1 site                 |