

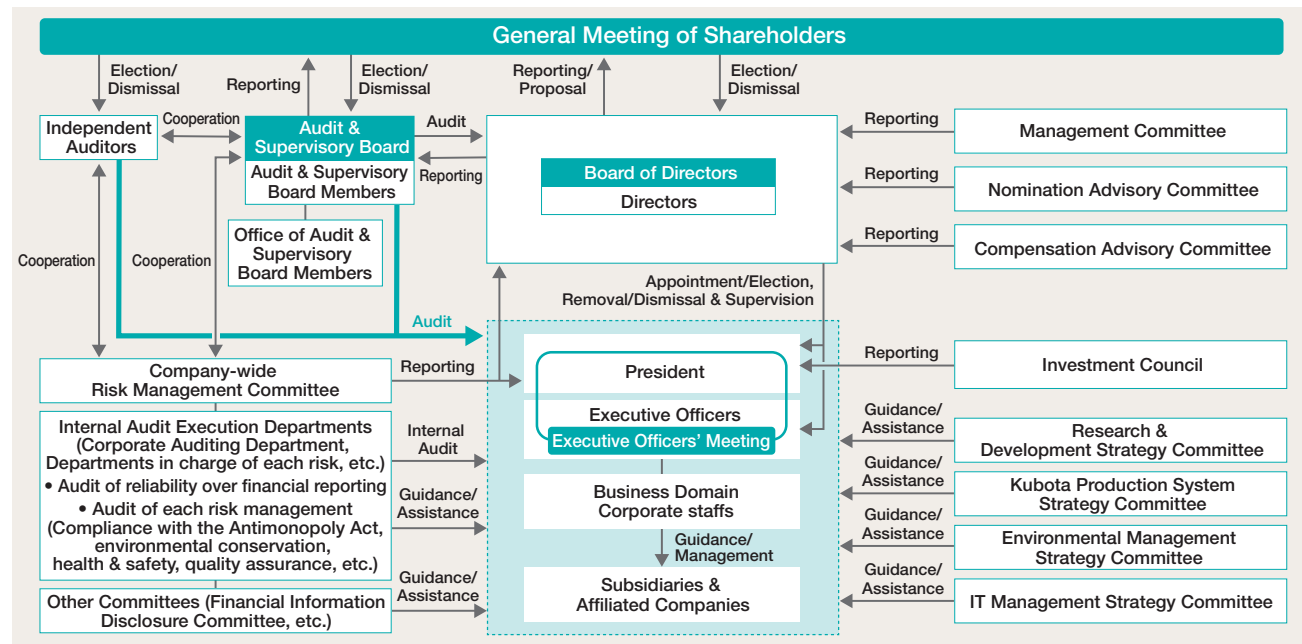
# Governance

We are working to strengthen our corporate governance in order to respond quickly to the business environment and improve the transparency of our management.



1. Masatoshi Kimata  
Chairman and Representative Director
2. Yuichi Kitao  
President and Representative Director
3. Masato Yoshikawa  
Director and Executive Vice President
4. Toshihiko Kurosawa  
Director and Senior Managing Executive Officer
5. Dai Watanabe  
Director and Senior Managing Executive Officer
6. Yuzuru Matsuda  
Outside Director
7. Koichi Ina  
Outside Director
8. Yutaro Shintaku  
Outside Director
9. Kumi Arakane  
Outside Director
10. Toshikazu Fukuyama  
Audit & Supervisory Board Member
11. Yasuhiko Hiyama  
Outside Audit & Supervisory Board Member
12. Masaki Fujiwara  
Outside Audit & Supervisory Board Member
13. Yuichi Yamada  
Outside Audit & Supervisory Board Member
14. Yuri Furusawa  
Outside Audit & Supervisory Board Member

Corporate Governance Structure (as of March 19, 2021)



	Board of Directors	Audit & Supervisory Board	Executive Officers' Meeting
<b>Objective</b>	Strategic decision-making and supervision of duty execution by executive officers	Supervision and auditing of duty execution by directors	Confirmation of the status of duty execution by executive officers and implementation of prompt and appropriate management decisions
<b>Members</b>	9 directors (including 4 outside directors) • Attendance rate of outside directors (Jan. 2020–Dec. 2020) Yuzuru Matsuda (100%), Koichi Ina (100%), Yutaro Shintaku (100%)	5 Audit & Supervisory Board members (including 3 Outside Audit & Supervisory Board members) • Attendance rate of Outside Audit & Supervisory Board members (Jan. 2020–Dec. 2020) Masaki Fujiwara (100%), Kumi Arakane*1 (100%), Yuichi Yamada*2 (100%)	President and Representative Director and executive officers (35 members)
<b>Frequency</b>	Regular meetings are held once a month (in addition, as needed)	Regular meetings are held once a month (in addition, as needed)	Regular meetings are held once a month (in addition, as needed)
<b>Content</b>	Discusses and decides on important management issues (Matters related to management plans, financial plans, investments, business restructuring, etc.)	Discusses and decides on audit policy, audit reports, etc.	The President instructs the executive officers on policies and decisions made by the Board of Directors. The executive officers report to the President regarding the status of their execution of duties.

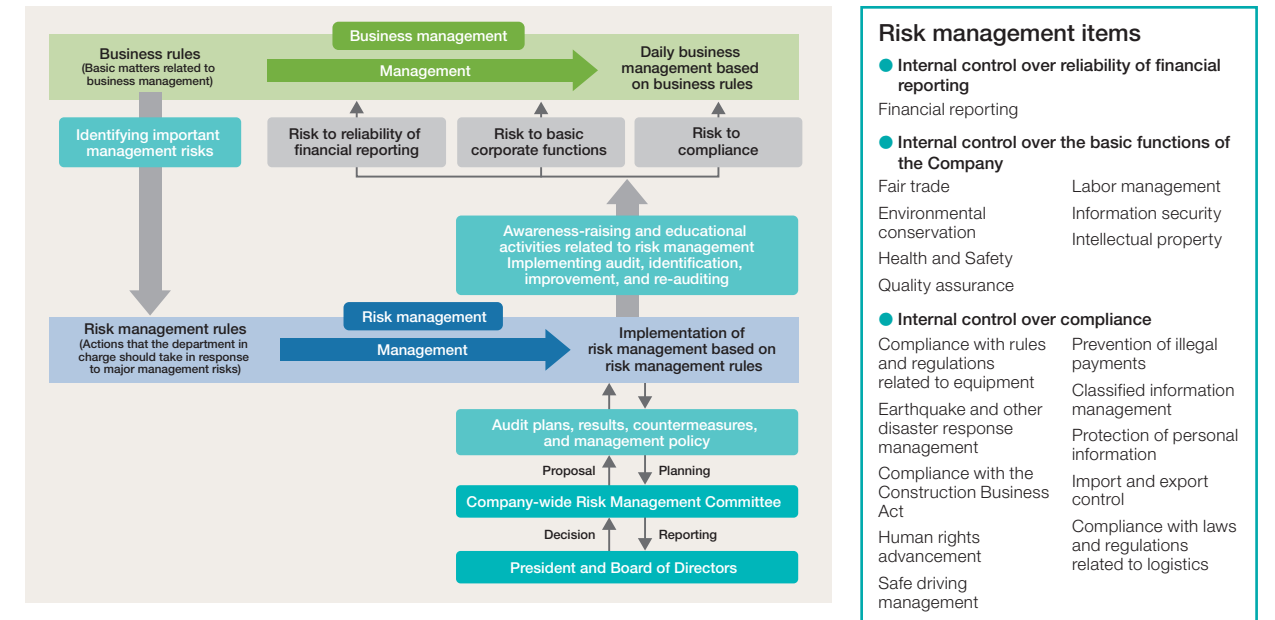
\*1 Ms. Kumi Arakane was appointed as an Outside Audit & Supervisory Board member at the General Meeting of Shareholders held in March 2021.  
\*2 Mr. Yuichi Yamada, an Outside Audit & Supervisory Board member, attended all meetings of the Audit & Supervisory Board held after his appointment in March 2020.

## Internal Control System

The internal control system of the Kubota Group is a mechanism for clearly providing the rules that should be followed during the performance of business, and for checking whether or not business has been managed according to those rules.

This system consists of the segments of “business management,” which entails the performance of business operations based on rules, and “risk management,” which entails the management of major risks in management.

### Internal Control System Overview



- #### Risk management items
- Internal control over reliability of financial reporting  
Financial reporting
  - Internal control over the basic functions of the Company  
Fair trade  
Environmental conservation  
Health and Safety  
Quality assurance  
Labor management  
Information security  
Intellectual property
  - Internal control over compliance  
Compliance with rules and regulations related to equipment  
Earthquake and other disaster response management  
Compliance with the Construction Business Act  
Human rights advancement  
Safe driving management  
Prevention of illegal payments  
Classified information management  
Protection of personal information  
Import and export control  
Compliance with laws and regulations related to logistics

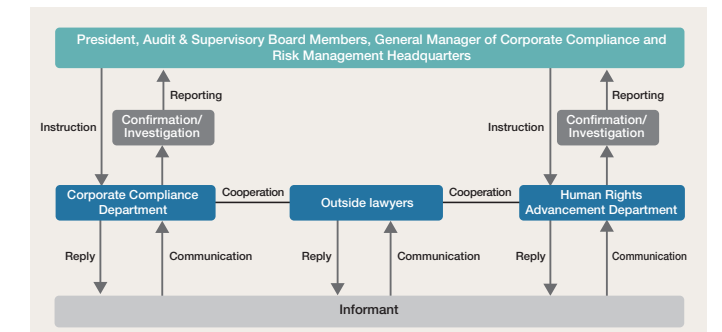
## Whistleblowing System (Kubota Hotline)

As a framework to support risk management, Kubota operates a whistleblowing system. This system aims to prevent, or quickly detect and correct, any illegal or unethical acts as well as to develop an open corporate culture.

<b>Types of contact points and matters handled</b>	Corporate Compliance Department (other than human rights issues), Human Rights Advancement Department (human rights issues), outside lawyers
<b>Available to</b>	Full-time, part-time and temporary employees of Kubota and its Group companies in Japan
<b>Number of cases reported</b>	January to December 2019: 59 cases January to December 2020: 74 cases

\* Each overseas location handles reporting individually and notifies the Kubota head office of any significant issues. (Starting from 2017, all whistleblowing cases in China are reported to the Kubota head office.)

### Flowchart of Kubota Hotline



## Corporate Data (as of December 31, 2020)

Corporate name:	Kubota Corporation	Total number of shares issued:	1,208,576,846
Head Office:	1-2-47 Shikitsu-higashi, Naniwa-ku, Osaka	Number of shareholders:	45,559
Established:	1890	Revenue (consolidated):	¥1,853.2 billion
Capital:	¥84.1 billion	Employees (consolidated):	41,605

Kubota Group's Global Network  
[www.kubota.com/network/](http://www.kubota.com/network/)