

Editorial Note

The Kubota Group publishes this Kubota Report so that all stakeholders may gain a better understanding of the Group's initiatives and value creation.

With this 2021 report we have endeavored to redesign the conventional layout to produce an integrated report on both our business operations and ESG strategies for the purpose of communicating our medium- to long-term vision as a corporation.

In producing this report, we referred to the Ministry of Economy, Trade and Industry (METI)'s *Guidance for Collaborative Value Creation*, among other resources, in an effort to concisely compile information that is most important (material issues) to the enhancement of the Kubota Group's corporate value.



* For details of SDGs (Sustainable Development Goals), please see the United Nations Information Centre website.
www.un.org/sustainabledevelopment/

Relationship between the Digest Version and the Full Version

■ Digest Version (PDF download)

We have compiled an easy-to-understand overview of the Kubota Group, focusing on the Group's long-term vision and medium-term management plan.

■ Full Version (PDF download)

In addition to the content of the Digest Version, we have published a comprehensive Full Version that includes more detailed information about ESG and other topics.

Period covered by the KUBOTA REPORT 2021

From January 2020 to December 2020.

* Matters outside the above period are partially included.

Boundary of the KUBOTA REPORT 2021

In principle, the entire Kubota Group is covered.

* Some statements may refer to the non-consolidated Kubota.

Guidelines consulted

- GRI Sustainability Reporting Standards, 2016, Global Reporting Initiative



GRI content index can be found on p.172.

- ISO 26000, guidance on social responsibility



A comparison chart for the guidelines above can be found on p.180.

- *Environmental Reporting Guidelines 2018*, Ministry of the Environment

Financial Report

Kubota Corporation and its subsidiaries (hereinafter, the "Company") have adopted International Financial Reporting Standards (hereinafter, "IFRS") instead of accounting principles generally accepted in the United States of America (hereinafter, "U.S. GAAP") from the beginning of the fiscal year ended December 31, 2018. The figures for the fiscal year ended December 31, 2017 are also displayed in accordance with IFRS.

Kubota Corporation and 185 affiliates (172 subsidiaries and 13 equity method affiliates)

Environmental Report

The Environmental Report contains the results of environmental activities carried out by Kubota Corporation as well as 171 consolidated subsidiaries and 8 affiliated companies accounted for under the equity method (partial).

Social Report / Others

The Social Report covers social activities carried out by Kubota Corporation and some of its affiliates.