

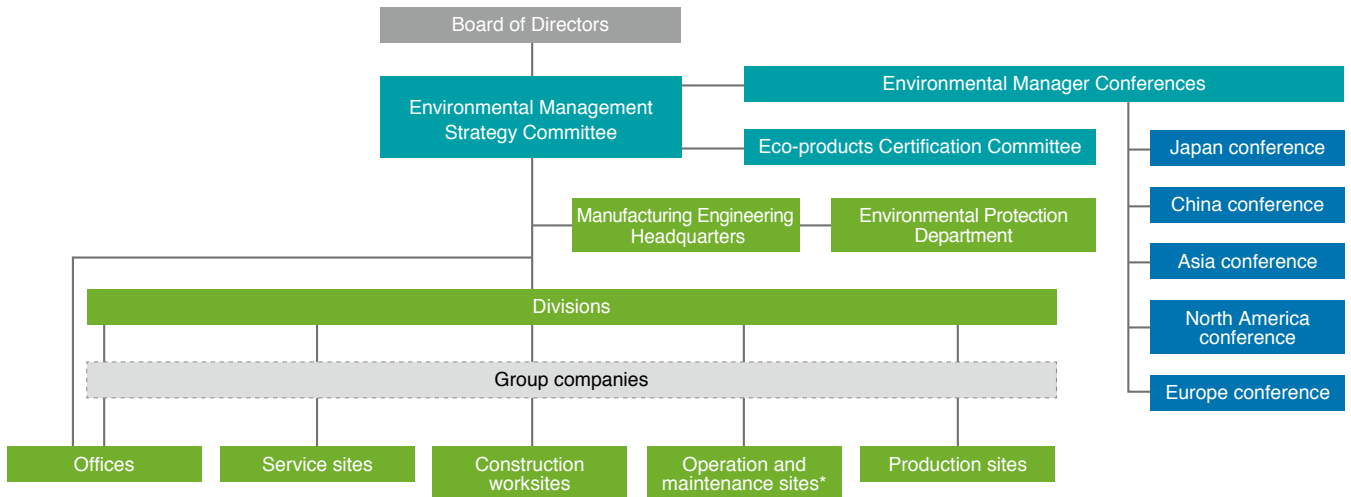
# Environmental Management Promotion System

As a consequence of economic development, numerous environmental problems are occurring all around us, for example, climate change, water risks, and marine plastic waste. As initiatives for transitioning to a carbon-free society and a circular economy gain momentum around the world, corporations are expected to do their part in helping to solve such environmental issues.

While anticipating changes in society, the Kubota Group must formulate strategies for determining the course of action for environmental management so that targets can be achieved. The implementation of a PDCA cycle on a global scale is also essential. Going forward, we will continue to strengthen the framework that underpins our environmental management of contributing to the development of society and conservation of the global environment.

## Organization Structure

In 2014, the Environmental Management Strategy Committee was newly established to take a more strategic and innovative approach to environmental management by management-led promotion. In addition, Environmental Manager Conferences are held for each region—Japan, China, Asia, North America and Europe—to globally advance environmental management across the Kubota Group.



\* Sites engaged in the business of operation or maintenance of environmental plants

## Environmental Management Strategy Committee

The Environmental Management Strategy Committee is comprised of the President and all inside Directors, the General Manager of Planning and Control Headquarters, the General Manager of Manufacturing Engineering Headquarters, the General Manager of Research and Development Headquarters, the General Manager of Procurement Headquarters, and the General Manager of Corporate Compliance and Risk Management Headquarters.\* The Committee discusses the medium- and long-term direction of the Kubota Group’s environmental management, such as medium- and long-term targets and key measures in light of global environmental issues such as climate change and the business environment. It determines priority items and plans that should be carried out in order to reduce environmental impacts and risks, and to enhance the lineup of environment-friendly products. In 2020, the Environmental Management Strategy Committee was held three times in July, September and November.



Environmental Management Strategy Committee

The results of the committee meetings are reported to the Board of Directors and the Executive Officers’ Meeting, and are distributed throughout the Group. It also promotes management based on the plan-do-check-action (PDCA) cycle by assessing and analyzing the progress of the entire Group’s environmental conservation activities and reflecting the results when formulating new plans and policies. We will continue to promote swift environmental management led by members at the management level.

\* General managers are either directors or executive officers.

## Environmental Manager Conferences

The Kubota Group holds Environmental Manager Conferences for each region aimed at strengthening the environment management system and reducing environmental loads and environmental risks on a global basis.

In 2020, due to the COVID-19 pandemic, local study sessions (for identifying issues and considering countermeasures) and problem-solving discussions were unable to be held as usual, so online meetings were organized instead. One session was held for China, and two each for North America and Japan. Local company presidents, environmental managers, and staff members participated in the overseas conferences, while the Japan conference brought together environmental managers and staff members from 24 sites across Japan, including Group companies. The focus of the conferences was on communicating the Kubota Group's policies and initiatives, as well as sharing progress on the Medium-Term Environmental Conservation Targets. Participants also presented case studies on mainly energy-saving measures and environment risk countermeasures.

As for conferences held overseas, since 2017 the Kubota Group has encouraged local business sites to host their own conferences in order to efficiently promote governance, strengthen collaboration, and raise the level of activities within their own region. A conference of five companies in Thailand was launched in December 2017, another with three companies in China's Jiangsu Province in December 2018, and another with six companies in North America in August 2019. Each of these conferences is addressing regional-specific topics by setting targets, regularly inspecting each other's plants, strengthening legal and regulatory compliance, and sharing good practices.

The Group will continue to work diligently to further raise its level of environmental conservation activities across the entire Group by drawing on the contributions of the Environmental Manager Conferences.



North America Conference  
Kubota Manufacturing of America Corporation (US)  
Held online in 2020



Japan Conference  
Kubota Head Office Hanshin Office  
(Held on February 3, 2020)



Please refer to page 83 (Environmental Management) for information about business operations based on our environmental management system.