

Relationships with Employees

Customer satisfaction cannot be accomplished without employee satisfaction. The Kubota Group promotes the creation of comfortable and motivated workplaces where its employees can not only work safely and securely but also feel pride and joy in their work.

In accordance with the Kubota Group Charter for Action & Code of Conduct, which is our global standard for conduct, we carry out audits and interviews at overseas bases with a clear understanding of the circumstances of each country and region, in order to raise the level of employee-related policies across the entire Group.

Creating a Safe Workplace for All Employees

Promoting a Safer Workplace

Kubota formulated its Basic Policies on Safety and Health in April 2013 for the purpose of creating a safer and more secure workplace. Based on these policies, Kubota is enforcing the ethic whereby all people involved in the business, including contractor employees, behave based on the philosophy that “Safety is Our First Priority.”

In addition, three specific instructions to ensure the “Safety is Our First Priority” philosophy were announced by the President.

The Kubota Group’s Mid-term Plan sets out a variety of strategies aiming to achieve a goal of zero Class-A incidents*, centered on promoting inherently safe equipment, ensuring safe operations, and enhancing human resources development to support safety.

* A Class-A incident is one that can lead to a serious incident, such as crushing or entanglement in machinery, due to one of the following causes:

1) contact with a high-heat object, etc., 2) contact with a heavy load, etc., 3) entrapment and entanglement by machines, 4) fall from heights, 5) contact and the like with forklift / vehicle, 6) falling from or contact with agricultural/construction machinery, 7) electric shock, 8) hit by a flying / falling object, 9) acute poisoning by harmful substances, or 10) fires or explosions.

The Kubota Group Basic Policies on Safety and Health

“In the KUBOTA Group, there is no work to be carried out without serious consideration for safety and health.”

To achieve this, we established the fundamental principle that all the people involved in the business shall behave based on the philosophy that “Safety is Our First Priority.”

Safety is Our First Priority

1. All the people involved in the business of the Kubota Group shall observe the determined rules and behave based on the philosophy “Safety is our First Priority,” to protect themselves from accidents.
2. Management executives shall operate the business keeping in mind the philosophy “Safety is Our First Priority,” respect and listen to the voices of frontline worksites, and be reminded that “the worksite is a mirror that reflects yourself.”
3. Management-level employees shall identify any risk that may lead to a serious incident and take faithful action to address such risk, while endeavoring to create a corporate culture that allows straightforward talk about safety and to develop human resources that support safety.

Kubota Group's Mid-term Plan Target and Major Tasks

Kubota is mainly addressing the following tasks, with the target of FY2022 completion.

Target: Zero Class-A incidents

<Major tasks>

1. Promoting inherently safe equipment

- (1) Apply the risk assessment for machine safety to all new equipment.
- (2) Complete measures for existing equipment to achieve the target levels determined in the Safety Control Guidelines for assessment and promotion of inherently safe equipment.
- (3) Work to prevent the recurrence of equipment malfunctions.

2. Promoting safe operations

- (1) Based on the Risk Assessment Guidelines for Work Operations, examine actual operations with reference to the Class-A Incident Prevention Checklist accompanying the risk assessment to eliminate any areas of unidentified risk linked to such incidents.

3. Enhancing personnel development to support safety (the Kubota Group Safety-Aware Employee Development)

- (1) Promote activities to enable all employees to follow the "basic daily cycle" described in the Basic Guidelines for Safety-Aware Employees as a habit.

4. Maintaining and improving a safe and healthy working environment

- (1) Build a database of improvement case studies from certain workplaces and deploy horizontally to other offices and workplaces.

Kubota Group Guidelines for Safety-Aware Employees/ Basic Guidelines for Safety-Aware Employees



Status of Initiatives in FY2020

Kubota implemented the following initiatives in FY2020.

1. Achievement of Level II for existing equipment and Level III for new equipment (6 domestic Group companies and 16 overseas Group companies)

Based on a newly formulated 5-year implementation plan, we are progressing with activities to upgrade to Level II all existing equipment still below that level under the Safety Control Guidelines for assessment and promotion of inherently safe equipment, which categorizes equipment into degrees of safety from Level I to IV. For new equipment, our policy is to ensure safety Level III at the time of deployment, based on the machinery safety risk assessment guidelines that were revised in FY2017.

2. The habit of visualizing abnormalities and shutting off energy supplies (all domestic Group companies)

Kubota is instilling in employees the habit of visualizing abnormalities that occur in equipment, tools, or materials, and completely shutting off energy supplies before approaching any hazard, as well as working to prevent the recurrence of equipment abnormalities.

3. Promotion of risk assessments of work operation activities (all domestic Group companies)

We have revised our risk assessment for work operations with the aims of enhancing the ability to identify risk at worksite and plant departments and promoting measures against residual risk. Through training using the risk assessment, we are working to eliminate any areas of unidentified risk linked to Class-A incidents.

4. Initiatives to instill the Basic Guidelines for Safety-Aware Employees (all domestic Group companies)

We undertake educational activities via the serial publication of messages from the management in our company newsletters, so that it will become a habit for all of our employees to always abide by the Basic Guidelines for Safety-Aware Employees, and that habituation will help achieve our organizational culture.

5. Education on how to teach safe operations (all domestic Group companies)

Kubota has established a method of teaching safe operations that clearly specifies approaches to work-related teaching and the means of confirming and assessing degrees of proficiency, thus offering workers easy-to-understand guidance regarding the work they are in charge of and how to perform their work while avoiding hazards. Through e-learning initiatives, group leaders from manufacturing floors learn how to work more safely, having understood the rationale behind the need to abide by safety guidelines.

6. Maintaining and improving a safe and healthy working environment (all domestic Group companies)

We carry out measurements twice a year at all worksites to continuously monitor conditions at a detailed level. By actively promoting horizontal rollout of examples of good practice, we work to maintain and improve standards Group-wide.

The Kubota Group Safety and Health Target for FY2021

Kubota has clearly set the target below for FY2021, and is promoting Company-wide efforts to create safe workplaces.

Target: Zero Class-A incidents

[Priority implementation issues]

Plant departments

1. Promoting inherently safe equipment
2. Promoting safe operations
3. Developing Safety-Aware Employees
4. Promoting sanitary management
5. Operating the Kubota Group health and safety management system
6. Taking action for Group manufacturing companies outside Japan

Construction departments

1. Developing Safety-Aware Employees
2. Promoting safe operations
3. Promoting inherently safe equipment
4. Promoting sanitary management
5. Promoting environmental management

Raising Awareness of Safety

We provide safety education through messages issued by management and through a range of conferences.

1. Education through management messages

Messages from management (executive officers) around the themes of the Kubota Group Approach to Safety and Safety-Aware Employees* were distributed via the company newsletter and the company Intranet to promote safety awareness throughout the organization.

* Please refer to P121 Kubota Group Guidelines for Safety-Aware Employees/Basic Guidelines for Safety-Aware Employees

2. Education through conferences

In light of concerns about COVID-19 infection, various conferences were held remotely in FY2020.

In Japan, Kubota held a gathering of safety and health managers from manufacturing sites and plant departments in November to review efforts to achieve the Mid-term Plan target and to formulate guidelines for the following fiscal year.

Also in November, the Construction Safety and Health Manager Conference was held for managers to deliberate on the wider roll-out of initiatives to prevent recurrence after a Class-A incident and on safety and health guidelines for the following fiscal year, as well as to share information on revisions to relevant laws.

Safety and health and environmental initiatives have gained momentum in various regions overseas as well. Although some events were canceled due to COVID-19 concerns, exchanges were held between Group companies in Thailand (2 times online and 5 times in-person among local participants) while Group companies in China conducted mutual site visits (2 times). In North America, a Safety, Health and Environmental Manager Conference, first organized by regional Group companies in FY2019, was held twice online in FY2020. In these ways, regionally organized activities are further expanding.

3. Safety education initiatives

Due to COVID-19 concerns, safety and health education, particularly for new employees but also for personnel of all ranks, was conducted online in FY2020. We devised new learning methods, such as group work using online tools that enable joint editing in real time.

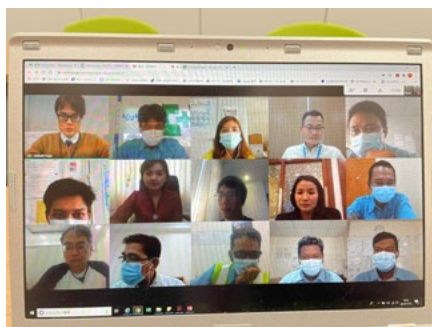
4. Mutual site visits

Kubota conducted safety and health “cross patrols” (mutual site visits) to promote exchanges between worksites in different operational areas, gaining awareness of risks by fresh exposure to other worksite environments, sharing examples of good practices, and encouraging their application in future safety and health activities.

Sharing not just good practices but also the concerns of each worksite led to an opportunity to exchange opinions such as hints for problem-solving and ideas and gain new perspective.



Lectures on safety education held online for domestic bases



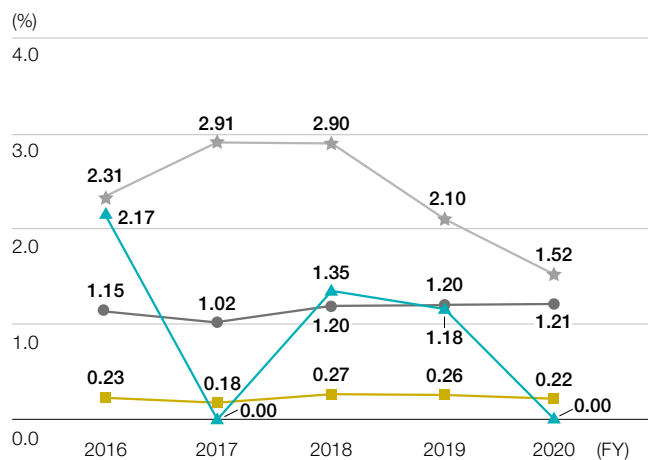
Lectures on safety education held online for overseas bases



Mutual site visit (October 14, 2020). Such exchanges between worksites in different operational areas provided an opportunity to be exposed to good practices and gain new awareness.

Lost Time Incident Rate/Severity Injury Rate

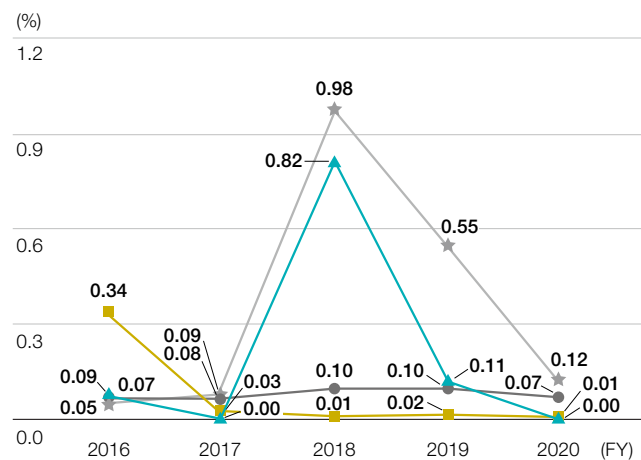
Lost Time Incident Rate (Kubota Corporation)



- Kubota (plants)
- ▲ Kubota (construction)
- Average for manufacturing industry
- ★ Construction industry (average for projects by occupation)

<Lost time incident rate>
 $\text{Work-related deaths and injuries requiring work absence} \div \text{total personnel hours} \times 1,000,000$

Severity Injury Rate (Kubota Corporation)



- Kubota (plants)
- ▲ Kubota (construction)
- Average for manufacturing industry
- ★ Construction industry (average for projects by occupation)

<Severity injury rate>
 $\text{Number of workdays lost} \div \text{total personnel hours} \times 1,000$

Safety and Health Education Implementation Status in FY2020

Safety and health education is provided for each rank, including for new employees (education at the time of employment).

Manufacturing Departments

Name of education program	No. of times held	Total participants
Education for new employees	4	240
Semi-intermediate (for mid-career employees)	2	55
Intermediate (for workplace leaders)	1	40
Training for newly appointed supervisors	4	80
Training for newly appointed foremen	1	15

Other than Manufacturing Departments

Name of education program	No. of times held	Total participants
Education for new employees	1	180
Safety and health education for mid-career entrants at the time of employment	12	160
Machinery safety education	5	70
Training for newly promoted managers	1	145
Training for newly appointed section managers	2	30
Training for newly appointed department managers	1	15
Education for officers (Safety, Environment, and Quality Forum)	1	37

* Figures for the total number of participants are rounded to the nearest five, except in the case of "education for officers."

Sites with Occupational Health and Safety Management System Certification

To ensure safety for employees and provide them with a workplace environment that allows them to feel safe concentrating on their duties, Kubota has acquired OHSAS 18001/ISO 45001 certifications for its business sites below, while establishing an occupational health and safety management system focusing mainly on risk assessment for other sites.

Kubota

Tsukuba Plant	ISO 45001 certification acquired in Nov. 2020 (OHSAS 18001 certification acquired in Dec. 2000)
Keiyo Plant	ISO 45001 certification acquired in Nov. 2018 (OHSAS 18001 certification acquired in Dec. 2002)
Ichikawa Plant	ISO 45001 certification acquired in Nov. 2018 (OHSAS 18001 certification acquired in Dec. 2002)
Hanshin Plant (Mukogawa)	ISO 45001 certification acquired in Oct. 2020 (OHSAS 18001 certification acquired in Nov. 2003)
Hanshin Plant (Amagasaki)	ISO 45001 certification acquired in Oct. 2020 (OHSAS 18001 certification acquired in Apr. 2005)
Hirakata Plant	ISO 45001 certification acquired in Apr. 2019 (OHSAS 18001 certification acquired in Jun. 2007)

Domestic Group companies

Kubota Construction Co., Ltd.	ISO 45001 certification acquired in Dec. 2020
KUBOTA KASUI Corporation	ISO 45001 certification acquired in Dec. 2020

Overseas Group companies

Kubota Materials Canada Corporation	ISO 45001 certification acquired in Feb. 2021 (OHSAS 18001 certification acquired in Aug. 2012)
SIAM KUBOTA Corporation Co., Ltd.	ISO 45001 certification acquired in Sep. 2019 (OHSAS 18001 certification acquired in Jan.-Feb. 2014)
Kubota Baumaschinen GmbH	ISO 45001 certification acquired in Jun. 2019 (OHSAS 18001 certification acquired in Jul. 2014)
SIAM KUBOTA Metal Technology Co., Ltd.	ISO 45001 certification acquired in Nov. 2019 (OHSAS 18001 certification acquired in Dec. 2014)
KUBOTA Engine (Thailand) Co., Ltd.	ISO 45001 certification acquired in Jul. 2019 (OHSAS 18001 certification acquired in Jul. 2015)
Kubota Farm Machinery Europe S.A.S	OHSAS 18001 certification acquired in Feb. 2017
KUBOTA PUMP (ANHUI) CO., LTD.	ISO 45001 certification acquired in Jun. 2019
Kubota Construction Machinery (Wuxi) Co., Ltd.	ISO 45001 certification acquired in Nov. 2019
Kubota Engine (WUXI) Co., Ltd.	ISO 45001 certification acquired in Nov. 2019
Kubota Saudi Arabia Company, LLC	ISO 45001 certification acquired in Jan. 2020

Initiatives to Reduce Risk for Employees Working Overseas

With the collaboration of specialist international medical treatment and security companies, the Kubota Group is working to reduce risk for employees posted overseas and their accompanying family members and for employees on business trips overseas.

By collecting and analyzing security information at the overseas location, we provide information to Group employees in Japan and overseas. To deal with medical needs, we have rolled out a system operating around the clock every day of the year that provides services including consultation with a doctor by telephone from overseas and arrangement of emergency medical transport.

Respecting Human Rights

Basic Policies Regarding Human Rights

The Kubota Group supports the Universal Declaration of Human Rights, respects the human rights of all people, and does not discriminate or violate human rights on the basis of nationality, race, age, gender, sexual orientation, gender identity or disability, or for any other reason.

The Kubota Group does not permit forced labor or child labor, and also requests that its business partners comply in this regard. These policies are declared in the KUBOTA Group Charter for Action & Code of Conduct and put into practice.

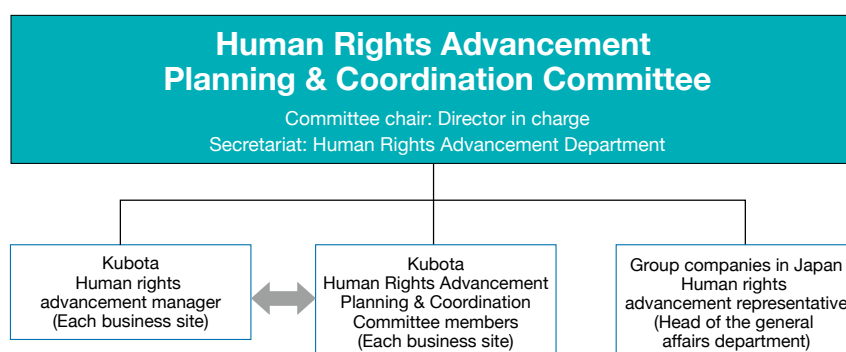
Code of Conduct (excerpts)

- We support the Universal Declaration of Human Rights, and respect the human rights of all people.
- We do not discriminate or violate human rights on the basis of nationality, race, age, gender, sexual orientation or gender identity*, disability, or for any other reason.
* The concept of how one perceives one's own gender.
- We do not permit forced labor or child labor, and also request our business partners to comply in this regard.

Human Rights Advancement System

In Japan, Kubota has a Human Rights Advancement Planning & Coordination Committee headed by a director in charge. Its members at each Kubota site are promoting activities based on the human rights advancement activity policies. At the beginning of each fiscal year, a meeting is held gathering the committee members of all sites.

Besides the committee members, a human rights advancement leader is appointed at each site, who leads the human rights advancement activities of the site.



Human Rights Education

Aiming to create a harassment-free, conducive workplace environment, Kubota plans and provides human rights education programs for all employees, including President and Directors, every year, based on the human rights advancement activity policies. The human rights education program can also be accessed from overseas via a video conference system.

The human rights education programs include rank-based training for new employees and at each site. In addition, to ensure ease of access for participants, we continued to offer training via e-learning in 2020. In 2020, all Kubota employees (in terms of the total number of participants) in Japan received human rights education through internal training or training offered by external organizations.

[Results of Internal Training in 2020]

	Internal training	External training	Total
Kubota	12,820 people	135 people	12,955 people
Group companies in Japan	9,070 people	76 people	9,146 people

Major Internal Education Programs

Training for management executives	222 people (including presidents, etc. of Group companies in Japan)
Training for new employees	815 people (including those from Group companies in Japan, etc.)
Training for newly appointed foremen	18 people (including those from Group companies in Japan, etc.)
Training for newly appointed supervisors	40 people (including those from Group companies in Japan, etc.)
Seminar for harassment consultation office personnel	126 people (including those from Group companies in Japan, etc.)
e-learning courses on human rights advancement	12,804 people (including those from Group companies in Japan, etc.)

* The figures include temporary and re-hired employees.

* For the hearing-impaired, DVD transcripts (or a DVD with subtitles) or lecture texts are provided in advance, so that they can receive training with other participants in the same room.

Major Education Themes

- Prevention of harassment
[Includes prevention of sexual harassment, abuse of authority (power harassment), mistreatment of employees with child-rearing or long-term family care responsibilities (maternity harassment, care harassment) and bullying or indirect disadvantaging of sexual minorities (LGBT*¹, SOGI*², etc.).]
- Training for superiors in responding to reports of harassment and promoting two-way communication
- Social discrimination (Dowa) (such as online discrimination towards minority groups (e.g., Buraku), etc.)
- Issues facing the disabled (Act to Advance the Elimination of Discrimination against the Disabled, the disabled employment ratio, etc.)
- Issues facing foreign residents in Japan (hate-based harassment, etc.)
- UK Modern Slavery Act
- The supply chain and human rights (SDGs)
- Various human rights issues (such as religious affiliation, color vision variations, and universal color design)
- Results of surveys on CSR awareness
- Revision of the employment regulations, etc. associated with the revision of the Equal Employment Opportunities Act and the Child Care and Family Care Leave Act

*1 Acronym of lesbian, gay, bisexual, and transgender

*2 SO (sexual orientation), GI (gender identity).

Major External Training

Kubota also encourages its employees to proactively participate in seminars hosted by corporate organizations addressing human rights issues and government organs.

The 40th Human Rights and Dowa Issue Corporate Awareness-Raising Seminar hosted by the Executive Committee*³: A total of 62 participants (including those from Group companies in Japan)

The 50th Buraku Liberation and Human Rights Summer Seminar hosted by the Executive Committee*³: 15 participants (including those from Group companies in Japan), etc.

*³ Hosted by Osaka Prefecture, Osaka City, Buraku Liberation and Human Rights Research Institute, etc.



Human Rights Training for Management Executives (Dec. 24, 2020)
(Topic: Evolution of the IT Revolution and Corporate Management: From a Human Rights, Cyber Security, and Information Literacy Perspective)
(Speaker: Suehiro Kitaguchi, Professor/Senior Staff, Human Rights Research Institute, Kindai University)



e-learning materials on human rights advancement

Consultation Office System

As remedial action for victims of human rights violation, Kubota established the Kubota Hotline—a whistleblowing system that includes the use of outside lawyers—and consultation office systems at each of its bases, including those overseas, thereby enabling it to respond swiftly to any issues that may arise.



Click here for details on the whistleblowing system (Kubota Hotline).

Number of cases reported on human rights issues (including harassment) in 2020: 58 (20 of which were recognized)

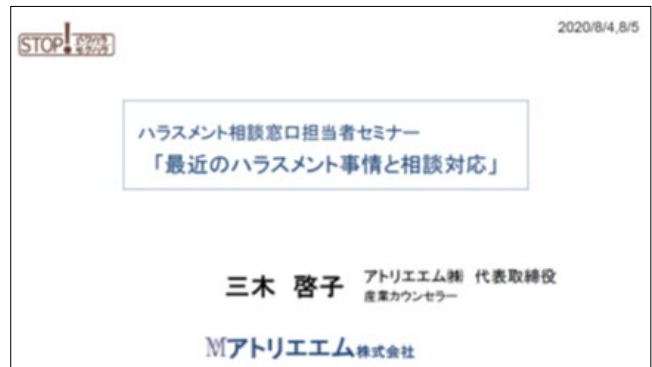
[Whistleblowing System (Kubota Hotline)]

We distribute pocket cards with contact details and introduce such offices through the Company intranet, posters, email magazines, human rights seminars (including via e-learning), and so on.

[Consultation Office System in Japan]

Each year, Kubota holds a seminar for harassment consultation office personnel inviting external lecturers, with the aim of improving their counseling ability and preventing secondary victimization. A total of 126 employees took part in this seminar in 2020, using a web-based system.

The seminar focused on enabling the participants to take prompt and appropriate action against many types of harassment, such as sexual, power, or maternity harassment, or harassment against sexual minorities, without causing any disadvantage to the informant.



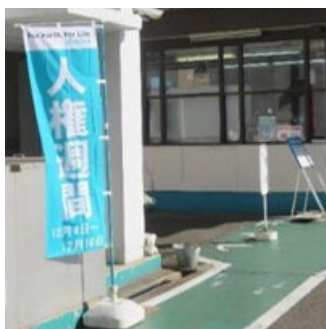
Harassment Consultation Office Personnel Seminar (Aug. 4-5, 2020)
(Lecturer: Keiko Miki, CEO, Atelier M)

Activities to Raise Human Rights Awareness

In order to enhance awareness of human rights, Kubota invites human rights-related slogans from all Japan-based employees, including those from Group companies in Japan, every year, and awards excellent slogans during Human Rights Week, which is celebrated every December.

In 2020, entries were received from a total of 18,434 applicants (an application rate of 85.3%) and the best slogan from each business site was posted on a long strip of paper. Starting from 2016, the awarded slogans have also been posted at distributors.

Human Rights Week Activities at Each Base



Installation of banners (Hanshin Plant)



Installation of banners (headquarters)



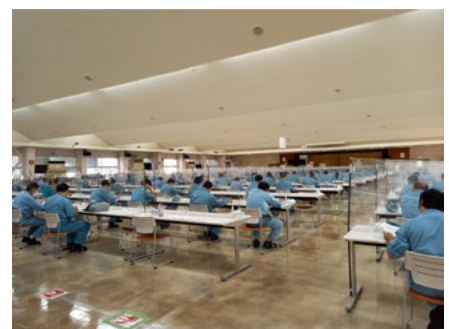
Installation of banners (Keiyo Plant)



Awarding the winner of the human rights slogan contest
(Group company in Japan)



Implementation of human rights training
(Group company in Japan)



Implementation of human rights training (Sakai Plant)

Protection of Privacy

From the perspective of respecting human rights and protecting privacy, Kubota conducts several inspections each year for each base to ensure there are no insufficiencies in investigation tasks such as credit surveys, and there are no problematic contents or descriptions from the perspective of human rights violation included in the investigation reports.

Respecting Human Rights throughout the Supply Chain

Kubota declares in the Kubota Group Charter for Action, “we do not permit forced labor or child labor, and also request our business partners to comply in this regard.”

Also, in its CSR Procurement Guidelines, Kubota declares that it does not permit forced labor or child labor, and also requests that its suppliers comply in this regard. The Guidelines also clearly prohibit the use of conflict minerals*, which are a source of funds for armed insurgents.

In May 2017, the Kubota Group released its Group statement with regard to the UK Modern Slavery Act, and has updated its statement each year, which can be seen on our website.

For employees in Japan, explanation is provided during their human rights education programs. At overseas Group companies, the business site heads of each company provides explanation to the employees.



Click here for details.

www.kubota.com/sustainability/society/procure/data/csrprocure_english.pdf

* Tantalum, tin, tungsten and gold and their derivatives, produced in the Democratic Republic of the Congo and its neighboring countries, which constitute a source of funds for armed insurgents, who have repeatedly committed inhumane acts in these countries.

External Related Organizations

Kubota participates in the external organizations below and is working to create a discrimination-free society.

- The Corporate Federation for Dowa and Human Rights Issues, Osaka (also participating in Shiga, Wakayama, Hyogo, Chiba and Hiroshima)
- Osaka City Corporate Human Rights Promotion Council (with related organizations in each municipality)
- The Center for Fair Recruitment and Human Rights Advancement
- Multi-Ethnic Human Rights Education Center for Pro-existence
- Osaka Career Support & Talent Enhancement Plaza
- Buraku Liberation and Human Rights Research Institute, etc.

Promoting Diversity

Policy on Diversity Management

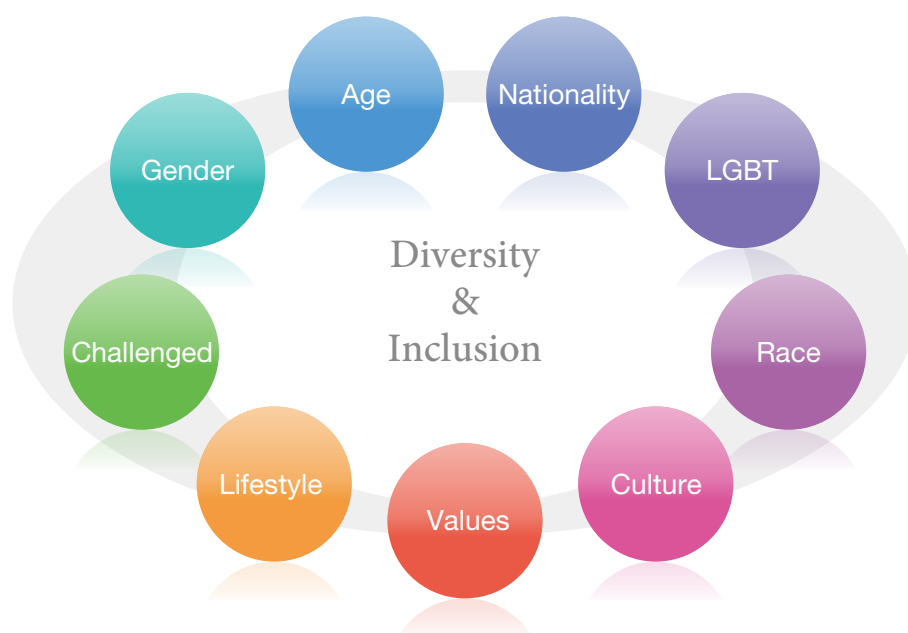
Making Diversity a Priority Commitment

As Kubota expands its operations globally, it is essential for the sustainable growth of the organization to recognize different values and ways of thinking and encourage diverse perspectives. As a first step in promoting diversity, we have been making efforts in the area of women's empowerment by: (1) increasing the number of women hired, (2) creating an environment where women can continue to work amid various life events, and (3) actively promoting the creation of opportunities for women to develop as professionals.

Going forward, while welcoming a diversity of human resources (gender, age, challenged, nationality, etc.), we will not only seek to foster a working environment in which every person can maximize their potential, but also provide long-term nursing care and childcare support and other means to enable employees with various constraints to play a productive role in the organization.

Kubota Strives for Diversity Management that Captures the Potential of Every Individual

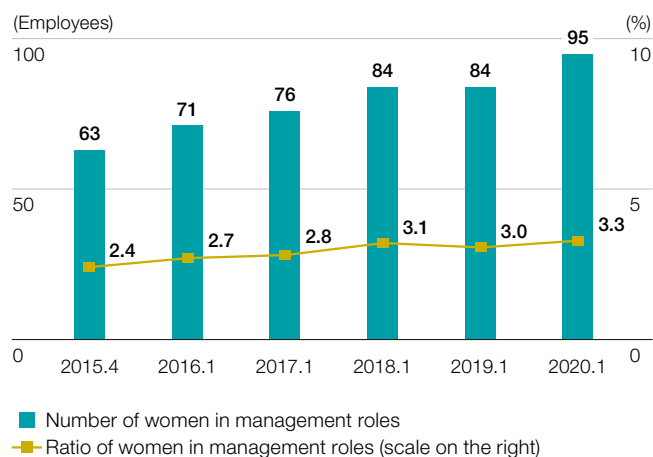
Kubota is a global company engaged in businesses in various regions around the world. Many people work side by side in the workplace bringing differences in language, culture, generation, gender, and values. We seek to accept each person's differences and draw on these as a force in creating new value. The goal of Kubota's diversity management is to transform human diversity into creativity.



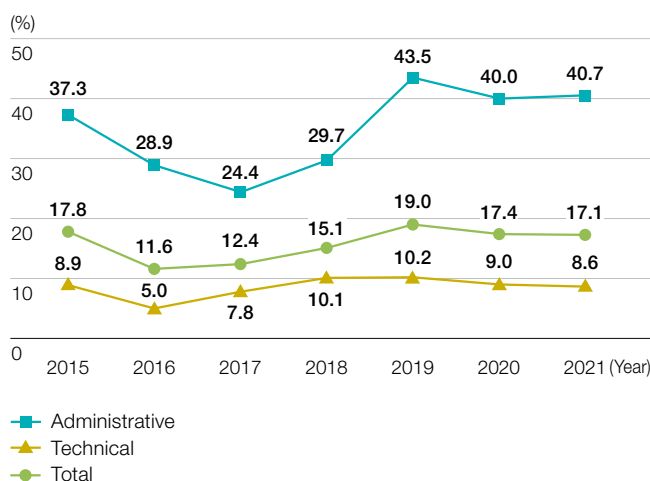
Empowering Women in the Workplace

As a focal point of diversity management, Kubota supports women in the workplace through initiatives such as changing the human resources system and offering various training programs. Having established a Diversity Promotion Office in 2009, Kubota is steadily promoting the advancement of women, such as expanding the occupational scope of women by consolidating occupational roles and other means. The number of women who are promoted to managerial positions has been increasing year by year. The gap in the number of years of working experience between men and women has also been shrinking every year.

Trend in the Number of Women in Management Roles (Kubota Corp.)



Ratio of Women Among Graduate Recruits for Regular Positions (Kubota Corp.)



Offering Various Training Programs to Support Women

To date, Kubota has established Group-wide activities aimed at women's participation in outside forums and networking for the purpose of supporting career advancement and fostering a corporate culture that empowers women in the workplace.

Kubota also held leader development training for female employees expected to undertake leadership roles. The aim of the training is to help the participants develop their careers and play more active roles by acquiring the mindset and skills necessary for a leader.



Leader development training for female employees in staff positions (joint session with supervisors and female managers)

Signed Women's Empowerment Principles (WEPs)

The Women's Empowerment Principles (WEPs) is a set of principles jointly prepared by the UN Global Compact*¹ and UN Women*² in March 2010 to create work and social environments where women's strengths can be leveraged in corporate activities.

The Kubota Group supports these principles and endorsed the doctrine in July 2012, thus positioning gender equality and the empowerment of women as a focal point of its management and pledging to autonomously carry out initiatives.

*¹ Global initiative to achieve sustainable growth in international society announced by the UN Secretary-General at the 1999 World Economic Forum.

*² United Nations entity working for gender equality and the empowerment of women.



Certification for Women's Empowerment Principles

Support for Job Creation and Establishing a Work Environment for People with Disabilities

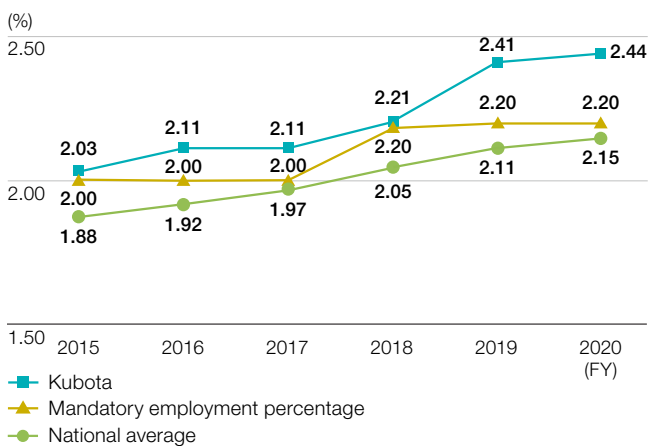
The Kubota Group is active in its initiatives towards the employment of people with disabilities that are aimed at supporting self-reliance, especially through its special subsidiary companies (Kubota Works Co., Ltd. and Kubota Sun-Vege Farm Co., Ltd.)^{*}.

Kubota Works carries out cleaning work, business card and document printing, data entry, and clerical outsourcing. Meanwhile, Kubota Sun-Vege Farm is involved in initiatives to use hydroponic culture to grow vegetables safely and securely with the goals of living in harmony with the community and the practical use of unused agricultural land. The vegetables grown there are used in our company cafeteria and are available for sale to our employees, and some are being sold at supermarkets in Osaka Prefecture.

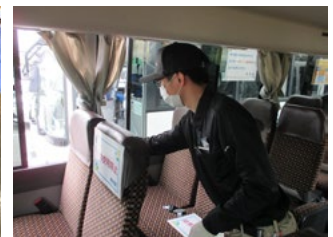
Going forward, we will continue to expand into new business areas and promote further job creation.

^{*} Subsidiary companies where employers give special consideration to the hiring of people with disabilities in order to promote their employment and provide for their social stability.

Trend in Percentage of Employees with Disabilities (Applicable Kubota Group Companies in Japan)



Kubota Sun-Vege Farm Co., Ltd.



Kubota Works Co., Ltd.

FOCUS

Remote Kubota Works Office Tour Held

A remote tour of Kubota Works using Google Meet was held on November 16, 2020 at Naniwa Special Senior High School. Kubota Works has a close relationship with this school, from which it hires new employees. The tour drew 60 participants.

In prior years, Kubota invited students, teachers, and parents from the school to a tour of Kubota Works' head office. In 2020, given the inadvisability amid COVID-19 concerns of bringing large numbers of visitors to the office, there was talk of canceling the event. However, Kubota suggested to the school holding a remote tour using online conference software Google Meet.

Approximately 60 first-year high school students, parents, and teachers participated in the school auditorium, the venue for the remote tour.

Although there were some audio and video difficulties along the way, the connection was generally clear, and the tour was completed successfully. We plan to make even more use of remote tours to raise awareness of Kubota among special schools, organizations involved in employing people with disabilities, and other stakeholders.



Initiatives for Sexual Minorities Such as LGBT Groups

Received Work with Pride Silver 2020

As part of how Kubota promotes diversity, we are promoting initiatives for sexual minorities.

We strive to be a workplace where a diverse workforce can be active regardless of sexual orientation or gender identity, and we are making contributions towards establishing a diverse society where a broad range of values are accepted.



Creating a Vibrant Workplace

Maintenance and Enhancement of the Health of Employees

Kubota established a new Health Management Department at the start of 2021, and will work to further implement and reinforce sound health management practices.

By stepping up its Health Kubota and Genki (Lively) Kubota initiatives that encourage employees to engage in their work with enthusiasm and in good mental and physical health, as well as by rolling out the wellness projects Health Kubota 21 and the Health Mileage system across all Group companies in Japan, Kubota is working to help maintain and improve the health of its employees, and devising ways of encouraging employees to take an interest in their wellbeing and take steps on their own to be healthier.

Health Kubota 21

Slogan : For Tomorrow, For Smile

Objective : To raise the health literacy (self-management ability regarding health) of the insured, thereby increasing those who are able to take voluntary action to develop their health

Health Kubota 21 (2nd Phase) (2013–2022)

Priority Targets: 1) Nutrition and Diet 2) Physical Exercise 3) Quitting Smoking

Item	Nutrition and diet		Physical activity and exercise		Quitting smoking
Contents	Increase the percentage of people who maintain a suitable weight (BMI 18.5–24.9)	Decrease the number of people who skip breakfast three times or more a week	Increase the participation rate in the Walking Campaign	Increase the number of people who exercise at least 30 minutes a day	Decrease the smoking rate
2022 targets	75%	18%	80%	45%	18%

Started Free Loans of Wearable Devices

In FY2018, the Kubota Group started free loans of wearable devices to those who want them to help individual employees to increase their health awareness.

The devices enable the wearers to confirm the number of steps and the amount of exercise they have taken each day, and also visualize sleep time and quality. They are intended to increase the number of employees to take a spontaneous interest in health literacy.

In addition, Kubota is developing a dedicated smartphone app to simplify step count management, and will promote activities to take better advantage of health guidance going forward.



Maintenance and Enhancement of Mental Health

Based on the Safety and Health Guidelines of the Kubota Group, the Kubota Mental Health Improvement Targets were formulated. These targets specify activity objectives and goals, and the tangible actions that need to be undertaken in order to realize them. Based on these targets, our aim is to prevent mental health issues from arising, and detecting those that do at the earliest possible stage, doing so from the perspectives of self-care and line-care.

In regard to self-care, stress checks, training programs and consultation services with medical staff are available, giving individual employees opportunities to recognize their own stress levels and learn how to deal with stress. In FY2020, we conducted self-care training for managers and supervisors with a view to creating vibrant workplaces by having managers and supervisors conduct their own stress management. Personal training programs are also available for personnel in charge of promoting mental health to improve their individual skill levels.

The onset of the COVID-19 pandemic caused a radical shift from conventional working styles to teleworking. To prevent a possible increase in employees suffering mental distress due to an inability to adapt to changes, in October 2020 we began putting out a newsletter, "Kubota from here on out: Caring for the Mind and Body while Working from Home." The newsletter helps employees practice good mental and physical hygiene while working from home.

A stress check system offers fine-tuned support for employees suffering from high stress, such as through meetings with medical doctors for those who want them, and support meetings with nurses for those who do not want to consult doctors. In addition, Kubota will conduct group analysis of the results of the stress checks for each workplace and, based thereon, start working on improving the working environment, with the aim of creating vibrant workplaces.



Mental health training session

Securing a Work-life Balance

In promoting the action plan for general business operators set out in the Act on Promotion of Women's Participation and Advancement in the Workplace, Kubota is eliminating consciousness of gender-based roles in responsibility allocation.

- The gap in the number of years of working experience between men and women is shrinking.
- Over 90% of women are returning to work after taking childcare leave.

In light of the above two points, Kubota proactively encourages its male employees to take childcare leave based on the belief that they should contribute to housework and child-raising so that women may continue to pursue their careers.

For both male and female employees, Kubota promotes the creation of a working environment in which a good work-life balance is ensured.



"Kurumin Mark" for companies with next-generation childcare systems

FOCUS

Kubota Received the Excellence Prize in the Osaka City Mayor's Awards for Leading Companies in Women's Empowerment

Osaka City certifies companies that actively promote initiatives to create organizations in which motivated women can continue to play active roles, support the securement of a good work-life balance, and support participation by men in child-raising, housework, and community activities, as Leading Companies in Women's Empowerment. Every fiscal year, companies that undertake excellent initiatives are selected from among certified leading companies and awarded. This year, prize winners were selected from among 95 organizations that had acquired the certification from January to December 2016.

Kubota Corporation acquired the certificate on March 31, 2016. Kubota's efforts of "steadily advancing the promotion of women by consolidating job systems to expand women's job scopes and other means," and "establishing effective systems to support childbirth and childcare, while encouraging male employees to take childcare leave through enhancing training programs, launching campaigns, publishing awareness-raising leaflets, etc. with the aim of eliminating the perception of fixed gender roles" were highly appreciated.



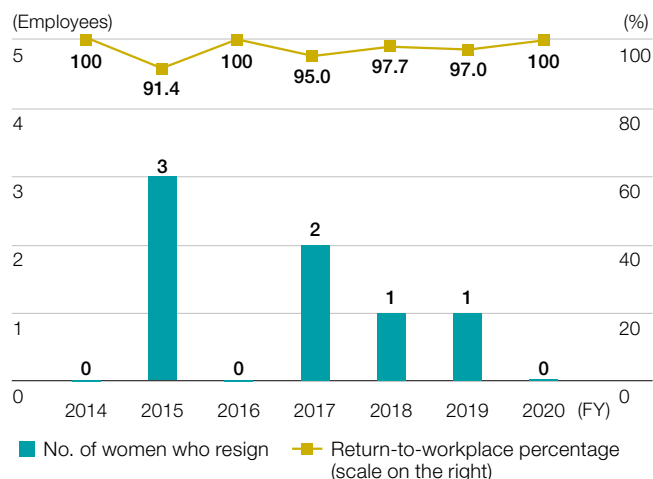
Certification of the Excellence Prize

Training for Employees Returning from Childcare Leave

To dispel concerns regarding returning to the workplace after childcare leave, Kubota provides training for employees who have taken childcare leave, which their supervisors and spouses can attend.

(Kubota emphasizes that taking leave to raise one's children does not mark the end of one's career. Accordingly, we refrain from using the term "holiday leave" and refer to this instead as "childcare leave.")

Trend in the Percentage of Women Who Return to Work After Taking Childcare Leave (Kubota Corp.)



* Talled from April 1 to March 31 of the following year for each year



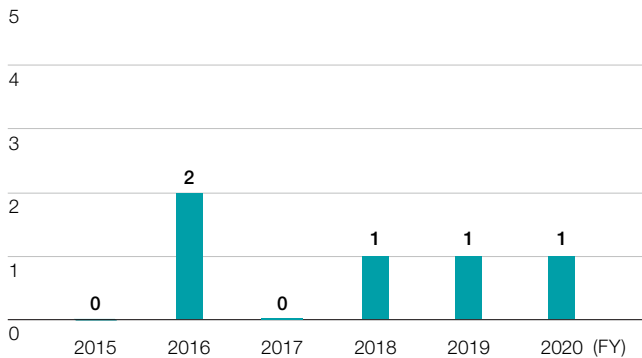
Training for employees returning from childcare leave

System for Leave-taking, Re-entry, Relocating to a New Area

Kubota has put in place a system that allows employees more easily to take leave, re-enter the company, and relocate to new areas. The system is helping prevent as much as possible attrition due to spouse transfers, contributing to employee retention, and supporting employee motivation to continue working.

Participants in Re-entry Program (Kubota Corp.)

(Employees)



Commenced re-entry in Sep. 2012

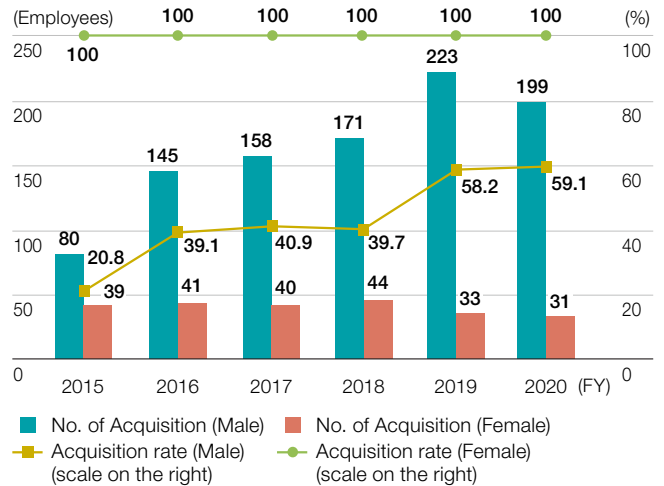
* Nine months between April and December of FY2015 (settlement moved to December)

* From January through December, as of FY2016

Encouraging Employees to Take Childcare Leave

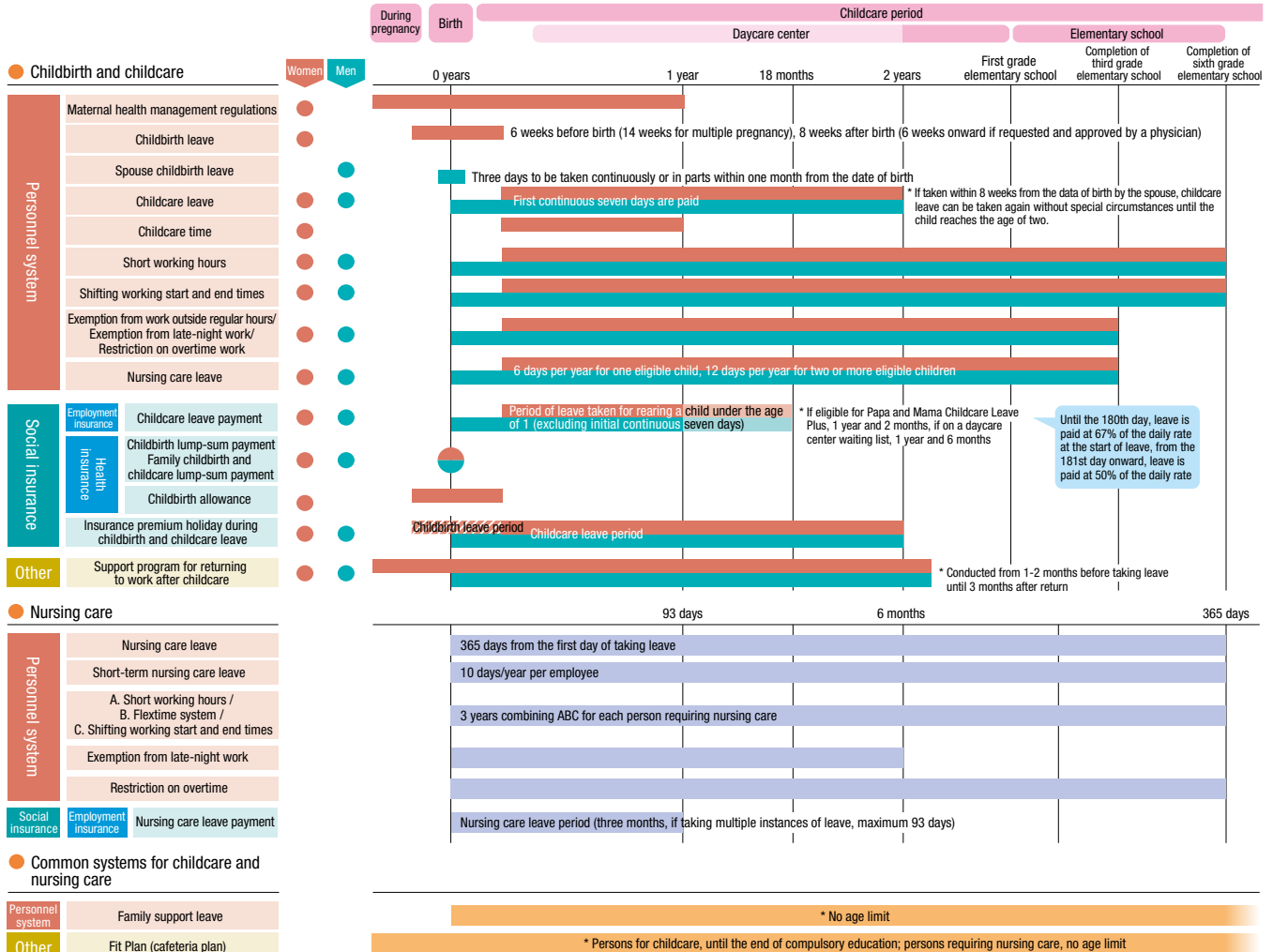
Kubota sets phased targets for the number of male employees taking childcare leave, and actively encourages its use.

No./Percentage using Childcare Leave (Kubota Corp.)



* Tallied from April 1 to March 31 of the following year for each year

Systems Supporting Balancing Work with Family Needs



Promoting the Use of Annual Paid Leave

Kubota encourages employees to use their paid leave days from the standpoint of maintaining their mental and physical health, preventing excessively long working hours, and securing a good work-life balance.

With the promotion policy and specific measures of encouragement shared by labor and management, Kubota encourages the use of paid leave in cooperation with the labor union.

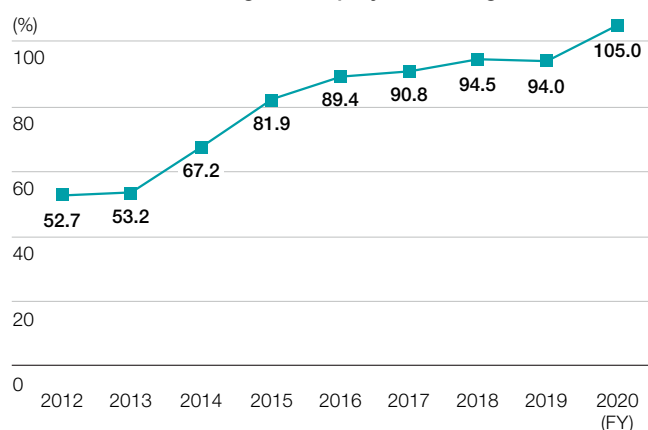
Promotion Policy

1. Recommend that employees take paid leave during labor management negotiations.
2. Create an environment where it is easy to use paid leave.
3. Foster opportunities to rethink the way one works.

Specific Measures of Encouragement

1. Set achievable targets company-wide.
2. Continue and strengthen initiatives unique to each business site, and spread awareness and disseminate information about using annual paid leave.
3. Discuss and implement efficient ways to work, visualize work, and create work manuals to promote communication at each workplace about using paid leave.

Trend in the Percentage of Employees Taking Annual Paid Leave (Kubota Corp.)



* Tallied from March 16 to March 15 of the following year for each year up to 2015

* Tallied from December 16 to December 15 of the following year for each year from 2016

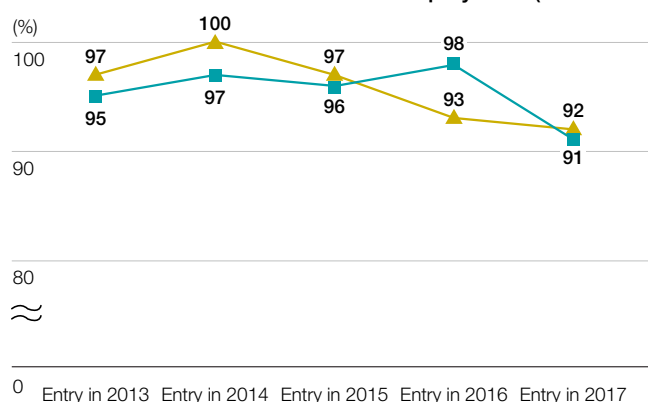
* FY2020 includes extraordinary vacation days related to COVID-19.

Initiatives to Improve the Retention Rate of New Employees

Every year, many new graduates (from universities and high schools) and mid-career entrants join Kubota.

Kubota endeavors to create an environment that allows new employees to retain and play active roles in early stages, by offering training programs before assignment and follow-up support after assignment.

Trend in the Retention Rate of New Employees*¹ (Kubota Corp.) *¹ Rate of employees staying for more than three years after joining the Company



■ Retention rate of new employees (university graduates)

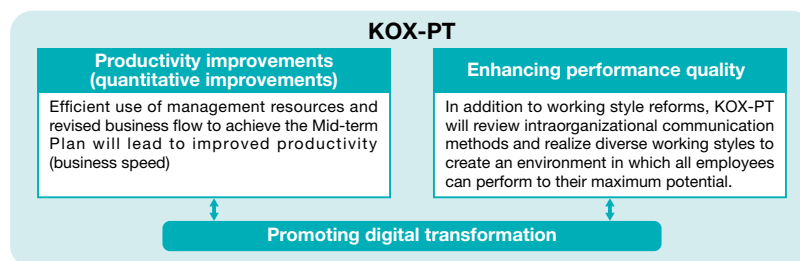
▲ Retention rate of new employees (high school graduates)

Promoting Workstyle Reforms

In July 2020, we launched the Kubota Operation Transforming Project Team (KOX-PT). In addition to assuming the tasks of standardizing back-office operations and making work process improvements which had been carried out since 2017 by the Workstyle Reform Project Team (HK-PT), the new team is working to reinforce Kubota's corporate structure by fully leveraging management resources, particularly human resources, across the entire Group, as well as to boost job satisfaction by building an environment in which individual employees can perform to their maximum potential.

KOX-PT is not simply a part of our working style reforms: The team was launched with the aim of further reinforcing Kubota's corporate competitiveness even in the midst of drastic changes in our business environment. Kubota currently faces the accelerated globalization of our industries, while the entry of newcomers into our markets is having a significant technology impact. This is the climate in which we have to achieve our corporate goals. Thus, KOX-PT's first priority is to improve productivity (business speed) by making efficient use of management resources and revising business flows to achieve our Mid-term Plan.

In FY2020, Kubota transitioned to teleworking, primarily for our office-based departments, in response to the COVID-19 crisis. For non-office worksites, we made use of teleworking depending on the work content. Working from home is expected to become standard practice going forward, and Kubota has to evolve its working styles to adapt. We will not only revise various personnel systems, but will also explore the best use of office spaces, both to enable new working styles and also achieve more active internal communication that leads to results under any environment, while realizing diverse working styles for employees.



KOX-PT will actively incorporate digital transformation into various job-related actions to boost work productivity and employee performance.

[Examples of KOX-PT Activities]

1. Promoting digital transformation in internal operations

The team is striving to improve work efficiency and achieve more active internal communication through the use of digital tools.



Active use of online meeting tools

2. Holding working style study workshops

The team is incorporating employee feedback into its planning and implementation of measures to enable new Kubota working styles.



Sharing ideas at a working style study workshop

3. Introduction of 1-on-1 meetings

At Kubota, we are aiming not only for more active communication in the workplace but also seek to create an environment where managers can actively support their staff's growth and help them take on new challenges.



1-on-1 meeting between a manager and staff member



Kubota developed and distributed its own 1-on-1 meeting guidebook

Personnel Measures in Tune with Globalization

Expanding the Overseas Trainee System

From the World to Japan

As overseas businesses are expanding rapidly, it is urgently necessary to develop human resources who are capable of playing a core role in promoting the autonomy of overseas sites.

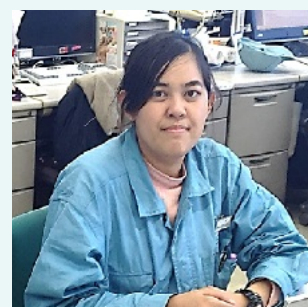
Under these circumstances, Kubota started an overseas trainee system in 2015 with a view to developing candidates for managers and supervisors, and engineers at overseas sites.

Kubota has accepted a total of 33 trainees so far. While continuing to receive trainees from China, Thailand and Indonesia, the Company will also invite trainees from other areas, thereby promoting human resources development to help foster the autonomy of overseas sites.

VOICE

I Worked at the Tsukuba Plant as a Trainee from KUBOTA Engine (Thailand) Co., Ltd. (KET) for About a Year.

I worked at the Tsukuba Plant, the mother plant of KET in Thailand, as a trainee for about a year. At KET, it takes more time than at the Tsukuba Plant to solve the same problem in terms of quality, cost, or productivity. During this training, I learned various problem-solving approaches, such as 4M analysis and the 3-Gen Principle. After returning, I will form a promotion committee concerning quality, cost, and productivity and make KET a strong plant with SEQCD equivalent to the Tsukuba Plant.



Wanthida Taraket
KUBOTA Engine (Thailand) Co., Ltd.

From Japan to the World

Since 1997, Kubota has dispatched a number of employees to its overseas subsidiaries and affiliated companies each year for training purposes. Since 2016, Kubota has dispatched trainees to agricultural universities in Europe to learn the latest precision farming for two years. Kubota will continue to dispatch employees overseas as one of its most effective initiatives to foster global human resources.



Study at Harvard Business School

As the pace of globalization accelerates, we aim to quickly develop human resources who can compete with the world's leading companies by increasing the global standards and advanced business skills of our personnel and cultivating a global mindset. To achieve this goal, each year we select two Kubota employees to study at Harvard Business School.



Personnel Policies and HR System (Kubota)

Basic Personnel Policies

Foster a corporate culture full of vigor with emphasis on taking on challenges and creativity.
Find the right person for the right job based on their abilities and ambitions.

Basic idea of personnel system operations

1. Equal opportunity Each employee can strive to attain any role or position.
2. Right person for the right job Aim to place the right person in the right job based on their abilities and ambitions.

Overview of Personnel Training, Performance-based Promotion and Compensation

There are three career paths comprising expert positions, staff positions and technical positions for different roles and responsibilities. The personnel system offers personnel training, and performance-based promotion and compensation for each of these career paths. Employees can change career paths based on their abilities and ambitions.

Career	Expert positions (management class)	Staff positions (administrative and general class)	Technical positions (technical class)
Definition of personnel (main roles)	People who drive the business, solve problems that arise in operations, and exhibit a high level of performance based on their willingness to take on challenges, advanced expertise, abundant knowledge and extensive experience and know-how	People who contribute to the business, take on challenges for their own growth, and take on broad responsibilities, especially work that requires expertise, creativity and experience, while aiming to establish a field of expertise	<div>■ People who are in charge of work responsibilities, supervise and nurture subordinates, and achieve work objectives</div> <div>■ People who improve work processes based on advanced skills, knowledge and experience, and can perform complicated work</div>
Training and education	<div>■ Department and section head class: management training</div> <div>■ Upcoming management assistants: selective training</div>	Specialized training for specific objectives that employees can choose on their own from a curriculum of about 140 courses of varying difficulty and subject matter	Rank-based training to improve technical skills and quickly foster supervisors with a particular focus on training in the “5-Gen” principles
Evaluations	<div>■ Employees set targets with their bosses at the start of the year. Meetings are held during the year to evaluate progress towards these targets, followed by a self-evaluation and a review meeting on the achievement status at the end of the year.</div> <div>■ Bosses evaluate their subordinates, including their performance of processes and work behavior.</div>		<div>■ Executives set targets with their bosses at the start of the year. Meetings are held during the year to evaluate progress towards these targets, followed by a self-evaluation and a review meeting on the achievement status at the end of the year.</div> <div>■ Non-executives endeavor to achieve the targets set with their bosses.</div> <div>■ Both executives and nonexecutives are evaluated comprehensively based not only on the achievements and results, but also on their attitudes, behavior and roles.</div>
Rotation	The work responsibilities of each employee are reviewed periodically, taking into consideration workplace needs and the employee's preferences, to avoid having employees perform the same work for long periods.		
Ranking (Basis upon which compensation is determined)	<div>■ Five rankings</div> <div>■ Moves up in the rankings based on contribution to performance</div>	<div>■ Seven rankings</div> <div>■ Moves up in the rankings based on contribution to performance (Some require testing)</div>	<div>■ 11 rankings</div> <div>■ Moves up in the rankings based on contribution to performance (Some require testing and technical qualifications)</div>
Salaries	Each ranking has upper and lower limits to its monthly salary.		
Bonuses	Bonuses are designed to reflect consolidated performance and individual performance.	Bonuses are designed to reflect individual performance and bonus amounts set as standards in annual labor-management negotiations.	
Retirement benefits	Retirement benefits are based on a point system that reflects rank, years of service, and evaluation.		

Fostering a CSR-based Mindset

Activities for Instilling the Corporate Principles

—Instilling a Mindset Capable of Resolving Social Issues

As globalization of the economy and advancement of diversity have enabled the employment of a wide variety of personnel, there is a growing need for all Kubota Group employees around the world to understand and share, across national borders, generations and job ranks, the basic philosophy and concepts that serve as the basis of the Kubota Group's global management. All employees of the Kubota Group are expected to understand and recognize the Group's founding spirit and common values, thereby further enhancing loyalty and advancing the Group-wide promotion of business activities. To this end, the Kubota Global Identity, global common corporate principles of the Kubota Group, were established on October 1, 2012. In order to instill these corporate principles throughout the entire Group, including at overseas bases, Kubota has systematically promoted activities since FY2013.



Click here for the Kubota Global Identity.

www.kubota.com/corporate/identity/

These activities were conducted annually worldwide under a five-year plan between 2013 and 2017. Since 2018, we have shifted the focus of activities to new employees and we continue to work on instilling the corporate principles among employees so that each person can regularly review their understanding of them mainly by holding conversations about the principles and highlighting the thoughts of employees in company newsletters. Moreover, given that FY2020 will mark 130 years since Kubota's establishment, there will be opportunities for employees once again to study the thoughts and words of the company's founder, look back on the history of the Kubota Group, and reconfirm the growing expectations placed on us by the international community to make contributions in the areas of food, water, and the environment. The Kubota Group's corporate principles in many respects tie in with the SDGs, the goals toward which the global community is now aspiring. In FY2020, we are conducting an e-learning program considering the relationship between the SDGs and the Group.

Participation Statistics for Our Corporate Principle Activities (Including Temporary Employees)

Fiscal year	Activity step (five-year plan)	Number of participants	Degree of satisfaction*
FY2013	(1) Acknowledgement	28,969	71%
FY2014	(2) Understanding	35,470	73%
FY2015	(3) Practice and application	35,089	78%
FY2016	(4) Concrete practice	40,855	83%
FY2017	(5) Concrete practice (continued)	41,400	79%

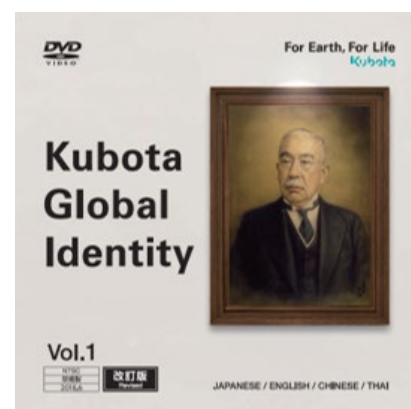
* Numbers reflect the percentage of people responding at least "somewhat satisfied" for degree of satisfaction at lectures held in Japan

Attendee Impressions (new employees)

- On the DVD, there was a statement from the founder: "Everything we do must be not only technologically superior, but also useful to society." Hearing that made me want to create useful to society, too. Learning about Kubota's company history, I thought, from now on it's our job to create a new history.
- I used to recite words about Kubota's global identity in daily workplace gatherings without giving them much thought, but the symposium really brought it home to me. It's something I didn't really understand very well working at the plant, but it was really encouraging to watch the DVD and realize that there are people all over the world working in the same spirit. It made me glad I joined Kubota all over again.



Attendees at the corporate principles symposium held on February 6, 2020 (from our company newsletter)



The DVD conveying Kubota's corporate principles is distributed overseas as well. It includes chapters on the founder's story, 130 years of Kubota history, and challenges going forward.

FOCUS

Internal and External SDGs Awareness & Publicity Activities

In FY2020, the Kubota Group implemented the following activities.

■ Activities to Instill and Improve Awareness of Our Corporate Principles in Kubota Group Employees

- As part of the 2020 Kubota management policy, each division is instructed to share case studies of SDGs internally and disseminate them to outside stakeholders (January)
- A series of special feature articles about the SDGs in company newsletters (throughout the year)
- Display of original posters designed to instill further awareness among Group employees (continuing from the previous year)
- Conducted SDGs awareness training for Kubota Group officers and employees worldwide (from July)
- Explanations via rank-based training sessions (throughout the year)
- Education via CSR-awareness surveys and checking levels of awareness (August to October)

■ Introduction of Our Corporate Initiatives to Our Stakeholders

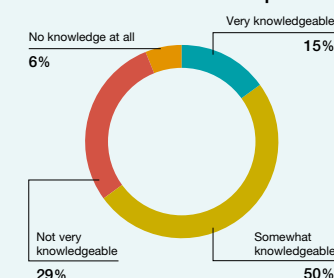
- Responding to requests to give talks to junior high school, high school, and university students
- Presentation of our initiatives at symposiums, lectures, exhibitions, investment expos, and other events
- Engagement with institutional investors
- Engaging in dialogue with CSR experts and external management

Kubota stands behind the aims of the “SDGs trains” that started running in 2020 on several railway lines in Japan, and is striving to raise awareness by displaying its own original posters in train cars to help passengers and local residents learn more about the SDGs.

* Wrap advertising trains carrying SDGs-related themes operated by Hankyu Railway, Hanshin Electric Railway, and Tokyu Railways. Each car is wrapped on the outside with information on the SDGs, and the original posters of sponsoring companies are displayed on board. All the trains run on environmentally friendly renewable energy.



SDGs Awareness in the Kubota Group



From a FY2020 CSR awareness survey conducted on Kubota Group employees in Japan



Original posters portraying Kubota's engagement in the areas of food, water, and the environment, using cute animals drawn by illustrated book author Tomonori Taniguchi.

See the following website for more information about the SDGs trains. (only in Japanese)



Hankyu Hanshin Holdings, Inc.

www.hankyu-hanshin.co.jp/yume-machi/sdgstrain/gallery.html



Tokyu Corporation

tokyugroup.jp/sdgs/

Rank-based CSR Training

Since the scope of CSR covers a lot of ground, when employees enter the company or are promoted, our CSR Planning Department conducts rank-based training to explain and educate employees about general CSR issues and compliance, in addition to more detailed information about such issues as product quality, the environment, safety, and human rights. The CSR Planning Department employs tools such as PowerPoint presentations and various pamphlets, and also weaves in case studies, to teach employees about Kubota's approach to CSR management and provide an overview of plans and initiatives for undertaking philanthropic activities and promoting compliance.

FY2020 Statistics (Lecturers from the CSR Planning Department)

* Some educational events were conducted by video in FY2020 due to concerns about COVID-19.

	Participants	Timing	Length (per session)	Notes
Kubota	Newly appointed section managers	October 2020	60 minutes	
	Employees promoted to expert positions	April 2020	50 minutes	
	New staff hires	April and May 2020	45 minutes	Two sessions on separate topics
	New mid-career hires	January to December 2020 (monthly)	60 minutes	Held in the month the employee was hired
	Newly appointed foremen	October 2020	60 minutes	
	Newly appointed supervisors	July and September 2020	90 minutes	Split up into 2 sessions for participants

CSR Forums for Management-level Employees and Other Activities

Kubota holds an annual CSR Forum, a lecture for directors and managers providing information on Corporate Social Responsibility (CSR) efforts.

In 2020, given the difficulties of holding large in-person gatherings due to COVID-19, and recognizing the value of enabling a frank exchange of opinions between Kubota directors and outside experts, we limited the number of participants and held a CSR Dialogue in October instead.

(Please refer to the Special Feature to read about the CSR Dialogue.)

The following is a summary of forums from the past seven years.

CSR Forums and Other Activities (Past Seven Years)

Timing	Lecturer	Topic	Participants (including participants via video conferencing system)
Dec. 2014	Lawyer	Adapting to environmental changes and compliance	147
Sep. 2015	Lawyer	Global compliance management	163
Sep. 2016	University professor	Considering sustainable management for the Kubota Group	195
Sep. 2017	Lawyer	The roles of management executives in preventing/responding to corporate scandals	268
May 2018	University professor	Water, food, the environment, and SDGs	233
Jul. 2019	University professor	A manufacturing strategy in the age of digitalization	276
October 2020 CSR Dialogue	Journalist	Pandemics and the future of CSR/ESG management and the SDGs	Six internal directors, including the Chairman and President

Employee CSR Awareness Survey

From August to October 2020, we conducted a Kubota Group Employee CSR Awareness Survey. This time, Kubota employees working abroad were also included in the target audience. The survey gauged the understanding and awareness of employees regarding Kubota's corporate principles, Code of Conduct, and CSR management and compliance, and also sought to confirm their thoughts about the workplace environment. In the section where employees can freely voice their opinions, many respondents provided honest points of view on how the Kubota Group could be improved. The Company's responses to these opinions and other feedback are communicated to employees through the Company intranet. Feedback on the results of the survey at each Group company are also provided separately.

The CSR survey is a valuable form of communication between employees and the Company, and we plan to continue conducting it every year as a means of increasing employee awareness and identifying areas for continual improvement as a company.

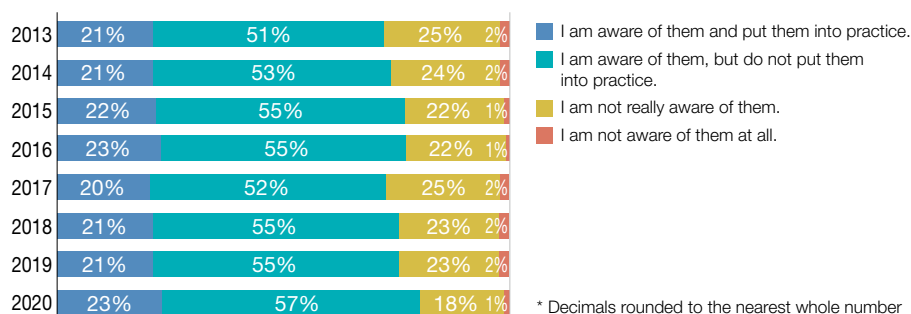
Respondents

Fiscal year	Number of respondents	Percentage of free opinions*
FY2013	6,366	10%
FY2014	7,316	8%
FY2015	7,696	9%
FY2016	8,427	10%
FY2017	11,659	9%
FY2018	12,840	12%
FY2019	13,007	14%
FY2020	15,275	13%

* The percentage of respondents that also provided an opinion

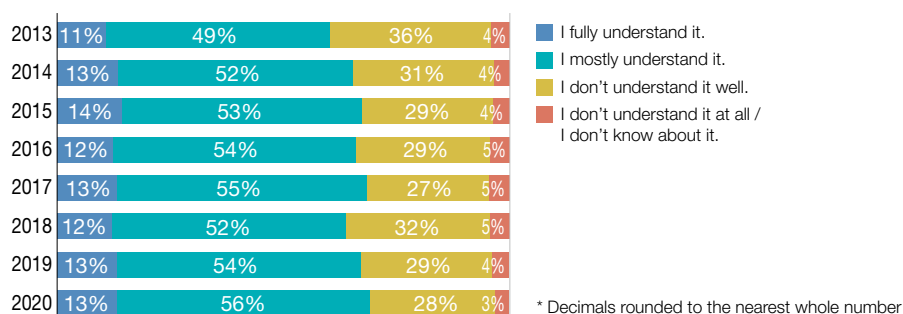
Answers to Key Questions in the Employee CSR Awareness Survey

Are you aware of the Kubota Group's mission of helping to solve issues surrounding food, water, and the environment—the elements essential to human survival—as well as our brand statement “For Earth, For Life,” and have you considered what you can do in your position?



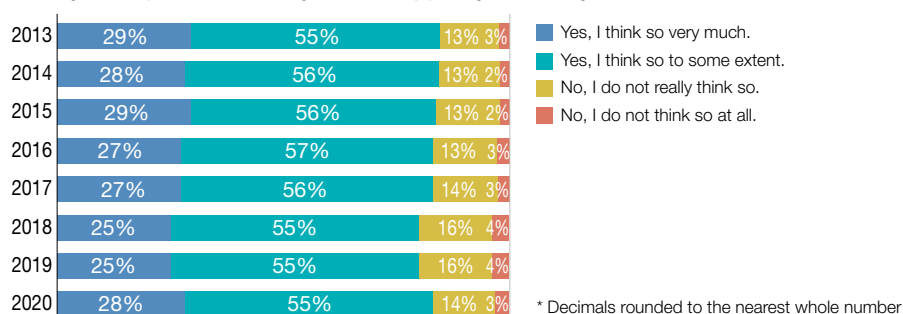
Since the start of activities to instill awareness of the corporate principles in FY2013, ongoing efforts to communicate information to employees (whether it be activities implemented annually or from time to time) is leading to an entrenched sense of awareness.

Do you have a good understanding of the Kubota Hotline system?



We continue to promote awareness of the Kubota Hotline (internal whistleblowing system), improving understanding of its benefits.

Does your superior listen to you and support you when you are troubled with something?



Kubota has repeatedly stressed the importance of managers communicating with their staff. This helped bring about an improvement in communication even during the COVID-19 crisis.