

An “Essentials Innovator for Supporting Life,”

Committed to a Prosperous Society and Cycle of Nature

Purpose of the Kubota Group INTEGRATED REPORT 2022

Kubota Group INTEGRATED REPORT 2022 concisely compiles information on the Kubota Group’s approach and future prospects for raising corporate value sustainably, such as business activities determined by business models we have constructed in line with management strategies from medium- and long-term perspectives, as well as ESG initiatives.

Period covered by the INTEGRATED REPORT 2022

From January 2021 to December 2021

* Matters outside the above period are partially included.

Boundary of the INTEGRATED REPORT 2022

In principle, the entire Kubota Group is covered.

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



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

Kubota Group INTEGRATED REPORT 2022 Contents

Contents	Starting Point for Value Creation	Determination behind Value Creation	Front Lines of Value Creation	Value Creation Strategies	Value Creation in Practice	Foundation of Value Creation	Financial & Corporate Information	
	3 The Founding Spirit of Kubota’s Founder / Corporate Principles	5 Top Message	11 Special Feature 1 The Route to Realizing Our Long-Term Vision “GMB2030” 17 Special Feature 2 Kubota’s Goal of a Sustainable Society 21 The Kubota Group in Numbers	23 History of the Kubota Group 25 Social Issues in the Fields of Food, Water, and the Environment 27 Long-Term Vision “GMB2030” 29 The Kubota Group’s Total Solutions	31 Materiality That We Take as Key Management Issues 33 Mid-Term Business Plan 2025 39 Message from the Executive Vice President 41 Financial Strategy 43 Financial Highlights	45 Farm & Industrial Machinery 47 Water & Environment 49 Promoting K-ESG Management Non-financial Highlights 51 Environmental 55 Social 59 Governance 65 Special Feature 3 Messages from Outside Directors	69 Financial Information 73 Corporate Information	
Details	The Kubota Group’s corporate principles and the spirit of Gonshiro Kubota that has been passed down since he founded the company.	Determination of the Kubota Group as it continues to take on the challenge of resolving social issues in the fields of food, water, and the environment as it heads toward 2030.	Latest initiatives to realize the Long-Term Vision “GMB2030.”	The value Kubota has delivered so far and future social issues it is concentrating on. Overall management strategy that	takes a medium- and long-term perspective as well as Kubota’s progress from a financial viewpoint.	Initiatives aimed at resolving issues in food, water, and the environment fields by division.	ESG initiatives that are putting the Kubota Group business on a sustainable path.	Major financial statements for FY2021 and basic information about the company.
Kubota’s corporate website	Corporate Principles www.kubota.com/corporate/identity/ 130th Anniversary Website Minute of Kubota 130 Years www.kubota.com/130th/	Corporate Information ▶ Top Message www.kubota.com/ir/corporate/message/ Sustainability ▶ Top Message www.kubota.com/sustainability/message/	Open Innovation www.kubota.com/innovation/open-innovation/ Environmental Management Basic Policy www.kubota.com/sustainability/environment-basic-policy/	Evolution of Kubota Technology www.kubota.com/innovation/evolution/ Our Business www.kubota.com/corporate/business/ Long-Term Vision “GMB2030” www.kubota.com/corporate/vision/	Mid-Term Business Plan 2025 www.kubota.com/ir/corporate/plan/ Financial Highlights www.kubota.com/ir/highlights/index.html	Kubota’s Business Divisions and Advantages www.kubota.com/ir/corporate/business-features/	Sustainability www.kubota.com/sustainability/ Financial Reports www.kubota.com/ir/financial/ Kubota’s Past, Present, and Future www.kubota.com/ir/corporate/next-stage/	

Kubota Group INTEGRATED REPORT 2022 is an annual report that focuses primarily on approaches in line with medium- and long-term management strategies, and future prospects. For more details, please see the Kubota’s corporate website.

Main information disclosure tools	Details
Kubota’s corporate website	A website that covers everything about Kubota, including the Long-Term Vision “GMB2030” and the Mid-Term Business Plan 2025.
Kubota Group INTEGRATED REPORT 2022	An annual report that focuses on Kubota’s approach, based on management strategies that take a medium-to-long-term perspective, and its future outlook.
Kubota Group ESG REPORT 2022	An annual report that provides particular detail on Kubota’s ESG-related initiatives.
Corporate Governance Report	A report listing details of systems and policies based on Kubota’s Corporate Governance Code.
Annual Securities Report	An annual report that provides particular detail on Kubota’s finances.

