

Financial Information

Consolidated statement of financial position

(Unit: millions of yen)	Dec. 31, 2021 (As of Dec. 31, 2021)	Dec. 31, 2020 (As of Dec. 31, 2020)	(Unit: millions of yen)	Dec. 31, 2021 (As of Dec. 31, 2021)	Dec. 31, 2020 (As of Dec. 31, 2020)
ASSETS			LIABILITIES		
Current assets			Current liabilities		
Cash and cash equivalents	258,639	222,919	Bonds and borrowings	504,335	366,038
Trade receivables	574,349	592,027	Trade payables	392,331	323,607
Finance receivables	380,865	317,626	Other financial liabilities	96,740	87,445
Other financial assets	50,875	49,967	Income taxes payable	33,546	14,676
Inventories	510,065	373,998	Provisions	52,208	39,736
Income taxes receivable	8,430	9,700	Other current liabilities	234,579	194,924
Other current assets	83,822	72,305	Total current liabilities	1,313,739	1,026,426
Total current assets	1,867,045	1,638,542	Noncurrent liabilities		
Noncurrent assets			Bonds and borrowings	590,174	508,398
Investments accounted for using the equity method	43,768	36,124	Other financial liabilities	33,375	31,537
Finance receivables	1,029,488	807,342	Retirement benefit liabilities	14,899	16,144
Other financial assets	154,781	138,583	Deferred tax liabilities	31,027	28,088
Property, plant, and equipment	496,312	424,672	Other noncurrent liabilities	5,323	4,539
Goodwill and intangible assets	95,884	72,539	Total noncurrent liabilities	674,798	588,706
Deferred tax assets	50,423	43,641	Total liabilities	1,988,537	1,615,132
Other noncurrent assets	35,809	27,874	EQUITY		
Total noncurrent assets	1,906,465	1,550,775	Equity attributable to owners of the parent		
Total assets	3,773,510	3,189,317	Share capital	84,130	84,130
			Share premium	84,886	84,943
			Retained earnings	1,439,560	1,325,764
			Other components of equity	69,515	(18,162)
			Treasury shares	(134)	(636)
			Total equity attributable to owners of the parent	1,677,957	1,476,039
			Noncontrolling interests	107,016	98,146
			Total equity	1,784,973	1,574,185
			Total liabilities and equity	3,773,510	3,189,317

Consolidated statement of profit or loss

(Unit: millions of yen, except earnings per share)	Year ended Dec. 31, 2021 (Jan. 1, 2021 to Dec. 31, 2021)	Year ended Dec. 31, 2020 (Jan. 1, 2020 to Dec. 31, 2020)
Revenue	2,196,766	1,853,234
Cost of sales	(1,564,960)	(1,318,384)
Selling, general, and administrative expenses	(390,449)	(356,092)
Other income	10,638	6,950
Other expenses	(5,788)	(10,424)
Operating profit	246,207	175,284
Finance income	9,341	12,294
Finance costs	(2,989)	(1,679)
Profit before income taxes	252,559	185,899
Income tax expenses	(64,869)	(47,027)
Share of profits of investments accounted for using the equity method	3,042	2,528
Profit for the year	190,732	141,400

Profit attributable to:

Owners of the parent	175,637	128,524
Noncontrolling interests	15,095	12,876

(Unit: yen)

Earnings per share attributable to owners of the parent:

Basic	145.52	105.85
Diluted	—	—

Consolidated statement of comprehensive income

(Unit: millions of yen)	Year ended Dec. 31, 2021 (Jan. 1, 2021 to Dec. 31, 2021)	Year ended Dec. 31, 2020 (Jan. 1, 2020 to Dec. 31, 2020)
Profit for the year	190,732	141,400
Other comprehensive income, net of income tax:		
Items that will not be reclassified subsequently to profit or loss:		
Remeasurement of defined benefit pension plans	4,085	3,078
Net change in fair value of financial assets measured at fair value through other comprehensive income	12,682	(180)
Items that may be reclassified subsequently to profit or loss:		
Exchange rate differences on translating foreign operations	78,140	(38,949)
Total other comprehensive income, net of income tax	94,907	(36,051)
Comprehensive income for the year	285,639	105,349

Comprehensive income attributable to:

Owners of the parent	270,034	96,656
Noncontrolling interests	15,605	8,693

Consolidated statement of changes in equity

(Unit: millions of yen)	Equity attributable to owners of the parent					Total equity attributable to owners of the parent	Noncontrolling interests	Total equity
	Share capital	Share premium	Retained earnings	Other components of equity	Treasury shares			
Balance as of Jan. 1, 2020	84,130	84,671	1,238,824	35,849	(637)	1,442,837	94,377	1,537,214
Profit for the year			128,524			128,524	12,876	141,400
Total other comprehensive income, net of income tax				(31,868)		(31,868)	(4,183)	(36,051)
Comprehensive income for the year			128,524	(31,868)		96,656	8,693	105,349
Transfer to retained earnings			22,158	(22,158)		—		—
Dividends paid			(43,853)			(43,853)	(4,503)	(48,356)
Purchases and sales of treasury shares					(20,002)	(20,002)		(20,002)
Retirement of treasury shares			(19,854)		19,854	—		—
Share-based payments with transfer restrictions		(4)	(35)		149	110		110
Changes in ownership interests in subsidiaries		276		15		291	(421)	(130)
Balance as of Dec. 31, 2020	84,130	84,943	1,325,764	(18,162)	(636)	1,476,039	98,146	1,574,185
Profit for the year			175,637			175,637	15,095	190,732
Total other comprehensive income, net of income tax				94,397		94,397	510	94,907
Comprehensive income for the year			175,637	94,397		270,034	15,605	285,639
Transfer to retained earnings			6,718	(6,718)		—		—
Dividends paid			(48,333)			(48,333)	(6,706)	(55,039)
Purchases and sales of treasury shares					(20,003)	(20,003)		(20,003)
Retirement of treasury shares		(95)	(20,226)		20,321	—		—
Share-based payments with transfer restrictions		98			184	282		282
Changes in ownership interests in subsidiaries		(60)		(2)		(62)	(29)	(91)
Balance as of Dec. 31, 2021	84,130	84,886	1,439,560	69,515	(134)	1,677,957	107,016	1,784,973

Consolidated statement of cash flows

(Unit: millions of yen)	Year ended Dec. 31, 2021 (Jan. 1, 2021 to Dec. 31, 2021)	Year ended Dec. 31, 2020 (Jan. 1, 2020 to Dec. 31, 2020)
Cash flows from operating activities:		
Profit for the year	190,732	141,400
Depreciation and amortization	71,701	67,336
Finance income and costs	(6,455)	(10,218)
Income tax expenses	64,869	47,027
Share of profits of investments accounted for using the equity method	(3,042)	(2,528)
Decrease in trade receivables	30,366	71,497
Increase in finance receivables	(180,782)	(185,256)
(Increase) decrease in inventories	(109,017)	1,042
(Increase) decrease in other assets	(15,051)	12,482
Increase in trade payables	59,694	37,881
Increase in other liabilities	41,302	14,203
Other, net	(1,194)	66
Interest received	2,071	4,013
Dividends received	2,234	2,414
Interest paid	(1,838)	(1,035)
Income taxes paid, net	(53,079)	(57,405)
Net cash provided by operating activities	92,511	142,919
Cash flows from investing activities:		
Payments for acquisition of property, plant, and equipment and intangible assets	(125,723)	(84,753)
Payments for acquisition of securities	(2,584)	(18,153)
Proceeds from sales and redemptions of securities	4,240	34,537
Net decrease in loans receivable from associate	500	101
Net decrease in time deposits	10,930	7,792
Net decrease (increase) in restricted cash	9,894	(435)
Net (increase) decrease in short-term investments	(689)	7,645
Other, net	(23,938)	6,133
Net cash used in investing activities	(127,370)	(47,133)
Cash flows from financing activities:		
Funding from bonds and long-term borrowings	336,100	272,068
Redemptions of bonds and repayments of long-term borrowings	(283,146)	(233,935)
Net increase (decrease) in short-term borrowings	96,282	(25,629)
Repayments of lease liabilities	(19,096)	(14,618)
Dividends paid	(48,333)	(43,853)
Purchases of treasury shares	(20,003)	(20,002)
Other, net	(1,218)	(2,385)
Net cash provided by (used in) financing activities	60,586	(68,354)
Effect of exchange rate changes on cash and cash equivalents	9,993	(4,178)
Net increase in cash and cash equivalents	35,720	23,254
Cash and cash equivalents, at the beginning of the year	222,919	199,665
Cash and cash equivalents, at the end of the year	258,639	222,919

Corporate Information

External Evaluations and Praise

Inclusion in ESG Indices

The Kubota Group has been highly evaluated for its ESG initiatives and selected as a constituent of multiple ESG indices in Japan and overseas. In addition to the Asia Pacific Index of the Dow Jones Sustainability Indices (DJSI), which is a global ESG investment index, and the ESG Investment Index* adopted by the Government Pension Investment Fund (GPIF), Kubota has been selected as a constituent of the following indices.

ESG Comprehensive Indices

2022 MSCI ESG Leaders Indexes Constituent
MSCI ESG Leaders Indexes

FTSE4Good
FTSE4Good Index Series

Member of Dow Jones Sustainability Indices
Powered by the S&P Global CSA
Dow Jones Sustainability Indices

2022 CONSTITUENT MSCI JAPAN ESG SELECT LEADERS INDEX
MSCI Japan ESG Select Leaders* Index

FTSE Blossom Japan
FTSE Blossom Japan Index*

Corporate ESG Performance
RATED BY ISS ESG Prime
ISS-oekom Corporate Rating

Environment Themed Index

S&P/JPX Carbon Efficient Index Series

* MSCI indexes, logos, and trademarks, etc. THE INCLUSION OF KUBOTA CORPORATION IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF KUBOTA CORPORATION BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES. (As of June 1, 2022)

Certifications and Prizes



Selected as a Zero Emissions Challenge company for promoting innovation to realize a decarbonized society.



Recognized as a DX-certified operator based on a Ministry of Economy, Trade and Industry program



Selected for inclusion in the A list of companies in the CDP Water Security 2021 survey on water security



Renewed our Eco-First Commitment pledge and certified once again by Japanese Ministry of the Environment as an Eco-First Company



Received development awards for three Kubota automated agricultural Agri Robo series models from the Japanese Society of Agricultural Machinery and Food Engineers in FY2021

Under the theme of "the establishment of a whole system for large-scale paddy rice cultivation by autonomous agricultural machines," we were awarded with a prize for our three models: the NW8SA rice transplanter, DR6130A combine harvester, and the MR1000A tractor. We have been praised not just for making the three main machines used in paddy rice cultivation autonomous, but also enhancing safety. This originality, which gives a sense of the future of agriculture; the difficulty of the challenge; and the scale of the contribution to society were also commended.

Corporate Data (as of December 31, 2021)

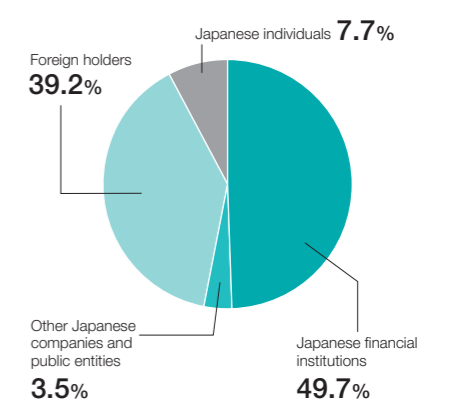
Corporate name:	Kubota Corporation	Head Office	2-47, Shikitsuhigashi 1-chome, Naniwa-ku, Osaka 556-8601 Japan Tel. +81-6-6648-2111
Established:	1890	Tokyo Head Office	1-3, Kyobashi 2-chome, Chuo-ku, Tokyo 104-8307 Japan Tel. +81-3-3245-3111
Capital:	¥84.1 billion		
Total number of shares issued:	1,200,246,846		
Number of shareholders:	52,675		
Revenue (consolidated):	¥2,196.8 billion		
Employees (consolidated):	43,293		
Global network:	Over 120 countries		
Overseas revenue ratio:	72.6%		

Share & Shareholder Information (as of December 31, 2021)

Basic share information

Fiscal year	January 1 to December 31
General Meeting of Shareholders	Held each March
Record date	General Meeting of Shareholders: December 31 Year-end dividend: December 31 Interim dividend: June 30
No. of shares constituting one share unit	100 shares
Shareholder register agent	Sumitomo Mitsui Trust Bank, Limited 1-4-1, Marunouchi, Chiyoda-ku, Tokyo
Contact details	Stock Transfer Agency Business Planning Dept. Sumitomo Mitsui Trust Bank, Limited 2-8-4, Izumi, Suginami-ku, Tokyo 168-0063 Tel. 0120-782-031 (toll-free)
Agent helpdesks	Sumitomo Mitsui Trust Bank, Limited head office or branches throughout Japan
Reporting method	Kubota website
Stock exchange	Tokyo Stock Exchange

Shareholder Categorized Distribution



10 Largest Shareholders

	Shareholders	Number of shares held (thousand)	Percentage of issued shares (%)
1	The Master Trust Bank of Japan, Ltd. (Trust Account)	190,314	15.86
2	Nippon Life Insurance Company	62,542	5.21
3	Meiji Yasuda Life Insurance Company	59,929	4.99
4	Custody Bank of Japan, Ltd. (Trust Account)	58,870	4.90
5	Sumitomo Mitsui Banking Corporation	36,006	3.00
6	Mizuho Bank, Ltd.	31,506	2.62
7	Moxley and Co LLC (standing proxy: Sumitomo Mitsui Banking Corporation)	31,230	2.60
8	MUFG Bank, Ltd.	18,156	1.51
9	Custody Bank of Japan, Ltd., Sumitomo Mitsui Trust Bank Retirement benefit trust account	17,872	1.49
10	Bnym Treaty Dtt 15 (standing proxy: MUFG Bank, Ltd.)	17,470	1.46

(Note) Percentage of issued shares is calculated excluding treasury stock.