

Publication of the Kubota Group INTEGRATED REPORT 2023

# How the Kubota Group Creates Value in Its Quest to Be an “Essentials Innovator for Supporting Life”

With this integrated report, the Kubota Group’s aim is to explain to its stakeholders its approach and efforts to raise corporate value sustainably, in line with management strategies that take a medium- to long-term perspective. Through discussions, it hopes to gain their empathy and participation.

Last year was the first year that we published the report in this format, and it included three special features that introduced Long-Term Vision “GMB2030” and examples of the efforts to realize it; the Environmental Vision that describes where we want to be, environmentally by 2050; and messages from outside directors about how to implement K-ESG management, the Kubota Group’s own unique approach to ESG topics.

In this year’s integrated report, in response to the feedback we gained from shareholders and investors, we have included fuller explanations of our value creation processes and implementation strategies based on six types of capital we will utilize to achieve the Long-Term Vision. We also introduce feedback from the employees who are on the front lines of our efforts to create value that we gained at through employee roundtable discussions. We have also disclosed more information on targets for the areas of materiality that we announced last year, and recognized how these tie into our Long-Term Vision and each of the measures we are taking.

We in the Kubota Group will continue to work to resolve environmental and social issues through our business in the fields of food, water, and the environment; through the dialogue that this integrated report is intended to encourage, we aim to be a corporate group that is trusted and needed by society.

INTEGRATED REPORT 2023 Editorial Team

Period covered by the INTEGRATED REPORT 2023

From January 2022 to December 2022

\* Matters outside the above period are partially included.  
\* We intend to update the report each June, with the next edition scheduled for June 2024.

Boundary of the INTEGRATED REPORT 2023

In principle, the entire Kubota Group is covered.

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

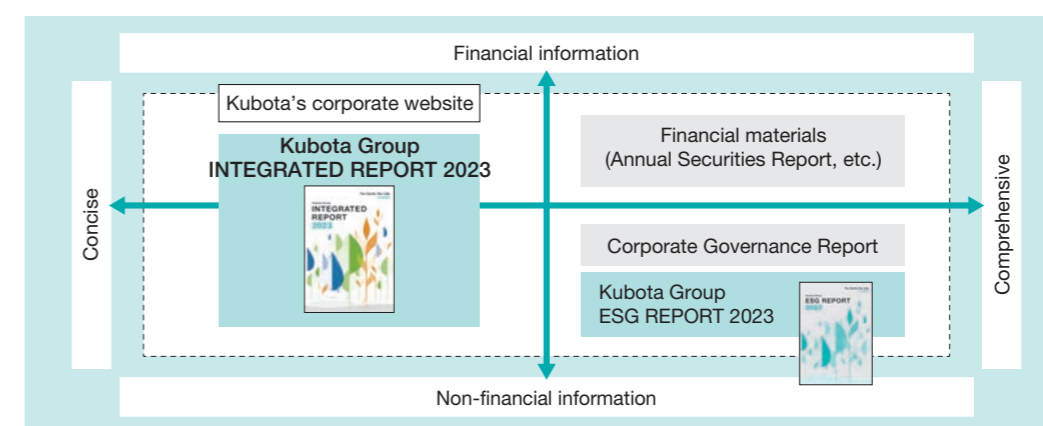


\* For details of SDGs (Sustainable Development Goals), please see the United Nations Information Centre website. [www.un.org/sustainabledevelopment/](http://www.un.org/sustainabledevelopment/)

## INTEGRATED REPORT 2023 Contents and Highlights

- Chapter 01 Value Creation Journey**  
The path that the Kubota Group has taken since its founding, as it has worked on a global scale to resolve issues related to food, water, and the environment, as well as its current situation. Includes information on the Kubota Group’s corporate principles.
- Chapter 02 Value Creation Objectives**  
The value creation processes that the Kubota Group is implementing to achieve its Long-Term Vision “GMB2030,” including strategies and challenges, and detailed explanations. Includes information on the top management’s approach.
- Chapter 03 Value Creation Implementation Strategies**  
The progress being made on Mid-Term Business Plan 2025 as part of the Kubota Group’s commitment to its ideal of value creation. Includes information on implementation strategies in the areas of financial capital, human capital, intellectual capital, and manufacturing capital.
- Chapter 04 Value Creation Sustainability**  
The sustainable initiatives that aim to resolve social issues through business activities in the environmental and social fields as strategies and efforts to create value.
- Chapter 05 Foundation of Value Creation**  
The effectiveness of the Kubota Group’s corporate governance that aims to raise corporate value, as seen through outside perspectives and dialogue that focuses on engagement with stakeholders.
- Chapter 06 Results of Value Creation**  
The Kubota Group’s results and external evaluations for the past period, centered on fiscal 2022 performance, presented in summary.

## How this report fits into our overall information disclosure



Main information disclosure tools	Details
Kubota’s corporate website	A website that covers everything about the Kubota Group, including the Long-Term Vision “GMB2030” and the Mid-Term Business Plan 2025.
Kubota Group INTEGRATED REPORT 2023	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 2023	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.

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