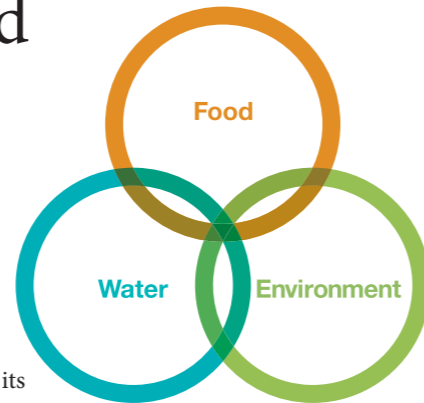


# The Kubota Group contributes to the world in the areas of food, water and the environment.

Food, water and the environment are indispensable for human beings.

The Kubota Group continues to support the future of the earth and humanity by contributing to the abundant and stable production of food, the supply and restoration of water, and the creation of a comfortable living environment through its superior products, technologies and services.



Kubota Global Loop

## Editorial note

The objective of this report is to provide our stakeholders with a report on the business and CSR activities of the Kubota Group from a global viewpoints in an easy-to-understand manner.

The Kubota Group is taking on the challenge of solving global issues through business activities, in view of the concepts of SDGs,\* the goals for world sustainable development.



\* For details of SDGs (Sustainable Development Goals), please see the United Nations Information Centre website.

[www.un.org/sustainabledevelopment/](http://www.un.org/sustainabledevelopment/)


### Relationship between the Digest Version and the Full Report Version

#### ■ Digest Version

Concise and clear report, focusing on visual presentation to make the entire picture of the Kubota Group easier to understand

#### ■ Full Report Version

Comprehensive report to disclose information on details of businesses and CSR activities

 [www.kubota.com/report/](http://www.kubota.com/report/)

### Period covered by this report

From January 2017 to December 2017

\* Matters outside the above period are partially included.

### Boundary of the KUBOTA REPORT

In principle, the entire Kubota Group is covered.

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

## TOP MESSAGE

Setting SDGs as a compass, we take the path toward the realization of the “Global Major Brand Kubota.”

Since its foundation in 1890, Kubota has delivered a variety of products that contribute to people’s lives and society, including iron water pipes for the development of modern waterworks, and agricultural machinery to increase food production and save labor. Today, the world faces many challenges in the areas of food, water and the environment, which are indispensable for human beings. The Kubota Group believes that its mission is to comprehensively solve the problems of food, water and the environment through its superior products, technologies and services, thereby continuing to support the future of the earth and humanity.

Now, the Kubota Group aims at realizing the “Global Major Brand (hereafter, ‘GMB’) Kubota.” It means not simply becoming a top company in terms of sales or profits, but becoming a “company (brand) that can make the greatest social contribution as a result of being trusted by the largest number of customers.”

In 2015, the United Nations adopted 17 sustainable development goals, or SDGs, including “ZERO HUNGER” and “CLEAN WATER AND SANITATION,” as a set of common goals for the international community. We see that the direction aimed at by the SDGs is the same direction that the GMB Kubota should aim at, as a company contributing to the world in the areas of food, water and the environment under the brand statement “For Earth, For Life.”

Besides promoting our current businesses, we will acquire new business opportunities through initiatives to achieving the SDGs, thereby improving our CSR management. This will surely contribute to the realization of the GMB Kubota.

The Kubota Group will continue to make united efforts across countries, regions, and departments to become a company trusted by customers and society.

We sincerely request your continuous support.

March 2018

木 股 昌 俊

Masatoshi Kimata

President and Representative Director,  
Kubota Corporation



## Contents

# KUBOTA REPORT 2018

Business and CSR Report <Digest Version>

### ■ TOP MESSAGE ..... 02

### ■ Kubota, Always Tackling Social Problems

~ History of Kubota Businesses and Products ~

Business foundation established through tackling social problems ..... 03  
Tackling tasks associated with the development of society on a global scale ..... 04  
Toward a company that challenges social problems on a global scale ..... 05  
Toward achieving SDGs, challenges for the world ..... 06  
The Kubota Group’s Direction to Aim at ..... 07  
Corporate Principles · Global Network ..... 08

### ■ Feature Toward Realization of “Global Major Brand Kubota” ~ Case of Initiatives to the SDGs ~

<Food> Supporting farm life across generations (Asia) ..... 09  
<Water> Ensuring stable delivery of water to rainless desert towns (Middle Eastern countries) ..... 11  
<Environment> Developing cities while maintaining their attractive old streetscapes (Europe) ..... 13  
Cases of Initiatives to the SDGs around the world ..... 15

### ■ Management and Business Report

Financial Highlights ..... 17  
Major Products of the Kubota Group (Farm & Industrial Machinery) ..... 19  
Major Products of the Kubota Group (Water & Environment) ..... 21  
Business Overview ..... 22

### ■ CSR Practice Report

<Environment> Environmental Initiatives ..... 23  
<Social> Social Initiatives ..... 25  
<Governance> Corporate Governance Initiatives ..... 27

### ■ Corporate Profile

Kubota’s Spirit, Carrying on to the Future ..... 29  
Corporate Data ..... 30