

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

— Targeting a sustainable world through innovation



Editorial note

The objective of this report is to provide our stakeholders with an overview of the business and CSR activities of the Kubota Group from a global viewpoint 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/

Relationship between the Digest Version and the Full Report Version

Digest Version

We have compiled a concise and clear summary, focusing on visual presentation to make the entire picture of the Kubota Group easier to understand

Full Report Version

In addition to the content of the Digest Version, we are issuing a detailed breakdown of our CSR activities in a PDF format. www.kubota.com/report/

Period covered by the KUBOTA REPORT

From January 2018 to December 2018

* Matters outside the above period are partially included.

Scope of the KUBOTA REPORT

In principle, the entire Kubota Group is covered.

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

CONTENTS [KUBOTA REPORT 2019 Digest Version]

Top Message

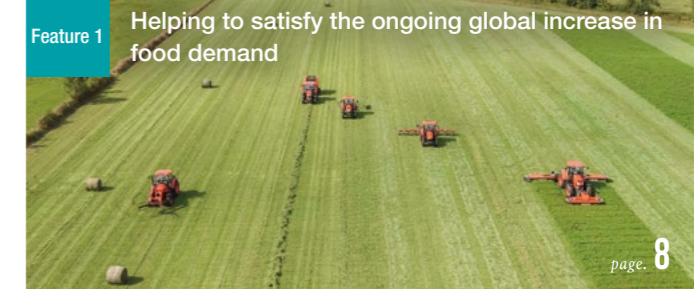
Setting SDGs as a compass, we are driving forward at full speed toward the realization of the “Global Major Brand Kubota.”

page. 5

Feature: Challenges Through 2030

Tackling the challenges associated with the megatrend of global demographic shifts

page. 7



3 The Kubota Group Mission

5 Top Message

7 **Feature:** Challenges Through 2030
Tackling the challenges associated with the megatrend of global demographic shifts

8 **Feature 1** Helping to satisfy the ongoing global increase in food demand

9 **Feature 2** Addressing rapid urbanization and a labor shortage in rural areas in Asia

11 **Feature 3** Moving toward mechanized agriculture in Africa

12 **Feature 4** Addressing the diverse challenges facing Japanese agriculture

13 Kubota Group's Global Network

15 Management and Business Report

15 Financial Highlights

17 Major Products of the Kubota Group (Farm & Industrial Machinery / Business Overview)

21 Major Products of the Kubota Group (Water & Environment / Business Overview)

23 CSR Practice Report

23 <Environment> Environmental Initiatives

25 <Social> Social Initiatives

27 <Governance> Corporate Governance Initiatives

29 Closing Feature

—Aiming for a Disaster-Resistant World