



P.3 -

The Kubota Group Mission

Introducing the Company's founding spirit and corporate philosophy that have been passed down over 130 years, and its business fields.

P.5 -

The Kubota Group—Tackling Issues the World Over

Today, the Kubota Group operates businesses in over 120 countries around the world, with an overseas sales ratio of around 67%. This section introduces the Group's global development and strengths.

P.9 -

Top Message

"Through further innovation, we will contribute to the world in the fields of food, water, and the environment, looking ahead to the post-COVID-19 society."

CONTENTS

KUBOTA REPORT 2020 <Digest Version>

3	The Kubota Group Mission	17	Special 130th Founding Anniversary Interview
5	The Kubota Group—Tackling Issues the World Over	21	Financial Highlights
7	The Kubota Group in Numbers	23	<Environment> Environmental Initiatives
9	Top Message	25	<Social> Social Initiatives
11	Kubota's Unique Sustainability as a Platform Provider Supporting Life	27	<Governance> Corporate Governance Initiatives
13	The Kubota Group's Products and Services (Farm & Industrial Machinery / Business Overview)	29	Closing Feature —Aiming for a Disaster-Resistant World
15	The Kubota Group's Products and Services (Water & Environment / Business Overview)		



P.11 -

Kubota's Unique Sustainability as a Platform Provider Supporting Life

This section introduces Kubota Group products and services that support a sustainable global cycle and human life.

P.17 -

Special 130th Founding Anniversary Interview Contributing to the SDGs through Innovation

Journalist Hiroko Kuniya offers advice on achieving the SDGs.

P.23 -

ESG Initiatives

This section introduces the Kubota Group's main environmental, social, and governance (ESG) initiatives for sustainable growth.

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 issue more detailed information in a PDF format.

www.kubota.com/report/

Period covered by the KUBOTA REPORT

From January 2019 to December 2019

* 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.

About the Cover



The cover picture represents the continued desire of the Kubota Group over 130 years since its founding to be involved at every stage in the water cycle, supporting the lives of people on earth.

The cover was designed by the Design Center at Kubota's Research and Development Headquarters.