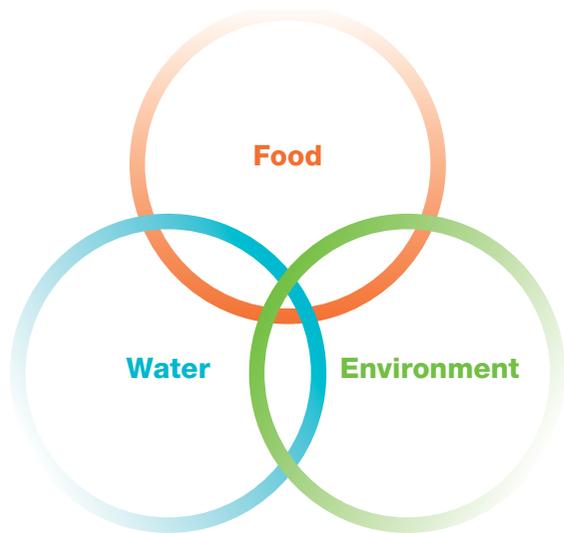


For Earth, For Life
Kubota

KUBOTA REPORT 2014

Business and CSR Activities

KUBOTA's Mission



In 1890, Gonshiro Kubota, the founder of KUBOTA started his metal casting business at the age of 19.

Believing that: “If you try hard, you can get it done” and “Do not be afraid of making mistakes,” he contributed to society with his business. He became the first producer of iron water pipes in Japan, and later, actualized mechanization of agriculture.

“For the prosperity of society, we need to put all of our efforts into creation.”

“Our products should not only be technically excellent, but also useful for the good of society.”

The KUBOTA Group inherits the founder's beliefs, grows together with its employees, and continues to be a society-friendly and reliable company, extending its business globally.

A wide-angle photograph of a vast, golden wheat field stretching towards a distant horizon. The sky is a deep blue, filled with large, fluffy white clouds. In the far distance, a few industrial structures and a road with a truck are visible. The overall scene is bright and open, symbolizing agriculture and food production.

Contributing to the abundant and stable production of food by streamlining of agriculture

As the world's population continues to grow, the stable production of food has become an absolute necessity. Drawing on its rice farming machinery and technologies developed in Japan, KUBOTA has contributed to the elimination of rural labor shortages while increasing agricultural output throughout Asia. Moving forward, the Company will enter the large-scale dry-field agricultural machinery market in earnest in order to realize medium- and long-term growth and to further contribute to the stable production of food on a global scale.



Contributing to supply and to restore reliable water by enhancing water infrastructures

As our founder, Gonshiro Kubota produced cast iron water pipes in Japan for the first time, KUBOTA's water-related operations have a history that spans over 12 decades. As a comprehensive manufacturer of water-related products that extend from the intake of water to its discharge, KUBOTA contributes to the development of infrastructure in Japan. Looking ahead, the Company will contribute to providing solutions in the areas of water and the environment mainly in Asia, a region that is experiencing remarkable growth.

A photograph of three children jumping to catch a ball against a sunset sky. The children are silhouetted against the bright, orange and yellow light of the setting sun. The ball is a dark, textured sphere with a star-like pattern, positioned in the upper right quadrant of the frame. The children are in various stages of a jump, with their arms raised towards the ball. The background is a vast, cloudy sky with the sun low on the horizon, creating a warm, golden glow. The overall mood is one of joy and playfulness in a natural setting.

Contributing to create a comfortable living environment and to preserve the global environment by enhancing social infrastructures

Rapid economic development in emerging countries has triggered a host of grave environmental issues. KUBOTA has continued to upgrade and expand its technological capabilities in environment-related fields and to protect the global environment since the mid-1960s when the Company first looked to tackle the growing problem of environmental pollution in Japan. Moreover, KUBOTA has operations in construction machinery, air handling units, and vending machines that contribute to the creation of comfortable urban and living environments.

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Editorial note

Focusing on exemplary efforts made by the KUBOTA Group in addressing global issues through its business activities, this report is in the form of an easy-to-understand booklet that will keep all stakeholders informed.

Relationship with the information provided on our website

The printed version of this report is concise and clear, focusing on the visual presentation of the Company's activities to make it easier to understand KUBOTA.

The online version is formatted to disclose corporate information, which is continuously reported, in fuller detail and provides a more in-depth view of the content covered in the printed version.

Printed version:

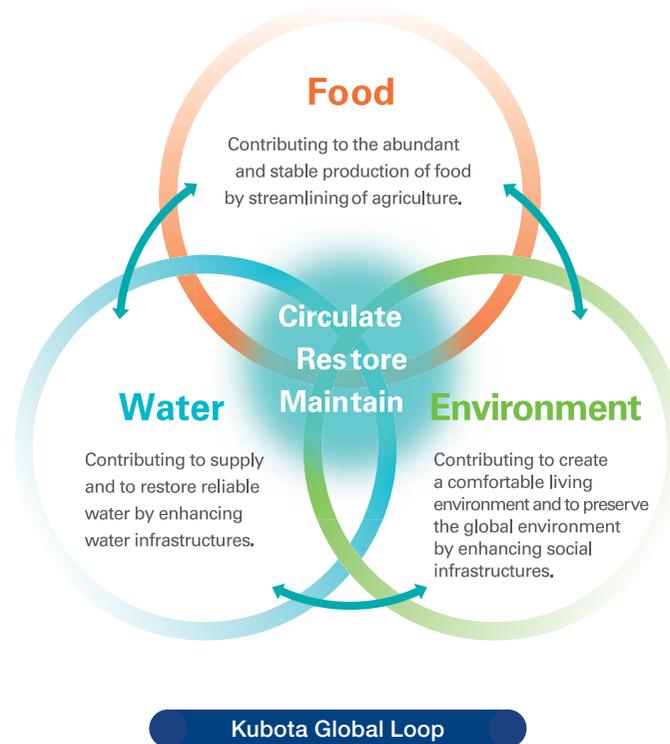
 <http://www.kubota-global.net/csr/report/pdf/2014/14alldata.pdf>

Online version:

 <http://www.kubota-global.net/csr/report/r2014.html>

KUBOTA Corporation: Kubota Global Identity

In October 2012, KUBOTA enacted the Kubota Global Identity as a universal corporate principles in order to promote business activities throughout the group based on the spirit and values passed down since the establishment of the Company. The Kubota Global Identity recognizes that food, water and the environment are a singular theme, and the program's "Mission" section states clearly that the goal of the Company is to contribute to the resolution of problems in these areas on a global scale.



Spirits

- Work for the development of society by drawing on all of our capabilities and know-how to offer superior products and technologies.
- Build today and open the way to tomorrow, with the aim of bringing prosperity to the Company and happiness to employees.
- Challenge the unknown with creativity and courage.

Brand Statement

For Earth, For Life
Kubota

Mission

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 products that help the abundant and stable production of food, help supply and restore reliable water, and help create a comfortable living environment through its superior products, technologies and services.

Basic Policy for CSR* Management

All KUBOTA Group employees share the KUBOTA corporate principles of Kubota Global Identity and will contribute to our stakeholders and society by conducting corporate activities in which each individual fulfills his or her role and responsibilities. By doing so, they are aiming for the ongoing synergistic development of the KUBOTA Group and society.

*Corporate Social Responsibility

Ongoing Synergistic Development of KUBOTA Group and Society

- Ongoing sustainable growth
- Raise corporate value, raise corporate brand profile
- Build on society's confidence in and high reputation for KUBOTA

Corporate Principles

Implementation of Kubota Global Identity

Rule of Conduct

Compliance with KUBOTA Group Charter for Action & Code of Conduct

1. Winning Customer Satisfaction
2. Conducting Corporate Activities Based on Compliance with Legal Regulations and Ethical Principles
3. Respecting Human Rights
4. Building up a Safe and Vibrant Work Environment
5. Conserving the Global and Local Environment
6. Achieving Symbiosis with International and Local Societies
7. Fulfilling Responsibilities for Improving Management Transparency and Accountability

CSR through Business Activities

Promotion of business activities in food, water and the environment areas

Business growth by providing products and services that meet the expectations and needs of society

Efforts that stakeholders will deem sincere and appropriate

CSR as Basis for Business Activities

- Establish governance system
- Thorough compliance (conduct based on compliance with relevant laws, ethical and moral principles)
- Formulate and strengthen internal control system

Providing Value to Society

Customers	Offering of superior products, technologies and services
Business Partners	Promotion of fair and equitable trade (CSR procurement)
Shareholders and Investors	Maintain stable profits and appropriate dividends
Local Society	Contribute to local societies, conserve and beautify the environment
Global Environment, Future Generations	Reduce environmental loads and risks
Government	Payment of taxes, compliance with laws and regulations
Employees	Provision of job satisfaction and workplaces where it is good working environment

For more details on the Kubota Global Identity and the KUBOTA Group Charter for Action and Rule of Conduct please visit our website.

<http://www.kubota-global.net/csr/index.html>

■ Boundary of the KUBOTA REPORT 2014

The KUBOTA REPORT 2014 covers the entire KUBOTA Group, in principle.

■ Economic Report:

The Economic Report contains data on the consolidated accounting based on U.S. accounting standards of generally accepted accounting principles in the United States (U.S. GAAP) Fiscal year 2014: 162 consolidated subsidiaries and 18 affiliated companies accounted for under the equity method.

■ Social Report:

The Social Report covers social activities carried out by KUBOTA Corporation and some of its affiliates.

■ Environmental Report:

The Environmental Report contains the results of environmental activities carried out by KUBOTA Corporation as well as 162 consolidated subsidiaries (61 domestic and 101 overseas companies).

■ Information available on KUBOTA's website

Information on the activities of the KUBOTA Group is given both in this report and on the official website. For more detailed information not shown in this report, please visit our website.

<http://www.kubota-global.net/csr/report/r2014.html>

■ Period covered by this report

The content of this report focuses on activities during fiscal 2014 (April 2013 to March 2014, hereinafter FY2014). The Environmental Report presents domestic data from April 2013 to March 2014 and overseas data from January 2013 to December 2013. Some portions may include information on recent events.

■ Referenced guidelines

Environmental Reporting Guidelines (Fiscal Year 2012 version), Ministry of the Environment (Government of Japan)
Sustainability Reporting Guidelines Version 3.1, GRI

■ Questionnaire concerning KUBOTA REPORT 2014

We would very much appreciate hearing your impressions and opinions and thank you in advance for your cooperation.

<http://www.kubota-global.net/csr/report/questionnaire.html>

Designed by CSR Promotion Dept.

Edited and published by Corporate Communication Dept.

■ Cautionary Statements with Respect to Forward-Looking Statements

This document may contain forward-looking statements that are based on management's expectations, estimates, projections and assumptions. These statements are not guarantees of future performance and involve certain risks and uncertainties, which are difficult to predict. Therefore, actual future results may differ materially from what is forecast in forward-looking statements due to a variety of factors, including, without limitation: general economic conditions in the Company's markets, particularly government agricultural policies; levels of capital expenditures, both in public and private sectors; foreign currency exchange rates; the occurrence of natural disasters; continued competitive pricing pressures in the marketplace; as well as the Company's ability to continue to gain acceptance of its products.

KUBOTA contributes to the advancement of society through its businesses in food, water and the environment while endeavoring to ensure growth.

President and Representative Director

M. Kimata

I'm Masatoshi Kimata and I have recently assumed the position of President and Representative Director of KUBOTA Corporation. I acted as President following the sudden demise of Mr. Yasuo Masumoto, KUBOTA Corporation's former Representative Director, Chairman, President and CEO, in June 2014. After the General Meeting of Shareholders, I was formally inaugurated in this position in July 2014.

Under his stewardship, Mr. Masumoto would often emphasize that KUBOTA Corporation's and its subsidiaries' (herein after, "KUBOTA") lifeblood was its ability to consistently evolve and change. Rather than settling for the status quo, it was imperative that we boldly take on new challenges and accelerate the globalization. I take to heart the ambitions of my predecessor, who spoke of KUBOTA's future and his dreams for its business and then unrelentingly raced straight ahead toward their realization. Accordingly, I will endeavor to strengthen our global presence in the food, water and environment fields.

Carrying Forward FY2015 Management Policies

I will carry forward both the management policies and priority measures developed at the beginning of the period.

Priority measures

(1) Accelerate business development in strategic markets

KUBOTA is strategically accelerating a full-scale entry into the agricultural machinery market for upland farming as well as its development of Water & Environment business activities mainly in Asia outside Japan in a bid to realize medium- to long-term growth.

Thus far, KUBOTA has expanded its overseas business activities based on the success in the agricultural machinery for rice paddy cultivation in Japan. Looking ahead, energies will be directed toward making a full-scale entry into the agricultural machinery market for upland farming, where the area under cultivation is estimated to be more than four times larger than the rice cultivation market. KUBOTA will step up the development of its business in this field by quickly expanding its lineup of products, strengthening and expanding its sales and service network, and implementing other measures with the aim of building a strong position and ranking with existing European and U.S. manufacturers in the upland farming market.

In its Water & Environment business activities in China, KUBOTA is moving forward with the development of its operations through existing local engineering, pump and other business subsidiaries. In Southeast Asia, KUBOTA is entering into the new business fields. As a result of these endeavors, we have received orders for palm oil mill effluent treatment systems in Malaysia and Indonesia. Moving forward, we will make full use of the local subsidiaries' bases acquired in 2012.

(2) Strengthen global business operating systems

In order to expand our business activities in overseas markets, I strongly believe that we must pursue the globalization of mainstay business functions. To this end, we must take steps to aggressively promote the localization of our operations. On this basis, in order to develop products that meet local needs, expanding and upgrading our R&D systems are vital if we are to genuinely expand our business in global markets. Moving forward, we will further strengthen our R&D systems after clarifying

the roles and functions of R&D centers among those in Japan and those located overseas. This will enable us to more widely and thoroughly implement the approach of focusing on meeting the needs of the market.

In addition, we will place equal weight on expanding business in Japan.

(3) Realign the Water & Environment business

Compared with the Farm & Industrial Machinery business, the development of overseas operations in the Water & Environment business has lagged. We will therefore work to expand its business in the global markets and also realign the business from a long-term perspective. We will reexamine business units and products from the point of view of growth potential and profitability, and then we will aggressively allocate management resources to those units and products that should be strengthened. Meanwhile, KUBOTA as a whole will work in unison to improve the performance of businesses that continue to exhibit prolonged weakness.

The New Management Structure

I will continue the management style of my predecessor, who placed considerable importance on top management's leadership and work diligently to achieve established goals. With myself at the helm, directors and top management will meet regularly to exchange opinions and deliberate on matters that are important to KUBOTA. In this manner, top management is committed to ensuring a robust decision-making process. Meanwhile, I will steadfastly carry forward KUBOTA's longstanding commitment to speedy and agile top-down management. Decisions will therefore be implemented in a timely and

robust manner. Top management, myself included, will accordingly set an example worth following with a strong sense of speed.

Management that Emphasizes the Front Line

During my career, I have worked in each of the manufacturing, sales and procurement departments. I believe that I have an adequate understanding of the difficulties faced by the front line and am sufficiently familiar with possible problems and issues that occur at the front line. Led by our former President, we have continued to engage in business management that places priority on work sites centered on manufacturing. While continuing to adopt this focus, I will also extend the importance of frontline activities to include every facet of our operations including R&D, manufacturing and marketing. Recognizing that these activities define the spirit of a manufacturer, I will work to solidify our operating platform in a bid to expand business activities. Utilizing this robust platform as a springboard for growth, KUBOTA will again accelerate the pace of our business activities across global markets.

Promoting Business Activities

(1) Marketing

To successfully expand our business activities going forward, it is essential that we pursue for a global-scale marketing with a long-term view and the development of appropriate technologies and products underpinned by it. It goes without saying that a customer-first principle is fundamental to the conduct of marketing. I am convinced

that our efforts to deliver products and services that exceed customers' needs with the speed that also exceeds customers' expectations will impress our customers. To achieve this end, we must continuously improve our marketing, development and manufacturing capabilities.

(2) Technology development

KUBOTA will rebuild its R&D bases and systems in a bid to secure the technologies necessary to properly develop its business activities in strategic markets. In the past, business units have for the most part led our R&D endeavors. As previously stated, we will adopt a comprehensive and global approach to rebuilding of R&D systems and have begun steps to put in place a group-wide technology strategy for the future.

Meanwhile, it is becoming increasingly important both in Japan and overseas to develop technologies and products that are deeply rooted in each local community and accurately reflect the circumstances of each region. With this in mind, KUBOTA will work to localize its R&D activities particularly at major overseas bases.

(3) Strengthening manufacturing capabilities

KUBOTA will establish a proprietary manufacturing method that takes into consideration developments in global production as well as the unique features of KUBOTA products to further enhance the level of production. My role is to enable the implementation of this proprietary manufacturing method by putting in place a global production base network and a global human resources development platform that instills in our personnel a commitment to consistently higher quality.

Moreover, I will ensure that each production base is able to deliver products that leave a lasting impression and build plants that generate excitement.

At the same time, we will place equal emphasis on globalizing the procurement function to ensure that "Made by KUBOTA" remains a trusted brand. In 2013, we established the Procurement Headquarters to unify the management of procurement across business boundaries and to strengthen collaboration between business units and bases. Additionally we take steps to secure the necessary human resources to engage in global procurement and continue to build a global-scale Group procurement network that extends well beyond each of our businesses and activities.

Toward Further Growth

My predecessor, Mr. Masumoto, was a strong advocate for the globalization. In announcing KUBOTA's management policies each year, he would emphasize that the cultivation of new business and markets is vital for dramatic growth. To this end, he would place significant importance on substantial improvement of our capabilities in technology and manufacturing. I will make every effort for further enhancement and expansion of these fundamental policies. In specific terms, my goal is to see KUBOTA evolve into a company that consistently takes on new challenges and works diligently to contribute to society by resolving issues in the food, water and environment fields. From the perspective of our employees, I would like to see KUBOTA become a company in which employees can have a dream for the future. My goal is to ensure that a company provides a

platform for employees to engage in personal growth in the conduct of their business activities. I will make every effort to unify KUBOTA and instill in its employees great confidence. As we work toward achieving these aspirations, we kindly request your continued support and understanding.

Profile: Masatoshi Kimata, President

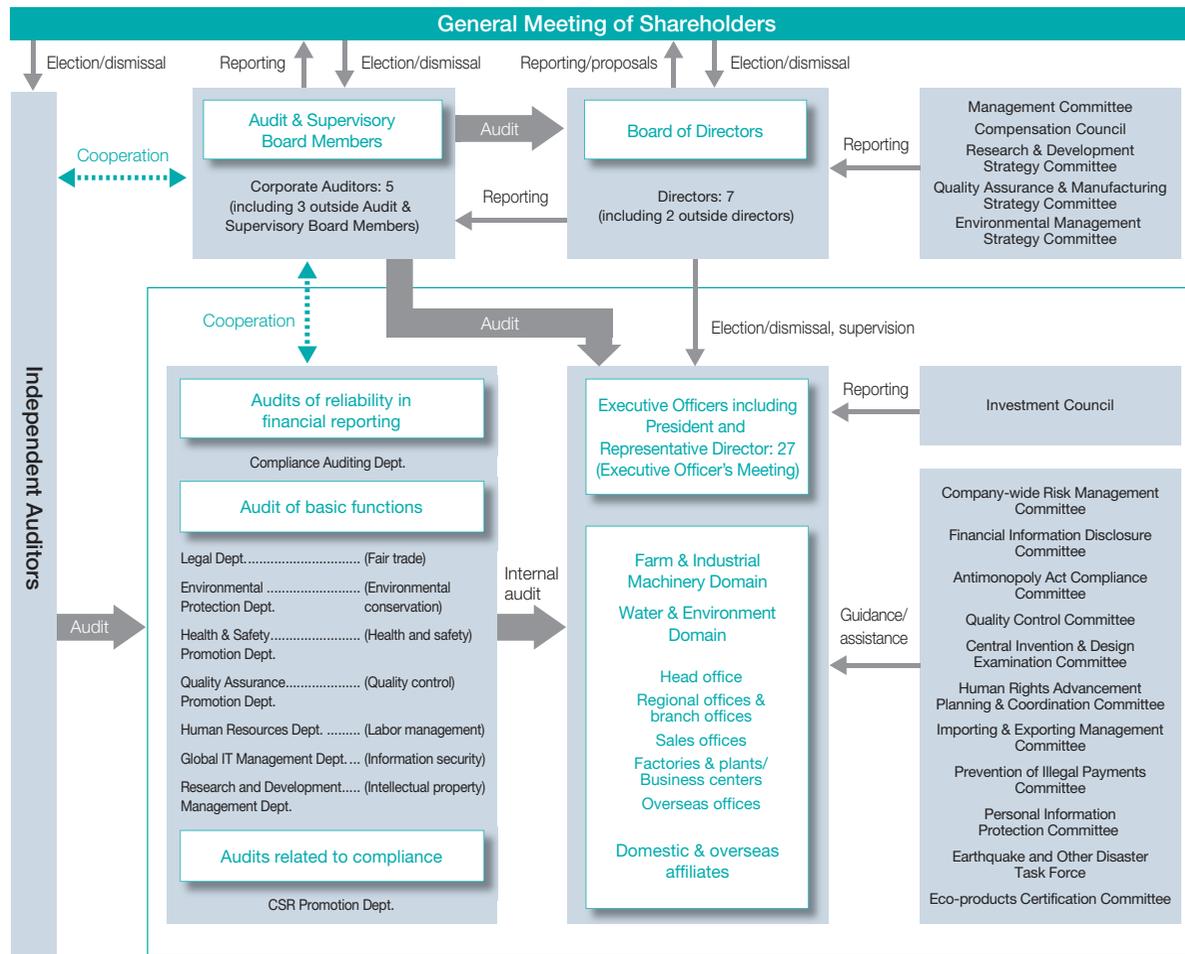
Apr. 1977	Joined KUBOTA Corporation
Oct. 2001	General Manager of Tsukuba Plant
Jun. 2005	Director of KUBOTA Corporation
Apr. 2007	Deputy General Manager of Sales Headquarters in Farm & Industrial Machinery Consolidated Division
Apr. 2008	Managing Director of KUBOTA Corporation
Apr. 2009	Director and Managing Executive Officer of Kubota Corporation Deputy General Manager of Farm & Industrial Machinery Consolidated Division, General Manager of Sales Headquarters in Farm & Industrial Machinery Consolidated Division
Jul. 2010	Senior Managing Executive Officer of KUBOTA Corporation
Aug. 2010	President of SIAM KUBOTA Corporation Co., Ltd.
Apr. 2012	In charge of Water & Environment Domain, General Manager of Tokyo Head Office
Jun. 2012	Director and Senior Managing Executive Officer of Kubota Corporation
Aug. 2012	Corporate Staff Operation, General Manager of Water Engineering & Solution Division
Apr. 2013	General Manager of Procurement Headquarters
Apr. 2014	Representative Director and Executive Vice President
Jul. 2014	President and Representative Director (to present)



Corporate Governance

In order to speed up its response to management conditions and achieve enhanced transparency in management, etc., KUBOTA Corporation has adopted the following corporate governance structure.

Corporate governance structure (as of July 1, 2014)



Board of Directors

The Board of Directors makes strategic decisions and oversees the execution of duties by Directors and Executive Officers. It is made up of eight Directors (two of whom are Outside Directors). In addition to its regular monthly board meetings, it also meets as and when required, to discuss and make decisions relating to management planning, financial planning, investment, business restructuring and other important management issues.

Executive Officers' Meeting

KUBOTA Corporation has adopted the executive officer system. The Executive Officers' Meeting consists of the President and Representative Director (referred to below as "the President") and the Executive Officers. In addition to its regular monthly meetings, it also meets as and when required. The President instructs the Executive Officers on policies and decisions made by the Board of Directors. The Executive Officers report to the President regarding the status of their execution of duties.

Audit & Supervisory Board Members

KUBOTA Corporation is a company with Audit & Supervisory Board Members. The Audit & Supervisory Board Members consist of five Corporate Auditors (of whom three are outside Audit & Supervisory Board Members). In addition to regular meetings held on a quarterly or more frequent basis, the Audit & Supervisory Board Members also meet as and when required to discuss and make decisions with regard to auditing policy, audit reports and other matters.

Management Committee and Investment Council

The Management Committee meets to deliberate important management matters such as investments and loans, and mid-term management plans before they are discussed by the Board of Directors. Two of the full-time corporate auditors participate in the committee as observers. The Investment Council gives the President advice on matters to be decided by the President, except those deliberated by the Management Committee, as well as on special matters. The council does not include the President, and one of the full-time corporate auditors participates in it as an observer.

Internal Control System

The KUBOTA Group's internal control system is based on the recognition that risk management forms an essential part of business activities. In naturally ensuring compliance with relevant laws and regulations, the Company works to make operational-level enhancements, such as the standardization of established practices, by making steady, ongoing improvements in its business activities so that if there are any deficiencies, they are corrected immediately.

Audit number and contents of the risk management

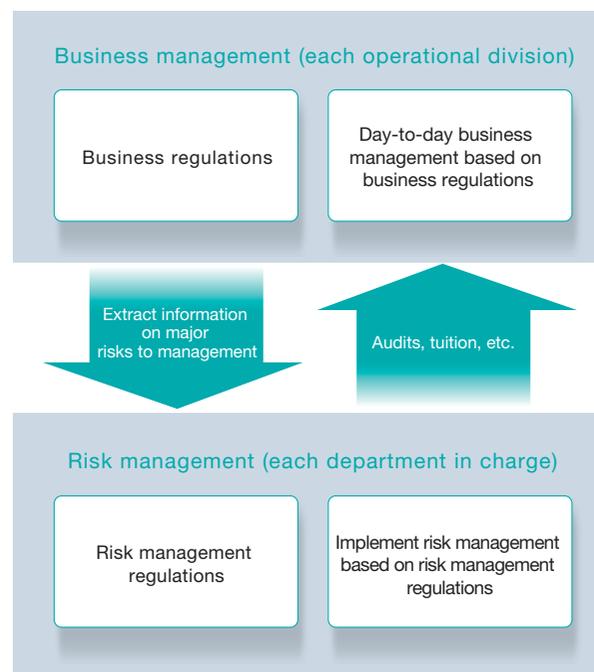
Risk management item		Number of audited items (total)*1 for FY2014
Internal control over financial reporting	Financial reporting	4,429
Internal control concerning basic corporate functions	Fair trade	120
	Environmental conservation	12,106
	Health and safety	2,904
	Quality assurance	768
	Labor management	5,996
	Information security	1,700
Internal control concerning compliance	Intellectual property	539
	Compliance with equipment-related statutes	498
	Earthquake and other disaster control	72
	Compliance with the Construction Business Law	798
	Human rights promotion*2	—
	Safe operation control	120
	Prevention of illegal payments	430
	Confidential information management	515
	Personal information protection	257
	Import and export control	200
Compliance with logistics-related laws	361	

*1 No. of audited items (total) is the sum of the number of items audited in each of the divisions subject to audit in FY2013.

*2 In FY2014, activities for human rights promotion focused mainly on training, releasing information, and tracking survey results.

Operation of the Internal Control System

Amid the increasing speed of global business development, we are very much aware that risk management activities based on internal control mechanisms are a management foundation for business survival and work to make improvements, including at our overseas affiliates.



Fair trade

KUBOTA holds training sessions related to the Antimonopoly Act on an ongoing basis, including at its overseas affiliates, and works to prevent any reduction in awareness of the Company's past violations. In addition, with regard to dubious acts, KUBOTA conducts a consultation with a lawyer or the Fair Trade Commission and is adamant about preventing any recurrence of illegal behavior.

With regard to the Subcontract Law, KUBOTA proactively holds basic training workshops and practical consultations in addition to expanding and upgrading its risk management system.

Kubota Agri Service Co., Ltd. has received a site inspection of the Fair Trade Commission as there is a suspicion that in November 2013, was going to bid rigging for country elevators agriculture facility.

In addition to fully cooperate, we will continue to ensure the efforts for antitrust compliance, including the Group companies continue to investigate.

Revenues set a new record for the second year in a row.

For the year ended March 31, 2014, revenues of KUBOTA Corporation and its subsidiaries (hereinafter, the "Company") increased ¥298.0 billion [24.6%], to ¥1,508.6 billion, from the prior year.

In the domestic market, revenues increased ¥95.3 billion [17.6%], to ¥638.3 billion, from the prior year. Domestic revenues in Farm & Industrial Machinery increased substantially due to higher sales of farm equipment, construction machinery, and engines. Revenues in Water & Environment also increased steadily owing to sales growth of products related to public works spending.

In overseas markets, revenues increased ¥202.7 billion [30.4%], to ¥870.2 billion, from the prior year. Overseas revenues in Farm & Industrial Machinery rose in North America, Asia outside Japan, and Europe. Revenues in Water & Environment and Other expanded mainly in Asia outside Japan. The ratio of overseas revenues to consolidated revenues was 57.7%, 2.6 percentage points higher than in the prior year.

Operating income increased ¥81.1 billion [66.8%] from the prior year, to ¥202.4 billion, due to increased domestic and overseas revenues and the effect of yen depreciation.

Income before income taxes and equity in net income of affiliated companies, equivalent to operating income plus other income of ¥8.9 billion, amounted to ¥211.3 billion, which was ¥84.1 billion [66.1%] higher than in the prior year. Income taxes were ¥71.9 billion, and equity in net income of affiliated companies was ¥3.0 billion. Furthermore, after deduction of net income attributable to noncontrolling interests of ¥10.8 billion, net income attributable to Kubota Corporation was ¥131.7 billion, ¥53.6 billion [68.7%] higher than in the prior year.

Financial Highlights

	(billion yen)		
(FY)	2012	2013	2014
Year ended March 31:			
Revenue	¥1,021.6	¥1,210.6	¥1,508.6
Operating income	103.2	121.4	202.4
Income before income taxes	99.8	127.2	211.3
Net income attributable to KUBOTA Corp.	61.3	78.1	131.7
Capital investments	34.1	50.5	51.2
Depreciation	24.0	29.9	35.3
R&D expenses	27.9	32.0	35.6
Net cash provided by operating activities	68.0	49.3	83.3
Free cash flow ^{*1}	38.3	0.1	30.2
As of March 31:			
Total assets	¥1,550.7	¥1,846.6	¥2,104.7
Shareholders' equity	674.4	793.3	934.8
Interest-bearing debt	388.0	510.0	586.9
Per share data (Yen) :			
Earnings per share (EPS) ^{*2}	¥ 48.54	¥ 62.15	¥104.94
Book-value per share (BPS) ^{*3}	536.97	631.64	748.00
Principal financial data (%):			
Operating margin	10.1	10.0	13.4
Return on assets (ROA) ^{*4}	6.8	7.5	10.7
Return on equity (ROE) ^{*5}	9.3	10.6	15.2
Shareholders' equity to total assets	43.5	42.9	44.4
Debt equity ratio (times) ^{*6}	0.58	0.64	0.63

*1. Free cash flow = Net cash provided by operating activities – Purchases of fixed assets

*2. Earnings per share (EPS) = Net income attributable to KUBOTA Corp. ÷ Weighted average number of common shares outstanding

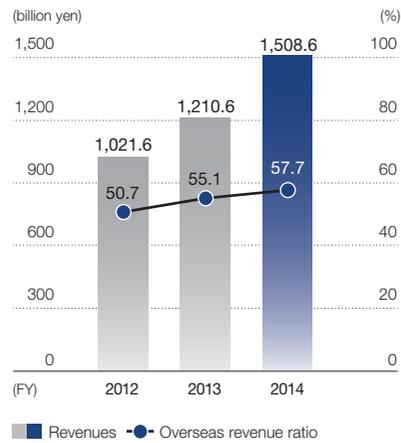
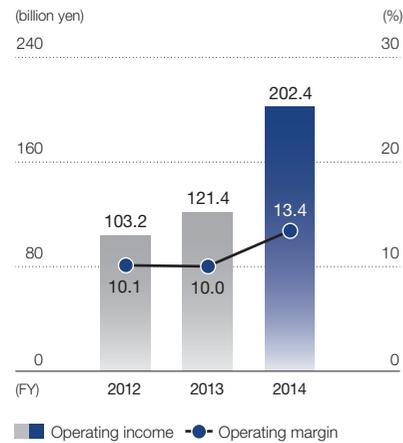
*3. Book-value per share (BPS) = Shareholders' equity ÷ Number of common shares outstanding as of each balance sheet date

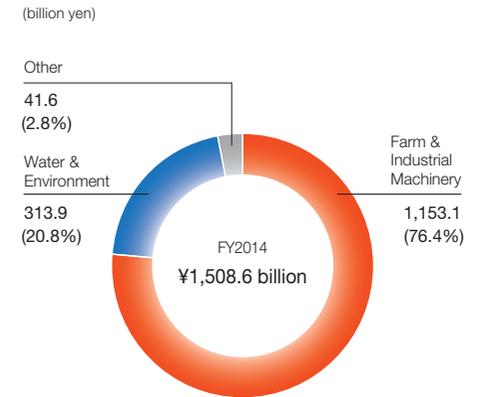
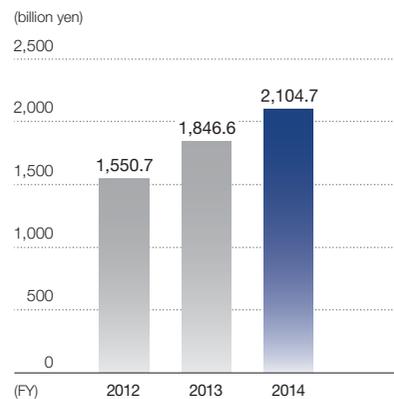
*4. Return on assets (ROA) = Income before income taxes ÷ Total assets (average of beginning and end of fiscal year)

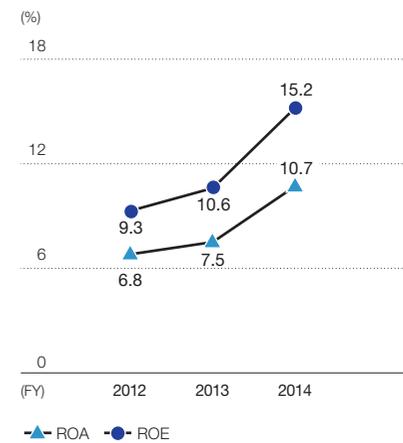
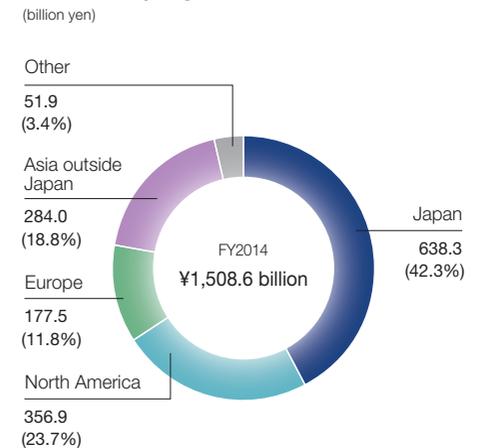
*5. Return on equity (ROE) = Net income attributable to KUBOTA Corp. ÷ Shareholders' equity (average of beginning and end of fiscal year)

*6. Debt equity ratio = Interest-bearing debt ÷ Shareholders' equity

The Company aligned the reporting periods of certain subsidiaries and affiliated companies with different financial statement closing dates to that of KUBOTA Corporation. To reflect the impact of these changes, the Company retrospectively adjusted the consolidated financial statements for all periods presented.

Revenues and overseas revenue ratio

Operating income and operating margin

Net income attributable to KUBOTA Corporation and net margin

Revenues by reporting segment

Total assets

Shareholders' equity and shareholders' equity to total assets

ROA, ROE

Revenues by region


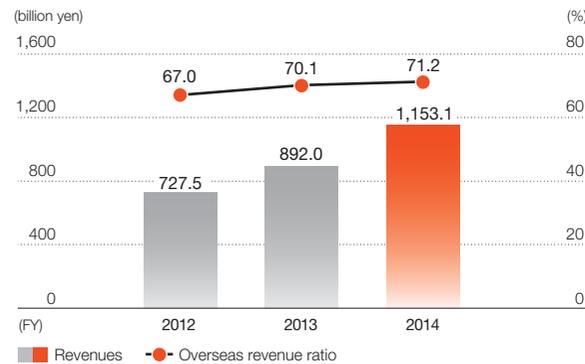


KUBOTA planned to establish a company in France to manufacture new upland farming tractors of 130 to 170 horsepower with mass production slated to commence in April 2015. We aim to produce 3,000 tractors per year from 2017. By local production, KUBOTA aims to expand the large-scale dryfield agricultural machinery business in the main market.

Farm & Industrial Machinery

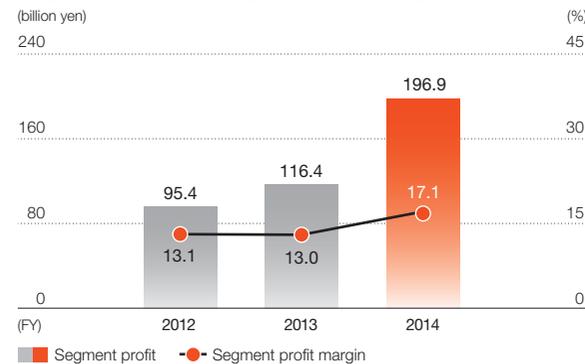
Review of Operations

Revenues and overseas revenue ratio



Revenues in this segment increased 29.3% from the prior year, to ¥1,153.1 billion, and accounted for 76.4% of consolidated revenues. Operating income in this segment increased 69.2%, to ¥196.9 billion.

Segment profit and segment profit margin



Future Business Development

Full-scale entry into the market for upland farming, where high growth is expected

The Company is accelerating the development of its large-scale agricultural machinery for upland farming. Thus far, the Company has expanded its overseas business activities by building on the base it has developed in Japan in agricultural machinery for rice paddy cultivation. To realize growth in the medium-to-long term, the Company will dramatically expand its agricultural machinery business by making a full-scale entry into the market for upland farming, where the area under cultivation is estimated to be more than four times larger than the rice cultivation market. Following the Company's acquisition of a tractor implement manufacturer for upland farming based in Europe in 2012, the Company made the decision in December 2013 to establish a manufacturing plant for

upland farming machinery in Europe, and is thus taking its first step toward becoming a comprehensive manufacturer of agricultural machinery. The Company will accelerate the development of its business in this field by expanding its lineup of products at an early date, strengthening and expanding its sales and service network with the aim of building a strong position in the market for upland farming machinery, and implementing other measures to rank alongside existing European and U.S. manufacturers in this field. As the members of the Company implement this policy, they will act as a team, and the Company will consider a range of options, including alliances with other companies.

Topics



KUBOTA established a production center for upland farming tractors, for which market growth is expected, in France and starting mass production in April 2015



Responding to strong demand for agricultural mechanization, KUBOTA decided to increase production capacity of the diesel engine plant in the Republic of Indonesia.

Artist's rendition of the plant



KUBOTA established new companies for strengthening agricultural machinery sales in Cambodia and Laos.



KUBOTA launched agricultural machinery compatible with newly developed agricultural support system with ICT for farmers in Japan.



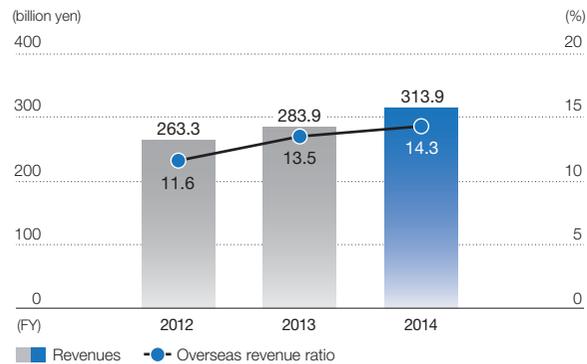
Pump Station in Natori City, Miyagi Prefecture

The KUBOTA Group's various water- and environment-related products are being used in the restoration, recovery and urban development of disaster-stricken areas. Examples include the restoration of water supply and sewage lines, construction of pipes and treatment of effluent for temporary housing structures, and the restoration of agricultural water.

Water & Environment

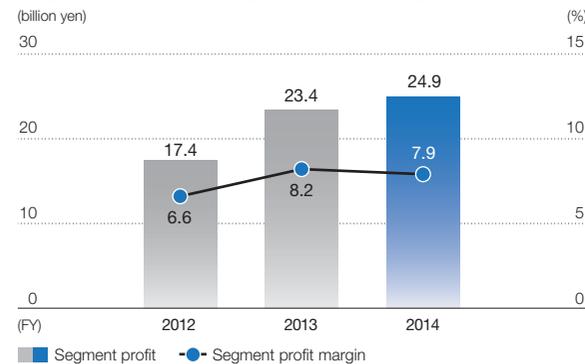
Review of Operations

Revenues and overseas revenue ratio



Revenues in this segment increased 10.6%, to ¥313.9 billion from the prior year, and accounted for 20.8% of consolidated revenues. Operating income in this segment increased 6.5%, to ¥24.9 billion.

Segment profit and segment profit margin



Future Business Development

Accelerating water and environment business in significantly growing Asian countries

The Company is accelerating the development of its Water and Environment business activities in Asia. In China, the Company is moving forward with further development of its operations in that country through the subsidiaries it has already established in the engineering, pumps, and other businesses there. In Southeast Asia, the Company is entering new business fields, including its initiatives to obtain such orders as those for palm oil mill effluent treatment systems it

has received in Malaysia and Indonesia. However, to accelerate the development of business throughout Southeast Asia, the Company is utilizing the business locations of subsidiaries that it acquired in 2012. The Company will allocate management resources on a priority basis, and, as it employs local resources, move ahead with the development of business activities without restricting these to existing products, technologies, or business models.

Topics



Due to strong needs for local infrastructure development, KUBOTA has received an order for Water supply system and Water Purification Plant (WPP) and Sewerage Treatment Plant (STP) in Myanmar's special economic zone



Constructing palm oil mill effluent treatment facilities in Indonesia for the first time—KUBOTA contributes to environmental improvement and the use of renewable energy development by the anaerobic membrane

Plant in Malaysia



KUBOTA has received order for MBR system to be used in the City of Canton, Ohio, USA, the largest MBR facility in the North America

Other



KUBOTA launched of imported Japanese rice milling and marketing operations in Singapore.

Selling rice produced in Kumamoto Prefecture for the first time (Source: Kumamoto Prefecture)

Initiatives to Improve Customer Satisfaction

At the KUBOTA Group Technical Skill Contest 2013, 201 contestants tested their own technical skills in 14 categories, including lathing, welding, and machine maintenance and competed against each other. To strengthen KUBOTA quality, the contests improve the manufacturing capabilities of each base while spreading these skills across the entire Group.



Ensuring Product Safety and Superior Quality

Initiatives to Improve Quality

KUBOTA utilizes scientific methods such as a method of preventing potential problems arising in designs and development, to win customer satisfaction and ensure product quality (functions, performance and reliability) under various operating conditions worldwide.



New Employee Education

Under the policy of “no manufacturing without human resource development,” KUBOTA provides a residential training course for approximately one year. The training curriculum is mainly composed of basic training for techniques, skill, safety and quality.



KUBOTA Group Technical Skill Contests

The KUBOTA Group holds the KUBOTA Group Technical Skill Contest with the aim of improving technical skills across the Group. The contest served as an opportunity to improve the manufacturing capabilities of each base and encourage the contestants to sharpen their skills even further.



“5-Gen Dojo”

Spreading throughout the world the “5-Gen” principle, a philosophy of constant improvement in employee training and at manufacturing sites, KUBOTA will make sure the manufacturing standards are worthy of the Made by KUBOTA brand.



Improving Quality and Productivity through Measures to Organize Suppliers

To make the KUBOTA brand worthy of the trust placed in us by customers around the world, the KUBOTA Group strives for optimal regional procurement by building a supplier network around the world. We aim to improve quality and productivity through measures to organize suppliers.



Providing Compelling Products, Technologies and Services

R&D: Creating New Value

Through IT-based operating and maintenance services, KUBOTA aims to provide groundbreaking new products and services that bring more satisfaction to its customers.



Regional Product Development

KUBOTA has put in place local R&D centers in order to accurately grasp customer needs and rapidly develop new products.



Sharing Technical Information

To contribute globally and leverage our comprehensive capabilities in the fields of food, water and the environment, which are essential for the continuation of the human race, we are facilitating interaction and information sharing through our technology research presentations and other events.



New product launch at a dealer meeting

KUBOTA's response to the asbestos issue

KUBOTA recognizes sincerely that asbestos-related diseases have occurred among local residents and employees in the vicinity of the former Kanzaki Plant. From the standpoint of fulfilling its social responsibility as a company that handled asbestos in the past, KUBOTA needs to continue tackling this problem with sincerity in the future.

For further information, see: <http://www.kubota.co.jp/kanren/index.html> (Japanese only)

Disclosure of Recall Information

Recall of medium-duty tractors
(total of 218 tractors in six models) Recall number: 3332
Recall start date: March 27, 2014

For further information, see: <http://www.kubota.co.jp/important/index.html> (Japanese only)

Recall of KL-Z tractors
(total of 7,447 tractors in nine models) Recall number: 3392
Recall start date: July 24, 2014

Creating a Rewarding and Vibrant Work Environment



The Global Human Resources Conference was held for the first time with the heads of human resource departments from overseas affiliates. Attendees of the conference actively debated personnel policy within the context of globalization. The conference served as an opportunity to forge stronger connections between overseas bases and address personnel issues arising from the globalization of business.

Creating a Safety, Physically and Mentally Healthy Work Environment

Occupational Safety Initiatives and Safety-Conscious Employee Training

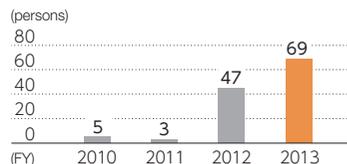
To create a safe, accident-free workplace, KUBOTA created the Equipment Safety Improvement Guidelines for risks for serious injury. We also created the Basic Guidelines for Human Safety as a set of fundamental rules and manners for safety and focused on improving awareness of safety. KUBOTA will continue to educate employees at its business sites around the world about how to recognize danger and rely on their KYT (how to sense danger training) to improve their ability to avoid danger.



Mental Health, Work Life Balance

We are working hard to prevent and quickly detect mental health issues by taking a two-pronged approach consisting of promoting self care among employees and encouraging supervisors to provide guidance and assistance. And to promote a better work-life balance, we are focusing efforts on getting more employees to take paid vacation and on offering support to employees raising children.

Status of male employees using the childcare leave program



Respecting Human Rights and Promoting Diversity

Human Rights

KUBOTA sincerely makes efforts to raise awareness of human rights in Japan and overseas, respect international human rights guidelines, and ensure thorough compliance with relevant laws in the respective countries and regions. We are also fostering a corporate culture that values people.

Number of employees who joined human rights training sessions during FY2013

In-house training	Outside training	Total (total participants)
21,012	551	21,563

Woman

KUBOTA supports women at work through female employee networks inside and outside the Company. Through various initiatives, the number of women in managerial positions has increased every year.



Disabled Persons

KUBOTA has founded two specific subsidiaries, Kubota Works Co., Ltd. and Kubota Sun-Vege Farm Co., Ltd., and operates them to create jobs and a work environment for disabled persons.



Personnel Policies in Tune with Globalization

Thoroughly Disseminating Corporate Philosophy

To conduct corporate activities in which each individual fulfills his or her role and responsibilities, KUBOTA penned the Kubota Global Identity, and training sessions to foster awareness of our new corporate philosophy were held at each base around the world.



Global Resource Policy Launched

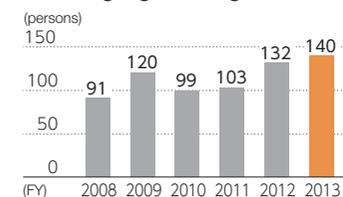
Based on the Kubota Global Identity, its corporate philosophy, KUBOTA has created the KUBOTA Global Personnel Management Policy as its basic policy for personnel management across the Group.



Foreign Language Training

KUBOTA has helped young employees improve their foreign language skills and adaptability to foreign cultures by offering about one month of foreign language education and overseas manufacturing base training to all new employees

Number of employee dispatched for language training



Hydroponic cultivation business of Kubota Sun-Vege Farm Co., Ltd.

Contributing to International and Local Societies



Volunteers Relocate Kamaishi City's Hakozaiki Farm

In May 2014, 104 new employees completed the relocation. These volunteers used this as an opportunity to learn and grow—they met face-to-face with people living in areas recovering from the earthquake and tsunami, saw the conditions on the ground, and came up with ideas about what they could do to help with the recovery.

Contributing to International and Local Societies

The KUBOTA Group aims to coexist with society as a good corporate citizen, building relationships of trust through communication with local communities through respect for the culture and customers of each country and region.

The KUBOTA e-Project

Six e-perspectives

In an effort to contribute to society in the areas of food, water and the environment, the KUBOTA Group commenced the KUBOTA e-Project in 2008.



KUBOTA "TERRA-KOYA" summer camp



KUBOTA e-Day Volunteer Program



KUBOTA GENKI Agriculture Experience Workshop



Sponsoring the Mainichi Earth Future Prize



Supporting the construction of wells in India



Support for initiatives to restore abandoned farmland in each region

Volunteer activities for recovering areas



Donated farm equipment and primed community garden for temporary housing



Promoting produce from recovering areas—Eating and drinking to show your support



Hands-on training for planting iron-coated seeds, a special course offered at agricultural high schools in recovering areas



Restoring abandoned farmland in affected areas to help revive local agriculture

Overseas Social Contribution Activities



Support for elementary schools provided by SIAM KUBOTA Metal Technology Co., Ltd.



Donations to children support organization by Kubota Manufacturing of America Corporation

Social Contribution Activities through Corporate Sporting Events



Rugby Festival in Funabashi City



Rugby classes taught to junior high school students



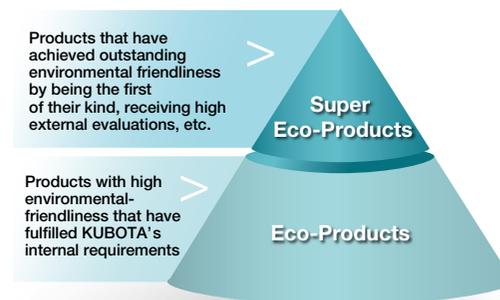
Environmental Management at the KUBOTA Group

Conservation of the Global Environment to Realize “For Earth, For Life”

With “For Earth, For Life” as our Brand Statement, the KUBOTA Group continues to support the creation of abundance in people’s lifestyles while protecting the beautiful global environment. As a sustainable company, KUBOTA supports the creation of a sustainable society by working to find solutions to problems in the fields of food, water and the environment through our business activities.

As the basic direction of the environmental management of the KUBOTA Group, we established three items: “Stop climate change,” “Work towards a recycling-based society,” “Control chemical substances,” in addition to expanding lineup of “Eco-products.”

Internal certification system for Eco-Products



Products Certified as Eco-Products in FY2014 (excerpt)

Compliant with Exhaust Gas Regulations

Tractors
GLOBE M135G, etc.
(Japan, North America, Europe)

Compliant with Exhaust Gas Regulations

Diesel engines
V6108-E4 series, etc.
(Japan, North America, Europe)

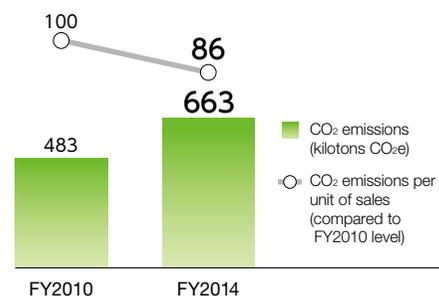
Message from the Environmental Conservation Control Officer



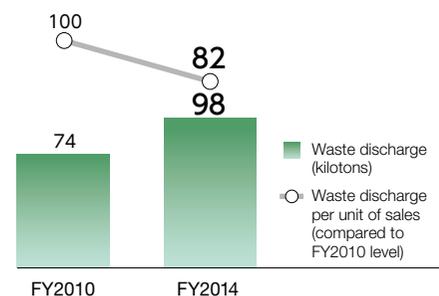
Senior Managing Executive Officer
GM of Quality Assurance & Manufacturing Headquarters
(Environmental Conservation Control Officer)
Kenshiro Ogawa

The KUBOTA Group has made it our mission to solve problems in the fields of food, water and the environment and contributes to the conservation of the global environment through “Made by KUBOTA” manufacturing activities. Since FY2014, management has endeavored to further strengthen environmental management by guiding the implementation of measures to update our environmental management promotional structure, reduce environmental loads and environmental risks, and expand a line-up of environmentally friendly products. In June 2014, KUBOTA made a commitment to work towards our new targets to the Japanese Environment Minister, and was recertified as an “Eco-First Company”. On this occasion, we would like to improve our environmental communications with our customers, employees and other stakeholders in a bid to enhance our brand value. The KUBOTA Group will unify our efforts to help conserve the global environment.

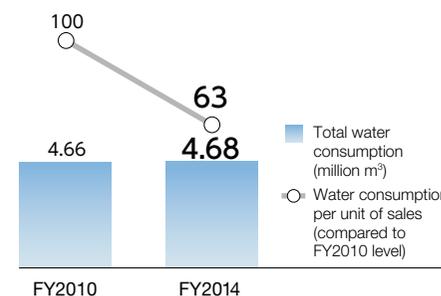
Reduction of Environmental Impacts

 CO₂ reduction


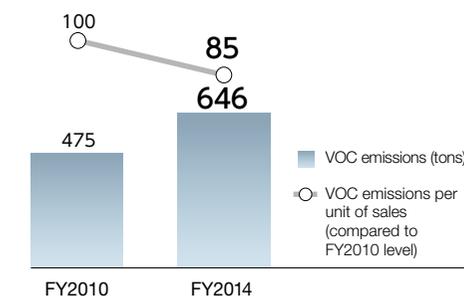
Waste reduction



Reduction of water consumption



Reduction of VOC emissions



We Continue to Support the Future of the Earth and Humanity

Business Activities of the KUBOTA Group that Aims to Contribute to Global Environmental Conservation

Food



Tractors



Combine harvesters



Rice transplanters



Power tillers



Rice mills



Engines

Stabilize food production

Increase crop harvests

Increase agricultural efficiency

Reduce spray volume of agricultural chemicals

Reduce fertilizer usage

Control eutrophication of water

Make exhaust gas cleaner

Continue to support of the earth

Secure food
Safe and secure

Global environmental conservation

Stopping climate change

Resource

CO₂ reduction

Resource and

Provide products

Planning

R&D

Procurement

Production



The KUBOTA Group's Initiatives at Plants and Offices

• Conserve energy • Promote 3Rs of waste

INPUT

Energy

Fossil fuels	4,600 TJ	Solar power generation	66.7MWh
Purchased electricity	690,600 MWh		
Transportation fuel*	695 TJ		
Total	12,150 TJ		

Water resources

Service water	1.10 mil. m ³
Industrial water	2.56 mil. m ³
Groundwater	1.02 mil. m ³
Total	4.68 million m³

Major raw materials

Cement	5.9 kilotons
New pig iron	7.7 kilotons
Band steel	101 kilotons

Recycled materials

Old pig iron	59.4 kilotons
Steel scrap	236 kilotons

Recovery of used products

Cast iron pipes	4,425 tons
Vinyl pipes	350 tons
Plastic sheets	71.3 tons
Crawlers	250 tons

Chemical substances

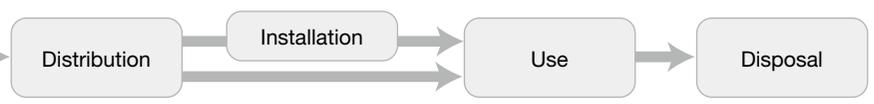
Handled volume	11,462 tons
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Support the future and humanity
 supplies water supplies
 environmental protection

- circulation
- Prevention of environmental pollution
- conservation recycling
- Prevention of atmosphere, water and soil pollution



Water recycling amount 80.4 thousand m³
Internal resource recycling amount 26.3 kilotons



Provide products

- management
- Reduce water consumption
- Reduce VOC emissions
- Conserve biodiversity

OUTPUT	Atmospheric emission	Water system discharge (Discharge water includes rain and spring water)	Waste	Chemical substances
	CO ₂ 663 kilotons CO _{2e} Distribution CO ₂ * 48 kilotons CO _{2e} SOx 17.6 tons NOx 79.6 tons Soot and dust 9.2 tons	Public water areas Amount of discharge water 3.82 million m ³ COD* 10.9 tons Nitrogen* 9.1 tons Phosphorous* 0.3 tons	Sewage lines Amount of discharge water 1.23 million m ³ Amount of waste discharge 98.2 kilotons External recycling 75.9 kilotons Landfill waste (included in the above) 13.1 kilotons Amount of construction waste, etc. discharge* 23.8 kilotons	Atmospheric emission PRTR-designated substances* 462 tons Chemical substances (overseas sites) 230 tons

(FY2014 results) *indicates data concerning business sites in Japan

Corporate Data (As of March 31, 2014)

Corporate Name	KUBOTA Corporation
Head Office	2-47, Shikitsu-higashi 1-chome, Naniwa-ku, Osaka 556-8601 Japan
Established	1890
Capital	¥84.0 billion
Total number of shares issued	1,250,219,180
Number of shareholders	39,117
Revenues (Consolidated)	¥1,508.6 billion
Number of employees (Consolidated)	33,845



The founder of KUBOTA: Gonshiro Kubota
(1870–1959)

Directors, Audit & Supervisory Board Members and Executive Officers

(As of July 8, 2014)

Directors



Outside Director	Director and Senior Managing Executive Officer	Representative Director and Executive Vice President	President and Representative Director	Director and Senior Managing Executive Officer	Director and Managing Executive Officer	Outside Director
Yukitoshi Funo*	Kenshiro Ogawa	Toshihiro Kubo	Masatoshi Kimata	Shigeru Kimura	Yuichi Kitao	Yuzuru Matsuda*

Executive Officers

Managing Executive Officers	Executive Officers		
Satoshi Iida	Taichi Ito	Kazuhiro Kimura	Nobuyuki Ishii
Yujiro Kimura	Yoshiyuki Fujita	Dai Watanabe	
Shinji Sasaki	Kaoru Hamada	Haruyuki Yoshida	
Hiroshi Matsuki	Hironobu Kubota	Takao Shomura	
Kunio Suwa	Junji Ogawa	Yuji Tomiyama	
Toshihiko Kurosawa	Yasuo Nakata	Kazunari Shimokawa	
Hiroshi Kawakami	Masato Yoshikawa	Mutsuo Uchida	

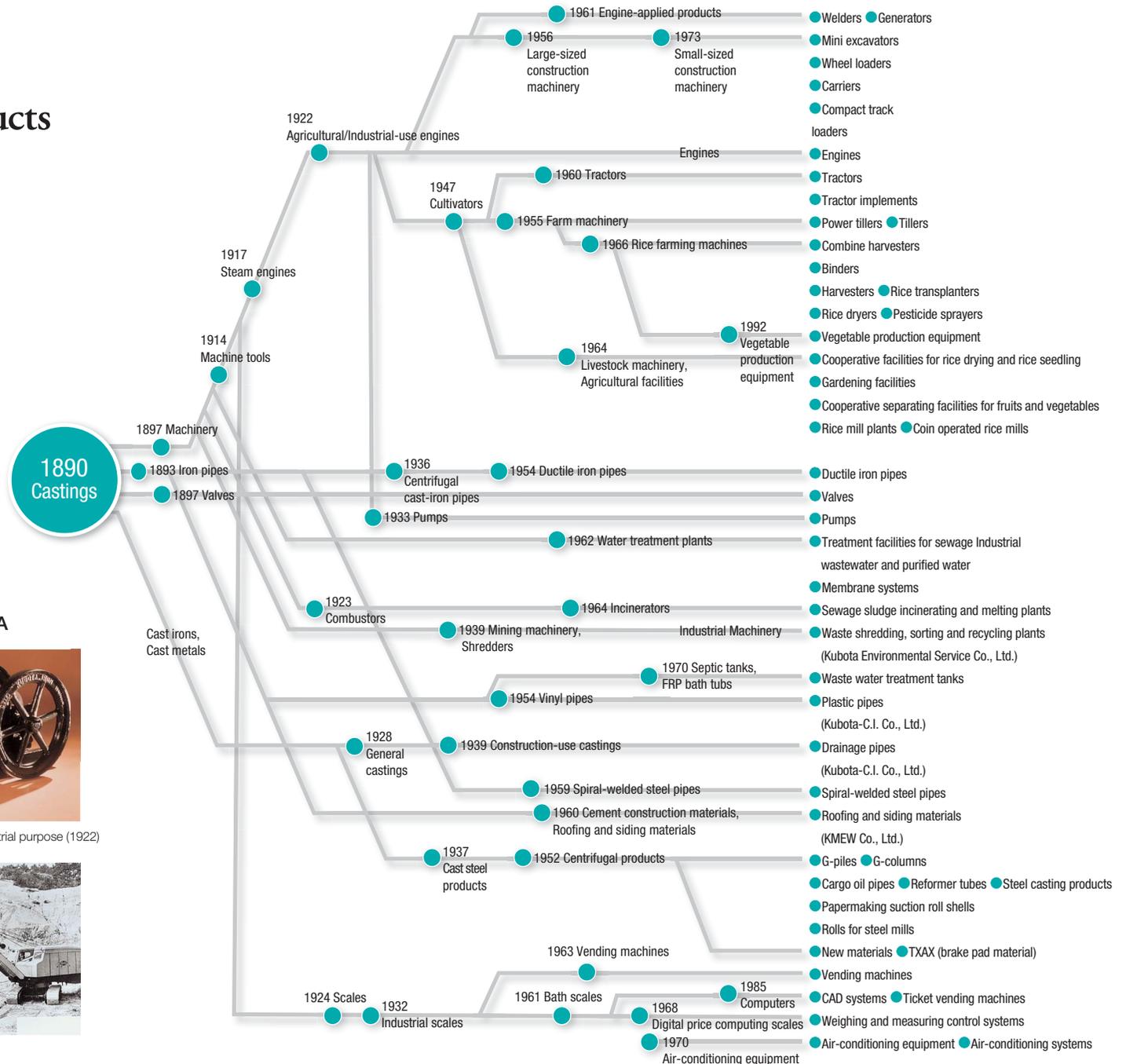
Audit & Supervisory Board Members

Audit & Supervisory Board Members
Satoru Sakamoto
Toshikazu Fukuyama
Outside Audit & Supervisory Board Members
Masaharu Kawachi
Akira Negishi
Ryoji Sato

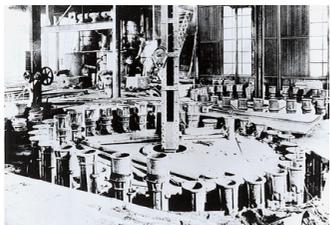
* Designated as independent directors based on the Securities Listing Regulations of the Tokyo Stock Exchange

History of KUBOTA's Products

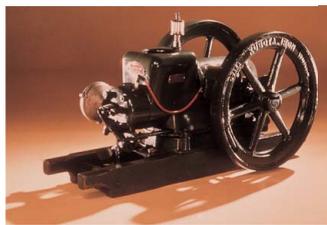
KUBOTA started with production and marketing of cast metal products. Ever since its foundation, it has provided a large variety of products that contribute to people's lives and society, including iron pipes for waterworks, engines for agricultural and industrial purposes, and machine tools. All of its business organizations and products have been developed under the basic idea that "Society keeps corporations going forward."



Major Products Driving the Development of KUBOTA



Cast iron pipes for water supply (1893)



Oil-based engines for agro-industrial purpose (1922)



Cultivators (1947)



Power shovels (1953)

Somewhere, today. A nearby presence throughout people's lives.

Mobilizing the collective strength of KUBOTA's business activities and contributing to solutions in the areas of food, water and the environment.



Farm & Industrial Machinery



1 Tractors:
used mainly in agricultural operations, including tillage, leveling and transportation.



2 Rice transplanters:
used to transplant rice seedlings to the rice paddies. Rice transplanters make a significant labor-saving contribution.



3 Combine harvesters:
simultaneous harvesting and threshing of crops such as rice, wheat and pulses



4 Mini power tillers:
used mainly in agricultural operations, including smaller farms.



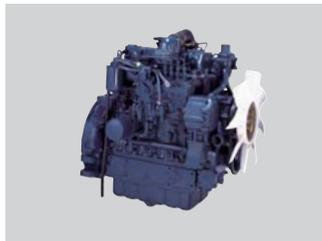
5 Riding mowers:
used for cutting lawns in parks, office areas and private residences.



6 Utility vehicles:
useful in a variety of operations, including agricultural work, civil engineering and leisure activities.



7 Construction machinery (mini backhoes):
used in civil engineering and other operations; especially useful in narrow work areas, such as city streets.



8 Engines (installed in equipment 1-7):
used as power sources for industrial equipment, including tractors and construction machinery.

Water & Environment



9 Iron pipes:
used in infrastructure, including water and sewage lines, as well as gas piping.



10 Earthquake resistant reservoirs:
used to ensure the supply of drinking water when water services are halted due to an earthquake or other disaster.



11 Valves
used in water and sewerage lines to control the flow of fluids or gases.



12 Pumps:
used to pump water in water and sewerage lines, as well as in storm water drainage.



13 Plastic pipes:
used in infrastructure, including water and sewerage lines, as well as gas piping.



14 Ceramic film:
used in the purification process for sources of water, including river water, to create clean drinking water.



15 Submerged membranes:
used to purify waste water, including industrial and domestic sewage.



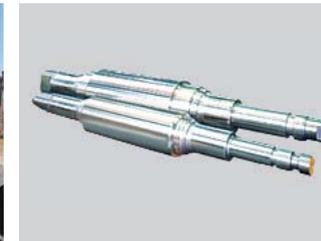
16 Waste water treatment tanks:
used to treat sewage in areas where there are no sewerage lines.



17 Sewage sludge incinerators:
plants used to incinerate or melt sludge produced during sewage treatment



18 Spiral welded steel pipes:
used in foundation construction, including for buildings and bridges in addition to harbor and river projects.



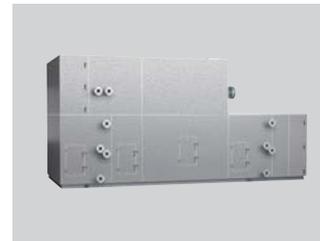
19 Rolls:
used in the rolling process, mainly at steel plants.



20 Cast steel:
used at plants in the petrochemical industry for ethylene purification and other operations.



21 Truck scales:
used to measure load capacity for trucks and other equipment.



22 Air-conditioning:
used mainly in the centralized air-conditioning of office buildings and plants.



23 Vending machines:
used for the automatic sales of products, including drinks and cigarettes.



24 TXAX (brake pad material):
used as a friction material, mainly in brake pads.

Global Network (As of July 1, 2014)

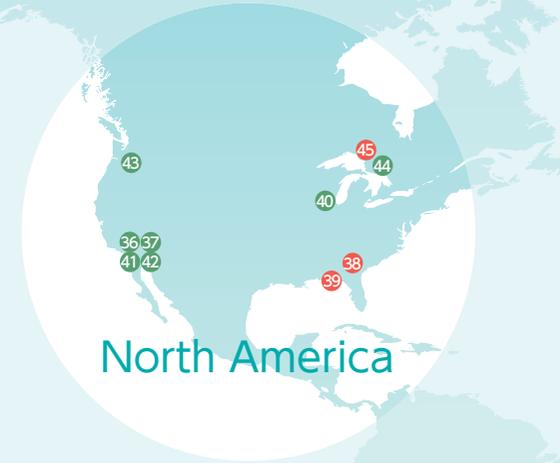
Possessing strengths in world-class quality, the KUBOTA Group is accelerating the development of its overseas business activities, including expanding its production, sales and procurement bases.



Europe



Asia & Oceania



North America

- Main overseas affiliates
- Overseas production sites
- Overseas offices

Plants, offices and main affiliates in Japan

■ Head offices

- Head Office**
(Osaka)
- Hanshin Office**
(Amagasaki, Hyogo Prefecture)
- Tokyo Head Office**
(Tokyo)
- **Regional offices & Branch offices**
- Hokkaido Regional Office**
(Sapporo)
- Tohoku Regional Office**
(Sendai)
- Chubu Regional Office**
(Nagoya)

- Chugoku Regional Office**
(Hiroshima)
- Shikoku Regional Office**
(Takamatsu)
- Kyusyu Regional Office**
(Fukuoka)
- Yokohama Branch**
(Yokohama)
- **Sales Offices**
- Wakayama Sales Office**
(Wakayama)
- Kumamoto Sales Office**
(Kumamoto)
- Okinawa Sales Office**
(Naha)

■ Factories, plants and business centers

- Sakai Plant**
(Sakai, Osaka Prefecture)
Agricultural machinery and engines
- Hirakata Plant**
(Hirakata, Osaka Prefecture)
Construction machinery, valves, pumps and steel castings
- Tsukuba Plant**
(Tsukubamirai, Ibaraki Prefecture)
Agricultural machinery and engines
- Ryugasaki Plant**
(Ryugasaki, Ibaraki Prefecture)
Vending machines
- Utsunomiya Plant**
(Utsunomiya, Tochigi Prefecture)
Agricultural machinery

- Keiyo Plant**
(Funabashi/Ichikawa, Chiba Prefecture)
Ductile iron pipes and spiral welded steel pipes
- Shiga Plant**
(Konan, Shiga Prefecture)
Septic tanks
- Hanshin Plant**
(Amagasaki, Hyogo Prefecture)
Ductile iron pipes and mill rolls
- Kyuhoji Business Center**
(Yao, Osaka Prefecture)
Electronic equipped machinery
- Okajima Business Center**
(Osaka)
Engines and iron castings

■ Main affiliates

- 15 domestic agricultural machinery sales companies including Hokkaido KUBOTA Corporation** (As of July, 2014)
Sales of agricultural machinery
- Kubota Farm & Industrial Machinery Service Ltd.** (Sakai, Osaka Prefecture)
Integrated agricultural machinery service
- Kubota Agri Japan Corporation** (Osaka)
Technical and sales guidance on agricultural machinery
- Kubota Credit Co., Ltd.** (Osaka)
Retail financing of merchandise
- KUBOTA Precision Machinery Co., Ltd.** (Sakai, Osaka)
Manufacture and sale of hydraulic equipment and other precision machinery components

- KUBOTA Construction Machinery Japan Corporation** (Amagasaki, Hyogo Prefecture)
Sales of construction machinery
- Kubota-C.I. Co., Ltd.** (Osaka)
Manufacturing and sales of pipes and couplings in PVC and other polymers
- Nippon Plastic Industry Co., Ltd.** (Komaki, Aichi Prefecture)
Manufacturing and sales of vinyl pipes and various types of sheets
- Kubota Environmental Service Co., Ltd** (Tokyo)
Operation, maintenance, design, construction, remodeling and repair of water and waste treatment facilities, along with sales of pharmaceutical and other supplies; analysis of water quality, air, waste, etc.

- KUBOTA KASUI Corporation** (Tokyo)
Environmental engineering related to treatment of industrial wastewater and waste gases, repair and remodeling work, maintenance management, chemical and other sales
- Kubota Air Conditioner, Ltd.** (Tokyo)
Manufacturing and sales of various types of air-conditioning equipment
- Kubota Construction Co., Ltd.** (Osaka)
Service water and sewage, civil engineering and construction contracting
- KMEW Co., Ltd.** (Osaka)
Manufacturing and sales of roofing and siding materials

Europe

- 1 **Kubota Europe S.A.S.**
Argenteuil, FRANCE
Sales of tractors, construction machinery, engines, mowers and UVs*
- 2 **Kubota (Deutschland) GmbH**
Rodgau/Nieder-Roden, GERMANY
Sales of tractors, engines, mowers and UVs*
- 3 **Kubota Baumaschinen GmbH**
Zweibrücken Rheinland-Pfalz, GERMANY
Manufacturing and sales of construction machinery
- 4 **Kubota (U.K.) Ltd.**
Oxfordshire, U.K.
Sales of tractors, construction machinery, engines, mowers and UVs*
- 5 **Kubota Membrane Europe Ltd.**
London, U.K.
Sales of submerged membranes
- 6 **Kubota España S.A.**
Madrid, SPAIN
Sales of tractors, mowers and UVs*
- 7 **Kverneland AS**
Kverneland, NORWAY
Manufacturing and sales of tractor implements

Asia & Oceania

- 8 **Kubota Korea Co., Ltd.**
Seoul, KOREA
Sales of tractors, combine harvesters, rice transplanters and construction machinery
- 9 **Kubota China Holdings Co., Ltd.**
Shanghai, CHINA
Regional headquarters in China
- 10 **Kubota Agricultural Machinery (SUZHOU) Co., Ltd.**
Jiangsu, CHINA
Manufacturing and sales of combine harvesters and other agricultural machinery
- 11 **Kubota Construction Machinery (WUXI) Co., Ltd.**
Jiangsu, CHINA
Manufacturing of construction machinery
- 12 **Kubota Engine (SHANGHAI) Co., Ltd.**
Shanghai, CHINA
Sales of engines
- 13 **Kubota Engine (WUXI) Co., Ltd.**
Jiangsu, CHINA
Manufacturing of vertical type diesel engines
- 14 **Kubota Construction Machinery (SHANGHAI) Co., Ltd.**
Shanghai, CHINA
Sales of construction machinery
- 15 **Kubota Guozhen Environmental Engineering (ANHUI) Co., Ltd.**
Anhui, CHINA
Plant engineering of membrane bioreactors, and manufacturing and sales of membrane units, for the water treatment market
- 16 **KUBOTA SANLIAN PUMP (ANHUI) Co., Ltd.**
Anhui, CHINA
Manufacturing and sales of pumps
- 17 **Kubota Environmental Engineering (SHANGHAI) Co., Ltd.**
Shanghai, CHINA
Plant engineering and sales of equipment for the water treatment market
- 18 **Jiangsu Biaoxin Kubota Industrial Co., Ltd.**
Jiangsu, CHINA
Manufacturing and sales of steel casting products
- 19 **Kubota Rice Industry (H.K.) Co., Ltd.**
Hong Kong, CHINA
Import, milling and sale of Japanese rice
- 20 **Shin Taiwan Agricultural Machinery Co., Ltd.**
Kaohsiung City, TAIWAN
Sales of tractors, agricultural machinery, mowers, UVs,* construction machinery and agriculture-related products
- 21 **Kubota Philippines, Inc.**
Quezon City, PHILIPPINES
Sales of tractors, combine harvesters, rice transplanters, engines, power tillers, etc.
- 22 **SIAM KUBOTA Corporation Co., Ltd.**
Pathumthani, THAILAND
Manufacturing and sales of tractors, combine harvesters, horizontal diesel engines and power tillers, and sales of construction machinery
- 23 **SIAM KUBOTA Metal Technology Co., Ltd**
Chachoengsao, THAILAND
Manufacturing of casting components for engines and tractors
- 24 **KUBOTA Engine (Thailand) Co., Ltd.**
Chachoengsao, THAILAND
Manufacturing of vertical type diesel engines
- 25 **Siam Kubota Leasing Co., Ltd.**
Pathumthani, THAILAND
Retail financing for tractors and combine harvesters
- 26 **Kubota Procurement & Trading (Thailand) Co., Ltd.**
Chanthaburi, THAILAND
Procurement and supply of parts for KUBOTA Group production bases
- 27 **Kubota Vietnam Co., Ltd.**
Binh Duong Province, VIETNAM
Manufacturing and sales of tractors, combine harvesters and rice transplanters
- 28 **Sime Kubota Sdn. Bhd.**
Selangor Darul Ehsan, MALAYSIA
Sales of tractors and engines
- 29 **Kubota Rice Industry(Singapore)PTE.Ltd.**
Singapore, SINGAPORE
Import, milling and sale of Japanese rice

North America

- 36 **Kubota Tractor Corporation**
California, U.S.A.
Sales of tractors, construction machinery, mowers and UVs*
- 37 **Kubota Credit Corporation U.S.A.**
California, U.S.A.
Retail financing of sales contracts
- 38 **Kubota Manufacturing of America Corporation**
Georgia, U.S.A.
Development and manufacturing of small-sized tractors, mowers, UVs* and tractor implements
- 39 **Kubota Industrial Equipment Corporation**
Georgia, U.S.A.
Development and manufacturing of tractors and implements
- 40 **Kubota Engine America Corporation**
Illinois, U.S.A.
Sales of engines and generators
- 41 **Kubota Insurance Corporation**
California, U.S.A.
Underwriting non-life insurance
- 42 **Kubota Tractor Acceptance Corporation**
California, U.S.A.
Business of insurance agencies in the United States
- 43 **Kubota Membrane U.S.A. Corporation**
Washington, U.S.A.
Sales of submerged membranes
- 44 **Kubota Canada Ltd.**
Ontario, CANADA
Sales of tractors, construction machinery, engines, mowers and UVs*
- 45 **Kubota Materials Canada Corporation**
Ontario, CANADA
Manufacturing and sales of steel casting products, TXAX (brake pad materials)

*UVs: Utility Vehicles



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