

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

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

■ **Digest Version (PDF download)**

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 Version (PDF download)**

In addition to the content of the Digest Version, we issue more detailed information in a PDF format.

### Period covered by the KUBOTA REPORT 2020

From January 2019 to December 2019.

\* Matters outside the above period are partially included.

### Boundary of the KUBOTA REPORT 2020

In principle, the entire Kubota Group is covered.

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

### Guidelines consulted

- *GRI Sustainability Reporting Standards*, 2016, Global Reporting Initiative  
 GRI content index can be found on p. 170.
- ISO 26000, guidance on social responsibility  
 A comparison chart for the guidelines above can be found on p. 178
- *Environmental Reporting Guidelines 2018*, Ministry of the Environment

### Financial Report

Kubota Corporation and its subsidiaries (hereinafter, the “Company”) have adopted International Financial Reporting Standards (hereinafter, “IFRS”) instead of accounting principles generally accepted in the United States of America (hereinafter, “U.S. GAAP”) from the beginning of the fiscal year ended December 31, 2018. The figures for the fiscal year ended December 31, 2017 are also displayed in accordance with IFRS.

Kubota Corporation and 187 affiliates (174 subsidiaries and 13 equity method affiliates)

### Environmental Report

The Environmental Report contains the results of environmental activities carried out by Kubota Corporation as well as 174 consolidated subsidiaries and 8 affiliated companies accounted for under the equity method (partial).

### Social Report / Others

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

#### 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.