The Kubota Group—Tackling Issues the World Over

The globalization of companies is currently facing a turning point due to the coronavirus pandemic. More so than ever before, the Kubota Group intends to expand community-based business operations to get a better idea of local issues and needs.

Population Trends by Region

<table>
<thead>
<tr>
<th>Region</th>
<th>2015</th>
<th>2030</th>
<th>Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>7.3</td>
<td>8.5</td>
<td>1.2</td>
</tr>
<tr>
<td>North America</td>
<td>9</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>South America</td>
<td>8</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>Europe</td>
<td>6</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Africa</td>
<td>4</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Oceania</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

Source: Kubota Corporation, based on data from the Ministry of Internal Affairs and Communications

**MIDDLE EAST**

- **Oman**: Sewage treatment using submerged membrane units to shut out E. coli and other harmful bacteria
- **Abu Dhabi**: Water pipes to supply water to people in the desert

**AFRICA**

- **South Africa**: Fuel-efficient and highly durable tractors to meet the needs of orchard farmers
- **Kenya**: Tractors that achieve low fuel consumption—the key to growth in the farming sector

**OCEANIA**

- **Australia**: Multipurpose utility vehicles for mainly farm work, construction projects, and leisure

I aspire to make Kubota a company that local residents are glad to have in their towns.
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**OCEANIA**

**ASIA**

**EUROPE**

France
- Large upland farming tractors for France, the largest farming country in the EU
- Engines that swiftly meet global emission standards and power various types of industrial machinery
- Germany
- Mini excavators for narrow residential streets that remain unchanged since medieval times

**NORTH AMERICA**

US
- Meeting the needs of the upland farming market by creating synergies between tractors and implements
- Meeting various construction demands as a general manufacturer of small construction machinery

**SOUTH AMERICA**

Peru
- Combine harvesters that greatly contribute to the harvesting of rice, one of Peru’s staple foods

**ASIA**

India
- Powerful and highly durable multipurpose tractors that can withstand heavy-duty use
- Singapore
- Compact-body mini excavators for urban construction sites
- China
- Combine harvesters that meet the performance and after-sales customer support needs of specialist harvesting subcontractors
- Thailand
- Tractors finely attuned to the history of rice growing, from traditional farming methods through to mechanization
- Vietnam
- Johkasou to meet rapidly growing demand for clean water in Southeast Asia