

## The Kubota Group in Numbers



■ Group companies

188

Overseas group companies

128



■ Consolidated employees

41,027



■ Business footprint

120+ countries



■ Revenue

¥1,920.0 billion

Overseas revenue

¥1,294.7 billion



Overseas revenue ratio

2019

2000

18.7%

2010

46.1%

▶ 67.4%



■ Operating profit (Operating margin)

¥201.7 billion (10.5%)

Europe

Group Companies

42 companies

Group Employees

3,958

Japan

Group Companies

60 companies

Group Employees

22,726

Asia

Group Companies

41 companies

Group Employees

8,417

North America

Group Companies

35 companies

Group Employees

5,542

Other

Group Companies

10 companies

Group Employees

384

(As of December 31, 2019)

### ■ Total tractor production volume

More than  
**four million**  
units worldwide  
(cumulative)



Kubota tractors are used in agricultural settings throughout the world, where they contribute to food production.

### ■ Total engine production volume

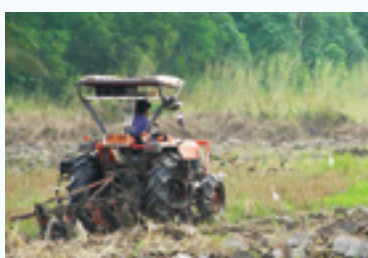
More than  
**30 million units**  
worldwide  
(cumulative)



Kubota engines support global industry with characteristic high-efficiency, energy- and labor-saving performance.

### ■ Share of Thailand Tractor Market / Share of Asian Combine Harvester Market

**No.1**



Refined on the front lines of Japanese rice cultivation, Kubota agricultural machinery has an excellent reputation in Asia's leading rice growing countries.

### ■ Engine Line-up

Approximately  
**2,000 models**

Kubota produces an abundant lineup of engines to meet every kind of customer need.

### ■ European Emissions Regulations

**Stage V compliant**

Kubota also has made engines that meet Europe's rigorous emissions regulations. We support local industry while considering the environment.

### ■ Sales Volume of Mini Excavators

Global **No.1**  
for 18 consecutive  
years



Kubota pioneered the mini excavator, and has been quick to expand into overseas markets. These machines have earned high praise on building sites around the world.

\* Since 2002, from "Off-highway research 2019."

### ■ Global Supply Record of Ductile Iron Pipes

Over **70 countries**



Kubota water pipes are world renowned for durability and performance. They are currently used in the water infrastructure of over 70 countries.

### ■ Submerged membrane unit deliveries

More than  
**6,000**  
worldwide



Kubota's submerged membrane units—which decontaminate sewage and industrial wastewater—help solve wastewater treatment issues worldwide.

### ■ Adoption Rate of Kubota Facilities for High-purity Water Treatment Facilities in Japan

Approximately  
**80%**

\* Based on activated charcoal-treated water volume



Products supported by Kubota's advanced water treatment technologies are used in many water purification facilities in Japan.