Relationships with Our Customers

Based on the "Customer First Principle," Kubota aims to offer products, technologies, and services that exceed customers' needs at a speed beyond their expectations. We seek what we have to do to maximize customer satisfaction based on the "Onsite" approach policy perspective, which includes going to the actual site, seeing the product, and confirming actual facts, and put into immediate action whatever we can.

Kubota will continue to promote initiatives in all aspects of its operations, including development, production, sales and services, aiming not only to improve sales and profits, but also to establish itself as a "Global Major Brand" trusted by a maximum number of customers and capable of making a maximum contribution to society.

R&D

Strengthening Our R&D System

Basic Concept

Because of the globalization of business, it is becoming increasingly important to offer impressive products that satisfy the needs of customers throughout the world, along with the regional circumstances. For this reason, Kubota is continuing to improve its global R&D system with Japan as its hub by clarifying the roles of its R&D sites in Japan and overseas, thereby responding to the local needs of each area of the world.

Regional Marketing and Product Development

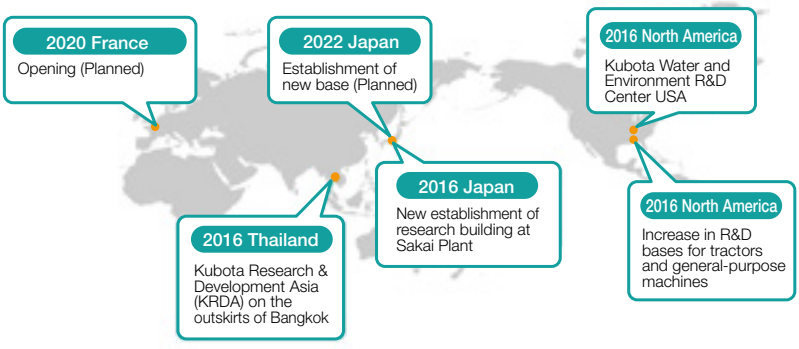
When Kubota began developing its business overseas, products were developed and manufactured in Japan first, and then launched in local markets, and local production was introduced later on. However, in order to grow into a genuine global company, it is crucial to understand the needs of foreign customers overseas and rapidly develop new products. For this reason, Kubota is strengthening local-oriented product development.

Establishment of New Sites in Response to the Local Needs of Major Countries

In Japan, with the aim of speeding the development of agricultural and construction machinery, Kubota opened two research buildings in 2016. In 2018, in the interest of unifying and thereby improving the efficiency of scattered bases, and of strengthening development of core and cutting-edge technology, Kubota began construction of a new development base.

Overseas, looking to improve developmental efficiency of farm machinery and implements built to local specifications, Kubota opened a largescale R&D base in Thailand in 2016. In North America, along with aiming at an increase in the number of R&D bases for tractors and general-purpose machines, Kubota also opened an R&D base related to water environments and strengthened R&D concerning the planning and operating control of membrane systems. Kubota is looking to establish a new R&D base in France in FY2020, promoting the development of upland farming tractors and general-purpose products.

Plans for New Establishment of R&D Base and Facility Expansion Conditions




R&D building in Japan (Sakai) established in 2016


R&D site in Thailand established in 2016


R&D site for Water and Environment in North America established in 2016

Kubota Group R&D Conference to Share Technical Information Across Divisions

As a result of its commitment to continuously pursuing social needs over the years, the Kubota Group has created technologies spanning a variety of fields.

To solve social issues in the food, water and environment fields on a global scale, it is important for us to conduct development beyond company department boundaries. Thus, every year, the Kubota Group holds "The Kubota Group R&D Conference," where the outcome of the research and development of each division is presented. Over 1,000 engineers join the conference and share information.

Main hall of the Kubota Group R&D Conference (2019)

Presentation by SIAM KUBOTA Corporation Co., Ltd. (SKC)

Creating Value by Integrating Core Products and Information Communications Technologies (ICT)

With the growing popularity of information communications technologies (ICT) such as the internet and mobile telephones, there are an increasing number of services aimed at society and everyday life that utilize these forms of ICT.

In fields such as agriculture and water infrastructure, Kubota is integrating its core products with a geographic information system (GIS) that utilizes the ICT of internet and mobile terminals together with map data obtained from satellite images. This technology achieves the consolidated management and visualization of data, thereby providing a high-value service. Further in the agriculture field, Kubota installs a global positioning system (GPS) on its core products, with the aim of helping to save labor and improve efficiency in farm work.

Integrating Agricultural Machinery and ICT

In Japan, the agricultural sector is characterized by an aging population of farmers and an increasing amount of idle farmland. The presence of agricultural business operators* and leading farmers is becoming more and more significant as a solution to utilizing the abandoned farming land. From the outset, there were relatively small farms scattered throughout Japan, and increasing the scale of a farm was considered to increase the burden involved in managing scattered crops. Therefore, it is difficult to increase earnings. Consequently, farmers are looking for a way to increase the quality of their crops as a means of increasing their cost competitiveness.

As a solution to this problem, Kubota began offering the Kubota Smart Agri System (KSAS), a data-based agricultural system which integrates agricultural machinery and ICT to achieve the visualization of various data such as information on fields, farm work and harvest performance. This service also helps to effectively utilize data gathered through this system on the operational status of the harvesting machinery for diagnosis or other services. At present, approximately 8,600 customers are using this service.

To further save labor and improve the efficiency of farm operations, Kubota has brought out the Farm Pilot series of GPS-mounted machinery. This includes a rice transplanter with a straight-line keeping function; a tractor equipped with a straight-line assist function; a tractor with autosteering; an AGRIROBO tractor (an autonomous agricultural vehicle capable of performing unmanned autonomous operations such as tillage and soil puddling by remote control under manned surveillance); and an automatic AGRIROBO combine enabling the harvest of rice and barley while the tractor, even though manned, is driven automatically.

* Farm operators and agricultural production corporations that have formulated a management improvement plan pursuant to the Act on Promotion of Improvement of Agricultural Management Foundation, and obtained approval from the relevant municipalities. Often owners of large-scale farmlands hiring employees (workers), actively engaged in farm management.

Monitoring Water and Environment Infrastructure with IoT and AI

In Japan, as the result of governmental financial difficulties and reductions in staff, the efficient and economic management of important infrastructure is becoming a major issue. To address this issue, Kubota, with many products in the water, environment, and farming fields, has introduced its remote monitoring system to over 6,000 infrastructure facilities, such as water supply and sewage equipment, and agricultural water facilities.

Meanwhile, local governments are facing increasing demand for products that help systematize the operation of machinery and plants. To meet this demand, Kubota launched the Kubota Smart Infrastructure System (KSIS) in 2017, which conducts remote monitoring and diagnosis for machinery and plants on a common platform using the IoT (Internet of Things)*1. Moreover, a partnership agreement with the NTT Group allows Kubota to diagnose and control various machinery using AI technology. Via joint research with NARO*2, Kubota is also engaged in the conservation of water for agriculture and in labor-saving measures. In 2018, Kubota put WATARAS, a field water management system enabling labor saving in paddies, on advanced sale, and in 2019 began general sales. The system is now being used by many customers.

*1 A mechanism in which things are interconnected via the internet, enabling them to monitor and control each other without interaction with humans
*2 National Agriculture and Food Research Organization

Production / Quality Control

Strengthening Production Systems

Building a Global Production System

In order to achieve the goal of becoming a “Global Major Brand,” Kubota has established production bases around the world in locations close to their respective markets, with the mother plant supporting all the other plants in order to secure consistent quality. Furthermore, Kubota is promoting the deployment of the Kubota Production System (KPS) at each of its bases, and implementing initiatives to raise the QCD level throughout the entire supply chain.

Establishment of overseas bases (from 2011)

- 2011: Kubota Engine (Thailand) Co., Ltd. (Thailand) Manufacturing of vertical-type diesel engines
- 2011: Kubota Precision Machinery (Thailand) Co., Ltd. (Thailand) Manufacturing and sales of hydraulic equipment components
- 2011: Kubota Construction Machinery (WUXI) Co., Ltd. (China) Manufacturing and sales of hydraulic shovels
- 2012: Kverneland AS [made part of the group] (Europe) Manufacturing and sales of implements
- 2012: Kubota Engine (WUXI) Co., Ltd. (China) Manufacturing of diesel engines
- 2013: Kubota Farm Machinery Europe S.A.S (Europe) Manufacturing of large upland farming tractors
- 2016: Great Plains Manufacturing, Inc. [made part of the group] (United States) Manufacturing and sales of implements

Expansion of local production

- 2013: Kubota Industrial Equipment Corporation (United States) Manufacturing of medium-sized tractors
- 2016: Kubota Industrial Equipment Corporation (United States) Manufacturing of 4W compact construction machinery (SSL)
- 2017: Kubota Manufacturing of America Corporation (United States) Start of operation of new plants for utility vehicles
- 2017: Kubota Agricultural Machinery (Suzhou) Co., Ltd. (China) Start of operation of a new plant for tractors and wheel combines

Deployment and Dissemination of the Kubota Production System

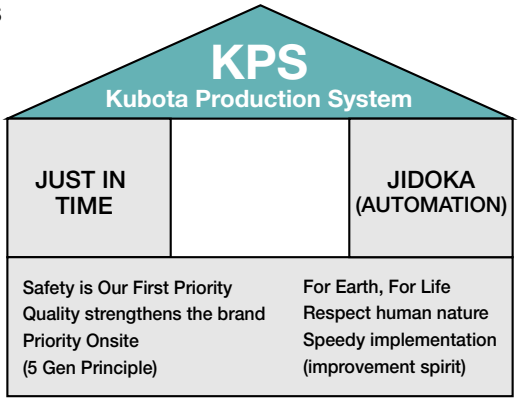
Kubota Production System

- Kubota's basic principle for manufacturing
  Kubota aims to achieve manufacturing that impresses customers by offering products and services that exceed customers' needs at a speed that exceeds their expectations.
- Kubota Production System
  Kubota Production System (KPS) is the fundamental concept and perspective of the Kubota Group's manufacturing.
  While adhering to the basic philosophy, KPS is based on "just-in-time" and "Jidoka (automation)," and continuously pursues thorough elimination of waste.

Activities during 2019

- We held monthly innovation exchange events designed to promote exchanges between domestic manufacturing bases, accelerate base improvement activities, and develop human resources. At the innovation exchange events, members of multiple bases gather at one base, where they confirm conditions and activities at the base and offer guidance. When necessary, they also work to implement improvements.
- At each manufacturing base we are working to shorten manufacturing lead times and reduce inventories. We aim to strengthen our systems by shortening worktimes and processing times, reducing preparation between processes, and working to reduce inventories of parts and products. At some bases we succeeded in halving lead times.
- We continue to promote "work reforms." We aim to reduce waste in back-office operations, specifically by scrapping and streamlining operations, and automating certain tasks with the aim of strengthening our systems and improving work-life balance. Up to now, around half of the 850 target Head Office employees have been involved in these activities, and they have eliminated around 8,000 hours of labor time.

Structure of KPS



Maintaining and Improving Quality

Quality Assurance in Design and Development

Kubota endeavors to prevent quality problems, and a representative activity in this effort is the initiative to strengthen design reviews. Incorporating the Quick DR* approach, we discuss, test and verify even the smallest incidental change when developing new products, in order to prevent quality problems from arising therefrom.

* Quick DR is a method of preventive action of potential problems by focusing on incidental changes in design and development.

Status of Quick DR Education

Quality Questionnaires

We conduct quality questionnaires to encourage employees to volunteer information about issues related to quality. This year we extended the boundary of the questionnaire to include Group companies in Japan and overseas.

Quality Training

We held training to educate employees about the necessary knowledge, approach, and actions for quality assurance and quality management.

Training name	Number of sessions	Number of recipients
New recruit training	1	170
Technical new recruit training	2	126
New supervisor training	2	42
New foreman training	1	12

Training name	Number of sessions	Number of recipients
Internal auditor training course	6	74
FMEA training	1	7
Quality assurance course	1	10

Internal Audits on Quality

The Kubota Group has systematically carries out the following audits.

- Quality Audits: Audits to improve the quality management system aimed at providing better quality products and services.
- Quality Compliance Audits: Audits to ensure compliance with laws, public standards, and contracts with customers.
- Cross Audits: Audits to improve independence and appropriateness of ISO 9001 internal audits, and to improve the competence of auditors.
- Audits at Short Notice

Raising Awareness of Safety, Environment, and Quality

Kubota held the Safety, Environment and Quality Forum for the management team. Yoshinari Consulting representative director Hideki Yoshinari was invited as a lecturer, to provide lectures about risk management to enable proactive management, on the theme of “Risk Management that the Management Team Should Keep in Check.”

Safety, Environment and Quality Forum (October 2, 2019)

Recent Recall Status (as of January 14, 2020)

- Recall of ER combine harvesters: Total 873 units (began February 25, 2019)
- Recall of ER combine harvesters: Total 1,722 units (began February 25, 2019)
- Recall of ER combine harvesters: Total 3,533 units (began April 2, 2019)
- Recall of M7 series tractors: Total 281 units (began April 4, 2019)
- Recall of MR, M720W tractors: Total 1,941 units (began April 25, 2019)

For details, click here. (Only in Japanese)
www.kubota.co.jp/important/

QC Circle Activity

For the QC Circle activities Presentation Competition held this fiscal year, 19 circles selected from 763 Kubota circles (domestic and overseas) participated. Circles producing outstanding results participated in the QC Circle National Competition.

QC Circle activities Presentation Competition (November 6, 2019)

ISO 9001 Certification Status (As of December 31, 2019)

• **Kubota**

All Kubota divisions have acquired ISO 9001 Certification.

Business divisions	Offices (excerpt)	Certification scope	Date of certification	Certifying body
Farm and Industrial Machinery Consolidated Division and Procurement Headquarters, Quality Assurance Headquarters (Departments affiliated with the Farm and Industrial Machinery Consolidated Division)	Head Office Sakai Plant Sakai Rinkai Plant Okajima Business Center Tsukuba Plant Utsunomiya Plant Hirakata Plant Kyuhoji Business Center	Design, development, and manufacture of agricultural machinery, construction machinery, engines and related equipment for all the above	Jun. 1994	LRQA*1
Farm Machinery Products and Post-Harvest Division (Precision Equipment Business Unit)	Kyuhoji Business Center	Design, development, manufacture, and management of installation services for electronic scales, including load cells	Aug. 1994	DNV*2
Pipe Systems and Infrastructure Division	Hirakata Plant Hanshin Plant	Design, development, manufacture, and associated services of ordinary steel, stainless steel, heat-resistant steel and fired materials (ceramics, metals, composites) for rollers, tubes, pipes, fittings, spools, steel columns, steel piles, sleeves, cylinders, and ordinary cast products, as well as rollers for pressing and non-metallic cast products (titanium oxide compounds).	Mar. 1993	LRQA
	Ichikawa Plant	Design, development and manufacture of spiral welded steel pipes	Jul. 1998	JICQA*3
	Hanshin Plant Keiyo Plant	Design, development, manufacture, sale, construction work, and associated services for the following: 1. Ductile iron pipes, fittings, accessories and related products 2. Other ductile iron products and related products	Jan. 1999	JCQA*4
Pipe Systems and Infrastructure Division Environmental Solutions Division	Hirakata Plant (including KUBOTA Kiko Ltd.)	Business administration, research and development, design and development, manufacture, operation, operation technologies, purchasing, construction and installation management, test operation and services related to sewage treatment and water purification plants, valves, gates, pumps, pump stations, and products and equipment	Oct. 1997	LRQA
Environmental Solutions Division	Shiga Plant Kyuhoji Business Center (including KUBOTA Membrane Corp.)	Design, development, and manufacture of small plastic water treatment tanks and bath tubs; design, development, and contract manufacturing management of medium- to large-sized water treatment tanks; and research and development, design, manufacture, and after-sales services for filter membrane units, membrane cartridges, and all related replacement parts.	Apr. 2003	JUSE*5
	Tokyo Head Office Hanshin Office	Business administration, operation, operating technologies, research and development, purchasing, manufacture, inspection and testing, construction and installation management, test operation, and services related to sewage and sludge treatment, water purification and wastewater treatment facilities, products, and equipment	Jul. 2014	Intertek*6

• **Affiliates in Japan**

Company	Certification scope	Date of certification	Certifying body
Kubota Systems Inc.	1. Consigned development of software products and software packaging, design, develop and construct network structures, and maintenance services 2. Information system operation, and operation and maintenance of networks 3. Sales of purchased products (software products, computer-related equipment)	May 1997	BSI-J*7
Kubota ChemiX Co., Ltd.	Design, development and manufacture of plastic pipes, joints and accessories, and design, development and manufacturing management of metal products for water supply, sewage, and construction equipment, and technical support services for these products	Apr. 1998	JUSE
Nippon Plastic Industry Co., Ltd.	1. Design, develop and manufacture of hard vinyl pipes and secondary processed products 2. Design, develop and manufacture of polyethylene and other plastic pipes 3. Design, develop and manufacture of polystyrene/polyethylene and other plastic sheets/plates	Dec. 1998	JSA*8
Kyushu KUBOTA Chemical Co., Ltd.	Manufacture of synthetic pipes for water supply, agricultural water, sewage, electric power, and construction machinery	Oct. 1999	JUSE
KUBOTA KASUI Corporation	Design, construction and maintenance management of environmental conservation facilities	Jan. 2000	BCJ-SAR*9
Kubota Environmental Service Co., Ltd.	Design, construction, maintenance and servicing of plant facilities (including onsite facilities and equipment) for water supply, sewer drainage, solid waste processing, excreta disposal and garbage	Feb. 2000	MSA*10
Kubota Air Conditioner Co., Ltd.	Design, develop, manufacture and ancillary services for large-scale central air-conditioning and heat-pump air-conditioning systems	Feb. 2000	JQA*11
Kubota Pipe Tech Co.	1. Construction and construction management of various pipelines 2. Investigation and diagnosis of pipelines and attached facilities 3. Installation training for fittings and pipe laying 4. Inspection and repair of valves and peripheral equipment 5. Pipe-laying equipment rental	Mar. 2002	JCQA
Kansouken Inc.	1. Sales, design and develop package software for supporting water-supply business 2. Support operation of package software for supporting water-supply business and provide data-input service 3. Provide survey and consulting services for water network	Apr. 2004	JCQA
Kubota Seiki Co., Ltd.	Manufacture of hydraulic valves and hydraulic cylinders for agricultural and construction machinery, transmissions for off-road vehicles and agricultural machinery, hydraulic pumps for off-road vehicles, agricultural machinery and construction machinery, and hydraulic motors for construction machinery	Apr. 2007	LRQA
Kubota Construction Co., Ltd.	Design and construct civil engineering structures and buildings	Dec. 2011	JQA

• Overseas Group companies

Company	Certification scope	Date of certification	Certifying body
Kverneland Group Operations Norway AS	Development, production and sales of farm implements for soil cultivation	Nov. 1993	DNV GL
Kubota Materials Canada Corporation	Design, development and manufacture of cast steel including stainless, heat- and corrosion-resistant alloys, in the production of steel castings and fabricated assemblies, as well as the manufacture of non-metallic mineral products (titanic oxide compounds)	Feb. 1995	SGS North America
P.T. Kubota Indonesia	Manufacture of internal combustion engines	Jan. 1998	LRQA
Kubota Manufacturing of America Corporation	Manufacture and distribution of farm implements, lawn tractors, sub-compact and RTVs	Dec. 1999	DEKRA
Kubota Industrial Equipment Corporation	Manufacture and distribution of farm implements and assembly of tractors	Dec. 2005	DEKRA
Kubota Saudi Arabia Company, LLC	1. Production of cracking coils for petrochemical companies, reformer tube for refinery and fertilizer companies 2. Valve maintenance for industries	2011	TÜV NORD CERT
SIAM KUBOTA Metal Technology Co., Ltd.	Manufacture of casting iron parts	Oct. 2012	MASCI*12
KUBOTA Engine (Thailand) Co., Ltd.	Manufacture of diesel engines	Oct. 2013	LRQA
SIAM KUBOTA Corporation Co., Ltd.	Manufacture of farm tractors with and without wheels and tires, including transmission and front axle, agricultural machinery (combine harvester), implements (rotary tillers, slasher)	Feb. 2014	LRQA
Kubota Engine (Wuxi) Co., Ltd.	Manufacture of water-cooled multi-cylinder diesel engines used in industrial machinery and agricultural machinery	Nov. 2014	SGS United Kingdom
Kubota Construction Machinery (Wuxi) Co., Ltd.	Manufacture of hydraulic crawler excavators (operating weight less than or equal to Kx175 type)	Dec. 2014	SGS United Kingdom
KUBOTA Precision Machinery (Thailand) Co., Ltd.	Manufacture of transmission assembly and linkage hitch hydraulic cylinders for agricultural tractors	Jul. 2015	LRQA
Kubota Baumaschinen GmbH	Development, distribution, procurement, manufacturing and service of construction machines	Feb. 2016	PÜG mbH
Kubota Sanlian Pump (Anhui) Co., Ltd.	Design and manufacture of clean water pumps, sewage pumps, axial flow pumps, mixed flow pumps	May 2016	CCS*13
KUBOTA (U.K.) Ltd.	Provision of groundcare, agricultural and construction machinery through an international dealership network	Aug. 2016	CQS*14
Kubota Europe S.A.S.	Tractor reassembly: Local market application	Sep. 2016	Apave Certification
Kubota Farm Machinery Europe S.A.S	Production and shipping of agricultural tractors, technical assistance and spare parts	Feb. 2017	BUREAU VERITAS
Kubota Agricultural Machinery (Suzhou) Co., Ltd.	Design and manufacture of harvesters and transplanters; manufacture of tractors	Apr. 2017	CAM
Kverneland Group Manufacturing Lipetsk	design, manufacturing and delivery of Seeding combinations AIRSEEDER; Cultivators CULTIBAR; Mechanical universal pneumatic precision seed drills OPTIMA, MONOPILL; Fertiliser spreaders EXACTA; Mower conditioners and rotary rakes TAARUP; Pneumatic seed drills DG, DG II; seeding combinations MSC; Field spayers Explorer, IXtrack; Trainling/Semi-mounted reversible ploughs PN/RN; Universal trailers, universal hitches, spreader trailers; Disc harrows Qualidisc; Seeders Miniair Nova; Reversible ploughs 150 S/B; Big bag lifters Exlift; Cultivators CTC Maxi; Sub-Soiler Great Plains SS1700; Cultivators Great Plains 8539 FCF; Seed drills Great Plains NTA 3510	Apr. 2018	IQNet

Company	Certification scope	Date of certification	Certifying body
Kubota (Deutschland) GmbH	Sales and customization of tractors, machines for ground care, attachments, spare parts, engines, engine accessories, service and customer support	Sep. 2018	EQ ZERT
KUBOTA Turkey Makine Ticaret Limited Sirketi	Manufacture of tractors and power tiller	Sep. 2019	LMS

*1 LRQA: Lloyd's Register Quality Assurance Ltd.
*2 DNV: DNV GL BUSINESS ASSURANCE JAPAN K.K.
*3 JICQA: JIC Quality Assurance Ltd.
*4 JCQA: Japan Chemical Quality Assurance Ltd.
*5 JUSE: Union of Japanese Scientists and Engineers
*6 Intertek: Intertek Certification Ltd.
*7 BSI-J: BSI Group Japan K.K.
*8 JSA: Japanese Standards Association
*9 BCJ-SAR: The Building Center of Japan
*10 MSA: Management System Assessment Center Co., Ltd.
*11 JQA: Japan Quality Assurance Organization
*12 MASCI: Management System Certification Institute (Thailand)
*13 CCS: China Classification Society Certification Company
*14 CQS: Certified Quality Systems Ltd.

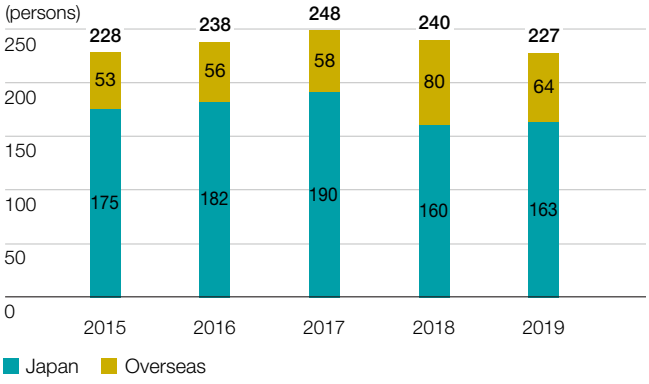
• Certification status among companies whose primary operation is manufacturing
Of the 39 Kubota Group companies whose primary operation is manufacturing, 24 have acquired certification.

Ensuring Skills to Maintain Customer Satisfaction

Holding the Kubota Group Technical Skills Competition

Kubota holds the Kubota Group Technical Skills Competition every year with the aim of improving manufacturing capabilities. During the contest for FY2019, a total of 227 contestants from 28 bases in 10 countries gathered and put their technical skills to the test in 15 categories, including casting, lathing, finishing and welding. The number of contestants from overseas has increased to approximately 30% of all contestants, and the contest has become a fixture as a global event for the Kubota Group. The contest provides an important opportunity for contestants and staff members of the competition, as well as the supporters gathering from each base, to acquaint themselves with the skill levels of each base, communicate with each other, and get motivated. Kubota will continue to hold this competition in FY2020 and beyond, with the aim of further improving its manufacturing capabilities.

No. of Contestants in the Technical Skills Competition



Group photo of Gold Prize winners (at Sakai site)

Participating in National Skills Competition

To demonstrate the Kubota Group's position with respect to mastering advanced manufacturing skills and developing human resources fit to play leading roles in the workplace, Kubota entered at total of 14 competitors in the "lathing" and "mechanical assembly" categories at the National Skills Competition* in FY2019. From FY2020, we started initiatives under the "mechatronics" and "structural steel work" categories, and we will continue to expand the scope of our efforts.

* National Skills Competition: National competition for young technicians (23 or younger). Representatives for the WorldSkills Competition held every two years are selected at this competition. It is the "Olympics" of skills, in which young technicians from all over Japan compete in terms of skills.


The lathing competition. In FY2019 a Kubota representative won the prize for effort

Fostering Manufacturing Personnel to Establish Kubota as a Global Major Brand

Kubota promotes the Kubota Production System (KPS) at its domestic and overseas bases with the aim of becoming a “Global Major Brand.”

The “5-Gen Principle” is implemented to achieve site improvements necessary to advance KPS. The 5-Gen encompasses a philosophy based on the actual site (Genba), actual things (Genbutsu), actual facts (Genjitsu), principles (Genri) and basic rules (Gensoku). The 5-Gen Dojo is a training place for fostering employees who will implement improvements aimed at closing the gap that can arise between the actual and the ideal. In FY2019, 681 people attended this training program.

Aiming to strengthen manufacturing capability and localize human resource development, Kubota has been introducing 5-Gen Dojos overseas. We established a North American Dojo at Kubota Manufacturing of America Corporation in 2014, followed by a Thai Dojo at SIAM KUBOTA Corporation Co., Ltd. in 2016.

To promote even further overseas development, we are currently establishing a China Dojo in Kubota Agricultural Machinery (Suzhou) Co., Ltd., which we aim to open for training in June 2020.


Local employees in an improvement practice at the 5-Gen Dojo in Thailand

Participants by country (Jan. 2019–Dec. 2019)

- Japan: 227
- North America: 33
- Thailand: 71
- China: 21
- Indonesia: 4

5-Gen Dojo History

- Apr. 2002–Mar. 2003: Established 5-Gen Dojo at the Sakai Plant in Japan
- Apr. 2005–Mar. 2006: Began receiving overseas employees at the 5-Gen Dojo
- Apr. 2014–Mar. 2015: Established 5-Gen Dojo at Kubota Manufacturing of America Corporation in the U.S.
- Jan. 2016–Dec. 2016: Established 5-Gen Dojo at SIAM KUBOTA Corporation Co., Ltd. in Thailand

Customer Service

Continuous Provision of Parts through Redesign of Old-type Parts

To ensure customers can use the products they purchase for a long time with peace of mind, it is important for the products to be of good quality, but in the event of a breakdown, customers can receive the correct service parts quickly, along with repair services.

Kubota focuses on providing a **stable supply of service parts** through communication with customers and suppliers in the market and improvement of service parts procurement operations. We maintain an **immediate delivery rate of over 99%** for emergency orders for service parts in Japan. (Immediate delivery rate: Ratio of inventory supply to orders) (Full-year performance for 2017-2019).

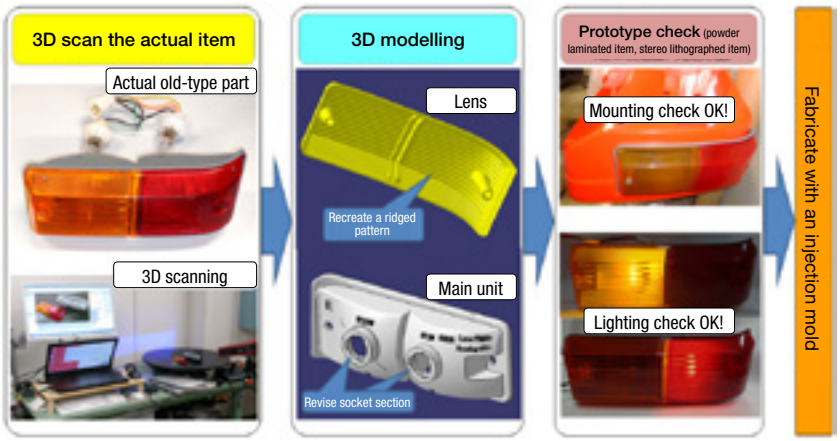
Service parts are usually the same as those produced during mass production. However, for various reasons, there are cases where the service parts which are the same as the mass produced part cannot be procured or produced. Kubota makes every effort to continue the supply for these parts, in these situations, **a specially appointed department will redesign and recreate the parts**.

Looking ahead, we will continue to improve customer satisfaction through stable supply of service parts.

Example case 1—Seat
Select a similar part to the unavailable part / Newly design a replacement part

In addition to redesigning the part itself, we also conduct activities to enable substitution by selecting similar parts and designing new parts to ensure the part can be mounted compatibly.

Case Example 2—Lamp
Redesigned by reverse engineering using 3D scanning



Most old-type parts do not have 3D data. We can recreate them by making a 3D scan of the actual item, then modeling it to create 3D data enabling it to be remanufactured.

Holding Contests for Service Technical Skills and Solution Proposal Skills

On December 5th, 2019, Kubota held the Service Technical Skills Contest, and followed by the Proposal Skills Contest on the 6th, both in Japan, and on the 11th we held the Service Technical Skills Contest for sales companies in Asia. In the Service Technical Skills Contest, top service representatives participated who had won qualifying heats in their respective districts. As the aftermarket service business is becoming an important source of revenue, the contestants competed on the Kubota Group's highest-level service skill, proper inspection and repair skills against malfunction, as well as the communication skill to satisfy customers.

In the 6th Proposal Skill Contest for advanced farmers, each representative competed to get the first prize of the proposal skill which realizes the customer's desire through the profitable presentations within a limited time.

All the participants competed with the pride of their respective companies. Kubota will continue to improve its service technologies and proposal-making skills through these contests, with the goal of the customer's trust and security.

Service Technical Skills Contest

Service Technical Skills Contest

Proposal Skills Contest for advanced farmers

Proposal Skills Contest for advanced farmers

Customer Satisfaction Survey

Kubota conducts a survey to obtain feedback related to domestic farm machinery from the customers of its dealers, and monitors customer satisfaction with its products. We share the feedback and survey scores received from the respondents with the dealers and related departments, and utilize the information to improve our sales and service activities, as well as our products.

"Overall customer satisfaction with store where purchased" for July 2018 to June 2019 declined from the previous year (surveyed from July 2017 to June 2018), from 64.5 to 63.8 points.

The Kubota Group will continue working to improve the value that it provides in response to higher levels of customer demand.