

The Kubota Group aims to achieve continuous development in synergy with society. Respecting the customs and culture of each country where we conduct business, we attach importance to building relationships of trust with local communities. As well as taking action to enhance our corporate value and thereby gain the empathy and participation of stakeholders, we work to create a sustainable future together with the global society and local communities of which we are a member.



97 Relationships with Our Customers

- 97 R&D
- 99 Production / Quality Control
- 101 Maintaining and Improving Quality
- 103 Ensuring Skills to Maintain Customer Satisfaction
- 105 Customer Service

107 Relationships with Business Partners

- 107 Procurement

110 Relationships with Shareholders and Investors

- 110 Constructive Dialogue with Shareholders

112 Relationships with Employees

- 112 Creating a Safe Workplace for All Employees
- 119 Respecting Human Rights
- 123 Promoting Diversity
- 132 Promotion of Health & Productivity Management
- 134 Personnel Measures in Tune with Globalization
- 135 Personnel Policies and HR System (Kubota)
- 136 Fostering a CSR-based Mindset

140 Involvement with Local Communities

- 140 The Kubota e-Project
- 141 Emergency and Humanitarian Support
- 142 Resolving Issues (Food)
- 143 Resolving Issues (Water and Environment)
- 145 Resolving Issues (Other Areas)
- 145 Educating the Next Generation
- 148 Social Contribution Activities through Corporate Sporting Events
- 150 Response to Asbestos Issues

<SDGs related to this section>



Relationships with Our Customers

Kubota's future vision is to be an "essentials innovator for supporting life" that is "committed to a prosperous society and the cycle of nature." We consistently take the perspective of the customer and society when addressing issues and devote our best efforts to resolving them. We believe that this "on your side" approach is the right way to ensure that Kubota continues to be of essential value to society.

Going forward, we will continue to deliver products and services in fields fundamental to our business, from research and development to quality control and production and service technologies. By doing so, we will contribute to resolving issues from an "on your side" approach that inspires public trust.

R&D

Strengthening Our R&D System

Basic Concept

Because of the globalization of business, it is becoming increasingly important to offer products, services, and solutions that not only satisfy the needs of customers throughout the world, but also contribute to solving social issues in every community. To respond to diverse and unique local issues, Kubota is improving its global R&D system with Japan as its hub by clarifying the roles of its R&D sites in Japan and overseas.

Strengthening Regional Marketing and R&D

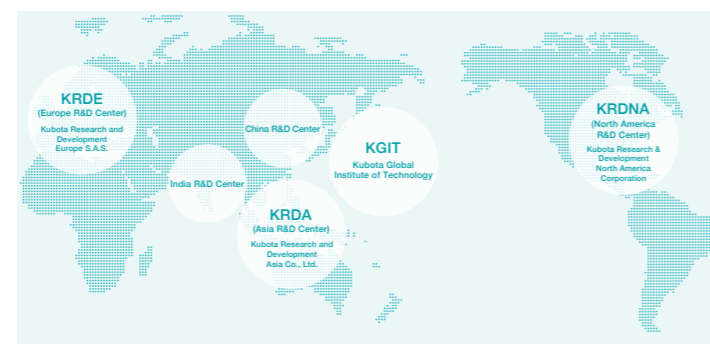
Since Kubota began developing its business overseas, it has followed a model of exporting products researched, developed, and manufactured in Japan, then introducing local production later on. However, in order to grow into a "Global Major Brand" making the maximum contribution to society based on the trust of a wide customer base, it is crucial to understand the needs of overseas customers and rapidly realize new products, services, and solutions. For this reason, Kubota is strengthening local-oriented marketing and R&D.

Establishment of New R&D Sites

In Japan, we opened a new R&D site in 2022, the Kubota Global Institute of Technology, which has brought together sites and personnel previously scattered across various areas and greatly improved R&D efficiency. By harnessing synergies between experts in various fields, the institute will foster innovation for breakthroughs in core and cutting-edge technologies. It will also function as a control unit to evaluate and integrate all R&D activities, including those at overseas sites. In this way, it will act as both adhesive and lubricant, linking and smoothing operations to realize a truly global system in which each of our research centers works in close coordination with the others while pursuing its own particular strengths.

Overseas, with the goal of developing strategic products for key markets and products that closely match local needs, we will expand our R&D network by creating new bases in China and India to add to our existing sites in Thailand, France, and North America, thus creating a global R&D system based on six centers worldwide. By quickly acquiring advanced technologies developed in each region and leveraging other advantages, this will enable us to continue enhancing overseas product development capabilities while also strengthening research.

Global R&D System Based on 6 Centers



R&D site in France established in 2021



New R&D site in North America established in 2022



New R&D site in Japan established in 2022

Promoting ESG Management

Kubota will position Environment, Social, and Governance ("ESG") aspects at the core of management going forward and will also promote Kubota's own style of business management driven by a mission to solve social issues, which we refer to as K-ESG management. In the area of R&D, therefore, we will accelerate initiatives aimed at promoting innovation that will contribute to solving environmental and social issues.

R&D on New Motive Power Sources for Achieving Carbon Neutrality

Japan has declared its intention to achieve carbon neutrality by 2050. In the mobility industry, which includes automobiles, buses, trucks, ships, and other products close to agricultural and construction machinery, efforts are ramping up to harness new motive power sources, including electrification, use of hydrogen, such as fuel cells and hydrogen engines, e-fuel (synthetic fuel), and HVO (hydrogenated vegetable oil). Kubota is also promoting R&D on new power sources for agricultural and construction machinery. In terms of electrification specifically, in 2023 we launched sales of a battery electric vehicle (BEV) tractor and are advancing with the commercialization of a BEV mini excavator. In addition to satisfying the requirements for functions and performance of agricultural and construction machinery, we also intend to create new value through electrification, and to this end we have been fully engaged in developing the main components for electrification, such as motors, inverters, and battery packs. In R&D on fuel-cell tractors, we are also making use of a demonstration project by the New Energy and Industrial Technology Development Organization (NEDO) to consider the best form of hydrogen infrastructure and hydrogen filling methods for the agriculture sector.

In addition to working on these new motive power sources, Kubota will also continue to focus on R&D that it has advanced for reducing fuel consumption, such as increasing combustion efficiency, and increasing the content ratio of biodiesel and so forth. In addition, we are bringing together multifaceted initiatives, such as reduction of operation losses through automated driving technology, optimal energy-saving driving, and use of biofuels (made from agricultural and food residues), to achieve carbon neutrality.



BEV tractor Lxe-261



BEV tractor monitoring trial (tractor shown is a development model)

Strengthening Partnerships in R&D

Kubota believes that there is no growth without innovation, and we are therefore strengthening measures to accelerate innovation such as collaboration between industry, government, and academia, and co-creation with external partners such as start-ups and companies in other industries.

Cooperation with Local Government

Kubota has concluded cooperation agreements in the agricultural field with local governments including those of Shintotsukawa Town in Hokkaido, Daisen City in Akita Prefecture, and Niigata Prefecture, and will promote initiatives that contribute to advancing agriculture at both the local and national levels. At Shintotsukawa and Daisen, our activities include initiatives to promote 'smart agriculture' and to cultivate human resources as the next generation of farmers. In Niigata meanwhile, we are engaged in activities to promote the export of locally grown rice and initiatives to promote smart agriculture in line with the sustainable food systems strategy currently being rolled out by Japan's Ministry of Agriculture, Forestry and Fisheries.

R&D with External Partners

Through investments in start-ups here in Japan and overseas, Kubota is gaining a deeper knowledge of advanced agritech and ecotech and new business models, and is accelerating the development of solutions for agriculture and the water environment. In 2022, we invested in a U.S. start-up that is building a platform for fruit, vegetable, and nut growers to collect and provide a variety of products and services ranging from procurement of materials, seeds, and drugs, to planning and managing farm operations, to post-harvest quality assessment and transportation, and an Israeli start-up that provides services to digitize the entire post-harvest fruit and vegetable quality control process.

Moreover, we will evolve and expand our R&D with existing partner companies that have industry-leading technological capabilities.

Co-Creation with Public Institutions and Universities

Kubota is strengthening its cooperation with public institutions and national and international universities in order to concentrate wide-ranging knowledge and technologies. In 2021, we concluded an industry and academia cooperation agreement with the University of Tokyo. Under the agreement, the two companies will work to illuminate and model natural phenomena and phenomena related to material circulation by using both of their knowledge, technology, and networks in the fields of food, water, and the environment under the theme of “What the Earth Can Achieve in 100 Years.”

Moreover, based on this agreement, we will work on practical R&D, such as machinery design and control technologies, aiming to generate a bio-loop* of food, water, and the environment, and provide solutions for linking them organically.

* Bio-loop: A coined word meaning the integration of coexistence with nature (bio) and a recycling-based society (loop).

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
- 2019: Escorts Kubota India Private Limited (India) Manufacturing of tractors

● 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 beyond their expectations.

● Kubota Production System

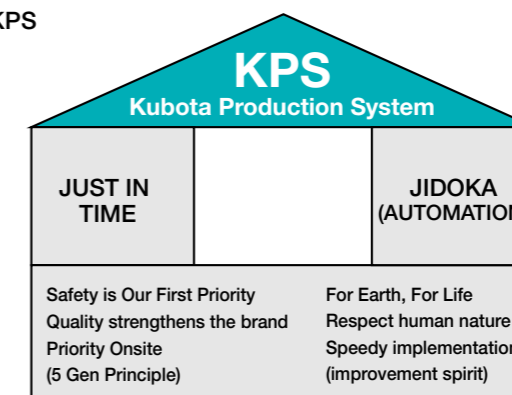
Kubota Production System (KPS) is the fundamental concept and perspective of the Kubota Group's manufacturing.

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 2022

- We confirm the status of activities at domestic production sites and hold periodic “site follow-ups” to follow up on improvement activities. Through site follow-ups, we expand examples of good activities at sites, and provide support for sites as needed to accelerate KPS for the entire Company.
- At each manufacturing base we are working to shorten manufacturing lead times and improve productivity. We aim to strengthen our systems by shortening worktimes and processing times, reducing preparation between processes, reducing labor input, and promoting automation.
- We are planning, proposing, and executing “smart manufacturing” to promote the evolution of work through standardization, automation, and improved performance. Examples of our activities include researching and examining tools for supporting and visualizing human operations. We have begun the introduction of some tools, such as voice support systems, at several sites in Japan.

Structure of KPS



Maintaining and Improving Quality

1. Product Safety

Kubota strives to satisfy customers and secure their trust by providing products, technologies, and services that are safe and of the highest quality. In 2022, we filed seven recall notices.

Recall Filing Status in FY2022

- Recall of KL series tractors : Total 43,759 units (notice filed December 23, 2022)
- Recall of M7 series tractors : Total 731 units (notice filed November 28, 2022)
- Recall of wheel loaders (provisional measure) : Total 2,192 units (notice filed March 15, 2022)
- Recall of MR series tractors : Total 6,569 units (notice filed March 15, 2022)
- Recall of MZ/SMZ series tractors : Total 9,710 units (notice filed March 15, 2022)
- Recall of GM/MZ/SMZ/MR/NEW MR series tractors : Total 28,090 units (notice filed March 15, 2022)
- Recall of wheel loaders : Total 319 units (notice filed February 22, 2022)

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

Quality Management System Certification

We post updated information on the ISO 9001 certification status of our production sites in Japan and overseas on our website.

Click here for details on the status of Kubota's quality management system certification
www.kubota.com/sustainability/society/quality/

2. Initiatives to Increase Quality Awareness

The Kubota Group believes that no pursuit of sales or profits is worth damaging the character of the Company. Guided by this belief, we have been conducting the following initiatives to increase quality awareness.

Quality Forum

The Quality Forum for executive management focused on cultivating the right mindset to drive the digital transformation required to resolve compliance and quality issues. The forum included the presentation of concrete examples.



Quality Forum

Conducting Quality Compliance Education

To strengthen awareness of rules regarding quality assurance, we conduct compliance education each year for employees in Japan and overseas.

Quality Questionnaires

We conduct regular quality questionnaires among Kubota Group employees who deal with quality-related issues to encourage them to volunteer information.

Completion rate among Kubota Group employees in Japan* 100%; completion rate among overseas Kubota Group employees 95%

* Kubota Group employees that have been assigned company email addresses

Internal Audits on Quality

The Kubota Group has systemized, and carries out, the following internal audits on quality.

- Quality Audits : Audits to improve the internal control regarding the quality of products, technologies, 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 ensure the competence of auditors.

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	225
Technical new recruit training	1	170
Internal auditor training	8	142

Training name	Number of sessions	Number of recipients
New supervisor training	2	43
New foreman training	1	12

3. Initiatives to Increase Quality

Kubota is working to improve the quality of each operation process, from development through to manufacturing, sales, and services.

Quality Improvement in Design and Development

At Kubota, we work to prevent quality issues before they arise. A typical activity in this regard is our design review (DR)*. We have clearly documented standards for research and development regarding DR, and these are implemented rigorously.

* DR is an opportunity to have the products of development and design examined by multiple participants. The participants include not only the engineers from the development and design division, but also representatives from other divisions involved in the product development, such as manufacturing and quality assurance.

QC Circle Activity Award

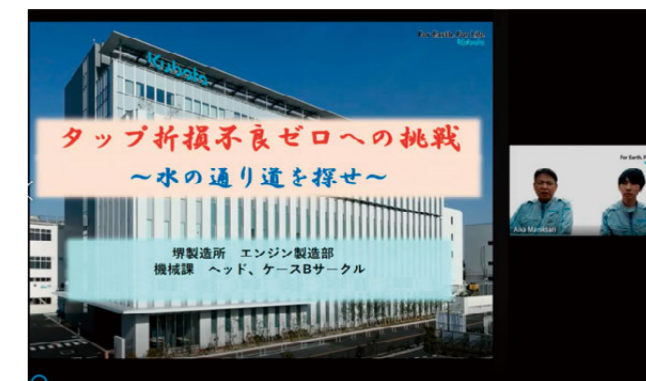
An award presented to employees who have an outstanding record of activities in quality control circles.

Kubota first introduced quality control circles in 1967 for the purpose of "fostering people" and "revitalizing the workplace." As of 2022, there were 387 circles active across Kubota Group companies in Japan and abroad.

Quality Achievement Award

The Kubota Group recognizes employees who have made outstanding achievements in quality improvement in their activities to create valuable products and services from the customers' perspective.

In 2022, Kubota gave out awards in 11 categories.



Meeting to present and evaluate quality control circle activities (online event)

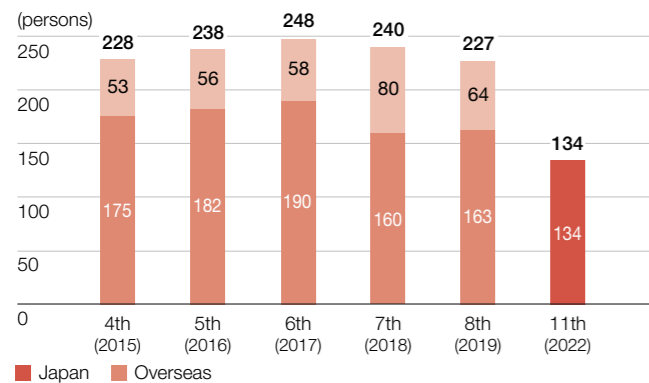
Ensuring Skills to Maintain Customer Satisfaction

Holding the Kubota Group Technical Skills Competition

Kubota holds the Kubota Group Technical Skills Competition with the aim of improving manufacturing capabilities. At the 8th competition in 2019, 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. Unfortunately, due to the impact of COVID-19, the 9th and 10th competitions (2020 and 2021) could not be held at Group-wide level. However, with measures in place to prevent infection, the 11th competition in 2022 marked the resumption of contests at Group level within Japan, with regional contests held overseas. The contest provides an important opportunity for contestants, staff members of the competition, and the supporters to acquaint themselves with the skill levels of each base, communicate with each other, and get motivated. Kubota will continue to hold this competition, with the aim of further improving its manufacturing capabilities.

* The 9th and 10th competitions (2020 and 2021) were canceled to prevent coronavirus infection.

No. of Contestants in the Technical Skills Competition



Group photo at the European competition

Participating in National Skills Competition

To showcase the Kubota Group's commitment to the highest standard of manufacturing skills and to cultivate human resources to take leadership roles in the workplace, Kubota participates in the annual National Skills Competition*, sending representatives to compete in the categories of lathing, mechanical device assembly, mechatronics engineering, and construction steel working. At the 60th competition in 2022, 15 Kubota competitors participated, coming home with three awards in the mechanical device assembly category, one silver, one bronze, and one Medallion for Excellence.

* 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.



At the 60th Competition in 2022, Kubota employees won one silver award, one bronze, and one Medallion for Excellence

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 FY2022, 273 employees 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, and a Chinese Dojo at Kubota Agricultural Machinery (Suzhou) Co., Ltd. in June 2020. We will continue to expand the 5-Gen Dojo initiative overseas.



Training at the 5-Gen Dojo in China.

Participants by country (Jan. 2022–Dec. 2022)

- Japan : 153
- North America : 84
- Thailand : 0 (Due to the impact of the COVID-19 pandemic, activities in FY2022 are concentrated on e-learning and related activities.)
- China : 36

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
- Jan. 2020–Dec. 2020 : Established 5-Gen Dojo at Kubota Agricultural Machinery (Suzhou) Co., Ltd. in China

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 essentially over 99%** for emergency orders for service parts in Japan. (Immediate delivery rate: Ratio of inventory supply to orders)

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 of 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

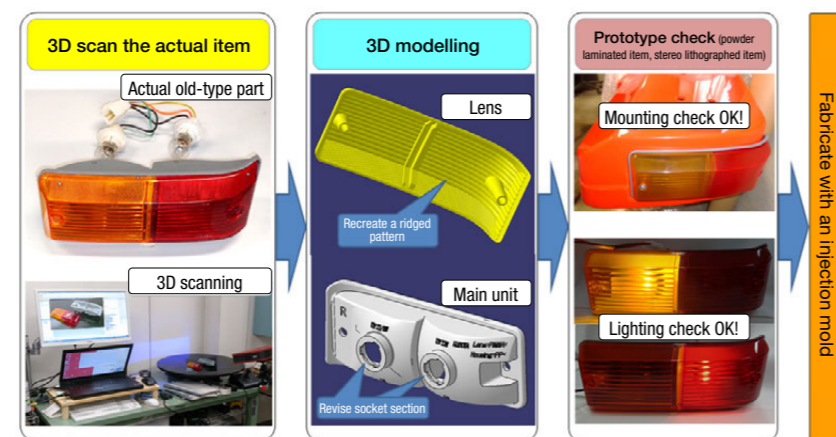
Select a similar part to the unavailable part /
Newly design a replacement part



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.

Contest for Solution Proposals and Service Technology Skills

In the Domestic Agricultural Machinery Sales Group, we hold a Contest for Solution Proposals each year as a way to increase our solutions proposal skills.

In the 2022 nationwide contest, nine sales staff from our sales company competed by presenting proposal examples from each region at the Kubota head office.

A number of excellent examples of closely addressing customers' issues were presented, including a proposal by Kubota Smart Agri System (KSAS) to increase yields and quality by visualizing farm management and a proposal to realize energy-saving and large-scale production by introducing smart agricultural technology.

We will continue working to improve our solution proposal skills for solving customers' issues.



The above photograph shows the presentation of the proposals. Held face-to-face for the first time in three years, the contest saw enthusiastic participation.

Kubota's Service Technical Skills Contest is designed to improve accurate trouble-shooting skills, repair skills, and customer communication skills. Staff from sales companies in Japan and overseas who have cleared preliminary rounds in their regions come together to pit their overall service skills against one another.

The 2022 nationwide event was a historic occasion as the first contest to be held since 2019, following a 3-year break due to the COVID-19 pandemic, and the 44th overall.

To reflect the expanding scale of the market and the needs of the farmers who are our customers, the model chosen for use in the contest was a large tractor of the MR series. Among the many other changes this time were the holding of the contest for the first time at Kyoto Pulse Plaza and the official participation of Shin Taiwan Kubota Co., Ltd., but the efforts of the participants and all others involved ensured the success of the event. Going forward, we will continue working to further enhance the value of the contest as an opportunity for staff to compete in displaying service and technology skills that exceed customer expectations. By additionally sharing the results of the contest, we will work to raise the level of customer focus Group-wide.



Service Technical Skills Contest (held in 2022)



Service Technical Skills Contest (held in 2022)

Customer Satisfaction Survey

Kubota conducts a survey to obtain feedback for monitoring customer satisfaction with customer support by dealers of domestic farm machinery and also 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 2021 to June 2022 stood at 65.7 points, almost unchanged from the 66.0 points of the previous year (surveyed from July 2020 to June 2021).

Kubota will continue to make efforts to improve customer satisfaction.

Relationships with Business Partners

Procurement

Procurement Policy

The following explains Kubota's basic approach to materials procurement in its business activities.

Basic approach to materials procurement

1. Providing fair opportunities

We provide opportunities for competition among all of our business partners in a fair and equitable manner.

2. Economical rationality

When selecting a business partner, we make a full evaluation on the material quality, reliability, delivery timing, price, technology and development capability, proposal ability, and business stability, etc. of that partner, and then select the best business partner based on a suitable set of criteria.

3. Mutual trust

We establish relationships of trust with our business partners and also aim for mutual development.

4. Social trust

We are committed to ensuring adherence to all relevant laws and regulations when making procurement deals. We will also ensure the confidentiality of our business partners' confidential information that we have gained through our procurement deals.

5. CSR procurement

We promote CSR procurement, while paying close attention to compliance with laws and regulations, occupational health and safety, human rights (including addressing the issue of conflict minerals), environmental conservation, symbiosis with society, and information disclosure in a timely and appropriate manner.

6. Green procurement

We are committed to the procurement of products with a reduced environmental impact from business partners that engage in environmental activities, as part of our commitment to providing society with products that are friendly to global and local environments.

Promoting CSR Procurement Based on Established Guidelines

Customers are becoming increasingly aware of what goes on in the entire supply chain that creates products and services.

For this reason, Kubota has established the Kubota Group CSR Procurement Guidelines, based on the belief that it is necessary to have a common understanding of CSR with its major business partners in order to engage in collaborated efforts. By requesting business partners to submit a consent form indicating their intention to observe the terms of these guidelines, Kubota is encouraging its business partners' initiatives that target safe work practices, respect for human rights, and other important factors.

The Kubota Group CSR Procurement Guidelines

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



Click here for the Kubota Group CSR Procurement Guidelines.
www.kubota.com/sustainability/society/procure/data/csprocure_english.pdf

Self-Assessments of CSR Procurement

Since FY2018 we have requested our major suppliers in Japan to conduct a self-assessment of CSR procurement. We provide feedback to each company after clarifying where improvements can be made. For items returning a low score, we ask our suppliers to voluntarily make improvements. We also provide support on improving CSR procurement by meeting with or visiting companies, if deemed necessary based on the self-assessment results. In FY2022 we asked around 220 major suppliers in Japan to conduct a self-assessment. We began requesting similar self-assessments of our overseas bases in 2020 as well.

Handling of Conflict Minerals

Policy on conflict minerals

Tantalum, tin, tungsten and gold, and their derivatives ("conflict minerals") produced in the Democratic Republic of the Congo and its adjoining countries are the source of funds for armed insurgents, who have repeatedly committed inhumane acts in these countries. This is a major social issue of concern related to human rights, the environment, etc. in the supply chain.

As a part of its efforts to implement ESG management, Kubota promotes banning of the use of conflict minerals, which serve as a source of funds for the armed insurgents, and promptly takes steps to discontinue their use in the unlikely event that it becomes clear they are being so used.

Kubota seeks mutual understanding regarding this issue with its business partners, which are a part of the supply chain, and requests their cooperation in surveys and audits conducted by Kubota.

Activities

Written Inquiry

We use a conflict minerals reporting template (CMRT) to mainly confirm whether our suppliers are using conflict minerals, to identify smelters, and to gauge what kind of initiatives they are employing to address the issue of conflict minerals. We endeavor to improve the accuracy of the information we receive by asking our suppliers to resubmit the report if their answers are insufficient. In FY2022, 100% of the templates we sent out were returned.

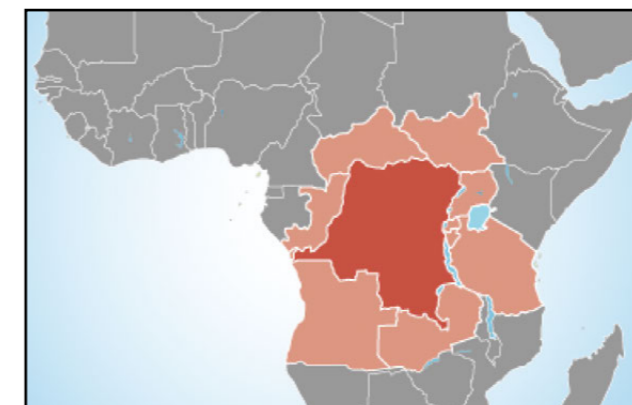
Addressing Risks

For suppliers that do not have a conflict minerals procurement policy in place, we request that they establish one. Furthermore, we carry out additional investigations and conduct due diligence on suppliers we deem to be high risk.

Response Unit

Guided by our policy on conflict minerals, our activities are implemented company-wide through the Committee for Conflict Minerals, which comprises members from the ESG Management Division and Procurement Division.

Democratic Republic of the Congo and Adjoining Countries



- Democratic Republic of the Congo
- Neighboring countries
 - Republic of South Sudan
 - Republic of Uganda
 - Republic of Rwanda
 - Republic of Burundi
 - United Republic of Tanzania
 - Republic of Zambia
 - Republic of Angola
 - Republic of Congo
 - Central African Republic

Promoting Optimal Regional Procurement and Supplier Quality/Productivity

Procurement at overseas production bases has risen sharply in parallel with the rapid globalization of business.

The Kubota Group promotes optimal procurement in every region through the establishment of a global supply system. Moreover, the Group unites with major global suppliers to promote systematic improvement activities for the purpose of strengthening competitiveness by improving quality and productivity.

Kubota holds a Kubota Supplier Technical Skills Competition to improve the skill level of its suppliers. Moreover, the annual Kubota Kaizen World Cup has also been held since 2015 to vitalize improvement activities. In this World Cup, suppliers selected from various regions around the world present their company's successful improvement cases as they compete for the status of World Champion.

Throughout the entire supply chain, Kubota will continue its efforts to make the Kubota brand trusted and appreciated by its customers around the world.

Information Security Measures Kubota Requests its Business Partners to Implement

In promoting K-ESG management, Kubota requests its business partners that share confidential information with Kubota Corporation and its subsidiaries and affiliates (the Group) to implement certain information security measures. The Company's information security measures are discussed below.

Through proper management of confidential information, we will realize stable business continuity, thereby aiming for the ongoing synergistic development of the Group, business partners, and society. We would like to ask for your further understanding and cooperation.



Information Security Measures Standards for Business Partners

Japanese version www.kubota.co.jp/sustainability/society/data/SecurityStandardjp.pdf

English version www.kubota.co.jp/sustainability/society/data/SecurityStandarden.pdf



Information Security Measures Standards for Business Partners Check Sheet

Japanese version www.kubota.co.jp/sustainability/society/data/SecurityStandard_CheckSheetjp.xlsx

English version www.kubota.co.jp/sustainability/society/data/SecurityStandard_CheckSheeten.xlsx

Green Procurement

For the purpose of providing products that are friendly to global and local environments, the Kubota Group is seeking to procure products with reduced environmental impact from ecofriendly suppliers. In order to proactively promote these activities, the Kubota Group presents its policies on green procurement to suppliers through the Group's Green Procurement Guidelines, asking for their understanding and cooperation.

The Green Supplier Award System was launched in 2015 to award suppliers recognized as having made notable contributions in the area of environmental conservation. The awards are presented every year.

We also ask suppliers to check for the inclusion of any chemical substances in order to comply with the regulations of each region, including the EU's RoHS Directive and REACH regulation and the U.S. TSCA.



Click here for the Green Procurement Guidelines.

www.kubota.com/sustainability/environment/procure/



Click here for details of the Green Procurement activities.

Registration in “Declaration of Partnership Building”

Kubota supports the aims of the Council on Promoting Partnership Building for Cultivating the Future sponsored in part by Japan's Cabinet Office and Small and Medium Enterprise Agency. We formulated a “Declaration of Partnership Building,” which seeks to build new partnerships through the pursuit of collaboration and mutual flourishing with suppliers and business partners in the supply chain.

Supplier Hotline

We set up a hotline for suppliers to further enhance the transparency and fairness of our transactions. The goal of the hotline is to detect and address issues early on by enabling our business partners to report and consult about inappropriate behavior by Kubota executives or employees.

Business Continuity Planning in the Supply Chain

The supply chain is subject to a variety of risks, including natural and manmade disasters, sudden changes in international affairs, and pandemics like COVID-19. Kubota is prepared to respond promptly and accurately in the event of an emergency. We have implemented a system to quickly confirm the safety and operational status of suppliers, and carry out risk management and mitigation using hazard maps and BCP checklists.

Relationships with Shareholders and Investors

Constructive Dialogue with Shareholders

Kubota contributes to the improvement of the Company's sustainable growth and medium- to long-term corporate value and promotes constructive dialogue with shareholders and investors.

Kubota has results briefings for domestic and foreign institutional investors, company information sessions for individual investors, and factory tours. Going forward, we will make more efforts to engage in dialogue with all stakeholders.

Dialogue with Individual Shareholders

In 2022, we invited individual shareholders to a rugby match played by the Kubota Spears Funabashi TOKYO-BAY team and to a hands-on agricultural harvesting event and winery tour at Hanamaki in Iwate Prefecture. We also offered online company information sessions and a wide range of other opportunities for shareholders to learn about Kubota's corporate philosophy and business activities. Additionally, we participated for the first time in three years in the Nikkei IR Fair, held as both an online and a physical event, where we took the opportunity for face-to-face dialogue with individual investors.

Going forward we will continue to use a variety of tools to provide information on our corporate philosophy and business activities and thereby secure the empathy of our stakeholders.



Information for private Investors

www.kubota.com/ir/individual/



Business briefing at the Art Paysan Winery



The event included a tour of the wine-making facilities



The investor relations briefing was followed by a lively question-and-answer session



Dialogue with Institutional Investors and Analysts

Kubota Corporation has approximately 340 individual and group meetings per year with institutional investors and analysts. Kubota Corporation also holds a year-end results briefing in February and an interim results briefing in August and discloses its financial and other information in Japanese and English concurrently. Additionally, on the release date of our quarterly financial results, we disclose supplementary financial information on our website. Following the results briefings for the interim and year-end financial results, we also post on the website the content of the briefing and a transcript of the ensuing question-and answer session. In this way, we work for timely and fair disclosure in the spirit of fair disclosure rules.

In addition, Kubota Corporation regularly holds tours and business briefing sessions at its domestic factories and overseas subsidiaries. In 2022, we held a briefing on the mid-term business plan of the consolidated subsidiary Escorts Kubota Ltd. in India for local institutional investors and analysts, with remote attendance enabled for non-local participants.



Information for investors
www.kubota.com/ir/

Relationships with Employees

Customer satisfaction cannot be accomplished without employee satisfaction. The Kubota Group promotes the creation of comfortable and motivated workplaces where its employees can not only work safely and securely but also feel pride and joy in their work.

In accordance with the Kubota Group Charter for Action & Code of Conduct, which is our global standard for conduct, we carry out audits and interviews at overseas bases with a clear understanding of the circumstances of each country and region, in order to raise the level of employee-related policies across the entire Group.

Creating a Safe Workplace for All Employees

Promoting a Safer and More Secure Workplace

Kubota formulated its Basic Policies on Safety and Health in April 2013 for the purpose of creating a safer and more secure workplace. Based on these policies, Kubota is enforcing the ethic whereby all people involved in the business, including contractor employees, behave based on the philosophy that "Safety is our First Priority."

In addition, three specific instructions to ensure the "Safety is our First Priority" philosophy were announced by the President.

The Kubota Group's mid-term plan sets out a variety of strategies aiming to achieve a goal of Zero "Class A Accidents"*, centered on promoting inherently safe equipment, ensuring safe operations, and enhancing human resources development to support safety.

* A Class-A accident is one that can lead to a serious accident, such as crushing or entanglement in machinery, due to one of the following causes:
 1) Contact, etc. with high-heat object, 2) Contact, etc. with heavy load, 3) Entrapment and entanglement by machines, 4) Fall from heights, 5) Contact, etc. and the like with forklift / vehicle, 6) Toppling of or contact with agricultural machines, construction machines or other vehicles (products), 7) Electric shock, 8) Contact with flying / falling object, 9) Contact with hazardous materials, Acute poisoning (including lack of oxygen, etc.), or 10) Occupational accident caused by explosion or fire.

The Kubota Group Basic Policies on Safety and Health

"In the KUBOTA Group, there is no work to be carried out without serious consideration for safety and health."

To achieve this, we established the fundamental principle that all the people involved in the business shall behave based on the philosophy that "Safety is our First Priority."

Safety is our First Priority

1. All the people involved in the business of the Kubota Group shall observe the determined rules and behave based on the philosophy "Safety is our First Priority," to protect themselves from accidents.
2. Management executives shall operate the business keeping in mind the philosophy "Safety is our First Priority," respect and listen to the voices of frontline worksites, and be reminded that "the worksite is a mirror that reflects yourself."
3. Management-level employees shall identify any risk that may lead to a serious accident and take faithful action to address such risk, while endeavoring to create a corporate culture that allows straightforward talk about safety and to develop human resources that support safety.

Mid-Term Plan (FY2018-2022) Targets and Major Initiatives

Kubota addressed the main initiatives set out below, with the target of FY2022 completion.

Target: Zero “Class A Accidents”

<Major initiatives>

1. Promoting inherently safe equipment

- (1) Apply the risk assessment for machine safety to all new equipment.
- (2) Complete measures for existing equipment to achieve the target levels determined in the Safety Control Guidelines for assessment and promotion of inherently safe equipment.
- (3) Work to prevent the recurrence of equipment malfunctions.

2. Promoting safe operations

- (1) Based on the Risk Assessment Guidelines for Work Operations, examine actual operations with reference to the Class-A Accident Prevention Checklist accompanying the risk assessment to eliminate any areas of unidentified risk linked to such accidents.

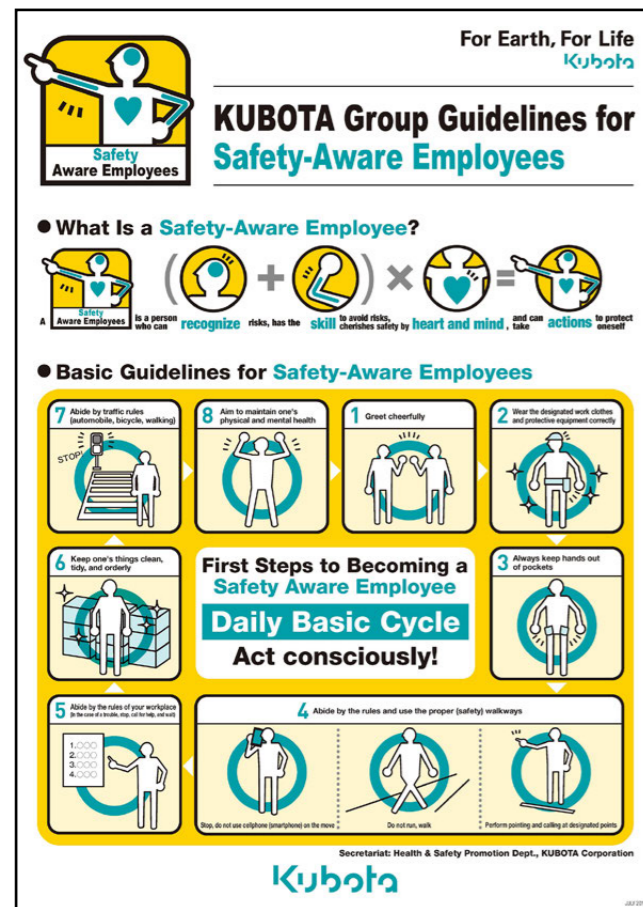
3. Enhancing personnel development to support safety (the Kubota Group Safety-Aware Employee Development)

- (1) Promote activities to enable all employees to follow the “basic daily cycle” described in the Basic Guidelines for Safety-Aware Employees as a habit.

4. Maintaining and improving a safe and healthy working environment

- (1) Build a database of improvement case studies from certain workplaces and deploy horizontally to other offices and workplaces.

Kubota Group Guidelines for Safety-Aware Employees/ Basic Guidelines for Safety-Aware Employees



Status of Initiatives in FY2022

Kubota implemented the following initiatives in FY2022.

1. Achievement of inherently safe equipment target (6 domestic Group companies and 18 overseas Group companies)

Our Safety Control Guidelines for assessment and promotion of inherently safe equipment categorize equipment into degrees of safety from Level I to IV. Based on these guidelines, we formulated a five-year implementation plan to upgrade existing equipment to the Kubota Group required level and worked to complete permanent measures by the end of 2022. For new equipment, we continue to ensure safety Level III at the time of deployment, based on the Risk assessment procedures for safety of machines that were revised in FY2017.

2. Initiatives to help build a “shut-off culture” (all domestic Group companies)

All Kubota workplaces are carrying out activities to instill the habit of shutting off energy supplies in the case of an emergency. We are also working to help employees visualize abnormalities that occur in equipment, tools, or materials, and take steps to prevent the recurrence of equipment abnormalities according to the context of each business site.

3. Promotion of risk assessments of work operation activities (all domestic Group companies)

Whenever there is an alteration in production volume, a procedural improvement, or other operational change, an operational risk assessment is carried out to continuously identify the risk of a Class A accident resulting. Additionally, by raising awareness of inappropriate work practices that are reasonably foreseeable (foreseeable practices), we work to eliminate any remaining unidentified risk factors.

Additionally, in the event of a serious accident, a team at each worksite consisting of the personnel specified in items (1) to (3) below carries out a re-identification at all workplaces within the worksite of risks that could lead to a serious accident and upgrades provisional measures to permanent status where appropriate.

- (1) Staff members from production technology, manufacturing, or other departments who are aware of sources of risk at the work location
- (2) Operatives, supervisors, group leaders, or other personnel who are familiar with the content of operations at the work location
- (3) Employees from other workplaces who are able to take an objective view of the work location

4. Initiatives to instill the Basic Guidelines for Safety-Aware Employees (all domestic Group companies)

We undertake educational activities via the serial publication of messages from the management in our company newsletters, so that it will become a habit for all of our employees to always abide by the Basic Guidelines for Safety-Aware Employees, and that habituation will help achieve our organizational culture.

5. Education on how to teach safe operations (all domestic Group companies)

Kubota has established a method of teaching safe operations that clearly specifies approaches to work-related teaching and the means of confirming and assessing degrees of proficiency, thus offering workers easy-to-understand guidance regarding the work they are in charge of and how to perform their work while avoiding hazards. In this way, group leaders from manufacturing floors learn how to work more safely, having understood the rationale behind the need to abide by safety guidelines.

6. Maintaining and improving a safe and healthy working environment (all domestic Group companies)

We carry out measurements twice a year at all worksites to continuously monitor conditions at a detailed level. By actively promoting horizontal rollout of examples of good practice, we work to maintain and improve standards Group-wide.

Mid-Term Plan (FY2023-2027) Targets and Major Initiatives

Under our newly formulated mid-term business plan, whose final year is FY2027, we have begun work on the major initiatives set out below.

Target: Zero “Class A Accidents”

<Major initiatives>

- Risk identification activities
 - Elimination of areas of risk remaining unidentified due to changes in the workflow following equipment introduction or upgrade.
 - Strengthening of human resources training to lead risk assessment of machinery and work operations and appropriate allocation of trained staff.
- Equipment risk reduction activities
 - Introduction of equipment with safety design and installation of guards and protective devices to reduce risk.
 - For equipment with remaining risk factors, provision for supervisors to perform on-site, real-time checks that risk avoidance procedures are strictly followed.
- Activity to reduce risk through safe operating methods
 - Training, drilling, and evaluation by supervisors for operational staff based on the Health & Safety Education and Training Guidelines for New Employees & Workers
 - Creation of a system for upgrading the skills of personnel authorized to conduct troubleshooting (in-house qualification)
- Enhancing personnel development to support safety
 - Clear identification of the skills necessary for safety and health and monitoring of progress with providing them
 - Promotion of the development of safety and health teaching materials
- Maintaining and improving a safe and healthy working environment
 - Formulation and implementation of a plan for reduction of noise at manufacturing workplaces.
 - Adaptation to revisions of chemical substance regulation

The Kubota Group Safety and Health Target for FY2023

Kubota has clearly set the target below for FY2023, and is promoting Company-wide efforts to create safe workplaces.

Target: Zero “Class A Accidents”

[Priority implementation issues]

◆ Plant departments

- Risk identification
 - Upgrading of the operational level of machinery risk assessment for new equipment
 - Upgrading of the operational level of work operations risk assessment
- Promotion of inherently safe equipment

Implementation of measures based on the Safety Control Guidelines for assessment and promotion of inherently safe equipment
- Promotion of safe work operations and cultivation of safety-aware employees
 - Implementation of activities related to securing safety procedures to improve safety
 - Continued implementation of activities to build a ‘shut-off’ culture
- Promotion of sanitary management

Adaptation to chemical substance regulation
- Maintenance of the safety management system

Implementing the “Health & Safety edition” of the guidelines based on ISO 45001 at select Kubota Group business sites

◆ Construction departments

- Developing Safety-Aware Employees
 - Enhancing the abilities of project directors
 - Improving safety and health awareness of related contractors
- Promoting safe operations
 - Site-led prior identification of risks
 - Reduction of Class-A accident risk by project directors
 - Promotion of work procedure review activities by operation and maintenance site directors
 - Horizontal rollout to all workplaces of measures to prevent recurrence of accidents
- Promoting inherently safe equipment
 - Implementing measures to prevent entrapment or entanglement in moving parts of machines or equipment
 - Reduction of Class A accident risk by operation and maintenance site directors
- Promoting sanitary management
 - Preventing exposure to chemical substances
 - Consistent implementation of measures to prevent heat stroke
- Promoting environmental management
 - Elimination of any unidentified items among the applicable requirements of workplace legislation at sites subject to environmental management
 - Environmental management point education by e-learning

Raising Awareness of Safety

We provide safety education through messages issued by management and our workplace management and through a range of conferences.

1. Distribution of awareness-raising messages

Messages from management (executive officers) and workplace management (foremen/project directors) around the themes of the Kubota Group Approach to Safety and Safety-Aware Employees* were distributed via the company newsletter and the company intranet to promote safety awareness throughout the organization.

* Please refer to P113 Kubota Group Guidelines for Safety-Aware Employees/Basic Guidelines for Safety-Aware Employees

2. Education through conferences

In light of concerns about COVID-19 infection, various conferences were held mainly online.

In Japan, Kubota held a gathering of safety and health managers from manufacturing sites and plant departments in November to review efforts to achieve the Mid-Term Plan target and to formulate guidelines for the next mid-term business plan.

Also in April and November, the Construction Safety and Health Manager Conference was held for managers to discuss how to improve the safety awareness of related subcontractors, to communicate on regulatory changes, to deliberate on the next mid-term plan and safety and health guidelines for the following fiscal year, and to deal with other matters.

The Company continued to coordinate safety and health activities overseas through regular online meetings with representatives in each region, during which information was shared with overseas sites and opinions exchanged on approaches to overseas implementation. The meetings were held monthly for North America and for Europe and once every two months for Asia and for China.

In North America, we worked with manufacturing sites to support the safety and health activities of Group companies (education of safety and health staff, etc.), while in Europe, sharing of safety and health activities between bases and mutual site visits were enabled through a Production Committee and a Safety Subcommittee. Our Thailand and China operations rolled out regionally led activities, with Group companies holding regular interactive exchange events as an opportunity for information sharing on regulatory revision, mutual site visits, joint problem-solving, and other activities.

3. Safety education initiatives

Due to COVID-19 concerns, safety and health education, particularly for new employees but also for personnel of all ranks, was conducted online in FY2022. We devised new learning methods, such as group work using tools that enable joint editing in real time.

4. Mutual site visits

[Company-wide Initiatives]

Mutual site visits were carried out in the eastern region in June and November. The goal is to promote exchanges between business sites and provide an opportunity for employees to learn something new from other sites’ examples of risk identification and countermeasures, and examples of safety and health activities.

Sharing not just good practices but also the concerns of each worksite led to an opportunity to exchange opinions such as hints for problem-solving and ideas and gain new perspective.

[Business Division Initiatives]

Between March and October, the Water and Environment Infrastructure Consolidated Division organized risk assessments of work operations involving the risk of a Class A accident, which were carried out on a mutual basis between its worksites, including those of Group companies. This presented a good opportunity for risk reduction, enabling personnel engaged in the same area of work to experience operations at each other’s worksites and to exchange insights and advice.



Safety and health training for new employees



Training of safety and health staff at a North American base



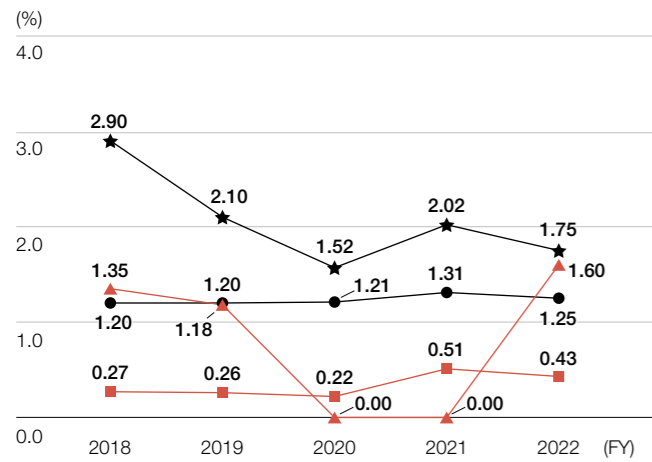
Mutual visiting between European bases



Eastern region mutual site visit (June 17, 2022)

Lost Time Incident Rate/Injury Severity Rate

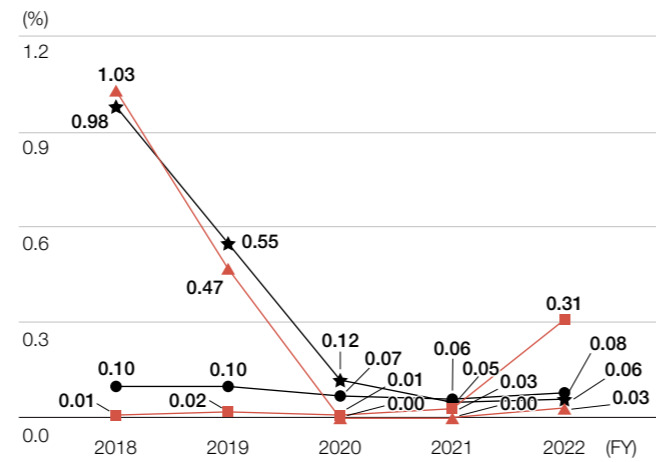
Lost Time Incident Rate (Kubota Corporation)



■ Kubota (plants)
 ▲ Kubota (construction)
 ● Average for manufacturing industry in Japan
 ★ Average for construction industry (projects by occupation) in Japan

<Lost time incident rate>
 Work-related deaths and injuries requiring work absence ÷ total personnel hours
 × 1,000,000

Injury Severity Rate (Kubota Corporation)



■ Kubota (plants)
 ▲ Kubota (construction)
 ● Average for manufacturing industry in Japan
 ★ Average for construction industry (projects by occupation) in Japan

<Injury Severity Rate>
 Number of workdays lost ÷ total personnel hours × 1,000

Initiatives to Reduce Risk for Employees Working Overseas

With the collaboration of specialist international medical treatment and security companies, the Kubota Group is working to reduce risk for employees posted overseas and their accompanying family members and for employees on business trips overseas.

By collecting and analyzing security information at the overseas location, we provide information to Group employees in Japan and overseas. To deal with medical needs, we have rolled out a system operating around the clock every day of the year that provides services including consultation with a doctor by telephone from overseas and arrangement of emergency medical transport.

Meanwhile, with growing public concern over the prolonging of the conflict in Ukraine and the increasingly serious nature of major natural disasters, there is a heightened risk of staff becoming involved in unforeseen situations during overseas business trips. In 2022, we responded by strengthening the safety monitoring of employees engaged in overseas work assignments through the introduction of an automated safety confirmation system that allows the wellbeing of staff working in the relevant countries to be checked, 365 days a year and regardless of international time differences, in the event of concern arising. With not only medical care but also safety monitoring now available around the clock every day of the year, staff working overseas can operate with improved confidence and safety.

Safety and Health Education Implementation Status in FY2022

Safety and health education is provided for each rank, including for new employees (education at the time of employment).

Manufacturing Departments

Name of education program	No. of times held	Total participants
Education for new employees	10	459
Elementary (for young employees)	9	233
Semi-intermediate	3	74
Training for newly appointed group leaders	3	72
Intermediate (for supervisor candidates)	2	65
Training for newly appointed supervisors	4	86
Training for newly appointed foremen	1	13

Other than Manufacturing Departments

Name of education program	No. of times held	Total participants
Education for new employees	2	225
Safety and health education for mid-career entrants at the time of employment	12	417
Machinery safety education	13	221
Training for newly promoted managers	6	162
Training for newly appointed section managers	6	154
Training for newly appointed department managers	2	64
Education for officers (Safety and Health Convention)	1	33

Sites with Occupational Health and Safety Management System Certification

To ensure safety for employees and provide them with a workplace environment that allows them to feel safe concentrating on their duties, Kubota has acquired ISO 45001 certification for its business sites below, while establishing an occupational health and safety management system focusing mainly on risk assessment for other sites. (Certified companies and business sites as of Dec. 31, 2021)

Kubota

Tsukuba Plant	ISO 45001 certification acquired in Nov. 2020 (OHSAS 18001 certification acquired in Dec. 2000)
Keiyo Plant	ISO 45001 certification acquired in Nov. 2018 (OHSAS 18001 certification acquired in Dec. 2002)
Ichikawa Plant	ISO 45001 certification acquired in Nov. 2018 (OHSAS 18001 certification acquired in Dec. 2002)
Hanshin Plant (Mukogawa)	ISO 45001 certification acquired in Oct. 2020 (OHSAS 18001 certification acquired in Nov. 2003)
Hanshin Plant (Amagasaki)	ISO 45001 certification acquired in Oct. 2020 (OHSAS 18001 certification acquired in Apr. 2005)
Hirakata Plant	ISO 45001 certification acquired in Apr. 2019 (OHSAS 18001 certification acquired in Jun. 2007)

Domestic Group companies

Kubota Construction Co., Ltd.	ISO 45001 certification acquired in Dec. 2020
Kubota Kasui Corporation	ISO 45001 certification acquired in Dec. 2020

Overseas Group companies

Kubota Materials Canada Corporation	ISO 45001 certification acquired in Feb. 2021 (OHSAS 18001 certification acquired in Aug. 2012)
Siam Kubota Corporation Co., Ltd.	ISO 45001 certification acquired in Sep. 2019 (OHSAS 18001 certification acquired in Jan.-Feb. 2014)
Kubota Baumaschinen GmbH	ISO 45001 certification acquired in Jun. 2019 (OHSAS 18001 certification acquired in Jul. 2014)
Siam Kubota Metal Technology Co., Ltd.	ISO 45001 certification acquired in Nov. 2019 (OHSAS 18001 certification acquired in Dec. 2014)
Kubota Engine (Thailand) Co., Ltd.	ISO 45001 certification acquired in Jul. 2019 (OHSAS 18001 certification acquired in Jul. 2015)
Kubota Farm Machinery Europe S.A.S	ISO 45001 certification acquired in Oct. 2021 (OHSAS 18001 certification acquired in Feb. 2017)
Kubota Pump (Anhui) Co., Ltd.	ISO 45001 certification acquired in Jun. 2019
Kubota Construction Machinery (Wuxi) Co., Ltd.	ISO 45001 certification acquired in Nov. 2019
Kubota Engine (Wuxi) Co., Ltd.	ISO 45001 certification acquired in Nov. 2019
Kubota Saudi Arabia Company, LLC	ISO 45001 certification acquired in Jan. 2020
Kubota (U.K.) Ltd.	ISO 45001 certification acquired in Oct. 2022

Respecting Human Rights

Basic Policies Regarding Human Rights

The Kubota Group supports the Universal Declaration of Human Rights, respects the human rights of all people, and does not discriminate or violate human rights on the basis of nationality, race, age, gender, sexual orientation, gender identity or disability, or for any other reason.

The Kubota Group does not permit forced labor or child labor, and also requests that its business partners comply in this regard. These policies are declared in the KUBOTA Group Charter for Action & Code of Conduct and put into practice.

Code of Conduct (excerpts)

- We support the Universal Declaration of Human Rights, and respect the human rights of all people.
- We do not discriminate or violate human rights on the basis of nationality, race, age, gender, sexual orientation or gender identity*, disability, or for any other reason.
 - * The concept of how one perceives one's own gender.
- We do not permit forced labor or child labor, and also request our business partners to comply in this regard.

Human Rights Advancement System

In Japan, Kubota has a Human Rights Advancement Planning & Coordination Committee headed by the General Manager of the Human Resources and General Affairs Headquarters. Its members at each Kubota site are promoting activities based on the human rights advancement activity policies. At the beginning of each fiscal year, a meeting is held gathering the committee members of all sites.

Besides the committee members, a human rights advancement leader is appointed at each site, who leads the human rights advancement activities of the site.



Human Rights Education

Aiming to create a harassment-free, conducive workplace environment, Kubota plans and provides human rights education programs for all employees, including President and Directors, every year, based on the human rights advancement activity policies.

The human rights education programs include rank-based training for new employees and at each site. In addition, to ensure ease of access for participants, we continued to offer training via e-learning in 2022. In 2022, all Kubota employees (in terms of the total number of participants) in Japan received human rights education through internal training or training offered by external organizations.

[Results of Internal Training in 2022]

	Internal training	External training	Total
Kubota	17,405 people	272 people	17,677 people
Group companies in Japan	10,880 people	86 people	10,966 people

Major Internal Education Programs

Training for management executives	1,246 people (including presidents, etc. of Group companies in Japan)
Training for new employees	1,804 people (including those from Group companies in Japan, etc.)
Training for newly appointed foremen	15 people
Training for newly appointed supervisors	43 people (including those from Group companies in Japan, etc.)
Seminar for harassment consultation office personnel	210 people (including those from Group companies in Japan, etc.)
e-learning courses on human rights advancement	15,989 people (including those from Group companies in Japan, etc.)

* The figures include temporary and re-hired employees.

* e-learning indicates courses targeting all employees (unique programs at various Kubota sites are not included). Separate group training is also held for employees who do not own computers or smartphones.

Major Education Themes

- Prevention of harassment
[Includes prevention of sexual harassment, abuse of authority (power harassment), mistreatment of employees with child-rearing or long-term family care responsibilities (maternity harassment, care harassment) and bullying or indirect disadvantaging of sexual minorities (LGBTQ*¹, SOGI*², etc.).]
- Training for superiors in responding to reports of harassment and promoting two-way communication
- Social discrimination (Dowa) (such as online discrimination towards minority groups (e.g., Buraku), etc.)
- Issues facing the disabled (Act to Advance the Elimination of Discrimination against the Disabled, the disabled employment ratio, etc.)
- Issues facing foreign residents in Japan (racial harassment, etc.)
- UK Modern Slavery Act
- The supply chain and human rights (SDGs)
- Results of surveys on K-ESG awareness
- Revision of the employment regulations, etc. associated with the revision of the Equal Employment Opportunities Act and the Child Care and Family Care Leave Act

*1 Acronym of lesbian, gay, bisexual, transgender, and queer/questioning

*2 Acronym of sexual orientation and gender identity

Major External Training

Kubota also encourages its employees to proactively participate in seminars hosted by corporate organizations addressing human rights issues and government organs.

The 43rd Human Rights and Dowa Issue Corporate Awareness-Raising Seminar hosted by the Executive Committee*³: A total of 44 participants (including those from Group companies in Japan)

The 53rd Buraku Liberation and Human Rights Summer Seminar hosted by the Executive Committee*³: 21 participants

*³ Hosted by Osaka Prefecture, Osaka City, Buraku Liberation and Human Rights Research Institute, etc.




Human Rights Training for Management Executives (Dec. 27, 2022)
(Theme: My Response to the Reality of Discrimination—Marking the Centenary of the Foundation of the National Levelers Association with Some Thoughts on Its Spirit and Associated Corporate Initiatives)
(Lecturer: Norio Takahashi, Secretary, Nagano Human Rights Center)



Textbook for human rights e-learning

Consultation Office System

As remedial action for victims of human rights violation, Kubota established the Kubota Hotline—a whistleblowing system that includes the use of outside lawyers—and consultation office systems at each of its bases, including those overseas, thereby enabling it to respond swiftly to any issues that may arise.

 Click here for details on the whistleblowing system (Kubota Hotline).

Number of cases reported on human rights issues (including harassment) in 2022: 63

[Whistleblowing System (Kubota Hotline)]

We distribute pocket cards with contact details and introduce such offices through the Company intranet, posters, email magazines, human rights seminars (including via e-learning), and so on.

[Consultation Office System in Japan]

Each year, Kubota holds a seminar for harassment consultation office personnel inviting external lecturers, with the aim of improving their counseling ability and preventing secondary victimization. A total of 210 employees took part in this seminar in 2022, using a web-based system.

The seminar focused on enabling the participants to take prompt and appropriate action against many types of harassment, such as sexual, power, or maternity harassment, or harassment against sexual minorities, without causing any disadvantage to the informant. It was divided into a foundation course and an applied course depending on the level of knowledge and experience of the counseling staff.



Harassment Consultation Office Personnel Seminar (Aug. 4 and 5, 2022)
(Lecturer: Toshiko Sugimoto, Full-time Lecturer, Japan Institute for Women's Empowerment & Diversity Management)

Activities to Raise Human Rights Awareness

In order to enhance awareness of human rights, Kubota invites human rights-related slogans from all Japan-based employees, including those from Group companies in Japan, every year, and awards excellent slogans during Human Rights Week, which is celebrated every December.

In 2022, entries were received from a total of 24,450 applicants (an application rate of 91.6%) and the best slogan from each business site was posted on a long strip of paper.

Winning slogans were also submitted to a competition held by the Corporate Federation for Dowa and Human Rights Issues, Osaka, of which Kubota is also a member, and the submission of an employee at the Sakai Plant was chosen.

Human Rights Week Activities at Each Base



Awarding the winner of the human rights slogan contest (Kubota Sun-Vege Farm Co., Ltd.)



Human rights learning zone (Kyuhoji business center)



Installation of banners (headquarters)



Installation of standing signboards (Sakai Plant)

Protection of Privacy

From the perspective of respecting human rights and protecting privacy, Kubota conducts several inspections each year for each base to ensure there are no insufficiencies in investigation tasks such as credit surveys, and there are no problematic contents or descriptions from the perspective of human rights violation included in the investigation reports.

Respecting Human Rights throughout the Supply Chain

Kubota declares in the Kubota Group Charter for Action, “we do not permit forced labor or child labor, and also request our business partners to comply in this regard.”

Also, in its CSR Procurement Guidelines, Kubota declares that it does not permit forced labor or child labor, and also requests that its suppliers comply in this regard. The Guidelines also clearly prohibit the use of conflict minerals*, which are a source of funds for armed insurgents.

In May 2017, the Kubota Group released its Group statement with regard to the UK Modern Slavery Act, and has updated its statement each year, which can be seen on our website.

For employees in Japan, explanation is provided during their human rights education programs. At overseas Group companies, the business site heads of each company provide explanation to the employees.



Click here for details.

www.kubota.com/sustainability/society/procure/data/csrprocure_english.pdf

* Tantalum, tin, tungsten and gold and their derivatives, produced in the Democratic Republic of the Congo and its neighboring countries, which constitute a source of funds for armed insurgents, who have repeatedly committed inhumane acts in these countries.

External Related Organizations

Kubota participates in the external organizations below and is working to create a discrimination-free society.

- The Corporate Federation for Dowa and Human Rights Issues, Osaka (also participating in corresponding organizations in Shiga, Wakayama, Hyogo, Chiba and Hiroshima)
- Osaka City Corporate Human Rights Promotion Council (with related organizations in each municipality)
- The Center for Fair Recruitment and Human Rights Advancement
- Multi-Ethnic Human Rights Education Center for Pro-existence
- Osaka Career Support & Talent Enhancement Plaza
- Buraku Liberation and Human Rights Research Institute, etc.

Promoting Diversity

Policy on Diversity Management

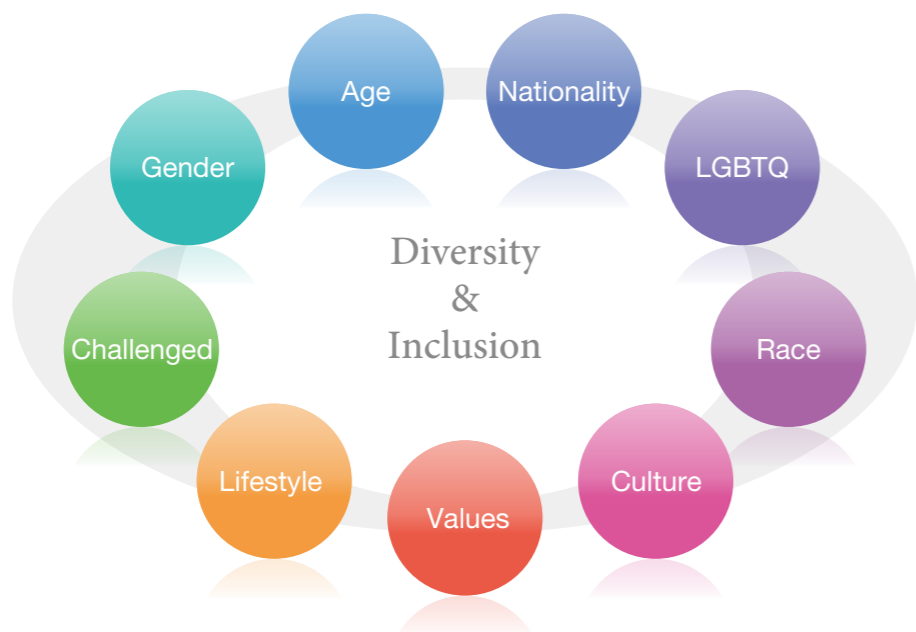
Making Diversity a Priority Commitment

As Kubota expands its operations globally, it is essential for the sustainable growth of the organization to recognize different values and ways of thinking and encourage diverse perspectives. As a first step in promoting diversity, we have been making efforts in the area of women's empowerment by: (1) increasing the number of women hired, (2) creating an environment where women can continue to work amid various life events, and (3) actively promoting the creation of opportunities for women to develop as professionals.

Going forward, while welcoming a diversity of human resources (gender, age, challenged, nationality, etc.), we will not only seek to foster a working environment in which every person can maximize their potential, but also provide long-term nursing care and childcare support and other means to enable employees with various constraints to play a productive role in the organization.

Kubota Strives for Diversity Management that Captures the Potential of Every Individual

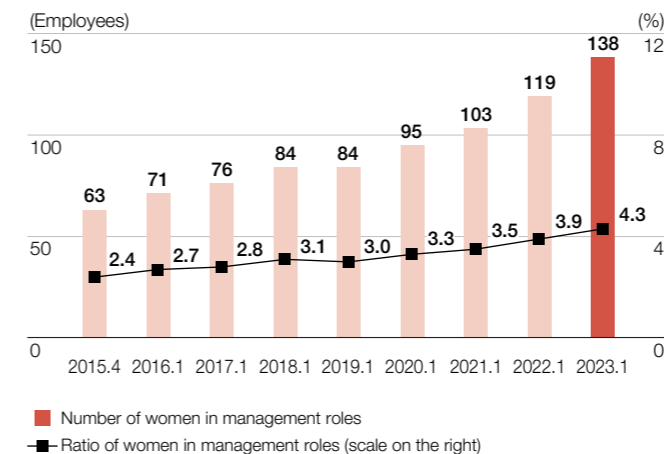
Kubota is a global company engaged in businesses in various regions around the world. Many people work side by side in the workplace bringing differences in language, culture, generation, gender, and values. We seek to accept each person's differences and draw on these as a force in creating new value. The goal of Kubota's diversity management is to transform human diversity into creativity.



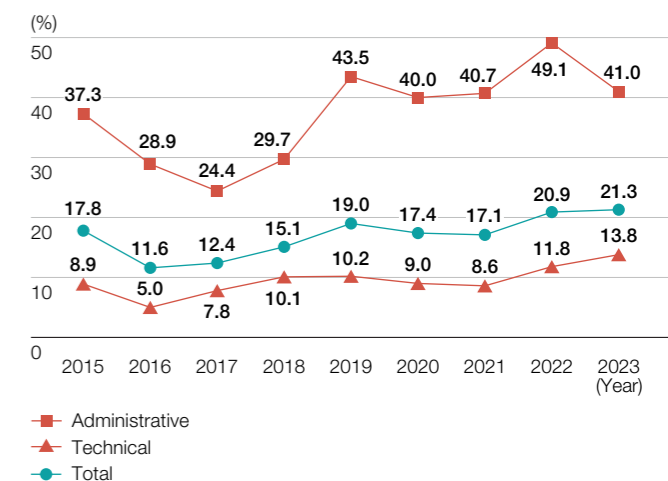
Empowering Women in the Workplace

As a focal point of diversity management, Kubota supports women in the workplace through initiatives such as changing the human resources system and offering various training programs. Having established a Diversity Promotion Office in 2009, Kubota is steadily promoting the advancement of women, such as expanding the occupational scope of women by consolidating occupational roles and other means. The number of women who are promoted to managerial positions has been increasing year by year. The gap in the number of years of working experience between men and women has also been shrinking every year.

Trend in the Number of Women in Management Roles (Kubota Corp.)



Ratio of Women Among Graduate Recruits for Regular Positions (Kubota Corp.)



Offering Various Training Programs, Etc., to Support Women

To date, Kubota has established Group-wide activities aimed at women's participation in outside forums and networking for the purpose of supporting career advancement and fostering a corporate culture that empowers women in the workplace.

Kubota also held leader development training for female employees expected to undertake leadership roles. The aim of the training is to help the participants develop their careers and play more active roles by acquiring the mindset and skills necessary for a leader.

We also hold a round-table talk between directors and female employees.



Leader development training for female employees in staff positions (joint session with supervisors and female managers)

Signed Women's Empowerment Principles (WEPs)

The Women's Empowerment Principles (WEPs) is a set of principles jointly prepared by the UN Global Compact^{*1} and UN Women^{*2} in March 2010 to create work and social environments where women's strengths can be leveraged in corporate activities.

The Kubota Group supports these principles and endorsed the doctrine in July 2012, thus positioning gender equality and the empowerment of women as a focal point of its management and pledging to autonomously carry out initiatives.

^{*1} Global initiative to achieve sustainable growth in international society announced by the UN Secretary-General at the 1999 World Economic Forum.
^{*2} United Nations entity working for gender equality and the empowerment of women.



Certification for Women's Empowerment Principles

Support for Job Creation and Establishing a Work Environment for People with Disabilities

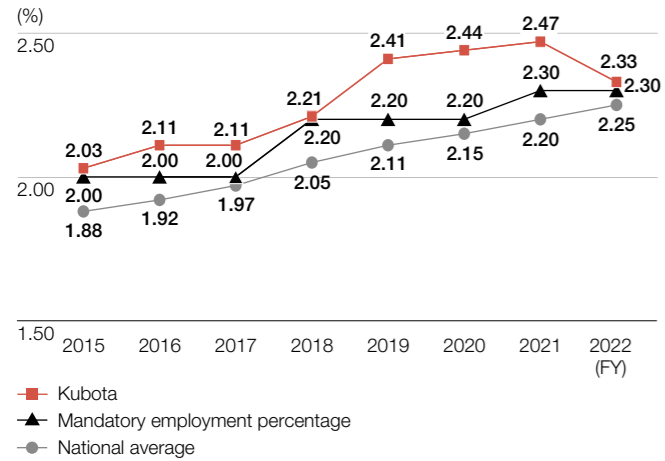
The Kubota Group is active in its initiatives towards the employment of people with disabilities that are aimed at supporting self-reliance, especially through its special subsidiary companies (Kubota Works Co., Ltd. and Kubota Sun-Vegetable Farm Co., Ltd.).*

Kubota Works carries out cleaning work, business card and document printing, data entry, and clerical outsourcing. Meanwhile, Kubota Sun-Vegetable Farm is involved in initiatives to use hydroponic culture to grow vegetables safely and securely with the goals of living in harmony with the community and the practical use of unused agricultural land. The vegetables grown there are used in our company cafeteria and are available for sale to our employees, and some are being sold at supermarkets in Osaka Prefecture.

Going forward, we will continue to expand into new business areas and promote further job creation.

* Subsidiary companies where employers give special consideration to the hiring of people with disabilities in order to promote their employment and provide for their social stability.

Trend in Percentage of Employees with Disabilities (Applicable Kubota Group Companies in Japan)



* As of June 1 each year



Kubota Sun-Vegetable Farm Co., Ltd.



Kubota Works Co., Ltd.

Initiatives for Sexual Minorities Such as LGBTQ Groups

Received Work with Pride Gold 2022

As part of how Kubota promotes diversity, we are promoting initiatives for sexual minorities.

We strive to be a workplace where a diverse workforce can be active regardless of sexual orientation or gender identity, and we are making contributions towards establishing a diverse society where a broad range of values are accepted.



FOCUS

Remote Kubota Works Office Tour Held

In November 2022, Kubota held a joint remote office tour using Google Meet for the special schools and institutions with which it has cultivated close relationships for the purpose of employee recruitment. Approximately 230 people participated in the event.

In prior years, Kubota invited students, teachers, and parents from the schools to a tour of Kubota Works' head office. However, since the start of the COVID-19 pandemic in 2020, we have held the event using Google Meet, an online conferencing software. The event gives a visual presentation of each office, introduces innovations that make it easier for people with disabilities to work, and includes a live cleaning demonstration by Kubota Works employees.

Although there were some audio and video difficulties along the way, the connection was generally clear, and the tour was completed successfully.

We plan to make even more use of remote tours to raise awareness of Kubota among special schools, organizations involved in employing people with disabilities, and other stakeholders.



Securing a Work-life Balance

In promoting the action plan for general business operators set out in the Act on Promotion of Women's Participation and Advancement in the Workplace, Kubota is eliminating consciousness of gender-based roles in responsibility allocation.

- The gap in the number of years of working experience between men and women is shrinking.
- Over 90% of women are returning to work after taking childcare leave.

In light of the above two points, Kubota proactively encourages its male employees to take childcare leave based on the belief that they should contribute to housework and child-raising so that women may continue to pursue their careers.

For both male and female employees, Kubota promotes the creation of a working environment in which a good work-life balance is ensured.



"Kurumin Mark" for companies with next-generation childcare systems

FOCUS

Kubota Receives the Excellence Prize in the Osaka City Mayor's Awards for Leading Companies in Women's Empowerment

Osaka City certifies companies that actively promote initiatives to create organizations in which motivated women can continue to play active roles, support the securement of a good work-life balance, and support participation by men in child-raising, housework, and community activities, as Leading Companies in Women's Empowerment. Every fiscal year, companies that undertake excellent initiatives are selected from among certified leading companies and awarded. This year, prize winners were selected from among 95 organizations that had acquired the certification from January to December 2016.



Certification of the Excellence Prize

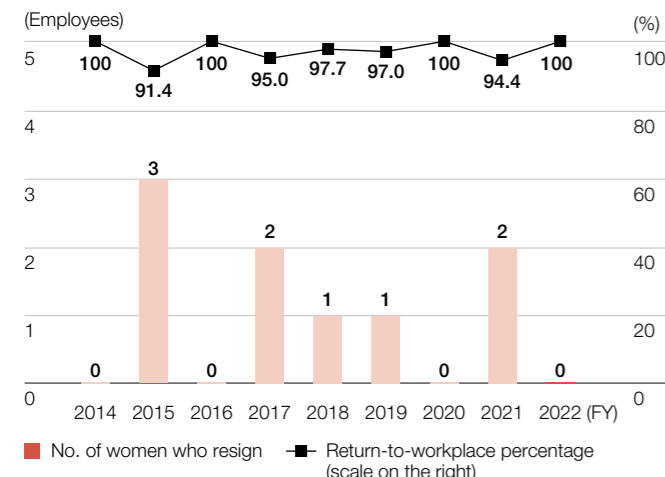
Kubota Corporation acquired the certificate on March 31, 2016. Kubota's efforts of "steadily advancing the promotion of women by consolidating job systems to expand women's job scopes and other means," and "establishing effective systems to support childbirth and childcare, while encouraging male employees to take childcare leave through enhancing training programs, launching campaigns, publishing awareness-raising leaflets, etc. with the aim of eliminating the perception of fixed gender roles" were highly appreciated.

Training for Employees Returning from Childcare Leave

To dispel concerns regarding returning to the workplace after childcare leave, Kubota provides online training for employees who have taken childcare leave, which their supervisors can also attend.

(Kubota emphasizes that taking leave to raise one's children does not mark the end of one's career. Accordingly, we refrain from using the term "holiday leave" and refer to this instead as "childcare leave.")

Trend in the Percentage of Women Who Return to Work After Taking Childcare Leave (Kubota Corp.)

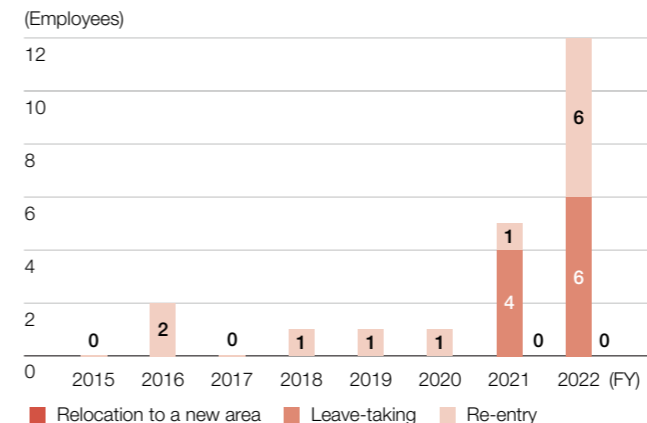


* Tallied from April 1 to March 31 of the following year for each year

System for Leave-taking, Re-entry, Relocating to a New Area

Kubota has put in place a system that allows employees more easily to take leave, re-enter the company, and relocate to new areas. The system is helping prevent as much as possible attrition due to spouse transfers, contributing to employee retention, and supporting employee motivation to continue working.

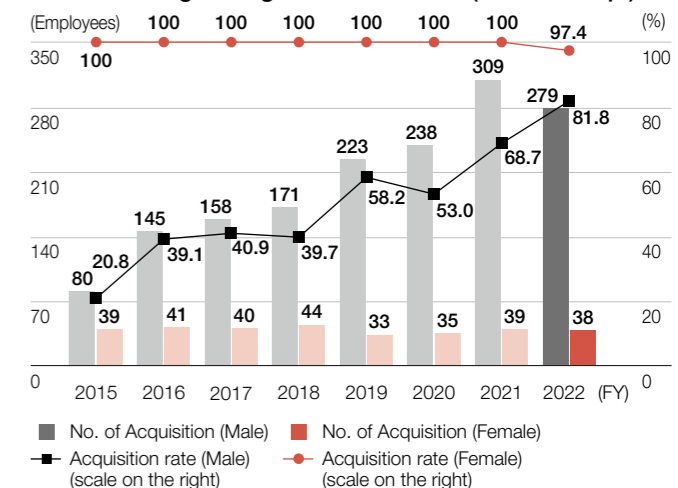
Number of People Using the System for Leave-taking, Re-entry, and Relocation to a New Area (Kubota Corp.)



Encouraging Employees to Take Childcare Leave

Kubota sets phased targets for the number of male employees taking childcare leave, and actively encourages its use.

No./Percentage using Childcare Leave (Kubota Corp.)



* Tallied from April 1 to March 31 of the following year for each year

Systems Supporting Balancing Work with Family Needs

Childbirth and childcare

- Personal system:** Maternal health management regulations, Childbirth leave (6 weeks before birth, 8 weeks after birth), Childcare leave for new fathers (up to 4 weeks), Spouse childbirth leave (3 days), Childcare leave (7 days), Childcare time, Short working hours, Shifting working start and end times, Exemption from work outside regular hours/Restriction on overtime work, Nursing care leave (6 days/year).
- Social insurance:** Childcare leave payment, Childbirth lump-sum payment/Family childbirth and childcare lump-sum payment, Childbirth allowance, Insurance premium holiday during childbirth and childcare leave.
- Other:** Support program for returning to work after childcare.

Nursing care

- Personal system:** Nursing care leave (365 days), Short-term nursing care leave (10 days/year), A. Short working hours / B. Flextime system / C. Shifting working start and end times, Exemption from late-night work, Restriction on overtime.
- Social insurance:** Nursing care leave payment (93 days).

Childcare, nursing care, and others

- Personal system:** Family support leave (6 days/year), Child plan (short-term leave, up to 3 days/year).
- Other:** Fit Plan (cafeteria plan).

Promoting the Use of Annual Paid Leave

Kubota encourages employees to use their paid leave days from the standpoint of maintaining their mental and physical health, preventing excessively long working hours, and securing a good work-life balance.

With the promotion policy and specific measures of encouragement shared by labor and management, Kubota encourages the use of paid leave in cooperation with the labor union.

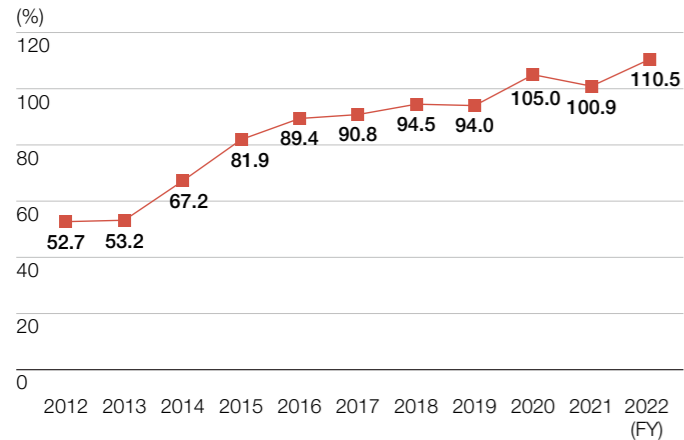
Promotion Policy

1. Recommend that employees take paid leave during labor management negotiations.
2. Create an environment where it is easy to use paid leave.
3. Foster opportunities to rethink the way one works.

Specific Measures of Encouragement

1. Set achievable targets company-wide.
2. Continue and strengthen initiatives unique to each business site, and spread awareness and disseminate information about using annual paid leave.
3. Discuss and implement efficient ways to work, visualize work, and create work manuals to promote communication at each workplace about using paid leave.

Trend in the Percentage of Employees Taking Annual Paid Leave (Kubota Corp.)



* Tallied from March 16 to March 15 of the following year for each year up to 2015
 * Tallied from December 16 to December 15 of the following year for each year from 2016
 * FY2020-FY2022 figures include extraordinary vacation days related to COVID-19.

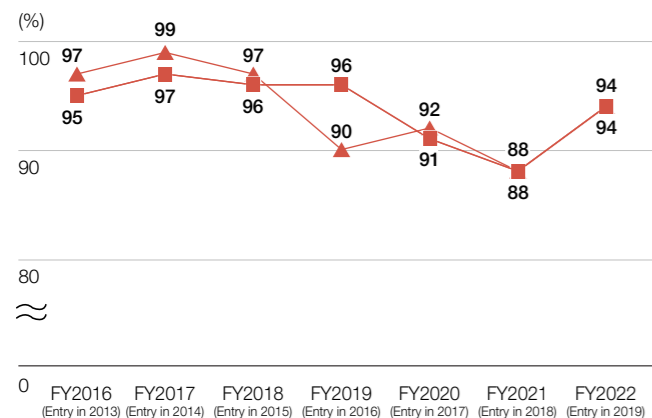
Initiatives to Improve the Retention Rate of New Employees

Every year, many new graduates (from universities, masters courses, and high schools) and mid-career entrants join Kubota.

Kubota endeavors to create an environment that allows new employees to settle in and play active roles by offering training programs before assignment and follow-up support after assignment.

Trend in the Retention Rate of New Employees*1 (Kubota Corp.)

*1 Rate of employees staying for more than three years after joining the Company



■ Retention rate of new employees (university and masters course graduates)
 ▲ Retention rate of new employees (high school graduates)

0 FY2016 FY2017 FY2018 FY2019 FY2020 FY2021 FY2022
 (Entry in 2013) (Entry in 2014) (Entry in 2015) (Entry in 2016) (Entry in 2017) (Entry in 2018) (Entry in 2019)

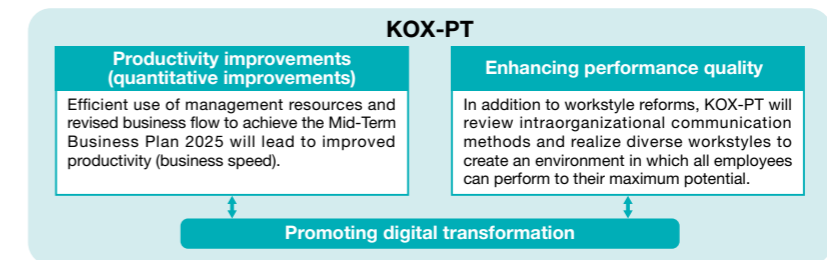
Promoting Workstyle Reforms

In July 2020, we launched the Kubota Operation Transforming Project Team (KOX-PT). In addition to assuming the tasks of standardizing back-office operations and making work process improvements which had been carried out since 2017 by the Workstyle Reform Project Team (HK-PT), the new team has been working to reinforce Kubota's corporate structure by fully leveraging management resources, particularly human resources, across the entire Group, as well as to boost job satisfaction by building an environment in which individual employees can perform to their maximum potential.

KOX-PT is not simply a part of our workstyle reforms: The team's activity is aimed at further reinforcing Kubota's corporate competitiveness even in the midst of drastic changes in our business environment. Kubota faces the accelerated globalization of its industries, while the entry of newcomers into its markets is having a significant technology impact. This is the climate in which we have to achieve our corporate goals. Thus, KOX-PT has engaged in activities to make efficient use of management resources and revise work flows in order to improve productivity (business speed) and thereby contribute to fulfilling our Mid-Term Business Plan 2025.

Partly in response to the COVID-19 crisis, Kubota has been transitioning to teleworking, primarily for office-based departments. For non-office worksites, we have made increasing use of teleworking depending on the work content.

As we have put in place the basis for workstyle reform in terms of the corporate culture, communication systems, and digital innovation, the project is now complete. We will, however, continue promoting reform based on the groundwork laid by the KOX-PT team.



[Examples of KOX-PT Activities]

1. Promoting digital transformation in internal operations

The team is striving to improve work efficiency and achieve more active internal communication through the use of digital tools.



Active use of online meeting tools

2. Holding workstyle study workshops

The team is incorporating employee feedback into its planning and implementation of measures to enable new Kubota workstyles.



Sharing ideas at a workstyle study workshop

3. Introduction of 1-on-1 meetings

At Kubota, we are aiming not only for more active communication in the workplace but also seek to create an environment where managers can actively support their staff's growth and help them take on new challenges.



1-on-1 meeting between a manager and staff member



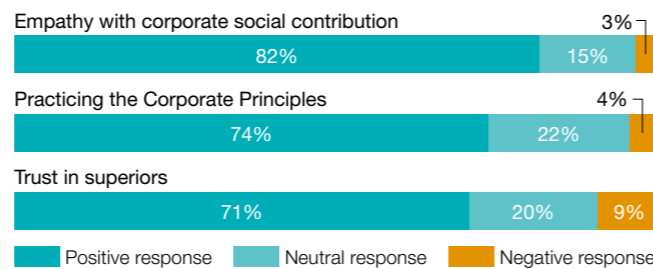
Kubota developed and distributed its own 1-on-1 meeting guidebook

Engagement Survey

To realize employee growth and increased job satisfaction, which is one of the important points of materiality for K-ESG management, Kubota has carried out an annual survey since 2021 to assess the level of employee engagement. We believe that having positive, motivated employees will generate empathy from other stakeholders. By having each corporate organization address any issues identified, our aim is to be a company that offers job satisfaction to its employees. In FY2022, we expanded the scope of the survey to gain feedback for improving engagement Company-wide. The score for FY2022 was lower than for the previous year due to the wider range of respondents, but did show an increasing trend in comparison based on the FY2021 respondents only (Kubota Corporation regular employees). In particular, a high rate of positive responses was maintained in the items 'empathy with corporate social contribution' and 'trust in superiors' (psychological safety). In FY2023, we will continue to focus on offering opportunities for growth and stimulating in-house communication with the aim of reaching an engagement score of 60% by 2025. Examples of the growth opportunities already implemented include the chance to take up a second position in-house and to apply for other in-house positions as well as career development training. Meanwhile, we aim to create a more equitable corporate culture by requesting that respectful forms of address are used in the workplace and will create opportunities for learning through dialogue by increasing the role of one-on-one meetings and town hall-type meetings.

FY	2021	2022
Group-wide	—	45%
Kubota Corporation (regular employees)	50%	51%

Item	FY2022 result			FY2021 result			YoY change
Engagement	51%	33%	16%	50%	34%	16%	Overall +1 (Content)
My employer makes me feel that I want to contribute more than is needed just to carry out my duties	42%	38%	20%	40%	38%	21%	+2
I would recommend my employer to friends as a great place to work	54%	33%	13%	52%	34%	14%	+2
I get a sense of achievement from my work	56%	29%	15%	56%	30%	14%	±0



Promotion of Health & Productivity Management

Basic Approach

Employee mental and physical health is the foundation for a positive and motivated workplace and a vital and precious ingredient in the satisfaction of employees and their families.

The Kubota Group believes that maintaining and improving employee health is the key to creating a vibrant workplace and generating new value and therefore actively promotes health and productivity management. We understand that enhancing a culture that values employee health is an important management issue, as it enables individual employees to preserve their mental and physical health and promotes a motivating and positive work environment, resulting in sustainable corporate growth.

* Health & Productivity Management as featured in this publication is a registered trademark of the Nonprofit Organization Kenkokeiei.

Kubota Group Health Declaration

To firmly embed the vision and approach of our health and productivity management throughout the organization, we formulated the Kubota Group Health Declaration in July 2021.

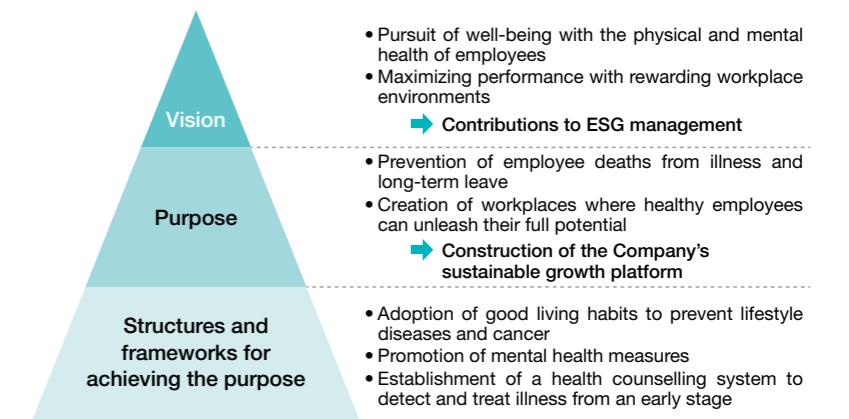
Kubota Group Health Declaration

The Kubota Group declares its commitment to realizing the well-being of its employees and their families, and contribute to solving food, water and environmental issues as well through its business activities, by enabling each individual employee to preserve their physical and mental health in a motivating and positive work environment, being able to utilize their capabilities and individuality in their work.

Vision for Health & Productivity Management

Kubota's vision for health and productivity management is to contribute to Kubota's ESG management vision by:

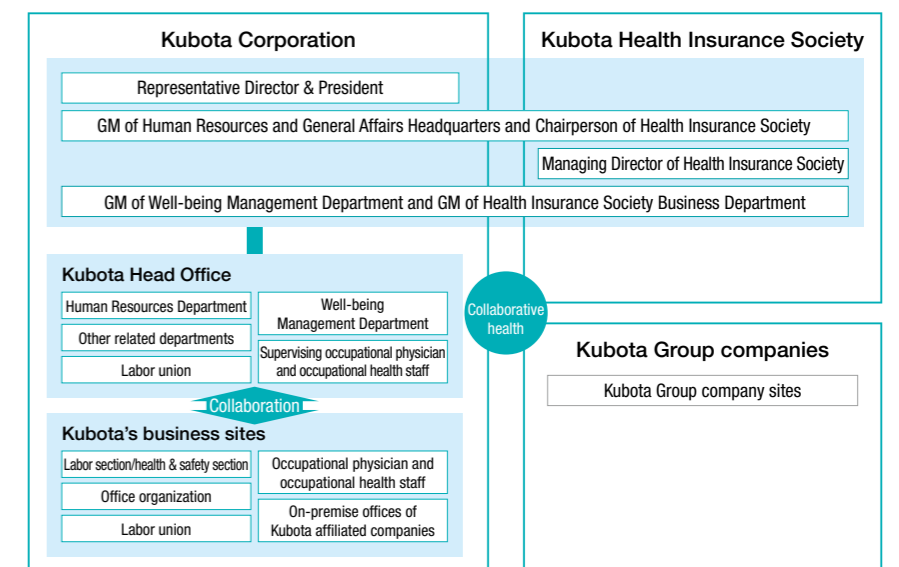
- [1] Enabling employees to enjoy a real sense of fulfillment and well-being founded on good mental and physical health, and
- [2] Realizing a satisfying work environment to maximize the performance of the organization as a whole



Health & Productivity Management Promotion System

At Kubota, executive management takes overall responsibility for promoting health and productivity management and coordinates this activity with the Well-being Management Department, the Kubota Health Insurance Society, Kubota's industrial health staff, human resources departments, and other corporate divisions.

* As of October 2022: 6 industrial physicians and 33 occupational health staff

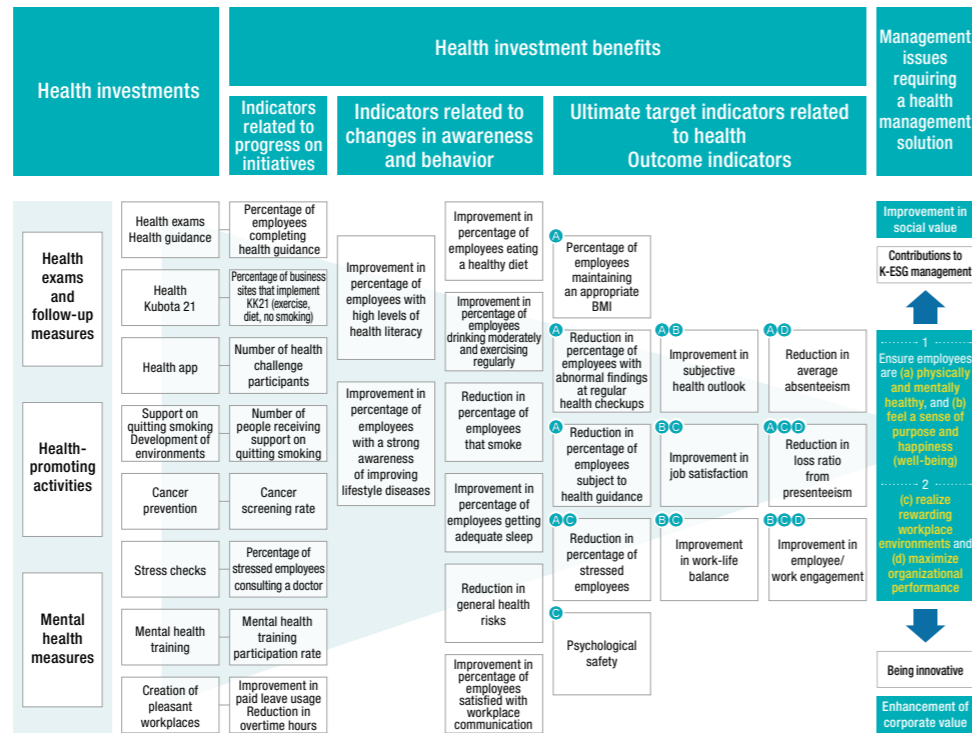


* Collaborative health refers to the Company and the Kubota Health Insurance Society jointly managing data analysis and strategy formulation.

Linking Our Vision for Health & Productivity Management with Health-Related Measures in a Strategic Health Roadmap

Our strategic health roadmap visualizes the links between our vision for health and productivity management and our health-related measures. The strategic health roadmap focuses on the links between the main benefits envisaged from health investment measures and the areas of benefit we plan to analyze. Therefore, as we progress from the current provisional phase to the verification phase, we will regularly update the roadmap depending on the strength of the links.

By analyzing which health investment measures have the greatest impact on employee awareness and behavior and other factors, we will focus on setting up an effective human capital investment cycle.



Key Issues and KPIs

Based on the vision to aim and an assessment of current employee health status, the Kubota Group's health and productivity management initiatives focus on three key issues: prevention of lifestyle disease, measures to support mental health, and early detection and treatment of cancer.

● Prevention of Lifestyle Diseases

At each business site, we have appointed three Health Kubota 21 Promotion Committee members per each location to lead primary prevention activities focusing on the three pillars of lifestyle disease prevention: diet, exercise, and quitting smoking. We have also launched a health app that visualizes health benefits and vital signs data at a glance. As additional ways of improving employee health literacy and supporting behavior change, we hold health-related events year-round and provide health incentives.

App registration rate 19.0% (5 months after app launch in October 2022)

* Statistics based on membership of Kubota Health Insurance Society

● Mental Health

As part of a wide-ranging support network, employees experiencing high stress levels are offered medical consultation, or, if they prefer, support sessions with a nursing professional. Every year, we also provide not only training for managers in how to support the mental health of their staff, but also self-care training for all employees.

Training participation rate 91.3% (FY2022 self-care training participation rate)

● Early Detection and Treatment of Cancer

With the aim of improving the cancer screening participation rate, we have invested 3 million yen to offer employees a maximum of 10,000 yen every other year toward the cost of a gastroscopy examination at an external institution. Meanwhile, we improved the participation rate in colon cancer screening from 49.0% to 77.9% by changing the method for submitting the test kit, replacing the usual practice of sending by mail with in-person submission during the regular health checkup.

Financial assistance record Provided to 340 employees in 2022 (Kubota Corporation employees aged 40 years or above)

● KPIs (%)

	Focus categories	Target	2020	2021	2022
Lifestyle diseases	Ratio of smokers	18.0 or lower	31.4	29.7	28.2
	Ratio of regular exercisers (at least 30 minutes per day)	45.0 or higher	33.8	33.7	31.2
	Ratio of healthy BMIs (BMI between 18.5 and 24.9)	75.0 or higher	69.4	70.3	69.9
Mental	Percentage of stressed employees	10.0 or lower	9.8	9.5	9.8
	Percentage of departments with a general health risk of 120 or higher	0.0 or lower	1.9	0.0	1.6
Cancer	Colon cancer screening rate	50.0	49.0	77.9	—
	Gastric cancer screening rate	60.0	54.2	58.7	—
	Cervical cancer screening rate	50.0	—	38.7	—
	Breast cancer screening rate	60.0	55.2	—	—
Final evaluation	Loss ratio of presenteeism	—	—	—	19.0
	Absenteeism	—	—	—	2.45 days

- Statistics based on membership of Kubota Health Insurance Society
- Presenteeism: Calculated from employee questionnaire using Single-Item Presenteeism Question (SPQ, University of Tokyo, single-item version)
- Absenteeism: Calculated from employee questionnaire on number of days of absence in the previous fiscal year due to employee's own illness or injury

Personnel Measures in Tune with Globalization

Expanding the Overseas Trainee System

From the World to Japan

As overseas businesses are expanding rapidly, it is urgently necessary to develop human resources who are capable of playing a core role in promoting the autonomy of overseas sites.

Under these circumstances, Kubota started an overseas trainee system in 2015 with a view to developing candidates for managers and supervisors, and engineers at overseas sites.

Kubota has accepted a total of 33 trainees so far. While continuing to receive trainees from China, Thailand and Indonesia, the Company will also invite trainees from other areas, thereby promoting human resources development to help foster the autonomy of overseas sites.

VOICE

I Worked at the Tsukuba Plant as a Trainee from Kubota Engine (Thailand) Co., Ltd. (KET) for About a Year.

I worked at the Tsukuba Plant, the mother plant of KET in Thailand, as a trainee for about a year. At KET, it takes more time than at the Tsukuba Plant to solve the same problem in terms of quality, cost, or productivity. During this training, I learned various problem-solving approaches, such as 4M analysis and the 3-Gen Principle. After returning, I will form a promotion committee concerning quality, cost, and productivity and make KET a strong plant with SEQCD equivalent to the Tsukuba Plant.



Wanthida Taraket
Kubota Engine (Thailand) Co., Ltd.

From Japan to the World

Since 1997, Kubota has dispatched a number of employees to its overseas subsidiaries and affiliated companies each year for training purposes. In 2016, we started sending trainees to learn about cutting-edge agriculture at Wageningen University & Research in the Netherlands; and in 2021, we started sending trainees to learn about the latest precision agriculture at the University of California in the United States. Looking ahead, we will promote these dispatches as the most effective means of cultivating global human resources.

In 2022, meanwhile, we introduced a program to post employees to non-governmental organizations and other bodies in the emerging economies of Southeast Asia to help address social issues in the region. Postings will begin in 2023.



Study at Harvard Business School

As the pace of globalization accelerates, we aim to quickly develop human resources who can compete with the world's leading companies by increasing the global standards and advanced business skills of our personnel and cultivating a global mindset. To achieve this goal, each year we select two to three Kubota employees to study at Harvard Business School.

Up to now the employees selected have been of section manager grade, but in 2023 we will begin sending department managers to strengthen human resource development.



Personnel Policies and HR System (Kubota)

Basic Personnel Policies

Foster a corporate culture full of vigor with emphasis on taking on challenges and creativity.
Find the right person for the right job based on their abilities and ambitions.

Basic idea of personnel system operations

1. Equal opportunity: Each employee can strive to attain any role or position.
2. Right person for the right job: Aim to place the right person in the right job based on their abilities and ambitions.

Overview of Personnel Training, Performance-based Promotion and Compensation

There are three career paths comprising expert positions, staff positions and technical positions for different roles and responsibilities. The personnel system offers personnel training, and performance-based promotion and compensation for each of these career paths.


Employees can change career paths based on their abilities and ambitions.

Career	Expert positions (management class)	Staff positions (administrative and general class)	Technical positions (technical class)
Definition of personnel (main roles)	People who drive the business, solve problems that arise in operations, and exhibit a high level of performance based on their willingness to take on challenges, advanced expertise, abundant knowledge and extensive experience and know-how	People who contribute to the business, take on challenges for their own growth, and take on broad responsibilities, especially work that requires expertise, creativity and experience, while aiming to establish a field of expertise	<ul style="list-style-type: none"> People who are in charge of work responsibilities, supervise and nurture subordinates, and achieve work objectives People who improve work processes based on advanced skills, knowledge and experience, and can perform complicated work
Training and education	<ul style="list-style-type: none"> Specialized training for specific objectives: around 160 courses of varying difficulty and subject matter that employees can choose from according to their own goals Correspondence courses On-demand training 	<ul style="list-style-type: none"> Induction training for mid-career recruits Career development training by age group Training for newly appointed department managers Training to identify next-generation executive/senior management candidates Training for serving section managers Training for newly appointed section managers Training for employees promoted to expert positions 	<ul style="list-style-type: none"> Training to upgrade technical skills Training for newly appointed foremen Training for newly appointed supervisors Training for group leaders Training for technical positions (Advanced, intermediate, semi-intermediate, and elementary training) Education for new employees (High school, technical college, and vocational school graduates)
Evaluations	<ul style="list-style-type: none"> Employees set targets with their bosses at the start of the year. Meetings are held during the year to evaluate progress towards these targets, followed by a self-evaluation and a review meeting on the achievement status at the end of the year. Bosses evaluate their subordinates, including their performance of processes and work behavior. 	<ul style="list-style-type: none"> Training to identify next-generation leadership candidates Business skills training Compulsory training courses in second and third years of employment Refresher training in second year of employment Education for new employees (university and graduate school graduates) 	<ul style="list-style-type: none"> Executives set targets with their bosses at the start of the year. Meetings are held during the year to evaluate progress towards these targets, followed by a self-evaluation and a review meeting on the achievement status at the end of the year. Non-executives endeavor to achieve the targets set with their bosses. Both executives and non-executives are evaluated comprehensively based not only on the achievements and results, but also on their attitudes, behavior and roles.
Rotation	The work responsibilities of each employee are reviewed periodically, taking into consideration workplace needs and the employee's preferences, to avoid having employees perform the same work for long periods.		
Ranking (Basis upon which compensation is determined)	<ul style="list-style-type: none"> Six rankings (In addition to the above, advanced specialist grades are set on a five-ranking double track) Moves up in the rankings based on contribution to performance 	<ul style="list-style-type: none"> Seven rankings Moves up in the rankings based on contribution to performance (Some require testing) 	<ul style="list-style-type: none"> 11 rankings Moves up in the rankings based on contribution to performance (Some require testing and technical qualifications)
Salaries	Each ranking has upper and lower limits to its monthly salary.		
Bonuses	Bonuses are designed to reflect consolidated performance and individual performance.	Bonuses are designed to reflect individual performance and bonus amounts set as standards in annual labor-management negotiations.	
Retirement benefits	Retirement benefits are based on a point system that reflects rank, years of service, and evaluation.		

Fostering a CSR-based Mindset

Activities for Instilling the Corporate Principles –Instilling a Mindset Capable of Resolving Social Issues

As globalization of the economy and advancement of diversity have enabled the employment of a wide variety of personnel, there is a growing need for all Kubota Group employees around the world to understand and share, across national borders, generations and job ranks, the basic philosophy and concepts that serve as the basis of the Kubota Group's global management. All employees of the Kubota Group are expected to understand and recognize the Group's founding spirit and common values, thereby further enhancing loyalty and advancing the Group-wide promotion of business activities. To this end, the "Kubota Global Identity," global common corporate principles of the Kubota Group, were established on October 1, 2012 and then updated to their current format on July 1, 2016. In order to instill these corporate principles throughout the entire Group, including at overseas bases, Kubota has systematically promoted activities since FY2013.

 Click here for the "Kubota Global Identity."
www.kubota.com/corporate/identity/

These activities were conducted annually worldwide under a five-year plan between 2013 and 2017. Since 2018, we have shifted the focus of activities to new employees and we continue to work on instilling the corporate principles among employees so that each person can regularly review their understanding of them mainly by holding conversations about the principles and highlighting the thoughts of employees in company newsletters. Moreover, given that FY2020 marked 130 years since Kubota's establishment, there will be opportunities for employees once again to study the thoughts and words of the company's founder, look back on the history of the Kubota Group, and reconfirm the growing expectations placed on us by the international community to make contributions in the areas of food, water, and the environment. In many aspects, the corporate principles of the Kubota Group are related to the shared global goals of the SDGs, so we will continue to undertake activities through which we consider the connections between the Kubota Group and the SDGs.

Participation Statistics for Our Corporate Principle Activities (Including Temporary Employees)

Fiscal year	Activity step (five-year plan)	Number of participants	Degree of satisfaction*
FY2013	(1) Acknowledgement	28,969	71%
FY2014	(2) Understanding	35,470	73%
FY2015	(3) Practice and application	35,089	78%
FY2016	(4) Concrete practice	40,855	83%
FY2017	(5) Concrete practice (continued)	41,400	79%

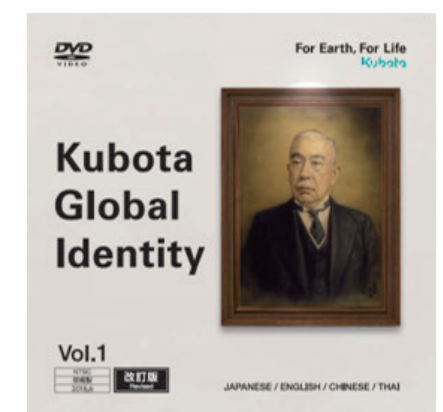
* Numbers reflect the percentage of people responding at least "somewhat satisfied" for degree of satisfaction at lectures held in Japan

Attendee Impressions (new employees)

- I was moved by the idea that, although our work content is different, all Kubota Group employees around the world are united by the Kubota DNA and are working hard toward the same goal. (new graduate recruit)
- I found out that the history of Gonshiro Kubota and the company he founded has to this day been a constant series of challenges and trial-and-error initiatives consistently aimed at resolving the social issues of the day. It's clear how that feeds into our present-day corporate principles and Kubota's unique style of ESG management that embodies those principles globally. On a personal level, as a Kubota employee, this has inspired me with increased motivation and commitment to my work. (mid-career hire)
- I was very impressed by how Kubota, ever since its founding, has consistently confronted social issues and taken on the challenge of resolving them. As a Kubota employee who has inherited that DNA and that spirit, what I learned has motivated me to carry on giving my best. (mid-career hire)



Attendees at the corporate principles symposium held on February 6, 2020



The DVD conveying Kubota's corporate principles is distributed overseas as well. It includes chapters on the founder's story, 130 years of Kubota history, and challenges going forward.

Rank-based CSR Training

Since the scope of CSR covers a lot of ground, when employees enter the company or are promoted, not only do we provide detailed information and training about such issues as product quality, the environment, safety, and human rights, but our ESG Promotion Department conducts rank-based training concerning all things related to ESG management, while the Corporate Compliance Department does the same for general compliance topics. These training courses employ tools such as PowerPoint presentations and various pamphlets, and also weave in case studies, to teach employees about Kubota's approach to CSR management and provide an overview of plans and initiatives for undertaking philanthropic activities and promoting compliance.

FY2022 Statistics (Lecturers from the ESG Promotion Department)

* Some educational events were conducted by video in FY2022 due to concerns about COVID-19.

	Participants	Timing	Length (per session)	Notes
Kubota	Newly appointed section managers	May and October 2022	60 minutes	
	Employees promoted to expert positions	March 2022	60 minutes	
	New staff hires	April 2022	60 minutes	Three sessions on separate topics
	New mid-career hires	January to December 2022 (monthly)	40 minutes	Held in the month the employee was hired
	Engineers on skill upgrades	August 2022	60 minutes	
	Newly appointed foremen	March 2022	60 minutes	
	Newly appointed supervisors	March and September 2022	45 minutes	Split up into 2 sessions for participants

ESG Forum for Management-Level Employees

In 2022, we again held the ESG Forum. As we drive forward the ESG management outlined in the Kubota Group's Long-Term Vision and mid-term business plan, this event offers an opportunity to think about the K-ESG (Kubota-style ESG) management that is our goal by reminding ourselves of its necessity and of examples of advanced practice from other companies. Held in hybrid format as both an in-person and an online event, it drew approximately 240 participants, including executive management, general managers, the presidents of Group companies in Japan, general managers from CSR and general affairs departments, and environmental managers.

A guest lecture was given by Ryohei Yanagi, an expert in financial accounting and a leading proponent of actualizing and quantifying non-financial value who devised the Yanagi Model, a formula for calculating the relationship between ESG and corporate value. Dr. Yanagi spoke on the importance for Japanese corporations of promoting financial value increase by visualizing their latent ESG value and presented concrete methods of doing this.

A video of the forum content was later made available for streaming to Group employees to provide all staff with the opportunity to deepen their knowledge.



Dr. Ryohei Yanagi delivers his lecture



Question-and-answer session at the forum

ESG/CSR Forums and Other Activities (Past Nine Years)

Timing	Lecturer	Topic	Participants (including ON-LINE)
Dec. 2014	Lawyer	Adapting to environmental changes and compliance	147
Sep. 2015	Lawyer	Global compliance management	163
Sep. 2016	Professor	Considering sustainable management for the Kubota Group	195
Sep. 2017	Lawyer	The roles of management executives in preventing/responding to corporate scandals	268
May 2018	Professor	Water, food, the environment, and SDGs	233
July 2019	Professor	A manufacturing strategy in the age of digitalization	276
Oct. 2020	Journalist	CSR Dialogue, subject of: Pandemics and the future of CSR/ESG management and the SDGs	Six internal directors, including the Chairman and the President
Nov. 2021	Project Professor	Sustainability as a Strategy, Not as Ethics -ESG Management Required Today	230 (approx.)
Dec. 2022	Visiting Professor	The Yanagi Model -Relationships Between ESG and Corporate Value	240 (approx.)

Employee K-ESG Awareness Survey (Previously CSR Awareness Survey)

From October to December 2022, we conducted a Kubota Group Employee K-ESG Awareness Survey. The survey gauged the understanding and awareness of employees regarding Kubota's corporate principles, Code of Conduct, and K-ESG management and compliance, and also sought to confirm their thoughts about the workplace environment. In the section where employees can freely voice their opinions, many respondents provided honest points of view on how the Kubota Group could be improved. The Company's responses to these opinions and other feedback are communicated to employees through the Company intranet. Feedback on the results of the survey is provided for each business division to each director, and for each Group company to each company.

The K-ESG Awareness Survey is a valuable form of communication between employees and the Company. Its importance was noted in our management policy for FY2023, and we again picked up on the opinions of individual employees, and the president has issued instructions for the Company to work on resolving issues.

We plan to continue conducting the survey every year as a means of increasing employee awareness and identifying areas for continual improvement as a company.

* K-ESG: Kubota-style ESG
 * Since FY2021, Kubota Corporation has also conducted an Engagement Survey in parallel with the K-ESG Awareness Survey. (See p.131 for details).

Respondents

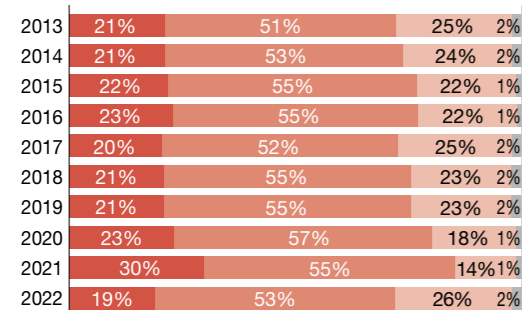
Fiscal year	Number of respondents	Percentage of free opinions*1
FY2013	6,366	10%
FY2014	7,316	8%
FY2015	7,696	9%
FY2016	8,427	10%
FY2017	11,659	9%
FY2018	12,840	12%
FY2019	13,007	14%
FY2020	15,275	13%
FY2021	15,644	14%
FY2022	16,319	14% *2

*1 The percentage of respondents that also provided an opinion
 *2 Including comments made in response to new questions added in FY2022

Answers to Key Questions in the Employee K-ESG Awareness Survey

Question: understanding of and identification with the corporate principles

Since the start of activities to instill awareness of the corporate principles in FY2013, ongoing efforts to communicate information to employees (whether it be activities implemented annually or from time to time) are leading to an entrenched sense of awareness.

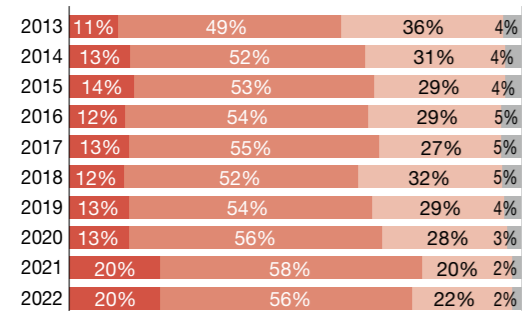


We changed the question content in 2022 to assess to what extent employees understand Kubota's common values and take corresponding action.

Question	Legend
2013-2021 Are you aware of the Kubota Group's mission of helping to solve issues surrounding food, water, and the environment—the elements essential to human survival—as well as our brand statement "For Earth, For Life," and have you considered what you can do in your position?	<ul style="list-style-type: none"> Aware of and act on them Aware of but do not act on them Not strongly aware of them Not aware of them
2022 How well do you understand the Kubota Global Identity (Spirits, Brand Statement, and Mission) which sets out the Kubota Group's common values?	<ul style="list-style-type: none"> Understand and act on it Understand it Have heard of it Do not know about it

Question: whistleblower hotline

We continue to promote awareness of the Kubota Hotline (internal whistleblowing system).



Question	Legend
Do you have a good understanding of the Kubota Hotline system?	<ul style="list-style-type: none"> Yes Yes, quite good No, not very good No

Question: psychological safety in the workplace

Kubota repeatedly stresses the importance of communication between managers and their staff through 1-on-1 meetings and other channels and is working to create a workplace environment in which staff can voice their opinions.



We introduced a new question in 2022 to check the level of psychological safety in the workplace.

Question	Legend
Does the atmosphere in your workplace allow everyone to express their honest opinion?	<ul style="list-style-type: none"> Yes Yes, mostly No, not always No

Involvement with Local Communities

The Kubota Group respects the cultures and customs of each country and region in which it conducts business, and endeavors to establish relationships of trust with local communities. Moreover, Kubota proactively engages in social contribution activities in order to fulfill its responsibilities as a corporate citizen.

The Kubota e-Project

Social Contribution Activities in the Areas of Food, Water, and the Environment

Kubota launched the Kubota e-Project in FY2008 in an effort to contribute to society in the areas of food, water, and the environment. Kubota Group promises to continue supporting the prosperous life of humans while protecting the environment of this beautiful Earth. Based on this commitment, Kubota seeks the understanding and cooperation of its stakeholders as it contributes to the creation of a sustainable society.

Five Key Points

(1) Effectively utilize Kubota's managerial resources to (2) continuously undertake social contribution activities, including (3) the provision of information to external parties, with a view to (4) solving social issues (5) in the fields of food, water, and the environment.



Basic Policy of the Kubota e-Project

Kubota aims to ensure the survival of the beautiful global environment and help bring about a sustainable society by effectively utilizing its management resources to resolve issues in the fields of food, water, and the environment—elements that are indispensable to people worldwide leading prosperous lives. To that end, we engage in social contribution activities in the following six areas:

- 1. Food**
We contribute to the efficiency in agriculture and stable food production through our business, thereby supporting the sustainable development of agriculture through farm management programs and activities supportive of local farmers.
- 2. Water and the Environment**
We contribute to the reclamation and supply of safe and clean water through our business and undertake initiatives that benefit communities and society mainly by improving water environments and planting trees.
- 3. Educating the Next Generation**
We seek to solve issues in food, water, and the environment. By organizing lectures and workshops in these three areas to support the sound development of the next generation of young people, we contribute to the development of local communities and the realization of a sustainable society.
- 4. Local Communities**
As an active member of the many local communities worldwide where we have a business presence, we contribute to community-driven development projects, such as cleanup work and charitable donations.
- 5. Sports Promotion**
In addition to managing the Kubota Spears Funabashi TOKYO-BAY rugby team, we contribute to the revitalization of local communities mainly by promoting the SDGs through team activities, sponsoring local sports teams, and co-sponsoring sports events.
- 6. Disaster Relief**
Our corporate principle is to support people's prosperous lives, which is why we offer our assistance in various ways to regions around the world stricken by natural disasters. Together with our employees, we continue to help local communities get back on their feet as soon as possible by responding to their need for assistance during times of emergency, recovery, and reconstruction.

Kubota e-Project
www.kubota.com/sustainability/society/community/

Emergency and Humanitarian Support

Loaning of Kubota Products to Flood-Damaged Areas (Australia)

Between October and December 2022, to support communities hit by flooding in New South Wales, Kubota Australia Pty Ltd. loaned out items of construction machinery from its range through local dealers in the affected area.



Food Donation to Needy Households (US)

In November and December 2022, Kubota Tractor Corporation employees volunteered at food distribution events for needy households held at the GRACE Food Pantry.



Supporting People in Food Need (US)

To support people in food need, Kubota Engine America Corporation made donations and volunteered in food distribution activities throughout 2022.



Donation of Support Kits to Flood Victims (Thailand)

In October 2022, Siam Kubota Corporation Co., Ltd. supported flood victims by donating kits containing food and other support materials, giving out 6,900 kits in Thailand and 400 in Cambodia.



Donation of Medical Devices and Hygienic Supplies to a State-Run Medical Institution (India)

To support vulnerable members of society impacted by COVID-19, Kubota Agricultural Machinery India Pvt. Ltd. donated medical devices and hygienic supplies to a state-run medical care facility.



Blood Donor Activity (Japan)

As part of a program of medical support and local community contribution, blood donor activities took place throughout 2022 at Kubota Head Office, Kubota Sakai Plant, Kubota Kyuhoji Business Center, Kubota Tohoku Branch Office, and Michinoku-Kubota Co., Ltd.



Resolving Issues (Food)

Preserving Terraced Rice Fields (Japan)

With the aim of deepening its understanding of agriculture so that it can strengthen the customer perspective in its manufacturing activities, since 2014 the Kubota Utsunomiya Plant has participated in a program to manage "the Ishibatake terraced rice paddies"* in the town of Motegi in Tochigi Prefecture.

* The paddies are listed in the 100 Terraced Rice Fields of Japan, as designated by the Ministry of Agriculture, Forestry and Fisheries.



Meals Using Local Produce (Japan)

To raise the profile of local produce from the Kansai region and promote its consumption, the "K'rossing" cafeteria at Kubota Head Office offers meals made using local meat, fish, and vegetables.

* This event was held nine times in total up to 2022



Vegetable Harvesting Experience for Children (Japan)



In September 2022, Hokurikukinki-Kubota Co., Ltd. organized an event to give children the experience of harvesting sweet potatoes. The event was designed to show them the fun of growing things through an encounter with farming and the opportunity to try farmwork. It was also used to educate them about healthy eating.

Vegetable Harvesting Experience for Kindergarten Children (Japan)

To give children the feeling of direct connection with food sources and enable them to learn about traditional local vegetables, the Kubota Head Office organizes vegetable harvesting events throughout the year for children at nursery schools and kindergartens in Osaka's Naniwa Ward. The events take place on the 3rd-floor outdoor terrace of the Head Office building.

* Events took place 10 times in 2022.



Selling Local Farm Products "Tsukuba Marché" (Japan)

To foster harmonious community relations and promote local consumption of local farm produce, the Kubota Tsukuba Plant holds a sale of locally grown vegetables on the last Friday of every month.



Improving Life for Children in Farming Communities (Thailand)

In the second half of 2022, Siam Kubota Leasing Co., Ltd. offered support to improve the lives of children in rural areas. This included providing foods of high nutritional value and school utensils and solar power generation facilities to improve farms.



Resolving Issues (Food)

Promoting Sale and Use of Local Foods and Craft Products (Thailand)



As a way of building good relations with the local community, Siam Kubota Metal Technology Co., Ltd. promoted local food and craft products throughout 2022 by selling them to employees through its online market and presenting them at in-house events.

Helping to improve the skills of farmers (India)

In 2022, to improve the production technology of farmers, Escorts Kubota Ltd. teamed up with agricultural universities in India and overseas and farmers already using advanced techniques to provide guidance on crop cultivation at the rural level.



Resolving Issues (Water and Environment)

Volunteer Pump Cleaning to Protect Water Sources (China)

In June 2022, KUBOTA PUMP (ANHUI) Co., Ltd. carried out volunteer activity in Maanshan City, Anhui Province, where the company is located. The activity involved checking the operation of the pumps it manufactures and carrying out maintenance cleaning. The purpose was to ensure safe operation during the summer, when local water demand is at its peak, and also to raise awareness of water source protection.



Donation of Park Maintenance Equipment and Planting Trees (Philippines)

To help protect nature, in October 2022, Kubota Philippines, Inc. donated equipment needed for park maintenance to La Mesa Ecopark in Quezon City and participated in tree-planting in the park.



Participation in Fish Release (Thailand)

In September 2022, to build good relations with the local community by helping to preserve river and canal environments, Siam Kubota Metal Technology Co., Ltd. supported an event to release a stock of fish into the waters by making a financial donation and providing volunteers.



"Kubota Forest" (Japan)

To protect the watershed forests in the upper reaches of the Tama River that are owned and managed by the Tokyo Metropolitan Government's Bureau of Waterworks, since 2017 we have cooperated with the Bureau by sponsoring 2.89 ha of this area as part of the Tokyo Waterworks Corporate Forest Naming Rights Project. Named the "Kubota Forest," it is here that new employees come every year to clear the land, cut the grass, and plant trees.

* "Kubota Forest" activities were suspended in 2022 due to COVID-19.



Resolving Issues (Water and Environment)

Participation in Park Cleanup Campaign "Keep Grapevine Beautiful" (US)

To help protect the environment, Kubota Tractor Corporation participated throughout 2022 in a volunteer cleanup of Grapevine Lake and parks in Grapevine City, Texas.



"Aoshita Forest" (Japan)

The Kubota Tohoku Branch Office supports the "Aoshita Forest" project to conserve and nurture the headwater forest of the Aoshita wetland, one of the main water sources for Sendai City, and participates in volunteer tree-planting and cleanup activities in the wetland area.



Cleanup of Business Site Surroundings (Japan and Overseas)

As part of their local community activities, Kubota Group companies both in Japan and overseas organize year-round voluntary activities with employee participation to clean up the environment and enhance its scenic quality.

* In Japan, "e-Day" has been held since 2008 with the participation so far of around 8,000 people in total. In 2022, activities were suspended due to COVID-19.



Park Flowerbed Planting Activities (Japan)

In June and December 2022, Kubota Kyuhoji Business Center participated in volunteer activities to plant flowerbeds in Osaka's Kyuhoji Green Space, which adjoins its site. The aim was to improve the scenic environment and at the same time build links with the surrounding community.



Resolving Issues (Other Areas)

Supporting People with Disabilities through Hand-Baked Bread Sales (France)

Kubota Research and Development Europe S.A.S. held sales throughout the year of brioche hand-baked by people with disabilities at work support centers (ESAT: Etablissement et service d'aide par le travail). The proceeds are used to support people with mental disabilities, autism, and other special needs.



Participation in Program to Promote Science Subjects to Students (Japan)

To stimulate interest in studying science subjects at university level, in August 2022, Kubota participated in a program organized by the Higashi-Osaka City Board of Education to promote these subjects. Kubota provided a display of tractors and offered test rides while staff from technology departments gave lessons.



Educating the Next Generation

Vocational Talk Events (Japan)

In October 2022, to support the development of the next generation of manufacturing professionals, Kubota Engine Japan Corporation participated in a program operated by the Sakai City Board of Education in which business enterprises provide learning support. Kubota Engine Japan Corporation used its products in a visiting lecture program to answer the question 'What is an engine?'



Work Experience for Children (Germany)

Kubota (Deutschland) GmbH held a work experience event at its worksite to stimulate children's interest in technology-related vocations.



Factory Tours for Local Elementary Schoolers and Attendance at Study Presentations (France)

To help educate the next generation, in April and May 2022, Kubota Farm Machinery Europe S.A.S. hosted factory tours for elementary schoolers in its home town of Bierre. To follow up this exchange, employees visited the school on a later date and listened to a study presentation by the pupils who had visited the factory.



Tour of Construction Machinery Manufacturing Plant (Japan)

In December 2022, to cultivate ties with the local community and help educate the next generation, the Kubota Hirakata Plant hosted a tour of its construction machinery manufacturing plant for Kansai University Elementary School.



Educating the Next Generation

Online Events for Children's Day (Thailand)

In January 2022, to strengthen its involvement with the children in rural areas, Siam Kubota Corporation Co., Ltd. worked with its dealers, farmers, and other partners to organize events including a Farm Picture Drawing Contest and a photography contest, the KUBOTA Kids' Contest.



Providing Hands-on Experience at an Agricultural High School (Japan)

In conjunction with Minamitohoku-Kubota Co., Ltd. and Kubota Agri Service Corporation, Kubota provided hands-on experience of using agricultural machinery fitted with the most advanced functions and practical instruction in the handling of farming systems based on digital technology at Miyagi Prefecture Agriculture High School once again in 2022.

We are helping to train young agricultural students for the future with the aim of contributing to more sustainable agriculture.



Visiting Lectures (Japan)

At schools and events around the country, Kubota conducts on-site lectures on topics such as the links between the Kubota Group and the SDGs and the future of global and Japanese agriculture. We also host educational visits to our company.

Sixteen junior and senior high schools were visited in 2022 and a total of 18 lectures were given (total of approximately 970 attendees).



Kubota Genki Agriculture Experience Workshop

Kubota and its domestic farm machinery distribution companies have run farming experience workshops since 2008, providing the opportunity to experience the joy of farming through such activities as planting, managing and harvesting.

In 2022, Hokkaido-Kubota Co., Ltd. hosted an event for children to experience what it's like to work on the land and the joy of growing crops.



Donation of Tractor to Vocational School (Indonesia)

To contribute to the mechanization of Indonesian agriculture, P.T. Kubota Machinery Indonesia donated a Kubota tractor in September 2022.



Educating the Next Generation

Sakai Science Education Fair (Japan)

Kubota has collaborated since 2015 in the Sakai Science Education Fair, which was launched by the Sakai City Board of Education to increase children's interest and involvement in science. At the FY2022 fair, held for the first time in four years, we exhibited a tractor, a combine harvester, and a rice transplanter and offered test rides.



Mainichi Earth Future Prize (Japan)

Kubota has sponsored the Mainichi Earth Future Prize since its initial establishment in 1989 as the Mainichi International Exchange Prize. The prize seeks to extol and publicly commend individuals and groups working on solutions to social issues at the grass-roots level in Japan and overseas in the fields of food, water, and the environment. In the 12th Mainichi Earth Future Prize for FY2022 (announced in February 2023), two organizations were awarded the Grand Prize, two organizations received the Kubota Prize, three organizations were presented with the SDGs Future Prize, and five organizations took home the Encouragement Award.



"Agri Kids with Kubota" (Japan)

Kubota has started a website called "Agri Kids with Kubota" as a platform for teaching children interested in food and agriculture.

The website offers a variety of content that makes learning fun in everyday settings.

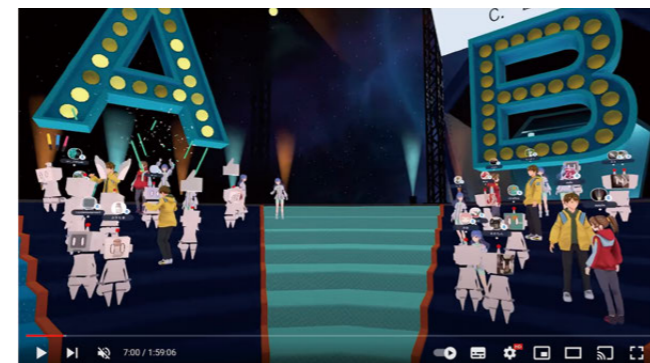
* Terra-Koya is positioned as the real-world program of "Agri Kids with Kubota," offering hands-on experience for children to learn about the bountiful blessings of nature and the importance of the global environment.



"Kubota Active Lab" (Japan)

To get more young people interested in science and technology, since 1985 Kubota has sponsored a basic science seminar run by the Asahi Shimbun, one of Japan's leading newspapers.

In December 2022, under the title "Kubota Active Lab 2022," we invited Kohei Nishida of TOWING Co., Ltd. and Yuya Nishimura of the non-profit organization MIRATUKU to speak on the theme 'Agriculture in Space – the Expanding Global Future.' Approximately 300 junior and senior high school students participated in the event, which was held using a metaverse space.



Social Contribution Activities through Corporate Sporting Events

Managing the Rugby Union Team Kubota Spears Funabashi TOKYO-BAY, Contributing to the Spread of Rugby and Promotion of SDGs through Rugby

Kubota manages the Kubota Spears Funabashi TOKYO-BAY rugby union team, which competes in the Japan Rugby League One competition. The team's home ground is located on the premises of the Keiyo Plant in Funabashi, Chiba Prefecture. In 2017, the team signed a hometown agreement with Funabashi City and then partnership agreements with Tokyo's Edogawa Ward and Chiba Prefecture's Narita City in 2020, followed by Ichihara City in 2021. Through these tie-ups, the Spears are seeking to use rugby as a way of contributing to neighboring communities. With a team vision of being a "Proud Billboard," the Spears are striving to be a winning team beloved by fans, and to draw on this position to build up the sport of rugby by offering rugby tryout days and coaching, as well as engaging in activities to address community issues and promote the SDGs.



Working together with the Board of Education, a visiting lecture was conducted at a neighboring elementary school (coaching tag rugby.)



The Kubota Spears Academy, which offers rugby coaching for elementary and junior high school pupils, operates at three locations, Funabashi, Narita, and Edogawa.



A team of under 14s was picked from the host region to form the Junior Spears team and play an exhibition match.



Girls' Day Camp, a Kubota Spears Academy coaching session for female rugby players



The Edo Supi Clean Campaign brought the team, fans, and partner businesses together for a litter clearing session.



To show commitment to supporting the people of Tonga following the large-scale eruption of a submarine volcano in the South Pacific archipelago in January 2022, the team played its regular-season games wearing socks in red, the color of the Tonga national rugby team.

FOCUS

Promoting SDG activities with Edogawa Ward

In October 2021, the Kubota Spears Funabashi TOKYO-BAY rugby union team signed a partnership agreement to promote the SDGs with Tokyo's Edogawa Ward, the location of the team's host stadium. This marked the first-ever time a League One team has signed a partnership agreement with a local government solely for the purpose of promoting the SDGs.

The club carried out recycling and litter-clearing activities at the Edogawa City Track and Field Stadium, its host stadium. Additionally, the club works with partner enterprises to deliver food to a children's cafeteria, where players and staff also help out as volunteers.

[SDG activities implemented with Edogawa Ward]

January-May 2022: Recycling and litter-clearing activities at matches

June 2022: Cleanup of rubbish washed up on the east beach of Kasai Marine Park


Since July 2022: Rugby coaching sessions for school pupils with special needs

July 2022: Creation of an exercise coaching video for Edogawa Ward residents

Since July 2022: Edo Supi Clean Campaign, joining with fans to pick up litter in parks in Edogawa Ward

Since August 2022: Volunteering by players and staff at a children's cafeteria



 Rugby team Kubota Spears Funabashi TOKYO-BAY Official Website (only in Japanese)
www.kubota-spears.com/

Promoting Sports and Contributing to the Community through the Kubota Spears Volleyball Team

Kubota's volleyball team, the Kubota Spears, was promoted to the V. League in 2019, where it began competing in the 2020–2021 season after changing its name to Spears to align with the Kubota Spears rugby team. In the 2022–2023 season, the team fought for glory in Division 3 of the V. League.

Volleyball is a universal sport enjoyed by all generations and by participating in the V. League, the Spears are deepening relationships with people in the community through such events as regular games and volleyball clinics.

To contribute to the development of local communities, the team has concluded partnership agreements, one with its home city of Osaka (Osaka Prefecture) in June 2020 and another with Amagasaki City (Hyogo Prefecture) in January 2022. It is now working with its two partner cities to enhance activities in a wide range of areas, from sports promotion and education to encouraging wider participation, at the same time actively promoting regional partnerships.



Sports day organized as part of OSAKA SPORTS GROOVE, an Osaka City sports promotion project




Conclusion of the agreement with Amagasaki City



Volleyball coaching session for junior high school students (Amagasaki City)




Outreach class at an elementary school (part of a community partnership program for schools in Tsurumi Ward, Osaka City)

 Volleyball team Kubota Spears' Official Website (only in Japanese)
www.kubota-spears.com/volleyball/

Response to Asbestos Issues

Kubota takes very seriously the fact that some residents living in proximity of the former Kanzaki Plant and employees working at the plant have developed asbestos-related diseases. From the perspective of fulfilling our social responsibility as a company that previously handled asbestos, we will continue to address this issue with the utmost sincerity.

Regarding the residents living nearby, without particular regard for individual cause-and-effect relationships, from the standpoint of our social responsibility as a company that previously handled asbestos, Kubota established the Regulations for Payment of Relief Funds to Sufferers of Asbestos-related Diseases and their Families Living in Proximity of the Former Kanzaki Plant. This is in addition to the Act on Asbestos Health Damage Relief, which was enacted by the Japanese government and provides relief funds in order to alleviate, even marginally, the hardships and mental burden of the people receiving treatment and their families.

 For more information (only in Japanese)
www.kubota.co.jp/related/