

KUBOTA COMPANY PROFILE

An “Essentials Innovator for Supporting Life,”
Committed to a Prosperous Society and Cycle of Nature



Kubota Global Identity Corporate Principles

Brand Statement

For Earth, For Life
Kubota

For Earth, For Life —

the Kubota Group promises to continue supporting the prosperous life of humans while protecting the environment of this beautiful earth.

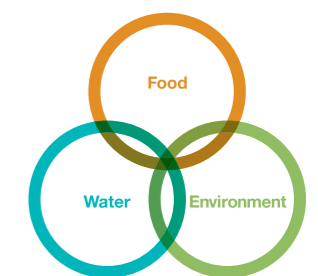
Spirits

- Work for the development of society by drawing on all of our capabilities and know-how to offer superior products and technologies.
- Build today and open the way to tomorrow, with the aim of bringing prosperity to the company and happiness to employees.
- Challenge the unknown with creativity and courage.

Mission

Food, water, and the environment are indispensable for human beings. The Kubota Group continues to support the future of the earth and humanity by contributing products that help the abundant and stable production of food, help supply and restore reliable water, and help create a comfortable living environment through its superior products, technologies, and services.

The world has many problems in the areas of food, water, and the environment, which are indispensable for human beings. Those problems are not separate themes, but linked closely to each other. The population growth has a great influence on environmental changes, brings problems to water resources, and leads to the short supply of food. The Kubota Group considers food, water, and the environment as a singular theme and contributes to solve problems in these areas.



KUBOTA GLOBAL LOOP

Food, water, and the environment are not separate themes, but linked closely to each other.

Our Solution

Solutions that Kubota seeks to provide

We are working to address social issues in the fields of food, water, and the environment.

We provide solutions that address issues in food, water, and the environment—three fields without which people cannot live.



Promotion of ESG management

K-ESG management: Kubota Group's unique ESG measures

We are promoting our unique K-ESG management with ESG positioned at the core of management. We aim to create corporate value by resolving environmental and social problems while building relationships with all stakeholders that allow us to gain their empathy and participation.

Solutions to enhance the productivity and safety of food

Global agriculture faces a range of issues, including food shortages and a shrinking farming population. To address these problems, we plan to develop autonomous and unmanned agricultural machinery as well as automated farm management system that utilizes AI to improve crop yields and quality, and so raise agricultural productivity. By collaborating with the agricultural sector as well as other industries, we will create an open agri-platform and provide solutions for the entire food value chain. We will help create agricultural industries that are all appropriate for their regions and their times.

- Business development**
- Yield expansion, crop quality improvement, and productivity improvement (e.g. advanced Smart Agriculture)
 - Solving issues across the entire food value chain (e.g. construction of an open agri-platform)
 - Production of next-generation crops

Solutions to promote the circulation of water resources and waste

Through the purification of domestic wastewater and sewage, we are improving water quality and reducing pollution caused by processes that are a part of economic development. We are also helping to recycle water resources through products and services that use water reclamation technologies. In line with efforts toward a circular economy where waste from economic activities becomes a resource, we will build a total solution for resource recovery and reproduction based on the recovery technology of phosphorus or valuable metals, combined with other companies' technologies.

- Business development**
- Reduction of environmental impact from social and industrial activities
 - Purification and reuse of domestic wastewater and sewage
 - Zero landfill waste and resource recovery from waste (e.g. provision of resource recovery solutions)
 - Establishment of an eco-system for CO₂ reduction

Solutions to improve urban and living environments

In developed countries in particular, responding to the aging of water supply and sewage treatment facilities, personnel shortages, and preparedness for natural disasters are urgent issues. As a water specialist that has continued to refine its skills for more than 130 years, we put in place efficient facility management platforms that allow remote observation, diagnosis, and control of water environment equipment using IoT-linked systems. Also, by providing products and services that are resilient to earthquakes and other disasters, we are contributing to safe, secure, and sustainable infrastructure.

- Business development**
- Improving the efficiency of urban social infrastructure management (e.g. building a water and environment platform)
 - Creation of higher quality, more comfortable and safer living spaces

Kubota's products and services

Farm & Industrial Machinery

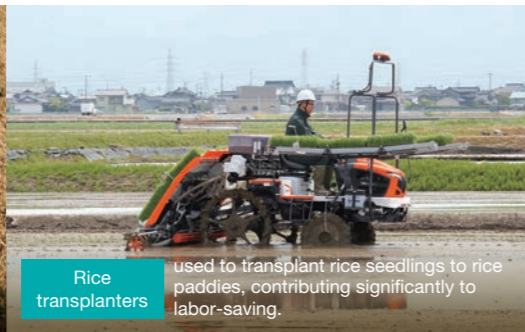
Our main products are the agricultural machinery and agriculture-related products that carry the weight of a brighter future for people and food on their shoulders, and the engines, construction machinery and precision equipment that are helping to make people's lives richer



Tractors used mainly in agricultural operations, including tillage, leveling and transportation.



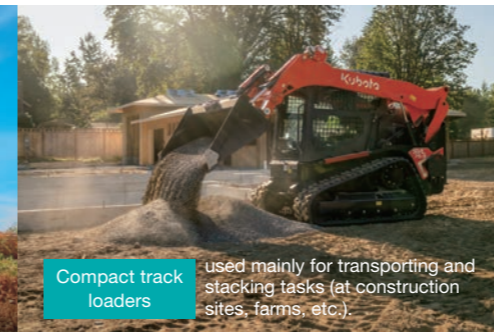
Combine harvesters used for simultaneous harvesting and threshing of crops such as rice, wheat and pulses.



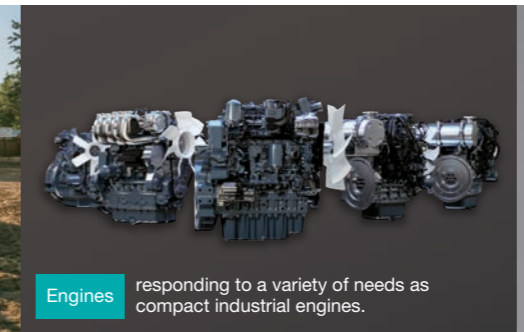
Rice transplanters used to transplant rice seedlings to rice paddies, contributing significantly to labor-saving.



Mini excavators used in civil engineering and other operations; especially useful in narrow work areas, such as city streets.



Compact track loaders used mainly for transporting and stacking tasks (at construction sites, farms, etc.).



Engines responding to a variety of needs as compact industrial engines.



Scales used to accurately measure the weight of powder or other item, supporting a range of industries.

Agricultural machinery & agriculture-related products

Using the technologies we have cultivated at farms over many years, we work with agricultural machinery that is used for rice farming and dry-field farming. We also support global food production with a wide-ranging product lineup that closely meets its needs, including implements that connect to the back of our tractors, or related machinery that can be used for fruit and vegetables.

Construction machinery

For 22 years in a row, we have been the world's top seller of mini excavators. Our lineup of construction machinery is able to meet the needs of users, including for attachments, with compact track loaders and skid-steer loaders for which demand in North America is high. In this way, we are making our contribution to better living environments. Source: Off-Highway Research 2023

Engines

We cater to a large number of diverse customer needs with a lineup that comprises around 3,600 types of industrial engines for both internal use and external sale. Our engines have impressive technology to respond to environmental requirements, able to clear strict emission regulations. We contribute to the development of the world's industries and to environmental conservation as a leading manufacturer of compact industrial engines.

Weighing & measuring control systems

Our history in scales goes back more than a century, and our extensive lineup ranges from tabletop devices to scales able to weigh entire trucks. Using our highly advanced precision weight measurement technologies, we provide solutions that cater to the needs of a variety of industries' needs, such as with weighing feeders that supply a set weight of powder, filling equipment for liquids or LPG, screening equipment, remote monitoring systems.

Kubota's Innovation

Visualizing agricultural data to realize efficient production



Kubota Aims for Smart Agriculture

As the farming population ages and the scale of farms expands, it is globally crucial to grow agricultural produce efficiently with higher yield and quality. By promptly introducing ICT (information and communication technology) and robotic technology in agriculture, Kubota will promote smart agriculture that reduces labor and increases precision, contributing to the abundant and stable production of food.

KSAS Kubota Smart Agri System

A system to support farm operations by integrating advanced technologies with ICT. KSAS visualizes agricultural data, enabling efficient farm operations with no need to rely on experience and intuition.

The automated agricultural system Agri Robo series

Kubota's automated agricultural machinery Agri Robo series consists of three agricultural machines for rice farming: tractors, combine harvesters and transplanters. Kubota will continue to develop ICT and robot agricultural machinery to address challenges faced by the agriculture industry, thereby commercializing an integrated farming system using automated agricultural machinery.

Kubota's products and services

Water & Environment

To ensure every person on this planet has access to safe water, our major products are those related to the water pipelines that support the foundations of society and industry, and other environmental products



Ductile iron pipes used in infrastructure, including water, sewage and agricultural water pipelines.



Pumps used to pump water in water and sewage lines, agriculture and forestry, and in the rainwater market.



Johkasou used to treat wastewater in areas where there are no sewage lines.



Waste incinerator plants / ash and melting furnace plants used to incinerate and reduce the volume of municipal waste, as well as to contribute to decarbonization of society by generating electricity utilizing high-temperature waste heat.



Materials and steel pipes used at petrochemical and steel plants, and in civil engineering and automotive fields.



Air-conditioning used in large buildings such as office buildings, hospitals, factories, or research facilities.

Ductile iron pipes

Since the founding of our company, we contributed to Japan's water infrastructure, particularly by developing and manufacturing water pipes. Our water pipes have been praised around the world and we have supplied them to more than 70 countries. In recent years, we have helped to construct resilient infrastructure, focused on our earthquake-resistant ductile iron pipes, using DX.

Materials/Steel pipes

Formed and fabricated materials are parts and components formed through the application of heat and force to materials. They are used at petrochemical and steel plants. Spiral welded steel pipes are steel pipes that have been shaped and welded to form a spiral shape. They are used in the foundations of bridges and other architectural projects. Founded on our excellent material development technologies and processing technologies, these products are widely used in the petrochemical and steel industries, in civil engineering, and in automotive fields, due to their high quality and trustworthiness.

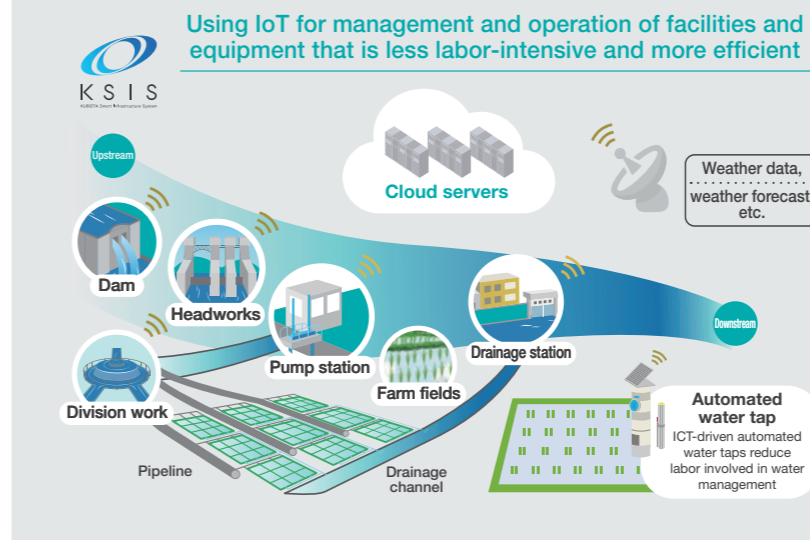
Environmental plants, pumps, and valves for the private sector

We have developed technologies and services that respond to the needs of society, whether it be the water treatment plants and equipment that supply and recover safe water, the pumps that help in disaster countermeasures, the valves that support various factories, or recycling plants that recycle waste produced in people's daily lives and business activities. Going forward, we will help to build a recycling-based society that considers the global environment.

Air-conditioning equipment, etc.

We produce air-conditioning equipment that creates comfortable, safe, and secure environments. We cater to clean air-conditioning needs, which have grown in the past few years, from products designed for large buildings such as office buildings, hospitals, factories, or research facilities, to commercial air humidifier-purifiers.

Kubota's Innovation



IoT-monitored water and environment infrastructure

Kubota has developed the Kubota Smart Infrastructure System (KSIS), a service that utilizes IoT to support the creation and operation of sustainable infrastructure in the water and environment field. Kubota helps customers solve their problems by developing and providing comprehensive solutions that cover everything from the design of water and sewage facilities, to their operation, maintenance, and management, as well as after-sales services, and that incorporate the latest AI and ICT.

Farm Water Management System WATARAS

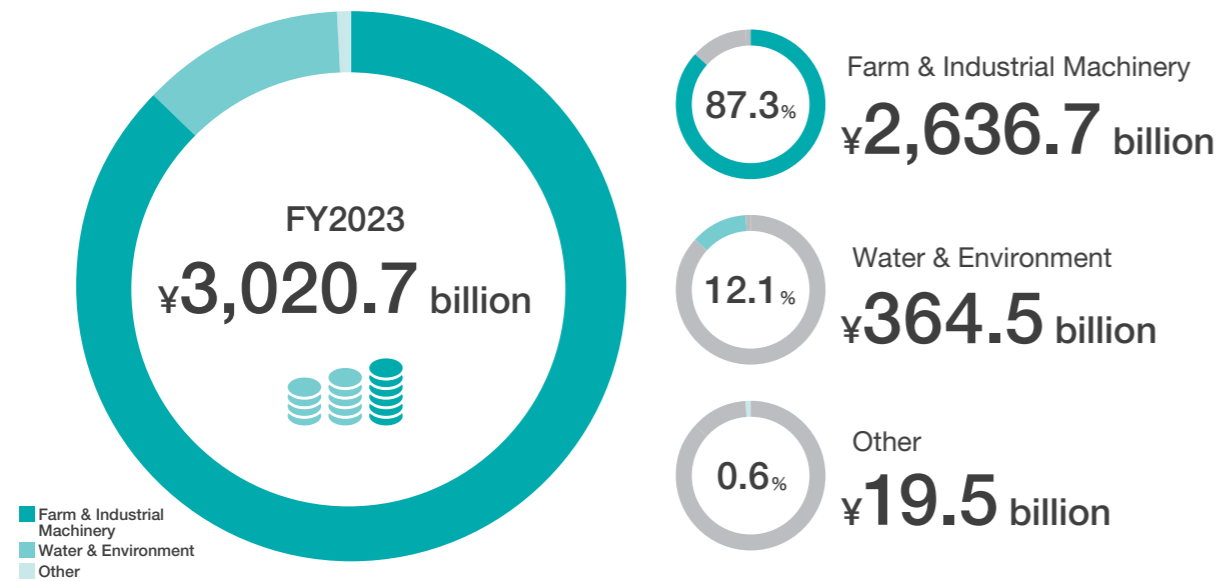
WATARAS is a farm water management system developed by Japan's National Agriculture and Food Research Organization (NARO) that allows users to remotely and automatically control water flowing in and out of rice paddies while monitoring water levels on a smartphone or PC.

Kubota Company Data

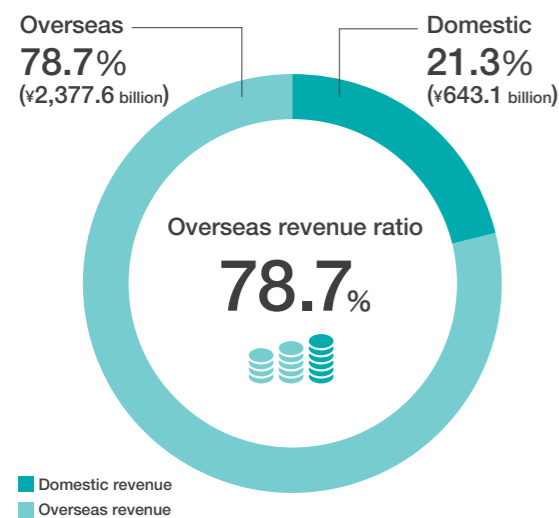
The Kubota Group in Numbers

The global scale of the Kubota Group's development is the very footprint that Kubota has built over its history. The products and services developed, manufactured, and sold by our global bases are supporting the lives of people in countries and regions across the world.

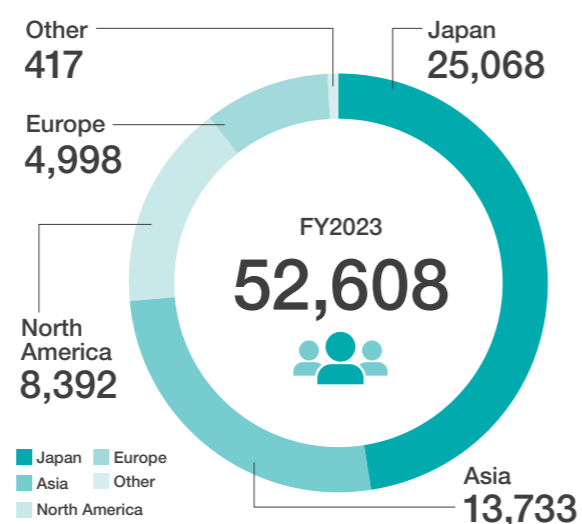
Revenue by Reportable Segment



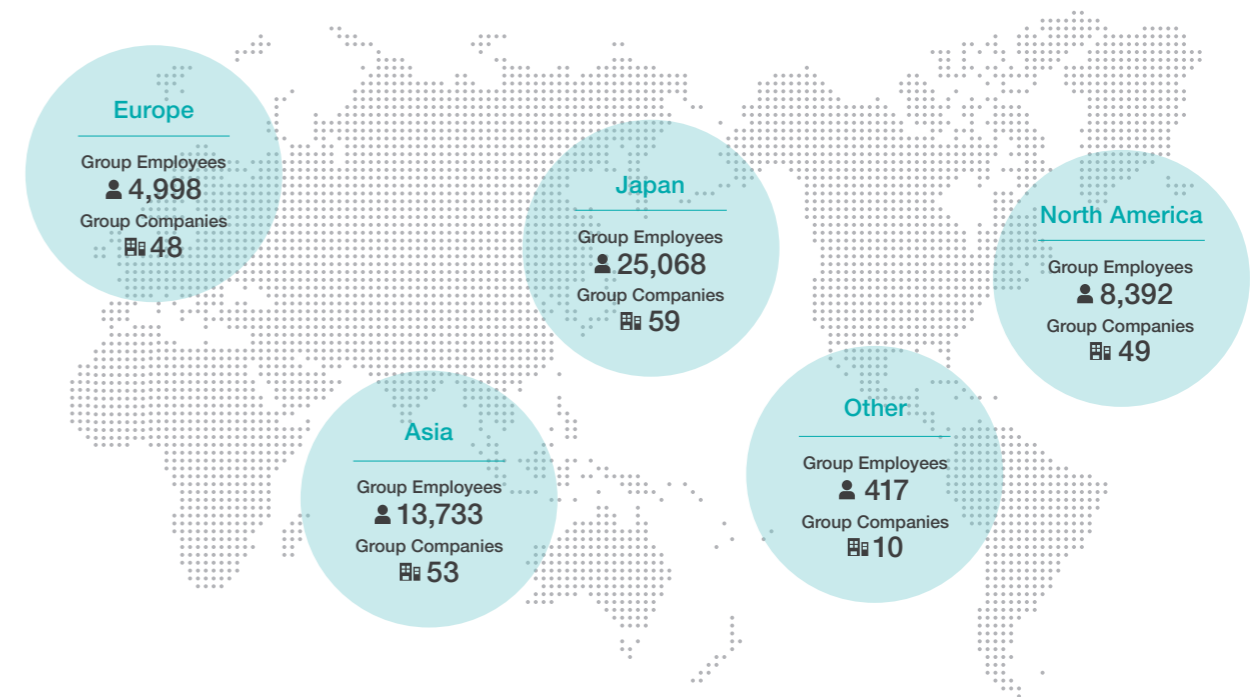
Breakdown of domestic and overseas revenue



Consolidated employees



Number of group employees and companies around the world



Total tractor production volume (cumulative)
More than 5.6 million units worldwide



Share of Thailand Tractor Market / Share of Combine Harvester Market in 8 Countries in the ASEAN Region (total)*
No. 1
* For crawler combine harvesters only



Sales Volume of Mini Excavators
Global No. 1 for 22 consecutive years
Source: Off-Highway Research



Total engine production volume (cumulative)
More than 30 million units worldwide



Engine Line-up
Approximately **3,600 models**



Global Supply Record of Ductile Iron Pipes
Over 70 countries



Adoption Rate of Kubota Facilities for High-purity Water Treatment Facilities in Japan
Approximately more than **80%**
* Based on activated charcoal-treated water volume



Submerged membrane unit deliveries
More than 7,300 worldwide
Kubota research (excluding those where the source is detailed)

Year of Kubota's founding 1890	Group companies 219	Overseas group companies 160	Business footprint 120+ countries
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Corporate Data (as of December 31, 2023)

Corporate name: Kubota Corporation
Established: 1890
Capital: ¥84.1 billion
Total number of shares issued: 1,176,666,846
Number of shareholders: 111,990

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