

KUBOTA REPORT 2016

Business and CSR Activities
<Digest Version>



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Editorial note

Focusing on exemplary initiatives implemented to address global issues through business activities, this report is easy to understand and will keep all stakeholders informed.

Relationship with the information provided on our website

- Digest Version: Focusing on visualization, the overall image of the Kubota Group is introduced in an easy to understand way.
- Full Report Version: Detailed information disclosure centered on Kubota's business and CSR activities.

Period covered by this report

- Financial report, social report, etc. (excluding Environmental Report): April 2015 - December 2015
- Environmental Report: April 2015 - March 2016 for Japanese sites and January 2015 - December 2015 for overseas sites

Note: Some entries may be outside of the terms stated above.

Boundary of the KUBOTA REPORT 2016

The KUBOTA REPORT 2016 covers the entire Kubota Group, in principle.

Note: Where stated, some portions cover Kubota Corporation only.



Online Information

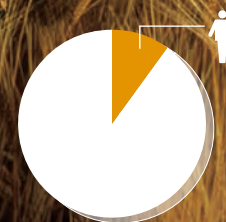
KUBOTA REPORT 2016 (Full report)
<http://www.kubota-global.net/report/index.html>

Contributing to the abundant and stable production of food by streamlining of agriculture.



Population facing hunger*

795 million people
out of world population
of 7.3 billion people
(approx. one in nine people)



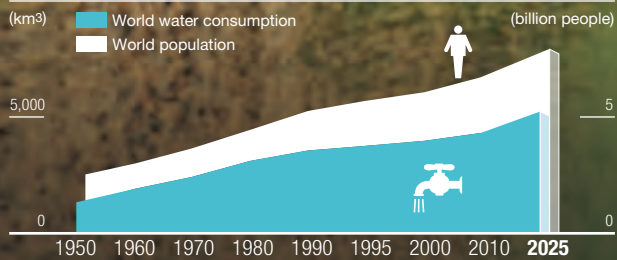
*As of 2015

Sources: Food and Agriculture Organization of the United Nations (FAO) Website

Contributing to supply and to restore reliable water by enhancing water infrastructures.



Trends in world population and water consumption



Source: "Response to International Water Resources Issues," Japan Ministry of Land, Infrastructure, Transport and Tourism website

Contributing to create and preserve a comfortable living environment by enhancing social infrastructures.



Residential wastewater treatment rate Avg. by region



Source: "Analysis of Current Sates and Issues Relating to the International Development of Water & Sewage Fields," Ministry of Land, Infrastructure, Transport and Tourism website

The Kubota Group has top brands in many business areas

Agricultural Machinery

Since the food shortage following World War 2, Kubota has contributed to the evolution of Japan's agricultural industry and produced agricultural machinery focused on rice cultivation that ensures customers' trust through solid technology and quality. As a leading company in the domestic agricultural machinery market—tractors, combine harvesters, rice transplanters—Kubota contributes to streamlining and labor-savings in the agricultural industry. Moreover, in Asia, North America, and Europe, in addition to farming, our products are used in numerous applications such as mowing lawns and light construction work. From Japan to the world, from rice cultivation to upland farming, the Kubota Group continues to advance in leaps and bounds.



Engines

Our engines satisfy the requirements of exhaust regulations in countries around the world. The Kubota Group holds the world's top share for industrial diesel engines with displacements of less than 100hp.



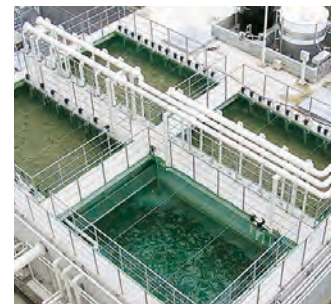
Construction Machinery

Our small construction machinery plays a major role in urban infrastructure development, etc. The Kubota Group holds the world's top share in the compact excavator category (6t or less).

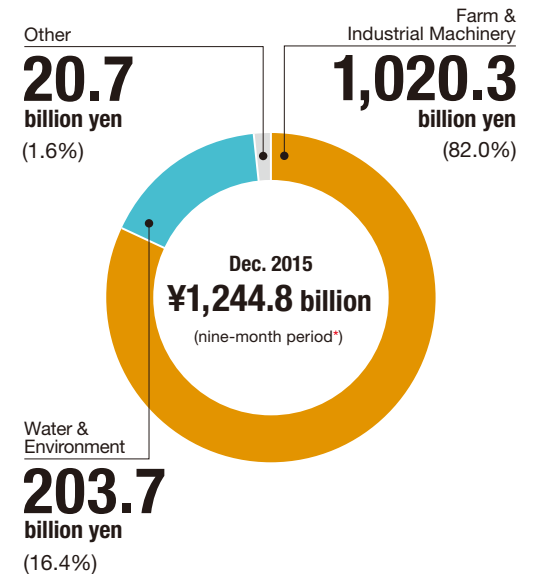


Pipe systems and water treatment facilities

Represented by the ductile iron water pipes passed down from the founder as its core business, boasting the top share in Japan, Kubota is a comprehensive manufacturer of water-related products, from the intake of water to its discharge, including major products such as pumps, valves and water treatment facilities. Within Japan, in addition to our flagship ductile iron pipes, we have made several accomplishments as a top brand in the water treatment field.



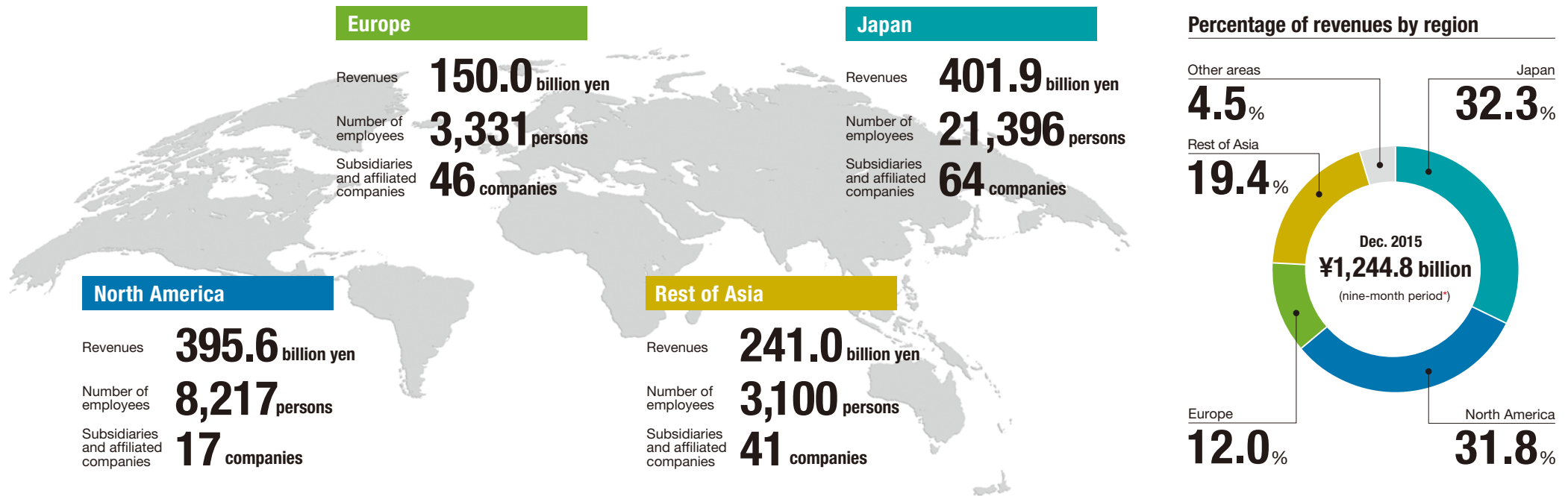
Revenues by reporting segment



Corporate Data (As of December 31, 2015)

Corporate NameKubota Corporation
Head Office2-47, Shikitsuhiashi 1-chome, Naniwa-ku, Osaka 556-8601 Japan
Established1890
Capital¥84.0 billion
Number of shares issued1,244,919,180
Number of shareholders31,207
Consolidated revenues¥1,244.8 billion (a nine-month period*)
Number of consolidated employees36,233

Contributing to people's affluent life in Japan and around the world

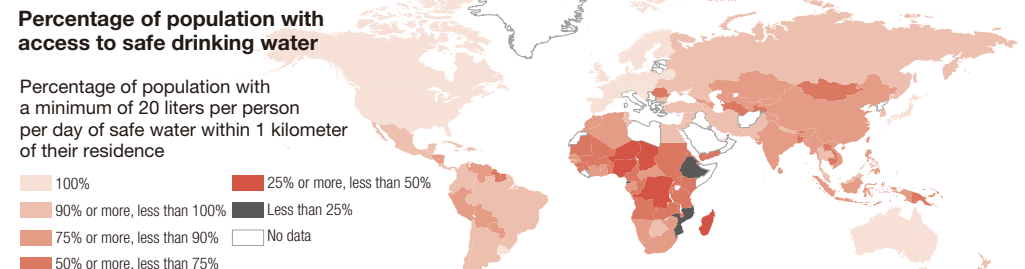


Contributing to increasing food production around the world by providing large-scale agricultural machinery for upland farming P9 Topics 1



Source: Food and Agriculture Organization of the United Nations (FAO)

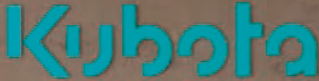
Contributing to development of the water infrastructure around the world using technologies fostered in Japan P13 Topics 3



Source: "Human Development Report 2006," United Nations Development Programme (UNDP)

* Due to the change in fiscal year-end, the fiscal year ended December 31, 2015 was a nine-month period that commenced on April 1, 2015 and ended on December 31, 2015.

For Earth, For Life



Kubota will Continue to Challenge Around the World to Build “Global Major Brand”

“Global Major Brand” we have flagged as the Kubota Group’s long-term objective is defined as “the brand that contributes the most to society as it is the most trusted by its customers”.

We, the Kubota Group, will establish ourselves as “Global Major Brand” by solving issues in the food, water and environment fields, and become a sustainable company that continues to develop over the long-term.

Masatoshi Kimata

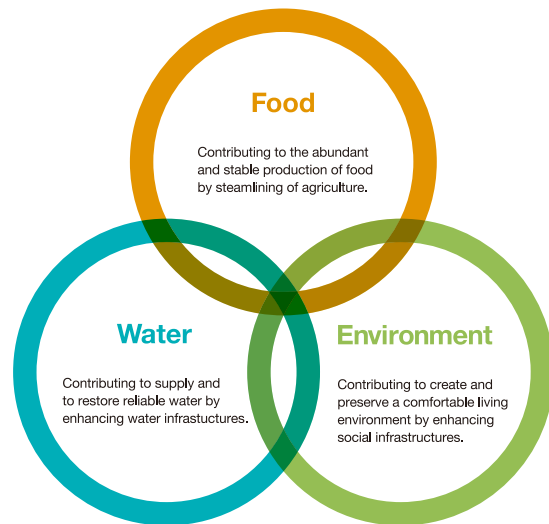
President and Representative Director

Kubota Group Business Activities

Helping to solve global issues through products, technologies and services

The Kubota Group positions the corporate philosophy of “Kubota Global Identity” as the foundation of management. To be true to this philosophy, we must be a corporation in which all executives and employees foster awareness of whether or not Kubota Group activities are helping to resolve food, water and environmental issues, and contributing to the development of society.

Various regions of the world face surmountable issues concerning food, water and the environment, and amidst such an era, Kubota’s business opportunities and social responsibility continue to grow.



Kubota Global Loop

Review of the Fiscal Year Ended December 2015 (the nine months ended December 31, 2015)

Launching market-orientated products in regional markets throughout the world

For Japan, this past year was a struggle due to external factors such as structural changes in the agricultural environment and the slump in the price of rice. Nevertheless, Kubota was able to increase the sales of products such as farm machinery and construction machinery owing to the efforts of its sales division and the company as a whole. Meanwhile, Kubota fared well in overseas markets, backed by factors such as a weak yen. In North America, sales of tractors and construction machinery were strong due to an active housing market. In Asia, sales of farm machinery increased primarily in China. Shipments of ductile iron pipe to the Middle East also increased significantly.

What I wish to report to you all the most, however, is that the fiscal year ended December 2015 was the first year of Kubota’s long-term objective of establishing ourselves as “Global Major Brand.” We are making steady preparations to launch new, market-orientated products in various regions around the world in an effort to dramatically enhance our performance.

Kubota Group Strengths

Offering products and services that form the foundation of a trusting relationship with customers

I believe that the principles “Customer First” and “Priority Onsite” are the origins of management. Based on this belief, we provide Kubota-style services that we have built in markets throughout the world. Kubota has always placed importance on directly visiting its customers, confirming the status of its

products and listening to requests regarding usability, etc. These activities help to enhance the quality of Kubota products, offer our customers a sense of reassurance and deepen the trust placed in the Kubota brand. We will continue initiatives to deliver products and services that exceed our customers’ needs in not only Japan, but also other regions such as North America, Europe and Asia, as we further expand business.

When I am asked what Kubota’s strengths are, I always reply “Offering high-quality, high-performance products and

“Kubota Global Identity”

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.

Brand Statement

For Earth, For Life
Kubota

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.

Top Message

services that prioritize our customers' onsite situations." We have enhanced our service and maintenance in order to ensure the products used by our customers are constantly kept in top condition. The know-how we have accumulated and continue to gain is developed and applied to our farm operation support system, Kubota Smart Agri System (KSAS). Rather than responding after a problem has occurred in one of our products, we take a preventive maintenance approach where we sense signs of trouble early on, thereby providing total satisfaction and impressing them.

Recently, there is much focus on utilizing information communication technologies (ICT) in a variety of industries. The Kubota Group will support a new age of farming utilizing ICT based on the strong relationship of trust we have built with customers over the years and the vast amount of farm management data accumulated (see Topics 2 on pages 11 and 12 for details).

Aim of the Kubota Group

To be a key player in solving the planet's problems

What should "Global Major Brand" that the Kubota Group pursues actually achieve? The answer is to steadily create customers in all of the world's markets. Then, by providing Kubota products, technologies and services, solve problems in the areas of food, water and the environment throughout the world, and bring our customers happiness.

In emerging nations, increasing populations and enhancing the standard of living have made increasing food production a matter of urgent need. In response, more efficient food production through the use of farm machinery is in strong demand.

Kubota is accelerating the global expansion of its farm machinery business in order to support increasing the efficient production of grain, which accounts for around 40% of the world's cultivated land. In concrete terms, we are supplying

large farm machinery with high horsepower and excellent maneuverability, which is appropriate for large-scale farming in Europe and North America. At the same time, we are developing and producing products appropriate for matching the local needs of Asian regions (see Topics 1 on pages 9 and 10 for details).

Furthermore, the water infrastructure in Asian countries is still below standard, and there is a demand to achieve the effective supply and recycling of safe water by water pipes, water purification facilities and wastewater treatment facilities using technologies and know-how cultivated in Japan. I believe that the Kubota Group, which handles everything from the intake and supply of water to wastewater treatment, can make a widespread contribution through its world-class technologies. In particular, we will contribute to the promotion of industry and improvement of living environments for people in countries around the world through comprehensive solutions, such as water and sewerage maintenance with a focus on the construction of water treatment facilities for industrial use (see Topics 3 on pages 13 and 14 for details).

Mid- to Long-Term Issues and Initiatives

Enhancing our R&D system to respond to issues faced regions around the world

There are many issues concerning sustainable growth, and I believe one of these is to further enhance the R&D system for our products. The products expected of Kubota, such as larger products and ICT-supported products, are constantly evolving. Furthermore, Kubota must strengthen its global R&D activities doing so from the perspective of considering products such as farm machinery that are highly regional-specific. Our plan is to build systems for developing products that considers local needs in not only Japan, but also in primary business locations across the world, such as North America, Europe, China and Thailand. In addition, we will proactively engage in efforts to develop local engineers and solve issues such as the procurement of parts.

The Kubota Group aims to exceed customers' needs and expectations, thereby bringing them total satisfaction and impressing them. We want to achieve world-class manufacturing superior in regards to quality, cost and delivery.

Furthermore, in regards to technologies such as autonomous driving and robotics, R&D that envisions growth in 10-20 years' time is essential. As exemplified by the Farm & Industrial Machinery Advanced Technology R&D Center built in April 2015 and the Materials Center erected in October 2013, Kubota will continue making steady progress in the development of new technologies.

Prospects for the Fiscal Year Ending December 2016

Steadily promoting business development in our strategic fields

The market environment for the fiscal year ending December 2016 is unclear; however, Kubota will steadily promote business development in strategic fields in order to meet the expectations of its stakeholders.

Amongst our various initiatives, we firmly resolve to make progress towards the future popularization of our large upland farming tractors. In addition to launching new products in the market, we will promote frameworks for the smooth introduction of new products and full-scale participation in the upland farming market, such as enhancing our dealer network and developing tractor implements. Farming tractors and other products are highly anticipated by many dealers, and Kubota fully intends to prove worthy of the trust placed in it.

In China, the demand for farm machinery is rising due to a push from the Chinese government promoting the use of machinery by the agricultural industry. In 2015, the Kubota Group developed and launched a wheel-type combine harvester for wheat, corn and other upland crops. Moving forward, we will continue to expand our product lineup.

In regards to construction machinery, there is a growing need for urban-type machinery. We will further promote sales

of the skid steer loader launched on the North American market in 2015, and achieve synergies with other construction machinery and tractors.

The sales of engines to OEMs, such as industrial machinery manufacturers, are strong. By commercializing high horsepower models, we will expand business together with our products under 100hp, for which Kubota boasts the top market share.

Meanwhile, Kubota is steadily progressing forward in the field of water. Concrete examples of such progress include ductile iron pipes for the Water Security Mega Reservoirs Project in Qatar, construction of a water treatment facility in the Thilawa Special Economic Zone, Myanmar, and the installation of Submerged Membrane Units for a large-scale Sewage Treatment Plant in Oman. Our overseas water business is still limited in scale, but we will continue efforts to strengthen it further in the future.

In the fiscal year ended December 2015, we aligned the accounting periods for domestic and overseas group companies in order to strengthen group management and achieve greater efficiency. In line with this change, the entire Kubota Group has united to strengthen inventories and lead-time management, as well as maintain and enhance financial soundness and improve cash flow. Finally, we will aim for sustainable growth by increasing investments in strategic business fields and R&D to create products and services that impress our customers throughout the world.

Main Growth Strategies

- 1 Capture the market for farm machinery used in upland farming
- 2 Expand machinery business in North American
- 3 Revitalize farm machinery business in Japan
- 4 Overseas expansion of Water & Environment business

CSR Management

Together with our stakeholders

Kubota positions corporate social responsibility (CSR) as a fundamental element of corporate management. Accordingly, CSR management is key to Kubota achieving its objective of becoming “Global Major Brand” trusted by the world. Therefore, we place great importance on strengthening corporate governance, which is the basis of corporate activities, and enforcing compliance, as well as ensuring quality and safety management. We are also carrying out initiatives to promote a workplace that motivates employees and a company culture where employees actively take up challenges. We will fulfil our responsibility to all stakeholders through such initiatives.

For example, we work with our materials and parts suppliers to make improvements from the production process onwards following the philosophy of co-existence and co-prosperity, consequently achieving cost cuts, lead-time reductions and quality improvements. In regards to our employees as well, we provide a training system to hone skills, endeavor to ensure a comfortable workplace environment, respect diversity and promote human resource development. Kubota’s business activities are becoming increasingly global, and we are exposed to a wider variety of cultures and values than ever before. As such, we are incorporating many new perspectives and ideas not previously present within Kubota, which is vitalizing the Group.

In regards to environment management, we are proactively promoting measures in many areas based on the Medium-Term Environmental Conservation Targets, which includes reducing energy consumption and reducing CO₂ emissions. Rather than merely aiming to reduce the environmental load of its business activities, Kubota wishes to be a company in which the business activities themselves largely contribute to protection of the environment and the conservation of resources.



To Our Stakeholders

Aiming for sustainable growth while supporting the future of the earth and humanity

Through superior products, technologies and services, it is the mission of the Kubota Group to contribute to products that help abundant and stable production of food, help supply and restore reliable water, and create a comfortable living environment for all, thus continuing to support the future of the earth and humanity.

We will maintain our reputation as a corporate group trusted by all stakeholders through fulfilling our mission and continuing our progress towards sustainable growth.

We look forward to your ongoing support and understanding.

July 2016

Masatoshi Kimata
President and Representative Director

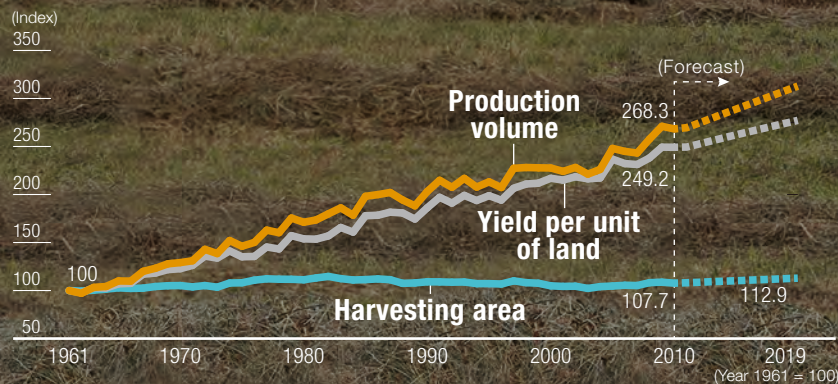
Contributing to Global Food Production

Introducing Upland Farm Machinery Matching the Local Needs of European, North American and Asian Regions

The food demand is increasing due to the rising population, which has in turn triggered a sudden growth in demand for farm machinery worldwide. Accordingly, Kubota is leveraging its technological strengths accumulated through rice farming to contribute to upland grain farming — accounting for approximately 40% of the world’s agricultural industry — and is accelerating the introduction of its upland farm machinery globally as part of this effort. Kubota is aiming to build “Global Major Brand Kubota” in the farm machinery industry and be trusted by customers the world over. This is being accomplished by supplying large farm machinery with high horsepower and excellent maneuverability to suit large-scale farming in Europe and the U.S., while simultaneously developing and producing products that match the local needs of farmers in other areas such as China, Southeast Asia and India.

Modernization of Farming Including Mechanization is Supporting the Increasing Food Demand

Trend and forecast for world grain production volume and harvesting area



Source: Website of the Ministry of Agriculture, Farming and Fisheries, Japan. PS&D of the U.S. Department of Agriculture, “Food Demand Outlook for 2019” by the Policy Research Institute of the Ministry of Agriculture, Forestry and Fisheries (Released Feb. 2010). Prepared by the Ministry of Agriculture, Farming and Fisheries based on the United Nations’ “World Population Prospects: The 2008 Revision”





Sales of M7001 Series Large Upland Farming Tractor Begins

In Europe and the U.S., when the agricultural industry became large-scale, the demand for large farm machinery with high horsepower and capable of accomplishing a heavy workload increased. Last year Kubota released the M7001 Series consisting of nine large tractor models and three ranges of horsepower: 130, 150 and 170. These products realize high maneuverability, mobility and comfort based on original technologies.

Production of the M7001 Series began at Kubota Farm Machinery Europe S.A.S, France in September 2015, and we will gradually launch it to the upland farming markets in countries like Europe, North America, Australia and Japan, with the production goal of 3,000 tractors in 2017.

Providing Upland Farm Machinery Matching the Regional Characteristics of Each Asian Country

With mechanization of upland farming increasing rapidly in Asian markets, Kubota is proactively launching products that match the needs of each country. In addition to increasing the production of a 100hp medium-sized tractor for the central region of China where upland farming thrives, Kubota has launched crop-specific wheel-type combined harvesters that have superior mobility for crops such as wheat, beans and corn. Additionally, in Thailand, Kubota constructed a R&D facility in 2016. We plan to promote the development of various farm machinery, including combine harvesters that are needed in local areas, to the crops and harvesting methods of each region, and horizontally deliver the products developed to ASEAN countries nearby. Finally, in India, the world's largest tractor market, Kubota has built a knockdown assembly plant in the country's central western region. We have developed and launched a multi-purpose tractor with superior towing performance and the durability required to suit the many scenes in which tractors play a role in India, including not only farm work, but also activities such as civil engineering and materials transportation.

Expanding Upland Farming Implements (Work Devices) in Europe, the U.S. and Asia

As part of its proactive expansion of upland and dairy farm machinery in Europe, the U.S. and Asia, the Kubota Group is promoting the expansion of its tractor implement lineup and the sales channels thereof. In upland and dairy farming, implements for a variety of tasks such as grass cutting and seeding are necessary. Therefore, Kubota is increasing its lineup of products that match regional needs and offer excellent operability as well as high work efficiency.

In 2012, Kubota acquired Kverneland AS, a Norwegian manufacturer of farming implements, and made it a wholly-owned subsidiary. Now, Kubota has completed establishment of the structure, from development phase to sales, of the M7001 Series large tractors and implements for large tractors.

Kubota will continue to accelerate the introduction of products, including the local production of implements, in the North American and Asian markets. In doing so, we will achieve synergies with upland farm machinery and contribute to the global issue of efficient food production.



M7001 Series manufacturing line (France)

Kubota's wheel-type combine harvesters released in the Chinese market



The multi-purpose tractor designed to meet needs in the Indian market



Seeking the best match between tractors and implements that combine the respective technologies of Kubota and Kverneland AS

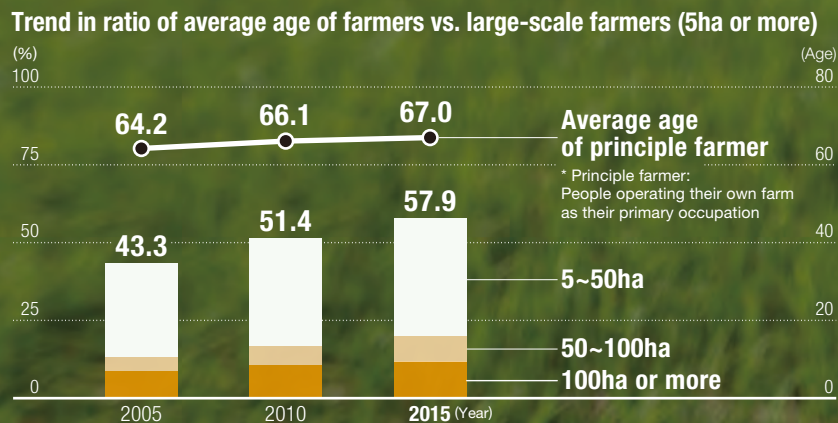


Contributing to a New Age in Japan's Agricultural Industry

Offering Comprehensive Solutions to Realize Sustainable Farming

Japan's agricultural industry must become even more efficient in order to overcome issues such as a serious personnel shortages, demographic aging of the agricultural population and the increase in farmland per operator. Amidst tough times for the agricultural industry due to factors such as dwindling domestic demand for Japanese-grown produce, farmers are experimenting with "aggressive farming" that incorporates new technologies and cultivation know-how. Kubota supports the operations of large-scale farmers with the latest technologies, such as ICT. We also offer the service "Kubota's Farm" on a nationwide basis as a sustainable farm management model, thus contributing to Japan's agricultural industry and regional development.

Japan's Agricultural Industry is Aging at the Same Time Large-scale Farmers Become More Concentrated



Source: 2015 Census on Agriculture and Forestry, Ministry of Agriculture, Forestry and Fisheries



Using a smartphone, farmers can confirm field work content and position, and record it easily.

Achieving High-quality, High-yield, Highly Efficiency Farming with ICT

From 2014, Kubota has been supporting the operations of large-scale farmers with the Kubota Smart Agri System (KSAS), which visualizes farm management data utilizing ICT. KSAS is currently used by over 1,000 farmers and has proven to be effective in improving the quality and yield of rice and streamlining farm work.

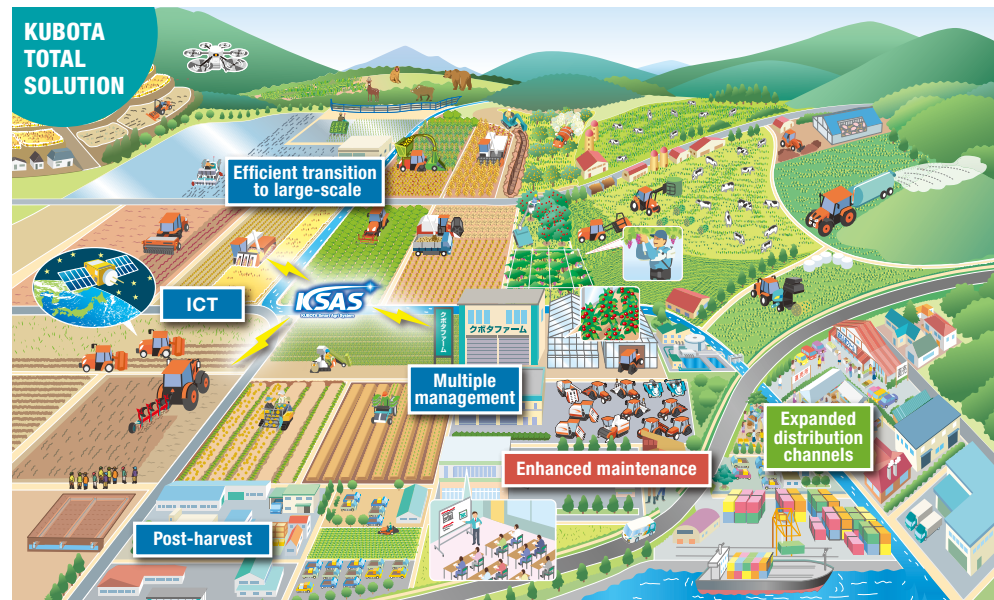
With the accelerated demographic aging of the agricultural population, there is an urgent need to move away from farming that relies on experience and instinct. Accordingly, KSAS is proving useful as it records data on farming operations that can be used to pass on know-how and train workers. Furthermore, KSAS allows the usage of pesticides and fertilizers to be accurately recorded, which ensures clear traceability and therefore has potential as a means of securing safety and confidence in food quality.

“Kubota’s Farm” as a sustainable farm management model

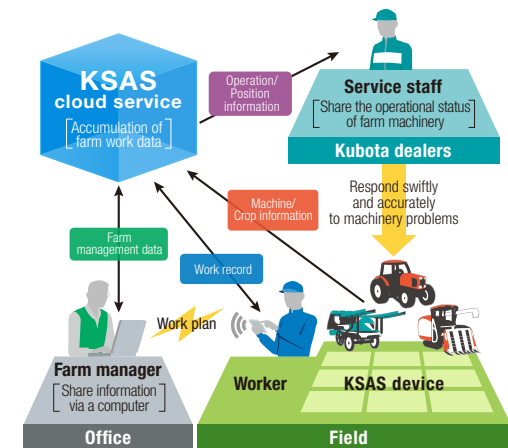
Kubota leverages the comprehensive strengths it has accumulated over many years in the agricultural industry to offer the “Kubota’s Farm” concept as a sustainable farm management model to support Japanese farming of the future. Based on this concept, Kubota has established “Kubota’s Farms” in five locations around Japan, where it conducts many experiments not only with crop production, but also from a distribution and sales perspective. Utilizing the data collected, Kubota creates farming models appropriate for the environments and circumstances of various regions, thereby enabling it to recommend comprehensive solutions to farmers. For example, at “Kubota eFarm Yabu”, Hyogo Prefecture, we are creating a farming model specific to intermountain regions through collaboration with the local community and government.

We will increase the number of “Kubota’s Farm” to a total of 15 in various locations across Japan as places pursuing the future of farming.

Vitalizing Japan’s Farming Industry! “Kubota’s Farm” – A Comprehensive Solution Proposal for Farmers



Kubota Smart Agri System (KSAS) System



Online Information

Kubota Smart Agri System (KSAS)
[\(https://ksas.kubota.co.jp/\)](https://ksas.kubota.co.jp/) (Japanese only)

Examples of “Kubota’s Farm” Initiatives

Proposals for scale expansion and management support

- Effective mechanization through the introduction of large farm machinery
- Incorporation of ICT utilizing cutting-edge systems and technologies such as KSAS and GPS
- Direct sowing of iron-coated seeds to save labor, alleviate workload and reduce cost
- Multifaceted management through horticultural facilities and open field vegetable cultivation
- Farm management training for farmers
- Farm management consultation desk at exhibitions

Proposals for expanding distribution channels

- Offer various options regarding distribution such as direct sale at “Orendi Farm” and farm-fresh events like “Ikiki Marche”
- Rice export, bread and noodles made from brown rice paste, creation of a comprehensive consumption route from production to distribution and sale such as sixth sector industrialization

Enhanced maintenance

- Reassuring support with the upgraded “Service Tokkyuubin” (home delivery system)
- Self-maintenance training sessions

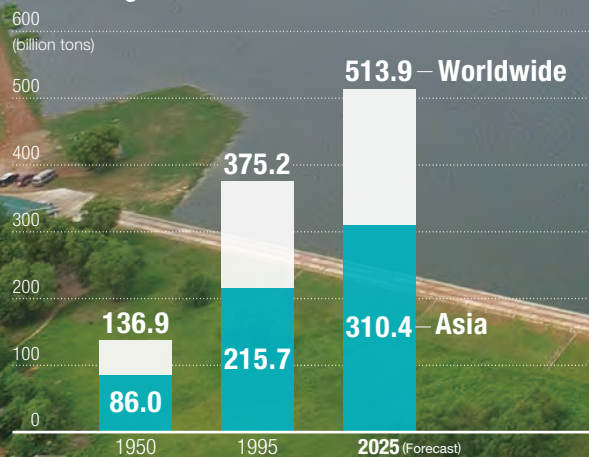
Contributing to Safe Water Supplies

Deploying technologies accumulated in Japan overseas with a focus on Asia and the Middle East

Since first succeeding in the mass production of cast-iron pipe for supplying water in Japan in 1893 Kubota has contributed to the development of Japanese infrastructure as a comprehensive manufacturer owing to its possession of a broad range of water-related technologies. Since the 1960s, Kubota has leveraged its experience and technological prowess to deploy its water-related business at the global level. Covering a broad range of products, such as the pipes, valves and pumps used for the intake, supply and drainage of water, and the equipment used for water purification and wastewater treatment and plants, Kubota has broadened its playing field from Japan to the world — particularly in Asia and the Middle East — as a company operating a comprehensive water-related business.

Rapid increase in water demand mainly in Asia

Water usage worldwide and in Asia



Source: "Response to International Water Resource Issues," Japan Ministry of Land, Infrastructure, Transport and Tourism website



Zarmani Reservoir, water source of Thilawa Industrial Park in Myanmar. Kubota contributes to the stable supply of water to the industrial park by providing pumps for intake and supply, and water supply pipes.

Contributing to the Development of Water and Environmental Infrastructure in a Myanmar Industrial Park

With the rapid democratization and economic reforms underway in Myanmar, many foreign companies are setting up operations in the country to benefit from the economic growth. Commencing operation in September of 2015, Thilawa Industrial Park is Myanmar's first large-scale industrial park. Kubota is contributing to the development of its infrastructure as the company in charge of both supplying water intake and supplying pipes, as well as the construction of water and sewerage treatment facilities. Kubota also constructed a seepage water treatment facility for a managed-type final treatment site essential for the appropriate treatment of industrial waste, which is expected to increase in the future. The seepage water treatment facility has been in operation since December 2015.

Moreover, Kubota is currently constructing a water treatment facility for an instant noodle manufacturing plant ordered by Acecook Myanmar, a company located in the Thilawa Industrial Park. This facility is anticipated to commence operation in April 2017. Kubota will continue to contribute to sustainable economic growth in Myanmar by providing total solutions for water treatment facilities and maintenance management.

Helping to Improve the Living Environment of Citizens in Bangladesh through the Water Infrastructure

There are many regions in the emerging countries of Asia that do not have access to hygienic water due to the lack of an appropriate water infrastructure. To help improve this situation, the joint venture* formed by Kubota Construction Co., Ltd and Marubeni Corporation has laid a total of 68 kilometers worth of pipes in Chittagong, the second largest city in Bangladesh. The project outline includes the construction of conveyance and transmission pipelines for transporting water from intake points along the river to water reservoirs in the city, and the distribution pipelines for distributing the water throughout the city.

This large-scale project, which was completed in late 2015 after approximately four years, has significantly increased the ratio of the population to which water is supplied and improved the living environment of many citizens. Chittagong is the heart of industry in Bangladesh, and it is anticipated that development of the water infrastructure will contribute to further economic growth of the city.

* Joint venture: a business conducted by an organization in which more than one company is vested.

Submerged Membrane Units Playing an Important Role for Water Recycling Treatment Plant in Oman

Kubota contributes a significant percentage infrastructure development, including in Middle East countries where securing water resources is a major issue. In December 2015, Kubota Membrane Europe Ltd. received an order for Submerged Membrane Units (SMUs) to be used in the renewal and expansion works at the Al Ansab Sewage Treatment Plant in Muscat, Oman.

Oman relies on subterranean water as a water resource as there are no rivers and water recycled from wastewater treatment facilities is used for irrigation and agriculture. Therefore, wastewater treatment must be of a high standard. The Al Ansab Sewage Treatment Plant selected Kubota for this project as Kubota SMUs had already been used by the company for its MBR, and had received high evaluations for satisfaction in view of their long-term stability and compliance to stringent regulations. Upon completion, which is scheduled for 2017, the effluent flow through the MBRs will be 125,000 m³ per day, the largest in the Middle East. Kubota is taking this opportunity to plan on contributing to securing water resources and improving water environments throughout the Middle East, doing so by expanding the availability of SMUs to large-scale facilities in the region.



Thilawa Industrial Park Zone A Water Purification Area (Myanmar)



Laying ductile iron pipes (water pipes) (Ø1,200 mm) (Bangladesh)



A stockyard for ductile iron pipes (Ø900 - 1,200 mm)



Al Ansab Sewage Treatment Plant (Oman)



Online Information

Kubota Water Engineering & Solution Business Unit, Water & Sewage Treatment (<http://www.kubota.co.jp/amenity/english/index.html>)
Kubota Pipe Systems Business Unit, Ductile Iron Pipes (<http://www.kubota-global.net/products/ironpipe/>)

Financial and Non-financial Highlights

- Due to the change in fiscal year-end, the fiscal year ended December 31, 2015 was a nine-month period that commenced on April 1, 2015 and ended on December 31, 2015. For this reason, some data for the same period in the past fiscal years, that commenced on April 1 and ended on December 31, are presented on the charts as reference.
- From the current fiscal year, certain subsidiaries and affiliated company aligned their reporting periods, which were previously consolidated using their own reporting periods, to that of Kubota Corporation. Furthermore, Kubota Corporation and its subsidiaries adopted a new accounting standard related to debt issuance costs on January 1, 2016.
- To reflect the impact of these changes, the results for the previous years have been retrospectively adjusted.

Reporting Organization

- "Number of females in management positions" and "People who have completed foreign language training" show the figures for Kubota Corporation only. The remaining indicators are tallied for all organizations included in the consolidated financial statements.

3-year Summary of Key Financial Data	Mar. 2014 (12 months)	Mar. 2015 (12 months)	Dec. 2015 (9 months)
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Operating results for fiscal year (in billions of yen)

Revenues	¥ 1,510.5	¥ 1,584.3	¥ 1,244.8
Operating income	203.9	203.1	166.9
Income before income taxes and equity in net income of affiliated companies	212.4	210.7	169.5
Net income attributable to Kubota Corporation	132.7	139.5	110.1
Capital investments	51.6	50.4	35.3
Depreciation and amortization	35.3	38.2	31.2
R&D expenses	36.0	39.5	29.6
Net cash provided by operating activities	83.0	85.9	197.0
Free cash flow*1	29.5	39.5	157.8

As of fiscal year-end (in billions of yen)

Total assets	¥ 2,110.7	¥ 2,472.2	¥ 2,532.9
Shareholders' equity	935.8	1,100.1	1,140.3
Interest-bearing debt	592.2	765.2	768.8

Per share data (yen)

Earnings per share (EPS)*2	¥ 105.74	¥ 111.68	¥ 88.47
Book-value per share (BPS)*3	748.76	883.10	916.28
Annual cash dividends	28	28	28

Financial indicators

Operating margin (%)	13.5	12.8	13.4
Return on assets (ROA)*4 (%)	10.7	9.2	6.8
Return on equity (ROE)*5 (%)	15.3	13.7	9.8
Shareholders' equity to total assets (%)	44.4	44.5	45.0
Net debt equity ratio*6 (times)	0.54	0.59	0.55

*1 Free cash flow = Net cash provided by operating activities - Purchases of fixed assets

*2 Earnings per share (EPS) = Net income attributable to Kubota Corporation ÷ Weighted average number of common shares outstanding

*3 Book-value per share (BPS) = Shareholders' equity ÷ Number of common shares outstanding as of each balance sheet date

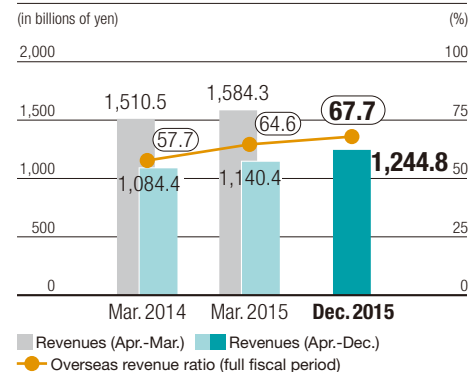
*4 Return on assets (ROA) = Income before income taxes and equity in net income of affiliated companies ÷ Total assets (average of beginning and end of fiscal year)

*5 Return on equity (ROE) = Net income attributable to Kubota Corporation ÷ Shareholders' equity (average of beginning and end of fiscal year)

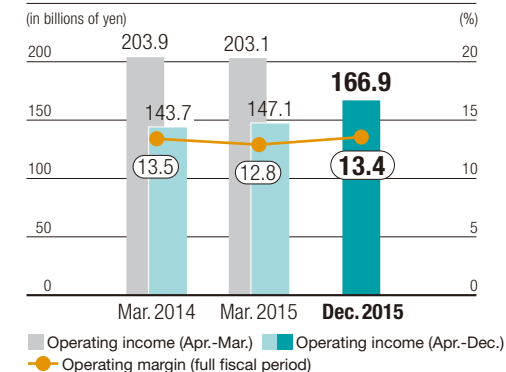
*6 Net debt equity ratio = (Interest-bearing debt - Cash and cash equivalents) ÷ Shareholders' equity

Please refer to the Annual Securities Report for the detailed financial information. (<http://www.kubota-global.net/ir/financial/yuho/index.html>)

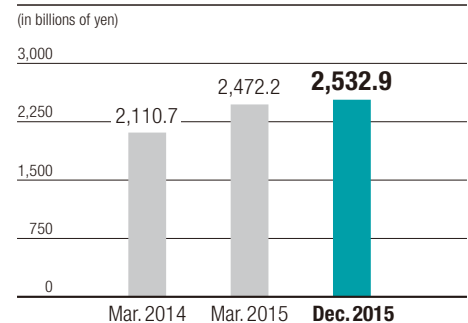
Revenues and overseas revenue ratio



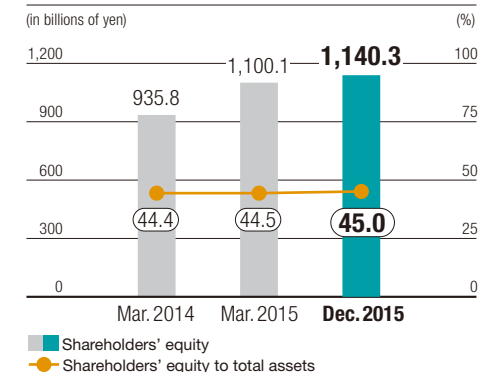
Operating income and operating margin



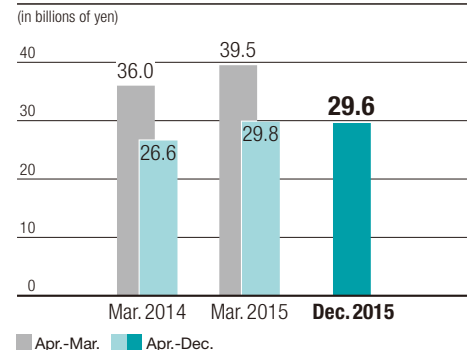
Total assets



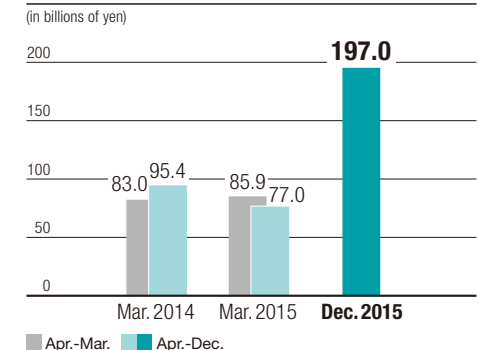
Shareholders' equity and shareholders' equity to total assets



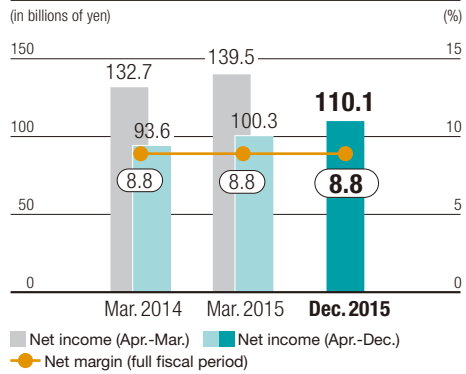
R&D expenses



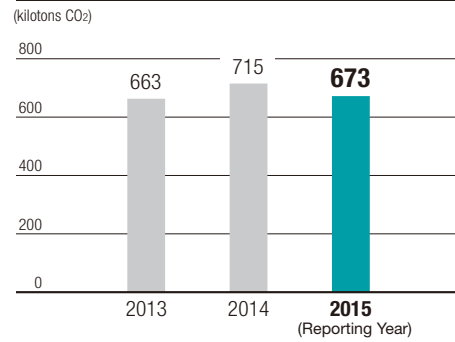
Net cash provided by operating activities



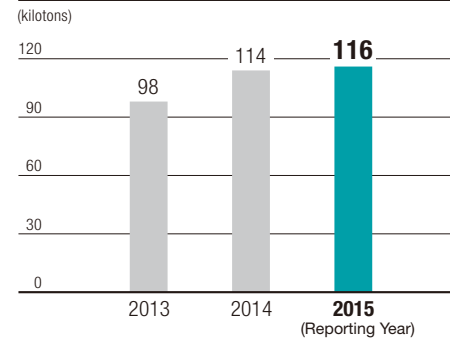
Net income attributable to Kubota Corporation and net margin



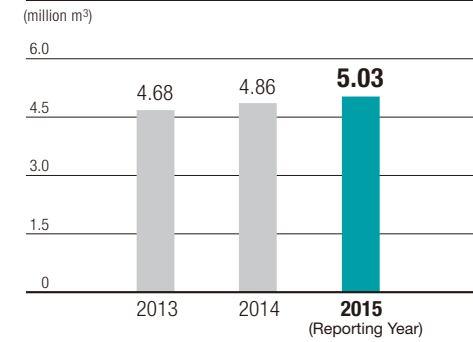
CO₂ emissions*7



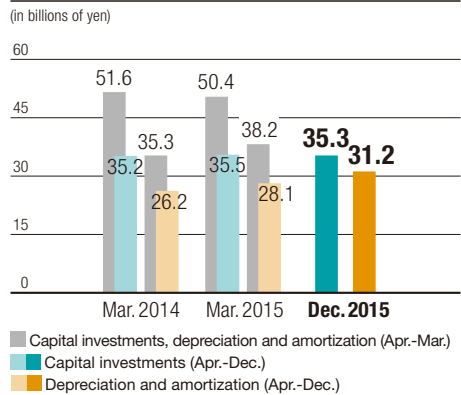
Waste discharge*7



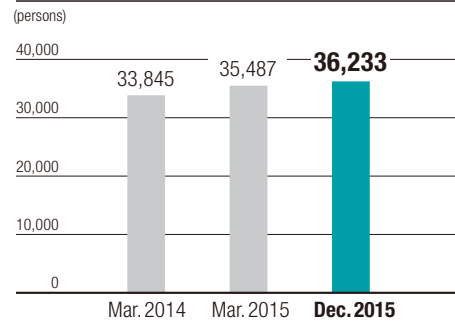
Total water consumption*7



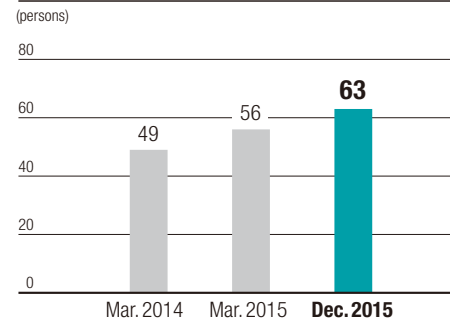
Capital investments, depreciation and amortization



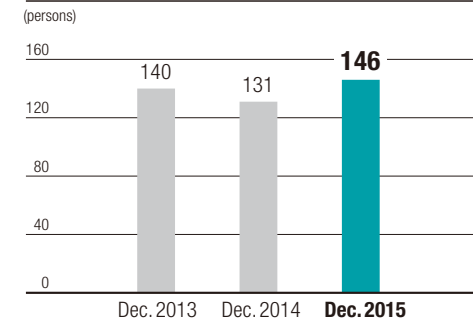
No. of employees



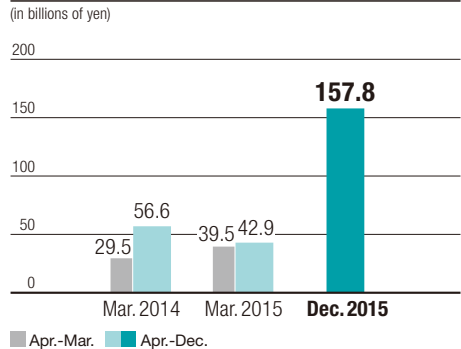
No. of females in management positions (Kubota Corp.)



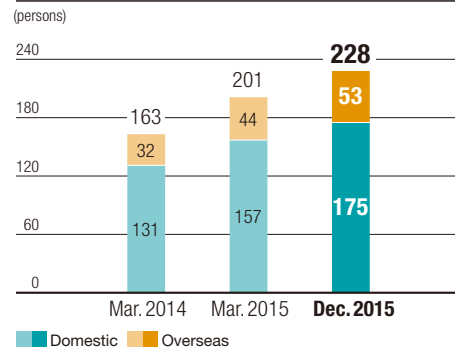
No. of employees who have completed foreign language training (Kubota Corp.)*8



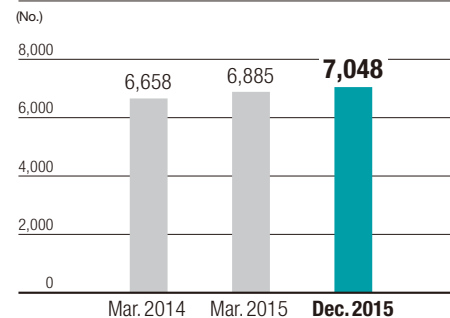
Free cash flow*1



No. of participants in the Technical Skills Contest



No. of patents and utility models



Inclusion in SRI Indices



*7 The reporting period for environmental data is April 1 to March 31 of the following year for Japanese sites and January 1 to December 31 for overseas sites.
 *8 The totals for the period from January 1 to December 31 of each year.

Farm & Industrial Machinery

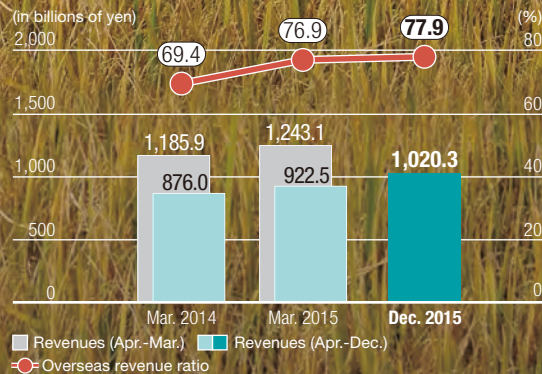


Results in the Fiscal Year Ended December 31, 2015

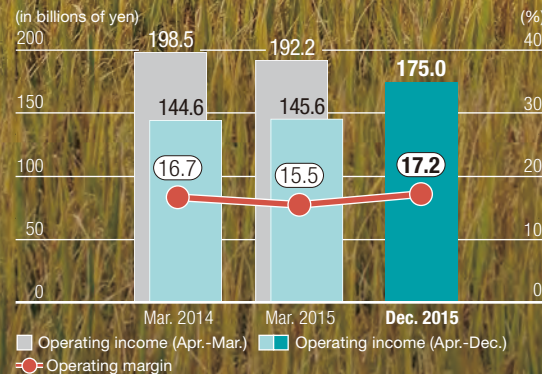
Revenues increased by 10.6% from the same period in the prior year, to ¥1,020.3 billion, and accounted for 82.0% of consolidated revenues.
 Domestic revenues increased by 7.7%, to ¥225.3 billion. Overseas revenues increased by 11.4%, to ¥795.0 billion.
 Operating income increased by 20.2%, to ¥175.0 billion.

Note: The fiscal year ended December 31, 2015 was the nine-month period that commenced on April 1, 2015 and ended on December 31, 2015. Therefore, the results of operations for the fiscal year ended December 31, 2015 are compared with the results for the same period in the previous year that commenced on April 1, 2014 and ended on December 31, 2014.
 Beginning with the fiscal year ended December 31, 2015, the amounts related to "electronic equipped machinery" are reported in the "Farm & Industrial Machinery" segment, whereas they were formerly reported in the "Water & Environment" segment. The segment information for the prior year has been retrospectively adjusted to conform to the current fiscal year's presentation.

Revenues and overseas revenue ratio



Operating income and operating margin



Launching of "World Special" rice transplanter with high performance and low cost

While demographic aging of the agricultural population is leading to a smaller number of small-scale farms, many owners of agricultural land are expanding the size of their businesses, and it is becoming more important for farm management to reduce workload and production cost.

In response to these needs, Kubota launched the diesel-powered rice transplanter "World Special," which has been added to the "World" lineup, a lower-priced series introduced in 2013. It features not only equipment with a higher horsepower engine to make it possible to work easily in wet and deep fields, but also the "Yu-yu rotor" for leveling rough headland in the field neatly, and the "Pompa lever," a single lever that enables the planting section to move up and down. These functions contribute to more efficient farming practices and lower production costs.

(Left) Compact track loader
(Right) Mini excavator



Skid steer loader

As a Comprehensive Manufacturer of Compact Construction Machinery, Expanding Business Related to North America

The sales of compact construction machinery continue to increase steadily, mainly in the European and U.S. markets. In order to respond to our customers' needs in detail, we promote localization that includes changing specifications by region and endeavoring to provide specifications that meet the needs of local markets.

In particular, along with the housing market expansion in North America in recent years, the demand for construction machinery used in civil engineering work has been growing. There is a favorable number of orders for skid steer loaders (SSLs), compact construction machinery we developed in 2015. From 2016, Kubota Industrial Equipment Corporation, a U.S. subsidiary of Kubota, also began manufacturing SSLs.

Moving forward, we will strengthen sales of SSLs along with sales of our existing products, namely compact excavators, wheel loaders and compact track loaders, and expand our business in the North American market as a comprehensive manufacture of compact construction machinery.

Enhancing Our Lineup of Small Industrial Diesel Engines in Response to Tier 4 Emission Standards

With the growing global awareness of the need for environmental conservation, engine emission regulations are becoming increasingly stringent in every country. As a leading manufacturer of small industrial diesel engines, the Kubota Corporation has always developed engines used for industrial machinery, such as agricultural machinery and construction machinery, and meets the latest emission regulations in Japan, the United States and Europe promptly. Our new engine models have acquired the certifications required by various countries and have been successfully launched in regional markets.

In a climate where all industrial machinery manufacturers are required to respond rapidly to emission control measures by adopting post-exhaust treatment devices or switching to the latest engines that meet regulation requirements. In January 2015, Kubota launched engine models (i.e., outputs of 19 - 56kW) capable of meeting regulations with only a DOC.*1 These engines have received excellent evaluations. This comes in addition to Kubota's engines with DPF*2 specifications. To prepare for the next emissions regulation (EU Stage V standards) in the future, Kubota will continue to promote R&D, enhance its product lineup, and strive to respond to the diversified needs of industrial machinery manufacturers, such as simplify post-exhaust treatment control and improve serviceability.

*1 Diesel Oxidation Catalyst (DOC): Post-exhaust treatment device that utilizes an oxidation catalytic reduction process to remove components dissolved in the organic solvents that are contained in airborne particles.

*2 Diesel Particulate Filter: Post-exhaust treatment filter that collects the particles contained in diesel engine exhaust.



D1803 DOC specifications



V2403 DOC specifications



V2607 DOC specifications



V3307 DOC specifications

Construction of a Dedicated Plant to Strengthen Production of Utility Vehicles in North America

Sales of utility vehicles (multipurpose four-wheel-drive vehicles hereinafter "UV") are favorable in North America.

UVs are highly regarded for their suitability to light work on farms, golf courses and at construction sites, as well as for leisure use by the wealthy, such as gardening and hunting. Demand for them is expected to continue growing.

In 2015, construction of a plant dedicated to UV production began at Kubota U.S. subsidiary Kubota Manufacturing of America Corporation (Georgia). It will contribute to an increase in the annual production capacity of UVs from 30,000 to 50,000 units. Additionally, by restructuring and expanding existing production lines, the annual production of sub-compact tractors and riding mowers will increase from 80,000 to 130,000 units.

Moreover, with the increase in production capacity through this investment, the local manufacturing departments and R&D departments will unite to promote initiatives such as cost reductions in an effort to become a more competitive production base.



Utility Vehicle (UV) popular in the U.S. market



Dedicated UV plant scheduled to begin mass production from 2017 (Georgia, USA)

Water & Environment

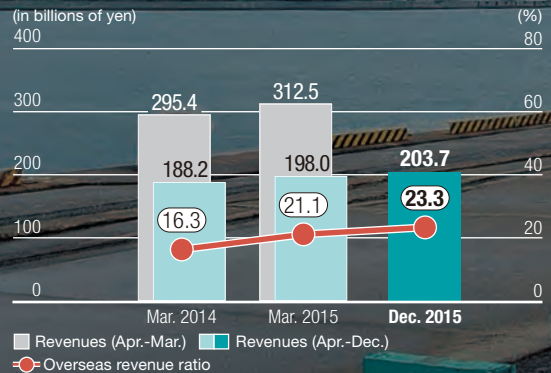
Hoisting experiment for GENEX® earthquake-resistant pipe

Results in the Fiscal Year Ended December 31, 2015

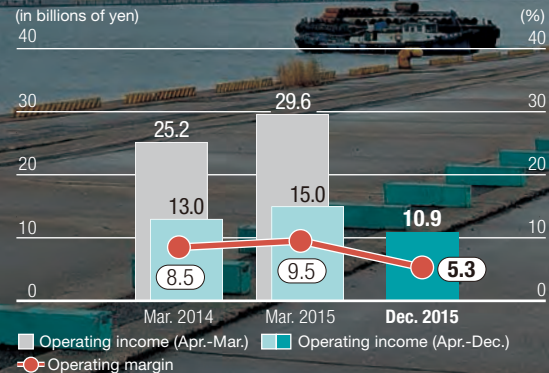
Revenues increased by 2.9% from the same period in the prior year, to ¥203.7 billion, and accounted for 16.4% of consolidated revenues. Domestic revenues increased by 1.3%, to ¥156.2 billion. Overseas revenues increased by 8.6%, to ¥47.5 billion. Operating income decreased by 27.2%, to ¥10.9 billion.

Note: The fiscal year ended December 31, 2015 was the nine-month period that commenced on April 1, 2015 and ended on December 31, 2015. Therefore, the results of operations for the fiscal year ended December 31, 2015 are compared with the results for the same period in the previous year that commenced on April 1, 2014 and ended on December 31, 2014. Beginning with the fiscal year ended December 31, 2015, the amounts related to "electronic equipped machinery" are reported in the "Farm & Industrial Machinery" segment, whereas they were formerly reported in the "Water & Environment" segment. The segment information for the prior year has been retrospectively adjusted to conform to the current fiscal year's presentation.

Revenues and overseas revenue ratio



Operating income and operating margin



Contributing to Building Infrastructure Strong Against Disasters in Japan and Overseas through Earthquake-resistant Water Pipelines

Kubota's earthquake-resistant ductile iron pipe has been recognized for its effectiveness after not being damaged during the large-scale Great Hanshin-Awaji and Great East Japan earthquakes.

In 2016, Kubota increased its product lineup with the introduction of NECS® (NS-type, E-model), which is lighter than conventional pipe but still offers earthquake resistance equivalent to conventional NS-type earthquake-resistant pipe. This lighter-weight pipe is easier to handle, and it is therefore possible to reduce installation costs and shorten the time required to complete installation work.

Moreover, earthquake-resistant ductile iron pipe has an excellent reputation and awareness of the product is growing since its use in pilot installation projects that have been finished in seven major earthquake-prone cities on the U.S. west coast and in Canada.

Kubota will continue to contribute to building infrastructure that is strong against natural disasters in order to secure the stable supply of drinkable water.



Laying NECS® earthquake-resistant pipe (Nose, Osaka)



Laying GENEX® earthquake-resistant pipe (Los Angeles, U.S.)



Flooding caused by Typhoon No.18 in 2015
(Picture courtesy of Kanto Regional Development Bureau,
Ministry of Land, Infrastructure, Transport and Tourism)

Kubota's Drainage Pump Vehicle Utilized after Torrential Downpour Disaster Hit Kinugawa River Basin Area

Kubota mobile emergency drainage pump products play an active role in helping communities during frequent disasters such as torrential downpours, which can cause significant damage in a short period of time.

Typhoon No. 18, which struck in September 2015, broke the levee of the Kinugawa River and caused widespread flooding from the northern Kanto to the Tohoku region. The Ministry of Land, Infrastructure, Transport and Tourism (MLIT) promptly dispatched mobile drainage pump vehicles to the disaster-affected area and began restoration work. The importance of drainage countermeasures for early restoration in times of flooding due to large-scale typhoons and torrential rains has been recognized once again. Kubota's mobile emergency drainage pump products are lightweight, compact, easy to install, and suited to a wide range of applications.

As a result, they have been adopted by not only the MLIT, but also many local governments to help prevent and mitigate disasters.

Water-related Technologies Contribute to Construction of Water Purification Plant in Onagawa, Miyagi Prefecture

Even now, five years after the Great East Japan Earthquake, reconstruction efforts remain ongoing. Amidst a strong focus on water environment infrastructure development aimed at preventing and mitigating disasters, the Kubota Group is leveraging the products, technologies, and services it has acquired to date to contribute to reconstruction efforts.

In recognition of Kubota's overall performance, including technologies, installation systems, and cost-effectiveness, in November 2014 we received an order to build facilities for the Shin-Washinokami Purification Plant in Onagawa, Miyagi Prefecture.

The Kubota Group will continue supporting reconstruction efforts in disaster-affected areas by drawing on all of its capabilities and know-how.



Conceptual image of completed Shin-Washinokami Purification Plant,
(Onagawa, Miyagi Prefecture)



Pre-treatment facility under construction



Kubota Water and Environment R&D Center USA (Canton, Ohio, U.S.)



SMUs installed at the wastewater recycling facilities

Establishment of Kubota Water and Environment R&D Center USA at the Water Reclamation Facility in Canton

With the wastewater treatment facilities in North America and Europe being required to modify and expand their existing aging facilities in response to more stringent regulations for effluent quality, the facilities are becoming larger. Since the last half of the 1980s, Kubota has been developing Submerged Membrane Units (SMUs), which are used in the membrane separation system of MBRs.* The SMU has already been highly evaluated for its advanced treatment method, and space-saving and energy-saving characteristics, and has recently become more popular for use in large-scale treatment facilities.

In October 2013, Kubota received an order for SMUs to be installed in the Water Reclamation Facility in the city of Canton, Ohio, which is one of the largest MBR operations in North America. We also established Kubota Water and Environment R&D Center USA at the facility, which became our first overseas R&D base in the water and environment field. The goal of the R&D Center is to strengthen Kubota's designing capabilities corresponding to a variety of climate and water quality issues, as well as to accumulate know-how on various subjects such as operational management.

We will continue to offer advanced wastewater treatment systems that solve regional issues and contribute to the development of water infrastructures around the world.

* Membrane Bio-reactor: A wastewater treatment method combining biological treatment using microorganisms and solid-liquid separation using membranes.

Research and Development

Due to the globalization of business, providing impressive products suitable for the local circumstances of the relevant region is becoming increasingly important. For this reason, Kubota is strengthening its global R&D system—with Japan at the core—by specifying the roles of its development sites in Japan and overseas. Moreover, we promote joint research outside Kubota to gear up our development without sticking to closed-door policy.



Research and development in Thailand

Regional Marketing and Product Development

When Kubota began developing its business overseas, products were developed and manufactured in Japan. Later on, local production was introduced to local markets. However, in order to grow into a genuine global company, it is necessary to understand customers' needs and rapidly develop new products. For this reason, Kubota is strengthening locally based product development.

Decision to Establish New Sites in Response to the Local Needs of Major Countries

In Japan, we are building two research wings at the Sakai Plant. The Sakai Plant also has a facility capable of reproducing environments such as the climates of various regions around the world and testing devices for farming and construction machinery. The ultimate goal is to refine fundamental technologies and concentrate on the development of new products for farming and construction machinery.

Overseas, Kubota will open a large-scale development site in Thailand in the year ending December 31, 2016 that will focus on agricultural machinery, thus accelerating the development of farm machinery and implements appropriate to the local needs of major Asian countries. In North America, Kubota is expanding its tractor, mower and UV development sites, and constructing research sites for water and environment related fields.



Newly established research and development site in Thailand

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

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

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

Creating Value by Integrating Core Products and Information Communications Technologies

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

In fields such as agriculture and water infrastructure, Kubota is integrating its core products with a geographic information system (GIS) that utilizes the ICT of Internet and mobile terminals together with map data obtained from satellite images. This technology achieves the consolidated management and visualization of data, thereby providing a high-value service.

Online Information

In addition to detailed information on the above, the website introduces the following:
(http://www.kubota-global.net/report/in_rd/index.html)
Integrating Agricultural Machinery and ICT / Remote Monitoring System of Infrastructure

Production and Quality Control

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



The president of Kubota inspected the situation of activities for improving quality. (Sakai Plant)

Mass-production of Large Upland Farm Machinery Begins in France

In September 2015, Kubota Farm Machinery Europe S.A.S—Kubota’s French manufacturing base—began mass-production of the M7001 Series large upland farming tractor with engines in the range of 130-170hp.

With a target of selling 3,000 units by 2017, we have established Kubota quality in France and are aiming to achieve manufacturing worthy of our customers’ trust.

Fostering Manufacturing Personnel to Establish Kubota as “Global Major Brand”

Kubota promotes the Kubota Production System (KPS) at its domestic and overseas bases with the aim of becoming “Global Major Brand”. The “5-Gen Principle” is implemented to achieve site improvements necessary to advance the KPS. The 5-Gen encompasses a philosophy based on actual site (Genba), actual things (Genbutsu), actual facts (Genjitsu), principles (Genri) and basic rules (Gensoku). It is a place for fostering employees who will implement improvements aimed at closing the gap that can arise between the actual and the ideal. Approximately 476 people attended this training program in the nine months ended December 31, 2015.

Upon returning to their local bases, those who participated will become strong promoters of eliminating waste hidden in the production lines and suggesting ongoing improvements on a daily basis in order to achieve ideal manufacturing. We will continue to introduce the 5-Gen Dojo at our major overseas bases, with the goal of strengthening manufacturing capability and localizing human resource development.

Quality Control in Design and Development

So that customers around the world may use our products with peace of mind, Kubota proactively works to prevent problems, a quality initiative one step ahead of the competition. One major example is the activity to strengthen design reviews (DR). Integrating the DRBFM* approach, we discuss, test and verify even the smallest item changed when developing new products, and reflect the results in the product in order to prevent quality problems.

*DRBFM is the abbreviation for “Design Review Based on Failure Mode,” a method of preventing potential problems from arising by focusing on changes in design and development.



A design review using actual parts

Recent Recall Status

- MG/SMZ tractor recall: Total 302 units (began April 25, 2015)
- KT and T240D tractor recall: Total 4,271 units (began July 8, 2015)
- SL tractor recall: Total 117 units (began July 8, 2015)
- ARH combine harvester recall: Total 31 units (began December 11, 2015)
- ER combine harvester recall (recall notification no. 3784): Total 3,650 units (began March 25, 2016)
- ER combine harvester recall (recall notification no. 3785): Total 1,234 units (began March 25, 2016)

Online Information

In addition to detailed information on the above, the website introduces the following:
(http://www.kubota-global.net/report/in_control/index.html)
Improvement of Part Supply Capacity / Quality Audits / Raising Awareness of Quality / ISO9001 Certification Status / Holding the Kubota Group Technical Skills Contest / Manufacturing Education for New Employees (Trainees)

Employees of SIAM KUBOTA Corporation Co., Ltd. and family members that participated in a project to plant 100,000 mangroves (Thailand)



Aiming for a Sustainable Society

SIAM KUBOTA Corporation Co., Ltd. Planting Trees in Thailand

SIAM KUBOTA Corporation Co., Ltd. proactively participates in local environmental conservation activities.

We participated in a project to plant 100,000 mangroves and worked on tree-planting activities at national parks and elementary schools near the plant in 2015.

The employees and their family members participated in the tree-planting activity and had a good opportunity to take a close look at environmental issues.

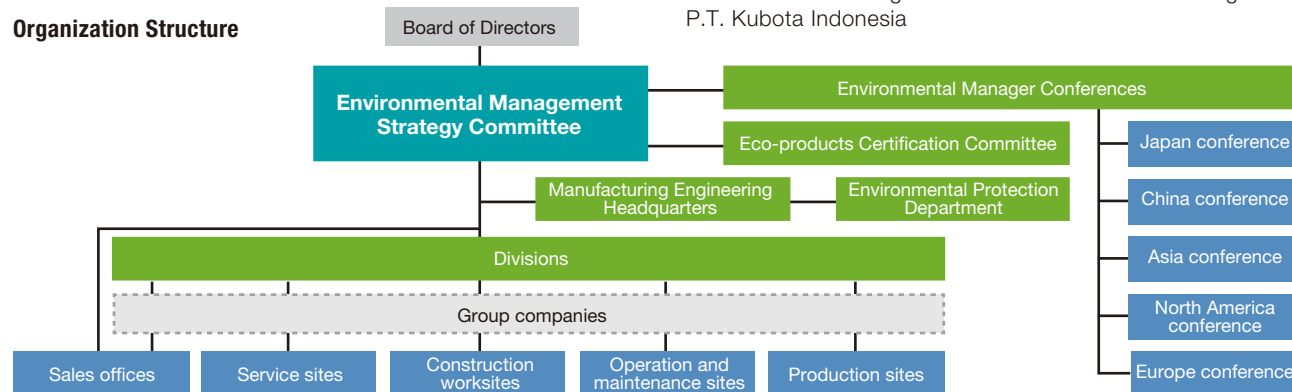
Environmental Management Basic Policy

In line with its brand statement, “For Earth, For Life,” while protecting the beauty of the global environment, the Kubota Group is committed to the continued support of people’s affluent lifestyles. Through business, the Group contributes to building a sustainable society.



Environmental Manager Conferences held for Asian regions
P.T. Kubota Indonesia

Organization Structure



Environmental Management Promotion System

Environmental Management Strategy Committee

The Environmental Management Strategy Committee is chaired by Kubota’s executive vice president and is comprised of executive officers. The Committee discusses the direction of the Kubota Group’s environmental management for the medium- and long-term, including topics such as the group-wide transition to LED lights. It determines issues such as items and plans that should be carried out in order to reduce environmental impact and risk, and what products to add to extend the lineup of environmentally-friendly products.

It also promotes management based on the plan-do-check-action (PDCA) cycle by assessing and analyzing the progress of the entire Group’s environmental conservation activities and reflecting the results when formulating new plans and policies. We will continue to promote swift environmental management led by members at the management-level.

Environmental Manager Conferences

The Kubota Group holds Environmental Manager Conferences aimed at strengthening the environment management system and reducing environmental load and environmental risk on a global basis.

In RY2015, we held these conferences for the Asian and North American regions as a joint initiative with the Safety and Health Promotion Department. Environmental managers and staff members from seven companies with production sites in Asia, excluding Japan and China, and three companies with production sites in North America for the North American region, attended these conferences, respectively. Environmental managers from Japan’s mother plants also attended.

Each company presented case studies, and a group discussion was held on the theme of environmental management, thus providing an opportunity to share issues and excellent case studies between sites.

We will position these conferences as a function for enhancing our activities on a practical basis, and continue raising the level of environmental conservation activities at each site through gatherings such as these.

Message from the Environmental Conservation Control Officer

The mission of the Kubota Group is to contribute to conservation of the global environment through “Made by Kubota” manufacturing activities under the slogan, “For Earth, For Life.”

The Environmental Management Strategy Committee was established in 2014 for the purpose of raising the Group’s level of environmental management, including the global implementation of initiatives such as expanding our lineup of environmental-friendly products and reducing environmental load and environmental risk.

After the Paris Agreement was adopted at COP21 held late last year, and amidst heightened emphasis on initiatives towards planet environmental issues such as climate change, we added the Long-Term Environmental Conservation Targets for RY2030 and Medium-Term Environmental Conservation Targets for RY2020; two new targets based on the results of the Medium-Term Environmental Conservation Targets for RY2015 and the medium-term plans of each division.

We will continue working towards building a sustainable society and unite to proactively engage in activities for the conservation of the planet’s environment, and ultimately become “Global Major Brand.”



Kenshiro Ogawa

Director and Senior Managing Executive Officer
General Manager of Manufacturing Engineering Headquarters
(Environmental Conservation Control Officer),
Kubota Corporation

As an “Eco-First Company”

In May 2010, the Kubota Group was certified by the Japan’s Minister for Environment as an “Eco-First Company” due to its commitments to environmental conservation.

Moreover, in June 2014, the Kubota Group introduced the Eco-First Commitment for the purpose of achieving the following five objectives.

Based on our commitment to achieving the new Long-Term and Medium-Term Targets in 2016, we will promote these initiatives as an Eco-First Company.



Eco-First Mark

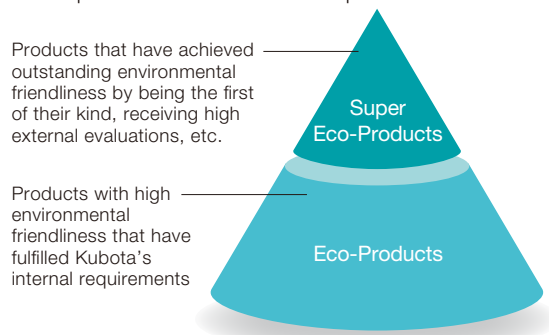
- Work towards a recycling-based society
- Stop climate change
- Reduce emission into the atmosphere
- Develop environmentally friendly products
- Conserve biodiversity

Expanding Environment-friendly Products and Services

The Kubota Group is contributing to resolving global issues by expanding its environment-friendly products and services. We are working on initiatives that consider the entire value chain, from procurement of raw materials to product disposal.

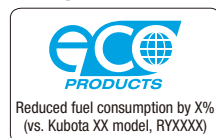
Internal Certification System for Eco-Products

The Kubota Group's internal certification system for Eco-Products was introduced to internally certify products with exceptional environmental friendliness. Kubota certified additional 40 products in RY2015. Kubota will continue to carry out initiatives focusing on the development of environment-friendly products and expand its Eco-Products lineup.



Evaluation items	
Stopping climate change	1. Energy savings (CO₂ reduction) Reducing energy consumption during production, construction and use, etc.
Working towards a recycling-based society	2. Resources saving Reducing weight, volume and use of rare metals, etc.
Controlling chemical substances	3. Recycling Using recycled plastics and rare metals, etc.
Other	4. Reducing environmentally hazardous substances Reducing RoHS-designated substances, reducing gas emissions, etc.
	5. Information disclosure Notes about energy-saving operations, recycling and disposal, etc.

Example of an Eco-Product label



Eco-Products feature a label that shows their certification as Eco-Products.

Considering the Environment through Electrification of Mini Cultivator, etc.

Trends such as growing one's own fruit and vegetables and the impact of urbanization in recent years have led to an increase in the demand for farm machinery, such as mini cultivator, capable of being used easily near residential areas.

The Kubota Group is attempting to reduce environmental load created during operation through the electrification of farm machinery.

"New Middy Silent Series" Electric Mini Cultivator

The New Middy Silent Series electric mini cultivator is the Kubota Group's first electric farm machine.

Environmental load reduction during cultivation work

- Zero gas emissions
 - Reduction in CO₂ emissions
 - Noise reduced approx. 14dB*
- * Noise values are compared to conventional model (gasoline engine) at a distance of 7m away from where the machine is operating

"Shizukaru" Self-Propelled Electric Lawn Mower

The Kubota Group was the first in the industry to produce a self-propelled electric lawn mower.*

* Self-propelled electric lawn mower : A lawn mower with reduced operational load thanks to self-propulsion

Environmental load reduction when cutting grass

- Zero gas emissions
 - Reduction in CO₂ emissions
 - Noise reduction of approx. 13dB*
- * Noise values are compared to conventional model (gasoline engine) at a distance of 10m away from where the machine is operating



New Middy Silent Series TME20



Shizukaru GC-E300

Environment-friendly Long-life Iron Piping

In almost 120 years of history since becoming the first company in Japan to successfully manufacture cast-iron pipe in 1893, the Kubota Group has succeeded at developing several technologies, including manufacturing technologies for ductile cast-iron pipe with a perseverance equivalent to that of steel, earthquake-resistant technology for pipelines, and long-life external surface corrosion-resistant technology. Our efforts have contributed to resource conservation by reducing pipe weight, reducing the percentage of water leaked by minimizing the number of pipeline breakages, and further resource conservation through making pipelines with a long service life.

Creating Water Pipe Lines Strong against Earthquakes through the Development of Earthquake-Resistant Joints

The Kubota Group has developed earthquake-resistant joints enabling entire pipelines to absorb any ground movement, thereby protecting water pipelines from earthquakes and helping to achieve a longer service life. The effectiveness of our earthquake-resistant joints has been verified at the time of many earthquakes, including the Great Hanshin-Awaji Earthquake of 1995 and the Great East Japan Earthquake of 2011.



Pipeline earthquake-resistant mechanism using earthquake-resistant joints

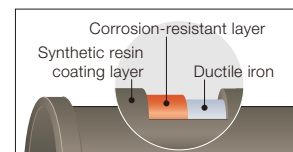


- When one joint stretches to its limit, it pulls on the adjacent pipe, and then the next joint is stretched.
- The joints stretch, shrink and bend one after the next, enabling the entire pipeline to absorb ground displacement, thus avoiding damage.

Hoisting test for a ductile iron pipe using earthquake-resistant joints

Achieving Longer Service Life of Pipelines and Contributing to Resource Conservation through the Development of Corrosion-Resistant Iron Pipes

In 2010, the Kubota Group developed the "C-Protect", an external corrosion-resistant coating developed to realize a longer service life, and applied it to the earthquake-resistant ductile iron pipe (GENEX®). This has made the pipe strong against earthquakes and even more resistant to corrosion, thereby further contributing to resource conservation.



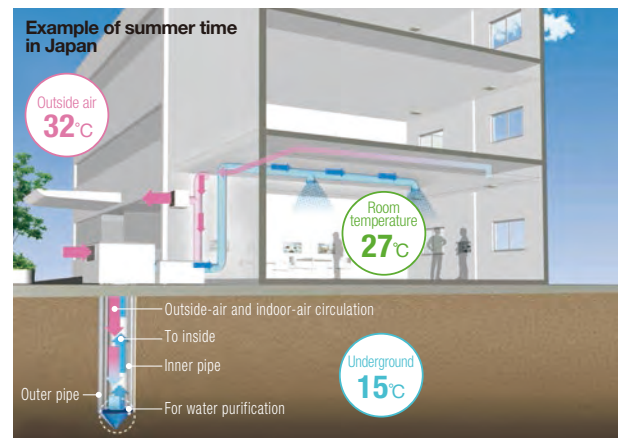
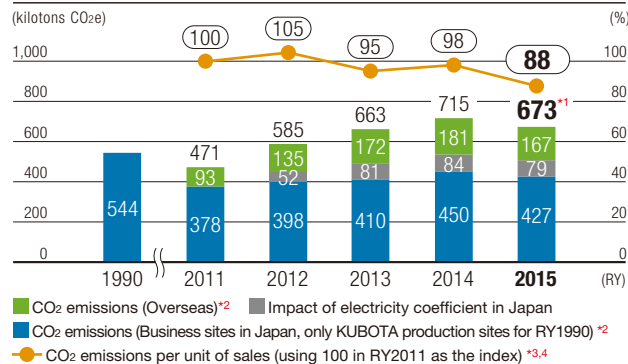
External corrosion-resistant coating C-Protect (conceptual image)

Reducing Environmental Load at Business Sites

Stopping Climate Change

In RY2015, CO₂ emissions were 673 kilotons CO₂e, a decrease of 5.9% compared to the previous reporting year. Additionally, CO₂ emissions per unit of sales improved by 9.5% compared to the previous reporting year. This is the result of implementing energy-saving measures such as replacing older equipment with highly efficient equipment and reducing production volume at cast iron production sites in Japan.

Trends in CO₂ Emissions and Emissions per Unit of Sales



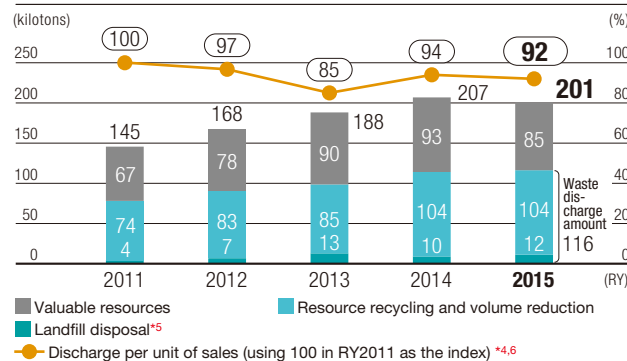
Product model showroom in Kubota Hansin Plant (Mukogawa) introduces "earth thermal ventilation system". Energy-saving effect can be seen visually and experienced.

Working towards a Recycling-based Society

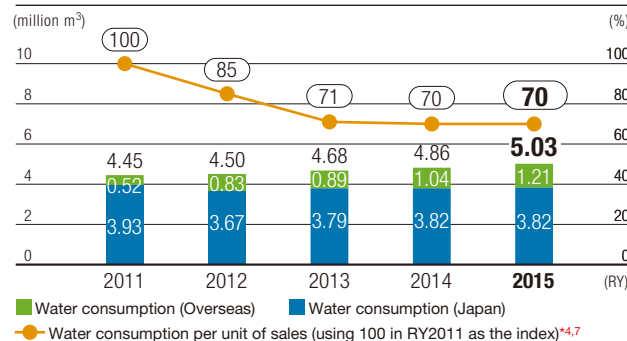
In RY2015, the waste discharge amount was 116 kilotons, an increase of 1.7% compared to the previous reporting year. We introduced initiatives to thoroughly sort waste and recycle resources; however, the waste discharge amount increased owing to an increase in the production of casting products overseas. The waste discharge per unit of sales improved by 2.2% compared to the previous reporting year.

In RY2015, water consumption was 5.03 million m³, an increase of 3.6% compared to the previous reporting year. We introduced initiatives to better utilize water resources effectively, such as recycling wastewater; however, water consumption increased due to an increase in the production of formed and fabricated materials overseas. Water consumption per unit of sales improved by 0.3% compared to the previous reporting year.

Trends in Waste, Etc. (including valuable resources) and Waste Discharge per Unit of Sales



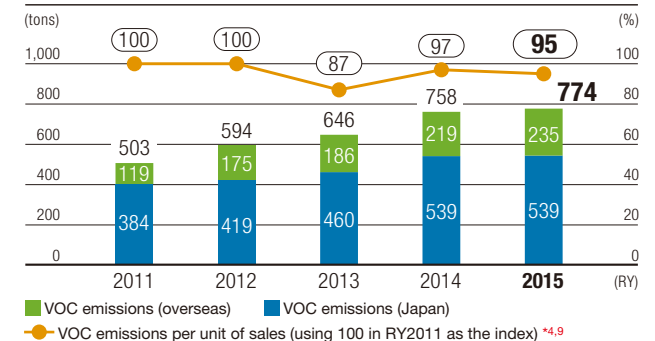
Trends in Total Water Consumption and Consumption per Unit of Sales



Reducing Chemical Substances

In RY2015, volatile organic compound (VOC) emissions were 774 tons, an increase of 2.1% compared to the previous reporting year. We carried out initiatives to reduce VOCs, such as recycling thinners and switching to VOC-free materials. However, VOC emissions increased due to an increase in production at overseas sites. The VOC emissions per unit of sales improved by 1.8% compared to the previous reporting year.

Trends in VOC Emissions*8 and Emissions per Unit of Sales



- *1 CO₂ emissions (673 kilotons CO₂e) include portions of CO₂ that were not released into the atmosphere but absorbed as carbon into products such as iron pipe (29 kilotons CO₂e).
- *2 CO₂ emissions after RY2011 include greenhouse gases from non-energy sources.
- *3 CO₂ emissions per unit of consolidated net sales.
- *4 In RY2015, changes to the settlement period have realigned the accounting period to the nine months between April 2015 and December 2015. However, the consolidated net sales for RY2015 in the Environment Report shows the total for the period starting April 2015 and ending March 2016.
- *5 Landfill disposal = Direct landfill disposal + Final landfill disposal following intermediate treatment
- *6 Waste discharge per unit of consolidated net sales. Waste discharge = Recycled resources and Volume reduction + Landfill disposal
- *7 Water consumption per unit of consolidated net sales.
- *8 VOCs comprise the six VOCs that are most prevalent in emissions from the Kubota Group: xylene, toluene, ethylbenzene, styrene, 1,2,4-trimethylbenzene, and 1,3,5-trimethylbenzene.
- *9 VOC emissions per unit of consolidated net sales.

Fostering and Utilizing Human Resources



Expanding the Overseas Trainee System

In recent years, dispatches not only from Japan to all over the world, but also from all over the world to Japan are increasing.

Human Resource Department trainees
(Kubota Tractor Corporation: USA)

Maximizing Human Resource Measures in Support of Global Business Development

Setting Guidelines for Accepting Trainees

In an effort to foster and establish managers, supervisors and skilled workers to serve central roles on the production floors of overseas group companies, Kubota has introduced the "Guidelines when Accepting Trainees from Overseas Subsidiaries and Affiliates." This will allow trainees to be accepted for training at Kubota's Japanese bases more smoothly and receive suitable treatment by defining the three categories of "Japanese Trainee", "HIDA* Trainee" and "Technical Intern." By instilling Kubota-style work know-how, manufacturing concepts, skills and knowledge, we are promoting the development of managers, supervisors and skilled persons at our overseas group companies.

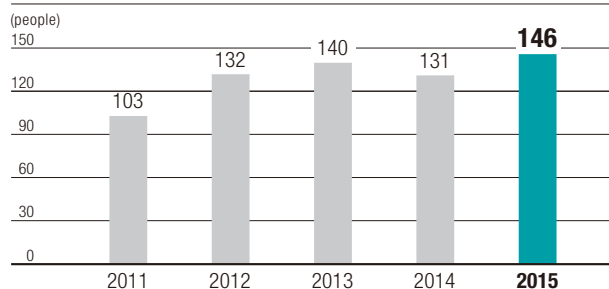
* Human Resources and Industry Development Association

Ongoing Foreign Language Training of New Employees

In effort to foster global human resources with the necessary language skills and the ability to adapt to different cultures, since FY2009 Kubota has been offering new employees the opportunity to participate in a one-month foreign language education program.

There are a variety of courses to suit each employee's individual language ability when they begin their employment, and once basic language skills are acquired in Japan, employees are then granted the opportunity to study business English at a language school in North America or participate in internship programs at overseas affiliates in order to obtain more practical English skills.

Employees Dispatched for Language Training



* Tallied from January 1 to December 31 each year

Activities for Instilling the Corporate Philosophy

In order to instill "Kubota Global Identity" established as part of the corporate philosophy in October 2012 throughout the entire group, including overseas bases, Kubota has systematically promoted activities since the year ended March 31, 2014.

In the nine months ended December 31, 2015, the third year of this initiative, we conducted training with the goal of reflecting and utilizing corporate philosophy in daily tasks. We asked each participant to share their thoughts after viewing videos of their colleagues battling daily challenges in a variety of workplaces around the world. We will continue this initiative to create a culture of challenging ourselves to unite in solving issues in the food, water, and environment fields.



Training session in Indonesia

Promoting a Safer Workplace

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

Respecting Human Rights

Based on the Kubota Group Code of Conduct, activities are carried out to raise the awareness of human rights in Japan and overseas.

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, or for any other reason whatsoever.
- We do not permit forced labor or child labor, and also request our business partners for compliance in this regard.

Online Information

In addition to detailed information on the above, the website introduces the following (http://www.kubota-global.net/report/so_staff/index.html)
Creating an Enjoyable Workplace, Personnel Policies and HR System (Kubota)

Supporting Women in the Workplace

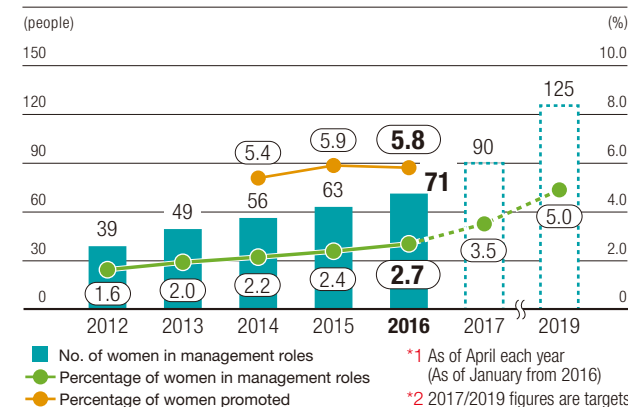
As a focal point of diversity management, Kubota supports women in the workplace through initiatives such as changing the human resources system and offering various training programs.

The consolidation of occupational roles carried out in the year ended March 31, 2015 served to give employees responsibilities to match their ambition and skills rather than limiting work. This system revision now enables individuals to challenge themselves to broaden their work scope. We also began holding training sessions for women who desire to work in managerial positions. Moreover, the promotion of women to take on managerial positions is increasing steadily, with the selection process giving equal opportunity to men and women.



Training for women in managerial positions (joint session with supervisor)

Trend in Number of Women in Management Roles*1



Contributions to Regional and International Societies



(Top left)
Directly sowing iron-coated seeds
using rice transplanter (Fukushima
Iwaki Agricultural High School)
(Bottom right)
Experience of harvesting using
combine (same school)



Supporting the Youth, Bearers of Our Future, Through Farming

As part of efforts towards reconstruction after the Great East Japan Earthquake, Kubota helps with practical rice farming using the approach of directly sowing iron-coated seeds* at agricultural high schools in Miyagi and Fukushima. We hope to contribute to reconstruction of the disaster-affected areas and the development of strong human resources through imparting the latest cultivation technologies.

* Directly sowing iron-coated seeds: As opposed to the conventional method of growing rice from seedlings, this cultivation technology involves directly planting rice seeds coated with iron powder in the field.

Middle management practical work that leans paddy rice's cultivation method by observing its growing condition (Miyagi Agricultural High School)

Social Contribution Activities

The Kubota e-Project



Support initiatives for the restoration of abandoned farmland in each region

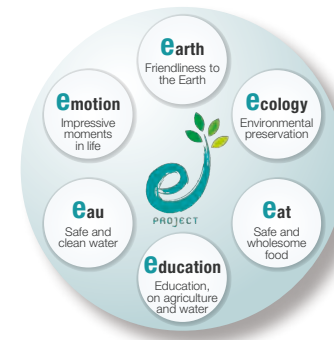


Kubota GENKI Agriculture Experience Workshop where elementary school students learn about growing rice



Kubota e-Day Volunteer Program for community beautification throughout all regions in Japan

Six e-perspectives



Activities Overseas



Supporting well construction in India



Supporting the young farming generation in Thailand



Charity event for an independent support organization in U.S.A.



Continuously implement environment conservation activities in China

Revitalization and Reconstruction of Areas Affected by Natural Disasters



Supporting Miyagi Agricultural High School's "SUN! SUN! Soba (buckwheat) Project"



Volunteering to provide reconstruction support to homes damaged by the flooding of Kinugawa River in Joso, Ibaraki Prefecture



Special manufacturing classes for disaster-affected vocational high schools

Corporate Sporting Events



Tag rugby lesson targeting elementary school students in Funabashi City by Kubota Spears

Contribution through Business

The Kubota Group's Products Play a Part in Reconstruction Support in Disaster-Stricken Areas

Various Kubota Group products are being used in the restoration, recovery and urban development of disaster-stricken areas. Examples include the restoration of water supply and sewage lines, construction of pipelines and treatment of effluent for temporary housing, and the restoration of agricultural water.



Ductile iron pipe



Plastic pipes



Pumping station



Wastewater treatment tanks



Water treatment plant



Construction machinery

Response to Asbestos Issues

The fact that some of the residents and employees living in the proximity of the former Kanzaki Plant have developed asbestos-related diseases is taken very seriously by Kubota. 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.

For details please see:

<http://www.kubota.co.jp/kanren/index.html>

(Only in Japanese)



Additional information and other measures are introduced on our website. (http://www.kubota-global.net/report/so_area/index.html)

Corporate Governance

In order to speed up its response to management conditions and achieve enhanced transparency in management, Kubota Corporation has adopted the following corporate governance structure. Moreover, by building an internal control system and implementing steady improvements continuously during its business activities, Kubota Corporation not only enforces the observance of laws and regulations, but also reduces risk.

Board of Directors

The Board of Directors makes strategic decisions and oversees the execution of duties by the Executive Officers. In addition to its regular monthly board meetings, it also meets as and when required, to discuss and make decisions relating to management planning, financial planning, investment, business restructuring and other important management issues.

The Board of Directors holds a meeting once a year to report the results of risk management activities. This is done in order to verify that there are no inadequacies in the internal control system that could have a serious impact on corporate management in regards to the organization and operation of the management system for key risks identified by Kubota Corporation.

Audit & Supervisory Board

Kubota Corporation is a company with an Audit & Supervisory Board that oversees and audits the execution of duties by the Directors.

In addition to regular monthly Audit & Supervisory Board Meetings, it also meets as and when required, to discuss and make decisions with regard to auditing policy, audit reports, and other matters.

Executive Officers' Meeting

Kubota Corporation adopts the Executive Officer System in order to strengthen on-site business execution at any location and make prompt and appropriate business decisions. In addition to its regular monthly meetings, it also meets as and when required. The President instructs the Executive Officers on policies and decisions made by the Board of Directors. The Executive Officers report to the President regarding the status of their execution of duties.

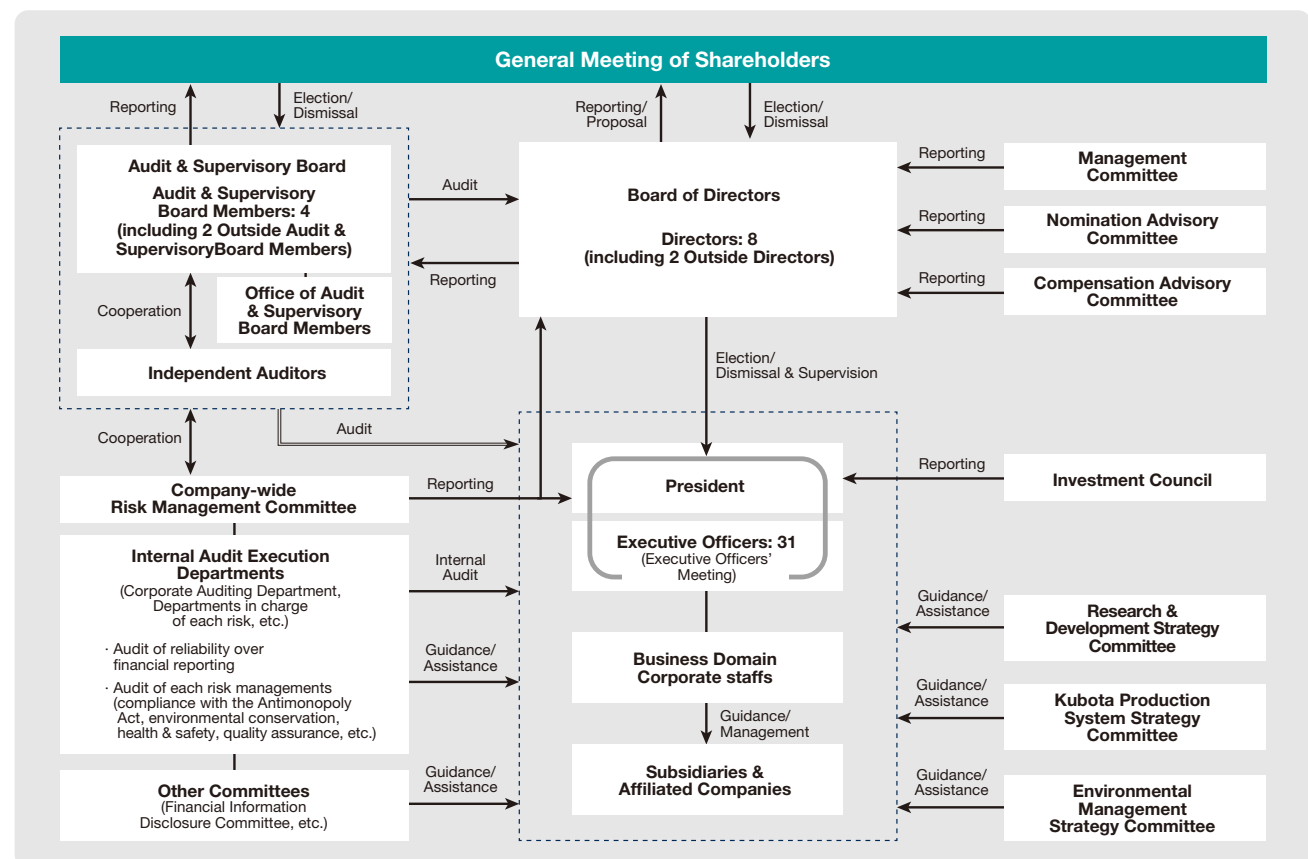
Nomination Advisory Committee and Compensation Advisory Committee

Kubota Corporation has a Nomination Advisory Committee and Compensation Advisory Committee in place, in which more than half of the members are the Outside Directors, to give advice to the Board of Directors. The Nomination Advisory committee and Compensation Advisory Committee meet to deliberate on nomination of candidates for the Directors, and compensation system and compensation level of the Directors over appropriate involvement and advice from the Outside Directors.

Director and Audit & Supervisory Board Member Training

The Company holds executive forums related to CSR, human rights, safety, environment, quality and other subjects, and provides opportunities for acquiring and updating knowledge necessary for the supervision of operations. In overseas subsidiaries and affiliated companies, and at the regional offices in Japan, the Company holds the Meetings of the Board of Directors, conducts inspections and engages in discussions with on-site executives (more than once a year both in Japan and overseas) in order to advance their understanding of the activities of these businesses and make appropriate management decisions.

Corporate Governance Structure (as of March 25, 2016)



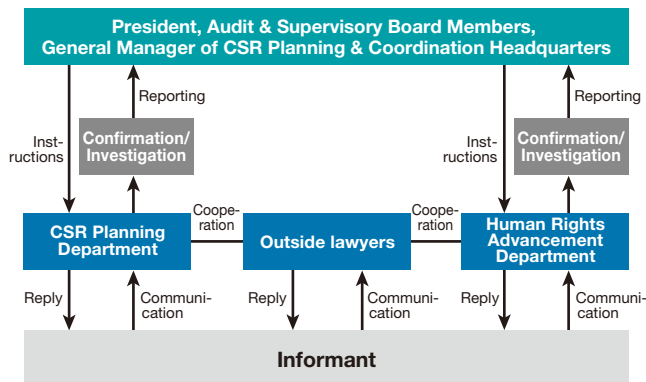
Internal Control System

With the rapid globalization of our business, we recognize risk management as a part of the management foundation required for the survival of our business and are increasing the level of activities in Japan and overseas.

Risk Management Item

- **Internal control over financial reporting**
Financial reporting
- **Internal control over the basic functions of the company**
Fair trade / Environmental conservation /
Health and safety / Quality assurance /
Labor management / Information security /
Intellectual property
- **Internal control over compliance**
Compliance with rules and regulations related to equipment /
Earthquake and other disaster response management /
Compliance with the Construction Business Law /
Human rights advancement / Safe driving management /
Prevention of illegal payments /
Confidential information management /
Protection of personal information /
Import and export control / Compliance in Logistics

Flowchart of the Kubota Hotline



Directors, Audit & Supervisory Board Members and Executive Officers (as of March 25, 2016)

Directors



(from left to right)

Yuzuru Matsuda Outside Director	Yuichi Kitao Director and Senior Managing Executive Officer	Shigeru Kimura Director and Senior Managing Executive Officer	Masatoshi Kimata President and Representative Director	Toshihiro Kubo Representative Director and Executive Vice President	Kenshiro Ogawa Director and Senior Managing Executive Officer	Satoshi Iida Director and Senior Managing Executive Officer	Koichi Ina Outside Director
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Audit & Supervisory Board Members

Toshikazu Fukuyama
Satoru Sakamoto
Akira Morita
(Outside Audit & Supervisory Board member)
Teruo Suzuki
(Outside Audit & Supervisory Board member)

Executive Officers

Senior Managing Executive Officer
Shinji Sasaki

Managing Executive Officers
Hiroshi Matsuki
Kunio Suwa
Toshihiko Kurosawa
Hiroshi Kawakami
Yoshiyuki Fujita
Hironobu Kubota
Masato Yoshikawa

Executive Officers

Executive Officers
Kaoru Hamada
Junji Ogawa
Yasuo Nakata
Kazuhiro Kimura
Dai Watanabe
Haruyuki Yoshida
Takao Shomura
Yuji Tomiyama
Kazunari Shimokawa
Mutsuo Uchida
Nobuyuki Ishii
Kazuhiro Shinabe
Ryuichi Minami
Yoshimitsu Ishibashi
Ryoji Kuroda
Yasuhiko Hiyama
Eiji Yoshioka
Yasukazu Kamada



Still Carrying on the Pioneering Spirit of Founder, Gonshiro Kubota

Gonshiro Kubota
(1870–1959)

The First in Japan to Succeed at Mass Production of Water Pipe

Kubota's history began in February 1890, when founder Gonshiro Kubota opened a metal casting business in Osaka at the age of 19. At the time, water borne diseases such as cholera were prevalent in Japan and water services were in need of urgent attention. In the midst of many companies failing at the manufacture of water pipe, Gonshiro engaged in research maintaining the strong beliefs of "It can be done." and "Do not be afraid of making mistakes." As a result of much hardship, he became the first in Japan to succeed at the mass production of iron water pipe in 1893 and built the business based on providing people with safe and secure drinking water.

Promoting Mechanization of Agriculture Due to Post-War Food Shortage

Believing that "In the future, machines would replace shovels and hoes," Gonshiro began researching the mechanization of agriculture around 1935. In 1947, he succeeded in developing a cultivator to meet the post-war food shortage demand. This cultivator rapidly grew in popularity due to the labor shortage in farming villages as a result of high economic growth. Developing tractors, combine harvesters, rice transplanters and other machinery one after another, Kubota has made a significant contribution to alleviating hard labor in agricultural work.

Pioneering Spirit Still Going Strong 120 Years Later

Kubota contributes to society with products, technologies and services that resolve issues relating to food, water and the environment. The origin of this is the outlook passed down from Gonshiro Kubota, who believed that "For the prosperity of society, we need to put all of our efforts into creation." and "Our products should not only be technically excellent, but also useful for the good of society." The pioneering spirit of founder Gonshiro Kubota remains strong in the hearts and minds of employees even today, over 120 years later.

History

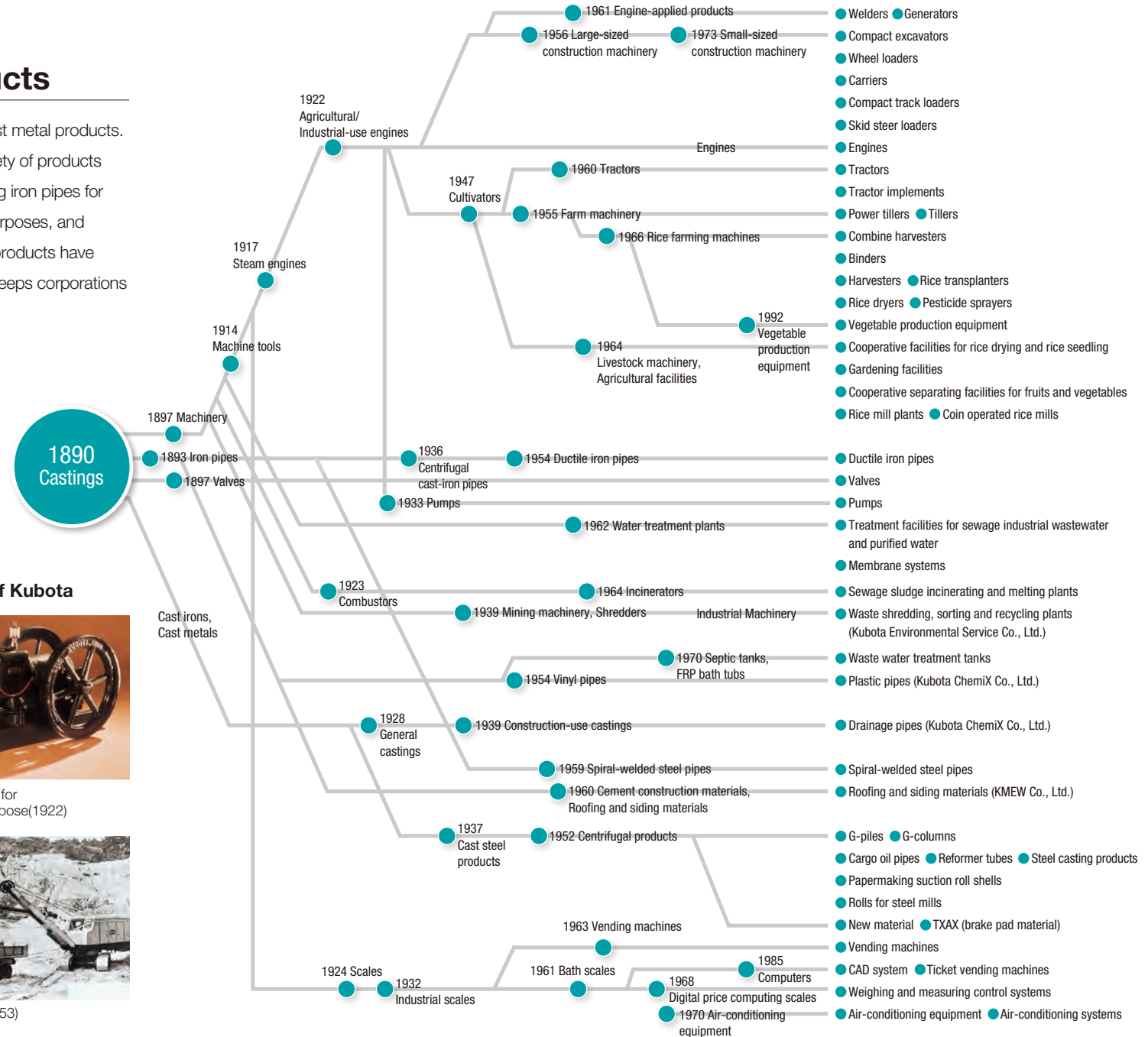
- **1890** Founded casting manufacturer, Ode Imono (Ode Foundry).
- **1893** Began manufacturing cast iron pipe for supplying water.
- **1897** Changed name to Kubota Tekko-jo (Kubota Iron Works).
- **1939** Company listed on the stock exchange.
- **1947** Developed the cultivator.
- **1953** Changed name from K.K. Kubota Tekko-jo to Kubota Tekko K.K. .
- **1960** Developed and commercialized first Japanese riding tractor.
First Japanese company to receive and complete an order for an overseas water supply project.
- **1972** Full-scale entry into the US tractor market.
- **1990** Celebrated 100th year anniversary, Changed company name to Kubota Corporation.
- **2009** Completed first Japanese-owned tractor production plant in Thailand.
- **2010** Certified as an "Eco-First Company" by Japan's Ministry of the Environment.
- **2011** Established a regional headquarters in China and completed construction of a machinery plant.
- **2012** Established "Kubota Global Identity" (global corporate principles), and adopted a new brand statement logo, "For Earth, For Life."
Acquired and transformed Kverneland AS, into a subsidiary.
- **2014** Established an large upland farming tractor manufacturing company in France.



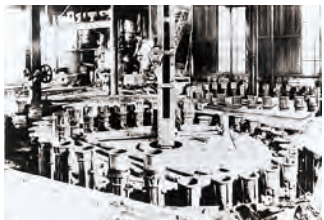
Shipment point in Osaka for the Company's iron pipes, circa 1905
Founder Gonshiro Kubota, wearing a business suit at the center of the front row

History of Kubota Products

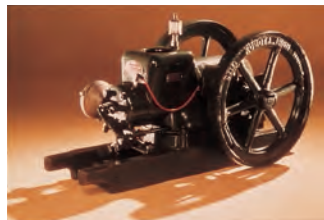
Kubota started with production and marketing of cast metal products. Ever since its foundation, it has provided a large variety of products that contribute to people's lives and society, including iron pipes for waterworks, engines for agricultural and industrial purposes, and machine tools. All of its business organizations and products have been developed under the basic idea that "Society keeps corporations going forward."



Major Products Driving the Development of Kubota



Cast iron pipes for water supply (1893)



Oil-based engines for agro-industrial purpose(1922)



Cultivators (1947)



Power shovels (1953)

Major Products of the Kubota Group

By focusing all of its energies, the Kubota Group is contributing to solving global

Farm & Industrial Machinery



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



Combine harvesters: Simultaneous harvesting and threshing of crops such as rice, wheat and pulses.



Gasoline engines (left)
Diesel engines (right)



Rice transplanters: Used to transplant rice seedlings to the rice paddies. Rice transplanters make a significant labor-saving contribution.



Utility vehicles: Useful in a variety of operations, including agricultural work, civil engineering and leisure activities.



Implements
Connected to tractors and used for a variety of tasks.



Riding mowers
Used for cutting lawns in parks, office areas and private residences.



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



problems related to food, water and the environment.



Used mainly as a power source in industrial machinery such as agricultural and construction machinery.



Air-conditioning
Used mainly in the centralized air-conditioning of office buildings and plants.



Vending machines
Used for the automatic sales of products, including drinks.



Platform Scales
Used for weighing goods in industries, factories, agriculture and fisheries.



Mini power tillers
Used mainly in agricultural operations, including smaller farms.



Membrane solutions
Used to purify waste water, including industrial and domestic sewage.

Water & Environment



Ductile iron pipes: Used in infrastructure, including water and sewage lines, as well as gas piping.



Plastic pipes: Used in infrastructure, including water and sewage lines, as well as gas piping.



Johkasou systems (septic tanks)
Used to treat sewage in areas where there are no sewage lines.



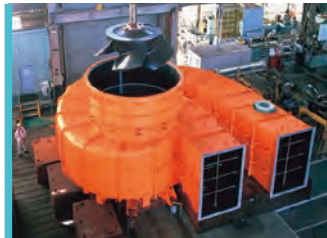
Rolls
Used in the rolling process, mainly at steel plants.



Spiral welded steel pipes
Used in foundation construction, including for buildings and bridges in addition to harbor and river projects.



Steel castings
Used at plants in the petrochemical industry for ethylene purification and other operations.



Pumps
Used to pump water in water and sewage lines, as well as in storm water drainage.

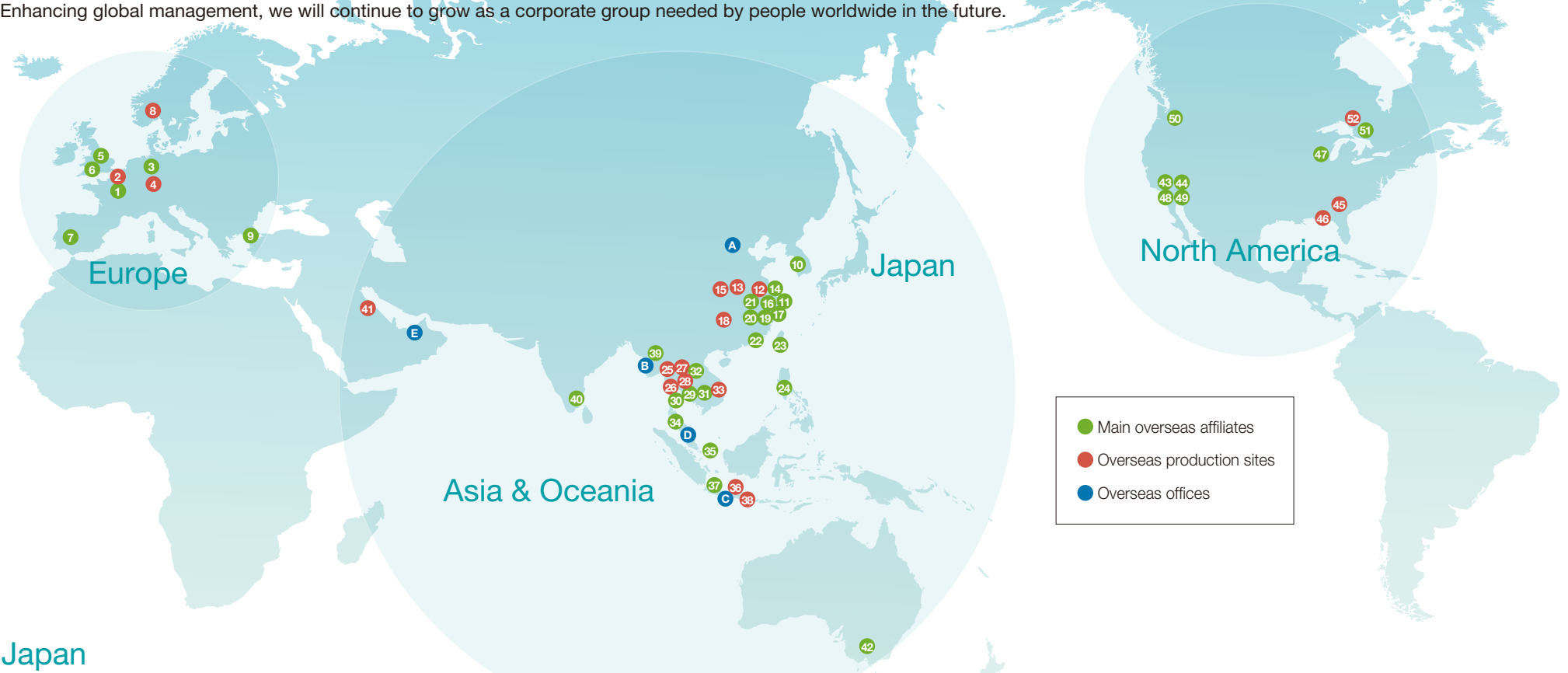


Valves
Used in water, sewerage and other lines to control the flow of fluids or gases.

Wheel loaders (left)
Compact track loaders (middle)
Skid steer loaders (right)
Used mainly for transporting and stacking tasks at construction sites, farms, etc.

Global Network (As of June 1, 2016)

Possessing strengths in world-class quality, the Kubota Group is accelerating the development of its overseas business activities, including expanding its production, sales and procurement bases. Enhancing global management, we will continue to grow as a corporate group needed by people worldwide in the future.



Japan

Head Offices

Head Office (Osaka)
Hanshin Office
 (Amagasaki, Hyogo Prefecture)
Tokyo Head Office (Tokyo)

Regional Offices & Branch Offices

Hokkaido Regional Office
 (Sapporo)
Tohoku Regional Office (Sendai)
Chubu Regional Office (Nagoya)
Chugoku Shikoku Regional Office (Hiroshima)
Kyusyu Regional Office (Fukuoka)
Yokohama Branch (Yokohama)

Sales Offices

Wakayama Sales Office
 (Wakayama)
Shikoku Sales Office (Takamatsu)
Kumamoto Sales Office
 (Kumamoto)
Okinawa Sales Office (Naha)
Yamaguchi Sales Office
 (Shunan, Yamaguchi Prefecture)

Factories, Plants and Business Centers

Sakai Plant (Sakai, Osaka Prefecture)
 Agricultural machinery, Construction machinery, and engines
Hirakata Plant
 (Hirakata, Osaka Prefecture)
 Construction machinery, valves, pumps and steel castings
Tsukuba Plant
 (Tsukubamirai, Ibaraki Prefecture)
 Agricultural machinery and engines

Ryugasaki Plant
 (Ryugasaki, Ibaraki Prefecture)
 Vending machines
Utsunomiya Plant
 (Utsunomiya)
 Agricultural machinery
Keiyo Plant
 (Funabashi/Ichikawa, Chiba Prefecture)
 Ductile iron pipes and spiral welded steel pipes
Shiga Plant (Konan, Shiga Prefecture)
 Waste water treatment tanks
Hanshin Plant
 (Amagasaki, Hyogo Prefecture)
 Ductile iron pipes and mill rolls
Kyuhoji Business Center
 (Yao, Osaka Prefecture)
 Electronic equipped machinery
Okajima Business Center (Osaka)
 Engines and iron casting

Main Affiliates

15 domestic agricultural machinery sales companies including Hokkaido KUBOTA Corporation
 Sales of agricultural machinery
Kubota Agri Service Corporation (Osaka)
 Technical and sales guidance on agricultural machinery
Kubota Credit Co., Ltd. (Osaka)
 Retail financing of merchandise
Kubota Seiki Co.,Ltd. (Sakai, Osaka)
 Manufacture and sale of hydraulic equipment and other precision machinery components
KUBOTA Construction Machinery Japan Corporation
 (Amagasaki, Hyogo Prefecture)
 Sales of construction machinery

Kubota ChemiX Co., Ltd. (Osaka)
 Manufacturing and sales of pipes and couplings in PVC and other polymers
Nippon Plastic Industry Co., Ltd.
 (Komaki, Aichi Prefecture)
 Manufacturing and sales of vinyl pipes and various types of sheets
Kubota Environmental Service Co., Ltd
 (Tokyo)
 Operation, maintenance, design, construction, remodeling and repair of water and waste treatment facilities, along with sales of pharmaceutical and other supplies; analysis of water quality, air, waste, etc.
KUBOTA KASUI Corporation (Tokyo)
 Environmental engineering related to treatment of industrial wastewater and waste gases, repair and remodeling work, maintenance management, chemical and other sales

Kubota Air Conditioner, Ltd. (Tokyo)
 Manufacturing and sales of various types of air-conditioning equipment
Kubota Construction Co., Ltd. (Osaka)
 Service water and sewage, civil engineering and construction contracting
KMEW Co., Ltd. (Osaka)
 Manufacturing and sales of roofing and siding materials

Europe

Group Companies

- 1 **Kubota Europe S.A.S.**
Argenteuil, FRANCE
Sales of tractors, construction machinery, engines, mowers and UVs*
- 2 **Kubota Farm Machinery Europe S.A.S**
Bierne, FRANCE
Manufacturing of tractors
- 3 **Kubota (Deutschland) GmbH**
Rodgau/Nieder-Roden, GERMANY
Sales of tractors, engines, mowers and UVs*
- 4 **Kubota Baumaschinen GmbH**
Zweibrücken Rheinland-Pfalz, GERMANY
Manufacturing and sales of construction machinery
- 5 **Kubota (U.K.) Ltd.**
Oxfordshire, U.K.
Sales of tractors, construction machinery, engines, mowers and UVs*
- 6 **Kubota Membrane Europe Ltd.**
London, U.K.
Sales of submerged membranes
- 7 **Kubota España S.A.**
Madrid, SPAIN
Sales of tractors, mowers and UVs*
- 8 **Kverneland AS**
Klepp stasjon, NORWAY
Sales of tractors, mowers and UVs*
- 9 **KUBOTA Turkey Makine Ticaret Limited Sirketi**
Kocaeli, TURKEY
Sales of tractors

Asia & Oceania

Overseas Offices

- A **Beijing Office**
Beijing, CHINA
- B **Yangon Branch**
Yangon, MYANMAR
- C **Jakarta Representative Office**
Jakarta, INDONESIA
- D **Malaysia Branch**
Selangor, MALAYSIA
- E **Dubai Branch**
Dubai, UNITED ARAB EMIRATES

Group Companies

- 10 **Kubota Korea Co., Ltd.**
Seoul, KOREA
Sales of tractors, combine harvesters, rice transplanters and construction machinery
- 11 **Kubota China Holdings Co., Ltd.**
Shanghai, CHINA
Regional headquarters in China
- 12 **Kubota Agricultural Machinery (SUZHOU) Co., Ltd.**
Jiangsu, CHINA
Manufacturing and sales of combine harvesters and other agricultural machinery
- 13 **Kubota Construction Machinery (WUXI) Co., Ltd.**
Jiangsu, CHINA
Manufacturing of construction machinery
- 14 **Kubota Engine (SHANGHAI) Co., Ltd.**
Shanghai, CHINA
Sales of engines
- 15 **Kubota Engine (WUXI) Co., Ltd.**
Jiangsu, CHINA
Manufacturing of vertical type diesel engines
- 16 **Kubota Construction Machinery (SHANGHAI) Co., Ltd.**
Shanghai, CHINA
Sales of construction machinery
- 17 **Kubota China Financial Leasing Ltd.**
Shanghai, CHINA
Finance lease business for KUBOTA products
- 18 **KUBOTA SANLIAN PUMP (ANHUI) Co., Ltd.**
Anhui, CHINA
Manufacturing and sales of pumps
- 19 **Kubota Vending Machine (Shanghai) Co., Ltd**
Shanghai, CHINA
Sales of vending machine products and parts, and operation, maintenance and management of vending machines

- 20 **Kubota Environmental Engineering (SHANGHAI) Co., Ltd.**
Shanghai, CHINA
Plant engineering and sales of equipment for the water treatment market
- 21 **Kubota System & Information (CHINA) Co., Ltd.**
Jiangsu, CHINA
Developing software for information systems and providing maintenance/operation services
- 22 **Kubota Rice Industry (H.K.) Co., Ltd.**
Hong Kong, CHINA
Import, milling and sale of Japanese rice
- 23 **Shin Taiwan Agricultural Machinery Co., Ltd.**
Kaohsiung, TAIWAN
Sales of tractors, agricultural machinery, mowers, UVs,* construction machinery and agriculture-related products
- 24 **Kubota Philippines, Inc.**
Manila, PHILIPPINES
Sales of tractors, combine harvesters, rice transplanters, engines, power tillers, etc.
- 25 **SIAM KUBOTA Corporation Co., Ltd.**
Pathumthani, THAILAND
Manufacturing and sales of tractors, combine harvesters, horizontal diesel engines and power tillers, and sales of construction machinery
- 26 **SIAM KUBOTA Metal Technology Co., Ltd.**
Chachoengsao, THAILAND
Manufacturing of casting components for engines and tractors
- 27 **KUBOTA Engine (Thailand) Co., Ltd.**
Chachoengsao, THAILAND
Manufacturing of vertical type diesel engines
- 28 **KUBOTA Precision Machinery (Thailand) Co., Ltd.**
Chonburi, THAILAND
Manufacture and sale of hydraulic equipment and other precision machinery components
- 29 **Siam Kubota Leasing Co., Ltd.**
Pathumthani, THAILAND
Retail financing for tractors and combine harvesters
- 30 **Kubota Procurement & Trading (Thailand) Co., Ltd.**
Chonburi, THAILAND
Procurement and supply of parts for the KUBOTA Group production bases
- 31 **KUBOTA (Cambodia) Co., Ltd.**
Phnom Penh, CAMBODIA
Sales support of farm machinery, collecting market information and service

- 32 **KUBOTA LAOS SOLE Co., Ltd.**
Vientiane, LAOS
Sales support of farm machinery, collecting market information and service
- 33 **Kubota Vietnam Co., Ltd.**
Binh Duong Province, VIETNAM
Manufacturing and sales of tractors, combine harvesters and rice transplanters
- 34 **Sime Kubota Sdn. Bhd.**
Selangor Darul Ehsan, MALAYSIA
Sales of tractors and engines
- 35 **Kubota Rice Industry (Singapore) PTE. Ltd.**
Singapore, SINGAPORE
Import, milling and sale of Japanese rice
- 36 **P. T. Kubota Indonesia**
Semarang, INDONESIA
Manufacturing and sales of small diesel engines
- 37 **P. T. Kubota Machinery Indonesia**
Jakarta, INDONESIA
Sales of tractors, combine harvesters and rice transplanters
- 38 **P. T. Metec Semarang**
Java Tengah, INDONESIA
Consignment manufacturing of vending machines and vending machine parts
- 39 **Kubota Myanmar Co., Ltd.**
Yangon, Myanmar
Sales of and after-sales services for tractors, combines, rice transplanters, cultivators, diesel engines and construction machinery
- 40 **Kubota Agricultural Machinery India Pvt., Ltd.**
Chennai, INDIA
Sales of tractors, combine harvesters and rice transplanters
- 41 **Kubota Saudi Arabia Company, LLC**
Dammam, SAUDI ARABIA
Manufacturing and sales of steel casting products
- 42 **Kubota Tractor Australia Pty. Ltd.**
Victoria, AUSTRALIA
Sales of tractors, construction machinery, engines, mowers and UVs*

North America

Group Companies

- 43 **Kubota Tractor Corporation**
California, U.S.A.
Sales of tractors, construction machinery, mowers and UVs*
- 44 **Kubota Credit Corporation U.S.A.**
California, U.S.A.
Retail financing of sales contracts
- 45 **Kubota Manufacturing of America Corporation**
Georgia, U.S.A.
Development and manufacturing of small-sized tractors, mowers, UVs* and tractor implements
- 46 **Kubota Industrial Equipment Corporation**
Georgia, U.S.A.
Development and manufacturing of tractors and implements
- 47 **Kubota Engine America Corporation**
Illinois, U.S.A.
Sales of engines and generators
- 48 **Kubota Insurance Corporation**
California, U.S.A.
Underwriting non-life insurance
- 49 **Kubota Tractor Acceptance Corporation**
California, U.S.A.
Business of insurance agencies in the United States
- 50 **Kubota Membrane U.S.A. Corporation**
Washington, U.S.A.
Sales of submerged membranes
- 51 **Kubota Canada Ltd.**
Ontario, CANADA
Sales of tractors, construction machinery, engines, mowers and UVs*
- 52 **Kubota Materials Canada Corporation**
Ontario, CANADA
Manufacturing and sales of steel casting products, TXAX (brake pad materials)

*UVs: Utility vehicles.

Kubota

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As a leading company for environmental performance, KUBOTA has made a promise to implement environmental conservation activities to the Japanese Ministry of the Environment.



"Food, water, and the environment" Solve problems in these fields and build a low carbon society.

We support the Japanese Ministry of the Environment's climate change campaign called "Fun to Share."



We participate in a water project promoted by a public-private partnership.



We support the Japanese Ministry of the Environment's "COOL CHOICE" movement as a countermeasure for global warming.



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CR-0001-15009