

KUBOTA Corporation

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Notice Concerning the Disposal of Treasury Shares in Conjunction with the Continuation of the Stock-Based Compensation Plan

Kubota Corporation (the “Company”) hereby announces that, at the Meeting of the Board of Directors held today, it resolved to dispose of its treasury shares as stock-based compensation (hereinafter referred to as the “Treasury Share Disposal”), as described below.

1) Outline of the Disposal

(1) Date of disposal	March 3, 2026
(2) Type and number of shares to be disposed of	280,000 shares of the Company’s common stock
(3) Disposal price	2,742 yen per share
(4) Total disposal amount	767,760,000 yen
(5) Disposal recipient	Sumitomo Mitsui Trust Bank, Limited (trust account) (Re-trustee: Custody Bank of Japan, Ltd. (trust account))
(6) Other matters	With respect to the Treasury Share Disposal, the Company has submitted an extraordinary report pursuant to the Financial Instruments and Exchange Act.

2) Purpose of and Reason for the Disposal

At the Meetings of the Board of Directors held on February 14, 2022 and May 12, 2022, the Company resolved to introduce a stock-based compensation plan for the Company’s Directors (excluding Outside Directors) and Executive Officers, etc., for purposes including motivating and accelerating the achievement of annual performance targets and the enhancement of corporate value over the medium to long term.

In addition, at the 135th Ordinary General Meeting of Shareholders held on March 21, 2025, the Company resolved to introduce a stock-based compensation plan for Outside Directors for the purpose of further promoting value sharing between Outside Directors and shareholders in order to realize enhancement of corporate value over the medium to long term through sustainable growth, and the Company has continued such plan to date (hereinafter, the stock-based compensation plans for the Company’s Directors (excluding Outside Directors) and Executive Officers, etc., and for Outside Directors are collectively referred to as the “Plan”).

The Treasury Share Disposal will be made to Sumitomo Mitsui Trust Bank, Limited (trust account) (Re-trustee: Custody Bank of Japan, Ltd. (trust account)), the trustee of the RS Trust for Executive Officers, etc. (hereinafter referred to as the “Trust”), which is one of the trusts already established for the introduction of the Plan.

The number of shares to be disposed of corresponds to the number of shares expected to be delivered to the Company’s Executive Officers, etc., after taking into consideration factors such as changes in the ranks and composition of Executive Officers, etc., during the extended trust period, in accordance with the share grant regulations that the Company has already established upon the introduction of the Plan. The scale of dilution will be 0.02% of the total number of issued shares of 1,138,716,846 shares as of December 31, 2025 (0.02% of the total number of voting rights of 11,375,507 as of December 31, 2025; in each case, rounded to two decimal places).

The Company believes that the Plan clarifies the link between the compensation of the Company’s Executive Officers, etc., and the Company’s share value and will lead to enhancement of corporate value over the medium to long term. The Company has determined that both the number of shares to be disposed of and the scale of dilution resulting from the Treasury Share Disposal are reasonable, and that the impact on the secondary market will be minimal.

(Reference) Outline of the Trust Agreement Concerning the Trust

Name	RS Trust for Executive Officers, etc.
Trustor	The Company
Trustee	Sumitomo Mitsui Trust Bank, Limited (Re-trustee: Custody Bank of Japan, Ltd.)
Beneficiaries	Executive Officers, etc. who satisfy the beneficiary requirements
Trust administrator	A third party independent of the Company and its officers
Exercise of voting rights	Voting rights associated with the Company's shares held in the Trust shall not be exercised throughout the trust period
Type of trust	Money held in trust other than a money trust (third-party benefit trust)
Date of trust agreement	May 19, 2022
Trust period	From May 19, 2022 to the end of April 2027 (scheduled)
Purpose of the trust	To deliver the Company's shares to beneficiaries in accordance with the share grant regulations

3) Basis for Calculating the Disposal Price and Specific Details Thereof

In light of recent trends in stock prices and to ensure that the disposal price is free of any arbitrariness, the Company has set the disposal price at 2,742 yen, which is the closing price of the Company's shares on the Tokyo Stock Exchange on February 10, 2026, the business day immediately preceding the date of the Board of Directors resolution. The reason for adopting the closing price on the business day immediately preceding the resolution date is that it is the market value immediately prior to the resolution date, and the Company has determined that it is objective and highly reasonable as the basis for calculation.

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