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Securities Code: 6326

Date of Dispatch: February 27, 2026

To Shareholders

Shingo Hanada
President and Representative Director, CEO

Kubota Corporation

2-47, Shikitsuhigashi 1-chome, Naniwa-ku,
Osaka, Japan

Notice of the 136th Ordinary General Meeting of Shareholders

Kubota Corporation (hereinafter the "Company") hereby notifies you that the 136th Ordinary General Meeting of Shareholders will be held as follows.

In convening the 136th Ordinary General Meeting of Shareholders, the Company has taken measures for providing information that constitutes the content of reference materials for the General Meeting of Shareholders, etc., in electronic format. To review the information, please access either of the websites.

[Kubota website] Website for the 136th Ordinary General Meeting of Shareholders:	https://www.kubota.com/ir/stock/meeting/index.html
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[Tokyo Stock Exchange (TSE) website] (Listed Company Search)	https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Sho=Show
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Please access the TSE website, and search by "Kubota" or "Ticker code (6326)," select "Basic information" and then "Documents for public inspection/PR information" to review filed information.

The Company cordially requests that you make sure to study the reference materials, and exercise your voting rights prior to the meeting in writing (by mail) or by using the Internet, etc. by 5:00 p.m. on Wednesday, March 18, 2026 (JST).

Date and time	Thursday, March 19, 2026, at 10:00 a.m. (JST) (Reception desk opens at 9:00 a.m.)
Place	Convention Hall of Kubota Corporation 2-47, Shikitsuhigashi 1-chome, Naniwa-ku, Osaka, Japan
Matters for which the meeting is held	<p><u>Matters to Be Reported</u></p> <ol style="list-style-type: none"> 1. The business report, the consolidated financial statements, and the non-consolidated financial statements for the 136th business term (from January 1, 2025, to December 31, 2025) 2. The results of the audits of the consolidated financial statements by the Independent Auditor and by the Audit & Supervisory Board <p><u>Matters Requiring Resolutions</u></p> <p>Proposal 1: Election of Ten Directors</p> <p>Proposal 2: Election of Three Audit & Supervisory Board Members</p> <p>Proposal 3: Election of One Substitute Audit & Supervisory Board Member</p>

Note: **Shareholders who are attending the General Meeting of Shareholders in person are requested to submit the voting instruction card sent together with this notice at the reception desk at the venue. Due to limitation of available seats at the venue, we may refuse entry even if you come to the venue on the day of the meeting. Anyone other than a shareholder who is entitled to exercise voting rights (e.g., non-shareholding proxy, person accompanying the shareholder) will not be allowed inside the venue. No gifts will be presented to the shareholders present at the meeting.**

Messages from the Chairman and the President



Yuichi Kitao
Chairman and Representative
Director

Uniting Our Aspirations to Realize the Long-Term Vision GMB2030

In delivering a notice of the 136th Ordinary General Meeting of Shareholders, I would like to express my sincere gratitude to shareholders for their loyal patronage.

I assumed the office of Chairman and Representative Director in January 2026. Since assuming office as President and Representative Director in 2020, I have continued to pursue business growth and innovation creation, upholding “On Your Side” and “One Kubota” with “Customer First” and “On-site Needs First” as the core principles. Numerous initiatives, including the formulation of the Long-Term Vision GMB2030, the establishment of global research and development bases, the expansion of overseas businesses, the promotion of smart agriculture, and the provision of new solutions in the Water & Environment business, were made possible by the generous support of our shareholders and other

stakeholders.

A new Midterm Business Plan has commenced this year. Going forward, as Chairman, I will support the new President and the new management structure and will devote myself to building the foundation for further growth through initiatives, such as enhancing governance with a view to the future.

Evolving through Both “Deepening” and “Exploration”

I assumed the office of President and Representative Director, CEO in January 2026. First, I would like to express my sincere gratitude to our shareholders and other stakeholders for supporting the Company’s business development for over 130 years. As President, I will carry forward into the future the aspiration to “solve social issues through business,” which has been upheld since our founding.

My vision is to be like an “orchestra conductor” who draws out the individual strengths of each employee and brings them together to create the best possible harmony. I will further accelerate globalization, fully leverage Kubota’s abundant management resources, and translate them into enhanced corporate value.

Currently, the Kubota Group is undergoing a period of major transformation, including the renewal of our organizational structure and the introduction of a Chief Officer system (such as the CEO) to strengthen business operations. While carrying forward our Long-Term Vision GMB2030 and the spirit of “On Your Side,” we will drive the evolution of the Kubota Group in the fields of food, water, and the environment by advancing both “Deepening,” which leverages our existing strengths, and “Exploration,” which creates new value, as the two complementary pillars of growth.



Shingo Hanada
President and Representative Director,
CEO

- If any revision of information occurs in matters provided in electronic format, matters before and after amendment will be posted on the Company's website and the Tokyo Stock Exchange website, as mentioned above.
- Of the content of matters provided in electronic format for the Ordinary General Meeting of Shareholders, "The Financial Position and the Results of Operations," "Main Line of Business," "Employees," "Item on Shares of Kubota Corporation," "Independent Auditor," "Item of Systems to be Developed to Establish Internal Control Systems," "Consolidated Statement of Changes in Equity," "Notes to Consolidated Financial Statements," "Balance Sheet (Non-consolidated)," "Statement of Income (Non-consolidated)," "Statement of Changes in Net Assets (Non-consolidated)," "Notes to Financial Statements (Non-consolidated)," "Copy of the Independent Auditor's Report Concerning Consolidated Financial Statements," and "Copy of the Independent Auditor's Report Concerning Financial Statements (Non-consolidated)" are only posted on the above-mentioned internet websites and not posted on the paper-based documents to be delivered to shareholders who requested the delivery of paper-based documents in accordance with laws and regulations, and the provision in Article 16 of the Articles of Incorporation. Therefore, the paper-based documents to be delivered to shareholders who requested the delivery of paper-based documents are the part of document audited by the Independent Auditor and the Audit & Supervisory Board Members in preparing the audit reports.

REFERENCE MATERIALS FOR THE 136TH ORDINARY GENERAL MEETING OF SHAREHOLDERS

Proposals and Reference Information

Proposal 1: Election of Ten Directors

The term of office of all eleven Directors will expire at the conclusion of this meeting. At this juncture, the Company proposes to elect ten Directors to maintain the number of Directors at an appropriate and flexible level for carrying out effective discussions at meetings of the Board of Directors while realizing the Long-Term Vision “GMB2030” and the “Mid-Term Business Plan 2030,” and strengthening the management base of the Kubota Group (hereinafter the “Group”) with an eye to the expansion of the overseas business activities, thereby realizing sustainable growth and resolution of social issues through its business activities. If this proposal is approved and passed as proposed, five out of the ten Directors will be Outside Directors.

The candidates for Director are as described below. Among the candidates, Yutaro Shintaku, Kumi Arakane, Koichi Kawana, Yuri Furusawa, and Yoshinori Yamashita are candidates for Outside Directors.

No.	Name			Position, Responsibility and Important Concurrent Positions	Attendance of the Meetings of the Board of Directors
1	Yuichi Kitao	(Male)	Reappointment	Chairman and Representative Director	14 of 14 (100%)
2	Shingo Hanada	(Male)	Reappointment	President and Representative Director, CEO	14 of 14 (100%)
3	Nobushige Ichikawa	(Male)	New Nomination	Senior Managing Executive Officer, Chief Technology Officer (CTO) General Manager of Research and Development Headquarters, General Manager of Technology Development Promotion Unit, General Manager of Kubota Global Institute of Technology	–
4	Takanobu Azuma	(Male)	New Nomination	Senior Managing Executive Officer, Chief Manufacturing Officer (CMO) General Manager of Manufacturing Promotion Headquarters, General Manager of Farm and Industrial Machinery Global Operating Headquarters, General Manager of ASEAN Farm and Industrial Machinery Strategy and Operations Headquarters	–
5	Wataru Kondo	(Male)	New Nomination	Senior Managing Executive Officer General Manager of Water and Environment Infrastructure Consolidated Company, General Manager of Tokyo Head Office	–
6	Yutaro Shintaku	(Male)	Reappointment Independent Outside	Outside Director Outside Director of KOZO KEIKAKU ENGINEERING HOLDINGS Inc.	14 of 14 (100%)
7	Kumi Arakane	(Female)	Reappointment Independent Outside	Outside Director External Director of Kagome Co., Ltd., Outside Director of TODA CORPORATION	14 of 14 (100%)
8	Koichi Kawana	(Male)	Reappointment Independent Outside	Outside Director Outside Director of Bandai Namco Holdings Inc., External Director of ispace, inc., Director, Chairman of RENOVA, Inc. (non-fulltime/non-executive)	14 of 14 (100%)
9	Yuri Furusawa	(Female)	Reappointment Independent Outside	Outside Director Independent Outside Corporate Auditor of SUBARU CORPORATION	14 of 14 (100%)

No.	Name			Position, Responsibility and Important Concurrent Positions	Attendance of the Meetings of the Board of Directors
10	Yoshinori Yamashita	(Male)	Reappointment Independent Outside	Outside Director Director and Chairperson of Ricoh Company, Ltd., External Director of Nomura Real Estate Holdings, Inc., Outside Director of Asahi Kasei Corp.	10 of 11 (91%)

(Notes) 1. The Company has purchased directors and officers liability insurance (D&O insurance) for Directors (including Outside Directors) and Audit & Supervisory Board Members (including Outside Audit & Supervisory Board Members) and Executive Officers, etc as the insured persons. The insurance policies cover liability of Directors and Audit & Supervisory Board Members arising in the performance of their duties and damage claims received pertaining to the pursuit of said liability. However, there are certain exclusions, such as no coverage for liability arising from actions taken with the knowledge that they were in violation of laws and regulations.

If this proposal is approved and passed as proposed, all candidates will be covered by the insurance policy. The insurance premiums are fully paid by the Company. In addition, the Company plans to renew the insurance policies with the above details at the time of renewal in November 2026.

2. Pursuant to Article 427, paragraph 1 of the Companies Act, the Company has entered into agreements with Mr. Shintaku, Ms. Arakane, Mr. Kawana, Ms. Furusawa, and Mr. Yamashita to limit their liabilities for damages. The maximum amount of their liabilities under this agreement is the amount provided for in laws and regulations. Upon the approval of their elections pursuant to this proposal and their assumptions of office, the Company will continue the agreements with them.
3. The Company has reported to the TSE that Mr. Shintaku, Ms. Arakane, Mr. Kawana, Ms. Furusawa, and Mr. Yamashita have been appointed as Independent Directors/Auditors as defined by the TSE.
4. The attendance of the meetings of the Board of Directors of Ms. Furusawa includes the meetings she attended as Outside Audit & Supervisory Board Member prior to her retirement as Outside Audit & Supervisory Board Member on March 21, 2025.
5. The attendance of the meetings of the Board of Directors of Mr. Yamashita is only counted for the meetings held after his assumption of office on March 21, 2025.
6. Mr. Yamashita's role at Ricoh Company, Ltd., where he serves as Director and Chairperson, is primarily to supervise management, and he does not concurrently serve as an Executive Officer and is not involved in the day-to-day execution of business.

No. 1	Yuichi Kitao (Date of Birth: July 15, 1956)	Reappointment	
Number of Kubota Corporation's Shares Owned: 172,777 shares			
Tenure as Director: 11 years and 9 months, at the conclusion of this meeting			
Attendance of the Meetings of the Board of Directors: 14 of 14 (100%)			

Career Summary, Position and Responsibility

April 1979	Joined Kubota Corporation
April 2005	General Manager of Tractor Engineering Dept.
April 2009	Senior Executive Officer, General Manager of Tractor Division
January 2011	President of KUBOTA TRACTOR CORPORATION (U.S.A.)
April 2013	Managing Executive Officer of Kubota Corporation
October 2013	General Manager of Farm and Utility Machinery Division, General Manager of Farm and Utility Machinery International Operations Headquarters
June 2014	Director and Managing Executive Officer
April 2015	Director and Senior Managing Executive Officer, General Manager of Farm and Industrial Machinery Domain
January 2019	Representative Director and Executive Vice President, General Manager of Farm and Industrial Machinery Consolidated Division
June 2019	General Manager of Innovation Center
January 2020	President and Representative Director
January 2026	Chairman and Representative Director (to present)

Important Concurrent Positions

Not applicable

Reasons for Nomination as Candidate for Director

Yuichi Kitao has extensive knowledge and experience that has accumulated while being in charge of the Farm and Industrial Machinery Domain over many years, in which role he has expanded this domain's business operations, which has included M&A, and grown the overseas business. And he has demonstrated his skills in the creation of new businesses such as by providing direction in the establishment of Innovation Center. Since assuming office as President and Representative Director in 2020, he has promoted the further expansion of globalization and business operations by accelerating innovation. Drawing on these experiences and achievements, since January 2026, as Chairman and Representative Director and Chairman of the Board of Directors, he has been working on strengthening governance and contributing to the enhancement of the functions of the Board of Directors. He was nominated as a candidate for Director based on the judgment that he has the ability to continue to properly oversee the management of the Group as a whole and contribute to its sustainable growth and improvement of corporate value. There is no special interest between Kubota Corporation and Mr. Kitao.

(Note) Yuichi Kitao's role as Chairman and Representative Director is primarily to strengthen governance and exercise supervisory functions, and he does not concurrently serve as an Executive Officer and is not involved in the day-to-day execution of business.

No. 2	Shingo Hanada (Date of Birth: November 14, 1963)	Reappointment	
Number of Kubota Corporation's Shares Owned: 26,640 shares			
Tenure as Director: 3 years, at the conclusion of this meeting			
Attendance of the Meetings of the Board of Directors: 14 of 14 (100%)			

Career Summary, Position and Responsibility

April 1989	Joined Kubota Corporation
April 2015	General Manager of Tractor Planning and Sales Promotion Dept.
January 2017	General Manager of Agricultural Tractor Planning and Sales Promotion Dept.
January 2018	General Manager of Outdoor Power Equipment Business Unit, General Manager of Outdoor Power Equipment Business Planning and Development Dept.
January 2019	Senior Executive Officer, General Manager of Outdoor Power Equipment Division
February 2020	General Manager of Outdoor Power Equipment Business Planning and Development Dept.
January 2021	President of Kubota Holdings Europe B.V. (Netherlands), President of Kverneland AS (Norway)
January 2022	Managing Executive Officer of Kubota Corporation President of Kubota North America Corporation (U.S.A.) President of KUBOTA TRACTOR CORPORATION (U.S.A.)
March 2023	Director and Managing Executive Officer of Kubota Corporation
January 2024	Director and Senior Managing Executive Officer, General Manager of Farm and Industrial Machinery Strategy and Operations Headquarters, Deputy General Manager of Planning and Control Headquarters, Deputy General Manager of Innovation Center
January 2025	Representative Director and Executive Vice President, General Manager of Farm and Industrial Machinery Consolidated Division, General Manager of Innovation Center
January 2026	President and Representative Director, CEO (to present)

Important Concurrent Positions

Not applicable

Reasons for Nomination as Candidate for Director

Shingo Hanada has been extensively engaged in overseas business, such as serving as President of regional headquarters companies in Europe and North America, and has contributed to the global expansion of the Group. In addition, since January 2025, as Representative Director and Executive Vice President, he has led the promotion of management structural reform and the formulation of the Mid-Term Business Plan. Furthermore, in January 2026, he assumed the office of President and Representative Director, CEO, and has been promoting global management by deploying measures toward the realization of the Mid-Term Business Plan. He was nominated as a candidate for Director based on the judgment that he has the ability to continue to properly oversee the management of the Group as a whole and contribute to the sustainable growth and improvement of corporate value of the Company utilizing his experience and knowledge. There is no special interest between Kubota Corporation and Mr. Hanada.

No. 3	Nobushige Ichikawa (Date of Birth: February 17, 1966)	New Nomination	
Number of Kubota Corporation's Shares Owned: 22,721 shares			

Career Summary, Position and Responsibility

April 1990	Joined Kubota Corporation
April 2015	General Manager of Vehicle Base Technology Engineering Dept., General Manager of Vehicle Base Technology R&D Office of Vehicle Base Technology Engineering Dept., General Manager of Design Office I of Compact Tractor Engineering Dept.
April 2017	General Manager of International Development Office of Vehicle Base Technology Engineering Dept.
January 2018	General Manager of Farm Machinery Engineering Europe Dept., General Manager of Office II of Farm Machinery Engineering Europe Dept.
January 2019	Senior Executive Officer, President of KUBOTA EUROPE S.A.S. (France), Vice President of Kubota Holdings Europe B.V. (Netherlands)
January 2022	General Manager of Compact Tractor Division of Kubota Corporation
January 2023	Deputy General Manager of Tractor Division
January 2024	Managing Executive Officer, General Manager of Tractor Division, Deputy General Manager of Research and Development Headquarters, General Manager of Tractor Engineering Management Unit
January 2025	Deputy General Manager of Innovation Center
January 2026	Senior Managing Executive Officer, Chief Technology Officer (CTO) (to present), General Manager of Research and Development Headquarters (to present), General Manager of Technology Development Promotion Unit (to present), General Manager of Kubota Global Institute of Technology (to present)

Important Concurrent Positions

Not applicable

Reasons for Nomination as Candidate for Director

Nobushige Ichikawa has experience in the technology and research and development fields over many years, primarily in the tractor business. He has experience as a manager at sales companies and regional headquarters companies in Europe, and he has contributed to the innovation and global product deployment of the Group. In addition, in January 2026, he assumed the office of Chief Technology Officer (CTO) and has been promoting various measures in technology and research and development toward the realization of the Mid-Term Business Plan. He was nominated as a candidate for Director based on the judgment that he has the ability to appropriately oversee the management of the entire Group and contribute to the sustainable growth and increased corporate value of the Company drawing on this knowledge and experience. There is no special interest between Kubota Corporation and Mr. Ichikawa.

No. 4	Takanobu Azuma (Date of Birth: January 4, 1968)	New Nomination	
Number of Kubota Corporation's Shares Owned: 27,779 shares			

Career Summary, Position and Responsibility

April 1990	Joined Kubota Corporation
January 2014	General Manager of Manufacturing Engineering Dept. of Sakai Plant
April 2014	General Manager of Manufacturing Promotion Dept.
April 2015	General Manager of Agricultural and Construction Machinery Manufacturing Dept. of Sakai Plant
January 2019	General Manager of Sakai Plant, General Manager of Sakai Training Center
January 2020	Senior Executive Officer, President of SIAM KUBOTA Corporation Co., Ltd. (Thailand), President of Kubota Research and Development Asia Co., Ltd. (Thailand)
January 2023	Executive Vice President of Kubota North America Corporation (U.S.A.)
January 2024	Managing Executive Officer of Kubota Corporation, Deputy General Manager of Manufacturing Engineering Headquarters, Deputy General Manager of Farm and Industrial Machinery Strategy and Operations Headquarters
January 2025	Deputy General Manager of Farm and Industrial Machinery Consolidated Division, General Manager of Farm and Industrial Machinery Manufacturing Headquarters, General Manager of Manufacturing Engineering Unit
January 2026	Senior Managing Executive Officer, Chief Manufacturing Officer (CMO) (to present), General Manager of Manufacturing Promotion Headquarters (to present), General Manager of Farm and Industrial Machinery Global Operating Headquarters (to present), General Manager of ASEAN Farm and Industrial Machinery Strategy and Operations Headquarters (to present)

Important Concurrent Positions

Not applicable

Reasons for Nomination as Candidate for Director

Takanobu Azuma has been engaged in the manufacturing field for many years, including serving as General Manager of Sakai Plant, and has experience as a manager at a manufacturing and sales company in Thailand and a regional headquarters company in North America. In addition, in January 2026, he assumed the office of Chief Manufacturing Officer (CMO), and he has been overseeing global manufacturing and supply chain management toward the realization of the Mid-Term Business Plan. He was nominated as a candidate for Director based on the judgment that he has the ability to appropriately oversee the management of the entire Group and contribute to the

sustainable growth and increased corporate value of the Company drawing on this knowledge and experience. There is no special interest between Kubota Corporation and Mr. Azuma.

No. 5	Wataru Kondo (Date of Birth: August 19, 1965)	New Nomination	
Number of Kubota Corporation's Shares Owned: 20,009 shares			

Career Summary, Position and Responsibility

April 1988	Joined Kubota Corporation
April 2013	General Manager of Human Resources Dept.
January 2021	Executive Officer, Deputy General Manager of Human Resources and General Affairs Headquarters
January 2022	General Manager of Water and Environment Infrastructure Management Dept., General Manager of Water and Environmental Infrastructure Compliance Dept.
January 2024	General Manager of Water and Environmental Infrastructure Management Headquarters
January 2025	Managing Executive Officer, General Manager of Water and Environment Infrastructure Consolidated Company (to present), General Manager of Tokyo Head Office (to present)
January 2026	Senior Managing Executive Officer (to present)

Important Concurrent Positions

Not applicable

Reasons for Nomination as Candidate for Director

Wataru Kondo has broad-ranging experience in the Human Resources and General Affairs departments and the Water & Environment business. In addition, in January 2025, he assumed the office of General Manager of the Water and Environment Infrastructure Consolidated Company, and he is promoting independent management of the Water and Environment Infrastructure Consolidated Company toward the realization of the Mid-Term Business Plan. He was nominated as a candidate for Director based on the judgment that he has the ability to appropriately oversee the management of the entire Group and contribute to the sustainable growth and increased corporate value of the Company drawing on this knowledge and experience. There is no special interest between Kubota Corporation and Mr. Kondo.

No. 6	Reappointment / Independent / Outside Yutaro Shintaku (Date of Birth: September 19, 1955)	
Number of Kubota Corporation's Shares Owned: 16,341 shares		
Tenure as Outside Director: 8 years, at the conclusion of this meeting		
Attendance of the Meetings of the Board of Directors: 14 of 14 (100%)		

Career Summary, Position and Responsibility

April 1979	Joined Toa Nenryo Kogyo K.K. (currently, ENEOS Corporation)
January 1999	Joined Terumo Corporation
June 2005	Executive Officer
June 2006	Director and Executive Officer
June 2007	Director and Senior Executive Officer, In charge of R&D Center, Intellectual Property Dept. and Legal Dept.
June 2009	Director and Managing Executive Officer, General Manager of Strategy Planning Dept., In charge of Human Resources Dept. and Accounting & Finance Dept.
June 2010	President and Representative Director
April 2017	Director and Adviser
June 2017	Outside Director of Santen Pharmaceutical Co., Ltd. Outside Director of J-Oil Mills, Inc.
March 2018	Outside Director of Kubota Corporation (to present)
April 2018	Visiting Professor of Hitotsubashi University Business School
April 2019	Special Professor (to present)
September 2019	Outside Director of KOZO KEIKAKU ENGINEERING Inc.
July 2024	Outside Director of KOZO KEIKAKU ENGINEERING HOLDINGS Inc. (to present)

Important Concurrent Positions

Outside Director of KOZO KEIKAKU ENGINEERING HOLDINGS Inc.

Reasons for Nomination as Candidate for Outside Director and Overview of Expected Roles

Yutaro Shintaku has a high degree of skill and an impressive track record as a manager who is able to read trends. During his time as President and Representative Director of Terumo Corporation, he took a number of measures to ensure the company could overcome intense international competition, including global expansion, M&As, and restructuring of the company's business portfolio. Moreover, he actively offers advice, particularly based on his knowledge of capital policies at meetings of the Board of Directors of Kubota Corporation, while also playing a proper role with respect to management oversight. He was nominated as a candidate for Outside Director based on the judgment that he has the ability to continue to contribute to the sustainable growth and improvement of corporate value of the Company.

Independence of the Nominee

There is no special interest between Kubota Corporation and Mr. Shintaku. Although Kubota Corporation has business transactions with KOZO KEIKAKU ENGINEERING HOLDINGS Inc., of which Mr. Shintaku holds an important concurrent position, the transactions are less than 0.8% of consolidated revenue of Kubota Corporation as well as of KOZO KEIKAKU ENGINEERING HOLDINGS Inc. Kubota Corporation has no special relationship with another company.

No. 7	Reappointment / Independent / Outside Kumi Arakane (Date of Birth: July 4, 1956)	
Number of Kubota Corporation's Shares Owned: 13,247 shares		
Tenure as Outside Director: 5 years, at the conclusion of this meeting		
Attendance of the Meetings of the Board of Directors: 14 of 14 (100%)		

Career Summary, Position and Responsibility

April 1981	Joined KOBAYASHI KOSÉ COMPANY LIMITED (currently, KOSÉ Corporation)
March 2002	Senior Chief Researcher of R&D Headquarters Advanced Cosmetic Research Laboratories
March 2004	General Manager of Product Development Dept.
March 2006	Executive Officer, Deputy Director-General of Marketing Headquarters
March 2010	General Manager of R&D Laboratories
March 2011	General Manager of Quality Assurance Dept., Marketing Supervisor-General
June 2011	Director, in charge of Quality Assurance Dept., Customer Service Center, Purchasing Dept., Product Designing Dept.
June 2017	Audit & Supervisory Board Member
March 2019	Outside Audit & Supervisory Board Member of Kubota Corporation
March 2020	External Director of Kagome Co., Ltd. (to present)
June 2020	Outside Director of TODA CORPORATION (to present)
March 2021	Outside Director of Kubota Corporation (to present)

Important Concurrent Positions

External Director of Kagome Co., Ltd.

Outside Director of TODA CORPORATION

Reasons for Nomination as Candidate for Outside Director and Overview of Expected Roles

At KOSÉ Corporation, after engaging in fundamental cosmetics research as a researcher, Kumi Arakane's career has covered assignments in charge of a wide range of fields, including product development, R&D, quality assurance, and purchasing. She has experience in being involved in management as a director. She also possesses knowledge relating to auditing the execution of duties as a full-time auditor. Moreover, she actively offers advice from various perspectives at meetings of the Board of Directors of Kubota Corporation, while also playing a proper role with respect to management oversight. She was nominated as a candidate for Outside Director based on the judgment that she has the ability to continue to contribute to the sustainable growth and improvement of corporate value of the Company.

Independence of the Nominee

There is no special interest between Kubota Corporation and Ms. Arakane. Although Kubota Corporation has business transactions with Kagome Co., Ltd. and TODA CORPORATION, of which Ms. Arakane holds important concurrent positions, the amount of such transactions is less than 0.1% of the consolidated net sales of the Company and of each of Kagome Co., Ltd. and TODA CORPORATION, respectively.

- (Notes)
1. Ms. Arakane was an Outside Audit & Supervisory Board Member of Kubota Corporation from March 2019 to March 2021.
 2. The name of Kumi Arakane in the family register is Kumi Kameyama.

No. 8	Reappointment / Independent / Outside Koichi Kawana (Date of Birth: April 23, 1958)	
Number of Kubota Corporation's Shares Owned: 8,191 shares		
Tenure as Outside Director: 3 years, at the conclusion of this meeting		
Attendance of the Meetings of the Board of Directors: 14 of 14 (100%)		

Career Summary, Position and Responsibility

April 1982	Joined JGC CORPORATION (currently, JGC HOLDINGS CORPORATION)
July 1997	General Manager, Abu Dhabi Office, General Manager, Kuwait Office
July 2001	General Manager, London Office
May 2004	General Manager, Project Business Investment Promotion Department
July 2007	Executive Officer, General Manager, New Business Promotion Division
August 2007	Senior General Manager, New Business Promotion Division
July 2009	Managing Director, Senior General Manager, Global Marketing Division
June 2010	Representative Director, Senior Executive Vice President
July 2011	Representative Director and President (COO)
June 2012	Representative Director and President
June 2017	Director, Vice Chairman
June 2019	Outside Director of TOKYO ELECTRON DEVICE LIMITED, Outside Director of Bandai Namco Holdings Inc. (to present), Outside Director (Audit and Supervisory Committee Member) of COMSYS Holdings Corporation
June 2020	Outside Director of RENOVA, Inc.
December 2020	External Director of ispace, inc. (to present)
March 2023	Outside Director of Kubota Corporation (to present)
June 2023	Director, Chairman of RENOVA, Inc. (non-fulltime/non-executive) (to present)

Important Concurrent Positions

Outside Director of Bandai Namco Holdings Inc.
External Director of ispace, inc.
Director, Chairman of RENOVA, Inc. (non-fulltime/non-executive)

Reasons for Nomination as Candidate for Outside Director and Overview of Expected Roles

Koichi Kawana's career has involved serving in successive leadership roles at overseas operations of JGC HOLDINGS CORPORATION, and he is well-versed in international business. In 2011, he was appointed as Representative Director and President, and he led megaprojects inside and outside Japan and business investment in infrastructure fields. He possesses extensive expertise and experience in management. Moreover, he actively offers advice from the perspectives of project management and risk management at meetings of the Board of Directors of Kubota Corporation. He was nominated as a candidate for Outside Director based on the judgment that he has the ability to continue to contribute to the sustainable growth and improvement of corporate value of the Company as well as strengthening supervisory functions of Kubota Corporation's Board of Directors.

Independence of the Nominee

There is no special interest between Kubota Corporation and Mr. Kawana. Kubota Corporation has no special relationship with the companies in which Mr. Kawana holds concurrent positions.

No. 9	Reappointment / Independent / Outside Yuri Furusawa (Date of Birth: July 22, 1963)	
Number of Kubota Corporation's Shares Owned: 8,143 shares		
Tenure as Outside Director: 1 year, at the conclusion of this meeting		
Attendance of the Meetings of the Board of Directors: 14 of 14 (100%)		

Career Summary, Position and Responsibility

April 1986	Joined Ministry of Transport (currently, Ministry of Land, Infrastructure, Transport and Tourism)
December 2000	Administrator of Organisation for Economic Co-operation and Development (OECD)
July 2004	Director for International Policy Planning, Ministry of Land, Infrastructure, Transport and Tourism
July 2006	Director for International Affairs & Crisis Management Division, Japan Coast Guard
July 2008	Counsellor of Cabinet Secretariat (Assistant to Assistant Deputy Chief Cabinet Secretary)
August 2011	Deputy General Manager of International Sales Department, Shiseido Company, Limited
July 2014	Assistant Vice-Minister for International Affairs of Ministry of Land, Infrastructure, Transport and Tourism
September 2015	Vice-Commissioner of Japan Tourism Agency
June 2016	Councillor of Cabinet Secretariat, Cabinet Bureau of Personnel Affairs
July 2019	Minister's Secretariat of Ministry of Land, Infrastructure, Transport and Tourism
July 2019	Retired from Ministry of Land, Infrastructure, Transport and Tourism
March 2021	Outside Audit & Supervisory Board Member of Kubota Corporation
June 2022	Independent Outside Corporate Auditor of SUBARU CORPORATION (to present)
March 2025	Outside Director of Kubota Corporation (to present)

Important Concurrent Positions

Independent Outside Corporate Auditor of SUBARU CORPORATION

Reasons for Nomination as Candidate for Outside Director and Overview of Expected Roles

Yuri Furusawa possesses a broad perspective and a high level of insight based on her experience in domestic and international positions in central government agencies. In addition, she gained global experience through her involvement in overseas business development in the private sector. She also played a key role in promoting work style reform, active participation by women and diversity in the central government. Since March 2021, she has served as an Outside Audit & Supervisory Board Member of the Company, and since March 2025, she has served as an Outside Director. At meetings of the Board of Directors, she has actively offered advice from diverse perspectives, such as the active participation of human resources, while also contributing to improving the effectiveness of the Board of Directors. She was nominated as a candidate for Outside Director based on the judgment that, although she has not been involved in corporate management, she has the ability to continue to contribute to the sustainable growth and improvement of corporate value of the Company as well as strengthening supervisory functions of Kubota Corporation's Board of Directors.

Independence of the Nominee

There is no special interest between Kubota Corporation and Ms. Furusawa. Kubota Corporation has no special relationship with the company in which Ms. Furusawa holds concurrent position.

- (Notes)
1. Ms. Furusawa was an Outside Audit & Supervisory Board Member of Kubota Corporation from March 2021 to March 2025.
 2. The attendance of the meetings of the Board of Directors of Ms. Furusawa includes the meetings she attended as Outside Audit & Supervisory Board Member prior to her retirement as Outside Audit & Supervisory Board Member on March 21, 2025.

Reappointment / Independent / Outside	
No. 10 Yoshinori Yamashita (Date of Birth: August 22, 1957)	
Number of Kubota Corporation's Shares Owned: 483 shares	
Tenure as Outside Director: 1 year, at the conclusion of this meeting	
Attendance of the Meetings of the Board of Directors: 10 of 11 (91%)	

Career Summary, Position and Responsibility

March 1980	Joined Ricoh Company, Ltd.
February 1995	General Manager of Business Planning Division of Ricoh UK Products Ltd. (UK)
April 2008	President of Ricoh Electronics, Inc. (U.S.A.)
April 2010	Group Executive Officer of Ricoh Company, Ltd.
April 2011	Corporate Senior Vice President, General Manager of Corporate Planning Division
June 2012	Director, Corporate Executive Vice President
June 2016	Director, Deputy President
April 2017	Representative Director, President and CEO
April 2021	Vice Chairperson of Japan Association of Corporate Executives
October 2021	Co-chair of Japan Climate Leaders' Partnership (JCLP)
April 2023	Representative Director and Chairperson of Ricoh Company, Ltd.
June 2024	External Director of Nomura Real Estate Holdings, Inc. (to present) Outside Director of Asahi Kasei Corp. (to present)
March 2025	Outside Director of Kubota Corporation (to present)
April 2025	Director and Chairperson of Ricoh Company, Ltd. (to present)
July 2025	Representative Director of Japan Climate Leaders' Partnership (JCLP) (to present)

Important Concurrent Positions

Director and Chairperson of Ricoh Company, Ltd.
 External Director of Nomura Real Estate Holdings, Inc.
 Outside Director of Asahi Kasei Corp.

Reasons for Nomination as Candidate for Outside Director and Overview of Expected Roles

As Representative Director, President and CEO of Ricoh Company, Ltd., Yoshinori Yamashita has extensive experience and broad-ranging knowledge as a manager. He has promoted structural reforms and growth strategies on a global scale. Additionally, he has contributed to enhancing corporate governance and business management systems, transforming the business structure from an OA (Office Automation) manufacturer into a digital services company, and improving profitability. Moreover, he actively offers advice from perspectives such as global management at meetings of the Board of Directors of Kubota Corporation. He was nominated as a candidate for Outside Director based on the judgment that he has the ability to continue to contribute to the sustainable growth and improvement of corporate value of the Company as well as strengthening supervisory functions of Kubota Corporation's Board of Directors.

Independence of the Nominee

There is no special interest between Kubota Corporation and Mr. Yamashita. Although Kubota Corporation has business transactions with Ricoh Company, Ltd. and Asahi Kasei Corp., of which

Mr. Yamashita holds important concurrent positions, the amount of such transactions is less than 0.1% of the consolidated net sales of the Company and of each of Ricoh Company, Ltd. and Asahi Kasei Corp., respectively. Kubota Corporation has no special relationship with other companies.

Supplementary Explanation of Important Concurrent Positions

Yoshinori Yamashita's role at Ricoh Company, Ltd., where he serves as Director and Chairperson, is primarily to supervise management, and he does not concurrently serve as an Executive Officer and is not involved in the day-to-day execution of business.

(Note) The attendance of the meetings of the Board of Directors of Mr. Yamashita is only counted for the meetings held after his assumption of office on March 21, 2025.

Proposal 2: Election of Three Audit & Supervisory Board Members

The term of office of Audit & Supervisory Board Members Yasuhiko Hiyama, Masashi Tsunematsu, and Keijiro Kimura will expire at the conclusion of this meeting. The Company proposes to elect three Audit & Supervisory Board Members to maintain and strengthen the audit structure. This proposal has been agreed by the Audit & Supervisory Board. If this proposal is approved and passed as proposed, three out of the six Audit & Supervisory Board Members will be Outside Audit & Supervisory Board Members.

The candidates for Audit & Supervisory Board Member are as described below. Keijiro Kimura is a candidate for Outside Audit & Supervisory Board Member.

No. 1	Masashi Tsunematsu (Date of Birth: March 10, 1964)	Reappointment	
Number of Kubota Corporation's Shares Owned: 9,220 shares			
Tenure as Audit & Supervisory Board Member: 4 years, at the conclusion of this meeting			
Attendance of the Meetings of the Board of Directors: 14 of 14 (100%)			
Attendance of the Meetings of the Audit & Supervisory Board: 16 of 16 (100%)			

Career Summary and Position

- April 1986 Joined Kubota Corporation
- June 2010 General Manager of Water Engineering & Solution Planning Dept.
- January 2018 General Manager of Environmental Business Planning and Sales Dept.
- February 2019 General Manager of Water and Environment Infrastructure Management Dept.
- March 2022 Audit & Supervisory Board Member (Full-time) of Kubota Corporation (to present)

Important Concurrent Positions

Not applicable

Reasons for Nomination as Candidate for Audit & Supervisory Board Member

Masashi Tsunematsu has served as the head of the planning and management departments of the Company's environmental facility business and Water & Environment business and possesses extensive knowledge regarding business operations, finance, and accounting. In addition, he has served as a full-time Audit & Supervisory Board Member of the Company since 2022. He was nominated as a candidate for Audit & Supervisory Board Member based on the judgment that he can be expected to contribute further to the Company's auditing operations by utilizing his experience.

There is no special interest between Kubota Corporation and Mr. Tsunematsu.

No. 2	Hideki Mori (Date of Birth: June 30, 1965)	New Nomination	
Number of Kubota Corporation's Shares Owned: 23,763 shares			

Career Summary and Position

April 1989	Joined Kubota Corporation
October 2010	President of Kubota Engine (SHANGHAI) Co., Ltd.
October 2013	General Manager of Engine Global Marketing Dept. I of Kubota Corporation
October 2016	President of KUBOTA ENGINE AMERICA CORPORATION
January 2020	Senior Executive Officer of Kubota Corporation (to present), General Manager of Customer Solutions Division, General Manager of Customer Solutions Division, Business Strategy Planning Dept.
January 2021	General Manager of Customer Solutions Division
January 2024	General Manager of Agricultural Implement Division
January 2026	Deputy General Manager of Farm & Groundcare Equipment Division (to present)

Important Concurrent Positions

Not applicable

Reasons for Nomination as Candidate for Audit & Supervisory Board Member

Hideki Mori has served in positions responsible for the Engine business, as well as in the top management of overseas operations, and possesses a global perspective, together with broad-ranging knowledge of management and corporate administration. He was nominated as a candidate for Audit & Supervisory Board Member based on the judgment that he can be expected to contribute to the Company's auditing operations by utilizing such extensive experience. There is no special interest between Kubota Corporation and Mr. Mori.

No. 3	Reappointment / Independent / Outside Keijiro Kimura (Date of Birth: April 14, 1961)	
Number of Kubota Corporation's Shares Owned: 6,637 shares		
Tenure as Audit & Supervisory Board Member: 4 years, at the conclusion of this meeting		
Attendance of the Meetings of the Board of Directors: 14 of 14 (100%)		
Attendance of the Meetings of the Audit & Supervisory Board: 16 of 16 (100%)		

Career Summary and Position

April 1987	Registered as an attorney at law of Japan (to present), Joined Showa Law Office
January 1994	Registered as an attorney at law of New York State (to present)
May 1998	Established Kyoei Law Office
June 2000	Outside Audit & Supervisory Board Member of Okada Aiyon Corporation
September 2007	Outside Audit & Supervisory Board Member of NAGAOKA INTERNATIONAL CORPORATION
June 2009	Outside Audit & Supervisory Board Member of CHARLE CO., LTD.
January 2011	Representative Partner of Kyoei Law Office (to present)
March 2015	Outside Audit & Supervisory Board Member of Nippon Electric Glass Co., Ltd.
March 2022	Outside Audit & Supervisory Board Member of Kubota Corporation (to present)

Important Concurrent Positions

Representative Partner of Kyoei Law Office

Reasons for Nomination as Candidate for Outside Audit & Supervisory Board Member

As an attorney, Keijiro Kimura possesses a wealth of knowledge in legal affairs. In addition to an extensive record of practice in corporate legal affairs at attorney offices, he possesses a wealth of experience and knowledge through serving as an Outside Audit & Supervisory Board Member at several companies. Although he has never directly engaged in corporate management, he has served as an Outside Audit & Supervisory Board Member of the Company since 2022. He was nominated as a candidate for Outside Audit & Supervisory Board Member based on the judgment that he can be expected to contribute further to the Company's auditing processes from an independent standpoint, utilizing his expert point of view and broad-ranging experience.

Independence of the Nominee

There is no special interest between Kubota Corporation and Mr. Kimura. Moreover, Kubota Corporation has no special relationship with Kyoei Law Office, in which Mr. Kimura holds an important concurrent position.

(Notes) 1. The Company has purchased directors and officers liability insurance (D&O insurance) for Directors (including Outside Directors) and Audit & Supervisory Board Members (including Outside Audit & Supervisory Board Members) and Executive Officers, etc as the insured persons. The insurance policies cover liability of Directors and Audit & Supervisory Board Members arising in the performance of their duties and damage claims received pertaining to the pursuit of said liability. However, there are certain exclusions, such as no coverage for liability arising from actions taken with the knowledge that they were in violation of laws and regulations. If this proposal is approved and passed as proposed, all candidates will be covered by the insurance policy. The insurance premiums are fully paid by the

Company. In addition, the Company plans to renew the insurance policies with the above details at the time of renewal in November 2026.

2. The Company has entered into an agreement with Mr. Kimura to limit his liability for damages, pursuant to Article 427, paragraph 1 of the Companies Act. The maximum amount of his liability under this agreement is the amount provided for in laws and regulations. Upon the approval of Mr. Kimura's election pursuant to this proposal and his assumption of office, the Company will continue the agreement with him.
3. The Company has reported to the TSE that Mr. Kimura has been appointed as an independent officer as defined by the TSE.

(Reference) Management Structure after Approval of Proposals 1 and 2 (Planned) (Skills Matrix)

The Company makes up its Board of Directors from the perspective of maintaining the number of members appropriate for ensuring effective discussions at the meetings of the Board of Directors, ensuring the board of directors performs its functions effectively and ensuring its diversity and maintaining soundness and transparency in management. The Company also considers that the Board of Directors requires skills in areas such as Kubota Production System (KPS), global management, innovation, digital transformation (DX), and ESG management as the business foundations to be strengthened in order to realize Long-Term Vision, “GMB2030.” It is important for members of the Board of Directors to complement each other by using their knowledge, experience, and skills, based on diverse values. Shown below is the relationship between the skills required to realize the Company’s Long-Term Vision “GMB2030” and the areas of expertise and experience of each member of the Board of Directors.

Long-Term Vision “GMB2030”: <https://www.kubota.com/corporate/vision/index.html>

Name	Position	Areas of expectation/Specialization							Experience in corporate management of other companies	Nomination Advisory Committee	Compensation Advisory Committee	
		Priority items related to Long-Term Vision “GMB2030”						Fundamental items for management				
		KPS (Manufacturing) /Quality control	Global Management	Innovations/ R&D/DX	E (Resolution of environmental issues)	S (Contributing to society/Empathy and participation of stakeholders)	G (Building Governance)	Finance/ Accounting				Legal affairs/ Compliance
Yuichi Kitao	Chairman and Representative Director		●	●		●				●	●	
Shingo Hanada	President and Representative Director CEO		●		●	●				●	●	
Nobushige Ichikawa	Director and Senior Managing Executive Officer CTO	●	●	●								
Takanobu Azuma	Director and Senior Managing Executive Officer CMO	●	●		●							
Wataru Kondo	Director and Senior Managing Executive Officer					●	●		●			

Name	Position	Areas of expectation/Specialization								Experience in corporate management of other companies	Nomination Advisory Committee	Compensation Advisory Committee
		Priority items related to Long-Term Vision "GMB2030"						Fundamental items for management				
		KPS (Manufacturing) /Quality control	Global Management	Innovations/ R&D/DX	E (Resolution of environmental issues)	S (Contributing to society/Empathy and participation of stakeholders)	G (Building Governance)	Finance/ Accounting	Legal affairs/ Compliance			
Yutaro Shintaku	Outside Director		●			●		●		●	● (Chair-person)	● (Chair-person)
Kumi Arakane	Outside Director	●		●		●				●	●	●
Koichi Kawana	Outside Director		●		●		●			●	●	●
Yuri Furusawa	Outside Director					●	●			●	●	●
Yoshinori Yamashita	Outside Director		●	●			●			●	●	●
Masashi Tsunematsu	Audit & Supervisory Board Member (Full-time)				●			●	●			
Kazushi Ito	Audit & Supervisory Board Member (Full-time)						●	●	●			
Hideki Mori	Audit & Supervisory Board Member (Full-time)		●				●		●			
Yuichi Yamada	Outside Audit & Supervisory Board Member						●	●	●		▲ (Observer)	▲ (Observer)
Keiji Kimura	Outside Audit & Supervisory Board Member		●				●		●			
Setsuko Ino	Outside Audit & Supervisory Board Member		●	●				●		●		

(Notes) 1. Full-time Audit & Supervisory Board Members will be determined at the Audit & Supervisory Board meeting held after this General Meeting of Shareholders, and Directors with special titles will be determined at the meeting of the Board of Directors held after that.

2. Senior Executive Officers and Executive Officers in charge of the relevant fields attend the meetings of the Board of Directors, depending on the agenda, to provide explanations on those agenda in order to improve the effectiveness of the Board.
3. In the list above, up to three of the major skills expected of each member of the Board of Directors are marked ●. These skills do not represent the entirety of the knowledge possessed by each member.

(Reference) Independence Criteria for Outside Directors/Audit & Supervisory Board Members

Please refer to the Kubota website.

<https://www.kubota.com/sustainability/governance/governance/index.html>

Proposal 3: Election of One Substitute Audit & Supervisory Board Member

The Company proposes to elect one substitute Outside Audit & Supervisory Board Member in case of the number of Outside Audit & Supervisory Board Members falling below the number required by laws and regulations.

This proposal has been agreed by the Audit & Supervisory Board.

Hogara Iwamoto is a candidate for substitute Outside Audit & Supervisory Board Member.

Candidate for Substitute Audit & Supervisory Board Member / Outside	
Hogara Iwamoto (Date of Birth: June 22, 1969)	
Number of Kubota Corporation's Shares Owned: 0 shares	

Career Summary and Position

April 1995	Registered as an attorney at law in Japan (to present)
May 2008	Joined Asunaro Law Office
May 2010	Representative Partner of Asunaro Legal Professional Corporation, Asunaro Law Office (to present)
April 2020	Vice Chairperson of the Osaka Bar Association

Important Concurrent Positions

Representative Partner of Asunaro Legal Professional Corporation, Asunaro Law Office

Reasons for Nomination as Candidate for Substitute Outside Audit & Supervisory Board Member

As an attorney, Hogara Iwamoto possesses a wealth of knowledge in legal affairs. He has an extensive record of practice in corporate legal affairs at attorney offices as well as broad-ranging experience in the field of law, which includes serving as Vice Chairperson of the Osaka Bar Association. Although he has never directly engaged in corporate management, he is nominated as a candidate for substitute Outside Audit & Supervisory Board Member based on the judgment that he will reflect his experience and expert point of view in the Company's audits from an independent standpoint.

Independence of the Nominee

There is no special interest between Kubota Corporation and Mr. Iwamoto. Moreover, Kubota Corporation has no special relationship with Asunaro Legal Professional Corporation, Asunaro Law Office, in which Mr. Iwamoto holds important concurrent positions.

- (Notes)
1. Pursuant to Article 427, paragraph 1 of the Companies Act, the Company intends to enter into an agreement with Mr. Iwamoto to limit his liabilities for damages if he assumes the office of Outside Audit & Supervisory Board Member. The maximum amount of his liability under this agreement is the amount provided for in laws and regulations.
 2. The Company has purchased directors and officers liability insurance (D&O insurance) for Directors (including Outside Directors) and Audit & Supervisory Board Members (including Outside Audit & Supervisory Board Members) and Executive Officers, etc as the insured persons. The insurance policies cover liability of Directors and Audit & Supervisory Board Members arising in the performance of their duties and damage claims received pertaining to the pursuit of said liability. However, there are certain exclusions, such as no coverage for liability arising from actions taken with the knowledge that they were in violation of laws and regulations.
If Mr. Iwamoto assumes the office of Outside Audit & Supervisory Board Member, he will be covered by the insurance policy. The insurance premiums are fully paid by the Company. In addition, the Company plans to renew the insurance policies with the above details at the time of renewal in November 2026.

3. The Company will report to the TSE that Mr. Iwamoto is an independent officer, as stipulated by the TSE, if he assumes the office of Outside Audit & Supervisory Board Member.