



Committed to a prosperous society and cycle of nature

Aiming to Become an “Essentials Innovator for Supporting Life”



What we want to convey in the KUBOTA REPORT 2021

The Kubota Group publishes the KUBOTA REPORT to gain the understanding of our stakeholders regarding our efforts and value creation.

In order to convey our corporate medium- to long-term vision, the content of the KUBOTA REPORT 2021 has been renewed and the report now integrates our business and ESG strategies.

This report was compiled largely in accordance with the Guidance for Collaborative Value Creation as issued by the Japanese Ministry of Economy, Trade and Industry and concisely summarizes information that is highly important for the Kubota Group with regard to improving its corporate value.

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Relationship between the Digest Version and the Full Version

Digest Version

We have compiled a concise and clear summary of the Kubota Group’s Long-term Vision, Mid-term Business Plan and other information to make the entire picture of the Kubota Group easier to understand.

Full Version

In addition to the content of the Digest Version, more detailed ESG and other information are disclosed in a PDF format.

www.kubota.com/ir/financial/annual/

■ Period covered by the KUBOTA REPORT

From January 2020 to December 2020

* Matters outside the above period are partially included.

■ Boundary of the KUBOTA REPORT

In principle, the entire Kubota Group is covered.

* Some statements may refer to the non-consolidated Kubota.



* For details of SDGs (Sustainable Development Goals), please see the United Nations Information Centre website.
www.un.org/sustainabledevelopment/