

Last updated on April 2, 2026

KUBOTA Corporation

President and Representative Director,

CEO: Shingo Hanada

Contact: Corporate Governance Sect.,
Secretary Dept..

TSE Securities code: 6326

<https://www.kubota.com/>

The corporate governance of Kubota Corporation (hereinafter, the "Company") is described below.

I. Basic Policy on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information

1. Basic Policy **updated**

Our long-term vision is to become an "essentials innovator for supporting life" committed to a prosperous society and cycle of nature, and we are working to continuously improve our corporate value. In order to realize this long-term vision, we have formulated the Mid-Term Business Plan 2030, and in order to achieve it, we are working to further strengthen corporate governance in order to further improve the soundness, efficiency, and transparency of management.

[Reasons for Non-Compliance with the Principles of the Corporate Governance Code]

The Company implements all the principles of the Corporate Governance Code.

[Disclosure Based on the Principles of the Corporate Governance Code] **updated**

■ Corporate Governance Policy

For each principle of the Code, the Company has formulated and disclosed the "Corporate Governance Policy" that summarizes the Company's views and policies on corporate governance. Please kindly refer to the following website:<https://www.kubota.co.jp/sustainability/governance/governance/index.html>

In addition, based on views and policies described in the Corporate Governance Policy, we are conducting the following activities.

■ Investment in human capital [Supplementary Principle 3.1.3]

Through the execution of "Focus & Breakthrough" set forth in the Mid-Term Business Plan 2030, the Company aims to strategically expand its businesses while enhancing efficiency, thereby achieving sustainable growth in corporate value. To realize this goal, it is essential to practice the selective allocation of management resources, conduct strategic financial management, and build a robust global foundation that supports future growth. Investment in human capital is positioned as a key management priority underpinning these initiatives.

Through investment in human capital, the Company aims to foster an organizational culture that encourages challenges, in which each employee thinks independently and proactively engages in deepening existing businesses and creating new value. Amid increasingly rapid changes in the business environment, we believe that the ability to execute strategies is supported by two complementary elements: the enhancement of individual capabilities and the strengthening of organizational support systems.

As one concrete initiative, the Company is working to enhance employee engagement at each workplace. In addition to promoting dialogue through town hall meetings and one-on-one meetings, we conduct organizational development workshops for managers. Through dialogue

within the workplace, including manufacturing sites, managers' perspectives and ideas are reflected in organizational management. By adopting management practices grounded in dialogue, we aim to expand opportunities for individual career development and growth, promote the demonstration of employees' capabilities, and thereby advance the sophistication of human capital while cultivating a culture in which employees can proactively take on challenges.

To measure the progress of these initiatives, the Company positions the engagement score as one of its key performance indicators (KPIs). We aim to achieve an engagement score of 60% by 2030 (47% as of 2025) and will continue to pursue steady improvement through dialogue-based initiatives.

In addition, in order to move away from a Japan-centered business model and strengthen the management foundation and organizational collaboration, the Company positions the utilization of global talent and the strengthening of cross-regional collaboration as key pillars of its human capital investment. Specifically, through global talent development programs, we provide opportunities for employees, including next-generation leaders at overseas subsidiaries, to deepen their management perspectives and business understanding. At the same time, through forums such as the Global HR Committee, HR leaders at headquarters and in each region collaborate to share regional challenges and initiatives. Through these efforts, we are promoting the optimal allocation of human resources and talent development across the Group as a whole, thereby enhancing the sophistication of human resource management.

Furthermore, through the Global Mobility Program, which facilitates the exchange of personnel from overseas subsidiaries to headquarters, we are promoting mutual understanding and knowledge sharing among overseas locations. By providing opportunities for cross-border and cross-organizational experience, we aim to develop future leader candidates capable of creating new value and to strengthen organizational collaboration. Through these initiatives, we are building a human capital foundation that enables unified management by headquarters, business divisions, and regions, as well as consistent global decision-making and strategy execution.

Going forward, the Company will continue to position a culture that encourages challenges at the core of its human capital management and will promote management and talent strategies in an integrated manner to achieve the Mid-Term Business Plan 2030 and enhance sustainable corporate value. These initiatives are disclosed through the Kubota Group Integrated Report and the Kubota Group ESG Report.

<Ensuring diversity in the promotion of core human resources, etc.>

In the Mid-Term Business Plan 2030, the Company identifies the promotion of ESG management as one of its desired future states. In particular, under the "S" (Social) pillar of ESG, the Company aims to provide opportunities for all stakeholders to contribute to the resolution of social issues through empathy with and participation in Kubota's business activities.

Employees are included among the Company's stakeholders, and based on the belief that the active participation of individuals with diverse values is essential for sustainable corporate value enhancement, the Company positions DEI (Diversity, Equity and Inclusion)—leveraging diversity such as gender, disability, and nationality—as a core element of its human resources strategy.

In addition, as a foundation for continuously developing and appointing diverse talent as future core personnel, the Company places importance on providing opportunities tailored to each employee's life stage and family circumstances, based on the concept of equity. The Company continuously promotes the development and awareness of systems that enable employees of all genders to balance work with childcare and caregiving responsibilities.

Along with these initiatives, the Company has set a target of a 7.0% ratio of female managers (Kubota standalone) by 2030 and is strengthening measures to ensure diversity among core personnel, including the promotion of women's advancement. As part of these efforts, the Company launched a Women's Employee Resource Group (ERG) in 2023 to promote diversity initiatives. Furthermore, starting in 2025, through K-Bloom1 (career development training) and K-Bloom2 (external mentor training)*, the Company is accelerating initiatives that link the development of diverse talent to their appointment as core personnel, fostering mindset transformation and cultivating an organizational culture that supports the development and appointment of core personnel.

*K-Bloom: Kubota Women's Building Leadership, Opportunities, and Organizational Momentum

■ Investment in intellectual property [Supplementary Principle 3.1.3]

In the Mid-Term Business Plan 2030, the Company identifies “the selective allocation of management resources” as one of its three areas of focus and is promoting the dynamic transformation of its business portfolio through “Focus & Breakthrough.”

With respect to intellectual capital, the Company aligns its strategy with this business portfolio strategy and contributes to the enhancement of corporate value by strategically utilizing intellectual property to establish competitive advantages and stabilize its business foundation.

Inventions resulting from research and development, designs and brands that appeal to customers, as well as know-how and data accumulated through business activities, are important management assets of the Company. By strategically securing intellectual property rights such as patents, design rights, and trademarks, and by appropriately managing and utilizing know-how and data, the Company seeks to enhance corporate value. In addition, to ensure respect for the intellectual property rights of other companies and prevent infringement, intellectual property is positioned as a risk item under “risk management for internal controls related to the Company’s core functions,” and audits are conducted to reduce intellectual property risks.

The Company is also working to develop and strengthen its intellectual property management framework to support globally deployed research and development activities. For information on the Company’s R&D activities, the number of patents held, and the status of intellectual property risk management activities, please refer to the Securities Report, the Kubota Group Integrated Report, and the Kubota Group ESG Report.

<https://www.kubota.co.jp/ir/financial/yuho/index.html>

<https://www.kubota.co.jp/ir/financial/integrated/index.html>

■ Disclosure [Principle 3.1]

1) Financial Information Disclosure Committee

To ensure fairness, accuracy, timeliness, and comprehensiveness in the disclosure of important financial and non-financial information, the Company has established the Financial Information Disclosure Committee. The Committee is chaired by the Executive Officer in charge of Corporate Planning and is composed of the Head or Deputy Head of the Compliance Division, the Head or Deputy Head of the HR Division, the KESG Promotion Officer or Head of the KESG Promotion Unit, the Head of the Secretarial Department, the Head of the Accounting and Tax Unit, the Head of the Accounting Department, the Head of the Internal Audit Department, and other members appointed by the Chair as necessary. One full-time Audit & Supervisory Board Member and one Audit & Supervisory Board Member with financial expertise participate as observers.

The Committee meets regularly for the purpose of preparing and evaluating Securities Reports and Semiannual Reports under the Financial Instruments and Exchange Act, as well as Integrated Reports and ESG Reports. In addition, extraordinary meetings are convened when there are important facts requiring disclosure, such as significant decisions or events.

In accordance with the purpose and intent of the Fair Disclosure Rule under the Financial Instruments and Exchange Act, the Company discloses earnings presentation materials with explanatory summaries and Q&A session minutes simultaneously in Japanese and English on its website. The Company takes due care to avoid selective disclosure and strives to enhance timely and fair information disclosure, thereby promoting proactive dialogue with investors.

2) Company regulations for information disclosure

The Company’s Code of Conduct clearly states that “the Kubota Group discloses corporate information in a timely and appropriate manner, enhances the transparency of its corporate activities, and fulfills its accountability.” As standards of conduct, the Company stipulates “timely and appropriate disclosure of corporate information” as well as the “prohibition of insider trading.”

The Company endeavors to ensure thorough awareness and compliance with these standards of conduct and the prevention of insider trading through training programs tailored to different organizational levels.

■ 【Action to Implement Management that is Conscious of Cost of Capital and Stock Price】

【Disclosed in English】 updated

In February 2026, the Company formulated and announced the Mid-Term Business Plan 2030 and positioned the five-year period from 2026 to 2030 as the “Focus & Breakthrough” phase. During this period, by pursuing three key areas of focus—namely, “the selection and concentration of management resources,” “strategic financial management with a focus on the balance sheet,” and “a robust global foundation to support future growth”—the Company aims to achieve a breakthrough to a higher level of corporate value and realize sustainable enhancement of corporate value.

With respect to “strategic financial management with a focus on the balance sheet,” which is one of the three areas of focus, the Company is transitioning from conventional financial target management centered primarily on revenue and profit margins to a financial strategy that places greater emphasis on the balance sheet and capital efficiency. In addition, the Company assumes its cost of equity to be in the range of 7–10% and its weighted average cost of capital (WACC) to be 5–6%, and has established the following targets for 2030 under the Medium-Term Business Plan 2030:

Targets for 2030

Operating profit margin: 12%

Free cash flow (FCF): ¥900.0 billion on a cumulative basis over five years

ROE: 12%

ROIC*: 7% or higher

*After-tax operating profit (including equity-method investment profit/loss) ÷ (shareholders’ equity + interest-bearing debt)

For further details on the Medium-Term Business Plan 2030, please refer to the following website:

<https://www.kubota.co.jp/ir/policy/index.html>

2. Capital Structure

Foreign Shareholding Ratio	More than 30%
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[Status of Major Shareholders] updated

Name / Company Name	Number of Shares Held	Percentage (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	172,039,300	15.11
Custody Bank of Japan, Ltd. (Trust Account)	71,250,897	6.26
Nippon Life Insurance Company	62,542,265	5.49
Meiji Yasuda Life Insurance Company	59,929,501	5.26
STATE STREET BANK AND TRUST COMPANY 505001	27,026,431	2.37
Sumitomo Mitsui Banking Corporation	25,252,200	2.22
Mizuho Bank, Ltd.	22,096,200	1.94
STATE STREET BANK AND TRUST COMPANY 505103	18,903,534	1.66
Kubota Group Fund	16,361,482	1.44
National Mutual Insurance Federation of Agricultural Cooperatives	15,503,000	1.36

Controlling Shareholder (except for Parent Company)	-
Parent Company	None

Supplementary Explanation updated

- Treasury shares deducted when calculating the ratio of shares held to the total number of shares issued do not include 1,009 thousand shares of the Company held by a trust in connection with the share-based compensation plan.
- The shareholdings of The Master Trust Bank of Japan, Ltd. (Trust Account) and Custody Bank of Japan, Ltd. (Trust Account) represent shares held in their respective trust businesses.
- According to the amended Large Shareholding Report submitted by BlackRock Japan Co., Ltd. and made available for public inspection on July 18, 2025, the following shareholdings of the Company were reported as of July 15, 2025. However, as the Company is unable to confirm the actual number of shares beneficially owned as of the record date for the exercise of voting rights, these holdings are not reflected in the above status of major shareholders.
(Name / Number of Shares Held / Shareholding Ratio)

- BlackRock Japan Co., Ltd. / 21,406 thousand shares / 1.86%

- BlackRock Advisers, LLC / 1,156 thousand shares / 0.10%
 - BlackRock Financial Management, Inc. / 1,859 thousand shares / 0.16%
 - BlackRock (Netherlands) B.V. / 3,643 thousand shares / 0.32%
 - BlackRock Fund Managers Limited / 11,601 thousand shares / 1.01%
 - BlackRock Asset Management Ireland Limited / 7,851 thousand shares / 0.68%
 - BlackRock Fund Advisors / 20,289 thousand shares / 1.76%
 - BlackRock Institutional Trust Company, N.A. / 12,563 thousand shares / 1.09%
 - BlackRock Investment Management (UK) Limited / 1,326 thousand shares / 0.12%
- Total:** 81,698 thousand shares / 7.10%

4. According to the amended Large Shareholding Report submitted by Mizuho Bank, Ltd. And made available for public inspection on August 7, 2025, the following shareholdings of the Company were reported as of July 31, 2025. However, except for Mizuho Bank, Ltd., the Company is unable to confirm the actual number of shares beneficially owned as of the record date for the exercise of voting rights, and therefore these holdings are not reflected in the above status of major shareholders.

(Name / Number of Shares Held / Shareholding Ratio)

- Mizuho Bank, Ltd. / 22,096 thousand shares / 1.92%
 - Asset Management One Co., Ltd. / 24,805 thousand shares / 2.16%
- Total:** 46,901 thousand shares / 4.08%

5. According to the amended Large Shareholding Report submitted by Sumitomo Mitsui Trust Bank, Limited and made available for public inspection on September 19, 2025, the following shareholdings of the Company were reported as of September 15, 2025. However, as the Company is unable to confirm the actual number of shares beneficially owned as of the record date for the exercise of voting rights, these holdings are not reflected in the above status of major shareholders.

(Name / Number of Shares Held / Shareholding Ratio)

- Sumitomo Mitsui Trust Bank, Limited / 13,726 thousand shares / 1.19%
 - Sumitomo Mitsui Trust Asset Management Co., Ltd. / 32,567 thousand shares / 2.83%
 - Amova Asset Management Co., Ltd. / 27,333 thousand shares / 2.37%
- Total:** 73,627 thousand shares / 6.40%

6. According to the Large Shareholding Report submitted by Nomura Securities Co., Ltd. and made available for public inspection on January 8, 2026, the following shareholdings of the Company were reported as of December 31, 2025. However, as the Company is unable to confirm the actual number of shares beneficially owned as of the record date for the exercise of voting rights, these holdings are not reflected in the above status of major shareholders.

(Name / Number of Shares Held / Shareholding Ratio)

- Nomura Securities Co., Ltd. / 1,734 thousand shares / 0.15%
 - Nomura International plc / 103 thousand shares / 0.01%
 - Nomura Asset Management Co., Ltd. / 56,121 thousand shares / 4.93%
- Total:** 57,960 thousand shares / 5.09%

7. According to the Large Shareholding Report submitted by Mitsubishi UFJ Financial Group, Inc. and made available for public inspection on January 9, 2026, the following shareholdings of the Company were reported as of December 29, 2025. However, as the Company is unable to confirm the actual number of shares beneficially owned as of the record date for the exercise of voting rights, these holdings are not reflected in the above status of major shareholders.

(Name / Number of Shares Held / Shareholding Ratio)

- MUFG Bank, Ltd. / 12,733 thousand shares / 1.12%
- Mitsubishi UFJ Trust and Banking Corporation / 19,763 thousand shares / 1.74%
- Mitsubishi UFJ Asset Management Co., Ltd. / 12,259 thousand shares / 1.08%
- Mitsubishi UFJ Morgan Stanley Securities Co., Ltd. / 11,519 thousand shares / 1.01%

- MUFG Securities (Canada) / 1,397 thousand shares / 0.12%
- Total:** 57,673 thousand shares / 5.06%

3. Corporate Attributes

Listed Stock Market and Market Section	Tokyo Stock Exchange, Prime Market
Fiscal Year-End	December
Type of Business	Machinery
Number of Employees (consolidated) as of the End of the Previous Fiscal Year	More than 1,000
Revenues (consolidated) as of the End of the Previous Fiscal Year	More than ¥1 trillion
Number of Consolidated Subsidiaries as of the End of the Previous Fiscal Year	From 100 to less than 300

4. Policy on Measures to Protect Minority Shareholders in Conducting Transactions with Controlling Shareholder

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5. Other Special Circumstances which may have Material Impact on Corporate Governance

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II. Business Management Organization and Other Corporate Governance Systems regarding Decision-making, Execution of Business, and Oversight in Management

1. Organizational Composition and Operation

Organization Form	Company with Audit & Supervisory Board
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[Directors]

Maximum Number of Directors Stipulated in Articles of Incorporation	13
Term of Office Stipulated in Articles of Incorporation	1 year
Chairperson of the Board <u>updated</u>	Chairman
Number of Directors <u>updated</u>	10
Election of Outside Directors	Elected
Number of Outside Directors	5
Number of Independent Directors	5

Outside Directors' Relationship with the Company (1)

Name	Attribute	Relationship with the Company*											
		a	b	c	d	e	f	g	h	i	j	k	
Yutaro Shintaku	From another company												
Kumi Arakane	From another company												
Koichi Kawana	From another company												
Yuri Furusawa	Other												
Yoshinori Yamashita	From another company								○				

* Categories for "Relationship with the Company"

* "○" when the Director presently falls or has recently fallen under the category;

"△" when the Director fell under the category in the past

* "●" when a close relative of the Director presently falls or has recently fallen under the category;

"▲" when a close relative of the Director fell under the category in the past

a. Executive of the Company or its subsidiaries

b. Non-executive Director or executive of a parent company of the Company

c. Executive of a fellow subsidiary company of the Company

d. A party whose major client or supplier is the Company or an executive thereof

e. Major client or supplier of the Company or an executive thereof

f. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as a Director

g. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)

h. Executive of a client or supplier company of the Company (which does not correspond to any of d, e, or f) (the Director himself/herself only)

i. Executive of a company, between which and the Company Outside Directors/Audit & Supervisory Board Members are mutually appointed (the Director himself/herself only)

j. Executive of a company or organization that receives a donation from the Company (the Director himself/herself only)

k. Others

Outside Directors' Relationship with the Company (2) updated

Name	Designation as Independent Director	Supplementary Explanation of the Relationships	Reasons for Appointment
Yutaro Shintaku	○	—	<p>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. Moreover, since he satisfies the requirements for an independent officer as stipulated by the TSE and requirements of the independence criteria set forth by the Company, the Company judged that there is no risk of a conflict of interest with ordinary shareholders.</p>
Kumi Arakane	○	—	<p>At KOSÉ Corporation, after being appointed as a researcher to work on fundamental cosmetics research, 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.</p> <p>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</p>

			improvement of corporate value of the Company. Moreover, since she satisfies the requirements for an independent officer as stipulated by the TSE and requirements of the independence criteria set forth by the Company, the Company judged that there is no risk of a conflict of interest with ordinary shareholders.
Koichi Kawana	○	—	Koichi Kawana's career has involved responsibility for a business site outside Japan for JGC HOLDINGS CORPORATION, and he is well-versed in international business. In 2011, he was appointed as Representative Director and President there, and led megaprojects inside and outside Japan and business investment in infrastructure fields. He possesses extensive expertise and experience in management. He was nominated as a candidate for Outside Director based on the judgment that he has the ability to contribute to the sustainable growth and increased corporate value of the Company as well as strengthening supervisory functions of Kubota Corporation's Board of Directors drawing on his deep insight. Moreover, since she satisfies the requirements for an independent officer as stipulated by the TSE and requirements of the independence criteria set forth by the Company, the Company judged that there is no risk of a conflict of interest with ordinary shareholders.
Yuri Furusawa	○	—	Yuri Furusawa possesses a broad perspective and a high level of insight based on her experience in domestic and international positions in the 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, in addition to auditing business execution, she has been actively offering advice from various perspectives as Outside Audit & Supervisory Board Member at meetings of the Board of Directors, while also contributing to improving the effectiveness of Board of Directors. She was nominated as a candidate for

			<p>Outside Director based on the judgment that, although she has not 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. Moreover, since he satisfies the requirements for an independent officer as stipulated by the TSE and requirements of the independence criteria set forth by the Company, the Company judged that there is no risk of a conflict of interest with ordinary shareholders.</p>
Yoshinori Yamashita	o	<p>Mr. Yoshinori Yamashita's role at Ricoh Co., Ltd., of which he serves as Chairman of the Board of Directors, is mainly 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. In addition, although there is a business relationship between Ricoh Co., Ltd. and the Company, the amount of such transactions is less than 0.1% of the consolidated sales of the Company and Ricoh Co., Ltd., and it is judged that this does not affect the independence of Ricoh Co., Ltd. Mr. Yoshinori Yamashita assume the position of Chairman of the Board of Directors without representation of Ricoh Co., Ltd. on April 1, 2025.</p>	<p>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. He was nominated as a candidate for Outside Director based on the judgment that he has the ability to contribute to the sustainable growth and increased corporate value of the Company as well as strengthening supervisory functions of Kubota Corporation's Board of Directors drawing on his deep insight. Moreover, since he satisfies the requirements for an independent officer as stipulated by the TSE and requirements of the independence criteria set forth by the Company, the Company judged that there is no risk of a conflict of interest with ordinary shareholders.</p>

<p>Voluntary Establishment of Committee(s) Corresponding to Nomination Advisory Committee or Compensation Advisory Committee</p>	<p>Established</p>
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Committee's Name, Composition, and Attributes of Chairperson

	Committee Corresponding to Nomination Committee	Committee Corresponding to Remuneration Committee
Committee's Name	Nomination Advisory Committee	Compensation Advisory Committee
All Committee Members	7	7
Full-time Members	0	0
Internal Directors	2	2
Outside Directors	5	5
Outside Experts	0	0
Other	0	0
Chairperson	Outside Director	Outside Director

Supplementary Explanation updated

<p>The Company has a voluntary Nomination Advisory Committee and Compensation Advisory Committee in place as the advisory body of the Board of Directors. To incorporate the independent and objective standpoint, Outside Directors account for more than half of constituent members of both committees, and an Independent Outside Director serves as chairperson of the committees.</p> <p>■Activity Report of the Nomination Advisory Committee(Period: January 1, 2025 - December 31, 2025)</p> <p>In fiscal year 2025, the Nomination Advisory Committee met eight times for the purpose of deliberating on the appointment of candidates for Directors and the appointment of Special Advisors. The Committee also engaged in discussions on succession planning for senior management and the composition of the Board of Directors utilizing a skills matrix.</p> <p>Since fiscal year 2022, matters concerning the appointment and dismissal of the President and CEO and succession planning have been newly added to the Committee's agenda. The Committee has actively discussed the qualities and capabilities required of the Company's top management, as well as methods for their development.</p> <p><u>Composition of Members (as of March 19, 2026)</u></p> <p>Those in brackets [] indicate attendance in 2025.</p> <ul style="list-style-type: none"> •Outside Director Yutaro Shintaku [8/8 100%] (Chairperson) •Outside Director Kumi Arakane [8/8 100%] •Outside Director Koichi Kawana [8/8 100%*] •Outside Director Yuri Furusawa [7/7 100%*] *Appointed as a member on March 21, 2025 •Outside Director Yoshinori Yamashita [7/7 100%*] *Appointed as a member on March 21, 2025 •Chairman and Representative Director Yuichi Kitao [8/8 100%] •President and Representative Director, CEO Shingo Hanada [7/7 100%*] *Appointed as a member on March 21, 2025 •Outside Audit & Supervisory Board Member Yuichi Yamada [-] (Observer) *Appointed as an observer on March 19, 2026 <p>(Activities)</p> <table border="1" style="width: 100%;"> <tr> <td style="width: 20%;">February 2025</td> <td>Deliberation on the annual agenda of the Nomination Advisory Committee for fiscal year 2024, evaluation of the President and CEO for fiscal year 2024, and goal setting for the President and CEO for fiscal year 2025.</td> </tr> </table>		February 2025	Deliberation on the annual agenda of the Nomination Advisory Committee for fiscal year 2024, evaluation of the President and CEO for fiscal year 2024, and goal setting for the President and CEO for fiscal year 2025.
February 2025	Deliberation on the annual agenda of the Nomination Advisory Committee for fiscal year 2024, evaluation of the President and CEO for fiscal year 2024, and goal setting for the President and CEO for fiscal year 2025.		

May 2025	Deliberation on management structure reform and succession planning for senior management.
June 2025	Deliberation on management structure reform.
July 2025	Deliberation on succession planning for senior management and candidates for Directors.
September 2025	Deliberation on succession planning for senior management and candidates for Directors.
October 2025 (Meetings held twice)	Deliberation on succession planning for senior management and candidates for Directors.
December 2025	Deliberation on board succession planning.

■Activity Report of the Compensation Advisory Committee(Period: January 1, 2025 - December 31, 2025)

In fiscal year 2025, the Compensation Advisory Committee met five times for the purpose of deliberating on the consistency of compensation levels for Directors, Executive Officers, Executive Officers (Executive Officers), and Special Advisors, as well as the appropriateness of the Company's compensation system. Under the current compensation system, in order to realize the Company's long-term vision and its aspired future state, a competitive compensation level appropriate for a GMB company has been established. In addition, the evaluation framework is designed to be strongly linked to both short-term performance and medium- to long-term growth.

Composition of Members (as of March 19, 2026)

Those in brackets [] indicate attendance in 2025.

- Outside Director Yutaro Shintaku [5/5 100%] (Chairperson)
- Outside Director Kumi Arakane [5/5 100%]
- Outside Director Koichi Kawana [5/5 100%*]
- Outside Director Yuri Furusawa [3/3 100%*] *Appointed as a member on March 21, 2025
- Outside Director Yoshinori Yamashita [3/3 100%*] *Appointed as a member on March 21, 2025
- President and Representative Director, CEO Shingo Hanada [5/5 100%]
- Director Masato Yoshikawa [5/5 100%]
- Outside Audit & Supervisory Board Member Yuichi Yamada [5/5 100%] (Observer)

(Activities)

February 2025 (Meetings held twice)	Deliberation on annual bonuses for fiscal year 2024 and the setting of target values for each evaluation indicator for fiscal year 2025.
October 2025	Deliberation on the selection of peer companies for the compensation benchmark, as well as the policy for determining compensation and the compensation amounts for Officers for fiscal year 2026.
November 2025	Deliberation on the policy for determining compensation and the compensation amounts for Officers for fiscal year 2026.
December 2025	Deliberation on the policy for determining compensation and the compensation amounts for Officers for fiscal year 2026.

[Audit & Supervisory Board Members/Audit & Supervisory Board]

Establishment of Audit & Supervisory Board	Established
Maximum Number of Audit & Supervisory Board Members Stipulated in Articles of Incorporation	6
Number of Audit & Supervisory Board Members	6
Cooperation among Audit & Supervisory Board Members, Independent Auditors and Internal Audit Departments	

Internal audit departments and Independent Auditors of the Company report audit plans and the results of audits to the Audit & Supervisory Board periodically, and, as needed. Furthermore, the Company has a system for exchanging information between internal audit departments and the Independent Auditors as necessary to make audit activities more efficient.

Election of Outside Audit & Supervisory Board Members	Elected
Number of Outside Audit & Supervisory Board Members	3
Number of Independent Audit & Supervisory Board Members	3

Outside Audit & Supervisory Board Members' Relationship with the Company (1)

Name	Attribute	Relationship with the Company*												
		a	b	c	d	e	f	g	h	i	j	k	l	m
Yuichi Yamada	CPA													
Keijiro Kimura	lawyer													
Setsuko Ino	Other													

* Categories for "Relationship with the Company"

* "○" when the Director presently falls or has recently fallen under the category;

"△" when the Director fell under the category in the past

* "●" when a close relative of the Director presently falls or has recently fallen under the category;

"▲" when a close relative of the Director fell under the category in the past

a. Executive of the Company or its subsidiaries

b. Non-executive Director or accounting advisor of the Company or its subsidiaries

c. Non-executive Director or executive of a parent company of the Company

d. Audit & Supervisory Board Member of a parent company of the Company

e. Executive of a fellow subsidiary company of the Company

f. A party whose major client or supplier is the Company or an executive thereof

g. Major client or supplier of the Company or an executive thereof

h. Consultant, accountant or legal professional who receives a large amount of monetary consideration or other property from the Company besides compensation as an Audit & Supervisory Board Member

i. Major shareholder of the Company (or an executive of the said major shareholder if the shareholder is a legal entity)

j. Executive of a client or supplier company of the Company (which does not correspond to any of f, g, or h) (the Audit & Supervisory Board Member himself/herself only)

k. Executive of a company, between which and the Company Outside Directors/Audit & Supervisory Board Members are mutually appointed (the Audit & Supervisory Board Member himself/herself only)

l. Executive of a company or organization that receives a donation from the Company (the Audit & Supervisory Board Member himself/herself only)

m. Others

Outside Audit & Supervisory Board Members' Relationship with the Company (2)

Name	Designation as Independent Audit & Supervisory Board Member	Supplementary Explanation of the Relationships	Reasons for Appointment
Yuichi Yamada	○	—	As a certified public accountant, Yuichi Yamada possesses considerable knowledge in finance and accounting. He has an extensive experience and a record of accomplishments in corporate auditing while serving at a major audit firm, and possesses extensive expertise on auditing in general through activities such as working as an outside audit & supervisory board member for other companies. Although he has never directly engaged in corporate management, he is nominated as a

			candidate for Outside Audit & Supervisory Board Member based on the judgment that he will contribute to the further enhancement of auditing processes of the Company through his expert point of view and from an independent standpoint. Moreover, since he satisfies the requirements for an independent officer as stipulated by the TSE and requirements of the independence criteria set forth by the Company, the Company judged that there is no risk of a conflict of interest with ordinary shareholders.
Keijiro Kimura	○	—	Mr. Kimura possesses a wealth of knowledge in legal affairs. He also has an extensive record of practice in corporate legal affairs at attorney offices and considerable experience and knowledge acquired by assuming office as an outside auditor for several companies. Therefore, despite not having been directly involved in corporate management, the Company judged that he can contribute to further enhancing its auditing processes through his expert viewpoints and from an independent standpoint. Moreover, since he satisfies the requirements for an independent officer as stipulated by the TSE and requirements of the independence criteria set forth by the Company, the Company judged that there is no risk of a conflict of interest with ordinary shareholders.
Setsuko Ino	○	—	Setsuko Ino has many years of experience in charge of management planning in the IT industry and at global companies, and has a global perspective as well as extensive knowledge of finance, accounting, and IT. In view of her extensive experience, she is nominated as a candidate for Outside Audit & Supervisory Board Member in expectation of further contribution to the auditing processes of the Company.

[Independent Directors/Audit & Supervisory Board Members]

Number of Independent Directors/Audit & Supervisory Board Members	8
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Matters relating to Independent Directors/Audit & Supervisory Board Members

The Company reported to the TSE that all members of the Outside Directors and the Outside Audit & Supervisory Board Members are the Independent Directors and Audit & Supervisory Board Members defined by the TSE.

[Incentives]

Incentive Policies for Directors	Performance-linked Remuneration and others
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Supplementary Explanation

Please refer to the Corporate Governance Report: I. 1. [Disclosure Based on the Principles of the Corporate Governance Code], 5. (8) Policies and procedures in determining the remuneration of Directors and management.

Recipients of Stock Options	-
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Supplementary Explanation

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[Director Remuneration]

Disclosure of Individual Directors' Remuneration	Selected Directors
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Supplementary Explanation updated

Title	Number	Total
Directors (excluding Outside Directors)	6	¥739 million
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	3	¥137 million
Outside Directors	6	¥98million
Outside Audit & Supervisory Board Members	4	¥55 million

The above includes one Outside Audit & Supervisory Board Member and one Outside Director who retired upon the conclusion of the 135th Annual General Meeting of Shareholders held on March 21, 2025.

Policy on Determining Remuneration Amounts and Calculation Methods	Established
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Disclosure of Policy on Determining Remuneration Amounts and Calculation Methods

Please refer to the Corporate Governance Report: I. 1. [Disclosure Based on the Principles of the Corporate Governance Code], 5. (8) Policies and procedures in determining the remuneration of Directors and management.

[Support Systems for Outside Directors and/or Audit & Supervisory Board Members]

The Company has established a system to support Outside Directors at the section in charge of secretariat of the Board of Directors and the Nomination & Remuneration Advisory Committee. This section provides various information and assists duties of Outside Directors to ensure smooth operation.

The Company has established a system to assist the Outside Audit & Supervisory Board Members at the section in charge of secretariat of the Audit & Supervisory Board. This section constantly supports the audits conducted by the Outside Audit & Supervisory Board Members.

2. Matters Related to the Functions of Business Execution, Auditing, Oversight, Nomination, and Remuneration Decisions (Overview of Current Corporate Governance System) **updated**

- The Board of Directors makes company-wide strategic decisions and oversees the execution of duties by the Executive Officers. It consists of ten Directors (five of whom are the Outside Directors).

In addition to its regular monthly board meetings, it also meets as and when required, to discuss and make decisions with regard to management planning, financial planning, investment, business restructuring, governance, and other important management issues based on the annual agenda discussed and set by the Board of Directors.

Meetings of the Board of Directors were held 14 times in fiscal 2025, that commenced on January 1, 2025 and ended on December 31, 2025, and the attendance rate was 100%.

- The Company periodically holds the “Value Up Discussion Meeting,” where the members of the Board of Directors discuss topics that contribute to the company’s sustainable growth and enhancing corporate value in the medium to long term. The VUDM is positioned as a place not for decision-making but for exchanging opinions and sharing information, and the contents of discussions are communicated to the Executive Officers as appropriate.

- The Audit & Supervisory Board audits the execution of duties by the Directors. It consists of six Audit & Supervisory Board Members (three of whom are Outside Audit & Supervisory Board Members).

In addition to its 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.

The main matters considered by the Audit & Supervisory Board are the audit policies and division of duties, status of the establishment and operation of internal control systems, evaluation of the Independent Auditor and determining their reappointment, the audit report and other matters. In accordance with the audit policies, division of duties, and standards for the Audit & Supervisory Board Members as established by the Audit & Supervisory Board, the Audit & Supervisory Board Members communicated with the Directors, the internal audit department, employees, and others; committed to gathering information and enhancing the audit environment; attended meetings of the Board of Directors and other important meetings; received reports from the Directors, employees, and others regarding the performance of their duties; requested explanations as necessary; inspected important documents supporting decisions and other records; and examined the status of operations and assets at the head office and important operating locations.

In addition, the Audit & Supervisory Board Members periodically received reports from the Directors, employees, and others regarding the status of the development and operation of internal control systems; requested explanations as necessary; and expressed opinions.

The Audit & Supervisory Board Members concurrently serve as Audit & Supervisory Board Members of major subsidiaries and equity method affiliates in Japan and audit the execution of management according to the audit policies and plans established by the Audit & Supervisory Board. In addition, the Audit & Supervisory Board Members periodically received reports from Directors, employees, and others on the development and operation of internal control systems, requested explanations as necessary, and expressed their opinions.

As for the overseas locations, the Audit & Supervisory Board conducted on-site audits of key locations in North America, Europe, Asia and Australia. Also, the Audit & Supervisory Board, in a part of overseas subsidiaries, conducted audits through online meetings as well as the on-site audits .

The Audit & Supervisory Board monitored and verified whether the Independent Auditor made appropriate audits while maintaining its independence. In addition, the Audit & Supervisory Board

received reports from the Independent Auditor on its operations and requested explanations when necessary.

- The Company has adopted the Executive Officer System in order to strengthen business execution by each area and workplace, and make prompt and appropriate business decisions.

In addition, the Company has established the ESG Management Strategy Meeting, the Management Committee and the Investment Council to make decisions and deliberate on specific important issues.

The ESG Management Strategy Meeting formulates policies and evaluates major measures for the realization of the long-term vision of the Company, GMB2030, and the creation of medium to long-term corporate value.

To strengthen business execution at regional and operational levels and to enable swift and appropriate management decision-making, the Company has adopted a system of Executive Officers and Executive Officers. In addition, the Company has established a Management Committee to deliberate on and make decisions regarding specific important issues. The Management Committee is responsible for deliberating on and making decisions regarding investments and financing based on the Company's medium- to long-term management strategies. Among the matters deliberated by the Management Committee, important matters are submitted to the Board of Directors for approval. Furthermore, under the Chief Officer system, CxOs are granted responsibility and authority on a global, cross-functional basis for their respective functions. This enhances functional expertise, strengthens governance from a company-wide perspective, and, through the delegation of authority from the CEO, accelerates decision-making.

- In addition, the Company has a Nomination Advisory Committee (five out of seven of the members are Outside Directors) and a Compensation Advisory Committee (five of seven of the members are Outside Directors) in place, 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. The Company appointed Deloitte Touche Tohmatsu LLC ("DTT") as Independent Auditors of the Company. The certified public accountants (CPAs) belonging to DTT, Mr. Takashige Ikeda, Mr. Yutaka Ito, and Mr. Akira Kimotsuki, audit the financial statements of the Company. In addition, 26 other CPAs, 6 successful candidates of CPAs, and 58 other staff members assist in the execution of the audits as instructed by the above three CPAs.
- Pursuant to Article 427, Paragraph 1 of the Companies Act, the Company enters into Liability Limitation Agreements with each of the Outside Directors and the Outside Audit & Supervisory Board Members, which limit the maximum amount of their liabilities owed to the Company arising in connection with their failure to perform their duties as long as they are acting in good faith and without significant negligence, to the extent permitted by the laws and regulations.

3. Reasons for Adoption of Current Corporate Governance System

The organizational form of the Company is a Company with Audit & Supervisory Board.

The Company has appointed four of the five outside directors who have extensive experience and broad knowledge of corporate management.

In addition, as the Outside Audit & Supervisory Board Members, the Company also has appointed persons who are in an independent position and have knowledge of finance, accounting, law and corporate management, etc.

The supervision system of the Board of Directors, including the Outside Directors, and the auditing system of the Audit & Supervisory Board Members are functioning adequately in monitoring the Company's management. Accordingly, the judgment of the Company is that its current corporate governance system is the most suitable for the corporate management of the Company.

III. Implementation of Measures for Shareholders and Other Stakeholders

1. Measures to Encourage Active Participation and Discussion at the General Meeting of Shareholders and Smooth Exercise of Voting Rights updated

	Supplementary Explanation
Early Notification of General Meeting of Shareholders	The Company sends the Convocation Notice three weeks before the date of the General Meeting of Shareholders in principle so that shareholders can secure a sufficient review period for proposals for the meeting. Furthermore, the Convocation Notice is disclosed approximately one month before the date of the General Meetings of Shareholders in principle from the viewpoint of early disclosure.
Scheduling General Meeting of Shareholders Avoiding the Peak Day	To enhance constructive dialogues with shareholders, the Company avoids the expected day on which many companies hold meetings of shareholders as much as possible when it sets the date for its General Meeting of Shareholders. Moreover, the President and Representative Director, CEO himself serves as chairperson in principle and endeavors to conduct dialogues with shareholders to the extent possible.
Allowing Electronic Exercise of Voting Rights	The Company adopts a system for exercising voting rights via the Internet and enables shareholders to exercise these rights through their computers.
Participation in Electronic Voting Platform for Institutional Investors	The Company uses the “Electronic Voting Platform” operated by trust banks and ICJ, Inc. in an effort to ensure the convenience of all the shareholders including those who cannot attend the General Meeting of Shareholders on the day. In addition, the Company also enables exercise of voting rights using smartphones.
Providing (Summary) Convocation Notice in English	The Company translates the full text of the Convocation Notice into English to provide information necessary for institutional investors and overseas investors to exercise voting rights. Furthermore, it is disclosed on the “Electronic Voting Platform” operated by ICJ, Inc. and the Company’s website at least three weeks before the date of the General Meeting of Shareholders.
Others	In order to promote mutual communication with as many shareholders as possible, the Company accepts questions in advance through the Internet and answers on or after the date of the General Meeting of Shareholders.

2. IR Activities updated

	Supplementary Explanation	Explanation by the President
Preparation and Announcement of Disclosure Policy	The Company has established its IR Policy (disclosure policy) and posted it to the corporate website. https://www.kubota.com/ir/corporate/policy/index.html	
Regular Investor Briefings for individual shareholders and private investors	The Company is making aggressive efforts to establish communication and trust with individual shareholders and private investors. Such efforts include various events for individual shareholders, corporate information sessions by the President for private investors, and participating in investor forums using online tools. Please follow the link below (“Information for Private Investors”) for details. https://www.kubota.co.jp/ir/sh_info/personal/index.html (in Japanese)	With
Regular Investor Briefings for Analysts and Institutional Investors	[Fiscal year-end results briefings] At the earnings briefings held quarterly, the CBPO (Chief Business Planning Officer) explains the financial results. In addition, at the briefing held in conjunction with the annual financial results announcement, the President and CEO also provides explanations regarding management policies and other matters. [Interactive dialogue with institutional investors and analysts] In addition to holding approximately 460 individual and group meetings annually with institutional investors and analysts, the Company participates in conferences for institutional investors both in Japan and overseas. The Company also holds earnings briefings on a quarterly basis.	With
Regular Investor Briefings for Overseas Investors	The Representative Directors and Executives conduct face-to-face interviews with institutional investors in North America, Europe, and other countries through face-to-face or web conferences. Also, such executives participate in conferences for overseas investors in Japan and overseas several times a year.	With
Posting of IR Materials on the Company Website	The Company posts earning releases, presentation materials, Integrated Report/ ESG report, annual securities report, materials of the Ordinary General Meeting and other information on its website. English : https://www.kubota.com/ir/financial/index.html Japanese : https://www.kubota.co.jp/ir/financial/index.html	
Establishment of Department and/or Manager in Charge of IR	Business Administration Division, Investor Relations Department	

3. Measures to Ensure Due Respect for the Interests of Stakeholders updated

	Supplementary Explanation
Stipulation of Internal Rules for Respecting the Interests of Stakeholders	<p>All employees in the Group share the corporate philosophy “Kubota Global Identity” which was established to manifest corporate attitudes, the Company’s promises to society, and the missions of the Group. Furthermore, the Group will contribute to its stakeholders and society by conducting corporate activities in which each individual fulfills his or her role and responsibilities.</p> <p>By doing so, the Group is aiming for the ongoing synergistic development of itself and society.</p>
Implementation of Environmental Activities, CSR Activities, etc.	<p>Kubota’s business domains of “Food, Water, and Environment,” which evolved from the philosophy of its founder, Gonshiro Kubota, sustainably support the foundations of people’s lives, and the Company’s business activities themselves are deeply connected to sustainability. In order to address challenges in the areas of “Food, Water, and Environment” and contribute to the realization of a sustainable society, Kubota is promoting its long-term vision of becoming a “platformer that supports life, committed to the creation of a prosperous society and the circulation of nature.”</p> <p>In addition, for areas that cannot be addressed through business activities alone, the Company engages in initiatives as part of its social contribution activities. Specifically, Kubota proactively carries out activities such as emergency and humanitarian assistance (donations), next-generation education, and community engagement in the countries and regions where it operates. Through both its business activities and non-business initiatives, Kubota contributes to the resolution of environmental and social issues.</p> <p>For further details, please refer to “Sustainability” at the link below. https://www.kubota.co.jp/sustainability/index.html</p>
Development of Policies on Information Disclosure to Stakeholders	<p>In the “Kubota Group Charter for Action” and “Kubota Group Code of Conduct,” the Group states that it discloses the proper corporate information about business management, business operations, and other matters in a timely and appropriate manner in accordance with related laws and regulations, and promotes proactive communication with its broad stakeholder base, including shareholders and investors, consumers, employees, and local communities. Through this disclosure, the Group fulfills its responsibilities for transparency and accountability in corporate activities.</p>
Other Measures	<p>Diversity and creating a vibrant workplace</p> <ul style="list-style-type: none"> - Promoting diversity as a priority commitment <p>As a business group operating on a global scale, the Group considers recognizing diverse values and ways of thinking and having multiple viewpoints as essential for its sustainable growth.</p> <p>As the start for promoting diversity of personnel, the Company has thus far worked on achieving the full potential of women in its organization, actively making efforts to (1) increase the number of new women recruits, (2) improve the work environment so as to encourage women to continue working, and (3) create more opportunities for women’s personal development.</p> <p>Based on the importance of the diversity of personnel (in terms of gender, age, disabilities, nationality and more) of the Company, the Company will continue its aims to further improve the work environment so that each and every employee can demonstrate his or her abilities to the fullest. In addition, the Company aims to be a corporation where employees provide even greater mutual support to one another with regard to childcare, nursing of aged or ailing family members, and other situations that could hinder employees from performing at their best in the workplace.</p>

Supplementary Explanation	
	Please follow the link below (“Promoting Diversity Management among Personnel”) for details. https://www.kubota.com/sustainability/employee/diversity/index.html

IV. Matters Related to the Internal Control System

1. Basic Policy on Internal Control Systems and the Progress of System Development updated

The Company has set and is implementing the following 10 systems to ensure the appropriateness of our business operations.

The Company partly revised these systems at the Meetings of the Board of Directors held on May 12, 2015.

1. System to Ensure Compliance with Laws and the Articles of Incorporation in the Execution of Duties by Directors and Employees

As the foundation of the system to ensure that the execution of duties by Directors, Executive Officers, and employees complies with laws and regulations and the Articles of Incorporation, the Company has established the Kubota Group Charter of Conduct and the Kubota Group Code of Conduct, which serve as the standards to be observed by Directors, Executive Officers, and employees throughout the Group.

Under the Risk Management Committee, the departments assigned to each risk category (hereinafter referred to as the “Responsible Departments”) implement education and training activities to ensure compliance with laws and ethics, and conduct audits regarding management risks.

In addition, the Company has established the Kubota Hotline as an internal reporting and consultation system in accordance with the internal rules governing the whistleblowing system, which stipulate the protection of whistleblowers, with the aim of early detection and prevention of inappropriate acts such as violations of laws and regulations.

2. System for the Preservation and Management of Information Related to the Execution of Duties by Directors

Information related to the execution of duties by Directors, Executive Officers, and Executive Officers is appropriately preserved and managed in accordance with the Company’s internal rules and regulations, including the Document Retention Rules, and is maintained in a condition that allows access as necessary.

3. Rules and Other Systems for Risk Management

With respect to business and operational risks across the Group, including compliance, environment, occupational health and safety, disasters, and quality, the Responsible Departments or committees under the Risk Management Committee establish internal rules, regulations, and manuals for risk response and conduct risk management on a Group-wide basis.

For newly emerging risks within the Group, the Risk Management Committee designates the responsible department, which then carries out risk management.

4. System to Ensure the Efficient Execution of Duties by Directors

The Board of Directors determines policies for business execution, matters prescribed by laws and regulations, and other important management matters, and supervises the execution of duties by Directors, Executive Officers, and Executive Officers.

At meetings of Executive Officers, the Representative Director, President, communicates and instructs Executive Officers and Executive Officers regarding the policies and resolutions of the Board of Directors, while Executive Officers and Executive Officers report the status of business execution to the President.

With respect to important management matters, sufficient deliberation is conducted at the Management Committee, consisting of the Representative Director, President, and other key officers, thereby enhancing the efficiency of the decision-making process.

(a) In order to establish a control environment for the Group as a whole, the Company has established the Kubota Group Charter of Conduct and the Kubota Group Code of Conduct, sharing management philosophy and standards of conduct. In addition, to ensure the appropriateness of operations including those of subsidiaries, the Company has developed various rules and regulations and established an appropriate internal control system.

With respect to internal control systems related to management risks, including internal controls over financial reporting, each department of the Company and its subsidiaries conducts self-audits, followed by

audits by the internal audit department and the Responsible Departments. The results are reported to the officer in charge, the Risk Management Committee, the Representative Director, President, the Board of Directors, and the Audit & Supervisory Board Members.

(b) Subsidiaries are managed in accordance with the Company's rules for the management of subsidiaries and affiliates to ensure the appropriateness of operations. Subsidiaries report the status of their operations and the execution of duties by their Directors to the relevant departments of the Company.

The Company places importance on business relationships between its business divisions and subsidiaries, designates the relevant business divisions as the primary management departments, receives reports such as management plans from subsidiaries, and ensures the efficient execution of duties by subsidiary Directors.

5. System for Reporting to Audit & Supervisory Board Members by Directors and Employees and Other Reporting Systems

The Company has established a system under which its Directors, Executive Officers, and employees, as well as Directors, Executive Officers, and employees of its subsidiaries, report to Audit & Supervisory Board Members, without delay, not only statutory matters but also the following items. No disadvantageous treatment shall be given to any person who makes such reports.

(a) Details of audits conducted by the internal audit department and Responsible Departments

(b) Details of reports made through the Kubota Hotline

(c) Other matters requested by the Audit & Supervisory Board or Audit & Supervisory Board Members

6. Matters Concerning Employees Who Assist Audit & Supervisory Board Members

An Audit & Supervisory Board Members' Office has been established as an organization to assist Audit & Supervisory Board Members, and full-time employees are assigned thereto.

7. Independence of Employees Assisting Audit & Supervisory Board Members and Ensuring the Effectiveness of Instructions

Employees who assist Audit & Supervisory Board Members perform such assistance exclusively in accordance with the instructions of Audit & Supervisory Board Members. Matters such as personnel transfers and performance evaluations of such employees are discussed in advance between the officer in charge of human resources and Audit & Supervisory Board Members and implemented upon mutual agreement.

8. Policy Regarding the Handling of Expenses Incurred in the Execution of Duties by Audit & Supervisory Board Members

The Company allocates a budget each year to cover expenses incurred in the execution of duties by Audit & Supervisory Board Members. In addition, expenses incurred urgently or temporarily for the execution of such duties, or reimbursement thereof, are handled smoothly based on requests from Audit & Supervisory Board Members.

9. Other Systems to Ensure the Effectiveness of Audits by Audit & Supervisory Board Members

(a) The Representative Director, President, holds regular and ad hoc meetings with Audit & Supervisory Board Members to exchange opinions on issues to be addressed by the Company and on the development of the audit environment.

(b) The Board of Directors receives explanations from Audit & Supervisory Board Members regarding audit policies and audit plans, and Directors endeavor to communicate with Audit & Supervisory Board Members to facilitate information sharing and other effective cooperation.

2. Basic Policy on Cutting off Antisocial Forces **updated**

1. Basic policy on cutting off antisocial forces

The Company issued its code entitled "Cutting off of Relationships with Antisocial Elements" as part of the "Kubota Group Code of Conduct." The Company also posts it on its website and makes it public both inside and outside the Company.

"Cutting off of Relationships with Antisocial Elements"

"We take a strong stance against antisocial elements and groups that threaten the order and safety of society and cooperate with the police and other organizations to ensure the thorough cutting off of any relationships of such elements and groups. We never respond to improper requests made by these antisocial elements."

2. Status of development of the system

(a) The Company has established the Compliance and Quality Assurance Division, under which the Risk Management Promotion Department, Legal Department, and Audit Department work in an integrated manner to promote compliance activities. In addition, the Company operates an internal committee to review donations and memberships in organizations, and also places emphasis on monitoring activities related to advertising and promotional expenses.

(b) The Company participates in the regional activities and the meetings held by the Osaka Prefectural Center for the Cutting off of Boryokudan (Criminal Elements), the Osaka Countermeasure Association, and other groups, and strives to cut off antisocial forces.

(c) The Company distributes the "Kubota Group Code of Conduct" portable card to all employees in the Group, and encourages them to carry it with them at all times.

V. Other

1. Adoption of Anti-Takeover Measures

Adoption of Anti-Takeover Measures	Not Adopted
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Supplementary Explanation

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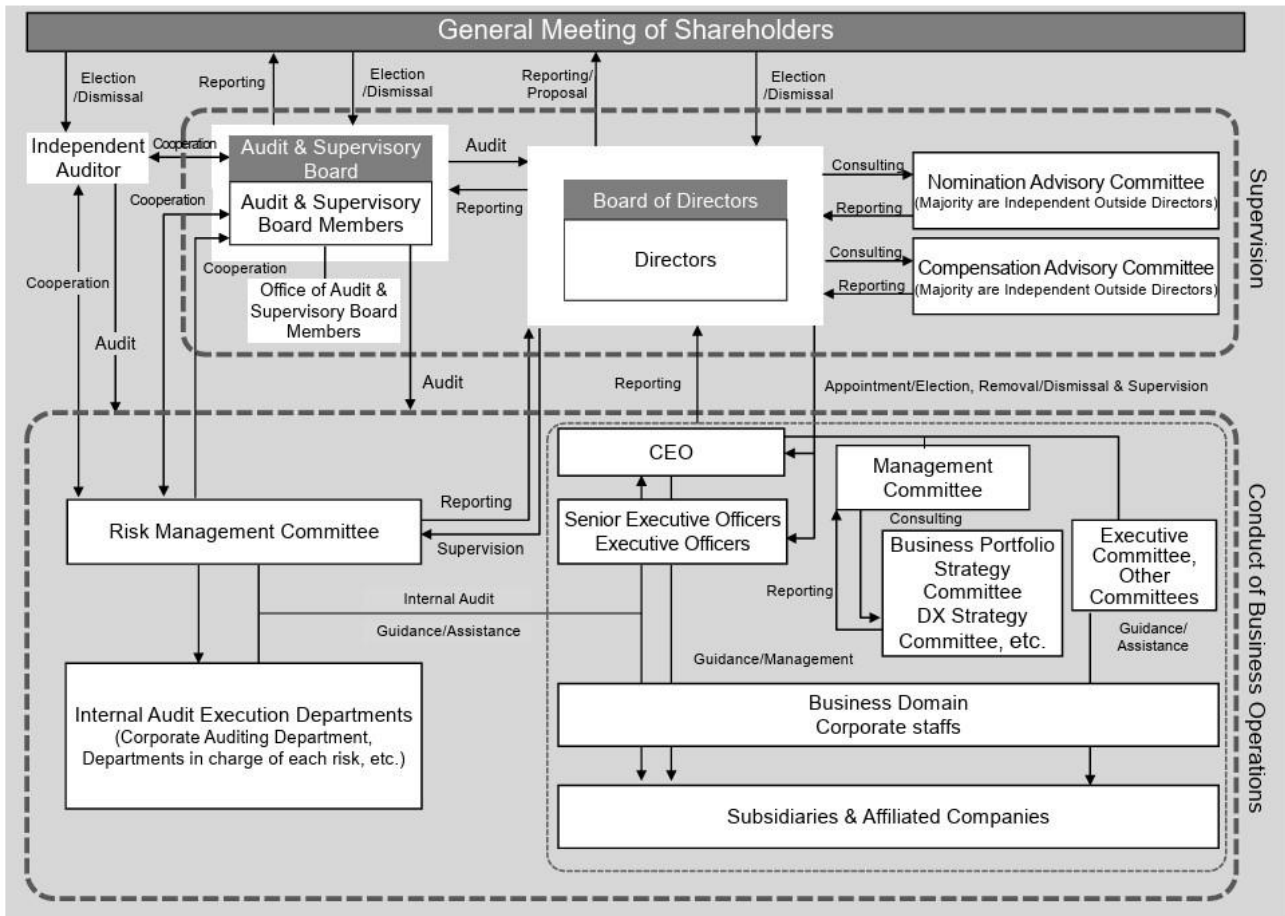
2. Other Matters Concerning to Corporate Governance System

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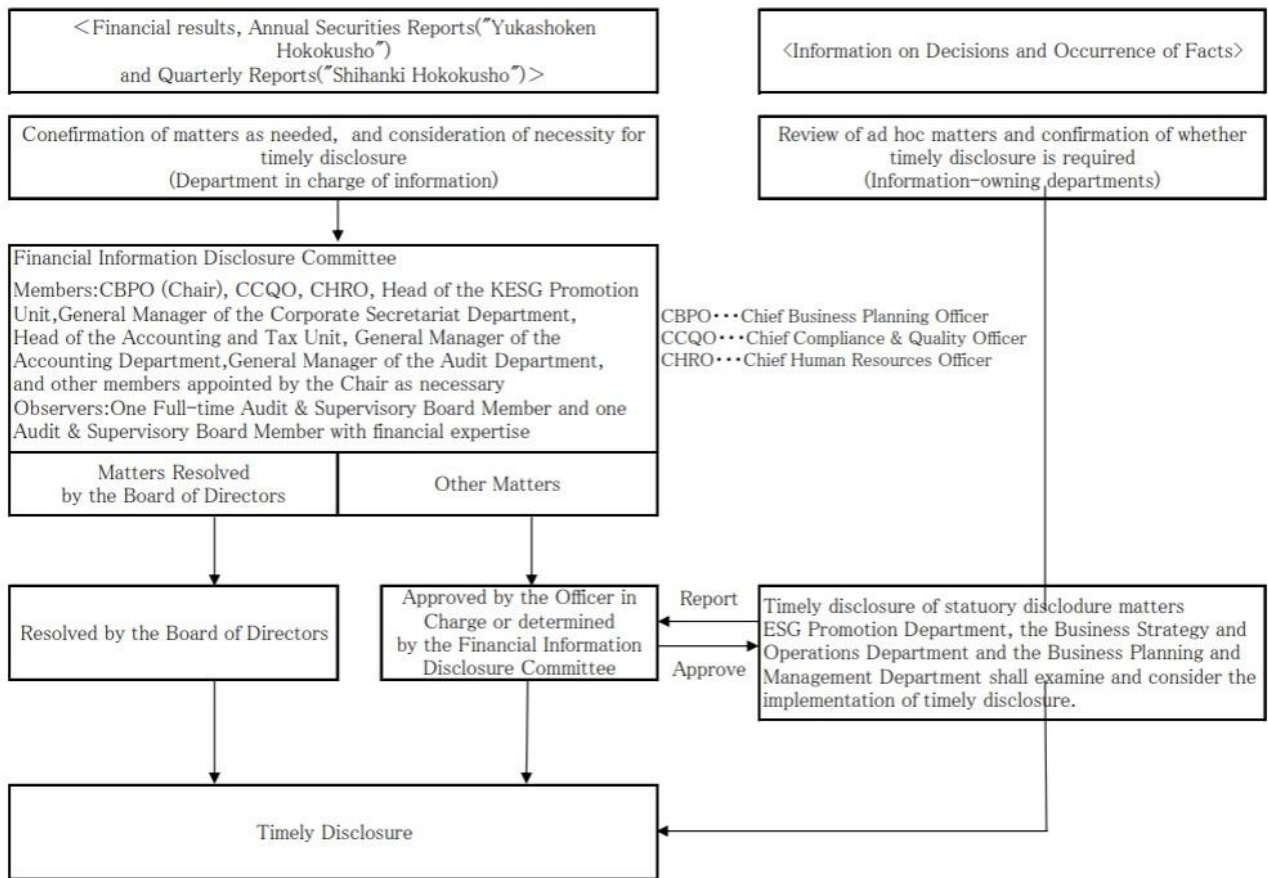
[Structure Charts (Reference)]

<Corporate Governance Structure>

Corporate Governance Structure (As of January 1, 2026)



<Company Structure for Timely Disclosure of Information>



<Board Skills Matrix>

The Company configures its Board of Directors from the perspectives of maintaining the number of members appropriate for ensuring effective discussions at the meetings of the Board of Directors, manifesting its function as a board of directors and ensuring its diversity and maintaining soundness and transparency in management.

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 promote the Company’s medium- to long-term business strategy and the expertise and experience of each member.

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.