Note: This document has been translated from the Japanese original for reference purposes only. In the event of any discrepancy between this translated document and the Japanese original, the original shall prevail.

For Earth, For Life
Kubota

Securities Code: 6326
Date of Dispatch: March 3, 2023

Yuichi Kitao
President and Representative Director
KUBOTA Corporation
2-47, Shikitsuhigashi 1-chome,
Naniwa-ku, Osaka, 556-8601 Japan

Notice of the 133rd Ordinary General Meeting of Shareholders

To Shareholders

Kubota Corporation (hereinafter the "Company") hereby notifies you that the 133rd Ordinary General Meeting of Shareholders will be held as follows.
In convening the 133rd 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 133rd Ordinary General Meeting of Shareholders:	https://www.kubota.com/ir/stock/meeting/index.html
Tokyo Stock Exchange (TSE) website Listed Company Search	https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show

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 by 5:00 p.m. on Thursday, March 23, 2023 (JST).**

Detailed information regarding the exercise of voting rights in writing or by using the Internet, making enquiries in advance, and viewing a live stream is shown on pages 14 and 15 (in Japanese only) .

Date and time	**Friday, March 24, 2023, 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	**Matters to Be Reported** 1. Business report, the consolidated financial statements and the non-consolidated financial statements for the 133rd business term (from January 1, 2022 to December 31, 2022) 2. The results of the audits of the consolidated financial statements by the Independent Auditor and by the Audit & Supervisory Board **Matters Requiring Resolutions** Proposal 1: **Election of Eleven Directors** Proposal 2: **Election of One Substitute Audit & Supervisory Board Member**

Note: Shareholders who are attending the General Meeting of Shareholders in person are requested to submit the enclosed voting instruction card 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.

■ If any revision of information that constitutes the content of reference materials for the General Meeting of Shareholders, etc. in electronic format occurs, matters before and after amendment will be posted on the above-mentioned internet websites.

■ Of the content of reference materials for the General Meeting of Shareholders, etc. in electronic format, the financial position and the results of operations, main line of business, employees (of consolidated and non-consolidated basis), item on shares of Kubota Corporation, independent auditor, consolidated statement of changes in equity, notes to consolidated financial statements, statement of changes in net assets (non-consolidated) and notes to 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 is the part of document audited by the Independent Auditor and the Audit & Supervisory Board Members in preparing the audit reports.

REFERENCE MATERIALS FOR THE 133rd GENERAL MEETING OF SHAREHOLDERS (SUMMARY)

The full text of the reference materials for the 133rd Ordinary General Meeting of Shareholders is posted on the Company's website and TSE website.

Proposal 1: Election of Eleven Directors

The term of office of all ten Directors will expire at the conclusion of this meeting. At this juncture, the Company proposes to elect eleven Directors, increasing the number of Directors by one, to maintain the number of Directors at an appropriate level for carrying on effective discussions at meetings of the Board of Directors, while strengthening the Group management base with an eye to the expansion of the overseas business activities, thereby realizing sustainable growth and increasing the trust that society places in the Kubota Group (hereinafter the "Group"), and also strengthening the corporate governance framework. If this proposal is approved and passed as proposed, five out of the eleven Directors will be Outside Directors.

No.	Name		Position and Responsibility at Kubota Corporation and Important Concurrent Positions	Attendance of the Meetings of the Board of Directors
1	Yuichi Kitao	Reappointment	President and Representative Director	100% (12 of 12)
2	Masato Yoshikawa	Reappointment	Representative Director and Executive Vice President, General Manager of Planning and Control Headquarters, General Manager of Global ICT Headquarters	100% (12 of 12)
3	Dai Watanabe	Reappointment	Director and Executive Vice President, General Manager of Farm and Industrial Machinery Consolidated Division, General Manager of Innovation Center	100% (12 of 12)
4	Hiroto Kimura	Reappointment	Director and Senior Managing Executive Officer, General Manager of Research and Development Headquarters, General Manager of Kubota Global Institute of Technology, Deputy General Manager of Innovation Center, General Manager of Carbon Neutral Promotion Dept.	100% (10 of 10)
5	Eiji Yoshioka	New Nomination	Senior Managing Executive Officer, General Manager of Water and Environment Infrastructure Consolidated Division, Deputy General Manager of Innovation Center, General Manager of Tokyo Head Office	–
6	Shingo Hanada	New Nomination	Managing Executive Officer, President of Kubota North America Corporation, President of KUBOTA TRACTOR CORPORATION	–
7	Yuzuru Matsuda	Reappointment, Independent, Outside	Outside Director	100% (12 of 12)
8	Koichi Ina	Reappointment, Independent, Outside	Outside Director, Outside Director of Sansha Electric Manufacturing Co., Ltd.	100% (12 of 12)
9	Yutaro Shintaku	Reappointment, Independent, Outside	Outside Director, Outside Director of Santen Pharmaceutical Co., Ltd., Outside Director of KOZO KEIKAKU ENGINEERING Inc.	100% (12 of 12)
10	Kumi Arakane	Reappointment, Independent, Outside	Outside Director, External Director of Kagome Co., Ltd., Outside Director of TODA CORPORATION	100% (12 of 12)
11	Koichi Kawana	New Nomination, Independent, Outside	Outside Director of TOKYO ELECTRON DEVICE LIMITED Outside Director of Bandai Namco Holdings Inc. Outside Director (Audit and Supervisory Committee Member) of COMSYS Holdings Corporation External Director of RENOVA, Inc.	–

Proposal 2: 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 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.

Substitute Audit & Supervisory Board Member	Outside	Hogara Iwamoto	Representative Partner of Asunaro Legal Professional Corporation, Asunaro Law Office

Message from the President



In delivering a notice of the 133rd Ordinary General Meeting of Shareholders, I would like to express my sincere gratitude to shareholders for their loyal patronage.

The year 2022 was indeed a year of drastic changes in the market environment, with a series of unexpected events such as geopolitical risks and escalating inflation, including soaring energy prices, in addition to the tight supply chain and disruption that had continued from the previous year. However, even in this difficult environment, we made major milestones that will lead to future growth, such as welcoming Escorts Limited (now Escorts Kubota Limited), a major Indian agricultural machinery manufacturer, in order to accelerate market development, and establishing new large-scale R&D bases in Japan and North America in order to build a global R&D structure.

The Kubota Group aims to become a Global Major Brand, “a company that can make the greatest contribution to society by earning the trust of the greatest number of customers.” In order to resolve social issues in the areas of “food, water, and the environment,” we have established Long-term Vision “GMB2030” to become an “Essentials Innovator for Supporting Life,’ Committed to a Prosperous Society and Cycle of Nature.”
This Long-term Vision “GMB2030” was born out of the sense of urgency that businesses related to “food, water, and the environment” will not disappear, but the form of products and services required for them may change in the future; thus, our business should further expand its domains and provide new solutions to our customers, aiming to become an “Essentials Innovator for Supporting Life.”
In order to achieve the current Mid-term Business Plan and realize Long-term Vision “GMB2030” amidst the drastically changing market environment, we believe it is necessary to respond to the changes in globalization and gather speed for business operations.

Many of Kubota’s growth drivers can be found in overseas markets. As such, we must not waver in the globalization of our operations as we pursue business growth. Having said that, globalization has taken a new turn. This leads me to believe that how appropriately we manage to respond to a change in the operational environment will be a major challenge this year, as the framework which supported conventional globalization, namely, free trade and a unified world, in danger, deepening the national and regional division. On the other hand, the common criteria for judgment of people around the world have been changing, even in an ideological and cultural aspect. There is a need to operate under the concept of globalization that further stresses sustainability in addition to the conventional practice of pursuing cost and efficiency. We will ensure the understanding of the global common criteria for judgment, and create a global management standard.
There have been many startups and new players from other industries entering our business fields of food, water, and the environment. The speed of their response to changes is too fast, and we must change faster than ever before. We cannot do this the old way with our own products and technologies alone. We must also cooperate with other companies, industries, governments, and academia to accelerate the evolution and change.

Kubota has data and know-how accumulated in the field, rooted in the local communities as a result of hard work together with our customers. As a company committed to resolving environmental and social issues through business in the areas of “food, water, and the environment,” we will continue to leverage these strengths to shift to business operations that place ESG at the core of management and strive to enhance our corporate value. We sincerely ask for the continued support of our shareholders.

Yuichi Kitao
President and Representative Director

Initiatives in the 133rd Term

Having welcomed Escorts Limited to Kubota Group

Expansion of Indian market and entry into emerging markets

Escorts Limited (now Escorts Kubota Limited, hereinafter “Escorts”) is a leading company in the Indian tractor market, the largest in the world, and produces construction machinery.
In April 2022, we welcomed Escorts into our Group with a view to expanding our share of the Indian market, which is expected to grow further in the future, and to expanding the market for basic tractors that are durable and reasonably priced. Leveraging the Company’s advanced production technology and Escorts’ cost competitiveness, we aim to achieve a 24% share of the Indian tractor market by 2030, and to develop and manufacture agricultural and construction machinery for emerging markets.



Basic tractor of Escorts

Click below for details. **Completion of Subscription to Third-Party Preferential Primary Share Allotment and an Open Offer Bid for Escorts Limited**
https://www.kubota.com/ir/news-support/news/data/nws20220413e.pdf

Click below for details. **133rd Kubota Interim Business Report**
https://www.kubota.com/ir/financial/report/data/rpt133rd.pdf

Kubota Global Institute of Technology opens in Sakai city, Osaka

Strengthen R&D System

Kubota has been building a global research and development network and strengthening the product development and technological capabilities that meet individual local needs. In September 2022, Kubota opened the Kubota Global Institute of Technology (hereinafter “KGIT”) in Sakai City, Osaka Prefecture. KGIT houses most of the divisions related to R&D in Japan, particularly in agricultural and construction machinery, and facilitates the creation of new innovations. In addition to playing the role of a hub for strengthening cooperation among R&D bases in each region, KGIT also aims to develop technologies to resolve increasingly complex social issues in the future utilizing a global system of six research bases.



Kubota Global Institute of Technology established in Sakai, Osaka

Click below for details. **Kubota Global Institute of Technology Opens in Sakai, Osaka**
https://www.kubota.com/news/2022/20221026.html

One Kubota R&D Structure

Global R&D system based on the six regions to create the future of the food, water, and the environment

Our Aims

1. Promote development of large-size agricultural machinery for field crops (tractors)
2. Accelerate development of models that require early identification of market needs
3. Shorten development period by parallel development with Japan (using time lag)

As important markets, the Chinese and Indian markets require the development of local R&D bases in the future. Currently, the personnel of local manufacturing and sales companies are largely responsible for R&D functions.



Our Aims

1. Minor changes to Thailand-produced models (tractors, combines, tillers, etc.)
2. Development of region-specific products for ASEAN countries, such as cassava planters and sugar cane harvesters

Our Aims

1. Strengthen “One Kubota R&D” by playing the role of a hub to enhance collaboration among global R&D bases
2. Improve R&D efficiency by eliminating the dispersion and shortage of R&D resources (human resources and research facilities)
3. Enhance product development capabilities, research capabilities in new technology areas, and R&D human capital to realize them

Our Aims

1. Full-scale local development of lawn mowers, utility vehicles, implements for tractors, etc.
2. Quickly and accurately grasp the needs specific to the local markets and speedily introduce products that meet market needs

Growth path of the Kubota Group

Kubota began its business by manufacturing and selling cast metal products. Since that time, Kubota has tackled the issues that have faced society in each age, pursuing the essence of manufacturing while endeavoring to resolve each one. Going forward, too, Kubota will work to protect our beautiful global environment and continue to support prosperity in society and the cycle of nature.



Spirit of the Founder, Gonshiro Kubota

— For the prosperity of society, we need to put all our efforts into creation.
— Our products should not only be technically excellent, but also useful for the good of society.
— We should create products with all our heart and soul, and realize the commodity values of such products in correct definitions.

Food

Boosted post-war food production

Developed and commercialized cultivators, farm tractors, industry-first head-feeding combine harvesters, etc. Promoted agricultural mechanization and contributed to food production.





Resolve the labor shortage in agriculture

Contributed to farmers' aging and labor shortage issues with new solutions that combine ICT and robot technologies, etc. Provided Kubota Smart Agriculture System (KSAS) to visualize agriculture and self-driving agricultural machinery, as well as agriculture-purpose drones, etc., anticipating crop-dusting and farm-monitoring.







Water

Mitigate the spread of infectious diseases

Succeeded in the mass-producing of cast-iron water pipes for the first time in Japan. The spread of water systems helps mitigate epidemics.



Environmental preservation efforts stimulated by economic growth

To resolve water pollution along with economic development, entered environmental improvement businesses including water services and sewage services.



Build disaster-resilient infrastructure

To save people's lives from natural disasters that have been increasing in recent years, provided "earthquake-resilient ductile iron pipes" and drainage pumping vehicles that play an active role during floods caused by heavy rain. Developed KSIS smart water infrastructure system using ICT as a means to resolve the shortage of experienced engineers.







KSIS Tablet Measuring Screen

Environment

Increasing urban infrastructure development

Started manufacturing compact construction machinery, and contributed to urban infrastructure development during the period of rapid economic growth.



Respond to climate change

Developed clean industrial engines to contribute to the global issue to reduce CO_2 emissions. Led the industry by becoming the first acquiror of the U.S. CARB certification in the world, and meeting national regulations around the world that are tightened year after year.



Founded in 1890

Kubota's history of resolving social issues

Current

Mid-term Business Plan 2025

For the planet in the next 100 years

With the University of Tokyo, the Company will strive to contribute to social solutions in the fields of food, water, and the environment, anticipating the future in a hundred years.



Long-term Vision "GMB2030"

An "Essentials Innovator for Supporting Life,"

Committed to a Prosperous Society and Cycle of Nature

Compact Electric Tractor released in European markets

In April 2023, Kubota will be the first Japanese manufacturer to release compact electric tractors in Europe.



Click below for details.
https://www.kubota.com/news/2022/20220905.html

Smart Village concept

We will strive to provide total solutions to intertwined social issues and realize a carbon-neutral and resource-recycling future, focusing on the fields of food, water, and the environment.



Click below for details.
The Concept of Kubota's Smart Village
https://www.youtube.com/watch?v=eu06l20QxrM

Development of biomass regional resource circulation system

In collaboration with Kyoto University and Waseda University, we are working on a demonstration experiment to establish a regional resource circulation system to produce biofuels from rice straw for use in agriculture and households.



Kubota and Accenture establish a joint venture for the realization of a sustainable society

In addition to creating new solutions, we will engage in the development of digital human resources and the creation of a digital platform.



Click below for details.
https://www.kubota.com/news/2022/20220830.html

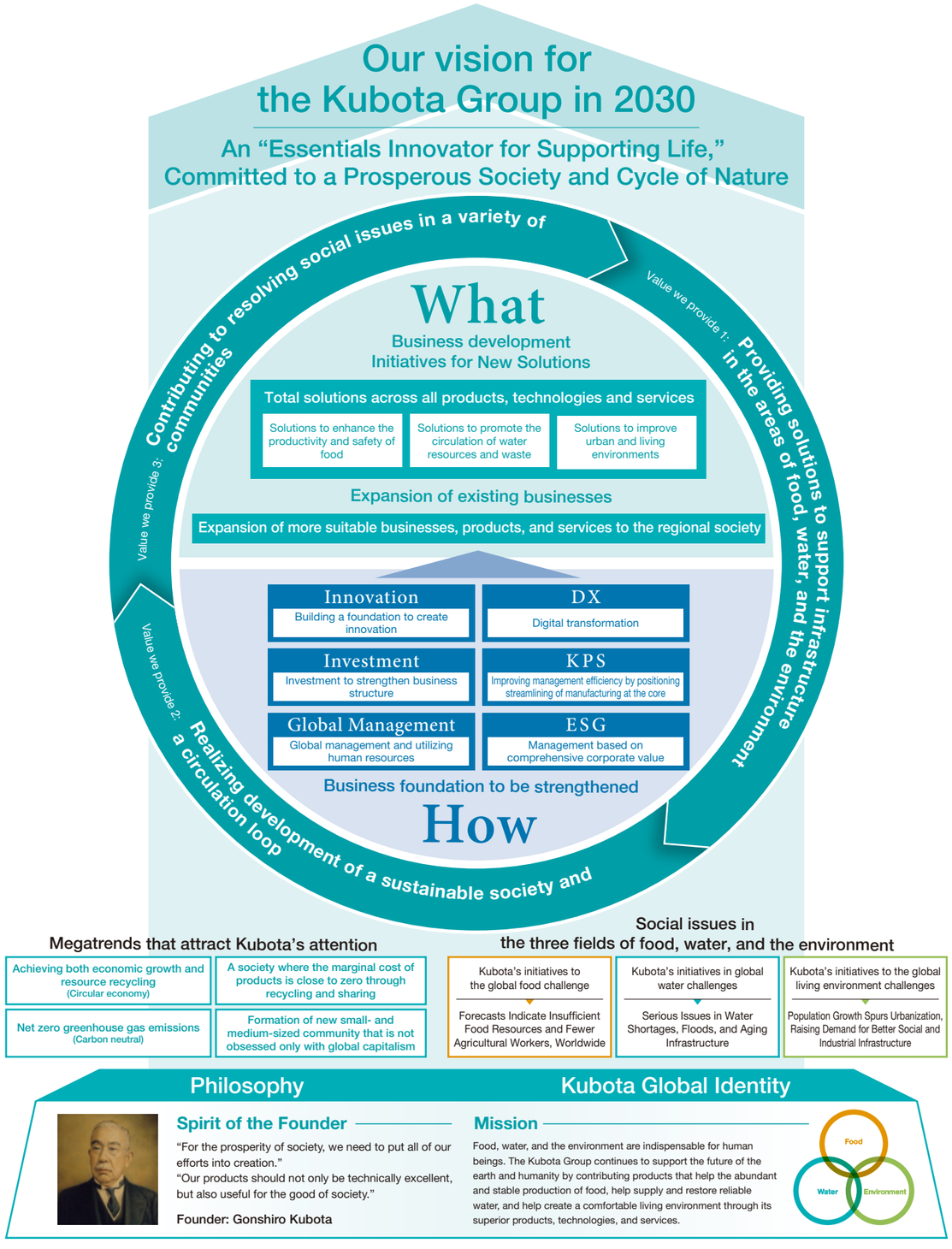
KUBOTA AGRI FRONT, an edutainment facility to learn about agriculture from a management perspective, will open

Kubota will establish a place to learn about and anticipate the attractiveness and potential of "food and agriculture" together for the future, conveying "Future Vision of Agriculture" from Japan's northern farmlands in vast Hokkaido.



Long-Term Vision “GMB2030”

The Kubota Group’s long-term goal is to realize Global Major Brand Kubota (GMB Kubota), by which we mean a company that can make the greatest contribution to society by earning the trust of the greatest number of customers, and achieve this by resolving social issues in the fields of food, water, and the environment. As we move toward a world in which it is normal to live a sustainable life, in order for the entire Group to share the direction that Kubota should take and accelerate efforts to realize these goals, we have formulated our Long-Term Vision “GMB2030” which looks ten years ahead.



Megatrends that attract Kubota’s attention

- Achieving both economic growth and resource recycling (Circular economy)
- A society where the marginal cost of products is close to zero through recycling and sharing
- Net zero greenhouse gas emissions (Carbon neutral)
- Formation of new small- and medium-sized community that is not obsessed only with global capitalism

Social issues in the three fields of food, water, and the environment

Kubota’s initiatives to the global food challenge	Kubota’s initiatives in global water challenges	Kubota’s initiatives to the global living environment challenges
Forecasts Indicate Insufficient Food Resources and Fewer Agricultural Workers, Worldwide	Serious Issues in Water Shortages, Floods, and Aging Infrastructure	Population Growth Spurs Urbanization, Raising Demand for Better Social and Industrial Infrastructure

Philosophy

Spirit of the Founder

“For the prosperity of society, we need to put all of our efforts into creation.”
“Our products should not only be technically excellent, but also useful for the good of society.”

Founder: Gonshiro Kubota

Kubota Global Identity

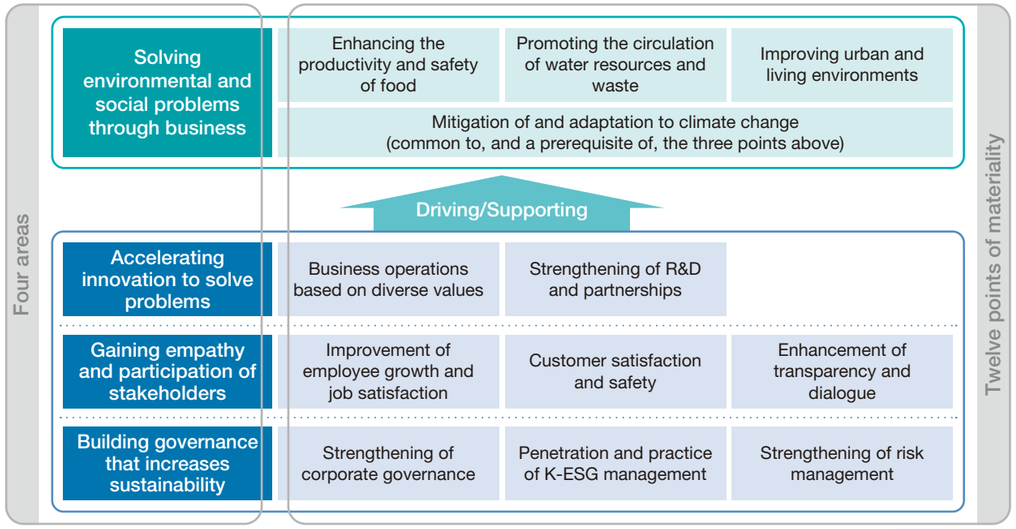
Mission

Food, water, and the environment are indispensable for human beings. The Kubota Group continues to support the future of the earth and humanity by contributing products that help the abundant and stable production of food, help supply and restore reliable water, and help create a comfortable living environment through its superior products, technologies, and services.

Materiality That We Take as Key Management Issues

To accelerate the achievement of our Long-Term Vision “GMB2030,” we have identified four areas we wish to focus on, and have broken these down into 12 points of materiality that consider the demands of society and our stakeholders, as well as our goals and management direction.

Twelve points of materiality in four areas



Mid-Term Business Plan 2025

With the aim of becoming an “Essentials Innovator for Supporting Life,” committed to a prosperous society and cycle of nature—as outlined in our Long-Term Vision “GMB2030”—we formulated Mid-Term Business Plan 2025 and have been working since 2021 to that end. We plan to promote our five main themes and DX as a common theme, and develop business operations that position ESG at the core of management.

Initiatives of enhancement in business area

2 Establishment of the foundation for realizing our Long-Term Vision “GMB2030” that supports the next generation
Initiatives to secure candidates of growth drivers for the next generation

3 Expansion of revenue in existing businesses
Promotion of business strategies that take advantage of growth opportunities

4 Improvement of profit margin
Improvement of profit structure by strengthening the business foundation in the mid-term

1 Promotion of ESG management

Shift to business operations that position ESG at the core of management

As a company that engages in reducing environmental impacts and solving social issues through business, Kubota promotes its own unique ESG management. Toward the emphatic and urgent implementation of this management approach, ESG Management Strategy Meeting is established under the direct control of the President, and ESG will be recognized as the basis for decision-making on future business development.

Initiatives related to business operations

5 Development of infrastructure that supports sustainable growth
Reform of a business operation structure
Initiatives to secure and strengthen human resources
Strengthening risk management

Contributing to all five main themes
DX as a common theme

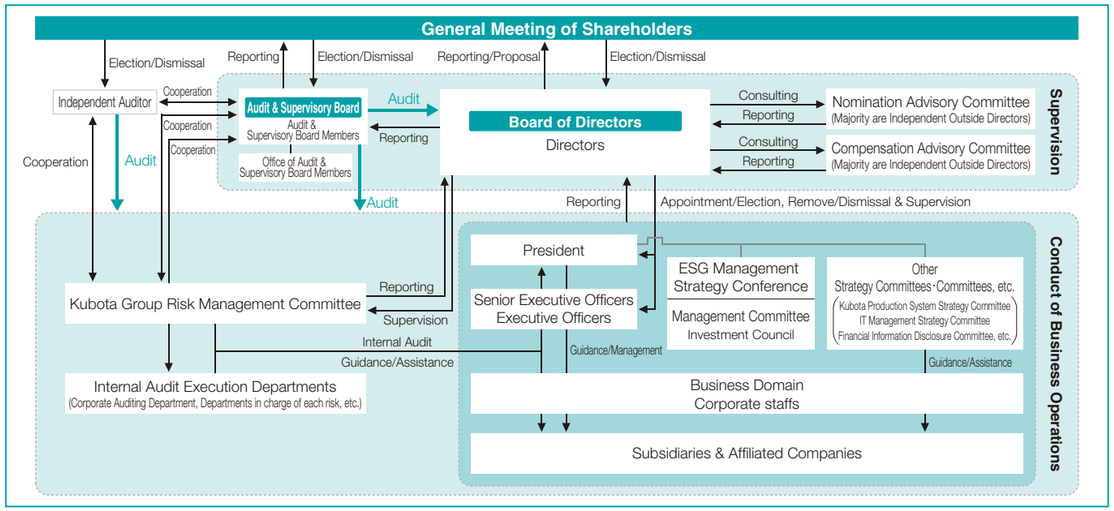
Click below for the Mid-term Business Plan Progress
https://www.kubota.com/ir/financial/presentation/data/mp134e.pdf

Policy of Organization Structure

Kubota Corporation is basically a company with an Audit & Supervisory Board but also has a voluntary Nomination Advisory Committee and Compensation Advisory Committee. The Company has a wide range of business domain that includes the areas of food, water, and the environment. Considering the scope of this domain, the Company believes that the most appropriate governance structure is one in which the Board of Directors makes decisions on major fundamental management policies, based on the perspectives of internal Directors with in-depth experience and knowledge in particular areas of the Company's businesses as well as the objective viewpoints and broad knowledge of Outside Directors. The Board of Directors also supervises and oversees the Senior Executive Officers' conduct of business. On the other hand, the Audit & Supervisory Board Members, who are legally independent from the Board of Directors, provide a monitoring function through the highly effective, independent audit function. The Company believes having the voluntary Nomination Advisory Committee and Compensation Advisory Committee, where the majority of members are Outside Directors, enables it to secure objectivity and transparency on matters regarding personnel and remuneration of officers, etc., and attain sustainable growth and increase its corporate value in the medium to long term while securing sound, efficient, and effective business operations.

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. 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 how skills required to realize the Company's Long-term Vision "GMB2030" correspond to their specialties and experience.

Corporate Governance Structure (As of January 1, 2023)



Management structure after 133rd Ordinary General Meeting of Shareholders (planned)

Diversified background of Members of the Board and Audit & Supervisory Board Members		Yuichi Kitao	Masato Yoshikawa	Dai Watanabe	Hiroto Kimura	Eiji Yoshioka	Shingo Hanada	Yuzuru Matsuda
Position		President and Representative Director	Representative Director and Executive Vice President	Executive Vice President and Director	Director and Senior Managing Executive Officer	Director and Senior Managing Executive Officer	Director and Managing Executive Officer	Outside Director
Tenure at the conclusion of this meeting		8 years and 9 months	6 years	4 years	1 year	—	—	8 years and 9 months
Outside								●
Areas of expectation/Specialization	Priority items related to Long-term Vision "GMB2030" KPS(Manufacturing)/ Quality control				●	●		
	Priority items related to Long-term Vision "GMB2030" Global Management	●	●	●		●	●	●
	Priority items related to Long-term Vision "GMB2030" Innovations/R&D/DX	●		●	●			●
	Priority items related to Long-term Vision "GMB2030" E(Resolution of environmental issues)			●	●	●	●	
	Priority items related to Long-term Vision "GMB2030" S(Contributing to society/ Empathy and participation of stakeholders)	●					●	
	Priority items related to Long-term Vision "GMB2030" G (Building Governance)		●					●
	Fundamental items for management Finance/Accounting		●					
	Fundamental items for management Legal affairs/Compliance							
Experience in corporate management		●						●
Nomination Advisory Committee		●	●					● (chairman)
Compensation Advisory Committee			●					● (chairman)

	Koichi Ina	Yutaro Shintaku	Kumi Arakane	Koichi Kawana	Toshikazu Fukuyama	Yasuhiko Hiyama	Masashi Tsunematsu	Yuichi Yamada	Yuri Furusawa	Keijiro Kimura
Position	Outside Director	Outside Director	Outside Director	Outside Director	Audit & Supervisory Board Member	Audit & Supervisory Board Member	Audit & Supervisory Board Member	Outside Audit & Supervisory Board Member	Outside Audit & Supervisory Board Member	Outside Audit & Supervisory Board Member
Tenure at the conclusion of this meeting	7 years and 9 months	5 years	2 years	—	8 years and 9 months	5 years	1 year	3 years	2 years	1 year
Outside	●	●	●	●				●	●	●
Areas of expectation/Specialization	●		●							
	●	●		●		●				
			●							
	●						●			
		●		●					●	
				●	●			●	●	●
		●			●	●	●	●		
					●	●	●	●	●	●
Experience in corporate management	●	●		●						
Nomination Advisory Committee	●	●	●	●						
Compensation Advisory Committee	●	●	●	●				▲ (Observer)		

1. Full-time Audit & Supervisory Board Members will be determined at the Audit & Supervisory Board meeting held after this General Meeting of Shareholders, and meeting of the Board of Directors held after that.
2. Experience in corporate management among the items of the list above refers to experience as president at listed companies.
3. Other than members of the Compensation Advisory Committee in the above table, Mr. Kazuhiro Kimura, a Senior Managing Executive Officer, also serves as a
4. 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 improve the effectiveness of the Board.
5. In the list above, up to three of the major skills expected of each member of the Board of Directors based on their experience are marked ●. These skills do not represent the entirety of the knowledge possessed by each member.

Directors with special titles will be determined at the member of that committee.
provide explanations on those agenda in order to

Click below for the list of current Directors and Senior Management https://www.kubota.com/corporate/board/index.html

The 133rd Business Result

Revenue

2,678.8 Billion yen

(YoY basis +21.9%)

Domestic Revenue in Farm & Industrial Machinery decreased mainly due to decreased sales of farm equipment. Revenue in Water & Environment increased due to sales price increase and increased sales of plastic pipes.

Overseas In Farm & Industrial Machinery business, revenue from tractors, engines, and construction machinery increased mainly due to price increase in addition to an effect from exchange rate fluctuations. By the regional segment, revenue in North America, Asia outside Japan, and Europe also increased due to same factors.

Operating profit

218.9 Billion yen

(YoY basis -10.5%)

Machinery Operating profit decreased mainly due to some negative effects from a rise in material prices and logistics expenses, while there were some positive effects from sales price increase and fluctuations of foreign exchange rates.

Water Operating profit decreased due to increased expenses caused by inflation mainly although sales price increase could compensate a rise in material prices.

Other Operating profit decreased.

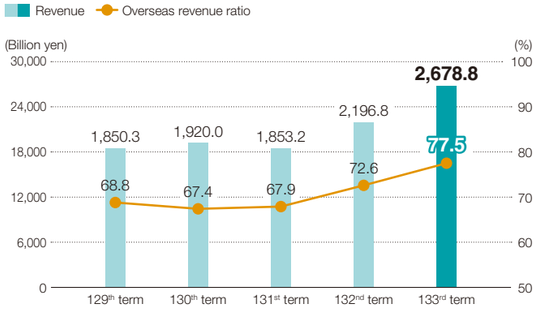
Profit attributable to owners of the parent

156.2 Billion yen

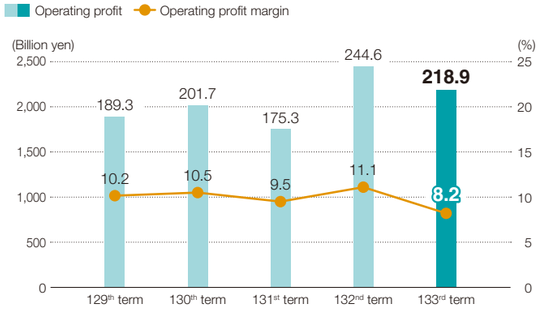
(YoY basis -10.6%)

Profit attributable to owners of the parent decreased due to decreased operating profit.

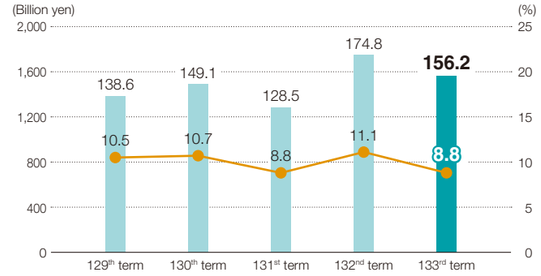
Revenue/Overseas revenue ratio



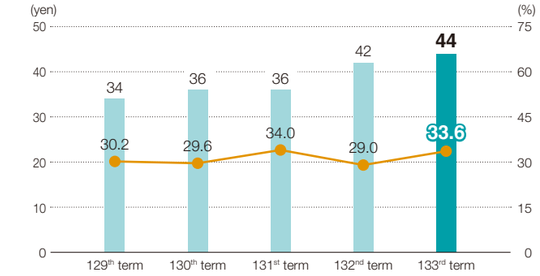
Operating profit/Operating profit margin



Profit attributable to owners of the parent/ROE



Dividend per common share/Payout ratio



(Unit:billions of yen)

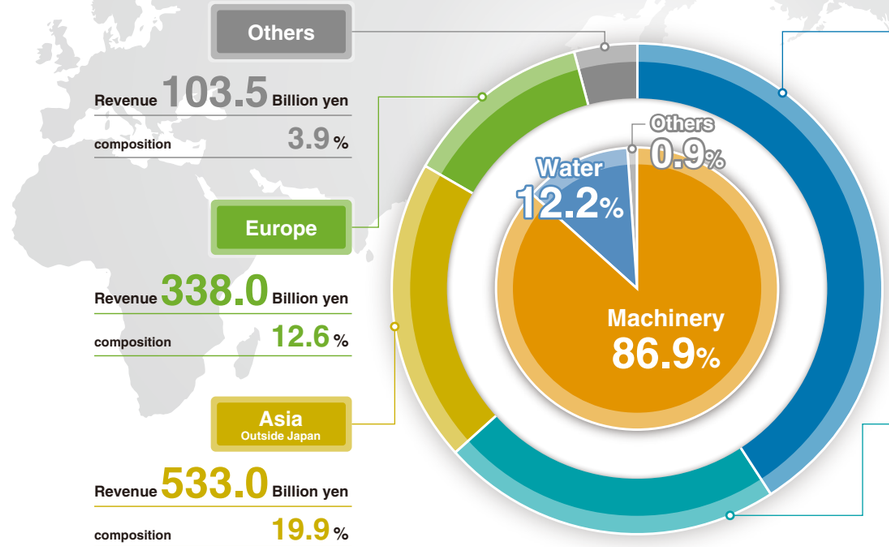
	129th term	130th term	131st term	132nd term	133rd term
Equity attributable to owners of the parent	¥1,339.9	¥1,442.8	¥1,476.0	¥1,678.0	**¥1,883.3**
Total equity	¥1,426.4	¥1,537.2	¥1,574.2	¥1,785.1	**¥2,077.3**
Total assets	¥2,895.7	¥3,139.3	¥3,189.3	¥3,773.7	**¥4,731.3**

(Unit:Yen)

Equity attributable to owners of the parent per share	¥1,087.44	¥1,182.72	¥1,221.95	¥1,398.47	**¥1,583.73**
Earnings per share attributable to owners of the parent (Basic)	¥112.44	¥121.59	¥105.85	¥144.80	**¥130.82**

Click below for the latest financial results https://www.kubota.com/ir/financial/release/index.html

Revenue 133rd 2,678.8 Billion yen



Others
Revenue 103.5 Billion yen
composition 3.9 %

Europe
Revenue 338.0 Billion yen
composition 12.6 %

Asia Outside Japan
Revenue 533.0 Billion yen
composition 19.9 %

North America
Revenue 1,102.0 Billion yen
composition 41.1 %

Japan
Revenue 602.4 Billion yen
composition 22.5 %

Farm & Industrial Machinery (Machinery)

Farm equipment, Agricultural-related products, Engines, and Construction machinery

Revenue	YoY basis
2,328.0 Billion yen	+24.8%

Domestic: Sales of farm equipment and agricultural-related products decreased due to sluggish rice prices and the termination of subsidies for business continuation of farmers.

North America: Shipment of tractors has made progressed in order to resolve back-order and replenish dealer inventories. Sales of construction machinery were solid due to demand for infrastructure construction.

Europe: Sales, mainly construction machinery and engines, were solid supported by demand for construction.

ASIA: Outside Japan In Thailand, sales for dryland farming in Thailand were solid while sales of equipment for rice farming decreased due to adverse reaction from the government project in the prior year. In India, sales increased due to consolidation of Escorts Limited (currently, Escorts Kubota Limited).

Segment profit	YoY basis
237.1 Billion yen	-4.7%

Water & Environment (Water)

Pipe system-related products, Materials and urban infrastructure-related products, Environment-related products

Revenue	YoY basis
327.6 Billion yen	+7.3%

Domestic: Revenue increased due to sales price increase and increased sales of plastic pipes.

Overseas: Sales of materials such as reformer and cracking tubes were solid.

Segment profit	YoY basis
17.3 Billion yen	-22.5%

Others

A variety of other services

Revenue	YoY basis
23.2 Billion yen	-12.8%

Segment profit	YoY basis
3.1 Billion yen	-16.5%