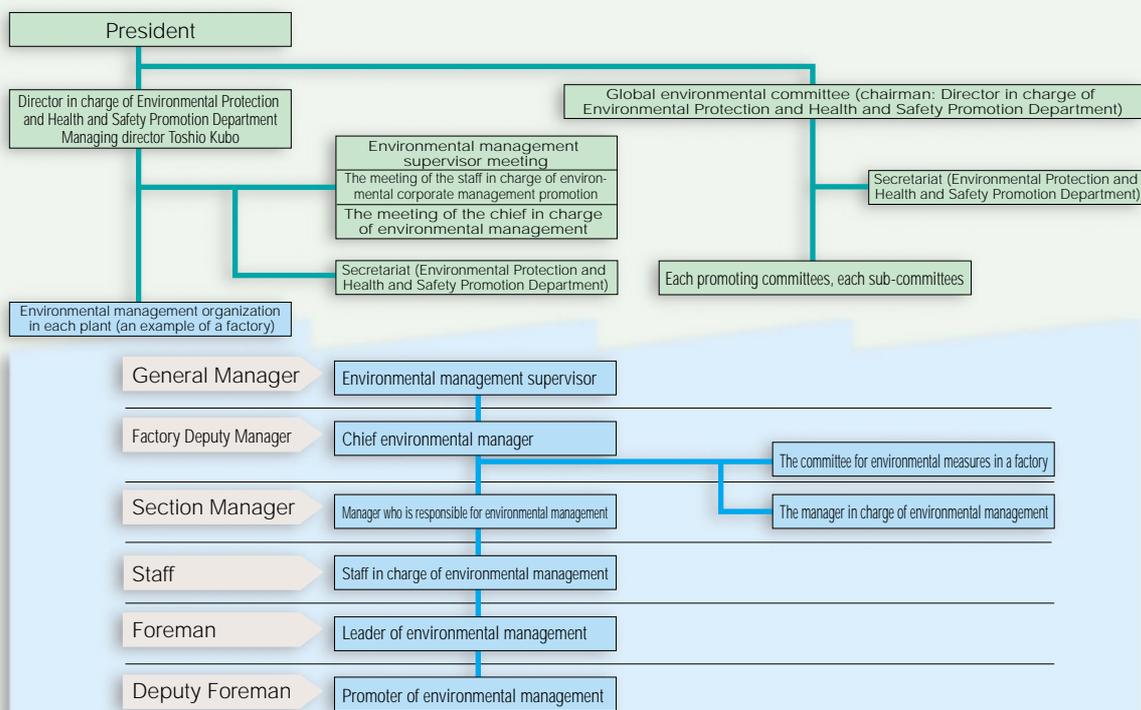


Environmental Management Organization

At Kubota, we set up the Environmental Protection and Health and Safety Promotion Department which promotes environmental conservation, safety and sanitation under the director in charge, we also set up the environmental management

sections in each factory and plant, in order to cope with global and local environmental issues. We discuss fundamental company-wide environmental policies and goals to achieve in the environmental management supervisor meetings.



*Other committee would be organized according to the objectives.

Goals and results of environmental activities

Toward the environment-friendly and creative corporation, we decided the fundamental environmental policies and important promoting items. We also decided the goals of environmental activities according to important promoting items. And we are promoting our activities to achieve those goals.

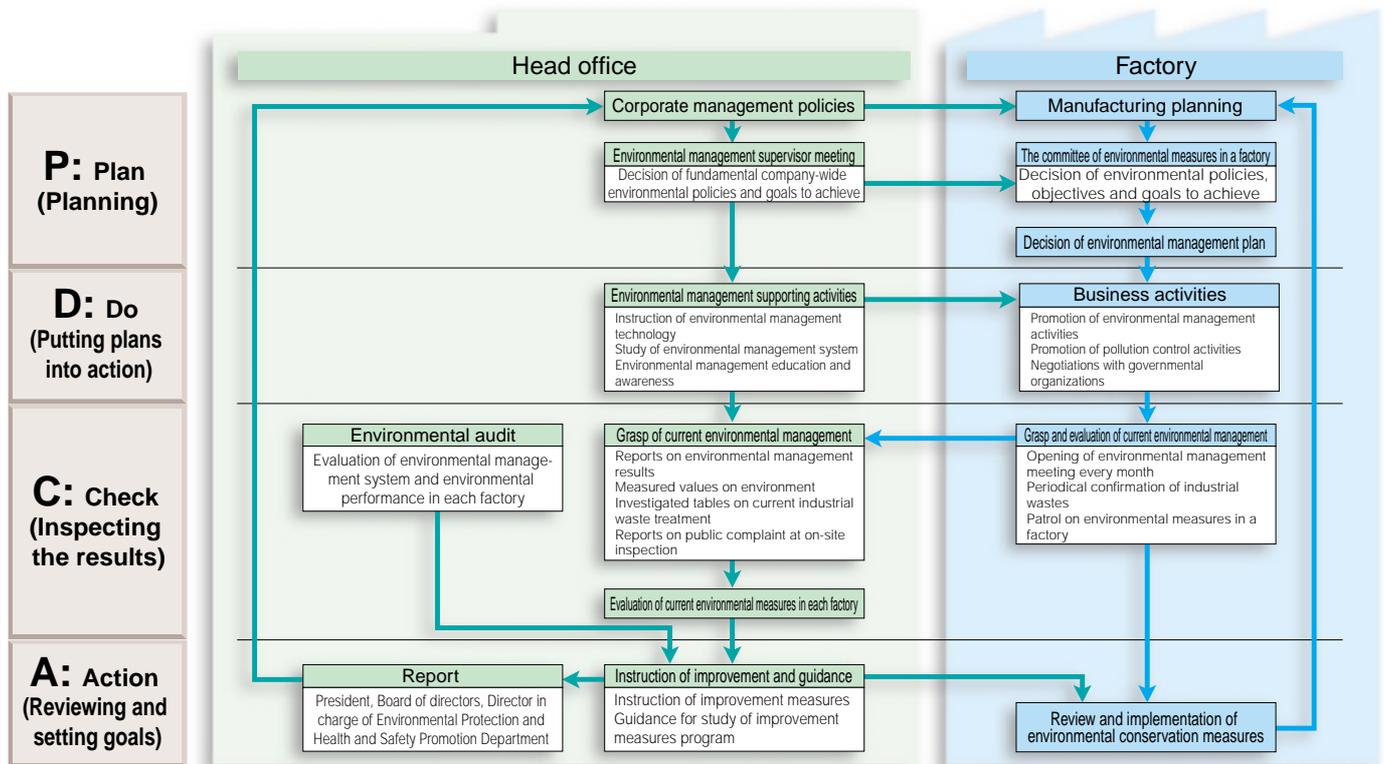
The table on the right shows the goals of environmental activities, and results for fiscal 1999.

Items	
1. Saving energy measures	
2. Reduction of industrial wastes	
3. Acquisition of ISO14001 certificate	
4. Air and water quality control	
5. Working environment control	

Kubota Environmental Management System

Since 1972, all Kubota employees have participated in environmental management activities, based on the TPC (Total Pollution Control) concept. In 1995, we introduced the Kubota Environmental Management System (KEMS), in confor-

mance with ISO14001. Since then, we promote the construction of environmental management system and acquisition of ISO14001 certificates in all of our plants.



Goals	Results in fiscal 1999
Energy unit requirement and carbon dioxide emission unit requirement 5% or more reduction for 5 years (1999 - 2003) based on fiscal 1998 level	Energy unit requirement reduced by 1.1%
* Energy unit requirement = equivalent crude oil to energy used/in-house yield Carbon dioxide emission unit requirement = amount of carbon dioxide emitted/in-house yield	Carbon dioxide emission unit requirement reduced by 3.1%
Amount of wastes treated (landfill, incineration and so on) 30% reduction by fiscal 2000, based on fiscal 1994 level	Reduced by 33%
ISO14001 certificates for all 20 domestic plants by fiscal 2000	15 plants
Self-imposed standards stricter than laws and regulations to be established and observed	Within self-imposed standards
Noise: No. of workshops in No. 3 control area to be reduced by half by fiscal 2000, based on fiscal 1996 standards 118 workshops → 59 workshops	62 workshops

History of Kubota's environmental conservation activities

- 1999 • Publishing environmental report
- 1998 • Environmental awareness questionnaire distributed to all Kubota employees
 - Environmental household accounting program initiated
- 1997 • ISO14001 certificate acquired
- 1996 • Environment home page up loaded
- 1995 • Environmental management regulations revised
- 1994 • Environmental audit system reviewed and supplemented
- 1993 • Plans established for self-imposed environmental activities
- 1992 • Global Environmental Charter drafted
 - Global Environmental Committee established
 - 1st Global Environmental Prize awarded by Sankei Newspaper
- 1991 • In-house Environmental Achievement Award established
 - Ranked 1st place in Nikkei Business Environment rankings
- 1984 • Managerial organization of working environment reinforced
- 1978 • Pollution Management Department renamed the Environmental Protection Department
- 1973 • Central Pollution Patrol (Audit) system set up
- 1972 • Pollution Management Department set up at head office; Pollution Management Sections set up in all plants



1st Global Environment Prize awarded

Public Recognition

Judging committee chairman's special prize of WESTEC prize awarded for "Gasification and ash-melting system demonstration plant" (23 November, 1999)

The capacity of treatment of the demonstration plant is 20 metric tons per day. The plant operated for about 180 days including 30 days continuous operation. During this operation, dioxin concentration in exhaust gas was 0.05ngTEQ/m³N or less, and the plant achieved self-sustained combustion (without any external fuels).

Golden prize of International farm machinery exhibition in France awarded for "Diesel engine lawn mower" (15 September, 1999)

The concept of this product, namely lower horse power consumption, gathering wet grass efficiently and low noise, was estimated.



Testimonial