



Kubota Australia Pty Ltd

Modern Slavery Statement 2025

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Kubota Australia Pty Limited, ACN 005 300 621 (Kubota Australia) is pleased to present our sixth Modern Slavery Statement, prepared in accordance with Section 13 of the Australian Modern Slavery Act 2018. We remain committed to identifying and reducing the risk of modern slavery in our operations and supply chains. We take this responsibility seriously and continue to take practical steps to prevent it and respond to any issues that may arise. This reflects our broader commitment to ethical business, respect for human rights, and responsible practices.

This statement outlines the actions taken by Kubota Australia and its controlled entities (together referred ed to as “KAU”, “we”, “our” or “us”) to combat modern slavery during the calendar year ending on 31 December 2025. It also details our future strategies for promoting ethical practices and mitigating the risks of modern slavery within our organisation and beyond.

About Kubota Australia

For nearly 50 years, Kubota Australia has been a leading supplier of agriculture, construction, and power equipment. Our products are known for their high performance, durability, and reliability. We're committed to protecting the environment and offer equipment with powerful performance and reduced emissions. With over 140 dealers across Australia, our franchised dealer network distributes and services all Kubota equipment. We provide efficient and reliable service support, backed by immediate access to our substantial spare parts inventory nationwide.

KAU is part of the global Kubota Group of Companies and a subsidiary of Kubota Corporation (KBT).

KBT was founded in 1890 in Osaka, Japan, with a vision to create quality products that benefit customers, communities, and the environment. Kubota seeks to be an “Essentials Innovator for Supporting Life,” committed to prosperous society and cycle of nature. By providing solutions in the fields of food, water, and the environment, the company is working to address a variety of issues in regions worldwide.

Brand Statement

For Earth, For Life

The Kubota Group promises to continue supporting the prosperous life of humans while protecting the environment of this beautiful earth.

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.

Vision

To be a company that can make the greatest contribution to society by earning the trust of the greatest number of customers.

Kubota Australia's Structure, Operations, and Supply chains

Structure

Kubota Australia is an Australian company with a registered office at 25-29 Permas Way Truganina Vic 3029. Under the trading name of Kubota Australia Finance (KAF), we offer competitive finance options for both consumers and business operators.

Kubota Australia is a wholly owned subsidiary of Kubota Corporation (KBT). It is listed on the first section of the Tokyo Stock Exchange. KBT is one of the world's leading manufacturers of compact engines and produces agricultural, construction, and power equipment distributed to over 120 countries.

In New Zealand, our operations are conducted through Kubota New Zealand Limited, another wholly owned subsidiary of Kubota Australia. We also provide equipment finance solutions to businesses in New Zealand under the trading name Kubota New Zealand Finance (KNZF).

Operations

The major function of KAU is the marketing and distribution of Kubota-engineered products as well as Kubota-supplied products in Australia and New Zealand. KAU's product range includes agriculture, construction, and power equipment. Additionally, KAU offers retail finance options for these equipment types to both Australian Businesses & Consumers as well as New Zealand Businesses. KAU carries out its function with the help of franchised dealers across Australia and New Zealand. We currently have more than 160 franchised dealerships across both countries.

To support KAU operations, we have a team of 243 employees in Australia and New Zealand. Each team member is adequately compensated and employed in compliance with the regulations of their respective localities.

Supply Chain/Network

KAU maintains a diverse network of suppliers from around the world. Our supply chains encompass manufacturers of automotive products, machinery parts, and various other services that contribute to supporting our operations. In order to meet the demand for KAU-supplied equipment in Australia and New Zealand, we annually procure goods and services totalling approximately \$500 million from our suppliers.

We engage in a range of transactions with international related parties. Similar to previous years, during the past year, we have continued conducting material dealings that involved purchasing goods from both related and unrelated parties of KAU situated in various countries, including Australia, New Zealand, Norway, the Netherlands, Indonesia, Japan, South Korea, Thailand, the United States of America, Germany, France, and Italy. As of the year ending on December 31, 2025, KAU had a supply chain comprising approximately 2000 plus suppliers/service providers. Last year, we traded with nearly 600 suppliers, of which around 80 were international suppliers.

KAU places significant importance on collaborating with suppliers that uphold Kubota values and adhere to principles relating to modern slavery and human rights. KAU provides suppliers/service providers with its Supplier Code of Conduct which outlines KAU's expectations regarding ethical business conduct, human rights, modern slavery risks and compliance with applicable laws.

Kubota Australia's Risks of Modern Slavery Practices

KAU recognises that modern slavery risks may arise in its operations and supply chains, both within Australia and New Zealand and internationally.

KAU's direct operational risk profile remained broadly consistent during the 2025 reporting period and is considered low. This is due to KAU's localised operational structure, direct oversight of recruitment by management with support from the People and Culture team, limited reliance on labour-hire workers, and the engagement of employees under Australian or New Zealand employment arrangements. Where labour-hire workers are required, KAU engages reputable agencies located in Australia/New Zealand and applies standard onboarding, background check and screening procedures.

KAU considers that the greater area of potential modern slavery risk remains within its supply chain, particularly in relation to suppliers operating in higher-risk sectors or jurisdictions, rely on manual labour or subcontracting arrangements, or form part of extended or multi-tiered supply chains.

During 2025, KAU continued to build on its previous modern slavery risk management activities and strengthened its supplier assessment process through the engagement of an external service provider. As part of KAU's supplier onboarding and risk assessment process, new suppliers are required to complete a modern slavery questionnaire. This questionnaire assists KAU to understand each supplier's organisational structure, workforce profile, policies, practices, geographic exposure and potential modern slavery risk factors.

Supplier responses are assessed using a structured risk methodology to identify inherent and residual modern slavery risk indicators. This assists KAU to prioritise suppliers, sectors and categories that may require further due diligence, engagement or monitoring. KAU uses insights generated through the supplier assessment process as one input into its supplier risk assessment and monitoring approach.

Based on KAU's assessment and understanding during the 2025 reporting period, KAU identified the following modern slavery risk areas:

- **Labour-intensive and higher-risk sectors:** KAU continues to recognise that modern slavery risks may be higher in industries that rely on manual labour, subcontracting arrangements or complex supply chains. While a significant proportion of newly onboarded suppliers operated in lower-risk sectors such as technology and professional services, KAU also engaged suppliers in industries including manufacturing, logistics, construction-related services and environmental operations. These sectors may involve greater reliance on manual labour and subcontracting,

which can increase exposure to modern slavery risk indicators, including exploitative labour practices, underpayment and unsafe working conditions.

- **Supplier policy maturity:** KAU's assessment of newly onboarded suppliers in 2025 identified that approximately 74% did not have formal modern slavery or human rights policies in place. Many of these suppliers were small businesses or professional service providers and were assessed as lower risk based on their country of operation and industry sector. Among suppliers assessed as having higher-risk indicators, only 26% had formal modern slavery policies or frameworks in place. KAU continues to consider supplier policy maturity as part of its broader supplier risk assessment and engagement approach.
- **Multi-tiered and offshore supply chains:** KAU recognises that modern slavery risks may exist beyond first-tier suppliers, particularly where suppliers source goods, materials or components from other entities or from offshore jurisdictions where modern slavery risks may be higher. KAU remains aware that these risks may exist deeper within the supply chain, beyond KAU's immediate visibility.
- **Higher-risk geographies:** Suppliers operating in, or sourcing from, jurisdictions with a higher prevalence of forced labour, human trafficking or other human rights risks may require closer scrutiny. KAU continues to consider geographic risk as part of its supplier assessment process and may undertake further engagement where higher-risk indicators are identified.

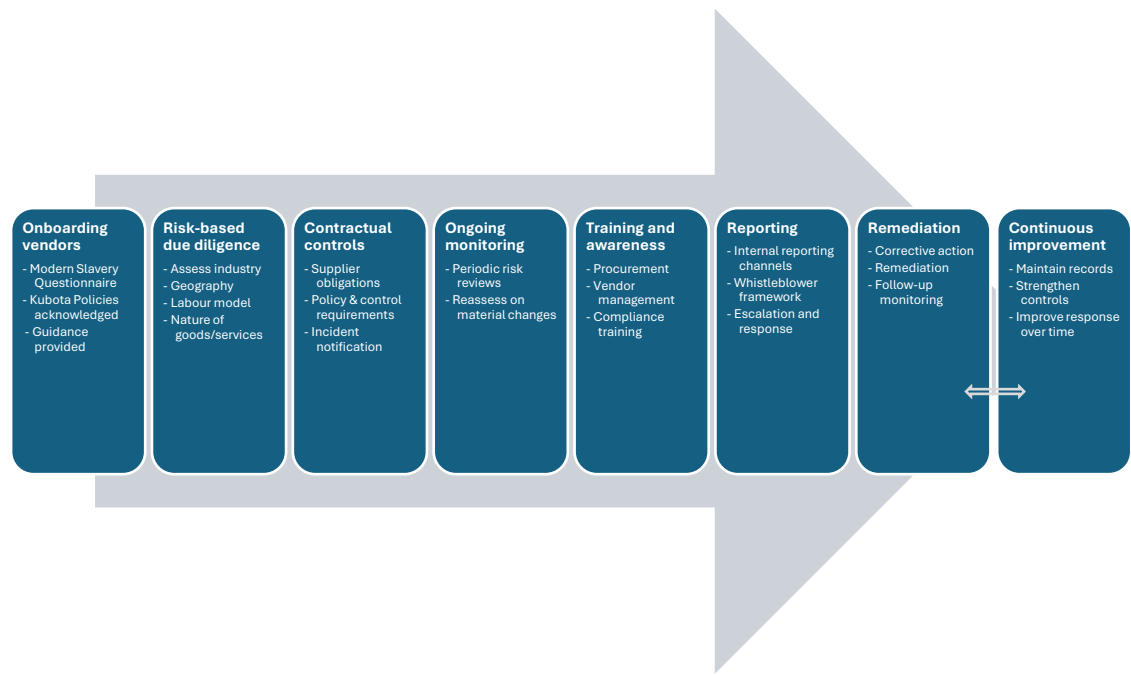
KAU recognises that modern slavery risks are dynamic and may change over time as supply chains evolve, new suppliers are onboarded, and economic conditions affect labour practices. KAU also recognises that external factors, including supply chain disruptions, cost pressures and changes in logistics arrangements, may influence modern slavery risk indicators over time. KAU therefore continues to review and refine its risk assessment approach.

Kubota Australia's Approach to Tackle Modern Slavery Practices

KAU is committed to identifying, managing and reducing modern slavery risks in its operations and supply chains. During the 2025 reporting period, KAU continued to strengthen its approach by assessing modern slavery risks for new and selected existing suppliers, improving supplier engagement, and increasing internal awareness.

Modern slavery risk mitigation framework

KAU's approach to modern slavery risk management is supported by a practical framework covering supplier onboarding, risk-based due diligence, contractual controls, ongoing monitoring, training and awareness, reporting, remediation and continuous improvement.



This framework helps KAU assess suppliers at onboarding, monitor potential risk areas over time, and respond where further review or action may be required.

Supplier assessment and due diligence

KAU continued to assess modern slavery risks as part of the onboarding process for new suppliers and service providers. All suppliers onboarded during the year completed KAU’s modern slavery risk assessment process, representing a 100% completion rate.

KAU also conducted modern slavery risk assessments for selected existing suppliers across various departments, achieving a 42% completion rate for the questionnaire.

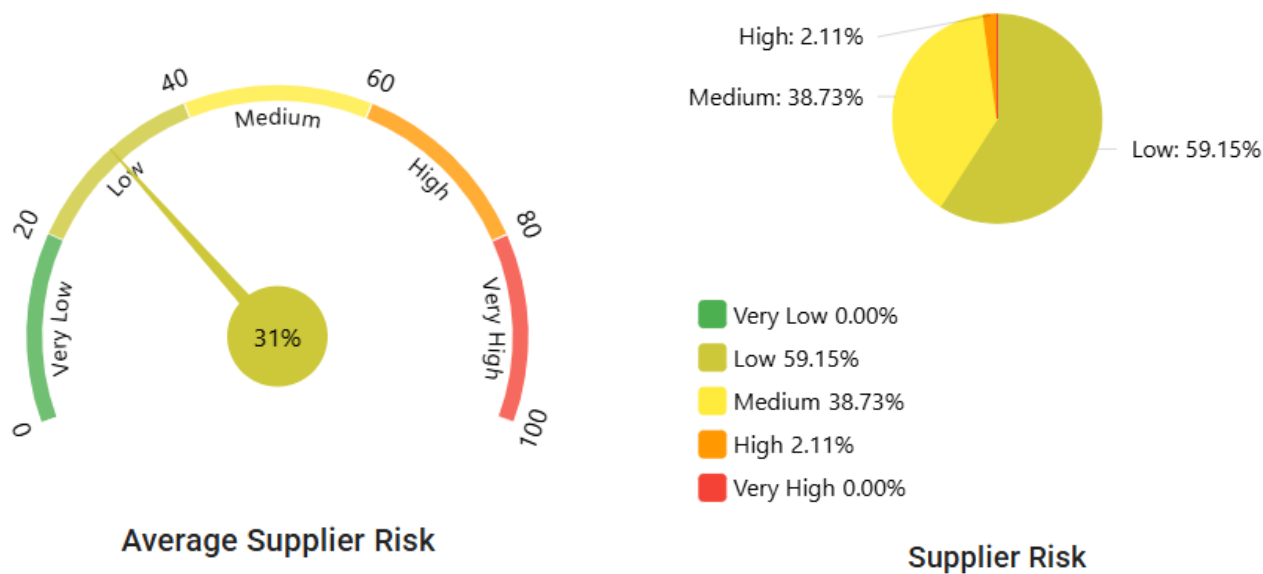
During the year, KAU used an external supplier assessment platform to support a more structured and consistent approach to supplier risk assessment. The questionnaire assesses suppliers across key topic areas, including supplier details, general understanding, education and training, current approach, policies and procedures, supply chain engagement, worker dialogue, performance and remediation, subcontracting and third-party recruitment, and use of overseas workers.

Each topic area is scored based on the information provided by the supplier. These topic scores are then used to inform the supplier’s overall modern slavery risk rating. This helps KAU identify areas where suppliers may have stronger controls, as well as areas where further information, engagement or monitoring may be required.

Supplier risk outcomes

Based on the supplier assessments conducted during the 2025 reporting period, KAU determined that the average modern slavery risk across its assessed supplier base was low.

The overall supplier risk results showed that 59.15% of assessed suppliers were rated low risk, 38.73% were rated medium risk, and 2.11% were rated high risk. No assessed suppliers were rated very high risk.



Where suppliers are identified as presenting higher risk indicators, KAU may undertake further review, request additional information, engage with the supplier, or continue monitoring as appropriate.

Actions taken during the reporting period

During the 2025 reporting period, KAU undertook the following actions to assess and address modern slavery risks:

- continued to conduct modern slavery risk assessments for new suppliers during onboarding and selected existing suppliers through periodic review processes;
- provided suppliers with the help of the service partner on onboarding platform the educational materials and practical guidance to help them understand and manage modern slavery risks within their own operations and supply chains;
- continued to include a standard modern slavery clause in supplier agreements where appropriate, requiring suppliers to comply with modern slavery obligations and provide relevant information about their operations and supply chains when requested;
- continued to use the Kubota Supplier Code of Conduct as part of supplier management procedures. During 2025, this was supported by Group-level updates to the Supplier Code of Conduct and Human Rights Policy, which strengthened expectations relating to forced labour, human rights due diligence and ongoing supply chain risk monitoring;

- monitored potential risk areas within KAU's supply chain through oversight by the Compliance department, supported by supplier assessment information and engagement with external industry and ESG forums;
- maintained local and global whistleblower and reporting mechanisms for employees and stakeholders to raise concerns, including concerns relating to human rights, labour standards or suspected modern slavery;
- delivered a modern slavery workshop for KAU team members, with leadership and management teams specifically encouraged to attend. The session was facilitated by an external industry expert and covered modern slavery risks, legislative expectations, key risk areas for KAU, case studies, practical response actions and better practice approaches;
- developed a dedicated Compliance Intranet to provide employees with centralised access to modern slavery information, policies, procedures, training materials and guidance; and
- displayed modern slavery awareness posters across KAU offices and warehouse locations. KAU also extended this initiative to a logistics and warehouse service provider, which adopted the posters at its warehouse sites. The posters outline common indicators of modern slavery and provide internal and external reporting channels.

As stated in KAU's 2024 statement, KAU has fulfilled the actions set out in its 2025 anti-slavery commitment plan. KAU will continue to improve its supplier due diligence, monitoring and engagement processes in future reporting periods.

Commitment and Further Steps

In 2026, we plan to take the following steps to ensure continued progress:

- Continue conducting annual modern slavery risk assessments of our supply chain, including new suppliers, partners and service providers, to identify potential areas of concern.
- Continue using an Australian-based technology solution to support supplier risk assessments, improve visibility of modern slavery risk indicators, and assist with ongoing monitoring of our supply chain.
- Continue carrying out modern slavery assessments and surveys of selected existing suppliers, with a focus on increasing participation from suppliers in higher-risk categories, including logistics, warehousing, labour-intensive services, higher-risk geographies and suppliers with multi-tiered supply chains.
- Use supplier assessment outcomes to identify suppliers or categories that may require further engagement, additional information, monitoring or other appropriate follow-up action.

- Continue conducting periodic modern slavery self-assessments with input from relevant business functions to assess risks, evaluate existing controls and identify opportunities for improvement, including in procurement, onboarding and supplier management processes.
- Provide further modern slavery training and awareness sessions for relevant KAU employees to enhance their understanding of modern slavery and human rights risks, and to support effective identification and response.
- Continue enhancing the Compliance Intranet as a central hub for modern slavery information, policies, procedures, training materials, reporting channels and practical guidance, and progress its rollout across the business.
- Continue to promote awareness of available reporting channels across KAU sites and, where appropriate, selected supplier locations, including logistics and warehouse sites.

Assessing and Reporting on the Effectiveness of Actions taken by Kubota Australia

KAU is committed to reviewing the effectiveness of its actions to assess and address modern slavery risks. KAU recognises that assessing effectiveness is an ongoing process and that its approach should continue to develop as its understanding of supplier risk improves.

- KAU assesses the effectiveness of its modern slavery risk management activities through a range of measures, including:
- monitoring completion rates for modern slavery questionnaires by new suppliers and selected existing suppliers;
- reviewing supplier risk ratings and identifying suppliers that may require further engagement, monitoring or follow-up action;
- tracking whether modern slavery clauses are included in supplier agreements where appropriate;
- monitoring completion of modern slavery training and awareness activities by relevant employees;
- reviewing use and visibility of reporting channels, including local and global whistleblower mechanisms;
- reviewing complaints, reports or concerns raised through internal reporting channels, whistleblower mechanisms or dispute resolution processes;

- considering feedback from relevant business functions involved in procurement, supplier management, compliance, logistics and operations; and
- reviewing progress against KAU's annual modern slavery commitments.

During the 2025 reporting period, KAU did not receive any reports or complaints relating to modern slavery. KAU also completed and submitted a number of reports to law enforcement bodies during the reporting period, and none of those reports related to modern slavery risks.

KAU will continue to strengthen its approach to measuring effectiveness in 2026. This will include using supplier assessment data, completion rates, training records, reporting-channel awareness activities and supplier follow-up actions to better understand whether KAU's modern slavery risk controls are operating effectively.

Consulting with Entities that Kubota Australia Own and Control

This Modern Slavery Statement covers KAU and its controlled entities. KAU developed this statement in consultation with the reporting entities and controlled entities covered by the statement.

KAU's controlled entities rely on KAU for key operational resources, including goods, services and personnel requirements. Controlled entities operate under KAU management and are supported by KAU's policies, procedures and compliance framework.

As part of the statement preparation process, relevant representatives from KAU and its controlled entities were consulted on the content of the statement, including KAU's operations, supply chains, modern slavery risks, actions taken, effectiveness measures and future commitments. One or more directors from the reporting entity and controlled entities reviewed a draft of this statement.

KAU will continue to monitor and report on the effectiveness of this Modern Slavery Statement to the Board of Directors of KAU.

Kubota Australia's Modern Slavery Statement 2025 was approved by its Board of Directors.

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Yuji Tabira, Managing Director

Kubota Australia Pty Ltd

17-06-2026 | 16:04 AEST
 Date: