

For Earth, For Life  
Kubota

Kubota Group

# INTEGRATED REPORT 2025



# Editorial Note

With this integrated report, the Kubota Group's aim is to explain to our stakeholders Kubota Group's approach and efforts to create corporate value sustainably, in line with management strategies that take a medium- to long-term perspective. Through discussions, it hopes to gain their empathy and participation.

In the report this year, we are taking the information in last year's report on board but our guiding principle this time is to dig deeper and take a broader look. Specifically, we have provided more information on our solutions in the fields of food, water, and the environment, and messages from the outside directors and an outside Audit & Supervisory Board member. Moreover, this year we have disclosed specific progress toward achieving "GMB2030."

We in the Kubota Group will continue to work to resolve environmental and social issues through our business in the fields of food, water, and the environment; through the dialogue that this integrated report is intended to encourage, we aim to be a corporate group that is trusted and needed by society.

Period covered by the INTEGRATED REPORT 2025	<b>From January 2024 to December 2024</b> * Matters outside the above period are partially included. * We intend to update the report each June, with the next edition scheduled for June 2026.
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Boundary of the INTEGRATED REPORT 2025	<b>In principle, the entire Kubota Group is covered.</b> * Some statements may refer to the non-consolidated Kubota.
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\* For details of SDGs (Sustainable Development Goals), please see the United Nations Information Centre website.



The United Nations Information Centre (external link) [Click▶](#)

## INTEGRATED REPORT 2025 Contents and Highlights

This report has been divided into four chapters and systematically provides information such as on the strategies we are implementing to achieve our Long-Term Vision "GMB2030," and our efforts to enhance management capital.

### Chapter 01

#### Value Creation Objectives

Chapter 1 charts the path we have taken since our establishment to resolve social issues in the fields of food, water, and the environment. It also details how we are using the technologies and solutions we have developed to achieve our Long-Term Vision "GMB2030" and become "Global Major Brand Kubota."

### Chapter 02

#### Value Creation Growth Strategies

Chapter 2 takes an overarching look at, and reports on the progress toward, Mid-Term Business Plan 2025 (as we enter its final year) and the K-ESG management to realize the Long-Term Vision "GMB2030." In addition, regarding human capital that serves as the paramount driving force behind these efforts, it specifically outlines strategies based on our three policies and a roadmap for achieving these goals.

### Chapter 03

#### Foundation of Value Creation

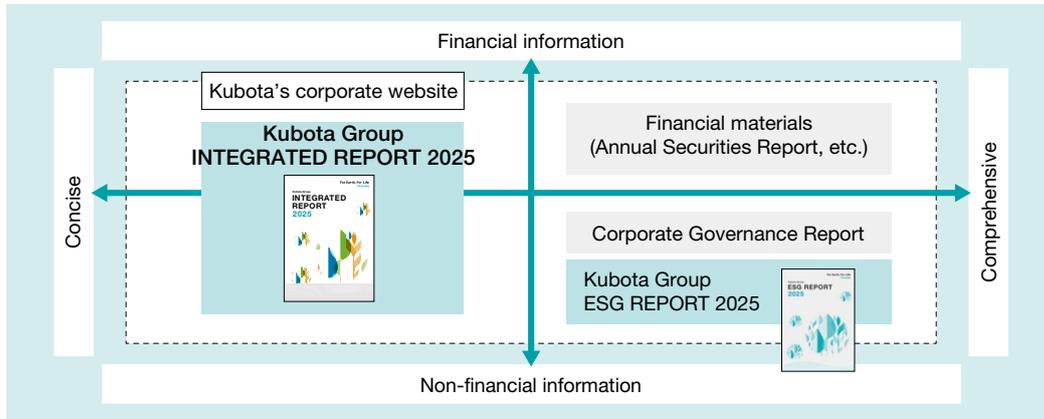
Chapter 3 shows how we have positioned environmental initiatives and corporate governance as key elements on which our corporate activities to improve corporate value and achieve our Long-Term Vision "GMB2030" are based. Additionally, this chapter explains our efforts to improve our governance system and enhance its effectiveness. It also features messages from the outside directors and an outside Audit & Supervisory Board member.

### Chapter 04

#### Results of Value Creation

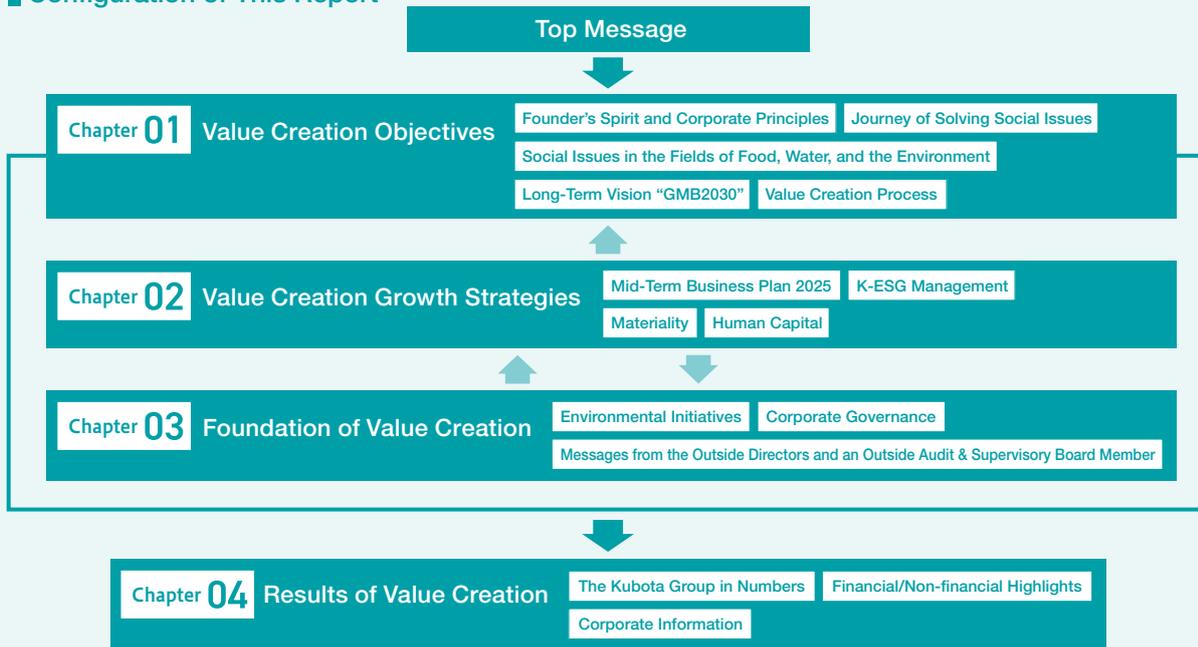
Chapter 4 introduces information about each of the regions we have entered as part of our global expansion, as well as financial and non-financial data for the last five years, external evaluations and praise, corporate data, and other information.

# How this report fits into our overall information disclosure



Main information disclosure tools	Details
Kubota's corporate website	A website that covers everything about the Kubota Group, including the Long-Term Vision "GMB2030" and the Mid-Term Business Plan 2025.
Kubota Group INTEGRATED REPORT 2025	An annual report that focuses on Kubota's approach, based on management strategies that take a medium-to-long-term perspective, and its future outlook.
Kubota Group ESG REPORT 2025	<p>A report that provides details on initiatives that correspond to the three ESG topics. The profile part of the report, which precedes the ESG reporting, explains more about the corporate principles and policies that form the basis for these initiatives, and also gives an overview of Kubota Corporation.</p> <div style="display: flex; justify-content: space-around; margin-bottom: 5px;"> <span>Environmental reporting</span> <span>Social reporting</span> <span>Governance</span> </div> <p>The ESG Report can be found via the link to the right.  <a href="#">Kubota Group ESG REPORT 2025</a> <a href="#">Click</a></p>
Corporate Governance Report	A report listing details of systems and policies based on Kubota's Corporate Governance Code.
Annual Securities Report	An annual report that provides particular detail on Kubota's finances.

## Configuration of This Report



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## Top Message



**Yuichi Kitao**

President and  
Representative Director,  
Kubota Corporation

# Implementing Management Structure Reform, Business Reform, and a Culture of Dialogue to Continue Fulfilling the Kubota Group's Mission

## Review of 2024 and outlook for 2025

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For the fiscal year ended December 31, 2024, the Kubota Group posted revenue of 3,016.3 billion yen and operating profit of 315.6 billion yen, reflecting a decrease in both metrics relative to the results for the preceding fiscal year. Despite foreign exchange gains due to the depreciation of the yen and increased profits from higher product pricing, the decline in demand, primarily in Europe, coupled with rising raw material costs and increased fixed expenses due to inflation, resulted in a significant decrease in profits. Before last year, free cash flow had been negative as a result of special factors such as changes in payment terms in Japan and the acquisition of Escorts Ltd., but improvements in working capital related to inventory reduction eventually returned us to positive free cash flow. However, these improvements have not been

sufficient, so we will continue to seek advances in this area.

As we do not expect a significant market recovery in the fiscal year ending December 31, 2025, we will remain focused on profit improvement by curbing the increasing fixed costs. However, assuming the yen maintains its strength relative to other currencies, we forecast sales of 3,050 billion yen, operating profit of 280 billion yen, and an operating profit margin of 9.2%. While we expect to achieve the revenue targets set in our Mid-Term Business Plan, achieving an operating profit margin of 12% is expected to be challenging due to the imbalance between our production system and actual demand, our inability to fully absorb inflation-driven cost increases, and delays in improving profitability in some business segments as a result of declining demand.

## Implementing a more agile business strategy through management structure reform

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As part of our efforts to strengthen our management system over the medium and long terms, we have been promoting reform of our management structure, development, operations, and human resources and global personnel systems since 2024. I would like to take this opportunity to provide a more in-depth explanation of our management structure reform efforts.

Over the past decade, as the overseas revenue ratio of Farm & Industrial Machinery has increased in proportion to our Group's total revenue, the differences between the business models of our Farm & Industrial Machinery business and our Water & Environment business have become more

pronounced. Consequently, managing these segments under the same framework is no longer an optimal approach. Therefore, going forward, we aim to create a structure in which our Farm & Industrial Machinery business and Water & Environment business can operate independently and fully benefit from their respective advantages. In January 2025, we launched a major organizational reform as the first step in creating the structure required to achieve this goal.

In the Farm & Industrial Machinery business, we will move away from an organization and structure focused on Japan and create a structure that allows for nimble, finely tuned, and efficient management with clearly delegated authority and

responsibilities that are more closely aligned with the relevant business, functions, and region. As a first step, we will transfer some corporate functions to the Farm and Industrial Machinery Consolidated Division, and over the course of 2025, we will proceed with further functional transfers and a review of the authority of the regional management structure. This will enable us to reduce overhead costs by eliminating functional redundancies and implement an agile decision-making structure that will outpace the competition.

Within the Water & Environment business, a structure enabling independent operation was already being established, so this year it will be launched as the Water & Environment Infrastructure Consolidated Company, an in-house company. By shifting to a structure that allows for agile decision-making through delegation of authority, we will accelerate our entry into the solutions business and aim to become an infrastructure solutions provider.

Corporate functions will be scaled down and reorganized to align more closely with the business. By retaining only the bare minimum functions of strategy, finance, governance, and communications, we will put in place a proactive structure

that can swiftly recognize and respond to external trends and requests.

In terms of development reform, we have initiated discussions encompassing the three axes of region, product business, and technology to review the product development roadmap. To improve development efficiency, we will accelerate our efforts toward our goal of a 30% increase in efficiency by making full use of analysis and other methods. This will ensure comprehensive reforms in processes ranging from planning to development and production. In a similar vein, in order to accelerate initiatives leading to innovations that are more locally rooted, the Kubota Global Institute of Technology (KGIT) has begun accepting personnel from R&D centers in other countries in an effort to develop personnel from around the world while initiating reciprocal efforts to improve technical capabilities. The growth of our Farm & Industrial Machinery business has been supported by bestselling products that successfully fulfill current needs. In order to lead the world in technological innovation, we strive to develop such successful products by enhancing the interconnections between the three axes of region, product business, and technology.

## Improving capital efficiency by reviewing product and business portfolios and promoting growth drivers

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Our initiative aimed at improving capital efficiency requires that we continue to enhance our return on sales and invested capital turnover ratio, but our progress in these areas has been slow. We intend to address this issue by shifting management focus to profitable businesses through a review of our product and business portfolios. We have already taken the necessary steps in our Water & Environment business, and signs of improved operating profit margin are beginning to appear. This progress has been achieved through the withdrawal of some cast steel products for the steel machinery market, the cessation of the manufacture and sale of bathtub products, and the withdrawal of our production subsidiary from Saudi Arabia. However, we have not yet implemented a full-scale effort in the Farm & Industrial Machinery business, and we will need to review our product and business portfolios going forward. As review of our products and portfolios is an important element of our next Mid-Term Business Plan, we plan to work diligently on this task throughout this year.

Our focus on improving our capital efficiency also relies on the expansion of growth drivers, which are highly profitable businesses and represent a pillar of our current Mid-Term Business Plan. Although the current growth rate of the Farm & Industrial Machinery business has declined slightly due to fluctuations in demand, we have been steadily increasing the market share of our North American construction machinery business; moreover, our introduction of compact track loaders (CTLs) is expanding the market domain we have entered. Development of larger CTLs is also progressing as expected, with the goal of introducing them in 2026. Currently, we offer only three CTL models, but we intend to add one small model this year as we take a systematic approach to gradually expand our offerings to seven models in all, widening our market domain as well as our market share.

Regarding our business in India, initially we plan to capture the domestic Indian market with low-priced machines designated as basic function tractors. Eventually,

we plan to expand from our base in India into emerging countries and eventually into Europe and the U.S. In 2025, we have launched a new series of entry-premium models to reach customers who were not previously served. Our subsidiary, Escorts Kubota Ltd., has led the introduction of this model, assisted by input from Japan related to marketing and development, making this the first collaborative model under the Escorts brand. Additionally, we are advancing a variety of initiatives such as the launch of a retail financing business and improvements to manufacturing productivity. In short, we are steadily expanding our business footprint in markets that hold great potential.

In our Water & Environment business, orders for O&M (Operation and Maintenance) and other solutions are increasing. Our aftermarket business and ASEAN Farm & Industrial Machinery business are now in catch-up mode, but we are working hard to ensure they keep pace to the greatest extent possible.



Compact Track Loader (CTL)

## Toward the final year of our mid-term business plan

Our current Mid-Term Business Plan 2025 has been positioned as a means of laying the foundation for implementing our Long-Term Vision “GMB2030,” that is, becoming an “Essentials Innovator for Supporting Life,” committed to a prosperous society and cycle of nature by 2030. Consequently, we have been focusing on various themes related to this objective. Under the theme of “expanding existing businesses,” we acquired Escorts Ltd. (currently Escorts Kubota Ltd.) and made investments in support of our construction machinery business. The theme of “selection and concentration” was addressed earlier. Under “ESG management,” we have reduced CO<sub>2</sub> emissions by switching to electric furnaces in our casting manufacturing process, and we have developed new power sources for our tractors and construction machinery. In terms of “infrastructure development,” we established the Kubota Global Institute of Technology, our latest research and development center. While we believe that our research and development efforts will take time to bear fruit that will be reflected in our performance, we are confident that these efforts have laid the

foundation for success under our next Mid-Term Business Plan.

Our Long-Term Vision “GMB2030” was born from a sense of crisis springing from two expectations: first, that agriculture will persist into the future, but agricultural machinery will either disappear or, at the very least, continue to be used in some other form; and second, that water will remain essential forever, but iron pipes may disappear or, at the very least, be replaced by some other type of pipe. In order to adapt to such change, we must recognize the importance of developing the courage to change and evolve on our own. We are currently considering the details of the changes and evolutions that will be highlighted in our next Mid-Term Business Plan, but we intend to stand firmly on the foundations we have established to date. We will work together as a unified Group to fundamentally restore our profitability, improve the efficiency of our overall management, and develop a system that continues to generate added value as we promote our growth drivers.

## Initiatives for innovation incorporating AI and other advanced technologies

Repeating our successful participation in 2024, we presented an exhibit at CES® 2025, the Consumer Electronics Show held in the U.S. in January 2025. There, we demonstrated KATR, the all-terrain vehicle with a stable cargo deck platform that won the Best of Innovation Award at the CES Innovation Awards® 2025. We also exhibited automated electric agricultural machinery. At the same time, we took advantage of the opportunity to tour exhibition booths of different industries, including those of our competitors, to monitor the latest trends in autonomous driving and AI. This gave us a glimpse of a future in which technology will enable us to offer



KATR

many innovative products. As I mentioned earlier, agricultural machinery may undergo great change in form, so we must also evolve. One type of future agricultural machinery that incorporates the latest technology is being exhibited at the Future City Pavilion at Expo 2025 Osaka, Kansai. We are exhibiting futuristic versatile platform robots that can perform various tasks completely autonomously. We invite all to visit and view what we call the planetary-conscious\* future of food and agriculture.



Expo exhibition area

We believe that the key to our continued competitiveness is success of utilizing both AI and big data. For example, in January 2025, a sewer pipe was damaged in the city of Yashio in Saitama Prefecture; although the cause of the incident is yet to be determined, many are concerned about the aging of sewerage facilities, given past roadway collapse incidents. As the aging of water and sewerage systems in Japan has become a serious issue, we are working to develop an AI-based system that can diagnose the deterioration of water pipes and predict failure in the event of a disaster. With an awareness that the years 2024 and 2025 are being recognized as the first and second years of AI, we are pursuing various initiatives that will incorporate AI and other advanced technologies to spark innovation and realize the goals of our “GMB2030” vision.

\* “Planetary conscious” expresses a state in which a prosperous society and the sustainability of the global environment are simultaneously achieved within the “planetary boundaries,” which are the limits of the Earth.

## Fulfilling the mission of the Kubota Group under the “One Kubota” concept

As I have mentioned in our previous integrated report and other media, I remain aware of the need to maintain contact with our employees through town hall meetings and other such events in order to improve job satisfaction. This approach is grounded in a commitment to engagement and to transforming our corporate culture into one that emphasizes dialogue. In 2024, as part of this effort, I gathered a great many of our employees at our plants in Japan, explained my experiences and their connection to our corporate philosophy, and answered their questions. In turn, I encouraged the assembled employees to think about these issues. Those in attendance reacted favorably to this event. Regarding our personnel outside Japan, while our main aim is human resource development, we are presenting a six-month training exercise we call the Global Talent Development Program (GTDP). This is part of a leadership development effort intended to lead our Group globally. I took the stage at the opening and closing sessions and presented lectures on our management policy, Long-Term Vision “GMB2030,” our founder’s spirit, and other topics. I also exchanged opinions and engaged in dialogues with a range of participants who came from many countries.

I firmly believe that, in order to realize the concept of “One Kubota,” continuing such dialogues is essential. In addition, I believe that a corporate culture that values dialogue—the foundation of human capital management—requires that its employees remain healthy both physically and mentally. I therefore intend to promote health management to ensure we maintain vibrant workplaces in order to strengthen and expand the very sources of our value creation.

Our company is likely to undergo a major transformation in 2025, including the completion of management restructuring and the formulation of our next Mid-Term Business Plan. At this time of change, there are four important principles that everyone, including myself, should cherish and convey within our Group. These principles are as follows: ensuring that all participate in our transformation and creation; communicating across all levels of the organization; engaging in both a top-down and bottom-up approach with diligence; and visiting and interacting with customers in a down-to-earth and sincere manner that is engaging at a personal level. These principles represent our strengths and are embedded in our DNA.

In conclusion, the Kubota Group’s corporate philosophy and mission will remain unchanged. Moreover, they will become increasingly essential as societal issues grow more complex in the years ahead. We remain dedicated to our mission of contributing to solving food, water, and environmental issues as “One Kubota.” We look forward to the support of all stakeholders as we work to implement our Long-Term Vision “GMB2030.”



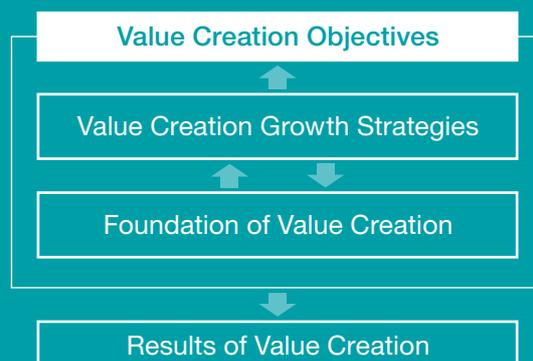
Global Talent Development Program (GTDP)



# Chapter 01 Value Creation Objectives

## Overview

This chapter charts the path the Kubota Group has taken since its establishment to resolve social issues in the fields of food, water, and the environment. It also details how we are using the technologies and solutions we have developed to achieve our Long-Term Vision “GMB2030” and become “Global Major Brand Kubota.”





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# Founded in 1890

Ever since its founding, Kubota has been tackling global issues related to food, water, and the environment.

In 1890, Gonshiro Kubota, the founder of the Kubota Group, started his metal casting business at the age of 19. Inheriting the founder's beliefs to this day, 50,000 employees of the Kubota Group are promoting the company's businesses all over the world as part of their efforts to make the Kubota Group "Global Major Brand Kubota."

## The Founding Spirit of Kubota's 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.

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## Corporate Principles

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# Kubota Global Identity

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### Spirits

- Work for the development of society by drawing on all of our capabilities and know-how to offer superior products and technologies.
- Build today and open the way to tomorrow, with the aim of bringing prosperity to the company and happiness to employees.
- Challenge the unknown with creativity and courage.

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### Brand Statement

# For Earth, For Life



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.

The world has many problems in the areas of food, water, and the environment, which are indispensable for human beings.

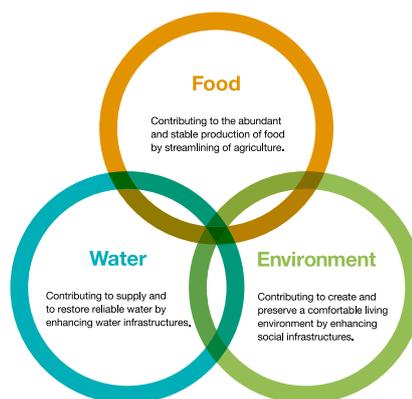
Those problems are not separate themes, but linked closely to each other.

The population growth has a great influence on environmental changes, brings problems to water resources, and leads to the short supply of food.

The Kubota Group considers food, water, and the environment as a singular theme and contributes to solve problems in these areas.

### KUBOTA GLOBAL LOOP = Relations among food, water, and the environment

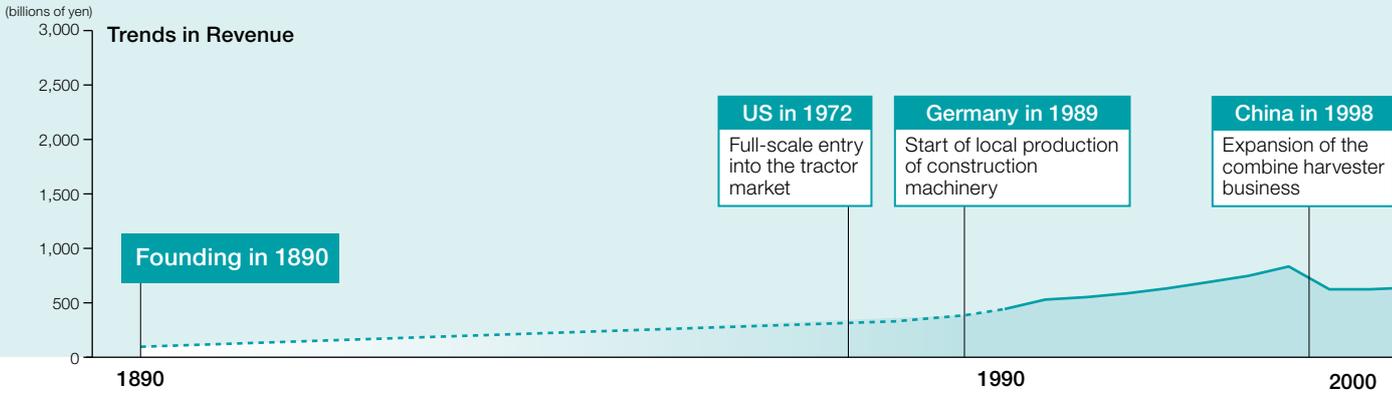
Food, water, and the environment are not separate themes, but linked closely to each other.



## Kubota Global Loop

# Journey of Solving Social Issues

The Kubota Group has, since the time of its founding, contributed to society in fields that are indispensable for all human beings in the world: food, water, and the environment. This remains the basis of our mission, as we work to continue supporting the richer lives of humans while protecting the environment of this beautiful earth as an “Essentials Innovator for Supporting Life” that is committed to a prosperous society and cycle of nature.



1890–1950	1951–1972	1973–2009
From Kubota's founding to the chaos in society before and after the war	From rapid economic growth to an era of stability	From the age of low growth to an era of globalization
<ul style="list-style-type: none"> <li>• Growing needs for water and sewage infrastructure with the rapid spread of waterborne infectious diseases</li> <li>• Rise of heavy industry</li> <li>• Growing needs for mechanization with post-war food shortages</li> </ul>	<ul style="list-style-type: none"> <li>• Growing needs for modern water and sewage infrastructure</li> <li>• Increasing demand for better urban infrastructure</li> <li>• Worsened water pollution and other environmental damage</li> </ul>	<ul style="list-style-type: none"> <li>• Growing needs for mechanization suited to each country or region</li> <li>• Greater demand for food due to increased population in developing countries</li> <li>• Accelerated overseas expansion due to the appreciation of the Japanese yen</li> </ul>

**Food**

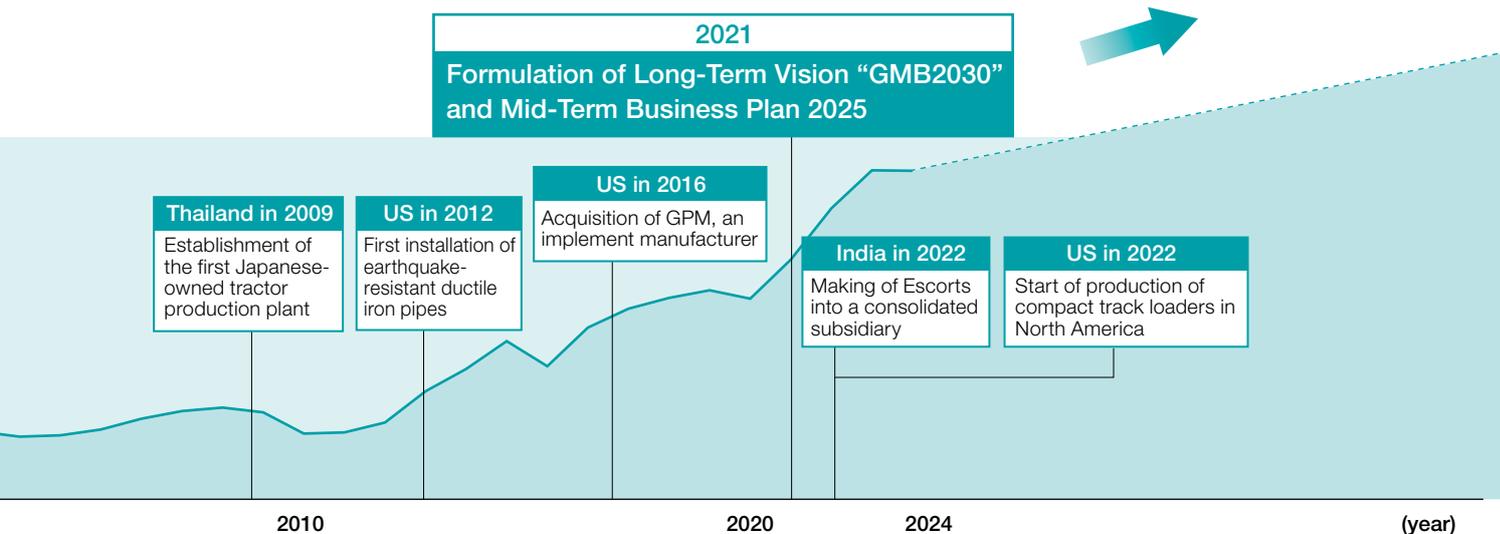
Year	Event
1947	Developed the cultivator
1947	Developed the tractor
1960	Started manufacturing the original model of the modern rice transplanter
1968	Started manufacturing implements in the U.S.
1989	Started the combine harvester business in China
1998	Started the combine harvester business in China

**Water**

Year	Event
1893	Started manufacturing iron pipes for water supply
1952	Began manufacturing pumps, as well as centrifugal casting pipes
1960	Completed Japan's first overseas water pipe project in Cambodia
1962	Completed Japan's first overseas water pipe project in Cambodia
1962	Entered the environmental improvement business (water supply, sewage, etc.)
2001	Actively expanded the overseas business for submerged membrane unit

**Environment**

Year	Event
1922	Started manufacturing oil-based engines for agro-industrial purposes
1974	Started manufacturing mini excavators
1974	Started manufacturing compact construction machinery in Germany
1989	Contributed to the construction of Tokyo's Aqua-Line with steel pipe piles and steel pipe sheet piles
2003	Began operating intermediate treatment facility for industrial waste in Kagawa Prefecture



- Rise of natural disaster preparedness activities and climate change countermeasures
- Increasing environmental awareness and more stringent emissions regulations
- Greater demand for improved farming efficiency and labor savings due to the declining number of farmers

- Necessity of sustainable economic growth (adoption of SDGs)
- Necessity of carbon neutrality for society
- Greater use of IoT

**GMB 2030**

An "Essentials Innovator for Supporting Life,"  
Committed to a Prosperous Society and Cycle of Nature



Established the first Japanese-owned tractor production plant in Thailand

2009



Developed the KSAS cloud-based agricultural management support service using ICT and its compatible agricultural machinery

2014



Acquired GPM, a U.S. implement manufacturer

2016



Made the Indian company Escorts a consolidated subsidiary

2022



Installed earthquake-resistant ductile iron pipes for the first time in the U.S.



Constructed water treatment facilities in Myanmar

2012



Developed the KSIS smart water infrastructure system using ICT

2015



Developed WATARAS, a farm water management system

2017

2019



Became the first company in the world to meet stage 4 emissions regulations under the U.S. CARB system

2011



Developed a construction machinery fault diagnosis app

2020



Started manufacturing compact track loaders in North America

2022

## Social Issues in the Fields of Food, Water, and the Environment

Since our founding, we have confronted the new social issues that have appeared in every age, discovering worksite needs in cooperation with stakeholders as we help to resolve those issues. Now, the world faces a number of issues in the fields of food, water, and the environment—fields that are indispensable parts of our lives. As a company that takes as its mission the resolution of social issues, we aim to help bring about a more sustainable society through our technologies and solutions.



### Increasing Global Population and Demand for Food

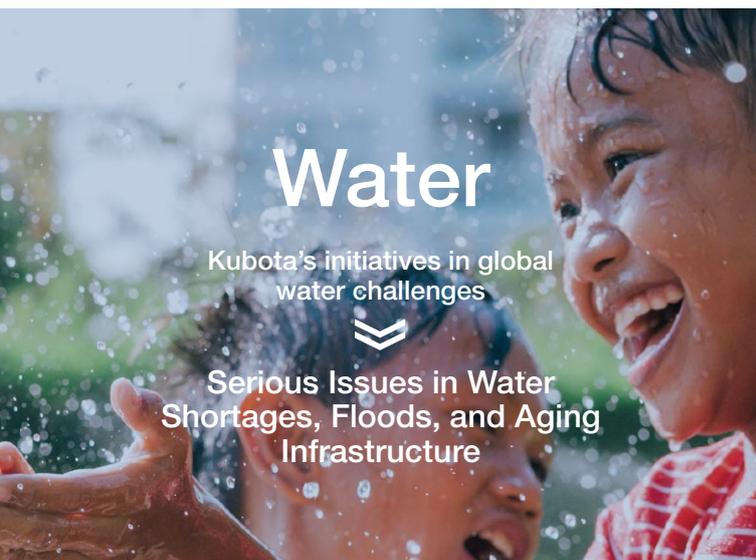
The world's population is heading toward 10 billion. Concerns of a global food shortage

A United Nations forecast states that, while in 2019 the global population was 8.0 billion, it will likely rise to 9.7 billion by 2050, and 10.4 billion by 2100.\*<sup>1</sup> Due to this population increase and further economic growth, in 2050 global food demand is predicted to be 1.7 times greater than in 2010.\*<sup>2</sup> Another report estimates that 783 million people — about one person in 11 globally — do not have enough food to eat.\*<sup>3</sup> One of the United Nations' Sustainable Development Goals (SDGs) calls for improved nutrition and the end to hunger throughout the world. This will require the promotion of sustainable agriculture on a global scale, with a reduction in food loss and waste.

\*1. World Population Prospects 2022, United Nations

\*2. Global Demand for Food in 2050 (September 2019), Japan's Ministry of Agriculture, Forestry and Fisheries

\*3. The State of Food Security and Nutrition in the World 2023 (SOFI)



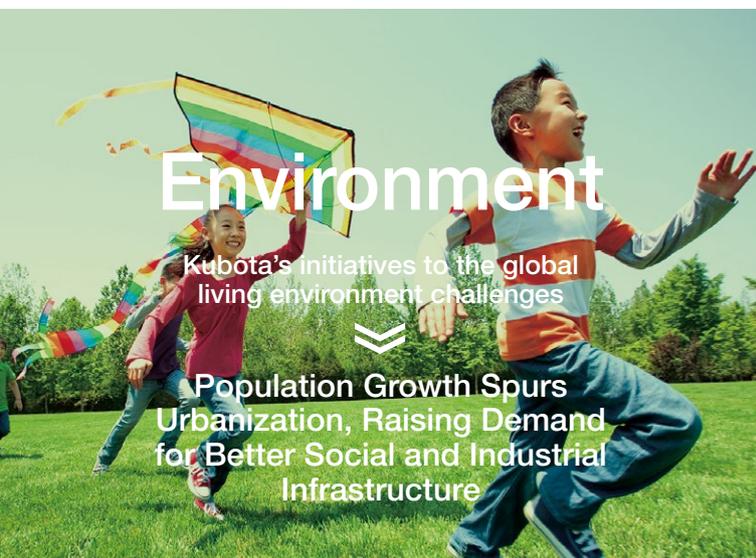
### Not Enough Safe Water for the World's Population

One-fourth of us live without safe drinking water in the world

About one-fourth of the world's population — approximately 2.2 billion — does not have access to safe drinking water.\*<sup>1</sup> Global demand for water is forecast to increase an additional 55% between the year 2000 and 2050, as the population rises rapidly and economic growth continues.\*<sup>2</sup> In other words, the need for new infrastructure to supply water safely will keep growing worldwide.

\*1. Progress on household drinking-water, sanitation and hygiene 2000–2022: Special focus on gender, Joint Monitoring Programme (JMP) promoted by the United Nations Children's Fund (UNICEF) and the World Health Organization (WHO)

\*2. OECD Environmental Outlook to 2050 (2012), Organisation for Economic Co-operation and Development (OECD)



### Rapid Urbanization: A Global Issue

Rapid urbanization boosts demand for better social and industrial infrastructure

In 1950, the world's urban population was 751 million. Through natural increase and in-migration from farming villages, the number had soared to 4.2 billion by 2018. It is predicted to keep soaring, reaching 6.7 billion in 2050. Back in 1950, urban residents made up no more than 30% of total world population, whereas a hundred years later, in 2050, that ratio is predicted to reach 68%. Experts forecast that in 2030 our planet will have 43 megacities (cities with more than 10,000,000 people), with cities in developing regions responsible for almost all of the increase. The growing world population and in-migration into urban areas will boost metropolitan population density, making it imperative that social and industrial infrastructure be improved for people to live in security and comfort, while at the same time sustainable conditions preserve the global environment.

\* World Population Prospects 2019, United Nations

\* 2018 Revision of World Urbanization Prospects, United Nations

\* The World's Cities in 2018, United Nations

### Aging Farmers and Labor Shortage

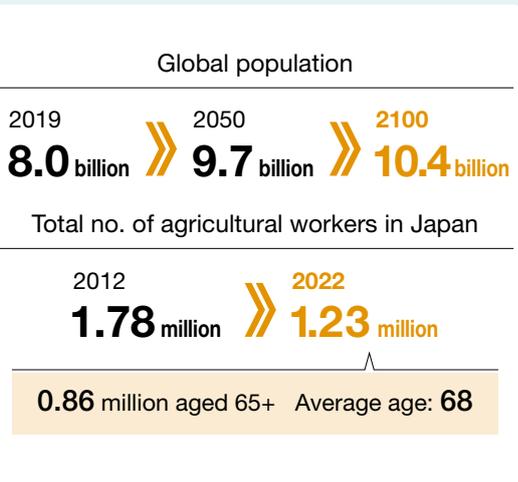
#### A growing need for agricultural efficiency and higher productivity

Aging farming populations and labor shortages are worldwide issues in agriculture. In Japan, 1.78 million people\*1 formed the core agricultural workers in 2012, but this dropped to 1.23 million in 2022.\*2 Of the latter number, 0.86 million (about 70%) were age 65 or older.\*2 The average age being 68.\*2 The total number of people employed in agriculture is declining in many countries.\*3 And yet, at the same time worldwide grain consumption is trending upward, due to a growing population in developing countries and rising income levels. Thus, with fewer workers and a greater need for more farmed land, the world is facing a growing demand for agricultural efficiency and better productivity.

\*1. Survey on Agricultural Structure and Movement, Japan's Ministry of Agriculture, Forestry and Fisheries (2022 data)

\*2. Agricultural Labor Statistics, Japan's Ministry of Agriculture, Forestry and Fisheries (2022 data)

\*3. Employment in Agriculture, The World Bank (January 2021 data)



Solutions to enhance the productivity and safety of food

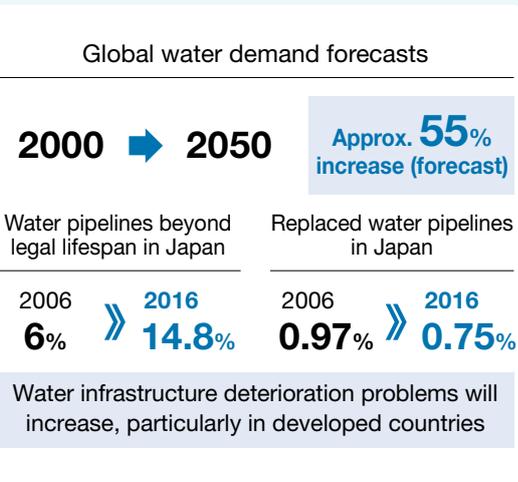
### Obsolescence: A Threat to Water Infrastructure

#### Aging water supply, raising the risk of leakage and water damage grows

In developed countries, especially, aging of water infrastructure is a growing issue. Even in Japan, which enjoys a high water supply penetration rate of 98% (2021 statistic\*1), most of them are pipelines laid during the country's period of high economic growth in 1950's and 1960's. This means that a growing percentage are surpassing their legislated 40 years of useful life. In North America and Europe, too, many water pipes are approaching their useful life, or are even older.\*2 Aging water infrastructure runs the risk of leakage and associated problems; and the risk continues to grow. Tremendous damage may occur during an earthquake or other disaster, resulting in shutting down access to lifeline. As a safeguard, upgrades must be planned throughout the world.

\*1. Water Main Key Statistics, Ministry of Health, Labour and Welfare

\*2. 2017 Infrastructure Report Card, American Society of Civil Engineers

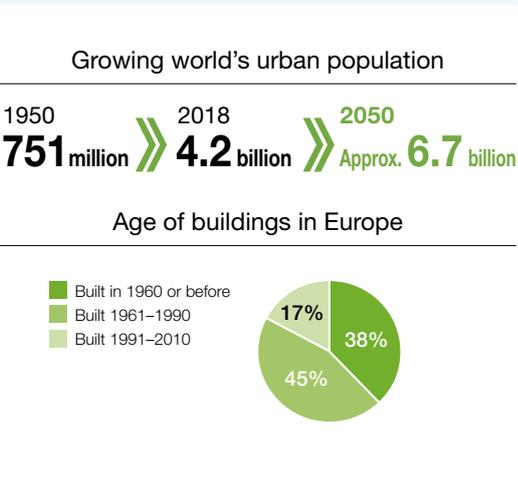


Solutions to promote the circulation of water resources and waste

### Heritage Cityscapes Conservation and Aging Challenges

#### Historic cities require the replacement of obsolete infrastructure without damage to priceless heritage

Developed countries built and improved community infrastructure during periods of vigorous economic growth. But that infrastructure is becoming obsolete, requiring urgent remedial measures. Cities having a long and illustrious history, especially some in Europe with heritage cityscapes, need to revitalize their obsolete infrastructure, but at the same time they need to preserve buildings of historical and cultural value. The infrastructure crisscrosses urban areas, and in many places is located at narrow laneways. Construction in such places requires technology and machinery that can perform the work efficiently while taking extra care to prevent damage. Thus, the approach taken by ancient cities, as they aim for sustainability while preserving their heritage, needs to be different from that of large modern cities.



Solutions to improve urban and living environments

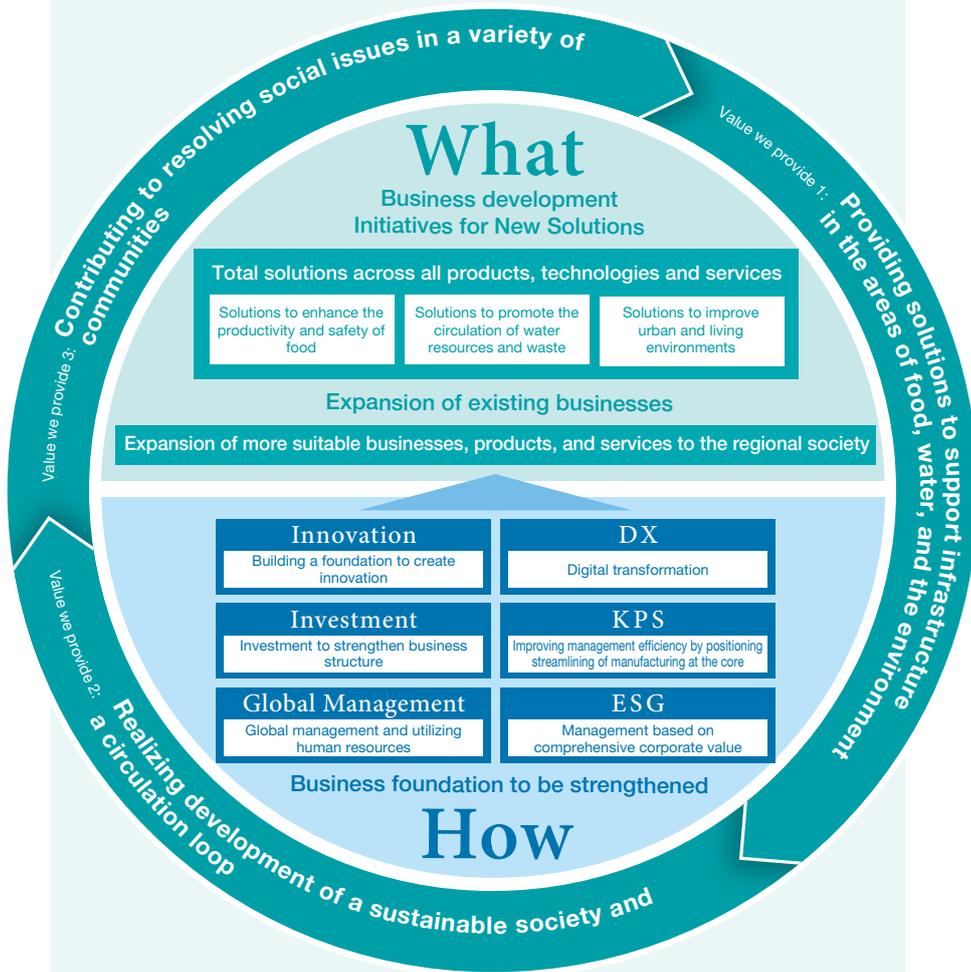
# Long-Term Vision “GMB2030”

Looking forward, we have outlined our ideal for the future—earning the trust of the greatest number of customers to become a “Global Major Brand (GMB)” that can make the greatest contribution to society. To this end, we are working to realize our Long-Term Vision “GMB2030.”

## Realizing “Global Major Brand Kubota”

Our vision for the Kubota Group in 2030

### An “Essentials Innovator for Supporting Life,” Committed to a Prosperous Society and Cycle of Nature



#### 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.

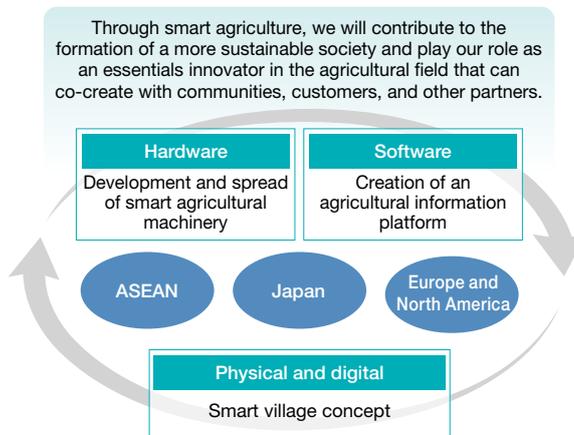


## Solutions to Enhance the Productivity and Safety of Food

Global agriculture faces a range of issues, including food shortages and a shrinking farming population. To address these problems, we plan to develop autonomous and unmanned agricultural machinery as well as automated farm management system that utilizes AI to improve crop yields and quality, and so raise agricultural productivity.

By collaborating with the agricultural sector as well as other industries, we will create an open agri-platform and provide solutions for the entire food value chain. We will help create agricultural industries that are all appropriate for their regions and their times.

We have enhanced this platform through efforts that include adding additional functions to our farming management support system, Kubota Smart Agri System (KSAS), and by including and cooperating with various businesses. We have also strengthened our collaborative efforts with others outside the Kubota Group, such as by welcoming agri-tech companies into the Group.

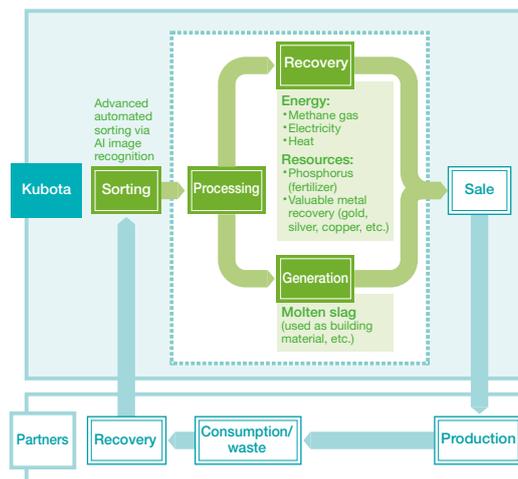


## Solutions to Promote the Circulation of Water Resources and Waste

In order to reduce impact on our planet, we are constructing total resource recovery and recycling solutions based on our recovery technologies for materials such as phosphorus and valuable metals and matched with technologies from other companies. As for water resources, we will contribute to their circulation through products and services that use water reclamation technologies.

Since 2022, we have been conducting research to create a regional resource recycling system where biofuels and fertilizers (bio-liquid fertilizers) are produced from rice straw for agricultural and household uses. As part of this effort, we constructed a demonstration facility in the village of Ogata in Akita Prefecture and have started full-scale operations of a methane fermentation facility.

Going further, we plan to install additional facilities to manufacture green hydrogen and green LPG, and will also continue trial manufacturing of biofuels that are made from rice straw harvested in Ogata.



Environmental benefits: Recovered resources from various types of waste and power generation via recovered energy

## Solutions to Improve Urban and Living Environments

In terms of the management of water and sewerage systems—which are aging and facing personnel shortages, and in recent years have also needed to prepare for natural disasters—we are water specialists and have honed our expertise over more than 130 years. Putting this to use, we are establishing efficient facility management platforms that use IoT systems to allow remote monitoring, diagnosis, and control of water environment equipment.

Through proposals that come from our knowledge, expertise, and our original water environment ICT solution systems, Kubota Smart Infrastructure System (KSIS), we have received repeated orders while also continuing efforts to enhance KSIS yet further.

Moreover, our ICT- and AI-powered technologies have also been introduced for inspections for drainage pump stations that the Ministry of Land, Infrastructure, Transport and Tourism commissions. In this and other ways, we are focused on helping to maintain and build up social infrastructure via digital transformations.

We will continue to promote these initiatives aimed at achieving the 11 commitments for 2030.

Eleven Commitments Kubota Aims to Achieve by 2030 Which Acts as an "Essentials Innovator for Supporting Life" in the Water Supply Industry	A future where delicious water is always at hand	<b>Maintaining safe, high-quality water and living environments</b> Turning water you can drink to water you want to drink (Residual salt concentration of 0.1–0.4 mg/L) Supporting zero large-scale water outages or leaks during normal times through constant monitoring Supporting a 30% reduction in work hours connected with water pipe systems Managing operations by creating digital twins for entire facilities
	A future free from water inconvenience whatever the situation	<b>Strengthening resilience to emergencies</b> Supporting earthquake-proofing for core and vital pipe systems Bolstering preventive measures that anticipate the weather (heavy rainfall, typhoons, etc.) Supporting the creation of systems designed to restart operations within 72 hours of a disaster, and to provide necessary materials and equipment
	A future where water can always be delivered stably	<b>Reinforcing the foundations of sustainable management</b> Supporting 46% reductions in GHGs produced in business operations Pursuing minimal operational costs (10% reduction in O&M costs) Developing wide-area digitalization led by the private sector (remote monitoring of facilities and pipe systems spread across a wide area at centralized management centers)
	A future in which the personnel that support water are excited to work	<b>Securing those who will carry the water business forward</b> Achieving low-impact, high-added-value operations through DX support

# Value Creation Process

We create value in terms of both economic value and social value, by making efficient and effective use of management capital to solve environmental and social issues by providing solutions in the fields of food, water, and the environment. By providing these solutions, we will become an indispensable part of society as an “Essentials Innovator for Supporting Life,” making a range of social contributions to become “Global Major Brand Kubota.”



Kubota's Goal

# Realizing "Global Major Brand Kubota"

Output

Outcomes

A major shift to become a solution provider for the next generation



## GMB2030

**An "Essentials Innovator for Supporting Life,"**  
Committed to a Prosperous Society and Cycle of Nature

Providing total solutions through synergies between our three fields

↓

Food

By making agriculture more efficient, we contribute to the abundant and stable production of food.

1 NO POVERTY

2 ZERO HUNGER

Water

By developing water infrastructure, we contribute to reliable water supply and restoration.

3 GOOD HEALTH AND WELL-BEING

6 CLEAN WATER AND SANITATION

Environment

By developing social infrastructure, we contribute to the creation and the preservation of comfortable living environments.

7 AFFORDABLE AND CLEAN ENERGY

11 SUSTAINABLE CITIES AND COMMUNITIES

**FY2024**

Financial KPIs		Non-financial KPIs	
Revenue	¥3,016.3 billion	CO <sub>2</sub> emissions: (Scopes 1 and 2)	532 kilotons
Operating profit	¥315.6 billion	Waste discharge:	91 kilotons
ROE	9.9%		

**Mid-Term Business Plan 2025**

Financial targets	
Revenue	¥2,300.0 billion
Operating profit	¥300.0 billion
ROE	11% or higher
Operating cash flow	¥880.0 billion (cumulative total of 5 years)

Kubota Group INTEGRATED REPORT 2025

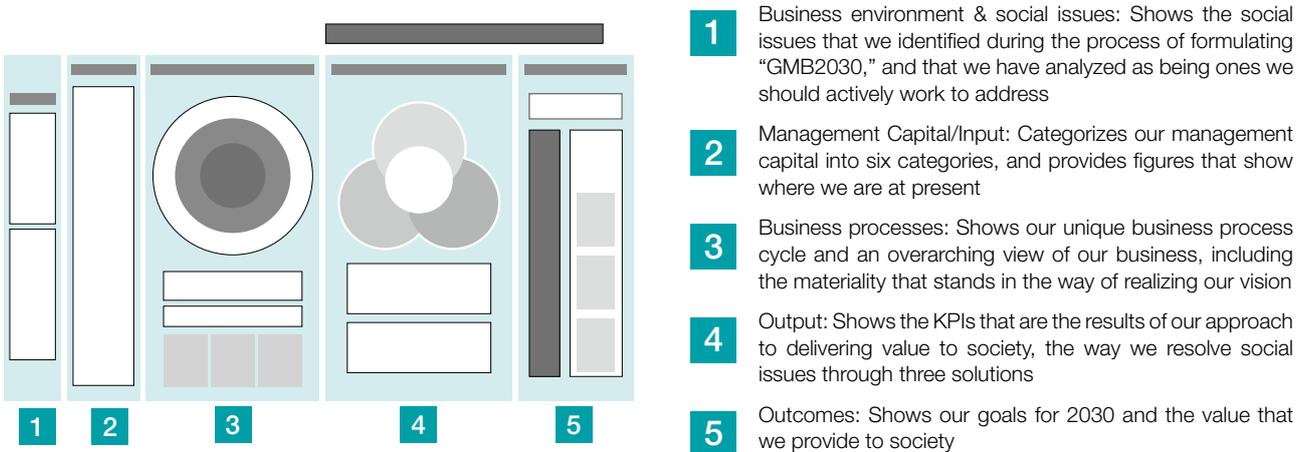
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# Overview of the Value Creation Process

We have taken into account the strategies needed to achieve the Long-Term Vision “GMB2030” and the issues that we face, and set out a value creation process to follow to get us there. We ensure that we are always conscious of the issues that society faces, and by organizing our management capital into six categories, we hope to offer society value as a solutions provider by creating a cyclical business process unique to Kubota. This, we believe, will act as the path to realizing the Long-Term Vision.

## Overall Structure

Taking into account the external environment, we have visualized our value creation process in the following flow: input, then business processes, output, and lastly outcomes. It shows the process by which we realize “GMB2030,” which involves scaling up the value that we offer society by putting something back into our capital input after achieving our financial and non-financial targets.



## Management Capital/Input

### Financial capital

Our financial structure is a hybrid of our manufacturing and service business and our retail financing business. The first is virtually debt-free, while the latter aims to be self-sufficient (by turning loan claims into securities), which means that, overall, we have a sound financial base. Under Mid-Term Business Plan 2025, we have targeted net cash provided by operating activities of ¥880.0 billion (cumulative total of 5 years). Realizing this would allow us to steadily implement our growth strategies and maintain that financial soundness.

### Human capital

Under the spirit of our founder and our corporate principles, our over 50,000 employees are working to create value by solving environmental and social issues. With our K-ESG management, we consider diverse values and employee growth and job satisfaction as materiality, and by helping individuals to demonstrate their abilities and maximizing the organization’s performance, we will accelerate our resolution of those issues and our value creation.

### Intellectual capital

Alongside the technologies and expertise that we have accrued over a history that stretches back more than 130 years, we also possess R&D sites around the world, first and foremost the Kubota Global Institute of Technology, which opened in 2022. Using these, we are working in each region to create innovation to solve the issues we have discovered as part of our “On Your Side” approach. As part of Mid-Term Business Plan 2025, we have planned to invest ¥500.0 billion in R&D and with this we will expand our intellectual capital, and use that capital toward innovation creation and problem-solving to create value.

### Manufacturing capital

In order to reduce lead times, among other goals, we have established production sites in areas all over the world. At the same time, sharing the Kubota Production System (KPS), which forms our fundamental approach and perspective toward the products at the heart of our manufacturing, will thoroughly eliminate waste of work and strengthen the entire supply chain. Mid-Term Business Plan 2025 includes a planned ¥600.0 billion in capital expenditures, and with this investment we will put in place the infrastructure we need to support sustainable growth.

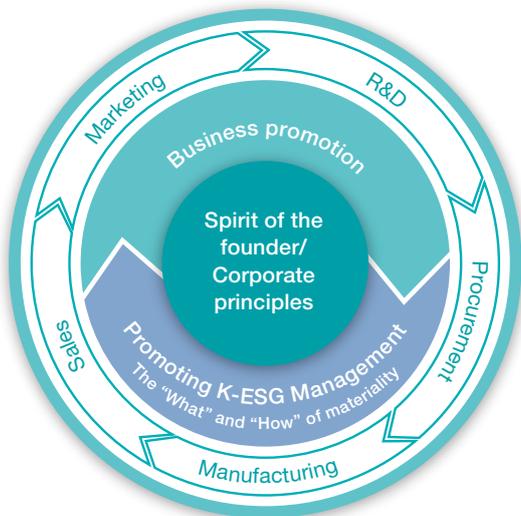
### Social capital

We operate our businesses in such as to support relationships of trust with a multitude of stakeholders in different countries, including suppliers, agents, governments, and local people. Our belief is that the “S” in “K-ESG” should also stand for “Stakeholders” and by improving transparency and dialogue, we will build relationships that help us to gain the empathy and participation of even more stakeholders.

### Natural capital

Given that food, water, and the environment are our business domains, we have a deep connection to nature. Therefore, we carry out environmental management that conserves the environment that is the foundation of our business activities, while also pursuing business growth. To realize our Environmental Vision—our target situation toward 2050 from an environmental perspective—we will systematically endeavor toward carbon neutrality and resource recycling.

## Business Processes



The Kubota Group's business areas are in the three fields of food, water, and the environment. Through processes that use integrated marketing, R&D, procurement, manufacturing, and sales operations, products and services characterized by their ability to help resolve social issues can be offered in each of those domains. As these processes all fall under the spirit and corporate principles that we have cultivated and nurtured over many years, they can be brought together under the single banner of "One Kubota," which is the driving force behind the development of our business operations. Also, as part of our business management, our unique and characteristic K-ESG management is at the heart of our decision-making, and we also strive to strengthen our sustainability by having it so.

In the more than 130 years since our founding, we have accumulated capital in the form of technologies and expertise through our supply of high-quality products and services, which we will naturally continue to use to enhance the reputation of each of our businesses individually. We will, however, also utilize the intangible assets that belong to each business—the human resources, technologies, knowhow, and markets—to further strengthen our ability to create crossover products and services that overlap multiple business fields, and to make ever-larger contributions to the resolving of social issues.

## Output & Outcomes



### ● Output

While the Kubota Group's products, technologies, and services remain at the core of our efforts in the three business areas of food, water, and the environment, we will build a variety of partnerships and ecosystems that will allow us to provide the following three new solutions.

- Solutions to enhance the productivity and safety of food
- Solutions to promote the circulation of water resources and waste
- Solutions to improve urban and living environments

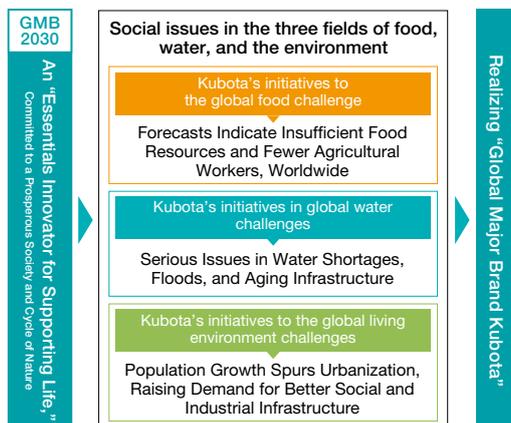
As a solutions provider that can offer these total solutions, we will make a direct contribution to efforts to tackle the problems facing global society. Through the total solutions that we create under the "One Kubota" banner, we will link different business areas and have them complement one another to gradually expand those parts that are the focus of our Global Loop concept, with the aim of being a greater platform for innovation that can go beyond these business areas' boundaries.

### ● Outcomes

As an "Essentials Innovator for Supporting Life," that is committed to a prosperous society and cycle of nature, through efforts in the three business areas of food, water, and the environment, we will carry out the initiatives below in order to help solve social issues.

- 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

By solving social issues in these three business areas, we will become the "Global Major Brand Kubota" that we aspire to, i.e., one that can make the greatest contribution to society by earning the trust of the greatest number of customers.

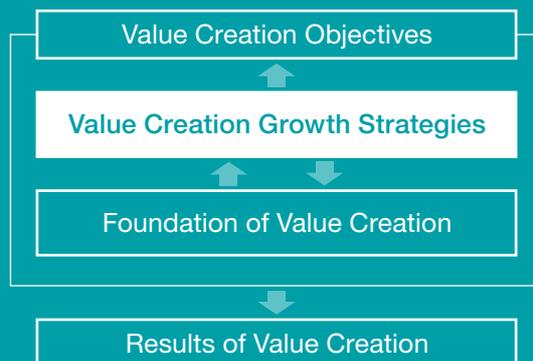




# Chapter 02 Value Creation Growth Strategies

## Overview

This chapter takes an overarching look at, and reports on the progress toward, Mid-Term Business Plan 2025 (as we enter its final year) and the K-ESG management to realize the Long-Term Vision “GMB2030.” In addition, regarding human capital that serves as the paramount driving force behind these efforts, it specifically outlines strategies based on our three policies and a roadmap for achieving these goals.





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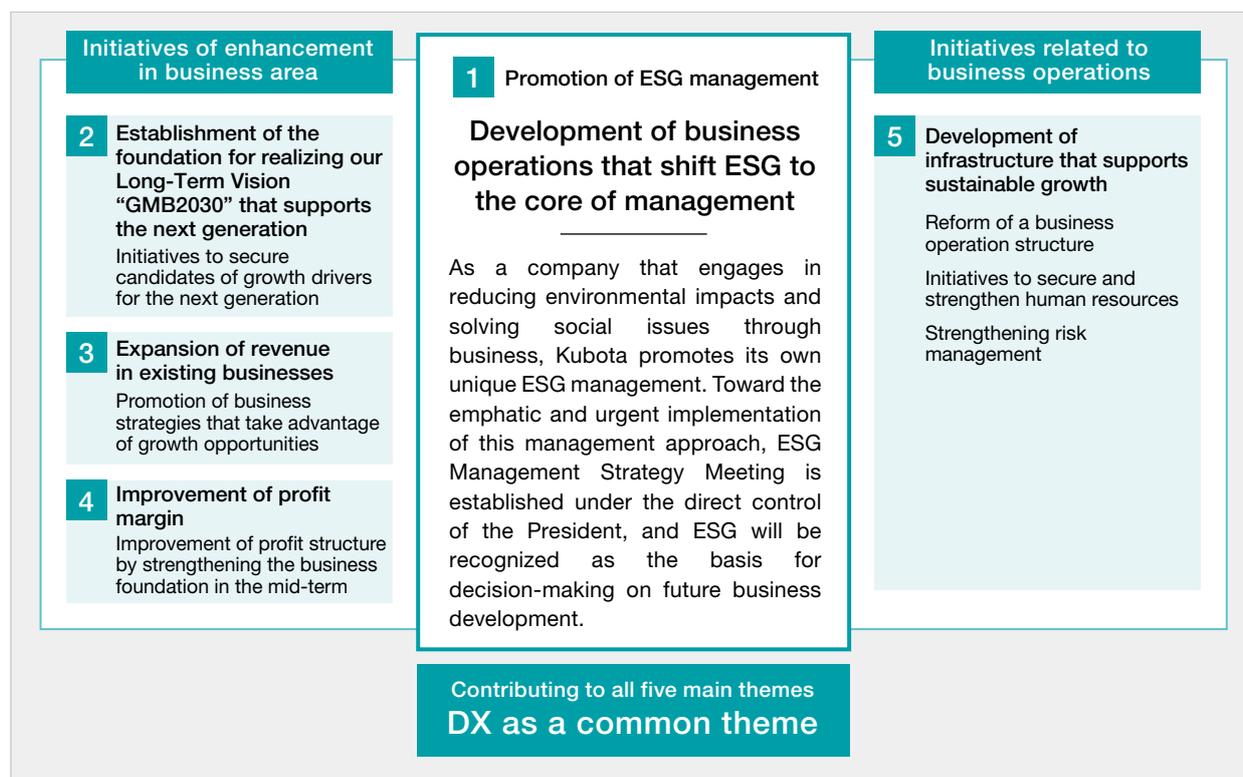
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## Progress of Mid-Term Business Plan 2025

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 have been working to implement Mid-Term Business Plan 2025. We plan to promote our five main themes and DX as a common theme, and develop business operations that shift ESG to the core of management.

### Outline of Mid-Term Business Plan 2025



### Financial Targets

Mid-Term Business Plan 2025 financial targets (PL) and FY2024 results

(billions of yen)

	FY2019 (Actual)	FY2025 (Mid-Term Plan targets)	Increase/decrease from FY2019		FY2024 (Actual)
			Amount	%	
Revenue	1,920.0	3,000.0	+1,080.0	+56.3	3,016.3
Operating profit	10.5% 201.7	12.0% 360.0	+158.3	+78.5	10.5% 315.6

Mid-Term Business Plan 2025 financial targets (Other) and FY2024 results

	2019 (Actual)	2021–2025 (Mid-Term Plan targets)	FY2024 (Actual)
ROE	10.7%	Maintain over 10% / over 11% in 2025	9.9%
Shareholder return ratio	42.7%	Set the mid-term target of over 40%, and aim at 50%	47.0%
Operating cash flow	82.4 billion yen	880.0 billion yen (cumulative total of 5 years)	282.1 billion yen
Free cash flow	-12.4 billion yen	280.0 billion yen (cumulative total of 5 years)	73.2 billion yen

## Promoting Growth Drivers

### North America Construction Machinery business

Aiming for a significant increase in market share by expanding product lineup and locally integrated operations of development, production, and sales

- CTLs\*1: finishing development and beginning full-scale sales
- Larger CTLs\*1: promoting development
- Constructing production and development systems to support business expansion



### Farm & Industrial Machinery Expansion of our business in India and entry into the basic machinery market

Leveraging synergies with Escorts Kubota Limited (hereinafter, "EKL"), aiming to increase market share in India, which is the largest tractor market in the world, and expand business globally by exporting basic machinery

**Within India:**

- Full-scale entry into the entry premium market (new FT\*2 products)
- Advancing Kaizen activities in EKL factories
- Launching in-house retail financing services



**Exports:**

- Beginning full-scale expansion into Europe (EK\*3 series)
- Focusing on improving quality (FT\*2 and PT\*4 series)

### Water & Environmental Solutions business

Along with the labor shortages in local governments and aging infrastructure, aiming to shift from equipment sales-oriented business to O&M- and solution-oriented business by utilizing IoT and other technologies

- Advancing development of KSIS Pipeful and other systems
- Establishing competitive advantages in water supply pipelines backed by experience

### ASEAN Farm & Industrial Machinery business

Aiming for a further increase in sales of farm equipment and construction machinery along with urbanization

- Growing demand for mid-size, high-performance tractors alongside increase in sales of upland farming tractors

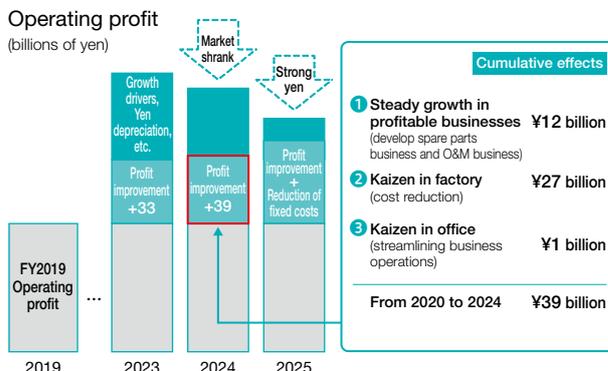
### Farm & Industrial Machinery After-market business

Aiming to expand "after-market business" by utilizing abundant operating machineries on a global level

- Expanding the business alongside the increase of operating machineries in the market

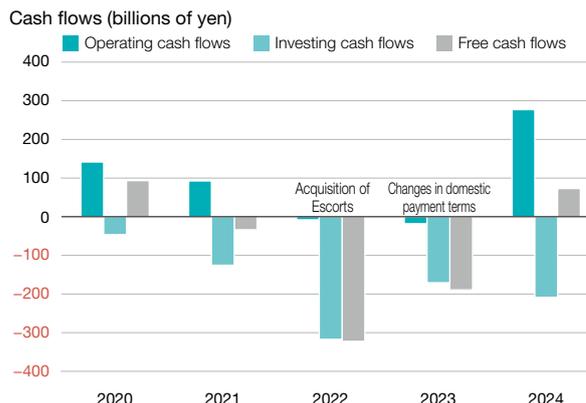
## Margin Improvement

As a measure to deal with cost increases, we are working to curb increases in fixed costs.



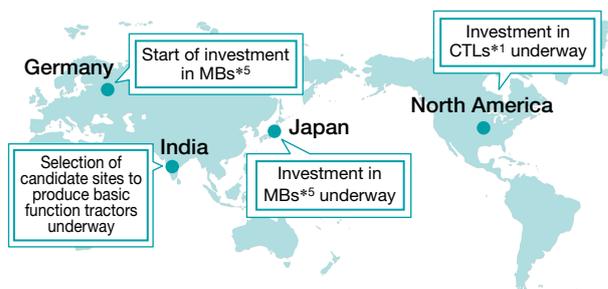
## Improvements to Cash Flows

We continued to reduce inventory, which led to free cash flows for 2024 turning positive for the first time in four years.



## Production Systems

- Taking advantage of our strengths to expand business in the compact machinery field
- Gradually strengthening production capacity for construction machinery
- Currently selecting candidate sites to increase production of tractors in India



Notes on Kubota product abbreviations:

- \*1 CTL: compact track loader
- \*2 FT: basic function tractor developed by EKL
- \*3 EK: tractor co-developed by Kubota and EKL
- \*4 PT: basic function tractor developed by EKL
- \*5 MB: mini-backhoe

# K-ESG Management to Realize the Long-Term Vision “GMB2030”

## K-ESG Management Initiatives

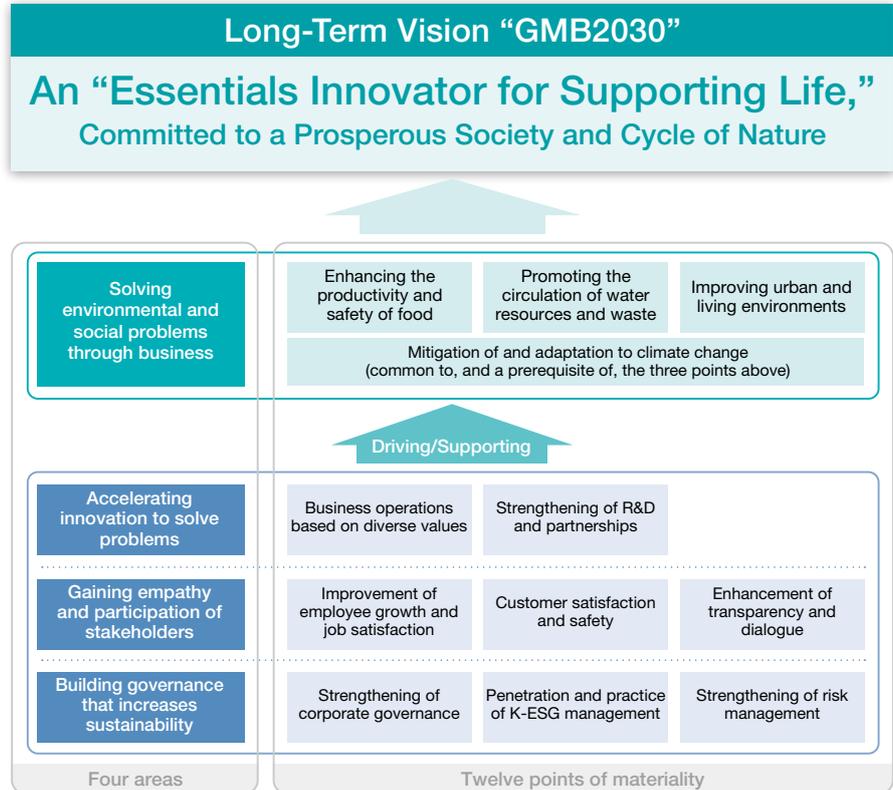
Our belief is that the heart of K-ESG management is creating corporate value—a combination of social value and economic value—by resolving environmental and social issues through our business activities, while passing down the Kubota heritage since the company’s founding. To that end, it is vital that we accelerate innovation, gain the empathy and participation of stakeholders, and create a corporate governance system that allows us to implement initiatives sustainably.

This is the way of thinking behind K-ESG management, the ethical and behavioral model to achieve the goals of the Long-Term Vision “GMB2030.”

- 1 We will continue to create corporate value (social value and economic value) by solving environmental and social problems through business.
- 2 We will resolve those problems through innovation.
- 3 We will forge ahead with initiatives by gaining the empathy and participation of stakeholders.
- 4 We will make our efforts sustainable through corporate governance that incorporates diversity and medium- and long-term perspectives.

## Materiality

We have set the areas of materiality connected to our K-ESG management, our ethical and behavioral code that guides our efforts toward the realization of “GMB2030,” by considering the demands of society and our stakeholders, as well as our vision for the Kubota Group and management direction. We have broken these down into twelve points of materiality in four areas, relating to the “What” of materiality—the initiatives to tackle climate change that are common to, and a prerequisite for, the success of our solutions and business activities we will expand to realize “GMB2030”—and the “How”—the measures that will drive and support these initiatives.



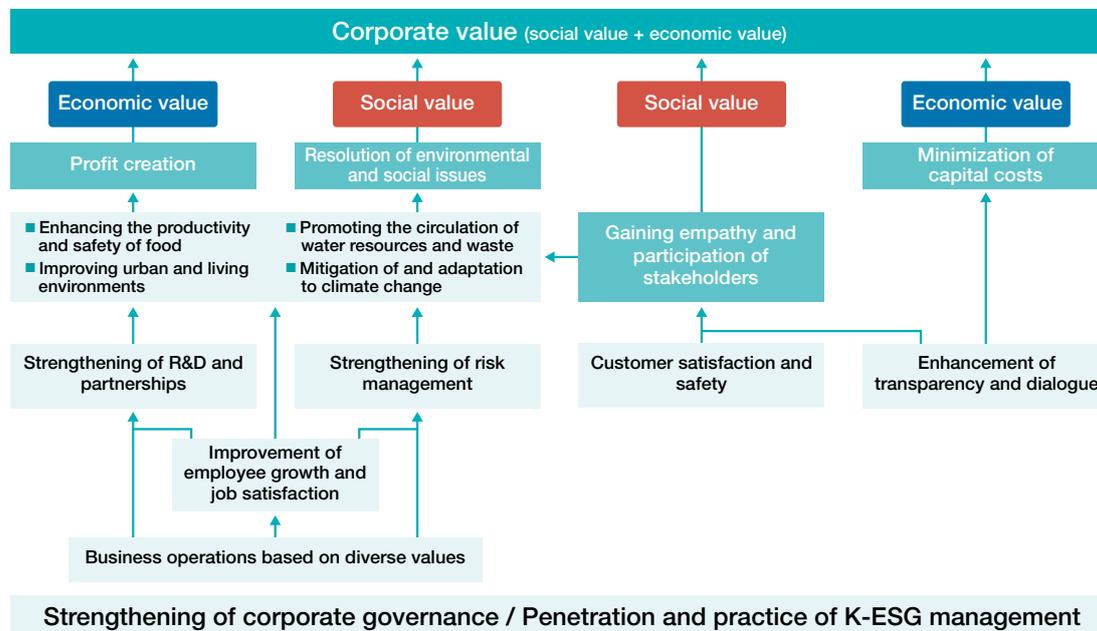
## Materiality Identification Process

Materiality is discussed by the ESG Management Strategy Meeting, which, under the direct control of the President, identifies materiality candidates with consideration to opinions and evaluations gained through dialogue with investors and shareholders. It then reports these to the Board of Directors, who decide on the final materiality. This materiality, and its indicators, are not fixed in stone, however; we are always carrying out reviews that take into account social trends and our business circumstances to ensure that we enhance the level of our K-ESG management. In 2022, executives formed the core of efforts to confirm anew the importance of each area of materiality and to discuss our ultimate objectives. As part of this, we also undertook a review of the indicators that measure our progress.



## Interrelationship Between Areas of Materiality and Corporate Value

The interrelationship between different areas of materiality, and their relationship with corporate value, is hypothetically explained in the diagram below. Solving environmental and social issues (by promoting materiality related to business in the fields of food, water, and the environment) will create corporate value. Moreover, the empathy and participation of stakeholders, and a robust governance system, will also help to create corporate value and solve these problems.



## Relationship Between ESG Indicators and Corporate Value

During analysis\* of the relationship between ESG indicators related to our areas of materiality and corporate value, there were many instances that showed a positive correlation. We were therefore able to prove quantifiably that promoting K-ESG management boosts our corporate value.

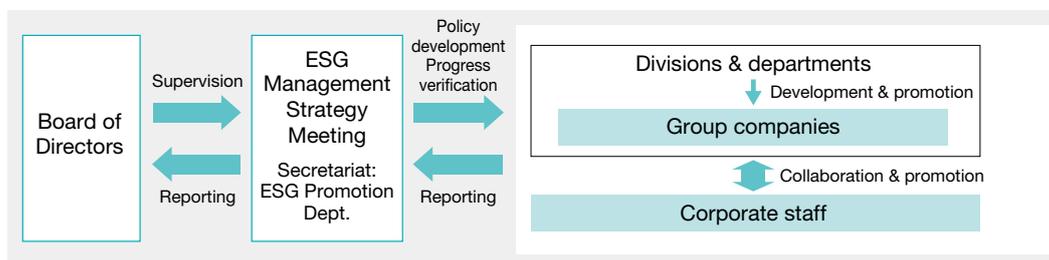
### Examples where ESG indicators show a positive correlation with corporate value

- Proportion of employees who think positively of Kubota Global Identity and workplace culture
- Training expenses and number receiving training
- CO<sub>2</sub> emissions
- Water and energy usage

\* This involved multiple regression analysis of each ESG indicator (+ ROE) and PBR to identify correlational relationships. These were deemed to be relationships proven to have a coefficient of determination adjusted for the degrees of freedom of 0.5 or above and a p value for the ESG indicator of 0.05 or below. Analysis was carried out on the Digital ESG Platform developed by ABeam Consulting Ltd., based on a model developed by Ryohei Yanagi in his 2023 book *CFO Policy* (published by Chuokeizai-sha Holdings, Inc.)

## K-ESG Management Promotion Framework

The ESG Management Strategy Meeting, which comes under the direct control of the President, formulates policies, and also investigates and evaluates major measures, aimed at creating corporate value for the Kubota Group in the medium and long term. The meeting's membership comprises the President and directors in charge of business divisions, finance, human resources, R&D, manufacturing, the environment, and other areas. Items decided on by the ESG Management Strategy Meeting are passed on to the business or corporate domains, who take them forward. They are also reported to the Board of Directors as and when necessary.



Note: In the names of organizations, we use "ESG" rather than "K-ESG."

## Materiality Objectives and Indicators

Materiality	Reason for its importance	Ultimate objectives
<p><b>Enhancing the productivity and safety of food</b></p>	<p>Four megatrends that we are witnessing are: attempts to achieve both economic growth and resource recycling, moves toward net zero greenhouse gas emissions, efforts to create a society where the marginal cost of products is close to zero through recycling and sharing, and the formation of new small and medium-sized communities that are not obsessed only with global capitalism. In response to these, we believe that there are three roles that we should play: providing solutions to support infrastructure in the areas of food, water, and the environment; realizing the development of a sustainable society and a circulation loop of nature; and, contributing to resolving social issues in a variety of communities.</p>	<p>An “Essentials Innovator for Supporting Life,” committed to a prosperous society and cycle of nature</p>
<p><b>Promoting the circulation of water resources and waste</b></p>		
<p><b>Improving urban and living environments</b></p>		
<p><b>Mitigation of and adaptation to climate change</b></p>		
<p><b>Business operations based on diverse values</b></p>	<p>Recognizing diverse values allows us to amplify our strengths and make up for our weaknesses, and will help us achieve a competitive advantage. By allowing our diverse employees to fully demonstrate their myriad abilities, we can create new value by responding to change and innovating, and this will also spur on business growth.</p>	<p>Our employment will be fair and will provide employees with equal opportunities, regardless of race, gender, nationality, age, or disability. On a global level, we will construct a positive, open culture where everyone can share their frank opinions, and put in place an environment where diverse employees can demonstrate their true capabilities.</p>
<p><b>Strengthening of R&amp;D and partnerships</b></p>	<p>In recent years, the issues themselves have become more advanced and more complex. Solving those issues will therefore require us to further enhance our R&amp;D capabilities. Furthermore, we can accelerate the speed of this process by bringing in new expertise through collaboration with business partners.</p>	<p>In order to foresee the ever-changing society and the issues that arise, and to proactively solve them, we can make better decisions. To enable this, we will take on board the latest expertise and opinions, embody them quickly and continuously in products and services that we can continue to offer society.</p>
<p><b>Improvement of employee growth and job satisfaction</b></p>	<p>To be able to realize sustainable growth, our organization must be energetic and capable of responding to changes in the business environment flexibly. For that to happen, employees must feel motivated and hungry to tackle the challenge. Job satisfaction can be realized by enabling them to feel they are growing, and that they are making a real contribution to society and their colleagues.</p>	<p>In order for employees to get a sense of their own growth and the contribution that they are making to society and to their colleagues, we will aspire to be an organization that has developed an appropriate culture, systems, and mechanism so that employees can be motivated and feel a desire to work.</p>
<p><b>Customer satisfaction and safety</b></p>	<p>By sticking close to our customers and picturing the future from their perspective, we will be able to discover issues at an early stage, and provide new value that exceed their expectations. Repeating this will lead to greater customer satisfaction, and to gaining their trust, which will allow us to make the greatest possible social contribution.</p>	<p>We aim not only to satisfy all our customers through our products and services, but also to impress them by exceeding their expectations.</p>
<p><b>Enhancement of transparency and dialogue</b></p>	<p>Highly transparent dialogues are linked to gaining the empathy and participation of employees, suppliers, and other stakeholders, which helps to support our business activities. A better understanding of the Kubota Group will enhance our corporate value.</p>	<p>By disclosing information on our corporate activities in a way that is highly transparent and appropriate, and through dialogue, we aim to provide stakeholders with an accurate understanding of its activities. This will help to gain their trust and empathy, and encourage more participation in our corporate activities.</p>
<p><b>Strengthening of corporate governance</b></p>	<p>Our highest management priority is to raise our overall corporate value, balancing long-term, stable economic value and social value. Therefore, it is necessary to achieve corporate governance that supports transparent, fair, prompt and decisive management.</p>	<p>Whatever the social landscape or the business environment we find ourselves in, we will continue to be a self-directed organization that can realize sustainable growth. To that end, our aim is to construct a governance system that has both auditing and executive functions that help to improve the quality of both, to achieve that permanence.</p>
<p><b>Penetration and practice of K-ESG management</b></p>	<p>Sharing common values and codes of conduct among the global Kubota Group will allow us to attain “One Kubota,” as well as business development. This will then support our efforts to solve environmental and social issues.</p>	<p>Every executive and employee in the Kubota Group understands our corporate principles, our vision, and our K-ESG government, and will work under our “One Kubota” approach to solve environmental and social issues.</p>
<p><b>Strengthening of risk management</b></p>	<p>Changes to the social landscape or the business environment are becoming more severe with every passing year, and risks are becoming ever-more diverse. A response to risks that is speedier and more effective than ever is indispensable in our quest to create sustainable corporate value.</p>	<p>We update our list of risks as they appear due to advances over time or changes to the social landscape or business environment and work to control them. We also possess the high-level capabilities to respond to crises, should they occur. Around the world, we will roll out the systems and mechanisms that allow us to do this, so that we can make decisions, and respond, swiftly.</p>

	Indicators	Medium- and long-term targets	FY2024 results/topics
	<ul style="list-style-type: none"> <li>Progress of smart agriculture and other new solutions</li> </ul>	To be disclosed	<ul style="list-style-type: none"> <li>Announced smart farming solutions, including unmanned robot sprayers</li> <li>Continued strengthening cooperation with other companies using KSAS</li> </ul>
	<ul style="list-style-type: none"> <li>Progress of resource recovery and other new solutions</li> </ul>	To be disclosed	<ul style="list-style-type: none"> <li>Promoted development of circulation system of biomass resources within the region (started verification related to producing biofuels and fertilizers from rice straw)</li> </ul>
	<ul style="list-style-type: none"> <li>Progress of water environment platform and other new solutions</li> </ul>	To be disclosed	<ul style="list-style-type: none"> <li>Developed systems to predict the number of homes without water in an emergency</li> <li>Received more orders from local authorities to update water pipelines</li> </ul>
	<ul style="list-style-type: none"> <li>Emissions in Scopes 1, 2, and 3</li> </ul>	<ul style="list-style-type: none"> <li>Scopes 1 and 2: 50% reduction from 2014 levels</li> <li>Scope 3: To be disclosed (each to be achieved by 2030)</li> </ul>	<ul style="list-style-type: none"> <li>Scope 1 and 2: 31.7% reduction compared to 2014 levels</li> <li>Continued to promote energy savings, electrification of furnaces, and expanded use of renewable energy, etc.</li> </ul>
	<ul style="list-style-type: none"> <li>Progress on diversity among executive officers</li> <li>Proportion of female managers</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of foreign executive officers: 10% (by 2025)</li> <li>Proportion of female managers (non-consolidated): 7% (by 2030)</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of foreign executive officers: 7% (as of March 21, 2025)</li> <li>Proportion of female managers (non-consolidated): 4.7% (as of January 1, 2025)</li> </ul>
	<ul style="list-style-type: none"> <li>Patent Asset Index (total value of patent portfolio)</li> </ul>	<ul style="list-style-type: none"> <li>12.5% increase compared to 2020 (by 2025)</li> </ul>	<ul style="list-style-type: none"> <li>PAI +22% (compared to 2020)</li> <li>Announced prototype for hydrogen fuel cell tractors and made a start-up a Kubota Group company</li> </ul>
	<ul style="list-style-type: none"> <li>Employee engagement score</li> <li>DX personnel</li> </ul>	<ul style="list-style-type: none"> <li>Employee engagement score: 70 (by 2030)</li> <li>DX personnel: 1,000 (by 2024)</li> </ul>	<ul style="list-style-type: none"> <li>Employee engagement score (non-consolidated): 53</li> <li>DX personnel: 1,228</li> </ul>
	<ul style="list-style-type: none"> <li>Customer satisfaction</li> </ul>	To be disclosed	<ul style="list-style-type: none"> <li>Pressed ahead with improvement activities based on customer questionnaires, and maintained customer satisfaction evaluations (in Japan and North America)</li> </ul>
	<ul style="list-style-type: none"> <li>External institution rating</li> </ul>	<ul style="list-style-type: none"> <li>Acquire the highest possible rating from a major external ratings agency (by 2025)</li> </ul>	<ul style="list-style-type: none"> <li>Acquired a AA rating from MSCI ESG Ratings</li> </ul>
	<ul style="list-style-type: none"> <li>Effectiveness of the Board of Directors</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened functions of both the monitoring side and executive side as well as reinforcing periodic confirmation functions of the corporate governance system.</li> </ul>	<ul style="list-style-type: none"> <li>Promoted eight measures to enhance functions (formulation and implementation of the annual agenda, review of agenda criteria, formulation and implementation of governance policy, etc.)</li> </ul>
	<ul style="list-style-type: none"> <li>Penetration of the corporate principles and vision among employees</li> </ul>	<ul style="list-style-type: none"> <li>Penetration score: 75 (by 2025)</li> </ul>	<ul style="list-style-type: none"> <li>Penetration score: 40</li> <li>Continued penetration activities such as spreading messages from top management</li> </ul>
	<ul style="list-style-type: none"> <li>Progress toward the creation of a risk management system</li> </ul>	<ul style="list-style-type: none"> <li>Construct a global risk management system and implement due diligence (by 2025)</li> </ul>	<ul style="list-style-type: none"> <li>Promoted risk assessments and countermeasures for supply chains</li> <li>Promoted human rights due diligence, formulated a Supplier Code of Conduct, and enhanced Supplier Hotline</li> </ul>

# Human Capital

## Human Capital Strategy

### Background to our approach

- For the Kubota Group to achieve the goals of “GMB2030” as it moves forward, it has to expand its existing businesses. At the same time, though, it must also tie together the three fields of food, water, and the environment in order to offer proposals for measures to address social issues and then provide these solutions.
- Since its founding, the Kubota Group has sought human resources able to overcome obstacles to society’s development, and its business operations are informed by important elements of its value system such as putting on-site needs first and maintaining the spirit of “On Your Side.”
- In the future, its efforts will focus on expanding existing businesses and initiatives for new solutions businesses, and to this end the Kubota Group’s will be emphasize these values and it believes that it must ensure that the three important concepts of ① Diversity, Equity, and Inclusion (DEI), ② Purpose, and the ③ Promotion of health & productivity management take root within the Group.

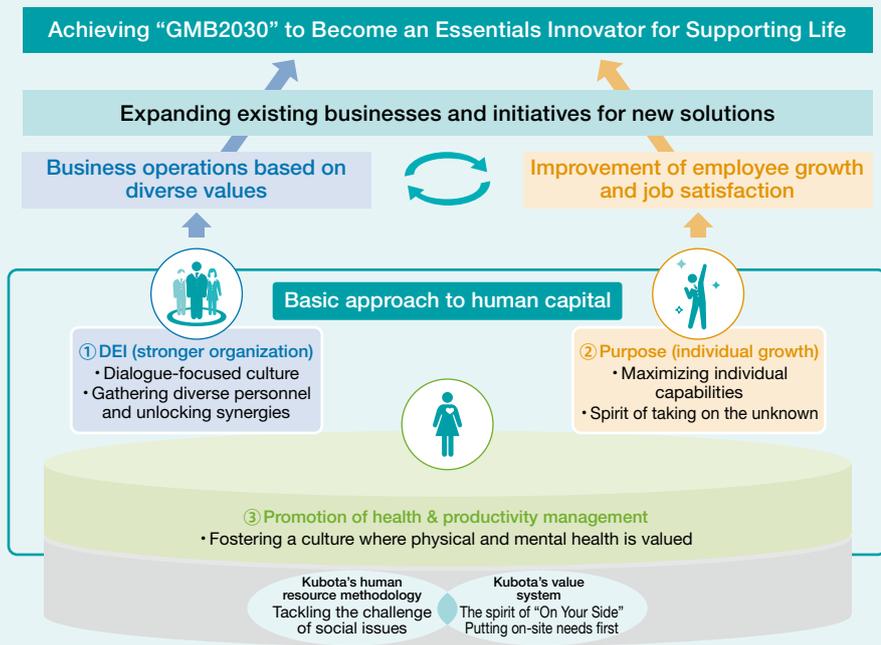
### Basic approach

- ① **DEI (stronger organization)**  
Diversity, Equity, and Inclusion (DEI) is about gathering and connecting a diverse range of human resources to create new value, and can be seen as a wellspring for innovation and sustainability. At the Kubota Group, we are developing a corporate culture with a focus on dialogue, and drawing out the individual capabilities of personnel is the key to achieving real DEI. Bringing this about will be linked to an area of materiality for us: business operations based on diverse values.
- ② **Purpose (individual growth)**  
Every employee will need to take on the challenge of resolving issues in unknown fields, and so each must possess a strong purpose, and fully demonstrate their capabilities. This will be connected to another area of materiality: improvement of employee growth and job satisfaction.
- ③ **Promotion of health & productivity management**  
The Kubota Group will continue to create the solution that society needs, but to do so all of its employees—who are at the heart of its business activities—must be healthy in mind and body. If we can create workplaces where all employees are happy and motivated, we will maximize our organizational performance and support the foundations of our human capital.

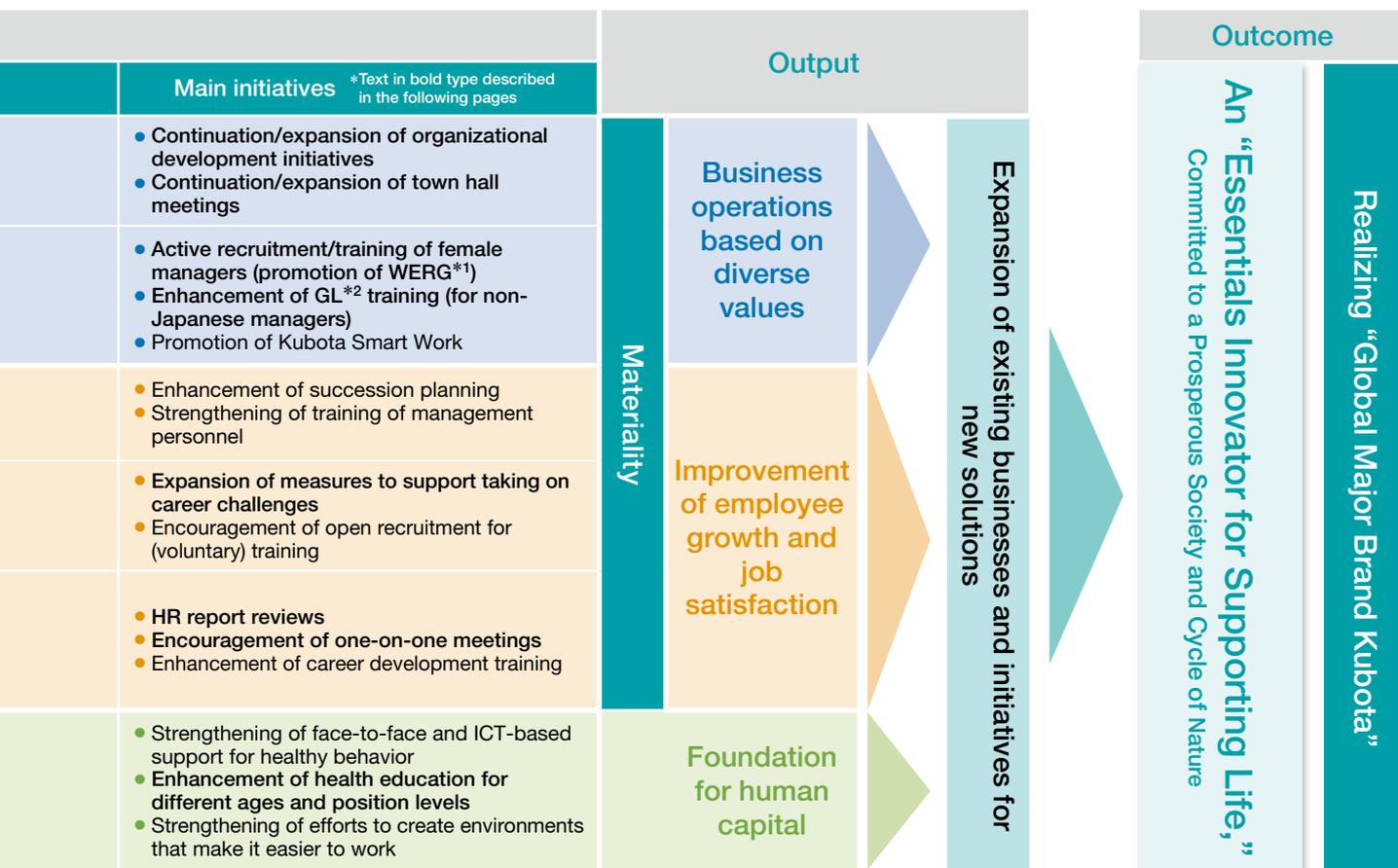
### The Value Creation Process in Human Capital

- The driving forces behind our efforts to use our business to resolve environmental and social issues are our strong, flexible organization and our diverse, independent personnel, and so the basis of our human capital strategy is strengthening these.

Input		
Basic approach	Strategies	Policy
<p><b>DEI (stronger organization)</b></p> <ul style="list-style-type: none"> <li>• Developing a corporate culture focused on dialogue</li> <li>• Gathering diverse human resources and unlocking synergies</li> </ul>	Construction of a corporate culture that secures diverse personnel while respecting their individuality and that values dialogue to draw out the maximum potential of our human resources	<p>Implementation of policies whereby managers meet team members one-on-one, and that promote mutual understanding and empathy for each other’s purposes and values</p> <p>Encouragement of creation and co-creation by gathering diverse human resources and as part of highly productive, flexible workstyles</p>
<p><b>Purpose (individual growth)</b></p> <ul style="list-style-type: none"> <li>• Maximizing individual capabilities</li> <li>• Developing an untiring spirit of taking on the unknown</li> </ul>	<p>Provision of opportunities for growth for human resources who have an appetite to take on challenges, by strategic and systematic investment in training</p> <p>Support for independent career development that values the purpose each employee holds</p>	<p>Discovery and training, strategically and systematically, of candidates for future management roles</p> <p>Proactive investment in human resources who have a real desire to take on challenges</p> <p>Taking on board of the purpose that employees wish to follow in the business and their roles, and maximum support for independent career development</p>
<p><b>Promotion of health &amp; productivity management</b></p> <ul style="list-style-type: none"> <li>• Fostering a culture where physical and mental health is valued</li> </ul>	Development of an effective investment cycle in human capital through data analysis based on a health and productivity management map	Increase in the number of employees who have the health literacy to see how health impacts them directly and to independently work to maintain and improve it



- In line with our basic approach to human capital, advancing personnel measures will lead to resolving areas of materiality, accelerating initiatives to enhance existing businesses and create new solutions.



\*1 Women's Employee Resource Group  
\*2 Global Leader

## Human Capital

### [Human Capital Strategy ①] DEI (Stronger Organization): Business Operations Based on Diverse Values

#### Basic approach

Diversity, equity, and inclusion (DEI) is about gathering and connecting a diverse range of people to create new value, and can be seen as a wellspring for innovation and sustainability. The Kubota Group believes that developing a corporate culture with a focus on dialogue and drawing out the individual capabilities of personnel are the key to achieving real DEI.

### Connecting Policy to Strategies

#### ① Strategies

The Kubota Group promotes diversity, equity, and inclusion (DEI) as a pillar of its human capital strategy. We recognize that people have different values and ways of thinking, and that maximizing varied individuality leads to innovation. Additionally, the promotion of diversity is also vital for the organization’s sustainable, global growth. Kubota implements its DEI strategy on the basis of “dialogue.” When diverse human resources actively engage in dialogue, varying opinions meet and new ideas are born, providing a new approach to how we deal with present issues. By developing a corporate culture that focuses on this type of dialogue to draw out the maximum value from our human resources, we will in turn ensure that individual capabilities, experiences, and approaches are recognized and enable individuals to better demonstrate their abilities than previously.

#### ② Policy

Managers play a key part in bringing about such a dialogue-focused culture. Through one-on-one meetings and daily communications, managers can empathize with each team member’s purpose, and offer them maximum support. This will boost individual employee engagement and draw out the value of our diverse human resources. In addition, to enable every employee—regardless of personal characteristics such as gender, nationality, age, level of experience, beliefs, etc.—to feel passionate about their work, we will put in place systems that make it easy for them to work and are suited to their individual circumstances. Through this and other methods, we will offer a place to work where diverse human resources can play an active role.



### Main Measures Related to DEI (Stronger Organization)

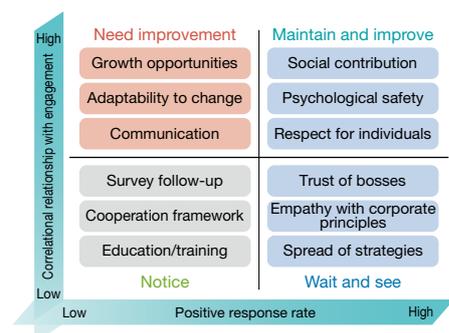
#### Promotion of Engagement Surveys

##### Grasping the level of employee engagement

To promote K-ESG management, it is imperative that employees put the corporate principles into action, and that we achieve the empathy and participation of stakeholders inside and outside Kubota. We are moving forward inside and outside Japan with efforts to create an organization where employees—those who will drive the promotion of K-ESG management—feel motivated to work, and find it easier to do so. As part of this, since November 2021, we have been carrying out engagement surveys. Each part of the organization works to address the issues that the surveys identify, and this helps us to create organizations that are better for employees. In fiscal 2024, as in fiscal 2023, the survey also included Japanese and overseas subsidiaries, with around 20,500 respondents, and we aim to improve employee engagement throughout the Group. The response rate for the survey was 93% and this shows the level of interest among employees. Engagement scores have steadily risen for employees in general positions, but looking at the Group overall we see that there are still some concerns, particularly among field employees. To raise the engagement score to 70% by 2030, we need to take a different approach for each category.

	FY2021	FY2022	FY2023	FY2024	FY2025 target	FY2030 target
Entire Kubota Group	—	45%	47%	45%	60%	70%
Non-consolidated (employees in general positions)	50%	51%	52%	53%		

When communicating survey results to each workplace, we have them consider themes that are strongly linked to the engagement indicator goals, and have them tie these into action. As survey results vary by organization, there is a need to develop actions optimized to each, but two areas in which issues arose for Kubota overall were the scores for adaptability to change and communication. As such, from 2023 onward, to encourage greater dialogue within organizations and develop an organizational framework that is resilient to change, we are implementing organization development initiatives, as well as aiming to invigorate the organization and improve engagement. For details on growth opportunities, see page 41.



## HR Measures in Promoting Organizational Dialogue

### Organizational development initiatives

In light of the results from recent surveys, we are currently working on the key issues of adaptability to change and communication and, as President Kitao explains in his message, shifting our corporate culture to one that is more focused on dialogue centered on engagement. Based on a dialogue and activity flow using survey, dialogue allows us to draw up an ideal vision for organization we want and clarifies what we need to do to make it a reality. By doing so, we will work to construct organizational structure that enables us to respond to changes in our business fields.

#### Dialogue and Activity flow using survey



Since 2023, we have been holding workshops for department heads and 93 department heads have taken part, interacting with others outside their own departments. Through sessions, the program helps participants face not only the findings from the engagement survey but also their own organizational views and original experiences as managers. While also having dialogue with their members, from the perspective of reframing,\* they can picture the “ideal vision” for their own organizations.

Compared to departments that have not participated in the workshops, those participated tend to score four or more points higher than in the previous year for positive response rates related to adaptability to change and communication. This measure is therefore contributing to improved engagement.

In 2024, we created an organizational development community through which department heads can help to reframe each other’s problems to address them.

Furthermore, to improve engagement with field employees, we have also started running a program for supervisors from human resources and labor affairs departments to involve site managers and promote workplace organizational development. In the future, we will expand our organizational development initiatives to section managers, building teamwork among department heads and section managers, as well as improving management and participant engagement.

\* “Reframing” means looking at things from a different viewpoint. In this session, participants will verbalize an “ideal vision” and issues for their organization through a “dialogue” reframing program from the four viewpoints of themselves, members, society, and other departments. Many participants gain a lot of insight from dialogue with other participants and members and realize the benefits of dialogue.

Activity	Organizational development workshop (continuation/expansion)	Organizational development community “Manager Café” (new)	Organizational development workshop (new)
Scope	Department heads		Human resources and labor affairs supervisors (human resources at plants, regional offices, and business divisions)
Goal	Support organizational development by department heads and promote efforts by departments	Continue and invigorate organizational development activities Build networks between department heads	Improve engagement among field employees Enhance skills of human resources and labor affairs supervisors Share information among human resources and labor affairs supervisors
Details	<ul style="list-style-type: none"> <li>● Create an ideal vision for organization and clarify what needs to be done to achieve those</li> <li>● Engage in dialogue with other participants to reframe one’s own organizational views</li> </ul>	<ul style="list-style-type: none"> <li>● Strategy Meeting among Department Heads Department heads can bring their issues and worries associated with the advancement of organizational development, and through dialogue with each other, use reframing to promote actions that will resolve them</li> </ul>	<ul style="list-style-type: none"> <li>● Analyze organizational issues</li> <li>● Learn approaches to organizational development and implement them at applicable workplaces (particularly field operations department)</li> <li>● Involve site managers (department heads, foremen, etc.) and support organizational development</li> </ul>
Participants (Total)	93	42	22
Photo			

## Human Capital

### Dialogue Between Executives and Employees

#### Town hall meetings

To achieve our Long-Term Vision “GMB2030,” from the perspective of communications, we seek to embody the “One Kubota” concept and strengthen how we convey this internally. As part of this, top management has been holding town hall meetings with the section managers at the heart of our business operations, while individual executives have been doing the same with a focus on new managers and younger employees. During these meetings, executives share their own thoughts and feelings, while also actively engaging participants in dialogue.

To bring about a creative culture of dialogue, the management engage in direct interaction with employees based on their own purpose and experiences. We believe that this contributes to improvements in employee engagement. Moreover, having participants discover each other’s thoughts and feelings will lead to effects such as building relationships and strengthening a feeling of unity. In this way, these dialogue opportunities are proving effective.

#### Town hall meetings with the president or vice president

	FY2021	FY2022	FY2023	FY2024
Venue	Online		Face-to-face	
Times held	6	25	12	14
Participants	100	400	180	130



Town hall meeting between the president and employees



Town hall meeting between the vice president and employees

#### Face-to-face training to spread awareness of corporate principles and “GMB2030”

Each year, we have been implementing measures to spread awareness, particularly through online training, with the aim of putting the corporate principles into practice and achieving “GMB2030” while sharing the spirit of the Kubota Group and our ideal throughout the entire Group. Yet awareness surveys identify issues such as that about half of all employees have sufficient comprehension and that there is a lack of understanding concerning management policies. As a result, to improve understanding, we have started face-to-face training that focuses on dialogue between President Kitao and participants. We received feedback from participants that by hearing directly from the president and learning the opinions of fellow participants, they could compare principles and policies with their own values. In 2025 too, we will conduct face-to-face training that involves messages from our management team and dialogue with other participants.

#### Three questions for finding points of commonality

For Earth, For Life  
Kubota

- Q1 When have you experienced (either at or outside of work) a time where you were moved?
- Q2 What values and things you cherish have been born from that experience?
- Q3 Is there any overlap between those values and the Kubota Global Identity?



Dialogue between employees to deepen their values



Dialogue between President Kitao and employees

### Active Recruitment/Women’s Empowerment

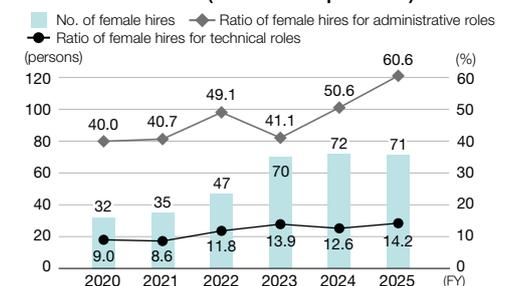
#### Proactively recruiting women

Female participation is able to help secure greater diversity across our entire organization, promote innovation, and achieve sustainable growth, and as such since 2020 we have been active in our efforts to recruit more women. We are working to maintain our recruitment of almost 50% for female employees in general administrative positions and to raise the proportion of women in general technical positions from the current 14% to around 20%. Simultaneously, we will establish environments that go even further in making it easy for women to work and play active roles.

#### Women’s empowerment

The ratio of women in management roles is increasing every year and has now reached 4.7%. We are making steady progress with changing personnel systems and similar for fair nurture and promotion regardless of gender. In the future, we will continue to implement measures focused on equity that support employees in taking on various challenges and aspiring for self-development, such as through support for women to balance work and family. We will support these employees, and by aiming to achieve a ratio of women in management roles of 7%, as laid out in “GMB2030,” we will encourage greater diversity among the decision-makers in our Group.

#### No. of female new graduate hires and proportion of total recruitment (Kubota Corporation)



#### Trends in number of women in management roles (Kubota Corporation)



### Future initiatives

Since fiscal 2023, we have continued to hold women’s empowerment forums. During these forums, the president and other board members speak directly to female employees and emphasize the importance of women’s empowerment in diversity management and explain how they will support employees in their continuing challenge to develop themselves. Management is also backing female employees to become more ambitious about their careers. The forums have become a place for two-way communication in an amiable setting, and they have succeeded in creating direct dialogue between female employees and executives and in sharing management’s ideas. In 2023, with the goal of interaction and mutual support for female employees, we launched the Women’s Employee Resource Group (WERG). The members, who are all female managers, have split into teams and begun activities to address three themes: the fostering of a culture of DEI, interaction with other companies, and promoting women’s empowerment.

The WERG makes plans and proposals based on the experiences of its members and knowledge gained from interacting with other companies to support continued forward-looking efforts by female employees to improve their careers, including to help women balance work with major life events or to develop their careers with the expectation of such events. We have launched an initiative to make it the norm for women to consider promotion as a career option. In 2024, the group met with leaders from Kubota North America, and through this and other activities to come into contact with different perspectives and experiences at other companies, members could deepen their understanding of careers.

Respecting our differences and fostering a culture in which employees are motivated to play active roles is vital for women’s empowerment, and in the future we will continue activities for women but also take on another topic, that of fostering a culture of DEI.



Meeting with leaders from Kubota North America

## Training for Non-Japanese Management Personnel

### Global Leader (GL) training

We believe that global management and utilizing human resources is a part of our business foundations that requires strengthening as we work toward “GMB2030.”

Securing the personnel who will be responsible for our sustainable growth is how we will achieve diverse values and varying ways of working. To encourage business growth in different regions and globally in the future, in 2019 we introduced the common Global Leader (GL) program at our sites in Europe and North America, and appointed these non-Japanese global leaders within the management of our local subsidiaries. Our human resources are called on to make significant contributions to Kubota’s growth, and to lead our global strategies into the future, and so personnel who show promise in these roles will be trained as GLs. We have been running GL training since 2022 as part of our efforts to develop global talent. In fiscal 2024, we expanded the variety of participating regions and participants’ affiliations, and held this training as the Global Talent Development Program. Through group sessions discussing original case studies, visiting Japan for dialogue with executives, site tours, and group work in teams with diverse members, the goal is to help participants understand Kubota’s strengths and what makes the company unique, foster a sense of unity as “One Kubota,” and combine diverse value systems to cultivate global management. Furthermore, as we roll out our global management, we are running activities to deepen cooperation between management teams and to train the next generation of leaders at our regional headquarters. In the future, we hope to link global and regional human resources training initiatives, and we will further promote efforts to uncover numbers of leaders who can make optimal decisions at the regional or local level while maintaining a global management perspective. Going forward, through GL training, we will increase our pool of next-generation global talent, and continue to raise the proportion of non-Japanese executive officers to strengthen our management systems so that we can gain competitive advantages on international markets.



Discussions by GLs



Tour of a manufacturing site



GL training opening session

### Global competencies

Able to hold global management perspectives but make optimal decision-making locally



Able to form ability to flexibly adapt to the local area

### 5 Taking initiative to address challenges

Ability to take on the challenges of organizational changes and business reforms, and influence others to promote changes and reforms.

Able to work on new challenges and achieve a future ideal

## Human Capital

### [Human Capital Strategy ②] Purpose (Individual Growth): Improvement of Employee Growth and Job Satisfaction

#### Basic approach

Every employee will need to take on the challenge of resolving issues in unknown fields, and so each must possess a strong purpose, and fully demonstrate their capabilities.

### Connecting Policy to Strategies

#### ① Strategies

The Kubota Group emphasizes its concept of “purpose” (a strong will) as one of the pillars of its human capital strategy. We cannot achieve the goals of “GMB2030” without personal growth and the foundation for this growth is the purpose that each employee possesses. Going forward, we will find the overlaps between the thoughts the company/organization values as well as the roles it expects its employees to play and the purposes of the individuals, and raise the autonomy of all of our employees. Our goal is an organization that has in place the kind of environment where employees can independently achieve their aims, which act as the driving force for individual and organizational growth.

We will continue to offer support for employees to take a look inside themselves and consider their career independently. We are also working to expand their horizons and focus our training investment on those employees who have the desire to take on the challenge of personal growth. Furthermore, we will carry out personnel training for human resources that can extract the maximum from individual strengths and maximize the ability of teams to create value while refining those strengths.

#### ② Policy

Looking to the future, if we are to expand our businesses and come up with new initiatives, we need to actively invest in training for management personnel and human resources that have the desire to take on challenges, in a way that enables them to flexibly react to change with diverse values.

We also ensure sufficient dialogue within the workplace about individual employee’s purposes and the careers they wish to pursue through their work and duties and do everything we can to embody the employee’s wishes, which leads to more independent action by the employee. At the same time, we will develop an environment where employees are assigned to optimal roles or given ideal experience, depending on their individual wishes.



### Main Measures Related to “Purpose”

#### Efforts to Improve Dialogue to Draw Out the Best of Our People

##### One-on-one skills training

In the three years since one-on-one meetings were introduced, awareness is gradually rising, but there are still some sites yet to implement them. Even at those where they have taken root, many have concerns about putting aside time or selecting topics for discussion. There are also bosses and leaders who do not themselves have experience of good one-on-one meetings, so some find it difficult to hold the meetings with their subordinates, or who feel pressured to hold them against their will. We are working to arm bosses and leaders with the dialogue skills and attitude to hold these meetings and draw out the value of individual employees.

**One-on-one webinars** We held a webinar on the theme of what makes a good one-on-one meeting—very different from a normal conversation—to give leaders the dialogue techniques they need. Leaders have shown great interest and we have had 1,430 of them apply to view the webinar.

**Coaching skills training** We implemented coaching training that leaders would practically apply the knowledge they learned through the webinar in their dialogue skills and attitude. Through the training, we are deepening their understanding of communication (coaching) that can inspire employees, and getting them to expand their approaches to various members.

##### One-on-one training for supervisors for field employees

We believe that having all employees—not just those in general positions but field employees too—understand the importance of one-on-one meetings and implement them, is something that can contribute to better company-wide engagement and encourage a culture of dialogue. Last year, for some supervisors for field employees, we conducted training split over two days, where the theme was dialogue skills and attitudes to encourage their team members to act autonomously.

This provided participants with an opportunity to look back at their own communication approach and consider how better dialogue can build positive relationships with members of their teams and work together to resolve concerns or other issues they bring up. In the future, we will seek ways to roll this training out to other business sites, and look to promote a culture of dialogue.

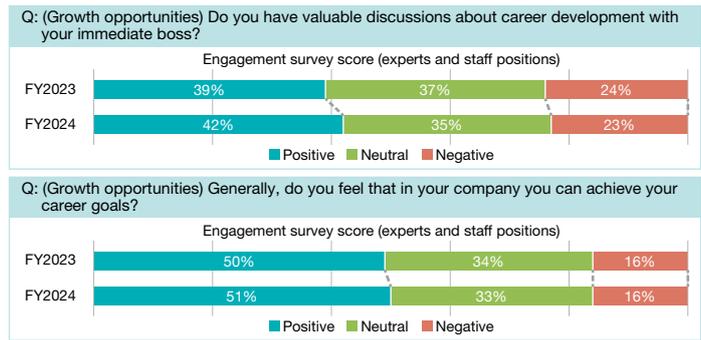


Dialogue training session

### Understanding current opportunities for employee growth

While we are making steady progress in improving our engagement survey score with regard to growth opportunities (career development), positive responses in this area have remained in the minority, and we recognize that discussions with managers to support career development is an issue. Therefore, we need to focus on dialogue that promotes more independent career development. Going forward, we will concentrate on the initiatives below, and encourage individuals' active challenge-taking and growth and to push them to develop their careers.

### Engagement scores, which are linked to career development

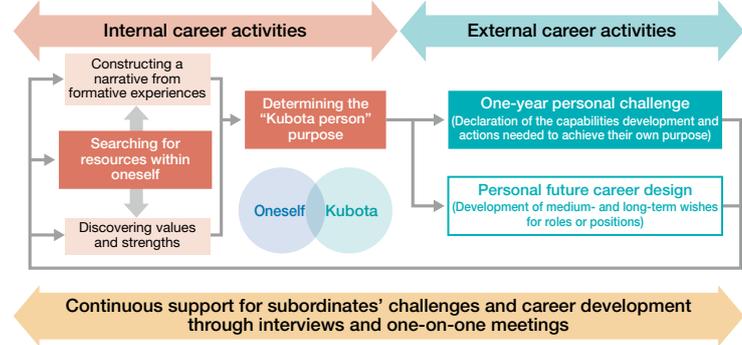


### Reviewing career development support systems

To ensure dialogue that draws out the value of our human resources and encourages individual employees to grow independently, the HR reports designed to grasp the experience of employees or their transfer wishes we have been carrying out are not enough on their own. As such, it is vital that we recognize the employees' own values, strengths, and purpose, and that meetings with team members help them to lay out and support their future career challenges. To that end, in 2024 we brought in a system where employees write down their values and attitudes they value in the report themselves, and we hope to encourage self-understanding and self-reflection to boost their desire for growth as individuals and to take on challenges. Moreover, to ensure that managers use the opportunity that HR reports present to raise interest in career paths and to promote active dialogue between managers and team members, we have distributed a guide that incorporates career theories and elements of coaching. In this way, we are working to support the growth of team members.



Self-reporting guidebook



### Career Challenge Support Measures

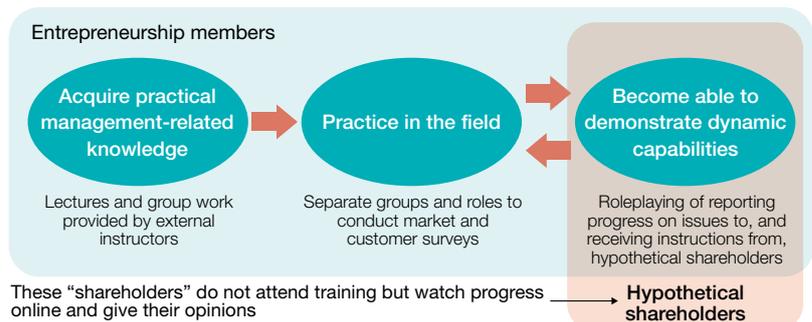
In order to put in place an environment that can support employees' independent career development, we offer open recruitment entries, a second-job system (for additional jobs inside or outside Kubota), and the Cross My Field program (cross-boundary learning inside and outside Kubota). Through these, we have put in place an environment in which employees can actively challenge themselves on career development.

#### Cross My Field (cross-boundary learning inside and outside Kubota)

This personnel training program gives trainees a real feeling of growth by going beyond the boundaries of the organization to which they belong or their usual tasks to interact with a range of different people and experience real business. Since 2021, we have rolled out various curricula each year and we have created opportunities for taking on challenges both within the Kubota Group and at other companies and organizations inside and outside Japan.

Since 2024, to arm our employees with an entrepreneurial spirit—one of not fearing mistakes but boldly attempting innovative business models—we have been running an entrepreneurship school. So far, 47 employees have taken part, a mix of those who want to create new businesses for Kubota, those interested in the concept of in-house start-ups, those who want to gain an entrepreneurial mindset, and those who want to leap into different fields and expand their horizons.

In the first phase, participants explored the possibilities of business ideas outside our existing business from a range of different perspectives, and are now advancing studies into making a reality of businesses with relevant departments and external partners. In the second phase onward, to enhance the independence of individual employees, we are soliciting business ideas from throughout the company and those that pass through a contest are moved to the entrepreneurship school for a different process where the ideas are built on toward their commercialization.



## Human Capital

### [Human Capital Strategy ③] Promotion of Health & Productivity Management: Foundation of Our Human Capital Strategies

#### Basic approach

The Kubota Group will continue to create the solution that society needs, but to do so all of its employees—who are at the heart of its business activities—must be healthy in mind and body. If we can create workplaces where each and every employee is happy and motivated, we will maximize our organizational performance and support this as the foundation for our human capital.

① Strategies	② Policy
Develop an effective cycle of investment in human capital through data analysis based on a health & productivity management strategy map	Increase in the number of employees who have the health literacy to see how health impacts them directly and to independently work to maintain and improve it

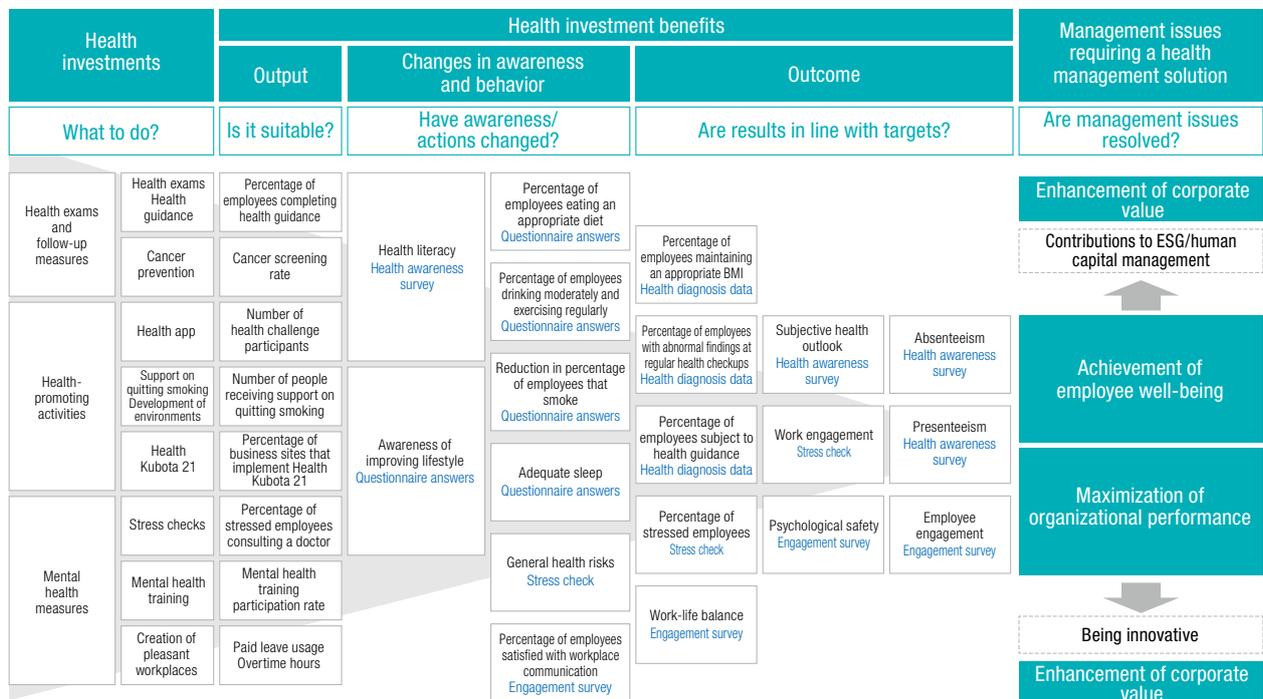
\* Health & Productivity Management as featured in this publication is a registered trademark of the Nonprofit Organization Kenkokeiei.

### Connecting Policy to Strategies

#### ① Strategies

The Kubota Group promotes health & productivity management, believing it to be the basis for its human capital strategy. At the heart of this is a data-driven approach based on a health & productivity management strategy map. We conduct multivariate analysis of health diagnosis data, working hour data, and indicators gathered through multiple surveys, and also uncover factors that enhance or hinder employees' physical or mental health and performance. Furthermore, based on the findings, we will construct an effective cycle of investments in health measures. Healthy employees can improve our organization's creativity and productivity and contribute to boosting the Kubota Group's overall performance. This approach is also closely tied into the ESG management that the Kubota Group aspires to, and is an important element in supporting sustainable corporate growth.

Health & productivity management strategy map



\* Text in blue indicates data acquisition methods.

#### ② Policy

To maintain and improve health, we all have to review our daily habits. The first important step in changing behaviors is to change our awareness. Health literacy is one indicator for measuring health awareness, and increasing the number of employees with a high degree of such awareness helps to foster a culture of valuing physical and mental health. As we gradually enhance our occupational health systems, we are boosting the number of employees who voluntarily make efforts to improve their own health in their own way. In this way, we are continuously investing in health measures to enhance health literacy throughout the Kubota Group.

## Health & Productivity Management Evaluation Indicators

An outcome indicator we set for health & productivity management is the extent to which they demonstrate performance (presenteeism). This indicator expresses the extent to which the productivity and ability of employees to do their duties drop when they attend work with some kind of illness or symptoms. The timings for the effects of our investments in health & productivity management to become apparent varies as the elements spread from the left of our health & productivity management strategy map to the right. In particular, we expect that improvements in health literacy, an indicator of awareness, will also lead to healthy habits and better health generally and, in turn, improvements in performance level (presenteeism). Based on the health & productivity management map, we will implement repeated PDCA cycles, smaller ones for areas from evaluating health investment to awareness changes, and larger ones for evaluating behavioral changes to outcomes, aiming to achieve well-being for employees and maximum performance for the organization.

Item	FY2023	FY2024
Health literacy*1	3.31	3.33
Performance level (presenteeism)*2	80%	81%

\*1 Measured via CCHL score (up to a max. score of 5.0) From questionnaires put to expert positions and staff positions

\*2 Measured via SPQ score (on a scale from 0–100%, using the Single-Item Presenteeism Questionnaire developed by the University of Tokyo) From questionnaires put to expert positions and staff positions Calculated by subtracting presenteeism (%) from 100%

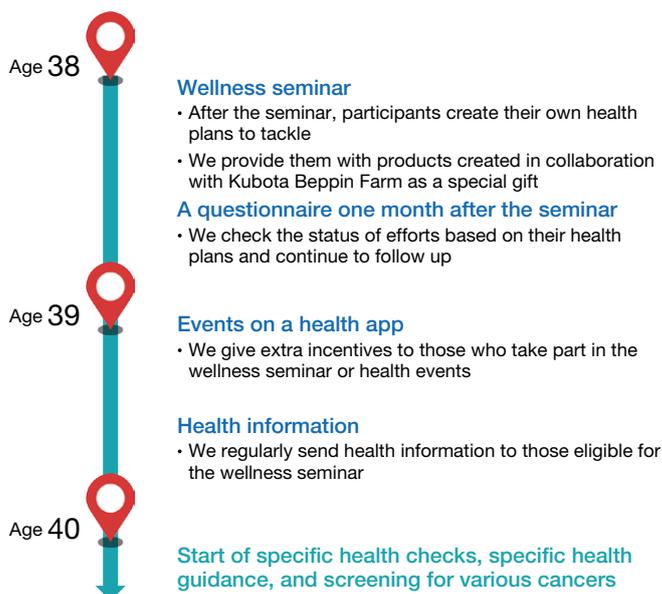
## Main Measures Related to the Promotion of Health & Productivity Management

### Enhancing of Health Education for Different Age and Position Levels

As employees age, and their roles and environments change, the health issues they face change. As the number of older workers who are putting off retiring is increasing, and the workforce composition is diversified by initiatives to empower women, we are pushing ahead with efforts to establish flexible health education that caters to the needs of differently aged employees. By enhancing our seminar program based on health issues for each age group, we are encouraging an individual to take on health and will increase the number of highly health-literate employees who can independently maintain and promote their own health. As a result, we hope to foster an atmosphere of valuing mental and physical health inside the Kubota Group and ensure a culture of putting it into action takes root.

#### Wellness seminar (for 38-year-olds)

For 38-year-olds, who will soon be entering their forties, a time when major health issues such as lifestyle diseases start to appear, in 2023 we launched a new wellness seminar. In the seminar, participants have their own medical check results in front of them, and the first thing they learn is how to read and understand them. Furthermore, to give them a chance to rethink their diet, we provide participants with a special gift in the form of a balanced vegetable and fruit set produced in collaboration with Kubota Beppin Farm, our farm shop website for Kubota Group employees. Following the seminar, participants create their own health plans and through a health app we hold events and send them health information. In this way, we continue to provide continuous support that follows participants until they turn 40.



**For everyone who has taken the wellness seminar**  
**Your balanced vegetable and fruit set has arrived courtesy of a collaboration between the Well-being Management Department and Kubota Beppin Farm**

You'll receive a well-balanced assortment of vegetables with essential nutrients as well as fruits. Eat your fresh vegetables and fruits and enjoy a healthy, delicious diet!

**Immune system boosting!**  
 Vegetables and fruit are rich in vitamins C and A, which help to boost immunity and fight against colds and infectious diseases.

**Better digestion!**  
 Dietary fiber absorbs water inside the intestines and expands, encouraging its functioning, which aids digestion and is effective against constipation.

**Lifestyle disease prevention!**  
 As they are packed with vitamins and dietary fiber, vegetables and fruit help to prevent lifestyle diseases such as cancer and heart disease. Vegetables are also high in potassium, which keeps blood pressure at normal levels.

**Obesity-battling!**  
 As they are low in calories and make you feel full, vegetables and fruit are ideal for dieting and maintaining a healthy weight, making them effective for combating obesity. Being highly nutritious, they are an efficient energy source.

**One More Vegetable Dish**  
 It is recommended that we consume around 350 g of vegetables a day. This is equivalent to roughly one more dish than the average Japanese person normally eats. Try to eat at least one vegetable dish with each meal, and five over the course of each day.

**Aim for three dishes a day**  
 Vegetables is dinner when vegetables are the main vegetable served in bento-flavored miso soup weigh about 70 g.

**Vegetable stir-fry**  
**Vegetable salad**  
**Ingredient-packed miso soup**  
**Spinach in bonito-flavored soy sauce**  
**Sautéed mushrooms**

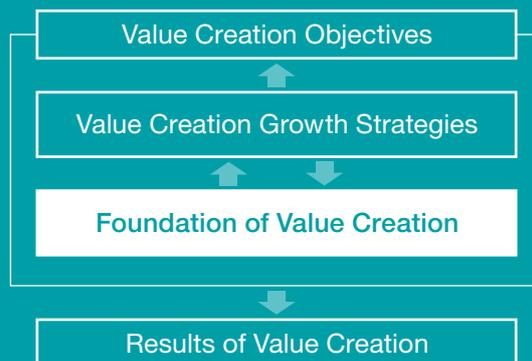
Kubota Health Insurance Society (wellness seminar organizer)

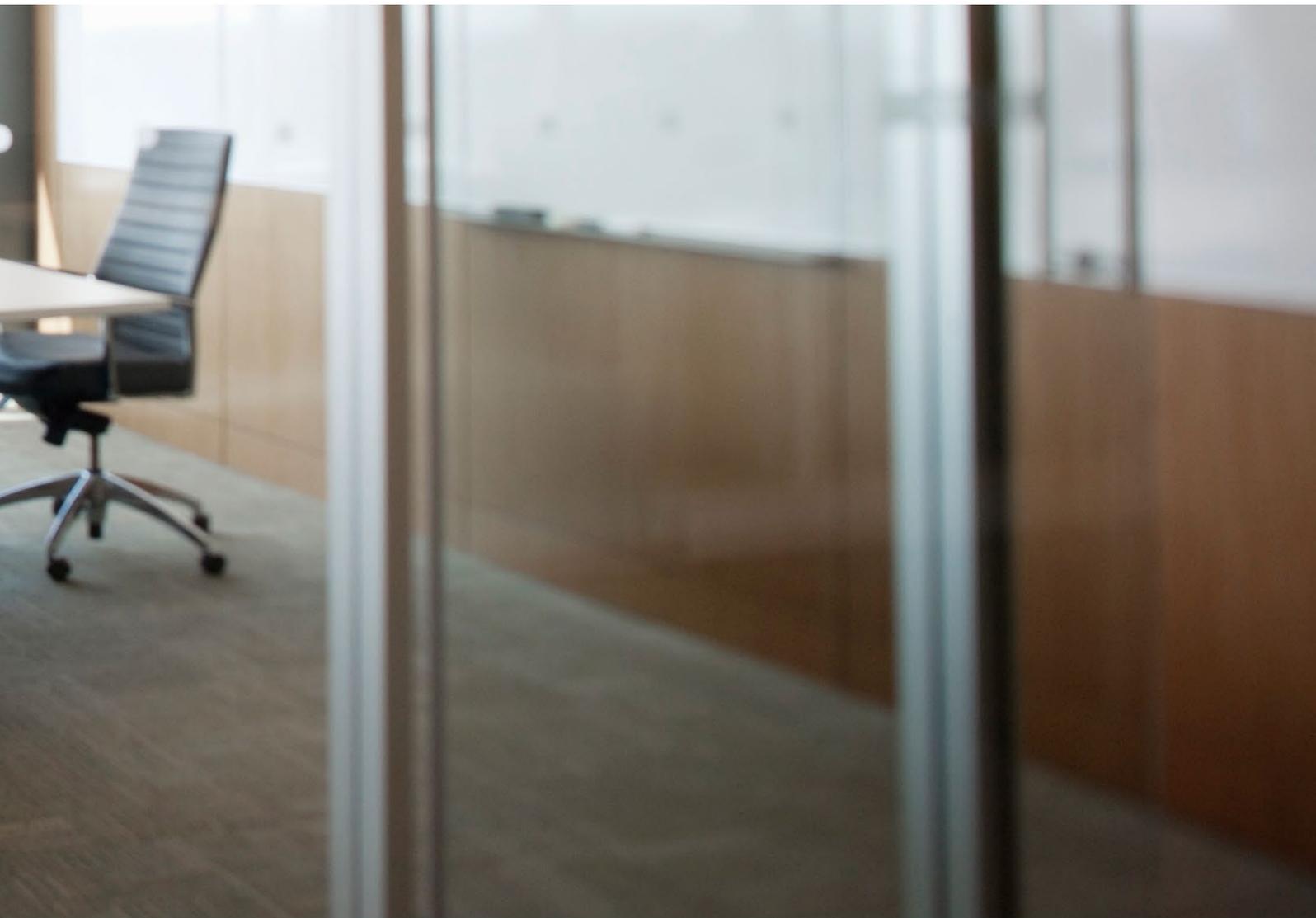


# Chapter 03 Foundation of Value Creation

## Overview

The Kubota Group has positioned environmental initiatives and corporate governance as key elements of its business foundations to achieve increases in corporate value and achieve the Long-Term Vision “GMB2030.” This year, in addition to our initiatives to enhance our governance structure and its effectiveness, we have included messages from the outside directors and an outside Audit & Supervisory Board member.





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an Outside Audit & Supervisory Board Member
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# Environmental Initiatives

## Kubota Group Environmental Vision

### Environmental Vision

—Target Situation toward 2050 from an Environmental Perspective—

**We will contribute to realizing a carbon-neutral and resilient society in the fields of “food, water, and the environment.”**

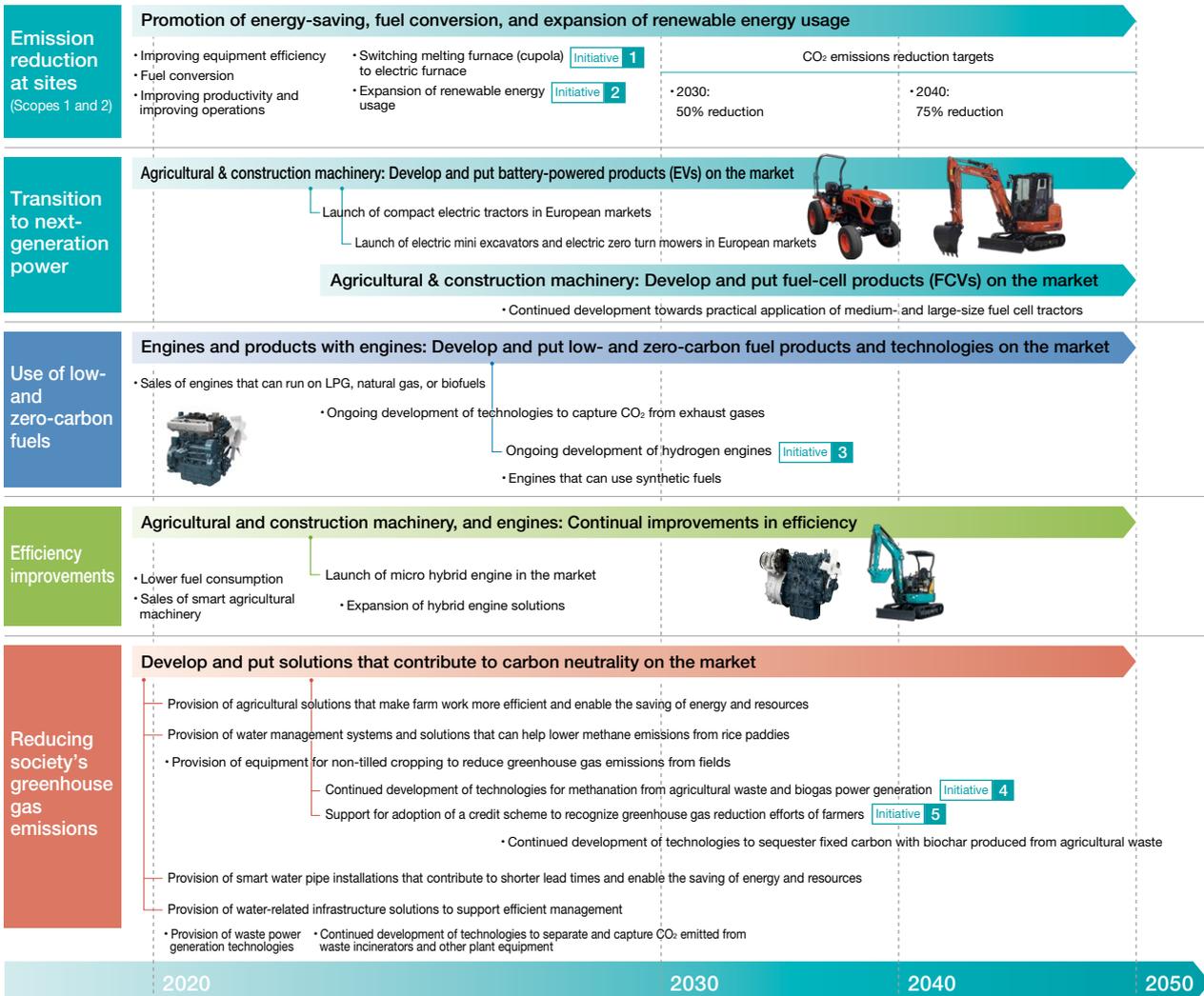
## Transition Plans and Initiatives Toward a Low-Carbon Economy

By 2030, we believe that there will still be a demand for industrial machinery, including the agricultural and construction machinery we provide, that is powered by combustion engines, especially in the subject of climate-related analysis. To help with the transition to a low-carbon economy, we will need to develop products that match an age in which carbon neutrality has become the leading goal, and must meet customers' growing needs and build social infrastructure. There are many potential options for the power sources we could use in 2030 and beyond, and at the moment we believe we should be looking at all directions, and so we have created the transition plans below to show how we will respond to climate change.

### Transition plans for decarbonization

Development and implementation phase in lead markets

Increase in products utilizing various power sources in step with regional energy supply infrastructure and market demand



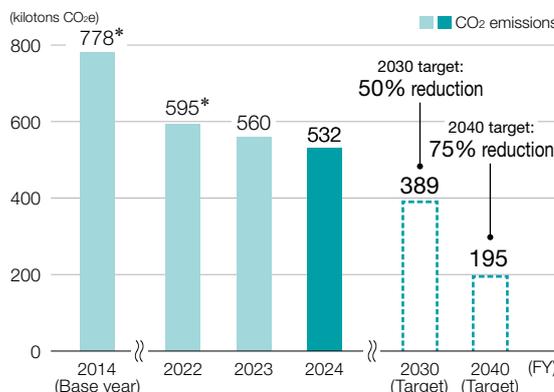
The above transition plan is based on information that can be studied at present. It is subject to major changes, depending on future technological development and market trends.

## Achieving Scope 1 and 2 Reduction Targets

Target	50% reduction by 2030 75% reduction by 2040	(Compared to FY2014)
Scope	All global sites	

At the Kubota Group, we are systematically moving forward with measures to reduce our Scope 1 and 2 CO<sub>2</sub> emissions. Our target for 2030 is to reduce emissions by 50%, and in the most recent results we have already achieved a reduction of 31.7% so we are making steady, repeated progress. As examples of specific measures, we have improved energy efficiency at our production sites by switching to alternative fuels, and expanded use of renewable energy. We have also set ourselves a new target: to reduce our CO<sub>2</sub> emissions by 75% in 2040. Our initiatives are an important step in our journey toward a carbon-neutral society by 2050, and we will continuously advance these efforts as we aim for further improvements.

Scope 1 and 2 CO<sub>2</sub> emissions reduction targets and results



\*CO<sub>2</sub> emissions from acquired and sold companies have been adjusted retroactively before the acquisition and sale. The unadjusted emissions were 714 and 585 kilotons CO<sub>2</sub>e respectively.

 [Details on Scope 3 CO<sub>2</sub> emissions](#) [Click](#)

## Taking on the Challenge of Reducing Scope 3 Emissions Generated in Product Use

For the Kubota Group, the majority of our Scope 3 greenhouse gas (GHG) emissions are generated during the use of our products. As we get closer to 2030 and our revenue grows, these emissions are also expected to increase. However, trying to reduce emissions during product use is something we cannot achieve through our efforts alone. It will require decarbonizing technology innovations and the construction of social infrastructure with those innovations put into practice. There are uncertainties that come with the future of these fields, but we are focusing our energies on developing technologies that will contribute to decarbonization to play our part in making society carbon-neutral by 2050. We are progressing with research and development into energy-efficient products, next-generation power sources, and utilization of carbon-free fuels to open up a more sustainable future.

## Helping to Reduce Society's GHG Emissions

Working toward a carbon-neutral society, we, at the Kubota Group, provide products and services that reduce the GHG emissions that a society produces through activities such as farming and construction of water environment infrastructure.

In the agricultural sector, we are evolving smart agriculture to increase yields per unit area and improve crop quality. This, in turn, includes efforts to curb deforestation to create new farmland, and we are encouraging less energy use through improved working efficiency, resource conservation and fight against global warming with more appropriate use of fertilizers and agricultural chemicals.

In the water and environment sector, we provide solutions that utilize the sludge and residue generated by sewage treatment plants and food factories through fermenting them to produce methane as a new energy resource. We also offer resource recycling solutions that recover metals and similar from waste, known as "urban mining." These initiatives assist in reducing society's GHG emissions, but also contribute to the formation of a circular economy. Additionally, we focus on providing products and services that can enhance resilience to all-too-common weather disasters.

By accelerating these activities, we aim to generate GHG reductions that exceed our Scope 1, 2, and 3 emissions.

### Disclosure based on TCFD and TNFD recommendations

In January 2020, we announced our support for the recommendations of the TCFD and in February 2024 those of the TNFD, making us a registered TNFD Adopter. We are moving forward with our responses to climate change and natural capital, and working to enhance our disclosure.

 [Details on TCFD disclosure](#) [Click](#)

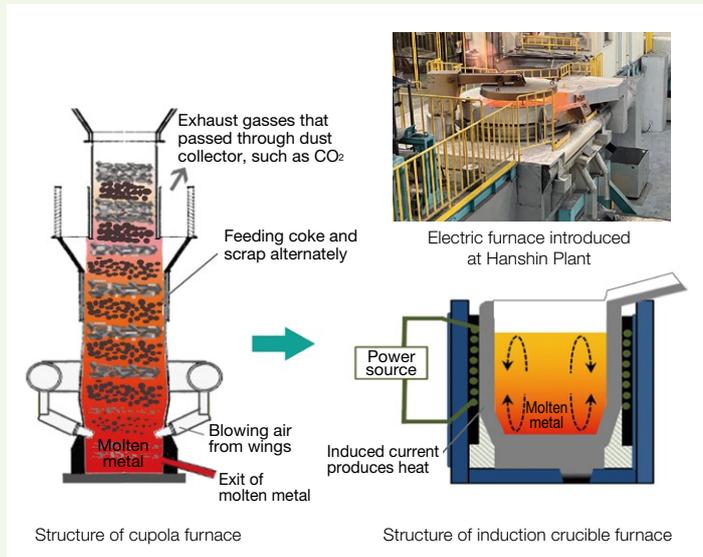
 [Details on TNFD disclosure](#) [Click](#)



## Environmental Initiatives

### Initiative 1 Introducing electric furnaces— Changing from coke-fired furnaces to electric-powered ones to reduce CO<sub>2</sub> emissions

At the Kubota Group, we are moving away from cupola furnaces that burn coal-derived coke to produce the heat to melt iron and toward electric furnaces. This change is already underway at the Okajima Business Center, which manufactures cast metal products such as engine crank cases, and the Hanshin Plant, which creates cast iron water pipes. Since cupola furnaces burn coke, this is one of the major sources of CO<sub>2</sub> emissions. The large-scale heat exchangers and dust collectors attached to the cupola also consume a large amount of electricity. Electric furnaces, meanwhile, use electromagnetic induction, where an electric current is passed through metal, and the metal's inherent electrical resistance causes it to heat up, the heat of which can melt iron. By switching to electric furnaces, we will reduce our annual CO<sub>2</sub> emissions by around 26,000 metric tons. In this way, it will make a massive contribution to the decarbonization of our production sites.



### Initiative 2 Achieving agriculture with decarbonization— Agrivoltaics to reduce greenhouse gas

The Kubota Group launched a farm-based solar power generation business on farmland in the northern Kanto region, in places such as Tochigi and Ibaraki prefectures. By installing agrivoltaic equipment, we aim to promote the utilization of cultivated land and abandoned farmland, revitalize local farming and contribute to sustainable farming. At the same time, we aim to realize a reduction in greenhouse gases.

In the Environmental Vision that we announced in 2021, we outlined our desire to contribute to the realization of carbon neutrality in 2050. As part of that, we have been introducing agrivoltaics and examining ways to utilize the renewable energy that they generate.

The renewable energy generated as a result of this initiative is all supplied to our Tsukuba Plant. In this way, we have been able to replace about 9% of the electricity used at the plant with renewable energy, which helps to reduce approximately 2,600 tons of CO<sub>2</sub> per year. Going forward, we will expand the farms covered by the initiative with the aim of achieving both the continuity of farming and the reduction of GHG emissions.



Agrivoltaic equipment installed at a farm

### Initiative 3 Expanding the possibilities of internal combustion engines— Developing hydrogen engines

In addition to improving fuel efficiency for industrial machinery engines, we have been researching the application of hydrogen, biofuels, synthetic fuels, and other decarbonized fuels. We believe the industrial hydrogen engines currently under development will offer a new option for reducing the impacts on people and the environment during use. A hydrogen engine works by generating thermal energy through a reaction between hydrogen and oxygen in the air. This energy drives an internal combustion engine. When used as fuel, hydrogen produces water vapor upon combustion, without emitting CO<sub>2</sub>. It also emits no odor as fossil fuels do when combusted.

The development of hydrogen engines, which offer one option for a sustainable future, is a key aspect of our initiatives.



Hydrogen engine

**Initiative 4 Making effective use of resources— Producing biofuels from rice straw**

We are also forging ahead with research to produce biofuels and fertilizers (bio-liquid fertilizers) and create a regional resource recycling system so they can be used at farms and by households. As part of this effort, we constructed a demonstration facility in the village of Ogata in Akita Prefecture and have started full-scale operations of a methane fermentation facility. We will focus on investigating the technologies needed to manufacture biofuels and fertilizers (bio-liquid fertilizers) from rice straw collected in Ogata, and on constructing systems to use them in the region.

In Japan, around 8 million tons of rice straw is produced as a byproduct each year, and of that around 6.5 million tons is plowed back into the farmland. This acts as a fertilizer but produces methane, a gas said to impact global warming 28 times more than CO<sub>2</sub>. Of Japan's GHG emissions in fiscal 2022, around 1.2% (CO<sub>2</sub>e) came from rice straw. As such, dealing with rice straw is a major obstacle to decarbonization.

Through this demonstration project, we were able to put to use our methane fermentation technologies, and the innovative manufacture and reaction process technologies related to catalysts possessed by Kyoto University and Waseda University. Using these, we are working to manufacture biogas as well as green hydrogen, green LPG, and other biofuels from rice straw collected in the region. Alongside this, we are creating systems that allow them to be used by farm and homes in the region. As well as biofuels, we are also turning the rice straw into fertilizers (bio-liquid fertilizers). Our goal is to make effective use of rice straw—which is currently a major source of methane into the atmosphere—as an energy form and resource that can be produced and consumed in the region.



Methane fermentation facility

**Initiative 5 Supporting agriculture with the J-Credit scheme— Extending the mid-season rice paddy drainage period to reduce GHG emissions**

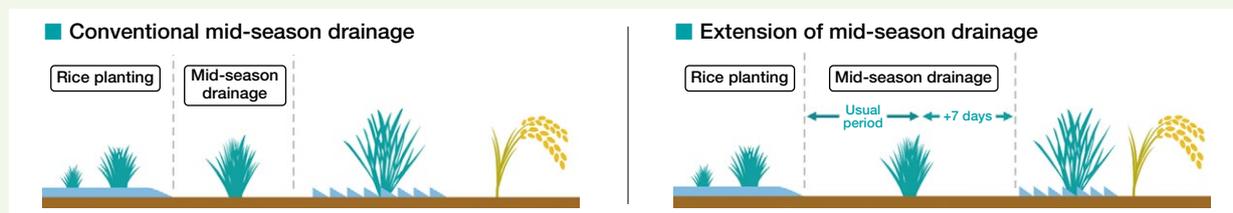
One of the Kubota Group's measures to achieve carbon neutrality is to provide solutions that control the amount of GHG emissions that a society, including farmers, produces. Using the J-Credit scheme by extending the mid-season rice paddy drainage period, we offer a service that enables agricultural producers to reduce the methane gas emissions, and to turn GHG reductions into credits. Moreover, to encourage their use, we established Kubota Daichi-no-ibuki to run and manage credit creation projects. This initiative involves running and managing J-Credit creation projects in the agricultural field, such as the project to extend mid-season rice paddy drainage periods, in order to achieve both more sustainable agriculture and global environmental conservation. Extending paddy drainage periods was first registered as a project with the J-Credit scheme and then in June 2023 we began to work with producers. By March 2024, around 1,700 tons of CO<sub>2</sub>e had been certified as credits, and in 2025 we are expanding this initiative.

Using our KSAS or WATARAS services, project participants can lessen the burden on themselves, while also contributing to GHG reductions. Moreover, these agricultural producers can earn credits to gain greater revenue, even as they control their GHG emissions.



WATARAS

**Illustration of extended mid-season drainage period**



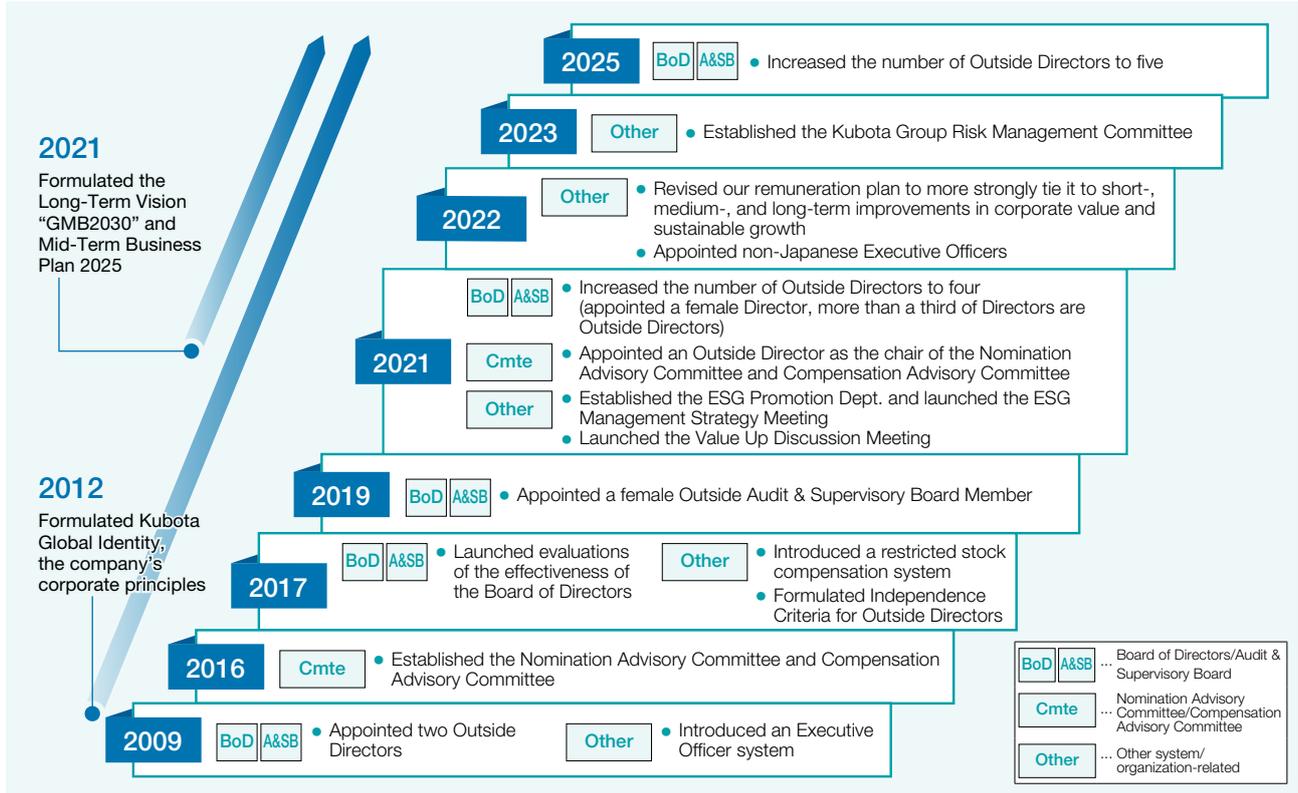
Mid-season drainage is the wet-rice farming practice of draining the paddy field of water and drying out the soil in order to adjust the growth of rice plants by preventing root rot and controlling excessive tillering. By extending the traditional length of time the paddy is left dry by one week, the soil can absorb more oxygen and repress the activity of methane-producing bacteria, thus reducing methane emissions by around 30%.

# Corporate Governance

## Basic Policy of Corporate Governance

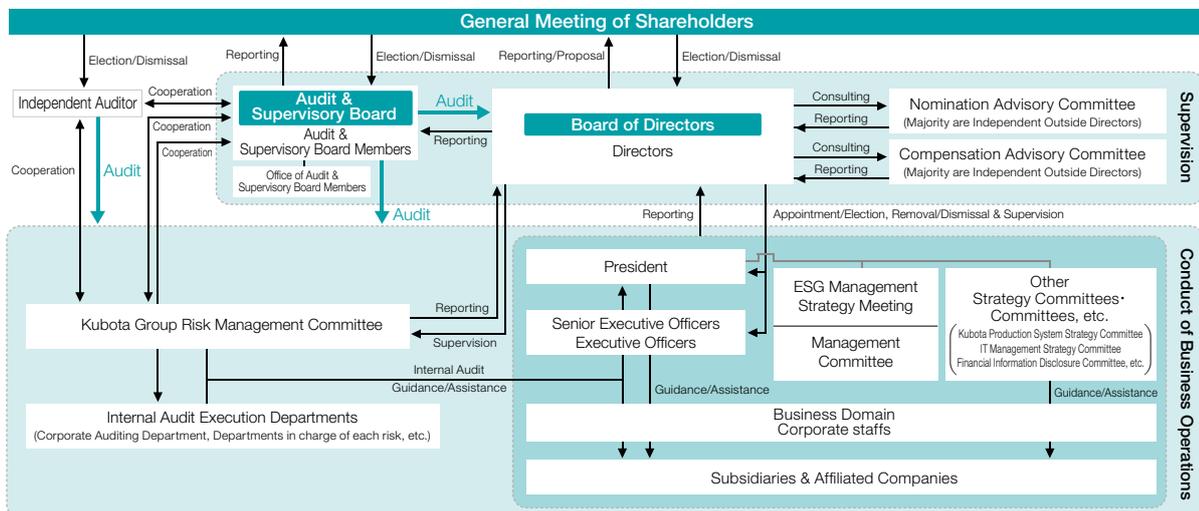
Kubota Corporation (“the Company”) has designated “long-term and stable growth of corporate value” as its highest management priority. To realize this aim, the Company considers enhancement of the satisfaction of all the Company’s stakeholders and improvement of overall corporate value, while balancing economic value and social value, to be important. Especially, in order to realize the long-term objectives of building “Global Major Brand Kubota” on the basis of its corporate philosophy “Kubota Global Identity,” the Company must be an enterprise that is trusted not just in Japan but also worldwide. In order to enhance the soundness, efficiency, and transparency of business management, which are essential to earn trust, the Company is striving to strengthen its corporate governance.

### How we strengthen corporate governance



## Corporate Governance System

### Corporate Governance Structures (as of January 1, 2025)



## Policy of Organization Structure

The Company is fundamentally 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 domains that include the areas of food, water, and the environment. Considering the scope of these domains, the Company believes it correct to employ a governance structure in which the Board of Directors makes decisions on major fundamental management policies, based on the perspectives of inside 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, while also supervising and overseeing executive officers' conduct of business. As part of this structure, meanwhile, Audit & Supervisory Board members, who are legally independent from the Board of Directors, provide a monitoring function through highly effective, independent auditing. By having the voluntary Nomination Advisory Committee and Compensation Advisory Committee, where the majority of members are outside directors, the Company aims to increase its corporate value in the medium to long term while securing objectivity and transparency on matters regarding personnel and remuneration of officers, etc., and attaining sustainable growth and sound, efficient, and effective business management.

Kubota's attitude to governance is summarized and disclosed via the Corporate Governance Policy.



Corporate Governance Policy [Click](#)

## Board of Directors

The Board of Directors makes strategic decisions and oversees the execution of duties by directors and executive officers. In addition to its regular monthly board meetings, it also meets as and when needed to discuss and make decisions relating to management planning, financial planning, investment, business restructuring, governance, and other important management issues. In fiscal 2024, it met 13 times, in line with the annual agenda determined by its discussions. In principle, once a year the Board of Directors meets at a strategically important site inside or outside Japan. The board also visits local sites and work is underway to enhance its deliberations.

In fiscal 2024, the main topics of discussion by the Board of Directors, in addition to those set by laws or regulations, were as detailed below.

### Topics of Discussion by the Board of Directors

Management planning	Management structure and policy
Investment and business reorganization	Business planning, capital expenditure plans, and other important matters related to investment and business reorganization
Governance	Board of Directors effectiveness evaluations, risk management, personnel affairs for directors and members of the Audit & Supervisory Board, personnel affairs for executive officers, and executive remuneration

## Audit & Supervisory Board

The Audit & Supervisory Board oversees and audits the execution of duties by the directors. In addition to its regular monthly Audit & Supervisory Board meetings, it also meets as and when needed. In fiscal 2024, it met 16 times. The main matters considered by the Audit & Supervisory Board are debates based on findings from business site inspections inside and outside Japan, the status of the design and operation of internal control systems, as well as the effectiveness of independent auditors and decisions on whether or not to reappoint them. Its main activities were as detailed below.

### Activities by the Audit & Supervisory Board

Attendance to important meetings	Verification of management decision-making processes, status of the internal control environment, and status of initiatives aimed at addressing management issues via attendance at the Board of Directors and the Management Committee
Audits by Audit & Supervisory Board Members	Site visits to business sites, plants, subsidiaries, etc. (7 sites in Japan, 5 subsidiaries/equity-method affiliates in Japan, and 37 overseas subsidiaries) Inspection of key documents such as minutes from important meetings
Cooperation, etc., with independent auditors	Exchange of opinions on key audit matters (KAM) Inspection of audit results, etc., at periodic reporting meetings
Cooperation with internal audit execution departments, etc.	Verification of the status of internal controls through information sharing with auditors, internal audit execution departments, and others at Japanese subsidiaries
Exchange of opinions with Directors	Exchange of opinions with the president (four times a year) Hearings for business progress from Directors, etc.

## Value Up Discussion Meeting

The Company regularly holds Value Up Discussion Meetings (elsewhere shortened to "VUDMs") to provide members of the Board of Directors with opportunities to discuss topics bringing about sustainable growth and increasing corporate value in the medium and long term. The purpose of the meeting is to exchange opinions and share information, and the content of discussions are communicated to the executive as necessary.

The VUDM was held 10 times in fiscal 2024. The Board of Directors set the annual agenda of the VUDM based on the discussions in fiscal 2023 on the ideal vision for the Board of Directors and the evaluation results of the effectiveness of the Board of Directors, and discussed mainly on the topics listed in the table below. Specifically, active discussions were held on medium- and long-term themes, such as management structure reform, business strategy, financial strategy, and human capital reinforcement, to realize the Long-Term Vision "GMB2030." In particular, multiple VUDMs were held to discuss management structure reform with the project team members directly under the president, followed by discussion at the Nomination Advisory Committee and Board of Directors, leading to the management structure being in place from January 2025.

Theme	Main discussion areas
Management strategy	Management structure reform, progress of the Mid-Term Business Plan
Business strategy	Strategies for Farm & Industrial Machinery business, India business, Water & Environment business, and water circulation and resource circulation business
Financial strategy	Financial targets for the upcoming Mid-Term Business Plan
Human capital	Human capital reinforcement

## Corporate Governance

### Nomination Advisory Committee and Compensation Advisory Committee

The Company has a voluntary Nomination Advisory Committee and Compensation Advisory Committee in place as the advisory bodies of the Board of Directors. To incorporate an independent and objective standpoint, independent outside directors account for more than half of constituent members of both committees, and an independent outside director serves as chairperson of the committees.

#### Members (as of March 21, 2025)

Position	Name	Attendance in FY2024	Nomination Advisory Committee	Compensation Advisory Committee
Outside Director	Yutaro Shintaku	100%	● (Chair)	● (Chair)
Outside Director	Kumi Arakane	100%	●	●
Outside Director	Koichi Kawana	100%	●	●
Outside Director	Yuri Furusawa	— *1	●	●
Outside Director	Yoshinori Yamashita	— *1	●	●
President and Representative Director	Yuichi Kitao	100%	●	
Representative Director and Executive Vice President	Shingo Hanada	100%*2	●	●
Director	Masato Yoshikawa	100%		●
Outside Audit & Supervisory Board Member	Yuichi Yamada	89%		▲ (As an observer)

\*1 Appointed on March 21, 2025

\*2 Appointed as a member of the Nomination Advisory Committee on March 21, 2025 (figures are for attendance at meetings of the Compensation Advisory Committee)

#### Nomination Advisory Committee

The Nomination Advisory Committee met seven times during fiscal 2024 for the purpose of deliberating the nomination of candidates for director and the nomination of advisors. The committee is also looking at the composition and diversity of the Board of Directors using the skills matrix.

Starting in fiscal 2022, the committee added matters related to electing as well as dismissing a president along with succession planning to its agenda and actively discusses the qualities and abilities required of the Company's top management in addition to training methods.

#### Activity Report of the Nomination Advisory Committee

January 2024	Deliberation on the candidates for directors, and the president evaluation for fiscal 2023
March 2024	Deliberation on the annual agenda for Nomination Advisory Committee for fiscal 2024, the president's targets set for fiscal 2024, and the board succession
April 2024	Deliberation on the board succession
August 2024	Deliberation on the board succession and the status of the top executives' succession planning Progress report on the president's targets for fiscal 2024
September 2024	Deliberation on the board succession and the status of succession plan review for the top executives
October 2024	Deliberation on the candidates for directors
November 2024	Deliberation on the board succession

#### Compensation Advisory Committee

The Compensation Advisory Committee met nine times during fiscal 2024 for the purpose of discussing both the consistency of levels of compensation paid to the directors, executive officers, special corporate advisors, and advisors, and the adequacy of the compensation system. Under the current compensation system, the committee set competitive remuneration levels appropriate for a GMB, and introduced an evaluation system that is strongly linked to growth over the short, medium and long term in order to realize the Company's Long-Term Vision as set forth in "GMB2030."

#### Activity Report of the Compensation Advisory Committee

February 2024	Deliberation on the annual bonuses for fiscal 2023, and setting targets for each of the evaluation indicators for fiscal 2024
March 2024 (held twice)	Deliberation on the disclosure items, and setting targets for each of the evaluation indicators for fiscal 2024
April 2024	Deliberation on setting targets for the evaluation indicators for the performance share unit
July 2024	Deliberation on issues in the current remuneration plan and future topics of study
August 2024	Deliberation on the study for the formulation of a new remuneration plan
October 2024	Selection of comparable companies for compensation benchmarks, and deliberation on the study for the formulation of a new remuneration plan
November 2024	Deliberation on the study for the formulation of a new remuneration plan
December 2024	Deliberation on the policy for determination of remuneration for the Directors and the remuneration amount for fiscal 2025

### ESG Management Strategy Meeting and Management Committee

The Company has established the ESG Management Strategy Meeting and the Management Committee 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. The Management Committee deliberates and makes decisions on important management issues, such as investments and loans, in accordance with the Mid-Term Business Plan 2025. Of the management issues deliberated by the Management Committee, important issues are reported to the Board of Directors.

## Composition of the Board of Directors and the Audit & Supervisory Board

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, R&D, 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.

### Skills Matrix

Name	Position	Areas of expectation / Specialization								Experience of management at other companies	Attendance at meetings of the Board of Directors	Attendance at meetings of the Audit & Supervisory Board
		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	President and Representative Director		●	●		●					100% (13 of 13)	—
Shingo Hanada	Representative Director and Executive Vice President		●		●	●					100% (13 of 13)	—
Hiroto Kimura	Director and Senior Managing Executive Officer	●		●	●						100% (13 of 13)	—
Masato Yoshikawa	Director		●					●	●		100% (13 of 13)	—
Dai Watanabe	Director		●	●	●						100% (13 of 13)	—
Eiji Yoshioka	Director	●	●		●						100% (13 of 13)	—
Yutaro Shintaku	Outside Director		●						●	●	100% (13 of 13)	—
Kumi Arakane	Outside Director	●		●						●	100% (13 of 13)	—
Koichi Kawana	Outside Director		●		●				●		100% (13 of 13)	—
Yuri Furusawa	Outside Director					●		●		●	100% (13 of 13)	100% (16 of 16)
Yoshinori Yamashita	Outside Director		●	●					●		—	—
Yasuhiko Hiyama	Audit & Supervisory Board Member (Full-time)		●						●	●	100% (13 of 13)	100% (16 of 16)
Masashi Tsunematsu	Audit & Supervisory Board Member (Full-time)				●				●	●	100% (13 of 13)	100% (16 of 16)
Kazushi Ito	Audit & Supervisory Board Member (Full-time)								●	●	100% (10 of 10)	100% (12 of 12)
Yuichi Yamada	Outside Audit & Supervisory Board Member								●	●	92% (12 of 13)	100% (16 of 16)
Keiji Kimura	Outside Audit & Supervisory Board Member		●						●	●	100% (13 of 13)	100% (16 of 16)
Setsuko Ino	Outside Audit & Supervisory Board Member		●	●					●		—	—

(Notes)

- In the list above, up to three of the major skills expected of each member of the Board of Directors are marked ●. These skills do not represent the entirety of the knowledge possessed by each member.
- Attendance at meetings of the Board of Directors and Audit & Supervisory Board held during fiscal 2024 (January 1 to December 31, 2024).
- Yoshinori Yamashita was appointed as an outside director and Setsuko Ino as an outside Audit & Supervisory Board member on March 21, 2025.
- Yuri Furusawa resigned as an outside Audit & Supervisory Board member and was appointed as an outside director on March 21, 2025. Her attendance at meetings of the Board of Directors and the Audit & Supervisory Board is as an outside Audit & Supervisory Board member.
- Attendance for Kazushi Ito is only for meetings of the Board of Directors and Audit & Supervisory Board held after his appointment on March 22, 2024.
- Executive Officers in charge of the relevant fields attend the meetings of the Board of Directors, depending on the agenda, to provide explanations on those agendas in order to improve the effectiveness of the board.

## Corporate Governance

### Directors and Audit & Supervisory Board Members

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#### Selection policy for director candidates

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In line with director regulations (selection criteria for candidates for the position of director), we appoint candidates as either directors or outside directors. The former, from within the Kubota Group, must have wide-ranging knowledge and a wealth of experience related to Kubota's business execution. For the latter, candidates must fulfill criteria for independent officers as set by the Tokyo Stock Exchange and independence criteria set by Kubota, and must possess practical, objective viewpoints and a high degree of knowledge. The aim of this selection policy is to ensure that Kubota—as a company involved in a wide range of business areas in the fields of food, water, and the environment—carries out appropriate decision-making and supervision of operations, and that the entire Kubota Group can grow sustainably and improve its corporate value.

#### Selection policy for Audit & Supervisory Board members

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Candidates for appointment as Audit & Supervisory Board members must have the varied experience, knowledge, specialisms, and views needed for appropriate auditing and supervision. In terms of its membership, one member must have sufficient knowledge of finance and accounting, and more than half must fulfill criteria for independent officers as set by the Tokyo Stock Exchange and independence criteria set by Kubota.

### Independence criteria for outside directors/Audit & Supervisory Board members, reasons for their selection, and roles expected of them

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Independence Criteria and Reasons for the Selection, etc. [Click](#)

### President Evaluation and Training a Successor

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#### Evaluating the president

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Evaluation of the president is carried out by the Nomination Advisory Committee under advice from the Board of Directors. The evaluation process is not just document-based, the president also attends the Nomination Advisory Committee, more than half of whose members are independent outside directors. As well as reporting on his achievements over the year, the president is evaluated based on two-way dialogue.

The financial indicators used to evaluate the president are

consolidated net sales, consolidated operating margin, return on invested capital (ROIC) and total shareholder return (TSR). Non-financial indicators are Mid-Term Business Plan initiatives, training situation for the president successor candidates, and K-ESG management promotion-related efforts.

The content and results of deliberations by the Nomination Advisory Committee about the president evaluation are reported to the Board of Directors for their determination.

#### Training a successor (succession planning)

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In fiscal 2022, president succession planning was formally added to the discussion agenda of the Nomination Advisory Committee, more than half of whose members are independent outside directors, and this subject is being actively deliberated.

For Kubota to be a Global Major Brand (GMB), candidates to take over as the next president require certain traits (capabilities, attributes, etc.). As well as clarifying these, we are working to identify president successor candidates.

#### Training potential successor candidates

Executive officers are potential president successor candidates. For individuals in these positions, the Executive Officers' Meeting is held once a month, where the Board of Directors' policies and resolutions are instructed or communicated, and the status of discussions at the VUDM is shared.

Moreover, Kubota holds multiple annual executive forums related to ESG, human rights, health and safety, the environment, quality, public relations, legal affairs, DX, compliance, etc. With

the aim of acquiring and updating knowledge about our rapidly changing external environment, we invite external lecturers and we are continuing to hold these lectures, including using online streaming.

#### Evaluation of potential president successor candidates

Evaluation of the executive officers that are potential president successor candidates is decided by the Board of Directors, after discussion by the Compensation Advisory Committee about evaluation content, including the results of individual interviews with the president. These candidates are evaluated based on financial indicators as well as non-financial indicators such as Mid-Term Business Plan initiatives, the training situation for the president successor candidates, and K-ESG management promotion-related efforts.

## Evaluation of the Board of Directors' Effectiveness

To continuously enhance our corporate governance, each year at the end of the fiscal year, we carry out an evaluation of the Board of Directors' effectiveness. The evaluation method used in fiscal 2024 and the results of the evaluation are detailed below.

### 1. Evaluation method

#### ① Discussions by the Board of Directors (December 2024)

After deliberations by the Board of Directors that took into account the evaluation method and processes that were reviewed when the evaluation was conducted by a third party in fiscal 2022, the evaluation method and processes for fiscal 2024 were determined as follows in ② to ⑤.

#### ② Questionnaire (December 2024 to January 2025)

All directors and Audit & Supervisory Board members (16 individuals) took part in a questionnaire overseen by a third-party organization.

#### ③ Discussions between outside directors and Audit & Supervisory Board members (January 2025)

Based on the results of the questionnaire mentioned above, four outside directors and six members of the Audit & Supervisory Board discussed the effectiveness of the Board of Directors.

#### ④ Discussions by inside directors (February 2025)

Based on the results of the questionnaire mentioned above and discussions by outside directors and members of the Audit & Supervisory Board, six outside directors discussed the effectiveness of the Board of Directors.

#### ⑤ Discussions by the Board of Directors (February and March 2025)

At a meeting of the Board of Directors held in February 2025, the results of the evaluation were reported and the board discussed the issues that were identified and the direction of future initiatives. Taking its discussions in February into consideration, in March 2025 the Board of Directors determined action plans for fiscal 2025.

### 2. Evaluation results

Through this evaluation, it was determined that the Board of Directors demonstrated sufficient decision-making and supervisory functions, and that it was acting effectively. The findings are detailed below:

Structure:

- The outside directors and outside Audit & Supervisory Board members possess a high degree of specialism and a wide range of knowledge, and their new perspectives or things they have noticed about business execution result in animated questions and observations.

- The active contributions by the Audit & Supervisory Board members, who have a deep understanding of the business, help to perform the board's supervisory functions.
- Everyone who attends meetings of the Board of Directors has mutual respect for one another and discussions are constructive and based on diverse perspectives.

Operations:

- A board culture of free and open discussions has been fostered.
- Through VUDMs, there are discussions on themes that are important in the medium to long term.
- Discussions are carried out systematically in line with the annual agendas for the Board of Directors and VUDMs.

▶ For main issues identified by the effectiveness evaluation conducted in fiscal 2023, various measures have further raised the board's effectiveness.

Main issues in FY2023	Initiatives in FY2024
Coming up with and implementing annual discussion themes for the Board of Directors and VUDMs	Based on the themes identified in 2023, we formulated the annual agenda for the Board of Directors and VUDMs and implemented this.
Reviewing agenda criteria for the Board of Directors	To enhance the discussion of medium- and long-term strategies, the agenda criteria for the Board of Directors were reviewed.
Strengthening the functions of the Nomination Advisory Committee	Discussions continued into the composition of the Board of Directors and what personnel are required for directors.

### 3. Issues and action plans

The main issues identified during the fiscal 2024 effectiveness evaluation and action plans for fiscal 2025 are as follows.

Main issues in FY2024	Action plans for FY2025
Enhancing discussions on management strategies from medium- and long-term perspectives	Formulate and implement annual agenda for the Board of Directors and VUDMs as a step toward formulating the next Mid-Term Business Plan.
Reducing the difference in information held by inside and outside executive officers	Deepen understanding of the Kubota business model, etc., as a step toward enhancing strategy discussions by the Board of Directors and at VUDMs.
Strengthening the functions of the Nomination Advisory Committee	Continue and further deepen discussions related to the composition of the Board of Directors and the top executives' succession planning.

## Executive Training

On their appointment, outside directors and outside Audit & Supervisory Board members receive explanations on topics such as Kubota's corporate principles, management strategies, and business portfolio. They are also actively provided with opportunities to visit our sites inside and outside Japan that are important for our main management strategies. In fiscal 2024, this involved a tour of KUBOTA AGRI FRONT, an agricultural training facility in Hokkaido, a region that is an important market for agricultural machinery. Participants also saw our smart agricultural machinery in action at local farms. Outside directors also visited our Sakai Plant, where we manufacture engines, tractors, and construction machinery. Through these efforts, trainees learn more about our business and products. In addition, through advance explanations of topics on the agenda for the Board of Directors and discussions at the VUDMs, they are able to deepen their understanding of major management issues and medium- and long-term issues.

Executive officers, meanwhile, on their appointment receive training from an external organization on laws, regulations, and corporate governance. Also, the Executive Officers' Meeting is held once a month, where the Board of Directors' policies and resolutions are instructed or communicated, and the status of discussions at the VUDM is shared.

Furthermore, all directors, Audit & Supervisory Board members, and executive officers take part in multiple officer forums each year, with each taking themes such as ESG, human rights, health & safety, the environment, quality, public relations, legal affairs, DX, and compliance. Outside experts and others are invited to these, with the aim of helping trainees gain and update their knowledge of the ever-changing external environment, and these forums are continuously being held, including online.



Corporate Governance Report [Click▶](#)

## Corporate Governance

### Overview of Remuneration Plan for Directors, Audit & Supervisory Board Members, and Executive Officers

Currently, Kubota is committed to shifting to business operations with ESG positioned at the core of management in line with the Long-Term Vision “GMB2030,” with the aim of further strengthening the supervisory function of the Board of Directors. Following is the policy for determination of remuneration, etc., and its calculation method for directors and executive officers.

#### Basic policy for determination of remuneration, etc., for directors

- |   |   |
|---|---|
| <p>a) The purpose of the remuneration is to encourage directors, excluding outside directors, to take the lead for sustainable growth while fulfilling social responsibilities as a company aiming to become a GMB.</p> <ul style="list-style-type: none"> <li>• Motivate directors to achieve performance targets by reflecting in their remuneration quantitative and objective evaluation results based on financial performance indicators.</li> <li>• Accelerate K-ESG management initiatives by reflecting evaluation results of the progress of the K-ESG in remuneration of directors.</li> <li>• Encourage directors to hold shares of Kubota Corporation during their tenure and make them strongly aware of the need to sustainably improve corporate value through a remuneration system that is closely linked to shareholder value.</li> <li>• Set the levels of remuneration and performance linkage so that directors may receive remuneration that is equivalent to or greater than</li> </ul> | <p>the standard remuneration at other GMB companies defined by Kubota Corporation, in line with the achievement of the performance targets and K-ESG, and improvement of corporate value.</p> |
| <ul style="list-style-type: none"> <li>• Decisions on the development and administration of remuneration policies shall be reviewed by the Compensation Advisory Committee, where a majority of members are independent outside directors, before being determined by the Board of Directors’ resolution.</li> <li>• In order to fulfill accountability for shareholders precisely, disclosure shall be made not limited to the scope required by laws and regulations, but also to facilitate shareholders’ understanding and dialogue with them.</li> </ul>   | <p>b) To achieve the purpose of the remuneration, transparency and objectivity must be ensured in the administration of the remuneration plan.</p>  |

### Remuneration plan overview

#### (1) Remuneration structure

The remuneration for the inside directors consists of basic remuneration, which is fixed, and performance-linked remuneration. The composition ratio of basic remuneration to performance-linked remuneration for the president and representative director is set at approximately 1:3, to secure a high level of performance linkage suitable for a competitive remuneration level. As for the remuneration structure for inside directors holding concurrent positions as executive

officers other than the president and representative director, those at a higher corporate rank earn a greater portion of performance-linked remuneration, given the size of their duties, etc., at their corporate rank.

For outside directors, remuneration consists of basic remuneration, which is fixed, and—to encourage further value sharing with shareholders—restricted stock units that are not linked to business performance. The composition ratio of basic remuneration to stock compensation is set at approximately 1:0.2.

#### Overview of each component

Remuneration type	Overview
Basic remuneration	<p><b>[Fixed remuneration set to reflect the degree of responsibilities, etc., of each position]</b></p> <ul style="list-style-type: none"> <li>• Individual basic remuneration amounts are determined by the Board of Directors after checks and deliberations by the Compensation Advisory Committee. This basic remuneration amount is divided by 12, and paid each month on the same day as other employees’ salaries.</li> </ul>
Annual bonus	<p><b>[Cash remuneration, the aims behind which are encouraging the attainment of fiscal year performance targets related to business scale and profitability, and accelerating K-ESG management initiatives]</b></p> <ul style="list-style-type: none"> <li>• Comprises a portion linked to company-wide performance (50 to 70% of annual bonuses according to position), a portion of individual evaluation (10 to 30% of the same), and a portion of K-ESG evaluation (20% of the same)</li> <li>• The portion linked to company-wide performance varies from 0 to 200% of the base amount, depending on the level of achievement of consolidated revenue and operating margin targets set out as major indicators in Mid-Term Business Plan 2025</li> <li>• The portion of individual evaluation varies from 0 to 200% of the base amount, depending on the level of achievement of strategic company-wide targets, specific initiative targets set in Mid-Term Business Plan 2025, and financial targets, etc., for areas of responsibility, which are set at the beginning of the fiscal year based on individual responsibilities</li> <li>• The portion of K-ESG evaluation varies from 0 to 200% of the base amount, depending on the level of achievement of K-ESG management promotion targets which are set at the beginning of the fiscal year.</li> <li>• Amounts are determined by the Board of Directors after checks and deliberations by the Compensation Advisory Committee into target setting for each evaluation category and the results of those evaluations, and in principle are paid once a year, in March</li> </ul>
Restricted stock unit	<p><b>[Stock compensation with the aim of encouraging directors to hold shares of Kubota Corporation during their tenure and through that share in, and work to enhance, shareholder value]</b></p> <ul style="list-style-type: none"> <li>• For each fiscal year, a trust—that sets Kubota as entruster—grants a fixed number of transfer-restricted stocks depending on the position of the recipient, in principle after the end of each fiscal year. As a general rule, the transfer restriction is lifted after the recipient leaves their post.</li> </ul>
Performance share unit	<p><b>[Stock compensation with the aim of encouraging directors to enhance shareholder value by achieving medium- and long-term performance targets]</b></p> <ul style="list-style-type: none"> <li>• A trust—that sets Kubota as entruster—grants a fixed number of transfer-restricted stocks depending on the results of financial evaluations for three-year performance evaluation periods beginning in each fiscal year, in principle after the end of each performance evaluation period. As a general rule, the transfer restriction is lifted after the recipient leaves their post.</li> <li>• The indicator for the financial evaluation is ROIC ((net operating profit after income taxes + share of profits of investments accounted for using the equity method) / invested capital) for the purpose of promoting the maximization of corporate value in the medium to long term by effectively creating profit relative to invested capital, and the number of the shares to be issued in proportion to the degree of achievement changes between 0% and 200%. From fiscal 2025, in order to provide an incentive for sustainable improvement in corporate value, in addition to ROIC, TSR (total shareholder return) will be used as an indicator for the president and representative director and inside directors holding concurrent positions as executive officers. The number of shares to be issued changes between 0% and 200% in proportion to the percentile rank of the Company’s TSR in the group of comparative competitors.</li> </ul>

\* Attitude to evaluation indicators and targets for annual bonuses and performance share units are continuously being revised, after discussions by the Compensation Advisory Committee, to respond to changes in the management environment, etc.

\* Remuneration for the inside directors who do not hold concurrent positions as executive officers consists of basic remuneration, annual bonuses (only the portion of individual evaluation) and restricted stock units. The details of remuneration etc., are decided by resolution of the Board of Directors based on the result of deliberation by the Compensation Advisory Committee.

## (2) Remuneration level

In order to properly secure competitiveness in terms of compensation suitable for a GMB company, Kubota appropriately sets the level of remuneration for directors, excluding outside directors, based on their corporate ranks and duties, by using data on objective executive remuneration surveys conducted by a specialized third-party organization to identify a group of companies whose size, profitability, type of business, overseas networks, etc., are comparable to those of Kubota as a benchmark for comparison.

## (3) Shareholding guidelines

For the purpose of deepening the level of shared value with its shareholders, the Company encourages inside directors to hold the Company stock basically as follows:

- President and representative director: stock worth three times the basic remuneration by five years from taking office
- Other directors: stock worth 2.4 to 2.7 times the basic remuneration by five years from taking office

## (4) Clawback/recovery of remuneration, etc. (malus and clawback clauses)

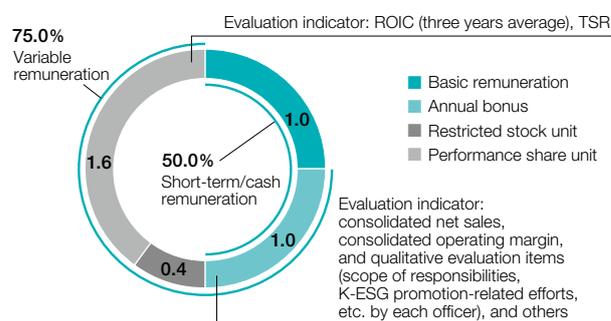
Kubota has compensation clawback clauses for the restricted stock unit and the performance share unit to be granted to the Directors. If an incident of misconduct, etc., arises, Kubota may claim the return, etc., of all or part of the issued stock and shares. The decision on claims for return, etc., and their details shall be

reviewed by the Compensation Advisory Committee before being determined by a Board of Directors resolution.

## (5) Remuneration determination process

- Kubota's policy on the decision of the details of remuneration for directors and the details of individual remuneration, etc., shall be decided by resolution of the Board of Directors based on the result of objective deliberation by the Compensation Advisory Committee, a majority of whose members are outside directors.
- The review by the Compensation Advisory Committee shall be attended or observed by a compensation advisor from a specialized third-party organization, where necessary, for the purpose of providing an objective point of view as well as expert knowledge and information concerning remuneration plans.

### Remuneration Composition Ratios for the President and Representative Director



### Total FY2024 remuneration by position

Position	Number of persons	Total amount of compensation (millions of yen)			
		Basic remuneration	Bonus	Restricted stock unit	Performance share unit
Directors (excluding Outside Directors)	6	337	303	83	145
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	4	132	—	—	—
Outside Directors	5	85	—	—	—
Outside Audit & Supervisory Board Members	3	50	—	—	—

\* The above includes the remuneration of one inside Audit & Supervisory Board member and one outside director who retired at the conclusion of the 134th Ordinary General Meeting of Shareholders held on March 22, 2024.

### FY2024 targets and results of performance-linked remuneration evaluation indicators

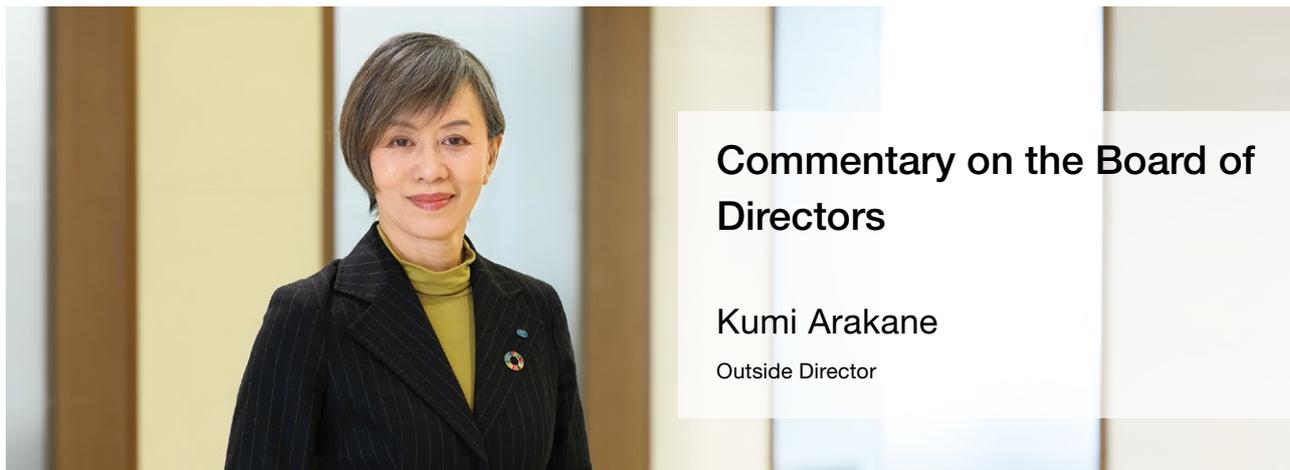
Remuneration type	Evaluation indicator	Range of payment coefficient	Target*1	Result	Payment coefficient	
Annual bonus	Consolidated revenue	0–200%	Upper limit	¥3,500 billion	¥3,016.3 billion	96%
			Baseline	¥3,050 billion		
			Lower limit	¥2,600 billion		
	Consolidated operating profit margin		Upper limit	12.60%	10.46%	99%
			Baseline	10.49%		
			Lower limit	8.40%		
K-ESG evaluation*2	—	—	92%			
Individual evaluation*3	—	—	75–175%			
Performance share unit	ROIC*4	Upper limit	7.80%	5.17%	0%	
		Baseline	6.90%			
		Lower limit	6.00%			

\*1 The upper limit, baseline, and lower limit are indicators for which the payment coefficients upon achievement are 200%, 100%, and 50%, respectively, while the payment coefficient is 0% when the achievement is below the lower limit.

\*2 With regard to the K-ESG evaluation for FY2024, an evaluation sheet was prepared covering all materiality, and the Compensation Advisory Committee evaluated the progress made as of the end of the current fiscal year against the medium- to long-term targets. As a result of the deliberations, the payment coefficient was set at 92% in light of the delay in progress on some items.

\*3 The Compensation Advisory Committee assessed the degree of achievement of company-wide strategic targets set at the beginning of the fiscal year, specific targets for initiatives in the Mid-Term Business Plan, and financial targets for the areas under their responsibility.

\*4 ROIC (profit attributable to owners of the parent divided by invested capital) performance in the fiscal year ended December 31, 2024, is used as an indicator for the performance share unit for the evaluation period covering fiscal years 2022 through 2024.



## Commentary on the Board of Directors

**Kumi Arakane**

Outside Director

### Fiscal 2024 in retrospect

In principle, the Board of Directors meets monthly. Aided by the chairman, the directors and auditors are encouraged to express their candid opinions from a variety of diverse perspectives. This approach leads to lively discussions at each board meeting. Having gained experience as both an outside director and outside auditor, I feel that meetings of Kubota's Board of Directors enable everyone to participate, in a positive way, in discussions without being constrained by their legal responsibilities as auditors. For fiscal 2024, we established the annual agenda for board meetings and Value Up Discussion Meetings (VUDMs) through our discussions in the fiscal 2023 VUDMs and through our evaluation of the board's effectiveness. We believe that one major achievement in fiscal 2024 was our ability to discuss important themes related to management strategy and management structure aimed at enhancing our corporate value in accordance with this annual agenda.

The important themes we addressed included intertwined discussions related to the management structure reform project established under the president's direct supervision, management strategy discussions at VUDMs, discussions on management structure, and discussions on the composition of the board within the Nomination Advisory Committee. Ultimately, this approach enabled us to discuss a management structure that supports sustainable growth and timely decision-making by the Board of Directors. I believe that, following these discussions, the establishment of the Water and Environment Infrastructure Consolidated Company as an in-house company in January 2025 marked a significant change for Kubota. When it comes to such discussions on management strategy and management structure, finding a single definitive solution can be elusive. I feel that the directors and auditors can sometimes struggle when engaging in serious discussions, even as they make an effort to move forward, however slightly, toward realizing the goals of Long-Term Vision "GMB2030" and enhancing corporate value.

Several times a year, we have the opportunity to visit important corporate locations, whether they be within or outside Japan. In

fiscal 2024, we observed the Sakai Plant, which is a production center for agricultural machinery, construction machinery, and engines. We also held a Board of Directors meeting at KUBOTA AGRI FRONT, an agricultural training facility in Hokkaido, and visited local facilities while also touring a farm in Hokkaido to observe a demonstration of smart agriculture using actual machines. These opportunities allowed me to observe and interact with the company's products and services up close and gain a deeper understanding of Kubota's business, which I believe ultimately leads to more enriching discussions at meetings of the Board of Directors and VUDMs.

### Looking to the future

Although some have pointed out that an information gap exists between inside and outside directors, Kubota has taken steps to reduce any such gap by encouraging each executive officer to carefully explain the agenda to the outside directors in advance of the Board of Directors meetings. I feel that this effort has enhanced the quality of the discussions. With the continuation of such initiatives, I believe that the current management structure and execution status must be monitored at Board of Directors meetings in fiscal 2025; moreover, discussions on formulating the Mid-Term Business Plan for implementation in fiscal 2026 must be advanced along with reforms to the management structure.

It should be noted that two new outside directors were appointed in March of this year, bringing the total number of outside directors to five. I feel that the current composition of the board, with members from a wide range of backgrounds, enables us to discuss Kubota's overall vision, medium- and long-term strategies, the ideal form of corporate governance, and other topics from more diverse perspectives. I will continue to participate in discussions as a member of the Board of Directors while meeting the expectations of stakeholders to improve corporate value through candid discussions with all board members.



## Views of the Value Up Discussion Meeting

Koichi Kawana

Outside Director

### Fiscal 2024 in retrospect

Recognizing the need for a forum that welcomes free and open discussion of themes intended to enhance corporate value over the medium and long terms, the company introduced its Value Up Discussion Meeting (VUDM) in fiscal 2021. This meeting has been held with the attendance of all directors and auditors, with a new agenda being prepared each year. In fiscal 2023, discussions were expanded to encompass the ideal vision for the Board of Directors. In the process, we identified important themes to be addressed at the meetings of the Board of Directors and VUDMs; accordingly, we adopted an annual agenda for fiscal 2024 and discussed a broad array of themes, including reform of the management structure, corporate and financial strategies, and strengthening our human capital management. Clearly, fiscal 2024 marked a turning point in which we employed the VUDM to greatly enhance discussion of our medium- and long-term strategies.

At the VUDMs held in fiscal 2024, we spent a significant amount of time on discussions that addressed structural reform of management in particular. In order for Kubota to continue posting sustainable growth, it is essential that the company remain agile at making management decisions that take advantage of the characteristics of our respective Farm & Industrial Machinery and Water & Environment businesses. Toward this end, we held ongoing discussions on the ideal management structure that is required for this purpose. In response to proposals from members of the management structural reform project established directly under the president, directors and auditors with diverse backgrounds offered their opinions from multiple perspectives. The project members in turn submitted these proposals again at the VUDM to determine the direction. Specific organizational restructuring and executive personnel changes were discussed and decided at the Board of Directors meeting, leading to the launch of the Water and Environment Infrastructure Consolidated Company in January 2025.

Kubota is not merely reshaping structures on the surface; it has created a serious atmosphere in which directors, auditors, and the secretariat engage in a trial-and-error process to identify the essential factors and implement continuous improvements. I feel that the company has a very earnest corporate culture; at times, the Board of Directors meetings and other meetings continue throughout the day. This allows us to take our time and engage in fruitful discussions.

### Looking to the future

I became an outside director of Kubota in fiscal 2023. In comparison to the previous circumstances I heard from other directors, it seems that the level of discussion has been increasing year by year. At the same time, I feel that we are only halfway to achieving more fundamental discussions of management strategy. I believe we need to have more in-depth discussions in fiscal 2025 regarding the formulation of the new Mid-Term Business Plan that is scheduled to be announced in fiscal 2026. I suggest these discussions should revolve around financial indicators such as Return on Invested Capital (ROIC) and Return on Equity (ROE), capital efficiency, the nature of the management resources required to implement the management strategy, and the global supply chain.

In addition, in order to further deepen the discussion of management and business strategies in the VUDMs, I feel that we outside directors must expand our understanding of Kubota's business model to encompass, for example, retail financing, which has a large impact on ROIC. The discussions at the VUDMs would be more fruitful if the outside directors have more opportunities to obtain inputs on these matters.

I intend to continue utilizing my knowledge of international business, project management, and risk management, which I have gained through my many years of experience in plant engineering, to contribute further to enhancing Kubota's corporate value.

## Messages from the Outside Directors and an Outside Audit & Supervisory Board Member



### Focusing on the Nomination Advisory Committee and Compensation Advisory Committee

Yutaro Shintaku

Outside Director  
Chair of the Nomination Advisory Committee and  
Compensation Advisory Committee

### Reviewing the deliberations of the Nomination Advisory Committee in fiscal 2024

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In fiscal 2024, the Nomination Advisory Committee significantly increased the number of meetings from three to seven a year, resulting in enriched discussions particularly focused on issues related to board succession. At each meeting, both inside and outside directors were able to actively express their views, and discussions focused on the personnel and composition required for Kubota's future Board of Directors in order to achieve the objectives of the company's long-term vision as stated in "GMB2030." The committee narrowed down the candidates to a shortlist submitted to the Board of Directors, resulting in extensive deliberations that resulted in the new board structure implemented in March 2025. Additionally, regarding the three inside directors appointed in January 2025 who do not hold concurrent executive officer positions, we engaged in prudent discussions about the roles expected of them considering the discussions on management structure reforms that have taken place at meetings of the Board of Directors and the VUDMs.

### Reviewing the deliberations of the Compensation Advisory Committee in fiscal 2024

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Regarding the Compensation Advisory Committee, we have reviewed the remuneration plan and have adopted Total Shareholder Return (TSR) as an evaluation metric for determining the Long-term Incentive (LTI) for some directors. The committee discussed the adoption of this formula many times and decided to adopt TSR as of fiscal 2025, having concluded that the share price is an objective indicator of management results. The committee had determined that sharing value with shareholders was essential in order to ensure management remains mindful of capital costs and share price while improving corporate value. Moreover, having recognized that many of Kubota's businesses require large investments in land, production facilities, and sales

financing, the committee deemed it essential to improve capital efficiency as well as revenue and profits. We thus adopted ROIC as an evaluation metric for LTI in fiscal 2022 and established a system capable of supporting management's ability to remain focused on capital efficiency, but this approach needs to be strengthened further. In order for the remuneration plan to serve as an appropriate incentive, remuneration must be aligned with responsibilities, authority, and expected roles. We therefore believe that the current remuneration plan serves as an incentive for each executive to manage the company responsibly with an awareness of capital efficiency, which contributes to enhanced corporate value.

### Looking to the future

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As for the Nomination Advisory Committee, it is essential for us to develop successors for future management roles in order to maintain management continuity. Kubota is currently reforming its management structure while also reviewing its executive structure. In this era of rapid change, I believe it is necessary to enrich discussions regarding succession within the Nomination Advisory Committee as we work toward the realization of the upcoming Mid-Term Business Plan and "GMB2030." Regarding the Compensation Advisory Committee, we will monitor the appropriateness of the remuneration plan and continue to discuss whether updates are necessary. Although the newly introduced TSR-based evaluation system will be applicable only to certain directors, we believe this approach requires further discussion on an ongoing basis.

As an outside director, I intend to leverage my experience as a manager to support these initiatives as we strive to contribute to Kubota's sustainable growth.



## Developments Concerning the Audit & Supervisory Board

Keijiro Kimura

Outside Audit & Supervisory Board Member

### Fiscal 2024 in retrospect

As an auditor who participates in meetings of the Board of Directors and the VUDMs, I believe the discussions on medium- and long-term strategies and the future vision of the company were substantially enhanced more than ever in fiscal 2024 thanks to the improved agenda setting. In the discussions, no barriers exist between directors and auditors, and we adhere to a policy of continuing the meetings until we all have run out of our opinions, as long as time permits. I feel we are able to raise issues from multiple perspectives by taking advantage of the expertise of all the board members, regardless of whether they are from inside or outside the company.

Many of Kubota's outside directors have experience as managers of operating companies, and in terms of opinions on management, they frequently offer views that I would never have thought of. They clearly excel at "reading between the lines" of materials and using their imagination to grasp the key points contained within the various reports. On the other hand, as a lawyer, I recognize that my role is to determine whether any issues have arisen from legal perspectives and point them out if necessary. Although the company has its own legal department, some issues may be difficult to express from an internal position, so I feel compelled to deliver my own candid opinions, including representing their views from the outside position. In fiscal 2024, I provided my input on competition law and relevant aspects of information management. These have exactly something to do with my roles to play.

In terms of my comprehensive view of the VUDM, we are now at the stage of implementing measures against the issues that emerged through discussions leading up to fiscal 2024; in other words, I am confident that we have moved beyond the planning stage and have reached the execution stage regarding our goals. I expect to see the progress and results be reported at the meetings of the Board of Directors and VUDM in order to reflect our achievements so far.

In the Audit & Supervisory Board management issues and risks of each organization are identified from the auditing reports developed by the full-time auditors who visit business sites and subsidiaries for inspections. We report on important items at quarterly meetings with the president and provide information to the executive departments. In addition, we regularly exchanged opinions with the accounting auditors to verify whether the accounting audit capability is functioning

effectively. Feedback from the internal audit department has confirmed the hotline (internal reporting system) is functioning effectively, and in the opportunity to exchange opinions with the dedicated auditors, we are confident that the system has taken root. In Kubota, the audits conducted to visit internal organizations are mainly conducted by the full-time auditors, and I typically request the cooperation of outside auditors who can arrange their schedules, except for mine. The outside auditors currently have few opportunities to visit overseas bases, but the full-time auditors are able to conduct careful verifications and prepare clear reports. Furthermore, because the fulltime auditors have extensive business experience, the outside auditors are able to readily grasp the situation of overseas bases, which I feel enables them to lead to the statements at meetings of the Board of Directors.

### Looking to the future

The challenges that Kubota should address include, as proposed by the executive management, to undertake reforms to the management structure, particularly business and risk management systems at overseas bases. As the overseas revenue ratio increases and operations and decision-making become more localized, it is crucial that risks do not become obscured. Therefore, a clarification of functions equivalent to auditors and audit departments adopted in Japan becomes necessary at overseas bases; moreover, it remains paramount that we maintain a more extensive structure that enables the head office to monitor all operations and meet the standards as a global leading company. On the other hand, the fact that Kubota retains a traditional business structure anchored within Japan might suggest a timely reconsideration of the legal positioning and governance systems of those businesses.

As auditors, we believe it necessary to continue expanding our understanding of Kubota's wide-ranging businesses while we remain committed to conducting effective audits and supervision in fiscal 2025. The members of Kubota's Board of Directors have maintained a culture of open discussion, and we intend to continue actively offering our opinions and pointing out issues as a means of contributing to the sustained enhancement of corporate value within the Kubota Group.

## Management (as of March 21, 2025)

### Directors and Senior Executive Officers



**Yuichi Kitao**

President and Representative Director

Shares owned: 153,571

Time in office: 10 years and 9 months

Committee activity:  
Chair of the Board of Directors and member of the Nomination Advisory Committee

Apr. 1979: Joined Kubota Corporation  
Apr. 2005: GM of Tractor Engineering Dept.  
Apr. 2009: Senior Executive Officer, GM of Tractor Div.  
Jan. 2011: President of Kubota Tractor Corp. (USA)  
Apr. 2013: Managing Executive Officer of Kubota Corporation  
Oct. 2013: GM of Farm and Utility Machinery Div., GM of Farm and Utility Machinery International Operations HQ  
Jun. 2014: Director and Managing Executive Officer  
Apr. 2015: Director and Senior Managing Executive Officer, GM of Farm and Industrial Machinery Domain  
Jan. 2019: Representative Director and Executive Vice President, GM of Farm and Industrial Machinery Consolidated Div.  
Jun. 2019: GM of Innovation Center  
Jan. 2020: President and Representative Director (to present)



**Shingo Hanada**

Representative Director and Executive Vice President

GM of Farm and Industrial Machinery Consolidated Div., GM of Innovation Center

Shares owned: 16,234

Time in office: 2 years

Committee activity:  
Member of the Nomination Advisory Committee and Compensation Advisory Committee

Apr. 1989: Joined Kubota Corporation  
Apr. 2015: GM of Tractor Planning and Sales Promotion Dept.  
Jan. 2017: GM of Agricultural Tractor Planning and Sales Promotion Dept.  
Jan. 2018: GM of Outdoor Power Equipment Business Unit, GM of Outdoor Power Equipment Business Planning and Development Dept.  
Jan. 2019: Senior Executive Officer, GM of Outdoor Power Equipment Div.  
Feb. 2020: GM of Outdoor Power Equipment Business Planning and Development Dept.  
Jan. 2021: President of Kubota Holdings Europe B.V. (Netherlands), President of Kverneland AS (Norway)  
Jan. 2022: Managing Executive Officer of Kubota Corporation, President of Kubota North America Corp. (USA), President of Kubota Tractor Corp. (USA)  
Mar. 2023: Director and Managing Executive Officer of Kubota Corporation  
Jan. 2024: Director and Senior Managing Executive Officer, GM of Farm and Industrial Machinery Strategy and Operations HQ, Deputy GM of Planning and Control HQ, Deputy GM of Innovation Center  
Jan. 2025: Representative Director and Executive Vice President (to present), GM of Farm and Industrial Machinery Consolidated Div. (to present), GM of Innovation Center (to present)



**Hiroto Kimura**

Director and Senior Managing Executive Officer

Deputy GM of Farm and Industrial Machinery Consolidated Div., GM of Research and Development HQ, GM of Kubota Global Institute of Technology, Deputy GM of Innovation Center

Shares owned: 38,844

Time in office: 3 years

Apr. 1984: Joined Kubota Corporation  
Apr. 2007: GM of Rice Transplanter Engineering Dept.  
Apr. 2010: GM of Thai Technical Information Center, Farm and Industrial Machinery Research Dept.  
Aug. 2010: Vice President of Siam Kubota Corporation Co., Ltd. (Thailand)  
Jan. 2017: Senior Executive Officer of Kubota Corporation, President of Siam Kubota Corporation Co., Ltd.  
Sep. 2019: President of Kubota Research and Development Asia Co., Ltd. (Thailand)  
Jan. 2020: Managing Executive Officer, Deputy GM of Innovation Center (to present), Deputy GM of Research and Development HQ, Deputy GM of ASEAN Farm and Industrial Machinery Strategy and Operations HQ of Kubota Corporation  
Jan. 2021: GM of Research and Development HQ (to present), GM of Carbon Neutral Promotion Dept.  
Mar. 2022: Director and Managing Executive Officer  
Sep. 2022: GM of Kubota Global Institute of Technology (to present)  
Jan. 2023: Director and Senior Managing Executive Officer (to present)  
Jan. 2025: Deputy GM of Farm and Industrial Machinery Consolidated Div. (to present)



**Masato Yoshikawa**

Director

President's Special Missions

Shares owned: 86,707

Time in office: 8 years

Committee activity:  
Member of the Compensation Advisory Committee

Apr. 1981: Joined Kubota Corporation  
Feb. 2008: GM of Ductile Iron Pipe Planning Dept.  
Oct. 2009: GM of Pipe Systems Planning Dept.  
Oct. 2010: GM of Corporate Planning and Control Dept.  
Apr. 2012: Senior Executive Officer  
Oct. 2013: President of Kubota Tractor Corp. (USA)  
Apr. 2015: Managing Executive Officer of Kubota Corporation  
Mar. 2017: Director and Managing Executive Officer  
Jan. 2018: Director and Senior Managing Executive Officer  
Jan. 2019: GM of Planning and Control HQ, GM of Global IT Management Dept.  
Apr. 2019: GM of Global ICT HQ  
Jan. 2020: Director and Executive Vice President  
Jan. 2022: Representative Director and Executive Vice President  
Jan. 2024: GM of Human Resources and General Affairs HQ, in charge of ESG Promotion, GM of Head Office, GM of Kubota Technical Training Center  
Jan. 2025: Director (to present), President's Special Missions (to present)



**Dai Watanabe**

Director

President's Special Missions

Shares owned: 103,670

Time in office: 6 years

Apr. 1984: Joined Kubota Corporation  
Jun. 2008: GM of Farm and Industrial Machinery International Planning and Control Dept.  
Jan. 2012: President of Kubota Europe S.A.S. (France)  
Apr. 2013: Senior Executive Officer of Kubota Corporation  
Feb. 2014: President of Kubota Farm Machinery Europe S.A.S. (France)  
Dec. 2014: President of Kverneland AS (Norway)  
Sep. 2016: GM of Agricultural Implement Business Unit of Kubota Corporation  
Jan. 2017: Managing Executive Officer, GM of Agricultural Implement Div.  
Oct. 2017: President of Kubota Holdings Europe B.V. (Netherlands)  
Jan. 2018: GM of Agricultural Implement Div. of Kubota Corporation  
Jan. 2019: Senior Managing Executive Officer, GM of Farm and Industrial Machinery Strategy and Operations HQ  
Mar. 2019: Director and Senior Managing Executive Officer  
Jun. 2019: Deputy GM of Innovation Center  
Jan. 2020: GM of Farm and Industrial Machinery Consolidated Div., GM of Innovation Center  
Jan. 2023: Director and Executive Vice President  
Jan. 2025: Director (to present), President's Special Missions (to present)



**Eiji Yoshioka**

Director

President's Special Missions

Shares owned: 41,375

Time in office: 2 years

Apr. 1981: Joined Kubota Corporation  
Apr. 2005: GM of Quality Assurance and Manufacturing Promotion Dept.  
Apr. 2010: GM of Tsukuba Plant  
Apr. 2013: GM of Air Conditioning Equipment Business Unit, President of Kubota Air Conditioner, Ltd.  
Jan. 2016: Senior Executive Officer of Kubota Corporation, GM of Materials Div.  
Jan. 2019: Responsible for Special Tasks Assigned by President  
Jan. 2020: Managing Executive Officer, GM of Pipe Systems and Infrastructure Div.  
Jan. 2022: Senior Managing Executive Officer, GM of Water and Environment Infrastructure Consolidated Div., Deputy GM of Innovation Center, GM of Tokyo Head Office  
Mar. 2023: Director and Senior Managing Executive Officer  
Jan. 2025: Director (to present), President's Special Missions (to present)

\* Shares owned is correct as of December 2024, time in office is correct as of March 2025.

## Outside Directors



**Yutaro Shintaku**

Outside Director

Shares owned: 14,753 Time in office: 7 years

Committee activity:  
Chair of the Nomination Advisory Committee and Compensation Advisory Committee

Apr. 1979: Joined Toa Nenryo Kogyo K.K. (currently, ENEOS Corporation)  
Jan. 1999: Joined Terumo Corporation  
Jun. 2005: Executive Officer  
Jun. 2006: Director and Executive Officer  
Jun. 2007: Director and Senior Executive Officer, in charge of R&D Center, Intellectual Property Dept. and Legal Dept.  
Jun. 2009: Director and Managing Executive Officer, GM of Strategy Planning Dept., in charge of Human Resources Dept. and Accounting & Finance Dept.  
Jun. 2010: President and Representative Director  
Apr. 2017: Director and Adviser  
Mar. 2018: Outside Director of Kubota Corporation (to present)  
Apr. 2018: Visiting Professor of Hitotsubashi University Business School  
Apr. 2019: Special Professor (to present)  
Sep. 2019: Outside Director of Kozo Keikaku Engineering Inc.  
Jul. 2024: Outside Director of Kozo Keikaku Engineering Holdings Inc. (to present)



**Kumi Arakane**

Outside Director

Shares owned: 11,277 Time in office: 4 years

Committee activity:  
Member of the Nomination Advisory Committee and Compensation Advisory Committee

Apr. 1981: Joined Kobayashi Kosé Co., Ltd. (currently, Kosé Corporation)  
Mar. 2002: Senior Chief Researcher of R&D HQ Advanced Cosmetic Research Laboratories  
Mar. 2004: GM of Product Development Dept.  
Mar. 2006: Executive Officer, Deputy Director-General of Marketing HQ  
Mar. 2010: GM of R&D Laboratories  
Mar. 2011: GM of Quality Assurance Dept., Marketing Supervisor-General  
Jun. 2011: Director, in charge of Quality Assurance Dept., Customer Service Center, Purchasing Dept., Product Designing Dept.  
Jun. 2017: Audit & Supervisory Board Member  
Mar. 2019: Audit & Supervisory Board Member of Kubota Corporation  
Mar. 2020: External Director of Kagome Co., Ltd. (to present)  
Jun. 2020: Outside Director of Toda Corporation (to present)  
Mar. 2021: Outside Director of Kubota Corporation (to present)



**Koichi Kawana**

Outside Director

Shares owned: 4,908 Time in office: 2 years

Committee activity:  
Member of the Nomination Advisory Committee and Compensation Advisory Committee

Apr. 1982: Joined JGC Corporation (currently, JGC Holdings Corporation)  
Jul. 1997: GM of Abu Dhabi Office, GM of Kuwait Office  
Jul. 2001: GM of London Office  
May 2004: GM of Project Business Investment Promotion Dept.  
Jul. 2007: Executive Officer, GM of New Business Promotion Div.  
Aug. 2007: Senior GM of New Business Promotion Div.  
Jul. 2009: Managing Director, Senior GM of Global Marketing Div.  
Jun. 2010: Representative Director, Senior Executive Vice President  
Jul. 2011: Representative Director and President (COO)  
Jun. 2012: Representative Director and President  
Jun. 2017: Director and Vice Chairman  
Jun. 2019: Outside Director of Bandai Namco Holdings Inc. (to present)  
Jun. 2020: Outside Director of RENOVA, Inc.  
Dec. 2020: External Director of ispace, Inc. (to present)  
Mar. 2023: Outside Director of Kubota Corporation (to present)  
Jun. 2023: Director and Chairman of RENOVA, Inc. (non-fulltime, non-executive) (to present)



**Yuri Furusawa**

Outside Director

Shares owned: 6,174 Time in office: –

Committee activity:  
Member of the Nomination Advisory Committee and Compensation Advisory Committee

Apr. 1986: Joined Ministry of Transport (currently, Ministry of Land, Infrastructure, Transport and Tourism)  
Dec. 2000: Administrator of Organisation for Economic Co-operation and Development (OECD)  
Jul. 2004: Director for International Policy Planning, Ministry of Land, Infrastructure and Transport (currently, Ministry of Land, Infrastructure, Transport and Tourism)  
Jul. 2006: Director for International Affairs & Crisis Management Div., Japan Coast Guard  
Jul. 2008: Counsellor of Cabinet Secretariat (Assistant to Assistant Deputy Chief Cabinet Secretary)  
Aug. 2011: Deputy General Manager of International Sales Dept., Shiseido Co., Ltd.  
Jul. 2014: Assistant Vice-Minister for International Affairs of Ministry of Land, Infrastructure, Transport and Tourism  
Sep. 2015: Vice-Commissioner of Japan Tourism Agency  
Jun. 2016: Councillor of Cabinet Secretariat, Cabinet Bureau of Personnel Affairs  
Jul. 2019: Minister's Secretariat of Ministry of Land, Infrastructure, Transport and Tourism  
Jul. 2019: Retired from Ministry of Land, Infrastructure, Transport and Tourism  
Mar. 2021: Outside Audit & Supervisory Board Member of Kubota Corporation  
Jun. 2022: Independent Outside Corporate Auditor of Subaru Corporation (to present)  
Mar. 2025: Outside Director of Kubota Corporation (to present)



**Yoshinori Yamashita**

Outside Director

Shares owned: 0 Time in office: –

Committee activity:  
Member of the Nomination Advisory Committee and Compensation Advisory Committee

Mar. 1980: Joined Ricoh Company, Ltd.  
Feb. 1995: GM of Business Planning Div. of Ricoh UK Products Ltd. (UK)  
Apr. 2008: President of Ricoh Electronics, Inc. (USA)  
Apr. 2010: Group Executive Officer of Ricoh Company, Ltd.  
Apr. 2011: Corporate Senior Vice President, GM of Corporate Planning Div.  
Jun. 2012: Director, Corporate Executive Vice President  
Jun. 2016: Director, Deputy President  
Apr. 2017: Representative Director, President and CEO  
Apr. 2021: Vice Chairperson of Japan Association of Corporate Executives (to present)  
Oct. 2021: Co-chair of Japan Climate Leaders' Partnership (JCLP) (to present)  
Apr. 2023: Representative Director and Chairperson of Ricoh Company, Ltd. (to present\*)  
\*Apr. 2025: Appointed Director and Chairperson  
Jun. 2024: External Director of Nomura Real Estate Holdings, Inc. (to present), Outside Director of Asahi Kasei Corp. (to present)  
Mar. 2025: Outside Director of Kubota Corporation (to present)

\* Shares owned is correct as of December 2024, time in office is correct as of March 2025.

## Audit & Supervisory Board Members



Apr. 1981: Joined Kubota Corporation  
 Apr. 2008: President of Kubota Industrial Equipment Corp. (USA)  
 Apr. 2010: GM of Tractor Planning and Sales Promotion Dept.  
 Apr. 2012: GM of Farm and Utility Machinery Planning and Sales Promotion Dept.  
 Apr. 2014: GM of Farm and Utility Machinery Business Unit I, GM of Farm and Utility Machinery Planning and Sales Promotion Dept. I, GM of Farm and Utility Machinery Planning and Sales Promotion Dept. II  
 Apr. 2015: GM of Tractor and Utility Machinery Business Unit  
 Jan. 2016: Senior Executive Officer  
 Jan. 2017: GM of Compact Tractor, Turf and Utility Vehicle Business Unit  
 Jan. 2018: Deputy GM of Tractor Div.  
 Mar. 2018: Audit & Supervisory Board Member (to present)

**Yasuhiko Hiyama**

Audit & Supervisory Board Member

Shares owned: 25,797 Time in office: 7 years



Apr. 1986: Joined Kubota Corporation  
 Jun. 2010: GM of Water Engineering & Solution Planning Dept.  
 Jan. 2018: GM of Environmental Business Planning and Sales Dept.  
 Feb. 2019: GM of Water and Environment Infrastructure Management Dept.  
 Mar. 2022: Audit & Supervisory Board Member (to present)

**Masashi Tsunematsu**

Audit & Supervisory Board Member

Shares owned: 8,235 Time in office: 3 years



Apr. 1987: Joined Daiwa Securities Co. Ltd.  
 Apr. 2002: Joined UFJ Capital Markets Securities Co., Ltd. (currently, Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.)  
 Mar. 2007: Joined Depfa Bank Plc., Tokyo Branch  
 Oct. 2010: Joined Kubota Corporation  
 Apr. 2015: GM of Strategic Planning Dept.  
 Jan. 2018: Senior Executive Officer, Deputy GM of Planning and Control HQ, GM of Global Management Promotion Dept., GM of Strategic Planning Dept.  
 Jan. 2020: GM of Corporate Planning and Control Dept.  
 Mar. 2024: Audit & Supervisory Board Member (to present)

**Kazushi Ito**

Audit & Supervisory Board Member

Shares owned: 34,137 Time in office: 1 year

## Outside Audit & Supervisory Board Members



Committee activity:  
 Observer of the Compensation Advisory Committee  
 Oct. 1984: Joined Asahi & Co. (currently, KPMG AZSA LLC)  
 Mar. 1988: Registered as a Certified Public Accountant of Japan  
 Aug. 2003: Representative Partner of Asahi & Co. (currently, KPMG AZSA LLC)  
 Jun. 2008: Board Member of KPMG AZSA & Co. (currently, KPMG AZSA LLC)  
 Sep. 2011: Deputy Tokyo Office Managing Partner of KPMG AZSA LLC  
 Jul. 2015: Chairman of Tokyo Partners Meeting of KPMG AZSA LLC  
 Jul. 2016: Representative of Yuichi Yamada Certified Public Accountant Firm (to present)  
 Mar. 2020: Outside Audit & Supervisory Board Member of Kubota Corporation (to present)

**Yuichi Yamada**

Outside Audit & Supervisory Board Member

Shares owned: 7,405 Time in office: 5 years



Apr. 1987: Registered as an attorney at law of Japan, Joined Showa Law Office  
 Jan. 1994: Registered as an attorney in New York State, US  
 May 1998: Established Kyoei Law Office  
 Jan. 2011: Representative Partner of Kyoei Law Office (to present)  
 Mar. 2022: Outside Audit & Supervisory Board Member of Kubota Corporation (to present)

**Keiji Kimura**

Outside Audit & Supervisory Board Member

Shares owned: 4,668 Time in office: 3 years



Apr. 1988: Joined Suntory Ltd.  
 Sep. 1994: Joined PepsiCo, Inc. (USA)  
 Jul. 2003: Director and GM of Accounting & Finance Div. of Sun Microsystems Japan K.K.  
 Nov. 2006: CFO and Representative Director of SAP Japan Co., Ltd.  
 Mar. 2012: CFO of Retail Division of Amazon Japan G.K.  
 Jun. 2017: CFO of Asurion Japan K.K.  
 Jan. 2024: Venture Partner of Eight Roads Ventures Japan (to present)  
 Jun. 2024: Outside Audit & Supervisory Board Member of Yamato Holdings Co., Ltd. (to present)  
 Mar. 2025: Outside Audit & Supervisory Board Member of Kubota Corporation (to present)

**Setsuko Ino**

Outside Audit & Supervisory Board Member

Shares owned: 0 Time in office: -

\* Shares owned is correct as of December 2024, time in office is correct as of March 2025.

## Executive Officers

### Senior Managing Executive Officers

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Nikhil Nanda  
 Nobuyuki Ishii  
 Yoshimitsu Ishibashi  
 Katsuhiko Yukawa

### Managing Executive Officers

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Yasukazu Kamada  
 Koichi Yamamoto  
 Hirohiko Arai  
 Mampei Yamamoto  
 Nobushige Ichikawa  
 Shinichi Fukuhara  
 Takanobu Azuma  
 Tomohiro Iitsuka  
 Junji Ota  
 Hideo Takigawa  
 Takashi Ichikawa  
 Wataru Kondo

### Senior Executive Officers

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Koichiro Kan  
 Hideki Mori

## Executive Officers

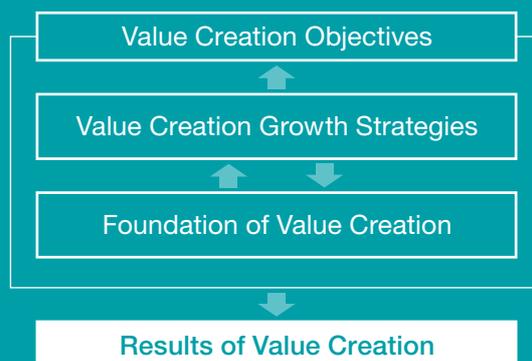
Hiroyuki Tanihara  
 Toshiyuki Taneda  
 Shiro Watanabe  
 Todd Stucke  
 Hiroyuki Araki  
 Yoshifumi Makino  
 Tadahito Suzui  
 Koichi Nakagawa  
 Kazunori Tani  
 Yuji Kambara  
 Shinya Tsuruda  
 Sumio Morioka  
 Shinichi Yamada  
 Hitoshi Sasaki  
 Satoshi Suzuki  
 Koji Wada  
 Masaya Nishiyama  
 Keishiro Nishi  
 Seiji Fukuoka  
 Junji Takeda  
 Brian Arnold  
 Yasuaki Shiomi  
 Kuninosuke Iwata



# Chapter 04 Results of Value Creation

## Overview

This chapter introduces information about each of the regions we have entered as part of our global expansion, as well as financial and non-financial data for the last five years, external evaluations and praise, corporate data, and other information.





## Contents

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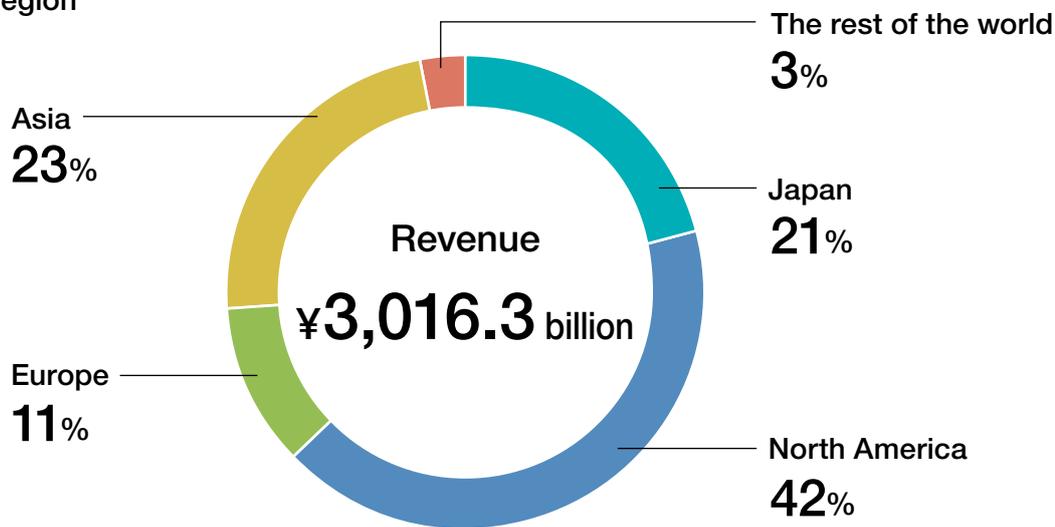
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## The Kubota Group in Numbers (as of December 31, 2024)

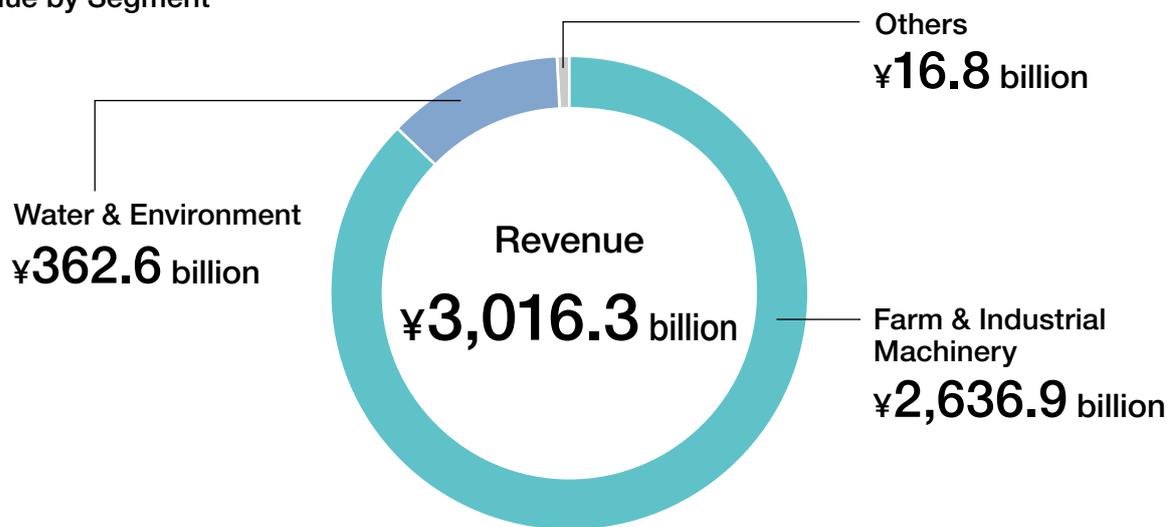
Since its founding, the Kubota Group has grown along with the development of the country by providing products and services that address social issues. Now, our development and production sites, as well as our partnerships, have expanded to cover the world. Our products and services are tailored to match the characteristics of each region, and are playing their part in solving the issues that face global society.



Revenue by Region



Revenue by Segment



Revenue

¥3,016.3 billion

Overseas revenue  
(Overseas revenue ratio)

¥2,383.8 billion (79.0%)

Group companies

214 companies

Overseas group companies

155 companies

Operating profit (Operating margin)

¥315.6 billion (10.5%)

Consolidated employees

52,094

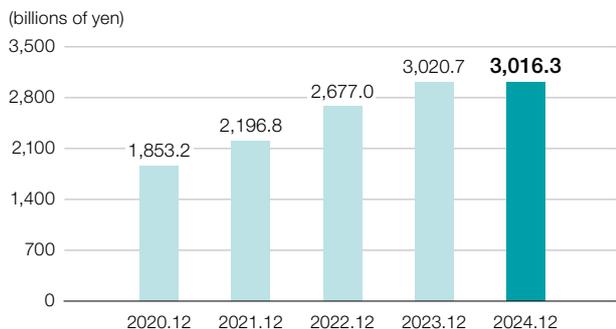
Business footprint

120+ countries

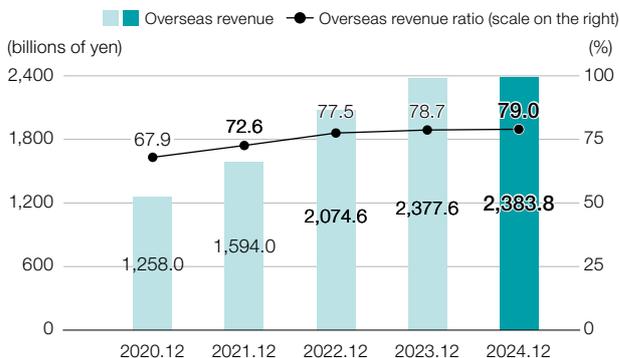
# Financial Highlights

The following are excerpts from the Kubota Group's key financial data over the past five years.

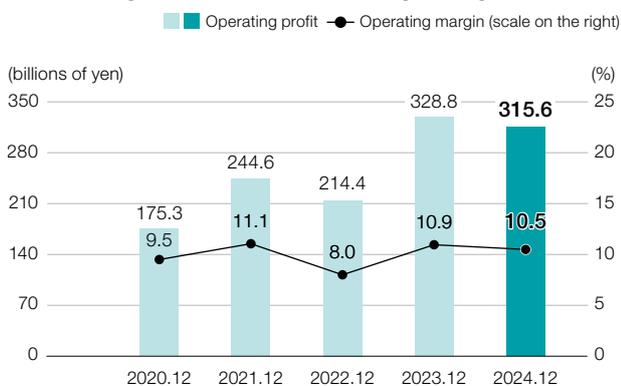
## Revenue



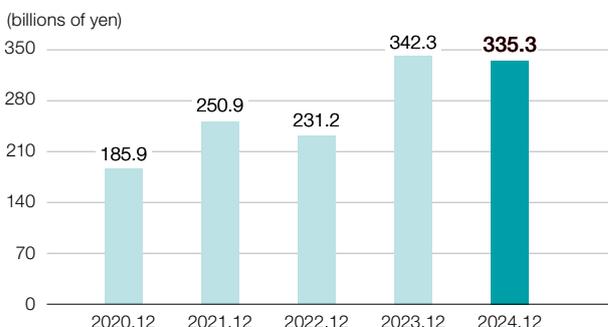
## Overseas Revenue and Overseas Revenue Ratio



## Operating Profit and Operating Margin



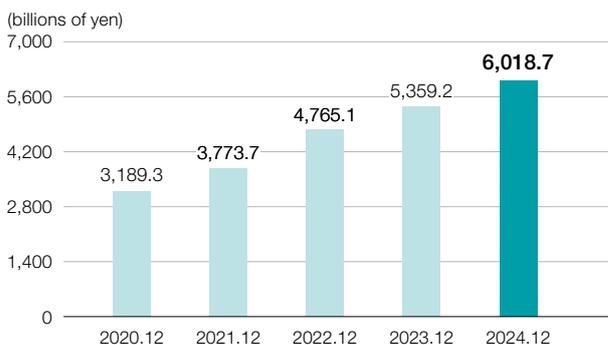
## Profit before Income Taxes



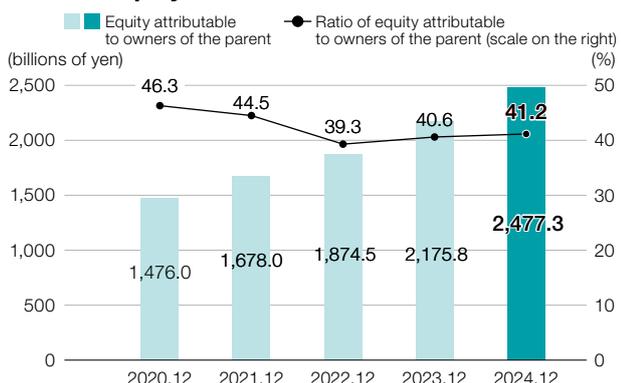
## Profit Attributable to Owners of the Parent



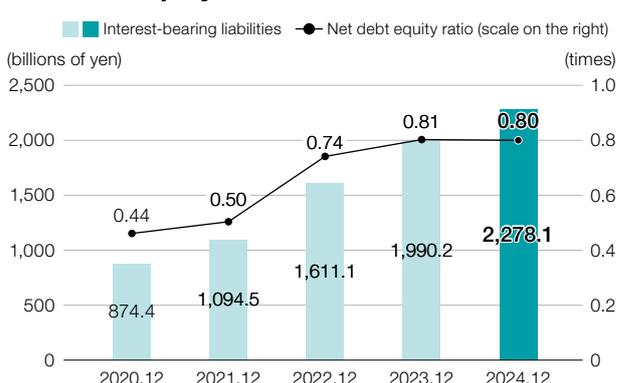
## Total Assets



## Equity Attributable to Owners of the Parent and Ratio of Equity Attributable to Owners of the Parent



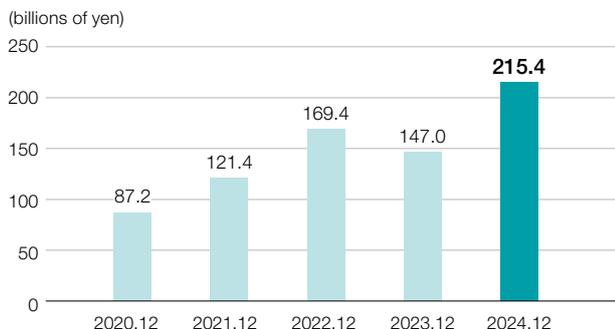
## Interest-bearing Liabilities and Net Debt Equity Ratio



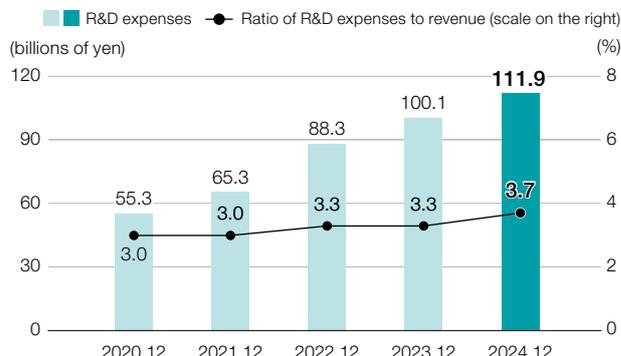


Click here for detailed financial data. [Click](#)

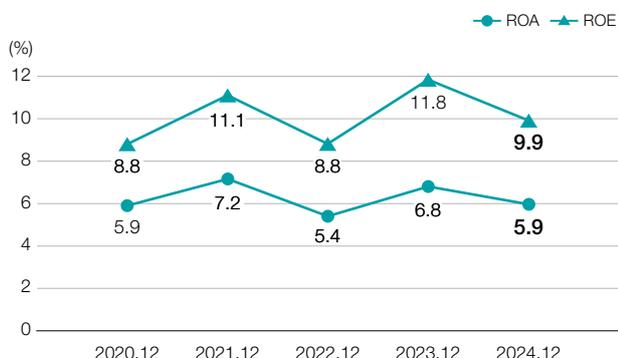
### Capital Expenditures



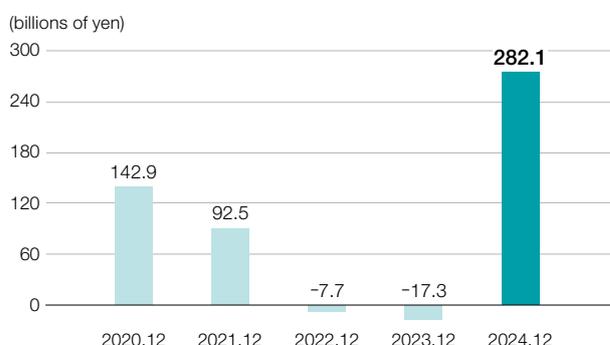
### R&D Expenses and the Ratio of R&D Expenses to Revenue



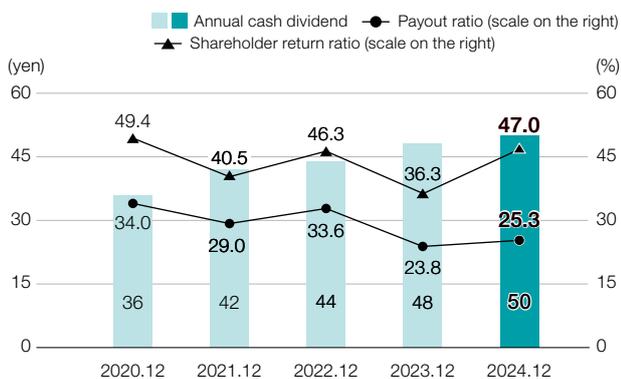
### ROA and ROE



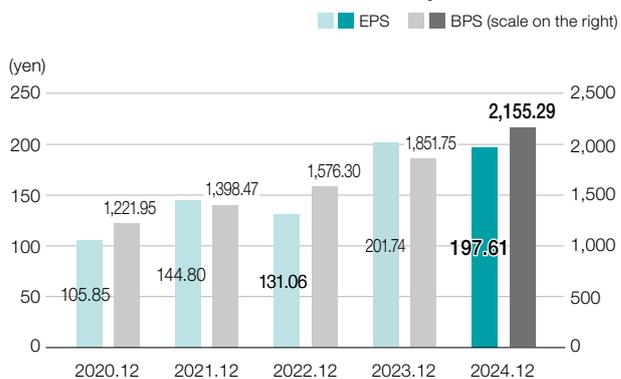
### Net Cash Provided by Operating Activities



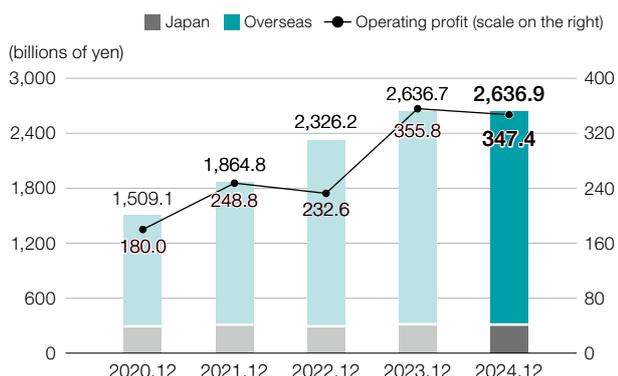
### Annual Cash Dividend Per Share, Payout Ratio, and Shareholder Return Ratio



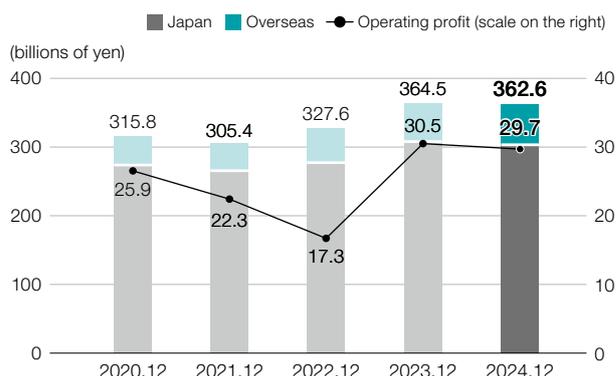
### Basic Earnings per Share <EPS> and Equity Attributable to Owners of the Parent per Share <BPS>



### [Farm & Industrial Machinery] Trends in Revenue and Operating Profit



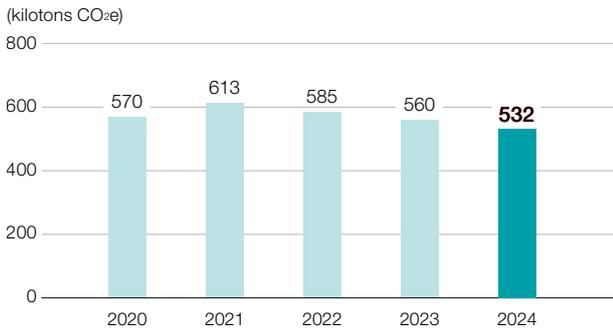
### [Water & Environment] Trends in Revenue and Operating Profit



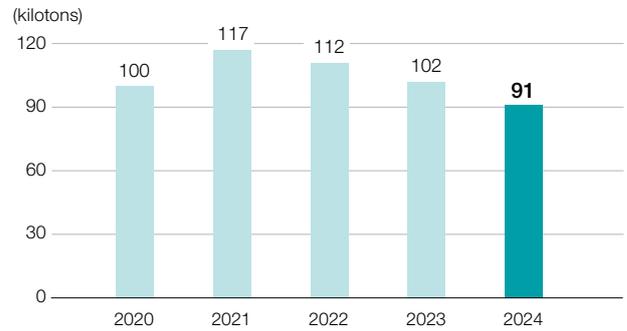
# Non-financial Highlights

The following are excerpts from the Kubota Group’s key non-financial data over the past five years.

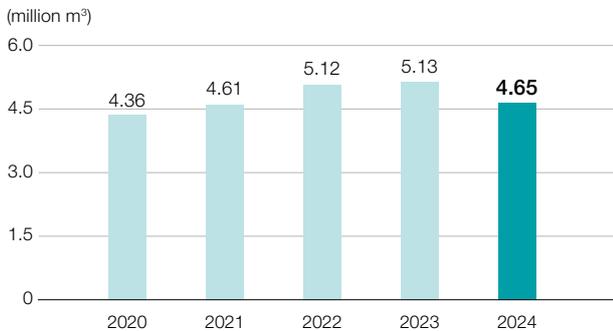
## CO<sub>2</sub> Emissions\*<sup>1</sup> (Consolidated)



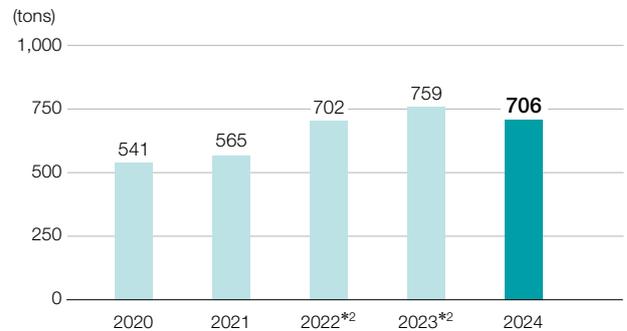
## Waste Discharge\*<sup>1</sup> (Consolidated)



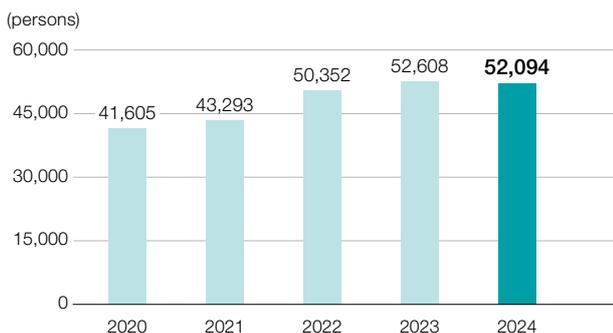
## Water Withdrawal\*<sup>1</sup> (Consolidated)



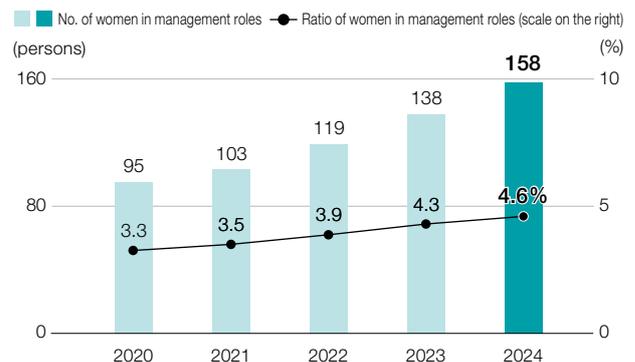
## VOC (Volatile Organic Compound) Emissions\*<sup>1,2</sup> (Consolidated)



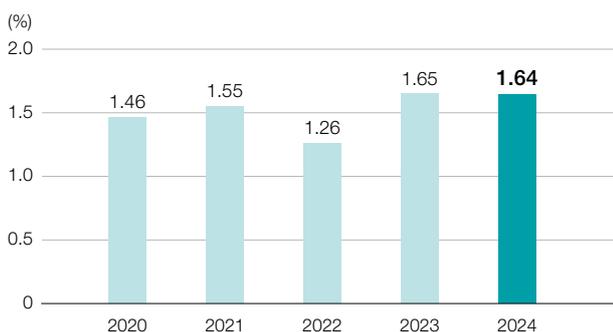
## No. of Employees (Consolidated)



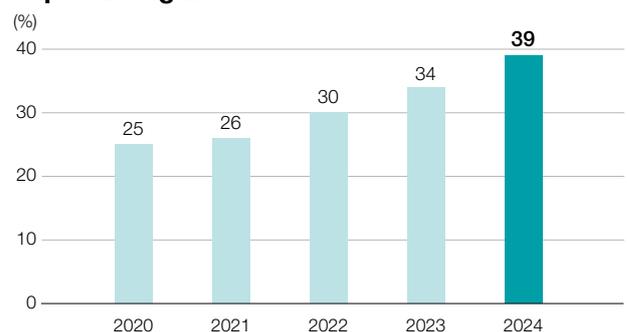
## No. of Women in Management Roles (Non-consolidated)



## Job Turnover Rate (Non-consolidated)



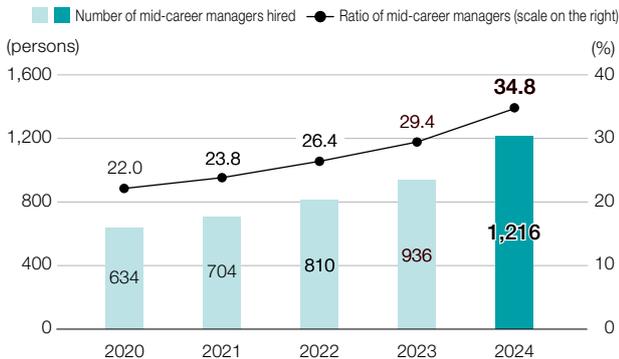
## Proportion of Representatives of Sites Outside Japan Being Locals



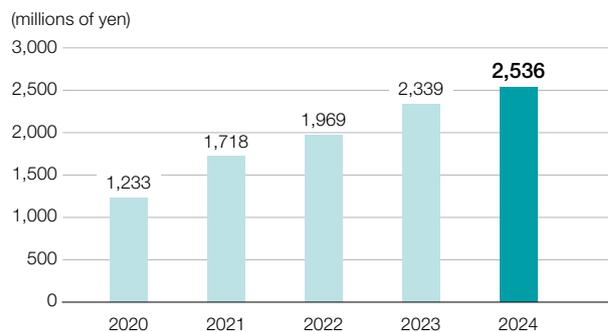
\*1 Click here for detailed environmental data. [Click](#)

\*2 Figures for FY2022 and FY2023 have been corrected in order to improve accuracy.

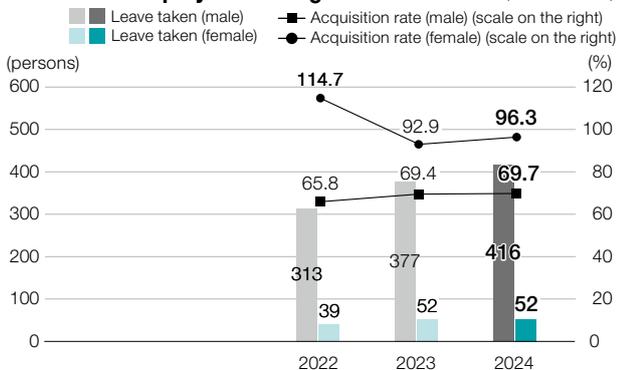
### Number of Mid-career Managers Hired (Non-consolidated)



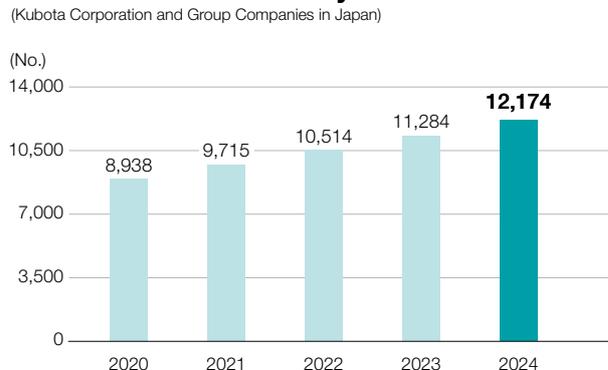
### Human Resource Development Expenses (Non-consolidated)



### Number of Employees Taking Childcare Leave (Non-consolidated)



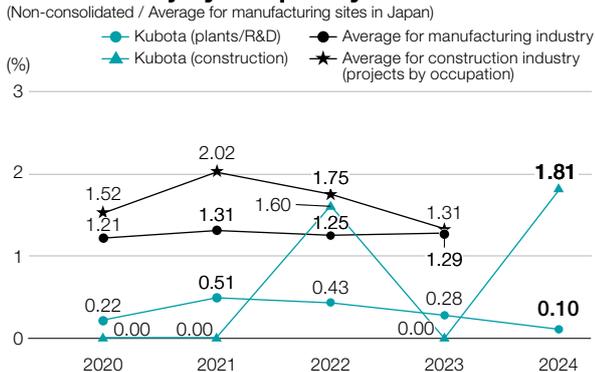
### No. of Patents/New Utility Models Possessed (Kubota Corporation and Group Companies in Japan)



\* Figures, including those for prior periods, have been calculated and amended in line with calculation methods set by the Ministry of Health, Labour and Welfare based on the Act on Childcare Leave, Caregiver Leave, and Other Measures for the Welfare of Workers Caring for Children or Other Family Members.

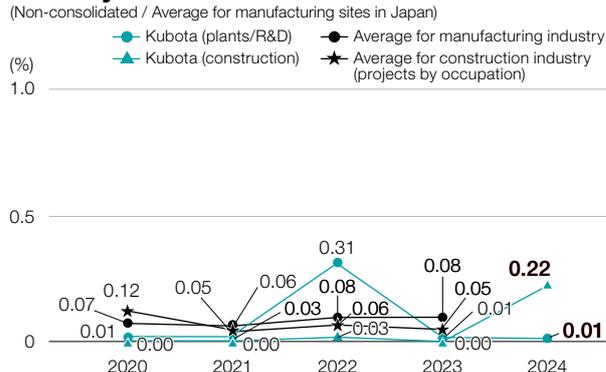
\* In cases where the fiscal year in which employees took childcare leave differs from the fiscal year in which their child was born, this will result in the rate exceeding 100%.

### Lost Time Injury Frequency Rate (Non-consolidated / Average for manufacturing sites in Japan)



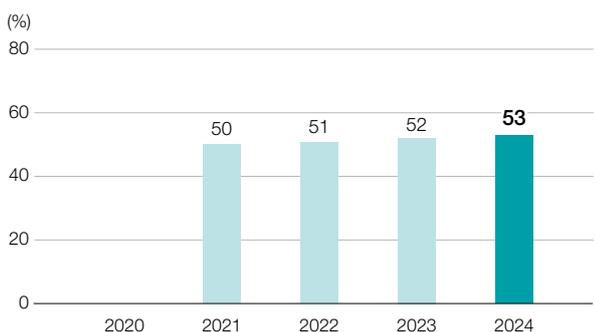
\* Average data of FY2024 had not been published till the date of the edit completion.

### Severity Rate (Non-consolidated / Average for manufacturing sites in Japan)



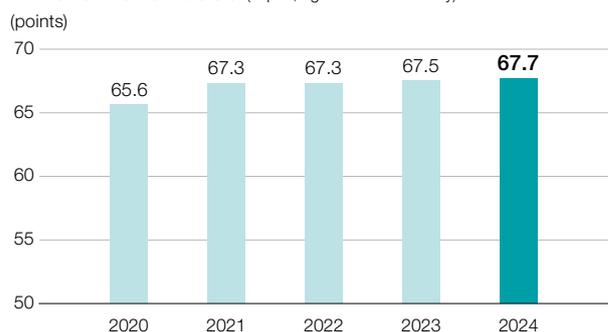
\* Average data of FY2024 had not been published till the date of the edit completion.

### Engagement Score (Non-consolidated / employees for general positions)



\* Engagement survey started in fiscal 2021.

### Overall Customer Satisfaction with Dealer Where Purchased (Japan, agricultural machinery)



\* The collation method that we switched to in fiscal 2023 has been retroactively applied to data for previous fiscal years. The amended data is shown here.

# Corporate Information

## External Evaluations and Praise

### Inclusion in ESG Indices

The Kubota Group has been highly evaluated for its ESG initiatives and selected as a constituent of multiple ESG indices in Japan and overseas. In addition to the ESG Index adopted by the Government Pension Investment Fund (GPIF), Kubota has been selected as a constituent of the following indices.

#### ESG Comprehensive Indices

#### Environment Themed Index

\*1 ESG Index adopted by the Government Pension Investment Fund (GPIF)

**\* MSCI indexes, logos, and trademarks, etc.**

THE INCLUSION OF KUBOTA CORPORATION IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF KUBOTA CORPORATION BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

**FTSE4Good Index Series**

FTSE Russell (the trading name of FTSE International Limited and Frank Russell Company) confirms that KUBOTA CORPORATION has been independently assessed according to the FTSE4Good criteria, and has satisfied the requirements to become a constituent of the FTSE4Good Index Series. Created by the global index provider FTSE Russell, the FTSE4Good Index Series is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE4Good indices are used by a wide variety of market participants to create and assess responsible investment funds and other products.

**FTSE Blossom Japan Index**

FTSE Russell confirms that KUBOTA CORPORATION has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Index. Created by the global index and data provider FTSE Russell, the FTSE Blossom Japan Index is designed to measure the performance of companies demonstrating strong Environmental, Social and Governance (ESG) practices. The FTSE Blossom Japan Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

**FTSE Blossom Japan Sector Relative Index**

FTSE Russell confirms that KUBOTA CORPORATION has been independently assessed according to the index criteria, and has satisfied the requirements to become a constituent of the FTSE Blossom Japan Sector Relative Index. The FTSE Blossom Japan Sector Relative Index is used by a wide variety of market participants to create and assess responsible investment funds and other products.

(As of June 1, 2025)

## Certifications and Prizes



Certified as a **Water Cycle ACTIVE Company** for our active initiatives helping to promote water circulation



Recognized under the **2024 Certified KENKO Investment for Health Outstanding Organizations Recognition Program**, organized by the Ministry of Economy, Trade and Industry and Nippon Kenko Kaigi, as one of the **White 500**



Kubota's Global Institute of Technology won the **Minister of Economy, Trade and Industry Award (ZEB/ZEH category)**, in the energy conservation category of the **2024 Energy Conservation Grand Prize**

**All-Terrain KATR Named as CES Innovation Awards® 2025 Best of Innovation**

The Consumer Electronics Show (CES®), held in Las Vegas in the U.S., is the world's largest technology trade show. Its CES Innovation Awards® program honors outstanding products based on criteria such as engineering and functionality, aesthetic and design, and what makes the product unique and innovative.

The KATR is a compact, all-terrain vehicle designed to provide a stable platform without tilting the cargo deck. The KATR is well-suited for a wide range of applications, from agriculture and forestry through to construction and even disaster response.



**Our unmanned, automated combine harvester, the Agri Robot Combine Harvester DRH1200A, won the "Awards for Excellence" at the 2024 Nikkei Excellent Products and Services Awards**

In judging for the 2024 Nikkei Excellent Products and Services Awards, which is organized by the *Nihon Keizai Shimbun* (Nikkei) newspaper company, we were praised for our world-first\*2 launch of an unmanned, automated combine harvester that can contribute to labor-savings and efficiency-enhancements to address issues in Japanese agriculture, a sector that faces concerns about the rising average age and labor shortages.



\*2 As of June 14, 2023, according to Kubota's survey

## Corporate Data (as of December 31, 2024)

Corporate name: Kubota Corporation  
 Established: 1890  
 Capital: ¥84.1 billion  
 Total number of shares issued: 1,150,896,846  
 Number of shareholders: 129,528  
 Revenue (consolidated): ¥3,016.3 billion  
 Employees (consolidated): 52,094  
 Global network: Over 120 countries  
 Overseas revenue ratio: 79.0%

Head Office  
 2-47, Shikitsuhigashi 1-chome, Naniwa-ku, Osaka 556-8601 Japan  
 Tel. +81-6-6648-2111

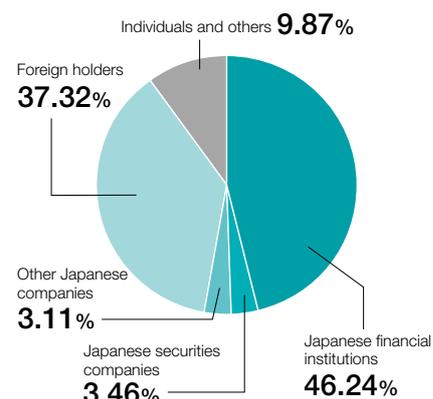
Tokyo Head Office  
 1-3, Kyobashi 2-chome, Chuo-ku, Tokyo 104-8307 Japan  
 Tel. +81-3-3245-3111

## Share & Shareholder Information (as of December 31, 2024)

### Basic share information

Fiscal year	January 1 to December 31
General Meeting of Shareholders	Held each March
Record date	General Meeting of Shareholders: December 31 Year-end dividend: December 31 Interim dividend: June 30
No. of shares constituting one share unit	100 shares
Shareholder register agent	Sumitomo Mitsui Trust Bank, Limited 1-4-1, Marunouchi, Chiyoda-ku, Tokyo
Contact details	Stock Transfer Agency Business Planning Dept. Sumitomo Mitsui Trust Bank, Limited 2-8-4, Izumi, Suginami-ku, Tokyo 168-0063 Tel. 0120-782-031 (toll-free)
Agent helpdesks	Sumitomo Mitsui Trust Bank, Limited head office or branches throughout Japan
Reporting method	Kubota website
Stock exchange	Tokyo Stock Exchange

### Shareholder Categorized Distribution



### Stock price trends over the past 10 years (January 1, 2015–December 31, 2024)



### 10 Largest Shareholders

	Shareholders	Number of shares held (thousand)	Percentage of issued shares (%)
1	The Master Trust Bank of Japan, Ltd. (Trust Account)	179,028	15.56
2	Custody Bank of Japan, Ltd. (Trust Account)	67,431	5.86
3	Nippon Life Insurance Company	62,542	5.43
4	Meiji Yasuda Life Insurance Company	59,929	5.21
5	Sumitomo Mitsui Banking Corporation	28,967	2.52

	Shareholders	Number of shares held (thousand)	Percentage of issued shares (%)
6	BNYM as AGT/CLTS Non Treaty JASDEC	26,960	2.34
7	Mizuho Bank, Ltd.	25,347	2.20
8	State Street Bank West Client – Treaty 505234	19,757	1.72
9	State Street Bank and Trust Company 505001	19,228	1.67
10	Moxley and Co LLC	18,197	1.58

\* Percentage of issued shares is calculated after excluding treasury shares.

**KUBOTA Corporation**

1-2-47 Shikitsu-higashi, Naniwa-ku,  
Osaka 556-8601, Japan  
Edited by: ESG Promotion Dept.

Issued in June 2025

