

New Management Structure Effective from 2026

Kubota Corporation (Head Office: Naniwa-ku, Osaka, Japan; President and Representative Director: Yuichi Kitao; hereinafter “Kubota”) will revise its management structure effective January 1, 2026, to further accelerate business growth.

1. Background and Objectives

- As Farm & Industrial Machinery business continues to expand overseas, Water & Environment business focuses primarily on domestic growth in Japan. Both also differ in terms of business models and scale, necessitating a framework that allows each business sector to operate more in alignment with its own unique characteristics.
- In particular, Farm & Industrial Machinery business faces challenges such as operational inefficiencies caused by overlapping functions with Corporate Staff, as well as increasingly complex decision-making processes resulting from the expansion of global operations.
- Accordingly, we have been implementing management reforms, such as transferring certain organizations and functions from Corporate Staff to the Farm and Industrial Machinery Consolidated Division effective January 1, 2025, and transitioning the Water and Environment Infrastructure Consolidated Division into an in-house company structure.
- Through these revisions, we will implement further organizational changes and delegate additional authority to accelerate business growth by transitioning to a management structure that enables stronger business operations, greater efficiency, and faster decision-making.

2. Main Contents

- (1) The Farm and Industrial Machinery Consolidated Division will be dissolved, and the President will become directly involved in each business to enable faster decision-making.
- (2) Functional organizations will be established with jurisdiction throughout the company—covering business planning, research and development, manufacturing, safety, compliance and quality assurance, ICT, and human resources. Each of these will be headed by a Chief Officer*, with authority delegated from the President (CEO). Each Chief Officer will be responsible for enacting measures that provide cross-functional support for both Japan and global operations within the context of company-wide management, while also enhancing the speed of decision-making.

*The newly appointed Chief Officers are as follows:

- Chief Executive Officer (CEO)
- Chief Business Planning Officer (CBPO)
- Chief Technology Officer (CTO)
- Chief Manufacturing Officer (CMO)
- Chief Health & Safety Officer (CHSO)
- Chief Compliance & Quality Officer (CCQO)
- Chief ICT Officer (CIO)
- Chief Human Resources Officer (CHRO)

- (3) A new Farm & Groundcare Equipment Division will be established with jurisdiction over business strategies in the agricultural sector. This division will integrate product planning, development, and related functions for the tractor, harvester and transplanter, and implement businesses. In addition, within the Farm & Groundcare Equipment business, a new Farm and Industrial Machinery Global Operating Headquarters* will be established with jurisdiction over manufacturing and sales operations, including overseas bases; as well as a new Farm and Industrial Machinery Global Customer First Headquarters with jurisdiction over service and quality assurance. Through these, we aim to further grow as an agricultural solutions company.

*Both headquarters will also work in coordination with our Construction Machinery and Engine businesses to further enhance their functionality.