



New Year's Message from the President

Aspire to Become an “Essentials Innovator for Supporting Life,” Committed to a Prosperous Society and Cycle of Nature

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Happy New Year, everyone!

Last year began with the global outbreak of COVID-19, throwing us into an unprecedented, challenging situation. The resulting changes were not limited to the business environment, as the lifestyles of individuals were affected as well. Under these circumstances, the Kubota Group has been able to continue its operation as an essential business, and we are proud that customers around the world consider our business as essential on account of our support of key social initiatives, such as helping maintain a stable supply of food and the development of water and environmental infrastructure. Not a single day went by without someone briefing me on how hard global Kubota employees were working to keep their plants and offices running with uninterrupted services. I am deeply grateful for all of your dedicated efforts.

The experiences of the past year served as a remind of the Kubota Group's raison, our ultimate purpose as an organization that we are an essential business that supports the social infrastructure related to food, water, and the environment. The pandemic has inspired and challenged us to fulfill our mission and duties without interruption.

For better or for worse, COVID-19 is changing the face of our world dramatically. Accordingly we must attempt to predict the direction of the changes to come, locate potential shifts, and quickly respond so that we can stay one step ahead of such changes.

It has been one year since I assumed the presidency of Kubota. Since then, I have taken every opportunity to visit various business sites of the Kubota Group to personally speak with as many employees as possible, although COVID-19 has unfortunately prevented me from doing so outside of Japan. I also had an opportunity to visit Innoshima Island, the birthplace of our Founder Gonshiro Kubota. There, I witnessed the lasting legacy of a man that made enormous contributions for the sake of the prosperity of his hometown, be it in the form of funding seawalls along the coastline, bridges, or elementary school buildings. Every time I have an opportunity to revisit Kubota's history, it deepens my desire to realize my vision for the Kubota Group, namely, to make our company “one that offers solutions to global issues related to food, water, and the environment through its business activities.”

“GMB2030” is our new long-term vision that will start this year, as you know, GMB stands for “Global Major Brand.” As part of our long-term vision, we will

aim to become an “Essentials Innovator for Supporting life,” Committed to a Prosperous Society and Cycle of Nature. To achieve this goal, we will develop and apply new solutions in the following three categories:

- ① Solutions to enhance the productivity and safety of food
- ② Solutions to promote the circulation water resources and waste
- ③ Solutions to improve urban and living environments

To offer these solutions, we will need to take the following six actions :

- Innovation
- Investment
- Global Management
- DX (Digital Transformation)
- KPS (Kubota Production System)
- ESG Managemet (Environment, Society, Governance)

As you go about your business going forward, I want you to develop a positive awareness of the three factors of ESG: Environmental, Social, and Corporate Governance. ESG has been a part of investment criteria for some time now. It is safe to say that these criteria are now commonly used to determine the value of a company in general. In the past, companies were evaluated based on the results of their performance and financial position, however, these three non-financial factors are now considered crucial in measuring the long-term growth potential and sustainability of companies.

Companies that are conscious of these three factors and are engaging in business with consideration to the global environment, -maintain a high level of employee satisfaction, are held in high regard within their communities, and have persons of character on their payroll. It is the direction that our goal of “GMB Kubota” stands for.

When you have to make choices and decisions in your everyday business, please prioritize ESG in your criteria. To gain social acceptance as a sustainable business, it will be increasingly important to care for the global environment from a long-term perspective and have honest engagements with all Kubota Group stakeholders, rather than solely on improving short-term performance.

We are still required to be a cautious in the prevention of COVID-19, however, we must overcome this challenge and move forward in achieving the overarching mission of solving global issues related to food, water, and the environment. Together, as One Kubota, we can achieve our objectives! I hope you will join us in this endeavor.