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Message by Dai Watanabe, President Kubota Holdings Europe B.V.

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We are very pleased to announce the establishment of our Holding Company in Europe as the Regional Headquarters of our industrial and agricultural machinery business. Kubota Holdings Europe B.V. will drive further business expansion in the European markets by aiming for a Pan-European business management optimization.

It has been 43 years since we established our first subsidiary in Europe. After that we have been increasing our sales and manufacturing bases in the European region. In order to grow further, it is necessary to shift our business management from a country to a Pan-European business basis and to optimize our business management in Europe. Therefore, we have decided to establish our European Regional Headquarters based in Nieuw-Vennep, the Netherlands.



We will drive our 'Customer first' principles further through the activities of Kubota Group in Europe and will contribute to make Kubota a 'Global Major Brand' in line with our Pan-European strategy.

By our '**Winning in Europe together**' we want to express our ambition of joint Kubota activities in Europe. Furthermore with the following main starting points:

**'For Earth For Life'** – We are developing our business in Europe under the Kubota Group corporate principle "Contribute to social development and the conservation of the global environment through products, technology, and services that support both comfortable lifestyles and the foundation of our societies" in an aim at solving the worldwide problems of food, water, and the environment.

**'Valuing other'** – . Kubota's strength has always been based on respecting and valuing the work of others by combining local market knowledge with its Japanese high-quality R&D and manufacturing expertise. Kubota has been able to expand its business activities by optimizing this approach. However we are shifting our business model to local manufacturing and research and development activities in order to have our business activities closer to the customers. The Pan-European approach initiated with the establishment of our new Regional Headquarters will accelerate customer first activities with respecting the local customer's voice, valued history, heritage and know-how of each Kubota entity in Europe.

**'Collaboration'**- Kubota's product range includes Tractors, Riding Mowers, Engines and Construction machinery etc. With the agricultural implements of the Kverneland Group, we are now a broad supplier of industrial and agricultural machinery. With our new Regional Headquarters we want to drive further collaboration across borders, entities, and product and service offerings. By doing so we can add value to our product and service offerings, enrich the work of our employees and ultimately grow our business in Europe.

As always, we look forward to your continued support to accomplish our ambitions.

Kind regards, Dai Watanabe

Managing Executive Officer, GM of Agricultural Implement Division Kubota. Corp  
President & CEO Kubota Holdings Europe B.V.  
President & CEO Kverneland AS