

# Comments on the CSR Report

## Social responsibility through corporate activities

The basis for CSR lies in the way corporate activities are carried out so as to contribute to the development of society. In this sense, KUBOTA deserves high recognition for its global efforts toward the development of agriculture which constitutes the very basis of our society. Domestically, KUBOTA is implementing the KUBOTA e-Project for improving self-sufficiency in food, which is one of the pressing issues facing Japan today. KUBOTA's commitment in this area is highly commendable in terms of materiality, and we look forward to further developments.

## Setting of CSR targets and efforts for improvements

There are some noteworthy improvements in the CSR Report 2009: it introduces medium-term corporate social responsibility targets as well as specific medium-term targets for CO<sub>2</sub> emissions reduction. While the medium-term social targets in KUBOTA's CSR activities are presented in qualitative terms, I hope that these targets will be pursued in a manner that the progress toward the envisioned outcome will be visible. In the environmental sector, an increase in environmental impact is reported, but I trust that KUBOTA will overcome the existing problems by taking a systematic approach under the Medium-Term Environmental Conservation Plan which the company is committed to promoting group-wide.

## Listening directly to stakeholders

This year's report is also characterized by its focus on the stakeholder dialogue and employees' voices. Listening to its stakeholders is very important for CSR activities. In this light, I believe it is very important for KUBOTA to continue to pursue this. In the field of agriculture, seeking opinions and incorporating those opinions into corporate activities is especially important. I hope KUBOTA will listen to its various stakeholders and continue its efforts to explore what is most needed for CSR.

## Acting globally

KUBOTA is carrying out its CSR activities globally, as is shown, in part, in this report. I propose that KUBOTA should place yet greater emphasis on its global CSR activities. Especially, social contributions in Asia can lead to global development and therefore take on great significance for companies promoting CSR activities. With its proven track record in this area, it is my sincere hope that KUBOTA will be a model for other Japanese companies involved in CSR activities in Asia.

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## In response to the above comments

This year we invited Professor Katsuhiko Kokubu of the Graduate School of Business Administration, Kobe University, to comment on our CSR Report. We are sincerely grateful for receiving his insight regarding our CSR targets and their improvements to our corporate activities. We will continue to promote CSR management based on his valuable advice.

Professor Kokubu spoke with the president of KUBOTA Corporation in the KUBOTA CSR Report 2008, in which he stated that at the core of KUBOTA's CSR activities there should be a business model that is designed to improve matters relating to people's lives. In response to this remark, we will further enhance the KUBOTA e-Project that was launched last year as part of the KUBOTA Group's social contribution activities.

We will continue to contribute to the development of our society and preservation of the global environment by promoting CSR management group-wide.