

Corporate profile

(as of March 31, 2004)

Corporate name
KUBOTA Corporation

Year founded
February 1890

Year established
December 1930

Capital
78,156,602,534 Yen

Total No of shares issued
1,409,808,978

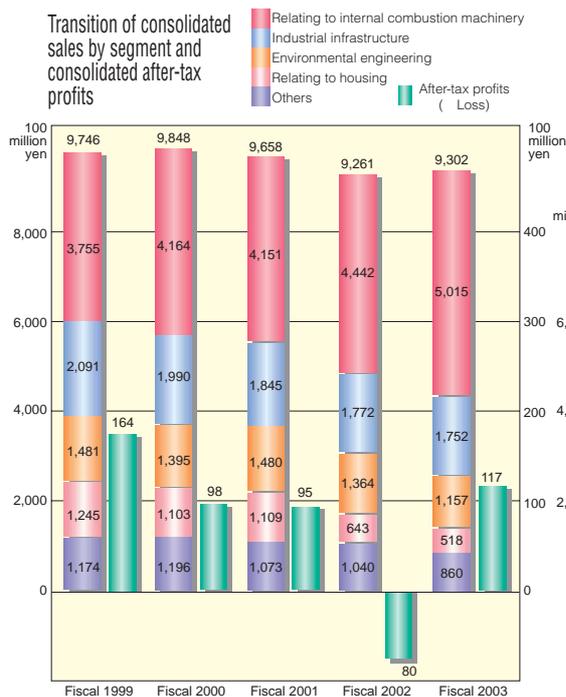
No of stockholders
56,514

Head office
1-2-47, Shikitsuhigashi, Naniwa-ku,
Osaka, 556-8601

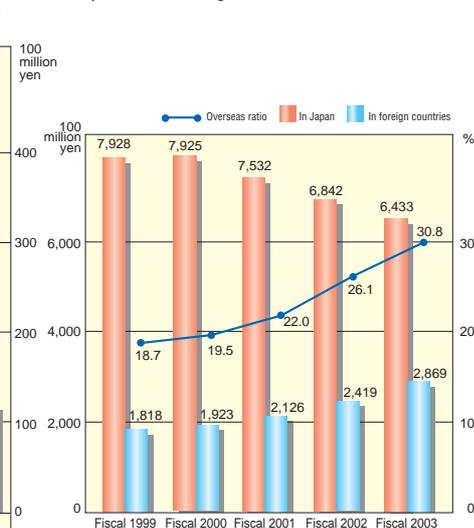
Tokyo head office
3-1-3, Nihonbashimuromachi, Chuo-ku,
Tokyo metropolis, 103-8310

Home page
<http://www.kubota.co.jp/>

Transition of consolidated sales by segment and consolidated after-tax profits



Transition of consolidated sales in Japan and foreign countries



Status of employees

Number of employees	Increase or decrease of employees compared with previous year	Average age	Average length of service
11,641	810	41.4 years old	19.9 years

Note) Part-time employees are excluded.

Transition of number of employees



Main offices and plants

	Name	Place
Head office and branch offices	Head office	Osaka
	Tokyo head office	Chuo-ku, Tokyo
	Hokkaido branch office	Sapporo
	Tohoku branch office	Sendai
	Chubu branch office	Nagoya
	Chugoku branch office	Hiroshima
	Shikoku branch office	Takamatsu
	Kyushu branch office	Fukuoka
	Hanshin office in Head office	Amagasaki
	Kyuhoji business center	Yao
	Sapporo office of machinery	Sapporo
	East Japan office of machinery	Saitama
	West Japan office of machinery	Amagasaki
	Fukuoka office of machinery	Fukuoka
Yokohama branch office	Yokohama	
Plants	Hanshin plant	Amagasaki
	Keiyo plant	Funabashi and Ichikawa
	Sakai PVC pipe plant	Sakai
	Odawara plant	Odawara
	Shiga plant	Kosai-cho, Koga-gun, Shiga
	Okajima plant	Osaka
	Sakai plant	Sakai
	Utsunomiya plant	Utsunomiya
	Tsukuba	Yawara-mura, Tsukuba-gun, Ibaraki
	Sakai coastal plant	Sakai
	Hirakata plant	Hirakata
	Ryugasaki plant	Ryugasaki

Main businesses

Department	Main products
Industrial infrastructure division	Ductile iron pipes, FW pipes (reinforced plastic compound pipes) Spiral steel pipes (steel pipe piles, steel pipe sheet piles), Perma pipes (double-layer heat retentive pipes) Plastic pipes , Vinyl pipes, Polyethylene pipes, Plastic laying steel pipes, Fittings and various kinds of attachments Valves , valves for drinking water and sewage and so on Materials , Reaction pipes, Hearth rolls, G columns, G piles, Rolled steel rolls, Ceramics, TXAX(brake pad material), Cast irons for engines, Drainage cast iron pipes, Jointed water drainage pipes, Ductile segments, Ductile frames
Farm and industrial machinery division	Agricultural machinery , Tractors, Mini-tillers, Tillers, Power-tillers, Combine harvesters, Binders, Harvesters, Rice transplanters Agriculture-related products , Implements, Attachments, Dryers, Vegetable transplanters, Vegetable harvesters, Arm housings, Rice processing vending machines, Agricultural pick-up, Power carts, Rice cooker, and other agricultural-related products Agricultural facilities , Cooperative drying facilities, Rice-polishing facilities, Cooperative seedling facilities, Dairy farm facilities, Horticultural facilities, Collection, selection and shipment facilities for fruit Wide use machinery , Green control devices, Lawn mowers, All-purpose working machine Engines , Various types of engines for agricultural machinery, construction machinery, industrial machinery, generators and so on Construction machinery , Mini-backhoes, Wheel loaders, Carriers, Hydraulic shovels, Welders, Generators, and other various types of products relating to construction machinery Automatic vending machines , various types of automatic vending machines for beverage, tobacco, and tickets Electric equipments , Various types of weighing and measuring devices, Weighing and measuring control system, CAD system Air conditioning equipment, Photovoltaic roofing material, Casting plant
Environmental engineering division	Drinking water and sewage engineering , Sewage treatment plants, Sewage sludge incineration and melting plants, Drinking water treatment plants Water environmental engineering , Night soil treatment plants, Organic membrane units for water treatment, Leachate treatment plants for final disposal sites of waste, Soil purification plants, Industrial wastewater treatment plants, Stock farming waste treatment plants, Food waste treatment plants Recycling engineering , Waste incineration and melting plants, Industrial waste treatment plants, Crushing plants for bulky waste and noncombustible waste, Recycling plants for waste, Crushing and fine pulverization equipments Pumps , Various types of pumps for drinking water, sewage, irrigation water, and industrial water, Pump plants, Operation supporting system like remote observation and so on, Fountain equipments, Small-sized hydraulic power generation equipments, Wastewater treatment facilities for agricultural community
Housing materials and utilities division	Joukaso, Bathtub

Financial statements

Summary of consolidated balance sheets (as of March 31, 2004)

Assets		Liabilities and shareholders' equity	
Items	Amount	Items	Amount
Current assets	Million yen	Current liabilities	Million yen
Cash and cash equivalents	81,221	Short-term borrowings	85,999
Trade notes and accounts receivable	392,102	Trade notes and accounts payable	193,706
Inventories	142,973	Other current liabilities	134,975
Other current assets	65,106	Total current liabilities	414,680
Total current assets	681,402	Long-term liabilities	302,817
Investments	161,464	Minority interests	15,646
Property, plant and equipment	222,746	Shareholders' equity	
Other assets	58,613	Common stock	78,156
		Additional paid-in capital	87,263
		Legal reserve	19,539
		Retained earnings	204,156
		Accumulated other comprehensive income (loss)	26,075
		Treasury stock	24,107
		Total shareholders' equity	391,082
Total assets	1,124,225	Total liabilities and shareholders' equity	1,124,225

Summary of unconsolidated balance sheets (as of March 31, 2004)

Assets		Liabilities	
Items	Amount	Items	Amount
Current assets	Million yen	Current liabilities	Million yen
Cash and deposit	49,379	Trade notes payable	9,369
Trade notes receivable	51,789	Trade accounts payable	141,598
Trade accounts receivable	220,065	Short-term borrowings	49,577
Inventories	62,261	Other current liabilities	100,333
Other current assets	67,412	Total	300,877
		Long-term liabilities	182,887
Total	450,907	Total liabilities	483,765
Permanent assets		Shareholders' equity	
Tangible permanent assets	165,586	Common stock	78,156
Intangible permanent assets	4,991	Additional paid-in capital	67,159
Investments	246,204	Additional income	207,783
Total	416,783	Balance of estimated other securities	54,730
		Treasury stock	23,904
		Total shareholders' equity	383,925
Total assets	867,690	Total liabilities and shareholders' equity	867,690

Summary of consolidated statements of income (April 1, 2003 to March 31, 2004)

Items	Amount
	Million yen
Net sales	930,237
Cost of sales	701,727
Selling, general, and administrative expenses	199,768
Loss from disposal and impairment of businesses and fixed assets	6,893
Operating income	21,849
Other income (expenses)	
Interest and dividend income	7,264
Interest expense	4,286
Other (net)	2,270
Other income, net	5,248
Income before income taxes	27,097
Income taxes	13,701
Minority interests in earnings of subsidiaries	2,476
Equity in net income (loss) of affiliated companies	780
Net income	11,700

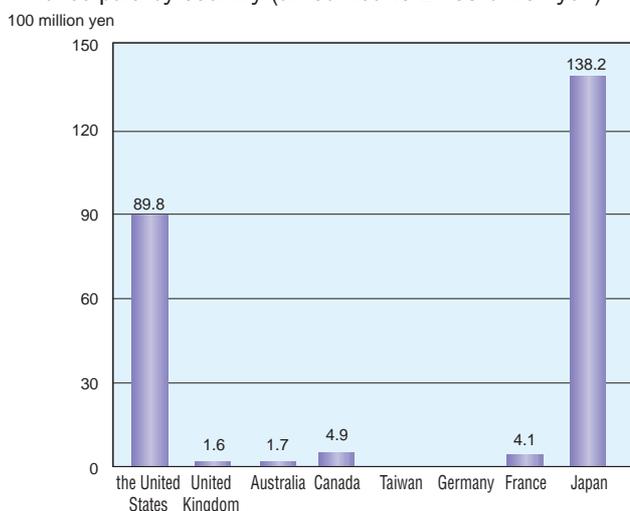
Consolidated financial statements are stated in accordance with accounting principles generally accepted in the United States of America.

Summary of unconsolidated statements of income (April 1, 2003 to March 31, 2004)

Items	Amount
	Million yen
Net sales	663,827
Cost of sales	497,534
Selling, general, and administrative expenses	124,462
Operating income	41,829
Non-operating revenues	13,093
Non-operating expenses	8,959
Ordinary income	45,964
Extra-ordinary income	2,632
Extra-ordinary losses	14,495
Income before income taxes	34,100
Income taxes	12,390
Net income	21,709
Profit brought forward from previous period	4,578
Interim dividends	4,022
Unappropriated retained income	22,266

Any amount less than one million yen is rounded down to the nearest million yen.

Taxes paid by country (amounted to 24.03 billion yen)



Appropriation of retained earnings

Unappropriated retained income	22,266,178,027
Profits brought from special reserved fund	10,000,000,000
Total	32,266,178,027
The above-mentioned profits will be appropriated as follows:	
Dividends (three yen per share)	4,022,202,696
Profits carried over to special depreciation fund	55,058,254
Unappropriated retained income carried forward to next year	28,188,917,077

On December 10, 2003, interim dividends of 4,022,371,329 yen (three yen per share) were distributed to shareholders.