

Five-Year Financial Summary

Kubota Corporation and Subsidiaries Years Ended March 31, 2004, 2003, 2002, 2001, and 2000

	Millions of Yen (Except Per Share Information)					Thousands of U.S. Dollars (Except Per Share Information) (Note 1)
	2004	2003	2002	2001	2000	2004
For the year						
Net sales	¥ 930,237	¥ 926,145	¥ 965,791	¥ 984,767	¥ 974,586	\$8,775,821
Percentage of previous year	100.4%	95.9%	98.1%	101.0%	100.9%	
Cost of sales	701,727	695,571	729,863	742,516	738,838	6,620,066
Selling, general, and administrative expenses	199,768	181,353	188,713	198,569	200,078	1,884,604
Loss from disposal and impairment of businesses and fixed assets	6,893	19,608	12,791	489	6,499	65,028
Operating income	21,849	29,613	34,424	43,193	29,171	206,123
Cumulative effect of an accounting change	—	—	—	(21,559)	—	—
Net income (loss):	11,700	(8,004)	9,530	9,795	16,428	110,377
Percentage of previous year	—	—	97.3%	59.6%	108.8%	
Percentage of net sales	1.3%	(0.9%)	1.0%	1.0%	1.7%	
Net income (loss) per common share (Yen and U.S. Dollars):						
Basic	¥8.72	¥(5.84)	¥6.78	¥6.95	¥11.65	\$0.08
Diluted	8.53	(5.84)	6.67	6.83	11.06	0.08
Net income (loss) per 5 common shares (Yen and U.S. Dollars):						
Basic	¥44	¥(29)	¥34	¥35	¥58	\$0.42
Diluted	43	(29)	33	34	55	0.41
Pro forma amounts assuming accounting change was applied retroactively:						
Net income				¥31,354	¥14,881	
Net income per common share (Yen):						
Basic				¥22	¥11	
Diluted				21	10	
Net income per 5 common shares (Yen):						
Basic				¥111	¥53	
Diluted				104	50	
Cash dividends per common share (Yen and U.S. Dollars):	¥6	¥6	¥6	¥6	¥6	\$0.06
Cash dividends per 5 common shares (Yen and U.S. Dollars):	¥30	¥30	¥30	¥30	¥30	\$0.28
At year-end						
Total assets	¥1,124,225	¥1,139,011	¥1,200,117	¥1,290,756	¥1,320,605	\$10,605,896
Working capital	266,722	212,986	221,758	211,892	234,639	2,516,245
Long-term debt	144,845	155,966	167,850	182,238	233,257	1,366,462
Total shareholders' equity	391,082	315,443	394,970	434,979	449,647	3,689,453
Shareholders' equity per common share outstanding (Yen and U.S. Dollars):	¥291.81	¥234.45	¥284.07	¥308.54	¥318.98	\$2.75
Shareholders' equity per 5 common shares outstanding (Yen and U.S. Dollars):	¥1,459	¥1,172	¥1,420	¥1,543	¥1,595	\$13.76

- Notes: 1. The U.S. dollar amounts in this report represent translations of Japanese yen, for convenience only, at the rate of ¥106=US\$1. See Note 1 to the consolidated financial statements.
2. The Company has not accounted for a nonmonetary security exchange transaction in accordance with accounting principles generally accepted in the United States of America. See Note 1 to the consolidated financial statements.
3. Per share amounts have been calculated per common share and per 5 common shares since each American Depository Share represents 5 shares of common stock.
4. Pro forma data reflect the effect of an accounting change in retirement and pension costs to account for actuarial gains and losses in accordance with its current policy as described in Note 6 to the consolidated financial statements.
5. Working capital is the amount of total current assets less total current liabilities in the consolidated balance sheets.