

Profile

More than a century since its founding, Kubota Corporation and its subsidiaries (collectively “the Company”) have continued to help improve people’s quality of life, by offering products and services—including farm equipment, pipes for water supply and sewage systems, environmental control plants, industrial castings, and building materials. The Company has as its management principle that the Company contributes to the development of society and the preservation of the earth’s environment through its products, technology, and services that provide the foundation for society and for affluent lifestyles. While adhering to this management principle, the Company is implementing management policies that are focused on prioritizing allocation of its resources, emphasizing agility in its operations and strengthening consolidated operations. Through these measures, the Company aims to improve its adaptability to respond with flexibility to the changing times, resulting in a high enterprise value.

Financial Highlights

Kubota Corporation and Subsidiaries Years Ended March 31, 2006, 2005, and 2004

	Millions of Yen			Thousands of U.S. Dollars
	2006	2005	2004	2006
Net sales	¥1,051,040	¥983,226	¥929,876	\$8,983,248
Percentage of previous year	106.9%	105.7%	100.4%	
Net income	81,034	117,901	11,700	692,598
Percentage of previous year	68.7%	1,007.7%	–	
Percentage of net sales	7.7%	12.0%	1.3%	
Net income per common share (Yen and U.S. Dollars):				
Basic	¥62.14	¥89.11	¥8.72	\$0.53
Diluted	61.67	86.83	8.53	0.53
Net income per 5 common shares (Yen and U.S. Dollars):				
Basic	311	446	44	2.66
Diluted	308	434	43	2.63
Cash dividends paid per common share (Yen and U.S. Dollars)	9	6	6	0.08
Cash dividends paid per 5 common shares (Yen and U.S. Dollars)	45	30	30	0.38
Capital expenditures	¥33,805	¥26,097	¥21,396	\$288,932
Depreciation	25,390	25,468	27,254	217,009
R&D expenses	22,731	21,963	23,261	194,282
Number of shareholders (At year-end)	46,214	55,828	56,514	

Notes: 1. The U.S. dollar amounts in this report represent translations of Japanese yen, for convenience only, at the rate of ¥117=US\$1. See Note 1 to the consolidated financial statements.

2. Per share amounts have been calculated per 5 common shares since each American Depositary Share represents 5 shares of common stock.

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Cautionary Statements with Respect to Forward-Looking Statements

This document may contain forward-looking statements that are based on management’s expectations, estimates, projections, and assumptions. These statements are not guarantees of future performance and involve certain risks and uncertainties, which are difficult to predict. Therefore, actual future results may differ materially from what is forecast in forward-looking statements due to a variety of factors, including, without limitation: general economic conditions in the Company’s markets, particularly government agricultural policies, levels of capital expenditures, both in public and private sectors, foreign currency exchange rates, continued competitive pricing pressures in the marketplace, as well as the Company’s ability to continue to gain acceptance of its products.