

Profile

For more than a century since its founding, Kubota Corporation and subsidiaries (collectively, “the Company”) have continued to help improve people’s quality of life by offering superior products and services—including farm equipment, pipes for water supply and sewage systems, environmental control plants, industrial castings, and building materials. The Company’s management principle is to “contribute to the development of society and the preservation of the Earth’s environment” through its products, technology, and services, which 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 the 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, 2009, 2008, and 2007

	Millions of Yen			Thousands of U.S. Dollars
	2009	2008	2007	2009
Revenues	¥1,107,482	¥1,154,574	¥1,127,456	\$11,300,837
Ratio to previous year	95.9%	102.4%	105.8%	
Net income	48,064	68,026	76,457	490,449
Ratio to previous year	70.7%	89.0%	94.4%	
Ratio to revenues	4.3%	5.9%	6.8%	
Net income per common share (Yen and U.S. dollars):				
Basic	¥37.68	¥52.80	¥59.01	\$0.38
Diluted	37.68	52.80	59.01	0.38
Net income per 5 common shares (Yen and U.S. dollars):				
Basic	¥188.40	¥264.01	¥295.03	\$1.92
Diluted	188.40	264.01	295.03	1.92
Cash dividends paid per common share (Yen and U.S. dollars)	¥15	¥13	¥11	\$0.15
Cash dividends paid per 5 common shares (Yen and U.S. dollars)	75	65	55	0.77
Capital investments	¥33,337	¥35,163	¥44,715	\$340,173
Depreciation and amortization	31,242	30,565	27,097	318,796
R&D expenses	26,290	24,784	22,925	268,265
Number of shareholders (At year-end)	53,002	48,567	45,363	

Notes: 1. The U.S. dollar amounts in this report represent translations of Japanese yen, for convenience only, at the rate of ¥98=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.

3. The term “Capital investments” represents acquisition costs for the purchases of fixed assets on an accrual basis, while the purchases of fixed assets in the consolidated statements of cash flows represent payments for those assets on a cash basis.

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Cautionary Statement 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; and continued competitive pricing pressures in the marketplace, as well as the Company’s ability to continue to gain the acceptance of its products.